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This report covers DuluxGroup's operations in the Pacific region only. Approximately half of DuluxGroup's operations are located in Europe, where those businesses separately report in their respective regions.



Welcome to DuluxGroup's 2025 Sustainability Report for our businesses in Australia, New Zealand and Papua New Guinea (PNG) – collectively known as DuluxGroup Pacific. Established in Sydney in 1918, DuluxGroup's heritage stems back more than a century. Over that time DuluxGroup has evolved from its origins as a paints & coatings market leader to be a leading marketer and manufacturer of premium branded products that enhance, protect and maintain the places and spaces in which we live and work.

Significant growth with Safety and Sustainability remaining fundamental

DuluxGroup's evolution and growth have accelerated over the past six years since joining the Nippon Paint Group, the world's fourth largest paint company and the largest in Asia Pacific. Since 2019, DuluxGroup has more than doubled in size, extending beyond our core markets in Australia, New Zealand and PNG, where we employ approximately 4,600 people, to hold leading market positions across Western Europe and Central & Eastern Europe through our DGL International business, where we employ more than 4,000 people. Today, approximately half of our operations are located outside of the Pacific, and our DGL International businesses report their sustainability performance in their respective jurisdictions.

While DuluxGroup continues to evolve, the four Values and Behaviours that guide how we grow and succeed remain steadfast. They have been developed by our people and are deeply embedded into how we think and act. DuluxGroup has global leading employee engagement scores, and our employees – anonymously and unprompted – overwhelmingly tell us that what they most value is our commitment to *'Value people, work safely and respect the environment'*.

"While DuluxGroup continues to evolve, the four Values and Behaviours that guide how we grow and succeed remain steadfast."

Over the past six years, DuluxGroup Pacific has added 17 new businesses to our portfolio, greatly expanding the range and number of products we produce and increasing the size and complexity of our operations. Ensuring that these new businesses are aligned to our safety and sustainability culture, policies and ambitions has been a priority over this time.

Changes to our businesses in the Pacific during 2025

During the year we welcomed Peerless JAL to our Selleys Group's cleaning division and completed full ownership of the Pinegro business to accelerate YatesGroup's growth in the food organics and garden organics (FOGO) processing and recycling segment.

Our sustainability progress during 2025

DuluxGroup aims to be a welcome and positive participant in the communities where we operate; and our safety and sustainability commitment to 'A future without harm' is aligned to our DuluxGroup core purpose which is to help our consumers to *'Imagine a Better Place'*. We have set out 2030 targets to address our most significant sustainability challenges and during the year we continued to progress well towards achieving them, with improvements across most measures.

We continued to increase the sustainability of our products, to reduce the consumption of high-concern chemicals in our products, to reduce the proportion of packaging relative to our production volumes and to increase the recycled content in that packaging. Our Scope 1, 2 and 3 emissions declined compared to the prior year. The intensity of waste generation in our Pacific operations and waste to landfill also continued to fall, along with water consumption during the year.

Keeping our people and operations safe

DuluxGroup's strategic focus on disaster and fatality prevention across our operations underpins our efforts to protect our employees and prevent harm. During the year, major and serious near misses, or high potential events involving fatality risks, returned to our lowest level on record. While our Recordable Case Rate¹ increased during the year, it remains at industry low levels and our teams are taking targeted actions focussed on manual handling, cuts, trips and slips, and chemical exposures.

Being a positive participant in our communities

During the year, DuluxGroup continued its strong record of giving back to the communities in which we operate, helping them to *'Imagine a Better Place'*. Our businesses supported more than 350 community projects through direct program funding, product donations and employee volunteering. I am especially proud of the contribution our people continue to make, volunteering across our geographies and businesses to help create emergency housing, plant community gardens, fundraise for charities, clean up local environments, provide skills training for young tradespeople and much more. Their willingness to contribute in this way reflects the spirit and values that define how we work at DuluxGroup.

Patrick Houlihan
Chairman and CEO

¹ Total number of employee and contractor injuries and illnesses requiring time off work, restricted duties, or medical treatment (per 200,000 work hours).

OUR CORE PURPOSE

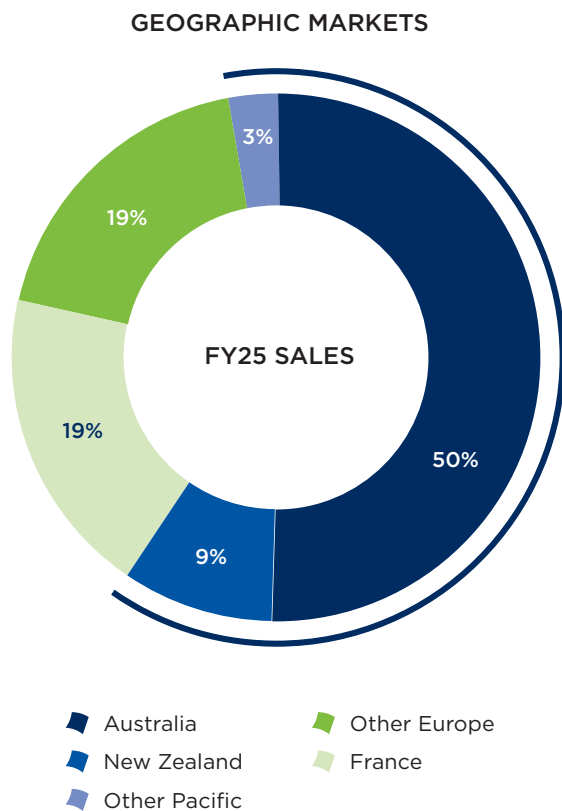


DuluxGroup is a leading marketer and manufacturer of premium branded products that enhance, protect and maintain the places and spaces in which we live and work.

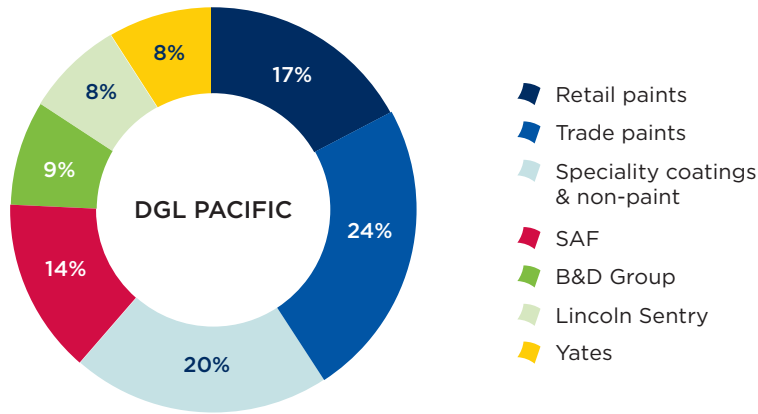
imagine
a better place



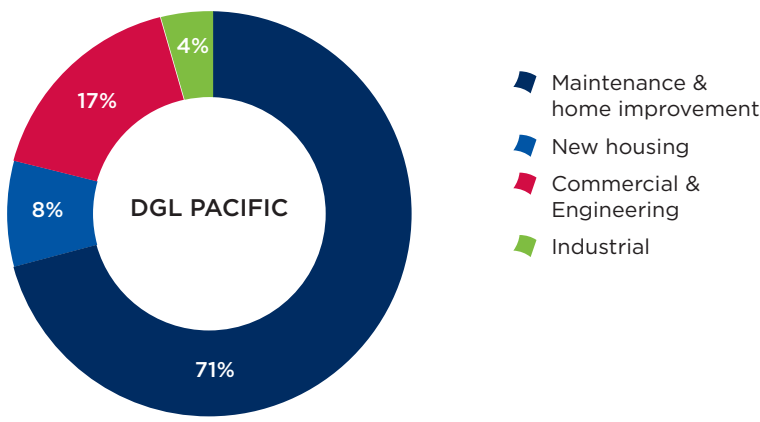
DULUXGROUP PRODUCTS, SALES CHANNELS AND END MARKETS



SALES BY PRODUCTS AND CHANNELS



SALES BY END MARKET



Note: Based on DuluxGroup FY2025 revenue.

DULUXGROUP PACIFIC

DULUX

Dulux has been manufacturing in Australia since 1918, in New Zealand since 1935 and Papua New Guinea since 1968. Today, it is a leading marketer and manufacturer of premium branded decorative paints, texture coatings, protective coatings, industrial coatings, powder coatings and woodcare coatings for the existing home, new housing, commercial construction, infrastructure and industrial markets. Readily identifiable with creating better homes, Dulux also plays a critical role in protecting and improving the spaces and infrastructure we see every day, including providing the protective coatings for Australia's landmark Sydney Harbour Bridge since 1932. Its portfolio of iconic, premium brands includes Dulux, Cabot's, Berger, British Paints and Porter's Paints.



SELLEYS GROUP

Selleys is a leading manufacturer & marketer of sealants, adhesives & fillers (SAF) as well as more general household and commercial cleaning solutions for Australian & New Zealand DIY consumers and Trade professionals. Founded by Martin Selley in 1939, Selleys has grown its portfolio to include household name brands such as Liquid Nails, No More Gaps, Spakfilla & Poly as well as household cleaning brands such as White King, Lux and Softly. Selleys is also now building a strong and growing presence across Asia through the Nippon Paint Group's vast customer network, delivering its powerful brand promise of "If it's Selleys it works." to a whole new set of consumers. In recent years, Italian based NPT, which produces high performance adhesives and sealants for the industrial and construction sectors, became part of Selleys Group.



YATESGROUP

With a heritage dating back to 1883 when Arthur Yates opened his first seed merchant store, at YatesGroup, we stand for growth. YatesGroup is a leading marketer and manufacturer of iconic brands in garden care, horticulture & agriculture across Australia and New Zealand. With our iconic brands and businesses - Yates, Seasol and Pinegro, we help home gardeners thrive, growers produce our nation's food & the community accelerate our circular future through organics recycling. We believe in helping home gardeners live the joy of the garden, and growers find a better way to grow, providing gardeners and growers solutions across their soil and plant health; plant nutrition, lawn and turf; plant and crop protection, weed control and home pest needs.



DuluxGroup Limited is an Australian company that owns the Dulux® trademark in Australia, New Zealand, Papua New Guinea, Samoa and Fiji only and the Cabot's® trademark in Australia, New Zealand, Papua New Guinea and Fiji only. DuluxGroup is not associated with and is not connected to, the owners and of the Dulux® and Cabot's® trademarks in any other countries, nor does it sell Dulux® and Cabot's® products in any other countries. ¹ Brand distributed. ² Under exclusive perpetual license.

DULUXGROUP PACIFIC

B&D GROUP

B&D's heritage dates back to 1946, but the business truly emerged with the launch of the iconic 'B&D Roll-A-Door' in 1956. Since then, it has grown to become an Australian icon and consistent feature of urban streetscapes. Today, B&D is a leading Australian and New Zealand manufacturer and marketer of premium branded garage doors and automatic openers for residential and commercial use. B&D has a strong focus on innovation and developing smart access technology to secure what is most precious to us - our family and our home. Its brands include B&D, Automatic Technology, Garador and Dominator.



LINCOLN SENTRY

Since 1986 Lincoln Sentry has been one of Australia's leading distributors of specialty hardware and components to the cabinet and furniture making industry; the window, door and glazing industries. It sources proven and innovative hardware solutions from Australia and across the globe for trade, designers, specifiers and consumers. Lincoln Sentry has a network of branches and showrooms across Australia and stocks leading brands including Blum, HEXFIX, Finista, Oliveri, Breezway and ASSA ABLOY.



DGL INTERNATIONAL**

Outside of its core Australian, New Zealand and PNG markets, DuluxGroup's international presence includes its DGL International business which is predominantly focused on the European and UK markets. DGL International includes France-based Cromology, which has market leading brands and businesses across Western Europe and long standing Slovenian based market leader JUB Group which has a portfolio of market leading brands across Eastern and Central Europe. Collectively this has created a substantial European business for DuluxGroup, employing approximately 4,000 people across 19 countries.

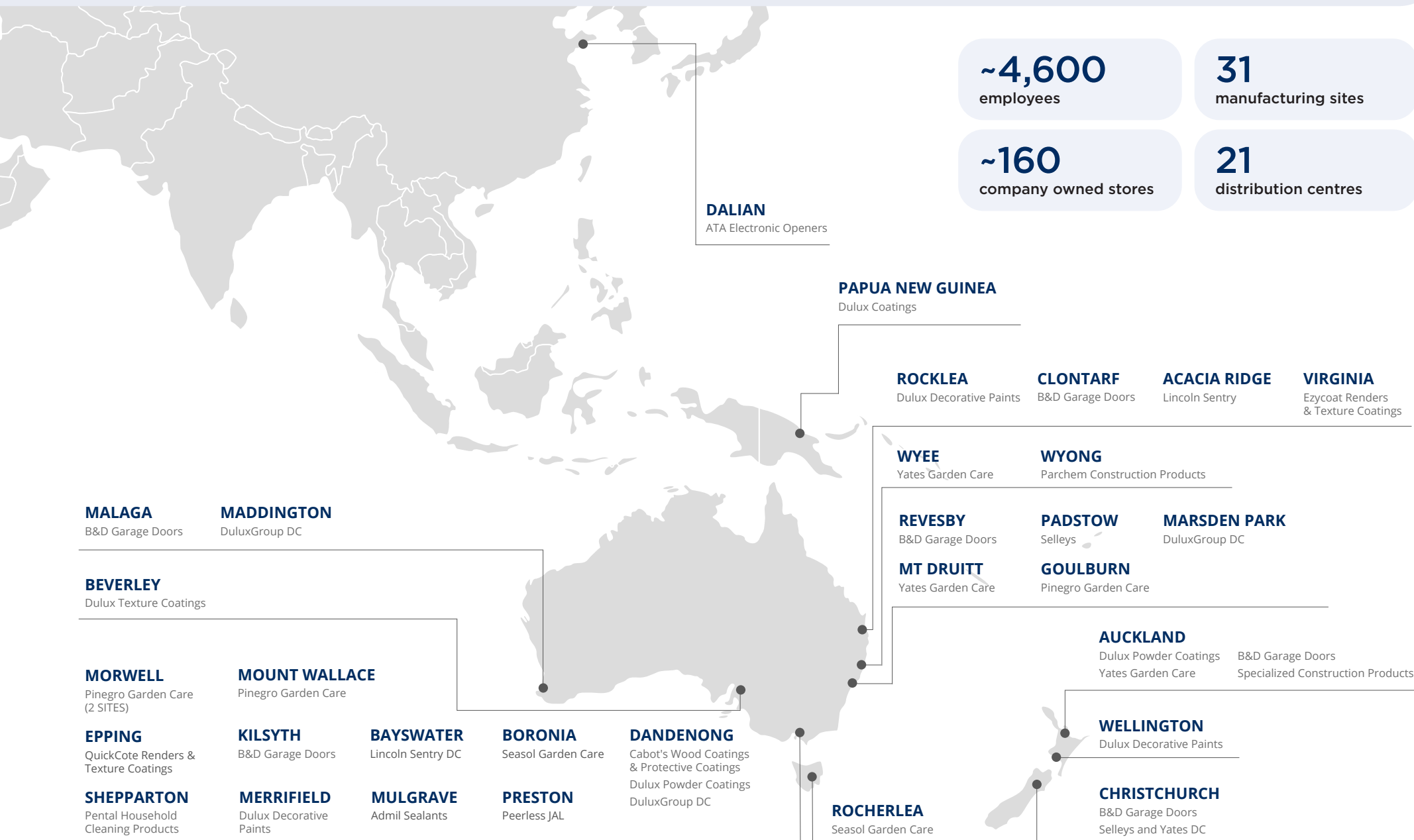


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DULUXGROUP PACIFIC – 31 MANUFACTURING & 21 DISTRIBUTION CENTRES





OUR SUSTAINABILITY APPROACH



Vision & Strategy

DuluxGroup’s sustainability strategy is closely aligned with our core purpose: To help our consumers to ‘Imagine a better place’. This is reflected internally in our safety and sustainability commitment to ‘A future without harm’ and the supporting Safety & Sustainability (S&S) policy that reinforces our dedication to understanding the key impacts of our operations and driving continuous improvement. Central to this approach is building transparent and meaningful relationships with our stakeholders, aiming to meet or exceed their expectations while collaboratively addressing shared sustainability challenges.



Ambition

The DuluxGroup Pacific business has set targets to address our most significant sustainability impacts, reflecting our commitment to driving meaningful change and long-term value for our stakeholders and the environment:

MATERIALITY	TARGET	SCOPE
Sustainable Products	20% 2030	Revenue from premium (best-in-class) sustainable products
Packaging	30% 2025	Recycled content in packaging
Carbon	50% 2030 Net Zero 2050	Reduction in Scope 1 & 2 greenhouse gas emissions ²
Energy	50% 2030	Renewable electricity consumption
Waste	50% 2030	Reduction in site landfill waste ²

In addition to the targets and action plans addressing our most material sustainability impacts, we remain committed to driving continuous improvement across other, less material sustainability areas.

Each DuluxGroup business has its own unique customers, product offerings, sustainability impacts and opportunities. As such, many of our businesses have developed brand-aligned sustainability strategies that build on the foundation of the group-level targets. This approach supports the development of targeted, holistic strategies tailored to each business’s specific portfolio, brand identity, and market context.

² Reduction on an intensity basis (per tonne production) from a 2020 base year.



OUR SUSTAINABILITY PROGRESS AT A GLANCE



Sustainable products

- Sales of best-in-class sustainable products increased to 18.3% of total sales in 2025. This demonstrates steady progress toward our 2030 target of 20%.
- Total sales of sustainable products—covering both high-performer and best-in-class products—also increased, reaching 24.5%.



Chemicals of concern

- Consumption of high-concern chemicals in company-manufactured products has shown a steady decline in the last five years. In 2025, total consumption in these products decreased by 12% compared to 2024. This equates to 1.12 kg per \$1,000 net sales³.



Packaging

- During the year, total packaging intensity across the Group decreased to 6.7 kg per \$1,000 net sales⁴, continuing the consistent downward trend observed since 2020. This result includes the Seasol and Pental businesses, first incorporated into our dataset in 2024. Excluding these businesses, the underlying packaging intensity for our existing operations was 5.6 kg per \$1,000 net sales in 2025, representing greater than 40% reduction in packaging intensity since 2020.
- Our recycled content in total packaging increased to 26%, moving closer to our target of 30%, and marking a 6-percentage point improvement over the past five years.



Post consumer waste

- Dulux Australia is a founding member of Paintback—Australia's national paint and packaging recovery scheme—focused on diverting unwanted materials from landfill and recovering valuable resources such as energy, water, plastic and tinplate. In the 2024/25 financial year, Paintback collected more than 8.6 million kilograms of unwanted paint and packaging through its national network of 167 permanent drop-off sites and 41 pop-up events, providing convenient access for 89% of the Australian population.



Sourcing

- 84% of significant-spend suppliers have been assessed and formally approved in accordance with our Sustainable Procurement Standard. This is lower than in some prior years due to the addition of new suppliers to our supply chain who have not yet completed the assessment process.



Carbon and climate

- In 2025, Scope 3 emissions, which account for 97% of our total emissions, decreased by 3% compared with 2024 to 1,052 kilotonnes (kt). Total Scope 1, 2 and 3 emissions were 1,087 kt on a market-based basis and 1,083 kt on a location-based basis.



^{3,4} Excludes the Pinegro and Peerless JAL businesses.



Energy and carbon

- Energy performance continued to improve over the year, with total energy consumption intensity decreasing by 15% to 0.71 gigajoules per tonne of production (GJ/t), and operating site energy intensity falling to 0.46 GJ/t.
- During the year, total Scope 1 & 2 carbon intensity dropped 17% to 81 kg/t on a location basis, or 89 kg/t on a market basis, due to new business acquisitions and underlying business emission reductions.



Waste

- Waste generation intensity decreased by 17% and waste to landfill intensity decreased by 22% in 2025.



Water and environment

- Water consumption intensity decreased by 10% to 0.26 kL/t, and absolute consumption rose by 11% to 101 ML over the year due to the water consumed in the Pinegro composting process.
- In 2025, Volatile Organic Compounds (VOC) emissions intensity (kilograms per tonne of production) decreased by 23% to 77 tonnes.



People

- ~4,600 employees in DuluxGroup Pacific (Australia, New Zealand and Asia Pacific).
- Of our most senior 200 leaders, 38% are women compared with 16% 11 years ago.
- 58% of senior promotions were awarded to women.
- In 2025, major and serious near misses, or high potential events involving fatality risks, were at our lowest level on record.
- While our Recordable Case Rate⁵ performance remains at industry low levels, in 2025 it increased 14% to 1.7, following four years of record low rates.



Community

- More than \$800,000 in cash contributions including direct donations, employee fundraising and targeted program funding.
- More than \$1.2 million in products donated (paint, accessories, garden & other products).
- More than 50,000 paint litres donated.
- ~450 days of employee volunteering.
- More than 350 community projects and partnerships undertaken.



⁵ Total number of employee and contractor injuries and illnesses requiring time off work, restricted duties, or medical treatment (per 200,000 work hours).

Influence on stakeholder assessments & decisions about DuluxGroup sustainability

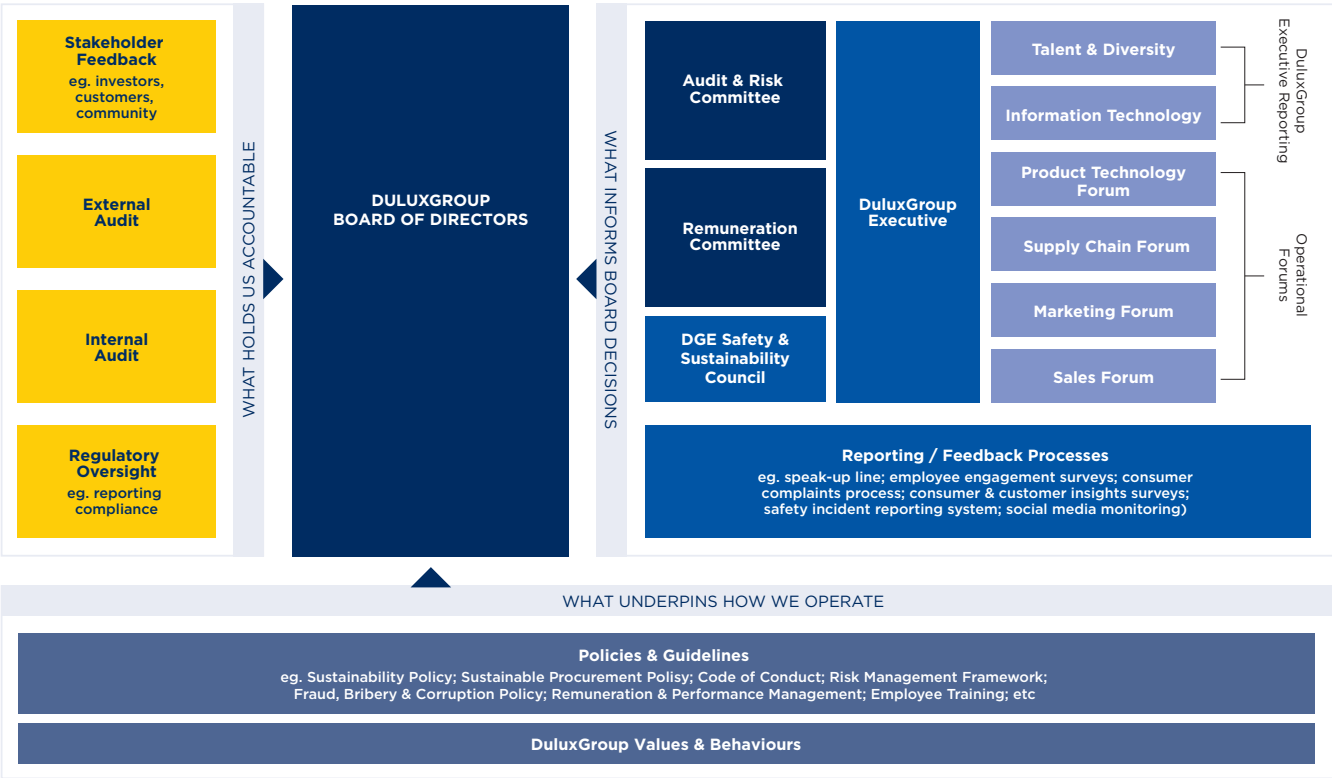
Significance of DuluxGroup impacts on sustainability

By focusing on the most material sustainability impacts across our value chain, and working in partnership with all stakeholders, we aim to contribute meaningfully to the UN Sustainable Development Goals (SDGs) and to address global sustainability challenges. Based on our materiality assessment, we have identified the SDGs where we can have the greatest impact, including:



DuluxGroup’s sustainability governance model (below) supports strong oversight and transparency to enable successful achievement of our sustainability ambition. The Board is responsible for steering DuluxGroup towards achieving profitable business performance that is environmentally, socially and economically sustainable. It is ultimately responsible for the Company’s strategic objectives and governance, provides oversight of management, and oversees the Group’s key risks. Executive leadership drives sustainability through dedicated councils and operational forums, including the DuluxGroup Executive (DGE) Safety & Sustainability Council, which governs the S&S agenda and supports integration of sustainability considerations into decisionmaking.

Our people are at the heart of delivering our sustainability ambition, and we continue to invest in their capability through leadership programs focused on safety and sustainability. To reinforce accountability, shortterm incentives for all leaders are linked to both lead indicators (such as S&S action plan completion) and lag outcomes (such as waste reduction and safety performance).



DuluxGroup sustainability governance model.



REPORTING SCOPE AND BUSINESS CHANGES

This Sustainability Report covers the operations of DuluxGroup Pacific only. Unless otherwise stated, the scope of reporting, metrics and performance commentary excludes our businesses based in Europe.



Pinegro

In late 2025, Yates acquired full ownership of the Pinegro business, building on a multi-year partnership during which Yates held a partial ownership interest. Pinegro's operations align closely with the Yates portfolio, enhancing the Group's offering in growing media, soil health and garden care solutions, and reinforcing its circular approach to organic resource use.



The Selleys Group acquired Peerless JAL during 2025. Peerless JAL has a long operating history in Australia, commencing in 1947, and is a supplier of cleaning systems and premium floor-care solutions across commercial, residential and industrial markets. The acquisition of Peerless JAL, in addition to the Pental acquisition in 2023, further enhances Selleys' cleaning and hygiene product offerings and aligns well with the Group's existing market presence and capabilities.

Pinegro and Peerless JAL sustainability data has been incorporated into Group reporting metrics where available. Throughout this report, where performance data from these businesses is not captured, this is stated as a footnote to the relevant metric. Transitional governance arrangements are in place to support the integration of these recent acquisitions into DuluxGroup's safety, sustainability and data-capture frameworks, with full inclusion planned in future reporting cycles.

Pinegro, by the nature of its composting business, operates at production volumes materially higher than most other DuluxGroup businesses. Where included in Group-wide sustainability metrics, this scale has a significant influence on production-based year-on-year results—particularly waste, water and energy intensity outcomes due to scale effects. Where the impact of Pinegro is material, it is clearly identified and explained in the relevant sections of the report.



OUR PRODUCTS



Enhancing the sustainability performance of our product portfolios is both a strategic priority and a significant opportunity. It enables us to contribute meaningfully to a low-carbon, circular economy, while supporting our long-term business success and meeting the evolving expectations of our customers and consumers.

Building on our strong history of continuous innovation and product stewardship improvement, we have established a 2030 group target to grow sales of “best-in-class” sustainable products to 20% of total sales.

Over the past five years, we have implemented an assessment process across our businesses to identify best-in-class sustainable products—those that deliver superior sustainability outcomes compared to standard market offerings—and high-performing products that demonstrate clear sustainability benefits. The assessment is based on defined criteria covering material sustainability impacts, including whole of lifecycle environmental performance, carbon footprint, packaging sustainability, health and safety aspects and environmental certification. We have used this framework to develop 2030 roadmaps and targets for each DuluxGroup Pacific business focused on expanding the availability and market for both best-in-class and high performer sustainable solutions. The assessment criteria are embedded into our New Product Development (NPD) tools and business processes to ensure that opportunities for sustainability improvements are considered as early as possible in the design process for new or updated products.

Significant progress continues to be made in developing and expanding sustainable product portfolios, including the launch of new products that offer reduced environmental impacts and/or enhanced sustainability performance.

Notable sustainable product initiatives in 2025 include:

- **Yates Click & Grow Lawn & Garden Care System:** A product that improves consumer safety, cuts packaging waste, supports social enterprise employment, and delivers an 8kg carbon saving per pack for Yates Weed n Feed compared with the previous 4L bottle format.
- **Expansion of the Environmental Product Declaration (EPD) portfolio:** Update to EPDs for selected Dulux products and new EPDs prepared for Fosroc products, adding to the existing suite of EPDs available for decorative and powder coatings products.
- **RotaCota Sustainable Packaging Update:** Packaging changes across 30 products to remove Velcro dots, reduce cardboard use, and shift to Forestry Stewardship Council certified materials across handles, packaging, and transit components.
- **Intergrain Range Sustainability Improvements:** Reformulation to deliver improved durability of Intergrain Natural Stain and achieving Global GreenTag certification for Intergrain Ultra Deck products.
- **Forestry Stewardship Council (FSC)-Certified Painter's Tape:** Launching ANZ's first FSC-certified painter's tape with recyclable paper-based packaging.
- **Strengthening New Product Development Processes:** Review of NPD management processes and tools to strengthen consideration of sustainability aspects.
- **Circular Roller Bucket:** Launch of a new roller bucket manufactured from 100% recycled plastic paint pails collected through the Dulux EnviroSolutions program, transforming returned packaging into a durable new painting accessory.



Dulux Professional Washi Tape – Green ANZ's First FSCCertified Painter's Tape

In mid-2025, Dulux Professional Washi Tape - Green was launched, ANZ's first FSC-certified painter's tape with no compromise to quality. The FSC label is the world's most trusted mark for sustainable forestry, ensuring that wood and paper products come from responsibly managed forests that protect biodiversity, uphold workers' rights, and support the economic and social wellbeing of local communities. The tape, core, on-shelf packaging, and shipping cartons are all made from FSC-certified paper, whereas most tapes in the trade market are sold in plastic packaging. Not only is the packaging more sustainable, but it is also easier to open and can be disposed of in curbside recycling programs, reducing the amount of waste going to landfill.

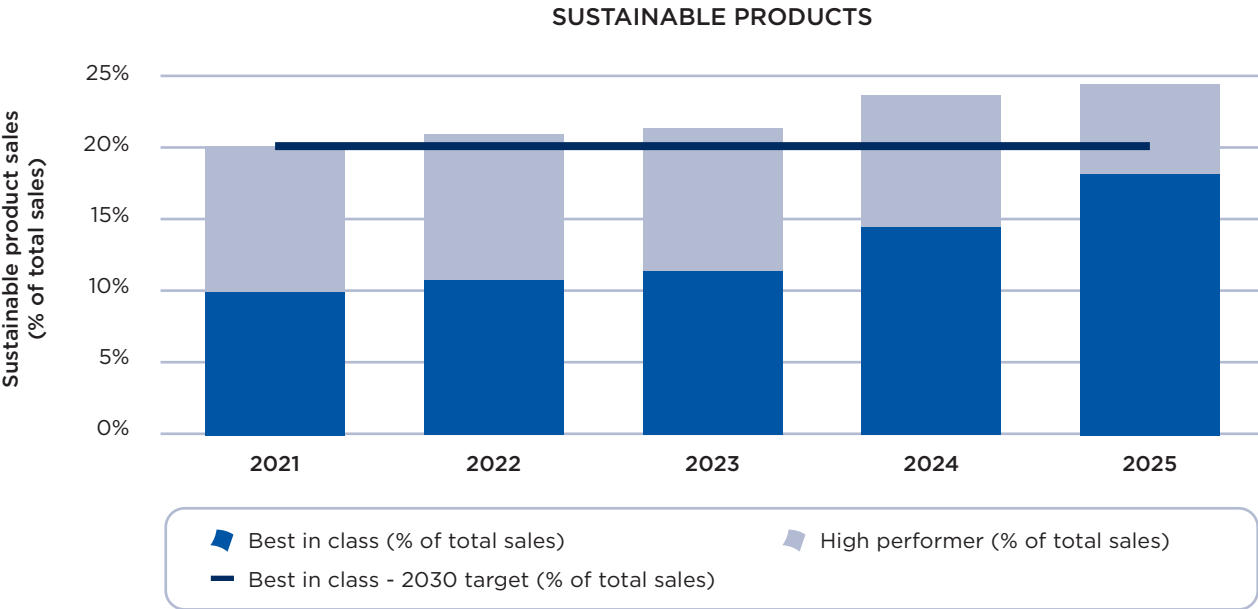
SUSTAINABLE PRODUCTS

Over the reporting year, our businesses continued to complete annual product stewardship assessments and to develop product stewardship improvement plans. Our businesses have also continued to use Life Cycle Assessment (LCA) and sustainable product and packaging design checklists to inform new product development.

Sales of best-in-class sustainable products increased to 18.3% of total sales in 2025⁶, demonstrating steady progress toward our 2030 target of 20%.

A significant contributor to our 2025 result was the relaunch of Wash & Wear as a very low-VOC formulation with a reduced carbon footprint and enhanced durability.

Total sales of sustainable products—covering both high-performer and best-in-class products—increased, reaching 24.5%.



Advancing Sustainable Woodcare Across the Intergrain Range

Cabot's and Dulux New Zealand have strengthened the sustainability profile of the Intergrain range through a coordinated program of product reformulation and independent environmental certification. Intergrain NaturalStain was reformulated to significantly improve durability. The new formulation lasts up to five times longer and reduces the frequency of maintenance cycles, delivering both performance and environmental benefits by lowering product use over the life of the timber.

In parallel, the Intergrain UltraDeck Timber Oil and Stain range—including NaturalStain, UltraDeck Slip Resistance and UltraDeck Timber Oil—achieved Global GreenTag Level A certification, becoming Australia's first woodcare range to reach this standard. GreenTag certification provides independent assurance of environmental performance and supports architects, specifiers and customers in making more sustainable timber-care choices.

Together, the reformulation and certification initiatives reinforce Intergrain's position as a leading sustainable woodcare brand across Australia and New Zealand.

⁶ Sustainable Products Metrics exclude Dulux PNG, Pinegro and the Peerless JAL businesses.



Click & Grow: A Smarter, Safer Approach to Lawn & Garden Care

In 2025, the Yates business launched the Click & Grow Lawn & Garden Care System, a breakthrough innovation designed to improve consumer safety, reduce environmental impact, and create positive social value across the product lifecycle.

The new system enhances user safety by reducing direct contact with concentrated formulations, offering a simpler and more controlled way to apply lawn and garden care products. Moving from rigid bottles to lightweight pouches also significantly reduces the amount of packaging sent to landfill.

Assembly of the Click & Grow units is undertaken in partnership with a local social enterprise, creating meaningful employment opportunities and supporting community development.

Life Cycle Assessment (LCA) conducted on the range further highlights the environmental benefits of the initiative. Transitioning Yates Weed n Feed Lawn Weedkiller from a 4L bottle to a 700ml pouch format delivers a saving of 8kg of carbon emissions per pack.



Fosroc's EPD Suite: Supporting Sustainable Construction

Fosroc has developed a suite of Environmental Product Declarations (EPDs) to improve transparency and support more sustainable construction outcomes. EPDs are standardised, independently verified documents based on LCA that provide science-based, comparable data on the environmental impacts of our products. They enable customers, specifiers and stakeholders to access trusted information on embodied carbon and other key indicators, support green building certification schemes, and inform responsible material selection.

For Fosroc, EPDs also provide a benchmark to track and improve our environmental performance over time, reinforcing our commitment to transparency and responsible manufacturing. Fifteen EPDs were published in 2025, with more due for publication in mid-2026.



RotaCota's Sustainable Packaging Overhaul

As part of RotaCota's commitment to reducing packaging and improving sustainability, the range launched at the end of 2024 introduced packaging improvements across 30 SKUs. Updates included removing Velcro dots that previously secured cardboard, adopting a new slip-on/slip-off design that reduces total cardboard use, and transitioning to FSC-certified components wherever possible, including timber handles, product packaging, shipping cartons and transit tape. These changes reduce material use and ensure responsibly sourced content across the range.

Reducing risks associated with chemicals in our products, particularly those with potential long-term health or environmental impacts ('chemicals of concern'), remains a long-standing priority. This focus is increasingly important as scientific understanding, regulatory frameworks and community expectations continue to evolve.

Since its introduction in 2017, our Group Risk Management Framework has guided our approach by identifying prohibited and high-concern chemicals based on toxicological and/or regulatory classifications. Risk management involves:

- ensuring compliance with the relevant Group Position Statement, or
- where compliance is not feasible or a position is not yet established, developing a tailored business-specific risk management plan.

The risk management plans aim to identify and manage risks to acceptable levels through targeted improvement actions, such as reformulation, packaging changes, labelling updates, sourcing adjustments, and marketing strategies.

Key progress during the year included:

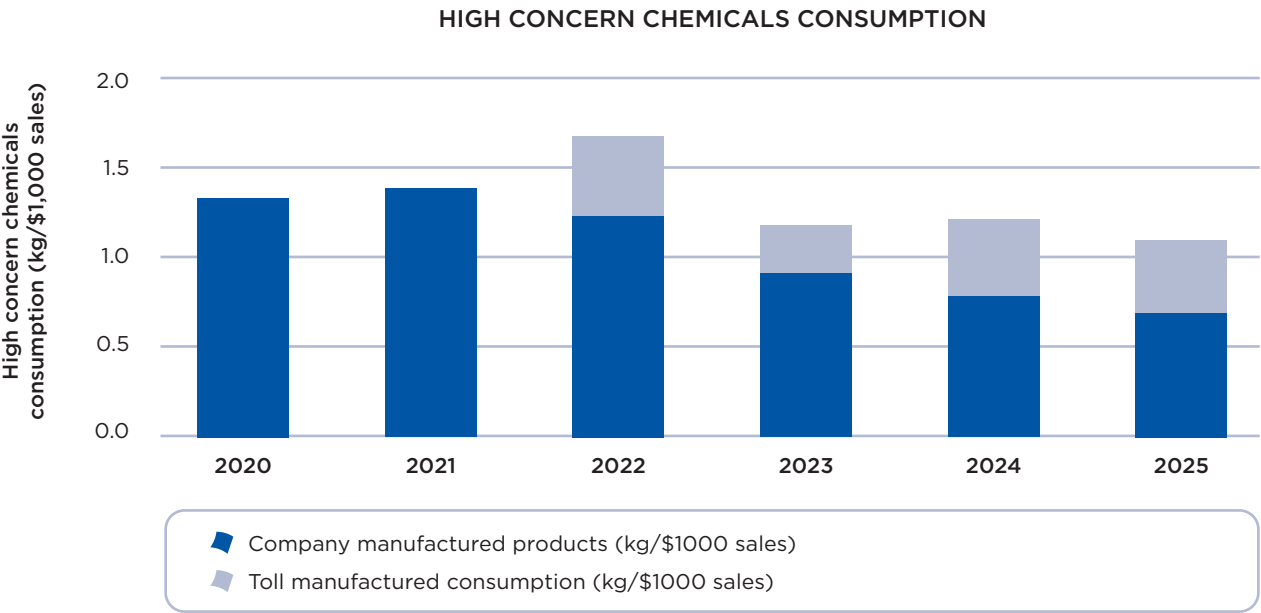
- Maintained coverage of Group Position Statements, with statements in place for 98% of all prohibited and high-concern chemical groupings.
- Continued product and manufacturing innovation to manage chemicals of concern across our businesses, including:
 - Launch of a new range of low-VOC, water-based aerosols in the Dulux Decorative business, giving consumers safer, lower odour and sustainably sourced spray options without compromising performance.
 - Dulux Research & Development chemists, working in partnership with manufacturing, led a program to redesign manufacturing processes for products containing zinc, reducing the number of batches generating zinc-contaminated waste by 50%, lowering overall zinc waste, and improving production efficiency and yields.

- Continued efforts to identify and phase out raw materials containing alkyl phenol ethoxylate (APE) compounds, which are not typically declared on supplier safety data sheets, across multiple businesses.
- Ongoing monitoring of global regulatory developments and emerging social concerns, ensuring timely identification of new risks or classification changes.

Consumption of high-concern chemicals in company-manufactured products has shown a steady decline in the last five years (see High Concern Chemicals Consumption chart below), indicating the effectiveness of our ongoing risk reduction efforts. In 2025, total consumption in these

products decreased by 12% compared to 2024. This equates to 1.12 kg per \$1,000 net sales.⁷

We began tracking high-concern chemical consumption associated with third-party finished goods and toll-manufactured products in 2022 (shown as *Toll manufactured consumption* in the High Concern Chemicals Consumption chart below). In 2024, we further enhanced our data-capture processes for these product categories. This resulted in an increase in reported consumption compared with previous years. Focused efforts to address chemicals of concern in third-party products have since contributed to a 6% reduction to 0.44 kg per \$1,000 net sales in 2025.



⁷ Excludes the Pinegro and Peerless JAL businesses.



A New Era of Low-VOC, Water-Based Aerosols

Our Dulux Decorative business has introduced a new range of water-based aerosols, strengthening our commitment to safer and more sustainable spray solutions.

Water-based aerosols were identified as a priority innovation opportunity in response to strong consumer demand for lower-odour, lower-VOC products that are easy to use while still meeting performance expectations. Volatile Organic Compounds (VOCs) are carbon-based chemicals that evaporate easily at room temperature and can contribute to indoor air pollution, odour and smog formation. Reducing VOC levels improves indoor air quality and enhances user comfort.

The new water-based spray range addresses common concerns associated with traditional solvent-based aerosols, including inhalation risks, strong odour and restrictions on indoor use—particularly important for Decorative projects.

A small amount of solvent is still required to maintain product functionality, but all solvents used in the range are responsibly and sustainably sourced. The result is a high-performing aerosol portfolio that reduces environmental impact and supports healthier indoor environments.



Cabot's Cleaning and Maintenance Range - kind on wood and the environment

Cabot's has developed a new range of cleaning and maintenance products designed by woodcare experts to be gentle on timber while also reducing environmental impact. As part of this commitment, the range was launched with most SKUs packaged in 100% recycled materials, significantly improving its sustainability profile.

The product development team also created several hero lines specifically focused on minimising harm to both timber and the environment. These include the Cabot's Signature Spray Mop, which features reusable and washable mop pads to reduce waste, and the Exterior Floor Cleaner, formulated without chlorine or bleach to provide a safer, lower impact cleaning solution.



Reducing the environmental impact of product packaging remains a key priority for DuluxGroup. Over recent years, we've made strong progress in lowering packaging intensity and increasing the use of recycled content across plastic, paper and cardboard formats.

Key achievements in packaging sustainability and innovation in 2025 include:

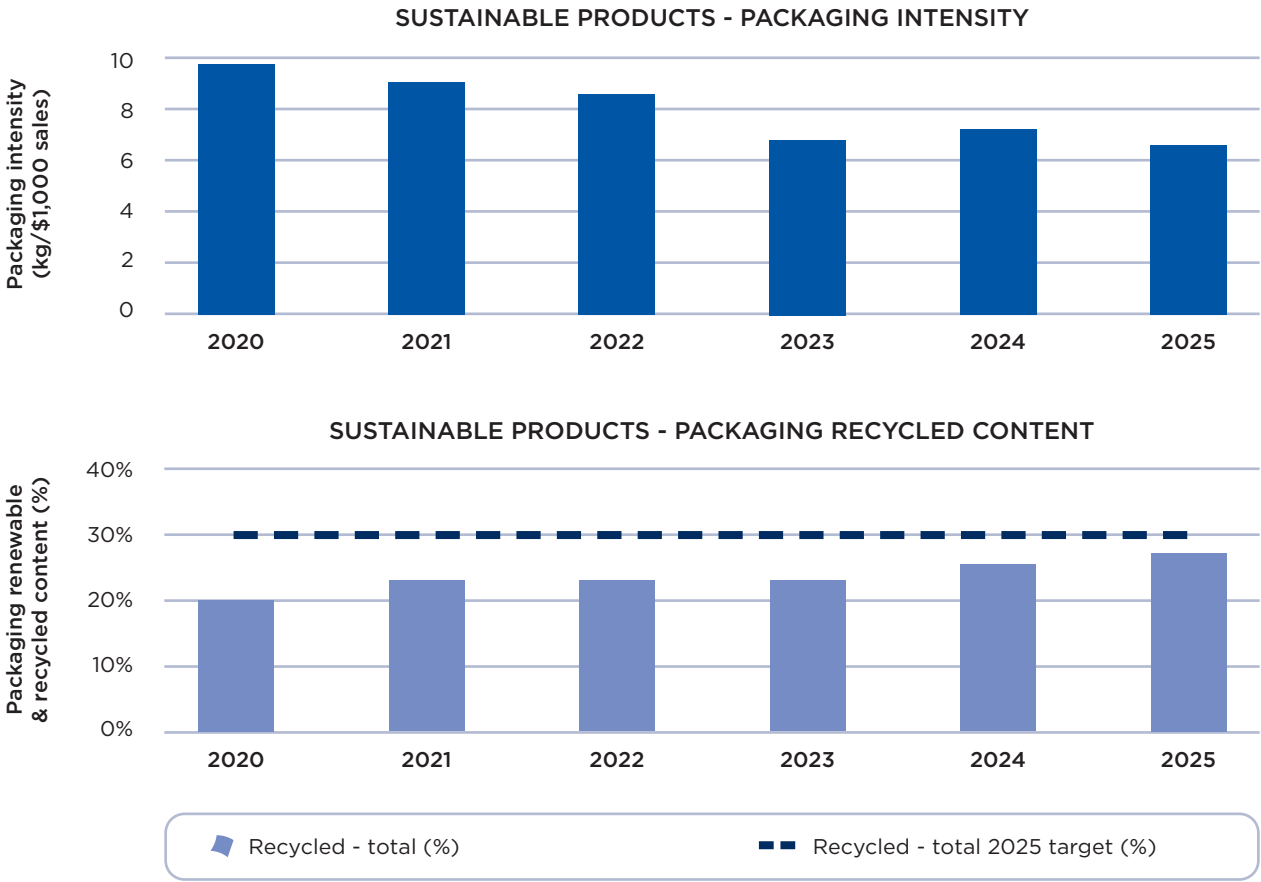
- **Yates 50% Recycled Content Packaging Program:** An initiative to increase recycled content across the Yates product range, targeting the use of 147 tonnes of recycled High-density Polyethylene (HDPE) and 66 tonnes of recycled Low-density Polyethylene (LDPE) by 2026, and recognised with a Bronze Award at the 2025 Packaging Innovation and Design Awards.
- **Recycled Content Pails:** Transitioning Dulux Professional and Berger Gold pails to include 50% recycled content using commercially available recycle.
- **Pointworks Recycled Plastic Packaging:** Successfully introducing 30% recycled content into Pointworks pails, avoiding 20 tonnes of virgin material annually
- **Selleys Recycled Content in Cartridges:** Successfully trialling and testing 30% recycled content in cartridge packaging for Selleys trade products produced at our Admil Mulgrave factory.
- DuluxGroup completed its **annual report and action plan for the Australian Packaging Covenant**, maintaining its Advanced performance rating.

In 2025, total packaging intensity across the Group decreased to 6.7 kg per \$1,000 net sales⁸, continuing the consistent downward trend observed since 2020. The inclusion of packaging data from the Seasol and Pental businesses, first incorporated into our dataset in 2024, has offset some of this reduction. If excluded, the underlying packaging intensity for our existing operations was 5.6 kg per \$1,000 net sales in 2025, representing greater than 40% reduction in packaging intensity since 2020. Data for two new businesses acquired during the 2025 reporting year, Peerless JAL and Pinegro, has not yet been included in our packaging data set, but will be captured in 2026 reporting.

⁸ Excludes the Pinegro and Peerless JAL businesses.

Our sustainability targets included an ambition to achieve 30% recycled content in all non-timber packaging by the end of 2025, up from 20% in the 2020 base year. While we did not fully meet this target in 2025, having a clear and ambitious goal in place has driven significant improvement across our businesses. This year, our total recycled content increased to 26%, marking a 6-percentage point

improvement over the last five years. Progress has continued despite challenges such as limited availability of high-quality recycle, stringent packaging performance requirements, and restricted influence over recycled content in tinplate—which is largely dependent on broader steel demand and scrap supply.





Weed n Feed On Hose 4L (Yates)

Advancing Circular Packaging Through Recycled Plastics

Since 2022, YatesGroup has been progressively increasing the use of recycled materials across its packaging, strengthening its commitment to more sustainable garden care solutions. The program focuses on incorporating recycled content into both HDPE bottles and LDPE rewind film, two of the largest packaging components across the Yates portfolio.

The transition has scaled significantly over time, and Yates is now on track to use 147 tonnes of recycled HDPE (rHDPE) and 66 tonnes of recycled LDPE (rLDPE) by the end of 2026. These changes help reduce reliance on virgin plastics, cut carbon emissions associated with material production, and support the circular economy by creating demand for locally recycled content.

In recognition of its ongoing leadership in sustainable packaging, Yates received a Bronze Award at the 2025 Packaging Innovation and Design Awards.

The program expanded further in 2025 when Seasol (part of the YatesGroup portfolio) introduced a 100% recycled-content plastic tub and lid for its Powerfeed 1kg granules. This innovation demonstrates the Group's commitment to continually improving packaging sustainability across the broader product range and supports its ambition to be the most sustainable garden care company in Australia and New Zealand.

Together, these initiatives reflect a practical, phased approach to reducing plastic impact while delivering packaging that remains durable, fit-for-purpose and trusted by consumers.



Improving recovery and reuse of post-consumer waste is a significant opportunity for our businesses to improve circularity outcomes and reduce the sustainability impacts associated with consumption of natural resources. Our businesses have participated in recovery schemes for several years and this continued during 2025. Progress during the year included:

- Dulux New Zealand has continued its Paint Take-Back recovery program, which launched in 2009. In the most recently reported year (2023/24), the program collected over 140,000 litres of paint and 233,500 plastic and steel containers. The Dulux NZ business is now incorporating collected plastic into new paint packaging, with an average of 30% post-consumer recycled plastic used in new white plastic pails.
- In Australia, Dulux continues its partnership with Paintback, Australia's national paint and packaging recovery scheme, which is focused on diverting unwanted materials from landfill and recovering valuable resources such as energy, water, plastic and tinplate. In the 2024/25 financial year, Paintback collected more than 8.6 million kilograms of unwanted paint and packaging through its national network of 167 permanent drop-off sites and 41 pop-up events, providing convenient access for 89% of the Australian population. To support its goal of achieving more than 90% landfill diversion, Paintback commissioned its world-first Paint Circular Economy Headquarters (PaCE HQ) in 2025, which is now fully operational and enabling advanced processing, sorting and recovery of paint and packaging materials.
- Organic Crop Protectants continued its participation in the voluntary product stewardship program, drumMUSTER, enabling used plastic containers from its commercial products in Australia to be recovered for reprocessing into secondary products (e.g. rubbish bins).
- Dulux EnviroSolutions pail recycling program: In 2025, Dulux continued to expand its EnviroSolutions program, enabling professional painters to return used 15-litre plastic paint pails to participating stores for recycling. During the year, 49 tonnes of plastic pails were returned through the Dulux Trade network. The recovered plastic is reprocessed and used to manufacture new products, including painting accessories such as roller trays and buckets, helping divert plastic from waste streams and supporting a more circular approach to product and packaging materials.



Climate change remains a key sustainability priority as we work to reduce emissions and support the transition to a lower-carbon future.

Our emissions profile is heavily weighted toward Scope 3 emissions, which represent 97% of our total carbon footprint and are largely driven by raw materials and purchased goods and services. This reinforces the importance of sustainable product and packaging innovation, alongside collaboration across our value chain.

While Scope 1 and 2 emissions account for a smaller share of our footprint (3%), they remain a key focus area due to the greater level of direct operational control.

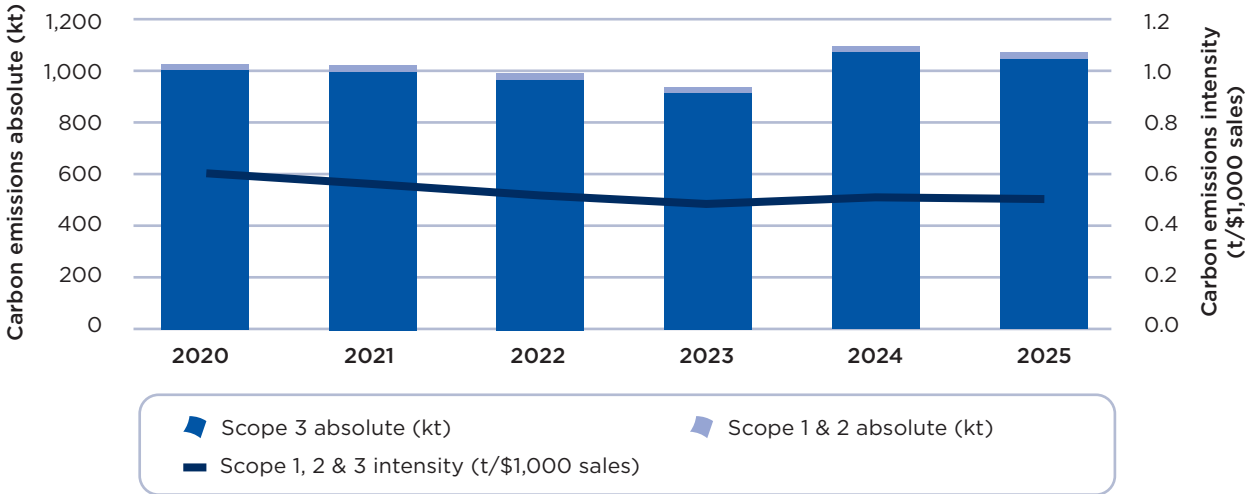
In 2025, Scope 3 emissions decreased by 3% to 1,052 kt, contributing to a 3% reduction in overall carbon emissions intensity compared to 2024. This reflects the ongoing efforts to improve emissions management across our operations and value chain.

During the year, our businesses continued to review their emissions profile to identify reduction opportunities and assess achievable pathways. Insights from this work, together with engagement with key suppliers on their decarbonisation plans, are informing the development of our future emissions reduction strategy.

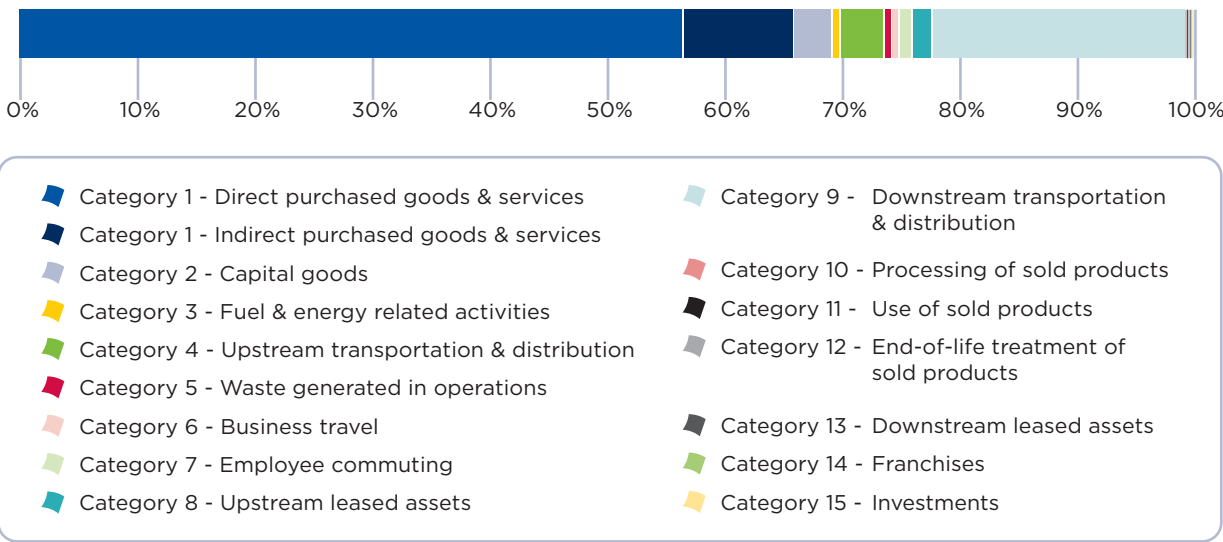
In 2026, DuluxGroup published its first climate report⁹ under the Australian Sustainability Reporting Standard (AASB S2), covering the 2025 reporting year. The report outlines our climate governance, risk management approach, climate-related risks and opportunities, emissions profile, and key climate metrics and targets. This represents an important milestone in strengthening transparency and embedding climate considerations into business planning and risk management processes.

⁹ Climate-related disclosures reported under AASB S2 relate to DuluxGroup Limited and its controlled entities and may differ from the disclosures presented in this report, which are limited to the DuluxGroup Pacific region.

CARBON FOOTPRINT - SCOPE 1, 2 & 3 (MARKET-BASED)



2025 SCOPE 3 EMISSIONS - CONTRIBUTORS BY GHG PROTOCOL CATEGORY



Ensuring our sourcing of raw materials, products, and services is conducted in an ethical and responsible manner, and that any associated risks are actively identified and managed, has been a key priority over recent years. Our sustainable procurement policy and standard aims to ensure that environmental, health, safety, modern slavery, labour, human rights, fraud, bribery and corruption considerations are fully embedded in our procurement evaluation and engagement processes. Our goal is to identify any potential non-compliances with our requirements and to only work with suppliers that are transparent and committed to improvement where required.

Our supplier evaluation process is built around a structured and risk-based due-diligence framework designed to ensure responsible sourcing and alignment with DuluxGroup's sustainability standards. In 2025, we strengthened this framework, completing the review and finalisation of our S&S Sustainable Procurement Standard. This standard now establishes a consistent approach to supplier approval and oversight across DuluxGroup Pacific and our DuluxGroup Europe businesses.

To support this work, we also established a Modern Slavery Working Group to coordinate efforts across regions, share good practice, and enhance the consistency of supplier management processes, with a particular focus on modern slavery risk identification and mitigation.

In 2025, we also published our annual Modern Slavery Statement and risk assessment, covering supplier risks, people-related risks and broader operational controls. This is our fifth statement prepared in accordance with the Modern Slavery Act 2018 and is available on the DuluxGroup website (<https://www.duluxgroup.com.au/modern-slavery-statement/>)



For the DuluxGroup Pacific business 84% of significant-spend suppliers are now assessed and formally approved in accordance with our Sustainable Procurement Standard. This is down on some earlier year figures due to the addition of new suppliers to our supply chain who have not yet completed the assessment process.





OUR OPERATIONS



DuluxGroup has a long-established Disaster Prevention Program (DPP), which recognises that preventing rare but catastrophic incidents requires management approaches that differ from other safety and sustainability activities. While more than 40 years have passed since the company’s last major manufacturing incident, similar high consequence events continue to occur globally, reinforcing the need for sustained focus and vigilance.

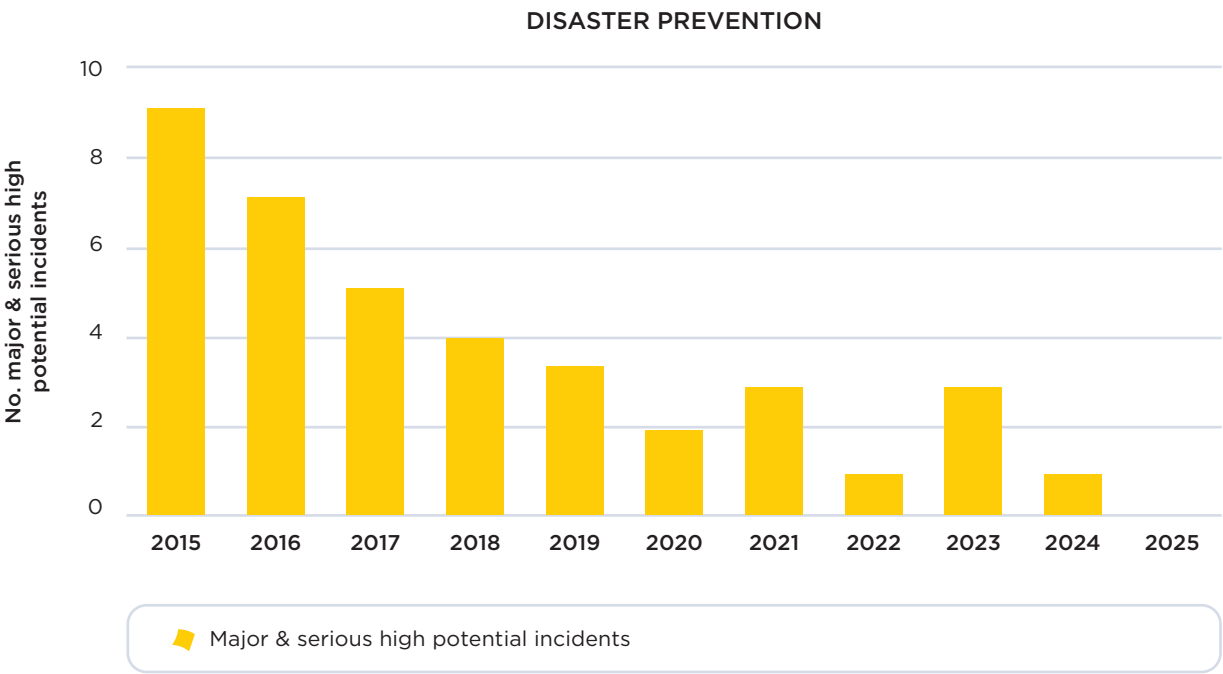
The DPP is built on close collaboration between in-house specialists and site teams to identify and manage hazards that could lead to catastrophic outcomes if not adequately controlled. These hazards most commonly relate to combustible dusts and flammable solvents. The centrepiece of the program is the Periodic Hazard Study (PHS), a structured, in-depth review conducted every five years at manufacturing sites with elevated hazard potential. These studies identify credible high consequence scenarios and define practical, site specific prevention and mitigation controls, which are then implemented and maintained over time.

Between PHS cycles, the program is supported by a structured assurance and continuous improvement framework, including regular reviews against the DuluxGroup internal flammable solvent and combustible dust safety protocols, together with the use of site-specific lead and lag performance indicators.

Key activities during the year included:

- renewing the Periodic Hazard Study at the Dulux Rocklea site,
- progressing improvement actions from previous studies, and
- completing protocol and performance indicator reviews across all sites with identified high-hazard manufacturing activities.

Our performance for 2025 remained strong, with no major and serious high potential incidents involving process safety and/or dangerous goods risks, compared with one incident in the prior year.





Modernised and Inherently Safer Powder Milling at Glenfield

At the Glenfield powder production site, an ageing powder mill was replaced as part of a planned end-of-life asset renewal program. The original mill had been in service for several decades and no longer reflected contemporary design, reliability and maintainability expectations.

The replacement mill incorporates a higher-pressure rating and modern control features, strengthening inherent safety through improved containment capability when processing combustible raw materials. The upgrade also supports reliable and efficient operations through improved maintainability, reduced downtime and more consistent milling performance, demonstrating how routine capital investment can be leveraged to deliver inherently safer designs and support long-term site performance.



Enhanced Solvent Conductivity Control for Bulk Materials

Conductivity additive dosing systems have been installed at the Cabot's Dandenong South site (2024-2025) and the Dulux Rocklea site (2025-2026) to further strengthen controls for managing the conductivity of bulk solvent materials during storage, transfer and use. While established engineering and procedural controls were already in place, maintaining solvent conductivity within a defined range is a recognised safeguard for minimising static accumulation, which is a recognised ignition hazard in solvent handling operations.

The two systems differ in design and capacity to reflect the specific operational needs of each site. In particular, the Rocklea system accommodates a broader range and higher volume of bulk raw materials requiring conductivity management. Both systems provide precise and repeatable dosing of conductivity additive, supported by in-house measurement and verification, to help maintain consistent solvent properties aligned with process safety requirements. Together, these installations enhance operational resilience while reinforcing existing safety standards for bulk solvent handling.



Capacity Expansion with Enhanced Inherent Safety at Cabot's

To support growth in manufacturing capacity and enable production of more complex formulations, Cabot's has invested in two new dispersers. The requirement to increase throughput and broaden product capability was used as an opportunity to embed enhanced safety standards directly into the equipment design.

The new dispersers incorporate inherent safety features such as nitrogen blanketing, which eliminates flammable atmospheres within the disperser headspace while supporting reliable processing of moisture-sensitive products. In this way, productivity and flexibility improvements are delivered in parallel with strengthened protection against ignition risks.

Along with upgrades to key site services, the project demonstrates how investments driven by production needs can be leveraged to maintain and enhance process safety through considered, inherently safer design.

Reducing energy consumption and Scope 1 and 2 greenhouse gas emissions remains a key focus for our businesses, with strong progress achieved in recent years.

Our long-term targets, set against a 2020 baseline, include:

- 50% reduction in Scope 1 and 2 emissions by 2030,
- Net zero emissions by 2050, and
- 50% renewable electricity consumption by 2030.

Detailed action plans to support these targets were finalised in 2022, encompassing initiatives such as energy efficiency improvements, solar installations, renewable power purchasing, and fleet electrification.

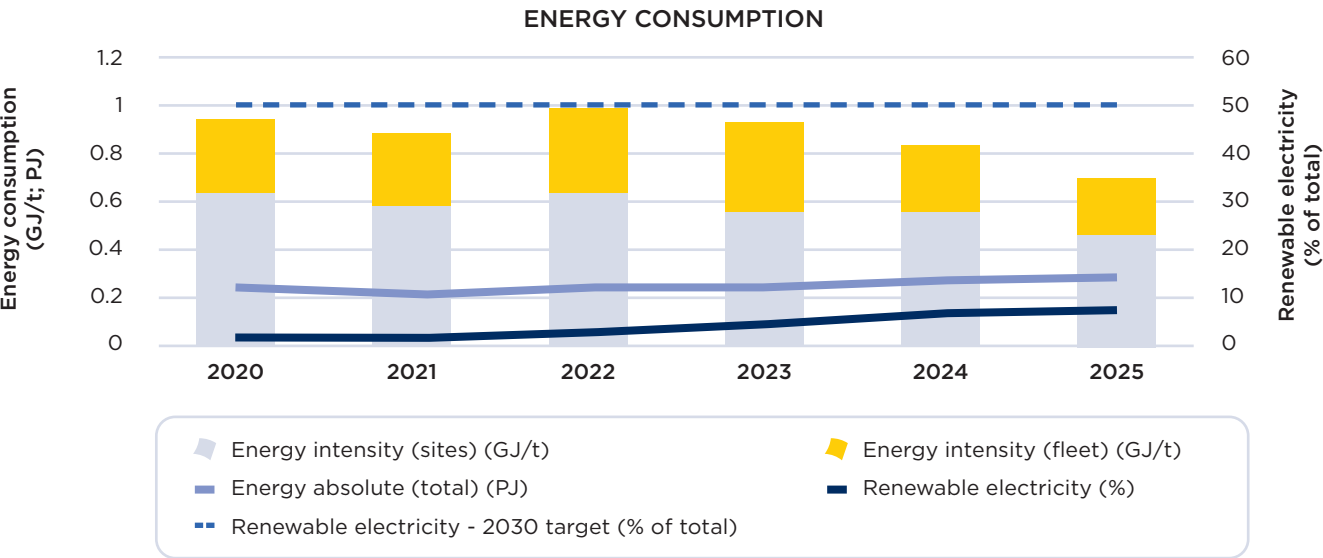
Implementation of our action plans continued throughout 2025, with a strong focus on site energy efficiency and solar expansion. Key achievements included:

- Ongoing purchase of renewable electricity for the Lincoln Sentry store network.

- Continued implementation of solar installations with new systems commissioned at Beverley, Wyong and Epping factories, bringing total group solar capacity to 4,480 kW.
- Continued rollout of energy efficiency improvement plans across all operating sites.
- Ongoing transition to hybrid vehicles within the fleet.

The proportion of renewable electricity consumption (excluding exports) improved in the reporting year, rising from 6.9% in 2024 to 8.2% to 2025. Consistent with the GHG Protocol, our renewable electricity consumption is based on electricity consumed and excludes renewable electricity exported to the grid.

Energy performance continued to improve over the year, with total energy intensity decreasing by 15% compared with 2024 to 0.71 gigajoules per tonne of production (GJ/t). As with other metrics, the change in overall intensity was influenced by the inclusion of the Pinegro business.



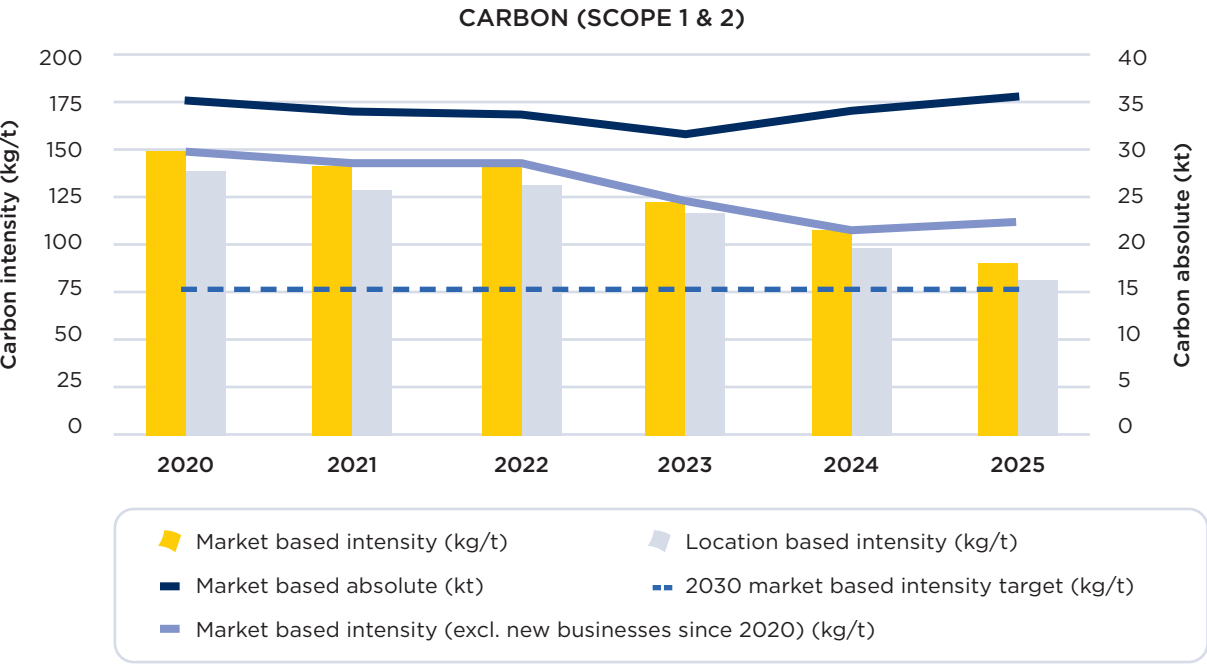
Increasing Order Efficiency to Reduce Carbon and Cost

Product distribution represents approximately 11% of Dulux New Zealand’s overall carbon footprint, making transport optimisation a key opportunity to reduce climate impacts. In 2025, Dulux NZ reassessed store order patterns to increase average order size and improve delivery efficiency. By encouraging channel customers to place orders on specific weekdays and consolidating shipments, the initiative reduced transport emissions and achieved cost efficiencies of up to 3c per litre. These improvements support both environmental performance and smarter logistics management.

Our carbon intensity, excluding businesses acquired since 2020, was 112 kg/t of production in 2025, representing a 25% reduction compared with 2020 (the base year).

Scope 1 and 2 emissions intensity decreased by 17% between 2024 and 2025 to 89 kg/t on a market basis and 81 kg/t on a location basis¹⁰. This improvement was largely driven by increased production volumes associated with the Pinegro acquisition. Pinegro manufactures potting mix using composted bark, green waste and other organic materials, transforming waste streams into useful products. While this process delivers circular economy benefits, the composting process also generates greenhouse gas emissions.

Following the acquisition of Pinegro during 2025, total Scope 1 and 2 market based absolute emissions increased modestly by 2.6% compared with 2024, primarily reflecting the addition of Pinegro's operations. Total market based absolute emissions reached 35.1 kilotonnes (kt)¹⁰. Despite this increase in absolute emissions, emissions intensity improved due to the significant increase in production volumes generated by the acquisition. Total market based intensity emissions decreased by 17% to 89 kg/t compared with 2024.



¹⁰ As noted previously, the presented emissions are only associated with businesses in the DuluxGroup Pacific region.



Electricity Provider Review and Consolidation

Dulux New Zealand has consolidated all sites under a single electricity provider, delivering economies of scale, improved pricing, and placing smaller sites on fixed contracts instead of variable arrangements. Beyond the commercial benefits, this change demonstrates how centralising procurement processes can also strengthen data collection and reporting systems. With all Dulux NZ electricity data now managed through one provider, Dulux benefits from more consistent, accurate and easily collated information—supporting streamlined verification processes for mandatory reporting such as Australia's ASRS climate-reporting regime.

Image: Dulux New Zealand's main manufacturing site at Gracefield in Wellington

Improving operational circularity through waste reduction, resource recovery and reuse is a material sustainability priority for our business. Over recent years, we have seen steady improvements in waste generation, recovery (including reuse and recycling), and landfill diversion. This positive trend was temporarily disrupted in 2022 due to a major flooding event and the associated cleanup at our Dulux Rocklea site. Recovery of the improvement trend has been seen in subsequent years, including 2025.

Solid waste accounts for more than 80% of our total waste generation, with the largest stream comprising filter media and sludges from wastewater treatment. Other significant waste streams include raw material packaging and water and solvent-wash wastes from equipment cleaning.

Recognising that landfill disposal is the least preferred outcome, we have set a target to reduce landfill waste by 50% by 2030, using 2020 as the base year. To support this goal, we have developed detailed roadmaps and action plans and are actively working to implement them across our operations.

Several step-change projects were progressed during the year to address our most significant waste streams:

- At Dulux Merrifield, we continued work to reduce wastewater and filter media—the largest contributor to landfill waste—with progress made on a wastewater-recycling project that will reduce the amount of filter media requiring disposal to landfill.
- A major upgrade at the Selleys Padstow facility is progressing, which once commissioned in 2027 will significantly improve production efficiency and reduce waste generation.
- Dulux Gracefield achieved a 34% reduction in waste through improvements to clarifier and skip-bin management.

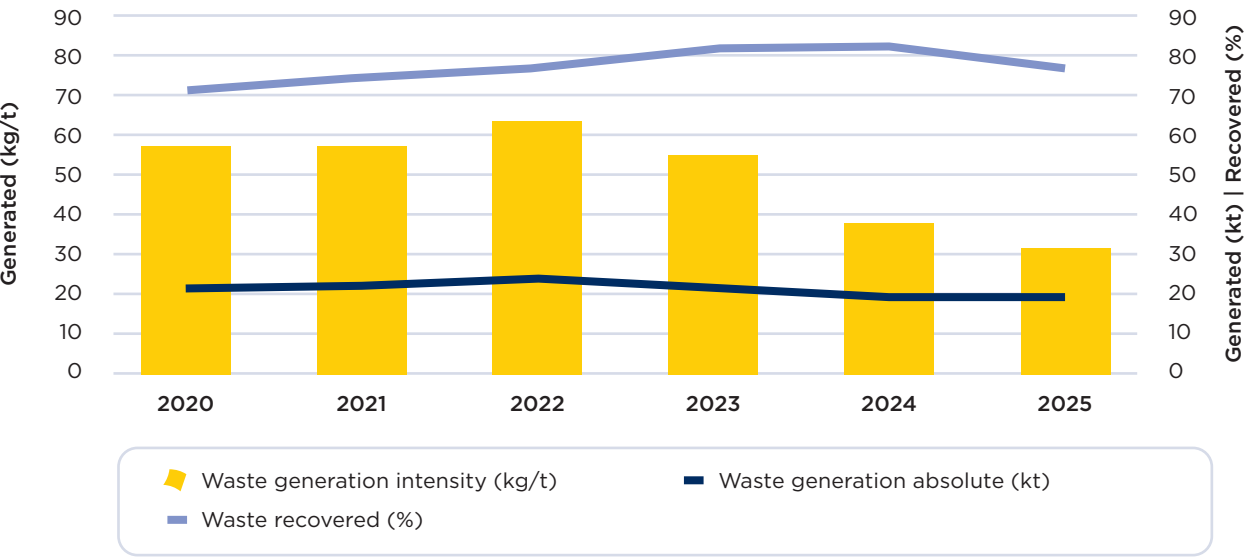
- By redesigning how polystyrene waste is consolidated and returned to the supplier, the B&D Revesby Site eliminated 100% of disposal costs for this waste stream while significantly improving housekeeping and operational efficiency.
- Dulux Specialized Construction Products installed a new baler that has reduced waste to landfill by 32% and halved bin pickups by compacting paper and bulk bags into recyclable bales.

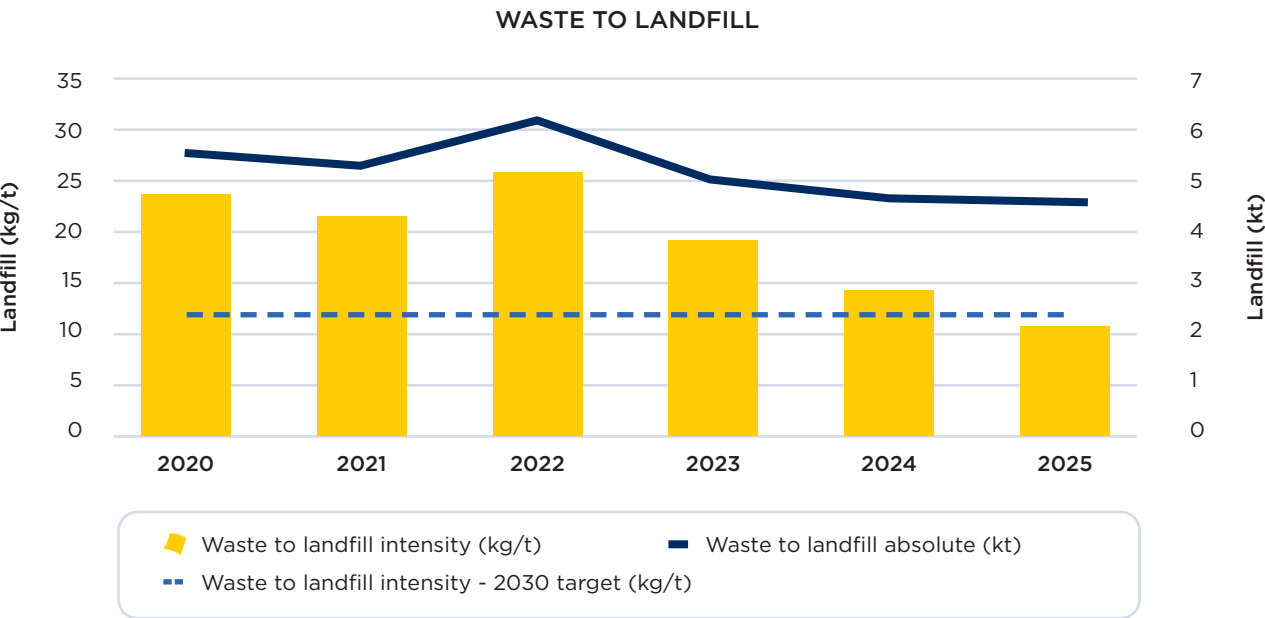
In 2025, waste generation intensity decreased by 17%, reaching 32 kilograms per tonne of production (kg/t). As with other intensity metrics this year, the reduction was primarily driven by the inclusion of Pinegro, whose high production volumes lower Group-wide intensity outcomes.

However, even excluding Pinegro, underlying waste generation intensity maintained the strong performance of 2024, remaining steady at 39 kg/t, while absolute waste generation increased by 4% to 12.7 kilotonnes (kt).

Waste-to-landfill results show a similar pattern to overall waste generation, with a 22% reduction in Group-wide waste-to-landfill intensity to 11.4 kg per tonne in 2025. When Pinegro's impact is excluded, underlying waste-to-landfill intensity still improved, with a 6% reduction from 2024 to 2025, and the business remains on track to meet its 2030 targets.

WASTE GENERATION & RECOVERY





B&D Revesby’s Step Change in Polystyrene Waste Handlings

The Revesby site has long faced substantial financial and operational challenges associated with the disposal of polystyrene (Styrofoam) waste generated from insulated door production. This waste stream contributed 20–35% of the site’s total waste costs, making it one of the most material contributors to waste related expenditure.

Historically, polystyrene waste was disposed of loosely in large cages without compaction. This created clutter in the warehouse, reduced available floor space, and made collections inefficient due to the volume of uncompressed material.

To address this challenge, the site renegotiated arrangements with its existing polystyrene supplier,

who agreed to accept the site’s polystyrene waste at no charge, provided it was sorted and packed in an orderly and consolidated manner. In response, the Revesby team implemented a new process for packing polystyrene waste into bulk bags, significantly improving space efficiency, housekeeping, and the overall pick-up workflow. This structured approach has reduced clutter, improved site organisation, and enabled smooth handover of material to the supplier.

As a result of this process improvement, the Revesby site no longer incurs disposal costs associated with this waste stream, representing a major step in improving waste efficiency and reducing operational impacts. The site is now assessing further opportunities to optimise this system and ensure long-term sustainability, including enhanced handling practices and improved risk controls.



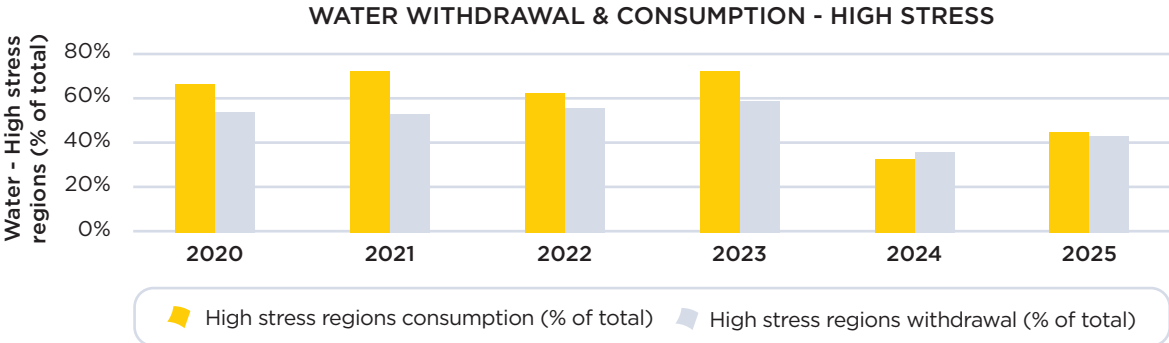
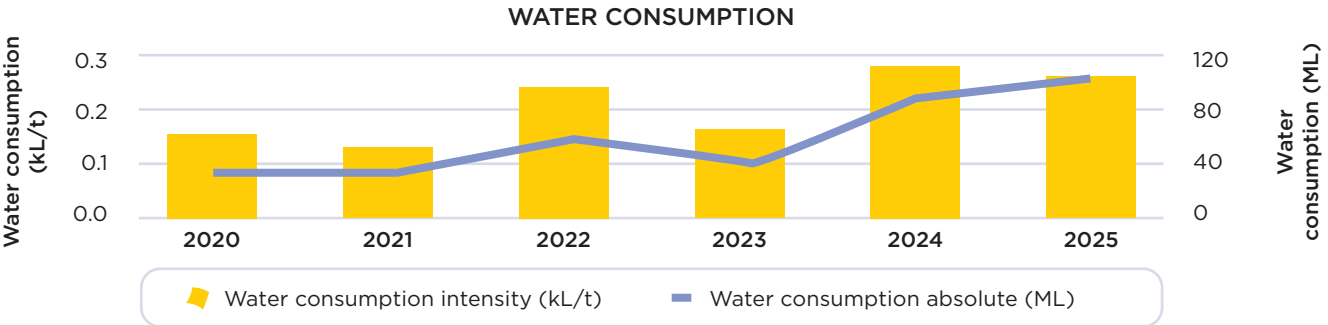
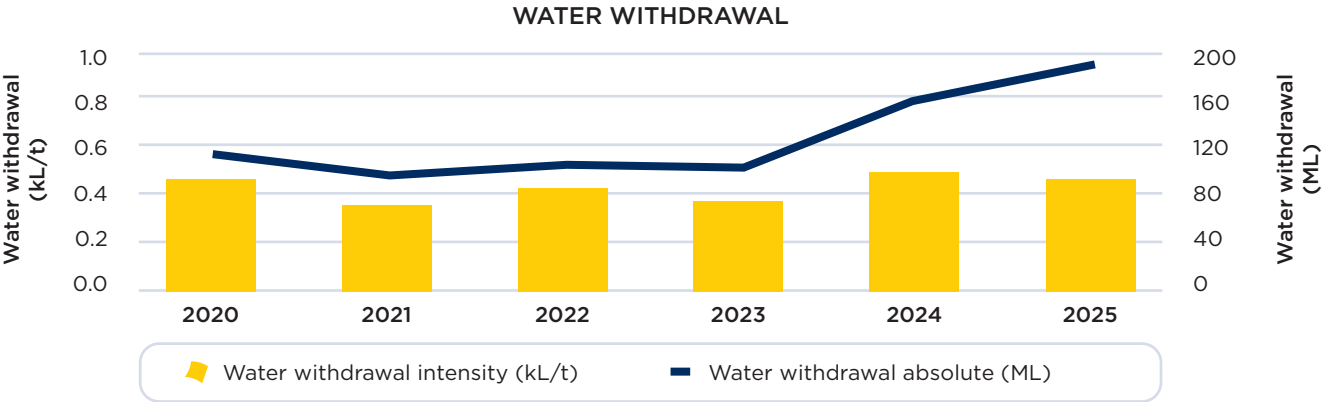
Employees Tai Lu and Pasan Saputhanthri received a recognition award for their work to reduce polystyrene waste at the B&D Revesby site

Water use across our operations continues to be influenced by both environmental events and business growth. In 2022, our water metrics were negatively impacted by the major flooding event at the Dulux Rocklea site, where significant volumes of water were used in clean-up activities. More recently, increased water use has been driven by the inclusion of newly acquired businesses in our reporting as well as the continued growth in production of water-based products, which supports our transition away from solvent-based formulations.

Currently, more than 43% of our total water withdrawal and more than 44% of our water consumption occurs in regions classified as experiencing high or extremely high water stress. As climate change is expected to further intensify water scarcity in many of these regions, improving the sustainability of our water use will remain a key priority.

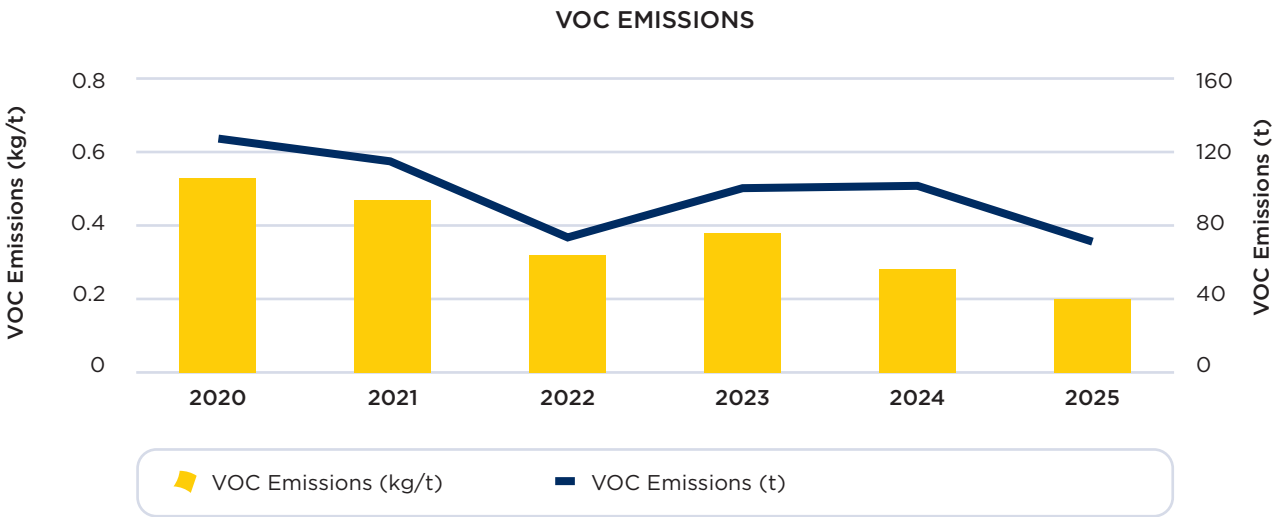
In 2025, water withdrawal intensity decreased by 6% to 0.46 kilolitres per tonne of production (kL/t), while total water withdrawal increased by 14% to 182 megalitres (ML) compared with the previous year. This increase reflects the combined effects of the Pinegro acquisition that have led to an increase in water withdrawal, offset by higher overall production volumes. Water consumption intensity decreased by 10% to 0.26 kL/t, and absolute consumption rose by 11% to 101 ML over the year due to the water consumed in the Pinegro composting process.

When Pinegro's influence is excluded, the underlying trend from 2024 is an increase of 8% in water withdrawal and 2% in water consumption.



VOC emissions from our operating sites have continued to decline in recent years, driven by the expansion of water-based product portfolios and the proactive elimination of chemicals of concern, including ongoing innovation in the development of water-based and low-VOC formulations. In 2025, VOC emissions by intensity decreased by 23% to 77 tonnes.

There were no significant environmental impacts associated with our operating sites during the year. Ongoing routine soil and groundwater monitoring and management actions for historic contamination contained within sites was completed, and no new significant contamination issues with off-site impacts requiring current intervention or remediation works were identified. There were also no major or serious community or environmental incidents during the year, consistent with the prior seven years.





OUR PEOPLE



2025 AT A GLANCE

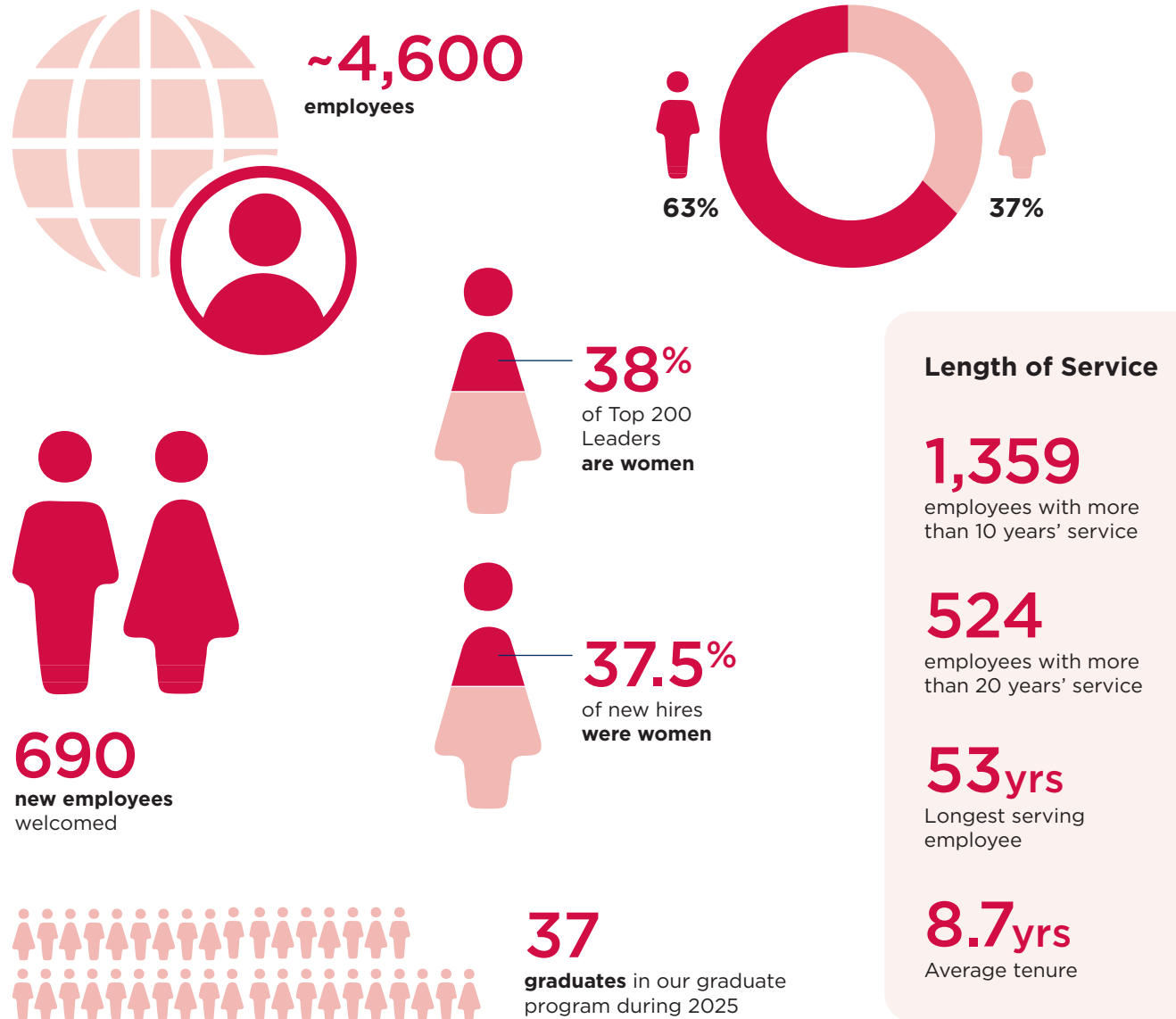
At 31 December, DuluxGroup employed approximately 4,600 employees across DuluxGroup Pacific.

DuluxGroup benefits from a stable, experienced and highly engaged workforce, reflected in an average tenure of 8.7 years. Our breadth of experience supports knowledge sharing, innovation and continuity of expertise across the business.

Gender representation remained consistent, with 37% women, providing a stable foundation for ongoing gender diversity across the Group.

We continued to attract a diverse talent pipeline, with 690 new hires, of which 37.5% were women.

Together, these measures highlight a workforce that combines stability with ongoing renewal, strengthening capability and supporting the business to deliver sustainable performance over time.



The figures on this page refer to DuluxGroup's workforce in the Pacific only.

IT'S WHO WE ARE

Our people are central to how we deliver our strategy and create sustainable value. We are a business built on diverse expertise, experience and skills across a wide range of professional disciplines, geographies and backgrounds. What unites us is a shared set of **Values and Behaviours**, which guide how we meet our strategic objectives and deliver our core purpose every day.

Our Values and Behaviours have evolved over decades, building on our history while adapting for the future. Developed by our people, they are deeply embedded in how we operate every day, shaping our culture, decisions and the way we work together to imagine and create better places and spaces for our consumers, customers, communities and each other.

A great place to work

Our culture is reflected in the strength and stability of our workforce. Long tenure across the organisation demonstrates that our people thrive in an environment that values collaboration, innovation, mutual respect and opportunity for growth. This stability supports knowledge retention, leadership capability and consistent performance across our operations.

Health, safety and wellbeing: A Future Without Harm

Creating a safe, healthy and supportive workplace is fundamental to how we value our people. Our longstanding commitment to safety is guided by our aspiration for *A Future Without Harm*, with a strong focus on fatality and injury prevention, risk management and continuous improvement.



OUR VALUES AND BEHAVIOURS IN ACTION

Our Values and Behaviours define what good looks like at DuluxGroup. They encourage our people to unleash their imagination, be consumer driven and customer focused, take ownership and accountability, and always value people, safety and the environment.

Each year, teams are recognised for their efforts and we celebrate those who best exemplify our Values and Behaviours.

In 2025, these projects were formally recognised across the group:

Be Consumer Driven, Customer Focused **Selleys Retail – for the Masterbrand campaign.** **“If you can take it, it’s yours!”**



Selleys launched a new Masterbrand campaign to strengthen understanding of the brand and bring its product promise to life in a more visible and engaging way. The initiative reflects the brand’s focus on deepening consumer and customer connection, reinforcing trust and supporting long-term brand strength.

Run the Business as your own **IT&DE – the Secure Foundation project**



DuluxGroup has strengthened its digital and cyber security foundations to support a more resilient, secure and future-ready business. This work helps enable ongoing transformation and supports the safe adoption of new technologies across the organisation.

Value people, work safely & respect the environment **Dulux Trade – Project First, First Nations reconciliation strategy**

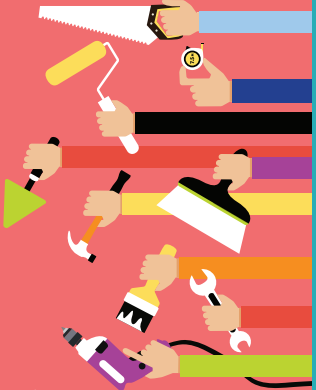


Dulux Trade’s Project First is a cross-functional initiative that supports customer needs while advancing reconciliation through a collaboratively developed First Nations strategy. Shaped by input from employees and external stakeholders, the strategy is designed to create meaningful impact for Indigenous businesses and communities, while reinforcing reconciliation as a shared responsibility across DuluxGroup.

Unleash Your Imagination **Yates – Click & Grow**



Yates developed Click & Grow to deliver a more accessible and engaging gardening experience for consumers. The initiative reflects the brand’s continued focus on innovation and meeting evolving consumer needs.



Be consumer driven, customer focused.

- Walk in the shoes of our consumers & customers
- Ask, listen, learn and act
- Help your customers win
- Use and understand our products
- Think like tomorrow’s consumer



Unleash your imagination.

- Challenge the status quo – imagine ‘what if’
- Seek, encourage and support new ideas
- Fight for good ideas and don’t give up
- Embrace change and get on board
- Be brave – make it happen



Value people, work safely and respect the environment.

- Protect yourself and others – work safe, home safe
- Work as a team, win as a team for DuluxGroup
- Behave with respect and integrity, embrace diversity
- Lead, recognise, help others succeed
- Strive to leave our environment better than we found it
- Participate in our communities



Run the business as your own.

- Know your role, be accountable & deliver
- Take a responsible approach to costs
- Plan for tomorrow, act today
- Build partnerships that add value
- Be decisive

SAFETY – FATALITY & INJURY PREVENTION

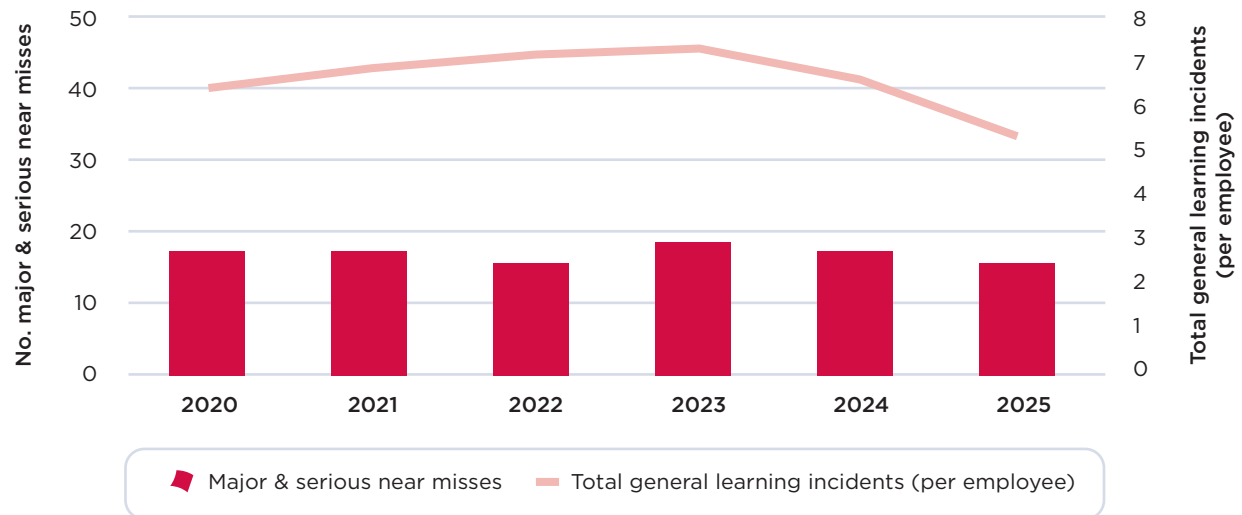
Constant focus is required across all of DuluxGroup to ensure our fatality risks (e.g. forklifts, work at heights, driving) are kept front of mind and effectively controlled as we work. We have been fatality free for over 30 years and core to our prevention approach is hazard and near miss reporting, significant risk audits, risk management basics (e.g. permit to work, management of change), and standards that prescribe minimum mandatory risk controls. Hazard and near miss reporting is a foundation of our approach, helping us identify risks early, drive learning and strengthen controls across our operations.

Our key improvement activity during the year included:

- Completed significant risk audits across our operations; and
- Implemented targeted integration plans for recent acquisitions, with a particular focus on improved disaster and fatality risk controls

Major and serious near misses, or high potential events involving fatality risks, increased in 2023 and plateaued in 2024 but in 2025 returned to our lowest level on record, previously achieved in 2022. Each of these events is subject to investigations to drive learning and improvement at the site and across the broader business.

FATALITY PREVENTION



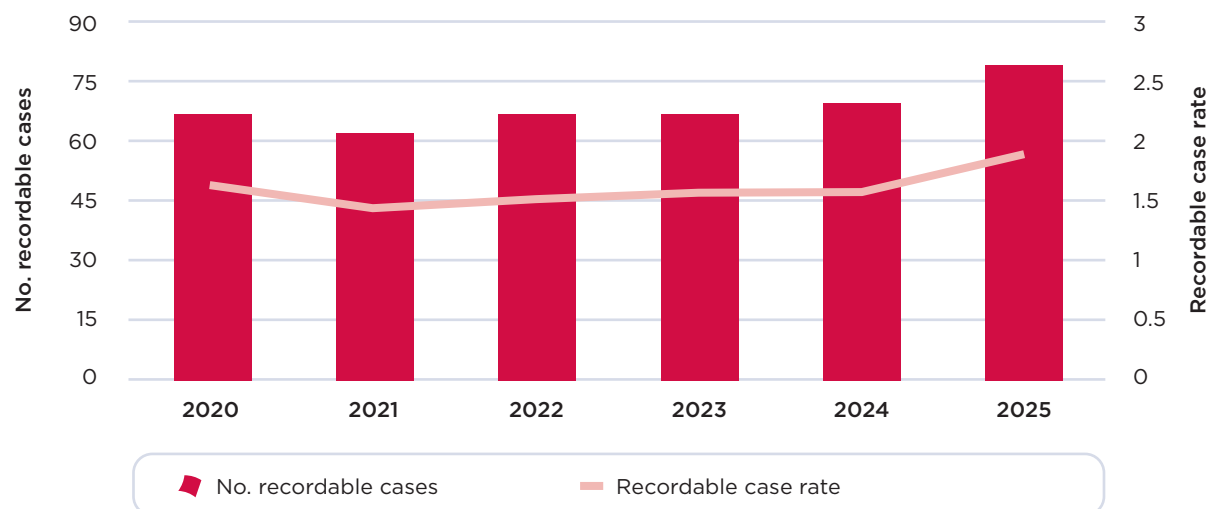
Our injuries and illnesses almost universally involve strains from manual handling, cuts, slips and trips, and chemical exposures. Our management approach continues to include risk reduction via changes to workplace and equipment design, risk assessments and training in standard operating procedures, health assessments and monitoring, hazard reporting, and early injury management intervention.

Key improvement activities during the year included:

- A continued review of best practice risk management for hazardous manual handling tasks.
- A continued multi-year improvement program focused on best practice task risk management (risk assessments, operating procedures, competency).
- The completion of a business-wide review of psychosocial risk management and commencement of an improvement plan to further enhance our effectiveness.
- Continued delivery of a range of health and wellbeing initiatives, such as mental health awareness, women's health initiatives, influenza vaccinations and promotion of wellbeing events.
- Piloted Random Drug & Alcohol testing at three major sites, obtained feedback from employees and provided recommendations for expansion of the program.
- A successful submission for a Self-Insurance Licence in NSW to enhance our employee experience when claiming Workers Compensation, fast track employee access to treatment and to enable us to better manage our own risks and costs.

Our Recordable Case Rate, or total number of employee and contractor injuries and illnesses requiring time off work, restricted duties, or medical treatment (per 200,000 work hours), in 2025 was 1.7 (representing a total of 76 recordable cases).

INJURY PREVENTION



Safety culture improvement remains a critical enabler for success in our differentiated focus on disaster, fatality consequences, and injury risk reduction and management. This has been a key focus across DuluxGroup since 2012 when we first introduced a safety and sustainability (S&S) leadership development program for senior leaders and a focused S&S risk management training program for leaders across all organisational levels. These programs focus on the importance of leadership engagement, and on understanding how to lead and support the execution of safe and successful work across the spectrum of our diverse operational risk profile, which includes factories, laboratories, trade stores, sales & commercial teams and our offices.

Following the successful trial of the Human and Organisational Performance (HOP) and Learning Teams activation program in B&D NZ 2024, the initiative has since been rolled out across the entire B&D business, covering ANZ and China operations and personnel. This initiative has built trust and openness between leadership and front-line workers, driven system improvements from frontline insight and enabled cross-functional problem-solving with improvements unlocked across the business which have gone beyond safety. We are currently developing a DuluxGroup model for integration of HOP principles into our S&S systems and processes, with other businesses already starting their journey along the path of the B&D model.



Strengthening Event Insights Through Human & Organisational Performance

Human and Organisational Performance (HOP) is a contemporary approach to safety that recognises that people are fallible, systems shape behaviour, and that learning, not blame, drives improvement. The HOP philosophy is grounded in five core principles:

1. People Make Mistakes (Error is normal).
2. Blame Fixes Nothing.
3. Context Drives Behaviour (Workers do things for a reason).
4. Learning is Vital for Improvement.
5. Leadership Response to Failure Matters.

Through 2024-2025, these principles informed a major update to B&D Group's incident and near miss investigation process, shifting to an event learning approach. We recognised that the previous process placed too much emphasis on what happened, rather than how it happened.

Understanding how work is normally done and why, rather than focussing on how work is expected to be done, will provide us with a deeper understanding of systemic or organisational factors that influence planned outcomes.

Our updated event learning approach replaces fault-based language with prompts that explore real world conditions, system pressures, and the trade-offs workers navigate. It captures normal work, removes blame oriented terminology and recognises that there is rarely a single root cause.

Importantly, reporting requirements, regulatory notifications, governance reviews and improvement action tracking all remain unchanged. What has improved is the quality of learning, the focus on system improvement and the alignment with modern safety practice.

The result is a more accurate, fair and constructive approach to reviewing events; one that strengthens the organisation's ability to design safer systems, reduce repeat events and support people to succeed in real work conditions.

Image: B&D Warehouse



Automating High-Risk Manual Handling at Seasol

Seasol installed a robot palletiser to eliminate a significant manual-handling risk previously associated with stacking cartons weighing more than 10 kg above shoulder height. Lifting loads in this range at height poses an elevated risk of shoulder strain, musculoskeletal injury and long-term joint damage, particularly when repeated throughout a shift. The new automated system removes this hazardous task entirely, while also improving production efficiency and strengthening overall site safety performance.

Image: Seasol's robot palletiser in operation



In recent years, we have strengthened our approach by integrating physical safety with wellbeing and mental health, recognising that a truly safe workplace supports both physical and psychological health.

We integrate wellbeing into our health and safety approach by focusing on the conditions that help people stay safe, healthy and supported at work. This includes managing physical and psychosocial risks, promoting healthy work design and providing early support when needed, in line with our commitment to value people and work safely.

We recognise psychosocial risk as an important part of safe work, with the potential to affect mental health, safety and performance. Leader capability and action remain central to creating respectful, psychologically safe environments where people can thrive.

In 2025, we reviewed our group-wide psychosocial risk assessment to help inform strategic priorities in psychosocial safety and wellbeing. We also strengthened organisational preparedness for evolving regulatory requirements and launched a Wellbeing and Psychosocial Safety hub to improve access to practical guidance, tools and learning resources for leaders and teams.

We continued to provide a range of wellbeing supports, including mental health resources, our Employee Assistance Program, flu vaccinations for employees and families, access to women's hygiene products on site and organisation-wide awareness initiatives. We also made support easier to access across the organisation, including through our wellbeing intranet page.



Fitness Passport

As part of its broader approach to health, safety and wellbeing, DuluxGroup introduced Fitness Passport to support physical and mental health by making regular activity more accessible for employees and their families. By helping reduce barriers to exercise, the program supports healthier lifestyles and complements DuluxGroup's focus on creating a safe and supportive workplace.

The initiative was launched following strong employee interest, with the initial survey achieving a 40% response rate, helping shape the final program offering for our employees.

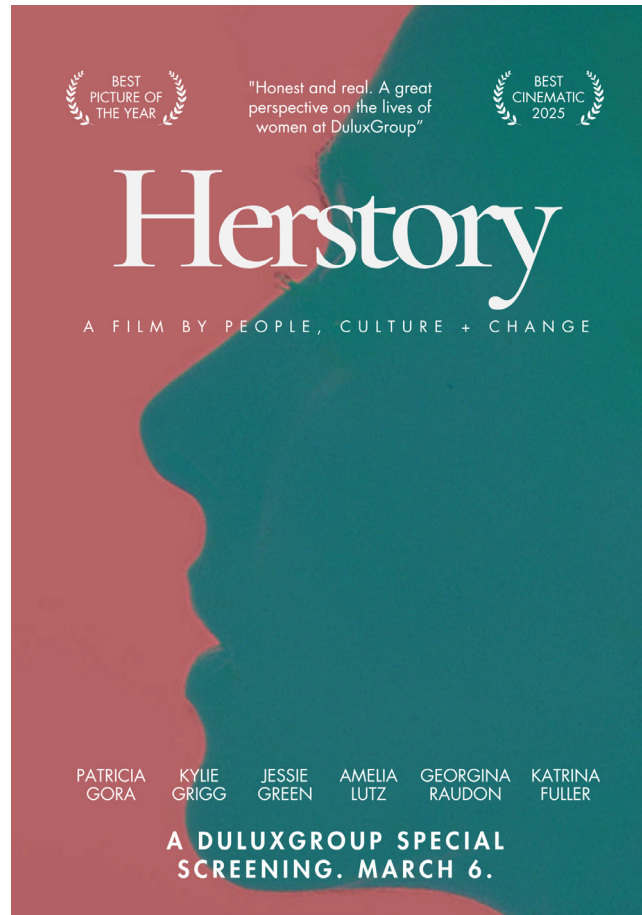
DIVERSITY, EQUITY AND INCLUSION

We are committed to creating an inclusive and equitable workplace where everyone can thrive. Over the past decade, we have made strong progress in our gender diversity through the sustained efforts of our leaders and commitment to creating a gender balanced environment.

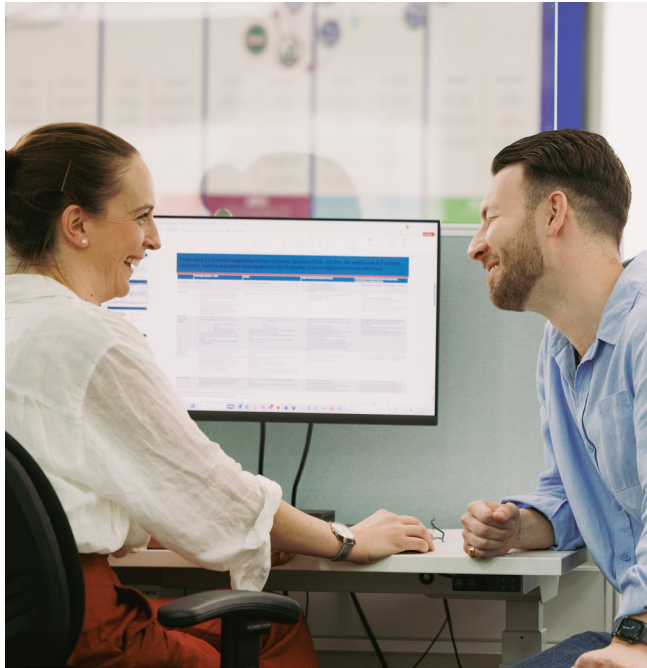
Our approach to inclusion continues to evolve, with increasing emphasis on broader diversity dimensions, inclusive leadership and creating environments where different perspectives are valued and respected.

Gender balance remains an important focus, supported by ongoing monitoring of workforce composition and hiring outcomes across the business. During the year, 690 people joined the organisation, with women representing 259 of those hires, or 37.5% of all new hires. These insights help continue our momentum and ambition to achieve gender balance across the business.

International Women's Day formed part of DuluxGroup's broader efforts to advance gender balance and inclusion across the organisation. A key feature of the campaign was [Herstory](#), a 15-minute internal documentary that shared the real experiences of women across DuluxGroup, exploring how they navigate work, family and other commitments, and what supports them to thrive. Through this employee storytelling, the campaign helped elevate diverse perspectives, encourage reflection and reinforce the role everyone plays in creating a more inclusive workplace every day.



Scenes from Herstory.



Inclusive leadership

Inclusive leadership remains an important focus as part of our broader approach to building an equitable and respectful workplace. Each year, through our partnership with National Association of Women in Operations (NAWO), we support leaders from across DuluxGroup to complete the Inclusion Habits program, a 10-week development experience designed to strengthen practical inclusive leadership skills. In 2025, we expanded our participation, with an additional 21 leaders completing the program.

Participants completed more than 100 workplace experiments, helping translate learning into everyday leadership behaviours and reinforcing the role leaders play in creating environments where people feel respected, included and able to thrive.



Broadening inclusion

First Nations reconciliation strategy

Project First is a cross-functional initiative through which Dulux Trade is advancing reconciliation in Australia as part of DuluxGroup's broader commitment to inclusion, community engagement and responsible business practices.

Developed in consultation with employees and external indigenous stakeholders, the strategy includes partnerships focused on strengthening cultural capability and creating greater opportunities to engage with First Nations businesses, helping deliver positive outcomes for communities while reinforcing reconciliation as a shared responsibility across DuluxGroup.



We invest in developing our people so they can succeed today and build the capabilities we need for the future. From early-career pathways to leadership development, our focus is on continuous learning, meaningful careers and strong leadership aligned to our Values and Behaviours.

Learning and capability building

We continued to invest in learning and development opportunities that support our people at every stage of their careers, helping build the technical, professional and leadership capability needed to drive performance, strengthen culture and support long-term growth.

Strong employee participation in our learning programs throughout the year points to a healthy and active learning culture across DuluxGroup. Around 2,430 learning opportunities were taken up across 35 unique programs. Strong engagement throughout the year, particularly in communication, customer service and sales capability programs, shows our people are actively building the skills needed to support performance today while preparing for future opportunities.

DG LearnFest

DG LearnFest returned for its sixth consecutive year as DuluxGroup's annual organisation-wide learning event. Open to all employees across the Pacific, the four-day program attracted just under 6,000 session registrations and featured 15 sessions across themes including leadership, innovation, wellbeing, critical thinking and emerging technologies, helping make learning accessible and relevant across the organisation.

DG LEARN 2025 **FEST**



DEVELOPING OUR PEOPLE

Leadership development

We continued to invest in leadership capability across all levels of the organisation, from graduates and frontline leaders through to senior leaders and executives.

Our development approach focuses on building the skills, mindset and confidence leaders need to shape culture, lead effectively through others and foster high-performing, inclusive teams, supported by ongoing learning opportunities and selected external development programs. We believe leadership is a capability that must be developed and practised over time.

Our flagship programs include Leading with Purpose (LWP) for mid-level leaders and Leading in Complexity for senior leaders. We also offer coaching (both internal and external) to support leaders to further develop their skills.

Workshops on coaching capability, project leadership, change leadership and driving accountability also supported leaders across many of our business units and functions.

Early careers and graduate programs

DuluxGroup's early careers approach is designed to attract and develop future leaders through structured pathways that combine real work, accelerated learning and broad business exposure. The Graduate Program included 37 graduates across three-year levels. This was supported by job-role rotations, development workshops and senior leader mentoring, helping graduates build capability and transition into meaningful long-term leadership roles.

Our graduate program also received external recognition, with DuluxGroup named in the Australian Financial Review's Top 100 Graduate Employers and ranked fifth in the Retail/FMCG category.



2025 NSW LWP cohort.



2025 VIC LWP cohort.



2025 NZ LWP cohort.



2025 Graduating class.



Graduate development day.



OUR COMMUNITIES



In 2025, DuluxGroup supported communities across Australia, New Zealand and Papua New Guinea through a mix of long-term community partnerships, grassroots donations and hands-on volunteering. During the year, more than 350 community initiatives were undertaken, the majority benefiting from donated products to brighten, protect and restore shared community spaces.

Our employees found many ways to give, volunteering their time and supporting activities such as community clean-ups, food preparation, first-aid readiness, fundraising events, the restoration of community facilities and skills-based education & STEM support.

DuluxGroup aims to be a welcome and positive participant in all of the communities in which we operate. This includes creating products and services in a sustainable way to help our consumers to *'Imagine a Better Place'* and contributing to our local communities by:

- donating products, funds and employee volunteer hours;
- manufacturing locally, employing thousands of local people and supporting thousands of local businesses throughout our operations and supply chain;
- contributing positively to public policy debate to best represent the interests of our customers, employees and the broader community;
- supporting the development of science and innovation through collaboration and investment; and
- paying our fair share of taxes in all regions in which we operate.



More than

\$800,000

in **cash contributions** including direct donations, employee fundraising and targeted program funding.



More than

450 days

of **employee volunteering**.



More than

50,000

litres of paint **donated**.



More than

\$1.22m

in **products donated** (paint, accessories, garden & other products).



More than

350

community initiatives undertaken.

During 2025, our businesses and employees helped more than 300 local community organisations, schools and charities across Australia, New Zealand and Papua New Guinea through fundraising, volunteering, provision of products, direct donations and sponsorships.

Some of the organisations that benefited during the year were:

- Surf Life Saving Australia
- Surf Life Saving New Zealand
- Men's Shed
- Melbourne City Mission
- Headspace
- Habitat for Humanity
- One Tree per Child New Zealand
- 'Trees that Count' New Zealand
- Schools, Universities, TAFEs and community sports clubs
- Community gardens, local horticultural societies and garden clubs

STRONG COMMUNITY PARTNERSHIPS

Alongside supporting the tremendous community work that our employees are encouraged and empowered to undertake at their own initiative, DuluxGroup's businesses have formal partnerships to support community organisations. These include:

- The **Dulux Colour Awards**, which celebrate the most creative and considered use of colour in residential, commercial and student architecture and interior design. Over 39 years these highly coveted awards have grown in prestige.
- The **Dulux Study Tour**, which supports Australia's next generation of talented architects
- Dulux is helping to paint **every Surf Life Saving Club in Australia and New Zealand** - helping to protect the assets that protect and support our community.
- The **Dulux 'Colour your Club'** initiative, partnering with the Geelong Cats and North Melbourne Kangaroos AFL Clubs to reach out to local sports clubs and help them with a repaint and refresh of their clubrooms.
- Dulux provides paint to help the **National Gallery of Victoria** showcase permanent and temporary exhibitions in colour perfect surroundings.
- Dulux New Zealand sponsors the **Department of Conservation walking trail huts throughout New Zealand**, ensuring they are restored and protected in Dulux Weathershield using the 'Colours of New Zealand' colour range.
- Every year Yates donates a generous amount of growing media and seeds to **hundreds of community gardening clubs** throughout Australia and New Zealand, to support community greening.
- Selleys is partnering with **Carpentry Australia** to support the development of carpentry apprentices through donations of product and skills-based training, including through the Selleys 'Stick-With-It' Scholarship in partnership with Melbourne Polytechnic.
- For more than 15 years Yates has partnered with **'Trees for Survival'** in New Zealand, supplying it with seeds, fertilisers and other products to support its work with 150 schools and communities to grow & plant native trees alongside waterways and on erosion prone hillsides.



Turramurra Rotary Club's Graffiti Removal Project is a grassroots effort to revitalise public spaces and uplift local neighbourhoods. Volunteers have been busy removing tags from homes, shops, and public infrastructure, helping their suburbs shine.

Dulux Community Donations program

During the year Dulux donated more than 50,000 litres of paint to more than 280 community projects across Australia, New Zealand and Papua New Guinea through its Dulux Community Donations program. Recipients included local schools, Men's Sheds, community organisations, street & town rejuvenation projects, mural artists, volunteer organisations such as emergency services, animal welfare, domestic violence support, youth homeless shelters and individual community members experiencing hardship. Here are just some of those.



The Dulux Acratex team supports the Westside Strikers Football Club, which relies 100% on volunteers to offer sporting opportunity to junior and senior players in Melbourne's western suburbs.



Millwarra Primary School in Victoria has just 46 students and a strong community who transformed their building with a colourful and vibrant mural.



The heritage-listed Crossover School Community Hall in the tiny rural town of Crossover in West Gippsland, Victoria was once a one-room schoolhouse and has been maintained by volunteers since 1979. As part of ongoing improvements, the community built a new outdoor shelter to complement the historic site. Dulux stepped in to provide paint, which helped volunteers complete the project and ensure the hall remains a gathering place for locals, while preserving its historical character.



Before and after. The Dulux Acratex team donated paint, equipment and additional funding for skilled tradespeople to work alongside Dulux volunteers as they restored a heritage building, including its ageing roof, at Laburnum Primary School in Melbourne's southeast. The school's 700 students now have a revived Performing Arts Centre.



A blank wall stood untouched at Apsley Primary School for 15 years, until with support from Dulux, students joined artist Philip Kalinowski to create a colourful mural.



Dulux proudly supported Addi Road in Marrickville with a paint donation for a mural celebrating First Nations art, culture, and storytelling. Led by artists Rene Kalitja, Selina Kalitja, and Beryl De Rose, visiting from Mu titjulu and Kaltukatjara, the project brought people together in a powerful display of community and culture.



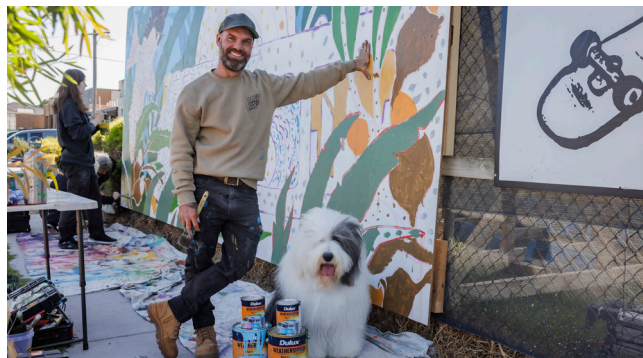
For the second year in a row, Dulux donated paint to refresh the call centre for the Melbourne Royal Children's Hospital Good Friday Appeal. A bright and welcoming space was created for volunteers supporting this vital cause.



The Upper Beaconsfield Fire Brigade in Victoria celebrated its 100th anniversary in 2025 by painting a large-scale mural on the front wall of its fire station. Designed by renowned mural and silo artist Keira Sletjes, the 21-metre-long artwork blended history, art and community pride. Dulux's donation of Weathershield paint helps ensure the mural will become a lasting landmark on the town's main street and draw visitors to the mural and silo art trails.

Dulux supporting the Wall-to-Wall and Street Art Festivals 2025

Dulux was proud to support Mordialloc's Wall to Wall Festival and Frankston's Street Art Festival in bayside Melbourne by providing paint to bring bold, large-scale murals to life. As a celebration of creativity, colour, and community, this year's festival showcased the talents of ten incredible artists – including Adnate, Jason Parker, Lauren YS, Sofles and Minna Leunig – who transformed the precincts with stunning works of street art. Collectively they have enriched public spaces, inspired artistic expression and uplifted local communities.



Selleys partners with Habitat for Humanity

In 2025, Selleys launched a partnership with Habitat for Humanity Australia. Habitat for Humanity provides shelter solutions for vulnerable Australians, particularly women and children escaping domestic violence. During the year, the Selleys employees volunteered their time and donated products to projects that transformed spaces for vulnerable women and children. These included Project Youth in NSW, which assists young girls facing challenges like homelessness and mental health issues; St Kilda Community Housing in Melbourne; Phoebe's House NSW and Emmanuel City Mission, Queensland. Selleys volunteers helped transform these homes into safe, welcoming and brighter spaces.



Dulux New Zealand - protecting our treasured community assets

The New Zealand Department of Conservation (DOC) manages a network of more than 950 huts of all shapes and sizes, many are more than a century old. They provide unique places to stay, refuge from bad weather, or rest and recovery for people exploring the outdoors. For more than a decade, Dulux and the Department of Conservation Te Papa Atawhai have been working together to protect backcountry DOC huts, historic buildings and other facilities for future generations to enjoy. Dulux New Zealand provides paint, technical expertise, and project support to maintain, restore, and protect DOC huts, historic structures, and critical infrastructure nationwide. In 2025, more than 400 DOC projects of various sizes were supported, with Dulux donating 4,250 litres of paint.



Volunteers and staff from DOC, the Backcountry Trust, Dulux and Skywork Helicopters



The freshly painted and remote Mt Heale Hut

The new Pouākai Hut on Taranaki Maunga which was officially opened in August 2025. Department of Conservation collaborated with Ngā Mahanga a Tairi and architects on this new design and it marks a major milestone in the Taranaki Crossing Project.

Pouākai Hut on Taranaki Maunga. Photographer: Matt Quérée



Dulux 'Colour Your Club'

Commencing in 2023, the Dulux 'Colour your Club' initiative, sees Dulux partner with the Geelong Cats and North Melbourne AFL Clubs to support local community sporting clubs to upgrade club rooms and facilities, through the donation of Dulux paints. Thousands of suburban and regional sporting clubs throughout Australia rely on volunteers, donations and fundraising to keep going. Dulux is lending a hand by offering up to 100 litres of paint to eligible clubs so they can upgrade facilities, to benefit their local community for years to come.

In 2025, Dulux 'Colour your Club' helped 45 local sporting clubs put a fresh look on their club rooms.



The Heathmere Football Netball Club rooms get a fresh new look, with help from Dulux and Geelong Cats AFLW players.



Dulux partnering with Surf Life Saving Australia and New Zealand

Since 2012, Dulux has partnered with Surf Life Saving Australia (SLSA) to paint surf clubs around the country with Dulux Weathershield, which is formulated to withstand tough coastal conditions. That's over 40,000 litres of paint across more than 250 clubs. From Bondi to Broome and Darwin to Dromana, Dulux paints protect these beloved coastal structures. Dulux is proud to support SLSA and the thousands of volunteers who play a critical role in keeping our beaches and waterways safe.

Following the success of the Australian partnership, in 2022 Dulux New Zealand teamed up with Surf Life Saving New Zealand, which has 74 clubs across the country, to provide the paints and coatings required to protect and decorate these important community assets.



Moore Park Surf Life Saving Club in NSW, gets a fresh coat of paint.



Dulux New Zealand and Cue Haven

CUE Haven is a community native forest reserve, a unique initiative that brings people together and celebrates the natural beauty and cultural heritage of Aotearoa. The C-U-E in CUE Haven stands for Cultivating Understanding (Mātauranga) & Enlightenment (Māramatanga). It is a space where people from diverse backgrounds can explore nature. Dulux has been supporting Cue Haven since 2019, when it helped build a viewing platform overlooking acres of native bush of the Kaipara Harbour. Dulux supplied paint and employees volunteered time to apply three coats of paint to the platform. In 2025, the community reached out again and Dulux helped build a secure hut to function as a storage area and an office by supplying paint which was used by mural artist Doug Ford to depict the Kaipara Harbour and native New Zealand forest and birds, which cleverly blends into the bushes in the background.



Mural artists David Ford (centre) with Dulux's Shontelle Crosswell (left) and Alison Stankovich at the opening of Cue Haven's new offices



Mural at Cue Haven by artist David Ford

B&D Group - supporting Melbourne City Mission

B&D Group provides funding support to Melbourne City Mission (MCM) to help in its work to put an end to youth homelessness. As well as providing much needed direct cash funding, the B&D team supports MCM with clothing drives and participating in its annual 'Sleep out at the G' event, which saw 17 employees come together to 'sleep rough' and fundraising for MCM's Youth Housing Initiative and wraparound services.



Yates partnering with Headspace to support youth mental health services

Established in 2006, Headspace (the National Youth Mental Health Foundation) provides early intervention mental health services for people aged 12 to 25.

As part of its partnership with Yates, Headspace commissioned research, which confirmed gardening can effectively reduce symptoms of depression, stress, and anxiety. In addition to funding this research, Yates is helping six Headspace centres across the country by creating unique therapeutic garden spaces.

The Headspace site in Roma, Queensland, had a bare and exposed area in desperate need of a garden. With the help of a Yates grant and some willing volunteers, the Headspace team created a vibrant and productive garden. Raised garden beds were installed and filled with flowers, fruits, and vegetables, with an irrigation system to keep the gardens watered during Roma's intense heat. The Roma Headspace team introduced young people to gardening activities, successfully growing rockmelons and pumpkins along with herbs and other fruit & vegetables.



"Thanks to Yates for making our garden project a reality. It has been amazing to see it come together, watching the plants grow and enjoying the produce. This garden has become a wonderful resource for young people to access for therapy and a relaxing place to spend time."
Headspace, Roma Queensland



Yates supports One Tree Per Child

Yates Australia and New Zealand has partnered with One Tree Per Child to plant native trees to support local communities and improve climate resilience. One Tree Per Child aims to have every child planting one tree as part of a primary school activity. Yates partners with local charity Trees for Survival in NZ to plant native trees & shrubs to improve climate resilience & re-establish biodiversity. Seed is eco-sourced, grown into seedlings, and then distributed to schools who care for the plants until they're ready to be planted out. This is environmental education in action.



Cabot's Partners with Trees That Count NZ

Since 2023, Cabot's has partnered with Trees That Count, helping fund the planting of thousands of native trees across New Zealand. Trees are matched with local planting groups who nurture them, contributing to healthier communities and a more vibrant natural landscape. In 2025, 1877 trees were funded in recognition of the year that Cabot's was established, 1877. One beneficiary is The Mouri Turoa Project, a large-scale project based throughout the Whanganui River (Te Awa Tupua) catchment area. Mouri Turoa is a 4-year 'Jobs for Nature' initiative which focuses on conservation, employment and training outcomes. Conservation outcomes centre on improving the water quality and biodiversity of the river through wetland restoration, stream riparian restoration, and land stabilization for highly erodible lands. Therefore, it aims to increase the number of protected habitat restoration areas and reduce soil sediment into the river.



The Mouri Turoa Project, a large-scale project based throughout the Whanganui River (Te Awa Tupua) catchment area.

Yates supports 'Springtime at Araluen Botanic Park'

For many years Yates has been providing funding and donating seedlings, fertilisers and employee volunteers to support the annual 'It's Springtime' Araluen Botanic Park in Western Australia, this six week iconic event is a highlight of the WA gardening calendar.



The Yates team joined volunteers and the Araluen Botanic Park team in Western Australia to plant bulbs in preparation for 'Springtime at Araluen'. Together they planted more than 2,000 tulip bulbs, using Dynamic Lifter to feed the beds in preparation for planting.

Selleys & Yates step up to 'Clean up Australia'

For more than 10 years the Selleys and Yates teams have supported 'Clean up Australia Day' in the area surrounding their Padstow site in Sydney



Selleys gets behind Australia's tradies

Selleys is helping Australia's tradies in the early stages of their career with the aim of motivating and support them in completing their apprenticeship. Helping to address the high drop-out rate amongst apprentices, Selleys has partnered with Carpentry Australia and Melbourne Polytechnic TAFE to help build a sustainable pipeline of qualified trades people for the construction industry for decades to come. In addition to providing funding to Carpentry Australia, products and hands-on training, in 2025 Selleys also awarded its first \$10,000 'Stick-with-it' Carpentry Certificate 3 scholarship to apprentice Luca Mascaro.



Melbourne Polytechnic TAFE students receive hands-on training in flooring from Selleys product specialists.



2025 Selleys 'Stick-with-it' \$10,000 scholarship winner, carpentry apprentice Luca Mascaro (left).

Dulux Papua New Guinea

Dulux has been operating in Papua New Guinea since 1968 and has long been active in supporting local communities. During the year, employees from Dulux's business in Lae delivered a number of community support projects including:

- paint donations to upgrade local schools;
- raising funds for breast cancer research & treatment;
- fundraising for local health and education programmes;
- supporting local sporting clubs with uniforms and other equipment.



To mark International Children's Day, Dulux supplied paint, equipment and expertise to upgrade playgrounds and sanitation for schools & learning centres.



Dulux supported the PNG Colour Run which took place across Lae, Kokopo and Port Moresby to raise funds for vital healthcare and educational services in local communities.



Dulux PNG employees in Lae, raising funds to support breast cancer research and treatment.

Staying at the forefront of technology and innovation is fundamental to building a sustainable business and meeting the needs of our customers and consumers. DuluxGroup takes fundamental enabling science and, through marketing and innovation, develops it into market leading brands, products and services.

DuluxGroup employs more than 130 scientists and technologists across its operations in the Pacific, and a number of our businesses, including Dulux, Yates and Selleys, have ongoing collaborations with a range of tertiary institutions, including The University of Melbourne and Monash University.

DuluxGroup employs more than 130 scientists and technologists across its businesses and is one of Australia's largest employers of industrial chemists. DuluxGroup currently employs a steady intake of graduates in science, engineering and information technology as part of its three-year graduate program. In addition to its formal graduate program, DuluxGroup has long-standing collaborations to support university students through industry projects, placements, guest lectures and scholarships.



The Dulux Chemistry Prize

Each year Dulux funds a monetary scholarship awarded to the best third year chemistry student at the University of Melbourne to help support them in their post-graduate studies. In 2025 the prize was awarded to Master of Science (Chemistry) student Sebastian Crupi, who is working on dinuclear lanthanoid complexes, which could be used in novel sensors.

University of Melbourne 2025 Dulux Chemistry Prize winner Sebastian Crupi (above left) with Dulux Polymer Research and Analytical Team Leader Dr Tim Davey. Dulux has sponsored the award since 1987, to foster academic excellence in chemistry.

CELEBRATING OUR ARCHITECTS AND DESIGNERS

Dulux Colour Awards – celebrating architectural and design excellence

The annual Dulux Colour Awards celebrate design excellence and the most innovative, refined and transformative use of colour in our built environment. In their 39th year, the 2025 Dulux Colour Awards celebrated bold, innovative paint specifications across architecture and interior design and attracted 89 entries from across Australia & New Zealand. Congratulations to the overall Australian Grand Prix winner Richards Stanisich for its vision of pairing the green Delta Break with reflective surfaces for an ethereal effect inside the Sarah & Sebastian Armadale store in Melbourne, and New Zealand Grand Prix winner, Pac Studio, was honoured for the interior residential transformation of Lava Flow, showcasing a volcanic-inspired ceiling in Murray Red to reference Auckland's landscape.



Architects from PAC Studios, winner of the Dulux Colour Awards 2025 New Zealand Grand Prix award for 'Lava Flow' with Dulux Chief Operating Officer Pat Jones (left).



Architects from Richard Stanisich winner of the Dulux Colour Awards 2025 Australian Grand Prix award for 'Sarah and Sebastian' with Dulux Chief Operating Officer Pat Jones (left).

Witnessing world's leading architecture first-hand

The Dulux Study Tour, in partnership with the Australian Institute of Architects (AIA), fosters the next generation of architectural talent. Founded in 2008, the annual tour offers a once-in-a-lifetime opportunity for five emerging practitioners to participate in a ten-day international expedition across three countries, immersing themselves in world-leading architectural practices and cultures and celebrates the importance of Australia's most promising early-career architects experiencing architecture firsthand. It includes exclusive visits to acclaimed studios, innovative projects, and landmark buildings, with winners also playing a role in shaping the itinerary.

This year's winners were chosen from a very competitive field of applicants to participate in the 17th Australian Institute of Architects' Dulux Study Tour, with the ten day tour taking them to Amsterdam, Copenhagen and Barcelona. The winners received their certificates and were welcomed into the Dulux Study Tour Alumni at a gala event attended by representatives from Dulux, the AIA and other industry professionals.



The 2025 Dulux Study Tour saw (from left) Marni Reti, Kate Shepherd, Nicholas Souksamrane, Gumji Kang and Jimmy Carter take in the architectural highlights of Amsterdam, Copenhagen and Barcelona.

RECOGNISING OUR VALUED PARTNERS

DuluxGroup and its businesses partner with thousands of suppliers throughout our supply chain, and approximately sixty per cent of expenditure on raw materials is with local Australian suppliers, with all of DuluxGroup's packaging locally sourced. Each year, we celebrate the very best of our valued supply chain partners at the Annual DuluxGroup Supplier of the Year Awards. Now in their 35th year, the awards are highly regarded. This year's overall DuluxGroup Supplier of the Year was jointly awarded to YatesGroup suppliers IVM Group and Global Sourcing Solutions, who together were instrumental in helping to develop the Yates Click 'n' Grow concept, converting that concept into a detailed design and sourcing the final product.



L to R: Ian Griffith (DuluxGroup Head of Procurement), Nick Bloor (IVM Group CEO), Helen Fitzpatrick (YatesGroup Executive General Manager), Adam Kenny (Global Sourcing Solutions Director), Patrick Houlihan (DuluxGroup Chairman and CEO).

imagine
a better place

DuluxGroup 