

SUSTAINABILITY STATEMENT 2024

DK Leather Seats Sdn Bhd



DK SCHWEIZER
PERSONALISATION FOR ALL

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ABOUT THIS REPORT

DK Leather Seats Sdn Bhd (DKLS) annual Sustainability Statement, referred to as 'This Report', provides an overview of our sustainability efforts and highlights our Environmental, Social, and Governance (ESG) performance for the financial year ended 2024. It outlines the initiatives we have undertaken to drive sustainability across our business and operations, benefiting our stakeholders and the environment.

This Report also addresses the significant risks and opportunities that influenced our operations, including ESG and economic challenge, during the review period.

At the core of our sustainability journey are our strategies, a comprehensive framework, and various initiatives that propel us toward our sustainability goals and targets.

In essence, this Report documents the progress, accomplishments, and challenges we encountered throughout our sustainability journey in the financial year ended 2024.

- **Reporting Scope and Boundaries**

This Report focuses specifically on DKLS' operations in Malaysia, which account for 100% of the Company's revenue. Wherever applicable, comparative historical data is included. We have set and tracked relevant targets and key performance indicators to the best of our ability, and they are disclosed within this Report.

The contents of this Report have undergone a thorough review and approval process by our Board of Directors and the Sustainability Committee. They have ensured that the content aligns with our business and addresses material issues. Our commitment to transparency is evident in the disclosures, goals, and key performance indicators presented in this Report.

- **Reporting Period and Cycle**

This reporting period of the Report is from 1 April 2023 to 31 March 2024, unless stated otherwise. Our Sustainability Report will be issued on an annual basis and this is the second Sustainability Report published.

- **Assurance Statement**

The data presented in this Sustainability Report is sourced internally from within the Company. It is compiled and measured against industry standards in alignment with our sustainability targets. To the best of our ability, the results are verified by DKLS Management and undergo a through review by the Sustainability Committee before being presented to the Board.

As part of our continuous improvement efforts, the Company is actively working to enhance our data collection processes, address any reporting gaps and expand our disclosures in future reports. It is important to note that no independent verification or assurance has been sought for the disclosures made in this Report.

- **Guidelines and Standard**

We ensure that the production of this Report conforms to the highest reporting standards and the best industry practices. This Report has been prepared in accordance with:

Global goals - United Nations Sustainable Development Goals (UNSDGs)

Reporting frameworks

- Sustainability Reporting Guide 2022, 3rd Edition and Toolkits issued by Bursa Malaysia Securities Berhad ("Bursa Malaysia")
- Malaysian Code on Corporate Governance (MCCG) of Securities Commission Malaysia

- **Progressive Statement**

Our Report contains progressive statements in relation to the Company's objectives, strategies, plan and future initiatives that are interconnected with our business, financial and non-financial performance. These statements include words and phrases like 'expects', 'targets', 'intends', 'anticipates', 'believes', 'estimates', 'may', 'plans', 'projects', 'should', 'would' and 'will'. These statements should not be interpreted as a guarantee of future operating or financial performance, as they may bring about potential risks or unforeseen repercussions to the Company. Issues that might cause actual results to vary materially from those in the progressive statements include global, national and regional economic and social conditions or matters that have not been reviewed or reported on by the Company's auditors.

MANAGING DIRECTOR'S *Message*



Dear stakeholders,

I am delighted to present this Managing Director's statement, highlighting DKLS' unwavering commitment to sustainability as a leading manufacturer of automotive leather seat upholstery solutions. In fiscal year 2023, DKLS took significant strides towards our ESG (Environmental, Social and Governance) journey. Sustainability is deeply ingrained in our business philosophy, and we take immense pride in our efforts to create a positive impact on the environment, society, and the automotive industry as a whole.

Danny Koek
Managing Director

- **Product Innovation and Safety:**

As a responsible manufacturer of leather seat up upholstery solutions, our dedication lies in producing high quality products that prioritize safety, durability, and comfort. Our commitment to sustainability extends to both the materials we use and the production methods employed. We actively seek innovative solutions that promotes sustainable leather seat upholstery sourcing, eco-friendly production operations, and ensure traceability in our supply chain. Furthermore, we continuously invest in research and development to enhance the performance and eco-friendliness of our products, exploring alternatives that align with our sustainability objectives.

- **Digitalization for Increased Productivity:**

At DKLS, we wholeheartedly embrace digital technologies to enhance our operational efficiency and productivity. By leveraging automation, data analytics, and artificial intelligence, we streamline our processes, optimize production cycles, and reduce lead times. This enables us to meet customer demands more effectively while upholding the highest standards of quality. Through seamless integration of digital tools and workflows, we unlock new opportunities for growth and improved customer satisfaction.

- **Environmental Stewardship:**

We recognize the utmost importance of minimizing our ecological footprint and have implemented measures to reduce our environmental impact. From optimizing our manufacturing processes to responsibly sourcing materials, we consistently strive to improve our environmental performance. Our sustainable practices encompass optimizing energy consumption, reducing materials usage, and implementing effective waste reduction and recycling initiatives. By embracing eco-friendly technologies and materials, we aim to contribute significantly to a greener and more sustainable future.

- **Supplier Partnerships and Responsible Sourcing:**

We firmly believe that collaboration plays a crucial role in driving sustainability across our value chain. We work closely with our suppliers to promote responsible practices and ensure adherence to ethical standards. By partnering with suppliers who share our commitment to sustainability, we ensure that our leather upholstery solutions sourcing and supply chain operations meet stringent criteria in environment, social, and governance aspects. Through transparent dialogue and thorough audits, we foster long-term relationships built on trust, fairness, and sustainability.

- **Employee Engagement and Well Being:**

Our employees are the bedrock of our success, and we are dedicated to fostering a culture that prioritizes their well-being, growth and development. We provide a safe and inclusive work environment, promoting diversity and equal opportunities. Through regular training and awareness programs, we equip our employees with the knowledge and skills to implement sustainable practices throughout their work. By empowering our workforce, we create a united front driving positive change within our organization and beyond.

- **Community Engagement:**

We recognize that our responsibility extends beyond the confines of our factory walls. We actively engage with local communities, supporting social initiatives and promoting sustainable development. Through partnerships and volunteer programs, we strive to make a meaningful difference by addressing social challenges, supporting education, and contributing to the well-being of the communities in which we operate.

Looking ahead we remain steadfast in our commitment to sustainable practices, as we firmly believe they are essential for the long-term success and resilience of our business. We will continue to innovate, collaborate, and adapt to emerging challenges and opportunities, always placing sustainability at the forefront of our decision-making.

I extend my heartfelt gratitude to our employees, partners, customers and stakeholders for their unwavering support on our sustainability journey. Together, we will build a better, more sustainable future for our Company, our industry, and the world we share.

Sincerely,

Danny Koek

Managing Director

DK Leather Seats Sdn. Bhd.



About **DK LEATHER SEATS**

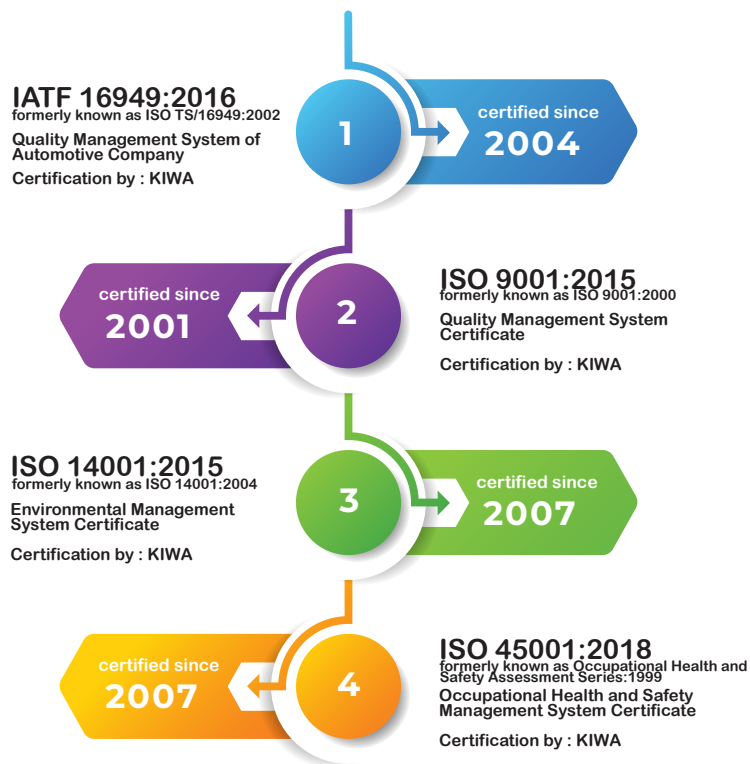
DK Leather Seats Sdn Bhd (DKLS) which was incorporated in 1997 is a genuine Malaysian success story. DKLS has successfully built its iconic DK SCHWEIZER brand around the world, embodying passion, spirit and style in automotive leather upholstery industry in general and premium categories over the years.

Today, armed with a 16,000m² specialized manufacturing facility in Puchong, Selangor and supported by a workforce of over 1,000 employees, DKLS specializes in delivering top-notch leather seat upholstery solutions to renowned automotive marques. What truly distinguishes us is our unwavering commitment to quality.

We strive to become market leader by consistently launching innovative products combining the finest luxury leather sourced from the world leading tanneries with decades-old mastery, visionary creativity state-of-the-art manufacturing technologies and inventions including CNC pattern stitching to provide the best styling designs.

| Vision | Mission |
|--|--|
| <p>To be the leading automotive leather upholstery manufacturer and global brand choice.</p> | <ul style="list-style-type: none"> • We empower our people to be innovative and passionately lead the trend. • We create a platform for our people to excel in work and personal life. • We pledge to foster growth that harmonizes with environmental sustainability and corporate citizenship. • We commit to uphold and consistently enhance our quality and safety standards of our products and services. |

Our world class products are recognized by the industry with **IATF 16949:2016, ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018** certifications awarded to the plant since 2001.



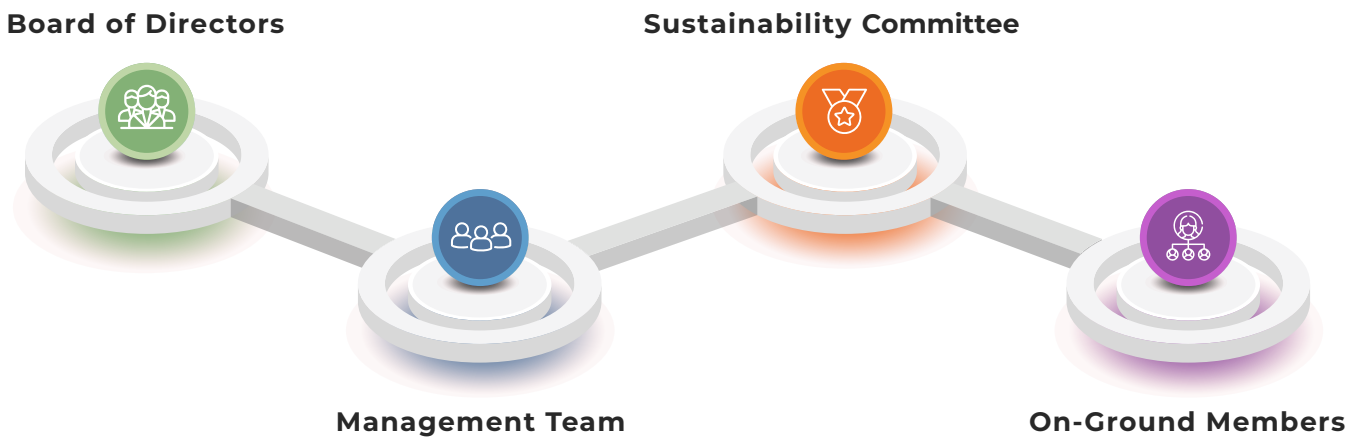
Today, we have grown from our humble beginnings to become a global leather upholstery player with manufacturing arm in Thailand and business partnerships in United States, United Kingdom, Netherlands and Dubai, United Arab Emirates (UAE).



Sustainability **GOVERNANCE FRAMEWORK**

DKLS' sustainability governance structure promotes integrity, accountability and transparency across all levels of the organisation. We remain committed to ensuring that the right leadership, strategies and internal controls are in place for the successful adoption of sustainability strategies in our organisation.

The diagram below provides an overview of DKLS' Sustainability Governance Framework



The assigned roles and responsibilities of the Sustainability Governance Framework are as follows:

- **Board of Directors**

The Board of Directors ("Board") holds ultimate responsibility for overseeing sustainability matters at DKLS. While retaining its overall oversight function, the Board has delegated the responsibility of formulating DKLS' sustainability strategies and initiatives, encompassing environmental, social, and governance aspects, to the Sustainability Committee ("SusComm"). The SusComm is also tasked with embedding sustainability best practices within the Company.

- **Management Team**

The Management is responsible for implementing sustainability-related policies, frameworks, and procedures across DKLS. They are also accountable for approving and monitoring key sustainability performance indicators.

- **Sustainability Committee**

The SusComm plays a pivotal role in assisting the Board and the Management in adopting sustainability policies. This includes setting sustainability strategies, priorities, and targets for DKLS. The SusComm is responsible for monitoring and reviewing DKLS' sustainability performance against the defined strategies and targets. Additionally, it oversees and reviews processes, frameworks, and strategies that manage environmental, social, and governance risks, encompassing safety, health, employment practices, environmental practices, human rights, community relations, and other pertinent sustainability matters.

- **On-Ground Members**

The leaders of on-ground members, consisting of heads of departments, are responsible for ensuring that sustainability initiatives and strategies align with DKLS' sustainability targets. They oversee timely reporting of sustainability matters from their respective departments and verify the accuracy of the information reported. On-ground members assist in co-ordinating and implementing sustainability initiatives within their departments. They are also required to provide information and data on the department's sustainability performance.

DKLS' SUSTAINABILITY SCORECARD

HIGHLIGHTS & ACHIEVEMENTS

The table provided below presents DKLS' Sustainability Scorecard highlights and accomplishments for the financial year ended 2024. These achievements are linked to the Company's 4 Sustainability Pillars, demonstrating the progress made in pursuing our comprehensive sustainability objectives and priorities. Furthermore, we have correlated these highlights and achievements with the UNSDGs, thereby aligning our efforts with the global sustainability agenda.



ECONOMIC

Economic Resilience & Excellence

Goals & Priorities

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Digital Transformation Initiatives 1.1 Raw Materials Stock Tracking 1.2 Introduce Paperless Production Instruction | <ol style="list-style-type: none"> 2. Product Quality & Safety Assurance 3. To Achieve A Customer Satisfaction Index (CSI) Score of 80% and Above 4. To Achieve 100% of Supplier Conformance Index |
|---|---|

Linkage to UNSDGs



Progress & Results

1. Digital Initiatives Progress
 - 1.1 Time Saving Of Raw Materials Stock Retrieving & Materials Tracking
 - 1.2 60% Saving On Paper Usage Of Production Instruction
2. Zero Product Recalls Due To Safety Negligence or Defects
3. Achieved CSI Score of 80% & Above for both OEM & REM Markets
4. Achieved 100% Supplier Conformance Index





ENVIRONMENTAL

Eco-Conscious Corporate Citizen

Goals & Priorities

1. Pledge “carbon neutrality by 2050”
 2. Target 20% Reduction in GHG emissions by 2030
 3. Zero (0) Environmental Violations
 4. To Reduce Waste Generation
- 2.1 Disclosure of GHG Scope Emissions

Linkage to UNSDGs



Progress & Results

1. To Create Awareness on “carbon neutrality”
2. Initial Stage of GHG Emission Data Collection
 - 2.1 Completed Disclosure of GHG Scope 2 Emission
 - 2.2 Early Stage of GHG Scope 1 Emission Due To Company Vehicle Data Collection
 - 2.3 Early Stage of GHG Scope 3 Emission Due to Business Travel Data Collection
3. Achieved Zero (0) Environmental Violations
4. Launched the “Bring Your Own Food Container” Initiative



SOCIAL

Sustainable Workforce & Community

Goals & Priorities

1. Maintain Zero (0) Workplace Fatalities
2. Target Zero (0) Incident of OSH Legal Violations
3. Target Zero (0) Incident of Human Rights Violations Complaints
4. To Extend the Requirement for Vendor Disclosure of Human Rights Legal Compliance
5. To Streamline the CSR Activities Contributions
6. To Provide On-going Training Programmes for Continuous Learning & Development

Linkage to UNSDGs



Progress & Results

1. Zero (0) Workplace Fatalities (Employee, Supplier & Contractor)
2. Zero (0) Incident of OSH Legal Violations
3. Zero (0) Reported Cases of Human Rights Violations
4. Improved on the Vendor Code of Conduct, in the Process of Securing 100% Sign-Off
5. CSR Activities Contribution Streamlined
6. Organized 80% Training Programmes in Accordance with Annual Master Training Plan





GOVERNANCE

Responsible Governance

Goals & Priorities

1. Target Zero (0) Incident of Customer Data Leak
2. Target Zero (0) Incident of Whistleblowing Cases
3. Target Zero (0) Incident of Corruption Cases
4. Establishment of Mutually Beneficial Partnerships with Supplies to Strengthen ESG

Linkage to UNSDGs



Progress & Results

1. Achieved Zero (0) Incident of Customer Data Leak
2. Achieved Zero (0) Incident of Whistleblowing Cases
3. Achieved Zero (0) Reported Corruption Cases
4. To Encourage 60% of Suppliers to Disclose Their ESG Metrics by 2030.

STAKEHOLDER ENGAGEMENT

DKLS places great importance on stakeholder engagement, valuing the diverse perspectives, concerns, and aspirations of both internal and external stakeholders in shaping our approach to ESG material matters. The Board, Management, and Sustainability Committee firmly believe that an inclusive and accurate sustainability approach necessitates soliciting stakeholder views in policy formulation, strategy development, action planning, as well as the establishment of Key Performance Indicators (KPIs) and targets.

Throughout the financial year, DKLS has proactively engaged with a wide range of stakeholders, thoroughly assessing their concerns and gathering valuable feedback. A significant highlight of this engagement was the comprehensive materiality assessment exercise conducted in the financial year ended 2024, which involved respondents from various stakeholder groups.

Beyond the materiality assessment exercise, DKLS places a strong emphasis on two-way stakeholder engagement. This approach enables us to gain a comprehensive understanding of how our business model and operations impact stakeholders and vice versa. By aligning their key priorities and concerns with our organizational practices and strategies, we aim to create mutual value and foster strong relationships with our stakeholders.

Stakeholder engagement also presents opportunities for DKLS to identify additional ways to create societal value and enhance our role as a committed and conscientious corporate citizen. We actively seek to contribute positively to the development of society and uphold our commitment to sustainable business practices.

Below, you will find a snapshot table providing details on DKLS' stakeholder engagement activities and the achieved outcomes.

| Stakeholder | Key Focus Area | Methods of Engagement | Frequency |
|---|---|---|--|
| Shareholders  | <ul style="list-style-type: none"> Financial performance Sustainable business growth Strategy and vision | <ul style="list-style-type: none"> Annual Reports Company website | <ul style="list-style-type: none"> Annually Quarterly As required |
| Customers  | <ul style="list-style-type: none"> Product quality and safety Product variety and innovation Timely delivery Competitive pricing Customer experience Customer privacy | <ul style="list-style-type: none"> Customer feedback and satisfaction survey Customer service platforms, including phone calls and emails Face-to-face meetings Events and site visits Company policies compliance declarations Social media | <ul style="list-style-type: none"> Ongoing As required |
| Suppliers, and Industry Partners  | <ul style="list-style-type: none"> Product quality Timely delivery of products Pricing, payment terms and timeliness of payments Relationship management | <ul style="list-style-type: none"> Supplier evaluation and assessment Formal and informal meetings Product, production quality sharing sessions | <ul style="list-style-type: none"> Ongoing As required |
| Regulators and Government Agencies  | <ul style="list-style-type: none"> Regulatory framework governing business operations Legal compliance, statutory duties, and responsibilities Sustainability practices and reporting (if any) | <ul style="list-style-type: none"> Consultations Participation in Industry best practices events and updates Attendance at seminars, forums, meetings, briefings, training and dialogues organised by the respective agencies | <ul style="list-style-type: none"> Ongoing |
| Employees  | <ul style="list-style-type: none"> To be kept informed of the Company business direction, development and its performance Career advancement Learning and development Employee welfare and benefits Safe and secured working environment Diversity and equal employment opportunities | <ul style="list-style-type: none"> Regular meetings and discussions Annual performance appraisal Forums, training, and workshops Staff benefits; Employee events including sports clubs, festive celebrations and annual gathering Employee survey Company policies compliance declarations | <ul style="list-style-type: none"> Ongoing |
| Local Community, Industry Associations, Academia and Non-Governmental Organisations ("NGOs")  | <ul style="list-style-type: none"> Employment and business opportunities Corporate social responsibility Best management practices and industry-related research Research and collaborations with the industry and academia institutions | <ul style="list-style-type: none"> Community outreach and development programs Public events e.g., forums and symposiums Briefings and Annual Report Sponsorship and welfare programmes Company website | <ul style="list-style-type: none"> Ongoing |




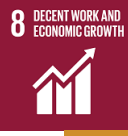












OUR MATERIALITY MATTERS

- **Materiality Assessment**








In order to create enduring value, it is imperative for us to gain insight into industry trends, risks, opportunities, and the expectations of our stakeholders. Our sustainability strategies and business plans are shaped by the most critical aspects of business growth and stakeholder requirements.

As part of our sustainability journey, DKLS has undertaken a comprehensive survey of material sustainability matters in the financial year ended 2024. This survey aimed to assess the matters that hold significance for the Company and our stakeholders while aligning with DKLS' sustainability strategies. We have identified a total of 13 material sustainability matters that have undergone a rigorous review process. This careful assessment ensures that our resources are optimally allocated to achieve our sustainability objectives effectively.

Below, you will find a table presenting our material matters and their correlation to the United Nations Sustainable Development Goals (UNSDGs).

| Category | Material Matter | Description | Related UNSDGs |
|--|---|---|---|
| <p>Economic</p>  | Company Financial Performance | Addressing environmental and social risks, as well as governance issues, can lead to better financial resilience, and stability over time and may attract capital and financing opportunities. |    |
| | Digital Transformation | To embrace technological advancement in all aspects of the business to improve productivity, traceability, and data privacy. | |
| | Product Quality and Product Safety | To deliver quality products and assure product safety through quality management practices. | |
| <p>Environment</p>  | Conservation of Energy and Resources | Responsible management of natural resources and energy to minimize waste, reduce environmental impact, and ensure sustainability for the future. It includes promoting energy efficiency, using renewable energy sources, and practicing recycling and responsible sourcing of resources. |       |
| | Effluent and Waste Management | Proper handling and treatment of liquid and solid waste to minimize environmental harm, conserve resources, and promote a cleaner and healthier environment. | |
| | Compliance to Environmental Regulations | Adhering to legal requirements for protecting the environment, conserving resources, and promoting sustainability. Essential for preserving ecosystems and community well-being. | |
| <p>Social</p>  | Community Investment and Development | Community enrichment by investing in community development and nurturing skills from the ground. |   |
| | Occupational Safety and Health at Workplace | To ensure the safety and health of employees at the workplace. | |

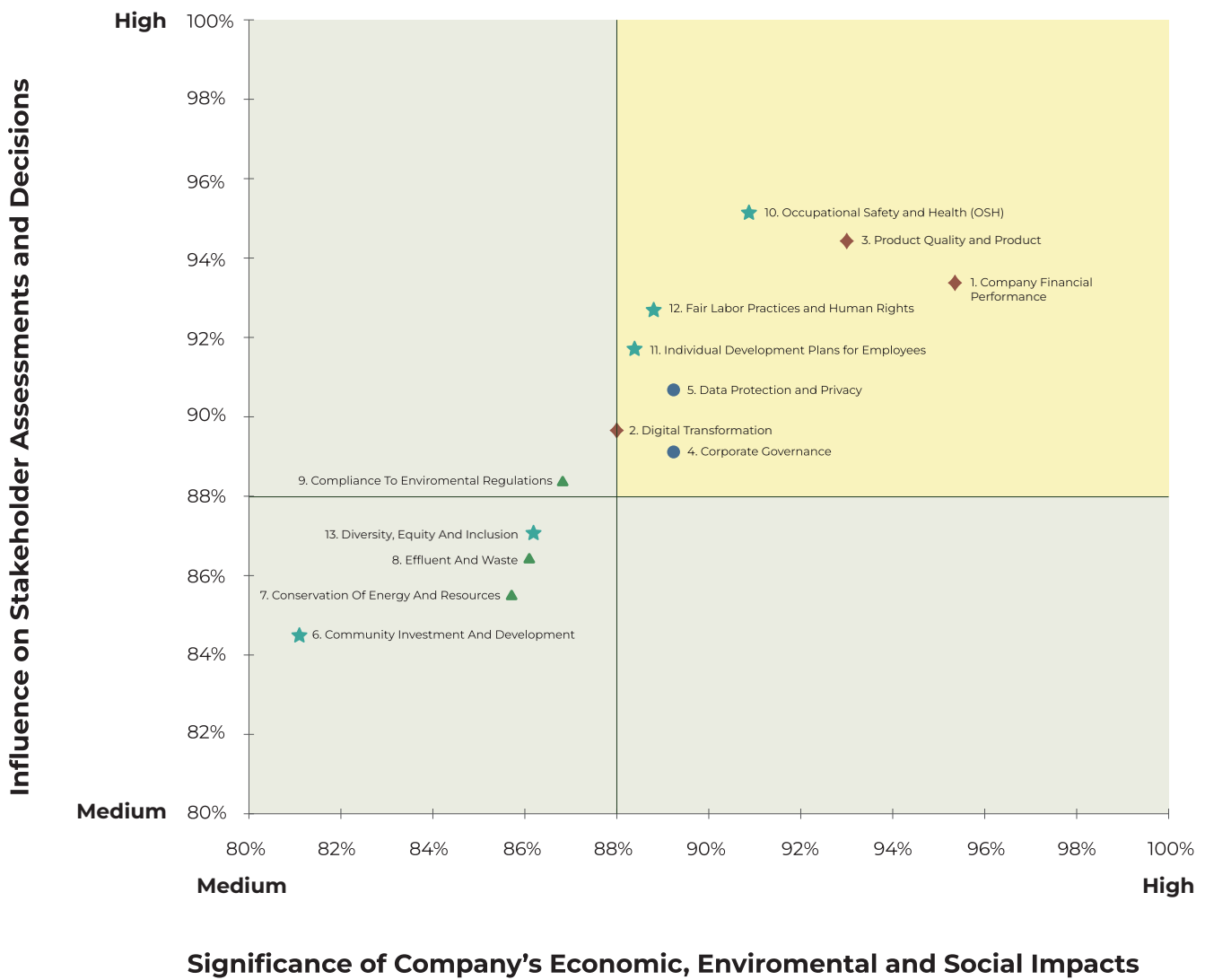


| | | | |
|---|---|---|---|
| <p>Social</p>  | <p>Individual Development Plans for Employees</p> | <p>To increase opportunities for employee's career growth and advancement to broaden their skills and add value to the Company.</p> |  |
| | <p>Fair Labor Practices and Human Rights</p> | <p>Treating workers with dignity, providing safe conditions, fair wages, and equal opportunities. Upholding fundamental freedoms and non-discrimination for an inclusive and equitable society.</p> |  |
| | <p>Diversity, Equity and Inclusion</p> | <p>To achieve gender equality and empower all women by eliminating discrimination, violence, and harmful practices against women. It also advocates for equal access to opportunities, education, healthcare, and decision-making positions regardless of gender.</p> |  |
| <p>Governance</p>  | <p>Corporate Governance</p> | <p>To ensure that good governance is practiced throughout the Company for business sustainability and also enhancing shareholders value.</p> |  |
| | <p>Data Protection and Privacy</p> | <p>Ensuring data protection and privacy helps build trust between institutions and the public, fosters transparency, and promotes accountability in data handling practices.</p> |  |

MATERIALITY MATRIX

The materiality matrix highlights significant sustainability matters for DKLS, assessed on two dimensions:

- The importance of these matters to the Company.
- The importance of these matters to our Stakeholders.



From the materiality assessment, eight (8) key issues emerged as top priorities for stakeholders, considering their impact on DKLS’ operations. These material issues signify our transition to a multi-value perspective, going beyond a solely profit-driven approach. We recognize the influence of Environmental, Social, and Governance (ESG) factors on our financial performance.

The outcomes of our materiality assessment have directed resource allocation by Management, leading to the creation of long-term value for our business and stakeholders. Each material matter profoundly influences our decision-making and aligns with the 4 pillars of sustainability. The prioritized materiality is indicated with an asterisk (*) and is bolded.

Our Sustainability framework is focused on 4 pillars of Sustainability Pillars as follows:



Pillar 1 : Economic



Pillar 2 : Environment



Pillar 3 : Social



Pillar 4 : Governance

| Sustainability Pillars | Materiality Matters |
|--------------------------|--|
| E - Economic | 1. Company Financial Performance (*) 2. Digital Transformation (*) 3. Product Quality and Product Safety (*) |
| E - Environmental | 7. Conservation Of Energy and Resources 8. Effluent and Waste Management 9. Compliance To Environmental Regulations |
| S - Social | 6. Community Investment and Development 10. Occupational Safety and Health (*) 11. Individual Development Plans For Employees (*) 12. Fair Labor Practices and Human Rights (*) 13. Diversity, Equity and Inclusion |
| G - Governance | 4. Corporate Governance (*) 5. Data Protection and Privacy (*) |

(*) Significant Materiality Matters

OUR BUSINESS AND THE ECONOMIC



• Economic Value Created

As a responsible Company, we are deeply committed to continuously improving our **Company's financial performance** to remain relevant and fulfill our customer's requirements. Our focus on enhancing financial performance also extends to providing job security for our employees and delivering decent dividends to our valued shareholders.

Recognizing the significance of allocating our finite resources thoughtfully in a world with limited availability, we prioritize our resource allocation strategically, making informed trade-offs as needed. This approach ensures that we optimize value creation across all aspects of our business.

Our stakeholders, including our community, customers, investors, suppliers, and employees, play a vital role in defining our business' true value. Understanding the importance of their contributions, we are dedicated to optimizing value and delivering returns to all stakeholders. To achieve this, we take a long-term approach to value creation practices, considering the broader implications of our decisions.

By continually engaging with and understanding our stakeholders' needs, we aim to create a harmonious balance that maximizes positive outcomes for all. Our commitment to sustainable value creation drives our actions, ensuring that we positively impact the well-being of our stakeholders and the communities we serve.

Through our unwavering dedication to improving Company's financial performance and our responsible approach to resource allocation, we strive to remain a trusted and successful business, providing long-term value to all our stakeholders while contributing positively to society and the environment.

- **Digital Transformation**

As part of our commitment to continuous improvement and innovation, we have embraced digital transformation to drive the development of innovative products and processing methods. Through the integration of cutting-edge technologies, data analytics, and artificial intelligence, we are revolutionizing our operations to achieve better efficiencies and error-proofing in our processes.

Digital transformation has enabled us to streamline our production cycles, reduce lead times, and enhance overall productivity. By leveraging advanced tools and workflows, we have gained valuable insights that empower us to make data-driven decisions, resulting in optimized resource allocation and improved performance.

Incorporating digital solutions has not only enhanced our operational efficiency but also contributed to the development of innovative products. We are dedicated to staying at the forefront of technology and leveraging its potential to create sustainable solutions that meet and exceed our customers' evolving needs.

For the financial year ended 2024, we successfully executed two key digital initiatives to enhance our operations. The first initiative focused on tracking raw materials' stock locations, resulting in reduced materials retrieving time and improved stock traceability.



The second initiative involved implementing paperless production instructions, leading to a significant 60% reduction in paper usage.

Looking ahead, we are committed to pursuing further **digital transformation** opportunities, such as the **“program sewing”** initiative, as part of our ongoing efforts to optimize processes and deliver exceptional products and services to our esteemed customers. Our dedication to excellence will not only reinforce our position as a leading manufacturer in the industry but also contribute positively to our sustainability goals and overall business success.

- **Product Quality and Product Safety**

As a leading manufacturer of automotive leather seat upholstery solutions, we place paramount importance on product quality. This commitment is driven by the need to ensure repeat business, maintain our brand reputation, and uphold our credibility in the industry. Moreover, we recognize that product quality is not only a business consideration but also a matter of public health and safety, as our products are integral to our customers' overall automotive system safety strategies.

To uphold product quality, our stringent quality control and assurance measures start at the sourcing stage. We ensure that all products sourced from suppliers meet our rigorous quality requirements, adhering to certifications set by industry bodies like SIRIM or equivalent to regulate product manufacturing standards.

Throughout our processes, quality and safety remains a top priority. From concept to prototype and production, we continuously monitor product safety and proactively work to prevent issues. Our internal subject matter experts in Research and Development, Industrial Engineering, Quality Assurance, and Operations actively participate in ensuring product safety and driving updates to standards across the Company.

In addition to desktop audits and documentation reviews, we also conduct physical inspections and audits of selected suppliers, which include evaluations of their ESG practices within their operations.

Collaboration with customers and regulatory authorities is integral to ensuring that our products meet specifications and comply with quality and safety standards. In the fiscal year ended 2024, we are proud to report that there were zero product recalls due to safety negligence or defects, a testament to our commitment to maintaining the highest product quality and safety standards.

- **Upholding Customer Satisfaction**

At our Company, customer satisfaction is our top priority, and we have established clear policies and Standard Operating Procedures (SOPs) to effectively manage customer feedback and address any incidents of dissatisfaction. As part of our commitment to delivering exceptional service, we conduct an annual customer satisfaction survey. This survey allows us to gain valuable insights into our customers' expectations regarding our product quality and services, enabling us to stay relevant and better understand their needs.

In the financial year ended 2024, we received 6 feedback responses from the OEM market and 8 from the REM market, compared to 6 and 7 respectively in the previous year. We are pleased to report that the overall performance ratings for the financial year ended 2024 show excellence across various aspects, surpassing merely satisfactory levels.

These positive results reflect our continuous efforts to ensure that our customers' needs are met and exceeded, as we continue striving to deliver the best possible experience to all our valued customers.

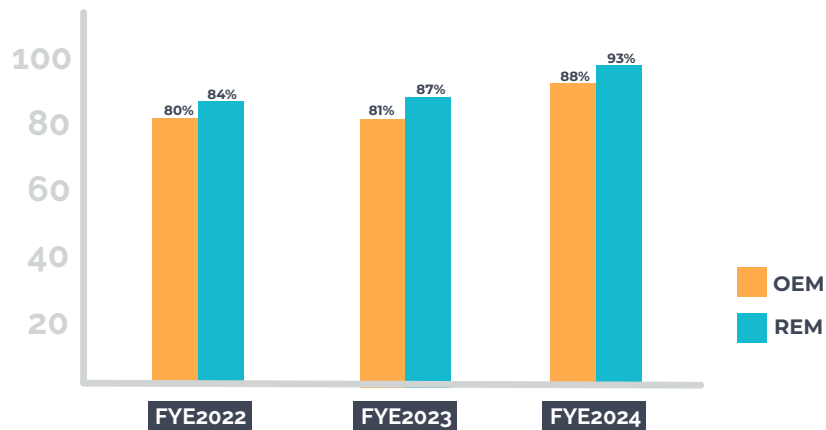


"Terima kasih kepada semua specialists di DK SCHWEIZER"



"Attentive service from the staff at DK SCHWEIZER"

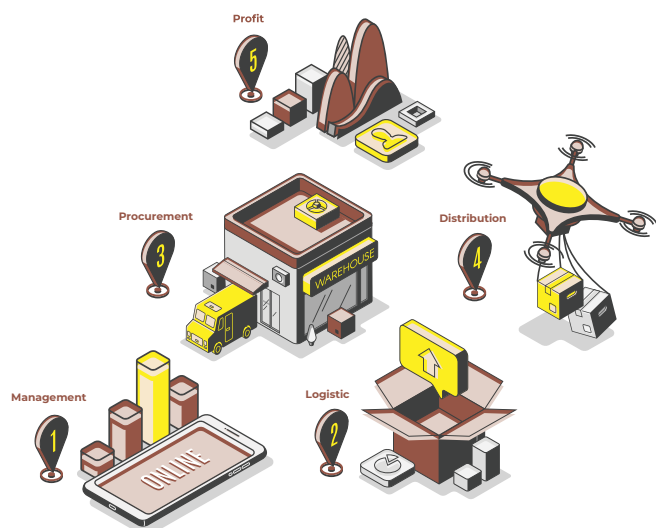
Customer Satisfaction Index (CSI)



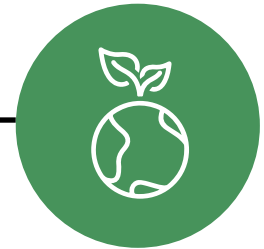
• Supply Chain Management

At DKLS, effective Supply Chain Management is integral to achieving product quality and safety standards. Collaborating closely with our suppliers, we prioritize quality assurance programs to ensure adherence to rigorous standards throughout the value chain. This collaborative approach fosters a culture of quality assurance, promoting excellence in our products and operations.

| Financial Year End | 2022 | 2023 | 2024 |
|---|------|------|------|
| Supplier Conformance Index | | | |
| Supplier Conformance Index/Score (%), target 100% | 100% | 100% | 100% |
| Number of suppliers surveyed (Raw Material) | 30 | 24 | 26 |
| Number of suppliers surveyed (Vendor Code of Conduct, Green Purchasing Policy and EHS Policy) | 348 | 409 | 357 |



PROTECTING THE ENVIRONMENT



- **Introduction**

At the core of our business philosophy lies a deep commitment to environmental responsibility. We take a comprehensive approach, ensuring that every aspect of our operations, from sourcing materials and services to manufacturing products, aligns with sustainable practices. Our environmental sustainability efforts center around crucial material matters, such as the conservation of energy and resources, efficient waste management, and strict compliance with environmental regulations. By proactively addressing these critical areas, we aim to make a positive impact on our planet while fostering a greener and more sustainable future for generations to come.

- **Conservation of Energy and Resources**

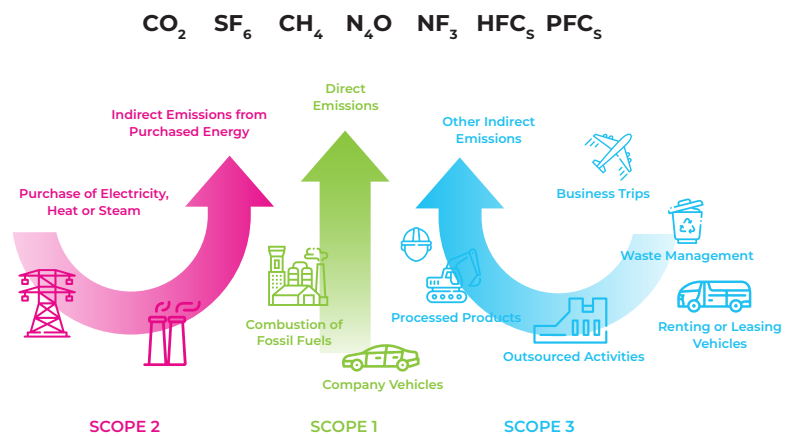
Efficiently conserving energy and resources is a fundamental aspect of our business operations. We recognize the significance of energy in supporting all sectors of our business, which is why we strive to be energy-efficient not only to reduce costs but also to lower our carbon emissions and preserve natural resources. Our commitment to sustainability drives us to continually improve our energy efficiency and explore the incorporation of renewable energy sources, aligning with our goal to minimize our carbon footprint.

In line with our vision of building a sustainable future, we have pledged to achieve net zero carbon emissions by 2050, mirroring the Malaysian government's commitment outlined in the 12th Malaysia Plan. As part of our sustainability efforts, we have diligently assessed potential climate change risks and disclosed our emissions for Scope Two (2) in Sustainability Statement 2024. Our purchased electricity contributes to Scope Two (2) emissions, and to ensure optimal energy consumption, our dedicated industrial engineers closely monitor our energy usage. Additionally, we engage with stakeholders, including employees, to raise awareness about efficient energy consumption. We are also at the initial stages of evaluating data collection on our Company vehicles' emissions for Scope One (1) and business travels for Scope Three (3) emissions.

To work towards achieving our target, we have implemented various initiatives, such as transitioning to energy-efficient lighting and investing in renewable energy resources through the installation of solar panels at our facilities. Our ongoing commitment to energy efficiency includes replacing old bulbs with LED lighting, upgrading electrical appliances for improved energy efficiency, embracing renewable energy adoption to decarbonize our operations, and adopting a 3R (reuse, recycle, regenerate) approach to resource consumption and waste management.

Water Conservation: We proactively monitor and minimize water consumption in our operations, recognizing the importance of reducing our environmental impact. Emphasizing water conservation, we implement measures like reducing, recycling, and reusing water resources. Our primary water source is the municipal water supply, and fortunately, our operations are not located in water-stress areas, which further reinforces our responsible water management approach.

By consistently implementing these energy-efficient and water conservation initiatives, we reaffirm our dedication to environmental stewardship and contribute positively to creating a sustainable future for our Company and the world we share.



• **Waste Management**

At our Company, we are dedicated to minimizing waste generation and managing scheduled waste in accordance with regulatory requirements. To achieve this, we implement practical measures that focus on reducing, reusing, recycling, and environmentally responsible disposal of waste materials from our operations.



To promote waste reduction and recycling, we actively advocate to all employees the importance of reducing, reusing, and recycling. Recycling bins are strategically placed throughout our premises, and we continuously explore opportunities to recycle and reuse materials in our manufacturing processes. From 2023 onwards, we introduced the "Bring your own food container" initiative, significantly reducing general waste generated from food packaging.

- **Compliance to Environmental Regulations**

Our commitment to environmental stewardship is further reinforced by our ISO 14001:2015 Environmental Management System (EMS) certification. This system allows us to identify and manage environmental aspects and impacts from our operations, ensuring compliance with the regulatory requirements set forth in the Malaysian Environmental Quality Act 1974.

Throughout the financial year ended 2024, as in previous years, we engaged with licensed waste disposal companies to manage both scheduled and general wastes in a responsible manner. To align our purchasing practices with sustainability goals, our manufacturing facility adopts a green purchasing policy. We prioritize procuring products that are recycled, environmentally friendly, or sourced from companies with responsible environmental practices, provided they meet our cost, performance, and quality requirements. By doing so, we contribute to a more sustainable supply chain and support environmentally conscious suppliers.



• **Environmental Sustainability**

At DKLS, we are committed to advancing environmental sustainability through the efforts of multi-discipline teams that are driving positive change in our processes and mindset.

1. **Sustainable Product Design:** We prioritize sustainability in our product design by utilizing innovative materials and processes. This approach allows us to reduce the environmental impact of our products while meeting the evolving needs of our customers.
2. **Sustainable Production:** Our focus is on enhancing the efficiency of our production processes across all our operations. By implementing innovative practices, we aim to minimize our environmental footprint while maintaining the highest standards of quality.
3. **Sustainable Supply Chain:** Collaboration with our suppliers is crucial to achieving our sustainability objectives. We actively work to enhance transparency into their environmental practices, fostering sustainability across the entire value chain.
4. **Employee Engagement:** Our employees play a vital role in driving our Company's sustainability goals. By actively engaging and empowering them, we build a united workforce committed to making a positive impact on the environment and society. Through the collective efforts of these multi-discipline teams, we are dedicated to creating a more sustainable future for our Company and the communities we serve.

Data related to our Environmental Performance

| Financial Year End | 2022 | 2023 | 2024 |
|--|-------|-------|-------|
| Environmental Footprint: Emissions | | | |
| GHG Emissions (tCO2e) - Scope 2 | 987 | 1,138 | 1,068 |
| <p><i>* Scope 2 value represents electricity consumption of office and factory. As we only purchase electricity from one source, which is Tenaga Nasional Berhad, both location of our scope 2 emissions are the same. We used the grid emissions factor published by Energy Commission of Malaysia.</i></p> <p>Note: 1) Our GHG emissions footprint includes our DKLS office.</p> | | | |
| Carbon Emissions Intensity - Scope 2 (tCO2e/Set) | 0.013 | 0.011 | 0.009 |
| <p>Note: 1) We used the output of finished good product for Scope 2 emissions.</p> | | | |



| Financial Year End | 2022 | 2023 | 2024 |
|--|---------------|---------------|--------------|
| Environmental Footprint: Energy | | | |
| Energy Consumption | | | |
| Total electricity consumption (MWh) | 1,266 | 1,460 | 1,369 |
| Energy Intensity (MWh/Output) | 0.017 | 0.014 | 0.011 |
| Notes: 1) Our electricity data included DKLS' Office and Manufacturing Factory 2) Energy intensity was calculated by dividing total energy consumption with total output of finished good product 3) Energy intensity is defined as the ratio of total building energy usage (kWh) per year to the building area (m2) | | | |
| Environmental Footprint: Water | | | |
| Municipal water supply (m3) Syabas | 24,308 | 27,471 | 25,894 |
| Water consumption (m3/Output) | 0.34 | 0.24 | 0.25 |
| Note: 1) Water consumption is based on Pengurusan Air Selangor meter billing | | | |
| Environmental Footprint: Waste Management | | | |
| Hazardous Waste (Tonnage) | 4.737 | 2.416 | 2.588 |
| Non-Hazardous Waste / General Waste per Output | 0.0038 Kg/Set | 0.0040 Kg/Set | 0.0030Kg/Set |
| Notes: 1) Hazardous Waste / Scheduled Waste are monitored based on the Disposal Month in each calendar year 2) Non-hazardous waste disposal is monitored based on number of waste trip collection. Each trip collection is made when the waste bin is fully filled | | | |
| Environmental Legal Violations | | | |
| Frequency of environmental legal violations | 0 | 0 | 0 |
| Note: legal violations with respect to Environmental Quality Act 1974. | | | |

SOCIAL, PEOPLE & COMMUNITIES



• **Introduction**

At the core of our sustainability and growth lies the quality of our relationships and engagement with stakeholders. We deeply recognize that our business operations can have direct and indirect impacts on employees, suppliers, customers, and the local communities. Therefore, we are committed to safeguarding human rights, prioritizing health and safety, and fostering an inclusive culture that celebrates diversity.

• **Managing the Impacts**

To ensure the quality of these relationships, we have identified five (5) material matters of focus, with the prioritized materiality indicated with an asterisk (*) and bolded as follows.

1. Employee Development (*)

We prioritize the growth and development of our employees, providing them with opportunities for continuous learning and skill enhancement.

2. Employee Health, Safety and Well Being (*)

Ensuring the health, safety and well-being of our employees is of paramount importance to us, and we maintain rigorous measures to create a secure work environment.

3. Fair Labor Practices and Human Rights (*)

Upholding fair labor practices and human rights is an integral part of our commitment to ethical and responsible business practices.

4. Diversity, Equity and Inclusion

We actively foster an inclusive culture that values diversity and promotes equal opportunities for all within our organization.

5. Community Engagement, Investment and Development

We engage with the local communities, making meaningful investments and supporting their development to create a positive and lasting impact.



- **Contributing to Sustainable Development**

Our Social Sustainability pillar aligns with and contributes to several United Nations Sustainable Development Goals (UNSDGs). Specifically, we aim to make a positive contribution to UNSDGs 2 (Zero Hunger), 3 (Good Health and Well-being), 4 (Quality Education), 5 (Gender Equality), 8 (Decent Work and Economic Growth), 10 (Reduced Inequality), and 11 (Sustainable Cities and Communities).

With a steadfast commitment to these areas, we strive to build a more sustainable and equitable future for all, promoting the well-being of our stakeholders and the communities we serve.

- **Employee Development**

At DKLS, we place a strong emphasis on the importance of attracting, developing, motivating, and retaining our employees to drive sustainable and profitable growth. Our employee management strategy centers around continuous upskilling through training and development initiatives. These training programs aim to enhance competencies and skills, leading to improved job performance and fostering career progression, particularly for individuals identified as key contributors to our succession planning program.

We view training as an incentive, accessible to every employee at DKLS. Our comprehensive training offerings encompass technical competencies, soft-skills development, leadership skills, professional qualifications, and other relevant areas, including anti-bribery and corruption, human rights training as deemed necessary by our Management.

The Company places great emphasis on providing opportunities to young talents through internships. Interns have the chance to gain cross-functional job experience and exposure by working in various departments and business units. This practical employment experience allows them to develop a wide range of on-the-job skills, which contributes to their personal and professional growth.

To identify specific training needs and chart individual career progression, we rely on a formalized performance appraisal process. Through this process, employees provide self-assessments, while managers offer evaluations and constructive feedback on annual performance. Based on these assessments, customized training goals and career development plans are formulated for each individual.

We prioritize training at all levels of our organization, extending from Directors and Management to non-executive employees, with the Company covering all training expenses. Our commitment to employee development underscores our dedication to fostering a skilled and motivated workforce that drives our continued success.

In line with our unwavering dedication to employee development, we have consistently offered diverse training programs to our employees during the financial year ended 2024. We firmly believe that investing in their growth and advancement not only benefits our organization but also empowers our employees to excel in their careers. The following table presents our Learning and Development Performance data :

Learning and Development Performance Data

| Financial Year End | 2022 | 2023 | 2024 |
|--|------------------|-------------------|------------------|
| Learning and Development | | | |
| Total Training Hours | 41,664 | 147,721 | 85,316 |
| Total Training Hours - by Gender | | | |
| Male | 23,344 | 83,566 | 53,592 |
| Female | 19,320 | 64,155 | 31,724 |
| Average Training Hours - By Gender | | | |
| Male | 137.1 | 542.6 | 374.8 |
| Female | 99.6 | 393.6 | 202.1 |
| Average Training Hours by Category | | | |
| Management | N/A | 376.0 | 329.5 |
| Middle Management | 157.2 | 1,105.8 | 808.6 |
| Executive | 333.7 | 995.7 | 276.0 |
| Non-Executive | 50.0 | 140.5 | 162.5 |
| Total Amount Invested in Employee Learning and Development (RM) | 47,510.50 | 129,542.66 | 84,291.40 |
| On-the-job Training (Non-Executive) | | | |
| Total On-the-job Training (OJT) Hours | N/A | 204,651.55 | 394,324 |
| Average On-the-job Training (OJT) Hours | N/A | 319.3 | 538.0 |

*N/A : Not Available



| Financial Year End | 2022 | 2023 | 2024 |
|--|------|------------|---------|
| On-the-job Training (Non-Executive) | | | |
| Total On-the-job-Training (OJT) Hours | N/A | 204,651.55 | 394,324 |
| Average On-the-job Training (OJT) Hours | N/A | 319.3 | 538.0 |

*N/A : Not Available

• **Employee Health and Safety**

At DKLS, our employees play a central role in driving our Company's growth. To enable them to work efficiently, safely, and productively, we prioritize their health and safety. Protecting our valued employees from injuries and harm is of utmost importance to us.

As part of our commitment to health and safety, our manufacturing facility is accredited with ISO 45001:2018, an international occupational health and safety management system. This accreditation ensures that we continuously provide safe and healthy workplaces to our employees by preventing work-related injuries and proactively improving our occupational health and safety performance.

At our Company, we prioritize the health and safety of our employees through regular safety trainings to ensure they remain up-to-date and well-prepared for emergencies. Each year, we conduct training sessions covering various aspects, including chemical handling, basic firefighting, first aid, and ergonomics.



Every change in machinery, operations or workstation undergoes a safety risk assessment using the HIRARC (Hazard Identification, Risk Assessment and Risk Control) process. This comprehensive review helps us identify and address any potential risks of injury or illness, ensuring that our work environment remains secure.

We are pleased to report that, there were no work-related fatalities at the workplace in the financial year ended 2024. Our commitment to employee health and safety remains unwavering as we continue to uphold fool-proof processes and controls to eliminate or minimize risks.

| Financial Year End | 2022 | 2023 | 2024 |
|--|------|-------|-------|
| Workplace Environment: Safety and Health Workplace Performance | | | |
| Number of work-related fatalities | 0 | 0 | 0 |
| Lost time incident rate | N/A | 16.95 | 19.90 |
| Lost time Frequency rate | N/A | 6.92 | 8.85 |
| Occupational Safety and Health Legal Violations | | | |
| Frequency of occupational safety and health legal violations | 0 | 0 | 0 |
| <i>Note: Legal violations with respect to the Occupational Safety and Health Act 1994 or Act 514</i> | | | |

*N/A : Not Available

• **Employee Well-being and Welfare**

At DKLS, we recognize that the positive welfare of our employees plays a crucial role in boosting workforce morale, productivity, and ultimately improving retention rates and business efficiency. Throughout the year, we address a wide range of staff welfare aspects, with a strong focus on employee well-being, engagement, training, and development.

Central to our approach is the well-being of our employees, and we complement our efforts with Company-wide surveys and engagement sessions to gather valuable feedback. This input allows us to continuously review and improve our welfare initiatives, ensuring they align with the needs and expectations of our workforce.



During the financial year ended 2024, we conducted a comprehensive Employee Satisfaction Survey (ESS) involving all employees in our Company. The primary objective of this survey was to gain valuable insights into our employees' expectations, perspectives on the work environment, and their sense of purpose within the organization. The survey received an impressive response rate of close to 80%, reflecting a high level of employee participation and engagement. Based on the feedback received, the survey revealed an average score of 80% and above for the aspects surveyed, indicating a positive overall employee sentiment. Moreover, we organized health checks under the Perkeso program for employees aged 40 and above, as well as audiometric tests to prioritize the overall well-being of our valued workforce.

We recognize that supporting our workforce extends beyond the workplace, particularly for single-parent employees by providing financial assistance to them to ease the educational expenses of their school-going children.

Besides this, we encourage and reward academic excellence among the children of our employees.



Our commitment to employee welfare remains resolute as we continue to invest in the well-being and development of our employees and their families fostering a positive and thriving work culture throughout the organization.

• Fair Labor Practices and Human Rights

At our Company, we hold an unwavering commitment to upholding human rights and maintaining fair labor practices. Creating a work environment that respects the fundamental rights and well-being of every individual is at the core of our values.

Within our organization, we diligently adhere to all relevant Malaysian statutory requirements that protect the rights of our employees. This includes actively implementing regulations such as the amended Employment Act 2022, which encompasses essential provisions like minimum wage, maximum working hours, extended maternity and paternity leave, and more.

Our employment policies are thoughtfully designed to ensure that every employee experiences the right working conditions and opportunities. We firmly believe in providing equal chances to all, regardless of gender, ethnicity, or religion. Eradicating any form of exploitation, such as child or forced labor, is a paramount goal for us, as we strive to create favorable working conditions that empower our employees to thrive.

Additionally, we have put in place an Employee Grievance procedure that allows our workforce to freely express their concerns and address any work-related issues without fear of reprisal. This approach underscores our commitment to fostering open communication and transparency throughout our organization.

We consider respecting and supporting our employees' rights not only a legal obligation but also a moral imperative. By upholding these principles, we endeavor to cultivate a workplace where everyone feels valued, respected, and empowered to contribute their best. As of 31 March 2024, we are proud to report that there have been no complaints concerning human rights violations. Our dedication to upholding human rights extends across all our operations through the implementation of our Human Rights Policy and Vendor Code of Conduct.

- **Diversity, Equity and Inclusion**

At our Company, we firmly believe that diversity, equity, and inclusion are key drivers of a strong organizational culture. We are committed to creating an inclusive environment where employees from all backgrounds feel engaged, empowered, recognized, and valued. Embracing diversity allows us to better understand and cater to the needs of our diverse customer base and the multi-racial society in Malaysia. Our goal is to foster an environment where everyone can be their authentic selves and thrive both as individuals and as part of our Company.

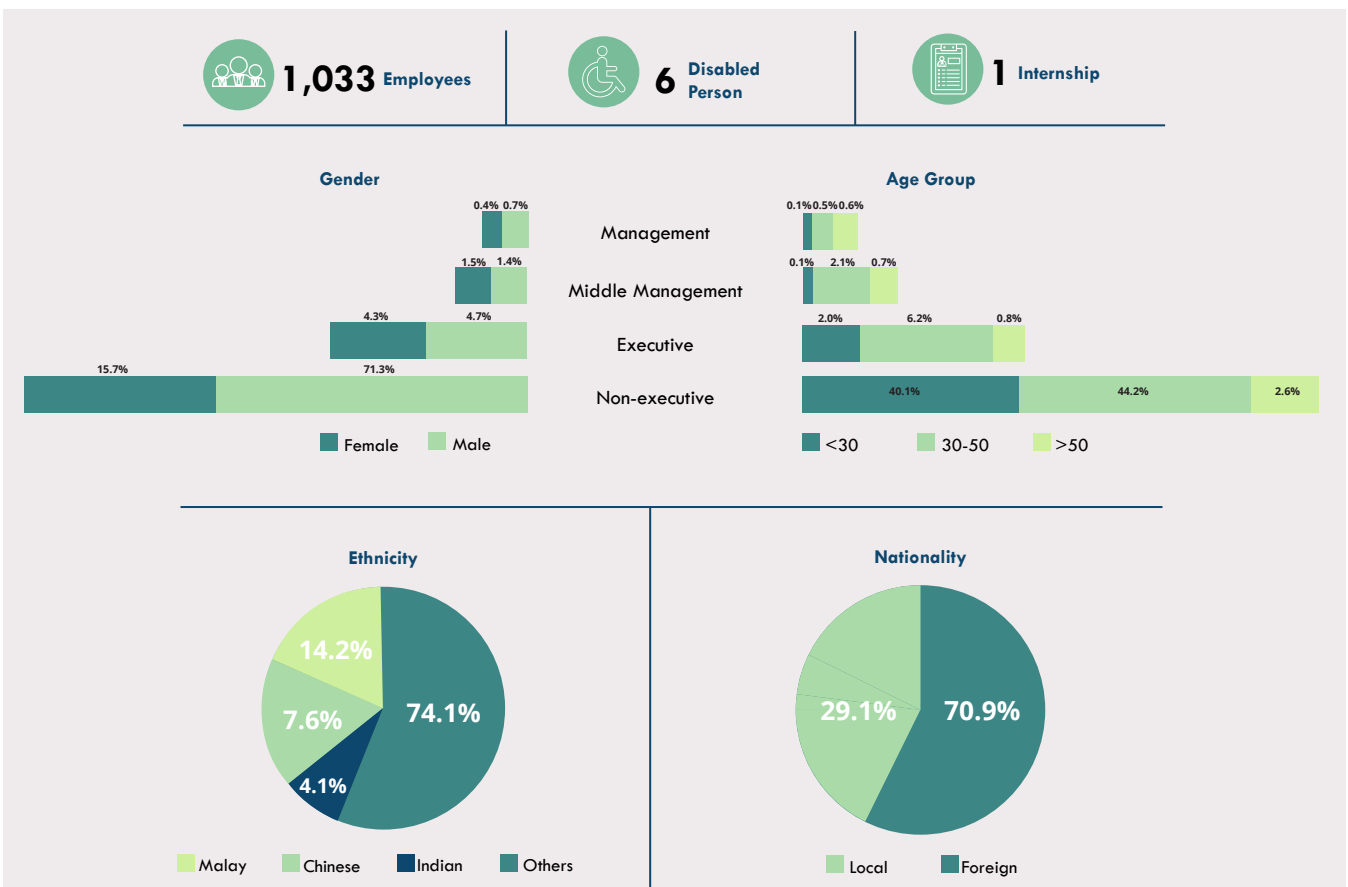
In addition to our Malaysian workforce, we have a substantial number of foreign national workers employed in our production facility. We recognize the value and unique perspectives they bring to our organization. We extend the same principles of diversity, equity, and inclusion to our foreign national employees, ensuring that they feel respected and integrated into our Company culture.

To achieve our vision of diversity and inclusivity, we have established a comprehensive Diversity, Equity and Inclusion Policy (DEIP). This policy serves as a guiding framework for our efforts to promote diversity and inclusivity within the organization. In the financial year ended 2024, the DEIP was introduced and incorporated into our annual training and attestation process to ensure its effective implementation.

We are committed to maintaining a workplace free from discrimination based on gender, race, disability, nationality, age, or sexual orientation. All employment decisions are made based on relevant qualifications, merit, performance, and other job-related factors, in full compliance with applicable laws and regulations.

Our workforce represents a diverse mix of employees from various major ethnic groups in Malaysia and includes foreign national workers who enrich our organization with their diverse backgrounds and experiences. We highly value workforce diversity as it brings together individuals and teams with diverse skillsets, competencies, experiences, and professional qualifications, enabling us to effectively respond to the dynamic challenges of today's world. Moreover, a diverse workforce enhances our ability to cater to our diverse customer base.

As of March 31, 2024, our workforce comprises a higher percentage of male employees (78%) compared to female employees (22%). This gender distribution is influenced by the prevalence of manual labor-intensive roles within our production workforce. However, if we exclude production workers from this calculation, the gender ratio becomes 48% male and 52% female employees.





Nonetheless, we remain steadfast in our commitment to advancing diversity and inclusion initiatives. Our goal is to cultivate a workplace that not only embraces diversity but also promotes equity and inclusivity. We aim to provide an environment where every employee, regardless of their gender or nationality, can thrive and make meaningful contributions to our shared success.



- Community Engagement, Investment and Development**

At DKLS, community engagement holds paramount importance as we deeply recognize its value in establishing strong and enduring relationships with local stakeholders while fostering long-term improvements in the quality of life for communities. As part of our unwavering commitment to community development, we have implemented various social and community programs, extending both monetary and in-kind contributions. Despite the economy reopening, we acknowledge that communities are still navigating the aftermath of the pandemic. In the coming years, we are determined to identify additional areas where we can contribute to our community and plan more engaging programs.



In the recent years, DKLS took a significant step by realigning our CSR policies and procedures to better serve the community where we operate. This strategic shift reflects our dedication to maximizing the positive impact of our contributions. Moreover, both this year and in the past, we have consistently given back to our community through the active involvement of our employees in the Company’s CSR activities. Our employees generously contribute their time and resources to support underprivileged communities and address pressing needs in the area where they live, work, and play.



- **Supporting Local Economies: Our Procurement Approach**

At DKLS, we strongly advocate for supporting the local economy and communities in the areas where we operate. As part of this commitment, we prioritize local suppliers whenever they meet our standards for quality, reliability, and cost-effectiveness. This not only benefits our business but also reduces the environmental impact of our operations by shortening transportation cycles and conserving resources. By sourcing goods and services locally, we contribute to sustainable business practices and promote a healthier environment.

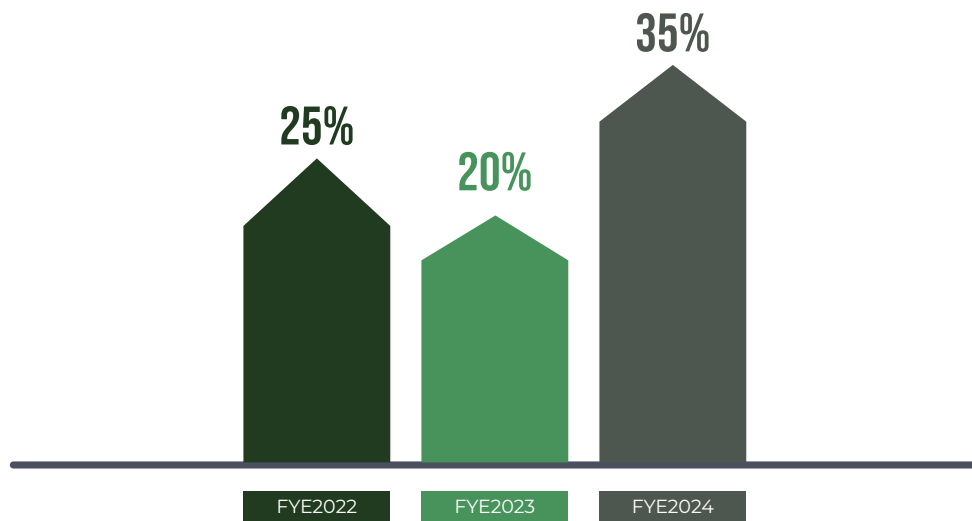
Moreover, choosing local suppliers offers significant social and economic advantages. It helps stimulate economic growth, encourage innovation, and creates new job opportunities, fostering overall community development. We believe that investing in our local communities positively impacts society as a whole.

While we strive to support local suppliers as much as possible, certain situations may require us to rely on foreign suppliers, especially for raw materials not readily available locally. Nonetheless, we continuously explore opportunities to reduce reliance on foreign suppliers and strengthen our ties with local businesses. By working hand-in-hand with our supplier and stakeholders, we are confident in building a more sustainable and resilient supply chain that benefits our Company, the local community, and the environment.

Our commitment to making a positive impact on the local community remains steadfast, and we shall continue to drive meaningful contributions and development initiatives. By investing in our community, we aspire to create an environment conducive to business growth and enhance the overall quality of life for all.

The proportion of spending on local suppliers is tabled as below:

Local Spending :



GOVERNANCE



- **Introduction - Corporate Governance**

At our Company, we firmly believe that corporate governance serves as the bedrock for sustained and continuous business growth, playing a crucial role in ensuring the Company’s long-term success and viability. We recognize that sound corporate governance practices instil trust and confidence among our stakeholders, reflecting our commitment to integrity, accountability, fairness, and transparency in all business dealings and operations. In line with the Malaysian Code on Corporate Governance 2021 (MCCG) principles, our Board is dedicated to upholding the highest standards of corporate governance across the organization. To ensure effective implementation, our Management and Sustainability Committee diligently oversees the Company’s corporate governance measures as guided by the MCCG.

Throughout the financial year ended 2024, DKLS has taken proactive measures to instil good corporate governance practices within our organizational culture and business processes, aiming to establish a robust governance system. We have introduced fundamental Company-wide policies, focusing on ethical behaviour, corporate integrity, anti-bribery and anti-corruption measures, data protection and privacy, cybersecurity, vendor code of conduct, risk management, and whistleblowing policy, among others. Our commitment to upholding these policies underscored our dedication to ensuring strong corporate governance practices throughout the organization.

- **Ethical Behaviour and Corporate Integrity**

At our Company, ethical behavior and corporate integrity are foundational pillars of our sustainability commitment. We hold ourselves to the highest standards of ethical conduct, promoting a culture of integrity, honesty, and transparency across all aspects of our operations. Upholding ethical principles is not only essential for building trust with our stakeholders but also integral to fostering long-term relationships and sustaining our reputation as a responsible corporate citizen.

Our Code of Ethics serves as a guiding framework for all employees, setting clear expectations for their actions and decisions. It outlines our commitment to fair business practices, respect for human rights, environmental responsibility, and compliance with all applicable laws and regulations. We firmly believe that ethical behavior is non-negotiable and expect all members of our organization to adhere to these principles without compromise.

Furthermore, our commitment to corporate integrity extends beyond our immediate Company boundaries. We actively engage with our suppliers, partners, and other stakeholders to ensure that they share our ethical values and uphold similar principles. Together, we strive to create a positive and sustainable impact on the communities in which we operate, making a meaningful contribution to society as a whole.

By embracing ethical behavior and corporate integrity as core tenets of our sustainability efforts, we are committed to fostering a work environment built on trust, fairness, and accountability. We firmly believe that only by acting with integrity can we achieve our long-term goals and fulfil our responsibility to the environment, society, and future generations.

It is mandatory for all employees to carefully read, comprehend, and strictly adhere to DKLS' Code of Conduct. By doing so, they commit to upholding the utmost standards of professionalism and work ethics in their conduct and interactions within the Company. To this end, all employees have signed off on their commitment to abide by DKLS' Code of Conduct, affirming their dedication to maintaining the highest standards of professionalism and work ethics.

- **Vendor Code Of Conduct**

We uphold the principles of good corporate governance not only within our organization but also extend them to our valued business partners. This commitment is based on our comprehensive code of ethics mentioned above. As part of our commitment to fostering corporate integrity and promoting ethical business practices throughout our supply chain, we have implemented a Vendor Code of Conduct (VCC). All vendors are required to declare their commitment to this VCC, signifying their dedication to upholding these essential values.

During the financial year ended 2024, we made improvements to our Vendor Code of Conduct to ensure its relevance and effectiveness. As part of this initiative, all our vendors are currently in the process of signing off on their commitment to adhere to the revised VCC. This proactive approach further strengthens the foundation of trust and collaboration between DKLS and our valued vendors, fostering a responsible and ethical business ecosystem for the benefit of all stakeholders.



- **Risk Management**

At our Company, risk management lies at the core of our governance structure, deeply ingrained in our decision-making processes. We recognize that uncertainties and risks are inherent in any business environment, and our proactive approach to risk management enables us to navigate challenges and seize opportunities effectively. To begin, we meticulously identify and assess potential risks across all aspects of our operations. By conducting comprehensive risk assessments, we gain a clear understanding of the threats and opportunities that may impact our business, financial performance, and reputation. This proactive analysis allows us to prioritize and allocate resources to address high-impact risks promptly.

Once identified, we employ rigorous risk management practices to mitigate and control these potential risks. We implement robust control measures, establish contingency plans, and constantly monitor risk indicators to ensure timely responses to emerging risks. Our risk management efforts extend beyond financial risks to encompass broader areas such as environmental, social, and governance risks, reflecting our commitment to holistic sustainability.

A key pillar of our risk management strategy is the active involvement of our Board through its Management and Sustainability Committee. This committee is responsible for overseeing and reviewing risk management practices, ensuring they align with our corporate governance principles and industry best practices. Regular and thorough evaluations of our risk management framework facilitate continuous improvement, allowing us to adapt swiftly to evolving challenges and changing business landscapes. Moreover, we promote a risk aware culture across the organization, empowering employees at all levels to identify and report potential risks promptly. Open communication channels facilitate the sharing of risk-related information, enabling timely action and fostering a collective sense of responsibility for risk management. In addition to mitigating potential negative impacts, our risk management approach also encourages us to explore and capitalize on opportunities that arise. By identifying and evaluating potential opportunities alongside risks, we make informed decisions that drive sustainable growth and value creation.

Our commitment to proactive risk management underscores our dedication to safeguarding the interests of our stakeholders, including employees, customers, investors, and communities. By responsibly managing risks, we strive to enhance the resilience and longevity of our business, securing a prosperous and sustainable future for all those connected to our Company.

- **Data Protection and Privacy**

In light of the increasing importance of information security and cyber threats on a global scale, DKLS acknowledges the need to safeguard the Company from potential risks in this area. To address this, we are committed to establishing and regularly maintaining robust cybersecurity systems. These measures are essential to ensure adequate security, maintain confidentiality, and enforce compliance procedures, protecting personal and sensitive data from unauthorized access, alteration, or deletion.

In addition to complying with the Personal Data Protection Act 2010 (PDPA), we have implemented stringent security protocols for handling customer information. This includes a Standard Operating Procedure (SOP) and Policy that govern how customer data is collected, stored, used, and safeguarded. As part of DKLS' comprehensive information security strategy, we are actively implementing "Cyber Security Awareness" and "Data Privacy Awareness" programs across the Company. We continuously upgrade and monitor our network security systems to ensure protection against potential threats to our Information Technology infrastructure and systems.

Notably, for the financial year ended 2024, there were no reported breaches of customer privacy or loss of customer data, indicating the effectiveness of our proactive measures in preserving data privacy and protection.



- **Anti-Bribery and Anti-Corruption**

Our Company takes a resolute stance against bribery, corruption, and any form of unethical or illegal practices, upholding a culture of professionalism, fairness, and integrity in all our business dealings and relationships. To reinforce this commitment, we have implemented the Anti-Bribery and Anti-Corruption Policy ("ABC Policy"), which sets out clear guidelines on preventing bribery and corruption in all aspects of our operations.

The ABC Policy serves as a foundation for our ethical framework, ensuring that our business is conducted with the utmost integrity, responsibility, and sustainability. We actively communicate and embed these values within our organization, promoting culture where ethical behavior is paramount.

Our commitment to combatting bribery and corruption extends beyond our Company as we expect the same level of compliance from our suppliers and business associates. We require them to acknowledge and adhere to our ABC Policy, ensuring that our entire supply chain upholds these essential values.

To ensure our employees are well-informed and remain vigilant against any unethical practices, we conduct annual refresher training on the ABC Policy. By reinforcing these principles regularly, we ensure a Company-wide understanding and acceptance of our zero-tolerance approach to corruption.



We are proud to report that our unwavering commitment to anti-bribery and anti-corruption measures has proven effective. As of the financial year ended 2024, there have been no confirmed incidents of corruption within our Company.

Our Company remains steadfast in maintaining the highest standards of ethical conduct, as we firmly believe that fostering a culture of integrity is fundamental to building trust among our stakeholders and contributing positively to the communities we serve.

- **Whistleblowing Policy**

To foster transparency and accountability, we have established a comprehensive whistleblowing policy and supporting mechanism, providing stakeholders with an effective reporting channel to lodge complaints or disclose information related to corruption, ethics breaches, or non-compliant behavior, as defined by the Company's policies or local legislation.

All received reports are diligently investigated by a dedicated team comprising personnel from Human Resources and Finance departments. Cases are handled with utmost confidentiality and integrity. If necessary, the matters may be escalated to Management and, if warranted, to the Board of Directors. Should any report involve serious violations of local legislation, appropriate actions will be taken, and findings may be reported to local enforcement authorities.

In the fiscal year ended 2024, we are pleased to report that there were no whistleblowing reports received. This reflects our commitment to maintaining a work environment built on ethical practices and open communication, where stakeholders feel confident in reporting any concerns they may have.



CATALYZING POSITIVE CHANGE: DKLS' SUSTAINABLE JOURNEY & OUR COMMITMENT

As DKLS continues its steadfast journey towards sustainability, we remain dedicated to closely evaluating our ESG performance. Our primary goal is to seize opportunities that can drive transformative change and strengthen our role as a force for good. The unwavering commitment of the Board, Management, and the Sustainability Committee drives us to achieve our ESG KPIs and targets, building upon the set baseline. These milestones will serve as a solid foundation for further enhancements across the Company and our value chains, amplifying the positive impact of our endeavors.

Recognizing the significant ESG challenges facing society, our nation, and the world, DKLS believes that our attitude and approaches can significantly contribute to positive outcomes. Embracing technology and its adoption across our operations offers tremendous opportunities. The benefits of improved business and operational productivity, as well as cost efficiency, will likely result in reduced energy consumption, waste generation, and an overall improvement in environmental performance.

Moreover, embracing technology means creating new employment opportunities through high-paying, skill-based jobs, further expanding the Company's reach. As we implement digitalized systems, we not only drive process automation but also contribute to a reduced carbon footprint at our production facilities.

In alignment with the Malaysian government's agenda to achieve carbon neutrality by 2050, DKLS is wholeheartedly supportive. Our commitment is evident as we continue to drive strategic plans for solar energy adoption, enhance energy efficiency, reduce carbon emissions, and offer customers an expanded array of eco-friendly product choices. By aligning our efforts with the nation's sustainability goals, we can collectively make lasting and positive impact on the environment and society.

As we forge ahead on our sustainable journey, DKLS remains resolute in our mission to be a leader in sustainability, creating enduring value and meaningful change for a better future. Together, we envision a world where business thrives, communities flourish, and the environment prospers.

Appendix I – FYE 2024 ESG Performance Data

Business and Economic Performance Metrics

| Financial Year End | 2022 | 2023 | 2024 |
|---|--------|--------|--------|
| Customer Satisfaction Index (CSI) (*) | | | |
| OEM Customer Satisfaction Index/Score (%), target ≥ 80% | 80.00% | 81.25% | 87.78% |
| Number of customers surveyed | 6 | 6 | 6 |
| REM Customer Satisfaction Index/Score (%), target ≥ 80% | 84.25% | 87.36% | 92.94% |
| Number of customers surveyed | 5 | 7 | 8 |
| Product recall from market due to safety negligence or defects (case) | 0 | 0 | 0 |
| Goods Returned by Customers (case) | 0 | 0 | 0 |

* Average Customer Satisfaction Index (CSI) performance of 80% and above is considered “Good”.

| Financial Year End | 2022 | 2023 | 2024 |
|---|------|------|------|
| Supplier Conformance Index | | | |
| Supplier Conformance Index/Score (%), target 100% | 100% | 100% | 100% |
| Number of suppliers surveyed (Raw Material) | 30 | 24 | 26 |
| Number of suppliers surveyed (Vendor Code of Conduct, Green Purchasing Policy and EHS Policy) | 348 | 409 | 357 |



Environmental Performance Metrics

| Financial Year End | 2022 | 2023 | 2024 |
|---|--------------|--------------|--------------|
| Environmental Footprint: Emissions | | | |
| GHG Emissions (tCO₂e) - Scope 2 | 987 | 1,138 | 1,068 |
| <p>* Scope 2 value represents electricity consumption of office and factory. As we only purchase electricity from one source, which is Tenaga Nasional Berhad, both location of our scope 2 emissions are the same. We used the grid emissions factor published by Energy Commission of Malaysia.</p> <p>Note:</p> <p>1) Our GHG emissions footprint includes our DKLS office</p> | | | |
| Carbon Emissions Intensity - Scope 2 (tCO₂e/Set) | 0.013 | 0.011 | 0.009 |
| <p>Note:</p> <p>1) We used the output of finished good product for Scope 2 emissions.</p> | | | |
| Environmental Footprint: Energy | | | |
| Energy Consumption | | | |
| Total electricity consumption (MWh) | 1,266 | 1,460 | 1,369 |
| Energy Intensity (MWh/Output) | 0.017 | 0.014 | 0.011 |
| <p>Notes:</p> <p>1) Our electricity data included DKLS' Office and Manufacturing Factory</p> <p>2) Energy intensity was calculated by dividing total energy consumption with total output of finished good product</p> <p>3) Energy intensity is defined as the ration of total building energy usage (kWh) per year to the building area (m²)</p> | | | |
| Environmental Footprint: Water | | | |
| Municipal water supply (m ³) Syabas | 24,308 | 27,471 | 25,894 |
| Water consumption (m ³ /Output) | 0.34 | 0.25 | 0.25 |
| <p>Note:</p> <p>1) Water consumption is based on Pengurusan Air Selangor meter billing</p> | | | |
| Environmental Footprint: Waste Management | | | |
| Hazardous Waste (Tonnage) | 4.737 | 2.416 | 2.588 |
| Non-Hazardous Waste / General Waste per Output | 0.0038Kg/Set | 0.0040Kg/Set | 0.0030Kg/Set |
| <p>Notes:</p> <p>1) Hazardous Waste / Scheduled Waste are monitored based on the Disposal Month in each calendar year</p> <p>2) Non-hazardous waste disposal is monitored based on number of waste trip collection. Each trip collection is made when the waste bin is fully filled.</p> | | | |

| Financial Year End | 2022 | 2023 | 2024 |
|---|------|------|------|
| Environmental Legal Violations | | | |
| Frequency of environmental legal violations | 0 | 0 | 0 |
| <i>Note: legal violations with respect to Environmental Quality Act 1974.</i> | | | |

Social, People and Community Performance Metrics

| Financial Year End | 2022 | 2023 | 2024 |
|---|------|------|-------|
| Workplace Environment: A Diverse and Inclusive Workplace | | | |
| Employee Breakdown by Gender (Full-time Employees) | | | |
| Total Number | 939 | 958 | 1,033 |
| Male | | | |
| Office | 47 | 51 | 45 |
| Operations | 625 | 680 | 763 |
| Female | | | |
| Office | 43 | 47 | 48 |
| Operations | 224 | 180 | 178 |
| Employee Breakdown by Gender (Permanent Employees) | | | |
| Total Number | 357 | 317 | 300 |
| Male | | | |
| Office | 47 | 51 | 45 |
| Operations | 116 | 103 | 99 |
| Female | | | |
| Office | 43 | 47 | 48 |
| Operations | 151 | 116 | 109 |



| Employee Breakdown by Gender (Temporary Employees) | | | |
|--|-----|-----|-----|
| Total Number | 582 | 641 | 733 |
| Male | | | |
| Office | 0 | 0 | 0 |
| Operations | 509 | 577 | 664 |
| Female | | | |
| Office | 0 | 0 | 0 |
| Operations | 73 | 64 | 69 |
| Employee Breakdown by Gender (Others) | | | |
| Total Number | 3 | 1 | 1 |
| Male | | | |
| Office | 1 | 1 | 0 |
| Operations | 1 | 0 | 1 |
| Female | | | |
| Office | 1 | 0 | 0 |
| Operations | 0 | 0 | 0 |
| <p><i>Notes:</i></p> <ol style="list-style-type: none"> 1. Full-time employee is defined as employee whose working hours per week, month, or year are defined according to national law 2. Permanent employee is defined as employee with a contract for an indeterminate period (i.e., indefinite contract) 3. Temporary employee is defined as employee with a contract for a limited period (i.e., fixed term contract) that ends when the specific time period expires (foreign worker) 4. Employee under the 'Others' category includes trainees or interns | | | |
| Employee Category by Gender | | | |
| Management - Male | 12 | 11 | 8 |
| Management - Female | 2 | 4 | 4 |
| Middle Management - Male | 14 | 19 | 14 |
| Middle Management - Female | 16 | 16 | 16 |

| | | | |
|---------------------------------------|-----|-----|-----|
| Executive - Male | 37 | 38 | 49 |
| Executive - Female | 37 | 38 | 44 |
| Non-Executive - Male | 611 | 665 | 737 |
| Non-Executive - Female | 213 | 168 | 162 |
| Employee Category by Age Group | | | |
| Management - <30 | 1 | 1 | 1 |
| Management - 30-50 | 5 | 5 | 5 |
| Management - >50 | 8 | 9 | 6 |
| Middle Management - <30 | 1 | 1 | 1 |
| Middle Management - 30-50 | 21 | 26 | 22 |
| Middle Management - >50 | 8 | 8 | 7 |
| Executive - <30 | 21 | 23 | 21 |
| Executive - 30-50 | 49 | 48 | 64 |
| Executive - >50 | 4 | 5 | 8 |
| Non-Executive - <30 | 429 | 414 | 415 |
| Non-Executive - 30-50 | 373 | 395 | 457 |
| Non-Executive - >50 | 22 | 24 | 27 |
| Employee Category by Ethnicity | | | |
| Management - Malay/Bumiputera | 0 | 0 | 0 |
| Management - Chinese | 11 | 13 | 11 |
| Management - Indian | 1 | 0 | 0 |
| Management - Others | 2 | 2 | 1 |
| Middle Management - Malay/Bumiputera | 6 | 9 | 7 |
| Middle Management - Chinese | 22 | 24 | 20 |
| Middle Management - Indian | 2 | 2 | 3 |
| Middle Management - Others | 0 | 0 | 0 |



| | | | |
|--|-------|-------|-------|
| Executive - Malay/Bumiputera | 36 | 37 | 53 |
| Executive - Chinese | 25 | 23 | 24 |
| Executive - Indian | 9 | 12 | 13 |
| Executive - Others | 4 | 4 | 3 |
| Non-Executive - Malay/Bumiputera | 150 | 91 | 87 |
| Non-Executive - Chinese | 31 | 29 | 24 |
| Non-Executive - Indian | 44 | 32 | 26 |
| Non-Executive - Others | 599 | 681 | 762 |
| <p><i>Notes:</i></p> <p>1. Management - Directors, C-Levels, Group Financial Controller, Asst General Managers and Senior Managers</p> <p>2. Middle Management - Managers and Assistant Managers</p> <p>3. Executive - Senior Executives, Executives and Junior Executives</p> <p>4. Non-Executive - Officers, Supervisors, Line Leaders, Installers, Technicians, Drivers and General Workers</p> | | | |
| Employee Breakdown by Nationality | | | |
| Malaysian | 360 | 318 | 301 |
| Non-Malaysian | 582 | 641 | 733 |
| Employees Promoted by Gender | | | |
| Total Number | 29 | 48 | 86 |
| Male | 14 | 35 | 54 |
| Female | 15 | 13 | 32 |
| Percentage* | | | |
| Male | 48.3% | 72.9% | 62.8% |
| Female | 51.7% | 27.1% | 37.2% |
| <p><i>Note:</i></p> <p>* Percentage of employees promoted by gender is calculated by dividing the number of employees who were promoted by the total number of employees during the annual promotion cycle</p> | | | |

| Employees Returning to Work in the Reporting Period After Parental Leave Ended | | | |
|---|------|------|------|
| Total Number | 8 | 6 | 9 |
| Male | 4 | 4 | 5 |
| Female | 4 | 3 | 4 |
| Percentage | | | |
| Male | 100% | 100% | 100% |
| Female | 100% | 100% | 100% |
| New Employees Hired | | | |
| Total Number | 367 | 113 | 275 |
| Male | | | |
| Permanent | 128 | 24 | 37 |
| Temporary | 154 | 73 | 185 |
| Female | | | |
| Permanent | 76 | 8 | 31 |
| Temporary | 9 | 8 | 22 |
| By Age | | | |
| <30 | 233 | 80 | 166 |
| 30-50 | 129 | 32 | 108 |
| >50 | 5 | 1 | 1 |
| Employee Turnover | | | |
| Total Number | 381 | 105 | 217 |
| Male | | | |
| Permanent | 134 | 29 | 47 |
| Temporary | 120 | 37 | 109 |
| Female | | | |
| Permanent | 104 | 35 | 39 |
| Temporary | 23 | 4 | 22 |



| | | | |
|---|-----|-----|-----|
| By Age | | | |
| <30 | 226 | 62 | 100 |
| 30-50 | 146 | 36 | 108 |
| >50 | 9 | 7 | 9 |
| Differently-Abled Employees | | | |
| Total Number | 4 | 4 | 6 |
| <i>Note: The Department of Social Welfare Malaysia lists disabilities into seven categories, which are hearing, visual, speaking, physical, learning, mental and multiple disabilities.</i> | | | |
| Management Diversity | | | |
| By Gender | | | |
| Total Number | 14 | 15 | 12 |
| Male | 12 | 11 | 8 |
| Female | 2 | 4 | 4 |
| Percentage | | | |
| Male | 86% | 73% | 67% |
| Female | 14% | 27% | 33% |
| By Age Group | | | |
| Total Number | 14 | 15 | 12 |
| <30 | 1 | 1 | 1 |
| 30-50 | 5 | 5 | 5 |
| >50 | 8 | 9 | 6 |
| Percentage | | | |
| <30 | 7% | 7% | 8% |
| 30-50 | 36% | 33% | 42% |
| >50 | 57% | 60% | 50% |

| Financial Year End | 2022 | 2023 | 2024 |
|--|------------------|-------------------|------------------|
| Learning and Development | | | |
| Total Training Hours | 41,664 | 147,721 | 85,316 |
| Total Training Hours - By Gender | | | |
| Male | 23,344 | 83,566 | 53,592 |
| Female | 19,320 | 64,155 | 31,724 |
| Average Training Hours - By Gender | | | |
| Male | 137.1 | 542.6 | 374.8 |
| Female | 99.6 | 393.6 | 202.1 |
| Average Training Hours - By Category | | | |
| Management | N/A | 376.0 | 329.5 |
| Middle Management | 157.2 | 1,105.8 | 808.6 |
| Executive | 333.7 | 995.7 | 276.0 |
| Non-Executive | 50.0 | 140.5 | 162.5 |
| Total Amount Invested in Employee Learning and Development (RM) | 47,510.50 | 129,542.66 | 84,291.40 |
| On-the-job Training (Non-Executive) | | | |
| Total On-the-job-Training (OJT) Hours | N/A | 204,651.55 | 394,324 |
| Average On-the-job Training (OJT) Hours | N/A | 319.3 | 538.0 |

*N/A : Not Available



| Financial Year End | 2022 | 2023 | 2024 |
|---|------|-------|-------|
| Workplace Environment: Safety and Health Workplace Performance | | | |
| Number of work-related fatalities | 0 | 0 | 0 |
| Lost time incident rate | N/A | 16.95 | 19.90 |
| Lost time frequency rate | N/A | 6.92 | 8.85 |
| Number of employees trained on health and safety standards | 427 | 456 | 552 |

*N/A : Not Available

| Financial Year End | 2022 | 2023 | 2024 |
|--|------|------|------|
| Occupational Safety and Health Legal Violations | | | |
| Frequency of occupational safety and health legal violations | 0 | 0 | 0 |
| Incidents of Human Rights Violations | | | |
| Incident of human rights violations complaints | 0 | 0 | 0 |

| Financial Year End | 2022 | 2023 | 2024 |
|---|------|------|------|
| Supply Chain Management | | | |
| Proportion of spending on local suppliers | 25% | 20% | 35% |

| Financial Year End | 2022 | 2023 | 2024 |
|---|---------|---------|---------|
| Community Investments | | | |
| Total amount invested in the community where the target beneficiaries are external to the Company | 133,981 | 104,323 | 100,000 |
| Total number of beneficiaries of the investment in communities | 2 | 3 | 1 |

Governance Metrics

| Financial Year End | 2022 | 2023 | 2024 |
|--|------|------|------|
| Anti-Bribery and Anti-Corruption | | | |
| Percentage of operations assessed for corruption-related risks | 100% | 100% | 100% |
| Confirmed incidents of corruption and action taken | 0 | 0 | 0 |
| Cyber Security and Customer Privacy | | | |
| Number of substantiated complaints concerning breaches of customer privacy and losses of customer data | 0 | 0 | 0 |
| Cases of identified leaks, thefts, or loss of customer data | 0 | 0 | 0 |
| Whistleblowing | | | |
| Number of reported cases vide whistleblowing | 0 | 0 | 0 |





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