

# FACTS AND FIGURES 2020

A close-up, low-angle photograph of a copper-colored metal fixture, likely a toilet flush valve or similar plumbing component. The fixture is positioned diagonally across the frame, with its top edge in sharp focus and its base receding into a soft, out-of-focus background. The surface of the fixture has a fine, granular texture. The lighting is dramatic, highlighting the metallic sheen and the texture of the material.

## ON THE COVER

The curved buttons of the Sigma50 and the characteristic rings of the Sigma21 are now available in the metal colours red gold, brass and black chrome. They can be freely combined with the concrete, slate or walnut models for the cover. These trendy designs make the search for the matching actuator plate a true journey of discovery.

## CONTENT

Newsroom Corporate Communications

## DESIGN AND PRODUCTION

Linkgroup AG, Zurich  
www.linkgroup.ch

## PHOTOS

Rory Gardiner (pages 22–23)  
Ben Huggler (cover, pages 16–17)  
Kuhnle & Knödler (pages 18–19)  
Michael Suter (page 20)  
Katharina Wernli (pages 3, 5)

## LANGUAGES

This brochure is published in seven languages and is also available on the Internet in PDF format. The printed German version is binding.

## IMPORTANT DATES IN 2020

**1 April:**  
General Meeting

**7 April:**  
Dividend payment

**30 April:**  
Interim report first quarter

**18 August:**  
Half-year report

**29 October:**  
Interim report third quarter

## EDITORIAL



Dear readers,

When it comes to sustainability, we have traditionally always focused on defining specific measures and on systematically implementing them. As early as in 1990, we adopted a long-term environmental and, later on, sustainability strategy which consolidates current and future activities. The results are noteworthy: over the last four years alone, we have reduced relative CO<sub>2</sub> emissions across the entire Geberit Group by 26%. In addition to outlining the main facts about our company, this publication also provides examples of some of the projects and products that are making a contribution to sustainability as well as initiatives that show how we put our social responsibility into practice.

Our objective is to perform strongly in all markets again in 2020 and, as in previous years, to gain further market shares. One key aspect will be the implementation of the digitalisation strategy and continued brand harmonisation.

I wish you enjoyable reading of "Facts and Figures 2020".

**Christian Buhl**  
CEO



## GEBERIT PUBLICATIONS

You can also read our annual report and other publications on any Internet-capable device. Visit us at [www.geberit.com](http://www.geberit.com)

# LEADER IN THE SANITARY INDUSTRY

The globally operating Geberit Group is a European leader in the field of sanitary products. Thanks to its technical know-how in the field of sanitary technology combined with its design expertise, Geberit is able to offer comprehensive solutions in the bathroom from a single source.

KEY FIGURES		2018	2019
<b>Net sales</b>	MCHF	<b>3,081</b>	<b>3,083</b>
<b>Operating cashflow (EBITDA)</b>	MCHF	<b>868</b>	<b>904</b>
Margin	%	28.2	29.3
<b>Operating profit (EBIT)</b>	MCHF	<b>744*</b>	<b>757</b>
Margin	%	24.2*	24.5
<b>Net income</b>	MCHF	<b>626*</b>	<b>647</b>
Margin	%	20.3*	21.0
<b>Earnings per share</b>	CHF	<b>17.21*</b>	<b>17.97</b>
<b>Free cashflow</b>	MCHF	<b>582</b>	<b>644</b>
Margin	%	18.9	20.9
<b>Capital expenditures</b>	MCHF	<b>162</b>	<b>167</b>
<b>R&amp;D expenditures</b>	MCHF	<b>78</b>	<b>77</b>
		<b>31.12.2018</b>	<b>31.12.2019</b>
<b>Equity ratio</b>	%	<b>49.8</b>	<b>51.0</b>
<b>Net debt</b>	MCHF	<b>555</b>	<b>409</b>
<b>Number of employees</b>		<b>11,630</b>	<b>11,619</b>
<b>Development relative environmental impact</b>	%	<b>-7.3</b>	<b>-6.9</b>

\* Adjusted for costs in connection with the acquisition and integration of Sanitec

# MANAGEMENT (AS OF 1 JANUARY 2020)

## GROUP EXECUTIVE BOARD



**Christian Buhl**  
Chief Executive Officer (CEO)



**Roland Iff**  
Finance (CFO)



**Karl Spachmann**  
Sales Europe



**Ronald van Triest**  
Sales International



**Martin Baumüller**  
Marketing & Brands



**Martin Ziegler**  
Operations



**Egon Renfordt-Sasse**  
Product Management  
& Innovation

## BOARD OF DIRECTORS

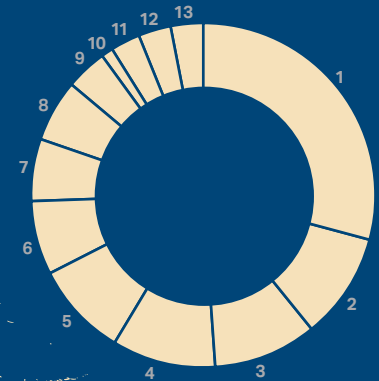
**Albert M. Bæhny**, Chairman  
**Felix R. Ehrat**  
**Bernadette Koch**  
**Hartmut Reuter**  
**Eunice Zehnder-Lai**

# GLOBAL PRESENCE

Geberit generates sales in around 120 countries and has employees in 50 countries. The Group operates 29 production plants, the majority of which are located in Europe.



NET SALES BY MARKETS/REGIONS 2019



- 1 Germany (30%)
- 2 Nordic Countries (10%)
- 3 Eastern Europe (10%)
- 4 Switzerland (9%)
- 5 Benelux (8%)
- 6 Italy (7%)
- 7 France (6%)
- 8 Austria (6%)
- 9 United Kingdom/Ireland (4%)
- 10 Iberian Peninsula (1%)
- 11 America (3%)
- 12 Far East/Pacific (3%)
- 13 Middle East/Africa (3%)

- Sales
- Production
- Sales and Production

## ADDED VALUE BY DESIGN

As a system provider, Geberit has a comprehensive product range consisting of the entire sanitary technology behind the wall – for example, concealed cisterns, installation elements and piping systems – as well as a wide range of products in front of the wall, such as bathroom series with their ceramic sanitary appliances and bathroom furniture. The products are used in new buildings as well as in renovation and modernisation projects.



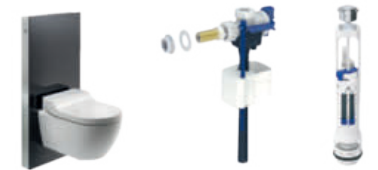
## PRODUCT AREAS AND PRODUCT LINES

### INSTALLATION AND FLUSHING SYSTEMS (37%)\*

#### Installation Systems



#### Cisterns & Mechanisms



### PIPING SYSTEMS (31%)\*

#### Building Drainage Systems



#### Supply Systems



### BATHROOM SYSTEMS (32%)\*

#### Bathroom Ceramics & Furniture



#### Showers & Bathtubs



#### Taps & Controls



#### Waste Fittings & Traps



#### Shower Toilets



\* In % of net sales 2019

# AN EYE ON **SUS- TAINABILITY**

At Geberit, sustainability has always enjoyed high priority, forming part of its identity. To this end, great importance is attached to finding a viable balance between ecology, economy and social responsibility.

Environmentally friendly, resource-saving and durable products and solutions for sustainable building, production processes in which water and energy consumption can be minimised and clean drinking water have been key issues for Geberit for many years. A focus is likewise placed on responsible training, social projects with apprentices and putting the company's social responsibility into practice in all matters related to water.

Sustainable activity pays off for everyone: for the environment, society, customers and partners as well as for the employees and shareholders.

**“For several decades, sustainability has been an integral part of Geberit’s culture. Our focus is on consistent implementation on an ongoing basis and with measurable results.”**

**Christian Buhl**  
CEO

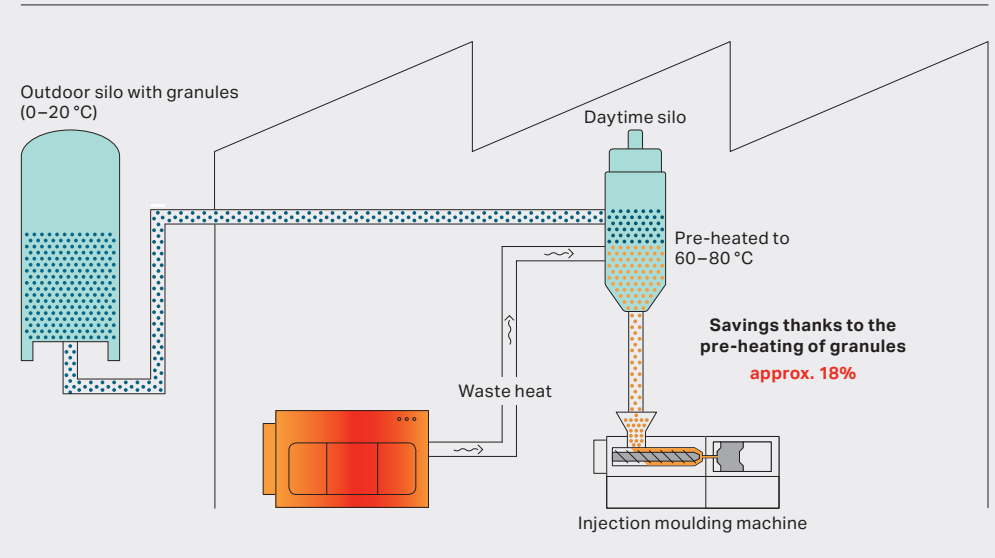
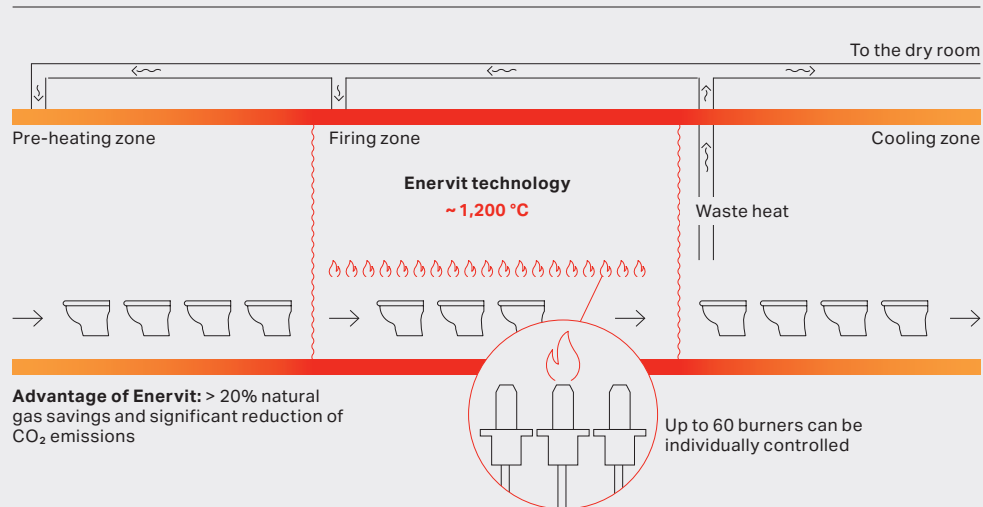
REDUCED CO<sub>2</sub> EMISSIONS

# OPTIMISED KILNS

The manufacture of ceramic sanitary appliances is one of the most energy-intensive processes at Geberit. In recent years, significant savings were made in this area thanks to the use of a new technology.

A total of eleven kilns have been fitted with the Enervit burner technology. By retrofitting the kilns, Geberit was able to achieve energy savings of more than 20% per plant, which in total corresponds to some 27,500 MWh of natural gas and 6,500 tonnes of CO<sub>2</sub> every year. Around 1,500 four-person households could be heated and supplied with hot water for one year using this energy.

This is how it works: the ceramic sanitary appliances are fired at around 1,200 °C. This process contributes to around two-thirds of the entire energy consumption in the ceramics plants. In order to optimise the energy consumption, the kilns were fitted with new burners that have a significantly higher level of efficiency. Moreover, part of the warm air that is channelled off during the cooling process is reused in the pre-heating zone and in the firing process in the centre of the kiln.



ENERGY SAVED

# INTELLIGENT USE OF WASTE HEAT

Injection moulding machines, tunnel kilns, block heating stations and compressors all generate heat at the production plants that often remains unused and is wasted. In contrast, Geberit recycles this “waste heat” and puts it to good use.

The principle is this: plastic granules used for manufacturing cisterns are stored in huge outdoor silos and are thus exposed to changing temperatures and moisture. As a result, the granules then have to be dried and pre-heated to around 60 °C before being processed in the injection moulding machine. Instead of tapping new energy sources here, the Geberit technicians and process engineers have developed a method for using the generated waste heat for drying and pre-heating the plastic granules.

At the production plant in Pfullendorf (DE) alone, it was possible to save 0.4 GWh of energy in 2019. This corresponds to the average electricity consumption of 65 households in the Western world.



FLASH VALVE

## A NEW LEASE OF LIFE FOR ABS

The new Geberit flush valve is made of 50% recycled material, namely ABS (acrylonitrile-butadiene-styrene) that has been recovered from electronic scrap. The ABS is ground, regranulated and then shaped into the desired form via injection moulding, just like new material. Only the anthracite grey colour of the plastic reveals its origin, meaning it cannot be used on visible products. However, this is not a problem when it comes to flush valves. There are absolutely no sacrifices in quality or functionality when using the recycled material – quite the opposite, in fact. The flush valve is the result of a development project in which – in addition to the use of recycled material – it was possible to achieve a 30% improvement in flush performance compared to its predecessor. As the following figures demonstrate, the savings in resources are substantial: 12% less plastic is required, with 80% less energy needed to produce the recycled material compared to new material.

ENERGY-RETAINING VALVE

## A TOP ENERGY-SAVING SOLUTION

Energy-saving building is virtually par for the course these days. Yet, the last piece of the puzzle when it comes to saving energy is the open ventilation for the discharge stack on the roof. The solution has now been found in the Geberit energy-retaining valve. It opens only when pressure compensation is required.

This means that up to 500 kWh can be saved per year in a multistorey building through the installation of an energy-retaining valve – which corresponds to around 50 litres of heating oil.



SUPERTUBE TECHNOLOGY

## IMPRESSIVE MATERIAL SAVINGS



A discharge pipe planned using Geberit SuperTube creates space and saves material in high-rise building. Discharge stacks that are installed with the two hydraulically optimised bends and the fitting featuring SuperTube technology enable smaller pipe dimensions to be used. At the same time, no ventilation pipes are required. This means narrower pipe shafts can be used. In one specific case involving a high-rise building it was possible to reduce the number of discharge stacks from an original four to two. This is equivalent to a roughly 40% reduction in raw materials.

AQUACLEAN SELA

## SUSTAINED EFFECT

A shower toilet requires an electric impulse and an additional quantity of water in order for the spray functionality to be triggered. Despite these additional water and energy requirements, Geberit AquaClean shower toilets have a favourable ecobalance. Taking into consideration the use of toilet paper, they perform identically to conventional toilets. The AquaClean Sela, for example, owes its good ecobalance to recent developments such as the WhirlSpray shower technology, the TurboFlush flush technology and the ability to operate the heating function only when it is required.





# GOOD DESIGN, HIGH FUNCTIONALITY

In 2019, Geberit invested CHF 77 million, or once again almost 3% of its net sales, in the development and improvement of processes, products and technologies. Part of these investments were for new products that will be launched in 2020. On the one hand, these are various bathroom product updates to the existing range. On the other, sanitary technology is being expanded with the addition of various components to simplify and accelerate work on the construction site.

## PLUVIA ROOF DRAINAGE

### ADDED STABILITY



The Geberit Pluvia roof drainage system is designed for use on large and extremely large roofs. The system is used all over the world – including in monsoon regions. Geberit Pluvia works according to the principle of negative pressure, meaning water is suctioned off the roof. Newly developed fastening elements ensure maximum stability for pipes installed underneath the roof, which are subjected to heavy loads.

- The fastening system relieves the building structure of the effects of thermally induced linear expansion of the pipes, making it ideal for lightweight roofs.
- The support set can also be retrofitted to existing Pluvia installations.



SIGMA ACTUATOR PLATES

### AS YOU LIKE IT

Actuator plates made from elegant materials make all the difference. For this reason, an enhanced range of high-quality materials is available for the Sigma50 (long, curved buttons) and the recently launched Sigma21 (round buttons).

- The metal colours red gold, brass and black chrome can be selected for the buttons and rings. All three are covered with a protective glass ceramic coating.
- The range of actuator materials has been widened with the addition of attractive models in concrete, slate and walnut.
- The Sigma50 and the Sigma21 can be combined with the DuoFresh module for odour extraction. This module additionally features an orientation light and an insert for in-cistern sticks.

CLEANLINE80 SHOWER CHANNEL

## A TOP-SELLER NOW EVEN BETTER



A new chapter is being written in the history of Geberit's successful shower channels. The addition of the premium-quality CleanLine80 model to the range constitutes an enhancement both in terms of design and technology.

- The collector profile of the channel features an integrated incline that additionally facilitates installation by the tiler. The familiar strengths of the CleanLine shower channels, such as the factory-fitted sealing foil and the comb insert, have been retained unchanged.
- The shower channel is available in stainless steel or the trendy metal colours champagne and black chrome. The surfaces are partly polished and partly brushed.
- The shower channel can be adjusted to the necessary length.

RENOVA, SELNOVA AND VARIFORM

## SERIES UPGRADES



Bathroom ceramics and furniture are continuously modified to meet customer and market needs and in the light of new technical possibilities. A recent example of this is the Renova and Selnova bathroom series, which are positioned in the medium- and lower-price segments, as well as the VariForm washbasin range.

- The Selnova bathroom series features more colours for the furniture range, an expanded range of rimless toilet bowls and space-saving compact washbasin and toilet models.
- The Renova bathroom series, a Geberit classic, has been supplemented with a round washbasin featuring an optimised shape.
- New washbasin cabinets are available for the VariForm washbasin ceramics. They match the lean design of the ceramics perfectly and offer numerous combination options.



## THE EXTENDED GEBERIT FAMILY

Production facilities in Germany, Austria and Switzerland regularly award contracts to institutions and workshops that provide work for disadvantaged people.



Stiftung Balm in Rapperswil-Jona (CH) or Werkstätte in the Southern German town of Pfullendorf (DE) give people with disabilities an opportunity of leading independent lives. Regular work is an important aspect as it gives their lives meaning. No matter whether it is simple assembly or packaging work or activities in the dispatch office, the employees are proud of the contribution that they make on behalf of Geberit.

**“The two weeks I spent on the social project were an enrichment in every respect and an experience I will never forget.”**

**Diogo Almeida**

Apprentice media and technology specialist, Geberit Rapperswil-Jona (CH)



## OPENING UP NEW WORLDS

Encouraging young people and opening their eyes to other cultures, languages and worlds through their work in a newly industrialised country is one of the goals of the Geberit social projects with its own apprentices which have been taking place since 2008.

Geberit supported two schools in Cambodia, Eastern Asia, in 2019. Around 1,500 school children and 50 teachers were provided with access to clean drinking water and hygienic sanitary installations. In November 2019, ten Geberit apprentices from three countries and a wide range of different professional areas were involved locally.

# STRENGTH LIES IN **TRANQUILLITY**

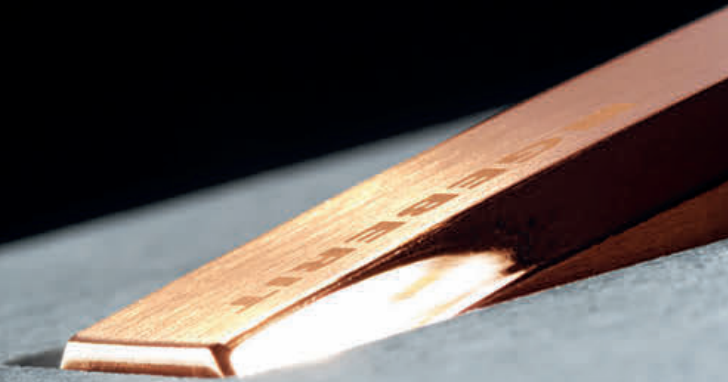
Ayla Oasis is a development project on the Gulf of Aqaba (Jordan) that will one day include hotel facilities, artificial lagoons and a marina. For the buildings attached to the golf course, which has already been opened, the renowned Oppenheim Architecture office selected a characteristic wave form giving the facility great charisma and calm.

In order to introduce the concrete-spraying method, which is largely unknown locally, the construction of two smaller toilet facilities – in which the Duofix installation system and the Sigma01 special brass actuator plate have been integrated – was overseen by Swiss experts for practice purposes. As a result, the larger academy building – which will take on the role of the clubhouse until the building is finished – was built in its entirety by the local workforce.



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