FORBO GROUP
PRESENTATION HALF-YEAR RESULTS 2026

MEDIA AND FINANCIAL ANALYST MEETING

JULY 28, 2026

Johannes Huber Chief Executive Officer
Heinz Hössli Chief Financial Officer

flooring. movement.

AGENDA

WELCOME & INTRODUCTORY REMARKS	JOHANNES HUBER
BUSINESS SUMMARY FIRST HALF-YEAR 2026	JOHANNES HUBER
FINANCIAL RESULTS FIRST HALF-YEAR 2026	HEINZ HÖSSLI
ACTIVITIES, FOCUS & OUTLOOK 2026	JOHANNES HUBER
QUESTIONS & ANSWERS	

HEINZ HÖSSLI
ABOUT MYSELF

Born 1969, Swiss, married (Mexican wife), two adult boys and a dog

Swiss Certified Public Accountant (CPA) from EXPERTsuisse, Zurich

MBA from Duke University's Fuqua School of Business in Durham (USA)

INTERROLL (6 yrs)

- Group CFO

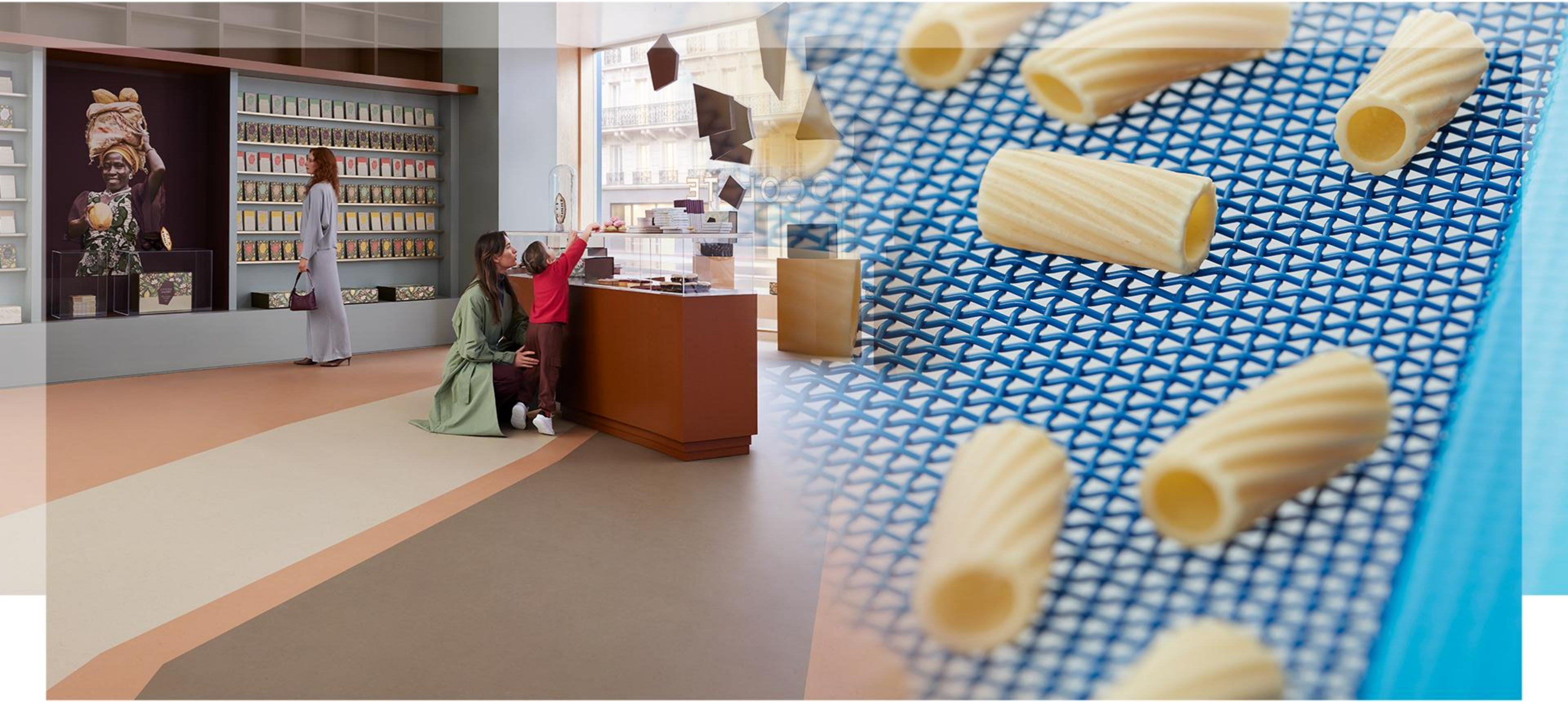
BÜHLER (21 yrs)

- CFO/Vice President Advanced Materials
- Various leadership roles as CFO in different country subsidiaries and business units of Bühler

ERNST & YOUNG and smaller advisory firms (until 1999)

- Auditor

JOHANNES HUBER
BUSINESS SUMMARY FIRST HALF-YEAR 2026



UPDATE ASSESSMENT FROM MARCH

Strong foundation → confirmed

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

Challenges → addressed

- Hierarchical/inward-oriented culture → turn-around in progress with very good momentum
- Inefficiencies in operations → can be solved but will take time
- Weak growth → new go to market strategy in development

MARKET ENVIRONMENT

Market development

- Construction market still weak, esp. in Europe and the U.S.
- Logistics market has returned to growth, food market maintains positive development
- Overall economic activity remains resilient despite geopolitical uncertainty

Other key external factors

- Iran conflict drives higher material, energy and logistics costs
- U.S. tariffs remain volatile
- Continued negative currency effects, while USD stabilized in Q2

PERFORMANCE FIRST HALF-YEAR 2026 - KEY MESSAGES

Positive momentum

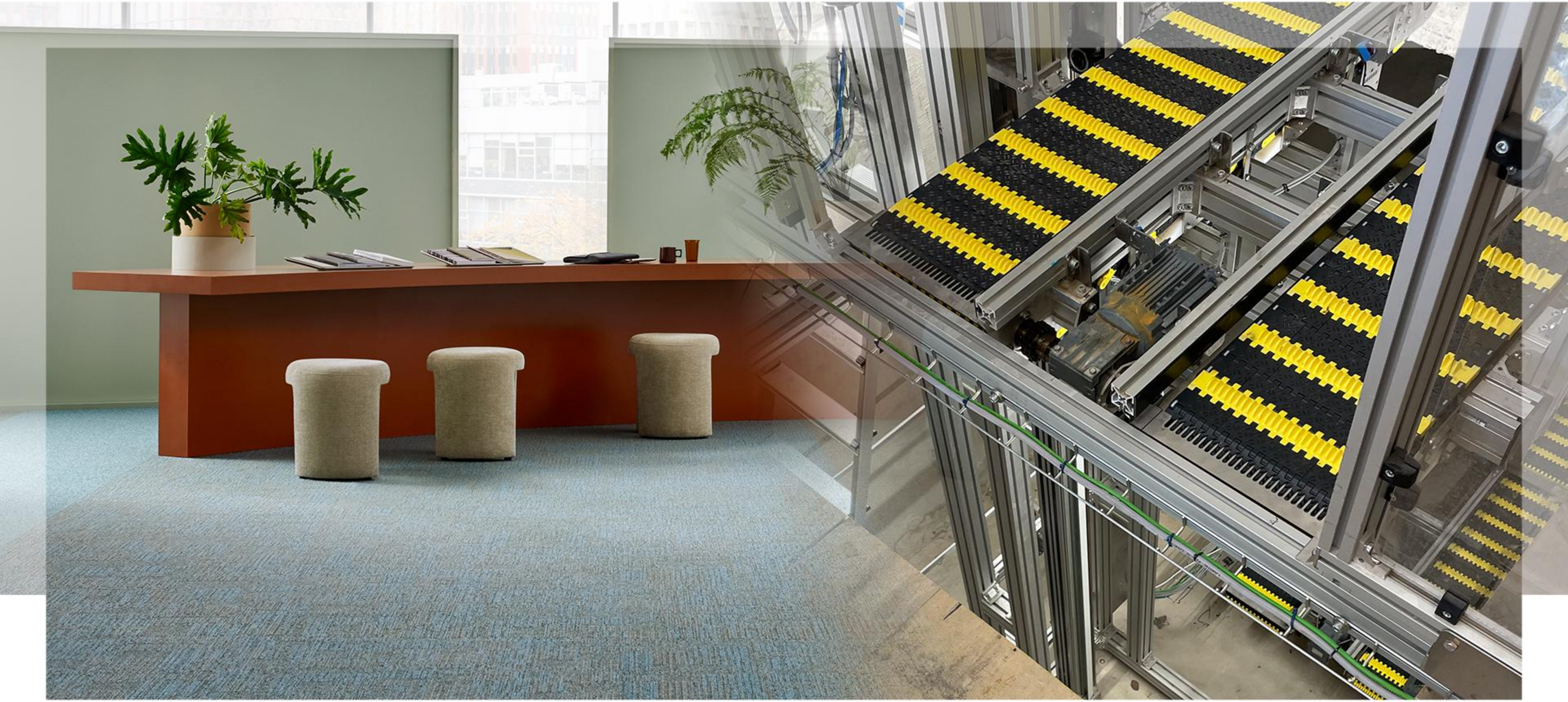
- **Growth:** +4.0% growth in local currencies
- **Operating profit (OP):** -2.3% vs. prior year (+8.4% without one-offs)
- **Movement turnaround:** shows first results
- **Motivated team:** ready for change

Challenges

- **Resolving operational problems:** takes time, as expected
- **Iran war:** mastering the implications
- **Sustainable volume growth:** on top of required price increases

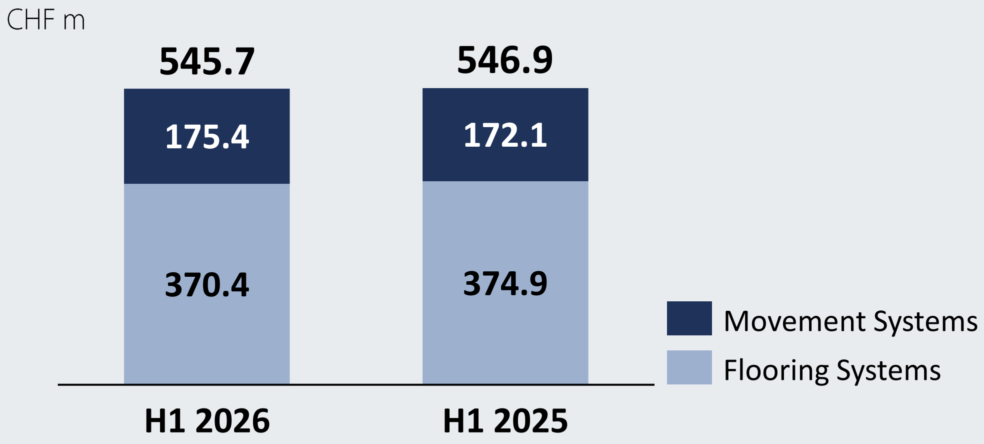
HEINZ HÖSSLI

FINANCIAL RESULTS FIRST HALF-YEAR 2026



FORBO GROUP
NET SALES

- Net sales in local currencies increased by 4.0% (in CHF -0.2%):
  - Flooring Systems by 2.2% in local currencies
  - Movement Systems by 7.9% in local currencies
- Volume increased overall by 1.5% and prices by 2.5%



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CONSOLIDATED INCOME STATEMENT

CHF MILLION	H1 2026	H1 2025	Δ
Net sales	**545.7**	**546.9**	-0.2%
Gross profit margin	***34.5%***	***34.0%***	
EBITDA	**66.5**	**67.6**	-1.6%
EBITDA margin	***12.2%***	***12.4%***	
Operating profit (EBIT)	**41.9**	**42.9**	-2.3%
EBIT margin	***7.7%***	***7.8%***	
Financial result	**-2.2**	**0.3**	
Profit before taxes	**39.7**	**43.2**	-8.1%
Income taxes	**-8.9**	**-9.8**	-9.2%
Profit	**30.8**	**33.4**	-7.8%
Earnings per share undiluted in CHF	**21.66**	**23.70**	-8.6%

- Gross margin +0.5%-points despite higher energy and logistics costs
- Operating profit increased by 8.4%, excluding CHF 4.6m one-offs from structural adjustments
- Financial result driven by negative FX impacts

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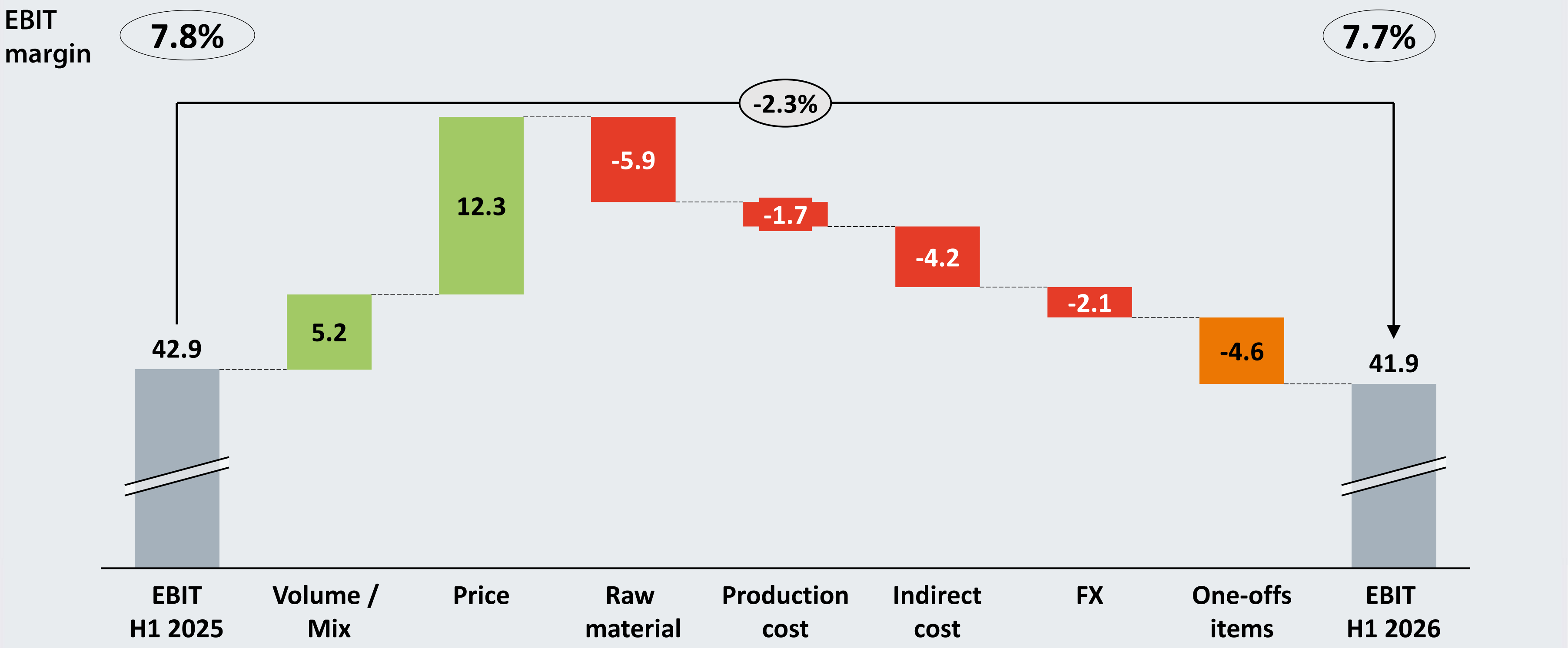
EBIT – BRIDGE (CHF MILLION)



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CONSOLIDATED CASH FLOW STATEMENT

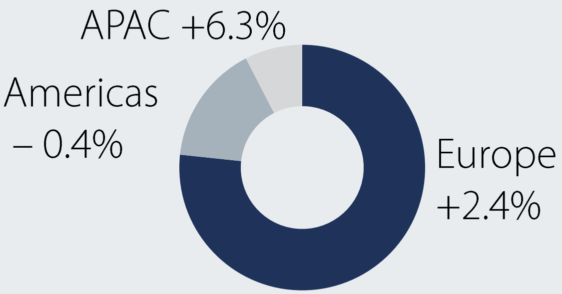
CHF MILLION	H1 2026	H1 2025
Cash flow from operating activities	12.9	-14.6
Cash flow from investing activities	-16.0	-15.8
Free cash flow	**-3.1**	**-30.4**
Cash flow from financing activites	-34.5	-36.1
Change in cash and cash equivalents	**-37.6**	**-66.5**
Cash and cash equivalents January 1	90.2	109.1
Change in cash and cash equivalents	-37.6	-66.5
Translation differences on cash	1.3	-0.9
Cash and cash equivalents June 30	**53.9**	**41.7**
Net cash June 30	**53.9**	**34.2**

- First half-year is seasonally low in operating cash flow
- Cash flow from operating activities improved due to lower net working capital outflows
- Investments include the new U.S. Flotex plant and various replacement projects

NET SALES

- Net sales of **CHF 370.4m** in H1 2026 (-1.2% in CHF)
- 2.2% increase in local currencies:
  - 0.2% volume increase
  - 2.0% price increase

- Net sales by region, in local currencies:



FLOORING SYSTEMS
INCOME STATEMENT

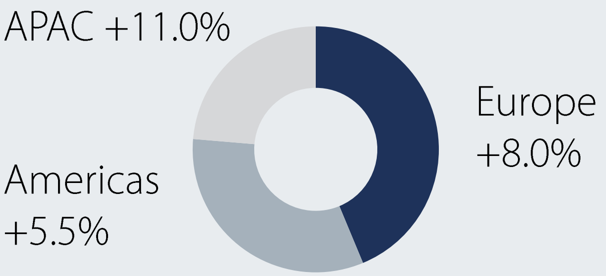
CHF MILLION	H1 2026	H1 2025	Δ
Net sales	**370.4**	**374.9**	-1.2%
EBITDA	**47.4**	**51.5**	-8.0%
EBITDA margin	***12.8%***	***13.7%***	
Operating profit (EBIT)	**33.7**	**37.7**	-10.6%
EBIT margin	***9.1%***	***10.1%***	
FTE (30.6.)	**2,765**	**2,825**	-2.1%
Investments	**10.2**	**9.6**	6.3%

- Operational issues addressed, but it will take time to resolve them
- Strict cost management, FTEs reduced despite volume growth
- Excluding one-off items of CHF 2.0m, operating profit declined by 5.3%

MOVEMENT SYSTEMS
NET SALES

- Net sales of **CHF 175.4m** in H1 2026 (+ 1.9% in CHF)
- 7.9% increase in local currencies:
  - 4.6% volume increase
  - 3.3% price increase

- Net sales by region, in local currencies:



MOVEMENT SYSTEMS
INCOME STATEMENT

CHF MILLION	H1 2026	H1 2025	Δ
Net sales	**175.4**	**172.1**	1.9%
EBITDA	**23.1**	**19.4**	19.1%
EBITDA margin	***13.2%***	***11.3%***	
Operating profit (EBIT)	**12.6**	**8.9**	41.6%
EBIT margin	***7.2%***	***5.2%***	
FTE (30.06.)	**2,389**	**2,387**	0.1%
Investments	**3.7**	**4.3**	-14.0%

- Profit rebound thanks to strong sales growth in local currencies; U.S. business returned to profitability
- Strict cost management, FTEs stable despite volume increase
- Excluding one-off items of CHF 2.6m, operating profit increased by 71%

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ACTIVITIES, FOCUS AND OUTLOOK

OUTLOOK 2026

Environment stays challenging, with positive signs

- **Weak construction industry**, esp. in Europe and the U.S.
- **Some market segments in Movement with growth**, e.g. Logistics
- **Overall volatility** from U.S. tariffs or Iran war will remain
- **CHF stays strong**, but USD seems to stabilize

Internal factors influencing growth and profit in 2026

- **Organization strengthened:** New CFO, new Movement structure & leadership, new Flooring global head of sales
- **Strong positive team dynamic**, reinforced through clarity from our new midterm plan
- **Sales Performance Management,** to sustain the growth momentum
- **Operational improvements,** and strict cost management

FINANCIAL OUTLOOK FOR 2026

We confirm our guidance:

For the 2026 financial year, Forbo expects slightly lower sales due to currency effects and slightly higher operating profit than in the previous year.

Capital market day on October 21, 2026, to share our mid term plan until 2029

QUESTIONS & ANSWERS

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