

# + Going Forward +

Schaffhausen, 2 March 2022

## **2021 Financial Year**

Andreas Müller, CEO | Mads Joergensen, CFO

# Strong growth and profitability – focus on sustainability-driven markets

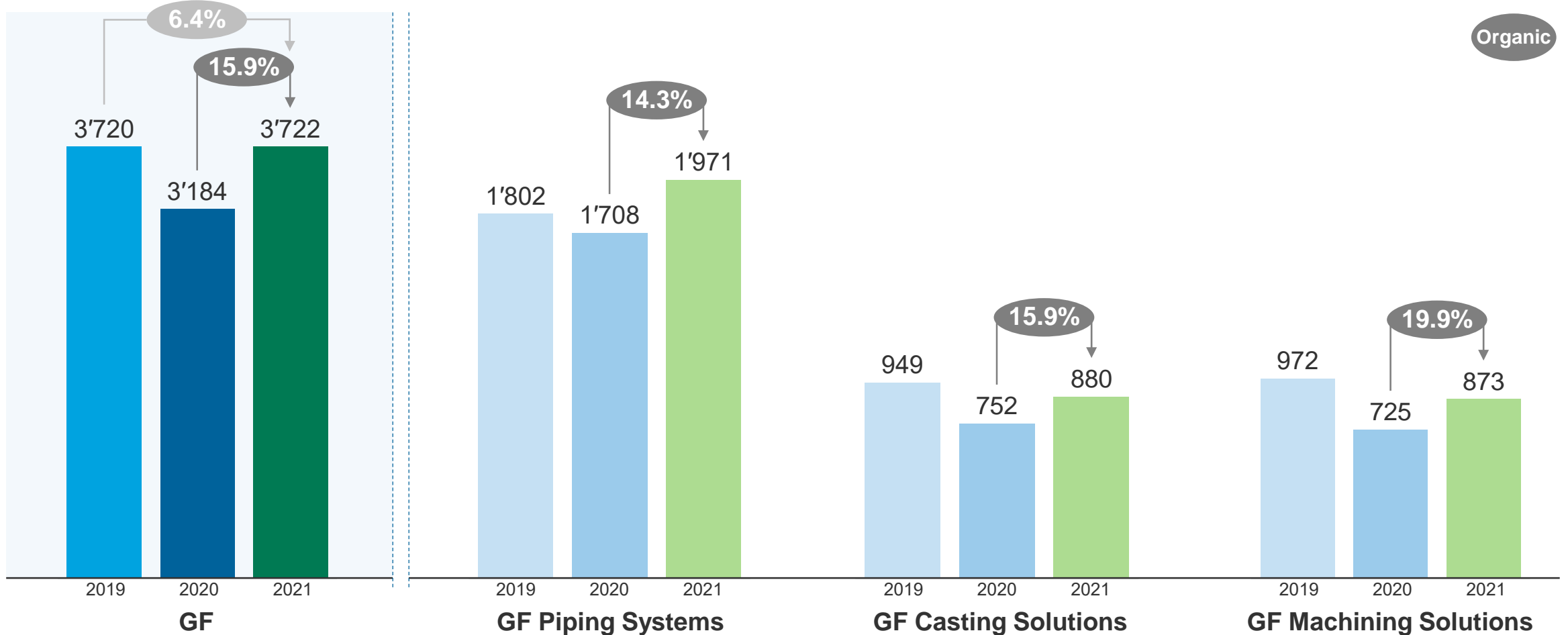
- Order intake +28% at CHF 4 billion
- Sales increased 17% to CHF 3'722 million, organically by 16%
- Operating result (EBIT) of CHF 278 million
- EBIT margin stood at 7.5%
- Solid free cash flow before acquisitions amounted to CHF 151 million
- Significant increase of EPS – proposed dividend per share of CHF 20
- Strategy implementation successfully started



Strong focus on sustainability as part of GF's new vision

# Strong organic growth – sales at pre-COVID-19 levels

(Sales in CHF million)



# Performance in all regions above GDP growth

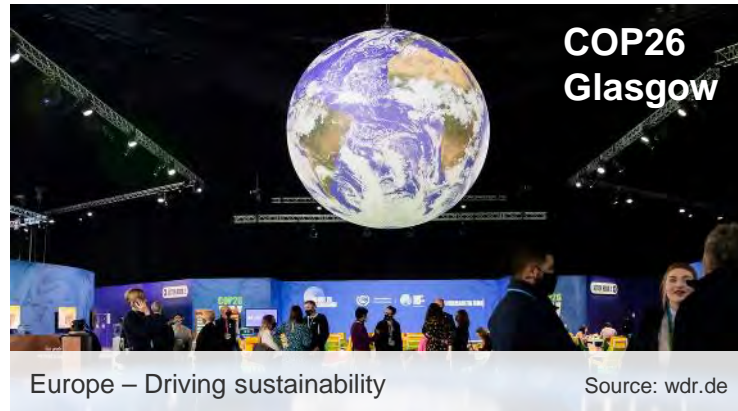


GDP growth:  
~5.7%<sup>1</sup>



GF org. growth:  
~27%

<sup>1</sup> Source: U.S. Bureau of Economic Analysis



GDP growth:  
~5.2%<sup>2</sup>



GF org. growth:  
~16%

<sup>2</sup> Source: EUROSTAT



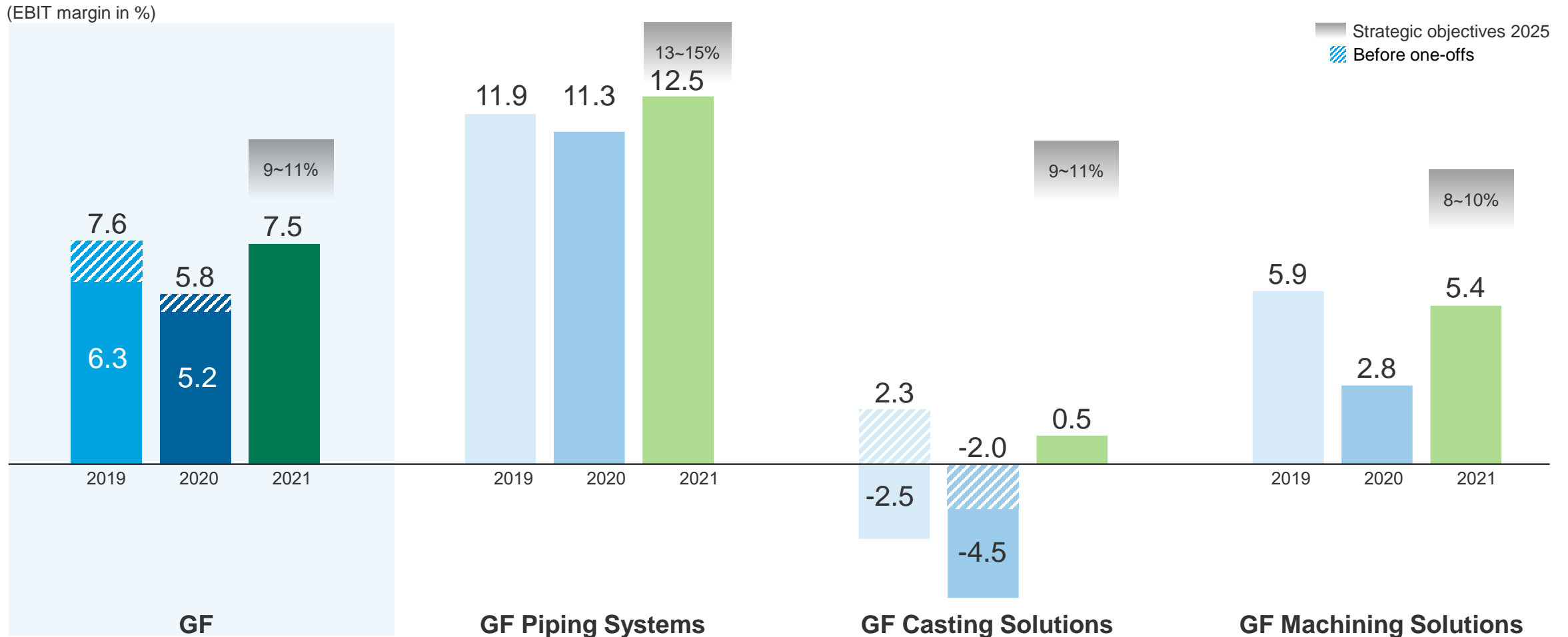
GDP growth:  
~8.1%<sup>3</sup>



GF org. growth:  
~10%

<sup>3</sup> Source: National Bureau of Statistics of China

# GF Piping Systems' EBIT margin at all-time high



# Strong market position results in accelerated growth

- Sales of CHF 1'971 million (+15.4%), organically +14.3%
- Operating result at CHF 247 million, all-time high EBIT margin of 12.5%
- All business segments benefit from strong demand in their markets (organic growth: Industry +19%, Utilities +8%, Building Technology +16%)
- Global market segments (microelectronics, data center and water treatment) with substantial growth
- Strong organic growth in all regions (Europe 11%, Asia 11%, Americas 19%)



# Ongoing expansion in attractive segments and regions



Arizona (USA) – new logistic and fabrication hub



India – plant expansion completed



FGS Brazil – integration well on track

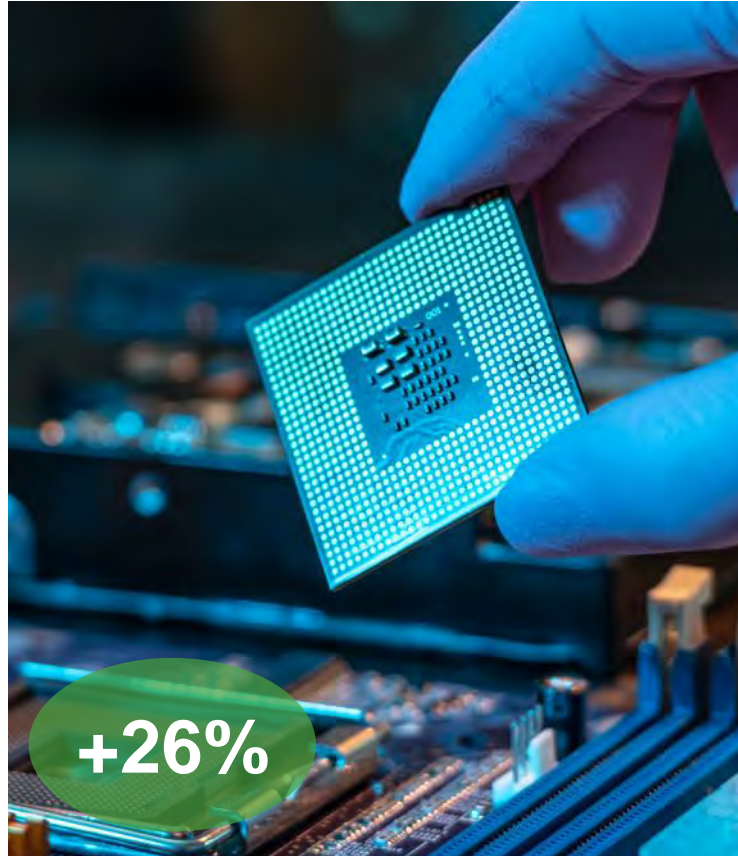


Yangzhou (China) – new facility

# Strong organic growth in key market segments



Water utility



Microelectronics and Data Center



Water treatment



# Innovation meets sustainability



First hydrogen-powered cargo ship



Dogger Bank – offshore wind park



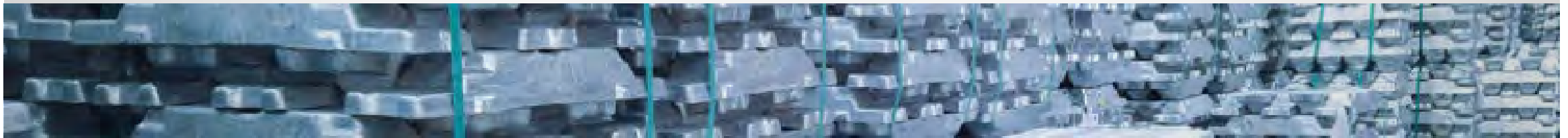
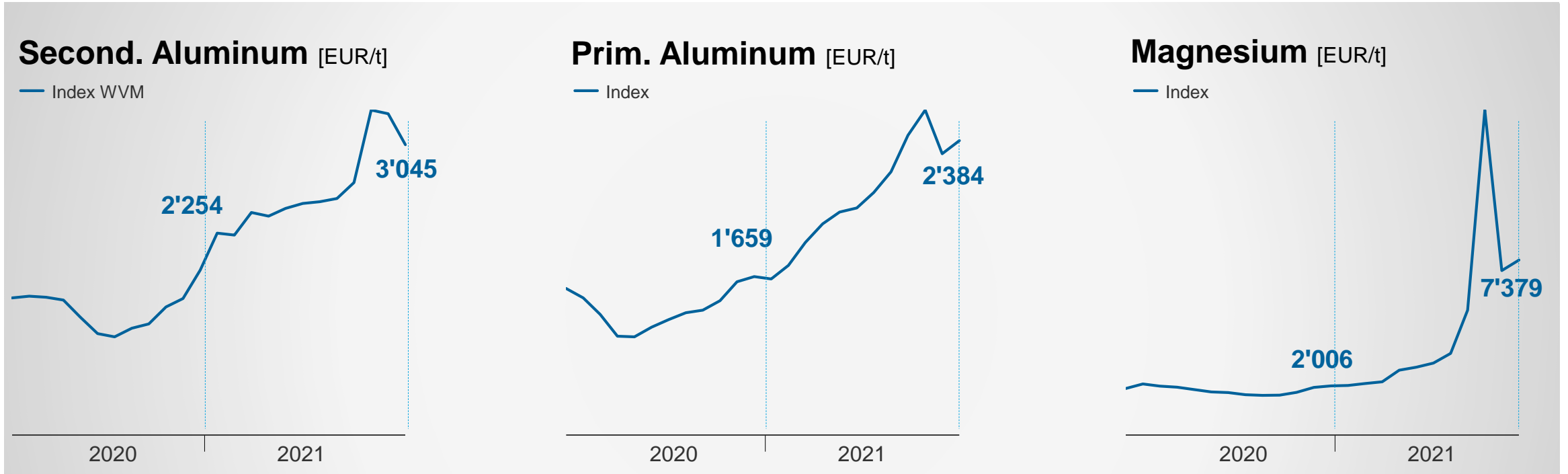
Product range – PVC Bio-Attributed

# Market position further strengthened – headwinds affected results

- Sales of CHF 880 million (+17.1%), organically +15.9%
- Lifetime order intake for e-vehicle components amounts to CHF 430 million
- Operating result at CHF 5 million, EBIT margin of 0.5%
- Chip and labor shortage – steep price increases for raw materials (aluminum/magnesium) affected profitability
- Full order book at Mills River (USA) – headwinds hit performance
- New plant in Shenyang (China) well on track



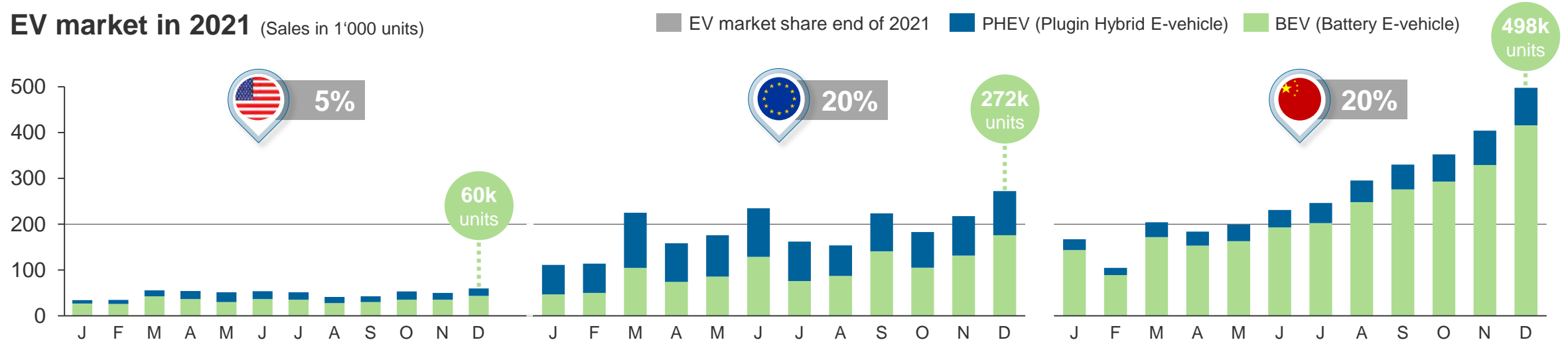
# Steep price increases for raw materials in 2021



# Growing demand for e-vehicle components

EV market in 2021 (Sales in '000 units)

■ EV market share end of 2021 ■ PHEV (Plugin Hybrid E-vehicle) ■ BEV (Battery E-vehicle)



Fisker Ocean

Source: oceanforums.com



E-axle housing (VW MEB platform)



Li Xiang One

Source: Auto, Motor und Sport

# Focus on innovation and sustainability



# Good momentum in second half – significant growth and promising results

- Order intake +33%  
(MedTech, ICT, solutions for e-mobility)
- Sales of CHF 873 million (+20.3%),  
organically +19.9%
- Operating result at CHF 47 million,  
EBIT-margin of 5.4%
- Automation and EDM as strong pillars
- Still subdued Aerospace sector



GF COC Medical device production (Germany)

# Customer service strengthened – important pillar for future growth

## Customer Service



Service offering taken to new heights



Digital combined with Service



Integration of MACN in France

# Strong organic growth in key market segments



**+58%**

Marker Band

Medical



**+14%**

ICT



**+59%**

CUT X 350

Automotive and e-mobility



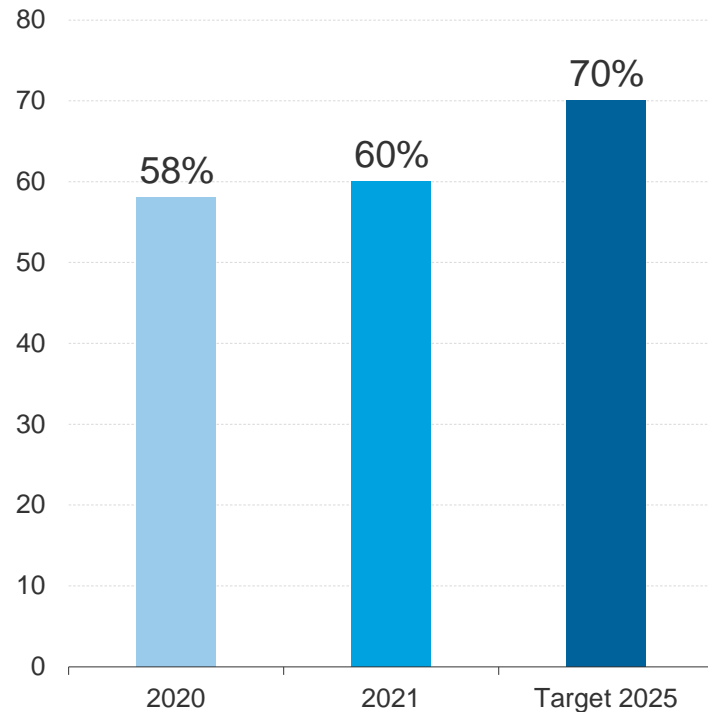
# Focus on innovation and sustainability



# Important steps towards sustainability targets 2025

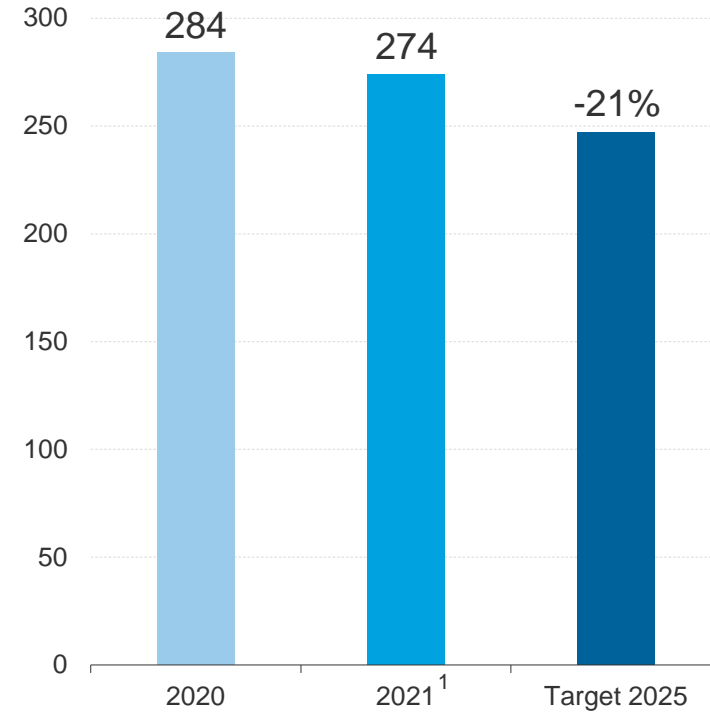
## Sales of products with social or environmental benefits

% of total sales



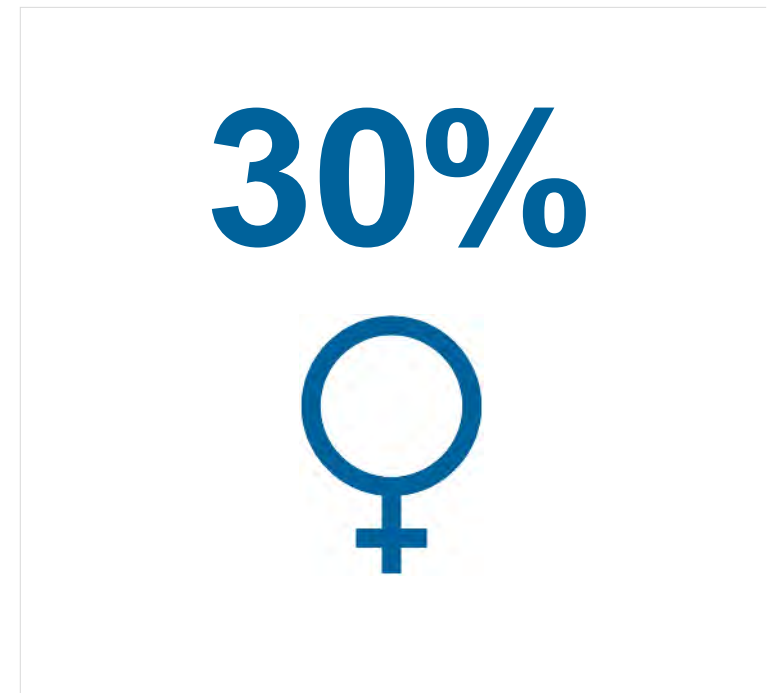
## CO2e emissions

Scope 1 and 2, 1'000 t  
<sup>1</sup> preliminary figure



## % of newly appointed woman managers

2025 target: 25%



# Strategy implementation in full swing



**Drive profitable growth**  
through intelligent and sustainable solutions



**Increase robustness**  
through resilient portfolio and operational excellence



**Evolve culture**  
towards more performance and learning

A blurred background image of a business meeting. Several people in business attire are seated around a table, looking at documents and laptops. The documents feature various financial charts, including bar graphs and line graphs. The overall color palette is cool, with blues and greys.

# Consolidated financial statements

Mads Joergensen, CFO

# Sales per division

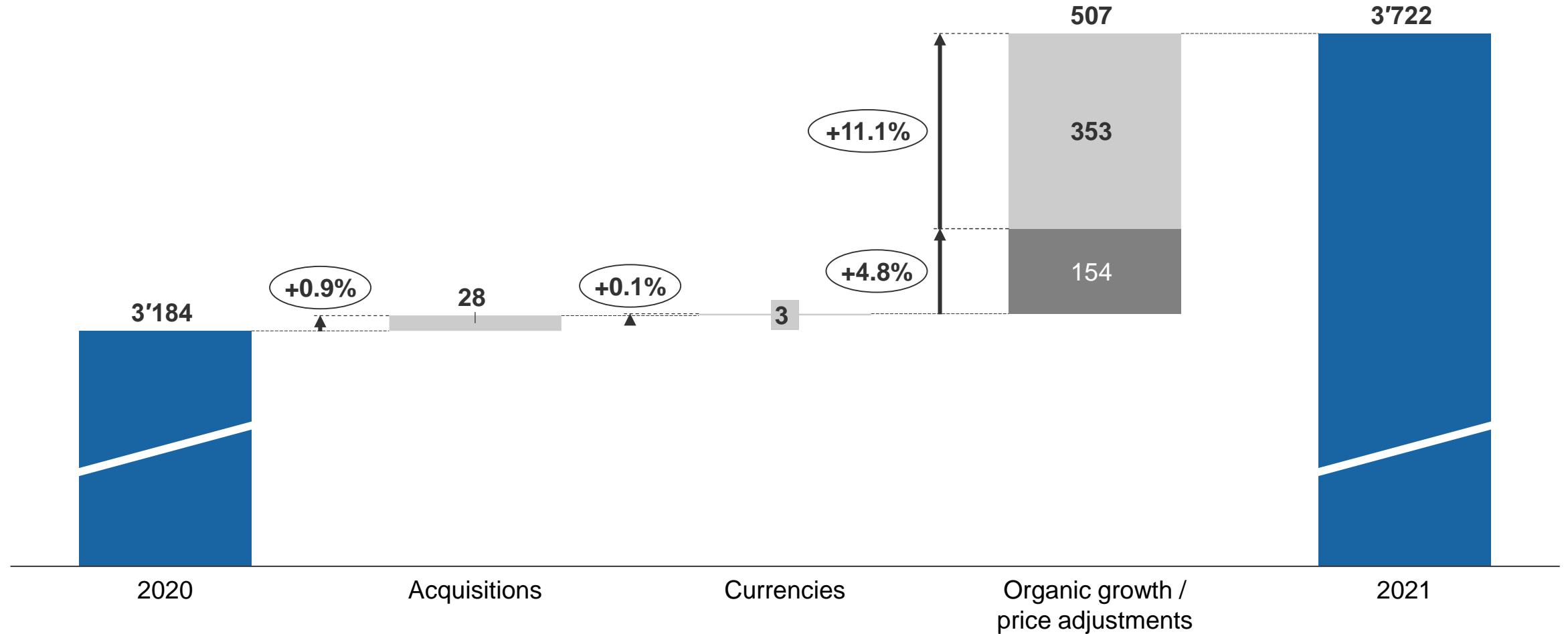
(CHF million)

	2021	2020	Δ %	
			growth	organic growth <sup>1)</sup>
GF Piping Systems	1'971	1'708	+15.4%	+14.3%
GF Casting Solutions	880	752	+17.1%	+15.9%
GF Machining Solutions	873	725	+20.3%	+19.9%
<b>GF Corporation</b>	<b>3'722</b>	<b>3'184</b>	<b>+16.9%</b>	<b>+15.9%</b>
Sales H1	1'835	1'528	+20.1%	+20.0%
Sales H2	1'887	1'656	+13.9%	+12.1%

<sup>1)</sup> Adjusted for changes in scope of consolidation and stated at previous year's foreign exchange rates

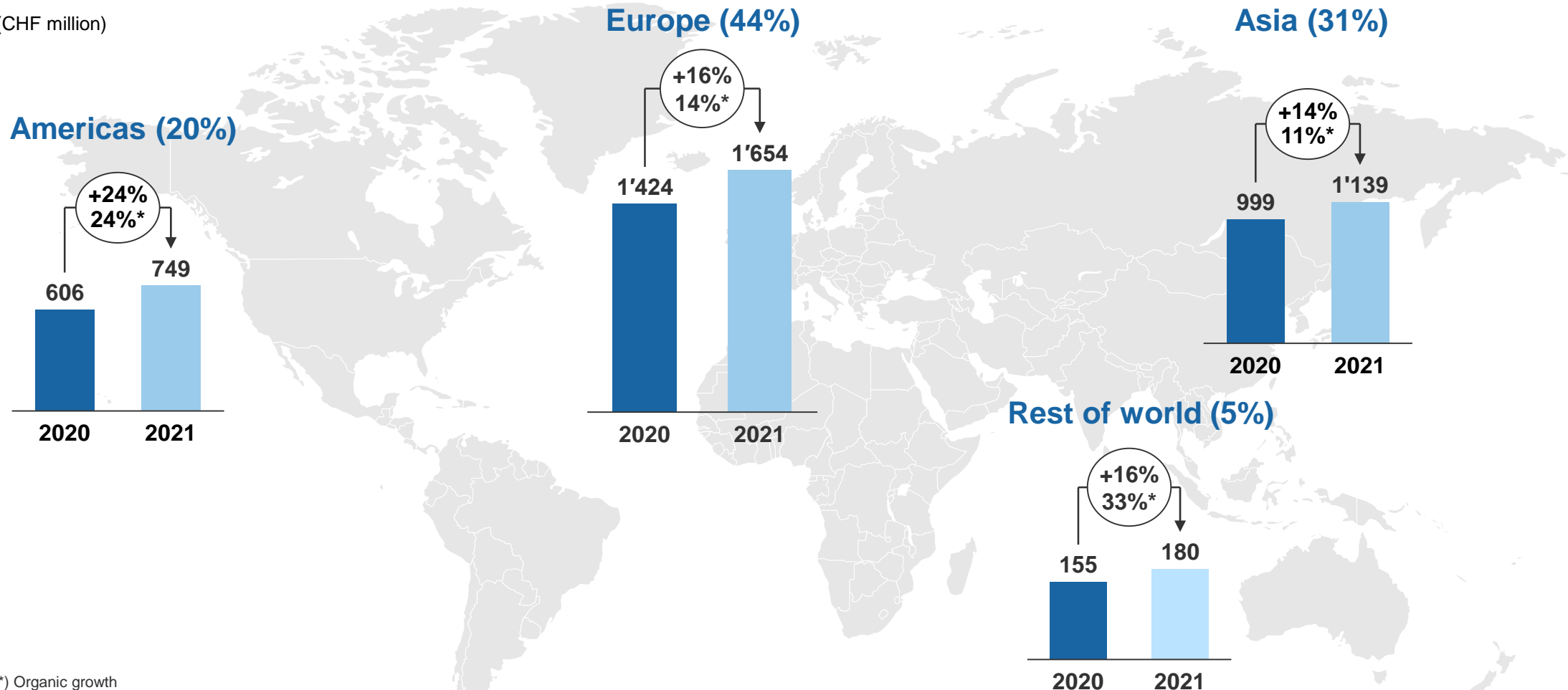
# Sales development

(CHF million)



# Strong recovery in Americas and Europe, less in Asia

(CHF million)



\*) Organic growth

# Headwind from currencies in 2021

(CHF million)

Per division	Sales	EBIT	Per currency	Rates			Sales	EBIT
				2021	2020	Change		
GF Piping Systems	-9	-12	EUR	1.081	1.071	+1.0%	+20	-1
GF Casting Solutions	+9	+2	USD	0.914	0.938	-2.6%	-32	-15
GF Machining Solutions	+3	-4	CNY	0.142	0.136	+4.4%	+45	+6
<b>GF Corporation</b>	<b>+3</b>	<b>-14</b>	TRY	0.106	0.135	-21.5%	-30	-4
			Others				0	0
			<b>Total</b>				<b>+3</b>	<b>-14</b>



# EBIT and EBIT margin per division

	EBIT CHF million		EBIT margin %	
	2021	2020 before one-offs	2021	2020 before one-offs
GF Piping Systems	247	193	12.5%	11.3%
GF Casting Solutions	5	-15	0.5%	-2.0%
GF Machining Solutions	47	20	5.4%	2.8%
<b>GF Corporation</b>	<b>278</b>	<b>185</b>	<b>7.5%</b>	<b>5.8%</b>
EBIT H1	141	64	7.7%	4.2%
EBIT H2	137	121	7.3%	7.3%

# Income statement

(CHF million)

	2021	2020	Δ
<b>Sales</b>	<b>3'722</b>	<b>3'184</b>	<b>+17%</b>
Gross value added	1'407	1'182	+19%
Personnel expenses	-995	-883	+13%
<b>EBITDA</b>	<b>412</b>	<b>299</b>	<b>+38%</b>
Depreciation, amortization	-134	-133	+1%
<b>Operating result (EBIT) before one-offs</b>	<b>278</b>	<b>185</b>	<b>+50%</b>
Return on sales (EBIT margin) before one-offs in %	7.5	5.8	
<b>Operating result (EBIT)</b>	<b>278</b>	<b>166</b>	<b>+67%</b>
Return on sales (EBIT margin) in %	7.5	5.2	
Financial result	-23	-19	+21%
Non-operating result	-2	-4	-50%
Income taxes	-53	-31	+71%
<b>Net profit shareholders GF</b>	<b>214</b>	<b>116</b>	<b>+85%</b>
Earnings per share in CHF	52	28	+85%

# Free cash flow

(CHF million)

	2021	2020
<b>EBITDA</b>	<b>412</b>	<b>299</b>
Changes in net working capital	-94	76
Income taxes/interest paid	-63	-53
Other changes	33	20
<b>Cash flow from operating activities</b>	<b>288</b>	<b>342</b>
Additions to property, plant, and equipment	-135	-137
Cash flow from acquisitions	-41	-6
Other additions/disposals, net	-2	25
<b>Cash flow from investing activities</b>	<b>-178</b>	<b>-118</b>
<b>Free cash flow</b>	<b>110</b>	<b>224</b>
<b>Free cash flow before acquisitions</b>	<b>151</b>	<b>230</b>

# Key figures at a glance

	2021	2020
Net debt in CHF million	54	117
Net debt / EBITDA (multiple)	0.13x	0.39x
Equity ratio in %	39.7	40.3
ROIC in % GF Corporation	16.4	9.3
GF Piping Systems	32.1	24.2
GF Casting Solutions	0.3	-5.7
GF Machining Solutions	21.9	7.8
Return on equity in %	14	8
Earnings per share in CHF	52	28
Dividend (proposed) per share in CHF	20	15
Number of employees (incl. trainees)	15'111	14'118

# The Board of Directors will propose a 1:20 share split to the Annual Shareholders' Meeting 2022

Before split



4'100'898 registered shares  
with a par value of CHF 1.00

1:20

After split



82'017'960 registered shares  
with a par value of CHF 0.05

A photograph of a business meeting in progress. Several people are seated around a table, looking at documents and laptops. The documents and laptop screens display various charts and graphs, including bar charts and line graphs. The scene is brightly lit, likely from a window in the background, creating a professional and collaborative atmosphere.

# Outlook

Andreas Müller, CEO

# Outlook 2022 – well positioned for further growth



- Geopolitical tensions
- Supply chain constraints
- + Promising order book
- + Strong position in growing key markets
- + Innovations with positive sustainability impact

**Sales and profit expected to make a further step towards strategy targets 2025**

# + Going Forward +

**Q&A**



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