

A large, stylized letter 'G' in a lighter shade of blue, positioned on the left side of the slide. It has a thick, rounded stroke and a curved top edge.

Analyst conference

Full year results 2022

Christian Buhl, CEO

Tobias Knechtle, CFO

March 8, 2023

Agenda

Overview

Sales development

Financial results

Building construction outlook

Geberit outlook

Summary



Key figures 2022

Net sales (c.a.)

+4.8%

vs. PY

EBITDA margin

26.8%

-410 bps vs. PY

EPS (c.a.)

+4.7%

vs. PY

Dividend proposal (CHF)

12.60

+0.8% vs. PY

Relative CO₂ emissions

-21.9%

vs. PY

Share buyback (CHF)

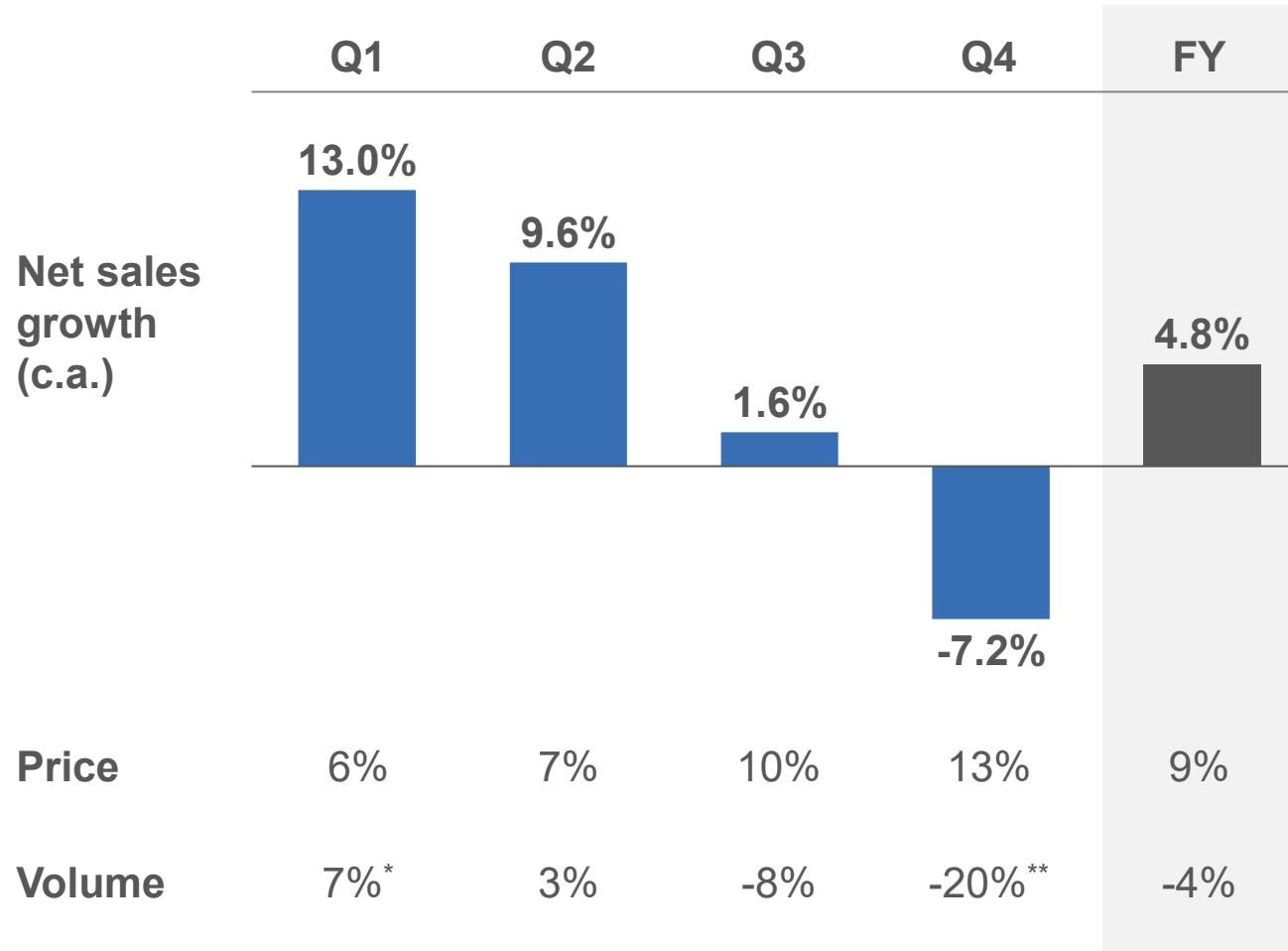
570 million

1'109'000 shares

- Currency-adjusted top-line growth despite record high in 2021
- EBITDA margin decline due to input cost inflation
- Currency-adjusted EPS growth
- Increased dividend of CHF 12.60
- Significant reduction of relative CO₂ emissions
- Over CHF 1 billion distributed to shareholders¹

Net sales development 2022

Comparison vs. PYQ and PY



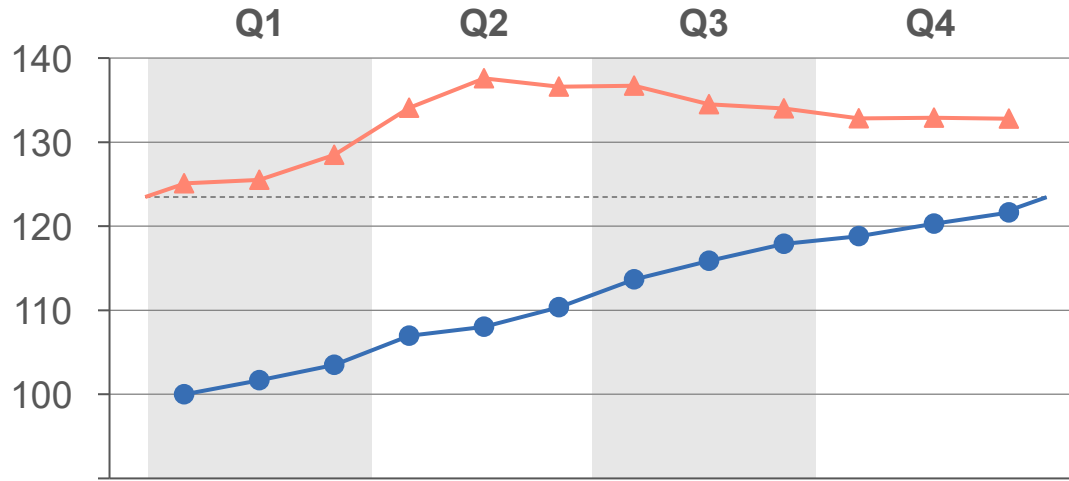
- Strong sales and volume growth in H1
 - COVID-19 induced home improvement trend
 - Stock build-up at wholesalers
- Decreasing volumes in H2
 - De-stocking at wholesalers
 - Expired COVID-19 induced home improvement trend
 - Temporary shift from sanitary to energy related renovation in selected countries
- Strong price increases throughout the year

Unprecedented cost inflation in 2022

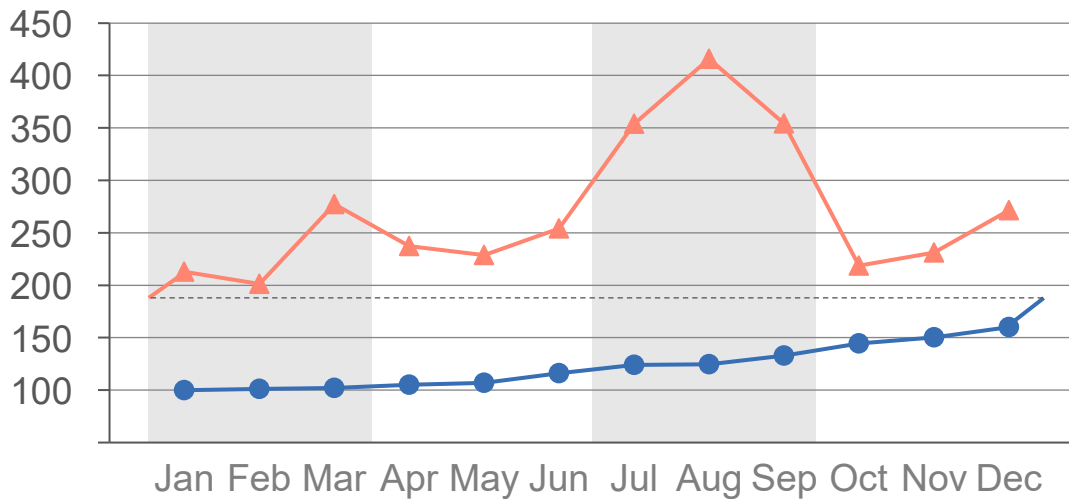
Geberit monthly price index (Jan 2021=100), currency adjusted

● 2021 ▲ 2022

Raw material prices¹



Energy prices²



- Full year raw material prices up by 19% vs. 2021
- Full year energy prices up by 101% vs. 2021
- Total impact of raw material and energy price inflation of CHF 244 million
- Four sales price increases (ordinary and extraordinary) throughout the year

Sales 2022 – Customer interactions



Customer contacts

- 461'000 customer contacts
- Above pre-COVID level (+6% vs. 2019)



Customer trainings

- 67'000 participants¹
- Strong increase vs. pre-COVID (+81% vs. 2019)
- Know-how transfer (installation, products, etc.)



Customer events

- 75'000 participants¹, across 4'000 events
- Strong increase in # of events (+138% vs. 2019)
- Example: FlowFit introduction via various events and interaction formats

FlowFit on Tour (Germany)

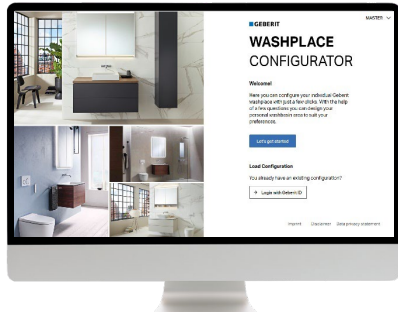


Marketing 2022 – Selected activities



Digital tools B2B – Over 20 applications for professionals

- Plumber app with onsite support (Pro App): 750'000 sessions
- Further roll-out of installation calculator (GIS / Duofix calculator) in 4 countries
- “Plug-in for Autodesk” BIM software with 8'000 active users



Digital tools B2C – Usage in 30 markets

- New Lead Generation Tool: Development and testing in CH
- Wash place Configurator: Roll-out in 8 further countries (total: 10)
- 3D Bathroom Planner: Roll-out in 5 further countries (total: 10)



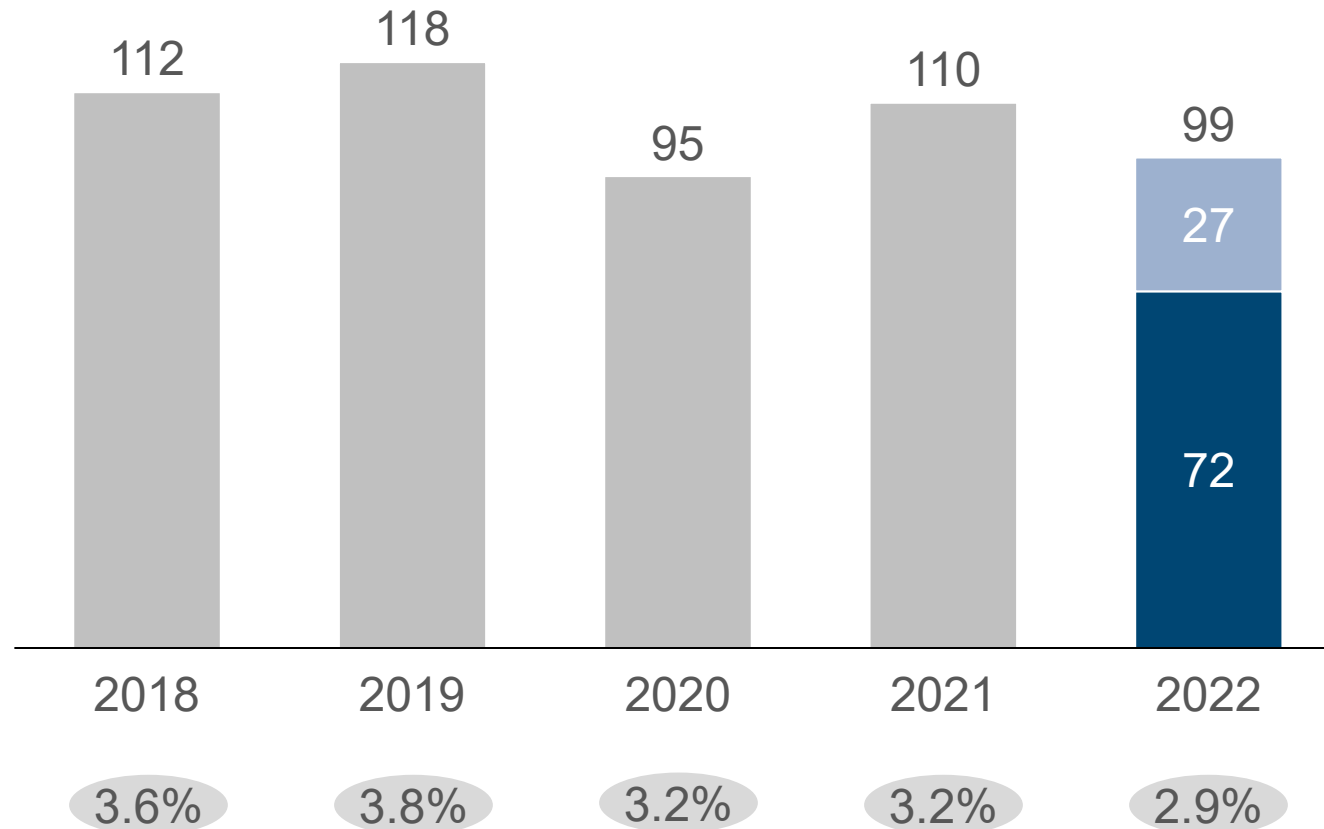
Launch of new exhibition concept

- Further roll-out of new exhibition concept “House of Geberit” (built with Geberit GIS system)
- Presence at major fairs (e.g., IFH in DE, Nordbygg in SE, Salone del Mobile in IT)

Marketing 2022 – Marketing expenses

Marketing expenses
CHF million

Digital
Others
% of net sales



- Marketing spend below 2021 mainly driven by currency development and efficiency gains
- 27% of total marketing spend for digital tools and digital channels

Innovations 2022 – New product introductions

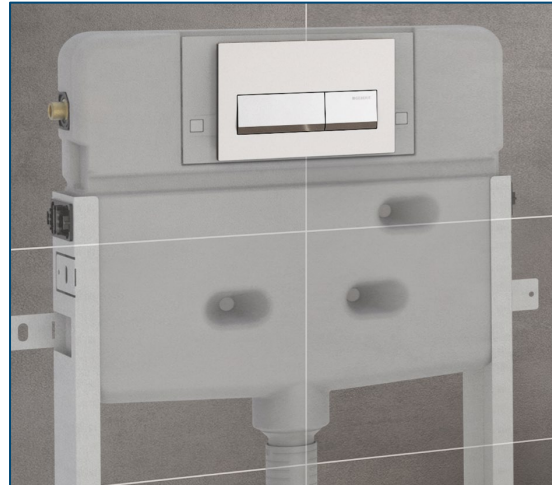
Geberit FlowFit



New supply piping system with a new pressing technology

“The new piping standard”

Alpha 8cm – new concealed cistern India



Flexible, slim cistern for local building situation in India

“Geberit quality for local needs in India”

Geberit ONE



Extension of washplace assortment with >2'000 wash place combinations

“The new mid- and upper price segment standard”

AquaClean Cama

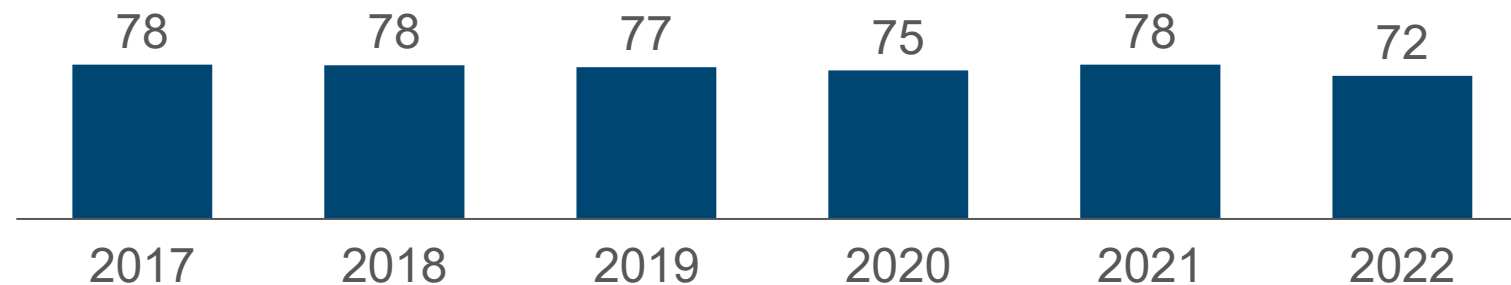


Self-installable shower toilet functionality to existing toilets

“Turning every toilet into a shower toilet”

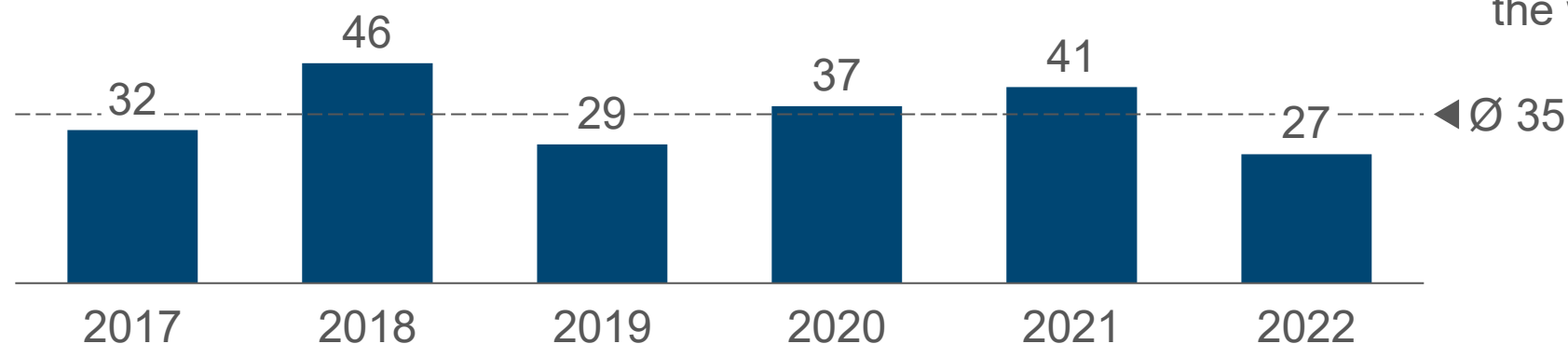
Innovation 2022 – Continuous investments in innovation pipeline

R&D expenditure CHF million



- Overall stable R&D expenditure
- Slightly lower R&D spend 2022 due to FlowFit development in previous years

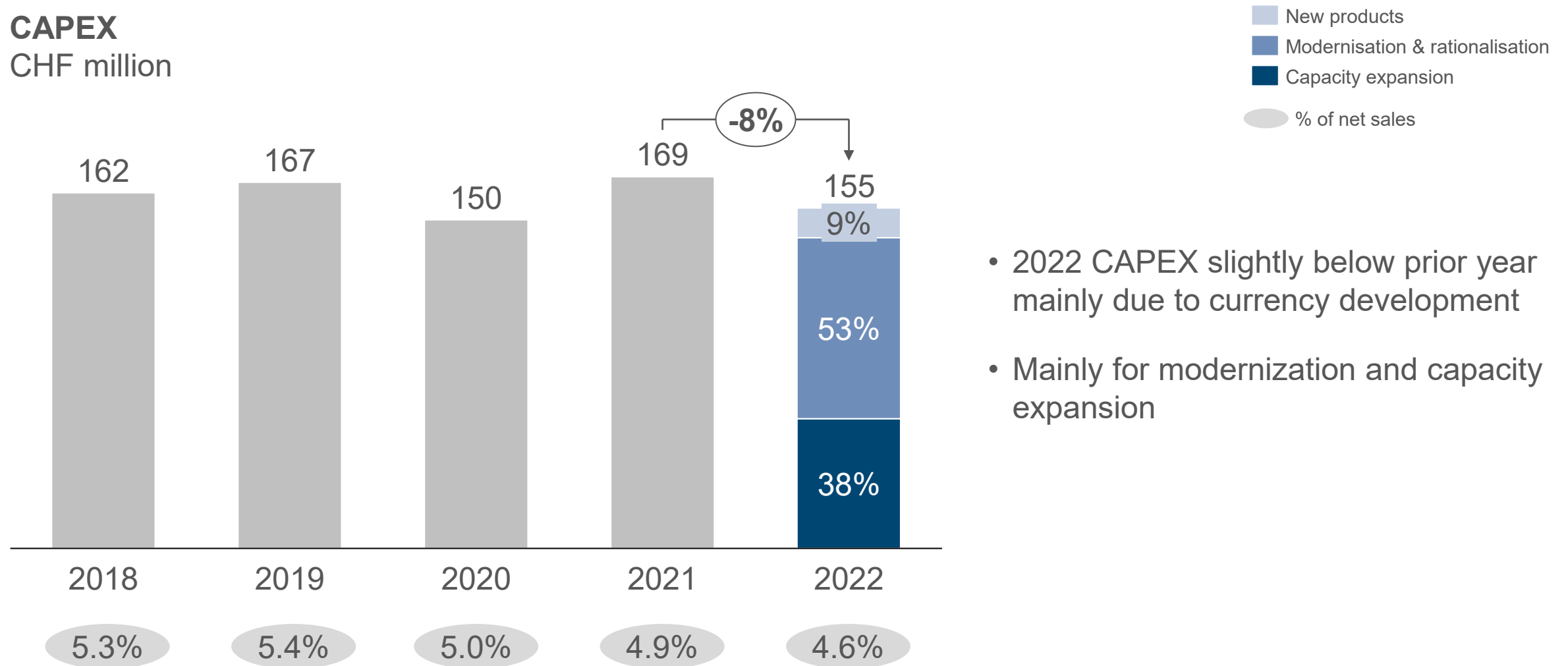
R&D performance # new patents



- Number of patents on high level due to innovations behind and in front of the wall (average: 35)

CAPEX 2022

CAPEX
CHF million

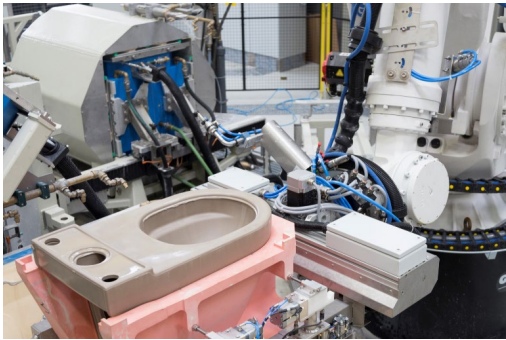


CAPEX 2022 – Selected examples



Capacity expansion flush valves, Pfullendorf (DE)

- New automated assembly line for new Flush valve Typ212
- CAPEX: EUR 1.8 million (2021 - 2024)
- Payback: 0.6 years



Capacity increase for wall-hung toilets, Ekenäs (FI)

- New fully automated high pressure casting production cell
- Capacity of 60'000 rimfree wall-hung toilets
- CAPEX: CHF 4 million (2020 - 2022)



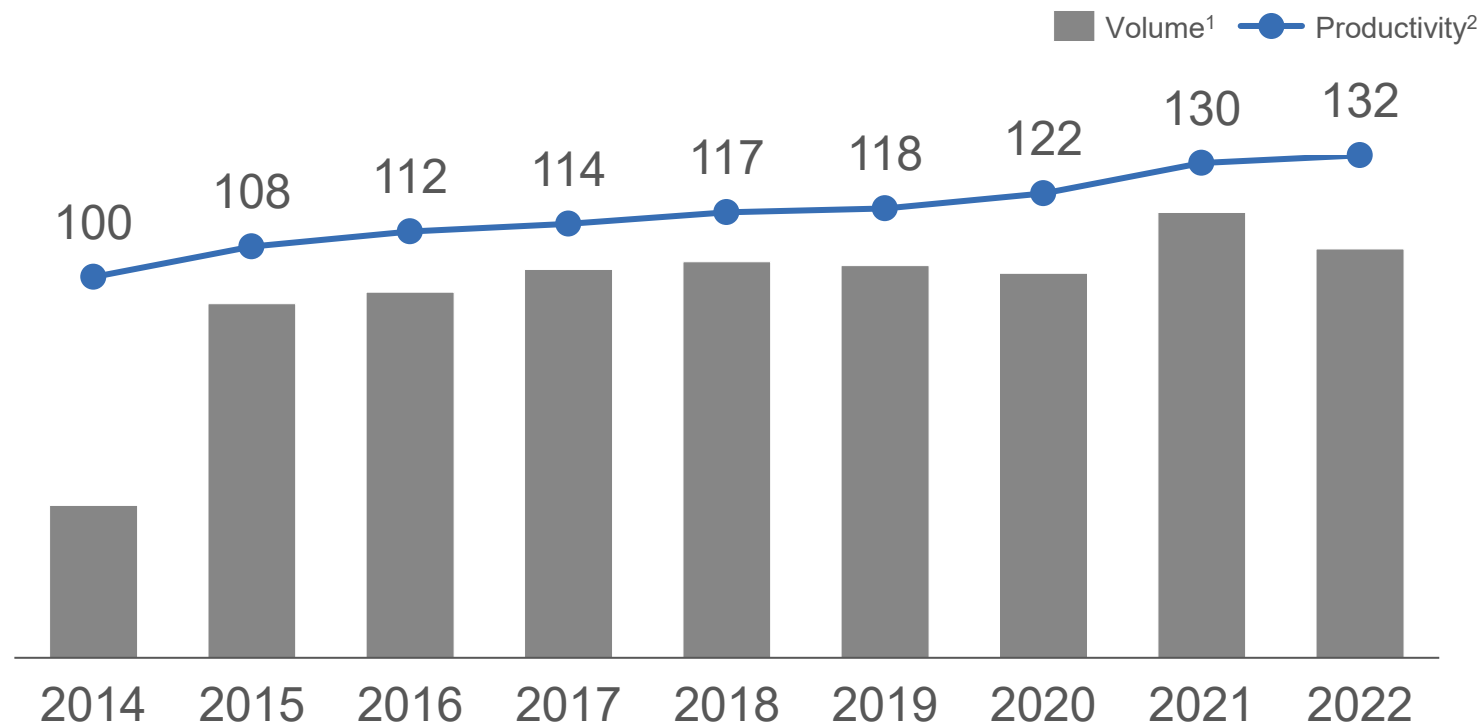
Automation of glazing, Carregado (PT)

- 3 automated, robotized glazing lines improving productivity and quality
- 1st glazing line installed in 2022
- CAPEX: CHF 4.5 million (2021 - 2023)
- Payback: 3.4 years



Operations in 2022 – Continuous productivity improvements in plants

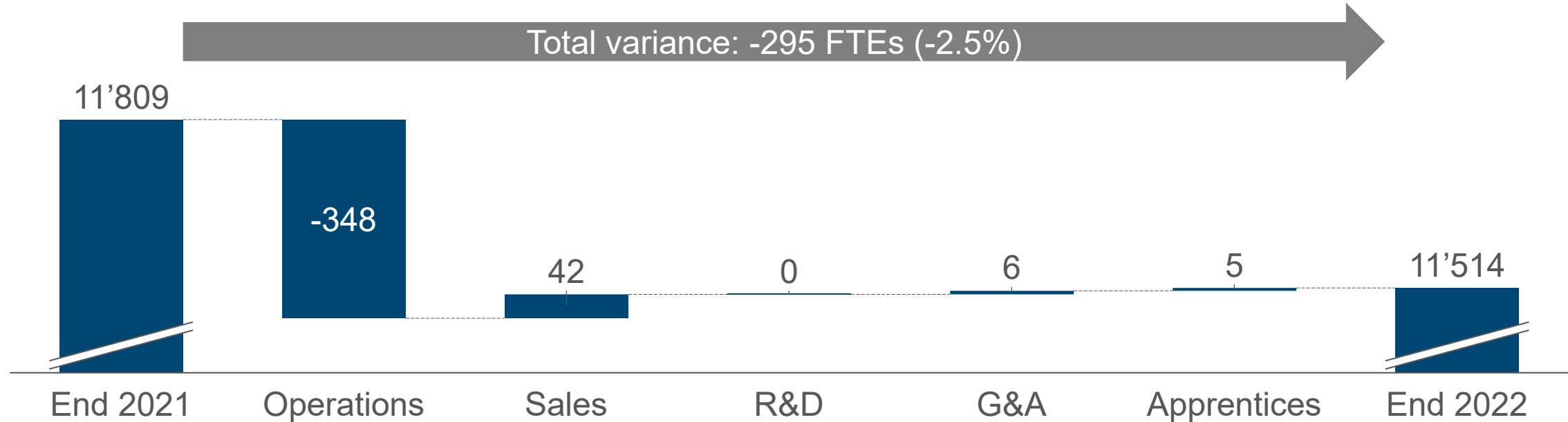
Production volume¹ and productivity², indexed (2014 = 100)



- Productivity improvement of +2.1% in 2022 despite
 - unprecedented volatility
 - overall volume decline
- Average productivity gain of +3.6% p.a. since 2014
- Key drivers
 - Process improvements
 - Automation

Employees 2022 – Slight decrease of number of employees

Number of employees, in FTE

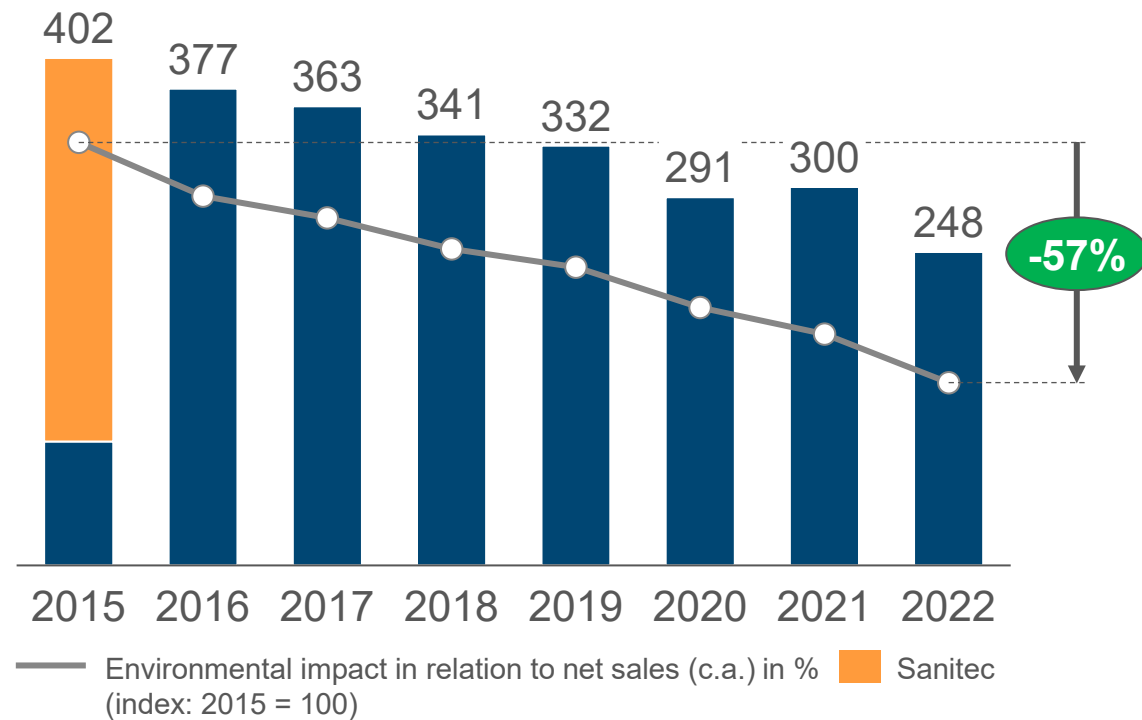


- Operational flexibility: Reduction in Operations due to volume decline
- Strategic stability:
 - Build up in Sales – majority outside Europe
 - Stable R&D organization

Sustainability 2022 – Relative environmental impact reduced by -21% in 2022

Environmental impact 2015-2022

in UBP¹ billion



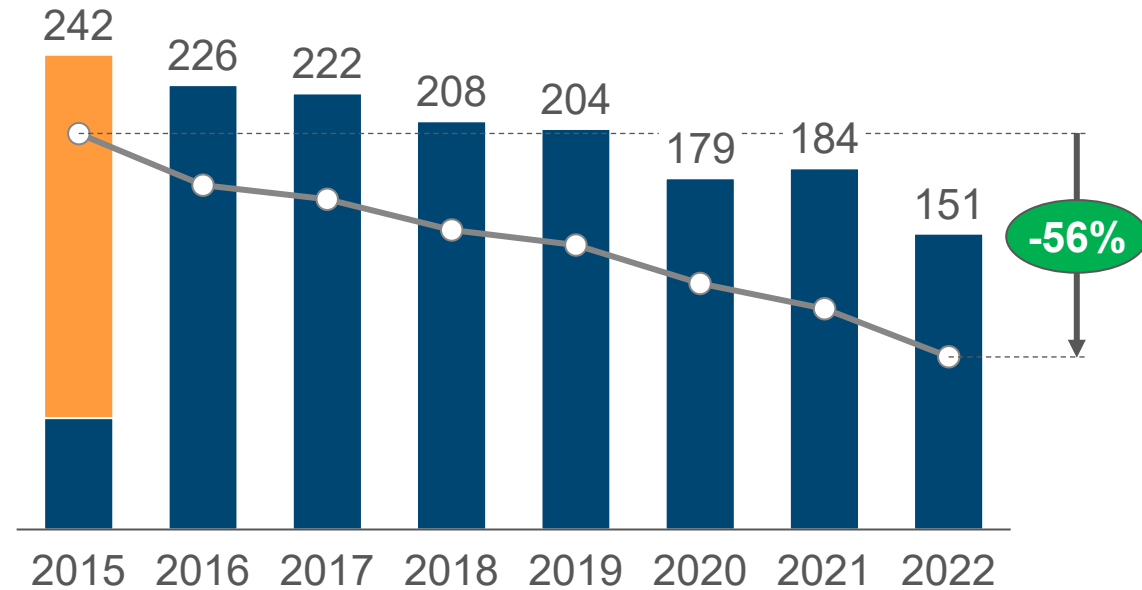
- Relative environmental impact² 2022: -21%
- Absolute environmental impact 2022: -17%
- Relative environmental impact² since 2015: -57%
- Main drivers
 - Relative energy consumption² since 2015: -45%
 - Relative water consumption² since 2015: -46%

1 Environmental impact measured in impact points (UBP) according to Swiss impact assessment method of ecological scarcity (version 2021), based on Ecoinvent data (version 3.8) and local electricity mix (marked based)

2 Relative to net sales (c.a.)

Sustainability 2022 – Relative CO₂ emissions reduced by -22% in 2022

CO₂ emissions¹ (Scope 1&2) 2015-2022 in thousand tonnes



— CO₂ emissions in relation to net sales (c.a.) in %
(index: 2015 = 100)

■ Sanitec

- New CO₂ strategy implemented in 2022
- Relative² CO₂ emissions 2022: -22%
- Absolute CO₂ emissions 2022: -18%
- Relative² CO₂ emissions since 2015: -56%
- Main drivers
 - Energy saving technology in ceramics plants
 - Renewable energy sourcing
 - Efficiency gains

¹ CO₂ emissions calculated according to IPCC 2013, based on Ecoinvent data (version 3.8) and local electricity mix (marked based)

² Relative to net sales (c.a.)

Sustainability 2022



External acknowledgement of sustainability leadership

- EcoVadis: 3rd consecutive platinum rating (2020, 2021, 2022) – Geberit among top 1%
- 6th stakeholder panel conducted
- Very positive feedback from leading sustainability experts on new CO₂ strategy



Example: Energy saving with Supertube & Sovent

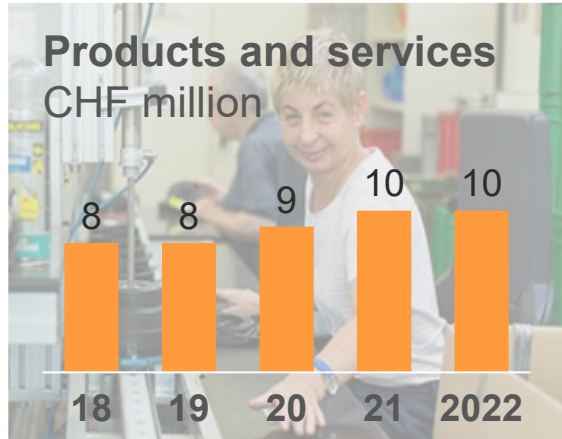
- Total material savings of 1'000 t/a of HDPE
- Reduction 5'400 t CO₂ per year



Example: Recyclable and less packaging for Hygienic Flush

- Packaging made of 100% recyclable cardboard, no expanded polystyrene any more
- Packaging volume reduced by 35% and packaging material reduced by 40%
- 85% less CO₂ emissions per article or reduction of 36 t CO₂ per year

Social responsibility 2022



Inclusion

- Conscious awarding of contracts to workshops for people with disabilities in the amount of CHF 10 million, creating ~185 full-time inclusive workplaces
- Direct employment of ~230 FTEs with disabilities within the group
- In total, ~3.5% of all full time positions as inclusive workplaces



War in Ukraine

- Support of ~100 Geberit refugees and their families in neighboring countries
- Continued full salary payments for all 590 FTEs in Ukraine irrespective of production interruptions
- Significant financial support and other support activities for employees and families in Ukraine

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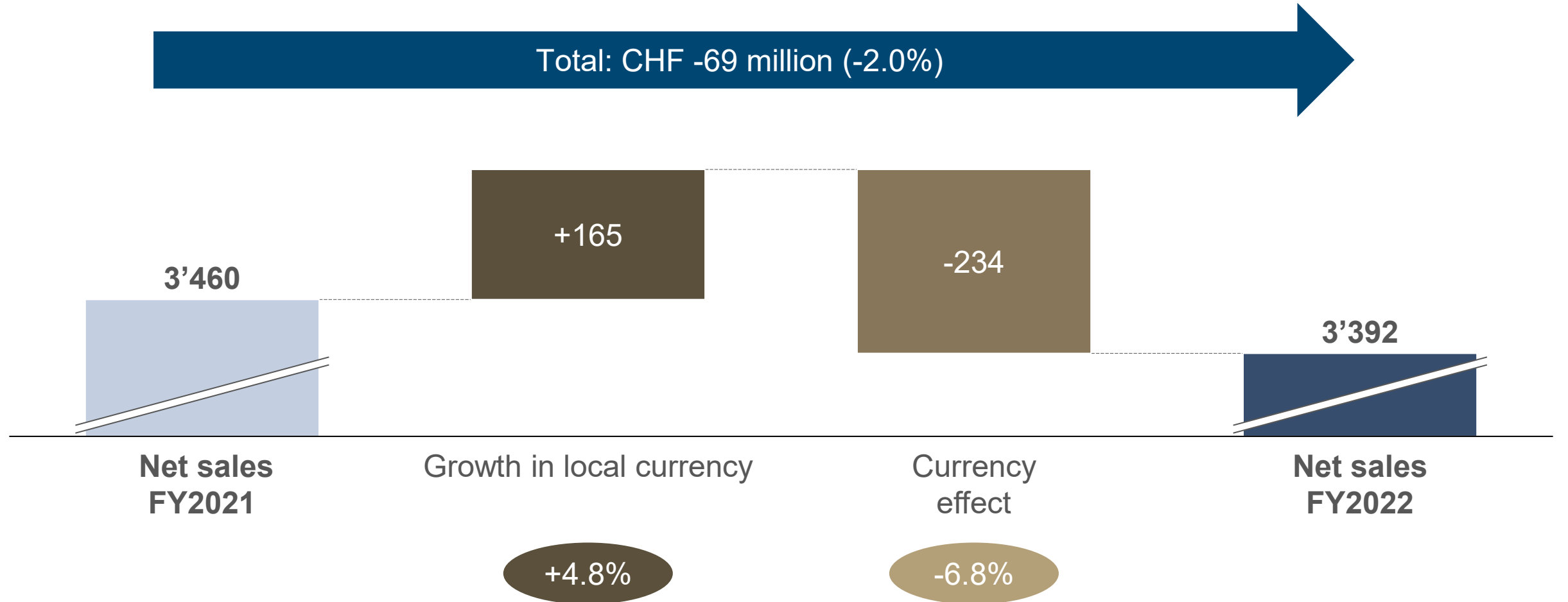
Building construction outlook

Geberit outlook

Summary

FY 2022 – Net sales growth in local currencies of +4.8%

Net sales, CHF million



Net sales 2022 – Development in European mature markets

Country / Region	Net sales CHF million	Variance to PY		Comment	
		% CHF	% c.a.		
Europe – Mature markets	Germany	1'017	-6.3%	0.8%	<ul style="list-style-type: none"> • Record high results in previous year • De-stocking of wholesalers; shift from sanitary to heating
	Switzerland	342	4.1%	4.1%	<ul style="list-style-type: none"> • Lower price increases • Growth across all 3 product areas
	Benelux	280	-3.5%	3.7%	<ul style="list-style-type: none"> • <i>Same comment as for Germany</i>
	Italy	250	5.7%	13.5%	<ul style="list-style-type: none"> • Lower de-stocking effect • Catch-up effects from COVID-19
	Austria	204	-3.9%	3.3%	<ul style="list-style-type: none"> • <i>Same comment as for Germany</i>

Net sales 2022 – Development in European expansion markets

Country / Region	Net sales CHF million	Variance to PY		Comment	
		% CHF	% c.a.		
Europe – Expansion markets	Eastern Europe	322	-8.1%	6.5%	<ul style="list-style-type: none"> • Stop of sales activities in Russia as of end of March 2022 • 10% of sales in the region lost due to war in Ukraine
	Nordic Region	319	-3.6%	5.1%	<ul style="list-style-type: none"> • Growth in all countries – double digit in Finland
	France	182	-3.1%	4.1%	<ul style="list-style-type: none"> • Growth in all 3 product areas
	UK/Ireland	116	6.7%	13.8%	<ul style="list-style-type: none"> • Strong growth in all 3 product areas • Double digit growth in shower toilets
	Iberian Peninsula	28	2.5%	10.1%	

Net sales 2022 – Development outside Europe

Country / Region	Net sales CHF million	Variance to PY		Comment
		% CHF	% c.a.	
Far East / Pacific	130	6.0%	6.5%	<ul style="list-style-type: none"> • Strong growth in India and Southeast Asia • Slight sales decline in China due to lockdowns in Q2
America	107	7.3%	2.8%	<ul style="list-style-type: none"> • Strong first three quarters with a weaker Q4
Middle East / Africa	96	16.9%	21.4%	<ul style="list-style-type: none"> • Double digit growth across the region despite strong previous year • Very strong growth of behind-the-wall flushing systems

Net sales 2022 – Development by product areas

	Net sales CHF million	Variance to PY		Comment
		% CHF	% c.a.	
Installation & Flushing Systems	1'258	-5.0%	2.0%	<ul style="list-style-type: none"> • Strongest negative effect from wholesaler destocking
Piping Systems	1'095	3.8%	10.8%	<ul style="list-style-type: none"> • Strongest price increases • Solid project business • New FlowFit supply piping system
Bathroom Systems	1'039	-3.9%	2.3%	<ul style="list-style-type: none"> • Negative base effect in 2021 from home improvement trend

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Key figures 2022

CHF million	2022	2021	%YoY	c.a.
Net sales	3'392	3'460	-2.0%	+4.8%
EBITDA	909	1'069	-15.0%	-8.0%
<i>Margin</i>	26.8%	30.9%		
EBIT	755	902	-16.3%	-8.8%
<i>Margin</i>	22.3%	26.1%		
Net income	706	756	-6.5%	+2.0%
<i>Margin</i>	20.8%	21.8%		
EPS (CHF)	20.48	21.34	-4.0%	+4.7%
Free cashflow	562	809	-30.6%	n.a.
<i>Margin</i>	16.6%	23.4%		
ROIC	26.5%	27.1%	-0.6pp	n.a.

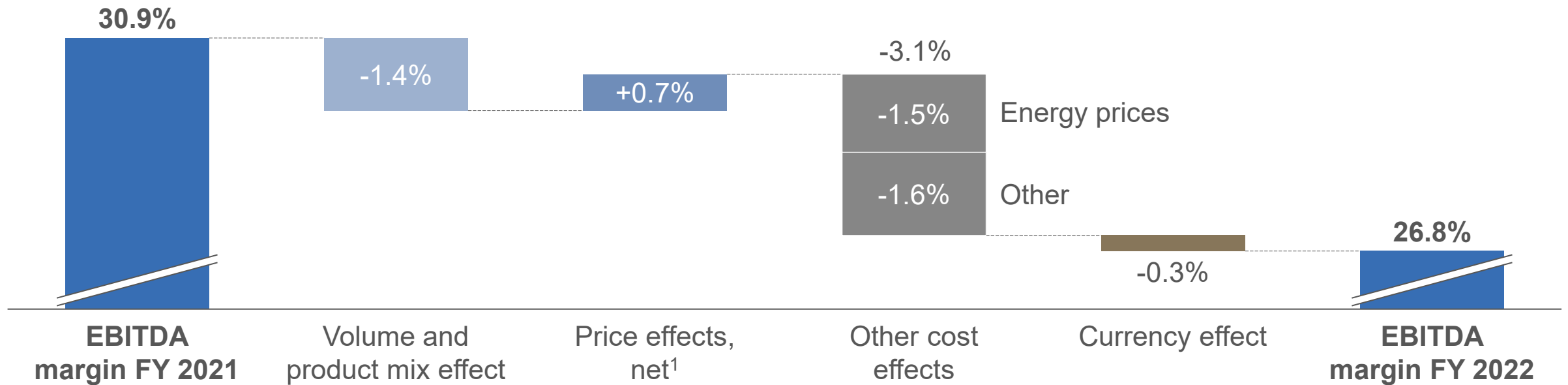
- Strong negative currency effect
- Decline of operational profitability due to
 - Strong increase of raw material & energy prices
 - Delayed effect of sales price increases
 - Increased freight prices and travel cost
- More favourable development of EPS (vs. EBITDA) thanks to one-time tax effect and share buyback
- Free cashflow decline due to lower operating result, net working capital increase and FX
- ROIC decrease driven by operating result

Income statement 2022

CHF million	2022	%	2021	%	% YoY
Net sales	3'392	100.0%	3'460	100.0%	-2.0%
Cost of materials	1'075	31.7%	997	28.8%	7.8%
Personnel expenses	776	22.9%	812	23.5%	-4.4%
Depreciation	128	3.8%	134	3.9%	-4.3%
Amortisation of intangibles	25	0.7%	34	1.0%	-24.9%
Other operating expenses, net	633	18.7%	582	16.8%	8.7%
Total operating expenses, net	2'637	77.7%	2'559	73.9%	3.0%
Operating profit (EBIT)	755	22.3%	902	26.1%	-16.3%
EBITDA	909	26.8%	1'069	30.9%	-15.0%

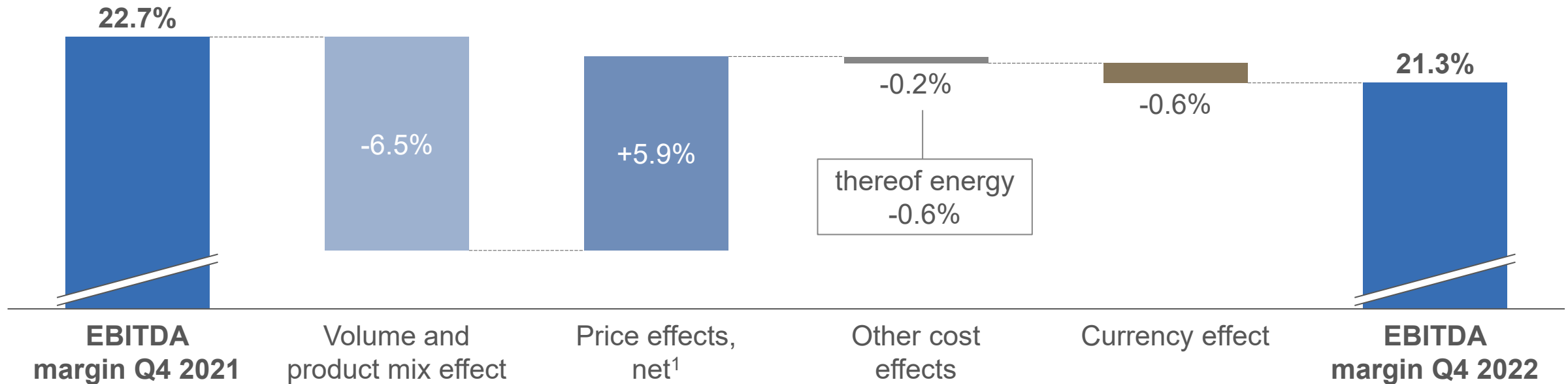
- Favourable impact of currency development on OPEX
- Increase of cost of materials due to strong price increases for raw material and purchase parts
- Increase of other operating expenses driven by surge in energy prices, and higher freight prices and travel cost

EBITDA margin 2022 – Sales price increase compensating raw material inflation



- Record high margin level in previous year due to COVID-19 (high volumes, low cost)
- Volume effect driven by destocking in distribution channel
- Sales price increases over-compensating raw material price inflation
- Surge of energy prices not yet compensated by price effect due to delayed impact of sales price increases
- Strong natural hedge leading to minor currency effect on EBITDA margin

EBITDA margin Q4 2022 – Sales price increases compensating cost inflation



- Negative volume effect driven by wholesaler destocking in Q4 2022 after build-ups in previous year quarter
- Sales price increases over-compensating raw material and energy price inflation for first time in 2022
- Strong natural hedge mitigating currency effect on EBITDA margin

Net income and EPS 2022 – Lesser decline of net income than operating profit

CHF million	2022	%	2021	%	% YoY
Operating profit (EBIT)	755	22.3%	902	26.1%	-16.3%
Financial result, net	-14	-0.4%	-13	-0.4%	6.0%
Profit before income tax expenses	741	21.8%	888	25.7%	-16.6%
Income tax expenses	35	1.0%	133	3.8%	-73.9%
<i>in % pre-tax profit</i>	<i>4.7%</i>		<i>14.9%</i>		
Net income	706	20.8%	756	21.8%	-6.5%
EPS (CHF)	20.48		21.34		-4.0%

- More favorable development of net income vs. operating profit driven by one-time step-up tax effect
- More favorable development of EPS vs. net income due to share buyback programs

Free cashflow 2022 – Decrease driven by EBITDA, NWC¹, and FX

CHF million	2022	2021	% YoY
EBITDA	909	1'069	-15.0%
Changes in NWC ¹ from operating core activities	-66	21	
Changes in the other positions of the NWC ¹	-17	7	
Changes in provisions	10	21	
Income taxes paid	-119	-134	
Other non-cash income and expenses	19	15	
Net cash from operating activities	736	999	-26.3%
<i>in % net sales</i>	<i>21.7%</i>	<i>28.9%</i>	
Purchase of PP&E and intangible assets, net	-149	-166	
Repayments of lease liabilities	-17	-17	
Interest and other financing cost paid, net	-8	-7	
Free cashflow	562	809	-30.6%
<i>in % net sales</i>	<i>16.6%</i>	<i>23.4%</i>	

- Decrease of FCF by -31%
- Main drivers:
 - Lower net cash from operating activities
 - Negative effect from NWC



Balance sheet 2022

CHF million	31.12.2022	31.12.2021
Cash and cash equivalents	206	511
Net working capital	237	157
Property, plant and equipment	948	956
Deferred tax assets	150	89
Other non-current assets and non-current financial assets	40	94
Goodwill and intangible assets	1'410	1'493
Total assets	3'429	3'772
Debt	1'030	784
Accrued pension obligations	226	291
Tax liabilities	129	118
Deferred tax liabilities	42	53
Other non-current provisions and non-current liabilities	66	67
Equity	1'497	1'988
<i>Equity ratio</i>	<i>43.7%</i>	<i>52.7%</i>
Net debt	824	273
<i>Net debt / EBITDA</i>	<i>0.9</i>	<i>0.3</i>

- Very solid balance sheet
 - Equity ratio 43.7%
 - Net debt to EBITDA ratio: 0.9x
- Increased NWC due to
 - Lower accounts payable
 - Higher inventory



Share buyback programs – New program with accelerated start

	# '000	Avg. price / share	Total	
Jan 1 – Jun 16 2022	482	CHF 587	CHF 283 million	Share buyback program 2020-2022 <ul style="list-style-type: none"> • Volume: CHF 500 million • Shares: 826'000 • Duration: Sept 17, 2020 to June 16, 2022
Jun 20 – Dec 31 2022	627	CHF 458	CHF 287 million	
Total 2022	1'109	CHF 513	CHF 570 million	

Share buyback program 2020-2022

- Volume: CHF 500 million
- Shares: 826'000
- Duration: Sept 17, 2020 to June 16, 2022

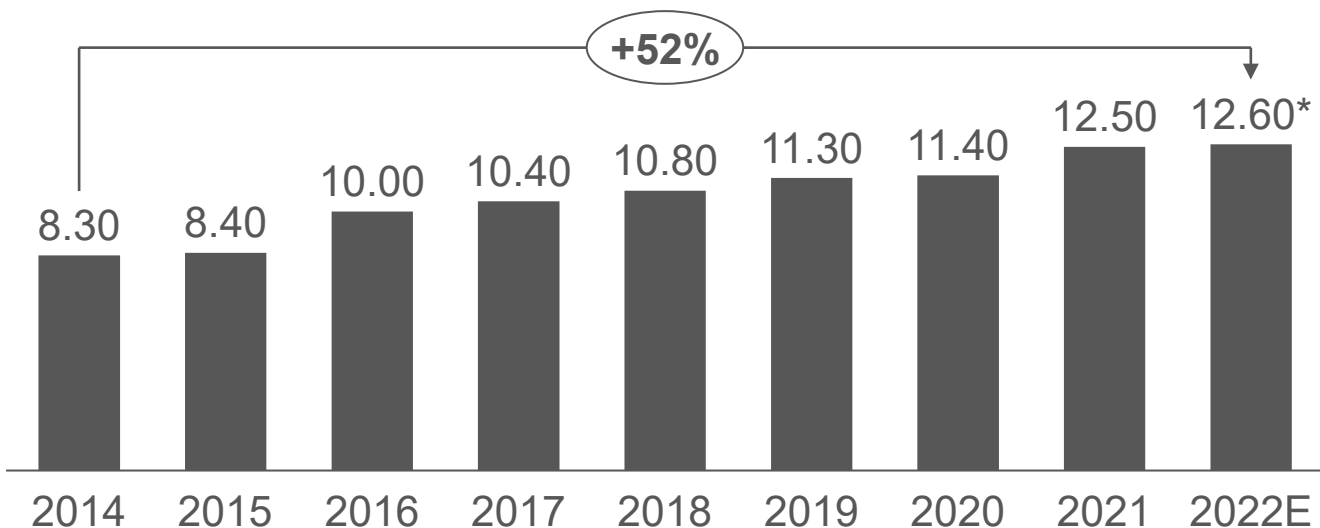
Share buyback program 2022-2024

- Maximum volume: CHF 650 million
- Execution period: 2 years
- Start: June 20, 2022



Dividend Ex 2022 – Proposed increase to CHF 12.60

Distribution per share, CHF



- Increase of dividend by CHF 0.10 (+0.8%)
- Continuous increase of distribution per share
- Increase of +52% of distribution per share vs. 2014

Payout ratio
(% of EPS)



Total
distribution¹
(CHF million)

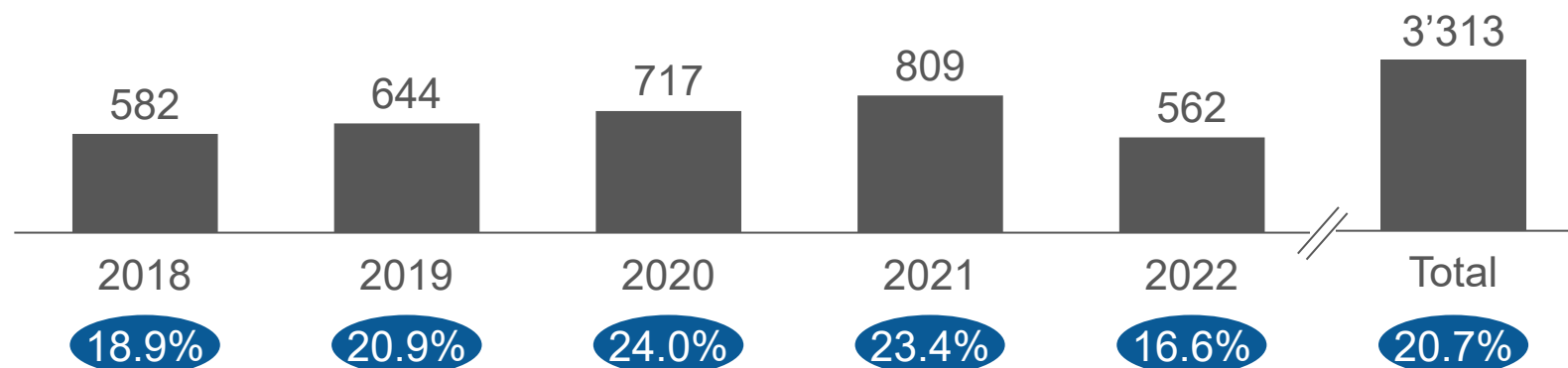


The Board of Directors proposes to the Geberit AG annual general meeting on April 19, 2023 a dividend of CHF 12.60 per share

Free cashflow and distribution to shareholders

FCF margin
Payout ratio

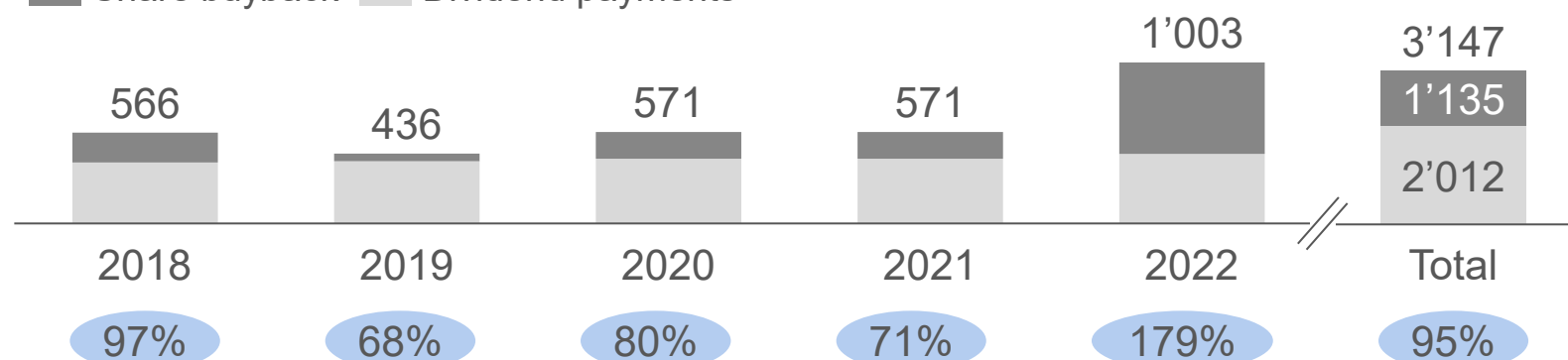
Free cashflow, CHF million



- Ø FCF margin 20.7% (2018-2022, in % of net sales)

Distribution to shareholders, CHF million

Share buyback Dividend payments



- 1 billion CHF distributed in 2022, of which 570 million via share buyback
- Ø Distribution to shareholders: 95% (2018-2022, in % of FCF)

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Building construction outlook 2023

Overall

- Challenging environment due ongoing geopolitical and macroeconomic risks and uncertainties

Positive

- Fundamental demand for renovation and new housing in several European countries
- Structural trend towards higher sanitary standards
- Positive market environment in several countries outside Europe, e.g., India, Gulf region

Negative

- Price inflation and increased interest rates impacting building construction demand
- Pull-forward effects from COVID-19 induced home improvement trend in recent years
- Temporary shift from sanitary to energy related renovation in selected European countries

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Geberit Outlook 2023

Objective

- Gain market shares regardless of prevailing market environment
- Execute growth initiatives including new product introductions
- Manage volume uncertainties without harming mid-term business potential

Guiding principles

Two guiding principles defined for 2023

- Strategic stability
- Operational flexibility

New products 2023 (1/4) – New Acanto WC



- 2nd generation of asymmetrical toilet flush (“Turbo Flush 2.0”)
- B2C benefits
 - 10x better flushing performance vs. norm
 - Quiet flushing
 - Very easy to clean (no dirt traps)
- B2B benefit: 40% faster installation
- Mid-level price segment







New products 2023 (2/4)



Monolith Plus

- New lighting concept, aligned with Geberit ONE mirrors
- Better user experience (smooth actuation, control via app)
- Integrated interval flushing for absences, e.g., for holiday homes



Type 208 flush valve

- New flush valve for slim cisterns (8cm)
- Water saving and improved flush control
- Easier maintenance
- Improved quality (material, geometry)

New products 2023 (3/4)



New actuator plate Sigma70

- Minimalistic floating design
- Architectural colours & materials



New shower channel CleanLine50

- Especially slim design for the middle segment
- Available in 2 most popular colours, stainless steel and black chrome
- Full compatibility to existing CleanLine ecosystem



New products 2023 (4/4)



Further new matt design color options for

- Geberit ONE washplace
- Geberit iCon series
- Geberit washbasin taps Brenta / Piave
- Geberit AquaClean Sela
- Geberit wall shower drain



CO₂ label for ceramics

- 100% compensation of CO₂-emissions through myclimate certificate
- Introduced for all mid-level and upper ceramics series (Geberit ONE, Xeno2, Acanto, iCon, Smyle and VariForm)

Further priorities 2023



Recent product introductions

- New supply piping system FlowFit: Further roll-out in UK & FR
- Concealed WC flushing cistern Alpha: Further penetration outside Europe



Full WC system

- Focus on full WC system: Concealed flushing cistern and wall-hung ceramic
- Further penetration of concealed cistern technology
- Promotion of best-in-class wall-hung WC flushing performance



Prefabrication

- Leverage prefabrication business in DACH region
- Efficient prefabrication solutions, addressing bottleneck of qualified installers

Investments 2023 – Installation & Flushing Systems



Plant and capacity expansion, Lichtenstein (DE)

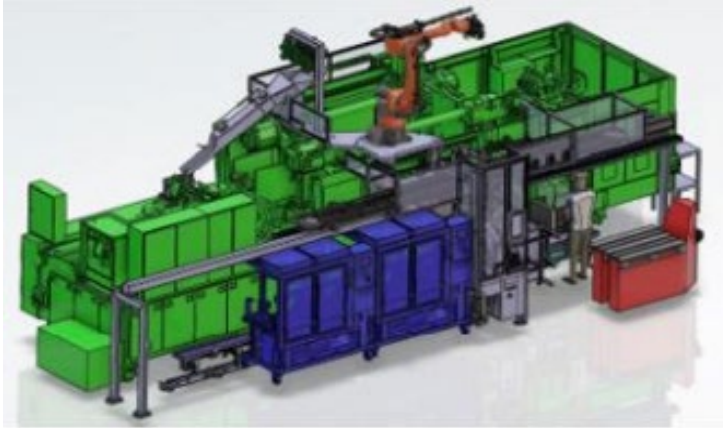
- Expansion of plant for installation frames and pre-fab installation systems
- Additional, fully automated production line
- CAPEX: EUR 56 million (2021 - 2024)
- Payback: 3.3 years



Plant and capacity expansion, Pfullendorf (DE)

- Building expansion to further increase efficiencies for Filling valve type 383, Alpha 120, and new seat production
- CAPEX: EUR 23 million (2022 - 2024)
- Payback: 1.4 years

Investments 2023 – Piping Systems



Capacity expansion FlowFit, Jona (CH)

- Additional injection molding machines and assembly lines
- Increase of capacity for FlowFit by 80%
- CAPEX: CHF 8 million (2022 - 2023)
- Payback: 4 years



Modernization Mapress production, Langenfeld (DE)

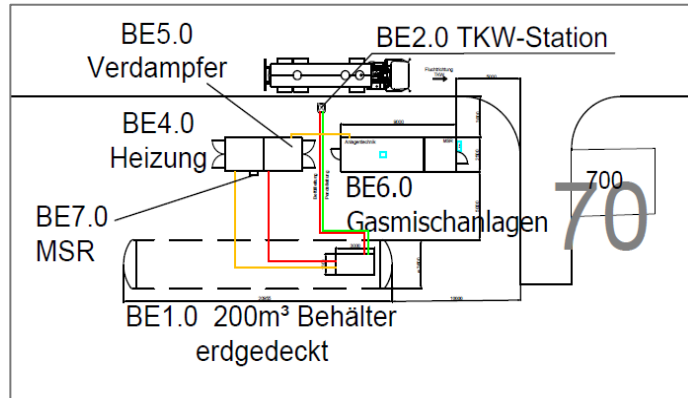
- New machinery and equipment for stainless steel fitting production
- Increase of efficiency, flexibility, quality and shorter lead times
- CAPEX: EUR 6 million (2022 - 2023)
- Payback: 5.8 years

Investments 2023 – Bathroom Systems



New tunnel kiln, Carregado (PT)

- Energy efficient tunnel kiln replacing 3 old kilns
- Improved Energy consumption, saving of ~3'500 tonnes CO₂ per year
- CAPEX: CHF 8 million (2023 - 2024)
- Payback: 4.6 years



Flexible fuel system, Haldensleben (DE)

- Securing business continuity in case of Natural Gas (NG) shortages
- Installation of tank and mixing system for LPG as alternative to NG
- Possibility of full LPG supply for entire plant from 2023
- CAPEX: EUR 3 million

Investments 2023 – Customer training center in Germany



New customer training center, Pfullendorf (DE)

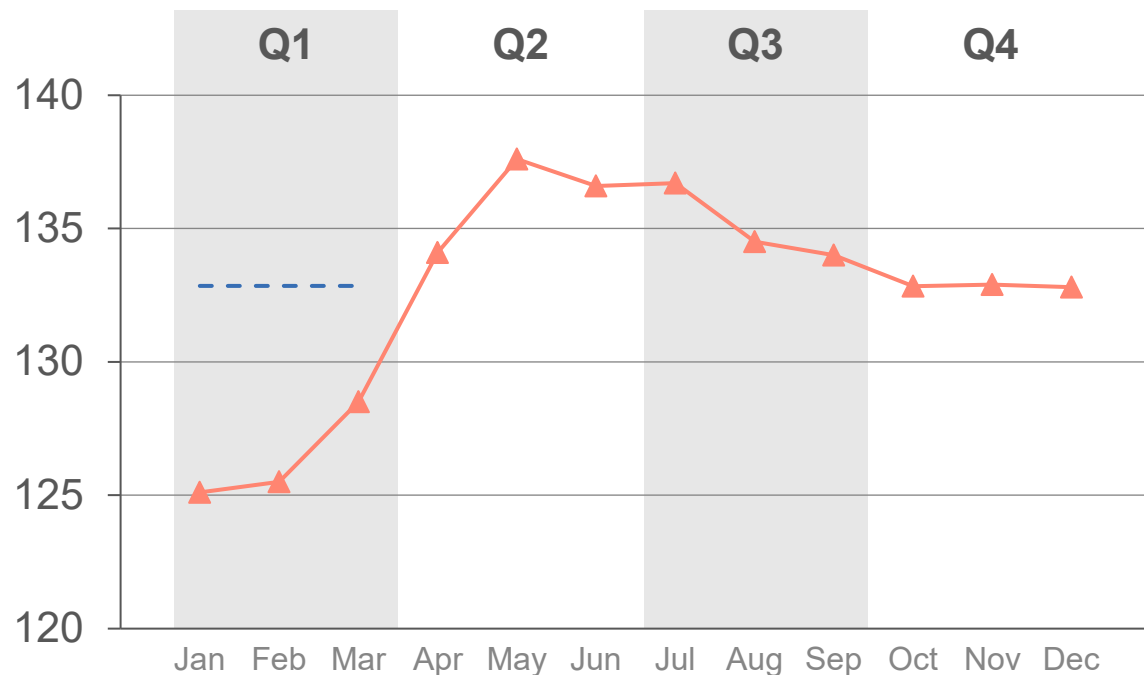
- New building, expanded capacities to train customers (approx. 5'000 sqm)
- Modern training center allowing state-of-the-art training formats and exhibitions
- CAPEX: CHF 33 million (2021 - 2024)



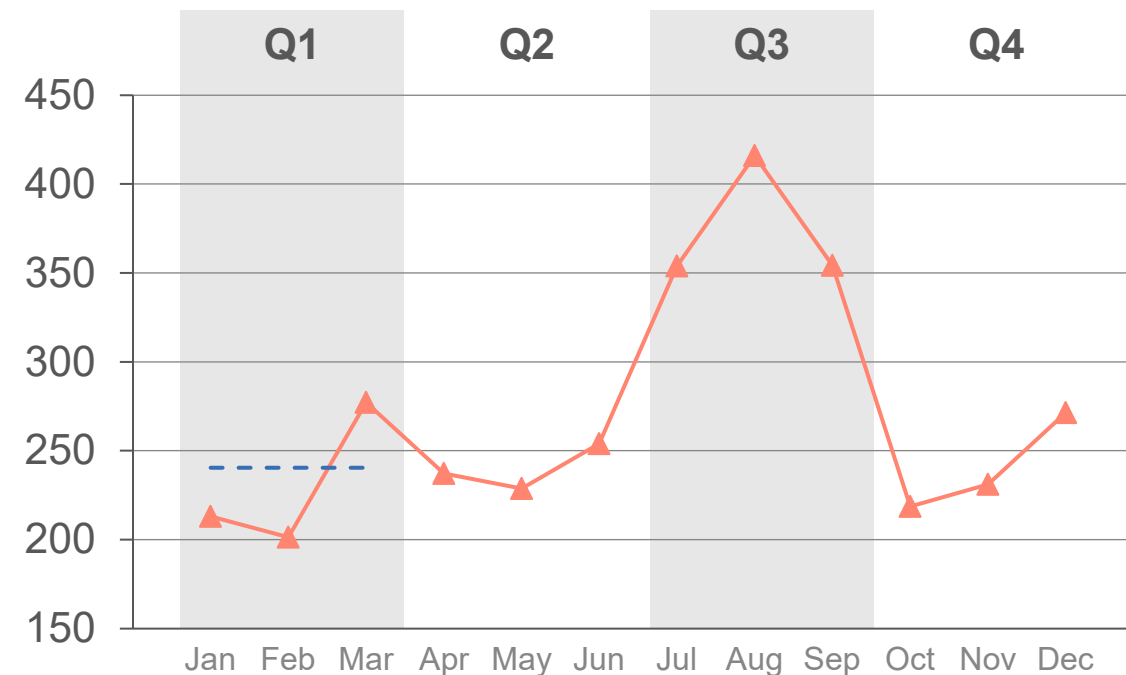
Outlook – Raw material and energy prices

—▲— 2022 - - - 2023E

Geberit: Monthly raw material prices¹
 Currency adjusted, Index: Jan 2021=100



Geberit: Monthly energy prices²
 Currency adjusted, Index: Jan 2021=100



Outlook: Average raw material and energy prices in Q1 2023 expected to be on Q4 2022 level

Agenda

Overview

Sales development

Financial results

Building construction outlook

Geberit outlook

Summary



Summary – 2022

- Good results in a very challenging year
- Unprecedented inflation leading to
 - strong sales price increases
 - unprecedented volume volatility due to stocking effects in distribution channel
 - temporary margin pressure
- Further improved productivity despite challenging volumes
- Successfully launched new products, e.g., further roll-out of FlowFit
- Record high distribution of CHF 1 billion to shareholders
- New CO₂-strategy delivering significant CO₂ reduction

Summary – Outlook 2023

- Challenging market environment
- Raw material and energy prices remain on high level – at least for Q1 2023
- Significantly increased wage inflation
- Priorities for Geberit in 2023
 - Gain further market shares, e.g. with new product introductions
 - Strategic stability
 - Operational flexibility



Summary – Strong fundamentals delivering industry leading long-term results

- Fundamental need for our products
- Proven strategy and resilient business model
- Innovation and efficiency focus
- Motivated and lean organization

Net sales (c.a./org.)

+5.2%

CAGR 2015 - 2022

EPS (c.a.)

+10.9%

CAGR 2015 - 2022

Relative CO₂ emissions

-11.2%

CAGR 2015 - 2022

EBITDA margin

28.7%

Average 2015 - 2022¹

Free cashflow margin²

19.9%

Average 2015 - 2022

New patents (#)

35

Average 2015 - 2022



Important dates in 2023

- April 19, 2023
 - April 25, 2023
 - May 2, 2023
 - August 17, 2023
 - November 2, 2023
 - Annual general meeting
 - Dividend payment
 - Interim report first quarter 2023
 - Media release and conference call
 - Information on the half-year results 2023
 - Media release and conference call
 - Interim report third quarter 2023
 - Media release and conference call
-

Disclaimer

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The statements in this presentation relating to matters that are not historical facts are forward-looking statements that are not guarantees of future performance and involve risks and uncertainties, including but not limited to: future global economic conditions, foreign exchange rates, regulatory rules, market conditions, the actions of competitors and other factors beyond the control of the company.

All financial information included is audited except quarterly sales, analyses to impact of currencies, non-organic impact, one-off adjustments as well as the development of the EBITDA margin. Quarterly figures are prepared under the same recognition and measurement principles applied for the audited annual financial statements.

