ANNUAL GENERAL MEETING OF SHAREHOLDERS JULY 9, 2026

CO-DESIGNING **A COLORFUL FUTURE**

HCA
HOLLAND COLOURS

1. OPENING

CO-DESIGNING **A COLORFUL FUTURE**

HCA
HOLLAND COLOURS

AGENDA (1-7)

1. Opening
2. Report of the Board of Management on the financial year 2025/2026
3. Financial Statements 2025/2026
   a. Advisory vote regarding the remuneration report financial year 2025/2026 *(advisory vote)*
   b. Adoption of the financial statements 2025/2026 *(voting item)*
   c. Compliance with the Dutch Corporate Governance Code
4. Reserves and dividend policy
5. Profit appropriation and dividend *(voting item)*
6. Discharge to the Board of Management *(voting item)*
7. Discharge to the Supervisory Board *(voting item)*

AGENDA (8-15)

8. Composition of the Board of Management
   a. Re-appointment of Mr. C.W.H. Vinke as Statutory Director *(voting item)*
   b. Re-appointment of Mr. E.M.S. van Hamersveld as Statutory Director *(voting item)*
9. Supervisory Board
   Re-appointment of Mr. G.H. de Heer as member of the Supervisory Board *(voting item)*
10. Remuneration
    Adoption of the (revised) remuneration policy of the Supervisory Board *(voting item)*
11. Re-appointment of the external auditor *(voting item)*
12. Update Strategy Holland Colours Group
13. Authorization to the Board of Management, subject to the approval of the Supervisory Board, to acquire ordinary shares in the Company on behalf of the Company *(voting item)*
14. Any other business
15. Closure

2. REPORT OF THE BOARD OF MANAGEMENT ON THE FINANCIAL YEAR 2025/2026

CO-DESIGNING **A COLORFUL FUTURE**

REPORT OF THE BOARD OF MANAGEMENT

MANAGING THROUGH UNCERTAINTY AND MARKET HEADWINDS

- Geo-political and market uncertainties continued to increase over the past year.

- Modest volume decrease and net revenue decrease
  - New volumes from Strategic Growth Initiatives, but growth behind plan
  - Lost business in Russia (EU sanctions) and China (UHT dairy market)
  - Robust growth of volumes sold to the UHT dairy market and Dark Profiles for B&C market in North America
  - Overall negative market sentiment with negative impact on demand (in B&C and C&S)
  - USD effect

- Margins under pressure in North America, indirect effect of tariff disputes

- Operating expenses on group level below PY (incl. USD effect)

REPORT OF THE BOARD OF MANAGEMENT

MANAGING THROUGH UNCERTAINTY AND MARKET HEADWINDS

- Versus PY
  - Safety performance stable, continued investment in awareness and behavior training
  - Further progress on ESG and ambitions revised
  - Innovation efforts continued (index behind ambition, efforts continued)

- Second year of renewed strategy implementation
  - Continued focus on Strategic Growth Initiatives
  - New efficiency projects: 1) increase effectiveness sales conversion and 2) improve margin management
  - Investments: capacity expansion of B&C extrusion in the US and bead mills (C&S) in The Netherlands

- Proposal to distribute 50% of net profit as dividend

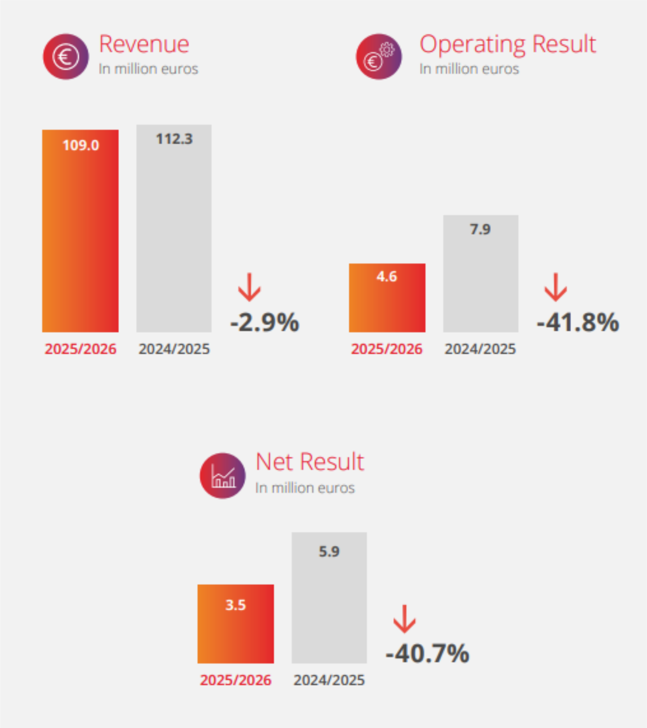
- Zero employee profit sharing

FINANCIAL RESULTS FY 2025/2026

CO-DESIGNING **A COLORFUL FUTURE**

FINANCIAL RESULTS FY 2025/2026

HOLLAND COLOURS GROUP KEY FIGURES



Return on Sales

2025/2026 4.2%
2024/2025 7.1%

Return on Investment

2025/2026 9.2%
2024/2025 17.1%

Earnings per Share

2025/2026 € 4.05
2024/2025 € 6.85

Innovation Index

2025/2026 3.7%
2024/2025 4.5%

OWC as % of Revenue

2025/2026 24%
2024/2025 21%

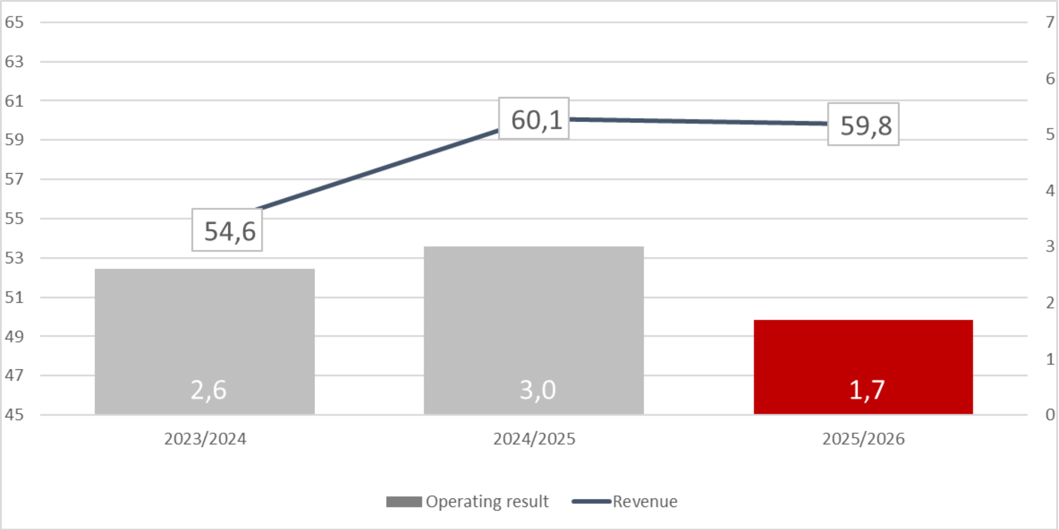
Solvency

2025/2026 80.3%
2024/2025 77.9%

FINANCIAL RESULTS FY 2025/2026

DIVISION EMEIA

In million euros

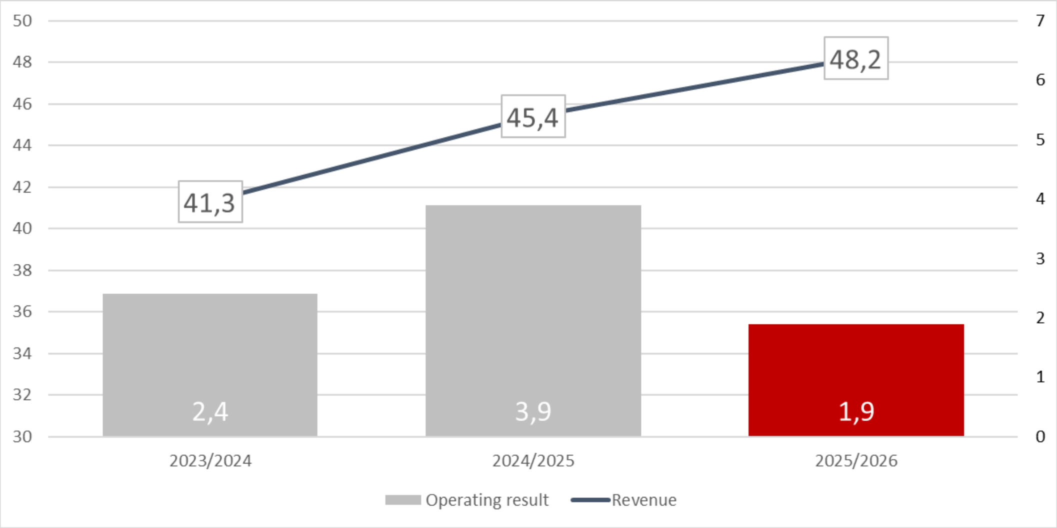


- Volumes lower (-4%) than PY (C&S and B&C down and PKG up), revenues stayed flat as ASP increased (mix)
- Softer demand Europe (A.o. Coatings & Sealants), tightened EU sanctions on Russia and Strategic Growth Initiatives behind plan
- Gross margin (50.2%) increased versus PY (49.7%)
- OPEX 1.4 mEUR higher than PY

FINANCIAL RESULTS FY 2025/2026

DIVISION AMERICAS

In million USD

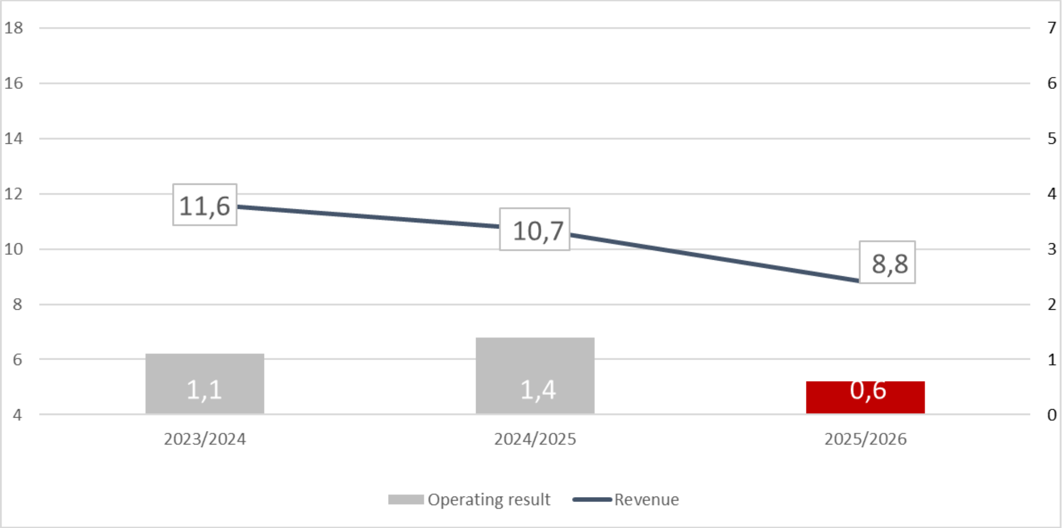


- Volumes higher (+7%) than PY (PKG and B&C up and C&S down), revenues increased by 6% (mix)
- Strong Holcomer and Dark Colors volumes
- Gross margin (43.5%) decreased versus PY (45.7%)
- Higher wages and tariff-related uncertainty drove input cost increases while limiting the ability to pass these on fully and timely
- OPEX 1.2 mUSD higher than PY

FINANCIAL RESULTS FY 2025/2026

DIVISION ASIA

In million USD

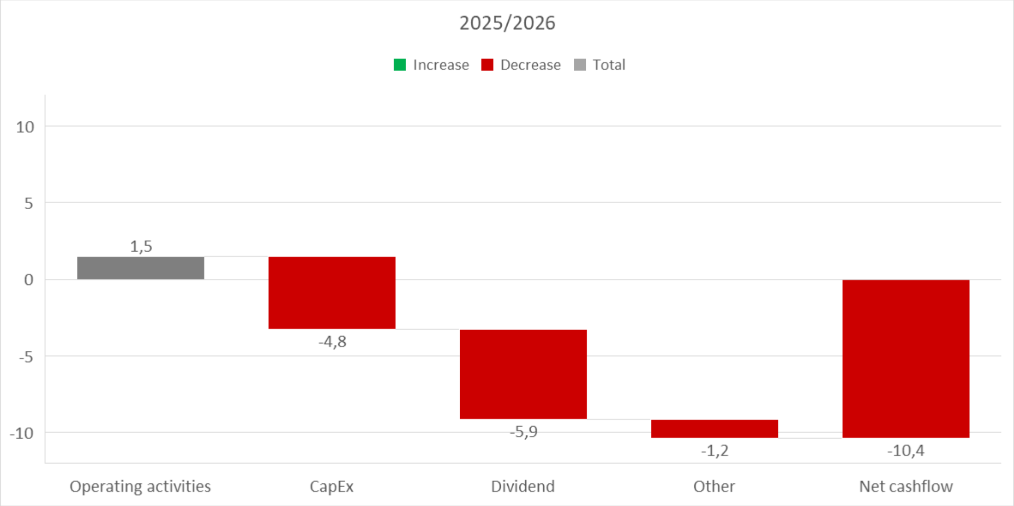


- Volumes lower (-15%) than PY (B&C flat and PKG and C&S down), revenues stayed flat as ASP increased (mix)
- Continued weakness in the Chinese economy and reduced demand in Indonesia negatively impacting volumes
- Strong price competition in the Chinese UHT dairy segment leading to volume contraction.
- Gross margin (50.5%) decreased versus PY (51.1%)
- OPEX 0.3 mUSD lower than PY

FINANCIAL RESULTS FY 2025/2026

CASH FLOW DEVELOPMENT

In million euros



- Positive cash flow from business
- Invested in replacing end-of-life bead mills and expanded extrusion capacity to meet growing demand for dark colors
- Dividend payout according to policy, one time 100% dividend payout of the net profit in 2024/2025

FINANCIAL RESULTS FY 2025/2026

DIVIDEND DISTRIBUTION 5 YEAR OVERVIEW (per share)

	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025	FY 2025/2026
Net result	EUR 11.83	EUR 6.82	EUR 6.02	EUR 6.85	EUR 4.05
Interim dividend	-	-	-	-	-
Final dividend	EUR 5.91	EUR 3.41	EUR 3.01	EUR 6.85	EUR 2.02*
Total dividend	EUR 5.91	EUR 3.41	EUR 3.01	EUR 6.85	EUR 2.02*
Dividend in % of net result	50%	50%	50%	100%	50%

* proposal

OUTLOOK 2026/2027

IMPROVE STRATEGY EXECUTION IN UNPREDICTABLE MARKETS

- The **developments in the Middle East** have an impact on our key markets, low predictability of demand, we manage our supply chains, and we pass on cost increases

- **We improve execution of our strategy**: two new efficiency projects and faster realization of new business opportunities.

- We are committed to solidifying our position as an **independent supplier** of pigment - and additive concentrates

- We are **cautious about business expectations** for 2026/2027.
  Holland Colours does not make financial forward-looking statements

RISK MANAGEMENT AND INTERNAL CONTROL (1/4)

- A joint risk assessment was conducted by the Board of Management and the Supervisory Board.
- Based on this, the risk matrix has been updated — in consultation with the external auditor.
- Overall: The risk profile shifted moderately upward, driven primarily by external factors (geopolitics, supply and cyber threats), with added focus on cost structure resilience.

RISK MANAGEMENT AND INTERNAL CONTROL (2/4)

- Key changes from the evaluation:
  - Cybersecurity risk increase to high risk level (more intense external threat landscape)
  - Supply risk increase to high risk level (greater volatility and supplier risk)
  - Global economic and politics risk increase to high risk level (geopolitics, tariffs, sanctions)
  - Disproportionate cost base risk has been added as medium risk (inflation and structural cost pressure in a mature market)

RISK MANAGEMENT AND INTERNAL CONTROL (3/4)

Internal control

Key audit observations:

- Audits were completed in line with the planned timeline. The number of findings decreased significantly, and the level of audit overruns hours with KPMG was materially reduced as well.

- Steps were taken to formalize the internal control framework and year-end closing process, but more work to be done.

- Additional opportunities exist to streamline the audit process and reduce the overall effort for both KPMG and Holland Colours.

With the first steps taken in 2025/26, it is important to build on this momentum and ensure consistent follow-through.

RISK MANAGEMENT AND INTERNAL CONTROL (4/4)

Verklaring omtrent Risicobeheersing

- Based on this assessment, the Board has no indication that internal risk management and control systems are not functioning effectively for operational and compliance risks, within the Company's risk appetite
- Assessments are supported by structured risk reviews and interviews with management and process owners across key business functions and regions
- Use of 'double negative' formulation fits the current control environment without overstating control effectiveness.
- No major deficiencies found and areas were identified needing formalization.

Annual Report 2025/2026 - Supervisory Board Remuneration Table

Proactive disclosure to shareholders prior to adoption — AGM 9 July 2026 — error remuneration table Supervisory Board

Supervisory Board Remuneration Table

Annual Report 2025/2026 — page 92

- Timing of last adjustment stated incorrectly: shown as FY24/25 — was FY22/23
- Several individual cells do not match the remuneration register
- Total amount of each year was correctly presented over the years

Conclusion: The error relates to the Supervisory Board Remuneration Tabel as included in the Remuneration Report. The Supervisory Board remuneration is properly presented in the Financial Statements and underlying payments and accounting treatment have been correct in all years.

Published Table

	2025/26	2024/25	2023/24	2022/23	2021/22
Jeanine van der Vlist, Chair	45	45	–	–	–
Gert-Hein de Heer, Deputy Chair	32	32	26	26	26
Jorrit Klaus	32	32	26	26	26
Mariken Schoenmakers	23	–	–	26	26
Aukje Doornbos	9	32	26	26	26
Previous Members	–	–	63	63	38
Total	141	141	141	141	116

Corrected Table

	2025/26	2024/25	2023/24	2022/23	2021/22
Jeanine van der Vlist, Chair	45	45	32	–	–
Gert-Hein de Heer, Deputy Chair	32	32	32	32	26
Jorrit Klaus	32	32	32	32	26
Mariken Schoenmakers	23	–	–	–	–
Aukje Doornbos	9	32	32	32	26
Previous Members	–	–	13	45	38
Total	141	141	141	141	116

HCA HOLLAND COLOURS

3. FINANCIAL STATEMENTS 2025/2026

a. Advisory vote regarding the remuneration report financial year 2025/2026 *(advisory vote)*

b. Adoption of the financial statements 2025/2026 *(voting item)*

c. Compliance with the Dutch Corporate Governance Code

CO-DESIGNING **A COLORFUL FUTURE**

KPMG

Holland Colours N.V.

Annual General Meeting of Shareholders

—

9 July 2026

Our audit process | Holland Colours Annual Report 2025-2026

Our reports and conclusion

Financial statements
- Auditor's report on consolidated and parent company financial statements.
- Our opinion: unqualified.

Board report and other information
- In accordance with ISA 720, no indications of material inconsistencies with the financial statements or the knowledge obtained in the audit.

Communication

- Frequent communication with Board of Management and Supervisory Board.
- Attended Audit Committee meetings during the year.
- Discussions with management on our key deliverables:
  - Audit Plan;
  - Management Letter;
  - Audit Report;
  - Long Form Audit Report.

Specialist involvement

- IT specialist;
- Forensic specialist.

Materiality

Materiality of EUR 1 million
- 1% of total revenue
- Misstatements exceeding EUR 40,000 are reported to the Supervisory Board.

Group audit

- Centrally performed audit procedures;
- Supervision and involvement of component auditors in accordance with ISA 600R;
- Performed substantive procedures for 97% of total revenues and 85% of total assets.

© 2026 KPMG Accountants N.V. a Dutch limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

Audit observations | Holland Colours Annual Report 2025-2026

Key audit matters

- Revenue recognition

Fraud risks and approach

- Presumed fraud risks on revenue recognition and management override of controls identified.
- Audit approach to address fraud risks centrally by the group audit team and locally by the component audit teams.
- No indications and/or reasonable suspicion of fraud that are considered material for our audit

Next years' audit

- Our audit approach is largely based on data analysis applying innovative audit tooling. We will continue this approach in next year's audit.

Specific observations

- View of quality internal control environment: management's in control statement is consistent with our view.
- Key observations reported in our Audit Report and Management Letter to the Board of Management and Audit Committee of the Supervisory Board.
- No cyber incidents identified that have impacted our audit approach.
- Overall assessment of management making estimates: Neutral.

Going concern

- Procedures performed on Board of Management's going concern assessment.
- The outcome of this assessment did not give reason to perform additional procedures.

© 2026 KPMG Accountants N.V. a Dutch limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

4. RESERVES AND DIVIDEND POLICY

CO-DESIGNING **A COLORFUL FUTURE**

HCA
HOLLAND COLOURS

PROFIT APPROPRIATION AND DIVIDEND POLICY

- Holland Colours intends to distribute at least 50% of its net profit in the form of dividend
- Under the condition that the solvency ratio after distribution is at least 40%

5. ADOPTION OF THE APPROPRIATION OF THE PROFIT *(voting item)*

CO-DESIGNING **A COLORFUL FUTURE**

HCA
HOLLAND COLOURS

DIVIDEND PROPOSAL FY 2025/2026

- It is proposed to distribute EUR 2.02 as a final dividend for the FY 2025/2026
- Final dividend payable July 24, 2026

6. DISCHARGE OF THE BOARD OF MANAGEMENT *(voting item)*

CO-DESIGNING **A COLORFUL FUTURE**

HCA
HOLLAND COLOURS

7. DISCHARGE OF THE SUPERVISORY BOARD *(voting item)*

CO-DESIGNING **A COLORFUL FUTURE**

HCA
HOLLAND COLOURS

8. COMPOSITION OF THE BOARD OF MANAGEMENT

a. Re-appointment of Mr. C.W.H. Vinke as Statutory Director (*voting item*)
b. Re-appointment of Mr. E.M.S. van Hamersveld as Statutory Director (*voting item)*

9. COMPOSITION OF THE SUPERVISORY BOARD

Re-appointment of Mr. G.H. de Heer as member of the Supervisory Board (*voting item*)

CO-DESIGNING **A COLORFUL FUTURE**

10. REMUNERATION

Adoption of the (revised) remuneration policy of the Supervisory Board *(voting item)*

CO-DESIGNING **A COLORFUL FUTURE**

HOLLAND COLOURS

ADOPTION OF THE (REVISED) REMUNERATION POLICY OF THE SUPERVISORY BOARD *(voting item)*

- An evaluation of the existing Remuneration Policy was carried out to ensure it aligns more closely with evolving market standards, while also ensuring that compensation remains competitive and reflects Holland Colours' purpose, values, and strategy.

- The primary objective of the Remuneration Policy is to attract, motivate, and retain qualified Supervisory Board members enhancing strategic oversight, governance, and overall performance at Holland Colours.

- Holland Colours is a listed company with a relatively small market capitalization, and the remuneration structure is aligned with best practices of comparable Dutch listed companies.

ADOPTION OF THE (REVISED) REMUNERATION POLICY OF THE SUPERVISORY BOARD *(voting item)*

Key elements:

- **External Reference Group:** A new reference group has been created that accurately represents Holland Colours' geographic location, governance, business activities, and size. This group reflects comparable Dutch listed companies and ensures a relevant benchmark for evaluating Supervisory Board remuneration levels.
- **Fixed fees:** The remuneration consists solely of fixed remuneration: EUR 55,000 for the Chair and EUR 39,000 for each member. The Company does not provide variable or performance related remuneration, pension contributions, awards of shares, or options on shares.
- **Indexation:** From 1 April 2027 an annual adjustment of the remuneration will apply. This will be based on the collective compensation awarded in the same period to the employees of the Company in the Netherlands.
- **Resignation:** Members of the Supervisory Board resign according to a rotation schedule. No severance, notice period or termination fee applies.

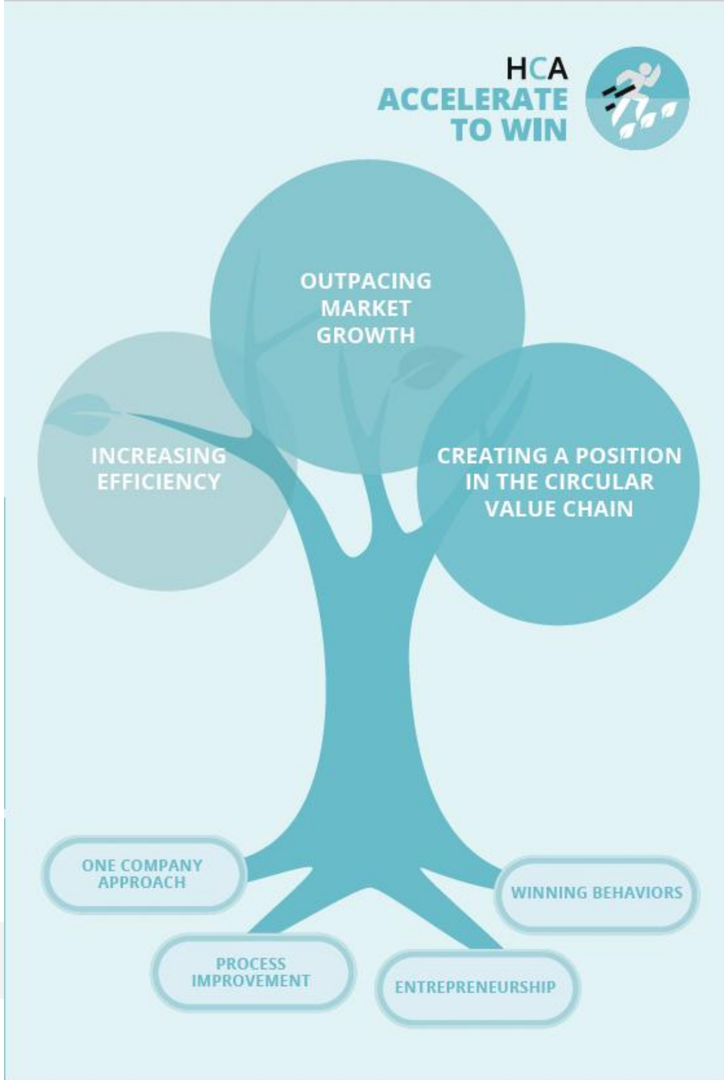
11. RE-APPOINTMENT EXTERNAL AUDITOR *(voting item)*

CO-DESIGNING **A COLORFUL FUTURE**

12. UPDATE STRATEGY HOLLAND COLOURS GROUP

CO-DESIGNING **A COLORFUL FUTURE**

HCA
HOLLAND COLOURS


HCA
ACCELERATE
TO WIN
OUTPACING
MARKET
GROWTH
INCREASING
EFFICIENCY
CREATING A POSITION
IN THE CIRCULAR
VALUE CHAIN
ONE COMPANY
APPROACH
WINNING BEHAVIORS
PROCESS
IMPROVEMENT
ENTREPRENEURSHIP

ACCELERATE TO WIN

STRATEGY IN EXECUTION

- Revenue growth
  - Expand successes of Dark Colors (B&C US)
  - Reposition and accelerate other initiatives (Coatings and Coated Fabrics (EMEIA), Sidings (US), B&C Additives (Asia), Packaging Additives (Global))
  - Strategize the learnings from last years' M&A investigation

- Efficiency improvements
  - Deploy outcome of projects 'Sales Conversion' and 'Margin Management'
  - CAPEX – continue capacity modernization and expansion
  - OPEX – continue IT improvement program

- Circularity program and innovation
  - Continue product innovation (i.e. Revive Colors, White rPET compound, Additives)
  - Long term objectives of Process and Product amended, and aligned with Vision 2035

HCA HOLLAND COLOURS

DARK PROFILES: SUPERIOR PERFORMANCE FOR MONO-EXTRUSION

‘Building’ on knowledge

- Unlocks transition from costly lamination/capstock to cost-effective color-through solutions
- Solves heat build-up. #1 risk for dark profile claims. (warping, distortion, product failure)
- Delivers consistent color and UV durability
- Utilize partnerships with leading PVC compounders to scale across the full market.
- Strong market pull with HCA recognized as the technical leader
- Black window’s growth rate outpacing the overall vinyl window market in North America

CircStab®: Prevent PET degradation

The Pre-emptive Approach

- Antioxidant stabilizer
- Stabilization vs Cosmetic fix
- **L*** - Preserves brightness for high-quality, clear rPET
- **b*** - Minimizes yellowing for better color consistency
- **IV** - Prevents drop by reducing degradation
- **AA levels** - Reduces acetaldehyde formation
- EFSA & FDA Compliant
- APR & RecyClass endorsed

13. AUTHORIZATION TO THE BOARD OF MANAGEMENT *(voting item)*

subject to the approval of the Supervisory Board, to acquire ordinary shares in the Company on behalf of the Company

CO-DESIGNING **A COLORFUL FUTURE**

14. ANY OTHER BUSINESS

CO-DESIGNING **A COLORFUL FUTURE**

HOLLAND COLOURS

15. CLOSURE

CO-DESIGNING **A COLORFUL FUTURE**

HCA
HOLLAND COLOURS

THANK YOU
FOR YOUR ATTENTION!

CO-DESIGNING **A COLORFUL FUTURE**

HCA
HOLLAND COLOURS