

Strategy 2025 – profitable growth through higher customer value



Global trends offer great opportunities

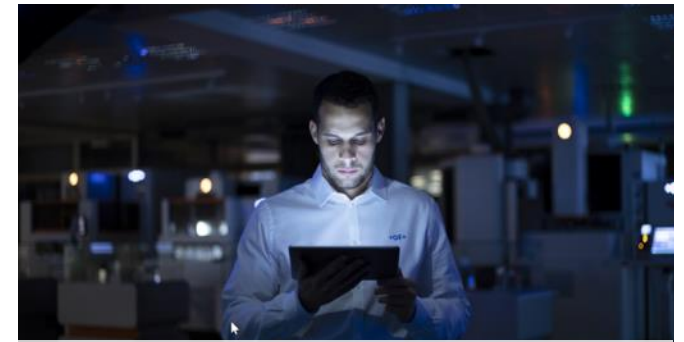
Global trends driven by sustainability needs



Cleaner



Lighter



Digital

Our Vision



GF is a sustainability and innovation leader providing superior customer value



Our strategy is about profitable growth with emphasis on resilience and learning

CHF 4.4 – 5.0 bn

Sales

including acquisitions

9 – 11%

Return on sales (ROS)

20 – 22%

Return on invested capital (ROIC)



1 Drive profitable growth through intelligent and sustainable solutions

2 Increase robustness through resilient portfolio and operational excellence

3 Evolve culture towards more performance and learning

Divisional strategic targets



GF Piping Systems

13 – 15%
ROS

20 – 24%
ROIC

GF Casting Solutions

9 – 11%
ROS

18 – 22%
ROIC

GF Machining Solutions

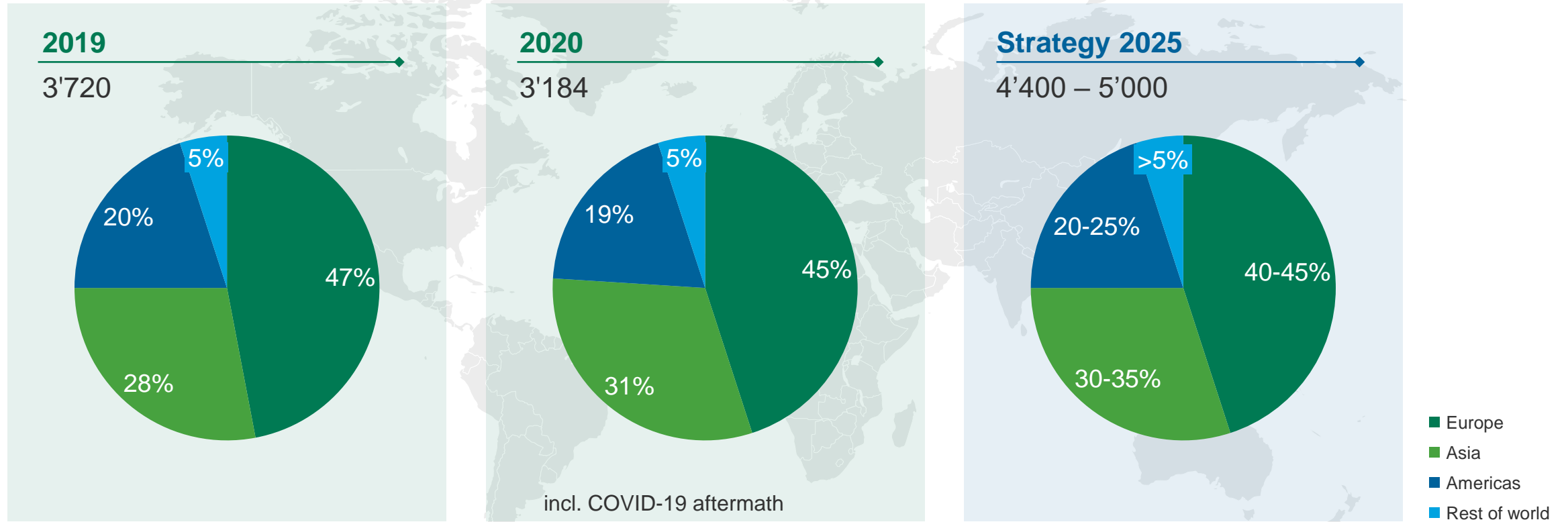
8 – 10%
ROS

20 – 24%
ROIC

We will further strengthen our global presence

(CHF million)

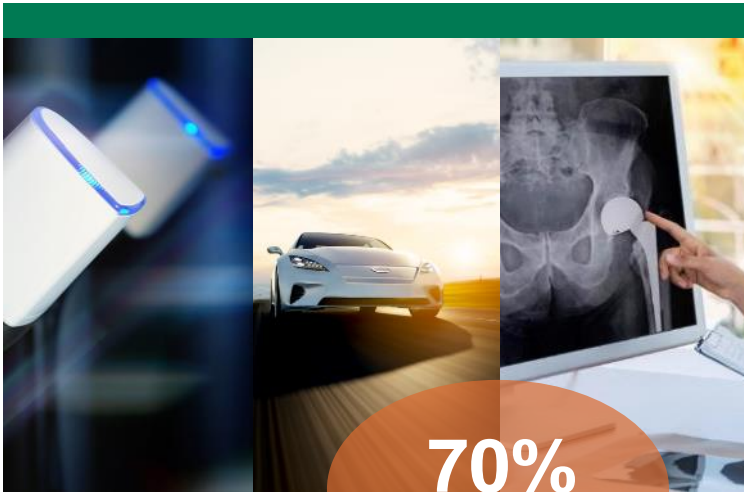
Sales per region



Sustainability is an integral part of our strategy



Product Portfolio



70%
of sales with social or environmental benefits



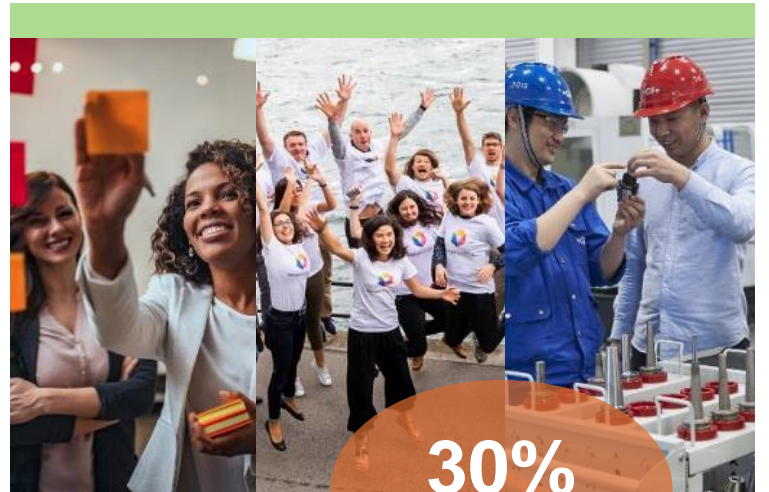
Climate & Resources



12.5%
absolute CO2 emissions footprint reduction



People & Well-being



30%
accident rate reduction

Drive profitable growth
through intelligent and sustainable solutions



Intelligent flow solutions at GF Piping Systems ...

... to reduce Non Revenue Water ...

... and ensure safe drinking water quality



 **OXFORD FLOW**

Pressure/flow management
2x more stable and precise



Complete simplicity
Just 3 primary components and
detection means less time for
maintenance and more reliability.



... unique global solutions at GF Casting Solutions ...

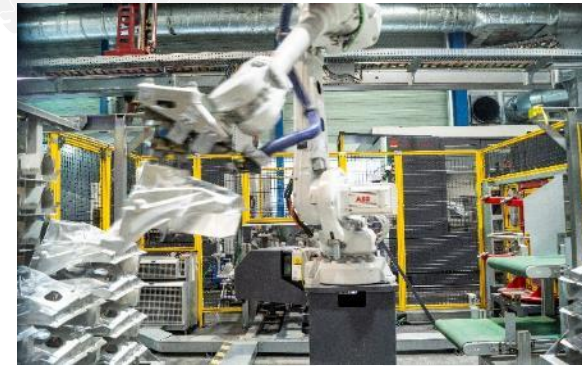
... leveraging our global capabilities



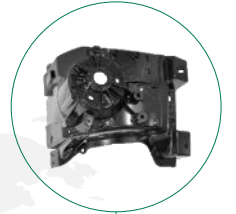
Key account management



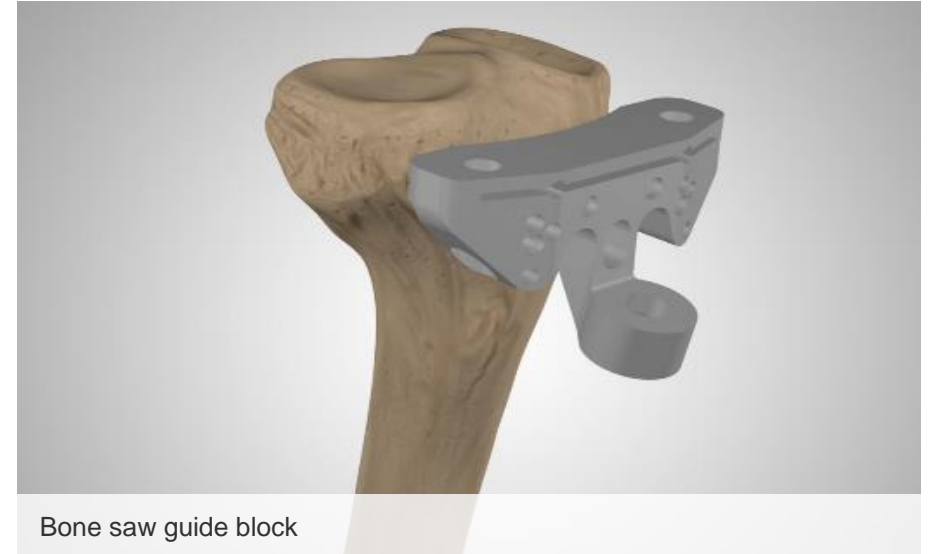
Research & development



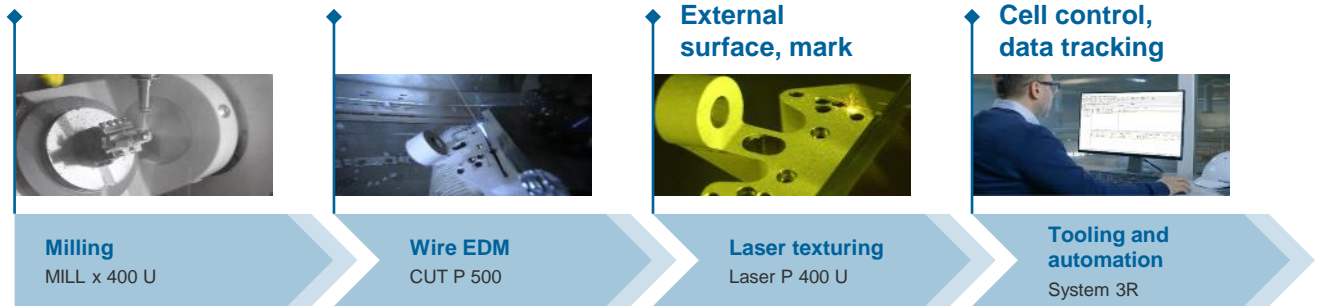
Operations



... dedicated solutions at GF Machining Solutions



Bone saw guide block



Increase robustness

through resilient portfolio and operational excellence



We continue to invest in more resilient market segments...

Water treatment

(advanced process automation)



Lightweight / e-vehicle parts

(aluminum / magnesium)



Medical

(instruments / implants)



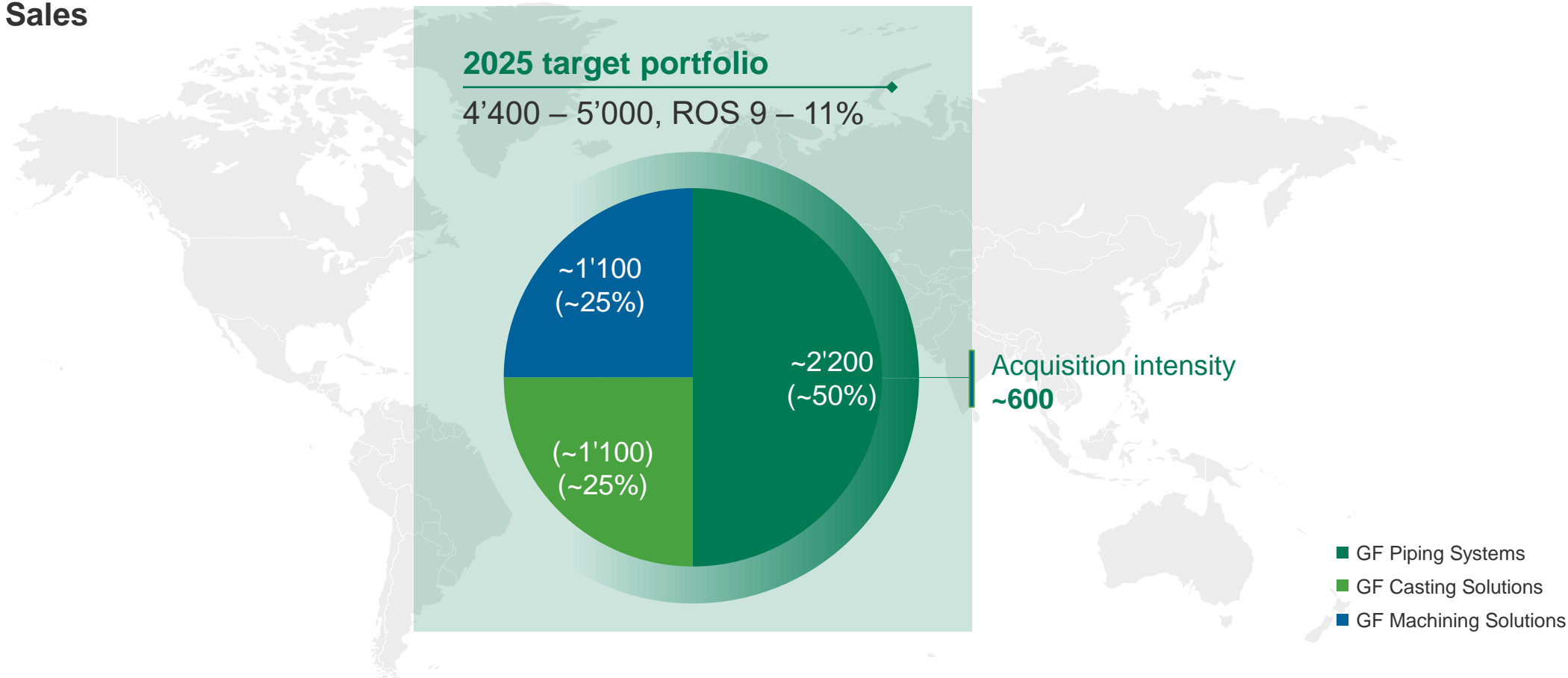
Examples

Globally balanced

... to further increase our portfolio robustness

(CHF million)

Corporate Sales



We will strive for best in class operations worldwide



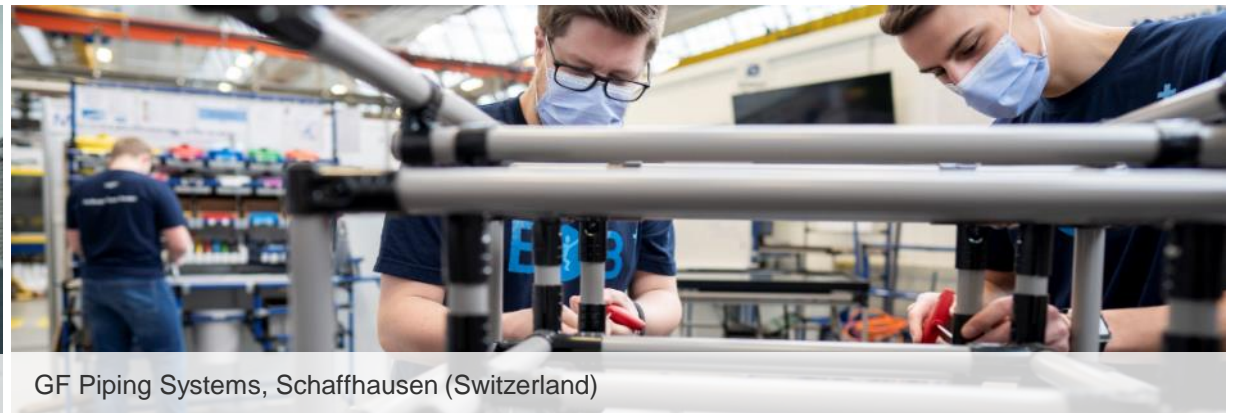
GF Casting Solutions, Mills River (USA)



GF Machining Solutions, Biel (Switzerland)



GF Piping Systems, Irvine (USA)



GF Piping Systems, Schaffhausen (Switzerland)

Evolve culture

towards more performance and learning



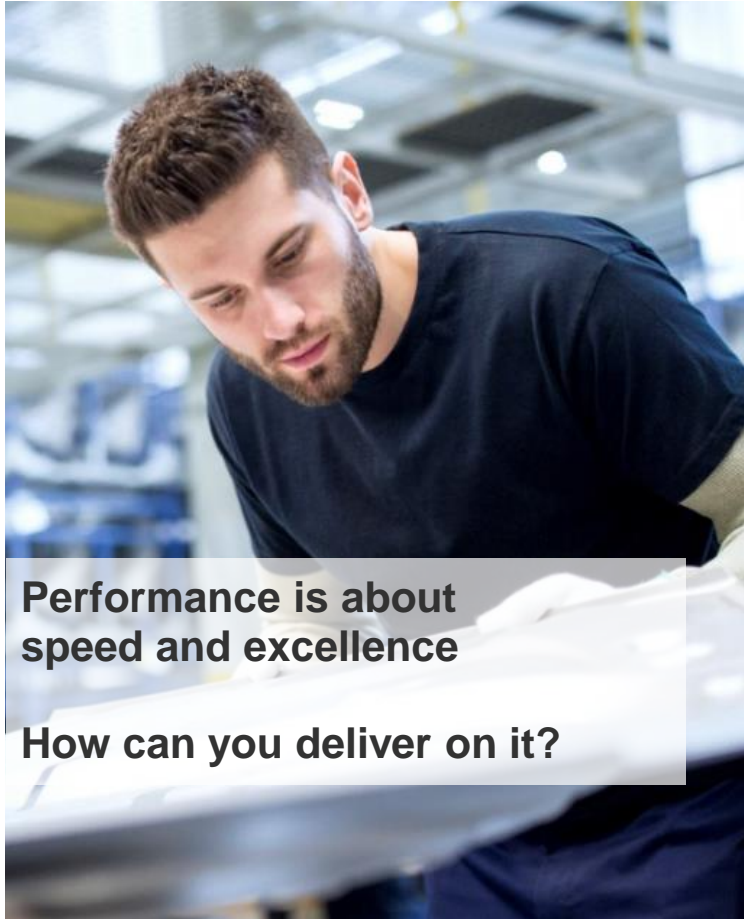
**As a global company with deep Swiss roots,
we cannot afford to be average**



**Our strong culture
will drive our strategy**



Our values are in line with our aspiration



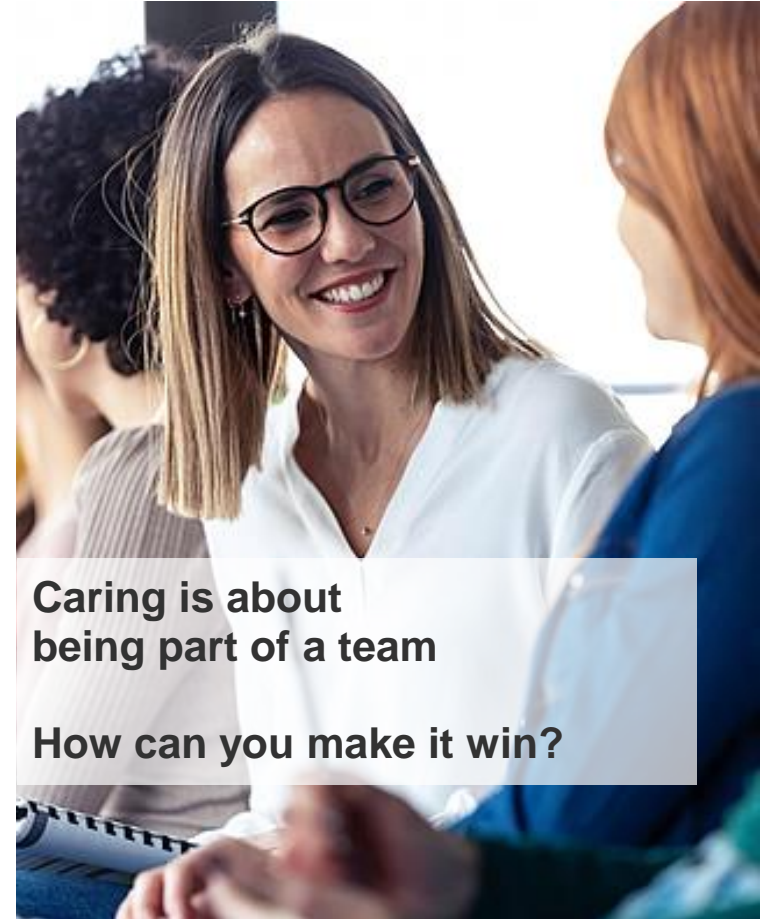
Performance is about speed and excellence

How can you deliver on it?



Learning is about having an open mind

What will you change?



Caring is about being part of a team

How can you make it win?

Our purpose



**Becoming better
every day – since 1802**





Thank you



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