

PEOPLE
PLANET
PROSPERITY





PEOPLE



PLANET



PROSPERITY

Roca Group is a family-owned enterprise with a firm commitment to society that has been proven throughout its century-long history. As a member of the UN Global Compact, sustainability forms an integral part of our commitment and we work in line with the targets of the Sustainable Development Goals (SDGs).

This corporate commitment seeks to create a positive impact in three broad areas: People, Planet and Prosperity. This edition of the Integrated Annual Report describes the main milestones of the group's activity in 2025, focusing most particularly on its contributions in these three areas.

INTEGRATED ANNUAL REPORT 2025

ROCA GROUP





CONTENTS

INTRODUCTION	6
ROCA GROUP IN 2025	10
ROCA GROUP AROUND THE WORLD	12
TRIPLE IMPACT	14
 PEOPLE	20
 PLANET	36
 PROSPERITY	52





Once again, 2025 unfolded in a complex global context marked by persistent geopolitical uncertainty, growing competitive pressure in our industry and the acceleration of challenges related to the transformation of production models.

In the midst of this demanding environment, Roca Group has continued to make steady progress, remaining faithful to its own approach towards understanding and managing the business based on long-term relationships, operational excellence and sustainable growth. This vision, along with our ability to adapt and the commitment of the whole organization, has allowed us to maintain our strong business track record and continue to back key projects for the future of the group.

Our strategy remains guided by our purpose of contributing to the well-being of society by delivering solutions that enhance everyday spaces, while caring for people and the planet, and fostering prosperity. Sustainable development continues to be our mainstay, ensuring consistency in our activities and helping us advance in our mission with long-term vision.

This edition of the integrated annual report describes the most significant actions and main milestones of the group's activity in 2025, centering on the three areas covered by our purpose: People, Planet and Prosperity.

People

In the area of People, we have continued to make progress in building a diverse, inclusive and high-quality work environment, capable of offering opportunities for personal and professional development to members of Roca Group.

During this year, the Roca Group Corporate University has consolidated its role as a training center and key unit for bolstering strategic projects for the group. Its activity has been particularly relevant in extending the reach of the Roca Group Way program, intended to enhance the growth of in-house talent, strengthen our skills and secure a common culture based on cooperation, responsibility and continuous improvement.

We have also taken a new step in our commitment to diversity, equity and inclusion by adhering to the Women's Empowerment Principles, a UN Women and United Nations Global Compact initiative to advance gender equality and women's empowerment. This commitment will allow us to continue to recognize and adequately foster female talent in the industry.

As part of our commitment to society, the We Are Water Foundation has continued to expand its impact in its fifteenth year of activity. In addition to actively participating in the global debate on the main challenges related to water and sanitation, its cooperation projects have already benefited more than four million people worldwide, integrating the improvement of health and hygiene conditions with social benefits that are sustainable in the long term.

Planet

Our commitment to the Planet is conveyed through a cross-cutting, unwavering and ambitious strategy, aimed at progressively reducing the environmental impact of our operations and contributing to the sustainable transformation of our industry.

Following the commissioning of the world's first electric kiln for the production of sanitary ceramics, in 2025 we reached a new milestone with the emission-free manufacture of complete bathrooms. This progress was made possible by the fact that nine of our factories, spanning several product categories, now operate entirely on renewable energy. In addition to underscoring Roca Group's leadership in industrial decarbonization, this achievement has received multiple awards from national and international bodies and institutions, proving that innovation, when applied with long-term vision, can create new directions for sectors traditionally intensive in energy consumption and emissions.

As part of our decarbonization roadmap, we have continued to make progress against our near-term targets validated by the Science Based Targets initiative, having already achieved 83% progress. In addition, our long-term European power purchase agreement has now come into effect, securing the supply of renewable electricity for the group's industrial operations in Europe.

In parallel, we continue to deploy our circularity roadmap, progressively consolidating a new production model based on efficiency, innovation and the adoption of best practices across our entire value chain.

Prosperity

In the area of Prosperity, our 2025 activity was undertaken in an environment in which global uncertainty is widely recognized as a structural factor. Despite this context, our brands' strength, managerial discipline and ability to adapt have allowed us to achieve a turnover of 1,960 million euros, with an EBITDA margin of 13.9%.

These results reflect Roca Group's financial strength, enabling us to continue addressing future challenges with confidence while reinforcing our organizational, industrial and technological capabilities.

During this year, we have adapted our organizational structure to improve our agility and capacity to anticipate and ensure a stronger focus on customers, with the goal of always offering the best service. The new corporate Service division supports a cross-cutting transformation aimed at continuous improvement of the customer experience.

We have also created the Digital Business Unit, which will allow us to advance in the development of a digital and omnichannel experience, increasingly integrated and adapted to new market dynamics, as well as a new corporate R&D division, thus enhancing our capacity for cross-cutting innovation and helping to accelerate the development of solutions, processes and technologies for the bathroom space.

These initiatives are all managed through an in-house management model, the Roca Group Business System, based on efficiency, coordination and creation of value.

In 2025, we welcomed the teams from Antonio Lupi Design in Italy and Phoenix in Australia. These additions reinforce our value offering in strategic categories, strengthen our presence in high value-added segments and reinforce our global growth ambition in the transformation of the bathroom space.

On behalf of the Board of Directors, we would like to thank the 19,539 people who make up Roca Group for their effort, engagement and commitment, as well as our customers, suppliers, shareholders and other stakeholders for their trust. Their contribution enables us to continue moving forward with determination, building a company grounded in responsibility and the creation of sustainable value.

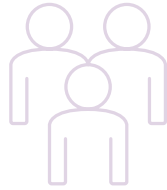
With our sights set on the future, we continue to build a company where positive impact is multiplied through every action because, together, we are Roca Group.



José María Roca Hernández
Chairman

Roca Group in 2025

PEOPLE



+19,500

people of more than **80 nationalities**, fostering diversity, equity and inclusion

89%

workers on **permanent contracts**



1.65M€

in **donations** to improve access to water and sanitation

4M

beneficiaries of the **We Are Water Foundation** (2010-2025)



LAUFEN

DELHI GALLERY: opening of the first Gallery in India.

8.4/10

average satisfaction with training courses

363,092

training hours ROCA GROUP Corporate University

PLANET

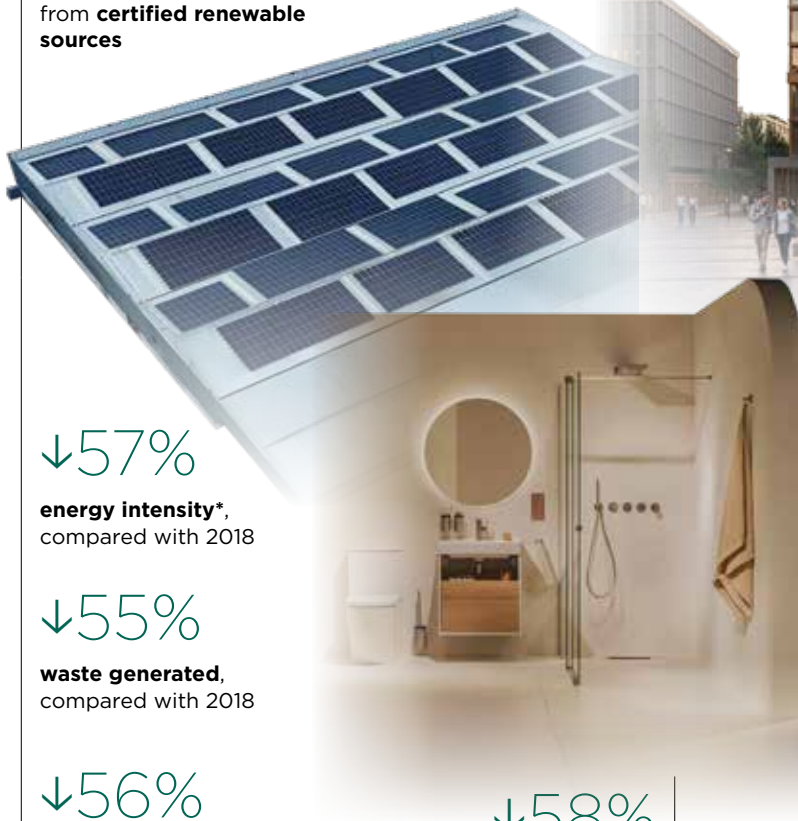


+45,000

photovoltaic panels generating more than **24 GWh** of renewable energy per year

69%

of global electricity consumption from **certified renewable sources**



↓57%

energy intensity*, compared with 2018

↓55%

waste generated, compared with 2018

↓56%

water consumption, compared with 2018

↓58%

CO₂e emissions, compared with 2018

NINE PLANTS WITH ZERO EMISSIONS

in the production processes for sanitary ceramics, faucets, seats and covers, acrylic and composite bathtubs and shower trays, shower enclosures and prefabricated modular bathrooms.



PROSPERITY

ROCA CITY: urban regeneration projects at the group's historical facilities in Gavà-Viladecans (Barcelona) and Alcalá de Henares (Madrid).

25M€

in investments committed to start-ups through **Roca Group Ventures**

170

markets served from **42 countries**

79

factories in 22 countries, 5 continents

TOP 1%

EcoVadis rating 90/100 points



* Due to the variety of product types and production processes within the group, the energy intensity of its operations is calculated by dividing the total energy consumption by the net sales amount.

Roca Group around the world



+170

Countries with commercial presence



79

Factories

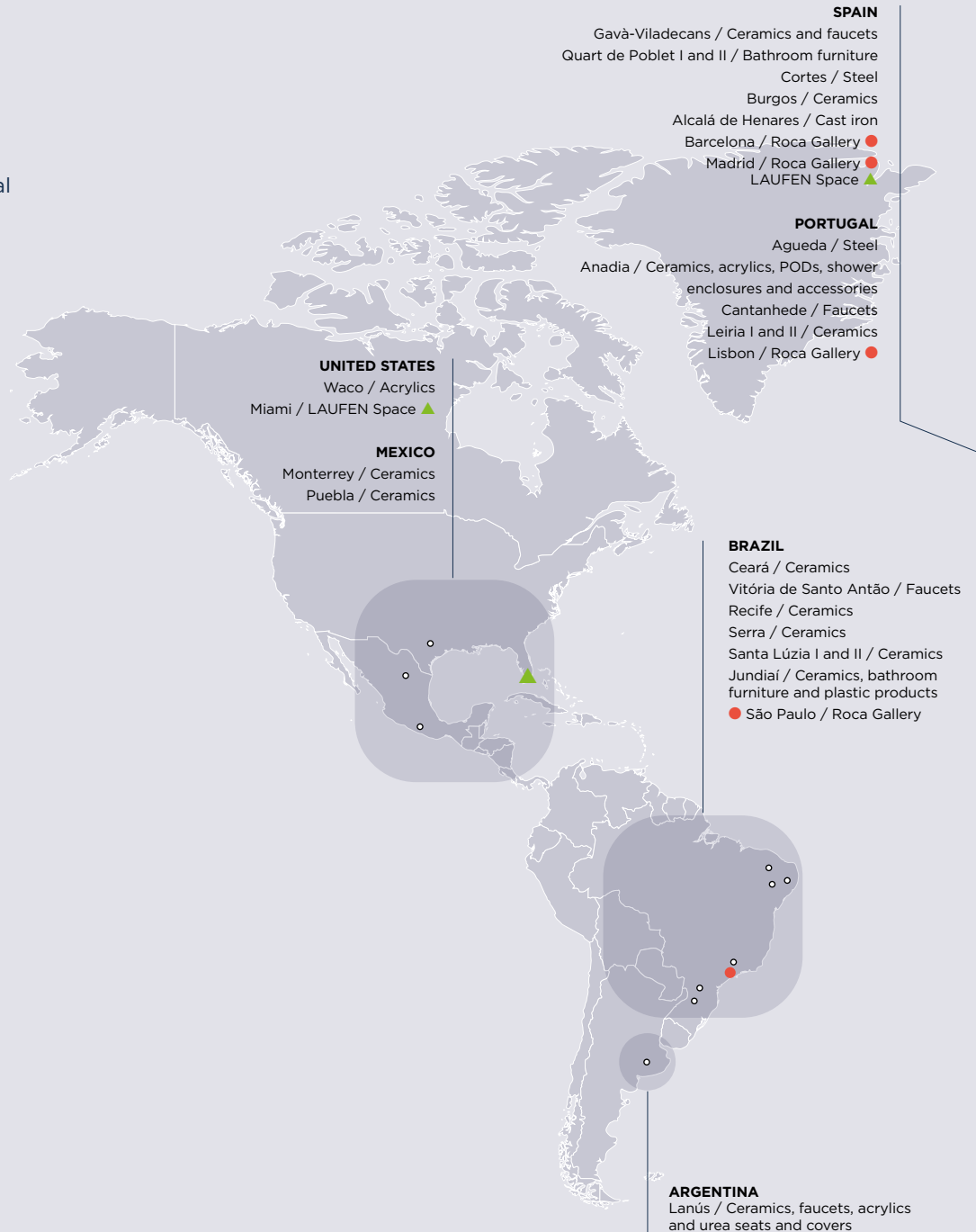


14

Open spaces for the community

● **Roca Gallery**

▲ **LAUFEN**
space



GERMANY

Goslar / Steel
 Eisenberg / Installation systems
 Rödental / Installation systems
 Groshain / Installation systems
 ▲ Berlin / LAUFEN Space

POLAND

Sztum I and II / Bathroom furniture
 Gryfice I and II / Acrylics and composites
 Gliwice / Ceramics
 Dobroszyce / Accessories

UNITED KINGDOM

● London / Roca Gallery

SWITZERLAND

Laufen / Ceramics and faucets
 ▲ LAUFEN Forum

AUSTRIA

Gmunden / Ceramics
 ▲ Vienna / LAUFEN Space

CZECH REPUBLIC

Znojmo / Faucets and bathroom furniture
 Bechyne / Ceramics
 ▲ Prague / LAUFEN Space

TÜRKIYE

Eskisehir / Faucets

BULGARIA

Kaspichan / Ceramics and acrylics

ITALY

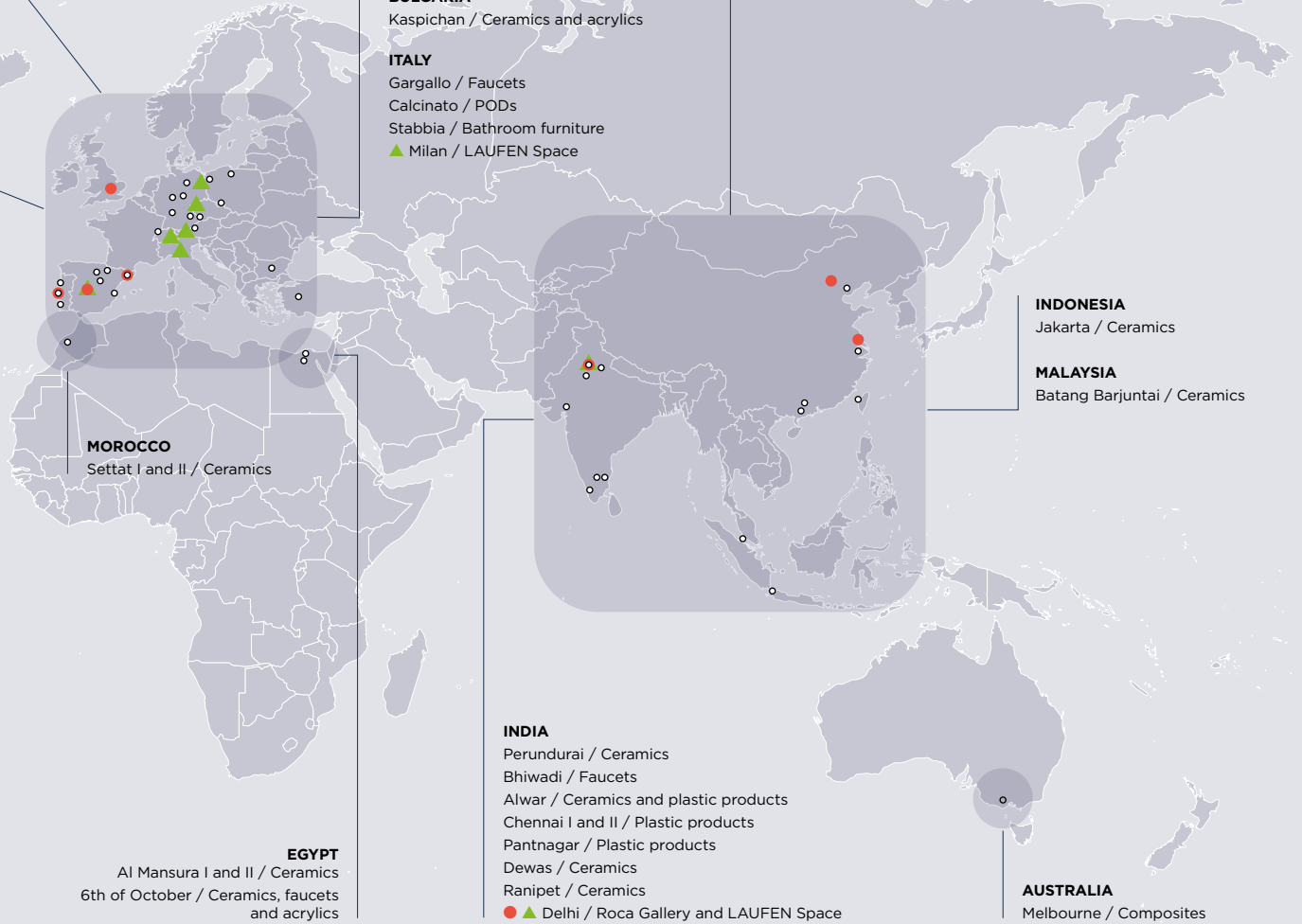
Gargallo / Faucets
 Calcinato / PODs
 Stabbia / Bathroom furniture
 ▲ Milan / LAUFEN Space

CHINA

Tangshan / Ceramics
 Suzhou / Faucets and smart toilets
 Foshan (Nanhai) / Ceramics
 Foshan (Shunde) / Accessories
 ● Beijing / Roca Gallery
 ● Shanghai / Roca Gallery

TAIWAN

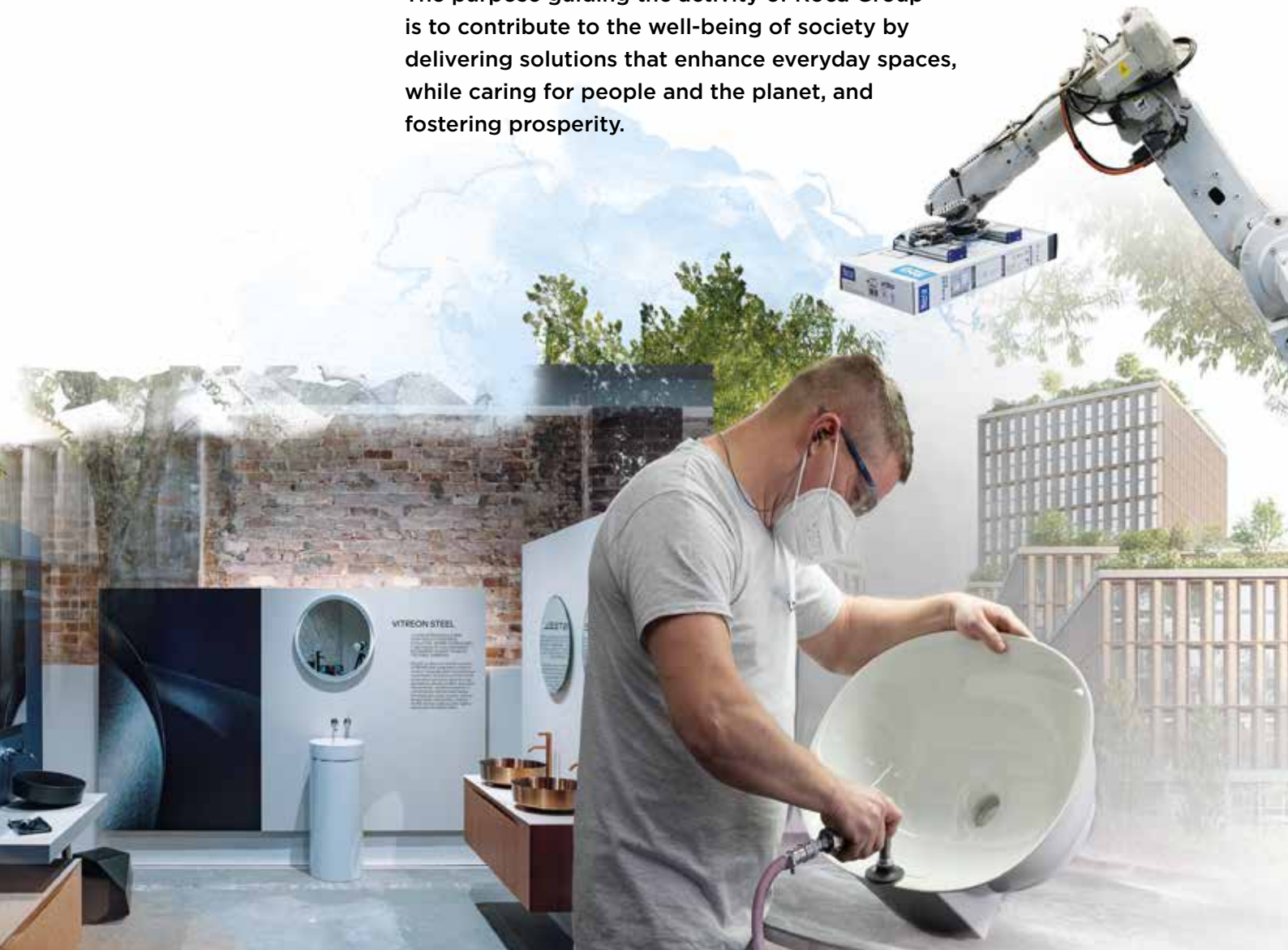
Taichung / Smart toilets





TRIPLE IMPACT

The purpose guiding the activity of Roca Group is to contribute to the well-being of society by delivering solutions that enhance everyday spaces, while caring for people and the planet, and fostering prosperity.



Roca Group's sustainability roadmap is structured around nine workstreams that encompass the main initiatives and projects designed to achieve the goals set.



People

Quality of employment

Development of a safe and inclusive work environment based on well-being, diversity, training and the professional growth of employees.

Commitment to society

Social, cultural and educational initiatives, including support for access to water and sanitation in vulnerable communities through the We Are Water Foundation.

Human rights

Commitment to respecting and promoting human rights in our operations, value chain and relationships with stakeholders.



Planet

Decarbonization

Progressive reduction of CO₂ emissions through energy efficiency, renewable energy, industrial process transformation and value chain alignment.

Circularity

Transition towards a circular model based on efficient resource use, waste reduction and valorization, and products designed for greater durability.

Products

Development of innovative, eco-designed solutions that improve environmental transparency and product efficiency throughout the life cycle.



Prosperity

Sustainable growth

Growth based on profit reinvestment and the development of processes that ensure maximum operational efficiency and productivity.

Supply chain

Responsible supplier management based on environmental, social and ethical criteria that strengthen value chain resilience and sustainability.

Business ethics

Culture of integrity based on compliance, transparency, risk management and responsible decision-making across the business.



WE SUPPORT



Commitment to sustainable development

As a member of the UN Global Compact, sustainability forms an integral part of the commitment of Roca Group, which works in alignment with the Sustainable Development Goals (SDGs). The group's Sustainability Plan specifies six SDGs for priority action based on the impacts, risks and opportunities associated with its activities.



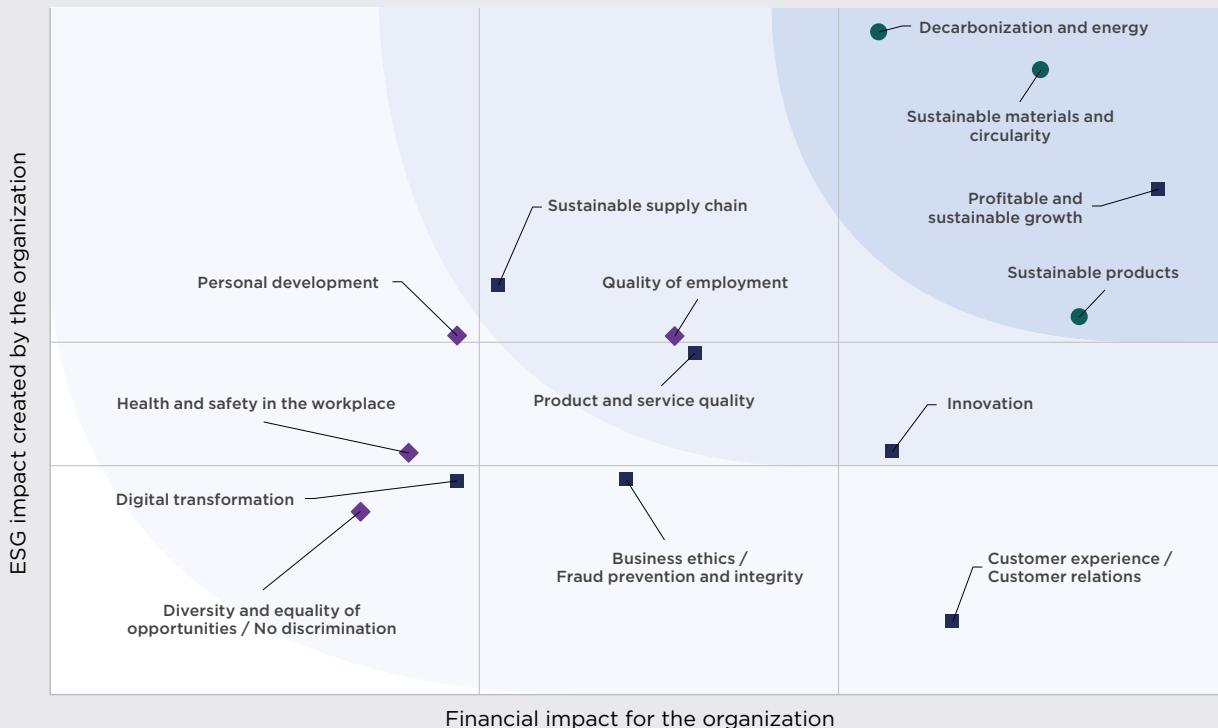
Double Materiality Assessment







Roca Group's sustainability strategy is developed on the basis of material topics identified in the double materiality assessment. The analysis involved identifying global and industry trends, performing interviews and surveys with internal and external stakeholders and holding participatory and validation sessions with the company's Sustainability Committee and Executive Committee. Priority topics are those with the highest scores for the organization's ESG impact (Environment, Social and Governance) and financial impact.

-  Decarbonization and energy
-  Sustainable materials and circularity
-  Sustainable products

-  Profitable and sustainable growth
-  Sustainable supply chain
-  Product and service quality
-  Innovation

-  Quality of employment



-  Priority material topics
-  Material topics
-  Other topics to monitor
-  People
-  Planet
-  Prosperity



EcoVadis Platinum Medal for the second consecutive year

For the second consecutive year, Roca Group obtained the EcoVadis Platinum Medal, the highest recognition awarded by this renowned international rating platform for business sustainability. In the performance assessment for financial year 2025, the group achieved its highest score ever and reaffirmed its position among the top 1% of all companies evaluated worldwide.

Roca Group achieved a score of 90 points, with improvements in the four areas evaluated: environment, labor practices and human rights, ethics and sustainable procurement. Furthermore, the group obtained the Leader category in EcoVadis' specific assessment on carbon management, the highest classification for this area, a result that acknowledges the company's maturity in managing its emissions and integrating climate criteria into its sustainability strategy.

EcoVadis is the global benchmark for assessing business sustainability performance, with over 175,000 companies evaluated in more than 180 countries.

Cross-cutting management of sustainability

Roca Group's Sustainability Policy reflects its commitment to ensuring that all corporate activities and businesses promote the creation of shared value in a sustainable manner. In pursuance of this principle, the group has a corporate Sustainability department, which consolidated its role in 2025 as a cross-cutting area, reinforcing global coordination and strategy follow-up. Over the year, this department has made progress in the validation of lines of work, systematization of processes and definition of key projects.

The group obtained its highest score ever in the EcoVadis assessment —90 points— and achieved Leader status in the specific assessment on carbon management.







PEOPLE

Roca Group aims to improve people's lives both within and outside the organization by fostering talent, improving the customer experience and undertaking projects to aid disadvantaged communities.



QUALITY OF EMPLOYMENT



COMMITMENT TO SOCIETY



HUMAN RIGHTS



A diverse workforce in a high-quality, excellence-driven work environment

Personal and professional development of the Roca Group team is a key pillar of its business strategy. To this end, the group invests in specialized training programs and initiatives aimed at ensuring an equitable and inclusive work environment.

19,539

workers

+80

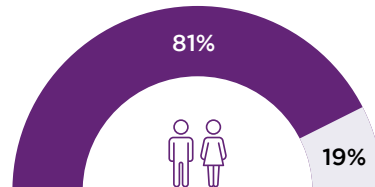
nationalities

42

countries

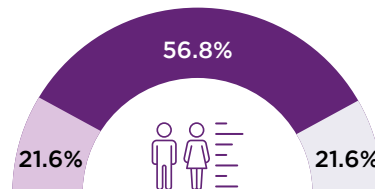
Workforce by gender

● Women ● Men



Workforce by age

● 18 to 29 years ● 30 to 50 years ● > 50 years



Workforce by contract type

● Permanent ● Temporary

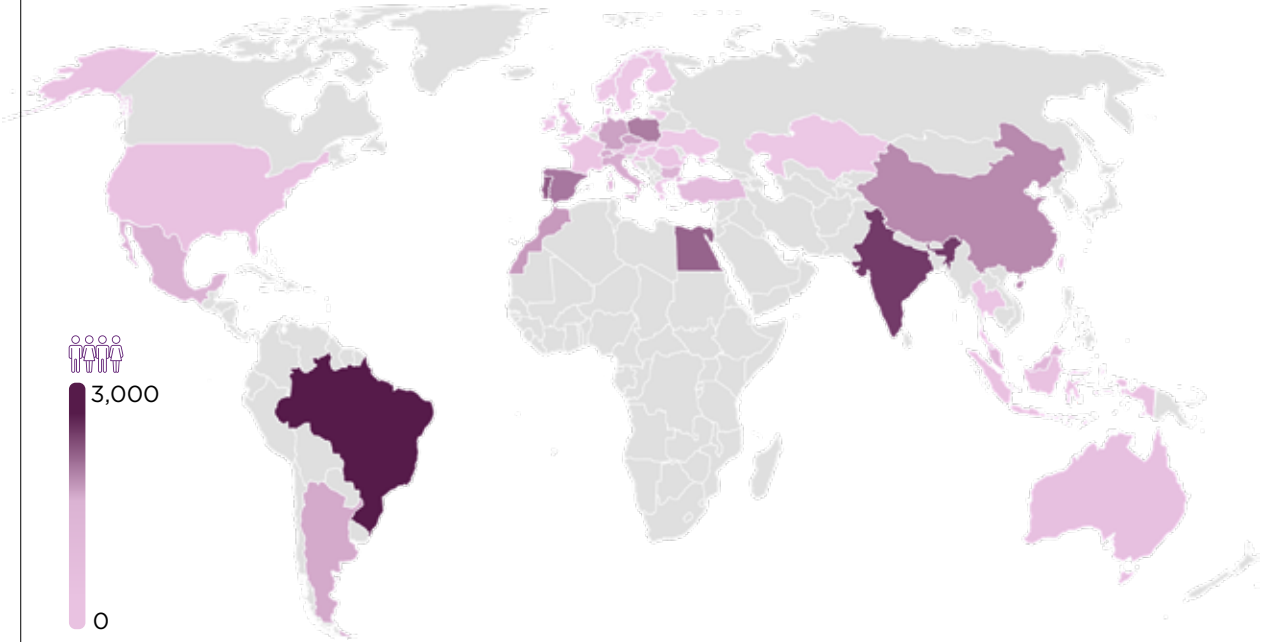


Workforce by country

21%
AMERICAS

56%
EMEA

23%
APAC



Renewal of work environment awards

In 2025, the subsidiaries in Brazil and India, the two countries with the most workers in the group, renewed certifications recognizing the quality of the work environment.



India: For the fifth consecutive year, the group obtained the prestigious **Great Place To Work®** certificate recognizing the company's culture and work environment following an employee survey and an audit of management processes.



Brazil: Renewal of the **Great Place To Work®** award and the **Lugares Mais Incríveis Para Trabalhar** classification, which recognize the quality of the work environment and organizational culture through various methods.



ROCA GROUP

Corporate University

Building on the development of know-how in a unique team of professionals

In 2025, the Roca Group Corporate University (RGCU) continued to consolidate its role as a corporate university through new actions and training programs contributing to the development of know-how and implementation of a unique culture and work style for the entire group.

The RGCU's activity is divided into two main lines of action. Firstly, it participates actively in the definition and development of cross-cutting programs of high strategic value, such as Roca Group Way and Roca Group Business System. Secondly, it designs training plans adapted to the specific needs of the group's companies and business units. Its specialization covers both technical training and the development of personal skills and cross-cutting areas (health and safety, languages, human rights, sustainability, etc.).

The continuous development of new programs and initiatives addressing all types of professional profiles of the group has allowed a significant increase in training indicators in recent years. For instance, the total number of training hours delivered by the RGCU in 2025 has increased by more than 25% compared with last year, with 18.6 training hours per employee on average. Individuals who participated in the training rated their satisfaction level highly (8.4 out of 10).





2,200

training sessions

363,092

training hours

8.4/10

mean level of satisfaction

78,270

training experiences

The RGCU's new initiatives in 2025 included the creation of specialized training platforms, onboarding initiatives for new employees and involvement in programs of high strategic value, such as Roca Group Way and Roca Group Business System.

Welcome to Roca Group

In 2025, the RGCU undertook the design and implementation of the onboarding plan for new workers, with actions aimed at conveying the group's corporate culture. Most notably, the **Roca Group Welcome Day** was held for the first time at the head office in Barcelona and will be gradually rolled out to other countries. The **We Workshop** was also held to support the integration of the team from the Australian company Phoenix, acquired in July 2025.



ROCA GROUP

Corporate University

Creation of specialized training units

In response to the specific needs of the various corporate departments, the RGPU develops specialized knowledge centers with content adapted to each area.

After the launch of the Sales Academy the year before, two new specialized training units began operation in 2025 using an academy structure.

The aim of the **Methods and Processes Academy** is to unify criteria, develop competencies and standardize methodologies throughout all production plants. The skills developed are mainly directed at increasing productivity, efficiency and operational excellence. This platform also accompanies

the incorporation of new professionals into the department of Methods and Processes, shortening the learning curve.

Additionally, the **Service Chain Academy** focuses on the continuous improvement of supply chain processes. The training modules developed in 2025 look at industrial packaging, with content discussing material design and production, space optimization, inventory management and measures to reduce environmental impact.



Motivational and leadership development programs

The RGCU works towards implementing a common corporate culture and leadership model for the entire group, with flexible training and cooperation with prestigious entities.



- **Development of leadership skills:** Around 190 director-level professionals were trained in Gavà, Laufen, Kuala Lumpur and São Paulo through the Coaching Skills for Business Leaders (CSBL) program, aimed at developing their leadership skills. A strength-based leadership identification program was held in Brazil with the assistance of the Gallup consulting firm, integrating an assessment of skills with individual interviews and team-building sessions.



- **Motivational programs at production plants:** Promotion and enhancement of the Kaizen methodology at plants in India and Indonesia. The objective is to foster cooperation between all professional profiles, under a shared commitment to operational excellence.
- **Improvement of relational health:** Sessions aimed at improving communication skills, optimizing cooperation between departments and laying the groundwork for the development of high-performing teams.

All workers receive training on environmental aspects related to company operations, with specific content for individuals whose job positions have a material impact on the group's environmental performance.

Promotion and recognition of in-house talent

In 2025, Roca Group has advanced in its strengthening of a unique talent management model, aligning the entire team with the company's business strategy and values.

Roca Group Way model: people at the center

The in-house talent management model known as Roca Group Way has the tools and methodologies needed to attract, develop and retain workers.

Progress has been made during 2025 towards extending the model to the entire group, reinforcing a global approach that identifies key skills and fosters the growth of the group's own talent. The model relies on a common technological platform for team administration and management.

The actions that took place this year included:

- Start-up of a new system for performance and professional development assessment based on the interaction with team managers. The RGPU has trained close to 1,900 individuals on this system.
- Creation of a space within the corporate portal to promote internal mobility when covering new vacancies.
- Launch of a corporate careers page to attract external talent, initially implemented in Spain and Portugal with the intent to expand globally.





Strengthening commitment to gender equality

In 2025, Roca Group signed on to the **Women's Empowerment Principles (WEPs)** initiative established by UN Women and the United Nations Global Compact to advance gender equality and women's empowerment in the workplace, marketplace and community.

Under the guidance of these principles, the group will implement an action plan to enhance gender equality globally. In this case, it has started the process of creating a work team in charge of defining priorities in this area and designing the necessary measures to achieve them in upcoming years. The initiatives were very well received, with strong team engagement throughout the project.

Corporate channel for internal communication

As of late 2025, nearly 7,000 group professionals already had access to Roca Group's internal communication app, the first channel of information and documentation for all workers. Following a pilot phase, the app has been launched in various countries in the Americas and EMEA, and will reach the remaining countries in 2026. The project is led by the Corporate HR Department with the support of local staff management teams.





Fifteen years working for a new culture of water

On the 15th anniversary of its creation, the We Are Water Foundation participated in new cooperation projects and continued with its intense awareness efforts. In this area, new training projects and participation in the main global events on water and sanitation are the most noteworthy efforts.

PROJECTS PERFORMED
(2010-2025)

119

projects

40

countries

4,070,646

beneficiaries

COOPERATING
ORGANIZATIONS IN 2025:

World Vision 

unicef 

 Vicente Ferrer



Cooperation projects



Training and resources for menstrual hygiene (India)

Creation of spaces with latrines separated by gender and underwear washing and drying areas. They also provide information on the physiology of the menstrual cycle and possible associated diseases. This initiative is integrated into school committees and curricula to combat inequalities and eradicate menstruation-related taboos.

Reduction of maternal and child mortality (Sierra Leone)

Project aimed at the supply of safe water to health centers, with latrines for outpatients, handwashing stations and resources for adequate waste management.



Water purification through reverse osmosis (Colombia and India)

Application of reverse osmosis-based water purification systems in the community of Los Moreneros (Colombia) and in schools and homes in India. More than 30,000 individuals have benefited from this technology through We Are Water Foundation projects since 2019.

Projects undertaken in 2025 allowed progress in a strategy to broaden the reach of solutions and have a deeper impact on key issues affecting the most vulnerable groups.

Microdocumentaries: the voice of communities

The Foundation has started to produce its own microdocumentaries, a new format to explain the projects it participates in from the first-person perspective of the beneficiary communities. The first microdocumentaries produced were:



Volcán de fuego (Guatemala).
Reconstruction of water and sanitation systems for the communities affected by the volcano eruption in 2018.



Rural communities in Madagascar.
Improved access to water, sanitation and hygiene in the regions of Atsimo-Atsinanana and Androy (2020-2023).



Participation in key spaces for debate and decision-making

The We Are Water Foundation continued to share its experience and knowledge at the main global forums on water and sanitation. Most notably, it was present at the **World Water Week** (Stockholm), **The Value of Water** (Frankfurt), the **Latin American Impact Investment Forum** (Mexico), the **Regional Water Week for Latin America and the Caribbean** (Santiago de Chile) and the **COP30** (Belém).

The events promoted by the Foundation itself included a series of debates called **Water for All**, organized in collaboration with the Fundación Arquitectura Contemporánea, and the **We Talks** meetings, an initiative by the We Are Water chapter in Brazil.

Sixth edition of the We Art Water Film Festival

In 2025, the Foundation announced the sixth edition of the We Art Water Film Festival, a short film competition that uses cinema as a tool to promote global awareness. The format of the competition, held since 2011, is considered a model of environmental communication strategies.



New training activities

The training program was expanded to include new activities in 2025:

- **Recreational workshops at the Roca São Paulo Gallery**, organized by the Foundation's team in Brazil, in which school groups improved their knowledge on water in an inclusive and participatory manner.
- **Cleaning of the sand at a beach in Barcelona**, developed in the context of the Bluewave Alliance initiative, spearheaded by ISDIN for the ecological restoration of the Mediterranean Sea.

The beach clean-up is part of **Aquanauts, defenders of water**, the Foundation's training program with 83 activities in 2025. In more than ten years of action, it has reached more than 9,000 schools through 415 workshops.



Organization of 19 new Walkathons for Water in cooperation with Hilton Grand Vacations, with donations for projects in India and Colombia.



Spaces open to the community

The Roca Galleries and LAUFEN Spaces have continued to consolidate their role as hubs for knowledge, innovation and sustainability, offering unique experiences with the group's brands and fostering dialogue around architecture and design.



Roca Gallery

LAUFEN
space

14
spaces

- Barcelona
- Beijing
- Berlin
- Delhi
- LAUFEN Forum
- Lisbon
- London
- Madrid
- Miami
- Milan
- Prague
- São Paulo
- Shanghai
- Vienna

ACTIVITY IN 2025

266
events

26
exhibitions

55,000
in-person attendees

236,000
online participants

Roca and LAUFEN, together at the new Delhi Gallery

The international network of centers was reinforced in 2025 with the inauguration of the new Delhi Gallery, the group's first space of these characteristics in India, which connects the Roca and LAUFEN brands under a single concept.

The Delhi Gallery is based around the concept of a kaleidoscope as a symbol of diversity, transformation and a multiplicity of perspectives. Inside the gallery, the Roca and LAUFEN spaces convey the essence of each brand, offering a different yet harmonious experience that shows their shared commitment to excellence in design.



Debates on the social role of architecture and design

The events held at the Roca Galleries and LAUFEN Spaces in 2025 consolidated a hybrid impact model (in-person and online), enhancing the global dimension of the network. The programming was structured around four strategic axes —architecture, design, innovation and sustainability—, reflecting the group’s dedication to contributing to the transformation of the built environment. Sustainability was directly or indirectly related to 46% of the activities. Topics discussed included water management, decarbonization, the circular economy, green cities and gender equality, among others.



In 2025, the Roca Barcelona Gallery obtained the B Greenly international certification, recognizing the integration of environmental, social and economic criteria in the management of spaces and events.







PLANET

The group's commitment to reducing the impact of its operations on the environment has led it to develop pioneering actions in the industry.



DECARBONIZATION



CIRCULARITY



PRODUCTS



Decarbonization Roadmap

Roca Group's Decarbonization Roadmap is built around five key initiatives.

1. Strong governance system

Formalize a robust project governance system at each of the 79 group plants to coordinate development of the local plan, monitor the level of compliance with objectives and identify new opportunities for improvement.

2. Energy efficiency

Implement energy efficiency improvements in production processes and provide them with the digital equipment needed for adequate monitoring.



↓58%
CO₂e emissions*

↓57%
Energy intensity*

Energy Management System (EMS).

Initial implementation of this corporate system around the world to measure and monitor energy consumption in more detail and granularity. This system can identify additional opportunities to improve and replicate best practices.

3. Integration of alternative energies

Replace high-carbon energy sources with green alternatives by electrifying processes and using less polluting fuels in high-temperature industrial processes.

4. Commitment to renewables

Maximize the use of renewable energy based on photovoltaic self-consumption, purchase of green electricity from certified sources or long-term power purchase agreements (PPA).

5. Supply chain engagement

Involve the entire value chain to align emission-reduction commitments. Based on this goal, suppliers with greater carbon footprint impact have been asked to share their emissions data for greater transparency and precision in emissions measurement.



Electric power from renewable sources.

A **long-term virtual power purchase agreement (PPA)** for renewable energy came into effect in mid-2025, ensuring the supply of renewable electric power for the group's industrial operations in Europe until 2035. This agreement is further complemented by the acquisition of certified green electricity in other countries.

69% of the group's electricity supply comes from renewable sources

Installation of photovoltaic panels.

In 2025, a total of **4,500 new photovoltaic panels** were installed at the group's facilities which, together with existing equipment, generate nearly 24,000 MWh of clean electric power per year. The group already has more than 45,000 panels and 20.5 MWp in operation in its plants.

45,000 photovoltaic panels in operation

Emissions reduction objectives validated by SBTi

The emissions reduction goals established in the Roca Group decarbonization roadmap have been analyzed and validated by the Science Based Targets initiative (SBTi), a global leader in this area.

In particular, Roca Group is committed to reducing absolute scope 1 and 2 greenhouse gas (GHG) emissions by 42% by 2030, taking 2021 as its baseline. Additionally, the group has also committed to reducing absolute scope 3 GHG emissions by 25% within the same timeframe.

By the end of 2025, the group had reduced its scope 1 and 2 emissions by 35% compared with the base year of 2021. Advances made during this period have achieved 83% of the short-term emission reduction goal validated by SBTi.

To lower scope 3 emissions, the group invited its suppliers with the greatest impact on the carbon footprint to share their company-related emissions data. The program includes access to free emissions calculation tools and training resources.



OBJECTIVES 2030*

↓42%

Scope 1 and 2 emissions

↓25%

Scope 3 emissions

* From a 2021 base year. The objective also includes biogenic emissions and removals associated with the use of bioenergy.

Scope 1: direct emissions generated by operations and equipment owned by the company.

Scope 2: indirect emissions associated with the use of energy purchased by the company.

Scope 3: indirect emissions from the company's value chain activities.

Details of the group's energy consumption and emissions in 2025.

Scope 1			Scope 3	
Natural gas	1,037,028 MWh	189,735 t CO ₂	Purchased goods and services	879,269 t CO ₂
Propane	112,370 MWh	24,058 t CO ₂	Capital goods	19,263 t CO ₂
LPG	19,276 MWh	4,135 t CO ₂	Fuel and energy-related activities	66,221 t CO ₂
Wood chips	2,546 MWh	29 t CO ₂	Upstream transportation and distribution	128,509 t CO ₂
Gasoil	1,949 MWh	500 t CO ₂	Waste generated in operations	2,635 t CO ₂
Diesel	1,527 MWh	385 t CO ₂	Business travel	6,158 t CO ₂
Butane	50 MWh	11 t CO ₂	Employee commuting	13,781 t CO ₂
Gasoline	9 MWh	2 t CO ₂	Upstream leased assets	0 t CO ₂
Refrigerant gases	-	862 t CO ₂	Subtotal scope 3 upstream	1,115,836 t CO₂
Commercial fleet	-	4,190 t CO ₂	Downstream transportation and distribution	69,097 t CO ₂
Process emissions	-	7,069 t CO ₂	Processing of products sold	0 t CO ₂
Subtotal scope 1	1,174,756 MWh	230,976 t CO₂	Use of products sold	120,537 t CO ₂
			End-of-life treatment of products sold	189,338 t CO ₂
			Downstream leased assets	0 t CO ₂
			Franchises	0 t CO ₂
			Investments	22 t CO ₂
			Subtotal scope 3 downstream	378,994 t CO₂
			Total scope 3	1,494,830 t CO₂
			Total scope 1+2+3	1,776,789 t CO₂
Scope 2				
Electricity	89,208 MWh	50,984 t CO ₂		
Electric power self-generated from renewable sources	17,305 MWh			
Electric power acquired from renewable sources	186,866 MWh	-		
Subtotal scope 2	293,379 MWh	50,984 t CO₂		
Total scope 1+2	1,468,135 MWh	281,959 t CO₂		

Roca Group consolidates its emissions inventory by using the operational control approach.

The emission factors used to calculate scope 1 are taken from DEFRA GHG Conversion Factors for Company Reporting.

Scope 2 emissions have been calculated according to the market-based methodology, using the guarantees of origin for operations with renewable energy available and the residual factor for each country for those that do not.

Scope 2 emissions calculation according to the location-based methodology would be 83,587 t CO₂e when using the International Energy Agency (IEA 2025) average emission factors for electrical grids in each country.

Biogenic emissions derived from the use of biodiesel and biopetroleum fuels in our fleets during 2025 were 178 t CO₂e.

Scope 3 emissions were calculated in accordance with the GHG Protocol Corporate Standard, covering all upstream (1-8) and downstream (9-15) categories. For upstream categories, the methodology was based on quantities and cradle-to-gate emission factors primarily from Ecoinvent (v3.12). When only financial information was available, a spend-based approach was applied using EXIOBASE emission factors.

For transportation categories (categories 4 and 9), emission factors from GLEC v3 and the UK Government Conversion Factors were used, applied to activity data expressed in tonne-kilometre.

In downstream categories, such as the use of products sold (category 11) and end-of-life processing (category 12), the calculation was done using the International Energy Agency (IEA) Emissions Factors dataset for country-specific grid electricity and the U.S. Environmental Protection Agency (EPA) Emission Factors, respectively.

Emission-free production of complete bathrooms

The group already operates nine emission-free factories for sanitary ceramics, seats and covers, faucets, bathtubs, shower trays and enclosures, thus establishing a new benchmark for the industry in this sector.

Faucets

In 2025, the plants at Vitória de Santo Antão (Brazil) and Lanús (Argentina) became the group's first fully electric faucet plants, reaching zero emissions in the process. In 2025, the faucet business achieved a 7.6% reduction in its emissions compared with 2024.

Sanitary ceramics

In 2023, the Gmunden (Austria) factory commissioned the industry's first electric tunnel kiln for sanitary ceramics production, completely eliminating the use of fossil fuels in the firing process. Thanks to this effort and the progressive replacement of all other equipment powered by fossil fuels, it has become the first and only emission-free sanitary ceramics plant in the world.

Acrylics and composites

In 2025, the acrylics and composites division achieved a 70.2% reduction in emissions compared with the previous year, with a renewable electricity supply of 80% and two emission-free factories in Portugal and Argentina.



Seats and covers

Emission-free production factories for seats and covers made with urea in Lanús (Argentina) and polypropylene in Jundiaí (Brazil)

Shower enclosures

The shower enclosures plant in Anadia (Portugal) began operations in 2024 as a facility designed to run with zero emissions. This goal was part of the original concept and, therefore, all equipment is electric and low-consumption, powered by certified green electricity.



Contributing to a more sustainable construction model

Roca Group proactively cooperates with environmental certification bodies to ensure an objective, verifiable assessment of the environmental benefits of its products.

The construction industry is one of the main sectors responsible for global environmental impact resulting from human activity. In this context, sustainable construction certifications become key to transforming the industry, driving more sustainable solutions and materials across the entire value chain.

In keeping with this trend, Roca Group cooperates with environmental certifying bodies, in order to actively help reduce the environmental impact of the sector.

Water efficiency

A key area of contribution is water efficiency in indoor environments, where Roca Group offers a wide range of products designed to optimize water consumption.

A number of group brands offer detailed information and supporting documents on their websites to enhance the visibility of their contributions to leading certifications such as LEED, BREEAM and VERDE.

Recognition for leadership in industrial transformation

Roca Group has received several national and international awards, underscoring its sustainability strategy and leadership in the sector's industrial transformation.

These awards highlight the pioneering nature of advances such as the world's first electric tunnel kiln and the first emission-free sanitary ceramics plant. Likewise, they acknowledge the group's capacity to integrate technological innovation, energy efficiency and decarbonization in its production processes.

These awards provide independent recognition of Roca Group's long-standing commitment to an industrial model that is both competitive and more sustainable, and that responds to today's major environmental challenges.





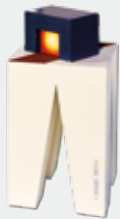
Environmental Management Award (EMAS) - Ministries of Environment in Germany and Austria (November 2025)

Recognition awarded for the best measure taken in environmental performance for the world's first electric kiln for the production of sanitary ceramics.



Sustainable Development Award - Foment del Treball (December 2024, Spain)

Award recognizing Roca's long-standing commitment to sustainability and the commissioning of the world's first electric kiln.



Climate Protection Award - TRIGOS (October 2025, Austria)

Award for an exemplary contribution to industrial sustainability, particularly for the integration of technological innovation and environmental responsibility in production processes.



Best Business Practice Award - Clúster de l'Energia Eficient de Catalunya (June 2024, Spain)

Recognition of leadership in energy transition due to outstanding contributions to industrial decarbonization.



Best Practice in Social Responsibility and Sustainability in the Large Company category - XVI Corresponsables Awards (October 2025, Spain)

Award given to the group for the world's first emission-free sanitary ceramics plant.



Sustainability Impact Award in the Large Company category - Schneider Electric (2025)

European award for commitment to reducing the environmental footprint and leadership in industrial decarbonization.



Overall Sustainability Award - Bathroom Association (September 2025, United Kingdom)

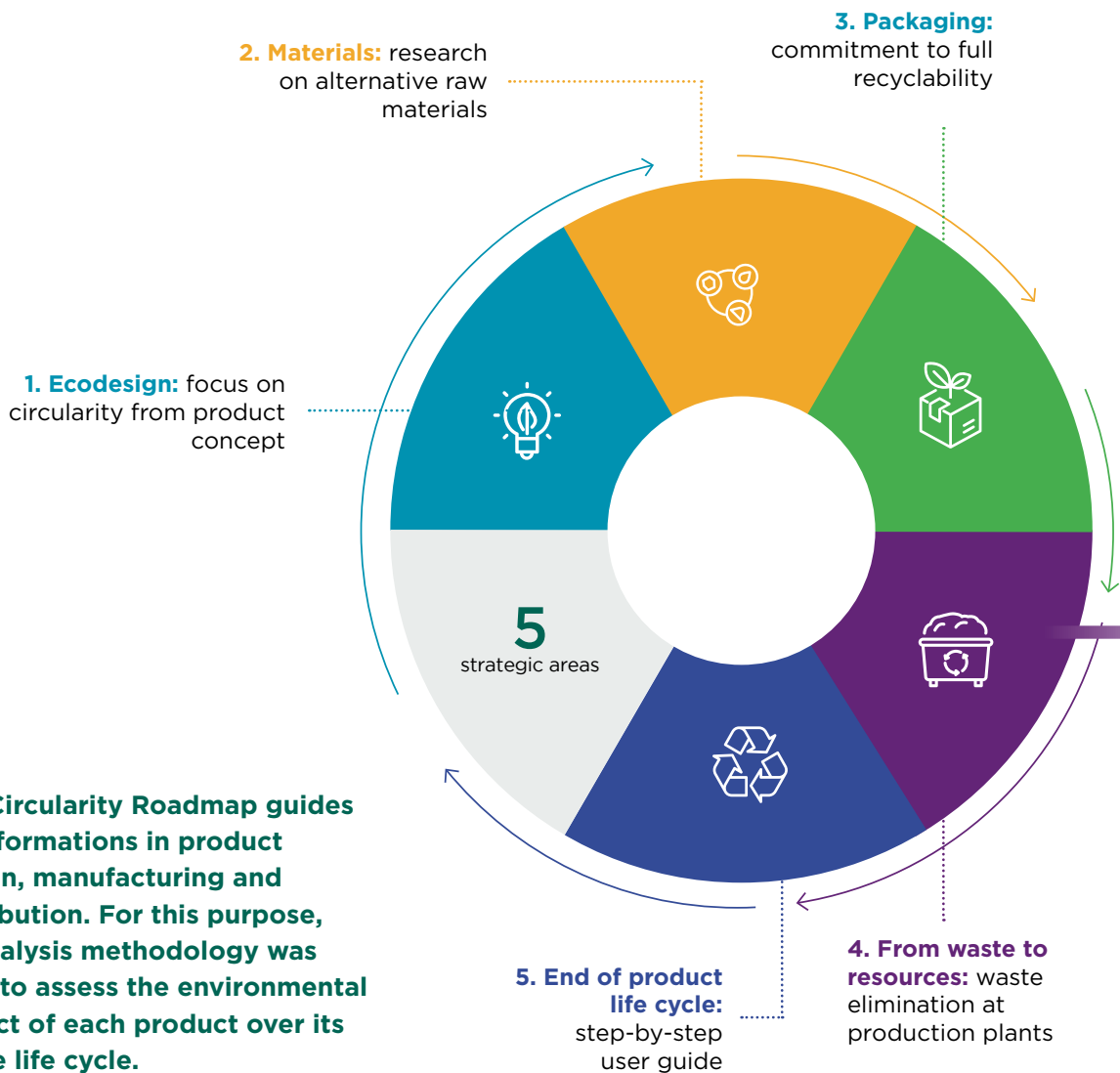
Overall winner in technological innovation in the ceramics industry as a global leader in sustainability and energy efficiency.

Highest-ranked manufacturer of bathroom products in Europe's Climate Leaders ranking by *Financial Times* and *Statista*

Acknowledgment of leadership in climate action due to decarbonization advances based on measurable and verified data on emissions reduction during the past five years.

A circular economy-based production model

One of the group's main pillars for the transformation of its production model is the development of the Circularity Roadmap. This initiative supports the transition from a traditional linear model of materials management to circular cycles that make better use of resources and reduce waste generation. This roadmap is based on five strategic areas.



The Circularity Roadmap guides transformations in product design, manufacturing and distribution. For this purpose, an analysis methodology was used to assess the environmental impact of each product over its entire life cycle.

Waste reduction and repurposing

Roca Group continues its efforts to optimize its production processes and thus minimize waste generation and promote reuse and repurposing, whether at its own plants or at partner firms.

Despite the increase in the number of factories across the group, the indicators in this area continue to show positive trends. In 2025, non-recoverable waste fell by 25%, driven by lower waste generation (-2%) and improved waste valorization (+4.6%).

↓55%
waste*

↓59%
waste intensity*

83%
valorized waste

* Compared with 2018. Due to the variety of the group's product types and production processes, the waste intensity of its operations is calculated by dividing the total volume of waste generated by net sales.

Roadmap to water neutrality

The group is also developing an action plan to move towards water neutrality, based on the 6R strategy: Reduce, Reuse, Recycle, Recover, Reclaim and Replenish.

This plan involves all group plants and drives process improvements, digitalization and use of new water conservation technologies. Implementation has led to continuous reductions in consumption, particularly at plants located in areas of extreme water stress. The main measures taken include:

- Implementation of systems for reuse of treated water from internal water treatment plants.
- Use of rainwater collection and storage systems.
- Application of comprehensive water recovery systems used in production processes, based on filtering, evaporation and crystallization technologies.

↓56%
water consumption*

↓61%
water use intensity*

* Compared with 2018. Due to the variety of the group's product types and production processes, the water intensity of its operations is calculated by dividing total fresh water consumption by net sales.

The bathroom as a space for well-being and sustainability

Roca and LAUFEN presented their latest product proposals at ISH 2025, the world's leading event for the industry. Both brands conveyed their shared vision of the bathroom as a key space for personal well-being and sustainability.

Roca, Mediterranean essence

The brand offered pavilion visitors an immersive and inspiring experience, with a design based on the purity of materials, environmental awareness and timeless architectural discourse. The products and solutions shown stood out due to their modularity, connectivity and advanced installation systems, in addition to collaborations with prestigious designers.





“Matter”, a creative concept from LAUFEN

LAUFEN’s space at ISH 2025 was styled around the concept of “Matter”, playing with the double meaning of “matter” and “what matters”. The exhibit suggested a thematic journey through various areas focusing on water, the planet, technology, democratic design, the environment and modularity. These concepts were developed from the brand’s proposals and innovations.



Milan Design Week

Other trade shows and fairs held during the year included Milan Design Week, an opportunity to showcase the essence of each brand from an artistic and creative vision. LAUFEN presented the “A New Dimension of Water” exhibition, drawing its inspiration from the flow of water and the electric kiln in Gmunden, whereas Roca featured the “A Beat of Water” installation, which explored the course of water through nature, architecture and technology.

Innovative solutions to outfit the bathroom space

Ongoing research in new solutions and materials allows group brands to offer innovative solutions to enjoy the bathroom space. The new products align with the latest trends in design and corporate standards on water and energy efficiency.



Ohtake from Roca

Expansion of the Ohtake collection, originally designed by Ruy Ohtake and broadened by his son Rodrigo. The new pieces build on the brand's innovation in ceramics for washbasin designs with ultrathin edges, as well as advances in composite materials for bathtubs. In 2025, the collection received numerous international design awards.

Kay from Roca

New faucet collection developed by the industrial designer Stefan Diez and inspired by mooring bollards. Manufactured in cast brass, the collection features the Cold Start technology and includes an exclusive PVD coating to improve scratch resistance and durability.





Vitreon Steel from LAUFEN

New range of washbasins manufactured in enameled steel, a material that combines the malleability of steel with the resistance and hardness of glass. These washbasins also incorporate new functionalities in hygiene, corrosion resistance, color durability and scratch protection.

Volta from LAUFEN

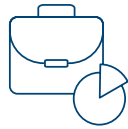
Sculptural washbasin designed by Yves Béhar and crafted in Saphirkeramik ultrafine ceramic material. Inspired by the flow of water, its two-level interior design creates a whirlpool effect to enhance self-cleaning. It also includes a hidden waste to reduce the trap size and heighten its overall elegance.



Specialization in prefabricated bathrooms

The group is advancing modular construction through the manufacture of prefabricated bathrooms (PODs), a solution that meets the challenges of the construction industry in areas such as planning, deadline flexibility, cost control and sustainability. At present, Roca Group has two facilities specializing in bathroom POD production located in Anadia (Portugal) and Calcinato (Italy), where the group applies all its equipment and installation know-how to the bathroom space.





PROSPERITY

The company's sustainable growth model stems from a long-term commitment to generating wealth, aimed at promoting the creation of quality employment and a positive impact on society.



SUSTAINABLE GROWTH



SUPPLY CHAIN



BUSINESS ETHICS



Sustainable growth model built on financial strength and profit reinvestment

Roca Group is a 100% family-owned, independent organization characterized by financial soundness and a growth policy based on profit reinvestment. This model ensures the resources needed to face new market challenges with confidence.

Activity in 2025 unfolded once more within a context of political instability in key countries and geopolitical tensions with global impact. In light of these external factors, the group's efforts focused on production cost control, a commitment to operational excellence and continuous adaptation of the product offering to customer preferences.

The strength of the Roca and LAUFEN brands, together with continued confidence in key markets such as Spain, Brazil, India and Switzerland, enabled sales to improve compared with the previous year. Despite this strong performance, turnover was affected by the impact of exchange rates in Argentina, Brazil and India.

TURNOVER

1,960M€

EBITDA

273M€

13.9% over turnover

CONSOLIDATED NET INCOME

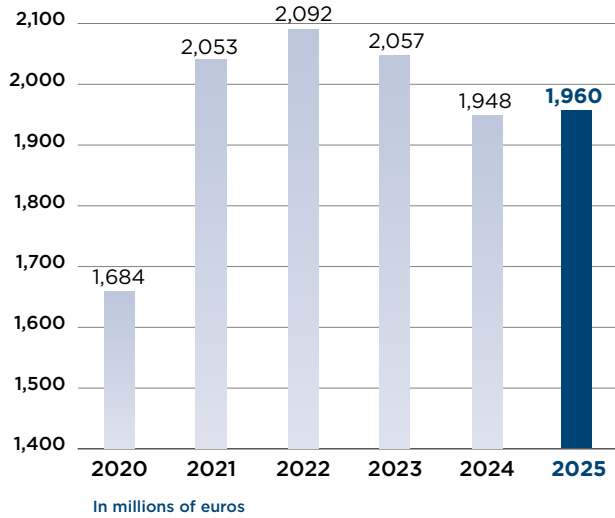
43M€

CURRENT INVESTMENTS

126M€



Turnover



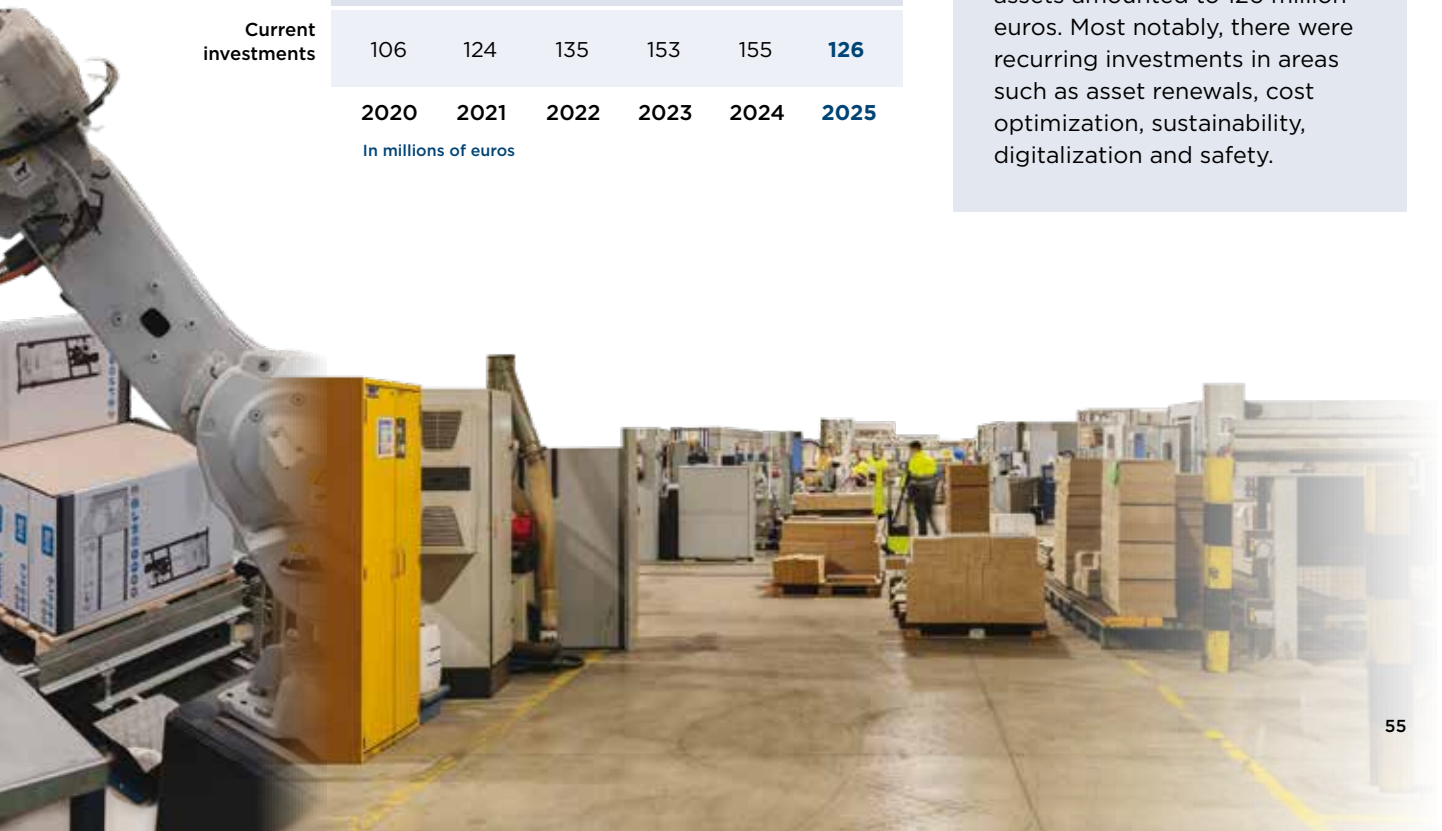
EBITDA	306	401	356	318	286	273
Net profit	60	179	42	27	-61	43
Current investments	106	124	135	153	155	126
	2020	2021	2022	2023	2024	2025

In millions of euros

Upcoming investment in a new plant in Kazakhstan

In June 2025, Roca Group announced an investment of 70 million euros for the construction of an industrial plant in the city of Kyzylorda (Republic of Kazakhstan) dedicated to manufacturing a range of solutions for the bathroom space, including sanitary ceramics, furniture and installation systems, among others. Given its strategic location, this facility is set to become the group’s industrial, technological and commercial center in Central Asia.

In 2025, the total volume of investments in property, plant and equipment and intangible assets amounted to 126 million euros. Most notably, there were recurring investments in areas such as asset renewals, cost optimization, sustainability, digitalization and safety.



Improvements in the organizational structure to accelerate transformation

The need to accelerate processes, integrate new technologies and continuously improve customer service has resulted in an adaptation of the group's organizational structure in 2025.

The creation of three new cross-cutting corporate divisions and the reinforcement of the Roca Group Business System methodology will help consolidate the company's position as a global leader in the bathroom sector.

NEW CORPORATE DIVISIONS



01.

Service Division

Cross-cutting management of customer service

- Integration of customer service-linked processes to enhance operational excellence and reinforce the group's sustainability standards.
- Development of a common roadmap with specific projects for each process under the supervision of the new Service Committee, formed by the departments of R&D, Marketing and Design, Competence Centers, Ceramic Production, Supply Chain, Sales Management, Digital Transformation and PMO.
- Expansion of the group's sustainability standards to the entire value chain.

7

Integrated departments:

- Supply Chain
- Procurement
- Quality
- Customer Service
- After-sales
- Spare parts
- Relations with technicians and installers

+350

professionals



02.

Corporate R&D Division

Know-how and talent at the service of innovation

- Division intended to drive innovation, generating synergies to develop the bathroom solutions of the future.
- New dedicated units for digital tools, patents and technical office activities to support process standardization.



03.

DIGITAL BUSINESS UNIT (DBU)

Growth acceleration through the digital ecosystem

- Goal of contributing to business growth and development through all digital channels and formats.
- Focus on the strategic development of the customer digital experience and initiatives aimed at generating demand.

Continuous improvement and cross-cutting project management

The restructuring undertaken in 2025 included the creation of a corporate Roca Group Business System (RGBS) division, the group's own management model.

RGBS adapts the Kaizen methodology to the organization's needs and characteristics based on the promotion of a culture of continuous improvement, maximum efficiency in processes and creation of value for both internal and external customers.

The new division includes the **Project Monitoring Office (PMO)**, specialized in the support and supervision of cross-cutting strategic projects. Since its inception in 2023, the PMO has built a common project management methodology and trained hundreds of professionals in this system.



A common methodology to uphold the group's cross-cutting transformation and reinforce a culture of continuous improvement, efficiency and shared ambition.

Innovation and technology for continuous improvement of product offering and service

The group considers innovation as one of the strategic pillars of its activity, based on a cross-cutting strategy combining external collaboration through Roca Group Ventures and the expansion of an internal culture geared towards innovation.

Reinforcement and further development of the open innovation model

Roca Group Ventures (RGV), the group's corporate venture capital and open innovation platform, has solidified its role as a catalyst between the entrepreneurial ecosystem and the business units.

Building on the growth of the prior year's investments, gains were made in 2025 in the following lines of action:

- **Connection with the innovation ecosystem** through event organization and the recognition of portfolio companies in international awards and rankings.
- **Development of strategic projects** such as the implementation of AI to improve the customer experience, development of resources for measuring scope 3 emissions and partnerships for health monitoring in the bathroom space.



25M€
in funding

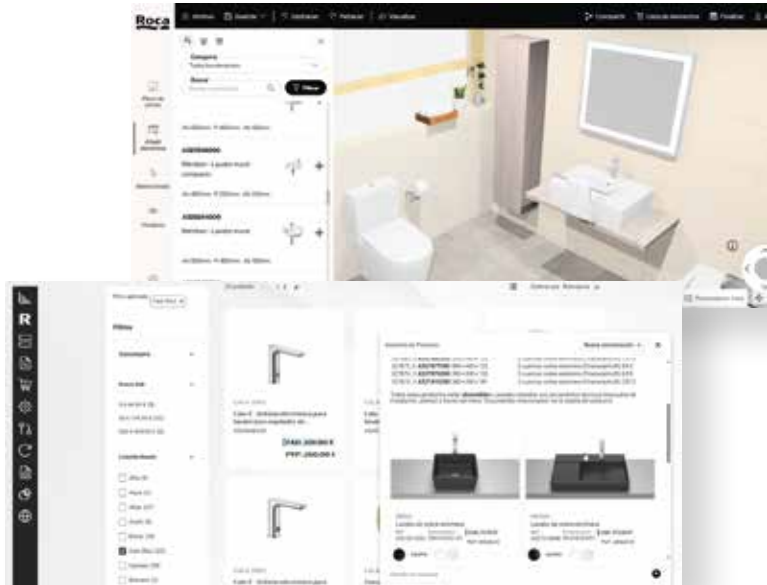
+850
start-ups identified
(100 in 2025)



Artificial intelligence for configuration of the bathroom space

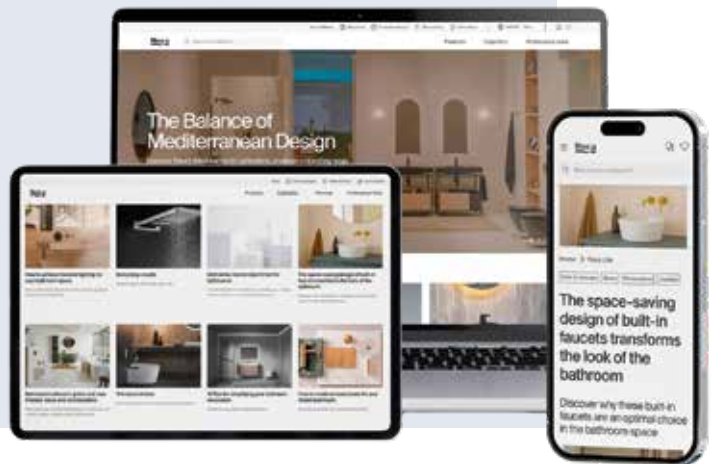
The group has integrated artificial intelligence (AI) into configuration platforms for bathroom space elements to facilitate the work of sales teams and technical teams. These platforms include an application for seats and covers that uses the smartphone camera to identify the product model and access the spare parts range directly. AI has also been applied to an online recommendation tool that responds in natural language to queries from distributors and sales teams, offering the most suitable solutions from the group's brands, together with information on pricing and stock availability.

To further advance the integration of this technology, in 2026 Roca Group created the **Artificial Intelligence Center of Excellence**, focused on identifying opportunities and supporting its deployment across different work processes.



New user experience on Roca portals

The Roca brand website was revamped in 2025 with a more attractive design, a more intuitive experience and advanced search tools. The upgrade also includes a Professional Area with exclusive resources and content for professional profiles. The new functionalities meet the needs of all audiences, from end users to architects, designers and installers. The new website was simultaneously rolled out to 42 markets.



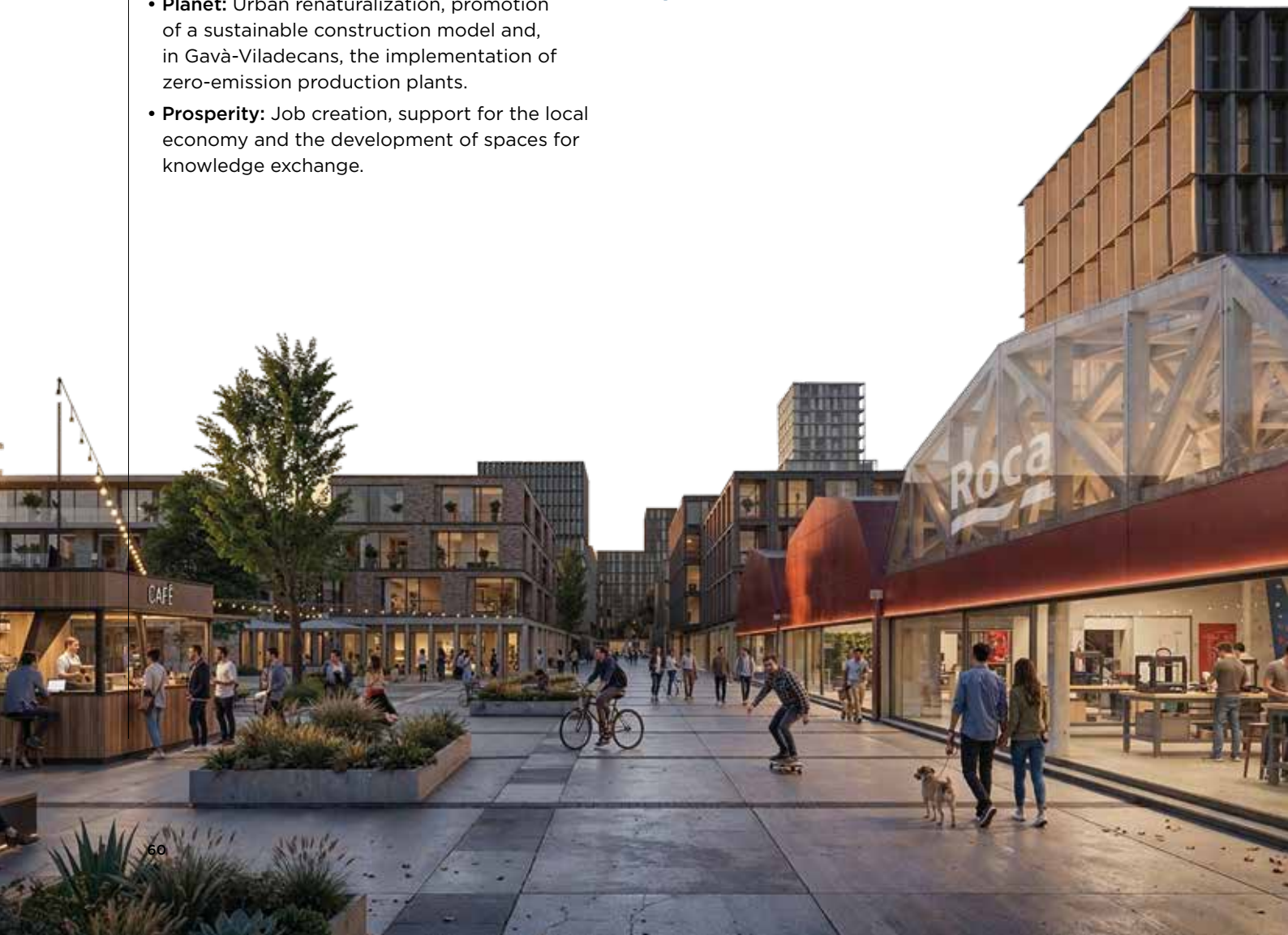
Roca City urban regeneration projects

In 2025, Roca Group presented two Roca City projects to transform underused industrial land into eco-districts open to the public. These projects are located in Gavà-Viladecans and Alcalá de Henares and follow a responsible and efficient urban planning model.

These initiatives reaffirm the company's commitment to sustainability and social development and align with the three areas of the group's purpose:

- **People:** Improved housing access, enhanced social cohesion and a healthier environment.
- **Planet:** Urban renaturalization, promotion of a sustainable construction model and, in Gavà-Viladecans, the implementation of zero-emission production plants.
- **Prosperity:** Job creation, support for the local economy and the development of spaces for knowledge exchange.

The Roca City Gavà-Viladecans project has made progress in 2025 on its administrative procedures to begin construction of the new faucet production plant before the end of 2026.





Roca City Alcalá

Presented in October 2025, this district is located on the grounds of the former Alcalá de Henares (Madrid) factory close to the historic center of the city.

- New Roca Park with green spaces, integrating factory elements, and construction of a multipurpose building for congresses and events.
- Construction of between 2,500 and 3,000 new homes, 20% of which will be publicly protected housing.
- Development of a grid of interconnected green spaces, squares and pedestrian streets, guided by sustainable mobility criteria.

28 hectares of total land area
+2,500 new homes



Roca City Gavà-Viladecans

This project was announced in February 2025 and will transform the historic facilities of the company into an eco-district which will house the new Roca Group corporate headquarters.

- 8-hectare urban park, featuring renaturalization of the city through the recovery of water from local streams, priority areas for pedestrians and cyclists, and new municipal facilities.
- Construction of more than 2,700 homes, 40% of which will be publicly protected housing, and promotion of co-living spaces.
- Integration of the Roca complex: corporate headquarters, museum and showroom area, research and industrial development center, training center and a 4.0 industrial model with emission-free production.

32 hectares of total land area
+2,700 new homes



Competence Centers, business-based specialization model

Specialized Competence Centers bring together the know-how and technology for each product category.



Bathroom furniture

Development of new modular solutions, such as the Verso collection by Roca, designed for maximum personalization by users. The Valencia (Spain) plant incorporated new edging technology that achieves cleaner finishes and expands design options.

antoniolupi

Acquisition of **Antonio Lupi Design** (Italy), a leader in luxury bathroom furnishings, by taking a majority stake.

Faucets

Ongoing improvements in the product offering, based on developments at the technological hubs in Switzerland and Spain and specialized solutions from acquired companies. Integration of multifunctional and automatic faucets for all kinds of spaces, with applications such as filtered drinking water in kitchen faucets.

PHOENIX

Acquisition of **Phoenix** (Australia), a mid-to-high-end market brand recognized for its leadership in design with numerous international awards.

Installation systems

Upgrade of the Eisenberg (Germany) plant with new assembly technologies and automated lines integrating quality control systems. Continuous development of in-house prefabricated walls for personalized configurations in all kinds of environments.

Composites

Completion of strategic projects for the development of new solutions, such as proprietary simulation software and homologation of new finishes. The Gryfice (Poland) hub has integrated new shower tray and bathtub lines, while the technological upgrade of the Waco (USA) plant has been completed.

Seats and covers

New Competence Center in a product category with strong growth potential. This center has plastic production plants in Jundiaí (Brazil), Alwar and Chennai (India), as well as a new plant for urea-based seats and covers in Lanús (Argentina). A dedicated innovation area focused on materials, forms and hinges has also been developed.



Shower enclosures and accessories

Investments for process automation at the Anadia (Portugal) production plant: glass processing, anti-lime treatment, industrial assembly warehouse, digital printing solutions and a cardboard box cutting and sealing line.

Steel

Completion of various cross-cutting projects for continuous improvements in design and efficiency optimizations in bathtub production. The Cortes (Spain) plant has created a new line of free-standing bathtubs and custom-built shower trays for the premium segment.

Customer service excellence as a driver for growth

The new Corporate Service Division places the customer experience and service at the heart of the group’s business model. Cross-cutting management of all service procedures facilitates progress towards greater operational excellence and improves the satisfaction of all stakeholders.



DEMAND PLANNING

Comprehensive order management

- Combination of market insights with advanced technologies to anticipate customers’ needs and demand.
- Optimized order management for efficient planning across the entire value chain.
- Comprehensive order tracking, from intake to final delivery, providing clear, up-to-date information to customers.
- Coordinated service strategy planning for new product launches (NPL).



SUPPLIER MANAGEMENT

Supply chain sustainability

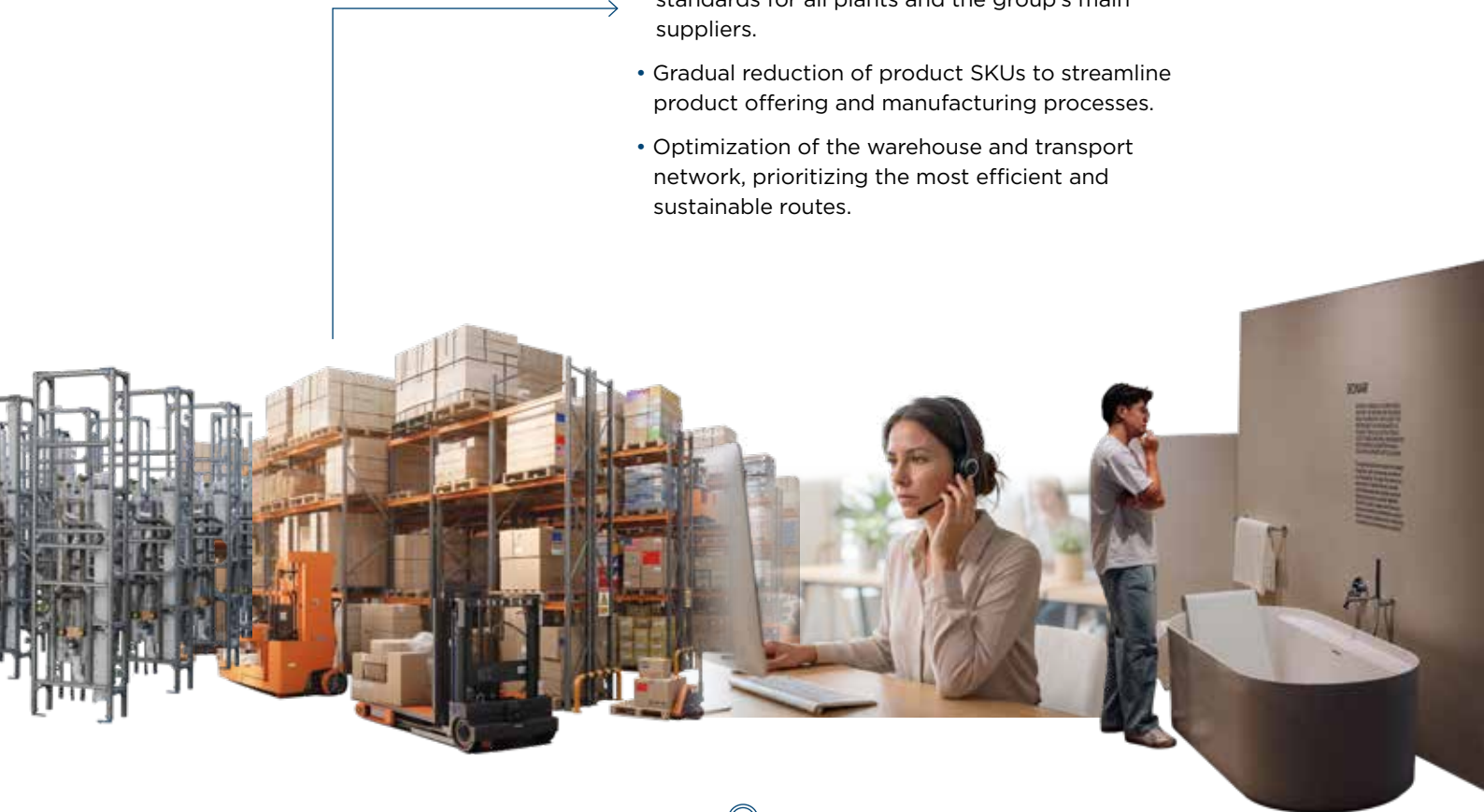
- Flexible supply strategy for continuous adaptation to the geopolitical context and fluctuations in demand.
- Compulsory acceptance of the group’s social and environmental codes of conduct by all suppliers.
- Quality and sustainability audits.
- Sustainability training through the sustainable suppliers training program from the United Nations Global Compact.



QUALITY AND LOGISTICS

Operational efficiency and quality

- Quality management reinforcement through common standards for all plants and the group's main suppliers.
- Gradual reduction of product SKUs to streamline product offering and manufacturing processes.
- Optimization of the warehouse and transport network, prioritizing the most efficient and sustainable routes.



AFTER-SALES SERVICE

Customer service and spare parts

- Implementation of a common customer service procedure worldwide.
- Diversification of customer service channels and use of satisfaction questionnaires to bolster continuous improvement.
- Support and training activities for technical teams and installers.
- Development of spare parts service through specialized teams and specific communication materials.

The group fosters a unique service culture, focused on transforming every customer interaction into an opportunity to generate value and offer the best possible experience.

JUNE 2026

Avda. Diagonal 513, 08029 Barcelona

In 2025, Roca Group has prepared its Non-Financial Information Statement (NFIS) to report on environmental, social and employee-related matters, as well as human rights and the prevention of fraud, corruption, bribery and anticompetitive practices, all relevant issues for the company as it carries out the inherent activities of its business.

The indicators reported in this integrated report have been taken from the Non-Financial Information Statement and the Annual Accounts. Both documents have been verified by an independent assurance provider.



ROCA GROUP