

## 19th Ordinary General Meeting

of the shareholders of Geberit AG, held on 4 April 2018 at 4:30 p.m.

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

**Created:** 5 April 2018

**Participants:** Albert M. Baehny (Chairman of the Board of Directors)  
Hartmut Reuter (Vice Chairman of the Board of Directors)  
Felix R. Ehrat (Board of Directors)  
Thomas M. Hübner (Board of Directors)  
Jørgen Tang-Jensen (Board of Directors)  
Eunice Zehnder-Lai (Board of Directors)

Christian Buhl (CEO)  
Roland Iff (CFO)  
Martin Baumüller (Group Executive Board)  
Egon Renfordt-Sasse (Group Executive Board)  
Karl Spachmann (Group Executive Board)  
Ronald van Triest (Group Executive Board)  
Martin Ziegler (Group Executive Board)

**Secretary:** Roman Sidler

1,059	registered shareholders at the beginning of the General Meeting
67	external guests
94	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 and welcomes the shareholders and guests.

In addition to the members of the Board of Directors, members of the Group Executive Board, shareholders and guests, the following are also participating in the General Meeting:

- Roger Müller from the law firm hba Rechtsanwälte, Zurich, as the independent proxy;
- Beat Inauen and Martin Knöpfel from PricewaterhouseCoopers AG, Zurich, as representatives of the auditors;
- Patrick Schleiffer, Lenz&Staelin;
- Martin Stöckling, Mayor of the Municipality of Rapperswil-Jona, and Thomas Rüegg, municipal councilman of Rapperswil-Jona;
- Representatives from 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 13 March 2018, which included the agenda items and the proposals of the Board of Directors as well as the enclosed Summary Report on the business year 2017, 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 published in the Swiss Official Gazette of Commerce on 14 March 2018.
2. No proposals for the agenda were received from the shareholders.
  3. The Annual Report for the year 2017, the Financial Statements and the Consolidated Financial Statements 2017 plus the Auditors' Reports were published on the Internet ([www.geberit.com/annualreport](http://www.geberit.com/annualreport)) as an online version on 13 March 2018. Since this date, a hard-copy version thereof had been available for inspection by the shareholders at the Company's headquarters.
  4. The minutes of the last ordinary General Meeting, which was held on 5 April 2017, 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, the Vice Chairman of the Board of Directors Hartmut Reuter will conduct the votes on agenda item 4.1.1 (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 7 (Remuneration).
  6. The secretary and the tellers are appointed by the chairman.
  7. The secretary of the General Meeting is Roman Sidler, Head Corporate Communications & Investor Relations for the Geberit Group.
  8. Rapperswil-Jona Head of Finance Administration Edi Alpiger and Rapperswil-Jona Municipal Clerk Hansjörg Goldener shall officiate as head tellers.

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: 19,501,249 registered voting shares, each with a par value of CHF 0.10 (a total par value of CHF 1,950,124.90), are represented at the General Meeting either directly or by proxy. This is equivalent to 52.6% of the total share capital of CHF 3,704,142.70.

In detail, the representation proportions are as follows:

- 1,059 shareholders/shareholders' representatives are present, representing 2,453,947 shares; and
- The independent proxy is representing 17,047,302 shares.

As per the Articles of Incorporation, the chairman may decide that votes and elections be carried out by electronic means. 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. He also advises the shareholders in attendance of the possibility of expatiating on votes and advises in this regard that he reserves the right to impose a restriction on the time allotted for speaking, where required.

### **IV. Individual agenda items**

#### **Agenda item 1: Approval of the Business and Financial Review, the Financial Statements and the Consolidated Financial Statements for 2017, acceptance of the Auditors' Reports**

The chairman points out that the shareholders had been sent a Summary Report of the Annual Report 2017 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 explains the business year 2017 in detail and provides an outlook for the business year 2018 (cf. enclosures). Subsequently, the chairman summarises the past business year and thanks the employees for their exemplary performance.

The Financial Statements and Consolidated Financial Statements for 2017 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:	19,462,472
Votes in favour:	19,459,641
Votes against:	2,831
Abstentions:	40,558

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 10.40 per share as an ordinary dividend, which is subject to withholding tax. This corresponds to an increase of 4.0% compared with the previous year.

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 do not attract a dividend. The dividend amount has thus reduced slightly since invitations to the General Meeting were sent out. The exact wording of the proposal including the adjusted amounts is shown on the screen. The reading out of the proposal is therefore dispensed with.

The Board of Directors proposes that the available earnings:

Net income for the year 2017	CHF	501,972,181
Balance brought forward	CHF	3,169,266
<b>Total available earnings</b>	<b>CHF</b>	<b>505,141,447</b>
be appropriated as follows:		
Transfer to free reserves	CHF	120,000,000
Proposed dividend of CHF 10.40 per share	CHF	382,707,281
Balance to be carried forward	CHF	2,434,166
<b>Total appropriation of available earnings</b>	<b>CHF</b>	<b>505,141,447</b>

If the proposal is approved, the dividend will be paid out, less 35% withholding tax, on 10 April 2018. 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:	19,477,660
Votes in favour:	19,472,410
Votes against:	5,250
Abstentions:	25,400

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

### **Agenda item 3: Formal approval of the actions 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 2017.

The vote on the formal approval of the actions of the Board of Directors shall be carried out for the Board of Directors as a whole ("en masse").

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:	19,314,115
Votes in favour:	19,185,404
Votes against:	128,711

Abstentions:	51,045
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The proposal of the Board of Directors with respect to agenda item 3 is thereby approved.

### **Agenda item 4: Elections to the Board of Directors, election of the Chairman of the Board of Directors and elections to the Compensation Committee**

In accordance with the provisions of the Ordinance against Excessive Compensation with respect to Listed Companies (OaEC) the members and the Chairman of the Board of Directors are directly elected by the General Meeting on an individual basis. The CVs of all members of the Board of Directors standing for re-election can be found on the website.

A separate voting round is to take place for agenda item 4.1.1. A single voting round in which the members are re-elected on an individual basis is to take place for agenda items 4.1.2 to 4.1.6.

#### **Agenda item 4.1: Elections to the Board of Directors and election of the Chairman of the Board of Directors**

##### **Agenda item 4.1.1: 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 election is as follows:

Valid votes:	19,477,296
Votes in favour:	19,234,312
Votes against:	242,984

Abstentions:	25,764
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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 4.1.2: 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 election is as follows:

Valid votes:	19,467,482
Votes in favour:	19,096,138
Votes against:	371,344
Abstentions:	35,694

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

#### **Agenda item 4.1.3: Re-election of Thomas M. Hübner**

The Board of Directors proposes that Thomas M. Hübner 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 election is as follows:

Valid votes:	19,467,963
Votes in favour:	19,420,665
Votes against:	47,298
Abstentions:	35,213

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

#### **Agenda item 4.1.4: Re-election of Hartmut Reuter**

The Board of Directors proposes that Hartmut Reuter 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 his re-election today, the Board of Directors decided to re-appoint Hartmut Reuter as Vice Chairman.

There were no requests to speak on this agenda item. The result of the election is as follows:

Valid votes:	19,472,285
Votes in favour:	19,212,831
Votes against:	259,454
Abstentions:	30,891

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

#### **Agenda item 4.1.5: Re-election of Jørgen Tang-Jensen**

The Board of Directors proposes that Jørgen Tang-Jensen 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 election is as follows:

Valid votes:	19,451,656
Votes in favour:	19,304,444
Votes against:	147,212

Abstentions: 51,520

Jørgen Tang-Jensen is thereby re-elected as a member of the Board of Directors until the following ordinary General Meeting.

#### **Agenda item 4.1.6: 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.

There were no requests to speak on this agenda item. The result of the election is as follows:

Valid votes:	19,457,024
Votes in favour:	19,408,673
Votes against:	48,351

Abstentions: 46,152

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

#### **Agenda item 4.2: Elections to the Compensation Committee**

In accordance with the OaEC, 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.

A single voting round in which the members are re-elected on an individual basis is to take place for agenda items 4.2.1 to 4.2.3.

##### **Agenda item 4.2.1: Re-election of Hartmut Reuter**

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

Prior to today's General Meeting and subject to his re-election today, the Board of Directors also decided to re-appoint Hartmut Reuter as Chairman of the combined Nomination and Compensation Committee.

There were no requests to speak on this agenda item. The result of the election is as follows:

Valid votes:	19,462,484
Votes in favour:	19,226,854
Votes against:	235,630

Abstentions: 41,092

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

#### **Agenda item 4.2.2: Re-election of Jørgen Tang-Jensen**

The Board of Directors proposes that Jørgen Tang-Jensen 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 election is as follows:

Valid votes:	19,461,729
Votes in favour:	19,205,056
Votes against:	256,673

Abstentions:	41,847
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Jørgen Tang-Jensen is thereby re-elected as a member of the Compensation Committee until the following ordinary General Meeting.

#### **Agenda item 4.2.3: 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.

There were no requests to speak on this agenda item. The result of the election is as follows:

Valid votes:	19,466,373
Votes in favour:	19,381,717
Votes against:	84,656

Abstentions:	37,203
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Eunice Zehnder-Lai is thereby re-elected as a member of the Compensation Committee until the following ordinary General Meeting.

#### **Agenda item 5: 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. As confirmed in advance, Roger Müller is happy to make himself available to serve in this function on behalf of hba Rechtsanwälte AG.

There were no requests to speak on this agenda item. The result of the election is as follows:

Valid votes:	19,476,874
Votes in favour:	19,463,900
Votes against:	12,974

Abstentions:	26,705
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hba Rechtsanwälte AG, represented by Roger Müller, is therefore re-elected as Independent Proxy until the following ordinary General Meeting.

#### **Agenda item 6: Appointment of the auditors**

As per the Articles of Incorporation, the auditors are elected for one year at a time. According to the proposal, PricewaterhouseCoopers AG is to be re-elected as auditors for the business year 2018. The

chairman explains that PricewaterhouseCoopers AG has made itself available for a further term of office. Lead auditor Beat Inauen has been in charge of the auditing mandate since 2015.

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:	19,464,815
Votes in favour:	17,757,497
Votes against:	1,707,318

Abstentions:	38,764
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PricewaterhouseCoopers AG is thereby re-elected as auditors for 2018.

The chairman congratulates PricewaterhouseCoopers AG on its re-election and thanks Beat Inauen and his team for the good cooperation.

### **Agenda item 7: Remuneration**

As member and Chairman of the Nomination and Compensation Committee, Hartmut Reuter informs the General Meeting of the remuneration and the remuneration system of the Board of Directors and the Group Executive Board. A consultative vote is conducted in this regard. He also conducts the agenda items on the maximum remuneration for the members of the Board of Directors and the Group Executive Board.

The transparency of the remuneration system has been continuously improved in recent years and a clearer link established between payment and performance. The basic structure of the remuneration systems for the Board of Directors and Group Executive Board has remained the same for three years. The structure of these 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.

#### **Agenda item 7.1: Consultative vote on the Remuneration Report 2017**

The Board of Directors proposes that the General Meeting take note of and endorse the Remuneration Report 2017 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:	18,776,034
Votes in favour:	17,989,988
Votes against:	786,046

Abstentions:	727,561
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The proposal of the Board of Directors with respect to agenda item 7.1 is thereby approved.

#### **Agenda item 7.2: 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:	19,396,897
Votes in favour:	18,886,893
Votes against:	510,004
Abstentions:	106,698

The proposal of the Board of Directors with respect to agenda item 7.2 is thereby approved.

**Agenda item 7.3: Approval of the maximum aggregate remuneration amount for the members of the Group Executive Board for the 2019 business year**

The Board of Directors proposes that the General Meeting approve CHF 11,300,000 as the maximum aggregate remuneration for the Group Executive Board, consisting of seven members, for the 2019 business year. This is the same as the amount approved by last year's General Meeting for 2018.

The proposed maximum amount ensures that Geberit is able to meet its contractual obligations as an employer in all circumstances. This figure assumes – among other things – that both the individual objectives and the business goals are achieved in full. Hartmut Reuter points out that the maximum possible amount has never been paid out in previous 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:	19,379,152
Votes in favour:	18,944,345
Votes against:	434,807
Abstentions:	124,443

The proposal of the Board of Directors with respect to agenda item 7.3 is thereby approved.

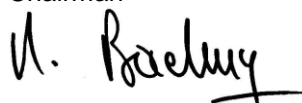
**V. Conclusion of the General Meeting**

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, 3 April 2019. He then declares the 19th ordinary General Meeting of Geberit AG closed.

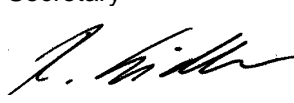
**Conclusion of the General Meeting:** 5:26 p.m.

Chairman



Albert M. Baehny

Secretary



Roman Sidler

Enclosure:

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



## Agenda

### Ergebnisse 2017

Sanitec – Integration

Bauindustrie – Ausblick

Geberit – Ausblick

Zusammenfassung

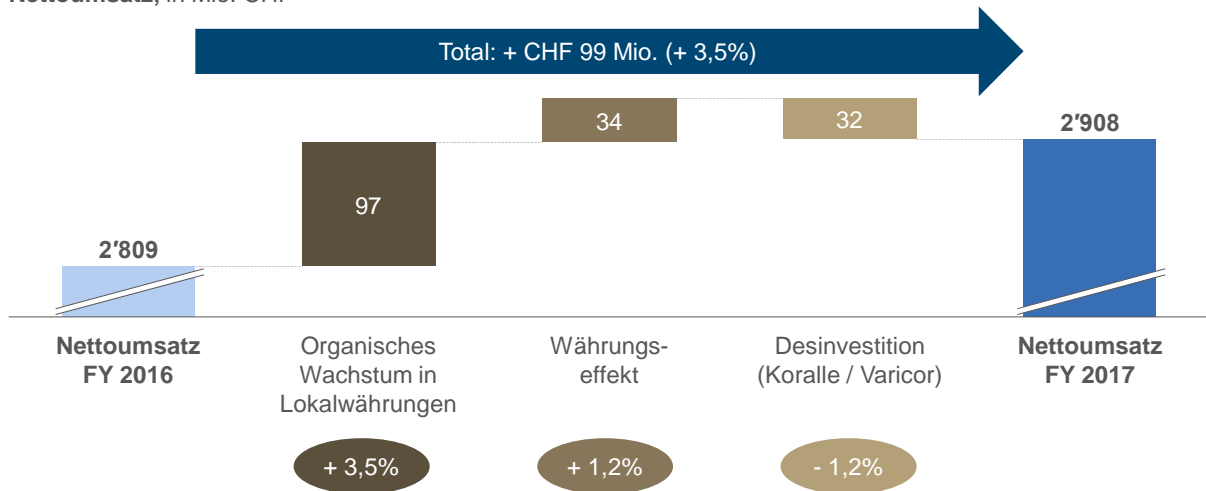


GESCHÄFTSJAHR 2017

 GEBERIT

## Umsatz 2017 – Organisches Wachstum in lokaler Wahrung von 3,5%

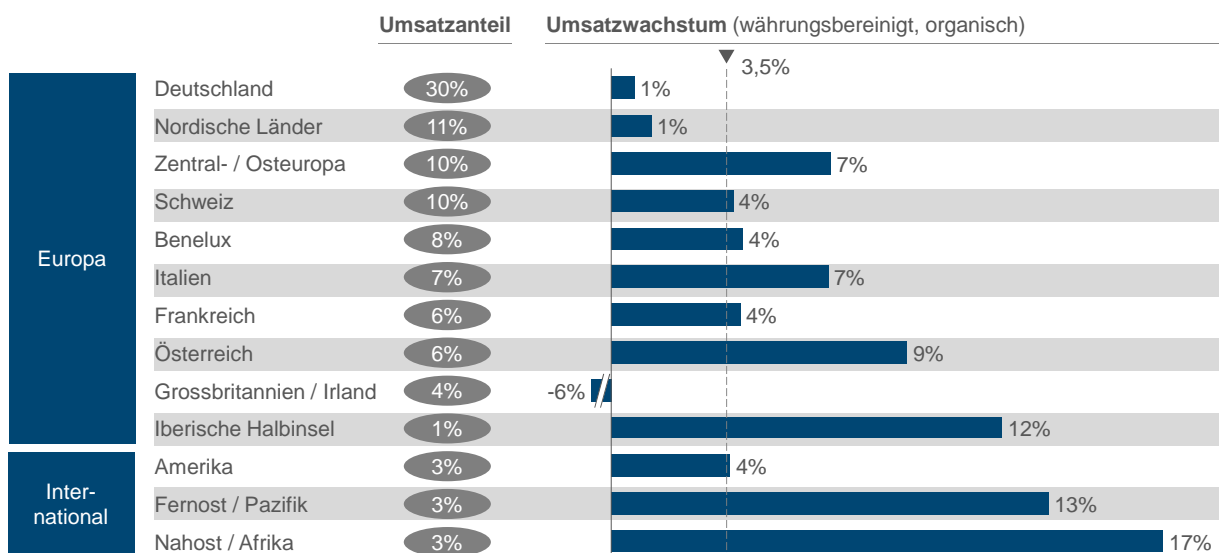
Nettoumsatz, in Mio. CHF



GESCHAFTSJAHR 2017

**GEBERIT**

## Umsatz 2017 – Solides Wachstum

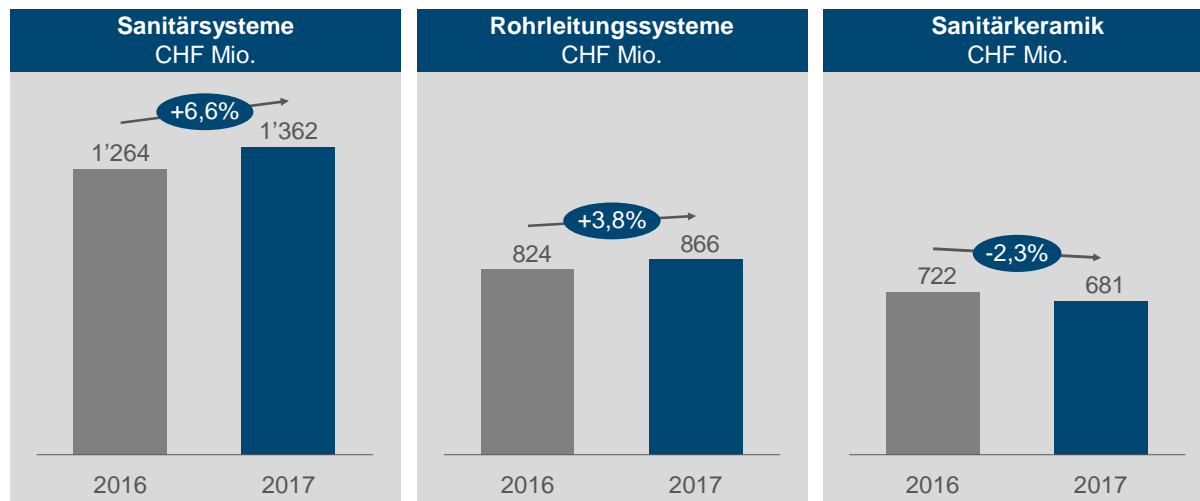


GESCHAFTSJAHR 2017

**GEBERIT**

## Umsatz 2017 – Entwicklung pro Produktbereich

Umsatzwachstum  
(währungsbereinigt, organisch)



GESCHÄFTSJAHR 2017

**■ GEBERIT**

## Kennzahlen 2017 – Operative Margen auf Rekordniveau

Mio. CHF	2017	2016	% YoY
<b>Nettoumsatz</b>	<b>2'908</b>	<b>2'809</b>	<b>3,5%</b>
<b>Adj. EBITDA</b>	<b>821</b>	<b>795</b>	<b>3,2%</b>
<i>Marge</i>	28,2%	28,3%	
<b>Adj. EBIT</b>	<b>706</b>	<b>687</b>	<b>2,9%</b>
<i>Marge</i>	24,3%	24,4%	
<b>Adj. Nettoergebnis</b>	<b>604</b>	<b>584</b>	<b>3,5%</b>
<i>Marge</i>	20,8%	20,8%	
<b>Adj. EPS (CHF)</b>	<b>16,43</b>	<b>15,85</b>	<b>3,7%</b>
<b>Free Cash Flow</b>	<b>483</b>	<b>557</b>	<b>-13,2%</b>
<i>Marge</i>	16,6%	19,8%	

- Operative Margen auf Rekordniveau gehalten trotz höheren Rohmaterialpreisen und höheren Personaltarifen
- Synergien von EUR 45 Mio. vollumfänglich realisiert
- Einmalkosten für Schliessung von 2 Keramikwerken in Frankreich



GESCHÄFTSJAHR 2017

**■ GEBERIT**

## Bilanz 2017 – Weiter gestiegene Eigenkapitalquote

Mio. CHF	31.12.2017	31.12.2016
<b>Bilanzsumme</b>	<b>3'743</b>	<b>3'601</b>
<b>Eigenkapital</b>	<b>1'837</b>	<b>1'635</b>
<i>Eigenkapitalquote</i>	49,1%	45,4%
<b>Netto-Schulden</b>	<b>483</b>	<b>461</b>
<i>Gearing</i>	26,3%	28,2%



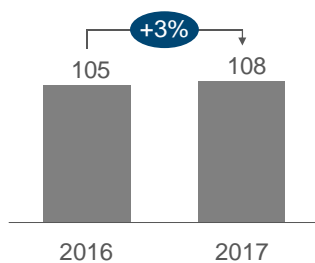
GESCHÄFTSJAHR 2017

**GEBERIT**

## Investitionen 2017 – Höhere Investitionen in Kundenbeziehungen, Produkt Pipeline und Anlagen

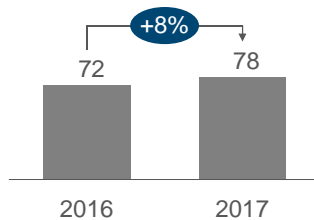
In CHF Mio.

### Marketing Ausgaben



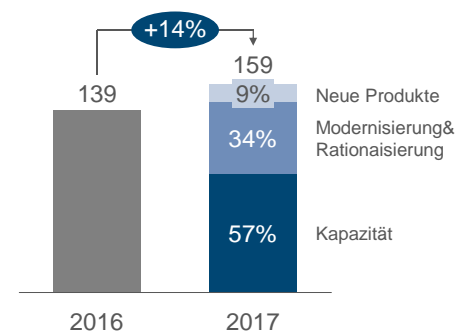
“25% Digital”

### F&E Ausgaben



“32 neue Patente”

### Investitionen



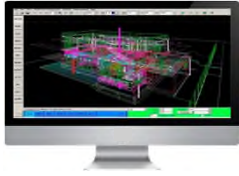
“Kapazitätsaufbau”



GESCHÄFTSJAHR 2017

**GEBERIT**

## Digital 2017 – Verschiedene Initiativen und neue Tools



### Building Information Modelling (BIM)

- Aufbau eines dedizierten Teams für Bereitstellung und Unterhalt von BIM Daten
- Entwicklung intelligenter Plug-ins für Autodesk BIM Software, z.B. für Dachentwässerung Pluvia



### Web-basiertes Ausschreibungstool für Planer, Installateure und Architekten

- Vereinfacht Ausschreibungsprozess für kleine und grosse Bauprojekte
- Auswahl, Konfiguration und Planung länder- und industriespezifischer Produkte



### Web-basiertes Inspirationstool für Endkunden

- Unterstützung der Inspirationsphase
- Persönlicher Berater via live-Chat
- Lead Generierung und Management



GESCHÄFTSJAHR 2017

 GEBERIT

## Investitionen – Grossprojekte



### Kapazitätserweiterung & Effizienzsteigerung der Produktion in Pfullendorf (DE)

- Neues Gebäude für Spülkasten Produktion
- Neue Blasform-Maschinen mit Payback von 3 Jahren
- Neue, weiter automatisierte Fertigungslinie für Unterputzspülkästen
- CAPEX: EUR 15 Mio. (2017-2018)



### Komplette Erneuerung der Produktion in Langenfeld (DE)

- Komplette Erneuerung der Produktion von metallischen Rohrleitungssystemen
- 2 neue Gebäude: Produktionshalle (15'400m<sup>2</sup>) und Verwaltungsgebäude (5'500m<sup>2</sup>)
- Inbetriebnahme ab 2019
- CAPEX: EUR 35 Mio. (2017-2018)



GESCHÄFTSJAHR 2017

 GEBERIT

## Agenda

Ergebnisse 2017

**Sanitec – Integration**

Bauindustrie – Ausblick

Geberit – Ausblick

Zusammenfassung



GESCHÄFTSJAHR 2017

**■ GEBERIT**

## Sanitec Integration – Roadmap erfolgreich umgesetzt



- Wesentliche Integrationsaufgaben abgeschlossen
- Alle Synergien von EUR 45 Mio. realisiert
- Integrationskosten von CHF 45 Mio.
- Weitere Festigung und Verbesserung des kombinierten Geschäfts notwendig, z.B.
  - ERP Systeme
  - Kombinierte Produkte
  - Kulturelle Integration
  - Vereinfachung Marken-Portfolio



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## Agenda

Ergebnisse 2017

Sanitec – Integration

**Bauindustrie – Ausblick**

Geberit – Ausblick

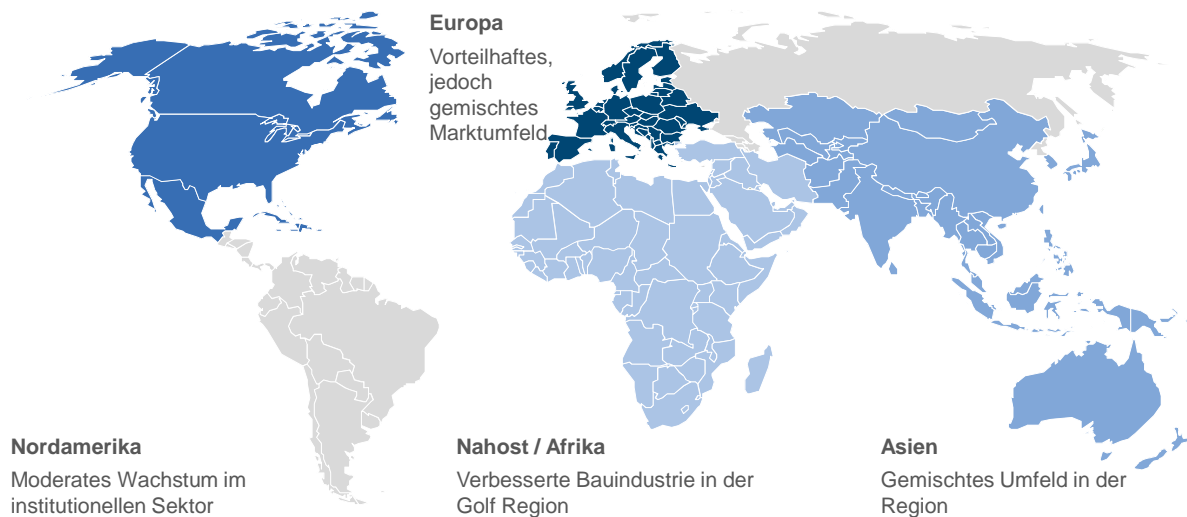
Zusammenfassung



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## Bauindustrie – Gemischtes Marktumfeld



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## Agenda

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Sanitec – Integration

Bauindustrie – Ausblick

**Geberit – Ausblick**

Zusammenfassung



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## Neuprodukte – Zielgruppe Endkunden

### AquaClean Tuma Classic



- Dusch-WC im Einstiegsbereich
- Komplett (Sitz + Keramik) oder nur Aufsatz

### Waschtische VariForm



- Umfassendes Portfolio an Aufsatzwaschtischen
- Universelles und zeitloses Design mit dünnwandiger Keramik



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## Neuprodukte – Zielgruppe Fachkunden

### Basic-Füllventil Typ 333



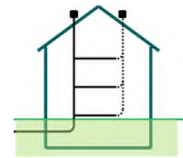
- Basic-Füllventil für Spülkästen
- Tiefe Geräuschemission
- Hohe Resistenz gegen Verschmutzung und Chemikalien

### Hygienespülung Rapid



- Automatisches Hygienespülssystem für Rohrleitungssysteme
- Schnelle Installation, wenn Hygiene akut gefährdet ist

### Energierückhalteventil ERV



- Energiesparendes Rückhalteventil für Entlüftungsleitungen
- Spart bis zu 50l Heizöl pro Jahr und Entlüftungsleitung



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## Neue Endkunden Kampagne für Dusch-WC Geberit AquaClean

DESIGN  
MEETS  
FUNCTION



- Endkunden Kampagne für
  - Kategorie Bekanntheit
  - Marke
  - Endkunden Leads
- Kanäle: Digital 70% und klassisch 30%

### Produkt

- Dusch-WC
- Komfortfunktionen
- High-Tech / Innovation

### Stimmung

- Moderner Lifestyle
- Design und Ästhetik
- Wohlfühloase

### Emotionaler Nutzen

“Für ein Gefühl wie frisch geduscht”

### Botschaft

- Frische
- Sauberkeit
- Selbstvertrauen

### Tonalität

- Persönlich
- Nähe zu Personen
- Mit einem Augenzwinkern



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## Agenda

Ergebnisse 2017

Sanitec – Integration

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**Zusammenfassung**



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## Geberit mit einem erfolgreichen Jahr 2017

- Solides organisches Umsatzwachstum
- Stabile Profitabilität auf Rekordniveau trotz deutlich höheren Rohmaterialpreisen
- Sanitec Integration abgeschlossen – Synergien früher als geplant realisiert
- Erfolgreiche Einführung neuer Produkte untermauern Innovationsführerschaft
- Erhebliche Investitionen in Produktion, Logistik, Produktpipeline und Kundenbeziehungen



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## Geberit weiterhin stark positioniert

Kundenorientiertes  
Geschäftsmodell

Innovatives  
Produktportfolio

Kontinuierliche  
Investitionen

Einfache und effiziente  
Organisation

Starke und  
bodenständige  
Unternehmenskultur

Nachhaltige, profitable  
Wachstumschancen



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 **GEBERIT**

## Zusammenfassung

- Nettoumsatz steigt um 3,5% auf CHF 2'908 Mio.
- Adjustiertes Betriebsergebnis nimmt um 2,9% auf CHF 706 Mio. zu
- Adjustierter Gewinn pro Aktie nimmt um 3,7% auf CHF 16.43 zu
- Der Verwaltungsrat beantragt eine Dividende von CHF 10.40 pro Aktie, was einer Erhöhung von 4,0% gegenüber Vorjahr und einer Ausschüttungsquote von 63,4% entspricht



JAHRESRÜCKBLICK 2017

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