



DIALOG

DIALOG GROUP BERHAD
198901001388 (178694-V)

RESILIENT

ANNUAL REPORT
2021



THE PENDERANG STORY

“BUILDING THE FUTURE TODAY”

OVERVIEW

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

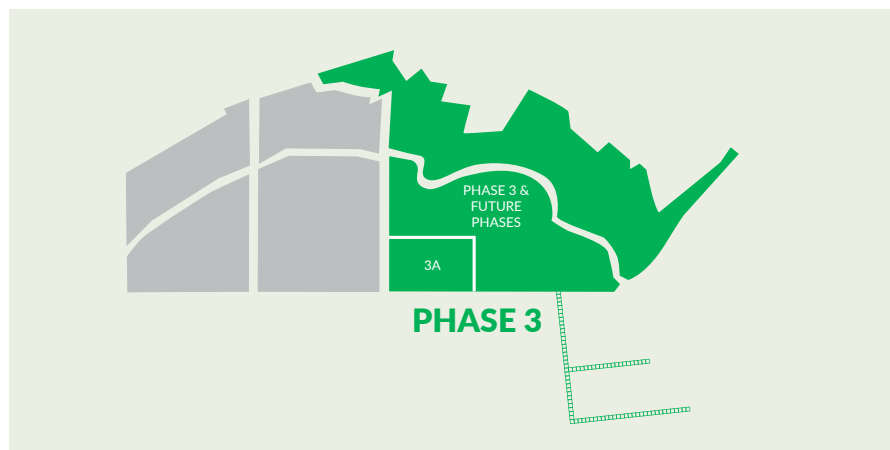
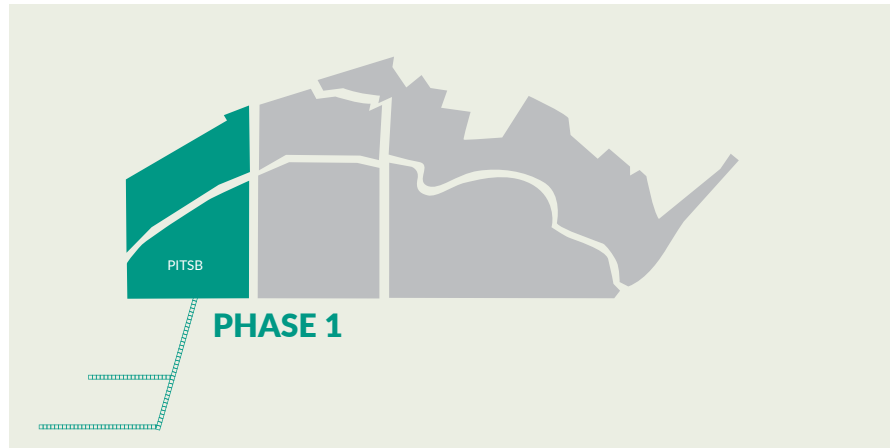
Why Pengerang was a perfect location:

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

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

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

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



PHASE 1



PHASE 1: PETROLEUM TERMINAL

1.7 million m³
Current Storage Capacity

2014
Commenced Operations

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

PHASE 2



PHASE 2A: PETROLEUM & PETROCHEMICALS TERMINAL

1.3 million m³
Current Storage Capacity

2018/2019
Commenced Operations

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

PHASE 2B: LNG TERMINAL

400,000 m³
Storage Capacity

2017
Commenced Operations

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

PHASE 3



PHASE 3A: CLEAN PETROLEUM TERMINAL

430,000 m³
Storage Capacity

March 2021
Commenced Operations

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

THE FUTURE OF PDT


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

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

33RD

ANNUAL GENERAL MEETING OF DIALOG GROUP BERHAD

 Virtual Meeting through LIVE streaming

 18 November 2021 (Thursday)
10.00 a.m.



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

INSIDE THIS REPORT

- 01 The Pengerang Story
- 04 About Our Report
- 06 Who We Are
- 06 Vision/Mission/Values

KEY MESSAGES

- 08 10-Year Financial Highlights
- 09 FY2021 Business Highlights
- 10 Executive Chairman's Statement
- 16 Board of Directors
- 17 Board of Directors' Profile
- 21 Key Senior Management's Profile
- 22 Management's Profile (Malaysia)
- 28 Management's Profile (International)
- 32 What We Do
- 34 Our Business Model for Value Creation
- 36 Global Presence



MANAGEMENT DISCUSSION AND ANALYSIS

- 38 Statement from The Group's Chief Operating Officer
- 42 Financial Performance Review
- 44 Key Performance Indicators
- 45 5-Year Financial Summary
- 46 FY2021 Review of Operations
- 52 Awards and Achievements
- 54 Key Risks and Opportunities
- 58 Strategic Alliances



RESILIENT

DIALOG remains resilient in overcoming the prolonged uncertainties brought on by the COVID-19 pandemic and the economic environment.


The cover design of this year's report, which focuses on a budding bamboo shoot within a bamboo grove, represents new business opportunities that DIALOG is set to expand into.


ABOUT OUR REPORT

We create value from our 6 identified capitals through the implementation of 6 key strategies:

F	Financial	D	Diversification across the upstream, midstream and downstream businesses of the energy sector
I	Intellectual	RE	Expanding into Renewables , including clean and green energy as well as recycling ventures
H	Human	R	Growing long-term Recurring income
S	Social	T	Active recruitment, development and retention of Talent
M	Manufactured	S	Cultivating strong relationships with Stakeholders
N	Natural	TECH	Development of proprietary Technology for use in our businesses

CROSS REFERENCES

 Tells you where you can find more information within the reports

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

The icons above are used throughout this Integrated Report.

SUSTAINABILITY REPORT

- 61 About This Report
- 62 Sustainability Governance
- 64 Economic Performance
- 66 Health, Safety & Environment
- 75 Our People
- 79 Learning & Development
- 82 Corporate Social Responsibility

EVENTS & HIGHLIGHTS

- 90 Calendar of Events & Corporate Awards



CORPORATE GOVERNANCE

- 92 Corporate Information
- 93 Corporate Structure
- 94 Organisation Structure
- 95 Corporate Governance Overview Statement
- 104 Audit Committee Report
- 106 Statement on Risk Management and Internal Control

ADDITIONAL INFORMATION

- 110 Share Performance
- 111 Enhancing Shareholder Value
- 112 Shareholdings Information
- 115 List of Top Ten Properties
- 116 Group Corporate Directory
- 118 Notice of The 33rd Annual General Meeting and Dividend Entitlement
- 120 Statement Accompanying The Notice of The 33rd Annual General Meeting of The Company - Proxy Form



FORWARD-LOOKING STATEMENTS

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



SCOPE

DIALOG GROUP BERHAD ("DIALOG")'s 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 2021 and up to the last practicable date of 21 September 2021. This report presents information that is accurate and relevant at time of publication.



INTEGRATED REPORTING

This is the 3rd year since we embarked on our Integrated Reporting journey. We will continue to enhance our reporting and aim to better convey our Group's performance and value creation story for all our stakeholders.



SUSTAINABILITY REPORTING

DIALOG believes in managing our business in a holistic, responsible and sustainable manner. In this regard, the material sustainability matters for DIALOG and its businesses have been presented in accordance with Bursa Malaysia's Sustainability Reporting Guide.



REGULATIONS COMPLIED WITH

- Bursa Malaysia Main Market Listing Requirements
- Bursa Malaysia's Sustainability Reporting Guide
- Companies Act 2016
- Income Tax Act 1967
- International Financial Reporting Standards
- Malaysian Financial Reporting Standards
- Other rules and laws applicable to the Company and the Group



FEEDBACK

We welcome your feedback on our report which is available to all stakeholders on our website www.dialogasia.com

WHO WE ARE

DIALOG

is a leading integrated technical service provider to the energy sector, in Malaysia and internationally. Established in 1984, DIALOG has grown both organically and through strategic alliances with internationally-renowned technology partners. We serve a diverse range of customers that include multinational energy majors, national energy companies as well as multinational engineering and service providers located throughout the world. Our comprehensive variety of services include Upstream Assets and Services, Midstream Assets and Services - Tank Terminals and Supply Base, Downstream Intergrated Technical Services - Engineering, Procurement, Construction, Commissioning & Fabrication, Plant Maintenance & Catalyst Handling Services, Specialist Products & Services, Petrochemicals, and Digital Technology & Solutions. Recognising the global transition towards a low carbon economy, the Group is expanding into renewables, including clean and green energy as well as recycling ventures. DIALOG is listed on the Main Market of Bursa Malaysia with a market capitalisation of approximately RM13 billion (September 2021). DIALOG was included into the FBM KLCI in June 2018.

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 the dynamics that will propel our business into strategic growth areas with global reach and a diversified sustainable earnings base.

OUR VALUES



INTEGRITY



HSE



QUALITY



COMPETENCY



EXCELLENCE



DIALOG

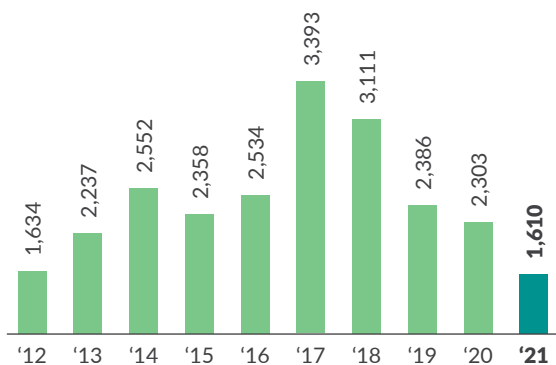
KEY MESSAGES

08	10-Year Financial Highlights
09	FY2021 Business Highlights
10	Executive Chairman's Statement
16	Board of Directors
17	Board of Directors' Profile
21	Key Senior Management's Profile

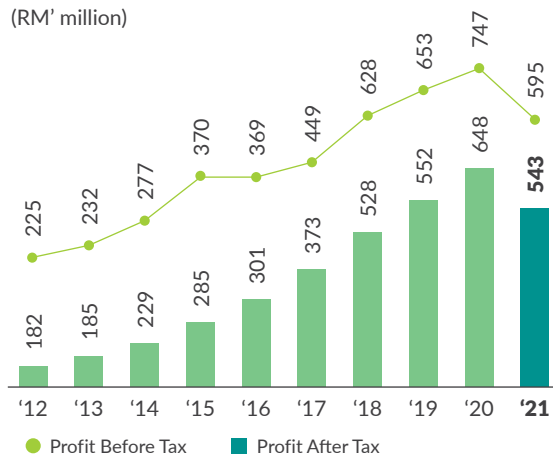
22	Management's Profile (Malaysia)
28	Management's Profile (International)
32	What We Do
34	Our Business Model for Value Creation
36	Global Presence

10-YEAR FINANCIAL HIGHLIGHTS

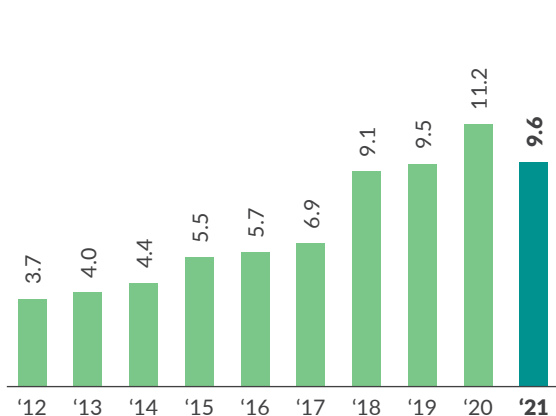
Revenue (RM' million)



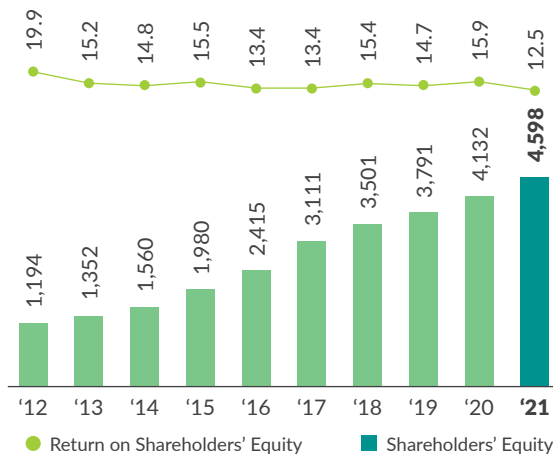
Profit Before Tax & Profit After Tax (RM' million)



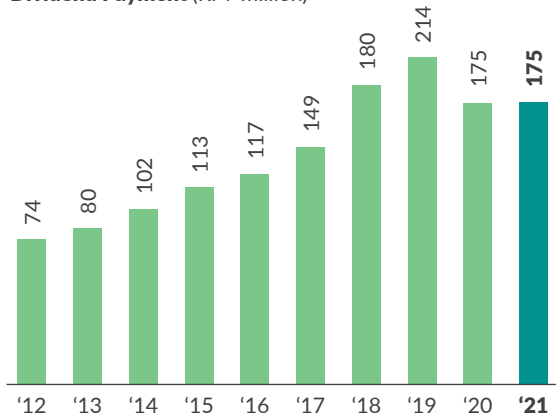
Net Earnings Per Share (sen)



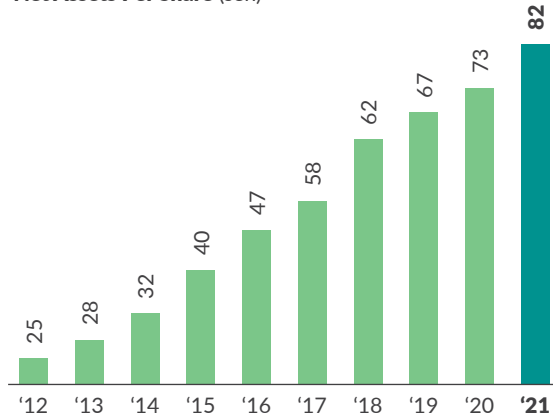
Shareholders' Equity (RM' million) & Return On Shareholders' Equity (%)



Dividend Payment (RM' million)



Net Assets Per Share (sen)



Included in the dividend payment for FY2014 was special share dividend of one treasury share for every one hundred and twenty-five ordinary shares.



FY2021 BUSINESS HIGHLIGHTS



First vessel call at Jetty 3, Pengerang Deepwater Terminals

MALAYSIA

COMPLETED

TANK TERMINAL



PHASE 3A, PENERANG DEEPWATER
TERMINALS

BP SINGAPORE PTE LIMITED

MALAYSIA

1st VESSEL CALL



JETTY 3

PHASE 3A, PENERANG DEEPWATER
TERMINALS

MALAYSIA

COMPLETED
ACQUISITION OF

HALLIBURTON BAYAN PETROLEUM

RENAMED TO
DIALOG BAYAN PETROLEUM

AUSTRALIA

NEAR COMPLETION



TANK TERMINAL

EPC

PROJECT

NEW ZEALAND

SUCCESSFUL EXPANSION INTO



DAIRY & PHARMACEUTICAL SECTORS

THAILAND

SECURED



OFFSHORE 5-YEAR BASE OIL CONTRACT

EXECUTIVE CHAIRMAN'S STATEMENT

TAN SRI DR. NGAU BOON KEAT
Executive Chairman

Dear Stakeholders,

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 2021 ("FY2021").

OUR PERFORMANCE

I am pleased to report that, despite the challenging market and economic slowdown due to the prolonged COVID-19 pandemic, DIALOG remained resilient and delivered a commendable result for the financial year ended 30 June 2021. The Group closed its FY2021 with a net profit after tax of RM543.1 million, down by 12.3% against the net profit after tax of RM619.6 million, which excludes non-cash fair value gain, achieved in the previous financial year. During the financial year under review, the Group's operations continued to be busy with the development of its own internal midstream assets, in addition to the downstream and upstream activities performed in the various projects.

During the year, the Group saw increased contributions from its terminal business attributable to higher storage occupancy rate from the existing terminals, DIALOG Terminals Langsat ("DTL") facility and Pengerang Independent Terminals Sdn. Bhd. ("PITSB"); and the commencement of operation of a new terminal, DIALOG Terminals Pengerang (5) Sdn. Bhd., in March 2021.

In tandem with the above, the Group's financial position has also continued to strengthen with total assets expanding by 11% to RM7.98 billion from RM7.19 billion a year ago. Total shareholders' equity as at 30 June 2021 stood at RM4.60 billion, and return on shareholders' equity for FY2021 was 12.5%.

While the world experienced lockdowns during the prolonged COVID-19 pandemic, the Group's businesses have mostly been categorised as essential in the respective countries where it operates. Therefore, the Group continued to operate throughout this pandemic at various capacities in compliance with the related local health requirements. During this period, the Group has continued to proactively take precautionary measures to preserve cash flow, financial strength and stability. These include enhanced credit risk monitoring controls, reprioritisation of capital and operational expenditures, and ongoing cost management initiatives.

Given the continued need to exercise financial prudence in the wake of the prevailing economic uncertainties brought on by the COVID-19 pandemic, the Board recommends the same final cash dividend of 1.90 sen

The Group's financial position has also continued to strengthen with total assets expanding by 11% to RM7.98 billion from RM7.19 billion a year ago. Total shareholders' equity as at 30 June 2021 stood at RM4.60 billion, and return on shareholders' equity for FY2021 was 12.5%.

(FY2020: 1.90 sen) per ordinary share for FY2021. Including the interim dividend of 1.20 sen per ordinary share paid in June 2021, this brings the total dividend for FY2021 to 3.10 sen (FY2020: 3.10 sen) per ordinary share.

In September 2020, the Group also lodged its inaugural Islamic notes issuance programme of up to an aggregate of RM3.0 billion in nominal value based on the Shariah principle of Wakalah Bi Al-Istithmar ("Sukuk Programme"), with the Securities Commission Malaysia ("SC"). The Sukuk Programme, which has a perpetual programme tenure, allows DIALOG to issue senior Islamic medium-term notes ("Senior Sukuk Wakalah") and/or subordinated perpetual Islamic notes ("Perpetual Sukuk Wakalah"). The Senior Sukuk Wakalah and Perpetual Sukuk Wakalah have been accorded ratings of AA2/Stable and A1/Stable respectively by RAM Rating Services Berhad. The purpose of this programme is to increase the financing and balance sheet management flexibility for the Group. In November 2020, the Group completed its first issuance of RM500 million Perpetual Sukuk Wakalah in nominal value with tenure of perpetual non-callable seven (7) years and a periodic distribution rate of 4.15% per annum.

The collective measures above are to ensure that DIALOG remains resilient, and is able to weather the prolonged uncertainties that lie ahead, whilst preserving the value that has been created over the years for all stakeholders. The Board appreciates the understanding, support and trust of our shareholders, as we remain committed to creating sustainable value for all of our stakeholders.

EXECUTIVE CHAIRMAN'S STATEMENT

OUR PROSPECTS

The global economic outlook is showing signs of improvement. However the impact of the prolonged COVID-19 pandemic and spread of new variants are dampening the overall outlook and it is uncertain how long this will last. The outlook for oil demand has also shifted due to rapid changes in behaviour caused by the pandemic and the global focus towards a more sustainable low-carbon future. According to the International Energy Agency, with the unprecedented collapse in demand in 2020, spurred by the COVID-19 crisis, world oil markets are now rebalancing. The global oil demand is forecasted to continue its rebound from 2021 albeit at a lower level, of which Asia is estimated to account for 90% of oil demand growth through to 2026. Overall, the economic environment is expected to remain extremely challenging in the short to medium term.

In view of the above, DIALOG will remain focused and steadfast in the pursuit of the following key long-term strategies, which have helped the Group weather different economic cycles in the past:

- Diversification across the upstream, midstream and downstream businesses of the energy sector;
- Expanding into renewables, including clean and green energy as well as recycling ventures as part of the circular economy;
- 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, regulators and government authorities; and
- Development of proprietary technology for use in our businesses.

With our dedicated management team and the long-term business strategies above, we remain confident that our business is well structured to manage and sustain itself through periods of economic uncertainty, oil price volatility and currency movements.

Looking ahead in the midstream business, the ongoing development of Pengerang Deepwater Terminals ("PDT") into the largest petroleum and petrochemical hub for the Asia Pacific region, will remain our focus.

The Group is expanding into renewables, including clean and green energy as well as recycling ventures as part of the circular economy.

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

In line with the above, following the completion of the Phase 3 land reclamation and construction of a storage terminal, common tankage facilities (including shared infrastructure) and deepwater marine facilities ("Jetty 3") with total operating capacity of 430,000 m³ for the Long Term Storage Agreement with bp Singapore Pte Limited, DIALOG Terminals Pengerang (5) officially commenced commercial operations in March 2021.

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

In keeping with our growth aspirations for our terminals business, DIALOG is investing another RM100 million for the addition of another 85,000 m³ of storage capacity to store clean petroleum products at our DIALOG Terminals Langsat ("DTL") facility. This will be completed and ready for operations by the end of 2021. With 17 acres (6.87 ha) of land still available, approximately another 200,000 m³ of storage capacity can be added to DTL over the longer term, thus bringing the total capacity at the DTL facility to over 1.0 million m³.





Phase 3A, Pengerang Deepwater Terminals

Today, we are the 2nd largest terminal owner cum operator in the region with a current operating capacity of 5.0 million m³. We will continue to invest in phased capacity expansions for dedicated long-term customers across our midstream terminals business portfolio, in line with the Group's longer term strategy to grow its sustainable and recurring income.

Moving on to upstream, the general outlook of the oil market is improving after the disruption to demand caused by the COVID-19 pandemic. Nevertheless, the Group will continue to proactively manage the cash flow of our upstream assets together with our respective partners accordingly.



Bayan Complex

Effective June 2021, Halliburton Bayan Petroleum Sdn. Bhd. ("HBP") became a wholly owned subsidiary of the Group, and subsequently changed its name to DIALOG Bayan Petroleum Sdn. Bhd..

With the improving market outlook, and given the Group's long-term business focus, the time is right for us to expand and deepen our upstream investments, in line with our diversified business model strategy. Increased upstream activities also provide added opportunities for us to participate in other parts of the value chain in the field redevelopment cycle, particularly in the provision of engineering and specialist technical services.

Moving forward, we will continue to build our knowledge and experience in the upstream business, and look for opportunities for our development and production services and assets, while incorporating new developments in technologies along the way to help manage greenhouse gas emissions.

In the downstream business, we will continue to leverage on our strengths and established track record in integrated technical services comprising Engineering, Procurement, Construction & Commissioning ("EPCC"), Plant Maintenance & Catalyst Handling Services, and Specialist Products and Services. With the completion of PDT Phase 2 and the refinery projects at RAPID, we are also now actively involved in the plant maintenance services for these projects, in addition to other external and existing projects.

To further strengthen DIALOG's fabrication capabilities, in August 2021, the Group entered into a Joint Venture Agreement with Morimatsu Technology and Service Company to collaborate and provide one-stop engineering and fabrication services of critical process equipment, pressure vessels and modular plant/facility solutions to serve local and international customers from our facility in Pengerang, Johor. It is envisaged that the joint venture will complement DIALOG's fabrication division and will expand market reach thereby capturing further opportunities.

EXECUTIVE CHAIRMAN'S STATEMENT



Pengerang Deepwater Terminals (Northern View)

Further downstream in petrochemicals and renewables, the Group had also entered into a Memorandum of Understanding with Diyou Fibre (M) Sdn. Bhd. in August 2021 for a proposed joint venture to build, own and operate a food grade recycled polyethylene terephthalate ("recycled PET") pellets production facility using recycled PET flakes as raw material to produce food grade recycled PET pellets for sale to food and beverages customers. This proposed venture would be the Group's first investment into the downstream petrochemicals and renewables business and is a continuation of the Group's initiatives to achieve business sustainability and fulfil its Environmental, Social and Governance agenda through commercially viable ventures.

We are optimistic that activities will pick up in FY2022, and will continue to build and strengthen our competencies by investing and multi-skilling our workforce to ensure we remain efficient and competitive. Alongside the investment in our people is also our investment in technology. DIALOG has long leveraged on technology to differentiate ourselves from our

competitors. In this regard, we intend to accelerate our digital transformation initiatives to reinforce our competitiveness.

Barring any unforeseen circumstances, the Group is optimistic of positive performance in the financial year ending 30 June 2022.

SUSTAINABILITY

The prolonged COVID-19 pandemic has also accelerated the global transition towards a low carbon economy, and renewable energy is poised to be the fastest growing source of energy. In line with this, the Group aspires to achieve Net Zero Carbon Emissions by 2050 and will continue to pursue renewables, including clean and green energy projects as well as recycling ventures. Alongside this, we intend to accelerate our Environmental, Social and Governance strategies and commitments during the next financial year through the establishment of a Sustainability Development Working Committee.



The Board and Management recognises that the sustainability of the Group's performance can only be possible with a strong foundation that promotes accountability, transparency, integrity and ethical behaviour at all times. Hence, the Board and Management will continue their long-standing commitment in upholding these principles through the implementation of good corporate governance practices as advocated by the Malaysian Code on Corporate Governance.

The Group also recognises the serious threat that corruption poses to corporations and the economy. Accordingly, we have implemented a comprehensive Risk Management Programme comprising of an Anti-Bribery & Corruption Policy, various control measures, corruption risks assessments, regular audits and reporting mechanisms for violations. We are also rolling out an annual mandatory e-learning module on Anti-Bribery and Corruption to increase the level of awareness and vigilance in this area.

The Group aspires to achieve Net Zero Carbon Emissions by 2050.

Combined with a clear focus on our core values of Integrity, Health, Safety & the Environment, Quality, Competency and Excellence the Group remains steadfast in creating value for all our stakeholders and positively impacting the communities in which we operate. Further details on our sustainability journey are in the enclosed Sustainability Report.



Sustainability Report: pages 60 to 88

ACKNOWLEDGEMENTS

On behalf of the Board of Directors, I am pleased to welcome our new Non-Executive Independent Director, Mr Chin Kwai Fatt. DIALOG will definitely benefit from his vast experience in business advisory services and strategic Information Technology services.

We would also like to extend our sincere thanks to Datuk Oh Chong Peng for his contributions during his tenure on our Board.

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

I am fortunate to have on the Board a group of exceptional individuals. To all our Board members, I wish to express my sincere appreciation for your invaluable insights and counsel, which has seen the Group grow from strength to strength over the years. Last but not least, I thank the Management and the entire DIALOG family for their dedication and commitment to the Group.

TAN SRI DR. NGAU BOON KEAT

Executive Chairman

BOARD OF DIRECTORS



LEFT TO RIGHT:

Zainab Binti Mohd Salleh, Chin Kwai Fatt, Kamariyah Binti Hamdan, Juniwati Rahmat Hussin,
Tan Sri Dr. Ngau Boon Keat, Dato' Ismail Bin Karim, Chan Yew Kai, Mohamad Hafiz Bin Kassim,
Siti Khairon Binti Shariff

BOARD OF DIRECTORS' PROFILE



TAN SRI DR. NGAU BOON KEAT

Executive Chairman

Number of Meetings Attended

Board	9/9
Remuneration Committee	1/1

Malaysian

Male

Age 73

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 and Chairman of the Remuneration Committee and ESOS Committee. He is the Chairman of Pengerang Independent Terminals Sdn. Bhd. and the Founder and Trustee of MyKasih Foundation. He is also a Board member of Johor Petroleum Development Corporation Berhad since 2012.

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 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 has more than 49 years of working experience in the oil, gas and petrochemical industry.

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



CHAN YEW KAI

Executive Deputy Chairman

Number of Meetings Attended

Board	9/9
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Malaysian

Male

Age 67

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, United Kingdom.

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 is currently also an alternate board member of Johor Petroleum Development Corporation Berhad.

He has over 43 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.

BOARD OF DIRECTORS' PROFILE



CHIN KWAI FATT

Independent
Non-Executive Director

Number of Meetings Attended

Board	4/4
Audit Committee	2/2
Risk Management Committee	2/2

Malaysian

Male

Age 66

CHIN KWAI FATT was appointed as an Independent Non-Executive Director of DIALOG on 19 November 2020. He is also the Chairman of Audit Committee and Risk Management Committee, and a member of the Nomination and Remuneration Committee.

He holds an honours degree in Economics from the University of Hull, United Kingdom. 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 Certified Public Accountants ("MICPA").

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

He is currently an independent non-executive director of Prudential Assurance Malaysia Berhad and Nestle (Malaysia) Berhad. He is also a Senior Adviser to Creador Sdn. Bhd..



KAMARIYAH BINTI HAMDAN

Senior Independent
Non-Executive Director

Number of Meetings Attended

Board	9/9
Audit Committee	6/6
Risk Management Committee	3/3
Nomination Committee	3/3
Remuneration Committee	1/1

Malaysian

Female

Age 70

KAMARIYAH BINTI HAMDAN was appointed as an Independent Non-Executive Director of DIALOG on 27 July 2010. She was appointed as the Chairman of Nomination Committee on 19 November 2020, and is a member of the Audit Committee, Risk Management Committee, Remuneration Committee and ESOS Committee. She is the current Senior Independent Non-Executive Director (email : hkamariyah@dialogasia.com).

She holds a Bachelor and a Master of Laws degree from the University of London, and a Barrister-at-Law degree from the Honourable Society of Lincoln's Inn.

She joined PETRONAS in 1979 as one of its pioneer legal advisors and her last posting was as Legal Advisor and Company Secretary to PETRONAS Gas Sdn. Bhd. (now PETRONAS Gas Berhad) in 1988. She left PETRONAS to be a Partner of Mah-Kamariyah & Partners from 1989 to 2005 where she continued to be actively involved in the oil and gas business.

She has over 36 years of working experience in various aspects of legal matters in relation to oil and gas, general corporate advisory, corporate finance, banking, real and personal property transactions, joint ventures, privatisation, engineering, procurement and construction contracts, technology transfers etc.



SITI KHAIRON BINTI SHARIFF

Independent
Non-Executive Director

Number of Meetings Attended

Board	9/9
Audit Committee	6/6
Risk Management Committee	3/3
Nomination Committee	3/3
Remuneration Committee	1/1

Malaysian

Female

Age 67

SITI KHAIRON BINTI SHARIFF was appointed as an Independent Non-Executive Director of the DIALOG Board on 1 April 2013.

She is also a member of the Audit Committee, Risk Management Committee, Nomination Committee, Remuneration Committee and ESOS Committee. She was previously on the DIALOG Board between 2005 and 2010 as the appointed representative of Employees Provident Fund Board ("EPF"), which is a substantial shareholder of DIALOG.

She holds a Bachelor of Economics (Hons.) Degree from University Malaya and Master of Arts (Econs) Degree from University of Philippines. She retired from EPF as the General Manager, Fund Investment Department after having served EPF for 12 years until 2008. She was a lecturer at University Putra Malaysia for 16 years prior to joining EPF. She is currently also a Trustee of MyKasih Foundation.



DATO' ISMAIL BIN KARIM

Independent
Non-Executive Director

Number of Meetings Attended

Board	9/9
Audit Committee	5/6
Risk Management Committee	3/3

Malaysian

Male

Age 66

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

BOARD OF DIRECTORS' PROFILE

**MOHAMAD HAFIZ BIN KASSIM**

Non-Independent
Non-Executive Director

Number of Meetings Attended

Board 9/9

Malaysian

Male

Age 46

MOHAMAD HAFIZ BIN KASSIM was appointed as Non-Independent Non-Executive Director of the DIALOG Board on 14 November 2019, representing Employees Provident Fund Board ("EPF"), which is a substantial shareholder of DIALOG.

He holds a B.Sc (Econs) Accounting and Finance from London School of Economics and Political Science. He is also a Fellow of the Chartered Certified Accountant and a CFA Charterholder.

He joined EPF in 2008 and was appointed as the Chief Financial Officer of EPF on 1 August 2021.

Prior to his current role, Mohamad Hafiz led several departments within EPF's Investment Division including Real Estate, Capital Market and Private Markets departments. He has more than 20 years' experience in investment analysis, private equity and real estate investing, accounting, and auditing.

Prior to joining the EPF, he worked at Daiwa Capital, PwC and TM Berhad. He is also a director of Malaysian Resources Corporation Berhad, PLUS Malaysia Berhad, Projek Lebuhraya Usahasama Berhad and QSR Brands (M) Holdings Bhd.

**JUNIWATI RAHMAT HUSSIN**

Independent
Non-Executive Director

Number of Meetings Attended

Board 8/8
Audit Committee 4/4
Risk Management Committee 3/3

Malaysian

Female

Age 62

JUNIWATI RAHMAT HUSSIN was appointed as an Independent Non-Executive Director of DIALOG on 19 August 2020. She is a member of the Audit Committee and Risk Management Committee.

She holds a Bachelor of Science (Hons) Degree in Chemistry from University of Kent, Canterbury, United Kingdom.

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

She is currently also an Independent Non-Executive Director of Tenaga Nasional Berhad and Malaysia Petroleum Resources Corporation. She is also a member of Advisory Council for Yayasan Peneraju Pendidikan Bumiputera.

KEY SENIOR MANAGEMENT'S PROFILE

OVERVIEW

KEY MESSAGES

MANAGEMENT DISCUSSION
AND ANALYSIS

SUSTAINABILITY REPORT

EVENTS & HIGHLIGHTS

CORPORATE GOVERNANCE

ADDITIONAL INFORMATION



ZAINAB BINTI MOHD SALLEH

Group Chief Financial Officer
and Joint Company Secretary

Number of Meetings Attended
Board 9/9

Malaysian

Female

Age 55

ZAINAB BINTI MOHD SALLEH is the Group Chief Financial Officer and Joint Company Secretary of DIALOG. She was appointed to the DIALOG Board on 15 May 2007. She is the Secretary of the Remuneration Committee.

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

She joined DIALOG in 1995 as Accountant and was later promoted to Group Chief Financial Officer and Joint Company Secretary. She has over 33 years of working experience in auditing and financial management. She was formerly with Price Waterhouse (now known as PricewaterhouseCoopers) and other companies responsible for financial and cost management accounting.



MUSTAFFA KAMAL BIN ABU BAKAR

Chief Operating Officer

Malaysian

Male

Age 57

MUSTAFFA KAMAL BIN ABU BAKAR was appointed Chief Operating Officer of DIALOG on 10 October 2014. 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 on 1 November 2009. He holds a Bachelor of Science Degree in Mechanical Engineering from the Nevada-Reno University, USA. He has more than 34 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.

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;
3. any conviction for offences within the past 5 years other than traffic offences; and
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

Age 62

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



NGAU WU WEI
Director,
Corporate Strategy

Malaysian

Age 44

NGAU WU WEI was appointed as Director, Corporate Strategy in November 2018. Prior to joining DIALOG, Wu Wei was a Manager with KPMG Consulting/BearingPoint Inc. based in New York where he worked as a management and technology consultant serving Financial Services clients. Since joining DIALOG in 2007, he has held various senior management positions covering corporate planning, group information technology, business development and joint-ventures management. In April 2021, Wu Wei was appointed as Managing Director of DIALOG Systems (Asia) Pte Ltd and oversees DIALOG's international business. Wu Wei holds a Bachelor of Commerce in Accounting & Finance from the University of Canterbury and a BSc in Information and Decision Systems from Carnegie Mellon University.



CHONG CHONG WOOL
Managing Director, Engineering,
Construction & Maintenance
Managing Director,
Major Projects

Malaysian

Age 63

CHONG CHONG WOOL was appointed Managing Director, Major Projects in January 2011. In November 2018, he was appointed as the Managing Director, Engineering, Construction & Maintenance ("ECM") where he leads and manages three business units. He holds a Bachelor of Science Degree in Civil Engineering from the University of Aston, Birmingham, United Kingdom. He is also responsible for the development of the Pengerang project which involves land reclamation, dredging, and the construction of storage tanks and jetties. He has over 38 years of working experience in engineering, construction and project management in the oil, gas and petrochemical industry.



EFFENDY CHENG BIN ABDULLAH
Director,
Upstream Oil and Gas

Malaysian

Age 69

EFFENDY CHENG BIN ABDULLAH joined DIALOG in 2018 as Director, Upstream Oil and Gas. He holds a first-class Honours Degree in Geology from the University of Malaya. He is a registered professional geologist with the Board of Geologists Malaysia. Effendy has over 42 years of global oil and gas industry experience across a wide range of functions including exploration management, business development, assets management and strategy development. Prior to joining DIALOG, he was formerly with PETRONAS and before his retirement, he was the Vice President & CEO of PETRONAS Exploration.

MALAYSIA

**JOHN HENRY THORNTON**

Managing Director,
Business Excellence

British

Age 63

JOHN HENRY THORNTON joined DIALOG in 2015 as Director, Downstream and was subsequently appointed as Director, Operations Excellence, also heading the Risk Management and Internal Audit Department. Being appointed Managing Director, Business Excellence in July 2020, he continues to drive improvement and transformation programmes to enable sustainable growth and oversees Operations Excellence, Group Risk Management, Group Internal Audit and Digital Office. John holds a BSc in Chemical Engineering from the University of Birmingham, UK. He is a Fellow of the Institution of Chemical Engineers, UK and has 41 years of working experience in the oil and gas industry.

**AHMAD BIN ABDUL TALIP**

Senior General Manager,
Terminals Business

Malaysian

Age 53

AHMAD BIN ABDUL TALIP was appointed Senior General Manager of Terminals Business in July 2018. He joined DIALOG Terminals Sdn. Bhd. in April 2010. He holds a Bachelor of Science (Hons) in Business Management from the University of Hartford, Connecticut, USA and a Diploma in Logistics Operations from the University of East London (Malaysia Campus). He has 29 years of working experience in the operation and management of oil and petrochemical related industry.

**BRYAN TAN**

Executive Director,
Group Business Development
Executive Director,
Specialist Products & Services

Malaysian

Age 45

BRYAN TAN was appointed Executive Director of Group Business Development and Specialist Products & Services in June 2020. He leads and oversees the business development activities of the various business units for DIALOG. He joined DIALOG in 2007 as an Electrical and Instrumentation Manager. Previous appointments include 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 24 years of working experience in the oil, gas and petrochemical industry.

**PAU KIEW HUAI**

Executive Director,
Corporate Planning
Executive Director,
Engineering and Construction
Services

Malaysian

Age 59

PAU KIEW HUAI joined DIALOG in 2019 as the Executive Director for Corporate Planning and he also oversees Group HSE, and Group QA/QC. He holds a BSc (Hons) in Mechanical Engineering from the University of Nottingham, UK and is a Professional Engineer registered with the Board of Engineers. He has 31 years of working experience in the oil and gas sector, primarily with PETRONAS where he took on technical and senior management roles including provision of technical services and solutions in the Upstream facilities and LNG plants. Prior to joining DIALOG, he was the CEO of Malaysia LNG.

MANAGEMENT'S PROFILE

MALAYSIA



TAN LIP LEONG
Head, Engineering and
Construction Projects

Malaysian

Age 58

TAN LIP LEONG was appointed Head of Engineering and Construction Projects in December 2015. He joined DIALOG in 2007. He holds a Bachelor of Engineering Degree in Mechanical Engineering from 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 34 years of working experience in engineering and design for oil and gas, and power generation facilities. He has actively participated in the engineering and construction of oil refineries, gas processing plants, ethylene/polyethylene plants, butanol plants and LNG plant facilities.



HENG SOON LIP
Head,
Plant Services

Malaysian

Age 58

HENG SOON LIP was appointed Head of Plant Services in July 2015. He joined DIALOG in 2002. He holds a Bachelor of Engineering Degree in Civil and Structural Engineering from 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 33 years of working experience in engineering design, project management and specialist services in the oil, gas and petrochemical industry. He was formerly with the Sembawang Group and Brown & Root for 6 years and 3 years respectively in Singapore.



SHAHIMI BIN ZAKARIA
Director,
Plant Maintenance and Fabrication

Malaysian

Age 51

SHAHIMI BIN ZAKARIA was appointed Director of Plant Maintenance and Fabrication in April 2015. He joined DIALOG in 2008 as a Maintenance Manager for a refinery in Melaka. He holds an Executive Master in Engineering Business Management from Asia e University and a Diploma in Mechanical Engineering from University Technology Malaysia. He has over 27 years' 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. Prior to joining DIALOG, he was with ESB International and Optimal, Kertih.



SHAHRUDDIN BIN AHMAD
Head,
Government Relations

Malaysian

Age 57

SHAHRUDDIN BIN AHMAD was appointed Head of Government Relations in July 2016. He joined DIALOG in 2012. He holds a Bachelor's Degree in Business Administration from University of Arkansas and Master of Business Administration Degree from Mississippi State University, USA. He has more than 33 years of working experience, including more than 3 years with a leading local banking institution and about 20 years with Shell Malaysia Trading Sdn. Bhd. where he held various senior positions. Prior to joining DIALOG, he was the General Manager of the Tank Terminal Division at MISC Berhad for 2 years.

MALAYSIA



JESSIE KU
Executive Director,
Group Human Resources

Malaysian

Age 63

JESSIE KU is the Executive Director of Group Human Resources. She joined DIALOG in 2007. She holds a Diploma in Personnel Management and is an ICF-ACSTH Certified Associate Coach. She leads and manages HR strategic plans, overseeing all HR functions which includes talent pipelining, leadership development, and learning programmes that promote staff productivity, organisational efficiency, and cost effectiveness. She has over 38 years of working experience in several multinational companies within the manufacturing, consultancy and professional services sector. Before DIALOG, she spent close to 10 years with Halliburton where she held the role of Senior Regional HR Manager for Asia Pacific and Central Asia respectively.



SUE NGAU
Head,
Corporate Services

Malaysian

Age 43

SUE NGAU was appointed as Head, Corporate Services in March 2020. She joined DIALOG in October 2007. Sue holds a Bachelor of Commerce from the University of Melbourne and a Masters of Information Management and Systems from Monash University in Australia. She is an Associate Member of CPA Australia and a member of Malaysian Institute of Accountants. With more than 19 years of working experience, prior to joining DIALOG, Sue was working with KPMG Malaysia involving in work related to audit and corporate finance.



JENNY CHOK
Head,
Group Legal

Malaysian

Age 54

JENNY CHOK is the Head of Group Legal. She joined DIALOG in 2012. She obtained her Bachelor of Laws Degree from the University of London, UK 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. She has over 28 years of working experience.



JEFFREY GERARD PERERA
Deputy Chairman,
DIALOG Corporate Social Responsibility
(MyKasih)

Malaysian

Age 67

JEFFREY GERARD PERERA joined DIALOG in 2008 as Managing Director of DIALOG Innovation Ventures Group of Companies. In July 2020, he was appointed as Deputy Chairman of DIALOG Corporate Social Responsibility (MyKasih). He assists the Chairman in setting the direction for CSR programmes and oversees the creation of DIALOG's social responsibility objective through the MyKasih Foundation. 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 own consulting practice.

MANAGEMENT'S PROFILE

MALAYSIA

**HO KAM YONG, EVELYN**

Managing Director,
DIALOG Corporate Social
Responsibility (MyKasih)

Malaysian

Age 57

HO KAM YONG, EVELYN is the Managing Director of DIALOG Corporate Social Responsibility (MyKasih) where she works with both local and foreign NGOs to drive welfare distribution programmes in their respective communities. 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. In April 2021, she was appointed as Managing Director of DIV Services Sdn. Bhd. to support the Group's Corporate Social Responsibility ("CSR") welfare management. Evelyn holds a Master of Business Administration and a Bachelor Degree in Corporate Finance from the University of North Texas, USA.

**ABDUL RASHID BIN MOHD YUSOFF**

Senior Finance Manager,
Upstream

Malaysian

Age 56

ABDUL RASHID BIN MOHD YUSOFF is the Senior Finance Manager, who oversees the Upstream Division accounting and finance matters as well as support the non-operated joint venture business management. He holds a Bachelor of Arts Degree in Accountancy from the University of South Australia, Adelaide. He has over 31 years of working experience in the oil and gas industry. Prior to joining DIALOG in 2012, he was formerly with Sun Malaysia Petroleum Company, Sarawak Shell Berhad, Shell Malaysia Trading Sdn. Bhd., Shell MDS Malaysia Sdn. Bhd., Petrofield (M) Sdn. Bhd. and MMC Petroleum & Resources Sdn. Bhd..

**CAPT. MOHAMMAD MOHSEIN BIN ZAINOORDIN**

Head,
Pengerang Marine Operations

Malaysian

Age 44

CAPTAIN MOHAMMAD MOHSEIN BIN ZAINOORDIN joined DIALOG in 2019 as the Head of our Pengerang Marine Operations, where his primary roles are to manage and coordinate movement of all vessels within Pengerang Deepwater Terminal Marine Area to ensure safe and efficient operations. He holds a Class 1 Certificate of Competency (Master of 3000GT or more Unlimited Trade Voyages) from the Malaysia Maritime Academy. He has close to 24 years of experience in sailing, port operations, transfer operations and maritime management. He was formerly with EnQuest, SapuraKencana, Shell, Maersk Line and Seven Seas Oil Ship Management prior to joining DIALOG.

**SOO SIEW YEE**

Director,
Petrochemicals

Malaysian

Age 43

SOO SIEW YEE joined DIALOG in 2019 as Director, Petrochemicals. She holds a BSc (Hons), 1st Class in Industrial Chemistry from University of Technology Malaysia and also holds a MSc in Industrial & System Engineering (Major in Project Management) from the National University of Singapore. Siew Yee has close to 20 years of experience, worked in the operational field in Downstream Petrochemicals in both multi-national and national companies. Her responsibilities included operational excellence, project implementation, business development and organisational improvements in the energy industry. Prior to joining DIALOG, she was the Head of Performance Planning & Management under PETRONAS Refinery & Petrochemical Corporation.

MALAYSIA

**REDZA GOH**Executive Director,
Group Information System

Malaysian

Age 61

REDZA GOH is the Executive Director of Group Information Technology and joined DIALOG in 2019. He holds a BSc in Computation (Hons) from the University of Manchester Institute of Science & Technology ("UMIST"), UK. Redza has over 37 years of experience in information technology and digital transformation of businesses and organisations. Prior to DIALOG, Redza spent over 4 years with PETRONAS as the Group Chief Information Officer and the Chief Executive Officer and Director of PETRONAS ICT Sdn. Bhd.. Before that, he was attached to Accenture for 26 years where his last role was Country Managing Director for Malaysia.

**VIJAYASOORYA A/L
K.KRISHNA MURTHY**Head, Group Risk Management and
Internal Audit

Malaysian

Age 45

VIJAYASOORYA joined DIALOG in October 2019 as the Head of Group Internal Audit and Risk Management. He is a CPA (Australia) and holds a Bachelor of Commerce (Accounting & Finance) degree from the University of Southern Queensland, Australia. He has over 21 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 prior to joining DIALOG.



MANAGEMENT'S PROFILE

INTERNATIONAL



TEO SEOW LING
Chief Executive Officer,
Terminals Business

Singaporean

Age 51

TEO SEOW LING is the Chief Executive Officer of the Terminals Business. He joined DIALOG in 2017. He holds a Bachelor of Engineering Degree in Mechanical Engineering and a Master of Science Degree in Industrial Engineering from the National University of Singapore. He has more than 23 years of extensive experience in both operations and general management of bulk liquid terminals of which he spent close to 17 years with Vopak where he held a variety of operational and senior management positions. Prior to joining DIALOG, he was the Vice-President of Operations at Singapore LNG Corporation Pte Ltd for 2 years.



TAN LEK LEK
Executive Director,
Technical

Malaysian

Age 69

TAN LEK LEK was appointed Executive Director - Technical in February 2016. 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 44 years of multi-disciplinary working experience in construction, commissioning and maintenance of onshore and offshore oil and gas facilities, petrochemical plants, water and waste water treatment plants, both locally and overseas.



YOSHIYUKI HIRAOKA
Managing Director,
DIALOG OTEC

Japanese

Age 76

YOSHIYUKI HIRAOKA is the Managing Director of DIALOG OTEC Pte Ltd since April 2006 through the acquisition of OTEC Holdings Pte Ltd. He holds a Bachelor's Degree in Chemical Engineering from Kogakuin University, Tokyo, Japan. He has close to 51 years of working experience in engineering design of petrochemical storage facilities which include Ethylene, Propylene, Raffinate, LPG, VCM and Butadiene distribution facilities including project management and shop fabrication of vessels, mounded bullet tanks, silos, and tanks in the oil, gas and petrochemical industry.



KWEK HONG HONG
General Manager,
OTEC - Engineering

Singaporean

Age 53

KWEK HONG HONG joined DIALOG in 2020 as the General Manager, Engineering of DIALOG OTEC. She holds a Bachelor of Engineering (Chemical) Degree from the National University of Singapore and a MBA from the Oregon State University, USA. She brings with her close to 31 years of relevant work experience in the areas of strategic management, revenue and profit growth as well as project management. Prior to joining DIALOG, she was General Manager of the Engineering Division of Chiyoda Singapore (Pte) Limited. During her tenure with Chiyoda, she also served as Advisor on various projects to ensure they are delivered safely, with quality and in a timely manner.

INTERNATIONAL



KEISAKU TAKAHASHI
General Manager,
OTEC – Business Development

Japanese

Age 41

KEISAKU TAKAHASHI joined DIALOG in 2020 as the General Manager, Business Development of DIALOG OTEC. He holds a Bachelor of Arts (International Studies) from the Bunkyo University, Japan. He spent most part 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) Limited.



RICHARD ELLIS
Managing Director,
DIALOG Fitzroy

New Zealander

Age 48

RICHARD ELLIS is the Managing Director of DIALOG Fitzroy in New Zealand since April 2011 through the acquisition of DIALOG Fitzroy Limited. He holds a Bachelor of Technology Degree in Engineering and Automation. He has over 26 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.



STEVEN TEOW YEE
Country Manager,
Singapore

Singaporean

Age 47

STEVEN TEOW YEE was appointed Country Manager for Singapore in October 2014. He is also responsible for specialty products and services covering other international locations since 2015. He joined DIALOG in 2004 where his prior appointments include Marketing Manager for Singapore and Country Manager for Thailand. He holds an Honours Degree in Chemical Engineering from the National University of Singapore and a Diploma in Marketing from the Chartered Institute of Marketing, United Kingdom. He has 23 years of working experience in the sales and marketing of specialist products and services.



TAN NGEE MENG
Country Manager,
Saudi Arabia

Malaysian

Age 50

TAN NGEE MENG was appointed Country Manager for Saudi Arabia in June 2013. He first joined DIALOG in 2007 as the Sales and Business Development Manager for Saudi Arabia. He currently oversees the business operations in that region which consist of specialised industrial services, minor projects, equipment support services and trading services as well as logistics services of a supply base located in the Jubail Commercial Port that serves the offshore oil and gas industry in the Arabian Gulf Region. He has 28 years of working experience in the oil, gas and petrochemical industry in Saudi Arabia.

MANAGEMENT'S PROFILE

INTERNATIONAL

**VIJAYASEKHARAN N**Country Manager,
U.A.E

Indian

Age 50

VIJAYASEKHARAN N was appointed Country Manager for U.A.E. in July 2015, 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 APL Group in UAE, Oman and India respectively. He has over 32 years of working experience in the fields of engineering fabrication, construction, logistics and supply chain, and sales and marketing of specialist products for the oil and gas sector.

**ANDREW COPLAND**General Manager,
DIALOG Services,
Australia

New Zealander

Age 62

ANDREW COPLAND is the General Manager of DIALOG Services in Australia. He joined DIALOG in 1995. He holds extensive inspection qualifications, a Certificate of Quality Assurance from New Zealand and is a Lead Quality Systems Auditor. He has over 35 years of worldwide working experience in numerous roles in the oil, gas and petrochemical industry including involvement in major projects both offshore and onshore in New Zealand, UK, Australia, Japan, Korea and Malaysia. Originally joining DIALOG in a QA/QC management role, his various assignments within DIALOG have also included Procurement Manager, Proposal Manager and Acting Head of Contracts.

**TIRIN TONGPATANAKUL**Country Manager,
Thailand

Thai

Age 44

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

**MIKE NEWMAN**Director,
Petroleum Engineering,
Upstream Oil and Gas

British

Age 73

MIKE NEWMAN is the Director of Petroleum Engineering in Upstream Oil and Gas. He joined DIALOG in 2013. He holds a Bachelor of Science Degree in Chemical Engineering & Fuel Technology from Sheffield University, United Kingdom. He has more than 48 years of experience in the oil and gas industry and has acquired extensive reservoir engineering, field development and project management skills during his lengthy career with Shell International where he held a variety of technical and senior management positions. His global experience spans Europe, Africa, South America, Middle East and South East Asia, and includes some 8 years working for Shell in East Malaysia.

INTERNATIONAL



GEORGE BELL
Engineering Advisor
Upstream Oil and Gas

British

Age 77

GEORGE BELL is the Engineering Advisor in Upstream Oil and Gas. He joined DIALOG in 2012. He holds a Bachelor of Science Degree in Mechanical Engineering from Heriot-Watt University, Edinburgh, United Kingdom. He has more than 48 years of experience, of which he was with Shell International for 25 years where he worked on major projects worldwide, holding a variety of technical, project and senior management positions.



KEITH COLLINS
Managing Director,
Upstream Oil and Gas

British

Age 60

KEITH COLLINS is the Managing Director in Upstream Oil and Gas. He joined DIALOG in 2021. He holds a degree in Chemical Engineering from the University of Manchester, United Kingdom. He has more than 38 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.

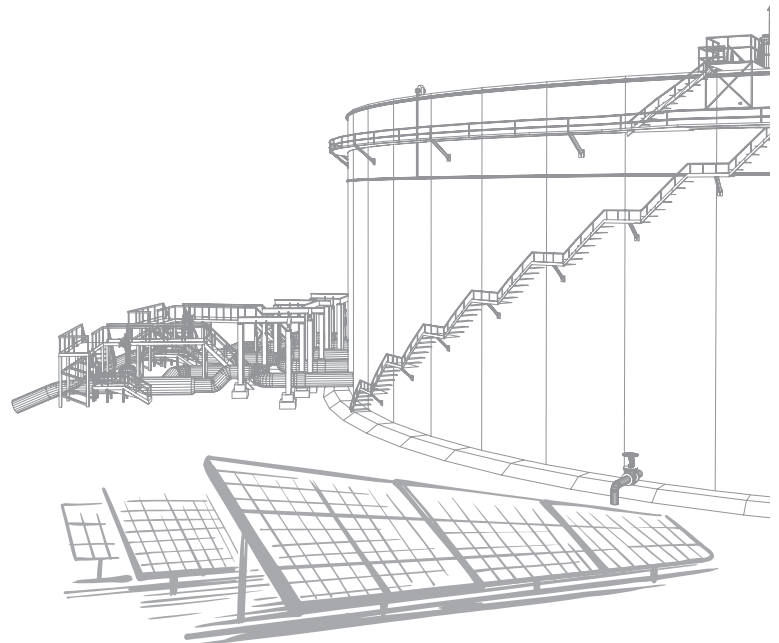


ANDREW MCKENZIE
General Manager,
Development
DIALOG Properties New Zealand

New Zealander

Age 59

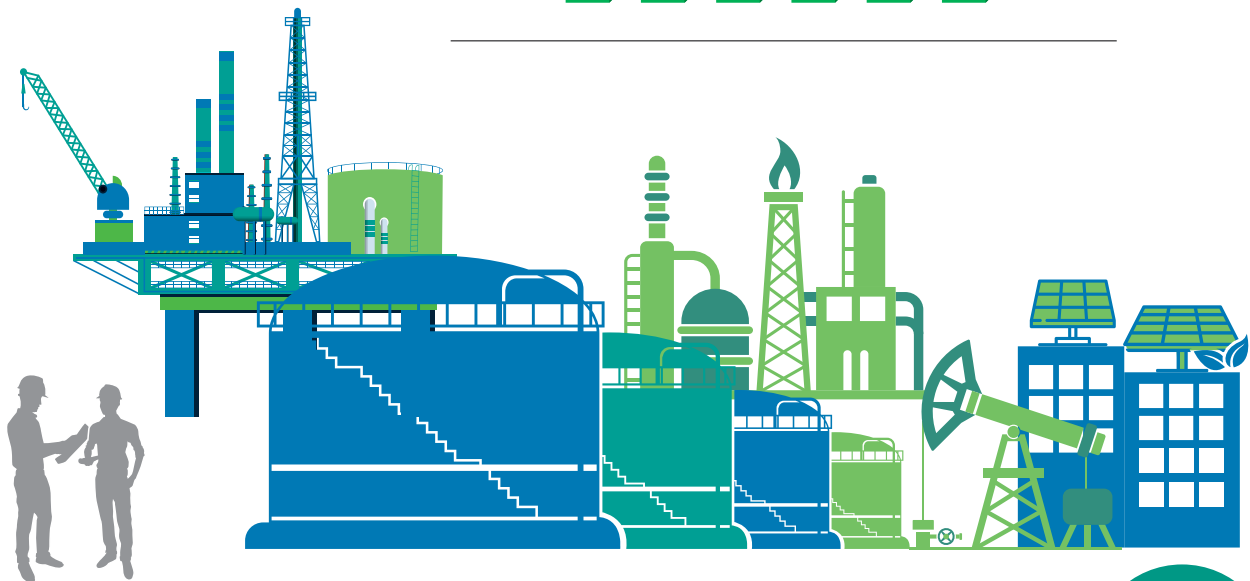
ANDREW MCKENZIE is the General Manager of DIALOG Property New Zealand. He has more than 30 years of construction and property development experience and prior to joining DIALOG in March 2019, he was with Arrow International where he held various senior roles in a number of Arrow locations. Andrew is the Deputy Chair of the Board of PreFabNZ, the industry body setup to promote and expand the use of modular construction in New Zealand. Andrew holds a Bachelor of Commerce in Valuation and Property Management from Lincoln College, Canterbury, New Zealand.



WHAT WE DO

DIALOG's diversified business model is well structured to manage and sustain itself through oil price volatility and currency movements.

I H S M N
D R E R T S TECH



UPSTREAM



UPSTREAM ASSETS & SERVICES

DIALOG's involvement in upstream is via investment and the provision of services comprising the following:

- i) 20% participating interest in a Production Sharing Contract ("PSC") for three fields, D35, D21 and J4, located offshore Sarawak, Malaysia up to 2034; and
- ii) The provision of services as independent technical contractor to PETRONAS Carigali Sdn. Bhd. via an Oilfield Services Contract ("OSC") up to 2036, to enhance recoverable reserves from the Bayan Field, located offshore Sarawak, Malaysia – through Halliburton Bayan Petroleum Sdn. Bhd. ("HBP").

In FY2021, the Group acquired the balance 5% equity interest in HBP. This resulted in HBP becoming a wholly owned subsidiary with effect from June 2021, and has changed its name to DIALOG Bayan Petroleum Sdn. Bhd..

This is in line with DIALOG's strategy since 2011, to develop its upstream capabilities through the rejuvenation and redevelopment of producing and mature oilfields only. Our upstream activities provide long term recurring income, and added opportunities for DIALOG to participate in other parts of the value chain in the field redevelopment cycle, particularly in the provision of engineering and specialist technical services.

MIDSTREAM



MIDSTREAM ASSETS & SERVICES

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

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

As a trusted terminals service provider for the last 20 years, our clients and partners comprise multinational energy majors, national energy companies and international market players.

In addition to petroleum storage terminals, DIALOG also owns a supply base in Jubail, Saudi Arabia, which serves as a one-stop logistics hub and resource centre for oilfield services, equipment and supplies.

Overall, our continued investment in our Midstream operating assets is in line with the Group’s long-term strategy to increase earnings stability and grow recurring income for the Group.

DOWNSTREAM



INTEGRATED TECHNICAL SERVICES

The foundation of DIALOG’s business is based upon its extensive experience and solid reputation as a provider of a wide range of integrated technical services and solutions across the energy sector, serving customers locally and the world over. These integrated technical services comprise:

- **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 machinery and process equipment for plants and upstream production facilities
- **Digital Technology & Solutions** using our proprietary technology to modernise processes and improve efficiency
- **Petrochemicals**

RENEWABLES



As DIALOG recognises the global transition towards a low carbon economy, this new business will pursue opportunities in renewables, including clean and green energy projects as well as recycling ventures.

OUR BUSINESS MODEL FOR VALUE CREATION

INPUTS

PERFORMANCE

F FINANCIAL CAPITAL

TOTAL EQUITY FY2020 RM4.2 bil	TOTAL BORROWINGS FY2020 RM1.9 bil	CASH & CASH EQUIVALENTS FY2020 RM1.2 bil	TOTAL ASSETS FY2020 RM7.2 bil
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I INTELLECTUAL CAPITAL

- >30 years experience servicing the energy sector
- Established delivery and execution track record
- Proprietary technology solutions

PEOPLE

H HUMAN CAPITAL

- Workforce of 2,500 employees across 10 countries
- Investing in active recruitment, development and retention of talent

S SOCIAL CAPITAL

- Active engagement with all stakeholders - customers, suppliers, partners, bankers, regulators and government authorities
- Corporate Social Responsibility initiatives
- Emphasis on local hiring

PLANET

M MANUFACTURED CAPITAL

- 11 offices across 10 countries
- 27 worksites (including fabrication yards) in 7 countries
- 6 Terminals with total capacity of 5.0 million m³ in Malaysia
- Supply Base in Saudi Arabia

N NATURAL CAPITAL AND ENVIRONMENTAL MANAGEMENT

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



OIL, GAS & PETROCHEMICAL INDUSTRY

OUTPUTS


ENHANCING SHAREHOLDER VALUE

RETURN ON EQUITY FY2021	NET PROFIT FY2021	TOTAL EQUITY FY2021	TOTAL DIVIDEND FY2021
12.5%	RM543 mil	RM5.2 bil	RM175 mil

 DIALOG Financial Statements 2021, Management Discussion and Analysis: pages 38 to 58
Economic Performance, Sustainability Report: pages 64 to 65

MARKET LEADERSHIP

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

 What We Do: pages 32 to 33


DIVERSE & MULTI-SKILLED WORKFORCE

- Talent development across all levels of the organisation
- Talent & gender diversity in the workforce
- Talent retention

 Our People, Sustainability Report: pages 75 to 78
Learning & Development, Sustainability Report: pages 79 to 81

STRONG CONNECTED COMMUNITIES

- 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 38 to 58, Strategic Alliances: page 58
Corporate Social Responsibility, Sustainability Report: pages 82 to 88

GLOBAL PRESENCE & NETWORK


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

 Global Presence: page 36, Group Corporate Directory: pages 116 to 117

 www.dialogasia.com/worldwide-locations

ENVIRONMENTAL PROTECTION

- Detailed Environmental Impact Assessments
- Environmental Management Plans & Environment Monitoring Management Plans
- SIRIM QAS/IQNET ISO14001 Certifications

 Health, Safety & Environment, Sustainability Report: pages 66 to 74



GLOBAL PRESENCE

H M N

ESTABLISHED IN 1984, DIALOG IS A LEADING INTEGRATED TECHNICAL SERVICE PROVIDER TO THE ENERGY SECTOR, IN MALAYSIA AND INTERNATIONALLY. OVER THE YEARS, DIALOG HAS GROWN FROM STRENGTH TO STRENGTH IN THE INDUSTRY, BOTH ORGANICALLY AND THROUGH STRATEGIC ALLIANCES WITH INTERNATIONALLY RENOWNED TECHNOLOGY PARTNERS.



Headquartered in Kuala Lumpur, DIALOG is truly a global player given the Group's strong and growing presence across ten countries with a staff strength of 2,500. DIALOG has offices and facilities in Malaysia, Singapore, Thailand, Indonesia, China, Australia, New Zealand, Philippines, Saudi Arabia and United Arab Emirates. Such strategic locations bode well for DIALOG as the Group is able to operate from a position of strength in tapping synergistic benefits in readily serving a diverse range of customers that include multinational energy majors, national energy companies as well as multinational engineering and service providers located throughout the world.

DIALOG is listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Malaysia") and has a market capitalisation of about RM13 billion as at September 2021. DIALOG was included into the FTSE Bursa Malaysia KLCI on 18 June 2018.



Group Corporate Directory: pages 116 to 117



www.dialogasia.com/worldwide-locations



MANAGEMENT DISCUSSION AND ANALYSIS

38	Statement from The Group's Chief Operating Officer
42	Financial Performance Review
44	Key Performance Indicators
45	5-Year Financial Summary

46	FY2021 Review of Operations
52	Awards and Achievements
54	Key Risks and Opportunities
58	Strategic Alliances

First vessel call at Jetty 3, Pengerang Deepwater Terminals

MANAGEMENT DISCUSSION AND ANALYSIS

STATEMENT FROM THE GROUP'S CHIEF OPERATING OFFICER

Despite the prolonged economic downturn due to the COVID-19 global pandemic that has impacted DIALOG's business operations in FY2021, the Group witnessed several significant milestones such as the successful completion and delivery in our terminal business, timely delivery of several plant improvement projects, and enhanced upstream capabilities.

MUSTAFFA KAMAL BIN ABU BAKAR

Chief Operating Officer



On the midstream front, we commenced full operations following the successful completion of DIALOG Terminals Pengerang (5) Sdn. Bhd. (“DTP5”), consisting of a 430,000 m³ storage terminal with common tankage facilities (inclusive of shared infrastructure) and deepwater marine facilities (“Jetty 3”) for the Long Term Storage Agreement with bp Singapore Pte Limited, the first phase of the development in Phase 3 of Pengerang Deepwater Terminals (“PDT”) in March 2021.



Phase 3A, Pengerang Deepwater Terminals

MANAGEMENT DISCUSSION AND ANALYSIS



Expansion works at DIALOG Terminals Langsat 3

During the year, we have further strengthened and enhanced our Health, Safety and Environment ("HSE") practices and procedures to ensure the safety of our employees and contractors. With that, I am pleased to report an improvement in our HSE Performance with the achievement of zero fatality and Lost Time Injury Rate ("LTIR"). Moving forward, the Group will continue to reinforce our commitment to Our People's safety and instill a Safety First culture throughout our operations by leveraging on the use of technology to manage our HSE risks.

On the midstream front, we commenced full operations following the successful completion of DIALOG Terminals Pengerang (5) Sdn. Bhd. ("DTP5"), consisting of a 430,000 m³ storage terminal with common tankage

facilities (inclusive of shared infrastructure) and deepwater marine facilities ("Jetty 3") for the Long Term Storage Agreement with bp Singapore Pte Limited, the first phase of the development in Phase 3 of PDT in March 2021.

The additional capacity expansion of another 85,000 m³ to DIALOG Terminals Langsat (3) Sdn. Bhd. ("DTL3") is on schedule, and due for completion by end-2021.

Meanwhile, in the downstream front, the Engineering & Construction division successfully secured numerous EPCC projects. Whilst plant turnaround and shutdown activities were materially impacted due to the MCO, the division remained active in plant maintenance, rejuvenation projects as well as catalyst change-out services.



In the upstream front, we successfully completed the acquisition of the remaining 5% equity stake in Halliburton Bayan Petroleum Sdn. Bhd. ("HBP") from Asia Energy Services Sdn. Bhd. ("AES") in June 2021. This resulted in HBP becoming a wholly owned subsidiary and changing its name to DIALOG Bayan Petroleum Sdn. Bhd..

As the Group continues to focus on Production Enhancement and Redevelopment activities in both the Bayan and D35/J4/D21 Fields, proactive steps are being taken with our respective partners to best manage cashflow in this current economic climate.

The Group's international operations recorded reduced business activities as a result of the challenging market and economic downturn due to the prolonged COVID-19 pandemic. Nevertheless, the New Zealand and Australia fabrication division under DIALOG Fitzroy Limited ("DFL") recorded a busy year with its ongoing works for the major EPC contract with Vopak.

While we continue to execute existing operations with excellence, and pursue new business opportunities, we recognise the need to continuously improve our policies, work processes and systems. This is to ensure that we

We continue to invest in technology and develop new solutions to enhance existing systems and procedures, while ensuring operations remain safe, efficient and reliable.

enhance our service to our customers and the long term competitiveness, profitability and capability of the Group via capturing and sharing of DIALOG intellectual property, building best practices into work processes and data capture and analysis to drive decision making and improvements.

As a key aspect of these improvement efforts, we continue to invest in technology and develop new solutions to enhance existing systems and procedures, while ensuring operations remain safe, efficient and reliable.

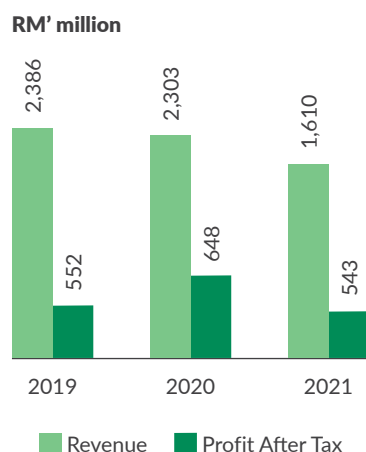
The additional capacity expansion of another 85,000 m³ to DIALOG Terminals Langsat (3) Sdn. Bhd. ("DTL3") is on schedule, and due for completion by end-2021.

Deck extension for Bayan Field



FINANCIAL PERFORMANCE REVIEW

F I S M | D R S



The Group closed its financial year ended 30 June 2021 with a revenue of RM1.61 billion lower by 30.1% against RM2.30 billion reported in the previous financial year. The Group's net profit after tax for the current financial year was RM543.1 million, down by 12.3% against RM619.6 million achieved in the previous financial year. In the previous financial year, the Group booked a RM28.5 million non-cash fair value gain from business combination of a jointly controlled entity to a subsidiary which resulted in a total net profit after tax of RM648.1 million.

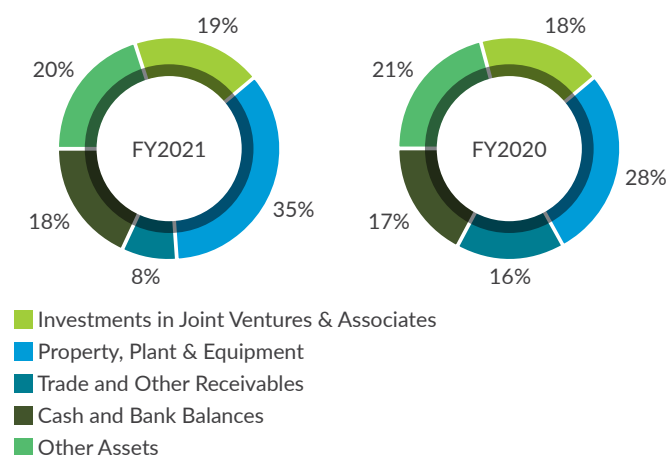
During the current financial year under review, the Group's operations continued to be busy with the development of its own internal midstream assets. The construction works of the 430,000 m³ storage capacity under Phase 3A of Pengerang Deepwater Terminals was completed in March 2021 as scheduled whilst the 85,000 m³ capacity expansion of DIALOG Terminals Langsat (3) is scheduled for completion by end 2021. The focus on the development of the Group's own internal midstream terminal assets during the financial year resulted in the lower reported revenue for Malaysia operations.

Despite the lower revenue and net profit reported in the downstream activities, the Group saw increased contributions from its recurring income business such as midstream business. The storage capacity of DIALOG Terminals Langsat and Pengerang Independent Terminals Sdn. Bhd., at 770,000 m³ and 1,780,000 m³ respectively, continued to be fully leased out. In addition, the newly commissioned DIALOG Terminals Pengerang (5) with storage capacity of 430,000 m³ dedicated for bp Singapore Pte Limited has commenced its commercial operations in March 2021.

On the International front, the revenue reported in the current financial year was lower against last year, mostly due to reduced business activities as a result of the challenging market and economic downturn due to the prolonged COVID-19 pandemic. Despite the lower revenue, net profit from international operations was higher contributed by favourable performance from fabrication activities.

TOTAL ASSETS

The Group's total assets as at 30 June 2021 was RM7.98 billion, an increase of RM787.2 million or 10.9% from RM7.19 billion a year ago.



Property, Plant and Equipment

The Group's property, plant and equipment increased by RM733.5 million or 36.2% from RM2.03 billion in the last financial year to RM2.76 billion as at 30 June 2021.

During the financial year, the Group incurred an additional RM768.9 million to complete the construction of 430,000 m³ storage capacity under Phase 3A of Pengerang Deepwater Terminals with shared infrastructure and deepwater marine facilities namely Jetty 3. The construction of this storage terminal and shared facilities was completed in March 2021.

The Group also spent RM41.1 million for the construction of 85,000 m³ storage capacity to expand the existing tank terminals under DIALOG Terminals Langsat (3) Sdn. Bhd.. This expansion project is scheduled to complete by end 2021.

Cash and Bank Balances

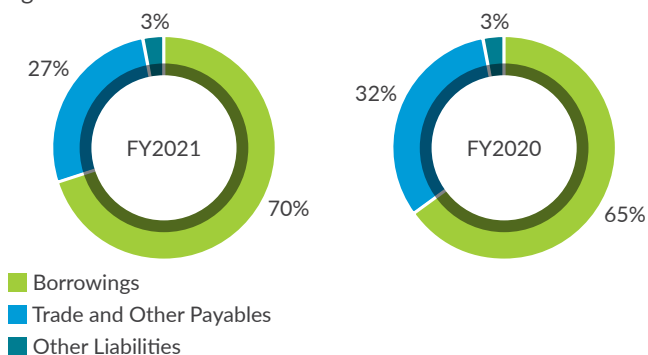
The Group's cash and bank balances as at 30 June 2021 was strong at RM1.45 billion, an increase of 17.2% from a year ago. This was mainly attributable to the net cash generated from operating activities amounted to RM514.2 million, proceeds from issuance of RM500 million Perpetual Sukuk Wakalah in November 2020 and repayment of shareholder's advance by an associate company amounted to RM438.5 million.

The Group's cash outflows during the financial year were mainly for its continuing investments in development of Phase 3A at Pengerang Deepwater Terminals and the expansion of DIALOG Terminals Langsat (3), which amounted to RM770 million. The Group also spent RM192.5 million on its upstream developments for the Production Sharing Contract at D35/J4/D21 Oil Fields and Bayan Oilfield Services Contract at Bintulu, Sarawak, as well as the acquisition of the remaining 5% equity interest in DIALOG Bayan Petroleum Sdn. Bhd. (formerly known as Halliburton Bayan Petroleum Sdn. Bhd.).

The dividend and Sukuk distribution payments made in FY2021 were RM180.3 million and RM10.4 million, respectively.

TOTAL LIABILITIES

The Group's total liabilities as at 30 June 2021 was RM2.78 billion lower by 5.7% against RM2.95 billion a year ago.



The Group's total bank borrowings as at 30 June 2021 remained unchanged at RM1.9 billion. The bank borrowings were mainly used to fund the Group's investment in Pengerang Deepwater Terminals. RM1.6 billion or 83% of the total bank borrowings were obtained under Islamic financing facilities.

Capital Management

The primary objective of the Group's capital management strategies is to maintain a strong capital base, a good credit rating and healthy capital ratios to support its businesses and maximise its shareholder value. The Group implements this by using various methods including new share issuances, share buybacks, cash and share dividends, and debt financing.

The Group monitors capital utilisation on the basis of its net debt to equity ratio. The net debt to equity ratio as at 30 June 2021 and 30 June 2020 are as follows:

	2020 RM'000	2021 RM'000
Borrowings	(1,911,145)	(1,935,643)
Less: Cash and bank balances	1,240,389	1,453,356
Net borrowings	(670,756)	(482,287)
Total equity attributable to shareholders	4,132,147	4,597,668
Net debt to equity ratio	0.16	0.10

Total equity attributable to shareholders rose by RM465.5 million primarily contributed by profits for the financial year, offset by dividend payments made during the financial year.

Capital Commitments

As at 30 June 2021, the Group's total capital commitments approved for property, plant and equipment was RM6.5 million, of which RM4.1 million has been contracted but not provided for in the accounts.

In addition, the Group had capital commitments approved for its tank terminal business amounting to RM86.2 million. This commitment mainly relates to the Group's investments in the Pengerang Deepwater Terminals development and expansion of DIALOG Terminals Langsat (3).

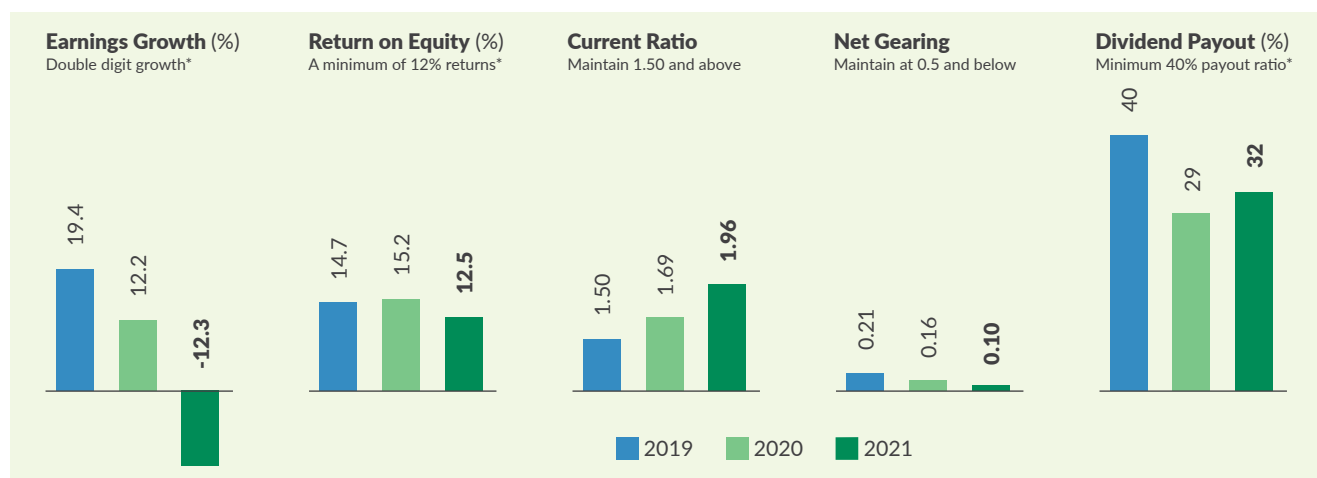
In the upstream business, the capital commitments as at 30 June 2021 was RM312.0 million, mainly for the Field Development Plan activities under the Bayan Oilfield Services Contract.

KEY PERFORMANCE INDICATORS ("KPIs")



DIALOG's Key Performance Indicators ("KPIs") measure the Group's success in maintaining value through sustainable earnings growth, driving business excellence as well as its ability to operate safely and effectively. The Group continually monitors and, when necessary, revise these targets to take into account refinements in the Group's strategy.

FINANCIAL KPIs



* The computation for FY2020 KPIs excluded fair value gains recorded on deemed disposal of jointly controlled entity amounting to RM28.5 million.

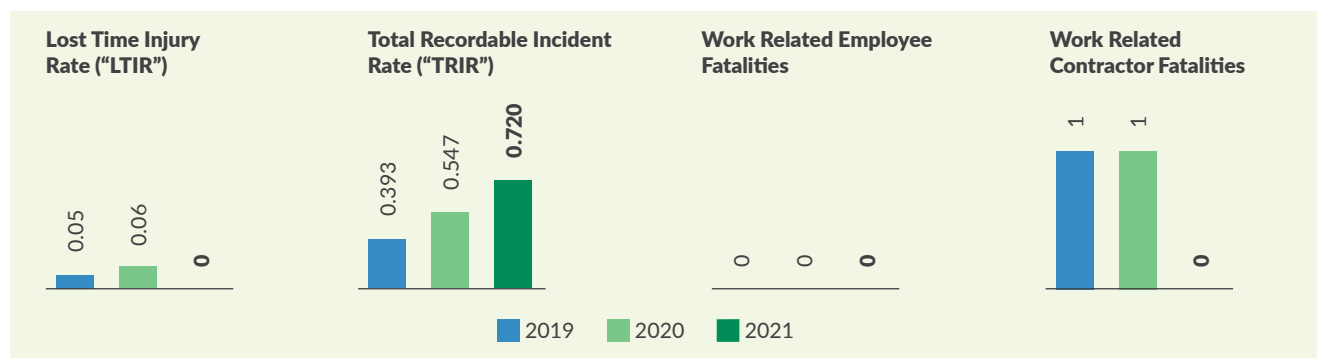


DIALOG Financial Statements 2021

The Group recorded a 12.3% reduction in profit after tax for FY2021 following the reduced activities as a result of the challenging market and economic downturn due to the prolonged COVID-19 pandemic. Furthermore, the Group's share of profits from joint ventures and associates for the current year under review was also lower following the finalisation of assets cost and provision for deferred taxation liabilities made by a joint venture company.

For FY2021, the Board recommended a final cash dividend of 1.90 sen per ordinary share, amounting to approximately RM107.3 million. This is in addition to the payment of interim cash dividend of 1.20 sen per ordinary share amounting to RM67.7 million paid in June 2021. In total, the Group will be paying a cash dividend of approximately RM175.0 million for FY2021 which is equivalent to 32% of profits attributable to shareholders. This is lower than the target payout ratio given the continued need to exercise financial prudence in the current economic environment which is expected to remain extremely challenging in the short to medium term.

NON-FINANCIAL KPIs



** The details are set out in the Sustainability Report.



Sustainability Report: pages 60 to 88
Quality Assurance and Quality Control: pages 52 to 53

5-YEAR FINANCIAL SUMMARY

KEY FINANCIAL RESULTS (RM' million)	2017	2018	2019	2020	2021
Revenue	3,393	3,111	2,386	2,303	1,610
Profit before tax	449	628	653	747	595
Profit after tax	373	528	552	648	543
Non-controlling interests	2	18	16	18	-
Profit attributable to shareholders of the Company	371	510	536	630	543
ASSETS (RM' million)					
Non-Current Assets					
Property, plant and equipment	584	1,297	1,304	2,026	2,760
Investments in joint ventures and associates	1,962	2,043	2,138	1,283	1,505
Others	512	658	1,053	1,388	1,531
Total Non-Current Assets	3,058	3,998	4,495	4,697	5,796
Current Assets					
Trade and other receivables	770	768	927	648	461
Cash and bank balances	1,425	1,265	884	1,240	1,453
Others	564	334	404	601	267
Total Current Assets	2,759	2,367	2,215	2,489	2,181
Assets classified as held for sale	-	-	-	4	-
TOTAL ASSETS	5,817	6,365	6,710	7,190	7,977
EQUITY AND LIABILITIES (RM' million)					
Equity attributable to shareholders of the Company					
Share capital	1,601	1,684	1,684	1,684	1,698
Treasury shares	(4)	(4)	(4)	(4)	(4)
Reserves	1,514	1,820	2,111	2,452	2,904
	3,111	3,500	3,791	4,132	4,598
Perpetual Sukuk Wakalah	-	-	-	-	499
Non-controlling interests	81	99	117	112	102
TOTAL EQUITY	3,192	3,599	3,908	4,244	5,199
LIABILITIES					
Non-Current Liabilities					
Borrowings	1,009	1,233	1,318	1,454	1,638
Lease liabilities	-	-	-	14	20
Others	6	6	5	4	5
Total Non-Current Liabilities	1,015	1,239	1,323	1,472	1,663
Current Liabilities					
Trade and other payables	1,146	1,075	1,050	931	747
Borrowings	415	378	356	458	298
Lease liabilities	-	-	-	5	6
Others	49	74	73	80	64
Total Current Liabilities	1,610	1,527	1,479	1,474	1,115
TOTAL LIABILITIES	2,625	2,766	2,802	2,946	2,778
TOTAL EQUITY AND LIABILITIES	5,817	6,365	6,710	7,190	7,977
FINANCIAL RATIOS					
Earnings Growth (%)	23.8	24.0	19.4	17.3	(16.2)
Return on Equity (%)	13.4	15.4	14.7	15.9	12.5
Current Ratio	1.71	1.55	1.50	1.69	1.96
Net Gearing Ratio	NET CASH	0.10	0.21	0.16	0.10
Dividend Payout (%)	40	41	40	28	32
SHARE INFORMATION					
Earnings per share (sen)	6.88	9.06	9.50	11.18	9.63
Dividend per share (sen)	2.65	3.20	3.80	3.10	3.10
Net assets per share (sen)	57.8	62.1	67.2	73.3	81.5
Number of ordinary shares ('million)	5,592	5,642	5,642	5,642	5,646



FY2021 REVIEW OF OPERATIONS



MALAYSIA

DIALOG's operations in Malaysia remained resilient across all upstream, midstream and downstream businesses in FY2021.

At DIALOG Terminals Langsat ("DTL"), operations remained at full capacity during the year in review. With the construction of an additional 85,000 m³ at DIALOG Terminals Langsat (3) Sdn. Bhd. ("DTL3") to store clean petroleum products due for completion by end 2021, this will bring the total capacity of our Langsat Facility to 855,000 m³ from 770,000 m³ presently. This expansion is in line with the Group's strategy to continue to enhance the value proposition of DTL by enhancing its efficiencies and product storage flexibility.

During the year in review, Pengerang Independent Terminals Sdn. Bhd. ("PITSB") which blends and distributes crude and petroleum products for energy majors and traders in the region had its 1.7 million m³ storage capacity fully leased out.

In Phase 2 of Pengerang Deepwater Terminals ("PDT"), operations at both Pengerang Terminals (Two) Sdn. Bhd. ("PT2SB") and Pengerang LNG (Two) Sdn. Bhd. ("PLNG2") continued to contribute to the Group's performance during the year.

In FY2021, we successfully completed the construction and development of DIALOG Terminals Pengerang (5) Sdn. Bhd. ("DTP5"), Phase 3A of PDT. Consisting of 430,000 m³ storage tanks for clean petroleum products for the Long Term Storage Agreement ("LTSA") with bp Singapore Pte Limited ("BPS") and common tankage facilities including shared infrastructure and Jetty 3, DTP5 had commenced operations in March 2021.

A one-stop integrated terminal, Phase 3 ("PDT3") provides Port and Marine Operations, Storage Tank Terminals and Common Facilities including deepwater jetty facilities, integrated berth planning, cargo handling, interconnecting



DIALOG Terminals Langsat



Phase 3A, Pengerang Deepwater Terminals

pipelines across PDT, multi-product storage, integrated infrastructure solutions and shared third party utilities and services. In summary, PDT3 offers a 'plug and play' concept that facilitates easy set up for customers and investors. Furthermore, PDT3 aims to support downstream petrochemical manufacturing activities within the Pengerang Integrated Petroleum Complex.

With approximately 500 acres available, the future development of Pengerang Deepwater Terminals ("PDT") is in line with the Group's long-term strategy to grow its midstream terminal business to generate sustainable and recurring income.

In summary, our terminals business continued to register sustainable profits during the period under review and has contributed significantly to the resilience of the Group's performance during the year.

Pengerang Marine Operations Sdn. Bhd. ("PMOSB") manages and handles all marine services within PDT. Together with its Marine Auxiliary Police Team, PMOSB also provides marine security coverage for all stakeholders in PDT.

On 19 March 2021, PMOSB successfully received the first vessel for Jetty 3 of PDT3.

FY2021 recorded a total of 1,071 incoming vessels (FY2020: 1,091 vessels) across all jetties at PDT and total throughput of 27.4 million metric tonnes ("MT")

(FY2020: 30 million MT). Out of the 1,071 vessels, 12 were LNG vessels, while 33 were Very Large Crude Carriers ("VLCC"). Established since 2014, PMOSB has received over 4,300 vessels with throughput of more than 110 million MT.

On the Downstream front, our Engineering & Construction ("E&C") division successfully completed the development of Phase 3A PDT; works for a high pressure steam supply line for Petronas Gas Bhd from its facility in Utilities Gebeng to the Polyplastic Plant; and the FEED study for a new LNG Filling Terminal at Bintulu, as well as, the construction of new product loading facilities for Shell Malaysia Trading at the Kuantan Port.

The on-going engineering, procurement and construction ("EPC") works for the capacity expansion of 85,000 m³ at DTL3 is progressing well, and are scheduled to be completed by the end of 2021.

Despite the challenging environment due to the prolonged COVID-19 pandemic, E&C's commitment towards exploring new opportunities resulted in six new job awards:

- i. EPCC of an oxyalkylate plant by PCC Oxyalkylate Sdn. Bhd., a joint venture company between Petronas Chemicals and PCC Group, Germany
- ii. EPCC of the migration of the gas turbine compressor facilities from Gebeng to Segamat by Petronas Gas Bhd – Project SCORE

FY2021 REVIEW OF OPERATIONS



Fabrication of pipe rack modules for the Symphony Project

- iii. EPCC of the expansion of Utilities Kertih by Petronas Gas Bhd
- iv. Expansion of the Bagan Luar Terminal in Prai by Shell Malaysia Trading Bhd
- v. EPC of storage tanks at a new latex manufacturing plant for Top Glove Bhd
- vi. Fabrication of pipe rack modules for the Symphony Project in Jurong Island by Arkema Singapore

For our Plant Maintenance division, the team leveraged on its strength to capture more brownfield EPCC-type projects as plant turnaround and shutdown experienced a tough period of low activities.

Projects completed during the year under review include, among others, the Alexis 1 Package 3 project for Petronas Gas Bhd in Kertih, a turnaround project for the Aroma Plant at Gebeng by BASF-Petronas, and various plant improvement projects in Melaka Refining Company.

Additionally, the division participated in numerous maintenance and project activities including Alexis 1 Package 5/6 Project of Gas Processing Santong for Petronas Gas Bhd and the DHT Rebuild Project at the Petronas Refinery and Petrochemical Complex ("PRPC").

The Catalyst Services team successfully delivered full catalyst change-out services within Malaysia, as well as, in Thailand and Australia. In Australia, we expanded our

mechanical services to include pipeline abandonment projects, tank cleaning, and bolting services. These services were mainly focused on gas plants located in the eastern part of Australia.

During the year in review, the Fabrication division was busy with on-going activities from major projects and providing support to other divisions such as E&C, OTEC and Plant Services. Key projects for the year include the Modular Piperack fabrication project and the Package 2 piping project, both for Arkema Singapore; fabrication of Mercury Removal high pressure vessels for Kasawari platform and Pegaga platform, both for MMHE; and the MRU project for Sapura/Mubadala.

Whilst our Fibreglass Reinforced Plastics ("FRP") division recorded lesser activities due to delayed and postponement of projects, the team nevertheless managed to secure works from Petronas Carigali Myanmar, Carigali Hess Operating Company, Sarawak Shell Berhad and Sembcorp Marine, Singapore.

Specialist Products and Services ("SPS") Malaysia is the Group's trading arm for specialty products and services for the energy markets. In FY2021, the partnership with Honeywell accomplished several breakthrough projects including the Remote Operations project by Petronas Carigali, the Cybersecurity project by Petronas Digital, and installation works for Malaysian Refining Company Sdn Bhd ("MRCBSB").



Deck extension for Bayan Field

Additionally, the team's continued efforts to pursue new opportunities resulted in two filtration services job awards by Petronas Carigali for a two-year work order and Halliburton as their provider for their integrated services for Shell and Petronas.

Meanwhile, in the Upstream front, the Group successfully completed the acquisition of the remaining 5% equity interest in Halliburton Bayan Petroleum Sdn. Bhd. ("HBP") from Asia Energy Services Sdn. Bhd. ("AES") in June 2021. This resulted in HBP becoming a wholly owned subsidiary and changing its name to DIALOG Bayan Petroleum Sdn. Bhd. ("DBPSB").

Apart from the acquisition, the division continues to deliver sustained profit to the Group through production and sales of oil and gas from its interests in two contracts: Bayan Oilfield Services Contract ("OSC") and D35/D21/J4 Petroleum Sharing Contract ("PSC").

Partners at the Bayan Field will continue to execute the Bayan Gas Phase 2 Development with the target First Gas in November 2022 and the Bayan Oil Phase 2D project with the target First Oil in May 2022. The drilling campaign for these two projects will commence from January 2022 till May 2022.

Alongside the above, the team successfully completed the field redevelopment for the D21 Production Sharing Contract ("PSC"), comprising a drilling programme of six wells from a new platform deck extension. Since its completion in March 2021, the wells have started to contribute towards higher daily oil production.

DIV Services ("DIV"), the digital arm of the Group, continues to nurture in-house expertise in the development of new technologies and automation solutions that modernise processes and improve the Group's efficiency and productivity. The implementation of several critical business applications includes Terminals Management System ("TMS"), HR Management System (People@DIALOG), Sales Leads Management system ("SE@D"), and IT Work Tracking System ("WTS").

During the year under review, DIV successfully developed a new DIALOG ERP system blueprint to replace the existing system. In addition to that, increased efforts were spent to further enhance our cyber security measures to prevent any breaches that could potentially cripple our business operations.

Apart from supporting the Group, DIV continues to provide cashless payment solutions, with focus in the areas of welfare, education and waste recycling.

FY2021 REVIEW OF OPERATIONS

INTERNATIONAL

Our Singapore-based OTEC is an established Engineering, Procurement & Construction (“EPC”) Contractor since 1977, that services the energy sector with a specialisation in infrastructure and maintenance of tank storage terminals in Singapore and in the South-East Asia region.

Despite unprecedented COVID-19 challenges, OTEC completed several EPC projects whilst successfully securing projects for piping works. With its extensive Engineering capabilities, the division also conducted various engineering works including FEED (Front End Engineering Design) works for tank terminal operators, and is currently executing major piping works in Jurong Island for a large specialty chemical company.

Apart from EPC services, plant services re-strategised and optimised its workforce to overcome operational challenges in executing projects on hand. As a result of that, the team continued to deliver outstanding performance in numerous tank repair and jetty pipeline projects for Oiltanking, and also expanded their services to new customers such as City Gas, Zeon Chemicals and Arkema. In addition to that, the Singapore team also provides sales of specialty products such as catalyst and chemicals to international energy companies.

Over in Indonesia, the team continued to focus on the marketing of specialist products and services (“SPS”) such as the supply of drilling and base oils, catalyst, drag reducing agent, and production chemicals to upstream operators. During the year, it successfully secured a new base oil supply agreement for Saka Energi.



Botany B4A Project for Vopak in Sydney



Similarly, in Thailand, our local trading arm actively supplies specialist products and catalyst products to the Thailand and Myanmar energy sector. In FY2021, the team successfully secured an onshore 3-year base oil contract and an offshore five-year base oil contract, both for PTTEP, Thailand's national oil company.

In Philippines, the team closed out the EPC of tankage package for the Taganito Nickel Plant Expansion Project in Palawan Island for JGC Philippines during the year under review.

The fabrication division in New Zealand and Australia under DIALOG Fitzroy Limited ("DFL") had a very positive year. In Australia, the major EPC contract with Vopak that was secured last year has performed well and is on track for completion by end 2021, despite some disruptions due to COVID-19. In New Zealand, the team delivered a strong performance across the energy, industrial, and dairy sectors. This strong performance has been supported by

In both New Zealand and Australia, the Group continues to pursue clean energy opportunities and is currently active in a number of studies and potential projects.

the continued transition into EPC opportunities and the enhanced deployment into automation to improve efficiencies.

In both New Zealand and Australia, the Group continues to pursue clean energy opportunities and is currently active in a number of studies and potential projects.

Separately in the SPS business, sales of drilling oils in New Zealand and Australia remained strong and the delays to drilling activities due to COVID-19 abated in the fourth quarter as anticipated. Likewise, demand for our catalyst handling and mechanical services recovered late in the year boding well for a particularly busy period moving forward in the Moomba region where DIALOG has become well established.

The Middle East and South Asia SPS teams continued to hold on to their key markets, specifically for base oil supply in UAE and Oman. In FY2021, significant business development activities were undertaken to launch Shell GTL Sarline LV to the Central Asian and Middle East markets.

For our Saudi operations, DIALOG Jubail Supply Base Co. Ltd ("DJSB") continued to support Saudi Aramco Offshore engineering, procurement, installation and construction ("EPIC") contractors like McDermott, and Subsea 7 with projects located at the Murjan/Barri/Safaniah Oil Fields in the Arabian Gulf. It also continued to form strategic partnerships with specialised service providers to provide value-added supply based and marine services to clients. In FY2021, DJSB recorded 1,005 vessel calls.

DIALOG Services Saudi Arabia Co. Ltd ("DSSA") continues to focus on specialised plant services to major plants in Saudi Arabia.



AWARDS AND ACHIEVEMENTS



QUALITY ASSURANCE AND QUALITY CONTROL

DIALOG takes pride in meeting customer needs by delivering products and services of the highest quality, utilising the latest inspection techniques and technologies.

Our quality standards are continually updated and improved group wide through uncompromising compliance with regulatory and statutory standards.

The Group is committed to consistently maintaining its Quality Management System to ISO 9001:2015 by identifying lessons learned and ensuring that risks that could affect product and service quality are identified and addressed.

The Group also diligently maintains the quality certifications of its subsidiaries. All ISO9001 certified organisations have successfully completed transition audits to the latest Quality Management System and are ISO 9001:2015 compliant.

The previously established Quality Steering Committee supports and strengthens DIALOG Group Management and Quality Assurance and Quality Control ("QAQC") in ensuring the effectiveness of the quality management system by sharing and analysing critical data related to quality performance indicators that are relevant to the Group. This dovetails with our commitment to the highest standards of quality throughout Group operations.

Currently, DIALOG, through its subsidiaries, is certified with the following:

- ISO 9001:2015 Certification
- ISO/TS 29001:2020 Certification
- American Society of Mechanical Engineers Certificates of Authorisation for "U", "U2", & "S"
- National Board Certificate of Authorisation for "NB" and "R"
- Certificate of Manufacturing Assessment for Fibreglass Reinforced Plastic products (Product Type Approval)



Key activities in FY2021:

After the successful roll-out of the standardised monthly reporting process and document control system in SharePoint, data is now extracted with ease for analysis and reporting purposes.

With the increasing demands from clients and end users regarding qualification and experience requirements, a thorough competency assessment had been done on all quality personnel; and experience and training needs were identified. A total of 19 areas of development had been identified, and training modules were developed and rolled out to affected personnel by the end of FY2021.

During FY2021, QA/QC Department of DIALOG E&C have been awarded a Special Recognition for demonstrating PETRONAS Cultural Beliefs and Service Excellence in the successful delivery of GPP 5, 6 Shutdown 2019 for the Alexis project.

For the international operations, both the Singapore and Saudi Arabia Quality Management Systems have been aligned with the Group Quality Management System.

Key activities targeted for FY2022:

Continual monitoring of the ISO certifications of the Malaysian businesses remains the Group's target and will be maintained. This will continue to ensure enhanced productivity and efficiencies from a single, uniform and standardised Group Quality Management System.

In addition to the above, the DIALOG Group Quality mission for FY2022 is "Compliance". Specific target areas that have been identified are personnel qualification and training enhancement, as well as personnel availability for upcoming projects.






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  Health, Safety & Environment, Sustainability Report: pages 66 to 74 Learning & Development, Sustainability Report: pages 79 to 81	<p>The Group places very strong emphasis on Health, Safety & Environment ("HSE") practices to ensure the safety of our employees, stakeholders and assets, as well as the surrounding environment in which we operate.</p>	<p>Non-compliance or a major HSE incident would affect the Group's business and its reputation.</p>
COVID-19  Health, Safety & Environment, Sustainability Report: pages 66 to 74 Learning & Development, Sustainability Report: pages 79 to 81	<p>Prevailing COVID-19 pandemic continues to cast unprecedented threats to lives and livelihood and derail the global economy.</p>	<p>The pandemic outbreak could impact employees' health and cause operational disruptions.</p>
Market and Business Environment  Economic Performance, Sustainability Report: pages 64 to 65 Strategic Alliances: page 58	<p>The global market's economic, political and social factors remain beyond the Group's control.</p> <p>The energy sector continues to experience market uncertainty resulting from the COVID-19 pandemic outbreak, geopolitical conflicts and fears of global growth slowdown which may impact the supply and demand equilibrium.</p>	<p>Oil price and currency volatility could adversely impact the Group's business performance and affect the sustainability of the Group.</p>



Capital and Financial Risk
Management, DIALOG
Financial Statements 2021:
pages 84 to 89

6 CAPITALS

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

6 STRATEGIES

- D** **Diversification** across the upstream, midstream and downstream businesses of the energy sector
- RE** Expanding into **Renewables**, including clean and green energy as well as recycling ventures
- 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

MITIGATING CONTROLS	LINK TO CAPITALS	LINK TO STRATEGIES
<ul style="list-style-type: none"> Established and implemented HSE Management System ("HSEMS") across the Group's operations, including contractors, suppliers and stakeholders. Audits and inspections are conducted periodically to ensure effective HSEMS implementation and legal compliance. Continuous enhancement, trainings and awareness of regulations, requirements and incident learnings are conducted to promote a strong HSE culture. Target expectations and KPIs are set to create greater awareness and accountability for HSE performance. Adoption of internationally recognised certifications in maintaining a high HSE standards across DIALOG's activities and businesses. 	F H S	T S TECH
<ul style="list-style-type: none"> Implementation of, and adherence to relevant Standard Operating Procedures ("SOP") and Guidelines in managing and minimising the impact of COVID-19 pandemic at the office and project sites. For example, use of masks, social distancing practice, split team/work from home arrangements, COVID-19 tests, frequent sanitisation of common areas, etc. Regular communication with employees on health awareness, latest COVID-19 information, SOPs and guidelines. Business Continuity Plan in place, inclusive of IT infrastructure plans, to ensure that the Group's critical business functions continue to function effectively with minimal disruption. 	F H S	S TECH
<ul style="list-style-type: none"> The Group's business diversification in upstream, midstream and downstream businesses of the energy sector enables it to manage through periods of volatility in the market environment. Continuous strategic reviews of Group 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 and viability assessments of capital intensive projects such as investments into renewables. Prudent financial management to ensure the Group has the financial strength to withstand periods of uncertainty. 	F I S	D RE R S T 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 to the above, 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
Operations  Management Discussion and Analysis: pages 38 to 58	The Group is renowned for excellence in its delivery and execution of projects and services in the energy sector.	Any significant failure of internal processes, people and systems, or arising from external events, would impact the Group's ability to meet its deliverables.
Security  Management Discussion and Analysis: pages 38 to 58	The security of the Group's employees, operating assets, facilities and information systems are of paramount importance.	Security breaches or incidents can cause operational disruptions to the Group.
Regulatory and compliance  Quality Assurance and Quality Control: pages 52 to 53	Potential exposure to non-compliance and litigation given the Group's geographical diversity of its business and customers.	Potential breaches and non-compliance could affect the Group's business operations, financial status and its reputation.

6 CAPITALS

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

6 STRATEGIES

- D** **Diversification** across the upstream, midstream and downstream businesses of the energy sector
- RE** Expanding into **Renewables**, including clean and green energy as well as recycling ventures
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Capital and Financial Risk
Management, DIALOG
Financial Statements 2021:
pages 84 to 89

MITIGATING CONTROLS	LINK TO CAPITALS	LINK TO STRATEGIES
<ul style="list-style-type: none"> Leveraging on the Group's core competencies, processes and network of facilities which enable us to achieve cost savings, improve efficiency and productivity. Assignment of experienced project management team and sub-contractors to support and execute the project implementation effectively. Ongoing 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, lessons learnt and adoption of technology and best practices. 	F I H S	T S TECH
<ul style="list-style-type: none"> 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 IT systems. They are regularly reviewed to ensure effectiveness. Continuous monitoring and strengthening of IT security measures, inclusive of awareness session, to safeguard our IT systems against malicious activities, cyber-attacks and malware. 	F I H S	T S TECH
<ul style="list-style-type: none"> The Group has in place contracts and agreements to govern contractual agreements with its customers and vendors. Constant engagement with regulatory authorities for updates and clarifications in regulations with ongoing review to ensure compliance. Regular review assessments and updates on policies and procedures to ensure adequacy, effectiveness and relevance. 	F I S	S TECH

STRATEGIC ALLIANCES



Honeywell



TENDEKA



SUSTAINABILITY REPORT

61	About This Report	75	Our People
62	Sustainability Governance	79	Learning & Development
64	Economic Performance	82	Corporate Social Responsibility
66	Health, Safety & Environment		

DEAR STAKEHOLDERS



*Students harvesting from edible garden
Photo was taken before COVID-19

We are pleased to share with you DIALOG's Sustainability Report for the financial year ended 30 June 2021.

Our five key matters of Economic Performance, Health, Safety & Environment, Our People, Learning & Development, and Corporate Social Responsibility remain the top material priorities on our sustainability agenda.

The Group's resilience in the face of the challenges brought on by the COVID-19 pandemic is a product of our long standing commitment to manage DIALOG's business in a sustainable, responsible and holistic manner, particularly in these five areas.

Recognising that the accelerated pace of climate change poses a significant long term risk to the environment and the business, the Group aspires to achieve Net Zero Carbon Emissions by 2050 and will continue to pursue renewables, including clean and green energy, as well as recycling ventures. Alongside this, we intend to accelerate our Environmental, Social and Governance strategies and commitments during the next financial year through the establishment of a Sustainability Development Working Committee.

Looking ahead, we will continue to evolve and adapt to ensure that our business model supports business continuity and competitiveness over the longer term, whilst making progress in minimising our impact on the environment, and effecting positive changes in the communities where we operate and serve.

Since our inaugural Sustainability Report in FY2017, we have progressively enhanced our Sustainability Reporting and disclosure processes, and will continue to do so moving forward. We value the support of all our stakeholders and look forward to our continued collaboration towards a more sustainable future, together.

ABOUT THIS REPORT

This report has been prepared in accordance with Bursa Malaysia's Sustainability Reporting Guide and hence, focuses on material sustainability matters for DIALOG and its business.

SCOPE & COMPLETENESS

a. Basis of scope & consolidation

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

b. Inclusions

This report covers our global operations, which include operations outlined in the Corporate Profile section of this Annual Report for the financial year ended 30 June 2021.

In FY2021, DIALOG acquired the remaining 5% equity interest in Halliburton Bayan Petroleum Sdn. Bhd. ("HBP"), which resulted in HBP becoming a wholly owned subsidiary of the Group. Due to the acquisition of the additional 45% equity interest in HBP for FY2020 making it a subsidiary of the Group, only data from August 2019 onwards have been included in this report.

With the commercial operations of DIALOG Terminals Pengerang (5) Sdn. Bhd. and DIALOG Terminals Pengerang CTF Sdn. Bhd. in FY 2021, only data from March 2021 onwards have been included in this report.

The collective data in this report is for the financial years ended 30 June 2019, 2020 and 2021.

c. Exclusions

In line with the basis of scope and consolidation above, this report does not include the operations of our Joint Venture & Associate companies as listed in Note 10 to the Financial Statements for the financial year ended 30 June 2021.

REPORTING PERIOD

This report is produced annually, and the current report covers the period from 1 July 2020 to 30 June 2021.

CONTEXT

In this report, DIALOG Group Berhad is referred to as DIALOG or the Group. The content prioritises economic, environmental and social ("EES") matters deemed material to a Malaysian-based integrated technical services provider in the energy sector.

A detailed description of how we identify material EES matters for reporting and monitoring can be found in the Sustainability Governance section, together with a description of our key stakeholders and stakeholder engagement process.

ASSURANCE

All financial data disclosed in this report has been independently assured as part of the Group's annual financial audit and is identical to that of the Group's Annual Report 2021. While we have not undertaken third party assurance for all other data in this report, we are actively working towards improving our sustainability reporting processes. The information provided in this report is presented on a best-effort basis and is subject to further improvement in future reporting cycles.







DIALOG Financial Statements 2021

SUSTAINABILITY GOVERNANCE

At DIALOG, our approach to sustainability is supported by sound decision making, policies and systems including effective internal controls to manage risk as disclosed in our Statement of Risk Management and Internal Controls.

DIALOG's sustainability governance is supported by key policies, systems, processes, standard operating procedures and best practices.

Governance Structure				
 Board of Directors <ul style="list-style-type: none"> • Ultimate responsibility • Ensures business strategy contains sustainability • Approves sustainability strategies 	 Risk Management Committee <ul style="list-style-type: none"> • Evaluates overall risks & opportunities 	 Executive Chairman <ul style="list-style-type: none"> • Approves target and market disclosures • Develops sustainability strategies and recommends revision to the Board • Oversees implementation of sustainability strategies • Provides leadership over implementation 	 Chief Operating Officer <ul style="list-style-type: none"> • Implements strategies • Reports on performance of processes & controls • Reports management targets 	 Sustainability Development Working Committee <ul style="list-style-type: none"> • Oversees business functions in ensuring robustness of system of sustainability management • Considers input of all business functions in sustainability process

STAKEHOLDER ENGAGEMENT

An integral part of our sustainability management approach is listening and responding to our priority stakeholders. Stakeholders are people who impact our business or are affected by our operations.

Feedback from stakeholders helps us understand their expectations, needs and concerns, allowing us to prioritise issues more effectively and address them in a timely manner. This feedback contributes to our overall business strategy and helps us meet our combined sustainability goals.

We reach out to stakeholders through a variety of formal and informal communication channels. These valuable platforms allow us to share knowledge and best practices while networking more effectively with other market players and industry experts.

H S R

Stakeholders	Areas of Interest	Method of Engagement	Frequency
Employees	<ul style="list-style-type: none"> • Corporate direction and growth plans • Career development and training opportunities • Workplace health and safety • Employee volunteerism 	<ul style="list-style-type: none"> • Business Planning/Review Sessions • Performance Review • Management-staff Engagement Sessions/site visits • Health, Safety & Environment ("HSE") Walkabouts • Newsletter and emails • Intranet • Trainings 	<ul style="list-style-type: none"> • Bi-Annually • Annually • Throughout the year • Throughout the year • Throughout the year • Throughout the year • Throughout the year
Government and Regulators	<ul style="list-style-type: none"> • Compliance • HSE practices • Certifications and awards • Corporate governance 	<ul style="list-style-type: none"> • Audits & Inspections • Site Visits • Meetings and Engagement Sessions 	<ul style="list-style-type: none"> • As and when required • As and when required • Throughout the year

Stakeholders	Areas of Interest	Method of Engagement	Frequency
Financiers & Investors	<ul style="list-style-type: none"> Financial and operational performance Business outlook and strategy Environmental, Social and Governance ("ESG") practices and commitments Risk management 	<ul style="list-style-type: none"> Results Briefings Site Visits Investor Roadshows Meetings with Bankers, Analysts and Fund Managers 	<ul style="list-style-type: none"> Quarterly As and when required As and when required Throughout the year
Shareholders	<ul style="list-style-type: none"> Business outlook and strategy Financial and operational performance 	<ul style="list-style-type: none"> Results Announcements Other Announcements DIALOG Website Annual General Meeting 	<ul style="list-style-type: none"> Quarterly Throughout the year Throughout the year Annually
Customers	<ul style="list-style-type: none"> Product and service quality HSE practices ESG practices and commitments 	<ul style="list-style-type: none"> Performance Reviews DIALOG Website Networking Sessions Site Visits 	<ul style="list-style-type: none"> Throughout the year Throughout the year Throughout the year Throughout the year
Business Partners	<ul style="list-style-type: none"> Business outlook and strategy Product and service quality Company's reputation 	<ul style="list-style-type: none"> Site Visits Meetings and Engagement Sessions 	<ul style="list-style-type: none"> As and when required Throughout the year

MATERIAL SUSTAINABILITY MATTERS

Our definition of 'material' is consistent with the Bursa Malaysia Sustainability Reporting Guide in which a matter is material if it reflects DIALOG's significant economic, environmental and social impacts or if it substantively influences the assessments and decisions of stakeholders.

We developed a structured process to identify, prioritise and validate material economic, environmental and social matters ("sustainability matters") with a clear focus on key impacts, risks and opportunities.

STEP 1: IDENTIFICATION



A list of sustainability matters that are relevant to DIALOG was identified through desktop research, benchmarking and other internal and external sources.

STEP 2: PRIORITISATION



Sustainability matters were prioritised through a material assessment workshop with the Management Team.

STEP 3: VALIDATION



Material sustainability matters identified were validated by top management and approved by the Board of Directors.

Based on our materiality assessment process, the 5 material key sustainability matters are as follows:



Economic performance



Health, Safety & Environment



Our People



Learning & Development



Corporate Social Responsibility

ECONOMIC PERFORMANCE



Economic Performance is material and important to DIALOG because it ensures the sustainability of the Group and our operations, which have considerable impact on our stakeholders as we are a provider of local employment and economic value creation. This is linked to, and reflected in, the Group's Financial KPIs which are discussed in the Management Discussion & Analysis section of the Annual Report.

As an integrated technical services provider to the energy sector, DIALOG's business model is well structured to address the volatility risks posed by oil prices and currency movements to the sustainability of the Group. The Group has proactively adopted various strategies in its business, including:

- Diversification across the upstream, midstream and downstream businesses of the energy sector;
- Expanding into renewables, including clean and green energy as well as recycling ventures as part of the circular economy;
- 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, regulators and government authorities;
- Development of proprietary technology for use in our businesses.

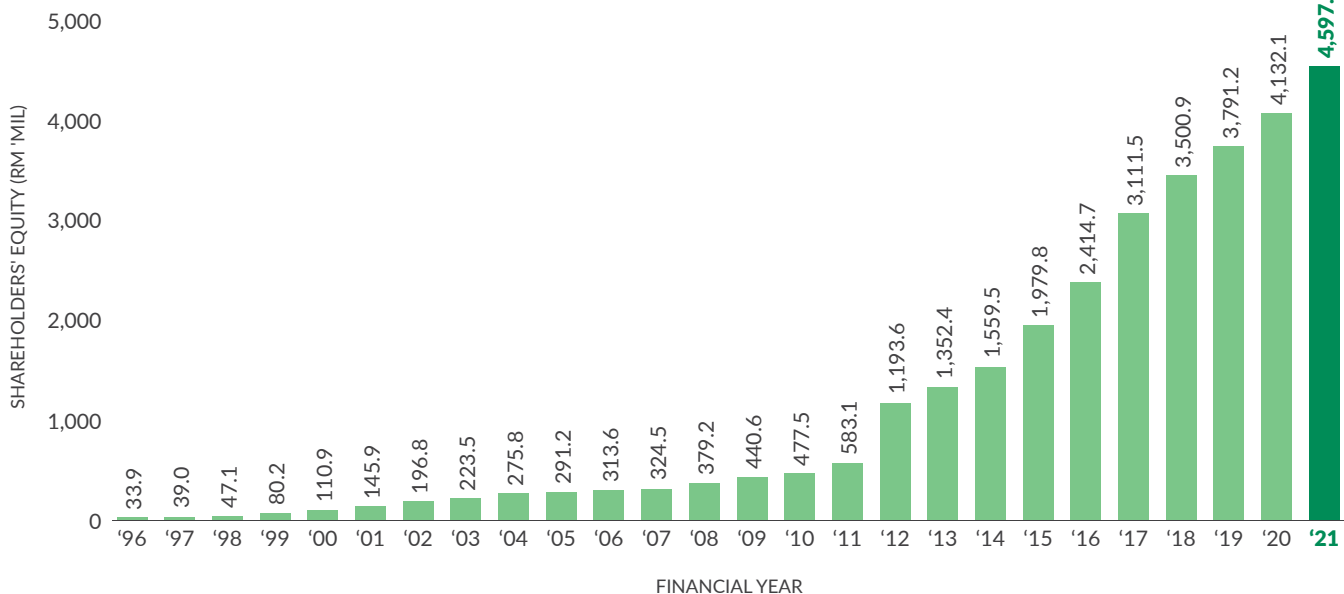
The strategy above has resulted in DIALOG's steady growth since its listing on the stock exchange in 1996. Our strong economic performance is a testament to our unwavering commitment to run our business sustainably and efficiently, capture opportunities and mitigate risk through a robust risk management strategy.



Key Performance Indicators: page 44
Key Risks and Opportunities: pages 54 to 57

Given the unprecedented circumstances presented by COVID-19, one of the Group's immediate priorities, aside from the protection of the health and safety of our employees, was to preserve the Group's cash flow. To this end, the Group enhanced its credit risk management and controls, reviewed its capital and operational expenditures, implemented cost management measures and actively engaged and collaborated with our partners and customers to manage cash flow.

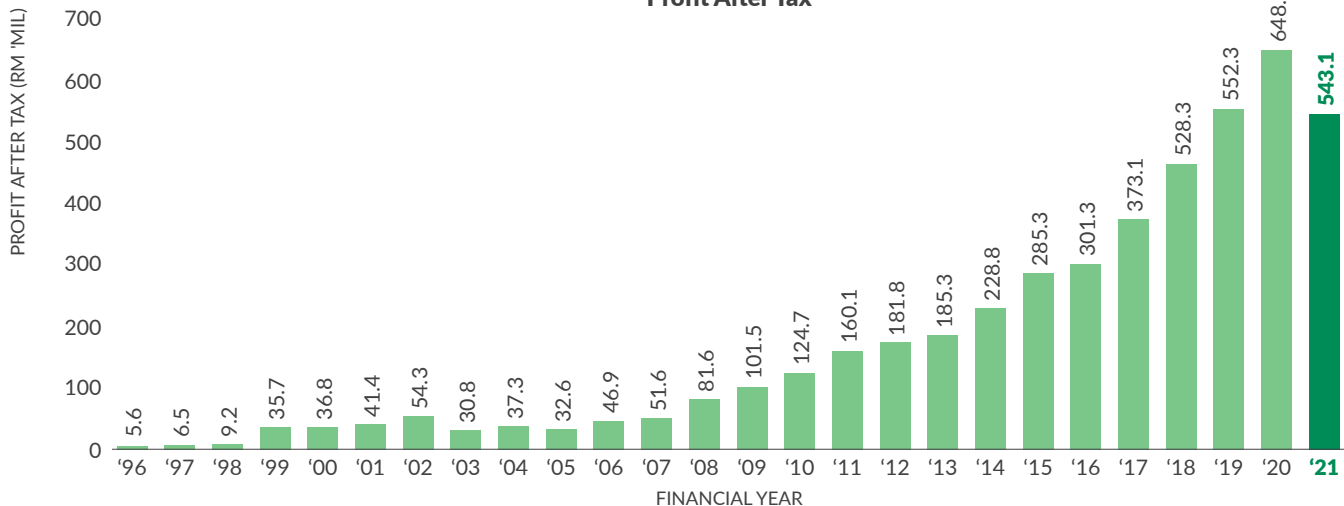
Growth In Shareholders' Equity



Our prudent financial management approach, coupled with the long-term business strategies mentioned above, ensured the continued preservation of the Group's financial strength and stability.

For FY2021, the Group's net operating profit after tax was lower by 12.3% at RM543.1 million from RM619.6 million in the previous financial year, with a 30.1% decline in revenue to RM1.61 billion. Overall, shareholders' equity increased by 11.3% to RM4.60 billion from RM4.13 billion a year ago. A detailed analysis of our key operational risks and mitigating controls is disclosed in the Management Discussion and Analysis section of this Annual Report.

Profit After Tax



HEALTH, SAFETY & ENVIRONMENT (“HSE”)

H S M N | R E T S



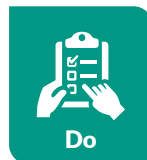
DIALOG is committed to protecting the health and safety of the people we work with and driving the Group towards a culture of environmental excellence. HSE is materially important to DIALOG as it impacts our productivity and reputation, and consequently, the long term viability of our business. This is linked to and reflected in the Group's Non-Financial KPIs which emphasises on HSE metrics.



Key Performance Indicators: page 44
Learning & Development, Sustainability
Report: pages 79 to 81
Key Risks and Opportunities: pages 54 to 57

HSE POLICY & GUIDELINES

DIALOG's Health, Safety and Environment (“HSE”) Policy drives our commitment to our stakeholders with respect to HSE.



ZERO

HARM TO PEOPLE

DAMAGE TO ASSET

DAMAGE TO ENVIRONMENT

NON-COMPLIANCE

The Group's HSE Management System (“HSEMS”) which include HSE policies, guidelines and procedures outline the roles and responsibilities of top management, the various departments and business units across the Group.

Our aim is to set and maintain standards of health, safety and environmental management, to ensure the well-being of our staff and others who may be affected by our activities. This minimises the losses to our business from ill health, injury and adverse environmental effects. DIALOG has expressed our commitment towards Health, Safety and Environment in the HSE Policy.

HSEMS is embedded in our work processes applicable to all phases of DIALOG's businesses. We continuously practice proactive site supervision and HSE management walkabout, and apply an integrated management approach in accordance with the Plan-Do-Check-Act methodology for continuous improvement.

In the pursuit of HSE excellence, all business units under the management and operational control of DIALOG must comply with the requirements set out in the HSEMS. DIALOG has an entrusted Group HSE central function to facilitate the implementation of the HSEMS, HSE programmes, performance monitoring, and compliance through periodic inspection and HSE audits. Group HSE also coordinates our global HSE efforts across all our business units and establishes HSE reporting structures thereby enhancing and deploying good HSE practices.

HSE Programme

DIALOG believes that incidents can be prevented through the adoption and implementation of the HSEMS (guidelines and procedures), safeguarding the safety of our employees, contractors and visitors.

In FY2021, we focused on the following HSE programmes to bring about behavioral changes and further increase the awareness of safety in the workplace:

- **Felt Leadership Programme** was implemented to enhance engagement between Senior Management and the site teams, through leadership site walkabouts, listening to their HSE feedback and discussions on continuous HSE improvement, thereby emphasising the Group's commitment to HSE.
- Greater emphasis on **Be Safe Card Programme** that encourages employees to report and intervene when confronted with unsafe acts and unsafe work conditions.
- **HSE Culture Survey** (in collaboration with National Institute of Occupational Safety and Health ("NIOSH")) was conducted to identify DIALOG HSE Culture level which led to subsequent development and implementation of HSE programmes for improvement.

Championing HSE in Business Units

To ensure that HSE specific risks are properly identified and actively managed on an on-going basis, it is the Group's practice to undertake HSE risk assessments at various stages of the project lifecycle, for the following purposes:

- **Project Planning Stage for Potential/New Projects**
 - To identify and elaborate HSE risks which need to be addressed and incorporated into the project plan and design.
 - To ensure that all HSE risk and mitigation measures are adequately identified and understood by all involved.

- **Project Implementation Stage**

- To ensure that all HSE risk and mitigation measures are incorporated in the project execution plan and are implemented accordingly.
- To identify new HSE risks arising during the project implementation stage and the corresponding mitigating actions required through updating the project risk register with the project management team.

- **Operations Stage (new and existing Facilities)**

- To ensure safe project close-outs and hand-overs.
- To ensure the safe operations of the facility through pro-active and on-going identification and monitoring of HSE risks, continuous enhancement of our HSE policies and procedures, regular risk register reviews, HSE audits and implementation of HSE programmes.

 More information on our HSE Policy, HSEMS and certifications achieved is available at www.dialogasia.com


OCCUPATIONAL SAFETY

Ensuring workplace safety is key in DIALOG. It is our policy to place the health and safety of our employees, contractors and visitors as our top priorities.

As one of the leading integrated service providers to the energy sector, we continue to adopt best HSE practices ensuring compliance with local and international standards and practices, as well as requirements set by our clients.

We continuously strive to improve our HSE performance by implementing various HSE programmes. We ensure:

- Our people who conduct tasks involving HSE risks and hazards are adequately trained and upskilled.
- Clear accountability for all employees involved in the HSE programmes.
- Rigorous HSE inspections and audits are carried out at workshops and project sites to ensure HSEMS requirements are implemented.
- Senior Management's HSE commitment is felt throughout the operations via the regular HSE walkabouts being conducted at sites.

 Learning & Development, Sustainability Report: pages 79 to 81

HEALTH, SAFETY & ENVIRONMENT (“HSE”)

Our Key Performance Indicator Target for Health & Safety is as disclosed in the Management Discussion & Analysis Section of this year's Annual Report.



Key Performance Indicators: page 44

For FY2021, the Health and Safety targets were set as follows:

Target	Achieved
Total Recordable Incident Rate (“TRIR”) - 0.519	0.720
Lost Time Injury Rate (“LTIR”)* - 0.135	0.00

During the period under review, we successfully achieved Zero Lost Time Injury (“LTI”) and “Zero Fatality”. Our Total Recordable Incident Rate (“TRIR”) increased to 0.72 mainly due to improvement in our drive for more open and honest reporting of incidents and near misses which helps us better understand the nature of the “restricted work cases and medical cases”. We are committed in driving the HSE programmes to further improve our HSE culture and ultimately realise HSE excellence.

LTIR, TRIR, and the number of work-related employee and contractor fatalities over the last three (3) years are as follows:



The data above covers 100% of our sites.

* Loss Time Injury Rate is defined as the number of Lost Time Injuries per million man hours worked. Lost Time Injuries is further defined as a work related injury or illness which renders the injured person unable to perform his/her normal duties on any day immediately following the day of the incident. It includes fatality, permanent total disability, permanent partial disability and loss of workday case. The Lost Time Injury Rate is based on aggregated Employee and Contractor man hours.

As part of enhancing our “vertical” HSE communications in DIALOG, the following HSE committees meet regularly:

- **Group HSE (“GHSE”) Steering Committee** comprising Head of Divisions (“HOD”) and Senior Management;
- **Site HSE Committee** comprising site management team, employees and contractors; and
- **Client HSE Committee.**

Each of the above committees are represented by the employee representatives and employer representatives (where applicable).

COVID-19 Response

As we enter into the second year of the prolonged COVID-19 outbreak, the Company's Business Continuity Plan (“BCP”) remains activated along with preventive steps to manage the risk of exposure and infection, as the Group's priority to protect the health and safety of our employees remains unchanged.

Steps taken include:

- Setting up of dedicated working groups (COVID-19 BCP Team and COVID-19 Respond & Reporting committee).
- Managing and complying to all National programmes and Legal requirements.
- Developing and implementing internal SOP/Guidelines which consist of health screening, COVID Testing, frequent sanitisation of communal places, workplace segregation, Working From Home, etc.
- Implementing preventive and awareness programmes which consist of Employee Assistance Programme, Vaccination Awareness Programme, etc.

Our Business Continuity Planning (“BCP”) team will continue to monitor the situation closely in Malaysia and in all the countries where we operate, and will, as a minimum, adhere to the laws and guidelines by local authorities. The safety of our employees, their families, and our wider network of partners and customers remain our top priority.



Basic fire fighting module training

ENVIRONMENT PROTECTION

We recognise that climate change poses a significant long term risk to the environment and the business, as such, DIALOG aspires to achieve Net Zero Carbon Emissions by 2050. In line with this, the Group is committed to operating responsibly to ensure we minimise our impact to the environment, taking into consideration our energy consumption, greenhouse gas emissions, the protection of biodiversity, water consumption, waste management and prevention of pollution.

DIALOG demonstrates and communicates our commitment to mitigate climate change through our HSE Policy and Renewables Council, where we have stated that we will strive to:

- Protect the environment by prevention of pollution, reduction of waste and minimisation of consumption of resources; and
- Achieve our goals and objectives through the prevention or mitigation of adverse environmental impacts.

Across different parts of the business, we have taken steps towards minimising our climate change and environmental impact.

Energy Consumption

DIALOG uses energy in the operation of our terminals, projects, workshops, offices and other facilities. Energy is consumed in the form of electricity, diesel and petrol. For FY2021, DIALOG's operations consumed approximately 29.6 million kWh of energy, or 0.02 million kWh per

Malaysian Ringgit million of our total operations' revenue. While this is not material in the larger context of the Group's business and operations, given the resultant impacts on global resource usage and climate change concerns, DIALOG is committed to report and to optimise energy consumption.

	FY2020	FY2021	
	Malaysia	Malaysia	International
Energy Consumption (million kWh)	34.7*	20.6	9.0
Total	34.7*	29.6	

* Our Malaysian operations energy consumption and CO₂ emissions for FY2020 were erroneously disclosed in our Annual Report 2020.

DIALOG continually looks for opportunities to optimise the energy used which benefits the environment and the company. The Group's Headquarters, DIALOG TOWER, was built to be Green Building Index ("GBI") compliant. The building has incorporated environment-friendly features and designs - including energy-efficient lighting with sensor controls, which will turn lights out when there is sufficient daylight, zone controlled air conditioning to be switched off in areas not in use, gardens with planted trees and plants for staff's use and engagement activities.

Our initiatives in regard to energy management include:

- Operation of the solar power generation facilities installed last year at our manufacturing workshop in Nilai resulting in replacement of 92,347 kWh of purchased electricity with green energy during FY2021.
- Solar power projects at our workshops in Pengerang, Labohan and Singapore have been approved and are in various stages of implementation.
- The processes for capture and evaluation of energy consumption and Greenhouse Gas emission figures for DIALOG's operations have been enhanced to include International operations.

HEALTH, SAFETY & ENVIRONMENT (“HSE”)

Greenhouse Gas Emissions

During the course of our operations, we generate greenhouse gases from combustion of diesel fuels in our work equipment such as generator sets, welding sets and air compressors for our fabrication and construction project.

DIALOG reports Greenhouse Gas Emissions (“GHG”) emissions in the form of CO₂ which are calculated from DIALOG’s energy use. This encompasses scope 1 (direct energy use and emissions from the combustion of fossil fuels) and scope 2 emissions (indirect energy use and emissions from electricity purchased for our own use).

CO₂ emissions from DIALOG’s operations totalled to 13,550 MT in FY2021 which equates to 8 MT per Malaysian Ringgit million of our total operations’ revenue. For FY2021, our Nilai workshop rooftop solar installation realised more than 87 MT of CO₂ emission avoidance.

	FY2020	FY2021		
	Malaysia	Malaysia	International	Total
Scope 1	6,120	2,591	1,227	3,818
Scope 2	6,503*	6,968	2,764	9,732
Total	12,623*	9,559	3,991	13,550

* Our Malaysian operations energy consumption and CO₂ emissions for FY2020 were erroneously disclosed in our Annual Report 2020.

Biodiversity

Biodiversity is essential for healthy ecosystems, to which human well-being is intimately linked. We acknowledge that our business activities have an impact upon biodiversity, primarily arising from construction sites for new terminals or other oil & gas facilities. Fundamental towards our long-term business survival, we aim to reduce any impact to the ecosystem and contribute positively towards preserving and restoring biodiversity.

Detailed Environmental Impact Assessments (“DEIA”) are carried out and is mandatory for DIALOG’s new projects or expansion of existing projects. The scope of the DEIAs include impact assessments on biodiversity, water pollution, air quality, noise pollution and waste management. These are then used to derive site specific Environmental Management Plans (“EMP”) and ongoing Environment Monitoring Management Plans for the duration of the project. In order to ensure compliance with EMPs, we also engage with the registered

Department of Environment (“DOE”) Consultant to conduct yearly environmental audits based on the DEIAs and EMPs. As an added monitoring measure, state-of-the-art monitoring devices are also being used to enable live monitoring of environmental statistics such as Total Suspended Solids (“TSS”) and turbidity. For FY2021, two (2) project sites were operating under their respective DEIAs and EMPs, and no new DEIAs were conducted during the year.

Over at our Pengerang Terminal Operations, the Environmental Impact Assessments (“EIA”) conducted had confirmed that the terminal operations does not have significant environmental impacts on the flora and fauna, and the secondary mangrove forest located approximately 1.2 km from our terminal. DIALOG remains committed to reducing our impact on biodiversity through close engagement with local governments and regulators as well as working with local or international organisations and NGOs.

In July 2020, two Green Sea turtles together with 279 of their eggs were sighted nearby DIALOG’s staff quarters situated in Pengerang. Upon notifying the Department of Fishery in Pengerang, the eggs were transferred to safety for incubation. Three months later, 42 hatchlings emerged from their eggs and were released back to the sea.



Releasing Green Sea turtle hatchlings at Pengerang Deepwater Terminals

Beach clean-up is a regular DIALOG staff volunteer activity that takes place throughout the year. Beach cleaning preserves the coastal and ocean ecosystem by reducing the risk of marine life being harmed by plastic and other trash polluting the sea. For FY2021, DIALOG staff conducted several beach cleaning activities during the year, along coastlines near DIALOG’s operations.

Aside from the above, DIALOG also supports the promotion of environmental awareness and social responsibility via the sponsorship of aquaponics edible gardens in schools. The aim of these edible garden projects is to teach the children about sustainable production and mindful consumption.



Corporate Social Responsibility, Sustainability Report: pages 82 to 88

Water Consumption

In FY2021, our global operations consumed a total of 161,581 m³ of water with our Malaysian operations consuming 139,979 m³ (FY2020: 84,795 m³) and international operations consuming 21,603 m³. In line with our efforts to manage our water consumption, DIALOG has continued with the initiative of rainwater harvesting in FY2021, to collect rainwater for general use and hydro testing purposes.

For our operations in Saudi Arabia, water issues have been identified as an operational risk as it is a water-stressed location. To mitigate this risk, we have undertaken various initiatives to manage our water use in Saudi Arabia, such as prohibiting the cleaning of vehicles and equipment in the base. If unavoidable, we use a pail for cleaning instead of using spray water. For drinking water, bottled water is purchased to control consumption. We also conduct weekly inspections of our facilities to ensure there are no water leakages or water wastage.

Waste Management

Hazardous waste generation and characterisation are key factors that affect environmental sustainability. Thus, proper hazardous waste disposal through a qualified and certified waste contractor is a must in every DIALOG operation, and in strict compliance with local environmental authorities.

We continue to practise the 3R (Reduce, Reuse, Recycle) approach to manage wastes generated by our operations. All hazardous wastes are managed by our own Certified Scheduled Waste Competent Person registered and recognised by the Department of Environment.

In FY2021, the highest waste was generated from the routine tank cleaning activities at our terminal operations. Compared to the previous year, the total amount of hazardous waste has decreased significantly, mainly due to lower volume of activities as a result of prolonged COVID-19 pandemic.

We also use Life Cycle Analysis ("LCA") to assess the environmental impacts in our Fibreglass Reinforced Plastic ("FRP") division where we manufacture composite pipes and systems. The LCA resulted in the recycling and reuse of acetone for the cleaning process, which consequently reduced the quantity of acetone waste generated.

In line with business expansion into recycling ventures as part of the circular economy, the Group entered into a Memorandum of Understanding with Diyou Fibre (M) Sdn. Bhd. in August 2021. This was for a proposed joint venture to build, own and operate a food grade recycled polyethylene terephthalate ("recycled PET") pellets production facility using recycled PET flakes as raw material to produce food grade recycled PET pellets for sale to food & beverages customers.

Other recycling initiatives that the Group supports include a recycling programme conceptualised by MyKasih Foundation and Cenviro Sdn. Bhd. called Recycle For Life ("RFL"). For more information on RFL, please refer to page 88.

In addition to that, our employees continue to practice simple daily routines such as separating and recycling waste, and minimising printing by using both sides of paper as well as using recycled paper.

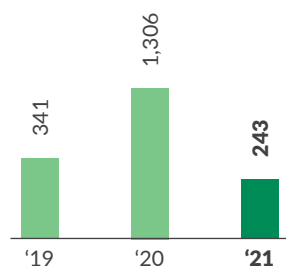


Recycle for Life

*Photo was taken before COVID-19

HEALTH, SAFETY & ENVIRONMENT (“HSE”)

Hazard Waste Disposed (Metric Tonne)



Prevention of Air Pollution

Our Catalyst Services team stays committed to operating in a dust-free environment. All catalyst handling equipment is designed with a 'closed-loop' function which prevents the emission of harmful or toxic dust from polluting the atmosphere. This commitment to protect the environment is in compliance with our SIRIM QAS/IQNET ISO 14001:2015 certifications which guide all works performed.

Over at our tank terminals, the team is committed to continuously comply with the local regulations with regards to the air emission. The source of emissions from the thermal heater set as well as the standby unit of gen-set and fire water pump is monitored annually and preventive maintenance conducted regularly to ensure the equipment operates within its design specifications. In FY2021, the monitoring results are in compliance with the standard parameters set by the local authority.

Prevention of Pollution of Soil and Water

DIALOG's HSEMS provides the procedures and work systems to minimise the risk of any contamination of soil or water courses as a result of our operations, and to mitigate and minimise the impact on the environment should such an incident occur. Prevention takes place through our focus on asset integrity, adherence to operational procedures, specifically designed containment and drainage at our terminals. In the event that product is discharged to the soil and water, mitigation takes place through a spill response programme to recover and prevent further spread of contaminants.

	2020	2021
Total number of reportable spills	1	0
Total product spilled (reportable spills in m ³)	3	0

In FY2021, we had zero (0) reportable spills compared to one (1) occurrence (3 m³ in volume) in 2020. With regards to the water (effluent) discharge at our Langsat Terminal, it is our initiative and commitment to ensure that the water (effluent) is sampled monthly at the points of discharge to the public drain and into the ocean. All of the sampling results comply with the standard parameters set by the local authority.

HSE COMPLIANCE

DIALOG maintained a good regulatory compliance record and have not been served with any summons across our operations in FY2021 (FY2020 : 6) due to our close observations of the requirements governed by regular compliance audits conducted by Group HSE. Our operations teams took extensive measures to achieve "ZERO fines and penalties" during the financial year. In FY2021, there were six (6) Compliance audits conducted on contractors, among others focusing on local regulatory requirements. In total, twenty-four (24) Non-Conformity Reports ("NCR") have been issued. Group HSE monitors these findings to ensure it is resolved in a timely manner.

DIALOG believes in encouraging and collaborating with our suppliers and contractors to comply and be committed to adhere to our policy of protecting the environment by minimising waste and resource use, and preventing environmental pollution. These commitments are spelt out in the purchase orders and tender documents and the performance of suppliers and vendors, including their efforts in protecting environment, are periodically reviewed.



Our HSEMS initiatives have helped to ensure that our subsidiaries obtained the following internationally recognised certifications:

ISO 14001: 2015 – Environmental Management Systems	Year of Certification
DIALOG Group Berhad	2019
DIALOG E & C Sdn. Bhd.	2019
DIALOG E & C Sdn. Bhd. (PDT3)	2019
DIALOG Systems Sdn. Bhd. (HQ)	2019
DIALOG Systems Sdn. Bhd. (KSB Yard)	2019
DIALOG Systems Sdn. Bhd. (ASB)	2019
Pacific Advance Composites Sdn. Bhd. (HQ)	2018
Pacific Advance Composites Sdn. Bhd. (Nilai)	2018
DIALOG Plant Services Sdn. Bhd. (HQ) (including DIALOG Catalyst Services Sdn. Bhd.)	2018
DIALOG Plant Services Sdn. Bhd. (Nilai) (including DIALOG Catalyst Services Sdn. Bhd.)	2018
DIALOG Plant Services Sdn. Bhd. (Labohan) (including DIALOG Catalyst Services Sdn. Bhd.)	2018
DIALOG Fabricators Sdn. Bhd. (HQ)	2018
DIALOG Fabricators Sdn. Bhd. (Pengerang)	2018
DIALOG Terminals Sdn. Bhd.	2017
DIALOG Plant Services Pte Ltd, Singapore	2019
ISO 45001:2018 standard for Occupational Health & Safety Management	Year of Certification
DIALOG Group Berhad	2019
DIALOG E & C Sdn. Bhd.	2019
DIALOG E & C Sdn. Bhd. (PDT3)	2019
DIALOG Systems Sdn. Bhd. (HQ)	2019
DIALOG Systems Sdn. Bhd. (KSB Yard)	2019
DIALOG Systems Sdn. Bhd. (ASB)	2019
Pacific Advance Composites Sdn. Bhd. (HQ)	2019
Pacific Advance Composites Sdn. Bhd. (Nilai)	2019
DIALOG Plant Services Sdn. Bhd. (HQ) (including DIALOG Catalyst Services Sdn. Bhd.)	2019
DIALOG Plant Services Sdn. Bhd. (Nilai) (including DIALOG Catalyst Services Sdn. Bhd.)	2019
DIALOG Plant Services Sdn. Bhd. (Labohan) (including DIALOG Catalyst Services Sdn. Bhd.)	2019
DIALOG Fabricators Sdn. Bhd. (HQ)	2019
DIALOG Fabricators Sdn. Bhd. (Pengerang)	2019
DIALOG Terminals Sdn. Bhd.	2019
DIALOG Jubail Supply Base Co. Ltd	2019
DIALOG Plant Services Pte Ltd, Singapore	2020
Overseas Technical Engineering and Construction Pte Ltd, Singapore	2020
DIALOG Services Saudi Arabia Co. Ltd	2020
DIALOG Fitzroy Limited	2021

For FY2021, the certifications above collectively show that 68.9% of both local and international operational sites acquired the ISO 45001:2018 standard for Occupational Health & Safety Management, and 55.2% acquired the ISO 14001:2015 standard for Environment Management System.

HEALTH, SAFETY & ENVIRONMENT (“HSE”)

EMPLOYEE HEALTH AND WELL-BEING

A healthy workforce is essential to ensuring the sustainability and productivity of our human capital assets. In this regard, DIALOG engages regularly with its employees on the matter of health and well-being through a variety of talks and initiatives on an ongoing basis.

During the year, the following events and talks were undertaken to increase awareness and educate our employees on matters related to personal health and well-being:

Topic	Date
Talk - Hearing Conservation	27 July 2021
Talk - COVID-19 Vaccine & Side Effects	28 June 2021
Talk - COVID-19 Vaccination Awareness	31 May 2021, 2 June 2021, 4 June 2021
Talk - Office Safety & Health	10 September 2020
Training - Ergonomic & Defensive Driving	5 October 2020

HIV/AIDS

With the increasing risk of a global resurgence in HIV/AIDS globally, the Group continued taking steps to increase awareness of HIV/AIDS and advocate HIV prevention, treatment, care and support services. DIALOG has been a platinum member of the Malaysian Business Consortium on HIV/AIDS (“MBCH”) which was set up by the Malaysian Aids Council (“MAC”), since October 2017. MBCH was established to provide guidelines to employers and employees on appropriate and effective ways of preventing and managing HIV in the workplace, to promote education and awareness on HIV and AIDS, and to mobilise private sector response to HIV and AIDS at the workplace.

HSE Accomplishment

We are honoured to have been accorded the following HSE award and milestone recognition in FY2021.

Recipients	Achievements	Awarding Company/Parties
DIALOG Catalyst Services Sdn. Bhd.	HSE Contractor Performance (Gold Award)	PETRONAS





OUR PEOPLE



*Photo was taken before COVID-19

THE HEART OF OUR SERVICES

Our employees are our most important asset. They are critical to the sustainability of the Group's business as their performance directly affects the outcome of our deliverables to our valued clients and stakeholders. As such, it is inherently important for us to manage our people effectively, and to build a workplace culture that attracts, rewards and retains talent.

EMPLOYEE MANAGEMENT

With a rich diversity of people, cultures and business operations across 10 countries, DIALOG thrives by creating an environment that draws from a wealth of knowledge, experience and multiple perspectives.

To harness this strength, we ensure that our employees work together as ONE DIALOG, by sharing a common understanding of our corporate culture, leadership values and behaviors, and professional competencies required to achieve both individual and business goals.

Our corporate core values are key to achieving this balance. They send a clear message on our guiding principles of integrity and teamwork. They also reinforce our commitment to HSE, Quality, Excellence and Competency. At DIALOG, we value diversity and actively promote the exchange of knowledge and experience to continually develop our global workforce.

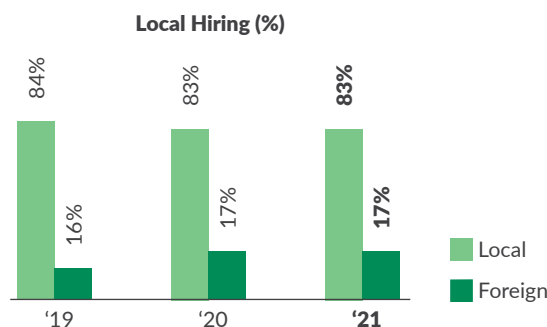
Active and consistent expression of values and policies are communicated to our employees throughout their employment with us, via our Employee Induction Programme, staff engagement activities, and other channels such as our intranet and newsletters. They are also clearly stated in our Employee Handbook that is available to all employees.

In the last financial year, we successfully implemented critical modules of our Human Resources Management System ("HRMS") and in this financial year, we have implemented additional modules which are Performance Management & Goal Management and Offboarding. The HRMS, named "People@DIALOG" is cloud-based and will continue to enhance the overall employee experience in Human Resource ("HR") matters, as well as improve Group HR's efficiency. This investment also enabled the Group to continue operating efficiently during the various phases of movement control or restriction as HR information and transactions could be accessed and managed remotely from any location around the world via mobile devices or laptops. Implementation of the remaining modules are in progress to ensure that it comprehensively covers the overall HR work processes.

OUR PEOPLE

LOCAL HIRING

Recognising that the Group plays a significant role in creating employment, we endeavor to hire locally in the countries we operate. Local hiring and skills development can generate significant economic benefits for the communities near our operations and is a priority in DIALOG. This approach has been mutually beneficial: it builds our local talent pipeline and strengthens community and employee relations. The Group's workforce is currently made up of 83% local hires across 10 countries.



The data above covers 100% of our sites.

Labour Practice and Employee Welfare

DIALOG takes a firm stance against child or any form of forced labour. With the problem of child labour and forced labour gaining prominence on the global human and labour rights agenda, DIALOG has ensured that we comply with all applicable laws and regulations in relation to child protection and labour laws in the countries we operate in. Alongside this, DIALOG is also compliant with local laws in the countries we operate in pertaining to freedom of expression and association, working hours/overtime, collective bargaining and minimum wage. There were no incidences of non-compliance with local labour laws in the countries we operate, during the current year under review.

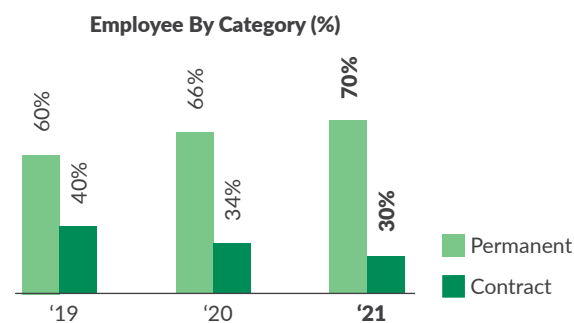
Employees By Country

Country	FY2019	FY2020	FY2021
Malaysia	1,924	1,836	1,617
Singapore	123	129	129
Australia & New Zealand	577	543	465
Middle East	284	278	255
Other Countries	71	64	28
Total	2,979	2,850	2,494

DIVERSITY

Promoting inclusiveness and diversity within our workplace fosters an open-minded company culture which is essential to our success.

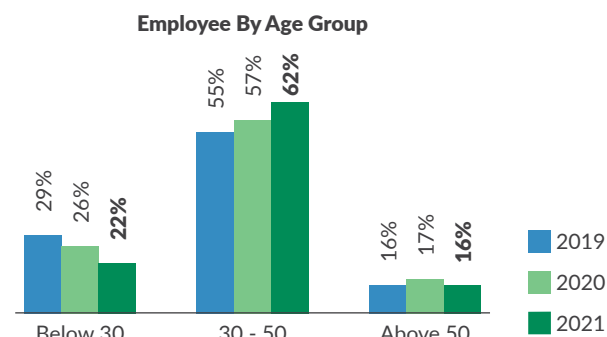
DIALOG is committed towards providing equal opportunities to all qualified individuals in recruitment, career development, promotion, training and reward, regardless of their nationality, gender, race, age, religion, ethnicity, sexual orientation or physical ability.



The data above covers 100% of our sites.

Around 35% of our employees are in countries outside of Malaysia. Overall, our workforce consists of 70% permanent staff and 30% contract staff. Contract staff are recruited on project basis as and when required.

In FY2021, we recruited a total of 292 persons, with 42% of that total for permanent staff compared to 58% contract staff to fulfil the needs of our operations. Malaysian hires totaled 66% of the talent acquired whilst 34% were hired for our international locations.



The data above covers 100% of our sites.

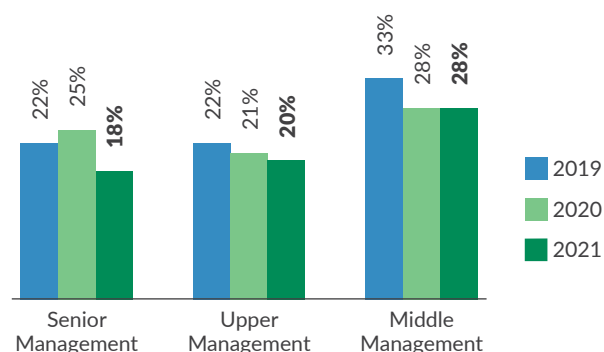
Our workforce is also diverse in terms of age groups - 62% are between the ages of 30 to 50, 22% below the age of 30, and 16% above the age of 50. This ensures a healthy pipeline and succession planning opportunities within DIALOG which will sustain us for the long term.

Employees By Qualification Level

Education Level	FY2019	FY2020	FY2021
Technical Degree	666	695	650
Technical Diploma	372	323	291
Technical Certificate	719	547	422
Non-Technical Degree	323	326	307
Non-Technical Diploma	177	176	152
Non-Technical Certificate	54	46	40
Secondary Certificate	620	686	558
Lower Secondary/Primary Certificate	48	51	74
Total	2,979	2,850	2,494

In our effort to achieve gender balance, we encourage our female employees to actively plan their careers and take ownership of their development. Over the years, we have seen a significant number of talented women rising to management and leadership positions in each of our business operations. In FY2021, 18% of our senior level management were women, while the upper management and middle management comprised of 20% and 28% women respectively.

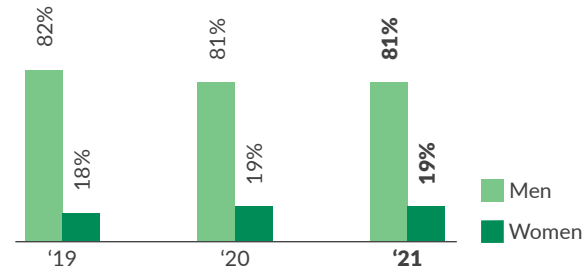
% Women in Management



The data above covers 100% of our sites.

Our commitment to gender diversity is also reflected in the composition of our Board of Directors, where 44.4% (4 out of 9 Directors) are women.

% Women in Management



The data above covers 100% of our sites.

CONDUCTIVE WORKPLACE

At DIALOG, we also recognise the importance of maintaining a caring environment, as a conducive workplace will promote safety, health, and a sense of belonging for all employees. All of this helps in the retention of employees. Some of the benefits we provide include:

- In response to COVID-19 pandemic, COVID-19 vaccination awareness talks were held from time to time.
- Competitive medical coverage and benefits.
- A Staff Welfare Programme since 2001, where we provide schooling assistance to lower income Malaysian employees.
- Academic Achievement Reward Programme aimed at rewarding the children of Malaysia based employees for their academic achievement. Its objective is to encourage learning and promote a culture of excellence in the 'DIALOG Families'.

The culture of care is still in progress despite the current challenging environment brought about by the pandemic. Our employees have participated in public blood donation, food aid campaigns, delivery of essential items to those in need (e.g. flood victims, Orang Asli (indigenous people of Malaysia), shelter homes, etc), distribution of masks and care packs, as well as assisted in sanitising schools and "suraus" as part of the Employee Volunteer Programme. Some of our employees have also volunteered to provide online classes to students and assist the elderly in their day-to-day activities during the pandemic.

OUR PEOPLE

The COVID-19 pandemic has fundamentally changed our daily lives and transformed the way we work. As such, it is even more important for DIALOG to prioritise our employee's well-being and mental health as our employees cope with changing work patterns and disruptions of routines. Therefore, Group HR will launch an Employee Assistance Programme (EAP) for our employees globally in the next financial year. This programme will provide a valuable resource to our employees to reach out to qualified clinical psychologists and counsellors, if needed.

Group HR will continue to support employees to adjust to the new norm, and work closely with our business leads to navigate the delicate balance between ensuring employee safety and well-being, and maintaining optimal operations where possible.

EMPLOYEE RETENTION - EMPLOYEE SHARE OPTION SCHEME ("ESOS")

The Group is committed towards attracting, rewarding and retaining good talent. In FY2019, the Group implemented the third round of Employee Share Option Scheme ("ESOS"). The ESOS will be in force for a duration of ten (10) years. The ESOS's intended purpose is to:

- i. Provide an incentive to drive and motivate the Eligible Persons towards better performance, and work towards achieving the Group's goals and objectives;
- ii. Reward the Eligible Persons in recognition of their accumulated contribution to the operations and continued growth of the Group;
- iii. Retain the Eligible Persons by giving them a sense of ownership, loyalty and belonging to the Group by enabling them to participate directly in the equity of the Company; and
- iv. Attract prospective skilled talent and experienced employees to join and contribute to the Group by making its total compensation package more attractive and competitive.

The basis of allocation of the ESOS Options is determined by the ESOS Committee, which will take into consideration, amongst others, the Group's performance and the Eligible Person's individual performance (both financial, and non-financial) over the vesting period. In line with the Group's long term business model, present vesting periods are between 5 to 6 years.



For more information on the ESOS, please refer to the ESOS By-Laws as published on our website at www.dialogasia.com.

ANTI-BRIBERY AND CORRUPTION

DIALOG adopts a clear 'zero tolerance' policy against all forms of bribery and corruption. It is committed to conducting business professionally, upholding high standards of ethics and integrity. With that, we have implemented an anti-bribery and corruption policy which aims to prevent, detect and respond to bribery and corruption, and ensure compliance with Malaysia's Anti-Bribery Laws and/or other applicable anti-bribery laws.

The Group will be implementing a mandatory anti-bribery and corruption e-learning module with compulsory sign-off from employees on a yearly basis to refresh and emphasise further employees' responsibilities on compliance with the policy and related procedures.



www.dialogasia.com/anti-bribery-and-corruption-policy

WHISTLEBLOWING

In addition to all of the above, we also acknowledge the importance of providing a safe and trusted channel for our employees to escalate issues and any wrongdoing such as bullying and harassment. As such, we have implemented a whistleblowing policy which accepts anonymous reports.



For more details on our whistleblowing policy, please refer to www.dialogasia.com/whistleblowing-policy.

LEARNING & DEVELOPMENT

I H S | T S TECH



Despite the challenging global business environment faced amidst the pandemic, we recognise the importance of continuously investing in the development of our workforce. Integrity, HSE, Quality, Competency and Excellence are our relentless pursuit as embodied in DIALOG core values. We will always be committed to developing a workforce that place high emphasis on operational efficiencies and professionalism in the services we provide.



Health, Safety & Environment, Sustainability
Report: pages 66 to 74
Key Risks and Opportunities: pages 54 to 57

As the Group grows and diversifies its business, training our people to be multi-skilled is one of the key strategies. This will fuel the growth and career aspirations of Our People, whilst ensuring workforce mobility across the different business sectors.

As always, to motivate and encourage our employees to upskill themselves, learning and development targets are set as part of their yearly KPIs. In addition, management actively drives talent development initiatives to set succession planning in place for business sustainability and expansion.

Aside from current competency requirements and future demands, our learning and development strategy takes into account the need for our workforce at all levels to enhance technology capabilities and be able to respond to rapid changes amidst uncertainty. Over and above this, it also brings awareness to the important areas of sustainability and ESG, including environmental protection and climate change matters. To this end, various human capital development activities, such as training seminars, knowledge sharing sessions, briefings and e-learning programmes/webinars, are organised all year round for the continuous learning of our employees.

TRAINING

During the year under review, the Group's employees (including management and daily waged staff) clocked in a total of 35,118 training hours, equivalent to an average of 14.08 training hours (FY2020: 15.29 hours) per employee.

HSE training contributed the majority of training hours. Out of 2,494 employees, 66% (1,647) attended HSE training in FY2021 (FY2020: 71%, 2,016). Alongside HSE training, 27% of total training hours were attributed to technical/functional training, aiming to continuously enhance the workforce technical/functional competencies for day-to-day operations excellence.

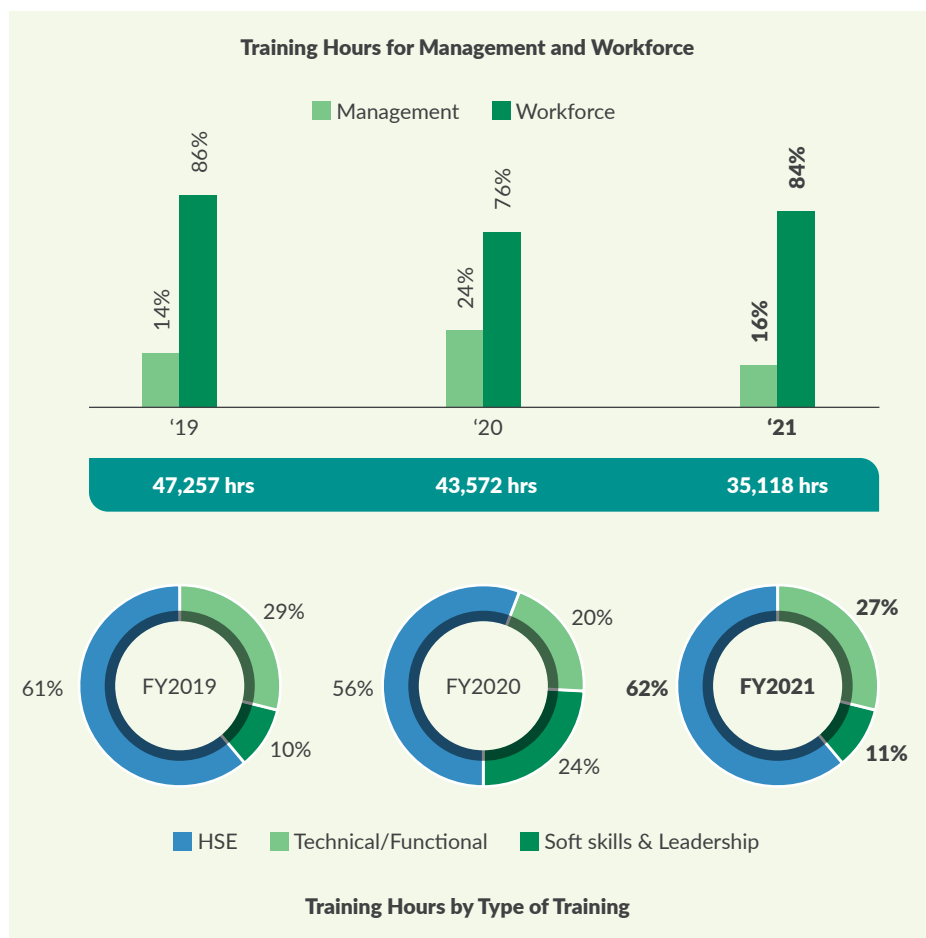
LEARNING & DEVELOPMENT



Introductory Session of Business Process Management

To stay relevant and keep abreast of the latest industry trends, our leaders regularly participate in high profile leadership and technical conferences. Among them are:

- World Petrochemical Conference
- S&P Global Platts 9th Asian Petrochemicals Markets Conference
- Global Executive Petroleum Conference ("GEPEC")
- ICIS World Chlor-alkali Virtual Conference.
- International Project Management Conference ("IPMC") 2020
- International Conference of Women in Health, Safety & Environment
- Offshore Technology Conference Asia ("OTC Asia") 2020
- S&P Global Platts 8th Asian Refining Summit.
- ASEAN Energy Business Forum 2020 – Virtual
- The Singapore WSH Conference
- Malaysia Institute of Accountants International Accountants Conference



The data above covers 100% of our sites.

CAREER DEVELOPMENT

It is a group-wide practice for all employees to receive performance reviews. This is to appraise their achievements against key performance indicators that contribute to the Group's performance scorecard, and to help chart their career development within DIALOG.

Description	FY2019	FY2020	FY2021
% of employees who received a regular performance review	100%	100%	100%

To provide career development opportunities and exposure, we regularly send our employees on various local and overseas assignments, or second them to our Joint Venture ("JV") Partners when opportunities arise. Engineers under our Young Engineer Programme ("YEP") were also given opportunities to be rotated to various departments for invaluable hands-on experience in engineering design and field operations.

In spite of the challenging business environment, a total of 22 graduates (FY2020: 44) were hired and placed in various divisions within the Group. As part of our commitment to being a responsible employer, we introduced the GradStart Programme in FY2021 to offer job opportunities to unemployed young graduates (of which, 44% of the GradStart hired were female).

In addition to the above, we place interns to provide workplace exposure to university students. This helps to identify and nurture potential talent. In FY2021, there was a decline in the intake of interns, mainly due to the various challenges faced by hiring managers and interns during the pandemic. Two (2) interns (FY2020: 10) were accepted for this programme.

COVID-19 Impact & Response

The various lockdowns and requirements for physical distancing have impacted our training plans in FY2021. Although there was a surge among our employees in accessing webinars and e-learning courses, our records showed that there was a decline in total training hours, mainly due to the trend of training providers restructuring their training programmes/contents with shortened training hours to cater for audience with shorter attention span for online sessions. In addition, there was a need for the training providers to postpone the classroom training sessions from time to time, even for some mandatory HSE trainings that are not suitable to be conducted online. The postponements had impacted the total training hours.

While our employees were still mobilised for projects in various locations, we ensured we comply with the HSE requirements. Our employees had attended the safety refresher course through the e-learning platform implemented by National Institute of Occupational Safety and Health ("NIOSH") in Malaysia. Likewise, our employees in Singapore had attended the Safety Officer mandatory e-learning course before they returned to the workplace physically.

With the prolonged pandemic, we will continue to prioritise online trainings and adhere to SOPs for classroom trainings. While some learning activities are still more effective to be organised in face-to-face setting, the Group will ensure it takes place in a safe manner in order to achieve our talent development objectives while safeguarding the safety of our employees.

Besides, DIALOG strongly encourages all our employees to participate in their respective country's national COVID-19 vaccination programme to protect themselves, their families and their co-workers. In view of that, we have organised a number of online health talks in Malaysia related to COVID-19 vaccination awareness to help employees understand the importance and potential side effects from the vaccination, if any.

CORPORATE SOCIAL RESPONSIBILITY (“CSR”)



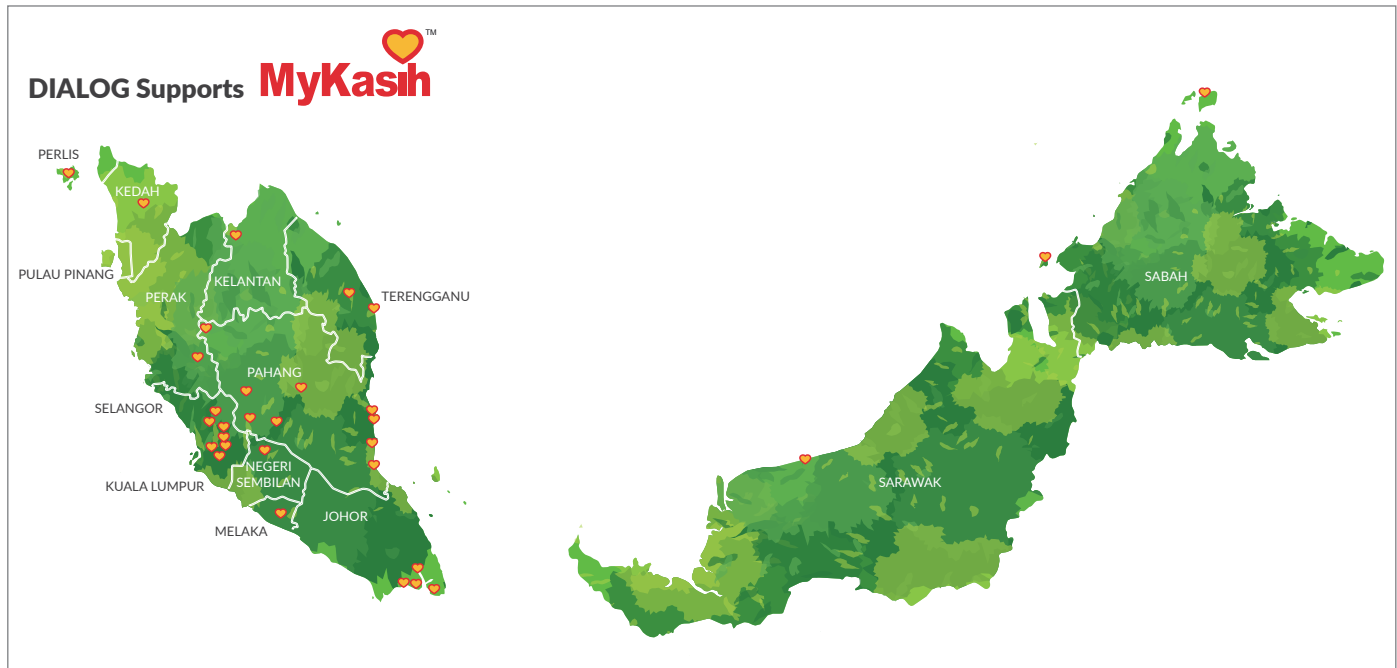
*Photo was taken before COVID-19

DIALOG firmly believes in not only giving back, but also to actively invest in the growth of the communities where we operate. CSR is important to us because the majority of our workforce is local, and positively impacting these communities will ultimately contribute to the sustainability of the Group's business. In FY2021, DIALOG contributed a total of RM5.2 million towards CSR activities.

A HELPING HAND TO THE COMMUNITY

DIALOG supports MyKasih Foundation, a private non-profit organisation with a vision to create loving and caring neighbourhoods all over Malaysia. DIALOG's CSR objectives are aligned with MyKasih's mission to alleviate poverty by helping underprivileged families meet their basic needs for food aid and educational support, and at the same time, implementing meaningful sustainable programmes to help beneficiaries achieve financial stability and food security in the long run.

	Love My Neighbourhood		Love My School	
	No. of Families	No. of Locations	No. of Students	No. of Schools
RM 5.2 MILLION Contribution in FY2021	560	10	3,300	26
RM 5.4 MILLION Contribution in FY2020 (includes contribution for COVID-19)	560	10	3,400	24
RM 2.9 MILLION Contribution in FY2019	560	10	2,800	20
RM 2.7 MILLION Contribution in FY2018	1,416	13	843	10



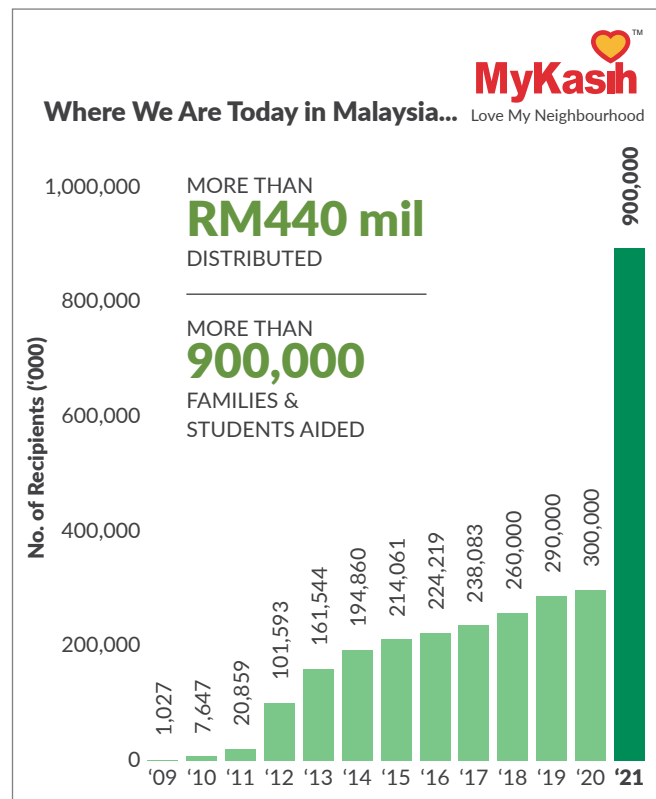
Cashless Payment System

DIALOG's key contribution in ensuring the well-being of communities struggling with poverty is in the unique technology developed by its subsidiary DIV Services Sdn. Bhd..

DIALOG has dedicated its **proprietary technology** and **manpower** to drive MyKasih Foundation's distribution of welfare aid to targeted beneficiaries in a secure, efficient and transparent manner. In doing so, other corporates, non-corporate funding bodies, social purpose organisations and individuals are able to help the poor without incurring any cost or licensing fees, and thereby fully maximising charity benefits to those who need it most.

The proprietary technology is a **cashless payment system** that uses the chip technology of the Malaysian identity card ("MyKad"), and the proprietary MyKasih smartcard to pay for purchases of essential goods at partner retailers. For added security, all transactions are Chip and PIN-verified. A Mykad-based system provides donors the assurance that 100 percent of their charity funds are delivered directly to the rightful recipients and used for its intended purposes. This transparent method of welfare distribution eliminates leakages and allows donors to track how their donations are being used.

DIALOG has continued to improve on the technology and the quality of its services to ensure that the cashless payment system remains robust and relevant. To-date, RM380 million worth of aid has been disbursed by MyKasih Foundation to more than 600,000 financially-challenged families and students nationwide. By end-2021, it is projected that more than RM440 million would have reached more than 900,000 families nationwide.



By end-2021, it is projected that over RM440 million would have reached more than 900,000 families nationwide via the cashless welfare distribution system.

In addition to pioneering the cashless system that manages MyKasih's welfare distribution, DIALOG contributes funding towards MyKasih's flagship 'Love My Neighbourhood' food aid and 'Love My School' student bursary programmes.

CORPORATE SOCIAL RESPONSIBILITY (“CSR”)



MyKasih food aid recipients

MYKASIH ‘LOVE MY NEIGHBOURHOOD’ (“LMN”) FOOD AID PROGRAMME

The Group allocated RM537,600 to support 560 families across 10 locations nationwide with monthly food aid.

Food aid recipients are from households earning a combined monthly household income of RM1,500 and below. The selected recipients use their MyKad to draw upon a monthly allowance of RM80 to pay for essential food items at participating retail outlets. Recipients can choose different brands of food items within ten product categories, namely, rice, cooking oil, beverages, noodles, eggs, flour, biscuits, seasonings, canned foods and bread.

In essence, monthly cashless food aid allowance buffers the recipient families from the rising cost of living and provides financial relief for those who are struggling to make ends meet. For one year, recipients are assured of food on the table for their families.

In line with the Group’s CSR objectives, DIALOG Systems (Thailand) Limited is also supporting 81 families in the Laksi district in Bangkok, with monthly food aid worth THB500 per family through the MyKasih smartcard. Just like in Malaysia, the recipient families in Thailand shop for approved provisions at participating retail outlets within their community.

Additional COVID-19 Assistance

On 11 March 2020, the World Health Organisation (“WHO”) declared COVID-19 as a pandemic. Malaysia saw its first domestic case on 4 February 2020. A nationwide Movement Control Order (“MCO”) was put in place on 18 March 2020 to curb the spread of the virus. Movement restrictions had negatively impacted the country’s economy. Following the MCO in 2020, the country’s second-quarter Gross Domestic Product (“GDP”) shrank by 17%, which had a direct impact on the employment and/or income of individuals.

Given the MCO, the Below 40 percent (“B40”) of the Malaysian population who were self-employed or had lost their jobs were not able to earn or had limited income. They would have had to use what little savings they had for immediate needs such as food and other basic needs.

The cashless nature of MyKasih’s welfare distribution became particularly useful during the MCO when it came into effect in March 2020. It enabled the food aid programme to be executed remotely, thereby rendering assistance directly to those in need without requiring social workers to physically procure, pack and deliver food to the beneficiaries.

The cashless platform mobilised RM18.2 million in charitable funds during this financial year under review to aid B40 families nationwide with food aid support. By offering the use of the cashless welfare distribution system, DIALOG played its role in flattening the COVID-19 curve by minimising the risk of volunteers and social workers being exposed to COVID-19.

Notwithstanding DIALOG's outreach via the flagship cashless food aid programme, the Group also contributed meals for volunteers and frontliners working in 2 vaccination centres ("PPVs") in Johor, for a period of two months.

Back in its Mutiara Damansara headquarters, DIALOG also offered the use of its office space, staff and company vehicles to receive, store and transport donated goods, ranging from dry goods and beverages to hand sanitisers, to police frontliners and B40 communities in Kuala Lumpur, Johor and Pahang.

MYKASIH 'LOVE MY SCHOOL' ("LMS") STUDENT BURSARY PROGRAMME

A substantial part of DIALOG's CSR efforts in schools are conducted in collaboration with the national corridor initiatives - namely the Northern Corridor Economic Region and the East Coast Economic Region empower® academic programmes. Students are supported with cashless bursaries and schools are equipped with computer labs and robotics for 21st Century learning, aquaponics edible garden projects for nutrition and life skills education, Back-To-School aid, extra-curricular activities like music, and sports development initiatives such as football and rugby.

Under the MyKasih LMS cashless bursary scheme, student beneficiaries use their MyKad-linked student smartcard to draw on monthly allowances of RM60 (for primary students) or RM80 (for secondary students) to pay for daily meals at their school canteen, as well as learning materials and other school necessities from the school bookshop.

The LMS initiative accounts for RM2.5 million out of the Group's RM5.2 million CSR allocation for MyKasih programmes. Out of the 26 schools and 3,300 students under DIALOG's support in FY2021, 13 schools are Asli and Pribumi (indigenous) primary schools with a combined population of 2,200 indigenous students. This demonstrates DIALOG's focus on the well-being of vulnerable and marginalised communities by ensuring that children can pursue education without worry.



2020 Virtual National Robotics Competition

Unfortunately, due to the pandemic, schools had to be closed for the most part of the year under review. RM1.9 million out of the RM3 million allocation was spent on materials for distance learning (such as books, worksheets) and groceries for families of the underprivileged students.

DIALOG's investments in Science, Technology, Engineering and Mathematics ("STEM") education last year showed positive outcomes this FY2021.

Through the previous year's sponsorship of computer labs and robotics equipment, 104 Orang Asli student beneficiaries were able to participate in the 2020 Virtual National Robotics Competition ("VNRC") held in September 2020. The VNRC is a high-impact educational programme organised by the Ministry of Education and Sasbadi Holdings Berhad to train and develop students' interest and skills in STEM.

For the first time in Malaysia's education history, Orang Asli students were able to participate in a virtual robotics competition and eight students from two DIALOG-supported primary schools - SK Kampung Layau in Pengerang, Johor and SK Permatang Keledang in Pekan, Pahang - achieved commendable rankings among 1,500 students nationwide. They later went on to compete in the World Robot Olympiad Robot Virtual Games 2020 (in November 2020) and Robot Virtual Games International Championship 2020 (in December 2020), competing against students from China, Mexico, Panama, Philippines, Italy, USA and more.

CORPORATE SOCIAL RESPONSIBILITY (“CSR”)

Aquaponic Edible Gardens in Schools

Following DIALOG’s sponsorship of 33 aquaponic systems in MyKasih schools last financial year, this FY2021 saw DIALOG allocating an additional RM50,000 for consumables such as fish food and vegetable seeds, as well as servicing and maintenance works.

The aquaponic edible garden is a single integrated and self-contained system that combines aquaculture (raising fish) and hydroponics (the soil-less growing of plants). School teachers use the aquaponics as an outdoor classroom to teach Bahasa Malaysia, English, Science and Mathematics. They are also able to impart fundamentals of environmental consciousness and social responsibility while teaching the students about food production.



*Student harvesting from the edible garden
Photo was taken before COVID-19

COMMUNITY DEVELOPMENT & ECONOMIC LIVELIHOOD THROUGH FARMING

Food security projects became especially more crucial when the MCO was extended beyond 2020. DIALOG’s CSR Department was dedicated in working with MyKasih Foundation and its donor partners to manage nine project sites focused on establishing food security initiatives with the main aim of working towards zero hunger and providing income-generating livelihood opportunities for those involved.

Perak

In the rural Orang Asli villages in Gerik, Perak, community members participated in training courses on sustainable agriculture in August 2020. By June 2021, the communities have produced organic fertilisers through composting for their community farms and for sale. They have also developed communal food gardens, growing fruits and vegetables for domestic consumption and to be sold through middlemen or wholesalers.

In addition to selling compost, fruits and vegetables, the Gerik communities are also harvesting jungle produce and establishing nurseries selling seeds and seedlings.

For communities which participated in a fish farming course in September 2020, they have since constructed a total of six fish ponds back in their villages and have begun rearing high-value fish caught from nearby rivers, such as the *mahseer*.

The above community livelihood projects, while still in early stages, set the foundation for overall community well-being and resilience through food security and economic sustainability.



Fish farming in Gerik, Perak

Pahang

Meanwhile, in the Orang Asli communities in Raub, Pahang, villagers were trained on modern chicken farming, including disease control and sanitising of coops. Despite having kicked off the farming initiative with a decent capacity of 600 chickens, the COVID-19 MCO adversely affected the project as travel restrictions made transportation of chickens for processing and sale rather prohibitive. Therefore, the community focused on building new chicken coops to increase the capacity of their farms during this reporting period and will only resume rearing of more chickens once inter-state travelling is permitted.



Chicken Farm in Raub

Separately, DIALOG allocated RM200,000 towards a chili farming project in six Orang Asli villages in Lipis, Raub and Cameron Highlands, Pahang, which began in February 2021.

45 participants from six villages in the districts of Lipis (Pos Betau & Pos Pantos), Raub (Sungai Yol & Satak) and Cameron Highlands (Pos Telanok & Teij) have begun a six-month training programme totaling 120 training hours (soft skills 30 hours + hard skills 90 hours).

This project aims to empower the Orang Asli participants with hard skills (chili farming project via fertigation method), soft skills (communication and marketing), as well as income-generation opportunities to help them earn a decent living and raise the living standards of their families, as well as their community as a whole.

With a total acreage just under seven (7) acres, the 45 participants will be growing 33,750 polybags of chili plants via fertigation and should achieve an average monthly income of RM2,200 by January 2022.

Upon completion of the one-year project, the participants will be monitored for another 12 months to ensure the sustainability of their chilli business. Currently, the average monthly income of the Orang Asli is RM1,092 (source: Ministry of Rural Development, 2020).



Chili farming project

FLOOD RELIEF ASSISTANCE

During the period of January and February 2021, DIALOG provided a one-off RM200 cashless food aid support via MyKasih Foundation to 489 flood-affected families in Johor (Kluang and Pengerang) and Pahang (Lipis and Kuantan).

DIALOG also donated 70 water jets worth RM29,400 to Majlis Tindakan Sosial Pahang to assist with the state's post-flood clean-up efforts. The Group also donated 5,000 face masks and 10 temperature scanners to front-liners in flood-affected districts in Johor and Pahang.

CORPORATE SOCIAL RESPONSIBILITY ("CSR")

In January 2021, DIALOG Plant Services Sdn. Bhd. ("DPSSB") volunteers together with relief workers from MERCY Malaysia distributed 300 hygiene kits and helped clean homes in Chukai and Bukit Mentok in Kemaman, Terengganu, which were affected by the floods caused by monsoon rains.



DIALOG Plant Services volunteers with MERCY Malaysia

RECYCLE FOR LIFE

The same cashless technology pioneered by DIALOG for welfare is also being used for 'Recycle For Life' ("RFL"), a recycling programme conceptualised by MyKasih Foundation and Cenviro Sdn. Bhd. (a company owned by Khazanah Nasional Berhad) in 2016. The initiative aims to promote the habit of recycling and reduce dependency on landfills by encouraging the public to separate at source and participate in the 4R Programme (Reduce, Reuse, Recycle & Recover).



Recycle for life

**Photo was taken before COVID-19*

RFL rewards recyclers with cash through their smartcards which can then be used to make cashless purchases of items at participating retailers, including schools and bookshops. To-date, more than 3.4 million kg of waste has been recycled and RM1.1 million collectively has been earned by 52,000 users in 250 communities and 260 schools in Penang, Kedah, Perlis, Perak, Selangor, Kuala Lumpur and Negeri Sembilan through the MyKasih 'Love My Neighbourhood' and 'Love My School' programmes.

As a programme partner to RFL, DIV Services ("DIV") is responsible for the development and maintenance of the RFL collection portal, website, mobile applications, equipment, eWallet platform, acquisition of merchants, and promotion of the initiative in schools and communities.

OTHER CHARITY & CSR INITIATIVES

In the financial year under review, DIALOG contributed approximately RM140,000 to support other charity and CSR events. These included Tunku Laksamana Johor Cancer Foundation, education scholarship fund raising event organised by Yayasan UTP, education programme scholarship for the University of Canterbury in New Zealand, Orchid Run organised by Petronita, and a virtual treasure hunt fund raising charity event by Hospis Malaysia.



EVENTS & HIGHLIGHTS

90 Calendar of Events & Corporate Awards

Official Opening of DIALOG Terminals Pengerang (5), Phase 3A, Pengerang Deepwater Terminals

CALENDAR OF EVENTS & CORPORATE AWARDS



24 September 2020

Releasing Green Sea turtle hatchlings at Pengerang Deepwater Terminals

2nd November 2020

Virtual Offshore Technology Conference Asia



18 November 2020

32nd Annual General Meeting



19 March 2021

First vessel call at Jetty 3, Pengerang Deepwater Terminals



5 April 2021

Official Opening of DIALOG Terminals Pengerang (5), Phase 3A, Pengerang Deepwater Terminals

28 June 2021

Aquisition of the remaining 5% equity interest in DIALOG Bayan Petroleum Sdn. Bhd. (formerly known as Halliburton Bayan Petroleum Sdn. Bhd.)

10 August 2021

Memorandum of Understanding with Diyou Fibre (M) Sdn. Bhd. for a proposed joint venture to build, own and operate a food grade recycled polyethylene terephthalate ("recycled PET") pellets production facility

27 August 2021

Joint Venture Agreement with Morimatsu Technology and Service Company to collaborate and provide one-stop engineering and fabrication services

Corporate Awards

The Edge Billion Ringgit Club Corporate Awards 2020

- » **Big Cap Companies** - RM10B to RM40B Market Capitalisation - Highest Growth in Profit After Tax Over Three Years
- » **Energy** - Highest Growth in Profit After Tax Over Three Years
- » **Energy** - Highest Returns to Shareholders Over Three Years

14th Alpha Southeast Asia 2020 - Best Local Currency Sukuk

The Asset Triple A Islamic Finance Awards 2021 - Best Corporate Hybrid Sukuk Malaysia



CORPORATE GOVERNANCE

92	Corporate Information	104	Audit Committee Report
93	Corporate Structure	106	Statement on Risk Management and Internal Control
94	Organisation Structure		
95	Corporate Governance Overview Statement		

CORPORATE INFORMATION

BOARD OF DIRECTORS

TAN SRI DR. NGAU BOON KEAT
Executive Chairman

KAMARIYAH BINTI HAMDAN
Senior Independent Non-Executive Director

MOHAMAD HAFIZ BIN KASSIM
Non-Independent Non-Executive Director

CHAN YEW KAI
Executive Deputy Chairman

SITI KHAIRON BINTI SHARIFF
Independent Non-Executive Director

JUNIWATI RAHMAT HUSSIN
Independent Non-Executive Director

CHIN KWAI FATT
Independent Non-Executive Director

DATO' ISMAIL BIN KARIM
Independent Non-Executive Director

ZAINAB BINTI MOHD SALLEH
Group Chief Financial Officer

AUDIT COMMITTEE

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

KAMARIYAH BINTI HAMDAN
(Senior Independent Non-Executive Director)

SITI KHAIRON BINTI SHARIFF
(Independent Non-Executive Director)

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

JUNIWATI RAHMAT HUSSIN
(Independent Non-Executive Director)

NOMINATION COMMITTEE

KAMARIYAH BINTI HAMDAN
(Chairman, Senior Independent
Non-Executive Director)

CHIN KWAI FATT
(Independent Non-Executive Director)

SITI KHAIRON BINTI SHARIFF
(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

STOCK EXCHANGE LISTING

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

SOLICITORS

Mah-Kamariyah & Philip Koh
Rahmat Lim & Partners
Raja Darryl & Loh
Shearn Delamore
Sreenevasan Young

JOINT COMPANY SECRETARIES

ZAINAB BINTI MOHD SALLEH
MIA 7672
SSM PC No. 202008003609

LIM HOOI MOOI
MAICSA 0799764
SSM PC No. 201908000134

CHAY SIEW KIM
MAICSA 7012266
SSM PC No. 202008000677

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

AUDITORS

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

PRINCIPAL BANKERS

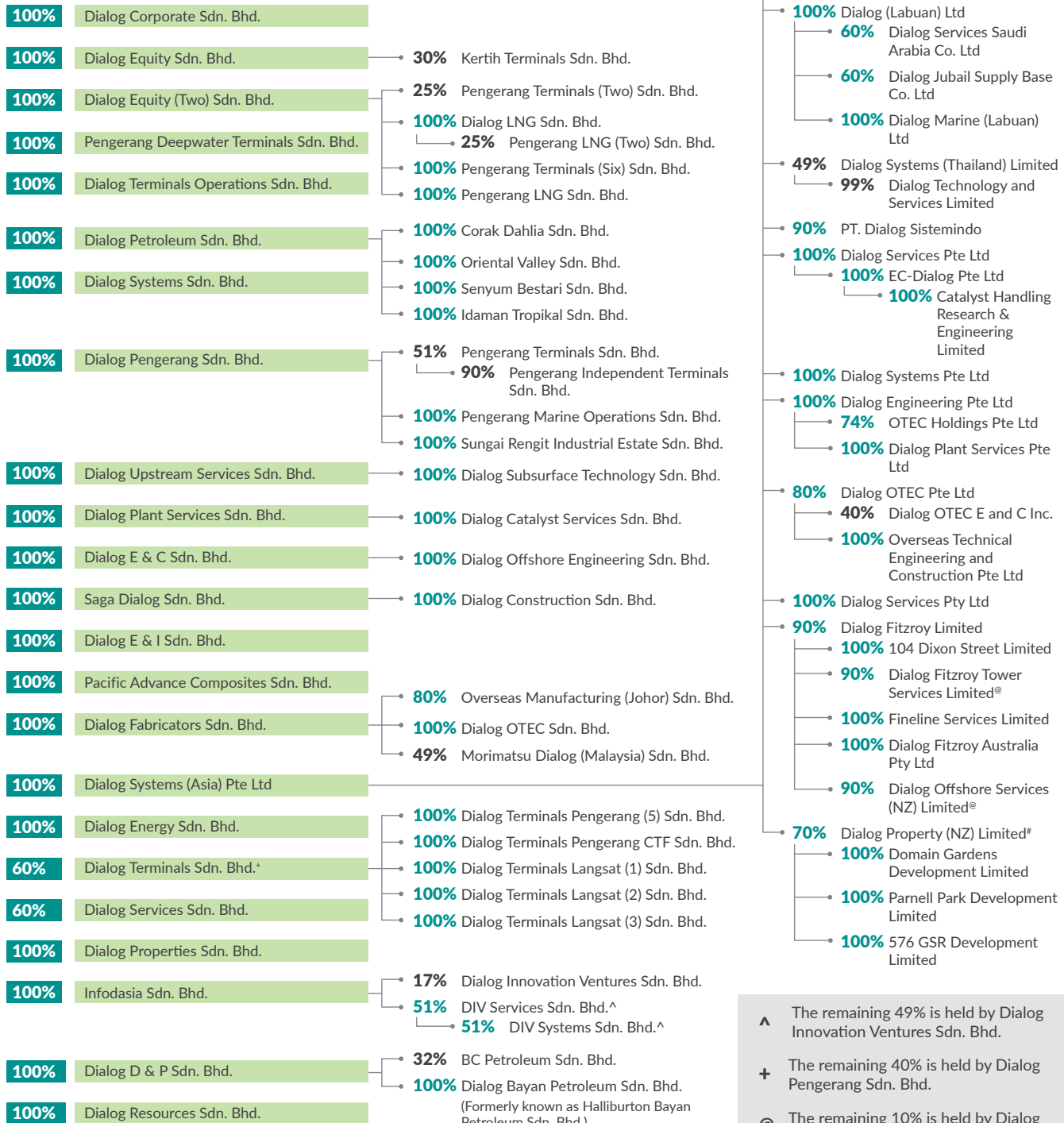
AmBank (M) Berhad
CIMB Bank Berhad
Malayan Banking Berhad
OCBC Bank (Malaysia) Berhad
RHB Bank Berhad
Standard Chartered Bank Malaysia Berhad

CORPORATE STRUCTURE

As at 21 September 2021

DIALOG

DIALOG GROUP BERHAD



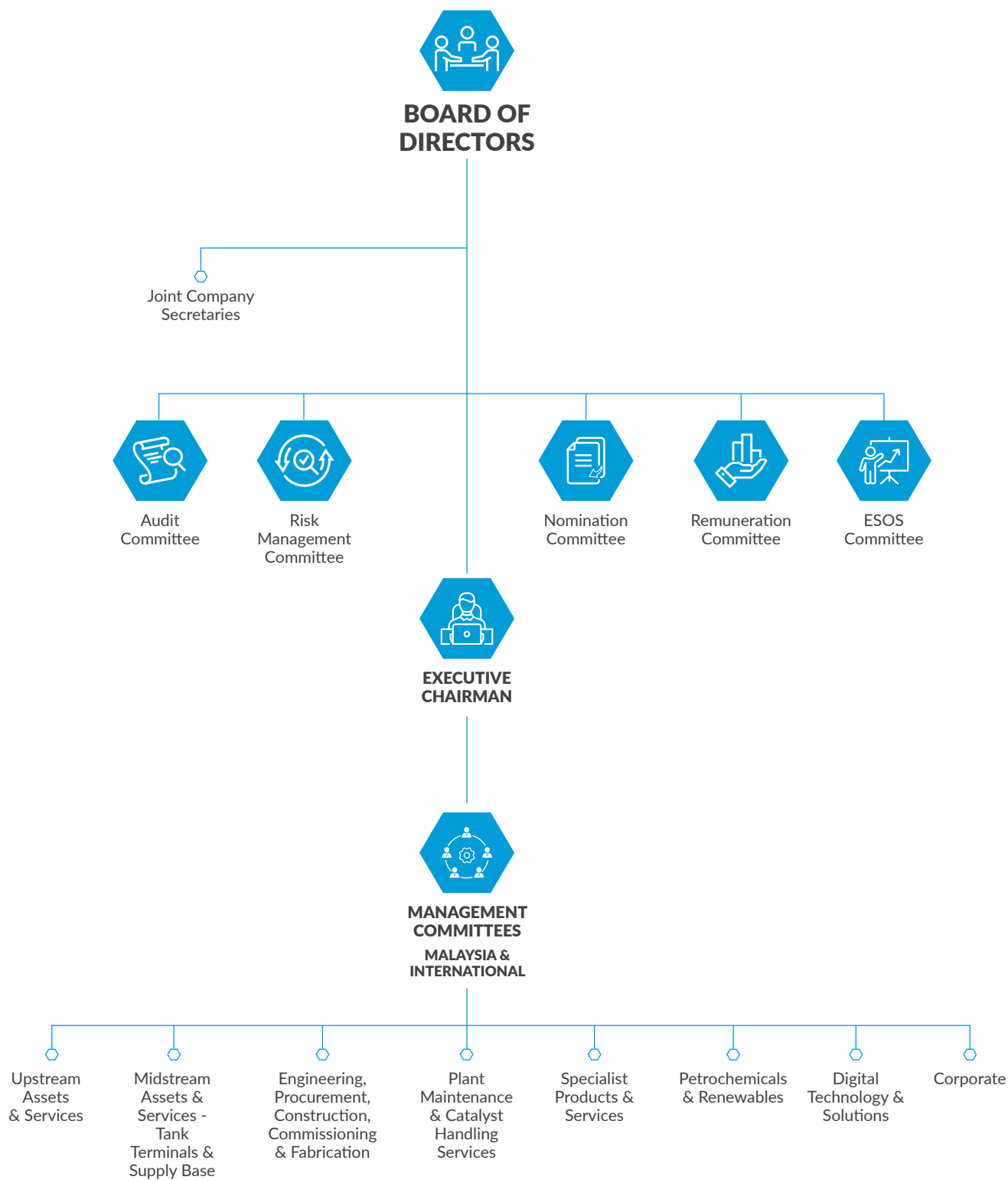
^ The remaining 49% is held by Dialog Innovation Ventures Sdn. Bhd.

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

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

The remaining 30% is held by Dialog Fitzroy Limited

ORGANISATION STRUCTURE



CORPORATE GOVERNANCE OVERVIEW STATEMENT

DIALOG Group Berhad's ("DIALOG") Directors and Management continue to be committed in maintaining good corporate governance by constantly having in place an effective Corporate Governance framework which is in line with the Malaysian Code on Corporate Governance 2017 ("the Code"). The Principles and Practices of the Code are carried out across the Group to ensure that high standards of transparency, accountability and integrity are attained in managing the Group's business. The Board believes that having a strong corporate governance framework is the key to enhancing shareholders' value and the Group's financial performance sustainably, as well as protecting stakeholders' interests.

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

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

1 Board Responsibilities

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

- i. together with senior management, promote a culture of good corporate governance within the Company which reinforces ethical, prudent and professional behaviour;
- ii. review, challenge and decide on Management's proposal(s) for the Company and monitor the implementation by Management;
- iii. review and adopt the overall strategic and sustainability plans and programmes for the Company and the Group, to ensure long-term value creation. This includes setting performance

objectives and policies where economic, environment and social considerations underpinning sustainability are substantively incorporated;

- iv. supervise and assess Management's performance to determine whether the business is being properly managed;
- v. understand the principal risks of the Company's business and recognise that business decisions involve the taking of appropriate risks;
- vi. set the risk appetite within which the Board expects Management to operate and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks;
- vii. review the adequacy and integrity of the internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines;
- viii. establish a succession plan for Board and Senior Management, including appointing, training and fixing the responsibilities and remuneration of the Chief Executive Officer and Executive Directors of the Group;

CORPORATE GOVERNANCE OVERVIEW STATEMENT

- 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 six (6) Board Committees, namely the Audit Committee, Nomination Committee, Remuneration Committee, Management Committee, Risk Management Committee and Employees' Share Option Scheme ("ESOS") Committee.

These Board Committees operate under clearly defined roles and responsibilities as set out in its respective terms of reference. They have the authority to deal with particular issues and report to the Board with their respective recommendations, if any.

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 businesses strategies and new ventures. Tan Sri Dr. Ngau and Mr Chan each have more than 40 years' experience in the oil, gas and petrochemical industry and their track record demonstrates that their capabilities in leadership, entrepreneurship skills and business acumen is immeasurable. Encik Mustaffa Kamal Bin Abu Bakar who is the Chief Operating Officer of the Group, manages the operations of the Group. The Board of Directors is of the opinion that the current positions of the Executive Chairman,

Executive Deputy Chairman 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. In addition, the Company is constantly reviewing its succession plans.

The Company Secretaries play an important advisory and compliance role, and is a source of information and advice to the Board and Board Committee 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. One of them is a member of Malaysian Institute of Accountants whilst the other two are members of Malaysian Institute of Chartered Secretaries and Administrators. The Company Secretaries regularly attend trainings to keep abreast with latest developments in regulatory changes and developments in corporate governance.

The Directors also have access to advice and services from the external auditors and other independent professionals upon their 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 the 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 2021 ("FY2021"), nine (9) meetings of the Board were held. All Directors have complied with the requirement in respect of board meetings attendance as provided in DIALOG's Constitution.

The attendance of the members of the Board at all meetings were recorded during FY2021, 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*	4/4
Kamariyah Binti Hamdan	9/9
Siti Khairon Binti Shariff	9/9
Dato' Ismail Bin Karim	9/9
Mohamad Hafiz Bin Kassim	9/9
Juniwati Rahmat Hussin*	8/8
Zainab Binti Mohd Salleh	9/9
Datuk Oh Chong Peng*	5/5

*Note:

Puan Juniwati Rahmat Hussin and Mr Chin Kwai Fatt were appointed to the Board on 19 August 2020 and 19 November 2020, respectively. Datuk Oh Chong Peng retired from the Board on 18 November 2020.

The schedule of meetings which provides the tentative dates for meetings of the Board, Audit Committee and Annual General Meeting is circulated to Directors before the beginning of each calendar year to enable the Directors to plan ahead 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 also has in place a Code of Ethics for its employees which encompass 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.

Puan Kamariyah Binti Hamdan was appointed as the Senior Independent Non-Executive Director following the retirement of Datuk Oh Chong Peng on 18 November 2020, and should there be any concerns or queries pertaining to the Group, she 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 Puan Kamariyah's email address at hkamariyah@dialogasia.com.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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.



2 Board Composition

Presently, the Board comprises a majority Independent Non-Executive Directors out of nine (9) members, comprising five (5) Independent Non-Executive Directors, one (1) Non-Independent Non-Executive Director from the Employees Provident Fund ("EPF"), and three (3) Executive Directors.

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

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 judgment together with that of the other Independent Directors are 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, legal, 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 17 to 21 of this Annual Report.

The Board has strong confidence in the balance of power and authority on the Board with the current composition which leverages on 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) and the Board Charter on appointments to the Board.



The Nomination Committee comprised of three (3) Independent Non-Executive Directors. The Committee is chaired by Puan Kamariyah Binti Hamdan, a Senior Independent Non-Executive Director and the other members are Cik Siti Khairon Binti Shariff and Mr Chin Kwai Fatt. Datuk Oh Chong Peng chaired the Nomination Committee prior to his retirement on 18 November 2020.



Board Evaluation

The Nomination Committee will annually evaluate the effectiveness of the Board, its Committees and also the performance of the Directors. They are also responsible for assessing the suitability of any proposed candidate as a board member and to submit 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.

During FY2021, the Nomination Committee met three times to review the appointment of directors and the annual self-assessment of the composition of the Board and its Committees, mix of skills, knowledge, experience, qualities, time commitment and diversity of the Board members and their individual performance for the past year. The Nomination Committee also assessed the independence of Independent Directors. The current Independent Directors namely Mr Chin Kwai Fatt, Puan Kamariyah Binti Hamdan, Cik Siti Khairon Binti Shariff, Dato' Ismail Bin Karim and Puan Juniwati Rahmat Hussin fulfil the criteria of "Independence" as prescribed under Chapter 1 of the Listing Requirements.

In addition to the above, the Nomination Committee also reviewed and recommended to the Board, the re-election and re-appointment of 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 with 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 FY2021, 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	Talk on Renewable Energy
2	Web Seminar: Impact of COVID-19 Outbreak on APAC Markets and Industries
3	Trading & Shipping Eastern Hemisphere VIP Partners Virtual Session with Spencer Dale
4	Bengkel Perbincangan Laporan Draf Akhir Bagi Kajian "National Oil Storage Policy"
5	FY2021 MYR Sharing Session – Tax Audit Issues

CORPORATE GOVERNANCE OVERVIEW STATEMENT

No	Course Title
6	Renewables
7	Individual Income Tax Return Year 2020 Form e-BE Briefing
8	2021 BNM Governor's Address on the Malaysian Economy & Panel Discussion
9	Introduction to International Corporate Tax Regimes
10	PwC Malaysia's Budget 2021 Webinar: Paving the Way Towards a Resilient Future
11	Deloitte TaxMax – The 46 th Series Seminar – Towards the Future with Confidence
12	MIA Webinar Series: Valuation in Practice: Demystifying Business Valuation
13	MIA International Accountants Conference 2021
14	PowerTalk Global Series “The Regenerative Business of the Future”
15	PowerTalk Global Series “Digital Leadership and Communication During Turbulent Times”
16	PowerTalk Global Series “The Modern Board Architecture”
17	PowerTalk Global Series “On Board: The Insider's Guide to Surviving Life in the Boardroom”
18	Webinar Series I: Primer on Climate Governance
19	Launch of the Goal 13 Impact Platform Initiative in Malaysia
20	Understanding Increasing Investor Expectations for Climate Governance – What We Need to Know and What We Need to Do
21	1 st Distinguish Board Leadership Webinar: Rethinking Our Approach to Cyber Defence in FIs
22	QIP Spotlight: The Path Out of Disruption
23	Navigating Ways Through Tax Audit & Investigation: Good Practices when Dealing with the Inland Revenue Board
24	Sustainable Finance: Making Better Financial Decisions
25	BNM-FIDE Forum-MASB Dialogue on MFRS17 Insurance Contracts: What Every Director Must Know
26	Asia Pacific Board Leadership Centre Webinar: Board and Audit Committee Priorities 2021
27	How Digitalisation and Data Analytics Can Help You Do Wonders in Your Business
28	Implementing Amendments in the Malaysian Code on Corporate Governance
29	BNM-FIDE Forum Dialogue: The Role of Independent Director in Embracing Present and Future Challenges
30	- Guidelines on Conduct of Directors of Listed Corporations and their Subsidiaries - Revised Malaysian Code on Corporate Governance
31	ICAEW Members Forum Q2: Chartered Accountants and Sustainability
32	Carbon Targets in Malaysia: Challenges and Opportunities
33	APAC Launch – Primer on Climate Change: Director's Duties and Disclosure Obligations
34	Economic Outlook 2021: Investing at the Right Time and Sector
35	Audit Committee Conference 2021
36	Briefing on Corporate Liability
37	Integrity Talk: Tumbuk Rusuk – The Enforcement of new Section 17A of MACC Act 2009
38	Talk on Mental Health (Importance of Mental Health)

No	Course Title
39	Malaysia Residential Conference 2021
40	Risk Management Conference 2021: Navigating Challenges in Unprecedented Times
41	MIA Virtual Conference Series: Corporate Board Leadership Symposium 2021

The Board has assessed the trainings attended by the Directors during FY2021 and was satisfied that each of the Directors had attended continuous training. The Directors will continue to undergo relevant training programmes to further enhance their skills and knowledge, as well as their awareness of industry developments that will inevitably contribute to the Group.

3 Remuneration

The Group has a policy for 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 comprised of a majority of independent non-executive directors, and met once during FY2021.

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

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

The Directors' remuneration which include the Executive Directors who are also senior management for FY2021 is presented as below:

	Company		Group				Total
Company and Group (RM'000)	Fee	Meeting allowance	Salary and allowance	Bonus and incentive	Benefits in kind	ESOS	FY2021
Tan Sri Dr. Ngau Boon Keat	-	-	1,475	4,099	35	134	5,743
Chan Yew Kai	-	-	1,177	934	15	96	2,222
Chin Kwai Fatt (Appointed on 19 November 2020)	169	39	-	-	-	-	208
Kamariyah Binti Hamdan	154	84	-	-	-	-	238
Siti Khairon Binti Shariff	154	84	-	-	-	-	238
Dato' Ismail Bin Karim	148	43	72	-	-	-	263
Mohamad Hafiz Bin Kassim	110	69	-	-	-	-	179
Juniwati Rahmat Hussin (Appointed on 19 August 2020)	148	80	-	-	-	-	228
Zainab Binti Mohd Salleh	-	-	885	813	14	68	1,780
Datuk Oh Chong Peng (Retired on 18 November 2020)	-	51	-	-	-	-	51
Total (RM'000)	883	450	3,609	5,846	64	298	11,150

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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), Puan Kamariyah Binti Hamdan, Cik Siti Khairon Binti Shariff, Dato' Ismail Bin Karim and Puan Juniwati Rahmat Hussin. Datuk Oh Chong Peng chaired the Audit Committee prior to his retirement on 18 November 2020.

The summary of work of the Audit Committee relating to the FY2021 are highlighted on page 105 of this Annual Report.

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 106 to 108 of this Annual Report provides an overview of the state of risk management and internal controls within the Group.

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

1 Communication with Stakeholders

Investors

The Group recognises the importance of effective, constant and open communication with shareholders and investors. Information on the Group's business activities and financial performance is disseminated through various mediums including announcements

of quarterly results, annual report, forums, company visits, site visits, annual general meeting, exhibitions and other company activities.

DIALOG's announcements of quarterly results and annual report are key channels of communication with its shareholders and investors. DIALOG strives to keep its announcements of quarterly results and annual report as informative, comprehensive, and user friendly as possible, as well as provide factual descriptions on business operations, figures and charts on the performance of the Group.

Investor relations communication is also important to DIALOG. Therefore regular company and site visits, briefings, meetings, dialogues and teleconferences were conducted with institutional investors, fund managers, analysts, investors and media representatives to give them a better understanding of the business and financial performance of the Group. In FY2021, the Executive Chairman and the Executive Directors met with more than 230 representatives from various fund management and investment companies, investment banks and other stakeholders. DIALOG also participated in various virtual events organised by various banks and investment banks. During FY2021, some bankers, analysts, fund managers and government officials visited and witnessed the Official Opening of Phase 3A of Pengerang Deepwater Terminals.

We are constantly engaging with existing and potential customers and also potential investors/partners to visit and/or hold virtual meetings on Pengerang Deepwater Terminals and Langsat Terminals to give an update on the progress of the development of our facilities and operations.

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 Lee Soo Wen, Sue Ann (Tel: 603 7717 1158 or Email: sueann.lee@dialogasia.com) and other company related queries can be directed to Ms Chay Siew Kim, Company Secretary (Tel: 603 7717 1130 or Email: kim@dialogasia.com).



2 Conduct of General Meetings

The Annual General Meeting ("AGM") is an excellent opportunity for the Company's shareholders to have a dialogue session or question and answer ("Q&A") session with the Board of Directors. Shareholders are encouraged to attend and participate in a Q&A session during the AGM. After the conclusion of the AGM, it is a practice of DIALOG to have about an hour of open discussion or Q&A session with its shareholders on any issue with regards to the Group including issues of strategy and performance, and macro views of the energy sector. When possible, an exhibition is usually held during the AGM where important informative charts are displayed to explain to shareholders, 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 are 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 two (2) meetings with the external auditors without the presence of executive directors and officers to discuss the audit process and findings for FY2021.

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 2021, 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 2021, 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 in the Company's website, www.dialogasia.com.



This statement is made in accordance with a resolution of the Board dated 23 September 2021.

AUDIT COMMITTEE REPORT

The Audit Committee (“The Committee”) provides assistance to the Board in fulfilling the Board’s responsibilities to the Company and its shareholders relating to the internal control systems, accounting and financial reporting process as well as the audit of the Company’s financial statements.

COMPOSITION

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

- a. **Chin Kwai Fatt**
(Independent Non-Executive Director and a member of the Malaysian Institute of Accountants)
(Chairman of the Audit Committee)
- b. **Kamariyah Binti Hamdan**
(Senior Independent Non-Executive Director)
- c. **Siti Khairon Binti Shariff**
(Independent Non-Executive Director)
- d. **Dato’ Ismail Bin Karim**
(Independent Non-Executive Director)
- e. **Juniwati Rahmat Hussin**
(Independent Non-Executive Director)

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

The Terms of Reference (“TOR”) of the Audit Committee is published on the Company’s corporate website at www.dialogasia.com. The TOR will be 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.

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 times during the financial year 2021. 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 2021 are as follows:

Name	No. of Meetings Attended
Chin Kwai Fatt*	2/2 (100%)
Kamariyah Binti Hamdan	6/6 (100%)
Siti Khairon Binti Shariff	6/6 (100%)
Dato’ Ismail Bin Karim	5/6 (83%)
Juniwati Rahmat Hussin*	4/4 (100%)
Datuk Oh Chong Peng*	4/4 (100%)

*Note:

Mr Chin Kwai Fatt and Puan Juniwati Rahmat Hussin were appointed as members of the Audit Committee effective 19 November 2020 and 3 September 2020 respectively. Mr Chin Kwai Fatt was appointed following the retirement of Datuk Oh Chong Peng on 18 November 2020.

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, as it considers necessary.

The Committee is authorised by the Board to investigate any activity within its responsibility 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 2021

The Audit Committee carried out the following work in the discharge of its functions and duties through reviewing and deliberation during Audit Committee meetings for the financial year 2021:

- a. Reviewed the quarterly financial statements and annual audited financial statements of the Group;
- b. Reviewed the scope, functions and resources of the internal audit function;
- c. Reviewed and appraised the Group's internal control systems and report to the Board of Directors on the Risk Management and Internal Control Statement of the Group;
- d. Reviewed the terms of reference of the Audit Committee and audit plan;
- e. Reviewed the internal audit reports including audits conducted jointly with joint venture partners and adequacy and effectiveness of the management responses in implementing the recommendations of the Internal Audit Department;
- f. Reviewed special investigation reports and discussed next course of action;
- g. Reviewed the risk management process for managing the risks associated with the Group's business activities;
- h. Reviewed related party transactions of the Group;
- i. Reviewed and verified the allocation of the share options under the DIALOG Group Employees' Share Option Scheme ("ESOS") as being in compliance with the criteria set out in the ESOS by-laws; and
- j. Reviewed with the external auditors their audit scope, procedures and reporting requirements. Convened 2 meetings on 18 August 2020 and 19 May 2021 with the external auditors without the presence of Executive Directors and officers.

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 primary role of internal audit is to provide independent assurance to the Board that:

- a. The Group's policies and guidelines have been communicated, implemented and are working as intended; and
- b. Risk areas have been identified and there are effective internal control systems over all aspects of the Group's business and operations.

The IAD is responsible for developing and monitoring an efficient and effective audit plan to provide the Board with assurance that the systems of internal control of the Group achieve the following:

- a. That business is planned and conducted in an orderly, prudent, efficient and cost effective manner;
- b. Transactions and commitments are entered into in accordance with management's authority;
- c. Management is able to safeguard the assets and control the liabilities of the Group, i.e. there are measures to minimise and to detect the loss from irregularities, fraud and errors; and
- d. The accounting and other records of the business provide complete, accurate and timely information.

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

Audit reviews were conducted through a risk-based approach, in line with the Group's objectives. IAD conducted reviews on governance, risk management and controls in the areas of finance, compliance, operations, information technology, procurement, project management, etc.

During the financial year 2021, the IAD was staffed by 4 internal auditors and supported by internal guest auditors, who conducted a total of 16 audit reviews and 17 follow-up/audit closure reviews for current and previous years. On-going 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 2021 amounted to RM946,500.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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:

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

KEY INTERNAL CONTROLS 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.

Financial Authority Limits

Well-defined financial limits of authority on all financial commitments for each level of management within the Group. The financial authority limits are continuously reviewed and updated so as to ensure their suitability for implementation. Policies and procedures on such limits are documented to guide staff at all levels in the performance of their duties.

RISK ASSESSMENT

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 31000:2009 Risk Management - Principles and Guidelines. The Group Risk Management Department works closely with the respective business units, subsidiaries and projects risk owners to ensure that risks are continuously identified, assessed and adequately mitigated to safeguard the Group's interests.

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

- a. Reviews the effectiveness of the risk management process;
- b. Reviews reports arising from risk management activities; and
- c. 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 2021, the Risk Management Committee met three (3) times.



CONTROL ACTIVITIES

Internal Audit Function

The Internal Audit Department is responsible to assist the Audit Committee in providing independent assessments on the adequacy, efficiency and effectiveness of internal control systems and ensuring operational compliance with standard operating procedures within the Group.

The Internal Audit Department undertakes regular and systematic reviews of internal controls, providing the Audit Committee and the Board with sufficient independent assurance that the system of internal control is effective in identifying and addressing potential risks.

ISO 9001 and TS 29001 Quality Management Systems Audit

Annual audits are conducted internally as well as externally by certified bodies to ensure compliance with all requirements of the ISO 9001:2015 and ISO/TS 29001:2020 by each of the certified subsidiaries. The certifications serve as an assurance to customers with regards to the delivery of the highest quality of products and services by the Group.

Centralised Functions

Centralised control of selected key functions of the Group such as finance, accounts, Health, Safety and Environment ("HSE"), quality assurance/quality control, contracting, procurement, legal, human resources, corporate secretarial, internal audit, risk management, corporate administration, treasury and tax enables the management to minimise risk exposure and increase the efficiency and effectiveness of business operations.

Human Capital Development

A proactive approach in 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 Health, Safety and Environment ("HSE"), governance, risk and compliance, technical training as well as soft skills, both locally and overseas to ensure staff of all levels are proficient and competent in their job functions. Online platforms and e-learning are utilised (where appropriate) to ensure that employees are learning continuously amidst the pandemic. In addition, management has given more emphasis on talent management and development as well as succession planning. This is to ensure the talent pool is ready to support business growth and there is always a healthy pipeline of leaders who are capable to drive sustainable business results.

INFORMATION AND COMMUNICATION

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.

MONITORING

Management Visit

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 the movement restriction period, virtual meetings were conducted instead.

Third Party Audit

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.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITOR

As required by the Bursa Securities' Listing Requirements, the external auditors have reviewed this Statement on Risk Management and Internal Control. Their review was performed in accordance with Audit and Assurance Practice Guide 3 ("AAPG 3") (February 2018), 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 (February 2018) does not require the external auditors to consider whether this Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Board of Directors and Management thereon. Based on the procedures performed, the external auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement is not prepared in all material respects, in accordance with the disclosures required by paragraph 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor is factually inaccurate.

CONCLUSION

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

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

The Group will continue to take measures to strengthen the Risk Management and Internal Control system with a view to further enhance its effectiveness and to ensure new and additional risks arising from changes in the business and operating environment are managed within tolerable limits and dealt with in a timely manner. The Group's Key Risks and Opportunities are disclosed on pages 54 to 57 of this Annual Report.

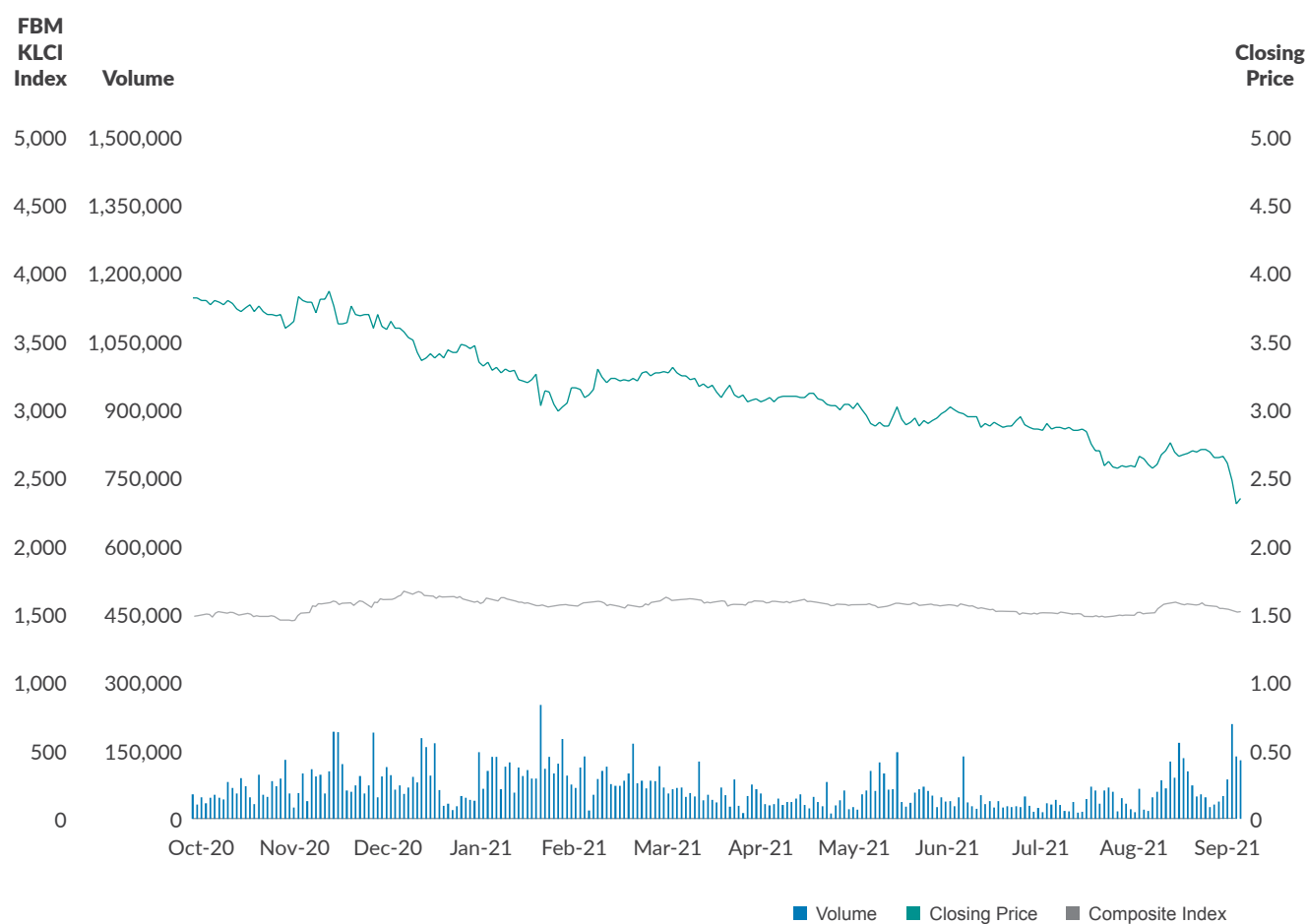


ADDITIONAL INFORMATION

- | | | | |
|-----|-----------------------------|-----|---|
| 110 | Share Performance | 118 | Notice of The 33 rd Annual General Meeting and Dividend Entitlement |
| 111 | Enhancing Shareholder Value | | |
| 112 | Shareholdings Information | 120 | Statement Accompanying The Notice of The 33 rd Annual General Meeting of The Company |
| 115 | List of Top Ten Properties | | Proxy Form |
| 116 | Group Corporate Directory | | |

*Jahai Orang Asli children elated with their corn harvests from their community farm
Photo was taken before COVID-19

SHARE PERFORMANCE



SUMMARY OF MONTHLY SHARE INFORMATION FOR THE PERIOD FROM 1 OCTOBER 2020 TO 21 SEPTEMBER 2021

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Opening Price (RM)	3.80	3.62	3.60	3.48	3.05	3.23	3.10	3.02	2.90	2.90	2.76	2.63
Highest Price (RM)	3.90	3.95	3.70	3.50	3.30	3.35	3.14	3.07	3.03	2.95	2.78	2.75
Lowest Price (RM)	3.59	3.59	3.30	3.00	2.94	3.06	3.02	2.83	2.85	2.75	2.55	2.31
Closing Price (RM)	3.70	3.60	3.45	3.04	3.23	3.11	3.04	2.89	2.89	2.75	2.66	2.35
Volume (Board Lot of 100 units)	1,244,376	1,975,426	1,694,055	2,082,849	1,737,185	1,526,283	879,082	1,059,077	979,218	618,788	1,165,112	1,169,422

ENHANCING SHAREHOLDER VALUE

25-YEAR RETURN TO SHAREHOLDERS

Compounded Annual Growth Rate on return to shareholders is 28% from IPO in 1996 to 21 September 2021

Financial Year	Particulars	New Shares Issued To a Shareholder	Free Warrants Alloted	Cumulative Number of Shares Held By a Shareholder	Cumulative Number of Warrants Held by a Shareholder	Cost of Investment of a Shareholder
1996	Initial Public Offer ("IPO") at RM2.75 per share			1,000		RM 2,750
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		RM 21,142
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	-	RM 21,132
Total Investment						RM 45,024

RETURN TO SHAREHOLDERS

Market value of shares held (plus dividend received from IPO in 1996 to FY2021 based on closing price as at 21 September 2021)	RM 616,812
Compounded Annual Growth Rate from IPO in 1996 to 21 September 2021	28%

SHAREHOLDINGS INFORMATION

Share Capital	:	RM1,697,750,449.67 comprising 5,645,732,458 ordinary shares
No. of Shareholders	:	21,792
Class of Shares	:	Ordinary Shares
Voting Rights	:	One Vote per ordinary share (On a poll)

DISTRIBUTION SCHEDULE OF SHARES

AS AT 21 SEPTEMBER 2021

No. of Holders	Total Holdings	Holdings*	%*
2,196	Less than 100	87,012	0.00
4,391	100 to 1,000	2,604,364	0.05
9,468	1,001 to 10,000	41,840,807	0.74
4,204	10,001 to 100,000	129,459,608	2.29
1,528	100,001 to less than 5% of issued shares	3,721,770,787	65.96
4	5% and above of issued shares	1,746,634,848	30.96
21,791		5,642,397,426	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 2021.

THIRTY SECURITIES ACCOUNT HOLDERS HAVING THE LARGEST NUMBER OF ORDINARY SHARES

AS AT 21 SEPTEMBER 2021

No.	Name	Holdings	%*
1	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD	520,069,816	9.22
2	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	479,360,300	8.50
3	CGS-CIMB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR AZAM UTAMA SDN. BHD.	395,651,380	7.01
4	CGS-CIMB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR WIDE SYNERGY SDN. BHD.	351,553,352	6.23
5	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EXEMPT AN FOR AIA BHD.	102,987,486	1.83
6	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM BUMIPUTERA	95,000,000	1.68
7	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 1)	91,602,200	1.62
8	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. MAYBANK TRUSTEES BERHAD FOR PUBLIC ITTIKAL FUND (N14011970240)	90,000,000	1.60
9	CARTABAN NOMINEES (TEMPATAN) SDN. BHD. PAMB FOR PRULINK EQUITY FUND	83,280,770	1.48
10	PERMODALAN NASIONAL BERHAD	81,641,300	1.45
11	CARTABAN NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR STATE STREET BANK & TRUST COMPANY (WEST CLT OD67)	72,110,114	1.28



THIRTY SECURITIES ACCOUNT HOLDERS HAVING THE LARGEST NUMBER OF ORDINARY SHARES

AS AT 21 SEPTEMBER 2021 (CONTINUED)

No.	Name	Holdings	%*
12	ABDUL RASHID HUSSAIN	67,903,200	1.20
13	HSBC NOMINEES (ASING) SDN. BHD. JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	63,784,760	1.13
14	HSBC NOMINEES (ASING) SDN. BHD. JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	57,950,059	1.03
15	CIMB GROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR WIDE SYNERGY SDN. BHD. (CORPBANKING-5)	50,000,000	0.89
16	CGS-CIMB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR IMPRESIF MATRIK SDN. BHD. (MY1150)	47,139,256	0.84
17	LEMBAGA TABUNG HAJI	46,420,100	0.82
18	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD (NOMURA)	44,999,400	0.80
19	DB (MALAYSIA) NOMINEE (ASING) SDN. BHD. BNYM SA/NV FOR PEOPLE'S BANK OF CHINA (SICL ASIA EM)	43,706,900	0.77
20	CARTABAN NOMINEES (ASING) SDN. BHD. GIC PRIVATE LIMITED FOR GOVERNMENT OF SINGAPORE (C)	42,558,654	0.75
21	AMANAHRAYA TRUSTEES BERHAD PUBLIC ISLAMIC DIVIDEND FUND	42,514,190	0.75
22	HSBC NOMINEES (ASING) SDN. BHD. JPMBL SA FOR STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY POOL	36,467,138	0.65
23	AMANAHRAYA TRUSTEES BERHAD PUBLIC ISLAMIC EQUITY FUND	35,276,036	0.63
24	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 3)	34,635,926	0.61
25	AMANAHRAYA TRUSTEES BERHAD PUBLIC ITTIKAL SEQUEL FUND	32,734,976	0.58
26	PERTUBUHAN KESELAMATAN SOSIAL	31,166,200	0.55
27	CGS-CIMB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR GMC SDN. BHD.	29,387,484	0.52
28	CITIGROUP NOMINEES (ASING) SDN. BHD. CBNY FOR NORGE BANK (FI 17)	29,261,400	0.52
29	CGS-CIMB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHAN YEW KAI	28,659,983	0.51
30	CGS-CIMB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR NGAU BOON KEAT (MM0592)	26,357,491	0.47

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 2021.

SHAREHOLDINGS INFORMATION

INFORMATION ON SUBSTANTIAL SHAREHOLDERS (EXCLUDING BARE TRUSTEES)

AS AT 21 SEPTEMBER 2021

Name of Substantial Shareholders	Direct Interest		Indirect Interest	
	No.	%*	No.	%*
Employees Provident Fund Board	667,490,816 ¹	11.83	-	-
Kumpulan Wang Persaraan (Diperbadankan) ("KWAP")	479,360,300 ¹	8.50	45,777,500 ²	0.81
Wide Synergy Sdn. Bhd.	434,970,688 ¹	7.71	-	-
Azam Utama Sdn. Bhd.	430,563,330 ¹	7.63	-	-
Tan Sri Dr. Ngau Boon Keat	46,145,103 ¹	0.82	1,032,443,442 ³	18.30
WS Holdings (L) Ltd	-	-	434,970,688	7.71
Keatim (L) Foundation	-	-	434,970,688 ⁴	7.71
AU Holdings (L) Ltd	-	-	430,563,330	7.63
Keatee (L) Foundation	-	-	430,563,330 ⁵	7.63

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. and 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 2021.

DIRECTORS' SHAREHOLDINGS

AS AT 21 SEPTEMBER 2021

Name of Directors	Direct Interest		Indirect Interest	
	No.	%*	No.	%*
Tan Sri Dr. Ngau Boon Keat	46,145,103 ¹	0.82	1,032,443,442 ²	18.30
Chan Yew Kai	32,384,767 ¹	0.57	3,000,000 ³	0.05
Chin Kwai Fatt	-	-	-	-
Kamariyah Binti Hamdan	1,636,300 ¹	0.03	268,158 ⁴	0.00
Siti Khairon Binti Shariff	-	-	-	-
Dato' Ismail Bin Karim	-	-	-	-
Mohamad Hafiz Bin Kassim	-	-	-	-
Juniwati Rahmat Hussin	8,345 ¹	0.00	47,340 ³	0.00
Zainab Binti Mohd Salleh	7,414,479 ¹	0.13	-	-

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. and 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 by virtue of her spouse's interests.

* Excluding a total of 3,335,032 shares bought-back by DIALOG Group Berhad and retained as treasury shares as at 21 September 2021.

LIST OF TOP TEN PROPERTIES

As at 30 June 2021

	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 2021 RM'000
DIALOG TERMINALS PENDERANG (5) SDN. BHD. PTD 5060, Jalan Penderang-Kota Tinggi 81620 Penderang Johor Darul Ta'zim	Terminal Facilities and Office	Leasehold land and building expiring on 18 Feb 2082	9 January 2014	4 months	2,824,531/ 57,449	254,339
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	8 years	53,508	122,199
DIALOG FABRICATORS SDN. BHD. Lot PTD 4993-4994 Kg. Sungai Kapal 81600 Penderang Johor Darul Ta'zim	Workshop and Office	Leasehold land and building expiring on 12 May 2110	13 May 2011	7 years	5,126,141/ 311,672	104,259
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 April 2046	25 September 2017	12 years	1,743,751/ 55,972	67,427
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	13 years	1,531,972/ 7,026	66,182
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	47 years	348,535/ 77,274	15,687
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 April 2046	25 September 2017	-	463,494	14,390
CORAK DAHLIA SDN. BHD. Geran 1476 Lot 236 & Geran 1477 Lot 237 Mukim Seremban, Daerah Seremban Negeri Sembilan Darul Khusus	Vacant	Freehold land	28 April 2000	-	86,112	5,232
DIALOG FABRICATORS SDN. BHD. P.T 1480 Lot B12, Mukim Setul Kawasan Perindustrian Nilai 71800 Seremban Negeri Sembilan Darul Khusus	Fabrication Workshop	Leasehold land and building expiring on 20 Aug 2089	28 December 1990	30 years	232,625/ 37,200	5,017
DIALOG FABRICATORS SDN. BHD. Lot 3739, Kg. Bukit Labohan 24300 Kertih, Kemaman Terengganu Darul Iman	Regional Office and Workshop	Freehold land and building	16 January 2002	16 years	215,601	4,324

GROUP CORPORATE DIRECTORY

MALAYSIA

HEAD OFFICE

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
Website : www.dialogasia.com
Email : contact@dialogasia.com
Investor
Relations : ir@dialogasia.com

OFFICE

Lot 3739, Kg. Bukit Labohan
24300 Kertih, Kemaman
Terengganu Darul Iman
Malaysia
Tel : 609 826 6833
Fax : 609 826 6827

18-01 Teega Office Tower
Teega@Puteri Harbour
No.1, Jalan Laksamana 1
Puteri Harbour
79250 Iskandar Puteri
Johor Darul Ta'zim
Malaysia
Tel : 607 522 6977
Fax : 607 522 6867

Suite 23-01, Level 23, G Tower
199 Jalan Tun Razak
50400 Kuala Lumpur
Malaysia
Tel : 603 2385 9229
Fax : 603 2385 9399

OFFICE AND WORKSHOP

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

FABRICATION YARDS

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

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 PTD 4993-4994
Kg. Sungai Kapal
81600 Pengerang
Johor Darul Ta'zim
Malaysia
Tel : 607 826 3477
Fax : 607 836 3495

WORKSHOPS

Lot PT 8920, Kawasan Bukit Labohan
24300 Kertih, Kemaman
Terengganu Darul Iman
Malaysia
Tel : 609 826 6050
Fax : 609 826 5969

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

Lot 1B, Industri Kecil & Sederhana
Kampung Rancha-Rancha
87000 W.P. Labuan

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

OFFICE AND TERMINAL

Lot PLO 118, 121 & 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 5060, Jalan Pengerang - Kota Tinggi
81620 Pengerang
Johor Darul Ta'zim
Malaysia
Tel : 607 824 7700
Fax : 607 824 7600



INTERNATIONAL

SINGAPORE

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10 Tuas Avenue 16
Singapore 638931
Tel : 65 6336 3377
Fax : 65 6338 9929

460 Alexandra Road
#15-04 mTower
Singapore 119963
Tel : 65 6251 5024
Fax : 65 6251 8564

INDONESIA

OFFICE

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

THAILAND

OFFICE

Unit 1204-2, 555 Rasa Tower 2
12th Floor, Phaholyothin Rd.
Kwaeng Chatuchak
Khet Chatuchak, Bangkok
10900 Thailand
Tel : 66 2 937 1029-32
Fax : 66 2 937 1185

OFFICE AND WORKSHOP

22/9 Soi Chaklukya 4
Watchaklukya Road
Tambol Huaypong
Amphur Muang Rayong
Rayong 21150
Thailand
Tel : 66 3869 2671-2
Fax : 66 3869 2670

31 Saiburi Road, Tambon Boryang
Amphur Muang, Songkhla
Songkhla 90000
Thailand
Tel : 66 0 7432 2045
Fax : 66 0 7432 2043

CHINA

OFFICE

Rm. 1819, 18th Floor, Building B
Gemdale Center, No. 91 Jianguo Road
Chaoyang District
Beijing 100022, China
Tel : 86 10 85211504

SAUDI ARABIA

OFFICE AND WORKSHOP

Building No. 2908, Unit #1 Road 120
First Industrial Area
Jubail Industrial City
35717 Kingdom of Saudi Arabia
Tel : 966 1 3340 7740/42
Fax : 966 1 3340 7741

SUPPLY BASE

Building No. 2908, Unit #13 Road 120
First Industrial Area
Jubail Industrial City
35717 Kingdom of Saudi Arabia
Tel : 966 1 3363 2056/59
Fax : 966 1 3363 2023

AUSTRALIA

OFFICE

7 Burgay Court Osborne Park
Perth, WA 6017
Australia
Tel : 61 8 9244 9899
Fax : 61 8 9244 9866

OFFICE AND WORKSHOP

1294 Lytton Road
Hemmant, Brisbane QLD 4174
Australia
Tel : 61 7 3900 4500
Fax : 61 7 3393 9232

NEW ZEALAND

OFFICE AND WORKSHOP

691 Devon Road, Waiwhakaiho
Private Bag 2053
New Plymouth 4342
New Zealand
Tel : 64 6 759 5252
Fax : 64 6 759 5253

WORKSHOPS

5-113 Hutt Park Road
Gracefield
Lower Hutt 5010
New Zealand
Tel : 64 4 569 2595

215 Connett Road East, Bell Block
New Plymouth 4312
New Zealand
Tel : 64 755 0709

45 Mawhitiwhiti Road
Normanby Hawera 4675
New Zealand
Tel : 64 6 272 8694

UNITED ARAB EMIRATES

OFFICE

P.O. Box 262457
Office #1814 Tower A (FZJOA1814)
JAFZAONE
Jebel Ali
Dubai, U.A.E
Tel : 971 4 881 9410
Fax : 971 4 881 9420

PHILIPPINES

OFFICE

Unit 611, Cityland Condominium 10, Tower 2
154 H.V. Dela Costa Street
Salcedo Village, Bel-Air Makati City
Metro Manila Philippines 1226
Tel : 632 8370 1942

NOTICE OF THE 33RD ANNUAL GENERAL MEETING AND DIVIDEND ENTITLEMENT

NOTICE IS HEREBY GIVEN THAT the 33rd Annual General Meeting ("AGM") of DIALOG Group Berhad ("DIALOG" or the "Company") will be conducted in fully virtual manner through live streaming and online remote meeting platform of TIIH Online provided by Tricor Investor & Issuing House Services Sdn. Bhd. in Malaysia via its website at <https://tiih.online> (Domain Registration No. with MYNIC – D1A282781) on **Thursday, 18 November 2021 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 2021 together with the Reports of the Directors and Auditors thereon. | (Please refer to Explanatory Note 1) |
| 2. To approve the payment of a Final Single Tier Cash Dividend of 1.9 sen per ordinary share in respect of the financial year ended 30 June 2021. | (Ordinary Resolution 1) |
| 3. To re-elect Tan Sri Dr. Ngau Boon Keat, 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 Zainab Binti Mohd Salleh, 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 Dato' Ismail Bin Karim, 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 Chin Kwai Fatt, 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 RM883,000 in respect of the financial year ended 30 June 2021 (2020: RM735,000). | (Ordinary Resolution 6) |
| 8. To approve Directors' benefits (other than Directors' fees and Board Committees' fees) up to an amount of RM600,000 from 19 November 2021 to the next Annual General Meeting of the Company. | (Ordinary Resolution 7)
(Please refer to Explanatory Note 3) |
| 9. To re-appoint Messrs BDO PLT as auditors of the Company and to authorise the Directors to fix their remuneration. | (Ordinary Resolution 8) |
| 10. Special Business: | |

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

ORDINARY RESOLUTION 9

- PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY

"THAT, subject to the Companies Act 2016 ("the Act"), the Constitution of the Company and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Malaysia") and the requirements of any other relevant authorities, the Company be and is hereby authorised to purchase such number of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Malaysia upon such terms and conditions as the Directors of the Company may deem fit in the interest of the Company provided that the aggregate number of ordinary shares purchased

(Ordinary Resolution 9)
(Please refer to Explanatory Note 4)

pursuant to this resolution does not exceed ten percent (10%) of the total number of issued ordinary shares of the Company ("Proposed Renewal of Share Buy-Back Authority") and THAT an amount not exceeding the total audited retained profits of the Company at the time of purchase, would be allocated by the Company for the Proposed Renewal of Share Buy-Back Authority.

THAT the authority conferred by this ordinary resolution will commence immediately upon passing of this ordinary resolution until the conclusion of the next Annual General Meeting of the Company (unless earlier revoked or varied by ordinary resolution of the shareholders of the Company in a general meeting) or until the expiration of the period within which the next Annual General Meeting after that date is required by law to be held.

THAT the Directors of the Company be and are hereby authorised to take all steps necessary to implement, finalise and to give full effect to the Proposed Renewal of Share Buy-Back Authority and THAT the Directors be and are hereby authorised to deal with DIALOG Shares so purchased, at their discretion, in the following manner:

- i. cancel the DIALOG Shares so purchased; or
- ii. retain the DIALOG Shares so purchased as treasury shares which may be dealt with in accordance with Section 127(7) of the Act; or
- iii. retain part of the DIALOG Shares so purchased as treasury shares and cancel the remainder of the DIALOG Shares,

or in any other manner as may be prescribed by the Act, all applicable laws, regulations and guidelines applied from time to time by Bursa Malaysia and/or other relevant authority for the time being in force and THAT the authority to deal with the purchased DIALOG Shares shall continue to be valid until all the purchased DIALOG Shares have been dealt with by the Directors of the Company."

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

NOTICE IS ALSO HEREBY GIVEN THAT the Final Single Tier Cash Dividend of 1.9 sen per ordinary share held in DIALOG, if approved, will be paid on 21 December 2021 to shareholders whose names appear in the Record of Depositors at the close of business on 2 December 2021.

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 2 December 2021 in respect of ordinary 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

ZAINAB BINTI MOHD SALLEH, MIA 7672, SSM PC No. 202008003609

LIM HOOI MOOI, MAICSA 0799764, SSM PC No. 201908000134

CHAY SIEW KIM, MAICSA 7012266, SSM PC No. 202008000677

Joint Company Secretaries

Petaling Jaya

15 October 2021

NOTICE OF THE 33RD ANNUAL GENERAL MEETING AND DIVIDEND ENTITLEMENT

Notes:

- a. As part of the initiatives to curb the spread of COVID-19, the 33rd AGM of the Company will be conducted on a fully virtual basis by way of live streaming and online remote meeting platform provided by Tricor Investor & Issuing House Services Sdn. Bhd. in Malaysia via its TIIH Online website at <https://tiah.online>.

Members are to attend, speak (including posing questions to the Board via real time submission of typed texts) and vote (collectively, "participate") remotely at the 33rd AGM via the Remote Participation and Voting facilities ("RPV") provided by Tricor Investor & Issuing House Services Sdn. Bhd. ("Tricor"). A member who has appointed a proxy or attorney or authorised representative to participate in this 33rd AGM via RPV must request his/her proxy or attorney or authorised representative to register himself/herself for RPV via Tricor's TIIH Online website at <https://tiah.online>. Please refer to the procedures set out in the Administrative Guide for the 33rd AGM to register, participate, speak and vote remotely via the RPV.

As the 33rd AGM is a fully virtual AGM, members who are unable to participate in this 33rd AGM may appoint the Chairman of the meeting as his/her proxy and indicate the voting instructions in the proxy form.

- b. 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 stead. Where a member appoints more than one (1) proxy, he shall specify the proportion of his shareholdings to be represented by each proxy.
- c. A proxy need not be a member of the Company and a member may appoint any person to be his proxy.
- d. The instrument appointing a proxy shall be in writing under the hand of the appointer or his 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.
- e. 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 means via TIIH Online at <https://tiah.online> not less than forty-eight (48) hours before the time appointed for holding the Annual General Meeting ("AGM") or any adjournment thereof.
- f. For the purpose of determining who shall be entitled to participate in this 33rd AGM via RPV, members whose names appear in the Record of Depositors as at 11 November 2021

shall be regarded as members entitled to participate or appoint proxy(ies) to participate in his/her stead in this 33rd AGM via RPV.

- g. 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 to 6 of the Agenda

The details of the Directors who are standing for re-election at the 33rd AGM are provided in the Board of Directors section on pages 17 to 21 of DIALOG's Annual Report 2021 which includes their consistent attendance at board meetings. Details of their interests in the securities of DIALOG are set out on page 114 of DIALOG's Annual Report 2021.

3. Item 8 of the Agenda

The Directors' Benefits (other than Directors' fees and Board Committees' fees) 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.

4. Special Business

Item 10 of the Agenda

Ordinary Resolution 9 – Proposed Renewal of Share Buy-Back Authority

The proposed Resolution No. 9, if passed, will empower Directors of the Company to purchase and/or hold up to ten percent (10%) of the total number of issued ordinary shares of the Company. For further information on the Proposed Renewal of Share Buy-Back Authority, please refer to the Share Buy-Back Statement dated 15 October 2021.

STATEMENT ACCOMPANYING THE NOTICE OF THE 33RD 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 33rd Annual General Meeting of the Company.

PROXY FORM

No. of Ordinary Shares Held	
CDS Account No.	

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

I/We _____

NRIC/Passport No./Company No.: _____

of _____ Telephone No.: _____

being a member of **DIALOG GROUP BERHAD** hereby appoint _____

NRIC/Passport No. _____ of _____

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

or failing him/her, the Chairman of the Meeting as my/our proxy, to attend and vote for me/us on my/our behalf at the 33rd Annual General Meeting of the Company to be conducted in fully virtual manner through live streaming and online remote meeting platform of TIHH Online provided by Tricor Investor & Issuing House Services Sdn. Bhd. in Malaysia via its website at <https://tihh.online> (Domain Registration No. with MYNIC – D1A282781) on **Thursday, 18 November 2021 at 10.00 a.m.** and at any adjournment thereof.

No.	Ordinary Resolutions	For	Against
1.	To approve the payment of a Final Single Tier Cash Dividend of 1.9 sen per ordinary share for the financial year ended 30 June 2021		
2.	To re-elect Tan Sri Dr. Ngau Boon Keat, the director retiring pursuant to Clause 91 of the Company's Constitution		
3.	To re-elect Zainab Binti Mohd Salleh, the director retiring pursuant to Clause 91 of the Company's Constitution		
4.	To re-elect Dato' Ismail Bin Karim, the director retiring pursuant to Clause 91 of the Company's Constitution		
5.	To re-elect Chin Kwai Fatt, the director retiring pursuant to Clause 96 of the Company's Constitution		
6.	To approve the payment of Directors' fees and Board Committees' fees in respect of the financial year ended 30 June 2021		
7.	To approve the payment of Directors' benefits (other than Directors' fees and Board Committees' fees) from 19 November 2021 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 Renewal of Share Buy-back Authority		

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 _____ 2021

**For appointment of two proxies,
percentage of shareholdings to be
represented by the proxies:**

	Percentage
Proxy 1	%
Proxy 2	%
Total	100%

Signature/Common Seal of Shareholder(s)

Notes:

- a. As part of the initiatives to curb the spread of COVID-19, the 33rd AGM of the Company will be conducted on a fully virtual basis by way of live streaming and online remote meeting platform provided by Tricor Investor & Issuing House Services Sdn. Bhd. in Malaysia via its TIIH Online website at <https://tiih.online>.

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- c. A proxy need not be a member of the Company and a member may appoint any person to be his proxy.
- d. The instrument appointing a proxy shall be in writing under the hand of the appointer or his 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.
- e. 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 means via TIIH Online at <https://tiih.online> not less than forty-eight (48) hours before the time appointed for holding the Annual General Meeting ("AGM") or any adjournment thereof.
- f. For the purpose of determining who shall be entitled to participate in this 33rd AGM via RPV, members whose names appear in the Record of Depositors as at 11 November 2021 shall be regarded as members entitled to participate or appoint proxy(ies) to participate in his/her stead in this 33rd AGM via RPV.
- g. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of AGM will be put to vote by poll.

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STAMP

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

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

FOLD HERE



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

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.



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