



flooring. movement.



THE FORBO GROUP

Forbo is a leading producer of floor coverings, building and construction adhesives, as well as power transmission and conveyor belt solutions. The company employs more than 5,500 people and has an international network of 25 production and distribution companies, 6 fabrication centers and 44 sales organizations in a total of 36 countries worldwide. Forbo is headquartered in Baar in the canton of Zug, Switzerland. The Group company Forbo Holding Ltd is listed on the SIX Swiss Exchange.

Forbo is a global player, and supplies with its two divisions a wide range of industries. The Group's global reach means that it is close to dynamic markets and makes it the first choice as a local partner for customers that have similar global requirements. The quality, longevity, and performance of our products and systems reflect the quality and stability of our relations with our business partners.

FORBO IN FIGURES

2017

NET SALES	CHF 1,246.4 m
EBIT ¹⁾	CHF 163.3 m
EBIT	CHF 79.9 m
EBIT MARGIN ¹⁾	13.1%
EBIT MARGIN	6.4%
GROUP PROFIT ¹⁾	CHF 119.8 m
FROM CONTINUING OPERATIONS	
GROUP PROFIT	CHF 36.5 m
FROM CONTINUING OPERATIONS	
NET CASH	CHF 195.0 m
FREE CASHFLOW	CHF 22.3 m
EQUITY RATIO	61.9%
EARNINGS PER SHARE ¹⁾ (UNDILUTED)	CHF 69.34
EARNINGS PER SHARE (UNDILUTED)	CHF 21.10
DIVIDEND 2018 (PROPOSAL)	CHF 19.00
STOCK MARKET CAPITALIZATION (DECEMBER 31, 2017)	CHF 2,709.0 m
EMPLOYEES (FTEs, DECEMBER 31, 2017)	5,559

¹⁾ Not factoring in the one-off costs from antitrust proceedings Flooring Systems France



FLOORING SYSTEMS

creating better environments



FLOORING SYSTEMS

The Flooring Systems division offers a broad and attractive range of environmentally friendly natural linoleum, high-quality vinyl floors, entrance flooring systems for cleaning and drying shoes, carpet tiles, needle felt, and Flotex, the washable textile flooring. Thanks to their excellent technical properties and attractive design, these flooring solutions are invariably the first choice for public buildings, department stores, hospitals and healthcare facilities, schools, libraries, commercial offices, leisure centers, hotels, restaurants, and cafeterias and are also used in the residential market. With a market share of about 70 percent, Forbo is the world market leader in linoleum.

Under the brand name Eurocol, Flooring Systems also provides ready-made adhesives for flooring installations, parquet and ceramic tiles, as well as leveling compounds for the construction industry as well as liquid floor coverings.

CUSTOMER SEGMENTS

HEALTHCARE
 AGED CARE
 EDUCATION
 OFFICES, PUBLIC BUILDINGS AND MULTI-UNIT HOUSING
 RETAIL
 INDOOR SPORT FACILITIES
 TRANSPORT (BUS, COACH TRAINS AND MARINE VESSELS)
 INDUSTRY, CLEANROOM AND IT ENVIRONMENTS
 GASTRO, HOSPITALITY AND LEISURE
 SURFACE FINISHING FOR FURNITURE, DOORS AND KITCHEN CABINETS
 RESIDENTIAL AND SOCIAL HOUSE BUILDING

Reliable partner for the construction industry and for floor installers.

FLOORING SYSTEMS IN FIGURES 2017

NET SALES	CHF 856.6 m
EBIT ¹⁾	CHF 125.5 m
EBIT	CHF 42.1 m
EBIT MARGIN ¹⁾	14.7%
EBIT MARGIN	4.9%
EMPLOYEES (FTEs, DECEMBER 31, 2017)	3,157

¹⁾ Not factoring in the one-off costs from antitrust proceedings Flooring Systems France



MOVEMENT SYSTEMS

Siegling - total belting solutions



MOVEMENT SYSTEMS

Movement Systems is a global industry leader providing top-quality power transmission belts, sophisticated conveyor and processing belts, as well as plastic modular, timing, and flat belts made of synthetic materials. These products are known under the brand name Siegling. They are used in a wider range of applications in the industry, trade, and the service sector, for example as conveyor and processing belts in the food industry, as treadmill belts in fitness studios, and flat belts in mail distribution centers.

INDUSTRY SEGMENTS

FOOD
 Baked goods and confectionery | meat and poultry | dairy products | fish | fruit and vegetables | beverages

PAPER AND PAPER PRINTING
 Paper and tissue manufacturing | converting industry | paper packaging industry | web and digital printing | letter sorting

INDUSTRIAL PRODUCTION
 Automotive and tyre industry | plant construction and engineering | chemical industry | solar and water power industry | recycling industry

RAW MATERIALS
 Wood based panel industry | plywood and veneer processing | furniture | marble and stone | ceramics and plasterboard | insulation and glass industry

LOGISTICS
 Airports | distribution centers | checkstands | intralogics (materials handling)

TOBACCO
 Leaf tobacco processing and cigarette factories

SPORTS
 Treadmill belts | skiing and free climbing belts | conveyor belts for leisure parks | slot machines as Pachinko (Japan) and Mahjongg (China)

TEXTILE
 Yarn manufacturing | man-made fiber and nonwoven industry | fabric printing | apparel industry

MOVEMENT SYSTEMS IN FIGURES 2017

NET SALES	CHF 389.8 m
EBIT	CHF 49.3 m
EBIT MARGIN	12.6%
EMPLOYEES (FTEs, DECEMBER 31, 2017)	2,360

BOARD OF DIRECTORS

This E. Schneider Executive Chairman	Michael Pieper Vice Chairman	Dr. Peter Altorfer Vice Chairman
Claudia Coninx-Kaczynski Member	Dr. Reto Müller Member	Vincent Studer Member

EXECUTIVE BOARD

Stephan Bauer
Chief Executive Officer

Urs Uehlinger
Chief Financial Officer

Jean-Michel Wins
Executive Vice President Flooring Systems

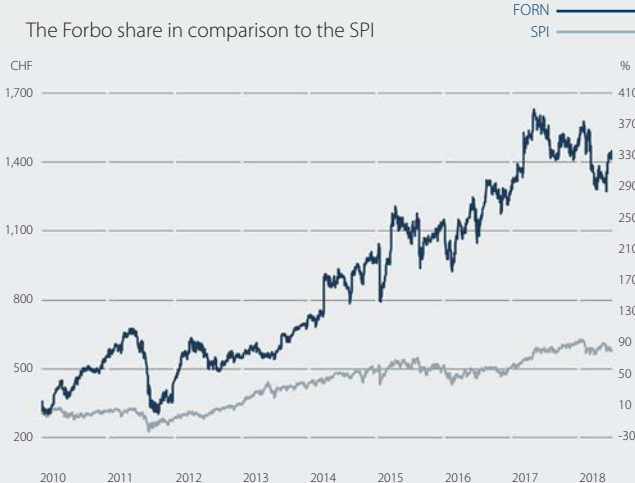
Marc Deimling
Executive Vice President Movement Systems

STRATEGIC DIRECTIONS

To be successful in the market place 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, digital transformation as well as a strong global brand, we are creating global leadership positions in clearly defined market segments
- due 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, to consolidate and / or reinforce market access
- we are developing a high-performance culture and providing the relevant skills and competences at all levels

THE FORBO SHARE



¹⁾ Not factoring in the one-off costs from antitrust proceedings Flooring Systems France

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SUSTAINABLE VALUE CREATION

Social responsibility and environmental protection are fundamental Forbo values. We are committed to protecting the environment and investing in a sustainable future. As a responsible manufacturer and employer, Forbo sets very high standards for health, safety, the environment and quality.

SOCIAL DIMENSION. After the group-wide standardization and introduction of the most important human resources tools and processes, Forbo introduced an internal management training program. In collaboration with the University of St. Gallen, other external partners and internal specialists, a practice oriented training program has been introduced for the first time on group level for senior managers, persons in key positions, and junior managers, consisting of various modules which are put together according to the target group. The aim is to perfect their leadership and management skills so that they are equipped to meet ever higher requirements and to make a direct contribution to the sustainable success of Forbo.

ECOLOGICAL DIMENSION. Preserving the environment and generating ecological added value are decisive factors in all Forbo's developments and investments. Minimizing our environmental footprint is a top priority, and both divisions are fully committed to optimizing production processes so as to minimize water and energy consumption, reduce emissions, and reuse heat generated in production processes as well as to reduce, and wherever possible, recycle used materials. Flooring Systems can build on linoleum, per se a highly environmentally friendly product that is made from purely natural and renewable raw materials. With the BioBelt, Movement Systems is the first ever conveyor belt manufacturer to develop a biodegradable conveyor belt whose physical and dynamic properties are equal to standard belts.

ECONOMIC DIMENSION. As a listed company, Forbo concerns itself with the economic aspects of sustainability on a daily basis, with the aim of creating sustainable value for the stakeholders. Compliance is of enormous importance for the reputation and positioning of a company. Forbo continued its efforts in this area for example by training employees in the code of conduct, competition and anti-corruption law, supporting this in some cases by the worldwide introduction of e-learning tools as well as risk management processes, while further reinforcing the internal control system.



FLOORING SYSTEMS

- Floor coverings
- Building and construction adhesives

MOVEMENT SYSTEMS

- Production sites and fabrication centers

PRODUCTION SITES FLOORING SYSTEMS

16 MANUFACTURING SITES IN 7 COUNTRIES

LOCAL ENTITIES IN 26 COUNTRIES

Sales offices in Europe, Americas as well as Asia

- Floor coverings
- Building and construction adhesives

FRANCE

Château-Renault
Reims

GERMANY

Erfurt

NETHERLANDS

Assendelft
Coevorden
Krommenie
Wormerveer

RUSSIA

Kaluga
Stary Oskol

SWITZERLAND

Giubiasco

UNITED KINGDOM

Bamber Bridge
Cortonwood
Kirkcaldy
Ripley
Telford

USA

Hazleton

PRODUCTION SITES MOVEMENT SYSTEMS

9 ROLL PRODUCTION SITES AND 6 FABRICATION CENTERS IN 9 COUNTRIES

LOCAL ENTITIES IN 29 COUNTRIES

300 sales and service points worldwide

- Production sites and fabrication centers

BRAZIL

Itapevi

CHINA

Pinghu
Shenyang

DENMARK

Lunderskov

GERMANY

Garbsen
Hannover

JAPAN

Fukuroi

MEXICO

Tlalnepantla

SLOVAKIA

Malacky

SWITZERLAND

Wallbach

USA

Charlotte NC
Huntersville NC

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FORBO - IN EVERYDAY LIFE

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