

# Management Review



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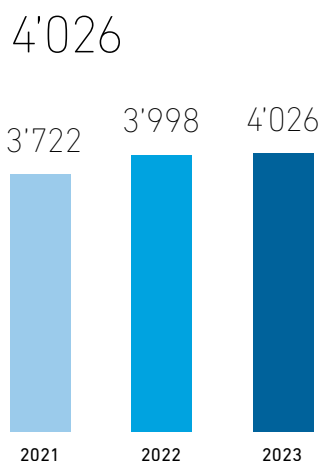


# Financial key figures 2023

In 2023, sales amounted to CHF 4.0 billion. Excluding Uponor, sales reached CHF 3.9 billion, 3.4% below 2022 on account of a currency impact of CHF 263 million. Organically, sales increased by 3.7%. GF Uponor's key figures only cover the months of November and December 2023.

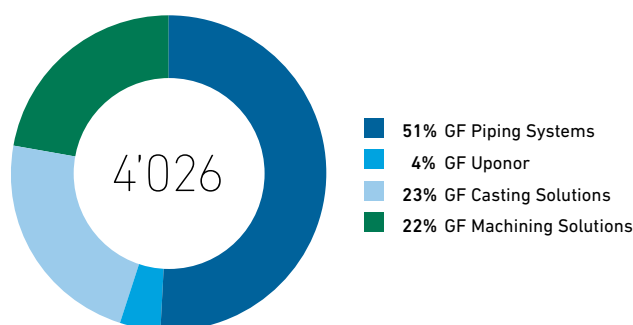
## Sales

in CHF million



## Sales per division

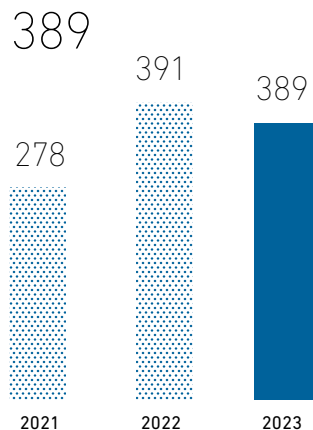
in CHF million



# Financial key figures 2023

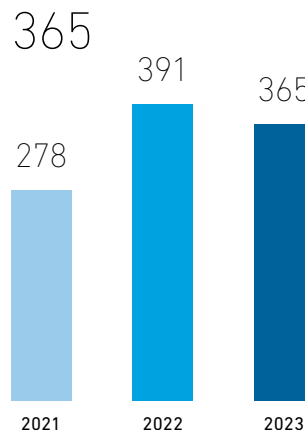
## EBIT (comparable)<sup>1</sup>

in CHF million



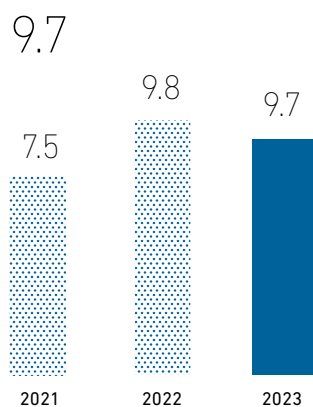
## EBIT

in CHF million



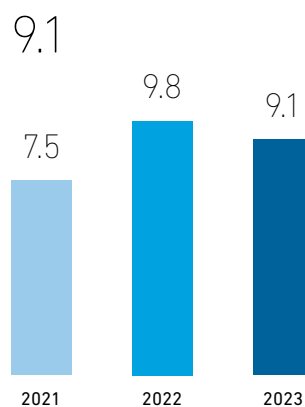
## EBIT margin (comparable)<sup>1</sup>

in %



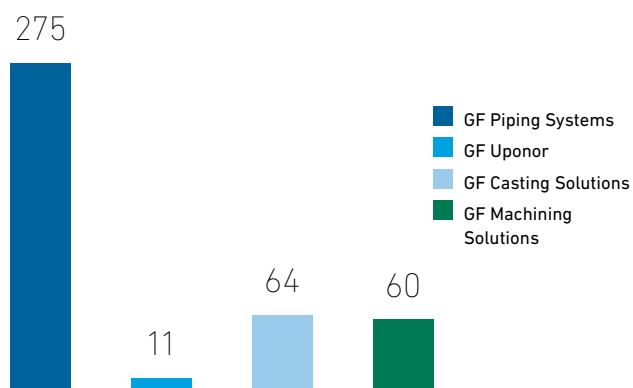
## EBIT margin

in %



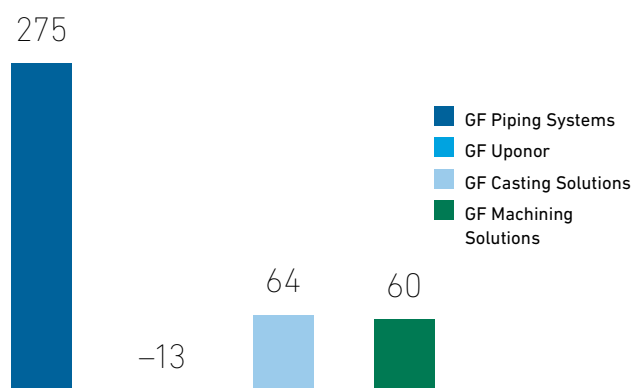
## EBIT per division (comparable)<sup>1</sup>

in CHF million



## EBIT per division

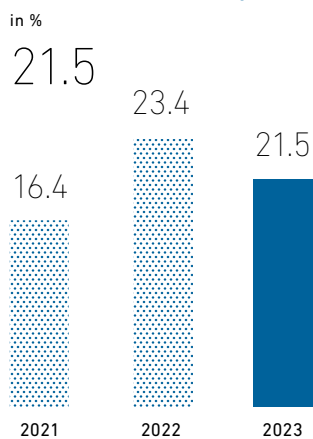
in CHF million



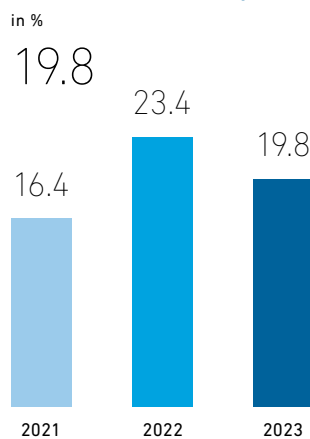
<sup>1</sup> Without PPA effects on inventory and items affecting comparability out of the Uponor acquisition.

# Financial key figures 2023

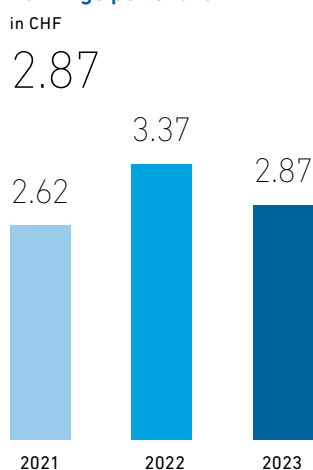
## Return on invested capital (ROIC) (comparable)<sup>1</sup>



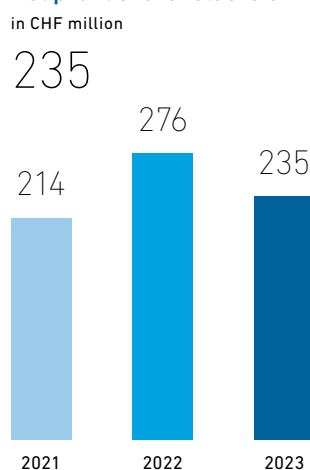
## Return on invested capital (ROIC)



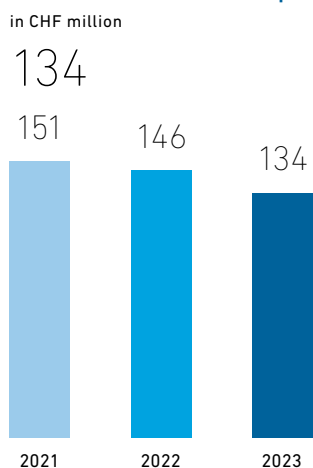
## Earnings per share



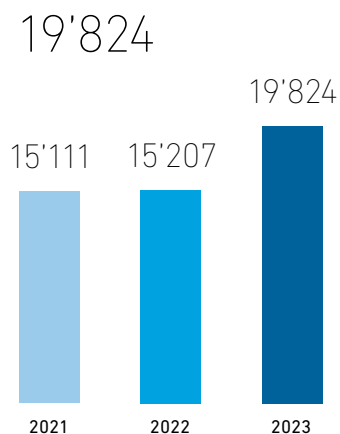
## Net profit shareholders GF



## Free cash flow before acquisitions/divestments



## Number of employees



<sup>1</sup> Without PPA effects on inventory and items affecting comparability out of the Uponor acquisition.

# Financial key figures 2023

CHF million	GF Corporation		GF Piping Systems		GF Uponor <sup>2</sup>		GF Casting Solutions		GF Machining Solutions		GF Corporation excl. positions & effects of Uponor <sup>3</sup>
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
Order intake	3'938	4'227	1'954	2'319	167		912	965	907	945	3'771
Orders on hand	827	931	300	442	47		269	284	211	206	779
Sales	4'026	3'998	2'066	2'160	164		910	892	887	948	3'861
Sales growth %	0.7	7.4	-4.4	9.6			2.0	1.4	-6.5	8.7	-3.4
Organic growth %	3.7	13.5	3.0	13.3			11.4	17.2	-1.9	10.9	3.7
EBITDA (comparable) <sup>1</sup>	511	507	327	341	19		104	99	75	81	492
EBITDA margin (comparable) <sup>1</sup> %	12.7	12.7	15.8	15.8	11.3		11.4	11.1	8.4	8.6	12.8
EBITDA	486	507	327	341	-6		104	99	75	81	492
EBITDA margin %	12.1	12.7	15.8	15.8	-3.7		11.4	11.1	8.4	8.6	12.8
EBIT (comparable) <sup>1</sup>	389	391	275	291	11		64	55	60	67	378
EBIT margin (comparable) <sup>1</sup> %	9.7	9.8	13.3	13.5	6.9		7.0	6.2	6.8	7.0	9.8
EBIT	365	391	275	291	-13		64	55	60	67	378
EBIT margin %	9.1	9.8	13.3	13.5	-8.2		7.0	6.2	6.8	7.0	9.8
Net profit shareholders GF	235	276									
Basic earnings per share in CHF	2.87	3.37									
Free cash flow before acquisitions/divestments	134	146									
Invested capital (IC)	1'707	1'277	758	705	365		315	326	267	196	1'342
Return on invested capital (ROIC) (comparable) <sup>1</sup> %	21.5	23.4	31.1	35.6	n/a		17.6	11.2	22.9	31.7	23.8
Return on invested capital (ROIC) %	19.8	23.4	31.1	35.6	n/a		17.6	11.2	22.9	31.7	23.8
Net debt (+)/Net cash (-)	1'879	-159									
Number of employees	19'824	15'207	8'798	8'085	3'687		3'792	3'570	3'377	3'398	16'137

1 Without PPA effects on inventory and items affecting comparability out of the Uponor acquisition.

2 GF Uponor's key figures only cover the months of November and December 2023.

3 For comparative purpose only.

# Another strong EBIT margin performance; Uponor acquisition lays ground for future growth; 2025 targets increased



Yves Serra, Chairman of the Board of Directors, and Andreas Müller, CEO

## Dear shareholders,

2023 was a landmark year for GF, marked by the acquisition of Uponor, the biggest acquisition in the history of the company, as well as other positive milestones. GF increased its resilience while facing geopolitical instability, inflationary trends as well as substantial currency headwinds.

Global megatrends such as the demand for sustainable water management in urban areas, the transition toward renewable energy sources, the ongoing digitalization of our lives as well as skilled labor shortages are shaping our industries. The acquisition of Uponor strategically positions GF to become a global leader in sustainable water and flow solutions and benefit from new investments in energy-efficient heating and cooling in buildings. This major step is meant to accelerate the implementation of the Strategy 2025 within GF's flow solutions activities.

All divisions remain well positioned to meet their strategic targets, while focusing on operational excellence. GF's leadership in technology and strong presence in selected key markets, such as micro-electronics, automotive and aerospace, helped offset the impact of weaker sectors. To continue to perform well in these attractive markets, GF increased its solutions and services offering, adapting rapidly to the new needs of its customers with numerous innovations, such as the functional integration of large structural castings, new specific and digital connected process automation valves, smart indoor energy control systems as well as dedicated EDM (electric discharging machining) processes for the energy and aerospace sectors.

### Group results

Uponor Corp. (Finland) and Corys Piping Systems LLC (UAE), both acquired in the second semester 2023, were fully consolidated as of 1 November 2023. For detailed information, please consult the [Financial Report](#).

Including these acquisitions, order intake reached CHF 3.9 billion and sales amounted to CHF 4.0 billion. Excluding Uponor, sales reached CHF 3.9 billion, 3.4% below 2022 on account of a currency impact of CHF 263 million. Organically, sales increased by 3.7%.

Operating result (EBIT) stood at CHF 365 million. Comparable operating result (EBIT) without PPA effects on inventory and items affecting comparability out of the Uponor acquisition reached CHF 389 million. Excluding Uponor and all corresponding effects, EBIT stood at CHF 378 million for a 9.8% margin, on par with the previous year.

Return on invested capital (ROIC) excluding Uponor and all corresponding effects was strong at 23.8% (2022: 23.4%). Comparable ROIC was 21.5%.



At the end of 2023, GF employed 19'824 people, an increase of 4'617 compared with the end of 2022, primarily reflecting the additional 4'319 employees from Uponor and Corys.

Free cash flow before acquisitions reached CHF 134 million (2022: CHF 146 million). Despite a rise in net debt due to the acquisitions, the balance sheet remains healthy. To replace part of the bridge financing for the acquisitions, GF plans to place corporate bonds in 2024. Net profit attributable to shareholders of GF amounted to CHF 235 million (2022: CHF 276 million).

At the upcoming Annual Shareholders' Meeting, the Board of Directors will propose a dividend per share of CHF 1.30 on last year's level.

### GF Piping Systems

The order intake of the division came in at CHF 1'954 million (2022: CHF 2'319 million), with good momentum in the second half of the year. However, 2022 saw exceptionally high intakes from the semiconductor industry in the amount of more than CHF 100 million as a result of product and supply chain shortages. In 2023 the Industrial business in Europe, Asia and the Americas, as well as new markets such as Brazil, contributed positively to the performance.

GF Piping Systems reported a robust performance in 2023, achieving CHF 2'066 million in sales (2022: CHF 2'160 million). The organic increase of 3% was driven by good demand in key sectors such as high-end microelectronics and process automation for water reclamation and treatment among others. Despite facing headwinds in the European building technology and gas utility sectors, as well as a challenging global economic environment, the division maintained its momentum.

EBIT stood at CHF 275 million, compared with CHF 291 million in the previous year, resulting in an EBIT margin of 13.3%, within the range of the Strategy 2025 targets. EBIT was strongly impacted by negative currency effects of CHF 49 million.

The division continues to focus on innovation and business development, including solutions for renewable energy, lithium extraction and refinement and battery production, building a strong position in rapidly developing growth markets.

Earlier in 2023, the division inaugurated a state-of-the-art production facility in Yangzhou (China), the largest and most efficient facility of GF Piping Systems in Asia. The plant is designed to serve a wide range of industries such as microelectronics, water treatment, chemical process, marine, building construction and data centers.

As previously announced, GF Piping Systems will start to focus in 2024 on the Industry and Utility segment, whereas the Building Technology business will be consolidated into the new division GF Uponor. The GF Uponor Infrastructure business is being transferred to GF Piping Systems to synergize with the division's existing Utility business, addressing overlapping markets and applications with different products. The highly complementary businesses will help unleash the full potential of the two divisions, which are both well positioned for sustainable and profitable growth benefiting from global megatrends. The implementation of these organizational changes started in early January 2024 and is expected to be completed by the end of 2024.

### GF Uponor

For the full year 2023, Uponor's sales reached EUR 1'221 million (2022: EUR 1'386 million). Excluding currency effects and structural changes, sales decreased by 5.8% compared to previous year.

The comparable operating profit reached EUR 150 million (2022: EUR 154 million). The comparable operating profit margin improved to 12.3% (2022: 11.1%), reflecting the benefits of its margin resilience initiatives and operating model.

The consolidated division's result for the final two months of 2023 reflects the ordinary winter seasonality that causes lower activity in the construction industry, the holiday season, but also proactive supply chain optimization. GF Uponor contributed to GF sales with CHF 164 million; in addition, the company contributed CHF 11 million in EBIT, before PPA effects on inventory and items affecting comparability, implying an EBIT margin of 6.9%, well above historic recurring levels for the final two months of the year.

In the course of 2023, Uponor continued to gain market share in the US, while facing headwinds in Europe. All Uponor businesses achieved continued productivity improvements enabled through a group-wide transformation program. The program also helped to mitigate substantial year-on-year inflation. Uponor's resilience and adaptability demonstrated its robust business strategy and its ability to navigate and thrive in a volatile market environment.

### GF Casting Solutions

GF Casting Solutions had a good year with sales of CHF 910 million (2022: CHF 892 million). Organic growth reached 11.4%, which is slightly above the global growth of the automotive industry. This growth was primarily fueled by heightened demand for lightweight components, especially in the Chinese market, and a recovery in the aerospace sector.

The division's EBIT for the year stood at CHF 64 million, up from CHF 55 million in 2022, resulting in an increase of the EBIT margin from 6.2% to 7.0%. This increase is commendable, considering the significant challenge of rising energy, labor and transportation costs, alongside other inflationary pressures.

GF Casting Solutions recorded an all-time high in new acquisitions lifetime volume orders of more than CHF 2.5 billion in 2023. This achievement reflects the division's more resilient, broader customer portfolio in the automotive industry, in the aerospace and energy sector, as well as in industrial applications. The rising demand in these areas for the development and production of structural parts underscores the success of GF Casting Solutions' strategy and its strong position as an innovation leader for sustainable mobility.

The ramp-up of the new facility in Shenyang (China) is proceeding according to plan and will provide customers with state-of-the-art large body and lightweight castings.

### GF Machining Solutions

In terms of order intake, GF Machining Solutions recorded a successful year, reaching CHF 907 million, leading to a solid book-to-bill-ratio above 1.0. The division demonstrated resilience in Europe, whereas it faces challenges in Asia. Especially the ICT segment (information and communication technologies) continued to remain flat, particularly in China. However, the ongoing rebound in the aerospace and the energy segments could partially compensate for these subdued markets.

GF Machining Solutions' sales experienced a slight decrease of 1.9% organically. Sales came in at CHF 887 million, compared with CHF 948 million in 2022. EBIT for 2023 was CHF 60 million (2022: CHF 67 million), with an EBIT margin of 6.8% (2022: 7.0%).

The division has reinforced its position as an industrial technology leader with a high innovation rate. The recent launches of a new generation of laser texturing and electrical discharging machines (EDM)

dedicated to aerospace applications will enable customers to use increasingly sophisticated materials with the ultimate goal of reducing fuel consumption. GF Machining Solutions has further strengthened its customer experience and service offerings, helping customers to cut their production times and to increase efficiency in their own manufacturing processes.

### Strategy 2025 accelerated, new targets set

Just halfway into GF's current five-year strategy cycle, 2023 marked a key milestone in the implementation of the Strategy 2025. GF's vision to become a sustainability and innovation leader offering superior customer value was successfully implemented throughout the year, and GF already achieved most of its 2025 sustainability targets.

Additionally, for its 2023 submission to the global rating agency CDP, GF secured the highest possible "A" score for transparency and performance on climate change, after the company was awarded an "A-" for three consecutive years. For its ambitions around water security, GF has maintained its previous rating of "A-".

In the third edition of Europe's Climate Leaders compilation by the Financial Times, GF ranked among the top five of 26 machines-and-industrial equipment companies in 2023, underscoring the company's commitment to addressing the climate crisis and setting industry benchmarks. EcoVadis recognized all GF divisions for their commitment to environmental, social and governance (ESG) performance; GF Piping Systems, GF Uponor and GF Casting Solutions were all awarded gold medals, placing them in the top 5% of companies rated, while GF Machining Solutions received a silver medal, thus ranking it in the top 15%.

GF Piping Systems' presence in growth markets and segments, such as high-end microelectronics production and water treatment for a wide range of industries and markets, continues to drive profitable growth. With the acquisition of Uponor, GF accelerated the implementation of GF Piping Systems' strategy to become the leader in sustainable water and flow solutions. Uponor executed its transformation program to become more resilient, and going forward, GF Uponor will increase its focus on indoor climate solutions to address the sustainability needs of its customers. GF Casting Solutions remains a recognized development partner for large structural parts and innovative components for existing and new customers, while GF Machining Solutions has been consistently investing in the development of additional energy-saving functionalities on its machines over the last few years.

The two successful acquisitions of Uponor and Corys, with their respective promising growth perspectives, led GF to increase its Strategy 2025 target ranges: from the current sales target (incl. acquisitions) of CHF 4.4–5 billion to CHF 5–5.5 billion, from the current EBIT margin target of 9–11% to 10–12%, and from the current ROIC target of 20–22% to 20–24%. In addition to these existing strategy targets, GF introduces a new EBITDA margin target in the range of 13–15%.

### Proposed changes to the Board of Directors

Hubert Achermann, Vice Chairman of the Board of Directors and Independent Lead Director, is retiring from the Board after reaching its maximum age limit. The Board of Directors will propose Stefan Räsamen, a long-standing partner at PwC Switzerland and its Chairman until 2022, for election as a new member of the GF Board at the Annual Shareholders' Meeting on 17 April 2024. Stefan Räsamen will deepen the Board's expertise in auditing, as well as financial and ESG reporting. In addition, the Board will propose Annika Paasikivi, former Chair of Uponor and an experienced executive and board member at several industrial companies, as a new

member of the Board. Roger Michaelis will not stand for re-election due to GF's 12-year limit on Board tenure. GF warmly thanks Hubert Achermann and Roger Michaelis for their excellent service over the years.

### Outlook for the full year 2024

Despite persisting short-term global challenges, GF with its innovative solutions is well positioned to benefit from long-term megatrends such as water conservation and treatment, sustainable mobility, energy-efficient indoor climate solutions and high-precision machining. The swift integration of Uponor and Corys Piping Systems, two fully complementary businesses to GF Piping Systems, is set to accelerate the implementation of the Strategy 2025 and further support the ambition to become a global leader in sustainable water and flow solutions.

Economic conditions remain generally subdued but GF expects a gradual improvement during the course of the year and further organic growth for the full year 2024. Operating profitability (EBIT/EBITDA/ROIC) before extraordinary items is expected to reach the revised Strategy 2025 target ranges (EBIT margin 10–12%; EBITDA margin 13–15%; ROIC 20–24%).

We would like to extend a heartfelt thanks to our employees who, through their dedication and motivation, ensure the successful development of this company. A special welcome goes to the more than 4'000 new colleagues from Uponor and Corys Piping Systems, who are now part of the GF family. We would also like to thank our customers for their trust in GF and for their feedback, which is an ongoing source of inspiration and motivation; and our shareholders, with whom we engage in regular discussions throughout the year, for their continued support of our company.



**Yves Serra**  
Chairman of the  
Board of Directors



**Andreas Müller**  
CEO



# Our Corporation

GF offers products and solutions that enable the safe and sustainable transport of liquids and gases, as well as lightweight casting components and high-precision manufacturing technologies. As a sustainability and innovation leader, GF strives to achieve profitable growth while offering superior value to its customers for more than 200 years. Founded in 1802, the Corporation – with its divisions GF Piping Systems, GF Uponor, GF Casting Solutions and GF Machining Solutions – is headquartered in Switzerland. At the end of 2023, it was present in 45 countries with 187 companies, 76 of which are production companies with 105 facilities. GF's 19'824 employees worldwide generated sales of CHF 4'026 million in 2023.

## Sales in 2023

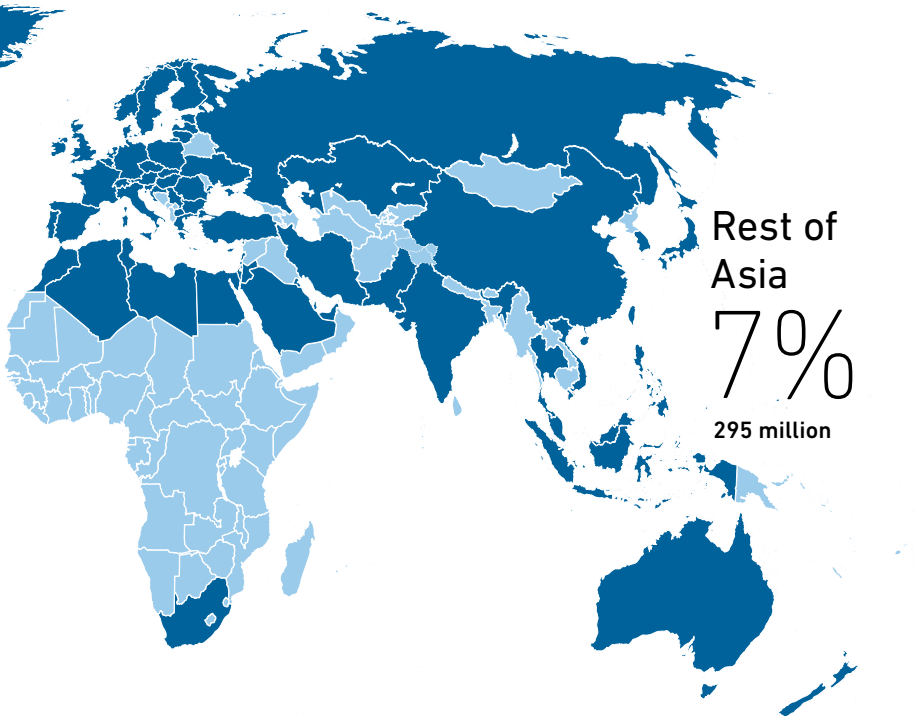
in CHF

Americas  
**21%**  
837 million

Switzerland  
**5%**  
220 million

Germany  
**14%**  
556 million

Rest of Europe  
**26%**  
1'050 million



Rest of Asia  
**7%**  
295 million

Rest of world  
**5%**  
204 million

China  
**22%**  
865 million

# GF Piping Systems at a glance

As the leading flow solutions provider for the safe and sustainable transport of fluids, GF Piping Systems creates connections for life. The division focuses on industry-leading leak-free piping solutions for numerous demanding end-market segments. Its strong focus on customer centricity and innovation is reflected by its global sales, service and manufacturing footprint, and its award-winning portfolio, including fittings, valves, pipes and sensors, as well as automation, fabrication and jointing technologies.

## Key figures

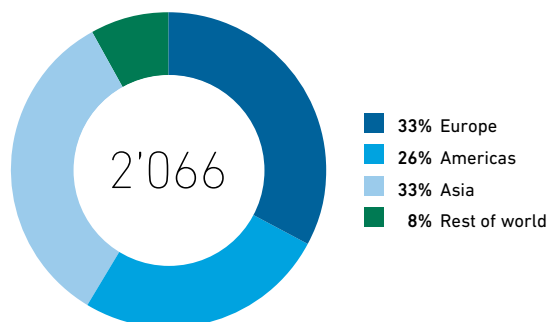
CHF million	2023	2022
Order intake	1'954	2'319
Orders on hand at year-end	300	442
Sales	2'066	2'160
Sales growth %	-4.4	9.6
Organic growth %	3.0	13.3
EBITDA	327	341
EBITDA margin %	15.8	15.8
EBIT	275	291
EBIT margin %	13.3	13.5
Invested capital (IC)	758	705
Return on invested capital (ROIC) %	31.1	35.6
Number of employees	8'798	8'085

## Number of employees

8'798

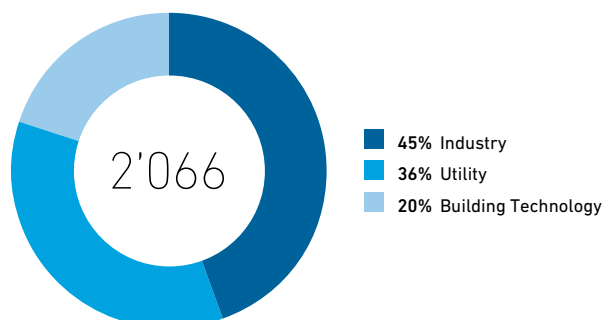
## Sales per region

in CHF million



## Sales per segment

in CHF million



# GF Uponor at a glance

Building on Uponor's solutions that efficiently and effectively move water through cities, buildings and homes, the division provides safe drinking water, energy-efficient radiant heating and cooling systems as well as reliable infrastructure solutions. GF Uponor helps customers in residential and commercial construction, as well as municipalities and utilities to be more productive – and continuously find new ways to conserve, manage and provide water responsibly, unlocking the potential to provide comfort, health and efficiency.

## Key figures<sup>1</sup>

CHF million	2023	2022
Order intake	167	
Orders on hand at year-end	47	
Sales	164	
EBITDA (comparable) <sup>2</sup>	19	
EBITDA margin (comparable) <sup>2</sup> %	11.3	
EBITDA	-6	
EBITDA margin %	-3.7	
EBIT (comparable) <sup>2</sup>	11	
EBIT margin (comparable) <sup>2</sup> %	6.9	
EBIT	-13	
EBIT margin %	-8.2	
Invested capital (IC)	365	
Number of employees	3'687	

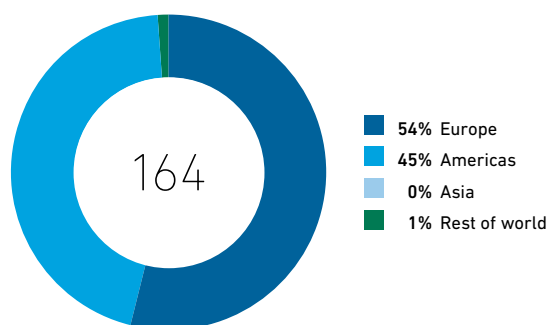
<sup>2</sup> Without PPA effects on inventory and items affecting comparability out of the Uponor acquisition.

## Number of employees

3'687

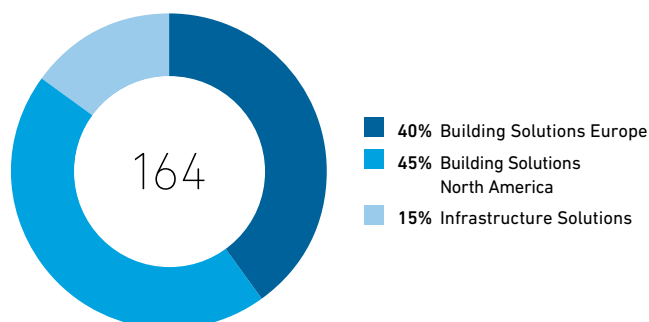
## Sales per region

in CHF million



## Sales per segment

in CHF million



<sup>1</sup> GF Uponor's key figures only cover the months of November and December 2023.



# GF Casting Solutions at a glance

GF Casting Solutions is one of the leading solution providers of lightweight components in the automotive and aerospace industry. As a future-oriented company, the division leads R&D activities in early product development, supporting customers globally to be ready for the sustainable and resource-efficient mobility of tomorrow.

## Key figures

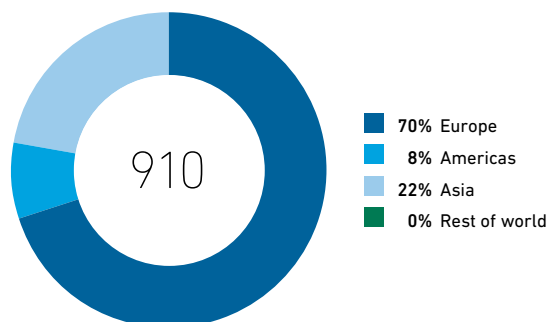
CHF million	2023	2022
Order intake	912	965
Orders on hand at year-end	269	284
Sales	910	892
Sales growth %	2.0	1.4
Organic growth %	11.4	17.2
EBITDA	104	99
EBITDA margin %	11.4	11.1
EBIT	64	55
EBIT margin %	7.0	6.2
Invested capital (IC)	315	326
Return on invested capital (ROIC) %	17.6	11.2
Number of employees	3'792	3'570

## Number of employees

3'792

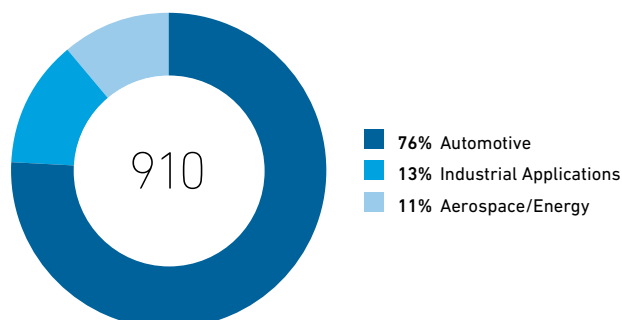
## Sales per region

in CHF million



## Sales per segment

in CHF million





# GF Machining Solutions at a glance

GF Machining Solutions is one of the world's leading providers in precision engineering and advanced manufacturing systems for high accuracy mechanical components and tools manufacturers. Cutting-edge technologies, including Electrical Discharge Machining (EDM), high-speed milling, spindles, laser, automation, high-precision tooling and digitalized solutions are backed by unrivaled customer services and support. GF Machining Solutions provides innovative and complete solutions for various industries, allowing the continuous advancement in energy-efficient and clean manufacturing practices in line with its targets and vision of providing sustainable products to the global market.

## Key figures

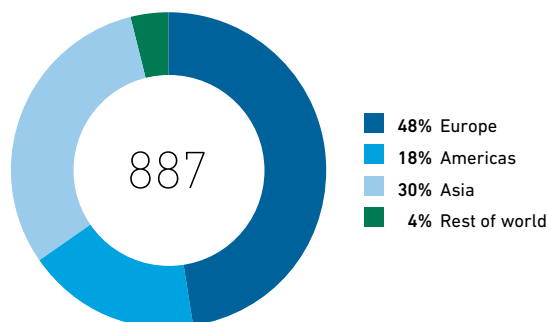
CHF million	2023	2022
Order intake	907	945
Orders on hand at year-end	211	206
Sales	887	948
Sales growth %	-6.5	8.7
Organic growth %	-1.9	10.9
EBITDA	75	81
EBITDA margin %	8.4	8.6
EBIT	60	67
EBIT margin %	6.8	7.0
Invested capital (IC)	267	196
Return on invested capital (ROIC) %	22.9	31.7
Number of employees	3'377	3'398

## Number of employees

3'377

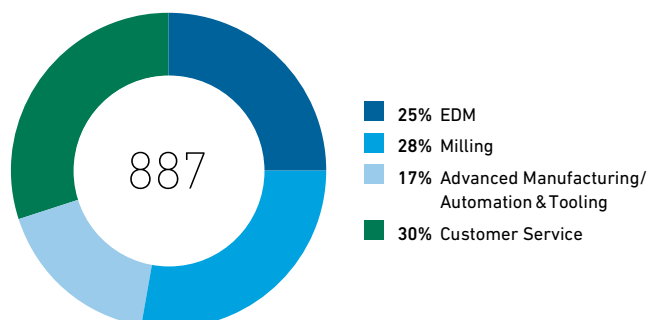
## Sales per region

in CHF million



## Sales per segment

in CHF million



# Strategy 2025: On track

**GF's Strategy 2025, which emphasizes profitable growth through sustainable and intelligent solutions, is progressing well against its targets as it enters the middle of its five-year cycle, and following a transformative acquisition completed in 2023. The company's vision to become a sustainability and innovation leader offering superior customer value is at the core of this strategy and was continuously and successfully implemented throughout the year.**

2023 marks another milestone in the implementation of Strategy 2025. Despite a challenging macroeconomic environment that included inflationary trends, a recession in some markets, a weaker Chinese economy and continued Swiss franc appreciation, all divisions benefited from their leading technology positions and are on track to reach their strategic targets.

Global megatrends such as sustainable water management in urban areas, the transition toward renewable energy sources, the ongoing integration of digital technology as well as the lack of skilled labor are shaping GF's industries. With the acquisition of Uponor, GF is well positioned to benefit from investments in energy efficient heating and cooling in buildings. The company's global footprint, its improved operational performance and a more balanced business portfolio have already strengthened GF's resilience in the current economic environment, marked by subdued housing markets and weaker demand for ICT/electronic components.

In 2023, GF generated 68% of sales with products and solutions that have a social or environmental benefit for its customers (2022: 63%), well on track to reach the 70% target by 2025. This underscores the strategic importance of sustainability, which is embedded and intertwined in GF's daily business, from the safe transport of water and liquids, and empowering e-mobility, to advancing energy-efficient and clean manufacturing.

GF has adjusted its Strategy 2025 targets to reflect the acquisitions of Uponor (Finland) and Corys Piping Systems (UAE), which were both completed in November 2023. The increased share of turnover for the water and flow solutions business following the acquisition of Uponor and Corys will further strengthen GF's resilience in the medium to long term. The focus is now specifically on value creation, protecting the value of the two companies brand and business, supporting their existing strategy and building the foundation for the expected synergies, while building trust within the new organization.

In 2023, GF continued to invest in its people around the world, as well as in its operational excellence. The company established strong foundations through several large-scale initiatives, transformational programs for business processes and organizational adjustments, including some large-scale IT projects, with the goal of modernizing infrastructure and tools, also for virtual collaboration.

GF is also investing in its innovation capabilities, expanding its ecosystem and partnering with a wide range of customers, suppliers, universities, digital platforms and start-up incubators (eg, Plug and Play and MassChallenge). All divisions launched several new products and developed promising pipelines. Recent innovations include GF Piping Systems' 9950 six-channel transmitter, large structural castings at GF Casting Solutions, the Smatrix control system for radiant heating and cooling by Uponor, and the My rConnect platform for digital service provisioning at GF Machining Solutions.

## Strategy Review

# GF Piping Systems

During the year under review, GF Piping Systems continued to reap the fruits of its process automation innovations, its unique set-up to leverage pre-fabrication services and the successful integration of the FGS acquisition in Brazil. Despite the effects of central bank monetary tightening and restrictive credit conditions that are dampening business and residential investments, the division remains well on track to achieve its 2025 targets, with its strong focus on high-value solutions and products. GF Piping Systems has also benefited from the global microelectronics boom and is successfully developing new businesses in resilient segments with attractive market potential, such as lithium extraction and battery production. The division generated sales of CHF 2'066 million in 2023, accounting for 51% of GF sales. Both sales and EBIT margin, which amounted to 13.3%, are within the target range of Strategy 2025.



## Interview with Joost Geginat, President GF Piping Systems

### How would you summarize 2023 for GF Piping Systems?

Our presence in important growth markets and segments, such as high-end microelectronics production, ensures we continue to drive profitable growth, despite headwinds in the building technology and gas utility business in Europe. Thanks to our global presence, our motivated employees and a well-fueled innovation pipeline, we are well-positioned globally to benefit from our markets' positive mid- to long-term outlook. Additionally, our performance and supply chain capabilities continue to be recognized by our partners and customers as well as EcoVadis, who gave us a gold medal rating for sustainability. This award positions us among the top 5% of companies assessed worldwide.

### How much progress has the division made against its Strategy 2025 targets, and what remains to be done?

We made significant progress in all three strategic focus areas of Strategy 2025. Important innovations like our new six channel transmitter and the successful ProfiNet certification improved the connectivity of our process automation portfolio and further strengthen our focus on high-value solutions. Our sales teams are getting even closer to our customers, supported by extensive investments in our off-site manufacturing hubs, sales and marketing technology, and customer experience. We increased our efforts alongside our customers to solve water loss in cities globally, increase operational safety thanks to our performance materials, improve energy efficiency with our efficient cooling solutions and improve water quality and reuse with process automation. With the addition of GF Corys, our new joint venture in the Middle East, and further investments in our production and office facilities worldwide, and by joining forces with GF Uponor Infra business segment, we are well on track to achieve the Strategy 2025 targets.



## Strategy Review

## GF Uponor

As of November 2023, GF Uponor is a new division of GF. The new division focuses on providing safe drinking water as well as energy-efficient radiant heating and cooling to buildings and homes. GF Uponor is working on establishing a new set-up for the combined building solutions business, with the goal of creating a global leader in sustainable water and flow solutions. The process is well under way and it is set to empowering cross-selling, leveraging technology and combining innovation pipelines, thus generating a powerful product and solution portfolio as well as efficient processes to support our customers. The division generated sales of CHF 164 million in 2023, accounting for 4% of GF sales.



## Interview with Michael Rauterkus, President GF Uponor

As of 1 January 2024

### Where does GF Uponor stand at the moment?

During the last year, Uponor executed very well on its transformation program to become leaner and more resilient. With that we have built a solid foundation to accelerate our growth strategy and contribute to the success of GF. By reorganizing our Innovation function into one global team, closely cooperating with our global category management and sales cluster, we have enabled innovation speed and improved market presence. The operating model allows for the optimization and differentiation of our product offering, the development of new platforms, as well as disruptive breakthroughs. Our sales, customer service and marketing teams are focussed on providing value and an outstanding experience to our customers. At the same time, we are investing into making our operations more sustainable and reaching our net-zero goal, which has been validated by the Science Based Targets initiative (SBTi). We have, for example, started to implement our Carbon Neutral Factory concept, which not only supports our own climate work, but also has a positive impact on the carbon footprint of our customers and partners. Our new business model will keep customer needs and market requirements at the centre of everything we do.

### What are the main opportunities and challenges for GF Uponor in the short to medium term?

Overall, the market in Europe remains challenging, while North America is more robust. We look forward to executing on cross-selling opportunities that exist in our common markets within GF and exploiting our joint innovation power to accelerate new innovations and product launches. With our combined product and solution portfolio, we will not only extend our channel coverage and global penetration. We will be in the pole position to seize the opportunities and demands created by the global megatrends and offer our customers a wide range of best choices: systems that reduce energy consumption and CO<sub>2</sub> emission of buildings, solutions that enhance hygiene and comfort, all that while enabling them to be more productive. With our highly motivated and experienced employees, we will enhance the strengths of both GF and Uponor even further.



## Strategy Review

# GF Casting Solutions

**In 2023, GF Casting Solutions took advantage of the strong growth in e-mobility and the related lightweight design requirements in the global automotive sector. The transition to e-mobility has kickstarted a large number of new vehicle developments, providing many opportunities to leverage the division's core competence in the development and manufacture of large structural castings. GF Casting Solutions has also expanded its customer portfolio, which now includes traditional Original Equipment Manufacturers (OEM), as well as new vehicle manufacturers, especially from China, supported by existing facilities and the ramp up of the new facility in Shenyang. In 2023, GF Casting Solutions' sales amounted to CHF 910 million, while EBIT margin was 7.0%. Both were within the target range.**



## Interview with Carlos Vasto, President GF Casting Solutions

### What are the opportunities for GF Casting Solutions?

GF Casting Solutions is recognized as a competent development partner for large structural components in the automotive industry. This is an opening door in this transforming market, where the increasing number of new vehicle development projects offers great opportunities for GF Casting Solutions to support our customers in designing and developing innovative components solutions.

### How did the division progress against its strategic targets in 2023?

After several years of transformational projects, GF Casting Solutions is progressing well against its strategic targets. The best proof of that is the strong track record in newly acquired projects in the amount of CHF 2.5 billion. Many of these orders are for large structural parts with traditional and new vehicle manufacturers. GF Casting Solutions was able to leverage its capabilities to design and industrialize large lightweight cast components. In addition, the division started production at its new facility in Shenyang.

## Strategy Review

# GF Machining Solutions

The division saw a promising growth trajectory in the aerospace segment globally and was able to seize this opportunity thanks to two new product launches in 2023, the CUT S 400 Dedicated and the Liechti Turbomill 500g, which ensure the highest level of competitiveness for end users. The medical and automotive segments, in particular in Europe, proved resilient, helping offset market weakness in ICT/electronic components, which was driven mainly by lower sales of mobile phones in Asia. Over the past year, the division was able to further strengthen its foundation in fully automated and intelligent manufacturing cells. High-margin laser technology and tooling sales are expected to drive performance in the short to medium term, and the service business expansion is set to help GF Machining Solutions achieve its profitability targets. In 2023, GF Machining Solutions generated sales of CHF 887 million, while EBIT margin was 6.8%, within the target range.



## Interview with Ivan Filisetti, President GF Machining Solutions

### What is the product strategy of GF Machining Solutions in terms of sustainability?

GF Machining Solutions invested in the development of more energy-saving functionalities on its machines over the last few years and is now able to offer energy efficiency certificates to help its customers with their "green transition". Thanks to our recent acquisitions and service business expansion, we were able to launch services such as complete refurbishments of machines, giving old machines a second life, and a recycling campaign targeting the re-use of spare parts from end-of-life machines.

### What about the strategically important segments medical and aerospace?

The medical business was resilient, performing especially well in Europe and boosting our results. We are adjusting the strategy in China and Asia and are reinforcing our organization in the US to better support our growth. Regarding aerospace, we are very proud of our latest product launches, the performance of which enables us to push into a strong leading position for the engine components manufacturing business.

# Highlights 2023

## February

### GF Machining Solutions launches innovative femtosecond lasers

**At an open house event held in its Laser Center of Technologies in Geneva (Switzerland) with international VIP guests, GF Machining Solutions presents two lasers equipped with new ultrashort pulse laser sources.**



## March

### GF hosts first-ever Global Sustainability Conference

**GF holds its first Global Sustainability Conference in Zurich, bringing together 160 participants who play an important role in driving sustainability in the company. Among the topics discussed, also with external speakers, are decarbonization, circular economy, diversity and inclusion, and health and safety.**



## March

### GF Piping Systems opens new warehouse in Florida (US)

**A new 4000 m<sup>2</sup> facility located in the world's cruise capital Fort Lauderdale, FL (US), can store over 13 km of pipes. It primarily handles distribution and sales for customers in the cruise industry, enhancing customer proximity.**



March

## GF Machining Solutions holds Global Solutions Days

**GF Machining Solutions hosts international customers at two big global in-house events in Losone and Biel (both in Switzerland), offering deeper insights into its products and services as the division continues to focus on robust segments, intelligent solutions and customer experience.**



April

## Annual Shareholders' Meeting takes place in person again

**For the first time in four years, the Annual Shareholders' Meeting is held again at the IWC Arena in Schaffhausen (Switzerland) with 700 shareholders attending in person. GF shareholders approve all proposals. Michelle Wen and Monica de Virgiliis are elected to the Board of Directors.**



April

## New plant with advanced machinery in Shenyang (China)

**GF celebrates the opening of the GF Casting Solutions plant in Shenyang (China). The facility strengthens GF's global footprint with state-of-the-art technology and the highest sustainability standards.**



April

## Opening of plant in Yangzhou (China) with state-of-the-art technology

**The plant supplies industries such as microelectronics, water treatment, chemicals, marine, building construction and data centers. A modern prefabrication hall with a clean room enables the production of complex products for the semiconductor and energy industries.**



May

## GF Piping Systems and GF Machining Solutions mark opening of new office in Mexico

**GF Piping Systems and GF Machining Solutions hold an open house to mark the opening of their site in Apodaca (Mexico). GF representatives toured the 7'500 m<sup>2</sup> plant together with government officials, business leaders from the region and local media representatives.**



May

## GF Machining Solutions launches new recycling service

**As a responsible machine provider, GF Machining Solutions integrates a pioneering recycling service for its machines, helping customers whose machines have reached the end of their life cycle dispose of them in a safe and efficient way. The machine to be recycled is picked up from the customer's site, inspected and disassembled.**



May

## Groundbreaking ceremony in Seewis

The future of GF's facility in Seewis (Switzerland) is ushered in with a ceremony to kickstart a comprehensive modernization plan that includes the construction of a new high-bay warehouse. The office building, as well as the surrounding areas such as parking spaces and access roads, are also being expanded or newly built.



May

## GF ranks among Europe's Climate Leaders

GF makes it into the top 100 companies globally in the third edition of Europe's Climate Leaders – a compilation by the Financial Times listing the companies that are setting the stage for tackling the climate crisis.



June

## GF Casting Solutions hosts its first Customer Days

The event includes an exclusive tour through the division's testing and validation lab, as well as its testing foundry. The event centers on innovative product and material development.



June

## Opening of new GF head- quarters in Switzerland

**GF inaugurates its new headquarters in Schaffhausen (Switzerland) with an event for some 80 guests from business and politics, as well as a party for employees. After 12 months of extensive renovation and energy-efficient refurbishment, the new offices feature modern open workspaces and co-working areas, as well as new technology to foster collaboration.**



June

## GF Piping Systems earns Intel's 2023 EPIC Distinguished Supplier Award

**GF Piping Systems is one of only 22 Distinguished Award recipients across Intel's global supply chain. The award recognizes companies for their dedication to excellence, inclusion and continuous quality improvement.**



July

## GF Piping Systems receives gold medal from EcoVadis

**GF Piping Systems receives a gold medal in recognition of its environmental, social and governance (ESG) performance. The division is in the top 5% (98<sup>th</sup> percentile) of companies in the manufacture of plastic products industry rated by EcoVadis, the world's largest and most trusted provider of business sustainability ratings.**



September

Walk for Water events are hosted across GF locations worldwide

**Thirteen GF locations in Switzerland, Germany, the US, Indonesia, the UK and China host GF Walk for Water events. Employees from around the world walk together with partners and customers to raise awareness and funds to help fight the global water crisis. The events raise a total of USD 525'000 which will be used by GF's Clean Water Foundation to support humanitarian projects.**



September

GF Casting Solutions invests in future of high-pressure die-casting production

**GF Casting Solutions is investing in its high-pressure die-casting production site in Pitesti (Romania). The first equipment has been installed to support the new structural components business.**



September

My rConnect heralds a new era

**A new era of machine management starts with My rConnect, the first web-based platform that enables quick access to support from GF Machining Solutions, comprehensive traceability and seamless service case management.**





October

## High response rate for first employee engagement survey

**GF conducts its first company-wide employee engagement survey. Around 10'000 employees worldwide participate. The feedback enables GF to assess employees' level of satisfaction and dedication to their work and the company. To drive continuous improvement, GF plans to now conduct an employee engagement survey annually.**



November

## GF Piping Systems acquires Corys for sustainable growth in the Middle East

**GF Piping Systems acquires 51% of Corys Piping Systems (CPS) located in Dubai (UAE). The new entity GF Corys is a leader in premium flow solutions across all relevant market segments in the region.**



November

## GF acquires Uponor and combines strengths to become a global flow solutions leader

**GF successfully closes the tender offer for all shares in the company Uponor, which becomes a standalone division called GF Uponor. Together with GF Piping Systems, GF Casting Solutions and GF Machining Solutions, GF Uponor will help build a more resilient technology-driven group.**



November

## GF Central Plastics breaks ground on second plant in Shawnee, OK (US)

**The new 50'000 m<sup>2</sup> manufacturing facility will accommodate the company's growing business while creating as many as 300 full-time jobs upon opening. GF Central Plastics is North America's largest single-source manufacturer of metal and polyethylene pipe jointing products in the gas and municipal water utility industry.**



December

## GF secures "A" score for transparency and performance on climate change

**For its 2023 submission to the global rating agency CDP, GF secured the highest possible "A" score for transparency and performance on climate change, after the company was awarded an "A-" for three consecutive years. For its ambitions around water security, GF has maintained its previous rating of "A-".**



# Forward Stories

**In 2023, GF continued to focus on providing customers with innovative solutions to address their sustainability needs and create a positive impact in a world that is becoming increasingly complex and technologically advanced.**

**GF “goes forward” sustainably by tackling some of the biggest challenges of our times, such as how to support the needs of a growing global population and developing economies amid dwindling resources.**

**These Forward Stories showcase how GF contributes to making everyday items more sustainable, how it powers the e-mobility revolution and how it helps increase energy efficiency as the world moves towards more renewable sources.**

**Read about how GF keeps Going Forward where it really matters.**



GF Piping Systems

## Bioplastics for daily living

**Many industrial sectors today are facing a similar challenge: how to produce more with less in order to meet increasing demand, especially in developing economies, while at the same time helping preserve the world's natural resources for future generations. Innovation, of both processes as well as technologies, is one way to do that, and in some areas, companies like GF have a key role to play in helping society flourish and the economy grow sustainably.**

Take lactic acid. It is not a product that most of us think about. Yet, this organic compound – naturally produced by organisms when they break down carbohydrates for energy – is a key raw material for biodegradable products. It is also needed in bulk to manufacture our everyday products – from medication to food, textiles, and biodegradable packaging and labeling. Biodegradable plastics – used, for example, in bags, cutlery, utensils or packaging materials – are expected to replace petroleum-based plastics and reduce the impact of these common products on the environment.

In China, earlier this year, authorities issued a three-year plan to speed up the development of the country's non-food bio-based materials industry, and strengthen its innovation capabilities, scale up production, and meet sustainability goals, namely, strengthening the "bioeconomy" or bio-based economy while reducing carbon footprint.

For GF, this is an important opportunity to pursue its strategic objectives while supporting customers on their own sustainability journeys.

### GF: A partner for sustainable innovation

A long-standing partnership with Tianjin-based Oumingzhuang Biological Technology (OMZ), a major producer of process equipment also used for lactic acid, is a testament to that.

For over 10 years, GF has supported OMZ in implementing technologies central to the processes needed to convert starch into bioplastics, utilizing ion exchange technology. From the outset of their partnership, GF Piping Systems in China worked closely with OMZ to identify technical solutions to increase the capacity, efficiency and reliability of its highly automated systems, which in turn are used by producers of lactic acid. This included deploying more than 100'000 GF valves within the production facilities of OMZ's customers.

In 2020, OMZ saw the opportunity to significantly expand the volume and efficiency of the fifth generation of its innovative ion exchange system, seeking to enable its customers to reduce water usage and halve sewage discharge. To do so, OMZ needed a partner with comprehensive experience and the ability to deploy technologies quickly and at the scale required. GF Piping Systems' long collaboration with OMZ made it the clear choice. Moreover, the unique characteristics of GF's products, such as their reliability in acidic environments, enabled OMZ to meet its customer's objective of increasing both volume and efficiency.

"OMZ has enjoyed a decade-long partnership with GF, whose products and services have been instrumental in our success," said Zhang Tianti, OMZ General Manager. "GF is a trusted and reliable partner, and we eagerly anticipate continuing our collaboration in areas such as biotechnology fermentation and lithium

extraction from salt lakes to further advance sustainable industrial development."

By using GF's DN50 valves, OMZ was able to work with smaller valve sizes while maintaining equivalent flow capacity, making it possible to downsize equipment and reduce the raw materials needed as well as the overall weight of the system. The deployment of 5'000 valves across seven parallel ion exchangers has elevated the customer's production to a smarter, more dependable and highly efficient level. Additionally, the valves are fully plastic, ensuring leak-free performance and reliability.

"GF valves offer advantages such as lightweight construction, reliability and the ability to operate under a variety of environmental conditions," said Wang Yingjie, Senior Sales Manager, Energy Key Account Sales Department, GF Piping Systems China. "Our partnership with OMZ is successful as we see OMZ not just as a customer but as a partner for life."

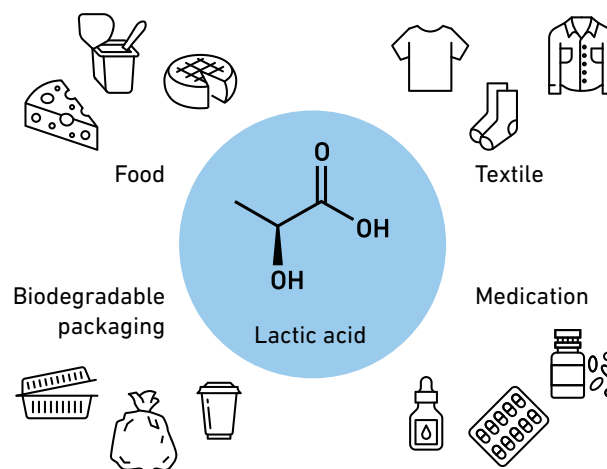
A mix of high-quality products, sustainability know-how and operational excellence make GF an ideal partner to help increase access to biodegradable plastics on an industrial scale as the world players continue to invest in the circular economy to reduce their environmental footprint.

"At GF Piping Systems, we are committed to strengthening our business impact without forgetting to do so in a sustainable way and contribute to societal and technological progress," Wang said.

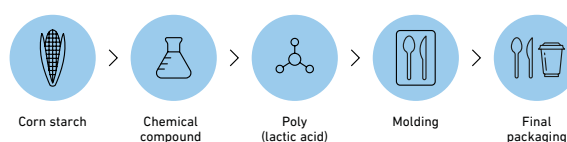
### Info box

According to the UN's World Population Prospects 2022, the world's population will grow to 9.7 billion in 2050, up from 8 billion in 2022, a 21% rise. At the same time, life expectancy at birth is expected to rise to 77.2 years in 2050 from 72.8 years in 2019. Over half of this population growth will take place in developing countries. (Source: United Nations Department of Economic and Social Affairs, Population Division. World Population Prospects 2022: Summary of Results)

### Lactic acid



### Cornstarch packaging production process



Credit: PakFactory

### GF Piping Systems



## Q&A with Wang Yingjie

Senior Sales Manager, Energy Key Account Sales,  
GF Piping Systems China

### How does GF Piping Systems help its customers contribute to greater sustainability?

The results are so impressive that they speak for themselves. Our valves help increase efficiency, reduce wastewater

discharge by over 40% and improve resin utilization efficiency by 30% – not only aligning with national energy-saving and emission-reduction policies but also substantially reducing costs for our customers. They are a key component of the chain to produce bioplastics on the required industrial scale.

### How has GF contributed to a successful relationship with OMZ?

GF has been working closely with OMZ for over 10 years to help them serve their customers with the right equipment, systems and tools. We worked together on several configuration adjustments and process optimizations. Our teams enjoy our collaboration, and we are happy to bring tangible benefits to the table.

### What makes you proud to work at GF and on this project?

Knowing that a GF product stands for safety and reliability in the long term. We play a key role in a process that impacts people's lives, and working with motivated and knowledgeable colleagues is exceptionally rewarding.

Thousands of valves are deployed across production facilities.



GF Casting Solutions

## Going beyond limits in sustainable mobility

**How can we reduce fuel consumption and greenhouse gas emissions while continuing to support an increasingly mobile society? An answer to this modern challenge is one of the most important success factors for sustainable mobility: by making vehicles lighter.**

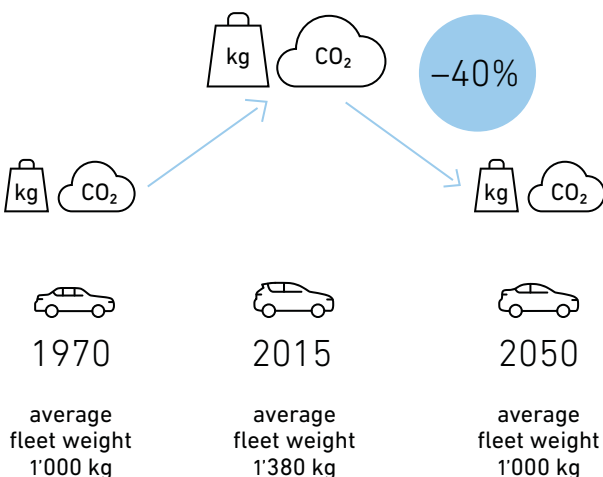
From cars to planes to commercial trucks: the heavier they are, the more energy they consume and the more harmful emissions are released into the atmosphere. Building lighter vehicles improves their energy efficiency while reducing their environmental impact.

Yet, cars have become heavier by almost 40% between 1975 and 2000, says a 2017 ITF study. However, if the average mass of passenger cars gradually decreased from 1'400 kg today to 1'000 kg in 2050, and the weight of light commercial vehicles decreased from 1'800 kg today to 1'100 kg during the same period, it would be possible to cut their CO<sub>2</sub> emissions by almost 40%, compared to a 1990 baseline, says the same study.

Advanced manufacturing techniques are essential in the effort to develop sustainable ways of moving people and goods. Thanks to long-standing experience and its innovation capabilities, GF Casting Solutions has been a pioneer in the development and production of large structural components for the automotive industry. Specifically, by integrating more functionalities into single cast components and reducing the number of individual parts to be assembled. Beyond simplifying the manufacturing processes, such components reduce vehicle weight and improve the performance of the part. This helps cut CO<sub>2</sub> emissions in production and in fuel consumption during the use of the vehicle.

Big castings mark a paradigm shift in the automotive industry and are set to transform supply chains and production, but are also posing some challenges for established processes and logistics. With its longstanding experience, GF Casting Solutions has become a development partner of choice to help find the right answers.

### Lighter vehicles cut CO<sub>2</sub> emissions.



Credit: Fédération Internationale de L'Automobile (FIA)

“Our customers are very demanding in terms of safety, quality and innovation. They expect us to bring to the table new ideas that expand the boundaries of what’s thought to be possible,” said Christoph Stapf, Vice President Sales for GF Casting Solutions. “Collaborating closely with the automotive industry gives us the opportunity to contribute to the development of a more sustainable transportation industry, which is essential to the global economy and to society as a whole.”

### Future-proofing mobility

In 2023, GF Casting Solutions won its biggest-ever order, placed by automaker BMW. This order for large structural castings is pushing the boundaries of current technologies on several fronts, including dimensions, functionality and performance. The lightweight components will be used in a vehicle line that will be offered with a variety of drive trains, such as hybrid and full electric.

“GF’s ability to innovate in die casting is one of the key points to the success of this project,” said Frank Wimmer, Purchasing BMW Light Metal Casting. “But it’s not just technical expertise that we value. The GF team knows how to collaborate, share ideas and think holistically about tough challenges.”

GF and BMW started working together closely early in the process, from part design and simulation to tool development and production, as well as ongoing testing and validation of the casting components.

The transportation sector is undergoing a fundamental transformation. GF Casting Solutions has been fostering innovation in the foundry industry for centuries. As a result, it is uniquely well positioned to support the industry’s shift toward a more sustainable future by supporting customers in developing innovative solutions that are shaping the mobility of tomorrow.

### Info box

**Transportation accounts for 23% of global energy-related CO<sub>2</sub> emissions, according to the OECD’s ITF Transport Outlook 2023. The construction of vehicles, the building of transportation-related infrastructure and fuel production also result in GHG emissions. Yet, as populations and economies grow, so does the demand for freight and passenger transportation.**

### Merging 20 pieces into 1 for weight reduction and energy efficiency



Current solution: Assembled sheet metal



Single-part casting concept: In high-pressure die-casting

- Reduction of CAPEX at the customer & supplier due to lower complexity
- Weight reduction – increase battery range
- Reduction of CO<sub>2</sub>e emissions – Lightweight design – Reduction of production steps

Credit: GF

## GF Casting Solutions



### Q&A with Christoph Stapf

Vice President Sales, GF Casting Solutions

#### How does GF Casting Solutions help its customers contribute to greater sustainability?

Our customers are gradually raising their expectations regarding sustainability. In this respect, all our products are 100% recyclable, and our expertise is crucial in two main areas. Firstly, we provide solutions that are not only lighter but also come with enhanced functionalities, improving the

sustainability performance of vehicles during their use. Secondly, we contribute to resource conservation throughout the entire manufacturing process, both at our facilities and our customers' sites – significantly reducing the CO<sub>2</sub> footprint.

#### How has GF contributed to a successful relationship with BMW?

We have collaborated with BMW for more than 20 years, starting with the development of the first HPDC shock tower and reaching start of production in 2003. The partnership is on an equal footing, which allows us to engage in new projects early on. We have evolved into an innovation and R&D partner across the entire value chain; from the concept phase to industrialization, unlocking the full potential of our shared ideas. Ultimately, this results in a competitive advantage for our customer in the market.

#### What makes you personally proud to work at GF and in this project in particular?

Being actively involved in the development of an exciting vehicle within the BMW line-up truly stands out. We are currently engaged in an intercontinental project, collaborating with BMW across all regions. My team is in daily contact with the BMW team. Witnessing how this product comes to life really makes me proud to work at GF.

Big castings are pushing the boundaries of current technologies.





GF Machining Solutions

# Machines for sustainable energy generation

**The world is on the brink of an energy revolution. But the imperative to shift to carbon-free and renewable energy resources, the so-called “energy transition”, must go hand in hand with the goal of extracting as much efficiency as possible from existing technologies. The goal is to still meet the needs of a growing population, while seeking to limit climate change through sustainable energy supply and consumption. That is why it is crucial to reduce the footprint of conventional energy conversion technology while the energy transition is under way – and one way of doing so is to make the machines we use to turn thermal or mechanical energy into electricity or propulsion more efficient.**

This effort comes with significant challenges. A typical gas turbine for gas power generation weighs around 500 tonnes and can be dozens of meters in length and height. Yet, it turns on components with tolerances smaller than a few micrometers – or millionths of a meter. Whether huge or tiny, all the parts used in gas turbine for power generation need to function in very corrosive or hot environments over long periods of time. Blades and vanes – key components of high-performance turbines – which are machined by GF Machining Solutions, are commonly used in the aerospace and power generation industries for energy generation and conversion equipment.

Milling is a highly efficient and precise process used in manufacturing and material processing to create such components with exceptional accuracy and surface finish, enabling efficiency gains.

According to GF Machining Solutions' own data, its milling solutions can speed up the production process by more than 30% – significantly reducing milling cycle times. The division's technologies are also capable of machining materials as tough as titanium or nimonic, which are particularly hard to machine to the exacting standards required by the aerospace and power generation industries.

GF Machining Solutions is the worldwide market leader for five-axis airfoil machining solutions, which have a specific application in the turbine industry.

GF Machining Solutions has been providing customers with blades and vanes manufacturing machines for many years. One customer, a leading global company, has bought more than 50 machines over the last 20 years. This large fleet is used at one of its manufacturing sites to produce turbine blades for gas and steam powered power plants worldwide. In order to meet energy technology industry's challenges, the customer was looking for machines that were suitable for the production of turbine blades requiring new types of raw material and high precision. That's where the advantages offered by GF became evident.

### Moving the energy industry forward

GF machines produce parts efficiently, both in terms of energy use and amount of waste material, a significant advantage when it comes to highly specialized metal alloys that are often quite expensive. Their precision increases the efficiency of the turbines, which, in turn, means that fewer resources are needed to generate the same amount of electricity. Our technologies can also support the remanufacturing of turbine blades. Repairing

and reusing previously installed parts extends their lifespan beyond what was previously possible.

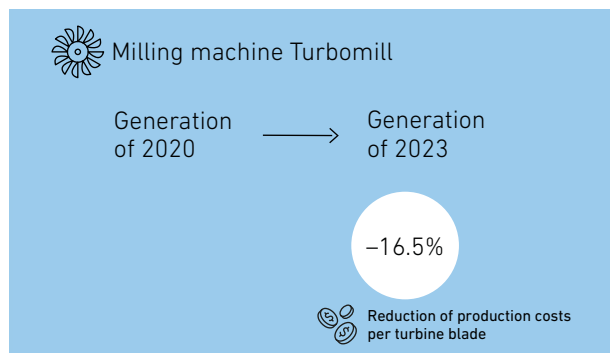
“As the industry evolves, we are helping our customers find ways to generate energy more efficiently,” said Fritz Wittwer, Head Sales, Liechti Engineering, GF Machining Solutions. “We can rely on years of experience with blades and vanes milling machines, high-end special alloys and software to make the machines that enable this industry to develop in their way to a more sustainable power generation.”

GF's team of dedicated and experienced engineers has developed a class-leading platform for precision machining that can maximize the performance of current energy sources, while the renewable energy industry keeps working on the emerging technologies of the future.

#### Info box

**Demand for fossil fuels – coal, oil and natural gas – is expected to peak at 73% by 2030, according to the World Energy Outlook 2023, while investment in renewable energy grew by 40% between 2020 and 2023. Still, demand for fossil fuels continues to grow and so do carbon dioxide (CO<sub>2</sub>) emissions generated by the sector.**

**Innovation in precise machining brings cost reductions and more efficiency for sustainable energy generation.**





## GF Machining Solutions



### Q&A with Fritz Wittwer

Head Sales, Liechti Engineering, GF Machining Solutions

#### How does GF Machining Solutions help its customers contribute to greater sustainability?

We help our customers by offering solutions that focus on efficiency. That, in turn, makes it easier for them to operate more sustainably. For instance, our blades and vanes

machining solutions are highly efficient, which enables our customers to boost production using fewer machines. It's about doing more with less.

#### How has GF contributed to a successful relationship with the customer?

Our expertise in process engineering has allowed our customer to not only meet short production ramp-up cycles – which is critical – but also to achieve remarkable OEE (overall equipment effectiveness) figures through GF's robust blades and vanes machining centers. It is a relationship built on trust and our ability to provide the service they require.

#### What makes you personally proud to work at GF and in this project in particular?

I take pride in working at GF, especially on this project, because we are not just providing a solution to a company – we are actively contributing to their competitiveness for a more sustainable future in electric power generation. It's rewarding to be part of a project that aligns with our commitment to environmental responsibility. Together, we must propel our industry towards cleaner energy solutions, and this is reflected in our long-term collaboration.

With its high-precision machines, GF Machining Solutions is working on a more sustainable future, including efficient energy generation for big light installations, such as in a stadium.



# Our people and culture

**A shared corporate culture is key to ensuring GF's sustainable development and is becoming increasingly important as the company grows and extends its footprint around the globe. Knowing what GF stands for – namely supporting and inspiring each other, being curious about new ideas, developing creative solutions together and implementing them successfully for customers, employees, as well as investors – form the backbone of GF's implementation of Strategy 2025.**

GF employees want to build on the company's over 200-year success story and be part of a corporate culture that is capable of addressing current and future challenges. Continuously improving products and processes, and strengthening employees' skills play a decisive role in this.

GF's corporate culture is built on three core values that support the creation of a team-oriented, open and motivating working environment:

- Caring is about being part of a team.
- Learning is about having an open mind.
- Performance is about speed and excellence.

The Culture Movement initiative introduced at GF in 2021 across the world aims to embed these values into daily working life; the initiative took on an even more important role last year. The number of employees who volunteered to be Change Agents continued to grow in 2023. In addition to performing their day-to-day duties, Change Agents actively support the implementation of the values at numerous locations around the world by coming up with new ideas and proposing specific measures. The highlight of the Culture Movement was Culture Week. Held in November 2023 to mark the two-year anniversary of the initiative, the event achieved a high level of employee participation worldwide. On their own initiative, employees at many locations organized events and activities to strengthen the understanding of the GF values and continue to build team spirit and dialogue.

GF is committed to diversity, equity and inclusion in a variety of ways to achieve the best work environment globally. The company fosters collaboration and respect, regardless of ethnic background, age, gender or personal beliefs, which is a prerequisite for tapping into



the full potential of people and increasing our innovation power. In October 2023, the first standardized worldwide employee engagement survey was conducted to determine how employees rate their working environment in terms of diversity and inclusion, and how committed they are to the company. The survey shows how strongly employees identify with GF, how valued they feel in their work environment, how they see their access to personal development opportunities and how likely they are to recommend GF as an employer. (For further details, see the [Sustainability Report](#) on page 42).

To continuously develop as an employer of choice, GF invests in a wide range of training and development opportunities for its employees – regardless of where they work in the company and what their role is. To share best practice, for example, GF launched an annual competition that has proven very popular. Locations around the world conduct a wide range of activities to encourage employees to get together, from open house days for potential new recruits, guest lectures at universities and internal “coffee roulettes”, during which employees are paired at random to get to know each other. Some of these activities are celebrated at the annual internal Corporate HR Summit.

Investment in training takes place in many different ways at GF. In 2023, for example, internal candidates were offered the opportunity to apply for an international exchange program, which enables employees to get work and life experience at GF locations worldwide.

Intergenerational learning is encouraged by bringing together junior and senior employees to form small teams. This enables the team partners to benefit directly from each other’s knowledge and skills. In addition, GF supports young talents with a technical background by working with academic partners. As part of these networks, students can use specific case studies from the real world to expand their expertise in a targeted way.

These efforts to nurture employees and invest in their development are also recognized outside the company: in early November 2023, GF was designated a “Friendly Work Space” in Switzerland.

Another example of how GF’s corporate culture is visible outside of the company is Walk for Water, an annual fundraising event organized at various GF locations worldwide and supported by GF’s Clean Water Foundation. Participants, including employees, customers and suppliers, walk for over two kilometers carrying a bucket of water to raise funds as well as awareness about the fact that in some regions of the world, millions of people have to travel daily to collect water. (For further details, see the [Sustainability Report/Corporate Citizenship](#) on page 79.)



## Here's what some employees say about the GF's corporate culture:



**"All colleagues around the world have each other's backs and care about each other."**

Hannelore Watelle, Account Manager, GF Piping Systems, Belgium



**"It is exciting to be part of this new chapter in the company history and to become a part of the GF Family."**

Malin Segerberg, warehouse worker, Supply Chain, GF Uponor, Sweden



**"We see ourselves as people with different characters and everyone contributes in whichever way they can."**

Domingo Balangué, Production Supervisor, GF Machining Solutions, US



**"We have a great culture. If anyone has a good idea, they are given all the freedom to implement it."**

Simone Beutel, Head Global Business Development, GF Piping Systems, Switzerland



**"Discovering new things and adapting and growing personally are important aspects of my job at GF."**

Marco Lirsch, Sales Engineer, GF Machining Solutions, Germany



**"I don't stop learning and I constantly work to expand my know-how, because I know I am only at the beginning of an amazing journey."**

Viviane Marques, Business Development, GF Piping Systems, Brazil



**"What I appreciate about working at GF is that we have an open mind about new things and that we care and support each other in our team. The GF values help me to achieve a better performance."**

Jannik Zhong, Account Manager, GF Casting Solutions, China



**"I am looking forward to exchanging ideas with my new colleagues. Looking forward to projects going on at global level at GF, which are even bigger than what we have been doing at Uponor, it will be very exciting."**

Pontus von Schoultz, Director, IT Enterprise Architecture and Digitalization, GF Uponor, Finland



**"Starting to work at GF was the beginning of something new and amazing for me. It gave me the opportunity to break free of norms and explore new horizons involving innovation, creativity and mental fortitude. This spirit drives me to look beyond the ordinary and brings out the best in me. It really makes me think outside the box, helping me to find innovative approaches."**

Adrian Burlacu, Quality Controller, GF Casting Solutions, Romania

# Organization of GF

As of 1 January 2024

**Georg Fischer AG, the Holding Company of the GF Corporation, is organized under Swiss law. It is headquartered in Schaffhausen (Switzerland) and listed on the SIX Swiss Exchange.**

## Board of Directors

The members of the Board of Directors are elected individually by the Annual Shareholders' Meeting for a one-year term until the next ordinary Annual Shareholders' Meeting. The Board of Directors has ultimate responsibility for supervising and monitoring the management of Georg Fischer AG. It decides the company's strategy and organizational structure, the organization of finance and accounting, the annual budget and the investment budget. It also appoints the members of the Executive Committee, to which it transfers responsibility for the operational management of the Corporation. In accordance with the Swiss Code of Best Practice for Corporate Governance of economiesuisse, all eight members are non-executive and independent. The Chairman of the Board of Directors is not simultaneously the CEO.

**Executive Committee (from left): Joost Geginat, President GF Piping Systems, Carlos Vasto, President GF Casting Solutions; Andreas Müller, CEO; Mads Joergensen, CFO; Michael Rauterkus, President GF Uponor as of 1 January 2024; Ivan Filisetti, President GF Machining Solutions**



## Executive Committee

Unless specified otherwise by law or in the Articles of Association of Georg Fischer AG, the Board of Directors delegates responsibility for the operational management of the Corporation to the CEO, who is supported in this task by the Executive Committee. The extent to which competencies are delegated by the Board of Directors to the Executive Committee and the nature of the cooperation between the Board of Directors and the Executive Committee are defined by the Organization and Business Rules. Under the leadership of the Chief Executive Officer (CEO), the Executive Committee addresses all issues of relevance to the Corporation, takes decisions within its remit and submits proposals to the Board of Directors.

## Corporate structure

The GF Corporation is organized along the four divisions GF Piping Systems, GF Uponor, GF Casting Solutions and GF Machining Solutions, and the two Corporate Staff Units Finance & Controlling and Corporate Development. The presidents of the divisions and the Corporate Staff Units are responsible for managing their businesses and for achieving their business objectives.

## Corporate Center

The CEO and the CFO form the management of the Corporate Center. Strategically important competencies and information are shared and made available at this level. The Corporate Center is closely involved in management, planning, IT, communications, finance, management development and corporate culture. The Corporate Center also ensures that sustainability, governance, risk management and compliance practices meet the requirements of the owners and the public and supports the Board of Directors in meeting its responsibilities.

## Finance, Controlling and Sustainability

Finance & Controlling uses state-of-the-art information systems to ensure the time-critical financial management of the Corporation. A standardized system of financial reporting is used across the entire Corporation, guaranteeing immediate and complete transparency. Currency, interest rate and credit risks are monitored and managed at the Corporation level. GF considers sustainability to be a key element in both its strategy and its business activities. An integral part of the Corporate staff's responsibilities is the active management of the Corporation in order to meet the ambitious sustainability goals defined in Strategy 2025.

## Corporate values and management development

The sustainable overall development of the Corporation is supported by shared corporate values. These are enshrined in the Code of Conduct and are becoming increasingly important with the spread of globalization. Great importance is also attached to internal training, talent management and to selecting the best possible people for management positions. Up to 70% of all senior management positions are filled with internal candidates.

## Communications

GF is a strong brand that has been built and strengthened consistently over many years. The Corporation builds confidence in its products and services through open and active communications with customers, employees, the media, analysts, shareholders and other stakeholders.

## Corporate values

The sustainable development of the Corporation is supported by shared corporate values. These are enshrined in the Code of Conduct and are becoming increasingly important with the spread of globalization.

## Corporate governance

For detailed information on corporate governance, see the [Corporate Governance Report](#).



# GF organizational structure

As of 1 January 2024

## Board of Directors

Chairman: Yves Serra  
8 Members

## Executive Committee

CEO: Andreas Müller  
6 members

### GF Piping Systems

**President:**  
Joost Geginat

**Finance & IT**  
Jürg Peter

**Human Resources**  
Noel Schreiber

**Global Operations & Global Functions**  
Nicolas Schulz

**Industry / Utility & Global Functions**  
Thomas Hary

**Building Technology**  
Christopher Dühren

**EMEA**  
Dominique Van Ackere

**Americas & Global Functions**  
James Jackson

**Asia**  
Michael Toh

### GF Uponor

**President:**  
Michael Rauterkus

**Finance & IT**  
Markus Melkko

**Human Resources**  
Jennifer Hauschildt

**Strategy**  
Jesse Räisänen

**Legal**  
Reetta Härkki

**Technology**  
Thomas Fuhr

**Marketing**  
Charlotta Persfell

**Infra**  
Sebastian Bondestam

**North America**  
Andres Caballero

**Europe**  
Jonas Brennwald

### GF Casting Solutions

**President:**  
Carlos Vasto

**Finance & IT**  
Paul Czaj

**Human Resources**  
Jürg Scherrer

**Procurement & Sustainability**  
Oliver Teich

**HPDC Europe**  
Roger Kupferschmid

**China**  
Qiuli Wang

**Aerospace/IGT**  
Gianmaria Pinasco

**Technology**  
Frank Gensty

**Global Sales**  
Christoph Stapf

**Business Development & Marketing**  
Georg Neuschütz

### GF Machining Solutions

**President:**  
Ivan Filisetti

**Finance & IT**  
Aitor Bustinduy

**Human Resources**  
Nathalie Isautier

**Technology & Operations**  
Stefan Dahl

**Global Sales**  
Scott Fosdick

**Service & Success**  
Antonio Faccio

**Market Segmentation & Marketing**  
Ivan Filisetti a. i.

### Finance & Controlling

**Head: Mads Joergensen**

**Corporate Sustainability**  
Lindsay Zingg

**Investor Relations & Enterprise Risk Management**  
Nadine Gruber

**Corporate Controlling**  
Gian Franco Bieler

**Corporate Treasury & Taxes**  
Holger Henss

**Internal Audit**  
Thorsten Schittges

**Corporate Shared Service Center**  
Petra Dinkeldein

### Corporate Development

**Head: Andreas Müller**

**Legal, Compliance, Insurance, Patent & Trademark**  
Marc Lahusen

**Corporate Strategy, M & A and IT**  
Helmut Elben

**Corporate Human Resources**  
Peter Ziswiler

**Corporate Communications**  
Beat Römer

**Corporate Secretary**  
Roland Gröbli