

Hansgrohe Group

AXOR · hansgrohe

Sustainability Report

2025

Content

1 Our Company

Foreword by the CEO	4
Company Profile	5
Corporate Strategy, Purpose, and Values	7
Hansgrohe 2025 in Figures	8

2

Management Report

A. Company Foundation	10
B. Economic Report	11
C. Forecast	22
D. Opportunities and Risks of Future Development	25
E. Dependency Report	33

3

Sustainability Statement

3.1 ESG Management	35
Our 2030 Goals	39
Materiality Assessment	40
Engaging with Stakeholders	42
Memberships, Lobbying, and Ratings	43
3.2 Environment	46
Management Approach to Environmental Performance	47
Three Areas of Action for Environmental Performance	50
Our Ten Corporate Sustainability Initiatives	51
Resource-Efficient Products	52
EU Taxonomy	54
Climate Protection and Decarbonization	55
Emissions 2025	57
Systematically Reducing Energy Consumption	58
Responsible Management of Environmental Impacts	60
Managing Raw Materials and Supplies	63
Waste Management	65

3.3 Social	67
Management Approach to Social Responsibility	68
Adequate Wages	73
Health and Safety	74
Equal Treatment and Equal Opportunity	78
3.4 Governance	79
Management Approach to Corporate Governance	80
Protection of Whistleblowers	83
Management of Supplier Relationships	84

Appendix

4

Report Profile	87
List of Material Impacts, Risks, and Opportunities	90
Calculation Method for the Greenhouse Gas Inventory	91
ESRS-Index	92
Data Overview	96
Imprint	103

Chapter 1

Our Company

Foreword by the CEO	page 4
Company Profile	page 5
Corporate Strategy, Purpose, and Values	page 7
Hansgrohe 2025 in Figures	page 8

Dear Readers,

Today more than ever, sustainability is caught in the crossfire of global developments. Geopolitical uncertainties, new trade barriers, and a persistently challenging economic environment have shaped the year 2025. In key markets such as China, France, and the U.S., demand in the construction sector has continued to decline – with direct implications for our industry.

It is precisely in times like these that we see what responsibility means to us at Hansgrohe. We are specifically adapting our strategy to the changed conditions. Our goal is to combine economic development with measures that take environmental and sustainability considerations into account.

We invest in more efficient facilities and modern production processes, continue to develop technologies for optimized resource and energy use, and empower the people who shape our company. At the same time, we leverage changes in regulatory requirements to improve our data foundations and make even more informed decisions.

By 2025, we have made significant progress – in our manufacturing sites, in our product portfolio, and throughout our supply chain. We have further refined our governance, and our employee satisfaction rate of 81 percent is well above the industry average. These developments not only strengthen our operational and structural performance – they also give us momentum. Our renewed EcoVadis Platinum rating and the jump from B to A- in the CDP demonstrate that our efforts are being recognized. And they make me personally very proud of what our teams accomplish day after day.

I am convinced that sustainability is not a “nice-to-have” that you pursue in good times and put on hold during crises. It is a key factor for stability, resilience, and future viability – for our company and for society.



In 2026, we will celebrate our 125th anniversary. When we look back on this long journey, it becomes clear: We have come this far not in spite of, but because of responsible business practices. Sustainability has always been part of our DNA – and it remains our compass for an economically stable, innovative, and responsible tomorrow.

In this Sustainability Report, we provide you with an insight into our progress, our priorities, and our path forward. A path that challenges us – and at the same time gives us the opportunity to actively and responsibly shape the future.

Sincerely, Hans Jürgen Kalmbach
Chairman of the Executive Board

Company Profile

For 125 years, Hansgrohe has been shaping the way we interact with water. Our original vision of improving hygiene and bathroom comfort for everyone has grown into an internationally active company in the sanitary industry. Today, we develop solutions for living spaces while taking responsibility for people and the environment. Our commitment is to use water wisely, conserve resources, and continuously drive innovation forward.

The Hansgrohe Group, headquartered in Schiltach in Germany's Black Forest region, offers high-quality solutions for bathrooms and kitchens under its two brands, AXOR and hansgrohe. These range from faucets and showerheads to sanitaryware and bathroom furniture. Eight of our own production sites – four in Germany, and one each in France, Serbia, the U.S., and China – make up our global manufacturing network. With 35 subsidiaries, 23 sales offices, and distribution in over 145 countries, Hansgrohe is a reliable partner to its customers in every region of the world. Depending on the market situation, product line, and customer type, sales are conducted through plumbing and kitchen retailers, specialist partners, tradespeople, home improvement stores, or online platforms. In addition to marketing to trade customers, the global project business is another key focus.

The company employs 5,673 people (as of December 31, 2025) – about 60 percent of whom are based in Germany. The majority shareholder, with a 68.35 percent stake, is the Masco Corporation, which has held a stake in Hansgrohe since 1985. Masco is a global leader in the development, manufacture, and distribution of branded products in the home improvement and construction sectors. Through its management and holding company, Syngroh GmbH, the Klaus Grohe family holds the remaining shares in Hansgrohe SE.



The Hansgrohe Group's headquarters are located in the center of the small Black Forest town of Schiltach.

In the past year, the Hansgrohe Group generated revenue of € 1,375 million (2024: € 1,387 million). All other financial figures, as well as information on business performance and investments, can be found in the [→ [Chapter Management Report B. Business Report](#)] and on the company website. [www.hansgrohe-group.com] ↗



Brand Portfolio Focused on Design and Responsibility

Under the AXOR and hansgrohe brands, the Hansgrohe Group offers solutions for bathrooms and kitchens that combine high design standards with responsible use of resources. Over 800 international design awards since 1974 underscore this commitment.

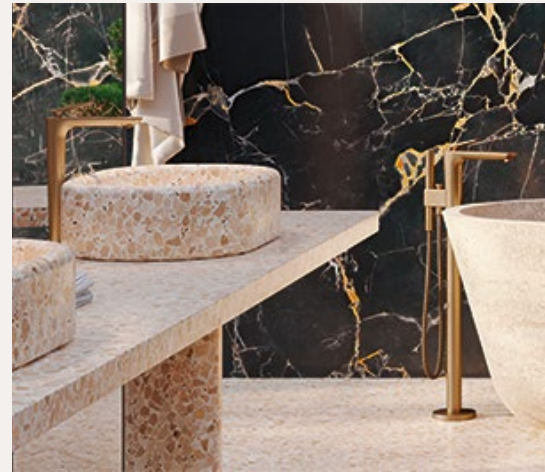
The design brand AXOR develops and produces iconic pieces for luxurious bathrooms and kitchens in collaboration with world-renowned designers – with a focus on timeless design, durable craftsmanship, and regional manufacturing wherever possible.

[\[www.axor-design.com\]](http://www.axor-design.com) 

Our premium brand, hansgrohe, offers comprehensive solutions for bathrooms and kitchens that combine smart features, long-lasting quality, and technologies designed to help reduce water and energy consumption.

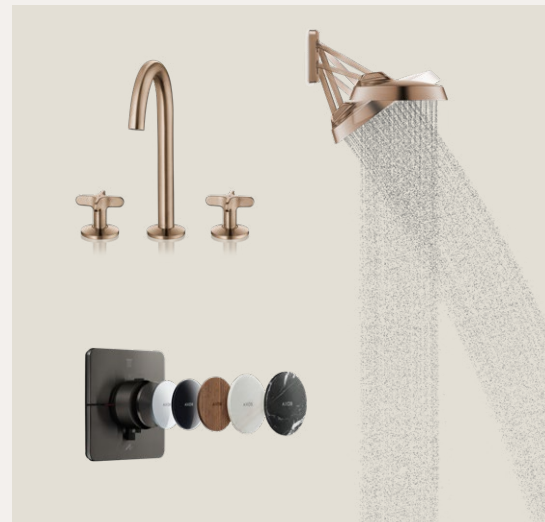
[\[www.hansgrohe.com\]](http://www.hansgrohe.com) 

You can find more about our resource-efficient product solutions in the [\[→ Chapter Product Responsibility\]](#) section.



AXOR

hansgrohe



AXOR (from top): AXOR Citterio C bathroom; AXOR One faucet; AXOR Sphere overhead shower; AXOR ShowerSelect ID shower control

hansgrohe (from top): bathroom featuring mirrors, furniture, showers, and faucets from the hansgrohe brand, hansgrohe Avalegra AquaUnit, hansgrohe Raindane Alive Showerpipe, hansgrohe LavaPura toilet

Corporate Strategy, Purpose, and Values

Our corporate strategy provides the framework for sustainable action and long-term economic stability. It combines purpose, ambition, and values, and from this derives how we fulfill our environmental and social responsibilities.

Our purpose describes the meaning behind our actions. For 125 years, water has been the central element of our company. This is the foundation of our mission: “Water is life and our passion: We create inspiring moments with water while protecting this precious element.” Our purpose shapes how we manage water throughout the value chain and combines economic success with responsibility toward the environment and society.

Our ambition shows where we want to go: “We reach the next level by setting tomorrow’s standards in everything we do.” It encompasses the commitment to drive innovation, further develop quality, and continuously improve our processes. This includes acting responsibly, fostering a supportive work environment, and maintaining our appeal as an employer.

The corporate strategy translates purpose and ambition into concrete areas of action. It integrates economic, environmental, and social aspects and helps us seize opportunities and identify risks early on. Clear principles, management systems, and processes foster sustainable and high-performing corporate development.

Innovation, design, and quality are central components of this approach. Together with external design partners, we develop durable and functional solutions that combine efficiency and design. We rely on high quality standards, internal testing processes, and external certifications to strengthen trust among customers, partners, and employees. For us, innovation is a lever for combining comfort and resource conservation in the bathroom and reducing water and energy consumption during the product’s usage phase.

Our values – passion, trust, collaboration, and appreciation – form the foundation of our actions. They guide our leadership, strengthen cooperation, and create an environment where creativity and personal responsibility can flourish. On this basis, our employees shape the future of the company and support our position in the market, in sustainability performance, and in the competition for talent.



Hansgrohe 2025 in Figures

€ 1.375 bn in sales

€ 185.9 mn in operating profit/
EBIT

5,673 employees worldwide

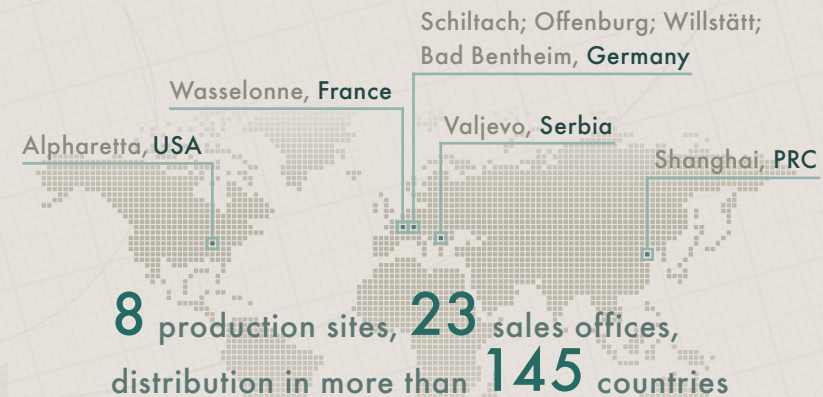
≈ 60 % in Germany 

≈ 40 % internationally 

E **98 %** electricity from renewable energies
for the Hansgrohe Group

S **81 %** employee satisfaction
(result of the 2025 employee survey*)

G **98 %** proportion of relevant employees who have
been trained in the Masco Code of Ethics



* The Employee Engagement Index is calculated as part of the annual employee survey. It is based on the average of the top two scores from the following five questions: 1. I am proud to work for Hansgrohe; 2. I would recommend Hansgrohe as an employer; 3. I would like to continue working for Hansgrohe for a long time; 4. Overall, I am satisfied with Hansgrohe as an employer; 5. Hansgrohe motivates me to perform beyond what is strictly required for my job. The industry benchmark of 75% is based on comparative data from Qualtrics, the provider whose tool was used to conduct the employee survey. It is based on aggregated, anonymized comparative data from 197 industrial companies worldwide, comprising approximately 6 million data points. www.qualtrics.com

Chapter

2

Management Report

A. Company Foundation	page 10
B. Economic Report	page 11
C. Forecast	page 22
D. Opportunities and Risks of Future Development	page 25
E. Dependency Report	page 33

A. Company Foundation

Corporate Structure

Headquartered in Schiltach, in Germany's Black Forest, the Hansgrohe Group – with its brands AXOR and hansgrohe – is a leader in innovation, design, and quality within the bathroom and kitchen industry. Founded in the Black Forest in 1901, the company gives water form and function through its faucets, showerheads, and shower systems. In combination with sanitaryware and bathroom furniture, this long-established company offers customized design options from a single source for holistic bathroom experiences. Unique inventions such as the first hand-held shower with different spray modes, the first pull-out kitchen faucet, and even the first shower rail have shaped the company's history spanning over 120 years. The company holds more than 15,000 active intellectual property rights. The Hansgrohe Group stands for durable, high-quality products and for responsibility toward people and the environment. The sustainable manufacture of resource-efficient products is firmly anchored in the company's international business practices. By developing innovative technologies for faucets and showers, Hansgrohe has a significant impact on conserving water resources and mitigating and adapting to climate change during the product usage phase. As part of its consistent sustainability strategy, the Group aims to equip all water-carrying products with water-saving technologies by 2030 through its "ECO 2030" initiative.¹

With 35 subsidiaries, 23 sales offices, and distribution in over 145 countries, this globally active company in the sanitary industry is a reliable partner to its customers in every region of the world. The Hansgrohe Group, its brands, and products have received numerous awards, including over 800 design awards since 1974. The Hansgrohe Group's products are found worldwide – on renowned cruise ships, in luxurious 5-star and boutique hotels in major international cities, in exceptional spas, exclusive bathrooms in lodges and luxury villas, public facilities, and countless private homes. The Hansgrohe Group ensures its high quality standards through production at eight of its own manufacturing sites, four of which are located in Germany, and one each in France, Serbia, the U.S., and China.

¹ We define ECO as a reduction of at least 22 percent in the average water and/or energy consumption of water-using products during use, compared to the base year 2020.



B. Economic Report

Economic Environment

The global economy grew by 3.2 percent in 2025², remaining at a similar level to the previous year. Improved financing conditions and rising investments in applications using artificial intelligence (AI) supported growth, while political uncertainty, new trade barriers, and declining residential construction investments had a negative impact. Labor markets cooled slightly, with the number of job openings declining while the unemployment rate remained stable. Inflation eased in many regions but remained above target in the U.S. and Japan, while it was below 2 percent in the eurozone.

The global economy showed surprising resilience in 2025, with significant regional differences: Growth remained robust in Asia, while the recovery in Europe was subdued and momentum in the U.S. slowed despite strong technology investments.³

The economy of the People’s Republic of China grew by 5.0 percent in 2025, remaining unchanged from the previous year. Private consumption remains subdued, primarily due to the high household savings rate. While investment in real estate continues to decline as the existing oversupply must be reduced, infra-

structure investment remains stable. The unemployment rate stood at around 5.1 percent.⁴ In foreign trade, net exports increased by 1.8 percent in 2025, but the new U.S. tariffs on Chinese exports and China’s retaliatory measures against U.S. imports slowed the momentum compared to the previous year.⁵

U.S. economic growth recorded a moderate decline in 2025: Gross domestic product rose by only 2.0 percent, following growth of 2.8 percent in the previous year. The main causes of the slowdown in growth include cooling employment growth, a significant reduction in net immigration, the impact of tariff hikes on prices, and extensive cuts in government spending. Private consumer spending rose by 2.5 percent, while public spending grew by only 0.6 percent. The household savings rate stood at 5.3 percent, a slight increase from the previous year. The unemployment rate rose slightly to 4.2 percent. Net exports weighed on economic growth with a reduction of -0.3 percent.⁶

² Real GDP, Source: OECD Economic Outlook Volume 2025 Issue 2: Resilient Growth but with Increasing Fragilities, OECD Publishing, Paris, p. 13

³ Source: OECD Economic Outlook Volume 2025 Issue 2: Resilient Growth but with Increasing Fragilities, OECD Publishing, Paris, pp. 11–28

⁴ Source: IMF World Economic Outlook, October 2025: Global Economy in Flux, Prospects Remain Dim, Washington, DC, p. 43

⁵ Source: OECD Economic Outlook Volume 2025 Issue 2: Resilient Growth but with Increasing Fragilities, OECD Publishing, Paris, pp. 132–135

⁶ Source: OECD Economic Outlook Volume 2025 Issue 2: Resilient Growth but with Increasing Fragilities, OECD Publishing, Paris, pp. 276–279

⁷ Source: OECD Economic Outlook Volume 2025 Issue 2: Resilient Growth but with Increasing Fragilities, OECD Publishing, Paris, pp. 154–157



Economic output in the eurozone recovered slightly in 2025, recording growth of 1.3 percent, supported in part by the recovery in demand within the eurozone as well as the recovery in trade. Private consumption expenditure rose by 1.2 percent, while public consumption expenditure increased somewhat more strongly at 1.6 percent, with private consumption supported by rising real disposable income. The household savings rate stood at 9.4 percent in 2025, remaining at a similar level to the previous year. The unemployment rate remained stable at 6.4 percent, while net exports slightly dampened growth at -0.4 percent.⁷

In Germany, gross domestic product stagnated in 2025 for the third consecutive year, growing by just 0.3 percent. This was due to weak foreign demand and high levels of uncertainty in international trade, which can be attributed, among other things, to rising U.S. tariffs. As a result, net exports declined by 1.4 percent compared to the previous year.

Economic output benefited from both private and public consumption spending. While private spending increased by 1.1 percent, public spending rose more sharply, by 2.2 percent, thanks to extensive investments in defense and infrastructure. The household savings rate stood at 11.2 percent. The labor market remained tight in 2025 as well, with the unemployment rate rising slightly to 3.7 percent.⁸

France's gross domestic product grew by only 0.8 percent in 2025, falling short of the previous year's growth. Private consumer spending rose by 0.4 percent, while public spending increased by 1.4 percent. The household savings rate remained high at 18.2 percent, similar to previous years. The unemployment rate rose by 0.2 percentage points to 7.6 percent, and net exports contributed negatively to growth at -0.3 percent. The low economic growth is primarily attributable to high economic policy uncertainty and ongoing trade conflicts, which have slowed investment and foreign trade.⁹

The United Kingdom posted GDP growth of 1.4 percent in 2025, marking a moderate recovery. This positive development in the British economy was driven by an increase in private consumer spending (+1.0 percent) as well as public spending, which rose more sharply at 2.0 percent. The household savings rate stood at 11.2 percent, an increase of 1.1 percentage points compared to the previous year. The unemployment rate rose slightly, reaching 4.7 percent in 2025. Net exports made a negative contribution (-0.3 percent) to economic output.¹⁰

⁸ Source: OECD Economic Outlook Volume 2025 Issue 2: Resilient Growth but with Increasing Fragilities, OECD Publishing, Paris, pp. 165-168

⁹ Source: OECD Economic Outlook Volume 2025 Issue 2: Resilient Growth but with Increasing Fragilities, OECD Publishing, Paris, pp. 161-164

¹⁰ Source: OECD Economic Outlook Volume 2025 Issue 2: Resilient Growth but with Increasing Fragilities, OECD Publishing, Paris, pp. 272-275



Business Performance

The key financial performance indicators used to manage the Hansgrohe Group and Hansgrohe SE are order intake, revenue, and EBIT. Overall, the previous year’s forecast for these performance indicators was not met; the main factors influencing this were the market situation in Asia and the U.S., as well as significant negative currency effects.

Hansgrohe Group:

In 2025, the Hansgrohe Group’s revenue fell to EUR 1,374.9 million (2024: EUR 1,387.0 million) in the economic environment described above. This corresponds to a decline of -0.9 percent. On a currency-adjusted basis, the Hansgrohe Group is up 0.9 percent year-over-year. With this slight decline, revenue performance fell short of the previous year’s forecast. Domestic revenue increased by +5.9 percent, while revenue abroad decreased by -3.0 percent in the past fiscal year. On a currency-adjusted basis, the decline in international business was -0.7 percent.

The share of revenue generated abroad fell to 74.8 percent (2024: 76.5 percent).

The premium brand hansgrohe recorded a decline of -1.9 percent, with revenue of EUR 1,211.3 million (2024: EUR 1,234.8 million). The decline was reflected in the established product categories of faucets and showers, but was partially offset by high demand for special finishes. The shower and washbasin segments, on the other hand, recorded growth.

AXOR ended the fiscal year above the previous year’s level (+9.3 percent). The shower segment was the growth driver.

Hansgrohe SE:

At Hansgrohe SE, net sales for the past fiscal year amounted to EUR 1,049.1 million, slightly below the prior-year level (2024: EUR 1,054.1 million). This corresponds to a decline of -0.5 percent compared to the prior year. This slight decline in sales is below the prior-year forecast.

Nevertheless, given the economic developments described at the outset, business performance in 2025 was satisfactory for both the Hansgrohe Group and Hansgrohe SE.

Turnover at the Hansgrohe Group*

(in millions of euros, rounded)	2023	2024	2025
	1,406	1,387	1,375

Hansgrohe Group operating result*

(in millions of euros, rounded)	2023	2024	2025
	201.7	199.9	185.9

* Annual financial statements in accordance with German Commercial Code



Balance Sheet of the Hansgrohe Group

(in thousands of euros, rounded, according to German Commercial Code, as of 31.12.)

ASSETS	2023	2024	2025
FIXED ASSETS	311,898	313,501	303,994
Intangible Assets	41,202	43,131	37,391
Tangible Assets	270,625	270,302	266,534
Financial Assets	71	69	69
CURRENT ASSETS	585,286	650,876	621,243
Inventories	199,004	217,102	217,612
Accounts receivable and other assets	213,490	216,676	215,332
Checks, cash on hand and in banks	172,791	217,098	188,299
DEFERRED CHARGES AND PREPAID EXPENSES	6,925	11,737	11,785
DEFERRED TAXES	3,541	4,962	5,150
DEBIT DUE TO NETTING OF ASSETS ASSIGNED TO ACCRUALS	3	5	83
TOTAL ASSETS	907,653	981,083	942,255

PASSIVA	2023	2024	2025
STOCKHOLDER'S EQUITY	509,866	553,012	543,883
Subscribed capital	61,156	61,156	61,156
Capital reserve	11,735	11,735	11,735
Revenue reserve	295,512	315,266	351,812
Equity capital difference from currency conversion	-8,020	-174	-17,627
Group net income	144,529	165,029	136,807
Non-controlling interests	4,954	0	0
ACCRUED LIABILITIES	195,081	197,601	186,186
LIABILITIES	197,910	222,283	204,694
DEFERRED ITEMS	4,795	8,188	7,491
TOTAL LIABILITIES	907,653	981,083	942,255



Order Intake

In 2025, order intake at the Hansgrohe Group amounted to EUR 1,334.9 million. This represents a slight increase of 1.1 percent compared to the previous year. Order intake was thus below the previous year's forecast. Germany recorded strong growth, while international business declined.

Hansgrohe SE:

As the main production unit, the trend in order intake at the Hansgrohe Group is also reflected at Hansgrohe SE. Order intake at Hansgrohe SE increased by 1.1 percent in the past fiscal year. Order intake was thus slightly below the previous year's forecast.

Earnings

Hansgrohe Group:

The Hansgrohe Group reported a decline in revenue and earnings. At EUR 243.6 million, EBITDA was down 5.1 percent from the previous year (previous year: EUR 256.6 million). EBIT fell by 7.0 percent to EUR 185.9 million (previous year: EUR 199.9 million), falling short of budget expectations. This was due to declining revenue coupled with rising costs, particularly as a result of persistent inflation.

The Hansgrohe Group's net income for 2025, after deduction of minority interests, amounts to EUR 132.1 million (2024: EUR 148.7 million) and is thus below the prior-year level. This is attributable to the decline in revenue coupled with rising costs.

The cost of materials ratio decreased (-1.5 percent). This is primarily due to a decline in the costs for raw materials, consumables, and supplies included in the cost of materials. Key drivers include efficiency measures in production and procurement, as well as positive currency effects.

The Hansgrohe Group continues to focus on systematic efficiency improvements. In 2025, a significant improvement in EBIT was achieved in this regard.

Personnel expenses are above the prior-year level (+3.0 percent).

Due to currency fluctuations in 2025, other operating income included EUR 12.4 million in exchange rate gains. These were offset by EUR 15.7 million in exchange rate losses under other operating expenses.

The Hansgrohe Group's financial result fell to EUR -0.5 million in 2025, compared to EUR 9.3 million in 2024. This primarily includes interest expenses for pension provisions offset by investment income from the CTA investment. The net income from plan assets and interest expense for pensions amounted to -€1.3 million. This compares to €6.7 million in 2024.

Hansgrohe SE:

At Hansgrohe SE, EBITDA amounted to EUR 126.1 million, compared to EUR 153.5 million in the previous year. EBIT stood at €86.9 million, down from the previous year (previous year: €113.4 million). Hansgrohe SE's net income fell to €136.8 million (previous year: €165.0 million). The decline is primarily attributable to the decrease in total operating performance amid rising costs.

Cost of materials fell to €524.8 million (previous year: €532.2 million). As a result, the margin improved slightly. This is primarily due to lower expenses for raw materials, consumables, and supplies. The cost of materials ratio decreased (-0.1 percent).

Personnel expenses are above the prior-year level (+3.9 percent). The increase is primarily attributable to collectively agreed wage and salary increases.

Other operating expenses rose from €159.3 million to €170.8 million, primarily due to increases in other overhead costs and marketing expenses.

Other operating income includes currency gains of €10.2 million. These are offset by exchange rate losses of €13.1 million in other operating expenses.

Financial Position

Hansgrohe Group:

Taking into account the planned dividend payment of €136.8 million, the Group's equity ratio rose to 50.5 percent in the past year (2024: 47.5 percent). The return on equity after taxes fell to 32.5 percent (2024: 38.3 percent).

Cash and cash equivalents amount to €188.3 million (previous year: €217.1 million), and cash flow from operating activities amounts to €155.1 million. The Hansgrohe Group is therefore in a position to meet its financial obligations.

Hansgrohe SE:

At Hansgrohe SE, the equity ratio rose to 46.2 percent, compared to 39.8 percent in the previous year, taking into account the planned dividend payment of €136.8 million.

Cash and cash equivalents amount to €58.5 million (previous year: €82.4 million), meaning that Hansgrohe SE is in a position to meet its financial obligations. The company is financed within the Group via cash pooling. Since May 1, 2008, the company has been integrated into a cash pool managed by Hansgrohe SE.

Asset Situation

Hansgrohe Group:

Fixed assets in the Hansgrohe Group decreased to €304.0 million compared to the previous year (2024: €313.5 million). This is attributable to a lower level of investment than in previous years. The value of inventories rose to €217.6 million (2024: €217.1 million). Trade receivables decreased from EUR 189.3 million to EUR 183.2 million. Receivables management is characterized by the consistent and SAP-supported application of credit limits.

Other provisions within the Group, amounting to EUR 128.0 million (2024: EUR 131.7 million), were primarily established for customer bonuses, vacation entitlements/flexible working hours and other wage and salary components, warranty obligations, and supplier invoices.

As of the balance sheet date, the Hansgrohe Group had no liabilities to banks, as was the case in the previous year. Trade payables within the Group decreased to EUR 134.2 million from EUR 145.5 million in the previous year.

Hansgrohe SE:

At Hansgrohe SE, fixed assets remain at EUR 253.6 million (2024: EUR 253.6 million). The value of inventories remains at EUR 133.0 million (2024: EUR 133.4 million). Trade receivables decreased from EUR 39.6 million to EUR 37.9 million. Pension provisions, offset against CTA assets, decreased from EUR 55.2 million to EUR 52.2 million. Other provisions increased from EUR 47.2 million in 2024 to EUR 49.6 million in 2025.

Trade payables decreased from EUR 109.1 million to EUR 98.2 million. This is attributable to cost adjustments due to lower revenue, as well as a significant currency effect.

Investments

The largest investments were made in the new production site in Serbia and the implementation of the Next Level strategy. Other major areas of investment included tooling for new products, machinery and equipment, as well as IT and digital solutions.

Hansgrohe Group:

Investments in the Hansgrohe Group's fixed assets amounted to EUR 53.8 million in 2025, which is EUR 5.1 million below the previous year's figure (2024: EUR 58.9 million). Depreciation and amortization at the Hansgrohe Group amounted to EUR 57.7 million in 2025 (2024: EUR 56.7 million).

Hansgrohe SE:

Hansgrohe SE invested EUR 41.2 million (2024: EUR 46.1 million). Hansgrohe SE recorded depreciation and amortization of EUR 39.2 million (2024: EUR 40.1 million).

Employees

As of December 31, a total of 3,370 employees (as of December 31, 2025, headcount) were employed at the six German locations, of whom 3,108 were employed at Hansgrohe SE. In addition, 49 employees were working in the internationally affiliated regional offices.

As of the reporting date, 5,673 employees worked for the Hansgrohe Group worldwide.

As in the previous year, employee turnover at the SE remained low at 1.9 percent (as of December 31, 2025).

The use of temporary staff, which ranged between 208 and 315 people worldwide in 2025, provided the necessary flexibility in the past year. Of these, between 72 and 127 temporary staff were employed in the German subsidiaries.

Disclosures on Corporate Governance Pursuant to Section 289 f (4) of the German Commercial Code

Hansgrohe's goal remains to fill vacant positions, including at the management level, with the individuals best suited to fulfill the respective tasks and responsibilities. However, Hansgrohe also believes that greater gender diversity is beneficial for the culture and decision-making processes at the management levels. Pursuant to the Act on Equal Participation of Women and Men in Leadership Positions in the Private Sector and Public Service (Women's Quota Act), the Executive Board agreed at its meeting on October 24, 2022, to a women's quota of 25 percent at the third management level and 15 percent at the second management level. This target applies as of July 1, 2022, and must be achieved within five years from that date. This objective was supplemented by a Supervisory Board resolution dated October 28, 2022, which sets a target of 20 percent for the representation of women on the Executive Board. This target applies as of July 1, 2022, and must be achieved within five years of that date. In the past fiscal year, the proportion of women on the Executive Board was 20 percent and in the second management level 19.2 percent. At the third management level, the proportion is 23.9 percent. In addition, a Supervisory Board resolution dated October 28, 2022, established a target of one-sixth for the representation of women on the Supervisory Board, to be achieved within five years. In the past fiscal year, the proportion of women was 16.67 percent.

Research and Development

Due to the increasingly declining revenue over the course of the year resulting from the economic and political situation in some key markets, such as the U.S., China, and India, the workforce in some areas of research and development was slightly reduced. This was achieved through severance offers, expiring fixed-term employment contracts, and natural attrition. Over the course of the year, the Group's revenue settled slightly below the previous year's level. Nevertheless, extensive new product lines were launched at ISH 2025.

Among the most significant new products and product lines launched under the brand hansgrohe in 2025 are the new hansgrohe Raindance Alive shower and Showerpipe range, the first part of the new hansgrohe Activera shower range – which also includes a Showerpipe in the lower price segment, as well as the expansion of the hansgrohe iBox universal 2 with the new hansgrohe Ecostat Comfort ready-to-install sets. To complement the traditional Raindance shower ranges, the “Green Transition” versions – i.e., water-saving models of various existing shower products and Showerpipes – were introduced.

Another highlight was the introduction of the innovative combination product consisting of a washbasin and faucet (with integrated facial spray), the hansgrohe Avalegra.

In the “Category Expansion” segment, the hansgrohe Xuniva Evo washbasin line, the hansgrohe iFRAME concealed toilet module, a new range of toilet flush plates, and, in Europe, the hansgrohe LavaPura Element shower toilet were launched. In addition, the new hansgrohe Xevolos furniture line and the new versions of the hansgrohe Exafill and Flexaplust bathtub drain and overflow sets were introduced.

To expand the AXOR portfolio, the AXOR ShowerSphere shower and extensive product additions to the AXOR One collection were launched. The product portfolio was rounded off with the introduction of new additions to the AXOR Citterio C collection and the launch of the AXOR Bidette Shower.

Currently, 185 employees work in the entire Research and Development division (previous year: 192). This figure refers to Hansgrohe SE. Across the Group, there are 199 employees.

Furthermore, as part of the strategic initiative “I4I Improve for Investment,” the product development team continued to work on various value analysis projects in 2025 through the redesign of existing production-, focusing on material substitution, the adoption of new technologies, the simplification of assemblies, and the implementation of new platform strategies.

A significant portion of resources was again allocated this year to various compliance projects, primarily to implementing the first major phase of the wave of changes to brass components due to upcoming regulatory changes in the Drinking Water Ordinance for Germany and Europe (EU Drinking Water Directive).

Procurement

Raw Material Price Trends: In 2025, raw material price trends remained characterized by high volatility and unpredictable market movements. In particular, prices for industrial metals and energy fluctuated sharply, requiring a flexible, forward-looking procurement strategy as well as close cooperation with our suppliers. Through targeted measures and long-term contracts, we were able to ensure supply security and mitigate cost risks.

Red Sea Crisis: The ongoing tensions and crisis in the Red Sea impacted international shipping routes, leading to delayed deliveries and increased freight costs. Thanks to an early switch to alternative routes, intensive collaboration with logistics partners, and transparent communication throughout the supply chain, we were able to limit the impact on our material supply and safeguard our production capacity.

Supply of Components and Rare Earths: Access to components, particularly those containing rare earths from China, was significantly hampered by tightened export restrictions and regulatory uncertainties. In response, we further diversified our supplier base, explored substitution options, and optimized inventory management to prevent potential shortages. At the same time, alternative sources of supply were identified to minimize risks arising from geopolitical developments.

Processes & Digitalization: In the area of processes and digitalization, we have systematically simplified and automated our procurement processes. The introduction of a “Solution Radar” to identify and integrate digital solutions in procurement has led to efficiency gains. Standardized workflows and data-driven decision-making processes ensure greater transparency and speed in processing. Through close collaboration with external service providers, data quality – particularly regarding CO₂ emissions under the CBAM (Carbon Border Adjustment Mechanism) regulation – has been significantly improved. Quarterly reporting under CBAM is now an established standard process.

Compliance & Sustainability: Compliance work was marked by uncertainties related to the EU Omnibus Package aimed at simplifying sustainability regulations and reducing bureaucracy. Under the LkSG (Supply Chain Due Diligence Act), a comprehensive risk analysis was conducted again in 2025 without identifying any priority risks in our supply chain. Together with a service provider, we completed the impact analysis for the EUDR (European Deforestation Regulation). Its entry into force has been postponed to the end of 2026. We are using this period to systematically align the relevant supply chains with these requirements. The Sustainable Procurement Policy has been further developed and sets standards for sustainable purchasing. It is particularly noteworthy that, in part due to the value contribution of purchasing in the area of sustainability, we have achieved the highest award, the EcoVadis Platinum Medal.

Global Production & Quality Management

Production:

Strategic Direction (Footprint 2030)

The Footprint 2030 strategy defines the target vision for the production network, taking into account global trends such as digitalization, the use of AI, geopolitical challenges, and sustainability. In 2025, concrete measures were initiated regarding site optimization, capacity adjustment, and capacity relocation.

Production Performance (Productivity, OEE)

Productivity at the German manufacturing sites shows a slightly declining to stable trend. The OEE reports for DE and CN demonstrate improvements in availability and overall equipment effectiveness, particularly in PVD chambers and foundries.

Cost Development and Efficiency Programs (I4I)

Downtime costs were reduced in several areas, with the exception of individual specialized equipment. The “I4I Improve for Investment” program remains a key driver for increasing efficiency and contributes significantly to improved earnings.

Investments and Capacity Expansion

In 2025, three new PVD coating systems were commissioned, which had been ordered in 2024. The electroplating facility in Valjevo was started up with a delay, which required temporary reallocations. These investments address the capacity bottlenecks of previous years.

Comparison with Previous Years

In 2024, the focus was on process optimization and overcoming capacity bottlenecks. 2023 was marked by a decline in demand and workforce adjustments. 2025 shows a clear turnaround with investments and stable demand at global production sites, but also lingering backlogs resulting from the PVD sector and continued very high demand.

Conclusion and Outlook

The Hansgrohe Group’s production facilities in 2025 are characterized by a strategic realignment and targeted investments. For the coming years, the goal is to increase automation and digitalization and adopt more sustainable production methods to ensure long-term competitiveness.



“Improve for Investment”: The I4I program remains an integral part of our business operations. The result is the second-highest in the company’s history, though the record result of the previous year could not be matched.

Manufacturing costs were reduced, particularly through optimizations in material and production costs; these accounted for 80 percent of the direct I4I contribution in 2025. Significant potential was realized in 2025 in the procurement of production materials, value engineering, and through optimizations in the manufacturing sites and the “production footprint.”

All business units are integrated into the I4I program. Process improvements and lean initiatives across all business units and subsidiaries make a significant contribution to profitability and drive efficiency.

Corporate Responsibility & Sustainability

In October 2025, the cyclical monitoring took place, and the auditors from our certification body confirmed the effectiveness of the management system. In addition, measures for improving and further developing the management system were identified; these were reviewed by our lead auditor in November 2025 as part of a document review.

The projects already initiated regarding EU taxonomy and CSRD (Corporate Sustainability Reporting Directive) readiness were further accelerated in 2025.

For Hansgrohe, the reporting requirement has been postponed from the 2025 fiscal year to the 2027 fiscal year under the omnibus provision.



C. Forecast

In the following, we describe the expected development of the Hansgrohe Group and Hansgrohe SE, as well as the general conditions of business operations. We present risks and opportunities that could lead to deviations from the forecasted developments in the Risk and Opportunity Report.

Global Economic Development

Moderate global economic growth is expected for 2026. The global economy has proven more resilient than expected, although underlying vulnerabilities remain. Supportive macroeconomic policies and improved financing conditions, driven by optimism regarding the potential of artificial intelligence (AI) as well as the associated increase in AI-based investments and trade activities, have bolstered demand in individual economies to varying degrees. This has helped to partially cushion the headwinds caused by growing political uncertainty and new trade barriers. The full effects of higher tariffs are not yet apparent, but are becoming increasingly visible in spending decisions, corporate costs, and consumer prices, particularly in the U.S. Global trade growth has slowed after coming sharply into focus at the start of the year due to the expected tariff increases. There are some signs of weaker labor demand in the economies. Global GDP growth is estimated at 2.9 percent.¹¹ Further interest rate cuts are anticipated, and only modest fiscal tightening is expected in many countries. Consumer price inflation in the G20 countries is projected to ease from 3.4 percent this year to 2.8 percent in 2026. Global growth forecasts are subject to significant risks that could reinforce one another. Additional trade barriers, such as higher tariffs or stricter export controls on critical products, would dampen growth, increase uncertainty, and disrupt supply chains. Weaker growth, lower returns on AI investments, or persistently high inflation could trigger a reassessment of risks, exacerbated by sell-offs among highly leveraged financial intermediaries. The volatility of crypto assets and their interconnections with the financial system also heighten the risk to stability. If progress in reducing fiscal risks stalls, rising yields

on long-term government bonds loom, which would tighten financial conditions and weigh on growth prospects. Conversely, the removal of trade barriers, corporate adaptability, and faster productivity gains driven by new technologies could improve the global outlook.¹²

Economic growth of 4.4 percent is forecast for the People’s Republic of China in 2026. Consumer spending growth remains stable. Consumption is dampened by high precautionary savings rates and the payback effect of the trade-in program, which had led to a front-loading of purchases of durable goods to take advantage of lower prices. Investment is benefiting from loose monetary policy and increased government spending. Net exports are expected to make a neutral contribution of 0.3 percent, due to trade tariffs.¹³ The unemployment rate is expected to remain stable at 5.1 percent, matching the previous year’s figure.¹⁴

In the U.S., economic growth is projected to reach 1.7 percent in 2026, a slight decline from the previous year (+2.0 percent). This slowdown stems from the ongoing cooling of employment growth, the sharp slowdown in net immigration, the pass-through of tariff increases to price levels, and extensive cuts in discretionary spending outside of defense. Private consumption growth is estimated at 1.8 percent. The household savings rate will fall to 4.7 percent, while public spending () will grow slightly by 0.2 percent. The unemployment rate is expected to rise to 4.4 percent. Net exports are projected to contribute a positive 0.3 percent.¹⁵

¹¹ Real GDP, Source: OECD Economic Outlook Volume 2025 Issue 2: Resilient Growth but with Increasing Fragilities, OECD Publishing, Paris, p. 13

¹² Source: OECD Economic Outlook Volume 2025 Issue 2, pp. 11–13

¹³ Source: OECD Economic Outlook, Volume 2025, Issue 2, pp. 132–135

¹⁴ Source: IMF World Economic Outlook, October 2025: Global Economy in Flux, Prospects Remain Dim, p. 43

¹⁵ Source: OECD Economic Outlook, Volume 2025, Issue 2, pp. 276–279



In the eurozone, economic output is expected to grow by 1.2 percent in 2026, a slight decline compared to 2025 (1.3 percent). Private consumption growth (+1.1 percent) will be supported by rising real incomes and robust labor markets. Public spending is projected to increase by 1.2 percent. The household savings rate will remain stable at 9.4 percent, while the unemployment rate is expected to stand at 6.3 percent. Net exports are expected to make a neutral contribution of 0.0 percent.¹⁶

For 2026, economic growth of 1.0 percent is expected for Germany following a weak 2025. This growth will be driven by a 0.9 percent increase in private consumption, which will decline slightly. High trade policy uncertainty and U.S. tariffs will hinder investment in export-oriented industries and foreign demand. Public spending is projected to increase by 1.7 percent, driven by greater flexibility in fiscal rules and significant investment needs. The unemployment rate is expected to stand at 3.6 percent. The household savings rate is estimated at 11.1 percent. Net exports are expected to make a negative contribution of -0.4 percent.¹⁷

Economic growth in France is projected to be 1.0 percent in 2026. Private consumption is expected to increase by 0.7 percent. Public spending is also expected to grow by 0.7 percent, representing a decline compared to the previous year (+1.4 percent). The unemployment rate will rise slightly to 7.7 percent. The household savings rate is projected to be 17.9 percent - a minimal decline compared to the previous year (18.2 percent). Net exports will make a positive contribution of 0.8 percent.¹⁸

Economic growth of 1.2 percent is expected for the United Kingdom in 2026. The decline compared to 2025 (+1.4 percent) is due to the ongoing impact of fiscal consolidation on consumption and the burden of global uncertainty. Private consumption growth is projected to be 1.3 percent. Public spending will rise by 1.4 percent. The unemployment rate is expected to rise slightly to 4.9 percent. The household savings rate is projected to be 11.0 percent, a decline compared to the previous year (11.2 percent). Net exports will make a negative contribution of -0.2 percent.¹⁹

Developments in Commodity Prices and Currencies

U.S. tariff policy shaped the foreign exchange markets last year, but despite initial fears, the U.S. dollar remains the dominant global reserve currency. However, risks remain: Trade peace is uncertain, and the tariffs imposed could still have noticeable effects. Added to this is the risk of a politically influenced Federal Reserve, which is expected to pursue a more expansionary monetary policy and cut interest rates more aggressively than the market currently anticipates. This is likely to put pressure on the dollar while simultaneously increasing exchange rate volatility, which is currently unusually low. Experts therefore expect a period of greater uncertainty and stronger fluctuations in the foreign exchange markets.

In 2025, copper was the big winner among industrial metals, reaching a record high of over \$11,000 per ton in mid-October. The main drivers of the price increase are concerns about a shortage of copper ore, triggered by production outages in Panama as well as restrictions in Chile and Peru. Negative processing fees in China are also a clear indication of supply bottlenecks. Nevertheless, there is no hard evidence of a supply shortage so far, as Chinese production and imports remain above last year's levels. In the medium term, however, experts expect a slowdown in production growth in China and forecast rising copper prices of up to \$12,000 per ton in the coming year.

¹⁶ Source: OECD Economic Outlook, Volume 2025, Issue 2, pp. 154-175

¹⁷ Source: OECD Economic Outlook, Volume 2025, Issue 2, pp. 165-168

¹⁸ Source: OECD Economic Outlook, Volume 2025, Issue 2, pp. 161-164

¹⁹ Source: OECD Economic Outlook, Volume 2025, Issue 2, pp. 272-275



Investment Planning

A key investment priority in 2026 will be the implementation of the Next Level Strategy. Investments will also continue to focus on ramping up the production plant in Serbia.

Investments will also continue in the areas of tooling for new products, information technology, and machinery and equipment. Here, the focus is on automation, digitalization, and capacity expansions, particularly in the field of surface technology.

Outlook

Due to geopolitical uncertainties and the continued tense market situation in China, only slight growth in revenue and order intake is expected for 2026. A strong increase in earnings (EBIT) will result from an intensified focus on measures to improve efficiency. The Hansgrohe Group therefore considers itself well-prepared to maintain a profitable and sustainable earnings level in the coming fiscal year as well.

The outlook for Hansgrohe SE, as a key production and management unit, is derived from the Hansgrohe Group's forecast and is primarily responsible for the planned efficiency-enhancing measures. Hansgrohe SE anticipates slight growth in revenue and order intake for 2026, as well as strong earnings growth (EBIT).



D. Opportunities and Risks of Future Development

Risk Management

The Hansgrohe Group is exposed to a variety of risks that are inextricably linked to its global presence and related international activities. Addressing risks early on as part of the Hansgrohe Group's systematic risk management process also enables the identification and exploitation of potential opportunities. For Hansgrohe, a risk is characterized by the fact that future events or developments lead to deviations from plans or to the failure to achieve goals.

In addition to the detailed assessment of risks, it is of great importance to Hansgrohe to identify opportunities. By consistently capitalizing on the opportunities that arise, the company aims to continue its successful track record of growth and profitability into the future. Furthermore, Hansgrohe pursues the goal of securing and further expanding the company's competitiveness.

The task of the risk management system is the systematic and continuous identification, recording, updating, analysis, assessment, control, and monitoring of risks.

The risk management process focuses on the objectives of risk minimization, mitigation, or even risk elimination. The identified risks are examined with regard to their potential negative impacts on the Hansgrohe Group. As a result of this examination, appropriate risk control measures are agreed upon and implemented, to the extent possible within the risk area under consideration. Central risk management covers the risks for the entire corporate group, with identification and monitoring taking place in conjunction with the respective risk owners during recurring risk workshops. The number of risk workshops has been increased in recent years to strengthen the integration of risk management across all business units.



The Hansgrohe risk management system primarily has the following objectives:

Objective	Description
Supporting corporate objectives	Evaluate strategic and operational objectives in the context of the risks involved and make risk-informed decisions
Increase planning reliability	Stabilize corporate results by incorporating risks
Transparent risk profile	Identifying the current risk situation
A dynamic risk culture	Entrepreneurial action based on a conscious approach to risks
Risk control through risk management	Systematic execution of all risk-related tasks within an effective risk management process
Risk management as a management process	Process-oriented approach to risk management as a key management task
Risk management as an integral part of all operational processes	An integral component of concrete control in all processes rather than a purely centralized task

Hansgrohe has implemented an early risk detection system that takes into account the requirements of Section 91(2) of the German Stock Corporation Act (AktG). This risk management process is supported by the implemented internal control system (ICS). The ICS is aligned, among other things, with the requirements of the Sarbanes-Oxley Act (SOX). The SOX requirements for Hansgrohe arise from the stock market listing of Masco Corporation.

The risk management system serves to identify risks at an early stage and extends across all areas of the company. The following report focuses primarily on risk areas that inherently pose a potential threat to the company's development and/or continued existence.

The risk assessment takes into account the probability of occurrence and the potential impact of a loss.



The Hansgrohe Group assesses potential losses at the EBIT level. The probability of a risk occurring is assessed on a percentage scale. The categories depicted in the risk matrix provide five classification options in this regard. When assessing the monetary impact, four categories – low, medium, high, and very high – are considered. The graphical representation is based on the risk matrix shown below:

	≤ 10 %	> 10 % ≤ 50 %	50 %/ 50 %	> 50 % ≤ 75 %	> 75 %	
Gross Loss Amount	DA	DB	DC	DD	DE	Very High > EUR 10 million
	CA	CB	CC	CD	CE	High > EUR 5 million ≤ EUR 10 million
	BA	BB	BC	BD	BE	Medium > EUR 1 million ≤ EUR 5 million
	AA	AB	AC	AD	AE	Low ≥ EUR 100,000 ≤ EUR 1 million
	Probability of Occurrence					

Compared to the previous year, Hansgrohe’s risk profile has not changed with regard to the identified issues. The eight opportunity and risk areas from 2024 remain part of the risk reporting for 2025. Adjustments were made only to the ranking of items 2 and 3. For Hansgrohe, the risk of cyber threats and the associated unavailability of corporate IT remains the dominant corporate risk this year as well. The increasing use of artificial intelligence (AI) further exacerbates the threat landscape, as it both opens up new avenues for attack and intensifies existing risks such as ransomware attacks, data breaches, and IT outages.

Furthermore, the economic and political environment is viewed critically. The geopolitical situation has further deteriorated in 2025. The conflicts in Ukraine and the Middle East persist, and new areas of tension have emerged, such as in the Indo-Pacific (Taiwan), Sudan, and the Sahel region. Rivalry between the U.S. and China has also intensified, particularly in the areas of trade and technology. Due to these and other political influences and developments in 2025, affecting both sales and production, Hansgrohe has implemented further measures and placed greater emphasis on managing the risks associated with fluctuations in revenue and production. This is reflected in several areas, particularly in the diversification of the product portfolio to include ceramic products and bathroom furniture, as well as the continued expansion of alternative suppliers. Our remarks underscore that Hansgrohe pursues a holistic risk management process in which the protection of the company’s digital infrastructure and sensitive data, as well as monitoring the political environment, play a central role. Given the dynamic developments in these areas, Hansgrohe anticipates further challenges in the coming months and years, particularly with regard to potential cyber threats. To increase resilience and ensure room for proactive action, Hansgrohe will continuously optimize processes and implement additional measures. The goal is to sustainably strengthen the company’s position and address risks at an early stage.

Hansgrohe is well-positioned in international markets. Due to existing risks and an economic downturn, particularly in the construction industry, the company was unable to sustain the growth trend of recent years in 2025. Rising construction costs, resulting in part from interest rate hikes and a shortage of skilled workers, have far-reaching consequences for the entire sanitary industry and, consequently, for the Hansgrohe Group as well. Since moderate business performance is also expected in the coming year, the personnel cost structure has been adjusted to reflect the changed circumstances. As a result of these factors, earnings remain at a stable level this year as well.



1. IT Security / High-Performance IT Systems (Rating: CB)

Risks: The threat posed to the economy by cyber risks has intensified further in recent years and remains the greatest risk in 2025 as well. For Hansgrohe, maintaining a secure and high-performance IT infrastructure is essential, as global business operations require information to be up-to-date, complete, and accurate at all times. An IT outage or significant data loss could cause substantial damage to Hansgrohe's operational business activities. The increased risk posed by cyberattacks has led the company to place greater emphasis on IT security measures. This includes the implementation of more advanced security technologies, regular employee training, and the development of comprehensive contingency plans to enable a rapid and effective response in the event of an attack. Additionally, there are interfaces with Masco regarding this topic. On the one hand, this relates to systems, and on the other, to audit activities. Collaboration with external partners has also been intensified. With regard to cyberattacks, it must be taken into account that potential damage can result not only from outages within the company itself, but also from disruptions or delays at suppliers and customers due to cyberattacks on their organizations (supply issues, revenue fluctuations, etc.). Given the increasing complexity and the use of AI by attackers, cyber risk remains a central issue for the entire value chain.

Opportunities: Hansgrohe relies on high-performance IT systems. The ongoing digitalization of business processes affects not only individual divisions but the entire company. For this reason, Hansgrohe places great emphasis on the efficient design of work and business processes across the entire corporate group. The risks associated with increasing digitalization present a challenge. However, Hansgrohe also sees this challenge as an opportunity to further develop the company and its processes. During the years 2020 to 2023, which were heavily impacted by COVID-19, Hansgrohe accelerated the digitalization projects already in place and launched new ones. This made it possible to maintain processes, even during phases with high remote work activity exceeding 50 percent. Hansgrohe continues to focus on using the opportunities

presented by digitalization to accelerate, increase the flexibility of, and simultaneously stabilize processes. In 2025, the primary focus was on the major project of migrating to SAP S/4HANA, which was successfully completed. This enables a comprehensive modernization of the IT infrastructure, optimizes business processes, and accelerates data processing through real-time analytics. To mitigate risks, Hansgrohe also relies on the ongoing use of new security tools to continuously strengthen IT security and prevent potential cyberattacks.

2. Economic Environment / Political Climate (International Focus) (Rating: CA)

Risks: Geopolitical risks remain a significant factor for Hansgrohe. Risks arise primarily from the consequences of numerous political conflicts worldwide, such as the ongoing war in Ukraine, tensions in the Middle East, and the increasing trade and technology conflicts between the U.S. and China. Added to this are fluctuations in international financial markets and the negative effects of trade restrictions imposed by individual countries, which impair global connectivity and supply chains. Politically and economically challenging conditions pose immediate risks to companies and their business development. An additional significant risk is posed by tariffs, which may be introduced or increased as a result of trade policy measures or geopolitical tensions. Such tariffs can significantly impact the cost structure and reduce competitiveness in international markets.

Opportunities: Provided that the risks do not materialize or the global situation stabilizes/improves, opportunities could arise due to Hansgrohe's global presence. The various government support programs in individual countries, such as those in the housing and residential construction sectors, can also have a positive impact on Hansgrohe's revenue situation.

3. Market Focus and Lack of Customer Orientation (Rating: DA)

Risks: The Hansgrohe Group was able to achieve a respectable level of revenue and earnings again in 2025. With its new corporate strategy, Hansgrohe Next Level, Hansgrohe continues to pursue ambitious goals. If existing risks materialize, they could have a negative impact on future business performance and result in the company falling short of its planned targets. For this reason, market and competitive developments continue to be closely monitored and analyzed. To ensure long-term competitiveness and to consolidate and expand its existing market position, Hansgrohe consistently invests in research and development. As part of the expansion of the product range, a decline in the revenue share from new products could, in the medium to long term, lead to a slowdown in the growth momentum of recent years and prevent the company from achieving its targeted goals. Comprehensive and regular monitoring, control, and management activities have been implemented for monitoring and control purposes. This ensures that any deviations from plan are identified in a timely manner and, following an appropriate root cause analysis, decisions can be made promptly if necessary, particularly regarding the implementation of countermeasures.

Opportunities: The topics in the “Market Alignment and Customer Orientation” category should be viewed not only from a risk perspective but also from the perspective of emerging opportunities. Hansgrohe can rely on a culture of innovation that has grown over decades, enabling it to meet increasing customer demands regarding sustainability. The existing design- and quality-oriented product range is accompanied by significant potential for growth. On this basis, the company continues to aim for growth that outpaces the market. Hansgrohe is consistently pursuing the strategic expansion of its product portfolio. As early as spring 2023, the range was successfully expanded to include bathroom furniture and ceramic products. With the latest product innovations from 2025, including new furniture series and vanities, the company is tapping into additional revenue potential in international markets. In addition, the research and development division in China has been expanded with a Re-

search & Development Center to meet the specific customer requirements and product preferences in Asian markets. Another important step toward strengthening the company’s international market and customer focus is its participation in ISH, the world’s largest international sanitary trade fair, which provides a platform for dialogue with customers, partners, and industry experts and underscores Hansgrohe’s position as an innovation leader. Given the company’s current positioning and its competitive product portfolio, it can be assumed, based on current information, that the stable corporate development of recent years can be continued and further advanced. Additional growth opportunities arise primarily from the company’s international presence in dynamically growing markets such as China and India.

The intensive collaboration between internal and external designers, internal engineers, and the Research & Development, Product Management, and Marketing divisions is another key success factor for Hansgrohe. The high quality standards of the products strengthen the company’s positioning in global markets and, in combination with the aforementioned factors of innovation, sustainability, and design, provide a solid foundation for continued positive corporate development in the coming years.

4. Sustainability / Stricter Environmental Regulations & Product Approval Requirements (Rating: DA)

Risks: Global trends toward greater sustainability are reflected not only in increased customer expectations but also in increasingly stringent international environmental regulations (laws, standards, guidelines, etc.) imposed on companies and their products. Both areas of requirements (company/product) present solvable challenges, the associated risks of which can be mitigated through improved processes and monitoring tools. To meet current and future regulations and requirements in this area, the requirements and next steps for CSRD reporting and the EU Taxonomy were analyzed for the first time in 2023 as part of a consulting project. The projects already initiated regarding EU Taxonomy and CSRD (Corporate Sustainability Reporting Directive) readiness



were further accelerated in 2025. For Hansgrohe, the reporting obligation is postponed from the 2025 fiscal year to the 2027 fiscal year under the omnibus regulation.

Opportunities: By closely monitoring new developments and trends, as well as upcoming mandatory requirements, it is possible to develop suitable product solutions in a timely manner and introduce them to the markets. This enables Hansgrohe to be present in global markets with the right products at the right time. Stricter environmental requirements offer the opportunity to gain additional market share in the future and to establish itself as a strategic business partner by complying with upcoming new regulations early on, even before these requirements become law and thus binding for all manufacturers. Hansgrohe has also placed even greater emphasis on the already highly prioritized topic of sustainability, thereby laying the cornerstones for the future. On this basis, the topic of sustainability is to be further advanced overall, opening up the possibility of meeting both the company's own expectations and those of its customers. Through more sustainable products, processes, etc., revenue growth is expected to be achieved in the future as well. These topics are consolidated and managed within the "Green Company" organizational unit.

5. Risks Along the Supply Chain (Rating: CB)

Risks: Hansgrohe continuously reviews its existing supplier pool to meet its high quality standards and growth trajectory. Close and trusting business relationships have developed over many years with many key suppliers. Since material costs for raw materials and components represent a significant cost item and price fluctuations have a direct impact on earnings, Hansgrohe relies on long-term supply contracts to mitigate risk. Ensuring timely delivery of materials in the desired quality and quantity is a high priority, as production interruptions would have a negative impact on earnings. The price increases and supply bottlenecks of recent years have largely stabilized but continue to be closely monitored.

Opportunities: Systematic benchmarking of suppliers provides the basis for ensuring Hansgrohe's supply capability. Proportional supplier contracts are used to counteract fluctuations on the supply side. Continuous monitoring significantly shortens the response time in the event that action is required. As part of purchasing activities, intensive procurement market analyses have been and continue to be conducted to identify weaknesses in a timely manner.

6. Currency Risks and Material Price Risks (Rating: CA)

Risks: Due to its global business operations, Hansgrohe is exposed to currency and material price risks. Risk positions arising from economically necessary, existing, and future cash flows in foreign currencies are mitigated through natural hedging. Furthermore, Hansgrohe uses forward exchange contracts to limit the additional risks posed by currency fluctuations.

Opportunities: Professional treasury management enables the risks associated with currency transactions to be minimized.

7. Personnel Risks (Rating: BB)

Risks: Personnel risk remains a risk area for Hansgrohe. The shortage of skilled workers associated with demographic change also affects Hansgrohe, particularly at its locations in Germany. This involves not only filling positions vacated by employees who are retiring, but also creating new jobs. In recent years, management, together with the HR department, has implemented measures to counteract the risks associated with recruitment. These measures are intended to make the company even more attractive to potential new employees. Due to the extensive activities in this area, Hansgrohe therefore does not view the situation solely through the lens of risk.

Opportunities: By continuing to pursue its long-term goal of positioning itself as a global and attractive employer, Hansgrohe aims to minimize future staffing risks within the corporate group and capitalize on the opportunities presented

by its positive corporate image to recruit and retain employees. On this basis, the company's development path is to be continued with a workforce that is adequate in both quantity and quality. Furthermore, the company will continue to focus on systematic training and professional development in the future. With its faculties and lectures, the Hansgrohe Campus offers the knowledge and professional development essential for jointly achieving the company's strategic goals. Hansgrohe is also addressing the anticipated impacts of digital transformation. In this regard, it is particularly important that employees are sufficiently qualified. They should perceive these developments not as a risk, but as an opportunity. The newly introduced training module and other HR initiatives support this objective. Employees are guided through the fundamental digital transformation process by various teams. Through the established employee app "Hans! For You," Hansgrohe provides state-of-the-art employee communication. This makes it easier to better integrate all employees into corporate communication while simultaneously giving employees the opportunity to engage with current topics, e.g., via comment features or "like" buttons.

8. Production Facility Downtime (Rating: DA)

Risks: A potential outage in key production areas poses a significant risk of business interruption. Thanks to significant investment activities, particularly in the logistics center in and the electroplating facility in Offenburg, Hansgrohe has now achieved a high technical standard in these central areas, especially with regard to building security, fire alarm systems, etc. This ensures the necessary safety for people and the environment, as well as reliability for production and customer supply.

In principle, buildings or parts of buildings may be rendered inoperable due to fire, natural disasters, or other external factors. Hansgrohe relies on comprehensive risk minimization through modern building and safety equipment, as well as emergency plans for rapid damage containment. Comprehensive insurance coverage against external influences is in place for buildings, machinery, and inventory. In addition, the company has business interruption in-

urance that covers risks such as fire, storm, hail, and other natural hazards. These measures help limit the impact of potential damaging events and restore production capacity as quickly as possible.

Opportunities: Hansgrohe has consistently implemented investments, particularly in its production facilities – including new PVD chambers – as part of its growth strategy to date. When implementing investment projects, Hansgrohe also always focuses on issues related to machinery and manufacturing site investments, such as control, monitoring, and safety technology. The risk of "production downtime" is mitigated, among other things, by the aforementioned measures as well as by systematic and ongoing maintenance activities. This reduces the risk of materialization to an acceptable level. As a result, Hansgrohe can capitalize on the opportunities arising from smooth production processes. Through the investments already made and the projects currently underway, Hansgrohe is increasing not only process reliability but also process speed.

In addition to the risk areas already listed, there are nevertheless other (unforeseeable) events that could have a negative impact on business activities.

Overall Assessment of Hansgrohe Group's Risk Situation

Overall, it can be stated that there are currently no identifiable risks that could jeopardize the continued existence of the Hansgrohe Group, taking into account the countermeasures implemented at present and within the company's planning horizon.

The company's performance in recent years confirms that Hansgrohe can achieve stable results even under difficult conditions. Nevertheless, the environment remains challenging: the construction sector in core markets such as China continues to decline, which has slowed the growth trajectory of recent years. Positive momentum from markets such as Germany has not yet been able to fully offset these effects. Regardless, the earnings and cash flow situation remains at a good level. The Hansgrohe Group is confident that it will generate revenue growth again in the medium term and further expand its market position through innovation and a broader product range. The company's financial strength provides a stable foundation for capitalizing on opportunities and actively managing risks. The risk-bearing capacity, in terms of equity and liquidity, continues to be assessed as adequate in the context of the opportunities and risks at. The statements regarding the Hansgrohe Group also apply to the parent company Hansgrohe SE.



E. Dependency Report

The Executive Board declares that, based on the circumstances known to it at the time the legal transactions were carried out, the company received appropriate consideration for each legal transaction. No measures were taken or omitted at the instigation of or in the interest of the controlling company or an affiliated company.

Reference is hereby made to the separate Dependency Report of Hansgrohe SE.



Chapter 3

Sustainability Statement

ESG Management

page 35

Environment

page 46

Social

page 67

Governance

page 79

Chapter 3.1

ESG Management

ESG Management	page 36
Our 2030 Goals	page 39
Materiality Assessment	page 40
Engaging with Stakeholders	page 42
Memberships, Lobbying, and Ratings	page 43

ESG Management

As a globally active company, we bear responsibility for the environment, society, and corporate governance with integrity. ESG management is therefore firmly anchored in our corporate strategy. We manage our activities in the areas of the environment (E), social responsibility (S), and corporate governance (G) in accordance with binding standards and report transparently on our goals, progress, and challenges.

Our Approach: Making a Difference with Water – for a Livable Future

Water is life and our passion – and at the same time, the area where we can make an impact. With our products, we turn routines into special moments – and help use water and energy more efficiently in the bathroom and kitchen.

Our product technologies support to reduce water consumption, which also helps save energy when using hot water.

Our products and processes make measurable contributions to climate, water, and other resource protection, shown through our validated climate protection targets (SBTi) and our transparent reporting on selected sustainability-related metrics and targets.



We strengthen social cohesion and promote fair working conditions – through an inclusive corporate culture, collaborative partnerships, and social engagement.

We take responsibility throughout the value chain – with durable materials, circular strategies, and clear standards. In doing so, we act ethically, in compliance with the law, and transparently.

Clear Responsibilities

Since 2024, strategic responsibility for ESG issues has been the purview of our Chief Human Resources Officer, Sandra Richter. Under her chairmanship, the cross-functional ESG Board oversees all relevant goals, initiatives, and fundamental decisions. The board meets quarterly and serves as the central steering committee for issues related to the environment, social matters, and governance.

The Corporate Sustainability Team is shaping Hansgrohe's sustainable transformation with a focus on environmental issues. They set strategic goals, initiate measures, and drive cross-functional projects to ensure that environmental considerations are integrated into products, processes, and business models. Compliance with legal environmental requirements is the responsibility of the respective departments.

[\[→ Chapter Management Approach to Environmental Performance\]](#)

Social and governance issues are the responsibility of the relevant departments within their respective areas of authority. All management bodies possess the expertise to incorporate ESG aspects into their decisions.

[\[→ Chapter Management Approach to Social Responsibility\]](#)

[\[→ Chapter Management Approach to Corporate Governance\]](#)

Risks and opportunities related to ESG issues are integrated into our existing risk management framework. We identify, assess, and manage them within the framework of our established system.

[\[→ Chapter D. Opportunities and Risks of Future Development\]](#)

Responsibility in the Value Chain

Our responsibility does not end at the factory gates. We assess suppliers based on environmental and social criteria. This includes audits and training to strengthen standards throughout the entire value chain.

[\[→ Chapter Management of Supplier Relationships\]](#)

Goals, Measures, and Key Performance Indicators

ESG is closely linked to our business model. We regularly analyze how environmental and social factors influence our value creation and what impact our actions have on the environment and society. The double materiality approach forms the basis for our goals and measures.

[\[→ Chapter Materiality Assessment\]](#)

We work with binding targets and timelines. These include validated climate protection targets from the Science Based Targets initiative (SBTi), initiatives to conserve resources, and measures to strengthen social standards. We measure progress using defined metrics, which we publish annually. Our reporting is aligned with the requirements of the EU Taxonomy and the Corporate Sustainability Reporting Directive (CSRD).

[\[→ Chapter Report Profile\]](#)



Transparency, Auditing, and Management Systems

We report transparently on our methods, data sources, and assumptions. External audits support the quality of our disclosures and enhance transparency for customers, partners, regulatory authorities, and employees. Recognized management systems, which our production sites adhere to, are a key tool for implementing various sustainability aspects. They help us systematically manage our progress toward quality, environmental, energy, and occupational safety goals and successfully implement our ESG strategy. Based on the relevant audits, we have derived measures for energy efficiency, waste prevention, and process safety.

[\[Our ISO Certificates | Hansgrohe Group\]](#) 

[\[Sustainability Report and Certificates | Hansgrohe Group\]](#) 

The Management Systems Officer ensures that our systems are continuously updated. The Integrated Management Systems (IMS) team, newly established in February 2025, reports regularly on the performance of the systems directly to the CEO as part of a management review. The management systems are supported at the production sites by managers from the relevant departments.

Management Systems	Certified Production Sites
ISO 9001 - Quality	<p><u>Germany</u>: Schiltach Ave Headquarters, Schiltach West, Offenburg, Willstätt, Bad Bentheim (ESS)</p> <p><u>France</u>: Wasselonne</p> <p><u>Serbia</u>: Valjevo</p> <p><u>USA</u>: Alpharetta</p> <p><u>China</u>: Shanghai</p>
ISO 14001 - Environment	<p><u>Germany</u>: Schiltach Ave Headquarters, Schiltach West, Offenburg, Willstätt</p> <p><u>France</u>: Wasselonne</p> <p><u>USA</u>: Alpharetta</p> <p><u>China</u>: Shanghai</p>
ISO 45001 - Occupational Health and Safety	<p><u>Germany</u>: Schiltach Ave Headquarters, Schiltach West, Offenburg, Willstätt</p> <p><u>France</u>: Wasselonne</p> <p><u>USA</u>: Alpharetta</p> <p><u>China</u>: Shanghai</p>
ISO 50001 - Energy	<p><u>Germany</u>: Schiltach Ave Headquarters, Schiltach West, Offenburg, Willstätt</p> <p><u>France</u>: Wasselonne</p> <p><u>China</u>: Shanghai</p>



By 2030, we aim to have

100 %

of our water-carrying products worldwide equipped with water- and/or energy-saving technologies.¹

¹ By these technologies, we mean solutions that reduce water and/or energy consumption during product use by at least 22% compared to the base year 2020 – as defined in our official disclosures.



Environment

By 2030, we aim to reduce our global Scope 1 and Scope 2 CO₂e emissions² by

73.3 %

and our Scope 3 CO₂e emissions² by

25 %

compared to the 2025 baseline year.

² CO₂e emissions are calculated in accordance with the Greenhouse Gas Protocol and follow the same methods we use in our public disclosures.

E

By 2030, we aim to reduce our global Lost Day Frequency Rate (LDFR) by an average of

10 %

annually, measured as a rolling 18-month average.

S

Our 2030 Goals

G

By 2030, we aim to have

100 %

of our global employees complete our ethics and compliance training.



Social

By 2030, we aim to maintain a global Employee Engagement Index³ of over

80 %

³ The Employee Engagement Index is based on the top two scores from the following five statements: I am proud to work for Hansgrohe. / I would recommend Hansgrohe as an employer. / I would like to continue working for Hansgrohe for a long time. / Overall, I am satisfied with Hansgrohe as an employer. / Hansgrohe motivates me to perform beyond what is required for my job.

By 2030, we aim for

100 %

of our global suppliers to accept our Supplier Business Practices Policy.



Governance



Materiality Assessment

Our business activities have an impact on the environment, society, and the economy. To identify issues where we can make a difference, we use a double materiality assessment. This helps us determine which sustainability issues are material for Hansgrohe today and in the future, and where we need to take targeted action.

The following double materiality assessment is methodologically based on the Corporate Sustainability Reporting Directive (CSRD) in the version known at the time of reporting. The Hansgrohe Group is not currently required to conduct or disclose such an analysis. The analysis is conducted voluntarily and serves to systematically address relevant sustainability issues as well as to prepare for potential future regulatory requirements. The content presented does not constitute a legal reporting obligation.

Dual Materiality Assessment Process

In 2025, a project team consisting of Controlling, Corporate Sustainability, Risk Management, Human Resources, and Purchasing conducted the dual materiality assessment. In doing so, we assessed both the impacts of our business activities on the environment, society, and the economy (inside-out) as well as the opportunities and risks of sustainability issues for our company (outside-in). These impacts, opportunities, and risks (IROs) were assessed along the entire value chain for short-, medium-, and long-term timeframes in accordance with the definition of the European Sustainability Reporting Standards (ESRS) (short term: ≤ 1 year, medium term: 1–5 years, long term: > 5 years).

The analysis was conducted in three steps. First, we identified all relevant IROs and assigned them to the ESRS topics. We identified more than 100 actual and potential IROs, which we assessed together with our internal and external stake-

holders. An overview of stakeholder engagement is provided in [[→ Chapter Engaging with Stakeholders](#)]. Finally, we determined which topics are material based on defined thresholds.

Materiality Assessment

We assess the identified impacts based on their severity and likelihood of occurrence. Severity is determined by the magnitude, scope, and irreversibility of an impact. These factors are rated on a scale of 1 to 5, and the total is multiplied by the likelihood of occurrence. An impact is considered material if the resulting score exceeds 8. The assessments are based on insights from established due diligence procedures, operational processes, stakeholder feedback, and external sources.

Issues are considered financially material if they could influence the financial and earnings position, cash flows, access to financing, or our cost of capital in the short, medium, or long term. We assess these risks and opportunities based on the probability of occurrence and the effect on business results on a scale of 1 to 5. Risks or opportunities are considered material if the average is ≥ 3. Central risk management identifies, assesses, and manages these issues. Material issues are coordinated with relevant departments during the annual risk assessment process, and appropriate measures are initiated.

[[→ Chapter D. Opportunities and Risks of Future Development](#)]

In addition, we have conducted a climate risk analysis to identify physical and transition risks at an early stage and align measures accordingly.

The dual materiality assessment identified 18 material topics in the areas of environment, social issues, and governance [→ [Appendix | List of Material Impacts, Risks, and Opportunities](#)].

We have coordinated the results with all relevant departments and committees. The cross-functional ESG Board, the Supervisory Board, and the Works Council were informed about the key issues. We review the key issues annually and will continue to develop them in the coming years in accordance with regulatory requirements. In this way, we ensure that our sustainability management remains transparent, impact-oriented, and future-proof.

Our 18 Material Topics

	Topic	Chapter under 3. Sustainability Statement
Environment	Climate Protection	[→ Climate Protection and Decarbonization]
	Energy	[→ Systematically Reducing Energy Consumption]
	Air Pollution	[→ Air Quality at Our Sites]
	Water pollution	[→ Water Protection in Production]
	Substances of particular concern	[→ Handling of Chemicals]
	Water withdrawal	[→ Water]
	Wastewater	[→ Water]
	Resource inflows	[→ Managing Raw Materials and Supplies]
	Resource outflows	[→ Managing Raw Materials and Supplies]
	Waste	[→ Waste management]
Social	Adequate Wages	[→ Adequate Wages]
	Health and Safety	[→ Health and Safety]
	Working Conditions in the Supply Chain	[→ Supplier Relationship Management]
	Other labor-related rights in the supply chain	[→ Supplier Relationship Management]
	Equal treatment and equal opportunity	[→ Equal Treatment and Equal Opportunity]
Governance	Corporate Culture	[→ Corporate Culture and Compliance]
	Whistleblower Protection	[→ Protection of Whistleblowers]
	Supplier Relationship Management	[→ Supplier Relationship Management]



Engaging with Stakeholders

An open and systematic dialogue with our stakeholders strengthens our corporate governance and makes sustainability an integral part of our decision-making. As a globally active company, we continuously take our stakeholders' expectations into account. In this way, we create a reliable foundation for our strategy, priorities, and reporting.

Our stakeholders are diverse, ranging from owners to employees, customers, and suppliers, as well as government agencies and local residents. To meet their expectations, we use various channels and formats. We engage owners through Supervisory Board meetings. We reach employees through regular surveys and our dialogue-oriented employee app "Hans! For You." Employees in China use a comparable local system. We engage with customers through satisfaction surveys in Germany, among other channels, and in the German market also through the iClub customer club. We involve public authorities through standardization bodies, associations, and dialogue with industry experts. We inform local residents through publications in local media. We collaborate with suppliers in workshops, joint projects, and ongoing business exchanges.

To identify key sustainability topics, we additionally conducted a stakeholder survey in 2025 on the topics listed in the Corporate Sustainability Reporting Directive (CSRD) AR.16. The stakeholder survey is methodologically aligned with the principles of the CSRD and is voluntary. To this end, we first identified the relevant stakeholder groups and selected representative contacts for each group. We then assigned the relevant sustainability topics to each group to enhance the quality of the feedback. The survey was conducted via an anonymous questionnaire.

The response rate was 66 percent. The results reveal clear priorities: In the environmental area, stakeholders identified climate protection, water, and the circular economy as key issues. In the social area, the focus was on working conditions for our own workforce and along the value chain. In the governance area, respondents emphasized corporate culture and the protection of whistleblowers above all else.

The results of this survey were directly incorporated into our dual materiality assessment to integrate our stakeholders' perspectives into the assessment of impacts, risks, and opportunities. Dialogue with our stakeholders thus remains a key component of our sustainability management and helps us further refine our focus and derive targeted measures.



Memberships, Lobbying, and Ratings

Engagement with our economic and social environment is an integral part of our understanding of sustainability. Through our memberships in associations, networks, and initiatives, we contribute our expertise, strengthen dialogue on sustainability issues, and gain important insights for our further development.

Our Public Affairs department ensures that we position ourselves as a competent and constructive dialogue partner for policymakers, government agencies, and civil society, leveraging our expertise in industrial manufacturing and operational practices. It is responsible for providing political advice to the Hansgrohe Group and representing our interests to political stakeholders – with a focus on the European Union, Germany, and Baden-Württemberg.

We are registered in the European Transparency Register, as well as the German Lobby Register and, on this basis, commit to acting responsibly, transparently, and in compliance with regulations.

In terms of content, our advocacy work focuses on water and energy consumption in buildings. At the EU level, we advocate for resource conservation in buildings, among other things, within the framework of the [European Water Resilience Strategy] [↗](#). We support the implementation of the EU Energy Performance of Buildings Directive (EPBD) in member states with the goal of ensuring that reduced hot water consumption achieved through efficiency technologies is reflected in energy performance certificates and energy consulting.

The Copenhagen Commitment

In November 2025, Hansgrohe joined over 70 organizations in signing the Copenhagen Commitment – a voluntary pledge to the EU to invest in energy-efficient production, promote training, and actively drive building retrofits. The reason for this is our impact on hot water production: it accounts for around 15 percent of energy consumption in residential buildings. The more water-efficient our showers and faucets are, the less energy is needed – and the less CO₂ is produced.



Associations, Initiatives, And Organizations (Excerpt)

Section	Membership/Role	Brief Description
Product & Brand Protection	Action Group Against Product and Brand Piracy (APM) [apm.net] 	We are strengthening our consistent approach to combating product piracy.
Water Management	Water Europe (Member with a seat on the Executive Board) [watereurope.eu] 	We are committed to innovation in the water sector and sustainable water management.
Materials & Procurement	German Association for Materials Management, Purchasing, and Logistics (BME) [www.bme.de] 	We exchange ideas on the circular economy and sustainable materials.
Machinery & Plant Engineering	Association for Sanitary Technology and Design (VDMA) – Founding Member [www.vdma.eu/de/gebaeudearmaturen] 	Exchange on technologies, standards, and industry trends.
Global Sustainability	UN Global Compact [unglobalcompact.org] 	We are committed to responsibility and sustainable business practices.
Construction & Real Estate	German Sustainable Building Council (DGNB) [www.dgnb.de/de] 	Commitment to sustainable construction and real estate standards.
	German Corporate Initiative for Energy Efficiency (DENEFF) [deneff.org] 	Cross-industry energy transition network for innovations at the intersection of market and policy
	BDI Initiative for Energy-Efficient Buildings [bdi.eu/de/specials/energieeffiziente-gebaeude] 	A network dedicated to advancing energy efficiency in buildings, helping to shape technology-neutral framework conditions, and identifying pathways for a successful energy transition.
Climate Strategy and Climate Protection	KLIMAWIN Initiative of the State of Baden-Württemberg [www.nachhaltigkeitsstrategie.de/klimawin] 	Participation in cross-sectoral projects on climate protection.
	Climate Alliance Baden-Württemberg [www.nachhaltigkeitsstrategie.de/wirtschaft/klimaschutz/klimabuendnis-baden-wuerttemberg] 	An alliance of 57 companies with the goal of a climate-neutral economy.
	Science Based Targets initiative (SBTi) [sciencebasedtargets.org] 	In 2023, we had our short-term emission reduction targets validated.



A current and complete overview of our memberships – including those of our international subsidiaries – can be found on our corporate website.

[[Hansgrohe Group Memberships](#) | [Corporate Website](#)] [🔗](#)

Our participation in international sustainability ratings supports a transparent assessment of our environmental and social performance. In 2025, we submitted our environmental data to CDP for the fourth time and improved our rating from B to A. At EcoVadis, we once again achieved the Platinum rating and further improved our score from 83 to 86 out of 100.



[[EcoVadis](#) | [www.ecovadis.com](#)] [🔗](#)



[[CDP](#) | [www.cdp.net](#)] [🔗](#)

Awards for Projects and Strategy

In 2025, we received the German Award for Sustainability Projects in two categories. The award was given to the “Recycling of Galvanized Plastics” project. At the Offenburg/Elgersweier site, a special facility processes chrome-plated plastic components from scrap. The de-coated ABS plastics are returned to production directly on-site. The second award went to our sustainability strategy “Hansgrohe’s Path to Green Transformation,” including the “ECO 2030” initiative. The prize is awarded by the German Institute for Service Quality, ntv, and DUP Unternehmer magazine, and honors projects that highlight sustainable commitment and inspire others to take action themselves.



Hansgrohe Chief Human Resources Officer Sandra Richter (left) and Rebecca Weigold, Head of Corporate Sustainability, accepted the two awards for sustainability projects.

Chapter

3.2

Management Approach to Environmental Performance	page 47
Three Areas of Action for Environmental Performance	page 50
Our Ten Corporate Sustainability Initiatives	page 51
EU Taxonomy	page 54
Climate Protection and Decarbonization	page 55
Emissions 2025	page 57
Systematically Reducing Energy Consumption	page 58
Responsible Management of Environmental Impacts	page 60
Managing Raw Materials and Supplies	page 63
Waste Management	page 65

Environment



Management Approach to Environmental Performance

For us, environmental performance is an integral part of responsible business practices. This commitment has been anchored in our corporate values for decades. Our environmental strategy is guided by three key areas of action: climate protection, water, and the circular economy. These priorities guide our goals and measures in production, product development, and value creation.

We take environmental impacts into account at all locations – in manufacturing, logistics, administration, and warehouses. Our goal is to reduce negative environmental impacts as much as possible.

[→ Chapter D. Opportunities and Risks of Future Development]

We are working on higher energy and resource efficiency, the use of more sustainable materials, water conservation, waste prevention, and optimized transport processes.

We see our product portfolio as a particularly powerful lever. Over 90 percent of the environmental impact of water-carrying products occurs during their use phase – primarily due to the energy required for hot water. This finding is based on the life cycle analysis of our products as part of the Environmental Product Declarations (EPDs). That is why, with the “Products” initiative²¹ and the “ECO 2030” initiative, we are specifically focusing on the efficiency of our products.

[→ Chapter Resource-Efficient Products]



In our jet research department, experts are developing water-saving technologies.

Organizational Integration

The Corporate Sustainability department bears full responsibility for our environmental goals and their implementation. Together with Sustainability and Production Controlling, as well as the global production site management teams, we define annual targets in the areas of energy, water, and waste – and review progress on a quarterly basis. The certified energy management system is also centrally managed by the Corporate Sustainability team.

[→ Chapter Systematically Reducing Energy Consumption]

Quality Management is also responsible for our management systems and certifications in the areas of environment, quality, and occupational safety. The Environment, Health & Safety (EHS) team supports the reliable and efficient implementation of legal requirements.



In regular cross-functional working groups – such as in Production, Supply Chain, or Communications – we identify areas for improvement, develop projects, and implement measures together. The Corporate Sustainability Team also coordinates these working groups. Decisions with strategic implications are made by the cross-functional ESG Board, which is led by our Chief People Officer responsible for ESG.

Environmental Management System According to International Standards

At our Schiltach Ave Headquarters, covering the Schiltach West, Offenburg, Willstätt, Wasselonne (France), Alpharetta (USA), and Shanghai (China) facilities, we have implemented an environmental management system in accordance with ISO 14001. This system helps us comply with environmental and waste management guidelines, collect resource data in a structured manner, and manage it using key performance indicators. This allows us to identify trends early on and take effective countermeasures. During the reporting year, our production sites underwent both internal system audits (February through July) and external system audits (September and October) and successfully completed them.

Management and Assessment of Environmental Performance

Regardless of production and sales figures, we pursue the goal of reducing energy and water consumption, as well as waste generation in our production sites. To this end, we define clear absolute reduction targets. In addition, we use intensity indicators to monitor relative trends – that is, the ratio of energy and water use as well as waste volume per unit of product sold.

Environmental Indicators

	2024	2025
Electricity consumption (in MWh)	65,458	67,529
Water withdrawal (in m ³)	162,611	150,069
Non-hazardous waste (in t)	9,488	9,003
Hazardous waste (in tons)	1,531	1,443

Intensity Indicators

	2024	2025
Electricity intensity (in MWh/t of product manufactured)	3.41	3.26
Water intensity* (in m ³ /t of product manufactured)	8.46	7.24
Waste intensity (non-hazardous) (product manufactured in t/t)	0.49	0.43
Waste intensity (hazardous) (in t/t of product manufactured)	0.08	0.07

* based on water withdrawal



Support and Incentives

To specifically promote resource-efficient investments, we have been using an internal CO₂e-based award since 2022, which is adjusted annually. In addition, a Green Fund in the form of a discretionary investment budget is available, earmarked exclusively for projects aimed at improving our environmental performance.

In 2025, environmental targets were integrated into the group-wide management objectives and influenced variable compensation. The share of sales from more sustainable products was established as the ESG target “Net Sales with Green Products,” with a target range of seven to ten percent in the corporate objectives.

Our progress is also based on the commitment of our employees. Many make an active contribution through idea management, internal initiatives, and corporate volunteering. Examples include the Kinzig Clean-up and support for the maintenance of damaged tree barks in the Black Forest National Park, of which we have been an official partner since 2021.



During the Kinzig Clean-up, Hansgrohe employees are clearing trash from the banks of the nearby river.



Our subsidiary in China also organized a cleanup campaign in 2025: During the first “Family Clean-Up Day,” parents and children collected about 11 kilograms of trash from the surrounding area.



Three Areas of Action for Environmental Performance



Hansgrohe Contributes to Reducing Water Consumption

Drinking water is a precious resource that deserves to be used responsibly. We develop products featuring technologies designed to conserve water by reducing water consumption during use while still providing a comfortable experience.



Hansgrohe Contributes to Reducing Emissions in its Processes and Products

Products featuring water-saving technologies reduce hot water consumption – and thus energy consumption – during use, as well as the associated emissions. At the same time, we are working to systematically make our production processes more resource- and energy-efficient.



Hansgrohe Contributes to Promoting the Circular Economy

When developing products, we focus on their durability, reparability, and recyclability. We are working to continuously increase the use of materials with a lower environmental impact and are increasingly using recyclable packaging.

Our Ten Corporate Sustainability Initiatives

Since 2020, we have been steering company-wide sustainability initiatives in the areas of climate protection, water, and the circular economy. Ten initiatives with defined goals and measures are assigned to these three areas of action.



Climate Protection

We analyze our CO₂e emissions and pursue science-based targets for effective emissions reduction.



Mindset

We empower employees to understand sustainability and actively incorporate it into their decisions.



Products

We develop more efficient products in accordance with our eco-design principles and research materials with lower environmental impacts.*



Packaging

We continuously improve packaging to make it recyclable and suitable for the circular economy.



Supply Chain

We promote partnership-based, responsible conduct throughout the supply chain to reduce negative environmental impacts.



Production

We reduce the environmental impact of production through more efficient use of resources, closed-loop systems, and reduced waste volumes.



Energy

We increase energy efficiency and rely on renewable, electricity-based supply systems at our sites.



Transparency

We build credibility through transparent environmental information, independent audits, and external assessment procedures.



Controlling

We integrate environmental criteria into our management systems, define global sustainability goals, and make progress toward them transparent.



Social Engagement

We support social equality, promote access to clean water, and are involved in a variety of local projects.

*[→ Chapter Resource-Efficient Products]

Resource-Efficient Products

With the “Products” initiative, we bring together all measures that make our product portfolio and product development more sustainable. Since 2022, we have implemented EcoDesign principles that guide our designers in product development.

[Sustainable, water-saving faucets and showerheads | Hansgrohe Group] [↗](#)

These include higher water and energy efficiency, durability, reparability, recyclability, and a more conscious selection of resource-efficient materials. At the same time, we take regulatory requirements into account and strive for clear and verifiable sustainability claims regarding our products.

Innovation for Efficient Technologies

We focus our innovation efforts not only on comfort and user-friendliness but also on further improving the efficiency of our products and integrating resource-saving technologies and materials more broadly into our product range. At the same time, we are strengthening our innovative capacity organizationally: We file a large number of new intellectual property rights annually. Using the Vitality Index, we systematically track the proportion of our revenue generated by new products launched within the last 36 months. Currently, about one-fifth of our revenue comes from new products. This indicator shows how successfully we are integrating innovations – including many resource-saving solutions – into our portfolio.

ECO 2030 – clear targets for the entire portfolio

A significant part of emissions in the lifecycle of our faucets and showers occur during their usage phase – primarily due to the energy required to heat water. This knowledge shapes our product strategy. With the “ECO 2030” initiative, we aim to equip all water-using products with water- or energy-saving technologies by 2030. We define ECO as a reduction in the average water or energy consumption of water-carrying products during use by at least 22 percent compared to the base year 2020. By continuously developing our portfolio and increasing the proportion of more efficient products, we reduce the environmental impact throughout the product lifecycle.



CoolStart technology ensures that only cold water flows from the middle position of single-lever faucets at the sink, preventing instantaneous water heaters or water heaters from turning on unnecessarily. Hot water only flows when the lever is deliberately moved to the left, significantly reducing energy consumption, CO₂ emissions, and costs

18.8 %

Vitality index 2025



hansgrohe Activera is the first shower line available exclusively with resource-saving technologies. Either with EcoSmart and a flow rate limited to approximately 8 liters per minute, or with EcoSmart+ and a flow rate of approximately 6 liters. To extend the product’s lifespan, the showerhead can be disassembled and the internal cartridge replaced



By clearly and comprehensively communicating the environmental benefits and potential savings, we enable more informed purchasing decisions. We provide our specialist partners with technical information on products, installation, and application through online and in-person training sessions. These formats support the proper planning and use of sanitary technologies and help highlight efficiency potentials in everyday life.

A key inspiration for “ECO 2030” was the “Green Vision – Beyond Water: Rethinking Bathroom Culture” concept, developed in collaboration with the design studio PHOENIX. The concept demonstrates how a bathroom of the future could potentially require up to 90 percent fewer resources without compromising hygiene or well-being. The technical and design analysis of this vision is gradually being incorporated into our product development, reinforcing our focus on resource efficiency and reduced operational emissions.

High transparency through Environmental Product Declarations

Since the end of 2022, we have been publishing Environmental Product Declarations (EPDs) for existing products from AXOR and hansgrohe. They represent average environmental impacts across the entire life cycle – from raw material extraction through manufacturing and use to the end of the product’s life.

We now cover over 1,700 products, including new categories such as furniture, mirrors, and ceramics from the standard range. All EPDs are verified by the Institut Bauen und Umwelt e. V. (IBU) and are publicly available on our website.

[\[www.hansgrohe-group.com\]](http://www.hansgrohe-group.com) 



Recycled plastic is used in the hansgrohe Planet Edition product line. The Designflex shower hose is made from recycled PET yarn



As a radical concept study, Hansgrohe’s Green Vision envisions a sustainable bathroom of the future with a new approach to our daily bathroom use that consciously separates hygiene and regeneration. The “Base” platform enables new, low-water hygiene routines, such as a shower that requires only 10 liters. The “Sphere” platform creates a virtually waterless retreat and relaxation space for mental regeneration



EU Taxonomy

The EU Taxonomy Regulation (EU 2020/852) is a central component of the Green Deal. Its goal: to direct capital toward sustainable activities. Companies must disclose the extent to which their activities are environmentally sustainable and thus taxonomy-compliant. To this end, they report three key figures: revenue, capital expenditures (CapEx), and operating expenditures (OpEx) allocated to taxonomy-compliant activities.

The EU Taxonomy defines which activities must be assessed. The focus is primarily on energy-intensive sectors. The following presentation is based on the requirements of the EU Taxonomy as known at the time of reporting and is provided on a voluntary basis.

Our core business – the production of shower heads, shower systems, bathroom and kitchen faucets, and kitchen sinks – is not currently defined as an assessable activity in the EU Taxonomy. Therefore, we are currently only assessing indirect activities, such as energy-efficient renovations of our buildings. In 2025, we

identified these activities, assessed them against the criteria for environmentally sustainable economic activities, and determined the three KPIs. The KPIs for each activity are within the immaterial range. Given the ongoing revision of the EU Taxonomy as part of the Omnibus Package, we will report further details only in subsequent years.

By using water-saving products as part of energy-efficient building renovations, our products contribute to indirectly meeting the requirements of the EU Taxonomy. Our products can be classified as taxonomy-compliant without having to meet the criteria in Annex C to Annex II of Delegated Regulation (EU) 2023/2486. We strive to ensure that the development and design of our products comply with applicable sustainability criteria and continuously integrate these requirements into our processes. In this way, we make a measurable long-term contribution to environmental and social goals. [[→ Chapter Resource-Efficient Products](#)]

Climate Protection and Decarbonization

Climate change requires decisive action. We are systematically reducing our emissions and gradually transitioning our energy supply to renewable sources. In doing so, we adhere to the principle: reduction before offsetting. We reduce emissions in production, logistics, and administration where we have direct influence, and additionally support certified climate protection projects. At the same time, we raise social awareness for sustainable action. In doing so, we advocate for access to clean water and strengthen the resilience of ecosystems to climate change, for example through projects in the areas of water conservation, restoration, or social innovation.

Our Climate Goals

We joined the Science Based Targets initiative (SBTi) in 2022 and had our climate targets validated in 2023. Using 2021 as the base year, we commit to reducing our absolute greenhouse gas emissions by 2030:

- by 77.3 % in Scope 1 and 2,
- by 25 % in Scope 3

by 2030.

[\[sciencebasedtargets.org\]](https://sciencebasedtargets.org) 



Transparently Track and Assess Emissions

We report our CO₂e emissions in accordance with the Greenhouse Gas Protocol. An independent auditing firm reviews the data quality annually. There are three so-called scopes: Scope 1 covers direct emissions from the company's own sources, such as production facilities or company vehicles; Scope 2 covers indirect emissions from purchased energy, such as electricity or heat. Scope 1 and 2 emissions account for only a small portion of our total emissions. However, this is where we can take direct action – for example, through energy efficiency measures, the electrification of our processes, and the purchase of green electricity. The majority of emissions fall under Scope 3, that is, along the upstream and downstream value chain, particularly in category 3.1 for purchased goods and services, as well as in 3.4, upstream logistics. To improve our data quality in these areas, we work closely with our suppliers. The goal is to obtain supplier-specific primary data in order to transition from theoretical database values to real, reliable emissions data. This approach contributed to a significant reduction in Scope 3 emissions during the reporting year.



CO₂e-Emissions*

(in t CO ₂ e)	Base Year 2021	2024	2025	Δ 2021 to 2024	Δ 2021 to 2025
Scope 1	9,826	7,761	8,148	-21 %	-17 %
Scope 2	21,926	963	950	-96 %	-96 %
Scope 3	361,327	254,552	226,154	-30 %	-37 %
Total	393,079	263,276	235,252	-33 %	-40 %

* Calculated using the market-based method; data based on the location-based method is also presented in the data overview.

-71.3 %

reduction in CO₂e emissions (Scope 1-2)
between 2021 and 2025

In 2025, the risers of a casting line at the Schiltach West Foundry were converted from gas heating to induction technology. This saves us approximately 200 MWh of natural gas annually.

Measures for Gradual Decarbonization

Various measures form our ongoing transition plan for climate protection:

Measures in Scope 1 and 2

Electrification of our energy supply and our vehicle fleet

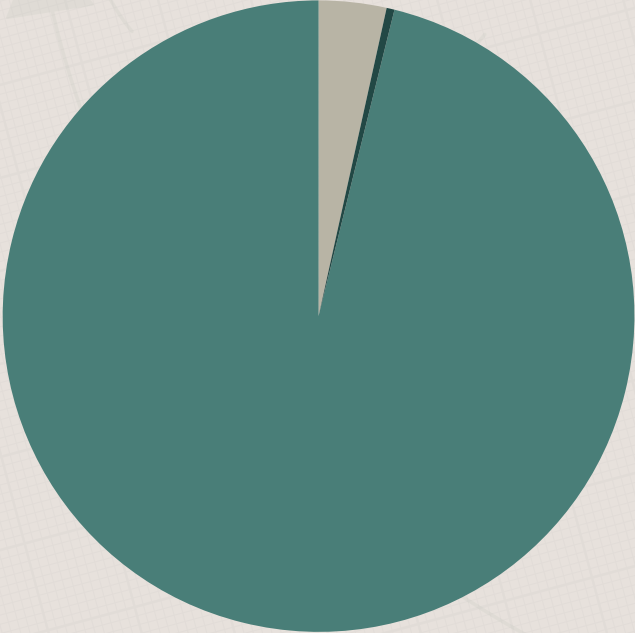
- Starting in 2030, we will no longer purchase company vehicles with internal combustion engines.
- Gradual transition from predominantly gas-based heat generation to waste heat utilization and heat pumps. We are increasingly covering our electricity needs through our own PV systems and, as a supplement, exclusively with green electricity. [[→ Chapter Systematically Reducing Energy Consumption](#)]

Measures in Scope 3

- We are gradually switching to more sustainable, lower-CO₂e material alternatives. [[→ Chapter Managing Raw Materials and Supplies](#)]
- Together with our long-standing suppliers, we are initiating projects to systematically increase the recycled content of their products.
- Where possible, we reduce our own production waste and also collaborate with our suppliers to achieve greater material savings.
- We rely on a “local-for-local” production and sourcing strategy to reduce emissions from transportation.



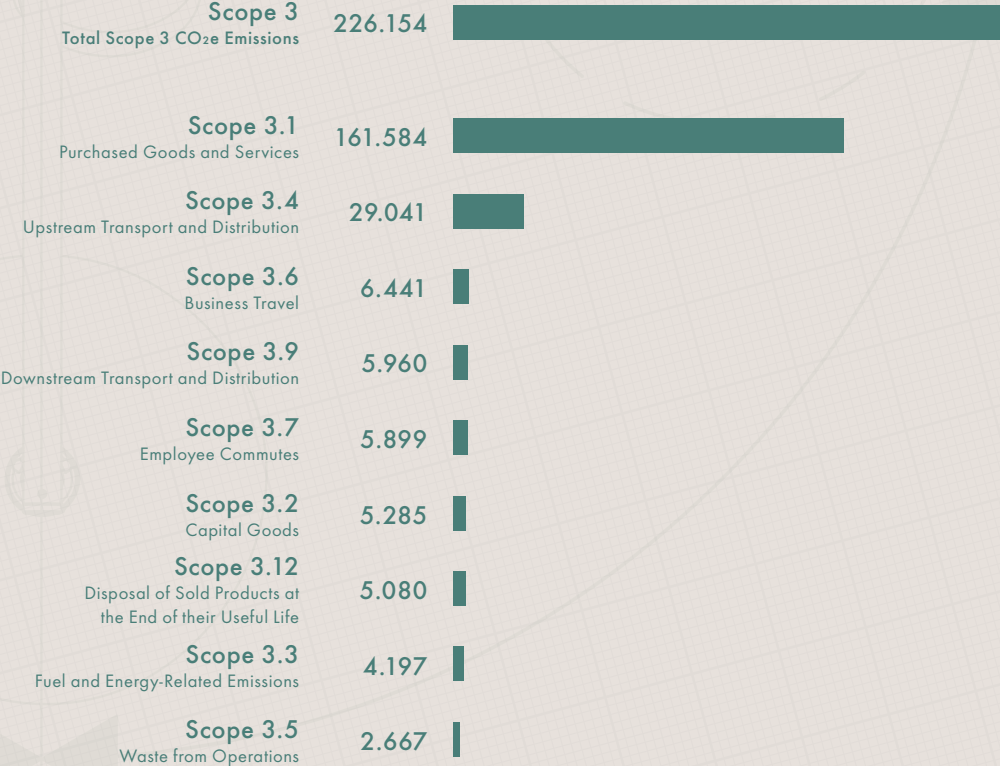
Emissions 2025 by Scope



SCOPE 1: 8,148 t SCOPE 2 (market based): 950 t SCOPE 3: 226,154 t

Scope 3 Emissions 2025 by Category (in t CO₂e)

Hansgrohe Group, calculated according to the GHG Protocol.



Categories 3.8, 3.10, 3.11, 3.13, 3.14, and 3.15 are not relevant to us and are therefore not reported.

Systematically Reducing Energy Consumption

Using our energy data collection system, we identify areas of high consumption and use the data to implement efficiency measures. It is in use at all European production sites, as well as at our largest non-European site in Shanghai, China. Half of our production sites are ISO 50001 certified; certification in China is scheduled for 2026.

Our locations are primarily supplied with electricity and natural gas. Electrical energy – that is, electricity – accounts for the largest share of our consumption. We now cover nearly 98 percent of our global electricity needs with renewable energy from wind, water, and solar power. In 2024, we entered into a Power Purchase Agreement (PPA) with one of our energy suppliers to supply our locations in Offenburg, Schiltach, and Alpirsbach with wind power from the local Kallenwald wind farm. In 2025, we sourced over 8.7 GWh of electricity from this wind farm, thereby covering 23.3 percent of the electricity consumption at the aforementioned locations.

More Solar Energy Worldwide: Expanding our PV Capacities

We are consistently driving forward the use of our own photovoltaic systems worldwide. In 2025, we commissioned four PV systems that primarily serve our own energy needs – an important step, as previous PV systems fed all their energy into the grid.

Location	Installed Capacity	Coverage of Electricity Demand at the Site
Offenburg Site	470 kWp	≈ 4 %
Schiltach West Site	370 kWp	≈ 2 %
Valjevo Site, Serbia	300 kWp	≈ 3 %
ESS Site Bad Bentheim	99 kWp	≈ 20 %

Our subsidiaries in Austria and the UK are also equipped with PV systems for self-consumption. Additional systems are scheduled to come online in 2026 at the renovated Kinzigbau facility in Schiltach Ave (20 kWp) and at three production facilities in Offenburg (770, 550, and 430 kWp).



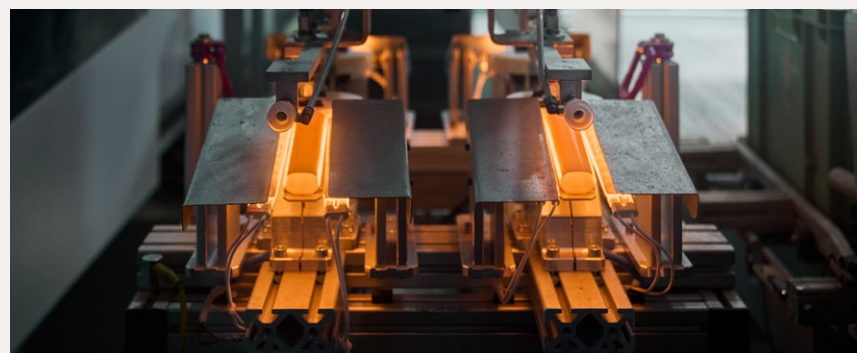
A system has been installed at our Chinese production facility in Shanghai, which is operated by an external service provider. The roof, facade, and parking lot areas are covered with 2,450 kWp of PV modules. Since the end of 2025, we have been sourcing electricity from this system, which covers approximately 13.5 percent of the site's electricity needs.

Energy-Efficient Building and Facility Optimization

We are gradually improving the energy efficiency of our buildings and production facilities. The demolition of the two oldest sections of our Headquarters in Schiltach and the energy-efficient renovation of an adjacent building section reduced the site’s gas consumption during the heating season by more than 25 percent, corresponding to annual savings of approximately 700 MWh of natural gas.

For routine compressed air leak screening, our maintenance department at the Schiltach production site received a new, state-of-the-art detection device. In addition, we conducted a comprehensive efficiency of our six energy-intensive extraction systems. In addition to direct optimizations, the analysis yielded insights into how we can significantly reduce the systems’ electricity consumption in the medium term.

- The Offenburg plastics electroplating facility is one of our most energy-intensive areas. A Lean Energy workshop identified 37 optimization opportunities. Initial measures save 90 MWh per year; further measures will follow starting in 2026.
- Schiltach West in brass electroplating: frequency-controlled pumps reduce consumption by 87 MWh per year; the electroplating facility’s total electricity demand was reduced by nearly six percent.



Energy Consumption of the Hansgrohe Group

(in MWh)	2024	2025
Total energy consumption from non-renewable sources	26,531	30,660
Electricity consumption from non-renewable sources	1,683	1,658
Coal and coal products	0	0
Heating oil	0	0
Natural gas	24,553	28,719
District heating	295	283
Other fossil fuel sources	0	0
Total renewable energy consumption	63,775	65,871
Electricity consumption from renewable sources	63,756	65,156
Self-generated and self-consumed renewable electricity	19	715

Electricity Intensity of the Hansgrohe Group

(in MWh/t of product manufactured)	2024	2025
Electricity intensity	3.41	3.26

Manufacturing a hansgrohe Pulsify shower handle in a plastic injection molding machine.

Responsible Management of Environmental Impacts

Safe and environmentally friendly production operations are based on the responsible management of potential emissions into the environment. Our processes therefore comply with applicable legal requirements and internal standards worldwide. Environmental protection and occupational safety are at the forefront of our efforts. Our Environment, Health & Safety (EHS) department, in collaboration with the relevant departments, is responsible for managing these processes. They ensure that risks are identified early, technical precautions are taken, and all employees are trained.

Water Conservation in Production

In our brass and plastic electroplating facilities, we use water in electrochemical processes. We treat some of this rinse water for reuse. Residual quantities are treated in our in-house wastewater treatment facilities. The wastewater is separated by component, pretreated, and then discharged into the public sewer system under controlled conditions. We ensure compliance with approved discharge limits through hourly metrological monitoring. If a threshold value is reached, we stop the discharge, determine the cause, and implement corrective measures.

Air Quality at Our Sites

Reducing air pollutants is closely linked to our decarbonization strategy, as many emissions are caused by fossil fuels. Where we reduce fossil fuel use, air quality and health protection benefit simultaneously. In emission-intensive areas such as

the foundry, during grinding and polishing, and in the electroplating shops, we protect employees with high-performance air extraction systems. These systems clean the air using wet scrubbers or fabric filters and then discharge it through the roof. We continuously monitor the exhaust air systems using measurement and control equipment and have them inspected regularly by accredited institutes.

Internal on-call teams from the relevant departments can halt environmentally relevant production processes in the event of malfunctions or the risk of air or water emissions, for example by blocking wastewater discharges and taking countermeasures.

Handling of Chemicals

At our European production sites, we use approximately 1,600 chemical substances, of which about 980 are hazardous substances. The largest proportion is used in electroplating processes. All new substances must be approved by the EHS department before use. Regular risk assessments, training, and evaluations against mandatory substance prohibition lists – including REACH, POP, or PFAS – reduce risks to people and the environment. If regulatory lists are expanded, we inform the affected departments and initiate substitution assessments.



Water

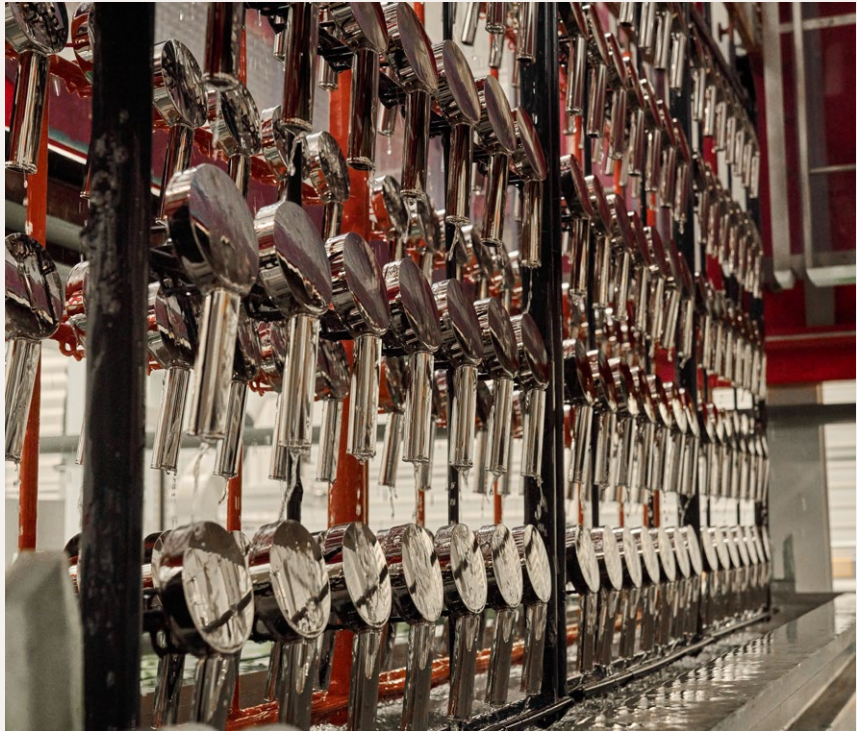
Responsible water management is essential for the Hansgrohe Group. Our goal is to use this valuable resource sparingly, reduce water withdrawal, and recycle process water as much as possible. We source the majority of our water from municipal networks. At nearly all locations, we use metered inflows and closed-loop systems to minimize the use of fresh water.

The greatest water demand arises in the surface coating of our brass and plastic electroplating facilities. Here, water is primarily used in several rinsing baths during the electrochemical process. Additional consumption occurs in cooling processes, in sanitary facilities, and in the Aquademie, our showroom.

In electroplating, the water used is largely reused; losses occur mainly through evaporation. Modernized rinsing techniques – such as rinsing cascades or spray

rings – significantly reduce the demand for fresh water. In addition, recycling technologies such as chromium evaporation, nickel recycling, or copper recovery help to recover valuable materials while simultaneously reducing water consumption. This has both a direct effect through optimized water treatment and an indirect one, as fewer consumables need to be produced by suppliers.

In our research and development laboratory, another major water consumer, we also recycle large volumes of process water and are continuously exploring additional uses.



Plastic shower handles are given their decorative and durable chrome finish through electroplating.

Water that does not remain in the cycle is discharged into the public sewer systems at our sites. At our sites with electroplating facilities, wastewater streams are separated by content and treated in on-site facilities to minimize environmental impact.

We store water in sprinkler tanks at our sites in Schiltach, Offenburg, Valjevo, Atlanta, and Shanghai to enable rapid fire suppression if necessary.

Water Usage at the Hansgrohe Group

(in m ³)	2024	2025
Total water withdrawal (including water from the Kinzig River through September 2024)	162,611	150,069
Total water return	162,611	150,069

Water Intensity at the Hansgrohe Group

(in m ³ /t of manufactured product)	2024	2025
Water intensity	8.46	7.24

Treasure Hunt in Electroplating Wastewater

Palladium is technically indispensable for plastic electroplating. Together with experts from textile research and engineering, we have developed a process for recovering palladium from electroplating process wastewater, thereby establishing a new material cycle.

Following continuous optimization, the technology has achieved a particularly high recovery rate since 2024. Each year, we recover approximately five kilograms of this valuable raw material from the rinse water of our plastic electroplating operations at the Offenburg site. The extraction of one kilogram of palladium generates approximately 30,000 kilograms of CO₂e. The process combines ecological and economic benefits. It can be used in many other industries and plastic electroplating facilities, where it makes a significant contribution to resource conservation and climate protection.



Specialized adsorbent nonwoven fabrics make it possible to recover palladium directly during the process. This keeps the precious metal in circulation, reduces primary mining, and avoids CO₂ emissions.

Managing Raw Materials and Supplies

Raw materials determine the environmental and economic performance of our products. That is why we manage the entire procurement function in a clear and binding manner. The Operations Executive Board bears overall responsibility and works closely with the Purchasing, Quality Management, and Continuous Improvement (CIP) departments. Supplier management is handled by Procurement Non-Production Material, Procurement Finished Goods, and Procurement Production Material. Within the Global Procurement Solutions department, two employees focus exclusively on compliance and sustainability issues in the supply chain.

Our approach to product transparency and the circular economy is clear: use raw materials more efficiently, explore alternatives, and keep materials in the cycle. To further advance this goal, we created a new position for materials expertise within the Corporate Sustainability team in 2024. This role supports the identification of more environmentally friendly materials and the substitution of existing materials.

In the reporting year, we also utilized our risk management framework to prepare for the requirements of the [\[EU Regulation 2023/1115\]](#)  on deforestation-free supply chains. The effective date has been postponed to the end of 2026. We are using this period to systematically align the relevant supply chains with these requirements.

The primary materials used in the manufacture of our products are metals, plastics, chemicals, and ceramics. The largest quantities within these material groups are shown in the corresponding [\[→ table of materials used\]](#). Metals, particu-

larly brass, form the basis of many lavatory faucets. At our production sites, we melt brass and cast it into the desired shapes. The brass used in this process already consists largely of secondary material. In the reporting year, the average recycling content of our European brass suppliers was around 80 percent. We are thus part of a Europe-wide brass cycle. Together with our suppliers, we are working to make the proportion of secondary raw materials transparent for other materials as well.

In the plastics sector, we primarily use ABS (acrylonitrile butadiene styrene copolymer). In Offenburg, we have been using an alternative since 2023 that, according to the manufacturer, contains a bio-based content of around 50 percent. Since 2024, we have also been operating a facility at the site that makes chrome-plated production waste from plastic electroplating recyclable. Using a shock wave process followed by magnetic separation, we remove the chrome layer so that the ABS plastic can be reused directly in our production. This process strengthens our circular economy and reduces waste volumes.

In addition, we use technical ceramics, small quantities of regional wood and leather for certain AXOR design products, as well as new materials from the expansion of our product portfolio. Furniture requires particleboard and MDF; bathroom ceramics consist of clay, feldspar, and quartz (vitreous china, fine fire clay); mirrors are made of glass; and toilet seats are made of urea resins.

Materials Used by the Hansgrohe Group

(in t)	2024	2025
Metals	16,180	16,878
of which brass	13,433	12,769
of which zinc	1,925	1,905
of which steel	663	1,835
of which other metals	159	369
Plastics	4,130	4,829
of which PVC	883	774
of which ABS	1,023	1,299
of which PPE/PS	469	628
of which other plastics	1,755	2,128
Ceramics	2,002	4,561
Sanitary ceramics	1,881	4,450
other ceramics	121	111
Chemicals	1,431	1,519
of which hydrochloric acid	332	332
of which caustic soda	170	209
of which calcium hydroxide	220	226
of which other chemicals	709	752



The recycled plastic pellets recovered from the processing plant are reintroduced into the cycle for the manufacture of new parts.



Waste Management

Efficient waste management is a key lever for the Hansgrohe Group to conserve resources and strengthen the circular economy in our production processes. Our goal: to avoid, reduce, and – wherever possible – recycle waste. For waste that cannot be avoided, we follow clear priorities: recycling takes precedence over disposal. Together with qualified waste management companies, we ensure that all legal requirements are met and that materials containing recyclable resources are returned to external recycling loops.

Our production process generates various types of waste at every stage: from the casting of metal components through machining and finishing to surface coating and final assembly. In addition, auxiliary and packaging materials such as wooden pallets, plastic film, and sprues from the plastic injection molding process are generated. In total, around 35 different types of waste are generated. Process chemicals are used specifically in die casting and surface coating, which result in additional liquid and solid waste.

To prevent waste at the source, we focus on process-oriented work, error prevention, and continuous improvement across all production areas. Each production department develops its own measures to reduce waste volumes. We regularly evaluate the results together with the Corporate Sustainability Team in cross-site working groups. In addition, the topic of waste efficiency is a fixed item on the agenda at all sites on a quarterly basis. The EHS managers derive concrete guidelines for the production areas from this, taking local legal requirements into account.

In the reporting year, both non-hazardous and hazardous waste increased. The reason for this is higher capacity utilization of our production facilities, particularly in connection with the commissioning of equipment at our newest production site in Serbia. We systematically analyze these developments and examine further optimization opportunities to stabilize or reduce waste volumes in the future.



Responsible waste management remains a central component of our environmental performance. We continuously improve our processes to ensure resource-efficient and efficient production.

Waste Generation

(in t)	2024	2025
Total waste	11,019	10,520
Total recycled waste	7,273	6,287
Total non-recycled waste	3,746	4,233
Non-hazardous waste	9,488	9,077
Hazardous waste	1,531	1,443

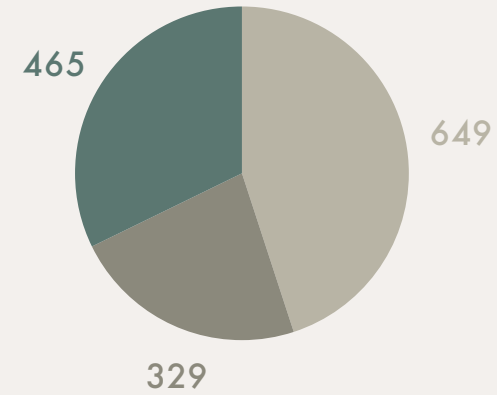
Waste Intensity of the Hansgrohe Group

(in t/t of product manufactured)	2024	2025
Non-hazardous waste	0.49	0.44
Hazardous waste	0.08	0.07

Disposal of Hazardous Waste in 2025

Hansgrohe Group (in t)

- Recycling
- Landfill
- Incineration
(Including Energy Recovery)



Chapter 3.3

Social

Management Approach to Social Responsibility	page 68
Adequate Wages	page 73
Health and Safety	page 74
Equal Treatment and Equal Opportunity	page 78



Management Approach to Social Responsibility

As a growing international company, the Hansgrohe Group bears responsibility for its employees. Under the “Social Responsibility” category, we address issues that directly affect our employees: employer responsibility, inclusion and equal opportunity, as well as occupational health and safety. Our goal is to identify risks early on, systematically reduce them, and reinforce positive effects. [→ [Chapter Management Report D.7](#)] The dynamic growth of the Group and the increasing complexity of the working world underscore the importance of forward-looking HR management.

Our four corporate values – passion, appreciation, collaboration, and trust – form the cultural framework for our work together. They provide guidance in our daily work and create a shared understanding of behavior and responsibility.

[[Shared Values at Work | Hansgrohe Group](#)] ↗

Social aspects along the supply chain are currently anchored in the “Governance” chapter and will be reclassified as needed.

[→ [Chapter Supplier Relationship Management](#)]

Responsibilities

Sandra Richter, Chief People Officer (CPO), bears strategic responsibility for social issues within the Hansgrohe Group. Together with the relevant departments, she develops guidelines for working conditions, professional development, and employee health and safety, and reports directly to the Executive Board. The Human Resources departments implement these guidelines operationally, designing professional development programs, health management initiatives, and offerings to support work-life balance. Managers are responsible for fostering a respectful and inclusive work environment in their daily work and for exemplifying the company’s values. All employees contribute to the company’s social culture through responsible and respectful conduct.



As part of a global initiative, executives in India, China, and Serbia participated in workshops on fostering a culture of constructive feedback; pictured here are colleagues at our City Office in Shanghai.

Guidelines for Responsible Conduct

We adhere to internationally recognized frameworks: the UN Global Compact, the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the ILO Core Labor Standards, ISO 45001, and selected Sustainable Development Goals. By signing the Diversity Charter, we commit to a non-discriminatory and respectful work environment.

In Dialogue with Employees

A continuous exchange with our employees supports realistic HR practices, makes developments visible at an early stage, and improves our basis for decision-making. In 2025, 4,080 employees worldwide (73 percent) participated in our employee survey. The evaluation was conducted by an external consulting firm; the results were provided anonymously. Managers communicate the results transparently and, where necessary, develop workshops to address critical issues.

With the new “Hans! Insight” survey platform, we are professionalizing the continuous engagement of our workforce. In the future, annual surveys and short polls will replace the previous biennial survey.

Additional dialogue formats strengthen our culture of participation. Through the established employee app “Hans! For You,” currently used by 95 percent of all employees worldwide, Hansgrohe provides state-of-the-art internal communications, as well as a central platform for information and access to benefits and policies. Comment features and “Like” buttons encourage dialogue regarding editorial content.

Through the anonymous listening format, which we introduced in early 2025, employees in Germany can submit questions and suggestions that are answered by specialist departments and the Executive Board and published regularly. The format is actively used; we were able to answer 105 questions in the past year. The idea management system offers additional opportunities to submit suggestions. Furthermore, communication with management bodies is supported through formats such as “Board Direct,” the executive dialogue, or regular video messages.



The Works Council represents the interests of employees at our German and European locations (SE Works Council). Works agreements establish clear guidelines on key HR-related issues.

An Attractive Employer

We strengthen our appeal as an employer by reliably supporting our employees in both their professional and personal lives. Family-friendliness plays an important role in this. Since September 2023, employees with young children at the Schiltach site have had access to childcare spots at the Klaus Grohe Daycare Center. Additionally, we offer various vacation childcare options at our Schiltach and Offenburg sites.

Flexible work models allow us to accommodate individual life situations – whether full-time or part-time, with or without managerial responsibilities. In administrative roles, we also provide location flexibility and enable remote work after consultation with the team and manager. Furthermore, we offer a wide range of additional benefits in Germany: comprehensive health management, bicycle leasing, and a subsidized job ticket for public transportation.



Employee Development with Foresight

We want to ensure our employees are well-positioned for the future. Once a year, as part of our strategic HR planning, we work with our managers to identify which skills we need to further develop in administrative and production-related areas. This globally standardized process includes succession planning, training programs, and the assessment of individual development potential. At the same time, we give our international subsidiaries the necessary freedom to adapt their HR work to local requirements.



The effectiveness of our HR processes was reaffirmed in early 2026: The Hansgrohe Group was recognized by the Top Employers Institute.

The continuous development of our employees is a central component of our HR work. With our learning platform CAMPUS, we create space for professional and personal development – across all departments, levels, and experience levels. CAMPUS stands for knowledge exchange, networking, and new inspiration. This includes, for example, the “Green Hours,” which provide food for thought and information on sustainability topics.

Around 2,000 employees attended the employee meeting in November at the Oberreinhalle in Offenburg. The Executive Board provided an update on current economic developments and the Next Level growth strategy and answered questions. The Works Council and the SE Works Council presented their reports.

In 2025, 514 events took place at CAMPUS (2024: 1,012), of which 367 were internal and 147 were external. A total of 10,237 people participated (2024: 16,408). In addition, we conducted over 130 mandatory training sessions worldwide on occupational safety and environmental protection. After one year of service, employees can also complete a work-study continuing education program sponsored by us, which leads to a professional qualification.

Talent Management and International Mobility

Our talent management program includes global talent conferences and individual development reviews. This allows us to identify potential early on and provide targeted support to our employees. International assignments are a key component of our talent development. They give employees the opportunity to gain new perspectives and expand their professional and intercultural skills. To this end, we have established clear structures and responsibilities for international assignments. In 2025, five employees completed a short-term assignment (two to twelve months), and two others began a long-term assignment (two to five years). Additionally, in 2025, there were several operational assignments involving employees from China working in Serbia and vice versa, to strengthen onboarding and knowledge transfer between the plants.

Securing Training and Attracting Talent

Each year, around 50 new apprentices and dual-track students begin their careers at Hansgrohe. Based on September figures, we calculate our training quota, which stood at 4.9 percent in 2025, as in the previous year. This makes Hansgrohe one of the most important training companies in the region. Our talent incubator in Schiltach is a modern training center for a wide range of technical and commercial professions. Young talents are supported throughout their entire training period in various stages. In addition to the training team, the trainee representatives in the respective departments at Hansgrohe are on hand to provide support. As part of an international company, our trainees and students also benefit from the opportunity to work temporarily at one of our global locations.



Since 2018, we have had the quality of our training program regularly certified by AUBIPlus GmbH. For the years 2025 to 2028, we once again received the Best Place to Learn® seal with a “very good” rating.



Our Workforce Structure

In 2025, the Hansgrohe Group employed 5,673 people worldwide (2024: 5,645). Of these, 3,419 (2024: 3,421) were working at the German locations – , including ESS Deutschland, and the eight sales offices – as of the reporting date of December 31. About three-quarters of our workforce is based in Europe. The total figure includes all full-time and part-time employees, as well as apprentices and dual-track students. Temporary workers, who are primarily employed for production work, are not included in this figure.

In 2025, we hired 555 (2024: 744) new employees worldwide. During the reporting period, Hansgrohe hired 37 apprentices (2024: 29). The Group-wide turnover rate was 4.4 percent (2024: 5.1 percent).

Employees by Employment Status*

(Number of employees)	2024	2025
Full-time	5,124	5,160
Part-time	521	513
Temporary workers	184	253

* Hansgrohe Group/As of December 31

Employees by Country*

(number of employees)	2024	2025
Germany	3,421	3,419
China	704	702
Serbia	276	339
USA	197	184
France	245	241
India	127	120
United Kingdom	91	88
Singapore	68	70

* Countries with 50 or more employees, accounting for at least 10 percent of the total number of employees (as of December 31, 2025)



Adequate Wages

At Hansgrohe, we view adequate wages as an integral part of fair working conditions. It ensures that employees receive an income that complies with applicable legal, collective bargaining, and internationally recognized benchmarks and standards. Our global locations are subject to varying regulations regarding minimum wages and collective bargaining agreements. We use national minimum standards and collective bargaining guidelines to assess adequate wages.

In Germany, 92.3 percent of employees are covered by collective bargaining agreements. These are based on the Metal Industry Framework Collective Agreement, as well as supplementary collective agreements on partial retirement, short-time work, and pay scales. Company agreements regulate, among other things, pay, working hours, occupational safety, company pension plans, and social benefits. At international locations, local regulations ensure adequate wages. Comparable standards apply to temporary workers and other non-permanent employees.

The high level of collective bargaining coverage in Germany creates clear and reliable pay structures. Our goal is to ensure that all employees worldwide receive adequate wages.



Health and Safety

The Hansgrohe Group is committed to protecting and promoting the health of its employees. Therefore, we review our processes for accident and safety risks, including the prevention of workplace accidents and operational downtime. Health promotion initiatives serve a preventive purpose, which is why we invest in advanced health management.

Safe workplaces are a central responsibility from an employer's perspective. The Environment, Health and Safety (EHS) department and the Occupational Health Management team regularly analyze relevant work processes and the working conditions of all employee groups for health and safety risks. The global production sites organize occupational safety in accordance with local requirements.

Clear Organizational Structures and Guidelines

The EHS department is responsible for organizational matters. As a staff unit, it supports the Executive Board, managers, and all employees in implementing occupational health and safety within the company. Occupational health and safety are anchored in our corporate policy.

[\[Hansgrohe Group Corporate Policy | Corporate Website\]](#) 

An occupational health and safety management system is implemented at all global production sites. The systems are certified to ISO 45001, with the exception of the newer sites in Valjevo, Serbia, and Bad Bentheim (ESS).

[\[ISO 45001:2018 Certificate Hansgrohe Group | Corporate Website\]](#) 

The legal requirements regarding occupational health and safety are assigned to managers as obligations via a legal register.

A central occupational safety committee of the Executive Board regularly addresses current safety and health issues. In 2025, four committee meetings took place in Germany, as well as four at the Wasselonne site in France. In addition to the Executive Board, the Workers Council and the company physician of Hansgrohe SE also participate in the meetings. In its central role, the EHS department also develops guidelines for the subsidiaries, taking local laws and regulations into account. In this way, it ensures the legally compliant implementation of occupational health and safety requirements as well as the implementation of guidelines from accident insurance providers (occupational accident insurance associations).

Measures for Greater Health and Safety

Based on specific accident incidents and key performance indicators, we continuously work to create optimal conditions, primarily through training, technical measures, and process improvements. In addition to the full-time company physician in Germany, we work with external company physicians at our international locations – and, in the case of construction sites, also with service providers for construction site safety. External companies receive safety briefings upon entering the company premises. Risk assessments are prepared for every assignment.

In addition, we have a reporting system for potentially unsafe conditions or situations. Employees can use it to report when they consider a work situation to be unsafe. The form is included in our "Hans! For You" app and enables digital recording and evaluation in the shortest possible time. The reports are forwarded to the responsible parties for evaluation and implementation of measures. The app contains many other useful pieces of information and tools related to occupational health and safety management.

The “Occupational Safety as a Management Task” project, completed in 2025, aimed to specifically promote safety and health awareness among employees and managers in our production facilities and to identify concrete improvement measures. External experts led interviews and workshops, which resulted in the development of, among other things, the format known as the “Awareness-Oriented Walkthrough” (BOB). Additional measures, such as height-adjustable workstations for improved ergonomics or the automation of production processes for enhanced occupational safety, were defined and initiated during the reporting year.

All employees receive regular training on occupational safety aspects.

Injuries

(Headcount)	2024	2025
Total Injuries	38	37
of which in Europe	32	34
of which in the Americas	1	0
of which in Asia	5	3
Type of Injury		
Cut/Stab Wound	6	6
Contusion, Bruise, Sprain	30	28
Fracture	1	2
Chemical Burn, Burn	1	1



Workplace safety is a top priority: safety shields, gloves, and designated work areas ensure a safe process at the machine, as shown here during the deburring of a valve blank in the foundry.

Promoting Preventive Health

The health of our employees is a key pillar of our social responsibility. Through a comprehensive Workplace Health Management program, we aim to identify stressors early on, systematically reduce risks, and create health-promoting working conditions. In doing so, we make a central contribution to performance, well-being, and long-term employability.

At our German locations, we manage OHM centrally through a specialized team within Human Resources. In addition to Workplace Health Promotion and Workplace Inclusion Management, this team is also responsible for occupational health care for all employees in Germany. Internationally, local HR teams are responsible for corresponding programs. In 2025, 1,219 occupational health checkups took place at our locations in Germany.



Ergonomics training sessions, such as this one with our company physician Dr. Andrea Rollett-Mohammadian, are offered regularly for both production workers and office staff.

In 2025, 78 employees at our German locations participated in measures under our Workplace Inclusion Management program. Depending on the case, we were able to achieve job retention, a transfer to a position suitable for the employee's condition, or a reduction in absenteeism through newly procured assistive devices, conflict resolution, health education, applying for external services such as rehabilitation, or adjusting work schedules or tasks.

Our measures are based on workplace stress analyses, feedback from the workforce, and anonymized health data from health insurance providers. The goal is to take preventive action and support employees in their individual health with tailored offerings.

In 2025, we conducted our first cardiovascular screening, which was very well received by 588 participants. The screening was followed by individual medical recommendations and guidance on promoting personal cardiovascular health. The program was supplemented by an online presentation on the topic.

Another focus was on ergonomics in the production environment. The Occupational Health Management (BGM) team supported an ergonomics project aimed at further developing spatial and behavioral ergonomics. As part of this effort, the company physician trained 110 managers in the production departments, as well as 25 other relevant stakeholders involved in the planning of new facilities. In addition, we developed a preliminary screening tool designed to identify ergonomic risks more quickly in the future so that targeted measures can be implemented. Starting in 2026, the screening will be implemented across all our German locations.

To strengthen the health literacy of new managers, we expanded the Occupational Health Management module in the PEP program (“People Expert Program”) in 2025. The content covers topics in occupational medicine, health promotion, workplace integration management, and existing counseling services. In 2025, 24 managers participated in this OHM module.

With a comprehensive health program consisting of our own course offerings, as well as a partnership with a nationwide corporate fitness provider – through which employees across Germany can access a wide range of sports and health activities – we support an active and health-conscious lifestyle. In 2025, 1,800 employees at our German locations took advantage of one or more of these offerings. A total of 555 employees were registered in the corporate fitness app.

We also offer tailored measures for specific target groups: Trainees receive annual modules on mental health, ergonomics, exercise, and nutrition. Managers can complete a two-day training course on mental health to better support employees in challenging life situations. Practical ergonomics training is available for production employees.

The high demand for health services, the broad participation in screenings, and the active involvement of relevant professional groups demonstrate that our measures are having an impact in everyday work life.



Team spirit and competitive drive are at the heart of the annual company runs. Several Hansgrohe teams will be at the starting line. Running training and tips are provided in advance.



Equal Treatment and Equal Opportunity

Equal treatment and equal opportunity are central elements of our social responsibility. We are convinced that diverse perspectives, experiences, and backgrounds strengthen our innovative capacity and foster respectful collaboration. We believe that every person – regardless of individual characteristics – should have equal opportunities for development, participation, and professional success. Our Diversity, Equity & Inclusion (DE&I) team embeds these themes into our structures and processes worldwide.

Our approach along the value chain is based on binding codes of conduct. The [Masco Supplier Business Practice Policy (SBPP)] [☑](#) defines clear guidelines on the prohibition of discrimination and strengthens equal opportunity even beyond our corporate boundaries. Our global Hansgrohe Anti-Discrimination and Anti-Harassment Policy is available to all employees via the employee app in 16 languages. It establishes a binding framework for protection, provides information on rights and unacceptable behavior, and transparently explains the informal steps affected individuals can take and how a formal complaint process works. This provides our employees with a reliable, structured way to report grievances or defend themselves.

Embedding and Promoting Inclusion

We aim to create an inclusive work environment where all employees are respected, valued, and supported regardless of their individual differences. Specifically, this involves preventing discrimination, ensuring equal opportunities for all, and fostering a culture in which differences are seen as an asset.

We are creating a work environment in which all employees are respected and supported. In 2025, the focus was on the following measures:

- Intercultural training and global language courses to improve international collaboration
- Training programs for employees and managers on inclusive behavior and respectful communication, including four half-day training sessions for (international) managers
- Numerous training sessions as part of the PowerUp program.
- Expansion of the Germany-wide women’s network and further training through the Women4Future program
- International training sessions on belonging and equal opportunity
- Optimization of reporting processes for discrimination and ensuring thorough investigations
- Integration of inclusion and equal opportunity into HR processes

These measures raise awareness of inclusion, promote cultural exchange, and increase transparency in non-discriminatory processes. They help us systematically embed equal opportunity in decision-making and recruiting processes and foster open, respectful collaboration in our daily work.

Inclusion of Employees with Severe Disabilities

An elected representative in accordance with Section 177 of SGB IX represents employees with severe disabilities and those deemed equivalent and provides support regarding participation, applications, and classifications. Two colleagues from Health Management serve as inclusion officers to oversee the implementation of legal requirements. They monitor the mandatory employment quota, coordinate grant applications, and work together with the representative on measures that promote inclusion – such as more accessible workplaces, digital support formats, or new e-learning courses in plain language.



Chapter 3.4

Governance

Management Approach to Corporate Governance	page 80
Protection of Whistleblowers	page 83
Management of Supplier Relationships	page 84



Management Approach to Corporate Governance

Responsible corporate governance is a central component of our sustainable approach. We combine economic responsibility with clear principles for ethical conduct, transparency, and integrity. Our commitment is to responsibly manage the impact of our actions on people, the environment, and business partners – globally and throughout our supply chains.

Our Governance Structure

Hansgrohe SE is the central entity of the Hansgrohe Group and the parent company of 35 subsidiaries worldwide. The Executive Board consists of five members, each with clearly defined areas of responsibility, and represents our company externally. Hans Jürgen Kalmbach has served as Chairman of the Executive Board since August 1, 2018. The other members are Frank Semling as Deputy Chairman and Chief Operating Officer, Martial Gil as Chief Financial Officer, Christophe Gourlan as Chief Sales Officer, and Sandra Richter as Chief Human Resources Officer.

Sustainability is firmly anchored in the Executive Board: Each board member bears responsibility for impacts, risks, and opportunities within his or her respective area of responsibility. The areas of ESG, compliance, and data protection fall under the purview of the Chief Human Resources Officer, while the Procurement division is the responsibility of the Chief Operating Officer.



The Executive Board of Hansgrohe SE (from left): Christophe Gourlan (Chief Sales Officer), Sandra Richter (Chief Human Resources Officer), Hans Jürgen Kalmbach (Chairman), Martial Gil (Chief Financial Officer), and Frank Semling (Chief Operating Officer and Deputy Chairman)



The six-member Supervisory Board consists of shareholders and two employee representatives. Klaus F. Jaenecke serves as Chairman of the Supervisory Board. The board oversees the work of the Executive Board and represents the interests of shareholders and employees. Our sustainability reporting is reviewed by the Executive Board prior to publication and brought to the attention of the Supervisory Board.

The senior management level – comprising Vice Presidents, Directors, and Managing Directors – implements our strategic goals globally and ensures consistent governance across all locations.

Committees and Decision-Making Processes

Ongoing communication within various committees strengthens the company's governance. In 2025, five regular Supervisory Board meetings were held. In addition, the CEO consults with the Chairman of the Supervisory Board every two weeks.

Another governance tool is the ESG Board, chaired by our CPO, which focuses on [→ [our ten strategic sustainability initiatives](#)]. The committee met four times in 2025, assessed project progress, and discussed strategic developments.

The Head of Group Compliance regularly reports on current issues at Executive Board meetings. Regarding product safety issues, the Product Compliance Roundtable was held quarterly at the Head level during the reporting period.



The Supervisory Board of Hansgrohe SE as of December 31, 2025 (from left): Richard Grohe (representative of Verwaltungs- und Beteiligungs-GmbH Syngroh), Jürgen Nähr (elected employee representative), Klaus F. Jaenecke (Chairman), Hülya Inciroglu (elected employee representative), Jonathon J. Nudi (President and CEO of Masco Corporation), Jai Shah (Vice Chairman/Group President of Masco Corporation). A change took place on May 11, 2026: Klaus F. Jaenecke did not stand for re-election because he had reached the statutory age limit. Jonathon J. Nudi was elected as the new Chairman of the Supervisory Board for the next five years at Hansgrohe's Annual General Meeting. Kenneth G. Cole, Vice President, General Counsel & Secretary of Masco Corporation, succeeded Jai Shah, who retired.



Our international data protection management ensures that we take into account all legal requirements at our locations and continuously refine their implementation. Our Data Protection Steering Group meets four times a year with our Group Data Protection Officer (GDPO), coordinators from all relevant subsidiaries, and external consultants as needed. Our GDPO oversees the implementation of the agreed-upon measures.

Central management of data protection, information security, and governance and risk issues is handled by the GSPR Board (Governance, Security, Privacy, Risk). In addition to the Chief Financial Officer, the board includes specialists and executives from the areas of data protection, IT, and risk management. Additional participants are involved as needed to address current topics.

Data subjects can contact the local representative directly using the contact address for data protection provided on our website. No substantiated data protection complaints were received during the reporting period.


Corporate Culture and Compliance



Our corporate culture is based on fair and respectful cooperation. Trust, integrity, and compliance with all legal and internal requirements shape our daily actions. We protect our strong reputation through responsible conduct toward employees, business partners, and customers. All employees are required to comply with our guidelines and avoid actions that could harm the integrity or reputation of the company. This expectation applies equally to our suppliers.

As a subsidiary of Masco Corporation, we follow the group-wide compliance program. A central foundation is the publicly accessible Masco Code of Ethics, available in 16 languages. All employees receive regular training; new hires receive it during their onboarding. In 2025, 98 percent of relevant employees successfully completed the Code of Ethics training. We also provide information on relevant compliance topics via the employee app and bulletin boards.

Masco also has formal policies on key governance issues such as bribery and corruption, fair competition, conflicts of interest, insider trading, financial reporting, health and safety, discrimination, as well as economic sanctions and export controls. Regular training ensures that our employees are familiar with and apply these requirements. A compliance quick test available in the employee app provides support for common questions that arise in day-to-day work.

Regulatory Framework and Guidelines

We align our governance with international standards, including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the OECD Guidelines, the ILO Core Labor Standards, the European Convention on Human Rights, and the Supply Chain Due Diligence Act. Our [\[Policy Statement\]](#)  summarizes all these guidelines and is publicly available.

With our [\[Sustainable Procurement Policy\]](#) , adopted in 2024, we are strengthening governance in the supply chain. It complements the [\[Masco Supplier Business Practices Policy\]](#)  and defines clear principles for responsible procurement. Our specialists in Sustainable Procurement and Procurement Compliance support its global implementation.

Protection of Whistleblowers

Effective whistleblower management strengthens our governance and helps us identify risks early on. Employees can report potential violations of laws or internal policies through various internal channels: Human Resources, the Human Rights Officer, the DE&I Consultant, and the Works Council.

In addition, the independently operated Masco Ethics Hotline is available to employees and external stakeholders. It is accessible in 20 languages, allows for anonymous reporting, and explicitly protects whistleblowers from retaliation. The variety of reporting channels creates low-barrier access, promotes dialogue, and helps us systematically identify opportunities for improvement.

All incoming incidents – including complaints and potentially serious human rights violations – go through an established complaint mechanism. An Investigation Officer examines the reported case together with a person taking minutes. If the incident is confirmed, appropriate remedial measures are initiated and a risk analysis is conducted in parallel.

This structured process enables affected individuals to address their concerns directly to the company and supports effective countermeasures. In this way, we create transparency and strengthen the effectiveness of our prevention and remediation systems, such as workshops on topics like anti-discrimination or respectful conduct in the workplace.

Further Development of Our Governance

We are further developing our governance. This includes closer integration of risk, compliance, and sustainability processes, the expansion of our sustainability performance in the supply chain, and the continuous development of whistleblower and prevention structures. Our goal is robust, forward-looking governance that ensures responsible corporate management in the long term.

Management of Supplier Relationships

The Hansgrohe Group operates in over 145 countries and works with a broad network of suppliers to supply its eight global production sites. Sustainable, long-term partnerships form the foundation of our competitiveness. Our procurement activities have a wide-ranging impact on people and the environment. Key challenges in systematically reducing risks in the supply chain include respect for human rights, environmental protection and anti-corruption measures, the handling of conflict minerals, and increasing regulatory requirements

Minimizing Risks in the Supply Chain

We manage procurement at the Hansgrohe Group through our purchasing management system. To minimize risks and build long-term relationships with our suppliers through responsible conduct, we ensure that they operate responsibly by adhering to ethical standards and environmental protection even during the selection process. These requirements are contractually binding and set forth in Masco Corporation's [\[Supplier Business Practices Policy \(SBPP\)\]](#). We reject all forms of child and forced labor, as well as all forms of modern slavery and human trafficking. We also require our suppliers to pay fair wages, ensure reasonable working hours, and respect the right to freedom of association.

In regions outside the EU and USMCA, we additionally conduct regular audits of our suppliers regarding this policy. The supplier audits are carried out by both our parent company Masco and our own technical experts.

New suppliers are reviewed by the Hansgrohe Group and approved by an internal expert committee. For suppliers of production materials, we involve not only the commodity buyer but also technical experts and supplier auditors. We assess the production facilities on-site for quality capability to ensure that our requirements can be met and to lay the foundation for a reliable and long-term partnership. When adding suppliers to our supplier pool, we also require confirmation that they comply with all REACH requirements. The Hansgrohe Group itself neither produces chemical substances or mixtures nor imports them into the EU. As a "downstream user," we are not subject to any registration obligations under REACH regulations.

We have implemented risk management measures adequate to the requirements of the Supply Chain Due Diligence Act (LkSG) with regard to human rights and environmental risks. A Human Rights Officer monitors the processes in procurement and within our own business unit. We informed our employees about the LkSG via the employee app and provided a mandatory e-learning course. This basic training is supplemented by a refresher course that employees must complete annually using their own email accounts. The completion rate for this training currently stands at 91 percent of the targeted employees. All employees without an email address (primarily in production and warehouse) in Germany, France, Spain, the Netherlands, Serbia, the U.S., and Turkey were also trained on-site regarding the LkSG. Employees at the Chinese sites were made aware of the prohibition against unequal treatment/discrimination as part of a compliance training session. A workshop was held with selected production managers at the Offenburg site to further raise awareness.



A look inside the warehouse at the Hansgrohe facility in Valjevo, Serbia.

Risk Management and Due Diligence

We conduct risk analyses annually and as needed – within our own business unit and along the supply chain. The multi-stage process uses quantitative and qualitative data sources to assess human rights and environmental risks. Clear expectations and contractual agreements apply to direct and indirect suppliers, supplemented by risk-based controls, evaluation questionnaires, training, and certification requirements. [→ [Chapter Management Report D.5](#)]

Our Payment Practices

The Hansgrohe Group’s payment practices are based on clear rules and transparent processes. We ensure that our payments are made within the agreed-upon timeframes. Our responsible buyers negotiate standard payment terms individually with each supplier.

We manage the majority of our incoming invoices using a structured, digital invoice verification process that ensures careful review and timely payment. The system automatically reconciles invoices with the underlying purchase orders and goods receipts. In doing so, the system verifies compliance with the agreed-upon payment terms and recommends the invoices for payment once the payment due date has been reached.

To monitor payment practices, we calculated key performance indicators in accordance with the ESRS in 2025. In 2025, the Hansgrohe Group’s average accounts payable days – the number of days until an invoice is settled – was 64.8 days, while there were no ongoing legal proceedings due to late payment. The share of payments that complied with standard payment terms was 73 percent*.

* Proportion of Hansgrohe SE payments made within the contractually agreed payment terms.

Chapter 4

Report Profile	page 87
List of Material Impacts, Risks, and Opportunities	page 90
Calculation Method for the Greenhouse Gas Inventory	page 91
ESRS-Index	page 92
Data Overview	page 96
Imprint	page 103

Appendix

Report Profile

This report combines the management report and the sustainability statement of the Hansgrohe Group, headquartered in Schiltach (Baden-Württemberg, Germany). It covers the fiscal year 2025 (January 1 to December 31, 2025) and was published in May 2026.

The sustainability report has not been audited by auditors. Only the management report in accordance with the German Commercial Code (HGB) contains an auditor's report and will be published in the Federal Gazette starting in the third quarter of 2026.

Objectives, Standards, and New Presentations in Our Reporting

The objective of the sustainability report is to transparently demonstrate to our stakeholders how the Hansgrohe Group integrates sustainability into its business model and manages it with a focus on the future.

We will not be subject to a legal reporting obligation under the CSRD until the 2027 fiscal year. Until then, we will prepare an annual voluntary report on our sustainability performance. To prepare for the regulatory requirements at an early stage, we are aligning our methodology and structure with the requirements of the Corporate Sustainability Reporting Directive (CSRD) and the associated European Sustainability Reporting Standards (ESRS) as of May 2024.

As part of our voluntary preparations for potential future requirements of the Corporate Sustainability Reporting Directive (CSRD), we conducted a double materiality assessment and a stakeholder analysis based on it. The goal was to systematically identify relevant sustainability topics and further develop the content of our reporting. In doing so, we both explored existing topics in greater depth and considered additional subject areas that were identified as material in the results of the analyses. The results of these analyses form the basis for the structure of this sustainability report, without thereby establishing legal CSRD compliance.

The [\[→ ESRS Index\]](#) maps the relevant standards and disclosure points based on our current materiality assessment [\[→ Chapter Materiality Assessment\]](#). Data collection was carried out in collaboration with the responsible departments. The collected data can be found in the [\[→ Data Overview\]](#). Further information on business performance in 2025 is available on our corporate website:

[\[www.hansgrohe-group.com\]](http://www.hansgrohe-group.com) [↗](#)



Consolidation scope of the report

Unless otherwise noted, all data in the report refers to these consolidation groups:

Data	Covered Companies
Product Responsibility, Environment, Governance	Hansgrohe Group
Social	
Employee Data, Diversity and Equal Opportunities	Hansgrohe Group
Employer Responsibility, Training and Development	Hansgrohe SE, Hansgrohe International GmbH, Hansgrohe Deutschland Vertriebs-GmbH
Occupational Health and Safety	Hansgrohe SE, all other production sites, Hansgrohe Deutschland Vertriebs-GmbH

This report covers all fully consolidated companies of the Hansgrohe Group in Germany and abroad for the 2025 fiscal year. The scope of consolidation includes 35 companies, including eight production sites. The scope of consolidation in this report thus corresponds to the formal management report in accordance with the German Commercial Code (HGB) for the 2025 fiscal year.

In addition to the production sites, Hansgrohe SE also includes the corporate headquarters and the talent development center in Schiltach Aue, the Innovation Park in Alpirsbach, and a total of eight sales offices in Estonia, Finland, Kazakhstan, Morocco, Panama, Saudi Arabia, Ukraine, and the United Arab Emirates. Unless otherwise noted, the eight sales offices are not included in the reported data relating explicitly to Hansgrohe SE due to their negligible share.



The Hansgrohe Talentschmiede is our state-of-the-art training center at our headquarters in Schiltach.



Our Production Sites

- **China:** Hansgrohe Sanitary Products Co. Ltd., Shanghai
- **France:** Hansgrohe Wasselonne S.A.S., Wasselonne
- **Germany:** Hansgrohe SE, Offenburg
- **Germany:** Hansgrohe SE, Schiltach West
- **Germany:** Hansgrohe SE, Willstätt
- **Germany:** ESS Assemblage GmbH, Bad Bentheim
- **Serbia:** Hansgrohe DOO, Valjevo
- **USA:** Hansgrohe Inc., Alpharetta



In 2023, we opened our newest plant in Valjevo, Serbia, where we manufacture faucets for the European market.

Further Companies

- **Argentina:** Hansgrohe S.A., Buenos Aires
- **Australia:** Hansgrohe Pty Ltd, Abbotsford
- **Austria:** Hansgrohe Handelsges. mbH, Wiener Neudorf
- **Belgium:** Hansgrohe S.A./N.V., Anderlecht
- **China:** Hansgrohe Shanghai Trading Co. Ltd., Shanghai
- **Croatia:** Hansgrohe d.o.o., Zagreb
- **Czech Republic:** Hansgrohe CS s.r.o., Brno
- **Denmark:** Hansgrohe A/S, Hasselager
- **Egypt:** Hansgrohe Sanitary Products LLC, New Cairo
- **France:** Hansgrohe S.A.R.L., Antony
- **Germany:** ESS GmbH, Bad Bentheim
- **Germany:** Hansgrohe Deutschland Vertriebs-GmbH, Schiltach
- **Germany:** Hansgrohe International GmbH, Schiltach
- **Hungary:** Hansgrohe Kft., Budapest
- **India:** Hansgrohe India Pvt. Ltd., Pune
- **Italy:** Hansgrohe srl, Moncalieri
- **Japan:** Hansgrohe Japan K.K., Tokyo
- **Mexico:** Hansgrohe S. de R.L. de C.V., Mexico City
- **Netherlands:** ESS B.V., Oldenzaal
- **Netherlands:** Hansgrohe B.V., Amsterdam
- **Poland:** Hansgrohe Sp. z o.o., Warsaw
- **Romania:** Hansgrohe Romania SRL, Bucharest Sector 1
- **Singapore:** Hansgrohe Pte. Ltd., Singapore
- **South Africa:** Hansgrohe South Africa Pty Ltd, Sandton
- **Spain:** Hansgrohe S.A.U., Molins de Rei
- **Sweden:** Hansgrohe AB, Malmö
- **Switzerland:** Hansgrohe AG, Neuenhof
- **Turkey:** Hansgrohe Armatür San. ve Tic. Ltd., Gebze/Istanbul
- **United Kingdom:** Hansgrohe Ltd., Warwick



List of Material Impacts, Risks, and Opportunities

Category	Topic	Summary (new) description	Impact/Opportunity/Risk	Positive/Negative	Own Operations/Value Chain
Environment	Climate Protection	Generation of greenhouse gas emissions during production and transport along the value chain	Impact	-	Own Operations, Upstream, Downstream
	Energy	Energy consumption along the value chain	Impact	-	Own Operations
	Energy	Rising energy prices	Risk	-	Own Operations, Upstream
	Air pollution	Air pollution caused by production processes	Impact	-	Own Operations
	Water pollution	Water pollution caused by production processes	Impact	-	Own Operations
	Substances of very high concern	Use of substances of very high concern in production processes	Impact	-	Own Operations
	Substances of very high concern	Increasing regulatory requirements to reduce substances of very high concern necessitate adjustments to production processes	Risk	-	Own Operations, Upstream
	Water withdrawal	Water withdrawal in production processes	Impact	-	Own Operations
	Water withdrawal	Manufacture of water-saving products	Impact	+	Downstream
	Wastewater	Generation of wastewater in production processes	Impact	-	Own Operations
	Resource inputs	Resource consumption along the value chain	Impact	-	Own Operations
	Resource outflows	Incomplete recycling of packaging	Impact	-	Own Operations
	Waste	Increasing demands on packaging and waste disposal	Risk	-	Own Operations, Upstream
Social	Adequate wages	Rising costs due to increasing wage levels	Risk	-	Own Operations, Upstream
	Health and safety	Work-related accidents and injuries among employees	Impact	-	Own Operations
	Working conditions in the value chain	Increased dissatisfaction and health problems due to inadequate working conditions in the value chain	Impact	-	Upstream
	Equal treatment and equal opportunity	Increased dissatisfaction due to discrimination and unequal treatment in the value chain	Impact	-	Upstream
	Other labor-related rights in the supply chain	Potential child labor and forced labor due to insufficient adherence to compliance processes in the value chain	Impact	-	Upstream
Governance	Corporate culture	Promotion of corporate culture through alignment with corporate principles	Impact	+	Own Operations
	Whistleblower protection	An anonymous complaint mechanism to strengthen the work environment and protect employees	Impact	+	Own Operations
	Supplier Relationship Management	Greater transparency and mandatory compliance with human rights and labor standards by our suppliers through established guidelines and procedures	Impact	+	Own Operations



Calculation Method for the Greenhouse Gas Inventory

The calculation of the Hansgrohe Group's greenhouse gas inventory is based on the principles and methods of the GHG Protocol. The system boundaries of the greenhouse gas inventory were defined using the operational control approach. The total CO₂ emissions reported in this report include Scope 2 emissions calculated using the market-based approach.

The following greenhouse gas emissions are included in our sustainability report:

- **Scope 1:** direct greenhouse gas emissions from combustion processes in stationary and mobile applications, and direct emissions of fugitive gases.
- **Scope 2:** indirect greenhouse gas emissions resulting from the generation of electricity and district heating that we purchase.
- **Scope 3:** Purchased goods and services (3.1), capital goods (3.2), fuel- and energy-related emissions (not part of Scope 1 or 2; 3.3), upstream transport and distribution (3.4), operational waste (3.5), business travel (3.6), employee commutes (3.7), downstream transport and distribution (3.9), and disposal of sold products at the end of their life cycle (3.12).

The following Scope 3 categories were not included because they are not applicable or relevant to us: Rented or leased assets (3.8, no longer relevant as of 2023), processing of sold intermediate products (3.10), use of sold products (3.11), downstream leased assets (3.13), franchises (3.14), and investments (Scope 3.15).

To convert consumption data into CO₂ equivalents (CO₂e), both primary data (consumption or supplier data) and secondary data from scientific databases are used. This means that, in addition to CO₂, the calculations also take into account the six other greenhouse gases regulated by the Kyoto Protocol: methane (CH₄), nitrous oxide (N₂O), sulfur hexafluoride (SF₆), hydrofluorocarbons (HFCs and H-HFCs), and nitrogen trifluoride (NF₃). These are converted to the global warming potential of CO₂ and thus form CO₂equivalents (CO₂e).



ESRS-Index

The following index illustrates the positioning of the reporting standards used in terms of disclosure requirements, without delving into individual data points. The Hansgrohe Group applies the ESRS standards on a voluntary basis and reports specifically on the

topics and data points for which meaningful and reliable data is currently available. The index is therefore limited to the available data points. The scope of reporting is continuously expanded in line with the requirements of the CSRD.

ESRS 2: General Disclosures

ESRS-No.	Disclosure Requirement	Chapter
BP-1	General basis for preparation of sustainability statements	[→ Report Profile], [→ Consolidation scope of the report]
BP-2	Disclosures in relation to specific circumstances	[→ Materiality Assessment], [→ ESG Management], [→ Climate Protection and Decarbonization], [→ Report Profile]
GOV-1	The role of the administrative, management and supervisory bodies	[→ ESG Management], [→ Management Approach to Corporate Governance]
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	[→ ESG Management], [→ Management Approach to Corporate Governance]
GOV-3	Integration of sustainability-related performance in incentive schemes	[→ Management Approach to Environmental Performance]
GOV-4	Statement on due diligence	-
GOV-5	Risk management and internal controls over sustainability reporting	[→ D. Opportunities and Risks of Future Development], [→ Management Approach to Corporate Governance], [→ Management of Supplier Relationships]
SBM-1	Strategy, business model and value chain	[→ Company Profile], [→ Management Approach to Environmental Performance], [→ Management of Supplier Relationships]
SBM-2	Interests and views of stakeholders	[→ Engaging with Stakeholders], [→ Management Approach to Social Responsibility]
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	[→ Materiality Assessment], [→ List of Material Impacts, Risks, and Opportunities]

ESRS-No.	Disclosure Requirement	Chapter
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	[→ Materiality Assessment]
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	[→ ESRS-Index]
MDR-P	Policies adopted to manage material sustainability matters	[→ ESG Management], [→ Management Approach to Environmental Performance], [→ Management Approach to Social Responsibility], [→ Management Approach to Corporate Governance]
MDR-A	Actions and resources in relation to material sustainability matters	All measures are included in the topic-specific standards
MDR-M	Metrics in relation to material sustainability matters	All key figures are included in the topic-specific standards, [→ Data Overview]
MDR-T	Tracking effectiveness of policies and actions through targets	All targets are included in the topic-specific standards



E1: Climate Change

ESRS-No.	Disclosure Requirement	Chapter
ESRS 2 GOV-3	Integration of sustainability-related performance in incentive schemes	[→ Management Approach to Environmental Performance]
E1-1	Transition plan for climate change mitigation	[→ Climate Protection and Decarbonization]
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	[→ Materiality Assessment]
ESRS 2 IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	[→ Materiality Assessment]
E1-2	Policies related to climate change mitigation and adaptation	[→ Management Approach to Environmental Performance], [→ Climate Protection and Decarbonization], [→ Systematically Reducing Energy Consumption]
E1-3	Actions and resources in relation to climate change policies	[→ Management Approach to Environmental Performance], [→ Climate Protection and Decarbonization], [→ Systematically Reducing Energy Consumption]
E1-4	Targets related to climate change mitigation and adaptation	[→ Management Approach to Environmental Performance], [→ Climate Protection and Decarbonization], [→ Systematically Reducing Energy Consumption]
E1-5	Energy consumption and mix	[→ Systematically Reducing Energy Consumption]
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	[→ Climate Protection and Decarbonization]
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	[→ Climate Protection and Decarbonization]
E1-8	Internal carbon pricing	[→ Management Approach to Environmental Performance]
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	-

E2: Pollution

ESRS-No.	Disclosure Requirement	Chapter
ESRS 2 IRO-1	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	[→ Materiality Assessment]
E2-1	Policies related to pollution	[→ Management Approach to Environmental Performance], [→ Responsible Management of Environmental Impacts]
E2-2	Actions and resources related to pollution	[→ Responsible Management of Environmental Impacts]
E2-3	Targets related to pollution	[→ Management Approach to Environmental Performance]
E2-4	Pollution of air, water and soil	[→ Responsible Management of Environmental Impacts]
E2-5	Substances of concern and substances of very high concern	[→ Responsible Management of Environmental Impacts]
E2-6	Anticipated financial effects from pollution-related impacts, risks and opportunities	-

E3: Water and Marine Resources

ESRS-No.	Disclosure Requirement	Chapter
ESRS 2 IRO-1	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	[→ Materiality Assessment]
E3-1	Policies related to water and marine resources	[→ Management Approach to Environmental Performance], [→ Water Use]
E3-2	Actions and resources related to water and marine resources	[→ Water Use]
E3-3	Targets related to water and marine resources	[→ Water Use]
E3-4	Water consumption	[→ Water Use]
E3-5	Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	-



E4: Biodiversity and Ecosystems

According to the materiality assessment carried out, this topic is not sufficiently relevant for the Hansgrohe Group's sustainability management..

E5: Resource Use and Circular Economy

ESRS-No.	Disclosure Requirement	Chapter
ESRS 2 IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	[→ Materiality Assessment]
E5-1	Policies related to resource use and circular economy	[→ Materiality Assessment], [→ Managing Raw Materials and Materials], [→ Waste Management]
E5-2	Actions and resources related to resource use and circular economy	[→ Managing Raw Materials and Materials], [→ Waste Management]
E5-3	Targets related to resource use and circular economy	[→ Managing Raw Materials and Materials]
E5-4	Resource inflows	[→ Managing Raw Materials and Materials]
E5-5	Resource inflows	[→ Managing Raw Materials and Materials], [→ Waste Management]
E5-6	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	-

S1: Own Workforce

ESRS-No.	Disclosure Requirement	Chapter
ESRS 2 SBM-2	Interests and views of stakeholders	[→ Engaging with Stakeholders], [→ Management Approach to Social Responsibility]
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	[→ Materiality Assessment]
S1-1	Policies related to own workforce	[→ B. Economic Report Employees], [→ Management Approach to Social Responsibility]
S1-2	Processes for engaging with own workers and workers' representatives about impacts	[→ Management Approach to Social Responsibility]

ESRS-No.	Disclosure Requirement	Chapter
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	[→ Management Approach to Social Responsibility], [→ Protection of Whistleblowers]
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	[→ Management Approach to Social Responsibility], [→ Health and Safety], [→ Equal Treatment and Equal Opportunity]
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	[→ Management Approach to Social Responsibility], [→ Health and Safety]
S1-6	Characteristics of the undertaking's employees	[→ Management Approach to Social Responsibility]
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	[→ Management Approach to Social Responsibility]
S1-8	Collective bargaining coverage and social dialogue	Not material, but voluntarily reported in the chapter on [→ Adequate Wages]
S1-9	Diversity metrics	Not material, but voluntarily reported in the chapter on [→ Equal Treatment and Equal Opportunity]
S1-10	Adequate wages	[→ Adequate Wages]
S1-11	Social protection	According to the Materiality assessment conducted, this topic is not considered sufficiently relevant to the Hansgrohe Group's sustainability management
S1-12	Persons with disabilities	Not material, but voluntarily reported in the chapter on [→ Equal Treatment and Equal Opportunity]
S1-13	Training and skills development metrics	Not material, but voluntarily reported in the chapter on the [→ Management Approach to Social Responsibility]
S1-14	Health and safety metrics	[→ Health and Safety]
S1-15	Work-life balance metrics	Not material, but voluntarily reported in the chapter on [→ Management Approach to Social Responsibility]
S1-16	Compensation metrics (pay gap and total compensation)	-
S1-17	Incidents, complaints and severe human rights impacts	[→ Management Approach to Social Responsibility], [→ Protection of Whistleblowers]



S2: Workers in the Value Chain

ESRS-No.	Disclosure Requirement	Chapter
ESRS 2 SBM-2	Interests and views of stakeholders	[→ Engaging with Stakeholders], [→ Management Approach to Social Responsibility]
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	[→ Materiality Assessment]
S2-1	Policies related to value chain workers	[→ Management of Supplier Relationships]
S2-2	Processes for engaging with value chain workers about impacts	[→ Management of Supplier Relationships]
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	[→ Protection of Whistleblowers]
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	[→ Management of Supplier Relationships]
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	-

S3: Affected Communities

According to the materiality assessment carried out, this topic is not sufficiently relevant for the Hansgrohe Group's sustainability management.

S4: Consumers and End-Users

According to the materiality assessment carried out, this topic is not sufficiently relevant for the Hansgrohe Group's sustainability management.

G1: Business Conduct

ESRS-No.	Disclosure Requirement	Chapter
ESRS 2 GOV-1	The role of the administrative, supervisory and management bodies	[→ ESG Management], [→ Management Approach to Corporate Governance]
ESRS 2 IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	[→ Materiality Assessment]
G1-1	Business conduct policies and corporate culture	[→ Management Approach to Corporate Governance]
G1-2	Management of relationships with suppliers	[→ Management of Supplier Relationships]
G1-3	Prevention and detection of corruption and bribery	Not material, but voluntarily reported in the chapter on [→ ESG Management], [→ Management Approach to Corporate Governance]
G1-4	Confirmed incidents of corruption or bribery	According to the Materiality assessment conducted, this topic is not considered sufficiently relevant to the Hansgrohe Group's sustainability management
G1-5	Political influence and lobbying activities	Not material, but voluntarily reported in the chapter on [→ Memberships, Lobbying, and Ratings]
G1-6	Payment practices	[→ Management of Supplier Relationships]



Data Overview

Environment

All data for Hansgrohe Group, deviations are indicated by footnotes.

Integration of sustainability-related performance in incentive schemes

	Unit	2022	2023	2024	2025
Share of variable compensation dependent on sustainability-related targets	%	-	-	-	7-10%

Emissions	Unit	2022	2023	2024	2025
Total CO ₂ e emissions (market based)	t CO ₂ e	332,646	267,449	263,276	235,252
Total CO ₂ e emissions (location based)	t CO ₂ e	359,755	288,695	291,452	265,705
Total Scope 1 CO ₂ e emissions	t CO ₂ e	7,293	6,936	7,761	8,148
Total Scope 2 CO ₂ e emissions (market based)	t CO ₂ e	1,709	2,131	963	950
Total Scope 2 CO ₂ e emissions (location based)	t CO ₂ e	28,818	23,377	29,139	31,403
Total Scope 3 CO ₂ e emissions	t CO ₂ e	323,645	258,382	254,552	226,154
Total Scope 3 upstream emissions	t CO ₂ e	312,493	245,319	240,872	215,114
Scope 3.1 - Purchased goods and services	t CO ₂ e	210,465	180,191	195,900	161,584
Scope 3.2 - Capital goods	t CO ₂ e	53,698	9,142	6,276	5,285
Scope 3.3 - Energy and fuel-related activities	t CO ₂ e	4,603	3,801	3,884	4,197
Scope 3.4 - Upstream transportation and distribution	t CO ₂ e	26,853	38,817	21,782	29,041
Scope 3.5 - Waste	t CO ₂ e	3,363	2,690	3,278	2,667
Scope 3.6 - Business travel	t CO ₂ e	4,141	5,249	5,046	6,441
Scope 3.7 - Employee commutes	t CO ₂ e	7,684	5,429	4,706	5,899
Scope 3.8 - Upstream leased assets	t CO ₂ e	1,688	0	0	0

Emissions	Unit	2022	2023	2024	2025
Total Scope 3 downstream emissions	t CO ₂ e	11,152	13,062	13,680	11,040
Scope 3.9 - Downstream transportation and distribution	t CO ₂ e	6,541	9,256	9,960	5,960
Scope 3.12 - End-of-life treatment of products sold	t CO ₂ e	4,611	3,806	3,720	5,080
Change in Scope 1 CO ₂ e emissions compared to the base year 2021	%	-26%	-29%	-21%	-17%
Change in Scope 2 CO ₂ e emissions compared to the base year 2021 (market based)	%	-92%	-90%	-96%	-96%
Change in Scope 2 CO ₂ e emissions compared to the base year 2021 (location based)	%	-8%	-25%	-7%	0%
Change in Scope 3 CO ₂ e emissions compared to the base year 2021	%	-10%	-28%	-30%	-37%
CO ₂ e emissions (Scope 1 and 2) per ton of product sold	t CO ₂ e / t of product sold	0.30	0.41	0.45	0.44
Net sales	Mio. EUR	1,550	1,406	1,387	1,375
Total CO ₂ e emissions intensity (market based)	t CO ₂ e / Mio. EUR	215	190	190	171
Total CO ₂ e emissions intensity (location based)	t CO ₂ e / Mio. EUR	232	205	210	193



Energy	Unit	2022	2023	2024	2025
Total energy consumption	MWh	82,891	76,739	90,306	98,190
Total electricity consumption	MWh	59,714	56,939	65,458	67,529
Non-renewable	MWh	3,723	3,242	1,683	1,658
Renewable	MWh	55,992	53,697	63,775	65,871
Total energy consumption from non-renewable sources	MWh	26,900	23,042	26,531	30,660
Electricity consumption from non-renewable sources	MWh	3,723	3,242	1,683	1,658
Coal and coal products	MWh	0	0	0	0
Heating oil	MWh	1,440	1,245	0	0
Natural gas	MWh	21,498	18,333	24,553	28,719
District Heating	MWh	239	223	295	283
other fossil fuel sources	MWh	0	0	0	0
Total renewable energy consumption	MWh	55,992	53,697	63,775	65,871
Electricity consumption from renewable sources	MWh	55,992	53,689	63,756	65,156
Self-generated and self-consumed renewable electricity	MWh	0	8	19	715
Share of renewable energy in total energy consumption	%	68%	70%	71%	67%
Share of renewable electricity in total electricity consumption	%	94%	94%	97%	98%
Electricity per ton of product manufactured (electricity intensity)	MWh/t of product manufactured	2.00	2.58	3.41	3.26

Waste	Unit	2022	2023	2024	2025
Total Waste	t	10,677	8,160	11,019	10,520
Total recycled waste	t	6,802	4,917	7,273	6,287
Share of recycled waste	%	64%	60%	66%	60%
Total non-recycled waste	t	3,875	3,243	3,746	4,233
Non-hazardous waste	t	9,139	6,786	9,488	9,077
Recycling	t	6,264	4,347	6,587	5,638
Incineration (including energy recovery)	t	1,416	1,092	1,207	1,276
Landfill	t	884	842	1,252	1,649
Not specified	t	576	505	442	514
Hazardous waste	t	1,538	1,374	1,531	1,443
Recycling	t	538	570	686	649
Incineration (including energy recovery)	t	690	470	471	465
Landfill	t	310	334	374	329
Non-hazardous waste per ton of product manufactured (waste intensity)	t/t of product manufactured	0.31	0.31	0.49	0.44
Hazardous waste per ton of product manufactured (waste intensity)	t/t of product manufactured	0.05	0.06	0.08	0.07

Water	Unit	2022	2023	2024	2025
Total water withdrawal	m ³	132,254	123,744	162,611	150,069
Total water discharge	m ³	132,254	123,744	162,611	150,069
Total water consumption	m ³	0	0	0	0
Water withdrawal per ton of product manufactured (water intensity)	m ³ /t of product manufactured	4.44	5.60	8.46	7.24
Total volume of stored water	m ³	-	-	6,881	6,881



Products	Unit	2022	2023	2024	2025
Products covered by Environmental Product Declarations (EPD)	Products	> 40	> 1500	> 1700	>1700

Management Systems ¹	Unit	2022	2023	2024	2025
Share of ISO 9001-certified production sites	%	100	100	100	100
Share of ISO 14001-certified production sites	%	85.7	85.7	75	75
Share of ISO 50001-certified production sites	%	57.1	57.1	50	50
Share of production sites with an environmental risk management	%	100	100	100	100

Materials ²	Unit	2023	2024	2025
Metals	t	14,934	16,180	16,878
Brass	t	12,385	13,433	12,769
Zinc	t	1,798	1,925	1,905
Steel	t	618	663	1,835
other metals	t	133	159	369
Plastics	t	3,558	4,130	4,829
PVC	t	864	883	774
ABS	t	785	1,023	1,299
PPE/PS	t	407	469	628
other plastics	t	1,502	1,755	2,128
Ceramics	t	1,703	2,002	4,561
Sanitary ceramics	t	1,441	1,881	4,450
other ceramics	t	262	121	111
Chemicals	t	1,121	1,431	1,519
Hydrochloric acid	t	281	332	332
Caustic soda lye	t	116	170	209
Calcium hydroxide	t	192	220	226
other ceramics	t	532	709	752

¹ Without production site Valjevo (Serbia) until 2024

² Main material groups with the three largest items in each case; data rounded



Social

All data for Hansgrohe Group, deviations are indicated by footnotes.

Employees	Unit	2024	2025
Total employees	Headcount	5,645	5,673
Employees by region			
Europe	Headcount	4,423	4,471
Asia	Headcount	943	937
Americas	Headcount	220	208
Africa	Headcount	45	43
Australia	Headcount	14	14
Employees by country ³			
Germany	Headcount	3,421	3,419
China	Headcount	704	702
Serbia	Headcount	276	339
USA	Headcount	197	184
France	Headcount	245	241
India	Headcount	127	120
United Kingdom	Headcount	91	88
Singapore	Headcount	68	70
Employees by diversity factors			
Male	Headcount	3,445	3,449
Female	Headcount	2,196	2,223
No information provided	Headcount	4	1
Under 30 years	Headcount	943	900
30–50 years	Headcount	3,258	3,269
Over 50 years	Headcount	1,444	1,504
Total managers	Headcount	749	661
Male	Headcount	569	503
Female	Headcount	179	158
No information provided	Headcount	1	0
Under 30 years	Headcount	18	15
30–50 years	Headcount	539	468
Over 50 years	Headcount	192	178

³ States with 50 or more employees, accounting for at least 10% of the total number of employees (as of December 31, 2025)

⁴ Excluding apprentices, interns, and summer workers

Employees	Unit	2024	2025
Total executive board members	Headcount	5	5
Male	Headcount	4	4
Female	Headcount	1	1
No information provided	Headcount	0	0
Employees by employment status			
Full-time, total	Headcount	5,124	5,160
Male	Headcount	-	3,372
Female	Headcount	-	1,787
No information provided	Headcount	-	1
Part-time, total	Headcount	521	513
Male	Headcount	-	77
Female	Headcount	-	436
No information provided	Headcount	-	0
Temporary employees, total	Headcount	184	253
Male	Headcount	-	157
Female	Headcount	-	90
No information provided	Headcount	-	6
Total new hires ⁴	Headcount	744	555
Male	Headcount	476	350
Female	Headcount	262	205
No information provided	Headcount	6	0
Under 30 years	Headcount	299	231
30–50 years	Headcount	396	275
Over 50 years	Headcount	49	49
Europe	Headcount	646	454
Asia	Headcount	56	74
Americas	Headcount	34	21
Africa	Headcount	4	5
Australia	Headcount	4	1
Employees who left Hansgrohe during the reporting year ⁴	Headcount	536	527
Total employee turnover rate	%	5.1 %	4.4 %
Hiring of trainees	Headcount	29	37



Incidents, complaints, and serious impacts related to human rights

	Unit	2024	2025
Number of reported incidents of discrimination, including harassment	Number	25	26
Number of complaints submitted through channels through which company employees can express concerns	Number	35	31
Total amount of significant fines, penalties, and damages related to the incidents described above	EUR	0	0
Number of serious human rights incidents involving the company's employees	Number	2	6
Total amount of significant fines, sanctions, and damages resulting from serious human rights issues and incidents related to the company's employees	EUR	0	0

Employer Responsibility⁵

	Unit	2024	2025
Share of employees covered by collective bargaining agreements	%	93.3%	92.3%
Share of employees represented by a works council	%	93.3%	92.3%

Human resources development

	Unit	2024	2025
Number of annual campus events	Number	1,021	1,012
Apprentices and dual-track students ⁶	Headcount	146	143
Apprenticeship rate (based on the September figures) ⁶	%	4.9%	4.9%

⁵ Excluding apprentices, dual-track students, interns, summer workers, and employees of Easy Sanitary Solutions B.V. (ESS) and its subsidiaries

⁶ Not included: Easy Sanitary Solutions B.V. (ESS) and its subsidiaries

⁷ Only Hansgrohe SE and Hansgrohe Deutschland Vertriebs-GmbH

⁸ Only Hansgrohe SE and the Wasselonne production site

Health and Safety

	Unit	2024	2025
Health and safety trainings (on-site and online), total ⁷	Number	9,388	14,084
Share of employees trained in health and safety	%	100%	100%
Total injuries	Number	38	37
Europe	Injuries	32	34
Americas	Injuries	1	0
Asia	Injuries	5	3
Cut/puncture wound	Injuries	6	6
Bruises, contusions, sprains	Injuries	30	28
Fractures	Injuries	1	2
Chemical burns/burns	Injuries	1	1
Rate of reportable workplace accidents (per 1 million working hours)	%	-	5.2%
Number of reportable work-related illnesses	Number	-	0
Number of lost workdays	Number	672	1117
Europe	Days absent	303	778
Americas	Days absent	1	0
Asia	Days absent	368	339
Lost Day Frequency Rate (LDFR)	Number	1.01	1.04
Share of employees provided with protective clothing and work equipment	%	100%	100%
Share of employees represented by a health and safety committee ⁸	%	100%	100%
Share of production sites where a health and safety risk assessment has been conducted	%	100%	100%
Share of production sites with ISO 45001 certification	%	75%	75%
Share of employees covered by health and safety management systems (coverage rate)	%	-	75%

Inclusion and Equal Opportunity

	Unit	2024	2025
Share of female employees	%	39%	39%
Share of female managers	%	24%	24%
Share of female board members	%	20%	20%
Nationalities of employees in Germany, total	Number	56	61



Governance

All data for Hansgrohe Group, deviations are indicated by footnotes.

Governance Structure	Unit	2024	2025
Number of Executive Board members	Number	5	5
Share of female Board members	%	20%	20%
Number of Supervisory Board members	Number	6	6
Share of female members of the Supervisory Board	%	0%	17%
Share of independent members of the Supervisory Board	%	17%	17%

Ethics	Unit	2024	2025
Share of sites internal audits/risk assessments on business ethics were conducted	%	100%	100%
Share of sites where audits/risk assessments regarding human rights compliance were conducted (including child labor and forced labor)	%	100%	100%
Share of sites where internal and/or external audits/risk assessments regarding information security were conducted	%	100%	100%
Share of relevant employees who have received training on the Masco Code of Ethics	%	97%	98%
Share of relevant employees trained on conflicts of interest	%	96%	98%
Share of relevant employees trained on anti-corruption	%	96%	98%
Share of sites with an whistleblowing procedure implemented	%	100%	100%

Management of Supplier Relationships – Payment Practices

	Unit	2024	2025
Accounts payable days	Number	67.4	64.8
Share of payments for which standard terms are applied	%	-	73%
Number of pending legal proceedings due to late payment	Number	-	0

Supply Chain

	Unit	2024	2025
Total number of suppliers	Number	2,942	3,123
Share of suppliers for whom information regarding conflict minerals is available	%	81%	≈80%
Share of suppliers required to comply with Masco Corporation Supplier Business Practices Policy	%	100%	100%
Share of suppliers in accordance with Masco's Corporate Policy on Supplier Business Conduct	%	0.2%	0.6%
Share of procurement staff who have completed training on environmental and social issues in the supply chain	%	95%	90%



Disclaimer and Contact


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