

The global magazine for GF employees **#01/2024** SPECIAL EDITION

For a change of perspective **reverse the** magazine!

Meet the GF people!

Get to know your new colleagues, learn more about the GF family and get ready for a new chapter together.

EDITORIAL

The journey has started

Dear colleagues,

GF and Uponor have a long-standing legacy of delivering innovation and adding value to people's lives (we retrace the fascinating histories of our companies on pages 17–20). The businesses are perfectly complementary, the cultures are similar. We, as leaders, have something in common, too.

When we need to clear our minds and get a new perspective on things, we both take to the mountains. Mountain biking, a sport we are passionate about, encapsulates what we have experienced throughout this journey: start with a steady effort, manage your energy, focus strongly on the end result and reach your goal.

The combination of GF and Uponor is a fantastic opportunity for our business, but also for our people. It's a chance to enrich our work experience by getting to know new colleagues, learning together and exchanging ideas. A few examples of how this is already happening are featured on pages 6–15 and 22–31.

We are creating a new powerhouse that builds on the best of both worlds, and has a strong foundation of partnership and collaboration. In this issue of Globe, we take you on a deeper journey of discovery into what this means for you – guided by the progress we have already made and a common vision for our joint future.

Happy reading!



mehrer Andreas Müller CF0 GF





Dual covers, double insights

You just started reading a special edition of Globe, the magazine for GF employees. This half of the magazine is devoted to our new GF Uponor colleagues, with entertaining facts about GF, reports from GF Uponor colleagues who have met people from the legacy GF divisions around the world, and a journey through the history of GF that merges with the history of Uponor in the middle of the magazine, marking the beginning of our shared future.

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CONNECT



CREATE



GF plays an essential role in them that few people know about. Read "There's GF in It" to discover what that role is.

QUIZ ANSWERS

Page 4 Question 1

Answer: a. From 1933 to 1968, GF produced enamel cookware to cater more to customer needs as a response to low demand in the 1930s.

Question 2

Answer: c. The futuristic Ball Chair by designer Eero Aarnio, which Asko Oy launched on the market in 1966, appeared in several James Bond movies, among others. A magnesium panel from GF Casting Solutions is installed in the cockpit of the Defender from Jaguar

Land Rover (JLR) featured in the Bond movie "No Time to Die" (2021).

Question 3

Answer: a. Hombi is short for Hombergerhaus, which is the full name of the restaurant.

Question 4

Answer: b. "Walk for Water" is an initiative supported by the GF Water Foundation at various GF locations around the world.

Question 5

Answer: c. Georg Fischer II began

MEET THE GF FAMILY

04 How much do you know about GF?

Learn more about the GF family and test your knowledge with our quiz.

06 Globe XChange

New colleagues from GF Uponor meet with employees from the legacy divisions – this is how Globe XChange works. In this article, four colleagues from GF Uponor share their experiences.

16 There's GF in It

What does GF have to do with millions of zippers? Find out in this article.

17 Infographic

A look back at GF's successful past and a look forward to a sustainable future with Uponor.

MEET THE TEAM FROM GF UPONOR

Would you like to change your perspective and learn more about GF Uponor? Then flip the magazine!

Globe is also available online:

globe.georgfischer.com

Question 3

Answer: c. In the 1960s, Asko manufactured beds for Ikea until the Swedish furniture chain gained market share in Finland thanks to lower production costs

Question 4

Answer: c.

Question 5

Answer: a. The former professional Alpine athlete fitted Uponor underfloor heating in his mansion and was also actively involved in the installation of the system



17

How a foundry in a mill grew to become a global corporation - a look at the most important milestones in the history of GF and why Uponor is such a good fit.

producing malleable cast iron fittings in 1864. They are cross-shaped.

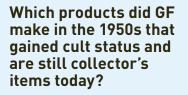
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Question 1 Answer: b. Eero Aarnio designed the fiberglass Ball Chair that made Asko Oy famous across the globe in the 1960s. Other Asko designers, too, delighted celebrities with their creations. In Japan for example, Princess Michiko enjoyed resting on Ilmari Lappalainen's "Pulkka' lounge chair.

Question 2 Answer: b

QUIZ

How much do you know about GF?



Enamel cookware а b Colorful porcelain collector's cups С Metal advertising signs

Which hero's movies have featured products from GF and Uponor?

> Indiana Jones Sherlock Holmes James Bond

а

b

С

3

What do employees at GF headquarters in Schaffhausen (Switzerland) affectionately call their canteen?

- Hombi b
- С Hansi

Homey

4 What do GF employees at various sites around the world do once a year for a good cause?

- а They collect plastic in a local park to raise awareness about littering.
- They walk 2 kilometers b with a full bucket of water to raise awareness on the journey that millions of people in some parts of the world have to make every day to get access to clean drinking water.
- They visit schools and С spend a day reading to children. The objective is to demonstrate the importance of books and learning to read.

What inspired the two crosses in the GF logo?

5

- The bond between а Georg Fischer I and his son, who continued to run the company
- A Christian cross b С An important GF
 - product



Schnitzel with fries

This is one of the most popular dishes in the canteen at GF headquarters in Schaffhausen (Switzerland). Raclette, a traditional Swiss cheese dish, is a favorite in winter

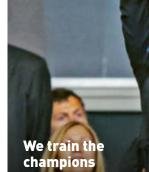
CULTURAL BAROMETER

Degrees of politeness

In Switzerland, it is customary to start off by asking "How are you?" before getting to the heart of the matter.

In many parts of China, people even make a small bow. It is considered polite to lower your head slightly and not look directly into the other person's eyes. In commercial meetings, the business card is presented like a gift, using both hands.

While in the US and most parts of Europe people tend to shake hands and seek direct eye contact, in France you may even plant implied kisses on the cheek - but only if a certain level of trust has already been established.







GREETINGS FROM THE CANTEEN

Terms and abbreviations vou should know:

→ GFCC

is short for GF Corporate Center, the GF headquarters in Schaffhausen (Switzerland)

→ Me@GF

is the platform that brings together all key HR processes, such as those relating to employee development and business impact. Find out more at We@GF!

Culture Movement

is the name of the cultural initiative launched in 2021 to spread GF's values within the company across the globe. Find out more on We@GF.

Who would have thought the big GF family included a real-life socce star? Roberto di Matteo was born in Schaffhausen (Switzerland) in 1970. His father was a crane operator at the GF steel foundry, which is why Roberto decided to start his working life as an apprentice at GF. His passion, however, was soccer. He pulled the strings in midfield. From the Swiss champions FC Aarau, he played his way up to the Lazio team in Rome, capital of Italy, his home country. Eventually, Roberto moved to Chelsea and in 1998 won the UEFA Cup Winner's Cup with the London club. In 2008, he become a coach, and led Chelsea to victory in the 2012 UEFA Champions League.

ROYALTY AND POLITICS

High-profile visits

In 1814, Tsar Alexander I honored GF founder Johann Conrad Fischer. Princess Margaret of England visited a GF factory in her own country in 1982. Former German Chancellor Angela Merkel visited the GF site in Leipzig (Germany), and the former Swiss Federal Councilor Doris Leuthard inaugurated a GF plant in China.



More than 20'000

Current number of GF employees.

Ahead of our time

Milk in plastic bottles? This was unheard of around 50 years ago. GF believed in the new type of packaging and in 1969 acquired a license from a US company to make machines that produced plastic bottles. However, customers in Switzerland and Europe continued to prefer milk in glass bottles. As a result, GF only sold a few machines.

CONNECT

Uponor

Robert Molund

(B)

from GF Uponor in Sweden talks about his day with colleague Gustaf Bydell from GF Piping Systems on page 8. Read what Gustaf thought about his visit to the elaborately designed GF Uponor site in Västerås on page 28.

Giovanna Cereda

6

of GF Uponor met with Luisa Somalvico of GF Machining Solutions. Her account can be read on **page 10**. Luisa shares her experiences on **page 26**.

Julie Miller

from Canada works in Customer Service for GF Uponor. So does Heather Newman of GF Piping Systems. Julie tells her story on **page 14** and Heather on **page 30**.

Jan Dömming

hosted René Pyka from GF Casting Solutions at the German GF Uponor site in Zella-Mehlis. Check out **page 12** for Jan's thoughts and **page 24** for René's insights.

GF Uponor is part of the family

ether

GLOBE XCHANGE DAY was born out of a desire to deepen personal connections within the newly formed GF family. On this unique occasion, four dedicated colleagues from GF Uponor were thoughtfully paired with four counterparts from GF Piping Systems, GF Casting Solutions and GF Machining Solutions, considering shared areas of responsibility and pinpointing common Uponor or GF locations in Sweden, Italy, Germany and Canada on the world map. In the upcoming pages, you will discover compelling testimonials from your GF Uponor colleagues, offering a holistic view of Globe XChange Day and the profound connections forged across our extended GF family. Turn the magazine over to encounter firsthand narratives from their counterparts in the legacy GF divisions.

An exchange on equal footing

Testimonial by Robert Molund

Västerås (Sweden)

s Managing Director of GF Uponor in Sweden, I don't have a regular schedule. I am responsible, for instance, for creating a positive work environment for all employees and regularly meet with the sales and marketing team, as well as with customers. My daily routine is constantly changing. Nevertheless, two days in mid-January stood out in particular: when Gustaf Bydell and his team from GF Piping Systems came to visit us at our site in Västerås (Sweden).

Talking about opportunities

My first impression of Gustaf and his team was that they are very friendly and humble, with a particular strength in engineering and a focus on technical solutions. I gave them a tour of our new offices, prefabrication and warehouse. They showed us their product portfolio in building technology, and we talked about the opportunities of working together. From the very beginning, our exchange was open and on equal footing - a quality that I truly appreciated.

New chances for us, more service for the customer

GF Piping Systems offers tool rental and tool services for their customers. This is fantastic news for GF Uponor, which intended to do this for a long time. On the other hand, GF Uponor offers a customer service that could be of interest to GF Piping Systems: we cut-to-measure the thick pre-insulated pipes used for local heat distribution. These pipes are stored on large coils, which can be inconvenient. So we make sure that our customers receive the exact lengths they need by pre-cutting the pipes accordingly. This is a natural next step in service since we already handle the design for them.



Robert Molund **Position:**

Managing Director Sweden **Division:** GF Uponor Location: Västerås (Sweden) Joined Uponor in: 2017

At GF Uponor, we prioritize local thinking while maintaining a global presence, just like GF. The plumbing market is highly localized, and our aim is to maximize the potential of each country. By incorporating GF's technical solutions into our portfolio, we will be better equipped to meet the unique needs of each market.

Different approaches to transformation

Apart from discussing our shared future market opportunities, this day was valuable for me because I gained some insight into what unites us and where we differ. For instance, sometimes it feels like we are in a constant process of change at Uponor. This affects how we work and how we organize ourselves. Every three years or so, the company undertakes a major transformation of its processes in a key area of the business. In contrast, GF appears to be more stable. They do not change as much and tend to stick to a chosen path. It will be interesting to see how these different approaches complement each other.





market."

Robert Molund Managing Director at GF Uponor in Sweden

← Robert (left) and Gustaf discuss how they plan to collaborate.

 \rightarrow On a tour of the site. Robert showed his colleague around the snacious warehouse

"By incorporating **GF's technical** solutions into our portfolio, we will be better equipped to meet the unique needs of each

← The modern and efficient GF Uponor site in Västerås was a big draw for Gustaf

Introduced as a colleague and welcomed with a smile

Testimonial by Giovanna Cereda



ur Globe XChange Day began with an espresso, U a typical Italian start. I was a bit uncertain about what to expect when I met Luisa Somalvico from GF Machining Solutions in Agrate Brianza, but my concerns disappeared after a first chat. As it turned out, our conversation came naturally.

Connecting over core values

In the morning, I first gave Luisa a tour of our workplace in Vimercate (Italy), introducing her to my 15 backoffice colleagues, sharing details of my work and learning about hers (see page 23). I'm country HR partner for the Italian Uponor branch unit and for internal and external communication. On this topic, although we are both active in communications and marketing, our roles are slightly different. One focus for Luisa is trade fairs, while in our Italian unit I'm mainly responsible for working in synergy with our global communications team, both localizing the content or creating new content close to our partners to raise awareness of our products, solutions and new launches among the various stakeholders through different social media channels, or newsletters, web portals and other media.

Giovanna

Cereda

Position:

Division:

GF Uponor

Vimercate (Italy)

Joined Uponor in:

Location:

2002

Senior HR Specialist

However, there are also similarities, particularly when it comes to the core values of our two companies. Both Uponor and GF prioritize their employees - a principle I hold dear, as I believe the individual employee is essential to the success of a company.

One of my favorite moments was lunch, when Luisa and I talked about our families and work-life balance.



Giovanna Cerada HR Specialist at GF Uponor

← Giovanna (left) and Luisa swiftly recognize their shared interests. including a love for traveling

Seeing how she manages both, especially by working remotely, reminded me of the challenges I faced when flexibility wasn't available. It's good to see that times have changed and work-life balance is a core for both organizations.

Heartfelt promise of collaboration

The day continued at GF's new office, which left a lasting impression on me. The building is very modern, full of light, with large open spaces to get together, fantastic meeting rooms and a nice reception area. What I liked best there was meeting Luisa's coworkers. I was introduced as a colleague and welcomed with a smile. This proved that, when GF speaks about "adding value" with the acquisition of Uponor, they really mean it.

As assistant to the management, I have witnessed Uponor's evolution since 2002. Of course, I know that Globe XChange Day was only the first step, but I am excited to start this new journey and I'm pretty confident that together we will be able to combine our strength and expertise to drive this process successfully and add still more value to our company.



"When GF speaks about adding value with the acquisition of Uponor, they really mean it."



↑ Giovanna knows her job – after 40 years in the business.

← On the wall-filling world map. Luisa car impressively show how big the GF family really is.



↑ René Pyka (left) from GF Casting Solutions accepted Jan's invitation to the GF Uponor plant in Zella-Mehlis (Germany).

ere at GF Uponor in Zella-Mehlis (Germany), we produce multilayer composite pipes, and I am responsible for production, production control and production logistics. When I arrive at work in the morning, the first thing I do is have a quick chat with the two production managers. Afterwards, I check the data from the previous day and note specific key figures for the daily meeting at half past nine, when all departments are briefed on the current production status. Then we talk about occupational safety issues, resources where we might encounter bottlenecks, unplanned downtime simply everything that might affect production. Based on this, we initiate the necessary measures for the day.

Common ground quickly found

René Pyka visited us on Globe XChange Day. René works at GF Casting Solutions in Leipzig (Germany), just a two-hour drive from Zella-Mehlis. While the two sites produce different things – we make pipes, René makes cast components – he and a colleague in Leipzig are responsible for detailed production planning, which



Jan Dömming

Position: Manager Operations **Division:** GF Uponor Location: Zella-Mehlis

(Germany) Joined Uponor in: 2006

Talking shop right away

Testimonial by Jan Dömming

is also one of my areas of responsibility. We quickly discovered we had a lot in common and started talking shop right away. René was open-minded and very interested in our processes, so it was a pleasant and enjoyable meeting right from the beginning.

Deeper understanding through direct comparison

I had obtained samples of our pipes to make it easier for René to understand what we produce in Zella-Mehlis. As we toured the production facility together, we were amazed to see how similar the processes that we manage are. When it comes to organizational routines, there are differences. For example, the two sites use different planning software. And we handle our longterm production planning at the European headquarters of GF Uponor, while I am responsible for short-term planning locally. This is done differently at GF Casting Solutions.

In René's opinion, our level of digitalization is quite advanced. Naturally, we are proud of this. As René pointed out, some of the processes in Leipzig are more complex than ours - and with around 280 employees, that plant is also considerably larger than our site, which currently has 115 employees.

Exchange of best practices

Despite these differences, I believe that comprehensive collaboration could work very well. This could involve, for instance, sitting down together to analyze the following: How do our colleagues at GF Casting Solutions go about it; how do we do things? Which process is better and how can each team tap into the advantages of the other one? With his wealth of experience, René could provide us with valuable input for process optimization, so I would be delighted if we could stay in touch. And who knows? Perhaps I can make a return visit to Leipzig and gain some insights into the casting production. That would be something completely new for me - and a wonderful opportunity.



Zella-Mehlis (Germany)





"We were amazed to see how similar the processes that we manage are."

Jan Dömming Manager Operations at GF Uponor

> ← Jan thoroughly enjoyed his Globe XChange Day with René from GE Casting Solutions



↑ The first seamless multilayer composite pipes from GF Uponor were produced in 7ella-Mehlis

← During the tour, Jan and René share experiences from production planning



↑ Heather (left) and Julie started Globe XChange Day at GF Piping Systems. In the afternoon, they went to GF Uponor.

n my role as Customer Service Supervisor, January is a busy month with extra work such as renewing contracts with our distributors. Still, I was so happy to be able to visit Heather at GF Piping Systems for Globe XChange Day. I was very excited to be selected to participate. When I arrived at their headquarters in Vaughan (Canada), there was a nice reception area with a tablet, which I thought was very cool: You enter your details, it takes a picture of you and then sends an email notifying the person you want to see that you have arrived.

Colors connect

Heather quickly came out to greet me and showed me to the second floor, where her office was. It was a new and beautiful space. I immediately noticed that our corporate colors were the same. Uponor's logo has always been blue and so is GF's. I know it is a small detail, but it is nice that we share this beautiful and soothing color.

Heather was extremely welcoming. She introduced me to her team and showed me around while we chatted and got to know each other. It was easy for us to connect



Position: Customer Service Supervisor **Division:** GF Uponor

Location: Mississauga (Canada) Joined Uponor in: 2008

the GF Uponor office. More clarity and insight Preparing for our Globe XChange day, I was pretty surprised to learn that there was a GF office so close to ours. Heather later told me that they had only recently moved there, and before that were actually even closer

to our GF Uponor office. You see, when the announcement came that GF had acquired Uponor, I didn't know what to think. This was a great opportunity to just go and meet someone from GF, see what they do, learn about the products they sell, say hello to the team and get an idea of what the company is like.

expected

Testimonial by Julie Miller

really anything order-related.

Similarities and differences

I am responsible for keeping my team, which consists

of myself and three other colleagues, running smoothly. Heather's team has one more member, but just like me,

she is there to make sure everyone is up to date and

can do their jobs successfully. However, our areas of

operation are not entirely the same. Heather told me

that they concentrate on the Canadian market. I also

work closely with my colleagues in the US. And we talked

about the different software programs that we use, what

we felt were their advantages and disadvantages. When

we were finished, Heather had even ordered lunch for

us; we sat down and shared our meal before heading to

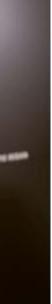
ughan (Canada



↑ Differences emerge: Heather oversees only the Canadian region. while Julie cooperates with her US colleagues.

✤ Two customer service experts chatting: Julie (left) and Heather share ideas









↑ It was easy for Julie to connect with Heather because they both work in customer service.

"When the announcement came that GF had acquired Uponor, I didn't know what to think."

Julie Miller Customer Service Supervisor at GF Uponor

THERE'S GF IN IT

Precision is key

With zippers, precision is crucial. Here's a challenge that could have been tailor-made for GF's wire-cutting EDM machine.

Up to 300

million zippers are produced annually with GF's wire-cutting EDM machines.





billion was the estimated **size** of the global zipper market in 2022.

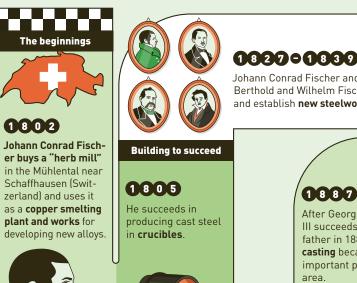
First you try patiently. Then, with mounting irritation, you try harder. You jerk and you tug, but it doesn't budge. The zipper is stuck. Everyone knows the frustration of a broken zipper in an otherwise flawless item, be it your favorite jeans, boots, tent, bag or suitcase. Ensuring that a zipper does its job perfectly over and over again is a question of quality and therefore a must for any reputable consumer brand.

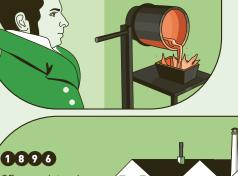
This is where GF comes in. A zip fastener is produced through a multistage manufacturing process, whereby the interlocking teeth made of either metal or plastic are molded and precisely aligned. Manufacturers of zipper molds around the world rely on GF Machining Solutions' high-precision wire-cutting EDM machines to cast the parts of zipper sliders. The molds must be extremely accurate and durable to produce in large quantities - as required, for example, by CKK, one of Taiwan's top zipper manufacturers. All this to ensure that zippers continue to do what they've been doing for around 100 years now – make our lives easier.

Stronger as one

From a successful past to a sustainable future as **one** company: As of 13 November 2023, Uponor and GF are creating a global powerhouse in sustainable water and flow solutions, building on each other's strengths and complementing each other's business. Trace GF's journey from its beginnings in a water-driven mill to its global expansion and acquisition of Uponor and discover the key milestones.

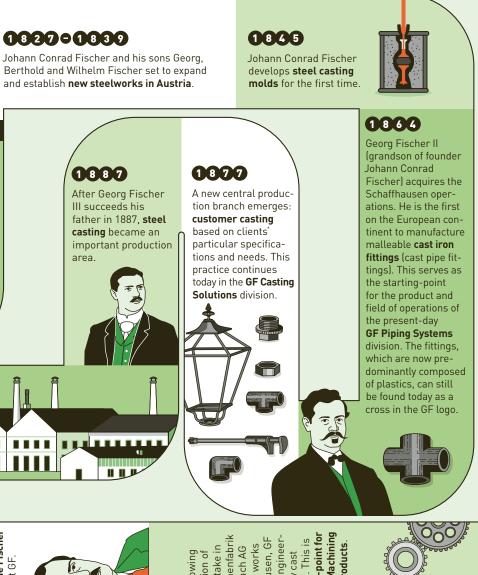
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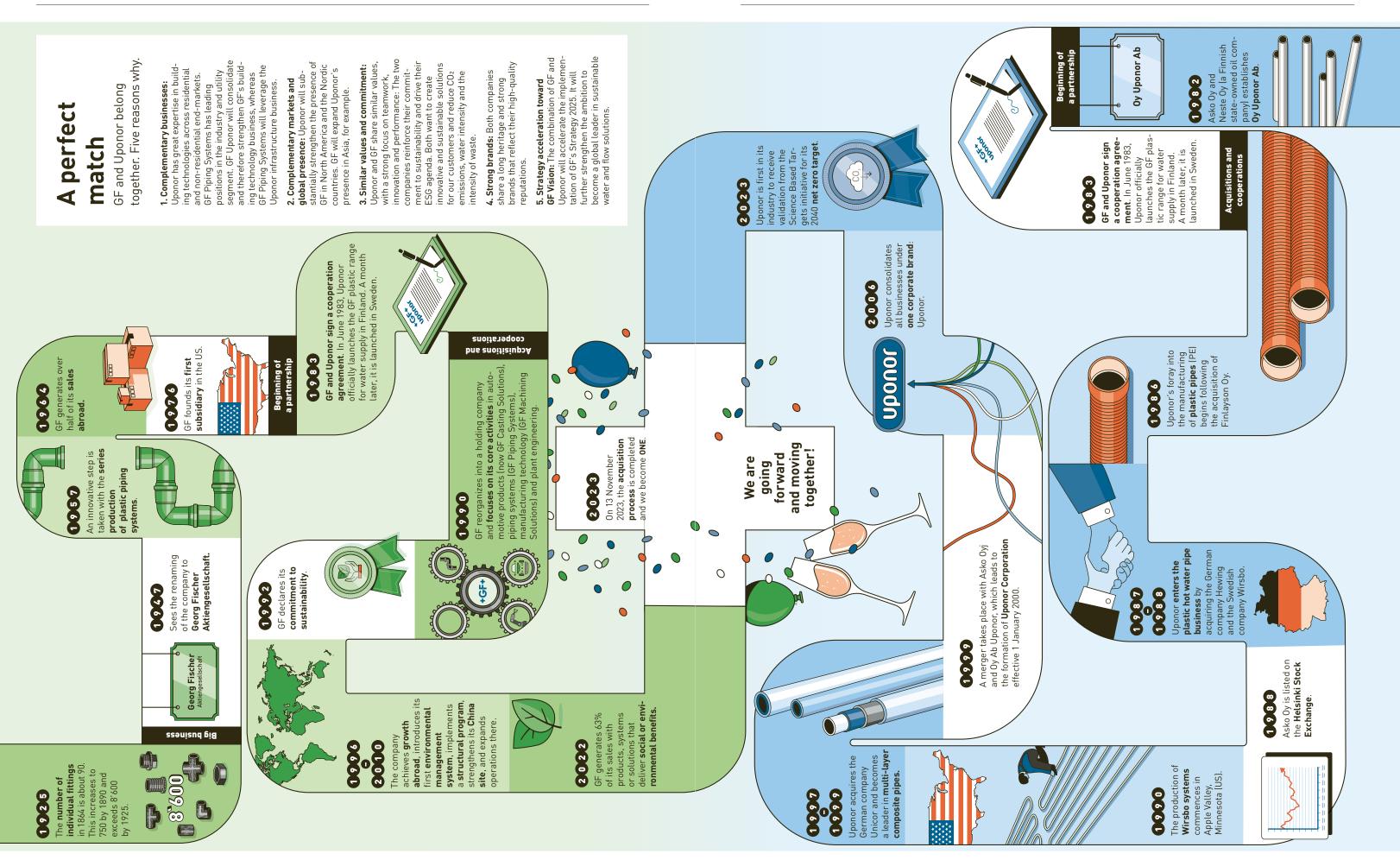




GF grows into a large company and is 1111 1 1111 1111 1<u>1111111</u> finally converted into a public limited company in 1896.





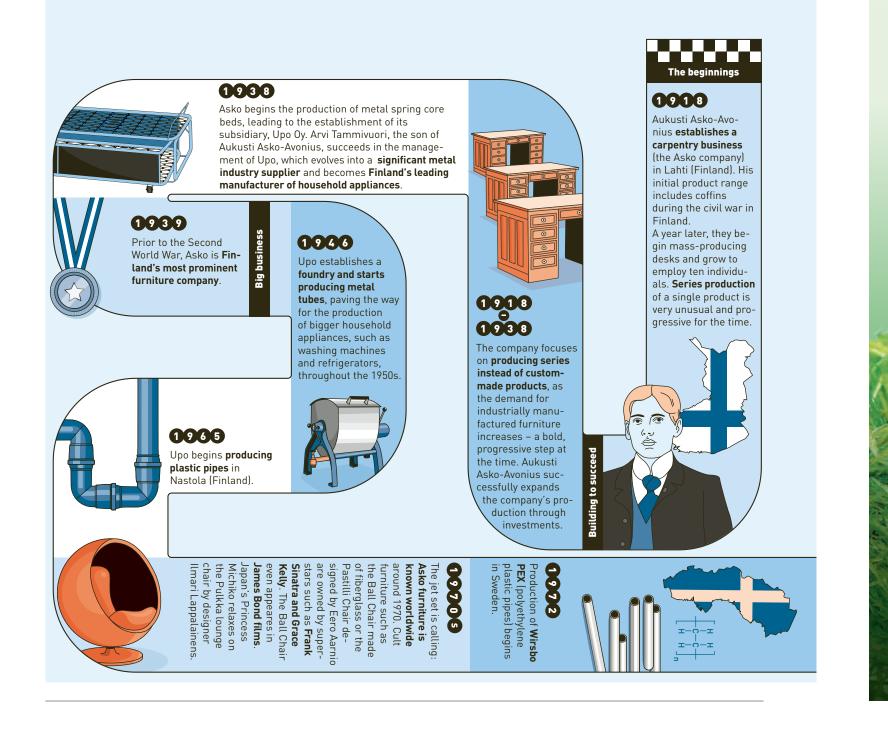


SPOTLIGHT 19

INFOGRAPHIC

Stronger as one

As of 13 November 2023, Uponor and GF are creating a global powerhouse in sustainable water and flow solutions as **one** company, building on each other's strengths and complementing each other's business. From sofa beds to bio-based PEX pipes, explore Uponor's key milestones from its origins as a carpentry business up to the recent acquisition, and discover the core strengths that have propelled the company to success.



Hygge henhouse

Keeping chicks warm is essential for them to develop properly in their first three weeks. An Austrian organic farmer chose Uponor to create the optimal environment.

Did you know?

- Chickens are one of the few farm animals that require water of drinking quality. To ensure the necessary hygienic standard, the water is transported by Uponor systems.
- The underfloor heating system is connected to the wood chip heating system in the machine hall via an 80-meter-long local heating connection with Uponor Ecoflex Thermo Twin (flow and return in one jacket pipe).
- The air temperature should ideally be 34°C. and 32°C near the floor when rearing begins this is essential for the small chicks.

Something like a nursery for organic chickens. This is how you might describe the pre-fattening house in Weitersfelden (Austria) that Wolfgang and Katharina Kaltenberger built in 2020. Up to 9,600 chicks start growing up here before they move into the henhouse. To flourish and thrive in the first few weeks of their lives, the chicks require a comfortable and healthy temperature

of 32-34 degrees Celsius. Keeping their feet warm also helps to prevent the foot ailments to which poultry are particularly susceptible. This is why the Kaltenberger family opted for an underfloor heating system from Uponor that is integrated into the concrete slab. The Uponor Magna system can reach the chicks' comfort temperature much more precisely than is possible with conventional

THERE'S UPONOR IN IT

fan heaters. Another advantage is that the straw on the floor stays dry and does not need to be replaced as often. The underfloor heating is supplied by the woodchip heating system. The two are connected by 80 meters of Uponor Ecoflex Thermo Twin pipe. Drinking water is also carried by Uponor systems: Uponor Uni Pipe PLUS multi-layer pipes and the S-Press PLUS fitting system. ■

CONNECT

René Pyka (right)

from GF Casting Solutions talks about his day with colleague Jan Dömming from GF Uponor in Zella-Mehlis (Germany) on page 24. Read how Jan experienced the visit on page 12

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Luisa Somalvico

of GF Machining Solutions met with GF Uponor's Giovanna Cereda in Italy. Read Luisa's testimonial on **page 26** and Giovanna's account of the day on **page 10.**

Heather Newman

from GF Piping Systems shares her meeting with Julie Miller from GF Uponor on **page 30.** Julie's story is on **page 14.**

Gustaf Bydell

from GF Piping Systems visited Robert Molund at the GF Uponor site in Västerås (Sweden). Read his report on **page 28.** Robert shares his insights on **page 8.**

The GF family welcomes new colleagues **Confector**

GLOBE XCHANGE DAY is a unique initiative born of a desire to deepen personal connections within the newly merged GF family. Four colleagues representing GF Piping Systems, GF Casting Solutions and GF Machining Solutions were paired with four colleagues from GF Uponor. The pairings were made by the Globe editorial team strategically, identifying similar areas of responsibility and common Uponor or GF locations in Canada, Italy, Germany and Sweden. In the following pages, you will find firsthand accounts by the participants from the legacy divisions, while testimonials by their GF Uponor counterparts can be found on the reverse side of this magazine.

As if we had always known each other

Testimonial by René Pyka

Zella-Mehlis (Germany)

n a normal working day, I first boot up my biological system by drinking a good cup of coffee. After that, I start up all other systems at the workstation. The first thing I do is check the logs: How did production go the day before? I process the data and pass it on to my colleagues. I have been working at GF Casting Solutions in Leipzig (Germany) since 2000 and in production planning since 2017. About 280 employees work at the facility. My job is to control what can leave the site as a finished product at the end of the day.

Bright and friendly

Jan Dömming invited me to the GF Uponor production site in Zella-Mehlis (Germany) for Globe XChange Day. GF Uponor manufactures multilayer composite pipes there; we produce cast components here in Leipzig. In general, there is no overlap in terms of what we produce, so I was curious to see what I would take home from the visit. A two-hour drive brought me to Zella-Mehlis, where I was welcomed by Jan together with the new managing director. I felt at home from the beginning. Everyone was warm and welcoming, as if we had always known each other. Even the production hall immediately made a positive impression, with plenty of daylight streaming in from the glass roof and windows. I also noticed how everything was so clean and tidy.

Fast and appreciative

Although we produce very different products, I gained lots of valuable insights during the visit. What really



impressed me, for example, was the enormous speed at which pipes are produced there, and how the process is constantly being improved.

Production used to stop for about 20 minutes when aluminum belts needed to be changed. They now do this non-stop, without interruption. Depleting raw materials are simply replenished and production continues. GF Uponor is truly inspiring when it comes to innovation

The various services offered to the workforce were also remarkable. Although the company does not have its own canteen due to its size of just 115 employees, a solution was found to be able to offer hot meals to all employees with the help of an external provider. And those who go to work by bicycle can charge their e-bikes directly on site. Details such as these motivate people.

Inspiring insights with a lasting effect

I can well imagine that, despite our different areas of work, we will cooperate with each other in the future especially around the subject of innovation. Because GF Uponor is constantly improving its processes, we could come into play when casting prototypes, for example. Jan, too, was enthusiastic about this idea.

There should be more of these inspiring meetings. It broadens your horizon to see how your new colleagues work, the way they have some similar problems and what solutions they devise. And now they are part of our GF family!

↑ René (right) and Jan discuss the similarities and differences between their production processes.



"GF Uponor is truly inspiring when it comes to innovation."

René Pyka Production Planning at GF Casting Solutions



René Pyka

Leipzig

2000

(Germany)

Joined GF in:

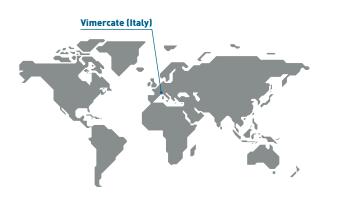
Position: Production Planning **Division: GF** Casting Solutions Location:

↑ A day with pipes instead of cast components: René is in high spirits as he follows Jan's explanation of the special features of the Uni Pipe PLUS multilayer composite pipe.

← The highly flexible composite pipes are stored rolled up in the bright production hall at GF Uponor in Zella-Mehlis

A nice way of breaking the ice

Testimonial by Luisa Somalvico



he Globe XChange Day got off to a good start when Giovanna Cerada, who was waiting for me outside the GF Uponor office in Vimercate (Italy), joined me in my car. She guided me to the parking spot of an absent colleague, which I thought was very considerate of her. I quickly noticed that this is one of Giovanna's qualities: She genuinely cares about the people around her. She asks questions and listens carefully to the answers. She is also open to sharing information about herself. This is how we discovered things we have in common: we both have two children, a passion for foreign languages and a love of traveling.

Sharing office insights and gifts

Giovanna introduced me to her colleagues and we discussed the similarities and differences between our jobs and how we manage a typical day. I work independently, primarily on a computer, adapting GF's international marketing materials to the Italian market or preparing for trade fairs. Giovanna and I didn't have much in common in terms of products, as I work in the machine-tool-business and GF Uponor is involved in the piping business. However, Giovanna showed me some marketing merchandise, such as a nice, soft sweater I liked so much I decided to have one made from the same material. She then gifted me with a GF Uponor mug and a thermal drinking bottle. I returned the favor with a GF cutlery set. GF Uponor shares a classic office building with other companies. It reminded me of our previous



Luisa Somalvico

Position: Marketing Assistant Division: GF Machining Solutions Location: Agrate Brianza (Italy) Joined GF in: 2017





offices before the new site was built. The good thing is that there are several shops, cafes and restaurants nearby. That's convenient. If we at GF want to have lunch outside our canteen, we have to use our cars because we're quite isolated in this area.

Bridging roles and building bonds

My role in marketing is more operational. Giovanna's is more strategic. But Giovanna was an inspiration to me in terms of her approach to work. I couldn't help but admire her dedication. She has been with Uponor for almost 20 years and is still very committed to the company and her colleagues. The XChange Day was a nice way of breaking the ice. Faces now come to mind when I hear "GF Uponor." It was also valuable to gain new perspectives, as you don't usually get the chance to see how others do their jobs. But it is very inspiring and helps you to stay on top of things. I wouldn't mind being able to do that more often. ↑ Giovanna (back left) showed Luisa around the office in Vimercate (Italv).

← Many companies share the classic office building. There are shops, cafes and restaurants close by.



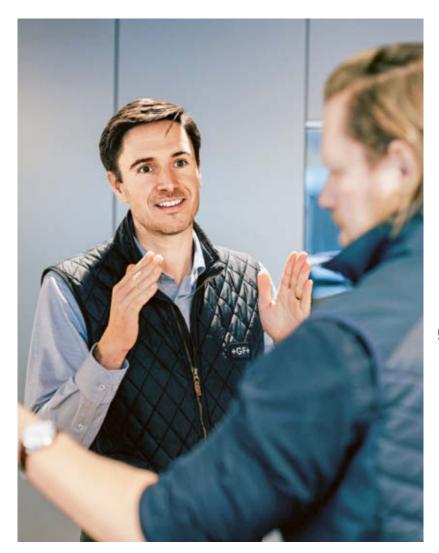
CONNECT 27





↑ The conversation with Luisa felt natural, which Giovanna particularly enjoyed.

← Luisa enjoyed the opportunity to gain a broader perspective through Globe XChange Day.



↑ Gustaf spends the day of Globe XChange on in-depth discussions with Robert from GF Uponor.

ogether with about 25 colleagues, I am part of the Swedish sales organization of GF Piping Systems. Our head office is in Stockholm (Sweden). From here we work closely with our colleagues in Finland and the Baltic states, together representing GF Piping Systems in the five countries. I had already met Robert Molund, Managing Director of GF Uponor in Sweden, before the Globe XChange Day. Our management teams had a meet and greet in December 2023 to get to know each other. This second meeting gave Robert and myself the opportunity to find out how our teams could learn from each other and grow together.

An eye for detail

We met at GF Uponor in Västerås, a two-and-a-half-hour drive from Stockholm. The facility combines a modern sales office with a prefabrication plant and warehouse. It wasn't just the intelligent layout that impressed me. The interior design of the building reflects what the colleagues at Uponor stand for: sustainable and efficient



Position: Head of Sales & Marketing Sweden **Division: GF** Piping Systems

Location: Stockholm (Sweden) Joined GF in: 2020

A two-way win for both parties Most of GF Piping Systems' business in Sweden is focused on the industrial and utility sectors. Only a small part has so far been in building technology. We have, however, been working hard in Sweden to expand our business. The acquisition of Uponor takes our efforts to the next level. Uponor can help us open doors with its customers and channels – and we can do the same for them. Our new colleagues in Västerås (Sweden) have just the right expertise to complement us. They are very familiar with all aspects of building technology and have a comprehensive understanding of the products required. Uponor has a number of systems that are well-known and accepted in the market. This is where we want to start to identify GF products that could complement the Uponor range.

water supply solutions. The ceiling in the entrance area,

for example, looks like the mirrored surface of the sea.

The walls are in very earthy contrasts, green and beige and brown, to give a calm and sort of woodland feeling.

I think it's a really clever way of showing what you're specialized in and what you stand for, without saying a

A promising

opportunity

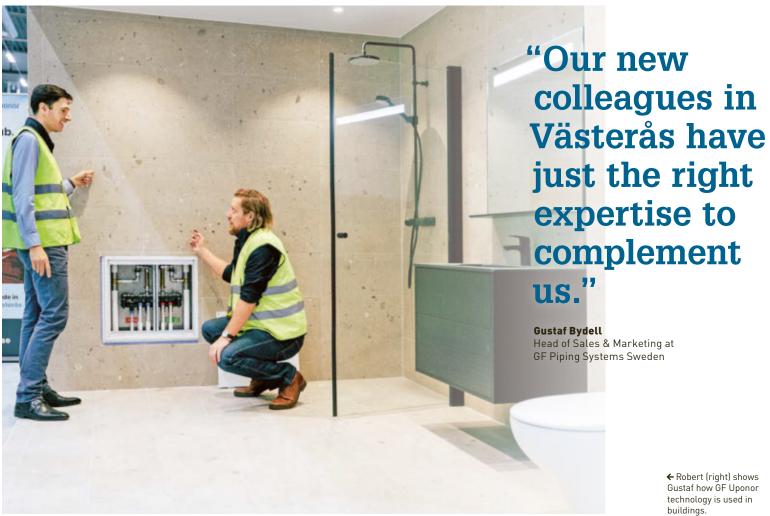
Testimonial by Gustaf Bydell

Västerås (Sweden

single word.

Complementing existing portfolios

Together with GF Uponor, we can now increasingly leverage our broad product portfolio in building technology, open new markets and gain new insights into how we can create added value for our customers. A promising and fruitful opportunity!







↑ Connecting link: Gustaf and Robert share a drive to create the perfect product portfolio for their customers.

← The refined interior design of the GF Uponor site made a positive impression on Gustaf.

Open to new encounters

Testimonial by Heather Newman



work at our facility in Vaughan, one of three GF Piping Systems facilities in Canada, where we sell several different products into a wide range of markets. I've been with GF for 34 years, and am proud to be part of such a great organization. We recently implemented a Customer Relationship Management (CRM) queue system, which is a new way of systematically managing our customer information and improving our customer service levels. I check the queues first thing in the morning to be certain that we are still in good shape and on top of things. After that, I usually have a 15-minute touch base with my team, which consists of myself and four colleagues. This is a good way to start and make sure that everyone is up to date with the latest developments.

Common grounds

When I met with Julie from Uponor customer service for Globe XChange Day in January, I had no idea it would be such a good day. We started at our facility, where I showed her around and introduced her to my team. After a quick lunch, we headed to the GF Uponor facility in Mississauga (Canada), which is very close by - only about a 15-minute drive. Before we moved to our current building, the GF site was in the same neighborhood as today's GF Uponor premises. I was well-used to the area and the style of the buildings. The GF Uponor space



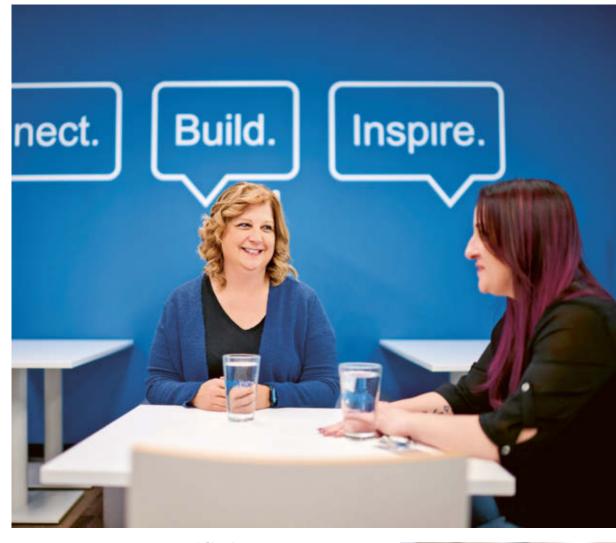
Newman Position:

Director of Customer Experience **Division:** GF Piping Systems Location: Vaughan (Canada) Joined GF in: 1990

resembled our former building so much – the way it was furnished, the way it was laid out - that it was strangely familiar. Julie took me on a tour and showed me some of their products, which are on display in the main area. We compared the product ranges of our companies and realized that we use different software and are organized a bit differently. At GF, customer service and inside sales are in the same team, whereas at Uponor they work more independently.

Fostering connections

I always love to meet new people, and especially someone who's newer to the company. I hope this day together has helped Julie to gain a little insight into GF and to get to know someone who has worked for GF for a long time and still likes it and is passionate about it. That was a good starting-point for us. I don't think either of us would hesitate to reach out to each other. Julie's and my relationship will certainly build on that foundation over the years.



 \clubsuit Blue, the corporate color shared by GF and Uponor, gave Heather (left) and Julie a sense of familiarity.



"That was a good starting-point for us. I don't think either of us would hesitate to reach out to each other.'

Heather Newman Director of Customer Experiences at GF Piping Systems

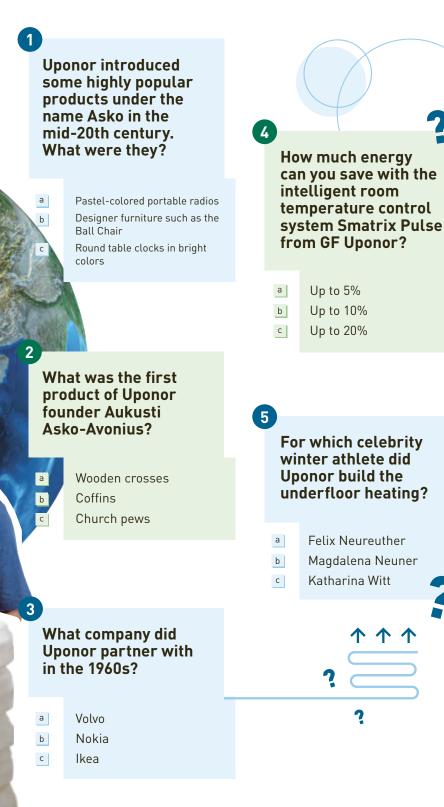
→ Heather loves meeting new people especially those who are new to the compar

← During a tour of the warehouse, Julie showed her XChange partner Heather what GF Uponor sells.

Jonogu

QUIZ

How much do you know about GF Uponor? 20.0



You'd never guess! Uponor was or is involved in these products





The mass production of writing desks was Asko's first commercial success.

by Upo Oy.

How an Uponor colleague made a name for himself

Terms and abbreviations you should know

 \rightarrow BLD-E stands for Building Solutions -Europe

→ BLD-NA stands for Building Solutions -Americas

 \rightarrow GLT is the acronym for the Global Leadership Team

→ SMT are the top executives, the Senior Management Team

→ People First is the motto when it comes to GF Uponor's HR strategy

 \rightarrow U-Voice is the name of the annual employee satisfaction survey

→ SMC is the Senior Management Committee at Uponor Americas



6.85

kilograms That is how much coffee Finns drink on average each year, according to a Statista survey, making them second only to Luxembourgers in per capita consumption. So when visiting Finnish colleagues, be sure to increase your caffeine tolerance.



The Uponor sales unit in Västerås has a "Peter Hauki" meeting room, named after an employee. Peter (left in the picture, next to him his children Patrik, Eva-Lotta, Paul and Anna-Carin) began his career at Uponor at age 20 and ended it, still at Uponor, at the age of 65. He started as a blacksmith but then worked as an engineer after an accident. Now, four of his five children work at Uponor, as do several grandchildren and relatives by marriage. A true Uponor family!

for Ikea.

IN DEMAND

Uponor bestseller that never gets outdated

It is already 50 years old. In September 1972, Uponor (formerly Wirsbo) was the world's first manufacturer to launch cross-linked polyethylene pipes (PEX): a turningpoint for the entire industry. The flexible material can withstand temperatures of up to 95°C and is suitable for underfloor heating, panel heating and cooling, drinking water installations, and radiator connections. PEX pipes have also been available since 2022 in a bio-based version. As the best-known example of the sustainable product range that goes under the name of "Blue", they are once again leading the field

Time for a nap!

GF Uponor's headquarters in Helsinki (Finland) has a relaxation room where employees can take a break or nap during the day. Uponor Americas also offers its workforce a wellness room that can be used as a place for some peace and relaxation.

EDITORIAL

The journey has started

Dear colleagues,

GF and Uponor have a long-standing legacy of delivering innovation and adding value to people's lives (we retrace the fascinating histories of our companies on pages 17–20). The businesses are perfectly complementary, the cultures are similar. We, as leaders, have something in common, too.

When we need to clear our minds and get a new perspective on things, we both take to the mountains. Mountain biking, a sport we are passionate about, encapsulates what we have experienced throughout this journey: start with a steady effort, manage your energy, focus strongly on the end result and reach your goal.

The combination of GF and Uponor is a fantastic opportunity for our business, but also for our people. It's a chance to enrich our work experience by getting to know new colleagues, learning together and exchanging ideas. A few examples of how this is already happening are featured on pages 6–15 and 22–31.

We are creating a new powerhouse that builds on the best of both worlds, and has a strong foundation of partnership and collaboration. In this issue of Globe, we take you on a deeper journey of discovery into what this means for you – guided by the progress we have already made and a common vision for our joint future.

Happy reading!



mapa Andreas Müller CEO GF





Dual covers, double insights

You have just begun reading a special edition of Globe, celebrating the start of the GF and Uponor journey. This half of the magazine is addressed mainly to the employees working for the legacy GF. It includes entertaining facts about the new division, reports from colleagues who have met people from GF Uponor around the world, and a journey through the history of Uponor that merges with the history of GF in the middle of the magazine, marking the beginning of our shared future.

ISSUE #01/2024 SPECIAL ISSUE CONTENTS

CONNECT



CREATE

(Sweden).

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Warm feet - that's what chicks get in their fledgling weeks thanks to GF Uponor. Read more about this in "There's Uponor in It."

meeting his new colleague at

the GF Uponor site in Västerås



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From a joinery making desks to a global corporation – discover key milestones in the history of Uponor and learn why the company is a perfect fit for the GF family.

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Learn more about the new colleagues at GF Uponor and test your knowledge in our quiz.

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GF employees from the legacy divisions meet their new GF Uponor colleagues through Globe XChange. Read about their experiences on this special day.

21 There's Uponor in It What does GF Uponor have to do with chick rearing?

20 Infographic

Reviewing Uponor's successful past and looking forward to its sustainable future as a member of the GF family.

MEET THE GF FAMILY

Need a change of perspective? Turn the magazine over to read about GF and what our colleagues at GF Uponor have to say about their Globe XChange.



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The global magazine for GF employees **#01/2024** SPECIAL EDITION

For a change of perspective **reverse the Magazine!**

Meet the CFUDODOO DEODLE

Get to know the new members of GF. Learn their stories and hear about their experiences, as we get together for a promising future.