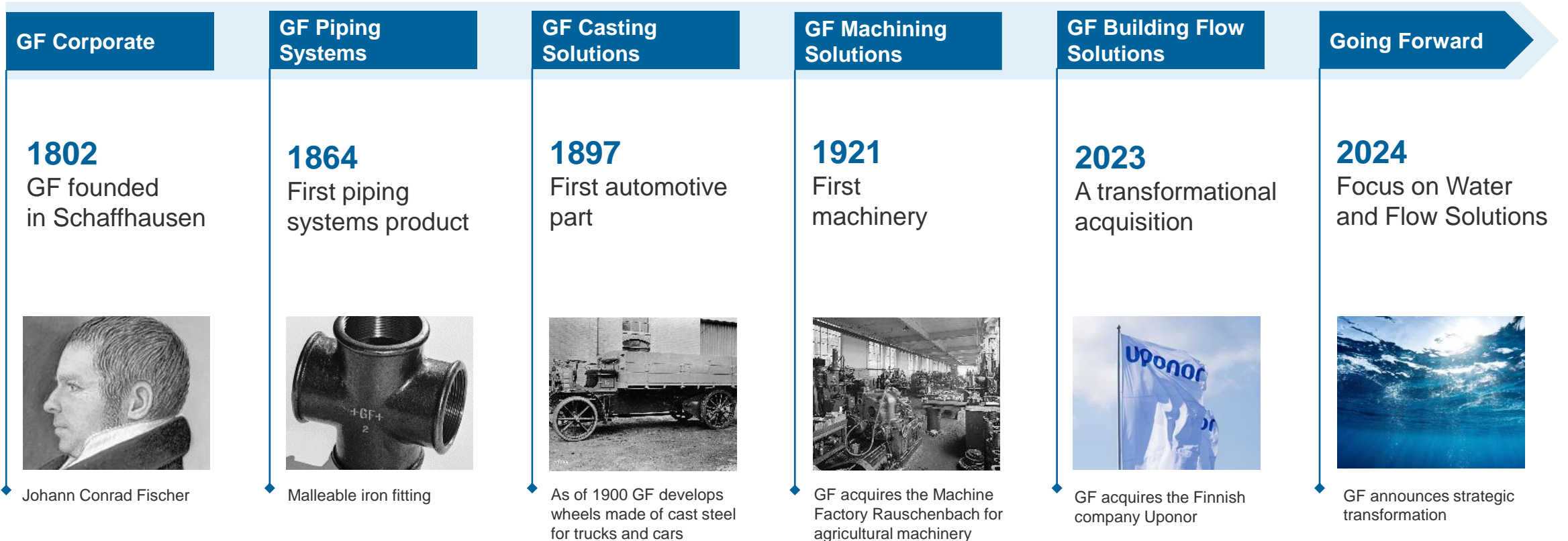


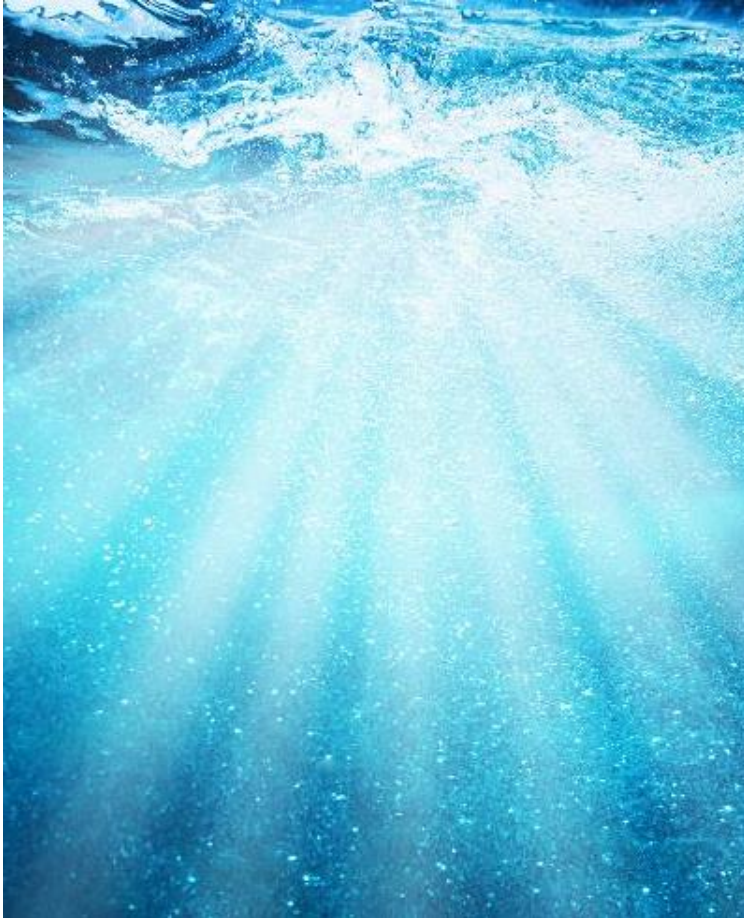
Zurich, 06 November 2024

Investor presentation

For 222 years we have pioneered industrial technology...



...now, GF takes the next step in becoming the leader in Water and Flow Solutions



Divestment of GF Machining Solutions to UNITED GRINDING Group; strategic options for GF Casting Solutions are evaluated



Next phase in the transformation of GF to focus on sustainable Water and Flow Solutions



Divestment and subsequent deleveraging facilitates value-generating investments in Water and Flow Solutions



Accelerating profitable growth and increasing long-term resilience

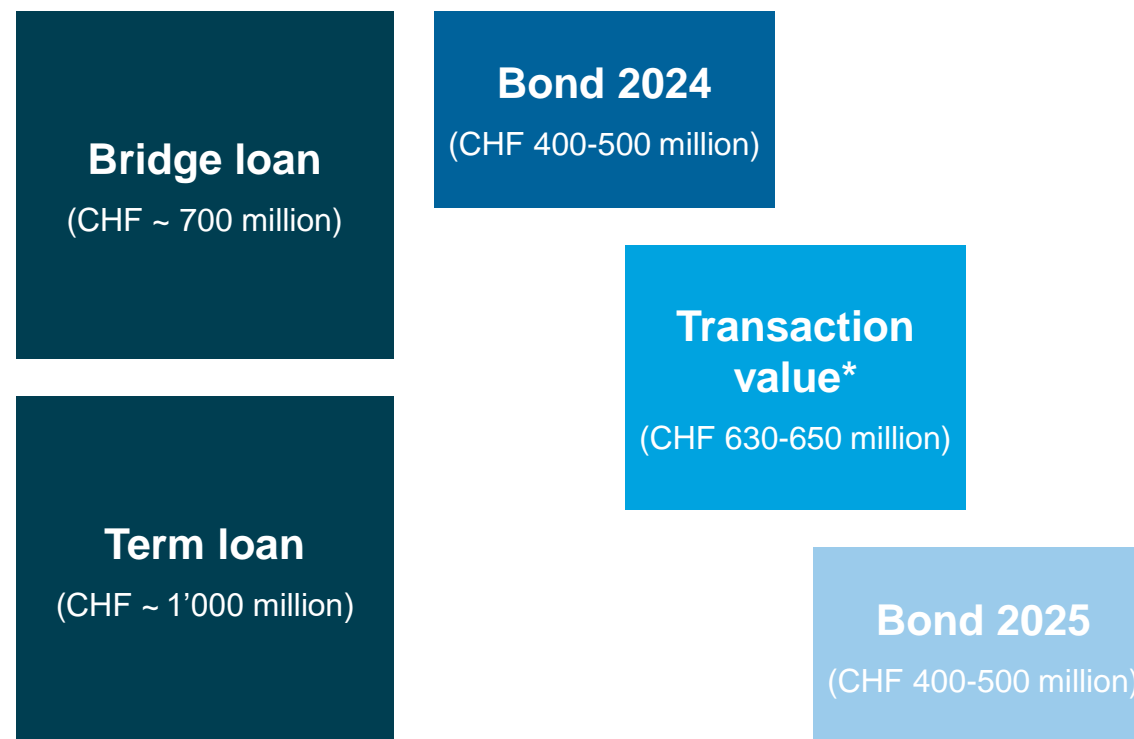
Transaction implications on balance sheet and leverage

Financing

- Transaction value of CHF 630-650 million, finalization subject to closing of the transaction
- Consolidated gain at the level of net income
- Substantial reduction of net debt and leverage
- Subsequent issuance of corporate bonds to replace transaction financing and reduce interest expenses

Financial reporting

- GF Machining Solutions will be disclosed as “discontinued business” for the financial years 2024 / 2025

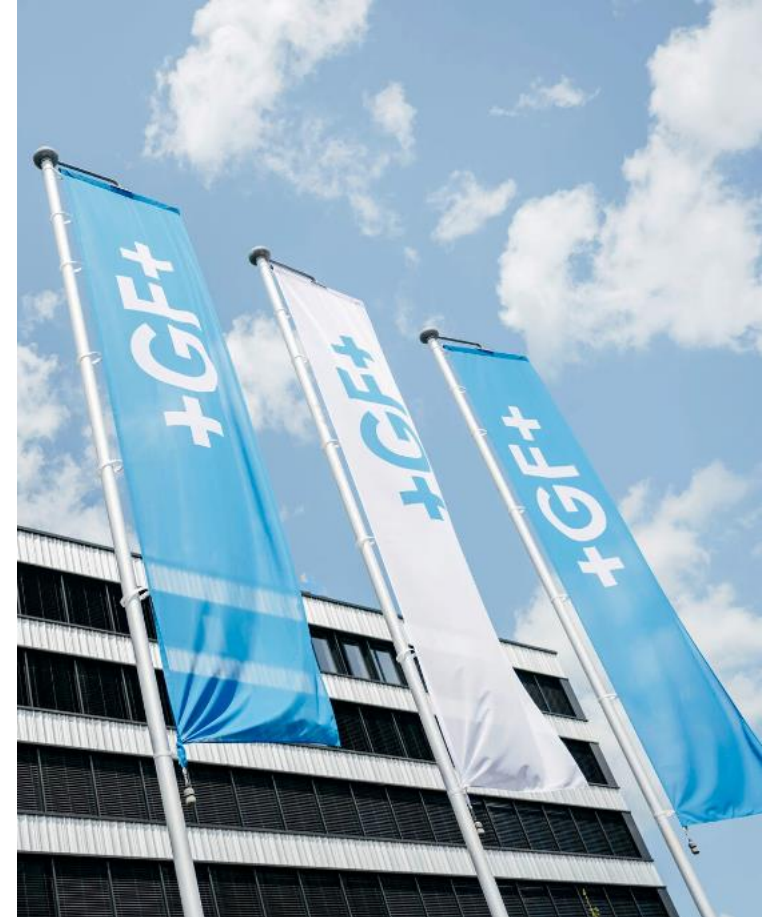


▶ Interest expenses to decrease by CHF 20-25 million p.a.

*excl. transaction of Biel real estate

Update on guidance: 2024 a transformational year – GF with resilient performance

- Increasing headwinds in the European automotive industry
 - Delays in large industrial projects worldwide
 - Continuously subdued European construction market
 - Portfolio adjustment in full swing
- ▶ **GF expects a resilient performance with flat organic sales and a comparable EBIT margin around 9%**





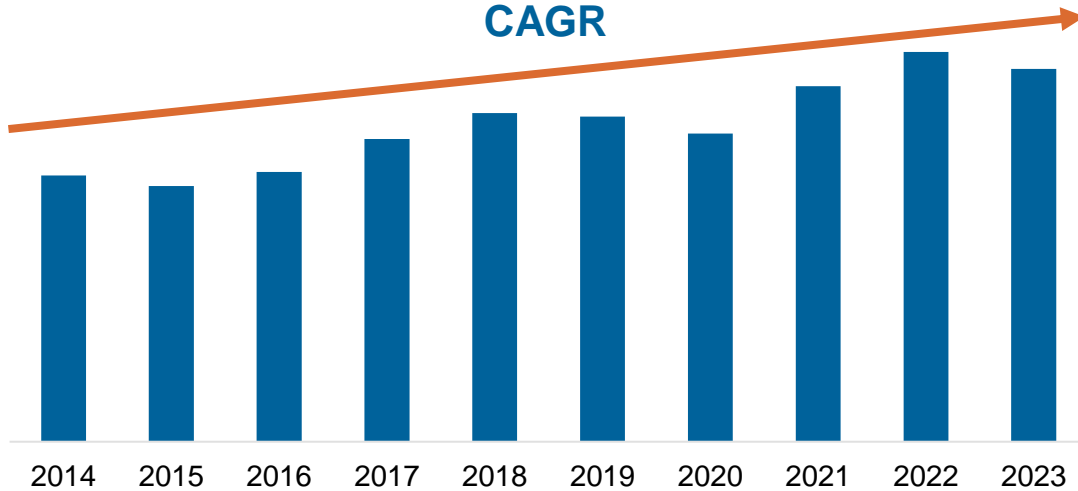
Next step in the transformation of GF

Proven track record of strong financial performance

GF Piping Systems

Sales in CHF million

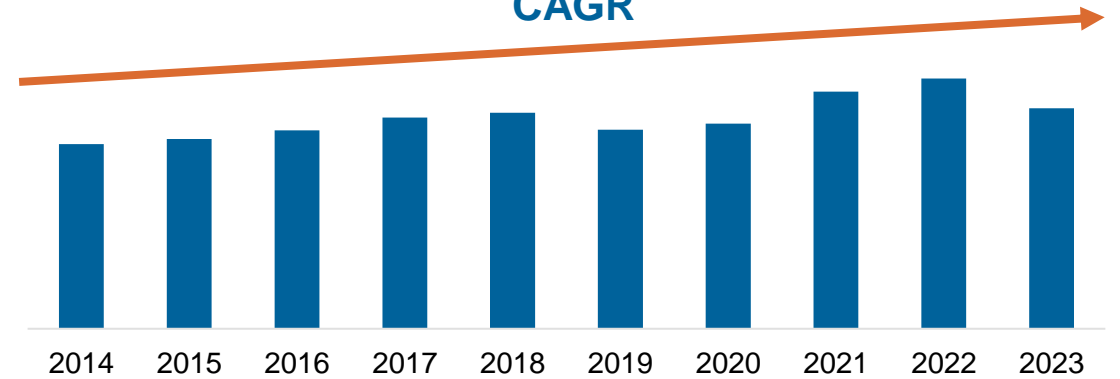
+5%
CAGR



GF Building Flow Solutions (2014 – 2023 Uponor)

Sales in EUR million

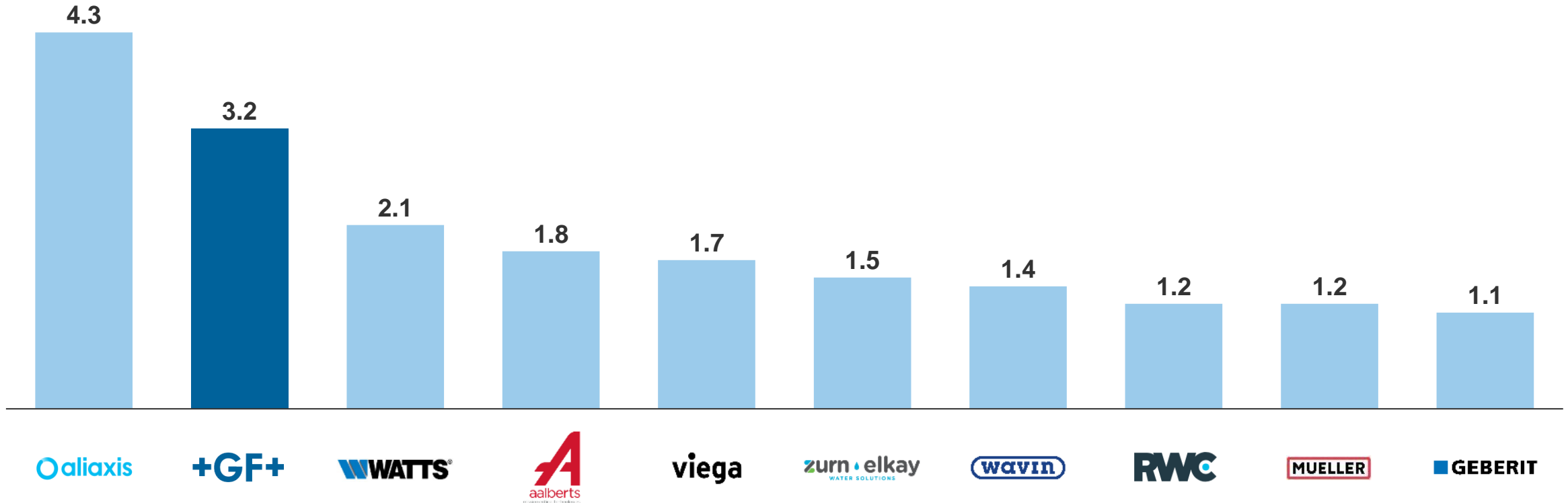
+4%
CAGR



Three-year average EBITDA margin (comp.) well above 15%

Becoming the leader in Water and Flow Solutions is within reach

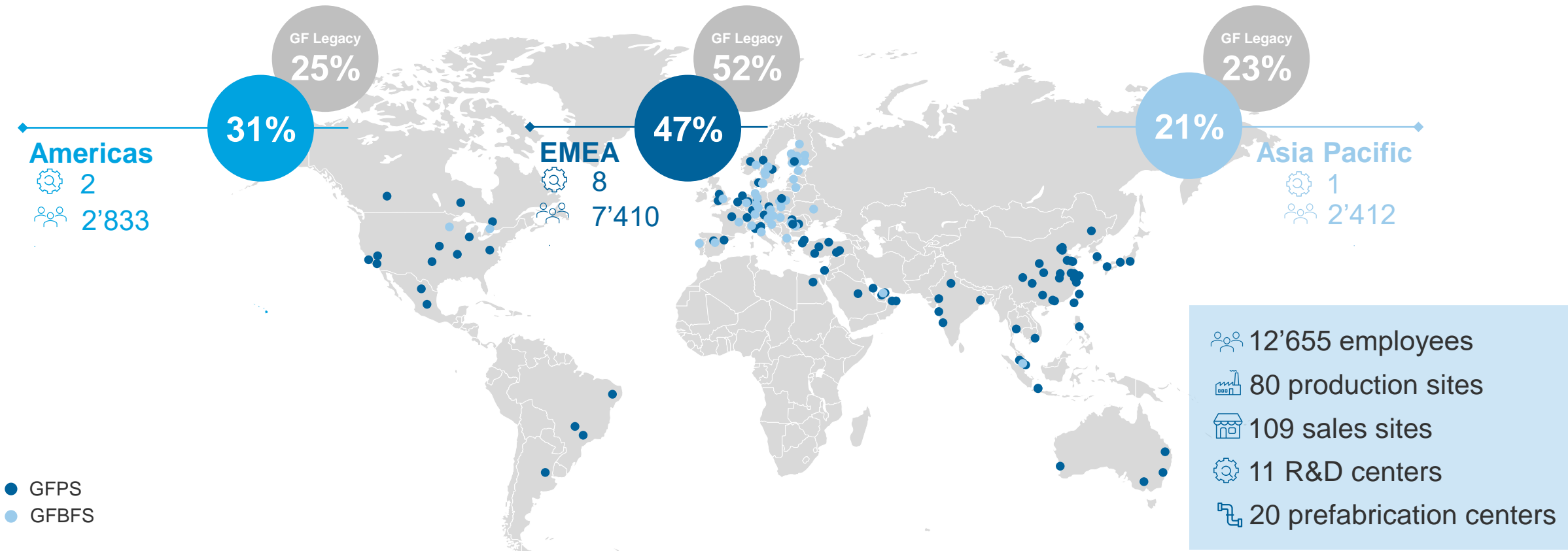
2023 piping sales in EUR billion – pro forma GF + Uponor



Source: Company information and filings; Geberit Piping: Piping Systems division; Aalberts: Building Technology division; Wavin as of 2022A

The end game: Global presence rebalanced

Water and Flow Solutions pro-forma 2023



R&D centers: May include multiple sites from the same area

GF's sustainable solutions directly address attractive long-term growth trends



Climate change and NRW

Disrupted water cycles lead to more droughts, floods and unpredictable weather

▶ Seamless solutions for aging water infrastructure and storage of water



Rapid urbanization

Higher demands for housing and infrastructure in urban areas

▶ Reliable and efficient distribution of water and energy



Energy efficiency in buildings

Indoor climate as major driver for energy consumption in buildings

▶ Reliable and efficient heating and cooling solutions



Industrial innovations

Rapid development of strategic industries increases industrial water consumption

▶ Mission-critical fluid handling solutions

NRW = Non-revenue water

GF going forward: three flow solutions business areas



Buildings



Industry



Infrastructure

Building Flow Solutions in brief

Sales (2023 pro-forma)

CHF ~1'200 million

Customers

FERGUSON



Winsupply
THE WINSUPPLY FAMILY OF COMPANIES



WOLSELEY



Key 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

Uponor Siccus Mini – Innovation for underfloor heating in renovation projects



GF solution

- Low installation height of just 15 mm
- 31% less thermal energy than radiators
- Applicable for all types of floor covering



Industry Flow Solutions in brief

Sales (2023 pro-forma)

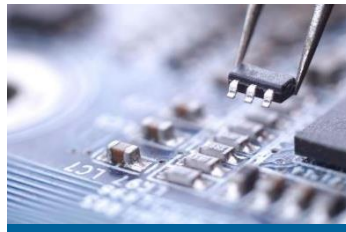
CHF ~1'100 million

2023 pro-forma

Customers



Key segments



Microelectronics



Chemical Process



Water Industry



Marine



Data Center



Food and Beverage



Energy



Life Sciences



PVDF pipes



Pre-insulated pipes



PP pipes



PVC pipes



Valves



Actuators



Measurement & control

GF enables mission-critical processing of fluids in water electrolysis plant



GF solution

- Cost-efficient operations with durable plastic components
- Strong partnerships for mission-critical supplies
- Pre-fabrication for scalable, efficient installation on-site

Infrastructure Flow Solutions in brief

Sales (2023 pro-forma)

CHF ~900 million

Customers



Key segments



Water Distribution



Gas Distribution



Waste & Storm water management



Repair systems



Fittings



Jointing solutions



Gasmeters and pipes



Gravity systems



Stormwater tanks & chambers

GF enabling sustainable operation to produce battery-grade lithium hydroxide in Finland

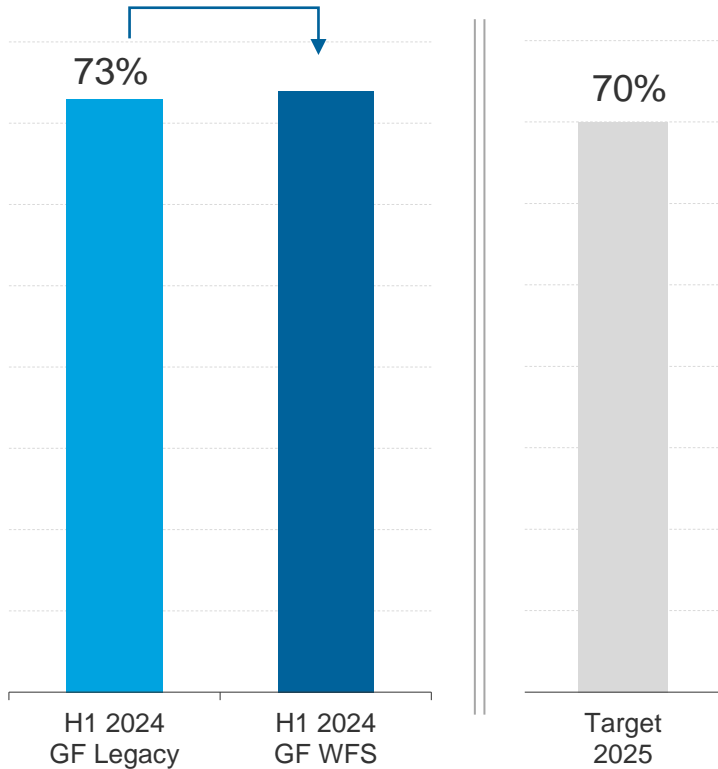


GF solution

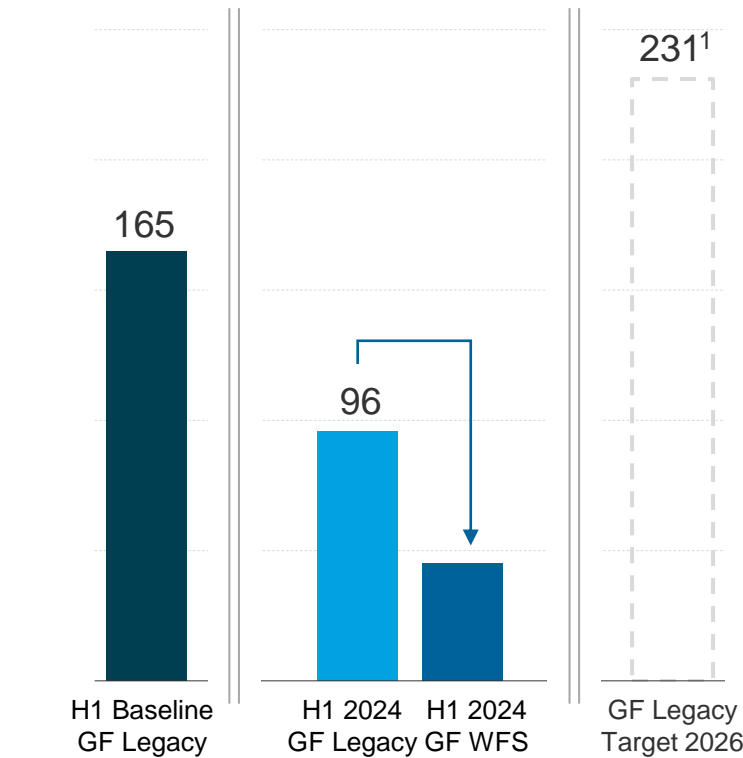
- Substitution of steel with long-lasting piping systems
- Expertise in design, installation, and support of complete solution
- Strong and reliable collaboration

Outlook: GF sustainability transformation is accelerated

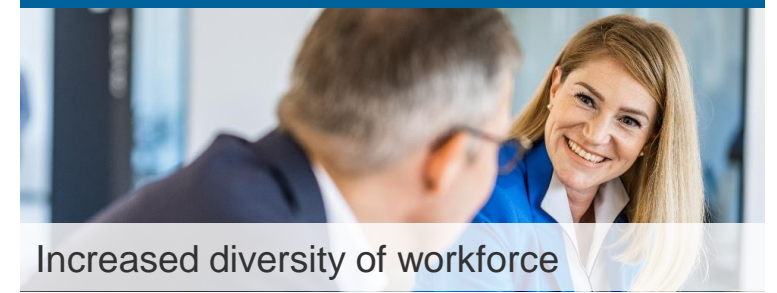
Sales with social or environmental benefits as % of total sales



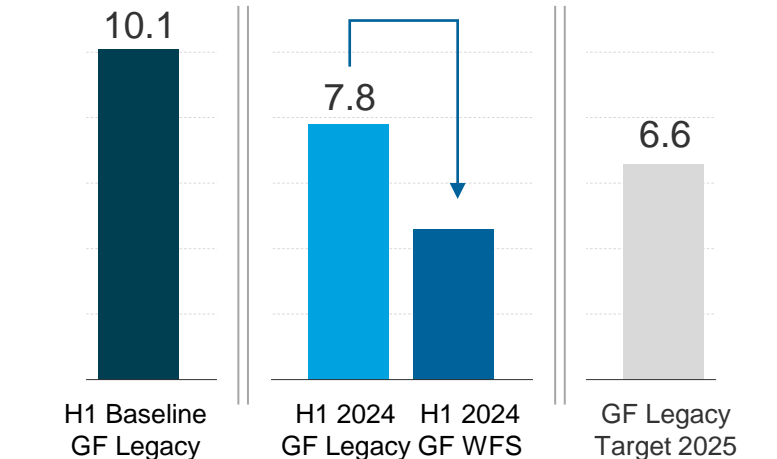
CO₂e emissions Scope 1 and 2, in 1'000 tonnes



¹ Full-year target 2026



Accident rate (Lost time injury frequency rate) per million hours worked



Building the global leader in Water and Flow Solutions



- ▶ GF is focused on becoming **THE industry leader**, leveraging market position, global reach, and superior solutions to capture key opportunities
- ▶ Accelerating **growth and resilience** by addressing attractive long-term growth markets in buildings, industry, and infrastructure
- ▶ GF's ambitious ESG agenda reinforces its **sustainability and innovation leadership**
- ▶ Strong balance sheet supports strategic investments, with **synergies from acquisitions** driving earnings expansion
- ▶ High **ROIC and organic growth** deliver attractive shareholder returns



Thank you