

Facts & figures

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The below KPI's and information are used in Royal Smit & Zoon to determine the progress to long-term goals related to our Double Materiality Matrix topics. We use our own developed protocol and monitoring instrument to collect data for this report. This instrument ensures that data from our different locations can be compared and the Board of Management and internal stakeholders can easily be updated on the status of ESG and/or sustainability related projects. After careful analysis and review, while using our 2025 monitoring instrument, a number of 2023 and 2024 data needed to be restated. Data adjusted for 2023 and/or 2024 are marked with a *.

Health and Safety

Safety & Health	2023	2024	Target 2025	2025
Lost Workday Accidents (Injury Rate) ¹	0	0.70*	0	0
LWD (Lost Work Days) ²	0	16.6*	0	0
AR (Absentee Rate) ³	3.3%	2.7%	Maximum 3.5%	3.1%

¹ Number of injuries per 200.000 worked hours.

² Number of Lost Work Days per 200.000 worked hours.

³ Percentage of sick days over worked days.



Employee Training

(Average man-hours of training per type of training, split between male and female employees (in FTE))

Employee training	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Health & Safety*	12	6.5	13.2*	11.3*	12	9.1
Information Security ⁴	15	15	16	16	16	16
Employee Code of Conduct ⁵	0.5	0.5	0.5	0.5	0.5	0.5
Professional and personal development skills ⁶	N.a.		4.0*		8.7	

The significantly higher average Health & Safety training hours for men are driven by workforce composition. Most employees in operational and production roles—where mandatory and more extensive safety training is required—are male. The difference reflects the risk profile of these roles, not unequal access to training.

In 2025, Royal Smit & Zoon provided employees worldwide with approximately 35 mandatory online Information Security training modules, totalling 16 hours of training per person. These sessions equip our staff to identify, prevent, and respond to potential cybersecurity threats effectively. For those preferring in-person learning, classroom sessions were conducted in the Netherlands, China, and Italy.

Water Consumption

(M3/ton of product produced)

Water consumption	2023	2024	2025
Surface water	13.8	11.3	9.2
Ground water	4.1	3.6	3.8
Tap water	0.70	0.7	0.5
Total	18.6	15.6	13.5

Surface & ground water are used for cooling and discharged into rivers in compliance with the applicable permits. Ecology based limits for these discharges are not limited in volume, but in thermal and chemical composition. Most of the tap water consumption is for use as part of the composition of products and not discharged as waste water.

⁴ 2023 numbers includes employees for our Dutch and Chinese entities. 2024 and 2025 numbers include employees across all global entities.

⁵ 2023 numbers include the average man-hours of training on the Employee Code of Conduct for the employees in the Dutch, German and Chinese group entities, and for consultants (self-employed persons who are part of our Sales and Technicians workforce), as we continued the multi-year training program on the Employee Code of Conduct for the Dutch organization and implemented the first step (creating awareness) for the German and Chinese organizations. For 2024 and 2025, numbers include the average man-hours of training on the Employee Code of Conduct for the employees group-wide and consultants, as we continued and further expanded our training program.

⁶ For 2024, numbers are limited to the average man-hours of employee training on professional and personal development skills (not broken down by gender) for the Dutch Entity during work hours.



Water discharge⁷

(Per ton of product produced)

Water discharges		2023	2024	2025
Volume	m3/ton of product	0.1	0.1	0.1
Load of chemical oxygen demand (COD)	Kg/ton of product	3.9	2.7*	2.7

⁷ Water discharged as waste water is only a small fraction of the tap water consumption. See remarks above.

Waste & Waste reduction measures

(Kg/ton of product produced)

Waste	2023	2024	2025
Non-hazardous	3.86	24.28	23.3
Hazardous	7.51	58.28	51.6
Total	11.38	82.56	74.9

The higher 2024 figures are mainly due to two exceptional factors: the decommissioning of the Montorso production department, which generated a one-time increase in waste and wastewater during tank and equipment cleaning, and the reclassification of two major liquid streams at the Weesp site from wastewater to waste to meet Dutch reporting rules. These effects mask the ongoing impact of our long-standing waste-reduction efforts, which become visible again in the 2025 results. Some measures also reduce waste at customer sites, which is not reflected in the reported data.

Key Waste reduction measures:

- Intermediate Bulk Containers (IBCs): Use reconditioned IBCs for finished products, sourced internally or purchased second-hand (all sites).
- Pallets: Reuse for internal transport (all sites), repair and reuse where possible (Italy, China), return damaged pallets to suppliers for repair (NL sites).
- Drums: Sell used drums back to suppliers for recycling and reuse (Italy).
- Big bags: Reuse internally up to the allowable limit (max. 10 cycles).
- Return packaging: Send empty drums, pallets, and IBCs back to suppliers (NL sites).
- Material recovery: Collect powder from dust filters for reuse as raw material (syntan processing sites NL, India, China).
- Scrap metals: Collect and sell for recycling (all sites).
- Off-spec materials: Reprocess off-spec batches and continuously reduce off-spec generation (all sites).
- Water reuse: Reuse process rinse water for subsequent batches of the same product (liquid processing sites NL, Italy, China, India).
- Laboratory waste: Recycle expired retain samples from QC labs and application-lab products back into production (all sites).
- Waste separation: Collect paper, cardboard and plastic separately (NL, Italy sites), separate plastic and metal in offices (e.g. Weesp HQ).
- Cups & packaging: No use of disposable paper cups, use reusable glass and ceramic cups (NL sites).



- Organic waste: Collect leftovers for municipal garden composting (Italy).
- Plastic reduction: Reduced polyethylene film thickness for syntan bags from 180 to 140 microns, now containing 30–50% recycled material (rolled out after successful 2023 trials).

Waste water treatment

All wastewaters from our sites are being treated in external qualified Wastewater Treatment Plants (WWTP). Our Italian and Indian sites are located in industrial tannery districts that have common WWTP's. These are specialized in treatment of wastewater from tanneries and related chemicals producers, including the wastewater from leather application labs. Our Dutch sites are connected via sewers to municipal WWTPs or transport the waste water by tank car to such facilities. In our Weesp site, we have pre-treatment facilities for water from production and from the leather application lab before discharging into the sewer or transport by tank car. A specific sour water stream from Weesp production is being transported by tank car to an external commercial biological treatment plant as it cannot be handled by the municipal WWTP system. In China, our operations are located within a chemical industry park that is served by a central wastewater treatment facility. Within our own wastewater pretreatment system, we optimized both the selection of water treatment chemicals and the dosing methodology. These improvements strengthened the flocculation process and significantly reduced the moisture content of the sludge. As a result, waste sludge volumes decreased by more than 50% in 2025 compared with 2024. In addition, we conducted the cleaning production audit required by Environment Protection Bureau. In January 2026, we passed the expert panel audit meeting for acceptance assessment and reached the highest "advanced level".

At all our sites, we collect chemical waste separately for external treatment and prevent discharge into sewers. At all our sites, in line with local regulations, rainwater is being collected and discharged separately from process wastewater. Adequate technical and procedural measures are in place to prevent overloading of WWTPs with rainwater and pollution of the rainwater systems with process water or chemicals.

Raw materials

(%)

Raw materials	2023	2024	2025
Renewable	36.16	35.04	39.8
Non-renewable	63.84	64.96	60.2



Energy consumption

(in GJ)⁸

Energy	2023	2024	2025
Gas (scope 1)	54807	54372	45972
Fuel (diesel – scope 1)	2465	2182	1934
Fuel (gasoline-scope 1)	348	531	652
LPG (scope 1)	163	138	179
Total Scope 1	57783*	57224*	48737
Electricity non-renewable (scope 2)	7655	7491	7663
Electricity renewable (scope 2)	23450	22245	19369
Purchased heat (scope 2)	1908	3804	3057
Total scope 2	33013*	33540*	30090
Total scope 1+2	90797	90763	78827

⁸ From 2024, we report total absolute energy consumption numbers instead of intensities. This change aligns our reporting with international targeting and reporting standards, such as the Science Based target initiative (SBTi) and the Corporate Sustainability Reporting Directive (CSRD). Accordingly, the 2023 figures have been restated to reflect this approach.

Energy consumption reduction measures

Netherlands

Across both Dutch sites, we continued implementation of the four-year energy reduction plan, aligned with national energy legislation and the European Energy Efficiency Directive (EED). Key measures in 2025 included:

Weesp site

- Insulation of all hot-water pipelines in the boiler house to reduce heat loss.
- Replacement of the sulfatisation reactor with an improved design providing optimized heat transfer.
- Project launch to measure oxygen levels in the afterburner flue gases, aiming to optimize combustion efficiency and reduce gas consumption.
- Replacement of several frequency converters (including on mixers) to maintain high energy efficiency.
- Sub-metering of energy by area operational, helping to reduce the electricity baseload.
- Implementation of start/stop control on the source pump, switching off automatically when cooling is not required, reducing electricity use.
- Optimization of the afterburner operating hours resulted in lower gas consumption.
- LED lighting upgrades were completed in several departments at the head office.

Amersfoort site

- The air handling unit is switched off during winter periods, achieving significant electricity savings.
- Bulk tank storage temperatures were further optimized to only what is necessary for safe and reliable operation.



China

- The steam traps across the entire steam system were upgraded and pipeline routing for the heat exchanger was optimized. Steam consumption per tonne of fat liquor decreased from 0.302 t/t in 2024 to 0.267 t/t in 2025 (a 10% reduction).

India

India focused on measurement, monitoring and renewable energy generation:

- Energy meters were installed for all major equipment, enabling a detailed monitoring program to support future energy-reduction initiatives.
- At the Ranipet site, a total of 40 kW of solar panels was installed on the production and laboratory building roofs, with an additional 30 kW scheduled for installation in Q1 2026, facilitating long-term energy reduction at this site.

Packaging

(%)

Packaging	2023	2024	2025
Renewable	37.3	35.6*	36.7
Non-renewable	62.7	64.4*	63.3

All IBC's are manufactured with recycled plastic and re-used for 99%. Drums are up to 65% of recycled plastics. Since 2022, we are using bags with partly reused plastics (30-50%). Royal Smit & Zoon – Nera developed a more sustainable packaging material for the Zeology tanning agent in 2024. The project was completed and fully implemented in 2025, replacing all Zeology PE packaging with the new solution, even further reducing the environmental footprint of Zeology leather.

Loss of Primary Containment Incidents (LOPC)

LOPC's	2023	2024	Target 2025	2025
Category 1 ⁹	19	12	n.a.	13
Category 2 ¹⁰	3	1	<1	1
Category 3 ¹¹	0	0	0	0

⁹ Category 1 is defined by: Spill of a pollutant in a smaller quantity than categories 2 and 3

¹⁰ Category 2 is defined by: Spill of:

> 500 - < 50.000 kg nonhazardous substances

>100 - < 5.000 kg hazardous substances

>1 - < 100 kg toxic substances

¹¹ Category 3 is defined by: Potential catastrophic release of highly hazardous substances Spill of more than:

≥ 50.000 kg nonhazardous substances (i.e. vegetable or fish oil)

≥ 5.000 kg hazardous substances (ADR 1- 9, except ADR 6 or GHS word "danger" or "warning")

≥ 100 kg toxic substances (ADR 6)



Emissions

(CO₂ emissions in tons)¹²

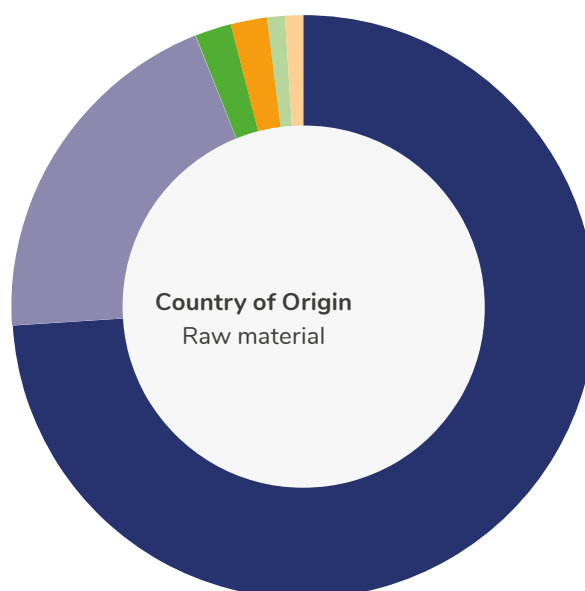
Emissions		2023	2024	2025
Direct Greenhouse Gas (GHG) emissions in tons CO ₂ equivalent	Gas (scope 1)	3096.6	3072.0	2606
	Fuel (diesel scope 1)	183.2	162.1	144
	Fuel (gasoline scope 1)	25,1	38,2	47
	Fuel (LPG – scope 1)	10,9	9,2	12
	Methane (scope 1)	0	0	0
	Nitrous Oxide (scope 1)	0	0	0
	Emission CFC's (scope 1)	0	281	264
	Total GHG Scope 1	3315.7	3562.5*	307
	Electricity (scope 2)	571.1	558,8	572
	Purchased heat (scope 2)	118.9	236,9	190
	Scope 2	689.9	795.7	762
	Total scope 1 + 2	4005.6	4358.2	3835

¹² From 2024, we report total absolute emissions numbers instead of intensities. This change aligns our reporting with international targeting and reporting standards, such as the Science Based target initiative (SBTi) and the Corporate Sustainability Reporting Directive (CSRD). Accordingly, the 2023 figures have been restated to reflect this approach.

Country of Origin

Country of Origin Raw Material

Europe	75.2%
Asia	22.2%
South America	1.3%
North America	1.1%
Africa	0.15%
Australia	0.05%



This overview presents aggregated sourcing data. A more detailed breakdown shows that the significant majority of our raw materials is sourced locally.



Environmental laws and regulations

There were no fines or sanctions applied in 2025 for non-compliance with environmental laws & regulations.

Incidents: Health & Safety impacts of products and services

In 2025, there were no incidents of non-compliance with regulations and/or voluntary codes concerning the health & safety impact of our products and services.

Incidents: Human & Labour Rights¹³

In 2025, there were no incidents related to paying Living Wages, fair compensation, Child Labor, Forced Labor or Human Trafficking, neither inside the company-owned operations nor outside the company-owned operations, but related to our value chain upstream and/or downstream. In alignment with our target, 100% of our employees and contract-workers worldwide have been paid at least a Living Wage according to the standards of our Royal Smit & Zoon ESG Policy and benchmarked to assure they meet or exceed the legal or industry minimum standards to provide for an appropriate living standard, following the [ETI base code definitions/standards](#).

All our entities across the globe respected the freedom of association and right to collective bargaining, according to the standards of our Royal Smit & Zoon ESG Policy and following the [ETI base code definitions/standards](#). In 2025, there were no incidents related to Freedom of Association and/or Collective Bargaining, neither inside the company-owned operations nor outside the company-owned operations, but related to our value chain upstream and/or downstream.

In 2025, there were two incidents related to Discrimination and/or Harassment (undesirable/inappropriate/unwanted behavior) that took place inside our company-owned operations. There was one incident related to Discrimination and/or Harassment that took place outside our company-owned operations, though related to our value chain upstream and/or downstream. All incidents were reported via our designated Confidential Counsellor for Integrity and Undesirable Behavior, following our Whistle Blower Policy and procedure, investigated and closed.

Incidents: Business Ethics¹³

In 2025, there were reported four incidents related to Business Ethics violations (such as Corruption & Bribery, Integrity) that took place inside the company-owned operations. All incidents were reported via our designated Confidential Counsellor for Integrity and Undesirable Behavior, following our Whistle Blower Policy and procedure, investigated and closed. No incidents related to Business Ethics violations took place outside the company-owned operations, but related to our value chain upstream and/or downstream.

¹³ From 2024, we report total absolute emissions numbers instead of intensities. This change aligns our reporting with international targeting and reporting standards, such as the Science Based target initiative (SBTi) and the Corporate Sustainability Reporting Directive (CSRD). Accordingly, the 2023 figures have been restated to reflect this approach.



Incidents: Sustainable Procurement¹³

In 2025, there were no incidents related to sustainable procurement, according to the standards of our Royal Smit & Zoon Business Partner Code of Conduct, neither inside the company-owned operations and nor outside the company-owned operations, but related to our value chain upstream and/or downstream.

Incidents: Information Security

To effectively mitigate information security risks, we adopt a comprehensive approach that integrates policies, risk assessments, technical and non-technical measures and procedures, and employee training. Our commitment to information security, including data privacy, is a critical element in our ESG Policy and Employee Code of Conduct (ECoC). Additionally, we have a specific Cyber Security Policy, Information (Data) Security (ICT) Policy, and Incident Management Policy in place. Annually, we engage external parties to conduct Cyber Security Risk assessments, and its findings are reported and accurately acted on to facilitate a continuous improvement cycle. Incident Response and Business Continuity Plans, supported by accompanying monitoring and control procedures, are in place to act immediately when - despite our Policies and Procedures - incidents occur. In 2025, Royal Smit & Zoon recorded six reportable incidents of information and/or cyber security incidents. Five of these breaches originated within our supply chain, and none resulted in data loss.

To further strengthen cybersecurity, we conducted 20 phishing tests across the globe, a significant increase from 15 in 2024. In addition, we proactively communicated about any cybersecurity challenges across the organization. For 2026, we will continue to conduct vulnerability scans and grey box penetration tests across our network, websites and cloud environment. This middle-ground approach, which combines insider and outsider perspectives, provides a realistic assessment of potential vulnerabilities. Additionally, we will perform Dark Web scans for employee information and conduct social engineering tests. All findings will be reported, analyzed and accurately acted upon to ensure continuous improvement of our security measures.

ESG targets included in incentive schemes

In 2025, we continued integrating ESG targets into the incentive schemes for all key management positions — including the Board of Management (BoM), their direct reports, and all specific job holders. As a result, 100% of these roles with an incentive program had ESG targets embedded for 2025. This practice reflects our belief that linking sustainability performance to remuneration is a powerful driver of continuous improvement. Individual ESG targets enable employees to translate our Guiding Principles into their daily work, align their actions with our mission of creating a sustainable leather value chain together, and contribute directly to our ESG ambitions. Each target was collaboratively defined by the employee, their line manager, Human Resources, and our ESG Director, ensuring that targets were relevant, practical, and supportive of our 2030 sustainability goals. The Board of Management approved the full set of ESG targets, which carry a 10% weighting within the overall variable remuneration structure.



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