DyStar®

Committed to Sustainability

SUSTAINABILITY (ESG) REPORT **FY2025**

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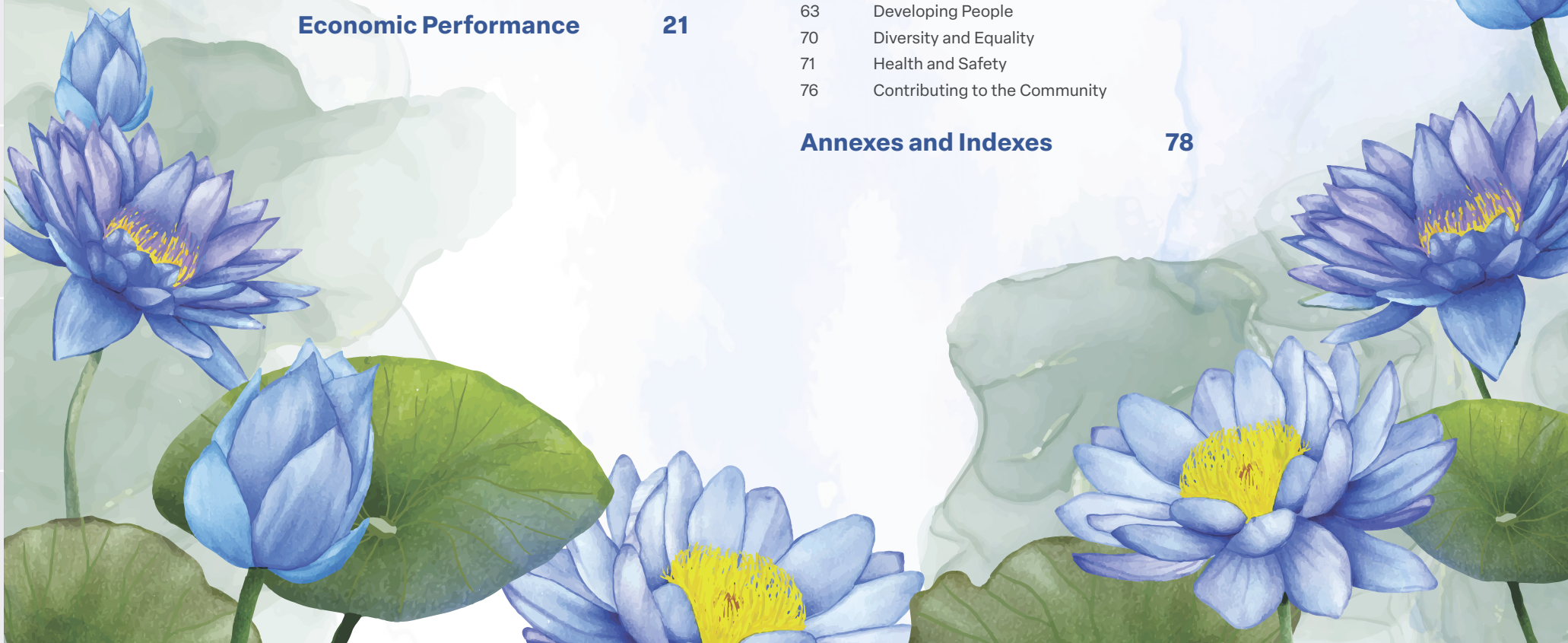

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Key Highlights of the Year

RESILIENT ECONOMIC PERFORMANCE

USD 706.88 million
in revenue

USD 96.82 million
paid in global employee wages and benefits

SUSTAINABLE SUPPLY CHAIN

100% of new suppliers underwent ESG screening according to DyStar's supply chain policy

100% of suppliers assessed for environmental impacts

53 textile dyes awarded the C2C Certified® Material Health Silver, Version 4.0

ENVIRONMENTAL RESOURCE MANAGEMENT

▼51% in Scope 1 and 2 emissions intensity in FY2025 as compared to FY2011 baseline

▼13% in energy intensity in FY2025 as compared to FY2011 baseline

▼81% in water consumption intensity in FY2025 as compared to FY2011 baseline

▼58% in wastewater production intensity in FY2025 as compared to FY2011 baseline

▲48% in waste production intensity in FY2025 as compared to FY2011 baseline

44.93 thousand m³
of water reused (▼15% from FY2024)

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Key Highlights of the Year

INNOVATIVE PORTFOLIO

Member of **47** industry organisations, business associations, and other standards

500 regulated or restricted substances monitored through econfidence®

1,741 DyStar products listed on bluesign® FINDER

27 "Positive Lists" on eliot®

399 substances registered according to EU REACH

1,944 substances pre-registered,
129 registered according to KKDIK

2,122 DyStar products listed on ZDHC Gateway, conformant with ZDHC MRSL v3.1

DEVELOPING OUR PEOPLE

27.3% of management roles held by women

7.11 average training hours per employee

Zero cases of discrimination reported

Zero cases of workplace fatalities and work-related ill health

100% of all employees at manufacturing sites attended safety trainings

80% of operations assessed for risks relating to corruption

Zero cases of corruption

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Leadership Statement

Yalin Xu
Managing Director, President and CEO DyStar Group

As we step into 2026, DyStar marks an important milestone in our sustainability journey. Over the past five years, we have navigated global crises, strengthened our foundations, and refreshed our long-term goals. Today, we stand at a pivotal moment — one defined not by uncertainty, but by progress and purpose.

The challenges of recent years — geopolitical tensions, supply chain disruptions, and inflationary pressures — have tested our resilience. Yet, through strategic agility and unwavering commitment, DyStar has continued to advance innovation, optimize our global footprint, and deliver on our sustainability promises.

This year, we are proud to report that we have successfully met several of our **2025 sustainability targets**:

- **Emission intensity reduced by 51%** compared to our 2011 baseline.
- **Water consumption intensity reduced by 81%**, reflecting our commitment to resource efficiency.
- **Wastewater intensity reduced by 58%,** underscoring our dedication to environmental stewardship.

We acknowledge that challenges remain in areas such as **waste production and packaging usage intensity**, partly due to plant closures and resource redeployment. Energy intensity was also close to target, despite considerable efforts to reduce reliance on non-renewable sources. These lessons strengthen our resolve as we move forward.

These achievements are not endpoints, but stepping stones toward our refreshed **2030 sustainability goals**. Looking ahead, we will accelerate our efforts in renewable energy adoption, resource efficiency, and supply chain responsibility — ensuring DyStar remains a trusted partner in the global textile and chemical industries.

Our journey is guided by a simple truth: long-term value creation demands both financial resilience and social responsibility. By aligning with international frameworks such as GRI, ISSB, and CSRD, we continue to provide transparency to investors while honoring our broader responsibility to society and the environment.

Our digital transformation journey has begun, with the adoption of a seamless one source platform to collect, store, and analyze data ahead of reporting cycles. This initiative will not only strengthen DyStar's data credibility and team responsiveness across all sites, but also ensure robust security, transparency, and accountability. By harnessing digital innovation, we are building the foundation for smarter decision making, greater efficiency, and enhanced trust with all stakeholders.

On behalf of the Board and Senior Management, we extend our deepest gratitude to our employees, customers, partners, and stakeholders. Your trust and collaboration have been the cornerstone of our progress — from achieving our 2025 sustainability targets to embracing digital transformation that strengthens our transparency and credibility.

Together, we have proven that resilience, responsibility, and innovation can drive meaningful change. As we look ahead, DyStar remains committed to building on this momentum, accelerating our 2030 goals, and shaping a future where sustainability and digital excellence go hand in hand.

Driven by purpose, empowered by innovation, and united in our shared vision, DyStar looks forward to creating a sustainable and digitally enabled future together.

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About DyStar

Our Business & Purpose

Extended Value-Added Solutions

DyStar Singapore Pte Ltd (referred to as "DyStar" or the "Group"), is a leading manufacturer of dyestuffs and chemicals, offering holistic solutions. DyStar seeks to generate long-term value by building and maintaining trusted relationship with stakeholders throughout our value chain, including local communities, workforce, retail and industrial partners, and other relevant internal and external parties. DyStar offers its global customer base a comprehensive portfolio of colourants, specialty chemicals, and services. With a heritage that spans over a century, the Group has established itself as a leader in product development and innovation within the textile and other industries.

DyStar is involved in the following key industries:

TEXTILE & LEATHER

PERSONAL CARE, PHARMA, & HOUSEHOLD

FOOD AND BEVERAGE

PAINTS, COATINGS, INDUSTRIAL & CONSTRUCTION

PRINTING, PAPER & PACKAGING

WATER TREATMENT & AGRICULTURE

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About This Report

DyStar reaffirms its ongoing commitment to global sustainability efforts[1] with the publication of its **16th annual Sustainability Performance Report**.

The report communicates how DyStar is creating value for stakeholders by integrating sustainability considerations into its policies, operational processes, and value chain. The Group also discloses its economic, environmental, social, and governance (EESG) performance that are material to its customers and stakeholders.

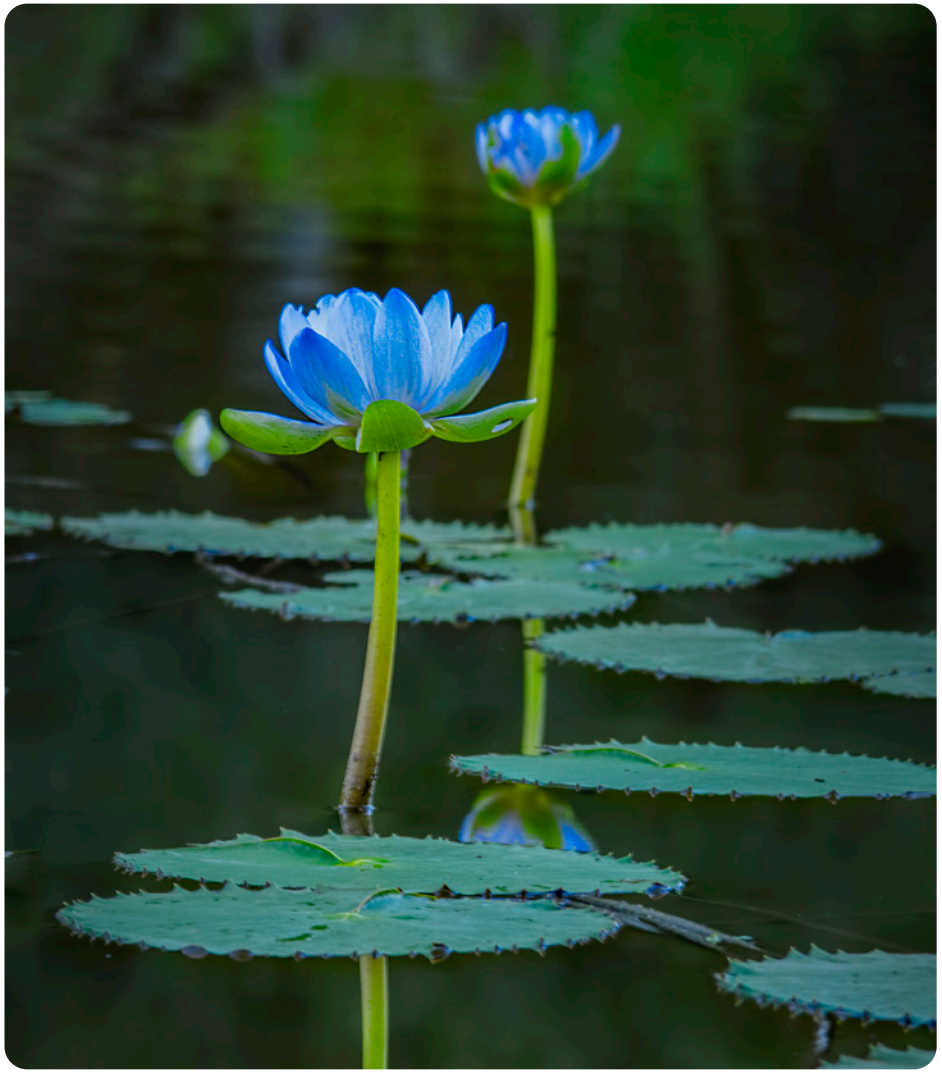
Reporting Scope

This report covers DyStar's global portfolio, including all production sites, warehouses, offices, and laboratories that are either owned or operated by DyStar in over 20 countries for the financial year (FY) from 1 January 2025 to 31 December 2025.

Where relevant and available, this report provides comparative historical data. At DyStar, Sustainability Reporting (inclusive of financial performance) is performed on an annual basis, with its last report, 2024 – 2025 Integrated Sustainability Report, published in August 2025.

There are disclosures with restatements made from FY2024, namely packaging materials. please refer to section "Sustainable logistics - Packaging" for details.

[1] The Group takes reference from the United Nations' Sustainable Development Goals (UN SDGs) and relies on the science-based assessments of the Intergovernmental Panel on Climate Change (IPCC) to inform its sustainability commitments and efforts.



Reporting Framework

This report has been prepared in accordance with the **Global Reporting Initiative ("GRI") Standards 2021,** which provides a comparable and credible way to disclose the Group's ESG performance.

The report adheres to the key reporting principles of comparability, accuracy, timeliness, clarity, and reliability outlined by the GRI Standards. **The GRI Content Index**, along with the applicable disclosures, is detailed on page 88 to 96 of this Report.

Lastly, this report aligns with the **United Nations' Sustainable Development Goals ("UN SDGs")**, highlighting DyStar's contributions to the UN SDGs most relevant to its business. This underscores the Group's commitment to addressing global sustainability challenges and striving towards a more sustainable future.

Data and External Assurance

To ensure a consistent sustainability performance data collection process, DyStar has engaged an external consultant and adopted a third-party data management system across all global operations. In collaboration with a global consulting partner, DyStar adopts a standardised approach to the collection, analysis, and evaluation of data from all business units. While the data presented in this report has not undergone external verification, DyStar is actively exploring the possibilities of obtaining third-party verification for key data segments in future sustainability reports.

Feedback

As the Group progresses on its sustainability journey, we welcome feedback and input from all stakeholders. Please address any feedback or questions at www.DyStar.com/contact-DyStar/.

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Governance Structure

Since its establishment in 1995, DyStar Group has remained committed to upholding the highest standards of corporate governance, performance, and ethical practices across all its operations. The Board and Senior Management are accountable for upholding DyStar's objective of generating sustainable value for stakeholders along the entire value chain, as well as safeguarding the long-term business viability of the company.

Board of Directors

DyStar regularly reviews its governance structure to ensure it caters to the needs of the business and its stakeholders. At DyStar, there is a clear delineation of responsibilities between the Chairman and the Group's Managing Director, President and CEO, to maintain a balance of authority and enable independent decision-making. In alignment with this structure, the Group's Board of Directors is led by a non-executive Chairman.

The Board members, owing to their diverse industry experience and expertise, play a crucial role in making informed decisions for the Group. They are accountable for providing oversight over the company and setting the direction for DyStar's long-term business objectives, organisational strategy, risk management and global dealings.

As part of their responsibilities, the Board independently undertakes the nomination and selection of its members to ensure alignment with the Group's strategic priorities. They also oversee the Group's due diligence processes, including establishing governance frameworks and policies, appointing responsible audit partners, and engaging with stakeholders. To ensure the effectiveness of these processes, the Board conducts both periodical and annual reviews to evaluate outcomes and inform decision-making.

In managing conflicts of interest, all Board Directors are required to complete a Declaration of Directors' Interests annually as part of the statutory audit process. This includes disclosing external directorships, shareholdings, and other relevant affiliations. To strengthen its oversight on sustainability issues, the Board also receives bi-annual updates from the Global Sustainability team on ESG progress, trends, and key developments.

In addition, to assess the effectiveness of its oversight, DyStar follows a structured annual evaluation process guided by the **Global Audit Committee** to ensure objectivity and independence, and this is conducted before the renewal of board members. This includes goal setting, internal and external performance assessments, stakeholder engagement sessions, analysis of both quantitative and qualitative metrics, and periodic Board and committee reflections.

The Board members collaboratively review and approve business plans and ensure that sufficient resources are available for DyStar to realise its objectives. As industry leaders, it is also the Board's priority to ensure environment, social, governance (ESG) roles as well as economic responsibilities are woven into the fabric of DyStar's operations.

The Group's **Managing Director, President and CEO, Xu Yalin**, is based at DyStar's global headquarters in Singapore and is responsible for overseeing DyStar's day-to-day operations. In addition to his executive duties, he serves as the primary liaison between the Board of Directors and the Senior Management team. In his capacity, Mr. Xu ensures the effective implementation of the Board's strategic directions across all levels of the organisation.

BOARD OF DIRECTORS
Ruan Weixiang *Chairman*
Xu Yalin *Managing Director, President and CEO*
Ruan Cunfan *Director*

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Board Committees

The Board's efforts are supported by the **Audit Committee** and the **Remuneration Committee**, both of which convene periodically to discuss new developments, assess business performance, identify strategic opportunities, and evaluate potential projects and policies – thereby contributing meaningfully to the Group's business planning and governance processes.

The Audit Committee assumes a pivotal role in supervising DyStar's internal control measures and internal auditing functions. They are responsible for assessing the objectivity and independence of external auditors, validating the Group's financial statements, and certifying all financial performance disclosures.

The Remuneration Committee supervises DyStar's policies and practices concerning human resources. They guide the Board on issues of remuneration practices, appointments, and compensation, ensuring that these are aligned with the Group's long-term business objectives.

Senior Management Team

The Board delegates responsibilities to the Senior Management Team, led by the Group's **Managing Director, President and CEO**, who are entrusted with the execution of the strategies and objectives set by the Board. In carrying out their duties, the team places a strong emphasis on efficacy, transparency, and sustainability.

Their mandate also includes fostering a culture of ethical business practices, echoing DyStar's mission and purpose. To underscore their commitment to sustainability, the Senior Management Team has established a dedicated Sustainability Committee, comprising ten key members, each representing a unique function within the Group.

Global Sustainability Committee

The Global Sustainability Committee reports directly to the **Head of Global Marketing** and is responsible for executing the Board's Sustainability strategy in alignment with DyStar Group's corporate purpose. The Global Sustainability Committee convenes quarterly to assess DyStar's sustainability performance, monitor progress, and review industry developments that may impact the Group's risks and opportunities.

A key responsibility of the Global Sustainability Committee is stakeholder engagement, aimed at promoting awareness and adoption of sustainability practices in the industry, supporting the development of sustainable products within DyStar, and monitoring the Group's ESG performance.

ESG Governance Structure

The Global Sustainability Committee, through the **Chair of the Global Sustainability Committee**, also periodically reviews and recommends key ESG risks and opportunities to the Board, including insights gathered on market trends and behaviours, evolving customer demand, and emerging opportunities arising from the changing landscape of climate impact.

To foster transparency and stakeholder involvement, DyStar publishes a quarterly sustainability-themed internal newsletter to its **Senior Management** and **Global Product Managers**. This keeps stakeholders informed of the latest industry developments, regulatory changes, innovations, and climate-related news.

A sustainability-related enquiry page is also available on DyStar's website for stakeholders to submit queries or feedback.

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Our Approach to Sustainability

Our Sustainability Journey

Drawing upon the pioneering research of its parent companies, such as Hoechst AG, Bayer AG Textile Dyes, Mitsubishi, BASF AG Textiles Dyes, and Mitsui – DyStar leverages a knowledge base that spans over a century in the synthetic dyes chemistry sector. This has enabled DyStar to consistently develop innovative products and services that adhere to the most stringent quality, safety, and ecological standards. As a result, DyStar not only enhances its operational excellence but also contributes meaningfully to advancing social and environmental performance across the industry.

1995 — **FOUNDED AS A JOINT VENTURE:** Hoechst and Bayer Textile Dyes, Mitsubishi

2000 — **JOINT VENTURE:** BASF and Mitsui

2002 — **ACQUISITION:** Color Solutions International®

2004 — **LAUNCH:** econfidence® Program

2006 — **ACQUISITION:** Yorkshire Americas, Rotta Group and Boehme Group

2007 — **ACQUISITION:** Texanlab

2010 — **JOINTLY ACQUIRED BY:** Longsheng Group and Kiri Industries

2010 — **RELEASED** DyStar's First Sustainability Report

2012 — **FOUNDATION:** Sustainable Textile Solutions

2013 — **ACQUISITION:** Lenmar Chemical Corporation

2015 — **LAUNCH:** eliot®

2016 — **ACQUISITION:** Emerald Hilton Davis LLC, Emerald Carolina Chemical LLC, Emerald Foam Control LLC

2016 — **LAUNCH:** First Cadira module: Cadira® Reactive

2019 — **FOUNDATION:** BluWin®

2019 — **CONTRIBUTOR:** ZDHC Foundation

2023 — **LAUNCH:** Bio-based products

2025 — **SHAREHOLDING RESTRUCTURING:** Kiri Industries exits DyStar becomes a 100% wholly-owned subsidiary of Zhejiang Longsheng

Building on its rich legacy, DyStar continues to expand steadily, diversifying its portfolio, and extending its innovation solutions into new sectors such as food and performance chemicals.

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Sustainability Strategy

Anchored in its core values, DyStar's **two-fold sustainability strategy** addresses how the Group can reduce its own environmental impact and concurrently empower its stakeholders in reducing theirs.

Guided by a vision **to become a global environmental and innovation leader in the industries it serves**, DyStar is driven by its core values of **Responsibility, Innovation, and Excellence**. The Group has identified four strategic focus areas to translate these into actionable outcomes that strengthen its ESG endeavours.

DYSTAR'S FOUR STRATEGIC FOCUS AREAS	
Creating Safer and Better Products	DyStar continuously innovates its products to ensure they are better, safer, and environmentally preferable to create value for its stakeholders and the community.
Conserving the Environment	DyStar adopts a two-fold Sustainability approach – reducing its own environmental impact and helping customers reduce theirs. To that end, DyStar has set 2025 targets to reduce its environmental impact across the main focus areas of energy, greenhouse gas (GHG) emissions, water, and waste. Additionally, DyStar has established a Global Sustainability Committee to oversee its sustainability strategies and initiatives.
Caring For Our People	Recognising that employees are its most valuable asset, DyStar takes tangible steps to create a diverse workplace and invests in continuous learning for all employees to build a resilient organisation.
Communicating Our Value Creation	DyStar communicates a summary of its Sustainability strategy and progress in managing ESG issues through its annual integrated Sustainability Report. DyStar also advances sustainable development by aligning with the UN SDGs.

To create meaningful impact, sustainability must be implemented throughout all aspects of a company's operations and value chain. This principle is deeply integrated into the Group's daily practices, ensuring that sustainable practices are consistently applied throughout its entire value chain. Additionally, there are policies in place for all stakeholders to further enhance the Group's commitment to sustainability[2].

The Group recognises that reducing energy consumption, water usage, waste, and other environmental resources not only contributes to environmental stewardship but also enhances the cost-efficiency and competitiveness of its products. In alignment with this commitment, the Group actively promotes and supplies a diverse range of responsible products, tools, and services designed to meet the evolving needs of customers, brands, and retailers[3].

Internally, DyStar empowers employees to participate in sustainability campaigns and contribute ideas, reinforcing shared responsibility for environmental impact.

[2] For more information, please see the Ethical Business and Strong Governance section.
[3] For more information, please see the Sustainable Supply Chain and Product Innovation and Responsibility chapters.

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Peers Benchmarking

Stakeholders, customers, and suppliers in the chemical industry are increasingly considering ESG factors in their decision-making. DyStar fully recognises its responsibility in addressing these environmental concerns and believes in the potential of product innovation, including novel chemistry and bio-based products, to mitigate these challenges.

DyStar has set an ambitious environmental target to reduce its environmental footprint by 30% per tonne of product by 2025, using 2011 as the baseline year. In light of evolving regulatory requirements, stakeholder expectations and industry's potential risks and growth drivers, DyStar recognises the importance of periodically reassessing its environmental targets to ensure continued relevance and alignment with the current regulatory landscape and market landscape.

The bi-annual peer benchmarking conducted by DyStar in FY2024, which focused on ESG policies, metrics, and practices, provided valuable insights into industry best practices. These insights will inform the development of more robust and forward-looking strategies to address existing gaps, as DyStar continues to advance its aspiration to position itself as a sustainability leader in the chemical industry.

The following summarised the key observations from the peer benchmarking exercise, the corresponding recommendations, the actions implemented by DyStar during FY2025, and the status of these actions as of the end of FY2025.

Key Observations	What DyStar has performed in FY2025	Status as of 31 December 2025
By broadening Scope 3 emissions reporting and establishing a **Science Based Targets initiative (SBTi)** commitment, DyStar can strengthen supply chain ESG analysis, demonstrate its decarbonisation ambition and set clear interim targets (e.g. 2030) to support regulations alignment	**Enhance emissions transparency and establish SBTi commitment** a. Broaden the Scope 3 emissions measurement to improve supply chain ESG analysis. b. Align decarbonisation strategy with the SBTi framework, and work towards meeting the requirements for formal submission, including enhancing the completeness of Scope 3 emissions data.	Scope 3 emissions measurement was extended to additional categories. In addition to the two existing categories previously measured, the Scope 3 categories assessed and disclosed in FY2025 include the following six categories: • Category 1: Purchased goods and services* • Category 2: Capital goods* • Category 3: Fuel and energy-related activities* • Category 4: Upstream transportation and distribution* • Category 5: Waste generated* • Category 6: Business travel • Category 9: Downstream transportation and distribution*
There is an increasing recognition of biodiversity's importance in the chemical industry, with peers beginning to disclose their biodiversity efforts qualitatively.	**Foster biodiversity consciousness and transition towards reporting** a. Improve recognition of the significance of biodiversity within the industry context b. Gradually integrate biodiversity factors into the Group's sustainability considerations and future reporting plans	DyStar assessed biodiversity-related risks across 10 operational sites using the **WWF Biodiversity Risk Filter** tool in FY2025. It will integrate biodiversity factors into the Group's sustainability considerations.
There are several opportunities for DyStar to align better with industry practices by embracing international standards and certificates such as **ISO 45001** and **EcoVadis®**.	**Strengthen international certification presence and demonstrate sustainability commitment** a. Adopting ISO 14001 for one of the major manufacturing sites in 2025 b. To consider adopting ISO 45001 certification to demonstrate DyStar's commitment to Occupational Health and Safety Management c. Plan to obtain EcoVadis certification to demonstrate DyStar's commitment to sustainability and ethical business practices	a. Successfully **completed the ISO14001 audit for Gabus site**; certification for the Omuta site is currently in progress. b. ISO 45001 certification has not been obtained. DyStar is currently evaluating the certification on an on-going basis with plans for 2027. c. Awarded the **EcoVadis 'Committed' Badge** in April 2025; DyStar remains on track for its scheduled reassessment in 2026.

*Additional categories were measured and disclosed in FY2025

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Contribution to the United Nations Sustainable Development Goals ("UN SDGs")

The Group's ongoing ESG efforts align with specific UN SDGs, are outlined in the table below, highlighting our contributions to these important goals.

UN SDGs	How DyStar supports the UN SDGs	Relevant Material Topic
 **Target 3.8 & 3.9**	• Provide permanent full-time and part-time employees with medical plans, life insurance and accident insurance • Ensure a safe workplace by adhering to its Occupational Health, Safety and Environmental Protection Framework • All employees working at manufacturing sites are required to undergo safety trainings • Ensure proper treatment of hazardous and non-hazardous waste to reduce air, water, and soil contamination • Shifting towards renewables to reduce GHG emissions and mitigate air pollution	• Climate resilience • Health and safety
 **Target 4.4**	• Invest in training and development opportunities to improve employees' knowledge and skills • Engage with customers, brands, and retailers via customers' visits to reduce resource use in the textile dying processes	• Developing people
 **Target 5.2 & 5.5**	• Adopts a zero-tolerance stance towards any form of discrimination at the workplace, child labour, and any form of forced or compulsory labour • Continuously seek opportunities to increase the role of women in its workforce and reduce the gender gap	• Developing people • Diversity and equality • Ethical business and strong governance
 **Target 6.3 & 6.4**	• Ensure proper measures are in place to treat and manage wastewater • Responsible consumption of water across its operations • Reuse water and tap on alternative sources of water such as rainwater to improve water efficiency	• Climate resilience
 **Target 7.2 & 7.3**	• Increasing the proportion of renewable energy • Leveraging on innovative technologies and opportunities to reduce energy usage	• Climate resilience

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UN SDGs	How DyStar supports the UN SDGs	Relevant Material Topic
 **Target 8.1, 8.2, 8.4 & 8.7**	• Explore new ways to enhance resource efficiency to improve its financial flexibility and resilience • Prioritise hiring from the local community • Develop an occupational safety and health management system	• Economic contribution • Product innovation and responsibility • Developing people • Diversity and equality • Ethical business and strong governance • Health and safety
 **Target 10.3**	• Adopts a zero-tolerance stance towards any form of discrimination in the workplace • Creating an inclusive work environment	• Developing people
 **Target 11.6**	• Leverage on innovation to ensure products are safe for human and the environment, and free from environmental, health and safety risks • Proper management of waste and wastewater	• Product innovation and responsibility • Climate resilience
 **Target 12.2, 12.4, 12.5 & 12.7**	• Reduce energy, waste, and waste intensity across its operations • Responsible sourcing of materials and suppliers • Ensure resources are utilised at optimal efficiency to minimise wastage and maximise output • Increase proportion of recycled packaging materials	• Climate resilience • Sustainable supply chain • Circular economy
 **Target 13.2**	• Optimise transport and logistics to minimise environmental footprint • Adopt new technology to reduce energy and GHG intensity • Engage with customers, brands, and retailers via webinars to reduce resource use in the textile dying processes	• Climate resilience
 **Target 16.1, 16.2, 16.5, 16.6, 16.7, 16.10**	• Conduct business with the highest standard of corporate governance and transparency • Zero-tolerance stance towards child, forced and compulsory labour • Implementation of strong ethics and compliance mechanisms, including a Code of Conduct	• Ethical business and strong governance • Health and safety • Sustainable supply chain

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Materiality Assessment

Stakeholders Engagement and Material Topics

The materiality review is conducted with the aim of identifying major EESG elements that could have a significant influence on DyStar's overall enterprise worth. This process involves understanding how EESG factors affect stakeholders' perceptions of DyStar's relationships and engagements.

Key Stakeholder	Mode of Engagement	Frequency of Engagement
Employees	Recognition programmes, Appraisals, Team bonding activities	Annually
Customers	Workshops, Tradeshows, Surveys	Quarterly
Brands and Retailers	Workshops, Tradeshows	Quarterly
NGOs and Industry Groups	Forums, Industry Assessments	Quarterly
Suppliers	Audits	Annually

Through this analysis, DyStar can prioritise key resources in its business and financial strategies, ensuring alignment with its core purpose and overarching sustainability strategy.

DyStar conducts its materiality review on an annual basis. Following an assessment performed in FY2025, the management concluded that the material topics refreshed in FY2024 remain relevant and appropriate for FY2025, which remained aligned with the Group's corporate purpose and overarching sustainability strategy.

Category	Material Topics
Environment	1. Circular Economy
	2. Climate Resilience
	3. Sustainable Supply Chain
	4. Product Innovation and Responsibility
Social	5. Developing People
	6. Diversity and Equality
	7. Health and Safety
Governance	8. Data Privacy
	9. Ethical Business and Strong Governance
Economy	10. Economic Contribution

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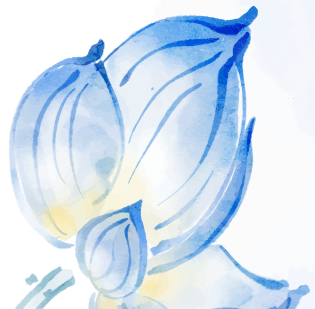
Risks and Opportunities

RISK LANDSCAPE	IMPACT ON DYSTAR	RISK AND OPPORTUNITY STRATEGIES
Macroeconomic and business risks	Risks associated with energy and geopolitical factors can cause disruption in the supply chain, potentially affecting both immediate and long-term business growth strategies.	DyStar has consistently been pursuing the implementation of technical solutions to effectively reduce its emissions, including the establishment of a systematic monitoring system aimed at enhancing energy efficiency.
Financial risks	Unforeseen incidents stemming from geopolitical events can disrupt global operations and supply chains. This may lead to extensive economic impacts such as increased liquidity and credit risks.	DyStar holds a substantial reserve of cash and cash equivalents. Furthermore, the company maintains significant credit lines with banks to access additional financing if required.
Climate change risks	Physical and transitional risks related to the climate, such as heightened environmental regulations and a higher incidence of severe weather conditions, could lead to disruptions in the supply chain, a rise in energy expenses, and a shortage of water supply.	DyStar consistently invests in cutting-edge technologies and operational enhancements to reduce its environmental impact. Recognising the consumer pivot towards eco-friendly products, DyStar's environmental leadership leverages this by delivering transparency and addressing the needs of end consumers. To ensure DyStar's agility and prosperity in a low-carbon future, DyStar's management continuously strives to understand and evaluate the potential impact and probability of climate-related risks to its operations.
Political risks	Political shifts can introduce unexpected changes in environmental policy, trade agreements, and regulations. This uncertainty can have direct impacts on DyStar's operations, supply chain, and overall business strategy.	DyStar proactively invests in risk management measures and operational flexibility to swiftly adjust to the changing geopolitical landscape. Notably, the Group's commitment to regulatory compliance underpins their resilient and adaptable operations.



As the Group continues to enhance its sustainability reporting capabilities and in anticipation of evolving regulatory and stakeholder expectations, the Group intends to progressively develop the approach to identifying, assessing and disclosing climate related risks and opportunities. Relevant qualitative information will be disclosed in subsequent reporting periods, where appropriate.

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Collaboration and Memberships

Understanding the importance of aligning its products with the dynamic requirements of its customers, DyStar acknowledges the crucial role of leveraging industry insights and the latest resources in its product innovation process. To achieve this, DyStar joined various organisations, opening access to industry information and seeking professional development. As of 31 December 2025, DyStar is a member of the following organisations or respectively cooperates with mentioned organisations:

INDUSTRY ORGANISATIONS

1. American Association of Textile Chemists and Colorists (AATCC)
2. Associação Brasileira das Indústrias Químicas (ABIQUIM), Brazilian Chemical Industry Association
3. German Association of Manufacturers of Process and Performance Chemicals (TEGEWA)
4. Basic Chemicals, Cosmetic & Dyes Export Promotion Council, India (CHEMEXCIL)
5. Chemical Industry Association
6. China Dyestuff Industry Association (CDIA)
7. Disaster Prevention & Management Center (DPMC), Ankleshwar
8. German Chemicals Industry Association (VCI)
9. Gujarat Dyestuffs Manufacturers Association (GDMA)
10. Japan Dyestuff & Industrial Chemical Association (JDICA)
11. Korea Chemicals Management Association (KCMA)
12. Supplier Ethical Data Exchange (SEDEX)
13. Sindicato das Indústrias de Produtos Químicos (SINPROQUIM), Brazilian
14. Society of Dyers and Colourists, United Kingdom (SDC)
15. Society of Leather Technologists and Chemists (SLTC)
16. South African Dyers & Finishers Association (SADFA)
17. The Association of Thai Textile Bleaching Dyeing Printing and Finishing Industries (ATDP)
18. The Indonesian Inorganic Basic Chemical Producers Association (APKIDA)

BUSINESS ASSOCIATIONS

19. American Apparel & Footwear Association (AAFA)
20. Ankleshwar Industries Association
21. APINDO (Asosiasi Pengusaha Indonesia) Association of Indonesian Companies
22. Associação Brasileira da Indústria Têxtile de Confecção (ABIT), Brazilian Textile and Apparel Industry Association
23. Chemical Association of Pakistan
24. Corlu Chamber of Commerce and Industry
25. Denim Manufacture Association of India
26. Directorate General of Foreign Trade, India (DGFT)
27. Fukui Prefecture Dyeing Association
28. Greater Dalton Chamber of Commerce
29. Importers and Exporters Association of Taipei (IEAT)
30. Indian Merchant Chamber of Commerce (IMC)
31. Pietermaritzburg Chamber of Business (PCB)
32. Raigad Chamber of Commerce & Industry (RCCI)
33. Reidsville Chamber of Commerce
34. Seiren
35. Singapore Business Federation (SBF)
36. Taiwan Textile Printing Dyeing & Finishing Ind. Association
37. The Society of Fiber Science and Technology, Japan
38. Urase
39. HIPWIS (East Serang District Employer's Association) – The East Serang district Employer's association
40. APP KIEC (Association of Companies KIEC Cilegon). Association of Cilegon district
41. APKB (Association of Bonded Zone Companies). Association of Bonded Zone & Export-Import

OTHER STANDARDS AND ORGANISATIONS

42. bluesign®
43. Cradle to Cradle Product Innovation Institute®
44. Global Organic Textile Standard (GOTS®)
45. Textile Exchange
46. Zero Discharge of Hazardous Chemicals (ZDHC®)
47. EcoVadis®

ECONOMIC PERFORMANCE

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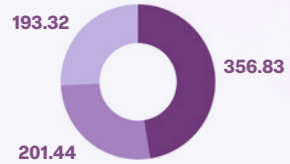
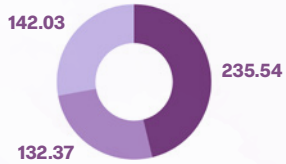
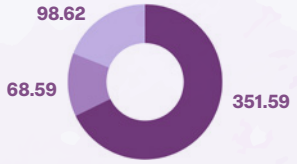
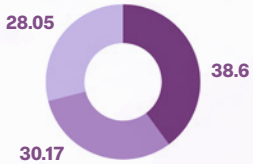
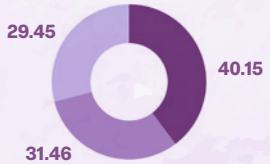
Economic Contribution

Financial Results

DyStar generates financial value by capitalising on global environmental and social resources, while continuously seeking opportunities to enhance resource efficiency. This approach aims to reduce costs, increase product preference, and strengthen brand identity. By doing so, DyStar's reinforces its financial resilience and flexibility, ultimately delivering economic value to its stakeholders.

- Asia
- Europe
- Americas

IN MILLION USD	2025	2024
Global Revenue		
Global Operating Costs		
Global Employee Wages and Benefits		
Net Receipts from Capital Providers	22.37	18.53
Payments to Governments	22.87	25.95

Economic Contribution

In FY2025, DyStar recorded a revenue of USD 706.88 million, presenting a 5.9% decrease compared to FY2024. The decline was primaily driven by lower revenue in Europe and Americas, which experienced revenue reductions of approximately 10% respectively. The decline in revenue was mainly due to weaker market conditions in Europe and the Americas, consistent with broader softness observed in the global chemicals industry in FY2025.

While the Group experienced a decline in revenue in FY2025, the reduction in operating costs was comparatively modest. In FY2025, global operating costs and global employee wages and benefits decrease by 1.7% and 4.2%, respectively, compared to FY2024. This is because the Group's cost structure includes a significant proportion of fixed and semi-fixed costs necessary to maintain safe and reliable operations.

Unforeseen geopolitical incidents continue to pose a risk to global operations, with potential disruption of global supply chains, which could lead to significant economic effects, including an increase in liquidity and credit risks. Despite these external uncertainties, DyStar remained financially resilient as of the end of FY2025. DyStar maintained a substantial reserve of cash and cash equivalents. Furthermore, DyStar assures access to substantial credit lines with banks in the event where additional funds are required.

Taxes

DyStar maintains strict compliance with all tax laws in the jurisdictions where it operates. The Group has established internal controls and processes to ensure adherence to all tax obligations and regulatory requirements across its global operations.

In FY2025, DyStar contributed a total of **USD 22.87 million** in tax payments to the government.

During the same period, DyStar received a total of **USD 1.60 million** in tax reliefs and tax credits, as well as **USD 0.69 million** in government subsidies provided by the various governments in the countries where it operates.

Investments

Climate-related risks— both physical (such as extreme weather events), and transition risks (such as regulatory risks like carbon pricing)—pose potential threats to supply chain stability, cost structure, and resource availability. In response to this, DyStar has continued to make strategic investments throughout FY2025 in advanced technologies and operational enhancements aimed at reducing its climate footprint and managing these risks proactively.

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Ethical Business and Strong Governance

Being fully cognisant of its social responsibilities, DyStar has implemented strong compliance and ethics processes that deter unethical behaviour and bolster existing safeguards, to build a firm foundation for its corporate governance[4]. DyStar's Code of Conduct, which is binding for all employees, outlines a framework of ethical values through eight guiding principles. A compliance management system further supports employees by helping them act in accordance with our Core Values and Code of Conduct, and provides a platform to report on any non-compliance or ethical issues on their global website.

DyStar has established formal processes to identify, assess, and remediate any actual or potential negative impacts associated with its operations. These processes are guided by our **Code of Conduct**, **MM1 Fraud Policy**, **Supplier and Third-Party Service Provider Code of Business Conduct**, and a **Sales Related Service Partners Code of Business Conduct**.

Grievances can be submitted through multiple channels, including email (compliance@dystar.com) and the internal intranet. These are documented, investigated, and addressed in a timely and transparent manner, with outcomes communicated to relevant stakeholders where appropriate. Where relevant, stakeholder input also informs the review and enhancement of the grievance mechanisms. All stakeholders are encouraged to raise concerns or seek advice on ethical, legal or compliance matters through the appropriate channels.

DyStar ensures that no retaliation occurs against individuals and are protected under **DyStar's Fraud Policy**. Following its investigation, the Global Audit Committee will communicate the outcome to the Board during DyStar's half-yearly Board meetings. These policies allow DyStar to sustain its inculcation of ethical behaviours across all levels, enabling the delivery of business excellence grounded in the highest ethical and compliance standards.

[4] Refer to DyStar website for more information on corporate governance Corporate Social Responsibility - DyStar.

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Anti-corruption and Anti-competition

DyStar's business is vulnerable to the risks of corruption and bribery, given its operations span across numerous geographical areas and interactions with numerous stakeholders.

To that end, **80%** of DyStar operations were assessed by the Global Internal Audit Team for risks relating to corruption.

In FY2025, no significant risks relating to corruption were identified through the risk assessment conducted. The company has a zero-tolerance stance towards any form of bribery and corruption. In FY2023, the Group launched its MM1 Fraud Policy and updated its Code of Business Conduct. Anti-corruption policies were communicated to all governance body members, managers, directors, and vice presidents and 100% of employees across the organisation. Additionally, the aforementioned anti-corruption policies were also communicated to all customers and vendors.

To ensure employees adhere to these policies and are prepared to address matters relating to ethical business conduct, all board members and employees receive training on anti-corruption as part of the topic on the Code of Conduct module annually.

DyStar meticulously adheres to all laws and regulations condemning anti-competitive behaviour and does not condone such actions within its team. All DyStar's employees are bound to comply with the law as dictated by the company's regulations. Employees who may have queries regarding behaviour that could potentially be considered anti-competitive can seek legal counselling.

Notably, in FY2025, there were **no recorded cases** concerning anti-competitive behaviour or violations of anti-trust and monopoly laws.

Human Rights

DyStar is committed to conducting business responsibly and strictly forbids any form of child, forced, or coerced labour, or any activities violating the rights of indigenous peoples. The Group's Code of Conduct contains a segment dedicated to human rights, and every contract signed by external parties mandates their compliance with the laws and regulations pertaining to human rights within their specific jurisdictions.

The Group enforces a strict policy prohibiting the employment of minors, hiring only individuals aged 18 and above to prevent young workers from being exposed to hazardous work environments. This commitment ensures that children or young workers are not exposed to dangerous or unsafe conditions, within or outside the workplace. All signed contracts comply with the relevant human rights laws and regulations in their respective jurisdictions. DyStar also proactively oversees its supply chain to prevent any form of misconduct or human rights violations. Through regular annual or biannual onsite audits conducted by both internal and external parties, **DyStar maintained a record of zero reported incidents related to child or forced labour in FY2025**, and DyStar has not been charged any fines or penalties in this area. DyStar did not identify any operations or suppliers considered to be at significant risk for incidents of child labour or forced labour, based on its ongoing assessments in FY2025. While no formal audits were conducted specifically for this purpose, the company's compliance is supported by declarations under its ISO 9000 quality management system.

To guarantee suppliers adhere to human rights principles and basic business conduct standards, DyStar is involved in suppliers' engagement processes and conducts regular onsite visits to identify any potential violations. For instance, all major suppliers are audited onsite either on a yearly or every two years basis to ensure alignment with DyStar's stance against child labour. Both internal and external audits are carried out to ensure that no instances of forced labour exist within the supply chain. Additionally, **zero incidents of violations involving the rights of indigenous people were reported in FY2025**.

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Data Privacy

At DyStar, our operations and business processes extend globally, emphasising the significance of data privacy for numerous reasons. Upholding data privacy is paramount to fulfilling our contractual obligations across the globe. DyStar understands the risk posed by cyber threats in the digital era and the necessity to enhance data security to safeguard its customers' data and maintain its reputation. The Group is dedicated to upholding the highest levels of data security and privacy to safeguard both its own corporate data and that of its customers.

Customer Trust

DyStar collects data from customers for various purposes such as order processing, customer service, and marketing, therefore ensuring the privacy of this data is crucial to maintaining trust with customers.

Compliance

As a global business, we are subject to data privacy regulations such as **Singapore's Personal Data Protection Act (PDPA)** and **European Union's General Data Protection Regulation (GDPR)**. Compliance with these regulations is not only a legal requirement but also essential for avoiding fines and legal repercussions. Additionally, DyStar also introduced its Global Personal Data Protection Policy in 2018, which clearly denotes practices relating to the collection, processing, use and disclosure of personal data, to comply with various data privacy requirements.

Reputation

A data breach or misuse of customer data can severely damage DyStar's reputation, ranging from negative publicity, loss of customers, and damaged brand image.

Competitive Advantage

In today's business environment, where data is often considered a valuable asset, companies that can demonstrate a strong commitment to data privacy may gain a competitive advantage. Customers are increasingly aware of privacy issues and may choose to do business with companies that prioritise data protection.

Internal Data Protection

Data privacy is not just about protecting customer data; it is also about safeguarding DyStar's internal data, such as employee information, financial records, and intellectual property. Ensuring the privacy and security of internal data is essential for maintaining business operations and preventing insider threats.

DyStar Singapore conducts a yearly internal audit of personal data protection and adheres to a data breach procedure to prevent the loss of customer data. As part of our commitment to protecting customer privacy, DyStar implements appropriate technical and organisational measures to protect their personal data against accidental, unauthorised or unlawful use, disclosure, access, destruction, loss, change or damage. Some of the measures taken include encryption, limited access and robust retention policies. Furthermore, where we collect any special category data, we will apply additional security measures to protect that personal data.

In FY2025, DyStar reported zero cases of identified losses of customer data, as well as zero substantiated complaints concerning breaches of customer privacy, and zero substantiated complaints received from external parties or regulatory bodies. Overall, data privacy is vital to DyStar's operations, not only to comply with regulations and protect customer trust but also to maintain its reputation and competitive position in the market.

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DyStar's Data Breach Procedure

DATA BREACH RESPONSE PROCESS

Step 1: Contain

- Staff should report all suspected/confirmed data breaches to a specific individual immediately.
- The data breach management team to conduct an initial assessment of the data breach to assess the severity.

Step 2: Assess

- An in-depth assessment of the data breach will be conducted to understand the risks posed by the data breach and how these risks can be addressed.

Step 3: Report

- Notification of Personal Data Protection Committee and affected individuals.

Step 4: Evaluate

- Review and take action to prevent future breaches.

ACTIONS TAKEN TO CONTAIN THE DATA BREACH

- Isolate the compromised system from the Internet or network, or shut down the compromised system if necessary.
- Prevent further unauthorised access to the system – e.g., reset passwords if accounts and passwords have been compromised.
- Isolate the causes of the data breach in the system, and where applicable, change the access rights to the compromised system.
- Stop the identified practices that led to the data breach.
- Establish whether the lost data can be recovered and steps that can be taken to minimise any harm or impact caused by the data breach (e.g., remotely disabling a lost notebook containing personal data of individuals).

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ENVIRONMENT

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Sustainable Production and Supply Chain

DyStar is committed to embedding sustainability into all facets of its operations, from manufacturing to logistics. The Group stringently enforces supply chain guidelines, ensuring ethical sourcing from suppliers and efficient use of resources.

Most production processes are optimised for maximum efficiency, not only enhancing output but also minimising waste and resource consumption. Concurrently, DyStar aims to reduce the environmental footprint of its logistics process by minimising waste and excessive packaging.

Sustainability considerations that DyStar has embedded into its operations and value chain:

DESIGN → **MANUFACTURING** → **STORAGE** → **TRANSPORT**

Research and Development for New or Improved Products and Processes

- Product stewardship at DyStar begins with a thorough consideration of green chemistry principles during the design phase. The development of products that are safer and more resource-efficient benefits DyStar's stakeholders across the value chain.

Production of Dyes and Auxiliaries

- DyStar conducts eco tests on raw materials and finished goods to prevent the integration of impurities into the manufacturing pipelines. In a commitment to creating processes and products that are safe for human health and ecosystems and maximising resource efficiency, DyStar also subject its production procedures to strict risk evaluation and mitigation strategies.

Warehousing of Dyes and Auxiliaries

- In its warehousing and shipping operations, DyStar applies safety and environmental best practices, which are thoroughly evaluated for potential environmental and health risks.

Delivery of Dyes and Auxiliaries to Customers

- To handle chemical products safely, DyStar adheres to the Globally Harmonized System (GHS) for labelling.
- DyStar's logistics optimisation reduces space wastage, fuel consumption, and annual transportation expenses.

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PROCUREMENT › **CUSTOMERS** › **BRANDS AND RETAILERS** › **CONSUMERS**

Sourcing of Material and Services

- To protect human health and the environment, DyStar utilises its econfidence® program to prevent more than 500 restricted substances from entering the value chain. More details can be found in the econfidence section.
- All products have unique article codes linked to the sources. The country of origin is mentioned on the product labels.

Application of Dyes and Auxiliaries in Textile & Apparel Manufacturing

- DyStar optimises and reduces production costs where feasible to remain competitive in the industry, through resource-efficiency, efficient chemistry, while ensuring premium product quality to its customers.
- The Group's eco-testing and robust safety measures during the design phase assure Brands and Retailers that it is safe to incorporate DyStar products into their supply chain.

Sales of Clothing and Apparel

Use of Textiles and Apparels

- DyStar's precautions and risk mitigation measures protect consumers from exposure to carcinogenic, mutagenic, and reprotoxic substances.
- DyStar products extend the lifespan of clothing and apparel, which benefits the environment and the consumers simultaneously.

In FY2025, there were **zero cases** of non-compliance concerning product and service information and labelling, which covered 100% of our products and services,

as well as **zero cases** of non-compliance concerning marketing communications.

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Sustainable Supply Chain

As a leading manufacturer of dyestuffs and chemicals, offering a diverse portfolio of colorants, specialty chemicals, and services, our pledge to sustainability is interwoven into our inventive products, operations, and organisational culture.

Our enduring commitment to sustainability underscores our dedication to fostering a sustainable supply chain through constant innovation, which includes minimising environmental effects, advocating for social responsibility, optimising costs and resources through sustainable practices, and aiding companies in adhering to regulatory changes and compliance requirements. To ensure more responsible sourcing, DyStar has implemented a stringent supply chain policy and numerous internal processes.

Such measures are integral in shaping a more sustainable supply chain, strengthening brand reputations, building trust, and fostering long-term customer loyalty.

SUPPLIER EVALUATION AND SCREENING

DyStar recognises the importance of fostering long-term relationships with its suppliers to ensure a resilient supply chain and maintain a competitive cost structure, while also fulfilling its duties towards clients and society. DyStar meticulously selects and cultivates suppliers who share its core values and demonstrate a strong commitment to sustainability and ethical practices.

DyStar's supply chain policy outlines the ESG and product safety standards and requirements that all suppliers must adhere to. As part of the initial ecological assessment, potential material suppliers undergo testing to ensure their products are eco-friendly and free of restricted substances, complying with industry standards. All new suppliers were required to pass the environmental screening to be qualified as part of DyStar's supplier pool.

Shortlisted suppliers are further evaluated in accordance with DyStar's supplier evaluation guidelines. Upon completion of the quality control process, they are added to DyStar's qualified supplier pool. These suppliers are subject to regular audits, performance assessments and continuous eco-monitoring, based on product specifications and quality history.

In FY2025, under criterion MM1[5], 100% of new suppliers were assessed for environmental impacts. The evaluation process considered suppliers' implementation of environmental systems such as ISO 14001, management protocols, and formal policies such as a Code of Conduct.

In addition to environmental assessment, DyStar considers social responsibility criteria when required by end customers. DyStar's Supplier Code of Conduct integrates commitment to social responsibility and is uniformly adopted across all new and existing supplier relationships. The Code is binding for all suppliers, their employees, and subcontractors, and sets clear expectations across Environment, Social, Governance, Cybersecurity, and Data Privacy.

In FY2025, **100% of new suppliers were not found in violation of DyStar's supply chain policy during the assessment, nor have caused any negative environmental or social impacts on surrounding communities**. As such, no corrective actions, improvement plans, or terminations of supplier relationships were required in FY2025.

[5] MM1 refers to the Group's Management Manual Level 1 Policy.

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SUPPLIER LETTER (ECO QUESTIONNAIRE)

The Group has developed a supplier letter (i.e., Eco Questionnaire) based on relevant laws, leading industry standards and best practices. This document outlines elements that are forbidden, discouraged, or whose concentrations are not to be exceeded. DyStar's key suppliers are informed and provided with a copy of the letter, and asked to sign for agreement, which aids in minimising the risk of contamination within the supply chain.

LETTER OF COMMITMENT TO PROFESSIONAL INTEGRITY

As part of DyStar's effort to promote fair, mutually beneficial practices across its supply chain, DyStar has implemented a '***Letter of Commitment to Professional Integrity***' since FY2021. All suppliers are required to sign and formally commit to upholding core principles such as responsible commercial practices, professionalism and ethical conduct. This helps DyStar regulate the conduct of commercial activities and monitor performance under its contracts with its suppliers, including compliance with legal and regulatory requirements.

SUPPLIER AUDIT-DOLPHIN

DyStar introduced an advanced supplier audit programme named "DOLPHIN" in FY2018. This programme provides a detailed assessment of potential strengths and risks associated with core suppliers, including sustainability, occupational safety, and environmental performance. Suppliers for the Dolphin Audit are selected based on a set of principles which include: **risk prioritisation, screening from a high-spend supplier pool, management approval, evaluation of their future potential and business importance**, aiming to achieve the most balanced and effective assessment in both depth and coverage.

DyStar aims to broaden the scope of the programme to include additional Tier-2 dye suppliers, auxiliary category suppliers, and potential suppliers in the future.

DRIVING SUSTAINABILITY AND GREENING THE SUPPLY CHAIN WITH IPE TOOL

DyStar has been utilising a monitoring tool developed by the Institute of Public and Environmental Affairs (IPE) since 2019, to assess the environmental performance of its primary suppliers and monitor any instances of non-compliance. This tool enables DyStar to maintain oversight of its main suppliers by generating a "Blue Map" of the vetted suppliers. When non-compliance is detected, DyStar promptly engages with the suppliers to address the issues and implement necessary corrective measures.

In FY2025, DyStar was ranked **2nd** in the industrial chemicals industry category on IPE's CITI Index, for the **3rd** consecutive year at this position.

The CITI Index evaluates brands' performance in five areas: **Responsiveness and Transparency, Compliance and Corrective Actions, Extended Green Supply Chain Practices, Energy Conservation and Emissions Reduction**, as well as **Promote Public Green Choice**. DyStar remains committed to deepening its collaboration with IPE to improve the environmental and climate impacts of its upstream supply chain.

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MITIGATING SHIPPING DISRUPTIONS

DyStar minimises disruptions to its supply chain by having robust strategies for mitigating shipping disruptions. These strategies have made DyStar's supply chain more resilient and ensured that its supply chain continues to operate smoothly. These strategies include:

- Planning in advance and conducting forecasting to procure timely space and equipment availability
- Buffering inventory and lead times
- Using a combination of transport modes, such as air and sea, to ensure the supply chain is not impacted if one mode of transport is disrupted
- Spreading risks by working with different forwarders and inland haulers
- Identifying alternate seaports
- Spreading shipments across different vessels over a period of time
- Communicating frequently with carriers and haulers for the latest news and updates on transport movement
- Keeping abreast of the latest news on port congestion and carriers' news/announcements

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Climate Resilience

Environmental Resource Management

Minimising DyStar's vulnerability to climate change remains a key priority for the Group. DyStar's memberships in **bluesign®** and **EcoVadis®** underscore the Group's holistic approach to climate resilience. This encompasses improvements in water efficiency, material usage, energy management, and emissions reduction across various stages of the supply chain.

bluesign SYSTEM PARTNER

COMMITTED ecovadis Sustainability Rating APR 2025

Environmental Performance

Reporting Scope, Methodology and Period

DyStar closely tracks environmental impact data across all facilities owned or operated by the Group, ensuring coverage of all production sites, storage facilities, laboratories, and office locations worldwide. The Group's approach to assessing, measuring, and reporting emissions is aligned with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (revised edition).

The environmental data presented in the table reflects the reporting period 1 January to 31 December for each respective year. DyStar employs a centralised reporting platform to measure and monitor environmental impacts across its global operations. This platform enables coordination, consolidation, and standardisation of data across all business units, supporting the Group's efforts to track progress towards its 2025 sustainability targets.

DATA OVERVIEW	2025	2024	2023
Raw Material (thousand tons)	**54.79**	70.76	72.99
Raw Material Usage Intensity (tons per ton production)	**0.78**	0.92	1.03
Packaging Material (thousand tons)	**3.94**	4.50[6]	3.98
Direct Energy Consumed (TJ)	**439.29**	524.63	490.50
Indirect Energy Consumed (TJ)	**173.88**	222.87	246.85
Energy Consumption Intensity (GJ per ton production)	**8.71**	9.67	10.42
Water Consumption (million m^3)	**1.01**	2.56	2.98
Water Consumption Intensity (m^3 per ton production)	**14.34**	33.08	42.15
Water Reused (million m^3)	**0.04**	0.05	0.05
Direct GHG Emissions – Scope 1 (thousand tCO_2e)	**25.86**	30.42	28.43
Indirect GHG Emissions – Scope 2 (thousand tCO_2e)	**8.54**	12.56	13.66
All other Indirect GHG Emissions – Scope 3 (thousand tCO_2e)	**32.23**	NA	NA
Scope 1 and 2 GHG Emissions Intensity (tCO_2e per ton production)	**0.49**	0.56	0.59
Wastewater Discharged (million m^3)	**0.55**	0.59	0.57
Wastewater Intensity (m^3 per ton production)	**7.76**	7.64	8.04
Hazardous Waste (thousand tons)	**5.87**	5.64	3.24
Non-hazardous Waste (thousand tons)	**3.46**	5.46	4.05
Overall Waste Intensity (kg per ton production)	**132.54**	143.67	102.97
Number of Spills / Total Amount Spilled (tons)	**10 / 13.84**	32 / 26.75	14 / 4.96

[6] Following a detailed review of the packaging materials data, the Group identified an omission relating to data from one manufacturing site for FY2024. The FY2024 comparative figure has been restated to reflect the corrected amount. The original reported FY2024 figure was 3.85 thousand tons.

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Energy Management

DyStar is cognisant of the financial savings and emissions reductions that could result from improving energy consumption. To ensure each production site implements appropriate measures to reduce its energy consumption, the following checks are conducted regularly:

- Check for opportunities at all sites to establish independent power supply by use of renewable sources (solar power and wind power)
- Check that all lamps have been substituted with LED lamps
- Review large power consumers by checking the feasibility of operating them with variable frequency drives
- Ensure energy-efficient motors are used when new machines are installed
- Check leakages in compressed air and condensate systems and eliminate them to reduce power and steam consumption
- Improvement in equipment and pipeline insulation to reduce energy losses.
- Review the implementation of the Energy Management System ISO 50001:2018 for high energy consumption production sites
- Feasibility review of substitution of low temperature steam boilers against heat pumps.

In FY2025, DyStar further implemented the following key initiatives across its global operations to enhance energy efficiency:

LED LIGHTING UPGRADE

Completed the installation of energy-efficient LED lighting to replace conventional lighting at the Turkey office, reducing electricity consumption with cost savings of **USD 3,824 per annum**.

LIGHTING MODERNISATION (NAUCALPAN PLANT, MEXICO)

The Naucalpan plant upgraded its lighting system by replacing fluorescent lamps with LED fixtures across offices, warehouses, and production areas. This resulted in at least **10% monthly energy savings** while eliminating obsolete lighting technologies.

RENEWABLE ELECTRICITY SOURCING

Obtained I-REC Certificate coverage for 1,100 MWh of electricity, confirming that the electricity consumed was generated from **100% renewable energy sources** in Corlu, Türkiye.

ENERGY CONSUMPTION	2025	2024
Total Energy Consumed (TJ)	**613.17**	**747.49**
Direct energy consumed (TJ)	439.29 (72%)	524.63 (70%)
Indirect energy consumed (TJ)	173.88 (28%)	222.87 (30%)
Energy consumption intensity (GJ per ton production)	8.71	9.67
Direct GHG Emissions – Scope 1 (thousand tCO_2e)	25.86	30.42
Indirect GHG Emissions – Scope 2 (thousand tCO_2e)	8.54	12.56
GHG Emissions Intensity (tCO_2e per ton production)	0.49	0.56

The majority of DyStar's energy consumption is derived from sources such as natural gas, electricity, steam, and liquefied petroleum gas (LPG). Electricity usage is primarily driven by industrial machinery, IT systems, and air conditioning. Steam, which is used for process and room air heating, is either produced on-site or purchased from external suppliers.

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TOTAL ENERGY CONSUMPTION
▼18% vs FY2024

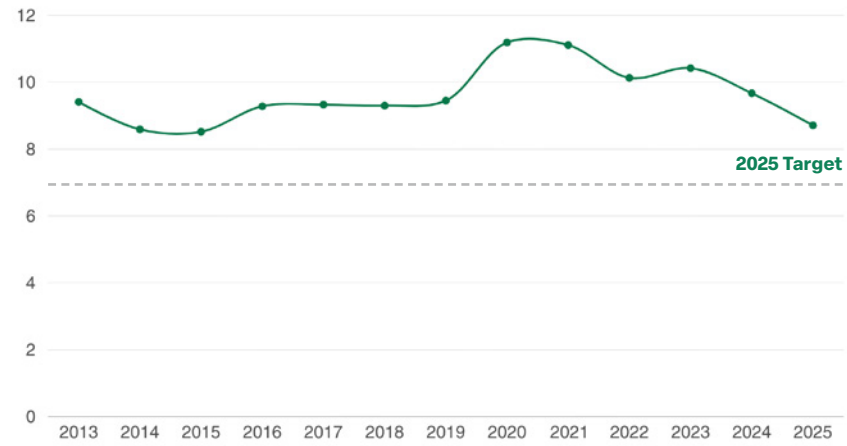
OVERALL ENERGY INTENSITY
▼10% vs FY2024

DyStar's total energy consumption in FY2025 was **613.17 TJ**, which was a decrease of 18% compared to **747.49 TJ** in FY2024. There was a 10% decline in the overall energy intensity of **8.71 GJ per ton of production**, in comparison to **9.67 GJ per ton of production** in FY2024. This reduction reflects improved energy efficiency across DyStar's operations, achieved through the implementation of enhanced energy efficiency initiatives during the reporting year.

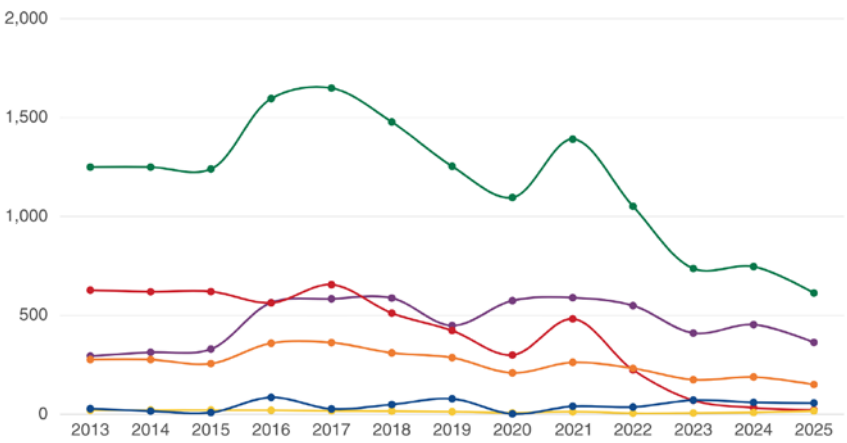
Direct energy sources accounted for 72% of DyStar's total energy consumption in FY2025, a slight 1.8% increase compared to FY2024. Indirect energy sourced from purchased electricity and steam constitutes the remaining 28% of total energy, reflecting a 4.24% decrease from the previous year. This reduction was driven by a decrease in the consumption of purchased steam, which was noticeably lower than in FY2024 due to the closure of one major site.

Reducing DyStar's reliance on energy generated from fossil fuels is aligned with the Group's commitment to transitioning towards a cleaner energy future.

Non-Renewable Energy Intensity (GJ used per ton of production)



Non-Renewable Energy Consumption by Source (TJ)



- Total Non-Renewable Energy Consumption
- Vehicular Travel (diesel, gasoline and LPG)
- Stationary Combustion (LPG, diesel and fuel oil)
- Stationary Combustion (Natural gas)
- Purchased Steam
- Purchased Electricity

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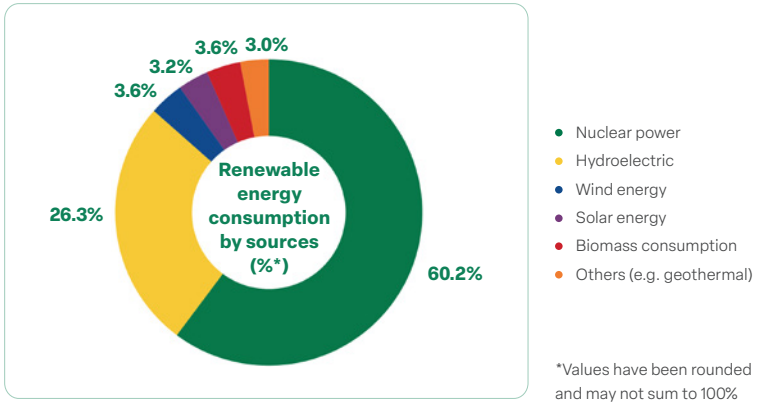
DyStar's senior management regularly reviews resource consumption data during the reporting period and discusses solutions to optimise energy-efficiency. In parallel, DyStar also strives to increase its renewable energy consumption.

In FY2025, **36%** of DyStar's **electricity consumption** (equivalent to **54.55 TJ** of **energy**) was derived from **renewable sources**.

Nuclear power + **Hydroelectric** + **Wind energy** collectively accounted for **90.2%** of the renewable energy mix.



*Values have been rounded and may not sum to 100%

GHG Emissions

Scope 1 and 2 emissions

In FY2025, DyStar's Scope 1 and Scope 2 emissions[7,8], totalled **34,395 tCO_2e**.

SCOPE 1 AND SCOPE 2 EMISSIONS

▼73% vs FY2011 baseline year

▼20% vs FY2024

GHG INTENSITY[9]

▼51% vs FY2011 baseline year

▼13% vs FY2024

In FY2025, the decrease in intensity is related to the consolidation of facilities for production efficiencies.

Natural gas constitutes **82%** of DyStar's Scope 1 emissions, whereas electricity accounted for **100%** of Scope 2 emissions.

Scope 3 emissions

Prior to FY2025, the Group measured Scope 3 emissions only for business travel and the transportation of goods and services. In FY2025, the Group **enhanced Scope 3 emissions measurement by expanding coverage to seven categories**, namely Purchased goods and services, Capital goods, Fuel and energy-related activities, Upstream transportation and distribution, Waste generated, Business travel, and Downstream transportation and distribution. As a result, material Scope 3 emissions[10] amounted to **32,231 thousand tCO_2e**, of which **47%** was attributable to the transportation of goods and services.

Scope 3 emissions were calculated using a combination of activity-based and spend-based emission factors derived from recognised international databases. Further details are set out in Appendix B: Scope 3 Emissions Calculation Methodology.

[7] Gases included in the calculation are CO_2, CH_4, N_2O.
[8] The emission factors are referenced from the Department for Energy Security and Net Zero 2024 (commonly known as DEFRA GHG factors). Global Warming Potential (GWP) are referenced from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report.
[9] This includes Scope 1 and Scope 2.
[10] The emission factors are referenced from the Department for Energy Security and Net Zero 2025 (commonly known as DEFRA GHG factors).

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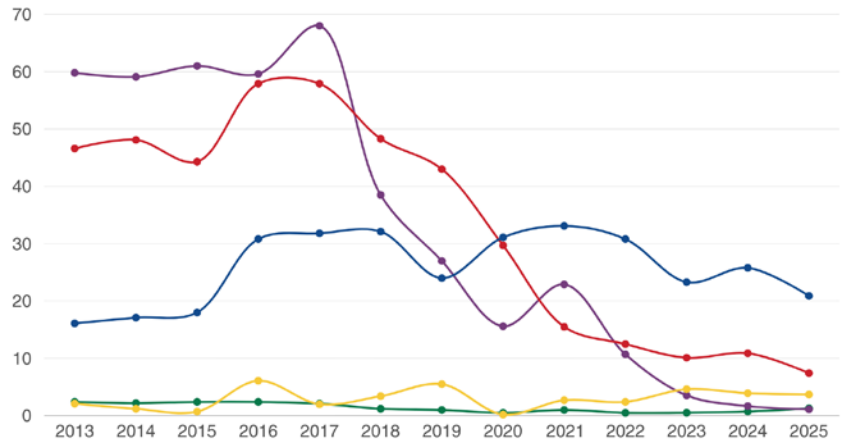
Scope 1 and 2 GHG Emissions Intensity (tCO_2e emitted per ton of production)

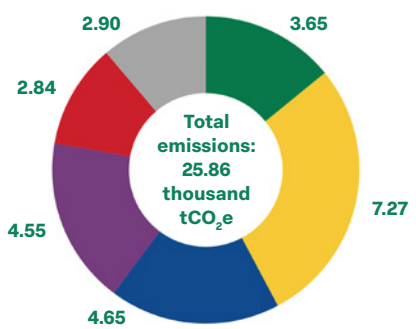
Greenhouse Gas Emissions by Source (thousand tCO_2e)



- Vehicular Travel (diesel, gasoline and LPG) – Scope 1
- Stationary Combustion (LPG, diesel and fuel oil) – Scope 1
- Stationary Combustion (Natural gas) – Scope 1
- Purchased Steam – Scope 2
- Purchased Electricity – Scope 2

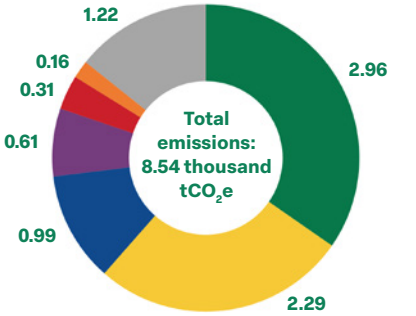
Scope 1 & 2 Emissions by Location[11]

Scope 1



- Omuta, Japan
- Gabus, Indonesia
- Cincinnati, USA *(closed as of 30 Jun 2025)*
- Charlotte, USA
- Reidsville, USA
- Others

Scope 2



- Omuta, Japan
- Gabus, Indonesia
- Cincinnati, USA *(closed as of 30 Jun 2025)*
- Charlotte, USA
- Reidsville, USA
- Cheyenne, USA
- Others

[11] Locations refer to production sites, offices, warehouses and labs.

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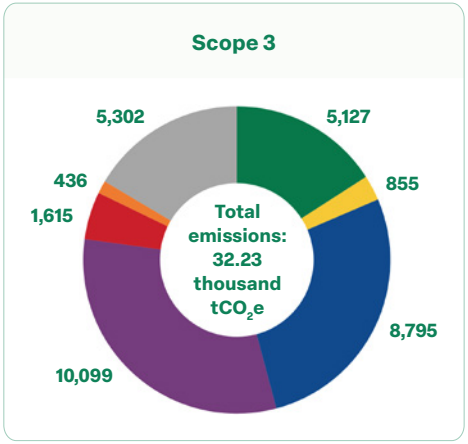
Breakdown of Scope 3 Emissions

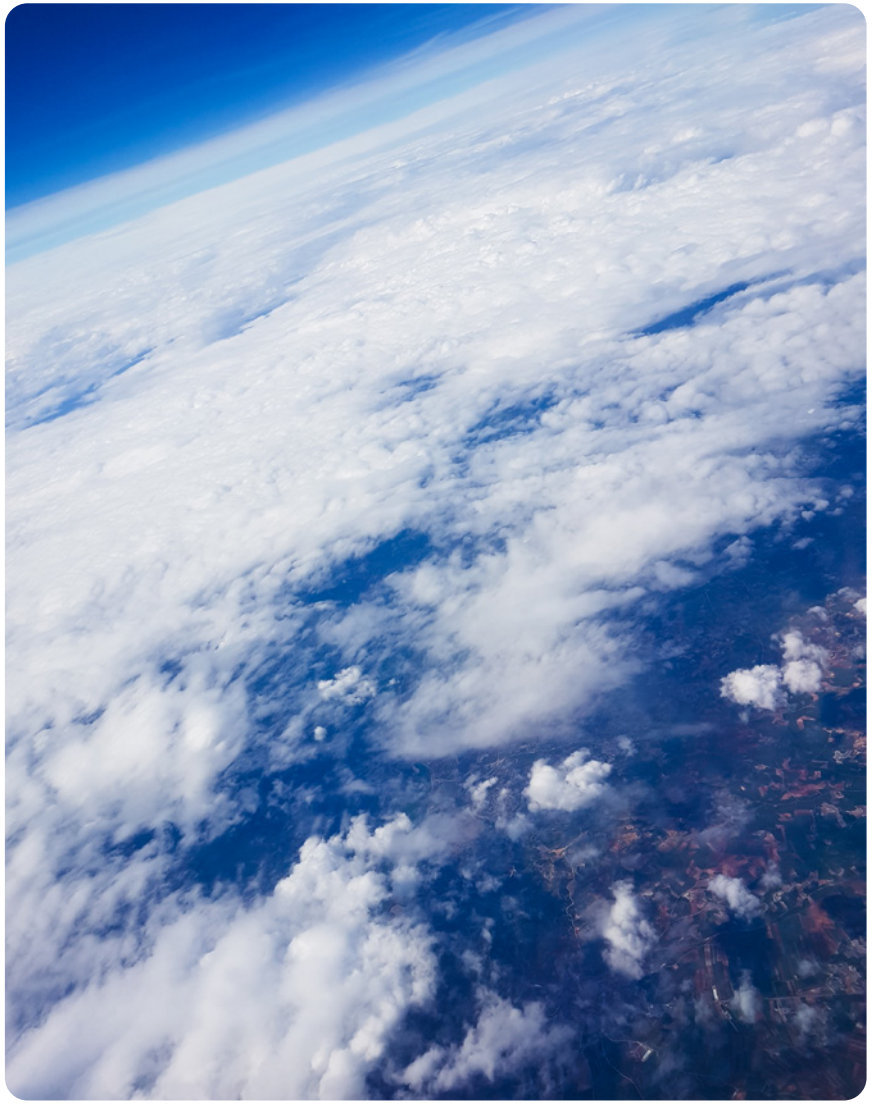


Ozone-depleting Chemicals (ODCs)

DyStar monitors the usage of R717 refrigerant, a non-ozone-depleting chemical (ODC) with a Global Warming Potential (GWP) of zero. In addition, DyStar assesses the consumption of refrigerants such as R22 and R134a at selected production facilities, even though these ODCs are not directly linked to DyStar's products or manufacturing processes.

DyStar does not produce any ODCs at its manufacturing sites, reinforcing our commitment to minimising environmental impact. All on-site refrigerants classified as ODCs are included within the scope of assessment, with their respective GWPs referenced from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report, where applicable.

In FY2025, DyStar recorded 1,026 kgs of R717 refrigerant consumption as part of its ongoing refrigerant monitoring programme.



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DyStar's 2025 Targets and Beyond

DyStar is committed to reducing its environmental impact, with a target of 30% reduction per ton of production by 2025, using 2011 as the baseline year. This target includes reduction in energy usage, water consumption, raw material utilisation, GHG emissions, waste output, and wastewater generation across all DyStar-owned or operated facilities. The Group recognises that advancing in these areas not only benefits the environment but also ensures the Group operates within planetary boundaries.

In FY2025, DyStar successfully achieved its target levels for GHG emissions intensity, water consumption intensity, and wastewater production intensity. The Group remains committed to reviewing and assessing these targets on an annual basis, as well as refining its strategies to stay on track.

Looking Ahead

DyStar has also introduced **2030 environmental performance targets** to guide longer-term sustainability efforts. These include:

2030 TARGETS

(Using FY2021 as baseline year)

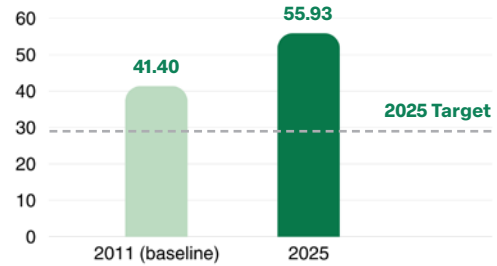
▼57%

in **Scope 1 and Scope 2 GHG emissions**

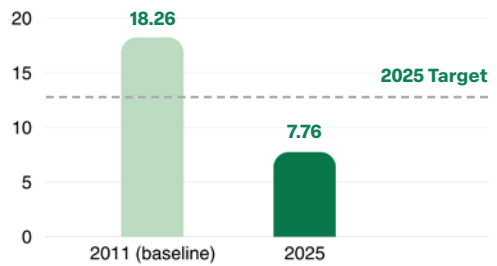
▼15%

in **non-renewable energy intensity, water consumption intensity, wastewater intensity, and waste intensity**

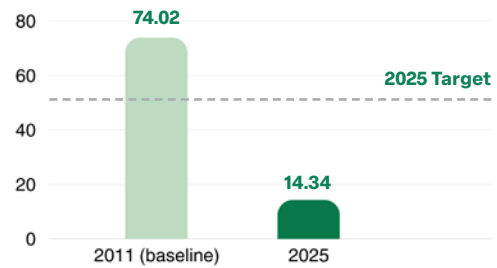
Packaging Usage Intensity
(kg of packaging material per ton of production)



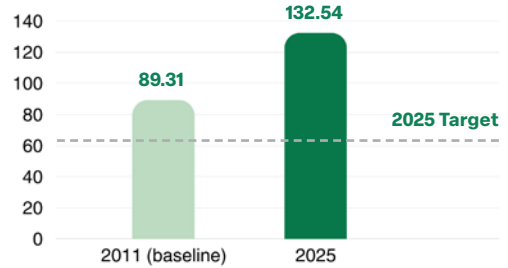
Wastewater Production Intensity
(m^3 of wastewater discharged per ton of production)



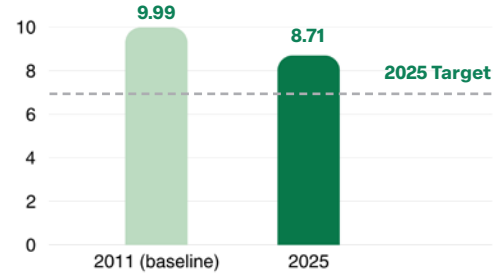
Water Consumption Intensity
(m^3 of water consumed per ton of production)



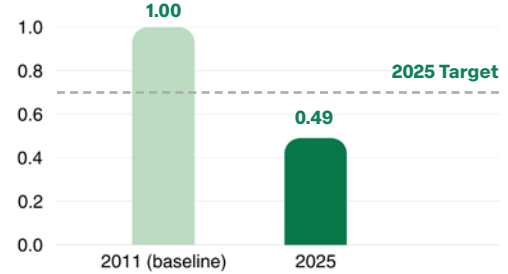
Waste Production Intensity
(kg of waste per ton of production



Non-Renewable Energy Intensity
(GJ used per ton of production)



Scope 1 & 2 GHG Emissions Intensity
(tons CO_2e emitted per ton of production)



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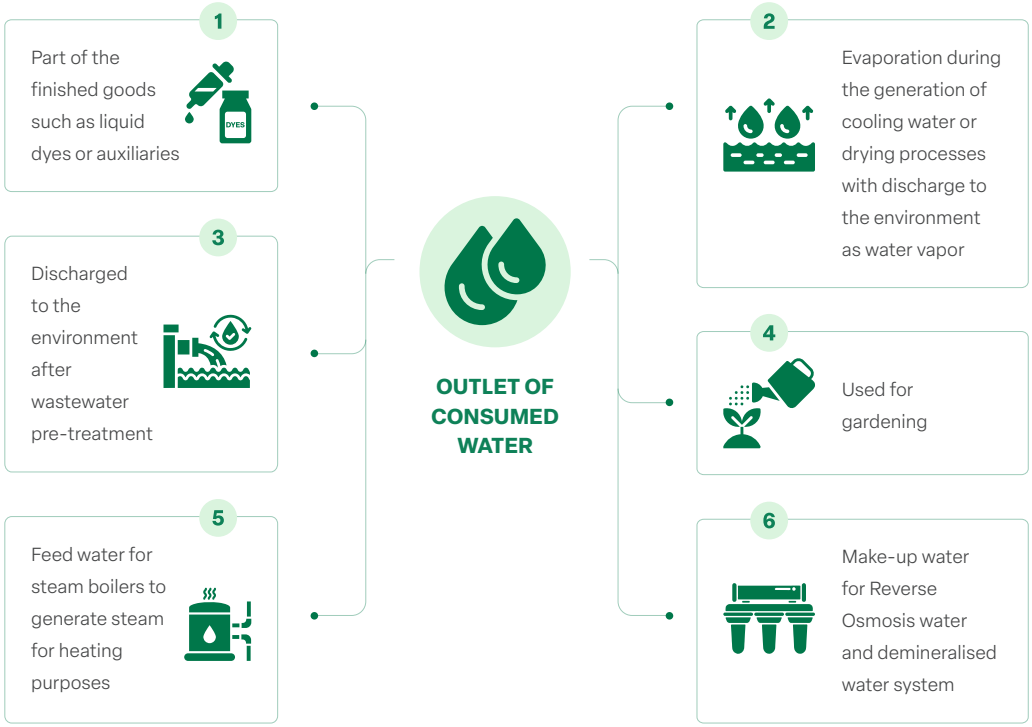
Water

Water is a vital component of DyStar's operations and production processes. Acknowledging the scarcity of this resource, DyStar is committed to the conservation of the planet's water resources and closely monitors its water consumption across its operations.

DyStar's main water sources are from municipal water supply and deep wells. Water is used as raw material, for evaporative cooling, process water, or boiler feed water.

The outlet of the consumed water is as follows:



DyStar remains dedicated to mitigating the environmental impacts associated with its operations and continues to advance its objective of reducing its overall carbon footprint. Throughout FY2025, the Group undertook a series of initiatives aimed at improving water efficiency. These efforts included improved operational practices to optimise water efficiency and generate cost-savings. Key measures include:

- Continued operation of sewage water treatment units at Ankleshwar and Gabus sites to recover water for gardening purposes.
- Multi-effect evaporator (MEE) plant operations were optimised at Ankleshwar and Gabus sites to increase the recovery rate of process water from cleaning or wastewater.
- Treated MEE condensate was refined to meet color and conductivity requirements and reused as boiler soft water, replacing demineralised water. This initiative supplies approximately **10,386 m³** of water per year and reduces demineralisation plant operating costs by about **USD 15,200 annually**.
- Production trials at Gabus and Omuta sites focused on reducing washing water consumption at filter presses, specifically membrane filter presses. This approach maintained the quality of the intermediate final press cake while exploring different washing scenarios.
- To mitigate potential freshwater shortages, DyStar ceased deep-well water supply to the Gabus village following a six-month stakeholder engagement and socialisation process. With deepwell abstraction limits, suspended SIPA permits, and municipal water available, this initiative resulted in annual water savings of approximately **13,500 m³**, equivalent to cost savings of around **USD 7,600**.

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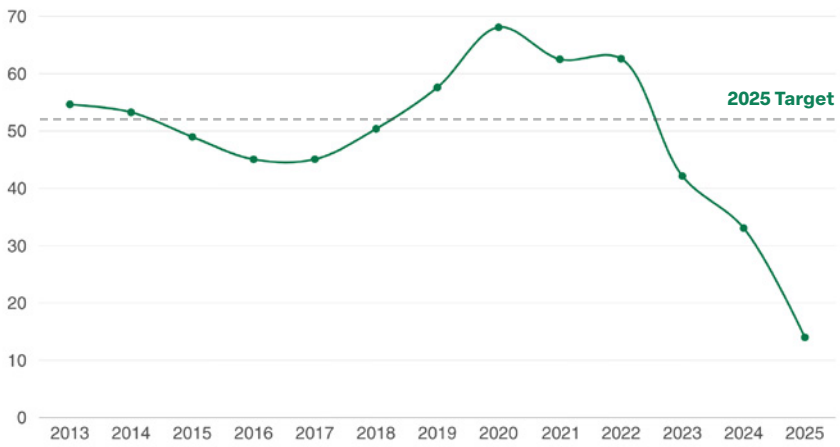
In FY2025, DyStar **consumed** a total of **1.01 million m³** of **water,** **▼61%** vs FY2024

▼55% in **water consumption intensity** vs FY2024

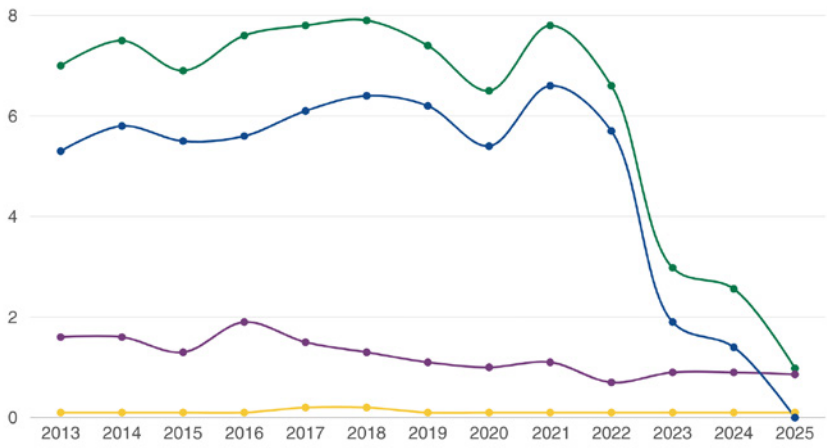
It was mainly driven by process optimisation, an increase in the recovery of used water, and advanced cleaning technologies.

In FY2025, DyStar **reused** **44,929 m³** of **water**, which is approximately **4%** of the Group's **total water consumption**.

Water Consumption Intensity (m³ of water consumed per ton of production)



Water Withdrawal by Source (million m³)



- Total Water Withdrawn
- Ground Water
- Surface Water
- Municipal Water

Water Risk Assessment

In FY2025, DyStar conducted a water risk assessment covering 10 of its operational sites using the WWF Water Risk Filter methodology. The WWF assessment was undertaken to enhance DyStar's understanding of site-specific water-related risks across its operations and to support informed decision-making in water management.

The assessment evaluated both basin-level and operational level water risks[12]. With this assessment, DyStar is able to identify priority risk areas, enhance resilience across its operations, and strengthen its water stewardship approach. The outcomes of the assessment provide a foundation for ongoing monitoring and the development of targeted actions to mitigate water-related risks, improve water efficiency, and support the sustainable use of water resources across its operations.

[12] Basin level risks considered the broader water context in which each site operates, including factors such as water scarcity, water quality, flooding, and regulatory and reputational risks associated with the local watershed. Operational level risks focused on site specific factors, including water dependency, water management practices, and potential exposure to operational disruptions arising from water-related issues.

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Wastewater

To safeguard local communities and water resources, DyStar adopts industry best practices in wastewater management and ensures compliance with local wastewater discharge regulations across all production and operational sites. The Group employs a combination of onsite and offsite wastewater treatment methods to effectively manage effluent discharge.

The typical wastewater treatment processes implemented at DyStar's sites are:

- Chemical treatment, including neutralisation
- Flocculation/ Coagulation followed by filtration
- Adsorption by activated carbon
- Ultrafiltration and nanofiltration
- Multi-effect Evaporation (MEE) with either drying of MEE concentrate onsite or disposing to certified 3rd party incineration plants, followed by reuse of the evaporated water as process water or make-up water for cooling tower
- Biological treatment (aerobe)
- Dissolved air flotation

Furthermore, DyStar is exploring innovative wastewater treatment technologies such as UV radiation and ozonisation, to achieve higher levels of disinfection.

The Group also maintains rigorous oversight of wastewater across its sites to ensure adherence with threshold limits specified in contractual agreements or regulations. Wastewater is routinely monitored prior to discharge, with samples collected from the buffer tank to verify compliance.

Each site is equipped with spectrophotometers to analyse a range of discharge parameters. Similar measures are undertaken for wastewater directed to municipal treatment facilities for final treatment, as well as wastewater managed by external contractors. DyStar recognises the critical importance of preventing the authorised reuse of wastewater by other organisations and as such, enforces stringent safeguards in place.

In FY2025, DyStar experienced a modest **▼9.89%** in **wastewater discharge** amounting to **546,079 m³** vs FY2024

However, the company continued to make slight progress in its sustainability efforts, with a reduction in wastewater intensity to **7.76 m³ per ton of production**, down from **7.64 m³ per ton** in the previous year.

The Gabus site has continued to operate as part of a "**Zero Liquid Discharge Scheme**" under the local authorities' initiative due to environmental impact assessments conducted or the nature of production licenses. Treated MEE condensate is refined to meet color and conductivity limits, allowing it to replace demineralized water as boiler soft water—supplying **10,386 m³** per year.

For setting its baseline wastewater discharge standards, DyStar considers its site-specific discharge permits, and discharge constraints stipulated by bluesign® for chemical suppliers, before proceeding to adopt the stricter of the two limits as its wastewater discharge benchmark. 70% of the Group's sites do not discharge wastewater into water bodies. These sites are either zero liquid discharge sites (Ankleshwar, Gabus) or they discharge wastewater to a certified central effluent treatment plant.

Additionally, Ankleshwar and Gabus sites are operating MEE plants to recover water from wastewater streams as condensate for reuse as process water, make-up water for cooling towers, or gardening purposes. At sites Samutprakarn, Apiuna and Corlu, wastewater are treated onsite before discharge into water bodies, within the site's respective discharge limits. By end 2026, Corlu site will be discharging to a central effluent treatment plant. The related pump station and pipeline is already under construction.

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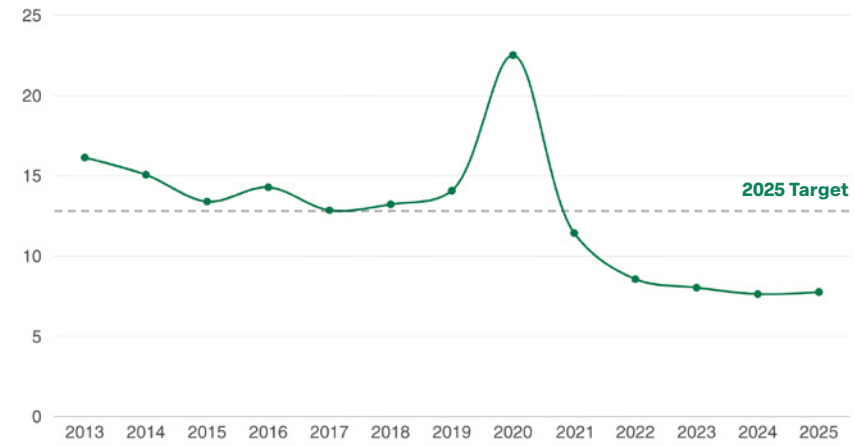
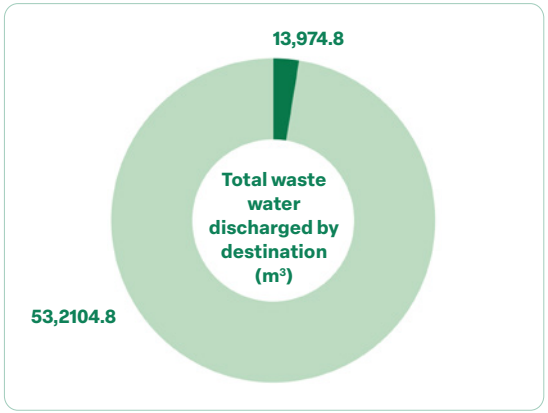
Wastewater Production Intensity (m^3 of wastewater discharged per ton of production)



Wastewater Discharged (million m^3)



Air Emissions

DyStar is committed to ensuring that air pollutants emitted from its production facilities and operational activities are below permitted threshold levels. The main air pollutants that DyStar produces include particulate matters (dust), total organic carbon (TOC), volatile organic compounds (VOC), sulfuric oxides (SOx) and hydrochlorides.

DyStar's approach to air emission reduction focuses on addressing emissions from diffused sources, while simultaneously upgrading existing systems to reduce TOC and dust emissions. Captured air is purified and treated in dust collectors and exhaust gas treatment systems to further enhance the quality of air released. The Group will focus on production sites where carcinogenic, mutagenic and reprotoxic materials are handled, according to bluesign's Occupational Exposure Limits (OEL) Guideline. To further enhance workplace safety measures, additional vapor and dust extraction units will be installed in areas where monitoring indicates potential exposure levels exceeding threshold limits, even for operators using personal protective equipment (PPE).

Furthermore, while continuous measurements for exhaust air components have not yet been installed, all vent emissions are regularly controlled by authorities to ensure compliance with discharge limits. DyStar remains committed to optimising emissions management strategies within these existing constraints.

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Waste Management

DyStar generates both hazardous and non-hazardous waste. The company is acutely aware that the growing volume of waste could potentially threaten environmental stability and public health. As a result, the Group remains committed to reducing the overall amount of waste output from its operations, as well as waste that is generated upstream or downstream across its value chain.

Waste minimisation is prioritised across all stages of production through process optimisation. This entails strict quality control of raw material and intermediate inputs and adherence to process parameters as outlined in production manuals and batch logsheets, which consequently results in a reduction of material losses during both processing and reprocessing.

In addition, DyStar has implemented process improvement programmes designed to prevent batches from going out of specification, reducing the need for reprocessing or disposal by incineration. These improvements include enhancing batch log sheets and installing additional instrumentation to mitigate human error.

These efforts effectively avoid the need for disposal of product batches, such as incineration, and minimise additional consequences associated with reprocessing, including the generation of extra wastewater, increased packaging material consumption, and heightened utility consumption.

Initiatives performed by DyStar in 2025:

Reduced sludge generated from the wastewater treatment system, resulting in cost savings of approximately **USD 10,317 per annum**.

Waste co-processing (Ankleshwar, India):

DyStar Ankleshwar replaced incineration with waste pre-processing and co-processing, allowing waste to be used as raw material or energy sources, particularly in cement kilns, thereby reducing reliance on natural resources and fossil fuels.

In 2025, a total of **60.29 metric tonnes of waste was pre-processed or co-processed**, generating cost savings of approximately **USD 25,593** while achieving full waste destruction, energy recovery, and no secondary waste generation.

DyStar is also focusing on mapping the direct link between waste generated and production output, with the aim of identifying opportunities to minimise waste generation and recover used materials more effectively.

DyStar's manufacturing activities generate various types of hazardous waste. This includes waste packaging contamination, product residues, residues resulting from the distillation recovery of solvents, solutions and other liquids that cannot be disposed of as wastewater, as well as residues that may remain after wastewater evaporation. In the 2025 fiscal year, DyStar produced 5,870 tons of hazardous waste alongside 3,463 tons of non-hazardous waste. The majority of non-hazardous waste is made up of office waste, uncontaminated packing materials, pallets and household waste from pantries and canteens.

Overall, DyStar's waste production intensity for FY2025 is 132.54 kg per ton of production. There was 48% increase in FY2025 as compared to FY2011 baseline. Recent operational shifts have led to variations in our metrics, particularly for waste intensity. While this is not reflective of our long-term goals, these changes have highlighted key areas for innovation and improvement to be designed and implemented.

DyStar ensures that waste disposal directives are readily available to all its operating facilities, and the waste samples are tested by certified disposal organisations. The Group's manufacturing sites are committed to continual monitoring to confirm that they uphold the waste class specifications, which include the stipulated monthly waste disposal quantity.

43% of **packaging materials** were **recycled** in FY2025

DyStar strives to continuously improve its waste management practices and recycle as much of its non-hazardous waste as possible.

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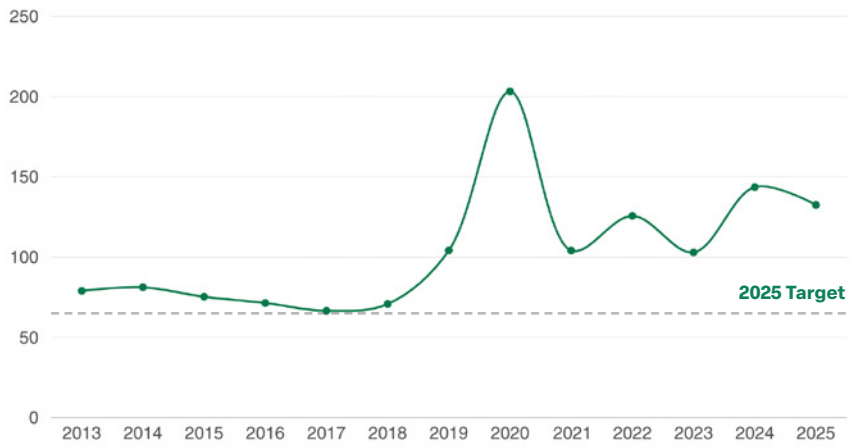
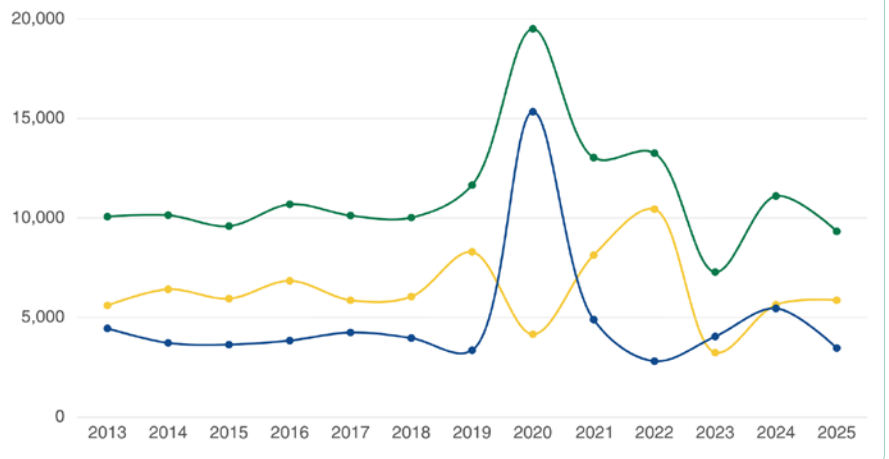
In general, all waste (solid or liquid) generated from DyStar's operations are transported by certified companies and discarded by licensed disposal services. The certifications and licenses of the transporters and disposal companies involved are thoroughly reviewed each year. This review includes an inspection of the disposal sites, such as landfills and incineration plants, to ensure adherence to environmental standards. In FY2025, 2,919.1 tonnes of waste were sent to landfill, and 4,339.2 tonnes were sent to incineration.

DyStar's total hazardous and non-hazardous waste disposed totalled 9,332.7 tons, with 63% categorised as hazardous. In terms of total waste volume and total waste volume based on waste stream across all sites, we observed variations in numbers due to calculation, time lag between waste generated and waste disposed.

Waste Production Intensity (kg of waste per ton of production)



Waste Production by Category (tons)



- Total Waste
- Hazardous Waste
- Non-hazardous Waste

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Biodiversity

At DyStar, we recognise the critical role of biodiversity in advancing environmental sustainability, and we are committed to doing our part. We initiated the disclosure of biodiversity-related initiatives since FY2024, underscoring our increasing focus on this critical aspect of sustainability.

Presently, our manufacturing operations are located within designated industrial zones or parks. We do not operate in or in close proximity to areas identified as key biodiversity areas (KBAs) or biodiversity-sensitive zone[13]. Notwithstanding this, DyStar recognises the growing relevance of biodiversity consideration in corporate sustainability.

Accordingly, DyStar conducted a biodiversity risk assessment across 10 of its operational sites using the WWF Biodiversity Risk Filter tool in FY2025. The assessment was undertaken to enhance DyStar's understanding of site-specific biodiversity-related risks and potential impacts on ecosystems, and to support the integration of biodiversity considerations into its environmental risk management approach.

The assessment evaluated biodiversity risks associated with each site's geographic location and surrounding ecosystems, taking into account factors such as habitat sensitivity, species richness, protected areas, and potential pressures on biodiversity arising from operational activities. By leveraging a globally recognised screening tool, DyStar was able to identify areas with higher biodiversity risk exposure and better understand the nature and drivers of these risks across its operations.

The outcomes of the biodiversity risk assessment provide a baseline for prioritising sites for further review, strengthening biodiversity awareness, and informing future actions to mitigate biodiversity related risks. Looking ahead, DyStar is progressively integrating biodiversity considerations into our broader sustainability strategy and future reporting plans to support long-term ecological resilience.

[13] Based on external geospatial screening tool for biodiversity and conservation-related data.

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Circular Economy

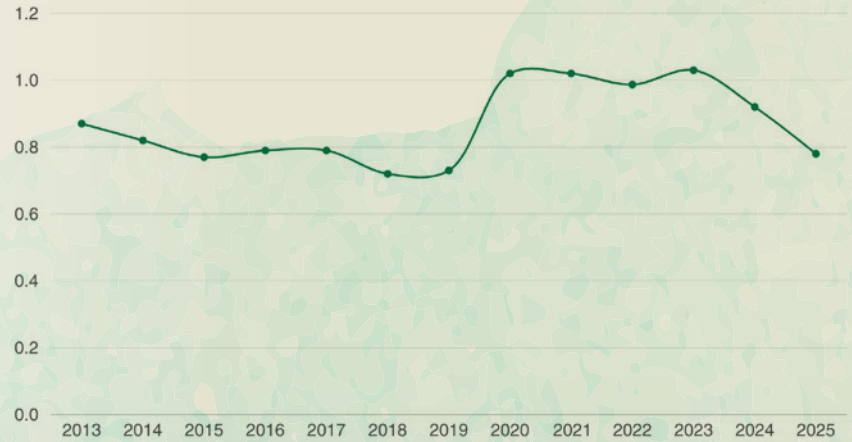
Efficient Use of Raw Materials

Every year, DyStar acquires over 700 variants of raw materials, including crude and semi-raw goods to produce finished goods. Recognising the non-renewable nature of many of these materials, DyStar actively explores innovative ways to optimise material efficiency. This is achieved through continuous collaboration between its production and procurement teams, focused on minimising inventory waste. Where economically and operationally feasible, DyStar also recovers raw materials – such as solvents – from its production processes and reuses them during start-up or shut-down phases.

In 2025, key intermediates for Disperse, Reactive and Vat Dyes, along with the key intermediate for Indigo, were among DyStar's most significant purchases. These raw materials accounted for approximately 50% of DyStar's total purchases during the year.

DyStar's production plants consumed a total of 54,786 tonnes of raw materials and intermediates in FY2025, with 8.96% attributed to renewables. Utilisation intensity was 0.78 tons of raw material per ton of production.

Raw Material Usage Intensity (tons of raw material per ton of production)



Circular Economy Approach in Manufacturing

DyStar recognises that adopting circular economy principles in manufacturing will lower its environmental footprint and drive product innovation. The Group has ongoing partnerships with key stakeholders across the value chain to develop new products aligned with the circular economy principles. For example, the Group collaborated with textile brands and biotechnology firm – **Spiber Inc**, to evaluate how dyes and finishing chemicals affect the conversion of textile waste. DyStar is an active member of the **BioCircular Materials Alliance**.

Since 2015, DyStar has received certification for its products from the **Cradle-to-Cradle Product Innovation Institute®**[14].

As of the end of FY2025, the Group has **53 textile dyes** that have been assessed under the Material Health category and were **awarded C2C Certified® Material Health Silver, Version 4.0**.

[14] Cradle-to-Cradle Product Innovation Institute® provides the framework to assess the circularity and sustainability performance of materials and products across five categories namely material health, product circularity, clean air & climate protection, water & soil stewardship, and social fairness.

VAT DYES	REACTIVE DYES	REACTIVE DYES	REACTIVE DYE FOR WOOL	ACID DYES	DISPERSE DYES	DISPERSE DYES
Indanthren® Brilliant Green FFB Coll	Levafix® Amber CA-N	Remazol Golden Yellow RGB 01	Realan® Black MF-PV	Telon Green M-6GW	Dianix® Blue S-BG	Dianix Yellow AM-SLR 200%
Indanthren Brilliant Orange GR Coll	Levafix Brilliant Yellow CA	Remazol Luminous Yellow FL		Telon Navy AMF	Dianix Blue XF	Dianix Yellow Brown XF2
Indanthren Olive Green B Coll	Levafix ECO Black	Remazol Navy RGB 01 150%	**ACID DYES**	Telon Orange AGT 01	Dianix Brilliant Violet R new	Dianix Yellow S-3G
Indanthren Red FBB Coll	Levafix ECO Forest	Remazol Red RGB 02	Telon® Blue AFN	Telon Red M-BL	Dianix ECO Black HF 01	Dianix Yellow XF2
Indanthren Scarlet GG Coll	Levafix Fast Red CA	Remazol Ultra Carmine RGB	Telon Blue A2R	Telon Red T-2B	Dianix Orange AM-SLR	
	Remazol® Black SAM	Remazol Ultra Navy Blue RGB	Telon Blue BRL micro	Telon Rubine A5B 01	Dianix Red AM-SLR	
INDIGO DYE	Remazol Brilliant Blue RN	Remazol Ultra Orange RGB	Telon Blue M-GLW	Telon Yellow ARB	Dianix Red XF2	
DyStar® Indigo Vat 40% Solution	Remazol Brilliant Red F3B	Remazol Ultra Rubine RGB	Telon Blue T-4R	Telon Yellow M-4GL	Dianix Rubine XF2	
	Remazol Brilliant Yellow GL 150%	Remazol Yellow GR 133% 01	Telon Brown 3G 200%	Telon Yellow T-3R	Dianix Turquoise S-BG	

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Meeting Global Standards

DyStar provides customers with high-quality products by embedding robust management structures and systems aligned with internationally recognised standards, including those established by the International Organisation for Standardization (ISO). Throughout its operation in FY2025, DyStar upholds the following international standards[15]:

ISO 9001:2015 CERTIFICATION	
DyStar Singapore Pte Ltd	DyStar India Private Ltd.
Color Solutions International, Inc.	DyStar Industria e Comercio de Produtos Quimicos Ltda
Color Solutions International Shanghai Co. Ltd	DyStar Japan Ltd.
DyStar Africa (Pty) Ltd.	DyStar Kimya Sanayi ve Ticaret Limited Sirketi
DyStar Anilinas Texteis Unipessoal, Lda	DyStar L.P.
DyStar Carolina Chemicals Corp*	DyStar Pakistan (Pvt.) Ltd.
DyStar Colours Distribution GmbH	DyStar (Shanghai) Management Co., Ltd
DyStar de Mexico S. de R.L. de C.V.	DyStar Thai Ltd.
DyStar Foam Control Corp	PT DyStar Colours Indonesia

ENVIRONMENTAL MANAGEMENT SYSTEM ISO 14001:2015 CERTIFICATION
DyStar Kimya Sanayi ve Ticaret Limited Sirketi, Çorlu Plant
PT DyStar Colours Indonesia, Gabus Plant

* Facility closed on 31 July 2025.

[15] Refer to DyStar website for more information on certified entities www.DyStar.com/about-DyStar-group/.

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Sustainable Logistics

PACKAGING

At DyStar, packaging plays a critical role in safeguarding products during transportation and ensuring durability under various weather conditions. The Group recognises that the recycling of bulk packaging can reduce packaging waste. To support this, DyStar engages with specialised service providers to collect, clean, and reuse drums.

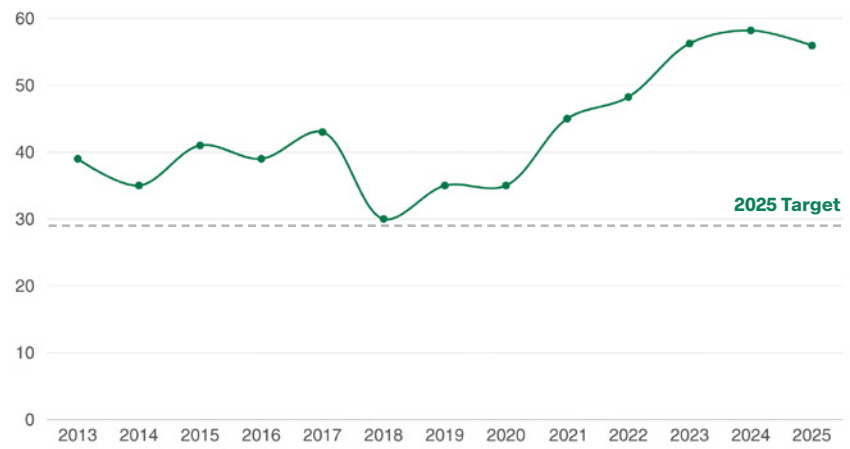
The Group also closely monitors developments in biodegradable packaging materials and evaluates their potential for adoption. Where feasible, DyStar invests in storage tanks for bulk materials to reduce the use of smaller containers, thereby minimising solid waste. Additionally, the company is also shifting towards plastic pallets for internal use, as they offer greater durability and a longer lifespan compared to wooden pallets, further contributing to material waste reduction.

In FY2025, DyStar used 3,938 tonnes of packaging material, including cardboard boxes, plastic drums, bulk containers, and plastic wrapping.

DyStar **recycled** **43%** of its **packaging materials** in FY2025

overall **packaging materials intensity** **▼4%** vs FY2024

Packaging Usage Intensity (kg packaging materials/ ton production)



Restatements

In FY2024's sustainability report, the data disclosed for (i) packaging materials used and (ii) packaging usage intensity figures were inaccurate.

Please find below for the corrected figures.

Disclosures	Published in FY2024	FY2024 (Re-stated)
Packaging materials used (thousand tons)	3.85	4.50
Packaging usage intensity (kg/ ton production)	49.78	58.19

Packaging material consumed at the Gabus site was inaccurately reported for FY2024, resulting in an inaccurate packaging usage intensity. The figures have been restated to reflect actual consumption.

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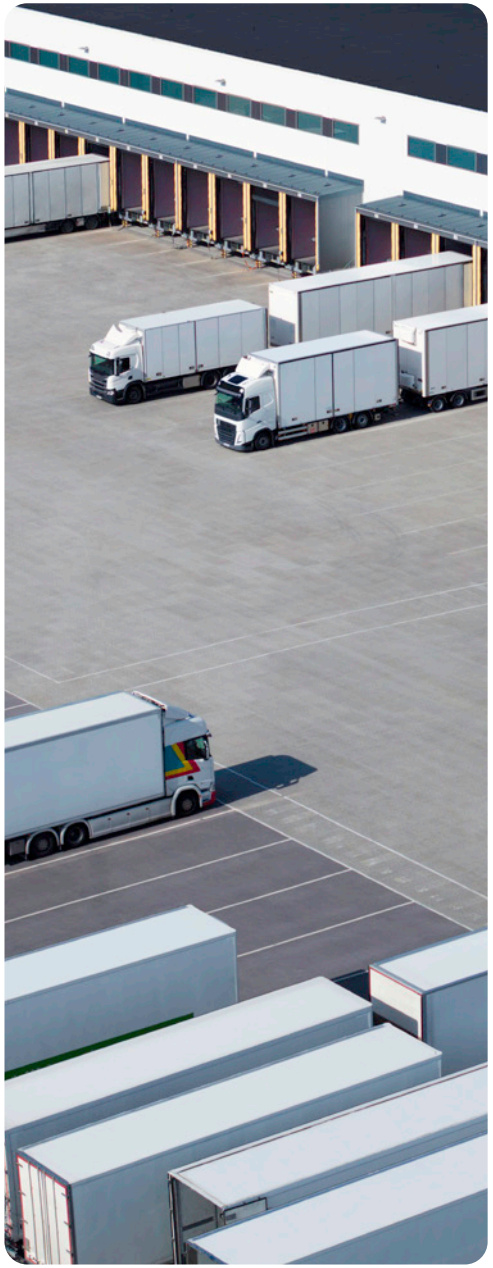

TRANSPORTATION

Due to the potential risk of spills from improper handling, the safe transportation of dyes, auxiliaries, and other chemicals remains crucial to DyStar. Unsafe chemical transportation can result in serious health, scientific, and environmental consequences.

In FY2025, **DyStar recorded 10 chemical spills incidents across several facilities, a decrease from 32 in the previous year.** The primary cause of these spills was overfilling or overflow of wastewater buffer basins. In response, DyStar is actively implementing robust mitigation measures. A targeted programme is currently underway at several sites to install level switches with automatic pump shut-off or automatic actuator valve closures to prevent overfilling. Additionally, all spills were contained within secondary containment systems or separated at wastewater treatment facilities, ensuring no impact to the environment.

Recognising the importance of safe chemical transportation, DyStar has also implemented multiple precautionary measures to ensure that its products are delivered safely and without any damage. This begins with the careful selection of experienced and licensed transport contractors. DyStar's internal logistics team plays a vital role in reducing the Group's indirect environmental impact by coordinating with clients, transport providers, and warehouse operators to improve logistical efficiency. For instance, DyStar strives to minimise unnecessary transportation to conserve fuel by optimising delivery routes and consolidating shipments.

The Group ensures that its containers and trailers are dispatched only when they reach **Full Container Load (FCL)** or **Full Truck Load (FTL) capacity**, thereby reducing the GHG per unit of cargo. DyStar also aims to limit its reliance on air freight, which is a significant source of carbon emissions.

Building on these efforts, DyStar has further optimised its distribution networks through a structured logistics plan that enables direct shipments from production sites to sales regions. At the regional level, the Group operates a central distribution hub supported by smaller local warehouses strategically positioned near textile production clusters. This arrangement minimises the need for partial truckload deliveries to clients. In areas of high demand, DyStar also maintains on-site consignment stocks. Collectively, these initiatives not only lower operating costs but also help reduce the Group's environmental footprint.

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Product Innovation and Responsibility

DyStar stays ahead by innovating relentlessly and adapting swiftly to the evolving needs of customers and the market.

Innovative Portfolio

In line with its commitment to ensure the safety of its products for people and the environment, DyStar incorporates product stewardship into its Environmental Guidelines. The Group continuously reviews its products to detect any potential threats they might pose to the environment or human health and safety. DyStar endeavours to incorporate its sustainability principles throughout its value chain, aiming to reduce the lifetime impact of each product from cradle to grave as part of its product stewardship.

The concept of product stewardship at DyStar begins at the design phase, placing a strong focus on eco-friendly chemistry principles to minimise negative impacts on stakeholders. The result is the development of safer, more resource-efficient products that benefit both the environment and DyStar's stakeholders across the value chain.

New products were introduced in FY2025 to comply with the latest quality standards, and some alternative products were launched to overcome supply issues. In FY2025, DyStar launched (amongst others) the following new products:

- **Remazol® Chai Brown SAM**
- **Remazol ECO Black SAM**
- **Realan® Fast Black N**
- **Dianix® Red S-G 01**

In addition, **Sera® Fast PUVF** and **Evo® Protect DWU** were launched globally.

In the fourth quarter of FY2025, DyStar launched **Cadira® CSI ColorFlow®**, a digital solution that provides an alternative to the review of physical laboratory and bulk samples. The implementation of CSI ColorFlow significantly reduces greenhouse gas emissions, costs, and lead times by eliminating the need to ship physical colour swatches from production facilities to brand and retailer offices.

To support these launches, Marketing Information materials, including technical specifications and product-related details, were distributed to DyStar teams. Product brochures and sales support materials were also made available on **eliot®**. Best available technology and product recommendations were further updated for specialised textile applications, such as workwear, to support customers in achieving improved performance and sustainability outcomes.

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Eco-performance Program

econfidence®

DyStar's econfidence program assures customers that its dyes and chemicals are safe for people and the environment. The econfidence program considers all applicable legislations and is one of the most extensive eco-testing programs for textile dyes and chemicals.

Led by a diverse team of experts, the program meticulously monitors the sourcing and production of DyStar's products to ensure that our products achieve the highest level of product quality and environmental responsibility. econfidence allows DyStar to build partnerships along the textile supply chain to foster a more sustainable textile production.

Modules Making an Impact

DyStar Cadira® Modules

Get a Move On

DyStar's Cadira Modules help to lower carbon footprints and optimize productivity through the optimal utilization of machinery.

We now offer **11 Cadira Modules** which serve to:

- **Improve energy and water efficiency**
- Significantly **reduce wastewater**
- **Reduce the quantities of chemicals used**

Essentially, the Cadira Modules are developed to **reduce greenhouse gas emissions (GHG)** within the textile industry.

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CADIRA® REACTIVE

Conserve valuable resources while lowering reactive dyeing costs

Cadira Reactive Dyeing > Compared to Conventional Reactive Dyeing

- ▼28% Water
- ▼22% Electricity
- ▼24% Process time
- ▼31% Steam
- ▼30% Emissions
- ▼28% Wastewater

CADIRA REACTIVE / DISPERSE CONTINUOUS

Optimize resource efficiency in continuous dyeing of Polyester/ Cellulosic blends

Cadira Reactive /Disperse Continuous Dyeing > Compared to Conventional Continuous PDTPS process

- ▼45% Electricity
- ▼54% Water
- ▼41% Chemical

CADIRA POLYESTER

Optimize resource-efficient exhaust processing

*Fully Optimized Cadira Polyester Dyeing > Compared to Conventional Polyester Dyeing**

- ▼50% Water
- ▼43% Electricity
- ▼46% Process time
- ▼46% Steam
- ▼45% Emissions
- ▼50% Wastewater

CADIRA VAT

Improve the resource-efficiency of exhaust processing of cellulosic fibers

*Cadira Vat Dyeing > Compared to Conventional Vat Dyeing**

- ▼30% Water
- ▼20% Electricity
- ▼30% Process time
- ▼25% Steam
- ▼24% Emissions
- ▼30% Wastewater

* Actual reductions may vary. Figures presented in the diagram represent the best-known performance results.

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CADIRA® RECYCLED POLYESTER

Minimize the impact of the rPET dyeing process with C2C Certified® Material Health Silver, Version 4.0., Dianix® Dyes

Cadira Recycled Polyester vs Dyeing Virgin Polyester with Standard Dyes

- ▼50% Water
- ▼43% Electricity
- ▼46% Process time
- ▼46% Steam
- ▼45% Emissions
- ▼50% Wastewater

CADIRA WOOL

Protect the environment with clean and more efficient dyes for the wool dyeing process

Cadira Wool vs Mordant Black 9 Dyeing Process

- ▼50% Electricity
- ▼50% Process time
- ▼50% Steam
- ▼40% Wastewater

CADIRA LAUNDRY

Innovative product range for ultra-low liquor ration machines

- ▼90% Water
- ▼40% Electricity
- ▼60% Chemical impact
- ▼45% Worker impact

CADIRA POLYESTER / CELLULOSIC EXHAUST

Combining Cadira Polyester and Cadira Reactive for increased productivity with even greater resource efficiency and cost savings

Combining Cadira Polyester and Cadira Reactive for medium shades for rapid two-bath process

- ▼49% Water
- ▼47% Electricity
- ▼52% Process time
- ▼54% Steam
- ▼72% Productivity

CADIRA POLYAMIDE

Environmentally friendly scour-dyeing process for Nylon, Nylon blends and recycled Nylon

Savings with Cadira Polyamide

- ▼30% Water
- ▼20% Electricity
- ▼25% Steam
- ▼30% Process time

CADIRA PRINTING PX

Conserve resources during the wash-off process

Cadira Printing PX vs Conventional Wash-off

- ▼50% Electricity
- ▼50% Process time
- ▼50% Steam
- ▼33% Wastewater

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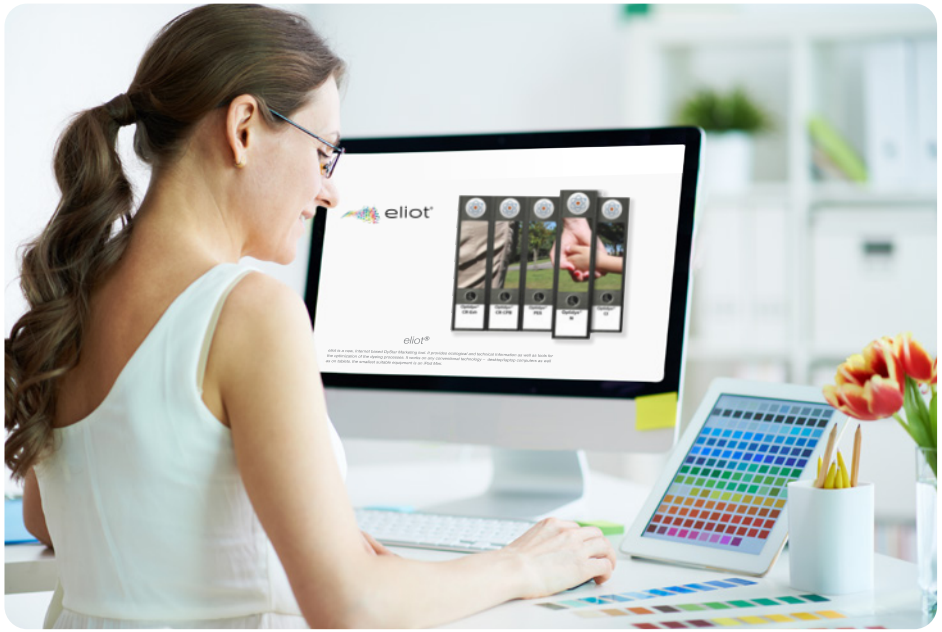

Technology and Processes

Enhancing Sustainability with eliot®

DyStar's eliot platform provides customers with direct, on-demand access to guidance on sustainable product selection and process optimization. Since its launch, eliot has established itself as a practical tool for navigating DyStar's sustainable product portfolio through delivering clear, actionable information through an intuitive online interface.

The eliot tool consists of **ten modules: Positive Lists, Product Finder, Information, eliot manuals, Optidye®, Cadira® modules, Color Matching, Conscious Color Spectrum, Paper folder, and the Decarbonisation of the Textile Supply Chain**.

Moving forward, DyStar seeks to use product innovation as a key tool to mitigate the impacts of its products on the environment. DyStar aims to be the global leader in innovation, within its chosen industries. DyStar believes that leading other industry players in innovation is the key to achieving sustainable business growth and creating value for its stakeholders.

Commitment to Standards

As a leading manufacturer of dyes and chemicals, DyStar is resolute in guaranteeing that its products adhere to both voluntary and mandatory regulatory safety standards to maximise reliability while safeguarding consumer safety. This illustrates DyStar's strong commitment to safety, quality, and accountability, fortifying its standing among its stakeholders.

STANDARDS	DESCRIPTION
bluesign®	The bluesign® standard was established to provide a comprehensive production control system to limit the human health and environmental impacts of textile manufacturing. It is based on five principles of Sustainability – resource productivity, consumer safety, air emission, water emission, and occupational health and safety. The standard defines specific criteria applied to each phase within the production chain to ensure compliance with the given principles. DyStar has been a system partner since 2008, and in FY2025, **a total of 1,741 products were listed on the bluesign FINDER**.
econfidence®	DyStar's econfidence® program considers all relevant legislations and has an extensive eco-testing program for all textile dyes and chemicals. Through this program, DyStar assures its customers that its dyes and chemicals are safe for both people and the environment. At DyStar, **a total of 500 regulated or restricted substances are monitored through econfidence**.

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STANDARDS	DESCRIPTION
Color Solutions International	Color Solutions International, a member of the DyStar Group, provides retailers and brands with a variety of flexible colour options and services. Their expert staff creates, manages, and distributes the customers' colour standards. Additionally, the global DyStar Textile Services team offers a variety of additional services such as consultancy and training, sustainable textile solutions, textile testing, testing solutions, and ecology solutions. As of FY2024, DyStar has **3,709 CSi ColorWall Vue® references available** for better right-first-time performance.
eliot®	eliot® was introduced by DyStar in 2015 and is an internet-based tool for product selection and process optimization in the dyeing process. It is an information database for DyStar's customers and offers various modules for customers to select products based on various criteria. **The tool has 27 "Positive Lists"**, which is a selection of recommended DyStar products that are compliant with the Brands and Retailers' Restricted Substances Lists or the selected eco standard.
EU REACH	REACH applies to all chemical substances and is a regulation of the European Union aimed at improving the protection of human health and the environment from risks posed by chemicals. In FY2024, **about 399 substances were registered under REACH**.
Turkish REACH (KKDIK)	The Turkish regulation on chemicals registration, evaluation authorization, and restriction (KKDIK) are closely aligned with the EU REACH provisions and requires companies to pre-register or register substances manufactured or imported into Turkey. DyStar has **1,944 substances pre-registered and 129 substances registered according to KKDIK**.
ZDHC® Gateway	The ZDHC® Manufacturing Restricted Substances List (ZDHC MRSL) is a list of chemical substances banned from intentional use. DyStar has **about 2,122 products published on ZDHC Gateway**, which are compliant with ZDHC MRSL v3.1.

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Industry Participation

DyStar actively participated in a number of industry trade shows during FY2025, detailed of as follows:

- **Bharat Tex, India**
- **SaigonTex, Vietnam**
- **Kingpins Show, Amsterdam**
- **Cotton ConneXions 2025, Hong Kong**
- **Denimsandjeans, India**
- **Gartex Texprocess, India**
- **Intexcon 2025, India**
- **TITAS 2025, Taiwan**
- **ChromaTexChem, India**
- **2025 AFIRM Supplier Seminar, Istanbul**

In collaboration with selected brands and retailers, DyStar continues to progress Cadira® projects across the textile industry. These initiatives contribute to a reduction in carbon footprint along textile supply chains through improved digitalisation and process efficiency.

In addition, DyStar is a member of the **BioCircular Materials Alliance**, reflecting its ongoing commitment to advancing more sustainable and circular material solutions within the industry.

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Achievements in FY2025

DyStar India won the Innovision Award for Eco Advanced Indigo Dyeing (EAID) at **Intexcon 2025**. The EAID process significantly reduces washing steps in denim production, delivering substantial water, energy and ETP load reductions, and reinforcing DyStar's commitment to sustainable innovation in the denim industry.

DyStar received the Champion Award at the adidas adiFormulator Awards 2025, in recognition of its innovations in textile dyes and chemicals for sustainable fashion. This is the **second consecutive recognition** since 2024. This honour reflects the Group's commitment to advancing sustainable chemical solutions and upholding the highest standards of chemical compliance across its operations.

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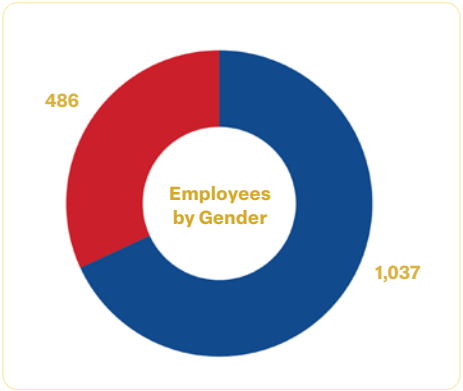
Developing People

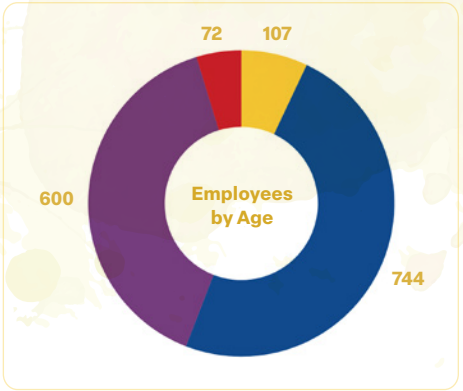
As a leading global manufacturer and solution provider of dyestuff and chemicals, DyStar maintains a strong international presence and takes pride in its commitment to its employees, while recognising diversity as a cornerstone of its global success. As outlined in its Code of Conduct, DyStar upholds high standards for its employees, and expects these values to be reflected throughout the organisation. The Group is dedicated to fair and ethical employment practices while cultivating a safe working environment that prioritises employees' wellbeing.

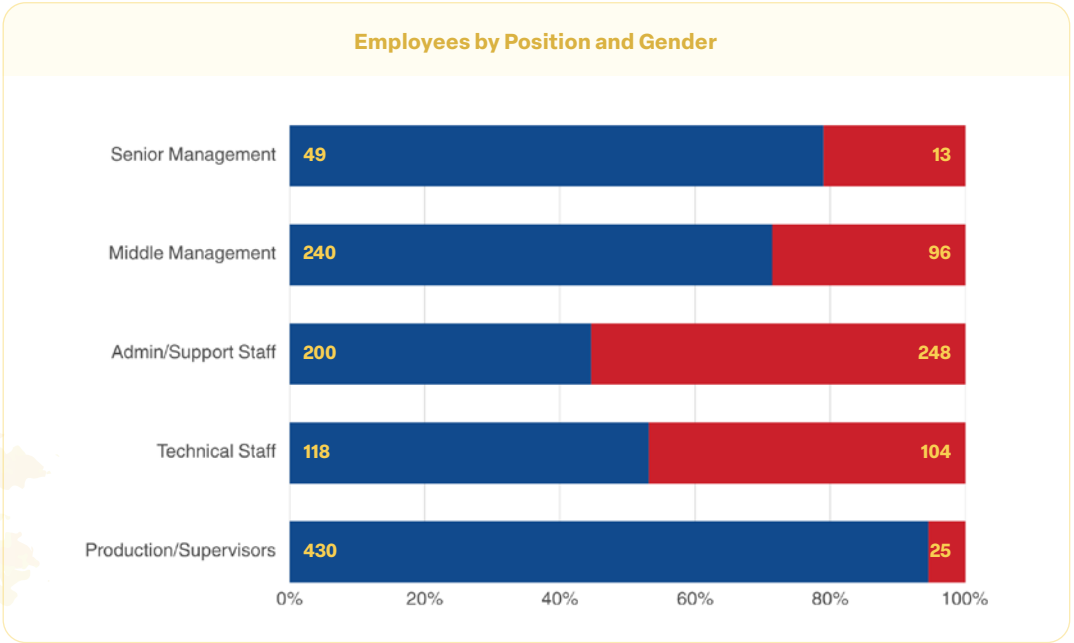
Headquartered in Singapore, **DyStar currently employs 1,523 staff members across its global operations**, including offices and production facilities spreading across North, South, and Southeast Asia, Europe, America, Turkey, Africa, and the Middle East (TAME). During FY2025, there were 165 new hires and 228 leavers. Since DyStar engages a relatively small number of workers who are non-employees[16] to conduct work, this report will primarily focus on individuals who are in an employment relationship with DyStar.

[16] As of the end of FY2025, DyStar engaged 55 workers who are non-employees through external contractors to perform cleaning services and production-related activities.

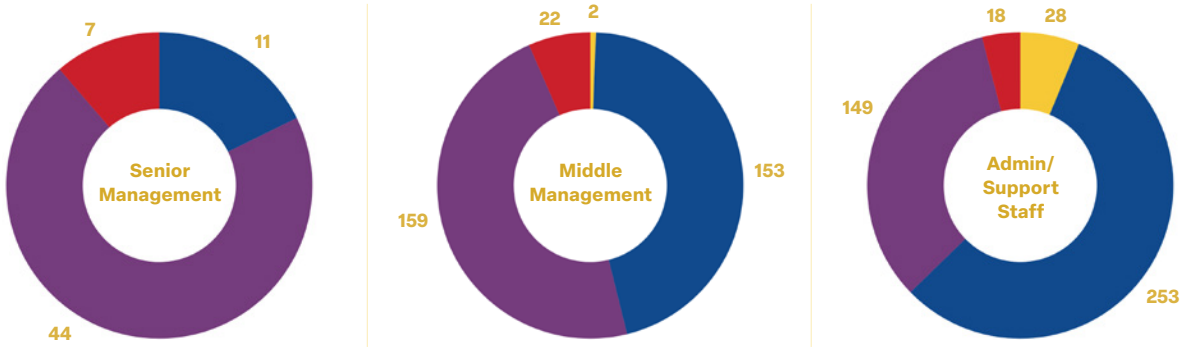
Workforce Composition



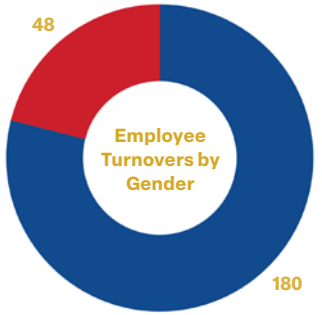




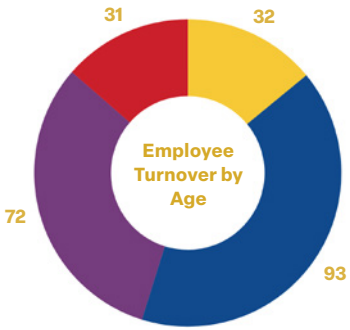
Employees by Position and Age Group



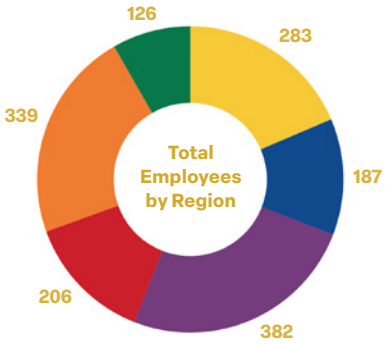
- Between 18-29 years old
- Between 30-49 years old
- Between 50-64 years old
- Age 65 & above

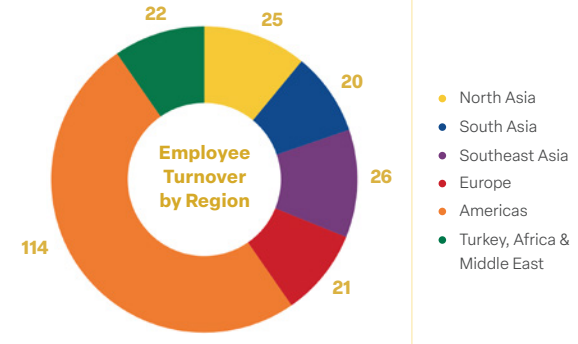


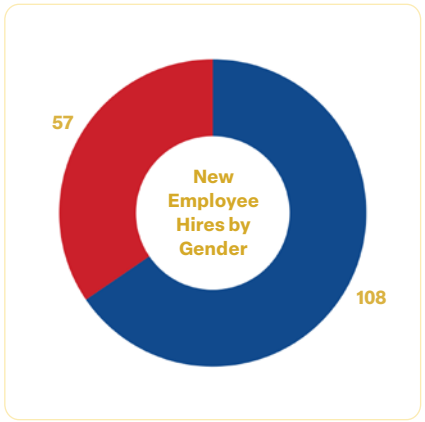
- Male
- Female

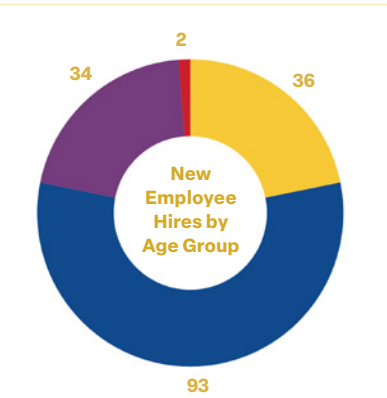


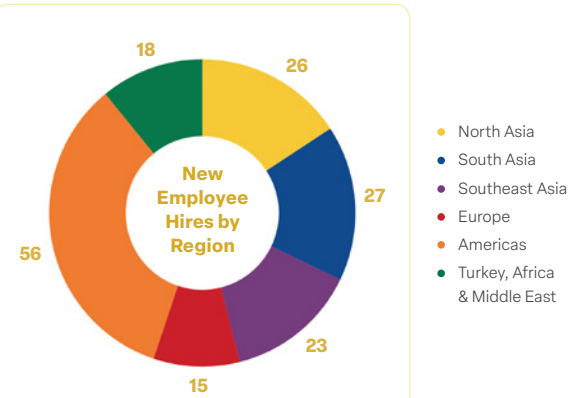
- Between 18-29 years old
- Between 30-49 years old
- Between 50-64 years old
- Age 65 & above











Employee Rights and Benefits

In addition to upholding the ethical and legal principles outlined in DyStar's Code of Conduct, the company also supports employee rights in accordance with the **Social Accountability International's SA8000 Standard**. This commitment aligns with **ISO 9001**, which specifies the requirements for a quality management system. At DyStar, employees are considered as key stakeholders, and the Group places high importance on nurturing mutual trust.

The Group also fully respects and upholds the rights of its employees to establish and support labour unions, as well as the right to participate in collective bargaining. The Group ensures that labour union representatives are not subjected to discrimination and that their members are granted access to the workplace. DyStar adheres to prevailing laws and standards when determining working hours and ensures that wages are above the minimum wage specified by law. This approach reflects DyStar's compliance with national labour laws, fair employment practices, company policies, and industry norms.

To promote fairness and prevent workplace dissatisfaction or labour disputes, DyStar standardises working conditions for both non-unionised and unionised employees. The Group also ensures that it does not enter employment contracts with illegal workers and that it does not engage in false apprenticeship/vocational training arrangements to avoid compliance with working and social laws. As of FY2025, **36% of employees are covered by collective bargaining agreement**. When faced with significant operational changes that might substantially impact employees, a notice period is given to employees. However, this varies based on the signed collective bargaining agreement and location-specific regulations. The notice period and provisions for consultation and negotiation will be specified, based on their respective collective bargaining agreements. In FY2025, **DyStar did not identify any operations or suppliers in which workers' rights to exercise freedom of association and collective bargaining may be violated or at significant risk**. As such, no additional supporting measures were deemed necessary during the reporting period.

DyStar has a strict no-tolerance approach regarding any form of discrimination, including that based on race, ethnicity, gender, religion, belief system, political or union affiliation, disability, age, marital status, or sexual orientation. To deepen employees' understanding of **POSH (Policy on Prevention, Prohibition, and Redressal Against Sexual Harassment at Workplace)**, illustrative instances of both verbal and nonverbal sexual harassment were discussed, and employees were briefed on necessary actions if they wish to file a complaint. DyStar also provided employees with information about the members of the **Internal Complaint Committee**, including their educational backgrounds and roles in the policy, the timeline for filing complaints, and the redressal process.

DyStar offers an extensive range of competitive benefits to its regular full-time and part-time employees, which are not applicable to temporary employees. DyStar's benefit plans vary by country as they are designed to build on the social security benefits provided in each country, as well as to be market competitive. Across all major DyStar locations, employees are provided with benefits like paid vacation, leave programmes, staff insurance, including inpatient and outpatient healthcare, term life, accident, business travel, among others.

DyStar demonstrates sensitivity towards employees who have children or are expecting, and as such, actively offers maternity protection. All employees have the rights to parental leave, with maternity leave also being provided to those who qualify.

In addition to fulfilling wage laws and industry norms, DyStar also places importance on acknowledging employees for their exceptional performance and conduct. In FY2025, **DyStar carried out performance evaluations for 100% of its workforce[17], which built the foundation for incentive schemes**.

[17] This does not include employees who are not entitled to performance reviews, such as part-timers and temporary employees, and employees with a different appraisal cycle in countries such as USA.

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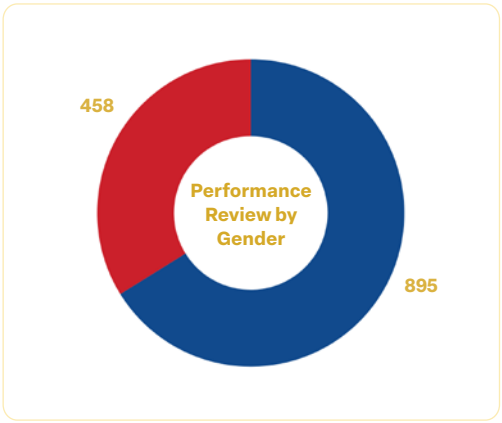
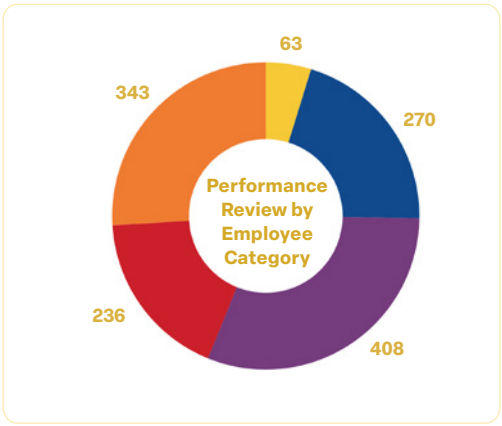


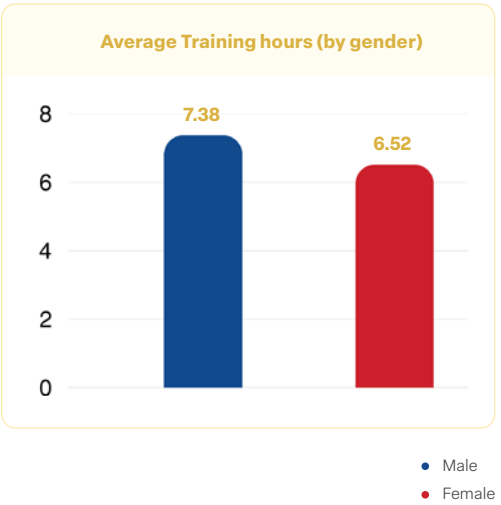


Opportunities for Development

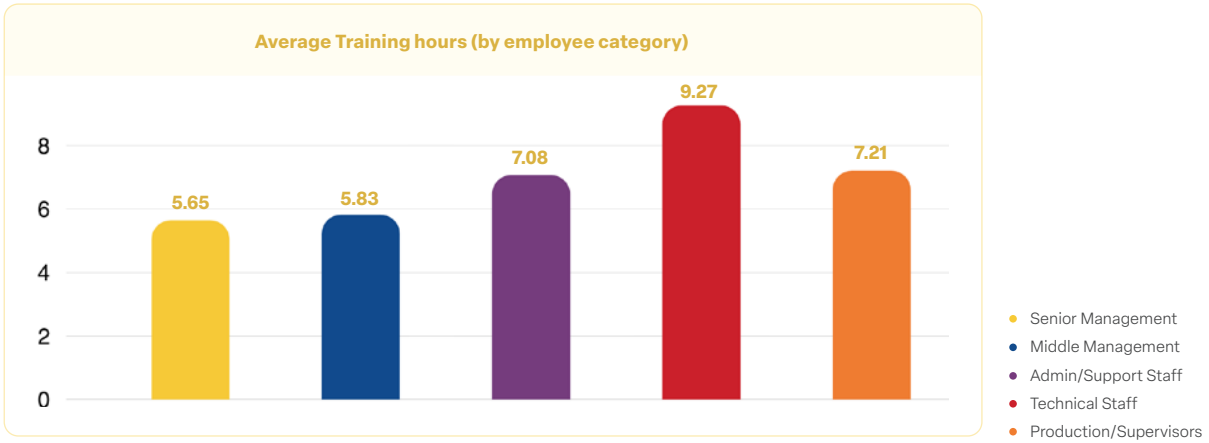
By prioritising the enhancement of employees' core competencies through various training and development programs, DyStar invests in and encourages employees to undergo upskilling. These skill-building opportunities effectively contribute to cultivating a diverse, capable, and empowered workforce. As new opportunities continue to emerge and evolve, ongoing development of employees' skills, knowledge, and interest is viewed as a key attribute to DyStar's long-term, sustainable growth.

In FY2025, **the Group provided an average of 7.11 training hours per employee**, spanning across all employee categories[18]. These training hours include all internal, external technical, non-technical, HSE and DyStar University (DSU) training hours in FY2025.

The following tables illustrates the average training hours by gender and by employee category in FY2025.



[18] Disclosure of training hours for FY2025 is based on average training hours per employee in alignment with GRI requirements.



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GLOBAL TRAINING PROGRAM

DyStar's HR team is incorporated within regional offices across its global operations, and plays a crucial role in supporting the company's Global Training Program. DyStar invests in training for employees based on training needs analysis, jointly identified by one's roles, functions and development plan of individual employees. The program is designed to enhance employee development outcomes across all levels of the organisation. It encompasses a wide range of training areas, including mandatory regulatory, safety, quality, and certification training; technical training to strengthen job-specific skills; and soft skills training to build supervisory, interpersonal, and leadership capabilities.

By focusing on elevating each individual's performance and potential, DyStar's Global Training Program aims to augment the company's overall effectiveness and efficiency.

DYSTAR UNIVERSITY (DSU)

Launched globally to all DyStar employees in December 2022, this learning platform offers a plethora of training courses and proprietary materials that will support employees' learning journey at DyStar.

Today, the digital platform hosts over **40** **curated modules** designed to help employees with their learning needs, with **15** **new modules** introduced in FY2025.

These include a product training program which covers all product ranges to provide our Sales & Marketing colleagues with the foundation for enhancing their product and application knowledge. Our Global Sales & Marketing teams have participated in this product training program since FY2023 and will progressively continue with the learning journey.

PEOPLE ENGAGEMENT INITIATIVES

In FY2025, DyStar India has organised the following events for celebrations with our employees.

The DyStar Mumbai office celebrated the International Day of Yoga on 21 June 2025 through guided yoga postures and breathing exercises. The session focused on addressing physical and mental challenges associated with sedentary office work, such as back pain and mental fatigue, supporting employee well-being and work-life balance.

DyStar Mumbai partnered with Navjivan Blood Centre and Laboratory to organise a blood donation drive in July 2025.

The initiative encourages employees to give as a way of life, reinforcing a culture of social responsibility.

In August 2025, a free medical test camp was held for employees in collaboration with Wockhardt Hospital in India. The programme included basic blood tests and doctor consultation. This aimed to promote health awareness among our staff.

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Diversity and Equality

DyStar values diversity as a strength and is dedicated to providing equal opportunities for all, including maintaining gender-neutral remuneration at entry-level positions. DyStar is firmly against any form of discrimination or harassment and constantly incorporates cultural sensitivity into daily work settings. Procedures are in place to identify non-compliance instances, including routine audits, contract and agreement reviews, and sample testing.

DyStar acknowledges the influential role that female leaders play in advancing women's empowerment within the workplace. Each year, this commitment is highlighted through our **International Women's Day Campaign**, which is also shared across our social platforms.

The composition of DyStar's management reflects this dedication, with **women** holding **27.3%** of **senior and middle management roles.**

By showcasing these figures, DyStar aims to inspire more women to pursue leadership opportunities and realise their full potential in their careers.

To support this vision, DyStar has launched various initiatives and programmes at both global and local levels, aimed at fostering a workplace culture that champions and promotes diversity. Apart from International Women's Day, occasions such as **Mother's Day** and **Father's Day** are also celebrated in local offices to foster appreciation towards the diversity of the workforce.

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Health and Safety

DyStar is dedicated to maintaining a safe and healthy workplace through its '**Safety First**!' approach. Acknowledging the specific hazards associated with chemical industry operations, the company places a strong emphasis on occupational health and safety.

Key initiatives:

RISK IDENTIFICATION AND MITIGATION
Systematic identification of potential hazards and implementation of preventive measures, for example, with Job Hazard analysis.

INFORMATION SHARING
Transparent communication of safety protocols and updates across different levels of the organisation. Short descriptions of near misses or accidents are shared across the countries.

REGULAR TRAINING
Integration of health and safety training into employee's annual development plans to ensure continuous awareness and preparedness.

MUTUAL RESPONSIBILITIES
All employees share the responsibility for maintaining a safe work environment by adhering to DyStar's safety guidelines and promptly reporting hazards or near-miss incidents.

IMPLEMENTATION OF 6S METHODOLOGY
at the manufacturing sites in 2025 focused on strengthening workplace safety practices through the principles of **Sort, Set in Order, Shine, Standardise, Sustain and Safety**, supporting operational efficiency and safe manufacturing operations.

DyStar has established an **Occupational Health, Safety, and Environmental Protection framework** that guides its approach, which includes:

1. Providing employees with adequate PPE to safeguard against direct and long-term health risks associated with handling hazardous materials or processes. A PPE matrix related to such hazards is being implemented at all sites.

2. Conducting regular and thorough site inspections by interdisciplinary teams to identify potential health and safety risks, and any gaps are remedied within a set timeframe with appropriate follow-up actions.

3. Investigating all incidents and accidents in conjunction with Health, Safety and Environmental Protection (HSE) experts to address root causes, define corrective actions, and prevent recurrences.

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Health and Safety

DyStar's occupational health and safety management system is being developed in consultation with employees to enhance work organisation, occupational safety management, health protection, safety technology, handling of hazardous substances, and production processes. All employees, including contract workers, will be covered by DyStar's occupational health and safety system. While the system has not yet been internally or externally audited, it is being developed in accordance with jurisdiction-specific legal requirements across its sites, and is currently working towards ISO 45001 certification, with a target to achieve it by 2027.

All production sites are designed to prioritise safety and reduce potential hazards and process risks. This includes safety training for employees prior to handling equipment or hazardous materials, and regular hazard and operability studies are conducted. This training provides guidance for employees on how to handle situations that put them at threat at work. Contractors involved in production site operations are required to comply with DyStar's safety regulations, which include implementing safety systems for technical installations.

At DyStar, accident prevention plans are developed for all production sites in collaboration with internal departments and local authorities. Employees are required to complete safety training before operating equipment or handling hazardous materials and are required to regularly practice emergency procedures.

To ensure comprehensive risk assessment, DyStar conducts regular hazard and operability studies and job hazard analyses, incorporating input from both employees and contract workers. Identified risks are addressed through organisational and technical controls, in line with the hierarchy of controls, including implementing the use of specialised PPEs, installing dust extraction systems and safety interlockings.

Safety committees—comprising employees and management representatives—are established at all production sites. These safety principles are applied consistently across all DyStar divisions globally, supported by ongoing technology and knowledge sharing to maintain a unified approach to workplace safety across the Group.

Notably, the **Apiúna Site – Brazil** celebrated **9 years without recordable accidents** in 2025.

The achievement reflects the site's sustained commitment to workplace safety and is the result of several key initiatives implemented over the years, including the introduction of new PPEs, replacement of flammable solvents, regular safety analysis, and revisions to production methods.

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The tables below illustrate the number of work-related injuries for employees and non-employees, broken down by the type of injury. The recordable injury rate for employees in FY2025 is calculated based on a total of man-hours worked.

HEALTH AND SAFETY METRICS

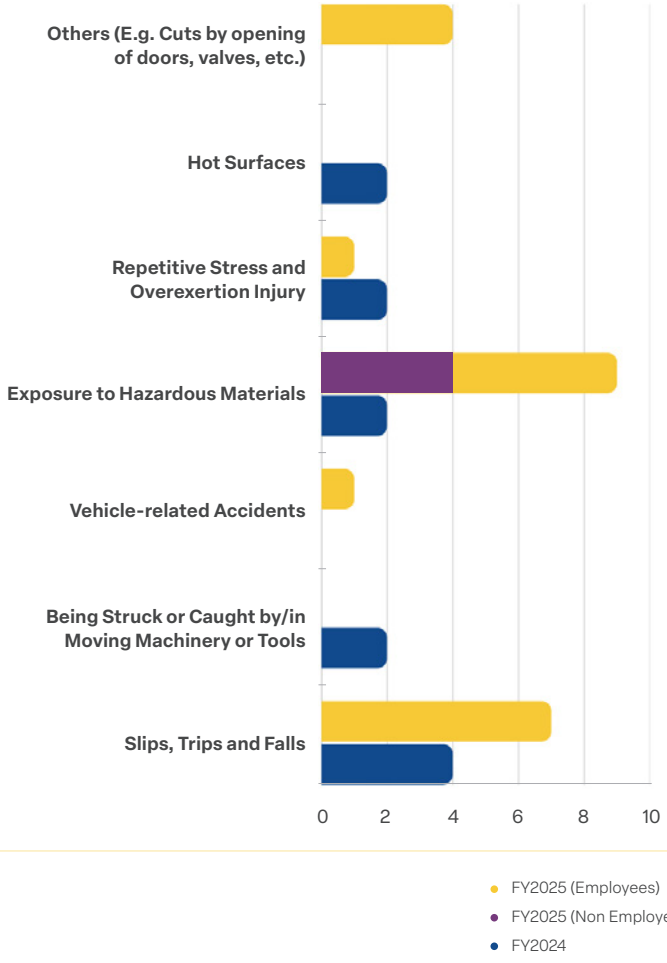
Type of Injury	Employees	Non-Employees
Total man-hours worked	3,437,635	137,609
Number of fatalities as a result of work-related injury	-[19]	-
Number of high-consequence work-related injury (excluding fatalities)	-	-
Number of recordable incidents	18	4
Rate of recordable injury[20] (based on 200,000 hours worked)	1.00	-
Reportable work-related ill health	-	-
Fatalities as a result of work-related ill health	-	-

There were 18 work-related injuries among employees. All work-related incidents are investigated and reported in an in-house database. Findings and the corrective and preventive actions are documented, to avoid repetition of such incidents. DyStar has investigated all incidences of work-related injuries in FY2025 and implemented corrective actions to minimise further risks.

[19] DyStar reports only work-related injuries and excludes incident occurring during routine commuting between home and the workplace.

[20] The recordable injury rate is calculated based on the number of recordable work related injuries per 200,000 hours worked, which represents the annual working hours of 100 full time employees.

Breakdown of the work-related injuries



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Standard Procedures

DyStar has established a global network of HSE experts, where regional and local HSE Managers enforce safety measures across the Group and ensure that all employees and contractors comply with applicable laws, regulations, and DyStar policies. The HSE Team creates guidelines and training programs to promote vigilance and regularly assesses their effectiveness together with the Regional and Global HSE Managers. DyStar conducts regular assessments to identify potential hazards, including both routine and non-routine hazards.

DyStar has put in place stringent policies to ensure the safe handling of hazardous materials, chemicals under pressure, working at elevated temperatures, and the release of hazardous by-products, among other protocols. An example is the DyStar's **Emergency Response Plan (ERP)**, which provides step-by-step guidance for handling hazardous chemical incidents on manufacturing sites. In such situations, special actions are taken according to the **Standard Operating Procedures (SOP)** or operations manuals.

To address work-related hazards and minimise associated risks, DyStar has put in place a comprehensive job hazard analysis at all its sites. This analysis identifies potential hazards that could affect employees, and additional measures are implemented to ensure a safe working environment. Site managers are responsible for ensuring that employees follow established safety protocols and review the effectiveness of implemented measures. DyStar also maintains a global HSE improvement programme, under which each site sets clear safety improvement targets. Results are reviewed and shared on a monthly basis in regional conferences. All accidents and incidents are followed up with a detailed root cause investigation, including determination of corrective and preventive actions to avoid recurrence.

In Germany, for instance, the hazard analysis is conducted in line with the **German Workplace Ordinance**, which aims to protect the health and safety of employees at work. Any changes to the work environment are met with immediate technical or organisational actions to mitigate potential risks to health and safety.

As part of the **Process Hazard Analysis (HAZOP)**, DyStar conducts separate risk assessments for handling hazardous chemicals. This principle considers all potential maloperations and technical deviations that could have an impact on people, property, or the environment, following a "**one failure principle**" to limit the impact of all deviations identified. A dedicated procedure is also followed to identify potential deviations and related organisational and/or technical measures to minimise the impact. These processes are overseen by competent HSE Managers, and the quality of these assessments is reviewed regularly to ensure effectiveness.

All near misses or work-related accidents are logged in the **Incident Tracker** report system, including a description of the incident, root cause investigation, and corrective and preventive actions taken to prevent a recurrence. Any work-related hazards or hazardous situations reported as "near miss" are immediately addressed to prevent an unsafe situation that could potentially cause an accident or negatively affect the health and safety of DyStar's employees.

DyStar conducts regular assessments of its operations to identify any potential negative health impacts and implements ergonomic reviews to make technical improvements where necessary. This may include installing vacuum lifters at workstations that require regular lifting or reducing the weight of individual containers. DyStar also provides medical services at all its manufacturing sites, allowing employees to have access to regular consultations with on-site physicians. Employees are also covered by work insurance programs. Specifically, at the Ankleshwar site, DyStar offers an **Occupational Health Centre** that is available to all employees, offering additional medical services beyond occupational health concerns.

In FY2025, DyStar TAME and DyStar India conducted multiple training sessions, covering topics related to health, safety and environment (HSE), personal protective equipment (PPE), chemical safety, first aid, and emergency response. These sessions amounted to more than **207 and 93 employee participations** respectively.

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HSE Achievements Obtained in FY2025

GABUS, INDONESIA

PLATINUM AWARD from Manpower Banten Province for extraordinary achievement of **zero accidents for more than 12 years** (2018 to 2024) **without Lost Time Accident.**

GOLD AWARD from Banten province for the **Committee of Occupational Safety & Health Development**.

SILVER AWARD from Banten province for the **Prevention & Control of HIV/ AIDS Program** implemented on-site.

BLUE RANK **annual audit Environmental protection compliance** from the **Ministry of Environmental**, which indicated full compliance with updated regulations.

DYSTAR INDIA

DyStar India received the **Second Award** in recognition of **Excellent performance in Pollution Control** by a large-scale unit for 2024 to 2025.

APIÚNA SITE, BRAZIL

In April 2025, the Apiúna Site in Brazil reached nine years without recordable accidents. This milestone reflects the site's sustained commitment to maintaining high safety standards through measures such as the introduction of new PPEs, replacement of flammable solvents, routine safety analysis, and revisions to production methods.

Customer Satisfaction

DyStar prioritises customer satisfaction and experience as crucial elements for maintaining customer loyalty and fostering sustained business expansion. To provide superior products to its customers, gaining insight into their satisfaction levels and understanding any potential concerns is crucial.

In FY2025, there were 136 justified (i.e. claims supported by valid evidence of fault) and 51 non-justified complaints (i.e. claims lacking clear substantiation or due to misunderstanding) received from customers. The complaints received were of various natures, ranging from logistics issues such as wrong labelling to product quality issues. Each complaint was resolved promptly by the DyStar subsidiary site Quality Control team in coordination with Global Quality Assurance team. **As of 31 December 2025, 90% of complaints have been resolved**. DyStar strives to be committed to providing a satisfactory experience for all its customers and seeks to minimise the complaints received annually.

During the reporting period, **there were no reported incidents of non-compliance concerning the health and safety impacts of our products and services, nor with product and service information and labelling, all of which (100%) were assessed for such impacts and compliance**.

Additionally, there were **zero cases** of **non-compliance concerning product and service information and labelling**, as well as **zero cases** of **non-compliance concerning marketing communications.**

As part of the efforts to improve customer satisfaction, DyStar conducts yearly reviews and target-setting exercises to monitor the number of justified customer complaints and compliance checks across its global sites. Targets are set by region and reviewed periodically to compare performance and identify areas for improvement.

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Contributing to the Community

DyStar is dedicated to being a responsible citizen and recognises the substantial impact that its operations can have on the communities in which it operates. The Group strives to embed sustainable practices into its business activities, aiming to create long-term value for stakeholders, while generating positive outcomes for the communities.

In FY2025, DyStar supported community development, healthcare, and education initiatives across multiple regions through **targeted donations** amounting to approximately **USD 140,000**

Contributions included employee-funded relief supplies for local communities in Mexico, donations to hospitals in India to support the procurement of advanced medical equipment, and funding for educational institutions to enhance laboratory and testing facilities for textile and chemical engineering programmes.

DyStar also contributed to **India's Prime Minister's National Relief Fund** to support disaster response efforts and assist individuals requiring medical treatment. Collectively, these initiatives reflect DyStar's commitment to community well being, access to healthcare, and capacity building through education.

As part of these community investments, **DyStar also donated USD 9,615 to support industrial sewing and tailoring skills training for underprivileged communities in the Ambernath and Ulhasnagar districts in India**. This initiative focuses on equipping economically disadvantaged women with job-ready skills, promoting financial independence, employability, and opportunities for self-employment, while supporting long-term socioeconomic resilience within local communities.

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Other CSR initiatives include the following:

COMMUNITY ENGAGEMENT

Fundraising for Rural Community (Hidalgo, Mexico)

DyStar employees fundraised to support the town of Tepeyahualco, Hidalgo — a rural community located 120 km from Mexico City. Donations of clothing, toys, and food were delivered directly to the community, reaching 200 residents.

Environmental Day collaboration (Banten Province, Indonesia)

DyStar Participated in environmental awareness activities with DLHK (i.e. the Environmental and Forestry Agency in Indonesia), including mangrove trees plantation, provision of waste bins, and other initiatives as part of the Environmental Day programme.

CULTURAL CELELBRATIONS ACROSS REGIONS

Eid Gathering -Eid ul Fiter and Ramadan Iftar Diner (Pakistan)

Eid is a major Islamic festival, celebrated twice yearly (**Eid al-Fitr & Eid al-Adha**), marking joy, blessings, and community, with special prayers, new clothes, festive meals, charity, greetings of "Eid Mubarak," and giving gifts like "Eidi" to children, emphasizing unity and gratitude after Ramadan or honoring Prophet Ibrahim's sacrifice. The event was celebrated in DyStar Pakistan.

Heritage and Cultural Celebrations (Brazil)

In Brazil, DyStar teams came together to celebrate **Easter**, a culturally significant occasion reflecting themes of renewal, faith, and togetherness. The celebration provided an opportunity for employees to connect, share traditions, and recognise the importance of cultural diversity within the workplace.

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Appendix A: Supplementary Sustainability Data

A1: Greenhouse gas emissions

Scope 1 & 2 Greenhouse Gas Emissions Intensity (tons CO_2e emitted per ton of production)

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2025 Target
0.94	0.87	0.86	0.90	0.91	0.77	0.81	0.87	0.60	0.54	0.59	0.56	0.49	0.70

Scope 1 & 2 Greenhouse Gas Emissions by Source (thousand tons CO_2e)

Year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Vehicular Travel (diesel, gasoline and LPG) – Scope 1	2.4	2.2	2.4	2.4	2.1	1.2	1.0	0.5	1.0	0.5	0.52	0.72	1.28
Stationary Combustion (LPG, diesel and fuel oil) – Scope 1	2.1	1.2	0.7	6.1	2.0	3.4	5.5	0.2	2.7	2.4	4.62	3.92	3.69
Stationary Combustion (Natural gas) – Scope 1	16.1	17.1	18.0	30.8	31.8	32.1	24.0	31.1	33.1	30.8	23.29	25.78	20.89
Purchased steam – Scope 2	59.8	59.1	61.0	59.6	68.0	38.5	27.0	15.6	22.9	10.7	3.55	1.67	1.11
Purchased electricity – Scope 2	46.6	48.1	44.3	57.9	57.9	48.3	43.0	29.7	15.5	12.5	10.10	10.89	7.43

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A2: Non-renewable energy

Non-Renewable Energy Intensity (GJ used per ton of production)													
2013	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2025 Target**
9.41	8.59	8.52	9.28	9.33	9.30	9.45	11.19	11.11	10.13	10.42	9.67	8.71	6.99

Non-Renewable Energy Consumption by Source (TJ)													
Year	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Total Non-Renewable Energy Consumption	1,250	1,250	1,240	1,596	1,649	1,478	1,254	1,096	1,391	1,052	737.35	747.49	613.17
Vehicular Travel (diesel, gasoline and LPG)	21	22	22	21	18	17	14	8	14	6	7.27	10.03	17.86
Stationary Combustion (LPG, diesel and fuel oil)	29	17	10	86	28	50	79	3	41	37	71.93	60.77	57.59
Stationary Combustion (Natural gas)	295	314	330	565	584	588	449	575	590	550	411.3	453.82	363.83
Purchased steam	628	620	621	564	656	512	424	300	483	225	71.24	33.54	22.79
Purchased electricity	277	277	257	360	363	311	287	210	263	233	175.61	189.33	151.09

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A3: Water consumption and withdrawal

Water Consumption Intensity (m^3 of water consumed per ton of production)													
2013	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2025 Target**
54.63	53.27	48.97	45.05	45.07	50.38	57.60	68.10	62.68	62.60	42.15	33.07	14.34	51.32

Water Withdrawal by Source (million m^3)													
Year	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Total Water Withdrawn	7.0	7.5	6.9	7.6	7.8	7.9	7.4	6.5	7.8	6.6	2.98	2.56	1.01
Ground Water	0.1	0.1	0.1	0.1	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Surface Water	5.3	5.8	5.5	5.6	6.1	6.4	6.2	5.4	6.6	5.7	1.9	1.4	0.0
Municipal Water	1.6	1.6	1.3	1.9	1.5	1.3	1.1	1.0	1.1	0.7	0.9	0.9	0.9

A4: Wastewater production and discharged

Wastewater Production Intensity (m^3 of wastewater discharged per ton of production)													
2013	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2025 Target**
16.14	15.07	13.40	14.29	12.86	13.23	14.08	22.52	11.44	8.57	8.04	7.64	7.76	12.78

Wastewater Discharged (million m^3)												
2013	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
1.78	1.85	1.67	2.17	2.04	1.68	1.32	1.17	1.43	0.90	0.57	0.59	0.55

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A5: Waste production

Waste Production Intensity (kg of waste per ton of production)													
2013	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2025 Target**
79.02	81.23	75.32	71.43	66.61	70.81	104.16	203.20	104.09	125.70	102.97	143.67	132.69	62.52

Waste Production by Category (tons)													
Year	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Total Waste	10,068	10,144	9,593	10,688	10,126	10,021	11,656	19,501	13,034	13,256	7,287	11,104	9,343
Hazardous waste	5,610	6,419	5,951	6,843	5,872	6,050	8,298	4,162	8,134	10,444	3,238	5,644	5,876
Non-Hazardous Waste	4,458	3,725	3,642	3,845	4,254	3,971	3,357	15,339	4,900	2,813	4,049	5,461	3,466

A6: Scope 1 and 2 Emission Source and Energy Data

Emission Source	FY2025 Activity Data
Refrigerants (R717) - kg	1,026
Natural gas - m3	9,897,358
Diesel - litres (stationary combustion)	32,998
LPG - litres (stationary combustion)	1,220,584
Diesel - litres (vehicular fuel)	63,132
LPG - litres (vehicular fuel)	17,073
Gasoline	333,573
Electricity (kwh)	41,701,441
Steam (kwh)	8,287

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B1: Workforce Statistics

Total Number of Employees by Employment Contract, by Age

Age Group	Permanent Employees[21]	Temporary (Contract) Employees[22]
Between 18 - 29 years old	62	45
Between 30 - 49 years old	724	20
Between 50 - 64 years old	577	23
Age 65 & above	63	9
Total	**1,426**	**97**

Total Number of Employees by Employment Type, by Age Group

Age Group	Full-time Employees	Part-time Employees	Non-employees[23]
Between 18 - 29 years old	80	Nil	1
Between 30 - 49 years old	761	7	4
Between 50 - 64 years old	525	10	1
Age 65 & above	47	Nil	Nil
Total	**1,450**	**18**	**55**

Total Number of Employees by Employment Contract, by Region

Region	Permanent Employees	Temporary (Contract) Employees
North Asia	273	10
South Asia	148	39
Southeast Asia	360	22
Europe	186	20
Americas	333	6
Turkey, Africa & Middle East	126	Nil
Total	**1,426**	**97**

Total Number of Employees by Employment Type, by Region

Region	Full-time Employees	Part-time Employees	Non-employees
North Asia	273	Nil	10
South Asia	151	Nil	38
Southeast Asia	380	Nil	Nil
Europe	187	16	3
Americas	333	2	4
Turkey, Africa & Middle East	126	Nil	Nil
Total	**1,450**	**18**	**55**

[21] DyStar follows the standard definition of permanent employees by GRI Standards, which includes employees with an indefinite contract that can be full-time or part-time work.

[22] DyStar follows the standard definition of temporary employees by GRI Standards, which includes employees under a contract that is limited by time or tasks.

[23] Non-employees refer to workers who are not directly employed by DyStar.

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B2: Talent Attraction & Retention

Total Number of New Employee Hires by Gender

Gender	Number
Male	108
Female	57
Total	**165**

Total Number of New Employee Hires by Age Group

Age Group	Number
Between 18-29 years old	36
Between 30-49 years old	93
Between 50-64 years old	34
Age 65 & above	2
Total	**165**

Total Number of New Employee Hires by Region

Region	Number
North Asia	26
South Asia	27
Southeast Asia	23
Europe	15
Americas	56
Turkey, Africa & Middle East	18
Total	**165**

Total Number of Turnovers by Gender

Gender	Number
Male	180
Female	48
Total	**228**

Total Number of Turnovers by Age Group

Age Group	Number
Between 18-29 years old	32
Between 30-49 years old	93
Between 50-64 years old	72
Age 65 & above	31
Total	**228**

Total Number of Turnovers by Region

Region	Number
North Asia	25
South Asia	20
Southeast Asia	26
Europe	21
Americas	114
Turkey, Africa & Middle East	22
Total	**228**

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B3: Diversity & Equal Opportunities

Total Employees by Position

Position	Number
Senior management	62
Middle management	336
Admin/support staff	448
Technical staff	222
Production workers/Supervisors	455
Total	**1,523**

Total Employees by Position and Gender

Position	Age Group	Number
Senior management	Male	49
	Female	13
Middle management	Male	240
	Female	96
Admin/support staff	Male	200
	Female	248
Technical staff	Male	118
	Female	104
Production workers/Supervisors	Male	430
	Female	25
Total		**1,523**

Total Employees by Position and Age Group

Position	Age Group	Number
Senior management	Between 18-29 years old	Nil
	Between 30-49 years old	11
	Between 50-64 years old	44
	Age 65 & above	7
Middle management	Between 18-29 years old	2
	Between 30-49 years old	153
	Between 50-64 years old	159
	Age 65 & above	22
Admin/support staff	Between 18-29 years old	28
	Between 30-49 years old	253
	Between 50-64 years old	149
	Age 65 & above	18
Technical staff	Between 18-29 years old	16
	Between 30-49 years old	129
	Between 50-64 years old	64
	Age 65 & above	13
Production workers/Supervisor	Between 18-29 years old	61
	Between 30-49 years old	198
	Between 50-64 years old	184
	Age 65 & above	12
Total		**1,523**

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B4: Training & Development

Training hours	
Average Training Hours	7.11
Average Training Hours by Gender	
Male	7.38
Female	6.52
Average Training Hours by Employee Category	
Senior Management	5.65
Middle Management	5.83
Admin/Support Staff	7.08
Technical Staff	9.27
Production/Supervisors	7.21

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Appendix B: Scope 3 Emissions Calculation Methodology

Scope 3 emissions were calculated in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard. Emission factors were sourced from recognised international databases and applied using activity based or spend based methods depending on data availability. Emission factor sources and methodologies are provided in the table below.

Scope 3 Categories	Calculation Approach	Databases used
Category 1: Purchased Goods and Services	Spend-based approach: emissions estimated using emission factors mapped to relevant NAICS-6* industry categories	The US EPA Supply Chain Greenhouse Gas Emission Factors
Category 2: Capital Goods	Spend-based approach: emissions estimated using emission factors mapped to relevant NAICS-6* industry categories	The US EPA Supply Chain Greenhouse Gas Emission Factors
Catetory 3: Fuel and Energy-related Activities	Activity-based approach: emission factors were applied to quantities of different fuel and energy sources consumed	UK Department for Environment, Food & Rural Affairs (DEFRA) 2025 Greenhouse Gas Conversion Factors
Category 4: Upstream Transportation and Distribution	Activity-based approach: emissions were estimated by applying DEFRA 2025 emission factors for freighting goods to logistics activity data for transportation and distribution services purchased by the Group, based on relevant transport modes (including road, air and sea)	UK DEFRA 2025 Greenhouse Gas Conversion Factors for freighting goods
Category 5: Waste Generated in Operations	Activity-based approach: emissions associated with waste generated were calculated using DEFRA 2025 emission factors specific to waste type and disposal route, applied to waste quantities reported in tonnes.	UK DEFRA 2025 Greenhouse Gas Conversion Factors for waste disposal
Category 6: Business Travel	Activity-based approach: emissions were calculated using DEFRA 2025 emission factors specific to travel mode, applied to reported travel activity data.	Greenhouse Gas Conversion Factors for passenger transport by mode
Category 9: Downstream Transportation and Distribution	Activity-based approach: emissions were estimated by applying DEFRA 2025 emission factors for freighting goods to downstream logistics activity data, based on relevant transport modes (including road, air, and sea) and distance travelled, for transportation occurring after the point of sale and not paid by the Group.	UK DEFRA 2025 Greenhouse Gas Conversion Factors for freighting goods

*NAICS 6 refers to the six digit level of the North American Industry Classification System, a standard industry classification used in North America. The six digit level represents the most detailed industry category and is used to align procurement spend with industry specific average emission factors

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Excluded Categories: Materiality Screening

The following eight categories were assessed and excluded from DyStar's Scope 3 inventory on the basis of applicability or materiality. 'Not applicable' indicates that the category is structurally irrelevant to DyStar's business model. 'Not material' indicates that the category may be applicable in principle, but emissions are not expected to be significant relative to total Scope 3 emissions, and/or data is not practicably available at this time.

Category	Assessment	Rationale for exclusion
Category 7: Employee Commuting	Not material	Emissions associated with employee travel between home and worksites are expected to be immaterial relative to DyStar's total Scope 3 footprint, which is dominated by upstream purchased goods, fuel and energy-related activities, and transportation. Systematic commuting data is not currently collected across DyStar's global operations.
Category 8: Upstream Leased Assets	Not applicable	DyStar does not operate significant assets leased from third parties that fall outside its Scope 1 and 2 boundary. Where leased facilities are occupied by DyStar, associated energy consumption is captured within the Scope 1 and 2 inventory under the operational control boundary.
Category 10: Processing of Sold Products	Not applicable	DyStar supplies dye powders, micro granules, and liquid dyes in final applicable form. These products require no further industrial transformation or processing by customers prior to use. As such, no intermediate processing emissions are generated downstream of DyStar's point of sale, and this category is not applicable to DyStar's value chain.
Category 11: Use of Sold Products	Not applicable	DyStar's products — dyes and specialty chemicals — do not combust, decompose, or otherwise directly generate GHG emissions during their intended use in customers' dyeing and finishing processes. The emissions associated with energy consumed during customers' operations are attributable to those customers' own Scope 1 and 2 inventories, not to DyStar's sold products.
Category 12: End-of-Life Treatment of Sold Products	Not material	DyStar's dyes and chemicals are consumed during customers' manufacturing processes and are not present as distinct recoverable materials in the final consumer product. End-of-life emissions are therefore not directly attributable to DyStar's sold products. Emissions generated from disposal of the textiles or materials into which DyStar's dyes have been incorporated are considered immaterial and not practicably attributable to DyStar.
Category 13: Downstream Leased Assets	Not applicable	DyStar does not lease assets to customers or third parties as part of its business model. This category is therefore not applicable.
Category 14: Franchises	Not applicable	DyStar does not operate a franchise model. This category is therefore not applicable.
Category 15: Investments	Not applicable	DyStar does not hold significant equity investments, project finance arrangements, or subsidiaries outside the organisational boundary applied in this report. This category is therefore not applicable.

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Appendix C: GRI Content Index

Statement of use	DyStar Group has reported in accordance with the GRI Standards for the period 1 January 2025 – 31 December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Nil

GRI Standards	Disclosure Number	Disclosure Title	Page Reference / Remarks	Reason for omission
General Disclosures				
GRI 2 (2021): General Disclosures	2-1	Organisational details	Page 6, 10 -11	
	2-2	Entities included in the organisation's Sustainability reporting	Page 6	
	2-3	Reporting period, frequency, and contact point	Page 6 - 7	
	2-4	Restatements of information	Page 7	
	2-5	External assurance	Page 7	
	2-6	Activities, value chain and other business relationships	Page 5, 25 - 26	Note: d) There were no significant changes to DyStar's activities, value chain, or business relationships compared to FY2024.
	2-7	Employees	Page 63–65	b(i), b(ii), b(iv), b(v) No information is available - Breakdown by gender data for permanent, temporary, full-time and part-time employees are currently not available. The Group acknowledges the importance of this area and intends to disclose relevant information in the subsequent years.
	2-8	Workers who are not employees	Page 63–65	
	2-9	Governance structure and composition	Page 9 - 12	c(iii) – c(vi), c(viii) DyStar is a privately held organisation. The composition of the highest governance body and its committee are not disclosed due to confidential constraints.
	2-10	Nomination and selection of the highest governance body	Page 10 - 11	b(i) and b(ii) The criteria for considering stakeholder views and diversity in the nomination process are not disclosed due to confidential constraints.

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GRI Standards	Disclosure Number	Disclosure Title	Page Reference / Remarks	Reason for omission
General Disclosures				
GRI 2 (2021): General Disclosures	2-11	Chair of the highest governance body	Page 10 - 11	
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 9 - 10	
	2-13	Delegation of responsibility for managing impacts	Page 9 - 10	
	2-14	Role of the highest governance body in Sustainability reporting	Page 9 - 10	
	2-15	Conflicts of interest	Page 10 - 11	b(iii) Information on the existence of controlling stakeholders is not disclosed due to confidentiality constraints
	2-16	Communication of critical concerns	Page 9 - 12, 73 - 74	b) The total number and nature of critical concerns are not disclosed due to confidentiality constraints.
	2-17	Collective knowledge of the highest governance body	Page 9 - 12	
	2-18	Evaluation of the performance of the highest governance body	Page 10 - 11	
	2-19	Remuneration policies	-	There are remuneration policies in place. However, processes for remuneration design and stakeholder input are not disclosed due to confidentiality constraints.
	2-20	Process to determine remuneration	Page 11	a(ii) and a(iii) Information on stakeholder views involved in the remuneration setting process and usage of remuneration consultants being involved is not disclosed due to confidentiality constraints.
	2-21	Annual total compensation ratio	-	Data is not disclosed due to confidentiality constraints.
	2-22	Statement on sustainable development strategy	Page 8	
	2-23	Policy commitments	Page 13 - 14, 73 - 74	
	2-24	Embedding policy commitments	Page 13 - 14, 73 - 74	a(i) and a(iv) No information is available – The Group has not formally mapped internal responsibility for implementing policy commitments across all organisational levels and does not currently conduct training that is specific to policy commitment implementation. The Group acknowledges the importance of this area and intends to disclose relevant information in the subsequent years.

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GRI Standards	Disclosure Number	Disclosure Title	Page Reference / Remarks	Reason for omission
General Disclosures				
GRI 2 (2021): General Disclosures	2-25	Processes to remediate negative impacts	Page 73 - 74	
	2-26	Mechanisms for seeking advice and raising concerns	Page 73 - 74	
	2-27	Compliance with laws and regulations	Page 73 - 74	Note: Significant instances of non-compliance are determined based on internal audit criteria, including the severity of legal, operational, financial, or reputational impact, as well as external benchmarks where relevant
	2-28	Membership associations	Page 20	
	2-29	Approach to stakeholder engagement	Page 18	
	2-30	Collective bargaining agreements	Page 66	
Material Topics				
GRI 3 (2021): Material Topics	3-1	Process to determine material topics	Page 18	
	3-2	List of material topics	Page 18	
Material Topic: Economic contribution				
GRI 3 (2021): Material Topics	3-3	Management of material topics	Page 21 - 24	
GRI 201 (2016): Economic Performance	201-1	Direct economic value generated and distributed	Page 22	a(i) and (iii) Information is confidential - Information on community investment and economic value retained is not disclosed due to confidentiality constraints.
	201-2	Financial implications and other risks and opportunities due to climate change	Page 22	(iii) and (v) No information is available –The Group has not performed a formal analysis of the climate-related risks and opportunities and hence no quantification of the climate-related risks and opportunities has been performed for FY2025. The Group acknowledges the importance of this area and intends to disclose relevant information in the subsequent years.
	201-3	Defined benefit plan obligations and other retirement plans	-	a) – d) Information is confidential - Information on benefit and retirement plans are not disclosed due to confidentiality constraints.
	201-4	Financial assistance received from government	Page 23	

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GRI Standards	Disclosure Number	Disclosure Title	Page Reference / Remarks	Reason for omission
Material Topic: Ethical Business and Strong Governance				
GRI 3 (2021): Material Topics	3-3	Management of material topics	Page 25–26	
GRI 205 (2016): Anti-corruption	205-1	Operations assessed for risks related to corruption	Page 25	
	205-2	Communication and training about anti-corruption policies and procedures	Page 25–26	
	205-3	Confirmed incidents of corruption and actions taken	There was zero corruption incident reported in FY2025	
GRI 206 (2016): Anti-competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Page 25–26	
GRI 407 (2016): Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 66	
GRI 408 (2016): Child Labour	408-1	Operations and suppliers at significant risk for incidents of child labour	Page 26	
GRI 409 (2016): Forced or Compulsory Labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Page 26	
GRI 411 (2016): Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples	Page 26	
Material Topic: Data Privacy				
GRI 3 (2021): Material Topics	3-3	Management of material topics	Page 27–28	
GRI 418 (2016): Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 27–28	
Material Topic: Sustainable Supply Chain				
GRI 3 (2021): Material Topics	3-3	Management of material topics	Page 30–34	
GRI 308 (2016): Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	Page 32–33	
	308-2	Negative environmental impacts in the supply chain and actions	Page 32–33	
GRI 414 (2016): Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Page 32–33	
	414-2	Negative social impacts in the supply chain and actions taken	Page 32–33	

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GRI Standards	Disclosure Number	Disclosure Title	Page Reference / Remarks	Reason for omission
Material Topic: Circular Economy				
GRI 3 (2021): Material Topics	3-3	Management of material topics	Page 49–53	
GRI 301 (2016): Materials	301-1	Materials used by weight or volume	Page 49–51	
	301-2	Recycled input materials used	Page 49–50	
	301-3	Reclaimed products and their packaging materials	-	
Material Topic: Climate Resilience				
GRI 3 (2021): Material Topics	3-3	Management of material topics	Page 35–41	
GRI 302 (2016): Energy	302-1	Energy consumption within the organisation	Page 36–38	Note: Energy conversion factors used in this report are based on DEFRA 2024 conversion factors.
	302-2	Energy consumption outside of the organisation	Page 36–38	
	302-3	Energy intensity	Page 37	
	302-4	Reduction of energy consumption	Page 36–38	
	302-5	Reduction in energy requirements of products and services	Page 36–38	
GRI 303 (2018): Water and Effluents	303-1	Interactions with water as a shared resource	Page 42–45	
	303-2	Management of water discharge-related impacts	Page 44–45	
	303-3	Water withdrawal	Page 42–44	Note: The Group currently discloses water withdrawal from its top three main sources and intends to expand disclosure to include other sources in subsequent reporting years c) No information is available - The Group does not currently track or report water withdrawal by total dissolved solids (TDS) classification. The Group acknowledges the importance of this area and intends to disclose relevant information in the subsequent years.
	303-4	Water discharge	Page 44–45	Note: Wastewater is discharged to both water body and a central effluent treatment plant. b) No information is available – The Group does not currently track or report water discharge by total dissolved solids (TDS) classification. The Group acknowledges the importance of this area and intends to disclose relevant information in the subsequent years.

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GRI Standards	Disclosure Number	Disclosure Title	Page Reference / Remarks	Reason for omission
Material Topic: Climate Resilience				
GRI 303 (2018): Water and Effluents	303-5	Water consumption	Page 43–45	
GRI 305 (2016): Emissions	305-1	Direct (Scope 1) GHG emissions	Page 39–40	
	305-2	Energy indirect (Scope 2) GHG emissions	Page 39–40	
	305-3	Other indirect (Scope 3) GHG emissions	Page 40–41	b), c), e) No information is available – The Group is currently disclosing limited Scope 3 categories. Breakdown by gas, biogenic CO2 emissions, and base year details is not yet available. The Group acknowledges the importance of this area and intends to look into other categories in the subsequent years
	305-4	GHG emissions intensity	Page 39	
	305-5	Reduction of GHG emissions	Page 39–41	
	305-6	Emissions of ozone-depleting substances (ODS)	Page 36	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Page 42	a(i), (ii), (iv) – (vi), b), c) – No information is available. The Group has qualitatively acknowledged the presence of air pollutants but does not currently collect or report quantitative emissions data. The Group acknowledges the importance of this area and intends to disclose relevant information in the subsequent years
GRI 306 (2016): Effluents and Waste	306-1	Waste generation and significant waste-related impacts	Page 46–47	
	306-2	Management of significant waste-related impacts	Page 46–47	
	306-3	Waste generated	Page 46–47	
	306-4	Waste diverted from disposal	-	a) – e) The Group does not currently collect data on the amount of waste diverted from disposable by type or recovery method. The Group acknowledges the importance of this area and intends to disclose relevant information in the subsequent years
	306-5	Waste diverted to disposal	Page 46–47	b) – e) No information is available. The Group does not currently classify and quantify the waste as hazardous or non-hazardous by disposal routes. The Group acknowledges the importance of this area and intends to disclose relevant information in the subsequent years

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GRI Standards	Disclosure Number	Disclosure Title	Page Reference / Remarks	Reason for omission
Material Topic: Developing People				
GRI 3 (2021): Material Topics	3-3	Management of material topics	Page 63–69	
GRI 401 (2016): Employment	401-1	New employee hires and employee turnover	Page 63–65	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 66	Note: Benefits mentioned are only provided to full-time and part-time employees.
	401-3	Parental leave	Page 66	c) – e) No information is available. The Group does not currently track or report the number of employees who took parental leave, remain employed 12 months after returning from parental leave, nor the return and retention rates disaggregated by gender. The Group acknowledges the importance of this area and intends to disclose relevant information in the subsequent years
GRI 402 (2016): Labour/Management Relations	402-1	Minimum notice periods regarding operational changes	Page 66	
GRI 404 (2016): Training and Education	404-1	Average hours of training per year per employee	Page 67–68	
	404-2	Programs for upgrading employee skills and transition assistance programs	a) Page 67–68 b) DyStar offers a re-employment option to eligible employees who reach the statutory retirement age, in accordance with prevailing legislation. Employees who choose to continue working with DyStar are provided with relevant training.	
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 67–69	
GRI 413 (2016): Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Page 76–77	Data is omitted due to unavailable information.
	413-2	Operations with significant actual and potential negative impacts on local communities	Page 76–77	Data is omitted due to incomplete information.

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GRI Standards	Disclosure Number	Disclosure Title	Page Reference / Remarks	Reason for omission
Material Topic: Diversity and Equality				
GRI 3 (2021): Material Topics	3-3	Management of material topics	Page 70	
GRI 405 (2016): Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Page 63, 70	
	405-2	Ratio of basic salary and remuneration of women to men	-	Data is not disclosed due to confidentiality constraints.
GRI 406 (2016): Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Page 66	
Material Topic: Health and Safety				
GRI 3 (2021): Material Topics	3-3	Management of material topics	Page 71–75	
GRI 403 (2018): Occupational Health and Safety	403-1	Occupational Health and Safety Management System	Page 71–75	
	403-2	Hazard identification, risk assessment, and incident investigation	Page 71–75	
	403-3	Occupational health services	Page 71–75	
	403-4	Worker participation, consultation, and communication on occupational health and safety	Page 71–75	
	403-5	Worker training on occupational health and safety	Page 71–75	
	403-6	Promotion of worker health	Page 71–75	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 71–75	
	403-8	Workers covered by an occupational health and safety management system	Page 71–75	
	403-9	Work-related injuries	Page 73	
	403-10	Work-related ill health	Page 73	
GRI 416 (2016): Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	Page 74–75	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page 74–75	

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GRI Standards	Disclosure Number	Disclosure Title	Page Reference / Remarks	Reason for omission
Material Topic: Product Innovation and Responsibility				
GRI 3 (2021): Material Topics	3-3	Management of material topics	Page 54–61	
GRI 417 (2016): Marketing and Labelling	417-1	Requirements for product and service information and labelling	Page 28, 54	
	417-2	Incidents of non-compliance concerning product and service information and labelling	Page 28, 74–75	
	417-3	Incidents of non-compliance concerning marketing communications	Page 28, 74–75	

Additional Disclosures

GRI Standards	Disclosure Number	Disclosure Title	Page Reference / Remarks	Reason for omission
Biodiversity				
GRI 304 (2016): Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 48	The Group has included high-level references to biodiversity in the report but has not undertaken detailed disclosures under GRI 304-1. The Group acknowledges the importance of this area and intends to disclose relevant information in the subsequent years.

Committed to Sustainability

DyStar's products and services help customers worldwide reduce costs, shorten lead times and meet stringent quality and ecological specifications.

Information and our technical advice - whether verbal, in writing or by way of trials - are given in good faith but without warranty, and this also applies where proprietary rights of third parties are involved. Our advice does not release you from the obligation to check its validity and to test our products as to their suitability for the intended processes and uses. The application, use and processing of our products and the products manufactured by you on the basis of our technical advice are beyond our control and, therefore, entirely your own responsibility. Our products are sold in accordance with our General Conditions of Sale and Delivery.

This report contains forward-looking statements regarding DyStar's sustainability goals which are based on current assumptions and subject to risks and uncertainties. Actual outcomes may differ materially, and DyStar undertakes no obligation to update these statements except as required by law.

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