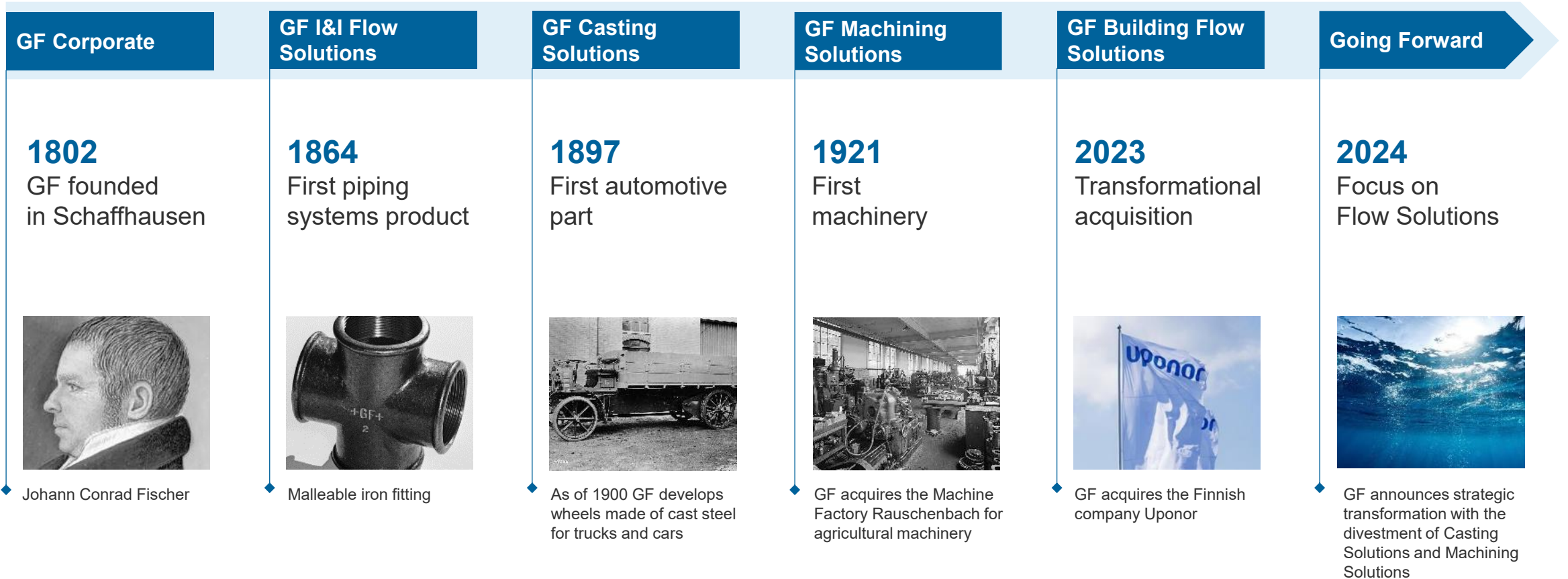




January 2026

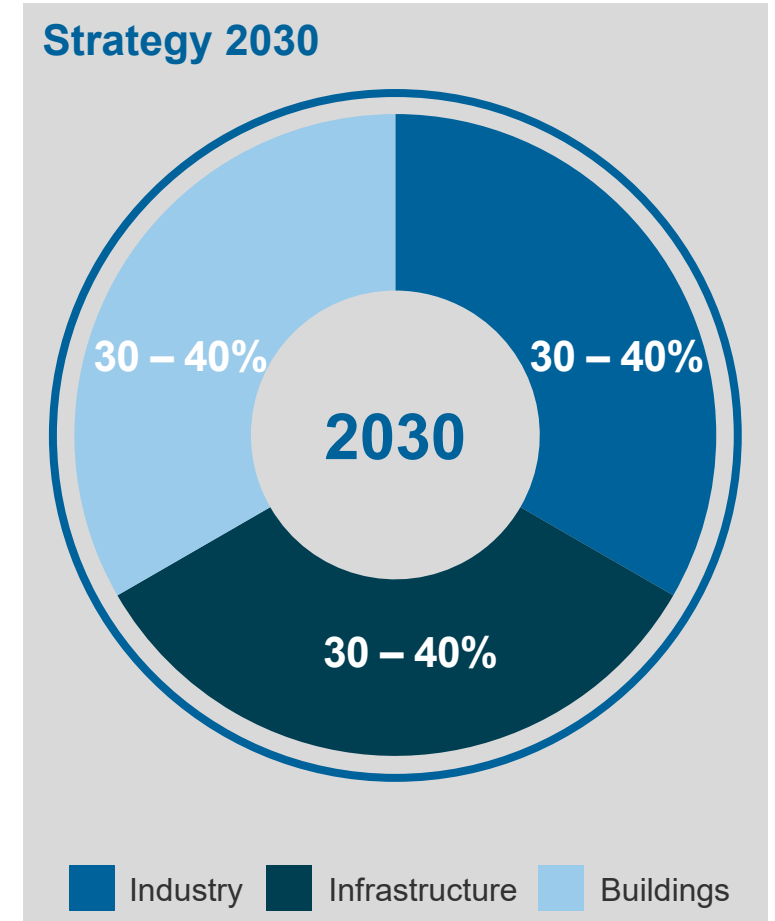
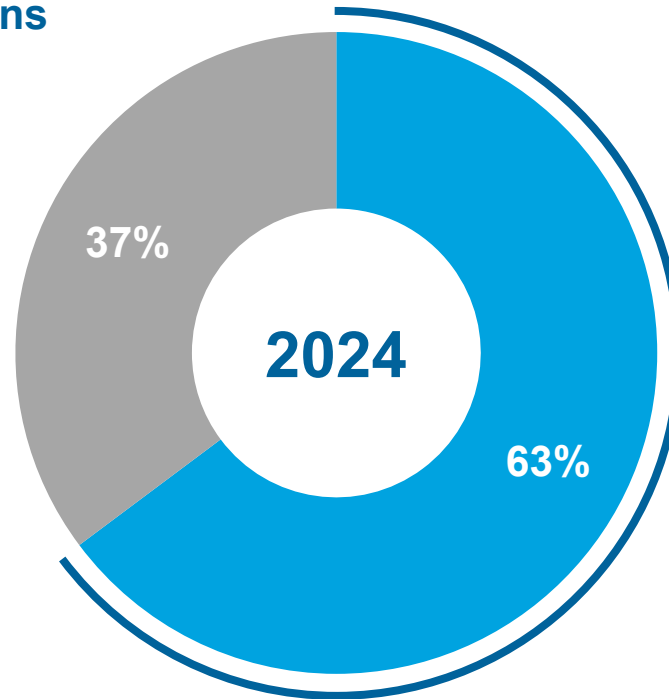
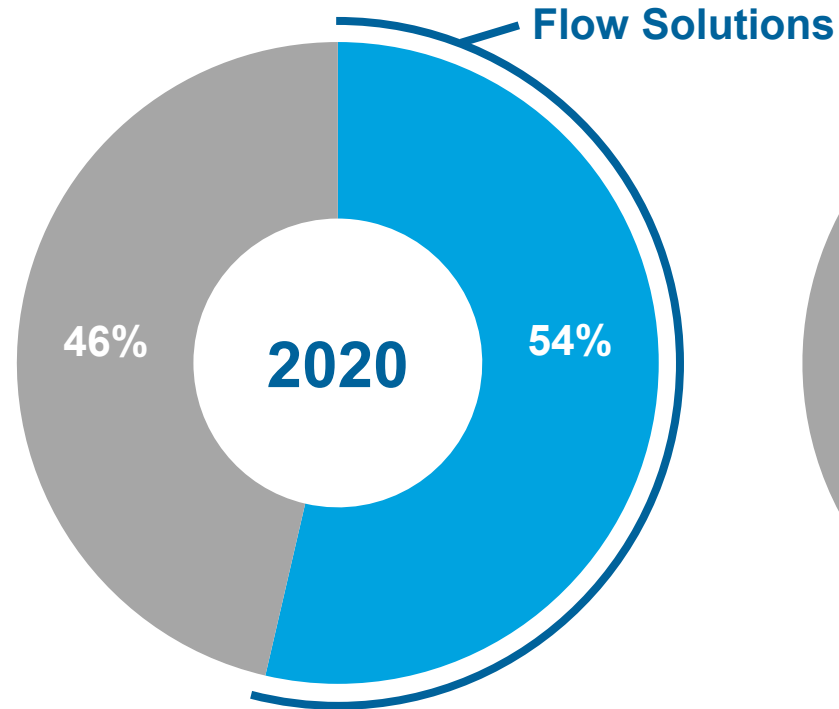
# The new GF – a global market leader in Flow Solutions

# A rich history in industrial technology with continuous transformation over time



# Transformation to focus on Flow Solutions near completion

Breakdown based on Sales



- GF Flow Solutions
- GF Casting Solutions<sup>1</sup> and GF Machining Solutions<sup>2</sup>

<sup>1</sup> Closing expected in Q126; <sup>2</sup> Divested division

# Global trends offer significant opportunities ...



**5x** more extreme weather events in the last 50 years

**Water scarcity and climate change**



**68%** of the world population to live in urban areas by 2050

**Rapid urbanization**



**40%** of the EU's energy is consumed by buildings

**Energy efficiency in buildings**



**USD 1 trillion** investment planned for new microelectronic fabrication plants through to 2030

**Regionalization and technology leaps**



**1'000 billion** liters of water consumed by data centers annually by 2030

**Digitalization and AI**



**Over 50%** of the workforce will require upskilling by 2030

**Skilled labor shortage and automation**

Sources: International Water Association, United Nations Department of Economic and Social Affairs, McKinsey; Energy Performance of Buildings Directive, Deloitte.com

# ... with positive underlying market drivers



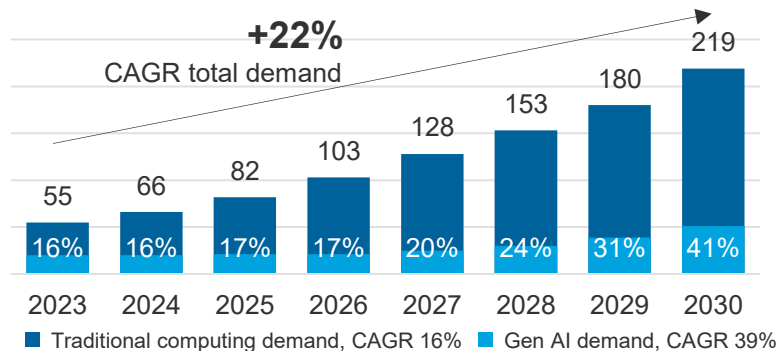
## Buildings

**US housing deficit** stands at **4.7 million homes** while in **Europe** the **housing deficit** is estimated to be **9.6 million homes**, an increase of **3.5%** of the current stock in Europe



## Industry

**Global Data Center workloads (in GW)**

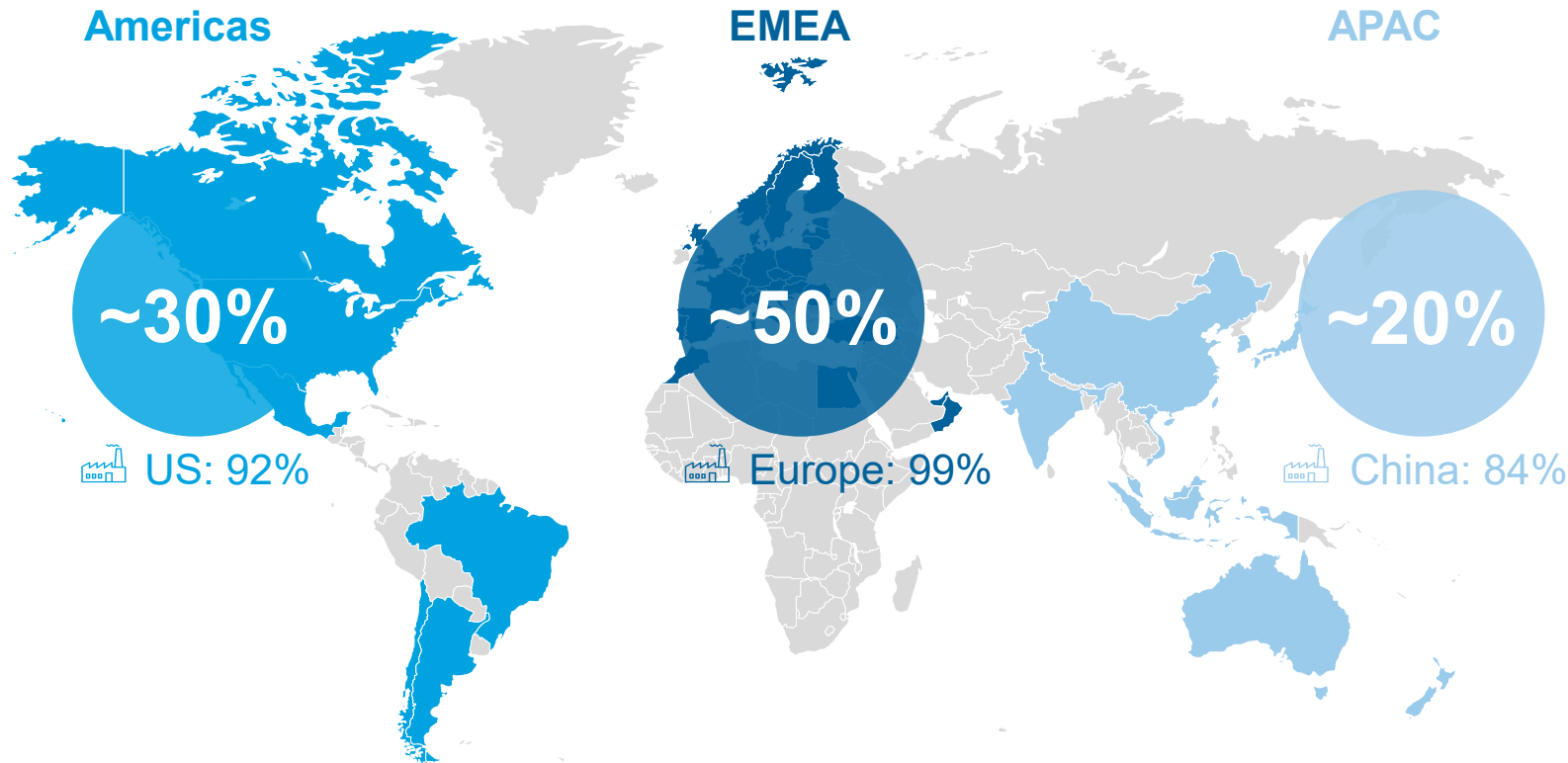


## Infrastructure

**European Blue deal** to address water-related challenges in Europe with **estimated €255 billion** needed by 2030 to meet existing EU water legislation

Sources: Zillow, CBRE 2025, McKinsey, European Economic and Social Committee

# A global market leader in Flow Solutions with an extensive local presence



Sales

CHF **~3** billion

Employees worldwide

**~12,000**

% Revenue by region (based on 2024 pro-forma figures)

🏭 % Local-for-local production

# Competitive differentiation based on a premium, service and solution-led offering



**Superior product performance**



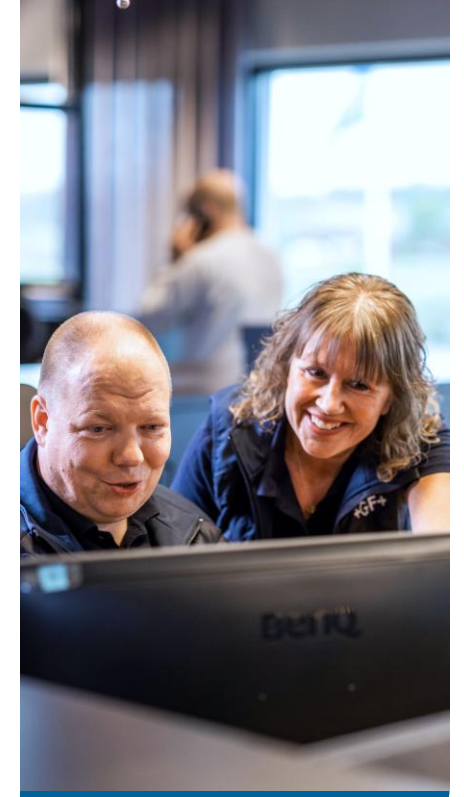
**Leakage free solutions**



**Easy installation and low maintenance**

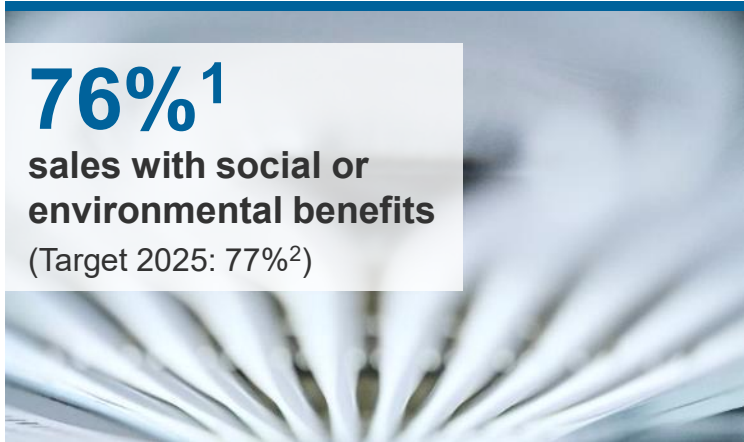


**Value solutions & services**

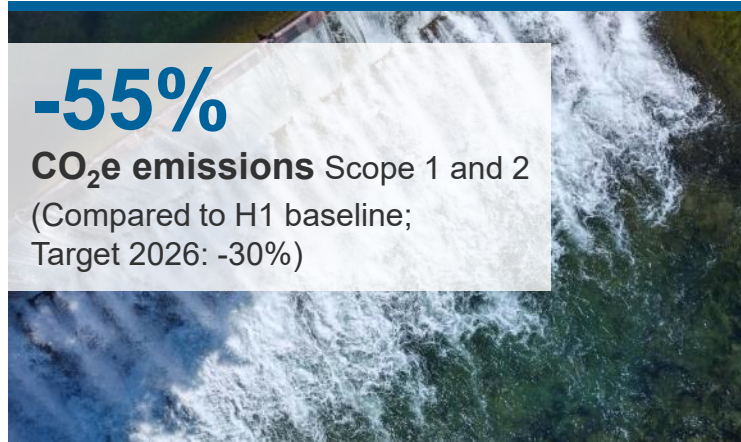


**Easy to work with**

# Recognized as a leader in sustainability and innovation



**76%<sup>1</sup>**  
sales with social or environmental benefits  
(Target 2025: 77%<sup>2</sup>)



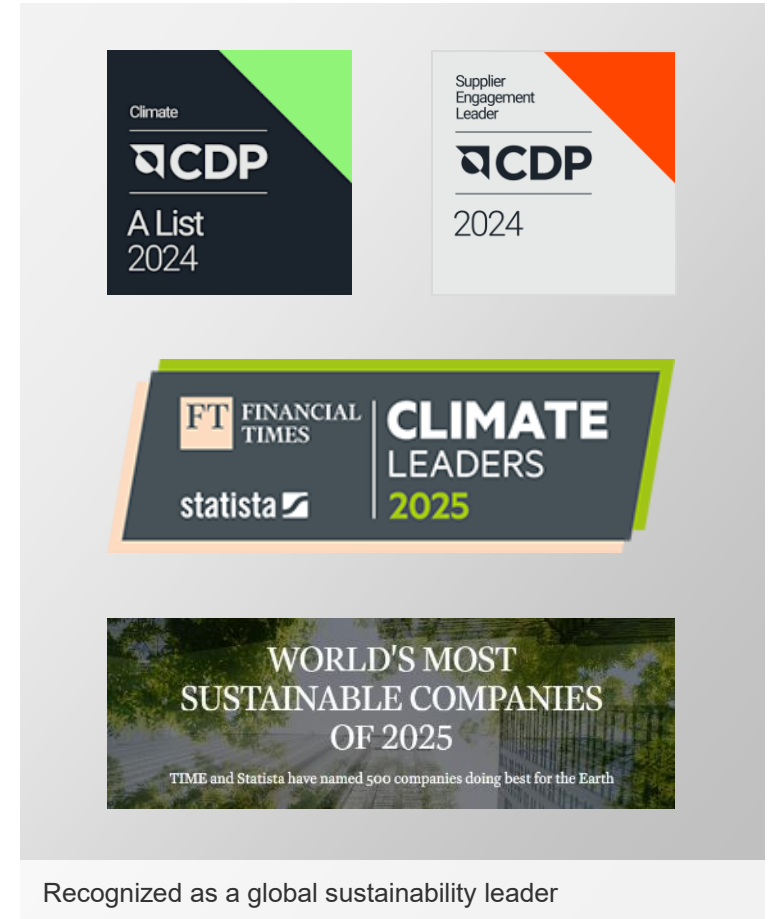
**-55%**  
CO<sub>2</sub>e emissions Scope 1 and 2  
(Compared to H1 baseline;  
Target 2026: -30%)



**4.0** accidents  
per million hours worked  
(Target 2025: 4.2<sup>2</sup>)



**32%**  
newly appointed female managers  
(Target 2025: 25%)



Climate  
**CDP**  
A List  
2024

Supplier Engagement Leader  
**CDP**  
2024

FT FINANCIAL TIMES  
statista  
**CLIMATE LEADERS 2025**

WORLD'S MOST SUSTAINABLE COMPANIES OF 2025  
TIME and Statista have named 500 companies doing best for the Earth

Recognized as a global sustainability leader

<sup>1</sup> All figures for H1 2025 GF Flow Solutions <sup>2</sup> The target values have been revised to include only GF's Flow Solutions business

# Three business areas addressing diverse end-markets



## Buildings

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



## Industry

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



## Infrastructure

Seamless solutions for water infrastructure, including stormwater management, potable water, underground ventilation, wastewater and gas distribution, as well as cables

<sup>1</sup> Based on 2024 pro-forma figures for Flow Solutions; breakdown including VAG acquisition

# Building Flow Solutions in brief

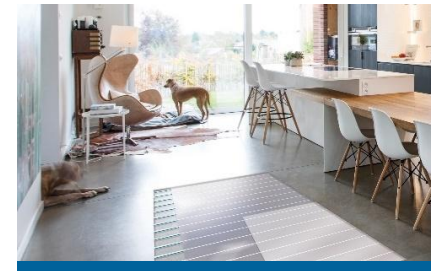
Sales (2024 pro-forma new structure)

CHF ~1'200 million

Categories



Hot & Cold Water Supply and Controls



Heating & Cooling Solutions



Wastewater Systems and Special Applications

Customers



Connections



Piping



Radiant Heating & Cooling



Installation Systems



Drainage



Air Admittance Valves



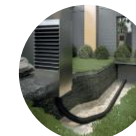
Valves



Digital Valves



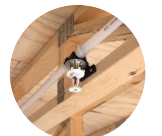
Controls & Digital Services



Energy Distribution



Malleable Cast Iron



Fire Suppression

# Building – New PEX customers and end markets via Home Depot retail channel



We are expanding our **PEX leadership** in North America through Home Depot



## Leader in PEX

We are used by the top US home builders in the new build segment

## New Customers

We will target small plumbing companies who use retail stores

## Repair and remodel business

Over 70% of repair and remodel plumbers purchase through retail channels

Home Depot customer shelving and packaging

# Industry Flow Solutions in brief

Sales (2024 pro-forma new structure)

**CHF ~1'100 million**

Customers



Segments



Semiconductors



Chemical Process



Water Industry



Marine



Data Center



Food and Beverage



Energy



Life Sciences



PVDF pipes



Pre-insulated pipes



PP pipes



PVC pipes



Valves

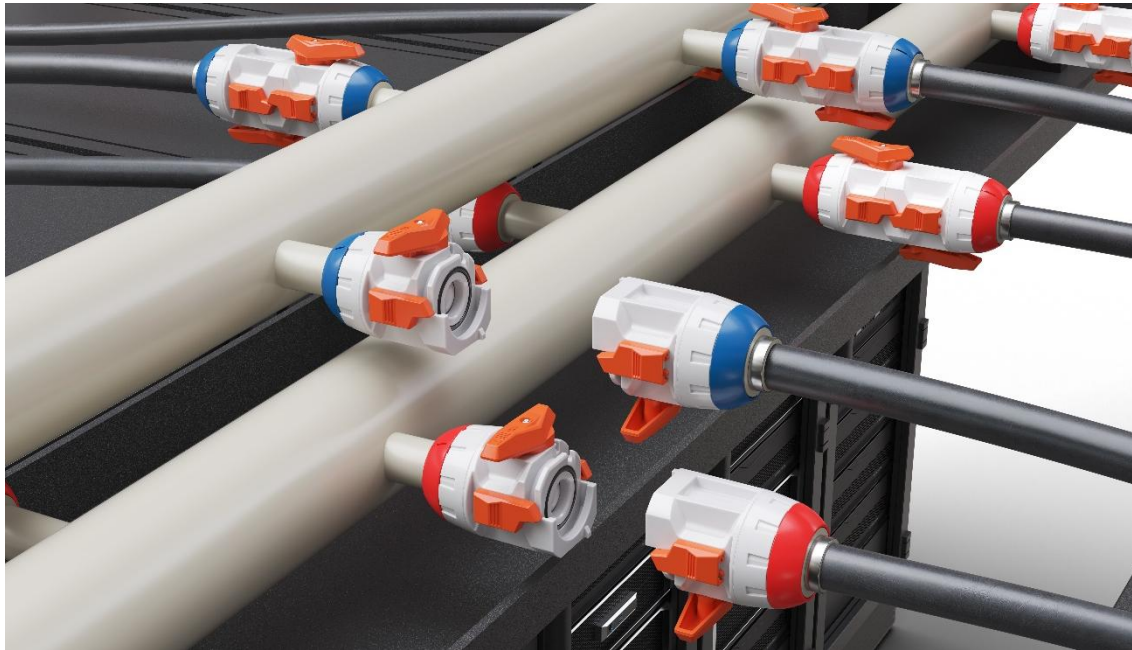


Actuators



Measurement & control

# Industry – Moving liquid cooling to the next level of purity



We are focusing on “customer excellence” by partnering with customers to solve challenges



## Customer centric innovation

Innovations are focused on real customer challenges with clear product market fit

## Rapid development

We have sped up traditional innovation cycles by 30% by working closely with customers

## Setting new standards

We aim to set new product standards in developing fields e.g. data center cooling

**LiquidCore**  
Direct-to-chip cooling



Quick Connect Valve



Balancing Valve



Manifold

# Infrastructure Flow Solutions in brief

Sales (2024 pro-forma new structure)

**CHF ~750 million**

Customers



Segments



Water Distribution



Gas Distribution



Waste & Storm water management



Industrial Infrastructure Solutions



Repair systems



Fittings



Joining solutions



Gasmeters and pipes



Gravity systems



Stormwater tanks & chambers

# Infrastructure – Providing solutions combining metal and plastic infrastructure components



GF MultiJoint and VAG flanged double offset butterfly valve in Tuscany (IT)

With VAG we move from a  
“component to a solutions” provider



## Complementary portfolio

Our Multi-joint metal couplers and electrofusion fittings enable seamless valve integration

## Market expansion

Metal valves boost GF's access to large-dimension infrastructure segments

## Solution leadership

Full solutions for key customers e.g. EPC's and municipalities to solve water transmission needs

# Strategy 2030 targets to drive profitable growth ...

## Sales

CHF billion

**4.2 – 4.5<sup>1</sup>**

incl. 0.5 – 0.6 bn acquisitions

## EBITDA margin

**16 – 18%**

EBIT margin: 13 – 15%

## FCF / EBITDA conversion

**> 50%**

## Return on invested capital

**21 – 26%**



**Strategy 2030<sup>+</sup>**  
Excellence in Execution



**Maximize the core  
business**



**Grow with new  
opportunities**



**Lead with innovative  
solutions**



**Foster a “One GF”  
performance culture**

<sup>1</sup> Previously CHF 4.5-5.0 billion based on FX rates at year end 2024

# ... strongly intertwined with our sustainability framework



## Products

Sustainable innovations and solutions for our customers

**80%**

of sales with social or environmental benefits



## Planet

Cutting emissions and conserving water in high-stressed areas

**63%**

reduction in absolute scope 1 and 2 CO<sub>2</sub>e emissions by 2035



## People

Empowering people in a safe, healthy and inclusive workplace

**30%**

reduction in LTIFR, embedding a zero-harm culture in daily operations



# Growth-centered capital allocation framework

Capital deployment capacity from 2025 to 2030 of CHF 1.8 to 2.0 billion in aggregate

## Invest

### Closely controlled capex

- Investments in operational efficiency
- Growth capex to drive organic growth

**100 – 160**

CHF million per annum

## Return

### Dividends

- Progressive dividend policy
- 30-40% of adjusted net income

**540 – 580**

CHF million 2026-2030

## Protect

### Balance sheet

- Continue to deleverage
- Remain investment grade
- Strengthen equity ratio

approx. **2.0x**  
net debt / EBITDA ratio

## Evolve

### Strategic acquisitions

- Accretive M&A to strengthen market positions or enter new markets / segments





Excellence  
in **Flow<sup>+</sup>**

**+ Thank you  
for your  
attention!**