

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

We offer our clients tailored, innovation-led solutions distinguished by functionality, quality, design, and sustainability. The company employs about 5,050 people and operates an international network of 25 production and distribution companies, 6 fabrication centers, and 47 dedicated sales organizations across 39 countries.

Forbo is headquartered in Baar, in the canton of Zug, Switzerland.

# WHAT FORBO STANDS FOR

We are purpose-driven and committed to embedding sustainability across our business, aligning environmental and social responsibility with innovation and our economic objectives to deliver profitable long-term growth. Sustainability has been an integral part of Forbo's business since the late nineteenth century, notably through our long-standing linoleum business, and continues to shape our strategy and actions today. Our performance is underpinned by the expertise, engagement, and continuous development of our employees.

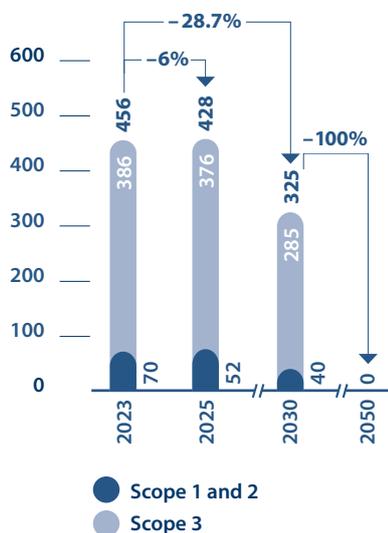
Forbo pursues global leadership positions in clearly defined market segments by delivering exceptional value through customer-focused innovation, sustainable solutions, and digital transformation, supported by a globally trusted brand. Our strong market positions in Europe and the United States reflect our commitment to quality and reliability, while we continue to expand in high-growth regions to meet evolving global demand. Across both divisions, we combine advanced technology with deep market insight to offer products that consistently exceed expectations in performance, design, and environmental responsibility, creating lasting value for our customers and long-term growth for our investors.

At Flooring Systems, we provide long-lasting flooring solutions that combine design, functionality, and sustainability. We are committed to reducing our environmental footprint through circular production methods, the use of renewable materials, and the development of products that contribute to healthier indoor environments.

At Movement Systems, we sustainably expand our production capacities and co-develop innovative conveyor belt solutions with our customers. These solutions reduce energy consumption, improve productivity, and ensure efficient, reliable operations, helping our customers achieve long-term performance and responsible growth.

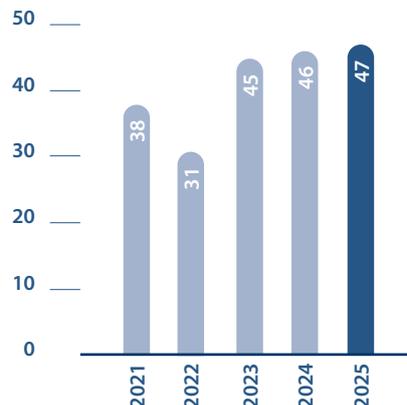
## CO<sub>2</sub> net-zero target

CO<sub>2</sub> emission (KT/CO<sub>2</sub>e) –  
Scope 1, 2 and 3



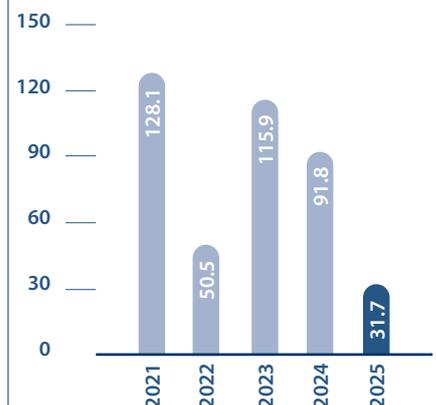
## Investments

CHF million



## Free cash flow

CHF million



# 2025 IN BRIEF

The year 2025 was marked by a challenging global environment. Rising tariffs and trade tensions weighed on business confidence worldwide. Europe continued to face structural pressures, including high energy costs and regulatory burdens, while fiscal constraints limited economic flexibility. In the United States, inflation expectations dampened investment and consumption. China's weak construction market and declining exports further slowed growth. This fragile environment also led to a continued appreciation of the Swiss franc.

Operationally, Forbo advanced key initiatives: Movement Systems expanded its manufacturing capacity in Japan, while Flooring Systems strengthened its presence in the United States. These measures reduced exposure to trade barriers and increased supply chain resilience. At the same time, key innovations were brought to market readiness, further strengthening Forbo's long-term competitiveness.

Sustainability remains a core pillar of Forbo's strategy. In 2025, ESG reporting was further strengthened, and progress continued across sustainable products, process optimization, energy efficiency, and circularity.

We continue to report a very strong balance sheet, further strengthening our equity ratio. The Group is debt-free and has a net cash position. This underpins our financial flexibility and supports the disciplined pursuit of value-accretive growth opportunities.

**Net sales**  
CHF million

**1,085.4**

– 0.3%

in local currencies

**EBIT**  
CHF million

**87.8**

– 27.2%

**EBIT margin**  
%

**8.1**

– 2.6% POINTS

**Profit**  
CHF million

**68.9**

– 27.5%

**Net cash**  
CHF million

**90.2**

– 17.3%

**Equity ratio**  
%

**66.8**

+ 2.7% POINTS

**Net sales**  
CHF million



**EBIT**  
CHF million



**EBITDA**  
CHF million



**Profit**  
CHF million



**Earnings per share**  
(undiluted) CHF



**ROIC**  
%



**26%**

Forbo Group 26% reduction in Scope 1 and Scope 2 greenhouse gas emissions since 2023 (Base Year)

**2.5%**

Forbo Group 2.5% reduction in Scope 3 greenhouse gas emissions since 2023 (Base Year)



**marmoleum®**  
climate positive  
CRADLE TO GATE

climate-positive  
linoleum



Conveyor belt with bio-based PVC and plasticizers

# FORBO IN FIGURES

The table below provides a compact overview of the key financial and operational company metrics for the reporting year compared to the previous year.

	2025	2024
<b>Income statement</b>	CHF m	CHF m
Net sales	1,085.4	1,122.0
Flooring Systems	738.2	765.6
Movement Systems	347.2	356.4
Operating profit before depreciation and amortization (EBITDA)	136.8	166.3
Operating profit (EBIT)	87.8	120.6
Profit	68.9	95.1
<b>Balance Sheet</b>	CHF m	CHF m
Total assets	971.9	975.8
Segment non-current assets	380.9	377.5
Shareholders' equity	649.6	626.0
Net cash <sup>1)</sup>	90.2	109.1
<b>Cash flow statement</b>	CHF m	CHF m
Cash flow from operating activities	74.0	135.6
Cash flow from investing activities	-42.3	-43.8
Free cash flow	31.7	91.8
<b>Key ratios</b>	%	%
ROS (EBITDA/net sales)	12.6	14.8
Equity ratio (shareholders' equity/total assets)	66.8	64.1
Gearing (net debt/shareholders' equity)	-13.9	-17.4
<b>Employees (as at December 31)</b>	Number	Number
Total full-time equivalents	5,100	5,059
<b>Ratios per share</b>	CHF	CHF
Earnings per share (undiluted) <sup>4)</sup>	48.75	67.45
Equity (undiluted)	457.77	443.86
Dividend	25.00 <sup>2)</sup>	25.00 <sup>3)</sup>
<b>Stock market capitalization (as at December 31)</b>	CHF m	CHF m
Stock market capitalization <sup>5)</sup>	1,240.2	1,065.0

<sup>1)</sup> Cash and cash equivalents, plus short-term investments, less interest-bearing liabilities, excluding leasing liabilities.

<sup>2)</sup> The Board of Directors proposes to the Ordinary General Meeting of April 2, 2026, the distribution of a dividend in the amount of CHF 25.00 per registered share.

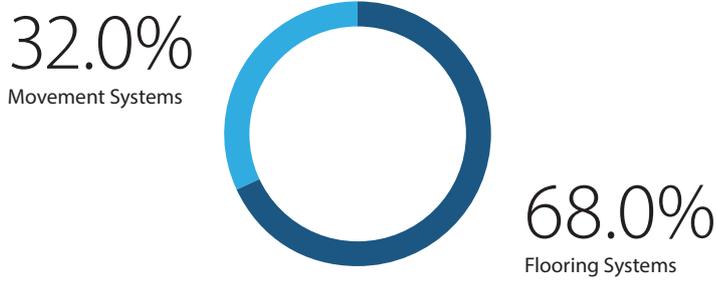
<sup>3)</sup> Approval of a dividend of CHF 25.00 per registered share at the Ordinary General Meeting of April 4, 2025.

<sup>4)</sup> See note 11 'Earnings per share' on page 180 of the Financial Report.

<sup>5)</sup> Total number of shares less treasury shares multiplied by year-end share price.

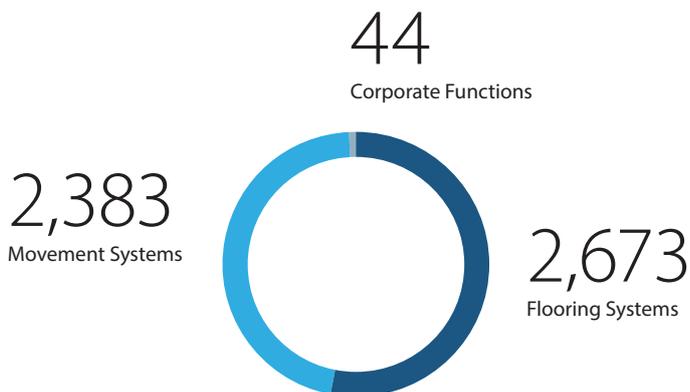
## Net sales by division

	2025 number	Change on previous year		in % of total
		in local currencies		
		in %	in %	
Flooring Systems	738.2	-3.6	-1.2	68.0
Movement Systems	347.2	-2.6	1.7	32.0
<b>Total</b>	<b>1,085.4</b>	<b>-3.3</b>	<b>-0.3</b>	<b>100.0</b>



## Full-time equivalents by division

	2025 number	Change on previous year		in % of total
		year in %		
Flooring Systems	2,673	-0.6		52.4
Movement Systems	2,383	2.3		46.7
Corporate	44	4.8		0.9
<b>Total</b>	<b>5,100</b>	<b>0.8</b>		<b>100.0</b>





### Operating profit

Declining sales, lower capacity utilization, the appreciation of the Swiss franc, and higher costs had a negative effect on the operating result. At the same time, we made targeted investments in sales and innovation to lay the foundation for future growth and to strengthen our market position sustainably. Earnings before depreciation and amortization (EBITDA) decreased by 17.7% to CHF 136.8 million (previous year: CHF 166.3 million). Operating profit (EBIT) amounted to CHF 87.8 million, which is 27.2% lower than the previous year's figure (previous year: CHF 120.6 million). This resulted in an EBITDA margin of 12.6% (previous year: 14.8%) and an EBIT margin of 8.1% (previous year: 10.7%).

### EBITDA by division

	2025 CHF m	Change on previous year in %	-25	0	25	50	75	100	125
Flooring Systems	107.4	-13.2							
Movement Systems	36.7	-27.8							
Corporate	-7.3	12.0							

### EBIT by division

	2025 CHF m	Change on previous year in %	-25	0	25	50	75	100	125
Flooring Systems	80.5	-18.7							
Movement Systems	15.4	-49.3							
Corporate	-8.1	8.0							

### Profit, cash flow, and investments

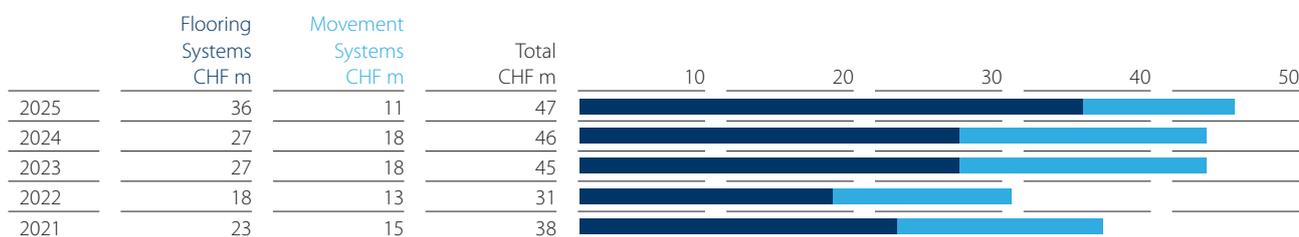
As a result of the lower operating profit and a reduced tax rate of 20.7% (previous year: 21.8%), Forbo generated a profit of CHF 68.9 million (previous year: CHF 95.1 million), corresponding to a decline of –27.5%. Undiluted earnings per share decreased by –27.7% to CHF 48.75 (previous year: CHF 67.45).

The Group's total investments in property, plant, equipment, and intangible assets in 2025 came to CHF 47.0 million (previous year: CHF 46.1 million). They were fully financed by the operating cash flow of CHF 74.0 million (previous year: CHF 135.6 million). In total, 56% of the investments were for replacements and 44% for rationalization and expansions.

**Flooring Systems** invested CHF 35.6 million (previous year: CHF 27.1 million). As in the previous year, a significant part of this went towards expanding the Flotex flooring plant in the US.

**Movement Systems** invested CHF 11.4 million (previous year: CHF 18.1 million). A substantial share of these funds went towards modernizing the production site in Fukuroi in Japan.

## Investments 2021 – 2025



## Free cash flow



### Balance sheet and dividend

Forbo continues to have a solid balance sheet. The equity ratio amounted to 66.8% at the end of 2025 (previous year: 64.1%). Forbo is debt-free and has a net cash position as well as treasury shares. Against this backdrop, the Board of Directors will propose to the Forbo Ordinary General Meeting an unchanged dividend of CHF 25.00 per share.

## Personnel

At the end of 2025, the Forbo Group consisted of 5,100 full-time equivalents, 41 more than at the end of the previous year.

### Full-time equivalents by geographic area

	2025 in %	Change on previous year in %	2025 number	200	400	600	800	1,000
Switzerland	3.5	-2.2	176					
Germany	12.1	2.2	615					
France	7.6	-1.3	390					
Benelux	18.5	-0.6	943					
Scandinavia	3.3	-0.6	170					
Great Britain and Ireland	9.0	-3.0	459					
Other countries Europe	15.7	7.8	801					
<b>Europe</b>	<b>69.7</b>	<b>1.2</b>	<b>3,554</b>					
USA	11.1	1.4	568					
Other countries Americas	4.2	1.9	213					
<b>Americas</b>	<b>15.3</b>	<b>1.6</b>	<b>781</b>					
<b>Asia/Pacific and Africa</b>	<b>15.0</b>	<b>-1.5</b>	<b>765</b>					
<b>Total</b>	<b>100.0</b>	<b>0.8</b>	<b>5,100</b>					