

Zurich, 5 November 2026

The new GF – a global market leader in Flow Solutions

Andreas Müller, CEO

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Transformation to a Flow Solutions pure-play near completion

+GF+



Divested



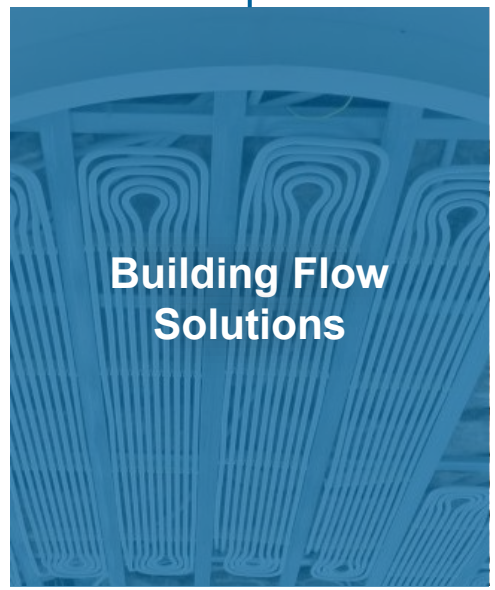
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Announced[1]



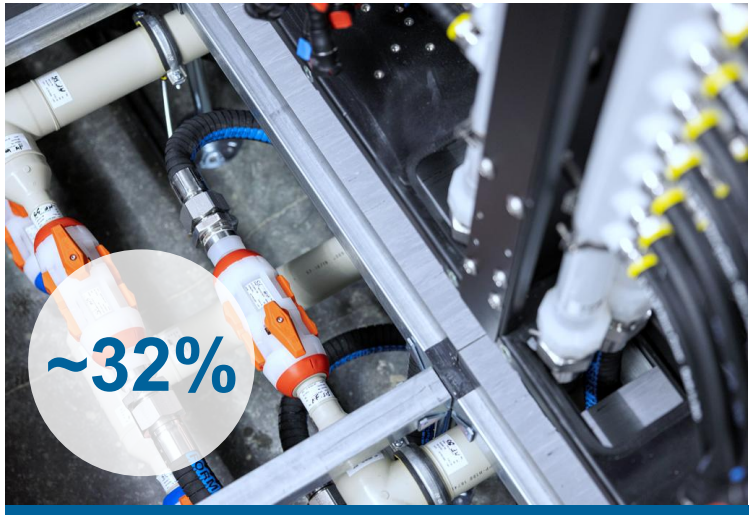




[1] Closing expected towards year-end 2026 subject to customary closing conditions

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Three business areas addressing diverse end-markets



Industry

Mission-critical fluid handling solutions for a range of end-markets, including semi-conductors, chemicals, food & beverages, life sciences and datacenters



Infrastructure

Seamless solutions for water infrastructure, including stormwater management, potable water, wastewater and gas distribution



Buildings

Reliable and efficient systems for distribution of water and heating and cooling for the residential and commercial markets

% 2025 GF Flow Solutions sales

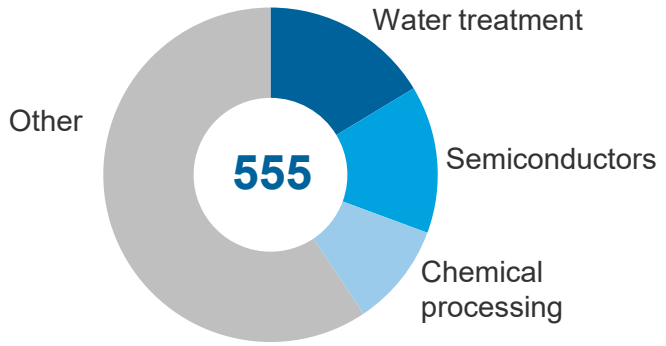
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Industry Flow Solutions in brief

(CHF million)

Industry

Sales breakdown[1] – H1 2026



Key customers:

PALL Pall Corporation · VEOLIA · tsmc · Micron · intel · PUB · LG U+ · kt cloud · NTT · VERTIV.

Segments


Water Treatment


Semiconductors


Chemical Process


Life Sciences

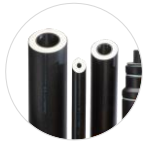

Marine


Energy


Data Center


Food and Beverage


PVDF pipes


Pre-insulated pipes


PP pipes


PVC pipes


Valves


Actuators


Measurement & control

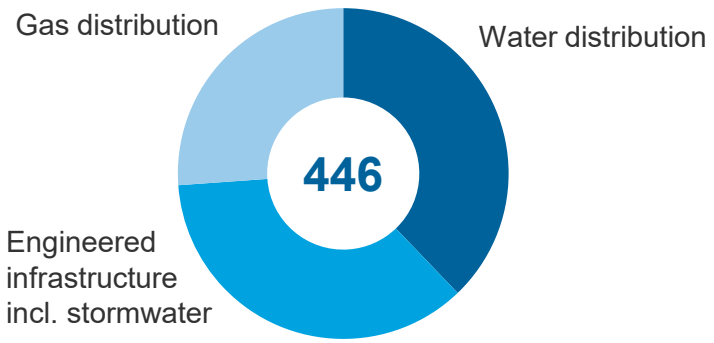
[1] Sales breakdown is indicative

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Infrastructure Flow Solutions in brief

(CHF million)
Infrastructure

Sales breakdown[1] – H1 2026



Key customers:

VEOLIA, Naturgy, China Resources Better Life Together, sabesp, ahlsell, DAHL, SUEZ, onninen

Segments



Water Distribution



Gas Distribution



Engineered Infrastructure Solutions



Waste & Storm water management



Repair systems



Fittings



Jointing solutions



Gasmeters and pipes



Water control valves



Stormwater tanks & chambers

[1] Sales breakdown is indicative

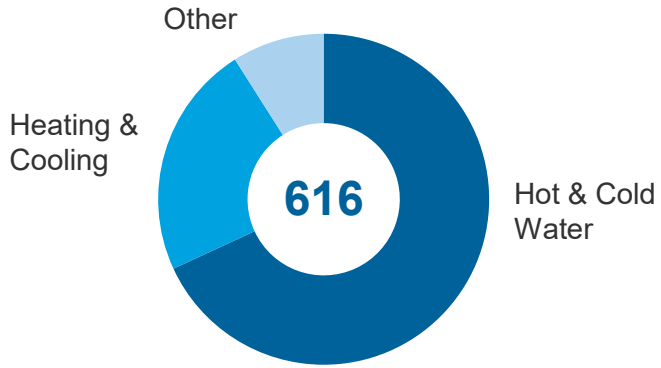
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Building Flow Solutions in brief

(CHF million)

Buildings

Sales breakdown[1] – H1 2026



Key customers:

ahlsell, Winsupply, FERGUSON, GC GRUPPE, SAINT-GOBAIN, DAHL, onninen, Debrunner Acifer, WOLSELEY

Segments



Hot & Cold Water Supply and Controls


Connections

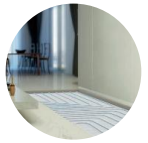

Piping


Valves


Digital Valves



Heating & Cooling Solutions


Radiant Heating & Cooling


Installation Systems


Controls & Digital Services


Energy Distribution

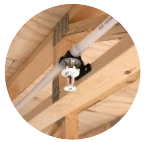


Wastewater Systems and Special Applications


Drainage


Air Admittance Valves


Malleable Cast Iron


Fire Suppression

[1] Sales breakdown is indicative

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Strong focus on new growth opportunities underpinned by global mega-trends



Data center

- Capitalize on demand for liquid cooling
- Convert PoCs to full-scale projects



HVDC

- Uniquely positioned in liquid cooling for converter stations
- Expand portfolio and capture new customers



Semiconductors

- Invest in innovation to set new purity standards
- Drive project pipeline and new customer wins



Indoor climate

- Capture consumers and installers through DIY entry in selected markets
- Cooling as accelerator



Urban infrastructure

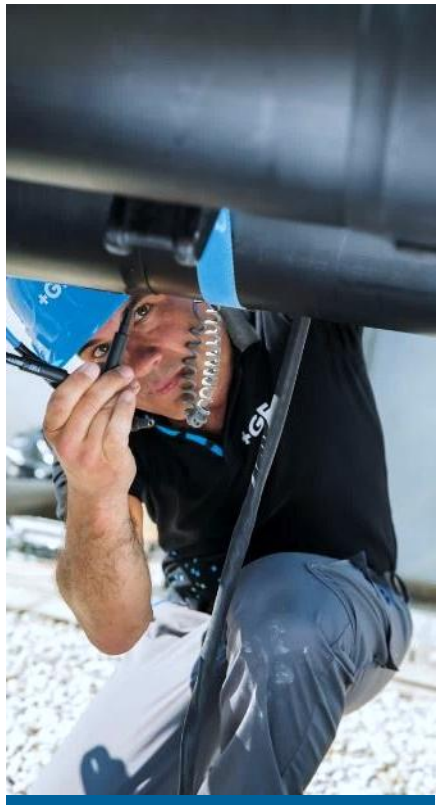
- One-stop solution provider for pressure regulating chambers
- First customer orders executed

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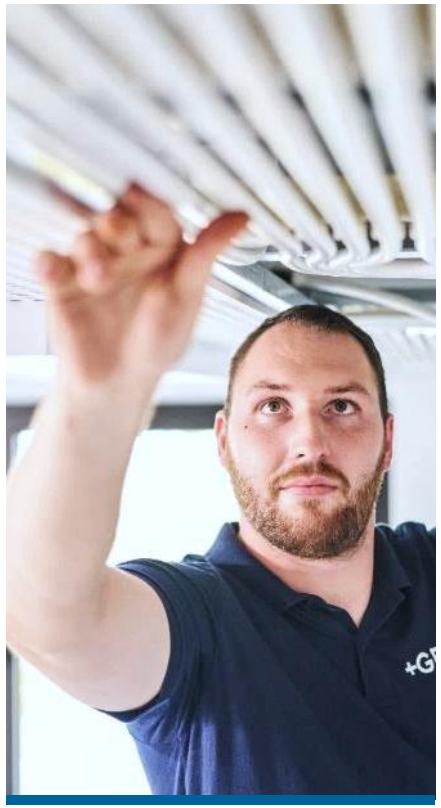
A premium, service and solution-led unique offering



Superior product performance



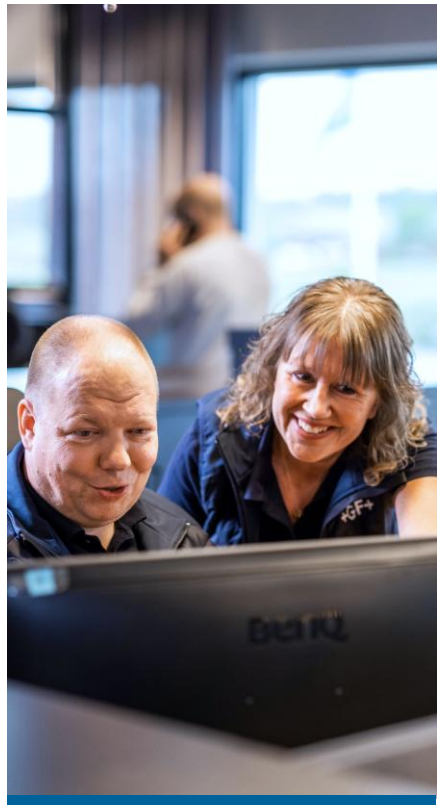
Leakage free solutions



Easy installation and low maintenance



Value solutions & services



Easy to work with

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Strategy 2030 targets to drive profitable growth

Net sales	EBITDA margin	FCF / EBITDA conversion	Return on invested capital
CHF billion			
4.2 – 4.5	**16 – 18%**	**> 50%**	**21 – 26%**
incl. 0.5 – 0.6 bn acquisitions **Organic growth CAGR 4-6%**	EBIT margin: 13 – 15%		

Strategy 2030+
Excellence in Execution

- **Maximize the core business**
- **Grow with new opportunities**
- **Lead with innovative solutions**
- **Foster a "One GF" performance culture**

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Key H1 2026 figures at a glance

(CHF)

GF's Flow Solutions business in H1 2026

Order intake

1.7 billion

Net sales

1.6 billion

Sales growth

+5.7 %

organic

EBITDA margin

13.4 %

comparable

IIFS EBITDA margin

14.4 %

comparable

BFS EBITDA margin

12.6 %

comparable

EBIT margin

10.0 %

comparable

IIFS EBIT margin

11.3 %

comparable

BFS EBIT margin

9.3 %

comparable

Sales with social or environmental benefits

77 % of net sales

H1 2025: 76%

Scope 1 and 2 emissions

40 kt CO_2e

H1 2025: 42

Accident rate (LTIFR)

2.5 per million hours worked

H1 2025: 4.0

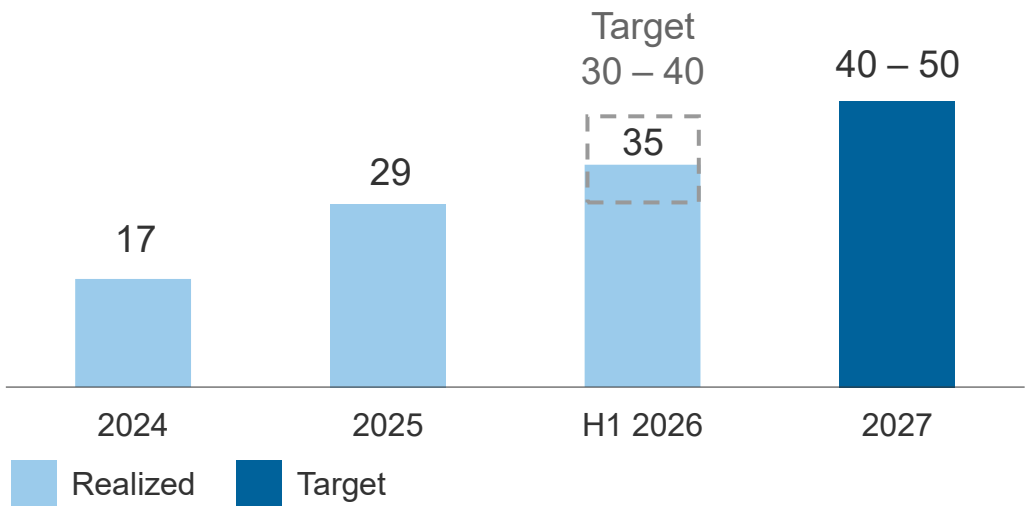
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Ongoing value creation and efficiency programs to drive profitability

(CHF million)

Uponor Value Creation program

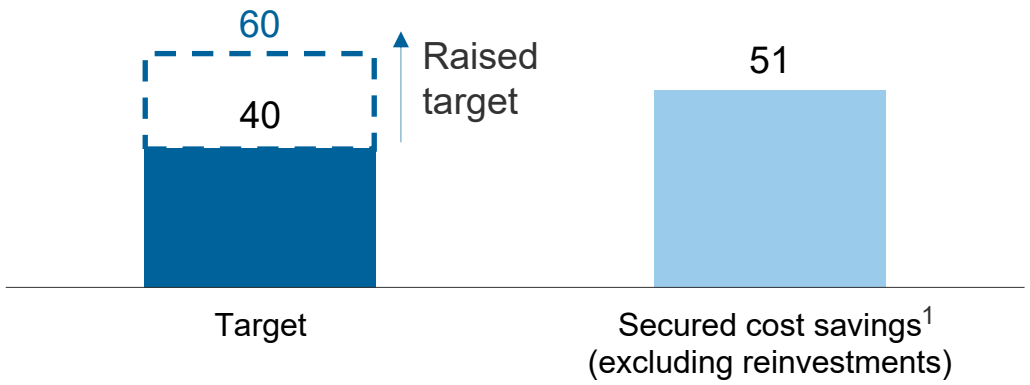
(Annual run-rate synergies)



- Launched in 2023 post-acquisition of Uponor
- Cost synergies driven by procurement, footprint and organization
- Current focus on commercial synergies

Fit for Growth program

(Secured cost savings[1] for full year 2026 by 30 June)

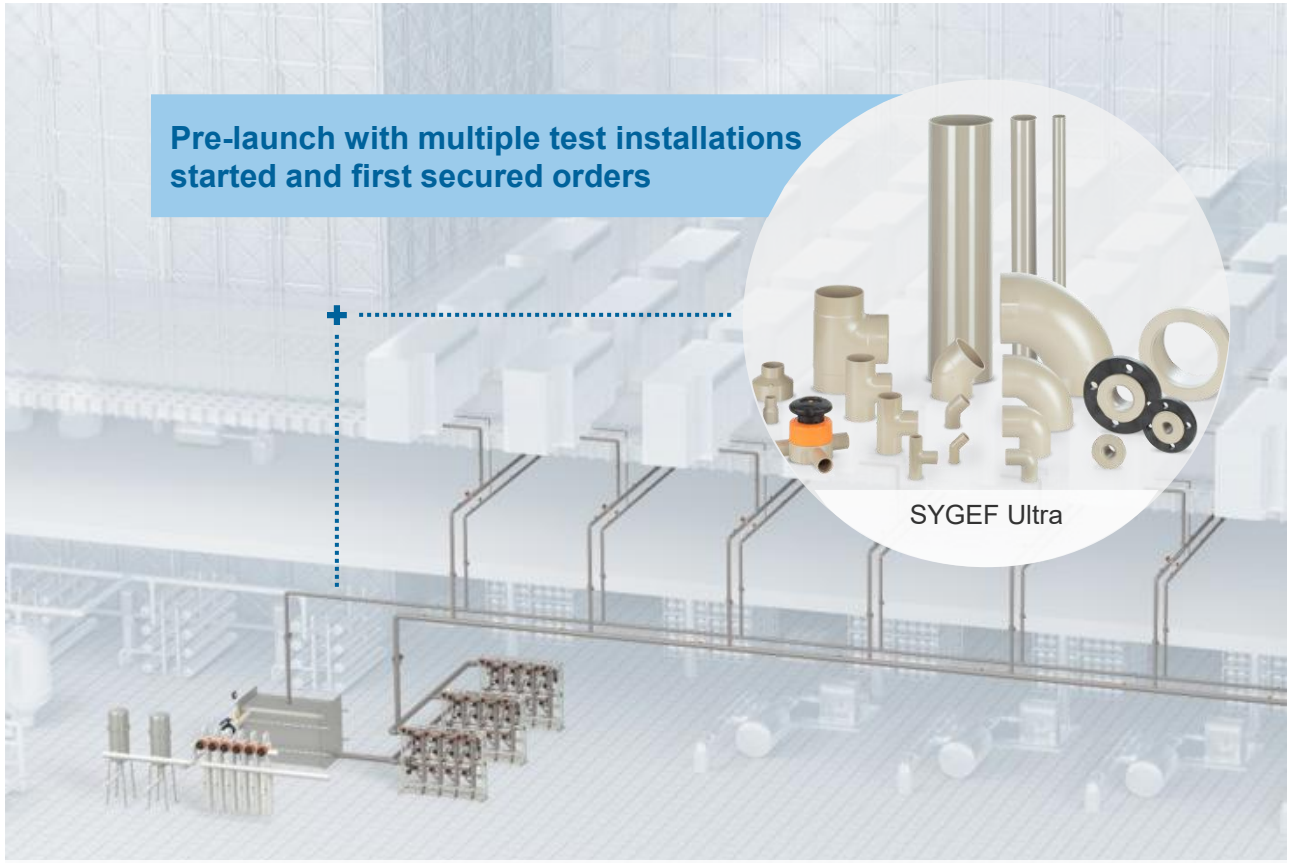


- Launched Q4 2025 to drive effectiveness and efficiencies
- Reinvestments in strategic areas, ‘pull’ initiatives and digitalization
- Measures implemented in BFS Europe to reduce complexity

[1] Includes H1 2026 opex savings and full year 2026 savings from realized FTE initiatives

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Reinvestment in strategic focus areas – compelling ultrapure systems for semiconductor industry



UPW application in a semiconductor fab

Industry needs: Advanced Ultrapure Water transport systems for the next generation of semiconductors

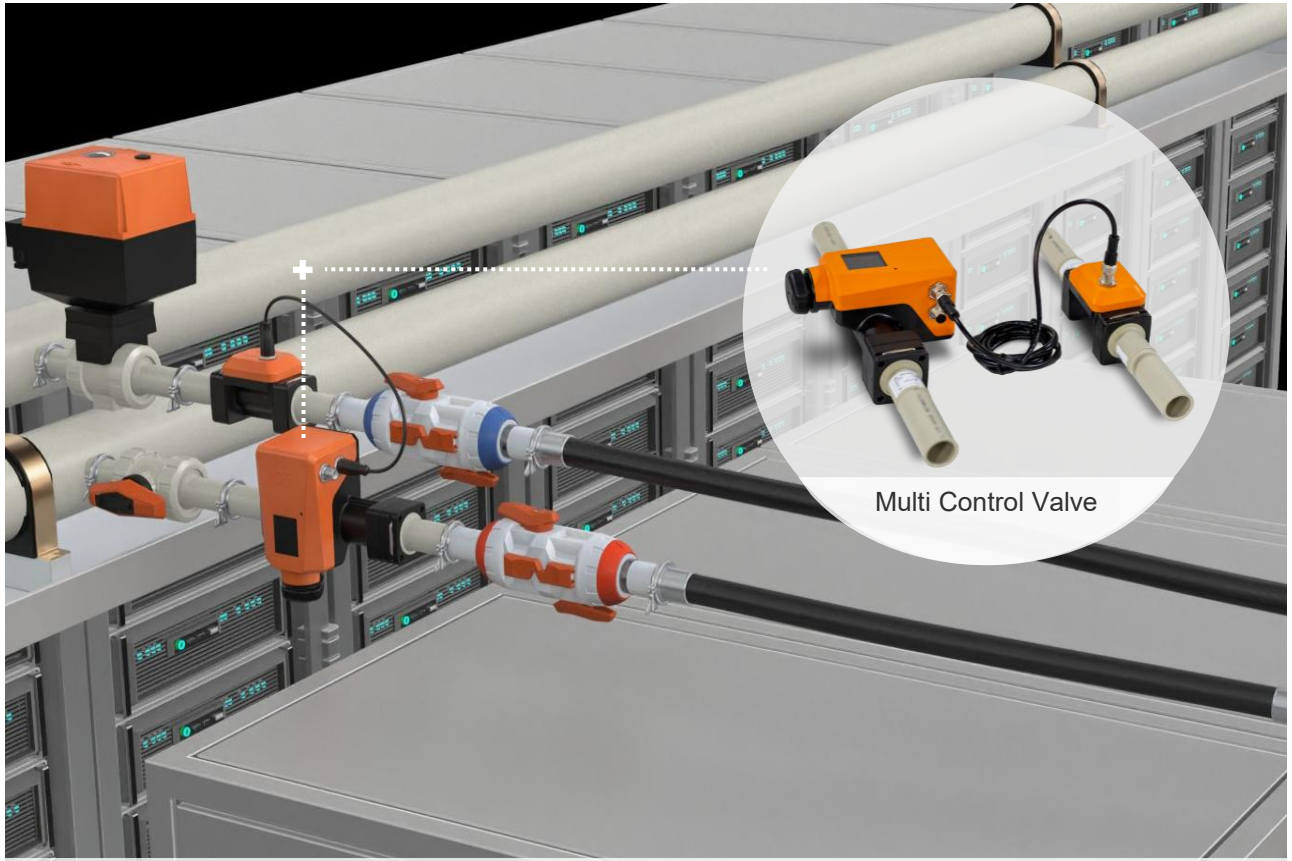
GF solution: SYGEF Ultra system
Highest purity levels, exceeding industry standards

~80 % **Faster rinse-down** during installation

~70 % **Less thermal expansion** resulting in about 20% less components

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Reinvestment in strategic focus areas – cooling data centers with smarter flow control



Data center cooling installation with Multi Control Valve

Industry needs: Reliable thermal performance and efficient long-term operation

GF solution: Multi Control Valve
Cohesive system with five integrated sensors for flow, temperature, energy and pressure

+ 7 x **Faster reaction times**
optimized ceramic disc technology

- 20 % **Reduced energy consumption**

- 50 % **More compact**
simplifying installation

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Connection from heat pump to building with the best thermal performance on the market

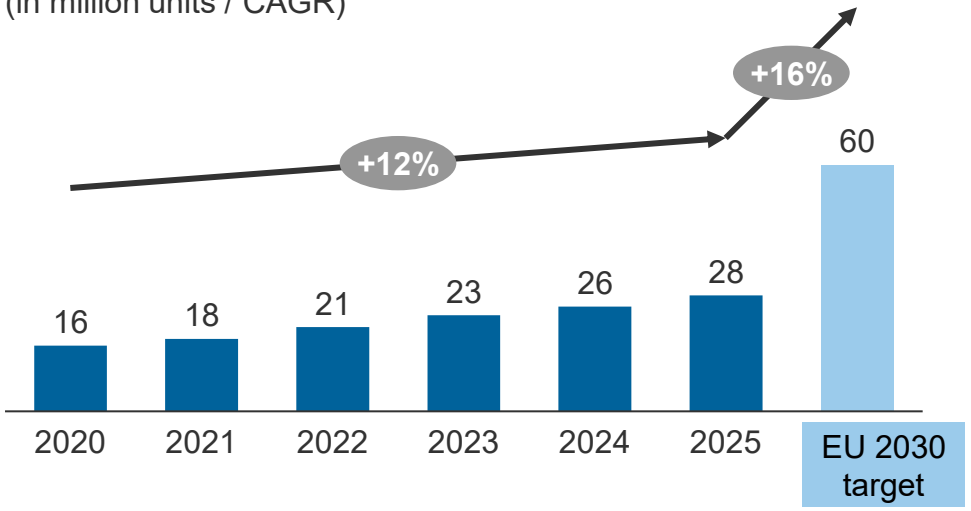


Ecoflex VIP 2.0 - heat pump application

Ecoflex VIP 2.0

- Best-in-class insulation
- Less outer pipe diameter and heat loss
- Superior flexibility and time savings

Installed stock of heat pumps in Europe
(in million units / CAGR)



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+ Thank you for your attention!

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