



PLANET

Reducing environmental impact and engaging communities

Reducing water and energy usage in our products and operations helps us nurture the world we love and share.

We are committed to minimising the environmental impact of our operations, products and services wherever possible. We work with local stakeholders to support the communities in which we live and work.

SDGs:



GROUP'S SCOPE 1 & 2 EMISSION INTENSITY HAS REDUCED BY

9%
THIS YEAR

WATER CONSUMPTION HAS FALLEN BY

22%
THIS YEAR



Climate change and emissions

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Circular economy

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Social and community engagement

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Climate change and emissions

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Climate change and emissions

Our ambition:

A sustainable business, reducing our impact on the environment

Our environmental goals

- 1. Net zero by 2040
- 2. Reduce energy use at our sites
- 3. Increase proportion of electricity from renewable sources
- 4. Minimise toxic emissions

Making progress in improving our energy efficiency and reducing carbon emissions is important for our customers, staff and stakeholders. At this stage, our initiatives are delivered within our brands and include action in the following key areas:

Managing our environmental performance

Our individual brands track and monitor their environmental impacts. The main vehicles for compliance and improvement across sites are our environmental management systems. Seven of our businesses, covering 74% of revenue (2024: 76%), are certified to the Environmental Management ISO 14001 standard and our businesses report regularly on any environmental issues that arise. Amongst other issues, our ISO 14001 certified management system includes our handling of waste and hazardous materials. The Group has not had any environmental fines in the last 12 months (2024: none).

Norcros’ Environmental Management Policy applies to all employees and outlines our commitment to protecting the environment and responsibly managing our impacts. As part of this policy, we are committed to using energy and resources more efficiently, reducing our generation of hazardous waste, and managing and reducing our carbon emissions across all operations. Norcros is committed to creating environmental awareness by ensuring all applicable employees are given relevant training to support their understanding of their responsibilities in relation to this policy. We also commit to continuously monitoring, measuring, evaluating and improving the environmental performance of our operations and products and ensuring that all employees and relevant stakeholders are made aware of their individual responsibilities in relation to the Group environmental standards. We also commit to reporting regularly on environmental issues if and when they arise.

Energy management and greenhouse gas emissions

Climate change is one of the biggest challenges of our time and the transition to a low carbon economy has the potential to significantly impact our business, as well as our clients and suppliers. We aim to minimise our impact on climate change by reducing our carbon emissions across all operations. We engaged with external advisors, CEN Group, to undertake a review of our carbon management practices in each of our brands. The findings of this review helped us determine the carbon hotspots in our operations and develop brand-level carbon reduction roadmaps, which supported the development of a Group Net Zero Transition Plan and emissions reductions in line with our reduction targets.

A full breakdown of the Group’s carbon emissions and energy usage for 2025 can be found on pages 90 and 91. Our Streamlined Energy and Carbon Reporting is found in the 2025 Annual Report and Accounts on pages 76 and 77.

Engage and educate our consumers

As a Group, we recognise the importance consumer education plays in an environmentally sustainable world. Offering a Powerful Choice for Better Living means providing our consumers with the knowledge on how to live sustainably and minimise their environmental impact. Our businesses have a range of customer education programmes, including Triton’s Energy and Water Savings Calculator that provides tailored tips to reduce water and energy consumption and House of Plumbing working with customers in store to help identify the water solutions that fit their needs and provide educational content around water conservation and efficiencies.

THE GROUP’S SCOPE 1 AND 2 EMISSIONS HAVE REDUCED BY

22%
from based year 2023

OUR REDUCTIONS TO DATE PUT US ON TRACK TO ACHIEVING OUR 2028 AND 2040 TARGETS

CASE STUDY

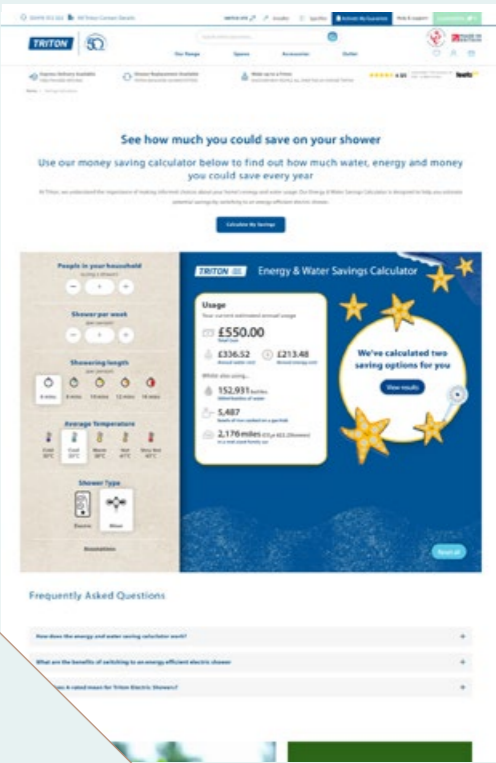


Consumer education

House of Plumbing is rolling out its new Water Solutions initiative, aimed at educating customers on South Africa’s water crisis and the importance of conservation. Through clear messaging, practical tips and alternative product options, customers are supported in choosing solutions that meet their specific water needs. At our Nelspruit store, the new dedicated “Water Wall” provides an educational space to guide customers toward the ideal water-saving solutions for their homes and businesses.

Triton is committed to helping consumers understand the impact of their water use through its Every Drop Makes a Difference campaign. As part of this initiative, Triton offers an online water saving calculator to educate customers on how their showering habits affect water and energy consumption, encouraging simple behaviour changes that make a real difference.

Since the launch of the water calculator in 2020, the page has had circa 27,000 views, with around 3,000 people completing the calculator.





Climate change and emissions

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Circular economy

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Social and community engagement

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Climate change and emissions

CONTINUED

Committed to net zero

Why it matters

Recognising the urgent need to address climate change and reduce greenhouse gas emissions, we have developed ambitious net zero targets and a high-level decarbonisation pathway to manage our value chain emissions going forward. This aligns with our strategy of using ESG to drive our competitive advantage.

Our approach

We have set science-based targets across scopes 1, 2 and 3, which affirm our long-term commitment to net zero by 2040, and we have introduced interim targets for 2028. Our targets were validated by the Science Based Targets initiative (SBTi) in January 2024 and they provide a path for significant reduction in our emissions by 2028 and beyond.

By 2028, we have set the following targets:

- Reduce absolute scope 1 and 2 GHG emissions by **33.6%** (2023 base year)
- Reduce absolute scope 3 GHG emissions by **20.0%** (2023 base year)

By 2040, our target is to reach **net zero GHG emissions across the value chain.**

Our performance

Our ambition to reduce the carbon intensity of our operations is aligned with our financial strategy to transition to Group to a portfolio of businesses that are capital-light and generate higher returns.

Most recently, this has been represented by a strategic shift in the Group's exposure from tiles to wall panels. The disposal of Johnson Tiles UK this financial year marked a significant step in this journey, with a meaningful reduction in the Group's emissions intensity this year, given that the business accounted for 16% of the Group's 2024 operational emissions.

The current strategic review of Johnson Tiles South Africa also includes consideration of the Group's climate and sustainability profile. Once the review is finalised, we will be able to outline the implications for the overall environmental footprint of the Group.

This strategy is supported by Group-wide initiatives such as the Sustainable Products Framework, which guides product development and innovation in line with the Group's sustainability goals.

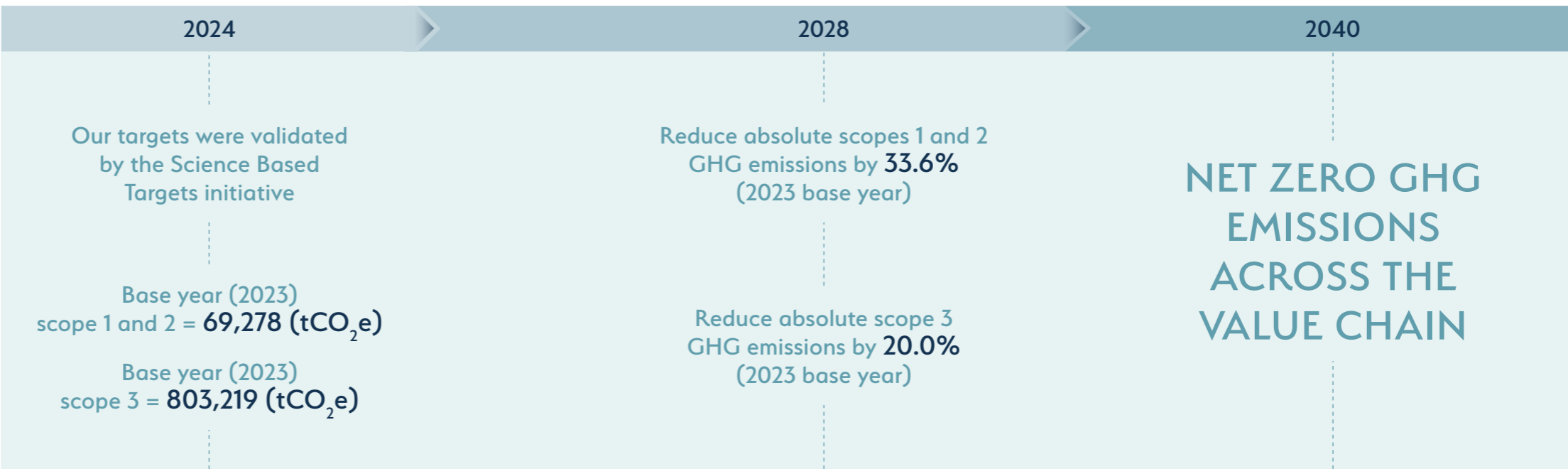
Collectively, these actions lay the foundation for further progress as Norcros continues to embed sustainability and pursue new opportunities to lower its environmental impact.

WE HAVE REDUCED OUR SCOPE 1 & 2 CARBON EMISSIONS SINCE BASE YEAR 2023 BY

22%

WE REDUCED OUR SCOPE 3 CARBON EMISSIONS IN THE YEAR BY

4%



PLANET





Climate change and emissions

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Circular economy

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Social and community engagement

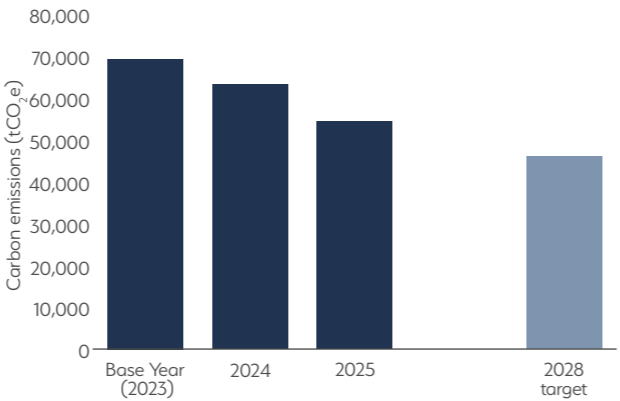
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Climate change and emissions

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Scope 1 and 2

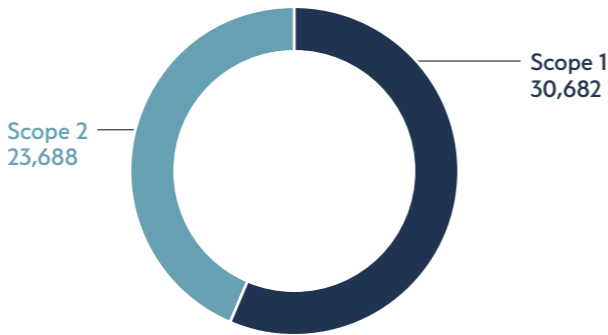
Scope 1 and 2 market-based emissions



In 2025 the Group’s market-based scope 1 and 2 emissions decreased by 14%. This was largely driven by a reduction in fuel use (scope 1 emissions) resulting from the sale of Johnson Tiles UK, which used natural gas in its tile kilns. This gets us to a 22% reduction from our 2023 base year.

Our other UK and Ireland businesses achieved a 46% reduction in scope 1 and 2 emissions, driven by a 17% increase in renewable energy procurement and a 43% reduction in scope 1 emissions. The change in Grant Westfield’s distribution model and transition of fleet vehicles to hybrids and electric vehicles (EV) contributed significantly to this reduction. In South Africa, absolute market-based scope 1 and 2 emissions rose 4% primarily due to an increase in grid intensity in South Africa.

Market-based emissions (tCO₂e)



Energy consumption

The Group’s overall energy use **decreased 26%** compared to 2024, primarily due to the Johnson Tiles UK disposal. Natural gas continues to account for much of our energy use (83%) as a result of tile manufacturing at Johnson Tiles South Africa. Across the other business units, there has been an increase in electricity consumption reflecting a growing adoption of hybrid and EVs across the businesses.

Energy efficiency initiatives

We continue to implement energy efficiency initiatives across the Group to reduce our carbon footprint. Highlights from this year include:

- **Croydex** replaced all office windows with new double glazing to improve thermal efficiency and reduce heating demand. New air conditioning units are being phased in, expected to further increase energy efficiency.
- **MERLYN** retrofitted LED lighting in its head office and warehouse. EV chargers were also installed at the office and in the homes of employees driving EVs.
- **Triton** connected its building control system to the warehouse and production gas heaters, which is anticipated to reduce gas heating consumption by 25%. Two electric forklifts were replaced, with expected energy savings of 400kWh, and 55% of their vehicle fleet is now electric.
- **Norcros South Africa** continued its programme to replace older air conditioning units with more energy-efficient models using lower-impact refrigerants. 30 Tile Africa branches now operate inverter air conditioning units. At Johnson Tiles South Africa, the spray drier was upgraded to increase energy efficiency.





Climate change and emissions

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Circular economy

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Social and community engagement

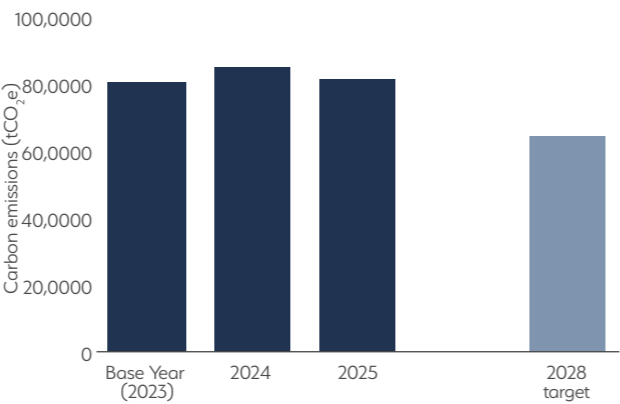
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Climate change and emissions

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Scope 3 – value chain emissions

Scope 3 emissions



Our absolute scope 3 emissions decreased 4% year on year, principally due to a reduction in category 11 emissions (use of sold products) resulting from changes in our sales mix and a reduction in grid intensity.

Emissions from the use of our sold products accounts for 74% of our emissions and are primarily derived from the lifetime electricity usage in Triton’s showers and lifetime gas usage in House of Plumbing’s geysers (water heaters).

The disposal of Johnson Tiles UK did not have a significant impact on our scope 3 emissions as it only accounted for 1% of scope 3 emissions in 2024.

Our overall scope 1, 2 and 3 market-based emissions decreased 5%.



Scope 3 breakdown

Category	Description	Status	2025 (tCO ₂ e)	2024 (tCO ₂ e)
1	Purchased goods and services	Relevant, calculated	185,039	178,333
2	Capital goods	Relevant, calculated	1,493	1,510
3	Fuel- & energy-related activities	Relevant, calculated	10,995	13,040
4	Upstream transportation and distribution	Relevant, calculated	27,395	19,019
5	Waste generated in operations	Relevant, calculated	161	180
6	Business travel	Relevant, calculated	2,127	2,207
7	Employee commuting	Relevant, calculated	2,280	2,200
8	Upstream leased assets	Not relevant, not applicable	–	–
Upstream emissions			229,490	216,489
9	Downstream transportation and distribution	Relevant, calculated	7,419	6,564
10	Processing of sold products	Not relevant, not applicable	–	–
11	Use of sold products	Relevant, calculated	574,964	623,116
12	End-of-life treatment of sold products	Relevant, calculated	1,206	1,701
13	Downstream leased assets	Not relevant, not applicable	–	–
14	Franchises	Not relevant, not applicable	–	–
15	Investments	Not relevant, not applicable	–	–
Downstream emissions			583,589	631,381
Total scope 3			813,079	847,870





Circular economy

Our ambition:
Make the most efficient use of material resources across our Group

- Minimise waste to landfill and increase recycled waste
- Reduce water use at our sites
- Operate at, or work towards, Environmental Management standard ISO 14001



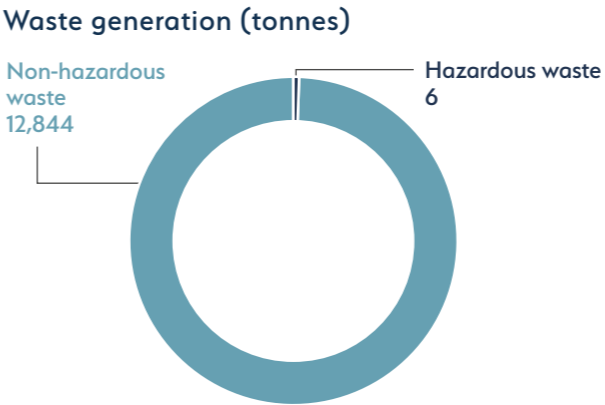
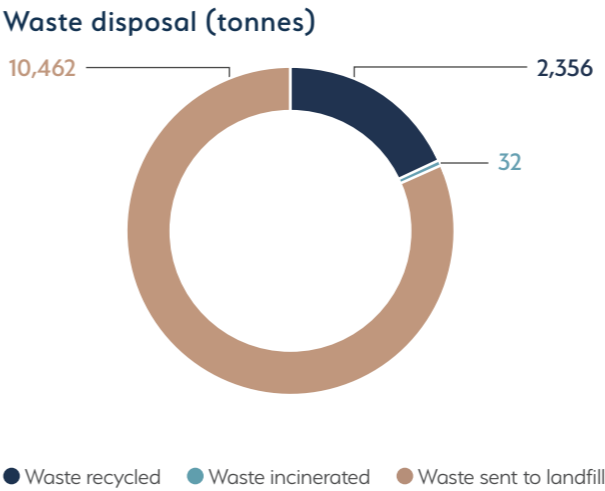
We understand how rising demands on natural resources pose an increasing threat to economic growth and environmental stability. Across the Group, we aim to utilise resources as efficiently as possible to design out waste and extend product lifetimes.

Although we are at the start of our circular economy journey, we are starting to embed decisions that impact circularity into the way we operate and design our products. For example, Triton subscribes to the Distributor Takeback Scheme, which facilitates return of product from direct purchasers, to avoid Waste Electrical and Electronic Equipment (WEEE) ending up in the household waste stream. Abode's products are also all specifically designed to be serviceable rather than replaceable.

Waste management

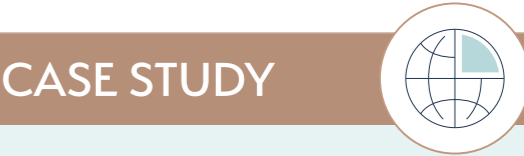
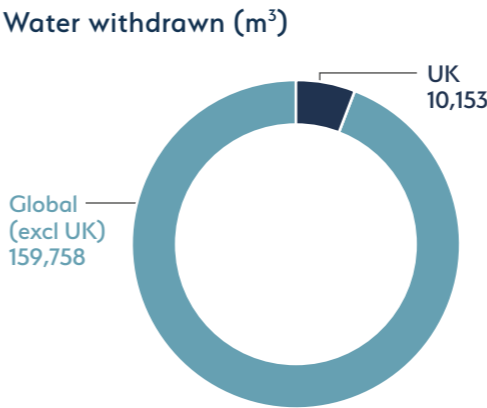
Reducing packaging and increasing the amount of recycling are important goals for all our brands from an operational, commercial and environmental perspective. Various initiatives aimed at reducing waste sent to landfill and encouraging recycling are in place, such as on-site segregated recycling bins. Waste is also monitored through biannual ISO 14001 audits, which helps our certified brands minimise their hazardous and non-hazardous waste generation.

We encourage our brands to procure packaging that is made from recycled materials or can easily be recycled. As a Group, 10% of packaging that has been used is from recycled materials (2024: 40%).



Water

Water efficiency is an increasingly important issue for us. This includes, where possible, reducing the amount of water we use in all our operations and designing products that help our customers reduce the amount of water used for their domestic or commercial purposes. VADO and Abode have implemented flow regulation on their new products and Triton has switched from water testing its T30 (handwash) valves to 100% air decay testing with estimated annual water savings of 1800 litres.



Refurbishing Showers at Triton

Reducing waste by reusing products is a cornerstone of the circular economy – and Triton is actively contributing to this through its innovative refurbishment initiative. When shower units are returned by customers after installation, they can no longer be sold as new. Traditionally, these units would be broken down for material recycling. However, Triton has now introduced processes to refurbish these units so they can be used again – performing just as well as new products.

Only shower units that are less than six months old and suitable for component replacement are eligible for refurbishment. During the process, key components are replaced and each unit undergoes rigorous testing to the same standards applied to brand-new products. Units that fail any part of the testing protocol are excluded from resale and sent for recycling. This ensures that only high-performing, reliable products reach customers.

Refurbished units are offered at a lower price and come with a one-year warranty (in contrast to the standard two-year warranty for new products).

Triton is currently testing the potential of this refurbishment programme and is seeing promising early signs. The initiative aligns with growing consumer interest in refurbished products, driven by a combination of environmental awareness and cost savings. The appeal is particularly strong among retail customers who recognise both the sustainability benefits and financial value.

A key benefit of the refurbishment initiative is the significant reduction in carbon emissions. By taking a consequential Life Cycle Assessment (LCA)¹ approach, Triton estimates that **the embodied carbon of a refurbished shower product is approximately 80% lower than that of an entirely new product**. This estimate includes considerations for replacement packaging and other associated materials.



¹ Consequential LCA: This approach focuses on the environmental impact of the decision to reuse rather than produce a new item. The emissions avoided by not manufacturing a new product are credited to the refurbished item. As a result, the refurbished product may be seen as having negative emissions, offering a clear environmental benefit.



Social and community engagement

Our ambition:
To engage and support the communities in which we work



At Norcros, we believe in making a meaningful difference in the communities in which we live and work. Community engagement is not a side project – it's part of how we operate as a responsible business.

All of our brands are empowered to support causes that matter locally, whether through fundraising, volunteering, partnerships or in-kind contributions. This decentralised approach allows each business to respond to the needs of their own communities in authentic and impactful ways. Activities are shared and reviewed monthly by the Executive Management team to ensure visibility, momentum and alignment with our wider values.



Highlights from across the Group

- **Norcros South Africa** has partnered with the Department of Education for six years to build safe, hygienic ablution facilities in rural schools – helping to eliminate unsafe pit latrines and support children's right to dignity and health. Read more about this on pages 56 and 57.
- **Abode** continues to support *Bluebell Wood Children's Hospice*, which offers palliative care for children and young adults with complex medical needs.
- **VADO** maintained its long-term partnership with *Tommy's*, a charity dedicated to making pregnancy safer for all. Fundraising activities included bake sales, Christmas raffles and an Inclusion Week "Try a Dish" event.
- **MERLYN** staff participated in the *Darkness Into Light* charity walk, raising funds for *Pieta House*, which provides counselling for those impacted by suicide. The brand also continued its partnership with the *Pink Ribbon Foundation*, supporting people affected by breast cancer through donations and awareness events, such as cake sales and sponsored walks.
- **Triton** participated in a number of events, including a tree planting day. They donated £7,500 for the planting of 1,000 trees; 14 Triton employees attended the site on one day and planted 150 trees.
- **Grant Westfield** supported local charities through initiatives such as a Christmas jumper competition and workplace bake-off.
- **Croydex** held a *Macmillan Coffee Morning*, participated in the *Save the Children Christmas Jumper Day*, and ran a holiday raffle raising funds for *Naomi House*, a hospice for children and young adults with life-limiting conditions.

These are just a few examples of how our brands live out our commitment to community impact. We are proud of the passion and care our teams bring to these efforts – and we will continue to create space, support and encouragement for community-focused action across the Group.

CASE STUDY



Turning gratitude into action

When 93% of Norcros colleagues took part in our first Great Place to Work survey, we knew we had to say thank you in a way that reflected our values. Each of our businesses was given a sum of money to donate to a cause close to their hearts, chosen by the people who work there.

From mental health charities and children's hospices to toy drives, cancer services, and support for vulnerable families, the donations reflected the diverse passions and priorities of our teams. Some businesses gave to large national organisations like Macmillan and Tommy's. Others supported local charities making a difference in their own communities, like inclusive sports clubs, food programmes for children with special needs and safe homes for abused or orphaned children.

Our South African businesses took a more hands-on approach. Teams visited and supported special needs schools and children's welfare organisations with donations, repairs, tiling and painting, making a lasting impact not just through funds, but through time and effort.

The initiative reflects what matters most to us: listening to our people, doing what's right and making a difference in the communities we live and work in.

“This was more than a donation – it was our people, taking action to support the communities we live and work in.”

