



# DYNAMICS OF BUILDINGS.

Buildings are dynamic spaces where human interactions shape experiences and spaces blend to create diverse atmospheres within a single structure. Flooring defines and connects spaces within a building, serving both functional and aesthetic purposes. We create better environments by putting people and their behaviors at the center of design. Our floors are tailored to sectors such as healthcare, education, retail, offices and hospitality – combining performance, easy maintenance, and contemporary aesthetics. Sustainability is embedded in every product, process, and decision, from responsible material choices to energy-efficient production and installation solutions that promote circular use.

creating better environments



# TWO DIVISIONS. ONE STANDARD OF EXCELLENCE.

Forbo operates primarily in business areas in which it has or can achieve a leading global market position – something it has achieved for both Flooring Systems and Movement Systems.

## Strategic directions

To be successful in the marketplace as a Group with differently aligned operations, the individual divisions act independently and flexibly, but always along the strategic directions defined for the Group as a whole:

- Based on a pronounced customer focus, a high level of service, innovation, sustainability, digital transformation, and a strong global brand, we are creating global leadership positions in clearly defined market segments.
- Thanks to a strong market orientation, we shape markets and drive profitable growth.
- We are developing significant positions in growth markets.
- We are acquiring companies to extend our product range and to consolidate and/or reinforce market access.
- We are developing a high-performance culture and providing the relevant skills and competences at all levels.

**DYNAMICS OF BUILDINGS.****FLOORING SYSTEMS**

Flooring Systems offers a broad, unique, and sustainable portfolio of commercial flooring products and solutions. This includes the natural product Marmoleum (linoleum), which is climate positive from cradle-to-gate without offsetting, high-quality vinyl, premium textile, durable Flotex flooring, and entrance flooring systems. The division also provides a comprehensive range of installation solutions under the Eurocol brand, including adhesives, subfloors, and leveling compounds. Designed for durability and ease of installation, our flooring solutions combine high performance, easy maintenance, and contemporary design. Thanks to innovative functionalities, hygiene benefits, and design flexibility, our products are widely used in healthcare, education, public buildings, retail, and hospitality, as well as in data centers, industrial facilities, and transport applications. With an estimated 70% global market share, Flooring Systems is the world's leading linoleum manufacturer and is extending the use of this versatile material beyond flooring into furniture, interiors, and bulletin boards.

**FOCUS ON MOTION EXCELLENCE.****MOVEMENT SYSTEMS**

Movement Systems is a global industry leader supplying high-quality conveyor and processing belts – including homogeneous (monolithic) and plastic modular systems – along with power transmission belts and timing and flat belts made of synthetic materials. Marketed under the Siegling brand, these solutions serve a broad range of applications across industries – supporting conveying in the food industry (dough processing), in industrial production (recycling), and in logistics (e-commerce). Movement Systems combines global reach with local expertise and works in close collaboration with customers to deliver reliable, efficient, and innovative belting solutions tailored to their needs.



# FORBO WITH A GLOBAL REACH

Forbo is a global player, and its two divisions supply a wide range of industries. The Group's global reach means that it is close to attractive markets and customers. The quality, longevity, and performance of our products and systems lead to long-standing relations with our business partners.



## Flooring Systems

15 production facilities in 7 countries and distribution companies in 27 countries. Sales offices in Europe, North, Central, and South America, as well as Asia/Pacific.

- Floor covering production facilities
- Building and construction adhesive production facilities
- Other local distribution companies

## Movement Systems

10 production sites and 6 fabrication centers in 9 countries and distribution companies in 32 countries. Over 300 sales offices and service points worldwide.

- Production facilities and fabrication centers
- Other local distribution companies



# FLOORING SYSTEMS

## **Connecting spaces**

Interiors reflect how buildings are used and experienced throughout the day. Flooring plays a central role in supporting these dynamics, balancing design, performance, and comfort across different zones and levels of use. Selecting the right flooring means aligning performance requirements – such as acoustics, safety, and durability – with color, design, and aesthetics. Our flooring solutions are designed to connect spaces within a building, offering ease of installation and functional benefits tailored to each area. From high-traffic entrances and social spaces to quieter rooms for focus or rest, every environment can be enhanced to support its purpose, creating interiors that feel welcoming, intuitive, and harmonious.



## Key figures

### Flooring Systems

**Net sales**  
CHF million

**738.2**

– 1.2%

in local currencies

**EBIT**  
CHF million

**80.5**

– 18.7%

**EBITDA**  
CHF million

**107.4**

– 13.2%

**Investments**  
CHF million

**36**

**Innovation rate**  
Share of new products  
in total net sales

**9.3%**

+ 3.1% Points

# INNOVATION AND OPERATIONAL EXCELLENCE

In the 2025 financial year, Flooring Systems strengthened its market position through innovation, sustainability, and operational excellence. Despite challenging market conditions, we secured major accounts and advanced digital customer engagement. Strategic investments in automation, energy efficiency, and new production capacity further enhanced quality, efficiency, and sustainability, positioning the business for long-term value creation.

We introduced new product collections such as Furniture Linoleum, Marmoleum Modular, and Sardon/Modul'up, reinforcing our leadership in loose-lay and circular solutions. Our vinyl ranges contain at least 20% recycled content, Evolve+ carpet tiles exceed 75% recycled inputs, and Marmoleum Cocoa upcycled more than 100 tons of cocoa shells.

## Progress through focus and execution

The financial year 2025 was defined by transformation and resilience across Flooring Systems' global operations. The ramp-up of new and upgraded production capacity progressed as planned and was brought into stable operation. The introduction of new product ranges aligned with customer needs, combined with further quality improvements, enhanced service levels and reduced lead times. In parallel, the supply chain organization was reinforced through clearer end-to-end governance, stronger demand planning, and tighter coordination across procurement, manufacturing, and logistics, improving transparency and operational performance.

**'In a year marked by volatility, our ability to innovate and execute with discipline proved decisive. By embedding circularity and digitalization into everything we do, we are not only addressing today's challenges but also shaping a more sustainable future for our customers and the industry.'**

**Jean-Michel Wins**

## Regional market trends and challenges

The year delivered a mixed regional performance. In Europe, signs of selective recovery emerged, led by Germany, Austria, and Sweden, with continued growth in Italy. France remained challenging, while the UK stabilized amid constrained public-sector demand. North America softened following a strong prior year, with Canada remaining resilient and the US requiring disciplined pricing in response to tariffs. Asia continued to face pressure, particularly in China and South Korea. The project business outperformed daily or short-term sales. Meanwhile, emerging markets such as the Middle East and Ukraine began generating new opportunities.

**Jean-Michel Wins**

Executive Vice President Flooring Systems

**Product innovation and portfolio strengthening**

Innovation remained central, as we accelerated product life cycle management, prioritized a disciplined development pipeline, and systematically integrated design, performance, and sustainability requirements. We actively developed and optimized the product portfolio, sharpening portfolio clarity, supporting value-based selling, and strengthening positioning in key segments. Our strong launch agenda reinforced our leadership in loose-lay and sustainable flooring solutions. Key introductions included Furniture Linoleum and Marmoleum Modular, as well as the Sarlon/Modul'up PVC range with a minimum of 20% recycled content, alongside the introduction of Eternal Next, a loose-lay general-purpose flooring. In textiles, new and refreshed Tessera ranges exceeded 75% recycled content and were produced using 100% renewable energy. Preparations also progressed for Flotex Planks 3.0 and the Flotex USA satellite plant to support regional growth. Together, these launches and our pipeline developments position us strongly for the future, supported by a robust portfolio of innovations and ongoing collection renewals.

### Delivering measurable sustainability impact

We advanced our Sustainability Strategy 2030, with 27% of square meters sold being climate-positive (cradle-to-gate, without offsetting) and five additional carpet tile ranges added to the Evolve+ series, offering industry-leading low-embodied-carbon products. Recycled content across our product portfolio increased further. Moreover, we reduced Scope 1 emissions by 6%, Scope 2 by 98%, and Scope 3 by 3% compared to the 2023 baseline. Logistics decarbonization advanced with fossil-free deliveries in Sweden, while circular initiatives such as the 'Back to the Floor' take-back program, active in 14 countries, resulted in the collection of 902 metric tons of post-consumer flooring waste and adhesive packaging. To ensure transparency and support customers in integrating sustainability into building design, we provide third-party-verified environmental product declarations (EPDs) for a wide range of products.

### Investments in safety, facilities, and technologies

Key initiatives included the construction and near-completion of the Flotex USA plant, equipment upgrades in Bamber Bridge (UK), refurbishment in Krommenie (NL), and site maintenance in Château-Renault (FR). Logistics restructuring in the Netherlands delivered productivity gains of over 20%. At the same time, network analytics and global tenders reduced costs, improved service levels, and enhanced container visibility through increased automation. Safety remains a core priority across the Group. Ongoing initiatives to reinforce our safety culture, together with targeted measures in logistics, contributed to further improvements in safety performance.

### Sales, marketing, and digital engagement

Commercial execution and digital engagement were further strengthened, enhancing customer proximity, sharpening segment focus, and expanding customer relationship management. We expanded our presence at leading industry fairs such as the Salone del Mobile in Milan, Passenger Terminal Expo in Madrid, and Interzum in Cologne, and partnered with renowned design media including Dezeen to promote Furniture Linoleum and Flotex. We also refreshed our healthcare value proposition and supporting sales assets, expanded engagement with architects, and increased visibility through targeted online campaigns. Digital initiatives advanced further, including broader adoption of CRM systems, the rollout of AI-supported customer tools, enhanced website localization, improved product data management, and stronger integration with external partners. We also launched an internal knowledge-sharing platform and laid the foundations for an enhanced and targeted digital customer experience.

### Outlook for 2026

While macroeconomic conditions are expected to remain challenging, our strengthened portfolio, a robust innovation pipeline, expanded production capabilities, and continued progress in sustainable operations position us well for the future. Looking ahead to 2026, we will continue to prioritize sustainability, operational excellence, and strong customer partnerships, underpinned by an uncompromising focus on safety, quality, service reliability, cost discipline, and accelerated innovation. Through customer-centric execution in sales and marketing, and sustained investment in sustainability and digitalization, we are confident in our ability to deliver resilient performance and create long-term value for customers worldwide.

- 1 Eternal Design Vinyl sheet, for outstanding quality and thoughtful design.
- 2 Furniture Linoleum, our climate positive and natural surface material.
- 3 Marmoleum modular, sustainable linoleum tiles and planks in a balanced palette of colors.
- 4 Sarlon and Modul'up, our acoustic vinyl, both available as glue down and loose lay installation.
- 5 Tessera carpet tiles allow you to find solutions for any space.
- 6 All Tessera collections in the evolve+ series have over 75% recycled content and low embodied carbon of less than 2 kg CO<sub>2</sub> e/m<sup>2</sup>.

**'2025 reaffirmed that resilience comes from focus – on sustainability, operational excellence, and strong customer partnerships. With bio-circular innovations and fossil-free logistics on the horizon, we are confident in delivering performance that creates long-term value worldwide.'**

**Jean-Michel Wins**

