

ROCA GROUP

INTEGRATED ANNUAL REPORT 2024

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 2024, focusing most particularly on its contributions in these three areas.

INTEGRATED ANNUAL REPORT 2024

ROCA GROUP





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Introduction

The group's commitment to sustainable development and its long-term vision have allowed the group to close 2024 with great satisfaction over the work performed and milestones reached in the many projects underway.

Despite the instability and uncertainty caused by the current geopolitical context, with inevitable impact on the main financial indicators, the organization's steadfast commitment to a single way of viewing and managing its business has allowed the group to continue to make progress, remaining firmly grounded on a solid business track record.

Our strategy remains guided by the 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. Sustainability is the driving force behind our company in its mission towards this purpose. We are proud to have been awarded the EcoVadis Platinum Medal, the highest recognition by this entity, in 2024, placing the group in the top 1% of the 150,000 companies rated in 180 countries.

This edition of the integrated annual report describes the most significant actions and main milestones of the group's activity in 2024, centering around the three areas covered by our purpose: People, Planet and Prosperity.

People

We would like to start with a special dedication to the victims and all those affected by the cold-core low floods in eastern Spain in October, particularly to the team at our Quart de Poblet plant. Our solidarity led to the rapid creation of a crisis committee and immediate mobilization of material and financial resources, and the creation of a social fund that helped mitigate the impact. This response exemplifies the commitment, empathy and cohesion of Roca Group's team.

We continue to make progress towards consolidation in a work environment of quality, diversity and inclusivity. In 2024, the group began to implement its new talent development model, Roca Group Way, and gradually expanded the Roca Group Corporate University's training options, thus strengthening continuous learning and development of key competencies for the future.

The We Are Water Foundation has ramped up its activity with prominent presence at major global forums on the culture of water and new cooperation projects which have extended to countries like China, Colombia and Mongolia for the first time, reaching 4 million people helped around the world.



Planet

Our commitment to the Planet hinges around a cross-cutting strategy based on innovation and active involvement in our production centers, with the goal of progressively minimizing the environmental impact of our operations.

Roca Group's leadership in industrial decarbonization, reinforced by the commissioning of the first electric kiln for the production of ceramic sanitaryware in 2023, was further established by the consolidation of the sector's first emission-free factory in the world, a milestone that has set a new industrywide standard for ceramics, historically intensive in power usage and greenhouse gas emissions.

In line with our climate ambitions, our emission reduction goals have been validated by the Science Based Targets initiative, and we have reached a cumulative reduction of 53% of scope 1 and 2 emissions compared with 2018. We have also signed an agreement guaranteeing the supply of 100% renewable electric power for all our operations in Europe starting in 2025.

In parallel, we continue to implement our circularity roadmap, creating specific plans for each continent, with ambitious targets and total transparency, endorsed by international bodies of the highest rigor.

Prosperity

In a context of global economic slowdown and uncertainty due to geopolitical tensions, we have reached a turnover of 1,948 million euros, with an EBITDA of 14.7%. Despite this complex environment, the group has remained financially sound and increased its current investments to 155 million euros, the largest volume in recent years, thus ensuring our capacity to continue to grow.

Our strategy of inorganic growth has been reinforced by the incorporation of new specialized companies responding to bathroom

space transformation trends: Innotec (installation systems), Idral (faucets), and Nosag & IneoCare (adaptability solutions). These acquisitions strengthen our Competence Centers and broaden our technological capability and know-how.

The Roca Group Ventures platform has continued its efforts towards identifying and collaborating with start-ups and funds seeking disruptive innovation in the sector, while promoting an internal culture of entrepreneurship and transformation.

In February 2025, we presented Roca City, a reflection of our long-term vision in the form of an ambitious project of urban regeneration that will transform our historical industrial lands in Gavà and Viladecans (Barcelona) into a new source of development of the economy, sustainability and innovation for the construction industry. A project that symbolizes our commitment to the land, people, and the future.

The Board of Directors would like to express our appreciation for the effort, engagement and commitment shown by the 19,532 people who comprise Roca Group and for the trust shown by our customers, suppliers, shareholders and other stakeholders.

Together, we continue to build a future where positive impact is multiplied through each of our actions. Together, we are Roca Group.

Santiago de Gomar Roca
Chairman



ROCA GROUP IN 2024

People

4M

beneficiaries of the
**We Are Water
Foundation**

+19,500

people of more than
80 nationalities, fostering
diversity, equality and
inclusivity

89%

workers with
**permanent
contract**

8.7/10

average satisfaction with
training courses

1.7M EUR

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

286,858

training hours
ROCA GROUP
Corporate University

**REACTION TO THE COLD-CORE
LOW FLOODS:** Social fund to
support workers affected by the
heavy floods in Valencia

Planet

↓ **55%**

reduction in energy intensity, compared with 2018

↓ **54%**

waste generated, compared with 2018

↓ **54%**

water consumption, compared with 2018

+41,000

photovoltaic panels generating more than **21.2 GWh** of renewable energy per year

↓ **53%**

CO₂e emissions, compared with 2018



2045

net-zero emissions

First emissions-free sanitaryware factory in the world

+ Water neutrality roadmap

+ Circularity roadmap

Prosperity



ROCA CITY: Urban regeneration project at the group's historic facilities in Gavà-Viladecans

1,948M EUR

turnover



25M EUR

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



170

markets served from 42 countries, 78 plants in 22 countries, 5 continents

TOP 1%

rating from EcoVadis



* 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



78
Industrial
Plants



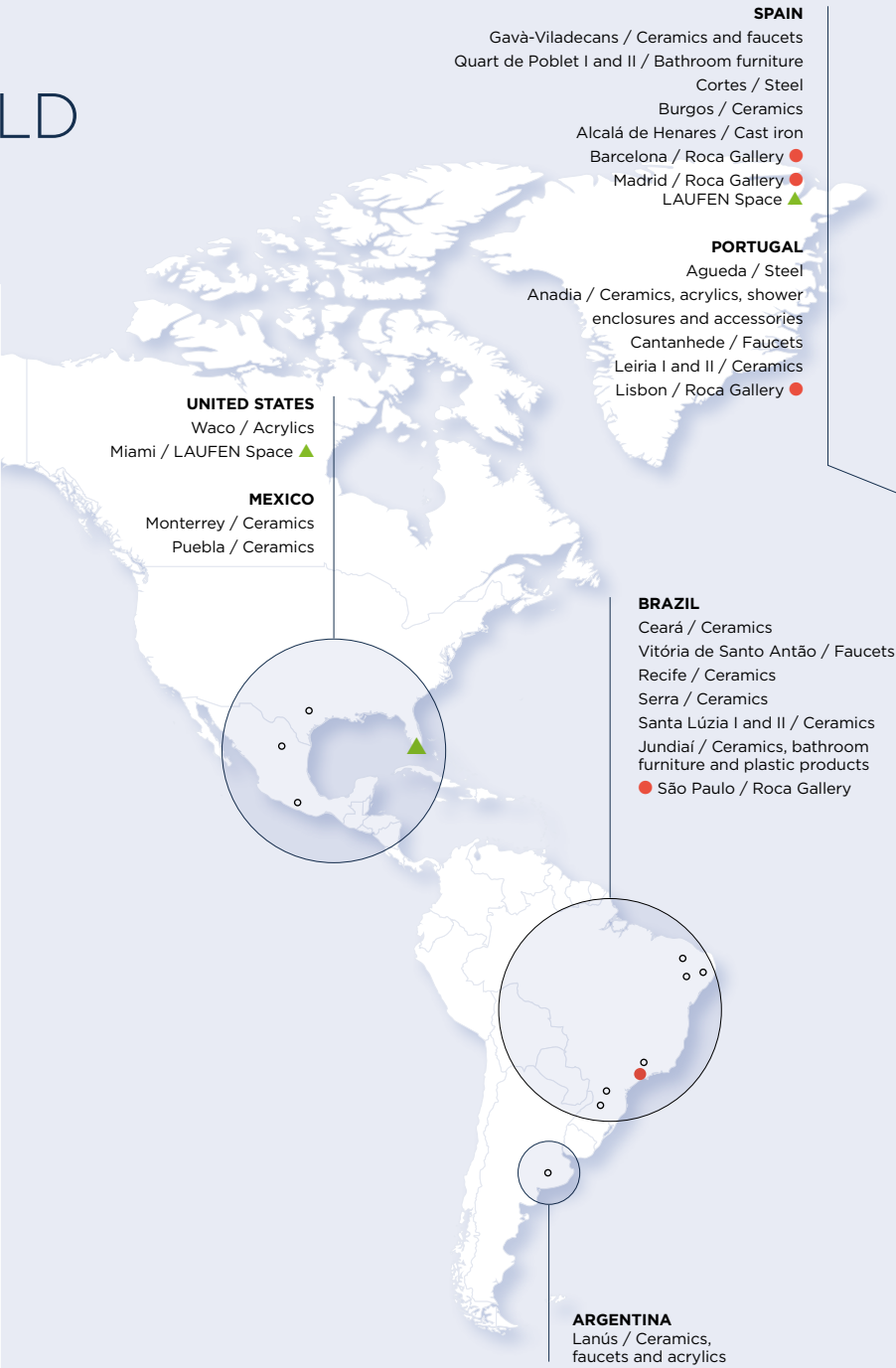
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Open spaces
for the
community



Roca Gallery



LAUFEN
space



GERMANY

Goslar / Steel
Wittenberg / Installation systems
Eisenberg / Installation systems
Röddental / Installation systems
Grosenhain / 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 / Ceramics and bathroom furniture
Bechyne / Ceramics
▲ Prague / LAUFEN Space

TÜRKIYE

Eskisehir / Faucets

BULGARIA

Kaspichan / Ceramics and acrylics

ITALY

Gargallo / Faucets
Calcinato / Pods
▲ Milan / LAUFEN Space

CHINA

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

TAIWAN

Taichung / Smart toilets

MOROCCO

Settat I and II / Ceramics

EGYPT

Al Mansura I and II / Ceramics
6th of October / Ceramics, faucets and acrylics

INDIA

Perundurai / Ceramics
Bhiwadi / Faucets
Alwar / Ceramics and plastic products
Chennai I and II / Plastic products
Pantnagar / Plastic products
Dewas / Ceramics
Ranipet / Ceramics

INDONESIA

Jakarta / Ceramics

MALAYSIA

Batang Barjantai / Ceramics

AUSTRALIA

Melbourne / Composites



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.



The group’s corporate purpose seeks to create positive impact in three broad areas:



People



Planet



Prosperity

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 lists the six SDGs directly impacted by the organization’s activity.





People



Planet



Prosperity



QUALITY OF EMPLOYMENT

Commitment to ensuring a fair, safe and healthy work environment for all group professionals and developing their talents through Roca Group Way.



DECARBONIZATION

Global decarbonization plan to achieve net-zero carbon emissions by 2045, with the involvement of all group operations around the world.



SUSTAINABLE GROWTH

Growth based on profit reinvestment, along with tools and processes development to ensure maximum operational efficiency and productivity.



COMMITMENT TO SOCIETY

Contribution to improve people's quality of life through We Are Water Foundation initiatives, ESG collaborations and dialogue spaces open to communities.



CIRCULARITY

Implementation of a roadmap intended to tackle the challenges of the circular economy, thus guiding the company in its transformation in the approach taken to design, manufacture and distribute its products.



SUPPLY CHAIN

Application of environmental and social sustainability criteria to the entire value chain with special focus on homologations and collaboration with suppliers.



HUMAN RIGHTS

Due diligence rules and procedures to ensure compliance with human and labor rights throughout the entire value chain.



PRODUCTS

Design and manufacture of products that meet the needs of people, based on the principles of water and energy efficiency, innovation and quality.



BUSINESS ETHICS

Governance and compliance model aligned with corporate values and development of the resources needed to ensure knowledge and adherence to these values.



EcoVadis Platinum Medal for sustainability performance

In 2024, EcoVadis, the most widely recognized global standard for rating corporate sustainability, awarded the Platinum Medal –its highest recognition for sustainability performance– to Roca Group. Over 150,000 companies from 185 countries have been rated, out of which only the 1% with the best results receive this level of recognition, thus consolidating Roca Group’s position as a leader committed to sustainable development and the integration of sustainability in all aspects of the business.

The EcoVadis rating encompasses 21 sustainability criteria centered around four main themes: environment, work practices and human rights, ethics and sustainable procurement.

The Ecovadis Platinum Medal certifies the group’s unwavering commitment to integrate sustainability in all aspects of the business

Sustainable governance

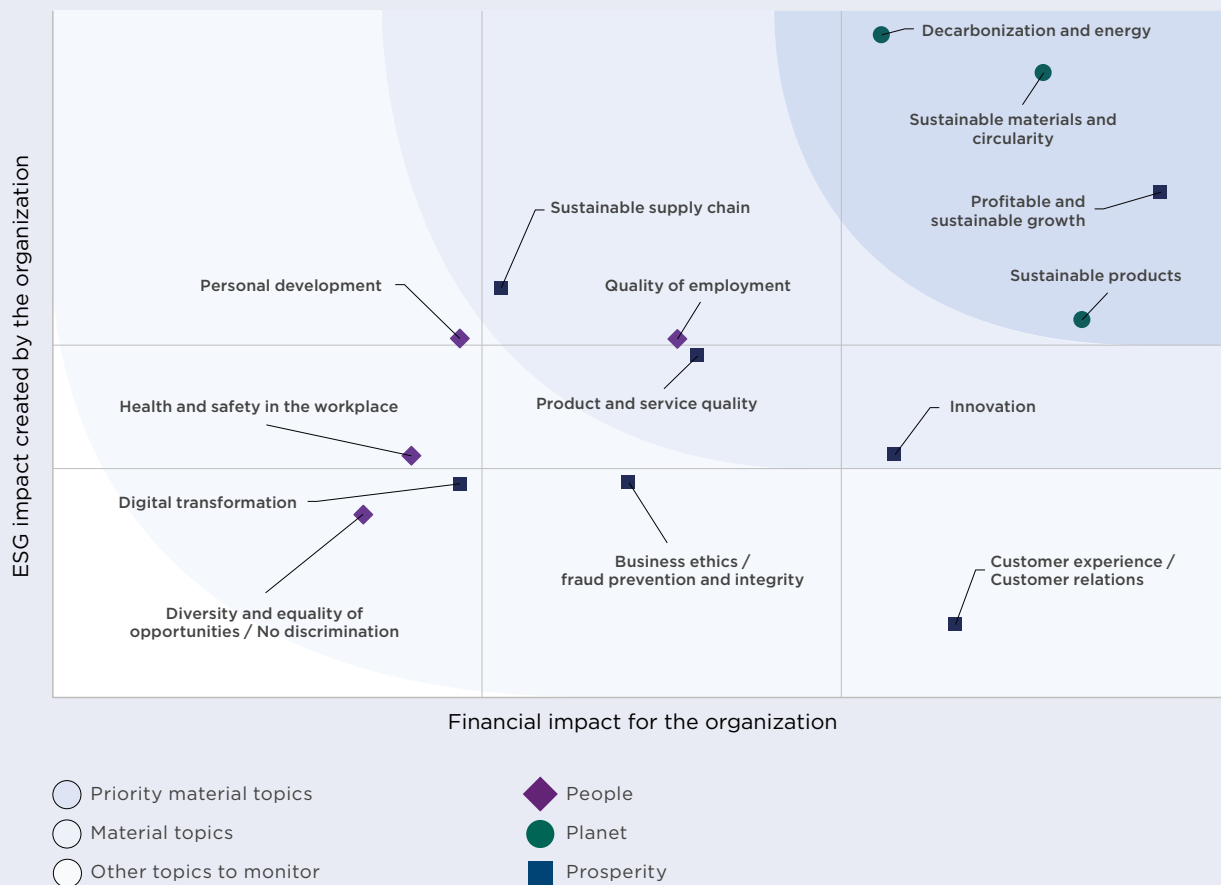
Roca Group’s Sustainability Policy defines the general principles governing the group’s sustainable development strategy, thus ensuring that all corporate activities and businesses are undertaken while fostering the sustainable creation of shared value. The development of the strategy involved all group departments in a cross-cutting manner and is coordinated by the Sustainability Committee, formed by the heads of the business and functional areas most relevant to sustainable development.

Identification of material topics

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.

Material topics

-  Decarbonization and energy
-  Sustainable materials and circularity
-  Sustainable products
-  Profitable and sustainable growth
-  Sustainable supply chain
-  Product and service quality
-  Innovation
-  Quality of employment





PEOPLE



Present in multiple countries and cultures, Roca Group works to improve people's quality of life, both inside and outside the organization.

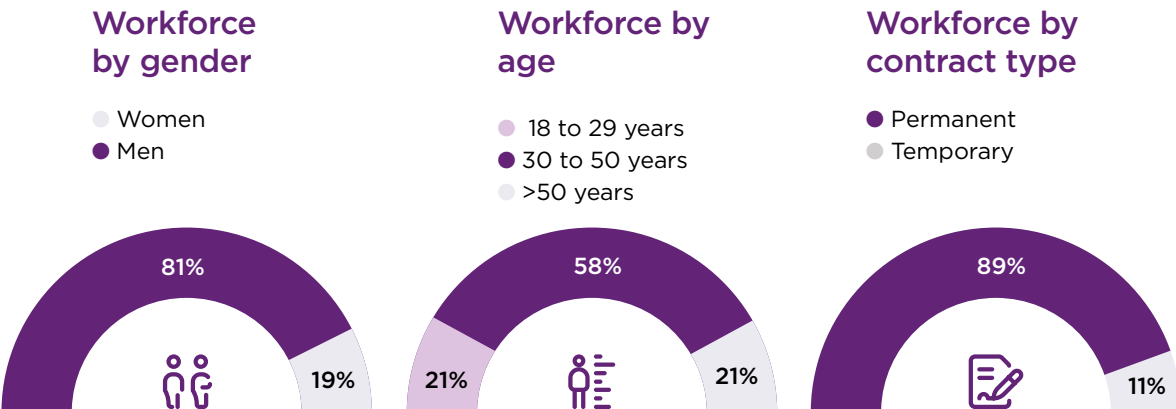




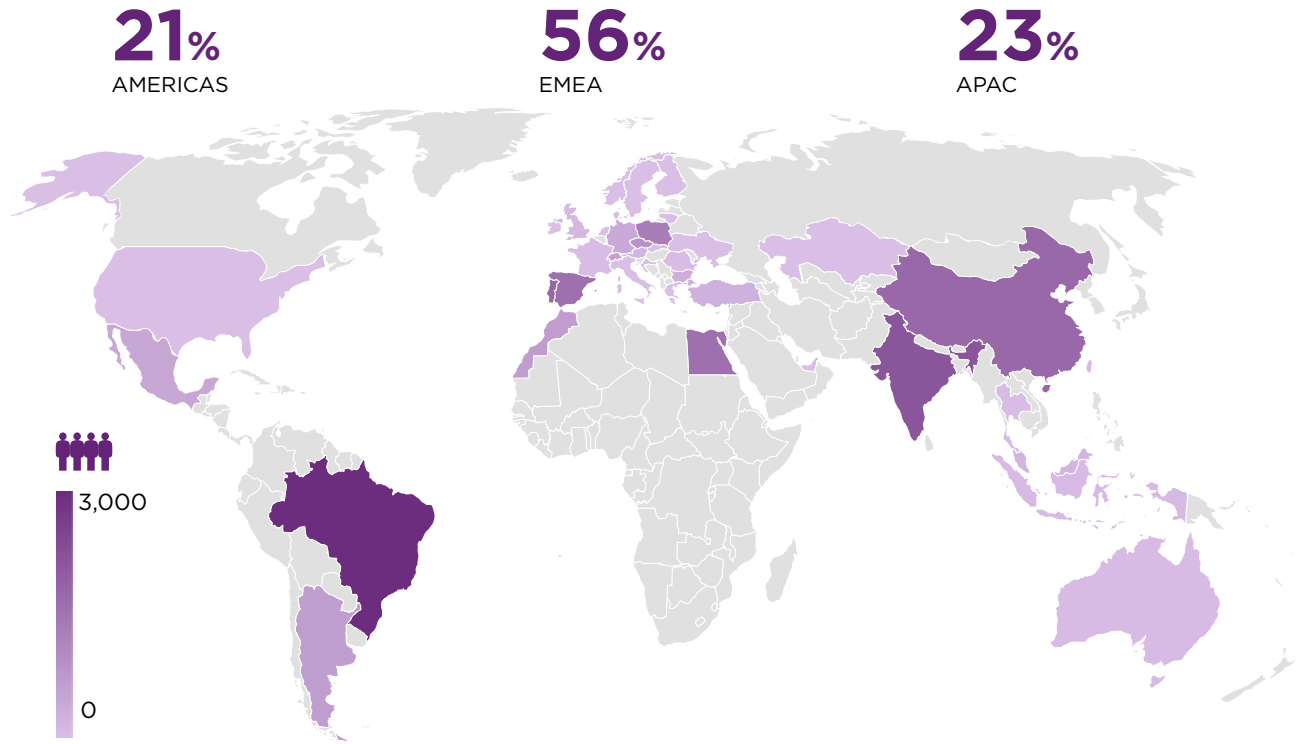
A diverse workforce in a first-rate work environment that fosters excellence

One of the main pillars of Roca Group’s business strategy is people. The company fosters a quality work environment based on respect, diversity and personal and professional development.

19,532	workforce
+80	nationalities
42	countries



Workforce by country



New recognitions of the work environment in Brazil and India

In 2024, the subsidiaries in Brazil and India, the two countries with the largest workforce of the group, again achieved certification acknowledging the high quality of their work environment.

India: Great Place to Work® certificate, obtained for the fourth year in a row in recognition of its excellent work culture and environment, following the results of a survey completed by the team and an audit of management processes.



Brazil: first recognition as a **Great Place To Work®** and renewal of the **Lugares Incríveis Para Trabalhar** classification, as one of the companies with the highest level of satisfaction among its workers in the country.



ROCA GROUP

Corporate University

Roca Group Corporate University, a springboard for talent development

Roca Group deploys its training model through the Roca Group Corporate University (RGCU) to meet the development needs of its teams through specific programs and projects.

The Human Resources Departments of the various group companies identify the training needs of the respective teams and groups of workers, which are then used by the RGCU to design the right training for each case. The specialization of the university covers technical training, development of personal skills and cross-cutting areas, such as occupational health and safety, languages and human rights.

Specific courses are also designed for certain key functions for deployment of the ESG strategy, such as energy management for production line managers, environmental and social responsibility for procurement managers and ecodesign for staff involved in developing new products.

Along with meeting the specific needs of each market and department, RGCU also plays a pivotal role in defining and developing high-value strategic programs for the group by engaging in projects such as Roca Group Way and the Sales Academy.



TRAINING ACTIVITY IN 2024

In 2024, RGCU activity involved high-value strategic projects to develop the growth plans of the group, such as implementation of the Roca Group Way system and creation of the Sales Academy

1,817 training sessions

286,858 training hours received

8.7/10 average satisfaction with training

61,249 training experiences

ROCA GROUP

Corporate University



Focus on commercial activity

One of the main pillars of action of RGCU is the promotion of sales activity through cross-cutting activities based on a common strategy and approach.

Launch of the Sales Academy

Developed together with the Corporate Commercial Department, the new Sales Academy has been set up as a knowledge-building center for the sales team, with compelling accounts of good practices, successful case studies and lessons learned from real-world situations. The Global Projects channel was launched in 2024 and outlines the methodology used to manage large-scale projects. More content is currently being developed for this Academy.

Preparation webinars for ISH 2025

The RGCU and Corporate Marketing teams have created a series of training webinars for group professionals who participated in the ISH Frankfurt trade show held in March 2025. The purpose was to improve and add value to sales conversations at the industry's main global trade show, with particular emphasis on product and sustainability innovations.



We Are Team 80s

PEOPLE | QUALITY OF EMPLOYMENT

Development of skills and expertise

In collaboration with local HR units, the RGCU develops programs and resources for training in specific skills and expertise.

First motivational program in Egypt

Aimed at plant managers, the training sought to improve motivation, foster teamwork, and strengthen the cohesion and efficiency of operations. Since it was first created, the RGCU has developed 35 motivational programs at group plants around the world.

New International Learning Catalog

The first edition of the catalog describes the training available for developing leadership skills, mindfulness and personal development, among other topics. This initial training had more than 330 participants, who scored the experience as highly satisfactory (9.1 out of 10). The successful call for submissions led to a new offering, with more admissions and courses.

330 participants

9.1/10 average overall satisfaction

Expansion of the language skills program

New milestones were reached in 2024 in the implementation of the global goFLUENT language tool, aimed at improving language skills. The activities undertaken include the organization of group challenges in eight countries, with the participation of more than 350 workers. Each challenge includes training activities, participation in both group and individual conversations and gamification-based learning. These resources promote a flexible model of learning, adapted to the needs of each person.

3,900 training hours

+8,000 activities



Roca Group Way: people-focused leadership model

To enhance the personal development of workers, the company created Roca Group Way, a new comprehensive model for talent management aligned with the company's strategy and values. Progressive implementation of the model throughout the entire group began in 2024 and will be completed in 2025.

The new management model cultivates talent over its entire life cycle, in order to encourage people-centered leadership. In making this cultural change, Roca Group's goal is to attract outside talent, develop and promote internal talent, plan for company successions and strengthen bonds with its employees.

Roca Group Corporate University involvement has been vital for the initial rollout of the project, as it launched various training initiatives during the pilot phase. These initiatives included the development of online modules on the basic principles of Roca Group Way and various on-site events with Human Resources managers and the Executive Committee. Training was started for all group management in the last quarter of 2024, reaching nearly 1,500 professionals.

Roca Group Way develops a comprehensive model of professional development, focused on continuous improvement of the approach to work





Diverse and inspiring work environment

The group's corporate culture is based on respect for human rights and human dignity, with an express commitment to work on keeping the workplace setting free of any kind of abuse, intimidation and offensive or inappropriate conduct. These principles are a key value for companies that, like Roca Group, bring employees together with different cultures and customs.

The group has a series of internal standards to ensure adherence to these principles by the entire workforce. These documents include the Code of Ethics; the Diversity, Equality and Inclusion Policy; and various policies on work/life balance.

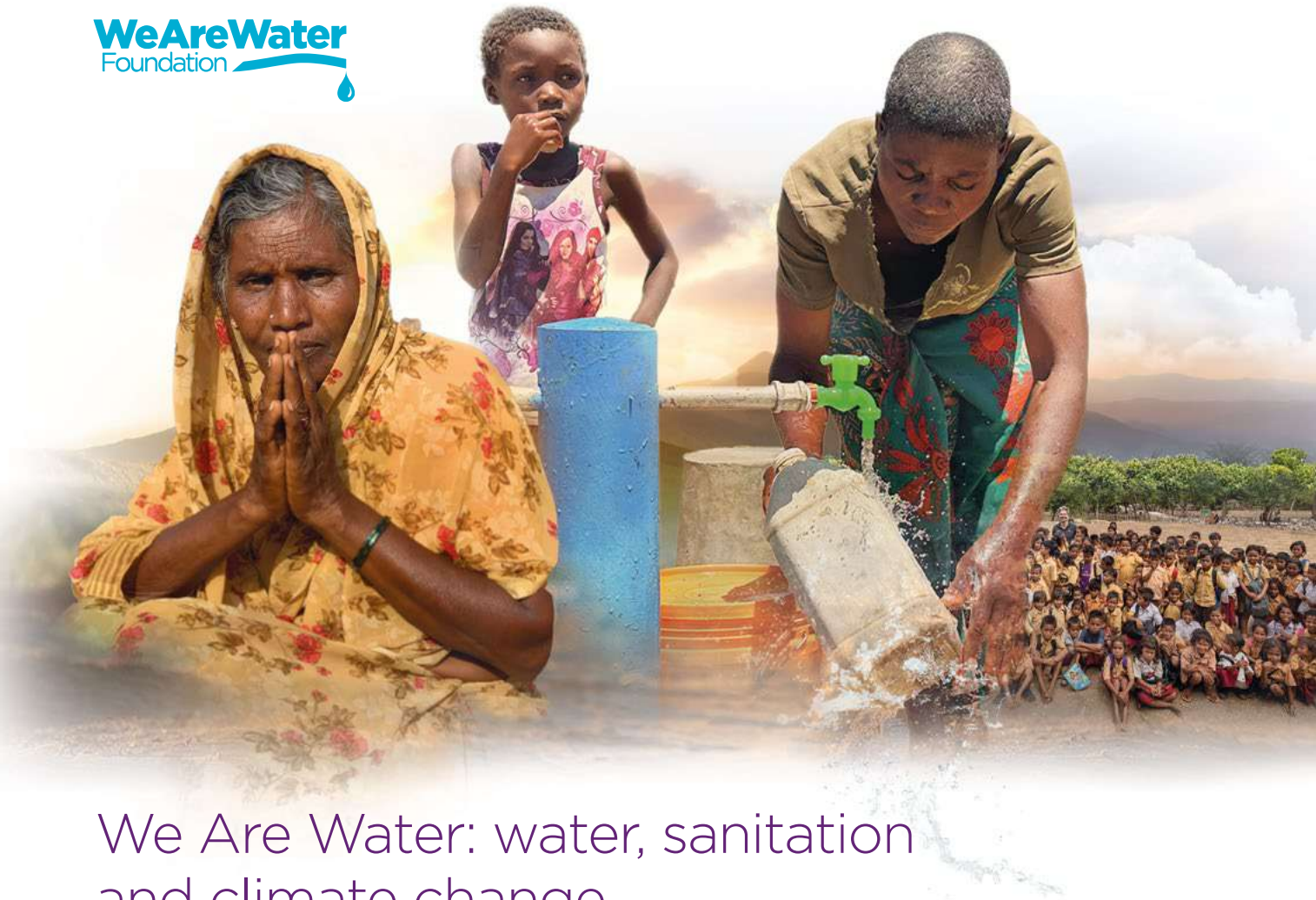
Promoting the values of respect, inclusion and collaboration help to create a more positive work environment, thus improving the company's capacity to innovate and remain competitive

Support to teams affected by flooding due to a cold-core low in Valencia

Workers at Roca Group's bathroom furniture plant in Quart de Poblet (Spain) were affected by cold-core low floods in the region on 29 October 2024, with heavy flooding causing considerable devastation to people and property. The group focused its efforts on providing aid to affected persons from the plant.

A crisis committee was created for this purpose, and material and funding resources were immediately routed to provide relief as needed, collecting donations for a social fund with contributions from company committees and workers who wished to help.





We Are Water: water, sanitation and climate change

In 2024, the We Are Water Foundation has ramped up its participation in major global forums on water and sanitation, as mainstays for achieving the global objectives of sustainable development. Cooperation projects have expanded the Foundation’s reach to other countries.

PROJECTS PERFORMED (2010-2024)

107
projects

40
countries

4,007,505
beneficiaries

Cooperation projects

First projects in China, Colombia and Mongolia

As part of its vision to care for disadvantaged communities in any region of the world, the Foundation has undertaken projects in China for the first time (improvements in sanitation and hygiene facilities in ZunYi), Mongolia (sewer system and deep-water wells in a school) and Colombia (attention to specific needs of the Afro-descendent community).

Training and awareness in relation to feminine hygiene

Foundation projects have included activities focused on menstrual hygiene and education, providing facilities for female teens and women, access to feminine hygiene products and specific training. In 2024, one innovation has been the installation of menstrual hygiene and health labs in schools in India, with resources and information to help destigmatize menstruation.

In the Foundation's nearly ten years of activity, it has undertaken over 100 cooperation projects in 40 countries so far, benefiting more than four million people worldwide

Knowledge and management training for small-scale farmers

Farming communities are particularly vulnerable to pressure caused by water stress and shortages, which exacerbate their precarious situation and heighten inequalities. In addition to building and improving facilities, steps taken in these environments include broadening communities' understanding of the water cycle and providing them with tools to manage their resources during droughts. This included projects carried out in Tanzania, Mexico, Brazil, Indonesia and Sub-Saharan Africa.

International cooperation

The We Are Water Foundation works closely with highly prestigious international nongovernmental organizations that have an in-depth understanding of the needs of each community. The following organizations have collaborated in projects undertaken in 2024:

World Vision





Participation in global forums

Participation in the main global forums on water and sanitation allows the Foundation to share experience gained through its projects and initiatives and to foster learning alongside the most renowned experts in the world.

The past year saw participation in **World Water Week**, the most relevant world event on water, and the **Drought Resilience +10 Conference**, a key space for the debate on resilience in the midst of drought. The Foundation was also present in the **Water Pavillon at COP29** on climate change in Baku (Azerbaijan) and **COP16** on biodiversity in Cali (Colombia). Both events were organized by the United Nations and confirmed that water continues to gain prominence as a climate priority.





Awareness and training activities

The Foundation has continued its various awareness and training activities, all with an aim to involve various groups in the culture of water conservation. Most notably, a collaboration with the Hilton Grand Vacations hotel chain on the **Let's Make a Deal** initiative is raising awareness among guests and workers on the importance of responsible use of water. Project activities include solidarity **Walkathons for Water**, with donations earmarked for cooperation projects carried out by the Foundation. In 2024, 21 walkathons were held in several European countries, with more than 1,200 participants.

Another long-standing program is **Aquanauts**, a series of training workshops encouraging schoolchildren to be agents of a new water culture. Aquanauts held 70 activities in 2024, for a total of 335 workshops reaching more than 8,500 children and young people over its history.

Dialogue spaces open to society

The Roca Gallery and LAUFEN Space venues are places to spark discussion and share with the public a variety of exhibitions and events related to design, architecture, innovation and sustainability.

Sustainability events

In 2024, the Roca Gallery venues hosted nearly 60 events on the various aspects of sustainability, attended by renowned speakers from a wide variety of disciplines. The overall objectives of these events were to promote social and environmental awareness and to foster responsible and sustainable practices in the industry. The discussion centered around the transformative power of water, the role of women in architecture and design and the analysis of advanced and responsible practices in design and construction, among many other topics.

7 Roca Gallery

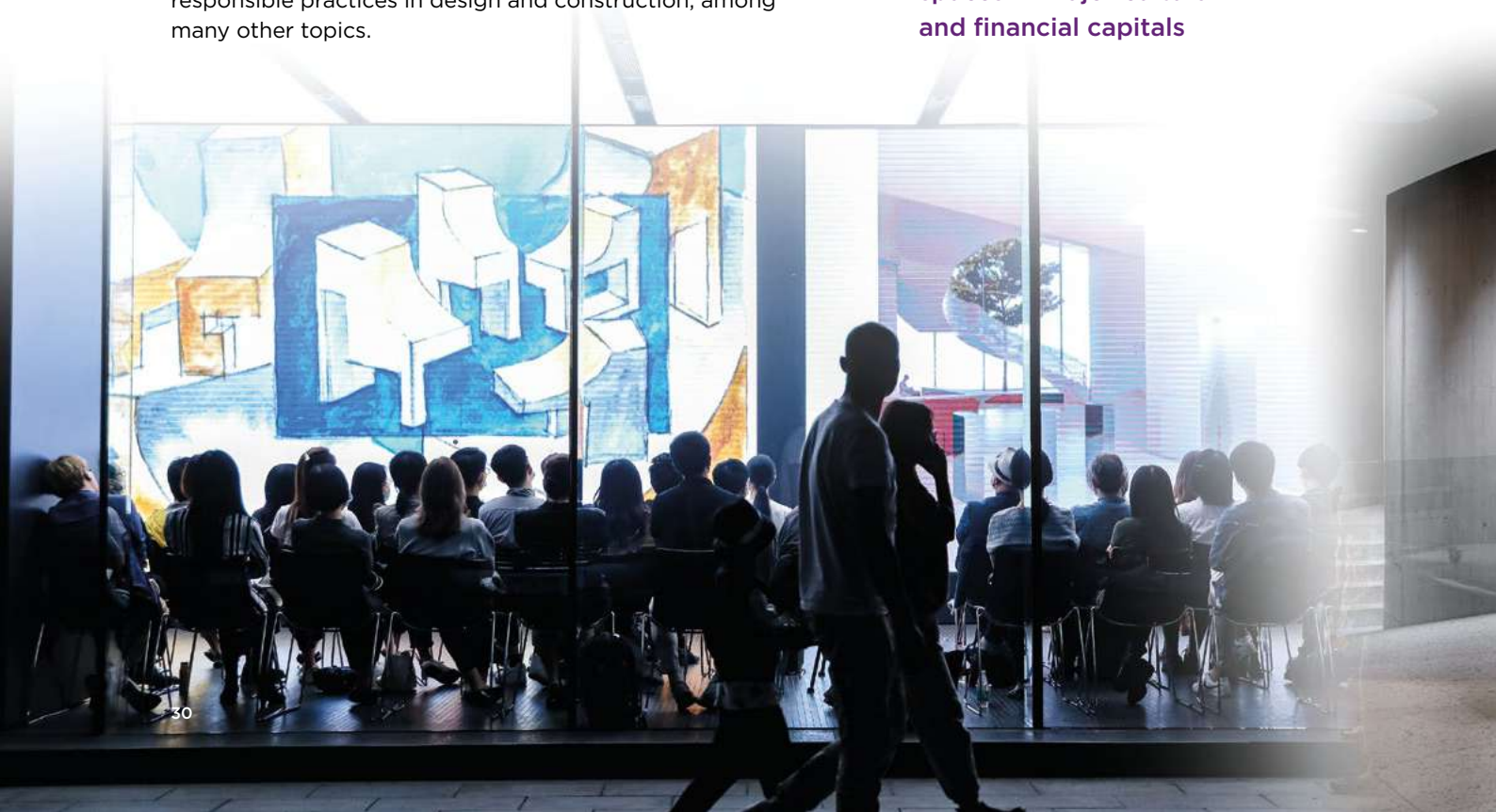
Barcelona, Lisbon, London, Madrid, Beijing, São Paulo and Shanghai

6 LAUFEN *space*

Berlin, Madrid, Miami, Milan, Prague and Vienna

1 LAUFEN Forum Laufen

Roca Galleries and LAUFEN Space are located in iconic buildings and spaces in major cultural and financial capitals





Thoughts on design and the creative process

Another important theme of gatherings held at the Roca Galleries and LAUFEN Spaces is the role of design in present-day society and thoughts on the creative process, led by prestigious professionals that partner with the group.

The numerous events included Roca Design Day (Barcelona), that brought together professionals from more than 20 countries for a networking session to share ideas; the presentation of the new MEDA collection at LAUFEN Spaces in Berlin, Milan, Prague and Vienna, with the participation of the Swiss designer Peter Wirz; and the “Traços e Contextos” exhibition created by the architect and visual artist José Ricardo Basiches at one of the first events held at the new Roca São Paulo Gallery.



Renovation of the LAUFEN Forum

Official inauguration of the LAUFEN Forum remodel, designed by the Snøhetta studio in Norway, prioritizing sustainable architecture and respect for the landscape and natural resources. Opened in 2009, the LAUFEN Forum is a multipurpose space devoted to the bathroom space with interactive areas, located in Laufen (Switzerland)





The commitment to sustainable development drives the group to continue working day by day to improve the impact of its operations on the environment.



Decarbonization Roadmap

To achieve the goals defined for emissions reduction, Roca Group has created a decarbonization plan focused on five main initiatives.

1. Strong governance system

Establish a strong governance system for the project at each of the 78 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.

↓ **53%** CO₂e emissions*

↓ **55%** energy intensity*

* Reductions compared with 2018. 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.

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 eco-friendly alternatives by electrifying processes and using less polluting fuels in heat-intensive processes.

4.

Commitment to renewables

Maximize the use of renewable energies based on photovoltaic self-consumption, purchase of green electricity with guarantees of origin or power purchase agreements (PPA).

5.

Supply chain engagement

Involve and align the entire value chain to minimize scope 3 emissions. 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.



Energy efficiency measures.

Along with the strategic electrification plan, energy efficiency measures are applied for short- and medium-term impact, among them heat recovery systems, variable frequency drives and more efficient motors, plus preventive maintenance plans to eliminate leaks in compressed air distribution lines.



Installation of photovoltaic panels.

In 2024, the group installed 10,000 new photovoltaic panels and now has 41,000 panels at its facilities, generating more than 21,200 MWh of clean electric power per year. Today, the group is already supplied by 100% renewable electric power sources with guarantees of origin in countries such as Spain, Portugal, Austria, Türkiye and Brazil.

41,000 photovoltaic panels in operation

50% of electric power supply from clean energy sources

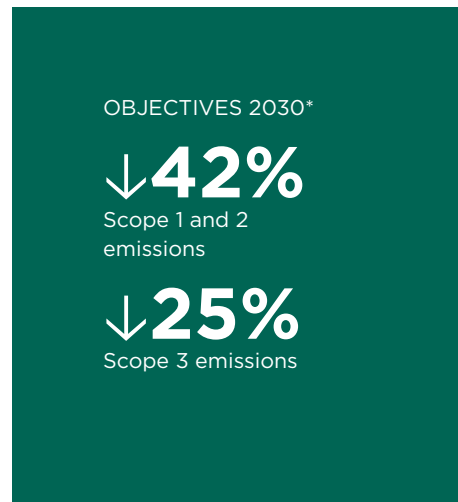
Emissions reduction goals validated by SBTi

The emissions reduction goals set 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.

SBTi has certified that Roca Group's objectives are aligned with a 1.5°C trajectory above preindustrial levels. Climate science considers this is the course needed to prevent the most devastating effects of climate change.

Roca Group also encourages its suppliers to set reduction goals aligned with SBTi, ensuring that decarbonization strategies are ambitious and measurable over the entire supply chain.



* From a 2021 base year. The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.

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 on the group's energy consumption and emissions in 2024.

Scope 1			Scope 3	
Natural gas	1,085,535 MWh	198,544 t CO ₂	Purchased goods and services	1,200,800 t CO ₂
Propane	113,958 MWh	24,399 t CO ₂	Capital goods	75,233 t CO ₂
LPG	20,285 MWh	4,351 t CO ₂	Fuel-and-energy-related activities	76,779 t CO ₂
Diesel	2,706 MWh	682 t CO ₂	Upstream transportation and distribution	126,467 t CO ₂
Gasoil	1,562 MWh	401 t CO ₂	Waste generated in operations	3,757 t CO ₂
Gasoline	43 MWh	10 t CO ₂	Business travel	5,544 t CO ₂
Butane	18 MWh	4 t CO ₂	Employee commuting	10,201 t CO ₂
Refrigerant gases	-	684 t CO ₂	Upstream leased assets	0 t CO ₂
Commercial fleet	-	4,410 t CO ₂	Downstream transportation and distribution	327 t CO ₂
Process emissions	-	7,216 t CO ₂	Processing of sold products	0 t CO ₂
Subtotal scope 1	1,224,107 MWh	240,702 t CO₂	Use of sold products	133,434 t CO ₂
Scope 2			End of life treatment of sold products	160,354 t CO ₂
Electricity	138,348 MWh	75,658 t CO ₂	Downstream leased assets	0 t CO ₂
Renewables	153,558 MWh	-	Franchises	0 t CO ₂
Subtotal scope 2	291,906 MWh	75,658 t CO₂	Investments	13 t CO ₂
			Subtotal scope 3	1,792,910 t CO₂
Total scope 1+2	1,516,013 MWh	316,360 t CO₂	Total scope 1+2+3	2,109,270 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 74,403 t CO₂eq when using the International Energy Agency (IEA 2024) average emission factors for electrical grids in each country.

Biogenic emissions derived from the use of biodiesel and biopetroleum fuels in our fleets during 2024 were 182 t CO₂eq.

First emissions-free sanitaryware plant in the world

In 2024, the group plant in Gmunden (Austria) became the first sanitaryware production plant to completely eliminate the use of fossil fuels.

Gmunden reached this milestone after two pioneering innovations in the industry:

- **First electric tunnel kiln in the world for sanitaryware production**, allowing for carbon emissions-free manufacture of ceramic products for the bathroom. The kiln was commissioned in November 2023 after years of collaboration with Keramischer OFENBAU, from whom Roca Group acquired a shareholding to continue driving sustainability in the industry.
- **100% electrification of its processes**: the plant only uses renewable electric power from certified sources and has its own photovoltaic panel system.



100 years of innovation at Gmunden

Commissioning of the first electric tunnel kiln in the industry coincided with the celebration of a century of production at Gmunden. As an innovation center for sanitaryware, in recent decades the plant has developed solutions such as slim-profiled Saphirkeramik porcelain, antibacterial and antiviral finishes and Save!, the first urine-diverting toilet.

ROCA GROUP

Keramischer
OFENBAU

Roca LAUFEN

New gas-saving technology

In parallel with the development of the electrification project of sanitaryware production, Roca Group invests in other energy efficiency measures with a shorter-term impact, thus contributing to emissions reduction at current facilities.

In 2024, a gas-saving system (EnerViT) was implemented in the kilns of the sanitaryware production plants in Poland, Switzerland and India. The new installation is able to utilize hot air from the kiln outlet for combustion and preheating of the intake area. This system allows up to 30% savings in energy consumption by kilns, the most power-intensive equipment used in plants. The group expects to expand this system to new plants in upcoming months.

Circularity Roadmap

In 2024, the group began to develop its Circularity Roadmap to guide the cross-cutting goal to transform its approach to design, manufacture and distribute products. The Circularity Roadmap is arranged into five strategic areas with specific actions for each.

1. Ecodesign

Focus on circularity from day one: application of the principles of durability, reparability and recyclability from the earliest phase of product conception. In 2024, various corporate departments were encouraged to participate in a training program on ecodesign delivered by the Polytechnical University of Catalunya (UPC).

5. End of product life cycle

Step-by-step user guide: promoting circularity until the end of the product service life through measures such as encouraging the most common repairs, promoting correct disassembly of components and using spare parts, as well as proximity of discarded items to adequate recycling centers.

- **Denmark:** service to collect removed tanks
- **Brazil:** incentive program to offset recycling of sanitaryware packing materials



The Circularity Roadmap includes partial objectives (for 2025, 2028 and 2030) based on a methodology consisting of developing local pilot projects for progressive rollout of good practices to the entire group



2. Materials

Analysis of alternative raw materials: prioritization of the use of materials certified as sourced recycling without sacrificing product quality or durability. The group promotes a global initiative to define and promote responsible sourcing standards for sand and silicates —the solid materials most abundantly used in the planet—, addressing the risks associated with extraction and use.

3. Packing

Committed to full recyclability: teams specialized in minimizing and improving the use of materials and optimizing shipping space. In 2024, activities and pilot tests were undertaken at various plants:

- **Brazil:** 20% reduction in the use of shrink wrap
- **Spain:** pilot test to replace plastic wrap with reusable cinches and use of cardboard pallets
- **China:** replacement of shrink wrap with elastic containment bands and reduction of expanded polystyrene (EPS) use in boxes
- **Poland:** reduction of packing and protective materials for bathtub shipping, avoiding the use of 250 trucks and 50 sea freight containers per year

4. Waste

Waste elimination at production plants: 78% valorization of waste generated to reintroduce them in the manufacture of new products or recycle them adequately.

- **Austria:** optimization plan with an objective recycling rate of 98% in 2025
- **Brazil and India:** tests with low-power kilns to reintroduce brass shavings in faucet production
- **Germany:** in-house system for plastics recovery in installation system production
- **Sustainable Ceramics Project** to maximize the percentage of waste reintroduced into the sanitaryware production process

147,853 metric tonnes of waste generated in 2024

↓54% waste*

↓58% waste intensity*

78% of valorized waste

* Compared with 2018. Due to the variety of product types and production processes within the group, intensity is calculated by dividing total volumes by the net sales amount.

Water Neutrality Roadmap

Progress was made in 2024 on the development of the water conservation roadmap with an action plan that prioritizes production plants located in water-stressed areas.

The Water Neutrality Roadmap is based on the 6Rs strategy (Reduce, Reuse, Recycle, Recover, Reclaim and Replace) to minimize water consumption and optimize water use in all group production plants.

During an initial phase, pilot tests were conducted at the sanitaryware plants in Settat (Morocco) and Burgos (Spain), as well as the faucet plants in Eskisehir (Türkiye) and Cantanhede (Portugal). These plants are representative of the group's main businesses and are located in water-stressed areas. In a second phase, based on the risks and opportunities identified, an action plan has been defined for all group plants.

The new plan tackles improvements in processes, computerization and the use of cutting-edge technologies to minimize usage levels and optimize circularity based on six principles:

- 1. Mains water use reductions
- 2. Process water quality management
- 3. Loss minimization
- 4. Wastewater management
- 5. Circular economy
- 6. Regulatory compliance

1,897,920 water consumption (m³) in 2024

↓54% water consumption*

↓58% water use intensity*

* Compared with 2018. Due to the variety of product types and production processes within the group, intensity is calculated by dividing total volumes by the net sales amount.



Good practice in water-stressed areas

Roca Group has 13 plants in areas at extreme water risk (Indonesia, Morocco, India and China). To minimize the impact on these ecosystems and reduce dependence on public mains, specific actions and objectives have been defined to reduce water usage.

Indonesia

Implementation of rainwater collection systems and recovery of reverse osmosis reject water. This water, along with water from the treatment plant, is reintroduced into the production processes for various uses. In 2024, only 15% of water used by the plant came from the public mains.

India

The Perundurai plant adopted measures such as enlargement of its reverse osmosis systems and utilization of water cast off by solar panel cleaning. These measures reduced the usage of mains water by 26% compared with the previous year.

Morocco

Installation of a new recovery system for treated water at the wastewater treatment plant (WWTP) for use in cleaning tasks. This measure is estimated to allow mains water usage to be reduced as much as 130 m³/day.

Solutions fit for any need

Roca Group works constantly to develop solutions for the bathroom space that meet the needs of any user, bringing together the values of innovation and sustainability.

Meridian from Roca

Redesign of the complete Meridian bathroom collection from Roca, reflecting the Mediterranean lifestyle. The Altherr Désile Park studio has developed a timeless, contemporary design that plays with the lightness of rounded forms and the combination of materials.



Aquafy by Roca

New kitchen faucet concept that delivers high-quality filtered drinking water directly from the spout. This solution means drinking water can be consumed directly from the faucet, contributing both to the reduction of CO₂ emissions associated with bottle shipping and the use of plastic containers.

PRO X from LAUFEN

Update of the successful PRO series from LAUFEN under Peter Wirz, a designer who has retained the main characteristics of the original collection with a more contemporary design. It includes a large selection of sinks, toilets and bidets and a range of faucets characterized by pure lines and modern finishes.



save!+ from LAUFEN

LAUFEN presented save!+, an evolution of the innovative save! toilet developed in 2018 in collaboration with EOOS, an Austrian design studio. The new save!+ prototype is a toilet that reduces flush volumes by 75% when combined with a low-vacuum evacuation system, while maintaining the environmental benefits of urine diverting.

save! is an important breakthrough in both hygienic waste treatment and water use minimization, used in all kinds of equipment.

Committed to adaptability

In 2024, the group acquired Nosag (Switzerland) and IneoCare (Poland), companies specializing in the field of bathroom adaptations. This operation is a step forward in our commitment to innovation in developing solutions for people with reduced mobility or of advanced age, groups that already account for 20% of the European population, a figure that is rising.

The catalog of both companies has added to the total care concept product line that is already offered by the group's two global brands (Roca and LAUFEN), focused on users who need devices fit for their personal circumstances.

INEOCARE NOSAG

Design at the service of sustainability

Over the year, group brands participated in key trade shows in the industry and in prominent design and innovation events, where they presented their commitment to sustainability with high-impact setups.

Casa Decor (Madrid)

The Roca brand presented “The Sanctuary” proposal developed by Andreu Carulla, designer of the Tura collection. The space recreated the rituals of the bath experience, with a tall central shower conceived as a monument to water conservation and environmental care. The proposal won the Best Project Award at Casa Decor 2024.

Fuorisalone Milan 2024

In 2024, Roca and LAUFEN again participated in the Milan Design Week event, a world-renowned showcase for brands from various sectors. Roca presented the “Sparkling Change” installation, designed by Mario Cucinella Architects and inspired by the principles of circularity and decarbonization in the ceramic industry. LAUFEN also featured the “Colour Archaeology” project, led by the designer Roberto Sironi and the result of research into the history of eight ancient civilizations through more than 10,000 ceramic pieces.



Industry trade shows

Notably, the group attends the most consequential industry trade fairs for the bathroom space on each continent. In 2024, the group participated in Revestir (Brazil) and KBC (China) with booths highlighting the innovative and sustainable character of the product offering.



PROSPERITY

The company's sustainable growth seeks to forge shared value by creating quality jobs and reinvesting profits.



Excellence and flexibility to meet new growth challenges

To ensure steady and sustainable growth, the group applies a profit reinvestment policy that helps maintain its financial strength despite the uncertain global context. This solid position enables the group to confidently undertake the investments required to address new market challenges.

In 2024, the group's activities were undertaken in the context of global growth slowdown, with rising levels of commercial uncertainty due to political instability in key countries and geopolitical tensions with global repercussions. Although sales were good in the main markets (Spain and Brazil), sales figures were affected by the negative impact of exchange rates in non-euro markets (-8.3%).

Additionally, the negative consolidated result is due to the definitive divestiture of assets in Russia and the impact of hyperinflation in Argentina. Without these effects, the same positive results from previous years would have continued.

TURNOVER

1,948

million euros

EBITDA

286

million euros

14.7% over turnover

CONSOLIDATED NET INCOME

-61

million euros

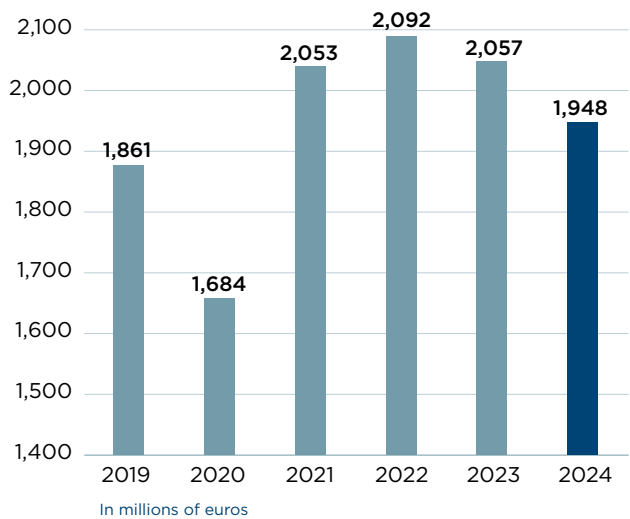
CURRENT INVESTMENTS

155

million euros



Turnover evolution



	2019	2020	2021	2022	2023	2024
EBITDA	253	306	401	356	318	286

	2019	2020	2021	2022	2023	2024
Net profit	69	60	179	42	27	-61

	2019	2020	2021	2022	2023	2024
Current investments	154	106	124	135	153	155

2019 2020 2021 2022 2023 **2024**

In millions of euros

Main current investments

In 2024, the total amount of investments in tangible assets and intangible fixed assets was 155 million euros, one of the highest figures ever achieved by the group.

In addition to investments allocated to meet the sales growth needs of each market, a number of ordinary investments were made in areas such as refurbishments, cost reductions, sustainability, digitalization and security.

The aim has been to ensure appropriate and normal operations in production facilities in full compliance with the most stringent guidelines on safety, environmental protection and efficient use of resources.



Roca City, our way of shaping a city

The group presented Roca City, an urban regeneration project that will transform the company's historic facilities in Gavà-Viladecans into a smart eco-neighborhood with housing (40%), business activity (60%) and sustainable mobility.

TOTAL SURFACE AREA

32

hectares



Government-subsidized housing

Free-market housing

New housing offering

- Construction of more than 2,700 homes
- Combination of **free-market housing** (60%) and **government-subsidized housing** (40%)
- Minimum of 50% of **government-subsidized housing** for rentals
- Promotion of **co-living** spaces

8-hectare urban park (23% of grounds)

- Renaturalizing the city with water from streams
- Land reuse and conservation of industrial architectural heritage
- Priority spaces for pedestrians and bicycles
- New municipal facilities



Tertiary

The space will include the new worldwide corporate office for Roca Group, a hub of know-how and innovation in construction and emission-free, digitalized factories

Roca Factory

Roca axis

Roca training

Roca knowledge

Roca complex to drive development (26% of grounds)

- **Roca Corporate:** new corporate headquarters, with a museum and showroom
- **Roca knowledge:** industrial research and development center
- **Training center** for group workers and industry professionals
- **Roca Factory:** development of a 4.0 industrial model, with emission-free production

Roca Corporate



Innovation and sustainability for smart homes and cities

Roca Group Ventures, a group-wide platform for corporate venture capital (CVC) and open innovation, has moved forward in 2024 in its ambition to invest and collaborate with start-ups that help face the industry's new challenges in innovation and sustainability.

25

million euros in funding

+750

start-ups identified
(380 in 2024)

Open innovation

In addition to investing directly, Roca Group Ventures maintains an active relationship with a vast array of start-ups through pilot tests and other cooperation models with the group's business units. In 2024, six pilot tests were launched in the retail channel and solutions for the home, sustainability, water technology and operational efficiency.

6 pilot tests started in 2024

183 business interactions with start-ups

45 different countries



New investments in start-ups and venture capital funds

Start-ups



BOON (India)

Development, manufacture and distribution of smart water purifiers and dispensers, with built-in control panels for water quality and service operations.



KMINA (Spain)

Manufacturing and marketing of aids supporting the mobility of elderly or dependent individuals in the home and the bathroom space. Focus on the digital channel.

Venture capital funds



Burnt Island Ventures (USA)

New York-based firm that invests in start-ups focused on conserving water and solving the most important water challenges around the world.



CRB Health Tech (Spain)

Fund specialized in start-ups in the fields of biotechnology, digital health and medical technologies.



First in-house networking session.

In March 2024, the Roca Barcelona Gallery held the first global event organized by Roca Group Ventures, in cooperation with Alantra and Plug and Play. The event was held on the same dates as the 4YFN of the Mobile World Congress and gathered more than 120 venture capital investors, corporate innovators and start-ups.

Specialization and multichannel services

Roca Group’s specialization in all product categories for the bathroom space and its capacity to serve any market in the world sets the group apart as a strategic partner in the development of projects of any category and size, as shown by the list of initiatives underway in 2024.



Hospitality and catering. Roca Group has agreements with world-renown hotel chains such as Accor, Marriott, Hilton and Meliá, among many others, to furnish their bathroom spaces with products from its brands and ensure the best experience for their guests.



▲ Horizon countertops and washbasins from Roca’s Ohtake Collection in the Hotel Unique in São Paulo (Brazil).



Sports and events. Cooperation with sports clubs, event organizers and cultural institutions to equip state-of-the-art facilities.



▲ Personalized solutions from LAUFEN for the renovation of the Helvetia Campus in Basel (Switzerland).



Construction work. The group’s industrial and logistical capacity, with production plants in 21 countries and an extensive network of warehouses, allows it to respond to the demands of some of the world’s most iconic architectural projects.



▲ Roca brand, official bathroom space supplier for F.C. Barcelona's new football stadium, Spotify Camp Nou.

◀ Smart solutions from the Roca and LAUFEN brands to furnish bathroom spaces for the Alinghi Red Bull Racing team at the 37th America's Cup (Barcelona).



Residential and private. The versatility and level of personalization of the group's brands make them great choices for residential projects, both private projects and those built by real estate developers leading their respective markets.



▲ Sonar double washbasin from LAUFEN in the refurbishment of an old workers' residence in Amsterdam (Netherlands).



Improvement of the digital experience

In addition to project development, Roca Group continues its efforts towards improving its digital channels in order to offer the best possible experience to its clients. Innovations in 2024 included the implementation of new functionalities on Roca's website for Spain, Portugal, France and Morocco, with the integration of configurators, technical information for each product, processing of returns and order tracking. The Cosmic accessory brand has also seen a complete renovation of its digital platforms, in keeping with its new corporate image.

Competence Centers, business-based specialization model

Competence Centers are set up as know-how and technology hubs that integrate the activities of the entire group in the categories of nonceramic products.



Bathroom furniture

Global factory model with a center in Valencia (Spain), in a production plant moving toward automation. Improvement of customer and installer services through solutions such as the furniture configurator.

Installation systems

Consolidation of the 4.0 factory in Eisenberg (Germany), with new automated lines. Focus on the development of our own prefabricated wall system, designed to be highly flexible, making it adaptable to all kinds of surfaces.



Acquisition of Innotec (Germany), a manufacturer specialized in the development of prefabricated welded steel structures and built-in installations.



Faucets

Category in continuous development, boosted by innovations from the technological hubs in Switzerland and Spain and specialization in new solutions brought by acquisitions. Significant advances in multifunctional and automated faucets, with a particular focus on kitchen faucets.



Acquisition of Idral (Italy), specialist in self-closing faucets and solutions for both public and semi-public spaces.

Composites

High-value category offering personalized and differential solutions. Major development center in the hub in Gryfice (Poland), with advances such as a new translucent material, progressive reduction in the component weight and new resins for bathtubs and shower trays.



Shower enclosures and accessories

Concentration of activity in the new production plants for shower enclosures and accessories in Anadia (Portugal), one of the world's most advanced plants in these product lines, thanks to a 100% automated, greenhouse gas-free line (fully powered by renewables). New finishes and textures through ceramic ink printing.

Comprehensive management of the Competence Centers for rational and efficient development of each category and a stronger sense of belonging to the group

CERTIFIED PLANTS

74%

Quality management
ISO 9001

63%

Environmental
management ISO 14001

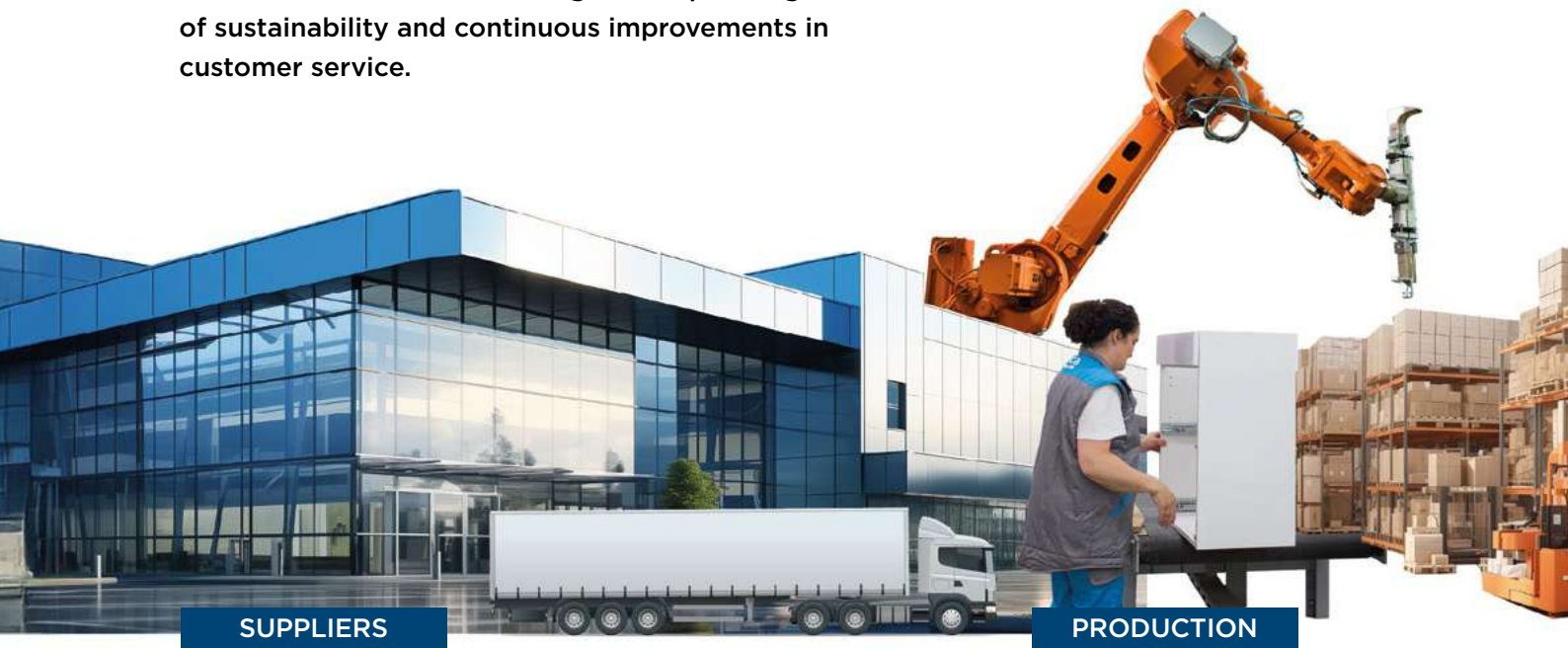


Steel

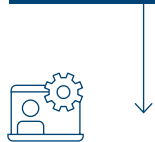
Installation of a new automated line at the plant in Cortes (Spain), allowing streamlined development of more attractive designs at lower costs.

Service-focused supply chain

Gradual computerization of the global supply chain and integration with the Competence Centers model likewise contribute to reaching the corporate goals of sustainability and continuous improvements in customer service.



SUPPLIERS



Procurement and supplier management

- Centralized management of purchasing processes for goods and services, in coordination with the Competence Centers
- Supplier concentration strategy for greater market proximity and simplification of procedures
- Update of corporate procurement standards, integrating new requirements for ethics, transparency and due diligence
- Expansion of the supplier portal (Ariba), allowing all processes to be digitalized for greater control and improved efficiency
- New B2B portal for distributor self-processing (complete real-time display of orders, returns, services and documents)

PRODUCTION



Production and quality

- Common process for planning the demand and production for the entire group
- Review of corporate quality standards and update of sanitaryware production standards
- Training courses for improved control of parts in production plants and new in-person audit methodology
- Advances in pilot series digitalization for ceramics, faucets, furniture and shower enclosures in cooperation with Competence Centers



LOGISTICS

Storage and distribution

- Warehouse network optimization by concentrating centers in major markets and progressive digitalization of warehouse management
- Intensive development of a transportation efficiency plan based on an automated route planning model that prioritizes efficiency, plus new agreements with long-distance and last-mile logistics companies, among other steps
- Application of more sustainable packing solutions, based on the work done by a specialized team: more efficient materials, format unification, analysis of product placement on distribution platforms, etc.



USERS



After-sales service

- Computerization of order intake and tracking to optimize projected demand and inventory management, with final improvements in delivery times
- Expansion of the digital customer service management platform to new markets and progressive improvement of follow-up indicators
- Promotion of spare parts service: launching of a digital catalog, management centralization and new digital platforms

Cross-cutting management of strategic projects

In its first full year of activity and in keeping with the Roca Group Business System methodology, the Project Monitoring Office (PMO) has consolidated its role of supervising and promoting projects of particular strategic relevance for Roca Group, with cross-cutting involvement of all departments.

The three main lines of action of the PMO in 2024 were:

- **Project definition and planning:** In collaboration with teams from the departments involved in projects, upcoming activities have been defined and planned, and the resources required have been mapped out.
- **Team training:** In cooperation with the RGPU, the PMO has trained more than 175 professionals on the methodology and resources for adequate project management. Includes specific training for key users in charge of reporting the status of each project.
- **Project integration under a single management platform,** developed with the digital transformation team for the purpose of unifying monitoring and control criteria. In 2024, 140 projects were added to the platform.

The PMO is also involved in continuously identifying good practices so they can be extended to other projects underway.


PMO ACTIVITY IN 2024

140 projects managed

175 workers trained

Projects developed in 2024:

- **Management:** Integration of new companies, management of official subsidies, migration to new technological platforms, etc.
- **Industrial:** Construction and restructuring of plants and warehouses, production transfer, development of new technologies, etc.
- **Environmental sustainability:** Projects for installation of energy-saving systems in kilns, installation of photovoltaic panels, etc.



Corporate norms with prevention of fraud, unfair competition and bribery

Roca Group's Code of Ethics is the basis for the group's Corporate Regulations, which serve as the global reference standard and define the management style of the organization. These regulations include specific guidelines for the areas of sales, human resources, administration, finance and procurement with specific references to issues related to supplier selection, use of technological equipment and topics relating to the prevention of fraud, unfair competition and bribery, among others.

Data security

Roca Group has developed a comprehensive framework to evaluate and manage data security risks. Based on an analysis by the cybersecurity team, efforts in 2024 have focused on addressing vulnerabilities and risks identified, in order to achieve ongoing improvements in the overall approach taken with security.

The initiatives included training and awareness activities for workers, the development of data security and integrity protocols for both internal and external data, and preparation for compliance with the new standards. Because of these ongoing efforts, there were no significant cybersecurity incidents in 2024.

JUNE 2025

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In 2024, Roca Group has prepared its Non-Financial Information Statement (NFIS) to report on environmental, social and personnel areas in relation to human rights and the prevention of fraud, 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 verification service provider.



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