



# DAYANG ENTERPRISE HOLDINGS BHD

Company No. 200501030106 (712243-U)



## FOCUS TOWARDS EXCELLENCE

ANNUAL REPORT 2025

# CAUTIONARY STATEMENT REGARDING FORWARD LOOKING STATEMENT

This Annual Report contains some forward-looking statements in respect to the Dayang Group's financial condition, results of operations and business. These forward-looking statements represent Dayang Group's expectations or beliefs concerning future events and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements.

Readers are hereby cautioned that a number of factors could cause actual results to differ, in some instances materially, from those anticipated or implied in any forward-looking statement. In this respect readers must therefore not rely solely on these statements in making investment decisions regarding the Dayang Group. The Board and the Dayang Group shall not be responsible for any investment decisions made by the readers in reliance on those forward-looking statements.

Forward-looking statements speak only as of the date they are made, and it should not be assumed that they have been reviewed or updated in the light of new information or future events that would arise in the interim of the publication of this Annual Report and the time of reading this Annual Report.

## E - Report Online



For more information visit our website

[www.desb.net](http://www.desb.net)

## AT A GLANCE



Revenue

**RM 938.069 mil**



Profit Before Tax

**RM 324.251 mil**



Net Profit Attributable to Owners of the Company

**RM 210.469 mil**



Total Assets

**RM 2,460.373 mil**



Shareholder's Equity

**RM 1,885.476 mil**



Earnings per Share

**RM 18.18 sen**



NTA Per Share

**RM 1.63**



Return on Equity

**11.2 %**





## FINANCIAL CALENDER

Financial Year End **31 December 2025**

### ANNOUNCEMENT OF RESULTS

1 <sup>st</sup> Quarter	<b>22 May 2025</b>
2 <sup>nd</sup> Quarter	<b>21 August 2025</b>
3 <sup>rd</sup> Quarter	<b>20 November 2025</b>
4 <sup>th</sup> Quarter	<b>11 February 2026</b>

### PUBLISHED ANNUAL REPORT & FINANCIAL STATEMENTS

Annual Report 2025	<b>21 April 2026</b>
Notice of Annual General Meeting	<b>21 April 2026</b>
20 <sup>th</sup> Annual General Meeting	<b>21 May 2026</b>

### 20<sup>TH</sup> ANNUAL GENERAL MEETING INFORMATION

Date	<b>21 May 2026</b>
Time	<b>10:00 a.m.</b>
Venue	<b>Danum 3, Level 5, Imperial Hotel Miri, Lot 827, Jalan Pos, 98000 Miri, Sarawak, Malaysia</b>

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Form of Proxy

# CORPORATE INFORMATION

## BOARD OF DIRECTOR

### EXECUTIVE CHAIRMAN

- Datuk Hasmi Bin Hasnan

### EXECUTIVE DEPUTY CHAIRMAN

- Datuk Ling Suk Kiong

### MANAGING DIRECTOR

- Tengku Dato' Yusof Bin Tengku Ahmad Shahrudin

### DEPUTY MANAGING DIRECTOR

- Joe Ling Siew Loung @ Lin Shou Long

### EXECUTIVE DIRECTOR

- Jeanita Anak Gamang

### INDEPENDENT NON-EXECUTIVE DIRECTOR

- Datu Hasmawati Binti Sapawi
- Chin Hsiun
- Siti Nazrah
- Professor Dr. Ho Poh Ling  
*(Appointed on 1 February 2025)*
- Zahirudin Khan Bin Asghar Khan  
*(Appointed on 20 February 2025)*

### NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

- Wong Ping Eng  
*(Appointed on 20 February 2025)*

### REGISTERED OFFICE AND HEAD OFFICE

Sublot 5 – 10, Lot 46, Block 10, Jalan Taman Raja, MCLD, 98000 Miri, Sarawak, Malaysia.  
Tel no. 085-420185  
Fax no. 085-421654

### SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd  
Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.  
Tel : 603-27839299  
Fax: 603-27839222

### PRINCIPAL BANKERS

Malayan Banking Berhad  
United Overseas Bank Berhad  
RHB Bank Berhad

### INCORPORATION

10 October 2005  
Under the Companies Act 1965

### COMPANY SECRETARY

Chee Su Ling (MIA 36749)  
(SSM PC No. 202208000142)

### LEGAL ADVISOR

Messrs. Sia, Alvin Wong & Partners (Miri), Advocates  
D3-10, D3-11 & D-3-12, Miri Times Square, Marina Parkcity, 98000 Miri Sarawak, Malaysia  
Tel no: 085- 427711

### AUDITORS

KPMG PLT (LLP0010081-LCA)  
Level 2, Lee Onn Building  
Jalan Lapangan Terbang  
93250 Kuching, Sarawak, Malaysia.

### STOCK EXCHANGE LISTING

Main Market  
Bursa Malaysia Securities Berhad  
Listed on 24 April 2008  
Stock Code: 5141  
Stock Name: Dayang

## GROUP OPERATION

### HEAD OFFICE

Sublot 5 – 10, Lot 46, Block 10, Jalan Taman Raja, MCLD, 98000 Miri, Sarawak, Malaysia.

### BRANCH OFFICE

Unit 2-16-01, Tower 2, VSQ @ PJCC, Jalan Utara, 46200 Petaling Jaya, Selangor, Malaysia.

### MARINE OPERATION OFFICE

Lot 1973, Jalan Maigold, Desa Senadin Industrial Park, P.O Box 2033, 98008 Miri, Sarawak, Malaysia.

### LABUAN WAREHOUSE YARD 1

Lot No. CL2053118752, Kg Ranca Ranca, District of Labuan, 87000 Labuan Federal Territory, Malaysia.

### LABUAN FABRICATION YARD 2

Lot CL 10599, Jalan Ranca-Ranca, Ranca Ranca Industrial Estate, 87000 Labuan Federal Territory, Malaysia.

### LABUAN FABRICATION YARD 3

Lot 3, CL205384407, Off Jalan Patau Patau, 87000 Labuan Federal Territory, Malaysia.

### LABUAN YARD 4

Lot No. 205007969, Jalan Bebuloh, Kg. Sungai Bedaun, 87019 Federal Territory of Labuan, Malaysia.

### KOTA KINABALU PROJECT OFFICE

Unit No. 5-13 & 6-13, Level 5 & 6, Block A, Sutera Avenue, 88100 Kota Kinabalu, Sabah.

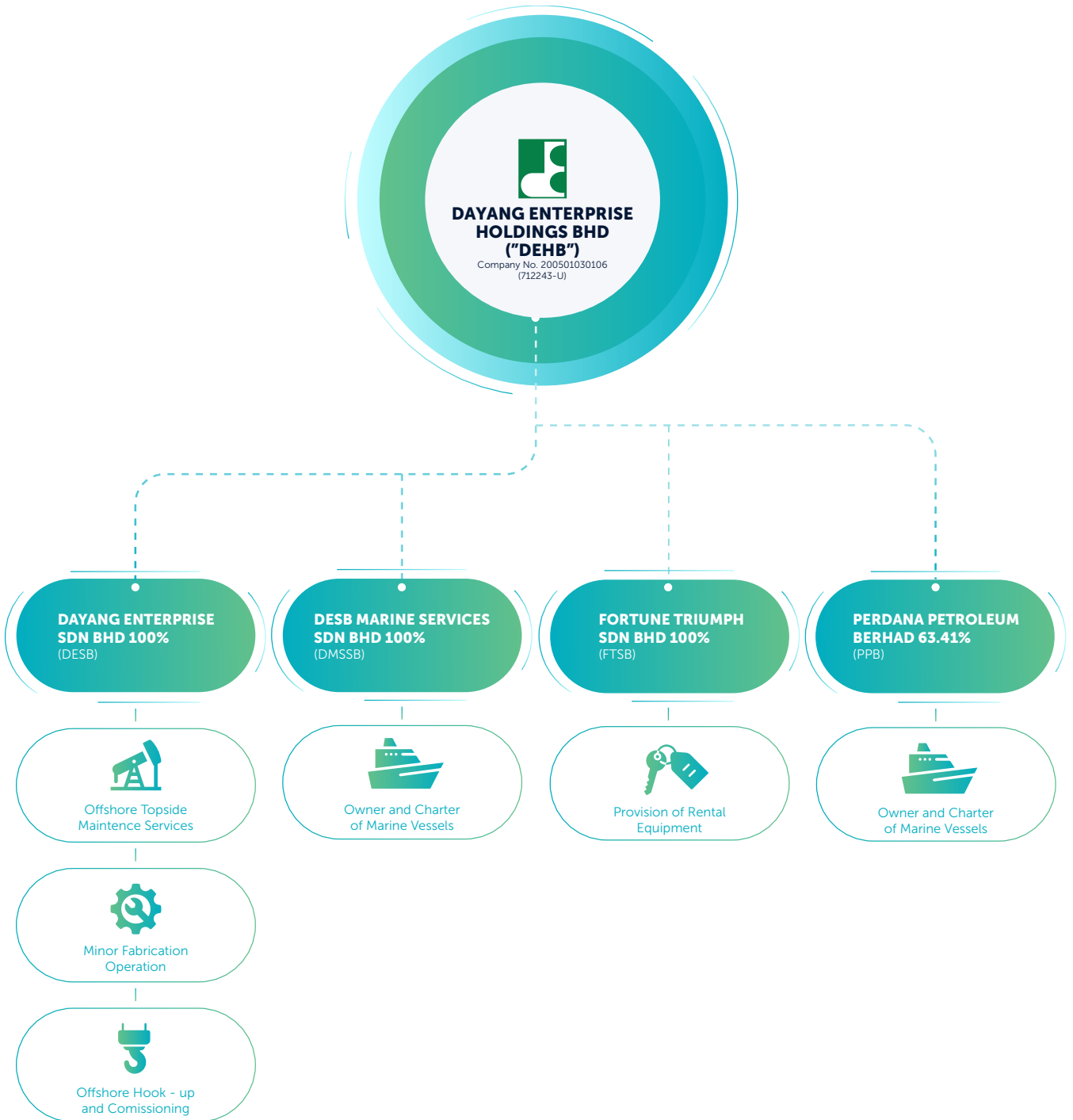
### BINTULU WAREHOUSE/ FABRICATION YARD

Lot 3476 & 3477, Block 20, Kemena Land District, Kidurong Industrial Area Phase 2, (Kinda II) SESCO Road, 97000 Bintulu, Sarawak, Malaysia.

### TELONG KALONG YARD

PT 8229, Kawasan Perindustrian Telok Kalong, 24000 Kemaman, Terengganu Darul Iman, Malaysia.

# CORPORATE STRUCTURE



# CORPORATE MILESTONES



- Shell Malaysia presented the Certificate of Achievement to Dayang Enterprise Sdn Bhd for Safety Award - Bronze for Upstream Category at the CEO HSSE Forum 2025
- Shell Malaysia Safety Awards 2024 presented the Safety Award - Bronze for Upstream Category to Dayang Enterprise Sdn Bhd
- Received the Best Big Scale Turnaround Award from Petronas at the DM Series: Turnaround Appreciation Event 2025
- Received recognition from Petronas for our commitment and dedication at the DM Series: Malaysia Turnaround Appreciation Event 2024
- Received a token of appreciation by HSE & PSM at the SKA-Partner Top Leaders HSE Engagement 2025





# CORPORATE MILESTONES



- Certificate of Appreciation for industry survey for review of petroleum regulations (Safety measures) (Transportation of petroleum through pipelines) 1985 by Jambatan Keselamatan dan Kesihatan Pekerjaan (Kementerian Sumber Manusia) and Pengarah Bahagian Keselamatan Petroleum JKKP Malaysia.
- Commemoration of Sarawak Vendors in OGSE Industry 2024 Participation on 1st July 2024.
- Certificate of the Best Overall Vessel Operator Award from Shell Malaysia to DESB Marine Services Sdn Bhd at Marine Business Partner Engagement 2024;
- Certificate from Shell Malaysia to Dayang Enterprise Sdn Bhd at Shell Malaysia Safety Awards 2023 in recognition of the outstanding achievement in the category of SAETY AWARD-FINALIST UPSTREAM CATEGORY;
- Certificate from Shell Malaysia for the achievement of Timi Project Goal Zero for SK318 project;
- Certificate of Appreciation to Dayang Enterprise Sdn Bhd as an employer carnival MYFUTUREJOBS in conjunction with the national training week (NTW) WP Labuan 2024 from Kementerian Sumber Malaysia (PEKERSO);
- HSE Acknowledgement from JX Nippon Oil & Gas Exploration (M) Ltd to Dayang Enterprise Sdn Bhd contributed towards maintaining ZERO Lost Time Incidents (LTI) throughout the contract duration, cultivating a proactive safety culture that has resulted in a safer working environment, and demonstrating active participation in UCUX submissions on 23 September 2024;
- Recognition of achieving 2024 HSE Performance Excellence as Best Contractor Award from JX Nippon Oil & Gas Exploration (M) Ltd to Dayang Enterprise Sdn Bhd at HSE Forum 2024;
- 18PH3 project received a Quality+ Certificate of Appreciation from PETRONAS, being the First Petronas Project excelled in Creating New Ways of Working (NWOW). The award was presented on 27th November 2024;
- DESB proudly received the prestigious Outstanding Industry Partnership Award 2024 from UTM at the UTM Strategic Partner Appreciation Ceremony and held on 24th November 2024 at the Opero Hotel, Johor Bahru;
- 15th October 2024, at Hotel Permai, Kuala Terengganu, DESB was awarded a Certificate of Appreciation for securing 3rd place in the 2024 Best OSH Practices Competition at the JKKP Terengganu state level;
- Head of QHSE at Dayang Enterprise Sdn Bhd, was honoured with the prestigious Best Quality Personality Award at the PETRONAS MOGSC QWG #14 event on 28th November 2024;
- D18PH3 project achieved First Oil from D18JT-D platform via well 406-B on 18th November 2024, increasing oil production by 1800 BOPD. Achieved two days ahead of schedule with 790k Safe Manhours and zero LTI.; and
- On 9th December 2024, we celebrated a key achievement with the successful RFSU for additional well 508L at Bokor E Platform, Sarawak after mothballing for four(4) year.
- Recognition of Excellence in Collaboration Execution from Hibiscus Petroleum at Hibiscus Malaysia Operated Asset Sabah Integrated Wells Campaign 2024.
- Recognition of QHSE Excellence and Outstanding Efforts for achieving incident-free operation of D21 Phase 3 Well Campaign 2024 from ROC Oil to Dayang Enterprise Sdn Bhd on 16th May 2024.



# CORPORATE MILESTONES



- Appreciation Certificate from KPOC to extend sincere appreciation and gratitude for providing excellent performance and service with good quality and safety for baseplate modification for new macerator installation at KBB from 13th September 2023 to 4th October 2023;
- Appreciate Certificate from Kementerian Sumber Manusia, Jabatan Keselamatan dan Kesihatan Perkerjaan Wilayah Persekutuan Labuan for OSHWEEK 2023;
- HSE Excellence Appreciation Award from ROC in recognition of HSE excellence and outstanding Efforts in achieving incident-free operations for D35 & J4 Work Over Project 2023;
- Commemoration of Sarawak Vendors in OGSE Industry 2023 Participation;
- Excellent Vendor Award 2023 from Hibiscus Petroleum in recognition of outstanding performance and contributions for North Sabah Operation in 2022/2023;
- Certificate of Appreciation from Hibiscus Petroleum in recognition of outstanding accomplishment and services for the SEAH Integrated Wells Campaign 2023 from 1st March 2023 until 3rd October 2023;
- Certificate of Appreciation from Shell for the completion of Timi OEsHore HUC Campaign and First Gas Achieved in August 2023;
- Bronze Award from Shell in recognition of exemplary HSSE work culture and outstanding safety performance for the year 2022; and
- Focused Recognition from PETRONAS for contributed to Winning Plan 2022 realisation and supporting core pillar from ERAT by successfully completing all maintenance campaigns in SKA thus safeguarding the safety and asset integrity of Sarawak Asset.
- Recognition of outstanding accomplishment and services from Hibiscus Petroleum for the SEAH Hibiscus Integrated TMM Campaign from 15th March 2022 to 7th September 2022 for 1237 Days LTI free (2.6 million Safe Man-hours).



- **CERTIFICATION OF APPRECIATION GIVEN BY HIBISCUS**

In recognition of outstanding accomplishment and services for the SEA Hibicus Integrated Wells Non Routine Campaign from 10th March 2022 to 30th September 2022.

- **CERTIFICATION OF APPRECIATION GIVEN BY KPOC**

Excellence performance & service under contract for KBB PIT STOP 2022 Execution with good quality and safely delivered.

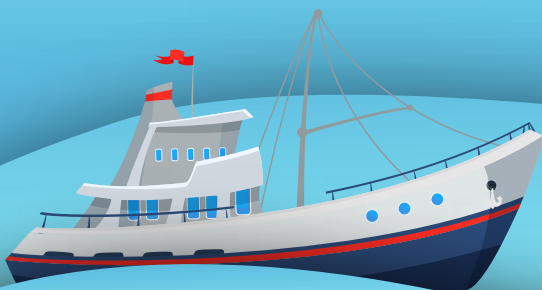
- **CERTIFICATION OF APPRECIATION GIVEN BY SSB SME**

In recognition of tireless eEffort and contribution towards SAFE delivery of Sarawak 2022 Topside Major Maintenance Campaign.



- **CERTIFICATION OF APPRECIATION GIVEN BY SSB SME**

In recognition of tireless eEffort and contribution towards SAFE delivery of Sarawak 2021 Topside Major Maintenance Campaign.





# CORPORATE MILESTONES



## • CEO CONTRACTOR AWARD GIVEN BY PTTEP

Recognition of achieving SSHE Performance Excellence for 1 year (Total manhours is greater than 50,000 hours in 2020) from Mr. Phongsthom Thavisin Chef Executive officer.

## • CERTIFICATION OF APPRECIATION GIVEN BY KPOC

Excellence performance & service for KBB deck coating structure campaign using "Blast One" vapour blasting equipment. Completed in 14 days ahead of schedule with good quality and safely delivered.

## • 2 FOCUSED RECOGNITIONS BY PETRONAS CARIGALI

- Focus recognition to Construction team for successfully repair WLP-A LP Head pin hole leak, by working extended hours, committed and corporative in realising the rectification plan, and doing it sa fe and timely.
- DESB has been supporting many projects & turnarounds often as the main drivers. DESB has contributed towards Bayan & D18 maintenance strategy by realising value optimisation through prudent planning, procurement & execution.

## • CERTIFICATION OF APPRECIATION GIVEN BY REPSOL OIL & GAS MALAYSIA LIMITED

Gratitude and appreciation for supporting operations during MCO.



## • MIRI CITY MAYOR AWARDS 2019

Corporate categories.

## • 2 FOCUSED RECOGNITIONS BY PETRONAS CARIGALI SDN BHD

- Demonstrating strong commitment and cooperation in HSE, work execution, communication & rapport and teamwork during TETA19 (Temana Turnaround 2019).
- Demonstrating relentless effort and ownership by proactively conducting UDAT session in collaboration with BSE and BTS23 for all vessels prior to mobilisation to their respective location.



## • AWARD GIVEN BY CP3 BARONIA REJUV

Best Project HSE In appreciation towards outstanding achievement for Offshore Project (28.10.18)

## • 3 FOCUSED RECOGNITIONS BY PETRONAS CARIGALI SDN BHD

- DESB D35-A Mtce TEAM - High ownership on HSE and openness to accept intervention by client.
- Provision of Maintenance, Construction & Modification for PCSB, Baronia Rejuvenation - Contributing to the safe and successful delivery of the Project.
- On 17.04.18 assisted to put out a fire on MV Geos & Dayang Zamrud had provided assistance in medical care & given new PPE's and shelter for all 38 rescued crews.

## • 2 AWARDS GIVEN BY SHELL MALAYSIA

Grand Prize Winner in Best Safety Leadership Initiative Category & Best Continuous Improvement Category.

## • 2 RECOGNITIONS BY MURPHY

- In recognition of DAYANG ENTERPRISE SDN BHD for Excellent HSSE Performance 2013-2017 Contract: MURPHY/ S12003 1688 LTI-FREE DAYS with 2,000,000 SAFETY MANHOURS.
- In recognition of DAYANG ENTERPRISE SDN BHD for the contribution towards Excellent HSSE Performance During SK GAS SHUT DOWN in September 2017.



## CORPORATE MILESTONES



- CERTIFICATION OF APPRECIATION GIVEN BY KPOC**  
 Certification of Appreciation in recognition of excellent performance for successfully rendered service in KPOC- KBB Turn Around April 2017 Campaign and LTI Free Safety Record for 87 days (194,496 Safety Manhours and 2,643 Care Cards).
- AWARD GIVEN BY SHELL MALAYSIA**  
 Shell Malaysia Safety Award - Silver Award for Upstream Category.
- 3 FOCUSED RECOGNITIONS BY PETRONAS CALIGALI**
  - Successful and safe execution of the world's first TTESP-CD offshore pilot and achieve 1st Oil in May 2017.
  - DESB have demonstrated high commitment and cooperation to ensure a successful First Integrated BSTAB 3 and 4 Shutdown in the History of BIF.
  - Successful completion of Campaign No.1 (2016) for Baronia Rejuvenation Project safely and without LTI. This was made possible via good planning, team work, dedication and focus execution by the entire team.



- AWARD GIVEN BY JX NIPPON OIL & GAS EXPLORATION (M) LTD**  
 2016 HSE Performance Award.
- FOCUSED RECOGNITION BY PETRONAS CALIGALI**  
 Being vigilant in close monitoring and complying with HSE plan and its implementation through out the Topside Major Maintenance (TSM) contract duration.



- AWARD GIVEN BY JX NIPPON OIL & GAS EXPLORATION (M) LTD**  
 Safe Completion of Helang 15S2 Shutdown 2015.
- CERTIFICATION OF APPRECIATION GIVEN BY PETROLIAM NASIONAL BERHAD (PETRONAS)**  
 Appreciation of actively participated in PCSB SKO Monthly Service Provider HSE Liaison for Year 2015.
- TESTIMONIAL OF ACHIEVEMENT GIVEN BY SHELL MALAYSIA**  
 A special commendation to the team for outstanding work in the implementation of the emergency rectification of the B11 Vent Header Rectification from 25th September 2014 to 07th October 2014 which was executed in a Safe and Secure manner with Ahead of Time delivery.





# CORPORATE MILESTONES



- **RECOGNITION GIVEN BY SHELL MALAYSIA**  
Safety Partnership & Collaboration Recognition 2014.
- **AWARD GIVEN BY FORBES ASIA**  
Best Under a Billion, The Region's Top 200 Small & Midsize Companies.
- **AWARD GIVEN BY NATURAL RESOURCES & ENVIRONMENT BOARD, SARAWAK**  
Merit Award, Large Industries (Oil & Gas), the 6th Sarawak Chief Minister Environmental Awards.
- **CERTIFICATE GIVEN BY MURPHY SARAWAK OIL CO. LTD**  
Appreciation on HSSE contributions towards Murphy Sarawak Oil Co. Ltd's excellent safety record with zero LTI from July 2013 to August 2014.
- **5 LETTER OF APPRECIATION GIVEN BY PETRONAS CARIGALI SDN BHD**
  - Appreciation for good performance on job completion without LTI and ahead of schedule for D35 September Turnaround 2014.
  - Appreciation for good performance on job completion without LTI for Betty October Turnaround 2014.
  - Appreciation for good performance on job completion without LTI for Bokor August Turnaround 2014.
  - Appreciation for good performance on job completion without LTI and ahead of schedule for Temana June Turnaround 2014.
  - Appreciation for good performance on job completion without LTI and ahead of schedule for Baram June Turnaround 2014.
- **LETTER OF APPRECIATION GIVEN BY JABATAN KESELAMATAN DAN KESIHATAN WILAYAH PERSEKUTUAN LABUAN**  
Appreciation for Implementation of program code of practice on the prevention and management of HIV / AIDS in the workplace-2001 and code of practice on the prevention and eradication of drug abuse, alcohol and substance abuse in the workplace-2005.



- **3 LETTER OF APPRECIATION GIVEN BY PETRONAS CARIGALI SDN BHD**
  - Appreciation note for the safe and successful Temana 2013 October Turnaround Execution.
  - Appreciation note for Southern Turnaround on September 13 (P1 Closure).
  - Appreciation note for Temana Turnaround.



# CORPORATE MILESTONES



- **APPRECIATION BY MURPHY OIL & GAS**

MURPHY'S Contractor Engagement Session.

- **CERTIFICATE GIVEN BY PETRONAS CARIGALI SDN BHD**

Certification of Appreciation Dayang Enterprise SDN BHD for best Contractor Performance SCM-Contractors Management Sharing session 2012.



- **APPRECIATION BY PETRONAS CARIGALI SDN BHD**

Appreciation note for safe Northern and Southern turnaround.

- **APPRECIATION BY MURPHY SARAWAK OIL & GAS CO. LTD**

Appreciation for the support DESB on the DIVERTER valves change out.

- **CERTIFICATE GIVEN BY IQNET AND SIRIM QAS INTERNATIONAL**

Implemented and maintains a Quality management system which fulfils the requirement of the following standards ISO 9001:2008 for the following activities provisions of general topside construction and maintenance services to the oil and gas industry.

- **CERTIFICATE GIVEN BY SIRIM QAS INTERNATIONAL**

Implemented a Quality Management System complying with ISO 9001: 2008 Quality Management System requirement.

**Notes:**

- SKO** : Sarawak Operation
- PMO** : Peninsular Malaysia Operation
- LTI** : Loss Time Injury
- UAUC** : Unsafe Act & Unsafe Condition
- TRCF** : Total recordable injury case frequency





# KEY ACHIEVEMENTS / AWARDS

**PETRONAS**

**SHELL**


# KEY ACHIEVEMENTS / AWARDS



**PERKESO**




**SIRIM**



**ENEOS - JX Nippon Oil**



**HSE Hibiscus Petroleum**




**Hibiscus Petroleum**



**ROC**



**KPOC**




**UTM**



**Human Resources Department of Malaysia**



**State of Terengganu**



**ExxonMobil**



# 5 YEARS FINANCIAL HIGHLIGHTS

Year	2021	2022	2023	2024	2025
<b>Revenue (RM'000)</b>	667,736	984,183	1,112,987	1,468,140	<b>938,069</b>
<b>Gross Profit (RM'000)</b>	81,348	330,759	473,882	670,514	<b>403,623</b>
<b>Profit Before Tax (RM'000)</b>	(409,694)	196,324	337,364	503,620	<b>324,251</b>
<b>Profit After Tax (RM'000)</b>	(435,680)	125,337	235,178	364,594	<b>231,695</b>
<b>Gross Profit Margin (%)</b>	12.2	33.6	42.6	45.7	<b>43.0</b>
<b>Profit Before Tax Margin (%)</b>	-61.4	19.9	30.3	34.3	<b>34.6</b>
<b>Return of Equity (%)</b>	-24.1	8.4	13.3	16.6	<b>11.2</b>

The above historical summary may not be comparable across the periods due to change in the Group Structure. ▶▶

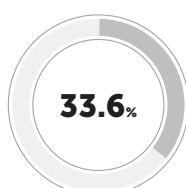


**Gross Profit Margin (%)**

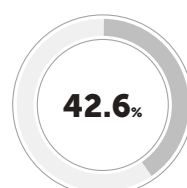
**43.0%**



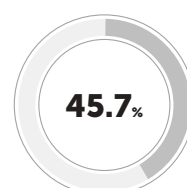
2021



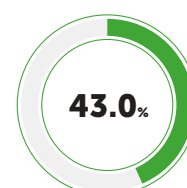
2022



2023



2024

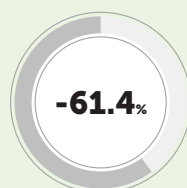


2025

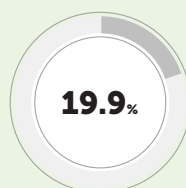


**Profit Before Tax Margin (%)**

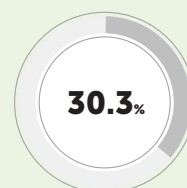
**34.6%**



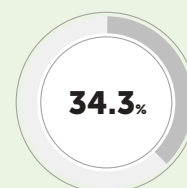
2021



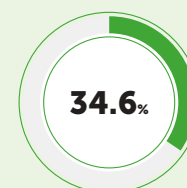
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2023



2024

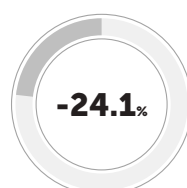


2025

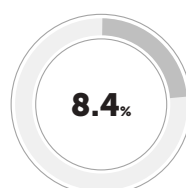


**Return of Equity (%)**

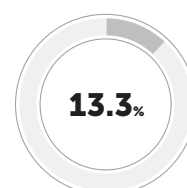
**11.2%**



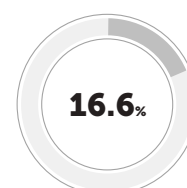
2021



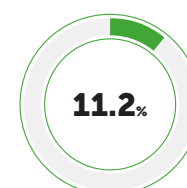
2022



2023



2024



2025

## 5 YEARS FINANCIAL HIGHLIGHTS



**Revenue**  
(RM'000)

**938,069**

2025

RM 938,069

2024

RM 1,468,140

2023

RM 1,112,987

2022

RM 984,183

2021

RM 667,736



**Gross Profit**  
(RM'000)

**403,623**

2025

RM 403,623

2024

RM 670,514

2023

RM 473,882

2022

RM 330,759

2021

RM 81,348



**Profit Before Tax**  
(RM'000)

**324,251**

2025

RM 324,251

2024

RM 503,620

2023

RM 337,364

2022

RM 196,324

2021

RM -409,694



**Profit After Tax**  
(RM'000)

**231,695**

2025

RM 231,695

2024

RM 364,594

2023

RM 235,178

2022

RM 125,337

2021

RM -435,680

The above historical summary may not be comparable across the periods due to change in the Group Structure.



## BOARD OF DIRECTORS' PROFILE



**DATUK HASMI BIN HASNAN**

Executive Chairman

Age  
**73**

Nationality  
**Malaysian**

Gender  
**Male**

Appointed Date  
**1 September 2018**

Board Committee Membership (s)  
**Nil**



Datuk Hasmi Bin Hasnan was appointed Executive Chairman of Dayang Enterprise Holdings on 29 February 2008 and resigned on 23 December 2015. He was re-appointed Executive Chairman of the Company on 1 September 2018.

He graduated with a BSc in Estate Management from the London South Bank University, UK in 1978. He is a Senior Certified Valuer with International Real Estate Institute, USA and a member of International Real Estate Federation (FIABCI).

He began his career in 1979 as a valuer in the Land and Survey Department of Sarawak. Since 1982, he has been involved in a wide range of businesses, including valuation, project management, property development and management, construction, timber, manufacturing, trading and publishing. In June 1993, he was appointed the Managing Director of Naim Land Sdn Bhd and in July 2003, he became the Managing Director of Naim Holdings Berhad and has since been the main driving force behind Naim Group's growth and expansion.

He was awarded the Property Man of the Year for 2008 by the International Real Estate Federation (FIABCI) in Kuala Lumpur.

He is the Managing Director of Naim Holdings Berhad.



## BOARD OF DIRECTORS' PROFILE



**DATUK LING SUK KIONG**

Executive Deputy Chairman

Age  
**80**

Nationality  
**Malaysian**

Gender  
**Male**

Appointed Date  
**29 February 2008**

Board Committee Membership (s)  
**Risk Management Committee  
(Member)**



Datuk Ling Suk Kiong is the founder of Dayang Group of Companies. He established Dayang Enterprise Sdn Bhd in 1980. He was appointed as Executive Deputy Chairman of Dayang Enterprise Holdings Bhd on 29 February 2008. He has been instrumental in the growth and development of the Group. He brings with him more than thirty (30) years of experience in the Oil and Gas Industry and is mainly responsible for the overall strategic business direction of the Group.

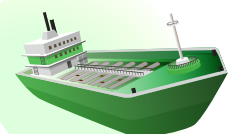
Datuk Ling was appointed as a Non-Independent Non-Executive Director of Perdana Petroleum Berhad on 12 December 2012 and on 24 August 2015, he assumed the position of Executive Chairman until 23 June 2020. He is also a director in several private limited companies in Malaysia.

He was awarded the Sarawak State Entrepreneur of The Year Award 2009 in Kuching representing the Sarawak Chinese Chamber of Commerce and Industry category.

Datuk Ling was conferred the "Outstanding Entrepreneurship Award" for Outstanding and Exemplary Achievements in Entrepreneurship on 13 April 2014 at the Asia Pacific Entrepreneurship Awards 2014 held in Brunei Darussalam

On 13 September 2014, Datuk Ling was conferred the award of Panglima Gemilang Bintang Kenyalang (P.G.B.K) which carries the title "DATUK" by Tuan Yang Terutama Yang Di-Pertua Negeri Sarawak Tun Pehin Sri Haji Abdul Taib Mahmud in conjunction with His Excellency's 78th Birthday.

Datuk Ling Suk Kiong is the father of Mr Joe Ling Siew Loung @ Lin Shou Long, who is the Deputy Managing Director of Dayang.





## BOARD OF DIRECTORS' PROFILE



**TENGGU DATO' YUSOF BIN TENGGU AHMAD SHAHRUDDIN**

Managing Director

Age  
**63**

Nationality  
**Malaysian**

Gender  
**Male**

Appointed Date  
**29 February 2008**

Board Committee Membership (s)  

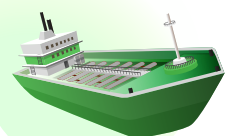
- **Risk Management Committee (Member)**



Tengku Dato' Yusof Bin Tengku Ahmad Shahrudin was appointed as Managing Director of Dayang Enterprise Holdings Bhd on 29 February 2008. He graduated in 1984 from the University of Toledo in the United States of America with a Bachelor of Science Degree majoring in Civil Engineering.

After graduation, he joined Modal Bina Sdn Bhd as a Project Engineer. Subsequently in 1988, he took up the position as Sales Engineer with Mobil Oil Malaysia Sdn Bhd. In 1991, he established Hexamas Sdn Bhd.

He was appointed as Director of Dayang Enterprise Sdn Bhd in 1993. He was also appointed as Managing Director of Perdana Petroleum Berhad on 18 August 2020 until 1 October 2021. He also holds directorship in Fortune Triumph Sdn Bhd, DESB Marine Services Sdn Bhd and several other private limited companies in Malaysia.



## BOARD OF DIRECTORS' PROFILE



**JOE LING SIEW LOUNG  
@ LIN SHOU LONG**  
Deputy Managing Director

Age  
**53**

Nationality  
**Malaysian**

Gender  
**Male**

Appointed Date  
**29 February 2008**

Board Committee Membership (s)

- **Risk Management Committee (Member)**
- **Anti-Bribery and Corruption Compliance Committee (Member)**
- **Corporate Sustainability Committee (Member)**

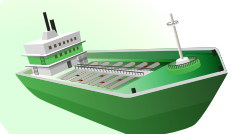


Mr Joe Ling Siew Loung @ Lin Shou Long was appointed as Deputy Managing Director of Dayang Enterprise Holdings Berhad on 29 February 2008. He graduated from University of Western Australia in 1993 with a Bachelor Degree in Engineering. In 1999, he obtained a Master of Business Administration degree from the same university.

He began his career in 1994 when he joined Sarawak Shell and Sabah Shell as a Trainee Engineer. In 1995, he joined POG EP-Fochi Joint Venture as an Office Engineer. Later that same year, he joined Daiken Sarawak Sdn Bhd as a Production Engineer.

He joined Dayang Enterprise Sdn Bhd in 1997 as a Project Engineer. In 2004, he was appointed as Assistant to General Manager. In 2008, he was promoted to the role of Deputy Managing Director. He is currently responsible for overseeing and monitoring the management and operations of Dayang Group. He also holds directorship in Fortune Triumph Sdn Bhd and DESB Marine Services Sdn Bhd, subsidiaries of Dayang Enterprise Holdings Bhd.

Mr Joe Ling Siew Loung @ Lin Shou Long is the son of Datuk Ling Suk Kiong who is the Executive Deputy Chairman and substantial shareholder of Dayang Enterprise Holdings Bhd.





## BOARD OF DIRECTORS' PROFILE



**JEANITA ANAK GAMANG**

Executive Director

Age  
**53**

Nationality  
**Malaysian**

Gender  
**Female**

Appointed Date  
**5 January 2012**

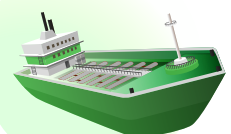
Board Committee Membership (s)  
**Nil**



Ms Jeanita Anak Gamang was appointed as Executive Director of Dayang Enterprise Holdings Bhd on 5 January 2012. She obtained a Diploma in Electrical Engineering from Mara Institute of Technology, Shah Alam in 1995.

Ms Jeanita began her career in 1997 as a Trainee Engineer in Dayang Enterprise Sdn Bhd, a subsidiary of Dayang Enterprise Holdings Bhd. From 1999 onwards, she held the position of Head of Administration responsible for all matters related to the administrative and recruitment of office personnel. In 2006, she was appointed as a Director of Dayang Enterprise Sdn Bhd.

She also holds directorship in DESB Marine Services Sdn Bhd, a subsidiary of Dayang Enterprise Holdings Bhd.



## BOARD OF DIRECTORS' PROFILE



### ZAHIRUDIN KHAN BIN ASGHAR KHAN

Independent Non-Executive Director  
(Appointed on 20 February 2025)

Age  
**73**

Nationality  
**Malaysian**

Gender  
**Male**

Appointed Date  
**20 February 2025**

Board Committee Membership (s)  

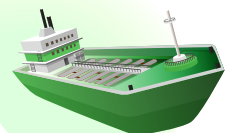
- **Joint Remuneration and Nomination Committee (Chairman) (Appointed on 20 February 2025)**



Encik Zahirudin Khan Bin Asghar Khan was appointed as Independent Non-Executive Director of Dayang Enterprise Holdings Bhd on 20 February 2025. He graduated with a Bachelor of Economics (Applied) from the University of Malaya, Kuala Lumpur in 1978.

Encik Zahirudin began his career as an executive at Malaya Banking Berhad in Kuala Lumpur and Kota Kinabalu from 1978 to 1982. From 1982 to 1997, he joined Bintulu Development Authority as an administrative executive and was later promoted to Senior Manager. He was involved in property development and management of shophouses and industrial estate, including promoting investments that drove the economic growth in Bintulu.

He is currently also the director of several private limited companies.





## BOARD OF DIRECTORS' PROFILE



**DATU HASMAWATI BINTI SAPAWI**

Independent Non-Executive Director

Age  
**58**

Nationality  
**Malaysian**

Gender  
**Female**

Appointed Date  
**3 January 2020**

Board Committee Membership (s)

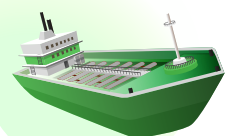
- **Anti-Bribery and Corruption Compliance Committee (Member)**
- **Audit Committee (Member)**
- **Joint Remuneration and Nomination Committee (Member)**



Datu Hasmawati Binti Sapawi was appointed as Independent Non-Executive Director of Dayang Enterprise Holdings Bhd on 3 January 2020.

She holds a Bachelor of Arts (Hons, Economics) Canada, a Master of Business Administration, Australia and a Master of Environmental Management (Development Planning), Malaysia. She started her career as an Economist in the Investment Division at Land Custody & Development Authority (PELITA) from November 1992 to December 2005 before serving the Sarawak State Financial Secretary's Office.

Datu Hasmawati joined the State Financial Secretary's Office in January 2006, and presently she is holding the post of Deputy State Financial Secretary. Prior to that, she served as the Director of the Corporate Services & Investment Division at the State Financial Secretary Office (Sarawak) handling corporate finance and investment activities. She sits on the board of several state government-linked companies.



## BOARD OF DIRECTORS' PROFILE



**CHIN HSIUN**

Independent Non-Executive Director

Age  
**58**

Nationality  
**Malaysian**

Gender  
**Male**

Appointed Date  
**3 January 2020**

Board Committee Membership (s)

- **Anti-Bribery and Corruption Compliance Committee (Chairman)**
- **Corporate Sustainability Committee (Member)**
- **Audit Committee (Member)**

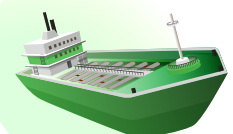


Mr Chin Hsiun was appointed as Independent Non-Executive Director of Dayang Enterprise Holdings Bhd on 3 January 2020. He graduated with a Bachelor degree in LLB (Hons) from the University of Sheffield and is a Barrister at Law from Lincoln's Inn, England.

He was admitted as Advocate and Solicitor to the High Court of Brunei Darussalam in 1996, and the following year, admitted as Advocate and Solicitor to the High Court of Malaya having completed his pupillage with Messrs Allen & Gledhill Advocates and Solicitors, Kuala Lumpur in 1997. He is currently practicing as an Advocate to the High Court of Sabah and Sarawak, in Sarawak since 1997 and is the managing partner of Yong Wong and Chin Advocates, Miri since 2004.

Mr Chin has vast experience in litigation, from industrial court matters to corporate disputes including corporate set up and registration of venture companies apart from the regular practice of conducting sale and purchase legal documentation, conveyancing and banking documentation. He also sits as appointed legal advisor to several registered societies and associations on societies and related matters.

He was appointed as Miri City Councillor from 2013 to 2019.





## BOARD OF DIRECTORS' PROFILE



### PROFESSOR DR. HO POH LING

Independent Non-Executive Director  
(Appointed on 1 February 2025)

Age  
**58**

Nationality  
**Malaysian**

Gender  
**Female**

Appointed Date  
**1 February 2025**

Board Committee Membership (s)

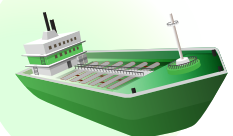
- **Audit Committee (Chairman)  
(Appointed on 20 February 2025)**
- **Joint Remuneration and  
Nomination Committee (Member)  
(Appointed on 20 February 2025)**
- **Corporate Sustainability  
Committee (Chairman)  
(Appointed on 20 February 2025)**



Professor Dr Ho Poh Ling was appointed as Independent Non-Executive Director on 1 February 2025. She earned her Bachelor of Commerce (Accounting & Finance) from the University of Western Australia, Australia in 1992. She later completed a Master of Commerce (Accounting) at the University of Charles Sturt, Australia in 2001. Her academic journey culminated in 2009 when she was awarded a PhD in Accounting from Curtin University, Australia.

She began her audit training career at KPMG Peat Marwick in 1993 before transitioning to investment banking at Arab-Malaysian Merchant Bank in 1996. In 1999, she embarked on her academic journey with Curtin University, Malaysia. She is currently the Dean of the Faculty of Business. With over two decades of experience at the university, she has established herself as a thought leader in sustainability and business innovation. Her scholarly contributions have been widely recognized through numerous publications in corporate governance, corporate sustainability, sustainable finance and entrepreneurship.

Professor Dr Ho is a Fellow of CPA Australia and a Chartered Accountant of Malaysia Institute of Accountants. She currently serves as a Divisional Councilor (Malaysian Division) of CPA Australia. A passionate advocate for making a meaningful societal impact, she is deeply committed to community engagement. She works closely with schools and non-governmental organizations (NGOs) to foster financial literacy and entrepreneurial skills, empowering individuals and communities to achieve financial independence and enhance overall well-being.



## BOARD OF DIRECTORS' PROFILE



**SITI NAZRAH BINTI AHMAD ZAIDEN**

Independent Non-Executive Director

Age  
**62**

Nationality  
**Malaysian**

Gender  
**Female**

Appointed Date  
**12 April 2023**

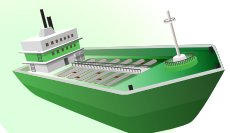
Board Committee Membership (s)  
• **Risk Management Committee (Chairman)**



Puan Siti Nazrah Binti Ahmad Zaiden was appointed as Independent Non-Executive Director of Dayang Enterprise Holdings Bhd on 12 April 2023. She graduated in the year 1986 with a Bachelor of Science Electrical Engineering (majoring in Telecommunication) from the University of Bridgeport, Connecticut in United State.

She has almost 30 years of working experience in the oil and gas industry in various roles and businesses within Shell Group of Companies, including 12 years in Information Technology (spanning from Telecoms, Networks and Software development and Support), 8 years in Project Management, and another 10 years in Contracting Procurement (spanning from Contracts development and management, Materials Management including Inventory and Warehousing, Regional Procurement, and Category Management). She was also seconded to Sarawak State Government as Head of Oil and Gas within the Ministry of Industrial Entrepreneur Development and was involved in setting up the Oil and Gas as a new division from 2015 to 2018.

She is currently a member of the Board of Engineers Malaysia.



## BOARD OF DIRECTORS' PROFILE



### WONG PING ENG

Non-Independent Non-Executive Director  
(Appointed on 20 February 2025)

Age  
**53**

Nationality  
**Malaysian**

Gender  
**Female**

Appointed Date  
**20 February 2025**

Board Committee Membership (s)  

- **Audit Committee (Member)**  
(Appointed on 20 February 2025)

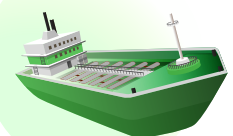


Ms Wong Ping Eng was appointed as Non-Independent Non-Executive Director of Dayang Enterprise Holdings Bhd on 20 February 2025.

Ms Wong has more than 27 years of experience in management and financial accounting fields. She is a member of the Association of Chartered Certified Accountants (ACCA) and a member of Malaysia Institute of Accountants. She started her career as an Audit Assistant at KPMG, Kuching, from September 1997 until December 2000. In January 2001, she joined Naim Land Sdn. Bhd., a subsidiary of Naim Holdings Berhad ("Naim") as an Accountant. In April 2004, she was appointed as Operations Manager for Naim's Bandar Baru Permyjaya project in Miri, where she was responsible for managing the whole of Naim's Miri Operations.

In July 2008, she was promoted to Vice President – Finance and Accounts, to oversee the Group Finance and Accounts Division. She was subsequently promoted to Deputy Director – Finance & IT Division in July 2010, and in September 2012, she was promoted to Senior Director for Naim's Group Support Services Division, comprising Finance & Accounts, Administration, Human Resources, and Information Technology. She was appointed as an Executive Director of Naim Holdings Berhad on 29 November 2012 and on 9 January 2013, she was redesignated as the Deputy Managing Director of Naim Holdings Berhad, a position that she held until her early retirement on 31 December 2020.

She is an Independent Non-Executive Director of Gadang Holdings Berhad and currently acting as advisor executive director for several private limited companies.



# ASSURING QUALITY ACHIVING EXCELLENCE

## ADDITIONAL INFORMATION ON THE BOARD OF DIRECTORS

### 1. Family relationship with any director and major shareholders

Save for Joe Ling Siew Loung @ Lin Shou Long who is the son of Datuk Ling Suk Kiong, there are no other family relationship with the Directors and/or major shareholders of the Company.

### 2. Nationality

All Directors of the Company are Malaysians.

### 3. Any conflict of interest with the Company or its subsidiaries

None of the Directors have any conflict of interest with the Company or its subsidiaries.

### 4. Convictions of offences (within the past 5 years, other than traffic offences)

None of the Directors have been convicted for any offences.

### 5. Attendance of Board Meetings

The details of Directors' Board Meetings during the financial year are set out on page 98 in the Corporate Governance Overview Statement.



## KEY SENIOR MANAGEMENT



### ALIAS BIN MAT LAZIN

General Manager, West Malaysia

Age  
**57**



Nationality  
**Malaysian**



Gender  
**Male**



#### EDUCATIONS:

- Bachelor Degree in Mechanical Engineering From Hanyang University South Korea
- Master in Project Management from Universiti Teknologi Malaysia.
- Member of Board of Engineers Malaysia.

#### EXPERIENCES:

With an extensive track record spanning over 30 years in the Oil and Gas industry, he brings the wealth of expertise encompassing engineering, onshore and offshore construction, tender strategies, business planning and operational performance.

Commencing his career as Junior Field Engineer in 1993 with a prominent Korean Conglomerate in Engineering and Construction Industry, his determination and energy propelled him to spearhead the Business Development of the company's Plant Division. Over the years, he has held key roles in local and international companies, culminating in his pivotal roles as Project Manager at Dayang Enterprise Sdn Bhd in 2009. Here, he successfully established and

led Dayang's Hook-Up and Commissioning (HUC) Division, diversifying its portfolio into new segments like Engineering, Procurement, Construction and Commissioning (EPCC) and Pre-Commissioning and Decommissioning Activities in the Oil and Gas sector.

Currently at helm, he plays a crucial role in West Malaysia Dayang's Business Planning and Operational Performance. His oversight extends to managing all contracts for Peninsular Malaysia and International Operations, in addition to leading the Fleet Operations and Chartering Division of Perdana Petroleum Berhad.

Encik Alias is currently an Executive Director of Perdana Petroleum Berhad. He upholds position free from family relationships, conflicts of interest, and maintains a pristine records with no convictions or public sanctions within the past 5 years (excluding potential traffic offense). His commitment to ethical standard is further underscored by the absence of any public sanctions or penalties imposed by relevant regulatory bodies during the financial years.



### SUKI ANAK ADIR

Senior Project Director

Age  
**55**



Nationality  
**Malaysian**



Gender  
**Male**



#### EDUCATION:

- Bachelor Degree in Chemical Engineering with 1st class Honours From University of Wales, Swansea.
- Member of Board of Engineers Malaysia.

#### EXPERIENCES:

With over 25 years of experience in the Oil and Gas industry, he has vast experience in the field of engineering, onshore and offshore construction and maintenance, tender strategies, planning and operational performance.

He began his career with EJ Joint Venture Sdn Bhd as a Field/Project Engineer in 1995. He involved in onshore and offshore construction, maintenance and hook up and commissioning, holding various positions such as planning engineer, Construction Engineer and Base Superintendent. In 2002, he joined Dayang Enterprise Sdn Bhd as a Project/Workpack Engineer for various Petronas Carigali Sdn Bhd maintenance contracts in PMO and SBO. He was promoted to a Project Manager in 2007 to manage the Topside Major Maintenance (TMM) Contract

for SBO until 2010. In late 2010 he was assigned to manage Petronas's SKO Topside Structural Maintenance (TSM) Contract until 2017. He continued to manage the current Offshore Modification, Construction and Maintenance (MCM) Contract for Petronas Carigali Sdn Bhd, Sarawak Operation. Since then, he has successfully led the team in managing the maintenance contracts and venturing into new segments which includes Engineering, Procurement, Construction and Commissioning (EPCC) in the Oil and Gas sector. Mr Suki was promoted to Senior Project Director in 2023 and he also hold directorship in Dayang Enterprise Sdn Bhd, a subsidiary of Dayang Enterprise Holdings Bhd.

Mr Suki does not have any family relationships with any Director and/or major shareholder, nor any conflict of interest with the Company. He has no convictions for any offences within the past 5 years (other than traffic offences, if any) nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## KEY SENIOR MANAGEMENT



**ZAIM HUSNI BIN  
OMAR**

Head of Corporate Affairs

Age  
**55**



Nationality  
**Malaysian**



Gender  
**Male**



### EDUCATIONS:

- Master of Business Administration (Finance & Investment) from International Islamic University, Malaysia.
- Bachelor of Business Administration (Finance) from International Islamic University, Malaysia.
- Graduate Diploma of Applied Finance and Investment from Financial Services Institute of Australasia (Finsia).
- Executive Diploma in Investment Analysis from MARA University of Technology (UiTM).

### EXPERIENCES:

Began his career in 1995 as an investment analyst with Permodalan Nasional Berhad (PNB) and later was appointed as a fund manager in 2001 to manage PNB Proprietary fund, Sekim Amanah Saham Bumiputera and Amanah Saham Malaysia.

In 2008, he joined Mara Incorporated Sdn Bhd as a senior manager supervise Corporate Finance and Investment division.

Before joined Dayang Enterprise Holding Berhad, he was a Senior General Manager with MTD Capital Berhad oversee the group business activities and investment. Prior to that he was a Finance Director with WZR Property Sdn Berhad and Vice President, Strategic Planning of Bank Pembangunan Berhad. With extensive experiences in field of corporate and investment, he is currently Head of Corporate Affairs for Dayang Group.

Encik Zaim does not have any family relationships with any Director and/or major shareholder, nor any conflict of interest with the Company. He has no convictions for any offences within the past 5 years (other than traffic offences, if any) nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



**WA HUI BING**

Senior Corporate Finance

Age  
**42**



Nationality  
**Malaysian**



Gender  
**Female**



### EDUCATION:

- Bachelor of Commerce (Accounting and Finance) from Curtin University of Technology, Malaysia
- Chartered Accountant of Chartered Accountants Australia
- Member of Malaysian Institute of Accountants

### EXPERIENCES:

Ms Wa Hui Bing was appointed as the Senior Corporate Finance of Dayang Enterprise Holdings Bhd on 23 September 2020.

She graduated from Curtin University of Technology, Malaysia in 2007 with a Bachelor of Commerce Degree, major in Accounting and Finance. She is a Chartered Accountant of Chartered Accountants Australia and a member of Malaysian Institute of Accountants. Prior to joining the Dayang Group, she has more than 10 years of working experience in accounting and auditing in various industries via Ernst & Young PLT. Her professional experiences include accounting, audit and assurance.

Ms Wa does not have any family relationships with any Director and/or major shareholder, nor any conflict of interest with the Company. She has no convictions for any offences within the past 5 years (other than traffic offences, if any) nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



# CHAIRMAN'S STATEMENT



## DEAR VALUED SHAREHOLDERS,

On behalf of the Board of Directors, it is my privilege to present the Annual Report of Dayang Enterprise Holdings Bhd ("the Group") for the financial year ended 31 December 2025.

# CHAIRMAN'S STATEMENT



The year under review marked an important phase in the Group's journey—one defined not only by operational resilience but by our commitment to reposition Dayang for long term, sustainable value creation. While the global and domestic oil and gas services landscape continued to evolve, the Group remained steadfast in strengthening its strategic foundations, enhancing operational capabilities and preparing for emerging industry shifts.

For FY2025, the Group recorded revenue of RM938.07 million, compared with RM1.47 billion in 2024. The contraction in topline performance was driven by a lower number of contracts, lower vessel utilisation and softer charter rates. Vessel utilisation stood at 56%, compared with 65% in 2024. These outcomes reflect a cyclical moderation rather than a structural decline and they reinforce the importance of the long term transformation initiatives we have undertaken.

Despite these headwinds, our operational discipline and financial stewardship enabled the Board to declare a 1st tax exempt interim dividend in respect of financial year ended 31 December 2025 of 7 sen per share, amounting to RM81.04 million, paid in September 2025. In addition, a 2nd tax exempt interim dividend of 7 sen per share, totalling RM81.04 million, will be distributed in March 2026, underscoring our confidence in the Group's underlying fundamentals.

Looking ahead, we envision Dayang not merely as a service provider, but as a strategic partner powering Malaysia's long term energy agenda. Our focus is centred on three key horizons:

1. **Strengthening Core Competencies**  
We will intensify efforts to enhance operational efficiency, strengthen cost competitiveness and ensure uncompromising safety performance. These remain the pillars upon which our long-term resilience is built.
2. **Advancing Operational Excellence Through Technology**  
The industry is entering a new era defined by digital enablement, data driven maintenance and more intelligent asset deployment. The Group is exploring strategic investments in digital tools, analytics and fleet optimisation technologies to unlock productivity gains and reduce operating costs.
3. **Building a Future Ready Organisation**  
Our long term success will be shaped by our people. We are committed to strengthening capabilities, developing future ready talent, and cultivating a culture built on innovation, accountability and shared purpose. As the sector evolves, human capital will be our greatest competitive advantage.





## CHAIRMAN'S STATEMENT

We remain deeply focused on capital preservation, cashflow optimisation and prudent balance sheet management. These priorities ensure that Dayang remains agile and well positioned to seize strategic opportunities—whether through fleet enhancement, operational streamlining or targeted growth initiatives that reinforce our long term competitiveness.

In addition, the Board remains committed to upholding strong corporate governance and responsible business practices across the Group. As sustainability reporting expectations continue to evolve, the Group has been progressively strengthening its internal processes and governance structures to support greater transparency in sustainability-related disclosures, including climate-related considerations.

The challenges of FY2025 were real, but they also clarified what matters most: disciplined execution, strategic foresight and the courage to adapt. With the unwavering support of our Board, management and employees, we are building a stronger, more future ready Dayang—one that can navigate market cycles and create enduring value for shareholders.

I express my deepest appreciation to all members of the Board, our leadership team and our dedicated workforce for their continued commitment and resilience. With this solid foundation, I am confident that the Group will continue to advance, evolve and deliver stronger results in the years ahead.

Yours sincerely,

**DATUK HASMI BIN HASNAN**

Executive Chairman.



# MANAGEMENT DISCUSSION AND ANALYSIS

## DEAR VALUED SHAREHOLDERS,

On behalf of the Board of Directors, it is my privilege to present the Annual Report of Dayang Enterprise Holdings Bhd (“the Group”) for the financial year ended 31 December 2025.

### Overview

In the financial year 2025 (“FY2025”), the Group delivered a resilient performance underpinned by three newly secured umbrella contracts valued at over RM4 billion for an initial five-year period, with an additional five-year extension option. These contract wins reflect the Group’s strong track record and continued confidence from clients within the oil and gas industry.

The operating environment during the year was supported by sustained upstream oil and gas activities. The Group remains cautiously optimistic that the financial year ending 31 December 2026 (“FY2026”) will continue to be profitable for the Group, despite the current challenging operating environment and anticipated uncertainties going forward.





# MANAGEMENT DISCUSSION AND ANALYSIS

## Financial Review

For FY2025, the Group recorded total revenue of RM938.07 million, representing a decline of 36.10% from RM1.47 billion recorded in the financial year 2024 ("FY2024"). The Topside Maintenance division contributed RM504.52 million, accounting for 53.78% of the Group's revenue, compared to RM941.83 million or 64.15% in FY2024. The remaining RM433.55 million or 46.22% was contributed by the Marine Division, compared to RM526.31 million or 35.85% in FY2024.

The performance of the Topside Maintenance Division was mainly attributed to the lower number of contracts secured by the Group during the financial year, while the Marine Division's performance was impacted by a lower vessel utilisation rate of 56% as compared to 65% in FY2024, softer Daily Charter Rates ("DCR") across all vessel categories, and reduced contribution from third-party vessels.

Despite these challenges, the Group maintained a healthy gross profit margin of 43.03%, albeit slightly lower than the 45.67% achieved in FY2024.

For FY2025, the Group recorded a profit after tax of RM231.7 million, a contraction of 36.45% from RM364.59 million achieved in FY2024. The decline was mainly attributable to lower contract values, reduced demand for marine spread and softer DCR during the year.



## Operational review

During the financial year, the Group continued to execute its offshore maintenance and marine support services efficiently while actively participating in various tender exercises. Several tender submissions remain pending evaluation and award.

The Group also strengthened its long-term operational capacity through the construction of a new accommodation work boat, which is currently under development. The new vessel is expected to enhance the Group's offshore support capabilities and improve operational efficiency in serving offshore maintenance and hook-up commissioning activities.

This strategic investment reflects the Group's continued commitment to expanding its marine fleet and positioning itself to capture future offshore opportunities.

# MANAGEMENT DISCUSSION AND ANALYSIS



## Liquidity and Capital Resources

The Group maintained a strong financial position during FY2025. During the year, the Group successfully settled its outstanding bank borrowings, resulting in the Group being free from bank borrowings and encumbrances as at the end of the financial year.

This strengthened balance sheet enhances the Group's financial flexibility and positions the Group well to pursue future growth opportunities while maintaining prudent capital management.

The Group continues to maintain healthy liquidity supported by its strong operating cash flows and disciplined capital deployment.

## Outlook

The global economic outlook for FY2026 remains cautiously optimistic, although the operating environment is expected to remain unpredictable due to ongoing geopolitical tensions and conflicts in certain regions. These developments have contributed to a significant increase in global oil prices, driven by supply uncertainties and market volatility.

While such conditions may create challenges and fluctuations in the market, higher oil prices are generally expected to support increased upstream oil and gas activities, as operators continue to invest in sustaining and enhancing production levels. This is anticipated to drive demand for the Group's Topsides Maintenance and Offshore Support Vessel services.

Despite the uncertainties, the Group remains resilient and will continue to navigate these challenges with a disciplined and proactive approach. With an order book exceeding RM4billion, the Group is well positioned to sustain its operational performance and pursue growth opportunities in the coming years.

Thank you for your continued trust and support.

**TENGGU DATO' YUSOF BIN TENGGU AHMAD SHAHRUDDIN**

Group Managing Director





# SUSTAINABILITY STATEMENT



## ABOUT THIS SUSTAINABILITY STATEMENT

This Sustainability Statement ("Statement"), reviewed by the Board of Directors (the "Board") of Dayang Enterprise Holdings Bhd ("Dayang" or the "Company"), provides an overview of Dayang and its subsidiaries ("Dayang Group" or the "Group") sustainability strategies, priorities, progress, and performance for the financial year ended 31 December 2025 ("FY2025").

## Sustainability Scope and Reporting Period

Unless otherwise stated, the data and information presented in this Statement cover the reporting period from 1 January 2025 to 31 December 2025. This Statement has been prepared in accordance with the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa").

The scope of this Statement continues to cover the Group's core business segments, namely Topside Maintenance Services and Marine Offshore Support Services. This year, we are also incorporating the Group's subsidiary, Perdana Petroleum Berhad ("PPB"), which is also listed on the Main Market, in relation to selected sustainability data as follows:

- number of cases reported in relation to anti-corruption, violation of human rights, and loss of customer data or breach of customer privacy;
- spills incidents resulting in fines/ penalties;
- operations assessed for anti-corruption risk;
- applicable vessels comply with SEEMP monitoring; and
- energy and emission data (Scope 1 and Scope 2 only).

Clarification notes are appended in relation to data that includes PPB's sustainability data or performance.

### Assurance

This Statement has not been subjected to internal reviews by the internal auditor, nor has it been subjected to external, independent assurance.

### Feedback

The Group values the feedback of its stakeholders in strengthening its sustainability reporting. Should you have any feedback, comments, or enquiries regarding this Statement, please reach out to [zaim.husni@desb.net](mailto:zaim.husni@desb.net).

# SUSTAINABILITY STATEMENT

## OUR VALUE CHAIN

Dayang is one of the earliest and most experienced providers of integrated services to the oil and gas industry, providing services in maintenance, fabrication operations, hook-up and commissioning, and chartering of marine vessels.

The Group operates mainly in two segments, and the four business operations are categorised as follows.

### TOPSIDE MAINTENANCE SERVICES

#### Provision of Maintenance Services

Dayang Enterprise Sdn Bhd ("DESB") undertakes the overall provision of maintenance services, which focuses on the following areas:

- Maintenance of topside structures
- Maintenance of pipes and valves
- Electrical and instrumentation maintenance

Maintenance services are provided either on a routine or scheduled basis, or in the event of a breakdown or emergency, in which case maintenance works are carried out due to fault or failure.

#### Fabrication Operations

Fabrication generally involves the value-added process of constructing structures and piping from various raw materials, primarily metal. Dayang offers engineering and fabrication services to meet the needs of its customers, including onshore fabrication of products such as pipe and valve systems, skids, and other steel structures such as handrails and helideck extensions. Dayang has fabrication yards and warehouses located in Labuan, Kemaman, and Bintulu.

#### Hook-Up & Commissioning

In addition, Dayang provides hook-up and commissioning for steel structures and electrical and instrumentation services as part of its supporting products and services to the oil and gas industry. The tasks related to hook-up and commissioning of electrical and instrumentation include electrical engineering, system design, equipment and system procurement, wiring, panel installation, and testing and commissioning.

### MARINE OFFSHORE SUPPORT SERVICES

#### Charter of Marine Vessels

Dayang possesses seven marine vessels, consisting of six maintenance/work vessels and one landing craft ("LCT") used for offshore marine support services, as well as marine crew and catering services (except LCT) to facilitate the provision of its supporting services.

Its subsidiary PPB owns fourteen vessels consisting of eight Anchor Handling Tug Supply Vessels ("AHTS"), five maintenance/ work vessels, and one workboat ("WB"), providing offshore marine support services for the upstream oil and gas industry.



# SUSTAINABILITY STATEMENT

## OUR VALUE CHAIN (Cont'd)

The Group acknowledges our responsibility to conduct business in a sustainable manner while protecting the long-term interests of the people and environment in which we operate. Sustainability across the environmental, social, and governance aspects (“ESG”) is therefore integral to Dayang’s corporate success. Operating responsibly and sustainably reflects the Group’s objective to develop shared values for our clients, employees, shareholders, business partners, and the broader environment and community we serve.

### Vision

To be a profitable leader in providing value-added services in a timely manner through an efficient and integrated approach.



### Mission

- To create and develop critical path resources of the Group to achieve our objectives.
- To maximise shareholder value.
- To be a responsible corporate citizen.



In pursuit of long-term value creation, Dayang Group is guided by its Sustainability Policy, which extends beyond financial performance and regulatory compliance. We uphold ethical business standards, anti-corruption and anti-bribery, commit to minimising pollution, and strive to ensure the safety and well-being of all those who work with us.

As of the Group’s progressive approach to sustainability reporting and in line with its adoption of IFRS S2 Climate-related Disclosures, for the current year, Dayang Group has undertaken a review and updated its Sustainability Policy and other governance documents. This review ensures that the Group’s sustainability governance structure remains robust, relevant, and aligned with the applicable standards and requirements, while also strengthening the transparency and consistency of climate-related disclosures presented to stakeholders.

The Group’s Sustainability Policy is as follows.

Compliance and Ethics	Environment	People
<ul style="list-style-type: none"> <li>• Complying with all applicable legal and regulatory requirements, covering but not limited to environmental and social laws and regulations.</li> <li>• Conducting business ethically and with integrity.</li> <li>• Zero tolerance against bribery and corruption.</li> </ul>	<ul style="list-style-type: none"> <li>• Zero spillage or pollution incidents that result in fines or penalties.</li> <li>• Minimise the negative environmental and social impacts caused by waste generated.</li> <li>• Incorporating climate-related considerations in its long-term business strategies and develop the necessary business resilience.</li> <li>• Seeking to account for and address its Scope 1 and Scope 2 emissions.</li> </ul>	<ul style="list-style-type: none"> <li>• Safeguarding the safety and health of all people.</li> <li>• Embracing diversity and being an equal opportunity employer and not discriminating against anyone on the basis of race, religion, gender, age, sexual orientation, disabilities, or nationality.</li> <li>• Respecting the freedom of association and right to collective bargaining of all its employees and workers.</li> <li>• Fostering a culture of continuous learning and growth.</li> </ul>

The Sustainability Policy is accessible on our corporate website at [www.desb.net](http://www.desb.net).

In accordance with its Sustainability Policy, the Group has established an ESG Management Framework to provide guidance to our employees on their respective responsibilities, the processes for managing sustainability-related issues, as well as the indicators and performance measures used to monitor progress and facilitate meaningful engagement with relevant stakeholders.

# SUSTAINABILITY STATEMENT

## United Nations Sustainable Development Goals ("UN SDGs")

Beyond operating responsibly, Dayang Group also recognises the role it plays in contributing to global development and progress. In this regard, the Group looks to the United Nations ("UN") 2030 Agenda for Sustainable Development as a guiding framework, and considers how its operations and initiatives can contribute to the UN's 17 Sustainable Development Goals ("SDGs").

The SDGs that are relevant to our business operations are summarised as follows:

### 3 Good Health and Well Being

Ensure healthy lives and promote well-being for all at all ages.



### 4 Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



### 5 Gender Equality

Achieve gender equality and empower all women and girls.



### 8 Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



### 10 Reduced Inequalities

Reduce inequality within and among countries.



### 11 Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable.



### 12 Responsible Consumption and Production

Ensure sustainable consumption and production patterns.



### 13 Climate Action

Take urgent action to combat climate change and its impacts.



### 16 Peace, Justice and Strong Institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.





# SUSTAINABILITY STATEMENT

## SUSTAINABILITY GOVERNANCE STRUCTURE

The Board holds ultimate responsibility for overseeing the Group's sustainability, including ensuring that the Group's business strategic plans are aligned with long-term value creation. This encompasses the establishment of sustainability strategies, priorities, and targets. In fulfilling this responsibility, the Board reviews the Group's Material Sustainability Matters ("MSMs"), as assessed by Management, along with the associated initiatives, progress, and performance of the relevant MSMs.

In line with the Group's adoption of IFRS S2, the Board has extended their governance responsibilities to encompass the oversight of climate-related risks and opportunities. The Board ensures that climate considerations are integrated into the Group's overall business strategy and risk management processes and holds responsibility for reviewing and approving climate-related targets while monitoring the Group's progress in achieving them. In recognition of this heightened governance obligation, the Board Charter and relevant Terms of Reference of the relevant Board Committees have been duly updated to incorporate climate-related matters, ensuring that accountability for climate governance is clearly embedded within the Group's governance structure. These revisions also serve to formalise the Board's commitment to transparent and consistent climate-related disclosures, ensuring that governance structures are not only compliant with regulatory expectations but also reflective of the Group's long-term sustainability ambitions.

The Board further ensures that the Group's governance structure remains appropriate and effective in managing business sustainability. This includes overseeing the Group's stakeholder engagement activities to ensure that effective communication channels are maintained to communicate key sustainability strategies, initiatives, targets, and performance. Where appropriate, the views and interests of stakeholders are considered and incorporated into the Group's business decisions.

The Board is supported by the Corporate Sustainability Committee ("CSC"), which serves as the primary oversight body for the Group's overall sustainability and climate matters and their performance. The CSC is responsible for ensuring that the management of sustainability and climate matters remains aligned with the Group's Vision, Mission, strategic direction, and long-term value creation goals. To achieve this, the CSC reviews the Group's sustainability strategies, initiatives, and key performance indicators ("KPIs"), and presents its findings and recommendations to the Board for consideration and approval.

The Management, led by the Managing Director and Deputy Managing Director and comprising the heads of department and function, is responsible for the day-to-day execution of the Group's sustainability activities. This includes conducting materiality assessment to identify and determine the Group's MSMs and overseeing their management through the sustainability management process. Management also ensures that sustainability and climate-related risks and opportunities associated with the MSMs are considered and managed via the Group's risk management process. The Management is also accountable for implementing sustainability and climate-related strategies and driving the achievement of the Group's sustainability and climate targets.

Furthermore, sustainability-related and climate-related risks are further considered in the existing Group's risk management process to ensure the Group addresses key risks through a structured process and implements relevant controls and monitoring. The risk management process is overseen by the Risk Management Committee.

To support the Group's adoption of IFRS S2, a briefing on IFRS S2 has been provided to our key management personnel across key functions and levels throughout the financial year. This training is not only to build foundational awareness of the standard's requirements, but also to equip the Management with a practical understanding of how IFRS S2 applies within the context of their specific roles and day-to-day responsibilities.




# SUSTAINABILITY STATEMENT

## STAKEHOLDER ENGAGEMENT

Understanding our stakeholders and integrating their interests into our business practices is fundamental to how we operate. This approach enables us to better align our long-term strategic objectives with broader stakeholder expectations, fostering enduring business sustainability and resilience. To facilitate meaningful and effective engagement, we have established a range of communication channels tailored to the distinct needs and engagement objectives of each stakeholder group. These channels are designed not only to communicate relevant information, including our sustainability strategies, priorities, progress, and performance, but they are also used to actively obtain feedback that may be considered within our strategic direction and risk management processes.


The table below provides a summary of our key stakeholder groups, the engagement methods employed, the frequency of engagement, and the key topics discussed.

Stakeholder Group	Engagement Approach	Frequency	Engagement Focus & Objective
 <b>Customer</b>	Monthly meeting and Annual Management Review Meeting	Monthly	<p>Monthly Meeting to discuss quality/operation issues, including changes in the quality system or procedure, if any</p> <p>Management Review Meeting to review the previous year's quality performance and achievement, including revising and amending any procedure, policy, and objective, if any</p>
	System Audit – HSE/ Operation/ Tendering / QAQC / HRA / Inventory / Manpower/ Procurement Audit	Annually	<p>We have implemented internal and external audits to ensure ongoing monitoring of the delivery of our safety and quality of our operation:</p> <ul style="list-style-type: none"> <li>• For Internal Audit - one cycle per year is conducted by the internal auditor, planned by the QAQC Dept</li> <li>• For External Audit - one cycle per year, which will be conducted by SIRIM QAS International</li> </ul>
	DESB Marine Services Sdn Bhd ("DMSSB"): OVMSA Level 1.5 Compliance	Annually (Vessels) 3 Yearly (Office)	Maintain Assurance: Demonstrate continuous improvement and compliance with oil major and offshore standards.
	OVMSA & Compliance Audits: Client-led audits and self-assessments (OVMSA Level 1.5).		




# SUSTAINABILITY STATEMENT

## STAKEHOLDER ENGAGEMENT (Cont'd)

Stakeholder Group	Engagement Approach	Frequency	Engagement Focus & Objective
 <b>Employee</b>	Meeting with the management & employees, both office & marine crew - employees will raise issues	Monthly	<p>Sharing &amp; bonding with the management &amp; employee (Formal or Informal)</p> <p>Safety connect session – monthly OSH Meeting</p>
	DMSSB: Management Visit	Annually	<p>Senior Management to lead the site visit (onboard) and engagement with the frontliner</p> <p>Leadership Visibility: Demonstrate management commitment to onboard safety, welfare, and operational standards and also the ship's crew motivation.</p>
	DMSSB: HSEW Monthly Ship/ Shore Engagement (when vessels are in operation) Safety connects sessions, hazard reporting reviews ("UAUC"), and open dialogues.	Monthly	Safety Culture: Promote a zero-incident mindset, ensure strict adherence to HSSE policies, and foster two-way communication.
	Cost Optimisation - Meeting and discussion	Monthly	Cost efficiency
	Brand Value – Meeting and KPIs	Monthly – Project Team (Once a year for Turnaround)	Minimise operation/ project downtime and improve turnaround time
	Anti-Bribery and Corruption Policies and Procedures ("ABC Policy")	Annually	Raise ABC awareness among employees
	Accident Rate – Meeting and engagement	Monthly	<p>Zero accident tolerances</p> <p>Monthly OSH Meeting</p>

# SUSTAINABILITY STATEMENT

## STAKEHOLDER ENGAGEMENT (Cont'd)

Stakeholder Group	Engagement Approach	Frequency	Engagement Focus & Objective
 <b>Suppliers/ Subcontractors &amp; Business Partners</b>	HSSE Requirement	Quarterly	HSSE Policies and Procedures Sub-Contractor Engagement
	Invitation to bid	As and when required	Invite at least 3 bidders (based on the client's requirement) and award to the technically acceptable and commercially lowest bidder
	Establish a Price Agreement ("PA") for cost optimisation	Yearly	Invite at least 3 bidders (based on the client's requirement) and award to the technically acceptable and commercially lowest bidder
	Perform Technical Evaluation	As and when required	Project Management Team to monitor and ensure the delivery of safe and quality work to clients
	Quarterly assessment of Contractors/ Subcontractors	Quarterly	Sub-Contractor Engagement Regular meetings with suppliers/contractors, if there are any issues
	Anti-Bribery and Corruption Policies and Procedures ("ABC Policy")	On-going	Ensure the bidders are required to comply with the ABC Policy and HSSE requirements Sub-Contractor Engagement Vendor Questionnaire included Anti-Bribery and Corruption Declaration during the pre-assessment stage
	Audit/ Site Visit on Contractor/ Subcontractor	Annually	Audit and site visit on Contractor/ Subcontractor to assess their capabilities and ensure compliance Sub-Contractor Audit (QHSSE Audit)
	DMSSB: HSSE Contractor Engagement/ Meeting	6-Monthly	Senior Management or their designated representative (e.g., Fleet Manager) shall lead and conduct engagement sessions to monitor and review the vendor's HSSEW performance, progress and status of the HSSE Plan, UAUC trends, and other HSSEW matters impacting vessel operations. The vendor shall present their HSSE performance and achievements during these engagements. Performance Monitoring: Ensure continuous alignment with HSSEW targets and resolve any safety or quality of service discrepancies.





# SUSTAINABILITY STATEMENT

## STAKEHOLDER ENGAGEMENT (Cont'd)

Stakeholder Group	Engagement Approach	Frequency	Engagement Focus & Objective
 Regulators	Compliance with local authorities' requirements	Ongoing	Comply with all the authorities' requirements <ul style="list-style-type: none"> <li>Regulatory compliance</li> <li>Labour law</li> <li>Environmental management and compliance</li> <li>Occupational Health and Safety</li> <li>Maritime Rules &amp; Regulations (Marine Offshore Division)</li> </ul>
	DMSSB: International Safety Management ("ISM") DOC Audit – Operation/ HSSE/ Shipboard Management/ Procurement/ Vessel Maintenance/ Human Resource ("HR") & (Ship Crew)	Annually	We have implemented internal and external audits to monitor the ongoing delivery of our safety and the quality of our services: <ul style="list-style-type: none"> <li>For Internal Audit – a minimum of one cycle per calendar year is conducted by the internal auditor, planned by the Designated Person Ashore ("DPA")/Company Safety Officer ("CSO")</li> <li>For External Audit - one cycle per year, which will be conducted by the Malaysia Marine Department ("MMD")</li> </ul>
	DMSSB: Vessel's International Ship and Port Facility Security ("ISPS") Code Compliance	Annually	We have implemented internal and external audits to monitor the ongoing delivery of our ship security of our vessels: <ul style="list-style-type: none"> <li>For Internal Audit – a minimum of one cycle per calendar year is conducted by the internal auditor, planned by the Designated Person Ashore ("DPA")/Company Safety Officer ("CSO")</li> <li>For External Audit – two cycles per 5-years, which will be conducted by Classification Society (namely, ABS) on behalf of the Malaysia Marine Department ("MMD")</li> </ul> Maintain ship security compliance, awareness and access control.  Validate security plans, records and readiness.
	DMSSB: Diesel Usage for MARPOL 73/78 Annex VI, IAPP Compliance	Yearly	To monitor the diesel consumption <p>Environmental      Regulatory      Compliance Monitoring Meeting</p>

# SUSTAINABILITY STATEMENT

## STAKEHOLDER ENGAGEMENT (Cont'd)

Stakeholder Group	Engagement Approach	Frequency	Engagement Focus & Objective
 <b>Regulators</b>	DMSSB: Schedule Waste Disposal Management for Environmental Regulatory Compliance	Monthly	To monitor the scheduled waste disposal and comply with the Department of Environment ("DOE") requirements
	DMSSB: Vessel Class Surveys - Hull & machinery inspections, safety equipment verifications, and risk assessments.	Annually / As Scheduled	Asset Integrity & Risk Mitigation: Maintain vessel seaworthiness, prevent detentions, and minimise liability exposures and insurance premiums.
 <b>Community</b>	Community development programs	As and when required	We care about our society and communities
	Community Development & CSR Programs: initiatives and local environmental dialogues.	As Required	Corporate Social Responsibility: Enhance brand value, build public trust, and ensure operations do not adversely affect local environments.

## OUR MATERIALITY ASSESSMENT PROCESS

We identified and determined the Group's MSMs via a materiality process. This process is designed to determine the sustainability matters that are most significant to the Group and its diverse stakeholders, while ensuring alignment with the Group's business strategies and short and long-term objectives, amongst others. The materiality assessment process is conducted by the Management team.

Dayang Group applied a definition of "materiality" that is substantially aligned with the MMLR, whereby a MSM is defined as a matter that reflects the Group's significant economic, environmental, and social impacts or substantively influences the assessments or decision-making of stakeholders. The assessment continues to incorporate the common sustainability indicators required by Bursa, alongside insights gathered through the Group's ongoing stakeholder engagement initiatives.

The materiality assessment enables the Group to allocate resources effectively, strengthen governance oversight, and embed sustainability considerations into strategic and operational decision-making. In line with the Group's enterprise risk management framework, sustainability-related risks, including climate-related risks identified, are integrated into the overall risk management processes. These risks are subject to continuous monitoring, periodic review, and reporting to ensure proactive management, resilience, and long-term value creation for stakeholders.

# SUSTAINABILITY STATEMENT

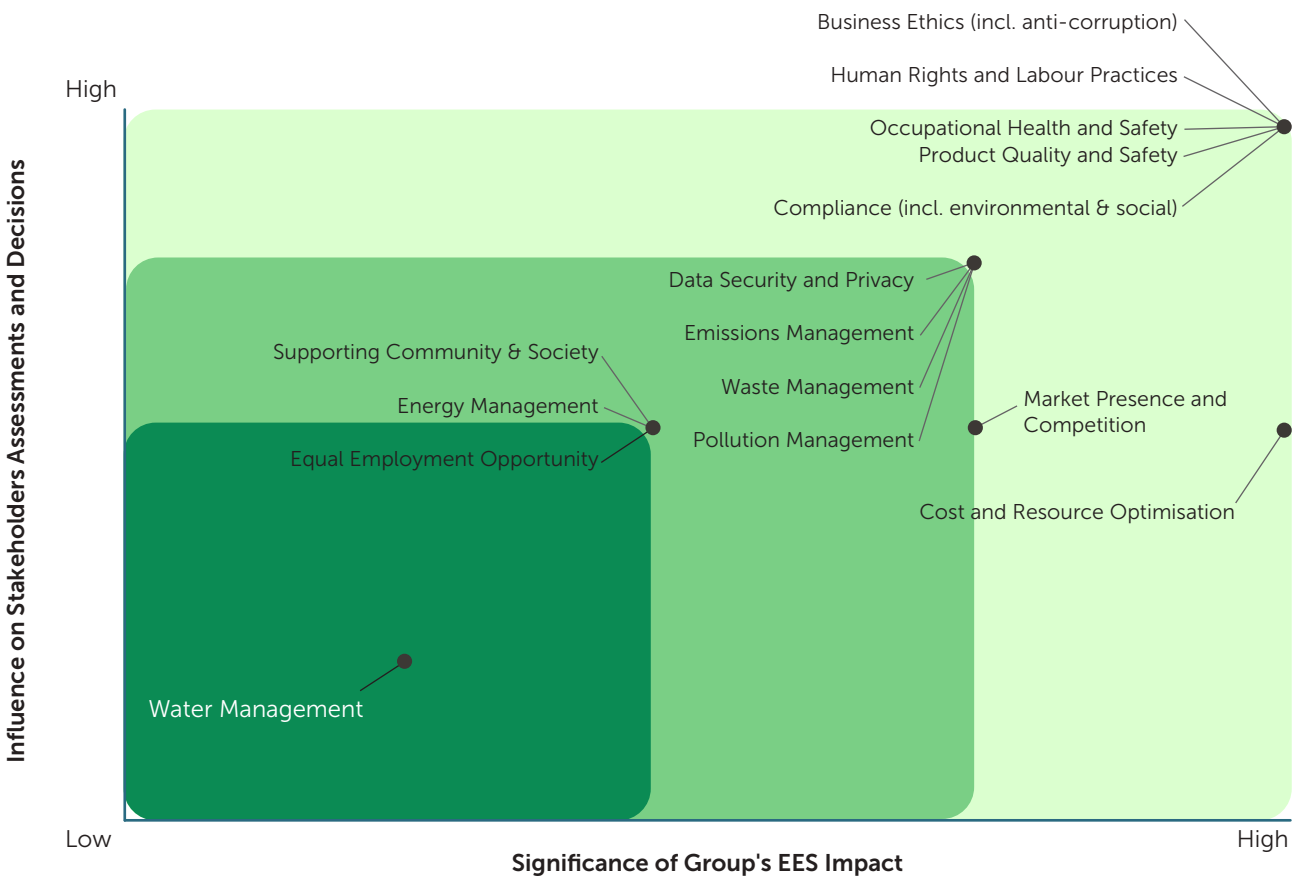
## OUR MATERIALITY ASSESSMENT PROCESS (Cont'd)

During the financial year, the Management carried out a review of the materiality assessment to ensure its continued relevance and alignment with evolving business conditions and stakeholder expectations. This review process involved gathering input and perspectives from relevant management personnel across the Group’s business divisions and key operational units, taking into account risks specific to each business division and key operational unit, strategic priorities, regulatory developments, and sustainability impacts. The changes are summarised as follows.

- updates to the ratings for Equal Employment Opportunity, Data Security and Privacy, Waste Management, Emissions Management, Pollution Management, and Market Presence and Competition

Overall, the updated materiality matrix currently illustrates a greater priority for Business Ethics, Human Rights and Labour Practices, Occupational Health and Safety, Product Quality and Safety, and Compliance, which are also aligned with the sustainability focuses of the industry.

The materiality matrix for FY2025 is presented as follows:



### Sustainability targets and performance

The Group has established a set of key performance indicators and targets to measure the sustainability performance of the Group as a whole. The targets serve as the foundation for measuring and monitoring the Group’s overall sustainability progress, with the corresponding performance and status presented in the table below. These key performance indicators and their performance outcomes are tabled to the Board for review and approval, ensuring that sustainability efforts remain aligned with the Group’s strategic direction and long-term objectives.

# SUSTAINABILITY STATEMENT

## OUR MATERIALITY ASSESSMENT PROCESS (Cont'd)

Sustainability targets and performance (Cont'd)

MSMs	Policy/ Direction	FY2025 Targets	FY2025 Performance	Status
<b>Compliance</b>	Comply with applicable environmental & social laws/regulations and embed sustainability into governance and risk management.	0 major fines/ penalties	0	Achieved
<b>Business Ethics</b>	Zero tolerance against bribery & corruption; conduct business ethically and with integrity; maintain adequate procedures under Section 17A.	100% employee ABAC training completion	100%	Achieved
		100% high-risk third parties screened	100%	Achieved
<b>Emissions Management</b>	Incorporate climate considerations into long-term strategy; manage Scope 1 & 2 and progressively assess relevant Scope 3 (IFRS S2 readiness).	100% applicable vessels comply with SEEMP monitoring	100%	Achieved
<b>Pollution Management</b>	Zero spillage/pollution incidents resulting in fines/penalties; maintain MARPOL compliance and spill prevention controls.	0 spill incidents resulting in fines/ penalties	0	Achieved
<b>Waste Management</b>	Minimise environmental impacts caused by waste from operations and services.	0 major waste non-compliance cases	0	Achieved
<b>Occupational Health &amp; Safety</b>	Safeguard the safety and health of employees, workers, contractors and visitors; uphold oil major HSE expectations.	0 fatalities	0 fatalities	Achieved
		Maintain/improve LTIF and TRCF vs FY2024 baseline	LTIF: 0 TRCF: 0.15	LTIF: achieved TRCF: in progress
<b>Human Rights &amp; Labour Practices</b>	Respect labour standards and rights; provide grievance mechanisms and fair workplace practices.	All grievances addressed	0	Achieved
<b>Equal Employment Opportunity</b>	Promote diversity, inclusion and equal opportunity in employment and offshore deployment.	0 substantiated discrimination cases	0	Achieved

# SUSTAINABILITY STATEMENT



## BUSINESS ETHICS

The long-term sustainability of the Group is linked to the manner in which we conduct our business and the standards we hold those acting on our behalf to. Recognising that ethical conduct underpins resilience and stakeholder trust and confidence, Dayang Group is committed to maintaining high standards of business ethics and integrity, complying with all applicable laws and regulations, and fulfilling our legal obligations to relevant stakeholders.

The Board, as the highest governance body responsible for setting corporate culture and overseeing sustainability, sets the tone and expectations for ethical business conduct across our operations and among our employees. All employees are required to uphold high standards of integrity through strict adherence to the Group's General Code of Conduct and Discipline. The Group maintains a strict stance towards all forms of abusive or coercive behaviours, including verbal or physical violence and sexual harassment in the workplace.

In FY2024, the Board introduced a Conflict of Interest ("COI") Policy to strengthen the quality of conflict-of-interest disclosures. This COI Policy applies to Directors, Key Senior Management, employees, and legal representatives of the Group, reinforcing governance practices and ensuring clear accountability in the management of conflicts of interest at all levels of the organisation.

All new employees are introduced to the General Code of Conduct and Discipline alongside other key policies of the Group. Each employee is required to read and understand the Code, and to provide a signed acknowledgement confirming their commitment to uphold its principles.

## Compliance

The Group is committed to complying with all applicable legal and regulatory requirements governing our operations, including those pertaining to environmental, occupational health and safety, and labour practices. Relevant policies are developed to communicate to stakeholders the Group's stance in relation to specific topics, such as policies relating to safety and environmental protection. Key compliance matters are also managed and monitored through established processes or management systems to ensure ongoing monitoring.

We aim to achieve zero major fines, where major fines are defined as fines greater than RM10,000. During the year, we received a minor fine of RM4,000 relating to waste management, for which corrective actions have been taken immediately. There are no other fines or penalties for non-compliance with environmental or social laws and regulations in FY2025.

	Target	FY2025
Major fines/ penalties in relation to environmental and social laws and regulations (RM)	0	0

Any cases of non-compliance are reviewed and reported through Management's monthly business management reports, ensuring timely reporting and remedial action. Where non-compliance is identified, action plans are developed and monitored to resolution, ensuring that root causes are addressed.

To ensure that the Group's operations remain current with the evolving regulatory landscape, gap assessment reviews are conducted periodically against new or updated laws and regulations.

Where necessary, training is provided to employees to strengthen their awareness, knowledge, and ongoing compliance with the latest laws and regulations.

# SUSTAINABILITY STATEMENT

## BUSINESS ETHICS (Cont'd)

### Data Security and Privacy

The Group places focus on the protection of its information assets and sensitive data. Our cybersecurity system is actively maintained and regularly reviewed to preserve data integrity and safeguard against potential cyber threats or incidents. In the handling and collection of personal data, Dayang complies with the requirements of the Personal Data Protection Act 2010 ("PDPA").

To stay ahead of emerging threats, the Group continuously monitors developments in the cybersecurity landscape and proactively updates our defences in response to technological changes. A range of technical security measures has been implemented across our IT system and communication channels, including Multi-Factor Authentication ("MFA"), password complexity requirements, and firewall protection, among others. Regular system updates are performed to ensure our infrastructure remains current and resilient, while daily data backups are conducted to minimise the risk of data loss and support business continuity.

Recognising that human behaviour is a crucial component of cybersecurity resilience, the Group places equal emphasis on cultivating a culture of IT security awareness among our workforce. Employees are regularly briefed on proper IT usage practices and the prevention of cyberattacks through internal communications and awareness programmes. Cybersecurity training and programmes also form part of the onboarding process for all new hires and are continually refreshed to address the latest and most relevant threats.

IT audits are also conducted from time to time by the Quality Assurance/ Quality Control ("QAQC") Department, internal audit, and external entities such as SIRIM, for ISO9001 compliance.

We are pleased to report that in FY2025, there were no cases of PDPA issues or substantiated complaints concerning breaches of customer privacy and losses of customer data or cybersecurity.

	FY2023	FY2024	FY2025
Cases of PDPA issues (number)	0	0	0
Substantiated complaints concerning breaches of customer privacy and losses of customer data (number)	0	0	0 <sup>1</sup>

### Anti-Bribery and Corruption Policies and Procedures

Dayang Group maintains a zero-tolerance stance against all forms of bribery and corruption, whether active or passive. To formalise this anti-corruption stance, the Group has established an Anti-Bribery and Corruption Policy ("ABC Policy"), which sets out the Group's expectations, prohibitions, and guidance for ethical conduct. The ABC Policy is publicly accessible on the Company's corporate website, reflecting our commitment to transparency to all stakeholders.

The ABC Policy applies to all Directors and employees across the Group. Business Associates engaged to provide services to and on behalf of the Group are also expected to comply with the policy, ensuring that our anti-corruption standards extend consistently across our value chain.

The ABC Policy provides guidance on the management of higher-risk transactions and interactions, including the giving and receiving of gifts, entertainment, hospitality, and charitable donations, amongst others. Facilitation payment is considered a bribe and is strictly prohibited.

We manage corruption and bribery risks via a risk-based approach, whereby these risks are identified, assessed, and addressed as part of our annual risk management process. The Group has an Anti-Bribery and Corruption Compliance Committee ("ABCCC") whose responsibilities include reviewing and monitoring the Group's corruption risks, the effectiveness of mitigation measures, and tracking relevant performance indicators. All of the Group's operations have been assessed for bribery and corruption-related risk.

	FY2023	FY2024	FY2025
Operations assessed for bribery and corruption-related risk (%)	100%	100%	100% <sup>2</sup>

To sustain a culture of integrity, the Group maintains ongoing communication with employees regarding the ABC Policy through regular reminders, announcements, and training. All newly joined employees are briefed on the ABC Policy as part of their onboarding process and are required to sign an acknowledgement confirming their understanding and commitment to the policy.

<sup>1</sup> FY2025 data includes PPB

<sup>2</sup> FY2025 data includes PPB

# SUSTAINABILITY STATEMENT

## BUSINESS ETHICS (Cont'd)

### Anti-Bribery and Corruption Policies and Procedures (Cont'd)

During the financial year under review, approximately 20% of our office-based employees received training on anti-corruption, representing a decrease compared to the previous year. Nonetheless, Directors and employees assessed for higher risks due to their nature of position and work have been briefed on the Group's policies and protocols on managing corruption risks in previous years. The Group continues to ensure that briefing and training are provided to raise anti-corruption awareness among Directors and employees.

In addition, these employees may have also attended anti-corruption training in previous years. All Senior Management and Middle Management personnel have been informed of the Group's ABC Policy.

Employees who have received training on anti-bribery and corruption<sup>3</sup> (office-based employees)

	FY2023	FY2024	FY2025
Senior Management	6 (38%)	0 (0%)	6 (60%)
Middle Management	14 (37%)	0 (0%)	15 (36%)
Executive	108 (50%)	170 (28%)	63 (18%)
Non-Executive	23 (47%)	8 (7%)	14 (17%)
<b>Total</b>	<b>151 (47%)</b>	<b>178 (23%)</b>	<b>98 (20%)</b>

The Group extends its anti-bribery and anti-corruption commitment beyond its own operations by actively communicating the ABC Policy to its business associates and relevant stakeholders, emphasising to stakeholders the importance of adherence to ethical standards and fostering a culture of integrity across our industry and the broader business ecosystem. Through this proactive engagement approach, the Group aims to foster a shared commitment to ethical conduct among key parties in our business value chain, while reducing the risk of illicit practices via the spreading of awareness.

### Whistleblowing Policy

Dayang Group has established a Whistleblowing Policy that establishes a whistleblowing channel through which all employees and stakeholders may raise concerns in good faith. This whistleblowing channel covers a broad range of reported matters, including improper conduct, criminal offences, unsafe work practices, abuse of power, corruption, and others. By providing a secure avenue for reporting, the Group seeks to ensure that potential misconduct is promptly addressed in an appropriate and timely manner.

The Whistleblowing Policy is designed to encourage open and fearless reporting by providing confidentiality and protection to whistleblowers. The confidentiality of a whistleblower's identity is strictly safeguarded throughout the reporting and investigation process, and all whistleblowers are protected from any form of retaliation or consequence arising directly from the act of making a report in good faith.

To ensure the independence of the reporting process, the whistleblowing channel also provides a direct avenue for reports to be escalated to the Chairman of the Audit Committee, who operates independently from Management. This independent oversight ensures that reported concerns are handled fairly and that case management procedures are not subject to undue influence.

Both the ABC Policy and Whistleblowing Policy are publicly available on the corporate website.

The Group is pleased to report that there were no incidents of bribery and corruption recorded during the financial year under review.

	FY2023	FY2024	FY2025
Incidents of bribery and corruption (number)	0	0	0 <sup>4</sup>

<sup>3</sup> Measured based on anti-corruption training provided during the financial year under review. For FY2023, the Group covers all permanent employees in the reporting scope. For 2024, the Group includes all office-based employees, including permanent and contract-based employee categories. Contract-based crew staff is not included due to their short-term contract nature.

<sup>4</sup> FY2025 data includes PPB

## RESPONSIBLE SUPPLY CHAIN MANAGEMENT

### Market Presence and Competition and Cost and Resource Optimisation

Dayang Group provides a range of services encompassing maintenance, fabrication operations, hook-up and commissioning, marine vessel chartering, and vessel technical specifications. This integrated diversification forms an integral part of our sustainable business model.

The oil and gas industry continues to navigate an evolving landscape, characterised by heightened market competition, volatile oil prices, geopolitical uncertainties, ongoing regional conflicts, political instability, and the escalating demands of regulatory compliance. Compounding these pressures is the accelerating pace of climate-related transition risks and physical risks – factors that are increasingly shaping strategic decision-making across the energy sector, especially the oil and gas industry. In response, the Group remains focused on sustaining its market relevance and strengthening operational efficiency as foundational priorities.

# SUSTAINABILITY STATEMENT

## RESPONSIBLE SUPPLY CHAIN MANAGEMENT (Cont'd)

### Market Presence and Competition and Cost and Resource Optimisation (Cont'd)

To enhance our competitive positioning, we aim to deliver distinctive service quality to our customers while driving shareholders' value through cost optimisation. Our well-implemented, efficient, and proactive maintenance strategies are central to this approach, enabling us to minimise operational inefficiencies, reduce environmental impacts, and optimise resource consumption, supporting our endeavour towards sustainable and responsible business operations and long-term growth and financial resilience.

Beyond operational efficiency, Dayang Group promotes a range of business management initiatives, including resource allocation plans, cost optimisation analysis, and collaboration with business stakeholders such as customers and service providers to identify streamlining opportunities and develop solutions to enhance our business. We remain proactive in seeking synergistic opportunities that generate better value and growth opportunities for the Group.

For detailed information regarding the Group's performance, please refer to the **Management Discussion and Analysis** and **Financial Highlights** section of this Annual Report for FY2025.

#### Products and Services Quality and Safety

Dayang Group's products and services are guided by quality objectives that establish the quality standards expected across all our products and services. Our commitment to quality is embedded throughout the organisation, spanning the project management of our project teams to the products and services delivered to our customers. Overall quality of products and services is safeguarded by the Project Management Teams, which are responsible for monitoring project execution and ensuring that all work delivered to our customers meets the required safety and quality benchmarks.

DESB holds certification for its Quality Management System in accordance with MS ISO 9001:2015. The system has undergone maintenance and ongoing improvement via the Group's internal audit programs and annual SIRIM audit assessment.

Our dedication to quality is further reflected in the recognition we continue to receive from our customers and the broader industry, as demonstrated by the following:

- Shell Malaysia presented the Certificate of Achievement to Dayang Enterprise Sdn Bhd for Safety Award - Bronze for Upstream Category at the CEO HSSE Forum 2025;
- Shell Malaysia Safety Awards 2024 presented the Safety Award - Bronze for Upstream Category to Dayang Enterprise Sdn Bhd;
- Received the Best Big Scale Turnaround Award from Petronas at the DM Series: Turnaround Appreciation Event 2025;
- Received recognition from Petronas for our commitment and dedication at the DM Series: Malaysia Turnaround Appreciation Event 2024; and
- Received a token of appreciation by HSE & PSM at the SKA-Partner Top Leaders HSE Engagement 2025.

The Management conducts monthly meetings to monitor business progress and performance, including addressing any quality and operational issues that may arise. In addition, Management Review Meetings are further held periodically with Senior Management to monitor key quality performance and achievements. These processes enable the Management to maintain close oversight of critical business performance indicators, including safety matters, enabling the Corporate Health, Safety, Security and Environment ("HSSE") Department and the QAQC Department to identify or implement timely amendments and enhancements to policies, procedures, and objectives. The QAQC Department is also responsible for conducting audits of operational units to ensure ongoing adherence to ISO Standards.

To provide independent assurance, the Group employs both internal and external audits to evaluate the quality and safety of our operations. Annual audits, planned in coordination with the QAQC Department, are conducted by the Group's internal auditors to assess the adequacy and effectiveness of the Group's risk management and internal control system. The operations are also subject to an annual external audit conducted by SIRIM QAS International.



# SUSTAINABILITY STATEMENT

## RESPONSIBLE SUPPLY CHAIN MANAGEMENT (Cont'd)

### Market Presence and Competition and Cost and Resource Optimisation (Cont'd)

For further details regarding the quality management system, please refer to the Statement of Risk Management and Internal Control of the Annual Report FY2025.

#### Customer Satisfaction

The Group actively engages with our customers through multiple approaches to gather feedback and develop an understanding of their concerns and expectations relating to our products, services, and operations. Central to this effort is the implementation of a Quality Project Plan, which serves not only as a channel for inviting constructive views from customers, but also for overseeing and continuously monitoring overall customer satisfaction.

We measure the "Customer Satisfaction Index" on an annual basis through the Group's "Customer Survey Feedback" tool. Through this process, customers are invited to provide scores, comments, and views on their experience with our products and services, with different focuses tailored to the respective business segments. The feedback is valuable as it provides insight into where our strengths are and also helps us to identify areas for improvement.

During the financial year under review, the Group recorded an average Customer Satisfaction Index of 71%.

#### Suppliers and Service Providers

The Group places strong emphasis on upholding fair and proper business practices across all dealings with its stakeholders, encompassing governmental authorities, customers, suppliers, vendors, agents, representatives, contractors, subcontractors, as well as competitors. We expect all stakeholders to adhere to the applicable laws and regulations governing free and fair competition, within the industry and throughout our supply chain, as a fundamental condition of engagement with the Group.

	FY2023	FY2024	FY2025
<b>Customer Satisfaction Index (%)</b>	82.67	82.67	<b>70.73</b>

As part of our commitment, all new suppliers are required to complete a Vendor/ Subcontractor Pre-Assessment Sheet and the ABC Declaration form, which is included in the Vendor/ Subcontractor questionnaire. The assessment forms part of our supplier evaluation and review process, ensuring our suppliers adhere to the Group's ethical standards and requirements and meet our business requirements.

Beyond the onboarding stage, the Group maintains regular meetings with contractors and subcontractors to keep all relevant parties of the project updated with the latest progress, including any challenges or potential risks that may affect project progress, in addition to facilitating proactive problem resolution.

Beginning from FY2025, we are also gradually implementing an internal initiative to obtain an annual declaration by existing suppliers on their adherence to the Group's ABC Policy.

	FY2023	FY2024	FY2025
<b>Local procurement<sup>5</sup> (%)</b>	99	100	<b>99</b>

#### Supporting the Local Economy

In FY2025, 99% of the Group's goods and services were procured from local suppliers or service providers.

<sup>5</sup> Local procurement refers to procurement sourced from entities registered in Malaysia.

# SUSTAINABILITY STATEMENT

## EQUAL AND SUSTAINABLE WORKPLACE

### Equal Employment Opportunity

Our employees are the cornerstone of the Group's human capital, and we recognise that their contributions are fundamental to our continued success. We are committed to attracting and retaining the right talent by fostering a workplace built on equality and diversity, ensuring that Dayang Group is well-positioned to secure and sustain a strong pipeline of capable individuals who drive the organisation forward. We strongly uphold the fundamental human rights of every individual within our organisation, and our approach to people management centres on diversity, fair treatment, non-discrimination, and equal opportunities across all levels of the workforce. We aim to cultivate an inclusive organisational culture, nurturing a healthy, secure, and motivated workforce.

Given the nature of our business operations, the Group engages contract-based crew staff with whom we have short-term contract arrangements to support project-based and operational requirements that are inherent to our industry. As such, our workforce includes both contract-based crew staff and office-based employees (including permanent and contract-based employees). To provide a clearer and more meaningful representation of our workforce structure, Dayang Group reports contract-based crew staff separately from office-based employees.

The average number of full-time contract-based crews in FY2025 has decreased compared to FY2024. The decrease is driven by a lower number of contracts secured by the Group.

	FY2023	FY2024	FY2025
<b>Average full-time contract-based crews<sup>6</sup></b>	2,068	2,482	<b>1,763</b>

<sup>6</sup> Full-time contract-based crews = total monthly full-time contract-based crews / 12

### DESB Marine Services Sdn Bhd ("DMSSB")

As part of our commitment to responsible governance and sustainable development, DMSSB upholds strong labour practices that safeguard the welfare of our marine crew. While a significant portion of our workforce operates under contract-based arrangements, we ensure all personnel are engaged under a structured compensation framework that is both competitive and compliant with Malaysian labour laws, International Maritime Standards, STCW Code, and the Maritime Labour Convention ("MLC"), 2006.

In alignment with the United Nations Sustainable Development Goal 8 (Decent Work and Economic Growth) and guided by Bursa Malaysia's Sustainability Reporting Framework, we maintain fair wage practices through a proper pay scheme system. This includes timely salary disbursements, adherence to safe working hours, provision of insurance coverage, and access to welfare support. These measures affirm our ESG commitment to 'Social Responsibility, ensuring that the rights and benefits of our crew – whether permanent or contractual – are upheld transparently and equitably.

As of 31 December 2025, Dayang employed 486 office-based employees. The breakdown of the Group's office-based employees, based on gender, age group, and employee categories, employment type, turnover and new hire numbers, is as follows.



# SUSTAINABILITY STATEMENT

## EQUAL AND SUSTAINABLE WORKPLACE (Cont'd)

### Equal Employment Opportunity (Cont'd)

Number (%) of employees (office-based employees)	As at 31 Dec 2025				
	Gender		Age		
	Male	Female	<30	30-50	>50
<b>Board of Directors</b>	6 (55%)	5 (45%)	0 (0%)	0 (0%)	11 (100%)
<b>Employees Category</b>					
Senior Management	9 (90%)	1 (10%)	0 (0%)	0 (0%)	10 (100%)
Middle Management	30 (71%)	12 (29%)	0 (0%)	22 (52%)	20 (48%)
Executive	204 (58%)	146 (42%)	75 (21%)	230 (66%)	45 (13%)
Non-Executive	47 (56%)	37 (44%)	23 (27%)	49 (58%)	12 (15%)
<b>Total</b>	<b>290 (60%)</b>	<b>196 (40%)</b>	<b>98 (20%)</b>	<b>301 (62%)</b>	<b>87 (18%)</b>

Number of new hires and employee turnover (office-based employees)	31 Dec 2025	
	New hire number	Turnover number
<b>Employees Category</b>		
Senior Management	0	0
Middle Management	0	1
Executive	32	201
Non-Executive	4	29
<b>Total</b>	<b>36</b>	<b>231</b>

#### Youth Employment and Internship

In FY2025, Dayang Group has employed 29 interns within our operations, providing them with practical exposure and hands-on experience across various functions.

#### Human Rights and Labour Practices

The Group is committed to upholding human rights across all aspects of its operations. Our commitment is reflected in the Group's Sustainability Policy and Human Rights Policy, both of which are designed to foster an equal, inclusive, and respectful working environment throughout the organisation. All our employees are required to adhere to these relevant policies and procedures.

# SUSTAINABILITY STATEMENT

## EQUAL AND SUSTAINABLE WORKPLACE (Cont'd)

### Human Rights and Labour Practices (Cont'd)

Guided by our Human Rights Policy, we actively embrace diversity and are committed to creating equal opportunities for all individuals within our workforce. We maintain a zero-tolerance stance toward discrimination or harassment in any form. Our workplace is built on the principles that every individual deserves to be treated with fairness and respect and free from discrimination or harassment, regardless of race, sex, ethnicity, religion, gender, age, sexual orientation, disabilities, or nationality. The basis for recruitment, hiring, placement, development, training, compensation, and advancement within our operations is based on qualifications, performance, skills, and experience, ensuring that opportunities are provided based on merit.

The Group recognises and supports the freedom of association and the right to collective bargaining for all employees and workers. We do not prohibit or obstruct employees from exercising such a right.

We maintain an explicit prohibition on forced labour, human trafficking, and child labour in all our operations. Moreover, we are committed to complying with all applicable laws and industry standards governing working hours, wages, benefits, and holiday entitlements. We believe that sustainable business performance is built on a foundation of reasonable working conditions, and we treat every individual within our organisation with utmost respect and dignity.

Occupational health and safety remain among our utmost priorities for active management. Dayang Group has established relevant policies and management systems to support the risk identification, management, monitoring, and reporting of safety and health matters. These policies are designed to ensure a safe working environment for all employees, contractors, and other individuals engaged in our operations.

To safeguard against adverse human rights impacts, the Group conducts ongoing due diligence to identify and mitigate any actual or potential harm arising from our activities or business relationships. We recognise that human rights due diligence is not a one-time exercise, but a continuous process. As such, we emphasise specific attention at certain stages in our business activities, such as the establishment of new partnerships or our operating conditions, and we conduct additional due diligence as and when circumstances require.

#### Reporting concerns or violations

Dayang Group has established relevant grievance mechanisms to provide employees with a channel to raise concerns about their employment and work conditions. These mechanisms cover a range of matters, including issues pertaining to human rights or employment practices, and are directly to the Human Resources Department for appropriate action. The mechanism aims to facilitate effective conflict resolution and to ensure that employee concerns are heard, taken seriously, and addressed in a fair and transparent manner.

For matters of a more serious nature, the Group's whistleblowing mechanism serves as an additional and confidential avenue through which employees may report significant misconduct. On the other hand, we also ensure that our employees are aware of their rights and know how to exercise them. The Group actively promotes such awareness by incorporating relevant awareness briefings on human rights and reporting procedures into the Human Resource Induction Session for all new employees. This ensures that every employee is equipped with the knowledge they need to seek help or report violations when necessary.

In FY2025, there were no substantiated complaints concerning human rights violations or substantiated cases relating to discrimination.

	Target	FY2023	FY2024	FY2025
Substantiated complaints concerning human rights violations (number)		0	0	0 <sup>7</sup>
Substantiated cases relating to discrimination (number)	0	na	na	0

<sup>7</sup> FY2025 data includes PPB



# SUSTAINABILITY STATEMENT

## EQUAL AND SUSTAINABLE WORKPLACE (Cont'd)

### Employee Engagement and Talent Development

Dayang Group places great importance on maintaining open and transparent communication with its employees, recognising that a well-engaged workforce is fundamental to building organisational resilience and long-term sustainability. Beyond day-to-day work responsibilities, the Group organises a diverse range of engagement activities designed to support employees' work-life balance, strengthen their sense of community, and facilitate both personal and professional development. These activities, including training, town hall, and team building, are conducted to foster team cohesion, promote a culture of cooperation and continuous learning, cultivate skills and knowledge, stimulate creativity and innovation, and ensure that employees remain well-aligned with the organisation's direction.

In recognition of long-term dedication and loyalty, the Group presented Long Service Awards to nine (9) employees during FY2025.

To ensure that employee voices are heard and valued, the Group conducts employee surveys from time to time, providing a channel through which employees can share their feedback on their working experience and overall organisational environment. In addition, all employees are subject to annual performance appraisals to review their performance during the year.

### Top Side Maintenance Services

Under the Top Side Maintenance Services, our full-time contract-based crews are also required to meet all client requirements to ensure their competence when working and servicing at our client facilities. In addition to the obligatory Medical Fitness Report, the competency training completed by our crew includes, but is not limited to:

- Internal training includes a supervisory course, Bolt Flange joint integrity ("BFJI"), mercury awareness, Noise Hearing, Conversation awareness ("NHCA"), Safe handling of Chemical ("SHOC") and Hydrotest; and
- External training includes T-Bosiet, T-Foet, Basic H2S, rigging/ slinging, scaffolding, welding, fire watcher, rescue at height ("RAH"), working at height ("WAH"), blasting painting, and PTW 1 and 2.

Dayang develops the Group's human capital via empowerment and ongoing investments in the skills and competencies of its workforce through the provision of training and talent development programs. The Group's employee development strategies also considered succession planning, which includes the ongoing leadership and management skills required by the Group in the medium and long term.

### Marine Offshore Support Services

All marine crew under DMSSB are employed on a contract-based basis, and they are fully certified and competent, having successfully completed the required Standards of Training, Certification and Watchkeeping ("STCW") courses, as well as mandatory industry-specific and client-required training programs. This includes competencies in offshore safety, emergency preparedness, and vessel operations, ensuring full compliance with both regulatory standards and client expectations.

Our training and compliance framework ensures that every crew member deployed to our vessels is qualified, current in certifications, and fully prepared to support project execution in demanding offshore environments. We work closely with our clients to continuously align our training requirements with evolving industry standards and operational needs.

This commitment reflects our dedication to crew safety, service quality, and sustainability – supporting SDG Goal 4: Quality Education and SDG Goal 8: Decent Work and Economic Growth, while upholding the governance principles under our ESG strategy.

In FY2025, the Group provided a total of 2,008 training hours to its office-based employees, including permanent and contract-based employees, with an average of 4.13 training hours per employee. The total training hours decreased significantly due to a reduction in the number of employees as at 31 December 2025, driven by fewer projects compared to the previous year. Employees are required to attend various and relevant training sessions to ensure compliance with safety regulations, operational excellence, and industry standards.

# SUSTAINABILITY STATEMENT

## EQUAL AND SUSTAINABLE WORKPLACE (Cont'd)

### Employee Engagement and Talent Development (Cont'd)

Total Hours of Training (office-based employees)	FY2023 <sup>8</sup>	FY2024	FY2025
<b>Employees Category</b>			
Senior Management	0	24	<b>12</b>
Middle Management	198	112	<b>420</b>
Executive	4,874	3,519	<b>1,478</b>
Non-Executive	1,271	658	<b>98</b>
<b>Total</b>	<b>6,343</b>	<b>4,313</b>	<b>2,008</b>

A summary of the training topics provided to employees, which may be conducted internally or by external parties, is presented below.

- 1 SKM Radiographic Interpretation ("RI") Level 2
- 2 Scrum Master Certification
- 3 PMI-PMP: Project Management Professional
- 4 Unlocking ISO 29001:2020: Your Guide to Quality & Compliance
- 5 E-Invoice Accounting and Its Implementation Mechanism
- 6 FORUM KHAS 2025 - LHDN/KWSP/PERKESO/JTK
- 7 ACCA Virtual Seminar - Post Budget 2026 and 2027
- 8 Hasil - MEF TAX SEMINAR 2025
- 9 MYSST
- 10 Labour Ordinance Sarawak
- 11 Microsoft Excel - Intermediate Level (Online)
- 12 IFRS S1 & S2: The Essentials
- 13 MBRS 2.0 Annual Return
- 14 Know the Difference between IAS 1 and the new IFRS/MFRS 18 presentation
- 15 Provision of financial assistance
- 16 SST updates for implementation requirements
- 17 Closed period and insider trading
- 18 New service tax scope for construction industry
- 19 HSSE training (please refer to the Occupational Health and Safety section for details)

<sup>8</sup> We have restated the training data in FY2023 to reflect the revised reporting scope, covering only office-based employees. Due to the revision in reporting scope, HSSE training hours for KL office-based employees were not available for FY2023. HSSE training hours for KL office-based employees are included for FY2024 data.

# SUSTAINABILITY STATEMENT

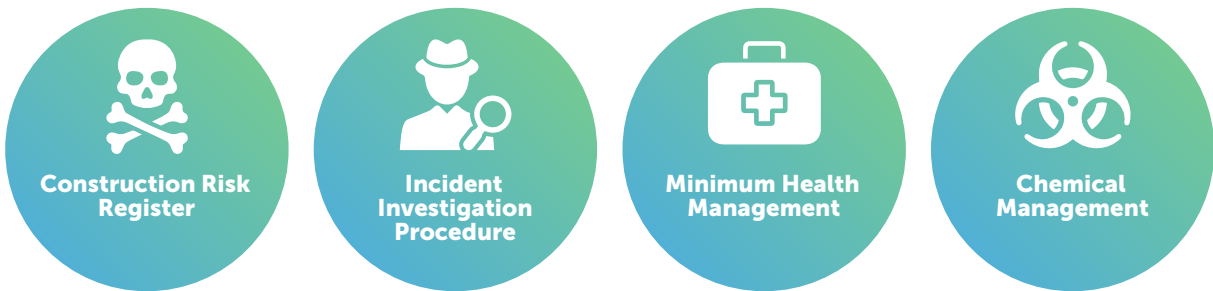
## EQUAL AND SUSTAINABLE WORKPLACE (Cont'd)

### Occupational Health and Safety

The Group is committed to fostering a safe, conducive, and healthy working environment for all individuals across our business operations and services, including local and foreign employees, workers, and visitors. This commitment is clearly embedded in the Group's Safety and Health Policy and Sustainability Policy.

To uphold this commitment, the HSSE Department, led by the HSSE Manager, serves as the central governing body responsible for overseeing the overall management of health, safety, security, and environmental considerations in the Group's operations. The HSSE Department ensures strict adherence to applicable HSSE policies, regulations, and guidelines, while actively promoting HSSE awareness and fostering a work culture that prioritises the overarching objective of preventing harm to individuals and the protection of the environment in which we operate and reside.

Our HSSE practices are guided by established HSSE Guidelines, which cover the following areas:



Underpinning these efforts is the HSSE Management System ("HSSE-MS"), a structured system that has been continuously reviewed and enhanced to align with industry standards, including those of one of our key clients, Petronas. The HSSE-MS addresses the following elements.



# SUSTAINABILITY STATEMENT

## EQUAL AND SUSTAINABLE WORKPLACE (Cont'd)

### Occupational Health and Safety (Cont'd)

To maintain the ongoing effectiveness and efficiency of the HSSE-MS, the Management Review process requires the HSSE policies, procedures, and other documents to be periodically reviewed by the Management at planned intervals, ensuring alignment with evolving regulatory requirements and best practices.

At the operational level, HSSE matters are further overseen by the respective Occupational Safety and Health ("OSH") Committees. These committees are structured to ensure balanced representation between Management-level personnel and ground-level employees, fostering meaningful stakeholder participation in health and safety decision-making. This collaborative approach reinforces a culture of a secure and compliant working environment across all operational sites.

The breakdown of Dayang's OSH Committee representatives is summarised as follows:

	FY2023	FY2024	FY2025
<b>Representatives in the OSH Committees</b>			
<b>Management</b>	31	31	<b>27</b>
<b>Employee</b>	31	31	<b>27</b>

HSSE meetings and monthly OSH Committee Meetings are conducted at various levels across offshore locations, warehouse yards and offices, serving as a platform for effective communication on safety and health matters. The meetings cover the following:

- Toolbox Meeting (Daily);
- Monthly Site HSSE Committee Meeting/Location HSSE Meeting (LOCHSEC Meeting);
- Monthly OSH Committee Meeting (at corporate level);
- Join a meeting with the operations team from client;
- Quarterly Contractor QHSSE Engagement;
- Annually Mega Toolbox Meeting; and
- Annual Management Review Meeting.

The Group ensures alignment with applicable regulatory safety frameworks, including the Malaysian Occupational Safety and Health Act 1994, Environmental Quality Act 1974, regulation orders and other relevant Codes of Practice. This alignment serves as the foundation for ensuring that all Group activities are conducted in accordance with established standards and legal requirements and uphold the expected level of safety standards. In addition, the Group ensure that its business operations strictly comply with safety and operational procedures in the execution of contract requirements. Apart from regulatory compliance, the Group's HSSE processes and controls are also subject to internal audits, which are conducted to assess the adequacy and effectiveness of the system.

To proactively manage workplace risks, HSSE risk areas and hazards are identified through regular HSSE risk assessments. Each identified risk area is evaluated based on its likelihood and impacts, following which appropriate mitigative measures are developed and implemented. The HSSE Department takes effective steps to prevent potential accidents and injuries and protect employees' health by minimising, so far as is reasonably practicable, and in cooperation with employees, the causes of hazards inherent in the workplace.

At the site level, the respective OSH Committees work together with the HSSE Department to manage and monitor site-specific HSSE risks. The HSSE Department also plays an important role in collecting the experience and feedback from the various sites to develop and standardise standard operating procedures that incorporate better practices for consistent implementation throughout the Group, as appropriate.



# SUSTAINABILITY STATEMENT

## EQUAL AND SUSTAINABLE WORKPLACE (Cont'd)

### Occupational Health and Safety (Cont'd)

Records pertaining to workplace accidents, dangerous occurrences, occupational poisoning, and occupational diseases are diligently collected, analysed, and managed. In the event of any accident/ incident or injuries, prompt investigations are carried out to identify root causes and implement the necessary corrective and preventive measures. Findings from these investigations, along with health and safety performance updates and control undertaken, are reported to the HSSE Department and OSH Committees, and awareness is shared across operations to minimise the likelihood of recurrence. In addition, workplaces are subject to periodic inspections to evaluate whether any machinery, plants, equipment, substances, appliances, processes or forms of manual labour in use present potential safety risks that require attention.

All employees are provided with relevant safety briefings or training to ensure that they are adequately equipped with the necessary HSSE knowledge and skills to perform their roles safely and responsibly. Furthermore, SHO Continuous Education Programmes are made available to all employees, enabling them to remain current with industry advancements, emerging trends, and evolving best practices relating to HSSE.

In FY2025, a total of 62 office-based employees, comprising both permanent and contract-based employees, received training on health and safety standards, with a total of 688 training hours attended.

Office-based employees	FY2023 <sup>9</sup>	FY2024	FY2025
Employees trained on health and safety standards (number)	42	46	62

Due to the nature of the Group's business operations, and to comply with legal regulations, as well as client expectations, all our full-time contract-based crews are required to attend relevant and required health and safety standards. In FY2025, our full-time contract-based crews completed a total of 30,623 hours of health and safety training.

<sup>9</sup> The number of employees trained on health and safety standards in FY2023 has been restated to reflect the revised reporting scope, covering only office-based employees. Due to the revision in reporting scope, the number of employees trained on health and safety standards for KL office-based employees was not available for FY2023 and FY2024.

# SUSTAINABILITY STATEMENT

## EQUAL AND SUSTAINABLE WORKPLACE (Cont'd)

### Occupational Health and Safety (Cont'd)

In FY2025, HSSE training provided to employees covered the following topics:

#### Office-based employees

- New Requirement OSHA 1994;
- KKP Seminar;
- H2S;
- First Aid course;
- Assistant Medical Review Officer ("AMRO");
- Combined ISM & ISPS Code Internal Auditor;
- Authorised Gas Tester & Entry Supervisor for Confined Space;
- ESG Awareness & Strategy for Businesses to Drive Change;
- CHRA: Interpretation and Post Activities;
- OPITO TROPICAL Bosiet with CA-EBS & Travel Safely by Boat (Code 5509);
- OPITO Tropical Foet with CA-EBS & Further Travel Safely by Boat (Code:5927);
- OPITO Basic H2S;
- Authorised Gas Tester & Entry Supervisor for Confined Space Refresher;
- Navigating The Usechh and Class Regulation: Key Insight for Compliance ;
- National Occupational Safety and Health Seminar;
- Chemical Issue at Workplace with Its Solution (Part 3);
- Accident Prevention; and
- Understanding And Compliance to OSH (Amendment Act 2022.

#### Contract-based crews

- AMRO (Assistant Medical Review Officer);
- Banksman Training;
- Basic Rigging & Slings Course & Rigger Training (API-U);
- Basic Training (Refresher);
- CA-EBS Initial Deployment;
- Designated First Aider ("DFA");
- Designated Security Duties ("DSD");
- Basic Food Handling;
- Offshore Pedestal Crane Operator Course;
- SEAH PTW & PCSB PTW (Level 2);
- PTW Level 2 ("PCSB");
- Rescue At Height ("RAH");
- T-Bosiet with CA-EBS Tsbb ("OPITO") & T-FOET with CA-EBS Ftsbb ("OPITO");
- OPITO Basic H2S & OPITO H2S (9014) Course;
- TBOSIET (5509);
- TFOET (5927);
- CAEBS & TSBB;
- Banksman (2 Days) Course;
- Person In Charge;
- Firewatcher Course;
- Working At Height - Basic & Awareness Training (Petronas Approved) & (Level 1) & (Level 2);
- Site Emergency Response Team (Member);
- AESP CSE – R; and
- IMM PCT L1L2 Refresher & Recertification.



# SUSTAINABILITY STATEMENT

## EQUAL AND SUSTAINABLE WORKPLACE (Cont'd)

### Occupational Health and Safety (Cont'd)

The summary safety performance of Dayang Group in FY2025 is presented as follows:

Office-based employees	FY2023		FY2024		FY2025
	Performance	Target	Performance	Target	Performance
HSSE rule-breaking/ violation (cases)	0	0	0	0	1
Work-related lost-time injury (cases)	0	0	0	0	0
Near miss reporting (cases)			2		2
Work-related fatalities (cases)			0	0	0
Lost-time Injury Rate ("LTIR") <sup>10</sup>	0	0	0	0	0
Total Recordable Case Frequency ("TRCF") <sup>11</sup>	0.38	0.00	0.32	0.00	0.15

We performed a review of and re-alignment of the Group's safety reporting to include a focus on lost-time injuries and lost-time injury rate, compared to previous reporting, which includes all incidents regardless of severity. Subsequent to our review, the safety performance of FY2023 and FY2024 is also restated to reflect the outcome of our revision.

### Supporting Community & Society

Dayang is supportive of community investments and contributions that benefit society as a whole, particularly initiatives that assist vulnerable communities to ensure they are not left behind as society and the country continue to progress.

Throughout the year, the Group continues its support to a range of community initiatives through both cash contributions and in-kind assistance. Our efforts spanned several areas, including community welfare, social support, and sport development. Among the beneficiaries of our contributions were organisations and programmes such as Victory Home, Palliative Care Association of Miri, Methodist Hope Centre, and Rumah Chalie Sungai Sawa Sera Sebauh, as well as contributions to the Elmina Bronco Rugby Club development programme, among others.

We have a target of making at least 3 donations or contributions to society every year. In FY2025, we made about 24 contributions, which amounted to approximately RM 216,620 and benefited about 24 beneficiaries. The CSR activities conducted by the Group are documented in the Annual Report FY2025.

	FY2023	FY2024	FY2025
Amount invested in the community <sup>12</sup> (RM)	22,000	267,891	216,620
Estimated number of beneficiaries of the investment in communities (number)	694	260	24

<sup>10</sup> LTIR = total lost time injury case/ total hours worked \* 1,000,000

<sup>11</sup> TRCF = total recordable case/ total hours worked \* 1,000,000

<sup>12</sup> Exclude beneficiaries that are internal to the Group

# SUSTAINABILITY STATEMENT

## EQUAL AND SUSTAINABLE WORKPLACE (Cont'd)

### Supporting Community & Society (Cont'd)



Dayang Invitational Golf 2025 – Community Contribution Ceremony



Search and Rescue Exercise Maritime Mass Rescue Operation (MMRO) Eksesais Limbawan Tahun 2025



Environment Audit (First Internal Audit Cycle) at Labuan



CePBFO Training



Commyunication Day with PCSB @ Sky Hotel KK.



Shell Safety Award - Bronze Upstream Category



# SUSTAINABILITY STATEMENT

## ENVIRONMENTAL CONSERVATION & PROTECTION

The Group continues to ensure environmental compliance via its management system and performance monitoring. Dayang Group is committed to ensuring full compliance with all applicable environmental laws and regulations governing its operations. Recognising the material risks associated with pollution, the Group has established an Environment Policy that not only commits to regulatory compliance but also drives efforts towards the efficient and responsible utilisation of materials and resources across its operations.

To embed environmental compliance within its governance structure, the Heads of Departments hold regular meetings to review business performance, which also includes a review of adherence to relevant environmental regulations. Environmental Regulatory Compliance Monitoring (“ERCM”) reporting is carried out on a monthly basis to facilitate close monitoring of the Group’s environmental obligations. The ERCM reporting process also serves as a proactive platform for highlighting and discussing emerging environmental issues, as well as other regulatory updates. These initiatives support a culture of continuous improvement in the Group’s environmental compliance and overall performance. Regular internal audits are further conducted to determine the adequacy and efficiency of internal controls pertaining to environmental compliance and performance.

Beyond regulatory compliance, the Group recognises its responsibility in identifying, assessing, and addressing climate-related risks and opportunities that may impact the long-term sustainability of both the Group and the environment in which it operates. In this regard, the Group acknowledges the growing importance of climate-related financial disclosures as a cornerstone of transparent and accountable corporate reporting.

This year marks the first year Dayang Group prepares and presents a statement on Climate-related Financial Disclosure in alignment with IFRS S2. Relevant considerations are also incorporated into the Group’s governance structure, risk management processes, and strategic planning, thereby strengthening the Group’s resilience in dealing with the risks and opportunities, including financial impacts, in relation to climate change.

### Climate Change & Greenhouse Gas Emissions

#### Energy and Emissions Management

We continue to implement approaches to manage and monitor our energy consumption. Relevant efforts are also undertaken to optimise energy use within our offices while promoting an energy-saving mindset among employees

#### **Charter of Marine Vessels (including PPB)**

All active officers and crews underwent operational emissions mitigation training periodically. By implementing this regular training, we aim to foster a culture of environmental responsibility throughout our operations.

During periods of vessel off-hire, such as standby or maintenance, we prioritise the utilisation of electricity supplied from the shore to the greatest extent possible. This helps us reduce reliance on diesel for electricity for vessel standby and maintenance.

All our vessels comply with the Ship Energy Efficiency Management Plan (“SEEMP”), International Air Pollution Prevention, and, in addition, our workboats comply with the Fuel Oil Management Plans while in operation.

	Target	FY2025
Applicable vessels comply with SEEMP monitoring (%)	100	100 <sup>13</sup>

This year, we are including PPB’s energy and emission consumption data in the scope of Dayang Group’s energy consumption. As a result, the Group’s FY2025 energy data will not be comparable with FY2023 and FY2024 energy data.

<sup>13</sup> FY2025 data included PPB.

# SUSTAINABILITY STATEMENT

## ENVIRONMENTAL CONSERVATION & PROTECTION (Cont'd)

### Climate Change & Greenhouse Gas Emissions (Cont'd)

#### Energy and Emissions Management (Cont'd)

The Group consumed a total of 60,980 MWh in FY2025, comprising 58,796 MWh from fossil fuels used in Group-owned and controlled assets and vehicles, and 2,184 MWh from purchased electricity.

We performed a review of the Group's energy data collection process and have recategorised diesel consumption used in the Group's machinery, but during the period rented to clients, as indirect consumption. Accordingly, such usage is excluded from the Group's reported consumption. We have also revised the energy conversion factor for diesel and petrol. FY2023 and

FY2024 energy consumption and Scope 1 and Scope 2 GHG emissions data have been restated to incorporate these revisions.

The Group reports significantly higher energy consumption in FY2025 due to the inclusion of PPB's usage of marine gas oil which is significant due to its nature of business. On the other hand, electricity consumption decreased in FY2025, after incorporating PPB's electricity consumption, due to streamlined operations for Dayang's operations during the financial year under review.

	FY2023	FY2024	FY2025 <sup>14</sup>
<b>Diesel and Marine Gas Oil (MWh)<sup>15,16</sup></b>	3,504	4,527	<b>58,501</b>
<b>Petrol (MWh)<sup>17</sup></b>	71	111	<b>295</b>
<b>Electricity (MWh)</b>	2,659	2,301	<b>2,184</b>
<b>Energy consumption (MWh)</b>	<b>6,234</b>	<b>6,939</b>	<b>60,980</b>

<sup>14</sup> FY2025 data included PPB.

<sup>15</sup> The estimated amount of indirect use of diesel for machinery in FY2023 and 2024 has been removed.

<sup>16</sup> The diesel amount in FY2023 and FY2024 has been restated due to the update in the energy conversion factor used for diesel.

<sup>17</sup> The petrol amount in FY2023 and FY2024 has been restated due to the update in the energy conversion factor used for petrol.

The Group's GHG emissions are primarily derived from its energy consumption activities across its operations. Dayang Group measures and reports its emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. The Group adopts an operational control approach as its consolidation methodology, considering the nature of its service-based business, as well as the nature of its industry.

During the financial year under review, the Group recorded 14,119 tCO<sub>2</sub>e in Scope 1 emissions and 1,001 tCO<sub>2</sub>e in Scope 2 emissions. Combined, the Group's total Scope 1 and Scope 2 emissions for FY2025 amounted to 15,120 tCO<sub>2</sub>e.

In addition, the Group continues to report selected Scope 3 emissions, namely Category 6 – Business Travel, estimated at 188 tCO<sub>2</sub>e, and Category 7 – Employee Commuting, estimated at 427 tCO<sub>2</sub>e for FY2025. Moving forward, the Group will continue to explore opportunities to identify and incorporate additional Scope 3 categories as data availability and estimation methodologies mature.



# SUSTAINABILITY STATEMENT

## ENVIRONMENTAL CONSERVATION & PROTECTION (Cont'd)

### Climate Change & Greenhouse Gas Emissions (Cont'd)

#### Energy and Emissions Management (Cont'd)

	FY2023	FY2024	FY2025 <sup>18</sup>
<b>Scope 1 emissions<sup>19</sup> (tCO<sub>2</sub>e)</b>	1,053	1,365	<b>14,119</b>
<b>Scope 2 emissions<sup>20</sup> (tCO<sub>2</sub>e)</b>	1,277	1,016	<b>1,001</b>
<b>Total Scope 1 and 2 emissions generated (tCO<sub>2</sub>e)</b>	2,330	2,381	<b>15,120</b>

<sup>18</sup> FY2025 data included PPB.

<sup>19</sup> Scope 1 GHG emissions for fuels were estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.2) and Transport Tool (version 2.7). Source: <https://ghgprotocol.org/calculation-tools-and-guidance>.

<sup>20</sup> Estimated using:

- For FY2023: restated using (1) Peninsular's Grid Emission Factor for FY2022: 0.774 Gg CO<sub>2</sub>e/ GWh (2) Sabah's Grid Emission Factor for FY2022: 0.525 Gg CO<sub>2</sub>e/ GWh (3) Sarawak's Grid Emission Factor for FY2022: 0.199 Gg CO<sub>2</sub>e/ GWh. Source: <https://myenergystats.st.gov.my/news-resources>
- For FY2024: estimated using (1) Peninsular's Grid Emission Factor for FY2022: 0.774 Gg CO<sub>2</sub>e/ GWh (2) Sabah's Grid Emission Factor for FY2022: 0.525 Gg CO<sub>2</sub>e/ GWh (3) Sarawak's Grid Emission Factor for FY2022: 0.199 Gg CO<sub>2</sub>e/ GWh. Source: <https://myenergystats.st.gov.my/news-resources>
- For FY2025: estimated using (1) Peninsular's Grid Emission Factor for FY2024: 0.740 Gg CO<sub>2</sub>e/ GWh (2) Sabah's Grid Emission Factor for FY2024: 0.539 Gg CO<sub>2</sub>e/ GWh (3) Sarawak's Grid Emission Factor for FY2024: 0.199 Gg CO<sub>2</sub>e/ GWh. Source: <https://myenergystats.st.gov.my/news-resources>

	FY2023	FY2024	FY2025
<b>Scope 3 emissions<sup>21</sup> (tCO<sub>2</sub>e)</b>			
<b>Category 6 Business Travel</b>	NA <sup>22</sup>	532	<b>188</b>
<b>Category 7 Employee Commuting</b>	NA <sup>23</sup>	773	<b>427</b>

#### Pollution Management

Pollution management remains a key challenge and priority within our industry due to the potential environmental impacts associated with marine and yard operations. The Group ensures our vessels comply with the SEEMP under the International Convention for the Prevention of Pollution from Ships ("MARPOL").

In addition, we continue to ensure compliance with applicable regulations issued by the Department of Environment ("DOE") governing yard operations, as well as the requirements set out under MARPOL for marine vessels. To further mitigate pollution risks and their potential impacts, the Group implement regular maintenance, testing, and repair schedules for vessels and machines to ensure that equipment is properly maintained and operates efficiently. These preventive measures help reduce the likelihood of pollution incidents arising from equipment malfunction or inadequate maintenance.

<sup>21</sup> FY2024 Scope 3 GHG emissions for Business Travel and Employee Commuting were estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.2) and Transport Tool (version 2.7). Source: <https://ghgprotocol.org/calculation-tools-and-guidance>.

<sup>22</sup> We began to report Scope 3 Category 6 Business Travel data in FY2024.

<sup>23</sup> We began to report Scope 3 Category 7 Employee Commuting data in FY2024.

# SUSTAINABILITY STATEMENT

## ENVIRONMENTAL CONSERVATION & PROTECTION (Cont'd)

### Climate Change & Greenhouse Gas Emissions (Cont'd)

#### Pollution Management (Cont'd)

#### Dayang Enterprise Sdn Bhd ("DESB")

DESB carries out strategies for sustainable energy practices and emissions reduction. DESB identifies and capitalises on opportunities to transition to renewable alternatives, in line with the global trend to move towards clean and sustainable energy while reducing the carbon footprint.

From time to time, DESB considers opportunities and projects to offset or avoid emissions, such as using energy-efficient LED lighting, recycling of e-waste, and promoting energy conservation among employees. By engaging in these initiatives, DESB seeks to balance and neutralise the environmental impact of Dayang's operations, contributing to a more ecologically responsible and sustainable business model.

#### DESB Marine Services Sdn Bhd ("DMSSB")

DMSSB emphasises compliance with international environmental standards, particularly in the realm of air pollution prevention. The company ensures that its vessels strictly adhere to the regulations of the MARPOL 73/78 Annex VI. This international maritime agreement sets forth guidelines and measures aimed at curbing air pollution from ships by regulating emissions of pollutants such as sulphur oxides ("SOx") and nitrogen oxides ("NOx"). By adhering to MARPOL 73/78 Annex VI, DMSSB not only demonstrates its commitment to environmental responsibility but also contributes to the broader global effort to mitigate the impact of shipping activities on air quality and marine ecosystems. DMSSB also carries out various measures such as the installation and proper functioning of essential equipment, including oily water separators, sewage treatment plants, garbage compactors, and more.

The Group has set a target of zero spill incidents resulting in fines/ penalties. We are pleased to report that this target was met in FY2025, with no such incidents recorded during the year.

	Target	FY2025
Spill incidents resulting in fines/ penalties	0	0 <sup>24</sup>

### Climate-related Financial Disclosures

Dayang Group acknowledges the growing relevance of climate change and the importance of addressing climate change-related risks and opportunities in the Group's business. In accordance with the disclosure regulations of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities"), Dayang Group publishes this Climate-related Financial Disclosure that discloses the Group's governance, strategies, risk management, metric and targets in relation to the Group's climate-related risks and opportunities. This statement is prepared in alignment with the IFRS S2 – Climate-related Disclosures, and the Group's disclosure will continue to be improved as we work towards full alignment with the IFRS Sustainability Disclosure Standards.

This is the first year the Group reports in alignment with IFRS S2. The Group has applied the transition reliefs provided by the Listing Requirements as well as the transition reliefs provided by the IFRS S2 Climate-related Disclosures.

It is important to note that the scenario analysis, climate risk assessment, and resulting quantitative data reported in this section are based on hypothetical assumptions in an effort to quantify possible future financial and non-financial impacts, and should not be interpreted as forecasts or guarantees of future outcomes.

<sup>24</sup> FY2025 data included PPB.



# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

### **Governance**

Dayang's Board of Directors (the "Board") is ultimately responsible for ensuring the Group's sustainability matters, including climate-related risks and opportunities, are incorporated in the Group's business strategies and considered in relation to long-term business value creation and business resilience. The Board is further supported by the Corporate Sustainability Committee ("CSC"), which assists the Board in overseeing the Group's management of sustainability and climate-related risks and opportunities, including strategies, policies, performance monitoring, and disclosures. Internal controls, risk management, and financial-related considerations relating to sustainability and climate-related risks and opportunities are also incorporated in the Group's relevant corporate governance process, including in the roles and functions of the Audit Committee and Risk Management Committee.

At the management level, the Managing Director provides leadership to the Senior Management in relation to the assessment of sustainability and climate-related risks and opportunities, development of relevant strategies, as well as the execution of action plans to address the identified risks. This includes conducting scenario analysis and climate risk assessment exercises to identify and prioritise climate-related risks and opportunities in relation to their impact on the business. The Group also leverages its sustainability management and risk management processes to manage and monitor prioritised climate-related risks and opportunities. Climate-related risks are also incorporated in the Group's risk management and internal control systems. The performance of the Group's management of sustainability matters, including climate-related risks and opportunities, is reported to the CSC, which reports to the Board at least annually.

The skills, competencies, and performance of the Directors in relation to the Board's management of sustainability and climate-related risks and opportunities are evaluated during the annual assessment of the Board. The outcome of the evaluation is also used to inform the Directors' skills development and training needs. From time to time, Executive Directors also attend industry events and exhibitions through which they engage with industry players and keep abreast with the latest industry and technological developments. Sustainability and climate-related topics are also considered when scheduling training for Directors.

Sustainability and climate-related risks and opportunities are integral to the Board's review of the Group's strategies, progress, and targets. These reviews are supported by group-wide policies on material topics such as workplace safety and environmental protection, which guide daily operations. In shaping business strategies and major decisions, including significant transactions, the Group considers stakeholder interests, long- and short-term resilience, and the balance between risks, opportunities, and available resources.

At present, climate-related performance has not yet been explicitly tied to executive remuneration. The Group is in the process of developing internal mechanisms to align with IFRS S1 and S2 and to ensure compliance with Listing Requirements. It believes that linking remuneration to climate-related outcomes will be more appropriate and meaningful once these processes are fully established and mature.

### **Climate-related Risks and Opportunities and Strategies**

The Group uses scenario analysis to identify climate-related risks and opportunities relevant to the Group. At the end of 2025, the Group carried out its first scenario analysis, covering all main operations of the Group (excluding PPB's operations), to consider the possible risks and opportunities to the business under different possible climate scenarios. Selected climate-related risks and opportunities are further assessed for their impact or risk levels to evaluate the resilience of the business under the selected climate scenarios.

The scenario analysis aims to enable strategic planning and risk management, with an aim to develop business resilience and sustainability in the longer term.

# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

### **Climate-related Risks and Opportunities and Strategies (Cont'd)**

The analysis considered 3 scenarios, as follows:

- **Scenario A – Orderly Transition** – representing a “Paris Agreement-aligned” scenario leading to global warming below 2°C by 2100, where governments are expected to be proactive and aggressive with respect to energy policies and market policies to support transition towards a low-carbon economy. Transition risks are assumed to be high, while physical risks are assumed to be low.

In this scenario, a carbon price is expected to be imposed at a price similar to Singapore’s introductory price; the Malaysian government is expected to reduce subsidies for energy to discourage the use of fossil-based fuel; in the long term, fossil-fuel prices are expected to meet competition from maturing renewable energy; and environmental regulations are expected to be stricter.

- **Scenario B – Current Pathway** – representing a “current trajectory” pathway in which global warming continues to be addressed at a moderate pace, reflecting existing policies and prevailing trends. In this scenario, policies are not expected to support the achievement of the “2°C or below” target, while the projected warming is expected to be around 2 - 3°C by 2100. Both transition risks and physical risks are assumed to be present but moderate.

In this scenario, governments are more inclined towards a wait-and-see approach; policies and initiatives, including a carbon price, are expected to be less aggressive than Scenario A and fragmented, resulting in greater market uncertainty.

- **Scenario C – High Physical Risk** – representing a higher global warming scenario where governments are passive in relation to setting policies and initiatives addressing global warming. This scenario is expected to result in much greater warming of 3 – 5°C at 2100. Physical risks are assumed to be high while transition risks are assumed to be low.

In this Scenario, fossil fuels are expected to face strong market demand, driven by the pursuit of business growth; there will be no carbon price; and waste management costs are expected to increase as physical climate conditions increase the frequency of materials being damaged or deteriorating.

The Group considers that the selected scenarios reflect a diverse range of climate pathways, from both ends of the spectrum relative to current trends. These scenarios are deemed sufficient at this stage to provide a foundational understanding of the transition and physical risks and opportunities relevant to the Group. The scenario analysis forms the basis for identifying climate-related risks and opportunities that may affect the business and their potential financial implications. Transition risks arise from the shift toward a lower carbon economy, encompassing policy, legal, technological, and market factors. Physical risks, on the other hand, stem from changes in climate patterns or the occurrence of extreme climate events. The Group manages these risks through mitigation, transition, and adaptation measures.



# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

### Scenario analysis

Scenario analysis is applied to all the Group's main business operations, including its topside maintenance services and chartering of marine vessels, considering the impact areas within the business model and value chain as follows:

- contract bidding and market demand;
- manpower, talents and skills;
- operations;
- raw materials, handling of materials, and waste management;
- safety and health;
- finance and financing; and
- asset lifespan and value.

The scenario analysis adopts the following time horizons.

- **Short term** – 3 years or below. This timeframe reflects the general timeframe from bidding through execution to the completion of projects.
- **Medium term** – more than 3 years to 5 years. This timeframe reflects the interim period for the review of business strategies and capital investments.
- **Long term** – more than 5 years. This timeframe reflects the generation duration required for business strategy alignment and long-term planning of asset investments.

Selected risks identified from the scenario analysis are further assessed, including quantification where possible, for the financial impacts.

The outcome of the scenario analysis and the assessment of selected climate risks and/or opportunities are further considered in the Group's risk management processes, business strategies or business decisions, as relevant. Climate-related risks and opportunities with significant impact on the business are further managed via strategies, initiatives, and action plans developed by the Management.

# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

### Climate-related Risks and Opportunities

A summary of the key climate-related risks and opportunities identified is as follows.

Scenario	Topic	Risk categories	Risk or Opportunity Topic	Time horizon	Description and potential impact	
					Risks	Opportunities
Scenario A	Contract bidding and market demand	<ul style="list-style-type: none"> <li>Transition risk</li> </ul>	<ul style="list-style-type: none"> <li>Global energy transition to lower carbon economy</li> </ul>	<ul style="list-style-type: none"> <li>Medium/ Long</li> </ul>	<ul style="list-style-type: none"> <li>Energy transition resulting in reduced oil and gas-related contracts affecting revenue</li> <li>Potentially lower charter rate for higher emission vessels, affecting revenue</li> <li>Increased market competition</li> </ul>	<ul style="list-style-type: none"> <li>Potential expansion of renewable energy, low-carbon, and transition projects, posing revenue opportunities</li> </ul>
	Manpower, talents and skills	<ul style="list-style-type: none"> <li>Transition risk</li> </ul>	<ul style="list-style-type: none"> <li>Transition of skills and talents</li> <li>Changing workforce requirements and arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Medium/ Long</li> </ul>	<ul style="list-style-type: none"> <li>Potential skills mismatch in relation to skills required to support energy transition projects or low-carbon projects</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity for the Group to position itself as a specialist and as a multi-engineering support provider</li> </ul>
	Operations	<ul style="list-style-type: none"> <li>Transition risk</li> </ul>	<ul style="list-style-type: none"> <li>Stricter client requirements, as well as environmental and safety regulations</li> <li>higher operating and input costs due to energy policies</li> </ul>	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>Increased ESG and environmental compliance requirements</li> <li>Increased operating cost due to stricter compliance requirements, such as waste management regulations</li> <li>Increased operating cost due to carbon price (including carbon tax)</li> </ul>	<ul style="list-style-type: none"> <li>Early adoption of low-carbon technologies helps reduce long-term cost exposures (to energy-related expenses)</li> </ul>
	Finance and financing	<ul style="list-style-type: none"> <li>Transition risk</li> </ul>	<ul style="list-style-type: none"> <li>Higher cost of capital for carbon-intensive activities</li> <li>Financiers are selective of projects</li> </ul>	<ul style="list-style-type: none"> <li>Medium/ Long</li> </ul>	<ul style="list-style-type: none"> <li>Higher cost of capital if perceived by financiers as slow to transition</li> <li>Reduced access to funding for climate-intensive activities</li> </ul>	<ul style="list-style-type: none"> <li>Access to green financing in relation to participation in 'green projects'</li> </ul>



# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

Climate-related Risks and Opportunities (Cont'd)

Scenario	Topic	Risk categories	Risk or Opportunity Topic	Time horizon	Description and potential impact	
					Risk	Opportunities
Scenario A	Asset lifespan and value	<ul style="list-style-type: none"> <li>Transition risk</li> </ul>	<ul style="list-style-type: none"> <li>Declining relevance of assets tied to oil and gas activities</li> </ul>	<ul style="list-style-type: none"> <li>Medium/ Long</li> </ul>	<ul style="list-style-type: none"> <li>Risk of asset obsolescence if assets are not transition-ready</li> <li>Reduced asset utilisation in relation to declining oil and gas activities</li> </ul>	<ul style="list-style-type: none"> <li>Transition-aligned fleet renewal strategy potentially enhances long-term competitiveness</li> </ul>
Scenario B	Contract bidding and market demand	<ul style="list-style-type: none"> <li>Transition risk</li> </ul>	<ul style="list-style-type: none"> <li>Greater uncertainties in oil and gas projects, due to more fragmented energy policies</li> </ul>	<ul style="list-style-type: none"> <li>Short / Medium</li> </ul>	<ul style="list-style-type: none"> <li>Greater uncertainty in oil and gas project timing increases the difficulty in project planning</li> <li>Increased market competition</li> </ul>	<ul style="list-style-type: none"> <li>Continued demand for existing services</li> </ul>
	Manpower, talents and skills	<ul style="list-style-type: none"> <li>Transition risk</li> </ul>	<ul style="list-style-type: none"> <li>Higher uncertainties in workforce arrangement and talent development</li> </ul>	<ul style="list-style-type: none"> <li>Short / Medium</li> </ul>	<ul style="list-style-type: none"> <li>Uncertainties in talent development strategies and investments</li> </ul>	<ul style="list-style-type: none"> <li>Current contract-based workforce enables flexibility in workforce arrangement and deployment</li> </ul>
	Operations	<ul style="list-style-type: none"> <li>Transition risk</li> <li>Physical risk</li> </ul>	<ul style="list-style-type: none"> <li>Moderately higher operating cost and compliance cost</li> </ul>	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>Increased operating cost due to carbon price (including carbon tax) and increased regulations</li> <li>Climate variability may affect project progress moderately</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for voluntary initiatives for process optimisation and enhancements ahead of tightening regulations support competitiveness</li> </ul>
	Raw materials, handling of materials, and waste management	<ul style="list-style-type: none"> <li>Physical risk</li> </ul>	<ul style="list-style-type: none"> <li>Increasing material cost</li> <li>Supply chain resilience</li> </ul>	<ul style="list-style-type: none"> <li>Short/ Medium</li> </ul>	<ul style="list-style-type: none"> <li>Increase in raw material prices increases input cost</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities to develop a resilient supply chain through diversification and consideration of alternate materials</li> </ul>

# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

### Climate-related Risks and Opportunities (Cont'd)

Scenario	Topic	Risk categories	Risk or Opportunity Topic	Time horizon	Description and potential impact	
					Risk	Opportunities
Scenario B	Safety and health	<ul style="list-style-type: none"> <li>Physical risk</li> </ul>	<ul style="list-style-type: none"> <li>Stricter safety regulations</li> <li>Moderate increase in safety risks due to climate conditions</li> </ul>	<ul style="list-style-type: none"> <li>Short/ Medium</li> </ul>	<ul style="list-style-type: none"> <li>Increased safety and health regulations</li> <li>Increased safety risks due to climate variability</li> </ul>	<ul style="list-style-type: none"> <li>Potential to position the Group as a contractor with safety best practices</li> </ul>
	Finance and financing	<ul style="list-style-type: none"> <li>Transition risk</li> </ul>	<ul style="list-style-type: none"> <li>Limited financial incentives for transition</li> </ul>	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>Limited immediate financial incentives for transition initiatives</li> </ul>	<ul style="list-style-type: none"> <li>/</li> </ul>
	Asset lifespan and value	<ul style="list-style-type: none"> <li>Physical risk</li> </ul>	<ul style="list-style-type: none"> <li>Weather and climate conditions affecting asset quality and lifespan</li> </ul>	<ul style="list-style-type: none"> <li>Medium/ Long</li> </ul>	<ul style="list-style-type: none"> <li>Climate variability may increase exposure of assets to flooding and site disruption</li> <li>Asset-related maintenance and insurance costs may increase</li> </ul>	<ul style="list-style-type: none"> <li>/</li> </ul>
Scenario C	Contract bidding and market demand	<ul style="list-style-type: none"> <li>Physical risk</li> </ul>	<ul style="list-style-type: none"> <li>Weather and climate conditions are increasing the demand for services</li> </ul>	<ul style="list-style-type: none"> <li>Medium/ Long</li> </ul>	<ul style="list-style-type: none"> <li>Climate variability results in greater difficulty in tender cost/pricing estimation</li> </ul>	<ul style="list-style-type: none"> <li>Increased demand for repair, maintenance, and climate resilience services</li> <li>Opportunities to participate in adaptation and emergency response projects</li> <li>Potentially higher vessel chartering rate</li> </ul>



# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

### Climate-related Risks and Opportunities (Cont'd)

Scenario	Topic	Risk categories	Risk or Opportunity Topic	Time horizon	Description and potential impact	
					Risk	Opportunities
Scenario C	Operations	<ul style="list-style-type: none"> <li>Physical risk</li> </ul>	<ul style="list-style-type: none"> <li>Climate/ weather conditions affecting productivity and progress</li> <li>Increased operating cost</li> </ul>	<ul style="list-style-type: none"> <li>Short / Medium / Long</li> </ul>	<ul style="list-style-type: none"> <li>Worsening climate conditions shorten machinery lifespan, requiring more frequent maintenance</li> <li>Delays or cancellation of project activities due to extreme weather</li> <li>Higher insurance premium</li> <li>Potentially higher fuel and operating costs due to disruption and delays</li> </ul>	<ul style="list-style-type: none"> <li>Efficiency initiatives may help mitigate increases in operating costs</li> <li>Investments in climate-resilient planning and procedures and predictive tools may enhance competitiveness</li> </ul>
	Raw materials, handling of materials, and waste management	<ul style="list-style-type: none"> <li>Physical risk</li> </ul>	<ul style="list-style-type: none"> <li>Climate/ weather is accelerating damage to materials, challenges to site management, and disrupting the supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Short/ Medium</li> </ul>	<ul style="list-style-type: none"> <li>Extreme weather conditions are accelerating the damaging of stored materials and equipment</li> <li>Higher costs associated with site operations, drainage, and housekeeping activities</li> <li>Unfavourable climate events and conditions affect the supply chain, resulting in high procurement costs or affecting supply stability</li> </ul>	<ul style="list-style-type: none"> <li>/</li> </ul>
	Safety and health	<ul style="list-style-type: none"> <li>Physical risk</li> </ul>	<ul style="list-style-type: none"> <li>Higher safety risk due to climate conditions</li> <li>Lower productivity</li> </ul>	<ul style="list-style-type: none"> <li>Short / Medium</li> </ul>	<ul style="list-style-type: none"> <li>Higher safety and health risk for workers</li> <li>Climate variability resulting in reduced offshore operating windows</li> <li>Increased fatigue leading to decreased productivity</li> </ul>	<ul style="list-style-type: none"> <li>Potential to enhance competitiveness by having leadership in climate-adaptive safety standards</li> </ul>

# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

Climate-related Risks and Opportunities (Cont'd)

Scenario	Topic	Risk categories	Risk or Opportunity Topic	Time horizon	Description and potential impact	
					Risk	Opportunities
Scenario C	Finance and financing	<ul style="list-style-type: none"> <li>Physical risk</li> </ul>	<ul style="list-style-type: none"> <li>Higher cost of capital</li> </ul>	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>Increased cost of capital due to physical risk exposure</li> <li>Higher operating cost and insurance premiums</li> </ul>	<ul style="list-style-type: none"> <li>Limited stranded asset risk due to the asset-light model</li> </ul>
	Asset lifespan and value	<ul style="list-style-type: none"> <li>Physical risk</li> </ul>	<ul style="list-style-type: none"> <li>Shorter asset lifespan</li> </ul>	<ul style="list-style-type: none"> <li>Long</li> </ul>	<ul style="list-style-type: none"> <li>Accelerated asset degradation or damage arising from extreme weather events</li> <li>Higher asset repair and replacement costs</li> </ul>	<ul style="list-style-type: none"> <li>Investments in climate-resilience initiatives potentially extend asset lifespan</li> </ul>

### Assessment of Climate-related Risks

The Group conducted further assessment on selected climate-related risks identified via the scenario analysis, focusing on factors that are more readily quantifiable. This year, we have chosen to focus on the assessment of the following impacts:

- increasing operating cost arising from higher energy costs and the introduction of a carbon price;
- increasing operating cost from expanded waste management requirements.

The outcomes of the assessment disclosed below should not be construed as definitive or guaranteed financial impacts in relation to the respective scenarios as they are meant to be indicative estimates employed to evaluate the Group's business and financial resilience.

Note that the scope of the following information does not include operations managed by the Group's listed subsidiary, PPB.

Rising direct energy costs and the introduction of a carbon price

In FY2025, the Group's overall expenses in relation to the direct use of fuel and electricity amounted to RM2.4 million or about 0.7% of the Group's FY2025 profit before tax ("PBT"). There are no carbon price-related expenses.

The estimation of carbon-related expenses and rising energy cost applies to the Group's direct use of fuel and electricity, i.e. related to Scope 1 and Scope 2 only, and assumes consistent consumption as FY2025.



# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

### Rising direct energy costs and the introduction of a carbon price (Cont'd)

We used an assumed introductory price of RM15 per tonne CO<sub>2</sub>e for both Scenario A and Scenario B, effective from 2026 onwards. We assumed an increase in carbon price rate of RM20 and RM10 per tonne every two years, for Scenario A and Scenario B, respectively. We assume no carbon price is imposed in Scenario C. Assumptions for fossil fuel costs reflect a mild increase in Scenario A, a moderate increase in Scenario B, and a steeper increase in Scenario C. This aligns with our scenario descriptions: in Scenario A, fossil fuels face competition from renewable energy, but government subsidies may be reduced; in Scenario B, the absence of energy policies drives demand and higher fuel prices. Assumptions for electricity costs follow the same assumption methodology as fossil fuels, but with a more moderate rate of increase, especially for electricity consumption in Sarawak due to its sufficiency and higher renewable mix.

The assessment approximated an introduction of carbon-related expense of not more than RM200,000 in the long term. After accounting for increases in fuel prices and electricity costs, we estimate an increase in operating costs ranging from RM186,000 to RM272,000 (or 8% to 12% of FY2025 energy-related expense) in the short term and between RM457,000 and RM577,000 (or 20% to 25% of FY2025 energy-related expense) in the long term.

The current assessment does not include possible increases in energy consumption and the impact of carbon price and rising energy costs in the Group's supply chain.

Summary of assumptions across Scenarios A, B, and C	Short term (< 3 years)	Medium term (3 - 5 years)	Long term (> 5 years)
Carbon price (RM/tCO <sub>2</sub> e)	0 - 15	15 - 35	35 - 55
(no carbon price applies to Scenario C)			
Rate of change in fuel prices (%)	2.0% - 4.0% p.a		
Rate of change in electricity cost (%)	2.5% - 4.0% p.a. for Peninsula Malaysia and Sabah; 0.5% - 1.0% p.a. for Sarawak		
Estimated increase in energy-related expenses	RM186,000 to RM272,000	RM295,000 to RM471,000	RM457,000 to RM577,000 by FY2031

Based on the assessment, the Group's energy-related expenses, including an increase in energy cost and carbon price, in relation to direct use of energy is not expected to have a significant impact on the Group's financial performance and financial resilience. The assessment has yet to include the Group's listed subsidiary, PPB, which has notably more significant direct energy consumption. We will include PPB in the scope of our climate risk assessment in FY2026.

### Increase in flight-related expenses

Flight-related expenses are one of the key business travel related expenses of our business, derived from flight tickets purchased to mobilise employees to different work locations. In FY2025, flight-related expenses amounted to RM1.1 million, or about 0.3% of the Group's PBT.

Applying an introduction of carbon price and assuming increases in energy price, we estimate an increase of RM70,000 to RM144,000 in the short term; to a range of between RM150,000 to RM305,000 in the long-term. Our estimation assumes the service providers' expenses in relation to carbon price and increase in energy cost are fully transferred to us.

# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

### Increase in waste management expenses (Cont'd)

Summary of assumptions across Scenarios A, B, and C	Short term (< 3 years)	Medium term (3 - 5 years)	Long term (> 5 years)
Carbon price (RM/tCO <sub>2</sub> e)	0 - 15	15 - 35	35 - 55
(no carbon price applies to Scenario C)			
Rate of change in fuel prices (%)	2.0% - 4.0% p.a		
Estimated increase in energy-related expenses	RM70,000 to RM144,000	RM98,000 to RM250,000	RM150,000 to RM305,000

The Group's waste management-related expenses during the financial year under review amounted to RM1.6 million.

The scenarios considered assumed increases in waste management either through increasingly stricter environmental regulations or a greater need for waste management due to climate variability. Currently, our estimation assumes a steady increase in all scenarios. We have not incorporated other variables, such as the activity of operations and material cost.

The current assessment estimates an increase of RM0.1 million, RM0.2 million, and RM0.3 million in the short, medium, and long term, respectively.

### Business Resilience and Strategies

#### Financial resilience

Based on the assessment conducted, the increase in operating cost arising from (i) increasing energy cost; (ii) introduction of carbon price; and (iii) increasing waste management expenses is estimated to be less than RM1.2 million in the short, medium, and long term.

This estimated increase is not considered material when compared against the Group's administrative and other expenses of RM132.1 million and profit before tax of RM324.3 million for the financial year ended 31 December 2025. Accordingly, the Group does not expect the increase in these selected expense items to have a material impact on its overall financial performance. During contract bidding, our quotation takes into consideration policies and market forces such as energy cost and carbon price. This enables expenses to be fairly incorporated into contract pricing and the Group's revenue. To the extent that there may be timing differences in cost recovery or short-term increases in operating expenses, the Group's cash and bank balances of RM756.2 million as at 31 December 2025 provide sufficient liquidity to absorb such impacts and support any additional working capital requirements.

The Group acknowledge that the Group's fixed assets, such as fabrication yards, warehouses, and vessels, may be affected by both transition risks and physical risks under different climate scenarios. Towards the "Orderly Transition" end of the spectrum of scenarios, transition risks present themselves as technology and regulation-related, while towards the "High Physical Risk" scenario, the physical risks faced involve a higher risk of damage and greater need for maintenance, and higher insurance costs arising from climate and weather conditions. Currently, the Group has yet to develop the relevant methodology to reliably estimate the financial impacts on our fixed assets in quantified terms.



# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

### Business Resilience and Strategies (Cont'd)

#### Financial resilience (Cont'd)

The Group's asset structure is relatively 'light' compared to other operations in the oil and gas industry, due to our nature as a service provider. The Group's fixed assets amounted to RM865.2 million, or comprise about 35% of the Group's total assets, and this asset structure provides flexibility for Dayang Group to pivot with clients' transition strategies. Our financial resilience is further supported by healthy gearing, with low bank borrowings of RM32.3 million and a gearing ratio of 0.02x. The robust financial position also provides strong financial support for future capital investments to align our assets with a lower-carbon economy, through internal funds, as well as bank facilities.

#### Business resilience

The oil and gas industry remains strategically material to Malaysia, contributing to national income, employment, and broader economic activity. At the same time, the Group acknowledges the industry's and the nation's transition efforts toward a lower carbon economy, including the growing reliance on natural gas as a transition fuel while renewable energy generation is developed and scaled. The Group is positioned to align with this transition as our services continue to be required for natural gas-related activities.

The Group workforce strategy combines both contract-based and permanent-based arrangements, which provides the Group with the flexibility to scale its workforce to match contract requirements. The Group can also capitalise on its workforce strategy to employ skills and talents required to support business needs under different climate scenarios.

Dayang Group adopted a set of strategies to develop resilience against various climate risks, underpinned by 4 Pillars, including Operational Resilience, Asset Resilience, Safety and Protection, and Financial Resilience. A summary of the focus areas of the strategies is as follows:

- enhanced safety protocols and ensured they incorporate anticipated climate-related risks;
- business continuity and contingency planning;
- enhancing coordination between functions and teams to enhance operational efficiency, planning, and safety;
- incorporating climate-resilience consideration in the asset maintenance and upgrading plans; and
- assessment of assets and key costs associated with weather-related disruptions, including adequacy of insurance coverage.

The Group remains cautious in its capital investment activities as it manoeuvres through current market uncertainties such as volatile oil prices and uncertain timing in terms of government policies and energy policies. The Group seeks to align its transition pace with prevailing market dynamics. Accelerating too quickly could lead to more expensive upfront investment at a time when demand may not yet support revenue or justify our investments financially, while delaying transition risks falling behind market trends and eroding competitiveness.

The Group does not have investment plans or allocation specifically for addressing climate-related risks or opportunities currently.

# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

### Metric and Targets

The Group discloses the metric or indicators required by the IFRS S2 as follows.

Disclosure items	Reference or explanation
GHG emissions (including Scope 1, 2, and 3)	Disclosed in <b>Climate Change &amp; Greenhouse Gas Emissions</b> Section of the Sustainability Statement
Climate-related transition risks	Disclosed in the <b>Assessment of Climate-related Risks</b> Section of Climate-related Financial Disclosures The transition risks assessed include risks associated with increasing energy prices and the introduction of a carbon price.
Climate-related physical risks	Disclosed in the <b>Assessment of Climate-related Risks</b> Section of Climate-related Financial Disclosures The physical risks assessed are the risks associated with increasing energy prices in relation to Scenario III.
Climate-related opportunities	Not quantified at the moment
Capital deployment	No specific investment planned at the moment
Remuneration	The Group has yet to explicitly link climate-related performance to executive remuneration.

The Group is in the midst of carrying out various initiatives, including improvements to its data collection process and enhancing its business strategy in relation to the incorporation of climate-related risks and opportunities. In addition, the Group is also in the process of consolidating the sustainability data of its listed subsidiary, PPB, in its sustainability reporting.

The Group has yet to set specific targets in relation to climate risks or opportunities. Nonetheless, the Group will consider the development of practical targets to support its business strategy and climate resilience efforts, and will disclose the targets in future reports.



# SUSTAINABILITY STATEMENT

## Climate-related Financial Disclosures (Cont'd)

### **Risk Management**

Dayang Group uses climate scenario analysis to identify climate-related risks and opportunities. The identified risks and opportunities are then prioritised based on a preliminary assessment, while the prioritised risks and opportunities are then assessed in detail via climate risk assessment. In the conduct of the climate risk assessment, the Group deployed quantification methods to estimate the financial impacts of climate-related risks.

Climate risk is incorporated and considered in the Group's risk management process. The outcome of the climate scenario analysis and climate risk assessment will be further incorporated in the risk management process to support risk assessment, including consideration of the likelihood and impact of relevant risks.

The Group's risk management process enables systematic assessment, prioritisation, management, and monitoring of risks, including all key risks of the Group, ranging from strategic, operational, and climate risks. The Group's risk management process and management of key risks are overseen by the Risk Management Committee that assists the Board in relation to risk management matters.

### **Internal Carbon Price**

The Group has yet to set an internal carbon price. Nonetheless, the Management takes into consideration carbon price risk, where relevant, in its key business decisions.

# SUSTAINABILITY STATEMENT

## Waste Management

Dayang maintains a Scheduled Waste Management Policy that reflects the Group's commitment to environmental protection and compliance with the Environment Quality Act 1974. Recognising that waste generated across the Group's business activities, operations, and products carries both environmental and social impacts, Dayang is committed to minimising these impacts through responsible and systematic waste management practices.

To uphold this commitment, the Group employs in-house personnel who are certified as Competent Certified Environmental Professionals in Scheduled Waste Management ("CepSwam"). The CepSwam-certified personnel are responsible for overseeing, implementing, and ensuring that scheduled waste is managed in accordance with applicable regulatory requirements.

Monitoring and compliance are facilitated through the Electronic Scheduled Waste Information System ("eSWIS"), a digital platform that enables systematic monitoring, tracking, and documentation of scheduled waste activities and management. The system also enables efficient management and compliance with regulations.

All scheduled waste generated is handled by licensed and qualified service providers, who carry out disposal in strict accordance with environmental standards and guidelines. Beyond disposal, the Group has proactively established several waste management initiatives, including relevant safe operating procedures in relation to the management of scheduled waste, dedicated storage areas for non-hazardous recyclable material to reduce the volume of waste requiring licensed disposal, as well as designated on-site sorted areas where waste materials are separated and stored in individual skips to facilitate efficient collection.

The Group's operations are subject to audits or inspections from time to time, by parties including clients and authorities. Findings arising from these audits and inspections are treated seriously, and applicable action plans are developed to address these findings or gaps. Action plans are monitored and followed up on to ensure they are implemented. These processes also contribute to the Group's ongoing process improvement.

Despite a non-major non-compliance fine of RM4,000 for which corrective actions have been implemented, there were no other waste management-related non-compliance cases during the financial year under review.

	Target	FY2025
Major waste-related non-compliance cases (number)	0	0

In FY2025, Dayang Group generated 5,445 tonnes of waste in total, comprising 5,315 tonnes of hazardous waste and 130 tonnes of non-hazardous waste. A summary of the waste generated and its disposal methods is presented in the table below. Detailed breakdowns of hazardous and non-hazardous waste are made available under the Sustainability/ESG data section of this Statement.



# SUSTAINABILITY STATEMENT

## Waste Management (Cont'd)

	FY2025				
	Diverted from disposal (tonnes)			Directed to disposal (tonnes)	
	Generated	Reused	Recycled	Incineration	Landfill
<b>Hazardous waste</b>					
SW104 (Used Garnet)	1,809.28	0.00	0.00	270.78	1,538.50
SW 110 Electronic Waste (E-Waste)	0.68	0.00	0.68	0.00	0.00
SW 305 (Spent lubricating oil)	9.35	0.00	5.81	3.54	0.00
SW 306 (Spent Hydraulic Oil)	1.03	0.00	1.03	0.00	0.00
SW 307 (Spend mineral oil-water emulsion)	9.82	0.00	9.82	0.00	0.00
SW 309 (Oil-water mixture such as ballast water)	8.27	0.00	0.00	8.27	0.00
SW 311 (Waste oil or oily sludge)	19.29	0.00	5.27	14.02	0.00
SW 312 (Oily Residue from Automotive Workshop, service station, Oil or grease)	0.17	0.00	0.17	0.00	0.00
SW 403 (Discarded drugs containing psychotropic substances or containing substances that are toxic, harmful, carcinogenic, mutagenic or teratogenic)	0.03	0.00	0.00	0.03	0.00
SW 408 Contaminated sawdust	0.07	0.00	0.00	0.07	0.00
SW409 (Contaminated Paint Can, Container, bags/equipment contaminated with chemicals, pesticides, minerals)	367.92	0.00	0.99	18.93	348.00
SW410 (Contaminated cotton rag, oil filter, Plastics, Paper/filters)	123.45	0.00	1.44	8.51	113.50
SW 417(Waste of inks, paints, pigments, lacquer, dye/ vanish)	2,946.98	0.00	0.00	33.98	2,913.00
SW 418 (Discarded Paint)	16.66	0.00	0.00	16.66	0.00
SW 421 (A Mixture of Schedule Wastes)	0.12	0.00	0.12	0.00	0.00
SW 422 (A mixture of scheduled and non-scheduled wastes)	0.20	0.00	0.00	0.20	0.00
SW429 Chemicals that are discarded/ off specification	1.48	0.00	0.00	1.48	0.00
<b>Total</b>	<b>5,314.80</b>	<b>0.00</b>	<b>25.33</b>	<b>376.47</b>	<b>4,913.00</b>
			<b>25.33</b>	<b>5,289.47</b>	

# SUSTAINABILITY STATEMENT

## Waste Management (Cont'd)

	FY2025				
	Generated	Diverted from disposal (tonnes)		Directed to disposal (tonnes)	
		Reused	Recycled	Incineration	Landfill
<b>Non-hazardous waste</b>					
Scrap Metal	130.37	0.00	130.37	0.00	0.00
<b>Total</b>	<b>130.37</b>	<b>0.00</b>	<b>130.37</b>	<b>0.00</b>	<b>0.00</b>
		<b>130.37</b>		<b>0.00</b>	
<b>Waste generated</b>					
<b>Total</b>	<b>5,445.17</b>	<b>0.00</b>	<b>155.70</b>	<b>376.47</b>	<b>4,913.00</b>

## Water Management

Dayang Group's operations do not have a significant water-related impact, and therefore, water management is considered a lower risk area in relation to our business operations. Despite this, we continue to ensure that our operations conscientiously utilise water resources in a responsible manner. The Group does not operate in water-stressed areas, and water used in our operations is sourced through regulated supply channels.

During the financial year under review, the Group recorded a total water consumption of 18 megalitres ("MI").

	FY2023	FY2024	FY2025
<b>Water Consumption (MI)</b>	18.44	16.94	<b>18.43</b>



# SUSTAINABILITY STATEMENT

## SUSTAINABILITY/ ESG DATA

Metrics/ indicators	Unit	31 Dec 2023	31 Dec 2024	31 Dec 2025
<b>Workforce</b>				
<b>Board of Directors (By Age)</b>				
Below 30	Number (%)	0 (0%)	0 (0%)	0 (0%)
Between 30 to 50	Number (%)	0 (0%)	0 (0%)	0 (0%)
Above 50	Number (%)	11 (100%)	9 (100%)	11 (100%)
<b>Board of Directors (By Gender)</b>				
Male	Number (%)	8 (73%)	6 (67%)	6 (55%)
Female	Number (%)	3 (27%)	3 (33%)	5 (45%)
<b>Employees By Employee Category (Office-Based Employees) (By Age)<sup>25</sup></b>				
Senior Management, below 30	Number (%)	0 (0%)	0 (0%)	0 (0%)
Senior Management, between 30 to 50	Number (%)	4 (24%)	2 (12%)	0 (0%)
Senior Management, above 50	Number (%)	13 (76%)	14 (88%)	10 (100%)
Middle Management, below 30	Number (%)	0 (0%)	0 (0%)	0 (0%)
Middle Management, between 30 to 50	Number (%)	31 (52%)	13 (50%)	22 (52%)
Middle Management, above 50	Number (%)	29 (48%)	13 (50%)	20 (48%)
Executive, below 30	Number (%)	157 (23%)	122 (20%)	75 (21%)
Executive, between 30 to 50	Number (%)	432 (64%)	406 (67%)	230 (66%)
Executive, above 50	Number (%)	81 (12%)	79 (13%)	45 (13%)
Non-Executive, below 30	Number (%)	58 (36%)	44 (36%)	23 (27%)
Non-Executive, between 30 to 50	Number (%)	78 (49%)	59 (49%)	49 (58%)
Non-Executive, above 50	Number (%)	23 (14%)	18 (15%)	12 (15%)
<b>Total number of employees, below 30</b>	<b>Number (%)</b>	<b>215 (24%)</b>	<b>166 (22%)</b>	<b>98 (20%)</b>
<b>Total number of employees, between 30 to 50</b>	<b>Number (%)</b>	<b>545 (60%)</b>	<b>480 (62%)</b>	<b>301 (62%)</b>
<b>Total number of employees, above 50</b>	<b>Number (%)</b>	<b>146 (16%)</b>	<b>124 (16%)</b>	<b>87 (18%)</b>
<b>By Employee Category (Office-Based Employees) (By Gender)<sup>26</sup></b>				
Senior Management, male	Number (%)	14 (82%)	12 (75%)	9 (90%)
Senior Management, female	Number (%)	3 (18%)	4 (25%)	1 (10%)

<sup>25</sup>The total number of employees by employee category, age group, and gender as at 31 December 2023 has been restated to report only office-based employees (which include permanent and contract-based employees).

<sup>26</sup>The total number of employees by employee category, age group, and gender as at 31 December 2023 has been restated to report only office-based employees (which include permanent and contract-based employees).

# SUSTAINABILITY STATEMENT

## SUSTAINABILITY/ ESG DATA (Cont'd)

Metrics/ indicators	Unit	31 Dec 2023	31 Dec 2024	31 Dec 2025
<b>Workforce (Cont'd)</b>				
<b>By Employee Category (Office-Based Employees) (By Gender)<sup>26</sup></b>				
Middle Management, male	Number (%)	41 (68%)	23 (88%)	30 (71%)
Middle Management, female	Number (%)	19 (32%)	3 (12%)	12 (29%)
Executive, male	Number (%)	440 (66%)	391 (64%)	204 (58%)
Executive, female	Number (%)	230 (34%)	216 (36%)	146 (42%)
Non-Executive, male	Number (%)	83 (52%)	58 (48%)	47 (56%)
Non-Executive, female	Number (%)	76 (48%)	63 (52%)	37 (44%)
<b>Total number of employees, male</b>	<b>Number (%)</b>	<b>578 (64%)</b>	<b>484 (63%)</b>	<b>290 (60%)</b>
<b>Total number of employees, female</b>	<b>Number (%)</b>	<b>328 (36%)</b>	<b>286 (37%)</b>	<b>196 (40%)</b>
<b>New Hires<sup>27</sup></b>				
<b>By Employee Category (Office-Based Employees)</b>				
Senior Management	Number	0	0	0
Middle Management	Number	1	2	0
Executive	Number	168	140	32
Non-Executive	Number	30	26	4
<b>Total</b>	<b>Number</b>	<b>199</b>	<b>168</b>	<b>36</b>
<b>Turnover<sup>28</sup></b>				
<b>By Employee Category (Office-Based Employees)</b>				
Senior Management	Number	0	0	0
Middle Management	Number	0	7	1
Executive	Number	146	140	201
Non-Executive	Number	15	27	29
<b>Total</b>	<b>Number</b>	<b>161</b>	<b>174</b>	<b>231</b>

<sup>26</sup>The total number of employees by employee category, age group, and gender as at 31 December 2023 has been restated to report only office-based employees (which include permanent and contract-based employees).

<sup>27</sup>The total number of new hires as at 31 December 2023 has been restated to reflect the revised reporting scope, covering only office-based employees.

<sup>28</sup>The total number of employee turnover as at 31 December 2023 has been restated to reflect the revised reporting scope, covering only office-based employees.



# SUSTAINABILITY STATEMENT

## SUSTAINABILITY/ ESG DATA (Cont'd)

	FY2023					
	Generated	Diverted from disposal (tonnes)			Directed to disposal (tonnes)	
		Reused	Recycled	Incineration	Landfill	
<b>Hazardous waste<sup>29</sup></b>						
SW102	0.35	0.00	0.00	0.35	0.00	
SW104 (Used Garnet)	266.70	0.00	0.00	245.47	21.23	
SW 109 (Waste containing mercury or its compound)	0.10	0.09	0.00	0.01	0.00	
SW 305 (Spent lubricating oil)	2.44	0.00	0.00	2.44	0.00	
SW 309 (Oil-water mixture such as ballast water)	12.74	0.00	0.00	12.74	0.00	
SW 311 (Waste oil or oily sludge)	33.89	0.00	27.33	6.56	0.00	
SW322 (Waste of non-halogenated organic solvent)	2.37	0.00	0.00	0.00	2.37	
SW409 (Contaminated Paint Can, Container, bags/equipment contaminated with chemicals, pesticides, minerals)	35.16	0.00	2.68	31.28	1.20	
SW410 (Contaminated cotton rag, oil filter, Plastics, Paper/filters)	7.06	0.00	0.00	7.02	0.04	
SW 417(Waste of inks, paints, pigments, lacquer, dye/ vanish)	49.15	0.00	0.85	48.30	0.00	
SW 418 (Discarded Paint)	13.31	0.00	0.00	13.31	0.00	
SW 422 (A mixture of scheduled and non-scheduled wastes)	0.57	0.00	0.04	0.53	0.00	
SW429 Chemicals that are discarded/ off specification	0.02	0.00	0.00	0.02	0.00	
<b>Total</b>	<b>423.84</b>	<b>0.00</b>	<b>30.99</b>	<b>368.03</b>	<b>24.84</b>	
			<b>30.99</b>	<b>392.87</b>		

<sup>29</sup> FY2023 hazardous waste has been restated to include the waste data from the marine division

# SUSTAINABILITY STATEMENT

## SUSTAINABILITY/ ESG DATA (Cont'd)

	FY2023				
	Generated	Diverted from disposal (tonnes)		Directed to disposal (tonnes)	
		Reused	Recycled	Incineration	Landfill
<b>Non-hazardous waste</b>					
Domestic Waste	1.20	0.00	0.00	0.00	1.20
Scrap Metal	354.56	354.56	0.00	0.00	0.00
Used Battery	1.50	1.50	0.00	0.00	0.00
<b>Total</b>	<b>357.26</b>	<b>356.06</b>	<b>0.00</b>	<b>0.00</b>	<b>1.20</b>
		<b>356.06</b>		<b>1.20</b>	
<b>Waste generated</b>					
<b>Total</b>	<b>781.12</b>	<b>356.06</b>	<b>30.99</b>	<b>368.03</b>	<b>26.04</b>
	FY2024				
	Generated	Diverted from disposal (tonnes)		Directed to disposal (tonnes)	
		Reused	Recycled	Incineration	Landfill
<b>Hazardous waste</b>					
SW104 (Used Garnet)	409.75	0.00	0.00	388.92	20.83
SW 109 (Waste containing mercury or its compound)	0.56	0.00	0.29	0.27	0.00
SW 305 (Spent lubricating oil)	2.55	0.00	0.00	2.55	0.00
SW 309 (Oil-water mixture such as ballast water)	3.60	0.00	0.00	3.60	0.00
SW 311 (Waste oil or oily sludge)	41.85	0.00	32.95	8.90	0.00
SW322 (Waste of non-halogenated organic solvent)	0.00	0.00	0.00	0.00	0.00



# SUSTAINABILITY STATEMENT

## SUSTAINABILITY/ ESG DATA (Cont'd)

	FY2024				
	Generated	Diverted from disposal (tonnes)		Directed to disposal (tonnes)	
		Reused	Recycled	Incineration	Landfill
<b>Hazardous waste (Cont'd)</b>					
SW409 (Contaminated Paint Can, Container, bags/equipment contaminated with chemicals, pesticides, minerals)	37.35	0.00	2.50	34.85	0.00
SW410 (Contaminated cotton rag, oil filter, Plastics, Paper/filters)	9.39	0.00	0.00	9.39	0.00
SW 417(Waste of inks, paints, pigments, lacquer, dye/ vanish)	56.66	0.00	0.25	56.41	0.00
SW 418 (Discarded Paint)	7.74	0.00	0.00	7.74	0.00
SW 422 (A mixture of scheduled and non-scheduled wastes)	0.27	0.00	0.00	0.27	0.00
SW429 Chemicals that are discarded/ off specification	0.20	0.00	0.00	0.20	0.00
<b>Total</b>	<b>569.71</b>	<b>0.00</b>	<b>35.98</b>	<b>512.90</b>	<b>20.83</b>
			<b>35.98</b>	<b>533.73</b>	
<b>Non-hazardous waste</b>					
E-Waste	0.03	0.00	0.03	0.00	0.00
Scrap Metal	258.31	258.31	0.00	0.00	0.00
Used Battery	0.26	0.26	0.00	0.00	0.00
Used Copier Toner & Drum Cartridge	0.37	0.00	0.37	0.00	0.00
<b>Total</b>	<b>258.97</b>	<b>258.57</b>	<b>0.40</b>	<b>0.00</b>	<b>0.00</b>
			<b>258.97</b>	<b>0.00</b>	
<b>Waste generated</b>					
<b>Total</b>	<b>828.68</b>	<b>258.57</b>	<b>36.38</b>	<b>512.90</b>	<b>20.83</b>

# SUSTAINABILITY STATEMENT

## PRESCRIBED TABLE

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FYE 31/12/2025

Dayang Enterprise Holdings Bhd  
IFRS S2

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Emissions Management	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO <sub>2</sub> e)	14,119	—	No assurance	-
Emissions Management	Scope 2 (location-based)	Metric tonnes of carbon dioxide equivalents (tCO <sub>2</sub> e)	1,001	—	No assurance	-
Emissions Management	Scope 3 - Category 6: Business Travel	Metric tonnes of carbon dioxide equivalents (tCO <sub>2</sub> e)	188	—	No assurance	Excludes emissions attributable to Perdana Petroleum Berhad group
Emissions Management	Scope 3 - Category 7: Employee Commuting	Metric tonnes of carbon dioxide equivalents (tCO <sub>2</sub> e)	427	—	No assurance	Excludes emissions attributable to Perdana Petroleum Berhad group
Emissions Management	The amount and percentage of assets or business activities vulnerable to climate-related transition risks	—	Less than RM1 million Less than 1% of FY2025 Profit Before Tax	—	No assurance	Limited to the assessment and scope disclosed in Climate-related Financial Disclosures Section
Emissions Management	The amount and percentage of assets or business activities vulnerable to climate-related physical risks	—	Less than RM1.2 million Less than 1% of FY2025 Profit Before Tax	—	No assurance	Limited to the assessment and scope disclosed in Climate-related Financial Disclosures Section
Emissions Management	The amount and percentage of assets or business activities aligned with climate-related opportunities	—	Nil	—	No assurance	Not measured currently
Emissions Management	The amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities	—	Nil	—	No assurance	Not measured currently