

**FORBO GROUP**

COMPANY PRESENTATION – THE INTERFACE WITH DAILY LIFE



flooring. movement.

- About 5,050 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 1,085.4 million net sales in 2025
- CHF 68.9 million profit in 2025
- Forbo Holding is listed on the SIX Swiss Exchange
- Stable shareholder base – Board of Directors' stake in Forbo of nearly 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 – 2025

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

Focused development and expansion of growth markets.

# NET SALES 2025

## FORBO GROUP – BY DIVISION



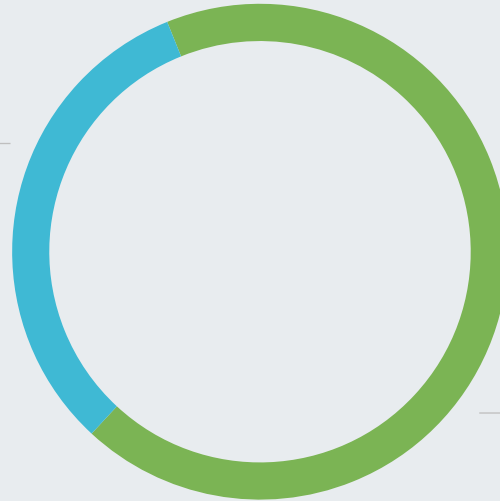
### TOTAL

CHF 1,085.4 MILLION

### MOVEMENT SYSTEMS

CHF 347.2 MILLION

**32.0%**



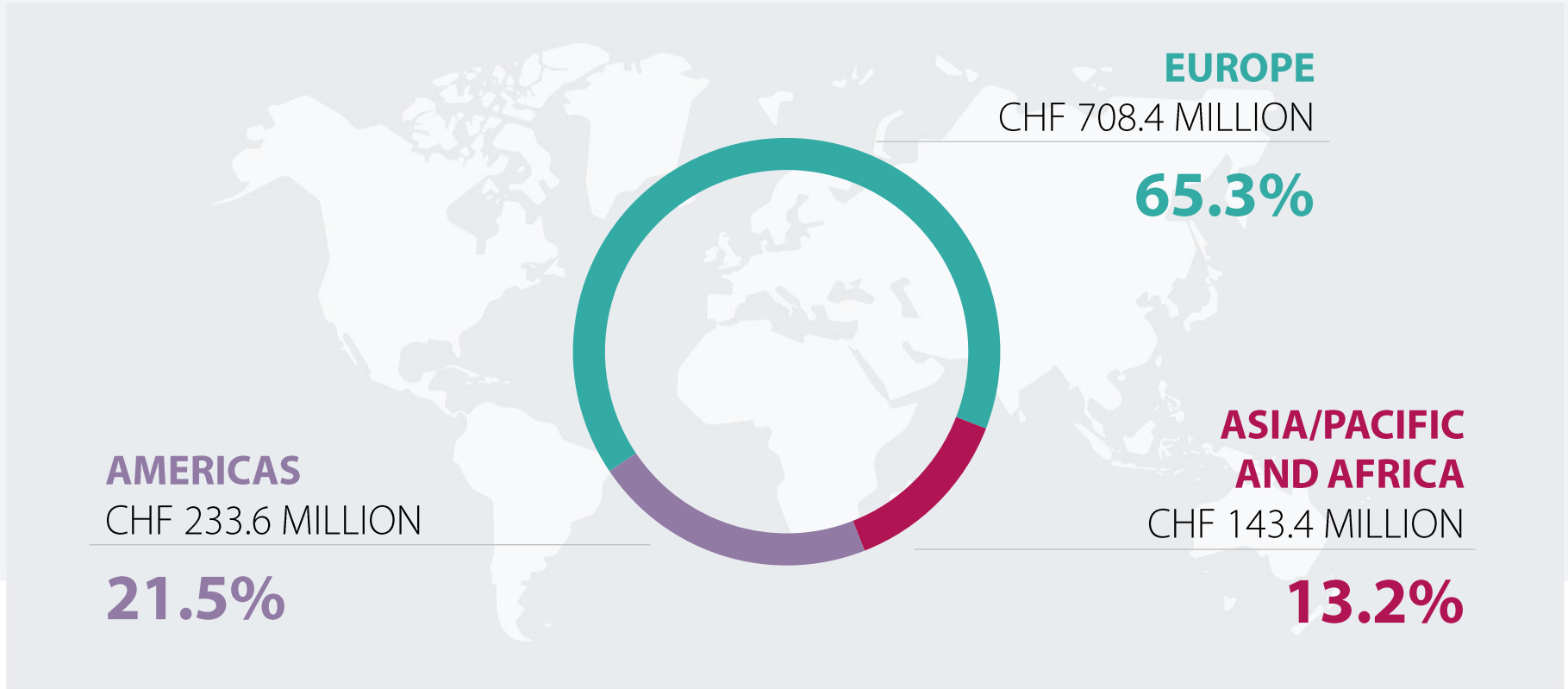
### FLOORING SYSTEMS

CHF 738.2 MILLION

**68.0%**

# NET SALES 2025

## FORBO GROUP – BY GEOGRAPHIC AREAS



# FINANCIAL OVERVIEW 2025

## FORBO GROUP



| CHF MILLION                                      | 2025    | 2024    |
|--|---------|---------|
| NET SALES  | 1,085.4 | 1,122.0 |
| OPERATING PROFIT (EBIT)                          | 87.8    | 120.6   |
| EBIT MARGIN                                      | 8.1%    | 10.7%   |
| PROFIT   | 68.9    | 95.1    |
| CHF  |         |         |
| EQUITY RATIO (SHAREHOLDERS' EQUITY/TOTAL ASSETS) | 66.8%   | 64.1%   |
| EARNINGS PER SHARE (UNDILUTED)                   | 48.75   | 67.45   |
| DIVIDEND   | 25.00   | 25.00   |

# EMPLOYEES

## FORBO GROUP FTEs – BY GEOGRAPHIC AREAS



**EUROPE**

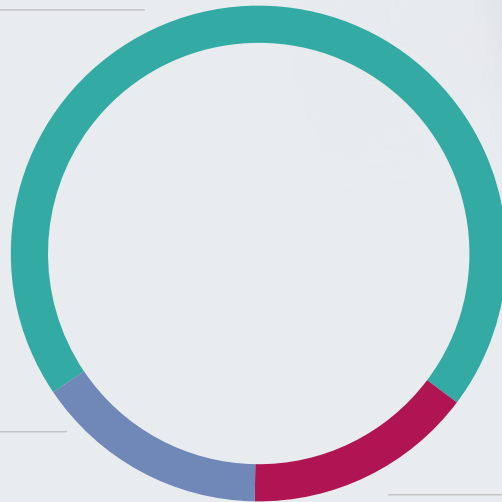
3,554

**69.7%**

**AMERICAS**

781

**15.3%**



**ASIA/PACIFIC  
AND AFRICA**

765

**15.0%**





**JOHANNES HUBER**  
CHIEF EXECUTIVE OFFICER

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

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**JOHANNES HUBER**  
EXECUTIVE VICE PRESIDENT  
MOVEMENT SYSTEMS

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**PETER GERMANN**  
CHIEF FINANCIAL OFFICER  
AD INTERIM

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# 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



**DR. ILIAS LÄBER**  
MITGLIED

# 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, innovation-led solutions that stand out for their functionality, quality, design, and sustainability.



# FLOORING SYSTEMS



# FLOORING SYSTEMS

**A leading global player in linoleum, vinyl, flocked and textile floor coverings for commercial and residential applications. World leader in linoleum with a market share of about 70%.**

- **Natural linoleum** in sheet and modular formats, climate-positive cradle-to-gate without offsetting.
- High-quality **heterogeneous and homogeneous project vinyl** in sheets, tiles and planks, with advanced functionalities such as acoustic, slip-resistant and conductive properties.
- **Flocked flooring** technology in sheet, tile and plank formats, extremely durable and easy to clean, with bespoke and customisation opportunities.
- **Entrance flooring systems** in textile and rigid formats, ensuring efficient removal of moisture and dirt.
- Tufted **carpet tiles** for office, leisure and hospitality segments, featuring on-trend designs and up to 60% recycled content.
- **Needlefelt**, uni and printed non-woven textiles for commercial applications.
- **Cushion vinyl** sheet and luxury vinyl tiles for residential applications.
- A complete range of professional products — including **levelling compounds and adhesives** for textile and resilient flooring, parquet, as well as ceramic floor and wall applications — sold under the Eurocol brand.

# BUSINESS SEGMENTS

## COMMERCIAL APPLICATIONS



**EDUCATION**



**HEALTHCARE**



**AGED CARE**

With exceptional durability, advanced functionality, and refined design, our floor coverings are the ideal solution for a wide range of public and private projects.

# BUSINESS SEGMENTS

## COMMERCIAL APPLICATIONS



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



**RETAIL ENVIRONMENTS**



**HOSPITALITY AND LEISURE**

Through continuous product and design innovation, we strive to enhance indoor environments in commercial buildings by promoting safety, hygiene, and well-being for everyone who uses them.

# 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**

Leveraging our expertise across specialised segments and industries, we deliver high-performance solutions for demanding and technically complex environments.

# 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®**  
**colorex®**  
**sarlon®**  
**modul'up®**  
**sphera®**

### FLOCKED FLOORING

Flotex represents the next generation of flooring, an innovative flocked technology combining the durability and cleanability of resilient floors with the softness and warmth offered by carpet. Mostly used in education, 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

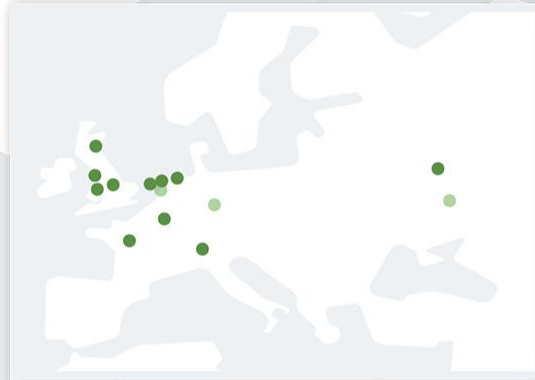
**HAZLETON**  
USA

### BUILDING AND CONSTRUCTION ADHESIVES

**ERFURT**  
Germany

**WORMERVEER**  
Netherlands

**STARY OSKOL**  
Russia



Sales offices worldwide

# KEY FIGURES 2025

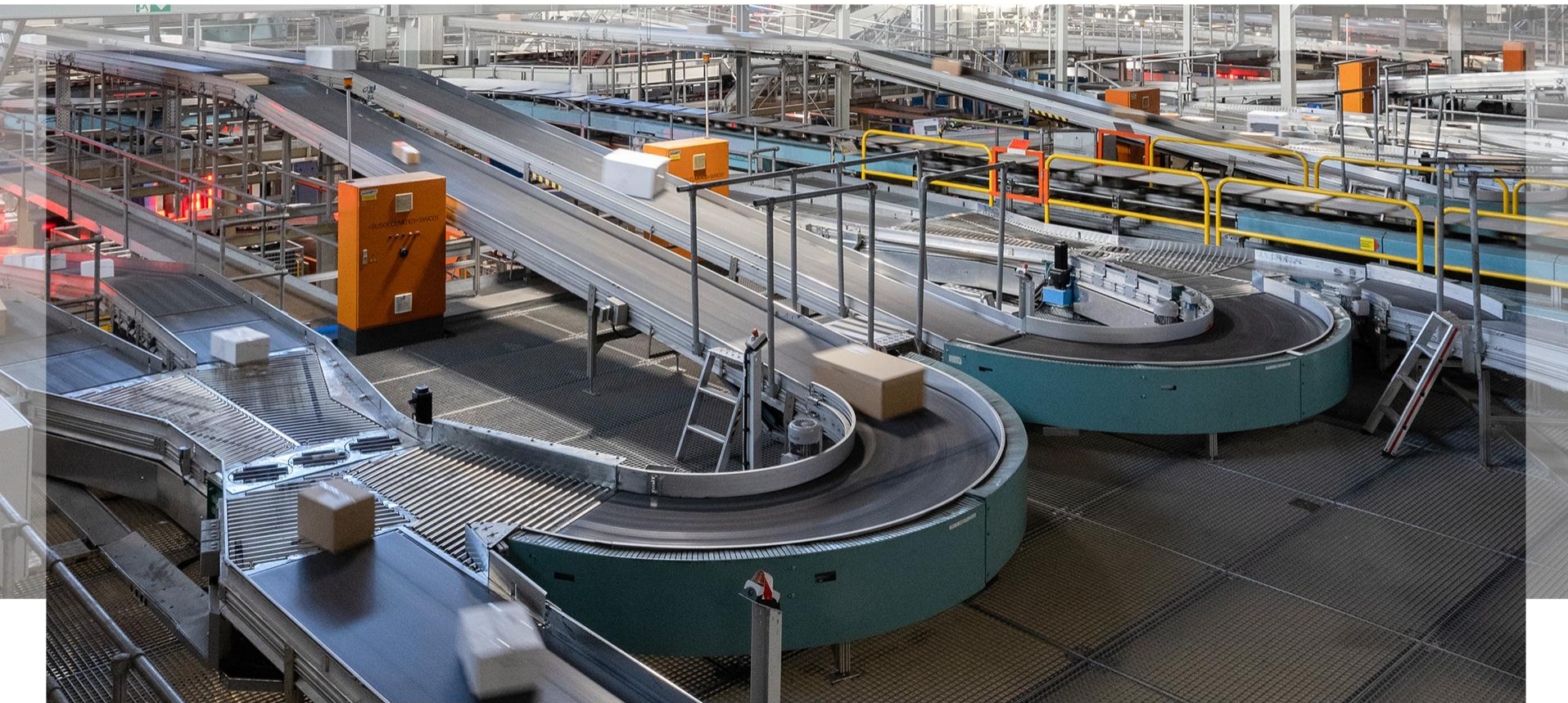
## FLOORING SYSTEMS



|                  |                   |
|------------------|-------------------|
| NET SALES        | CHF 738.2 MILLION |
| EBIT             | CHF 80.5 MILLION  |
| EBIT MARGIN      | 10.9%             |
| EMPLOYEES (FTEs) | 2,673             |
| LEGAL ENTITIES   | 35                |



# MOVEMENT SYSTEMS



# MOVEMENT SYSTEMS

AMONG THE 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

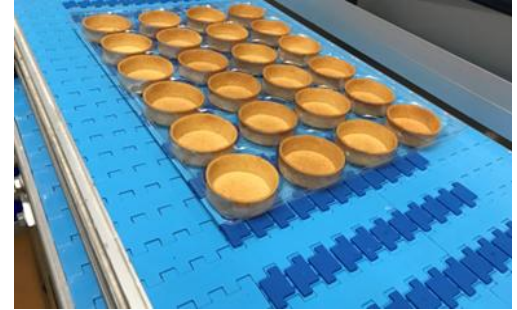
Multi-layered polyester or aramide fabric belts with special combination of coating materials and finishing. They ensure rational material flow and efficient process sequences in all areas of light conveyor technology.



### **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 made from homogenous plastics, connected by hinges, enable conveyor and process functions to be optimally combined. They are an ideal complement to conventional conveyor belts - especially in food production - offering easy cleaning, long service life, and certified food safety.

# PRODUCT RANGE

## MOVEMENT SYSTEMS



### **siegling fullsan**

homogenous belts

Made from durable polyurethane, these belts resist oil, grease, moisture, and bacterial contamination. They are exceptionally easy to clean and perfectly suited for hygiene-critical applications such as dairy, dough preparation, meat, poultry, and other food processing 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**



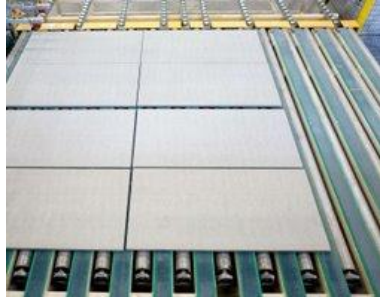
**INDUSTRIAL  
PRODUCTION**

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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



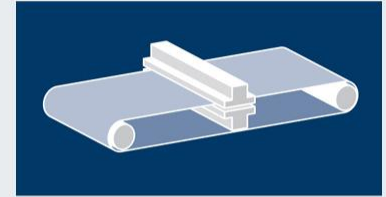
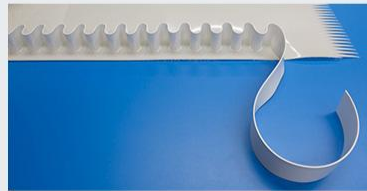
## PRODUCTION

- 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."



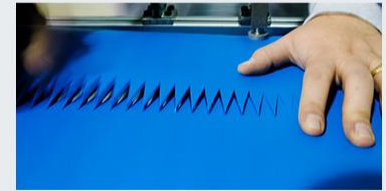
## FABRICATION

- Advanced workshop network for belt engineering
- Product and application specific know-how
- Customized belt fabrication



## SERVICE

- Close to our customers
- Belting expertise
- 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 33 COUNTRIES

### PRODUCTION AND FABRICATION CENTERS

#### ITAPEVI

Brazil

#### PINGHU SHENYANG

China

#### LUNDERSKOV

Denmark

#### GARBSEN HANOVER

Germany

#### FUKUROI

Japan

#### TLALNEPANTLA

Mexico

#### MALACKY

Slovakia

#### WALLBACH

Switzerland

#### CHARLOTTE HUNTERSVILLE

USA



300 sales and service points worldwide

# KEY FIGURES 2025

## MOVEMENT SYSTEMS



|                  |                   |
|------------------|-------------------|
| NET SALES        | CHF 347.2 MILLION |
| EBIT             | CHF 15.4 MILLION  |
| EBIT MARGIN      | 4.4%              |
| EMPLOYEES (FTEs) | 2,383             |
| LEGAL ENTITIES   | 33                |

# MOVEMENT SYSTEMS

## WHAT MAKES OUR CUSTOMERS TRUST

- Broad belting product range in **first-class quality** – from industry standards to customer specific developments
- 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
- Outstanding **research and development capabilities** to drive trend-setting innovations
- Production options for conveyor belting up to a **width of 5 meters**
- Our **quality and environmental management systems** are certified according to ISO 9001, ISO 14001, ISO 45001, and ISO 50001

# RESPONSIBILITY AND SUSTAINABILITY

## FORBO GROUP – SUSTAINABLE PRODUCTS



We offer a growing portfolio of low-impact, certified products that help customers reduce CO<sub>2</sub> and advance circularity:

- **Climate-positive linoleum**, which is climate positive from cradle to gate and low-impact flooring solutions with high recycled content and circular-design features.
- **Flooring lifecycle assessments and Environmental Product Declarations (EPDs)** provide product transparency and support customers' CO<sub>2</sub> reduction goals.
- **Sustainable belting solutions**, such as certified Amp Miser™ 2.0 Energy Saving conveyor belts, reduce material impact and improve operational efficiency.
- **Integrating recycled and bio-based material inputs** in new belt developments to lower reliance on virgin materials.

### MOVEMENT SYSTEMS

**2025** **2** new conveyor belts using 100% recycled polyester fabric and bio-based coatings

**VMI Sustainability Supplier Award** for sustainable belting

### FLOORING SYSTEMS

**44%** average recycled content across the flooring portfolio

**27%** of m<sup>2</sup> sold are climate-positive cradle to gate without offsetting

# RESPONSIBILITY AND SUSTAINABILITY

## FORBO GROUP – OUR APPROACH



Responsibility and sustainability are embedded in how we operate, innovate, and create long-term value across the Forbo Group.

**We are committed to reducing our environmental footprint, supporting our people, and ensuring responsible, transparent governance throughout the value chain.**

Our key ESG levers, from carbon footprint and circularity to people, culture, transparency and responsible conduct, guide our actions with a clear focus on our most material topics across:

ENVIRONMENT | SOCIAL | GOVERNANCE

### Our key levers at a glance<sup>1)</sup>



<sup>1)</sup> Numbers refer to the UN Sustainable Development Goals (SDGs). The SDGs shown reflect those most relevant to Forbo in the context of our business activities and value chain.

# RESPONSIBILITY AND SUSTAINABILITY

## FORBO GROUP – ENVIRONMENT



Our environmental strategy focuses on decarbonization, circular resource use, and responsible operations across the entire value chain:

- **We reduce our environmental footprint** through targeted CO<sub>2</sub> reductions, renewable energy, and circularity initiatives.
- **Our decarbonization pathway** leads to measurable progress across Scopes 1–3.
- **Continuous investments in R&D and technology** enhance the environmental performance of our products and processes.
- **Responsible product sourcing** wherever possible aligns our customers' quality expectations with environmental care.

2025

**-26%**

Scope 1 & 2 emissions\*

**95%**

of purchased electricity is from renewable sources

**-29.3%**

reduction of CO<sub>2</sub> emissions per m<sup>2</sup> of product\*



\*in 2025, compared to baseline 2023

# RESPONSIBILITY AND SUSTAINABILITY

## FORBO GROUP – SOCIAL



People and culture are at the heart of our success, shaping a safe, inclusive, and development-driven workplace:

- **Unlocking people's potential:** Growth is driven by empowering our people, strengthening collaboration, and building a leadership culture based on trust and initiative (improved LTIFR, zero fatalities and rising diversity).
- **Developing skills and connection:** Focused training, open dialogue, and cross-team collaboration enable employees to grow, contribute, and shape a strong, inclusive culture.
- **Embedding sustainability in daily work:** Employees actively support emission reduction, circularity, and responsible practices, creating long-term value for the business and society.

2025

5.8

groupwide lost time injury frequency rate

21,600+

training sessions completed

11

senior roles filled internally



# RESPONSIBILITY AND SUSTAINABILITY

## FORBO GROUP – GOVERNANCE



Strong governance ensures compliant, efficient and responsible operations across our global manufacturing footprint:

- **ISO-certified management systems** across major sites ensuring compliant, efficient and future-ready operations.
- **Code of Conduct** defining ethical, social, environmental and anti-corruption standards.
- **Risk management** integrating climate-related and ESG risks across the value chain.
- **Regular audits** securing compliance with legal requirements and internal policies.
- **Forbo Integrity Line** enables stakeholders to anonymously report suspected misconduct.
- **Human rights and labor standards** are aligned with international standards.

2025

29

languages are provided by Forbo Integrity Line

81%

of our suppliers operate in low-risk countries (corruption)

86%

of our suppliers operate in low-risk countries (child labor)



# 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.



**FORBO GROUP**

COMPANY PRESENTATION – THE INTERFACE WITH DAILY LIFE



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

flooring. movement.