

**FORBO GROUP**

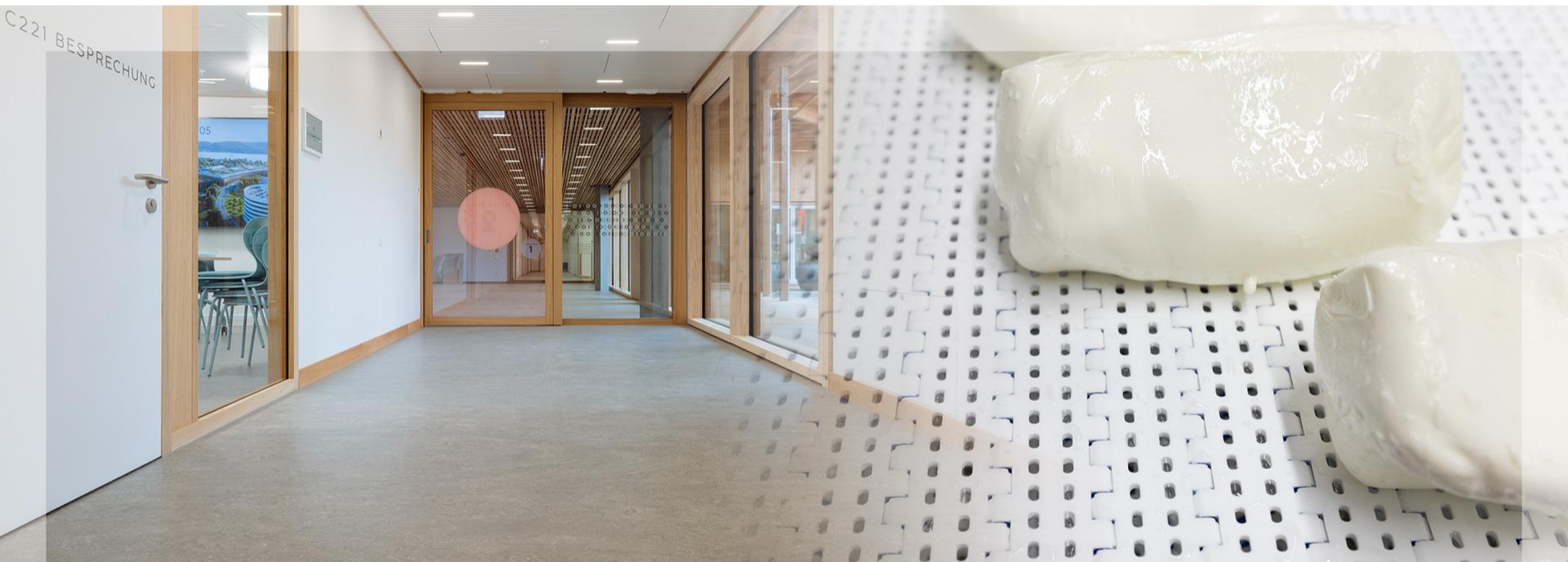
COMPANY PRESENTATION – THE INTERFACE WITH DAILY LIFE



flooring. movement.

# FORBO GROUP

## COMPANY PRESENTATION – THE INTERFACE WITH DAILY LIFE



FLOORING SYSTEMS



MOVEMENT SYSTEMS

- About 5,200 employees worldwide
- International network of 25 production and distribution companies, 6 fabrication centers as well as 47 pure sales organizations
- In a total of 39 countries worldwide
- CHF 1,122.0 million net sales in 2024
- CHF 95.1 million profit in 2024
- Forbo Holding is listed on the SIX Swiss Exchange
- Stable shareholder base – Board of Directors' stake in Forbo of more than 30%



# MILESTONES

## FROM 1928 TO THE PRESENT



### 1928

3 linoleum manufacturers – German, Swedish and Swiss – form Continentale Linoleum Union.

### 1929 – 1930

2 further manufacturing sites join the Continentale Linoleum Union – Sarlino in France and the nederlandse Linoleumfabriek in the Netherlands.

### 1950 – 1971

Diversification into related products such as carpets and vinyl flooring.

### 1973 – 1974

Adhesives activities hived off from linoleum business to be developed independently.

Continentale Linoleum Union is renamed Forbo to reflect the wider portfolio of activities.

### 1975 – 1994

Forbo evolves into a world-wide group operating on five continents: acquisition of the Scottish Nairn linoleum manufacturing site in Kirkcaldy in 1985; diversification into wall-coverings and high-pressure laminates.

### 1994 – 1998

Acquisition of Siegling, a global manufacturer, specializing in process and conveyor belt systems.

Divestment of wall-coverings and laminates activities.

# MILESTONES

## FROM 1928 TO THE PRESENT



### 2000 – 2001

New strategy focusing on four divisions: Linoleum, Vinyl, Belting and Adhesives. Divestment of industrial activities, including extruded profiles, decorative products and coated textiles.

Carpet business spun off in management buyout. A series of minor acquisitions to strengthen Adhesives business.

### 2002 – 2003

Adhesives gains world stature by acquiring Swift, operating world-wide from the USA, Europe and Asia. Belting business expands in Britain. Linoleum and Vinyl merged to create Forbo Flooring. Now three strategic businesses: Flooring, Adhesives and Belting.

### 2004 – 2006

Strategic focus on three core divisions reaffirmed. Restructuring and measures to raise profitability.

Acquisition of Chinese adhesives manufacturer specialized in hot-melt and water-based adhesives.

### 2007

New branding and growth strategy; three core divisions – flooring, adhesives and belting – renamed Flooring Systems, Bonding Systems and Movement Systems, operating under the Forbo brand with an integrated business strategy.



# MILESTONES

## FROM 1928 TO THE PRESENT



### 2008

Acquisition of the lightweight PVC conveyor belting business from Fenner Dunlop in North America as a further step to strengthen the Movement Systems division.

Acquisition of Bonar Floors, a major European flooring manufacturer in the contract flooring sector. With this, Flooring Systems strengthened its leading position as a systems provider of resilient flooring solutions in the commercial market segment.

### 2012

Focus on leading market positions through the sale of the industrial adhesives activity, including synthetic polymers, which belonged to the Bonding Systems division.

Continued development of building and construction adhesives activity by running it as an independent unit in the Flooring Systems division.

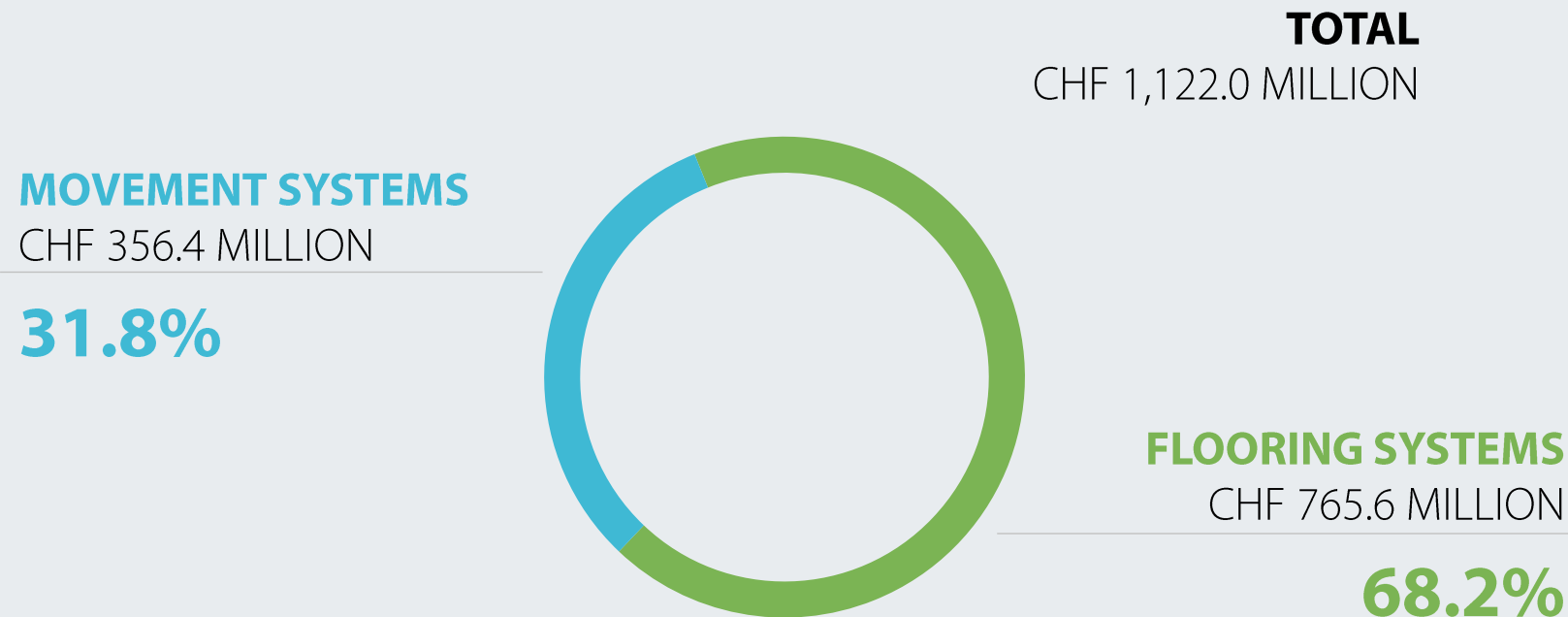
### 2012 – 2024

Some smaller local acquisitions in North America, Asia/Pacific and Europe.

Focused development and expansion of growth markets.

# NET SALES 2024

## FORBO GROUP – BY DIVISION



# NET SALES 2024

FORBO GROUP – BY GEOGRAPHIC AREAS



## EUROPE

CHF 708.4 MILLION

63.1%

## ASIA/PACIFIC AND AFRICA

CHF 164.2 MILLION

14.7%

## AMERICAS

CHF 249.4 MILLION

22.2%



# FINANCIAL OVERVIEW 2024

## FORBO GROUP



CHF MILLION

NET SALES

OPERATING PROFIT (EBIT)

EBIT MARGIN

PROFIT

CHF

EQUITY RATIO (SHAREHOLDERS' EQUITY/TOTAL ASSETS)

EARNINGS PER SHARE (UNDILUTED)

DIVIDEND

**2024**

**2023**

1,122.0

1,175.2

120.6

129.9

10.7%

11.1%

95.1

102.3

64.1%

61.4%

67.45

72.55

25.00

25.00

# FINANCIAL OVERVIEW FIRST HALF-YEAR 2025

## FORBO GROUP



CHF MILLION

NET SALES

OPERATING PROFIT (EBIT)

EBIT MARGIN

GROUP PROFIT

CHF

EARNINGS PER SHARE (UNDILUTED)

**H1 2025**

**H1 2024**

546.9

570.3

42.9

61.8

7.8%

10.8%

33.4

48.4

23.70

34.36

# EMPLOYEES

FORBO GROUP FTEs – BY GEOGRAPHIC AREAS



**EUROPE**

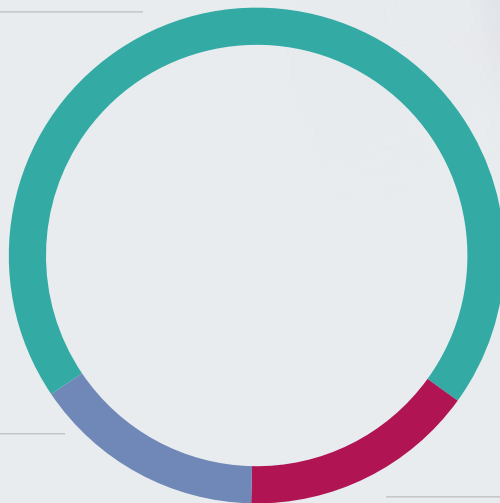
3,513

**69.4%**

**AMERICAS**

769

**15.2%**



**ASIA/PACIFIC  
AND AFRICA**

777

**15.4%**





**ANDREAS JAEGER**  
CEO AD INTERIM/CHIEF FINANCIAL OFFICER  
EXECUTIVE VICE PRESIDENT



**JEAN-MICHEL WINS**  
EXECUTIVE VICE PRESIDENT  
FLOORING SYSTEMS



**MARC DEIMLING**  
EXECUTIVE VICE PRESIDENT  
MOVEMENT SYSTEMS



# BOARD OF DIRECTORS

## FORBO GROUP



**BERNHARD MERKI**  
CHAIRMAN



**MICHAEL PIEPER**  
VICE CHAIRMAN



**CLAUDIA CONINX-KACZYNSKI**  
MEMBER



**JÖRG KAMPMEYER**  
MEMBER



**DR. EVELINE SAUPPER**  
MEMBER



**VINCENT STUDER**  
MEMBER

# TWO DIVISIONS WITH LEADING MARKET POSITIONS

## FORBO GROUP



FORBO IS A LEADING PRODUCER OF FLOOR COVERINGS, BUILDING AND CONSTRUCTION ADHESIVES, AS WELL AS BELTS FOR POWER TRANSMISSION AND LIGHTWEIGHT CONVEYOR TECHNOLOGY.

For our clients, we offer tailored solutions that stand out for their functionality, quality, design, and sustainability.



# FLOORING SYSTEMS

**Forbo**  
FLOORING SYSTEMS



creating better environments



# FLOORING SYSTEMS

**A LEADING GLOBAL PLAYER IN LINOLEUM, VINYL AND TEXTILE FLOOR COVERINGS FOR COMMERCIAL AND RESIDENTIAL APPLICATIONS. WORLD LEADER IN LINOLEUM WITH A MARKET SHARE OF ABOUT 70%.**

- Environmentally sound, functional and design-oriented **linoleum in sheet and modular formats**
- High-quality **project vinyls in sheet, luxury vinyl tiles and planks** for commercial applications
- **Flocked sheet, tile and plank formats**, high tech floor coverings for commercial applications
- **Entrance flooring systems in textile and rigid formats**, taking care of all walk-in moist and dirt
- **Tufted carpet tiles** for office, leisure and hospitality environments
- **Needlefelt**, uni and printed non-woven textiles for commercial applications
- **Cushioned vinyl sheet and luxury vinyl tiles** for residential applications
- A complete range of professional products such as leveling compounds and adhesives for textile and resilient floor coverings, parquetry as well as ceramic floor and wall applications are sold under the **Eurocol** brand



# BUSINESS SEGMENTS

## COMMERCIAL APPLICATIONS



**EDUCATION**



**HEALTH CARE**



**AGED CARE**

Thanks to their excellent functional attributes and attractive designs, our resilient and textile floor coverings are invariably the first choice for a wide range of public and private environments.

# BUSINESS SEGMENTS

## COMMERCIAL APPLICATIONS



**OFFICES, MULTI-UNIT  
HOUSING, PUBLIC BUILDINGS**



**RETAIL ENVIRONMENTS**



**HOSPITALITY AND LEISURE**

With our products and continuous innovation it is our ambition to make a positive contribution to the quality of the indoor environment by providing safety, hygiene and well-being to every individual.

# **BUSINESS SEGMENTS**

## COMMERCIAL APPLICATIONS



**SURFACE FINISHINGS FOR  
FURNITURE, DOORS AND  
DECORATIVE PANELS**



**TRANSPORTATION: BUS,  
COACH, RAIL AND  
MARINE VESSELS**



**INDOOR SPORTS  
FACILITIES**



**INDUSTRY, CLEANROOM  
AND HIGH-TECH  
ENVIRONMENTS**

Outstanding technical performance together with state of the art functional design make us the flooring partner of choice for a wide range of demanding applications.

# BUSINESS SEGMENTS

## RESIDENTIAL APPLICATIONS



### LINOLEUM, LUXURY VINYL TILES, CUSHIONED VINYL AND ENTRANCE FLOORING SYSTEMS

Our floors are essential to the way people experience quality of life. With our strong brands Novilon, Marmoleum and Coral we offer modern, high-quality versatile floor coverings for the home environment.



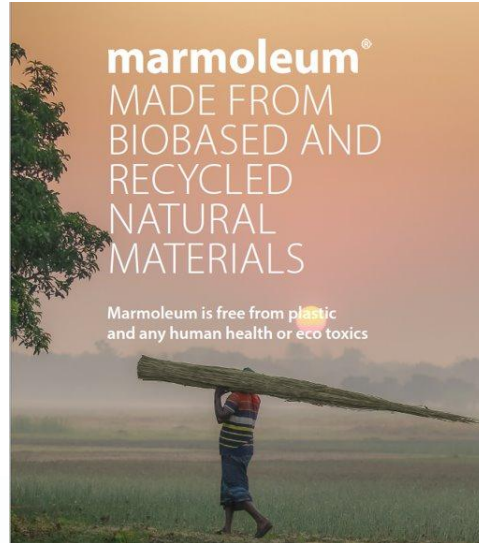
# PRODUCT RANGE

## FLOORING SYSTEMS

### LINOLEUM

Forbo is world leader in linoleum floor coverings with a market share of about 70%. A natural product derived from controlled renewable raw materials (linseed oil, rosin, wood flour, limestone, pigments, jute). It is biodegradable and climate-positive (cradle to gate), without offsetting.

**marmoleum®**  
**marmoleum®** modular  
**marmoleum®** click  
**marmoleum®** sport  
**bulletin board**  
**furniture linoleum**



### PROJECT VINYL

A complete range in sheet, tile and plank formats, including a variety of high-quality acoustic, conductive and slip-resistant properties for commercial applications in glue down, loose-lay and click variations.

**eternal®**  
**step®**  
**allura®**  
**effekta**  
**colorex®**  
**sarlön®**  
**modul'up®**  
**sphera®**

### FLOCKED FLOORING

A unique durable hygienic high-tech textile product which is used mostly in education, health care, hospitality, retail and office environments. Available in sheet, tile and plank formats.

**flotex®** sheet  
**flotex®** planks  
**flotex®** tiles  
**flotex®** vision  
**flotex®** created by

# PRODUCT RANGE

## FLOORING SYSTEMS



### **CARPET TILES**

For demanding rooms and commercial environments, especially in offices, hotels, leisure centers and public buildings. Available in tufted qualities in plank and tile formats.

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**tessera®**

### **ENTRANCE FLOORING SYSTEMS**

Taking care of cleaning and drying shoes of whoever enters a building for example at airports, supermarkets and shopping centers in textile, aluminium-strip and click formats.

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**coral®**  
**nuway®**

### **NEEDLEFELT**

Very durable printed and plain non-woven textile floor coverings for functionality and design, in fine- and course fibre qualities. Available in sheet and tile formats.

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**forte**  
**markant**  
**akzent**  
**showtime**

### **CUSHION VINYL**

Leading the cushion vinyl branded market with Novilon collections available in sheet as well in tile and plank formats.

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**novilon®**

# PRODUCT RANGE

## BUILDING AND CONSTRUCTION ADHESIVES ACTIVITY



### FLOORING ADHESIVES

- Very low VOC-emission
- Favorable spreading capacity
- High initial adhesion strength

### SUSTAINABLE LINOLEUM ADHESIVES

- Partly biobased
- CO<sub>2</sub> emissions saving
- Fossil raw materials saving

### CERAMIC TILE ADHESIVES AND GROUTS

- For in- and outdoor use
- Suitable for all type of surfaces
- Elastic and flexible

### PARQUETRY ADHESIVES

- Heavy-duty
- Fast curing
- Shear resistant setting

### LEVELLING COMPOUNDS

- Cement, gypsum and hybrid based
- Self-smoothing
- Low-tension

### PRIMERS AND MOISTURE BARRIERS

- Very low VOC-emission
- Favorable spreading capacity
- Fast drying

### SURFACE FINISHINGS

- High-quality
- Sustainable
- High-tech industrial appearance

# 15 PRODUCTION SITES IN 7 COUNTRIES

## LOCAL ENTITIES IN 27 COUNTRIES

### FLOOR COVERINGS

**CHÂTEAU-RENAULT  
REIMS**  
France

**ASSEDELFT  
COEVORDEN  
KROMMENIE**  
Netherlands

**KALUGA**  
Russia

**GIUBIASCO**  
Switzerland

**BAMBER BRIDGE  
KIRKCALDY  
RIPLEY  
TELFORD**  
United Kingdom

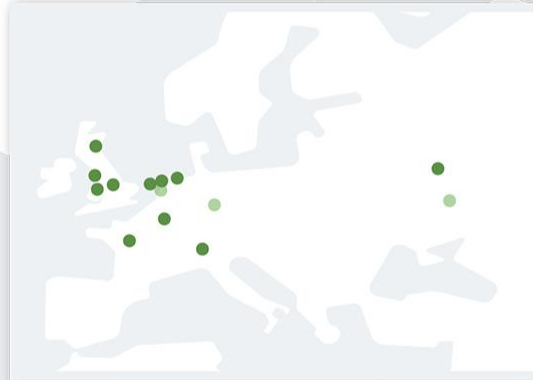
**HAZLETON**  
USA

### BUILDING AND CONSTRUCTION ADHESIVES

**ERFURT**  
Germany

**WORMERVEER**  
Netherlands

**STARY OSKOL**  
Russia



Sales offices worldwide

# KEY FIGURES 2024

## FLOORING SYSTEMS



NET SALES	CHF 765.6 MILLION
EBIT	CHF 99.0 MILLION
EBIT MARGIN	12.9%
EMPLOYEES (FTEs)	2,688
LEGAL ENTITIES	35



# KEY FIGURES FIRST HALF-YEAR 2025

## FLOORING SYSTEMS



NET SALES	CHF 374.9 MILLION
EBIT	CHF 37.7 MILLION
EBIT MARGIN	10.1%
EMPLOYEES (FTEs)	2,825

# FLOORING SYSTEMS

## WHY PEOPLE CHOOSE FORBO FLOORING SYSTEMS

- Worldwide, unique, broad and sustainable product offer for commercial and residential applications
- Total solutions for every building from «entrance to back door», from «basement to boardroom»
- Specialized flooring solutions for hightech and professional environments
- Outstanding design and superior quality in floor products for commercial and residential applications
- Product offer available in sheet, tile and plank formats, loose lay or click variations for easy installation
- Reliable, knowledgeable, dedicated and market driven sales and service organizations world wide
- Global superior supply chain performance
- Unique bespoke design offer through innovative digital printing techniques and cutting services



# MOVEMENT SYSTEMS



Siegling – total belting solutions



# MOVEMENT SYSTEMS



**AMONG THE THREE LEADING SUPPLIERS WORLDWIDE**

**siegling transilon**  
conveyor and processing belts

**siegling transtex**  
conveyor belts

**siegling prolink**  
modular belts

**siegling fullsan**  
homogenous belts

**siegling extremultus**  
flat belts

**siegling proposition**  
timing belts



# PRODUCT RANGE

## MOVEMENT SYSTEMS



### **siegling transilon**

conveyor and processing belts

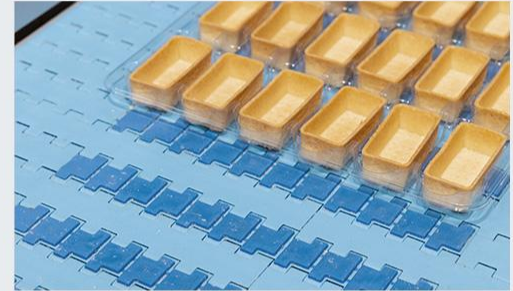
Multi-layered polyester or aramide fabric belts with special combination of coating materials and finishing. They ensure rational material flow and efficient process sequences in all areas of light conveyor technology.



### **siegling transtex**

conveyor belts

Multi-layered fabric or non-woven based belts with an especially robust structure, making them the ideal belts for heavy-duty conveyor work. They are characterized by ruggedness, lateral stiffness, wear and puncture resistance.



### **siegling prolink**

modular belts

Modules of different types made from homogenous plastics and joined with hinges. With their help, conveyor and process tasks can often be combined in the optimum manner. A useful supplement to conventional conveyor belts in many applications, often in food manufacture. They are easy to clean, durable and food safe.



### **siegling fullsan**

homogenous belts

New product line of homogenous thermoplastic, polyurethane belts that are protected from contamination by oil, grease, moisture and bacteria. They are very easy to clean and ideal for exceptionally hygiene-critical applications (dairy products, dough preparation, meat and poultry processing and other food-related areas).



### **siegling extremultus**

flat belts

Multi-layered flat belts with tension members made of highly oriented polyamide sheet or man-made fiber fabrics. As power transmission drive and conveyor elements, they optimize power transmission and many production processes.



### **siegling proposition**

timing belts

Form-fit belts made from homogenous plastics with different tension members; in particular for demanding applications with accelerating, timing and positioning.

# INDUSTRIES AND APPLICATIONS

## MOVEMENT SYSTEMS



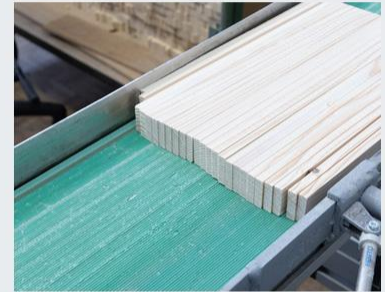
**LOGISTICS / AIRPORTS**



**FOOD**



**PAPER AND  
PAPER PRINTING**



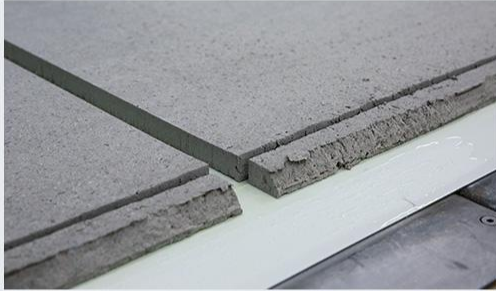
**INDUSTRIAL  
PRODUCTION**

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There is hardly a production process or link in the supply chain that doesn't use fabric based or plastic modular belts.

# INDUSTRIES AND APPLICATIONS

## MOVEMENT SYSTEMS



**RAW MATERIALS**



**SPORTS**



**TEXTILES**

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We are connecting flows of goods and people; in factories, supermarkets, bakeries and airports, at postal hubs and printworks.



# VALUE CREATION CHAIN – FROM FABRIC TO FITTED BELTS



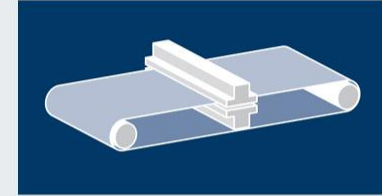
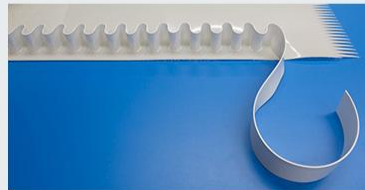
## PRODUCTION

- State-of-the-art mixing and multiple coating technologies
- Lean, clean and efficient roll manufacturing
- More than just a „chemical factory“ due to application and customer oriented R&D support: „movement is our business“



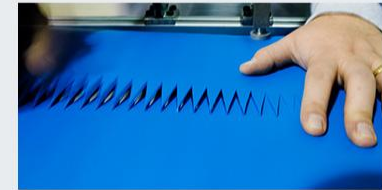
## FABRICATION

- Advanced workshop network
- Product and application specific know-how
- Customized belt fabrication
- On time deliveries: „we keep our promises“



## FITTING

- Belting expertise
- Close to our customers
- Fast response time (24/7)
- Reliable on-site services
- Belting tools and training offerings for our customers



# 10 PRODUCTION SITES & 6 FABRICATION CENTERS IN 9 COUNTRIES

## LOCAL ENTITIES IN 32 COUNTRIES



### PRODUCTION AND FABRICATION CENTERS

#### ITAPEVI

Brazil

#### PINGHU SHENYANG

China

#### LUNDERSKOV

Denmark

#### GARBSEN HANOVER

Germany

#### FUKUROI

Japan

#### TLALNEPANTLA

Mexico

#### MALLACKY

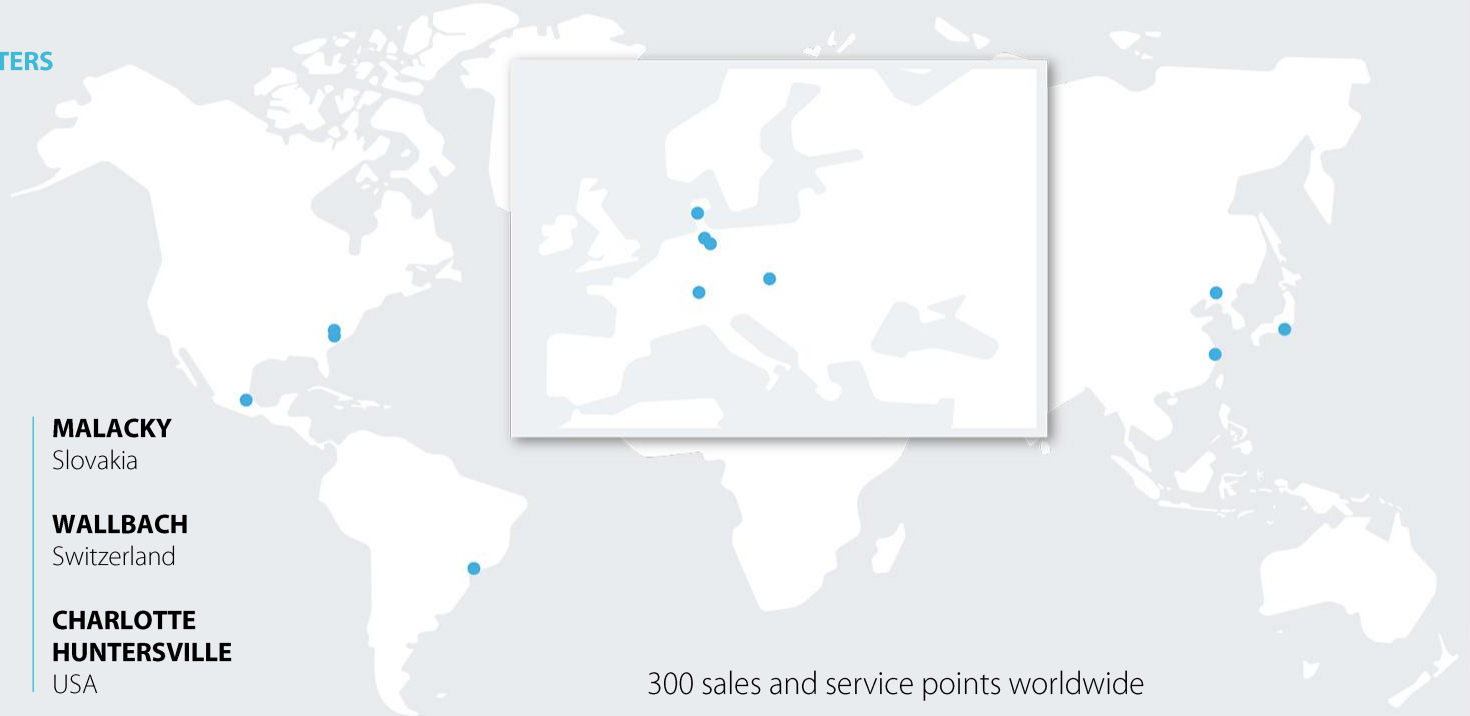
Slovakia

#### WALLBACH

Switzerland

#### CHARLOTTE HUNTERSVILLE

USA



300 sales and service points worldwide

# KEY FIGURES 2024

## MOVEMENT SYSTEMS



NET SALES	CHF 356.4 MILLION
EBIT	CHF 30.4 MILLION
EBIT MARGIN	8.5%
EMPLOYEES (FTEs)	2,329
LEGAL ENTITIES	33

# KEY FIGURES FIRST HALF-YEAR 2025

## MOVEMENT SYSTEMS



NET SALES	CHF 172.1 MILLION
EBIT	CHF 8.9 MILLION
EBIT MARGIN	5.2%
EMPLOYEES (FTEs)	2,387

# MOVEMENT SYSTEMS



## WHY PEOPLE CHOOSE FORBO MOVEMENT SYSTEMS

- Worldwide 24/7 hour service
- Local production, inventory and fabrication on all continents (fast and market-oriented)
- Global project management, technical consultation and on-site services with local staff, as required by the market
- Broad belting product range in first-class quality – from industry standards to customer specific developments
- Outstanding research and development lab capabilities to drive trend-setting innovations
- Production options for conveyor belting up to a width of 5 meters



# RESPONSIBILITY AND SUSTAINABILITY

## FORBO GROUP



Social responsibility and environmental integrity are core values of Forbo: we are committed to protecting the environment and investing in a sustainable future. Through investments in research and development and technology, we are constantly seeking to improve the environmental performance of our products and processes. In 2024, we were able to reduce CO<sub>2</sub> emissions (Scope 1 and 2) per square meter produced by 2.5% compared to the previous year.

As far as possible, we engage in responsible product sourcing that combines our customers' preference for quality with care for the environment.

Both divisions offer an increasing range of environmentally friendly products. This enables our customers to reduce their CO<sub>2</sub> footprint.

Forbo's linoleum floor coverings are made from natural raw materials. They are biodegradable and climate-positive (cradle to gate), without offsetting. In the manufacture of our heterogeneous vinyl floor coverings, we use phthalate-free plasticizers of the latest generation.

Our BioBelt is a conveyor belt made of at least 20% renewable raw materials. Our AmpMiser conveyor belt enables energy savings of up to 50%.

Forbo is committed to increasing the use of low-impact materials, such as bio-based and recycled materials, to reduce CO<sub>2</sub> emissions related to goods and services purchased.



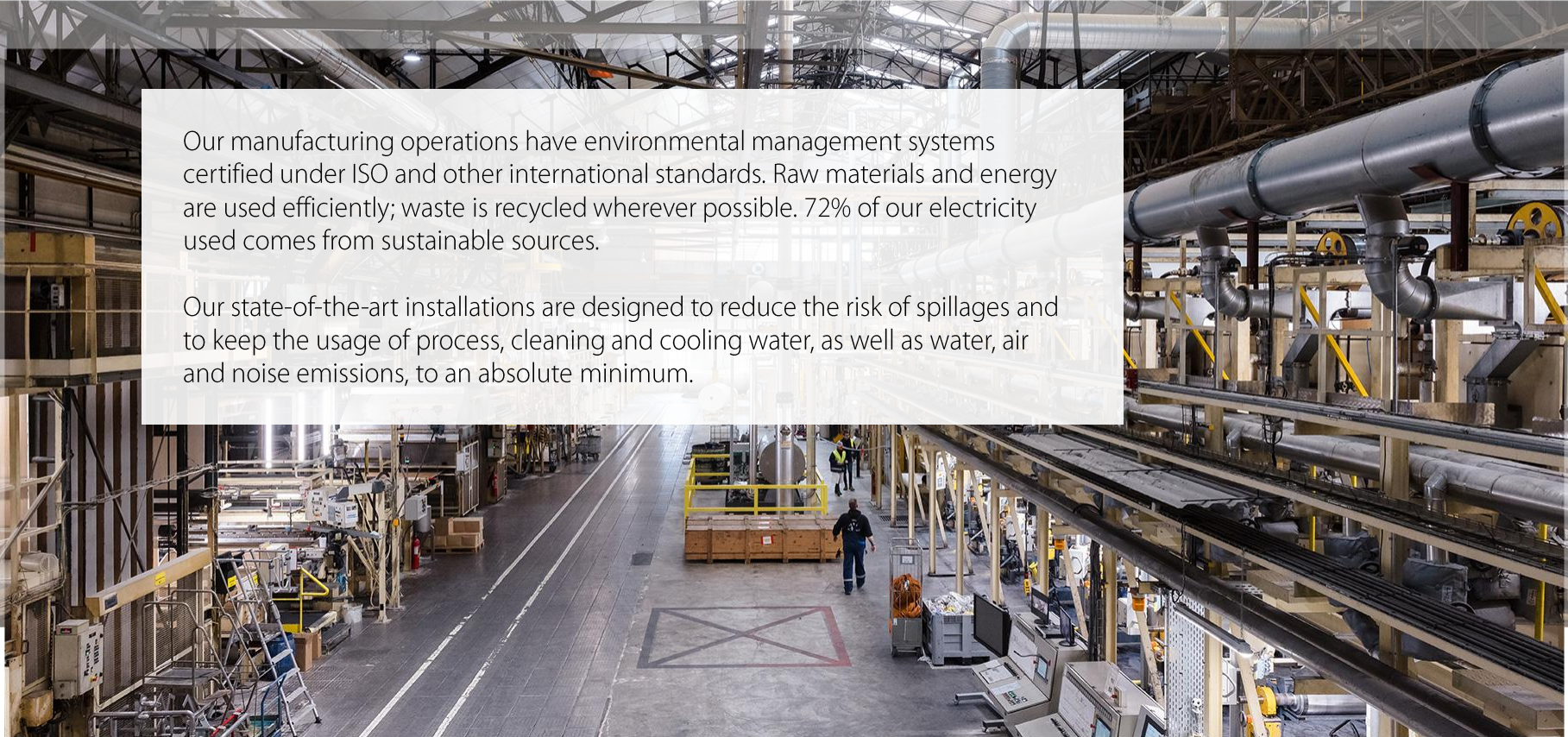
# RESPONSIBILITY AND SUSTAINABILITY

## FORBO GROUP



Our manufacturing operations have environmental management systems certified under ISO and other international standards. Raw materials and energy are used efficiently; waste is recycled wherever possible. 72% of our electricity used comes from sustainable sources.

Our state-of-the-art installations are designed to reduce the risk of spillages and to keep the usage of process, cleaning and cooling water, as well as water, air and noise emissions, to an absolute minimum.





# RESPONSIBILITY AND SUSTAINABILITY

## FORBO GROUP



As a responsible manufacturer and employer, Forbo upholds high occupational health and safety standards to ensure a safe working environment for all employees.

We have often been the forerunners in our industries, setting standards and then going several steps beyond. As a result, our research and development is not just a reaction to evolving market requirements, but an integral driver of our business concept.

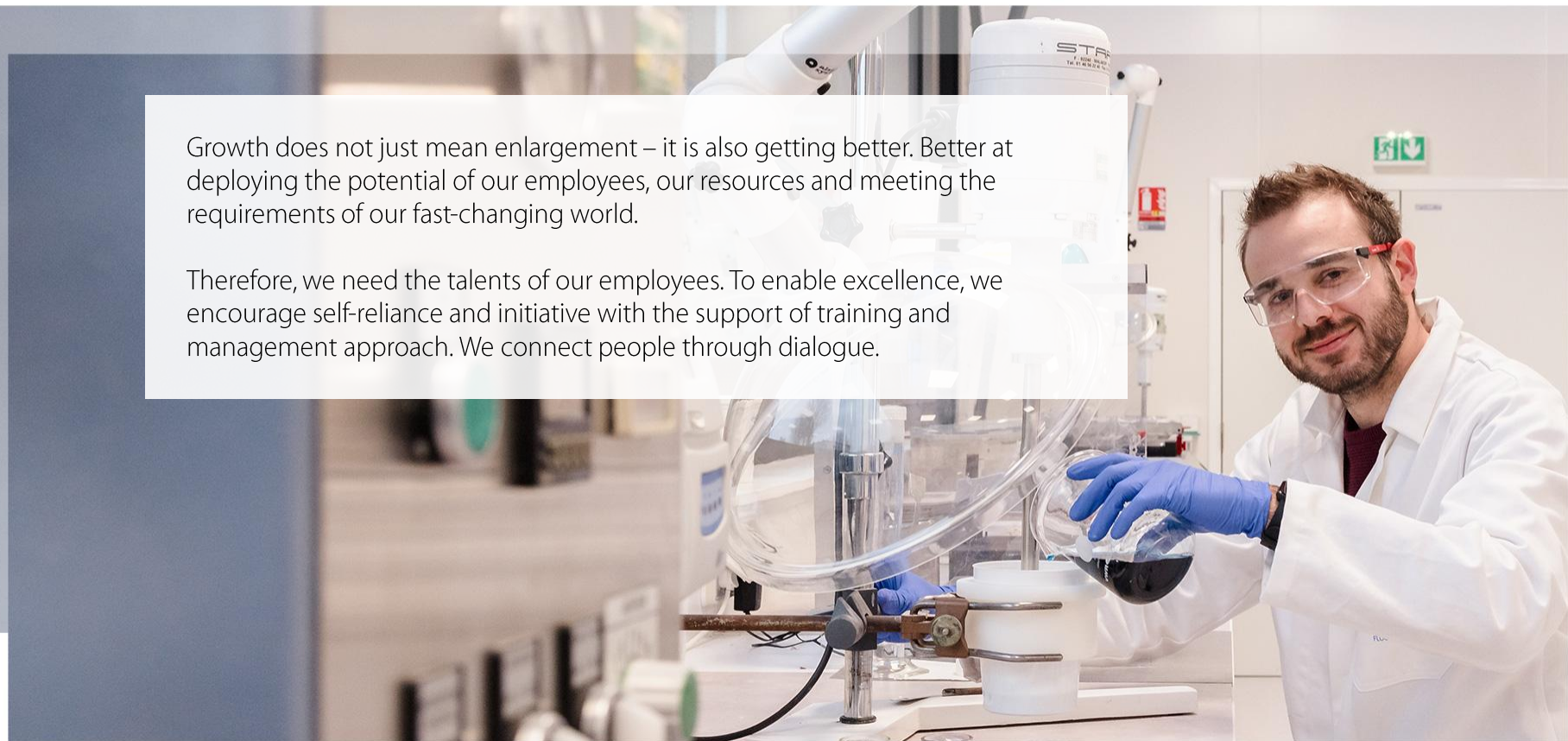
# RESPONSIBILITY AND SUSTAINABILITY

## FORBO GROUP



Growth does not just mean enlargement – it is also getting better. Better at deploying the potential of our employees, our resources and meeting the requirements of our fast-changing world.

Therefore, we need the talents of our employees. To enable excellence, we encourage self-reliance and initiative with the support of training and management approach. We connect people through dialogue.







AS A GLOBAL LEADER IN FLOORING AND MOVEMENT SYSTEMS,  
FORBO CREATES BETTER SOLUTIONS FOR ITS CUSTOMERS AND MORE  
REWARDING PERSPECTIVES FOR ALL ITS STAKEHOLDERS.