



# PRODUCT

## Focus on design and sustainability

We design and develop innovative and sustainable products that enhance our customers' lives and allow them to make sustainable choices.

We work closely with our key stakeholders and invest in research and development to ensure our products perform to the highest standards whilst helping our customers to achieve their sustainability goals.

SDGs:



## 69%

OF OUR PRODUCTS BY REVENUE WERE MEASURED UNDER OUR SUSTAINABLE PRODUCTS FRAMEWORK

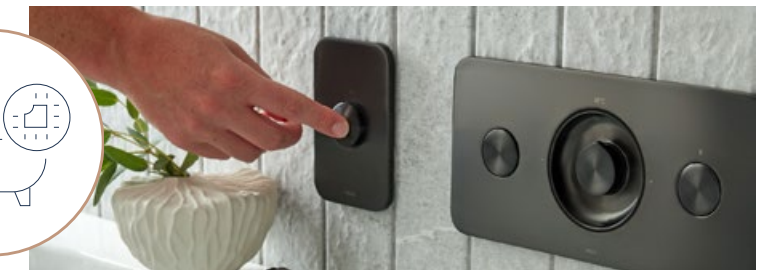
## 55%

OF REVENUE CAME FROM PRODUCTS THAT MET AT LEAST ONE SUSTAINABILITY ATTRIBUTE



Sustainable Products Framework

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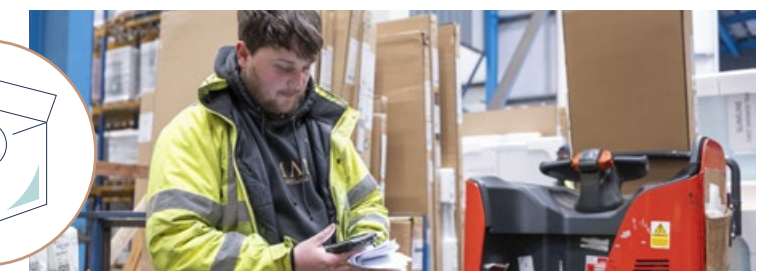
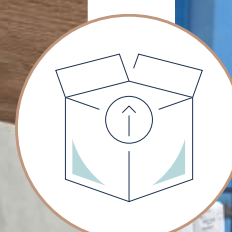
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# Introducing our Sustainable Products Framework

## Designing products with sustainability in mind

It is our strategic objective to be renowned for sustainability. This means that we are committed to managing our impact on the environment, designing products that minimise the use of water and energy or which provide a positive social impact. Our sustainable product strategy is not just about doing the right thing, it is about driving growth in our business and saving our customers money through designing more resource-efficient products.

The launch of our Sustainable Products Framework marks a significant step in our commitment to embedding sustainability across our product portfolio and positioning ourselves to meet increasing demand for bathroom and kitchen products that are less carbon intensive, make more economical use of water and energy and cater for the needs of ageing consumers.

This year we launched our Sustainable Products Framework internally, and our businesses started to assess their product portfolios against the framework. Through this framework, we aim to drive greater transparency, monitor our revenue exposures and drive investment towards solutions that enable powerful choices for better living. 2025 marks our inaugural year for reporting our position and establishes a baseline for the proportion of products that provide environmental and social impact.

As our business and industry evolve, so too will this framework – ensuring continuous improvement, innovation and alignment with best practices.



## What is a sustainable product?

At Norcros, we define a sustainable product as one that delivers a meaningful environmental or social benefit – either through how it’s made or how it’s used.

Our Sustainable Products Framework draws on the priorities of our customers, the needs of our end markets and established best practice. It identifies two key stages in the product lifecycle where sustainability attributes can be assessed:

- 1. **Manufacturing phase:** where a product is designed and made using materials or processes with a lower environmental impact.
- 2. **Use phase:** where a product helps customers and consumers live more sustainably.

### Manufacturing phase criteria

These focus on product composition and production methods. To qualify, sustainable materials must make up a significant portion of the product, not just a token element. For example, a recycled handle on an otherwise conventional product wouldn’t qualify. This helps maintain credibility and avoid overstating a product’s sustainability benefit.

The table below measures the % of Group revenue in the year to 31 March 2025 from each sustainability attribute. Products can meet multiple sustainability attributes – as such, revenue % will not total 100%. New product launches may not yet be reflected in these figures. See specific examples of each criterion on pages 66 and 67.

| Manufacturing phase criteria  |                                                                                                                                                                        | % of Group revenue |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| LOW IMPACT MATERIALS          | Replacing materials that can have a damaging impact on the environment. Only applies if it relates to a significant amount of the product’s materials.                 | 0%                 |
| RECYCLED MATERIALS            | “Closing the loop” and making use of waste materials. Only applies if it relates to a significant amount of the product’s materials.                                   | 0%                 |
| RESPONSIBLY SOURCED MATERIALS | Addressing environmental and ethical issues related to raw materials and manufacturing. Only applies if it relates to a significant amount of the product’s materials. | 13%                |
| EFFICIENTLY MANUFACTURED      | Addressing embodied carbon through design, production or materials.                                                                                                    | 0%                 |
| Use phase criteria            |                                                                                                                                                                        | % of Group revenue |
| SAFETY AND INDEPENDENCE       | Enabling independent and active living, e.g. grab rails and anti-slip products.                                                                                        | 3%                 |
| ENERGY SAVING                 | Helping customers use electricity more efficiently, e.g. mixer taps fitted with “cold start” technology.                                                               | 16%                |
| WATER SAVING                  | Helping customers use water more efficiently, e.g. showers with flow of 9.5 litres per minute or less at 3 bar water pressure.                                         | 19%                |
| EXTENDING PRODUCT LIFECYCLES  | Longevity, re-use and repairability, e.g. products that have a repair service available for ten years or more post-purchase.                                           | 36%                |

We recognise this is a complex area. With thousands of suppliers across raw materials, semi-finished and finished goods, growing the proportion of our portfolio that meets these criteria will take time. We’re committed to progress through continued supplier engagement and sustainable product design.

### Use phase criteria

These focus on how the product performs once in customers’ hands. Products must exceed industry benchmarks by delivering measurable environmental or social benefits, such as saving water or energy or supporting independent living. This category is expected to expand as we continue to innovate in line with evolving consumer needs.

Our products span most categories in the bathroom and kitchen market, with a wide variety of sources and applications. It is not possible for every product to meet all criteria, as some will not apply. For example, Naturepanel is FSC-certified, but will never meet the energy or water-saving criteria due to its inherent nature and use.

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### Product quality and safety

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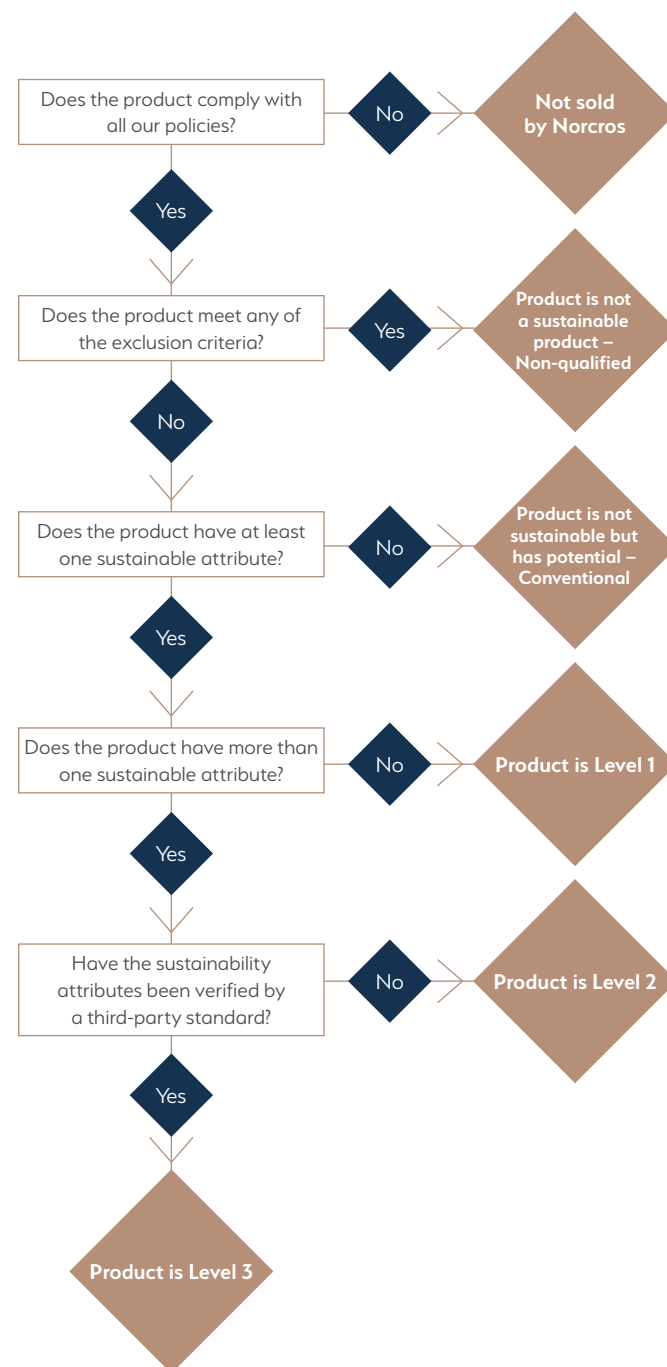
### Supply chain management

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## Introducing our Sustainable Products Framework CONTINUED

### Our process for assessing sustainable products

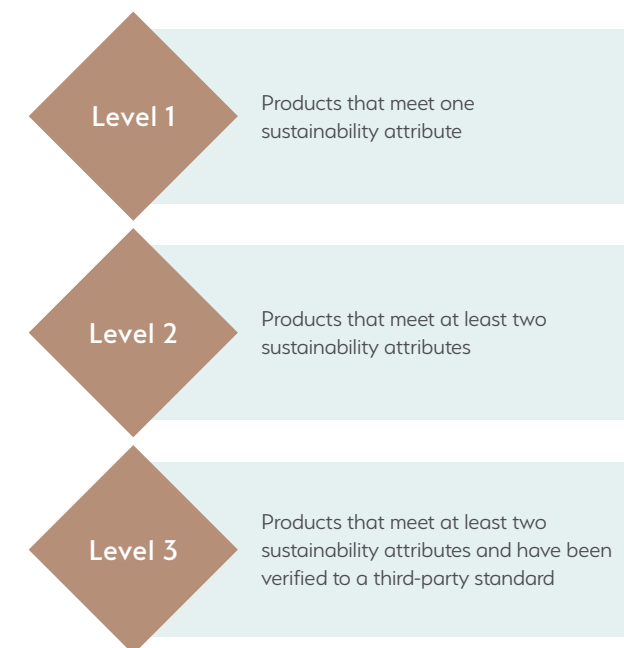
We use eight criteria, covering both the manufacturing and use phases, to assess our products under the Sustainable Products Framework. Each product is assigned a category based on how many criteria it meets, and whether those claims are verified to a third-party standard.



### Tracking progress and looking ahead

In this first year, we assessed 69% of our product portfolio by revenue. Products not yet assessed are currently classified as “Unrated”. Over time, we aim to increase coverage across our full range.

### Sustainability categories



Launching this Framework is just the first step. We will continue to refine the Framework in line with best practice and product development, so our customers, clients and partners can make informed choices with confidence, backed by transparent data on real environmental and social impact.

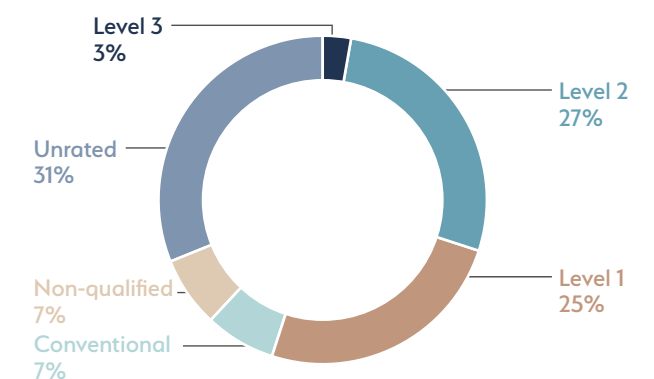


### Sustainable products results

In 2025, 69% of our product revenue was measured under the Sustainable Products Framework. 55% of our revenue came from products with at least one sustainability attribute – products categorised as Level 1, Level 2 or Level 3.

Over time, it is the Group's ambition to grow the % of products with multiple sustainability attributes – designing products with sustainability in mind.

### % of revenue aligned with Sustainable Products bands



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## CASE STUDY



### RemaStone: Stone. Re-Made.

Launched in 2025 by Abode, RemaStone is a new composite stone material with sustainability engineered into its design – and it’s already making waves, winning Bathroom Product of the Year at the Showhome Awards 2025.

With 35% recycled content sourced from upcycled materials – including old basins and production waste – RemaStone exemplifies our commitment to reducing the environmental impact of how our products are made. It’s also lighter than traditional stone and offers up to 20% greater impact resistance, proving that sustainable products can deliver on both durability and performance.

More than just a stylish surface, RemaStone is a blueprint for where we’re headed – designing beautiful, durable products that make a difference!



## CASE STUDY



### VADO – advancing sustainable innovation through cohesive design

We recognise that every turn of a tap or shower must strike a balance between performance and environmental responsibility. Our product development is increasingly focused on addressing this dual challenge to ensure seamless user experiences while helping our partners meet new building regulations and sustainability targets.

VADO’s latest collection, Safari, embodies this approach. As its most sustainable and design-led range to date, Safari represents a significant milestone in VADO’s commitment to responsible innovation. Developed in close collaboration with MERLYN for coordinating shower enclosures, the collection offers a fully integrated bathroom solution, featuring over 750 SKUs across seven contemporary colourways and four distinct finishes. This breadth enables cohesive design across all bathroom touchpoints, making it easy for specifiers and designers to achieve visual harmony without compromising on technical performance.

Strategically engineered to support water and energy conservation, Safari incorporates our latest cold-start cartridge technology, which prevents unnecessary boiler activation by only drawing hot water when explicitly required. This innovation addresses a key inefficiency in daily water use, especially in commercial and residential settings. In parallel, flow restrictors built into taps, handsets and showerheads help limit water usage; regulated to five litres per minute for taps, six for handsets, and nine for showerheads, all without diminishing user experience thanks to advanced internal waterway design.

The Safari range also includes FSC-certified furniture, ensuring that materials are responsibly sourced and aligned with forest conservation standards. Fully compatible with upcoming DEFRA water-labelling requirements and supporting BREEAM targets, Safari sets a new benchmark for sustainable, design-led customisable bathroom solutions to meet both regulatory and project-specific goals.

By combining sustainable engineering with cohesive aesthetics, Safari is leading the way with an integrated bathroom design, supporting a future where water conservation and luxury are not mutually exclusive.





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Introducing our Sustainable Products Framework – Criteria

CONTINUED

CRITERION 1 – LOW IMPACT MATERIALS

Abode's RemaStone is a composite stone material that combines sophisticated design with sustainability and innovation. RemaStone contains an impressive 35% recycled content sourced from upcycled materials, including old basins, kitchen sinks and production waste. RemaStone utilises plant-based resins, replacing petroleum alternatives, demonstrating how this product utilises alternative materials to promote sustainable living.

CRITERION 3 – RESPONSIBLY SOURCED MATERIALS

Grant Westfield's Naturepanel reflects a commitment to responsible sourcing by being Made in Britain using Forest Stewardship Council® (FSC® C128180) certified materials and are 100% recyclable. The responsibly-sourced Naturepanel holds an Environmental Product Declaration (EPD), confirming its lower environmental impact. Naturepanel also comes with a 30-year warranty, reducing the need for replacements and reducing waste. The product's durability extends its lifecycle. It's a practical, long-term choice for a more sustainable future.

CRITERION 6 – ENERGY SAVING



House of Plumbing's solar geysers use energy from the sun to reduce energy usage and water heating costs. By using solar energy, they help cut household energy bills and reduce environmental impact.

Manufacturing Phase Use Phase

CRITERION 2 – RECYCLED MATERIALS

Croydex has successfully launched two new sustainable products: the Coniston Recycled and Recyclable Toilet Seat and a Recycled and Recyclable Shower Curtain. Both products are designed with circularity in mind, supporting our objective to reduce environmental impact through responsible material use and end-of-life recyclability.

The market response to these launches was strongly positive, reinforcing the strategic value of our sustainability-focused product development. These additions represent meaningful progress in expanding our sustainable product category and contribute to our broader ESG goals. Our New Product Development (NPD) team continues to prioritise innovation in sustainable design, ensuring that Croydex remains at the forefront of environmentally conscious bathroom solutions.

CRITERION 4 – EFFICIENTLY MANUFACTURED

None of our current product portfolio meets this criterion yet. As we shift to a more capital-light model, relying on third-party manufacturing and deep sourcing partnerships, we depend on supplier data to assess this area. Our suppliers are at varying stages of progress, though some are standout performers. We're confident in our supply chain and expect to report progress next year, once the verification process is complete.

CRITERION 5 – SAFETY AND INDEPENDENCE

MERLYN's slip-resistant shower trays are designed to support safe and independent living, especially for those with limited mobility. With the highest slip-resistance rating (Class C, DIN 51097), these trays offer lasting peace of mind – the slip resistance won't wear off and comes with a lifetime guarantee.



CRITERION 7 – WATER SAVING

VADO's EcoTurn (Cold Start) technology offers an expanded cold-water area, enabling users to choose when to use hot water by turning the lever. This allows for simple tasks, such as brushing teeth, to be done without activating the boiler, saving energy and extending the boiler's lifespan. EcoTurn products come with a 5 l/m flow regulator, enabling customers to save water in their homes.



CRITERION 8 – EXTENDING PRODUCT LIFECYCLES

MERLYN's products are designed to support extended product lifecycles. Every MERLYN product comes with a warranty of at least ten years, reflecting the brand's commitment to durability and long-term performance. In addition, MERLYN maintains spare parts for many of its ranges, including those that have been discontinued, making it easier for customers to repair and maintain their shower enclosures over time. These practices help reduce unnecessary waste and resource consumption by extending the usable life of products and minimising the need for replacements.

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## Innovative and efficient products

Our ambition:

Drive growth through high-quality, design-led and sustainable products



### New product development as a growth driver

New product development (NPD) is a strategic priority for Norcros and a key driver of growth across our businesses. We invest in our in-house design and product engineering teams to create high-quality, design-led products that combine performance, style and sustainability. Our product development approach is informed by customer insight, market trends and end-user needs, enabling us to stay relevant and competitive in a fast-changing landscape.

We focus on innovative, fashionable and ergonomic designs, supported by smart sourcing and a growing emphasis on sustainable design. For example, we are working across the Group to better align colour finishes on complementary products – such as brassware and shower enclosures – in response to customer demand for seamless, coordinated bathroom solutions. Whilst progress has been made, we know there is further to go, and this remains a clear focus for future product development.

Our Sustainable Products Framework, created in 2024 and launched publicly for the first time this year, is a powerful tool to guide our product strategy. It allows us to assess and track the sustainability attributes of our portfolio and provides a clear path for future innovation and investment. This structured approach ensures that new product development increasingly contributes to social and environmental benefits as well as commercial growth.

Our innovation performance is measured through our product vitality index: the proportion of revenue over the last 12 months from products launched in the last three years. The vitality rate in the year was 23% (2024: 22%), slightly higher than the prior year.

23%  
PRODUCT VITALITY RATE

## Award-winning product designs

Triton's ENVi® Shower won the Housebuilder "Best Kitchen and Bathroom Product" award 2024, and Grant Westfield won the Ideal Home "Best Bathroom Surface" award two years in a row: Multipanel's Tile Collection in 2024 and Naturepanel in 2025.

These are just a small selection of our awards across the Group.



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## Product quality and safety

**Our ambition:**

**Design, manufacture and/or supply high-quality and safe products**



### Our approach to quality and safety

At Norcros, we believe quality and safety go hand in hand – both are essential to delivering great customer experiences and long-term product performance. Every product we design, manufacture or supply is expected to meet high standards, not only for compliance but for reliability, ease of use and durability.

Across the Group, all products undergo robust testing to meet the regulatory and safety requirements of their destination markets. This includes functional and performance testing, supplier quality monitoring, internal audits and warranty reviews. Where appropriate, we also provide clear product documentation, including manuals, warning labels and installation guidance, to support safe and effective use.

Seven of our brands – accounting for 74% of Group revenue (2024: 76%) – are certified to the internationally-recognised ISO 9001 Quality Management standard. This framework supports consistent product quality, better customer satisfaction and a structured approach to continuous improvement. It also reinforces a culture of learning, accountability and growth across the certified businesses.

ISO 9001 certification includes a comprehensive approach to testing and quality assurance. For example, our electrical products are tested to the BS 60335 safety standard, and air decay tests are used to identify any leaking assemblies. But this level of rigour isn't limited to certified sites – all Norcros businesses carry out quality and safety testing relevant to their product type, regulatory obligations and customer expectations.

Our focus on high standards is reflected in our results. In 2025, fewer than 0.1% of products were recalled due to quality concerns (2024: 0.5%), and fewer than 0.0001% were recalled due to safety issues (2024: 0.001%).

As we continue to embed our Sustainable Products Framework and expand innovation across the Group, we remain committed to ensuring that quality and safety are never compromised – and that our products continue to meet the evolving needs of our customers with confidence.



% OF REVENUE EXTERNALLY CERTIFIED TO THE QUALITY MANAGEMENT ISO 9001 STANDARD

**74%**  
(2024: 76%)

PRODUCTS BEING RECALLED DUE TO POOR QUALITY

**<0.1%**  
(2024: <0.5%)

PRODUCTS BEING RECALLED DUE TO SAFETY ISSUE

**<0.0001%**  
(2024: <0.001%)

## PRODUCT



## Supply chain management

### Our ambition:

Ensure our supply chain operates in line with our ESG standards by applying our new Norcros Supply Chain Policy



### Building sustainable, responsible supply chains

The way our products are sourced has a critical impact on our environmental and social footprint. Our goal is for our suppliers – and especially our key suppliers – to share our commitment to ethical, responsible and sustainable business practices. We expect them to align with the ambitions of our ESG strategy and work with us to meet high standards of conduct and impact.

The Norcros Group Supply Chain Policy sets out our expectations in areas including labour rights, health and safety, climate change, anti-bribery and corruption, and water stewardship. It works in tandem with our Code of Ethics and Standards of Business Conduct, and together these frameworks support not just compliance, but also ongoing progress.

Our approach is partnership led: we know change doesn't happen overnight, and we are focused on continuous improvement. We carry out supplier assessments and audits, and when a supplier falls short of our expectations, we work with them to develop practical improvement plans. The goal is to support and enable forward movement – not to apply a one-size-fits-all model.

In 2025, we undertook an internal audit of our Group Supply Chain Policy implementation to evaluate current levels of adoption and identify areas where more support or intervention may be needed. The findings are under review and will shape the next phase of our strategy, including the development of performance indicators and expectations going forward.

### Putting policy into practice: the way our brands are engaging with suppliers

Whilst Group-wide mechanisms continue to evolve, many of our brands are already taking proactive steps to raise standards and increase visibility in their supply chains. The examples below illustrate a selection of the ways different parts of the Group are putting our Supply Chain Policy into action:

- **Triton** requires all key suppliers – representing around 80% of spend – to undergo external social audits, typically via the SMETA framework, and in-person site visits twice a year by Triton staff. Suppliers are also expected to have, or be working towards, ISO 14001 certification.
- **VADO** conducts bi-annual supplier reviews using the amfori BSCI audit framework as a key reference point, with a minimum expected score of “B”. In 2025, VADO also introduced sustainability metrics – including carbon targets – into supplier performance evaluations, offering support for suppliers looking to set or meet science-based goals.
- **Grant Westfield** carried out supplier visits in regions including China, India and Europe, with a particular focus on identifying any risk of forced or child labour. The business has also joined Timber Development UK, reinforcing its commitment to responsible sourcing and helping to drive industry-wide change. All of Grant Westfield's timber products are FSC certified.

These activities demonstrate our belief that sustainability and human rights must be actively managed, not assumed. Supplier relationships are built on clear expectations, open dialogue and a shared ambition to improve – for people and for the planet.

### Standing firm on human rights

We do not tolerate any form of child labour, forced labour or modern slavery – in our own operations or in our supply chains. Our public Modern Slavery Statement is available at [www.norcros.com](http://www.norcros.com), and our Supplier Assessments include explicit evaluation of human rights policies and practices. We also encourage our suppliers to cascade these expectations through their own supply chains, amplifying our collective impact.

