

Doing better. For what matters.

Sustainability Report 2025





Dear readers,

The discussion about sustainability has changed. Economic uncertainties, geopolitical tensions and increasing cost pressures are currently leading many companies to reassess, delay or completely abandon their sustainability goals. At the same time, the regulatory landscape is expanding. Today, sustainability must be justified more than ever.

At BRITA, we don't see any reason to change our course – on the contrary: Especially in a demanding environment, it's clear how important long-term thinking, robust structures and responsible business practices are. Future viability, resilience and credibility do not arise in the short term. They come from consistent action over many years.

In the past year, we concluded our previous sustainability strategy. Some of our goals we have achieved, others we have only partially met or not to the extent we had intended. For us, communicating this openly is part of a credible approach to sustainability. But we have also learnt that we are working on the right topics. Now it's a question of what consequences we are deriving from the results. The experience gained in recent years and BRITA's first structured materiality analysis were systematically incorporated into our new sustainability strategy, which will be implemented from 2026 onwards. Moving forward, our focus will be more on prioritisation and long-term impact.

The decarbonisation of our company is one of our key future tasks. In the year under review, we therefore created important prerequisites for the structural integration of net-zero into the business: The BRITA Net-Zero Board has started its work, we have defined ambitious reduction and net-zero targets and submitted them to the Science Based Targets initiative. These targets have also been incorporated into our new Group strategy, so that net-zero can play a stronger role in our business management.

The concrete impact of our products shows why this path is worthwhile. In 2025, the use of BRITA products replaced around 6.1 billion water bottles worldwide. As a result, significant amounts of waste and emissions were avoided. These figures confirm that sustainable solutions work best when they are practical, scalable and relevant in the long term.

We will continue to pursue our path towards greater sustainability in the coming years. In May 2026, we received the validation of our submitted net-zero targets. At the same time, we will continue to further expand our databases, processes, and governance to manage progress more transparently and effectively.

For us, sustainability is not a short-term programme or a response to social trends. It's part of our understanding of responsibility and therefore part of the way we want to manage and develop BRITA.

I wish you an inspiring read.

Best regards,

Markus Hankammer

About this report

In this report, we, as the BRITA Group, present our sustainability efforts and describe our understanding of sustainability as well as our associated strategy and goals. We also provide insights into the measures we have implemented and initiated in this field. This report is aimed at B2B customers as well as employees, suppliers, business partners and members of the public. The reporting period covers the financial year 2025 from 1 January to 31 December. The BRITA Group's previous sustainability report was published in July 2025 and covered

the financial years 2023 and 2024. To reflect the growing importance of sustainability in our company's strategic direction, we will publish the BRITA Sustainability Report annually from now on.

The content of the report is based on the requirements of the Global Reporting Initiative (GRI) and the European Sustainability Reporting Standards (ESRS) in their currently valid form. However, we make no claim to completeness. The content has not been externally audited.

In order to identify the BRITA Group's key sustainability topics, we conducted a materiality analysis in preparation for upcoming EU-level reporting requirements. This was finalised at the beginning of 2025. The aim was, among other things, to assess the impacts, risks and opportunities of our business activities. A detailed description of the methodology and results can be found in [Chapter 2](#) of this report.

The current report covers the sustainability activities of BRITA SE and all its subsidiaries. In this report, we refer to this unit as the BRITA Group. The term does not describe a legally valid corporate unit and is only used for better understanding. Unless otherwise stated, the figures in this report apply to the BRITA Group.

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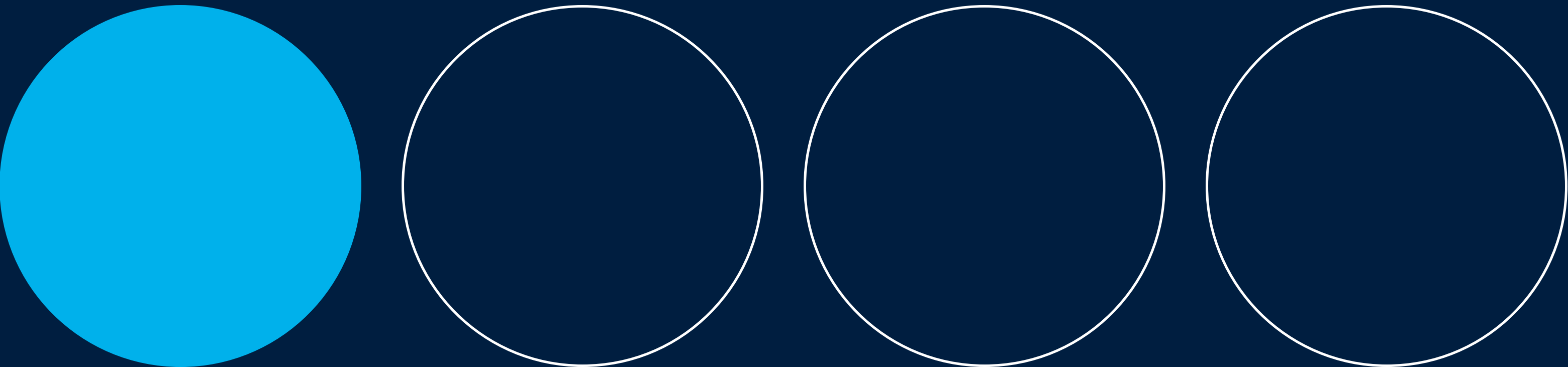
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Sustainable Development Goals

We support the United Nations 2030 Agenda and its Sustainable Development Goals (SDGs).

We mark sections in which we present measures that contribute to the SDGs with the corresponding icons.

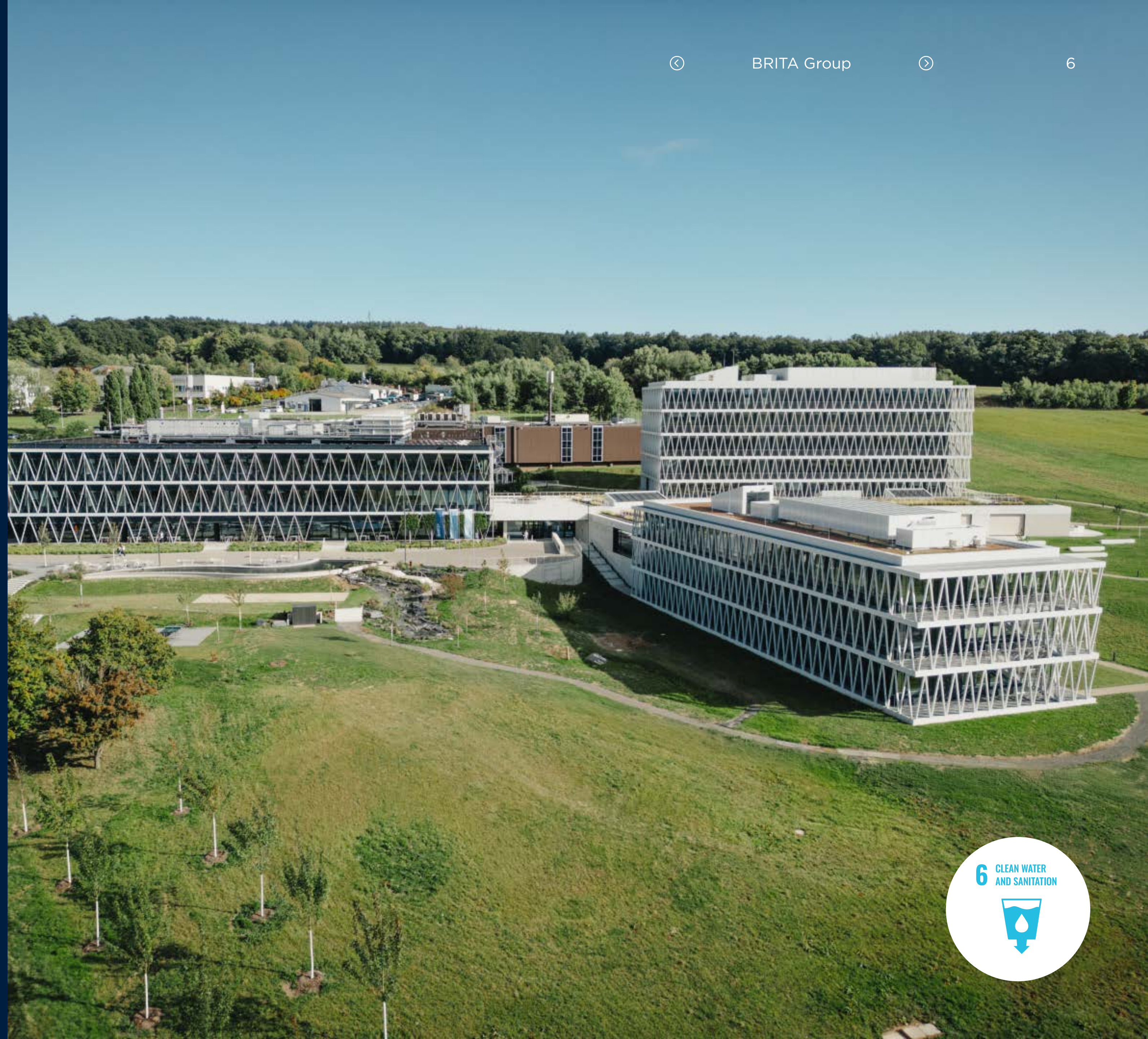


Company

This is BRITA

The BRITA Group is the leading provider in the field of drinking water optimisation and customisation.

The family business, founded in 1966, is divided into three strategic segments.





Consumer

In the Consumer segment, we offer products for home use, including water filter jugs and drinking bottles with filter cartridges, carbonation systems for carbonating tap water, and various devices for preparing hot water for tea and coffee.



Professional Filter

The portfolio in the Professional Filter segment includes various filter solutions for use in the professional sector. These include cafés and bakeries, for example, but also the restaurant and catering industry – in short, all areas in which taste, hygiene and machine protection play an important role.



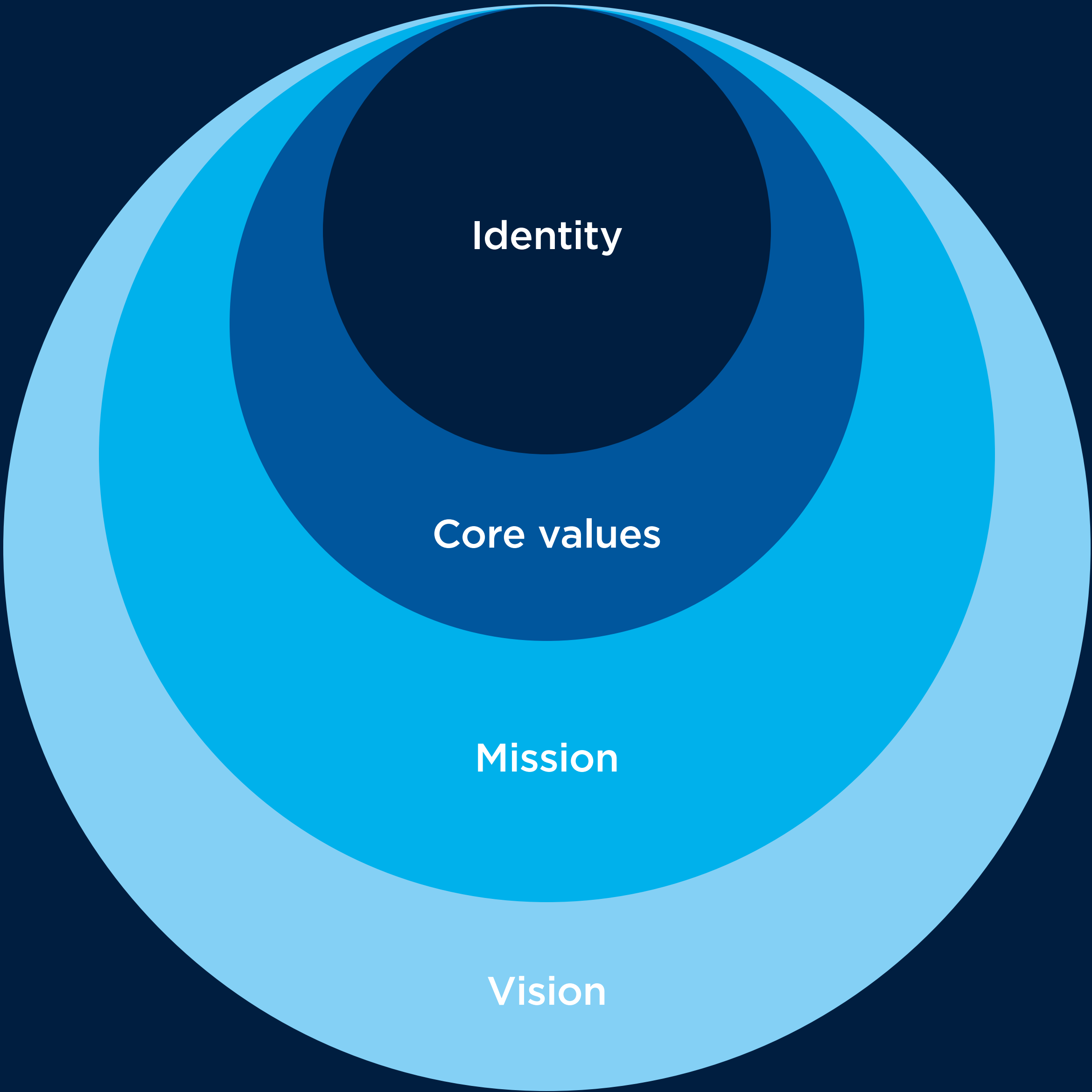
Dispenser

In the Dispenser segment, we bundle our range of premium water dispensers. These are used in offices in particular, but also in hospitals, schools and government buildings. They dispense chilled, still, hot and sparkling water – always filtered, of course, with the latest BRITA technology.

Shaping change with the BRITA Philosophy

As a globally operating, innovative market leader, we are committed to the continuous development of both our products and our company. The world is moving at a fast pace. We want to not only react to changing market conditions and technological developments, but to actively shape the change. Because we believe that change always brings opportunities. And to anchor this mindset in our company, we introduced the BRITA Philosophy in 2023. It serves employees and managers both as a guiding principle and as orientation in their everyday working lives.

The BRITA Philosophy summarises our identity as an internationally oriented family business, our corporate vision, the BRITA mission and our core values. It forms a strong foundation for our success – today and in the future. The individual elements of the Philosophy illustrate what we stand for and what we want to achieve in the world. The BRITA identity, in particular, embodies our passion for what we do and drives us to make a real impact.



Identity	Wir sind BRITA. A global family. Committed to creating a positive and sustainable impact in the world of water.
Core values	Thinking in generations Personal development Trust & respect Result-orientation Diversity Agility Accountability
Mission	We offer everybody the best drinking water experience according to their individual expectations.
Vision	We will change the way people drink water sustainably.

Our Executive Board





Markus Hankammer

Chief Executive Officer
BRITA Group



Stefan Jonitz

Chief Financial Officer
BRITA Group



Dr. Rüdiger Kraege

Chief Commercial Officer
Professional Filter/Dispenser
BRITA Group

BRITA is a modern family business and was founded by Heinz Hankammer in Taunusstein near Wiesbaden in 1966. Since then, we have grown to become an international company and a globally recognised brand.

Since 1999, the business has been managed by Markus Hankammer in the second generation. During the 2025 financial year, the Executive Board of the BRITA Group also consisted of Stefan Jonitz and Dr. Rüdiger Kraege. Both board members are long-standing members of the top management level.

Our Supervisory Board



The Supervisory Board of BRITA SE is the responsible control body of the BRITA Group. Its main task is to advise and monitor the Executive Board.

The Supervisory Board of BRITA SE currently consists of three permanent members and one deputy member:



Moss Kadey

Chairman of the Supervisory Board of BRITA SE since May 2022, member of the Supervisory Board of Hanvest Holding SE since 1999 and its Chairman since 2013, President and CEO of Mossco Capital Inc., an angel investment company.



Brita Hankammer

Member of the Supervisory Board of BRITA SE since May 2022, member of the Supervisory Board of Hanvest Holding SE since 2002, shareholder of Hanvest Holding SE and Managing Partner of Golf Resort Hofgut Georgenthal.



Prof. Dr. Gerd Walger

Deputy Chairman of the Supervisory Board of BRITA SE since May 2022, member and Deputy Chairman of the Supervisory Board of Hanvest Holding SE since 1999, founder and Managing Director of the Institute for Entrepreneurial and Corporate Development (Institut für Unternehmer- und Unternehmensentwicklung, IUU).



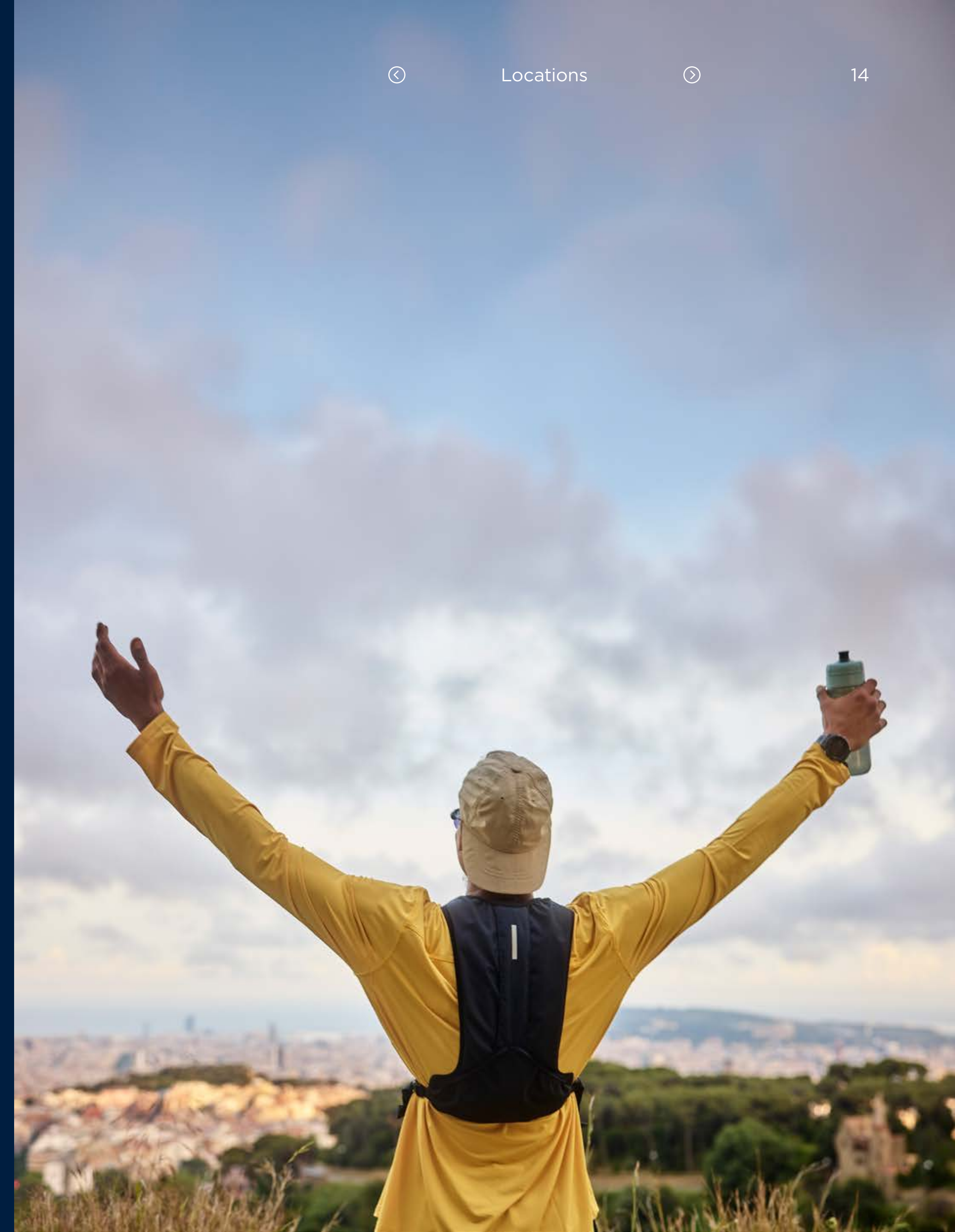
Andreas Land

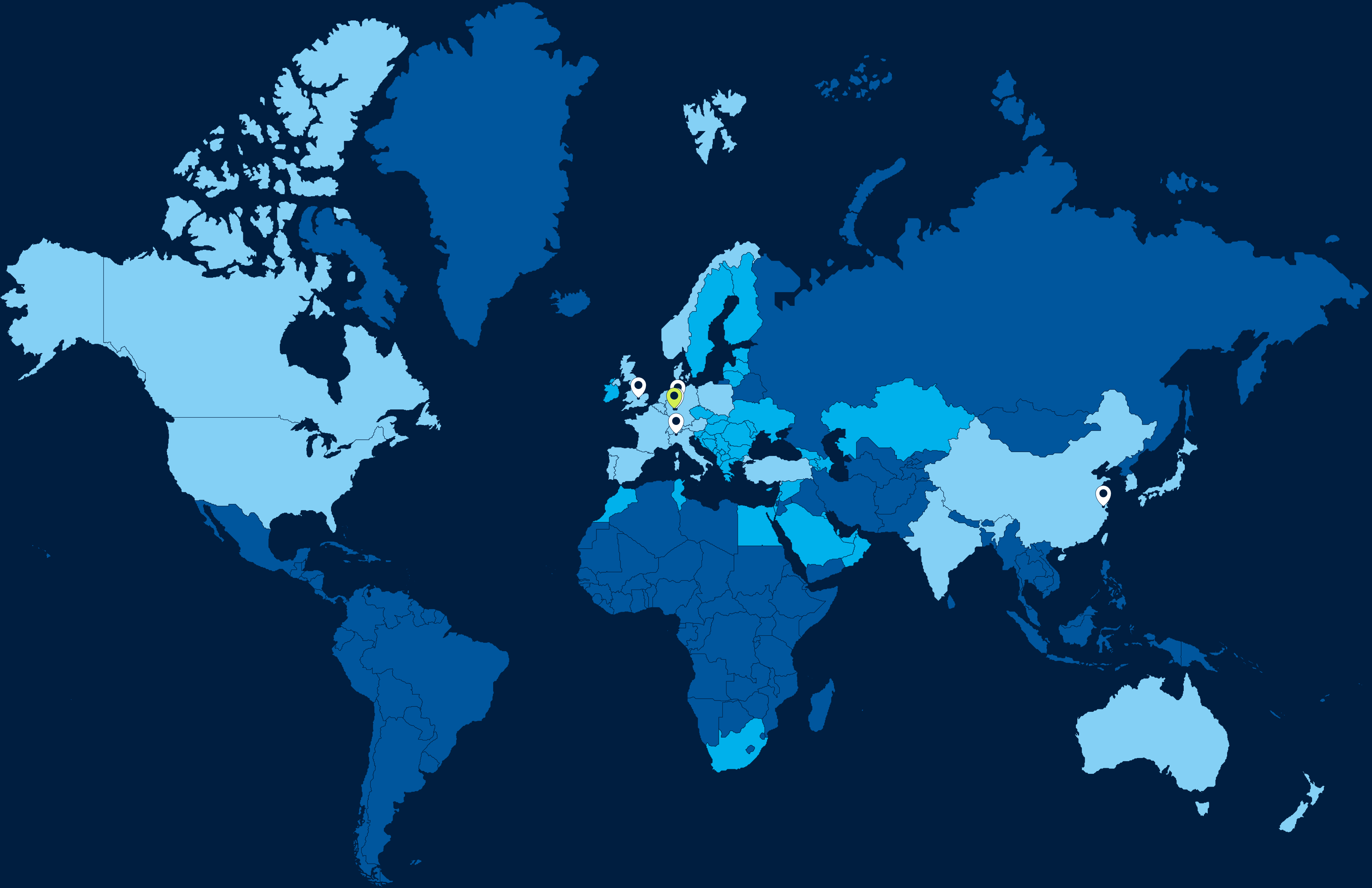
Deputy member of the Supervisory Board of BRITA SE since May 2022, member of the Supervisory Board of Hanvest Holding SE since 2019, shareholder of Griesson – de Beukelaer GmbH & Co. KG.

From Taunusstein to the world

The BRITA Group is headquartered in Taunusstein, near Wiesbaden. From here, we manage our currently almost 30 subsidiaries worldwide.

In total, we distribute our products in around 70 countries on five continents.





Our entities

- **BRITA SE**
Germany (headquarters)
- **BRITA Belux B.V.**
Belgium
- **BRITA Benelux B.V.**
Netherlands
- **BRITA China Co. Ltd.**
China
- **BRITA China Mfg. Ltd.**
China
- **BRITA France S.A.R.L.**
France
- **BRITA Iberia S.L.**
Spain
- **BRITA Hong Kong Ltd.**
Hong Kong
- **BRITA Italia Mfg. Srl.**
Italy
- **BRITA Italia s.r.l.**
Italy
- **BRITA India Water Solutions Pvt. Ltd.**
India
- **BRITA Japan KK**
Japan
- **BRITA Korea Co. Ltd.**
Korea
- **BRITA Nordic A/S**
Denmark
- **BRITA Polska S.p.z.o.o.**
Poland
- **BRITA Taiwan Co. Ltd.**
Taiwan
- **BRITA Turkey Su Cözümleri Ltd. St.**
Türkiye
- **BRITA Vivreau GmbH**
Germany
- **BRITA Vivreau Ltd.**
Great Britain
- **BRITA Wasser-Filter-Systeme AG**
Switzerland
- **BRITA Water Filter Systems Ltd.**
Great Britain
- **BRITA Water Filter Systems Pty. Ltd.**
Australia
- **Filltech GmbH**
Germany
- **LARQ**
USA
- **MAVEA Canada Inc.**
Canada
- **MAVEA LLC**
USA
- **Vivreau Canada Inc.**
Canada
- **Vivreau USA LP**
USA

Production sites

- **Arsago Seprio**
Italy
- **Bad Camberg**
Germany
- **Bicester**
Great Britain
- **Suzhou**
China
- **Warburg**
Germany

Legend

- BRITA entity
- Distributor market
- Production site
- Headquarters

Our development at a glance



Overall, the 2025 financial year was a success for the BRITA Group. In a challenging market environment characterised by geopolitical and trade policy tensions, as well as structural changes in key sales markets, the BRITA Group generated record sales turnover of €759 million. This corresponds to a growth of 4.4% compared to the previous year (2024: €727 million). We were able to achieve growth in all business areas and almost all markets.

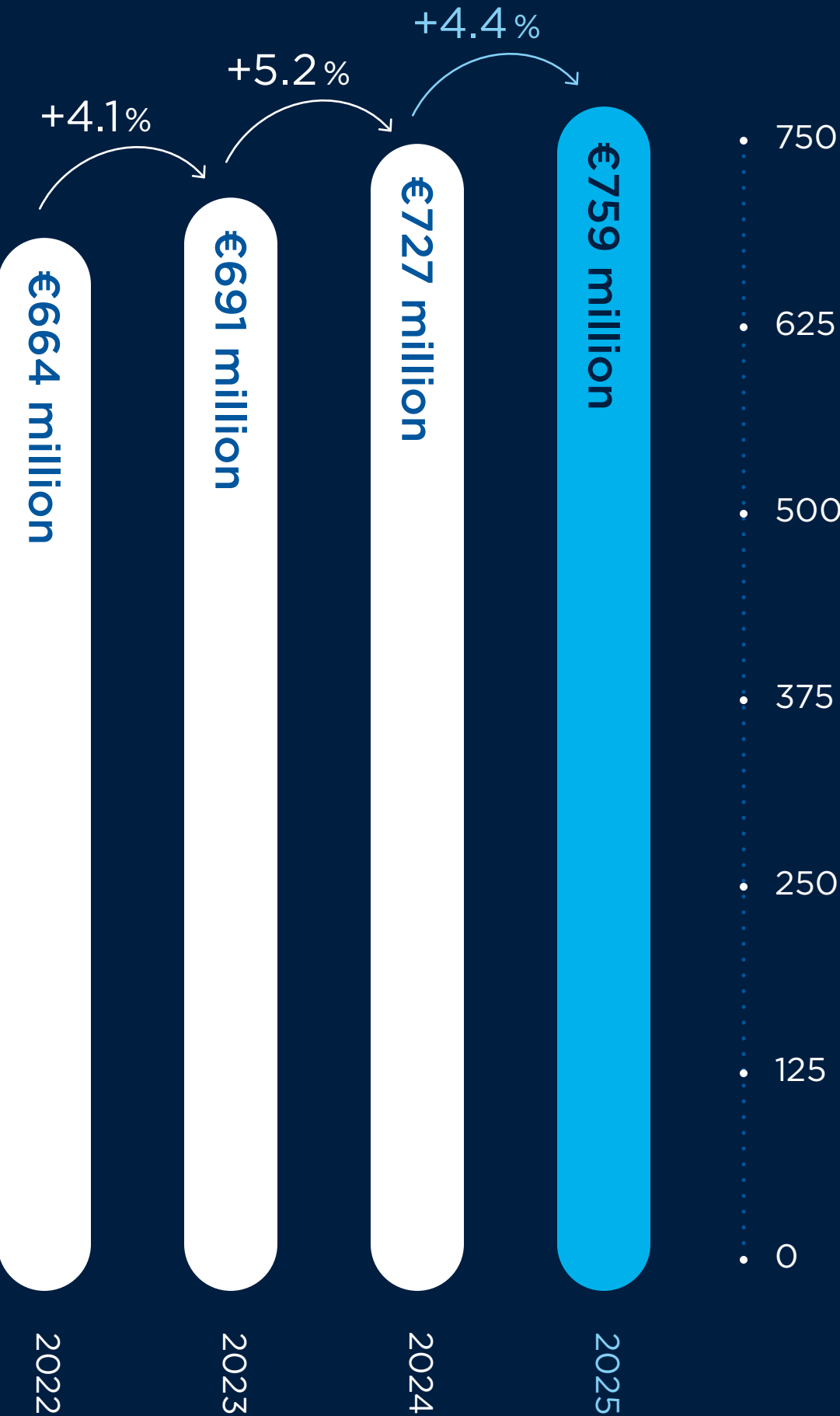
This development is particularly noteworthy given the strong negative exchange rate effects and the continued noticeable spending restraint. The markets with the highest turnover in the past two years were Germany, China and Great Britain. We generated the majority of our turnover (81%) in markets outside Germany.

In the Consumer segment, we were able to increase our turnover by 2.8% in 2025, exceeding the €500 million mark for the first time with a total of €508 million. Investments in our brand transformation have paid off particularly well. This involved reaching new target groups through brand ambassadors and other target-group-oriented marketing activities.

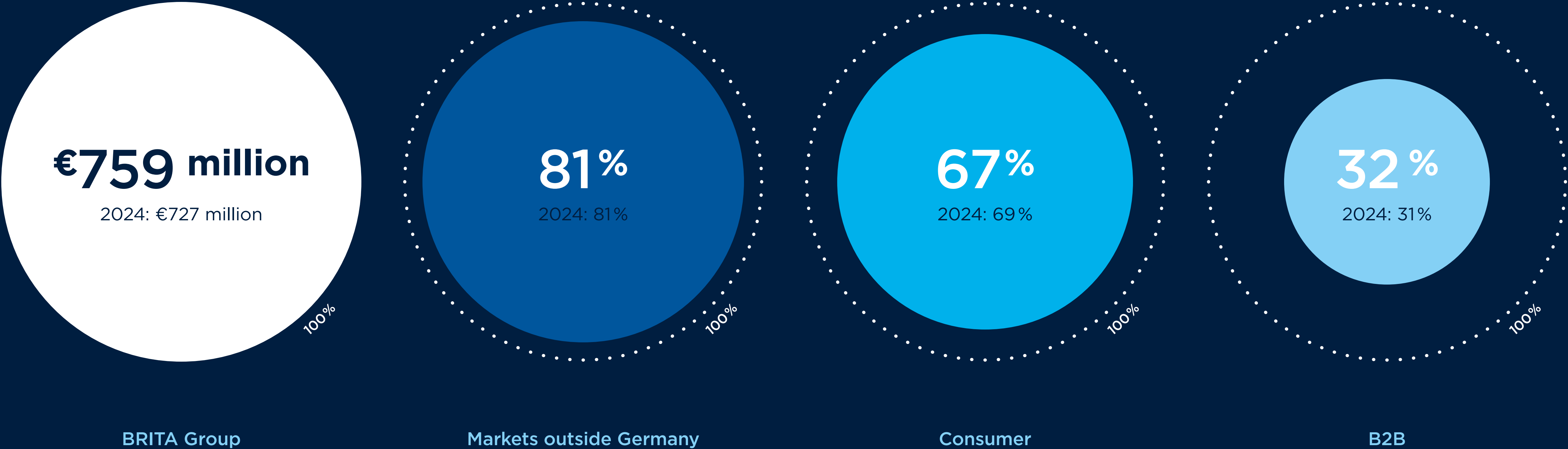
We recorded a particularly positive business development in the Professional Filter and Dispenser segments. While turnover in the Professional Filter segment increased by 6.0% to €122 million, it grew by 8.7% in the Dispenser segment, reaching €120 million at the end of the year. The key drivers of this growth were primarily the successful launch of our digital iQ solutions at Professional Filter and the signing of several long-term contracts in the Dispenser segment.

In 2022, we acquired a minority stake (25.1%) in OH LA LAQUA, a manufacturer of liquid concentrates for the natural flavouring of water. Despite many initiatives and dedicated collaboration, we have had to acknowledge that OH LA LAQUA has not developed as planned. Due to this development, BRITA decided to divest its shares and sell them back to the founder Andreas Meyer in December 2025.

BRITA Group turnover
(in € million)



Breakdown of turnover



Be a Gamechanger: Sustainable water consumption is a daily choice



To mark World Water Day on 22 March 2025, BRITA launched the initiative “Be a Gamechanger”, a campaign on plastic pollution. The focus is on a clear goal: together we want to save eight billion bottles annually by 2030. This underlines our commitment to promoting sustainable water consumption in everyday life and to showcasing practical alternatives to disposable bottles. Because every bottle saved means less waste, fewer emissions and more protection for our waters.

Many small steps lead to big impact

Plastic pollution is a global challenge that requires political action and corporate responsibility. At the same time, even small changes in daily life can make a noticeable contribution. Simply switching from bottled water

to tap water helps prevent packaging waste and protect waterways.

Filtered tap water produces significantly less packaging waste and has a much smaller carbon footprint than bottled water. Moreover, as a company, we take responsibility for the sustainable use of our resources by continuously developing our products, by using bio-based materials and by offering long-standing [recycling programmes](#) for filter cartridges.

Raising awareness of sustainable water consumption

With the ‘Be a Gamechanger’ initiative, BRITA is not only raising awareness of sustainable water consumption but also striving to motivate consumers to make conscious decisions in daily life.

In addition, the campaign highlights many simple ways to reduce plastic in everyday life, for example through the use of reusable bags, nets, cups and containers, and through the purchase of durable products. In this way, BRITA is sending a positive signal for responsible consumption and showing that being sustainable does not always mean going without – it’s a conscious decision for our environment and future generations.

From ideas to innovations

Across all business areas, we focused on developing new products, optimising existing products, particularly with regard to material selection, and rolling out our digital services.





Consumer

In October 2022, as part of our innovation strategy, we acquired the US company LARQ Inc., a premium manufacturer of drinking water solutions. In mid-2025, we launched the BRITA LARQ bottle on the German market – an important milestone in our transformation into a lifestyle brand. It keeps drinks cold for up to 24 hours and is available in two versions. Besides an entry-level version, the LARQ Essential, the BRITA LARQ iQ in particular combines advanced technology with digitalisation. The integrated filter removes PFAS, such as PFOA and PFOS as well as chlorine. Meanwhile, the PureVis UV C technology eliminates up to 99.99% of biological contaminants, including E. coli. Additionally, the connected app offers hydration tracking, analyses drinking behaviour and reminds users to drink enough.

In the past financial year, the focus in the Consumer segment was on the development of new products, the optimisation of development processes and the establishment of a process structure. This enables us to gradually improve sustainability aspects even beyond the market maturity of a product. Sustainability criteria such as material selection, repairability and recyclability are thus anchored even more strongly in the early stages of product development. This allows decisions to be adjusted early on, in line with a stronger focus on sustainability or eco-design.

Professional Filter

In the Professional Filter segment, we launched the PURITY C 1100 Clean and the PURITY C 1100 Clean Extra. Both filter cartridges were specifically designed for use in front of under-counter dishwashers, as commonly used in smaller restaurants, bistros and bars. Both filter cartridges decrease water hardness, which significantly reduces deposits and thus ensures sparkling clean glasses, cutlery and crockery – without any need for polishing. While the PURITY C Clean delivers good cleaning results for everyday needs, the PURITY C Clean Extra meets the highest standards with superior performance and brilliant shine.

In 2025, we launched the iQ Meter, the first digitally networked flow and consumption sensor. Compatible with all PURITY and PURITY C series cartridges, it sends water consumption data to the cloud-based BRITA iQ Portal. There, the exact filter exhaustion is determined based on the consumption data, and the remaining service life is calculated and displayed down to the week. This enables our customers to plan their service and maintenance efficiently.





Dispenser

We are also increasingly relying on smart, digital solutions for our water dispensers. This has enabled us to launch our first digitally networked water dispenser, the BRITA Online Dispenser, in 2025, which automatically and wirelessly sends its machine and consumption data to the BRITA iQ platform. Service technicians can access the platform's data to perform maintenance, diagnostics and updates remotely. This reduces service trips and avoids downtime.

Since the beginning of 2025, BRITA has consistently used recycled ABS in several non-water-contacting housing parts of the Top Pro water dispensers. The material used consists of approximately 85% recycled ABS. By completely switching these components to recycled material, close to 9.4 tonnes of fossil-based plastic can be saved annually. We are currently examining whether other dispenser product lines can also be converted to recycled material.

Our employees

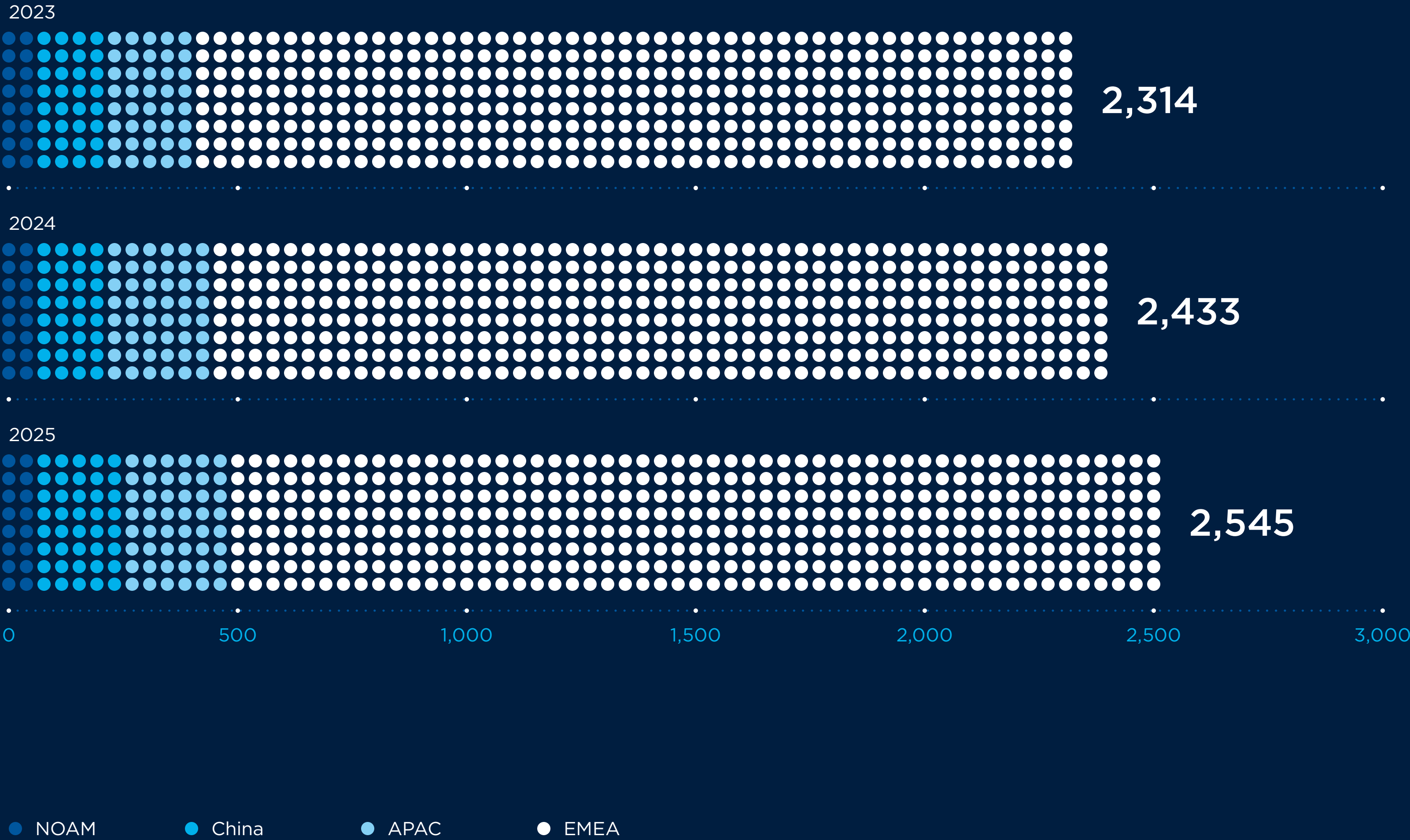


Our employees are the driving force behind our success. With their ingenuity, commitment and daily dedication, they drive our company forward and at the same time create an open, inclusive and vibrant corporate culture.

That’s why we want to create a working environment characterised by respect, appreciation and genuine cooperation. Our first Great Place to Work survey in 2024 shows how well we are succeeding. With an impressive participation rate of 84 % and the certification of 15 locations, we have reached an important milestone – and are proud of this strong signal from our teams. The next global survey is planned for 2026.



Our employees worldwide



Governance and Compliance





Good corporate governance as the basis for sustainable business practices

To ensure the integrity of BRITA, we have introduced binding corporate standards and implemented a comprehensive compliance system. It's based on the [BRITA Code of Conduct](#), which describes the ethical principles that guide our actions and business processes. At the same time, it explains the topic of compliance to employees in an understandable way and raises their awareness of possible risks in everyday work. The behaviour outlined in the Code of Conduct is binding for all employees,

including those on the Executive Board, and establishes a standard of responsible behaviour throughout the company. [The Human Rights Policy](#) supplements the Code of Conduct and explains how we deal with potential human rights issues in particular at our own sites and at our suppliers.



Compliance is a central function at BRITA and is implemented locally in the different business units. It's part of our Legal department, which is based at BRITA's headquarters in Taunusstein and reports directly to the CFO. The department monitors compliance with internal and external regulations worldwide and supports the development of a compliance culture

within the company. In the event of suspected breaches of our Code of Conduct, the Compliance department leads the internal investigations. The Financial Directors of the individual subsidiaries act as local contacts for compliance issues and are responsible for implementing the measures on site. In addition, the Compliance central function regularly offers interactive workshops

and training courses that enable employees to handle compliance issues responsibly and confidently in their daily work. Furthermore, all employees are required to participate in annual compliance training.

Trust in our professional business conduct is the basis of our cooperation with our customers and business partners. In order to maintain this trust, we take care to avoid any kind of conflict of interest. We do not tolerate any form of corruption or bribery. We are committed to free competition and strictly adhere to the applicable rules. We reject cartel formation and price fixing. Also, we never exploit our market position at any time to put pressure on other market participants.

However, our understanding of good corporate governance goes far beyond compliance with legal requirements and minimum standards. We aim to make a sustainable and positive contribution to society and the environment and base our actions on clear values. We therefore consider environmental and social factors in all business decisions. We want to give back through secure and well-paid jobs and through open and honest dialogue. And by making an appropriate financial contribution in the regions where we produce, work and live. Therefore, we pursue a tax strategy focused on integrity and transparency, which is about more than just tax optimisation.

We firmly believe that every person has a right to fairness, respect and dignity. That’s why we are fully committed to internationally recognised human rights as set out in the UN Global Compact and the labour standards of the International Labour Organisation (ILO). This commitment does not end on the company doorstep, but applies across our entire value chain.



Report securely, remain anonymous: our whistleblower system

As part of our risk management, the Compliance central function has developed preventive and reactive measures to identify and avoid potential harm at an early stage. We have also set up a [whistleblower system](#) through which employees, business partners and other stakeholders can report any suspected or actual violations of laws or internal guidelines – anonymously if required.

Reports submitted via the whistleblower system are received by an external ombudswoman. The person providing the tip can then communicate directly with her via a protected mailbox. The ombudswoman conducts an initial legal review, categorises the information

thematically and assesses its plausibility. Next, the plausible reports are forwarded to an internal BRITA contact person. Confidentiality is guaranteed at all times. The responsible BRITA employee will then carefully examine the facts and initiate the necessary follow-up measures.

We explicitly encourage everyone to use the whistleblower system so that we can identify potential violations early on and respond appropriately. Only by working together, both internally with our employees and externally with business partners and customers, can we ensure in the long term that our corporate success does not come at the expense of people or the environment.

Detailed information about our whistleblower system and the associated processes and escalation levels is provided in the [BRITA Rules of Procedure](#). In 2025, a total of six reports were received. All incidents were fully investigated and closed.

Clear rules for reliable partnerships: the BRITA Supplier Code of Conduct

Our expectation of conscientious and responsible behaviour applies not only to our own employees, but equally to our business partners in the supply chain. This is why the same compliance rules that apply to BRITA employees also apply to our suppliers. In 2024, we published and rolled out a new [BRITA Supplier Code of Conduct](#) to communicate our requirements even more clearly and in a way that is appropriate for our target groups.

Before entering into new business relationships with suppliers or other business partners, we carefully check their identity and business practices. Our aim is to work exclusively with reputable partners who comply with legal requirements and use funds from legitimate sources only. We condemn any form of terrorist financing and rigorously adhere to all applicable export controls, economic sanctions and embargo restrictions. Using an

automated sanctions list check, we ensure that current or potential business partners do not appear on any such lists.

Anchoring sustainability in the supply chain



In today's globalised world, well-functioning supply chain management is essential for remaining competitive and being able to react quickly to market changes. In order to better understand our supply chains and to develop effective processes and control mechanisms, we have expanded our supply chain due diligence in recent years and adapted it to the requirements of the German Supply Chain Due Diligence Act. But our ambition goes beyond that.

We want to establish transparent and responsible practices throughout our supply chain. And we want to be able to identify and effectively address potential human rights and environmental risks among suppliers at an early stage. For this reason, we carry out a regular risk assessment of our suppliers. This is based on the requirements and minimum standards specified in the Supplier Code of Conduct. Our risk assessment takes into account both the location of the supplier and the material group of the goods they supply. We use external, recognised risk databases to assess the locations. Suppliers identified as

potentially risky are then analysed and evaluated in more detail using a comprehensive self-assessment questionnaire. If necessary, we use on-site audits to gain a comprehensive understanding of the situation and to further specify risks. Regular reviews provide us with important insights and help us to gradually close knowledge gaps in our value chain. In the future, a software tool will support this process.

The due diligence process is still being rolled out. In 2025, an additional position was created in Procurement, responsible for expanding and managing the necessary processes and structures. This allows us to have closer contact with suppliers and, through joint projects, ensure transparency and fair conditions deeper in the supply chain.



Listen, understand, create: our stakeholder dialogue



Trust in the BRITA brand is central to our success. We secure this trust primarily by being transparent and engaging in regular dialogue with our various stakeholder groups. This approach provides us with valuable insights into the needs of our stakeholders. Furthermore, regular exchange, especially with regard to sustainability issues, helps us to identify market trends early and adapt our strategies accordingly. Our most important stakeholders include our employees, B2B customers and consumers, business partners, trading partners and suppliers as well as various local political players and the press.

Consumers have the option of contacting us directly via various social media channels or our hotline. In addition, we regularly use surveys and market research to actively gather feedback from consumers, which

we bundle, analyse and incorporate into our work. In the B2B sector, we use annual meetings, among other things, to stay informed about relevant developments and to discuss possible collaborations. We also work closely with suppliers on sustainability projects, for example regarding packaging, logistics and materials. Our regular attendance at relevant trade fairs and conferences offers many additional opportunities to engage in dialogue with customers, suppliers, public authorities and non-profit organisations. We are also in regular contact with administrative bodies and the press and maintain a professional and uncomplicated dialogue with them. Through briefings and newsletters we keep ourselves informed about developments at EU level that are relevant to BRITA. In 2025, we seized the opportunity to present our topics directly to stakeholders in Brussels on several occasions.

BRITA is active in various national and international networks, associations and organisations related to our core business. This enables us to regularly exchange information with important stakeholders and peers while continuously expanding our expertise, for example by participating in specialist bodies and committees.

Water, responsibility and transformation: BRITA at the DNT 2025

At the 18th German Sustainability Day (Deutscher Nachhaltigkeitstag, DNT) – one of the most prestigious sustainability congresses in the German-speaking world – BRITA was once again represented as the expert partner for the topic of water. As such, we presented our commitment to sustainability as an exhibitor, gave a keynote speech on the main stage, sponsored a panel discussion and supplied water for the entire congress as well as the subsequent gala event. In doing so, we made sustainable water consumption a tangible experience for the attendees.

As part of the congress, the theme of which was 'Against rollback and crisis mode', experts from the worlds of business, science, politics and civil society discussed key issues relating to sustainable transformation, responsibility and future viability. At our booth,

we highlighted our initiatives and successes regarding recycling and the circular economy. We presented visual insights into our recycling process, put materials on display and showcased selected products, all of which provided an opportunity to discuss our sustainability initiatives with attendees.

A particular highlight was the keynote address "Roll-back or purpose? Why we remain driven by sustainability" by Meike Rapp (Director Sustainability at BRITA) and Maren Huth (Vice President Global Brand Strategy & Experience at BRITA). The two speakers demonstrated how sustainability is inextricably linked to our brand and forms the foundation of our success. The two made it clear that credibility and transparency are crucial pillars for genuine transformation, particularly in difficult times. During the panel discussion on

conscious water consumption, which we sponsored, experts discussed the impact of our consumption behaviour on the environment and the resource of water – from plastic bottles and transport emissions to access to clean drinking water.

We are delighted to have been part of this important industry gathering once again in 2025. It was an altogether inspiring event where we had many fruitful conversations and gained important insights for our work.



Vinicius Dantas, Vivreau Canada

“Bringing people together is not an extra. It’s part of the job.”

What drives you?

I want to build connections between people. I believe I have a natural ability to bring people together. And when I do, I do it with my whole heart. It’s not about organising activities or filling people’s calendars. It’s about creating spaces where colleagues can meet, exchange ideas and experience themselves as a team. Bringing people together is not an extra. It’s part of the job.

I believe there’s real potential in that. When people know each other, when they feel seen and appreciated, they work differently. More openly. More closely. And often more effectively.

What are you working on right now?

Since March 2025, we’ve been further developing the BRITA Vital programme in Canada. One important step was the launch of a platform for recognition and exchange. Through a “Kudo Board”, colleagues can highlight what is going well. They share messages, but also photos and videos – so it has become a lively and engaging space. Around three quarters of the team are already actively using it. What matters to me is that we create a culture where we recognise and acknowledge what works well, without glossing over reality.

In addition, we regularly organise activities outside the traditional work context: small events, social gatherings, sports activities, beach or park clean-ups. This is what people value most, as our internal surveys show. Many colleagues work in hybrid settings or from home, so it becomes even more important to create opportunities to meet in person.

For me, these offers need to be accessible. They should be enjoyable, not mandatory. And they should lead to something: more exchange, better collaboration, and a stronger sense of belonging.

What would you like to move forward?

I want to strengthen this sense of community also beyond Canada. At the moment, I’m also closely involved with our location in New Jersey, USA, helping to create a more connected and collaborative NOAM (North American) community that brings our USA and Canada teams together.

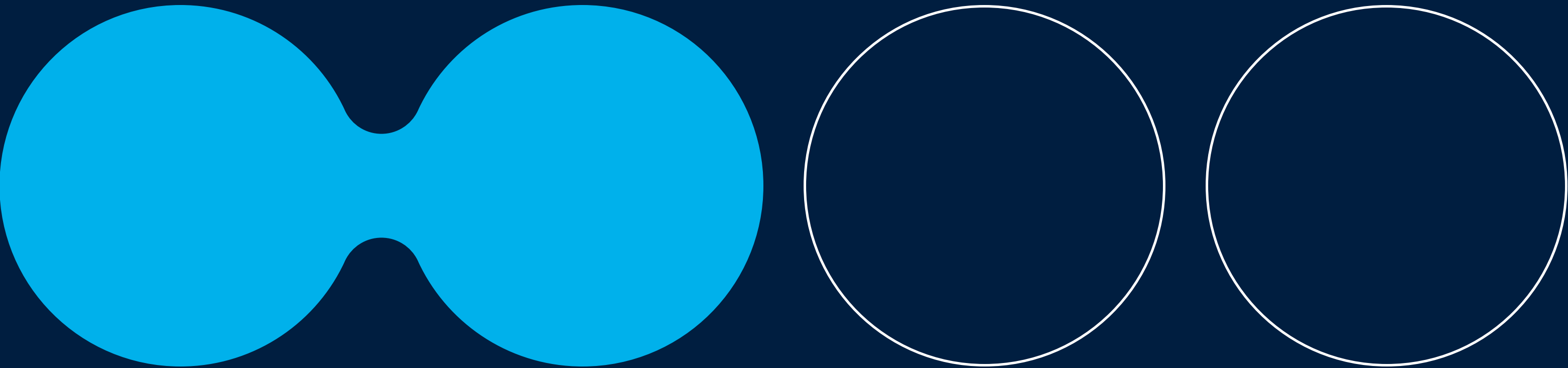
I believe this is where a real lever lies. When teams are better connected, it does not just improve morale – it improves collaboration and ultimately results. Communication and trust are not soft factors. They are the foundation of effective organisations.

My goal is to further develop the programme so that it works across different locations and becomes relevant to as many people as possible. Because in the end, it’s about making sure everyone feels part of something bigger.



Vinicius Dantas is the Executive Assistant and Office Manager at Vivreau in Canada. As a BRITA Vital Ambassador, he helps shape initiatives around health and well-being.

More importantly, he brings people together. Because for him, health does not start with programmes. It starts with connection.



Strategy & goals

Strategic sustainability management for lasting impact





Putting inclusion into focus: raising awareness of different life experiences

It's important to us to create a fair and empathetic social environment in the workplace. To send a message of inclusion, BRITA Hong Kong gave its employees the opportunity to take part in the so-called Dialogue in the Dark, an event in which participants experience what it's like to be visually impaired. By navigating everyday situations, such as shopping, taking the ferry and walking, without the use of sight, the participants gained practical insights into the challenges, perspectives and needs of visually impaired people as well as a greater appreciation for their resilience and strength. The BRITA Hong Kong team came away from the experience with a sense of connection, respect and a deeper understanding of different lived realities – including in the workplace.

Sustainability is firmly embedded in our corporate strategy and shapes the way we do business. This is why we want to have a measurable impact on our planet. With our [Sustainability Policy](#), we have committed ourselves to actively supporting the protection of the environment and society. In doing so, we want to contribute to a future worth living for generations to come. Our goal is to secure long-term growth for our company in a way that combines environmental considerations, social responsibility and economic viability. As a family-owned company, we take a long-term view in everything we do and continuously develop our business in line with this ambition.

Sustainability is anchored at the highest organisational level, the Executive Board. It's responsible for sustainable action within the company and develops the strategic sustainability goals for the BRITA Group in consultation with relevant functions. Our aim is to go beyond legal requirements. To ensure that we consistently pursue our goals and implement our measures effectively, the Executive Board regularly reviews progress, assesses developments and makes adjustments where necessary.

The Sustainability department is responsible for company-wide sustainability processes, including carbon management, reporting and strategy. It develops and manages our sustainability initiatives, drives topics at both strategic and operational level, and coordinates implementation with all relevant stakeholders. In doing so, the team works closely with sustainability experts in other functions. In the 2025 financial year, two additional positions were created in Procurement and Research & Development to embed sustainability even more firmly in the relevant areas of the company.

The Sustainability team also coordinates the BRITA Sustainability Forum, in which colleagues from various functions and subsidiaries participate as Sustainability Ambassadors. The aim is to learn from one another, leverage synergies and coordinate Group-wide activities. The Sustainability Ambassadors share information with their teams and raise awareness of sustainability in their respective organisations through local events.

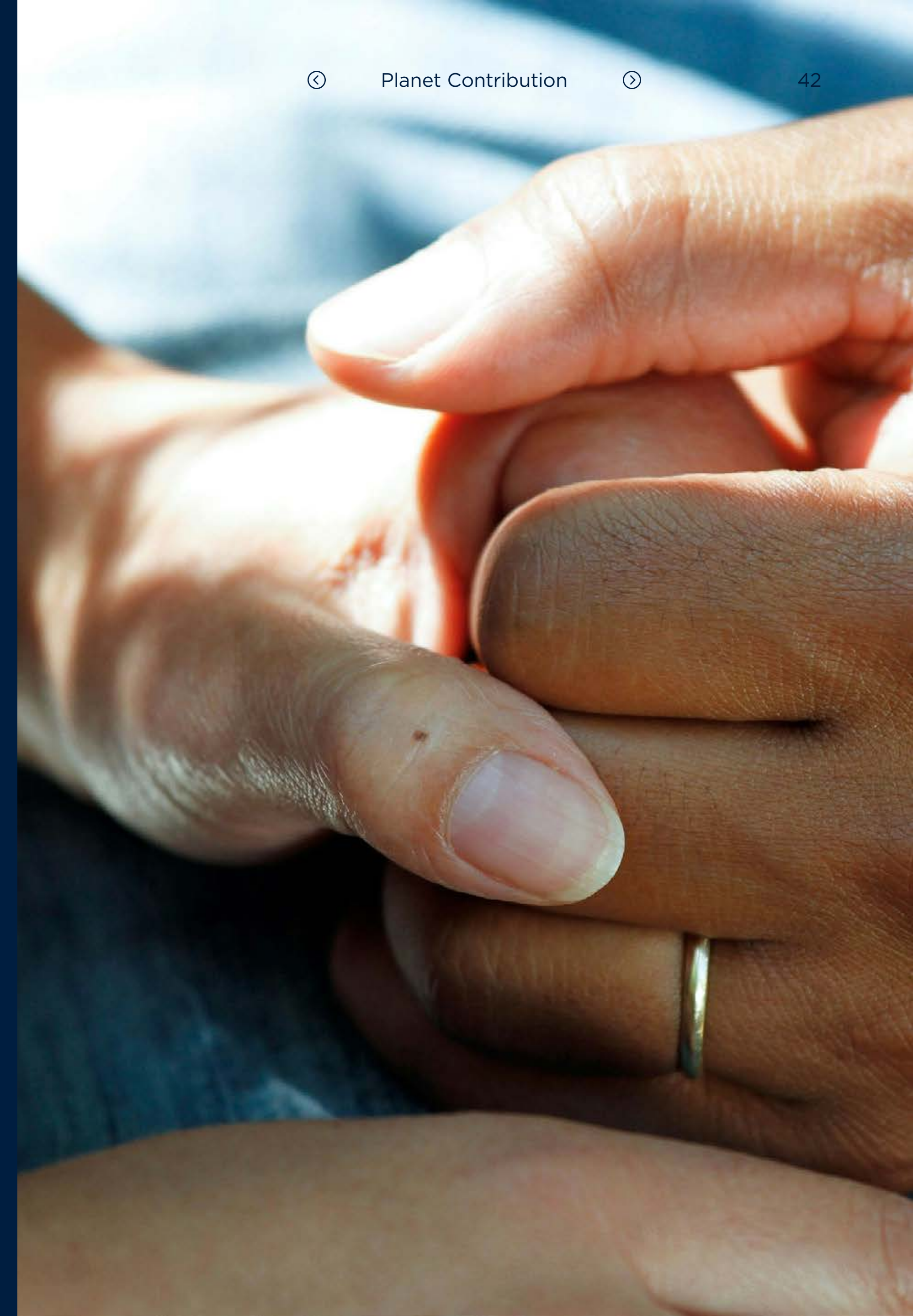
To support the development and implementation of our decarbonisation strategy, the Sustainability department also manages the BRITA Net-Zero Board, which was established in 2024. Its members are the heads of the relevant functions. They are responsible for embedding net-zero strategically within their respective areas and for translating reduction targets into appropriate measures. They also regularly review progress towards our targets and bring relevant net-zero topics to the

Executive Board. In this way, we promote a shared understanding of our net-zero ambitions across all areas of the company while also creating a basis for measurable progress.

The Sustainability team is part of the Group Brand and Sustainability department and is linked to the Executive Board via the CEO. It reports regularly to the Executive Board.



Measuring sustainability performance through Planet Contribution

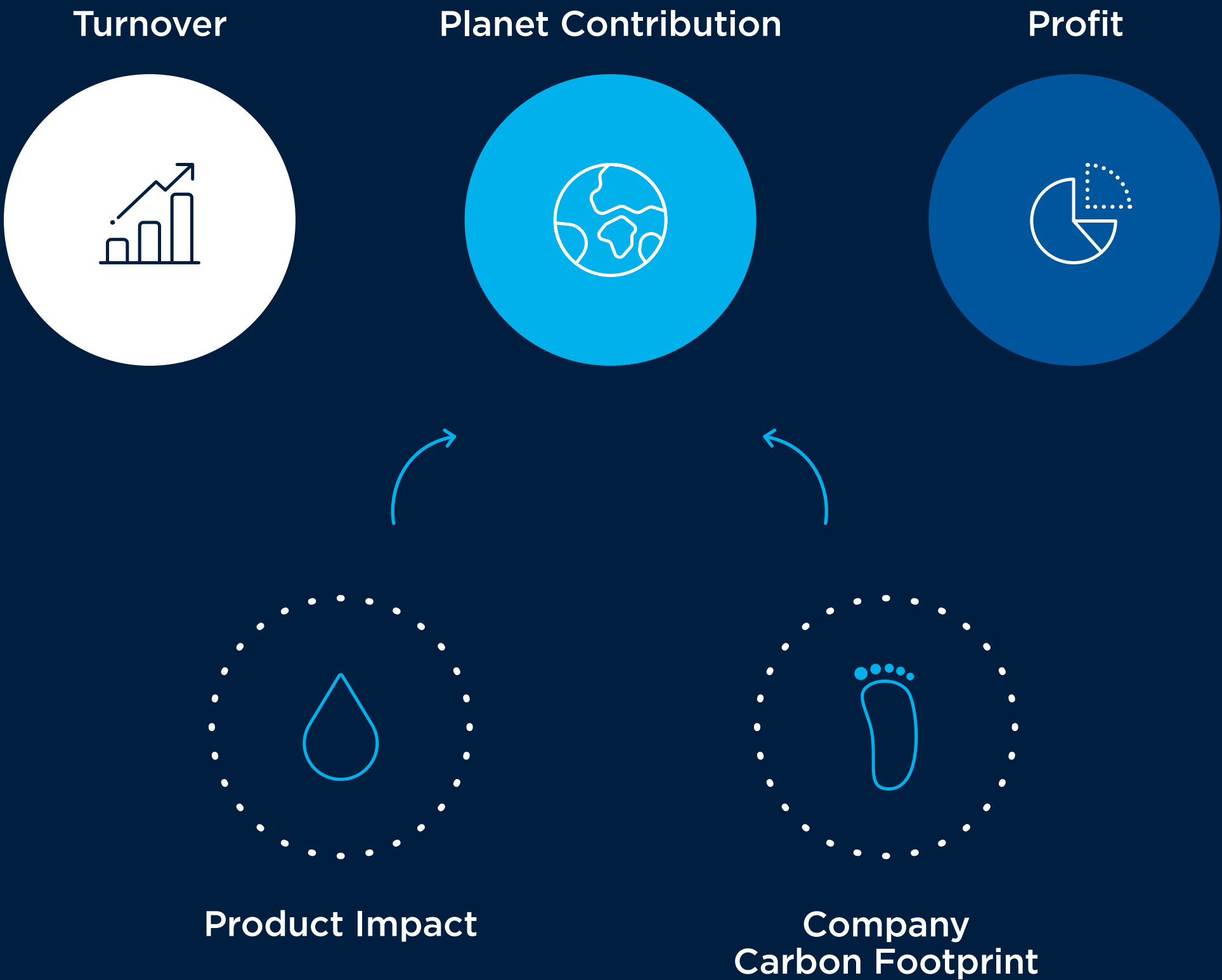


Since 2020, we have been using the so-called Planet Contribution to quantify the impact of our business activities on the planet. This key performance indicator is considered equal to turnover and profit, making it an important management metric within the company. It's part of our monthly management reporting and supports the systematic integration of sustainability aspects into corporate management, even though it cannot fully reflect our sustainability performance. Planet Contribution consists of two sub-metrics:

Product Impact represents the positive contribution of our core business. It indicates how many one-litre plastic bottles are avoided or not used worldwide each year because consumers drink BRITA filtered water instead of bottled water. When calculating this metric, we take into account, among other things, the number of relevant filter cartridges sold, their product-specific filtration capacity, and information from customer surveys and market research on consumer behaviour. The underlying data

and assumptions are reviewed and updated regularly. Where assumptions are required, they are highly conservative. Based on our growth targets and together with our customers, partners and consumers, we aim to avoid eight billion plastic bottles per year by 2030.

The counterpart to Product Impact is the Company Carbon Footprint. It reflects the greenhouse gas emissions generated by our business activities and measures our company-wide carbon footprint across Scope 1 and 2 as well as relevant Scope 3 categories in accordance with the Greenhouse Gas Protocol (GHG). Our goal is to continuously reduce these emissions and achieve net-zero by 2050. From 2026 onwards, our short-term reduction targets will be defined in our sustainability strategy.

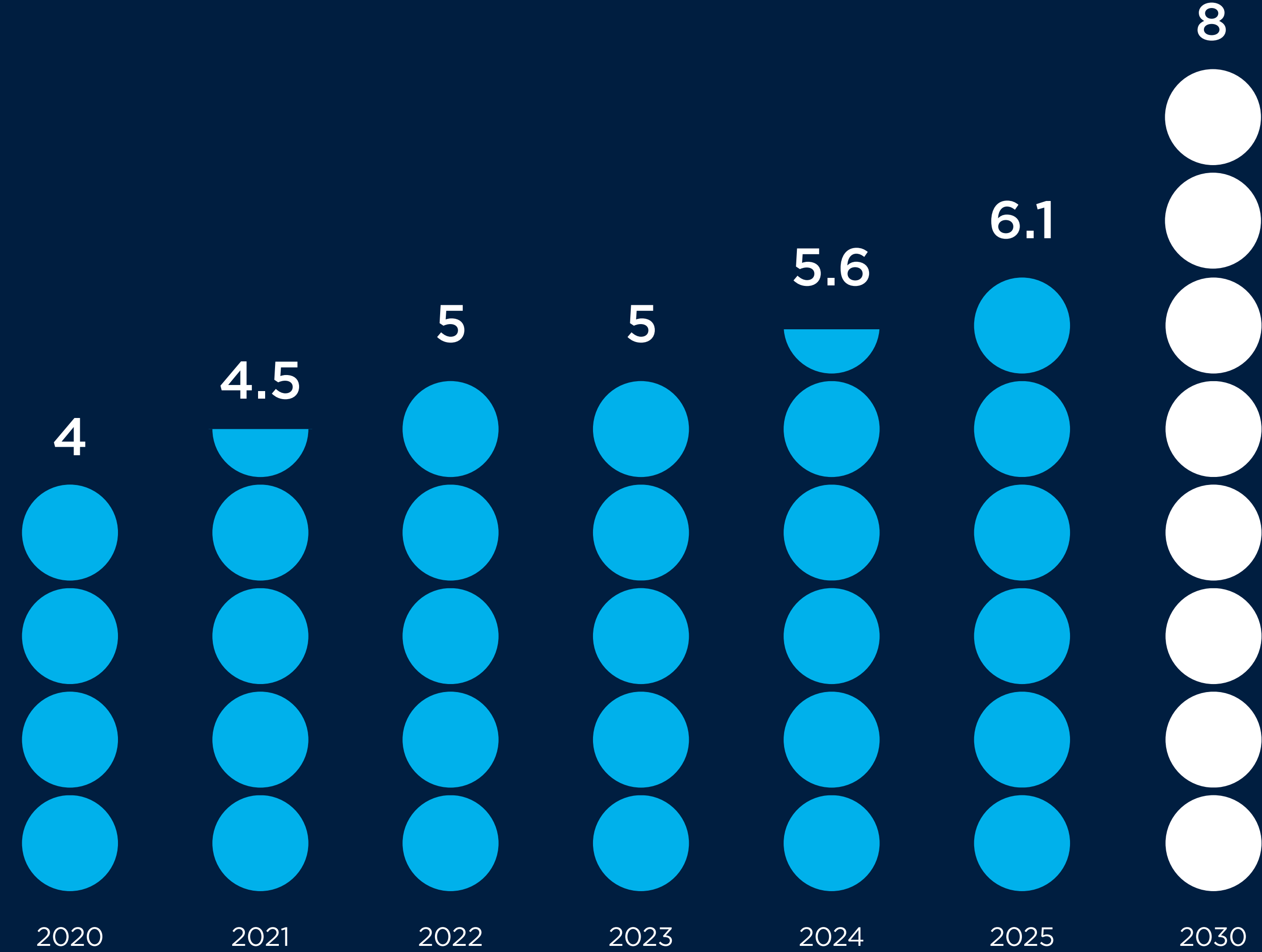


Continuous progress in Product Impact

We narrowly missed our target of avoiding 6.5 billion bottles per year by 2025. Nevertheless, with 6.1 billion avoided plastic bottles, we reached an important milestone. Every single-use plastic bottle avoided helps reduce material use as well as the resources required for production, transport and disposal, thereby lowering the associated environmental impacts.



Water bottles avoided
per year (in billions)



The SDGs as a strategic compass



To us, our social responsibility extends beyond our day-to-day business. That’s why we support the United Nations 2030 Agenda and its 17 Sustainable Development Goals (SDGs). Aligning with the SDGs helps us reflect on our strategic priorities and provides a framework for our sustainability activities both within and beyond our company.

Our main SDGs, to which we contribute directly through our strategy, are Goals 3 (Good Health and Well-being), 12 (Sustainable Consumption and Production) and 13 (Climate Action). SDG 6 (Clean Water and Sanitation) is of particular importance to us. It’s firmly anchored in our vision and reflects our responsibility for water as a resource. Other SDGs to which we contribute through our business activities are SDG 7 (Affordable and Clean Energy), 8 (Decent Work and Economic Growth), 14 (Life Below Water) and 15 (Life on Land).

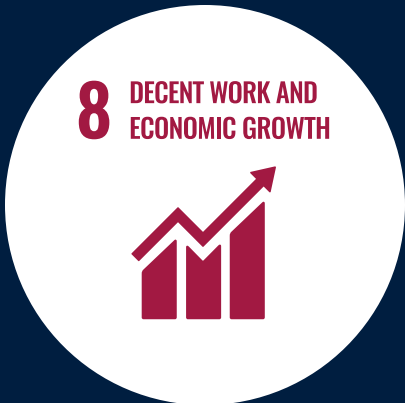
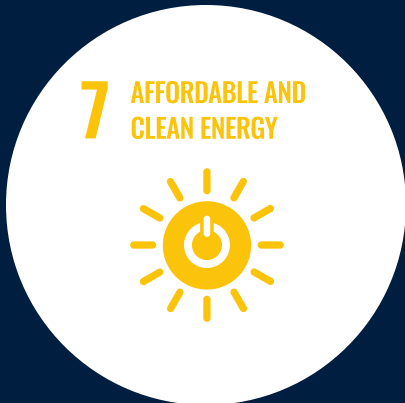
Vision



Products and business

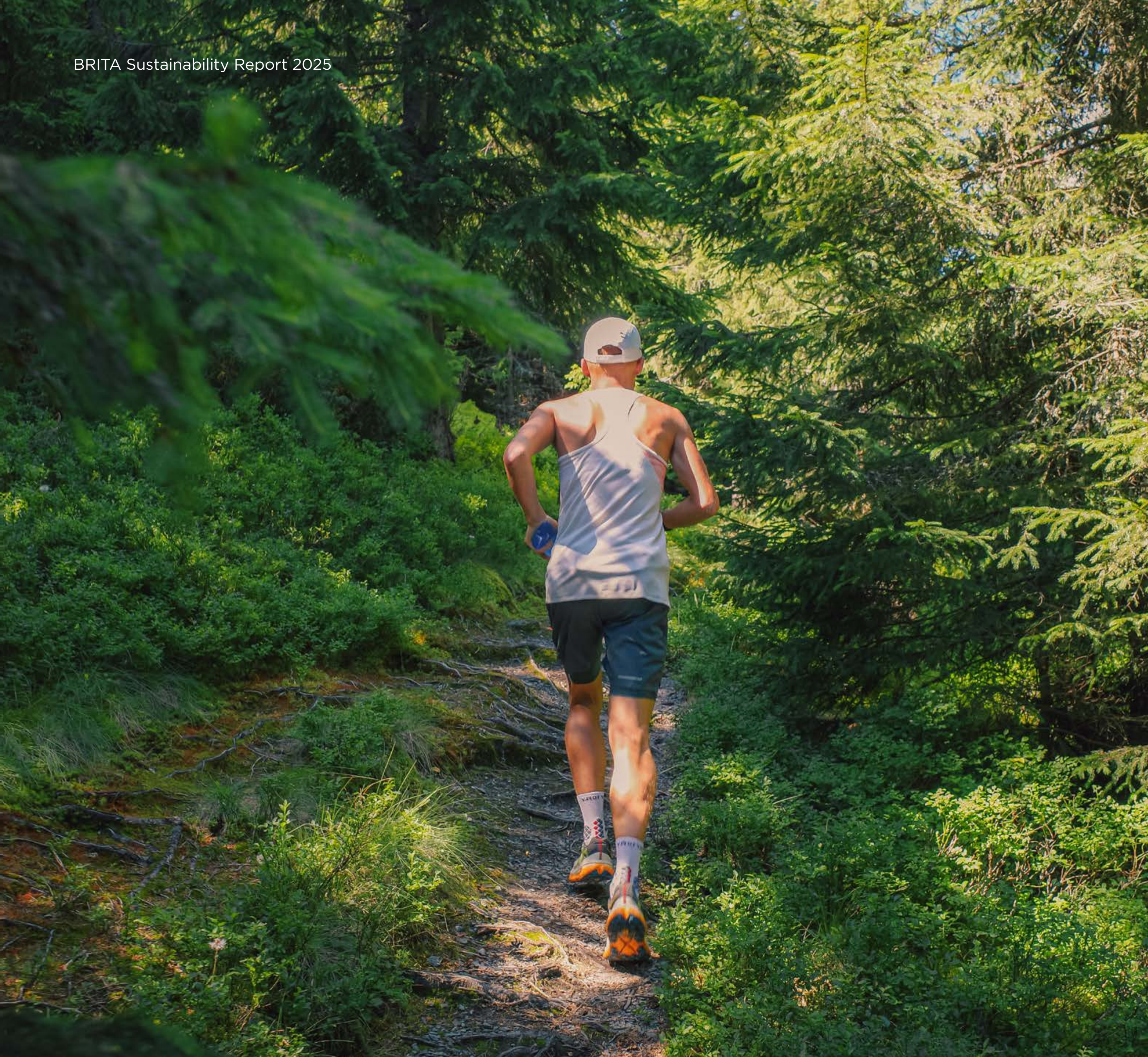


Indirect SDGs



Our sustainability goals: Where we stand in 2025





The Sustainability Charter provides the strategic framework for our sustainability activities for the period from 2021 to 2025. It serves as a guiding principle and orientation for employees, managers and decision-makers. In the Sustainability Charter, we defined four fields of action: materials, packaging, reuse & recycling and emissions. Together with various stakeholder groups, these were identified as the topic areas with the greatest strategic relevance to us and were underpinned by specific targets. We set ourselves ambitious goals; while we did not achieve all of them, we gained many valuable insights. On the following pages, we look back at what we achieved by the end of the strategy period.

Sustainability Charter: our sustainability goals until 2025

	Our ambitions	Our goals	Achievement of objectives
Materials	Our products help prevent waste and emissions. To further improve their positive impact, we will reduce our dependency on virgin plastic and decrease the footprint of our products.	Reduce virgin plastic in our signature portfolio by 30 % by 2025	> 6.4 %
Packaging	Packaging waste is a global problem. We will reduce our footprint by using less packaging, replacing virgin plastic and using more sustainable materials.	- Eliminate 5,000 tonnes of packaging by 2025 - Eliminate virgin plastic in new packaging from 2025 onwards - Ensure our packaging is 100 % recyclable and supports the circular economy	> 2,361 tonnes > Not achieved > Achieved
Reuse & recycling	We prioritise reusing materials in our products and ensuring high-quality recycling over lesser forms of disposal. We want our product materials to live a valuable second life.	- Increase the share of returned ion exchange resin to 20 % by 2025 - Implement a dispenser refurbishment concept by 2023	> 22 % > Partially achieved
Emissions	Reducing our Company Carbon Footprint is a key contribution to help fight climate change. We will achieve this by minimising emissions and by offsetting what we cannot avoid.	- Make emissions from Scope 1 and 2 as well as logistics, fleet and business travel carbon neutral from 2023 onwards - By 2023, define our road to net-zero emissions	> Removed > Achieved

Materials

Plastic plays a central role in our everyday lives. It also remains an important raw material for our products. Nevertheless, we are continuously working to identify alternative materials with a lower environmental impact. Our goal was to reduce the share of virgin plastics in our signature portfolio by 30 % by the end of 2025. By the end of the strategy period, we achieved a reduction of 6.4 %.

Although we did not fully reach our target, we made important progress in the field of materials and gained valuable insights for future product development.



Goal
Reduce the use of virgin plastic in our signature portfolio by 30 % by the end of 2025

Status
6.4 % achieved



We tested a wide range of material options for our products. Bio-based plastic and glass proved to be promising alternatives to virgin plastic. Bio-based plastic in particular is currently one of the key pillars of our efforts to reduce virgin plastic in our product portfolio. It's made wholly or in part from renewable, plant-based raw materials and is just as durable and recyclable as conventional plastic. We also ensure that the material we use is made from residues of other processes, for example from forestry, so that it does not compete with the cultivation of food crops. Today, we use bio-based plastic proportionally, applying the mass balance approach, in several products, such as the housing of the MAXTRA PRO, the Style eco and the funnel of the Glass Jug. The material also plays a central role in the development of new products.

In product development, we have established clear eco-design processes. This includes taking sustainability criteria such as repairability and recyclability into account at an early stage of material selection and assessing alternatives to conventional plastic. With the new generation of the Top line, we launched our first water dispenser range to use recycled plastic for the non-water-contact housing components. We are also continuously assessing opportunities to use recycled material in our Consumer business and initiated related projects during the strategy period (see side story on [page 52](#)).

The search for materials with a lower environmental impact will remain one of our key tasks beyond the 2025 strategy period, as material selection is also a major lever for reducing greenhouse gas emissions. The operating environment of recent years is likely to remain challenging in the future. For example, materials that come into contact with water are subject to strict regulatory requirements. This also means that only a limited number of sustainable materials are currently approved for food contact – and even fewer meet the technical requirements of our production processes. And we won't compromise on quality or product safety. In addition, global geopolitical developments and the persistently difficult economic situation of recent years have made it harder to ensure the availability of many materials in sufficient quantities and at stable prices. At the same time, we are observing greater price sensitivity among our customers and consumers as a result of the global rise in the cost of living. Unfortunately, this often means that sustainability aspects are given less weight in purchasing decisions compared with other criteria.

Despite this complex starting point, we established important foundations over the course of the now concluded strategy period. We have a clearer understanding of which materials make the most sense from an environmental perspective, comply with regulatory requirements and are technically viable for our products. In addition, we now calculate Product Carbon Footprints for the majority of our products. They show us where we can take targeted action to reduce greenhouse gas emissions and make even more informed material decisions in the future.



Advancing circularity in production

In 2025, together with one of our long-standing injection moulding suppliers, we launched a project focused on reusing production scrap. To this end, surplus plastic material from production was collected and blended into new water filter jugs in varying proportions as part of a trial. The products were then subjected to standardised quality and safety tests. By the end of 2025, we were able to gain important insights into material properties and the potential future use of production scrap in line with legal requirements and our quality standards. In the long term, our goal is to use these insights to optimise production processes for our Consumer products and enable closed material loops.

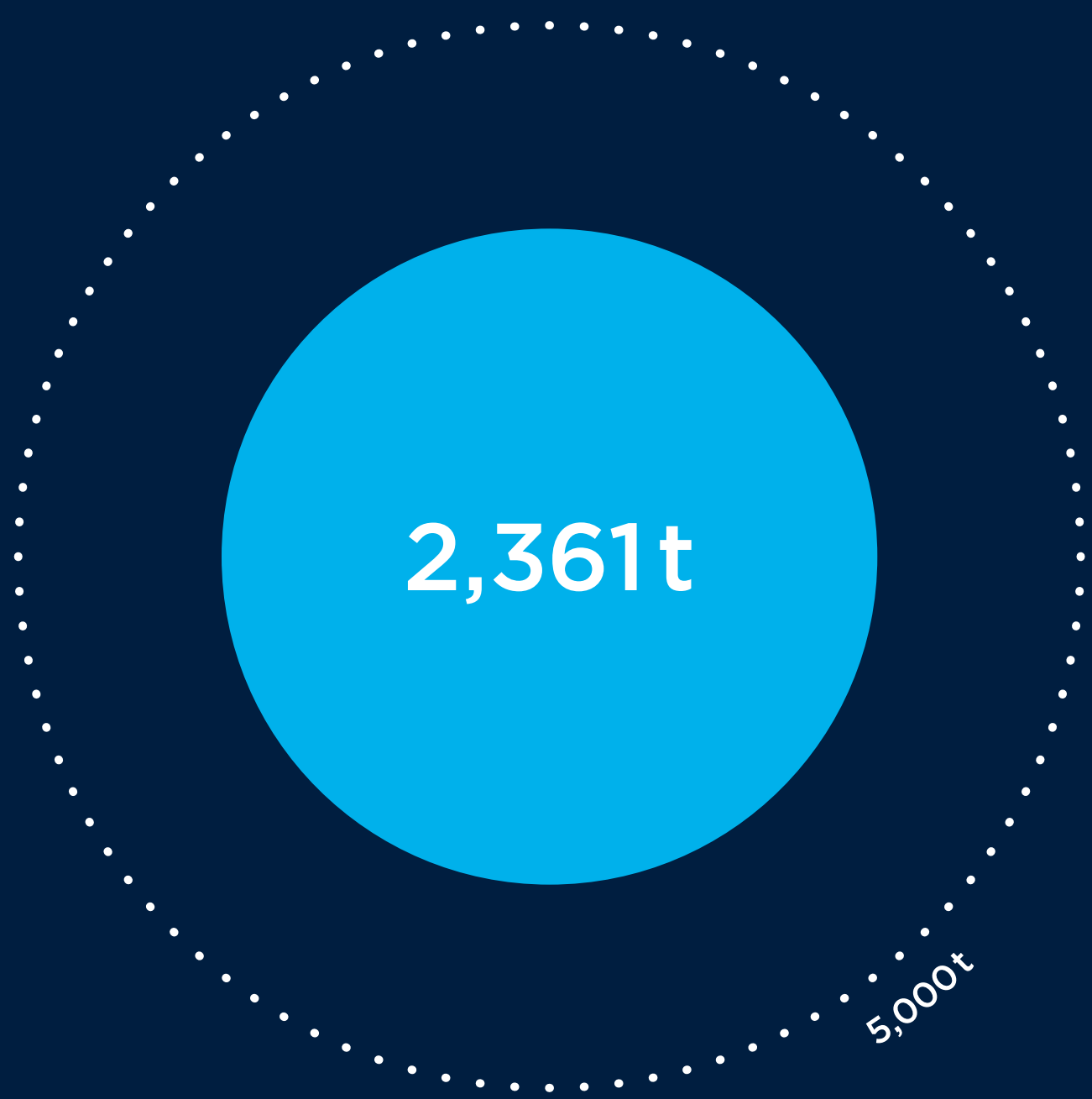
Packaging

Packaging plays an important role: it protects our products, ensures quality and hygiene, and enables reliable transport across the entire value chain. At the same time, it provides valuable information and makes sure that our products are presented in an appealing way at the point of sale. However, packaging also consumes resources and generates waste. That's why it's defined as a field of action in our Sustainability Charter. For the strategy period, we set ourselves three goals: using the 2020 baseline, we aimed to save a total of 5,000 tonnes of packaging material by the end of 2025.

We also wanted to eliminate the use of virgin plastic in new packaging. And where packaging cannot be avoided, it should be 100 % recyclable.

We achieved this goal several years before the end of the strategy period, meaning that all our packaging is now highly recyclable, which is verified through independent external audits. We also achieved significant reductions in packaging material, saving 2,361 tonnes in total since 2020!





Goal 1
Save 5,000 tonnes of packaging material by 2025

Status
47 % achieved

This corresponds to a target achievement rate of 47%. The introduction of reusable cardboard boxes for material deliveries from suppliers proved to be a particularly effective measure. Since 2020, this has saved more than 740 tonnes of packaging material.

We also introduced measures in e-commerce, as its share of our business continues to grow. Shipping often requires additional packaging in the form of shipping boxes and filling materials. To reduce packaging to what is necessary, we implemented a ship-in-own-container concept for selected products. This means that orders from our online shop and major online retailers are shipped directly in their original packaging, without an additional outer box. As a result, we were able to save more than 1,500 tonnes of shipping material.

We did not fully achieve our goal of saving 5,000 tonnes of packaging material. However, the results show that the measures we implemented are effective. At the same time, regulatory requirements as well as our own high standards for hygiene, safety and brand presentation repeatedly posed challenges for packaging development. In addition, our packaging savings are directly linked to our sales volume. Volatile market conditions in key markets during the strategy period therefore also affected the actual volume of packaging saved and meant that we were not able to implement all planned measures.

We did not achieve our goal of completely eliminating virgin plastic from our packaging. In retrospect, this target was too ambitious, particularly given the many legal requirements and technical specifications that apply to food-contact and water-contact materials. In addition, high recyclability is one of our most important criteria when selecting packaging materials. This can sometimes give rise to conflicting objectives, for example between high recyclability and materials such as compostable plastics, which consumers often associate with sustainability. Despite these limitations, we succeeded in launching our first product with entirely plastic-free packaging in 2022: the Glass Jug. With the new BRITA Cube, launched in 2025, we were also able to avoid the use of plastic, except for a small number of protective films, while at the same time ensuring a high-quality unboxing experience for consumers.

We want to build on the progress made and the insights gained beyond the now concluded strategy period and continue to pursue our packaging goals. This is also important for reducing our Scope 3 emissions. We are working to make our packaging even more resource-efficient, to better align material and design requirements, and to incorporate new regulatory developments into our packaging concepts at an early stage.

Goal 2
No virgin plastic in new packaging from 2025 onwards

Status
Not achieved



Goal 3
100 % easily recyclable packaging

Status
Achieved





Reuse & recycling

Recycling is not a new topic at BRITA; it has been established practice for many years. As early as 1992, we launched a recycling programme for used Consumer and Professional Filter cartridges at our headquarters in Taunusstein. The returned cartridges are dismantled and the materials reused wherever possible. The ion exchange resin in particular makes a real contribution to the circular economy, as it can be regenerated numerous times

and used in new cartridges – without losing any of its quality. In this way, we keep materials in circulation for longer, reduce the use of primary raw materials and create the basis for further improving the reusability of our products.

For the concluded strategy period, we had set ourselves the goal of sourcing 20% of the ion exchange resin used in our production from returned cartridges.



Given our growth rates across all segments and markets, this was an ambitious target. We are therefore all the more pleased that we were able to exceed this target already in 2024, reaching a share of 22%. By the end of 2025, this figure remained stable.

In addition to the ion exchange resin, we also aim to make the best possible use of other components of our cartridges. For example, the activated carbon is taken back and reactivated by our suppliers. As it cannot subsequently be reused in our own production for quality reasons, it's used in various industrial applications. The fibreglass reinforced plastic from our Professional Filter cartridges is sent to recycling companies, where it's further processed, for example into plastic components for the automotive industry. The plastic housing of our household cartridges is currently sent through the regular recycling stream. Overall, our cartridge portfolio has a very good recyclability: in the professional sector, 80 to 85% of the materials are recycled through our recycling programme, while for the MAXTRA PRO household cartridge this figure is as high as 99%.



Goal 1
Increase the proportion of recycled ion exchange resin to 20% of total volume by 2025

Status
22% achieved

Goal 2 Implement a dispenser refurbishment concept by 2023

Status ●●●○○ Partially achieved

Closing the loop starts with returns

We can only recycle used cartridges if they are returned to us. That’s why, when it comes to recycling our household cartridges, we are largely dependent on one stakeholder group: consumers. A functioning collection system relies on the participation of our users. To increase our return rate, we therefore focused on expanding return options. We want to make returning used cartridges as easy as possible for consumers and adapt our approach to local customs. In South Korea, for example, consumers can have used cartridges collected from their homes, along with regular recycling waste.

In the EMEA and APAC regions, we work with a steadily growing network of retail partners to provide collection boxes in their stores. During the concluded strategy period, we also carried out awareness-raising measures, including via social media. As a result, we were able to significantly increase our return rate, particularly in European markets — in some cases achieving double-digit annual growth rates. Our surveys show that a large proportion of BRITA users who are aware of the recycling programme use it regularly.

Despite this progress, there is still room for further improvement. We are working to bring additional retail partners on board for our return programme and to further expand the participating store network. At the same time, we are testing new incentive systems to encourage consumers to return used cartridges. We see opportunities to offer new return options, particularly in e-commerce and through our own online shop. Ultimately, effective recycling depends not only on technical feasibility, but also on communication, awareness-raising and overcoming regulatory requirements that make the take-back of used cartridges challenging, even within Europe.



On the road to lower emissions

With the deployment of a fully electric service van, BRITA Benelux is setting another example for sustainable mobility. The Volkswagen ID. Buzz is a new addition to the fleet that offers an innovative and environmentally friendly solution for daily service use. The electric motor significantly reduces carbon emissions, making an active contribution to climate protection. At the same time, the vehicle combines modern technology with a future-oriented mobility concept.



The BRITA Sustainability Partner Programme for our Professional Filter customers shows what a successful take-back system can look like. Since 2022, we have been supporting participating companies in returning used cartridges to us. To this end, we provide foldable, ready-to-use collection boxes, which are collected either by us or by a partner company, often as part of regular maintenance or deliveries. In return, our partners receive an annual certificate that they can use in their own sustainability communications. The positive response to the programme is reflected in a consistently high return rate in the B2B sector, most recently at around 58%. This corresponds to more than 800,000 cartridges that find their way back to us and into our recycling process each year. This figure includes cartridges used in our water dispensers. On this basis, we are working to further increase return rates and continuously develop the system.

Extending the service life of water dispensers

For our water dispensers, the focus is on keeping devices and materials in use for as long as possible. Refurbishment – the reconditioning and full overhaul of devices – plays a key role in this. As a first step, we assess whether a water dispenser returned to us can be repaired or refurbished, so that it can be put back on the market as a used model at a reduced rate. If a water dispenser cannot be repaired, it's dismantled. Reusable components are used to repair other devices. Devices that can no longer be used are disposed of in accordance with the applicable regulations.

This measure is already being implemented in our highest-volume markets: Germany, France and the United Kingdom. Our goal was to standardise this

approach by the end of 2023 and roll it out to additional markets. Due to necessary strategic adjustments, we had to temporarily shift our focus away from this topic. As a result, we did not achieve our target, but dispenser refurbishment remains a relevant topic and will be revisited and further developed in the future.

We are already in regular dialogue with local organisations to encourage them to implement repair and refurbishment services beyond legal requirements. Cartridge recycling also remains a key pillar of our sustainability work. That's why we are investing in a new recycling centre, which is scheduled for completion in 2028 and will make a significant contribution to expanding our recycling

capacity in the future. We also want to further improve the recyclability of our cartridges, particularly in the B2B business. What is clear is that recycling and the reuse of our products will remain strategic focus areas – not least because we see them as key levers for decarbonisation. The experience and insights gained over the past five years will provide the basis for developing future initiatives.





Emissions

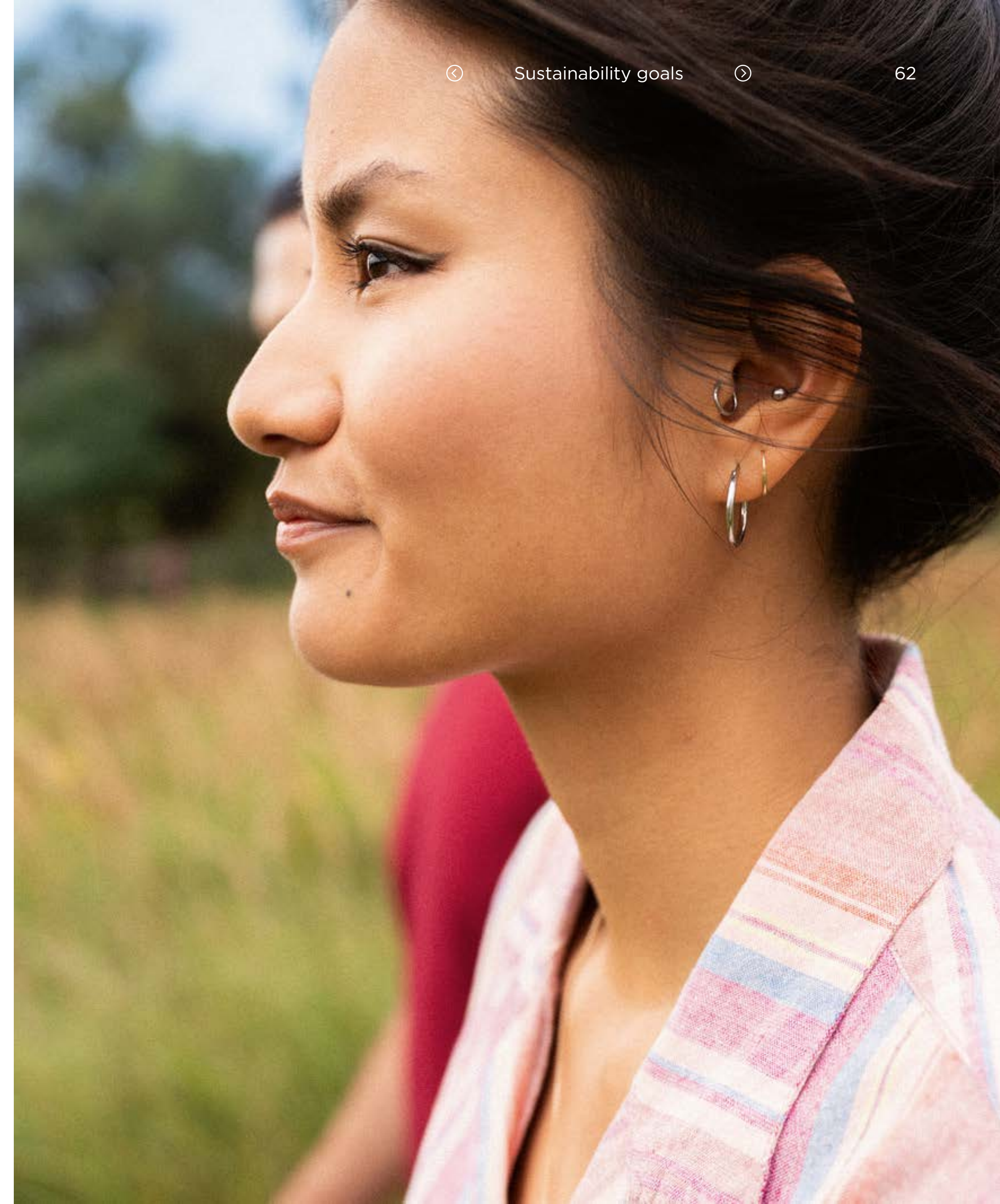
Climate action is one of the defining challenges of our time. As a family-owned company, we want to do our part to preserve a liveable planet for future generations. That’s why carbon management is one of the most effective levers for reducing the climate impact of our operations. We do not see it as an additional task, but as an integral part of responsible and forward-looking corporate management.



In concrete terms, this means that since 2015, we have recorded our global carbon footprint annually according to the Greenhouse Gas Protocol (GHG) Standard. It includes both the direct emissions from our business activities and those generated on our behalf. Since then, we have already made significant progress in reducing our emissions. In Scope 1 and 2, we have achieved a reduction of 34.3% since 2020. At the same time, we reduced emissions per cartridge produced by 10.2% during the reporting period. The main drivers were targeted investments in our building infrastructure in Bad Camberg and Taunusstein as well as the optimisation of our production processes.

Overall, Scope 1 and 2 emissions account for just under 4% of our total emissions. As is the case for almost all manufacturing companies, Scope 3 accounts for the largest share of our emissions, at around 96%. In this area, too, we made important progress

during the strategy period. To identify the right levers, we worked intensively over the past five years to improve our data quality and, in 2024, achieved full transparency on our Scope 3 emissions for the first time. Building on this data basis, we can now develop targeted measures and initiatives and work step by step towards our goal of becoming a net-zero company by 2050. Our detailed energy and emissions figures can be found in the section “[Energy and emissions](#)”.



From vision to roadmap: making net-zero a shared responsibility

With regard to emissions, our most important goal was to develop a concrete roadmap for our path to net-zero. Although we were not quite able to meet the original timeline, we did achieve this goal and submitted an official Letter of Commitment to the Science Based Targets initiative (SBTi) in autumn 2024. This marked the starting point of our net-zero journey. By submitting the Letter of Commitment, we formally committed to setting near-term reduction targets for 2030 and to achieving net-zero emissions by 2050. Since then, we have made significant progress.

At the end of 2024, we established the BRITA Net-Zero Board, thereby creating the necessary internal governance structures for this topic. Together with the Sustainability team, the Net-Zero Board developed the reduction targets for 2030, which were submitted to the SBTi for validation at the end of 2025. In addition, initial measures for 2026 were identified in the business

functions and incorporated into their respective strategies. A further focus was on analysing emission sources and defining strategic priorities up to 2030 and beyond. This work will be consolidated into a transition plan in 2026.

The second emissions-related goal was to offset unavoidable emissions from Scope 1 and 2 as well as from logistics, the fleet and business travel. In developing our Net-Zero 2050 Roadmap, we made a conscious decision not to pursue this target further. There are two specific reasons for this: first, we are aligning with the requirements of the SBTi, which only allows the use of offsetting measures under certain conditions. Second, since the target was set in 2020, we have developed a deeper understanding of carbon offsetting. In light of this, we have decided to prioritise the avoidance and reduction of emissions and to focus our resources on corresponding measures.

Goal 1
Emissions from Scope 1 and 2 as well as from logistics, fleet and business travel carbon-neutral from 2023

Status
Deleted



Goal 2
Our path to net-zero emissions set out by 2023

Status
Achieved





At the same time, we are aware that, on the path to net-zero, we will need to offset at least some of our emissions in the long term. However, we want to choose the projects we invest in carefully. They must make sense for us, be a good fit for BRITA and meet the highest quality standards.

Although we achieved important milestones during the now concluded strategy period, a number of challenges still lie ahead on our path to net-zero. One key task will be to align our Group-wide growth with our climate goals and decouple it from emissions. At the same time, we are working to develop emissions reduction solutions that are economically viable and effective over the long term.

As the company continues to grow, data collection and analysis are becoming increasingly complex. That's why we are relying on digital solutions and software-supported data collection to optimise the process. At the same time, we need to continuously manage the high level of complexity involved and, through overarching bodies such as the Net-Zero Board, ensure that net-zero is embedded across all areas of the company and considered in key corporate decisions. Despite these challenges, we remain optimistic. We have already achieved a great deal and set important milestones. The topic inspires and motivates employees at all levels of the organisation. One thing is clear: climate action will continue to play a central role in the coming strategy period.

Starting point for the new strategy: our material topics



With the strategy period coming to an end, we are also looking ahead. To develop our new sustainability goals and prepare for the upcoming requirements under the Corporate Sustainability Reporting Directive (CSRD), we systematically assessed sustainability-related topics in relation to our business model as part of a double materiality analysis. This allowed us to identify the topics that are material for BRITA.

In a multi-stage process, we systematically incorporated various stakeholder perspectives. The starting point was the list of sustainability matters set out in ESRS 1 AR16. We supplemented this with sector-specific aspects from international standards as well as with industry-specific impacts, risks and opportunities. We assessed each matter from two perspectives: the inside-out perspective, looking at our impacts on the environment and people, and the outside-in perspective, focusing on financial risks and opportunities for BRITA. On this basis, we identified the relevant impacts, risks and opportunities (IROs) for each sustainability matter across our business activities while taking recognised industry standards into account. In doing so, we distinguish between actual impacts that arise directly from our business activities and potential impacts that may occur indirectly.

We further categorised all identified IROs according to short-, medium- and long-term time horizons and their position within the upstream and downstream value chain. For the subsequent assessment, particularly of opportunities and risks, we also drew on the results of our climate risk and resilience analyses. While the climate scenario analysis examines site-specific physical climate risks, the resilience analysis assesses how resilient our business model is to transition-related developments.

The results of these analyses were incorporated into the assessment of the identified IROs. We then converted various criteria, such as likelihood of occurrence and severity, into a quantitative assessment model. To identify the material topics, we defined a threshold. In addition, the results of internal workshops and insights from discussions with customers, service providers and suppliers were included in the analysis.

The results were then validated and confirmed with internal subject-matter experts from functions such as Research & Development, Purchasing, HSE and Controlling. The Executive Board then conducted a final review and approved the results of the materiality assessment.



The materiality assessment serves as the basis for identifying and evaluating significant impacts, risks and opportunities, and for further developing our sustainability strategy in a targeted manner. We see this first version as a starting point. For selected topics, such as water and biodiversity, we will continue to analyse our IROs in greater depth in the coming years. Moving forward, we will review the materiality assessment annually and adjust it as needed to reflect new developments. This ensures that our sustainability strategy continues to be based on our material topics.



Overview of our material topics (1/2)

ESRS topic	Sub-topic	Description
Climate change (E1)	- Climate change mitigation - Climate change adaption - Energy	The focus is on reducing greenhouse gas emissions, using energy and resources efficiently, and adapting to physical climate risks across the value chain. In addition to emissions-intensive activities and energy consumption, transition risks arising from stricter requirements relating to climate-neutrality ambitions are also considered. At the same time, renewable energy, resilient energy systems and a growing demand for sustainable water technologies create new opportunities.
Pollution (E2)	- Pollution of air, water and soil - Microplastics	The use and consumption of raw materials affect air, water and soil quality. Relevant aspects in this context include potential emissions associated with materials, production and disposal as well as product-specific effects such as the reduction of microplastics in drinking water. Potential risks arising from the improper use or disposal of our products are also taken into account. Through sustainable product design and a well-considered product life cycle in particular, BRITA can actively influence its environmental impacts.
Water and marine resources (E3)	Water withdrawal and -consumption	The focus is on water withdrawal and consumption as well as wastewater discharge across the value chain. For BRITA, direct and indirect water consumption in production and across the upstream value chain, as well as the resulting need for efficient water management, are particularly material. The topic also covers opportunities to contribute to the sustainable use of water resources through products and processes.
Resource use and circular economy (E5)	- Resource in- and outflows - Waste	For BRITA, the use of resources, the management of resource outflows and the generation of waste are closely linked to the goal of strengthening circularity and open up corresponding opportunities. At the same time, we need to consider our dependence on non-renewable materials, particularly in products and packaging, as well as associated cost and regulatory risks. There is also potential for efficiency gains through more resource-efficient materials, eco-design, reduced waste volumes and circular solutions.

Overview of our material topics (2/2)

ESRS topics	Sub-topics	Description
Own workforce (S1)	- Working conditions - Equal treatment and opportunities for all	The foundation is formed by fair, safe and attractive working conditions as well as equal treatment and development opportunities for employees. Stable employment relationships, appropriate remuneration, working time arrangements, health and safety, and social dialogue formats are all part of these working conditions. These aspects are complemented by diversity, skills development and equal opportunities. Together, they can contribute to employee satisfaction, strengthen our attractiveness as an employer and support the company’s long-term success.
Workers in the value chain (S2)	Working conditions	This topic covers working conditions in the upstream value chain, particularly at our suppliers. Relevant aspects include ensuring basic labour standards through audits and certifications as well as building stronger partnerships. These measures help reduce risks related to human rights due diligence while also creating opportunities to strengthen responsible and stable supply chains.
Consumers and end-users (S4)	- Personal safety - Social inclusion	The focus is on health, safety and the engagement of consumers and end-users as well as on the use of sustainable products. Safe, user-friendly solutions are central to strengthening customer loyalty and increasing market penetration through health-related benefits, circular business models and sustainable product offerings – while also considering regulatory and reputational risks.
Business Conduct (G1)	- Corporate Culture - Protection of whistleblowers - Management of relationships with suppliers	Responsible corporate governance is based on a strong corporate culture, effective whistleblowing systems and sustainable supplier management. Clear, transparent processes, fair business practices and the integration of sustainability criteria into key decision-making and procurement processes help strengthen stakeholder trust and support the company’s long-term success.

Looking ahead: our 2030 strategy





The material topics formed the starting point for developing our new sustainability strategy. The analysis showed that the topics we have already been working on remain relevant. However, other topics, such as water and social aspects, are not yet sufficiently embedded in our strategic management. To further define our strategic priorities, we therefore also considered which topics play a particularly important role in terms of brand strategy and external perception. Among other things, we looked at which topics are particularly expected or requested by business partners and customers.

Initial ideas were discussed in mid-2025 during an internal strategy day with the Executive Board and relevant senior leaders, and were subsequently refined. Existing targets in business functions or transformation projects were taken into account in defining the ambition levels. At the same time, we ensured that the targets set out in our new corporate strategy, which was also developed in 2025, are reflected in the sustainability strategy. This ensures that sustainability is embedded at the highest level of the company.

Sustainability is one of three strategic pillars in our 2030 corporate strategy, “Inspiring Water”. Our ambition is high: by 2030, we want to be perceived as one of the most credible and sustainable companies in hydration. The new sustainability strategy describes how we intend to achieve this goal – through clear progress in three focus areas that are central to us: water, climate and people.

To this end, we developed a 2030 target vision for each of the three focus areas, which will serve as the basis for the further development of the strategy. The specific targets, corresponding measures and responsibilities will be finalised by mid-2026 and presented in the next sustainability report.



Water

Understand our impact and protect water

We have defined our role as stewards for water as the source of our business and have taken first steps to protect water as a precious, life-giving resource.



Climate

Achieve the 2030 reduction and long-term net-zero targets

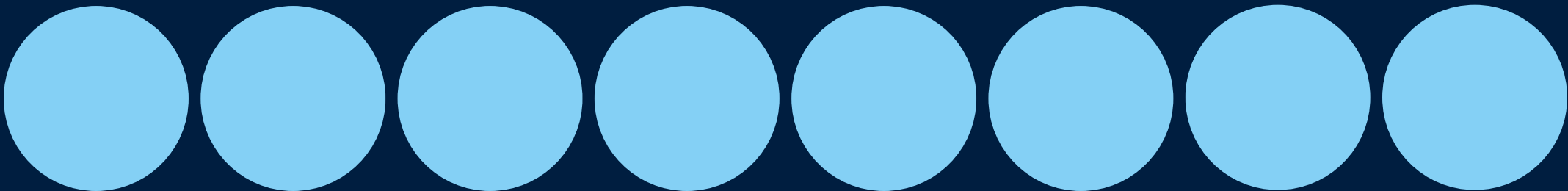
We have reduced our dependency on non-renewable resources, increased our contribution to a circular economy and reduced our energy consumption. This helps us meet our 2030 carbon reduction targets.



People

Care for our employees and people in the value chain

We have strengthened our practices on diversity and inclusion, trust and respect by supporting our employees to be their authentic self. We have implemented processes for more transparency and to ensure fair supply chains.



Product Impact
8 billion water bottles avoided by 2030

Clara Rings, BRITA SE

“Corporate responsibility does not end with our own operations.”

What drives you?

I discovered my passion for sustainability during my studies in International Management. What interested me most was how global supply chains can function successfully while respecting and protecting the people who work within them.

Supply chains are one of the most powerful levers for sustainability. They involve multiple layers – suppliers, sub-suppliers, producers – and are often characterised by limited transparency. That’s exactly where I see my role.

For me, corporate responsibility goes beyond a company’s own operations. It extends to the people along the supply chain. Knowing that the partners we choose can have a real impact across the entire value chain is a strong personal motivator.

What are you working on right now?

A central part of my work is implementing due diligence processes in line with regulatory requirements such as the German Supply Chain Act. This includes conducting risk analyses and working closely with suppliers, for example through self-assessments and structured questionnaires.

At the same time, we’re standardising and further developing our internal processes, including the introduction of a dedicated due diligence software solution.

This work becomes tangible in our supply chains. One example is activated carbon, which is made from coconut shells and a key raw material in our products. Here, we aim to better understand the entire value chain – from farmers to producers and traders – in order to increase transparency, identify risks early, and build long-term partnerships.

Another important aspect of my role is supporting BRITA’s net-zero strategy through supplier engagement. Colleagues from Procurement and Group Sustainability work together with suppliers to improve data quality and increase the use of primary emissions data, helping us to better understand emissions and reduction potential across key material groups.

What would you like to move forward?

For me, sustainable procurement means combining responsibility with long-term thinking—ensuring that partnerships are stable, fair and future-proof. It’s not about imposing standards from the top down, but about working collaboratively with suppliers.

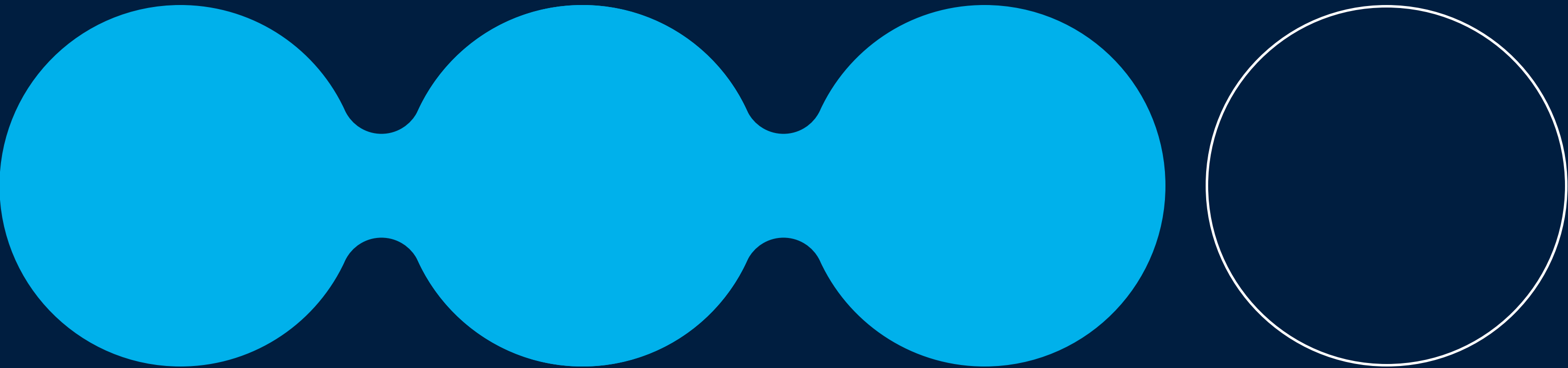
By automating regulatory tasks and standardising processes, we can free up additional capacities to focus further on sustainability itself: working with partners to improve practices and drive meaningful, long-term change.

Looking ahead, I’m particularly interested in translating the transparency we have built into concrete action, especially through mid- and long-term initiatives with suppliers, for example in the area of circular economy.



Clara Rings works in procurement at BRITA, focusing on supply chain due diligence and the implementation of regulatory requirements such as the German Supply Chain Act.

She works at the intersection of compliance, procurement, and environmental responsibility.



Facts & figures

Systematic responsibility



3
GOOD HEALTH
AND WELL-BEING

8
DECENT WORK AND
ECONOMIC GROWTH

12
RESPONSIBLE
CONSUMPTION
AND PRODUCTION

13
CLIMATE
ACTION

Certified management systems

All production sites for our filter cartridges and water dispensers as well as BRITA VIVREAU Germany now meet the requirements of ISO 9001 for quality management, ISO 14001 for environmental management and ISO 45001 for occupational health and safety. The manufacturing sites in Germany and the UK also have BRC certification for food safety and, like our production site in China, are regularly undergoing a SMETA social audit. The areas assessed are health, safety, environment and business ethics. Filltech GmbH, which fills CO₂ cartridges for sparkling water systems, is also certified to ISO 9001 and ISO 22000 for food safety. Irrespective of certifications and awards, standardised requirements for quality, occupational safety and environmental protection apply at all locations.



Our measures in the areas of occupational health and safety and environmental protection are spearheaded by various departments and responsible parties. This includes the Health, Safety & Environment team (HSE) at our headquarters, Production, Building Management, but also the Sustainability team and the HSE managers at the production sites. Our subsidiaries also make a valuable contribution through numerous different initiatives. Regular internal and external audits help us to set the right priorities and to continuously improve our sustainability performance.



Site certifications

		ISO 9001	ISO 14001	ISO 45001	ISO 50001	ISO 22000	BRC	SMETA
Filter cartridges	BRITA Germany	●	●	●	●		●	●
	BRITA UK	●	●	●			●	●
	BRITA China	●	●	●				●
Water dispensers	BRITA Italy	●	●	●				
	BRITA VIVREAU Germany	●	●	●				
CO ₂ cylinders	Filltech	●				●		

Reduce consumption, increase potential



7 AFFORDABLE AND CLEAN ENERGY



13 CLIMATE ACTION



Operational excellence as a lever for greater sustainability

Efficiency improvements make an important contribution to sustainability. With our Operational Excellence projects, we aim to further optimise production efficiency and to establish best practices. The highly automated MAXTRA production lines at the Bad Camberg site already produce more than 100 cartridges per minute. Through close collaboration among the teams, as well as targeted process optimisation, output per shift increased by 17%. The long-term goal is an efficiency rate of 80% for the plant.

The results show that efficient production processes not only increase performance but also conserve resources, thereby contributing to sustainability. Successful approaches from the optimisation of the MAXTRA production lines have already been applied to other areas as well, such as the PURITY C production. Operational Excellence thus represents a new way of thinking about production, shaped by continuous improvement, collaboration and the ambition to enable sustainable progress.



Managing energy effectively

The energy we need to operate our buildings and production facilities is recorded as part of our carbon emissions in Scope 1 and 2. And we continue to work rigorously to further reduce this consumption. Energy management, which we introduced in 2025 according to DIN ISO 50001, is the responsibility of the Group Real Estate department. The Energy Management team also includes colleagues from Logistics, Production, IT and Procurement. The team's main task is to measure and analyse our consumption and to find ways to increase energy efficiency. It also manages our energy purchasing and oversees compliance with all legal requirements. This includes, for example, regular energy audits in

accordance with DIN 16247 at all relevant sites. This allows us to identify potential for improvements and to initiate optimisation projects – both in ongoing operations and for new buildings and renovations.

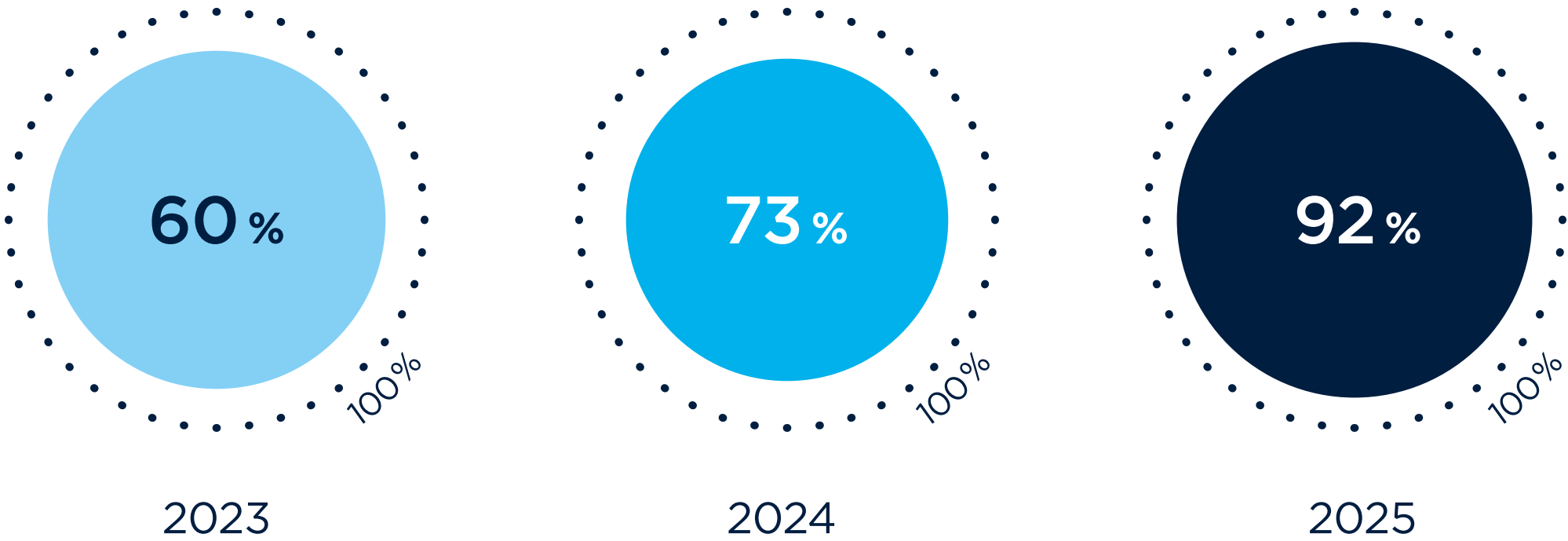
In the area of direct energy consumption, the ongoing electrification of the fleet had a particularly positive impact. At BRITA SE, about 60% of vehicles are now fully electric, and many subsidiaries are increasingly relying on electromobility – both in company cars and service vehicles. This development also contributed to the improvement of our energy intensity, measured in kilowatt hours per €1,000 turnover, by 11.5% in 2025 to now 45.0.

The electricity consumption of the BRITA Group decreased by about 1.6% in 2025. At the same time, the share of certified green electricity increased by 19% to now 92%. This was mainly due to the switch of our Chinese production site to certified green electricity. This means that all production facilities for filter cartridges now exclusively use electricity from renewable sources.

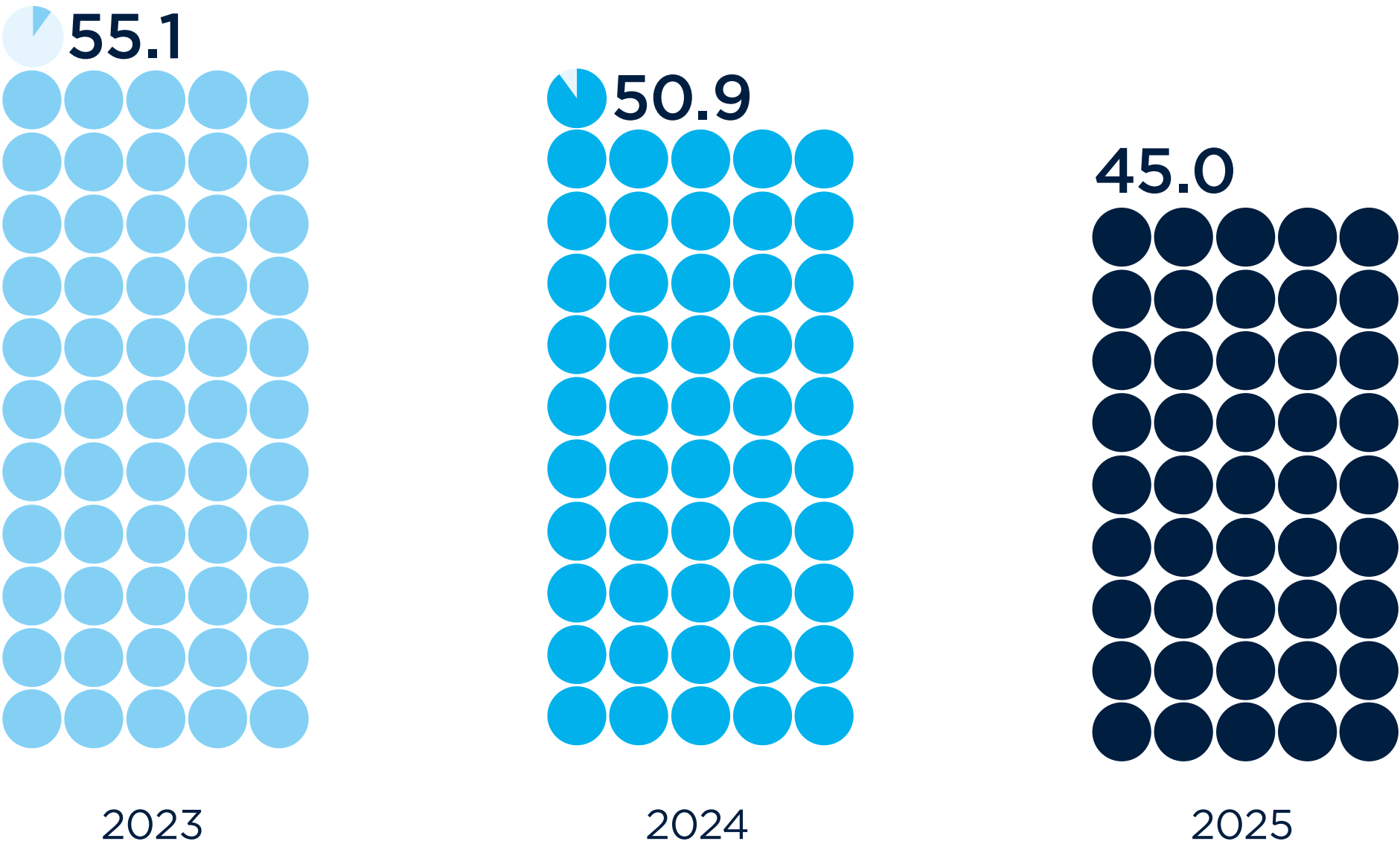
Energy consumption (in MWh)

	2023	2024	2025
Direct energy consumption	26,134	24,292	21,679
Fuels	14,001	14,321	14,613
Petrol / diesel	12,118	9,970	7,066
Indirect energy consumption (electricity)	11,947	12,679	12,471
Total energy consumption	38,081	36,970	34,151

Share of green electricity in total consumption



Energy intensity (in kWh/€1,000)

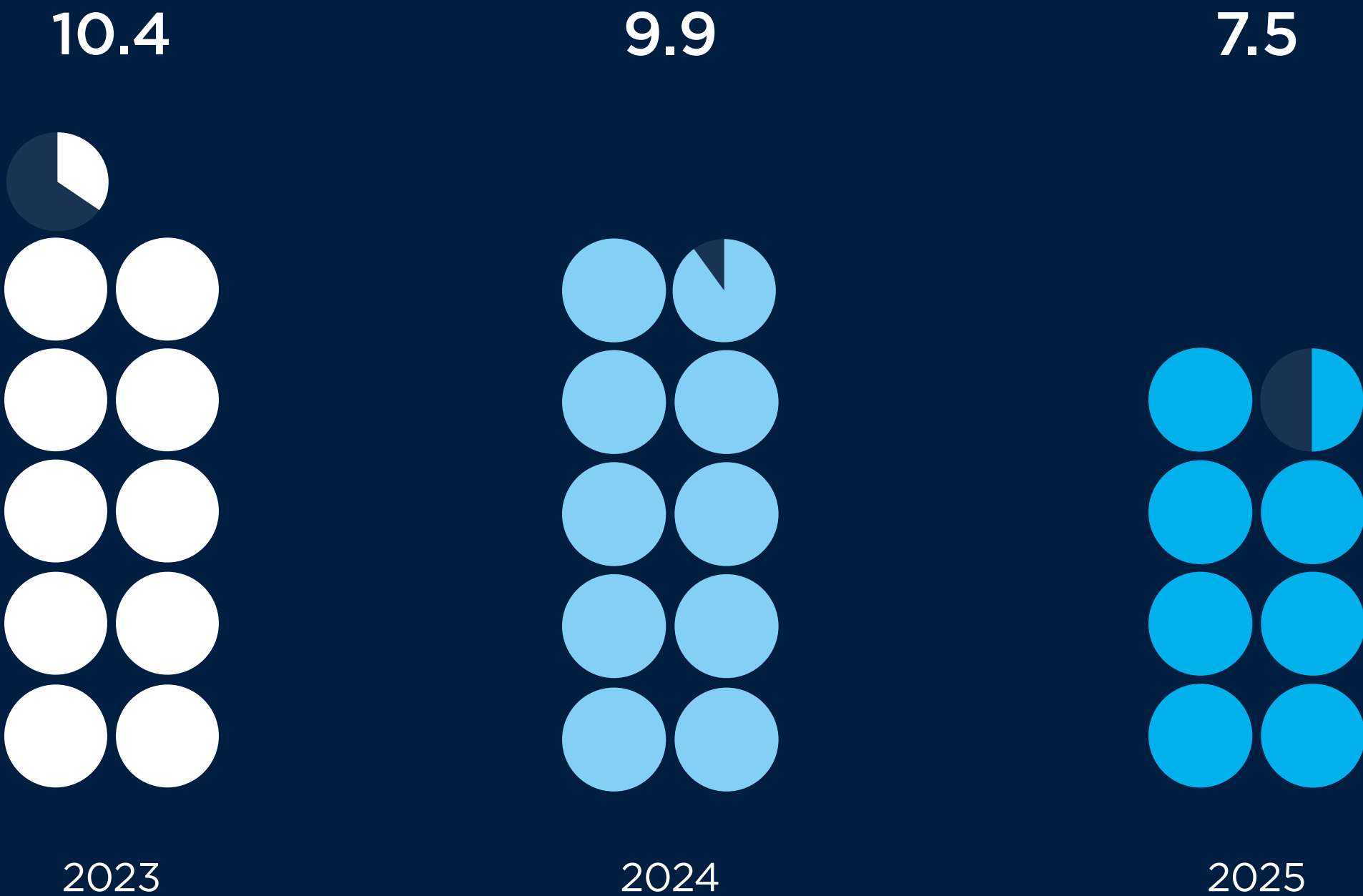


Emissions further reduced

In the reporting period, we also made good progress on emissions. We were able to reduce direct emissions (Scope 1) by 2.5% and indirect emissions (Scope 2) by 71.5% to 5,207 tonnes and 521 tonnes respectively. The sharp reduction in Scope 2 is primarily due to the switch to green electricity at our production site in China and the expansion of solar PV capacities at several BRITA sites. At the same time, we were able to reduce our emission intensity by 23.5%. These results show that the numerous measures we have initiated and implemented in recent years are paying off. And that we succeed in decoupling our growth from our Scope 1 and 2 emissions.

Scope 3 emissions are those emissions that are generated across our value chain. Since 2024, we have been recording these Scope 3 emissions in full. In 2025, Scope 3 was 140,113 tonnes, a slight increase of 5.3%. The positive economic development of BRITA along with minor adjustments in data accuracy are the main drivers of this increase.

Emission intensity in Scope 1 and 2
(in kg CO₂/€1,000)



Greenhouse gas emissions (in t CO₂)

	2023	2024*	2025*	Distribution 2025
Scope 1: direct emissions	5,323	5,341	5,207	3 %
Scope 2: indirect emissions	1,826	1,831	521	1 %
Total emissions Scope 1 and 2	7,149	7,171	5,728	4 %
Scope 3: other emissions	152,926	133,019	140,113	96 %
Total emissions	160,074	140,190	145,841	100 %

*from 2024 onwards calculation with additional primary data and updated emission factors

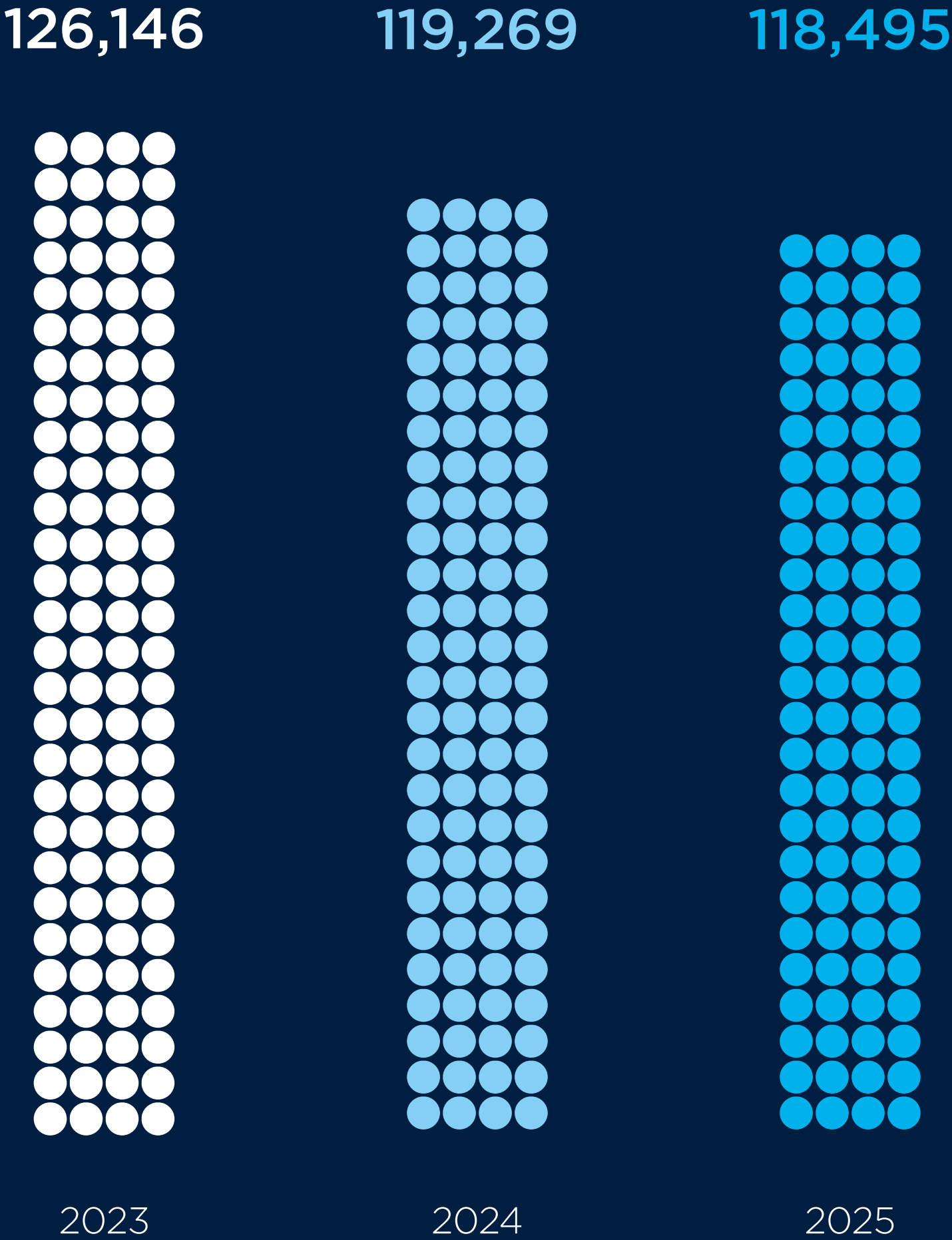
Responsible management of water and wastewater

Across the BRITA Group, we use the most water for steam sterilisation of our filter cartridges, for the operation of our buildings and for the regeneration of the exhausted ion exchange resin in our recycling process in Taunusstein. We obtain the water required for this from the local drinking water supply. We are continuously working to reduce our water consumption, particularly in production and in the regeneration process. Where possible, we rely on internal recirculation to reduce the amount of fresh water required.

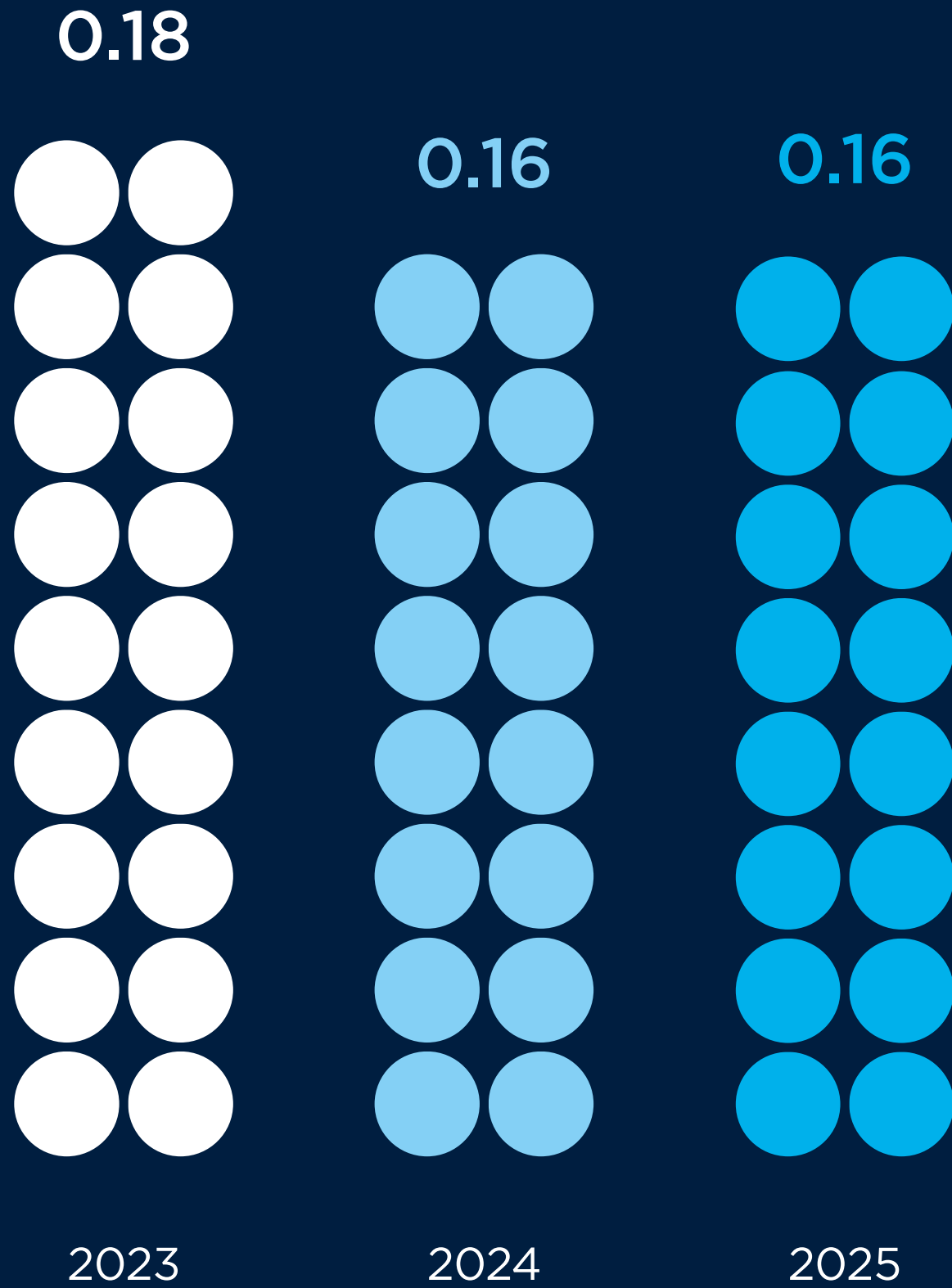
To us, water is a particularly valuable resource. That’s why we use an in-house treatment plant to ensure that only clean water is returned to the sewage system from the regeneration process for the exhausted ion exchange resin. The limit levels are continuously monitored and checked several times a year by external, independent test centres. To date, there have been no incidents in which a body of water has been contaminated. In 2025, a total of 106,055 cubic metres of water was fed into the municipal wastewater treatment system. As a result, both our water consumption and water intensity remain constant compared to the previous year and thus develop at a lower pace than the turnover growth.



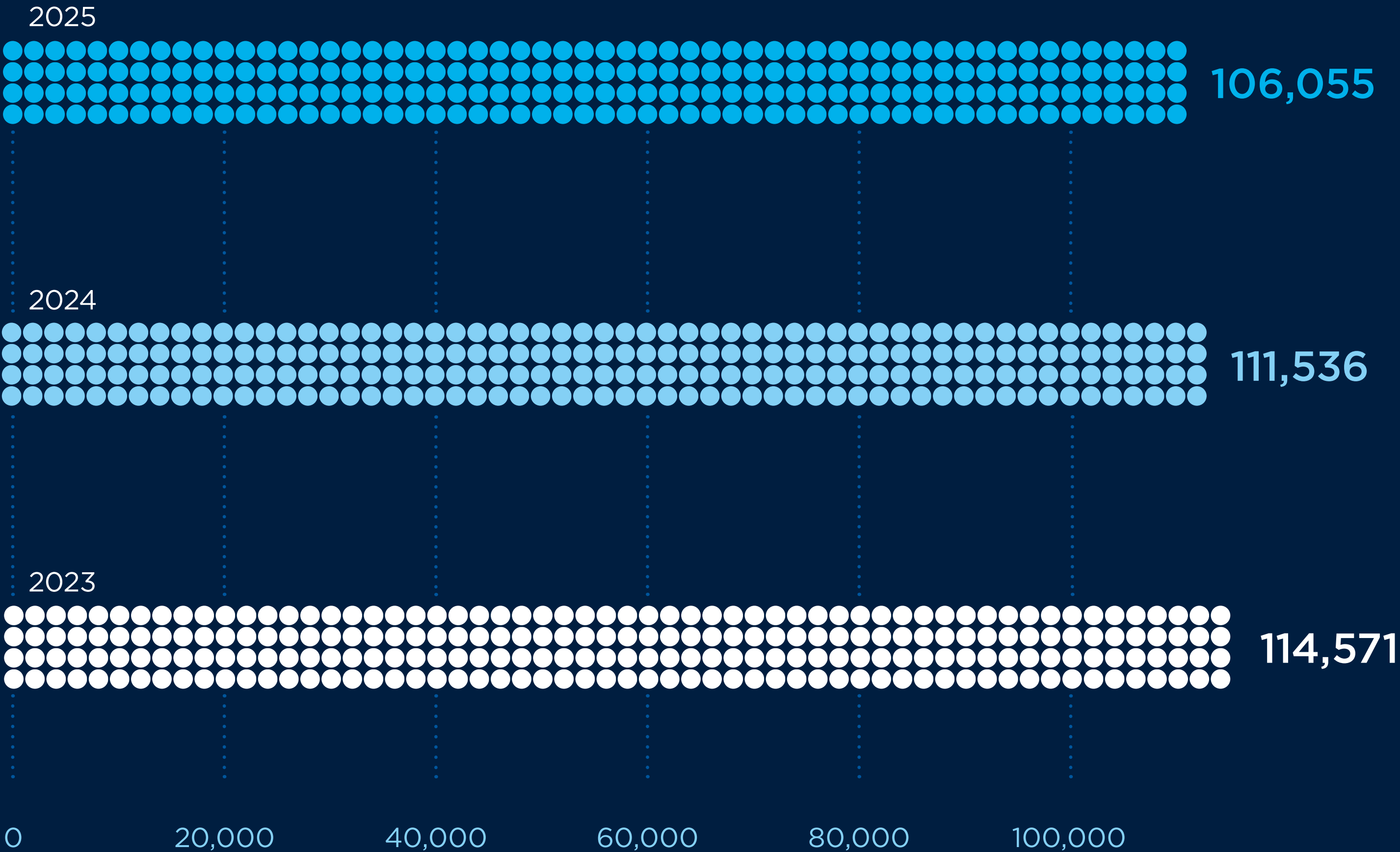
Water consumption (in m³)



Water intensity in m³/€1,000



Wastewater fed into municipal wastewater treatment (in m³)



Our waste and recycling figures

The amount of non-hazardous waste we generated in 2025 totalled 3,775 tonnes, a slight increase compared to 2024. The fluctuation in the other types of waste category is due to regular variations in production volumes and other activities. As in previous years, residual waste, paper and cardboard as well as plastics made up the largest proportion of our non-hazardous waste.

The proportion of hazardous waste has remained consistently low in recent years and has declined even further compared to 2024. The by far largest item of hazardous waste is electronic waste, which is mainly caused by the disposal of dispenser parts.

At 63.7%, the majority of our total waste was recycled in 2025. Our aim is to further increase this share and thus promote a successful circular economy. In addition, 36.3% was sent to incineration with energy recovery. Only 0.02% of our global waste volume was landfilled.



Non-hazardous waste (in t)

	2023	2024	2025
Residual waste*	1,137	1,121	1,286
Paper and cardboard	1,024	1,055	1,108
Plastics	798	850	865
Wood	371	353	341
Metals	45	28	86
Electronic waste	n/a	n/a	86
Other waste**	36	111	3
Total non-hazardous waste	3,413	3,517	3,775

* incl. kitchen and commercial waste

** incl. construction waste, batteries, glass and for 2023 and 2024 electronic waste



Hazardous waste (in t)

	2023	2024	2025
Electronic waste	62	65	54
Septic tank sludge	19	15	10
Chemicals	3	4	3
Total hazardous waste	84	84	67
Total waste	3,497	3,601	3,842

People at BRITA





Shaping corporate culture together

It’s our employees with their daily commitment, passion and creativity who bring our corporate culture to life. They are the foundation of our success and make BRITA the company it is. That’s why an inspiring and positive working environment, as well as fair treatment across hierarchical levels, are a matter of course for us.

An important part of our working atmosphere is employee representation. Since 1999, the German works council has represented employees at our headquarters in Taunusstein, at our production site in Bad Camberg and at our central warehouse in Beselich. The collaboration between the works council, management and the HR department is characterised by mutual respect, fairness and a communication culture

at eye level. Since our renaming in 2022, BRITA also has an SE works council. It has no co-determination rights, but is exclusively responsible for transnational issues, in particular the exchange of information. The SE works council consists of nine representatives from the five largest European subsidiaries. There are additional local works councils at our subsidiaries in Italy and France.



Worldwide, we pay our employees fair salaries that are competitive wages in the respective local market. In addition, we offer various voluntary fringe benefits that vary from country to country but are aligned with local customs and the needs of our employees. Our annual performance reviews are always objective and are based on the specific requirements of each position.

The benefits offered include flexible working hours, generous remote work arrangements, extensive health care provisions, and modern workplaces and equipment. In future, we want to take a more global approach to the fringe benefits we offer. To this end, we are establishing a Total Rewards Management team within the HR department.

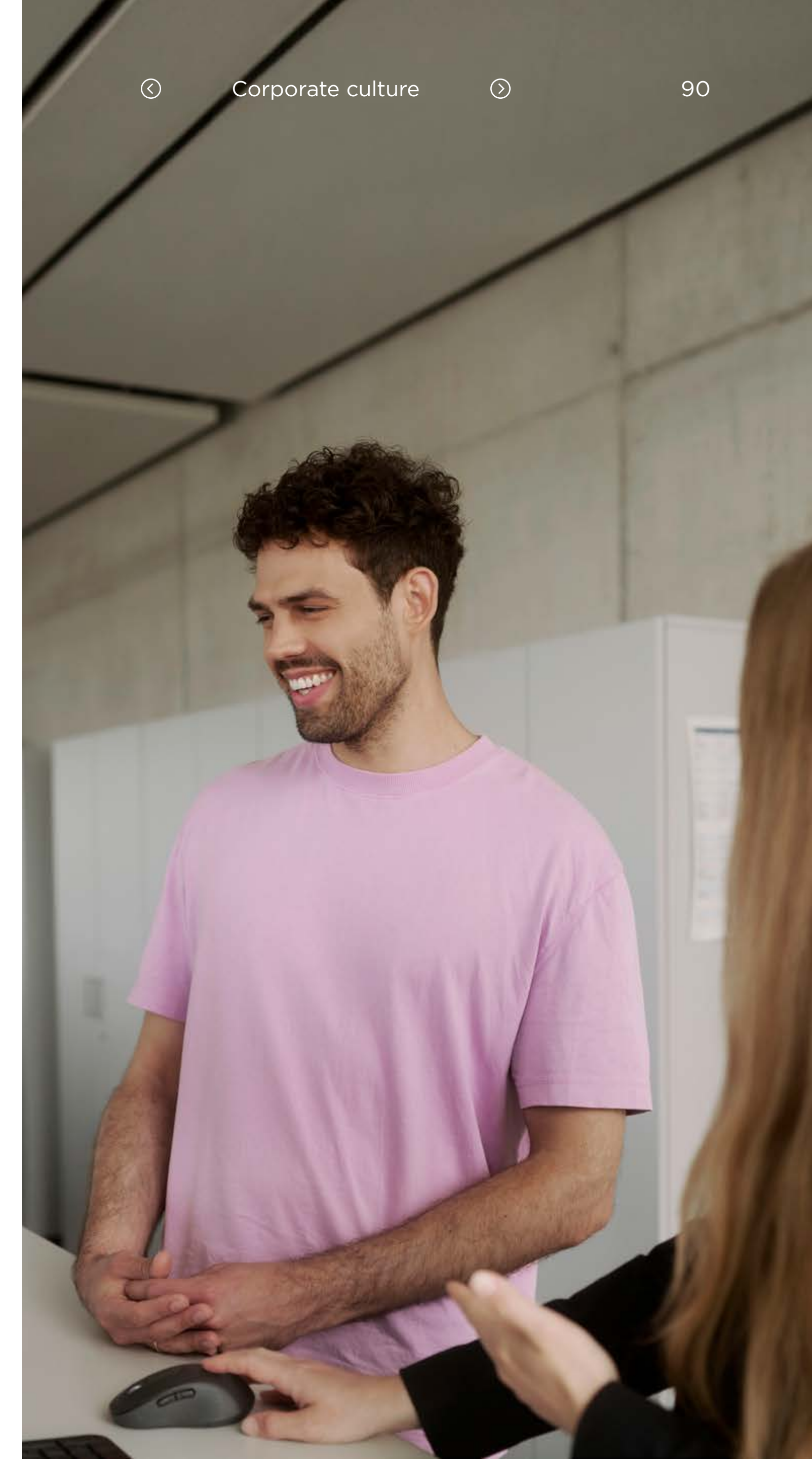
Creating pathways for growth

At BRITA, we believe in lifelong learning. That's why the training of our employees is particularly important to us. We offer a wide range of opportunities for professional and personal development, such as part-time studies, external training courses or internal training at the BRITA Academy, which we offer both online and in person. The topics range from leadership skills and self-management to software, languages and personal development. Since 2025, artificial intelligence has been a key focus of learning and development at BRITA, with training centred on its practical handling and use. In addition, our Functional Academies provide targeted training opportunities in marketing, sales, and reporting & analytics. Moreover, our diverse range of e-learning courses allows employees to deepen their knowledge of our product portfolio.

To systematically develop promising employees into the leaders of tomorrow, we launched the BRITA Opportunities for Leadership Development (BOLD) programme. In the three-year modular programme, participants learn

to take on leadership responsibility through business-related projects, workshops and personal mentoring. And this method of developing young talent has paid off: We now fill almost two-thirds of all open management positions with internal talent.

For the annual assessment and development of our employees, we use a standardised, software-supported process across all locations. This creates transparency, supports a clear goal orientation and enables employees to complete a comprehensive self-assessment. At the same time, we encourage them to actively shape their individual professional development. In order to identify and further expand potential, we conducted skill gap analyses as a pilot project in digital marketing in 2024. Our goal is to systematically expand this approach to additional areas of the company.

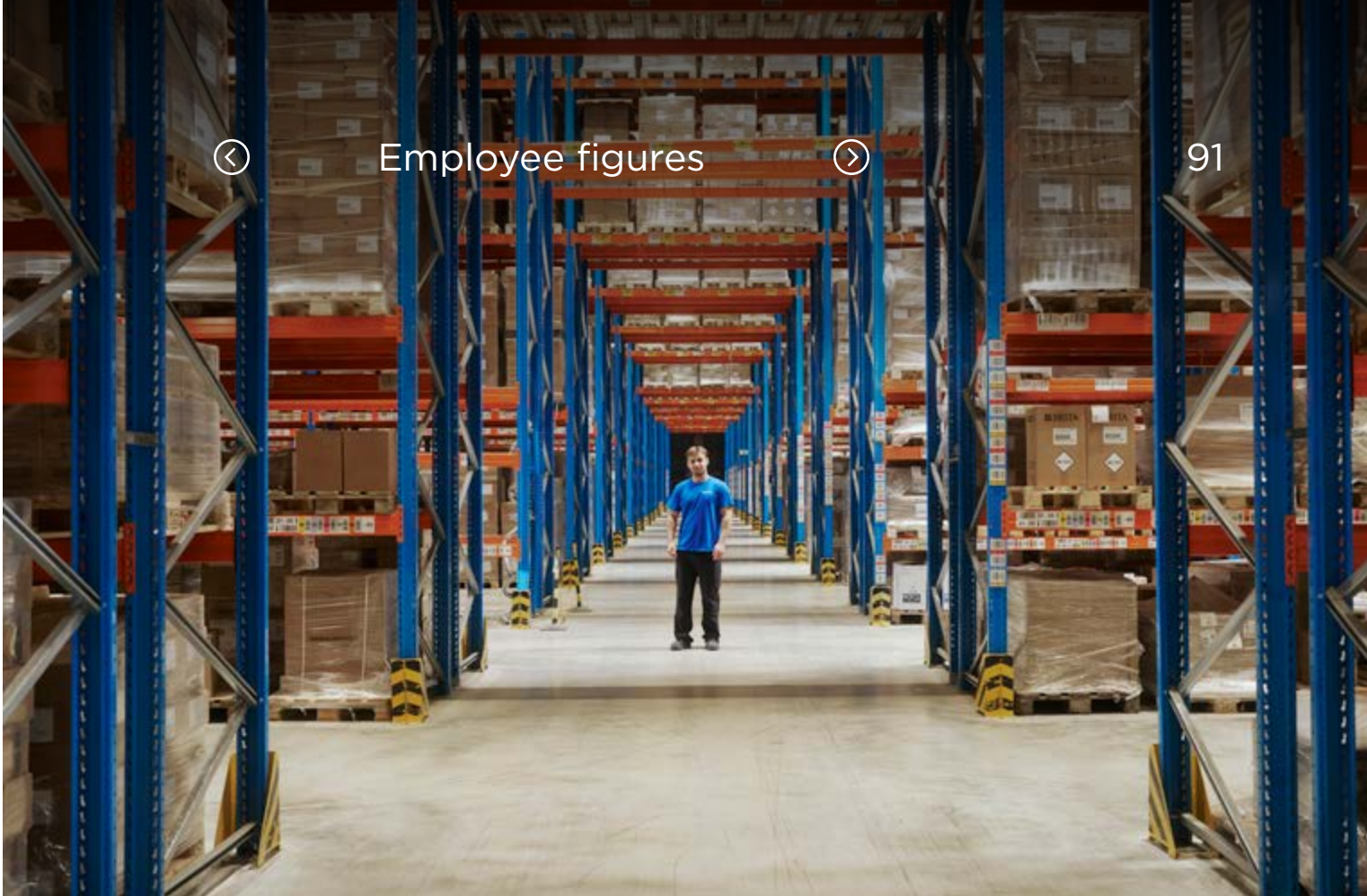


Our workforce at a glance

Qualified and well-trained employees are the foundation of our long-term success. And as our company grows, so does our BRITA family. In the 2025 financial year, the total number of employees increased by 4.6%. At the same time, the employee turnover rate remained almost constant.

The global distribution of employees also remained virtually unchanged. In 2025, 9% of our employees worked in the APAC region. At the same time, the share of employees in the NOAM region stood at 3%, while 7% worked in China. With a share of 82%, the majority of our colleagues worked in the EMEA region, particularly at our German production sites and the headquarters in Taunusstein. The high regional share of employees is primarily due to key central functions being based at headquarters, such as Procurement, Research & Development, IT and Operations.

Diversity is one of our core values. We are convinced that our teams benefit from diversity in all its forms. Our goal is to create an atmosphere throughout our company in which everyone feels equally valued and treated fairly, and can develop their full potential. BRITA currently employs people from 67 countries. In terms of the distribution of the workforce by gender, women accounted for 40% of the workforce in 2025. At the same time, the share of women among managers increased slightly to 39%. In the 2025 financial year, 16% of BRITA employees were aged 30 or younger. The largest group was employees aged between 31 and 50, accounting for 59%. A further 20% of the workforce was between 51 and 60 years old, while 5% were over the age of 60.



Promoting healthier lifestyles: quit smoking programmes at BRITA

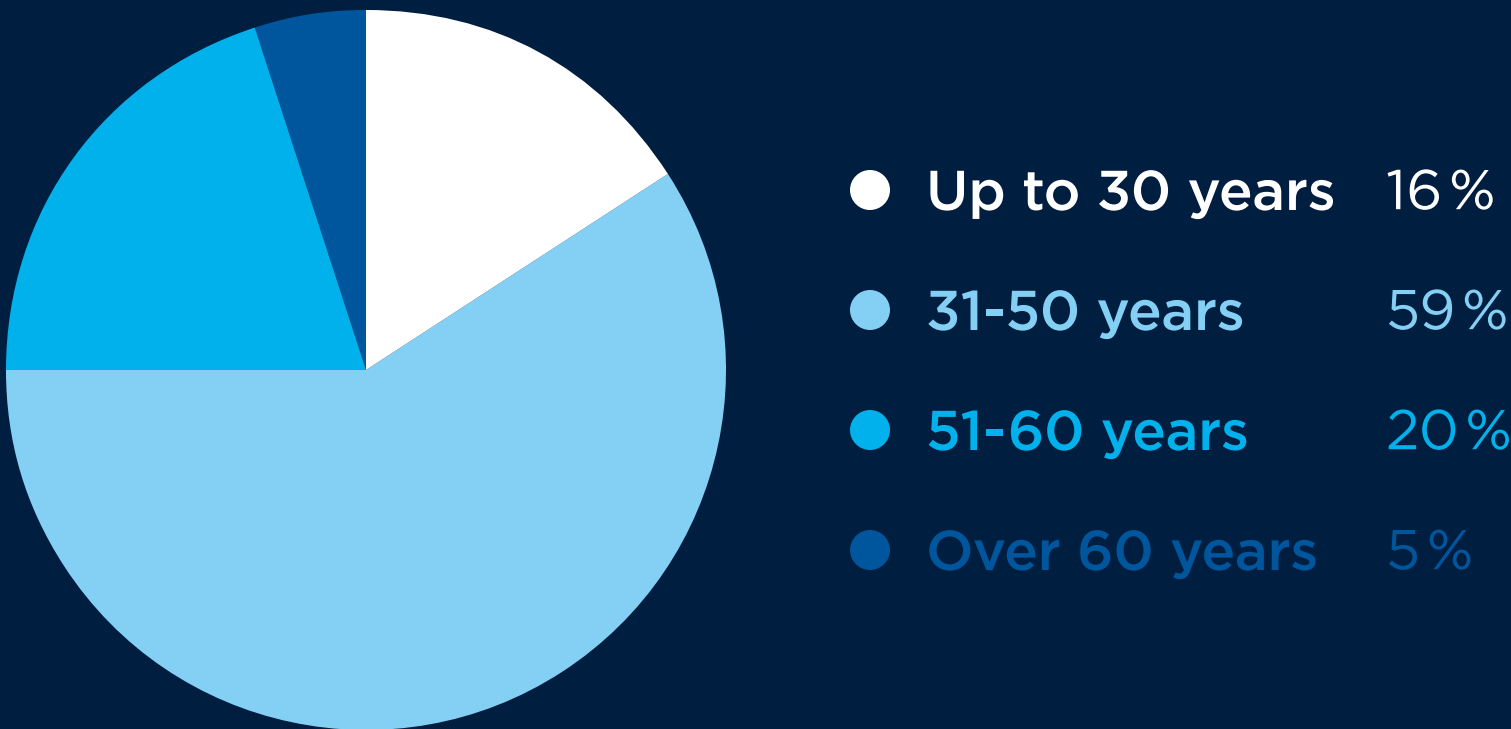
Employee wellbeing is a priority at BRITA. A free stop smoking course was already offered at the Beselich distribution centre at the end of 2024 to support employees on their way to a smoke-free life. The success speaks for itself: around two thirds of the participants are now non-smokers. Assisted by experienced trainers and strengthened by the sense of community within the group, the course was very well received. In order to attract even more employees to a healthier lifestyle, the offer was rolled out and offered at the production plant in Bad Camberg at the end of 2025, and at our headquarters at the beginning of 2026.

We want to offer our employees long-term career prospects at BRITA. As a result, 91 % of employees across the Group are employed on permanent contracts. In 2025, the share of BRITA SE employees in Germany covered by a collective bargaining agreement remained high at 49%. In the same period, 42 % received a salary outside the collectively agreed pay scale. The proportion of working students changed only marginally compared with previous years and stood at 7%. The remaining 2% of colleagues were in an apprenticeship programme under the collective bargaining agreement.

Distribution of employees by region (in %)*

	2023	2024	2025
EMEA	82	82	82
APAC	9	8	9
China	6	7	7
NOAM	3	3	3

Age structure of employees*



Distribution of employees by gender (in %)*

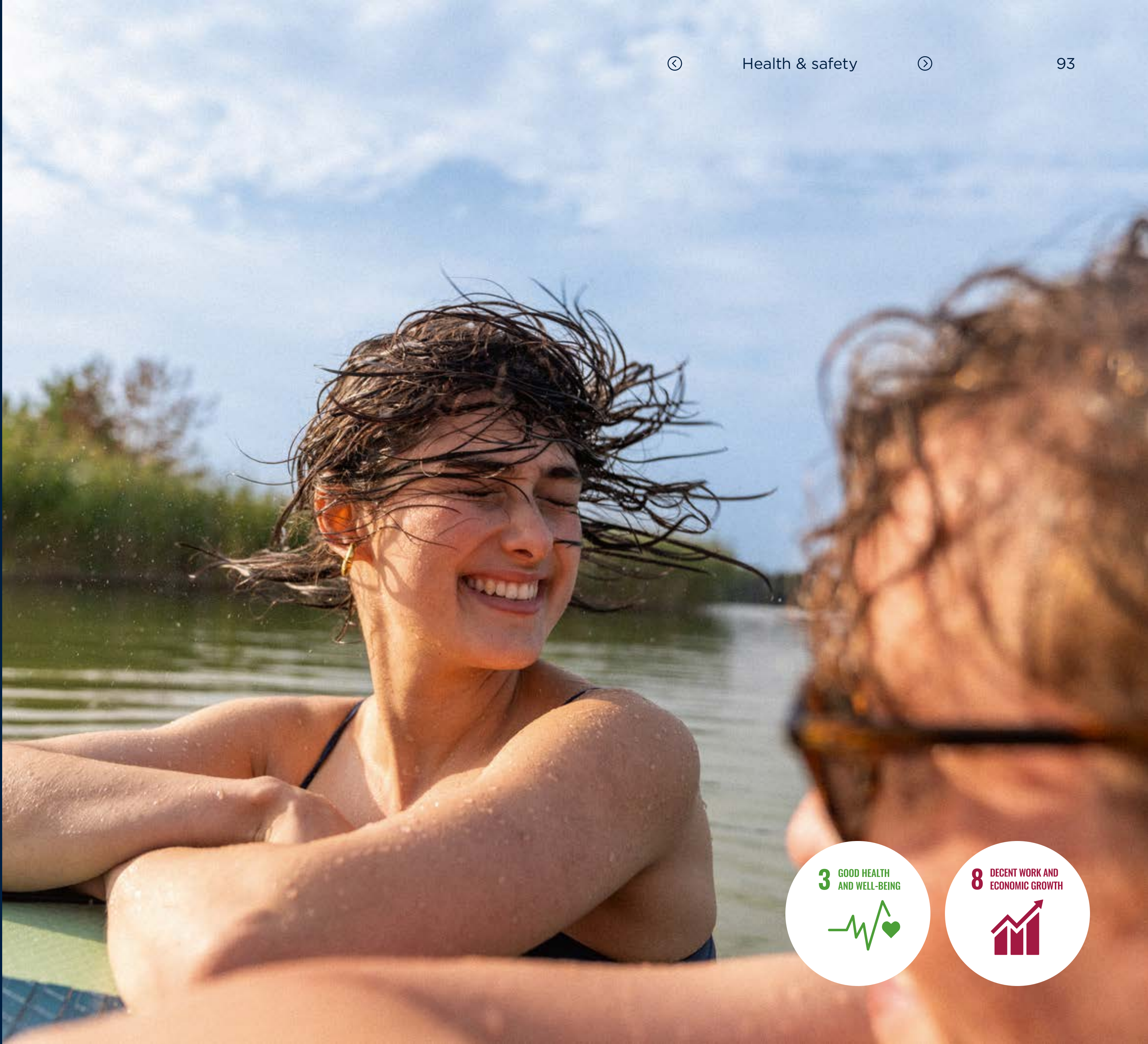
	2023	2024	2025
Female	40	40	40
Male	60	60	60
Other	n/a	0.1	0.1

Distribution of managers by gender (in %)*

	2023	2024	2025
	39	38	39
	61	62	61

* without LARQ

Prevention in practice



Health and safety in everyday working life

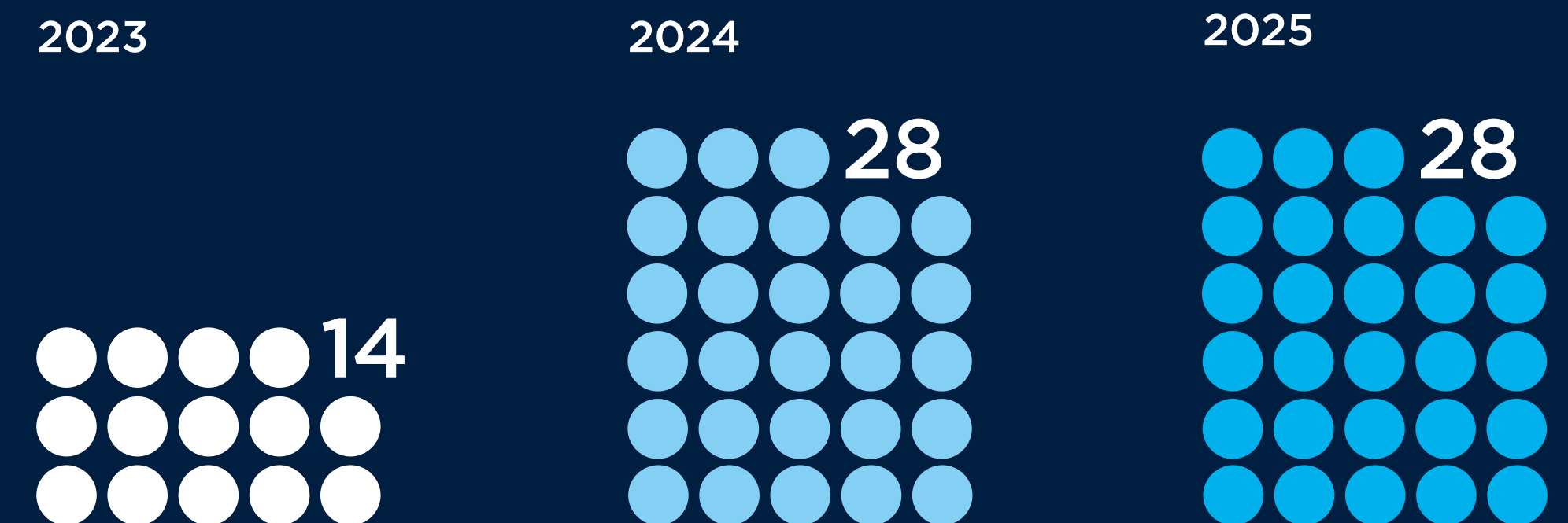
Occupational health and safety at BRITA is managed by the Health, Safety & Environment department (HSE). The team regularly inspects workplaces and reviews processes to identify potential risks early on and implement appropriate protective measures. The HSE team regularly reports to the Executive Board, advises on occupational health and safety issues and sets binding Group-wide standards. In addition, all employees participate in annual occupational health and safety training.

HSE's work helps ensure that both the number and rate of workplace accidents have remained at a consistently low level for many years. In the 2025 financial year, there were 28 workplace accidents across the BRITA Group, resulting in a total of 622 days of absence. The accident rate was 6.4 accidents per

one million working hours. As in previous years, lack of attention is the leading cause of accidents. In 2025, there was one serious workplace accident with permanent health consequences for the employee concerned. The incident was fully reviewed. Based on the root cause analysis, we implemented targeted measures to prevent similar incidents in the future. There were no fatalities during the reporting period.

Overview of accidents at work

Number of accidents at work*



Accident rate per 1 million working hours*

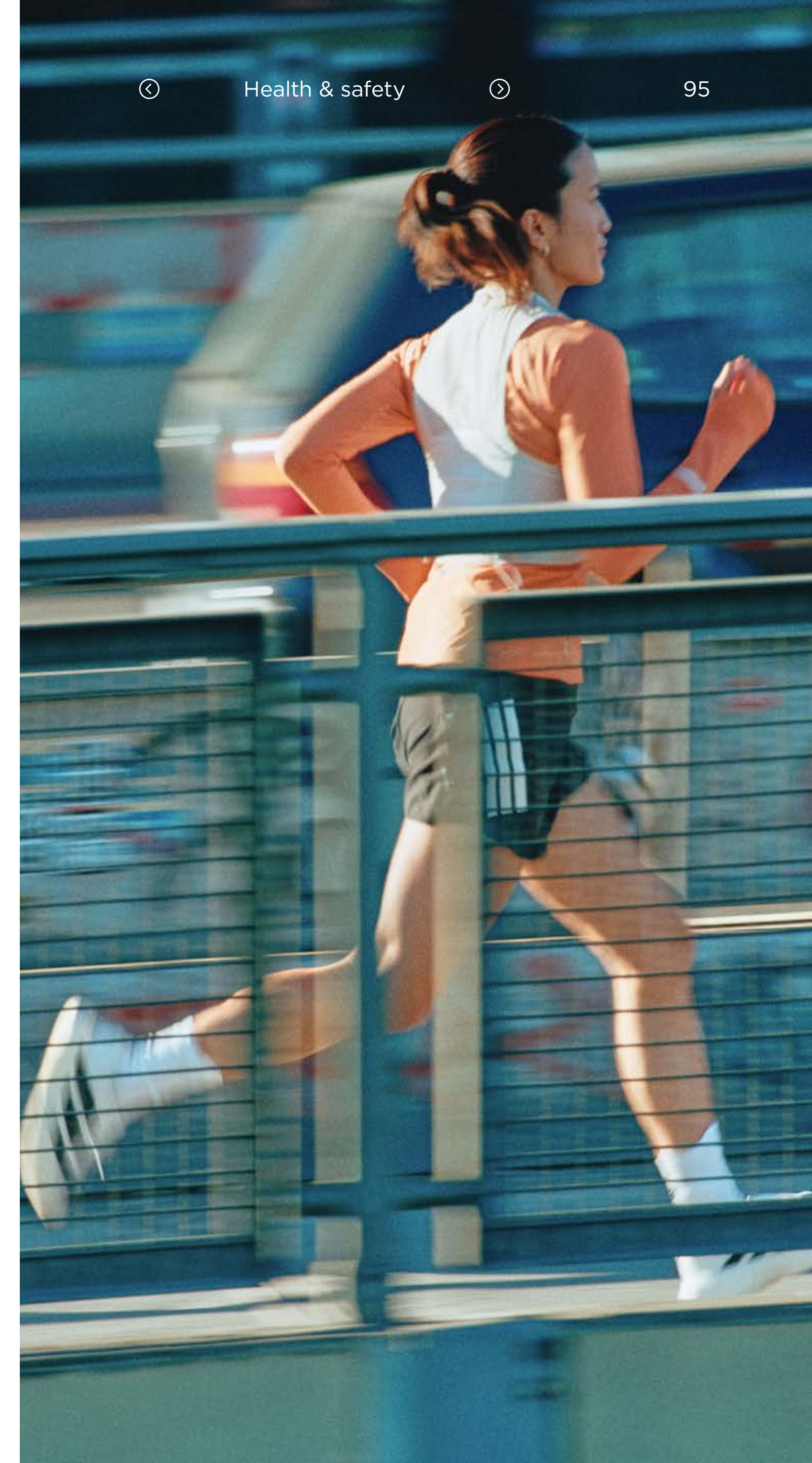


*Reportable accidents in the course of business activities that result in absences of ≥ 1 day; calculation basis: 1,840 hours per year per full-time employee; refers to BRITA SE, all production sites, BRITA Switzerland, BRITA Vivreau Germany and BRITA Vivreau UK.

BRITA Vital: a holistic approach to health

Supporting the physical and mental health of our employees is an integral part of how we at BRITA take responsibility for our people. For several years, we have therefore offered a broad range of free preventive healthcare measures and support services at our sites in Germany through the BRITA Vital programme. These include skin screenings, heart checks and vaccinations. In addition, employees have access to a counselling hotline for work-related and personal concerns as well as a variety of sports activities and challenges. A quarterly newsletter shares practical information on healthy living, including nutrition, resilience and work-life balance.

We also want to support the health of employees in our subsidiaries, and various initiatives and campaigns have been in place for several years. Since 2023, these activities have been brought together under the umbrella of BRITA Vital. For example, there are weekly yoga classes at BRITA NOAM and a badminton club at BRITA China. In each country, a Vital Ambassador promotes health-related topics within their own organisation and coordinates the local health circle, which is made up of employees who participate on a voluntary basis. In addition, international coordination meetings are held at regular intervals to share experiences, discuss best practices and develop ideas for events, helping us make better use of synergies across the global network.



Robbie Taylor, BRITA UK

“Repairing a machine instead of replacing it: that just makes sense to me.”

What drives you?

I’ve always enjoyed working as an engineer. Before joining BRITA, I worked on heating systems and boilers, anything water-based, really. What I like most is solving problems and getting things working again.

But just as important is working with customers. I enjoy going on site, listening to people and finding a solution together. Every location is a bit different, every setup has its own specifics. That’s what keeps the job interesting.

When the customer is happy, you know you’ve done your job well. That’s what keeps me going. I’ve been with BRITA for about five years now, and it’s a very inclusive and supportive company. That makes a difference in how you approach your work and how you interact with people.

What are you working on right now?

Every day is different. I usually visit five or six locations across London, mostly offices with larger water dispensers. My day is planned in advance, but there’s always something unexpected. That’s why you need to stay flexible.

Most issues are quite simple. For example, customers sometimes forget to refill the gas needed for sparkling water. But even small problems matter, because they interrupt daily routines. People rely on these systems throughout the day.

What defines my role is that we repair instead of replace whenever possible. If a component can be fixed or exchanged, we do that rather than replacing the entire machine. Customers really appreciate that: it’s quicker, keeps things running and avoids unnecessary waste.

Being a “walking engineer” is also part of it. I travel by Underground or bus. In a city like London, that’s often faster than driving, and it avoids traffic and the hassle of parking. It also means I can move efficiently between locations without losing time.

And in a way, it naturally aligns with what BRITA stands for: practical solutions that make everyday life easier while using resources more responsibly.

What would you like to move forward?

For me, it’s quite straightforward. I want to keep doing my job well and continue working at BRITA long-term.

I wouldn’t say I’m deeply involved in sustainability topics in a broader sense. I’m an engineer. But in my day-to-day work, it simply makes sense to repair machines instead of replacing them. It’s practical, efficient and better for resources.

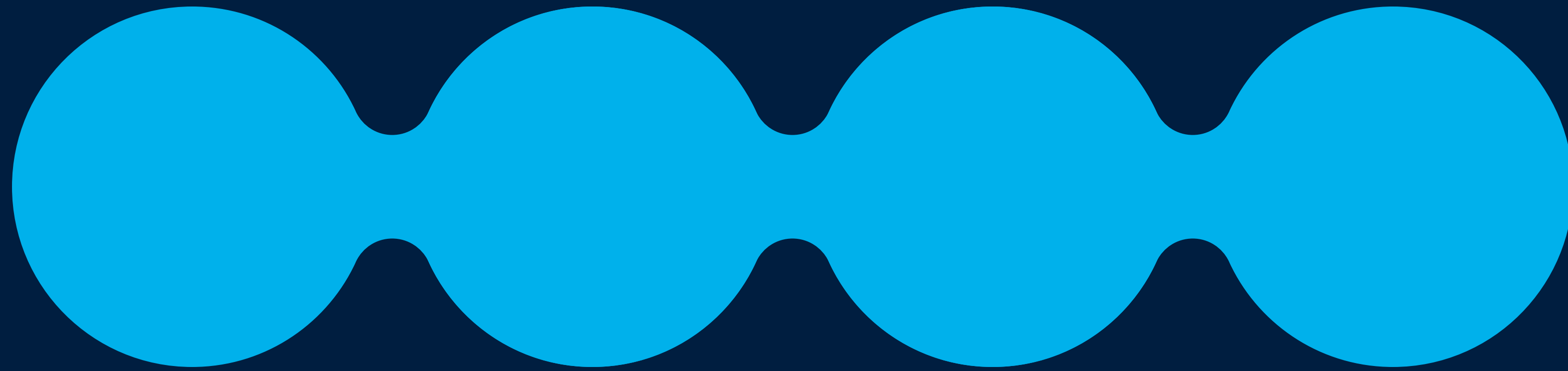
If you can keep something running instead of throwing it away, that’s always the better option. And when you do that consistently, day by day, it adds up.

And I think that’s an important part of the bigger picture.



Robbie Taylor works as a Service Engineer for BRITA in the UK. Known internally as a “walking engineer,” he travels across London using public transport to service water dispensers directly at customer sites.

His job is practical, hands-on, and, in many ways, a quiet example of how sustainability happens in everyday work.



Social impact

Standing up for healthy ecosystems

Cleaning up outdoor litter is an effective way to actively take responsibility for the environment and society. In November 2025, BRITA China celebrated the fifth anniversary of its beach cleanup initiative at Shanghai’s Nanhui Zui Seaview Park. Numerous employees participated, including those from international teams. In a positive atmosphere, complemented by interactive quizzes and shared learning moments, environmental protection became an active experience. In just under an hour, the participants collected 304 kilogrammes of ocean waste – a strong sign of the dedication of the BRITA teams.

In November 2025, BRITA Hong Kong employees organised a cleanup at Lei Yue Mun Beach, with a total of 21 people participating. Overall, 60 kilogrammes of waste were collected, including building materials, plastic bottles, plastic cutlery, broken glass and four kilogrammes of bulky waste.

And in North America, together with our partner 4ocean, Vivreau employees cleared litter from forest paths in Rockaway, NJ, and from the waterfront promenade in Vancouver, thus making a valuable contribution to nature conservation.



Creating more space for water, nature and well-being

BRITA UK is further expanding its commitment to protecting water resources, working closely with the [Wildfowl & Wetlands Trust \(WWT\)](#). As part of the partnership, BRITA is supporting the [Blue Recovery Fund](#), which contributes to the restoration of 100,000 hectares of wetlands in the United Kingdom – an area equivalent to approximately 140,000 football fields. To mark World Water Day 2025, the collaboration was made visible through a comprehensive activation. The focus was on the importance of wetlands, not only for

environmental and species conservation, but also for human well-being, because just ten minutes in “blue spaces” can noticeably improve mental well-being. Together with the community initiative Flock Together, which connects people with nature through group birdwatching, the message about nature, inclusion and health was further strengthened.



New location, smaller footprint

The fact that sustainability is a firm part of BRITA's self-image is also evident in the new BRITA Australia office. The move proved a good opportunity to implement sustainable solutions, reduce the ecological footprint and simultaneously make a positive contribution to employees and the community.

Nine boxes of unused office supplies were donated to the Stationery Reuse Centre at the University of New South Wales, a student-organised initiative to distribute donated stationery among students. At the same time, BRITA Australia recycled around 220 kilogrammes of electronic waste, including laptops and printers. For the proper disposal of larger devices, the team worked with a specialised company that offers climate-neutral disposal solutions and plants a tree for every order. The new office itself is also designed with sustainability

in mind: the building was assessed according to the NABERS system, and achieved high standards in the areas of indoor environment quality, energy efficiency and water management. This is complemented by numerous sustainable operating measures – from sensor-controlled lighting and solar energy to water-saving technologies. With the new location, BRITA Australia is creating a working environment that makes sustainability tangible in everyday life and contributes to responsible use of resources in the long term.



Full performance, less plastic: sustainable drinking water supply in pro sports



Because drinking water obviously plays an important role in sports, we are further expanding our commitment in this area and strengthening sustainable solutions for the supply of drinking water in pro sports. Based on this approach, in Canada in 2025, Vivreau launched a [cooperation with the Vancouver Whitecaps FC](#) – a leading Major League Soccer club that also pursues ambitious sustainability goals. Since 2025, the club has also been the new home of footballer Thomas Müller.

Previously, over 10,000 half-full single-use plastic bottles were disposed of at the club's National SoccerDevelopment Centre (NSDC) each year. The high-performance Vivreau Extra I-Tap water dispensers significantly reduces plastic consumption while ensuring a reliable water supply for players and staff. In addition to the training areas, the water dispensers are also used in the club's offices.

The partnership is part of Vivreau's growing commitment to North American professional sports. In addition to the Vancouver Whitecaps FC, other teams from leading leagues are also supplied with sustainable drinking water systems, including the Los Angeles Chargers (NFL), the Cleveland Browns (NFL), the San Antonio Spurs (NBA), Seattle Storm (WNBA) and the New York Yankees (MLB).

Achieving more together



Every year, we at BRITA strive to launch campaigns that are fun as well as meaningful and effective at raising donations. In doing so, we support social projects or organisations that are close to our hearts. At our headquarters in Taunusstein, for example, we held a large garage sale in 2025, where BRITA products, IT equipment and other items were given to employees in exchange for a minimum donation. This was complemented by the BRITA Vital Fitness Challenge: through walking, running or cycling, employees collected kilometres, which were then converted into a donation from BRITA.

The majority of the collected donations benefited the Franciscan Sisters of Salzkotten, who run important social facilities such as a kindergarten, a social centre and educational and sports projects in Caransebeș, Romania. Another portion of the donations went to the organisation [Whale and Dolphin Conservation](#), which

is committed to the protection of whales, dolphins and the oceans. And the donation results are impressive: in total, around €83,400 were raised through the campaigns!

BRITA Italy also raised funds in 2025 thanks to great physical dedication. In October, the BRITA Italia Manufacturing team took part in a pyjama run to benefit children with cancer. Wearing pyjamas meant to represent the everyday reality of children with cancer, participants ran to shine a light on the particular burdens faced by affected families and to raise money. There was also a charity marathon in Milan, in which four BRITA employees participated together. The proceeds from the event, which was organised as a relay race, were used to provide free cancer screenings to people who would otherwise not be able to afford them. In total, around €900 were donated by BRITA Italy and its

employees on that day. Both races were organised by [LILT](#), an organisation that is committed to raising awareness, providing preventive care and offering support for people with cancer and their families.

Our initiatives allowed us to combine exercise, community and social commitment in a simple way and to send a strong message of solidarity. In doing so, we not only supported people and animals in need, but also strengthened our team spirit and enjoyed many happy moments together.



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65232 Taunusstein
Germany

sustainability@brita.net
www.brita.net



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