

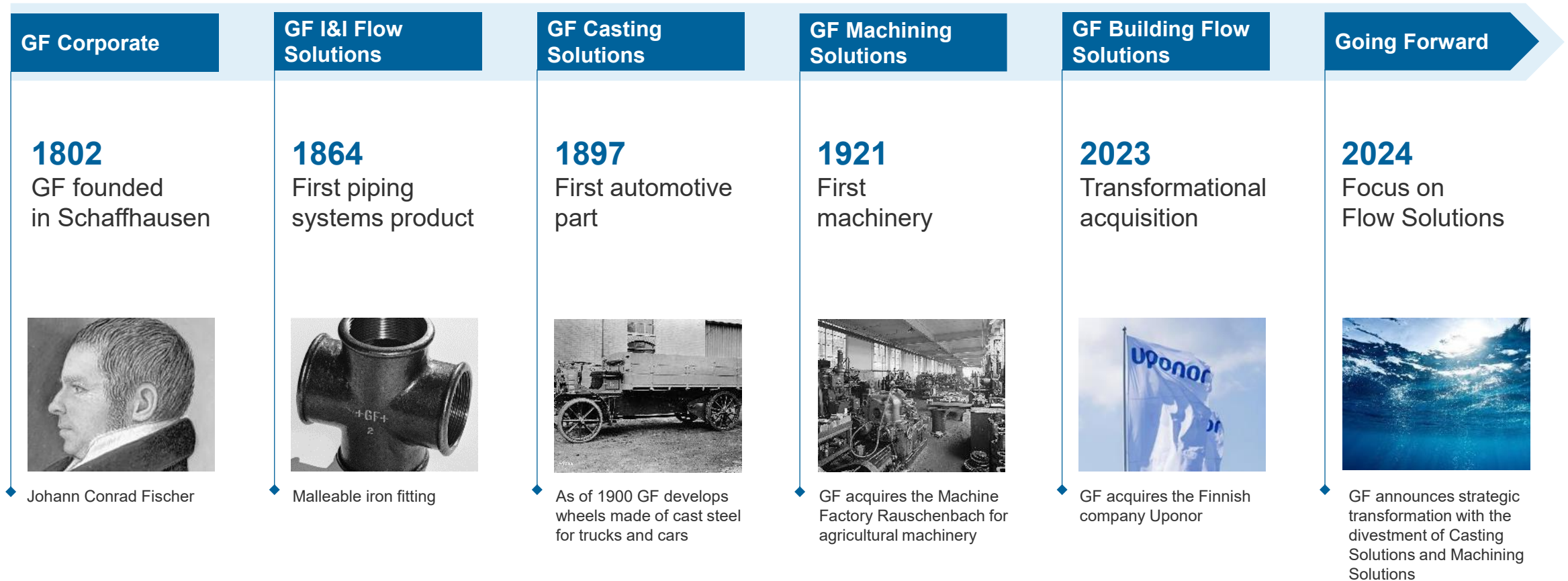


November 2025



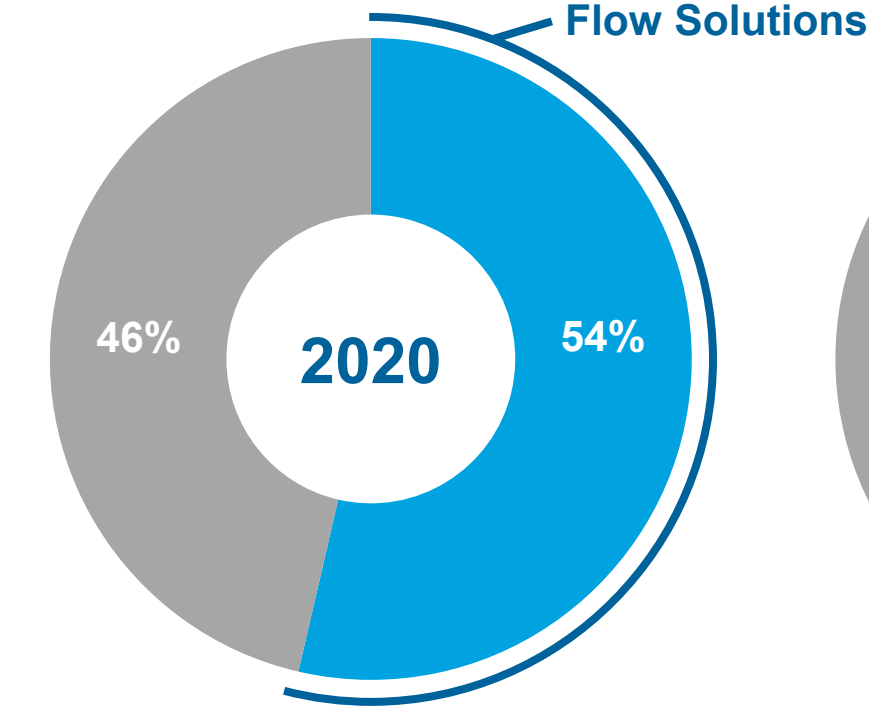
The new GF – a global market leader in Flow Solutions

A rich history in industrial technology with continuous transformation over time



Transformation to focus on Flow Solutions near completion

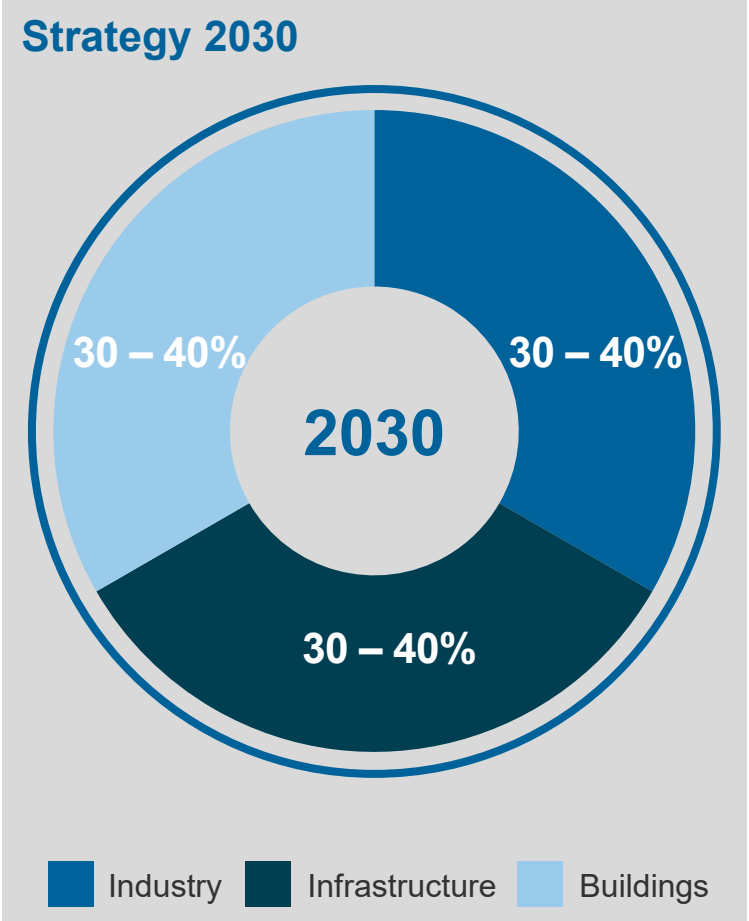
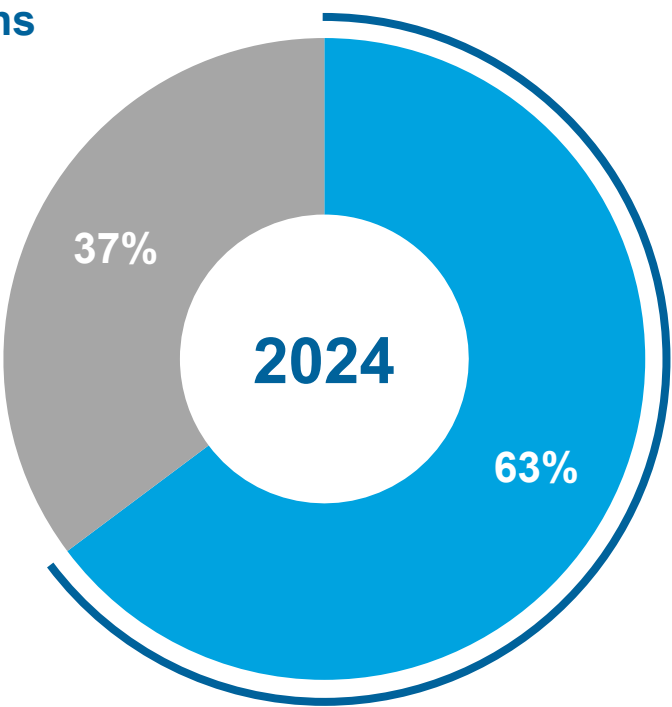
Breakdown based on Sales



GF Flow Solutions

GF Casting Solutions¹ and GF Machining Solutions²

1 Closing expected in Q425/Q126; 2 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

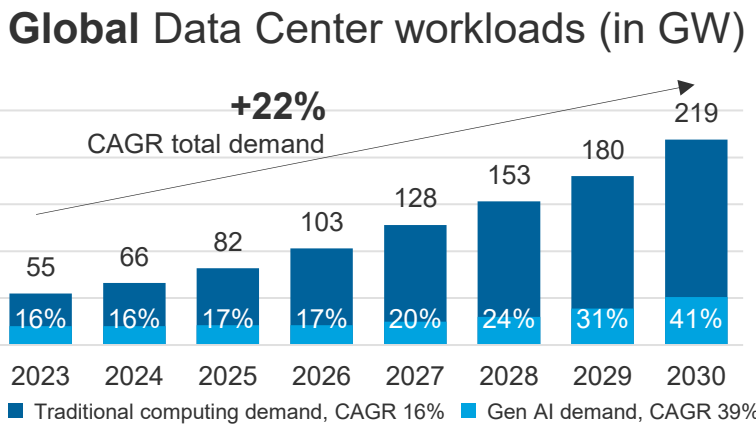


Buildings

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

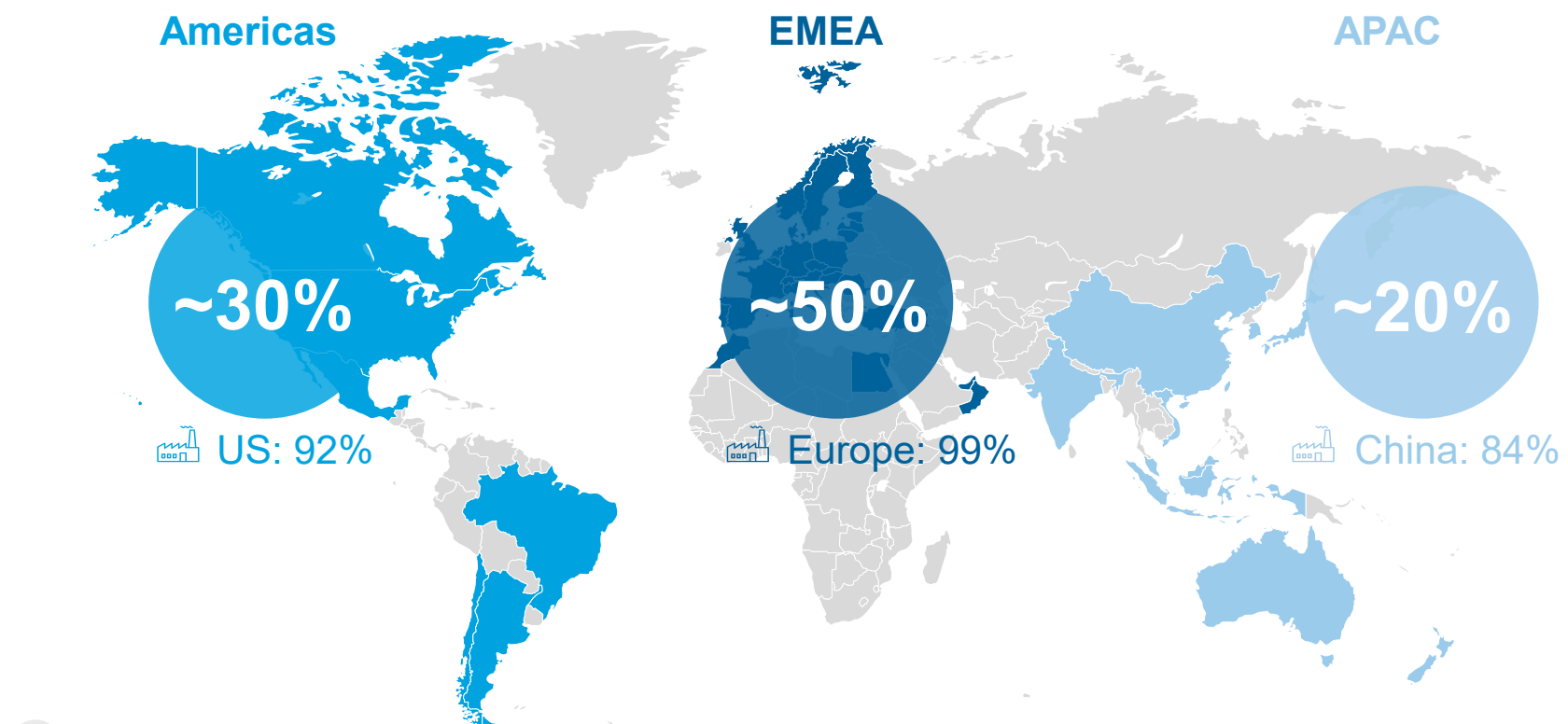


Infrastructure

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



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

factory icon % Local-for-local production

Sales

CHF **3.1** billion

Employees worldwide

~12,000

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



Superior product performance



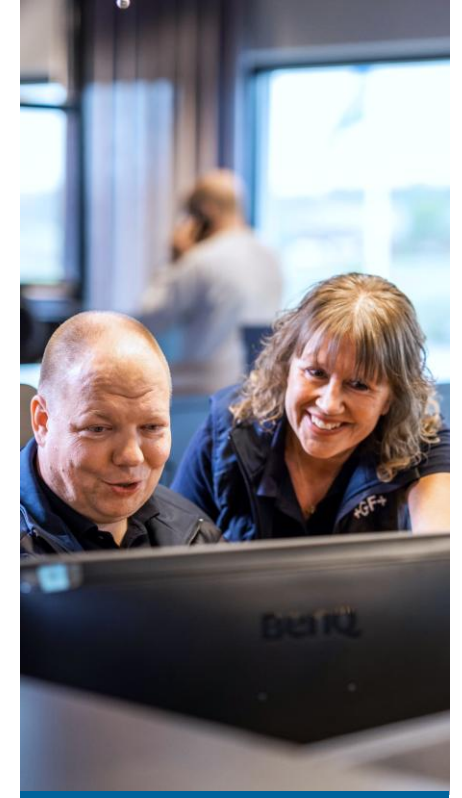
Leakage free solutions



Easy installation and low maintenance

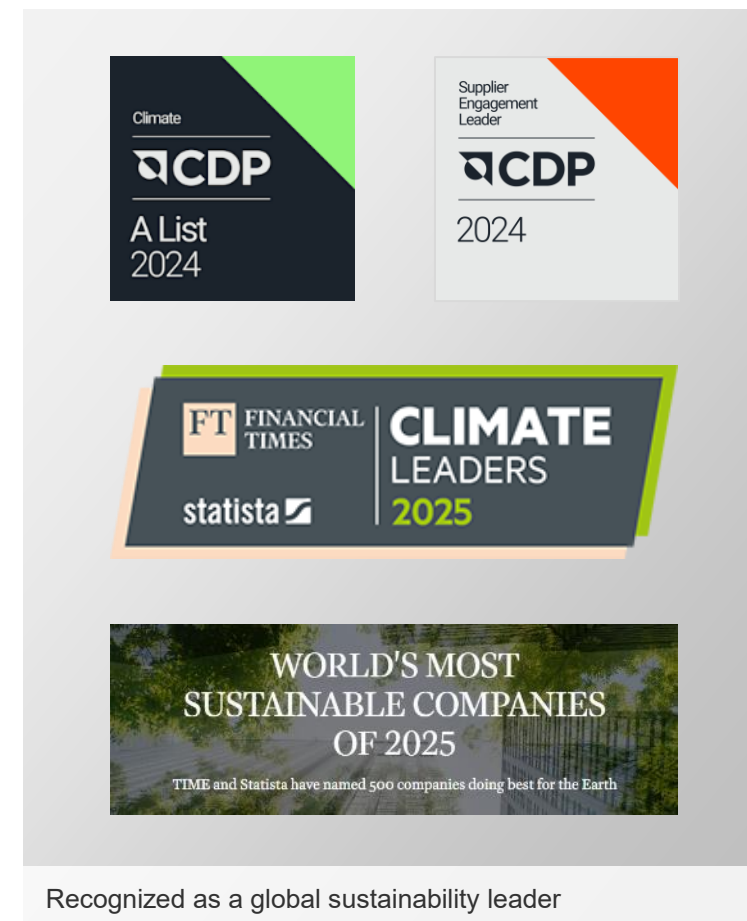
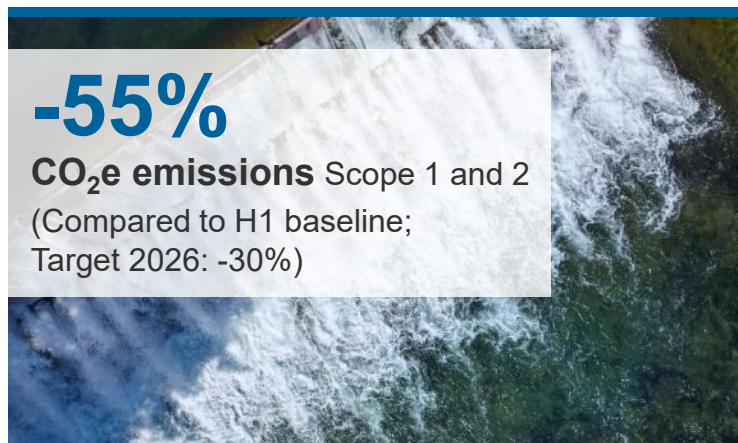
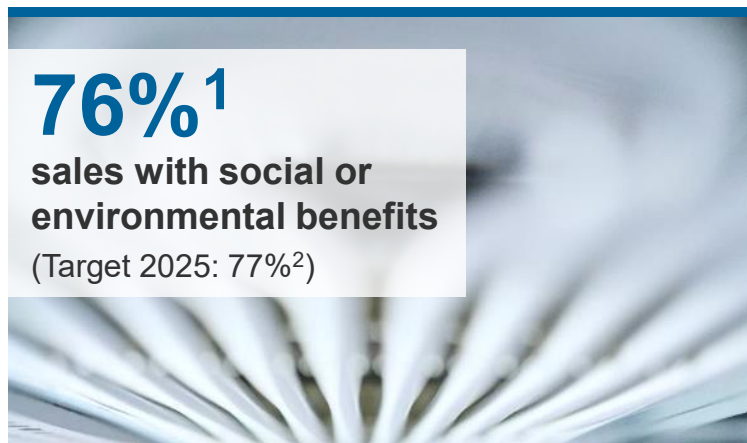


Value solutions & services



Easy to work with

Recognized as a leader in sustainability and innovation



¹ All figures for H1 2025 GF Flow Solutions ² 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

¹ 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

Customers

#FERGUSON



Winsupply
THE WINSUPPLY FAMILY OF COMPANIES

SAINT-GOBAIN

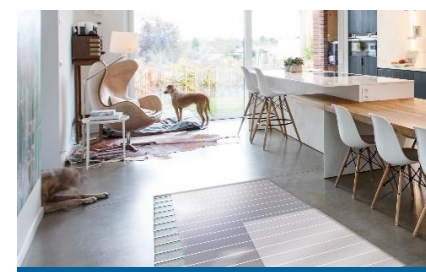
WOLSELEY

ahlsell

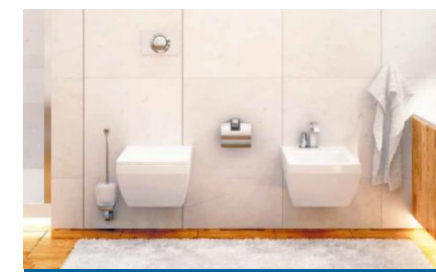
Categories



Hot & Cold Water
Supply and Controls



Heating & Cooling
Solutions



Wastewater Systems and
Special Applications



Connections



Piping



Radiant Heating &
Cooling



Installation
Systems



Drainage



Air Admittance
Valves



Valves



Digital
Valves



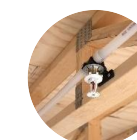
Controls & Digital
Services



Energy Distribution

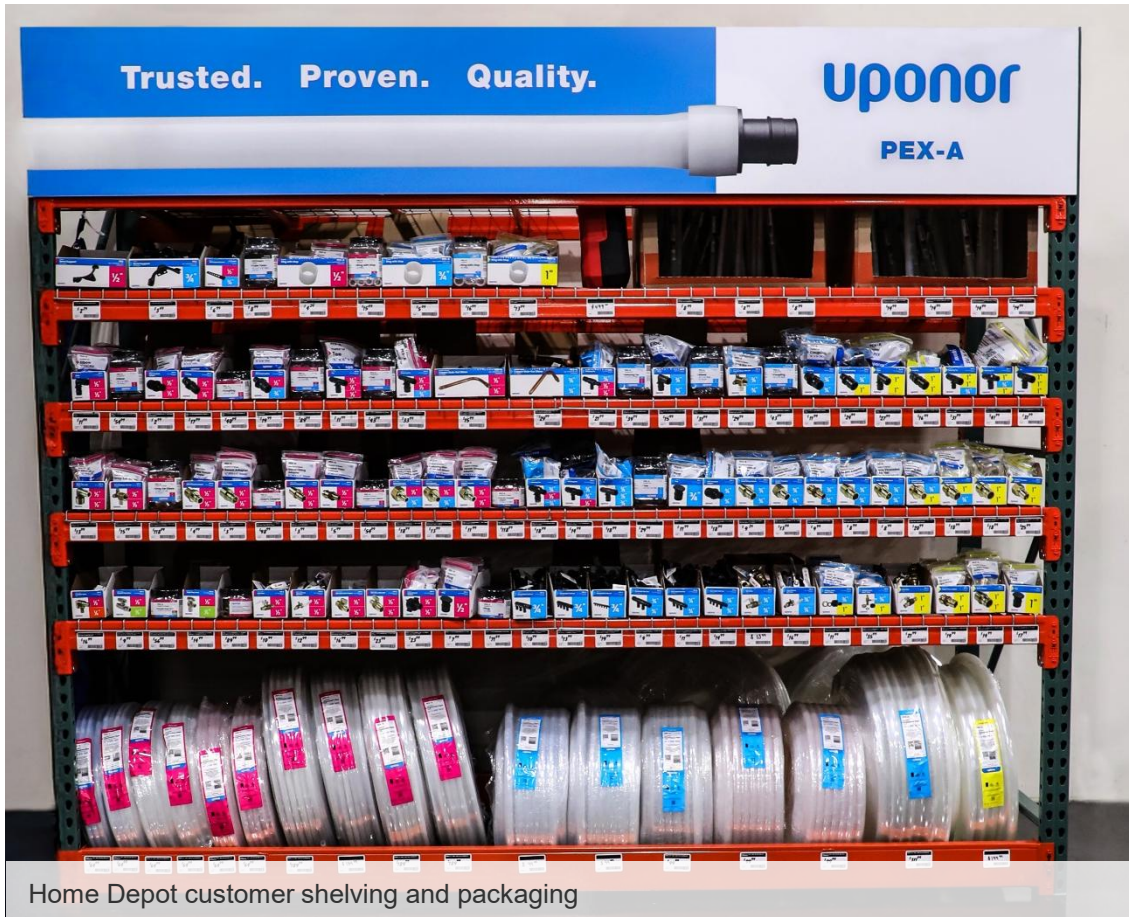


Malleable
Cast Iron



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

Industry Flow Solutions in brief

Sales (2024 pro-forma new structure)

CHF ~1'100 million

Customers

intel

PALL Pall Corporation

Micron

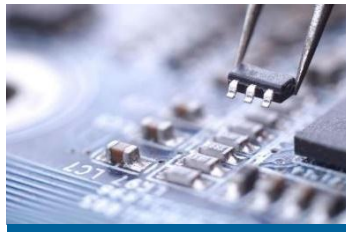
VEOLIA

tsmc

xylem

PUB

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

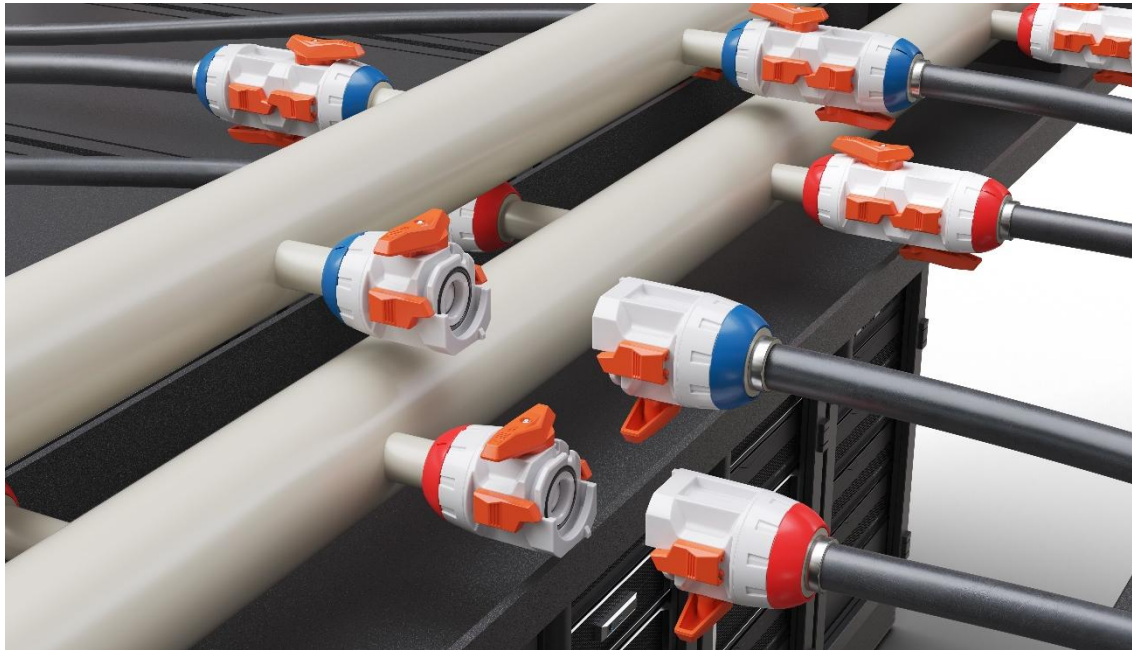


Actuators



Measurement & control

Industry – Moving liquid cooling to the next level of purity



LiquidCore
Direct-to-chip
cooling



Quick Connect Valve



Balancing Valve



Manifold

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

Infrastructure Flow Solutions in brief

Sales (2024 pro-forma new structure)

CHF ~750 million

Customers



Segments



Water Distribution



Waste & Storm water management



Gas Distribution



Industrial Infrastructure Solutions



Repair systems



Fittings



Jointing 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 – 4.5¹

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⁺
Excellence in Execution



**Maximize the core
business**



**Grow with new
opportunities**



**Lead with innovative
solutions**



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

¹ Previously CHF 4.5-5.0 billion based on FX rates at year end 2024

... broken down by business area ...



Buildings

CHF 1.35 – 1.45 billion

Sales (excl. acquisitions)

17 – 19%

EBITDA margin

21 – 26%

Return on invested capital



Industry

CHF 1.35 – 1.45 billion

Sales (excl. acquisitions)

20 – 22%

EBITDA margin

21 – 26%

Return on invested capital



Infrastructure

CHF 1.0 – 1.1 billion

Sales (incl. VAG)

13 – 15%

EBITDA margin

21 – 26%

Return on invested capital

... 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 CO₂e 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**⁺

**+ Thank you
for your
attention!**