

HIGHLIGHTS OF THE FINANCIAL YEAR 2020

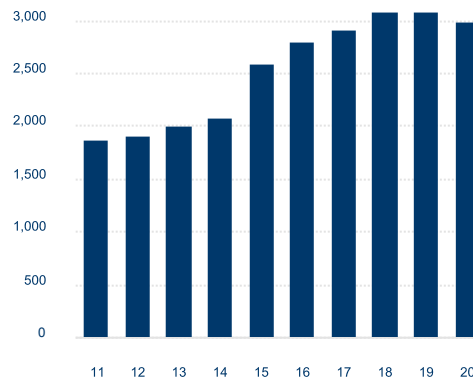
Net sales

+1.3%

Currency-adjusted net sales growth in 2020

Net sales development 2011–2020

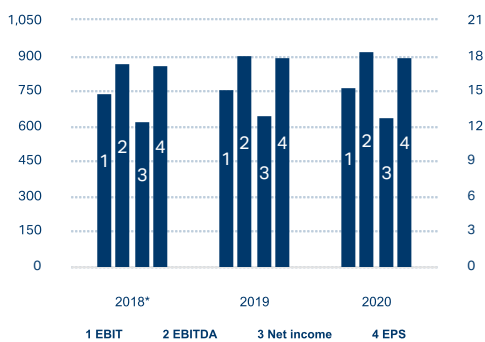
(in CHF million)



EBIT, EBITDA, Net income, Earnings per share (EPS) 2018–2020

(in CHF million)

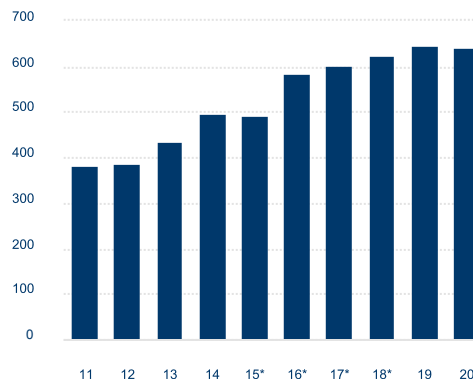
(EPS: in CHF)



* Adjusted for costs in connection with the Sanitec acquisition and integration (EBITDA 2018 not adjusted)

Net income development 2011–2020

(in CHF million)



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

Operating cashflow margin (EBITDA margin)

31.0%

+170 basis points higher than prior year

Free cashflow (in CHF)

717 million

+11.4% versus prior year

Earnings per share
(in CHF)

17.95

-0.1% versus prior year

Payout ratio

63.8%

The payout ratio is in the upper
range of the target corridor of
50 to 70%

Investments in property, plant
and equipment and intangible
assets
(in CHF)

150 million

-10.2% versus prior year

R&D expenditures
(in CHF)

75 million

2.5% of net sales

Currency effects in net sales
(in CHF)

**-136
million**

Currency effects in EBIT
(in CHF)

-43 million