Business year 2020 Georg Fischer AG

125th Annual Shareholders' Meeting of Georg Fischer AG

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Motions and voting material for the shareholders of Georg Fischer AG

The 125th Annual Shareholders' Meeting of Georg Fischer AG will take place on Wednesday, 21 April 2021 on the premises of Georg Fischer AG, 8201 Schaffhausen.

The safety of our shareholders is of paramount importance to us. Due to the continuing uncertainty regarding the pandemic, the Board of Directors has decided to hold the Annual Shareholders' Meeting of Georg Fischer AG without the physical presence of shareholders. Shareholders may only exercise their voting rights through the independent proxy. The decision was made in accordance with COVID-19 Ordinance 3, which was extended by the Federal Council on 11 September 2020 until 31 December 2021. Personal attendance is excluded.

Questions and requests

Shareholders may submit their votes in writing or electronically to the independent proxy, the law firm weber, schaub & partner ag, Zurich. To ensure that shareholders may freely exercise their further statutory rights, Georg Fischer AG has set up a special email address (gv2021@georgfischer.com). General questions and motions in respect of the individual agenda items on the voting documents may be sent to this address by midnight, 19 April 2021.

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Chairman's address to the shareholders

Dear shareholders

Due to the ongoing pandemic, the Board of Directors decided once again to hold the Annual Shareholders' Meeting of Georg Fischer AG without the physical presence of shareholders. You may only exercise your voting rights through the independent proxy. Personal attendance is excluded. We thank you for your understanding.

The Board of Directors deeply regrets that this decision was necessary. It was taken in accordance with Covid-19 Regulation 3, which was extended by the Federal Council on 11 September 2020 until 31 December 2021. In this enclosure you will find a detailed explanation of the proposals of the Board of Directors. We thank you for your understanding and hope to welcome you again in person at our Annual General Meeting next year.

2020: a year overshadowed by the COVID-19 pandemic

The consequences of the ongoing COVID-19 pandemic were far-reaching in 2020, starting in China and then unfolding worldwide. Quick decisions had to be taken by our Executive Management in order to address employee safety and customer concerns, as well as secure supply chains and manage costs and liquidity. To assess the rapidly evolving situation and better support the Executive Committee with regard to the measures to be taken, extraordinary Board meetings were held in March and May 2020.

All our employees – whether in production, logistics or in their offices – have quickly adapted to the new situation. With great agility, they adjusted to more challenging working conditions and new digital tools. This deserves our utmost gratitude and recognition.

Completion of Strategy 2020 and development of Strategy 2025

In the course of the last strategy cycle (2016-2020), several acquisitions and partnerships in all divisions, but in particular the strategic transformation of GF Casting Solutions, increased the resilience of the business portfolio. GF ended the strategy cycle with a strong rebound in China for all three divisions and an outstanding contribution of GF Piping Systems, which is well positioned to benefit from positive long-term market trends. The Strategy 2025 was prepared by the Executive Committee during 2020 and discussed with the Board in November. It places a clear emphasis on profitable growth as well as integrating sustainability into the strategy, including the introduction of science-based targets. This fiveyear strategy was communicated by our CEO in early March 2021.

A more sustainable future

At GF, we believe that sustainability is not just about doing the right thing. It is a concrete opportunity to reshape our industry and drive profitable growth. That is why GF is set to become a leader in the sustainability and innovation fields in its business, and use its products and solutions to support clients on their own journeys.

In order to support our Board of Directors on ESG topics, the Nomination Committee purview has been enlarged to encompass sustainability, and in July 2020, it became the Nomination and Sustainability Committee. The Committee's responsibilities as they relate to sustainability involve discussing all ESG-related matters, including climate change, integrating sustainability into the strategy, monitoring progress on sustainability goals, adherence to standards, and setting sustainability objectives for the Executive Committee.

Board of Directors and Executive Committee

Zhiqiang Zhang will not be standing for re-election at the upcoming Annual Shareholders' Meeting. Zhiqiang Zhang was first elected to the Board of Directors of Georg Fischer AG in 2005 and is now stepping down after 16 years. The Board of Directors would like to thank Zhiqiang Zhang for his outstanding work and deep commitment to GF and wish him all the best for the future.

Due to the ongoing pandemic, the search for a new member has been postponed. As the remaining directors are standing for re-election, the Board of Directors will be temporarily reduced to seven members for the 2021–22 term of office.

In the course of the past year, there was also a change in the Executive Committee. On 1 July 2020, Ivan Filisetti succeeded Pascal Boillat as Division President of GF Machining Solutions and became a member of the Executive Committee on the same date. Pascal Boillat (1955) reached the retirement age of 65 in September 2020 and looks back on a very successful career at GF. Under his leadership, GF Machining Solutions developed into a global leader in machine tools with a strong focus on digitization and new technologies. The Board of Directors and the Executive Committee sincerely thank Pascal Boillat for his outstanding work and extraordinary commitment to GF and wish him all the best for the future.

Intensive contact with our stakeholders

In the past reporting year, we again attached great importance to good and trusting cooperation with you, our shareholders, and visited all shareholder advisors of importance to us, received requests and concerns, and explained our positions. We greatly appreciate this close and open exchange.

On behalf of the Board of Directors, I would like to thank you for your interest in GF. We look forward to a large turnout for the statutory business. The abridged version of the Annual Report 2020 is enclosed with this document. The full Annual Report 2020 can be found at www.georgfischer.com. Finally, I would like to thank you, dear shareholders, for the trust you have placed in our management and our Board of Directors.

Yours sincerely

Georg Fischer AG

Yles Serra Chairman of the Board of Directors

Agenda items and motions

The Board of Directors of Georg Fischer AG is submitting the following agenda items and motions for discussion and resolution by the Annual Shareholders' Meeting:

1.

Report on the 2020 business year 1.1.

Annual Report, Financial Statements, and Consolidated Financial Statements for 2020

Motion: The Board of Directors proposes that the Annual Report, containing the Financial Statements and the Consolidated Financial Statements for 2020, be approved.

Explanation: The full Annual Report contains the Financial Statements of the GF Corporation and Georg Fischer AG, as well as the Report to the Shareholders, the Auditors' Report on the Consolidated Financial Statements and the Financial Statements of Georg Fischer AG.

The full 2020 Annual Report may be inspected at the Corporation's headquarters and is available online at www.georgfischer.com. A short version of the full Annual Report for 2020 was enclosed with the personal documents sent to registered shareholders.

A separate vote (see agenda item 1.2) will be held on the Compensation Report.

1.2.

Advisory vote on the Compensation Report for 2020

Motion: The Board of Directors proposes that the 2020 Compensation Report be approved (advisory vote).

Explanation: The 2020 Compensation Report explains the principles and elements of compensation at GF for members of the Board of Directors and the Executive Committee and contains all compensation that the company has paid to members of the Board of Directors and Executive Committee for the 2020 business year. The Compensation Report is part of the full 2020 Annual Report. The auditors have prepared a separate report to the shareholders on the compensation report. The vote is advisory in nature.

2.

Appropriation of retained earnings for 2020 and dividend distribution

Motion: The Board of Directors proposes the appropriation of balance sheet profit in 2020 as follows:

Net profit for the year 2020	CHF	94'039'000
Earnings carried forward	CHF	1'136'371'000
Profit from of treasury shares	CHF	660'000
Retained earnings		1'231'070'000
Dividend payment CHF 15 per registered share	CHF	-61'513'000
To be carried forward	CHF	1'169'557'000

Explanation: The Board of Directors proposes that the Annual Shareholders' Meeting approve the retained earnings for 2020 and that a dividend of CHF 15 per share be distributed to the shareholders.

Subject to approval by the Annual Shareholders' Meeting, the dividend will be paid on 27 April 2021 to all shareholders who held shares of Georg Fischer AG at the close of trading on 22 April 2021. As of 23 April 2021, the shares of Georg Fischer AG will be traded "ex dividend", i.e. with no dividend entitlement for the 2020 business year. The dividend paid from retained earnings is subject to a 35% withholding tax.

3.

Discharge of the Board of Directors and the Executive Committee

Motion: The Board of Directors proposes granting discharge to the responsible corporate bodies for activities in the 2020 business year.

4.

Elections to the Board of Directors Re-election

Motion: The Board of Directors proposes the re-election – individually – of

- Hubert Achermann
- Riet Cadonau
- Peter Hackel
- Roger Michaelis
- Eveline Saupper
- Yves Serra
- Jasmin Staiblin

Explanation: Pursuant to § 16.2 of the Articles of Association of Georg Fischer AG, the term of office of a member of the Board of Directors shall last until conclusion of the next Annual Shareholders' Meeting. Re-election is possible. After sixteen years of service on the Board of Directors, Zhigiang Zhang has decided not to stand for re-election at the 2021 Annual General Meeting. The Board of Directors would like to thank Zhiqiang Zhang for his many years of outstanding work and deep commitment to GF and wish him all the best for the future. Further explanations about the requirements profile and composition of the Board of Directors and about specific issues relating to Corporate Governance, along with a table containing the resumes of the proposed Board members, can be found on pages 10–11 of the documents.

5.

Election of the Chairman of the Board and of the Compensation Committee 5.1.

Election of the Chairman

Motion: Subject to his re-election as a member of the Board, the Board of Directors proposes the re-election of - Yves Serra

as Chairman of the Board of Directors until the conclusion of the next Annual Shareholders' Meeting.

Explanation: Yves Serra was President and CEO of GF from 2008 to 2020. When he stood down as CEO in 2020, he was elected to the Board of Directors and appointed its Vice-Chairman. With his profound knowledge, Yves Serra will ensure that the strategic thrust of GF keeps on its successful growth track. Yves Serra, if elected Chairman of the Board, will not be a member of either the Audit or the Compensation Committee.

Hubert Achermann will, subject to his re-election, be appointed by the Board of Directors as its Vice-Chairman and Independent Lead Director. Together with other independent directors, he will deploy his experience and seniority to ensure efficient supervision and monitoring of compliance with best Corporate Governance practices. www.georgfischer.com/en/investors/corporate-governance.html

5.2.

Election of the Compensation Committee

Motion: Subject to their re-election as members of the Board, the Board of Directors proposes the re-election – individually – of

- Hubert Achermann
- Riet Cadonau
- Eveline Saupper

as members of the Compensation Committee until the conclusion of the next Annual Shareholders' Meeting.

Explanation: Eveline Saupper has been a member of the Compensation Committee since 2015, Riet Cadonau since 2020. Hubert Achermann will join the Committee for the first time. The Board of Directors proposes independent members of the Board for election to the Compensation Committee. Given their personal and professional qualifications and background, they possess the knowledge and commitment necessary to realize the requirements made of the Compensation Committee by the law, the Articles of Association, and the Annual Shareholders' Meeting on behalf of the Corporation.

Subject to her re-election as member of the Compensation Committee, the Board of Directors will elect Eveline Saupper as Chairwoman of the Compensation Committee.

6.

Compensation of the Board of Directors

Motion: The Board of Directors proposes a maximum total sum of CHF 3'140'000 for the remuneration of the members of the Board for the period from the 2021 Annual Shareholders' Meeting to the 2022 Annual Shareholders' Meeting.

Explanation: Further information on this motion can be found on page 12.

7.

Compensation of the Executive Committee

Motion: The Board of Directors proposes a maximum total sum of CHF 10'829'000 for the remuneration of the members of the Executive Committee for the 2022 business year.

Explanation: Further information on this motion can be found on pages 12 and 13.

8.

Election of the statutory auditor

Motion: The Board of Directors proposes the election of – PwC (PricewaterhouseCoopers AG), Zurich, as the statutory auditor for the 2021 business year.

Explanation: PricewaterhouseCoopers AG, Zurich, is an independent international firm of auditors with an acknowledged reputation.

It was first chosen for this mandate at the 2012 Annual Shareholders' Meeting.

9.

Election of the independent proxy for the 2022 Annual Shareholders' Meeting

Motion: The Board of Directors proposes the election of - the law firm weber, schaub & partner ag, Zurich, represented by lic. iur. LL. M. Christoph J. Vaucher, as the independent proxy until conclusion of the 2022 Annual Shareholders' Meeting. **Explanation:** The law firm weber, schaub & partner ag, Zurich, represented by lic. iur. LL. M. Christoph J. Vaucher, ensures the requisite independence from the company for this task pursuant to Art. 728 CO. The mandate ends after conclusion of the 2021 Annual Shareholders' Meeting; in other words, the mandate shall apply to any extraordinary shareholders' meetings held prior to the 2021 Annual Sharegarholders' Meeting. Thank you for your attention and for taking note. We cordially invite you to exercise your voting rights.

Yours sincerely

Georg Fischer AG On behalf of the Board of Directors The Chairman

Y**x**es Serra

Schaffhausen, 23 March 2021

Explanations on the composition of the Board of Directors (agenda item 4)

The Board of Directors, in accordance with its Articles of Association, consists of six to nine members. It will temporarily have seven members following the 2021 Annual Shareholders' Meeting. As a rule, each member sits on one of the three standing committees. The composition of the three standing committee has been uploaded to the website www.georgfischer.com/investors. We will publish the establishment of the Board of Directors as soon as possible after the 2021 Annual Shareholders' Meeting.

When selecting members, the focus is not only on experience in leadership and management functions, industrial and technology markets, innovation, finance and accounting, risk management and law, but also on special international relationships and regional market knowledge. The Board of Directors also ensures a balanced consideration of competencies and knowledge that take into account the Corporation's operational focus, international orientation, diversity and the accounting requirements of listed companies. The required competencies and knowledge are broadly covered by the Board of Directors.

In accordance with the criteria of the Swiss Code of Best Practice for Corporate Governance, all members of the Board of Directors are non-executive and six are independent. Yves Serra, who was the CEO of GF until the 2019 Annual Shareholders' Meeting, is, according to the same criteria, considered to be a non-executive member of the Board for a period of three years. In accordance with these guidelines of the Swiss Code of Best Practice for Corporate Governance, at least half the Board members must fulfill the criterion of independence. GF meets this requirement by a wide margin.

Brief biographies of the Board of Directors



Yves Serra

Chairman of the Board of Directors 1953 (France and Switzerland)

Engineering degree from École Centrale de Paris (France); MSc in Civil Engineering from the University of Wisconsin-Madison (USA)

Board Member since 2019, Vice Chairman 2019–2020,

Chairman since 2020 Corporate Governance

Non-executive Member

Professional background, career

Deputy Commercial Attaché at the French Embassy in Manila (1977– 1979); Customer Service Engineer for Alstom in France and South Africa (1979–1982); various positions at Sulzer in France and Japan (1982– 1992); various positions at GF (1992–2019), Managing Director of Charmilles Technologies Japan and Regional Head of Sales Asia (1992–1998), Head of Charmilles (1998–2003), Head of GF Piping Systems (2003–2008), President and CEO of Georg Fischer AG (2008–2019)



Hubert Achermann Vice Chairman and Independent Lead Director 1951 (Switzerland)

Dr. iur, attorney, graduated in Law at the University of Bern (Switzerland) Board Member since 2014, Vice-Chairman and Independent Lead Director since 2020

Corporate Governance Independent Member

Professional background, career

Legal advisor at FIDES Treuhandgesellschaft in Zurich (1982–1987), Head of the company's Lucerne office (1987–1994), Partner and Vice Chairman of the Board of Directors of the newly created KPMG Schweiz (1992– 1994), Member of the four-person Executive Board, responsible for tax and law (1994–2004), CEO of KPMG Schweiz and performed several key roles for KPMG International (2004–2012), first Lead Director of KPMG International and Member of the KPMG Global Board (2009–2012)



Riet Cadonau

Member of the Board of Directors

Bachelor of Arts in Business and Economics of the University from Basel (Switzerland); Master of Arts in Economics and Business Administration from the University of Zurich (Switzerland); INSEAD Advanced Management Program AMP (France)

Board Member since 2016

Corporate Governance

Independent Member

Professional background, career

Various positions at IBM Switzerland (1990–2001), ultimately Member of the Executive Board and Director of Global Services; various positions as Member of the Executive Board of Ascom Group (2001–2005, from 2007–2011 as CEO); in between due to an Ascom divestment, Managing Director and Senior Vice President at ACS Inc. (later Xerox); CEO of Kaba Group, today dormakaba Group (2011–2018), Chairman & CEO of dormakaba Group (since 2018)



Peter Hackel Member of the Board of Directors 1969 (Switzerland)

Dr. sc. nat. ETH; Master and PhD in Biochemistry and Molecular Biology from the Swiss Federal Institute of Technology (ETH) in Zurich (Switzerland); degree in Business Administration at the Open University of Hagen (Germany)

Board Member since 2020

Corporate Governance

Independent Member

Professional background, career

Various management positions at McKinsey and Geistlich Biomaterials (Switzerland); various management positions at Straumann AG, ultimately as Head of Group Controlling and Member of Executive Management Group Straumann AG (2004–2011); CFO of the global segment Oerlikon Drive Systems (2011–2013); CFO of Straumann AG with responsibility for Finance, Investor Relations, IT and Purchasing (since 2014)



Roger Michaelis

Member of the Board of Directors

1959 (Brazil and Germany)

Studied Business Administration at the University of São Paulo (Brazil), post-graduate degree in Management and Strategy at Krupp Foundation Munich (Germany) and Babson College (USA)

Board Member since 2012

Corporate Governance Independent Member

Professional background, career

Various positions at Osram Group (1988–2012), ultimately as CEO at Osram Brazil and Head of Human Resources of Osram in Latin America (2004–2012); prior to this CFO at Osram subsidiaries in India and Brazil; Partner and Director of Verocap Consulting, São Paulo, (Brazil) (since 2012)



Eveline Saupper

Member of the Board of Directors 1958 (Switzerland)

 $\mbox{Dr.}\xspace{int}$ iur, attorney and certified Tax Expert, graduated in Law at the University of St. Gallen (Switzerland)

Board Member since 2015

Corporate Governance Independent Member

Professional background, career

Legal and Tax Advisor at Peat Marwick Mitchell (now KPMG Fides) (1983–1985); Attorney at Baker & McKenzie (1985–1992); Employee (1992–1994), Partner (1994–2014) and of counsel at Homburger AG (2014–2017)



Jasmin Staiblin

Member of the Board of Directors

1970 (Germany)

Double degree in Electrical Engineering and Physics from the Technical University Karlsruhe (Germany) and Royal Institute of Technology Stockholm (Sweden)

Board Member since 2011

Corporate Governance Independent Member

Professional background, career

Various positions at ABB, including in Switzerland, Sweden, and Australia (1997–2006), Country Manager of ABB Switzerland (2006–2012); CEO of Alpiq Holding AG (2013–2018)

Explanations on compensation (agenda items 6 and 7)

Pursuant to the Articles of Association of Georg Fischer AG, the Annual Shareholders' Meeting shall decide on the prospective approval of the maximum total compensation of the Board of Directors and the Executive Committee.

a) Total compensation for the Board of Directors (agenda item 6)

The 2020 Annual Shareholders' Meeting approved a maximum total compensation of CHF 3'450'000 for the Board of Directors. The total compensation for the year under review was CHF 2'726'000 (previous year: CHF 2'735'000).

Due to a reduced number of members of the Board of Directors, the new motion for the maximum total compensation is reduced to CHF 3'140'000 for the compensation period lasting until the 2022 Annual Shareholders' Meeting.

Social insurance expenses are included in full. Calculation of the maximum total compensation is based on the same compensation principles as previous year.

The calculation of the compensation to be paid in shares is based on the closing share price on the last trading day of the year under review. The calculation of the maximum total compensation for the new compensation period is based on a share value of CHF 1'600 (previous year's assumption: CHF 1'600).1

b) Total compensation for the Executive Committee (agenda item 7)

For the business year 2020, the Annual Shareholders' Meeting approved a maximum total compensation of CHF 10'531'000 for the members of the Executive Committee. The members of the Executive Committee received a total compensation amounting to CHF 7'415'000 for the year under review (previous year: CHF 7'488'000).

For the financial year 2021, the 2020 Annual Shareholders' Meeting approved a maximum of CHF 10'531'000 for the total compensation of the members of the Executive Committee. For the financial year 2022, the new motion includes a maximum amount of CHF 10'829'000 for the total compensation of the five members of the Executive Committee (including the CEO). The increase compared to previous year's proposal is mainly due to a change in the calculation method for the share-based compensation, as described below. The calculation of the maximum amount is as follows:

- A fixed, individual annual base salary in cash The calculation for the fixed, individual salary includes a reserve for moderate salary increases in line with market practice. The fixed salaries shall amount to approx. 30% of the total compensation.
- An individual performance-related compensation in cash (short-term incentive)

The calculation of the short-term incentive is based on the maximum achievable amounts. The short-term incentives shall amount to approx. 30% of the total compensation.

A share-based remuneration (long-term incentive)
 As of financial year 2021, the grant mechanism for
 the share-based compensation was changed. The
 share-based compensation is now no longer based
 on a fixed number of shares, but on a grant value that
 is determined as a percentage of the fixed, individual
 annual base salary. The grant value is converted into
 performance shares on the grant date based on a
 defined and recognized method using a reference
 share price. Compared to previous years, the grant
 value is no longer dependent on the share price.
 Detailed explanations of this conversion can be found
 in the Compensation Report (www.georgfischer.com).

With this change, like in the case of the short-term incentive, this compensation component is calculated with the achievement of the maximum grant value and thus significantly justifies the increase in the motion of the maximum total compensation. As in previous years, the long-term incentive is 100% performance-related and depends equally on two performance indicators: EPS (Earnings per Share) and rTSR (relative Total Shareholder Return).

The long-term incentives will amount to approx. 30% of the total compensation.

 Benefits such as pension and social insurance expenses

Contributions of the employer to pension funds and social security shall amount to approx. 10% of the total compensation.²

The total sum of the short-term and long-term compensation for each Executive Committee member is limited to 250% of the fixed annual salary in accordance with the Articles of Association of Georg Fischer AG.

- The assumption of a share price higher than the current price does not constitute a prediction based on anticipated business results. This calculation does not provide any guarantee regarding the company's future performance.
- 2 A significant portion of the social security payments of the employer to the Swiss social security system represents a solidarity payment as the individuals will never get any return or benefit due to these payments.

Important notes

Date of Annual Shareholders' Meeting 21 April 2021

Timelines and dispatch of documents (summary)

23 March 2021

Dispatch of the personal documents to the registered shareholders along with the 2020 Annual Report (short version).

The personal documents contain:

- The access code for electronic registration and electronic voting on www.georgfischer.com/gv and
- The **power of attorney** with which you can give your voting instructions in writing.

Please take care of these matters as soon as possible. This will simplify the work of the share register in preparing the Annual Shareholders' Meeting. Thank you very much.

13 April 2021

Shareholders are **entitled to vote** if they are entered in the share register with voting rights on 13 April 2021.

19 April 2021

You may issue your voting **instructions** online until midnight on Monday, 19 April 2021.

If you issue your voting instructions in writing, they must reach us by Tuesday, 20 April 2021 (the deadline is deemed to be the date of postal delivery).

Annual Report and auditors' reports

The full 2020 Annual Report, containing the report, the financial statements and the consolidated financial statements as well as the compensation report and the auditors' reports, was published on 3 March 2021. It is available for inspection at the headquarters of Georg Fischer AG, Amsler Laffon-Strasse 9, 8201 Schaffhausen, and can be downloaded from the GF website (www.georgfischer.com).

Voting rights and power of attorney

Shareholders may be represented by the independent proxy (law firm weber, schaub & partner ag, Zurich, represented by lic. iur. LL.M. Christoph J. Vaucher, P.O. Box 22, 8024 Zurich) in accordance with § 9.2 of the Articles of Association and the Federal Council Ordinances of 11 September 2020 on COVID-19.

In the period from 14 to 21 April 2021, no entries of registered shares will be made in the company's share register that entitle the holder to exercise voting rights at the Annual Shareholders' Meeting of 21 April 2021.

Restrictions on voting rights and power of attorney

Pursuant to § 4.10 of our Articles of Association, the total number of votes exercised by one person for his own shares and shares which he represents may not exceed 5% of the voting rights of the entire share capital. Persons bound by capital or voting rights, by consolidated management or otherwise acting in concert for the purpose of circumventing this provision are deemed to be one person.

Questions and requests

General questions and motions can be submitted at gv2021@georgfischer.com in accordance with the voting documents on the individual agenda items. Questions and motions may be submitted until midnight on Monday, 19 April 2021.

Minutes and establishment of the Board of Directors

The minutes of the Annual Shareholders' Meeting will be uploaded to the website www.georgfischer.com on the evening of 21 April 2021, along with the Media Release and the establishment of the Board of Directors following the Annual Shareholders' Meeting.

Contact

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Find out more about financial figures, information on GF's strategy and business segments at www.annualreport.georgfischer.com/2020/en



