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Working together on sustainable impact

shaping a future-proof linen service

ESG REPORT 2025



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1 Foreword

Using resources responsibly, caring for people, and doing business ethically. What once began as an aspiration has grown into a clear course for the future. As a specialist in linen service for the hospitality industry, Blycolin takes responsibility in every link of the supply chain. Sustainability therefore sits at the heart of the organization.

In recent years, Environmental, Social & Governance (ESG) has become increasingly anchored in our organization and our collaboration with partners. In 2025, we again took important steps. The codes of conduct for employees, suppliers, and partner laundries were strengthened and rolled out more broadly, and a whistleblower policy contributing to an open and ethical organization was introduced.

Progress has also been made in the area of supply chain collaboration. Together with partner laundries, we actively worked on sharing and structuring data on energy, water, and CO₂ emissions. This has led to insight into our Scope 3 impact and represents an important step toward more transparency and targeted sustainability improvement of the linen service supply chain.

The arrival of the Corporate Sustainability Reporting Directive (CSRD) remains an important driver. Since the start of this process, we have further mapped out our supply chain, defined ESG topics more sharply, and translated our ambitions into measurable goals and concrete actions. In 2025, further progress was also made in collecting, structuring, and comparing data. This creates better insight into our impact and helps to steer more purposefully.

This report provides a snapshot of where Blycolin currently stands. Not an endpoint, but part of a continuous development. Together with customers, suppliers, and partners, we continue to work on a linen supply chain that becomes increasingly more sustainable and transparent. That collective movement provides confidence and energy to continue building a responsible, future-proof linen service.



Interview: Marc van Boekholt

Looking back on 2025

"For us, 2025 was the year in which ESG increasingly became part of how we work.

In recent years, we've established the strategy and structure. In 2025, you can see that the topic becomes more concrete and visible, playing a clear role in the choices we make. At the same time, it became clear that sustainability is not a straight line. You make progress, but also encounter new questions and challenges. Looking back, we have made the shift from ambition to integration. ESG is no longer a separate theme, but part of our daily operations."

"The collection of data now enables us to set concrete goals. At the same time, it took time to make that data reliable. That quality is just as important."

ESG as a strategic choice

"For us, ESG is not an obligation imposed from the outside. It is a logical step in how we look at the future of our business. The hospitality sector is changing. Customers expect more transparency, legislation is evolving, and the pressure on raw materials is increasing. You see that ESG is increasingly becoming part of customers' procurement strategies. If you don't respond to that, you will fall behind over time. ESG is therefore a prerequisite for us to remain future-proof."



"Our strength lies in the supply chain. More and more links are moving along and you can see that in the impact."

Marc van Boekholt, CEO - Blycolin

Focus on impact

"We are very deliberately choosing the themes where we can truly make an impact: the laundries, the linen, and the collaboration in the supply chain.

That's where our greatest influence lies. That's where we manage energy, water, material use, and quality.

At the same time, that also means we don't do certain things. Not everything is scalable or reliable enough yet. In those cases, we choose to lay a solid foundation first.

One example is the electrification of our truck fleet. In 2026, we will take the first step to assess what is feasible in practice.

Technology, quality, and economic feasibility remain the starting point."

Leadership requires choices

"ESG requires you to make choices that go beyond the short term.

Sometimes that means investing even when you do not yet see immediate results. Sometimes it means not doing something, because it does not yet fit your processes or quality standards.

It is a continuous balancing act between ambition and feasibility. We do this together, so that decisions are also supported within the organization."

Collaboration in the supply chain

"The greatest impact lies within the supply chain. But you can't do that alone.

We see it as our role to connect and provide direction in this regard. By collaborating with partners, expressing expectations, and being transparent about what we do.

Cibutex is a good example of that. As a sector, we face the same challenges, for example regarding textile waste. By working together, you can make progress faster.

You also see this reflected in collaborations such as those with Wevotex and Saxcell, where we work together on new products, such as towels made with recycled fibers.

At the same time, you have to be realistic. Not every partner moves at the same pace. Then you look together at what is possible and sometimes you make choices about who you want to continue building with."

Greater insight, better choices

"It has helped us to take a closer look at our processes and our impact.

We have gained more insight into energy, water, and material use, including in the supply chain. This allows us to steer more effectively and make better choices.

Whereas we previously relied more on experience and intuition, we now base decisions increasingly on data.

ESG has thus become an integral part of how we manage the company."



3 The power of carefree linen service

Blycolin's concept and business model

Blycolin specializes in linen services for the hospitality industry. Since 1972, Blycolin has been handling the entire linen management process for hotels, restaurants, and wellness locations, offering textile solutions that go beyond delivery.

The strength lies in carefree linen management: linen that is reliably available, tailored to usage and peak moments, and supported by an organized process of cleaning, logistics, and monitoring.

With its headquarters in Zaltbommel, eleven owned laundries, four service offices, and more than one hundred partner laundries, Blycolin is active in the Netherlands, Belgium, Luxembourg, Germany, and Poland. Over 400 employees provide daily linen service to over 1,500 customers in the hospitality sector.



Mission

Blycolin is the reliable international specialist and partner in linen services for the hospitality industry. With a passion for quality, we strive for sustainable total solutions in collaboration with our customers, partners, and employees.

Vision

In our vision, we move forward together. Genuine collaboration with our customers, our textile suppliers, our own laundry facilities, and partner laundries forms the foundation of our success. With consideration for each other and the environment, we inspire one another toward sustainable linen concepts and new experiences. Smarter, faster, and better is our motivation; always in motion, with an eye on the future.



Our values that guide us

The following values form the foundation of our daily actions and our strategic choices:

Commitment to quality

Ultimate comfort starts with the reliable quality in our materials and service. That is why we work with carefully selected materials and certified laundries. Our products are extensively tested and continuously monitored. This results in high-quality textile solutions that customers have been trusting for decades.

Sustainability

We focus on a future-proof linen supply chain. This means we look not only at our own processes, but also at the impact of our suppliers and partners. We make conscious choices regarding materials and production, with attention to people, the environment, and the lifespan of textile.

Reliability and delivery assurance

Customers can count on continuity in delivery and service. Thanks to a (financially) stable organization and a large network of laundries, linen remains available, even during peak periods or disruptions. This is how we guarantee reliable service, day in and day out.

Personal service and dedication

Customers can reach Blycolin 24 hours a day, seven days a week, and have a dedicated contact person with specific knowledge of the customer, the textiles, and the industry. We also stand for personal and committed service toward stakeholders, such as suppliers and partner laundries.

Innovation

We continuously improve and innovate. This includes sustainable innovations for textiles, but also robotics and data solutions that contribute to efficiency and savings in the laundries.

Efficiency

We organize processes and logistics in such a way that linen is always available at the right time and in the right quantity. Through smart planning, data insights, and collaboration within the supply chain, waste and unnecessary trips are minimized and our service remains cost-efficient.

Approx. 116 million

Kilograms dirty laundry
per year

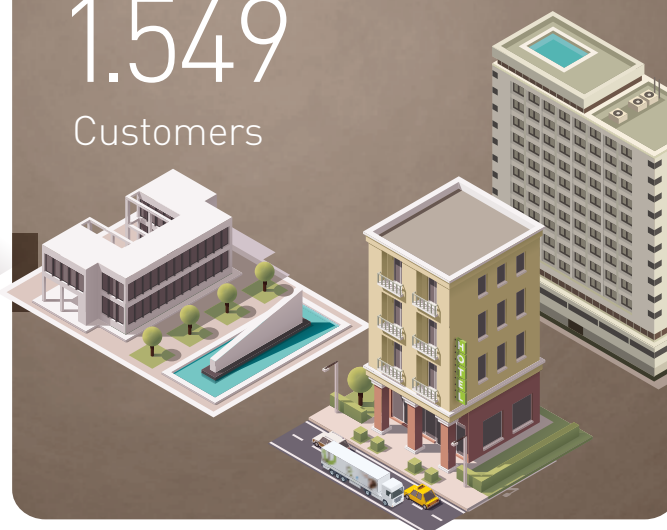
Approx. 38%

Share own laundries



1.549

Customers



11 Owned
laundries



420 Employees
per 31-12-2025

235 ♀

Women

185 ♂

Men



23.111.756

Hotelrooms
provided with
clean linen



127 Partner-
laundries

Revenue

€150.028.228

Linen as a service: the business model

Blycolin offers a complete linen concept for the hospitality industry, based on rental and professionally organized linen management. Customers choose from a carefully curated linen collection that has been extensively tested and remains available long-term.

At the core of the model is carefree linen management. Blycolin manages the entire supply chain: from procurement and inventory management to cleaning, logistics, and monitoring. This allows our customers to focus entirely on their guests. This service-oriented approach is supported by a structured process centered on five steps:

Selection and composition

Customers choose a linen package from the Blycolin collection: industrially washable and available long-term. Each item has been extensively tested for durability and performance.

1

Rental and inventory management

Blycolin invests in the linen and uses a pay-per-use model. The linen remains the property of Blycolin and is managed, replenished, and replaced as needed.

2

Laundry and logistics

The cleaning is carried out by a reliable network of our own laundries and partner laundries. Smart logistics ensures flexibility, short turnaround times, and delivery guarantees.

3

Customer relations and monitoring

Every customer has a dedicated contact person (account manager), supported by a team of customer service employees. The linen package is periodically evaluated on composition, quality, and volume. Usage is monitored via dashboards and adjusted where necessary.

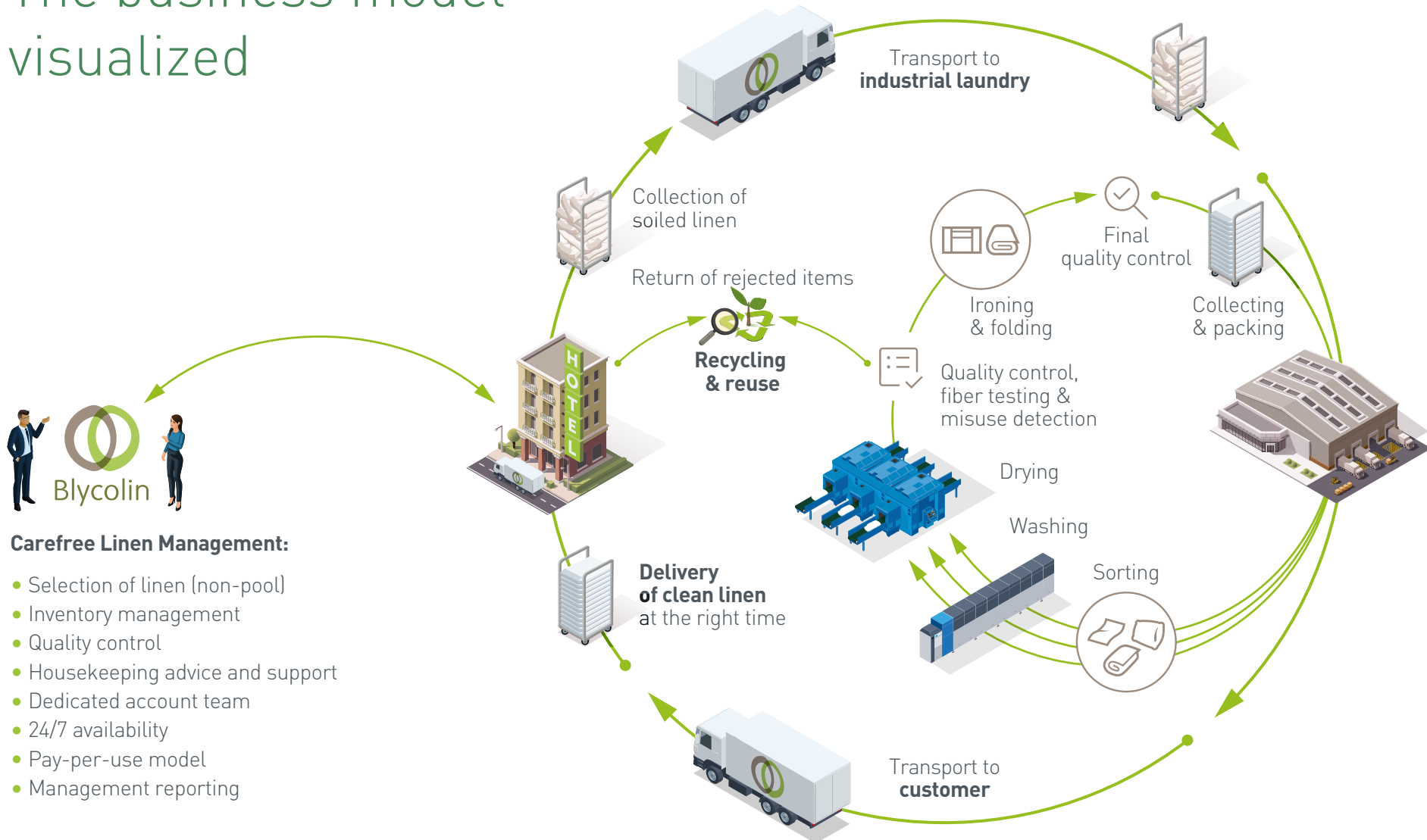
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Quality assurance and sustainability

The laundered linen is continuously monitored for quality, performance, and wear. Process controls and customer feedback form the basis for improvement. Where possible, textiles are reused or processed circularly.

5

The business model visualized



Collaboration in the linen supply chain

As explained, sustainable linen service does not begin with laundry, but already with the selection of raw materials and the design of the collection. And it does not end with delivery, but only at reuse or recycling.

Blycolin does not manage this process alone. Throughout the entire supply chain, collaboration with partners takes place to reduce impact and add value. This includes the use of responsible raw materials, the provision of reliable service, and the improvement of processes.

Every link in the supply chain contributes to the functioning of the linen service. Step by step, this creates a supply chain that places an ever/decreasing burden on the world around us and that better meets the needs of customers and partners.

VALUE CREATION MODEL

	1 Raw Materials	2 Suppliers	3 Own Locations & Employees	4 Customers & End Users	5 End-of-life partners
CHARACTERISTIC	 	 	 	 	 
STAKEHOLDERS	Linen manufacturers, raw material suppliers (cotton, polyester, yarns)	Linen suppliers, partner laundries, logistics providers, suppliers of detergents, energy and water, transport partners	Blycolin employees	Hotel management, housekeeping, purchasing organizations, hotel guests	Recyclers, fiber processors, yarn producers, upcycling partners, waste processors
ADDED VALUE	High textile quality, controlled origin	Availability, cleaning, logistical efficiency, traceability	Operational and supply chain control, customer relationship, quality assurance	Guest experience, availability, flexibility	Resource preservation, circular innovation
IMPACT	Water usage, CO ₂ emissions, social labor conditions	Energy and water consumption, chemical use, transport emissions	Safeguarding sustainable processes, applied innovation	Usage behavior, return quality, customer satisfaction	Waste reduction, lower incineration, closed-loop chain

Interview: Elsemiek Giskes

Hospitality and sustainability must feel like second nature

The July does not want to build traditional hotels. The July combines the freedom of apartment living with the service and quality of a design hotel, aimed at guests who stay in the city for longer periods.

Design, comfort, and the guest experience are central, while sustainability is increasingly becoming an integral part of the development and operation of the hotels.

For Elsemiek Giskes, Head of Hotel Operations at The July Group, sustainability does not need to be visibly front and center.

“We don’t position ourselves as a sustainable hotel. But sustainability is at the core of how we develop and work.”

Because The July develops and operates the hotels itself, decisions regarding energy, materials, and use are considered at an early stage. With four hotels now open, new locations will open in the coming years in, among other cities, Amsterdam, Lisbon, and Dublin.



“Guests want to experience comfort. Sustainability must naturally move along with that.”

Elsemiek Giskes, Head of Hotel Operations - The July

Sustainability without pedantry

“Guests come here to relax.”

According to Elsemiek, the greatest gains are often found in smart choices behind the scenes. Hotels are developed in accordance with BREEAM guidelines, with a focus on low energy and water consumption. Smart systems automatically optimize heating and cooling, which has already resulted in nearly a 10% reduction in energy consumption at some locations.

Steps are also being taken in day-to-day operations. For example, daily room cleaning is no longer standard at several locations, which reduces water, energy, and chemical consumption.

“Business customers increasingly look at sustainability. For leisure guests, price and location often still play a larger role.”

The greatest impact lies in the supply chain

“You can no longer do this on your own.”

During the conversation, it became clear that for The July, sustainability goes further than just its own buildings.

It is precisely in the supply chain that the hotel group sees the greatest challenge and the greatest impact.

“Scope 3 is ultimately where most of the impact lies.”

Together with Shalen Chen, ESG Coordinator at The July Group, The July is working ever more intensively on collecting data and mapping the supply chain. This also includes looking at double materiality analyses to gain a better understanding of risks and dependencies within the supply chain.

Suppliers play an increasingly important role in this. More and more, conversations focus on material use, CO₂ emissions, origin and transparency.

“We especially hope to learn from suppliers about what they focus on and how we can continue to improve together.”

In this context, Elsemiek mentions Blycolin as an example of a party that is already advanced in sharing data and supply chain insights.

“You notice that some suppliers are already much further ahead in terms of transparency and impact data, and you can learn a lot from that.”

Balancing comfort, quality and sustainability

“It must remain a good experience.”

With textiles and linen too, that consideration is constantly at play. Good bedding and comfortable linen remain essential for the hotel experience.

“Ultimately, guests book a hotel because they want to sleep well.”

At the same time, The July notices that sustainable choices are often more complex than they initially appear. Not only do material choices play a role, but also legislation, safety requirements, and availability across different countries

According to Shalen, legislation around materials and safety vary significantly by country. Elsemiek cites mattresses as an example. In some countries, stricter fire safety regulations apply, which means that sustainable alternatives, such as circular mattresses, are not always immediately applicable.

“You notice that legislation can be different from country to country. That makes it difficult to make the same sustainable choices everywhere.”

According to The July, sustainability is therefore not just about one material or certification, but about the entire supply chain behind it: production, lifespan, transportation, and use.

A new generation expects more

“For many young employees, this is self-evident.”

According to Elsemiek, the role of sustainability within hospitality is also changing rapidly. New generations of employees and guests increasingly expect organizations to take responsibility. Shalen notices that especially young employees find sustainability increasingly self-evident.

“Students who come to us almost always want to do something related to sustainability.”

At the same time, the reality sometimes remains complex. Investments in sustainability require time, collaboration, and money, while commercial performance also remains important.

“There will always be tension between impact, operations, and commercial reality.”



Looking ahead: building hotels with less impact

“You can only make progress if the entire supply chain moves with you.”

In the coming years, The July will continue to invest in smarter construction, more efficient operations, and closer collaboration within the supply chain.

According to Elsemiek, that is where the greatest opportunity lies to further make hospitality more sustainable without compromising on comfort.

“You can only truly make progress if suppliers, partners, and hotels continue to improve together.”

4 From themes to strategy and execution

The foundation of our ESG policy

To bring focus to the ESG policy, Blycolin has identified which sustainability themes are most relevant to the organization and its environment. Based on a materiality analysis (please see appendix), Blycolin has chosen six themes that are most decisive for long-term value creation and impact on people and the environment:

Product quality and hygiene

In the hospitality sector, textiles are an essential part of the guest experience. Clean, hygienic, and reliable linen forms the core of Blycolin's service.



Water use and savings

Water is indispensable both in textile production and in the laundry process. By using water-saving systems, by collaborating with partner laundries and focusing on efficient use, Blycolin reduces the impact on water use.



CO₂ reduction

Energy use in laundries, transportation, and textile production causes the greatest environmental impact in the supply chain. This fact, combined with rising energy prices and changing laws and regulations, makes CO₂ reduction an important priority.



Sustainable raw materials and product design

The choice of materials largely determines the environmental impact and lifespan of textiles. That is why we focus on more sustainable raw materials and smart product design. Another reason for this type of choice is the influence on social aspects such as working conditions.



Reuse and recycling

Discarded textiles constitute a significant waste stream. By focusing on reuse, recycling, and collaboration with partners, the lifespan of materials is extended and waste is minimized.



Safe and healthy work environment

Employees within Blycolin and at partners work daily in an environment with physical demands and operational risks. Attention to safety, health, and well-being is essential for sustainable employability and good employment practices throughout the entire supply chain.



Translation into ESG strategy

The material themes form the basis for Blycolin's ESG strategy. They give direction to important choices and to the subjects we actively focus our efforts. Based on these themes, clear ambitions have been formulated, which together set the course for Blycolin's further development in the areas of sustainability, quality, and collaboration within the supply chain. The following paragraphs explain these ambitions and the associated objectives. In the next chapter, we will go deeper into the concrete steps taken in 2025.

Our contribution to the SDGs

Since 2016, Blycolin has been using the United Nations' Sustainable Development Goals (SDGs) as a guiding framework for its sustainability approach. The SDGs thus form an important guideline within Blycolin's ESG strategy.

Within our supply chain, the greatest impact and opportunities for influence lie in the areas of working conditions, raw material use, water and energy consumption, and collaboration within the supply chain. Blycolin's activities and ambitions therefore align with SDG 8 and SDG 12 in particular.



SDG 8 – Decent work and economic growth

The linen and textile sector faces global risks regarding working conditions and safety. Blycolin is committed to safe and healthy working conditions, both within its own organization and throughout the supply chain. This is achieved by focusing on sustainable employability, safety, audits, and clear requirements for suppliers and partner laundries.



SDG 12 – Responsible consumption and production

Within the linen service supply chain, a significant part of the environmental impact stems from the production of textile, the washing process, transport, and the use of linen by guests. Blycolin therefore focuses on more sustainable materials, circular textile, and extending the lifespan of linen. At the same time, work is being done to reduce water, energy, and material consumption in order to further lower the environmental impact within the supply chain.



The four ambitions of Blycolin



Ambition 1:

Quality as the foundation for a distinctive linen service

Reliable, every single day

Quality has been the basis of our services for many years. The ambition is to further professionalize this quality, harmonize it internationally, and make it structurally measurable across all countries and laundries.

Blycolin is working toward a uniform quality standard for both owned laundries and partner laundries in all countries, supported by a shared assessment methodology for the quality of washed linen. This makes our quality performance more comparable and enables us to manage more purposefully toward improvement, safeguarding, and further professionalization of quality throughout the entire linen service supply chain.

In addition to product quality, customer experience also plays a key role within our quality approach. By measuring customer satisfaction in a structured and consistent manner across all countries, we gain better insight into the perception of service, quality, and reliability. These insights form the basis for further improvement and a recognizable, consistent quality experience in all countries where Blycolin is active.



Ambition 2:

100% sustainable linen collection

Responsible, future-proof and circular

Blycolin is working toward a fully sustainable linen collection, with attention to the complete lifecycle of textiles: from raw material and production to reuse and recycling.

Our focus lies on increasing the share of more sustainable materials, such as recycled and certified raw materials, and on reducing the collection's CO₂ and water impact. At the same time, we are working on circular solutions for end-of-life textiles, whereby discarded linen is reused as high-quality material or repurposed as a raw material for new textiles as much as possible.

The four ambitions of Blycolin



Ambition 3: **Sustainability improvement of the laundries** **Less water, CO₂ and energy**

Blycolin is working on structurally reducing the environmental impact of laundries and the broader linen supply chain. The focus is on reducing water use, energy use, and CO₂ emissions in both own laundries and partner laundries.

To enable more targeted management, we are continually building a deeper insight into energy, water, and emission data within the supply chain. These insights form the basis for further optimization of processes, energy efficiency, and collaboration with partner laundries. The ultimate goal is a climate-neutral linen supply chain by 2050, with emission reductions aligned with the 1.5°C pathway of the Paris Agreement toward 2030.



Ambition 4: **A responsible and transparent supply chain** **Fair, transparent and reliable**

Blycolin wants to build a fair, safe, and transparent supply chain together with its partners. Clear principles apply to this in the areas of working conditions, integrity, and responsible entrepreneurship for suppliers and partner laundries.

Supply chain responsibility takes shape through supplier assessments, audits, and the further implementation of the Code of Conduct within the supply chain. Within our own organization, our focus is on being a good employer, with special attention to increasing the sustainable employability and vitality of employees.

The ambition is a supply chain in which partners apply the same standards, risks are better manageable, and we work together toward a future-proof sector.

ESG Roadmap Staying the course toward 2030 and 2050

	Topic	2026	2028	2030	2050
Ambition 1	Service & quality	Quality level score ≥ 7 own laundries (NL/BE)	Quality level score ≥ 7 in all laundries (all countries)	Score ≥ 8 in all laundries (all countries)	Structural distinction in service and product quality
	Customer experience	Measurement uniform method (all countries)	Customer satisfaction score $\geq 7,5$	Customer satisfaction score ≥ 8	Structural distinction in customer experience and customer retention
Ambition 2	Sustainable collection	New products meet established sustainability criteria	Collection toward 20% Basic / 50% Preferred / 30% Best & Better	90% sustainable collection 60% Better / 30% Best	100% sustainable collection
	End-of-life (EOL) re/upcycling	Cibutex rolled out in all countries	100% EOL for recycling or reuse	25% EOL for new raw material	100% EOL for new raw material
	Raw material impact	Targets set CO ₂ (Scope 3) and water	Reduction plan in progress	Lower CO ₂ emissions and water impact in textile production (Scope 3)	Maximum reduction of emissions in the textile supply chain (Scope 3)
Ambition 3	Own laundries	Targets set CO ₂ (Scope 1 and 2) and water	Reduction plan in progress	Lower CO ₂ emissions and water per kg	Climate neutral
	Partner laundries	Targets set CO ₂ (Scope 3) and water	Reduction plan in progress	Lower CO ₂ emissions and water per kg	Climate neutral
	Footprint (Scope 1, 2 and 3)	Establishing climate policy, transition plan, and risk analysis	Reduction plan in progress	In line with the Paris Agreement	Net zero in 2050
Ambition 4	Textile purchasing	Raw materials risk analysis completed	100% of strategic textile-suppliers audited (ESG)	100% audit points followed up	Due diligence (people and environment) secured
	Partner laundries	Code of Conduct implementation started	80% signs Code of Conduct	100% audited labor conditions	Due diligence (people and environment) secured
	Healthy & safe working	Vision on sustainable employability and vitality established Absenteeism due to illness $\leq 9\%$	Development of sustainable employability and vitality plan	Translation into local policy	Sustainable employability secured

From strategy to execution

The ESG ambitions are translated into concrete actions and targets in the roadmap. For each theme, the steps to be taken and the key developments have been outlined for the coming years.

The roadmap provides structure to the execution and clarifies where Blycolin stands, which priorities have been set, and where further development is needed.

In the coming years, the focus will be on further reducing environmental impact, strengthening circularity, improving quality, and increasing social responsibility within the supply chain. To manage this more effectively, we are simultaneously investing further in data collection and insights into supply chain performance.

Interview: Nicolet Keetelaar

From strategy to visible results

Sustainability only gains value when it becomes visible in practice. At Blycolin, that responsibility lies largely with Nicolet Keetelaar, ESG Manager and Corporate Procurement.

Her role revolves around sharpening the ESG direction and translating it into concrete actions within the organization. She connects strategy with execution, internally with teams and externally with suppliers and customers.

**“The strategy provides direction.
But you have to make it concrete in operations.”**

From insight to informed decisions

The past year was defined by building insight. A great deal was invested in collecting, checking, and understanding data.

**“We could have formulated objectives faster,
but not with the same level of certainty.”**

That approach has led to a stronger foundation. Not only numbers, but also a deeper understanding of processes and impact. This creates room to steer more purposefully and to better substantiate choices.



**“You have to make choices, otherwise
you make no impact anywhere.”**

Nicolet Keetelaar, ESG Manager - Blycolin

In addition, deliberate focus has been placed on three themes: CO₂ reduction, supply chain collaboration and material choices.

“We looked at where we could make the most impact and placed our priority there.”

Concrete steps are visible on these topics. CO₂ emissions and water use are becoming more transparent and are demonstrably reduced, the share of more sustainable materials is growing, and choices are increasingly based on data rather than assumptions.

**“We were already doing a lot.
Now, we are making it visible.”**

The greatest challenges: balancing sustainability, quality, and costs

Practice shows that sustainable choices are always part of a broader consideration.

“Quality is our reason for existing. If that declines, we have to replace things sooner. Then, ultimately, you’re being less sustainable.”

Measures such as reducing water use or making different material choices have a direct effect on performance, lifespan, and costs. At the same time, market prices are under pressure and not every customer is willing to make an extra investment.

“On the one hand, you want to be very sustainable, but that means you have to invest.”

On top of that, the lifespan of new, more sustainable materials has not always been proven in practice yet. This calls for a phased approach, where we test, learn, and adjust before scaling up.

Dependent on the supply chain: collaboration sets the pace

A large part of the impact lies in the supply chain: with suppliers, laundries, and customers.

“We cannot do this alone.”

Over the past year, collaboration has intensified. Suppliers provide data more frequently, laundries offer more insight, and conversations are becoming more substantive. The meetings with partner laundries have played an important role in this.

They have been actively included in the ESG ambitions and the data collection process.

“Three years ago, sharing data with each other was not a given.”

At the same time, dependency remains a challenge. Not all partners move at the same pace, which sometimes leads to reconsideration of collaborations.

Customers are also playing an increasingly larger role in this. They ask more targeted questions about impact, data, and material use and expect transparency. This requires better substantiation and clear choices.

When ESG truly comes to life

The change becomes visible when ESG becomes part of daily work.

“When colleagues come up with ideas on their own, when they actively talk to customers and stakeholders themselves, it stops being just a little project.”

That movement has now been set in motion. ESG is increasingly incorporated into decisions and processes within the organization.

Proud of the progress

The biggest step lies in the transition from ambition to implementation.

“I’m especially proud that we took it from an ambition document to actual execution.”

That process was intensive and demanded a lot from the organization.

“It has taken a lot of blood, sweat, and tears, and perhaps some frustration and pressure.”

At the same time, the results are visible. ESG is increasingly embedded in processes, decision-making, and collaboration, also across national borders. Collaboration between different countries and teams is becoming more intensive and consistent, resulting in an increasingly unified approach.

“It is becoming increasingly self-evident.”

Where people once thought “this will never work out,” Nicolet now sees that ESG is increasingly becoming part of the way we work and of the shared value proposition.

“What sustainability means is becoming clearer.”



Nicolet on the cotton fields in India

What surprised you most?

The pace at which the outside world is changing. Customers, partners, and stakeholders ask increasingly specific questions and expect more transparency. New laws and regulations accelerate this development further.

At the same time, it is becoming clear how complex it is to comply with everything immediately, for example when it comes to data collection in the supply chain and answering increasingly specific customer questions.

“Expectations are evolving fast. That also requires that your organization grows along with it.”

Outlook: Focus on circularity and supply chain collaboration

In the coming years, the focus will shift toward circularity and further collaboration within the supply chain. Reusing textiles and closing loops play an important role in this, partly due to new laws and regulations.

“We need to take that step. But we cannot do that alone.”

In doing so, focus remains essential to maintain progress.

5 ESG in practice

Quality as a foundation

Quality made measurable

Quality forms the foundation of Blycolin's service delivery. This chapter shows how quality was measured, monitored, and further professionalized in 2025. Through quality controls, customer satisfaction surveys, and uniform assessment methodologies, increasingly better insight is gained into performance throughout the entire linen service supply chain.

Quality goes beyond clean and presentable linen. It is about reliable service, consistent quality, and products that are suitable for intensive use within the hospitality sector.

Sustainability is inseparably linked to quality in this regard. The longer textiles last, the less new production is needed and the lower the impact on raw materials and the environment.

Quality is assessed integrally based on product, process, and service quality. The overview shows how quality is structurally measured and monitored within the linen service supply chain.

At Blycolin, quality stands for:



Clean and hygienic



Undamaged and correctly processed



According to customer-specific agreements



Consistent according to established standards



Continuously monitored and improved

"The quality of linen lies primarily in what we measure and continuously monitor: from appearance and finish to weight, dimensions, and whiteness. Moreover, quality is more than a snapshot in time. It is also about how linen holds up during use and in the laundry. By recording results and identifying deviations early, we gain insight that enables us to improve quality purposefully together with suppliers."

Arjette van de Streek
Purchasing employee



Quality checks from source to customer by 2025

PRODUCT QUALITY



1. Source - Product & Supplier

GOAL: PREVENT POOR QUALITY FROM ENTERING THE SUPPLY CHAIN

Product testing (for collection inclusion)

- technical properties (weight, dimensions)
- color and whiteness
- tensile strength
- pilling and wear
- washability and workability
- long-term availability

Supplier evaluation (annual)

- product quality
- innovation
- collaboration
- financial stability
- ESG performance

If the score is low:

- improvement plan for a score of 7 or lower
- reconsideration of collaboration



2. Incoming goods (warehouse)

GOAL: ENSURE THAT NEW TEXTILES MEET REQUIREMENTS BEFORE USE

Random inspections

- visible and measurable deviations
 - damage
 - color differences

Deviations:

- record
- report to supplier

PROCESS QUALITY



3. Periodic laundry assessment

GOAL: DELIVERING CONSISTENT QUALITY TO CUSTOMERS

Visual and technical inspections

- stains and damage
- whiteness/color consistency
- folding method and finish
- packaging and layout
- condition of containers and logistics

Hygiene inspection

- DES control (cleaning process assurance)
- process control (ICM)
- test for four types of contamination:
 - street dirt (oil/pigment)
 - food
 - bleachable stains
 - blood

Output:

- 145 checks (NL, 2025)
- in-house + partner laundries (±80% volume)
- uniform assessment methodology

In case of low rating:

- root cause analysis
- improvement measures and recommendations
- re-inspection within ±6 months

SERVICE QUALITY



4. Customer experience

OBJECTIVE: TO DETERMINE WHETHER QUALITY IS ACTUALLY PERCEIVED

Customer Satisfaction Survey (CSS)

- service and communication
- delivery reliability
- linen quality
- inventory and availability

Output:

- responses NL/BE: 190
- score NL/BE: 7.98
- specific areas for improvement



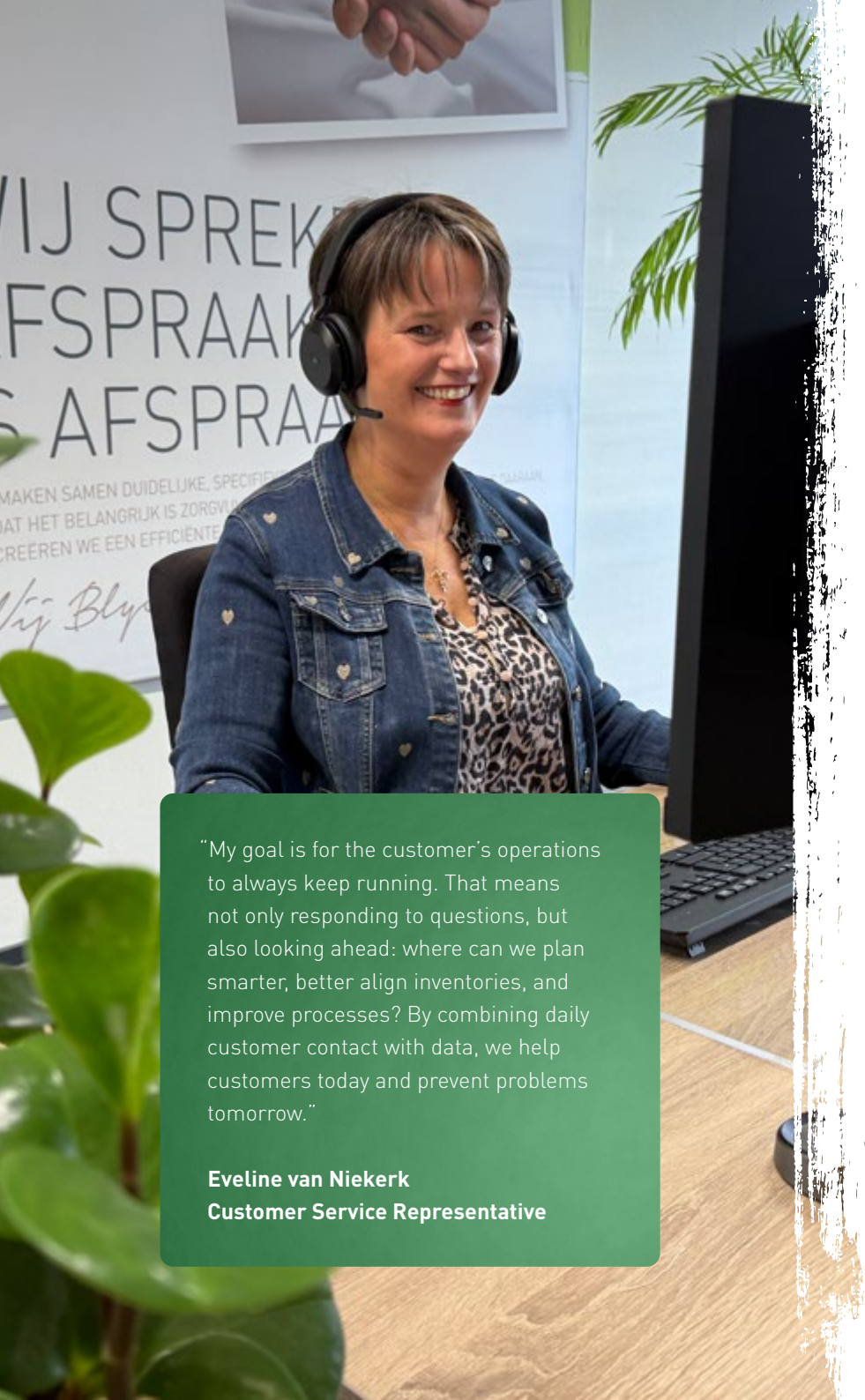
5. Management & improvement

GOAL: CONTINUOUSLY IMPROVE QUALITY

- analysis of all controls
- discussion during management reviews
- actions by topic:
 - laundry
 - product
 - service

Specific follow-up:

- additional checks
- process adjustments
- supplier or laundry improvements



"My goal is for the customer's operations to always keep running. That means not only responding to questions, but also looking ahead: where can we plan smarter, better align inventories, and improve processes? By combining daily customer contact with data, we help customers today and prevent problems tomorrow."

Eveline van Niekerk
Customer Service Representative

Uniform quality approach

The quality of the washed linen is assessed through a structured assessment methodology. In 2025, this methodology was recalibrated to achieve greater uniformity and better comparability across all laundries.

Operational and commercial teams now assess laundries in an identical manner. This creates a uniform way of working that makes performance more comparable and enables more targeted efforts toward improvement and quality assurance across all countries.

Due to the adjustment of the methodology in 2025, a representative average score is not yet available. However, in 2025, the first steps were taken toward international harmonization. Belgium and Germany have begun implementing the updated methodology. Further rollout will follow in 2026, after which Poland will join in 2027.

What do our customers say?

In addition to product and process quality, Blycolin measures how customers experience our services. In 2025, customer satisfaction surveys were conducted in the Netherlands and Belgium. Over 190 customers rated us with an average customer satisfaction score of **7,98**.

Customer feedback and quality measurements provide valuable insights into strengths and areas for improvement within the service delivery. Positive mentions include personal contact, engagement, and a solution-oriented approach. At the same time, topics such as linen quality, finishing, container availability, and inventory management remain important focus areas for our improvement agenda.

Germany and Poland will start customer satisfaction surveys in 2026. The results will be structurally included in reporting from that point onward.

Focusing on improvement

The results from quality checks and customer satisfaction surveys are discussed within the organization and incorporated into management reviews. Based on these results, targeted improvement actions are initiated in the areas of laundry processes, product quality, and service delivery.

Realized in 2025

- Revised laundry assessment methodology rolled out in the Netherlands
- Initial international alignment of quality measurements initiated
- 190 customer satisfaction measurements conducted in the Netherlands and Belgium (score: 7.98)

Environmental

More insight into environmental impact

The environmental impact of linen service arises in multiple links of the supply chain. The greatest impact lies in the operational processes: washing, drying, and transporting textiles. It is precisely there that energy use, water use, and CO₂ emissions converge and where the greatest opportunities are to reduce impact.

Textile production also plays an important role. The extraction of raw materials and their processing into linen products require large quantities of water, energy, and materials and thereby contribute substantially to the total environmental impact of the supply chain.

In 2025, further progress was made in collecting and centralizing data on energy use, water consumption, and supply chain emissions. This provides increasingly better insight into the environmental impact within the various links of the linen service supply chain and shows where further improvements are possible.

At the same time, Blycolin is entering a new phase of sustainability improvement of our owned laundries. The measures with relatively limited investments have largely been implemented, which means the focus is shifting to more complex optimizations and technological improvements. In 2025, work was done, among other things, on insulation studies, heat loss measurements, and external advisory processes. These steps require higher investments and a more targeted approach, but are necessary to achieve further sustainability improvements.

Key environmental topics in the linen supply chain

TEXTILE PRODUCTION



MATERIALS



WATER

CO₂

The production of textiles requires raw materials, water, and energy and therefore has a significant environmental impact.

LAUNDRIES



ENERGY

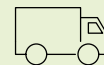


WATER

CO₂

Washing and drying linen is the most energy and water intensive part of the linen supply chain.

TRANSPORT

CO₂

Transport of linen between customers, laundries, and distribution is the primary source of CO₂ emission.

Energy use and CO₂ emissions in laundries

In 2025, further progress was made in gaining insight into energy consumption and CO₂ emissions within our own laundries and partner laundries.

Emissions of CO₂ (kg) per kilogram of soiled laundry

Overview per own laundry

		2025	% '25 vs '24	% '25 vs '23
Belgium	Maasmechelen	0,244	6%	-3%
	Mechelen	0,223	-2%	-3%
	Average	0,233	2%	-3%
Germany	Bad Münster	0,257	1%	-7%
	Average	0,257	1%	-7%
Netherlands	Bunschoten	0,156	-13%	-16%
	Heerenveen	0,231	-13%	-11%
	Katwijk	0,255	12%	9%
	Kolham	0,213	-17%	-24%
	Renkum	0,226	-8%	-10%
	Spijkenisse	0,214	-12%	-18%
	Leiden	0,343		
	The Hague	0,328		
	Average	0,228	-6%	-8%
	Average excluding Leiden and The Hague	0,215	-11%	-13%
TOTAL		0,232	-3%	-6%

Own laundries

In 2025, a number of measures were implemented to reduce CO₂ emissions in Blycolin's own laundries.

Kolham:

- Complete insulation of the steam boiler – 1 to 2% savings on gas.
- Insulation of pipework and fittings – 1 to 2% savings on gas.

Spijkenisse:

- Installation of steam flash system at steam boiler – 2 to 3% savings on gas.
- New variable frequency drive compressor – 1 to 2% savings on electricity.

Katwijk:

- Steam boiler insulation – 1 to 2% savings on gas.
- Insulation of pipework and fittings – 1 to 2% savings on gas.

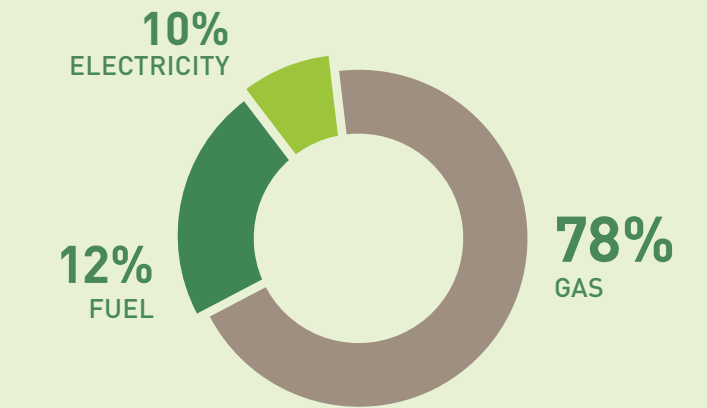
Mechelen:

- New variable frequency drive compressor – 1 to 2% savings on electricity.

Bad Münster:

- In 2025, the gas pipes were insulated to further reduce gas consumption.
- Drain and condensate heat from the large flatwork ironer reused for heating water for the wash line.

Total energy consumption of own laundries by energy source



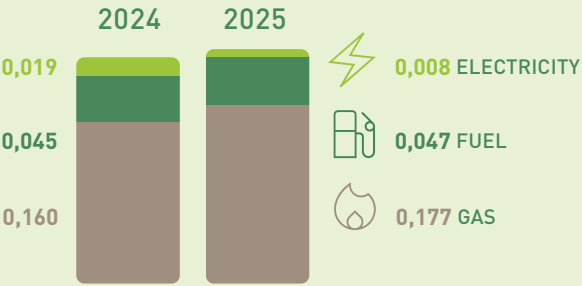
Furthermore, virtually all Dutch laundries have been using Dutch solar energy since January 1, 2025. Only The Hague, Leiden, and Katwijk are not yet included. In 2025, this represented a reduction of approximately 654 tCO₂ for the Dutch laundries. Belgium will also switch to green energy as of January 1, 2026.

The figures show that several laundries have further reduced their CO₂ emissions per kilogram of dirty laundry. At the same time, differences between laundries remain visible. These differences are related to factors such as the technical condition of equipment, the design of washing processes, the type of linen being processed, and incidental deviations within production processes.

The acquisition of the laundries in Leiden and The Hague in 2025 additionally affects the comparability of the overall results. Therefore, the report also includes a comparison excluding these locations.

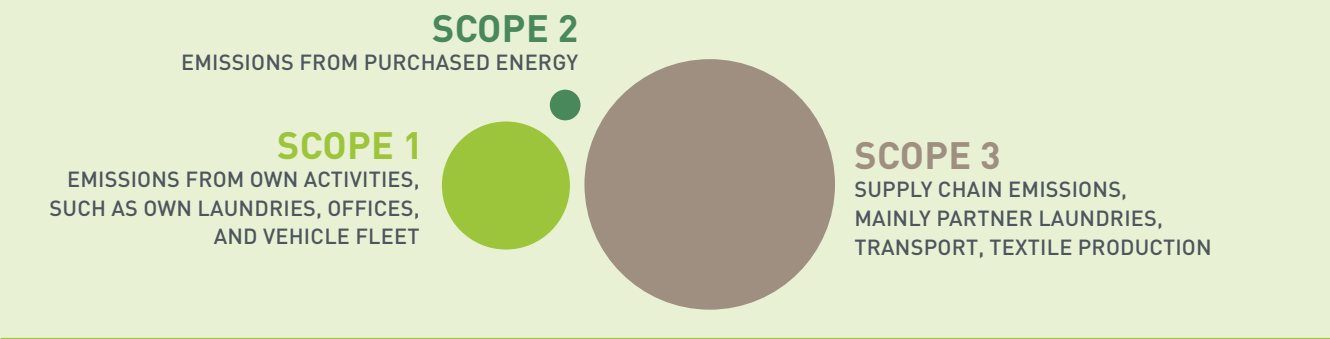
This information provides insight into the climate impact of the supply chain and forms the basis for targeted improvement measures.

CO₂ emissions (Scope 1 and 2) per kg of soiled laundry (own laundries)



In 2025, emissions were mapped according to the international Scope 1, 2, and 3 classification. This has provided better insight into where the greatest climate impact lies within the organization and the supply chain. For Blycolin, the Scope 3 emissions are particularly relevant.

Explanation of Scope 1, 2 and 3



Collaboration with partner laundries

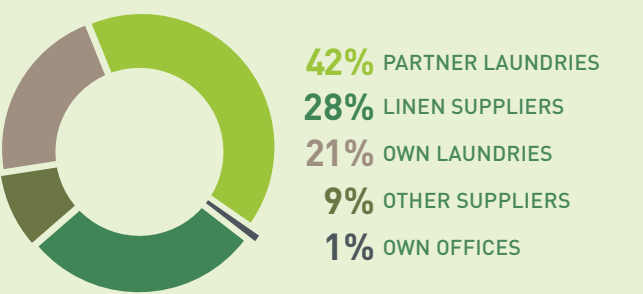
In 2025, an important step was taken in the collaboration with partner laundries around sharing data on energy consumption, water consumption, and CO₂ emissions. During two meetings, ESG ambitions were shared and active efforts were made to exchange data and insights.

This is creating increasing transparency within the supply chain and a shared basis for more targeted management of sustainability. In the coming years, the focus will be on further expanding collaboration and data exchange with partner laundries in Germany and Poland, and on using data for benchmarking and improvement measures.

These emissions arise, among other places, at partner laundries, in transport, and in the production of textile by suppliers. Because a significant part of the washing process is carried out by partner laundries and textile is purchased externally, a large part of the environmental impact is located within the supply chain.

This includes optimization of washing processes, using more energy-efficient equipment, and utilizing more sustainable energy sources.

CO₂ emissions (Scope 1, 2 and 3) 2025 by type of company



Interview: Kris Willems and Fien Willems

How family business Wasserij St. Jan works every day toward less environmental impact and better quality

Wasserij St. Jan is not a company that grows for the sake of growing. What began over 66 years ago with the great-grandfather of Kris Willems is now a family business that brings together four generations. Kris runs the laundry together with his wife and four children, each of whom has their own role within the company.

That family foundation also shapes the choices they make. The ambition is not in more volume, but in working better: more efficiently, with less impact, and with consideration for the people on the work floor. Sustainability is therefore not a separate project, but part of daily practice.

Working together as colleagues

From the start of the collaboration between Wasserij St. Jan and Blycolin in 2018, it has not felt to Kris like a traditional customer-supplier relationship.



“You don't have to figure everything out yourself. You help each other move forward.”

Kris Willems, Owner - Wasserij St. Jan

"It is more like working together as colleagues. Not someone saying: you have to do this. We look at it together: how do we solve it? That works well and keeps us sharp."

That joint search for solutions is precisely what makes the difference. Complaints or deviations are quickly addressed, with quality always remaining the starting point.

"It simply has to be right. Clean, correct, and on time. That's what we work on together."

Learning from each other instead of comparing

In January and December, Blycolin organized meetings with partner laundries from the Netherlands and Belgium. What stood out most during these meetings was the openness.

"In the past, everyone kept their numbers to themselves. Now you share them. Not to show who is doing better, but to learn from each other."

According to Kris, this represents an important development for the sector. By gaining insight into each other's processes and performance, there is room for improvement.

Sometimes that improvement lies in technology, sometimes in small practical adjustments.

Measuring is confrontational, but necessary

Since mid-2025, Blycolin asks to share data on water use, energy, and gas consumption. According to Kris, working with this data primarily raises awareness.

"You start to look at it differently. You spot consumption faster."

At the same time, it is also confrontational.

"It's never good enough. You always see that there is room for improvement."

That is precisely why comparing with other laundries is interesting. Not to compete, but to gain insight.

"Then you know: are we on the right track, or do we need to make adjustments?"

Where is the real impact?

In day-to-day operations, sustainability is anything but abstract.

"The greatest impact lies in water and energy. That's where you need to look."

This places the focus on the most significant environmental impact within the laundry. In recent years, investments have been made in solar panels and, more recently, in a battery for energy storage. At the same time, new ways to better utilize water and heat are being explored.

"We are continuously working on it: where is something still being wasted? What can we reuse? There is still room for improvement."

A concrete outcome of the sessions is the choice of a new detergent supplier, Christeyns. This will help lower water consumption in the coming years.

Not everything works perfectly right away. Kris refers to the battery, for example, as "not yet a success story," but still a step that is building experience.

Not bigger, but better

For Kris, the future of Wasserij St. Jan clearly does not lie in scaling up.

“I don’t want to grow bigger in kilograms. Then you get other problems. It has to remain manageable.”

The ambition lies in quality and efficiency. In a work environment that is better for employees and in processes that are designed to be smarter and more sustainable.

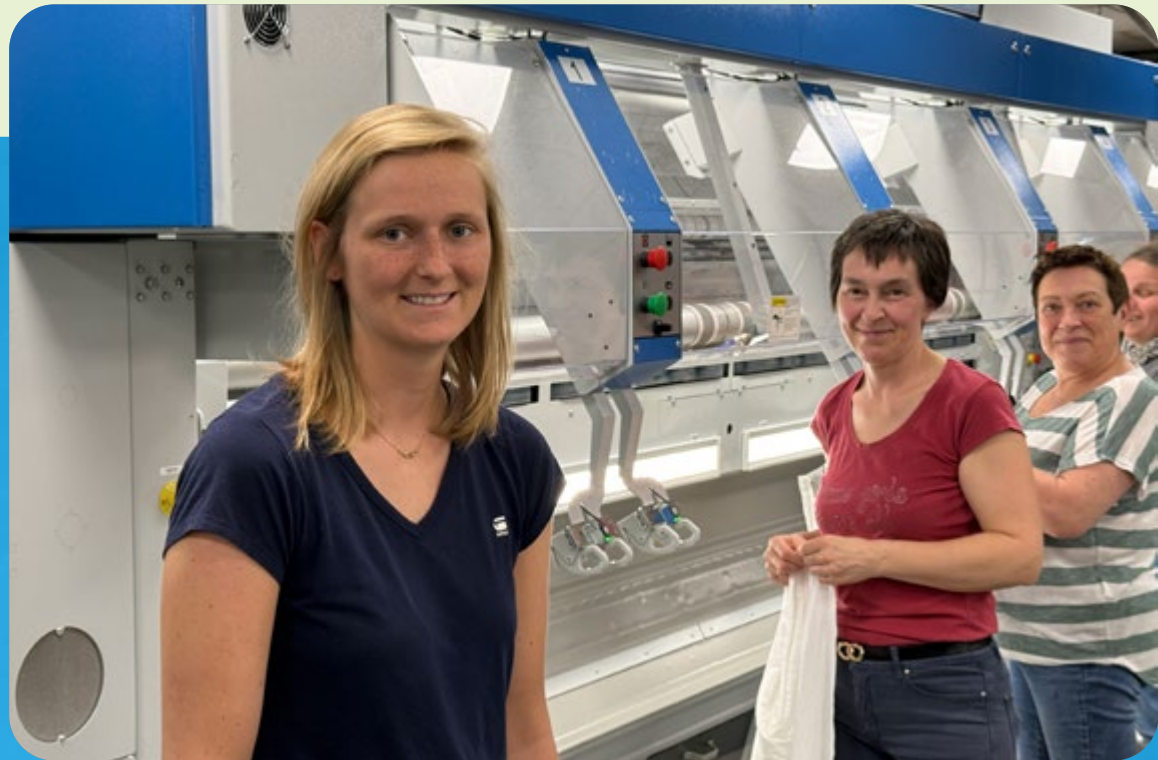
“As long as we keep doing it well and can keep doing it together, that’s what matters to me.”

Pride runs in the family

When asked what he is most proud of, Kris doesn’t have to think long.

“My children. That they are all involved in the business. I never expected that.”

It shows where the real value lies. Not only in machines or processes, but in the people who carry the company. Employees often remain with the laundry for many years.



Collaboration as the key

If the sector were to stand still, it is clear to Kris what would happen.

“Then you would fall behind. The strength lies in improving together.”

With that, he touches on the core of the development that is becoming visible: sustainability as a shared challenge. Not something one party solves alone, but something that emerges through collaboration.

“The contact with Blycolin helps. A quick call, looking at it together. And the knowledge that gets shared, that’s genuinely useful.”

The contact with other laundries also plays a role in this. By visiting each other and exchanging experiences, momentum is created.

Water use in laundries

Water is an essential part of the washing process. Through collaboration with partners such as Christeyns and TBR, and further optimization of washing processes, water use within several laundries has been further reduced.

In 2025, Kolham recorded the lowest water consumption per kilogram of dirty laundry. Consumption decreased from 4.09 liters per kilogram in 2024 to 3.5 liters in 2025. Improvements are also visible at other laundries. Investments made in 2024, such as the adjustment of the water management system in Kolham and the installation of a new wash line in Mechelen, are yielding clearly visible results. At the same time, finding the right balance remains important. Further reduction of water consumption can affect hygiene, textile quality, and the lifespan of linen. A lower water consumption, therefore, does not automatically lead to a lower total supply chain impact.

Water consumption is influenced by various factors, such as the technical condition of equipment and deviations within the washing process. Small technical deviations, such as valves or pumps that are not functioning optimally, can directly affect water consumption and are not always immediately visible. The type of linen and the quantity of textile supplied also play a role in this.

Blycolin continues to explore opportunities to use water more efficiently within washing processes, including through optimization of wash programs, modernization of equipment, and continuous monitoring. At the laundry in Germany, for example, water was saved through a new detergent supplier and an adjusted washing process.

Together with partners, Blycolin continues to seek the right balance between hygiene, textile quality, and water consumption within the washing process.

Consumption of water (liters) per kilogram of soiled laundry

Overview per own laundry

		2023	2024	2025	% 2025 vs 2023	% 2025 vs 2024
Belgium	Maasmechelen	6,97	5,08	4,79	-31%	-6%
	Mechelen	6,07	4,14	4,10	-32%	-1%
	Average	6,48	4,60	4,42	-32%	-4%
Germany	Bad Munder	5,71	5,97	4,94	-14%	-17%
	Average	5,71	5,97	4,94	-14%	-17%
Netherlands	Bunschoten	3,88	3,61	3,68	-5%	2%
	Heerenveen	5,32	5,36	4,43	-17%	-17%
	Katwijk	4,57	4,43	4,92	8%	11%
	Kolham	3,98	4,09	3,50	-12%	-14%
	Renkum	3,94	4,32	4,61	17%	7%
	Spijkenisse	3,33	3,42	3,72	12%	9%
	Leiden			6,79		
	The Hague			10,23		
	Average	4,40	4,44	4,60	5%	4%
	Average (excl. Leiden and The Hague)	4,40	4,61	4,17	-5%	-10%
TOTAL		4,94	4,61	4,60	-7%	0%

Impact of transportation and logistics

Transport is an indispensable part of the linen supply chain, as textile is continuously transported between customers, laundries, and distribution points. The impact of transport is included in the analysis of total supply chain emissions. Transport by owned laundries falls within Scope 1, while transport by suppliers and partner laundries is part of Scope 3.

By gaining more insight into supply chain emissions, Blycolin can more purposefully manage the reduction of transport-related impact, for example through optimization of logistics processes and more intensive collaboration within the supply chain. At the same time, stricter environmental zones in urban areas pose an important challenge for both Blycolin and partner laundries.

In 2026, a first electric truck will be put into service at laundry Heerenveen. This will assess the extent to which electrification is operationally and economically feasible within the linen supply chain and can contribute to further emission reduction.



Sustainable materials and responsible procurement of textile

The environmental impact of textiles is largely determined at the point of purchase. This involves looking at the origin of raw materials, the use of more sustainable fibers, and the possibilities for recycling at the end of their lifespan.

To gain better insight into the environmental impact, various life cycle analyses (LCAs) were again used in 2025. Existing analyses have been updated and recalculated in collaboration with bAwear, revealing clear improvements compared to 2021.

The LCAs provide insight into the impact of material and product choices on, among other things, CO₂ emissions, water use, and raw materials. These insights make it possible to steer more purposefully toward more sustainable alternatives and make informed choices within the collection.

The updated analyses show that targeted choices in the supply chain genuinely contribute to a lower environmental impact. For example, the CO₂ emissions per kilogram of a duvet cover have decreased by more than 52% compared to 2022. This reduction has been achieved, among other things, through the relocation of production from China to Pakistan, the use of renewable energy

within a vertically integrated production facility, and the switch from conventional cotton to CMiA cotton (Cotton Made in Africa).

Clear improvements are also visible for a bathroom textile product from the collection. Through investments in solar panels at the production location, the CO₂ emissions of this product were reduced by more than 35%. These examples show how choices in production, energy use, and collaboration within the supply chain directly contribute to reducing the environmental impact of textiles.

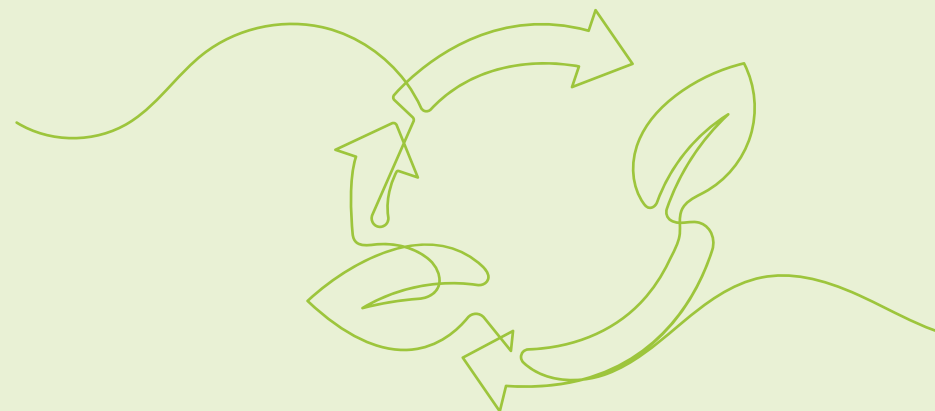
At the same time, this development brings challenges. More sustainable materials are not always immediately available at the desired scale and do not always meet the quality requirements for intensive use in linen service. Blycolin therefore continuously seeks the right balance between sustainability, quality, and the lifespan of textile. Work is also underway on new circular material innovations. One example of this is Saxcell, a fiber based on recycled cotton from pre-consumer and post-industrial textile waste.

In 2025, various applications of this fiber were tested within the collection. Wash tests were conducted at multiple laundries to gain insight into

the quality, processability, and performance of the textile during prolonged use and repeated washing.

A towel with Saxcell has been included in a customer's package, so that practical experience could be gained through daily use by guests. This creates better insight into how the material performs within the hospitality environment and how the quality develops over the product's lifespan.

Saxcell has also been incorporated into a promotional gift from Blycolin. These practical applications contribute to the further development of circular solutions within the textile sector.



Monitoring sustainable textile

To structurally monitor and improve the sustainability of the rental collection, Blycolin uses a raw materials matrix. In this matrix, materials in the collection, such as cotton and polyester, are classified into four categories based on their sustainable content: Basic, Preferred, Better, and Best.

This classification makes it clear to what extent products are made from more sustainable raw materials and provides a concrete management tool for further improving the sustainability of the collection. The results in 2025 show a clear development compared to 2024. While in 2024 approximately 75% of the total collection still fell into the Basic category, a visible shift has been realized in 2025 toward the more sustainable categories Preferred and Better.

 Blycolin	FIBER MATRIX			
	BEST	BETTER	PREFERRED	BASIC
COTTON	Recycled Cotton (Post & Pre)	Organic Cotton	Cotton in Conversion	Virgin Cotton
		 	 	
POLYESTER	Recycled Polyester (Postconsumer)	Recycled Polyester from PET bottles (pre consumer)	(Partial) Biobased Polyester	Virgin Polyester
				
MAN-MADE CELLULOSIC FIBERS	TENCEL™ / LYOCELL / VISCOSE with Recycled Content	TENCEL™ / LYOCELL	More Sustainable Viscose	Conventional Viscose
				

Source: this overview is based on input from Modint and Made BY

Classification of the Blycolin collection

# items in Blycolin collection	2025	%	2024	%	2025 vs 2024	% 2025 vs 2024	Target 2028
Best	2	3%	-	0%	2	3%	> 30%
Better	11	18%	7	12%	4	6%	
Preferred	13	21%	8	14%	5	7%	> 50%
Basic	36	58%	44	75%	-8	-17%	< 20%
Total	62	100%	59	100%	3	0%	

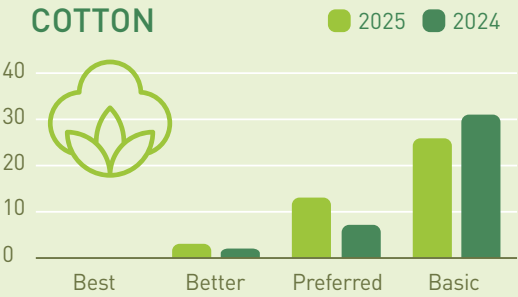
This development is visible in both cotton and polyester. For cotton, the share of Preferred increases from 18% in 2024 to 32% in 2025, while the share of Basic decreases from 78% to 63%. For polyester as well, the collection is shifting toward more sustainable variants: the share of Better grows from 26% to 40%, while Basic decreases from 68% to 50%.

This shift shows that Blycolin is actively steering toward the use of more sustainable materials and that the choices made in procurement and product development contribute to a lower environmental impact of the collection. The raw materials matrix is based on insights and available information from 2024 and may continue to develop in the coming years, partly due to innovations in yarns, materials, and product development within the sector.

Maximum lifespan of textile as the highest goal

The lifespan of textiles has a direct influence on the environmental impact of the linen supply chain. The longer linen remains in circulation, the fewer new raw materials are needed and the lower the impact of production, transportation, and processing.

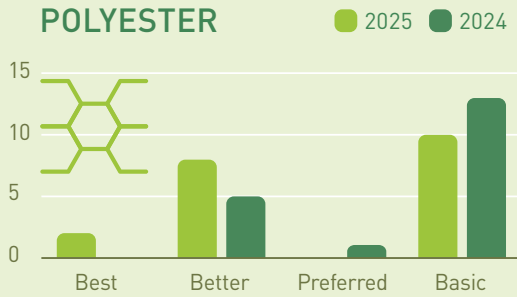
Development of the Blycolin collection



The focus is therefore on maximizing the lifespan of textile. This requires continuous management of quality, use, and maintenance. Together with laundries and suppliers, active work is done to monitor the wear, performance, and processability of textile throughout the entire usage phase.

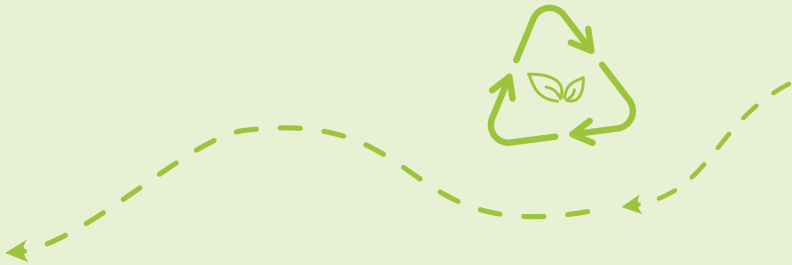
Striving for circularity

When textile is no longer suitable for use within the linen service, it is collected for reuse or recycling. Blycolin collaborates with various supply chain partners in this regard, including through the industry initiative Cibutex. Cibutex is an international collaborative partnership within the textile service industry that focuses on reusing and high-quality recycling of textile, with the goal of realizing a fully circular textile supply chain.



Work is also underway on new applications for end-of-life textiles. A portion of the discarded textiles receives a second destination through social initiatives, including in Eastern Europe and through Alpe d’HuZes.

Textile is also used for circular product applications. For example, i-did processes used textile into felt for promotional gifts. These products are manufactured by Remake Society, a social enterprise that converts textile surpluses into circular and social impact. In addition, Martan designs and produces design and fashion products from discarded table linen and bed linen.



At the same time, high-quality recycling remains a complex issue. The available technologies are still in full development and not all textile streams can currently be fully processed in a circular manner. Through collaboration within the supply chain, increasingly better insight is gained into material flows, and targeted steps are being taken toward a more circular textile supply chain.

In 2025, a total of 495,000 kg of textiles was collected for reuse, recycling, and other circular applications.

By taking material selection and reuse opportunities into account during the development of new products, a textile collection is created that aligns as closely as possible with the principles of a circular textile supply chain. This approach contributes to reducing virgin raw material use and making more efficient use of materials.

Overview of end-of-life textile distribution

Kg	2025	%	2024	%	% 2025 vs 2024
Cleaning cloths & automotive	254.803	51%	245.736	52%	-1%
Second-hand and recycling	228.120	46%	140.650	30%	16%
Charities	12.920	3%	82.078	18%	-15%
Total	495.843	100%	468.464	100%	0%

Achieved in 2025 – Environmental

- Insight into environmental impact expanded through data collection on energy, water, and CO₂ (Scope 1, 2 and 3)
- Collaboration with partner laundries strengthened through data sharing and a joint ESG approach
- Sustainability improvement of own laundries through process optimization, energy savings, and heat recovery
- Water consumption optimized, with demonstrable reductions, averaging 10% less compared to 2024
- Various LCAs updated for better insight into material and product impact
- Share of more sustainable materials increased and managed via the raw materials matrix
- Innovations tested in circular materials, including recycled cotton and polyester

Outlook: optimization of data collection

In the coming years, the focus will be on further improving understanding the environmental impact of the linen supply chain. Data on energy, water, and supply chain emissions will be not only collected, but also further validated and made more comparable, so that we can manage improvement more effectively.

In addition, concrete short and long-term targets are established to reduce the environmental impact. Progress on these targets is structurally monitored and reported both internally and externally.

Efforts to make the textile collection more sustainable are also continuing. The ambition to achieve at least 90% sustainable products within the collection by 2030 requires further development of materials, product innovation, and collaboration within the supply chain. The developments within the raw materials matrix show that important steps are already being taken in this regard.



Interview: Gerard Bakker

More than just 'soap'

Many hoteliers ask the same question: how sustainable is the detergent used to wash their linen? According to Gerard Bakker, Operational Director Laundry Technology Netherlands at Christeyns, the answer begins with a better understanding of the complete washing process.

"Many people think of laundering as one product that does everything. In an industrial laundry, it works completely differently."

"At home, everything is in one all-in-one detergent or laundry capsule containing all the components together. In an industrial laundry, it works much more precisely."

In large industrial washing machines, the exact amount needed for the process is dispensed at precisely the right moment. Degreasers, bleaching agents, and other components are added separately, tailored to the type of textile, the level of soiling, and the temperature. This way, only what is truly necessary is used.

"A consumer at home easily uses around 15 liters of water per kilogram of laundry. In a modern laundry, that number is much lower, because processes run continuously, water is used more efficiently, and is partly reused after filtering."

"At home, a washing machine sometimes runs for an hour and a half. In a laundry, that process often happens within half an hour."



"Professional laundering is about much more than a detergent"

Gerard Bakker, Operational Director - Christeyns

Smarter washing with less impact

According to Gerard, laundry chemicals have changed significantly in recent years.

“In the past you needed higher temperatures and larger amounts of chemicals. Nowadays, it is much more about lower temperatures, smart dosing, and more efficient laundering.”

New techniques, such as Cool Chemistry, make it possible to achieve a hygienic result at lower temperatures as well. As a result, energy consumption decreases and textiles are subjected to less wear.

Modern products themselves have also changed. Products are becoming increasingly more concentrated and more biodegradable. As a result, smaller quantities are needed and transportation and packaging use also decreases.

“With smarter laundering you can reduce impact in places that customers often don’t directly see.”

Everything you dose, you also discharge

What many customers do not know is that used products ultimately end up in waste water treatment plants. That is why there’s a strong focus on biodegradable products and the lowest possible dosages.

“Everything you dose, you ultimately also discharge. That is why chemicals are increasingly biodegradable and we work with much lower dosages than before.”

Water treatment systems are set up to process biodegradable wastewater. The biodegradable components even serve as food for bacteria in the purification process.

Safety requires knowledge and discipline

In laundries, highly concentrated products are used. Safety and training therefore play a major role. Employees receive instructions on the use of products, safety procedures, and color coding of products.

“You can’t just work with these products. People need to know what they’re doing.”

In addition, systems are designed to prevent incorrect combinations of products as much as possible. According to Gerard, safety therefore lies not only in the products themselves, but primarily in training, processes, and awareness on the work floor.

Innovation determines the next step

Christeyns has been working with Blycolin for decades on further improving washing processes. In doing so, the focus is increasingly shifting toward innovation, circularity, and efficient use of raw materials.

“Our strength lies in making the entire process smarter. There is still much to be gained there.”

According to Gerard, developments such as Cool Chemistry, enzyme technology, and water reuse are playing an increasingly larger role in this. By washing smarter at lower temperatures, energy consumption decreases and textiles remain usable for longer.

Circular textile fibers will also play a larger role within the sector, according to him. Not only to reduce impact, but also because raw materials are becoming increasingly scarce.

“Ultimately, you can only make those steps if the entire supply chain moves along. Machines, chemicals, laundries, and textiles all influence each other.”

Social

Employees, collaboration and a safe work environment

The quality of linen service is determined by processes and products, but certainly also by the people who work on them. Employees, partners, and suppliers all play a role in delivering reliable service. Blycolin pays great attention to a pleasant working environment, safety, and integrity within the organization and at partners and suppliers.

In 2025, extra effort was made to gather insights on employee experience and organizational culture.

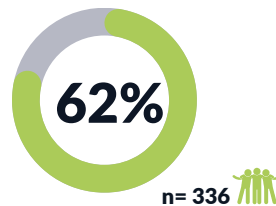
This is what employees say about working at Blycolin

In 2025, Blycolin conducted an organization-wide employee engagement survey for the first time, involving employees from all countries and business units. The survey provides insight into how employees experience their work, collaboration, and working environment.

We Blycolin Check 2025 | Blycolin Total



We all participated!



What we are proud of

Leadership

84% thinks the manager is regularly to (almost) always friendly and open

Social support coworkers

78% feels appreciated by their coworkers

Opportunities to grow

Teamwork

41% feels that coworkers rarely to almost never admit to their mistakes

Appreciation by manager

31% does not feel any or much appreciation from their manager

Work load

The amount of work I have to do is normally **exactly right**

61%

I regularly or (almost) always have too **much work** to do

24%

I could handle (a lot) **more work**

16%

Autonomy

I feel I can be myself at work

65% often or (almost) always

I feel free to do my work the way I think is right

69% often or (almost) always

My work aligns with what I really want to do

60% (completely) agrees

Communication & Information

The information employees receive from management is sufficient

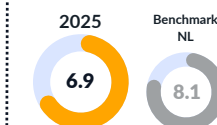
45% (completely) agrees

Management is aware of what goes on on the work floor

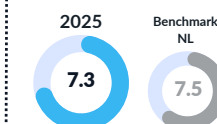
47% (completely) agrees



Work stress high score = positive



Work satisfaction



Enthusiasm



I am enthusiastic about my work

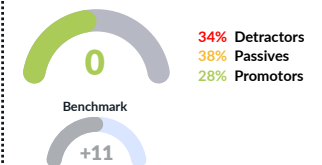
64% often or (almost) always

At work, I have a lot of energy

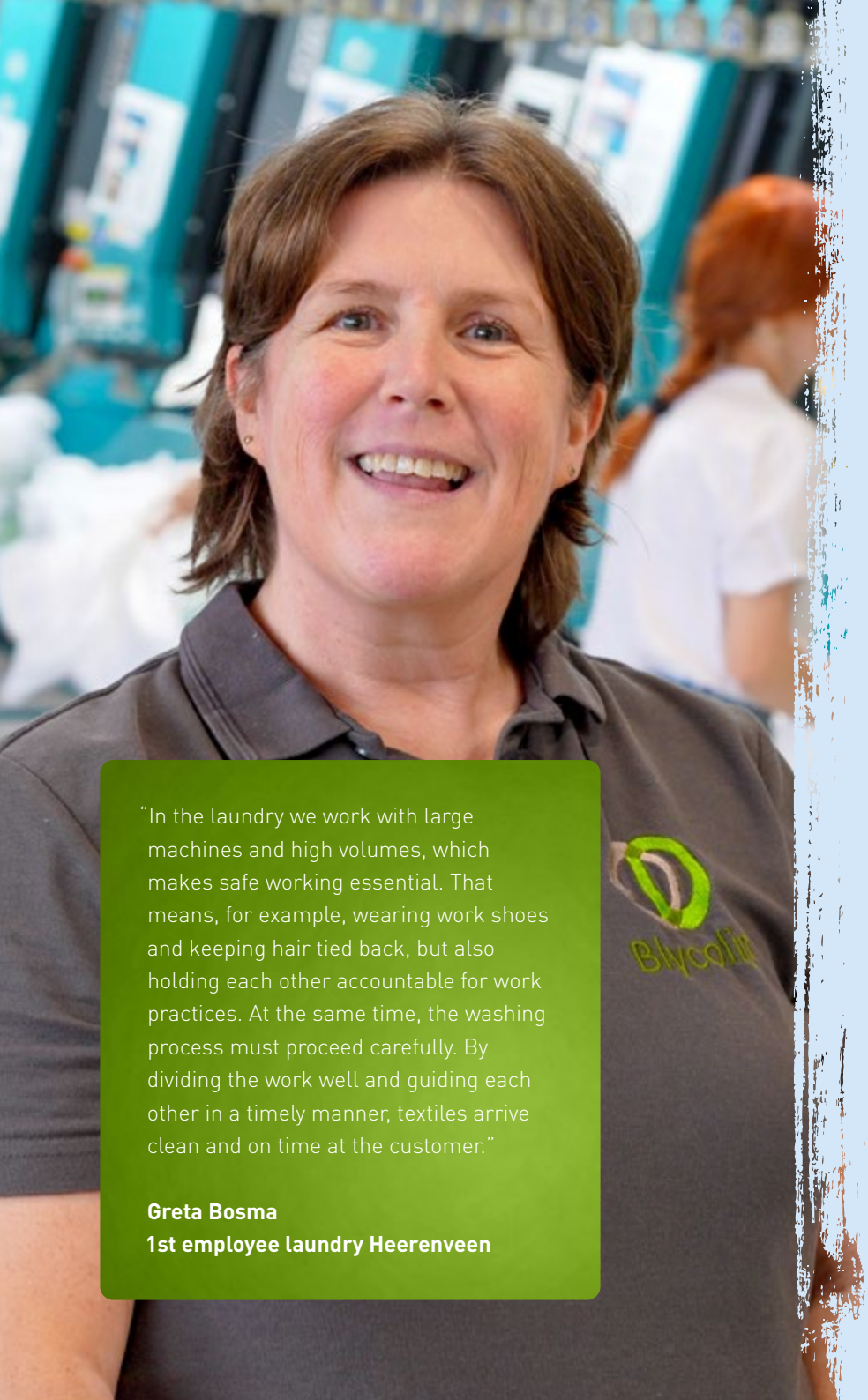
69% often or (almost) always

eNPS

Do you recommend Blycolin as an employer? (1-10)?



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"In the laundry we work with large machines and high volumes, which makes safe working essential. That means, for example, wearing work shoes and keeping hair tied back, but also holding each other accountable for work practices. At the same time, the washing process must proceed carefully. By dividing the work well and guiding each other in a timely manner, textiles arrive clean and on time at the customer."

Greta Bosma
1st employee laundry Heerenveen

The results show, among other things, a high degree of engagement, collegial support, and autonomy. The survey also provides valuable insights into topics such as collaboration, psychological safety, and workload.

Based on the outcomes, two organization-wide themes were established in 2025 for further development:

- collaboration between teams and departments
- preventing and creating openness around inappropriate behavior

To further deepen these topics, working groups have been established with employees from various business units. In these sessions in 2026, experiences, bottlenecks, and possible improvements will be examined jointly.

Physical working conditions and safety

A safe and healthy working environment is an important prerequisite for sustainably deployable employees. Blycolin therefore structurally works on improving working conditions, with attention to safety, health, and workplace comfort.

In 2025, concrete measures were taken at various locations to further improve the working environment. Investments were made in both technical facilities and training and awareness-raising among employees. Examples of these are:

■ Training and awareness:

Training programs such as first aid, emergency response, firefighting, safe operation of machines and equipment.

■ Safer work environment:

Replacement and modernization of equipment, such as forklifts, transfer-pumps, and tools in the warehouse.

■ Health and air quality:

Installation of air purification systems and improved climate control in buildings, which resulted in 80% fewer dust particles in the air.

■ Ergonomics and work comfort:

Use of ergonomic tools, adjustments to workplaces, and improvement of facilities such as changing rooms and restroom facilities.

■ Well-being and vitality:

Initiatives such as corporate fitness, fruit provision, flu vaccinations, and attention to stable work schedules.

In addition to physical safety, there is a focus on integrity and a socially safe work environment both within Blycolin and in our interactions with partners. For example, employees in Belgium completed the training Successful Collaboration, and organization-wide, codes of conduct and policies are used that provide direction for respectful collaboration and professional behavior.

A concrete step in 2025 is the established Health & Safety policy and its rollout across all countries. This has laid a uniform foundation for safety and working conditions within the organization.

Social safety and integrity

In addition to physical safety, attention is paid within Blycolin and toward partners to integrity and a socially safe working environment. For example, employees in Belgium completed the training Successful Collaboration, and organization-wide, codes of conduct and policies are used that provide direction for respectful collaboration and professional behavior.

The internal code of conduct was revised in 2025 for all locations. It sets out the standards and values within the organization, including respectful conduct, integrity, and professional behavior. The code of conduct will be further rolled out and implemented throughout the entire organization in 2026.

A Code of Conduct (CoC) applies to partners and suppliers, setting out expectations in the areas of responsible business conduct, collaboration, and working conditions. In 2025, strategic textile suppliers signed the CoC. Implementation for partner laundries is scheduled for 2026.

CoC signatures 2025	
All textile suppliers	32
Number of signed CoC	25
Percentage signed CoC	78%
Percentage of revenue from suppliers with signed CoC	94%

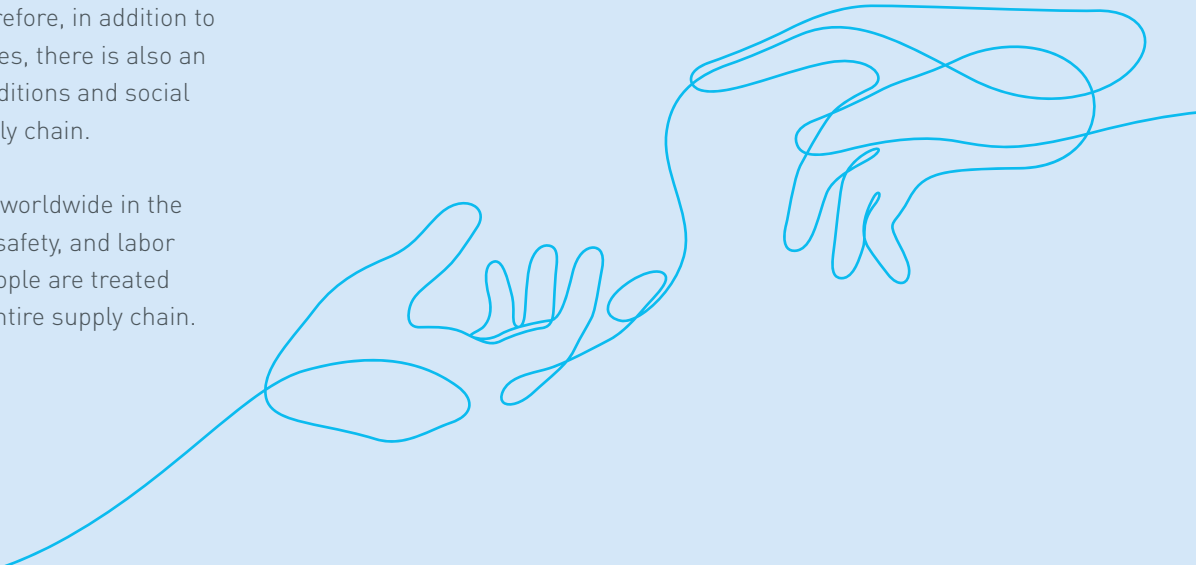
Collaboration with supply chain partners and labor conditions

Blycolin’s social responsibility extends beyond its own organization. A significant part of the service delivery is realized in collaboration with partner laundries and suppliers. Therefore, in addition to attention for its own employees, there is also an explicit focus on working conditions and social responsibility within the supply chain.

The textile sector faces risks worldwide in the areas of working conditions, safety, and labor rights. It is important that people are treated responsibly throughout the entire supply chain.

To ensure this, textile suppliers are assessed against social and ethical standards. In 2025, the full supply chain of 100% cotton bed sheets down to the spinning process was audited based on the SA8000 standard, carried out by an independent external party. These audits provide insight into, among other things, working conditions, health and safety, working hours, and remuneration.

The results are used to identify risks, formulate improvement measures, and further strengthen collaboration with suppliers. Suppliers with an elevated risk profile receive additional attention, for example through improvement plans and follow-up audits. In this way, Blycolin actively works on improving working conditions in the supply chain and on more transparent and responsible textile production.



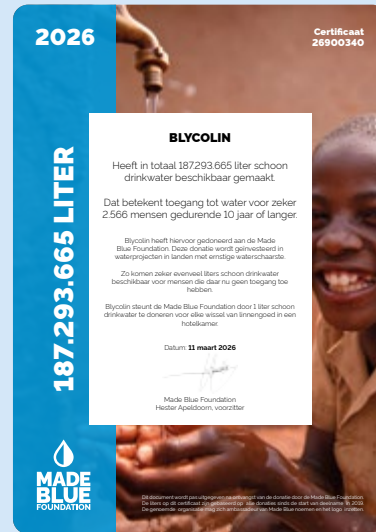
Creating social impact together

Social engagement takes shape through collaboration with customers, partners, and textile suppliers. This creates impact that reaches beyond the own organization and is directly visible in the supply chain.

Education and development – Chetna

Through the Chetna program, Blycolin works together with textile supplier Dibella and partners on sustainable cotton production in India. Farmers receive training in organic farming, which leads to lower costs, healthier soils, and reduced use of chemicals.

In addition, investments are being made in local communities. In 2025, a new agricultural project was launched and the expansion of production facility SCC was set in motion, creating employment for approximately 700 women in rural areas. Additionally, 16 schools are being supported, with an impact on more than 1,100 students.



Clean drinking water – Made Blue

Through Made Blue, Blycolin contributes to access to clean drinking water in areas with water scarcity. For every change of linen in a hotel room, 1 liter of clean drinking water is donated.

Together with customers, this resulted in approximately 23 million liters in 2025. Since the start of the collaboration, a total of over 187 million liters of water has been made available.

Reforestation – Hotels for Trees

As a Founding Partner, Blycolin supports the growth of Hotels for Trees and contributes, together with hotel partners, to reforestation projects and awareness within the sector.

"By switching to organic cotton production, our costs are lower and the soil is healthier. We now work in a way that is better for our families and the environment. It makes me proud that our cotton is used in responsible textiles worldwide."

Bheema Bai,
Cotton farmer (Chetna program)



Social engagement

Blycolin also makes a social contribution outside its own organization. For example, linen is made available to aid organizations active in Ukraine and Moldova, among others through collaborations with Stichting Oost Europa and De Ruyter Groep.

In addition, Blycolin supports social initiatives such as Alpe d'HuZes with textiles and collaborates with Remake Society, where people with a distance to the labor market contribute to circular textile applications.

Achieved in 2025 – Social

- Insight gained into employee experience through the first organization-wide employee engagement survey, with strong appreciation for engagement and collegial support
- Working conditions further improved through investments in safety, ergonomics, and Health & Safety policy
- Revised code of conduct established for all locations, with further rollout within the organization from 2026
- 78% of strategic textile suppliers signed the Code of Conduct
- The supply chain of cotton bed linen has been audited based on the SA8000 standard

- Through collaboration with partners in the supply chain, contributions have been made to social projects, including employment for approximately 700 women, support for 16 schools, and projects focused on water and reforestation

Outlook: further strengthening of social responsibility

In the coming years, the focus will be on further strengthening and safeguarding social aspects within the organization and the supply chain. Attention to employee experience, collaboration, and safety remains important in this regard, so that developments can be structurally monitored and deliberately improved.

Work is also being done on further professionalizing the approach to quality, working conditions, and safety. From 2026 onward, a Quality, Working Conditions, and Environment Coordinator will be appointed for this purpose. This role contributes to a more structured approach and better monitoring of working conditions, social safety, and physical safety within the owned laundries.

"The work environment is safe, clean, and respectful. This work gives me a stable income and the opportunity to care for my family and send my children to school. It makes me proud to contribute to textiles that are produced responsibly."

Ms. Deepa G,
Tailor at KKP Fine Linen



Interview: Frank van den Akker

From family business to greater impact

Frank van den Akker has been working in the laundry industry for nearly 25 years. He started at the family business Edelweiss Textielverzorging in The Hague. With his technical background and years of experience in production and process improvement, he has a keen eye for how work can be done smarter, calmer, and better.

In 2025, he and his colleagues made the transition to Blycolin, following the acquisition of Modeluxe and Edelweiss. A change that in practice felt less significant than might have been expected beforehand.

His first impression of Blycolin? There was hardly one, really. Frank was primarily focused internally on his own organization. That is precisely why something else struck him after the transition: the scale of collaboration. Where previously the work stayed within the own location, there was now more exchange with colleagues from other laundries. More knowledge, more experience, and more opportunities to find solutions together.



“You no longer have to solve it on your own”

Frank van den Akker, Operational Manager - Blycolin

You notice that especially in moments when things get tense. If there is a disruption somewhere or pressure on the schedule, a location no longer has to solve it alone or work extra on weekends. Work can be shifted, coordinated, and taken over by another location. That collaboration brings peace of mind and, according to Frank, also makes the organization stronger.

Safety does not start with rules, but with attention

“Keep talking, training and holding each other accountable”

In a laundry, the daily focus is on machines, logistics, pace, and physical demands. Frank is matter-of-fact about this: risks are part of the work, but that is precisely why safety requires continuous attention. Not only through instructions on paper, but above all in practice.

According to him, the key is to keep talking, training, and keeping each other alert. New colleagues must know where emergency stops are located and when a machine is safe and when it is not. Technicians and production staff also need to be on the same page in this regard.

It may seem small, but that is precisely where the difference between routine and risk lies.

For Frank, safety is therefore inextricably linked to communication. Employees must have the courage to report what they see. Supervisors must be visible on the floor. And colleagues need to be aware of each other: if someone is still working, another person should not simply switch that machine back on.

Healthier work also means fair distribution

“Don’t always put the same people in the toughest spots”

A safe working environment goes further than machines and instructions. It is also about how the work is organized. In laundries, there are inevitably workstations that are physically more demanding or less attractive than others. That is precisely why rotation is important.

By rotating workstations, Frank prevents the same people from always being at the most physically demanding positions. This helps prevent physical overexertion and avoids imbalances in the team. It directly contributes to health and collaboration.

Mental workload also receives attention. Clear working hours help. Working four days, from seven to five. Stopping on time helps too. Not pushing through every day until the work is done at all costs. That sense of calm in planning and management makes the work more sustainable over time.

Open culture makes the difference

“You can share more and learn from each other”

After nearly a year within Blycolin, Frank describes the culture as open. Not only in interaction, but also in information, figures, and choices. That transparency helps to better understand how decisions are made and where opportunities lie.

According to him, the transition itself also went remarkably smoothly. Of course, the closure of The Hague required a great deal of attention, but that is precisely where it became clear how important trust and communication are. Change only truly works when people feel heard and understand what is changing.

Looking ahead without grand words Small steps, big impact

When Frank looks ahead, he does not seek answers in grand promises but in targeted improvements on the floor. The low-hanging fruit has largely been picked. The next steps lie in smarter washing, more efficient loading, better use of machines, and improving workstations that are currently still physically unfavorable.

He cites expansions to the sheet ironers, more efficient process operation, and smarter loading as concrete opportunities. Not spectacular on paper, but relevant in practice. It is precisely there that the combination important to Blycolin emerges: higher efficiency, less strain, and a more sustainable process.

Safe and sustainable work starts on the floor

For Frank, the difference lies not in grand plans, but in what happens every day on the work floor.

**“Ultimately, it is about people being able to do their work safely and well.
That you organize it together, that you help each other and keep improving.
Then the work not only gets better, but is also easier to sustain.”**



Governance

Governance, supply chain responsibility and transparency

While the Social theme addresses employees and collaboration, Governance focuses on the way Blycolin monitors, manages, and anchors ESG policy within the organization and the supply chain. Because a significant part of the service delivery takes place in collaboration with partner laundries and textile suppliers, collaboration within the supply chain plays an important role in this. At the same time, management is increasingly based on data and measurable performance, so that sustainability objectives can be concretely tracked and improved.

ESG steering group and core group

The implementation of ESG is supported by a fixed consultation structure. In 2025, the ESG core team convened eleven times for strategic alignment, decision-making, and progress on the ESG approach.

The ESG steering committee convened three times and focused on the operational execution of ESG topics. Within this steering committee, team members serve as topic owners responsible for material ESG subjects and their progress. They periodically report on this to the ESG manager.

Periodic consultations took place around specific ESG themes, such as CO₂, water, quality, and supply chain performance. ESG performance is also structurally discussed within country reviews with management and leadership. Employees are actively informed about developments, progress, and initiatives related to ESG through the intranet. This consultation structure contributes to the structural embedding of ESG within the organization and the monitoring of progress, risks, and improvement measures.

Who does what?



Management:
ESG policy



ESG core group:
strategic choices



ESG steering committee: aligning
strategic choices, monitoring,
and operational execution



Teams and supply chain
partners: implementation in the
organization and supply chain

Data and monitoring of ESG performance

In 2025, further progress was made in collecting and centralizing ESG data, including information on energy consumption, water consumption, CO₂ emissions, quality, supplier performance, and personnel data. This creates better insight into performance, risks, and areas for improvement within the organization and the supply chain.

The ESG core group and steering committee use these insights to monitor progress and determine priorities. This way, the approach is steadily shifting from standalone initiatives to a more structured and data-driven way of working.

Continuing to improve data quality, comparability between countries, and collaboration with partners remains an important focus.

Supply chain responsibility and supplier monitoring

In 2025, Blycolin further strengthened the performance assessment of strategic textile suppliers and partner laundries. ESG data were collected from suppliers and partner laundries, and work was done to further standardize assessment methodologies within the supply chain.

Strategic textile suppliers are assessed on, among other things, quality, sustainability, collaboration, and operational performance.

Partner laundries are also assessed on comparable topics, so that performance becomes more transparent and comparable. Where necessary, improvement measures are implemented and followed up.

Living wage in the textile supply chain

Living wage requires collaboration throughout the entire textile supply chain. Blycolin is in discussion about this with strategic textile suppliers. The responses below show how strategic suppliers deal with this topic and what challenges are at play.

"At Dibella, we see a living wage as a shared responsibility within the textile supply chain. Together with suppliers and customers, we work step by step toward fair compensation and better working conditions. This happens, among other things, through wage analyses, evaluation of salary data, and projects aimed at compensating for inflation effects within production sites."



Michaela Gnass
CSR - Dibella

"According to Beirholm, a living wage requires collaboration and accountability throughout the entire supply chain. At the same time, it remains a challenge to collect reliable data and ensure that additional allowances actually reach employees."



Naomi Rasmussen
Sales Manager -
Beirholm

Insight into the origin of textile

To further increase transparency within the textile supply chain, Blycolin uses the Respect Code. This platform provides insight into the origin of textile products, production locations, and the various links within the supply chain.

For the Blycolin rental collection, this information is shared with customers, making it more visible where and how products are manufactured. This makes supply chain transparency more concrete and better verifiable for customers and other stakeholders.

Policy, integrity and compliance

In 2025, the policy around integrity and responsible business conduct have been further strengthened. The internal code of conduct has been updated for all locations and forms the basis for professional behavior, integrity, and respectful collaboration within the organization. Further implementation will take place in 2026.

Also in 2025, a new employee handbook was developed for all owned laundries in the Netherlands. It includes important agreements and guidelines on employment conditions, safety, conduct, integrity, and reporting procedures, including the code of conduct and whistleblower policy. The handbook will be further rolled out among employees of the Dutch laundries in 2026.

In the same year, a whistleblower policy was also introduced, supported by a SpeakUp platform. This platform is accessible to employees, suppliers, and other stakeholders and makes it possible to safely and confidentially report suspicions of misconduct. Reports are carefully handled and followed up. No reports were made in 2025.

Dialogue and transparency

Throughout 2025, active dialogue was conducted with internal and external stakeholders on ESG topics, performance, and reporting. The 2024 ESG report was shared and discussed with customers, partners, and other stakeholders.

These conversations contribute to further professionalization of ESG governance, transparency within the supply chain, and preparation for future laws and regulations, including the CSRD.

Achieved in 2025 – Governance

- ESG governance further embedded with a fixed meeting structure and integration into the management cycle
- Data collection and monitoring improved and centralized, as the basis for more data-driven management
- Monitoring of textile suppliers strengthened with uniform assessment methodologies and broader ESG data collection
- Further steps taken in supply chain transparency through the Respect Code and conversations about living wages within the textile supply chain
- Policy and compliance further strengthened with updated codes of conduct and implementation of a whistleblower procedure with the SpeakUp platform for employees, suppliers, and stakeholders
- Active dialogue conducted with stakeholders on ESG performance, supply chain responsibility, and reporting

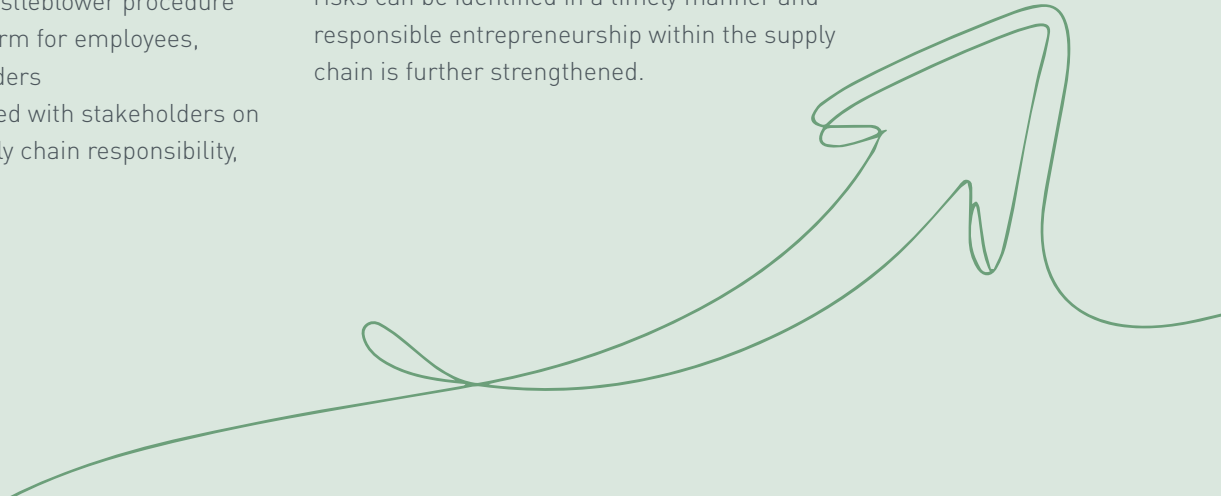
Outlook:

strengthening governance and compliance

In the coming year, the focus will be on formulating concrete and measurable objectives and on further improving data quality and comparability, so that ESG performance can be monitored and managed more consistently. By establishing clear KPIs and interim milestones, better insight is gained into progress, impact, and opportunities for improvement within the organization and the supply chain.

In addition, efforts are being made toward further implementation of policy and compliance within the organization and the supply chain. Special attention is paid to transparency in the textile supply chain, further implementation of the Code of Conduct at partner laundries, and the deepening of supplier assessments.

Attention also remains on topics such as living wage, integrity, and reporting structures, so that risks can be identified in a timely manner and responsible entrepreneurship within the supply chain is further strengthened.



6 In conclusion

Sustainability is a continuous process of improvement and collaboration. This report marks a moment of reflection and an invitation to continue building together. The insights, ambitions, and results described here are the result of engagement throughout the entire organization and of close collaboration with customers, suppliers, and partners.

In 2025, further steps were taken, including strengthening policy, increasing insight into our impact, and further anchoring ESG in the organization and collaboration with partners. At the same time, we recognize that new insights and opportunities for improvement continuously emerge that influence our sustainability goals.

In the years ahead, Blycolin will continue to work purposefully on its ESG ambitions, with greater focus on data-driven management, further sustainability of the supply chain, and strengthening transparency and collaboration. Because it is precisely in that collective movement that the key to lasting impact lies.

Do you have questions, suggestions, or would you like to contribute to this development yourself? We would be happy to discuss that. Together we continue to build a future-proof linen service: clean, fair, and reliable.





Appendix

Appendix 1

About this report

GENERAL INFORMATION ON THE REPORTING BASES

Basic information

The Blycolin ESG Report 2025 covers the calendar year from January 1, 2025 through December 31, 2025. This report describes our ESG approach and strategy development, our current activities and initiatives, and details of our ESG performance, where available. The report broadly highlights the most relevant information and developments.

We report on the impact and the risks and opportunities that are material to our business. The scope of our ESG report corresponds to the entities consolidated in our financial statements. Unless otherwise stated, the scope of our ESG data encompasses all activities of Blycolin in the Netherlands, Belgium, Germany, and Poland.

Basis for preparation

Although, after the Omnibus decision, from 2026 onward, we are no longer required to fully comply with the EU directive on sustainability reporting (CSRD), we are preparing this report in line with the principles of the CSRD as much as possible.

This report has not been fully prepared in accordance with the disclosure requirements of the ESRS. The reported ESG topics and key figures are based on Blycolin's double materiality assessment, conducted in 2023/2024 and updated in 2025 in accordance with the double materiality principle of the ESRS.

The process for defining our material topics, which determine the content of the report, is described in this report under 'Material Sustainability Impacts, Risks, and Opportunities'. More information about the materiality assessment and its results can be found on pages 54–57.

Risk management and internal controls on ESG reporting

The internal control of our ESG reporting is based on the most material risks identified, in accordance with best practices. The risks identified in the ESG reporting include the accuracy of the information and the timing of the reporting. To ensure that our information is accurate and available in a timely manner, we took a further step in defining and introducing a governance model that specifies the roles and responsibilities in ESG reporting in 2025.

Data quality, collection process and completeness

Our sustainability dataset is compiled by retrieving data from various sources through direct exports from source systems (for example gas and electricity consumption, personnel data), standardized Excel requests to data owners and suppliers (textile suppliers and partner laundries), and existing internal (financial) reports.

After collecting the data, we consolidated the 2025 data, conducted trend analyses where possible, and verified accuracy and completeness by comparing data with previous years, comparing data from different Blycolin entities with each other, comparing with other internal reports and systems (such as the environmental barometer), and validation with the data owners.

The data used in the report have been quantified and where data were not available, these have been estimated. No uncertainties or inherent limitations in the data have been identified as a result of measurement, estimation, or calculation. We are currently in the process of further collecting, calculating, and consolidating performance data on ESG topics in order to establish objectives (on a longer-term basis) for Blycolin.

In 2025, a major step was taken in further improving the data quality and the calculations required for reporting on progress and developments on ESG topics. Through evolving insight and improved data quality, we have revised certain information from the 2024 ESG report. The comparative figures (2024) in this 2025 ESG report may therefore differ slightly on some points from what was reported in 2024. In the coming year, we will continue working on improving data quality and professionalizing and standardizing data flows, with the starting point that data is generated directly from a source system and/or is a fixed part of the standardized monthly financial reporting, so that the accuracy, completeness, and reliability of the data can be verified.

Organization of our sustainability activities

We believe in integrating ESG into our daily processes. ESG is an integral part of the Blycolin strategy. To make an impact, we have entrusted the management of the implementation of the ESG strategy to the ESG steering committee. For more details on the structure and responsibilities regarding ESG, see page 48 Governance.

MATERIAL SUSTAINABILITY IMPACTS, RISKS, AND OPPORTUNITIES

The materiality analysis was conducted in accordance with the CSRD principle of double materiality. To determine relevance and assess impact, a broad group of representatives was involved at various levels within the organization.

The following project structure ensures involvement:

- The core team, consisting of management (CEO and CFO), the ESG manager, and the manager of corporate marketing & communications, coordinates the execution. Within this, the ESG manager facilitates management in determining materiality.
- The steering committee, consisting of the core team and representatives of the business units and countries at board level, is involved in assessing and determining the relevance and materiality of the impacts, opportunities, and risks, as well as approval and decision-making regarding internal and external ESG documents.
- The project group, consisting of a broad representation of business units and countries at management level, is involved in identifying the impacts, risks, and opportunities, in order to provide input from practice, the value chain, and stakeholder interests.

Identifying and assessing material impacts, risks, and opportunities

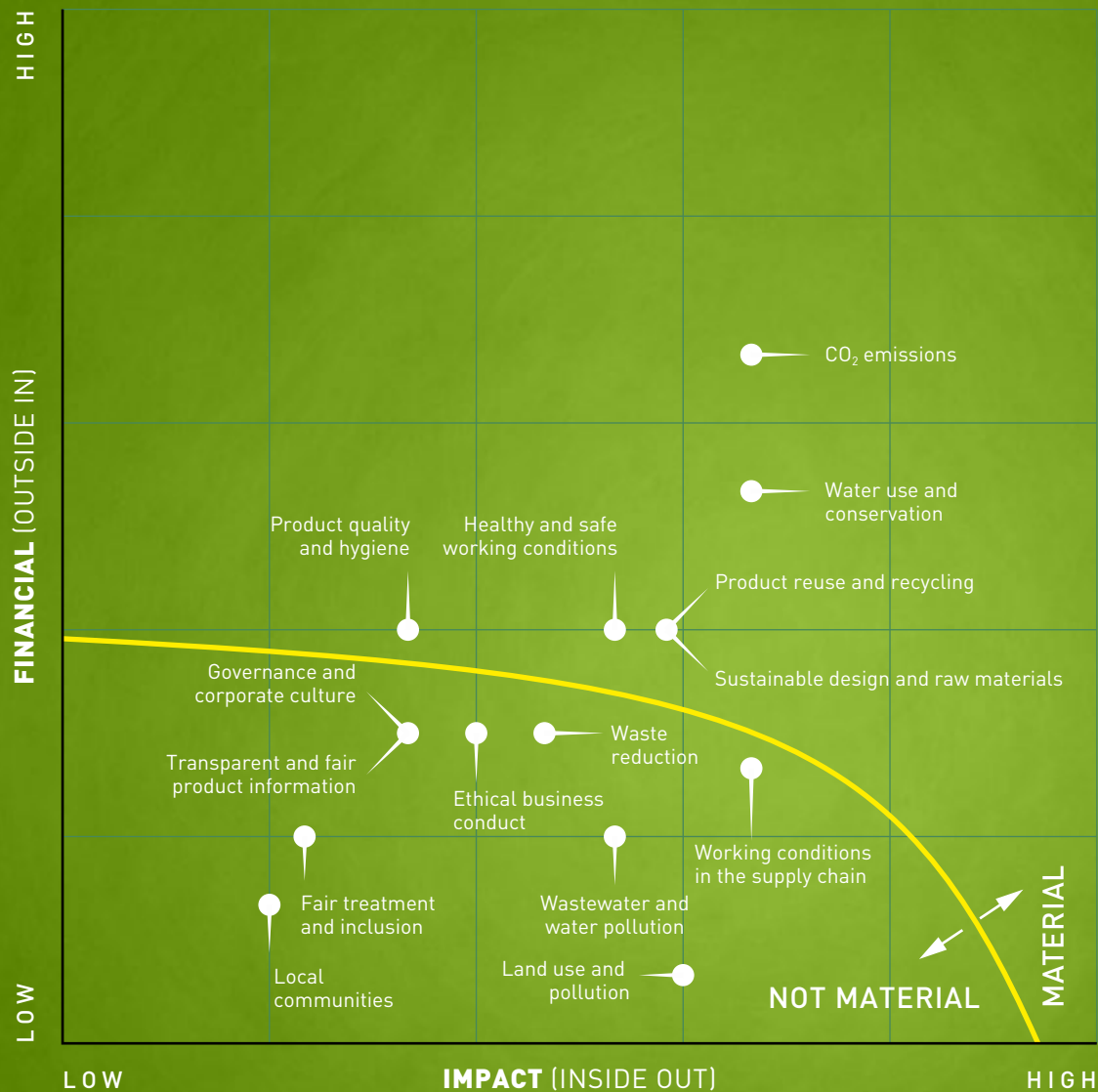
To identify the impacts, risks, and opportunities, international (ESG and reporting) standards, sector-specific sustainability norms, peers, and sector trends were consulted. Finally, in alignment with the requirements of the CSRD, a connection was made with the relevant (sub)topics of the ESRS.

The impacts, opportunities, and risks have been made organization-specific by analyzing them in the context of Blycolin's value chain (where in the value chain do they occur and how do they relate to Blycolin).

Blycolin continuously monitors the positions of other (in)direct stakeholders (society as a whole, peers, governments, and industry associations) by staying informed about industry and market trends, consumer developments, and international changes in laws and regulations. The interests of Blycolin's key stakeholders (customers and end users, employees, partner laundries, and suppliers) have been analyzed and provided important input for identifying relevant impacts, risks, and opportunities.

Blycolin stakeholders

Stakeholder group	Starting point	Important themes	Engagement	Frequency
Customers (hotels, hospitality)	Customer focus and reliability in service delivery	Sustainable linen, supply security, quality, circularity, transparency. Insight into consumption (gas, water, energy), waste streams, eco-labels, end-of-life, and working conditions in the supply chain	Account management, service visits, customer service, social media, customersatisfactionresearch	Ongoing
Partner laundries	Long-term partnership and operational collaboration	Water and energy use, quality, safe working environment, innovation in technology. Need for transparent, predictable collaboration; Need for support with requested ESG (supply chain) transparency/reporting requirements (legislation and customers)	Operational consultations, partnerlaundry meetings, sustainability projects, quality measurements, visits, monthly reports, and benchmarking	Monthly
Textile and other suppliers	Sustainable procurement, open supply chain collaboration	Transparency, traceability, LCAs, circularity, working conditions, certification. Continuity, collaboration on innovation, market-competitive terms, reliable offtake	Supplier consultations, code of conduct, sourcing policy, audits, procurement evaluations	Per quarter / project
Own employees	Engaged teams are key to quality and continuity	Safety, health, training, workplace happiness, safe culture, development pathways. Work-life balance, inclusivity, cultural differences, diversity in management and representation	HR policy, development conversations, satisfaction surveys, work consultations	Continuous
Industry associations (FTN, FBT)	Joint standardization and innovation in the textile service industry	Collective labor agreement, legislation, benchmarking, sector ESG standards, innovation, supply chain assurance	Member meetings, policy papers, advisory committees, sector-wide initiatives	Periodic / by topic
Governments and regulators	Laws and regulations as a framework for impact management and reporting	Producer responsibility, ESG accountability, transparency. Certification (particularly in Belgium/Germany), subsidies, reporting pressure for partners	Compliance processes, reports, sector consultations, supply chain initiatives	Annually on file
Local communities & NGOs	ESG as a shared responsibility	Social impact, reuse, recycling, regional support, partners such as Hotels for Trees, Made Blue	Partnerships, networks, joint projects, events	On initiative/ project basis
Schools and knowledge partners	Inspiring new generations and innovating together on sustainability	Design thinking, circularity, supply chain insight, innovation	Guest lectures, presentations, internships, and inspiration sessions	Incidental
Shareholders	Returns and valuecreation over the long term	Financial performance, ESG integration, transparency, governance	Reporting, shareholders' meetings, management reports	Periodic



Double materiality analysis

Determining and assessing the relevance of the impact

The impacts, risks, and opportunities were prioritized in a workshop with the steering committee. The priorities were set according to the principles of double materiality, meaning that the workshop participants assessed Blycolin's impact on the environment, society, and stakeholders, as well as the qualitative and financial risks and opportunities for our business.

The impacts have been assessed based on their magnitude, scope, likelihood, and (ir)remediability in the case of a negative impact. The risks and opportunities for Blycolin have been assessed based on likelihood and magnitude, taking into account the time horizon.

Based on the double materiality analysis, management has determined the material topics and their implications for the strategic and reporting focus. The matrix shows the topics found to be material.

The topic 'working conditions in the supply chain' was considered highly relevant in the double materiality assessment. We have concluded that at this time there is still insufficient insight into the impact of our company on this topic to properly determine or score the impact. A risk analysis on this topic will be conducted in 2026.

Material sustainability topics

The table here shows the connection between material ESRS themes and topics.

In the paragraphs below, we provide a per-topic explanation of the identified material impacts, risks, and opportunities and how we manage these in practice. Where possible, objectives are included as well as KPIs, and the explanation of the metrics, in order to monitor progress toward the objectives. Our policy, actions, and 2025 performance are described in our ESG report.

ENVIRONMENT: CLIMATE CHANGE, WATER AND MARINE RESOURCES, AND CIRCULAR ECONOMY

The material impact, risks, and opportunities related to climate change, water and marine resources, and the circular economy have been identified and assessed in our double materiality analysis described on page 56.

In our ESG report, we describe our actions and refer to our relevant policy. Below, we present the underlying metrics of our performance, as presented in our ESG report in the chapter "Environment", along with an explanation of the calculations.

For more information on (the development of) our objectives, we refer to "ESG Roadmap on Ambitions" in our ESG report.

Material ESG topics

Material ESG topics	Blycolin topic	ESRS	Topic
	■ CO₂ emission reduction ■ Water savings ■ Sustainable design and raw materials ■ Product reuse and recycling	■ E1 Climate change ■ E3 Water and marine resources ■ E5 Circular economy	■ Climate change mitigation/energy ■ Water consumption ■ Incoming resources ■ Outgoing resources related to products and services
	■ Healthy and safe work environment ■ Product quality and hygiene	■ S1 Own personnel ■ S4 Consumers and end users	■ Working conditions ■ Personal safety of consumers and/or end users
	■ Responsible procurement/working conditions in the supply chain	■ G1 Business conduct	■ Management of supplier relationships

E1 CLIMATE CHANGE

In the table below, we summarize the material impact, risks, and opportunities related to climate change mitigation and energy, as well as our management approach.

Blycolin’s climate objective is to operate within the 1.5°C scenario of the Paris Agreement by 2030. The climate strategy and concrete interim targets will be established in 2026, based on the baseline figures for 2024 and 2025 presented in this report and the Scope 3 emissions determined in 2025.

IROs related to climate change and energy

Topic	Impact	Risks / Opportunities	Management
Greenhouse gas emissions in own operations and in the upstream (supply) chain			
■ CO₂ emission reduction own operations ■ CO₂ emission reduction supply chain 	■ The impact that the own operations (washing of textile products and the transportation movements between (partner) laundries and customers) have on the climate through the emission of greenhouse gases. ■ Indirect emissions in the supplychain related to the activities of partner laundries. ■ Indirect emissions in the supplychain related to purchased goods (textiles) ■ Incoming logistics flows (between production suppliers and Blycolin) that use high-carbon transport contribute to climate change	■ Legislation: 'Transition risk: risk of changing/increasing regulations, which can lead to higher compliance costs and possible fines/penalties for non-compliance with regulations. ■ Customer/market demand: 'Sustainability is becoming an important consideration for Blycolin’s capital providers and customers (and their end users) when purchasing their linen services. High costs for making products and processes more sustainable.	■ We actively monitor energy consumption within our laundries and use these insights to make energy-saving (re)investments in our washing processes ■ We optimize routes by distance, load, and frequency and deploy electric vehicles where possible ■ Partner laundries are required to commit to the SCOC, which sets requirements for social and environmental aspects ■ We monitor the energy consumption of our partner-laundries with quarterly reports and benchmark performance ■ We organize partner laundry meetings to share experiences and learn from each other ■ We expect cooperation from our suppliers when it comes to transparency about the supply chain and data.

E1-6 SCOPE 1, 2 AND 3 GREENHOUSE GAS EMISSIONS

Total greenhouse gas emissions (tCO ₂ eq)	2025	2024	Difference	2023
Scope 1 emissions	10.192	9.353	839	9.582
Scope 2 emissions	373	868	-495	864
Subtotal	10.565	10.221	344	10.446
Scope 3 emissions	38.059	42.168	-4.109	n.a.
Total	48.625	52.389	-3.764	

Total greenhouse gas emissions (tCO ₂ eq)	2025	Share	2024	Share	Difference
Own laundries	10.176	21%	9.852	19%	324
Partner laundries	20.362	42%	17.909	34%	2.453
Subtotal laundries	30.538	63%	27.761	53%	2.777
Own offices	389	1%	369	1%	20
Linen suppliers	13.433	28%	19.268	37%	-5.835
Other suppliers	4.264	9%	4.991	10%	-727
Total	48.625	100%	52.389	100%	-3.764

Total greenhouse gas emissions (tCO ₂ eq)	2025	Share	2024	Share	Difference
Scope 1 emissions	10.192	21%	9.353	18%	839
Scope 2 emissions	373	1%	868	2%	-495
Scope 3 emissions	38.059	78%	42.168	80%	-4.109
Total	48.625	100%	52.389	100%	-3.764

E1-6 SCOPE 1 AND 2 GREENHOUSE GAS EMISSIONS

Energy consumption and energy mix (MWh)	2025	2024	Difference	2023
Fuel consumption from crude oil and petroleum products	7.280	7.028	252	6.739
Fuel consumption from natural gas	42.162	38.310	3.852	40.096
Purchased electricity, heat, steam and cooling	1.918	4.223	-2.305	4.297
Total consumption from non-renewable sources	51.360	49.561	1.799	51.132
Purchased renewable electricity, heat, steam, cooling	3.023	372	2.651	346
Self-generated renewable energy	439	420	19	459
Total consumption from renewable sources	3.462	792	2.670	805
Total energy consumption	54.822	50.353	4.469	51.938
Share of fossil fuels	94%	98%	-5%	98%
Share of renewable sources	6%	2%	5%	2%

Explanation of the reporting methodology

Explanation of the calculation of Scope 1, 2, and 3 and energy.

We have measured our GHG emissions according to the "operational control" approach. This encompasses all owned laundries, offices, and vehicles in the Netherlands, Belgium, Germany, and Poland. The GHG emissions are calculated according to the GHG Protocol Corporate Accounting and Reporting Standard. The reporting covers direct GHG emissions (Scope 1) from Blycolin's activities, indirect GHG emissions (Scope 2) from the production of purchased energy, and indirect GHG emissions from other parts of the value chain (Scope 3).

Scope 1

Our material Scope 1 emission categories are stationary combustion (gas consumption in owned laundries and heating of offices) and mobile combustion (trucks and (lease) cars). Emission calculations for gas consumption in cubic meters are for the owned laundries in the Netherlands (approximately 62% of total) based on actual gas consumption (through meter readings). The gas consumption of the owned laundries in Belgium and Germany and the offices in the various countries is partly actual consumption based on meter readings and partly based on invoices from energy suppliers.

Emission calculations for trucks and (lease) cars are based on primary physical data (liters of gasoline and diesel).

Scope 2

Our sole material Scope 2 emission category is purchased electricity for owned laundries, offices, and (lease) cars. Emission calculations for the electricity consumption of owned laundries and offices are based on physical data (kWh) based on meter readings or supplier invoices.

Scope 2 emissions have been calculated on both a "market and location" basis. The "market-based" method in the Netherlands is based on the supplier's electricity certificate. In Belgium, Germany, and Poland, this is not (yet) available, and the "location-based" emission factor has been used for these countries.

Scope 3

For the calculation of our Scope 3 emissions, we distinguish three categories:

- Emissions from partner laundries
- Emissions by textile suppliers (as a result of textile production)
- Emissions from other relevant suppliers

Emissions from partner laundries

This concerns the emissions resulting from stationary combustion (gas/fuel oil consumption), mobile combustion (trucks and (lease) cars), and purchased electricity by partner laundries. For the year 2024, this emission was calculated based on "spend" in euros x an average CO₂ emissions factor per euro of revenue based on the CO₂ emissions at our owned laundries. In 2025, a start was made with requesting and collecting actual consumption data from our partner laundries, so that we can calculate the Scope 3 emissions of partner laundries based on actual consumption data.

Nearly 60% (based on "spend") of the emissions at partner laundries was calculated in 2025 based on actual consumption data. The emissions for the portion of partner laundries from which we have not yet received actual consumption data are calculated in the same way as in 2024, although the conversion factor is more refined and more country-specific.

Emissions by textile suppliers (as a result of textile production)

This concerns the emissions resulting from the production and transport of textile to Blycolin. To calculate these emissions, Life Cycle Analyses (LCAs) of the Blycolin collection prepared by bAwear are used. For the part of the collection for which no LCAs are available, an emission has been calculated based on the purchased kilograms, based on the average LCAs.

Emissions from other relevant suppliers

This concerns the emissions associated with the procurement of goods and services from external suppliers. The relevant suppliers are classified according to the DEFRA classification. The emissions are calculated based on "spend" in the relevant year multiplied by the GHG conversion factors per year published by DEFRA (2024 and 2025).

Energy

The data in the energy table on page 60 are derived from the Scope 1 and 2 calculations and contain the same limitations and assumptions. The presented data have been converted from the primary unit (e.g. m³ natural gas, liters of gasoline/diesel) to MWh using various conversion factors.

E3 WATER AND MARINE RESOURCES

In the table below, we summarize the material impact and risks related to water and marine resources, as well as our management approach.

Blycolin has not yet established targets regarding water use in 2025. In 2026, this target will be determined based on the baseline figures for 2023, 2024, and 2025.

IROs related to water and marine resources



Topic	Impact	Risks / Opportunities	Management
Water consumption			
■ Water consumption in own operations and upstream at our partner laundries. 	■ Water scarcity impact: 'Blycolin's own activities and activities within the supply chain have an impact on water consumption and water scarcity. This concerns the water consumption of the purchased textile products (cotton cultivation and textile production), and the water consumption of the (partner) laundries.	■ Service disruption: inability to access/ increased costs for adequate water supplies as a result of drought/ scarcity, disruption of the business (own laundries) and/or the supply chain (partner laundries).	■ We actively monitor water consumption per kilogram of washed textiles in our own laundries. We collect data per location and actively steer accordingly. ■ We invest in new machines and the application of new technologies and innovations for more efficient water use. ■ Partner laundries are required to commit to the External Code of Conduct, which sets requirements for social and environmental aspects. ■ We monitor the water consumption of our partner laundries through quarterly reports and benchmark performance. ■ We organize partner laundry meetings to share experiences and learn from each other.

Water consumption 2023, 2024 and 2025 own companies

Water consumption (m³)	2025	2024	Difference	in %	2023
Tap water	165.751	153.991	11.760	8%	164.499
Groundwater	36.019	35.308	711	2%	36.463
Subtotal	201.770	189.299	12.471	7%	200.962
- acquisition of new laundries	-26.562	-	-		-
Total excluding acquisition	175.208	189.299	-14.091	-7%	200.962
Water consumption per kg of laundry	4,60	4,61	-0,02	0%	4,94
Water consumption per kg of laundry excluding acquisition	4,30	4,61	-0,31	-7%	4,94

Explanation of the reporting methodology

The water consumption reported above is largely based on data collected through meter readings. Where this was not possible, consumption was determined by retrieving data from the supplier's invoice, where an assumption was sometimes made because the invoice period does not always correspond to the reporting period of this report.

E5 CIRCULAR ECONOMY

In the table below, we summarize the material impact and opportunities related to the circular economy, as well as our management approach.

IROs related to circular economy



Topic	Impact	Risks / Opportunities	Management
Incoming raw materials			
Sustainable designs and raw materials.	The choices around the use of materials and raw materials in textile products as well as (circular) product design impact raw material (re) use, circularity, lifespan, and energy consumption in the initial production process and in the laundries.	Possible increasing demand from customers for sustainable products. Can be a differentiating factor.	- Blycolin aims for a fully sustainable own collection as a differentiating product in the market. - We conduct Life Cycle Analyses (LCAs). Together with bAwear and suppliers, we analyze textile products for CO₂ emissions, water consumption, energy consumption, and land use. With this data, we gain insight into the total environmental footprint of the Blycolin collection. - We assess new product developments for environmental impact. - We expect cooperation from our suppliers regarding transparency about the supply chain and data.
Raw material output in products and services			
Product reuse and recycling. 	The (re)use and recycling of Blycolin's textile products as a secondary raw material can extend the lifespan of textile products and their materials and increase circularity and reuse, thereby reducing the environmental impact.		- Blycolin has the ambition to work toward a circular textile supply chain and full reuse of textiles. - We create structural collaboration to organize return flows together. This way we make recycling not only feasible, but also scalable. - We work together with innovation partners for upcycling of rejected linen and partners that give rejected linen a second life. - We are working on clear product specifications per product group with a preference for monomaterials, recyclable fibers, and, where possible, recycled content.

INFLOW OF MATERIALS

In 2024, the following objectives were established in relation to the sustainable rental collection:

- All new products in our rental collection are from 2025 onward (partly) sustainable in terms of content.
- In 2030, 90% of the collection is sustainable.
- By 2035, at least 50% of our items in the Blycolin rental collection will contain a raw material produced from end-of-life textiles from our (industry) supply chain.

Explanation of the reporting methodology

From our suppliers, we periodically receive the number of items purchased by Blycolin per country. For each item, the weight and composition/content are known. Based on the number purchased, the weight, and the content, the above table is compiled.

Purchased kilograms of textile	2025	%	2024	%	% 2025 vs 2024
Virgin Cotton	628.177	58%	822.394	64%	-6%
BCI Cotton	165.245	15%	105.174	8%	7%
CMIA Cotton	92.329	9%	128.158	10%	-1%
Fairtrade GOTS Cotton	27.616	3%	27.400	2%	0%
OCS Cotton	110	0%	45	0%	0%
Recycled cotton (pre-consumer)	5.685	1%	7.122	1%	0%
Recycled cotton (post-consumer)	94	0%	-	0%	0%
Lyocell	1.470	0%	1.682	0%	0%
Saxcell L30	381	0%	-	0%	0%
Virgin Polyester	119.072	11%	150.734	12%	-1%
Recycled Polyester	41.499	4%	46.257	4%	0%
Total	1.081.679	100%	1.288.965	100%	0%

Purchased kilograms of textile	2025	%	2024	%	% 2025 vs 2024
Virgin material	747.249	69%	973.128	75%	-6%
Virgin material with sustainability label	286.770	27%	262.459	20%	6%
Recycled materials	47.660	4%	53.379	4%	0%
Total	1.081.679	100%	1.288.965	100%	0%

# items in the Blycolin collection	2025	%	2024	%	2025 vs 2024	% 2025 vs 2024	Target 2027
Best	2	3%	-	0%	2	3%	> 30%
Better	11	18%	7	12%	4	6%	
Preferred	13	21%	8	14%	5	7%	> 50%
Basic	36	58%	44	75%	-8	-17%	< 20%
Total	62	100%	59	100%	3	0%	

OUTGOING MATERIALS

In 2024, the following objectives were established in relation to product reuse and recycling:

- 100% of our end-of-life products will be offered for recycling or given a sustainable second life by 2028.
- 25% of the volume that we bring to market as end-of-life will be processed into a new raw material for textile production by 2030.
- 100% of the volume that we bring to market as end-of-life will be processed into a new raw material for textile production by 2050.

Explanation of the reporting methodology

Our textile waste stream is collected in warehouses in the various countries and from there sent to or picked up by regular buyers. We record how many kilograms of textile goes to which buyer per country. Per supplier, it is known what subsequently happens to the textile, and from 2024 onward we make the distinction between the three categories mentioned above.

Overview of end-of-life textile distribution

Kg	2025	%	2024	%	% 2025 vs 2024
Cleaning cloths & automotive	254.803	51%	245.736	52%	2%
Second-hand and recycling	228.120	46%	140.650	30%	19%
Charities	12.920	3%	82.078	18%	-15%
Total	495.843	100%	468.464	100%	6%

SOCIAL: OWN EMPLOYEES AND CONSUMERS AND END USERS

The material impacts, risks, and opportunities related to own workforce, consumers, and end users have been identified and assessed in our double materiality analysis as described on page 56. In our ESG report, we describe our actions and refer to our relevant policy. Below, we provide the underlying metrics of our performance, as presented in our ESG report in the chapters "Social" and "Quality as a Foundation, ESG as a Compass", and an explanation of the calculations.

For more information on (the development of) our objectives, we refer to "ESG Roadmap on Ambitions" in our ESG report.

IROs related to own working conditions

Topic	Impact	Risks / Opportunities	Management
Working conditions			
■ Healthy and safe working conditions 		■ The risk of accidents in the workplace (laundries, offices) and/or on the road (transport, commuting), resulting from a lack of health and safety procedures and culture, causing employee absences (with the risk of operational disruption, particularly in laundries), no insurance coverage in the event of an incident, and possible employee claims and reputational damage.	■ Blycolin is working on a coherent health and safety policy that is applicable in all countries, with respect for national laws and regulations. From this international foundation, we maintain clear principles, inspired by the ILO conventions, UNGP guidelines, and OECD principles. ■ Every location has a prevention officer, up/to/date risk evaluations, and concrete emergency plans. Mental safety receives explicit attention with confidential counselors and the PSA policy that protects employees against stress, bullying, and unwanted behavior.

S1. OWN PERSONNEL

In the table below, we summarize the material risks related to own employees, as well as our management approach.

INFORMATION ON EMPLOYEES BY CONTRACT TYPE, GENDER

(end of period)	Man	Female	Other	2025	2024	Difference
Total number of employees (headcount)	185	235	-	420	401	19
Total number of employees (FTE)	175,7	205,3	-	381,0	360,2	20,8

Number of employees (end of period, headcount)	Man	Female	Other	2025	2024	Difference
Employees with permanent contract	n/a	n/a	n/a	379	345	34
Employees with temporary contract	n/a	n/a	n/a	41	56	-15
Employees with zero-hours contract	n/a	n/a	n/a	0	0	0
Employees with part-time contract	n/a	n/a	n/a	130	129	1
Employees with full-time contract	n/a	n/a	n/a	290	272	18

Number of employees per country (end of period, headcount)	NL	DE	BE	PL	2025	2024	Difference
Employees with permanent contract	241	60	68	10	379	345	34
Employees with temporary contract	18	12	11	0	41	56	-15
Employees with zero-hours contract	0	0	-	0	0	0	0
Employees with part-time contract	94	29	6	1	130	129	1
Employees with full-time contract	165	43	73	9	290	272	18

INFORMATION ON EMPLOYEES BY CONTRACT TYPE, GENDER

Staff turnover	2025	2024	Diff.
Total number of departing employees	69	54	15
Annual turnover rate	1,4%	1,1%	0,2%
Total number of new employees	81	46	35
Annual turnover rate	1,6%	1,0%	0,7%

Senior Management	2025	%	2024	%
Total number of men	12	57%	13	59%
Total number of women	9	43%	9	41%

Accidents	2025	2024	Diff.
Total number of registered work-related accidents (own employees)	12	14	-2
Frequency rate of work-related accidents (own employees)	0,017	0,025	0,008

Injuries, fatal accidents & health	2025	2024
Total number of fatal casualties from work-related accidents and occupational diseases (own employees)	0	0
Total number of fatal casualties from work-related accidents and occupational diseases (external employees at our locations)	0	0
Absenteeism	10,6%	n.a.

Explanation of the reporting methodology

The data relating to personnel largely come from HR systems in the various countries. For laundry data, in addition to HR systems, internal production reports were also used, in which, for example, hours per week are recorded.

In addition, for the collection of data (including number of accidents and fatalities), direct inquiries were also made with the managers of the various countries and companies.

Specific clarifications:

- The number of FTE, headcount, and breakdown by contract type reflects year-end figures for 2025.
- The number of employees who left in 2025/ (the number of employees at year-end 2025 x12)
- Number of accidents per number of hours worked in 2025. The majority of hours worked are based on internal production reports. The remainder was calculated by multiplying the number of FTE at year-end by an average number of hours worked (contracted hours -/- vacation -/- public holidays)

S4. CONSUMERS AND END USERS

In the table below, we summarize the material risks related to own consumers and end users, as well as our management approach.

In 2025, Blycolin established the definitions for product quality and hygiene and adapted and rolled out the assessment methodology in the various countries. The ESG strategy stipulates that a quality level of at least 8 in all laundries and a customer satisfaction level of at least 8 are to be achieved by 2030. The uniform measurement methodology and further development of KPIs and interim targets will be further implemented in 2026.

IROs related to consumers and end users

Topic	Impact	Risks / Opportunities	Management
Personal safety of consumers and/or end users			
■ Product quality and hygiene 		■ The dependence on partner laundries for the hygiene and quality of the washing processes (and therefore products) can lead to unbalanced supply-and-demand relationships. This may result in products and services not being able to be delivered at a competitive price and quality.	■ Blycolin ensures quality through strict specifications, structural quality controls, and continuous monitoring in both its own and partner laundries. Customer feedback is actively used to continuously improve processes and products.

G1. GOVERNANCE: BUSINESS CONDUCT

The material impacts, risks, and opportunities related to business conduct have been identified and assessed in our double materiality analysis as described on page 56. In our ESG report, we describe our actions and refer to our relevant policy in the chapters "Social" and "Governance and ethical business conduct", and provide an explanation of the calculations.

For more information on (the development of) our objectives, we refer to "ESG Roadmap on Ambitions" in our ESG report.

In the table below, we summarize the material impact and risks related to Governance, as well as our management approach.

In 2024, the following objectives were established in relation to responsible procurement/working conditions in the supply chain:

- By the end of 2027, all our partner laundries (80% of the outsourced volume) will have signed our External Code of Conduct.
- By 2030, all our partner laundries will have been audited on safe and healthy working conditions.
- By the end of 2025, all our strategic (80% of spend) textile suppliers of the Blycolin collection (direct procurement) will have signed our External Code of Conduct.
- By 2030, all our strategic (80% of spend) textile suppliers of the Blycolin collection will have been audited on ESG (3rd party independent audit).
- By 2033, 100% of the improvement points from the audit will have been corrected.
- By 2028 at the latest, our facilities procurement will be fully sustainable.

IROs related to business conduct

Topic	Impact	Risks / Opportunities	Management
Management of supplier relationships			
■ Responsible procurement / working conditions in the supply chain. 	■ The impact of working conditions at supply chain partners in cotton cultivation, in the production process, at (partner) laundries, and at suppliers to (partner) laundries (means of production) on working conditions and thereby the well-being of employees in the supply chain. Relevant topics in this regard are: fair and living wages and good working conditions at supply chain partners and suppliers (textile and means of production) of Blycolin.	■ The expectations of stakeholders and regulations (CSDD, CSRD, HRDD) require increasingly more actions, policies, and data on working conditions in the value chain. Being unable to build mechanisms and procedures in line with these evolving expectations can increase the risk that products or services are unintentionally sourced from production regions or partner laundries that are susceptible to non-sustainable (production) practices, which can create risks for reputation and non-compliance with legislation. ■ The risk that unknown (insufficient visibility into) upstream suppliers, as a result of ineffective internal controls, may cause potential financial losses (solvency) or reputational damage (e.g., child labor or working conditions within laundries).	■ Suppliers are required to commit to the External Code of Conduct, which sets requirements for social and environmental aspects. ■ Blycolin selects its suppliers and audits them to monitor whether they meet environmental and social requirements.

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