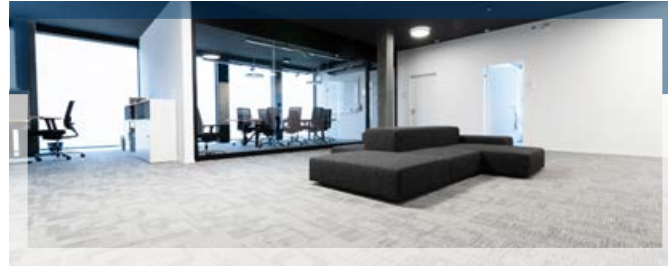


FLOORING SYSTEMS



MOVEMENT SYSTEMS



## 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 5,400 people and has an international network of 25 production and distribution companies, 6 fabrication centers and 48 sales organizations in a total of 38 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

2019

NET SALES	CHF 1,282.2 m
EBIT	CHF 176.3 m
EBIT MARGIN	13.7%
GROUP PROFIT	CHF 138.3 m
NET CASH	CHF 217.5 m
FREE CASHFLOW	CHF 150.6 m
EQUITY RATIO	61.7%
EARNINGS PER SHARE (UNDILUTED)	CHF 86.33
DIVIDEND 2020	CHF 23.00
STOCK MARKET CAPITALIZATION (DECEMBER 31, 2019)	CHF 2,719.2 m
EMPLOYEES (FTEs, JUNE 30, 2020)	5,457

## 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.

## 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 2019

NET SALES	CHF 870.5 m
EBIT	CHF 135.8 m
EBIT MARGIN	15.6%
EMPLOYEES (FTEs, JUNE 30, 2020)	3,003

## 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 pasta | 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 | furniture and veneer processing | furniture | marble and stone | ceramics and gypsum plasterboard | insulation and glass production

**LOGISTICS**  
 Airports | distribution centers | checkstands | cold storage houses | intralogistics (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 2019

NET SALES	CHF 411.7 m
EBIT	CHF 49.8 m
EBIT MARGIN	12.1%
EMPLOYEES (FTEs, JUNE 30, 2020)	2,415

## 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 and 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



## 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

### 15 MANUFACTURING SITES IN 7 COUNTRIES

LOCAL ENTITIES IN 26 COUNTRIES

Sales offices in Europe, Americas as well as Asia/Pacific

- 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  
Kirkcaldy  
Ripley  
Telford

#### USA

Hazleton

## PRODUCTION SITES MOVEMENT SYSTEMS

### 10 ROLL PRODUCTION SITES AND 6 FABRICATION CENTERS IN 9 COUNTRIES

LOCAL ENTITIES IN 32 COUNTRIES

More than 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

flooring. movement.

