

**26th Ordinary General Meeting**

of the shareholders of Geberit AG, held on 16 April 2025 at 4:30 p.m.

**Location:** Sporthalle Grünfeld, Rapperswil-Jona, Switzerland

**Created:** 17 April 2025

**Participants:** Albert M. Baehny (Chairman of the Board of Directors)  
Eunice Zehnder-Lai (Vice Chair of the Board of Directors)  
Thomas Bachmann (Board of Directors)  
Felix R. Ehrat (Board of Directors)\*  
Werner Karlen (Board of Directors)  
Bernadette Koch (Board of Directors)

Christian Buhl (CEO)  
Tobias Knechtle (CFO)  
Martin Baumüller (Group Executive Board)  
Andreas Lange (Group Executive Board)  
Clemens Rapp (Group Executive Board)  
Ronald van Triest (Group Executive Board)  
Martin Ziegler (Group Executive Board)

\*excused

**Secretary:** Roman Sidler (Head Corporate Communications & Investor Relations)

963 registered shareholders at the beginning of the General Meeting  
23 external guests  
95 internal assistants

**I. Welcome and opening**

In his capacity as chairman of the General Meeting, Chairman of the Board of Directors Albert M. Baehny opens the General Meeting.

In addition to the above-mentioned individuals, the following are also participating in the General Meeting:

- Roger Müller, attorney at law, representing the law firm hba Rechtsanwälte, Zurich, as the Independent Proxy,
- Thomas Illi and Martin Knöpfel from PricewaterhouseCoopers AG, Zurich, as representatives of the auditors for the 2024 business year,
- Christoph Michel and Niklas Frick from Ernst & Young AG, Zurich, as representatives of the auditors to be newly appointed at the General Meeting,
- Patrick Schleiffer, attorney at law, Lenz & Staehelin, Zurich,
- Ueli Dobler, Rapperswil-Jona town councillor,
- Representatives of the media, and
- Geberit apprentices based in Rapperswil-Jona who are in their final year of apprenticeship.

**II. Notice of convocation, notice by means of official publication, opportunity to inspect documents**

Before addressing the items on the agenda, the chairman makes the following formal introductory statements:

1. In a letter dated 19 March 2025, which included the agenda items and the proposals of the Board of Directors as well as the enclosed Summary Report on the business year 2024, the shareholders were

invited to today's General Meeting in accordance with the provisions of the Articles of Incorporation and in compliance with the advance notice of 20 days prescribed by law. The invitation was also published on the portal of the Swiss Official Gazette of Commerce on 20 March 2025.

2. No proposals for the agenda were received from the shareholders.
3. In the invitation to today's General Meeting, it was pointed out that the 2024 Annual Report, including the Business and Financial Review, the Consolidated Financial Statements 2024 with the Auditors' Reports and the Sustainability Report are available on the Internet ([www.geberit.com/annualreport](http://www.geberit.com/annualreport)) as an online version and are available for inspection at the registered office of the company.
4. The minutes of the last ordinary General Meeting, which was held on 17 April 2024, were duly signed and available for inspection by the shareholders at the Company's headquarters. They were also published on the Internet.
5. As per the Articles of Incorporation, the General Meeting is chaired by the Chairman of the Board of Directors. In the interests of good corporate governance, Vice Chair of the Board of Directors and Chair of the Nomination and Compensation Committee Eunice Zehnder-Lai will conduct the votes on agenda item 5.1.1 (Re-election of Albert M. Baehny as a member of the Board of Directors and as Chairman of the Board of Directors) as well as agenda item 8 (Remuneration).
6. The secretary and the tellers are appointed by the chairman. In order to facilitate the taking of the minutes, the General Meeting is recorded electronically. The recording is destroyed once the minutes have been approved.
7. The secretary of the General Meeting is Roman Sidler, Head Corporate Communications & Investor Relations.
8. The lead tellers are Edi Alpiger, Head of Financial Administration of Rapperswil-Jona, and Hansjörg Goldener, former town clerk of Rapperswil-Jona.
9. According to law, the Independent Proxy may only give general information on received instructions at the earliest three working days prior to the General Meeting. The Independent Proxy, Roger Müller, informs the chairman that on 11 April 2025 he had informed the Board of Directors of the interim results of the votes received on the individual agenda items.

The chairman declares that the General Meeting has been convened, notice thereof by means of official publication has been provided and the related documents have been made available for inspection in a timely and proper manner in accordance with the law and the Articles of Incorporation and that the General Meeting is thereby duly constituted and constitutes a quorum.

### **III. Attendance**

Immediately prior to the vote on the first agenda item, the number of shareholders present, votes represented and capital represented is as follows: 19,484,434 registered voting shares, each with a par value of CHF 0.10 (a total par value of CHF 1,948,443.40), are represented at the General Meeting either directly or by proxy. This is equivalent to 55.37% of the total share capital of CHF 3,518,908.20 registered as of the date of the General Meeting with the commercial register.

In detail, the representation proportions are as follows:

- 963 shareholders/shareholders' representatives are present, representing 2,300,719 shares with a total par value of CHF 230,071.90; and
- The Independent Proxy is representing 17,183,715 shares with a total par value of CHF 1,718,371.50.

The chairman explains the electronic voting procedure that is going to be implemented. The voting device allows several votes to be carried out in a single voting round. This option is being used at today's General Meeting for the elections to the Board of Directors and the Compensation Committee, whereby each person will be voted on individually and the voting results will be announced in their entirety at the end of each ballot. The chairman also advises the shareholders in attendance of the possibility of expatiating on votes.

#### IV. Individual agenda items

##### **Agenda item 1: Approval of the Business and Financial Review, the Financial Statements and the Consolidated Financial Statements for 2024, acceptance of the Auditors' Reports**

The chairman points out once again that the shareholders had been sent a Summary Report of the Annual Report 2024 together with the invitation to the General Meeting. The complete Annual Report was published on the Internet as an online version. A hard-copy version thereof was also on display at the Company's headquarters.

CEO Christian Buhl presents the business year 2024 and provides an outlook for the business year 2025 (cf. enclosures). The chairman then gives a summary of the past business year.

The Financial Statements and Consolidated Financial Statements for 2024 were audited by the auditors from PricewaterhouseCoopers AG and accepted without exception. The chairman states that the General Meeting has taken note of the Auditors' Reports and thanks the auditors for their work.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,421,555	
Votes in favour:	19,339,344	99.58%
Votes against:	82,211	0.42%
Abstentions:	64,973	

The proposal of the Board of Directors with respect to agenda item 1 is thereby approved.

##### **Agenda item 2: Resolution on the appropriation of available earnings**

The Board of Directors proposes to the General Meeting a distribution of CHF 12.80 per share as an ordinary dividend, which is subject to withholding tax. This corresponds to an increase of 0.8% compared with the previous year. The payout ratio is 72.5%.

The proposal of the Board of Directors regarding the appropriation of available earnings at Geberit AG is detailed in the invitation to the General Meeting and the Annual Report. The shares held by the Company at the time of the dividend payment are not entitled to dividends. Since the invitation to the General Meeting, the dividend amount has thus changed slightly. The proposal with the adjusted amounts is as follows:

The Board of Directors proposes that the available earnings be appropriated as follows:

Net income for the year 2024	CHF	801,744,718
Balance brought forward	CHF	7,185,926
<b>Total available earnings</b>	<b>CHF</b>	<b>808,930,644</b>
Transfer to free reserves	CHF	380,000,000
Proposed dividend of CHF 12.80 per share	CHF	421,635,827
Balance to be carried forward	CHF	7,294,817
<b>Total appropriation of available earnings</b>	<b>CHF</b>	<b>808,930,644</b>

If the proposal is approved, the dividend will be paid out, less 35% withholding tax, on 24 April 2025. The auditors confirm in their report that this proposal regarding the appropriation of earnings is in accordance with the law and the Articles of Incorporation.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,468,844	
Votes in favour:	19,370,534	99.50%
Votes against:	98,310	0.50%
Abstentions:	17,684	

The proposal of the Board of Directors with respect to agenda item 2 is thereby approved.

### **Agenda item 3: Approval of the Sustainability Report (report on non-financial matters) 2024**

The Board of Directors proposes that the Sustainability Report (report on non-financial matters) 2024 be approved.

The Sustainability Report constitutes the report on non-financial matters within the meaning of Article 964a ff. of the Swiss Code of Obligations (CO). The report provides information on the concepts and measures of Geberit AG with regard to environmental, social and employee matters, adherence to human rights and fighting corruption. It is a continuation of the Sustainability Reports that Geberit has voluntarily drawn up for many years, and forms a separate chapter in the Annual Report as before.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,329,662	
Votes in favour:	18,893,160	97.74%
Votes against:	436,502	2.26%
Abstentions:	156,866	

The proposal of the Board of Directors with respect to agenda item 3 is thereby approved.

### **Agenda item 4: Discharge of the Board of Directors**

According to the proposal, the actions of the members of the Board of Directors are to be formally approved for the business year 2024.

The vote on the discharge of the actions of the Board of Directors shall be carried out for the Board of Directors as a whole ("en masse"). The chairman points out that, in compliance with the law, persons who have participated in any manner in the management of the Company's business are not permitted to exercise their voting right for this agenda item.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,185,046	
Votes in favour:	18,909,737	98.56%
Votes against:	275,309	1.44%
Abstentions:	123,901	

The proposal of the Board of Directors with respect to agenda item 4 is thereby approved.

### **Agenda item 5: Elections to the Board of Directors, election of the Chairman of the Board of Directors and elections to the Compensation Committee**

The CVs of all members of the Board of Directors standing for re-election can be found on the website [www.geberit.com/boardofdirectors](http://www.geberit.com/boardofdirectors).

## **Agenda item 5.1: Elections to the Board of Directors and election of the Chairman of the Board of Directors**

### **Agenda item 5.1.1: Re-election of Albert M. Baehny as a member of the Board of Directors and as Chairman of the Board of Directors**

The Board of Directors proposes that Albert M. Baehny be re-elected as a member of the Board of Directors and as Chairman of the Board of Directors until the closing of the following ordinary General Meeting.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	17,904,638	
Votes in favour:	16,843,863	94.08%
Votes against:	1,060,775	5.92%
Abstentions:	1,581,890	

Albert M. Baehny is thereby re-elected as a member of the Board of Directors and as Chairman of the Board of Directors until the following ordinary General Meeting.

### **Agenda item 5.1.2: Re-election of Thomas Bachmann**

The Board of Directors proposes that Thomas Bachmann be re-elected as a member of the Board of Directors until the closing of the following ordinary General Meeting.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,450,074	
Votes in favour:	18,984,951	97.61%
Votes against:	465,123	2.39%
Abstentions:	36,454	

Thomas Bachmann is thereby re-elected as a member of the Board of Directors until the following ordinary General Meeting.

### **Agenda item 5.1.3: Re-election of Felix R. Ehrat**

The Board of Directors proposes that Felix R. Ehrat be re-elected as a member of the Board of Directors until the closing of the following ordinary General Meeting.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,447,207	
Votes in favour:	15,425,438	79.32%
Votes against:	4,021,769	20.68%
Abstentions:	39,321	

Felix R. Ehrat is thereby re-elected as a member of the Board of Directors until the following ordinary General Meeting.

### **Agenda item 5.1.4: Re-election of Werner Karlen**

The Board of Directors proposes that Werner Karlen be re-elected as a member of the Board of Directors until the closing of the following ordinary General Meeting.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,214,395	
Votes in favour:	18,644,330	97.03%
Votes against:	570,065	2.97%
Abstentions:	272,133	

Werner Karlen is thereby re-elected as a member of the Board of Directors until the following ordinary General Meeting.

#### **Agenda item 5.1.5: Re-election of Bernadette Koch**

The Board of Directors proposes that Bernadette Koch be re-elected as a member of the Board of Directors until the closing of the following ordinary General Meeting.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,456,230	
Votes in favour:	19,257,889	98.98%
Votes against:	198,341	1.02%
Abstentions:	30,298	

Bernadette Koch is thereby re-elected as a member of the Board of Directors until the following ordinary General Meeting.

#### **Agenda item 5.1.6: Re-election of Eunice Zehnder-Lai**

The Board of Directors proposes that Eunice Zehnder-Lai be re-elected as a member of the Board of Directors until the closing of the following ordinary General Meeting.

Prior to today's General Meeting and subject to her re-election today, the Board of Directors decided to reappoint Eunice Zehnder-Lai as Vice Chair of the Board of Directors.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,447,317	
Votes in favour:	18,389,677	94.56%
Votes against:	1,057,640	5.44%
Abstentions:	39,211	

Eunice Zehnder-Lai is thereby re-elected as a member of the Board of Directors until the following ordinary General Meeting.

#### **Agenda item 5.2: Elections to the Compensation Committee**

According to law, the members of the Compensation Committee are to be elected annually by the General Meeting. Only members of the Board of Directors are eligible, and the members of the Compensation Committee are to be elected on an individual basis.

The members of the Board of Directors proposed for election to the Compensation Committee are independent within the context of the Swiss Code of Best Practice for Corporate Governance. The existing Nomination and Compensation Committee is responsible for the preparation of all relevant decisions from

the Board of Directors relating to the nomination of candidates for the Board of Directors and the Group Executive Board as well as the remuneration of the members of the Board of Directors and the Group Executive Board. Accordingly, when electing the members of the Compensation Committee, as is required by law, the General Meeting elects the members of the combined Nomination and Compensation Committee.

#### **Agenda item 5.2.1: Re-election of Eunice Zehnder-Lai**

The Board of Directors proposes that Eunice Zehnder-Lai be re-elected as a member of the Compensation Committee until the closing of the following ordinary General Meeting.

The Board of Directors has decided to reappoint Eunice Zehnder-Lai as Chair of the combined Nomination and Compensation Committee, provided she is re-elected today.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,442,391	
Votes in favour:	17,867,981	91.90%
Votes against:	1,574,410	8.10%
Abstentions:	44,147	

Eunice Zehnder-Lai is thereby re-elected as a member of the Compensation Committee until the following ordinary General Meeting.

#### **Agenda item 5.2.2: Re-election of Thomas Bachmann**

The Board of Directors proposes that Thomas Bachmann be re-elected as a member of the Compensation Committee until the closing of the following ordinary General Meeting.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,449,289	
Votes in favour:	18,817,573	96.75%
Votes against:	631,716	3.25%
Abstentions:	37,249	

Thomas Bachmann is thereby re-elected as a member of the Compensation Committee until the following ordinary General Meeting.

#### **Agenda item 5.2.3: Re-election of Werner Karlen**

The Board of Directors proposes that Werner Karlen be re-elected as a member of the Compensation Committee until the closing of the following ordinary General Meeting.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,443,864	
Votes in favour:	18,722,811	96.29%
Votes against:	721,053	3.71%
Abstentions:	42,674	

Werner Karlen is thereby re-elected as a member of the Compensation Committee until the following ordinary General Meeting.

## Agenda item 6: Re-election of the Independent Proxy

The Board of Directors proposes that the law firm hba Rechtsanwälte AG, Zurich, represented by Roger Müller, be re-elected as the Independent Proxy until the closing of the following ordinary General Meeting. The law firm has confirmed to the Board of Directors that it possesses the independence required to perform the mandate. As confirmed in advance, Roger Müller is happy to make himself available to again serve in this function on behalf of hba Rechtsanwälte AG.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,462,102	
Votes in favour:	19,435,637	99.86%
Votes against:	26,465	0.14%
Abstentions:	24,536	

hba Rechtsanwälte AG, represented by Roger Müller, is thereby re-elected as Independent Proxy until the following ordinary General Meeting.

The chairman congratulates hba Rechtsanwälte AG and Roger Müller on their re-election.

## Agenda item 7: Appointment of the Auditors

PricewaterhouseCoopers AG has been the auditor of the Geberit Group and Geberit AG for more than 20 years. In the interest of good corporate governance, Geberit therefore issued an invitation to tender for the award of the audit mandate in 2024. As a result of this process, a proposal is made at the General Meeting to elect Ernst & Young AG (EY) as the new auditor of the Geberit Group and Geberit AG as of the 2025 financial year. In electing EY as the new auditor, Christoph Michel is planned as new lead auditor.

The chairman thanks PricewaterhouseCoopers AG and its representatives for its many years of valuable and dedicated work.

As per the Articles of Incorporation, the auditors are elected for one year at a time.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,222,880	
Votes in favour:	19,119,827	99.46%
Votes against:	103,053	0.54%
Abstentions:	264,058	

EY has thereby been elected as auditors for the 2025 business year.

The chairman congratulates EY on its election and looks forward to good cooperation with Christoph Michel and his team.

## Agenda item 8: Remuneration

As member and Chair of the Nomination and Compensation Committee, Eunice Zehnder-Lai conducts the votes on agenda item 8.

The structure of the remuneration systems and the detailed breakdown of remuneration can be found in the online Annual Report in the Remuneration Report section as well as in the Notes to the Financial



Statements. The Chair of the Nomination and Compensation Committee summarises the most important points.

### **Agenda item 8.1: Consultative vote on the 2024 Remuneration Report**

The Board of Directors proposes that the General Meeting approve the 2024 Remuneration Report in a consultative vote.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,370,576	
Votes in favour:	18,279,626	94.37%
Votes against:	1,090,950	5.63%
Abstentions:	116,380	

The proposal of the Board of Directors with respect to agenda item 8.1 is thereby approved.

### **Agenda item 8.2: Approval of the maximum aggregate remuneration amount for the members of the Board of Directors for the period until the next ordinary General Meeting**

The Board of Directors proposes that the General Meeting approve the maximum aggregate remuneration of CHF 2,350,000 for the six members of the Board of Directors for the period until the next ordinary General Meeting. The remuneration remains unchanged compared with the previous year.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,407,578	
Votes in favour:	18,944,097	97.61%
Votes against:	463,481	2.39%
Abstentions:	79,378	

The proposal of the Board of Directors with respect to agenda item 8.2 is thereby approved.

### **Agenda item 8.3: Approval of the maximum aggregate remuneration amount for the members of the Group Executive Board for the business year 2026**

The Board of Directors proposes that the General Meeting approve CHF 13,900,000 as the maximum aggregate remuneration for the Group Executive Board, consisting of seven members, for the business year 2026. The proposed maximum aggregate remuneration is CHF 1,000,000 higher than the maximum amount approved in the previous year. As detailed in the invitation to the General Meeting, the maximum possible amount has never been paid out in the previous three years.

There were no requests to speak on this agenda item. The result of the vote on the proposal of the Board of Directors with respect to this agenda item is as follows:

Valid votes:	19,407,923	
Votes in favour:	17,582,467	90.59%
Votes against:	1,825,456	9.41%
Abstentions:	79,133	

The proposal of the Board of Directors with respect to agenda item 8.3 is thereby approved.

## V. Conclusion of the General Meeting

The chairman notes that all of the announced agenda items have been duly addressed. He expresses his thanks and appreciation to all of the Geberit employees and other people involved for their dedicated and professional preparation and execution of this year's General Meeting.

The chairman advises that the next ordinary General Meeting will be held on Wednesday, 15 April 2026. He then declares the 26th ordinary General Meeting of Geberit AG closed.

**Conclusion of the General Meeting:**

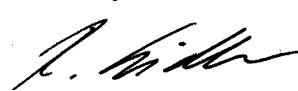
5:25 p.m.

Chairman



Albert M. Baehny

Secretary



Roman Sidler

Enclosure:

Copies of the slides used by Christian Buhl in his commentaries (only available in German)

**Geschäftsjahr 2024**



# Tagesordnung

**Ergebnisse 2024**

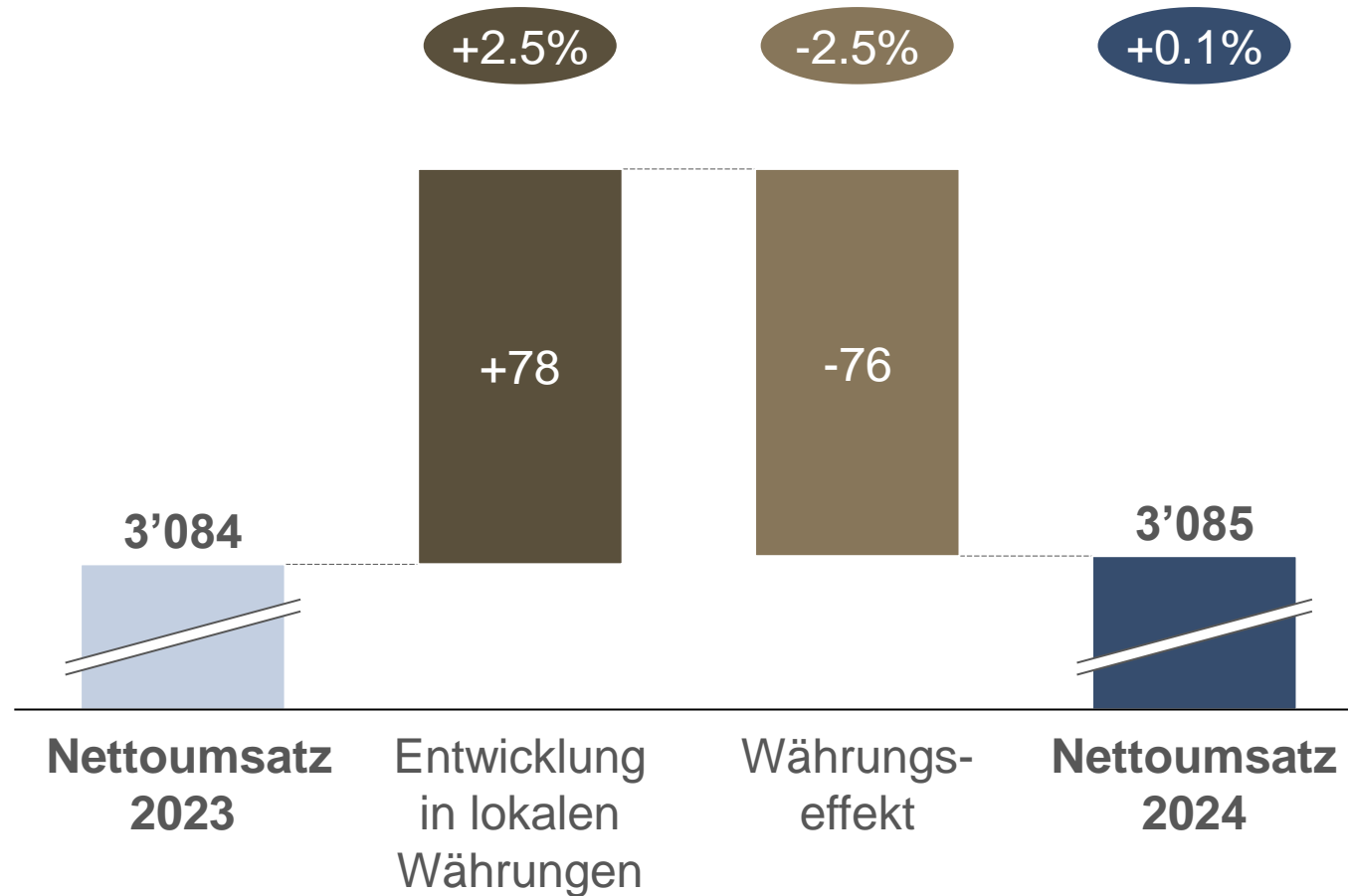
Ausblick

Zusammenfassung



# Nettoumsatzwachstum 2024 in lokalen Währungen von +2.5%

Nettoumsatz, CHF Millionen



- Nettoumsatzwachstum in lokalen Währungen
  - Volumenwachstum von +2%
  - Preiseffekt von 0%
- Negativer Währungseffekt



# Erfolgsrechnung 2024

CHF Millionen	2024	2023	Veränderung	
			in CHF	währungs- bereinigt
<b>Nettoumsatz</b>	<b>3'085</b>	<b>3'084</b>	<b>+0.1%</b>	<b>+2.5%</b>
<b>EBITDA</b>	<b>913</b>	<b>921</b>	<b>-0.9%</b>	<b>+2.7%</b>
<i>Marge</i>	<i>29.6%</i>	<i>29.9%</i>		
<b>Nettoergebnis</b>	<b>597</b>	<b>617</b>	<b>-3.2%</b>	<b>-0.2%</b>
<i>Marge</i>	<i>19.4%</i>	<i>20.0%</i>		
<b>Gewinn pro Aktie (CHF)</b>	<b>18.06</b>	<b>18.39</b>	<b>-1.8%</b>	<b>+1.3%</b>
<b>Free Cashflow</b>	<b>613</b>	<b>625</b>	<b>-2.0%</b>	<b>n/a</b>
<i>Marge</i>	<i>19.9%</i>	<i>20.3%</i>		

- Stark negativer Währungseffekt
- Stabile Profitabilität trotz
  - hoher Lohninflation
  - höheren Vertriebs- und Marketingausgaben
- Deutlich gestiegene Steuerquote aufgrund OECD-Mindestbesteuerung
- Starke Free Cashflow Marge



# Bilanz 2024

CHF Millionen	31.12.2024	31.12.2023
<b>Bilanzsumme</b>	<b>3'641</b>	<b>3'556</b>
<b>Eigenkapital</b>	<b>1'302</b>	<b>1'320</b>
<i>Eigenkapitalquote</i>	<i>35.8%</i>	<i>37.1%</i>
<b>Nettoschulden</b>	<b>965</b>	<b>965</b>
<i>Nettoschulden/EBITDA</i>	<i>1.1</i>	<i>1.0</i>

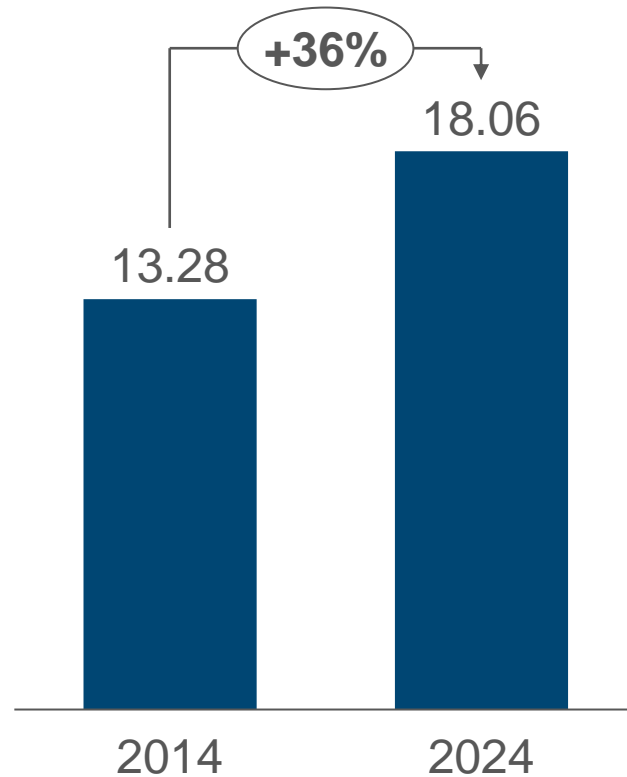
- Weiterhin sehr solide Bilanz
- Leicht tiefere Eigenkapitalquote aufgrund Aktienrückkauf



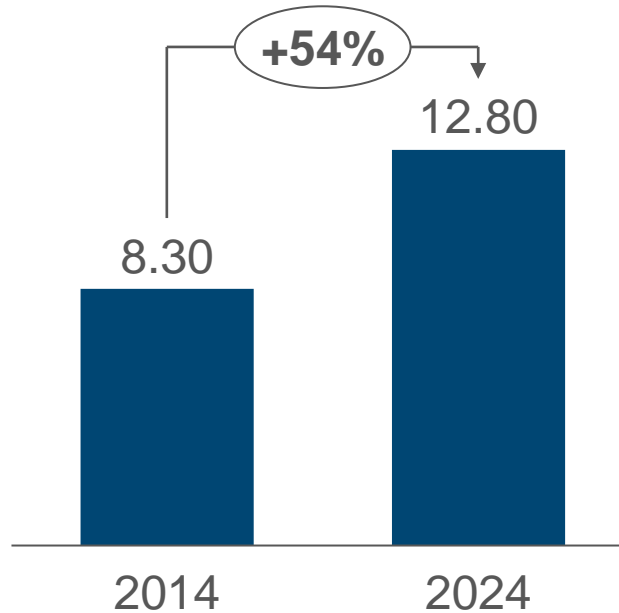
# Mehrwert für Aktionäre

## CHF

### Gewinn pro Aktie



### Dividende pro Aktie



- Ausschüttung seit 2015: CHF 5.6 Mrd.
  - Dividenden: CHF 3.8 Mrd.
  - Aktienrückkäufe: CHF 1.8 Mrd.
- Ausschüttung 2024
  - CHF 540 Mio.
  - 88% des Free Cashflow

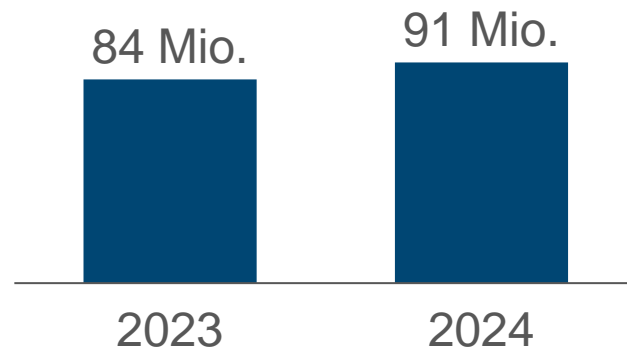




# Kontinuierliche Investitionen in Kundenbeziehungen, Entwicklung und Anlagen

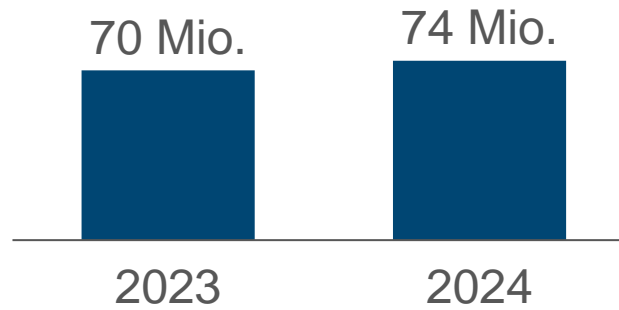
CHF

## Marketing-Ausgaben



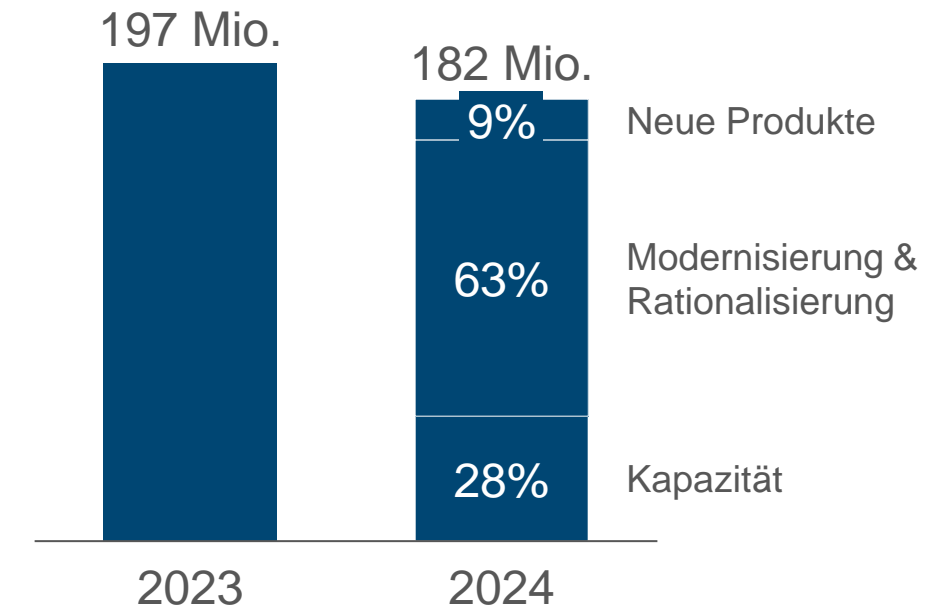
150-Jahr Feierlichkeiten

## F&E-Ausgaben



33 neue Patente

## Investitionen



Kontinuierliche Modernisierung



# Vertrieb – Kundeninteraktionen 2024



## Kundenkontakte

- 468'000 Kundenkontakte
- 4% mehr als 2023
- 18% digitale Kontakte



## Kundenschulungen

- 30 Kundenschulungszentren
- 93'000 Teilnehmende
- 19% mehr als 2023



## Kundenveranstaltungen

- ~2'900 Veranstaltungen
- 69'000 Teilnehmende
- 13% mehr als 2023



# Innovationen – Produkteinführungen 2024

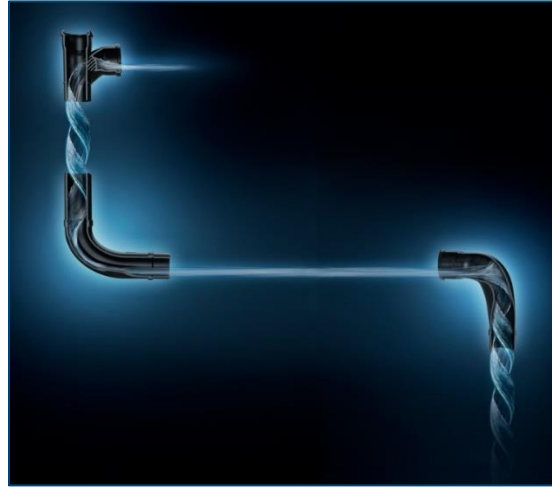
## AquaClean Alba



Dusch-WC mit  
ansprechendem Design  
im Einstiegspreissegment

***Das Dusch-WC für  
jedermann***

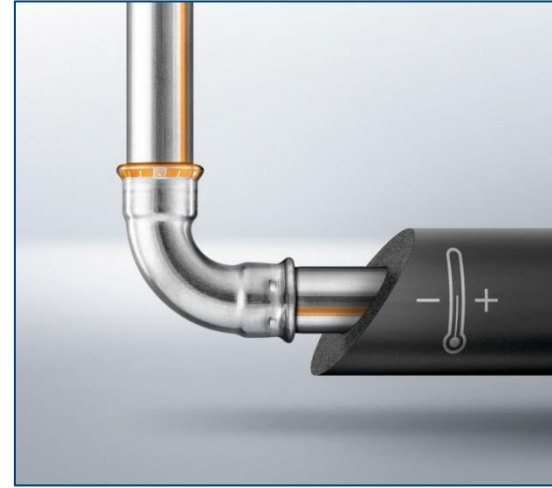
## SilentPro Supertube



Optimierte Hydraulik für den  
Verzicht auf Lüftungsrohre

***Platzsparende  
Entwässerung für  
mehrstöckige Gebäude***

## Mapress Therm



Niedrig legiertes  
Edelstahlrohr für Heiz-  
und Kühlanwendungen

***Korrosions-  
beständigkeit zu  
attraktivem Preis***

## Geberit Connect



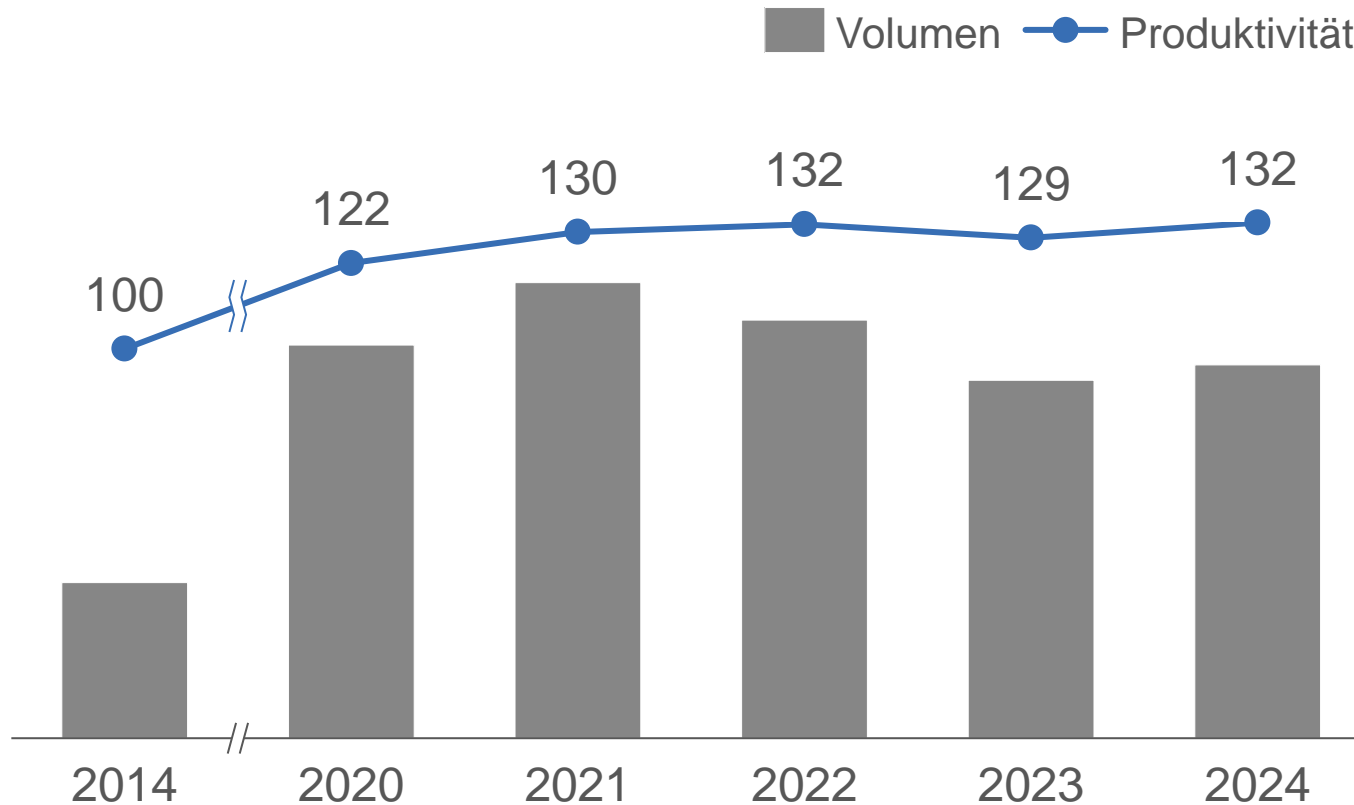
Zentraler Zugang zu  
sanitären Anlagen im  
öffentlichen Bereich

***Einfache Vernetzung  
von Sanitäranlagen***

# Kontinuierliche Produktivitätssteigerung in den 26 Werken

## Produktivität und Produktionsvolumen

Index 2014 = 100



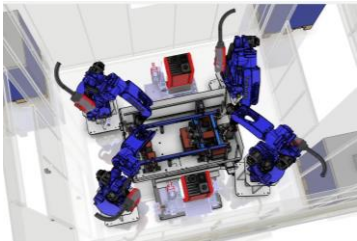
- Produktivitätssteigerung
  - 2024: +3.0%
  - seit 2014: +32%
- Haupttreiber
  - Automatisierung
  - Prozessverbesserungen
  - Keramische Spezialisierungsstrategie

# IT – Ausgewählte Aktivitäten 2024



## Künstliche Intelligenz

- Einrichtung eines KI-Kompetenzzentrums zur Entwicklung und Umsetzung von KI-Anwendungen
- Erste KI-Anwendungen umgesetzt (Chatbots, Kundensupport, autonome Roboter in den Werken)



## One ERP

- Erfolgreiche Migration des Produktions-/Logistikstandortes in Pfullendorf auf Geberit SAP S/4 Hana
- Effizienzsteigerungen in der Lagerverwaltung, Fertigung sowie im Preis- und Vertragsmanagement



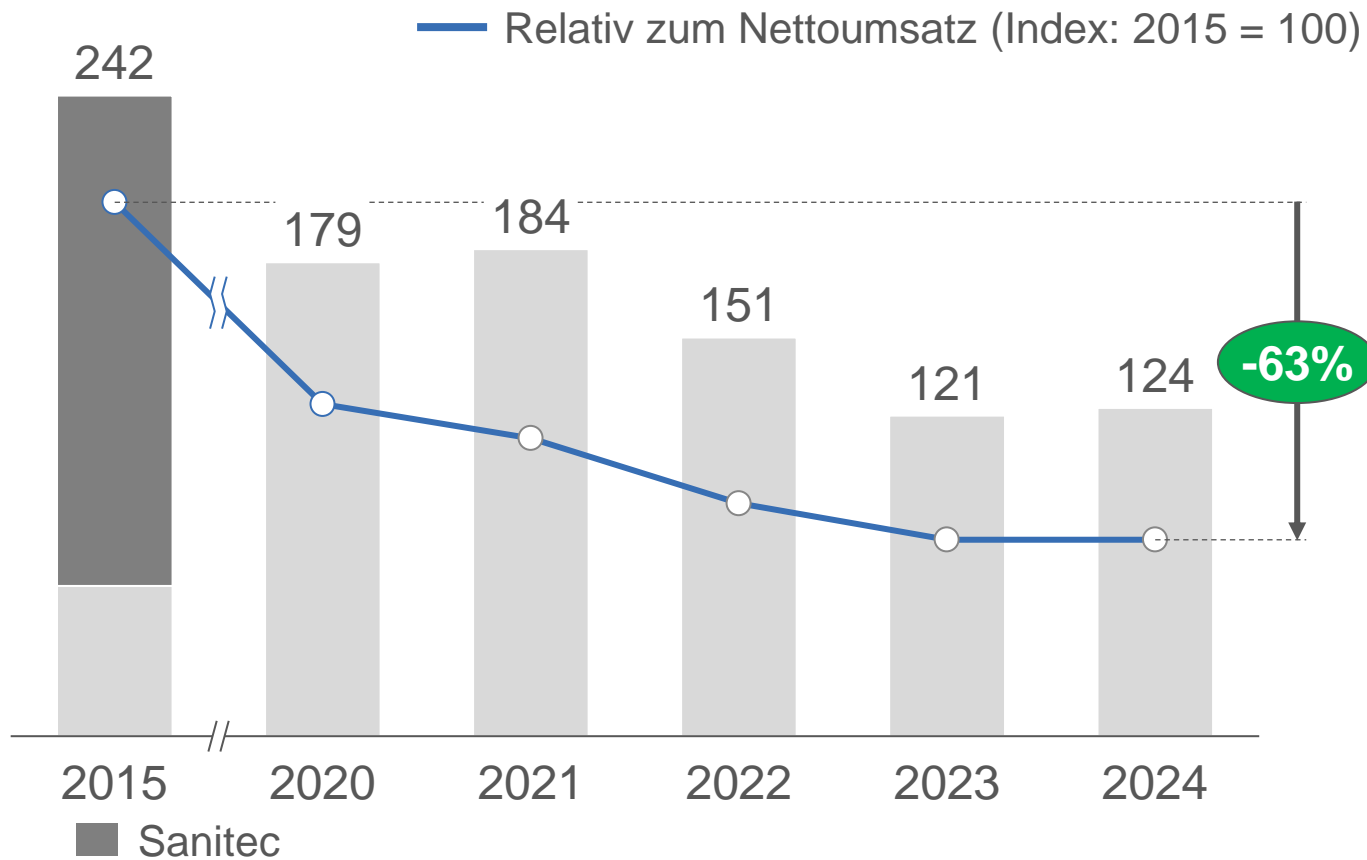
## Cyber-Abwehr

- Ausdehnung der Cybersicherheit auf industrielle Abläufe (z.B. Roboter, Förderanlagen)
- Kontinuierliche Verbesserung der Geberit Cyber-Abwehr und Reaktionsmassnahmen



# Nachhaltigkeit – Stabile CO<sub>2</sub>-Intensität in 2024

## CO<sub>2</sub>-Emissionen (1'000 Tonnen)



- Absolute CO<sub>2</sub> Emissionen 2024 aufgrund der Volumensteigerung leicht erhöht
- Relative CO<sub>2</sub> Emissionen 2024 stabil
- CO<sub>2</sub> Emissionen seit 2015
  - Relativ: -63%
  - Absolut: -49%
- Wichtigste Treiber seit 2015
  - Relativer Energieverbrauch: -49%
  - Beschaffung von erneuerbarer Energie



# Soziale Verantwortung 2024



## Inklusion

- Direkte Anstellung von 255 Vollzeitbeschäftigten mit Beeinträchtigungen
- Bewusste Beschaffung von Produkten und Dienstleistungen aus Werkstätten für Menschen mit Beeinträchtigungen im Wert von CHF 9 Millionen
- Gesamtbeschäftigung von ~610 Vollzeitbeschäftigten mit Beeinträchtigungen



## Sozialprojekt für Geberit Auszubildende

- Unterstützung einer Schule in Kambodscha für 1'800 Kinder
- Bau und Ausstattung mit neuen Sanitäranlagen
- Arbeiten von Geberit Auszubildenden unter technischer Aufsicht



# Tagesordnung

Ergebnisse 2024

**Ausblick**

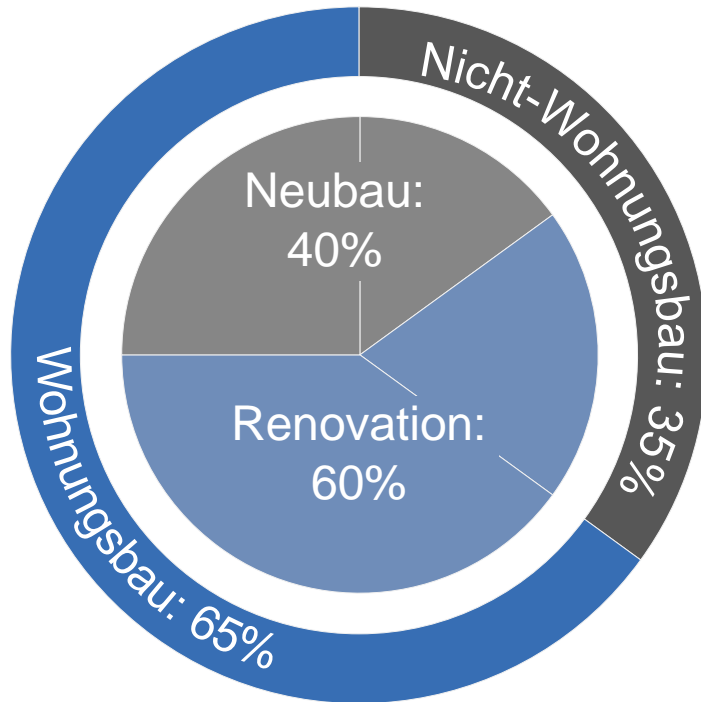
Zusammenfassung





# Bauindustrie 2025

## Geberit Umsatzverteilung nach Segmenten



- Europa: Stabilisierung der Bauindustrie
  - Neubau: Leichter Rückgang
  - Renovation: Leicht positive Entwicklung
- Aussereuropäische Märkte: Gemischtes Marktumfeld
  - Positive Dynamik beispielsweise in Indien und der Golfregion
  - Nachfragerückgang in China

# Neuheit 2025 – Neues Installationselement Duofix



- Kernelement des Geberit WC Systems
- Vorteile für Installateure
  - Höhere Flexibilität für ein breites Spektrum an Einbausituationen
  - Einfachere und schnellere Montage
- Reduktion des CO<sub>2</sub> Abdrucks um ~10% pro Element



# Investitionen 2025



## Neues Kundenschulungszentrum, Pfullendorf (DE)

- Neubau Kundenschulungszentrum mit 5'000 m<sup>2</sup>
- Modernste Schulungs- und Ausstellungsformate



## Insourcing von Duroplast-Sitzen und -Deckeln, Pfullendorf (DE)

- Installation von Produktionszellen für Duroplast-Sitze und -Deckel
- Investition: EUR 9 Millionen (2024 - 2025)
- Amortisation: 4.9 Jahre



## Spezialisierungsstrategie Keramikwerke

- Automatisierung Ofenwagenbeladung und Logo-Applikation in 4 Keramikwerken
- Investition: EUR 4 Millionen (2025 - 2027)
- Amortisation: <4 Jahre



# Tagesordnung

Ergebnisse 2024

Ausblick

**Zusammenfassung**



# Zusammenfassung

- Sehr herausforderndes Jahr mit starkem Rückgang der Bauindustrie
- Umsatz- und Volumenwachstum
  - Weiterer Ausbau der Marktposition
  - Starker Umsatzbeitrag von neuen Produkten
- Industrieführende Margen fast auf Vorjahresniveau
- Fortgesetzte Umsetzung strategischer Initiativen
- Starker Free Cashflow und weiterhin hohe Ausschüttung an Aktionäre



# Starke Fundamentalwerte liefern industrieführende Ergebnisse

- Klare und stabile Strategie
- Kundenorientiertes Vertriebsmodell
- Innovationsfokus
- Kontinuierliche Investitionen und Effizienzsteigerungen
- Funktionale und schlanke Organisation
- Bodenständige Kultur

