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Investors Presentation

Andreas Müller (CEO), Mads Joergensen (CFO),
Daniel Bösiger (Head of IR), Nadine Gruber (Head of IR appointed)



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Information for Shareholders of Uponor in the United States

A voluntary public cash tender offer is being made by Georg Fischer Ltd. (the “Offeror”) to acquire all issued and outstanding shares in Uponor Corporation (the “Uponor”) (the “Shares”) (the “Tender Offer”), which is domiciled in Finland, and is subject to Finnish disclosure and procedural requirements. The Tender Offer is made in the United States in compliance with Section 14(e) of the U.S. Securities Exchange Act of 1934, as amended (the “Exchange Act”) and the applicable rules and regulations promulgated thereunder, including Regulation 14E (in each case subject to any exemptions or relief therefrom, if applicable) and otherwise in accordance with the disclosure and procedural requirements of Finnish law, including with respect to the Tender Offer timetable, settlement procedures, withdrawal, waiver of conditions and timing of payments, which are different from those of the United States. In particular, the financial information included in this presentation has been prepared in accordance with applicable accounting standards in Finland, which may not be comparable to the financial statements or financial information of U.S. companies. Shareholders in the United States are advised that the Shares are not listed on a U.S. securities exchange and that Uponor is not subject to the periodic reporting requirements of the Exchange Act, and is not required to, and does not, file any reports with the U.S. Securities and Exchange Commission (the “SEC”) thereunder.

The Tender Offer is made to Uponor’s shareholders resident in the United States on the same terms and conditions as those made to all other shareholders of Uponor to whom an offer is made. Any information documents are being disseminated to U.S. shareholders on a basis comparable to the method that such documents are provided to Uponor’s other shareholders.

To the extent permissible under applicable law or regulations, including Rule 14e-5 under the Exchange Act, the Offeror and its affiliates or its brokers and its broker’s affiliates (acting as agents for the Offeror or its affiliates, as applicable) may from time to time after the date hereof and during the pendency of the Tender Offer, and other than pursuant to the Tender Offer and combination, directly or indirectly, purchase or arrange to purchase the Shares or any securities that are convertible into, exchangeable for or exercisable for such Shares. These purchases may occur either in the open market at prevailing prices or in private transactions at negotiated prices. To the extent information about such purchases or arrangements to purchase is made public in Finland, such information will be disclosed by means of a stock exchange or press release or other means reasonably calculated to inform U.S. shareholders of Uponor of such information. In addition, the financial advisers to the Offeror may also engage in ordinary course trading activities in securities of Uponor, which may include purchases or arrangements to purchase such securities. To the extent required in Finland, any information about such purchases will be made public in Finland in the manner required by Finnish law.



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Pioneering industrial technology

GF Corporate

1802

GF founded
in Schaffhausen



Johann Conrad Fischer

GF Piping Systems

1864

First piping
systems product



Malleable iron fitting

GF Casting Solutions

1897

First automotive
part



As of 1900 GF develops
wheels made of cast steel
for trucks and cars

GF Machining Solutions

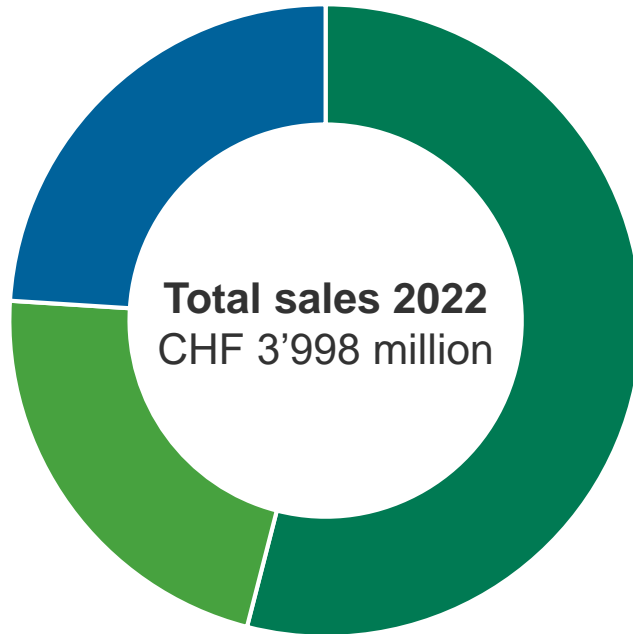
1921

First
machinery



GF acquires the Machine
Factory Rauschenbach for
agricultural machinery

Today GF stays at the forefront of new technologies



GF Piping Systems CHF 2'160 million **54%**
GF Casting Solutions CHF 892 million **22%**
GF Machining Solutions CHF 948 million **24%**



Sales CHF 4 billion, EBIT CHF 391 million and 15'207 employees in 2022



Our core strength lies in applying **state-of-the-art industrial technologies**



We are specialists in developing tailored solutions to meet the **needs of our customers**

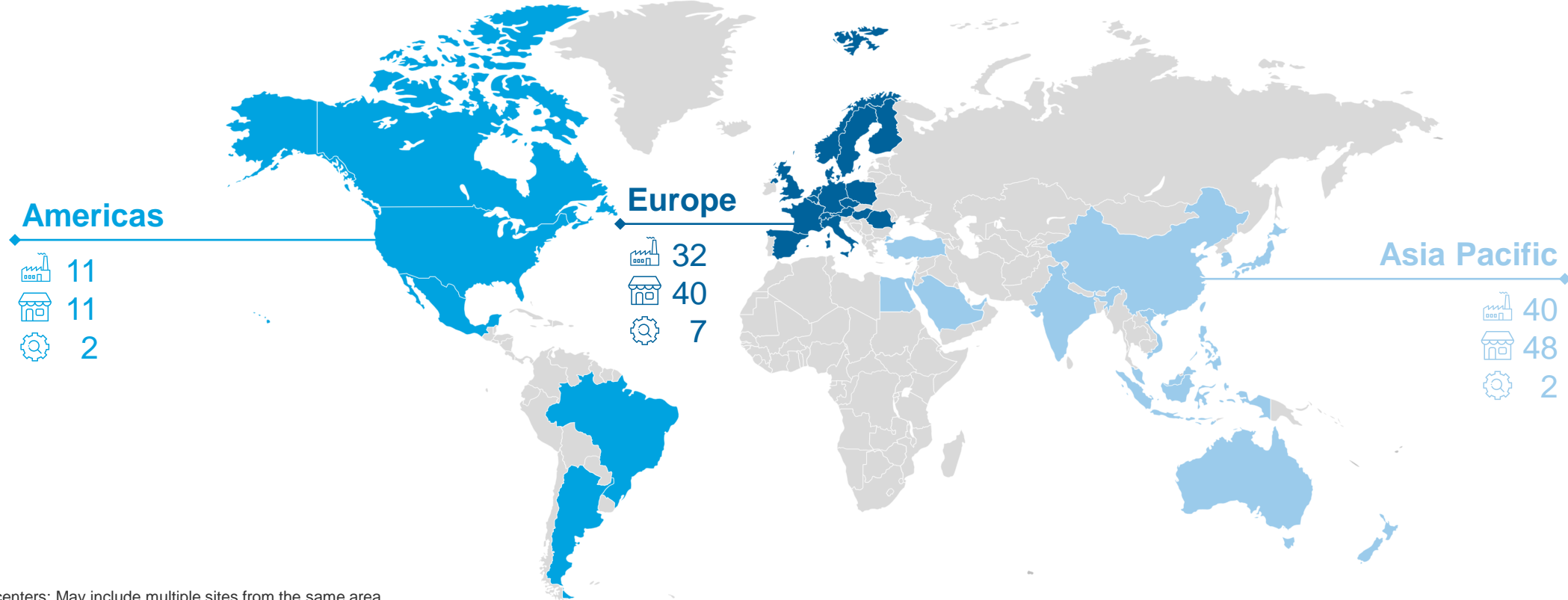


We operate in markets with high technology, complex processes and certification requirements

Our global footprint supports local for local strategy

Present in 39 countries with 15'207 employees

 83 production sites  99 sales sites  11 R&D centers

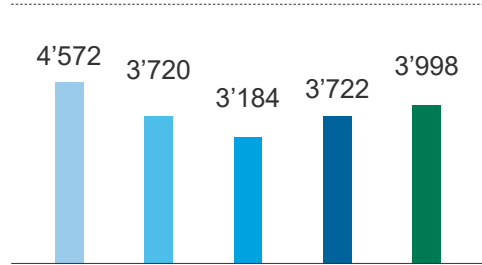


R&D centers: May include multiple sites from the same area

Key financial figures – five years overview

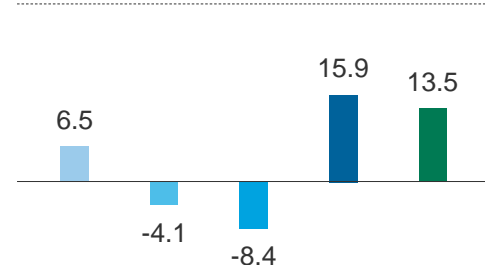
Sales

in CHF million



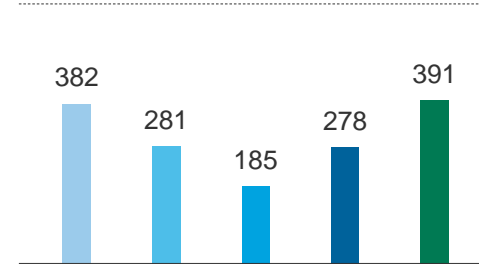
Organic growth

in %



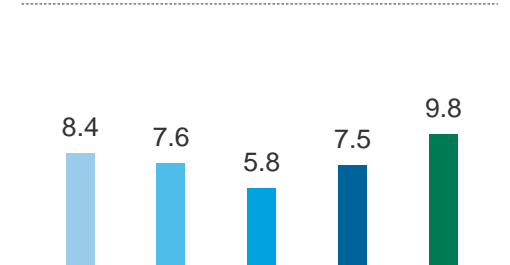
EBIT

before one-offs in CHF million



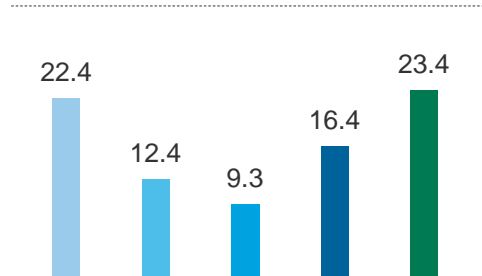
EBIT margin

before one-offs in %



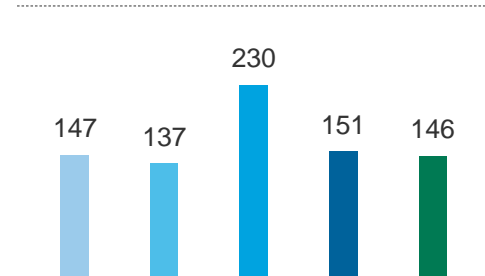
ROIC

in %



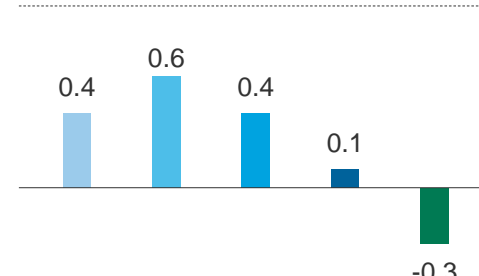
FCF bef. acq./divest.

in CHF million



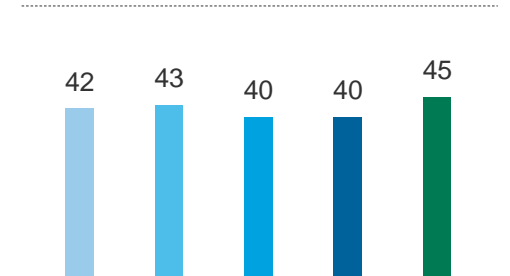
Net debt / EBITDA

(multiple)



Equity ratio

in %



■ FY 2018 ■ FY 2019 ■ FY 2020 ■ FY 2021 ■ FY 2022

Our ESG efforts are clearly recognized by leading agencies



Rating Agency	Rating	Scale	External recognition									
 MSCI	AA Updated: 12.05.2023		The Financial Times has named GF as one of Europe's climate leaders for the third year in a row (2021, 2022 & 2023)									
	117 out of 548 (22 nd percentile) Updated: March 2023	As of March 2023, Georg Fischer received an overall ESG Ranking of 117 out of 548 companies of the global Machinery Industries and is considered by Sustainalytics to be at medium risk of experiencing material ESG financial impacts	 GF is rated as number 9*) most sustainably managed companies 2020 by WSJ *) out of 5'500 companies									
	B- Updated: 07.08.2023											
 DISCLOSURE INSIGHT ACTION	A- on Climate A- on Water Updated: 13.12.2022	<table border="0"> <tr> <td>C</td> <td>B</td> <td>B-</td> </tr> <tr> <td>B-</td> <td>B</td> <td>B</td> </tr> <tr> <td>Powered machinery</td> <td>Europe</td> <td>Global average</td> </tr> </table>	C	B	B-	B-	B	B	Powered machinery	Europe	Global average	 GF is member of SXI Switzerland Sustainability 25® since 2014
C	B	B-										
B-	B	B										
Powered machinery	Europe	Global average										

GF proactively captures global opportunities



Our Vision

GF is a sustainability and innovation leader providing superior customer value

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Our strategy 2025 is about profitable growth with emphasis on resilience and learning

Corporation	GF Piping Systems	GF Casting Solutions	GF Machining Solutions
Sales CHF 4.4 – 5.0* bn	Sales CHF 2.2 bn	Sales CHF 1.1 bn	Sales CHF 1.1 bn
Return on sales 9 – 11%	Return on sales 13 – 15%	Return on sales 9 – 11%	Return on sales 8 – 10%
Return on invested capital 20 – 22%	Return on invested capital 20 – 24%	Return on invested capital 18 – 22%	Return on invested capital 20 – 24%

- 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

Becoming a global leader in sustainable Water and Flow Solutions

Recommended **cash offer** for Uponor at **EUR 28.85** per share

Accelerating the GF Strategy 2025 – a logic next step to become innovation and sustainability leader

- 1 Creating a new **global powerhouse** in sustainable **water and flow solutions**
- 2 Advancing our products and application portfolio through **complementary offerings and innovations**
- 3 Strengthening our **global footprint**
- 4 Solidifying our commitment to **sustainability** and driving our ESG agenda
- 5 Unlocking **tangible synergies** through leveraging sales channels and best practices

 **Leading to a more resilient GF**

Public tender offer for Uponor with positive reaction from capital market, customers and employees



Becoming a global leader in sustainable Water and Flow Solutions to accelerate the implementation of GF Piping Systems' Strategy 2025

Expiration of U.S. Hart-Scott-Rodino waiting period occurred on 18 July 2023

9.5% shares purchased, resulting in a combined projected shareholding in Uponor of 46.4% as of 30 August 2023

Tender offer period extended to 31 October 2023 (preliminary)



GF Piping Systems

Our customers



Industry



Utility



Building Technology



Business overview

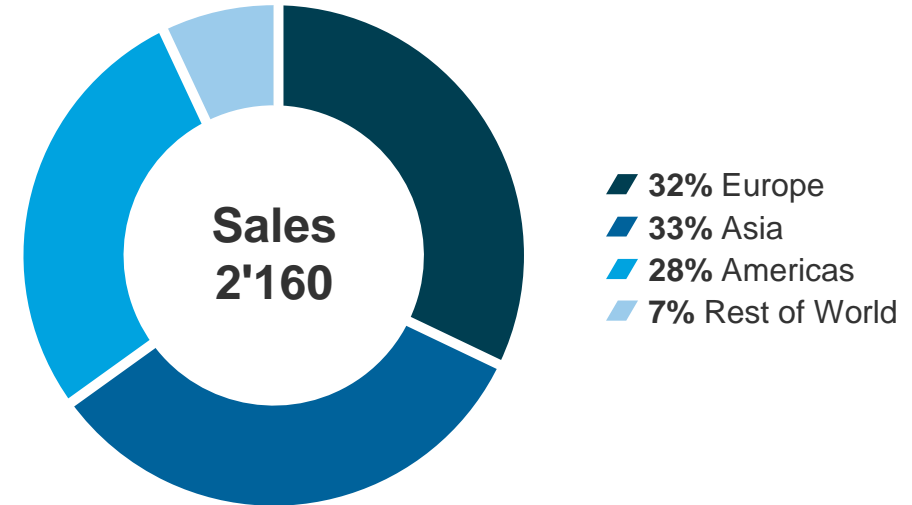
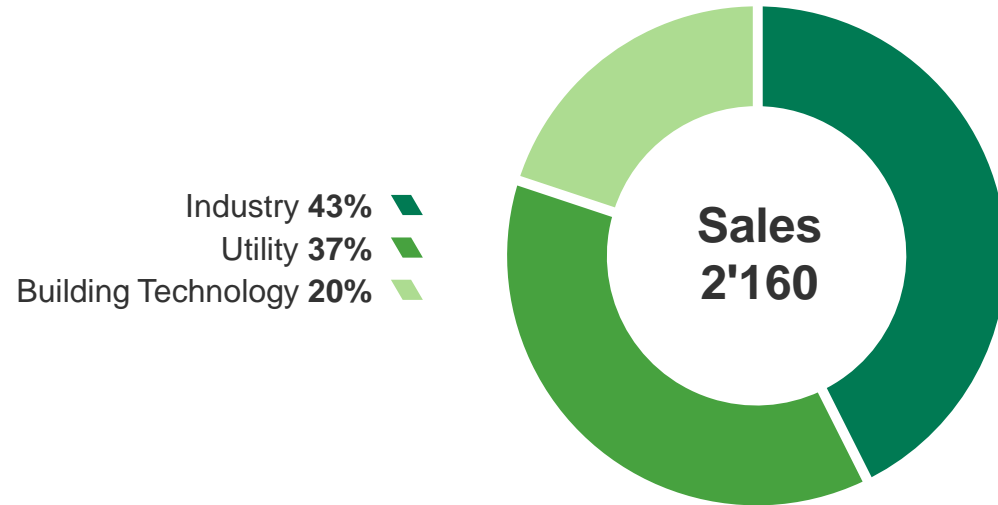
Order intake: 2'319 MCHF

Sales: 2'160 MCHF

EBIT: 291 MCHF

ROS: 13.5%

Employees: 8'085



Industry

Position: International market leader

Major competitors: Simona (DE), Aliaxis (BE), Spears (US), Watts Water (US), Sekisui (JP), Asahi (JP), Gemü (DE), Agru (AT)

Utility

Position: World #1 for PE electrofusion fittings

Major competitors: Aliaxis (BE), Lesso (CN), Hubbell (US), Migzhu (CN)

Building Technology

Position: Switzerland #1, Leading in selected markets

Major competitors: Geberit (CH), Aalberts (NL), Viega / Nussbaum (DE), Firat (TR), Lesso (CN)

Resilient business segments support further growth



Water Treatment



Water Distribution



Chemical Process Industry



Building Technology



Gas Distribution



Microelectronics



Datacenters



Marine



Cooling

Competitive Advantages



Global presence and on time delivery



Nr. 1 brand in engineered Piping Systems



Customized and prefabricated solutions



Most comprehensive product offering



Application expertise in resilient market segments

Microelectronics solid demand supported by global opportunities and technological sovereignty

Expanding applications and industry innovation drives wafer capacity additions

2020 – 2030 CAGR¹:

6.5%

USD ~150 bn. government subsidies – Reshoring for technological sovereignty



Chips Act & Fabs Act



Chips Act



Big Fund - Integrated Circuit Industry Investment Fund

1) ASML Investor Day 2022



2) Including Data Center segment



GF's products used in **base construction & hook-up phase**



Strong focus on **advanced chips for logic/AI, graphics and server applications**



Direct global project business by key account management



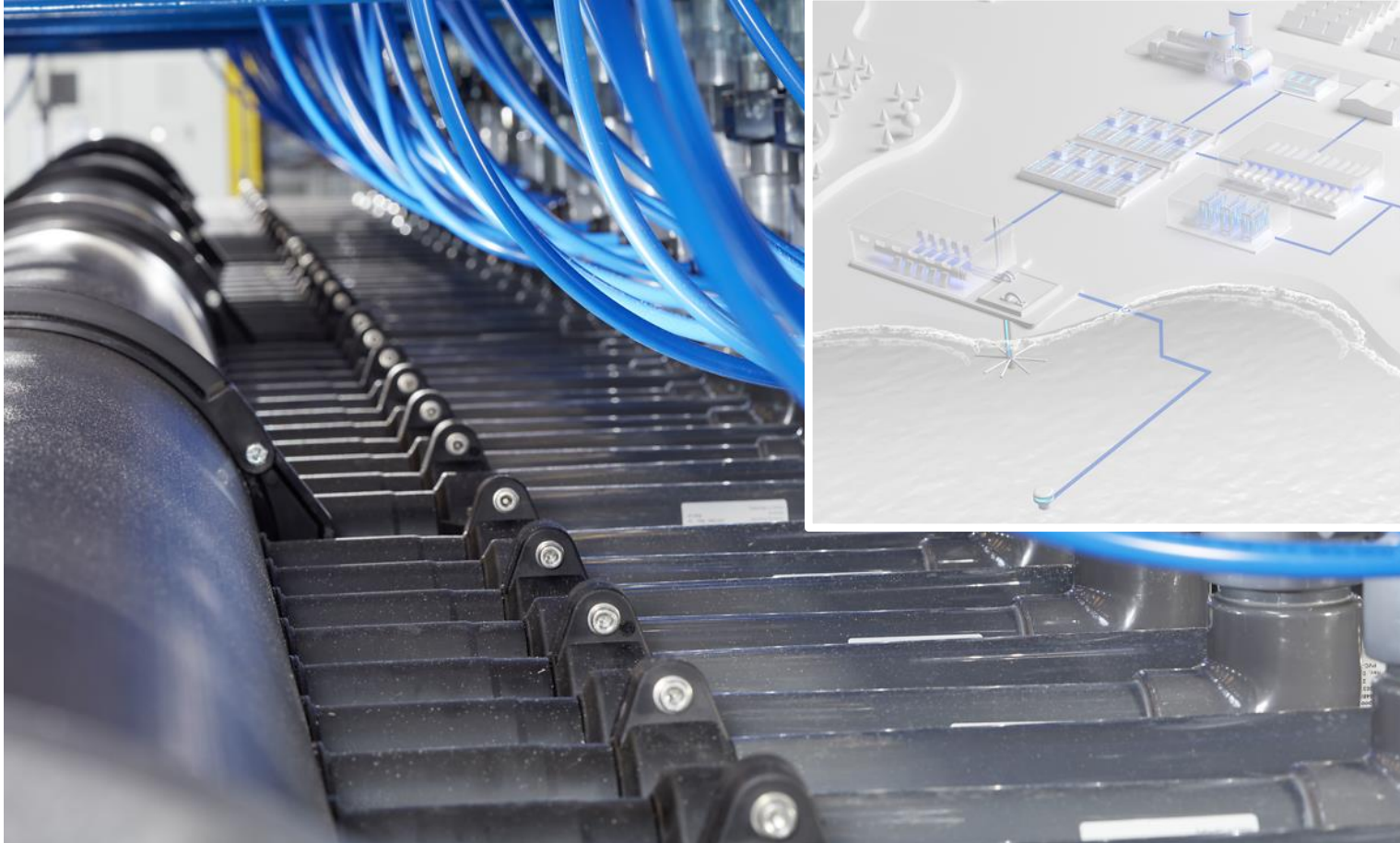
Top awards from leading semiconductor companies:



2022 Excellent Performance Award to Outstanding Suppliers



Desalination, an effective counter measure against increasing water scarcity



Megatrend

- Growing water scarcity
- Clean Water and Sanitation (UN target)



Solutions

- Seawater & Brackish water desalination often only viable solution for water-scarce countries

GF solution

- Non-corrosive piping systems and process automation
- Pre-fabrication to ease installation on site

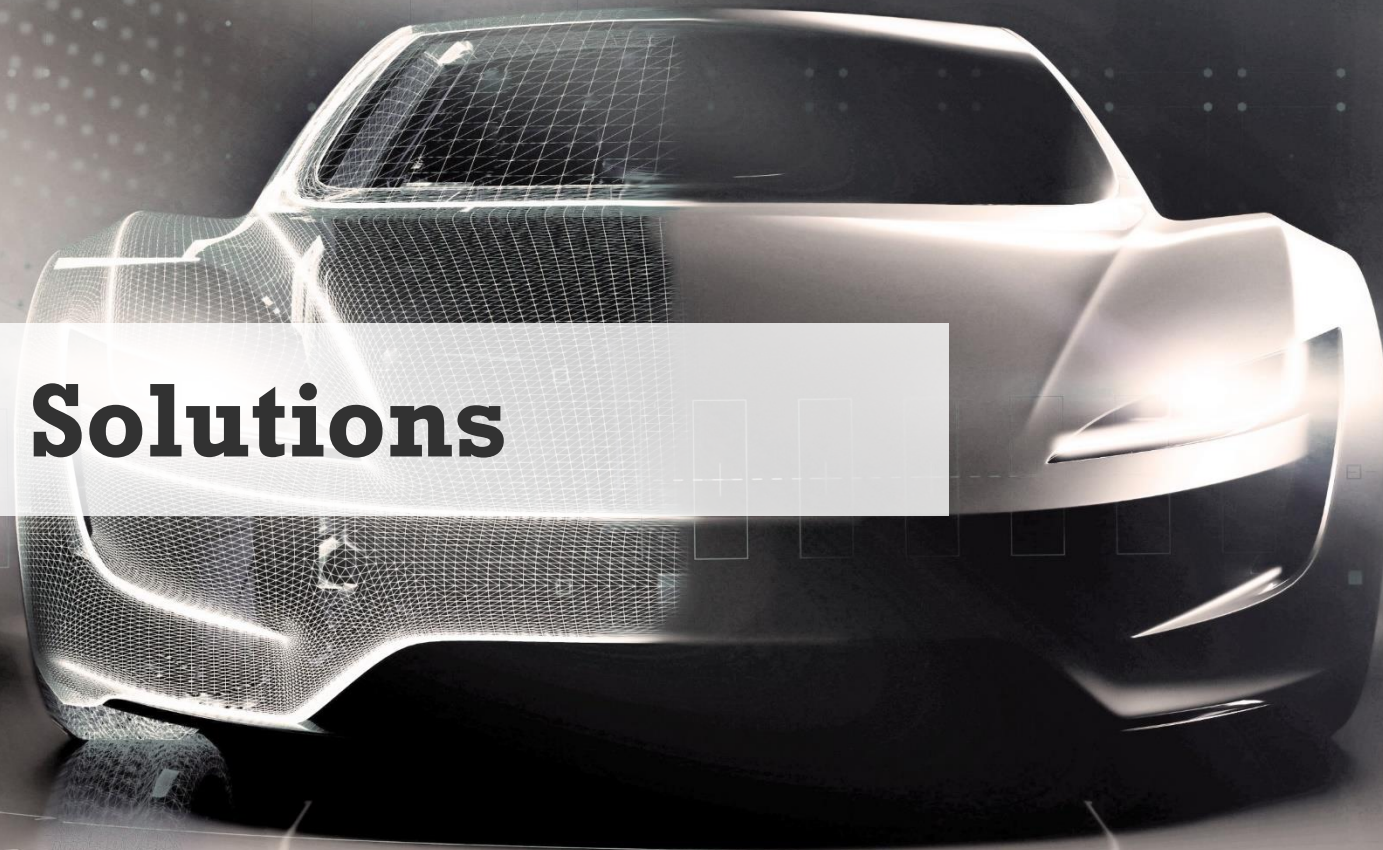
P-3

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IG-2

7A

GF Casting Solutions



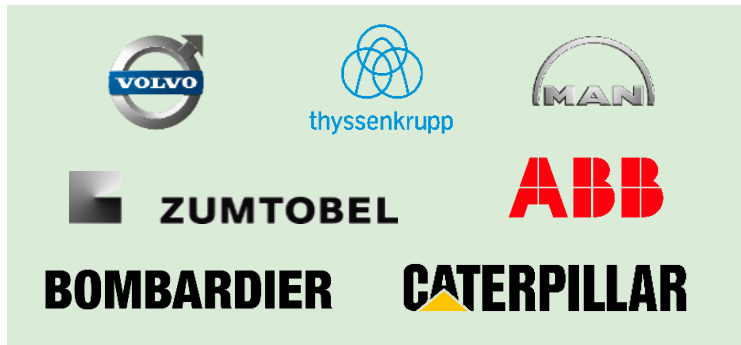
Our customers



Automotive



Industrial Applications



Aerospace / Energy



Business overview

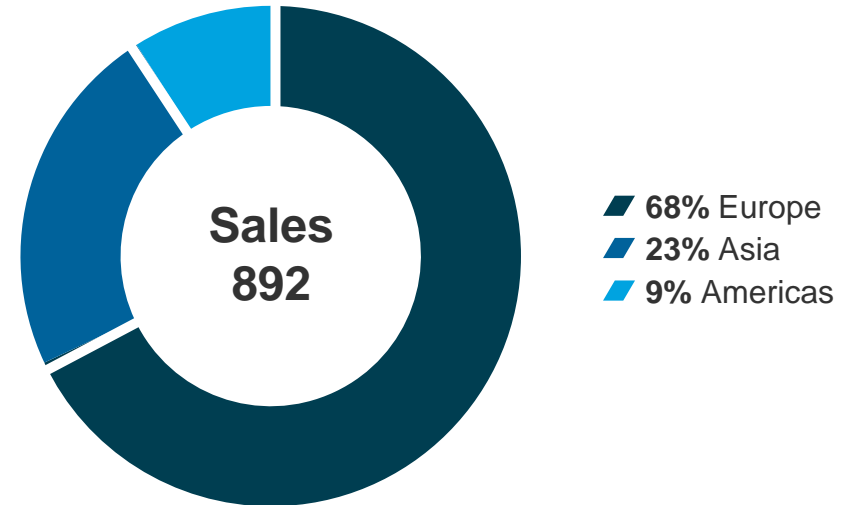
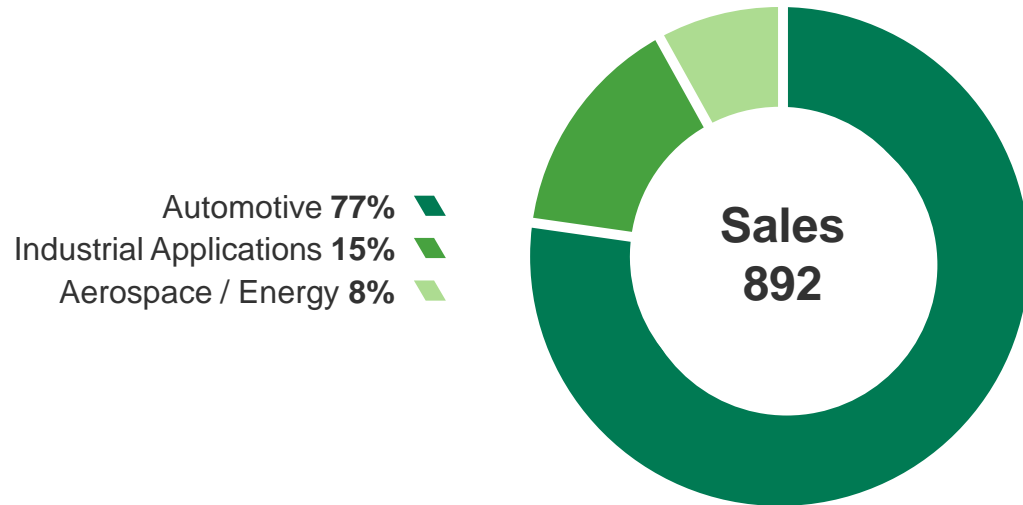
Order intake: 965 MCHF

Sales: 892 MCHF

EBIT: 55 MCHF

ROS: 6.2%

Employees: 3'570



Automotive

Position: Europe Top 3

Major competitors: Light-metal: Nematik (MX), Handtmann (DE), DGS (CH), KSM Castings (DE), Ryobi (JP), Meridian (US) | Iron: Fujiwa Machinery Industry (CN)

Industrial Applications

Position: Europe Top 3

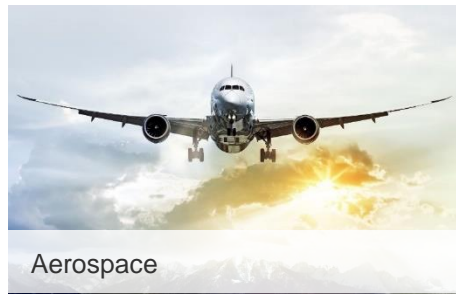
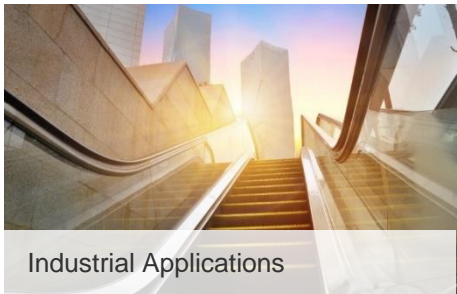
Major competitors: Eisenwerk Martinlamitz (DE), Luitpoldhütte (DE), Arrowcast (US)

Aerospace / Energy

Position: Europe Top 3

Major competitors: CPP (US), Howmet (US), Doncaster (GB), PCC (US)

Lightweight solutions for sustainable mobility



Competitive Advantages



Global presence



Trusted development partner and solution provider



Big Casting in-house competence (Al / Mg)



In-house mold technology competence

High demand for sustainable mobility accelerates development of lightweight mega castings



Frank Gensty (Vice President Technology – GF Casting Solutions)

Megatrend

- Sustainable mobility

Solutions

- Vehicles with lightweight design

GF solution

- Large body and structural parts to simplify production process
- Lightweight solutions to increase range of EVs
- Mega casting on existing machinery

GF Machining Solutions

Our customers



ICT



Medical



Aerospace



Business overview

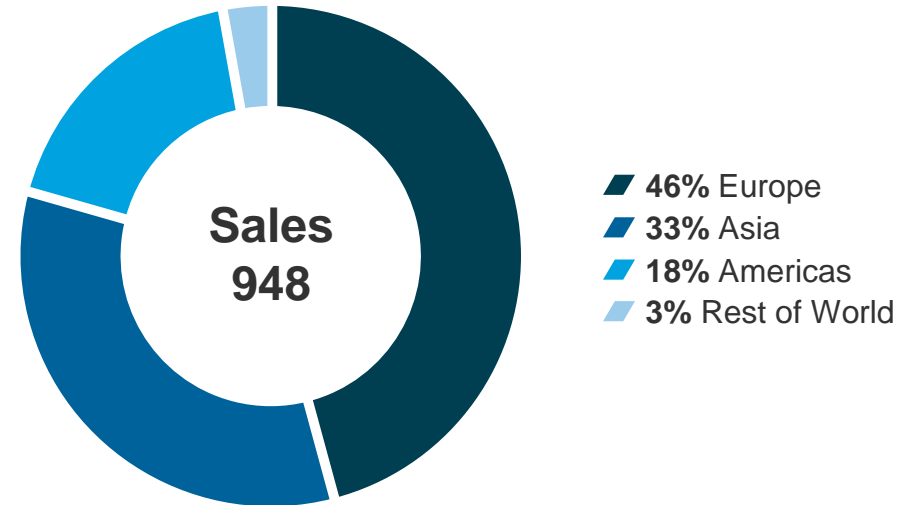
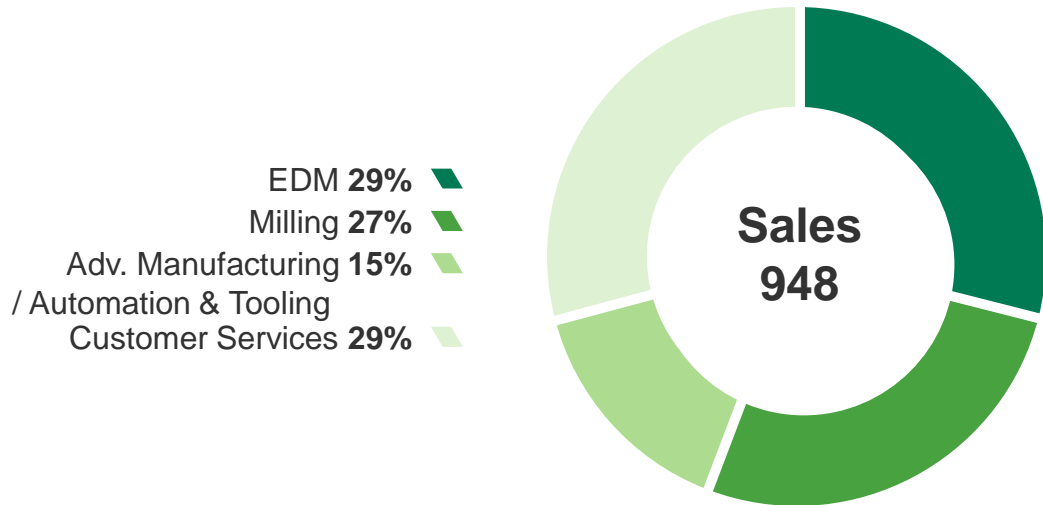
Order intake: 945 MCHF

Sales: 948 MCHF

EBIT: 67 MCHF

ROS: 7.0%

Employees: 3'398



EDM

Position: Top 3

Major competitors: Sodick (JP), Fanuc (JP), Mitsubishi (JP), Makino (JP)

Milling

Position: HSM Top 5

Major competitors: Makino (JP), Hermle (DE), Rödgers (DE), DMG Mori (DE), Exeron (DE)

Adv. Manufacturing / Automation & Tooling

Position: World #1

Major competitors: Erowa (CH), Hirschmann (AT), F-Tool (CH), Zimmer & Kreim (DE), Fastems (DE)

Customer Service

Position: #1 Coated Wire Sales

Providing complete technology solutions for dedicated markets



Competitive Advantages



Global presence and customer proximity



Specialized know-how in automation and integrated solutions

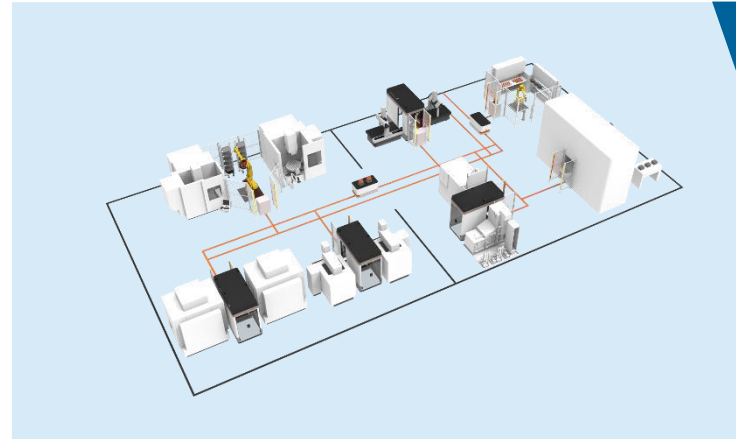


Center of competence



Worldwide customer service organization

Tool technology of tomorrow - fully automated tool technology centers



Multi-technology integration



Scalable



Overall efficiency above standard



Man / Unmanned compatible



Flexible

Standard docking station as an interface for Autonomous Mobile Robots (AMR)



GF at a glance

Investment proposition



Strategy focus on profitable growth with emphasis on resilience and learning through intelligent and sustainable solutions, a resilient portfolio, operational excellence and evolving culture towards more performance and learning



Products and services addressing demand of global mega trends global mega trends with direct business impact in all three divisions



Industry-leading technology provider with more than 200 years of industrial know-how. Well balanced geographical presence with a Swiss quality brand and technology with worldwide local production



Focus on solutions for our customers for their sustainable business creating value to society and contributing to a sustainable development



Focus on long-term value creation and return on invested capital value generation for our shareholders and other stakeholders

Our purpose

**Becoming better
every day – since 1802**

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A photograph of three people in a professional setting. On the left, a man in a dark blue polo shirt stands facing two women. The woman in the center is wearing a patterned dress and holding a blue mug. The woman on the right is wearing a white top and holding a blue mug with the '+GF+' logo. They are standing around a small round table. The background shows a balcony with a railing and a view of green hills.

Thank you



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