

Performance Indicators

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Economic performance indicators

CHF million	2'021	2'020	2'019	2'018	2'017
Order intake	4'058	3'160	3'692	4'521	4'274
Orders on hand at year-end	814	514	563	623	773
Income statement					
Sales	3'722	3'184	3'720	4'572	4'150
EBITDA	412	299	374	529	491
Operating result (EBIT) before one-offs	278	185	281	382	352
One-offs		19	46		
Operating result (EBIT)	278	166	235	382	352
Net profit shareholders GF	214	116	173	281	252
Cash flow					
Cash flow from operating activities	288	342	318	397	410
Free cash flow before acquisitions/divestments	151	230	137	147	204
Free cash flow	110	224	132	-7	130
Balance sheet					
Assets	3'767	3'445	3'344	3'444	3'610
Liabilities	2'271	2'056	1'906	2'016	2'241
Equity	1'496	1'389	1'438	1'428	1'369
Net working capital	781	707	856	926	899
Invested capital (IC)	1'355	1'313	1'473	1'494	1'466
Net debt	54	117	232	238	183
Key figures					
Return on equity (ROE) %	13.8	7.9	12	19.9	20.1
Return on invested capital (ROIC) %	16.4	9.3	12.4	22.4	20.3
Return on sales before one-offs (EBIT margin before one-offs) %	7.5	5.8	7.6	8.4	8.5
Return on sales (EBIT margin) %	7.5	5.2	6.3	8.4	8.5
Asset turnover	2.8	2.3	2.5	3.1	3
Cash flow from operating activities in % of sales	7.7	10.7	8.5	8.7	9.9
Research and development					
Investments into research and development	113	112	127	127	112
Employees					
Employees at year-end	15'111	14'118	14'678	15'027	15'835
Europe	7'941	7'792	8'373	8'721	9'658
Asia	3'814	3'604	3'545	3'725	3'807
Americas	2'554	1'938	1'922	1'740	1'503
Rest of world	802	784	838	841	867

Environmental performance indicators

Environmental performance indicators ¹	Unit	2021	2020	2019	2018	2017
Energy						
Gross energy consumption	1'000 GJ	3'632	2'268	3'565	6'823	6'941
Electricity	1'000 GJ	2'342	2'087	2'427	3'249	3'296
Natural gas, biogas, fuel oil	1'000 GJ	1'066	765 ²	949	1'363	1'247
Coke	1'000 GJ	98	93	101	2'092	2'265
Fuel use (for internal transportation)	1'000 GJ	104	53	65	97	110
Other energy sources	1'000 GJ	22	34	22	22	23
Energy sold	1'000 GJ	-8	-8	-1	-82	-103
Net energy consumption	1'000 GJ	3'624	2'259	3'564	6'742	6'838
Renewable energy (incl. green electricity)	%	24	17	15	9	10
Energy intensity (net energy consumption per sales)	1'000 GJ / CHF million	0.97	0.71	0.96	1.47	1.65
GHG emissions (in CO₂e)						
Total CO ₂ e emissions ("market based" approach)	1'000 tonnes CO ₂ e	1'975	1'592	1'873	630	668
Scope 1 (Direct emissions: fuel-related energy consumption) ²	1'000 tonnes CO ₂ e	84 ⁸	68	77	312	325
Scope 2 market-based (Indirect emissions: electricity and district heating) ³	1'000 tonnes CO ₂ e	189 ⁸	216	263	312	337
Scope 2 location-based (Indirect emissions: electricity and district heating) ⁴	1'000 tonnes CO ₂ e	293 ⁸	297	333	411	468
Scope 3 (Indirect emissions) ⁵	1'000 tonnes CO ₂ e	1'702	1'308	1'533	6	7
Category 1: Purchased goods and services	1'000 tonnes CO ₂ e	1'176 ⁸	858	1'003		
Category 3: Fuel and energy-related services	1'000 tonnes CO ₂ e	55	47	55		
Category 4: Upstream transportation and distribution	1'000 tonnes CO ₂ e	43	36	43		
Category 5: Waste generated in operations	1'000 tonnes CO ₂ e	0	0	0		
Category 6: Business travel	1'000 tonnes CO ₂ e	2	2	7	6	7
Category 7: Employee commuting	1'000 tonnes CO ₂ e	17	15	17		
Category 9: Downstream transportation and distribution	1'000 tonnes CO ₂ e	32	28	32		
Category 10: Processing of sold products	1'000 tonnes CO ₂ e	16	13	16		
Category 11: Use of sold products	1'000 tonnes CO ₂ e	349 ⁸	298	348		
Category 12: End of life treatment of sold-products	1'000 tonnes CO ₂ e	12	10	12		
Sustainability Targets 2025: Scope 1 + 2 emission reduction (status at year-end)	1'000 tonnes CO ₂ e	273	284	330		
Sustainability Targets 2025: Scope 3 emission reduction (status at year-end) ⁷	1'000 tonnes CO ₂ e	1'702	1'308	1'533		
Air emissions						
Nitrogen oxides (NO _x)	1'000 tonnes	0.02	0.01	0.01	0.05	0.04
Sulfur oxides (SO _x)	1'000 tonnes	0.01	0.00	0.01	0.01	0.01
Volatile organic compounds (VOCs)	1'000 tonnes	0.05	0.05	0.05	0.06	0.05
Particulate matter	1'000 tonnes	0.004	0.002	0.001	0.005	0.001

Water and wastewater						
Total water consumption	1'000 m ³	2'304	2'013	2'417	2'759	2'966
City water from public supply	1'000 m ³	696	648	702	697	662
Ground and rain water	1'000 m ³	1'608	1'365	1'715	2'062	2'304
Water consumption of GF sites located in water stressed areas	1'000 m ³	457 ⁸				
Wastewater volume	1'000 m ³	1'803	1'772	1'961	1'961	2'098
Wastewater to sewage systems	1'000 m ³	593	674	750	814	944
Wastewater returned to nature, unpolluted	1'000 m ³	1'211	1'098	1'211	1'147	1'153
Sustainability Targets 2025: Water intensity index (status at year-end)		102	100			
Sustainability Targets 2025: Target line water intensity index ⁹ (water consumption per production volume ¹⁰)		96	100			
Waste and recycling						
Total waste	1'000 tonnes	103 ⁸	83	99	306	326
Non hazardous waste		83	73	91	286	307
Normal waste, recycling	1'000 tonnes	58	53	67	245	263
Normal waste, landfill or incineration	1'000 tonnes	25	20	24	41 ²	44
Hazardous waste	1'000 tonnes	20 ⁸	10	8	20	18
Hazardous waste, recycling	1'000 tonnes	15	5 ²	3	16	16
Hazardous waste, storage or incineration	1'000 tonnes	5	5 ²	5	4 ²	2
Recycled waste as % of total waste	%	70	71	71	85	86
Sustainability Targets 2025: Unrecycled waste intensity index (status at year-end)		91	100			
Sustainability Targets 2025: Target line unrecycled waste intensity index ⁹ (non-recycled waste per production volume ¹⁰)		96	100			
Recycled input material						
GF Piping Systems recycled input material ¹¹	1'000 tonnes	9				
Supplier sustainability assessment						
Key suppliers spend assessed with sustainability assessments ¹¹	% of total purchase volume	34 ⁸				
Monetary values						
Expenditure for environmental protection	CHF million	8	10	5	18	18
Energy costs	CHF million	81	65	72	130	128
Water and wastewater costs	CHF million	2.5	2.0	2.5	3.5	3.0
Waste disposal costs (-) and recycling credits (+)	CHF million	-1	1	3	9	8

1 The environmental performance indicators include all GF production companies.

2 Restatement of 2020 natural gas consumption as site that was recently acquired improved the management of environmental figures. In addition, waste data from 2018 - 2020 are restated as a site received a more comprehensive waste manifesto from the disposal company. These corrections exceeded the five percent threshold level, therefore triggering a restatement.

3 Market-based emissions refer to specific emission factors, e.g. from local utility provider and they account for market instruments such as guarantees of origin that might be purchased in order to reduce Scope 2 market-based emissions.

4 Location-based emissions refer to the average emission factors of the area where the electricity consumption takes place, e.g. average emission factor of one country.

5 In 2021, GF conducted a comprehensive Scope 3 analysis for the year 2019 whereas the 2020 figures were calculated based on revenue developments. As a result, all Scope 3 emissions for 2019 to 2021 is disclosed, providing a comprehensive assessment of total CO2e emissions. Five scope 3 categories are excluded as it was determined irrelevant to GF. The categories are capital goods, leased assets (both upstream and downstream), franchises, and investments.

- 6 GF's strategy period of 2025 covers a five-year cycle (2021 - 2025). The 21% reduction follows a reduction of a minimum 4.2% p.a. according to latest climate science to keep global warming to 1.5°C. The reduction target submitted to the SBTi follows the technical requirement of the SBTi and as a result cover more than 5 years, but maintains the minimum 4.2% absolute reduction pathway.
- 7 GF's scope 3 target focuses on Category 1 and 11, as those categories account for around 90% of total scope 3 emissions.
- 8 2021 PwC assured. The 2021 PwC assurance process was slightly adapted according to the KPIs of the Sustainability Framework 2025. Further details on the previous year assurance processes are available in the Sustainability Report 2020, by clicking on the following link: <https://sustainability-report.georgfischer.com/20/en/environmental-performance-indicators/>
- 9 The target line is calculated linearly based on the standardized baseline consumption (=100) and according to the defined target.
- 10 The production volume is defined based on the specificities of the businesses of the individual divisions: as "produced tonnes" for GF Piping Systems, as "gross value added" (it includes all operating income subtracting the costs of materials and products, changes in inventory, and operating expenses) for GF Casting Solutions and as "hours worked" for GF Machining Solutions.
- 11 According to the targets of the Sustainability Framework 2025 the key figures were extended and the data collection started in 2021 for the first time. As a result no previous year data is available.

+ GRI 201-1 | GRI 301-1 | GRI 302-1 | GRI 302-3 | GRI 302-4 | GRI 303-3 | GRI 303-4 | GRI 303-5 | GRI 305-1 | GRI 3

Social performance indicators

Social performance indicators ¹	Unit	2021	2020	2019	2018	2017
Employees						
Number of employees	Headcount	15'111	14'118	14'678	15'027	15'835
	FTE ²	14'532	13'562	14'073	14'413	15'163
Employees younger than 30	% of headcount	16	15	17	19	19
Employees between 30 - 50	% of headcount	58	59	57	54	53
Employees older than 50	% of headcount	26	26	26	27	28
Female employees						
Female employees	Headcount	2'952	2'812	2'958	2'512	2'347
	FTE	2'817	2'764	2'851	2'397	2'213
	% of headcount	19.5	19.9	20.2	16.7	14.8
Women on the Board of Directors	Number	2	2	2	2	2
	%	28.6	25.0	22.2	22.2	22.2
Women on the Executive Committee	Number	0	0	0	0	0
Women in management positions ³	FTE	114	97	100	88	90
	% of total management positions	15.8	15.8	16.4	14.8	14.2
Newly appointed managers						
Newly appointed male managers ⁴	Headcount	74				
Newly appointed female managers ⁴	Headcount	31				
	% of new appointments	30				
Part-time employees						
Part-time employees	Headcount	405	396	400	457	373
	%	2.7	2.8	2.7	3.0	2.4
Female part-time employees	Headcount	264	261			
	% of part-time employees	65	66			
Student interns	Headcount	98	104	133	174	145
Apprentices	Headcount	363	387	446	469	525
Employees with disabilities						
Employees with disabilities	Headcount	115	114	129	280	298
	%	0.8	0.8	0.9	1.9	1.9
Total new hires						
Total new hires	Headcount	2'842				
New hires, male	Headcount	2'279				
New hires, female	Headcount	563				
New hires of employees younger than 30 ⁴	Headcount	1'055				
New hires of employees between 30 - 50 ⁴	Headcount	1'438				
New hires of employees older than 50 ⁴	Headcount	349				
Total departures						
Total departures ⁵	Headcount	2'038	2'019	2'162	1'796	1'603
Departures, male ⁴	Headcount	1'610				
Departures, female ⁴	Headcount	428				
Departures of employees under 30 years ⁴	Headcount	553				

Departures of employees between 30 - 50 years ⁴	Headcount	1'113				
Departures of employees over 50 years ⁴	Headcount	373				
Total employee fluctuation ⁵	%	14.6	14.6	15.8	11.9	11.3
Employee surveys ⁶	Number of employees surveyed	5'431	3'289	5'448	6'341	6'987
Investigated incidents of discrimination	Number	0	2	1	3	1
Employees under collective bargaining agreement	Headcount	8'509	8'178			
	%	56	58			
Training and professional development						
Training and professional development	Number of GF employees with training (headcount)	10'209	9'394	10'517	11'558	12'192
	%	67.6	66.5	71.7	76.9	77.0
Training days	Days worked	22'975	18'860	30'527	36'974	38'822
	Days per employee	1.5	1.3	2.1	2.5	2.5
Health and safety						
Fatalities, work-related	Number	0 ⁷	0	0	0	0
Work-related accidents involving injury of GF employees	Number	260	180	282	425	407
Work-related accidents involving injury of leased personnel	Number	41	22	56	133	145
Work-related accidents involving injury of other third parties	Number	42	4	7	10	14
Sustainability Targets 2025: Lost time injury frequency rate (LTIFR)	per 1'000'000 hours worked	10.2 ⁷	9.2			
Sustainability Targets 2025: Target line lost time injury frequency rate (LTIFR) ⁸	per 1'000'000 hours worked	8.7	9.2			
Absence days due to work-related accidents or illness	Days worked	4'943	3'593	6'605	8'675	6'750
Absence rate due to work-related accidents or illness	% of total days worked	0.1	0.1	0.2	0.2	0.2
Total absence days	Days worked	121'114	113'478	127'228	148'361	139'407
Community						
Order volume from workshops employing disabled people	CHF million	2.5	2.5	2.6	2.9	2.4
Charitable donations	CHF million	2.5	2.9	3.5	4.0	4.5

1 The social performance indicators include all GF companies with ten or more employees.

2 FTE stands for Full Time Equivalents.

3 Management positions are defined as members of the management board of each business entity or managers who report to a managing director.

4 In 2021, the scope of social data reporting was extended and the collection of several figures started in 2021 for the first time. As a result no previous year data is available.

5 The definition of departures was slightly amended in 2021 and does not include internal transfers, and natural departures, e.g. retirements as of 2021 reporting period. In previous reporting periods, those departures are still included.

6 The figure represents the number of employees who were requested to participate in the survey.

7 2021 PwC assured. The 2021 PwC assurance process was slightly adapted according to the KPIs of the Sustainability Framework 2025. Further details on the previous year assurance process are available in the Sustainability Report 2020, by clicking on the following link: <https://sustainability-report.georgfischer.com/20/en/social-performance-indicators/>

8 The target line is calculated linearly based on the baseline data and according to the defined target.

+ GRI 102-8 | GRI 102-41 | GRI 401-1 | GRI 403-9 | GRI 404-1 | GRI 405-1 | GRI 406-1