SUSTAINABILITY REPORT 2025

Better Lives through Sustainable Innovation



https://esg.dnl.com.ph/

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ABOUT THE COVER

The cover highlights the SUSTAINABILITY wheel, the Company's framework for delivering value across to achieve our triple bottom line goals - people, planet, and profit. At its core is the company's purpose, supported by profit as a key enabler, and surrounded by four focus areas- people, process, product, and partnership - aligned with the UN SDG color scheme. The wheel also reflects our foundation - strong governance, corporate culture, core values and enterprise risk management guiding the company's SUSTAINABILITY journey.

ABOUT THIS REPORT
GRI 2-1, 2-3

In line with its commitment to transparency, accountability, and proactive stakeholder engagement, D&L Industries, inc. ("D&L" or "the Company") has updated its Annual SUSTAINABILITY Report, for relevant information on material topics related to economic, environmental, and social impacts for the 7th year ending December 31, 2025.

This report should be read in conjunction with the D&L Annual Report for 2025, and both documents are available online at the Company website, (http://www.dnl.com.ph/).

For questions or feedback, please contact D&L Investor Relations at ir@dnl.com.ph.

Message from the President

At D&L Industries, Inc., sustainability has always been central to how we create long-term value-not only for our shareholders, but also for our customers, vendors, communities, and the environment. Our approach is anchored on innovation, responsible sourcing, and the development of high-value products that address evolving market needs while minimizing environmental impact.

This commitment was evident in our performance in 2025, when we operated in a challenging environment marked by elevated raw material costs and continued volatility across global markets. Even as coconut oil prices, one of our key raw materials, reached an all-time high and nearly tripled from the lows recorded just two years ago, we delivered 10.6% earnings growth for the year. This underscores the resilience of our business model-driven by the unique and specialized nature of our products, our ability to adapt to a rapidly changing business landscape, and our continued focus on delivering customized and sustainable solutions that address our customers' evolving needs.

Over the years, D&L has played a meaningful role in advancing environmentally responsible solutions in the Philippines. We have been instrumental in supporting the country's implementation of the Biofuels Law, which incorporates biodiesel into the national fuel mix-helping reduce emissions, support local agriculture, and promote energy security. At the same time, D&L has consistently provided sustainable, value-adding solutions to our customers, enabling them to meet evolving environmental standards while enhancing product performance. More recently, our decades-long investment in research and development has come to fruition with the successful incorporation of abaca fiber-widely regarded as the world's strongest natural fiber-into plastic applications, creating a composite that is both lightweight and extremely durable, with the potential to reduce petroleum-based plastic composition across a wide array of applications, from everyday consumer durables to automotive and construction.



Message from the President

Today, we are building on this foundation. With our Batangas plant, we are poised to elevate our role from a local enabler to a global advocate of sustainable, coconut-based products. This facility represents a significant step forward in our journey-allowing us to scale up the production of high-value, export-oriented products derived from natural and sustainable feedstocks, particularly coconut oil. We see this as an opportunity not only to grow our business, but also to champion the global shift toward more sustainable, bio-based alternatives.

Looking ahead, 2026 presents a new set of uncertainties, particularly with the ongoing geopolitical tensions in the Middle East and their potential impact on crude oil prices, raw material costs, and global supply chains. Nonetheless, periods of disruption also create opportunities. We believe this environment allows us to further strengthen our position as a reliable vendor and trusted partner, supporting our customers with customized solutions as they navigate a more volatile operating landscape.

As we move forward, we remain committed to integrating sustainability into every aspect of our operations-from responsible sourcing and efficient manufacturing to continuous innovation and stakeholder engagement. We believe that by staying true to our purpose and leveraging our core strengths, D&L will continue to deliver sustainable growth while contributing positively to society.

Alvin Lao
President & CEO
D&L Industries, Inc.



The CEO's signature has been omitted in this public version for privacy and security reasons.



Message from the Chief Sustainability Officer

At D&L Industries, sustainability is not an adjunct to our strategy-it is at the core of how we create value. Anchored on our purpose of Better Lives through Sustainable Innovation, we are committed to developing solutions that not only meet the evolving needs of our customers, but also contribute meaningfully to a more sustainable future.

This purpose is reflected in the way we design and manufacture our products. By focusing on higher-value, specialty offerings, we enable greater efficiency in resource use, reduce environmental impact, and support our customers in their own sustainability journeys. Our continued investments in sustainable ingredients, oleochemicals, and process improvements underscore our belief that innovation and responsibility must go hand in hand.

Central to this is our N+ Initiative, which represents our commitment to go beyond compliance and beyond our immediate footprint. N+ is not simply a program-it is a mindset that challenges us to create a net positive impact. It calls on every part of the organization to contribute toward outcomes that extend beyond our own operations, including efforts that support broader environmental and national sustainability goals.

We recognize that sustainability is ultimately about accountability-to our stakeholders, to our communities, and to the environment. As such, we continue to embed sustainability across our value chain, ensuring that our decisions are guided not only by financial considerations, but also by their long-term impact.

As we move forward, we remain steadfast in our commitment to be a force for good-striving to be a net positive contributor to society and to the planet. Through disciplined execution, continuous innovation, and a shared sense of purpose, we aim to create enduring value that benefits both present and future generations.

Dean Lao, Jr.
Chief Sustainability Officer
D&L Industries, Inc.

The CSO's signature has been omitted in this public version for privacy and security reasons.

GRI 2-1, 2-3

2025 ESG HIGHLIGHTS

Economic



Direct Economic Value Generated

P 55 bn

Direct Economic Value Distributed

P 47 bn

Earnings growth for 2025

+10.6%

Environmental



Energy Consumption

53m kWh

Water Consumption

543k m^3

GHG Emission

78k tCO_2e

Air Pollutants

218k KG

Social



Employment

1,522

Training & Education

34k Hrs

Diversity Male-to-Female Ratio

1 : 1.5

Our D&L

- Organizational and Ownership Structure
- Businesses and Industries We Serve



GRI 2-2, 2-6

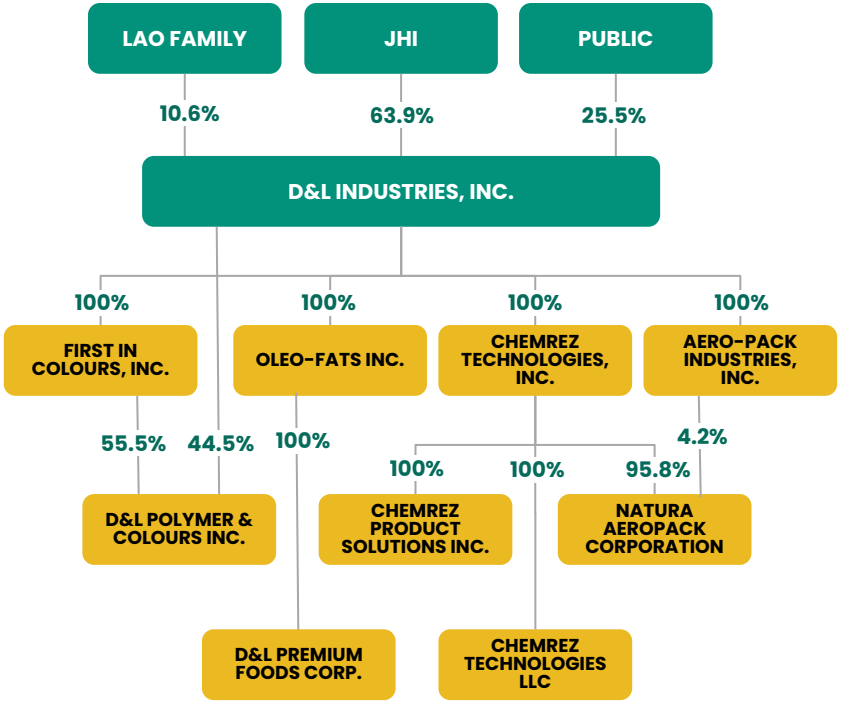
ORGANIZATION

D&L Industries, Inc. (the "Company" or "D&L") was incorporated on July 27, 1971. The Company is a publicly listed company, which is 74.5% beneficially owned by the Lao family and 25.5% by the public as of December 31, 2025. The Company's registered office address and principal place of business is 65 Calle Industria, Bagumbayan, Quezon City.

The Company is the holding company for a group of companies engaged in product customization and specialization for the food, chemicals, plastics and consumer products ODM (Original Design Manufacturing) industries. The company's principal business activities include manufacturing of customized food ingredients, oleochemicals for personal and home care use, and specialty raw materials for plastics. It also renders management and other services to subsidiaries and affiliate companies. It was officially listed on the Philippine Stock Exchange (PSE) on December 12, 2012.

The following diagram shows the corporate structure of the Company, excluding beneficial ownership of securities held by the Lao family members. As of December 31, 2025, the Company is 63.9% owned by Jadel Holdings Co., Inc. (JHI) and 10.6% owned by the Lao Family. The remaining 25.5% of the shares outstanding are publicly held.

The Company's registered office address and principal place of business is at 65 Calle Industria, Brgy. Bagumbayan, Quezon City, Philippines.








GRI 2-2, 2-6

BUSINESS PRESENCE

The company divides its business into four main segments:

1. FOOD INGREDIENTS
2. OLEOCHEMICALS & OTHER SPECIALTY CHEMICALS
3. SPECIALTY PLASTICS
4. CONSUMER PRODUCTS ORIGINAL DESIGN MANUFACTURING (ODM)








GRI 2-2, 2-6

BUSINESS PRESENCE

FOOD INGREDIENTS

Operating Companies: Oleo-fats, Incorporated & D&L Premium Foods Corp.

Key Products: Fats & oils, specialty food ingredients, food safety products

Geographic Market: Local and export markets











GRI 2-2, 2-6

BUSINESS PRESENCE

OLEOCHEMICALS & OTHER SPECIALTY CHEMICALS

Operating Companies: Chemrez Technologies, Inc., Chemrez Product Solutions, Inc., & Natura Aeropack Corporation

Key Products: Coco-biodiesel, high-value coconut derivatives for personal, home, and nutritional care applications, resins, colorants, powder coating

Geographic Market: Local and export markets









GRI 2-2, 2-6

BUSINESS PRESENCE

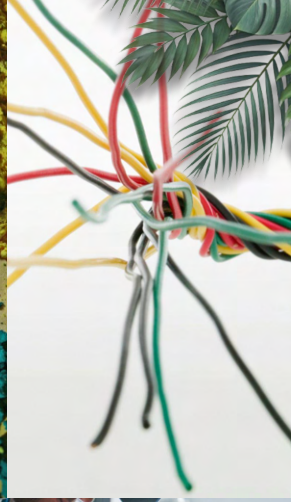
SPECIALTY PLASTICS

Operating Companies: First in Colours, Incorporated, and D&L Polymer & Colours, Inc.

Key Products: Pigment blends, color and additive masterbatches, engineered polymers for various applications such as auto, construction, electrical industries

Geographic Market: Local and export markets









GRI 2-2, 2-6

BUSINESS PRESENCE

CONSUMER PRODUCTS ORIGINAL DESIGN MANUFACTURING (ODM)

Operating Companies: Aero-Pack Industries, Inc., and Natura Aeropack Corporation.

Key Products: Customized aerosols and non-aerosols products home care, personal care, nutri care and maintenance chemicals industries.

Geographic Market: Local and export markets



Our OBJECTIVES & GOALS

- Purpose: Better Lives
- Profitable Growth and Sustained Financial Health
- Planet Conservation: **N+** Program



GRI 2-1, 2-3

PURPOSE: BETTER LIVES THROUGH SUSTAINABLE INNOVATION

D&L Industries innovates through **product customization and specialization** for the food, chemicals, plastics, and consumer products with an overarching goal of "**bettering lives through sustainable innovation**". The beauty to the word **"better"**—it is both a call to action and a standard of excellence, serving as both a verb and an adjective:

Better used as Verb *("improve on or surpass an existing or previous level or achievement")*, we want our strategies, decisions and actions **to better the lives** of our stakeholders.

Better used as an Adjective ("of a more excellent or effective type or quality"), **better lives** for all our stakeholders is the ultimate goal for all our efforts.



GRI 2-1, 2-3

PURPOSE: BETTER LIVES THROUGH SUSTAINABLE INNOVATION

OUR VISION: To be the Philippines' Majority Leader in Sustainable Ingredients, Materials and Solutions, and a Major Exporter in identified continents.





OUR MISSION: To excel and be the leader in the industries we serve.

- We are dedicated to growth. We are not complacent, timid, or satisfied with the status quo.
- We are research-oriented. We will keep abreast of the latest technology and have our fingers on the pulse of the market to identify the market needs that must be met.
- We are committed to increase productivity and profitability, but not at the expense of ethics.
- We will continuously enhance our reputation for quality and value. Our products and services must always represent good value for money and be competitive in the marketplace.
- We will maintain our market leadership through creativity, innovation and excellence in performance tempered with experience.
- We are proud of our employees. We consider them as our most valuable asset. We will maintain an atmosphere where our people can develop their abilities and potential while working together enthusiastically to achieve our goal.
- We will contribute to the well-being of the communities in which we operate and accept our responsibilities as citizens of the Philippines.

PROFIT: PROFITABLE GROWTH & SUSTAINED FINANCIAL HEALTH

FY2025 RESULTS AT A GLANCE

D&L Industries' recurring income reached ₱2.6 billion, or earnings per share (EPS) of ₱0.363, in full year 2025 (FY25). Meanwhile, in the fourth quarter of 2025 (4Q25), recurring income reached ₱640 million or EPS of ₱0.09, higher by 20% YoY. Earnings growth for the year was primarily driven by resilient volume growth despite elevated coconut oil prices, reflecting the underlying strength of the business.

Coconut oil prices, a key raw material, reached record highs during the period—nearly tripling from levels seen two years prior. Despite this significant cost pressure, the Company delivered 10.6% earnings growth, reflecting the resilience of its business model. Continued investments in research and development, coupled with its capability to provide customized solutions and maintain long-standing customer partnerships, supported stable demand and value creation.

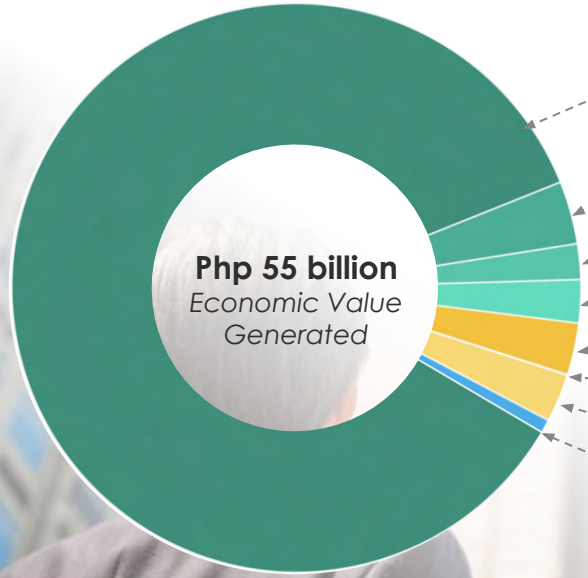
Looking ahead, D&L remains cautious of ongoing global uncertainties, including geopolitical developments that may impact crude oil prices, input costs, and supply chains. The Company continues to leverage its technical expertise and solutions-driven approach to support customers and navigate a more volatile operating landscape, while remaining focused on long-term, sustainable growth.



GRI: 3-3, 305-5 | SDG: 7, 13GRI 201, 203 | SDG 8, 9, 12, 17

PROFIT: PROFITABLE GROWTH & SUSTAINED FINANCIAL HEALTH

Economic Value Generated & Distributed



Payment to vendors	85.46%
Operating Costs	3.57%
Employee wages and benefits	2.02%
Interest Payments	2.45%
Payments to governments	2.95%
Community investments	0.03%
Dividends Paid	2.75%
Retained Earnings	0.76%

GRI: 3-3, 305-5 | SDG: 7, 13

PLANET CONSERVATION



Net Positive or N+ is D&L's Enterprise-wide Overarching Sustainability Program

D&L's N+ journey is known to employees as our advocacy. Our GOAL is for everyone in D&L contribute to "The Call" to action to make our Planet a better place to live. Our mission is to make every one in D&L a Living Testimony, a Net Positive Advocate whose decisions, words and actions add sustainable value that build and sustain the Company's growth and Profitability in a way that also sustain the Planet. N+ intends to create a value-adding culture that extends to interpersonal relationships with People being our most valuable resource.

GRI: 3-3, 305-5 | SDG: 7, 13

PLANET CONSERVATION

D&L advances its path to net positive by embedding sustainability across its operations - from energy and water efficiency to emissions reduction, waste management, and environmental compliance. Through continuous facility upgrades, resource optimization, and the adoption of cleaner technologies, the Company minimizes its environmental footprint while enhancing operational efficiency and employee wellbeing.

Its flagship coconut-based biodiesel, Coco Methyl Ester (CME), remains a key contribution to national greenhouse gas reduction efforts, supporting the Philippines' renewable energy goals. Complemented by robust environmental management systems, strict adherence to regulations, and initiatives that promote circularity and biodiversity, D&L demonstrates a holistic and proactive approach to sustainable growth.

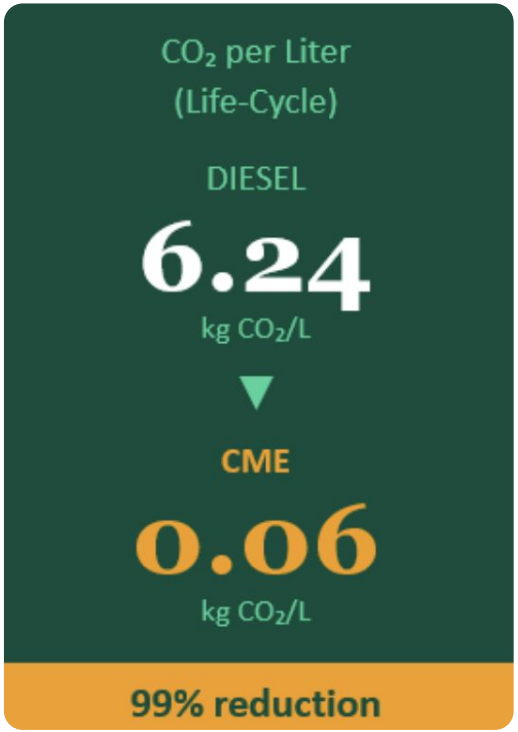


Coconut Biodiesel: A Scalable Solution for Emissions Reduction

Coco Methyl Ester (CME), or coconut biodiesel, stands at the forefront of the Philippines' efforts to reduce greenhouse gas (GHG) emissions under the Biofuels Act of 2006 (RA 9637). CME represents a scalable, locally sourced solution that directly supports the country's transition toward cleaner energy. Since the program's inception in 2007, D&L Industries—through its subsidiary Chemrez Technologies, Inc. (CTI)—has played a central role in advancing this initiative, emerging as the country's leading CME producer with the largest market share, supported by a continuous esterification plant with a capacity of 90 million liters per year.

What makes CME particularly compelling is its strong environmental profile. Coconut trees naturally absorb carbon dioxide through sequestration, with Philippine plantations capturing approximately 24.1 tons of CO_2 per hectare annually. This absorbed carbon significantly offsets the emissions generated when CME is used as fuel, resulting in a near carbon-neutral life cycle. In fact, CME produces only 0.0642 kg of CO_2 per liter—dramatically lower than the 6.24 kg per liter emitted by conventional petrodiesel.

Chemrez further strengthens these benefits through its proprietary continuous esterification process, which enhances efficiency and delivers superior GHG reduction compared to traditional batch-processing methods. As the country currently implements a 3% biodiesel blend (B3) for all diesel fuel, CME continues to be a critical lever in lowering emissions at scale—demonstrating how innovation, local agriculture, and industrial capability can come together to drive meaningful climate impact.



PLANET CONSERVATION: ENVIRONMENTAL IMPACT MANAGEMENT

Chemrez's Contribution to a Low-Carbon Future

CME produced by Chemrez utilizes coconut oil feedstock and an advanced continuous esterification process, delivering superior GHG reduction performance compared to conventional batch-processing methods used by other Philippine CME producers.

From 2019 to 2025, the Company has achieved a cumulative GHG reduction of 917,474 MT CO_2e. In 2025 alone, Chemrez recorded its highest annual impact to date, reducing 212,770 MT CO_2e—marking a record year in emissions reduction.

917,474
MT CO_2e
Cumulative GHG reduction (2019-2025)

212,770
MT CO_2e
2025 GHG reduction



PLANET CONSERVATION: CHEMREZ'S CONTRIBUTION TO A LOW CARBON FUTURE

Putting 917,474 MT CO_{2e} in Perspective

Large GHG figures can be abstract. Here's what Chemrez's cumulative contribution means in real-world terms:



15.2 million

tree seedlings grown for 10 years

"It would take over 15 million tree seedlings growing for a decade to sequester the equivalent CO_2"

PLANET CONSERVATION: CHEMREZ'S CONTRIBUTION TO A LOW CARBON FUTURE

Putting 917,474 MT CO_{2e} in Perspective

Large GHG figures can be abstract. Here's what Chemrez's cumulative contribution means in real-world terms:



46,454 jeepneys

off the road for a year

"A diesel jeepney emits 19.75 MT CO_{2e} annually. Our cumulative reduction equals removing over 46,000 jeepneys."

GRI 203, 301, 302, 304, 305 | SDG 7, 8, 12, 13, 15

PLANET CONSERVATION: CHEMREZ'S CONTRIBUTION TO A LOW CARBON FUTURE

Putting 917,474 MT CO_{2e} in Perspective

Large GHG figures can be abstract. Here's what Chemrez's cumulative contribution means in real-world terms:



42,875 trips

around the Earth

"Equivalent to a jeepney driving 1.7 billion km - circling the equator nearly 43,000 times."

PLANET CONSERVATION: ENVIRONMENTAL IMPACT MANAGEMENT

Air Pollutants

D&L remains fully compliant with all applicable environmental regulations. It adheres to the requirements of the Department of Environment and Natural Resources (DENR) and the Environmental Management Bureau (EMB), and strictly complies with Republic Act No. 8749, or the Philippine Clean Air Act, in managing air emissions and maintaining air quality standards.

Air Emissions/GHG

In the normal course of operations, the Company generates GHG emissions. Direct emissions from boilers, oil heaters, generator sets, trucks, and service vehicles constitute its Scope 1 emissions, while indirect emissions from purchased electricity used to power facilities and office buildings comprise its Scope 2 emissions.

The Company is committed to progressively reducing its emissions and improving the environmental performance of its operations. To support this, it implements a range of initiatives, including energy conservation measures and the prudent upgrading of equipment to enhance efficiency. As part of its expansion in Batangas, the Company has developed an environmentally responsible facility and continues to explore the integration of renewable energy sources.



Solid Waste

Waste is generated across both plant and office operations. To ensure proper management, each facility operates a designated Material Recovery Facility (MRF) in compliance with Republic Act No. 9003, or the Ecological Solid Waste Management Act. Waste segregation begins at the source, with each operating unit conducting initial sorting prior to transfer to the MRF, where assigned personnel further classify materials to enable proper handling and disposal.

Waste is categorized as hazardous, non-hazardous, recyclable, or residual. Hazardous waste is collected and treated by accredited service providers before off-site disposal. Non-hazardous materials may be reused or recycled internally, while recyclable and sellable items—such as plastic and steel drums, pallets, cartons, packaging materials, and metal scrap—are recovered and sold. Residual waste is managed by accredited waste collectors. .

The Company enforces strict accreditation processes to ensure that all waste disposal practices comply with applicable environmental regulations.

To further strengthen waste reduction efforts, the Company implements awareness and engagement programs that promote responsible waste practices among employees. These include initiatives such as Trash to Treasure, Ways over Waste (WOW), and the 5Rs—Reduce, Reuse, Recycle, Repair, and Repurpose.



Hazardous Waste

Hazardous wastes are managed in strict compliance with applicable government regulations. To ensure safe handling, the Company has established comprehensive procedures covering the storage, treatment, and disposal of hazardous materials. All facilities adhere to internationally recognized standards for environmental and occupational safety, including ISO 14001:2015 and OHSAS 18001:2007.

Each entity maintains a valid Generator Registration Certificate from the Department of Environment and Natural Resources (DENR). Wastes classified as hazardous under DENR–Environmental Management Bureau (EMB) guidelines are handled and disposed of exclusively by DENR-accredited third-party treaters that meet stringent regulatory requirements.

At the design and development stage of both products and packaging, the Company integrates health, safety, and environmental considerations into its risk assessment processes, helping minimize the generation of hazardous waste at source.

In parallel, the Company continues to invest in infrastructure that supports more sustainable operations. Its wastewater treatment facilities are designed to exceed DENR standards, ensuring that discharged water consistently meets high quality benchmarks.



PLANET CONSERVATION: ENVIRONMENTAL IMPACT MANAGEMENT

Ecosystem & Biodiversity

Embedded in the Company's Code of Business Principles is a strong commitment to sustainable development. D&L strives to meet the evolving needs of the business while ensuring the protection, conservation, and responsible stewardship of the environment.

Guided by a long-term perspective that extends beyond the present, the Company seeks not only to avoid harm but to actively enhance the ecosystems in which it operates. It recognizes the critical importance of biodiversity and supports broader efforts to protect and preserve natural habitats for future generations.

D&L complies with all relevant environmental laws and, in many cases, implements measures that go beyond regulatory requirements. These include Republic Act No. 9003 (Ecological Solid Waste Management Act), RA 6969 (Toxic Substances and Hazardous and Nuclear Wastes Control Act), RA 8749 (Philippine Clean Air Act), RA 9275 (Philippine Clean Water Act), and RA 11285 (Energy Efficiency and Conservation Act).

Sustainability is also embedded in the design and development of the Company's next-generation facilities in Batangas. These initiatives include the adoption of cleaner and more sustainable fuel alternatives in place of traditional coal-fired boilers, the development of environmentally certified buildings, and the implementation of tree planting activities to help reduce the Company's ecological footprint and contribute to ecosystem restoration.



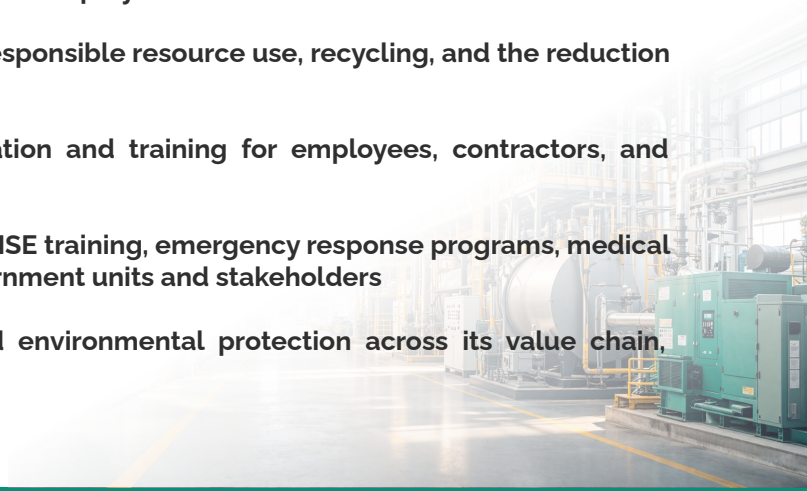
PLANET CONSERVATION: ENVIRONMENTAL IMPACT MANAGEMENT

Environmental Compliance

The Company complies with all applicable environmental laws and regulations relevant to its operations. Management upholds a clear commitment to creating, maintaining, and sustaining a healthy, safe, and environmentally responsible workplace that supports long-term growth.

In line with this commitment, the Company:

- **Comply with all applicable laws, regulations, and other requirements relevant to its operations**
- **Implement health and safety programs that safeguard the well-being of employees**
- **Conserve natural resources through efficient equipment utilization, responsible resource use, recycling, and the reduction of waste, discharges, and emissions**
- **Conduct continuous Health, Safety, and Environment (HSE) education and training for employees, contractors, and suppliers**
- **Engage with local communities through initiatives such as fire drills, HSE training, emergency response programs, medical missions, and tree planting activities, in collaboration with local government units and stakeholders**
- **Promote shared responsibility for occupational health, safety, and environmental protection across its value chain, including contractors, suppliers, and customers**



GRI 302 | SDG 7, 12, 13

PLANET CONSERVATION: RESOURCE MANAGEMENT

Energy Consumption

The Company utilizes a mix of energy sources to support its operations. Office buildings primarily rely on purchased electricity, while plant operations are powered by boilers. Diesel is also used to run generator sets during power outages to ensure business continuity.

To improve energy efficiency, the Company continuously implements initiatives aimed at reducing energy consumption per unit of output. These include:

- **Installation of motion detector lights at warehouses**
- **Use of LED lights which are more energy efficient than fluorescent and incandescent lights**
- **Regular maintenance of air conditioning units**
- **Optimizing the production schedule to yield the lowest possible energy consumption per unit of product manufactured**
- **Identification of compressed air line leaks**
- **Megger testing and preventive maintenance**
- **Replacement of old supply pump motors with high efficiency motors**
- **Turning off lights and air conditioning during lunch breaks**
- **Recycling of diesel fuel for equipment cleaning**
- **Use of biodiesel waste as fuel for diesel boiler**



PLANET CONSERVATION: RESOURCE MANAGEMENT

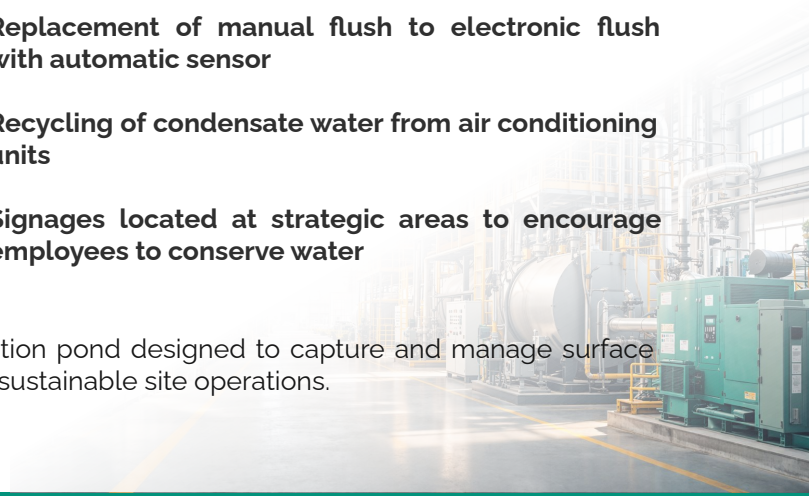
Water Consumption

In the Company's day to day activities, water is primarily used for the operations of the cooling tower, for equipment cleaning, and for domestic uses in the office buildings such as for restroom usage, washing, and food preparation in the canteens.

The Company is proactively looking for ways on how to further reduce its water consumption. Similarly, the company's Environmental Group, which is composed of the Pollution Control Officers from each business unit, is in charge of monitoring and championing the water conservation initiatives of the company. Some of these initiatives include:

- **Regular identification and repair of water leaks**
- **Use of pressure water for product transition cleaning**
- **Installation of stainless float valve at make-up water of cooling tower system to control water overflow**
- **Use of knee valve faucet**
- **Replacement of manual flush to electronic flush with automatic sensor**
- **Recycling of condensate water from air conditioning units**
- **Signages located at strategic areas to encourage employees to conserve water**

As part of its expansion in Batangas, the Company constructed a water retention pond designed to capture and manage surface runoff, further strengthening its water stewardship efforts and supporting more sustainable site operations.



PLANET CONSERVATION

D&L's Batangas plant Central Hub building gets LEED Gold Certification

D&L Industries' Central Hub at its Batangas plant earned LEED v4 Gold Certification, marking a significant step in its commitment to sustainable, world-class manufacturing. The six-storey facility serves as the plant's central command center, monitoring key environmental parameters.

The building achieved 60 points under the LEED framework, securing the second-highest rating and placing it among a select group of top-performing green buildings in the Philippines. It demonstrates strong performance across energy, water, waste, materials, and indoor environmental quality.

As part of a next-generation facility, the plant integrates sustainability-focused features such as renewable fuel use, a centralized chilled water system, smart water metering, and water recycling, supported by systems that monitor emissions, wastewater, and noise.

The Central Hub is 20% more energy-efficient than conventional benchmarks and delivers significant water savings. It also enhances occupant well-being through natural lighting, improved air quality, thermal comfort, and the use of low-emitting materials—reflecting D&L's commitment to efficient and people-centered operations.



PLANET CONSERVATION

D&L's Head Office gets LEED Gold Operations and Maintenance Certification

D&L Industries' LBL Building headquarters in Quezon City was awarded LEED v4.1 Operations and Maintenance (O+M) Gold Certification by Barone International, recognizing the building's strong environmental performance in day-to-day operations.

LEED is the world's leading green building rating system, providing a framework for efficient, healthy, and environmentally responsible facilities. The LEED v4.1 O+M certification evaluates actual building performance over a 12-month period across key areas such as energy, water, emissions, waste, and indoor environmental quality.

Over the evaluation period, the LBL Building consistently met and exceeded both global and local benchmarks in energy efficiency, waste management, and indoor air quality. It also achieved a 40% average reduction in water consumption and contributed to lower greenhouse gas emissions through the use of zero ozone-depleting refrigerants.

To further minimize environmental impact, the Company implemented sustainable site and operational improvements, including increased vegetated areas, reduced heat island effects, and biodiversity-supporting landscapes. These efforts reinforce D&L's commitment to operating efficient, environmentally responsible, and future-ready facilities.



GRI: 3-3, 305-5 | SDG: 7, 13

PLANET CONSERVATION: FACILITY RENOVATION

The LBL Building has served as D&L's headquarters since 1981. Over the years, the heritage structure has undergone continuous upgrades to keep pace with business growth and evolving building standards. In 2021, the Company completed a major renovation, reinforcing its commitment to invest in its most important asset - its people.

Through efficient and thoughtful design, the building's capacity was effectively doubled, alongside significant enhancements to staff facilities and workspaces. Notably, all improvements were carried out while business operations remained fully uninterrupted. Marking the building's 40th anniversary in 2021, the LBL Building was further upgraded with a range of new installations, sustainable features, and operational improvements.



GRI: 3-3, 305-5 | SDG: 7, 13

PLANET CONSERVATION: FACILITY RENOVATION

Efficient Design & Systems for Employee Work Environment & Wellbeing



Fresh Air System with ERV (Energy Recovery Ventilator) for fresh air, filtering and removal of allergens/toxins for indoor workspaces. It is designed for 12 air exchanges/hour to exceed ASHRAE 62.1-2010 indoor air quality standard (2-3 air exchanges) for better staff health and focus



Activated main stair to encourage office hour exercise



Training & meeting rooms with video conferencing capabilities



Acoustic improvements all throughout the building



Phone booths to give staff a place to have calls privately



Clinic, Nursing Room, and PWD/All Gender toilet provision



CPS Pump to improve overall portable water distribution



Water purifier (reverse osmosis) to improve water quality and keep staff hydrated



IP phone system upgrade to save costs & improve call clarity



Use of in-house products e.g., powder coating, waterproofing, paints/colorants & special paint effects

GRI: 3-3, 305-5 | SDG: 7, 13

PLANET CONSERVATION: FACILITY RENOVATION

Efficient Design & Systems for Employee Work Environment & Wellbeing



Electrical metering for monitoring of total building energy use



Installation of sewage treatment plant (STP) with effluent to water the gardens (only property on Calle Industria with garden



100% LED lights that are extremely energy efficient and low power consumption



Carpets made of renewable fibers using non-toxic glues for installation



Engineered wood made with non-toxic adhesives and finishes



Water-based, low-VOC paints which do not present an explosion hazard



UV resistant, non-toxic, low-VOC waterproofing



Aluminum Composite Panel Façade with solar reflectance instead of absorbing radiant energy



Low flow faucets with up to 20% water saving with sensors to prevent cross-contamination between users



Water closets with 0.8 gallon per flush (GPF) flow rate and 0.125 GPF for urinals

GRI: 3-3, 305-5 | SDG: 7, 13

PLANET CONSERVATION: FACILITY RENOVATION

Safety, Security, & Maintenance



24/7 CCTVs to keep track of what is happening at the premises



Addressable smoke detectors to quickly identify the location of a potential emergency



Additional fire exits



Essential sanitation procedures and signages



Non-smoking building & grounds policy



Automatic Fire Sprinkler System



FM200 Fire Suppression System for Server and UPS Rooms



Facility management technical team for proper maintenance of equipment



Ozone generators and air purifiers for additional sanitation of work areas

Our N+ SUSTAINABILITY STRATEGIES

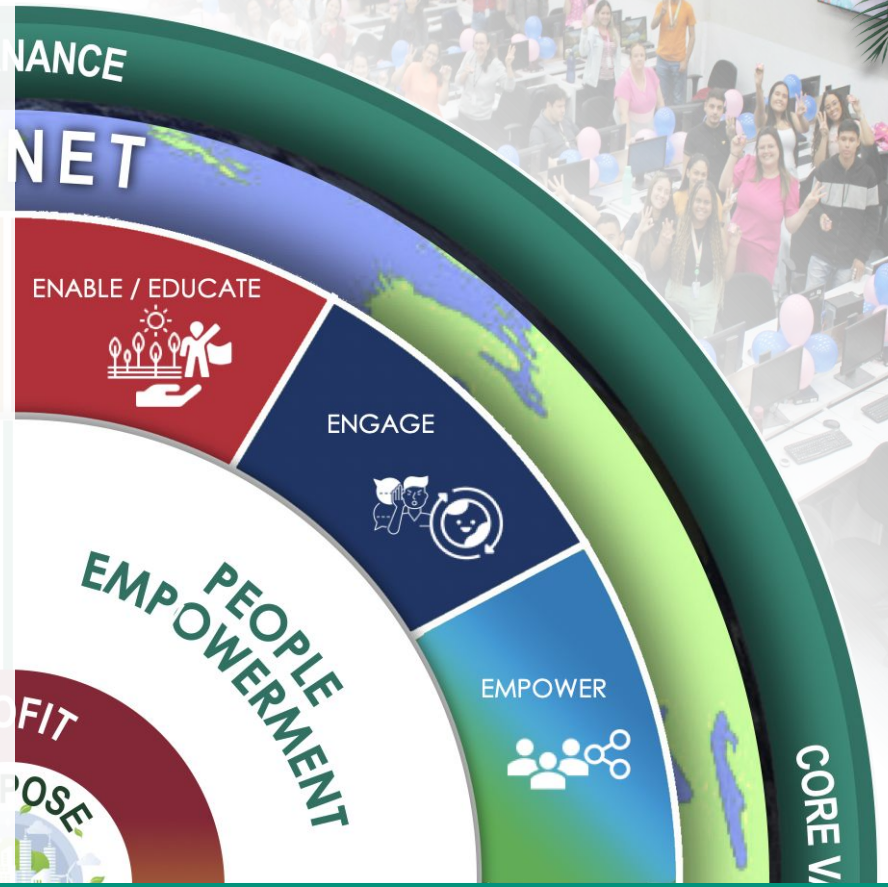
- People Empowerment
- Product and Technology Innovation
- Process Rationalization and Optimization
- Partnership Cultivation



GRI: 3-3, 305-5 | SDG: 7, 13

PEOPLE EMPOWERMENT

Our people are our most important resource; therefore, we invest in them to ensure every employee has a fulfilling experience during their tenure with D&L. Our investment includes engagement, training, and development programs, all rooted in the N+ Culture.

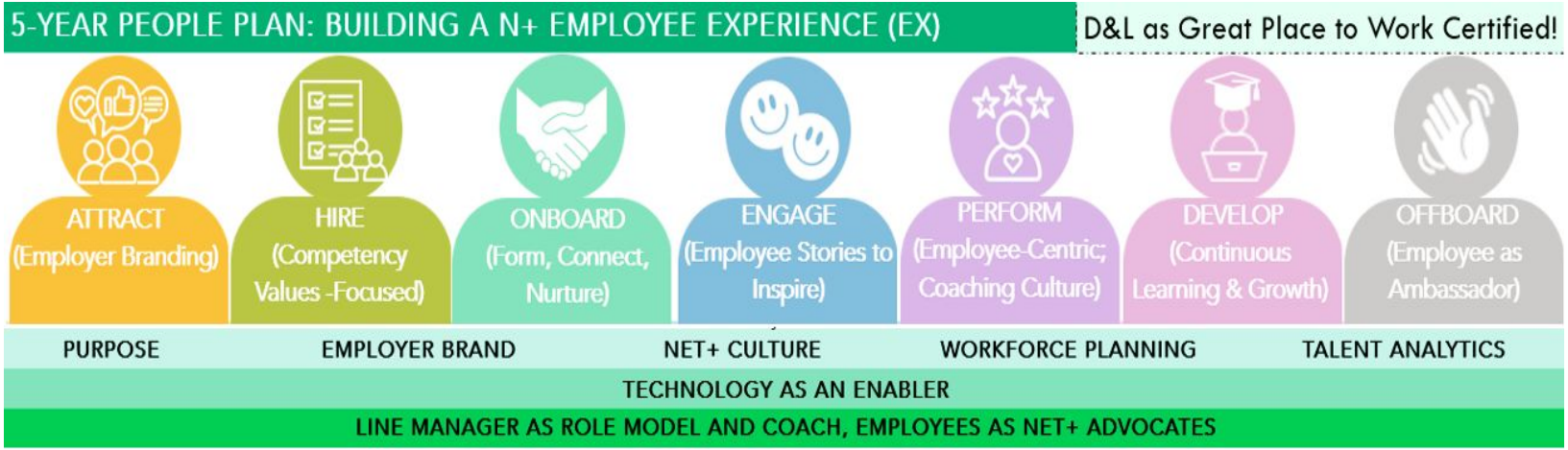


GRI: 3-3, 305-5 | SDG: 7, 13

OUR N+: PEOPLE EMPOWERMENT

N+ is our foundation embedded across all our people development program.

Our People Department designed a 5-Year People Plan that will build a Net Positive Employee Experience (EX) throughout the employee lifecycle from attracting talents up to offboarding. The goal is to seal the effectiveness of this program with the certification of D&L as Great Place to Work.



OUR N+: PEOPLE EMPOWERMENT

Engaged, Productive & Adaptive Employees Leads to Business Success!

Our People program provides balanced, holistic development to ensure the physical, social, and emotional well-being of our employees. By fostering a healthy workforce, we empower our team to enhance their performance, which ultimately translates into greater financial rewards for both the individual and the organization.

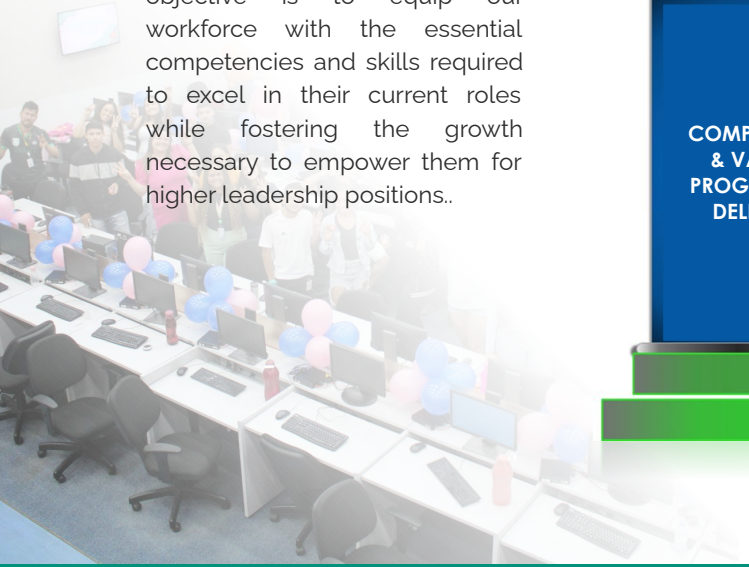


ENGAGED, PRODUCTIVE & ADAPTIVE EMPLOYEES LEADS TO BUSINESS SUCCESS!

OUR N+: PEOPLE EMPOWERMENT

D&L University

D&L University was established to address the diverse development and training needs of our employees across all levels. Our objective is to equip our workforce with the essential competencies and skills required to excel in their current roles while fostering the growth necessary to empower them for higher leadership positions..

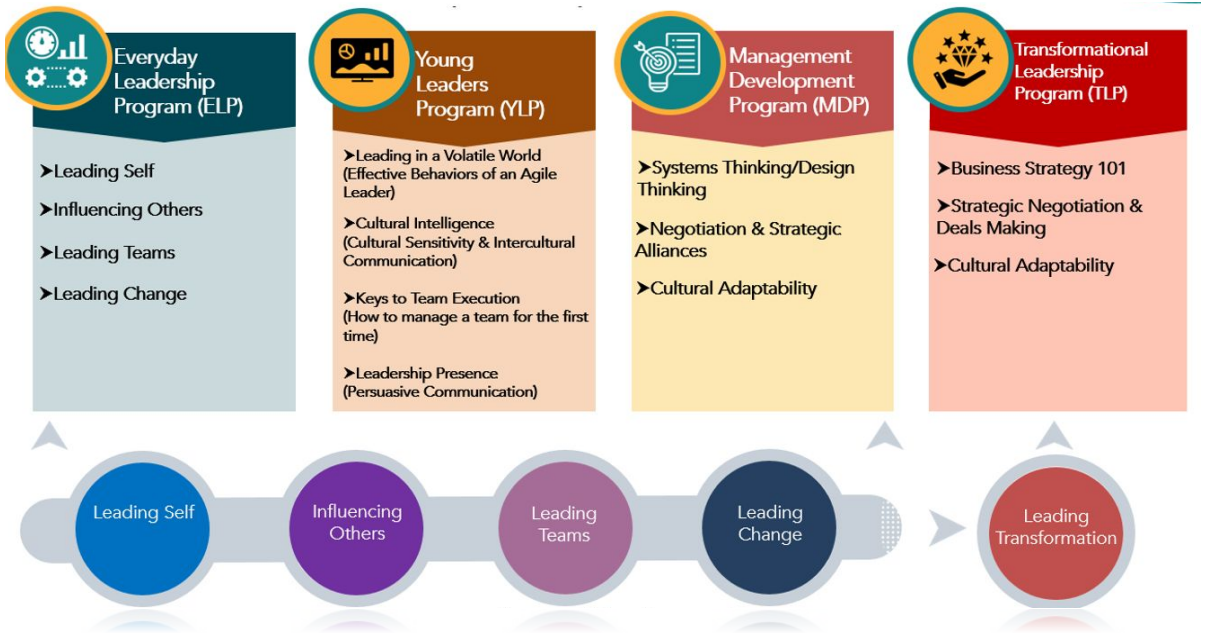




OUR N+: PEOPLE EMPOWERMENT

D&L Leadership Development Journey

We design programs that build and develop our employees' leadership competencies, enabling them to excel in their current roles while preparing them for greater responsibilities.



GRI: 3-3, 305-5 | SDG: 7, 13

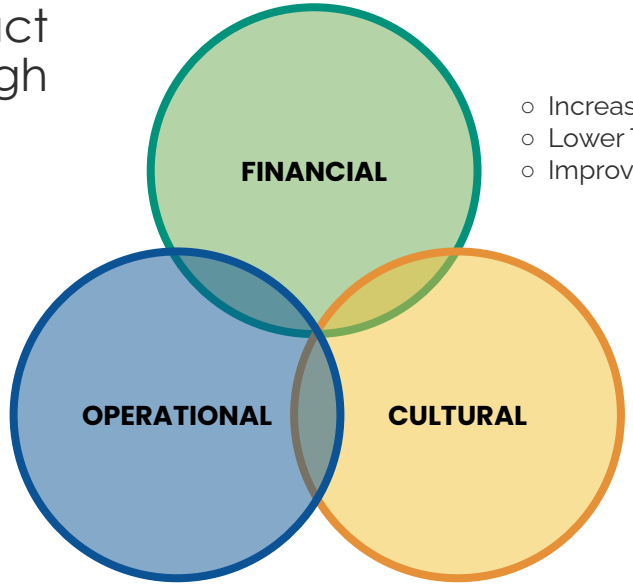
OUR N+: PEOPLE EMPOWERMENT

We measure the business impact of all our N+ EX initiatives through these metrics.

Other Measure of Success:

- Employee Net Promoter Score
- Employee Engagement
- Attrition & Turnover Rate
- Productivity & Quality of Work
- Revenue Growth / ROI
- Employer Brand Awareness





- Increased Productivity
- Lower Turnover
- Improved Customer Satisfaction

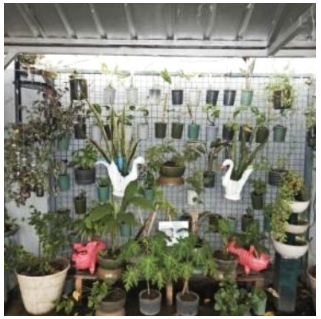
- Enhanced Innovation
- Improved Quality
- Stronger Employer Brand

- Positive Company Culture
- Increased Employee Engagement
- Improved Employee Well-Being

OUR N+: PEOPLE ENGAGEMENT

N+ Grow a Vertical Garden Planting & Recycling Contest













N+ Mural Painting Contest

GRI: 3-3, 305-5 | SDG: 7, 13

OUR N+: PEOPLE ENGAGEMENT

N+ PINASUSTAINABLE 2025 Thanksgiving Party









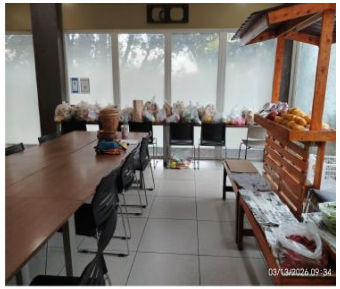






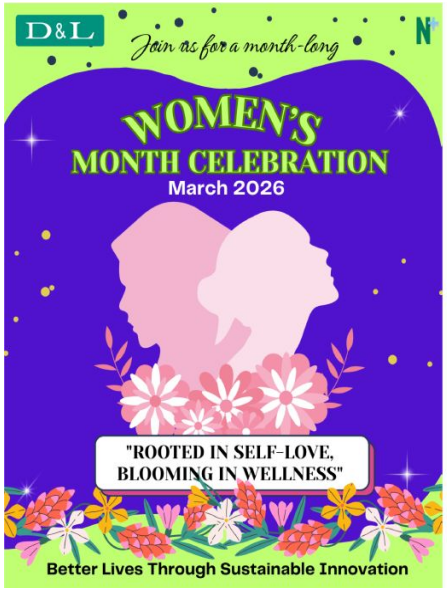
OUR N+: PEOPLE ENGAGEMENT

WELLNESS & HEALTH BAYANIHAN MARKET



WOMEN'S MONTH CELEBRATION





OUR N+: PEOPLE ENGAGEMENT

Monthly Employee Birthday Celebration













GRI 3, 302, 305, 306 | SDG 9, 12, 13

PRODUCT & TECHNOLOGY INNOVATION

The Company has long embraced Green Chemistry, well ahead of ESG becoming mainstream, embedding sustainability at the core of its innovation and operations. As awareness around health, safety, and environmental impact continues to rise, it remains focused on developing products that are inherently sustainable while leveraging Green Chemistry principles to enhance efficiency and improve yields.

GRI 3, 302, 305, 306 | SDG 9, 12, 13

PRODUCT & TECHNOLOGY INNOVATION

Over the years, D&L has played a meaningful role in advancing environmentally responsible solutions in the Philippines—from supporting the implementation of the Biofuels Law and the integration of biodiesel into the national fuel mix, to consistently delivering value-adding, sustainable solutions that help customers meet evolving environmental standards. Building on decades of investment in research and development, the Company continues to pioneer new applications, including the use of abaca fiber to create lightweight, durable composites that reduce reliance on petroleum-based plastics.

These initiatives underscore the breadth and depth of the Company's sustainable product portfolio, reflecting its commitment to innovation that drives both environmental progress and long-term value creation.



PRODUCT & TECHNOLOGY INNOVATION

Natural, Sustainably Sourced Coconut-Derived Oleochemicals

With the Philippines being one of the world's largest exporters of coconut oil, the Company is well positioned to harness the country's abundant coconut resources to develop high-value, coconut-based oleochemicals. These serve as natural and sustainable alternatives to traditional petroleum-based raw materials across a wide range of applications.

As global demand shifts toward more sustainable consumption, D&L is strategically positioned to benefit from this transition, supported by its expanding portfolio of renewable, low-carbon, and environmentally responsible products. Beyond the domestic market, the Company also sees significant opportunities to grow its export footprint in this space.

With the Philippines being one of the world's largest exporters of coconut oil, D&L is well positioned to harness the country's abundant coconut resources in developing high-value, coconut-based oleochemicals. These serve as natural and sustainable alternatives to petroleum-based inputs, with applications across personal care, home care, food, and industrial sectors.



Building on this advantage, the Company has developed a portfolio of coconut-derived oleochemicals used in surfactants, emulsifiers, lubricants, and specialty additives—enabling customers to improve product performance while reducing environmental impact. These solutions support the shift toward more sustainable formulations across key end-use industries.

As global demand continues to move toward sustainable consumption, D&L is well positioned to capture growth opportunities through its expanding range of renewable and low-carbon oleochemical solutions, strengthening both its domestic presence and export footprint.

PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Health and Nutrition



Laurin CocoMCT® is a medium-chain triglyceride derived from coconut oil, free from palm and other oil sources. It is widely used across pharmaceuticals, food and beverage applications, and as a carrier for flavors, colors, and vitamins.

Known for its ability to deliver a quick and efficient source of energy, CocoMCT® supports muscle performance during intense physical activity. It also offers functional benefits, with natural antiviral, antibacterial, and antifungal properties that help support overall wellness.

CocoMCT® is available in multiple formats, including oil, water-soluble, and powder forms, providing versatility across a wide range of applications.

Organic Liquid Coconut Oil is derived from premium organic coconuts and offers a versatile, ready-to-use format that remains liquid at room temperature. Free from harmful chemicals and preservatives,

it provides a neutral flavor suitable for a wide range of culinary applications, along with a high smoke point that makes it ideal for high-heat cooking. Rich in essential fatty acids, vitamins, and minerals, it serves as a natural and functional ingredient for health-conscious consumers.



PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Personal and Home Care



COCOLATUM is a coconut-based skin protectant that serves as a natural alternative to petroleum jelly. Dermatologically tested, it helps soothe and soften the skin while providing effective relief for conditions such as diaper rash. Forming a protective barrier, it acts as a second layer of skin against external irritants, offering a safe and environmentally responsible skincare solution.



Coconut Butter is formulated with coconut-derived, sustainable ingredients to deliver effective cleansing while leaving the skin nourished and moisturized after use. It contains natural moisturizers that help maintain skin hydration and is free from animal-derived components, offering a fully vegan formulation aligned with responsible and sustainable personal care

PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Personal and Home Care



GLYZER CT is a coconut-derived MCT emollient offering medium spreading properties and multifunctional benefits for personal care formulations. It enhances skin moisturization, aids in pigment dispersion for cosmetics, solubilizes UV filters for sunscreens, and supports antidandruff performance, making it a versatile ingredient across a range of applications.



NatPro is a natural preservative designed for cosmetic applications, offering broad-spectrum antimicrobial protection. It helps maintain product quality and stability while preserving the original color and scent of the final formulation.

PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Personal and Home Care



SUFRAVON is a sulfate-free, plant-based surfactant designed for home care formulations, including liquid laundry detergents, dishwashing liquids, and all-purpose cleaners. Mild and gentle, it can directly replace primary surfactants while delivering excellent foaming and cleansing performance, with added moisturizing benefits. Derived from sustainably sourced, organically grown vegetable oils, it also offers broad compatibility with various surfactant systems



SUFRASOFT is a coconut-derived amphoteric surfactant designed for mild and versatile cleansing applications. Suitable for baby and intimate care products, it is compatible across a wide pH range, including both acidic and alkaline formulations for household use. Gentle on the skin and environmentally responsible, it offers effective performance while supporting sustainable formulation needs.

PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Personal and Home Care



SUFRAMIDE is a range of coconut-derived non-ionic surfactants that function as effective viscosity builders and foam boosters. Designed to enhance product thickness and foaming performance across various formulations, it combines high functionality with sustainably sourced, eco-friendly materials.



NEOSOFT is a line of cationic surfactants developed to enhance the conditioning performance of rinse-off formulations. It improves the softness, smoothness, and manageability of hair and skin, delivering a nourishing and refined post-use feel.

PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Personal and Home Care



SUFRAQUAT BK is a coconut-derived disinfectant composed of plant-based actives with broad-spectrum antimicrobial efficacy. Designed for household applications, it effectively eliminates pathogens while offering a safe and reliable solution for maintaining clean and hygienic environments.



SUFRAQUAT FS is a coconut-derived esterquat designed for fabric softener formulations. It delivers effective fabric conditioning, enhancing softness, texture, and overall comfort while remaining gentle on the skin and aligned with naturally derived, sustainable ingredients.

PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Personal and Home Care



PEARLUX PB is a coconut-derived, cold-processable pearlizing agent designed for rinse-off formulations. It enables easy incorporation while imparting a luxurious pearlescent appearance, enhancing the visual appeal and overall sensory experience of finished products.



ECOPURE is a range of concentrated surfactant blends formulated for diverse applications, including baby care, personal care, home care, and pet care. Developed with naturally derived ingredients, it delivers effective cleansing performance while ensuring safety and environmental responsibility.

PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Bio Fuel and Agrochemicals



BIODIESEL (Coconut Methyl Ester) is a renewable, coconut-derived fuel that serves as a cleaner alternative to conventional diesel. It helps reduce greenhouse gas emissions and supports improved engine performance while promoting the use of sustainable and locally sourced energy.



Active 32E® and CropGuard® are emulsified organic spray oils with high biodegradability and excellent wetting and spreading properties. They provide insecticidal and fungicidal benefits, making them suitable for organic and low-chemical farming applications while supporting more sustainable agricultural practices.



BioMate Forte Foliar Fertilizer® is an emulsifiable concentrate (EC) formulated with essential macro- (N, P, K) and micronutrients to support plant growth and development. Utilizing organic chelates for improved nutrient absorption, it provides safe and effective nourishment across a wide range of crops, including grains, legumes, fruits, vegetables, and ornamentals.

PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Other Sustainable Industrial Chemicals



Lubricote is a plant-based lubricant formulated from ester-based synthetic oils, designed for effective penetration and long-lasting protection. It functions as a rust inhibitor, helping prevent corrosion on both inner and outer surfaces of wire ropes, cables, and chains while supporting more sustainable industrial applications.



Surfasol/Dispersa is a plant-based, non-aromatic additive that enhances the solvency of formulations when used alongside other solvents. It is widely applied across industries such as printing inks, coatings, household cleaners, and oil and gas, supporting improved formulation performance with a more sustainable profile.



GRI 301, 302, 416, 417 | SDG 3, 9, 12, 13

PRODUCT & TECHNOLOGY INNOVATION

Making Sustainable Solutions Accessible for the Food Industry

The Philippine food oil market remains largely dominated by palm-based products, primarily due to their cost advantage and widespread availability. However, this reliance comes with well-documented sustainability concerns, including environmental impact and growing scrutiny from increasingly conscious consumers and global markets.

As one of the country's leading food ingredient suppliers, D&L Industries plays a critical role in expanding access to more sustainable and health-conscious alternatives. By leveraging its scale, technical expertise, and deep customer partnerships, the Company helps make viable options—such as coconut-based oils—more accessible to food manufacturers seeking to improve both the nutritional profile and sustainability of their products.

Through continued and significant investments in research and development, D&L Industries supports customers in reformulating their offerings to align with evolving consumer preferences and regulatory standards. This includes developing solutions that utilize sustainably sourced raw materials, eliminating harmful components such as trans fats, and enhancing overall product quality without compromising cost efficiency or performance. In doing so, the Company not only enables change but actively facilitates the industry's transition toward healthier and more sustainable food solutions.

PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Sustainable Food Solutions



Coconut Oil Cooking Spray is an organic liquid coconut oil delivered through innovative bag-on-valve (BOV) technology, enabling consistent, all-angle spraying without propellants. It provides a fine, even mist for precise application, making it ideal for cooking, baking, and food preparation while minimizing waste. Derived from premium organic coconuts, it is free from harmful chemicals and preservatives, and features a high smoke point suitable for high-heat cooking.



Vegan Butter is a plant-based, dairy-free butter alternative made from coconut-derived ingredients. It delivers a smooth texture and rich mouthfeel suitable for cooking, baking, and spreading, while remaining free from preservatives. As a natural source of lauric fat, it offers a functional and sustainable option for consumers seeking vegan and clean-label food solutions.



RBD Coconut Oil is a refined coconut oil produced from carefully selected crude coconut oil and processed to remove impurities, resulting in a light color and enhanced oxidative stability. Entirely derived from natural vegetable sources and free from preservatives, it offers excellent resistance to rancidity, while being non-GMO and allergen-free—making it suitable for a wide range of food and industrial applications.

PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Sustainable Food Solutions



Primeo Infused Oil Garlic & Thyme is made with premium, sustainably produced liquid coconut oil and infused with aromatic garlic and thyme. It offers a nutrient-rich, naturally derived profile that enhances a variety of dishes, providing a clean and flavorful addition to everyday cooking.



Primeo Infused Oil Garlic & Rosemary is crafted from premium, sustainably produced liquid coconut oil and infused with aromatic garlic and rosemary. It delivers a fragrant, nutrient-rich profile that enhances a wide range of dishes, offering a clean and naturally derived option for elevating everyday cooking.

PRODUCT & TECHNOLOGY INNOVATION: COCONUT-DERIVED OLEOCHEMICALS

Sustainable Food Solutions



Primeo Infused Oil Calamansi Vinaigrette is a tropical-inspired dressing made with premium liquid coconut oil sustainably produced in the Philippines and infused with the bright, citrus notes of local calamansi. It delivers a clean, nutrient-rich profile that enhances salads and marinades, offering a refreshing and naturally derived option rooted in authentic island flavors.



Tablea Chocolate Drink Mix is crafted from premium single-origin cacao sourced from Davao, Philippines, delivering a rich and authentic cocoa experience rooted in traditional Filipino craftsmanship. Made from sustainably grown beans, it offers a pure, full-bodied chocolate profile that highlights the country's heritage cacao in a convenient, ready-to-enjoy format.

Coconut Based Products



- Coconut Oil Spray
- Vinaigrette
- Virgin Coconut Oil
- Liquid Coconut Oil
- RBD Coconut Oil (in Jar, in Botttle)
- Popping Oil / Popcorn Oil
- Coconut All-purpose Shortening
- Cocoa Butter Substitute
- Vegan Pancake Mix
- Coconut Caramel Syrup

Butter Substitutes and Spreads

- Cocoa Butter Substitutes
- Buttery Spreads
- Vegan Butter





COCOPURE

COCONUT OIL



MADE FROM PHILIPPINE COCONUTS

PURE COCONUT OIL. PURE GOODNESS.

Made from carefully selected and processed coconuts, Cocopure Coconut Oil has undergone special refining process to remove all impurities.

SUSTAINABLY SOURCED

TOP QUALITY COCONUTS

CERTIFIED & COMPLIANT

- RBD
- COCHIN
- INFANT GRADE
- ORGANIC
- CRUDE

GRI 301, 302, 305, 306 | SDG 9, 12, 13

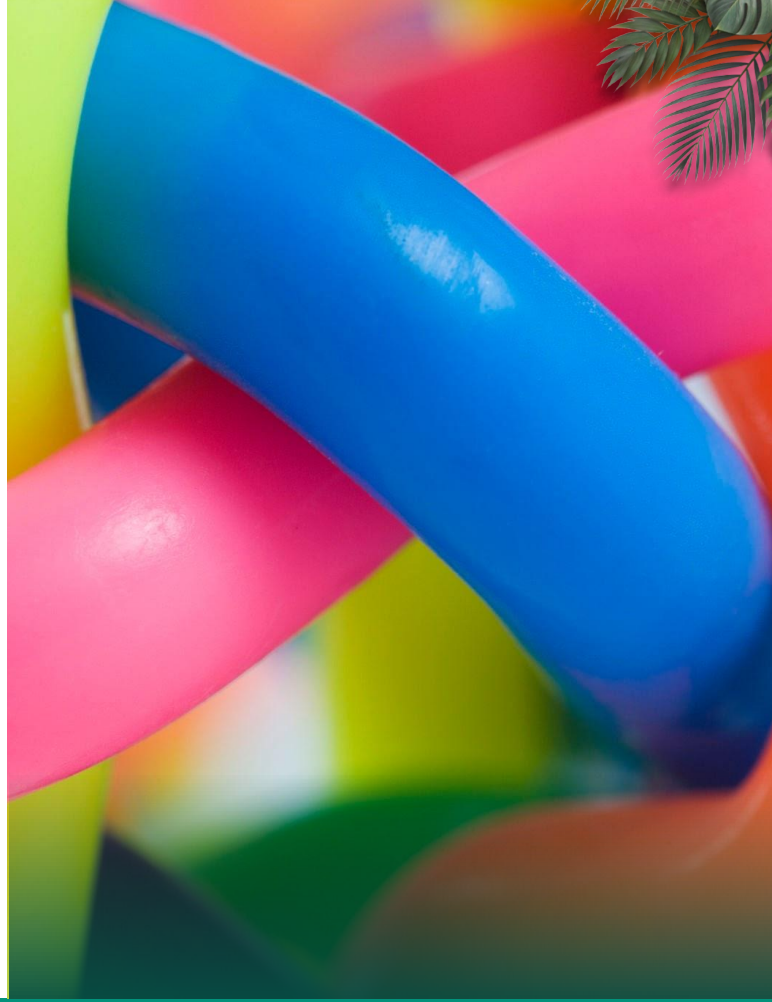
PRODUCT & TECHNOLOGY INNOVATION

Driving Innovation in Plastics Sustainability

Plastics have been at the core of the Company's journey since its earliest days, forming the foundation upon which the Group was built. Over the years, this legacy business has evolved alongside changing market demands and growing environmental awareness, positioning the Company not only as a plastics solutions provider, but as a key contributor to advancing sustainability within the industry.

While the environmental challenges associated with plastics are well recognized, their role in modern life remains indispensable. Plastics offer a unique combination of being lightweight, durable, cost-efficient, and highly versatile—qualities that are difficult to replicate with alternative materials at scale. From food preservation and healthcare applications to infrastructure and consumer goods, plastics continue to play a critical role in improving quality of life and enabling economic activity.

Recognizing both the responsibility and opportunity this presents, the Company has focused its expertise on enhancing the sustainability profile of plastics. Through its specialized capabilities in masterbatches and additives, it enables plastic materials to achieve improved physical and mechanical properties, while also incorporating features such as biodegradability, recyclability, and reduced environmental impact. These innovations allow customers to meet evolving regulatory requirements and consumer preferences without compromising performance.



PRODUCT & TECHNOLOGY INNOVATION: PLASTICS SUSTAINABILITY

Advancing Natural Fiber Innovation With The Launch of Abaca Plastic Pellet

D&L Industries, through its subsidiary D&L Polymer & Colours, Inc. (DLPC), reached a major milestone in its sustainability journey with the development of a 100% abaca pellet for direct use in plastics compounding. Building on its earlier success in incorporating natural fibers into plastics, this ready-to-use format allows abaca to be seamlessly integrated into the manufacturers' existing processes, enabling wider applications and more scalable adoption across the plastics value chain.

The new pellet technology transforms abaca—an abundant, renewable, and exceptionally strong natural fiber—into a standardized additive that can be handled like conventional polymer inputs. This eliminates the need for specialized processing, making it easier for manufacturers to incorporate sustainable materials into their products. DLPC's proprietary technology can also be applied to other locally sourced fibers such as pineapple, bakong, and vetiver, expanding the potential for high-value, bio-based materials.



Natural fiber composites produced using these pellets enhance both performance and sustainability. They are strong, durable, and lightweight, making them suitable for a wide range of applications, from consumer goods to construction and automotive components. At end-of-life, these materials can be processed through conventional recycling systems or, depending on formulation, designed to be compostable, supporting greater circularity.

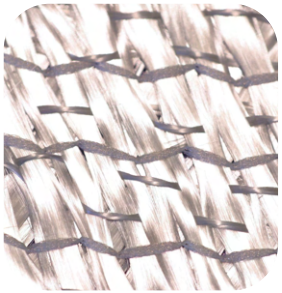
With current formulations enabling up to 40% substitution of virgin polymers—and potential for further increases as technology advances—the innovation helps reduce reliance on fossil-based plastics while maintaining material performance. By shifting to a pelletized, market-ready input, DLPC accelerates the integration of natural fibers into mainstream manufacturing, working with partners across industries to drive adoption. This development marks a significant step toward a more sustainable, fiber-integrated plastics ecosystem.

PRODUCT & TECHNOLOGY INNOVATION: PLASTICS SUSTAINABILITY

Sustainable Plastic Solutions



Biorez® Compostable Polymer is a bio-based alternative to conventional plastics, designed to be fully biodegradable and compostable. It supports sustainable waste management and enables a circular, cradle-to-cradle material lifecycle, making it suitable for environmentally responsible applications.



Proflex® Glass-Filled Compounds are high-performance polymer materials engineered for enhanced durability and strength. By improving the mechanical properties of standard plastics, they extend product service life and support more efficient, long-lasting applications.

PRODUCT & TECHNOLOGY INNOVATION: PLASTICS SUSTAINABILITY

Sustainable Plastic Solutions



Biorez® Bio-based Compounds are polymer materials derived from renewable and sustainable resources, designed to meet application-specific performance requirements. They provide an alternative to conventional plastics by enabling the use of renewable inputs while supporting more sustainable product formulations.



NEU® is an eco-friendly alternative to conventional plastics, primarily made from plant-based fibers and other sustainable materials. It is designed to significantly reduce carbon footprint while offering a more environmentally responsible option for various applications.

PRODUCT & TECHNOLOGY INNOVATION: PLASTICS SUSTAINABILITY

Sustainable Plastic Solutions



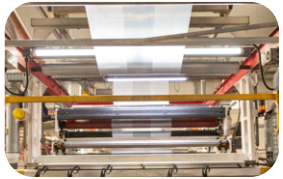
Polygard® Anti-Oxidant Stabilizers are polymer additives designed to enhance the processing stability of polyolefin plastics such as PE, HDPE, and PP. They improve resistance to thermal and oxidative degradation, enabling better recyclability and maintaining material performance throughout processing cycles.



PlastiBond® Bonding Agent is a plastic additive that enables the incorporation of contaminants during the processing of recycled polyolefin materials. It enhances compatibility within recycled streams, allowing manufacturers to increase recycled content while maintaining product performance.

PRODUCT & TECHNOLOGY INNOVATION: PLASTICS SUSTAINABILITY

Sustainable Plastic Solutions



Polymate® Process and Material Optimization Additives are specially formulated additive packages designed to enhance extrusion efficiency and optimize material usage. They support improved processing performance while helping manufacturers reduce energy consumption and overall resource requirements.



Hi-Purge® Extruder Cleaning and Maintenance Compounds are specialized solutions designed to improve cleaning efficiency during processing and equipment transitions. They minimize the use of virgin materials for purging, reduce downtime, and support lower energy and material consumption, contributing to more efficient and sustainable manufacturing operations.



Colormate® White Masterbatches for Laminates are color additives designed to impart a consistent white background for printing on sachets and laminate packaging. By reducing the need for solvent-based inks, they support more efficient and environmentally responsible production processes.

GRI 416

PRODUCT & TECHNOLOGY INNOVATION

Product Responsibility and Safety

D&L ensures that its products meet stringent safety and regulatory requirements across all business segments, including food ingredients, oleochemicals, specialty plastics, and consumer products original design manufacturing.

Health and safety considerations are integrated at multiple stages of the product lifecycle:

- **Product Design and Development -** Safety, environmental impact, and regulatory compliance are incorporated into risk assessment processes during product and packaging development, helping minimize hazardous substances and waste generation at source .
- **Manufacturing and Quality Assurance -** Operations adhere to internationally recognized standards such as ISO 14001:2015 and occupational health and safety systems, ensuring that production processes are controlled, safe, and environmentally responsible .
- **Regulatory Compliance -** The Company strictly complies with applicable Philippine environmental and safety regulations, including those governing hazardous substances, air and water quality, and waste management. Accredited third-party providers are engaged for the safe treatment and disposal of hazardous materials .
- **Customer Safety and Application -** Through its customized solutions approach, D&L works closely with customers to ensure that products meet specific safety, quality, and performance requirements across various applications, including food, personal care, and industrial uses.

This integrated approach supports the consistent delivery of safe, high-quality products while minimizing risks to consumers, employees, and the environment.

GRI 3-3, 308-1, 408-1, 409-1 | SDG 16.5

PROCESS RATIONALIZATION AND OPTIMIZATION

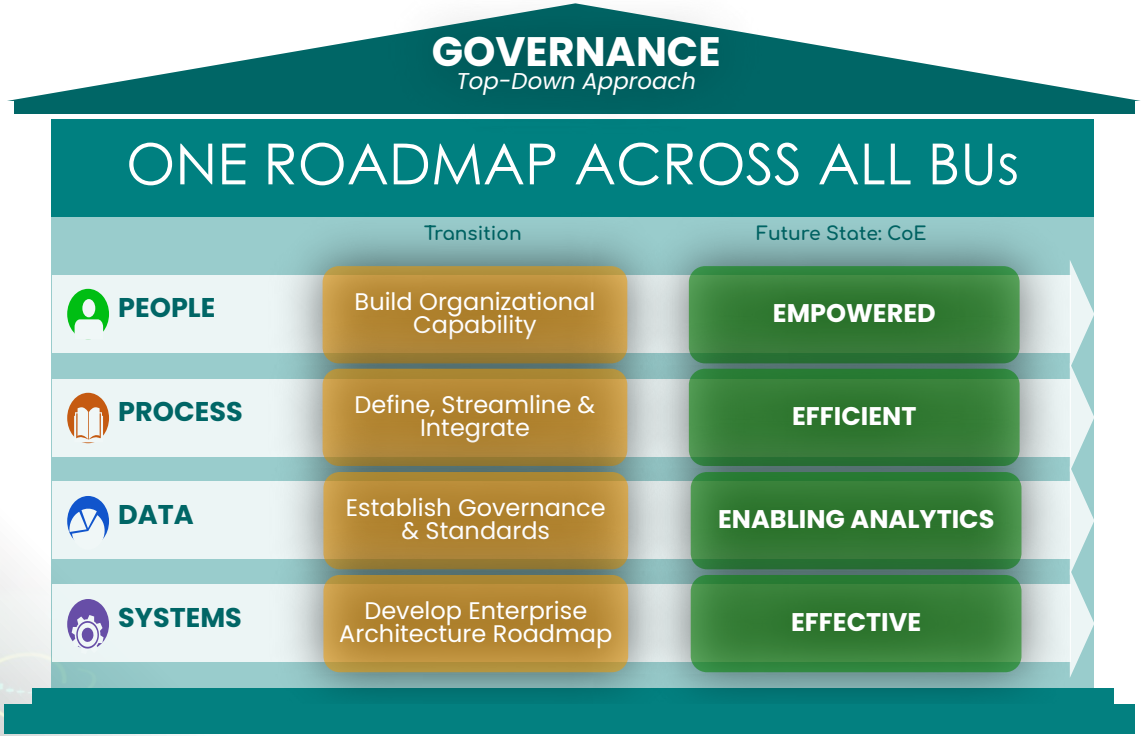
Effective processes serve as the backbone of any organization, providing the structure necessary to transition from fragmented work to integrated operations. These processes ensure predictability, consistency, and efficiency, leading to cost reductions that translate into higher customer satisfaction and improved profitability. Furthermore, well-documented processes facilitate knowledge preservation, robust risk management, and compliance, while enabling continuous improvement and scalability. Sustainability requires rationalized and streamlined core, support, and management processes. By minimizing inputs—including time—and eliminating waste, organizations can optimize productivity and maximize yields.



PROCESS RATIONALIZATION AND OPTIMIZATION

Digital Transformation

Following our process review and streamlining, we embarked on our Digital Transformation journey to further improve efficiencies, automate controls, eliminate duplication and redundancies, and reduce the use of paper to save trees.



GRI 3-3, 308-1, 408-1, 409-1 | SDG 16.5

PROCESS RATIONALIZATION AND OPTIMIZATION

Supply Chain Management

Sustainability in the supply chain has been of increasing importance and of growing concern in the past years, especially for manufacturing companies like D&L. To maintain competitiveness, the company continues to improve and adopt supply chain best practices towards several sustainability topics and ensures speed in addressing the ever-changing business landscape.

The Company's Vendor Selection and Assessment procedure includes the assessment of manufacturing facilities, supply chain processes, employees' health, safety and welfare programs, compliance to government regulations and waste management. Traceability, and safety against banned or harmful minerals or chemicals are key considerations in the procurement of materials. Certifications to guarantee the quality of the goods and the processes by which these are manufactured are very important thus it is absolutely necessary for the company to go through great lengths to ensure compliance.

A Supply Chain Management System is in place across most of the companies under the group and is compliant with the Quality Management System ISO 9001:2015, the Environmental Management System ISO 14001:2015, and the Occupational Health and Safety Management System ISO 45001:2018. It is the direction of D&L to qualify vendors of direct and indirect materials based on the said standards.

In addition, the subsidiaries of D&L also ensure that they are compliant with other rules, regulations and standards pertaining to their respective raw materials and products. The Food Division ensures the vendors' compliance with food and safety standards, laws and regulations needed to maintain the Food Safety System Certification (FSSC) recognized by the Global Food Safety Initiative (GFSI). The Chemicals Division is a qualified member of the Supplier Ethical Data Exchange (SEDEX) and the Sedex Members Ethical Trade Audit (SMETA), where an ethical standard practice is being followed across customers and vendors. It also uses materials that conforms to the regulatory requirements of the Environmental Management Bureau and other controlled chemicals that may cause harm to the public and the environment.

The logistics department maintains proper storage separating food and non-food items to ensure the safety of the products. It is a medium-term goal to implement a warehouse management system tool to equip an error-free mechanism and achieve near-perfect picking rates.

Moving forward, the company aims to move closer to a just-in-time inventory system in order to make more efficient use of its warehouses. It has also begun looking into materials and suppliers that support the call for a "circular economy". Constantly looking towards global market trends, D&L ensures that it is always taking the necessary steps to improve holistically.

GRI 3-3, 2-6; 204-1

PROCESS RATIONALIZATION AND OPTIMIZATION

Procurement Practices

D&L believes that sustainable procurement practices are foundation of truly sustainable operations. As such, the company is committed to constantly improve its procurement processes for better efficiency and sustainability.

The company's sustainable procurement practices start with formal Vendor Selection and Assessment guidelines which are implemented across the organization. This ensures that the vendors the company deals with are legitimate entities capable of supplying consistent high-quality raw materials that are fully compliant with all applicable laws and regulations.

The company also performs periodic audits of the vendors' supply chain processes including quality and delivery assurance, complaints handling, employee safety and welfare. The Company favors vendors with sustainability practices including resource conservation and waste management programs, good manufacturing practices and are compliant with global standards such as ISO 14001 (Environmental Management), ISO 50001 (Energy Management), and ISO 46001 (Water Efficiency Management).

These were institutionalized through the implementation of the Enterprise Economic, Environment Social and Governance (EESG) Policy that included provisions highlighting the need for Responsible Sourcing. The Company's EESG Policy further extends its scope to all stakeholders, including its vendors, requiring fairness, transparency with utmost consideration and protection of privacy, health, welfare, safety and security.



GRI 3-3, 2-6; 204-1

PROCESS RATIONALIZATION AND OPTIMIZATION

Material Related Party Transaction Policy

The Audit Committee performs the functions of the Related-Party Transaction (RPT) Committee, specifically the evaluation of relations between businesses and counterparties to continuously identify related-parties and review RPTs to ensure that these are undertaken on an arm's length basis that is appropriately monitored, reported and disclosed. The Audit Committee further ensures that no corporate or business resources are misappropriated or misapplied and determines potential reputational risks that may arise as a result of or in connection with the RPTs.

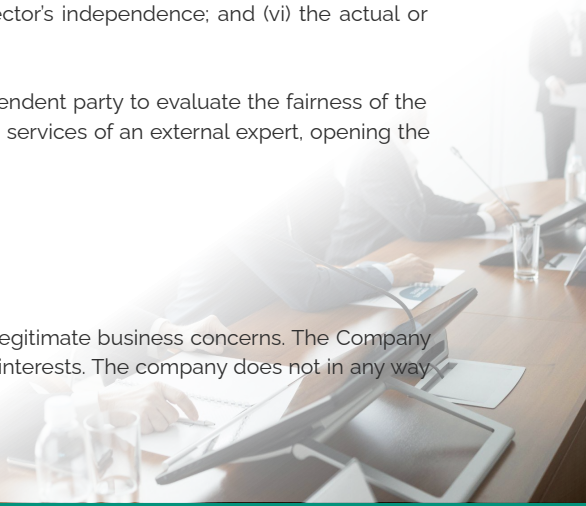
The Audit Committee is tasked to review the material facts of all Material RPTs and either approve or disapprove such transactions. In assessing an RPT, the Audit Committee is guided by the arm's length principle and consider such factors as it deems appropriate: including but not limited to (i) the benefits to the Company of the transaction; (ii) the commercial reasonableness of the terms of the Material RPT; (iii) the degree of materiality of the transaction to the Company; (iv) the extent of the Related Party's interest in the Material RPT; (v) if applicable, the impact of the Material RPT on the non-employee director's independence; and (vi) the actual or apparent conflict of interest of the Related Party participating in the RPT.

To further ensure that the Material RPTs are conducted at arm's length, the Audit Committee engages an external independent party to evaluate the fairness of the terms of the Material RPTs and employ an effective price discovery mechanism such as, but not limited to, acquiring the services of an external expert, opening the transaction to a bidding process or publication of available property for sale.

Material RPTs approved by the Audit Committee are elevated to the Board for final approval.

THE WAY THE COMPANY DEALS WITH POLITICS

The company cooperates with governments and other organizations in the protection and promotion of the company's legitimate business concerns. The Company closely collaborates with them in the development of regulatory and legislative initiatives impacting its investments and interests. The company does not in any way participate in party politics.



GRI 3-3, 302-1, 302-3 | SDG 7.2, 7.3, 12.4, 12.5, 13.1, 15.9

PROCESS RATIONALIZATION AND OPTIMIZATION

Resource Management

The company uses various types of energy sources for its operations. For the office buildings, the company uses purchased electricity. For the plant operations, the company uses boilers. Meanwhile, diesel is used to run generator sets during power outages.

The company is constantly looking for ways on how to further make its operations more efficient with lower energy consumed per unit of product manufactured. These initiatives include:

- **Installation of motion detector lights at warehouses**
  Use of LED lights which are more energy efficient than fluorescent and incandescent lights
- **Regular maintenance of air conditioning units**
  Optimizing the production schedule to yield the lowest possible energy consumption per unit of product manufactured
- **Identification of compressed air line leaks**
  Megger testing and preventive maintenance
- **Replacing old supply pump motors with high efficiency motors**
  Turning off lights and air conditioning during lunch breaks
- **Recycling of diesel fuel for equipment cleaning**
  Use of biodiesel waste as fuel for diesel boiler



GRI 3-3, 303-1, 303-3, 303-5 | SDG 6.4

PROCESS RATIONALIZATION AND OPTIMIZATION

Resource Conservation

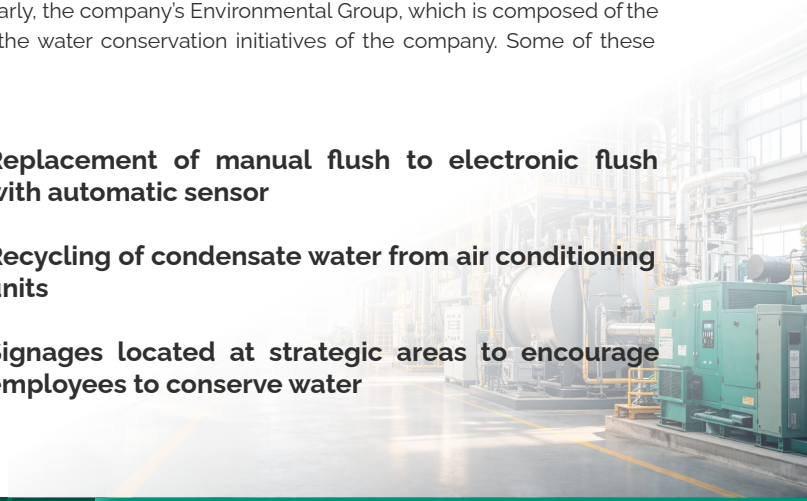
To monitor the company's progress and to champion the resources conservation initiatives, an Environmental Group within the company was formed. This group is composed of Pollution Control Officers from each business unit.

WATER CONSUMPTION

In the Company's day to day activities, water is primarily used for the operations of the cooling tower, for equipment cleaning, and for domestic uses in the office buildings such as for restroom usage, washing, and food preparation in the canteens.

The Company is proactively looking for ways on how to further reduce its water consumption. Similarly, the company's Environmental Group, which is composed of the Pollution Control Officers from each business unit, is in charge of monitoring and championing the water conservation initiatives of the company. Some of these initiatives include:

- **Regular identification and repair of water leaks**
- **Use of pressure water for product transition cleaning**
- **Installation of stainless float valve at make-up water of cooling tower system to control water overflow**
- **Use of knee valve faucet**
- **Replacement of manual flush to electronic flush with automatic sensor**
- **Recycling of condensate water from air conditioning units**
- **Signages located at strategic areas to encourage employees to conserve water**



GRI 3-3 | SDG 12.4, 12.5, 13.1, 15.9

PROCESS RATIONALIZATION AND OPTIMIZATION

Environmental Impact Management

AIR POLLUTANTS

D&L is fully compliant with all the operating condition requirements by the Department of Environment and Natural Resources (DENR) and the Environmental Management Bureau (EMB). As far as air emissions and pollution are concerned, the company strictly abides by RA8749 or Philippine Clean Air Act.

AIR EMISSIONS/GHG

In the normal course of operations, the Company generates greenhouse gas (GHG) emissions. Direct emissions from boilers, oil heaters, generator sets, trucks, and service vehicles represent the company's Scope 1 emissions. Meanwhile, the energy used to light up its facilities and office buildings comprise the company's Scope 2 emissions.

The Company is committed to reducing its emissions over time and making its operations more environment friendly. To reduce emissions, the company has instituted various initiatives from energy conservation to prudently replacing equipment to make operations more efficient.



GRI 3-3 | SDG 12.4, 12.5, 13.1, 15.9

PROCESS RATIONALIZATION AND OPTIMIZATION

Environmental Impact Management

SOLID WASTE

Waste is generated by plants and offices. In order to properly manage waste, each plant has a designated Material Recovery Facility (MRF), in compliance with R.A. 9003 for Solid Waste management. Before waste materials get transferred to the MRF, each operating section already does the first layer of waste segregation. A designated person is responsible in each MRF who receives and further sorts the waste to facilitate systematic disposition.

Wastes are classified as hazardous, non-hazardous, sellable, and garbage. Hazardous wastes are hauled by accredited treaters before being hauled off site. Non-hazardous waste may be recycled for internal use. Sellable wastes such as old plastic and steel drums, wooden and plastic pallets, cartos, packaging materials, and metal debris are sold to recycling companies. The rest are considered trash and hauled by accredited garbage collectors. The company enforces strict accreditation policies to ensure that all plant and office wastes are disposed of in accordance with the standards of the regulating government agencies.

Lastly, to increase awareness and to encourage employees to help minimize waste, the company has various programs in place such as Trash to Treasure, War on Waste (WOW), and Reduce, Reuse, Recycle, Repair, Repurpose (5R).

GRI 3-3 | SDG 12.4, 12.5, 13.1, 15.9

PROCESS RATIONALIZATION AND OPTIMIZATION

Environmental Impact Management

HAZARDOUS WASTE

Hazardous wastes are properly managed in compliance with government requirements. To ensure safe handling, procedures were established in the storage, treatment, and disposal of these materials. All facilities comply with the ISO standards for Environmental Management (ISO 14001:2015) and Occupational Health and Safety (OHSAS 18001:2007).

Each company has obtained its Generator Registration Certificate from the DENR. Waste classified as hazardous based on the DENR-EMB standards are disposed of by DENR-accredited third-party treaters which have passed the stringent accreditation process of this government agency.

As part of risk assessment during the design and development stage for both finished products and packaging, the Company strictly adheres to health, safety, and environment standards to further reduce hazardous waste.

PROCESS RATIONALIZATION AND OPTIMIZATION

Environmental Impact Management

EFFLUENTS

In addition, the company invests in various infrastructure to make its operations more sustainable. For instance, its water treatment facility is much stricter than the standards set by the Department of Environment and Natural Resources, ensuring that water released is the cleanest possible.

GRI 3-3, 2-27 | SDG 12.4, 12.5, 13.1, 15.9

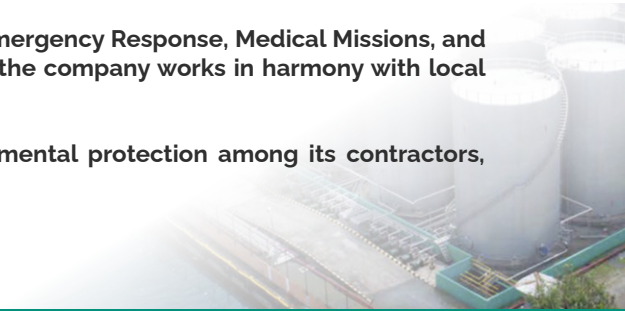
PROCESS RATIONALIZATION AND OPTIMIZATION

Environmental Compliance

The Company is compliant with all environmental laws and regulations that are applicable to its business operations. Management provides a clear statement of the Company's responsibility towards creating, maintaining, and ensuring a healthy, safe, and clean environment for sustainable growth.

In summary, the Company is committed to:

- **Comply with applicable laws and regulations and other requirements and measures considered necessary to its business operations.**
- **Create Health & Safety programs that ensure the well-being of its employees.**
- **Conserve natural resources through efficient equipment utilization, wise use of resources, recycling, and reducing wastage, discharge, and emissions.**
- **Continuous Health, Safety and Environment (HSE) education programs for employees, outsourced personnel, and suppliers.**
- **Implement creative shared values with local communities through fire drills, HSE training, Emergency Response, Medical Missions, and Tree Planting activities, and promote green surroundings at its manufacturing locations as the company works in harmony with local government units, stakeholders and NGOs.**
- **Promote awareness and shared responsibility for occupational health, safety and environmental protection among its contractors, suppliers, and customers.**



GRI 3-3, 304-2 | SDG 6.6, 15.9

PROCESS RATIONALIZATION AND OPTIMIZATION

Ecosystem & Biodiversity

Embedded in the Company's Code of Business Principles is its commitment to sustainable development. D&L cares for the environment and strives to meet the ever-increasing needs of the business but never forgets the conservation and preservation of nature.

The Company's long-haul horizon goes beyond the present and stretches to generations yet to come. The company endeavors not to endanger but rather enhance the ecosystem. The company also recognizes the importance of biodiversity and supports the global community in protecting it.

D&L is fully-compliant, and in many cases implements stricter measures than what is required by relevant laws such as:



RA 9003: Ecological Solid Waste Management Act of 2003

RA6969: Toxic substances and hazardous and nuclear wastes control act (1990)

RA8749: Philippine Clean Air Act

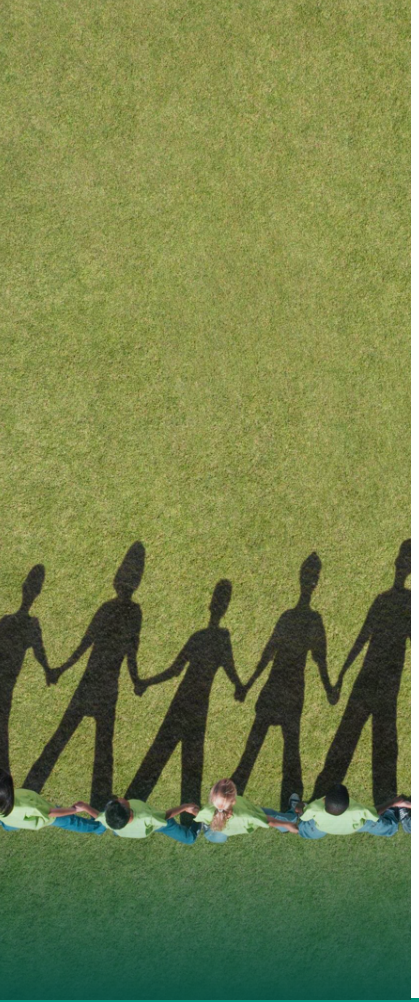
RA 9275: Philippine Clean Water Act of 2004

RA11285: Energy Efficiency & Conservation Act

PARTNERSHIP CULTIVATION



The United Nation Sustainable Development Goals (UN SDGs) are a universal call to action to end poverty, protect human rights and conserve the planet. As no single organization can achieve these objectives alone, these require both individual and collective effort. In this regard, D&L partners with like-minded organizations that share our vision of protecting human rights, providing for basic needs, conserving the environment, and uniting for global peace and prosperity.



GRI 2, 3, 203, 413 | SDG 4, 8, 10, 17

PARTNERSHIP CULTIVATION: CORPORATE SOCIAL RESPONSIBILITY

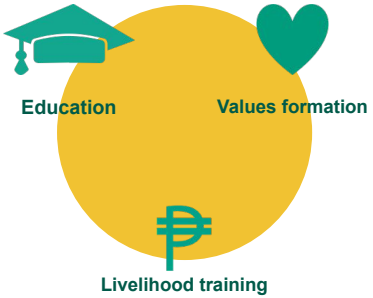
D&L commits 1% of its annual income and carries its corporate social responsibilities through the partner foundation, Lao Foundation, Inc. (LFI).

LAO FOUNDATION

BUILDING MINDS | FORMING HEARTS | CHANGING LIVES

About Lao Foundation

Established in 2010, the Lao Foundation (LFI) has grown from what were then informal initiatives to the structured programs and projects that they are today. Registered with the Department of Social Welfare and Development (DSWD) and accredited by the Philippine Council of NGO Certification (PCNC), LFI focuses on uplifting and empowering the less fortunate through **education**, **values formation** and **livelihood training**. Holistic development is at the heart of what LFI does.





GRI 2-3, 203-413 | SDG 4, 8, 10, 17

PARTNERSHIP CULTIVATION: LAO FOUNDATION

Making long lasting change by empowering individuals

GRI 203, 404, 413 | SDG 4, 8, 10

PARTNERSHIP CULTIVATION: LAO FOUNDATION

LAOFOUNDATION
BUILDING MINDS I FORMING HEARTS I CHANGING LIVES

Scholarship Program

LFI directly oversees scholarship initiatives in host communities where D&L Group operates, strengthening access to education and fostering long-term community growth.

102	14	9	88	13
Scholars in 2025	*Graduates in 2025*	*Board passers in 2025*	*Graduates to date*	*Board passers to date*



PARTNERSHIP CULTIVATION: LAO FOUNDATION

LAOFOUNDATION
BUILDING MINDS I FORMING HEARTS I CHANGING LIVES

Partner-based Scholarship Programs

Together with 12 partner organizations, LFI also sponsors scholarships, provides technical and in-plant training, and creates employment opportunities for graduates.

285	137	30	7	97
Scholars in 2025	*Graduates in 2025*	*In-plant trainees in 2025*	*In-plant trainees hired by D&L in 2025*	*In-plant trainees hired to date*



PARTNERSHIP CULTIVATION: LAO FOUNDATION

LAOFOUNDATION
BUILDING MINDS I FORMING HEARTS I CHANGING LIVES

Community-based Programs

We provide scholarships for the children of coconut farmers through partnerships with Dualtech Training Center (two-year Electromechanic Technology, with graduates now employed at DLPF and DLPC), Davao del Sur State College (four-year agriculture-related degrees, with our pilot batch graduating this year), and Don Bosco Agro-Mechanical Technology Center (30 scholars annually in a two-year technical-vocational program).

In partnership with SEED Philippines and the Samahan ng Magsasaka ng Barangay Ibabang Wasay (SMBIW), we also established an organic Community Food Farm—developed through farmer consultations—to provide training in organic agriculture and agroentrepreneurship and create an additional, sustainable source of income.

68
Scholars in 2025
(Children of coconut farmers)

6
Graduates in 2025

1
Community food farm



PARTNERSHIP CULTIVATION: LAO FOUNDATION

LAOFOUNDATION
BUILDING MINDS I FORMING HEARTS I CHANGING LIVES

ELL Teachers' Welfare Program

LFI supports retired teachers of Grace Christian High School through stipends and strengthens partner schools through teacher training—honoring the founders' mother, a dedicated teacher.

81
Beneficiaries

14
Scholars pursuing education-related courses



GRI 203, 404, 413 | SDG 4, 8, 10

PARTNERSHIP CULTIVATION: LAO FOUNDATION

LAOFOUNDATION
BUILDING MINDS I FORMING HEARTS I CHANGING LIVES

LBL Educational Excellence Awards

LFI empowers the children and dependents of D&L employees through need-based scholarships, Educational Excellence Grants, and cash awards for outstanding academic performance—easing financial burdens while rewarding achievement and inspiring continued excellence in education.

459
Beneficiaries in 2025






PARTNERSHIP CULTIVATION: LAO FOUNDATION

LAOFOUNDATION
BUILDING MINDS | FORMING HEARTS | CHANGING LIVES

Balik Eskwela and Pamaskong Handog Program

In the communities where D&L Group operates, LFI drives its Balik Eskwela Program to equip public elementary students with essential school supplies at the start of the academic year. Through the Pamaskong Handog Program, it also mobilizes employee support to grant Christmas wishes and deliver meaningful gifts to students in need.

14,562
Students in 2025
Balik Eskwela Beneficiaries

427
Teachers in 2025
Balik Eskwela Beneficiaries

887
Students in 2025
Pamaskong Handog Beneficiaries









GRI 3, 403, 413 | SDG 3, 11, 13

PARTNERSHIP CULTIVATION: D&L HAZMAT TEAM

Serving Beyond the Workplace

Safety does not stop at our gates. Beyond protecting our workplace, the company stands as a steadfast partner of the community. With a fully equipped and highly trained Fire and HazMat team, we are prepared not only to safeguard our operations, but to respond swiftly and decisively whenever our community needs us most. We also deliver NFPA-standard training to partner organizations, strengthening industry-wide safety and preparedness.

65

Number of fire responses in 2025

- **52** Residential
- **6** Warehouses
- **4** Commercial Establishments
- **2** Condos/High rise buildings
- **1** Industrial

GRI 3-3, 2-22, 13.22.1, 13.23.1

PARTNERSHIP CULTIVATION: COCONUT SUSTAINABILITY

Coconut Sustainability Initiatives (CSI)

The company has strengthened its commitment to sustainable coconut development through a comprehensive, end-to-end approach that supports farmers, improves supply chain traceability, and promotes responsible sourcing. Recognizing the importance of coconut oil in its business and in the Philippine economy, the company formalized its Coconut Sustainability Initiative (CSI) in 2022, aligning its efforts with national programs such as the Coconut Farmers and Industry Development Plan (CFIDP).

At the core of its strategy is active collaboration with industry stakeholders and global sustainability platforms. Through its participation in the Sustainable Coconut and Coconut Oil Roundtable—now the **Sustainable Coconut Partnership**—the company adopts internationally recognized principles covering responsible production, ethical sourcing, social responsibility, and economic viability. Complementing this, the company works with **Proforest** to align its practices with the Proforest Scorecard Criteria, a globally recognized framework that helps assess and guide suppliers in meeting sustainability requirements. This enables the company to systematically evaluate risks, strengthen policies, and implement improvement programs across its coconut supply chain.

proforest

SUSTAINABLE COCONUT PARTNERSHIP



GRI 3-3, 13.12.1, 13.22.1 | SDG 2.3, 2.4, 17.16, 17.17

PARTNERSHIP CULTIVATION: COCONUT SUSTAINABILITY

Uplifting Coconut Farming Communities

The company places strong emphasis on traceability and farmer engagement. It works closely with upstream partners such as coconut oil mills, aggregators, and buying stations to trace copra origins down to the farm level. This ensures transparency while enabling targeted support for farming communities. Programs include **farmer registration**, **agricultural training,** and **assistance in obtaining organic certification**, helping improve both productivity and market access.

Beyond compliance, the company actively invests in **community development and long-term supply resilience**. Initiatives such as copra dryer donations, farmer training programs, and replanting efforts aim to enhance coconut quality and increase farmer incomes. Replanting programs address aging tree populations, while incentives encourage farmers to properly nurture seedlings during critical growth stages.

Overall, the company's coconut sustainability efforts reflect a structured and evolving approach—anchored on global standards such as Proforest, strengthened by industry collaboration, and grounded in meaningful on-the-ground impact—ensuring the long-term viability of both its supply chain and the broader coconut industry.



ORGANIC COPRA CERTIFICATION DOCUMENT REVIEW



COPRA DRYER DONATION



COCONUT REPLANTING

PARTNERSHIP CULTIVATION: COCONUT SUSTAINABILITY

Oleo-Fats, Inc. Strengthens Coconut Sustainability Programs, Empowering 3,000 Filipino Farmers

Oleo-Fats, Inc. (OFI) reinforces its commitment to building a more sustainable and inclusive coconut industry through expanded farmer support programs, strategic partnerships, and community development initiatives across the Philippines.

In 2025, OFI's sustainability efforts reached 3,000 coconut farmers across key regions including Albay, Davao Occidental, and Lanao del Norte—driving meaningful progress in organic certification, livelihood resilience, and social welfare.



PARTNERSHIP CULTIVATION: COCONUT SUSTAINABILITY

Oleo-Fats, Inc. Strengthens Coconut Sustainability Programs, Empowering 3,000 Filipino Farmers

EXPANDING ACCESS TO ORGANIC CERTIFICATION

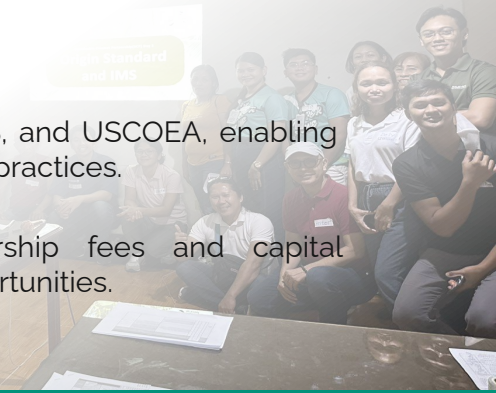
Through partnerships with local cooperatives and farmer organizations, OFI supported the organic certification of:



- **1,214 FARMERS IN ALBAY**
- **1,649 FARMERS IN DAVAO OCCIDENTAL (EXPANDED SCOPE)**
- **661 FARMERS IN LANAO DEL NORTE**

These certifications comply with globally recognized standards such as EU, USDA-NOP, JAS, and USCOEA, enabling farmers to access premium markets while promoting environmentally responsible agricultural practices.

Beyond certification, OFI strengthened farmer cooperatives by supporting membership fees and capital shares—providing access to financial benefits, social protection, and long-term economic opportunities.



PARTNERSHIP CULTIVATION: COCONUT SUSTAINABILITY

Oleo-Fats, Inc. Strengthens Coconut Sustainability Programs, Empowering 3,000 Filipino Farmers

DELIVERING DIRECT COMMUNITY SUPPORT

OFI is strengthening community resilience across Albay by providing vital financial incentives, grocery vouchers, and rice assistance to farming households. These targeted initiatives deliver immediate relief and long-term support to families in the municipalities of Camalig, Pio Duran, Jovellar, Oas, and Guinobatan. Through these efforts, OFI remains dedicated to uplifting the agricultural sector and ensurin the well-being of its partner communities.

DRIVING INDUSTRY-WIDE SUSTAINABILITY

As an active member of the Sustainable Coconut Partnership (SCP), OFI contributes to shaping global sustainability standards for the coconut sector. The company has actively participated in pilot programs and the development of the SCP Assurance System, reinforcing its leadership in responsible sourcing.



PARTNERSHIP CULTIVATION: COCONUT SUSTAINABILITY



Oleo-Fats, Inc. Strengthens Coconut Sustainability Programs, Empowering 3,000 Filipino Farmers

COLLABORATING TO ADDRESS SYSTEMIC CHALLENGES

In partnership with global customers and NGOs, OFI conducted sustainability assessments to identify key gaps in farming communities, including:

- Limited awareness of farmers' rights
- Workplace safety concerns and PPE gaps
- Wage and debt-related challenges

Programs are currently being developed to address these issues and improve overall farmer welfare.

PARTNERSHIP CULTIVATION: COCONUT SUSTAINABILITY

Oleo-Fats, Inc. Strengthens Coconut Sustainability Programs, Empowering 3,000 Filipino Farmers

INVESTING IN EDUCATION AND COMMUNITY INFRASTRUCTURE

OFI also supported the construction of classrooms in a remote community in Davao Occidental, improving access to education for farming families and contributing to long-term community development. The project is expected to be completed by Q2 2026.

BUILDING A MORE RESILIENT FUTURE

Through ongoing sustainability assessments, OFI continues to promote regenerative agriculture, climate awareness, and income diversification—helping farmers build resilience against economic and environmental challenges.



GRI 2-28

PARTNERSHIP CULTIVATION: UN GLOBAL COMPACT

CEO Statement of Continued Support

To our stakeholders,

I am pleased to confirm that **D&L Industries, Inc.** reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment, and Anti-Corruption.

In this annual Communication on Progress, we disclose our continuous efforts to integrate the Ten Principles into our business strategy, culture, and daily operations, and contribute to United Nations goals, particularly the Sustainable Development Goals.

Sincerely yours,

Alvin D. Lao
President & CEO
D&L Industries, Inc.

WE SUPPORT
UN GLOBAL COMPACT

This document contains a true and accurate representation of the original signed Statement of Continued Support. The CEO's signature has been omitted in this public version for privacy and security reasons.



GRI 2-28

PARTNERSHIP CULTIVATION: UN GLOBAL COMPACT

2025 Communication on Progress (COP)

UNITED NATIONS GLOBAL COMPACT

D&L Industries, Inc. reaffirms its commitment to the Ten Principles of the United Nations Global Compact (UNGC), embedding these principles across its governance framework, operational strategies, and stakeholder engagements. Anchored on its purpose of "Better Lives through Sustainable Innovation," the Company integrates responsible business practices into its N+ Sustainability Strategies—People Empowerment, Product & Technology Innovation, Process Optimization, and Partnership Cultivation—ensuring that sustainability is embedded throughout its value chain .

The Company recognizes that sustainable value creation requires adherence to globally accepted standards in human rights, labour, environment, and anti-corruption, and commits to continuous improvement, transparency, and accountability in all areas of operation.

GRI 2-28

PARTNERSHIP CULTIVATION: UN GLOBAL COMPACT

The Ten Principles of The United Nations Global Compact

HUMAN RIGHTS

Principle 1: Support and respect the protection of internationally proclaimed human rights

D&L upholds the protection of human rights through policies and practices that ensure a safe, inclusive, and respectful workplace. The Company promotes employee well-being through investments in workplace safety, health programs, and enhanced working conditions, including modernized facilities, air quality systems, and employee support amenities.

Key Initiatives:

- Implementation of occupational health and safety programs aligned with international standards (e.g., ISO and OHS frameworks)
- Provision of safe, healthy, and inclusive workspaces (e.g., improved air systems, wellness facilities, and ergonomic design)
- Continuous employee training and development programs to support professional growth
- Community engagement initiatives such as medical missions, safety training, and environmental programs

Principle 2: Ensure non-complicity in human rights abuses

The Company maintains a zero-tolerance stance against human rights violations across its operations and value chain. Through its Code of Business Principles and supplier engagement practices, D&L ensures that partners adhere to ethical and responsible standards.

Key Initiatives:

- Enforcement of a Code of Conduct covering employees, contractors, and suppliers
- Supplier accreditation and monitoring processes to ensure compliance with ethical standards
- Risk management systems to identify and mitigate potential human rights risks
- Transparent grievance mechanisms and whistleblowing channels

PARTNERSHIP CULTIVATION: UN GLOBAL COMPACT

The Ten Principles of The United Nations Global Compact

LABOUR

Principle 3: Uphold freedom of association and the effective recognition of the right to collective bargaining

D&L respects the rights of employees to freely express their views and to associate in accordance with applicable laws and regulations. While the Company does not currently have formal collective bargaining agreements in place, it fosters a culture of open communication and constructive engagement between employees and management.

Key Initiatives:

- Maintenance of open and transparent communication channels across all levels of the organization
- Regular employee engagement activities, feedback mechanisms, and dialogue sessions
- Grievance and escalation processes to address employee concerns in a timely and fair manner
- Implementation of fair labor practices embedded in human resource policies and procedures
- Promotion of a respectful and inclusive workplace that encourages employee participation and voice

Principle 4: Elimination of forced and compulsory labour

The Company strictly prohibits all forms of forced or compulsory labor within its operations and supply chain.

Key Initiatives:

- Mandatory compliance with labor laws and employment standards
- Due diligence in supplier selection and monitoring
- Ethical hiring practices and employment contracts

PARTNERSHIP CULTIVATION: UN GLOBAL COMPACT

The Ten Principles of The United Nations Global Compact

LABOUR

Principle 5: Abolition of child labour

D&L enforces strict policies against child labor and ensures compliance with minimum age requirements in all operations.

Key Initiatives:

- Age verification processes during recruitment
- Supplier compliance requirements aligned with international labor standards
- Regular audits and monitoring mechanisms

Principle 6: Elimination of discrimination in employment

The Company fosters a diverse and inclusive workplace, ensuring equal opportunities regardless of gender, age, or background.

Key Initiatives:

- Equal opportunity employment policies
- Diversity monitoring (e.g., gender ratio tracking)
- Inclusive facilities (e.g., PWD-accessible and all-gender amenities)
- Training programs promoting inclusivity and respect

GRI 2-28

PARTNERSHIP CULTIVATION: UN GLOBAL COMPACT

The Ten Principles of The United Nations Global Compact

ENVIRONMENT

Principle 7: Support a precautionary approach to environmental challenges

D&L adopts a proactive approach to environmental risk management, integrating sustainability into operational decision-making.

Key Initiatives:

- Establishment of Environmental Management Systems and Pollution Control Officers across business units
- Compliance with national environmental laws and regulations (e.g., Clean Air Act, Clean Water Act)
- Monitoring and reduction of emissions, water use, and waste generation
- Development of environmentally responsible facilities (e.g., LEED-certified buildings)

Principle 8: Promote greater environmental responsibility

Environmental stewardship is embedded in D&L's operations through resource efficiency, waste management, and circularity initiatives.

Key Initiatives:

- Energy efficiency programs (LED transition, optimized production, preventive maintenance)
- Water conservation and recycling systems (e.g., cooling systems, condensate reuse, retention ponds)
- Waste management through Material Recovery Facilities and 5Rs initiatives (Reduce, Reuse, Recycle, Repair, Repurpose)
- Continuous environmental monitoring and compliance

GRI 2-28

PARTNERSHIP CULTIVATION: UN GLOBAL COMPACT

The Ten Principles of The United Nations Global Compact

ENVIRONMENT

Principle 9: Encourage environmentally friendly technologies

Innovation is central to D&L's sustainability strategy, focusing on the development of sustainable and bio-based solutions.

Key Initiatives:

- Production of coconut-based biodiesel (CME), contributing to significant greenhouse gas reduction
- Development of sustainable materials such as abaca-reinforced composites
- Investments in research and development for eco-friendly products and processes
- Adoption of cleaner technologies and renewable energy exploration

ANTI-CORRUPTION

Principle 10: Work against corruption in all its forms, including extortion and bribery

D&L maintains strong governance structures to uphold integrity and ethical conduct across all operations.

Key Initiatives:

- Implementation of a Code of Business Principles and corporate governance framework
- Anti-corruption and ethics policies applicable to employees and business partners
- Internal controls, audit systems, and risk management processes
- Whistleblowing mechanisms and confidential reporting channels
- Training programs on ethical conduct and compliance



GRI 2-29

PARTNERSHIP CULTIVATION: INVESTOR RELATIONS

Leading with Transparency in Investor Relations

D&L Industries is committed to maintaining the highest standards of transparency, accountability, and engagement with the investment community. The company upholds robust investor relations practices grounded in timely and accurate disclosures, proactive communication, and equal access to information. This commitment has been consistently recognized by the investment community, with D&L being a multiple-time recipient of the "Most Honored Company" distinction by Extel (formerly Institutional Investor). Through regular briefings, detailed reporting, and active dialogue with stakeholders, D&L continues to foster trust and long-term partnerships with investors.

INVESTOR BRIEFINGS & CONFERENCES 2025:

FY2024 Results Briefing
February 28, 2025 | Virtual

PSE Investor Conference
March 20, 2025 | In-person, MNL

1Q25 Results Briefing
May 07, 2025 | Virtual

Annual Shareholders' Meeting
June 2, 2025 | Virtual

2Q25 Results Briefing
August 12, 2025 | Virtual

3Q25 Results Briefing
November 05, 2025 | Virtual

Auerbach Grayson Emerging & Frontier Markets Conference
November 07, 2025 | Virtual

PSE Philippine Star Investor Conference
November 14, 2025 | Virtual



GRI 2-29

PARTNERSHIP CULTIVATION: INVESTOR RELATIONS

Recognition for Investor Relations Excellence

EXTEL (formerly Institutional Investor) AWARDS

2024 – ASEAN Honored Company; Crissa Bondad as 3rd Best Investor Relations Professional in Asia ex-China, Japan, Consumer Staples Sector as voted by the Buy side

2022 – ASEAN Honored Company; Crissa Bondad as Best Investor Relations Professional in Asia ex-China, Japan, Consumer Staples Sector as voted by the Buy side

2020 – ASEAN Honored Company; Alvin D. Lao as Best CEO in Phils; Crissa Bondad as 2nd Best Investor Relations Professional in the Philippines; 3rd Best IR Team, 3rd Best ESG

2019 – ASEAN Honored Company; Alvin D. Lao as Best CEO in Phils, ranked 2nd in ASEAN; Best Investor Relations Program in Phils; Crissa Bondad as 3rd Best Investor Relations Professional in the Philippines; 2nd Best ESG and Corporate Governance initiatives

2017 – Most Honored Company; Alvin D. Lao as Best CEO; 3rd Best Investor Relations Program

PARTNERSHIP CULTIVATION: INVESTOR RELATIONS

Investor Relations Awards

Forbes ASIA'S Best Under A Billion

2023, 2016 & 2015 - Asia's 200 Best Under a Billion

ASiAMONEY

2021 - Most Outstanding Company in the Philippines (Industrial Sector)
2014 - Best Managed Company– Small Cap Category (Philippines) candidate

IR MAGAZINE

2021 – Crissa Bondad, IR Rising Star
2015 – Alvin D. Lao, CFO
Best IR by a senior management team
Small & mid-cap – South East Asia

Finance Asia

2019 - Best Mid-Cap Company, 7th Best Investor Relations
2018 - 2nd Best Mid-Cap Company
2015 & 2016 - Best Mid-Cap Company
2015 - Alvin D. Lao as Best CFO – 2nd Place; Best Investor Relations – 9th place
2014 - 3rd Best Mid-Cap

Campden FB

2017 - Top 50 Global Challengers (2nd place)

PARTNERSHIP CULTIVATION

Certifications

CERTIFICATION	DESCRIPTION
COSMOS	Organic and Natural Certification for Cosmetics
FSSC 22000	Food Safety System Certification
GMP	Good Manufacturing Practices
HACCP	Hazard Analysis Critical Control Point
Halal (IDCP)	Halal Certification from Islamic Da'wah Council of the Philippines
ISO 14001:2015	Environmental Management System
ISO 17025:2017	Laboratory Management System
ISO 45001:2018	Occupational Health and Safety Management System
ISO 9001:2015	Quality Management System
Kosher	Kosher Certification
Non-GMO Project	Non-GMO Project Certificate of Verification
Organic EU	Organic Certification – European Union
Organic JAS	Organic Certification – Japan Agricultural Standards
Organic NOP	Organic Certification – USDA National Organic Program



GRI 2-28

PARTNERSHIP CULTIVATION

Membership Associations

AERO-PACK INDUSTRIES, INC.
Chamber of Cosmetics Industry of the Philippines, Inc. (CCIP)
Cosmetic Toiletry & Fragrance Association of the Philippines, Inc.

CHEMREZ PRODUCT SOLUTIONS, INC.
Philippine Association of Paint Manufacturers, Inc. (PAPM)

CHEMREZ TECHNOLOGIES, INC.
Chamber of Cosmetics Industry of the Philippines, Inc. (CCIP)
Entrepreneurs' Organization Philippines (EO)
Metalworking Industries Association of the Philippines, Inc. (MIAP)
Philippine Oleochemical Manufacturers Association (POMA)
Philippine Parts Maker Association, Inc. (PPMA)
Private Label Manufacturers Association (PLMA)
The Philippine Biodiesel Association (TPBA)
United Coconut Associations of the Philippines (UCAP)

D&L INDUSTRIES, INC.
Association of Petrochemical Manufacturers of the Philippines (APMP)
Entrepreneurs' Organization Philippines (EO)
Financial Executives Institute of the Philippines (FINEX)
Management Association of the Philippine (MAP)
Packaging Institute of the Philippines (PIP)
Wallace Business Forum (WBF)

FIRST IN COLOURS, INCORPORATED
Philippine Plastics Industry Association, Inc. (PPIA)

OLEO-FATS, INCORPORATED
American Oil Chemists' Society (AOCS)
Packaging Institute of the Philippines (PIP)
Philippine Association of Food Technologists, Inc. (PAFT)
Philippine Chamber of Food Manufacturers, Inc. (PCFMI)
Roundtable on Sustainable Palm Oil (RSPO)
Sustainable Coconut Partnership (SCP)

PARTNERSHIP CULTIVATION

Government Agencies & External Parties

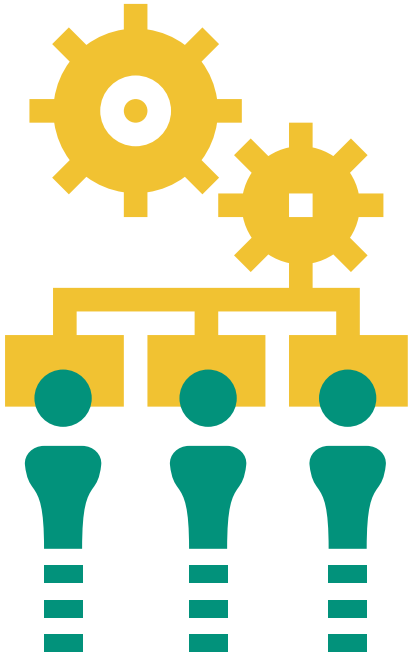
EXTERNAL AUDITORS

PwC Philippines - Isla Lipana & Co.

GOVERNMENT AGENCIES

Board of Investments (BOI)
Bureau of Animal Industry (BAI)
Bureau of Customs (BOC)
Bureau of Fire Protection (BFP)
Bureau of Internal Revenue (BIR)
Department of Environment and Natural Resources (DENR)
Department of Labor and Employment (DOLE)
Department of Trade and Industry (DTI)
Fertilizer and Pesticide Authority (FPA)
Food and Drug Administration (FDA)
Intellectual Property Office (IPO)
Laguna Lake Development Authority (LLDA)
Land Transportation Office (LTO)
Local Government Units (LGUs)
National Privacy Commission (NPC)
Philippine Drug Enforcement Agency (PDEA)
Philippine Economic Zone Authority (PEZA)
Securities and Exchange Commission (SEC)

PARTNERSHIP CULTIVATION



Internal Parties

INTERNAL AUDIT

The Internal Audit team provides independent and objective assurance, identifying areas for control improvement while recognizing good practices across the organization. Reporting directly to the Board's Audit Committee, it helps safeguard stakeholder interests across economic, environmental, and social dimensions.

CERTIFICATIONS

The Company maintains compliance with globally recognized standards to ensure its manufacturing practices align with international best practices. It also adheres to customer-specific requirements, which, particularly for multinational clients, may exceed global standards.

HEALTH, SAFETY, AND ENVIRONMENT COMMITTEE

This committee ensures compliance with all applicable regulatory requirements related to health, safety, and environmental management, promoting a safe and responsible workplace.

DATA PRIVACY OFFICER

The Data Privacy Officer oversees the protection of personal data, ensuring the Company upholds the privacy rights of employees, customers, and other stakeholders in accordance with applicable laws and regulations.

Our PILLARS

- Governance
- Core Values and Beliefs
- N+ Corporate Culture
- Enterprise Risk Management



GRI 2, 3, 205, 206 | SDG 5, 8, 16

PILLARS: CORPORATE GOVERNANCE



D&L is committed to good Corporate Governance aligned with its purpose to Better Lives Through Sustainable Innovation for the Company's long-term success shared with all its stakeholders and the nation.

The Company's Corporate Governance provides for the system of stewardship, control and feedback that guides the organization in fulfilling its long-term economic, moral, legal and social obligations to all its stakeholders. It establishes the direction, feedback and control using regulations, performance standards, and ethical guidelines to hold everyone in the organization accountable starting from the Board of Directors (BOD) and Senior Management.

PILLARS: CORPORATE GOVERNANCE



Commitment to Sustainability

D&L recognizes the interdependence between business and society, and promotes a mutually beneficial relationship that allows the company to grow its businesses, while contributing to the advancement of the society. The Company commits to its social responsibility in all its dealings with the communities in which it operates and ensures that its business activities serve the environment and all its stakeholders in a positive and progressive manner. In this regard, D&L not only complies with existing regulations, but also voluntarily employs value chain processes which take into consideration Environmental, Economic, Social and Governance (EESG) issues and concerns.

PILLARS: CORPORATE GOVERNANCE

BOARD OF DIRECTORS

D&L is led by a competent BOD composed of directors, who individually and collectively, have working knowledge and experience relevant to the Company's industries. The Company's BOD has an appropriate mix of competence and expertise to fulfill its roles and responsibilities and respond to the needs arising from the evolving business environment and strategic direction.

To ensure the exercise of objective and independent judgement on all corporate affairs and for proper checks and balances, six (6) of the seven (7) Board seats are occupied by Non-Executives (NED), and four (4) of the six (6) NEDs are Independent Directors (ID). With three (3) female IDs on board, the BOD has sufficient diversity to ensure optimal decision-making is achieved to avoid the acceptance of a viewpoint or conclusion that represents a perceived group consensus. In addition, the BOD has a Lead Director among the IDs to ensure independent views and perspectives. The Lead Independent Director has sufficient authority to lead the BOD in cases where management has clear conflicts of interest.

The NEDs conduct separate periodic meetings with the external auditor and head of internal audit, compliance and risk functions without any executive directors or members of management present for proper checks and balance, constructive scrutiny of performance and satisfy themselves on the integrity of Company's internal control and effectiveness of the risk management systems.



PILLARS: CORPORATE GOVERNANCE

BOARD OF DIRECTORS

Yin Yong L. Lao

72, Filipino, is the Chairman of the Company, having been a Director since July 1971 and having previously served as President. He is a Director as well as President and Chief Executive Officer of LBL Prime Properties Incorporated, Anonas LRT Property and Dev't Corp., Hotel Acropolis, Inc. and Ecozone Properties, Inc. Yin Yong is also a Trustee of the Association of Petrochemical Manufacturers of the Philippines. He also serves as a director of the following: Aero-Pack Industries, Inc., Chemrez Technologies, Inc., Chemrez Product Solutions, Inc., First in Colours, Incorporated, Oleo-Fats, Incorporated, Palmera Resources, Inc., Malay Resources, Inc., First Batangas Industrial Park, Inc., Color-Chem Corp., North Mactan Industrial Corporation, and Jadel Holdings Co., Inc. He graduated from the Ateneo de Manila University with a Bachelor of Arts degree in General Studies.

John L. Lao

71, Filipino, is the Vice Chairman of the Company, having been a Director since July 1971. He previously served as the President until August 2016. He is currently the President of Aero-Pack Industries, Inc. His other directorships include North Mactan Industrial Corporation, Chemrez Technologies, Inc., Chemrez Product Solutions, Inc., First in Colours, Incorporated, D&L Polymer & Colours, Inc., D&L Powder Coating, Inc., Oleo-Fats Incorporated, Best Value Factory Outlet Corp., Malay Resources, Inc., Palmera Resources, Inc., LBL Prime Properties Incorporated, Anonas LRT Property and Dev't Corp., Hotel Acropolis, Inc., First Batangas Industrial Park, Inc., Color-Chem Corp. and Jadel Holdings Co., Inc. John obtained his B.S. in Business Administration from the University of the East.

Alvin D. Lao

54, Filipino, became a Director and President and Chief Executive Officer of the Company in August 2016. He also serves as a Director of Axis REIT, a REIT (real estate investment trust) listed in Malaysia. He is the Vice President of the Technology Club of the Philippines (Philippine alumni of the Massachusetts Institute of Technology) and past president of the Entrepreneurs Organization (EO, Philippine Chapter). He is a current member of the Financial Executives Institute of the Philippines (FINEX), and Management Association of the Philippines. He is also the Chairman of EvoEnergi Inc. and the Executive Vice President and Treasurer of LBL Prime Properties Incorporated and Ecozone Properties, Inc. His other directorships include: First in Colours, Incorporated, D&L Polymer & Colours, Inc., FIC Marketing, Inc., FIC Tankers Corporation, Palmera Resources, Inc., Anonas LRT Property and Dev't Corp., Ecozone Properties, Inc. and Hotel Acropolis, Inc. He was previously a faculty member of the De La Salle University Graduate School of Business. He graduated from the University of Western Australia with a Bachelor of Science in Information Technology (Honours) and Statistics. He also holds a Master's degree in Business Administration from the MIT Sloan School of Management.

PILLARS: CORPORATE GOVERNANCE

BOARD OF DIRECTORS

Mercedita S. Nolledo

84, Filipino, has been an independent director of the Company since April 2016. She also serves currently as a Director and/or officer in various capacities for BPI Foundation, Inc., Ayala Land Commercial REIT, Inc., Anvaya Cove Beach & Nature Club, Michigan Holdings, Inc. and Sonoma Properties, Inc.. Mrs. Nolledo obtained a B.S. in Business Administration and Accountancy (Magna Cum Laude and class valedictorian) and a Bachelor of Laws (LI.B degree – cum laude and class valedictorian) from the University of the Philippines. She placed 2nd in both the Certified Public Accountant exams and bar exams in 1960 and 1965, respectively.

Corazon de la Paz-Bernardo

84, Filipino, has been an independent director of the Company since April 2017. She headed the Social Security System from 2001 to 2008 as President and CEO. Prior to this, she built a successful career as a certified public accountant at Joaquin Cunanan & Co (PriceWaterhouseCoopers Philippines) from 1967 to 2001 where she was the Chairman and Senior Partner of the firm from 1981 to 2001. She was also the first non-European President of the International Social Security Association from 2004 to 2010. She continues to be an independent director or trustee of other companies including Roxas & Co., Republic Glass Holdings Corp., University of the East, University of the East RMMMCI, Del Monte Philippines, Phinma Education Holdings Inc. and FINEX Foundation, Inc. She is an adviser to the board of BDO Unibank, Inc. and adviser to the audit committee of PLDT. She was honored by the Institute of Corporate Directors (ICD) as an honorary member last November 30, 2023. Mrs. de la Paz-Bernardo is a graduate of the University of the East (Magna Cum Laude) and obtained first place in the 1960 CPA board examination. She obtained her MBA from the Cornell University Johnson School of Management as a Fulbright grantee and UE scholar.

Lydia Balatbat-Echauz

78, Filipino, has been an independent director of the Company since April 2017. She has more than three decades of leading the country's top schools. She served as President of publicly listed Far Eastern University from 2002 to 2012. Previous to this, she was Associate Director at the Graduate School of Business, Ateneo de Manila University until 1985 and Dean of the Graduate School of Business, De La Salle University from 1986 to 2002. Her expertise extends beyond the academe as she also sits on the board of several companies which include Meralco, Shell Pilipinas Corp., SM Foundation, Inc., Henry Sy Foundation, Inc., Riverside College, Inc., NBS Educational Services, Inc., Mano Amiga Academy, Inc., FERN Realty Corporation, Museo del Galeon, Inc. and Akademyang Filipino Association, Inc.

PILLARS: CORPORATE GOVERNANCE

BOARD OF DIRECTORS

Karl Kendrick Chua

47, Filipino, has been an independent director of the Company since June 2023. He is a director of the Bank of the Philippine Islands, BPI Direct Banko, Golden ABC, Inc., AC Infrastructure Holdings, Corporation, AC Industrial Technology Holdings Inc., Brave Connective Holdings Inc. and Manila Water Company, Inc. He is also a board adviser in LH Paragon, Inc. He was a former Secretary of the National Economic and Development Authority and Undersecretary for Strategy, Economics, and Results at the Department of Finance. He was a senior official in the Government of the Philippines for six years. As Secretary of Socioeconomic Planning and Chief Economist of the country, he provided strategic leadership on economic policy during the Covid-19 pandemic and the further liberalization of key sectors of the economy. He also oversaw the implementation of the national ID program. As Undersecretary in the Department of Finance, he led the technical team in the passage of the Comprehensive Tax Reform Program and the Rice Tariffication Law. Prior to joining the government, he was with the World Bank for 12 years and was the senior economist for the Philippines. He graduated from the Ateneo De Manila University in 2000 with a degree in B.S. Management Engineering. He earned his M.A. Economics (2003) and Ph.D. Economics (2011) from the University of the Philippines, and recently studied data science at the Asian Institute of Management. In 2018, he was recognized as one of the Ten Outstanding Young Men of the Philippines (TOYM) for economic development.

Board Committees

The Board established committees composed of board members that focus on specific board functions to aid in the optimal performance of the BOD's roles and responsibilities. Each Committee has a Committee Charter that contains its purpose, membership, structure, operations, reporting process and other relevant information.

PILLARS: CORPORATE GOVERNANCE

AUDIT COMMITTEE



CORAZON S. DE LA PAZ-BERNARDO
INDEPENDENT DIRECTOR

CHAIRPERSON



ATTY. MERCEDITA S. NOLLEDO
LEAD INDEPENDENT DIRECTOR



DR. LYDIA R. BALATBAT-ECHAUZ
INDEPENDENT DIRECTOR



KARL KENDRICK T. CHUA
INDEPENDENT DIRECTOR

MEMBERS

The Audit Committee enhances the Board's oversight capability over the Company's financial reporting, internal control system, internal and external audit as well as compliance with applicable laws, regulations, and internal policies. It is responsible for overseeing the Senior Management in establishing and maintaining an adequate, effective internal control framework that will allow operational efficiency and safeguarding of assets.

The Audit Committee is composed of four (4) IDs and all members have relevant background, knowledge, skills and experience in the areas of accounting, auditing and finance.

After a streamlining of the board committees done last year, the Audit Committee now performs the functions of the Related-Party Transaction (RPT) Committee, specifically the evaluation of relations between businesses and counterparties to continuously identify related-parties and review RPTs to ensure that these are undertaken on an arm's length basis that is appropriately monitored, reported and disclosed. The Audit Committee further ensures that no corporate or business resources are misappropriated or misapplied, and determines potential reputational risks that may arise as a result of or in connection with the RPTs.

PILLARS: CORPORATE GOVERNANCE

CORPORATE GOVERNANCE COMMITTEE

The Company's commitment to good corporate governance promotes the long-term interests of shareowners, strengthens Board and Management accountability, and helps build public trust in the Company.

The Corporate Governance (CG) Committee oversees the implementation of the corporate governance framework, principles and practices, and ensures its continued relevance in light of the Company's size, complexity, business strategy and the regulatory environment. CG Committee also oversees the evaluation and assessment of the BOD and the Board Committees, nomination of BOD members and appointment and remuneration of key executives and officers.

The CG Committee currently assumes the functions of the Nomination Committee. As such, it determines the nomination, screening and selection parameters of the Company's BOD, and ensures that the election and termination process conforms with applicable laws and regulations. The CG Committee further defines the general profile of board members in terms of knowledge, competencies and expertise that are appropriate and relevant to the Company's businesses.

The CG Committee also carries out the functions of the Compensation/Remuneration Committee. As such, it is tasked to establish a formal and transparent procedure for developing a policy on the remuneration of directors and officers to ensure that their compensation is consistent with the Company's culture, strategy and the business environment in which it operates.





PILLARS: CORPORATE GOVERNANCE

RISK OVERSIGHT & SUSTAINABILITY COMMITTEE

The Risk Oversight Committee was renamed Risk Oversight and Sustainability Committee (ROSC) to highlight the BOD's thrust to prioritize sustainability. The ROSC helps the BOD in assuring that there is an effective and integrated risk management process in place. The ROSC oversees that a sound Enterprise Risk Management (ERM) framework is instituted to effectively identify, monitor, assess and manage key business risks. The risk management framework guides the BOD in identifying business unit and enterprise-level risk exposures, as well as the effectiveness of the risk management strategies.



PILLARS: CORPORATE GOVERNANCE

EXECUTIVE COMMITTEE

During the intervals between the meetings, the BOD lawfully delegated to the Executive Committee (EXCOM) the exercise of the powers of the Board related to the management and direction of the affairs of the Company. All actions by the EXCOM are reported to the BOD at its meeting and may be subject to revision and alteration by the Board, provided that no rights of third parties are affected by targets and budgets, should there be any such revision or alteration.

Roles and responsibilities that may be relegated to the EXCOM include governance, strategic and operational leadership, drive portfolio/investment decisions, resource allocation, setting and approval of budgets, hard targets and strategic transactions as well as performance review.



PILLARS: CORPORATE GOVERNANCE

ADVISORY BOARD

Acknowledging the wisdom of the Founders, the Advisory Board was established as a source of insights and advice. The Advisory board helps explore new opportunities by stimulating robust, high-quality conversations which promotes critical thinking to increase the confidence of decision-makers to help the organization achieve its goals and objectives. The Advisory Board helps fill in the knowledge gap in the Company and acts like an impartial third-party or a sounding board.

MEMBERS:

DEAN L. LAO
NON-EXECUTIVE

LEON L. LAO
NON-EXECUTIVE

ALEX L. LAO
NON-EXECUTIVE



GRI 2, 3, 405 | SDG 5, 8, 16

PILLARS: CORPORATE GOVERNANCE

AWARDS

D&L Industries recognized for its good governance, wins ACGS Golden Arrow Award for the 6th consecutive year

October 28, 2025 - D&L Industries was once again recognized by the Institute of Corporate Directors (ICD) for its exemplary corporate governance practices based on the ASEAN Corporate Governance Scorecard (ACGS). This marks the 6th consecutive year that D&L has been honored in the Golden Arrow Awards, receiving three (3) Golden Arrows this year—an improvement from last year's two-arrow recognition. The awarding ceremony was held on October 23, 2025, at Okada Manila.

The Golden Arrow Awards recognize publicly listed companies that have achieved high scores in the ACGS assessment, reflecting their adherence to the principles of good corporate governance. The ACGS measures company performance in key areas such as facilitating the rights and equitable treatment of shareholders, promoting sustainability and resilience, fostering strong stakeholder relations, ensuring transparency and accountability through timely disclosure of material information, and providing effective board leadership and oversight.

ICD is a non-stock, not-for-profit national association of corporate directors and other stakeholders engaged in corporate governance. Its mission is to champion good corporate governance and stewardship for the benefit of the society. It aims to be the key catalyst in the Philippine corporate governance ecosystem for inclusive and sustainable development.

"We are deeply honored to receive three Golden Arrows this year," said D&L President & CEO Alvin Lao. "From our initial one-arrow recognition, to two arrows last year, and now three, this steady progression reflects our unwavering commitment to continuously elevate our corporate governance practices. At D&L, we view good governance as the cornerstone of sustainable growth and an essential part of how we create lasting value for our stakeholders."

PILLARS: CORPORATE GOVERNANCE

AWARDS

D&L Premium Foods recognized by DTI for its efforts in expanding the Philippine export market

December 10, 2025 - D&L Industries' wholly owned subsidiary, D&L Premium Food Corp. (DLPF), was recently recognized by the Department of Trade and Industry – Export Marketing Bureau (DTI-EMB) with the Market Diversification Award.

The award was presented during the Exporters' Night of the 2025 National Export Week, held on 4 December 2025 at the EDSA Shangri-La Hotel in Ortigas Center, Mandaluyong City.

The Market Diversification Award is given to companies that have successfully entered new international markets and strengthened the global presence of Philippine exports. This recognition highlights the expanding global footprint of D&L's food ingredients business, with its products now reaching customers across a growing number of international markets. The award underscores companies that have effectively reduced market concentration risk while achieving sustained growth across multiple export destinations.

"We are honored to receive this recognition from the DTI. Expanding the global reach of Philippine-made, high-value food products has long been a strategic priority for us. As we continue to grow our footprint across new markets, D&L group's goal is to reach at least 50% of our total group sales from exports in the coming years. This award reinforces our commitment to help broaden the country's export base and promote Philippine innovation on the world stage," remarked Vincent Lao, President & CEO of DLPF.



PILLARS: CORPORATE GOVERNANCE

AWARDS

D&L receives premier national award for Intellectual Property from the Intellectual Property Office of the Philippines.

D&L Industries was conferred the prestigious Gawad Yamang Isip award for Inventions by the Intellectual Property Office of the Philippines (IPOPHL) for successfully commercializing inventions that have benefited the Filipino people and society at large.

The award was specifically for the invention and subsequent patenting of the "composition of medium chain triglycerides containing substantial amount of lauric acid," which is the key formulation of Laurin® CocoMCT, which is coconut oil in its most concentrated form that contains only the healthiest and most beneficial part. D&L Industries is the pioneer in manufacturing CocoMCT in the Philippines and is currently among the top suppliers globally. With the commercialization of this product, the company is able to provide a sustainable livelihood to coconut farmers and their communities through the programs of the Lao Foundation with Dualtech Training Center.

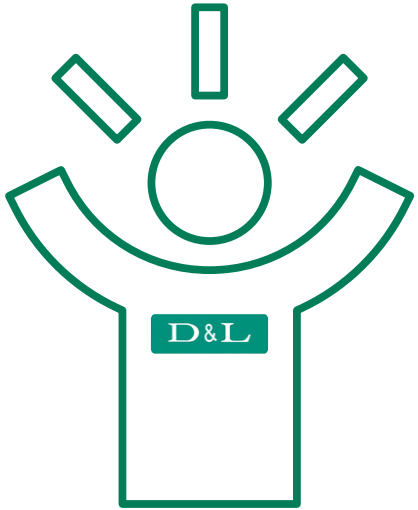
With investments in R&D as among the top priorities of the company, D&L aims to develop more patentable technologies that can better lives through sustainable innovation.



PILLARS: CORE VALUES AND BELIEFS

Leading Inside Out

The Founders, Mr. Dean and Mr. Leon instituted D&L's eight (8) Core Values that guided every employee for over sixty (60) years. Three (3) core values need to be developed and strengthened from within as the foundation of a highly-principled person who can make positive impact to better lives.



Drive to Excel

We strive for the best and never settle for less

*"We stick to our knitting and know what we are good at. We try to be the best and never give up……focus and dedication, this is developed through the **Drive to Excel**."*

Leon Lao

Discipline & Hard work

We diligently and unceasingly persevere in all our pursuits

*"Dean and I are not geniuses but we can work very hard" and it's usually through **hard work** that you go ahead of the others."*

*"What is the root of hard work? It's **discipline**. It is only **discipline** that will teach to **work hard**"*

Leon Lao

Positive Attitude

We are full of optimism seeing opportunity for every crisis

*"There will be hiccups and obstacles. But if you have long-term vision, it helps you overcome short-term obstacles. You can only have **positive attitude** if you have long-term vision."*

Leon Lao

PILLARS: CORE VALUES AND BELIEFS

Leading Inside Out



Honesty & Integrity
We are truthful and trustworthy in all our words and actions

Fairness & Humility
We ensure equitable treatment and opportunities to all employees

Gratitude & Appreciation
We are thankful and we show appreciation of the valuable contribution of every employee

Harmony & Cooperation
We work cohesively ensuring balance and positive interactions towards the achievement of shared goals

Courtesy & Respect
We value, seek to understand ensure we provide a workplace where employees feel free to communicate and collaborate.

PILLARS: CORE VALUES AND BELIEFS

Our Beliefs

Progress and development can be realized only through the combined efforts and cooperation of each member of our organization from the highest to the lowest.

Dedication to meeting customers' expectations and needs by providing them the best value from our products and the best service, through the combined efforts and cooperation of each member of the organization.

Passion for excellence in providing intelligent, responsible, and capable direction in the conduct of the business.

Conviction to manage company activities on the basis of the highest standards of conduct and ethics.

Code of Business Principles

The Company recognizes that the most cogent proof of good corporate governance is that which is visible to the eyes of its investors. Therefore, the following provisions are issued for the guidance of all internal and external parties concerned, as governance covenant between the Corporation and all its investors.

At D&L, our values are at the core of our work and our operations. Our corporate Code of Business Principles (the "Code") incorporates our commitment to this fundamental and basic belief and shows the way to doing things.

We enjoin our subsidiaries, affiliates, and member companies to adhere wherever and at all times to the set standards of conduct and behavior.

We strongly encourage our people as well as our suppliers, customers, contractors, and all those we partner with, to live up to the direction and guidance of the Code. We firmly believe upholding what is right and ethical greatly benefits all.

Code of Business Principles

THE WAY WE COMMIT TO THE CODE

We call upon our people to comply and commit to the Code of Business Principles. We exhort them to conform to the norms of conduct prescribed therein. We encourage them to seek clarification and guidance from their supervisors, the Head of HR, the Legal Counsel, and the Compliance Officer. We do not tolerate non-compliance. We enforce heavy disciplinary measures on those who ignore and fail to follow the Code. We expect more from our managers and supervisors. We look at them to inspire, lead and model the way of ethical behavior.

Our business unit heads and managers are ultimately responsible in ensuring compliance. We expect them to actively and visibly provide support. We enjoin them to patiently but persistently promote and encourage employees' adherence to the Code. We hope that our organizational leaders personally engage in assisting and training their own staff in the context of their specific duties and responsibilities.

We urge our employees to bring to the attention of their supervisor or of senior management any breach or suspected violation of the Code. We have support provisions to safeguard strict confidentiality. We also assure that those reporting do not suffer the consequence of disclosing in confidence what they know.

THE WAY WE DO BUSINESS

We conduct business guided by the principles of honesty, integrity and transparency. We respect the legitimate rights and interests of those we transact with. We take into account the unique culture of the countries we operate in and comply with their laws and regulations.

PILLARS: CORE VALUES AND BELIEFS

Code of Business Principles

THE WAY WE CARE FOR OUR STAKEHOLDERS

Our People

Our employees are our greatest asset. We provide them with opportunities for continuing skills and capability development. We communicate with and consult them. We provide them with safe and healthy working conditions. More importantly, we recognize the dignity and uniqueness of their person. We respect their freedom and their valid and lawful rights. We do not resort to force or any form of coercion. We do not employ child labor or engage minors to work.
We do not discriminate. We treat all equally regardless of race, religion, color, status, sexual orientation, ethnicity, or nationality. Our screening, selection, and hiring and compensation policies are solely based on qualifications. Our training, development, evaluation, promotion, reward, retention and separation procedures follow the principles of meritocracy and objectivity.

Our Customers

We offer products and services of the highest standards of quality and safety. We are committed to creating value. We make sure they are properly and accurately labelled. We use available and appropriate media communications to advertise their unique proposition.

Our Community

We recognize our responsibility as good corporate citizens. Our aim is to contribute to the development of the communities we operate in. Our goal is to create lasting and deep impact benefits to society. We take extra care to avoid disruptions, if not minimize them.

PILLARS: CORE VALUES AND BELIEFS

Code of Business Principles

THE WAY WE CARE FOR OUR STAKEHOLDERS

Our Environment
We care for the environment. We are committed to sustainable development. We meet the ever-increasing needs of the business but never forget the conservation and preservation of nature. Our long-haul horizon goes beyond the present and stretches to generations yet to come. Our efforts not to endanger but rather enhance the ecosystem continue. We also recognize the importance of biodiversity and support the global community in protecting it.

Our Business Partners
We acknowledge the contribution of our customers, suppliers and business partners. We are grateful. We are strongly committed to continue building lasting and mutually benefiting relationships with them. We urge them to partner with us in the pursuit and practice of the Code.

Our Shareholders
We adopt the principles and practice of internationally accepted prescriptions of good corporate governance. We regularly update our shareholders with timely, reliable and accurate information on the company's operational performance and financial position. We continually communicate with them our key initiatives and major activities.

PILLARS: CORE VALUES AND BELIEFS

Code of Business Principles

THE WAY WE GROW

We are dedicated to growth. In pursuit thereof, we continually innovate. We develop new ways and new products to meet the changing needs of our customers.

We adopt strict standards of sound science and apply very disciplined testing procedures to ensure high level product quality and safety

THE WAY WE DEAL WITH POLITICS

We cooperate with governments and other organizations in the protection and promotion of the company's legitimate business concerns. We closely collaborate with them in the development of regulatory and legislative initiatives impacting our investments and interests. We do not in any way participate in party politics.

THE WAY WE HANDLE CONFLICTS OF INTEREST & MAINTAIN INTEGRITY

Our employees are expected to keep clear from financial, business, or other relationships and activities that might be opposed to, in competition with, and disadvantageous to company businesses and the proper performance of their duties. We exhort them to conduct themselves in a manner that avoids even just the appearance of a conflict of interests between their personal interests and those of the company.
We refrain from receiving gifts beyond accepted, common, and customary courtesy, in cash or kind, directly or indirectly, that might impair judgement, provide preferential treatment, and result in unfair competition. We also do not subscribe to tendering nor accepting payments as bribes. We strongly advise that any demand or offer be readily rejected and immediately reported to management.
Our corporate funds, assets, services, and facilities are not to be used for any unlawful, unethical, and personal enrichment purpose.

GRI | SDG

PILLARS: N+ CULTURE



Beyond Compliance, more deliberate and intentional and sustainability being a way of life are the aspirations and inspiration of D&L in embarking on its Net Positive journey.

WHY NET POSITIVE?

The Net Positive approach means doing more good than bad; giving more than taking back. It is beyond "doing less harm". It is about having a positive impact to better lives for a better world.

Net Positive goes beyond Net Zero which is the balance between the greenhouse gas emissions and the amount removed.[1]

A Net Positive business improves the well-being of everyone it impacts and at all scales — every product, every operation, every region and country, and for every stakeholder[2] - employees, vendors, communities, customers, and even future generations and the planet itself.

Sources: [1] https://www.paulpolman.com/net-positive/
[2] https://hbrorg/2021/09/the-net-positive-manifesto

PILLARS: N+ CULTURE

In D&L, this Net Positive journey is known to employees as our advocacy. Our GOAL is for everyone in D&L contribute to "The Call" to action to make our Planet a better place to live. Our mission is to make every one in D&L a Living Testimony, a Net Positive Advocate whose decisions, words and actions add sustainable value that build and sustain the Company's growth and Profitability in a way that also sustain the Planet. N+ intends to create a value-adding culture that extends to interpersonal relationships with People being our most valuable resource.

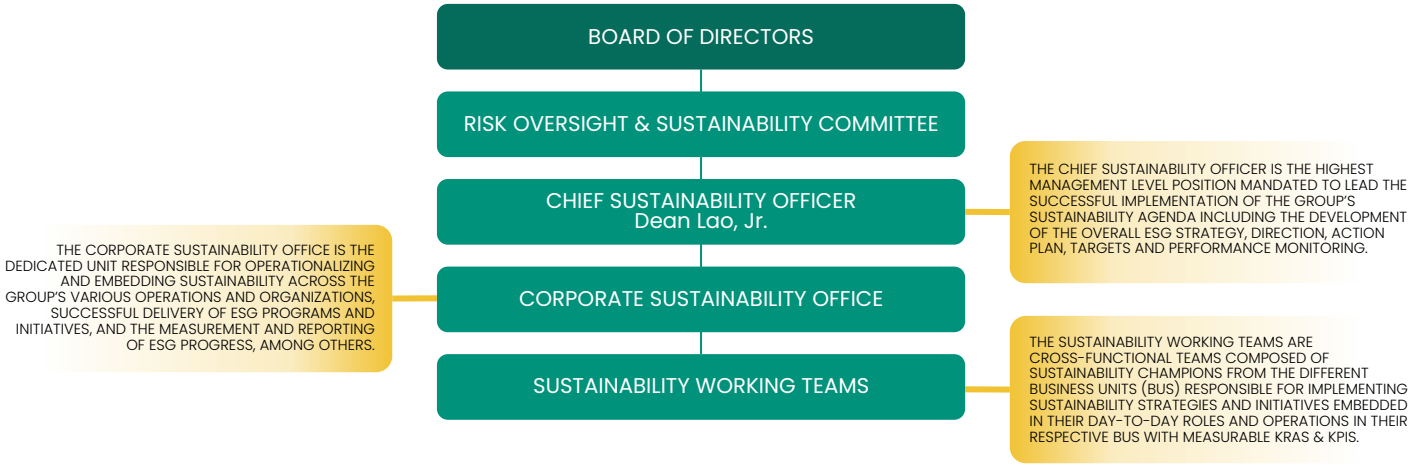
N+ will be part of our strategy, we innovate in developing sustainable products that are functional, contribute to health and wellness as well as manage and make use of wastes to promote a circular economy. It is the intention to embed in our ways of working to optimize yield, reduce utility consumption, minimize waste, digitalize and streamline processes to improve cost efficiency.

We want to be deliberate in creating an culture, a way of life to live sustainability. With our culture building programs, each employee will be an advocate intended to create a multiplier effect in our homes, communities, etc. Through our People, we Build SustainAbility, doing each one's share to be good citizens of the Planet to better the lives of future generations.



PILLARS: N+ CULTURE

D&L established its Sustainability Governance and Roadmap that will enable a more deliberate, holistic, fully integrated, organized, and synchronized approach towards the achievement of its sustainability goals and objectives. We are guided by the Return on Sustainability Investment (ROSI) Framework in embedding sustainability risks and opportunities into our strategy and decision making processes, to improve the various aspects of operations, drive revenue growth, profitability and corporate value; and deliver quantifiable business and social value.



This is an enterprise-wide organization with cross-functional involvement and engagement across all BUs, Companies and Shared Services Groups. SustainAbility is embedded in all major functions of the company, such as Procurement, Finance, HR, SCM, R&D. Sustainability Working Teams led by appointed Champions were also organized. Each Sustainability Champion have a Charter that includes their mandate, strategies, financial and non-financial performance metrics, organizational relationships, success factors and required resources. By defining all these, ways of working are instituted and there will be better ownership and accountability to ensure the success of this noble initiative.

PILLARS: N+ CULTURE

We also established this SustainAbility Wheel as our framework to help reap the benefit of doing business right for the People, Planet and Profit. At the core is our Purpose, our reason for being then followed by Profit, because we will not be able to do all the other sustainability initiatives if the Company is not profitable. To be sustainable, the Company needs to be Profitable. Next we have the 4 Sustainability Focus Areas: People, Process, Product and Partnership. Each of the Main Focus Areas have sub-areas. Colors of the sub-areas correspond to the SDG Color Scheme.

We are founded in our Corporate culture and core values, guided by governance best practices ensuring that risks are identified and mitigated.



GRI | SDG

PILLARS: N+ CULTURE

N+ was officially launched last September 26, 2024 to inform all employees of the People Program and ensure continuous engagement to the initiatives.

During the event, N+ IDs were also distributed. This serves as a reminder of each employees commitment to the N+ Advocacy. Moreover, the back of the ID provides quick reference guide on how employees can practice and live SustainAbility.



Values@D&L N+

In the same event, we also launched the Values@D&L, our People Program to ensure employee engagement and SustainAbility culture development.

Individually, we are a drop, but together we can create a Net Positive Impact to better lives and the planet.

GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

Governance guides the course of the organization and the effectiveness of ERM will be highly dependent on its integration to the Governance of the organization, thus D&L adopted the Integrated Corporate Governance and ERM Framework for better risk management.



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ERM is integral to an effective corporate governance process and the achievement of the Company's value creation objectives. With an integrated approach, the BOD and Senior Management are in a position to make well-informed decisions, having taken into consideration risks related to significant business activities, plans and opportunities.

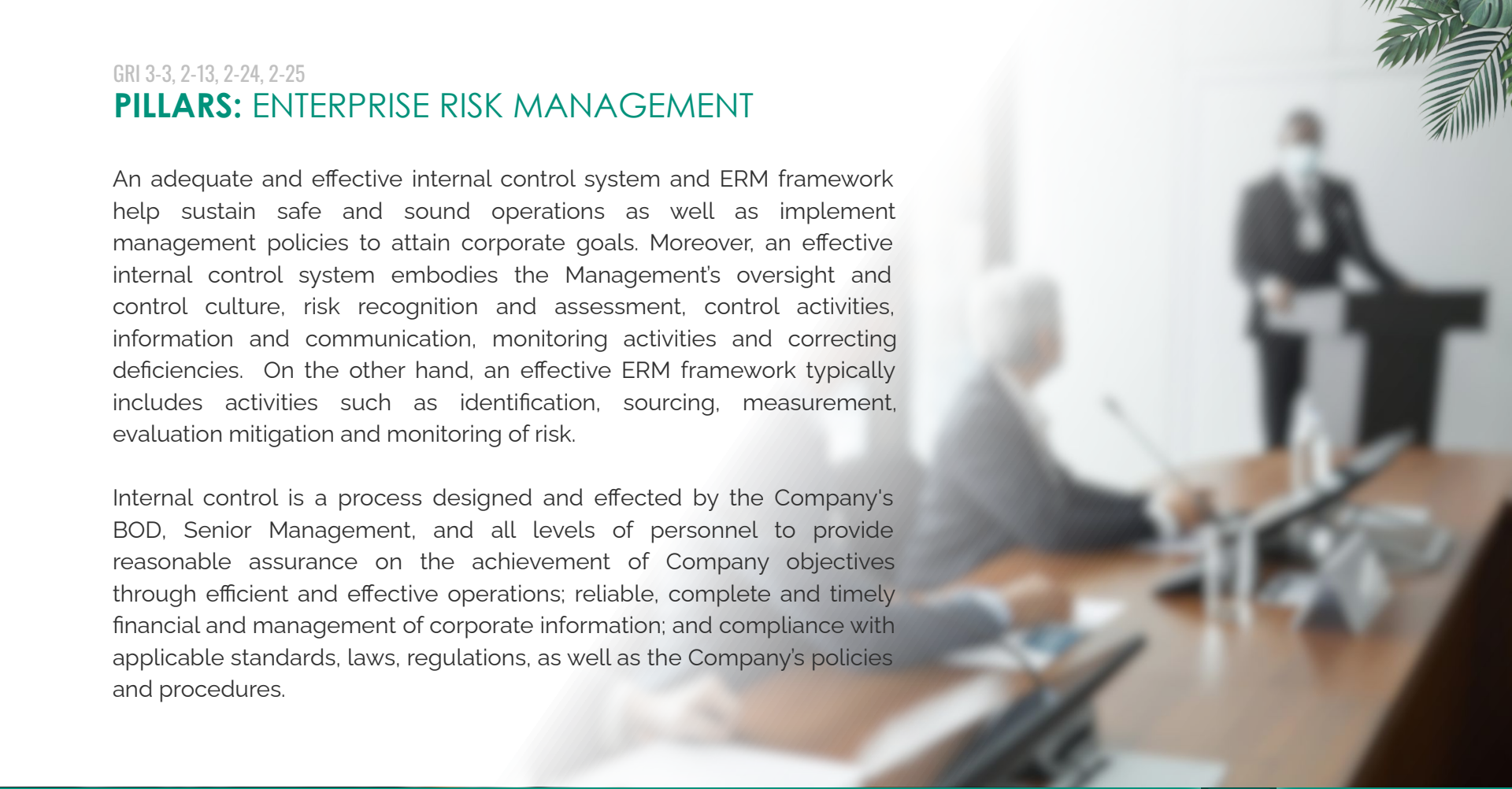
To ensure the integrity, transparency and proper governance in the conduct of its affairs, the Company continuously institutes a strong and effective internal control system and ERM taking into account its size, risk profile, nature and complexity of operations.

GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

An adequate and effective internal control system and ERM framework help sustain safe and sound operations as well as implement management policies to attain corporate goals. Moreover, an effective internal control system embodies the Management's oversight and control culture, risk recognition and assessment, control activities, information and communication, monitoring activities and correcting deficiencies. On the other hand, an effective ERM framework typically includes activities such as identification, sourcing, measurement, evaluation mitigation and monitoring of risk.

Internal control is a process designed and effected by the Company's BOD, Senior Management, and all levels of personnel to provide reasonable assurance on the achievement of Company objectives through efficient and effective operations; reliable, complete and timely financial and management of corporate information; and compliance with applicable standards, laws, regulations, as well as the Company's policies and procedures.



GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

Social Control

Integration with the Company's culture and core values is the foundation and the Company's first line of defense, having Risk Management in the employee's DNA is key.

The Company has a Code of Business Conduct and Ethics that provides standards for professional and ethical behavior. The Code also articulates acceptable and unacceptable conduct and practices in its internal and external dealings. A code of Business Conduct and Ethics is an important tool to instill an ethical corporate culture that pervades throughout the Company.



GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

Anti-Corruption Policy

The BOD sets the tone and makes a stand against corrupt practices. In this regard, the Company launched the iCARE (acronym from I Convey All Risks and Exposures) Program, a Whistleblowing Program that aims to create an open, transparent and safe working environment where all stakeholders can communicate their concerns like actual or suspected violation of the Company's code of ethics and policies, criminal or unlawful acts or omissions, irregularities like fraud, embezzlement, harassment, theft, corruption, collusion and nepotism, bribery and other procedural malpractice. The iCARE Program encourages employees to report corrupt practices and outlines the procedures on how to combat, resist and stop these corrupt practices.



Anti-Corruption

CODE OF BUSINESS PRINCIPLES

D&L conducts its business in accordance with the principles of honesty, integrity, and transparency, while respecting the legitimate rights and interests of its stakeholders. The Company upholds compliance with the laws and regulations of the countries in which it operates, taking into account local customs and practices. These commitments are formalized in the Company's Code of Business Principles.

WHISTLEBLOWER POLICY

To reinforce its culture of integrity and accountability, D&L established the **iCARE** Whistleblowing Program. This platform enables employees and stakeholders to report actual or suspected violations of the Company's Code of Conduct, including fraud, corruption, harassment, and other misconduct. All reports are treated with strict confidentiality, and whistleblowers are protected against retaliation, reprisal, or harassment.

CONFLICTS OF INTEREST

Employees are expected to avoid any financial, business, or personal relationships that may conflict—or appear to conflict—with the interests of the Company. They are required to conduct themselves in a manner that upholds objectivity and ensures that personal interests do not influence their professional responsibilities.

USE OF CORPORATE ASSETS

Company funds, assets, services, and facilities must be used solely for legitimate business purposes. Any use for unlawful, unethical, or personal gain is strictly prohibited.

INSIDER TRADING POLICY

The Company strictly prohibits Covered Persons from trading in its securities while in possession of material non-public information, or from disclosing such information to others who may use it for trading. All individuals are expected to exercise prudence in determining the materiality of information, resolving any doubt in favor of non-disclosure and non-trading.



PILLARS: ENTERPRISE RISK MANAGEMENT



People Excellence and Succession

Policies, programs and procedures are established to encourage employees to actively participate in the realization of the Company's goals and governance. These policies and programs covering among others health, safety and welfare, training and development and employee reward/compensation, encourage employees to perform better and motivate them to take a more dynamic role in the organization.

To ensure business continuity and uninterrupted operations, succession planning is instituted for the positions of directors, key officers and other identified critical roles and functions.

Output Control

The BOD oversees the development of and approves the Company's business and strategy and monitors its implementation in order to sustain the Company's long-term viability and success. Sound strategic policies and objectives guide the proper prioritization and allocation of resources for optimal value to the Company.

The President and CEOs of the business units lead in the realization of D&L's Vision to be the Philippines' Majority Leader in Sustainable Ingredients, Materials and Solutions, and a Major Exporter in identified continents.

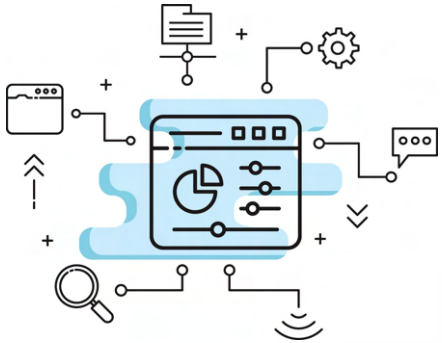
With Capability as the Driving Force to pursue D&L's Mission to Excel and Be the Leader in the identified Industries, the President and CEOs ensure the sustainability and continued relevance of the businesses by building Strategic Capabilities that include the development of integration plans to enhance synergies across Business Units (BUs); institution of a structured innovation process; establishment of talent development, engagement and succession plans; and building of capabilities in Business Intelligence and Operational Excellence.

SUCCESSES ARE MEASURED THROUGH THE FOLLOWING 5PS:

People	Empower and place the best people for every job to allow them to function effectively and keep them engaged.
Product	Keep the innovative product pipeline filled and commercialize the same with the shortest lead time through proper Product Life Cycle Management.
Process	Continuous improvement and innovation for cost-efficiency and competitive advantage.
Planet	Strategic and sustainable innovation for business growth and preservation, ensuring that D&L's businesses are not negatively impacted by the effect of industrialization on the environment (e.g. sustainable supply of major raw materials like coconut).
Profit	Sustained growth for the benefit of all Stakeholders.

Process Control

Process controls—including defined decision authority, segregation of duties, and physical and access safeguards—are in place to uphold transaction integrity, prevent conflicts of interest, and ensure efficient operations in compliance with applicable laws, regulations, and Company policies. Robust review, approval, and audit mechanisms further reinforce these controls across the organization.



Clear roles and responsibilities underpin these processes, beginning with the Board of Directors (BOD), enabling informed, good-faith decision-making with due diligence and in the best interest of stakeholders. The separation of the Chairman and CEO roles ensures a balanced distribution of authority, strengthens accountability, and supports independent decision-making across all levels of the organization.

PILLARS: ENTERPRISE RISK MANAGEMENT

Management Information System

Transparency, a core principle of corporate governance, is supported by the Company's Management Information System (MIS), which enables timely monitoring and swift response to potential issues. The MIS is continuously enhanced to deliver reliable, complete, and timely financial and relevant non-financial information for effective decision-making.

The Board of Directors (BOD) establishes disclosure policies aligned with best practices to ensure accurate, comprehensive, and timely reporting that presents a fair view of the Company's financial condition and performance. Material non-financial and sustainability matters, as well as related party transactions, are reviewed against defined thresholds to uphold fairness and transparency in disclosures.

The Company's website serves as a cost-efficient platform for disseminating relevant information to stakeholders. Complementing this, the Investor Relations Office facilitates ongoing engagement with shareholders and provides channels for feedback, inquiries, and active stakeholder participation.

Performance Management System

Rewards, recognition, and remuneration are anchored on meritocracy, aligned with individual performance and contributions to the Company's goals and objectives.

At the Board level, the Board of Directors conducts an annual performance self-assessment covering the Chairperson, individual members, and committees, based on defined criteria and supported by established processes that incorporate stakeholder feedback.

Assurance

An independent internal audit function is in place to provide objective assurance and advisory services that enhance the Company's operations. It supports the achievement of organizational objectives through a systematic and disciplined evaluation and improvement of governance, risk management, and control processes.

PILLARS: ENTERPRISE RISK MANAGEMENT

Research and Development

One of the Company's core strengths lies in its robust R&D capabilities, enabling the development of customized and innovative solutions that help customers stay competitive. D&L places strong emphasis on staying at the forefront of technology and market trends, with approximately 21 % of its workforce engaged in technology-related roles.

The Company has a proven track record of supporting customers in adapting to evolving consumer preferences. As a leading B2B partner, D&L collaborates closely with clients to enhance product formulations—making them more cost-efficient, market-responsive, and environmentally responsible—while identifying further opportunities to advance sustainability.

To sustain this advantage, the Company continues to invest strategically in R&D, ensuring it remains at the forefront of delivering innovative and sustainable product solutions.

Capability

D&L Industries recognizes that building a sustainable future is a strategic imperative to future-proof the business. Identified as a key driver in the short to medium term, Capability serves as the cornerstone for delivering greater stakeholder value through the development and enhancement of sustainability-focused infrastructure.

GRI 2-23

PILLARS: ENTERPRISE RISK MANAGEMENT

Labor Laws & Human Rights

The Company fosters a strong family-oriented culture that encourages employees to communicate openly and raise concerns without fear of retaliation. Communication flows across all levels—top-down, bottom-up, and laterally—promoting transparency and collaboration. With minimal organizational barriers, issues are addressed promptly at their onset, reducing the need for formal grievance escalation.

D&L is committed to upholding human rights across all its operations and business relationships. The Company proactively addresses key human rights risks, including forced labor, child labor, discrimination, and harassment, both within the organization and throughout its subsidiaries. Its Code of Business Principles clearly articulates these commitments and provides guidance to employees in making ethical and responsible business decisions.



Customer Management

As a B2B company, D&L engages closely with its customers, often through direct, face-to-face interactions, making customer service a key priority. Its dedicated sales teams work proactively to ensure consistent and responsive service despite evolving local and global challenges. Given the specialized nature of its products, the Company maintains close coordination between customers and the technical teams of its subsidiaries to ensure that requirements are fully understood and addressed.

Customer concerns are promptly escalated to top management when necessary and resolved in a timely manner. D&L places high value on customer feedback, recognizing its critical role in driving continuous improvement and informing product development.



GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

Business Segment	Material Topic / Key Concern	Impacts, Risks, and Opportunities	Management Approach (Policies, Actions, Evaluation)
Food Ingredients	Changing consumer preferences	Rapid shifts in consumer demand may affect product relevance and competitiveness	Continuously develops and offers a diverse portfolio of flavors and customized formulations aligned with current and emerging market trends.
	Customer supply chain efficiency	Inefficiencies in customer processes may increase costs and affect long-term partnerships	Provides technical support and customer education on product applications to improve efficiency, cost-effectiveness, and ease of use.
	Regulatory compliance (customers)	Non-compliance with food regulations may result in legal risks and reputational impacts	Ensures products meet applicable local regulations and international food safety standards; provides guidance to customers on compliance requirements.

GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

Business Segment	Material Topic / Key Concern	Impacts, Risks, and Opportunities	Management Approach (Policies, Actions, Evaluation)
Chemicals	Demand for sustainable and compliant products	Increasing demand for environmentally responsible products and certifications presents both risk and market opportunity	Drives product innovation toward natural and sustainable solutions and pursues relevant certifications (e.g., eco-labels, organic standards) where applicable.
	Inventory management	Low inventory levels may disrupt operations and customer supply continuity	Coordinates closely with customers on lead times and maintains appropriate safety stock levels based on demand forecasts.
	Packaging quality and integrity	Packaging failures may result in product loss, safety risks, and customer dissatisfaction	Implements product and packaging improvements, including redesign initiatives and use of technologies such as nitrogen purging where applicable.
	Raw material price volatility	Fluctuations in raw material prices may impact cost structures and margins	Diversifies supplier base and evaluates alternative materials to manage cost risks and ensure supply continuity.
	Lead time management	Extended lead times may affect delivery reliability and customer satisfaction	Enhances procurement planning, increases inventory buffers, and regularly updates forecasts to improve responsiveness.

GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

Business Segment	Material Topic / Key Concern	Impacts, Risks, and Opportunities	Management Approach (Policies, Actions, Evaluation)
Plastics	Availability of finished goods	Limited product availability may affect service levels and customer satisfaction	Strengthens coordination between sales, warehouse, and production teams to ensure timely order fulfillment and delivery.
	Raw material shortages	Insufficient raw materials may disrupt production schedules and commitments	Implements cross-functional coordination and real-time monitoring of inventory levels and critical materials, while diversifying the supplier base to support supply continuity and uninterrupted production.
Consumer Products (ODM)	Supply chain disruption and stockouts	Disruptions from pandemics, natural disasters, and unforeseen events may affect product availability and customer commitments	The Company implements business continuity plans covering operations, products, and personnel. Preparedness and response measures are regularly reviewed and updated.
	Raw material and packaging supply security	Dependence on imported inputs may lead to supply shortages and operational delays	Maintains buffer inventories equivalent to approximately three months of supply and conducts regular demand forecasting and supply planning.

Marketing and labeling

During the reporting period, the Company did not record any substantiated complaints concerning non-compliance with regulations and/or voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.

The Company likewise did not identify any incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling.

As the Company primarily operates on a business-to-business (B2B) model, product information and labeling are designed to meet customer-specific requirements and applicable regulatory standards. Disclosures typically include product specifications, usage instructions, safety information, and other relevant compliance-related details.

The Company maintains internal controls and review processes to ensure that all marketing communications and labeling practices remain accurate, transparent, and compliant with applicable laws and industry standards.

Customer Privacy and Protection

The Company collects customer information primarily for credit evaluation and account management purposes. Such information may include personal and business data necessary to assess creditworthiness and facilitate transactions.

The Company recognizes that this information is private and confidential and implements appropriate organizational controls to safeguard it against unauthorized access, use, disclosure, or loss. Customer Information Sheets are securely maintained by authorized personnel for recordkeeping purposes. For operational efficiency and data minimization, only relevant and necessary information is shared with the Accounting Department for customer account creation.

Access to customer master data is restricted to designated personnel at the supervisory level or above, in line with established internal control procedures. The Company applies the principle of data minimization and limits access on a need-to-know basis.

The Company is committed to protecting customer privacy and continually strengthens its data protection practices through internal controls and employee accountability.

During the reporting period, there were no substantiated complaints concerning breaches of customer privacy or losses of customer data.

Data Security

The Company is committed to safeguarding personal and confidential information as part of its responsible business practices. Structured data-sharing protocols are in place with clients, third parties, and affiliated entities, ensuring that all client information remains strictly confidential and is disclosed only with prior consent.

Privacy notices are provided on external platforms where required, and regular Privacy Impact Assessments (PIAs) are conducted to evaluate how personal data is collected, processed, and protected across departments. High-risk functions are subject to enhanced monitoring by the Data Protection Officer (DPO).

In response to evolving cybersecurity risks, the Company implements appropriate technical and organizational controls aligned with the Data Privacy Act of 2012 and regulations of the National Privacy Commission. Oversight is led by the DPO, who ensures compliance and continuous improvement of data protection practices.

To reinforce a culture of accountability, the Company maintains an ongoing data privacy awareness program, including regular training and internal communications.

Through these measures, the Company upholds the confidentiality, integrity, and security of data, strengthening stakeholder trust.

PILLARS: ENTERPRISE RISK MANAGEMENT

Business Risk



GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

STRATEGIC RISK:
Governance & Control Risks

Refer to risks related to the implementation of Organizational, Social, Output and Process Controls and adherence thereto that impact effective and efficient management.



Implication on D&L's Value Creation:
Possible breaches to the Company's policies, procedures, internal controls and ethical standards may result in financial losses, operational concerns or damage to reputation that may lead to the loss of the trust and confidence of stakeholders.

Treatment and Mitigation:
The core values passed down by D&L's founders are inculcated in every employee and built up through constant reminders and by promoting good corporate governance practices. The Company also launched the iCARE (acronym from I Convey All Risks and Exposures) Program, a Whistleblowing Program that aims to create an open, transparent and safe working environment where all stakeholders can communicate their concerns like actual or suspected violation of the Company's code of ethics and policies, criminal or unlawful acts or omissions, irregularities like fraud, embezzlement, harassment, theft, corruption, collusion and nepotism, bribery and other procedural malpractice.
D&L also strengthened its planning and budgeting process that is tied up with performance measure and merit increase. This further promotes and enhances individual as well as team accountability.
Decision authority requested or already delegated are periodically reviewed to avoid conflict of interest situations. Processes and procedures are streamlined, standardized, and properly documented to ensure clarity and compliance. These are periodically revisited to ensure efficiency, effectiveness and relevance with due consideration of the changes in the industry practices and technology.

GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

STRATEGIC RISK:
Emerging Risks

Refer to new or developing risks that D&L lacks the ability to anticipate or has little experience in managing

Implication on D&L's Value Creation:
Unplanned response to emerging risks like extreme weather changes, supply chain bottlenecks and/or short supply resulting from geopolitical concerns may disrupt operations leading to poor financial performance.

Treatment and Mitigation:
D&L started to create plans to identify and address climate change-related risks, anticipate possible sustainability regulatory and compliance concerns, as well the possible implication on business operations. Use of technology will be maximized to gain knowledge on latest news and events. Foresights and insights on geopolitical risks are discussed and evaluated to proactively formulate possible contingency plan should the risk materializes and result to supply chain disruptions.









GRI 3-3, 2-13, 2-24, 2-25

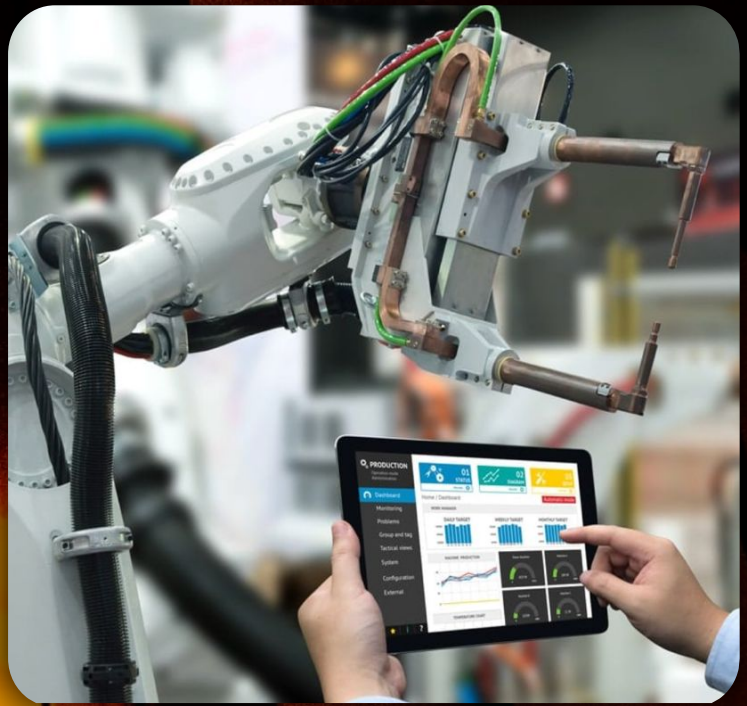
PILLARS: ENTERPRISE RISK MANAGEMENT

STRATEGIC RISK: Technology & Sustainable Innovation Risks

Refers to the Company's ability to remain relevant with the speed of changes in technology and innovation

Implication on D&L's Value Creation:
Inability to be ahead or at least cope with industry and market changes resulting in technology obsolescence, loss of competitive advantage and market share may ultimately lead to poor financial performance and loss stakeholders' trust.

Treatment and Mitigation:
D&L strengthened its planning process and adapted the three horizon approach to appropriately plan and ensure competitive advantage for the near, medium and long-term with regards to product, technology and strategic capabilities.



OPERATIONAL RISK: Business Disruption & Resiliency Risks

The ability to bounce back and restore normal operations



Implication on D&L's Value Creation:
Lack of preparedness may result in environmental hazards as well as damage to life and property. Delayed restoration or business recovery may result to the loss in market share that may ultimately lead to poor financial performance and loss stakeholders' trust.

Treatment and Mitigation:
D&L has a Corporate Hazard, Safety and Environment (HSE) Team that continuously assess, strengthen and test adequacy of Crisis Management. HSE has a regular program and conducts in-house trainings to employees on safety procedure during and after a disaster. The Company also invested in IT infrastructure and started to review and strengthen its IT Disaster Recovery and Business Continuity Plans.

GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

OPERATIONAL RISK:
Digitalization & Cybersecurity Risks

The ability of the IT Infrastructure to support the changing business requirements



Implication on D&L's Value Creation:
Lack of investment in the required technology or innovation may result in missed business opportunities or loss of competitive advantage. In addition, lack of the required technology may lead to the inability to appropriately protect the Company against cyberattacks and unauthorized access that might result in financial losses or damaged reputation.

Treatment and Mitigation:
In 2020, D&L embarked on its digitalization journey starting from the improvement in IT Infrastructure, strengthening of Cybersecurity, migration to a new ERP and development of frontend solutions and tools. Access controls at the architecture and application level are periodically reviewed and strengthened. In-house online trainings on cybersecurity are regularly provided to employees to promote and ensure cybersecurity awareness.
The Company also started to review, strengthen and test its IT Disaster Recovery, Business Continuity and Crisis Management Plans.

GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

OPERATIONAL RISK:
People Risk

The ability to acquire or retain talents for mission-critical roles, as well as succession planning



Implication on D&L's Value Creation:
Lack of talents for mission-critical roles as well as ineffective change management process and poor Occupational Health (OHS) implementation may affect the Company's ability to achieve its goals and objectives.

Treatment and Mitigation:
D&L continuously reviews and improves its talent acquisition and training and development programs to ensure the employees' continued engagement as well as personal and professional growth. The Company performs benchmarking to be able to compete in the talent market.

The Company has OHS Policy that guides the organization, employed OHS Officers and regularly conducts in-house OHS trainings to employees to promote awareness and ensure safety. In addition, safety metrics are included in the concerned employee's performance measure. Employees are duly provided with health and life insurance.

D&L maximizes the use of available platforms to properly communicate any policy or organizational changes to avoid miscommunication, misinterpretation or employee disengagement.

GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

OPERATIONAL RISK:
Supply Chain Risk

Refer to factors or events that may disrupt the Company's day-to-day supply chain activities



Implication on D&L's Value Creation:
Inputs to the Company's manufacturing operations may be affected by supply chain disruptions from external factors like geopolitical concerns, climate change, natural calamities, pandemic and similar occurrences which might result in logistical restrictions, higher operating costs and impact our ability to satisfy our customers.
Internally, equipment's unplanned downtime may cause disruptions and may also expose employees to safety concerns.

Treatment and Mitigation:
Coconut Oil is one of D&L's critical raw materials thus, the Company in partnership with the Lao Foundation, started its sustainability initiatives for coconut farmers that include education on farming, coconut seedling and propagation for coconut tree replanting to address the current concern on aging trees resulting to the depleting harvest.
The Company also built its data analytics that helped identify and plan for key geographical dependencies through local or a more diversified sourcing. Moreover, the Company further started to review, strengthen and test its Business Continuity and Crisis Management Plans.
The Company ensures that equipment is well managed and maintained to prevent unwanted downtime. Quality management processes and standards are regularly reviewed to ensure consistent quality for the delight of all customers.

FINANCIAL RISK:
Volatility Inputs Risk

The fluctuation in prices of input commodities



Implication on D&L's Value Creation:
Commodities account for over seventy percent (>70%) of D&L's total Input costs, thus instability and/or increasing trend in commodity prices may negatively impact the Company's financial position and performance.

Treatment and Mitigation:
D&L has a strong and experienced team in charge of the procurement of commodities. Moreover, the Company integrated backward and leased two (2) oil mills to secure the supply and price of coconut oil.

GRI 3-3, 2-13, 2-24, 2-25

PILLARS: ENTERPRISE RISK MANAGEMENT

FINANCIAL RISK:
Foreign Exchange Risk

The instability of ForEx

Implications on D&L's Value Creation:
over thirty percent (>30%) of the Company's raw materials are imported and paid in foreign currency, thus, ForEx instability and fluctuation may negatively impact the Company's financial position and performance.

Treatment and Mitigation:
Export sales account for about twenty-seven percent (27%) of total revenues thus narrowing the exposure on ForEx Risks.
D&L started to build its data analytics to identify and plan opportunities to reduce the negative impact of ForEx through local or a more diversified sourcing. The Company also continuously build and strengthens it relationships with the banks to be able to avail and maximize good financial terms and conditions.







COMPLIANCE RISK:
Legal & Regulatory Risk

Exposure and possible compliance concerns related to changing laws and regulations

Implication on D&L's Value Creation:
The Company is engaged in the manufacture of chemicals that are subject to monitoring by regulatory government agencies. Contractual obligations are also entered into either as a customer or as a vendor as part of the Company's normal course of business. Moreover, regulations have been changing and evolving in response to the demand for sustainability. Failure in internal systems and processes may lead to compliance concerns.

Treatment and Mitigation:
D&L has policies and procedures that are periodically reviewed to ensure consistency with the changing laws and regulations. The Company has various corporate groups who check compliance, monitor, provide updates on regulatory changes and perform compliance audit.







Reputational Risk



Factors or events that could negatively impact D&L's corporate image and value

Implication on D&L's Value Creation:
Negative feedback or perception about the Company that may affect its relationship with customers, vendors, investors and other stakeholders might impact the Company's market value as well as its ability to achieve its goals and objectives.

Treatment and Mitigation:
D&L conducts quarterly investors' briefing to directly communicate the Company's results of operations, sustainability initiatives, expansion plans and other programs.
D&L also maintains a website https://dnl.com.ph where information and updates about the Company are transparently posted for the information of all stakeholders and the general public.

Our SUSTAINABILITY DISCLOSURES

- Frameworks and Standards
- Data Summary
- Content Indices



FRAMEWORK & STANDARDS



UN SDGs Alignment

D&L Industries aligns its sustainability strategy with the United Nations Sustainable Development Goals (UN SDGs), ensuring that its operations contribute to global priorities such as environmental protection, economic growth, and social development. Guided by its purpose of "Better Lives through Sustainable Innovation," the Company integrates sustainability across its **People**, **Process**, **Product**, and **Partnership** focus areas.

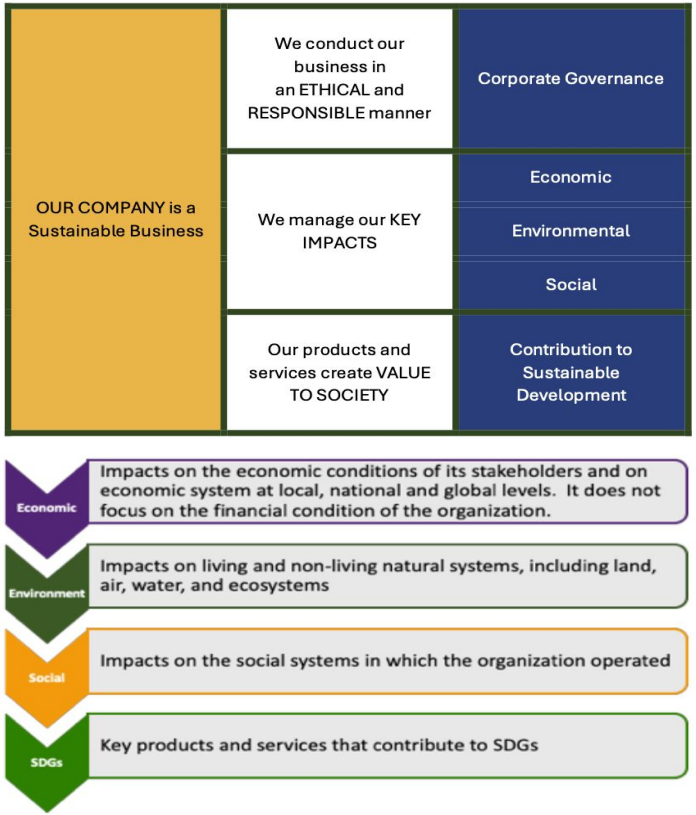
FRAMEWORK & STANDARDS

The Philippines SEC Sustainability Framework

On February 15, 2019, the Securities and Exchange Commission (Philippines) issued Memorandum Circular No. 4, titled Sustainability Reporting Guidelines for Publicly Listed Companies (PLCs), which established a Sustainability Reporting Framework and prescribed a reporting template for Philippine companies.

As the SEC's approach is anchored in globally recognized sustainability standards, D&L is able to cross-reference and align its impacts with the United Nations Sustainable Development Goals (SDGs) and the GRI Standards.

Beginning with the 2022 Sustainability Report and for subsequent reports, the Company has expanded upon the SEC's prescribed impacts and identified material topics in accordance with the updated GRI Standards 2021, which apply to reports issued from January 2023 onwards.



GRI 3-3, 2-23 | SDG 13.1, 15.9

FRAMEWORK & STANDARDS

The Philippines SEC Sustainability Framework

Among global ESG standards and frameworks, the Philippine SEC has also adopted a component of the Task Force on Climate-related Financial Disclosures (TCFD), as discussed below:

Climate-Related Risks & Opportunities

Risk management is embedded across the organization as a shared responsibility between Management and employees. At the highest level, the Board Risk Oversight Committee supervises the Company's Enterprise Risk Management (ERM) system to ensure its effectiveness and continuous improvement.

The Committee reviews the Company's risk appetite and tolerance levels at least annually, or as needed, taking into account changes in business operations, regulatory requirements, and the broader economic and operating environment.

Management requires all department heads to identify and assess risks within their respective units and to develop corresponding Risk Management and Business Continuity Plans. These plans aim to minimize downtime and mitigate—if not eliminate—the adverse impacts of disruptions on operations. They are reviewed at least annually to remain responsive to evolving economic and environmental conditions.

This section outlines the climate-related risks and opportunities currently facing the Company. The risks presented are not exhaustive, but rather highlight those considered most material and relevant to the business.

FRAMEWORK & STANDARDS

The Philippines SEC Sustainability Framework

RISKS ARISING FROM NATURAL AND MAN-MADE DISASTERS THAT MAY DISRUPT OPERATIONS

Potential Impacts

Damage to or loss of property

— Injury or loss of life

— Disruptions and delays in delivery

— Loss of sales and revenue

— Quality issues in finished goods

— Increased customer complaints

— Reputational damage to the Company

Mitigation Measures

✚ Strengthening of infrastructure to improve resilience against extreme weather events

✚ Employee education and regular training on safety and emergency response procedures

✚ Participation in company-wide and national disaster preparedness drills

✚ Adequate insurance coverage for identified assets

✚ Regular review and updating of IT Disaster Recovery and Business Continuity Plans

RISKS ASSOCIATED WITH INCREASING TEMPERATURES DRIVEN BY CLIMATE CHANGE

Potential Impacts

— Elevated temperatures may reduce crop yields, affecting the availability of key raw materials used by the Company

— Increased raw material costs and potential supply chain disruptions

Mitigation Measures

✚ Proactive monitoring of raw material prices, availability, and market trends, with corresponding adjustments to pricing structures

✚ Development of local and diversified sourcing strategies

✚ Leveraging scale to negotiate more favorable pricing

✚ Utilizing technical expertise to develop alternative raw materials



FRAMEWORK & STANDARDS

The Philippines SEC Sustainability Framework

OPPORTUNITIES ARISING FROM SHIFTING CONSUMER PREFERENCES TOWARD MORE SUSTAINABLE AND ENVIRONMENTALLY RESPONSIBLE CONSUMPTION

Potential Impacts

✚ Increased demand for the Company's natural, organic, and sustainable offerings across its various business segments

✚ Potential for higher margins and improved profitability

OPPORTUNITIES IN THE REGULATORY SPACE: INCREASE IN BIODIESEL BLEND FROM CURRENT 3% TO 5% AS PROVIDED FOR BY THE BIOFUELS ACT OF 2006

Potential Impacts

✚ Increased demand for the Company's coconut-based biodiesel

✚ Potential for higher margins and improved profitability



DATA SUMMARY: GRI STANDARDS

Economic

DESCRIPTION	UNIT OF MEASURE	2023	2024	2025
Direct Economic Value Generated	M Php	33,502	40,675	55,388
Revenue breakdown				
Food ingredients	%	61%	64%	61%
Chemrez	%	26%	25%	30%
Plastics	%	10%	8%	6%
Consumer products ODM	%	4%	2%	3%
Direct Economic Value Distributed				
Payments to suppliers	M Php	27,152	33,498	47,337
Other operating costs	M Php	1,801	2,238	1,980
Employee wages and benefits	M Php	989	1,142	1,119
Payments to providers of capital (interest)	M Php	623	930	1,359
Payments to governments (taxes)	M Php	1,771	1,578	1,634
Community investments (CSR initiatives)	M Php	34	35	19
Economic Value Retained (dividends)	M Php	2,143	1,493	1,521
Proportion of spending on local suppliers	%	67%	79%	69%

Certain prior period figures have been restated to reflect improvements in methodologies, data collection processes, and/or organizational scope. These adjustments were made to enhance comparability and align with the principles of the Global Reporting Initiative Standards.

DATA SUMMARY: GRI STANDARDS

Environment

DESCRIPTION	UNIT OF MEASURE	2023	2024	2025
Energy Consumption	in kWh	43,244,589	44,471,928	53,929,362
Energy Intensity (per MT of product)	in kWh	120	102	115
Energy Intensity (per '000 Php in net income)	in kWh	19	19	21
Water Consumption	in cubic meters	427,264	557,852	543,206
Water Intensity (per MT of product)	in cubic meters	1.2	1.3	1.2
Water Intensity (per '000 Php in net income)	in cubic meters	0.19	0.24	0.21
Direct (Scope 1) GHG Emissions	tCO2e	81,021	79,683	78,464
Indirect (Scope 2) GHG Emissions	tCO2e	18,278	19,575	27,122
Solid waste generatged by manufacturing plants	kg	3,130,873	2,906,163	3,654,716
Hazardous waste generated by manufacturing plants	kg	288,012	487,212	568,688
Hazardous waste transported	kg	118,726	358,106	569,133
Water discharged	Cubic metres (m^3)	96,066	93,443	95,572
Water recycled	Cubic metres (m^3)	26,598	208,656	97,594
Air pollutants	kg	122,020	249,820	218,148

Certain prior period figures have been restated to reflect improvements in methodologies, data collection processes, and/or organizational scope. These adjustments were made to enhance comparability and align with the principles of the Global Reporting Initiative Standards.

DATA SUMMARY: GRI STANDARDS

Social

DESCRIPTION	UNIT OF MEASURE	2023	2024	2025
Full-time employees	headcount	1089	1219	1522
% Female		*60%*	*60%*	*60%*
% Male		*40%*	*40%*	*40%*
Attrition Rate	%	10%	10%	8%
Ratio of lowest paid employee at minimum wage		1:1	1:1	1:1
Employees that took parental leave	headcount	23	38	30
Training hours provided to employees	Hours	21,126	28,465	34,745
Average training hours provided to employees	Hours	19	23	23
Employees covered with Collective Bargaining Agreements	headcount	0	0	0
Safe man-hours	Hours	2,413,560	3,108,924	3,079,296
Number of data breaches, including leaks, thefts, and losses of data	Count	0	0	0
Complaints on Customer Privacy	Count	0	0	0
Complaints on Human Rights Violation	Count	0	0	0
Substantiated complaints on marketing and labeling	Count	0	0	0

Certain prior period figures have been restated to reflect improvements in methodologies, data collection processes, and/or organizational scope. These adjustments were made to enhance comparability and align with the principles of the Global Reporting Initiative Standards.

DATA SUMMARY: GRI STANDARDS

Governance

DESCRIPTION	UNIT OF MEASURE	2023	2024	2025
Monetary fines and non-monetary sanctions for non-compliance with environmental laws and regulations reported	Count	1	1	0

Certain prior period figures have been restated to reflect improvements in methodologies, data collection processes, and/or organizational scope. These adjustments were made to enhance comparability and align with the principles of the Global Reporting Initiative Standards.

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: UN SDG ALIGNMENT

SDG	Goal	Company Initiatives	Section/Topic Reference	Relevant GRI Standards
SDG 1: No Poverty	End poverty	Supports local livelihoods through sourcing (e.g., coconut-based value chains), employment generation, and direct economic value creation and distribution, complemented by community development initiatives in partnership with the Lao Foundation	Profit: Profitable Growth & Sustained Financial Health; Community Engagement / Partnerships	GRI 201, GRI 203, GRI 413
SDG 2: Zero Hunger	End hunger, improve nutrition	Develops food ingredients and supports agricultural supply chains, contributing to food security and farmer livelihoods, complemented by community initiatives with partners such as the Lao Foundation	Business Presence; Product & Technology Innovation (Food & Ingredients	GRI 413, GRI 204
SDG 3: Good Health & Well-being	Ensure healthy lives	Implements workplace health and safety programs, wellness facilities, and medical missions, including community health initiatives in collaboration with partners such as the Lao Foundation	Health, Safety & Environment (HSE); Environmental Compliance; Community Engagement	GRI 403
SDG 4: Quality Education	Promote lifelong learning	Provides employee training and continuous development programs, while supporting education and learning initiatives through community partnerships such as the Lao Foundation	People: Employee Development & Training; Community Engagement	GRI 404

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: UN SDG ALIGNMENT

SDG	Goal	Company Initiatives	Section/Topic Reference	Relevant GRI Standards
SDG 5: Gender Equality	Achieve gender equality	Promotes diversity, inclusive workplace policies, and equal opportunities, supported by inclusive community engagement initiatives with partner organizations	People: Diversity & Inclusion; Corporate Culture	GRI 405
SDG 6: Clean Water & Sanitation	Sustainable water use	Implements water recycling, efficient fixtures, and wastewater treatment systems, while supporting water stewardship awareness through community engagement initiatives	Planet Conservation: Resource Management (Water);	GRI 303
SDG 7: Affordable & Clean Energy	Sustainable energy access	Advances renewable energy through biodiesel (CME), energy efficiency programs, and cleaner fuel adoption, contributing to national energy sustainability efforts in collaboration with stakeholders	Planet Conservation; Energy Consumption; Coconut Biodiesel (CME)	GRI 302
SDG 8: Decent Work & Economic Growth	Inclusive economic growth	Drives employment generation, fair compensation, and resilient growth, while contributing to broader economic development through partnerships across its value chain	Profit: Economic Value Distribution; People: Employment & Labor Practices	GRI 201, GRI 202

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: UN SDG ALIGNMENT

SDG	Goal	Company Initiatives	Section/Topic Reference	Relevant GRI Standards
SDG 9: Industry, Innovation & Infrastructure	Sustainable industrialization	Invests in R&D, sustainable materials, and green infrastructure, enabling innovation through collaboration with industry partners and stakeholders	Product & Technology Innovation; Planet Conservation (Green Buildings / LEED Facilities)	GRI 203, GRI 302
SDG 10: Reduced Inequalities	Reduce inequalities	Promotes inclusive employment and stakeholder engagement, complemented by community outreach and social inclusion initiatives with partners such as the Lao Foundation	People: Diversity & Inclusion; Community Engagement	GRI 413
SDG 11: Sustainable Cities & Communities	Sustainable communities	Develops LEED-certified facilities and supports community safety and environmental programs, including local engagement initiatives with partner organizations	Planet Conservation (LEED Buildings); Community Engagement	GRI 413, GRI 302
SDG 12: Responsible Consumption & Production	Sustainable production	Implements waste management (5Rs), circular practices, and resource efficiency programs, while promoting sustainability awareness across stakeholders and communities	Environmental Impact Management (Waste)	GRI 306, GRI 301

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: UN SDG ALIGNMENT

SDG	Goal	Company Initiatives	Section/Topic Reference	Relevant GRI Standards
SDG 13: Climate Action	Climate mitigation	Reduces GHG emissions through biodiesel, energy optimization, and cleaner technologies, contributing to national and global climate goals in collaboration with stakeholders	Environmental Impact Management (GHG Emissions); Planet Conservation; CME Biodiesel	GRI 305
SDG 14: Life Below Water	Protect marine life	Strengthens wastewater treatment and pollution control, ensuring compliance and supporting environmental protection through responsible operations and awareness initiatives	Environmental Impact Management (Effluents & Wastewater	GRI 303, GRI 306
SDG 15: Life on Land	Protect ecosystems	Promotes sustainable sourcing, biodiversity protection, and tree planting activities, including environmental initiatives conducted with partners and communities	Ecosystem & Biodiversity; Planet Conservation Initiatives	GRI 304
SDG 16: Peace, Justice & Strong Institutions	Strong governance	Upholds ethical business practices, compliance, and risk management, supported by strong governance frameworks and stakeholder accountability	Governance; Enterprise Risk Management (ERM); Code of Business Principles	GRI 2, GRI 205
SDG 17: Partnerships for the Goals	Global partnerships	Strengthens collaboration with government, suppliers, communities, and organizations such as the Lao Foundation to drive shared sustainability outcomes	Stakeholder Engagement; Partnerships; Community Engagement	GRI 2, GRI 204

CONTENT INDICES: GRI STANDARDS

Materiality Assessment

D&L Industries, Inc. determines its material sustainability topics through a structured process aligned with the GRI Standards and guided by its commitment to creating long-term value for stakeholders.

The materiality assessment process consists of the following steps:

1) **IDENTIFICATION**

A universe of potential ESG topics was identified based on:

- GRI Standards and peer benchmarking
- Industry-specific risks and opportunities
- Internal policies, risk registers, and strategic priorities (including the N+ framework)

2) **STAKEHOLDER ENGAGEMENT**

Key stakeholder groups—including customers, employees, suppliers, shareholders, regulators, and communities—were consulted through:

- Internal workshops and management discussions
- Customer and supplier engagements
- Investor relations feedback and inquiries

3) **ASSESSMENT AND PRIORITIZATION**

Topics were evaluated based on:

- Significance of economic, environmental, and social impacts
- Influence on stakeholder assessments and decisions

4) **VALIDATION**

Results were reviewed and validated by senior management and aligned with enterprise risk management and corporate strategy.

5) **REVIEW AND UPDATE**

The materiality assessment is reviewed annually to reflect evolving business conditions, regulatory developments, and stakeholder expectations.

CONTENT INDICES: GRI STANDARDS

Focus Areas and Material Topics

D&L Industries' sustainability framework is anchored on its **SustainAbility Wheel**, which integrates **People**, **Process**, **Product**, and **Partnership** as core focus areas enabling the Company to deliver long-term value across Planet, People, and Profit.

In line with GRI 3: Material Topics, these focus areas represent the Company's most significant economic, environmental, and social impacts, guiding strategy, operations, and stakeholder engagement.

People Empowerment

Developing a capable, engaged, and responsible workforce

Process Rationalization & Optimization

Driving efficiency, responsibility, and operational excellence

Product & Technology Innovation

Creating sustainable, high-value solutions

Partnership Cultivation

Building strong relationships across the value chain

Governance, Culture, and Risk (Foundation Layer)

Underlying all focus areas are strong corporate governance, core values, and risk management systems, ensuring that sustainability is embedded across decision-making and aligned with long-term resilience and accountability.

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: GRI CONTENT INDEX

Statement of Use: D&L Industries, Inc. has reported in accordance with the Global Reporting Initiative (GRI) Standards 2021, and the disclosures presented herein are prepared with reference to these standards for the period January 1 to December 31, 2025.

GRI Standard	Disclosure	Description	Location in this report / direct answer	Other References
GRI 1: Foundation				
GRI 2: General Disclosures	2-1	Organizational details	Our D&L - Organizational & Ownership Structure	Philippines SEC 17-A Form
	2-2	Entities included	Our D&L - Organizational & Ownership Structure	Philippines SEC 17-A Form
	2-3	Reporting period/contact	About this report	
	2-4	Restatements	GRI Metrics	
	2-5	External assurance	No external assurance	
	2-6	Activities & markets	Our D&L - Businesses and Industries We Serve	Philippines SEC 17-A Form
	2-7	Employees	GRI Metrics	Philippines SEC 17-A Form
	2-9	Governance structure	Pillars - Corporate Governance	Philippines SEC 17-A Form
	2-10	Nomination and selection of the highest governance body	Pillars - Corporate Governance	

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: GRI CONTENT INDEX

GRI Standard	Disclosure	Description	Location in this report / direct answer	Other References
GRI 2: General Disclosures	2-11	Chair of the highest governance	Pillars - Corporate Governance	
	2-12	Role of the highest governance body in overseeing the management of impacts	Pillars - Corporate Governance	
	2-13	Delegation of responsibility for managing impacts	Pillars - Corporate Governance	
	2-14	Role of the highest governance body in sustainability reporting	Pillars - Corporate Governance	
	2-15	Conflicts of interest	Pillars - Core Values (Code of Business Principles)	
	2-16	Communication of critical concerns	Pillars - ERM (Anti-Corruption Policy)	
	2-17	Collective knowledge of the highest governance body	Pillars - Corporate Governance	
	2-18	Evaluation of the performance of the highest governance body	Pillars - Corporate Governance	
	2-19	Remuneration policies	Pillars - Corporate Governance	

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: GRI CONTENT INDEX

GRI Standard	Disclosure	Description	Location in this report / direct answer	Other References
GRI 2: General Disclosures	2-22	Statement on sustainable development strategy	Pillars - N+ Culture (SustainAbility Wheel)	
	2-23	Policy commitments	Pillars - Core Values (Code of Business Principles)	
	2-24	Embedding policy commitments	Pillars - Core Values (Code of Business Principles); N+ Culture	
	2-25	Processes to remediate negative impacts	Pillars - ERM	
	2-26	Mechanisms for seeking advice and raising concerns	Pillars - ERM	
	2-27	Compliance with laws and regulations	Environmental compliance; Code of Business Principles; ERM	
	2-28	Membership associations	Partnership Cultivation - Membership Association	
	2-29	Approach to stakeholder engagement	ERM Customer Management; Materiality Assessment;	
	2-30	Collective bargaining agreements	The organization has no labor unions across any of its companies and operating facilities.	

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: GRI CONTENT INDEX

GRI Standard	Disclosure	Description	Location in this report / direct answer	Other References
GRI 3	3-1	Process to determine material topics	Pillars - N+ Culture (SustainAbility Wheel)	
	3-2	List of material topics	Pillars - N+ Culture (SustainAbility Wheel)	
	3-3	Management of Material topics	Our N+ Sustainability Strategies	
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	Profit: Profitable Growth & Sustained Financial Health	
	201-3	Defined benefit plan obligations and other retirement plans		Philippines SEC 17-A Form
GRI 203: Indirect Economic Impact	203-2	Significant indirect economic impacts	Partnership Cultivation - Coconut Sustainability	
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	GRI Metrics	
GRI 205: Anti-Corruption	205-1	Operations assessed for risks related to corruption	Our Pillars - ERM	
	205-2	Communication and training about anti-corruption policies and procedures	Our Pillars - ERM	
	205-3	Confirmed incidents of corruption and actions taken	GRI Metrics	

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: GRI CONTENT INDEX

GRI Standard	Disclosure	Description	Location in this report / direct answer	Other References
GRI 301: Materials	301-1	Materials used by weight or volume	Environmental Impact Management; GRI Metrics	
GRI 302: Energy	302-1	Energy consumption within the organization	Environmental Impact Management; GRI Metrics	
	302-3	Energy Intensity	Environmental Impact Management; GRI Metrics	
GRI 303: Water and Effluents	303-2	Management of water discharge-related impacts	Environmental Impact Management; GRI Metrics	
	303-3	Water withdrawal	Environmental Impact Management; GRI Metrics	
	303-4	Water discharge	Environmental Impact Management; GRI Metrics	
	303-5	Water consumption	Environmental Impact Management; GRI Metrics	

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: GRI CONTENT INDEX

GRI Standard	Disclosure	Description	Location in this report / direct answer	Other References
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emission	Environmental Impact Management; GRI Metrics	
	305-2	Energy indirect (Scope 2) GHG emissions	Environmental Impact Management; GRI Metrics	
	305-4	GHG emissions intensity	Environmental Impact Management; GRI Metrics	
GRI 306: Waste	306-1	Waste generation and significant waste-related impacts	Environmental Impact Management; GRI Metrics	
	306-2	Management of significant waste-related impacts	Environmental Impact Management; GRI Metrics	
	306-3	Waste generated	Environmental Impact Management; GRI Metrics	
	306-4	Waste diverted from disposal	Environmental Impact Management; GRI Metrics	
	306-5	Waste directed to disposal	Environmental Impact Management; GRI Metrics	

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: GRI CONTENT INDEX

GRI Standard	Disclosure	Description	Location in this report / direct answer	Other References
GRI 401: Employment	401-1	New employee hires and employee turnover	People Empowerment; GRI metrics	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	People Empowerment; GRI metrics	
	401-3	Parental leave	People Empowerment; GRI metrics	
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	People Empowerment; People Risk; Facility Design & Systems for Employee Work Environment & Wellbeing	
	403-2	Hazard identification, risk assessment, and incident investigation	Our Pillars - ERM	
	403-4	Worker participation, consultation, and communication on occupational health and safety	People Empowerment; Our Pillars - ERM	
	403-5	Worker training on occupational health and safety	People Empowerment	
	403-6	Promotion of worker health	People Empowerment	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our Pillars - ERM	
	403-9	Work-related injuries	GRI metrics	
	403-10	Work-related injuries	GRI metrics	

GRI 3-3, 2-23 | SDG 13.1, 15.9

CONTENT INDICES: GRI CONTENT INDEX

GRI Standard	Disclosure	Description	Location in this report / direct answer	Other References
GRI 404: Training and Education	404-1	Average hours of training per year per employee	People Empowerment; GRI metrics	
	404-2	Programs for upgrading employee skills and transition assistance programs	People Empowerment	
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	People Empowerment; GRI metrics	
GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	No incidents of discrimination were recorded during the reporting period.	
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments and development programs	Partnership Cultivation - CSR; Coconut Sustainability	
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	Product & Technology Innovation - Product Responsibility and Safety	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product & Technology Innovation - Product Responsibility and Safety	
GRI 417: Marketing and Labeling	417-1	Requirements for product and service information and labeling	Marketing and labeling	
	417-2	Incidents of non-compliance concerning product and service information and labeling	Marketing and labeling	
	417-3	Incidents of non-compliance concerning marketing communications	Marketing and labeling	
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Privacy and Protection	

Corporate Information

COMPANY HEADQUARTERS
D&L Industries, Inc.
65 Calle Industria
Bagumbayan, Quezon City 1110
Metro Manila, Philippines

LOCATION OF OPERATIONS
Philippines

SUBSIDIARIES
Aero-pack Industries, Inc.
Chemrez Product Solutions, Inc.
Chemrez Technologies, Inc.
Chemrez Technologies LLC
D&L Polymer & Colours, Inc.
D&L Premium Foods Corp.
First in Colours, Incorporated
Natura Aeropack Corporation
Oleo-Fats Incorporated

INVESTOR RELATIONS
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STOCKHOLDER INQUIRIES
D&L Industries, Inc.'s common stock is listed and traded in the Philippine Stock Exchange under the symbol "DNL". Inquiries regarding dividend payments, accounts status, address changes, stock certificates, and other pertinent matters may be
addressed to the Company's transfer agent.

Stock Transfer Service, Inc.
Unit D, 34/F Rufino Pacific Tower
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