FORBO GROUP – WARM WELCOME



Capital Markets Day 2026

Baumuster-Centrale Zürich| October 21st, 2026

AGENDA

GROUP STRATEGY	JOHANNES HUBER
FLOORING STRATEGY	JEAN-MICHEL WINS
MOVEMENT STRATEGY	JOHANNES HUBER
FINANCIAL TARGETS & SUMMARY	HEINZ HÖSSLI

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FORBO

Leading positions in attractive market segments in Flooring and Movement Systems, built on differentiated products, strong customer focus, and a direct sales model

Celebrating Forbo's 100th anniversary in 2028: a century of innovation, entrepreneurial spirit, and trusted partnerships, shaping industries today and positioning us for the future

FORBO AT A GLANCE

NET SALES
CHF 1,085.4 m

EBIT MARGIN
8.1%

OPERATING CASH FLOW
CHF 74 m

EMPLOYEES
5,100 FTE

PRODUCTION SITES
25

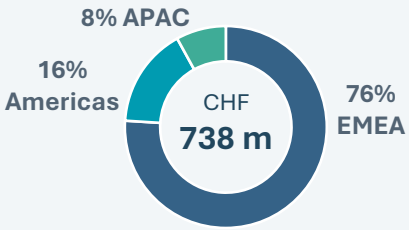
39
countries
with operations



FLOORING SYSTEMS
68%
of Group sales

EBIT MARGIN
10.9%

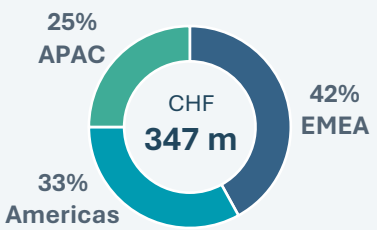
SALES SPLIT BY REGION



MOVEMENT SYSTEMS
32%
of Group sales

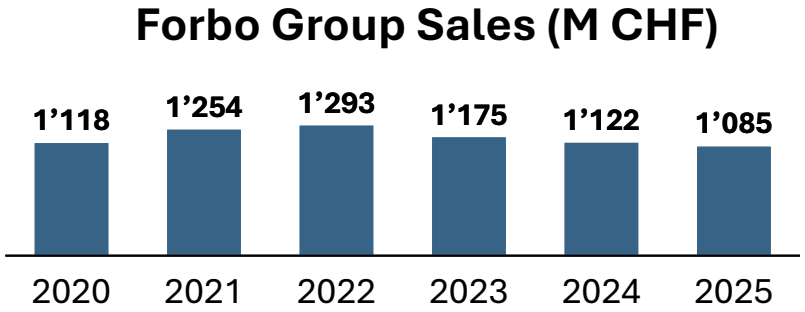
EBIT MARGIN
4.4%

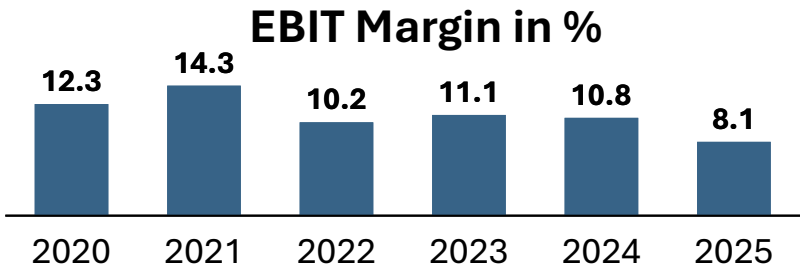
SALES SPLIT BY REGION



CORPORATE
CHF 8m
Headquarter Costs

DECLINING PERFORMANCE IN LAST YEARS





Main reasons:

- **Too short-term focused**
- **Large topics not addressed**
  - Go to market strategy
  - Lack of growth
  - Operational inefficiencies
  - Organizational setup
- **Hierarchical culture**

SUBSTANCE HAS WEAKENED - CHANGE HAS TO COME FROM WITHIN

WE WILL DRIVE OUR CHANGE WITH …

Sports team spirit
▶ **we want to win**

Strong and highly engaged team
▶ **we win together**

Focused and clear strategy
▶ **we know where and how to win**

Customer and market focus: our playing field
▶ **we know them best**

Innovation and operational excellence
▶ **we aim for a long-term win**



OUR TRANSFORMATION HAS THREE FOCUS AREAS

1. Sustainable profitable, growth
2. Operational and commercial excellence
3. People, culture, and innovation

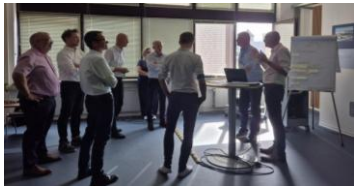
TOP 100 FORBO LEADERS EMBRACE THIS AS *THEIR* TRANSFORMATION











- **Top 100 leaders actively involved** in midterm plan development
- **Multiple engagements** in the last six months
- **Sense of urgency to act and confidence** in our midterm plan established

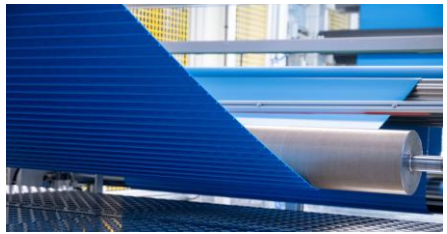
TOP 100 ENGAGEMENT IS KEY FOR OUR SUCCESS!

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1A SHIFT FROM PRODUCT TO CUSTOMER AND MARKET SEGMENT FOCUS











MARKET SEGMENTS ARE THE LEADING DIMENSION GOING FORWARD:
GO-TO-MARKET STRATEGY, INNOVATION, INVESTMENTS AND BUSINESS STEERING

1B PERFORMANCE MANAGEMENT: BUILD A HIGH-PERFORMING SALES TEAM



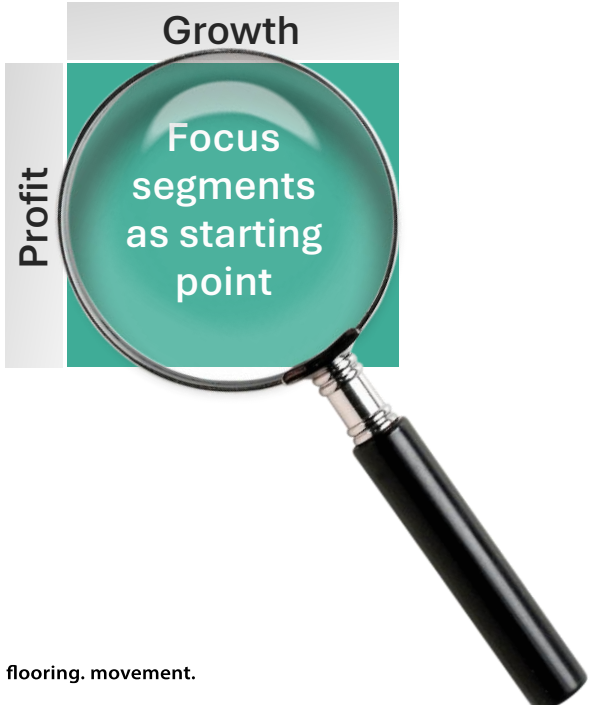
Training

Segment focused

Compensation

Success sharing

1C WE WILL OVER-PROPORTIONALLY INVEST IN SALES AND INNOVATION

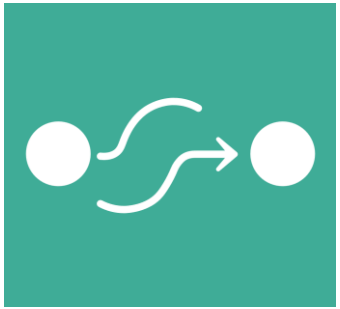


Sales force



Bold step: already 2027

Innovation



Key for mid- and long-term growth

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2A OPERATIONAL IMPROVEMENT PROGRAM



Customer first

- Service performance excellence
- Best-in-class quality



Core process improvements

- SKU management[1]
- Sales to purchasing planning
- Lean



Plant improvements

- Network optimization
- Plant improvements
- Automation



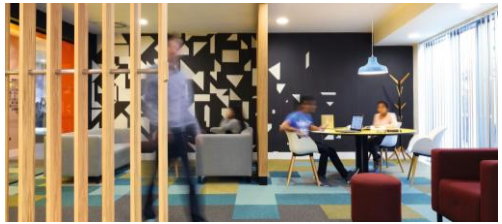
Productivity management

- Step 1: cost
- Step 2: capital

[1] SKU: Stock Keeping Unit

2B

MIX STEERING AND PRICING: TO ASSURE PROFITABLE GROWTH



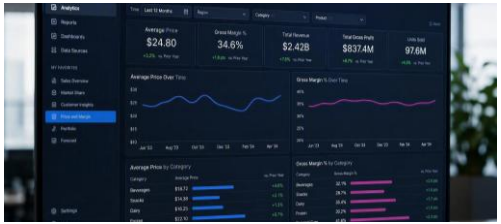
Steer the mix

- Focus on market segments we can win
- Focus on A-B items[1]



Price on value

- Value-based pricing
- Disciplined discount and rebate governance



Make it stick

- Corresponding compensation systems

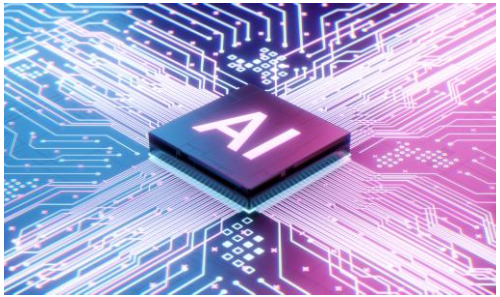
[1] From SKU ABC Management

2C DIGITALIZATION



Process digitalization

- From interest to leads
- From leads to cash
- Sales forecasting to purchasing



AI opportunities

- Sales support
- Demand forecasting
- Quality in production



ERP

- Upgrade from existing SAP R3 to SAP S/4Hana

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3 OUR BASIS: PEOPLE, CULTURE, AND INNOVATION



- Renew 20-year-old values
- Improve people management and succession planning processes
- Increase transparency and communication



- Increase market segment / application know-how
- Improve development and innovation processes
- Increase R&D spend

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1 Flooring Systems at a Glance: Offering and Market

2 Our Strengths

3 Market Outlook and Focus Segments

FLOORING SYSTEMS AT A GLANCE

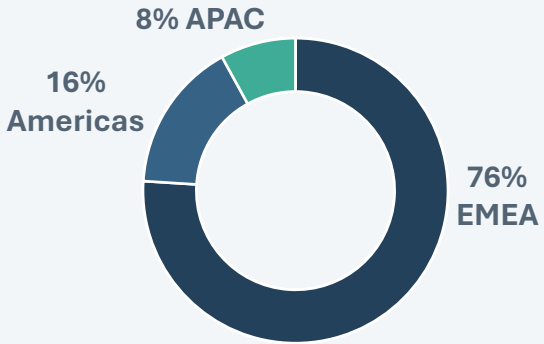
Leading European player Floor coverings for commercial buildings

NET SALES	EBIT	EBIT MARGIN
CHF 738.2 m	CHF 80.5 m	10.9%
	EMPLOYEES	PRODUCTION SITES
	2,673 FTE	15

100+ countries served



SALES SPLIT PER REGION



TOP 5 MARKETS



Other markets ~40%



FLOORS, AN ESSENTIAL ELEMENT OF EVERY BUILDING

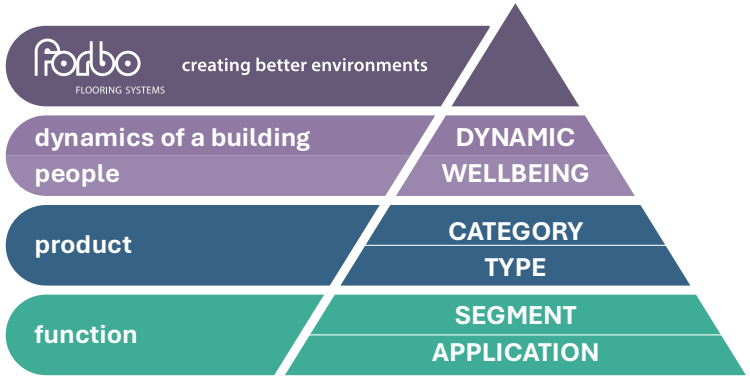


Four main design elements in every building

- Light
- Furniture
- Wall design, and
- **FLOORS**

WE HAVE A UNIQUE APPROACH TO FLOOR SPECIFICATION

DYNAMICS OF A BUILDING



Our philosophy**, DYNAMICS OF A BUILDING,** put the needs of the end users at the heart of everything we do

It is unique to Forbo and contributes to the well-being of people in a building

With our **comprehensive portfolio and our direct sales teams**, we will always find the right flooring solution

WITH THIS APPROACH, WE CREATE LONG-TERM PARTERNSHIPS LEADING TO ⅓ RECURRING BUSINESS

WE FOCUS ON COMMERCIAL BUILDINGS WITH OUR OFFERING AND EXPERTISE

Residential



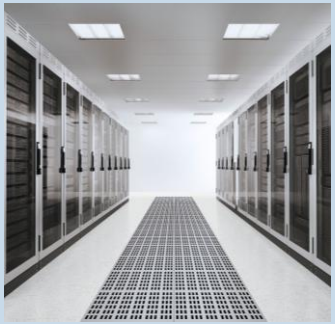


Main floor types:

- Parquetry
- Stone/ ceramics
- Tile
- Carpet

Commercial





Main floor types:

- Resilient floors (linoleum, vinyl)
- Carpet tiles, high-performance carpets
- Speciality floors

\+ **More demanding floor selection**

WE HAVE A BROAD OFFERING, FOCUSED ON COMMERCIAL PROJECTS



Linoleum

Linoleum sheet and tiles



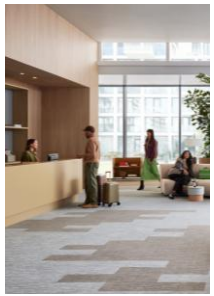
Vinyl

Homoge-neous, heteroge-neous, LVT, acoustic



Textile floors

Carpet tiles, entrance systems



High-per-formance carpet

Flotex



Speciality floors

ESD[1] Floors



Adhesives

Adhesives, coatings & com-pounds



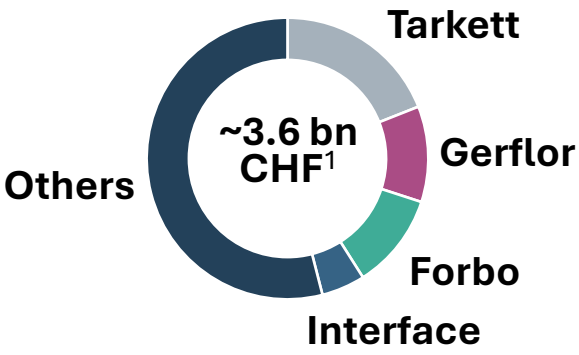
Services

Design support, logistics, sampling

[1] ESD: Electrostatic Discharge

STRONG MARKET POSITION IN EUROPE – OUTSIDE FOCUS ON SELECTED SEGMENTS

Top 3 player in Europe for commercial projects



Global leader for linoleum



Outside Europe focused on selected segments





SUFFICIENT ROOM TO GROW WITHIN OUR AREAS OF STRENGTH

[1] Source: Internal Market Intelligence

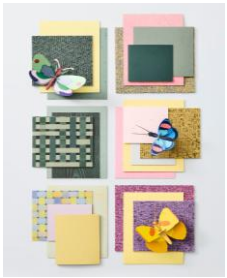
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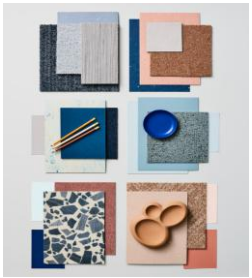
1 Flooring Systems at a Glance: Offering and Market

2 Our Strengths

3 Market Outlook and Focus Segments

OUR POSITION IS BUILT ON THREE MAIN STRENGTHS





1

Comprehensive, innovative and sustainable portfolio with holistic design



2

Our direct sales teams – your flooring experts

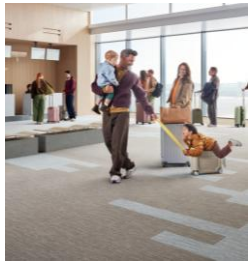


3

Extensive “Make Production Footprint” in Europe

1 WE HAVE A UNIQUE PORTFOLIO

Comprehensive

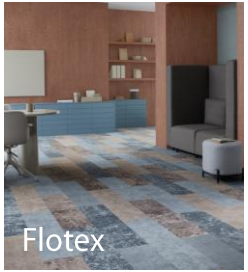


Innovative (examples)









Holistic design across floor types



1 SUSTAINABILITY BUILT INTO OUR PRODUCTS

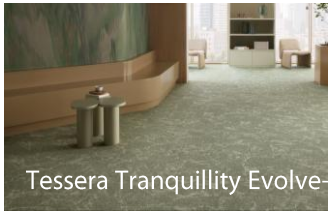
Carbon negative
cradle to gate:
our Marmoleum range



Flagship products for
optimized **carbon footprint**
and **recycled content**







CO_2 calculator
supporting specifiers'
choice



Local sustainability
labels/certifications



84% of m^2 sold covered
by **third-party verified EPDs**[1]

[1] EPD: Environmental Product Declarations

2 OUR DIRECT SALES TEAMS: *YOUR FLOORING EXPERTS* IN GETTING THE RIGHT FLOORS

Building owners / end users



- Value selling focused on end user benefits
- Technical specifications and floor typeconsulting

Architects



- Floor type consulting
- Technical specifications
- Advice for TCO[1], sus-tainability and care
- Design support

Flooring contractors

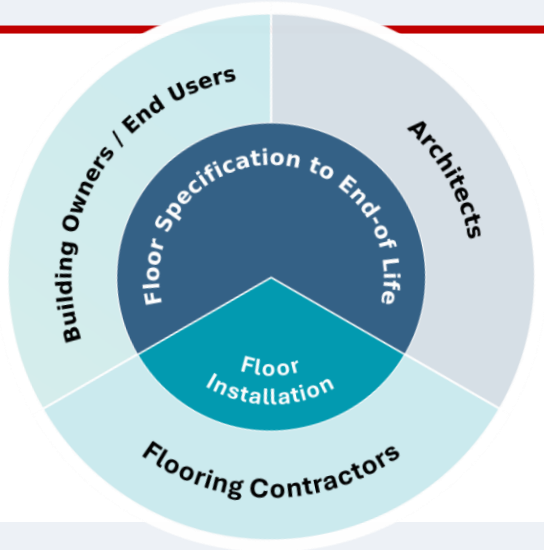


- Technical support
- Project management / logistics
- Problem solving

[1] TCO: total cost of ownership

2 OUR MAIN FOCUS IS DEMAND CREATION

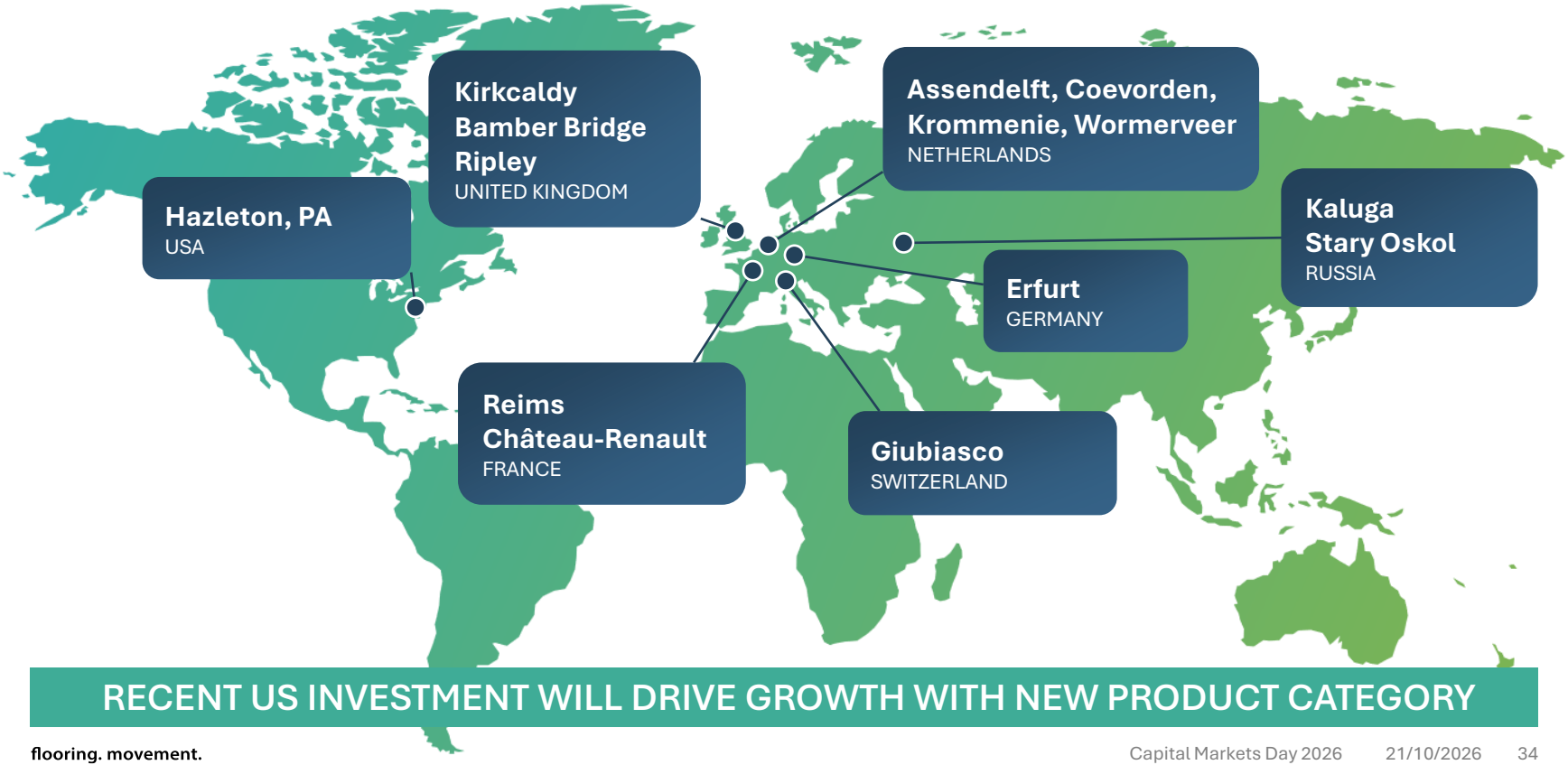
1. Demand creation



2. Secure top installation

- We engage with architects, end users, and building owners early to support floor type and design specification
- Our “Dynamics of a building” approach connects floor specifications and space usage to end-user needs
- Complete-building solutions address different needs within projects
- We secure top installation through continued support of Flooring contractors

3 OUR STRONG MAKE FOOTPRINT …



RECENT US INVESTMENT WILL DRIVE GROWTH WITH NEW PRODUCT CATEGORY

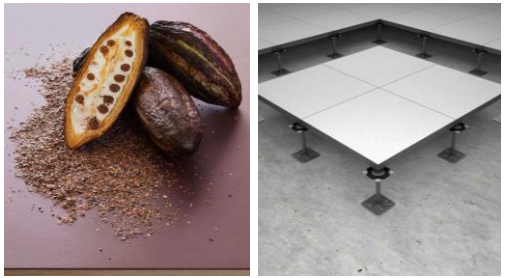
3 … IS KEY FOR SCALE, INNOVATION AND HOLISTIC DESIGN OFFERING

Scale



- Largest producer for linoleum
- Scale in vinyl and ESD floors

Innovation



- In-house process know-how for all floor types
- In-house developed production equipment

Holistic design



- One color card
- We source and mix all colors in-house

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MARKET OUTLOOK

CONSTRUCTION OUTLOOK

~2%

CAGR 2025–2030
Real construction growth

Industrial segments and data centers drive growth

We expect broadly stable flooring demand in volume

Based on EUROCONSTRUCT, June 2026
Extrapolation, not a published 2030 forecast

MARKET SEGMENT DEVELOPMENT ESTIMATES

(CAGR 2025–2030)

DATA CENTERS	>11%
SEMICON & ELECTRONICS	>7%
LIFE SCIENCES	~10%
HOSPITALITY	>4%
HEALTHCARE	~4%
EDUCATION	1-2%

Sources: Deloitte, 2026 Global Semiconductor Industry Outlook (CAGR 2026–2036); PwC, Global Data Centre Outlook 2026–50 (CAGR 2026–2034); The Business Research Company, Life Sciences, 2026; WTTC & Oxford Economics (CAGR 2025–2035), March 2026; EUROCONSTRUCT, 101st Edition Database, June 2026 (CAGR 2025–2028).

ATTRACTIVE GROWING SEGMENTS IN OVERALL SLOW-GROWING MARKET

GOING FORWARD, WE WILL FOCUS ON FIVE MAIN SEGMENTS

Sales share (%)

Industry (selected segments)	Demanding leisure and hospitality	Education	Healthcare	Offices
				
				
7%	5%	24%	12%	14%

THESE SEGMENTS WILL DRIVE SUSTAINABLE, PROFITABLE GROWTH

SUMMARY: FORBO FLOORING SYSTEMS IS POSITIONED TO TURN TO PROFITABLE GROWTH

Strong market position in Europe

- Top 3 commercial flooring in EMEA
- #1 in linoleum globally
- Global player in selected segments

Three main strengths

- Comprehensive, innovative and sustainable portfolio with holistic design
- Strong direct sales teams
- Extensive European production footprint

We push to outperform

- Accelerate growth through sales performance management
- Invest into profitable growth segments
- Operational and commercial excellence to improve margins

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MOVEMENT SYSTEMS AT A GLANCE

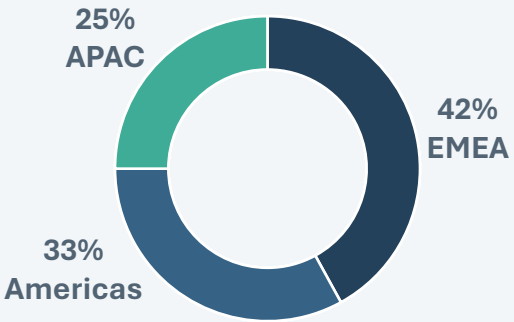
Leading global provider of conveyor and processing belts

NET SALES	EBIT	EBIT MARGIN
CHF 347.2 m	CHF 15.4 m	4.4%
	EMPLOYEES	PRODUCTION SITES
	2,383 FTE	10

100+ countries served

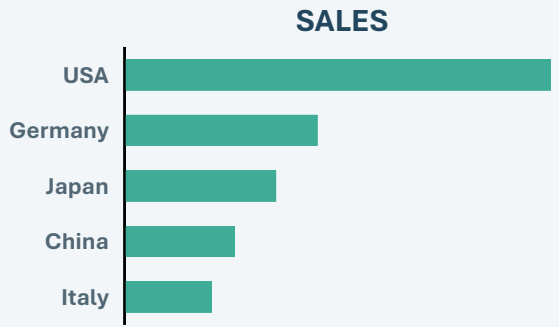


SALES SPLIT PER REGION



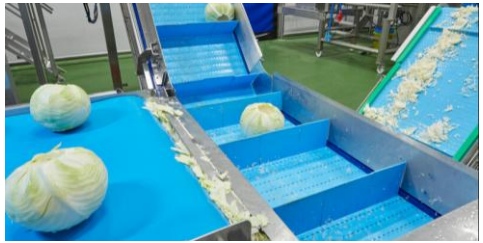
TOP 5 MARKETS





Financials: 2025

LIGHT AND MEDIUM DUTY BELTS ARE “EVERYWHERE,” TOUCHING ALL OUR LIVES



Food production



Airport baggage handling



Fulfillment centers



Postal sorting



Ski lift



Recycling



Treadmills

WE OFFER ALL BELT TYPES TO COVER THE MAJOR CUSTOMER APPLICATIONS



Transilon

Conveyor and processing belts



Extremultus

Flat and power transmission belts



Prolink

Plastic modular belts



Fullsan

Homogenous belts



Specialty belts

Application-specific belt solutions

MANY DIFFERENT BELT TYPES NEEDED TO COVER ALL APPLICATIONS

EACH BELT IS CUSTOM-MADE, PRODUCED IN 2 STEP PROCESS (I/II)

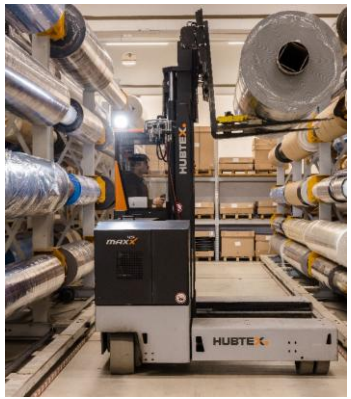
Roll and module production





Production of belts or modules

Output





Hundreds of different roll types

Thousands of module types

EACH BELT IS CUSTOM-MADE, PRODUCED IN 2 STEP PROCESS (II/II)

Fabrication



Cut to length and width



Profiles applied



Holes punched



Belt connections prepared

Services



Fast replacement belt delivery

Optional on-site service, with reliable belt connections

BELTS ARE A VERY SMALL PART OF A PLANT, BUT CRUCIAL FOR ITS OPERATION

A belt is a small piece in a factory – but when it fails, the whole factory "stands still" (resp. the production line)

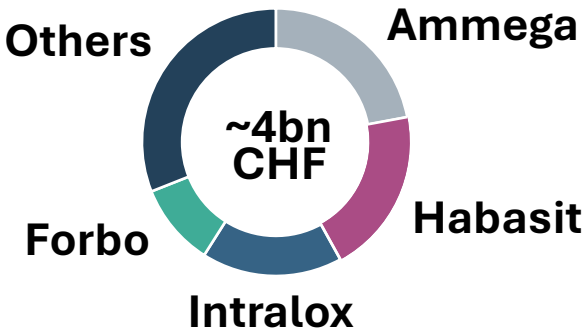
Our direct sales and service setup assures top quality

- Recommendation of the right solutions – or even bespoke development
- Top quality fabrication and belt connections – "from the producer" – also on site

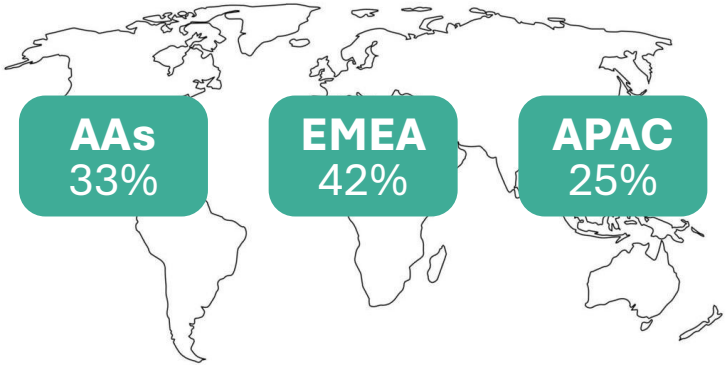
~ ⅔ REPLACEMENT BUSINESS,
AS CUSTOMERS ARE INCLINED TO STAY WITH RELIABLE SOLUTIONS

WE ARE TOP 4 WITH A STRONG AND BALANCED GLOBAL PRESENCE

We are top 4 in the global light and mid-weight belt market



Strong global position with balanced sales split



STRONG SETUP TO CAPTURE GLOBAL GROWTH OPPORTUNITES

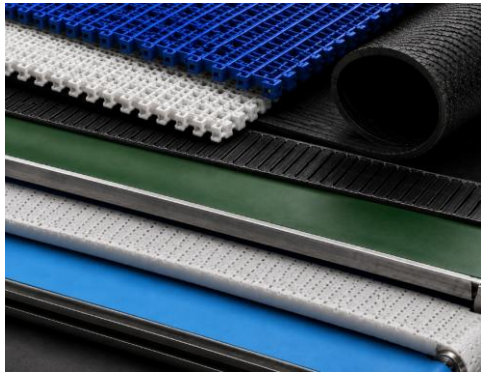
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2 Our Strengths

3 Market Outlook and Focus Segments

OUR STRENGTHS



1

Comprehensive portfolio, innovative and highest quality



2

Our direct sales and service teams in all geographies



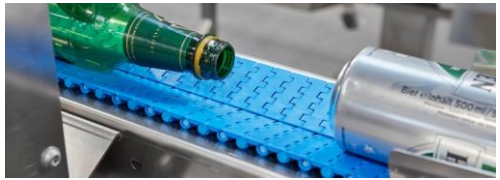
3

Our truly global R&D, production and fabrication footprint

1 OUR PORTFOLIO

Comprehensive







Innovative









Highest quality







1 TOP QUALITY REQUIRES THE RIGHT PRODUCT AND CONSISTENT SERVICE

Belt choice: our strength is finding or developing the right belting solution



Surface: grip and release or cut resistance



Robustness: resist impact
Durability: withstand wear



Water: minimize usage
Cleaning & chemicals resistance



Temperature: hot/cold
Regulations: meet standards



Energy: reduce power demand
Noise: keep operation quiet

... and many more customer-specific requirements

Belt connections: we offer consistent service, off site and on site, worldwide



“QUALITY FROM THE PRODUCER”, GLOBALLY DIRECT TO OUR CUSTOMERS

2 OUR SALES & SERVICE TEAMS: “COMPETENCE FROM THE PRODUCER” IN ALL REGIONS

OEM customers



- Optimizing belt solutions
- Global supply for installation and replacement belts

End users



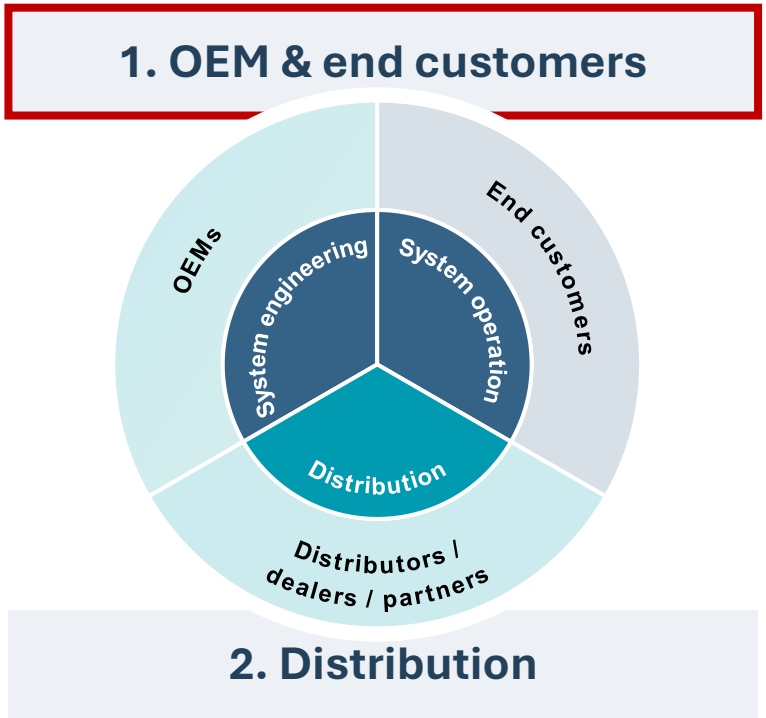
- Optimizing belt solutions
- Bespoke solutions
- On-site service
- Global product and service standard

Dealers



- Product availability
- Belt selection and service training

2 OUR MAIN FOCUS: OEM & END CUSTOMERS



- **We have multiple resources to best support OEM & end customers, including bespoke development:**
  - Sales reps
  - Inside sales
  - Application engineers
  - R&D engineers
  - On-site fabrication service
- **We work with exclusive partners to extend our reach**. Other dealers cover lower-potential areas

3 TRULY GLOBAL OPERATIONS AND R&D FOOTPRINT



GLOBAL COMPETENCE AND SERVICE “FROM THE PRODUCER”

3 OUR GLOBAL R&D SETUP ASSURES MARKET INTIMACY OF DEVELOPMENT

Global R&D network

Germany CH China Japan US



Prerequisite for:

- Tailoring to local applications
- Integrating local regulations
- Delivering bespoke solutions

... in a timely manner

KEY FOR US TO BUILD STRONG GLOBAL POSITIONS

CONTENT

1 Movement Systems at a Glance: Offering and Market

2 Our Strengths

3 Market Outlook and Focus Segments

OUTLOOK: BELTING MARKET BENEFITS FROM SEVERAL MEGATRENDS

Tailwind from megatrends



Process automation
Manufacturing · material handling



Population growth & food demand
Processing · packaging · dietary complexity

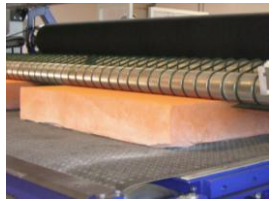


E-commerce & logistics growth
Handling systems · distribution · airport systems

~4% growth p.a.[1]

[1] CAGR 2025–2030, Expert market research (Oct. 2026); Cognitive Market Research (Oct. 2026), internal research

WE WILL GLOBALLY FOCUS ON FOUR MARKET SEGMENTS

Food	Logistics	Industrial production	Raw materials
			
			
21%	22%	12%	8%

Sales share (%)

THESE SEGMENTS WILL DRIVE SUSTAINABLE PROFITABLE GROWTH

SUMMARY: FORBO MOVEMENT SYSTEMS POSITIONED TO TURN TO PROFITABLE GROWTH

Strong global market position

- Global top 4 player
- Strong market position in all hemispheres

Three main strengths

- Comprehensive portfolio, innovative and highest quality
- Strong direct sales and service teams in all geographies
- Truly global production, R&D and service footprint

Prepared to outperform

- Increased segment focus to improve VP[1] to our customers
- Sales performance management and investments to leverage market tailwind
- Operational and commercial excellence to improve margins

[1] VP: value proposition

AGENDA

GROUP STRATEGY	JOHANNES HUBER
FLOORING STRATEGY	JEAN-MICHEL WINS
MOVEMENT STRATEGY	JOHANNES HUBER
FINANCIAL TARGETS & SUMMARY	HEINZ HÖSSLI

STAKEHOLDER VALUE PROPOSITION IS BASED ON THREE KEY PILLARS

	Growth	Profitability	Capital allocation
Main drivers	Product → market segment focus	Operational improvements	Invest in organic profitable growth
	Performance management	Mix steering and pricing	Evaluate M&A opportunities
	Growth investments	Digitalization	Return to shareholders

FINANCIAL REPORTING
ELIMINATION OF SEGMENT "CORPORATE"

TODAY

Three segments

- Flooring Systems
- Movement Systems
- Corporate

GOING FORWARD

Two operating segments

- Flooring Systems
- Movement Systems

Corporate / HQ costs allocated to operating segments

WHY THIS CHANGE

1. Matches the view of how the group is managed
2. HQ: essentially central functions supporting the operating segments
3. Improves transparency
4. Simpler segment view aligned with strategy

PRESENTATIONAL CHANGE ONLY. GROUP RESULTS AND OPERATIONS UNCHANGED

WE BUILD A SUSTAINABLE, PROFITABLE GROWTH ENGINE

FORBO GROUP



3–5% net sales growth[1]

>10% EBIT margin in 2029

FLOORING SYSTEMS



3–5% net sales growth[1]

>10% EBIT margin in 2029[2]

MOVEMENT SYSTEMS



4–6% net sales growth[1]

>10% EBIT margin in 2029[2]

[1] On average, 2027–2029 in local currencies, excluding any major economic slowdown

[2] Includes allocation of all corporate costs to the divisions and the elimination of the segment “Corporate” in 2027; impact about –100 basis points

CAPITAL ALLOCATION FRAMEWORK

1

Invest in organic profitable growth

- Increase sales force, outgrow the market
- Drive operational excellence
- Focus R&D on innovative products
- Capex to modernize productions facilities

2

Evaluate M&A opportunities

- Opportunistic approach (not actively looking for M&A targets)
- Selective and disciplined approach
- Strategic fit and value creation

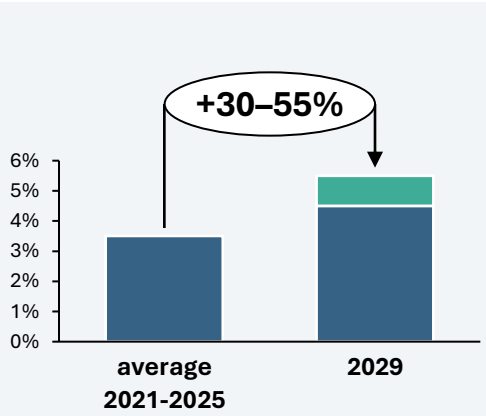
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Return to shareholders

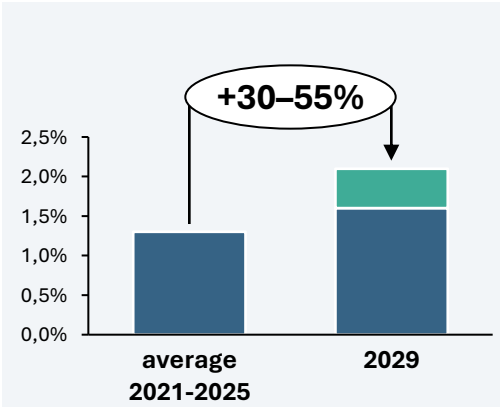
- Committed to attractive dividend policy
- Stable or increasing dividend
- Dividend payout ratio based on profit

CAPITAL ALLOCATION – INFRASTRUCTURE, INNOVATION, SHAREHOLDERS

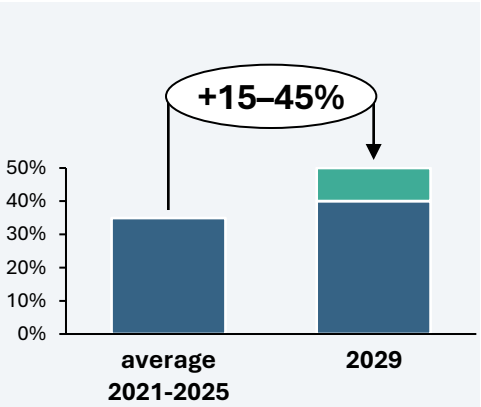
FORBO GROUP



Around 4.5–5.5%[1]
Capex invest



1.5–2.0%[1]
R&D spend



40–50%[2]
Dividend payout ratio

[1] Of net sales
[2] Of profit

GROUP FINANCIAL TARGETS 2029 AT A GLANCE

- Strategy execution with full focus on profitable growth

Key guidance parameters	**Net sales growth : 3% to 5%[1]**	**EBIT Margin: >10%**	**Dividend policy: 40% to 50% of profit to shareholders**
Additional guidance elements	**Capex invest:** around 4.5–5.5% of net sales over the cycle	**R&D spend:** around 1.5–2.0% of net sales over the cycle	**Return on invested capital (ROIC):** >14%

[1] On average 2027–2029 in local currencies, excluding any major economic slowdown

CFO AGENDA – KEY PRIORITIES

Financial performance, transparency and sustainable value creation

- Strengthen cost discipline and HQ efficiency
- Optimize net working capital and strengthen cash generation
- Drive efficiency in Finance through digitalization
- Build an agile finance organization focused on the business
- Strengthen investor engagement and financial communication
- Align incentives with sustainable, profitable growth

REASONS TO INVEST IN FORBO



- **Leading position in attractive market segments that we can outgrow**
- **Significant operational and commercial improvement potential**
- **Strong cash generation and balance sheet**

FINANCIAL CALENDAR

Tuesday, March 2, 2027

- Publication of Annual Report 2026 and Annual Media Conference

Friday, April 2, 2027

- Annual General Meeting

Tuesday, Juli 27, 2027

- Publication of Half-Year Report 2027 and Audio Webcast

INVESTOR CONFERENCE PARTICIPATIONS

January 2027

- Baader Swiss Equities Conference in Bad Ragaz

September 2027

- UBS Best of Switzerland Conference in Ermatingen

November 2027

- ZKB Swiss Equity Conference in Zürich

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