

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



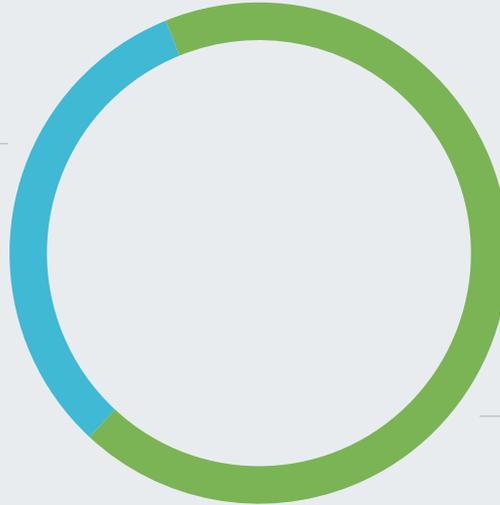
TOTAL

CHF 1,085.4 MILLION

MOVEMENT SYSTEMS

CHF 347.2 MILLION

32.0%



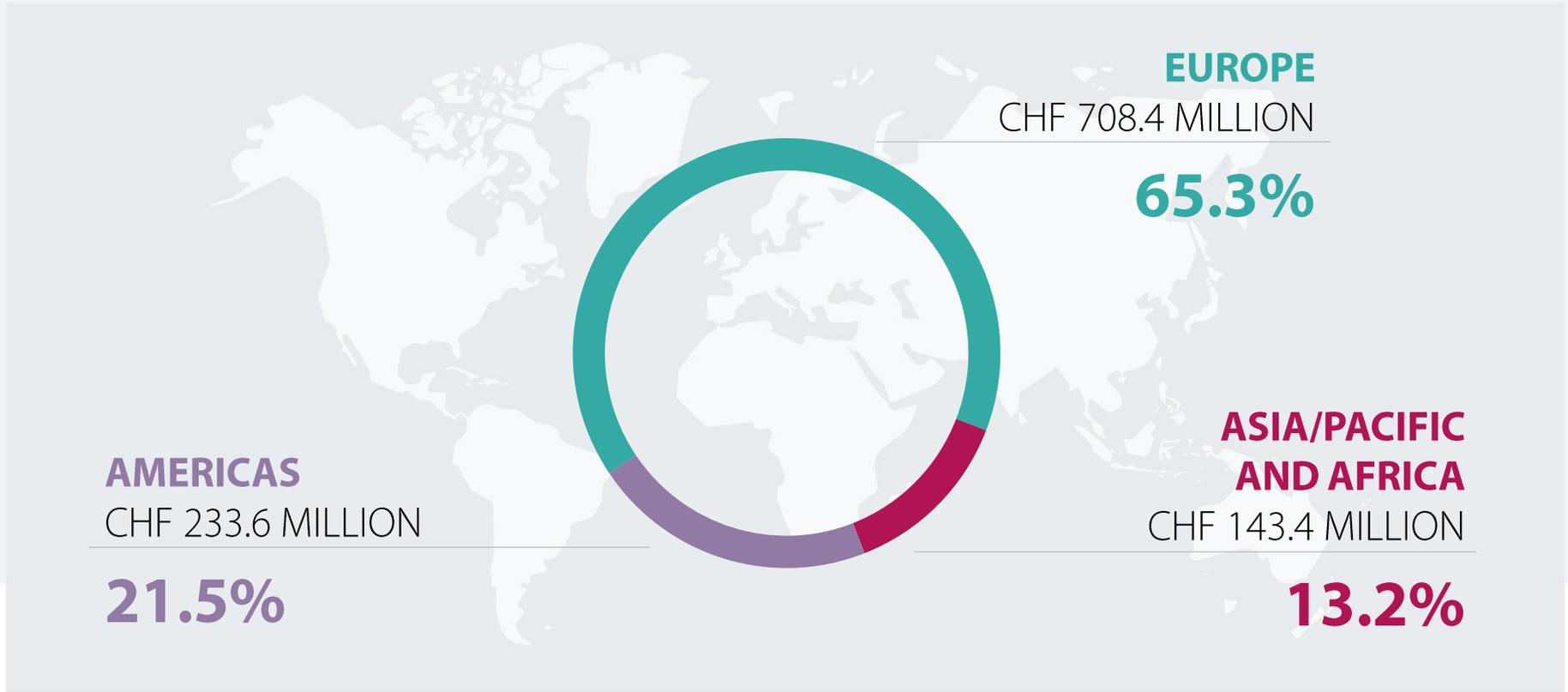
FLOORING SYSTEMS

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

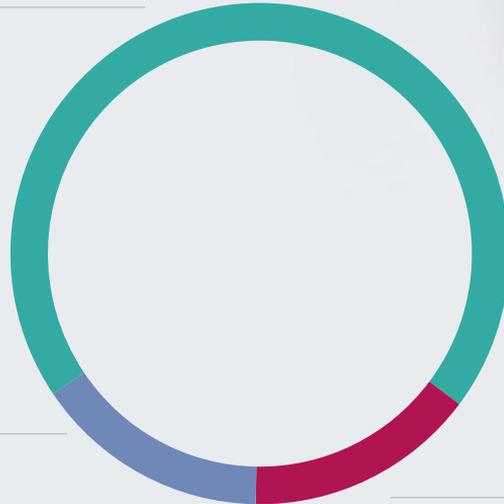
3,554

69.7%

AMERICAS

781

15.3%



**ASIA/PACIFIC
AND AFRICA**

765

15.0%





JOHANNES HUBER
CHIEF EXECUTIVE OFFICER



JEAN-MICHEL WINS
EXECUTIVE VICE PRESIDENT
FLOORING SYSTEMS



MARC DEIMLING
EXECUTIVE VICE PRESIDENT
MOVEMENT SYSTEMS



PETER GERMANN
CHIEF FINANCIAL OFFICER
AD INTERIM

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, 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.

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.

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.

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.

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
- CO₂ 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

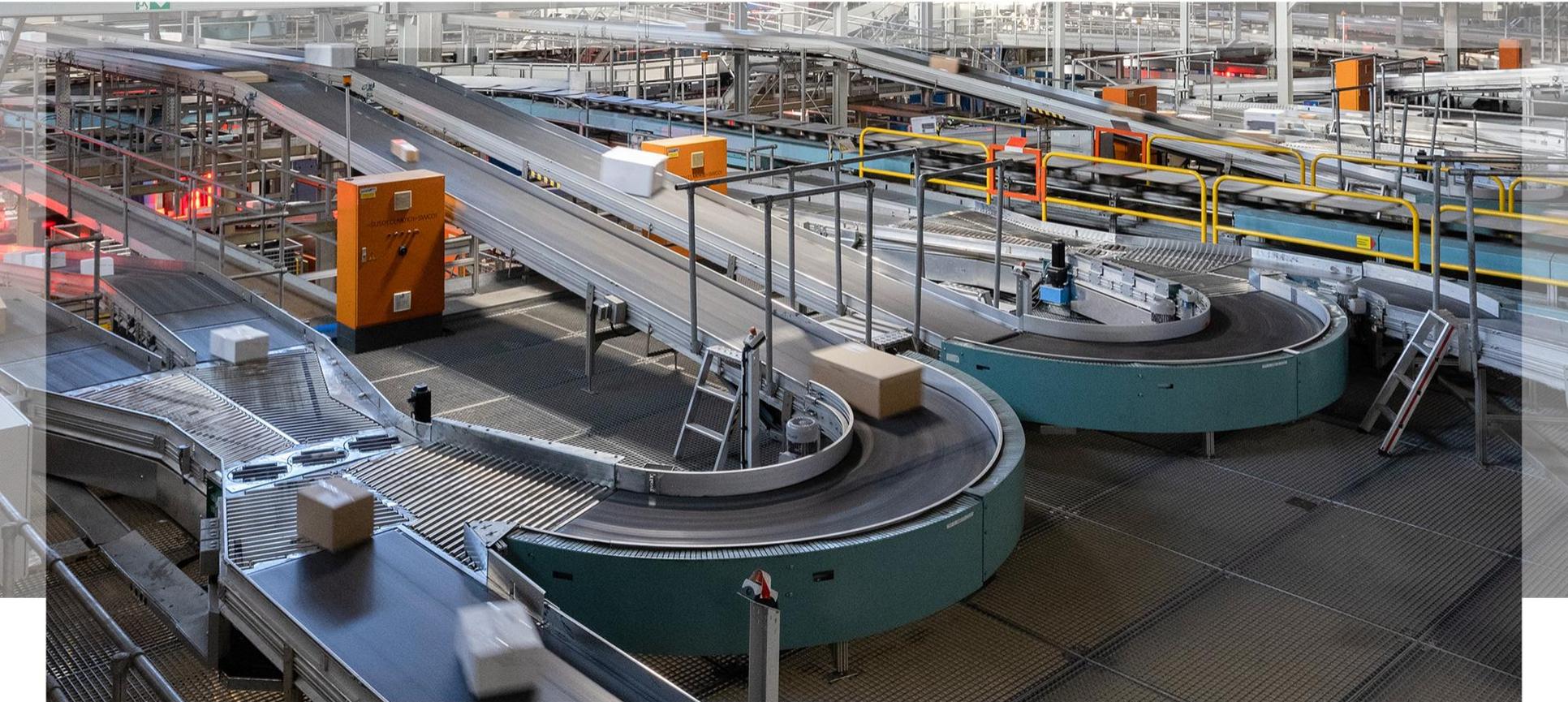
KEY FIGURES 2025

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**

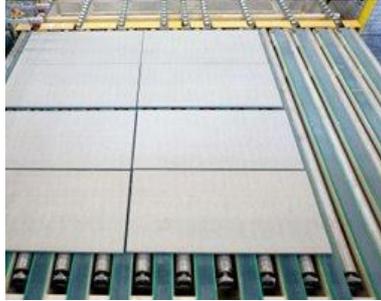


**INDUSTRIAL
PRODUCTION**

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



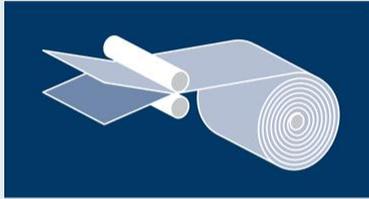
SPORTS



TEXTILES

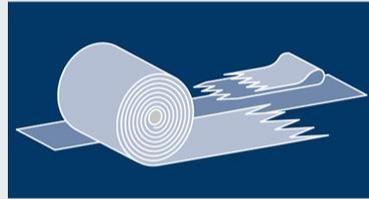
We are connecting flows of goods and people; in factories, supermarkets, bakeries and airports, at postal hubs and printworks.

VALUE CREATION CHAIN – FROM FABRIC TO FITTED BELTS



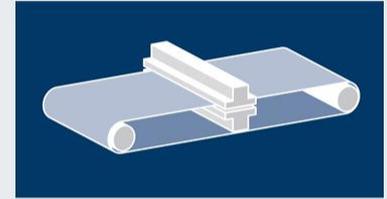
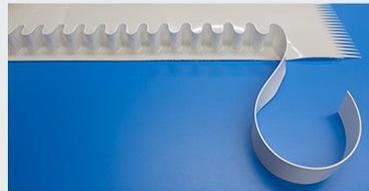
PRODUCTION

- 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

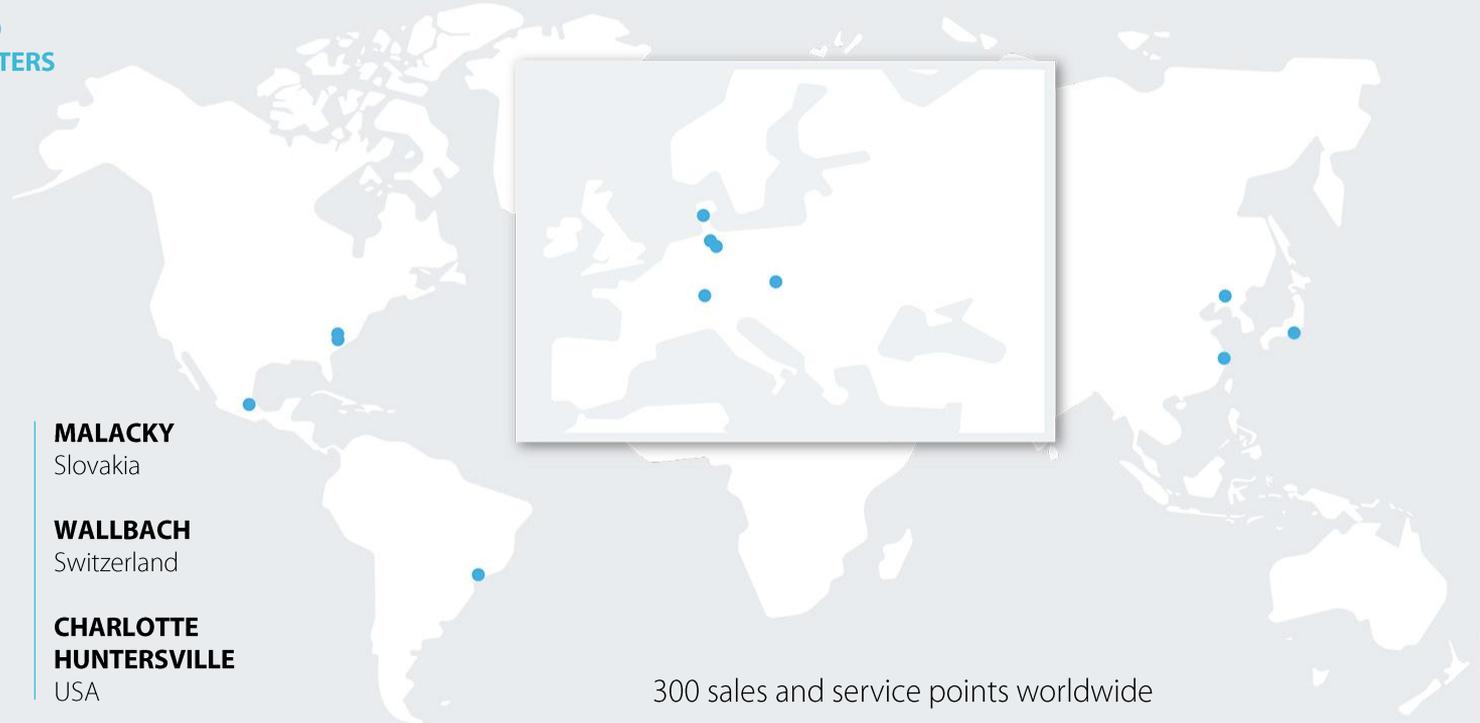
FUKUROI
Japan

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 CO₂ 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' CO₂ 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 m² 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 glance¹⁾



¹⁾ 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 CO₂ 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 CO₂ emissions per m² 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



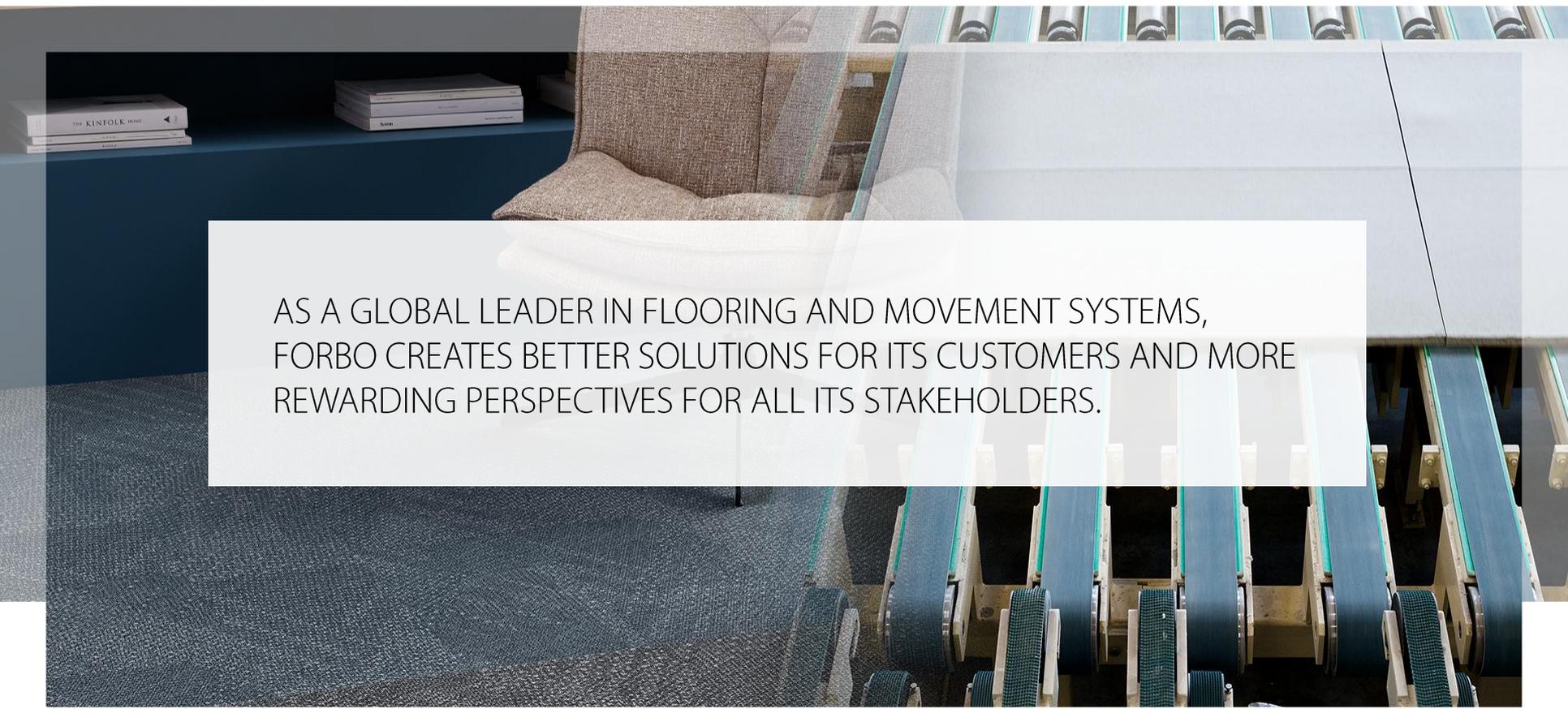
Growth does not just mean enlargement – it is also getting better. Better at deploying the potential of our employees, our resources and meeting the requirements of our fast-changing world.

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.