



# Stakeholder Engagement

**DIMO Annual Report 2025/2026**



# STAKEHOLDER ENGAGEMENT

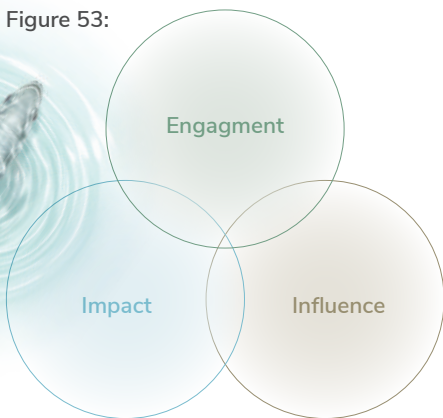
Stakeholder engagement is central to DIMO’s value creation process, enabling the Group to understand stakeholder expectations, prioritise what matters and respond with precision through the capitals entrusted to it. Guided by its brand promise of being the Perfect Partner, DIMO maintains structured and transparent dialogue with shareholders, customers, employees, business partners, communities and regulators to build trust, collaboration and mutually beneficial outcomes. The insights gained are embedded into strategy, governance, risk management and materiality, helping DIMO move beyond barriers, strengthen stakeholder confidence and create sustainable value over the short, medium and long term.

## STRATEGIC ENGAGEMENT FOR LONG TERM VALUE CREATION

Stakeholder engagement is central to our success and long term sustainability. Guided by our brand promise of “Building sustained relationships with world class principals and stakeholders as their Perfect Partner,” we actively engage with our key stakeholder groups to better understand their expectations, concerns, and evolving priorities, whilst fostering transparent and mutually beneficial relationships. Through these engagements, we create value through the effective stewardship of the six capitals contributed to us by our stakeholders, whilst delivering meaningful outcomes in return. At the same time, the results of stakeholder engagement provide us with information relating to responsible behaviour expected of the company, thus providing valuable information to value creation through DIMO sustainability strategy.

The insights gained support informed decision making, strengthen our governance and risk management practices, and help identify material matters that influence our

Figure 53:



operations. Stakeholder perspectives are embedded in our purpose driven strategy, outlined through strategic pillars and priorities, enabling us to accelerate sustainable growth. Through continuous dialogue, we remain committed to strengthening enduring relationships built on trust, collaboration, and shared success.

## KEY STAKEHOLDER ATTRIBUTES: ENGAGEMENT, INFLUENCE, AND IMPACT

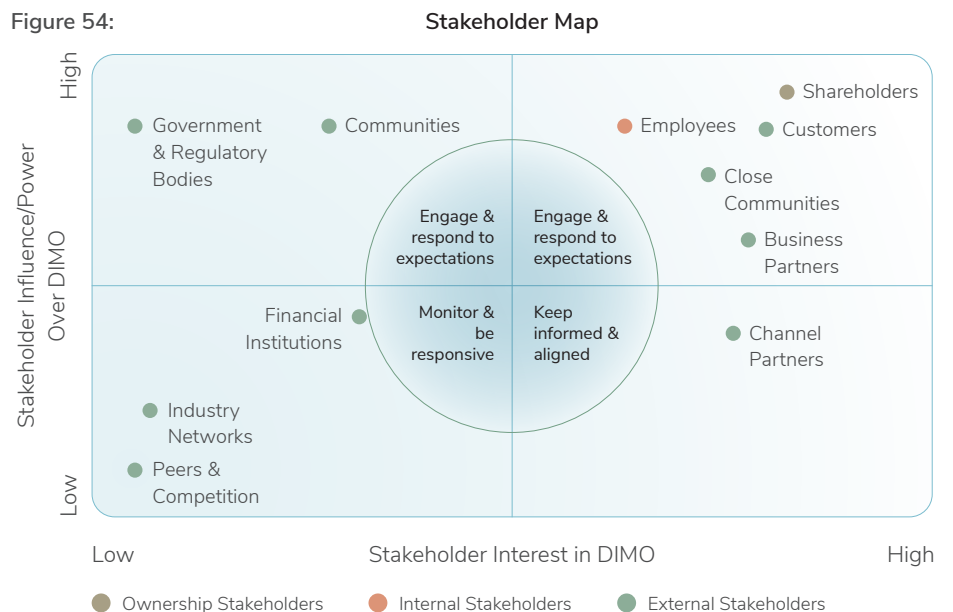
We define stakeholders as individuals or groups who exhibit the following characteristics:

- **Engagement:** The level of direct interaction and involvement stakeholders have in the company’s activities.
- **Influence:** The extent to which stakeholders can influence the company’s strategic decisions, reputation, or performance.
- **Impact:** The extent to which stakeholders are affected by the company’s operations, products, or services.

## STAKEHOLDER PRIORITIZATION AND STRATEGIC ENGAGEMENT

We identify key stakeholders based on their interest in and influence over our business, grouping them into Ownership, Internal, and External categories. Using a structured, companywide approach, we engage with stakeholders across operations, leveraging insights to align strategies, build trust, and drive sustainable growth.

Figure 54:



## DRIVING VALUE THROUGH STAKEHOLDER PARTNERSHIPS

This year, we undertook several key initiatives to strengthen strategic stakeholder engagement. By understanding stakeholder needs and taking meaningful action, we foster long term partnerships that create value at every interaction.



### Shareholders

**Value Impact:** Providers of financial capital, promote financial discipline and accountability, and strengthen access to funding, which together enable sustained long term growth and improved business performance.

#### What we aim to Achieve:

Deliver sustainable returns and long term value to our shareholders whilst securing their continued support, confidence in our strategy, and constructive engagement in governance.

#### Stakeholder Expectations:

- Sustainable returns and capital growth
- Effective risk management and financial stability
- Transparency and timely communication
- Long term sustainability and responsible practices (ESG)

#### Capitals Impacted:



#### SDGs impacted:



#### Integrating Expectations into Our Strategic Priorities:



#### Material Risks:

- Volatile local & global economic circumstances
- Geopolitical tensions & escalations, tariff-wars and sanctions
- Inability to raise long term funds for strategic investments

#### Two-way Engagement Approach

##### Providing Feedback →

- Annual and quarterly financial results released through the CSE
- Material press releases through the CSE (ongoing)
- Corporate website and social media platforms

##### Receiving Feedback ←

- Annual General Meeting
- Formal communication through the Company Secretarial division (ongoing)
- Requests and queries through the corporate website

#### Relevant Measurables:

**Number of shareholders**  
**3,023**  
(2025/24: 2,298)

**Public shareholding**  
**45.5%**  
(2025/24: 34.3%)

**Growth in share price**  
**52.29%**  
(2025/24: 79.40%)

**Dividend per share**  
**Rs. 10**  
(2025/24: Rs. 0)

**PBT generated**  
**Rs. 2.0 Bn**  
(2025/24: Loss of Rs. 1.9 Bn)

**ROE**  
**9%**  
(2025/24: -8%)

➔ For more details on key engagement activities 2025/26, please refer to pages 194-199 of the report.

# STAKEHOLDER ENGAGEMENT



## Customers

Retail, Corporate and Institutional

**Value Impact:** Primary revenue source of the company whose needs, satisfaction, and loyalty drive sustainable returns and long term growth.

### What we aim to Achieve:

Consistently deliver superior products, differentiated services that exceed customer expectations, whilst positioning our brand as the “Perfect Partner” and earning long term customer loyalty through exceptional experiences.

### Stakeholder Expectations:

- High quality, cutting edge, and reliable products and services at value driven prices
- Convenience and Accessibility
- Efficient and Responsive Service
- Trust, Transparency, and ESG Responsibility

### Capitals Impacted:



### SDGs impacted:



### Integrating Expectations into Our Strategic Priorities:



### Material Risks:

- Volatile local & global economic circumstances
- Geopolitical tensions & escalations, tariff-wars and sanctions
- Data breaches, phishing scams or social engineering attacks
- Shift to generation, storage and consumption of new energy for mobility, households, corporates and government institutions.
- Aggressive competition from local contractors, traders, and low-cost foreign suppliers.
- Extreme natural weather-related phenomena

### Two-way Engagement Approach

#### Providing Feedback →

- Customer interactions across branches and offices
- Print and Electronic Media (Ongoing)
- Digital platforms for regular interaction
- Service level monitoring (Ongoing)
- Customer loyalty initiatives (ongoing)

#### Receiving Feedback ←

- Customer satisfaction and NPS surveys (ongoing)
- Complaint management processes (ongoing)
- 24/7 customer contact center
- Corporate website and social media platforms
- Regular customer visits and interactions
- Direct branch feedback

### Relevant Measurables:

New customers acquired

**10,772**

(2025/24: 4,853)

Repeat Customers

**21%**

(2025/24: 32%)

Customer Satisfaction Index (CSI)

**91.91%**

(2025/24: 91.20%)

% of customer complaints resolved

**99%**

(2025/24: 98%)

➔ For more details on key engagement activities 2025/26, please refer to pages 80-87, 92-134 of the report.



## Employees

**Value Impact:** The company's workforce, whose skills and engagement fuel performance, innovation, and the continuous delivery of value across all areas

### What we aim to Achieve:

Foster a workplace where employees feel valued, empowered, and motivated to consistently perform at their best in delivering our purpose and fulfilling our brand promise.

### Stakeholder Expectations:

- Fair and competitive compensation and benefits
- Learning, training, and continuous development
- Career growth and advancement opportunities
- Work life balance and safe, healthy working conditions
- Inclusive, engaging, and performance driven culture

### Capitals Impacted:



### SDGs impacted:



### Material Risks:

- Data breaches, phishing scams or social engineering attacks
- Extreme natural weather-related phenomena
- Attrition of experienced and technically competent personnel

### Integrating Expectations into Our Strategic Priorities:



### Two-way Engagement Approach

#### Providing Feedback →

- Monthly employee council meetings
- Annual strategic planning meetings
- Annual individual performance review
- Employee Facebook/ Whatsapp Group
- Employee engagement events & well-being initiatives (ongoing)
- Trainee academies and leadership development centers (ongoing)

#### Receiving Feedback ←

- Monthly employee council meetings
- Annual employee engagement survey
- Anti Harassment Helpline and grievance handling mechanisms (ongoing)
- Company's open door policy (ongoing)
- Performance review meetings (Annual and as & when required)

### Relevant Measurables:

#### Total Employees

**2,241**  
(2025/24: 1,994)

#### Employee Engagement Score

**4.23**  
(2025/24: 4.27)

#### Salaries and benefits paid

**Rs. 6,236 Mn**  
(2025/24: Rs. 4,923 Mn)

#### Number of training hours per employee

**21**  
(2025/24: 16)

#### Employees promoted during the year

**218**  
(2025/24: 199)

#### Number of injuries, occupational diseases

**2**  
(2025/24: 12)

→ For more details on key engagement activities 2025/26, please refer to pages 62-72 of the report.




# STAKEHOLDER ENGAGEMENT



## Business Partners and Channel Partners

(Principals, Suppliers, Service Providers, Contractors, Joint Venture Partners, Dealers, Distributors and E-tailers)

**Value Impact:** External collaborators extending capabilities, enhancing distribution, and enabling efficient market reach, growth, and operational excellence.

<p><b>What we aim to Achieve:</b></p> <p>Build trusted, compliant partnerships that create opportunity, drive innovation, and sustain long term shared success.</p>	<p><b>Stakeholder Expectations:</b></p> <ul style="list-style-type: none"> <li>• Mutually beneficial, long term partnerships</li> <li>• Fair, timely payments and efficient settlement of dues</li> <li>• Transparent communication and clear operating frameworks</li> <li>• Adherence to contractual terms and performance standards</li> <li>• Opportunities for business growth and continued engagement</li> <li>• Collaboration on innovation and new technologies</li> </ul>	<p><b>Capitals Impacted:</b></p>  <p><b>SDGs impacted:</b></p>  <p><b>Integrating Expectations into Our Strategic Priorities:</b></p> 
<p><b>Material Risks:</b></p> <ul style="list-style-type: none"> <li>• Volatile local &amp; global economic circumstances</li> <li>• Shift to generation, storage and consumption of new energy for mobility, households, corporates and government institutions.</li> <li>• Extreme natural weather-related phenomena</li> <li>• Aggressive competition from local contractors, traders, and low-cost foreign suppliers.</li> <li>• Geopolitical tensions &amp; escalations, tariff-wars and sanctions</li> </ul>		
<p><b>Two-way Engagement Approach</b></p>		<p><b>Relevant Measurables:</b></p>
<p><b>Providing Feedback</b> →</p> <ul style="list-style-type: none"> <li>• One to one meetings (ongoing)</li> <li>• On-site visits (ongoing)</li> <li>• Dedicated managers for foreign business partner relationships</li> <li>• Conferences and award ceremonies</li> <li>• Periodic performance reviews and development sessions</li> </ul>		<p><b>Brand Principals</b>  <b>119</b>                  (2025/24: 116)</p> <p><b>Foreign Suppliers</b>  <b>341</b>                  (2025/24: 403)</p>
<p><b>Receiving Feedback</b> ←</p> <ul style="list-style-type: none"> <li>• One to one meetings (ongoing)</li> <li>• On-site visits (ongoing)</li> <li>• Periodic reviews and development sessions</li> <li>• Conferences and award ceremonies</li> </ul>		
<p>→ For more details on key engagement activities 2025/26, please refer to pages 92–134 of the report.</p>		



## Community

Communities, environment, and surrounding social networks.

**Value Impact:** Providers of a supportive environment, social license, and opportunities for sustainable growth.

### What we aim to Achieve:

Be a responsible community participant by positively impacting people's lives through improving surrounding communities, addressing immediate and long term needs, and contributing to the SDGs.

### Stakeholder Expectations:

- Local employment and job creation
- Socio economic empowerment and upliftment of communities
- Investment in community infrastructure and social projects
- Environmental protection and sustainable operations

### Capitals Impacted:



### SDGs impacted:



### Material Risks:

- Extreme natural weather-related phenomena

### Integrating Expectations into Our Strategic Priorities:



### Two-way Engagement Approach

#### Providing Feedback →

- Ongoing school awareness programmes (providing awareness/ support on leadership, sustainability, and waste management)
- Feedback through ongoing social sustainability initiatives
- Company website and social media platforms

#### Receiving Feedback ←

- Direct feedback through ongoing social sustainability initiatives
- Requests via call centre operations
- Annual market survey conducted covering the general public, students, and corporate employees

### Relevant Measurables:

#### Total investment in Social Sustainability Initiatives

**Rs. 58 Mn**

(2025/24: Rs. 63 Mn)

#### No of total beneficiaries

**24,153**

(2025/24: 25,982)

→ For more details on key engagement activities 2025/26, please refer to pages 92-134, 233-253 of the report.

# STAKEHOLDER ENGAGEMENT



## Government & Regulatory Bodies

**Value Impact:** Providers of legal frameworks, stability, and compliance standards that enable sustainable operations and growth.

### What we aim to Achieve:

Stable, consistent regulations with clear policy communication to support long term planning, investment, and smooth operations, promoting economic stability, innovation, and ESG aligned responsible business.

### Stakeholder Expectations:

- Compliance with all applicable laws, regulations, and standards
- Timely and accurate reporting
- Transparent and ethical business conduct
- Protection of public interest and contribution to national economic development and policy goals

### Capitals Impacted:



### SDGs impacted:



### Material Risks:

- Data breaches, phishing scams or social engineering attacks
- Shift to generation, storage and consumption of new energy for mobility, households, corporates and government institutions.
- Extreme natural weather-related phenomena

### Integrating Expectations into Our Strategic Priorities:

Not Directly Linked to a Strategic Priority

### Two-way Engagement Approach

#### Providing Feedback →

- Ongoing regulatory and compliance reporting
- Timely market disclosures
- Meetings and consultations (as and when required)

#### Receiving Feedback ←

- Laws and regulations
- Directives and circulars
- Meetings and consultations (as and when required)

### Relevant Measurables:

**Paid as duties and taxes**

**Rs. 39,107 Mn**  
(2025/24: Rs. 10,359 Mn)

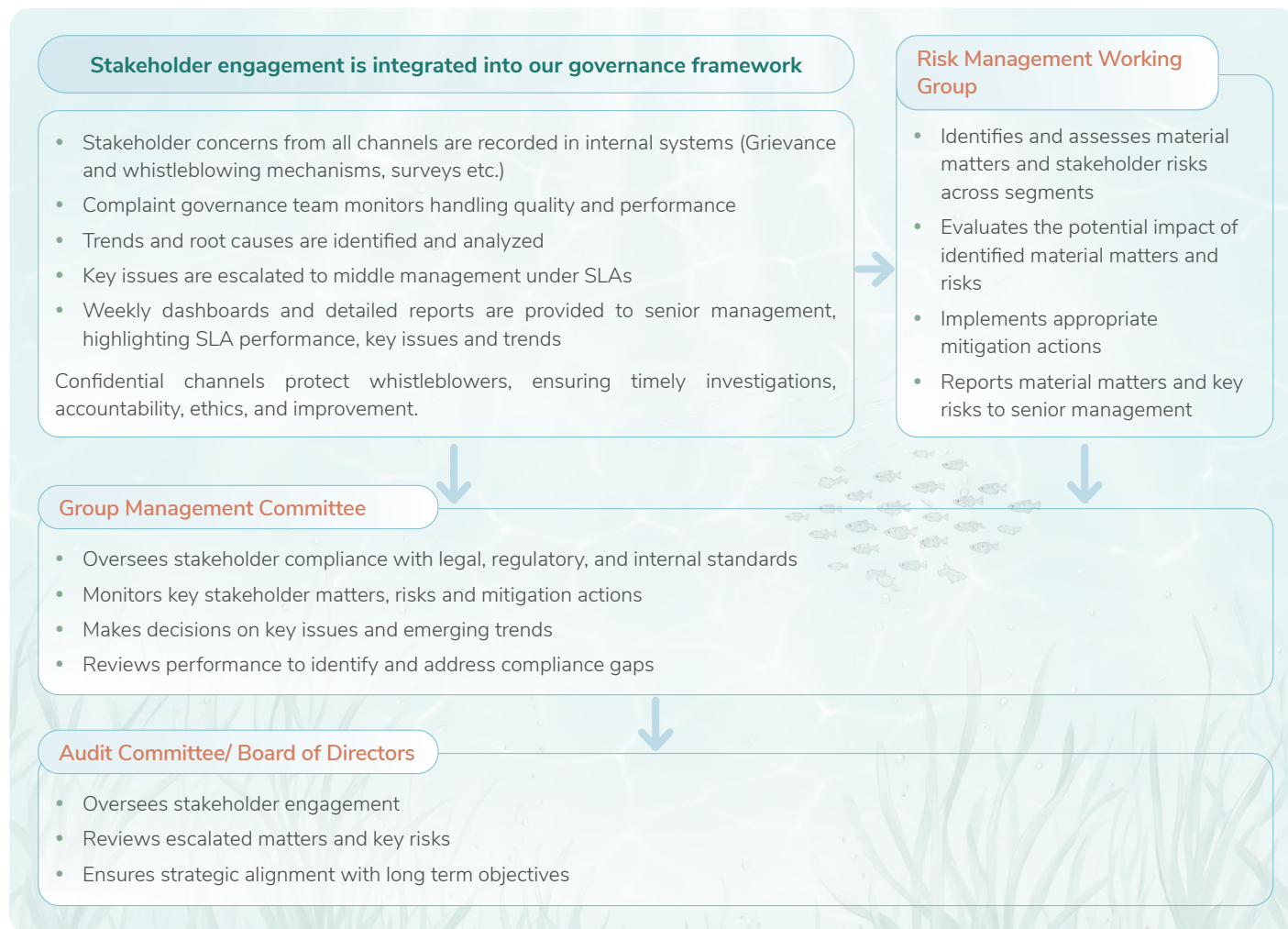
**Non-Compliance**

**Zero**

➔ For more details on key engagement activities 2025/26, please refer to pages 80–87 of the report.



## Governance of Stakeholder Engagement



### OUR APPROACH TO MATERIALITY

Stakeholder engagement is integral to our materiality assessment process, as it enables us to identify and understand the issues that matter most to our stakeholders and the business. Through continuous engagement with key stakeholder groups, we gain insights into evolving expectations and priorities, supporting the identification and prioritisation of material matters aligned with long-term value creation.

### MATERIALITY ASSESSMENT PROCESS TO IDENTIFY MATERIAL MATTERS

During the year, we revised our approach to materiality assessment to incorporate a two-fold perspective; impact materiality (inside-out: driven by internal information) and financial materiality (outside-in: driven by external information).

Impact matters are identified through multiple channels, including management systems, customer experience insights, stakeholder assessments and market

intelligence gathered through central marketing surveys. All identified impacts are consolidated and de-duplicated by the Risk Management Working Group (RMWG) to create a unified Group-wide profile. In parallel, the RMWG identifies key financial matters, forming the second component of the materiality assessment process.

Using the Materiality Matrix, the RMWG evaluates and prioritizes the company's material matters. These prioritized material matters are then presented to the GMC and subsequently escalated to the Board of Directors for review and oversight.

# STAKEHOLDER ENGAGEMENT

Figure 55:

The detailed materiality assessment process is illustrated in the flowchart below.

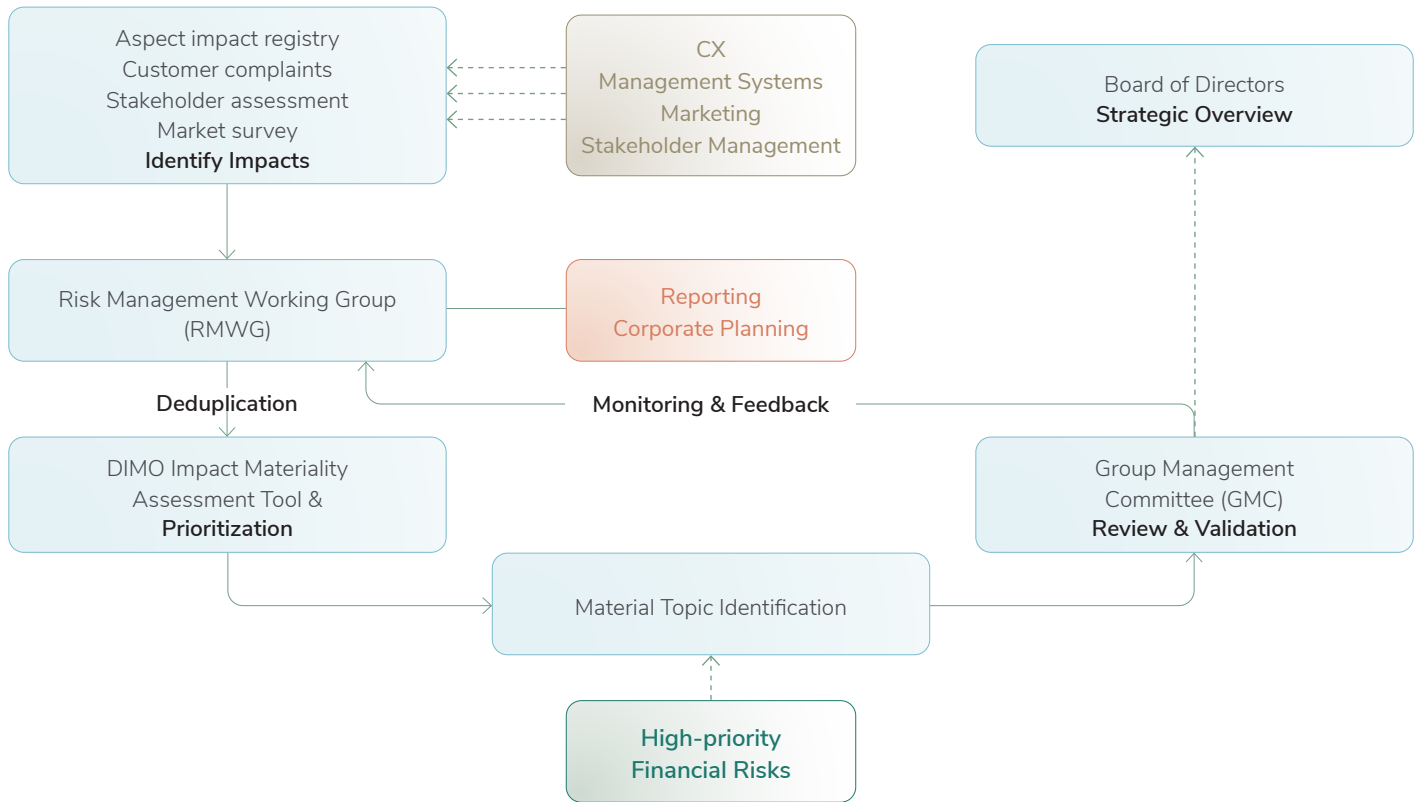


Figure 56: Prioritization of Material Matters (Materiality Matrix)

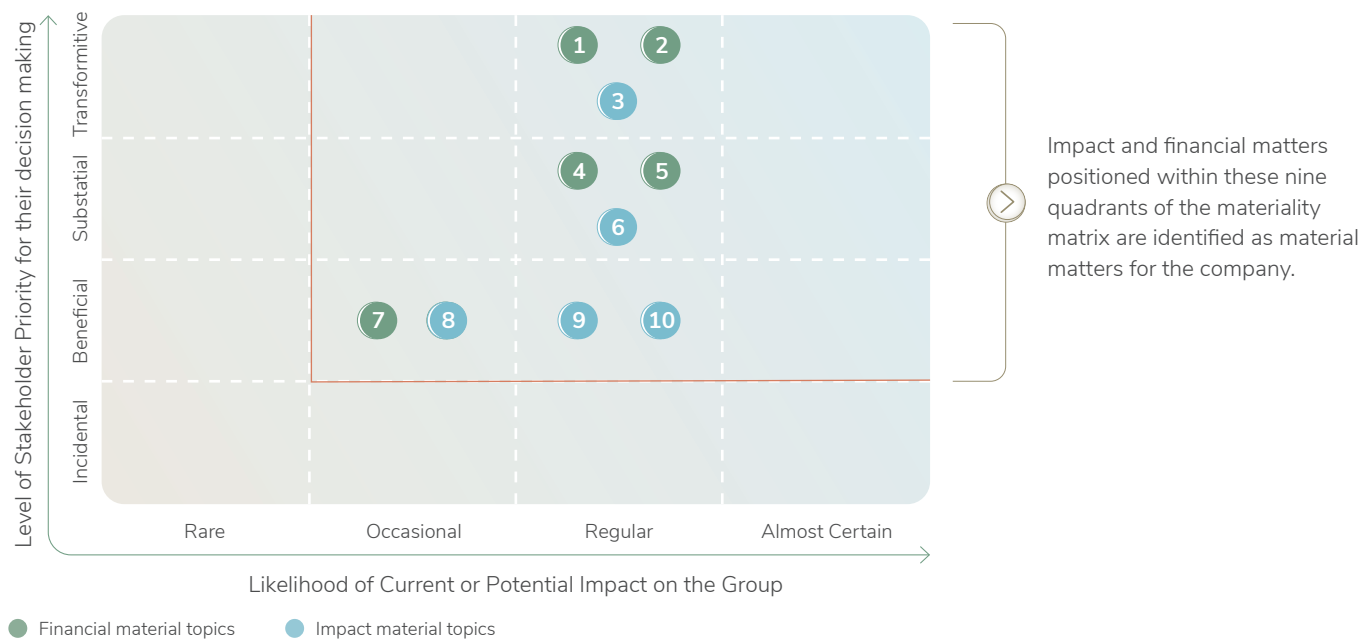


Table 36:

	Material Matter	Relevant Stakeholder Group	Our Response	Our Future Focus
1	Macro-Economic Resilience & Financial Stability	Shareholders Customers Business and Channel Partners	Supplier term negotiations and diversification of the product portfolio to minimise the impact of economic shocks, supporting stable revenue streams and consistent financial returns.  ➔ Please refer to page 44 of the report for more details	We focus on optimising existing businesses whilst diversifying revenue streams to build resilience against economic cycles.
2	Business Model Innovation, Digital Transformation & Market Competitiveness	Customers Employees Business and Channel Partners	Continued investment in digital transformation initiatives strengthening competitiveness and brand value, with a focus on enhancing operational and financial efficiencies through the implementation of SAP Phase 2.	We aim to accelerate digital adoption for operational excellence whilst developing agile and future ready business ecosystems
3	Data Security & Customer Privacy	Customers Employees Government and Regulatory Bodies	ISO/ IEC 27001: 2022 Information Security Management Systems  ➔ Please refer to page 78 of the report for more details	We aim to strengthen cybersecurity, employee awareness, and compliance to build a secure and resilient digital ecosystem with customer trust.
4	Climate Change Mitigation, Adaptation, Resilience & Energy Transition	Shareholders Customers Business and Channel Partners Community Government and Regulatory Bodies	Renewable energy generation, charging, and storage infrastructure businesses supported corporate and residential decarbonisation, whilst the mobility portfolio advanced the transition through Mercedes-Benz and TATA electric vehicles.	We focus on strengthening operational readiness, investing in strategic partnerships, adapting products and services to evolving customer and regulatory requirements, and capture opportunities arising from the transition to new energy ecosystems.  ➔ Please refer to our Sustainability Agenda 2030 on page 39
5	Talent Attraction, Development & Retention and OHS, Employee Wellbeing	Employees	Strengthened internal engagement and expanded technical training, whilst collaborations with universities and higher education institutes enhanced employer branding and helped mitigate talent attrition.  ➔ Please refer to pages 62-72 of the report for more details	We focus on meaningfully investing in employee engagement, workforce development, technology driven efficiencies, and succession planning to strengthen organisational resilience.
6	Waste, Water, Effluent & Pollution Management	Community	Certification for zero landfill  ➔ Please refer to page 89 of the report for more details	We are committed to improving waste, water, effluent, and pollution management through resource efficiency, cleaner technologies, and sustainable operational practices.

# STAKEHOLDER ENGAGEMENT

	Material Matter	Relevant Stakeholder Group	Our Response	Our Future Focus
7	Stakeholder Engagement, Value Chain Sustainability & Resilience	All Stakeholder Groups	Development of a Supplier Code of Conduct, diversified sourcing, targeted community initiatives, and continuous stakeholder engagement strengthened value chain resilience and supported sustainable growth.	We continue to improve transparent stakeholder engagement and develop fully integrated, resilient value chains supporting long term goals
8	Community Health & Public Safety	Community	Donated a "Suwa Seriya" ambulance and conducted garage awareness programmes to educate garage owners and technicians on mechanical safety practices.  ➔ Please refer to page 86 of the report for more details	We aim to strengthen health and safety protocols whilst maintaining strong community trust and contribute positively to societal wellbeing and resilience.
9	Energy Management	Government and Regulatory Bodies  Community	Expansion of rooftop solar generation  ➔ Please refer to page 237 of the report for more details	We are committed to strengthening energy management practices through improved energy efficiency, renewable energy adoption, and responsible consumption to support long-term sustainability and operational resilience.
10	Emission & Climate Change	Shareholders Customers  Business and Channel Partners  Community  Government and Regulatory Bodies	Our decarbonization plan and SBTi commitment  ➔ Please refer to page 90 of the report for more details	We are committed to reducing emissions and strengthening climate resilience through energy-efficient operations, low-carbon solutions, responsible resource management, and sustainable business practices.

