



ANNUAL GENERAL MEETING OF SHAREHOLDERS

July 16, 2020

COLORING YOUR SUCCESS

HCA
HOLLAND COLOURS

OUR MISSION

To be
recognized as a
**contributor to the
development of a
sustainable
industry**

To be
our customers'
**co-designer
of color and
functional
solutions**

AGENDA (1-5)

1. Opening and explanation of the COVID-19 situation
2. Report of the Board of Management on the financial year 2019/2020
3. Financial Statements 2019/2020
 - a. Advisory vote regarding the remuneration report financial year 2019/2020 (advisory vote)
 - b. Adoption of the financial statements 2019/2020 (voting item)
4. Reserves and dividend policy
5. Profit appropriation and dividend
Adoption of the appropriation of the profit (voting item)

AGENDA (6-10)

6. Discharge to the Board of Management (voting item)
7. Discharge to the Supervisory Board (voting item)
8. Statutory Board of Management
Appointment of Mrs. T.A.J.M. van Dinteren as statutory director (voting item)
9. Update strategy Holland Colours Group
10. Remuneration
 - a. Adoption of the remuneration policy of the Board of Management (voting item)
 - b. Adoption of the remuneration policy of the Supervisory Board (voting item)

AGENDA (11-14)

11. Appointment of the external auditor (voting item)
12. 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)
13. Any other business
14. Closure

1.
OPENING AND
EXPLANATION OF THE
COVID-19 SITUATION



2.
REPORT OF THE
BOARD OF MANAGEMENT
ON THE FINANCIAL YEAR
2019/2020

REPORT OF THE BOARD OF MANAGEMENT

MARKET DYNAMICS



- COVID-19 impact on revenue limited in 4th quarter 2019/2020, except China export
- End of March 2020 order intake starts to slow down, recovery of export to China in March 2020
- Asia: continued increased demand for UHT dairy, China again biggest increase
- North and Latin America: slight increase Packaging and Building & Construction
- Russia, Middle East and Africa: continued growth of Packaging
- Europe: stable markets

REPORT OF THE BOARD OF MANAGEMENT

REVENUE: € 101.5 MILLION (90.9 MILLION PREVIOUS YEAR)



- Volume growth in all divisions and segments: successful customer projects
- Availability some raw materials point of concern, market prices at high levels
- Sales prices of various products increased because due to raw material price development
- Absolute margin increased (volume growth), relative margin improved
- Cost increase in line with growth and strategic plan

REPORT OF THE BOARD OF MANAGEMENT

DEVELOPMENTS



- More concrete attention and effort for improvement of safety
- Developments Corporate Social Responsibility (CSR) positive
- New CFO
- Division teams further strengthened (Technology Americas, Finance Europe, Head of division Europe, Sales Asia)
- Strategy execution 'Growing Together 2023': continue growth and continuous improvement of internal processes

REPORT OF THE BOARD OF MANAGEMENT

KPI'S AND REALISATION

	2019/2020	2018/2019
Sustainable revenue growth	+12.0%	+ 8.9%
ROS > 10%	10.6%	9.6%
ROI > 15%	27.0%	24.0%
Zero accidents	2	1
Innovatie index > 10%	14.6%	16.6%
Solvability > 60%	74.5%	72.3%

REPORT OF THE BOARD OF MANAGEMENT

OUTLOOK 2020/2021



- COVID-19 related uncertainty: global recession and lower market demand, international transportation, availability of some raw materials, government regulations (including (renewed) lockdowns)
- Restrictive policy on expenditures and investments
- We expect a lower revenue, lower operational and net result
- Scenarios demonstrate good basis for continuity: liquidity not at stake



FINANCIAL RESULTS

2019/2020

COLORING YOUR SUCCESS

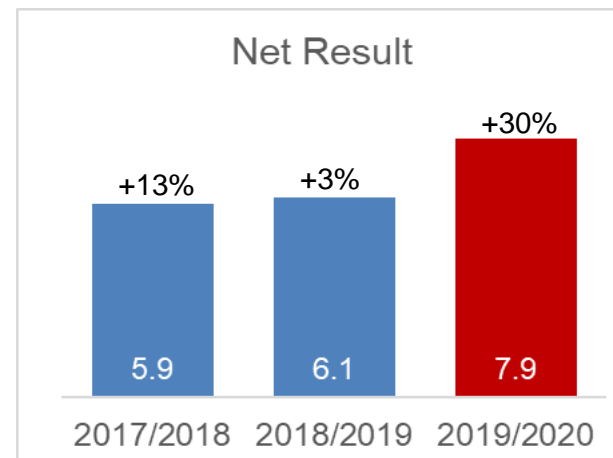
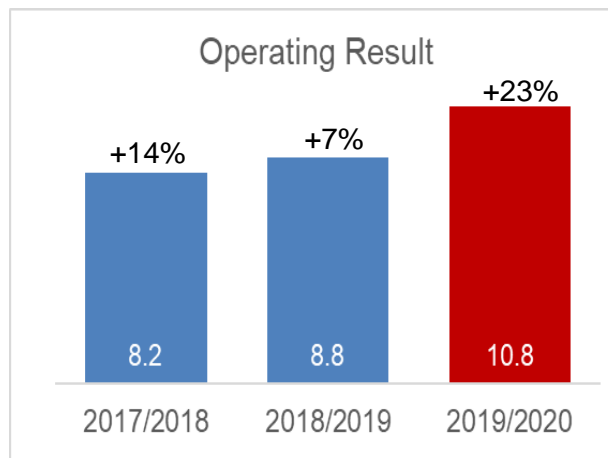
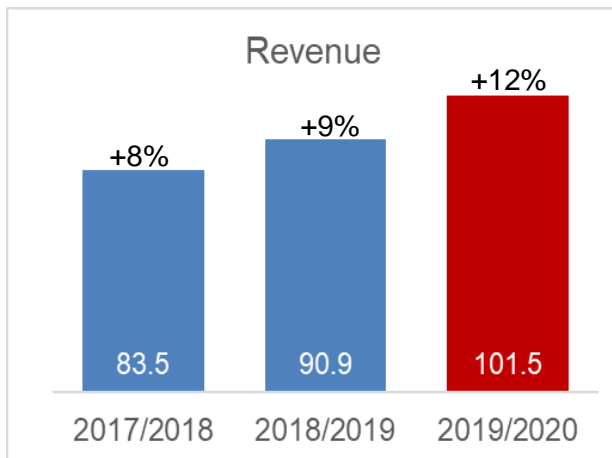


HCA
HOLLAND COLOURS

FINANCIAL RESULTS 2019/2020

HOLLAND COLOURS GROUP: KEY FIGURES

In million euros

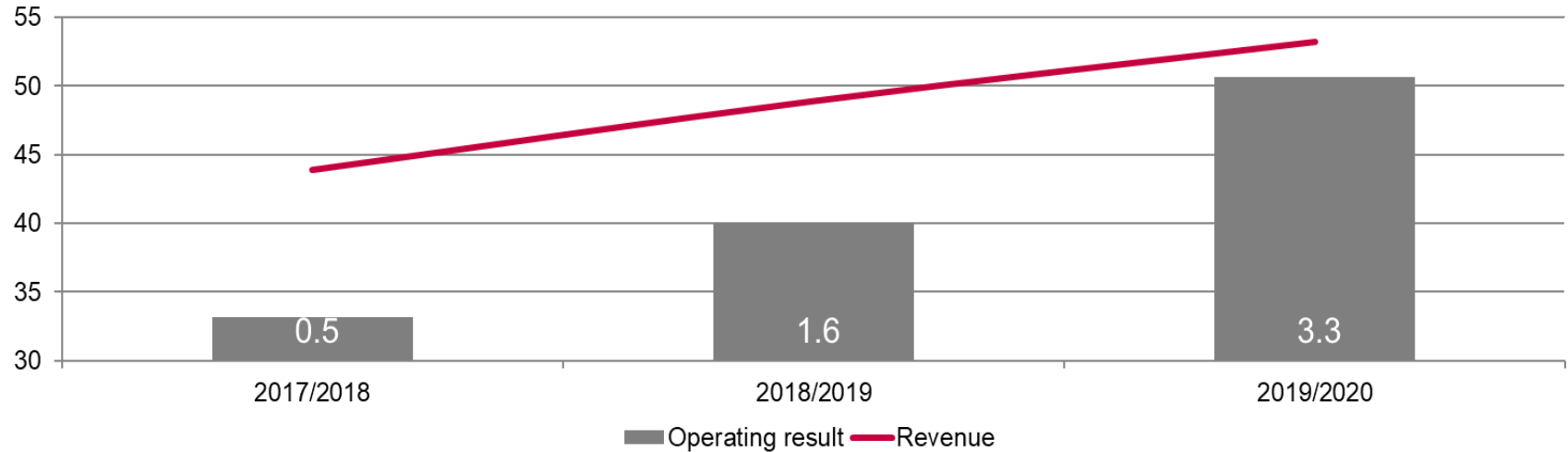


- € 5.3 margin improvement
- € 3.3 cost increase

FINANCIAL RESULTS 2019/2020

DIVISION EUROPE

In million euros

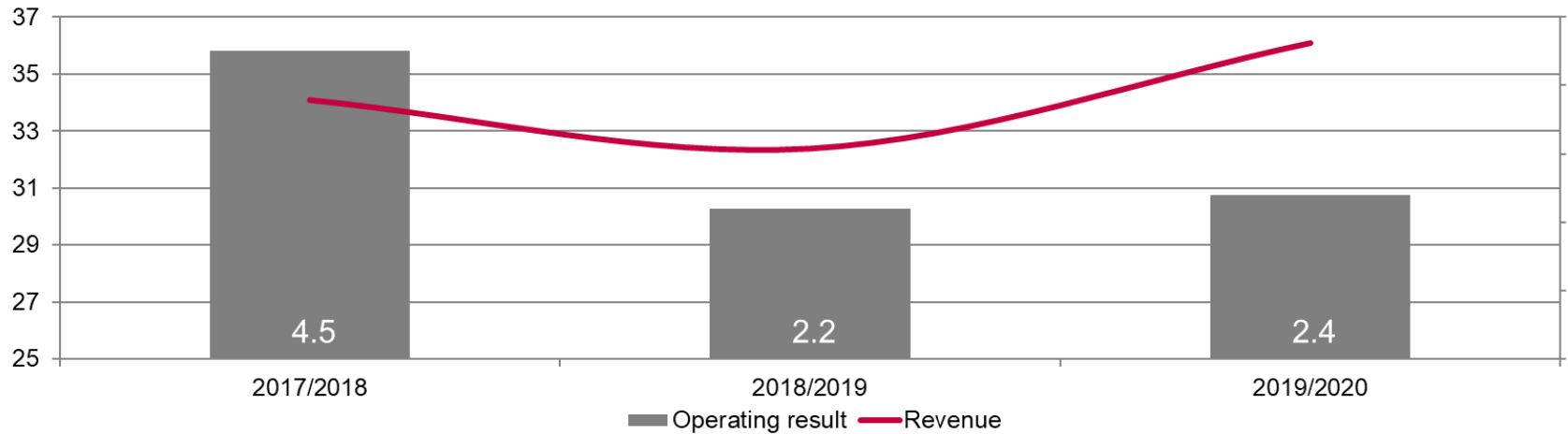


- Revenue and margin growth continues
- Modest increase in costs

FINANCIAL RESULTS 2019/2020

DIVISION AMERICAS

In million USD

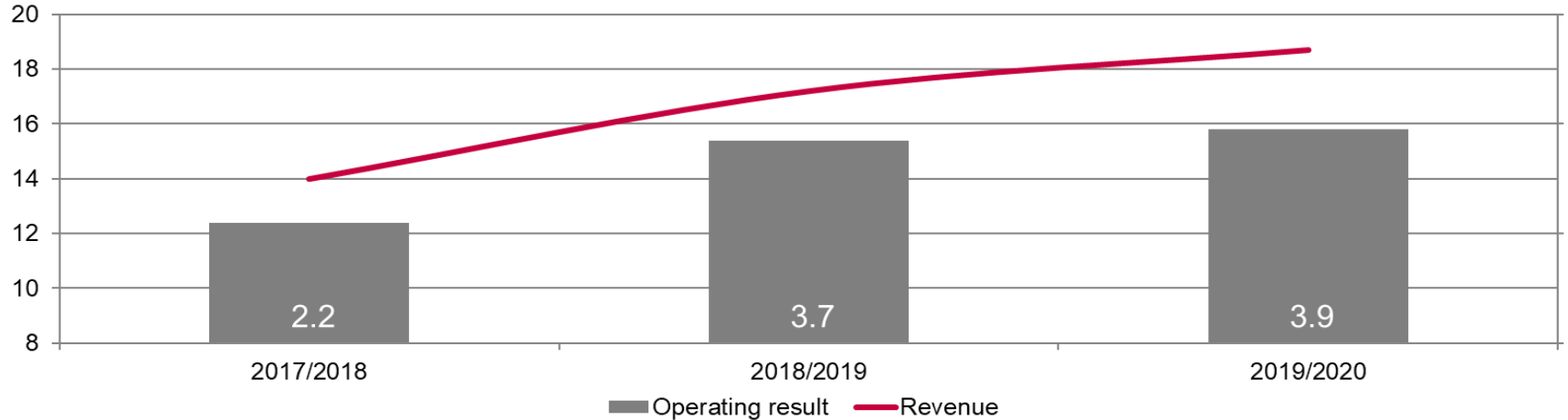


- Revenue growth by specific customer projects
- Limited recovery of the Building & Construction market

FINANCIAL RESULTS 2019/2020

DIVISION ASIA

In million USD



- Volume growth in Packaging segment
- Cost increase to realize growth

FINANCIAL RESULTS 2019 / 2020

NET CASHFLOW POSITIVE

- Increase of operating result (€ 10.8 million versus € 8.8 million last year)
- Operating Working Capital increased due to ongoing shortages of raw materials and higher revenue (€ 21.3 million versus € 19.4 million last year)
- Capex investments higher compared to last year (mainly Europe and Americas, € 4.3 million versus € 2,9 million last year)
- No change in financing (debt free)

3. FINANCIAL STATEMENTS 2019/2020

- a. Advisory vote regarding the remuneration report financial year 2019/2020 (advisory vote)
- b. Adoption of the financial statements 2019/2020 (voting item)

4. RESERVES AND DIVIDEND POLICY



The background of the slide is a close-up, top-down view of numerous open paint cans. The cans are arranged in a grid-like pattern, and each contains a different color of paint. The colors include red, yellow, green, blue, orange, and purple. The lighting is bright, creating highlights on the metallic rims of the cans and the smooth surfaces of the paint.

5. ADOPTION OF THE APPROPRIATION OF THE PROFIT

(voting item)

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



7.
DISCHARGE
TO THE
SUPERVISORY BOARD

(voting item)

8. STATUTORY BOARD

Appointment of
Mrs. T.A.J.M. van Dinteren
as statutory director

(voting item)



GROWING
TOGETHER
2023

9.
UPDATE
STRATEGY
HOLLAND
COLOURS
GROUP

OUR MISSION

Our Brand

Coloring Your Success

Our Core Values

- Teamwork
- Accountability
- Competence
- Proactiveness
- Responsibility

Our Differentiators

- We develop existing and new customer relationships into **design partnerships**
- We do not compromise on regulatory compliance and we maintain the highest **quality** standards
- We continuously build our **competence** and strengthen our **innovation** capabilities
- Our employees are co-owners of the company and we are proud to provide the highest levels of **service to our customers**

Our Mission

- To be our customers' co-designer of color and functional solutions
- To be recognized as a contributor to the development of a sustainable industry



OUR STRATEGIC GOALS

Focus on current and related product / market segments

- Extending and protecting global market positions in Packaging
- Extending and protecting global market positions in Building & Construction
- Extending market positions in Coatings and Sealants, primarily in EMEA



THE CHOICES WE MADE

REVENUE GROWTH

Grow core

Geographic focus

Portfolio expansion

CONTINUOUS IMPROVEMENT

Commercial excellence

Operational excellence

People excellence

Innovation excellence

Target & Initiative Management

STRATEGIC ROADMAP: 'GROWING TOGETHER 2023'

STRATEGY UNCHANGED, SOME TEMPORIZATION DUE TO COVID-19

Revenue growth

- Managing and closing new customer projects successfully
- Innovation and product/application development (co-design): a.o. recycling, additives

Continuous improvement

- Introducing business process approach and more international collaboration
- Resultorientation (accountability)

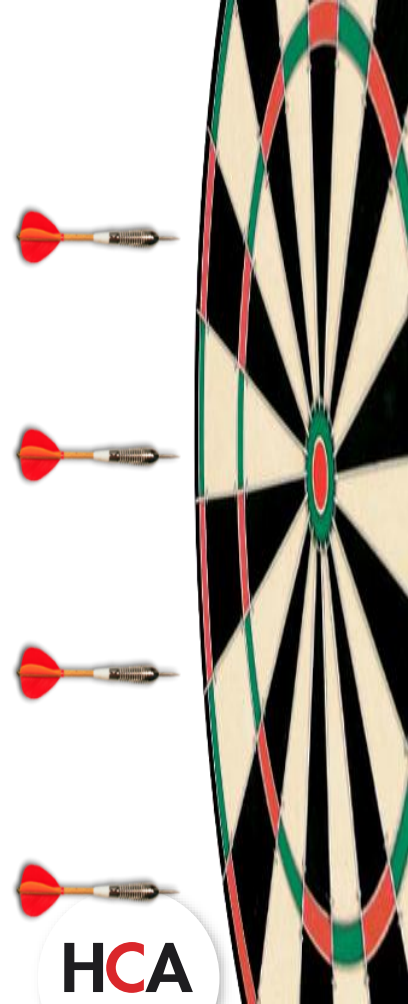
Investments

- Selective renewal of technology, machines and IT technology
- Talent development

OUR OVERALL OBJECTIVES

KPI'S

- Zero safety incidents
- Innovation index above 10%
- Continued revenue growth
- Return on sales of at least 10%
- Return on investment of at least 15%
- Debt as % of balance sheet total below 40%



10. REMUNERATION

- a. Adoption of the remuneration policy of the Board of Management (voting item)
- b. Adoption of the remuneration policy of the Supervisory Board (voting item)

11. APPOINTMENT OF THE EXTERNAL AUDITOR

(voting item)

12. 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

(ter stemming)

VOTING RESULTS

Nr	Agenda item	Outcome
3a.	Advisory vote regarding the remuneration report financial year 2019/2020	Positive advice
3b.	Adoption of the financial statements 2019/2020	Approved
5.	Adoption of the appropriation of the profit	Approved
6.	Discharge to the Board of Management	Approved
7.	Discharge to the Supervisory Board	Approved

VOTING RESULTS

Nr	Agenda item	Outcome
8.	Appointment of Mrs. T.A.J.M. van Dinteren as Statutory Director	Approved
10a.	Adoption of the remuneration policy of the Board of Management	Approved
10b.	Adoption of the remuneration policy of the Supervisory Board	Approved
11.	Appointment of the external auditor	Approved
12.	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	Approved



13.
ANY OTHER
BUSINESS



14.
CLOSURE

OUR CORE VALUES



TEAMWORK



PRO-ACTIVENESS



ACCOUNTABILITY



COMPETENCE



RESPONSIBILITY



THANK YOU
FOR
YOUR
ATTENTION!

