Ad hoc announcement

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Schaffhausen (Switzerland)
4 November 2025, 7:00 a.m. CET

Capital Markets Day 2025: GF's Strategy 2030 and innovation focus to drive profitable growth and resilience

As its transformation into a pure-play Flow Solutions company nears completion, GF is entering the next phase of its strategic journey. At its Capital Markets Day today in Schaffhausen (Switzerland), the company will provide a deep dive into its new Strategy 2030, while showcasing some of its most promising innovations.

Strategy 2030 focuses on maximizing GF's core business and growing with new applications and innovative solutions. GF will prioritize four strategic thrusts:

- **Maximise the core business** with superior solutions, end-to-end services and execution excellence
- **Grow with new opportunities** in high-potential regions, segments and applications
- **Lead with innovative solutions** unlocking above-average growth in core and in new business opportunities
- **Foster a "One GF" performance culture** by promoting a growth mindset and entrepreneurial teamwork building on streamlined structures

"The global drive for smarter water use, sustainable cities and increased energy efficiency for industrial processes creates new opportunities for us to support our customers with innovative flow solutions. Strategy 2030 sets a clear direction: thanks to our strong portfolio, global footprint and deep commitment to innovation and sustainability, GF will drive profitable growth to become the global market leader in Flow Solutions and create long-term value for our shareholders," said Andreas Müller, GF CEO.

By 2030, GF targets sales of CHF 4.2–4.5 billion incl. acquisitions, while organically we expect growth of 4-6% per year with the following financial targets:

- EBITDA margin of 16-18% and EBIT margin of 13-15%
- FCF / EBITDA conversion >50%
- Return on invested capital (ROIC) of 21-26%

With an estimated capital deployment capacity of CHF 1.8–2.0 billion over 2025–2030, GF will maintain a strong focus on growth investments, while aiming to reduce its net debt-to-EBITDA ratio to around 2.0x and distribute a steadily increasing dividend to its shareholders.

Innovation showcases
At the Capital Markets Day, participants will also experience a range of innovative solutions across GF's three business areas:

Buildings: The growing demand for energy-efficient building upgrades and superior comfort is driving renovation markets. GF will present its expanded heating and cooling solutions portfolio, including the new Ecoflex VIP pipe with vacuum insulation technology. Designed for heating, cooling and hot water distribution in local and district energy networks, it reduces heat loss by up to 60% and installation time by up to 50% compared to conventional pipes. In addition, AI-based solutions will ensure superior comfort and energy savings in buildings.

Industry: As AI drives the rapid expansion of data centers, demand for direct liquid cooling solutions continues to grow. To meet this need, GF will present its unique, complete polymer system, setting new industry standards for performance and sustainability. The solution enables faster installation times with better insulation, optimal flow, reduced pressure loss and no corrosion. These features translate into improved energy efficiency, enhanced reliability and higher overall value for customers in the data center industry.

Infrastructure: The global challenge of water imbalance, ranging from extreme rainfall to increasing water scarcity, is driving demand for sustainable infrastructure solutions. GF will present its combined portfolio, including recently acquired VAG and former Uponor products, demonstrating how it helps cities manage stormwater and aging water infrastructure worldwide.

Event information

The Capital Markets Day 2025 starts at 10.00 CET and can be followed via a live webcast through this link. The presentation material is now available for download on Capital Markets Day 2025. A replay of the webcast and recordings of the showcase presentations will also be available on the website after the event, while photos will be available in the GF image database from around 16.00 CET.

For further information, please contact

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Key dates:

25 February 2026: Year-End Results 2025 media and analyst conference in Zurich (Switzerland)