

D&O

Greentech

**D & O GREEN
TECHNOLOGIES BERHAD**

Registration No: 200401006867 (645371-V)

SUSTAINABILITY REPORT 2024



D&O
Greentech
D & O GREEN
TECHNOLOGIES BERHAD
Registration No : 200401006867 (645371-V)

SUSTAINABILITY REPORT
2024





TABLE OF CONTENTS

03 BASIS OF THIS REPORT

04 MESSAGE FROM THE GROUP MANAGING DIRECTOR

06 ABOUT D&O

Our Innovative Products	07
Where We Operate	08
Industry and Membership Associations	08

09 SUSTAINABILITY AT D&O

Sustainability Governance	09
Our Material Matters	10
Stakeholder Engagement	11

14 GOOD GOVERNANCE

Corporate Governance	14
Supply Chain Management	18

22 SOCIAL SUSTAINABILITY

Diversity, Equity and Inclusion	22
Human Rights	24
Labour Practices	27
Occupational Safety and Health	31
Local Communities	33

36 ENVIRONMENTAL SUSTAINABILITY

Climate Change	36
Water Management	45
Waste and Effluent Management	47

50 GROUP PERFORMANCE DATA 2022-2024

58 BURSA MALAYSIA COMMON SUSTAINABILITY MATTERS AND INDICATORS

61 GRI CONTENT INDEX

BASIS OF THIS REPORT



»» ABOUT THIS REPORT

At D & O Green Technologies Berhad (D&O), we view sustainability as an ongoing journey that drives us to continuously refine and improve our business practices in response to sustainability challenges. This mindset shapes our approach to preparing and presenting our fourth annual Sustainability Report (Report), showcasing how our commitment to innovation enables us to address environmental challenges and pursue responsible growth. More than meeting standards, we strive to set a path toward a resilient and sustainable future, guided by purposeful action within D&O.

This Report is presented in tandem with our Integrated Report (IR) for FY2024, available at www.do.com.my, offering a complete perspective on D&O's performance and strategic direction. We encourage stakeholders to read both reports to gain a deeper insight into our financial and non-financial performance.



»» REPORTING FRAMEWORKS

This Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021. It also adheres to the Bursa Malaysia Securities Berhad's Main Market Listing Requirements (MMLR) and the Bursa Malaysia Sustainability Reporting Guide (3rd Edition).

For more information, kindly refer to the GRI Content Index on pages 61 to 64.

In preparing this report, we also further referenced multiple local and international frameworks and guidelines, such as:

- UN Sustainable Development Goals (SDGs)
- Sustainability Accounting Standards Board (SASB) indicators
- Bursa Malaysia's FTSE4Good ESG Indicators
- Task Force on Climate-Related Financial Disclosures (TCFD)



»» REPORTING SCOPE AND BOUNDARIES

D&O is a leading manufacturer of optoelectronic components specialising in the design, development and production of high-performance LED solutions, with its advanced operating facility in Malaysia since 2000. We are known for our breakthrough automotive LED solutions, which set industry benchmarks for energy efficiency and are trusted by major automotive manufacturers worldwide.

Focusing on the 2024 calendar year, this Report highlights our Malaysian operations only and presents data from 1 January to 31 December 2024. Where relevant, comparisons with previous years to illustrate growth patterns and milestones achieved by D&O.



»» ASSURANCE

This Report has been internally reviewed and approved by our Board of Directors on 27 March 2025.

As our reporting infrastructure progresses, we aim to engage external assurance providers in our upcoming reporting cycles.



»» FEEDBACK

We welcome any feedback or suggestions on this Report and our performance. Please forward any questions to Wong Keong Fatt at keong-fatt.wong@dominant-semi.com.

MESSAGE FROM THE GROUP MANAGING DIRECTOR

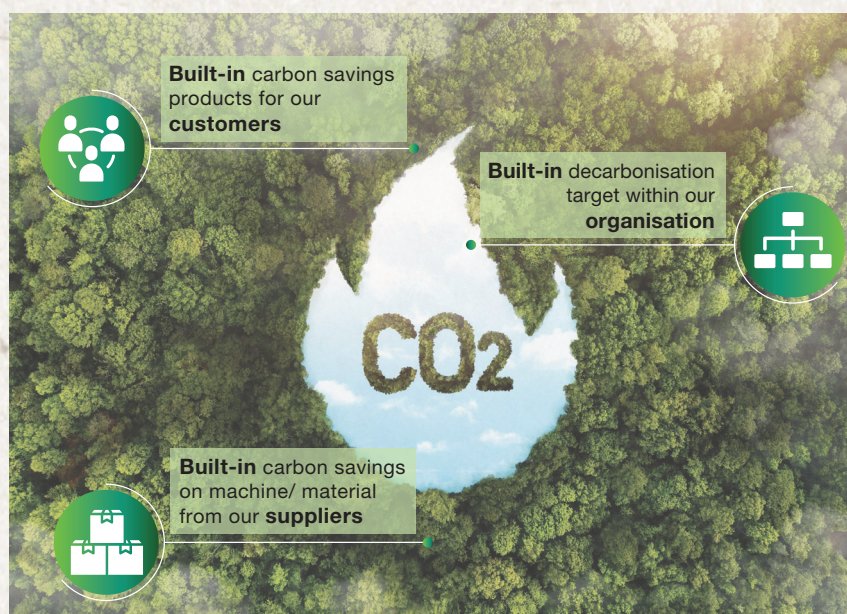
DEAR STAKEHOLDERS,

Sustainability remains at the core of D&O's business as we continue to push the boundaries of innovation in automotive LED solutions. Our commitment to energy efficiency and carbon reduction has only strengthened, driving forward initiatives that support a low-carbon future while enabling resilient, responsible growth. Throughout 2024, we deepened our engagement with Environmental, Social and Governance (ESG) principles, making progress in enhancing our environmental stewardship, resource optimisation and corporate governance.



As the global community faces increasing climate challenges, D&O remains focused on minimising its environmental footprint. The company's carbon reduction strategy continues to evolve, extending across our supply chain, internal operations and customer offerings. In 2024, we enhanced the sustainability of our materials by increasing the use of high-density leadframes and selective plating techniques, reducing raw material waste without compromising performance.

At the operational level, we maintained our Scope 2 carbon neutrality through the procurement of Renewable Energy Certificates (RECs). Our solar energy system generated over 107,000 kWh of clean energy, avoiding 84 tCO₂e in emissions, reinforcing our commitment to renewable energy adoption.



Product innovation has also remained central to our decarbonisation journey. The Smart Embedded Digital Driver LED (seddLED), our flagship product over the last few years, has played a significant role in facilitating our customers to reduce automotive lighting components requirement significantly, ultimately helping them to reduce their greenhouse gases (GHGs). Building on this success, we are developing a new seddLED variation that integrates with the ISELED Light and Sensor (ILaS®) system. Utilising in-vehicle high-speed Ethernet, this innovation enables a single Microcontroller Unit (MCU) to control the entire ambient lighting system while seamlessly connecting to ADAS, LiDAR sensors and real-time traffic updates through a single Central Processing Unit (CPU). This integration is expected to reduce automotive lighting component requirements up to 70%. The SpicePlus 2520 LED, developed with a focus on energy efficiency and material optimisation, has enabled significant lightweighting in automotive applications, reducing overall power consumption and carbon footprint for customers.

We have also intensified efforts to embed circular economy principles into our operations, reducing waste and improving efficiency across key processes. Digitalisation has played a crucial role in optimising resources, with initiatives such as reducing A4 paper consumption, contributing to a leaner, more efficient workplace. In line with our commitment to sustainable packaging, we have eliminated pizza box packaging, preventing 113,000 kg of paper usage annually, which equates to approximately 2,100 trees saved.

MESSAGE FROM THE GROUP MANAGING DIRECTOR



In water conservation, the implementation of a Multi-Media Filtration (MMF) system in 2024 allows us to reuse the water used in the sawing process for up to 22 hours within a 24-hour cycle, significantly reducing total city water withdrawal by 48,000 m³. With full commissioning of the MMF system, our water recycling rate has improved from 23% to 30% and we shall endeavour to improve this to 50% by 2026. Waste management improvements have also been a priority, particularly in food waste collection, which increased to 36 tonnes in 2024. This waste was repurposed through an organic fertiliser initiative, reinforcing the company's commitment to a circular supply chain approach.

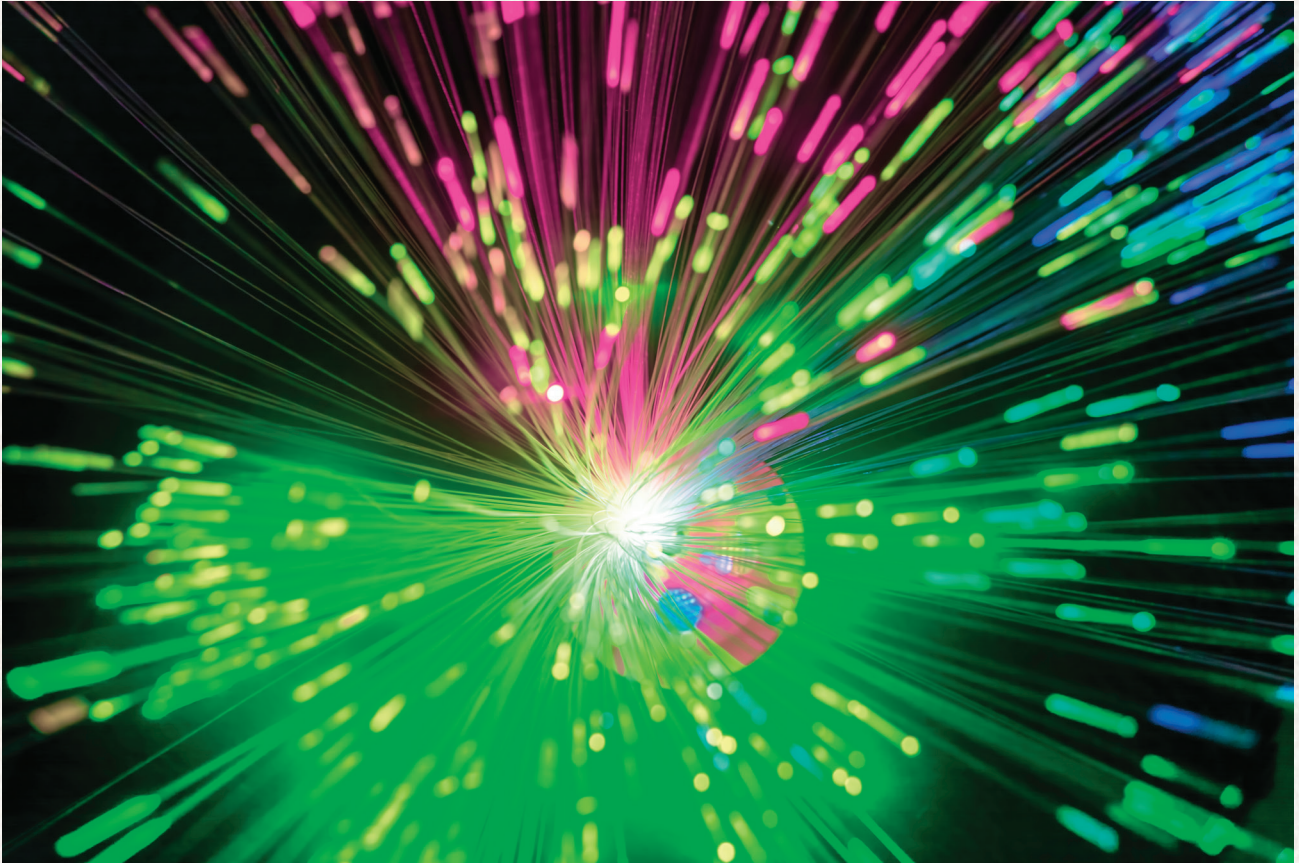
Our people remain the driving force behind D&O's success. In 2024, we continued to strengthen our approach to diversity, inclusion and talent development. Women now make up 56% of our workforce, while our commitment to gender diversity is reflected at the board level, where women hold 20% of positions. In supporting a more inclusive workplace, we maintain the integration of Persons with Disabilities (PWDs) into our workforce. Employee development remains a priority, with the company delivering 55 training programmes in 2024, covering technical skills, leadership and compliance. Our collaboration with Universiti Teknikal Malaysia Melaka (UTeM) has yielded positive results, with a 60% retention rate from our Work-Based Learning (WBL) programme graduates and assisted 43 employees to obtain Sijil Kemahiran Malaysia (SKM) level 2 and level 3 certification through the Recognition of Prior Achievement programme launched by the Malaysian Government, demonstrating our commitment to nurturing young talent as well as supporting the Government's initiative to advance our society.

Governance and transparency continue to be pillars of D&O's long-term sustainability. In 2024, the company upheld its strict anti-bribery and anti-corruption commitments. We retained our position in the FTSE4Good Bursa Malaysia Index, underscoring our ability to meet global ESG expectations.

Looking ahead, D&O remains committed to further reducing its energy intensity, expanding solar energy adoption and enhancing circularity in material use. Our efforts to align sustainability with long-term value creation will continue to evolve as we build a more resilient and sustainable future. With continued stakeholder support, we are confident that our journey towards greater environmental and social responsibility will remain strong, impactful and sustainable.

Mr. Tay Kheng Chiong
Group Managing Director

ABOUT D&O



Dominant Opto Technologies Sdn Bhd (“Dominant Malaysia”), the principal operating subsidiary D&O, is recognised globally as a leading automotive Surface Mount Technology (“SMT”) Light Emitting Diode (“LED”) manufacturer. With our strong emphasis on cutting-edge innovation, advanced manufacturing facilities and deep industry expertise, Dominant Malaysia continues to drive progress in automotive lighting technology, providing high-performance, energy-efficient solutions to major automakers worldwide.

Since our establishment in 2000, Dominant Malaysia has rapidly expanded across key global automotive markets, including China, Europe, the United States, Japan, the Republic of Korea and India. Supported by a workforce of over 2,800 employees at our Melaka plant, we are at the forefront of developing next-generation automotive LED solutions tailored to evolving industry demands.

As one of the few global automotive LED manufacturers offering a full spectrum of colour variations and brightness intensities, Dominant Malaysia serves both interior and exterior automotive applications:

- Interior Illumination – Instrument clusters, infotainment systems, climate controls, switches.
- Exterior Illumination – Headlamps, tail lamps, rear combination lighting, brake lights, turn indicators and license plate lamps.
- Ambient lighting – interior illumination which enhances both aesthetics and passenger comfort.

Beyond LED manufacturing, Dominant Electronics, a key subsidiary of the Group, plays a critical role in automotive Printed Circuit Board (“PCB”) assembly. Led by key personnel with over 30 years of expertise in Surface Mount Technology (“SMT”), Dominant Electronics provides high-precision PCB assembly solutions, meeting the stringent requirements of the automotive industry. The company operates state-of-the-art SMT manufacturing facilities, aligning with Industry 4.0 standards to enhance efficiency, precision and scalability. In recognition of its stringent quality control and environmental stewardship, Dominant Electronics was awarded IATF 16949:2016 certification in 2022 and ISO 14001:2015 certification in 2024.

ABOUT D&O



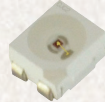
OUR INNOVATIVE PRODUCTS

D&O has a strong R&D team dedicated to developing new and innovative products that align with our customers evolving needs. Our product portfolio ranges from low to high-intensity LEDs with a wide range of colour spectrum for interior and exterior applications. All our products are AEC-Q102 certified, ensuring our products are reliable and of high-quality.

>> EXTERIOR ILLUMINATION



NagaJo

Power Right
Angle

Power DomiLED



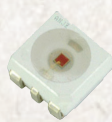
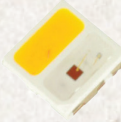
DomiLED



SpicePlus 2520



Angle LED

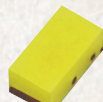
Extreme Power
DomiLEDPrimaxPlus
Bi-Color

L-Spice

>> INTERIOR ILLUMINATION



DomiLED



SpiceLED



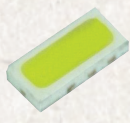
Bevel LED



Mini DomiLED



PrimaxPlus



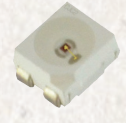
SpicePlus 3014



MiniPlus

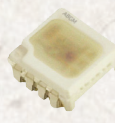
Right Angle
DomiLED

Multi DomiLED

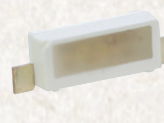


Power DomiLED

>> AMBIENT LIGHTING

SpicePlus
RGB 2120SpicePlus
RGB 3030

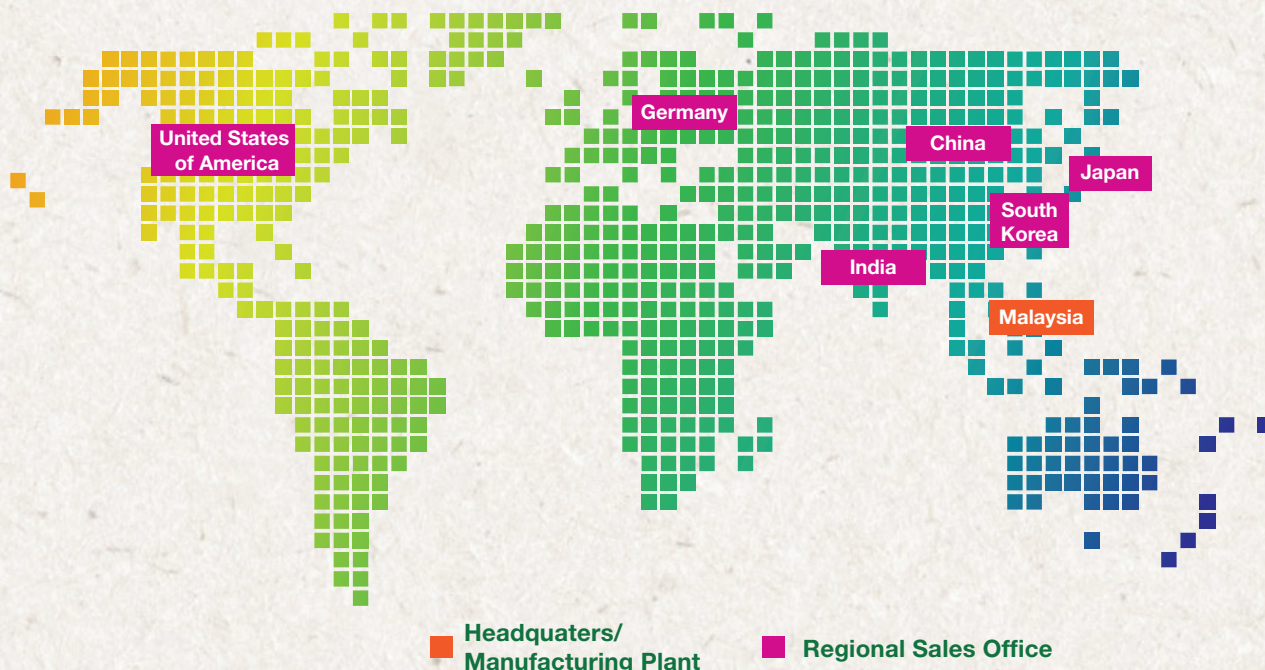
seddLED

Right Angle
Multi DomiLED

Multi DomiLED

ABOUT D&O

»» WHERE WE OPERATE



»» HEADQUARTERS

Lot 6, Batu Berendam, FTZ
Phase III, 75350 Melaka, Malaysia
+60 (06) 2833 566
+60 (06) 2830 566

sales@dominant-semi.com

»» SALES OFFICE

DOMINANT China

DOMINANT Opto Technologies
(Shanghai) Co. Ltd
Room A305, Hongwell International Plaza,
No. 1600 Zhong Shan West Road,
Xuhui District, Shanghai,
China 200235
+86 21 5403 5655
+86 21 5403 6055

sales_china@dominant-semi.com

DOMINANT North America

DOMINANT Opto Technologies
North America Inc.
550 Stepeson Highway,
Suite 320, Troy, MI 48083
+1 (616) 893 5456

sales_us@dominant-semi.us

DOMINANT Korea

DOMINANT Opto Technologies Korea Inc.
6F, Dojin Bldg, 30, Samhaksa-ro
Songpa-gu, Seoul, 05692, Korea
+82 02 425 5203
+82 02 425 5207

sales_korea@dominant-semi.co.kr

DOMINANT Japan

DOMINANT Opto Technologies
Japan K.K.
Three One Building 703 3-20-5
ShinYokohama Kouhoku-ku Yokohama
City #222-0033 Japan
+81 45 624 9345

m.nakamachi@dominant-semi.com

DOMINANT Europe

DOMINANT Semiconductors
Europe GmbH
Raiffeisenstr. 38,
74906 Bad Rappenau Germany
+49 (0) 7264 89010 0
+49 (0) 7264 89010 29
info@dominant-semi.eu

DOMINANT India

+91-99990 24367

sales@dominant-semi.com

INDUSTRY AND MEMBERSHIP ASSOCIATIONS

- Intelligent Smart
Embedded
Alliance (ISELED)

- Malaysia
Semiconductor
Industry
Association
(MSIA)

- Automotive
Electronics
Council (AEC)

SUSTAINABILITY AT D&O

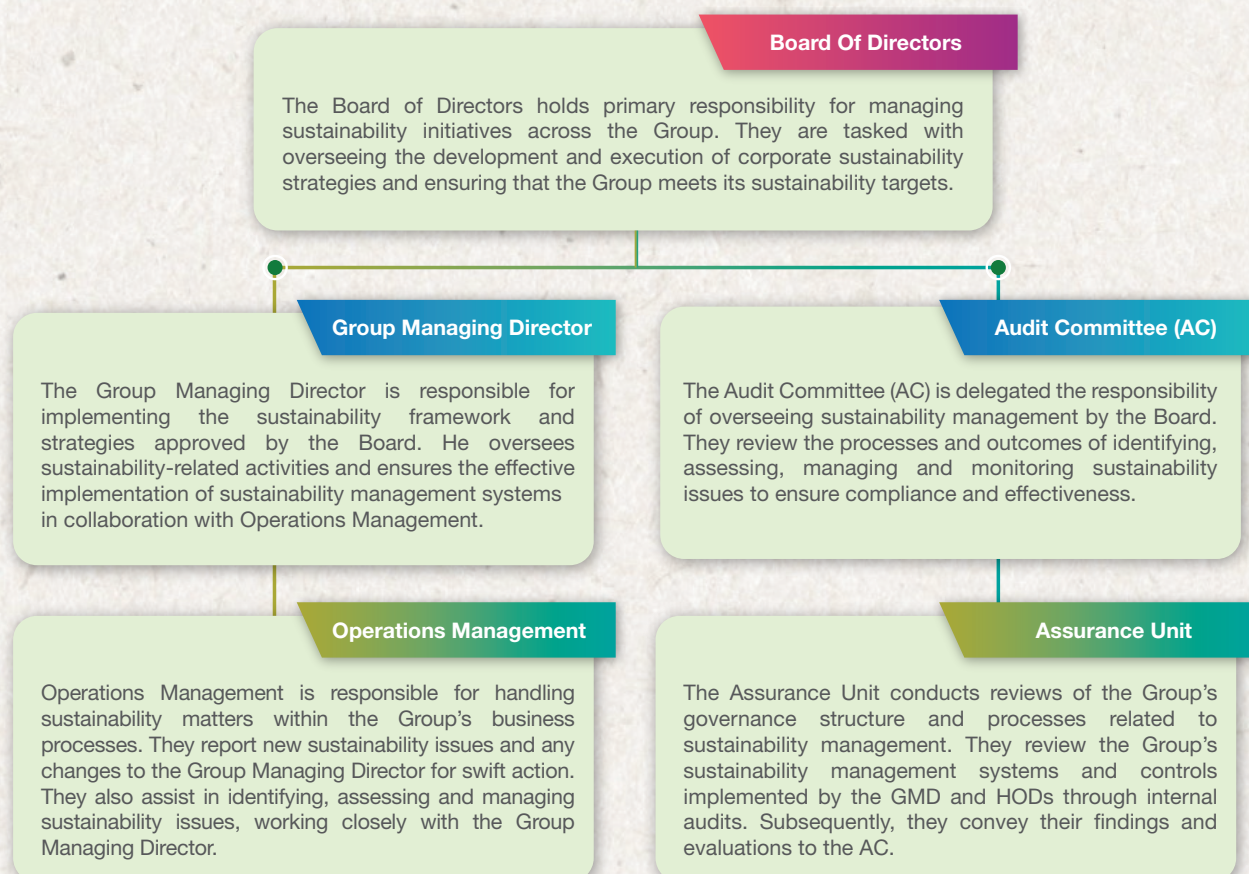
As a leading producer of Automotive LED lighting solutions, we acknowledge the responsibility we bear in shaping a more sustainable future. Our unwavering dedication lies in seamlessly integrating ESG principles into the very fabric of our strategies and operations. Guided by our robust Sustainability Policy, we are resolutely committed to ingraining and fortifying ESG best practices across our entire Group, with the aim of fostering a more sustainable future. This policy is firmly rooted in the principles outlined by the United Nations Sustainable Development Goals (SDGs), serving as a blueprint for implementing sustainability initiatives across our organisation.

We are committed to our shareholders and other stakeholders to perpetuate our growth trajectory in a sustainable manner. To fulfil this responsibility, we have implemented transparent governance structures, policies and processes to effectively manage sustainability within our company. ESG considerations are deeply embedded within our strategic decision-making processes and we remain steadfast in our commitment to enhancing our sustainability performance year after year.

In December 2022, D&O proudly joined the ranks of the FTSE4Good Bursa Malaysia Index, marking a significant milestone in our journey toward sustainability. This recognition is a testament to our unwavering commitment to prioritising sustainability across all aspects of our operations. It underscores our relentless efforts to foster a more sustainable enterprise. From implementing eco-friendly practices to embracing transparent disclosure, we remain steadfast in our commitment to driving positive change.

SUSTAINABILITY GOVERNANCE

Our Board of Directors holds ultimate accountability for the Group's sustainability performance. The Group Managing Director (GMD) convenes monthly meetings with relevant Heads of Departments (HODs) to oversee the Group's sustainability progress, advancements and performance. The meetings serve as platforms for identifying areas which require enhancements. Each HOD is mandated to establish sustainability objectives, measuring and tracking key sustainability metrics and KPIs monthly. Following this, our Finance Department meticulously compiles a quarterly progress report, providing a comprehensive overview of the Group's ESG-related initiatives throughout the period. The report is then presented to the Audit Committee for examination, followed by a review and discussion with the Board.

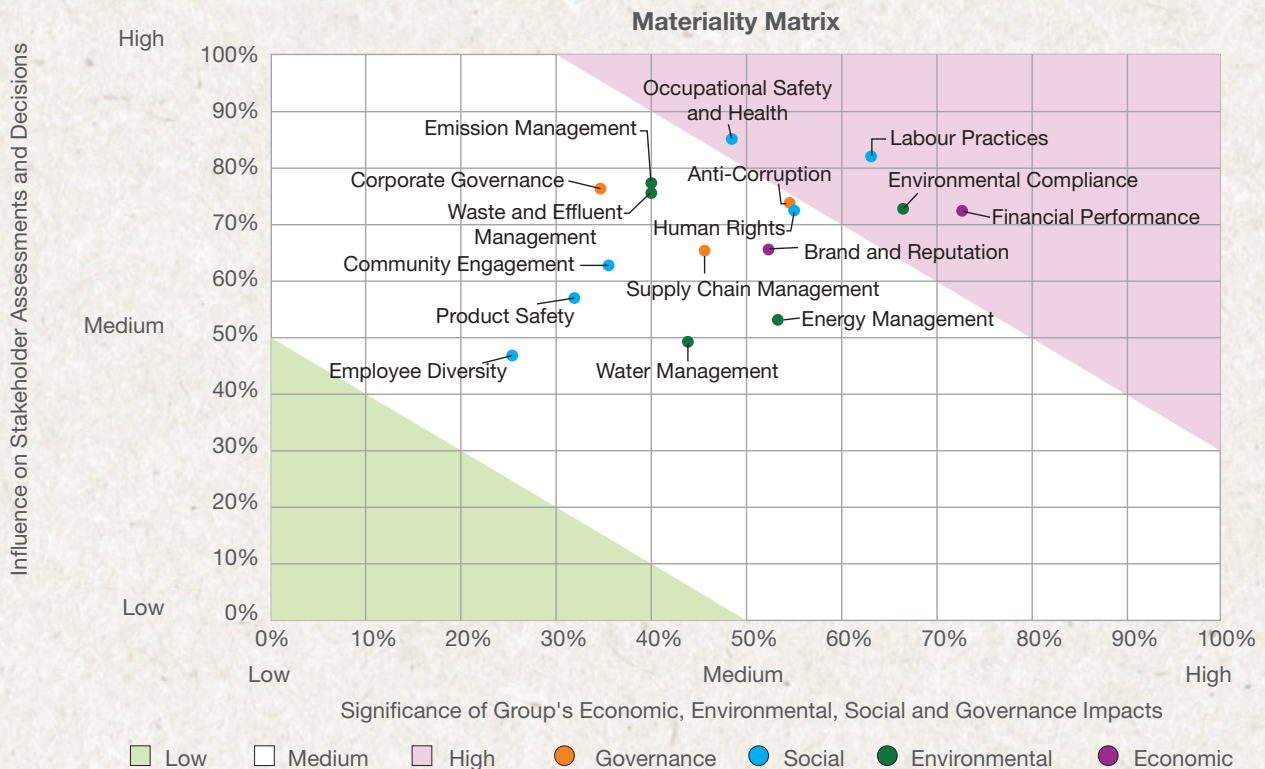


SUSTAINABILITY AT D&O

OUR MATERIAL MATTERS

Each year, our Group conducts a comprehensive materiality assessment to identify, evaluate and address the key risks and opportunities that could influence our business operations, sustainability commitment and long-term growth. This process ensures that our corporate strategies remain aligned with evolving market dynamics, stakeholder expectations and global sustainability trends. The assessment involves direct engagement with Department Heads and key stakeholders to gain a better understanding of the factors that shape our business landscape.

In 2024, the assessment reaffirmed the continued relevance of our materiality priorities, indicating that no significant shifts had occurred in the importance of our key sustainability matters. This stability underscores the effectiveness of our long-term approach, demonstrating that we have successfully aligned our strategic focus and resource allocation to effectively manage these priorities. By maintaining a clear and consistent materiality framework, we reinforce our commitment to sustainable business practices, resilience and responsible corporate stewardship. Looking ahead, we will continue to monitor emerging trends, engage with stakeholders and adapt our strategies to ensure that our business remains agile, forward-thinking and well-positioned for future challenges and opportunities.



SUSTAINABILITY AT D&O

STAKEHOLDER ENGAGEMENT

Throughout the year, we actively engage with our diverse stakeholder groups through a range of formal and informal interactions. These engagements are designed to foster open dialogue, trust and collaboration, ensuring that we remain responsive to the evolving needs and expectations of our stakeholders. We place particular emphasis on dedicated engagements with key stakeholders, including customers, suppliers, financial institutions and employees, focusing on Environmental, Social and Governance (ESG) issues that shape our business landscape.

We recognise that stakeholder feedback is not just valuable but essential to our decision-making process, helping us refine our corporate strategy, sustainability initiatives and operational practices. By actively soliciting, analysing and incorporating stakeholder insights, we strengthen our commitment to transparency, accountability and responsible business conduct. This approach not only reinforces our alignment with global sustainability standards but also ensures that our business practices reflect the values, expectations and priorities of those we serve. Moving forward, we remain committed to enhancing our stakeholder engagement framework, deepening our ESG commitments and driving sustainable long-term value for all stakeholders.

Engagement Methods	Frequency	Areas of Stakeholder Concern	Outcome of Engagement
 Customers			
- Regional sales offices and R&D Centre - Key account management - Participating in Worldwide Automotive Exhibitions - Customer ESG survey and assessment	- Annually - Ongoing	- Material and product quality/ compliance - Product pricing - Product innovation/ customisation - Sustainable business practices	- Ensure all direct materials comply with Restriction of Hazardous Substances (RoHS), Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), Halogen-Free and Conflict Minerals regulations, in line with global environmental standards. - Drive productivity improvements, optimise product yield and enhance overall product quality. - Implement a multi-sourcing approach to reduce reliance on single suppliers and strengthen cost competitiveness for materials. - Require principal material suppliers to be IATF 16949 certified and fully aligned with our Quality System Procedures. - Develop and introduce innovative products tailored to evolving customer needs and expectations. - Advance R&D initiatives focused on redesigning products and materials to reduce material and paper usage, delivering both cost efficiency and environmental benefits.

SUSTAINABILITY AT D&O

Engagement Methods	Frequency	Areas of Stakeholder Concern	Outcome of Engagement
 Employees			
- Employee survey (Google forms) - Dialogue meetings with employees - Annual appraisal - Interactive events and gatherings	- Annually - Ongoing	- Employment benefits and career progression - Occupational health and safety - Human rights	- Enhance employee benefits to exceed statutory requirements, promoting overall well-being and satisfaction. - Offer salaries and wages that are competitive and aligned with prevailing market standards. - Provide targeted training programmes to support continuous learning and career development. - Maintain regular EHS committee meetings to review and strengthen safety protocols, contributing to a consistently low Lost Time Injury Frequency Rate (LTIFR) over the past three years.
 Government and Regulatory Bodies			
- Official report submission - Public dialogues, public announcements - Meetings and e-mail - Government surveys	- Annually - Ongoing	Compliance with all rules and regulations	- Ensure full compliance with all applicable laws and regulatory updates. - Recorded zero incidents of non-compliance with laws and regulations in 2024.
 Local Community			
- Corporate social responsibility - Meetings and press releases - Participate in exhibitions	Ongoing	Contribution to local community	- Support local communities through financial contributions and in-kind donations to community groups, civil organisations and non-governmental organisations. - Prioritise local sourcing wherever feasible to strengthen domestic supply chain. - Collaborate with local suppliers to co-develop innovative technologies, including dual-head laser marking machines.

SUSTAINABILITY AT D&O

Engagement Methods	Frequency	Areas of Stakeholder Concern	Outcome of Engagement
 Suppliers			
- Suppliers' assessment and appraisal - Sustainability survey and assessment - Meetings, e-mail and quotations - Supply chain sustainability commitment	- Annually - Ongoing	- Business opportunities - Compliance with sustainable business practices	- Maintain consistent procurement of high-quality products and services at competitive prices from trusted suppliers. - ESG assessments conducted with five key direct material suppliers, representing nearly half of the Group's total expenditure, confirmed compliance with our supplier ESG standards.
 Shareholders & Investors			
- Integrated report, general meetings, shareholders' dialogue meetings - Analyst briefings, analyst reports, press releases and public announcements	- Annually - Quarterly - Ongoing	- Financial performance and business direction - Sustainable business practices	- Provide regular updates to shareholders and investors on the Group's financial performance and outlook. - Engage actively with investors and analysts through quarterly earnings briefings. - Strengthen corporate reporting by publishing both an integrated report and a dedicated sustainability report. - Advance sustainability initiatives, resulting in the successful retention of our inclusion in the Bursa FTSE4GOOD Index for 2024.
 Financial Institutions			
- Integrated report, press releases, public announcements - Meetings, official submissions, e-mail, sustainability survey and assessment	Ongoing	- Sustainable growth - Compliance to all laws and regulations	- Sustainability assessments and surveys indicate strong alignment between the Group's sustainability efforts and the expectations of key financial institutions. - Financial institutions have expressed continued support for the Group, recognising both our growth potential and our solid sustainability performance.

GOOD GOVERNANCE



CORPORATE GOVERNANCE

Why It Matters

We recognise the importance of strong corporate governance in our operations. Beyond standard requirements, strong corporate governance forms an essential foundation that ensures organisational resilience and stakeholder confidence while simultaneously enhancing business excellence and ethical standards. Neglecting these practices can disrupt policies and weaken sustainability measures.

Building on this understanding, we are committed to maintaining governance standards that strengthen accountability, improve risk management and generate long-term value, while advancing responsible business practices through established policies and procedures.

Our Approach

Our approach centres upon established legal frameworks, policies and regulations, which include, but not limited to:

- Board Charter
- Code of Ethics and Conduct
- Whistle-Blowing Policy
- Anti-Bribery and Corruption Policy (“ABC Policy”)
- Fit and Proper Policy

These frameworks, policies and regulations ensure employees, business partners and suppliers conduct themselves responsibly. All frameworks, policies and regulations remain available on our website and apply across organisation levels and external stakeholders.

Anti-Bribery and Corruption Policy

D&O integrates control measures and oversight mechanisms into our anti-bribery and corruption effort. These include established protocols, operational policies and verification processes to safeguard business operations against corruption risks. We also ensure our business partners, including associates, contractors, consultants and agents follow compliance requirements that uphold organisational integrity.

We have established clear governance structures with well-defined roles and responsibilities for managing bribery and corruption. The Anti-Bribery and Corruption Committee (ABCC), comprising department heads from Finance, Purchasing, Sales and Human Resources (HR), is responsible for reviewing and investigating reported incidents and addressing key issues related to the Group’s anti-bribery and corruption efforts.

The ABCC convenes at least once every quarter to fulfil its mandate and assess the effectiveness of the current policy. Any updates are presented to D&O’s Audit Committee and subsequently communicated to the Board of Directors. The updated policy is accessible by to all suppliers and stakeholders via D&O’s website at www.do.com.my.

GOOD GOVERNANCE

Governance Structure

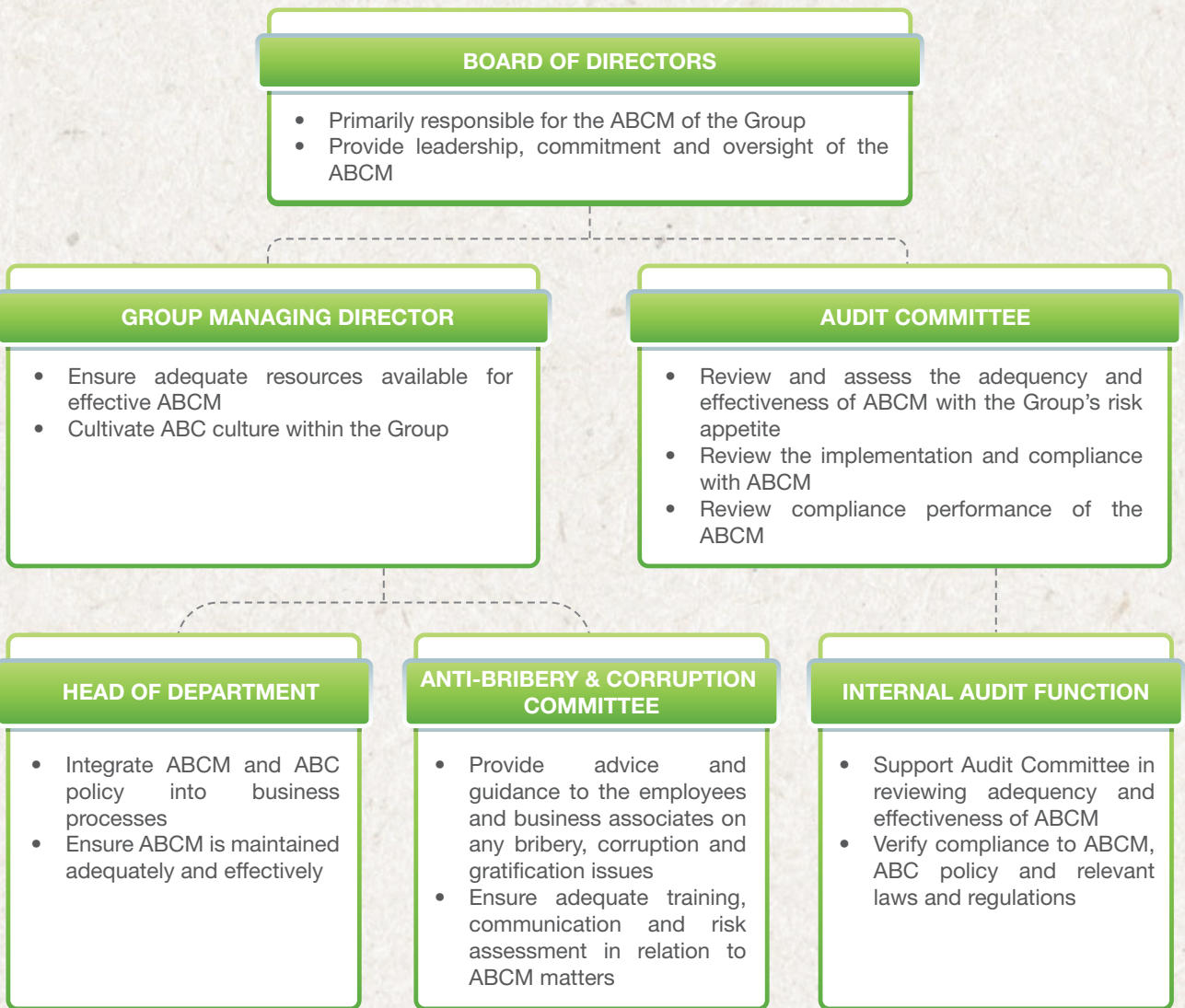
D&O implements a multi-tiered governance framework for anti-bribery and corruption management (ABCM). The Board of Directors holds primary responsibility for ABCM, providing leadership, commitment and oversight. Supporting the Board, the Group Managing Director ensures adequate resources for effective ABCM implementation while cultivating an anti-bribery and corruption culture Group-wide.

The Audit Committee reviews and assesses the adequacy and effectiveness of the ABCM framework to ensure it aligns with the Group’s risk appetite. Its scope includes monitoring implementation, compliance performance and the overall effectiveness of the ABCM framework.

At the operational level, the Heads of Departments integrate ABCM and anti-bribery and corruption (ABC) policies into business processes, ensuring proper maintenance of control measures. The ABCC provides guidance to employees and business associates on bribery, corruption and gratification matters, while managing training, communication and risk assessment programmes.

The ABCC reviews gifts, entertainment and donation expenses across all D&O subsidiaries, with the Finance Department preparing a summary of these expenses. Any amount exceeding the fixed threshold are reviewed on a case-by-case basis. The findings are then compiled and reported quarterly to the Audit Committee and Board of Directors.

The Internal Audit Function supports the Audit Committee by reviewing ABCM adequacy and verifying compliance with ABC policies, relevant laws and regulations.



GOOD GOVERNANCE

Our Initiatives

Raising Anti-Bribery and Corruption Awareness

In August 2024, all executive-level employees and above, including office staff and engineers received detailed information on anti-bribery, corruption and conflict of interest policies via email.

To reinforce accountability and awareness, employees were required to acknowledge receipt and confirm their review of these policies. This mandatory acknowledgment serves as a formal commitment to uphold D&O's ethical guidelines and regulatory compliance. The email outlines the scope of our Anti-Bribery and Corruption Policy, providing clear guidelines for receiving or providing gifts, entertainment, corporate hospitality, managing potential conflicts of interest and specific contacts for whistleblowing. By implementing this process, we ensure that all relevant personnel are well-informed of their responsibilities in preventing bribery and corruption, fostering a culture of integrity within the organisation.

Capacity Building

Our key decision-makers and operational personnel participated in anti-bribery and corruption prevention programmes. This includes training that equipped them with analytical skills and assessment methodologies to identify and address illicit practices.

New employees undergo comprehensive briefings as part of their induction programmes to ensure a strong understanding of the company's ethical standards and compliance requirements. This structured briefings on compliance requirements allow new employees to immediately align themselves with D&O integrity standards.

Whistleblowing Mechanisms

D&O maintains accessible whistleblowing channels through published policies and established reporting procedures. Employees and stakeholders receive guidance on reporting misconduct categories, including but not limited to fraud, bribery, anti-trust, theft or embezzlement, non-compliance with procedure, any form of human rights violations, unfair labour practice, sexual harassment and any form of unethical conduct. To ensure privacy, our reporting mechanisms incorporate confidentiality safeguards and protection measures for whistleblowers during investigation phases. Furthermore, we also have in place a systematic assessment process to evaluate reporting channel effectiveness and identify enhancement opportunities. ABCC also conducts quarterly analysis of reported incidents to strengthen control measures, if any.

Advice Channel

- Provides information and answer queries about the anti-bribery programme
- ABCC responsible for the Advice Channel internally and externally

Speak-Up Channels

- REPORT to – Anti-Bribery and Corruption Committee (ABCC) or Audit Committee
- Email: hot@dominant-semi.com or auditcommittee@do.com.my
- The confidentiality of the whistleblower will be safeguarded and the individual will be protected from any of form of reprisals

GOOD GOVERNANCE

Over the last three years, there were zero confirmed cases regarding incidents of corruption, zero confirmed incidents of non-compliance with bribery or corruption laws and regulations and zero instances of legal action regarding anti-competitive behaviour, anti-trust and monopoly practices.

In 2024

100% of our operations were assessed for corruption related risk

Going Forward

Moving forward, we will uphold strong governance practices across our operations, ensuring effective organisational stewardship for our stakeholders. We will also continue to refine our governance practices and reinforce our position in the industry. Additionally, we achieved the maximum score of 5 for governance disclosures in Bursa Malaysia’s FTSE4Good ESG rating and we aim to maintain the strong performance while striving to improve our disclosures for other governance assessments.

GOOD GOVERNANCE

SUPPLY CHAIN MANAGEMENT

Why It Matters

Supply chain management is critical for D&O's semiconductor manufacturing and distribution, with export operations accounting for over 95% of product distribution in 2024. Effective ESG management across supply chain operations is therefore a priority within our operational framework as any disruptions or unsustainable practices in the supply chain could result in higher costs and regulatory non-compliance, further affecting production demands.

Our suppliers also play a pivotal role in mitigating these risks, as their adherence to high ESG standards ensures sustainable resource use and ethical practices across the value chain. By building close collaboration and enforcing stringent standards, we aim to reduce our overall environmental impact, enhance resource efficiency and build resilience to maintain operational resilience while aligning with global sustainability expectations.

Our Approach

Product Design and Material Compliance

Our approach to supply chain management is centred on a stringent internal standard, which must be adhered to by all employees. Similarly, we expect the same from our key leadframe and wafer providers, which account for the majority of our raw material spending. We also prioritise partnerships with suppliers dedicated to sustainability by actively engaging with them to drive continuous improvements in ESG performance. This proactive approach strengthens supply chain resilience while aligning with stakeholder expectations and long-term business sustainability.

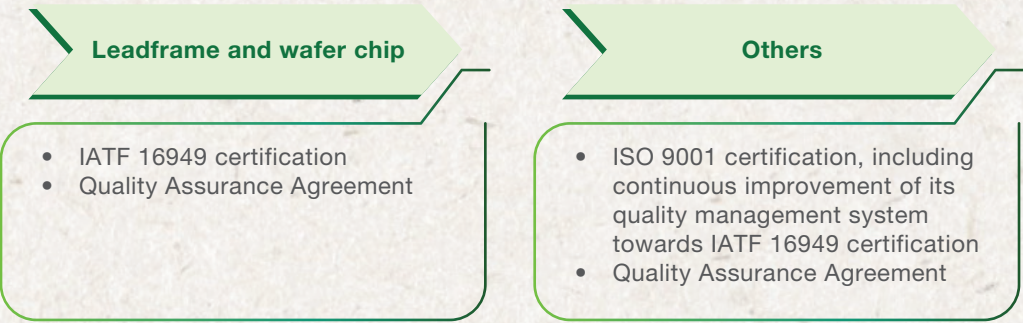
Our operations follow the D&O's Sustainable Supply Chain Management Policy:



GOOD GOVERNANCE

Supplier Selection Criteria

All key suppliers must adhere to stringent certification and compliance standards to align with our sustainable supply chain objectives. At the bare minimum, these are the requirements our key suppliers must meet/maintain:



As part of this commitment, our leadframe and wafer chip suppliers are required to obtain IATF 16949 certification, which integrates sustainability elements into their operations.

In accordance with IATF clause 5.1.1.1, suppliers must have:

- Employee Code of Ethics and Conduct
- Anti-Bribery Policy
- Whistleblowing Policy

Components to be included in key suppliers' Employee Code of Ethics and Conduct are:

Respect for Human Dignity and Rights	All employees shall be treated with dignity, respecting their inherent human rights, including labour rights, personal dignity and privacy.
Elimination of Forced Labour	Suppliers must eradicate all forms of forced labour within their operations, ensuring that employees work willingly and are not coerced or compelled into employment.
Non-Discrimination and Equality	Discrimination based on gender, race, socio-economic status, age, marital status, or family circumstances is strictly prohibited. Suppliers must promote an environment of equality and fairness in all aspects of employment.
Fair Working Conditions and Compensation	Employees are entitled to fair and safe working conditions, adequate compensation, benefits, ongoing training opportunities, transparent performance evaluation avenues for career advancement.
Legal Compliance	Full compliance with the laws, regulations and standards of the country in which suppliers operate is mandatory. This includes adherence to regulations concerning working hours, minimum or living wage standards and the prohibition of child labour.
Right to Collective Bargaining	Employees have the right to engage in collective bargaining and form trade unions without fear of reprisal or discrimination. Suppliers must respect and facilitate this fundamental right.
Labour Rights Grievance Mechanisms	Effective and accessible complaint mechanisms must be established to address any grievances related to labour rights. Employees should feel empowered to voice their concerns and seek resolution without fear of retaliation.

Key suppliers are also evaluated based on environmental criteria, including ISO 14001 certification, the presence of an environmental policy and compliance with RoHS and REACH regulations.

GOOD GOVERNANCE

Our Initiatives

Enhancing Accessibility

To ensure suppliers gain a comprehensive understanding of our Sustainable Supply Chain Management principles, the relevant document is made available in both English and Mandarin, the two most widely used languages among our suppliers. This helps to enhance clarity, facilitate effective communication and promote better compliance and alignment with our sustainability standards.

By providing this information in their preferred language, we enhance clarity, facilitate effective communication and promote better compliance and alignment with our sustainability standards.

Supplier Monitoring and Assessment

To strengthen ESG monitoring of our key suppliers we distributed self-assessment questionnaires to evaluate the alignment of five of our leadframe and wafer chip suppliers with our sustainability standards. The responses met the criteria we had established.

Our Group maintains audit rights across supplier operations and may request compliance verification documentation. Stakeholders can report potential violations anonymously to auditcommittee@do.com.my

We have also established clear sustainability expectations in supply chain management, which are publicly available on our website. All new and existing suppliers were formally notified of our environmental and social requirements through an official letter. Furthermore, existing suppliers are required to confirm compliance with our Sustainable Supply Chain Management Policy, while new suppliers will be informed of this requirement and must provide certification or alternative assurances before engagement. Compliance is verified through signed declarations or equivalent commitments.

An extract of our Sustainable Supply Chain Management Policy is indicated below:

Environmental Stewardship

We expect our suppliers to actively reduce their environmental footprint, beginning with energy efficiency, GHG emissions reduction and water stewardship. Suppliers are required to adopt measures such as renewable energy use and efficient technologies. Those operating manufacturing facilities must also ensure proper treatment of industrial effluents and compliance with air and water discharge regulations.

Beyond emissions and resource use, we promote the use of sustainable materials and encourage recycling to minimise waste. Suppliers are also expected to manage noise pollution, responsibly source minerals to avoid conflict minerals and adhere to restrictions on hazardous substances. Compliance with international environmental standards, such as ISO 14001, RoHS and REACH is a baseline expectation for selected suppliers.

Social Responsibility

Respect for human rights and fair labour practices are core to our supply chain expectations. Suppliers must prohibit forced or child labour, comply with working hour regulations and provide fair and competitive wages that align with local laws. Discrimination of any kind is not tolerated and equal opportunity must be practiced across hiring, training and promotions.

Suppliers must also create safe, healthy and inclusive workplaces. This includes implementing robust health and safety practices, encouraging two-way communication and investing in employee development. We further require suppliers to respect workers' rights to freedom of association and collective bargaining, ensuring all individuals are treated with dignity and fairness.

Governance and Ethical Conduct

All suppliers are required to operate with integrity, comply with anti-bribery and corruption policies and maintain accurate records of their business activities. Ethical risks such as conflicts of interest, money laundering and unfair business practices must be actively prevented. Transparent disclosure of operational and financial information is essential for accountability and trust.

We also expect suppliers to uphold the highest standards in data protection, cybersecurity and intellectual property management. Whistleblowing mechanisms must be in place, alongside strict controls to prevent counterfeit or diverted parts from entering the supply chain. Any quality issues or suspected violations must be promptly reported to ensure timely resolution and continued compliance.

GOOD GOVERNANCE

For more information, kindly refer to our Sustainable Supply Chain Management Policy at <https://www.do.com.my/cdn/sustainability/Dominant-Supply-Chain-Management>.

Continuous Compliance Monitoring

To ensure our leadframe and wafer chip supplier certifications maintain current standards and practices, we require them to undergo certification validation processes for IATF 16949 and ISO 14001. These assessments occur on a three-year cycle.

	2022	2023	2024
Number of leadframe and wafer chip suppliers fail to obtain IATF 16949 certification.	All leadframe and wafer chip suppliers are IATF 16949 certified.		
Number of leadframe and wafer chip suppliers fail to obtain ISO 14001 certification.	All leadframe and wafer chip suppliers are ISO 14001 certified.		

Proportion of Spending on Local Suppliers

Our manufacturing operations rely on specific components and raw materials with limited geographical availability. While key material supplies, particularly leadframes and wafer chips, originate primarily from overseas manufacturing facilities, we actively seek to include local suppliers in our procurement where possible.

As part of this commitment to supporting local businesses and building a resilient supply chain, the Group's total purchase value from domestic suppliers in 2024 remains well-represented at 20% of the overall procurement spend. Notably, local spending exceeded RM150 million over the last three years. This reflects our ongoing efforts to strengthen relationships with local suppliers, enhance supply chain sustainability and contribute to the local economy.

Year	2022	2023	2024
Percentage (%) & RM (million) spent on local suppliers	24% (RM234.7 million)	18% (RM165.0 million)	20% (RM184.4 million)

Supporting Local Automotive Supply Chain

In 2019, Beijing Jingwei Hirain Technologies Co., Inc. ("Hirain"), a leading Chinese electronics solutions provider, sought to establish its first manufacturing plant outside of China as part of Hirain's growth strategy. Recognising this as a strategic opportunity for the Group as well as supporting the local automotive supply chain through incoming foreign direct investment, the Group swiftly positioned itself as the ideal partner by offering a comprehensive solution that met Hirain's immediate and long-term needs. The effort proved successful when Hirain established its first manufacturing site beyond China in Melaka, Malaysia in 2023. This milestone gained added significance as the ongoing Sino-American trade war prompted a shift in supply chain concentration from China to other countries, including Malaysia.

Going Forward

Moving forward we are committed to driving business growth and encouraging foreign direct investment in Malaysia by actively supporting suppliers and customers in establishing supply chains and manufacturing plants locally. We believe this will strengthen supply chain security as well as the local automotive supply chain and contribute to the sustained growth of the local economy. In line with this, we aim to maintain strong collaboration with local suppliers for equipment procurement, leveraging their expertise and resources to enhance efficiency and build strong partnerships within Malaysia's business community.

By playing an active role in these initiatives, we contribute to the development and prosperity of the local economy, reinforcing our position as a responsible and impactful participant in Malaysia's economic progress.

SOCIAL SUSTAINABILITY

DIVERSITY, EQUITY AND INCLUSION

Why it Matters

A diverse workforce drives innovation and enhances decision-making at D&O. We value different perspectives and experiences that contribute to our success. Our commitment to diversity extends beyond compliance, forming a core element of our business strategy and organisational culture.

Our Approach

We maintain clear policies that promote diversity, equity and inclusion across all levels of our organisation. These principles are embedded in our Code of Ethics and Conduct and Human Resource Policy. We adopt a zero-tolerance stance against child labour and discrimination of any kind, whether based on gender, age, race, nationality, sexual orientation, religion or disability.

Our Initiatives

In 2024, we continued strengthening workplace inclusion through four key focus areas:



Inclusive Recruitment and Facilities

We maintained our merit-based hiring approach while ensuring workplace accessibility. We provide dedicated prayer rooms throughout our facilities to accommodate religious practices and private nursing rooms equipped with necessary amenities for mothers returning to work after maternity leave. We continued supporting workplace diversity through active persons with disabilities ("PWD") recruitment, maintaining four employees with disabilities in suitable roles across our operations and reserving parking lots for PWDs and pregnant women.



Gender Balance and Leadership

Women comprise most of our workforce, representing 56% of our total employees. At the board level, women hold 20% of positions, reflecting our progress in leadership diversity. The representation of women in managerial and senior roles stands at 23%, demonstrating our ongoing commitment to advancing female leadership through development programmes and mentorship initiatives.



Multi-Generational Workforce

With 57% of employees aged 30 and below, we prioritised young talent development while valuing experienced staff contributions. Our knowledge-sharing culture bridged generational gaps, creating opportunities for mutual learning and growth. Extensive development initiatives helped prepare emerging leaders while retaining valuable institutional knowledge.



Local Employment Focus

We have a local presence of 60% local employees, complemented by 40% foreign labour. In this regard, we introduced new strategies to enhance local hiring and workforce development while simultaneously managing immediate operational needs through foreign recruitment to ensure continuity and prevent disruptions to our operations.

Reserved parking lot for PWD and pregnant women



SOCIAL SUSTAINABILITY

Prayer room



Nursing room



Going Forward

Looking ahead to 2025, we will strengthen our commitment to workplace diversity through several key initiatives. Building on our success in gender diversity, we plan to introduce targeted leadership development programmes for female employees with the aim to increase women's representation in senior roles.

We will expand our PWD employment programme through new partnerships with disability advocacy organisations. This includes adapting additional workspaces and implementing specialised training programmes to support their success.

SOCIAL SUSTAINABILITY

HUMAN RIGHTS

Why it Matters

Respecting human rights is integral to our commitment to ethical business practices and company values. We aim to cultivate a workplace culture characterised by fairness, dignity and respect, ensuring the well-being of our employees and the success of our business operations.

Our Approach

We uphold human rights by providing working conditions that safeguard our employees' fundamental rights. Our Human Resource Policy and Code of Ethics and Conduct Policy are aligned with international human rights principles as outlined in the International Bill of Human Rights. We comply with all relevant laws and regulations in the countries where we operate.

Our approach centres on five key principles:

No Discrimination and Harassment

We maintain a strict zero-tolerance policy against discrimination and harassment across all aspects including age, gender, sexual orientation, race, religion, nationality and disability. We communicate this stance through our Human Resource Policy and promote awareness during orientation and via bulletin boards. Our Whistleblowing Policy enables reporting of discrimination incidents. For more information on our Whistleblowing Policy, refer to page 16.

No Forced Labour and Child Labour

We prohibit all forms of modern slavery and child labour in our operations and supply chain. Our recruitment process verifies all employees are above 18 years of age through identification checks. For foreign employees, we ensure valid work permits and employment contracts with equal benefits to local employees. We also do not hold employees' passports, allowing them to move freely without restrictions.

Safe and Conducive Workplace

We manage working hours through a shift system, ensuring that only two out of three of our employees are active at any given time, allowing for designated rest periods between shifts. Overtime is optional and limited to 104 hours monthly. Employee hostels are certified for occupancy by the Department of Labour Peninsular Malaysia.

Freedom of Association

Employees have the right to join trade unions and engage in collective bargaining. Our union was established in 2022 through the Electronic Industry Employees' Union Southern Region Peninsular Malaysia, enabling active participation in workplace benefits negotiations.

Fair Pay and Benefits

Our compensation and benefits continue to exceed minimum requirements, ensuring competitive remuneration for all employees. We provide EPF contributions of 13% for salaries below RM5,000 and 12% for those above. We also extended this benefit to both permanent and contract employees. In 2024, our travel allowance scheme for technicians and assistant engineers resulted in a total payout of RM412,455, benefiting 72 employees. We also continued our employee referral programme, awarding RM126,766 in bonuses to employees who successfully referred new talent to D&O.

SOCIAL SUSTAINABILITY

Our Initiatives

We incorporate human rights awareness into our Employee Welfare Officer 'Teh Tarik' sessions, using structured checklists to guide discussions. These sessions create an informal environment where employees can raise concerns and receive guidance.



Since 2023, we have conducted annual training sessions for relevant Heads of Departments and employees on human rights principles and ethical leadership, recognising their crucial role in shaping organisational culture. Our established reporting channels through Employee Welfare Officers and the Whistleblowing Policy ensure employees can safely report concerns.

For employee welfare, we maintain certified hostels with regular safety inspections, including thorough checks for gas leaks and other potential hazards. These measures demonstrate our commitment to providing safe living conditions for our workforce.

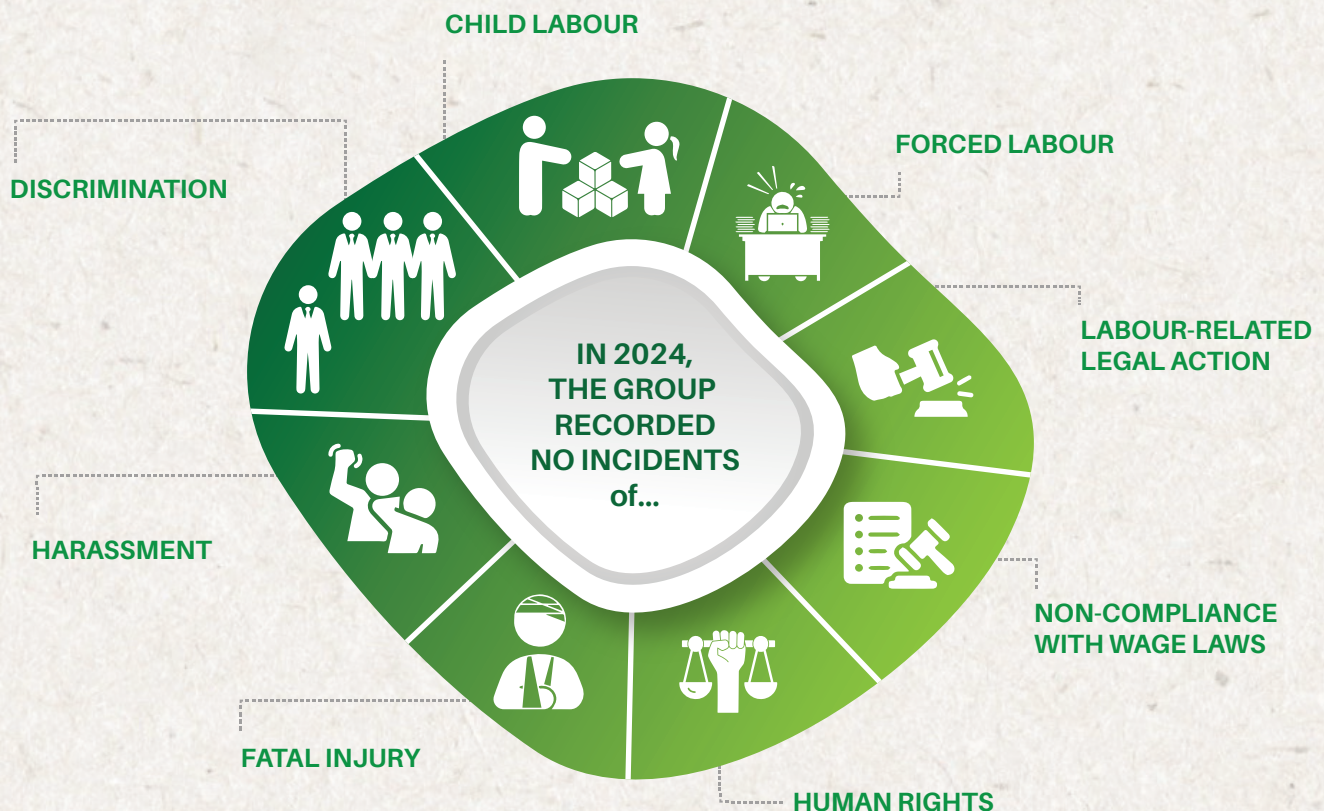
Throughout 2024, we maintained active monitoring and swift response to human rights matters across our operations. Our dedication to upholding human rights principles led to positive outcomes across several key metrics, while also highlighting areas requiring attention and swift resolution.

SOCIAL SUSTAINABILITY

Incidents of discrimination and complaints concerning human rights violations

Number of discrimination cases reported	0
Number of substantiated complaints concerning human rights violations	0

In 2024, we achieved:



Going Forward

Looking ahead, we aim to maintain our track record of zero human rights incidents by strengthening our commitment to human rights procedures through targeted initiatives and continuous improvement of our existing programmes. Our awareness campaigns, particularly the 'Teh Tarik' sessions with Employee Welfare Officers, will evolve to address emerging human rights considerations in our workplace.

We recognise that maintaining high standards requires ongoing vigilance and proactive measures from the Management. For this, we will continue building on our success in preventing discrimination incidents to align with our broader vision of creating an inclusive workplace where every employee's rights and dignity are respected. At the same time, we will strive to improve our local employment rate.

SOCIAL SUSTAINABILITY

LABOUR PRACTICES

Why it Matters

Effective labour practices underpin our operational excellence and employee satisfaction. As a leading manufacturer in the automotive LED industry, our success depends on attracting, developing and retaining skilled talent while ensuring fair and equitable employment conditions.

Our Approach

Our labour practices are guided by our Human Resource Policy and Code of Ethics and Conduct Policy, which establish clear guidelines for fair employment, professional conduct and workplace rights. These frameworks align with local regulations and international standards, covering areas such as recruitment, compensation, career development and employee welfare.

Our Initiatives

In 2024, we strengthened our employment practices through targeted programmes and enhanced benefits:

Employment Benefits

We provide our full-time employees with a competitive benefits package that supports their well-being and long-term security. This includes life insurance, healthcare, parental leave and disability coverage amongst others. Our parental leave policies support work-life balance, while our employee share option scheme helps align individual success with company growth.

Benefits provided to full-time employees that are not provided to temporary or part time employees are as follow:



Life insurance



Healthcare



Disability coverage



Parental leave



Compassionate leave



Retirement benefits



Share schemes

SOCIAL SUSTAINABILITY

Professional Growth and Development

In 2024, we delivered 55 distinct training programmes, reaching 976 employees across various disciplines:

Key Focus Areas:

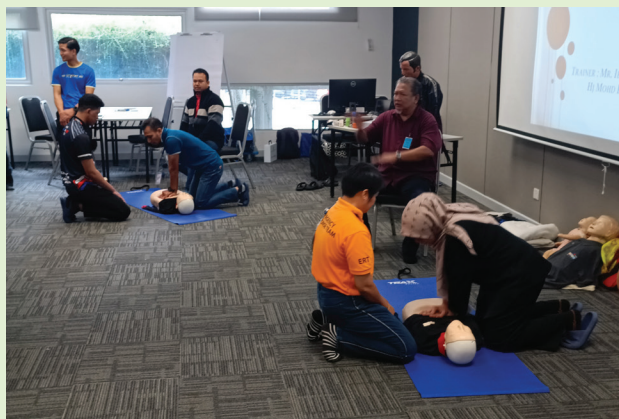
- Technical Excellence: Advanced Excel, ProgeCAD Professional, Python programming
- Quality Management: ISO 9001:2015, IATF 16949, VDA 6.3 Process Audit
- Safety and Compliance: First Aid and Cardiopulmonary Resuscitation (CPR), Fire Fighting, Chemical Handling
- Professional Development: Problem-Solving, Effective Communication, Leadership Skills
- Environmental Management: ISO 14001 Awareness, Scheduled Waste Management

Notable programmes included:

- Statistical Process Control and Data Analysis using JMP
- Root Cause Analysis for Operational Excellence
- Human Rights Awareness
- Ergonomics at Workplace
- Total Productive Manufacturing

In 2024, we successfully achieved a total of 10,512 training hours, reflecting our commitment to the growth and development of our employees. Building on this momentum, we have set a target to achieve the same milestone of 10,500 hours in 2025, ensuring that our employees continue to enhance their skills, stay updated with industry advancement/practices and contribute effectively to the organisation's growth.

First Aid Training



SOCIAL SUSTAINABILITY

UTeM Academic Partnership

In 2024, our collaboration with Universiti Teknikal Malaysia Melaka (UTeM) delivered significant outcomes:

- Work-Based Learning (WBL) Programme: Six students from the 2023 cohort were permanently absorbed into our Company, representing a 60% retention rate from the initial 10 participants
- Professional Certificate Training Courses (PCTC): We conducted five specialised training sessions. A total of 102 participants attended the training sessions, covering:
 - Electrostatic Discharge (21 participants)
 - Statistical Process Control (28 participants)
 - Material Analysis for Engineering Excellence (17 participants)
 - Overall Equipment Efficiency (18 participants)
 - Self-Managing Team (18 participants)
- Post Graduate Research Assistant (PGRA) Programme: Launched in December 2023 to support industrial research projects involving master's students

We also assisted 43 employees to obtain Sijil Kemahiran Malaysia level 2 and level 3 certification through the Recognition of Prior Achievement programme launched by the Malaysia Government and funded by us amounting to RM152,700. These graduated employees participated in training and classes over the course of 18 months and graduated in December 2024, demonstrating our commitment to nurturing young talent as well as supporting the Governments initiative in advancing our society. The certification is an important career milestone for these employees.

In addition, all our employees received regular performance and career development reviews, which provide employees clear guidance and feedback to help them progress further in their roles.

Ethical Labour Practices

We maintain strict hiring policies that prevent child labour, accepting only candidates aged 18 and above. This policy is enforced through rigorous identity verification, including thorough checks of identification cards and passports during recruitment.

Fair and Competitive Remuneration

At D&O, we are committed to creating an equitable and supportive work environment by ensuring that all employees, receive fair compensation and benefits. All employees receive wages that comply with or exceed minimum wage regulations, along with statutory benefits such as contributions to the Employees Provident Fund, Employment Insurance System, Human Resource Development Fund and overtime.

To further recognise and reward our workforce, we provide:

- A 13th-month salary and additional bonuses, including:
 - Performance Bonus (awarded when there is an improvement in company performance).
 - Conformance Bonus (granted to employees with no disciplinary issues).
- Allowances such as perfect attendance, scope, shift, overtime, relocation and outstation travel allowances, based on HR policies.
- A retention incentive for operator-level employees with more than two years of service.
- Annual salary reviews to ensure fair wage progression.
- Employees' Share Option Scheme (ESOS), granted to qualified employees in accordance with company ESOS bylaws.

SOCIAL SUSTAINABILITY

Leave and Rest Days

We prioritise work-life balance by providing leave entitlements beyond statutory requirements:

- 16 gazetted public holidays, exceeding the mandated 11-day minimum.
- Annual leave entitlements based on years of service:
 - Less than 5 years: 12 – 15 days, (exceeding the mandated 8 days minimum for less than 2 years).
 - More than 5 years: 16 – 23 days.
- Compassionate leave: 3 days for eligible circumstances.

Going Forward

Looking ahead to 2025, we will continue enhancing our labour programmes and initiatives to further strengthen our employment practices. This includes broadening employee training opportunities, refining workforce management strategies and ensuring fair and competitive remuneration to attract and retain top talent. As part of this commitment, we have set a target of 10,500 training hours for the year to further invest in workforce development.

We remain committed to maintaining a zero-incident target for all labour practices while supporting a workplace that prioritises employee well-being. Additionally, we will expand initiatives that promote work-life balance, ensuring that our leave entitlements and well-being programmes continue to provide meaningful support that enhances overall job satisfaction and employee engagement.

SOCIAL SUSTAINABILITY

OCCUPATIONAL SAFETY AND HEALTH

Why it Matters

The safety and health of our employees are essential to our operational sustainability. As a leading manufacturer of automotive LED lighting solutions, we acknowledge our responsibility to maintain a workplace that protects our people from injuries and illnesses. Our commitment to occupational safety and health also ensures we meet legal requirements and maintain our reputation as a responsible employer.

Our Approach

Our OSH management system aligns with the Occupational Safety and Health Act 1994 (Amendment 2022) and the Factories & Machinery Act 1967, establishing clear guidelines for workplace safety. This system extends beyond our employees to encompass vendors, suppliers and contractors at our sites, ensuring comprehensive safety coverage across our operations.

We maintain compliance with key regulations including the OSH Safety and Health Officer Regulation 1997, Notification of Accident Regulation 2004, Plant Requiring Certificate of Fitness Regulation 2014, Classification of Hazardous Chemicals Regulation 2013 and Standards of Exposure of Chemicals Hazardous to Health 2000.

Our approach centres on prevention through systematic risk assessment, clear accountability in safety management and open communication channels for safety concerns. We prioritise both physical safety and occupational health, supported by comprehensive policies and procedures that guide our daily operations.

Our Initiatives

Safety Management Structure

Licensed Safety and Health Officers lead our safety initiatives, supported by qualified Environmental, Health and Safety (EHS) staff. Our EHS Committee, chaired by the Group Managing Director, meets monthly, exceeding the quarterly requirement. This committee includes management and employee representatives who evaluate safety measures and address concerns.

Hazard Management Systems

We maintain rigorous systems to identify and control workplace hazards through hazard identification, risk assessment and risk control ("HIRARC") assessments, chemical health risk monitoring, noise level assessments, chemical exposure monitoring and ventilation system performance checks. Our incident management protocol includes immediate response from our Emergency Response Team and thorough investigation processes.

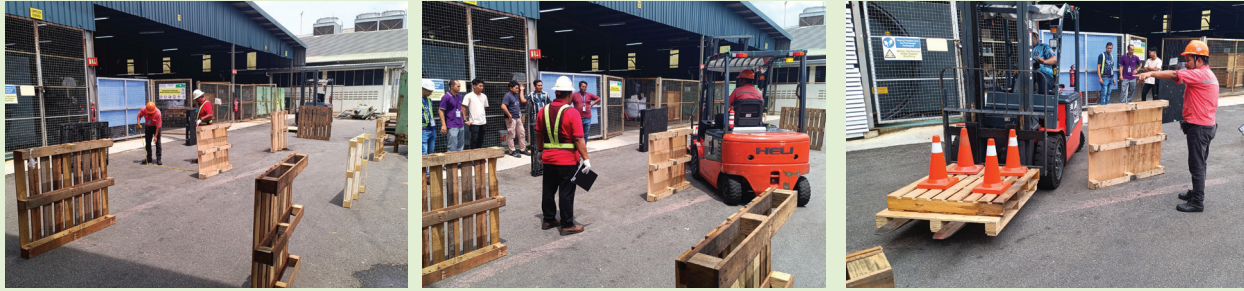
Training and Development

We deliver safety programmes that include first aid certification, chemical safety management, firefighting training, forklift training, workplace ergonomics awareness and environmental safety protocols. New employees undergo OSH orientation on their first day, with subsequent training guided by needs analysis.

SOCIAL SUSTAINABILITY

We also conducted a fire evacuation drill for hostel employees, incorporating fire safety and gas hose handling training to improve emergency preparedness. We further mitigate fire risks by performing weekly infrared scanning on distribution boards across the entire factory, allowing early detection of high-temperature risks that could lead to fire hazards.

Forklift training



Employee Well-being

Our health promotion programme provides access to company panel clinics in Melaka, fitness facilities and sports recreation activities. We ensure employee protection through SOCSO coverage within Malaysia and company insurance for overseas assignments.

Going Forward

As we look to enhance our safety standards in the coming year, we will focus on several key areas. We plan to strengthen our compliance with evolving OSH legislation, keeping pace with regulatory changes and industry best practices.

We are committed to expanding our safety training initiatives and developing more targeted programmes that address specific workplace risks identified through our monitoring systems. Our hazard identification processes will undergo refinement to become more proactive and preventive.

Additionally, we intend to maintain our health promotion programmes, recognising that employee well-being extends beyond workplace safety. These initiatives will complement our existing safety measures, creating a holistic approach to occupational health and safety.

SOCIAL SUSTAINABILITY

LOCAL COMMUNITIES

Why it Matters

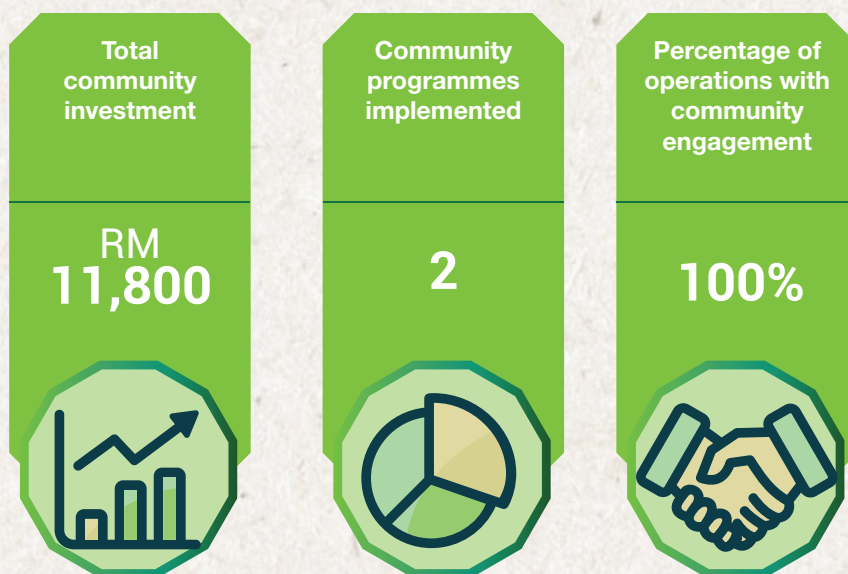
D&O is committed to creating positive impact for our stakeholders, particularly the communities surrounding our operations and our employees, allowing us to maintain strong and lasting relationships with our stakeholders. Our community programmes emphasise empowerment across education, economic development, health initiatives, disaster response and environmental protection.

Our Approach

We take a flexible approach to community investment, providing support on an ad-hoc basis rather than following rigid frameworks. Our engagement with local communities helps us identify immediate needs and direct resources where they can have the most impact. This approach ensures our contributions remain relevant and responsive to evolving social sustainability needs.

Our Initiatives

In 2024, we contributed a total of RM11,800 across two community programmes: the donation of a prosthetic leg worth RM6,800 to the fire and rescue department (Bomba) and RM5,000 to widows of veteran Bomba member. These initiatives reflect our appreciation for their service and dedication, as well as our commitment to supporting the communities around us, with 100% of our operations actively engaging in community-focused activities throughout the year.



Sponsorship

- Sponsored RM5,000 for the MSIA SME Conference 2024
- Sponsored RM10,000 for the Melaka Industrial Night

SOCIAL SUSTAINABILITY

Health and Community Outreach

In November 2024, we organised a multi-purpose community health drive that achieved significant outcomes:

- Collected 106 blood bags through our blood donation campaign
- Gathered 60.3 kg of electronic waste, combining health initiatives with environmental responsibility
- Introduced organ donation awareness, resulting in six new registered organ donors

Health and Community Outreach



SOCIAL SUSTAINABILITY

We also conducted various initiatives for our employees:

Cultural Diversity and Inclusion



Hosted Chinese New Year celebration for **173 employees**



Organised Iftar Ramadan meal, attended by **180 employees**



Celebrated Deepavali with **50 employees**

Health and Wellbeing



Conducted Football 9-aside tournament with **135 participants**



Organised interdepartmental bowling competition with **28 participants**



Launched fitness activities, which reached **35 employees**

Going Forward

Looking ahead to 2025, we remain committed to supporting communities on an ad-hoc basis, ensuring that resources are allocated to areas of immediate need. Our efforts will be channelled through various initiatives, including fundraising events for charity homes, environmental conservation drives to protect natural ecosystems and programmes focused on empowering women for a sustainable future. By prioritising these key areas, we aim to create a meaningful and lasting impact by cultivating social well-being, environmental stewardship and gender equality within the communities we serve.

ENVIRONMENTAL SUSTAINABILITY

CLIMATE CHANGE

Why It Matters

At D&O, environmental responsibility is essential to maintaining operational efficiency and regulatory compliance. As a semiconductor company specialising in automotive LED manufacturing, our energy and resource-intensive processes contribute significantly to emissions. Given Malaysia's limited renewable energy capacity, reducing reliance on the coal-powered national grid is critical to mitigating rising energy costs and minimising environmental impact. Compliance with environmental regulations is equally vital to preventing operational risks, meeting customer requirements and avoiding regulatory penalties or supply chain disruptions.

Furthermore, reducing energy consumption lowers operational costs and directly reduces greenhouse gas (GHG) emissions, making energy efficiency a key factor in managing our carbon footprint. Beyond energy-related emissions, responsible air emissions management is necessary to comply with local environmental laws, ensuring uninterrupted operations and alignment with industry standards.

Investors and financial institutions are increasingly supporting organisations that integrate ESG-aligned practices, further reinforcing the importance of environmental compliance. Effective management of energy use, emissions and regulatory obligations enhances cost efficiency, strengthens stakeholder confidence and supports D&O's position as a responsible industry leader.

Our Approach

D&O complies with the Environmental Quality Act (EQA), Standard B regulation and ISO 14001:2015 Environmental Management Systems to ensure responsible environmental practices. These frameworks guide efforts to reduce emissions, optimise resource efficiency and maintain responsible waste management, supporting operational sustainability. In addition, we adhere to the RoHS, REACH and customer-specific requirements including halogen restrictions, ensuring responsible management of hazardous substances in our manufacturing processes.

Oversight of environmental compliance is led by the GMD and the EHS Committee, supported by a qualified EHS Officer. This structure ensures that environmental considerations are integrated into decision-making, driving ongoing improvements in sustainability performance.

To maintain consistency and transparency, environmental performance is tracked and reported to management monthly. A dedicated team oversees risk and compliance, ensuring all operational activities align with regulatory requirements and internal sustainability targets. Regulatory discharge limits are diligently monitored to ensure full compliance with local environmental laws, supporting responsible operations while maintaining efficiency.

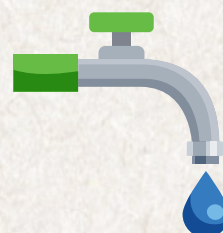
During the year under review, we have recorded zero incidents of environmental non-compliance and we will continue to emphasise the following in the future:



Met Scope 2 neutralisation. Moving forward, we will focus on further optimising CO₂ emissions intensity in the future



Aim to further improve energy intensity in the future



Target to achieve 50% water recycling rate by 2026

ENVIRONMENTAL SUSTAINABILITY

Our Initiatives

Task Force on Climate-related Financial Disclosures (TCFD) Report

We actively monitor and manage energy consumption and emissions to minimise climate impact. In parallel, we stay updated on the evolving economic and policy landscape related to climate change, identifying risks and opportunities. Malaysia's goal to achieve carbon neutrality by 2050, aligned with the Paris Agreement, reflects aspirations that D&O fully supports. In response, we have initiated steps to address recommendations by the TCFD, aligning with best practices for climate-related financial reporting.

Risk/ Opportunity	Expected Impact	Risk Impact Level			D&O’s response
		Short-term (1-3 years)	Medium-term (3-5 years)	Long-term (>5 years)	
Transition Risks					
Regulatory risks	New developments in regulation to disclose climate-related information for regulatory bodies and stock exchange aimed to transition to a low-carbon economy.	Low	Medium	Medium	We keep abreast with regulatory developments and ensure compliance to its disclosure requirements.
Technology and market risks	Transition to a low-carbon economy means adaptation to new technology and opportunities from a low-carbon economy.	Low	Medium	High	Our LED products are environmentally friendly due to its low energy consumption compared to non-LED lighting solutions. R&D division continues to innovate and develop new products such as SpicePlus 2520 that contribute to low-carbon economy. We constantly explore options to reduce carbon footprint, including: - Investing in energy saving equipment. - Actively collaborating with local supplies to invent energy saving equipment.
Reputational risks	As stock exchanges place greater emphasis on climate-related risk, investors dedicate greater attention to companies on sustainability factors.	Low	Medium	Medium	We were included into FTSE4GOOD index since 2022 and have maintained as a constituent through to 2024. The Group is committed to improving our sustainability practices.

ENVIRONMENTAL SUSTAINABILITY

Risk/ Opportunity	Expected Impact	Risk Impact Level			D&O's response
		Short-term (1-3 years)	Medium-term (3-5 years)	Long-term (>5 years)	
Physical Risks					
Fire and drought	Fire and drought as a result of climate change will impact the Group operations thus impacting business operations.	Low	Medium	High	D&O has implemented water recycling in our operations and has successfully recycled most of the water discharged from sawing process. Moving forward, we shall endeavour to increase water recycling capacity. We have revised the target to achieve 50% water recycling in 2026.
Atmospheric temperature change	Climate change will increase likelihood of severe weather events, flood and drought and may impact our operations.	Low	Medium	High	Our plants were constructed three feet above ground level to mitigate potential flood impacts. Additionally, we collaborate closely with a local state investment promotion agency to maintain the upkeep of public facilities (water pump). Furthermore, we are dedicated to enhancing production efficiency to decrease water intensity and foster water recycling initiatives.
Opportunities					
Resource efficiency	Finite resources push for utilisation efficiency improvement.	High	High	High	We have optimised our materials and product designs through continuous improvement and collaborative innovation with our suppliers. With high-density leadframes, selective plating techniques and product innovation, we have successfully minimised raw material usage and waste generation.

ENVIRONMENTAL SUSTAINABILITY

Risk/ Opportunity	Expected Impact	Risk Impact Level			D&O's response
		Short-term (1-3 years)	Medium-term (3-5 years)	Long-term (>5 years)	
Opportunities (Cont'd)					
Energy sources	Increased consumption of renewable energy.	High	High	High	Our Group has taken proactive steps, such as installing solar panels, engaging in corporate green power agreements and achieving Scope 2 neutralisation through acquiring Renewable Energy Certificates (RECs), as part of our green initiatives. Additionally, we remain committed to reducing energy consumption through continuous enhancements in our production processes.
Markets and products	Market will shift towards a low carbon economy by adopting products such as EVs, LEDs, solar, etc.	High	High	High	We identify opportunities in new markets and products related to the low carbon economy. For example, our Smart Embedded Digital Driver LED (seddLED) supports customers in lighting application design simplification while prolonging EV battery life span, while SpicePlus 2520 is the result from product miniaturisation with low thermal resistance and excellent heat dissipation.

Environmental Compliance

D&O's environmental efforts are guided by a comprehensive Environmental Policy, which is reviewed annually to ensure alignment with current standards. This policy is publicly available on our corporate website and shared with customers and suppliers, reinforcing transparency and accountability.

To meet the requirements of the Environmental Quality Act (EQA), tasks are carried out by competent persons with the necessary qualifications. Additionally, environmental training is conducted on a yearly basis to enhance awareness and strengthen the capabilities of our team in managing environmental responsibilities.

ENVIRONMENTAL SUSTAINABILITY

Furthermore, we focus on two key principles to reduce energy use and cut emissions:

1) Built-in carbon-saving products for customers

Our SpicePlus 2520 LEDs continue to play a key role in balancing market needs with environmental benefits. Designed for rear combination lamps and turn signals, it is smaller and slimmer than its predecessor, measuring just 2.5x2.0x0.7mm. This size reduction saved approximately 5 tonnes of copper and 8 tonnes of plastic based on total sales in FY2024, while avoiding 45 tCO₂e of carbon emissions. Beyond material efficiency, the SpicePlus 2520 offers low thermal resistance and a high luminous flux, allowing it to maintain brightness longer while helping vehicles reduce power consumption.

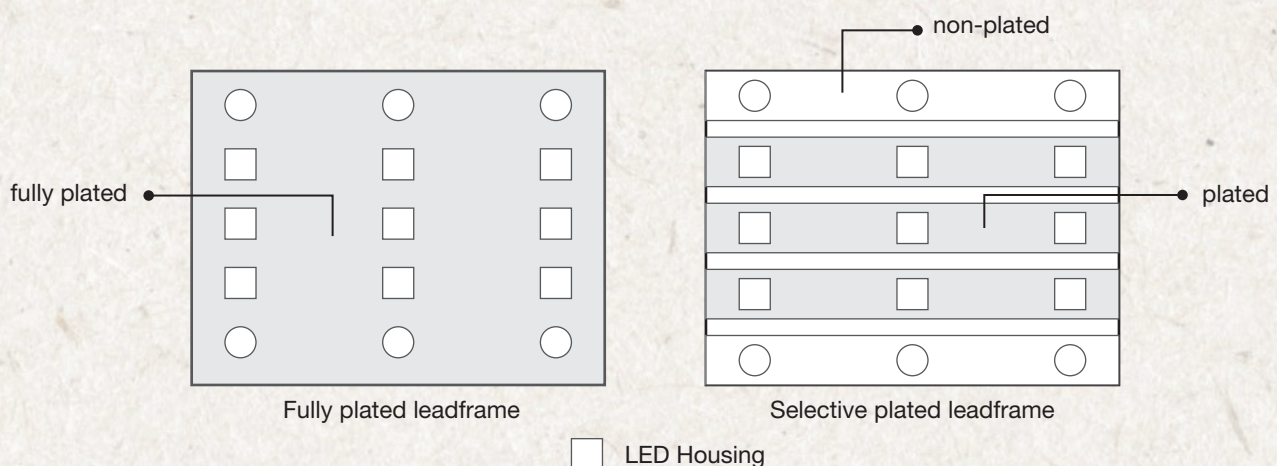
At the same time, sales of seddLED continues to contribute to the avoidance of 74 tCO₂e emissions in 2024. This was made possible by a 50% reduction in raw material use, achieved by simplifying lighting application connectivity and minimising the need for cables compared to traditional RGB LED systems. As the first of its kind, seddLED integrates RGB LED, LED Driver and the advanced ISELED® communication protocol into a single package. With its embedded phase shift function, energy distribution across RGB LEDs is optimised over time, helping to reduce peak energy demand.

2) Built-in carbon savings from machines/materials from suppliers

We have been refining our operational processes to reduce emissions, focusing on efficiency and resource optimisation.

Selective plating on leadframes

Leadframes used by D&O are plated by precious metal. Plating is the process of deposition of metal onto the substrate to enhance solderability and provides corrosion resistance and good electrical conductivity. As sustainability takes on an increasingly vital role in the 21st century, our R&D team has implemented initiatives to reduce resource usage by rolling out the selective plating concept since 2018. Selective plating is the concept of reducing the plating of precious metal onto the leadframes where possible without affecting the quality of the leadframes to reduce precious metal wastage. Throughout these years, we have expanded selective plating application on our leadframes where possible. In 2024, we have transitioned a total of 29 parts of fully plated leadframes to selective plating. This has reduced the use of gold and palladium by approximately 21kg and 43kg, respectively.

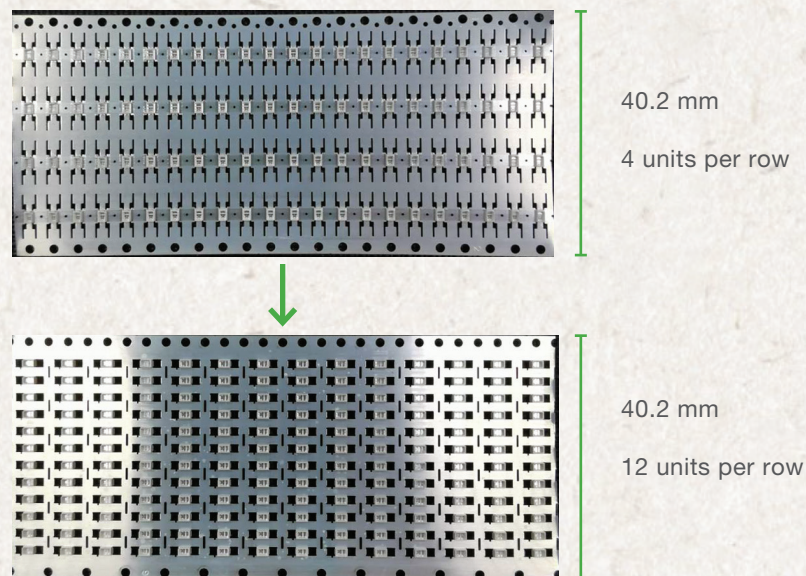


For illustration purpose. Not according to actual dimension.

ENVIRONMENTAL SUSTAINABILITY

Switching to high-density leadframes

With a similar objective to selective plating, our R&D team began redesigning leadframes to increase the density of certain leadframes. This allows suppliers to house more “LED bases” without increasing the length or width of the leadframes during the supplier production stage resulting in waste reduction and material consumption reduction. In 2024, the higher density leadframes continue to contribute towards sustainability efforts, enabling us to avoid about eighteen tonnes of copper in 2024 through high density leadframes.



Real-time Early Drift Detection (R-ED3)

In 2024, we have piloted a study to use the R-ED3 system to enable early detection of parameter drifts during the wire bonding process. With the R-ED3 system, any drift detected during the process prompts the machine to stop production automatically and alert engineers to perform a risk assessment, investigate the root cause and implement corrective actions. This system is expected to reduce wire bonding-related quality issues, which results in cost savings from reduced material wastage contributing directly to a lower carbon footprint.

Together with stringent control and the correct setting of essential parameters such as bond force, power and bond time, we can further enhance our control, minimise drift and reduce potential quality issues as well as waste.

Double Deck Sorter

We piloted a study for the double-decker sorter machine, an innovative solution aimed at optimising space utilisation while maintaining high operational efficiency. This design is expected to reduce space usage by up to 40% without compromising output. By implementing this compact double-deck sorting system, we can maximise the available floor space, allowing for the installation of additional sorter machines or repurposing freed-up areas for other essential activities. This not only enhances productivity but also supports future expansion and process improvements, reinforcing our commitment to continuous innovation and operational excellence.

ENVIRONMENTAL SUSTAINABILITY

3) Built-in Decarbonisation target

Beyond improving our products and manufacturing processes, we take active steps to lower emissions through various initiatives, including:

A4 Paper Consumption

We have taken steps to cut down on A4 paper usage across our operations. One key change was reducing lot paper size by half, which was initiated in 2023, lowering the amount of paper needed for printing wherever possible.

» A4 paper Intensity

KG A4 Paper / RM 1 million revenue



Pizza Box Packaging

After careful consideration in 2023, we decided to eliminate the use of pizza boxes, a paper-based packaging previously used to ship each reel of our LED products. This change was implemented in 2024 and resulted in an estimated 113,000kg reduction in paper usage annually, preventing the need to cut down approximately 2,100 trees. This has allowed us to minimise deforestation, decrease waste generation and lower our overall environmental footprint.



Solar

The rooftop solar systems installed in July 2022 at Plant 2, with a capacity of 82 kWp, generated 107,000 kWh in 2024, reducing emissions by 84 tCO₂e. By leveraging solar power, we are taking proactive steps toward energy sustainability while reinforcing our commitment to environmental responsibility and operational efficiency.



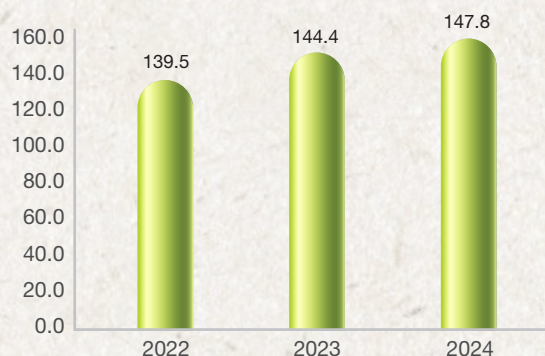
ENVIRONMENTAL SUSTAINABILITY

Energy

Managing energy use effectively is a key part of our commitment to sustainability and meeting customer expectations. By focusing on energy efficiency, we strengthen our position in a market where sustainability plays a crucial role in decision-making. As stakeholders place increasing importance on responsible business practices, our efforts to lower energy intensity not only support environmental goals but also reinforce our reputation as a socially responsible and progressive organisation.

Energy Intensity

GJ / RM1 Million Revenue



In 2024, energy intensity remains elevated due to pre-fixed infrastructure at Plant 2, designed for future capacity expansion, along with the acquisition of new machinery. To enhance efficiency, we are conducting a feasibility study on shutting down one air compressor to optimise energy use while ensuring optimal performance from the remaining units. This approach would help reduce overall consumption without affecting our operations. The study is expected to be completed by the first quarter of 2025 and could lead to a reduction of approximately 14,000GJ in energy consumption based on current production needs.

Emission

In 2023, the Group signed a Corporate Green Power Agreement (CGPA) with a local solar power producer, allowing us to procure renewable energy in line with our sustainability commitments. The CGPA is a virtual power purchase programme introduced by the Energy Commission to support corporate adoption of clean energy.

The solar farm, currently under development in Daerah Kinta, Perak, will have a 29.99MW AC capacity and utilise bifacial photovoltaic (PV) panels for enhanced efficiency. The project is in its development stage and is expected to commence operations in 2026. While we are not directly developing this solar farm, the agreement enables us to purchase its green attribute once operational.

In 2023, we also purchased International Renewable Energy Certificates (i-RECs) equivalent to 41,000 MWh to neutralise our Scope 2 emissions. For 2024, continued purchasing i-RECs to fulfil our commitment to achieving 100% neutralisation of Scope 2 emissions. The impact of this purchase on our total carbon footprint is reflected in the revised figures in the table below. All i-RECs issued are governed by The International Tracking Standard Foundation.

Capturing Scope 3 emissions presents enormous challenges and we continue to address these challenges, reinforcing our efforts to evaluate and mitigate emissions across all categories. In 2024, we updated our electricity emission factor and Scope 3 Category 4 (Upstream Transportation and Distribution), Category 6 (Business Travel) and Category 7 (Employee Commuting) data, to better present the GHG emissions, including for FYE 2022 and 2023.

Emissions (tCO ₂ e)	2022	2023	2024
Scope 1	47	46	50
Scope 2	29,526	0*	0*
Scope 3	37,203	37,173	35,575
Total	66,776	37,219	35,625

Emissions Intensity per RM1 million revenue	67.9	36.6**	33.2**
---	------	--------	--------

* Before neutralisation with i-REC, Scope 2 emissions were 31,595 tCO₂e and 34,175 tCO₂e respectively for 2023 and 2024.

** Before neutralisation with i-REC, emissions intensity were 67.7 tCO₂e and 65.0 tCO₂e per RM1 million revenue respectively for 2023 and 2024.

ENVIRONMENTAL SUSTAINABILITY

Going forward, we will continue to refine our data collection processes to improve accuracy, particularly in addressing the complexities of Scope 3 emissions.

We will also continue to engage independent third-party laboratories to perform testing on air emissions released from scrubbers to ensure full compliance with local laws and regulations. All parameters tested complied with the limit defined by local authorities and we have not been sanctioned over the last three years. A summarised key parameter is detailed below:

Key Parameter	DOE limit (mg/m ³)*	2022	2023	2024
Total Particulate Matter (TPM)	50	2.68-3.95	4.55-5.24	2.38-3.54
Sulfuric Acid Mist (including SO₃) as SO₂	5	0.017-0.031	0.035-0.051	0.033-0.050
Nitric Acid	30	0.051-0.063	0.180-0.244	0.208-0.358
Toluene	100	<0.001-0.048	0.017-0.061	<0.001
Trisiloxane with Acetone	150	<0.001-0.005	0.043-0.158	0.025-0.190
1-Chloro-2, 3-epoxypropane	5	<0.001	<0.001	<0.001
Metals (Tin, Potassium Hydroxide, Sodium Hydroxide, Barium)	5	0.391-1.187	0.199-0.821	0.152-0.471

* DOE limit refers to Malaysian Environmental Quality (Clean Air) Regulations 2014, under the Fifth Schedule, Regulation 15.

Going Forward

Moving forward, we will continue engaging independent laboratories to conduct periodic testing on air emissions from scrubbers to ensure compliance with environmental regulations.

We will also explore opportunities to improve energy efficiency across our operations, including the potential shutdown of one air compressor to optimise usage without affecting our overall operations. In 2025, we will install additional solar panels on Plant 2 to further increase consumption of renewable energy.

ENVIRONMENTAL SUSTAINABILITY

WATER MANAGEMENT

Why It Matters

Water is a vital resource for D&O's semiconductor manufacturing processes, including sawing, plating and surface treatment. With only 0.5% of the world's water accessible for use, the high-water demand of our industry reinforces the need for effective conservation measures.

According to the World Resources Institute, our production plant in Melaka which houses our base operations is not located in water stress region. Despite this, we view the sustainable management of water resources as crucial to maintaining operational continuity and minimising the impact on local communities. These efforts not only secure the resilience of our operations but also contribute to Melaka's water sustainability and the well-being of the surrounding ecosystem.

Building on this understanding, we are committed to implementing strategies that conserve water, improve operational efficiency and ensure continuity in the face of water scarcity, while addressing the growing demand for sustainable water use through our production processes.

Our Approach

D&O operates under the guidance of its Sustainability Policy. The policy, which incorporates our Sustainable Environment Principle, directs our efforts to ensure the responsible use of resources, including measures to conserve water consumption within our business operations.

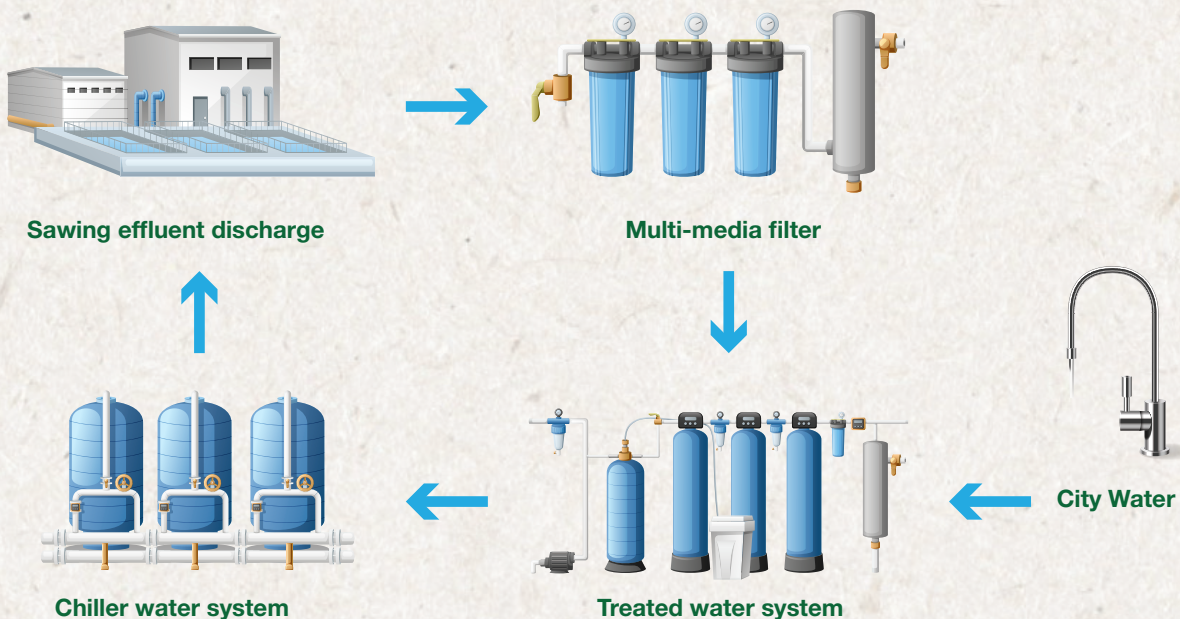
Our Initiatives

Multi-Media Filtration System

In Q3 2024, our multi-media filtration (MMF) system became fully operational, marking a significant milestone in our water recycling efforts. This system allows us to reuse water discharged from the sawing process for up to 22 hours within a 24-hour cycle, significantly reducing freshwater consumption. Fresh water city is introduced to replenish the remaining 2 hours cycle, ensuring optimal system performance while maintaining water quality.

The implementation of the MMF system was the primary driver of water savings in 2024, contributing to an estimated reduction of 48,000 m³ in city water withdrawal, equivalent to a cost saving of RM107,000.

Looking ahead to 2025, we anticipate continued reductions in water consumption through innovative resource management solutions. This reinforces our dedication to long-term environmental sustainability.



ENVIRONMENTAL SUSTAINABILITY

Our water recycling effort during the production sawing process incorporates a comprehensive system designed to maximise water recycling and water reuse while minimising reliance on fresh city water. Discharged water from the sawing production processes is collected and stored in a dedicated reservoir tank. This collected water is then channelled through the MMF system, where impurities are removed. It is then transferred to a treated water system to further reduce contaminants in the water. Lastly, it is chilled before it is reused in the sawing production process.

	2022	2023	2024
Total water withdrawal ('000 m³)	278.7	316.4	273.3
Water intensity (m³/ RM 1 million revenue)	283	311	254
Recycled water ratio (%)	23	23	30

In 2024, there was a reduction in water withdrawal and water intensity, primarily driven by the MMF system.

Going Forward

Going forward, we aim to strengthen our water recycling initiatives across all key processes as we acknowledge the importance of water conservation and reducing water consumption. We will continue to assess the feasibility of recycling water at the cooling tower through water vapour harvesting and reverse osmosis. This initiative requires further study and may take longer to implement, but we remain committed to assessing its potential benefits. At the same time, we will continue to study the feasibility of rainwater harvesting for use in toilets and gardening.

ENVIRONMENTAL SUSTAINABILITY

WASTE AND EFFLUENT MANAGEMENT

Why It Matters

At D&O, we recognise that semiconductor manufacturing generates various type of waste, including hazardous materials, chemical effluents and general waste, which can have significant environmental and health impacts if managed improperly. Furthermore, proper waste and effluent management ensures pollutants are minimised, resources are optimised and our operations remain in compliance with regulations, safeguarding both the environment and our business.

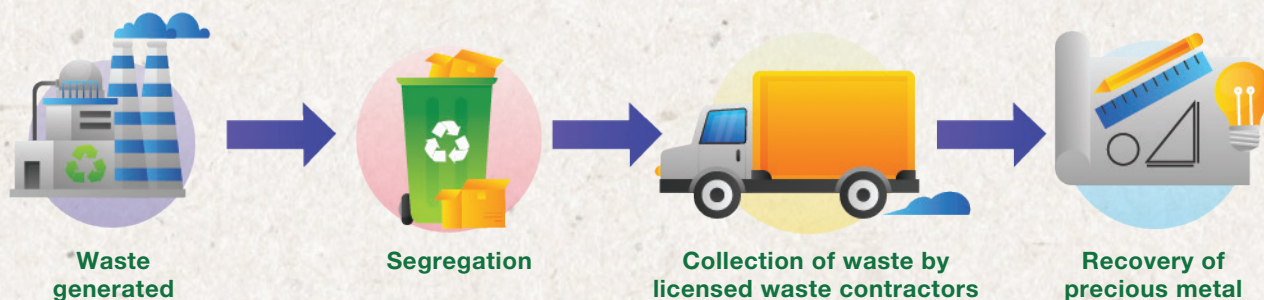
For this reason, we are committed to deploying waste treatment and management systems that reduce hazardous waste, maximise recycling and recovery efforts and prevent contamination. By ensuring proper handling and disposal of waste, we not only mitigate risks but also protect surrounding ecosystems, strengthen regulatory compliance and enhance our position as a responsible semiconductor manufacturer.

Our Approach

D&O is guided by our Sustainability Policy, which includes our Sustainable Environment Principle. This policy guides our operations to ensure we reduce resource consumption and implement a 'Reuse, Reduce and Recycle' mindset across the Group and along our value chain.

We ensure the proper segregation and disposal of all waste generated from our plant as part of our commitment to responsible waste management. Waste from the plant is systematically segregated to separate recyclable materials from general waste. We engage licensed scheduled waste contractors who are responsible for collecting and managing the waste, ensuring compliance with environmental regulations.

Our waste segregation process allows us to recover valuable resources such as precious metals from production waste, further supporting our sustainability efforts by reducing waste sent to landfills and maximising resource efficiency.



In material sourcing, we strictly comply with the RoHS Directive, REACH regulations, halogen standards and specific customer requirements. We ensure that traces of hazardous or toxic substances in our final products remain within allowable limits. Furthermore, all our products are designed to be 100% recyclable, aligning with our commitment to sustainability and responsible resource management.

Industrial Effluent Treatment System (IETS) Assessment

We ensure all industrial effluent discharged from the usage in the above-mentioned paragraph adheres to Standard B of the Malaysian Environmental Quality (Industrial Effluent Regulations 2009). Our Industrial Effluent Treatment System (IETS) plays a central role in managing industrial effluent, ensuring compliance with regulatory standards. To strengthen monitoring, we have implemented a real-time Chemical Oxygen Demand (COD) monitoring system for continuous tracking of industrial effluent quality. The COD monitoring system will automatically halt the discharge of industrial effluent if exceed our internal limit of 170mg/litre. Additionally, industrial effluent discharge samples are sent to an independent third-party accredited laboratory for monthly testing to ensure the industrial effluent we discharge complies with environmental regulations.

ENVIRONMENTAL SUSTAINABILITY

IETS Assessment

Key Parameter	Unit measurement	Standard B	2022	2023	2024
pH Value	mg/L	5.5-9.0	6.6-7.7	6.3-8.2	5.7-8.3
BOD*5days at 20°C	mg/L	50	3-40	6-33	7-22
COD	mg/L	200	19-164	32-152	26-105
Suspended Solids	mg/L	100	12-22	6-23	3-31
Oil & Grease	mg/L	10	<1-3	<1-3	<1-3
Colour	ADMI	200	3-27	10-32	3-24

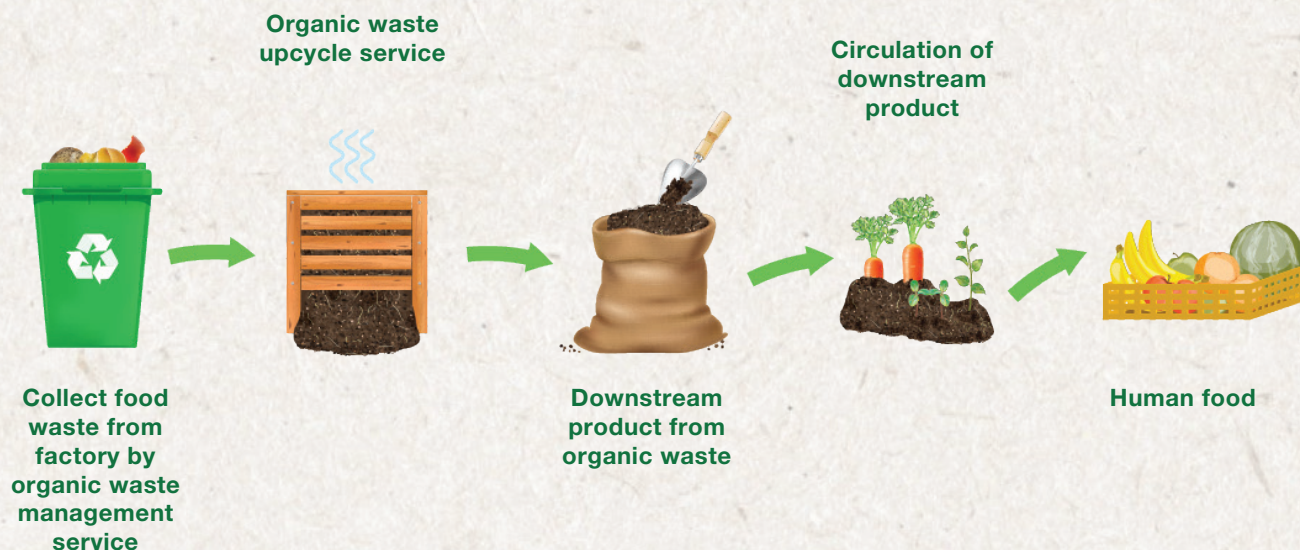
Note: Standard B refers to parameters limit for industrial effluent discharged into any other inland waters or Malaysian water, in accordance to Malaysia Environment Quality (Industrial Effluent Regulations 2009).

Our Initiatives

Circular Solutions for Food Waste

In 2024, we collected 36.0 tonnes of food waste, a significant increase from the 23.2 tonnes collected in 2023, as a result of better staff discipline, coordination and education. This food waste was processed by a licensed organic waste recycling vendor and utilised to feed black soldier flies. The larvae of these flies produce nutrient-rich manure, which can be processed into organic fertiliser or animal feed, contributing to a sustainable circular supply chain.

Recognising the potential of this process, we launched a new initiative in 2024 to enhance food waste collection through improved segregation practices. Our goal is to establish a circular supply chain, where organic fertiliser produced from food waste can be used for gardening within our factory plant. To strengthen these efforts, we have reinforced enforcement measures by encouraging employees to separate food waste properly, including in our office cafeteria, to ensure more effective collection and utilisation, enabling us to minimise waste disposal and maximise the benefits of organic fertiliser production.



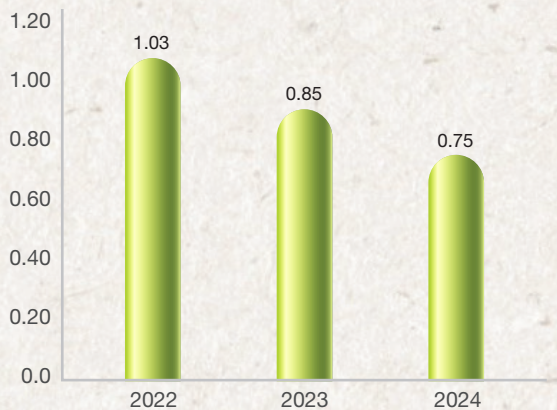
	2022	2023	2024
Food waste collected (tonnes)	13.7	23.2	36.0

ENVIRONMENTAL SUSTAINABILITY

Other Initiatives and Results

Waste Generation

Waste intensity
(tonne of waste / RM1 million revenue)



We record our waste data based on the category of waste generated. For general waste sent to landfills, data is documented by licensed waste collectors, ensuring accurate tracking and monitoring of waste-related information.

As we strive to continuously improve our disclosures, we have enhanced our data collection methods and expanded data access to previously unavailable information. As a result, we have updated our 2022 and 2023 waste intensity figures from 0.44 and 0.37 tonne per RM1 million revenue to 1.03 and 0.85 tonne per RM1 million revenue respectively to ensure consistency across the three-year dataset.

Total waste has declined over the years with 2024 recording 806.5 tonnes comprising both hazardous and non-hazardous waste, compared to 860.0 tonnes in 2023.

Hazardous waste comprised 280.5 tonnes, of which 264.0 tonnes was recovered and 16.5 tonnes reused. While the total was higher than the 268.7 tonnes of hazardous waste in 2023, the amount of waste being reused has increased compared to the 13.2 tonnes in 2023.

In terms of non-hazardous waste, 64.2 tonnes was recycled in 2024. The remaining 461.8 tonnes of non-hazardous waste were handled and disposed of by licensed waste management vendors at the landfill. The amount of non-hazardous waste in 2024 marks a continuing downward trend where waste disposed at the landfill in 2023 was 536.8 tonnes. This was partly due to the return to pre-pandemic norms as lesser employees brought packaged food to work, resulting in a reduction in food packaging waste.

Waste Generation	2022 (Tonnes)	2023 (Tonnes)	2024 (Tonnes)
Hazardous Waste			
Recovery	289.4	255.5	264.0
Reuse	13.7	13.2	16.5
Incinerate	0.2	-	-
Total	303.3	268.7	280.5
Non-Hazardous Waste			
Recycle	77.3	54.5	64.2
Landfill	628.9	536.8	461.8
Total	706.2	591.3	526.0
Total Waste	1,009.5	860.0	806.5

Going Forward

Going forward, we will maintain full compliance with local environmental laws and continue to adhere to the RoHS Directive and REACH regulations. We will also explore additional opportunities for recycling and reuse, including plastic, paper and food waste to enhance our sustainability initiatives.

GROUP PERFORMANCE DATA 2022-2024

Performance Data – Governance

Anti-Corruption

Year	2022	2023	2024
Confirmed incidents of corruption and actions taken	0	0	0
Confirmed incidents of non-compliance with laws and regulations	0	0	0
Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	0	0	0

	2022	2023	2024
Percentage (%) of employees who have received training on anti-corruption by employee category*			
Senior Managers	0	86.7	0
Managers	0	13.1	0
General Staff	0	0.04	0
Percentage (%) of operations assessed for corruption-related risks			
Operations assessed	100	100	100

* In 2024, we conducted an awareness campaign where detailed information on anti-bribery, corruption and conflict of interest were disseminated via email to executive level and above employees.

Supply Chain Management

	2022	2023	2024
Percentage (%) & RM (million) spent on local suppliers	24% (RM234.7 million)	18% (RM165.0 million)	20% (RM184.4 million)

Performance Data – Social

Diversity

Board Diversity

Board Members			
	2022	2023	2024
	Number	Number	Number
Gender			
Male	9	8	8
Female	1	2	2
Age Group			
30 years and below	2	3	1
31-40 years	0	0	2
41-50 years	0	0	0
51 years and above	8	7	7

GROUP PERFORMANCE DATA 2022-2024

Performance Data – Social

Total Number of Employees

Total Workforce by Employment Type and Status	2022		2023		2024	
	Number	Rate	Number	Rate	Number	Rate
Total number of employees	2,733	100.0%	2,681	100.0%	2,916	100.0%
Employment Type						
Full-time	2,733	100.0%	2,681	100.0%	2,916	100.0%
Part-time	0	0.0%	0	0.0%	0	0.0%
Employee Status						
Local	2,388	87.4%	1,814	67.7%	1,743	59.8%
Foreign	345	12.6%	867	32.3%	1,173	40.2%

Total Workforce by Gender and Age Group at Year End

Total Workforce by Gender and Age Group at Year End	2022		2023		2024	
	Number	Rate	Number	Rate	Number	Rate
Aged 30 years and below						
Male	951	34.8%	681	25.4%	593	20.3%
Female	754	27.6%	821	30.6%	1,059	36.3%
Aged 31-40 years						
Male	347	12.7%	406	15.1%	437	15.0%
Female	345	12.6%	374	14.0%	383	13.1%
Aged 41-50 years						
Male	149	5.5%	167	6.2%	185	6.3%
Female	130	4.8%	156	5.8%	175	6.0%
Aged 51 years and above						
Male	39	1.4%	51	1.9%	57	2.0%
Female	18	0.7%	25	0.9%	27	0.9%
Total male	1,486	54.4%	1,305	48.7%	1,272	43.6%
Total female	1,247	45.6%	1,376	51.3%	1,644	56.4%
Total	2,733		2,681		2,916	

Total Workforce by Gender and Employment Category at Year End

Total Workforce by Gender and Employment Category at Year End	2022		2023		2024	
	Number	Rate	Number	Rate	Number	Rate
General Staff						
Male	1,403	51.3%	1,210	45.1%	1,170	40.1%
Female	1,223	44.7%	1,349	50.3%	1,613	55.3%
Manager						
Male	67	2.5%	81	3.0%	77	2.6%
Female	23	0.8%	26	1.0%	27	0.9%
Senior Manager						
Male	16	0.6%	14	0.5%	25	0.9%
Female	1	<0.1%	1	<0.1%	4	0.1%
Total	2,733		2,681		2,916	

GROUP PERFORMANCE DATA 2022-2024

Performance Data – Social

Total Workforce by Age Group and Employment Category at Year End

Total Workforce by Age Group and Employment Category at Year End	2022		2023		2024	
	Number	Rate	Number	Rate	Number	Rate
General Staff						
Aged 30 years and below	1,705	62.4%	1,502	56.0%	1,652	56.7%
Aged 31-40 years	654	23.9%	743	27.7%	783	26.9%
Aged 41-50 years	223	8.2%	256	9.5%	287	9.8%
Aged 51 years and above	44	1.6%	58	2.2%	61	2.1%
Manager						
Aged 30 years and below	0	0.0%	0	0.0%	0	0.0%
Aged 31-40 years	37	1.4%	37	1.4%	37	1.3%
Aged 41-50 years	46	1.7%	57	2.1%	52	1.8%
Aged 51 years and above	7	0.3%	13	0.5%	15	0.5%
Senior Manager						
Aged 30 years and below	0	0.0%	0	0.0%	0	0.0%
Aged 31-40 years	2	<0.1%	0	0.0%	0	0.0%
Aged 41-50 years	9	0.3%	10	0.4%	21	0.7%
Aged 51 years and above	6	0.2%	5	0.2%	8	0.2%
Total	2,733		2,681		2,916	

New Employee Hires by Gender and Age Group

New Employee Hires by Gender and Age Group	2022		2023		2024	
	Number	Rate	Number	Rate	Number	Rate
Aged 30 years and below						
Male	1,141	49.5%	269	29.7%	118	14.5%
Female	807	35.0%	326	36.0%	491	60.5%
Aged 31-40 years						
Male	192	8.3%	151	16.7%	82	10.1%
Female	120	5.2%	115	12.7%	76	9.4%
Aged 41-50 years						
Male	34	1.5%	29	3.2%	33	4.1%
Female	10	0.4%	11	1.2%	7	0.9%
Aged 51 years and above						
Male	3	0.1%	5	0.6%	4	0.5%
Female	0	0.0%	0	0.0%	1	0.1%
Total male	1,370	59.4%	454	50.1%	237	29.2%
Total female	937	40.6%	452	49.9%	575	70.8%
Total	2,307		906		812	

GROUP PERFORMANCE DATA 2022-2024

Performance Data – Social

Employee Turnover by Gender and Age Group

Employee Turnover by Gender and Age Group	2022		2023		2024	
	Number	Rate	Number	Rate	Number	Rate
Aged 30 years and below						
Male	349	47.5%	381	49.4%	97	32.8%
Female	249	33.9%	216	28.0%	82	27.7%
Aged 31-40 years						
Male	66	9.0%	90	11.7%	55	18.6%
Female	45	6.1%	57	7.4%	26	8.8%
Aged 41-50 years						
Male	12	1.6%	18	2.3%	22	7.4%
Female	4	0.5%	6	0.8%	7	2.4%
Aged 51 years and above						
Male	4	0.5%	3	0.4%	5	1.7%
Female	5	0.7%	-	0.0%	2	0.7%
Total male	431	58.7%	492	63.8%	179	60.5%
Total female	303	41.3%	279	36.2%	117	39.5%
Total	734		771		296	
Total Turnover Ratio (%)		29.1%		28.5%		10.6%

Labour Practices and Standards

Total Employee Training Hours by Gender and Employment Category

Total Training Hours Completed By Gender And Employment Category	2022		2023		2024	
	Number	Rate	Number	Rate	Number	Rate
General Staff						
Male	4,432	50.3%	4,704	49.8%	5,712	54.3%
Female	2,832	32.1%	3,024	32.0%	3,128	29.8%
Manager						
Male	952	10.8%	1,120	11.9%	1,208	11.5%
Female	536	6.1%	456	4.8%	384	3.7%
Senior Management						
Male	36	0.4%	128	1.4%	48	0.5%
Female	24	0.3%	16	0.2%	32	0.3%
Total Male Hours	5,420	61.5%	5,952	63.0%	6,968	66.3%
Total Female Hours	3,392	38.5%	3,496	37.0%	3,544	33.7%
Total Hours	8,812		9,448		10,512	

GROUP PERFORMANCE DATA 2022-2024

Performance Data – Social

Labour Practices and Standards

Average Training Hours by Gender and Employment Category

Average Training Hours By Gender And Employment Category	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Senior Manager	2.25	24.00	9.14	16.00	1.92	8.00
Manager	14.21	23.30	13.83	17.54	15.69	14.22
General Staff	3.16	2.32	3.89	2.24	4.88	1.94
Average by gender	3.65	2.72	4.56	2.54	5.48	2.16
Overall average	3.22		3.52		3.60	

Annual Total Compensation Ratio

Annual Total Compensation Ratio	2022	2023	2024
Highest-paid individual: Median annual total compensation for all employees	21:1	22:1	24:1

Health and Safety

Work-Related Injuries for Employees

	2022	2023	2024
Fatalities as a result of work-related injury			
Number	0	0	0
Rate	0	0	0
High-consequence work-related injuries			
Number	0	0	0
Rate	0	0	0
Recordable work-related injuries			
Number	8	4	3
Rate	0.86	0.54	0.38

Lost Time Injury Frequency Rate (LTIFR) – based on 1 million work hours

	2022	2023	2024
Rate	0.86	0.54	0.38

GROUP PERFORMANCE DATA 2022-2024

Performance Data – Social

Health and Safety

Work-Related Injuries for All Workers Who Are Not Employees but Whose Work and/or Workplace is Controlled by D&O

	2022	2023	2024
Fatalities as a result of work-related injury			
Number	0	0	0
Rate	0	0	0
High-consequence work-related injuries			
Number	0	0	0
Rate	0	0	0
Recordable work-related injuries			
Number	0	0	0
Rate	0	0	0

Work-Related Ill Health

Employees	2022	2023	2024
Deaths from work-related illness	0	0	0
Number of reported work-related illnesses	3	1	1
Main types of work-related ill health	Musculoskeletal disorders (MSD)	Musculoskeletal disorders (MSD)	Musculoskeletal disorders (MSD)
Workers Who Are Not Employees But Whose Work And/Or Workplace Is Controlled By D&O	2022	2023	2024
Deaths from work-related illness	0	0	0
Number of reported work-related illnesses	0	0	0
Main types of work-related ill health	0	0	0

Performance Data – Environmental

Energy

	2022	2023	2024
Total energy consumption (GJ)	137,135	146,797	158,769
Energy Intensity	2022	2023	2024
GJ/ RM1 million revenue	139.5	144.4	147.8

GROUP PERFORMANCE DATA 2022-2024

Performance Data – Environmental

Emissions

Emissions (tCO ₂ e)	2022	2023	2024
Scope 1	47	46	50
Scope 2	29,526	0*	0*
Scope 3	37,203	37,173	35,575
Total	66,776	37,219	35,625
Scope 3 – Emissions stemming from :			
Category 1	30,790	30,802	29,692
Category 4	4,314	4,664	4,394
Category 6	N/A	93	91
Category 7	2,099	1,614	1,398
Emissions Intensity per RM1 million revenue	67.9	36.6**	33.2**

* Before neutralisation with i-REC, Scope 2 emission were 31,595 tCO₂e and 34,174 tCO₂e respectively for 2023 and 2024.
 ** Before neutralisation with i-REC, emissions intensity was 67.7 tCO₂e and 65.0 tCO₂e per RM1 million revenue respectively for 2023 and 2024.

NA – Not available. We commenced tracking on Category 6 in 2023.

Air Emission Assessment Result (Scrubber)

Key Parameter	DOE limit (mg/m ³)*	2022	2023	2024
Total Particulate Matter (TPM)	50	2.68-3.95	4.55-5.24	2.38-3.54
Sulfuric Acid Mist (including SO ₃) as SO ₂	5	0.017-0.031	0.035-0.051	0.033-0.050
Nitric Acid	30	0.051-0.063	0.180-0.244	0.208-0.358
Toluene	100	<0.001-0.048	0.017-0.061	<0.001
Trisiloxane with Acetone	150	<0.001-0.005	0.043-0.158	0.025-0.190
1-Chloro-2, 3-epoxypropane	5	<0.001	<0.001	<0.001
Metals (Tin, Potassium Hydroxide, Sodium Hydroxide, Barium)	5	0.391-1.187	0.199-0.821	0.152-0.471

* DOE limit refers to Malaysian Environmental Quality (Clean Air) Regulations 2014 under the Fifth Schedule, Regulation 15.

Water

	2022	2023	2024
Total water withdrawal ('000 m ³)	278.7	316.4	273.3
Water intensity (m ³ / RM 1 million revenue)	283	311	254
Recycled water ratio (%)	23	23	30

GROUP PERFORMANCE DATA 2022-2024

Performance Data – Environmental

Waste

Waste Generation	2022 (Tonnes)	2023 (Tonnes)	2024 (Tonnes)
Hazardous Waste			
Recovery	289.4	255.5	264.0
Reuse	13.7	13.2	16.5
Incinerate	0.2	-	-
Total	303.3	268.7	280.5
Non-Hazardous Waste			
Recycle	77.3	54.5	64.2
Landfill	628.9	536.8	461.8
Total	706.2	591.3	526.0
Total Waste	1,009.5	860.0	806.5

Industrial Effluent Treatment System (IETS) Assessment

Key Parameter	Unit measurement	Standard B	2022	2023	2024
pH Value	mg/L	5.5-9.0	6.6-7.7	6.3-8.2	5.7-8.3
BOD*5days at 20°C	mg/L	50	3-40	6-33	7-22
COD	mg/L	200	19-164	32-152	26-105
Suspended Solids	mg/L	100	12-22	6-23	3-31
Oil & Grease	mg/L	10	<1-3	<1-3	<1-3
Colour	ADMI	200	3-27	10-32	3-24

Note: Standard B refers to parameters limit for industrial effluent discharged into any other inland waters or Malaysian water, in accordance to Malaysia Environment Quality (Industrial Effluent Regulations 2009).

BURSA MALAYSIA COMMON SUSTAINABILITY MATTERS AND INDICATORS

Indicator	Measurement Unit	2022	2023	2024
Bursa (Anti-corruption)				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Senior Managers	Percentage	0.00	86.70	0.00
Managers	Percentage	0.00	13.10	0.00
General Staff	Percentage	0.00	0.04	0.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
Bursa (Community/Society)				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	50,000.00	50,000.00	11,800.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	No Data Provided	No Data Provided	2
Bursa (Diversity)				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Senior Manager 30 and below	Percentage	0.00	0.00	0.00
Senior Manager Between 31-40	Percentage	11.80	0.00	0.00
Senior Manager Between 41-50	Percentage	52.90	66.70	72.40
Senior Manager Above 50	Percentage	35.30	33.30	27.60
Manager 30 and below	Percentage	0.00	0.00	0.00
Manager Between 31-40	Percentage	41.10	34.60	35.60
Manager Between 41-50	Percentage	51.10	53.30	50.00
Manager Above 50	Percentage	7.80	12.10	14.40
General Staff 30 and below	Percentage	64.90	58.70	59.40
General Staff Between 31-40	Percentage	24.90	29.00	28.10
General Staff Between 41-50	Percentage	8.50	10.00	10.30
General Staff Above 50	Percentage	1.70	2.30	2.20
Gender Group by Employee Category				
Senior Manager Male	Percentage	94.10	93.30	86.20
Senior Manager Female	Percentage	5.90	6.70	13.80
Manager Male	Percentage	74.40	75.70	74.00
Manager Female	Percentage	25.60	24.30	26.00
General Staff Male	Percentage	53.40	47.30	42.00
General Staff Female	Percentage	46.60	52.70	58.00

BURSA MALAYSIA COMMON SUSTAINABILITY MATTERS AND INDICATORS

Indicator	Measurement Unit	2022	2023	2024
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	90.00	80.00	80.00
Female	Percentage	10.00	20.00	20.00
30 and below	Percentage	20.00	30.00	10.00
Between 31-40	Percentage	0.00	0.00	20.00
Between 41-50	Percentage	0.00	0.00	0.00
Above 50	Percentage	80.00	70.00	70.00
Bursa (Energy management)				
Bursa C4(a) Total energy consumption	Megawatt	38,093.00	40,777.00	44,103.00
Bursa (Health and safety)				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.17	0.11	0.08
Bursa C5(c) Number of employees trained on health and safety standards	Number	125*	111*	113
Bursa (Labour practices and standards)				
Bursa C6(a) Total hours of training by employee category				
Senior Manager	Hours	60	144	80
Manager	Hours	1,488	1,576	1,592
General Staff	Hours	7,264	7,728	8,840
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	0.00	0.00	0.00
Bursa C6(c) Total number of employee turnover by employee category				
Senior Manager	Number	0	2	0
Manager	Number	6	11	10
General Workers	Number	728	758	286
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
Bursa (Supply chain management)				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	24.00	18.00	20.00
Bursa (Data privacy and security)				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0

BURSA MALAYSIA COMMON SUSTAINABILITY MATTERS AND INDICATORS

Indicator	Measurement Unit	2022	2023	2024
Bursa (Water)				
Bursa C9(a) Total volume of water used	Megalitres	278.70000	316.40000	273.30000
Bursa (Waste management)				
Bursa C10(a) Total waste generated	Metric tonnes	1,009.50*	860.00*	806.50
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	380.40*	323.20	344.70
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	629.10*	536.80*	461.80
Bursa (Emissions management)				
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	47.00	46.00	50.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	29,526.00*	0.00	0.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	37,203.00*	37,173.00*	35,575.00

Internal assurance

External assurance

No assurance

(*)Restated

GRI CONTENT INDEX

Statement of Use	D & O Green Technologies Berhad has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024 with reference to the GRI Standards			
GRI 1 Used	GRI 1: Foundation 2021			
Applicable GRI Sector Standard	Not applicable			
GRI Standard	GRI Disclosure Number	GRI Disclosure Description	Page Number	Remarks/ Omissions
General Disclosures				
GRI 2: General Disclosures 2021	The organisation and its reporting practices			
	2-1	Organisational details	Front cover, 3 and 6 - 8	
	2-2	Entities included in the organisation's sustainability reporting	3	
	2-3	Reporting period, frequency and contact point	3	
	2-4	Restatements of information	59 - 60	
	2-5	External assurance	-	We are planning to engage external assurance providers in our upcoming reporting cycles
	Activities and workers			
	2-6	Activities, value chain and other business relationships	6 - 8	
	2-7	Employees	51 and 58	
	2-8	Workers who are not employees	59	
	Governance			
	2-9	Governance structure and composition	9 and 15	Refer to Corporate Governance Overview Statement in the IR 2024, pg 33 - 40
	2-10	Nomination and selection of the highest governance body	-	Refer to Corporate Governance Overview Statement in the IR 2024, pg 45 - 47
	2-11	Chair of the highest governance body	-	Refer to Corporate Governance Overview Statement in the IR 2024, pg 33
	2-12	Role of the highest governance body in overseeing the management of impacts	9 and 15	
	2-13	Delegation of responsibility for managing impacts	9 and 14 - 15	
	2-14	Role of the highest governance body in sustainability reporting	3	
	2-15	Conflicts of interest	-	Refer to Corporate Governance Overview Statement in the IR 2024, pg 47, 66, 171 - 172
	2-16	Communication of critical concerns	15-16, 20	Refer to Corporate Governance Overview Statement in the IR 2024, pg 43
	2-17	Collective knowledge of the highest governance body	-	Refer to Corporate Governance Overview Statement in the IR 2024, pg 49 - 51

GRI CONTENT INDEX

	2-18	Evaluation of the performance of the highest governance body	-	Refer to Corporate Governance Overview Statement in the IR 2024, pg 48
	2-19	Remuneration policies	-	Refer to Corporate Governance Overview Statement in the IR 2024, pg 49
	2-20	Process to determine remuneration	-	Refer to Corporate Governance Overview Statement in the IR 2024, pg 49 and 53
	2-21	Annual total compensation ratio	54	
Strategy, policies and practices				
	2-22	Statement on sustainable development strategy	4 - 5	
	2-23	Policy commitments	9, 14-16, 18-21, 22, 24-25, 27, 31, 36, 45, 47	
	2-24	Embedding policy commitments	9, 14-16, 18-21, 22, 24-25, 27, 31, 36, 45, 47	
	2-25	Processes to remediate negative impacts	16	
	2-26	Mechanisms for seeking advice and raising concerns	16,20	
	2-27	Compliance with laws and regulations	12, 17, 22, 36, 44 and 48	
	2-28	Membership associations	8	
Stakeholder engagement				
	2-29	Approach to stakeholder engagement	11 - 13	
	2-30	Collective bargaining agreements	-	
Material Topics				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	10	
	3-2	List of material topics	10	
Governance				
Material Matter: Corporate Governance				
GRI 3: Material Topics 2021	3-3	Management of material topics	14 - 16	
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	17 and 50	
	205-2	Communication and training about anti-corruption policies and procedures	16 and 50	
	205-3	Confirmed incidents of corruption and actions taken	17 and 50	
GRI 206: Anti-Competitive Behaviour 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	17 and 50	
Material Matter: Supply Chain Management				
GRI 3: Material Topics 2021	3-3	Management of material topics	18 - 21	

GRI CONTENT INDEX

GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	21 and 50	
Social				
Material Matter: Diversity, Equity and Inclusion				
GRI 3: Material Topics 2021	3-3	Management of material topics	22 - 23	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	52 - 53	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	50 - 52	
Material Matter: Human Rights				
GRI 3: Material Topics 2021	3-3	Management of material topics	24 - 25	
GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	26	
Material Matter: Labour Practices				
GRI 3: Material Topics 2021	3-3	Management of material topics	27 - 30	
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	27	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	54	
	404-2	Programmes for upgrading employee skills and transition assistance programmes	28 - 29	
	404-3	Percentage of employees receiving regular performance and career development reviews	29	
Material Matter: Occupational Safety and Health				
GRI 3: Material Topics 2021	3-3	Management of material topics	31 - 32	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	31	
	403-2	Hazard identification, risk assessment and incident investigation	31	
	403-4	Worker participation, consultation and communication on occupational health and safety	31	
	403-5	Worker training on occupational health and safety	31 - 32	
	403-6	Promotion of worker health	32	
	403-9	Work-related injuries	55	
	403-10	Work-related ill health	55	

GRI CONTENT INDEX

Material Matter: Local Communities				
GRI 3: Material Topics 2021	3-3	Management of material topics	33 - 35	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programmes	33	
Environment				
Material Matter: Climate Change				
GRI 3: Material Topics 2021	3-3	Management of material topics	36 - 43	
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	55	
	302-3	Energy intensity	43 and 55	
	302-5	Reduction of energy consumption	43	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	43 and 56	
	305-2	Energy indirect (Scope 2) GHG emissions	43 and 56	
	305-3	Other indirect (Scope 3) GHG emissions	43 and 56	
	305-4	Reduction of GHG emissions	40 - 42	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	44 and 56	
Material Matter: Water Management				
GRI 3: Material Topics 2021	3-3	Management of material topics	45 - 46	
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	45 - 46	
	303-3	Water withdrawal	46 and 56	
Material Matter: Waste and Effluent Management				
GRI 3: Material Topics 2021	3-3	Management of material topics	47 - 49	
GRI 303: Water and Effluents 2018	303-2	Management of water discharge-related impacts	48 and 57	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	48	
	306-2	Management of significant waste-related impacts	48	
	306-3	Waste generated	49 and 57	
	306-4	Waste diverted from disposal	49 and 57	
	306-5	Waste directed to disposal	49 and 57	

D & O GREEN TECHNOLOGIES BERHAD

Registration No: 200401006867 (645371-V)

Lot 6, Batu Berendam FTZ
Phase III, 75350 Melaka, Malaysia

Telephone: 06 283 3566

Facsimile: 06 284 7988

Email: corp@do.com.my

www.do.com.my

www.dominant-semi.com

