



2024/2025

ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE
REPORT



Implementation of ESG

Sustainability is an integral part of our value creation goals. Technology is also at the core of our business and many of our products. Because of this, we leverage technology and data to drive innovation, with a strong emphasis on developing solutions that contribute to a more sustainable industry while safeguarding the environment. This approach extends across our products, operations and broader corporate citizenship. Consequently, ESG plays an important role within our strategic framework, with collaboration, connectivity and co-creation serving as the foundation of our approach.

We continue to integrate our previous CSR efforts within the evolving ESG framework, taking concrete steps to formalize our approach. In 2024/2025, we advanced our efforts by:

- embedding ESG factors into our internal frameworks;
- establishing governance structures;
- implementing changes based on our double materiality analysis to align with compliance requirements; and
- further developing our processes for internal evaluation and external ESG communications.

It is important to note that the new Omnibus I and II proposals could change the scope of the EU's Corporate Sustainability Reporting Directive and place Holland Colours out of scope with regard to this regulatory requirement. As Omnibus I and II are currently only proposals and not yet law, the approach described below will remain unchanged unless the legislation changes. Nevertheless, our intrinsic motivation is the driving force for adhering to ESG.

IMPORTANCE OF ESG IN CORPORATE STRATEGY

Holland Colours recognizes that strong ESG implementation goes beyond compliance requirements; it is a strategic imperative. By aligning with ESG principles, we aim to enhance our reputation, attract socially conscious stakeholders and mitigate risks associated with environmental and social challenges. This approach not only aligns with global sustainability trends, but it also strengthens our position as a responsible corporate citizen, enabling us to navigate the evolving expectations of investors, customers and regulatory bodies.

COMPLIANCE WITH CSRD REGULATIONS¹

The Corporate Sustainability Reporting Directive (CSRD) is a mandatory reporting framework from the European Union that governs sustainability reporting. Under the CSRD, Holland Colours will begin disclosing its sustainability performance in accordance with the specified criteria from 2027/2028. Despite not yet being applicable, we have already begun implementing ESG processes aligned with the new guidelines. This approach will help us to gradually integrate the CSRD requirements into our operations while reinforcing our commitment to sustainability. Moving early will also allow us to demonstrate our sustainability improvements in future annual sustainability reports.

¹ The degree to which Holland Colours will have to comply with CSRD regulations depends on the outcome of the EU Omnibus proposal to simplify ESG reporting.

ESG Governance: Program structure

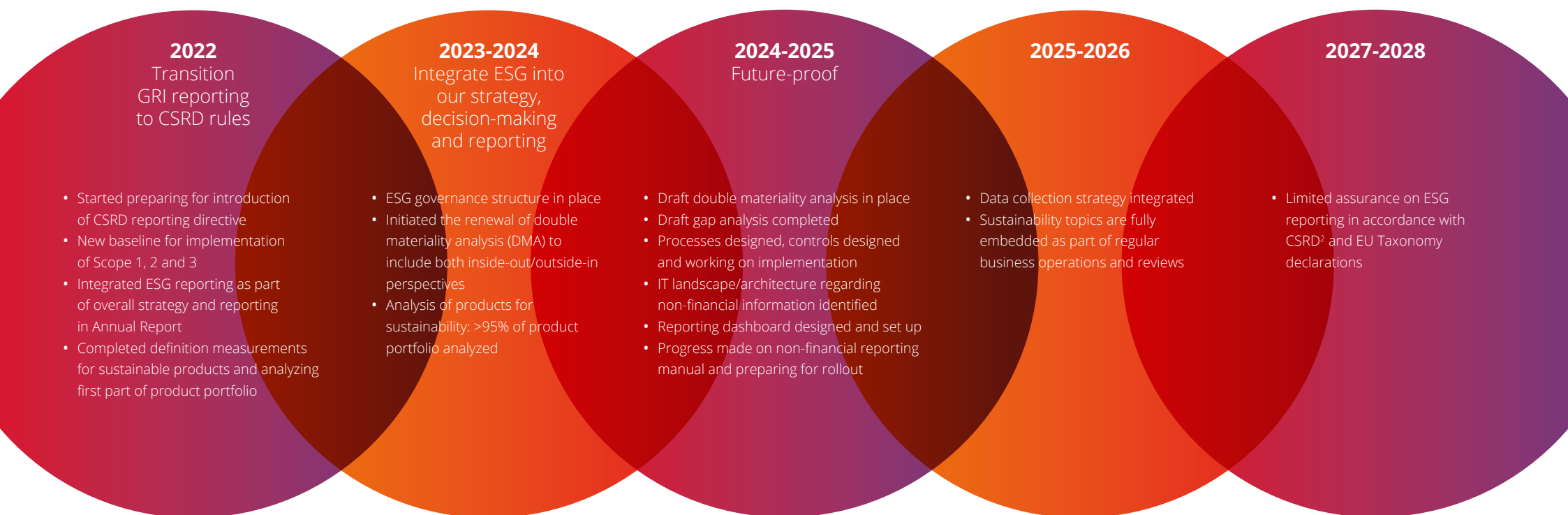
ESG is implemented in our organization through an array of targeted programs, each led by a program owner. These programs are the driving force behind our sustainability initiatives, ensuring that our ESG goals are not just aspirations but are also supported by actionable plans with tangible outcomes. Communication and reporting are integral to this structure.



ESG ROADMAP 2022-2028

In 2024/2025, we took a further step regarding our double materiality analysis and validating the outcomes. We are now close to finalizing these. We also made progress towards completing our gap analysis regarding what data we already have and what data collection systems we still need to set up. We also made progress on designing processes

and controls, and started implementing them to manage ESG. This further emphasizes our commitment to integrating sustainability across the company. Integrating CSRD and its ESRS requirements (European Sustainability Reporting Standards) into the company is a step-by-step process. Below is the roadmap we are following.



² The 2025-2026 roadmap is highly dependent on the outcome of the EU Omnibus proposal to simplify ESG reporting.

Safety

Ensuring the safety and well-being of our employees remains Holland Colours' utmost commitment. Our primary focus is on fostering a work environment free of accidents. We emphasize continuous training and the empowerment for our staff to promptly report incidents, accidents and near misses. Through proactive learning and process enhancements, we strive for excellence in our operations.

Accordingly, we have defined four safety categories:

- An L1 accident is a lost-time injury.
- An L2 accident is one that requires external medical treatment (rather than first aid), or which leads to restricted duties for the person involved.
- An L3 incident is one that requires first aid, or involves damage to material, or in which smoke or fire are involved.
- An L4 incident which relates to a near miss.

THE SAFETY CULTURE LADDER

We introduced the Safety Culture Ladder program in 2020/2021 and have continued to strive to improve it since. Our primary goal with this program is to achieve zero accidents. This initiative aims to instill a cultural shift towards safety by encouraging the active participation of every employee in identifying and mitigating potential risks. It goes beyond simple compliance with regulations, emphasizing both adherence to protocols and a vigilant approach to hazard recognition. Paramount in this are regular discussions on safety, people's willingness to reporting unsafe conditions, and the need for effective communication channels. The Safety Culture Ladder was developed for the construction sector. Our goal is to reach step four of the ladder: Proactive.

SAFETY PERFORMANCE IN 2024/2025

Measurements from our internal system for monitoring safety improvement actions indicated that our safety management improved in 2024/2025 compared to the previous year. There is more focus on prevention and more focus on anticipation versus reacting. The Board of Management and local leadership continued to signal the importance of safety.

The number of Lost Time Injuries (L1) in 2024/2025 was zero. Unfortunately, there were five L2 incidents, but the number of L3 incidents was again lower versus the previous year. The reporting of near-miss incidents (L4) remained high, which helps the organization to proactively address risky situations. The overall trend remains positive. We continue to increase our safety efforts to ensure a safe workplace. More information on safety can be found on page 55 under Learning & Development.

Safety	2024/2025	2023/2024
L1 : Lost time	0	0
L2 : Restricted Duty / Medical Treatment	5	5
L3 : First Aid, Material or Fire	37	45
L4 : Near miss	520	544

SAFETY CULTURE LADDER

5

Progressive

Safety is a standard part of contractors' operational processes as well, and safety is ingrained in the thinking and behavior of all employees.

4

Proactive

Safety is a top priority and is treated proactively within the company's operations. Along with structural investments in raising safety awareness, employees are encouraged to raise unsafe behavior with each other.

3

Calculating

The company pays attention to health and safety and has clear safety rules, but safety is seen mostly as a senior management task.

2

Reactive

The company generally only tightens safety after something has gone wrong and employees do not generally feel responsible for their own or their colleagues' safety.

1

Pathological

The company's attitude is that it doesn't have accidents so it doesn't need to invest in safety.



Aiming for zero accidents

We are committed to fostering a safe and healthy workplace environment and striving for pro-active environment with high safety awareness and zero-accidents. Through ongoing training initiatives and the creation of suitable conditions, we empower each individual to perform at their best every day.

Central to this is to create a mindset and behavior that is focused at continuous improvement, open dialogue and to encourage everyone to report not just accidents and incidents, but near misses as well. Near misses represent potential hazards that, although they haven't resulted in accidents, could have. By reporting near misses, we enhance our preventive measures, ultimately reducing the occurrence of incidents and accidents.

Sustainability

Holland Colours' mission is to contribute to the development of a sustainable industry. This involves collaborating as co-design partners to create solutions that align with our clients' ESG objectives. Our ESG framework guides our approach to key sustainability areas, helping us evaluate decisions related to products, processes, personnel and technology. It also shapes the collective impact of every member of Holland Colours, from major strategic choices to everyday decisions, while supporting community outreach across our divisions in the U.S., Asia and Europe.

On the technology side, our pigment encapsulation technology incorporates sustainability into its formulation by using renewable resources where possible. This puts us in a strong position to meet our clients' increasing sustainability demands. As they seek more sustainable solutions for their products, the need for renewable, recyclable or circular materials is growing – particularly in packaging colorants and additives – as well as in building and construction materials and coatings, sealants and adhesives. Meeting sustainability and circular-economy requirements will be essential for Holland Colours' continued success.

Sustainability at Holland Colours covers our processes, our products and our people

FOCUS AREAS AND THE LINK BETWEEN OUR SDG GOALS AND ESG

Our sustainability programs focus on three main areas: our process, our products and our people. Our ESG efforts in these areas derive from a selection of the United Nations Sustainability Development Goals (SDGs). Of the 17 SDGs, we selected seven that are most relevant to Holland Colours internally, to our clients, to brand owners and to our value chain partners. They are:



3. Good health and well-being;



7. Affordable and clean energy;.



8. Decent work and economic growth;



9. Innovation and infrastructure;



12. Responsible production and consumption;



13. Climate action; and



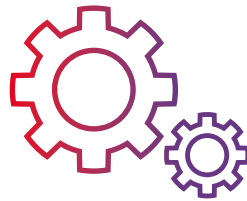
17. Partnership for the goals.

FOCUS AREAS

WE ENVISION A
COLORFUL WORLD
IN WHICH WE ARE
THE **WINNING**
SUSTAINABLE
SOLUTION



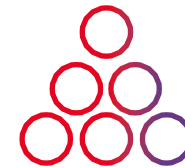
Based on the selected SDGs, we defined three focus areas:



Our Processes

We service our customers with products that are produced regionally, and we design our processes to support the sustainable use of energy and raw materials.

By 2030, we will have reduced the CO₂ impact of our operational activities by 50% versus 2015.



Our Products

Together with our customers and partners, we co-create sustainable solutions and develop products that enable recycling, the reduction of food waste and the reduction of energy consumption.

We will structurally increase our annual investment in innovation. By 2030, 90% of our revenue will be based on products that contribute to sustainability.



Our People

We protect the safety, health and welfare of HCA employees and offer development opportunities to all. Given our geographical spread, we consider it important to employ nationally.

We invest at least 2% per year of our personnel wages in responsible care for our employees. This investment is used to deliver training, for individual and team development and/or as time that can be spent on local social aid activities.

SUSTAINABILITY AND PROCESS

Regarding the sustainability of our processes, our main focus has been on our GHG emissions. We are dedicated to minimizing our carbon footprint and effectively managing greenhouse gas emissions across all three scopes.

In 2024/2025, we continued our carbon footprint analysis based on the Greenhouse Gas Protocol guidelines. An external audit was carried out to determine the most suitable emission factors. In Scope 3, waste is one of the two most significant factors contributing to our overall carbon footprint. Accordingly, we will continue to focus on reducing our waste and discussing possible improvements with our suppliers to lower our emissions. Employee commuting by car is also a focus and we are working with employees to promote sustainable travel to address this issue as well.

Explanation of used methodology

The Greenhouse Gas Protocol has emerged as the predominant greenhouse gas accounting standard worldwide, offering a more comprehensive and transparent framework for reporting. Holland Colours embraced the GHG protocol standard in financial year 2022/2023, and the previously used GRI-based calculations are no longer in use. Under the new methodology, Scope 1 and Scope 2 emissions have been calculated in accordance with the Protocol.

Holland Colours has chosen to include Scopes 1, 2 (fully) and Scope 3 (limited categories), in its GHG accounting. This annual report discloses emissions from Scopes 1 and 2, plus Scope 3 categories 5, 6 and 7.

Calculating Scope 3 emissions is the most complex challenge. Under our current methodology, we have excluded upstream categories 1 (product packaging and purchased materials) and 4 (upstream transport) from Scope 3 calculations to maintain consistency.

• Scope 1 emissions

arise directly from sources that Holland Colours owns or controls itself, such as manufacturing processes, equipment and company owned transportation.

• Scope 2 emissions

are indirect emissions from the electricity we purchase.

• Scope 3 emissions

are the most comprehensive and complex of the three scopes. They include all indirect emissions that are not covered by Scope 2. This encompasses a wide range of activities, including the emissions from business travel, our employees' commuting, waste generation and water usage. The last three of those – travel emissions, waste and water usage – have been added to our Scope 3 CO₂ calculations. They were not included in the GRI calculations and therefore not included in the overall reporting in the previous years.

Category 2 – capital goods – has been excluded because the indirect emissions from the capital goods used by Holland Colours over the lifetime of their use are considered stable and to have limited significance in the company's overall emissions. Categories 3 (fuel and energy-related activities not included in Scope 1 or 2) and 8 (upstream leased assets) are excluded because they do not apply to Holland Colours' activities or assets. Downstream categories are excluded because of the difficulty of gathering accurate data about them.

The Greenhouse Gas Protocol divides an organization's impact into three scopes, each defining CO₂ emissions. We have also highlighted the Scope 3 categories we have included in our emissions.

Through in-depth reporting on all three scopes, we can comprehensively assess, manage and mitigate our carbon footprint. Our strategies to curb emissions span all scopes, encompassing investments in renewable energy and collaboration with suppliers to enhance sustainability practices. Additionally, we involve our employees in promoting sustainable behaviors and provide training to reduce carbon footprints both in the workplace and at home. Embracing a new analytical approach, we remain committed to reducing our emissions. We aim to continually monitor and report progress in our mission to minimize our carbon footprint.

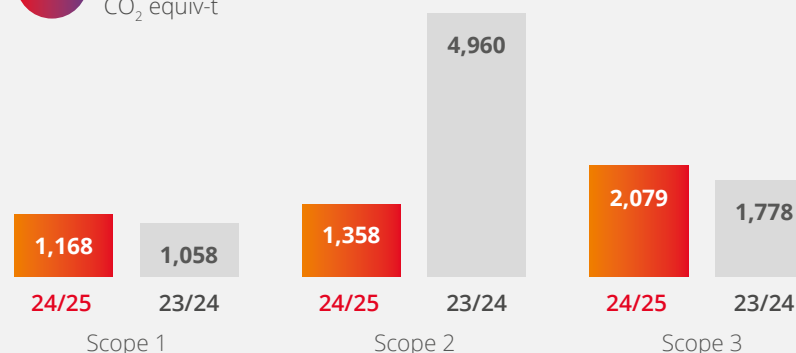
Overall, our emissions decreased by 41% in 2024/2025 compared to 2023/2024. This was primarily driven by a drastic reduction in our Scope 2 emissions, which represent the largest share of our gate-to-gate carbon footprint. This was achieved through a strategic shift to green electricity and/or purchase of green certificates across divisions, resulting in a 73% reduction in Scope 2 emissions. Some corrections were also made. For instance, in Scope 2 Asia, a booking error in one quarter (incorrectly booked as green energy instead of grey) led to a 29% increase in Scope 2 Asia emissions in 2023/2024. This has been corrected in this year's data. The total GHG impact from scopes 1 and 3 saw an increase of 14% mainly due to higher production volumes and associated activities such as increased employee commuting and business travel. However, these increases were offset by the major decline in Scope 2 emissions following a broader switch to renewable energy and more accurate tracking of energy sources. The overall CO₂-equivalent impact of the organization fell by 41%.

RESULTS



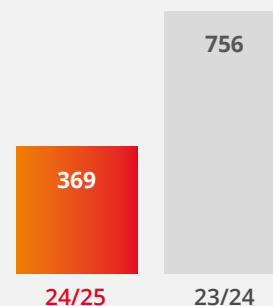
Emissions per scope

CO₂ equiv-t



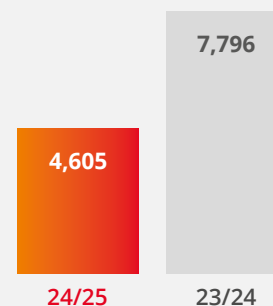
Emissions per kg product

CO₂ equiv-g



Total emissions

CO₂ equiv-g in metric tons



The gate-to-gate carbon footprint (CFP) per kg product decreased from 756g CO₂-eq/kg to 369g CO₂-eq/kg, reflecting a 51% reduction. This significant improvement reflects increased green energy usage, purchase of green certificates and improved energy efficiency per kg produced.

The energy mix for electricity

The energy mix at Holland Colours differs by region and supplier, month-to-month and location-to-location. We monitor this monthly fluctuation across our global sites. The mix broadly includes 'grey' fossil-based energy (mainly coal and natural gas), nuclear, hydro-electric and other 'green' renewable sources like wind, solar and bio-based energy. In the past year, we have increased the use of green energy significantly – particularly in the Netherlands and EMEA region. Moving forward, we will continue to assess and optimize our electricity sourcing to improve our emissions profile in the future.

SUSTAINABILITY AND PRODUCT

Sustainability has evolved from a mere add-on to a driving force for innovation in our industry. The materials market is undergoing a profound transformation, shifting from reliance on fossil fuels to embracing sustainable alternatives, and from single-use consumerism to prioritizing reuse and full circularity. Factors such as logistics, economies of scale, raw material availability and geopolitical dynamics further contribute to this trend, which is integral to our ongoing strategic review. Next to that, we setup a dedicated unit under the name Revive Colours, which will focus on colorants produced from biobased feedstock and/or low CO₂.

In 2024/2025, we continued to advance our sustainable product assessment methodology and applied it to 99% of our product portfolio. This was based on an enhanced understanding of our position in the transition towards more sustainable materials and by gaining deeper insights into our clients' sustainability needs. We actively engaged with our suppliers to understand their product development processes and emphasized the importance of considering sustainability impacts.

At Holland Colours, we have defined a sustainable product as follows:

- it enables our customer to have a lower cradle-to-gate CO₂/kg equivalent impact in material usage versus the main alternative solution in a specific application subsegment; or
- it enables our customer to have a lower CO₂/kg equivalent impact in their production versus the main alternative solution; or
- it supports the increased recycling of materials.

Sustainable product assessment – our methodology

For each product subsegment, we take the main competitive product as being the alternative. The assessment looks at three criteria covering the life cycle of the customer product. Our product is considered (more) sustainable if the assessment of total CO₂ impact across the three criteria is less than that of the competitor benchmark. If it is equal, it is not sustainable.

Our three criteria are below. The evaluation is done from a customer perspective:

Criteria 1 – Assessment based on total CO₂ impact of the customer formulation

We compare the CO₂ value/kg of the formulation of our Holland Colours product against the formulation used by the competitive benchmark product. Key comparison parameters are:

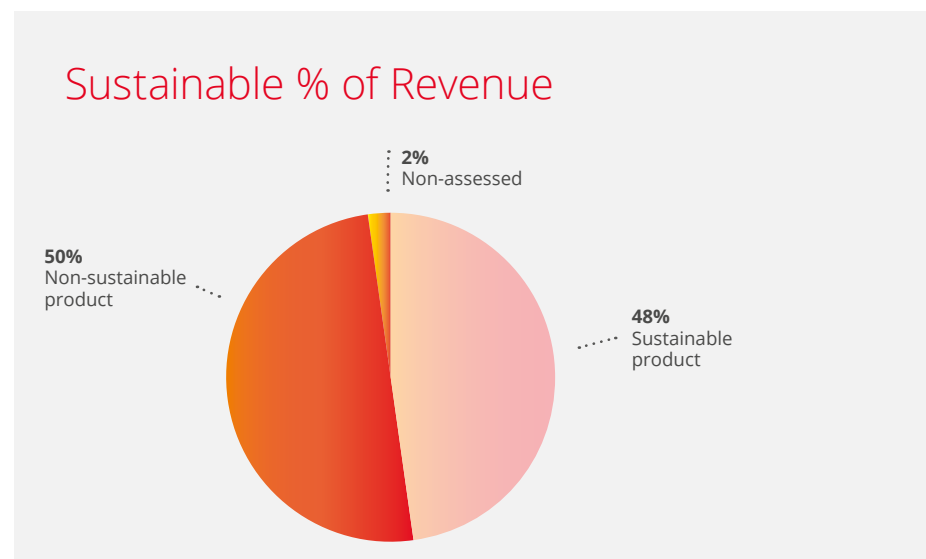
- the quantity of raw materials used for concentrate production;
- the percentage of biobased material with a lower CO₂ impact;
- changes in customer product materials (e.g. lower use of concentrates);
- the concentrate production process (electricity/gas/heating/number of steps); and
- waste generated during concentrate production.

Criteria 2 – CO₂ impact of the customer production process

Here we compare the CO₂/kg generated during the production process, by the customer, using a Holland Colours product versus the competitive benchmark product. Key comparison parameters are efficiency, energy usage/heating required, number of production steps and the amount of customer waste generated.

Criteria 3 – Impact on recycling of customer product

The recyclability of the customer's product made with a Holland Colours solution is compared to that of the same product made with a competing solution. The comparison focuses on the impact each solution has on the sorting, separation, and recycling processes.



At the end of 2024/2025, 48% of our assessed product portfolio is considered sustainable, an increase of 4% versus last year. This 4% improvement is attributable to normal shifts in the product portfolio and additional assessments (29 new product-market combinations evaluated this year). Only 2% of our portfolio remains unassessed, compared to 5.0% last year. The decrease is due to the inclusion of more categories that grew in volume and were now eligible for assessment. Additionally, some straightforward product categories were newly evaluated. These results are primarily due to criteria 1: the product used and, specifically, the use of natural or biobased carrier materials that, on average, lowered the

environmental impact. The largest contribution in our cradle-to-gate analyses came from the Scope 3 raw material impact.

We will use the learnings and results from these assessments to improve our methods and to align with customers on their expectations. We will also undertake improvement initiatives to increase the percentage of sustainable product in our portfolio. Our target continues to be to have 90% of our revenue derived from sustainable products by 2030. We also concede that this goal is a stretch and will be hard to achieve. To support this, we continue to invest structurally in innovation, supplier engagement and product development to substitute fossil-based ingredients with sustainable alternatives wherever possible.

Our procurement and product development team have started a program to identify and replace fossil-based ingredients with more sustainable alternatives where possible. As part of this program, we carefully evaluate both product performance and compliance, as well as the cost of the formulations. We are finding that the multitude of unique and customer-specific formulations produced by Holland Colours is making it difficult to achieve rapid progress in transitioning existing products towards new and sustainable alternatives. Therefore we plan to reevaluate our targets set on product given these dynamics.

SUSTAINABILITY AND PEOPLE

Our strategy includes building on our competencies and developing our skills. We maintain an environment in which we train our people and create the right conditions for each of us to give our best every day. Our ambition is to invest at least 2% per year of our personnel wages in our employees. This is used to stimulate personal development, deliver training, to support team development and/or as time that can be spent on local charity and volunteering activities.

All employees are part of the Better Together Dialogue (BTD) cycle. By better understanding the ambitions and talents of our people – and discussing how each of us can contribute to our strategy of Accelerate to Win – we create a culture of continuous

learning, development and feedback. Through these well-integrated and ongoing Holland Colours dialogues, we help each other to become stronger, more efficient and more effective. The dialogues also help us ensure we maintain an ongoing focus on personal development plans and the development of competences and behaviors. Through the dialogues, we agree on clear, mutual expectations, so increasing accountability within our organization.

Every dialogue starts with questions for the employee. The next step is to reflect on the answers and create an individual development plan that encourages each employee to think ahead. In 2024/2025, we introduced new BTD questions such as: 'How will the new strategy affect my job?' and 'What are the strengths that makes me successful and can contribute to developing our people?'

Our Winning Behaviors

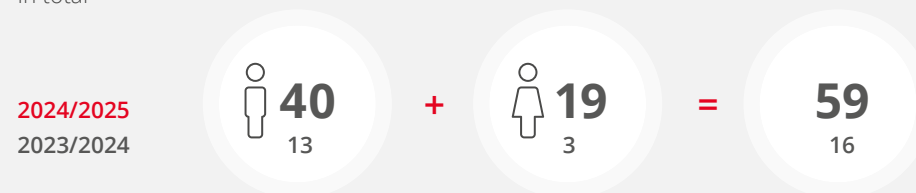
In addition, and also as part of our strategy, we are working with our employees to co-develop our Holland Colours Behaviors. We have translated our core values into Winning Behaviors – unique strengths that differentiate us from our competitors. These behaviors are close to our hearts as they make us unique and successful. This is why we foster, continuously develop and improve these behaviors to accelerate to win.

The Winning Behaviors are: Team Up to Excel; Beat Customer Expectations; Dare to Take Chances and Win; and Commit to Sustainability. Part of the BTD cycle involves reflecting on these Holland Colours Behaviors and identifying which skills or behaviors need further development (and how) to deliver success.

Team Up to Excel emphasizes the importance of collaboration at three levels: within teams, across different departments and with customers. It highlights that teamwork is essential to achieving better results and is more effective than working individually. By respecting each other's competencies, sharing knowledge and supporting personal development, teams can drive excellence and outperform competitors.

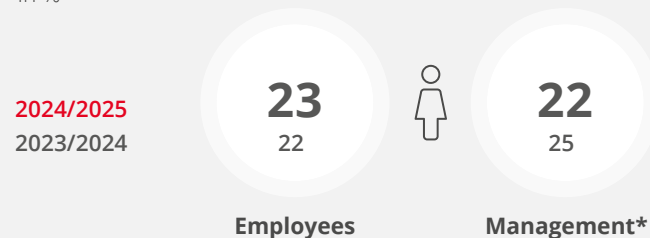
New hires by gender

In total



Diversity & Equal Opportunities

In %



* Board of Management and Senior Management

Dare to Take Chances and Win emphasizes the importance of taking risks and stepping outside comfort zones to drive innovation and growth. It encourages exploring new opportunities, experimenting and adapting to changing market demands. By proactively reaching out to new people and asking questions, individuals and organizations can broaden their perspectives, flexibly adapt to the outside world and improve their achievements.

Commit to Sustainability emphasizes the importance of sustainability in all aspects of the company's operations. It highlights Holland Colours' dedication to guiding customers towards sustainable solutions, improving products and processes and focusing on the well-being of employees. This includes prioritizing safety, equality, health, personal development and community engagement. The commitment to sustainability is seen as essential for the company's growth and long-term success.

Beat Customers' Expectations emphasizes the importance of exceeding customer expectations by understanding and fulfilling their needs through collaboration. It highlights the need for proactive and thoughtful interactions with both customers and colleagues. By building strong relationships and fully understanding the context and needs of both internal and external customers, the organization can distinguish itself from the competition and achieve better results.

At the beginning of the 2024/2025 financial year, we introduced a development program covering the Winning Behaviors. First, in interviews with 50 colleagues, we explored our current and desired situations and the "gaps" between these and our Winning Behaviors. We then determined where we could improve the most to achieve the desired situation. Taking a bottom-up approach, we worked on several topics to accelerate our Winning Behaviors. These topics involved doing little things that would be felt immediately by teams and individuals. Starting in June, a team of people at every location came together every two months to identify small steps that would accelerate our Winning Behaviors, while also being easy to implement.

Examples of things we have done include having Operators communicate job details themselves during the daily shift meetings, reintroducing the Lunch & Learn program in America, introducing short 'alignment' meetings between departments in Asia and setting up a weekly meeting in Production to ensure that information also cascades down to our non-office colleagues in the Netherlands. From a one-organization angle, we introduced better guidance on holding meetings across time zones. Generally, we aim to prioritize existing systems that require training to improve collaboration. Improvement doesn't always require new ideas; sometimes, just paying something more attention is enough to accelerate the communication and cooperation.

The Winning Behaviors development program will continue in the new financial year, and we will measure it during our Annual Employee Survey.

Employee Survey

As we do every year, we organized a global Employee Survey among our employees in 2024/2025. With a high response rate of 83%, our people are eager to share their feedback with management. We performed better than last year on the themes of Alignment, Change Management, Team Leadership and Teamwork. We scored exactly the same on Engagement, and while Employer Excellence was a new theme for us, we outperformed the benchmark. The message coming through is that our people are proud to work at Holland Colours because of the team dynamics and Holland Colours as an employer. In the coming months, we will discuss the results within the teams and define team-level improvement points.

Based on the results of the Employee Survey, we are proud to have been named a "World-class Workplace 2025!" by Effectory, an independent firm specializing in employee feedback research.

2% of our personnel wages are allocated to People development

We protect the safety, health and welfare of HCA employees, and offer development opportunities to all. Given our geographical footprint, we consider it important to employ local people. We invest at least 2% per year of our personnel wages in responsible care for our employees. This investment is used to deliver training, for individual and team development and/or as time that can be spent on local social aid activities.

Every division has allocated 2% of their budget for People Development. The 2% is assigned as follows:

1. Learning & Development: 80%.
2. Well-being & Health: 10%.
3. Local charity and volunteering activities: 10%.

Learning & Development

The goal here is to make the best possible use of the ambitions and talents of all our people in achieving our strategy. By stimulating and supporting all employees with training, backed by the Better Together dialogues, we can create a culture of continuous learning and development.

Every employee has a Better Together dialogue with their manager. Development plans can be broad or short-term, ranging from skills-based training (knowledge needed to do a specific job or project), to competencies training (knowledge and behaviors that enable someone to be more widely successful within Holland Colours). We continually push to provide and get feedback, because this is the only way we can develop as an individual and as an employer. The result is that we are creating and maintaining a continuous learning and development organization that delivers higher performance and utilizes our talent.

In 2024/2025, the total spend on training and development amounted to 70% of the total budget (2023/2024 was 66%).

We held safety-first trainings at all our locations in 2024/2025. These included the annual first-aid training, plus an ADR training/Hazardous Waste Training (Only Ship-Rec). Through the ADR/Hazardous training, we ensure that people have the knowledge, skills and expertise to use and ship dangerous goods safely and efficiently. Being on level 4 of the Safety Ladder demands safety awareness, and we held trainings on recognizing obstacles to safety and to remind people about their own safety-related behavior. In addition, the Americas and Asia divisions held Fire Extinguisher Training sessions involving live fires. Americas further organized a Respirator Training and Fit test, Active Shooter Training (Richmond Police Department) and Drug Usage and What to Look For (Richmond Police Dept). We held a PPE toolbox meeting in every location, too.

Globally, we introduced Microsoft 365 training. We have a lot of Microsoft 365 applications, and this project aims to help all our office employees get the most out of them by stimulating productivity, collaboration and good internal communication. The ultimate goal is to increase the efficiency of our digital way of working. We first trained some colleagues to become key users. They can then train their colleagues on efficient ways of working with, for example, Teams, Teams productivity, Outlook calendar and Outlook email and SharePoint. The second phase will concentrate on OneDrive and document sharing. On a different note, we also invested a lot of time in cascading and teaching people about our strategy. Starting with our top 30 leaders, we cascaded our strategy and insights to local managers. We invested time in engaging people in our strategy and we saw their appreciation of this in their feedback in the employee survey.

Increasing Efficiency is one of our strategic pillars. To support projects related to this, we organized training on basic project management for people in HR, IT, Operations and Procurement. And as our BP-IT organization already has extensive experience working in projects, we decided to train project sponsors on their role and how they can support and assist project leaders.

Commit to Sustainability is one of our Winning Behaviors. Commitment involves more than just undergoing a training program, which is why sustainability is at the heart of our organization and part of our mission and our strategy. As part of this, we train our people on ESG, so they feel included, involved and committed. Last year, we paid a lot of attention to providing ESG training for our commercial teams around the world. As a result, they are well informed about Holland Colours' ESG initiatives and our ambitious sustainability goals, and they can convey this positively to our customers, agents, distributors and other partners.

Turning to Knowledge, we are working on capturing knowledge areas and creating internal training within our Technology group. The goal is to safeguard internal and external Holland Colours knowledge for the future.

To ensure compliance, we held our annual global cyber training for office employees in October, and in March we launched the Collusion/antitrust e-learning training for our sales and procurement employees.

All locations again offered a number of individual competence and skill-specific training courses in 2024/2025. We also hired more internationals, which is resulting in more and more English being spoken in the company. A number of colleagues in Apeldoorn, Szolnok and Asia started English language training. And in Szolnok, a Lean training was organized for the Color Design Lab and for Logistics, plus a Lean training Six Sigma program for the Color Design Lab.

Well-being & Health

All our regions took part in well-being, charity and volunteering activities in 2024/2025. Here are some of the highlights.

In the Netherlands, we extended the opportunities around sustainable employability. Every employee receives a budget that they can use to improve or increase their long-term employability. The budget allows employees to make their own health and well-being choices, such as taking part in sports activities, support on certain topics, buying extra

vacation days, support with healthy meals, etc. In addition, our Apeldoorn location organized multiple activities to stimulate the health and well-being of the individual employee. The idea was to engage people, stimulate connections between different departments, make people feel happy and other ways to contribute to the well-being of the employee.

Vitality week, in September, aimed to encourage connection and collaboration among colleagues through challenging sports and other activities, and healthy food. The annual Sustainable Employability Interview between employee and manager also featured again. Holland Colours also offered every employee two chair massages, while one of the favorite activities continued to be a lunch walk, organized by a group of colleagues.

The health of our employees matters to us. We therefore organize different kinds of activities per location with the aim of preventing health issues or stimulating people *to live more healthily*. In Szolnok, Hungary, we continue to offer all colleagues a medical check-up and an ultrasonography checkup. Around 80% of our employees there took up the offer. In addition, the annual gynecological checkup was organized once again. In EMEA, we offered eyesight tests, and we support people who need prescription safety glasses or computer glasses. We organize hearing tests in every region to ensure we have the right noise protection equipment in our factories.

In the Netherlands, we organized activities to stimulate taking part in sport. In Americas, we held our Annual Employee Health Fair, allowing employees and their spouses/partners to meet with health care providers and local non-profit organizations. In Asia, we organized an Annual Medical Check-up (MCU) for all employees. This aims to detect health issues and ensure employees are fit to do their job. The MCU also checks for health risks in the workplace. In addition, we trained key leaders in well-being and mental health issues to create awareness and understanding of the impact of these on personal, team and workplace productivity.

Local charity and volunteering activities

To mark the anniversary of Holland Colours, in April, we gave each employee a sapling as a souvenir of this festive moment. Each of these small trees represents Holland Colours and the growth we want to achieve together through our Accelerate to Win strategy. Tying into this, we donated trees to the WWF's Atlantic Rainforest project. For every year Holland Colours has existed, we planted 100 m² (120 sq. yards) of forest. This means 4,500 m² (5382 sq. yards) of forest in total and 10 m² (12 sq. yards) of forest per employee. In this way, we are helping to bring the forest back to life.

Our location in Szolnok, Hungary, donated to four local activities: to disabled children in secondary school, to the Szolnok Street Music Festival, and to Szolnok Folklore Dance Club. It also supported young athletes and a local sports club. Szolnok also donated to the Hungarian '10 Million Trees' foundation, which plants trees for schools and kindergartens. Holland Colours Hungary received 10 trees from the foundation, which we then planted between our buildings.

Our people in Americas continued to offer financial support to the Laundry Days and Diaper Project as well as several other local non-profit organizations. They also resumed volunteer participation in the Laundry Days and Diaper Project packing/distributions events.

Our location in Asia planted 50 trees to support global concerns about climate change due to CO₂, and to ensure the sustainability of the green environment where our business is located. Holland Colours Asia worked on this with non-profit organization Bhumi Bhakti Mulia and local government.



Together we make
the difference!





FIND OUT MORE

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