

ZKB Swiss Equity Conference

Zürich, November 4, 2026

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

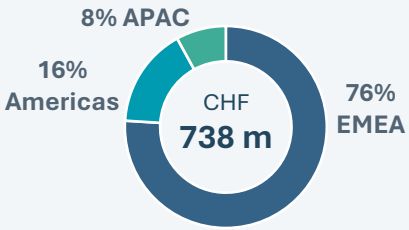
39
countries
with operations



FLOORING SYSTEMS
68%
of Group sales

EBIT MARGIN
10.9%

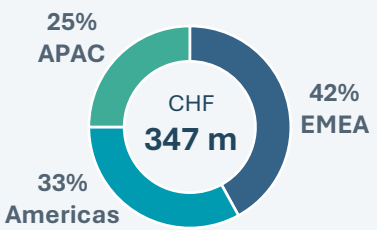
SALES SPLIT BY REGION



MOVEMENT SYSTEMS
32%
of Group sales

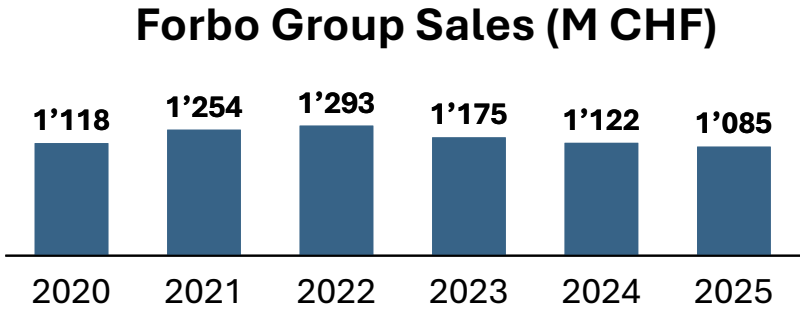
EBIT MARGIN
4.4%

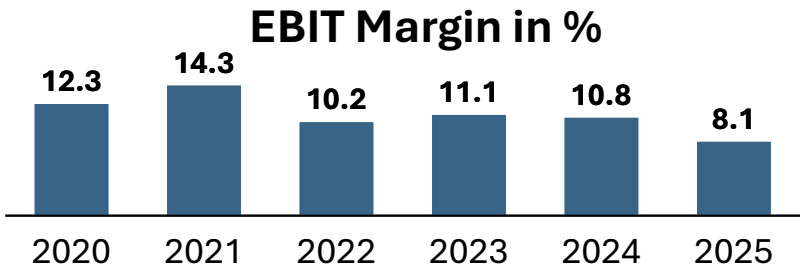
SALES SPLIT BY REGION



CORPORATE
CHF 8m
Headquarter Costs

THE CASE FOR PERFORMANCE RECOVERY





Main reasons:

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

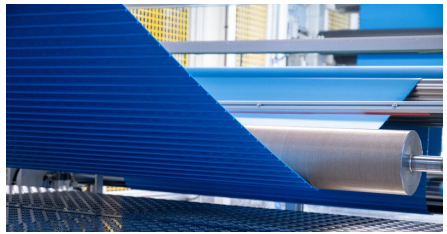
PROFITABLE GROWTH REQUIRES COMMERCIAL AND OPERATIONAL IMPROVEMENT

TRANSFORMATION PRIORITIES

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

1 CUSTOMER AND MARKET SEGMENT FOCUS











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

2 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

3 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

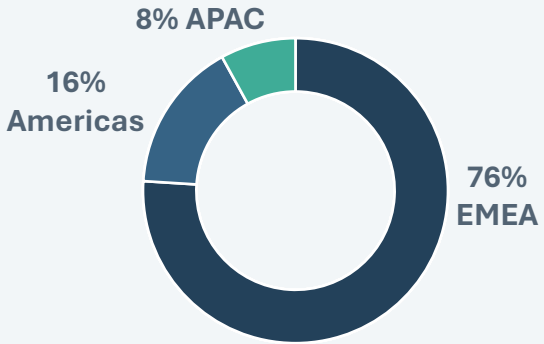
FLOORING SYSTEMS AT A GLANCE

Leading European player Floor coverings for commercial buildings

NET SALES	EBIT	EBIT MARGIN	
CHF 738.2 m	CHF 80.5 m	10.9%	100+ countries served
	EMPLOYEES 2,673 FTE	PRODUCTION SITES 15	



SALES SPLIT PER REGION



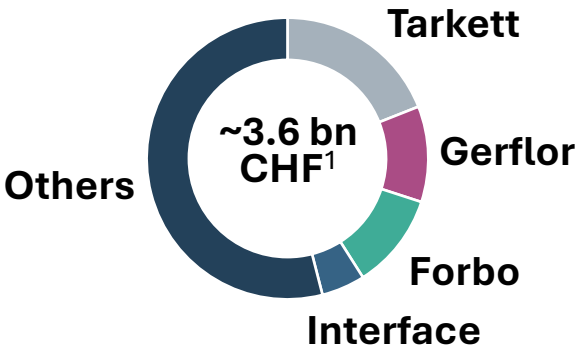
TOP 5 MARKETS





FLOORING: LEADING POSITIONS IN CORE MARKETS

Top 3 player in Europe for commercial projects

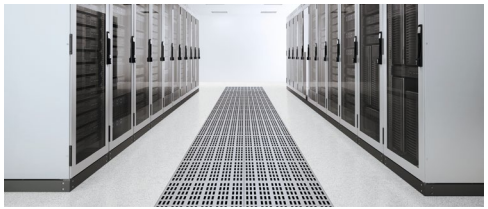


Global leader for linoleum



Outside Europe focused on selected segments



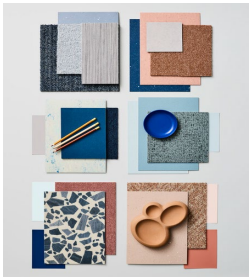


SUFFICIENT ROOM TO GROW WITHIN OUR AREAS OF STRENGTH

[1] Source: Internal Market Intelligence

FLOORING SYSTEMS: COMPETITIVE STRENGTHS





1

Comprehensive, innovative and sustainable portfolio with holistic design



2

Our direct sales teams – your flooring experts



3

Extensive manufacturing footprint in Europe

FLOORING MARKET OPPORTUNITIES

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 GROWTH ESTIMATES (SOURCE PERIODS VARY)

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

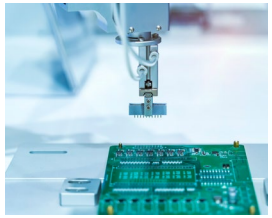
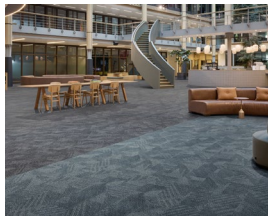
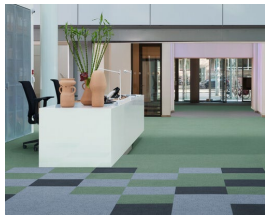
OUR STRONG MAKE FOOTPRINT ...



RECENT US INVESTMENT WILL DRIVE GROWTH WITH NEW PRODUCT CATEGORY

FLOORING: FIVE PRIORITY MARKET 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

MOVEMENT SYSTEMS AT A GLANCE

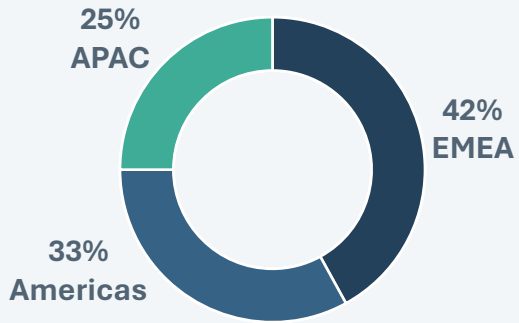
Leading global provider of conveyor and processing belts

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

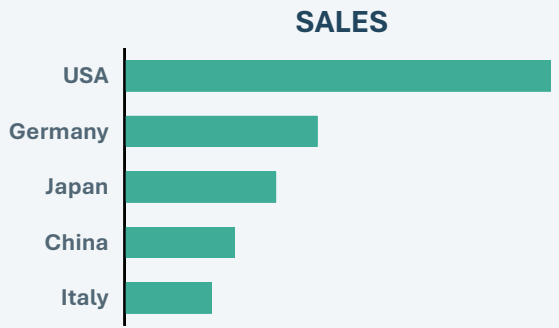


SALES SPLIT PER REGION



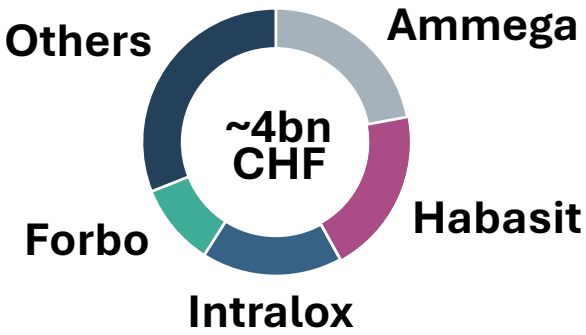
TOP 5 MARKETS



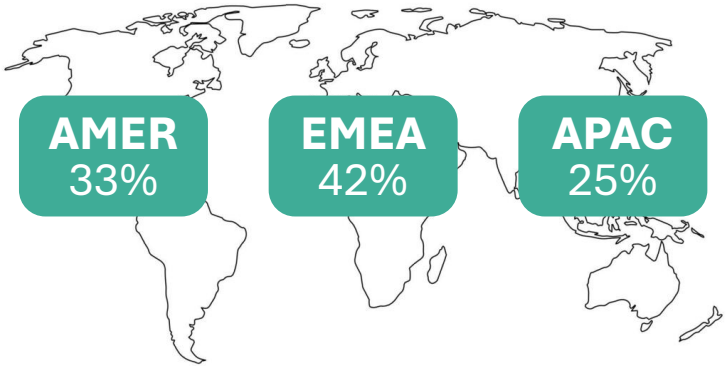


MOVEMENT: GLOBAL TOP 4 WITH BALANCED EXPOSURE

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

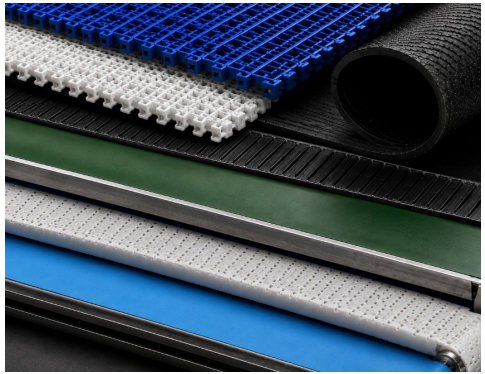


Strong global position with balanced sales split



GLOBAL REACH SUPPORTS GROWTH OPPORTUNITIES

MOVEMENT: COMPETITIVE STRENGTHS



Comprehensive portfolio, innovative and highest quality



Our direct sales and service teams in all geographies



Our truly global R&D, production and fabrication footprint

MOVEMENT: DIRECT SALES AND SERVICE WORLDWIDE

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



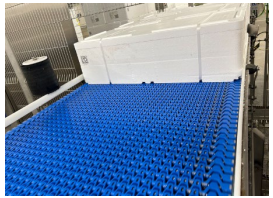
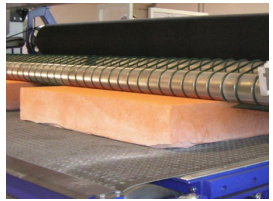
- Product availability
- Belt selection and service training

MOVEMENT: GLOBAL FOOTPRINT



GLOBAL COMPETENCE AND SERVICE “FROM THE PRODUCER”

MOVEMENT: FOUR PRIORITY MARKET SEGMENTS

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

Sales share (%)

THESE SEGMENTS WILL DRIVE SUSTAINABLE PROFITABLE GROWTH

SHAREHOLDER VALUE CREATION FRAMEWORK

	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

2029 GROWTH AND PROFITABILITY TARGETS

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

- Expand sales capacity
- Drive operational excellence
- Focus R&D on innovative products
- Modernize production facilities

2
Evaluate M&A opportunities

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

3
Return to shareholders

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

2029 FINANCIAL TARGETS 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

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**

QUESTIONS & ANSWERS



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