

27th Ordinary General Meeting

of the shareholders of Geberit AG, held on 15 April 2026 at 4:30 p.m.

Location: Sporthalle Grünfeld, Rapperswil-Jona, Switzerland

Created: 16 April 2026

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)

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

953 registered shareholders at the beginning of the General Meeting
28 external guests
91 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,
- Christoph Michel and Niklas Frick from Ernst & Young AG, Zurich, as representatives of the auditors,
- Patrick Schleiffer, attorney at law, Lenz & Staehelin, Zurich,
- Barbara Dillier, Rapperswil-Jona mayor,
- 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 23 March 2026, which included the agenda items and the proposals of the Board of Directors as well as the enclosed Summary Report on the business year 2025, 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 24 March 2026.
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 2025 Annual Report, including the Business and Financial Review, the Consolidated Financial Statements 2025 with the Auditors' Reports and the Sustainability Report are available on the Internet (www.geberit.com/annualreport) as an online version and are available for inspection at the company's headquarters.
4. The minutes of the last ordinary General Meeting, which was held on 16 April 2025, 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 10 April 2026 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.

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.

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: 17,754,382 registered voting shares, each with a par value of CHF 0.10 (a total par value of CHF 1,775,438.20), are represented at the General Meeting either directly or by proxy. This is equivalent to 52.34% of the total share capital of CHF 3,392,240.40 registered as of the date of the General Meeting in the commercial register.

In detail, the representation proportions are as follows:

- 953 shareholders/shareholders' representatives are present, representing 2,723,570 shares with a total par value of CHF 272,357.00; and
- The Independent Proxy is representing 15,030,812 shares with a total par value of CHF 1,503,081.20.

IV. Individual agenda items

Agenda item 1: Approval of the Business and Financial Review, the Financial Statements and the Consolidated Financial Statements for 2025, acceptance of the Auditors' Reports

The chairman points out once again that the shareholders had been sent a Summary Report of the Annual Report 2025 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 2025 and provides an outlook for the business year 2026 (cf. enclosures). The chairman then gives a summary of the past business year.

The Financial Statements and Consolidated Financial Statements for 2025 were audited by the auditors from Ernst & Young 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:	17,684,438	
Votes in favour:	17,596,126	99.50%
Votes against:	88,312	0.50%
Abstentions:	71,584	

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 12.90 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 71.1%.

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 2025	CHF	701,474,168
Balance brought forward	CHF	7,416,174
Total available earnings	CHF	708,890,342
Transfer to free reserves	CHF	280,000,000
Proposed dividend of CHF 12.90 per share	CHF	423,451,827
Balance to be carried forward	CHF	5,438,515
Total appropriation of available earnings	CHF	708,890,342

If the proposal is approved, the dividend will be paid out, less 35% withholding tax, on 21 April 2026. 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:	17,736,892	
Votes in favour:	17,633,586	99.42%
Votes against:	103,306	0.58%
Abstentions:	19,230	

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) 2025

The Board of Directors proposes that the Sustainability Report (report on non-financial matters) 2025 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.

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:	17,138,098	
Votes in favour:	16,033,869	93.56%
Votes against:	1,104,229	6.44%
Abstentions:	618,024	

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 2025.

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:	17,470,703	
Votes in favour:	17,327,891	99.18%
Votes against:	142,812	0.82%
Abstentions:	95,474	

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.

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

As Vice Chair of the Board of Directors, Eunice Zehnder-Lai conducts the votes on agenda item 5.1.1.

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:	17,097,925	
Votes in favour:	16,227,122	94.91%
Votes against:	870,803	5.09%
Abstentions:	658,197	

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:	17,687,576	
Votes in favour:	17,189,591	97.18%
Votes against:	497,985	2.82%
Abstentions:	68,546	

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:	17,548,257	
Votes in favour:	15,954,145	90.92%
Votes against:	1,594,112	9.08%
Abstentions:	207,865	

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:	17,257,067	
Votes in favour:	16,740,218	97.01%
Votes against:	516,849	2.99%
Abstentions:	499,055	

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.

The Board of Directors has decided to appoint Bernadette Koch as new Chair of the Audit Committee, provided she is re-elected today. Bernadette Koch will therefore take over from Felix R. Ehrat, who has been Chair of the Audit Committee since 2016 and will remain a member of the Audit Committee, provided he 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:	17,289,112	
Votes in favour:	17,083,982	98.81%
Votes against:	205,130	1.19%
Abstentions:	467,010	

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:	17,674,909	
Votes in favour:	16,140,984	91.32%
Votes against:	1,533,925	8.68%
Abstentions:	81,213	

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

Geberit has a combined Nomination and Compensation Committee. 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:	17,164,676	
Votes in favour:	15,710,342	91.53%
Votes against:	1,454,334	8.47%
Abstentions:	591,446	

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:	17,249,037	
Votes in favour:	16,682,168	96.71%
Votes against:	566,869	3.29%
Abstentions:	507,085	

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:	17,244,928	
Votes in favour:	16,660,373	96.61%
Votes against:	584,555	3.39%
Abstentions:	511,194	

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:	17,724,304	
Votes in favour:	17,630,194	99.47%
Votes against:	94,110	0.53%
Abstentions:	32,143	

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: Re-appointment of the Auditors

According to the proposal, Ernst & Young AG (EY) is to be re-elected as auditors for the business year 2026. The chairman explains that EY has made itself available for a further term of office.

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:	17,721,890	
Votes in favour:	17,150,440	96.78%
Votes against:	571,450	3.22%
Abstentions:	34,557	

EY has thereby been re-elected as auditors for 2026.

The chairman congratulates EY on its re-election and thanks Christoph Michel and his team for the good cooperation.

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 2025 Remuneration Report

The Board of Directors proposes that the General Meeting approve the 2025 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:	17,098,194	
Votes in favour:	15,933,374	93.19%
Votes against:	1,164,820	6.81%
Abstentions:	658,253	

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:	17,244,799	
Votes in favour:	16,760,716	97.19%
Votes against:	484,083	2.81%
Abstentions:	511,648	

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 2027

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 2027. The proposed maximum aggregate remuneration remains the same as the amount approved for 2026. Further information can be found in the invitation to the 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:	17,236,545	
Votes in favour:	15,607,540	90.55%
Votes against:	1,629,005	9.45%
Abstentions:	519,902	

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, 14 April 2027. He then declares the 27th ordinary General Meeting of Geberit AG closed.

Conclusion of the General Meeting: 5:22 p.m.

Chairman Secretary

Albert M. Baehny Roman Sidler

Enclosure:

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

GESCHÄFTSJAHR 2025



TAGESORDNUNG

Ergebnisse 2025

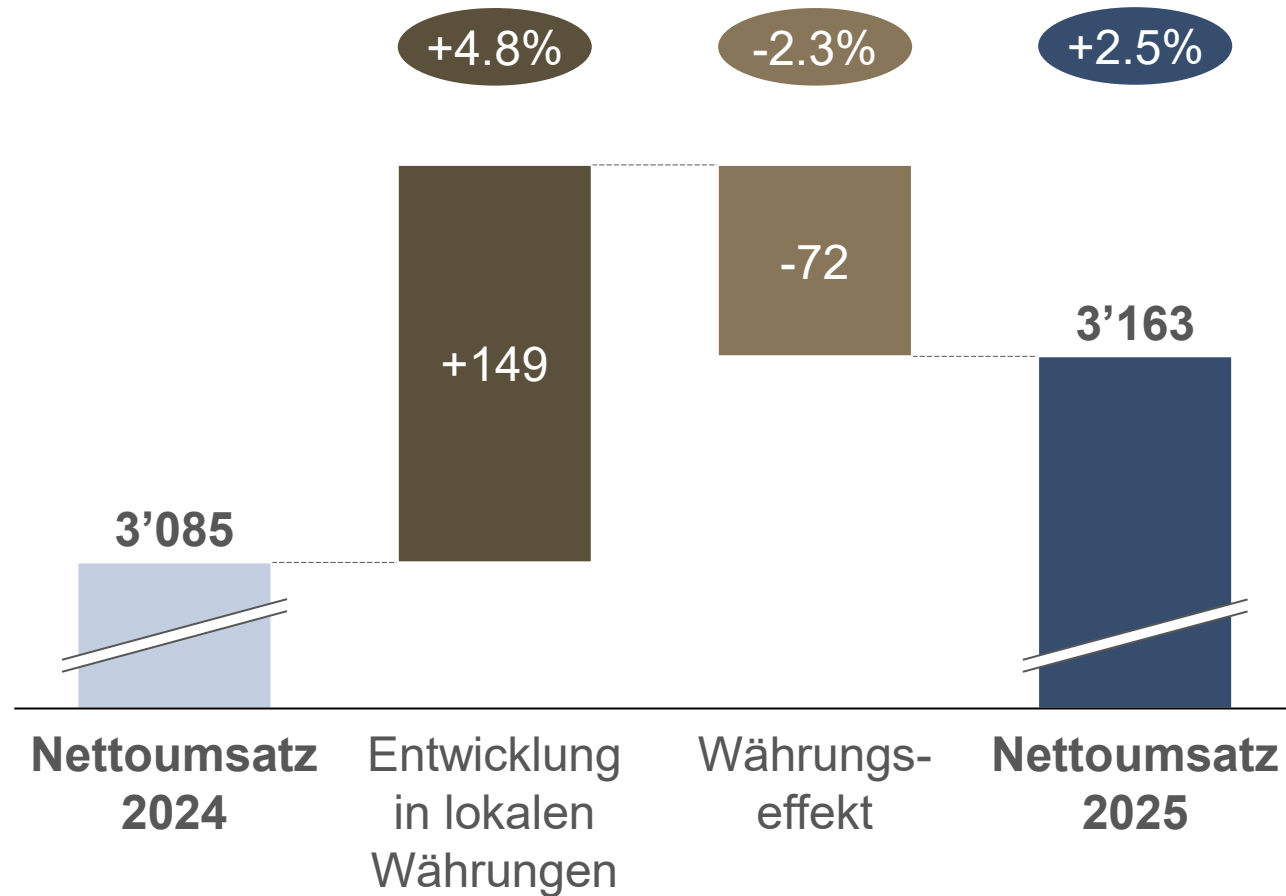
Ausblick

Zusammenfassung



STARKES UMSATZWACHSTUM TROTZ STAGNIERENDEM MARKT

CHF Millionen



- Stagnierendes Marktumfeld
- Nettoumsatzwachstum in lokalen Währungen
 - Anhaltend starke Marktpräsenz
 - Neue Produkte
 - 25% des Wachstums ausserhalb Europas
- Negativer Währungseffekt

STARKES WACHSTUM DES GEWINNS PRO AKTIE

CHF Millionen	2025	2024	Veränderung	
			% CHF	währungs- bereinigt
Nettoumsatz	3'163	3'085	+2.5%	+4.8%
EBITDA	931	913	+2.0%	+5.3%
<i>Marge</i>	<i>29.4%</i>	<i>29.6%</i>		
Nettoergebnis	598	597	+0.1%	+4.8%
<i>Marge</i>	<i>18.9%</i>	<i>19.4%</i>		
Gewinn pro Aktie (CHF)	18.15	18.06	+0.5%	+5.2%
Free Cashflow	659	613	+7.4%	n/a
<i>Marge</i>	<i>20.8%</i>	<i>19.9%</i>		
ROIC	23.2%	23.0%		

- Negativer Währungseffekt
- Leichter Margenrückgang aufgrund einmaliger Werksschliessungskosten
- +8.5% Wachstum des Gewinns pro Aktie in lokalen Währungen und exklusive Werksschliessungskosten
- Gestiegener Free Cashflow und ROIC



SEHR SOLIDE BILANZ

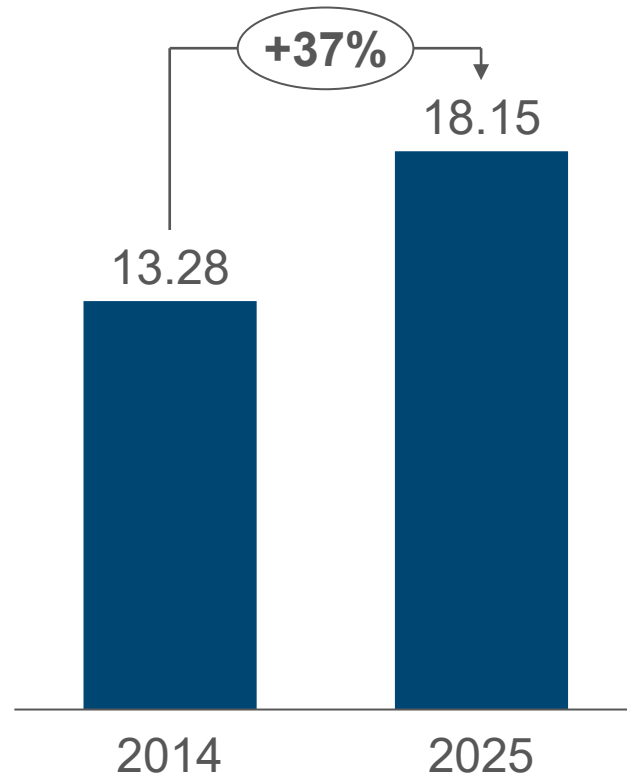
CHF Millionen	31.12.2025	31.12.2024
Bilanzsumme	3'858	3'641
Eigenkapital	1'517	1'302
<i>Eigenkapitalquote</i>	<i>39.3%</i>	<i>35.8%</i>
Nettoschulden	769	965
<i>Nettoschulden/EBITDA</i>	<i>0.8</i>	<i>1.1</i>

- Weiterhin sehr solide Bilanz
- Verbesserte Eigenkapitalquote aufgrund starkem operativen Ergebnis

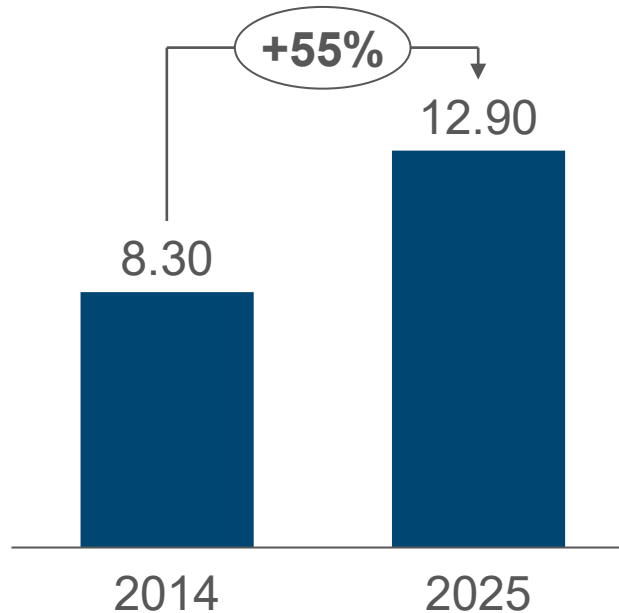
MEHRWERT FÜR AKTIONÄRE

CHF

Gewinn pro Aktie



Dividende pro Aktie

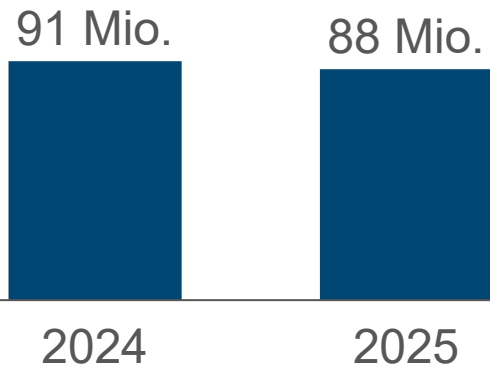


- Ausschüttung seit 2015: CHF 6.1 Mrd.
 - Dividenden: CHF 4.3 Mrd.
 - Aktienrückkäufe: CHF 1.9 Mrd.
- Ausschüttung 2025
 - CHF 503 Mio.
 - 76% des Free Cashflow

WEITERE INVESTITIONEN IN KUNDENBEZIEHUNGEN, FORSCHUNG & ENTWICKLUNG UND ANLAGEN

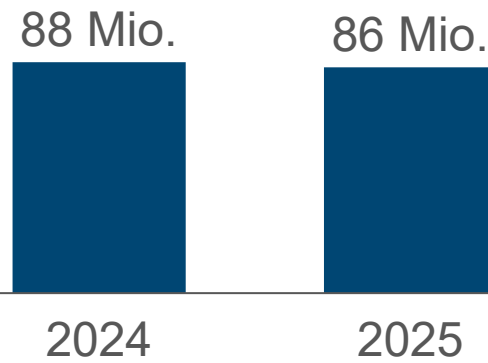
CHF

Marketing



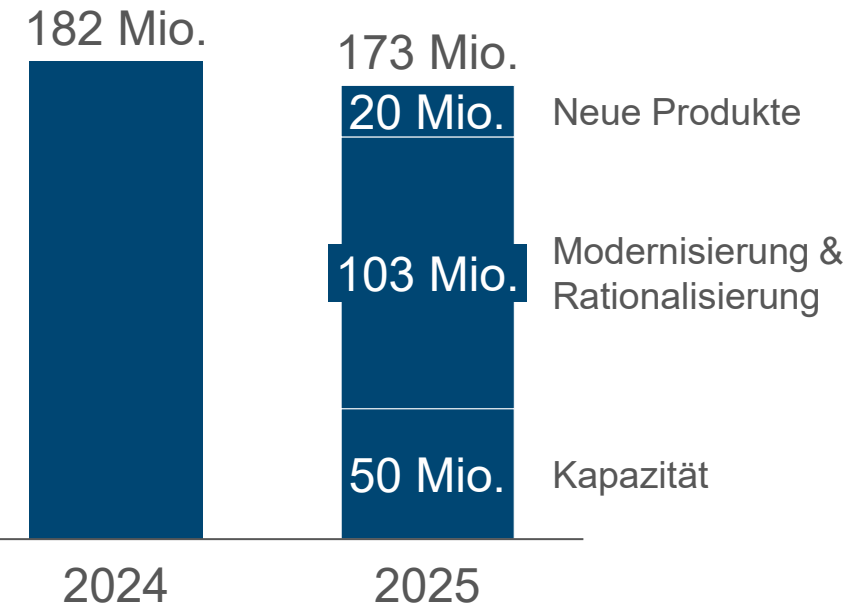
Industrie-Leitmesse
ISH in Frankfurt

Forschung & Entwicklung



18 neue Patente

Investitionen



Kontinuierliche Modernisierung



VERTRIEB – AUSBAU DER KUNDENINTERAKTIONEN



Kundenkontakte

- 478'000 Kundenkontakte
- 2% mehr als 2024



Kundenschulungen

- 30 Kundenschulungszentren
- 108'000 Teilnehmende
- 16% mehr als 2024



Kundenveranstaltungen

- ~4'700 Veranstaltungen
- 102'000 Teilnehmende
- 48% mehr als 2024

INNOVATIONEN – NEUE PRODUKTEINFÜHRUNGEN 2025

Neues Installationselement Duofix 4



Installationselement mit
neuem Rahmen und
optimierten Funktionen

***“Flexibel, einfach,
nachhaltig”***

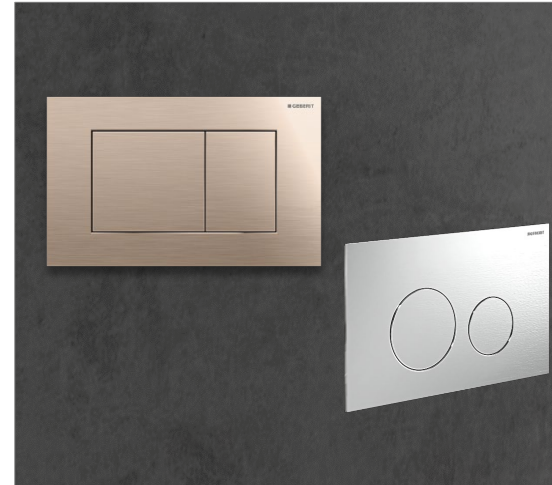
Silent-db20 SuperTube



Optimierte Hydraulik und
schallabsorbierendes
Material

***“Schall reduzieren
und Platz sparen”***

Sigma40 Betätigungsplatten



Neue, moderne
Betätigungsplatten aus
hochwertigen Materialien

***“Dreimal schlankeres
Design”***

TurboFlush Rollout

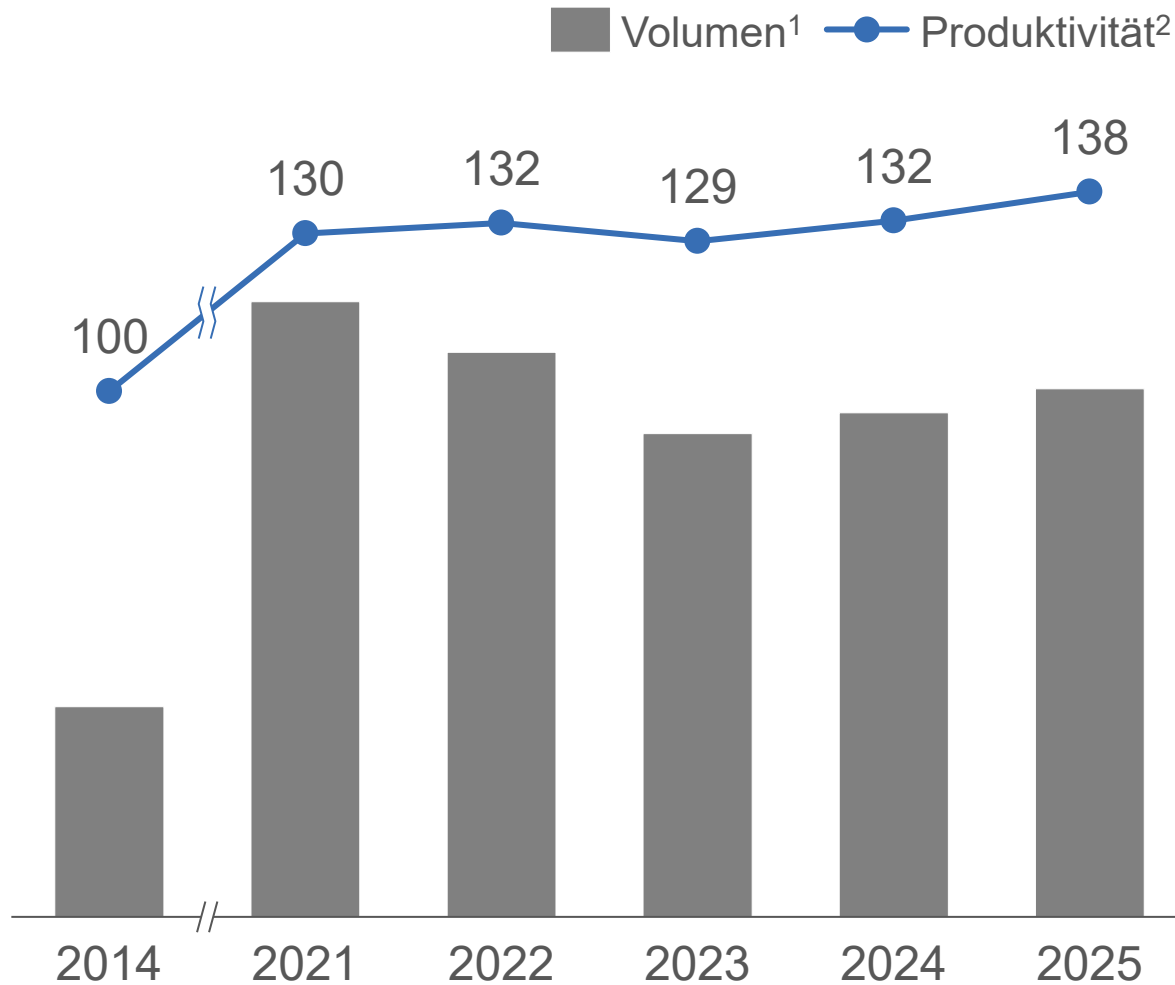


Erstklassige Spüleistung
für iCon-, Renova- und
Selnova-Toiletten

***“TurboFlush für das
Projektgeschäft”***

PRODUKTION – WEITERE PRODUKTIVITÄTSSTEIGERUNG IN 2025

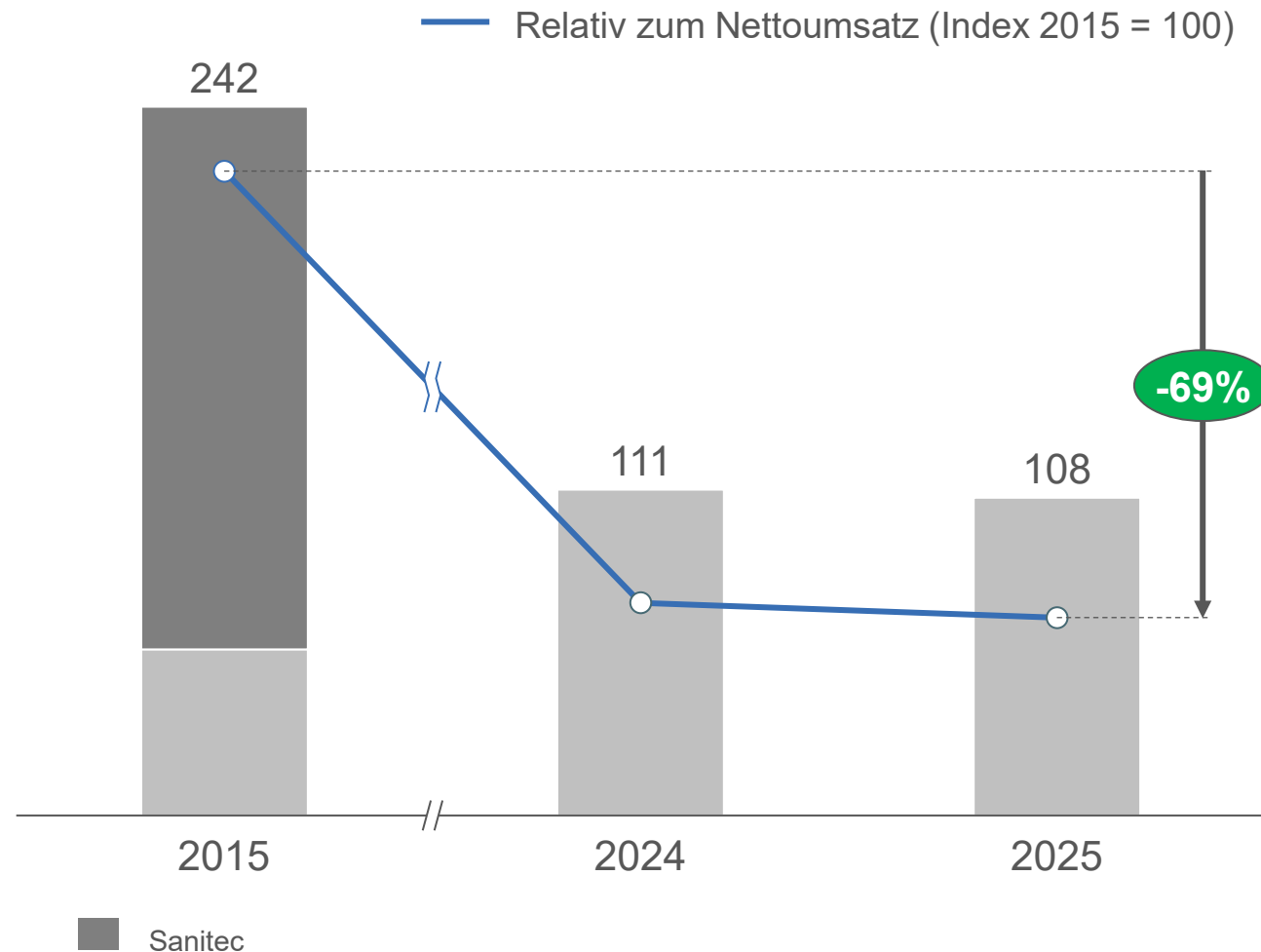
Indexiert (2014 = 100)



- Produktivitätssteigerung
 - 2025: +4.1%
 - seit 2014: +38%
- Haupttreiber
 - Automatisierung
 - Prozessverbesserungen
 - Keramische Spezialisierungsstrategie

NACHHALTIGKEIT – DEUTLICHE REDUKTION DER CO₂-INTENSITÄT IN 2025

CO₂ Emissionen, Tausend Tonnen



- CO₂ Emissionen 2025
 - Relativ: -6.9%
 - Absolut: -2.4%
- CO₂ Emissionen seit 2015
 - Relativ: -69%
 - Absolut: -55%
- Wichtigste Treiber seit 2015
 - Prozessverbesserungen in Keramikwerken
 - Investitionen in energieeffiziente Brennöfen
 - Beschaffung von erneuerbarer Energie

SOZIALE VERANTWORTUNG 2025



Inklusion

- Direkte Anstellung von 291 Vollzeitbeschäftigten mit Beeinträchtigungen
- Bewusste Beschaffung von Produkten und Dienstleistungen aus Werkstätten für Menschen mit Beeinträchtigungen im Wert von CHF 10 Millionen
- Gesamtbeschäftigung von ~740 Vollzeitbeschäftigten mit Beeinträchtigungen

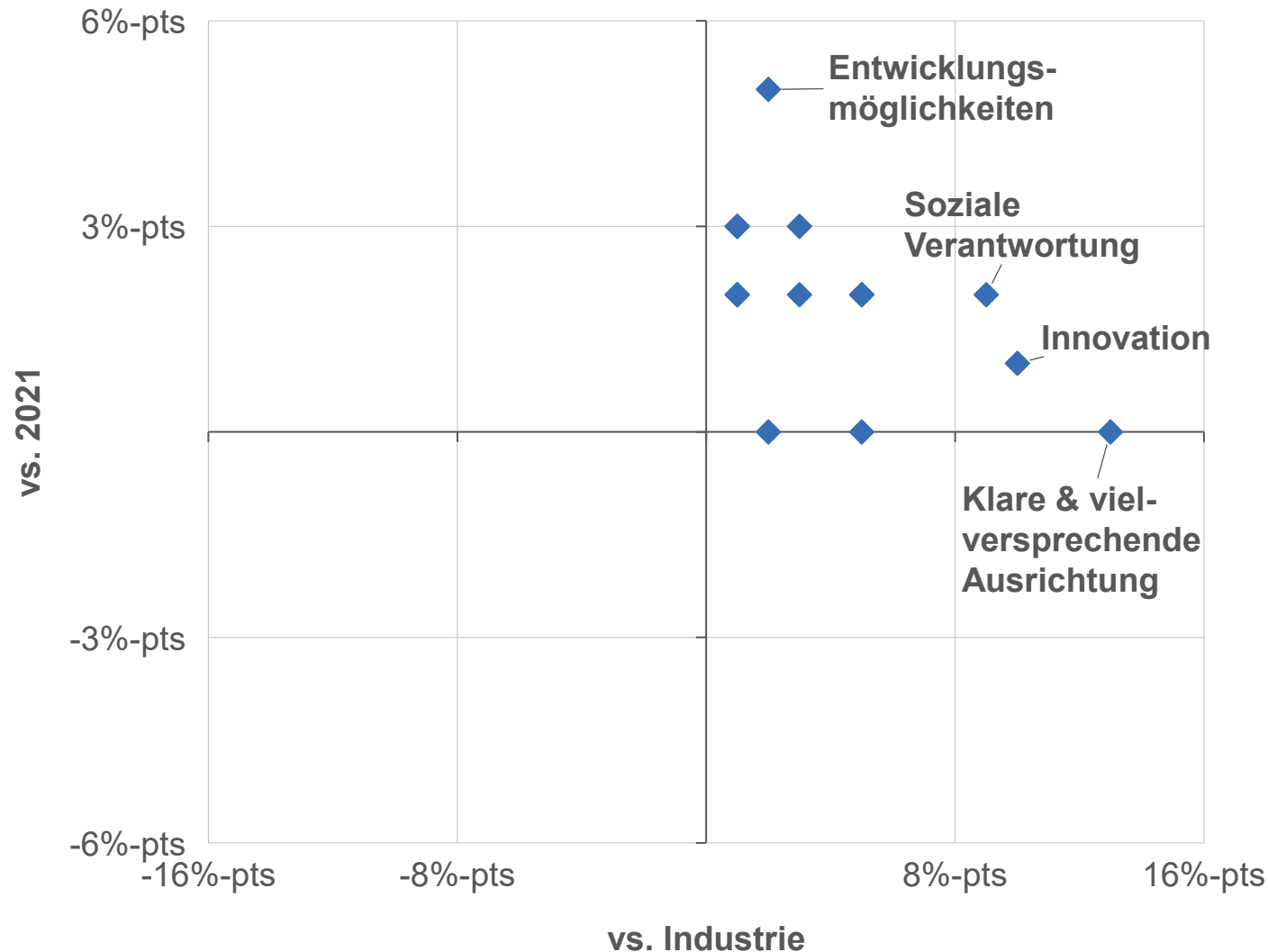


Sozialprojekt für Geberit Auszubildende

- Unterstützung einer Schule in Kenia für 1'200 Kinder
- Bau und Ausstattung mit neuen Sanitäranlagen
- Arbeiten von 10 Geberit Auszubildenden unter technischer Aufsicht

MITARBEITER – STARKE ERGEBNISSE BEI UMFRAGE 2025

◆ Umfrage-Dimensionen



- Sehr starke Umfrageergebnisse
- In allen Dimensionen besser als 2021 und Industrie-Benchmark
- Stärkste Resultate bei
 - Klare und vielversprechende Ausrichtung
 - Innovation
 - Soziale Verantwortung
 - Entwicklungsmöglichkeiten

TAGESORDNUNG

Ergebnisse 2025

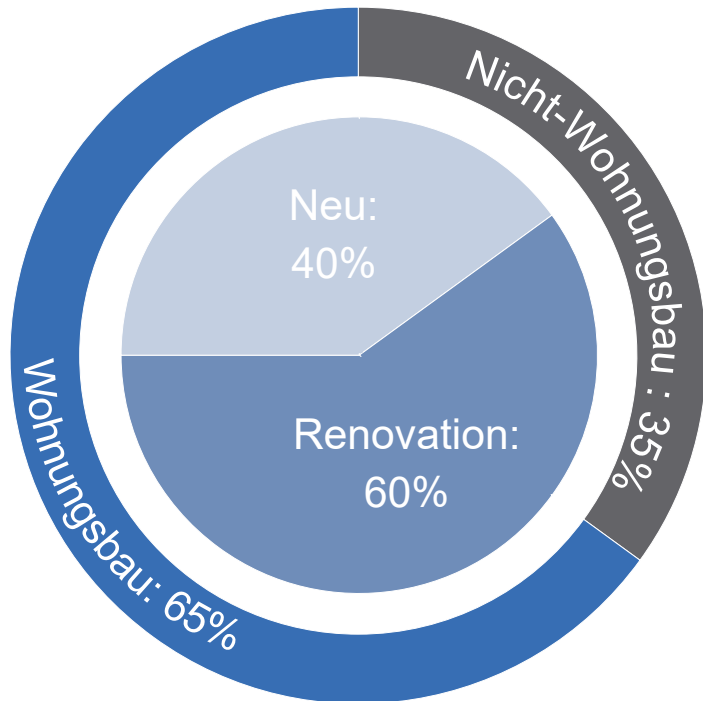
Ausblick

Zusammenfassung



BAUINDUSTRIE 2026

Geberit Umsatzverteilung nach Segmenten

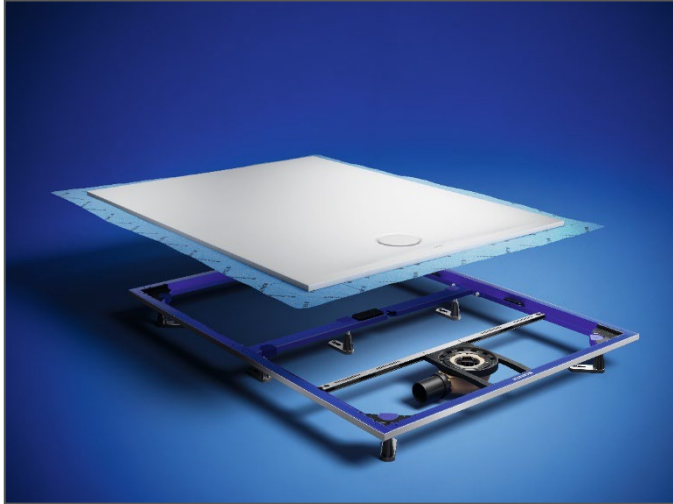


- Europa: Leichtes Wachstum – noch keine Erholung
 - Neubau: Stabilisierung
 - Renovation: Anhaltend positive Dynamik
- Ausserhalb Europas: Gemischtes Marktumfeld, z.B.
 - Positives Umfeld in Indien
 - Rückläufige Nachfrage in China

Vorbehalt

- Keine Prognose für die Region Mittlerer Osten
- Annahme, dass sich Iran Krieg nicht auf makroökonomisches Umfeld und Nachfrage in der Bauwirtschaft der übrigen Märkte auswirkt

NEUHEITEN 2026 – NEUE DUSCHPRODUKTE



Duschfläche „CleanFloor30“ & Duofix Dusch-Installationselement

- CleanFloor30: Rutschfeste Duschfläche in 3 Farben
- Duofix für Duschflächen
 - Schnelle und einfache Installation
 - Kompatibel mit neuer CleanFloor30 und Duschflächen anderer Hersteller



Duschrinne „CleanLine30“

- Schlankes Design aus gebürstetem Edelstahl oder in schwarz
- Schnelle, einfache und bewährte Montage
- Neue und verbesserte Funktionen für eine einfachere Reinigung

WEITERE PRIORITÄTEN 2026



Marketing

- B2B-Kunden: Eröffnungsveranstaltungen und neue Schulungsformate im neuen Geberit Schulungszentrum in Deutschland
- Architekten und Designer: Eröffnung eines neuen Erlebniszentrums in Mailand
- B2C-Kunde: Neue Marketingkampagne



IT und Digitalisierung

- Fortschreitende Digitalisierung
- Investitionen in KI-Initiativen

Zusätzliche Ausgaben von 20 Millionen CHF im Jahr 2026

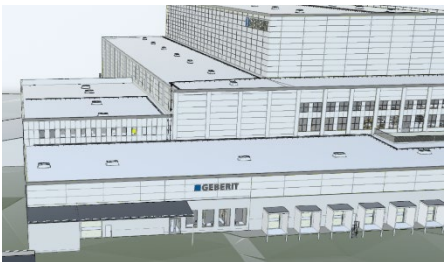
INVESTITIONEN 2026 – LOGISTIK

Ibbenbüren (DE)




- Neues Logistikzentrum
 - Kapazitätserweiterung
 - Risikoreduktion für das bestehende Logistikzentrum in Pfullendorf

Bromölla (SE)



- Modernisierung der bestehenden Keramiklogistik
 - Modernisierung und Kapazitätserweiterung
 - Konsolidierung der Keramiklogistik in den nordischen Ländern

- 
- Beide Projekte in finaler Planungsphase
 - Geplanter Baubeginn im zweiten Halbjahr 2026
 - Erwarteter Hochlauf im Jahr 2029/30
 - Gesamtinvestitionen von ca. 250 Millionen Euro in den nächsten 4-5 Jahren

TAGESORDNUNG

Ergebnisse 2025

Ausblick

Zusammenfassung



DAS JAHR 2025

- Starkes Umsatzwachstum in stagnierendem Markt
 - Anhaltend starke Marktpräsenz
 - Neue Produkte
 - 25% des Wachstums aus Märkten ausserhalb Europas
- Verbesserung der industrieführenden Margen
- Starkes Wachstum des Gewinns pro Aktie
- Starker Free Cashflow und erneut 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

