

MEDIA AND FINANCIAL ANALYST MEETING

March 3, 2026

Bernhard Merki
Johannes Huber
Peter Germann

Chairman of the Board of Directors
Chief Executive Officer
Chief Financial Officer a.i.

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WELCOME & INTRODUCTORY REMARKS

BERNHARD MERKI

FINANCIAL RESULTS FULL YEAR 2025

PETER GERMANN

ORDINARY GENERAL MEETING APRIL 2, 2026

BERNHARD MERKI

FOCUS & OUTLOOK 2026

JOHANNES HUBER

QUESTIONS & ANSWERS

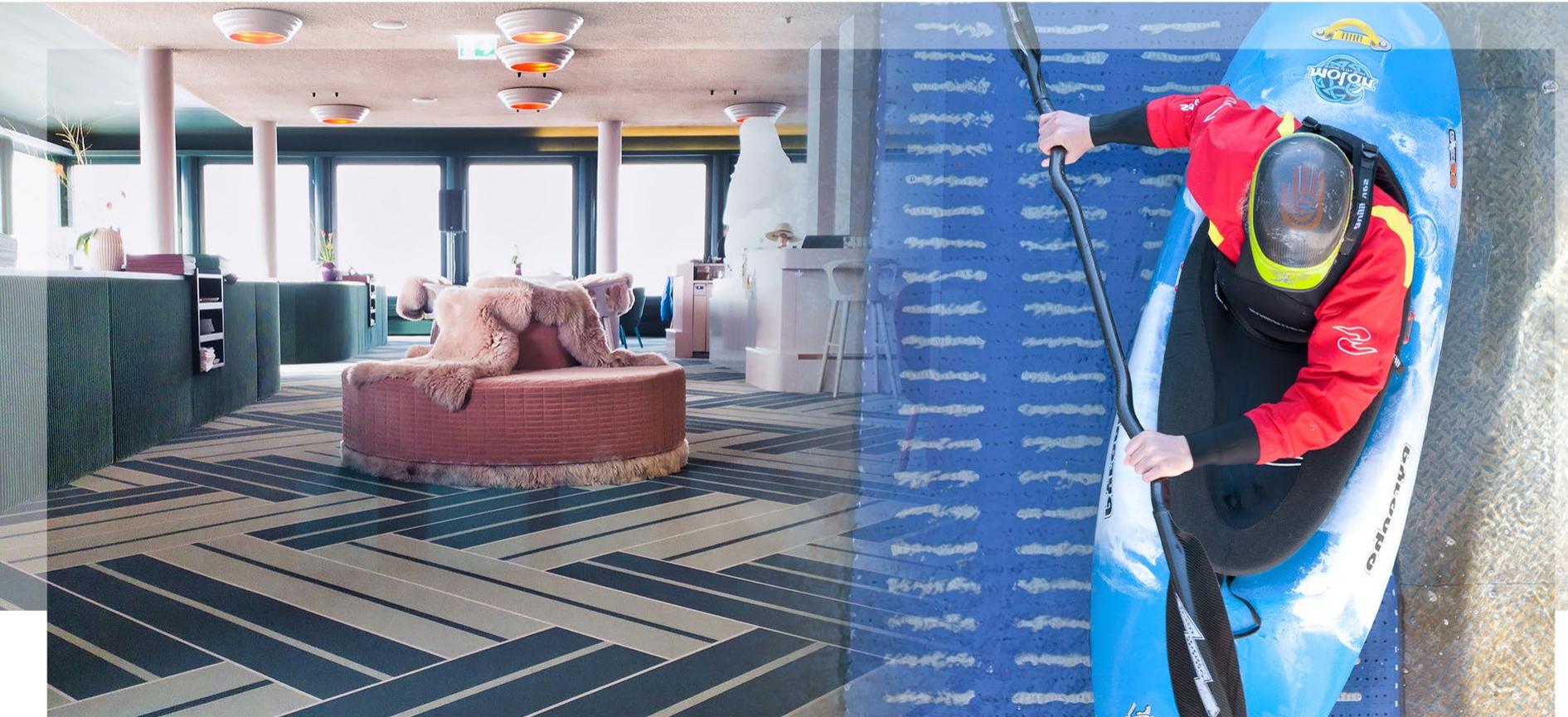
BERNHARD MERKI WELCOME & INTRODUCTORY REMARKS



Search for Executive Committee members successfully completed

- ✓ ▪ October 2025: CFO a.i. Peter Germann
- ✓ ▪ January 2026: CEO Johannes Huber
- ✓ ▪ July 2026: CFO Heinz Hösli

PETER GERMANN FINANCIAL RESULTS FULL YEAR 2025



Europe

- Low growth (GDP 0.2%–0.7%) in main western countries (D, F, I, S)
- Construction industry weak, governmental spending restricted

Americas

- High inflation (6–12%) on everyday goods
- Construction industry soft overall with exceptions (e.g. data centers)
- Weak USD
- US tariffs burden additionally

Asia/China

- Solid growth in Asia in total (GDP 4.0%)
- Building industry in China with overcapacity
- US tariffs lead to reduced exports; partially rerouting to Europe (price pressure)

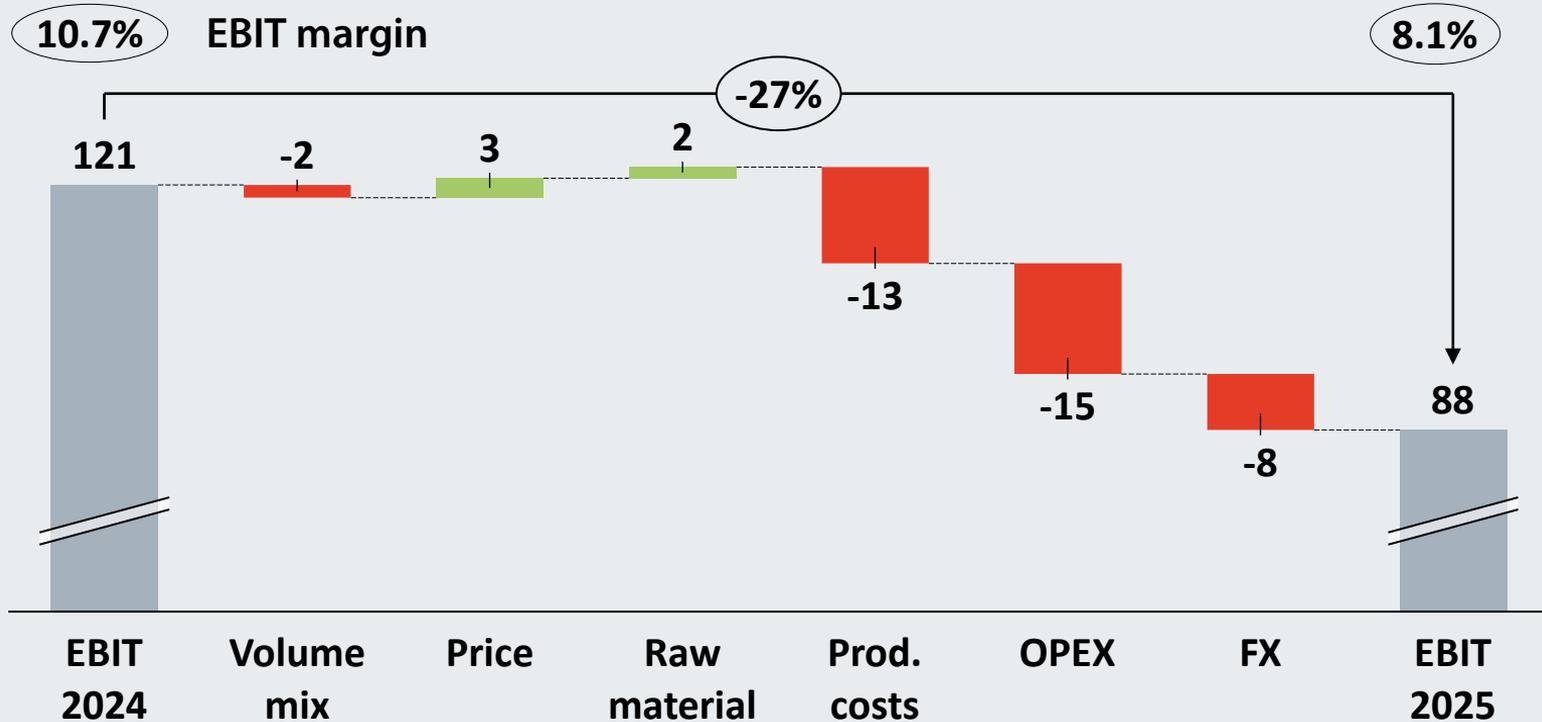
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CONSOLIDATED INCOME STATEMENT



CHF MILLION	2025	2024	Δ
Net sales	1,085.4	1,122.0	-3.3%
Gross profit	358.6	384.9	-6.8%
<i>Gross profit margin</i>	<i>33.0%</i>	<i>34.3%</i>	
Operating profit (EBIT)	87.8	120.6	-27.2%
<i>EBIT margin</i>	<i>8.1%</i>	<i>10.7%</i>	
Financial result	(0.9)	1.0	
Profit before taxes	86.9	121.6	-28.5%
Income taxes	(18.0)	(26.5)	-32.1%
Profit	68.9	95.1	-27.5%
Earnings per share undiluted in CHF	48.75	67.45	-27.7%
FTE	5,100	5,059	0.8%

- Net sales in local currencies –0.3%
- Volume –0.5%
- Prices +0.2%
- Net sales development differs by region
 - Europe –1.2%
 - Americas –6.3%
 - Asia/Pacific –7.7%



FLOORING SYSTEMS INCOME STATEMENT



CHF MILLION	2025	2024	Δ
Net sales	738.2	765.6	-3.6%
Operating profit (EBIT)	80.5	99.0	-18.7%
<i>EBIT margin</i>	<i>10.9%</i>	<i>12.9%</i>	
FTE	2,673	2,688	-0.6%
Investments	35.6	27.1	31.4%

- Net sales in local currencies declined by 1.2%
- Volume declined by 0.6% and prices by 0.6%
- Net sales development differs by region
 - Europe -1.8% | Americas -6.2% | Asia/Pacific -13.8%



MOVEMENT SYSTEMS INCOME STATEMENT



CHF MILLION	2025	2024	Δ
Net sales	347.3	356.4	-2.6%
Operating profit (EBIT)	15.4	30.4	-49.3%
<i>EBIT margin</i>	4.4%	8.5%	
FTE	2,383	2,329	2.3%
Investments	11.4	18.1	-37.0%

- Net sales in local currencies increased by 1.7%
- Volume declined by 0.2%; prices increased by 1.9%
- Net sales development differs by region
 - Europe 1.1% | Americas -6.5% | Asia/Pacific -3.2%



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CONSOLIDATED BALANCE SHEET



CHF MILLION	2025	2024
Cash and cash equivalents	90.2	109.1
Working capital	463.4	459.2
Current assets	553.6	568.3
Non-current assets	418.3	407.5
Total assets	971.9	975.8
Current liabilities	203.8	218.3
Non-current liabilities	118.5	131.5
Total liabilities	322.3	349.8
Shareholders' equity	649.6	626.0
Equity ratio	66.8%	64.1%
Total shareholders' equity and liability	971.9	975.8

- **Financial liabilities:**
leasing only
- **Treasury shares:**
44.6k (3.0%) reduced from
53.0k (3.6%)

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CONSOLIDATED CASH FLOW STATEMENT



CHF MILLION	2025	2024
Cash flow from operating activities	74.0	135.6
Cash flow from investing activities	(42.3)	(43.8)
Free cash flow	31.7	91.8
Cash flow from financing activities	(49.6)	(51.1)
Translation difference on cash	(1.0)	(0.7)
Change in cash and cash equivalents	(18.9)	40.0

- **Free cash flow reduction total CHF –60m**
 Profit –26m,
 Tax payments –8m
 Rest, mainly NWC –26m

- **Unchanged dividend CHF 25 per share**

- **Board of Directors**
 - All current Board members standing for re-election
 - Proposal of Mr. Ilias Läber as new Board member

- **Share repurchase program 2023 – April 2, 2026**
 - Expiring with no realization

JOHANNES HUBER
2026 AHEAD



Married for 29 years, 2 kids

Civil Engineer, TU Vienna/Heriot-Watt University
MBA, INSEAD

Hilti Group (21 yrs)

- Initially, roles in sales and marketing
- 17 years EVP BU Diamond – growth, innovation, and people development

Boston Consulting Group (3 yrs)

- Focus on industry clients – strategy, organization, and cost-saving projects

Drees & Sommer (3.5 yrs)

- Project management – construction industry from the inside

Strong foundation

- Well known brand
- Broad and differentiated product portfolio
- Passionate team

Challenges

- Hierarchical/inward-oriented culture
- Inefficiencies in operations
- Weak growth



1) Deliver targets 2026

2) Prepare midterm plan until September 2026:

Focus: profitable growth, innovation, and culture/people development

Environment stays challenging

- Construction industry in Europe still in weak condition
- US construction overall soft, growth in certain segments (e.g. data centers)
- Asian mature markets with soft growth

Factors influencing growth and profit in 2026

- New executive leadership
- New plants in Japan (Movement Systems) and the US (Flooring Systems)
- Product launches in Flooring Systems and Movement Systems

Guidance 2026

- Slightly lower sales due to currency effects
- Profit slightly above 2025

QUESTIONS & ANSWERS

