

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.

DISCLAIMER



By attending the meeting where this presentation is made or by reading the presentation slides you agree to be bound by the following limitations:

The information in this document has been prepared by Forbo. It does not constitute a recommendation regarding the securities of Forbo.

No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness, or correctness of the information, or opinions contained herein. Neither Forbo nor any of Forbo's advisors or representatives shall have any responsibility or liability whatsoever (for negligence or otherwise) for any loss howsoever arising from any use of this document or its contents or otherwise arising in connection with this document. The information set out herein may be subject to updating, completion, revision, verification, and amendment, and such information may change materially.

This presentation is based on the economic, regulatory, market, and other conditions as in effect on the date hereof. It should be understood that subsequent developments may affect the information contained in this document, which neither Forbo nor its advisors are under an obligation to update, revise, or affirm.

The information communicated in this document contains certain statements that are or may be forward-looking. These statements typically contain words such as "will", "expects" and "anticipates" and words of similar import. By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. Investment in Forbo will also involve certain risks. There may be additional material risks that are currently not considered to be material or of which Forbo and its advisors or representatives are unaware. Against the background of these uncertainties, readers should not rely on these forward-looking statements. Forbo assumes no responsibility to update forward-looking statements or to adapt them to future events or developments.

This document and the information contained herein do not constitute an offer or invitation to purchase any securities of Forbo. In particular, they do not constitute a prospectus in the sense of article 652a or 1156 of the Swiss Code of Obligations, respectively, nor does it constitute a listing advertisement in the sense of the Listing Rules of the SIX Swiss Exchange. The securities of Forbo have not been and will not be registered under the US Securities Act of 1933, as amended (the "Securities Act"), and may not be offered, sold, or delivered within the United States or to US persons absent from registration under or an applicable exemption from the registration requirements of the United States securities laws. Neither these slides nor any copy of them may be taken or transmitted into or distributed in Canada, Australia, Japan, or any other jurisdiction which prohibits the same except in compliance with applicable securities laws. Any failure to comply with this restriction may constitute a violation of United States or other national securities laws.

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

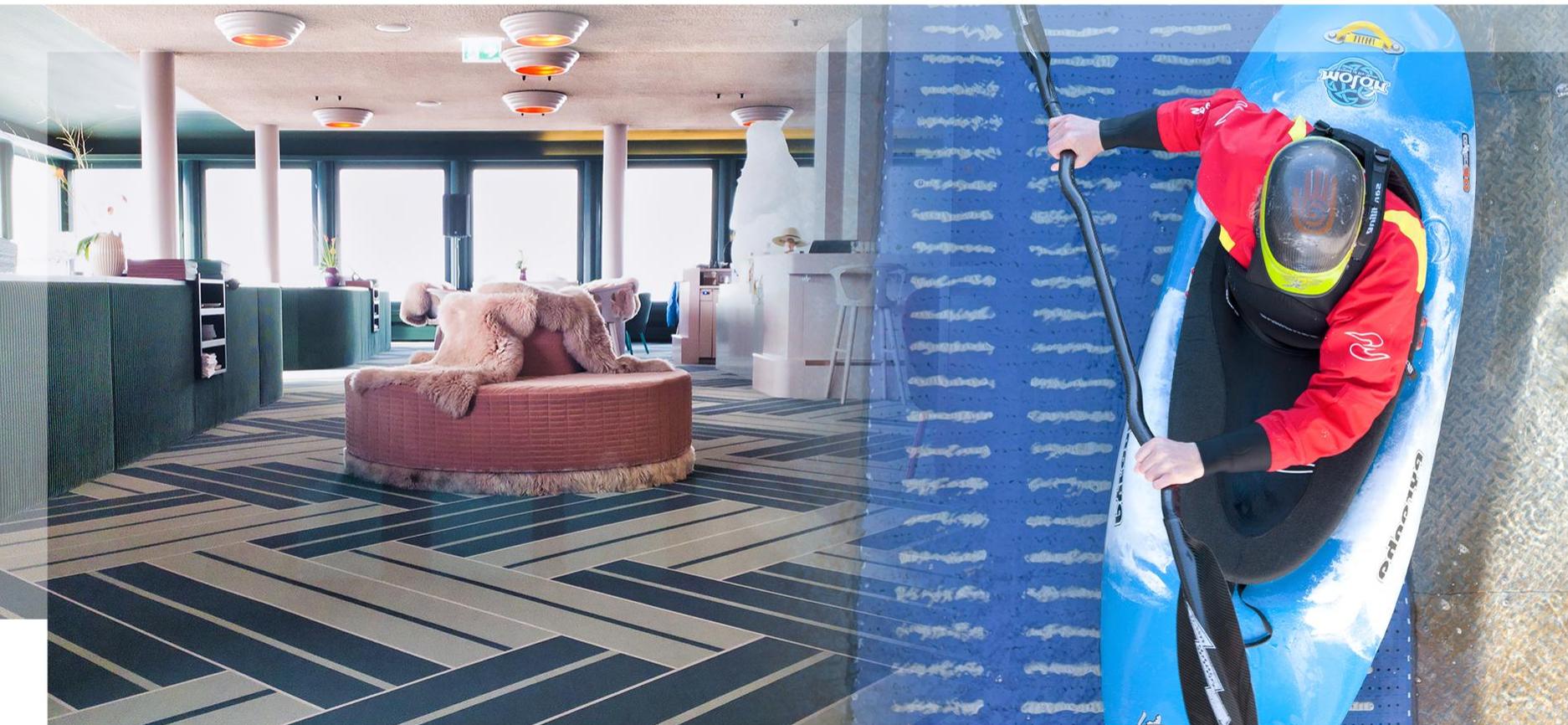
BERNHARD MERKI WELCOME & INTRODUCTORY REMARKS



Search for Executive Committee members successfully completed

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

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

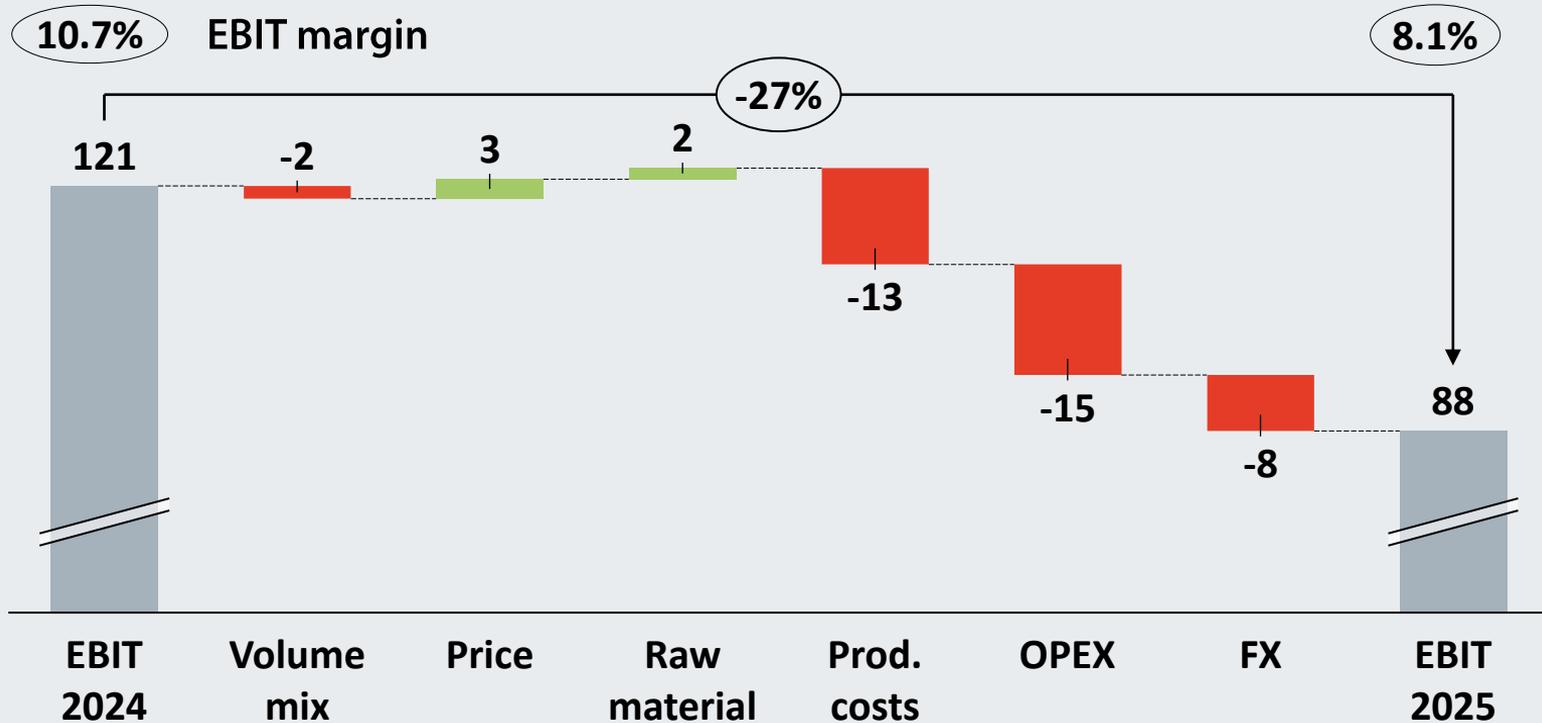
- Solid growth in Asia in total (GDP 4.0%)
- Building industry in China with overcapacity
- US tariffs lead to reduced exports; partially rerouting to Europe (price pressure)

FORBO GROUP 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> | 33.0% | 34.3% | |
| Operating profit (EBIT) | 87.8 | 120.6 | -27.2% |
| <i>EBIT margin</i> | 8.1% | 10.7% | |
| 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> | 10.9% | 12.9% | |
| 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%



FORBO GROUP

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%)

FORBO GROUP
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 & 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)
- Product launches in Flooring and Movement

Guidance 2026

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

QUESTIONS & ANSWERS

