

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 5,100 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



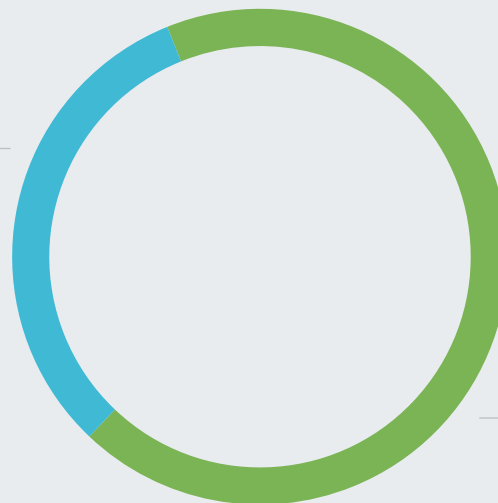
TOTAL

CHF 1,122.0 MILLION

MOVEMENT SYSTEMS

CHF 356.4 MILLION

31.8%



FLOORING SYSTEMS

CHF 765.6 MILLION

68.2%

NET SALES 2024

FORBO GROUP – BY GEOGRAPHIC AREAS



EUROPE

CHF 708.4 MILLION

63.1%

ASIA/PACIFIC AND AFRICA

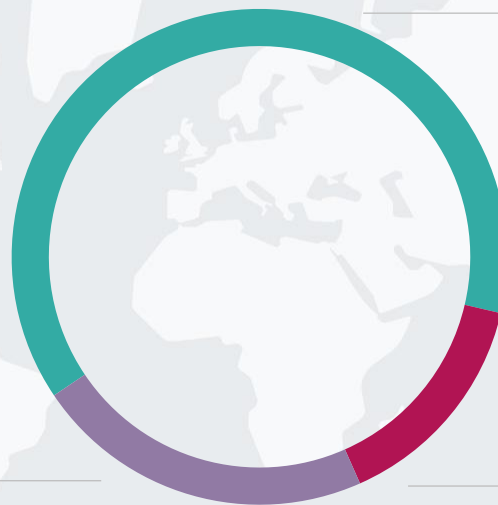
CHF 164.2 MILLION

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

EMPLOYEES

FORBO GROUP FTEs – BY GEOGRAPHIC AREAS



EUROPE

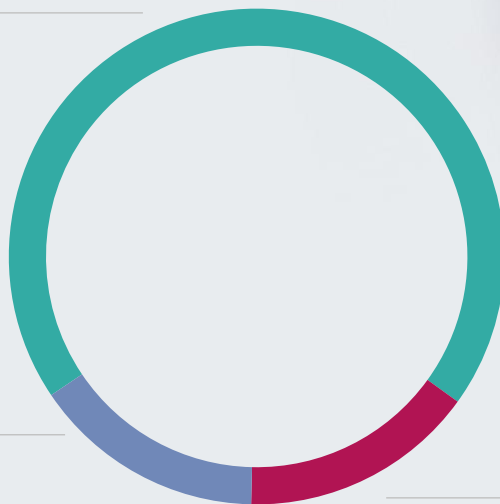
3,513

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.

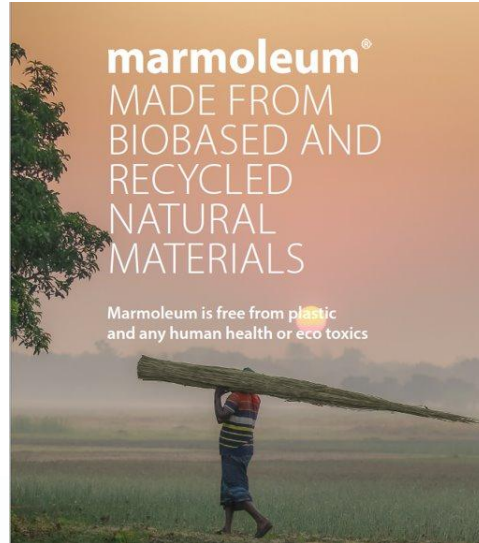
PRODUCT RANGE

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.

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 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

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

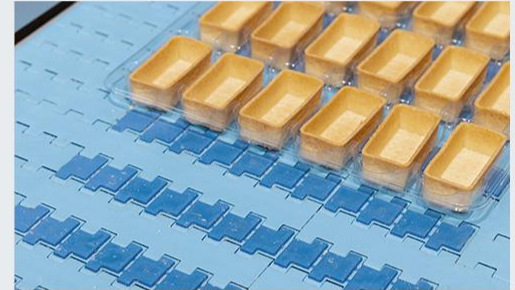
Multi-layered polyester or aramide fabric belts with special combination of coating materials and finishing. They ensure rational material flow and efficient process sequences in all areas of light conveyor technology.



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



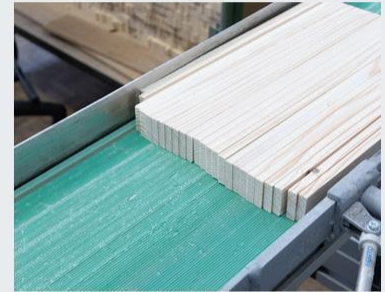
LOGISTICS / AIRPORTS



FOOD



**PAPER AND
PAPER PRINTING**

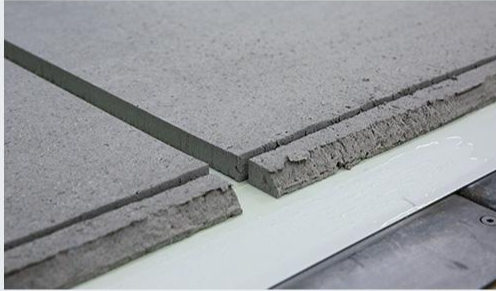


**INDUSTRIAL
PRODUCTION**

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



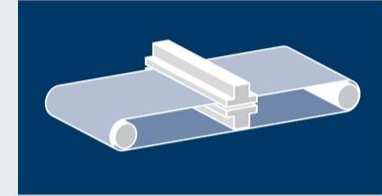
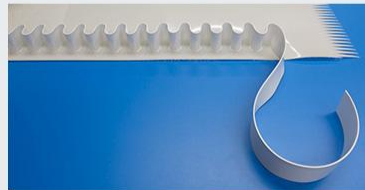
PRODUCTION

- 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“



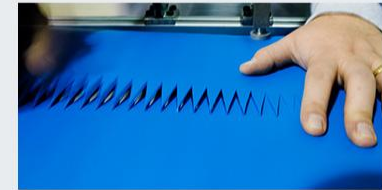
FABRICATION

- Advanced workshop network
- 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

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 CO₂ 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 CO₂ 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 CO₂ 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.

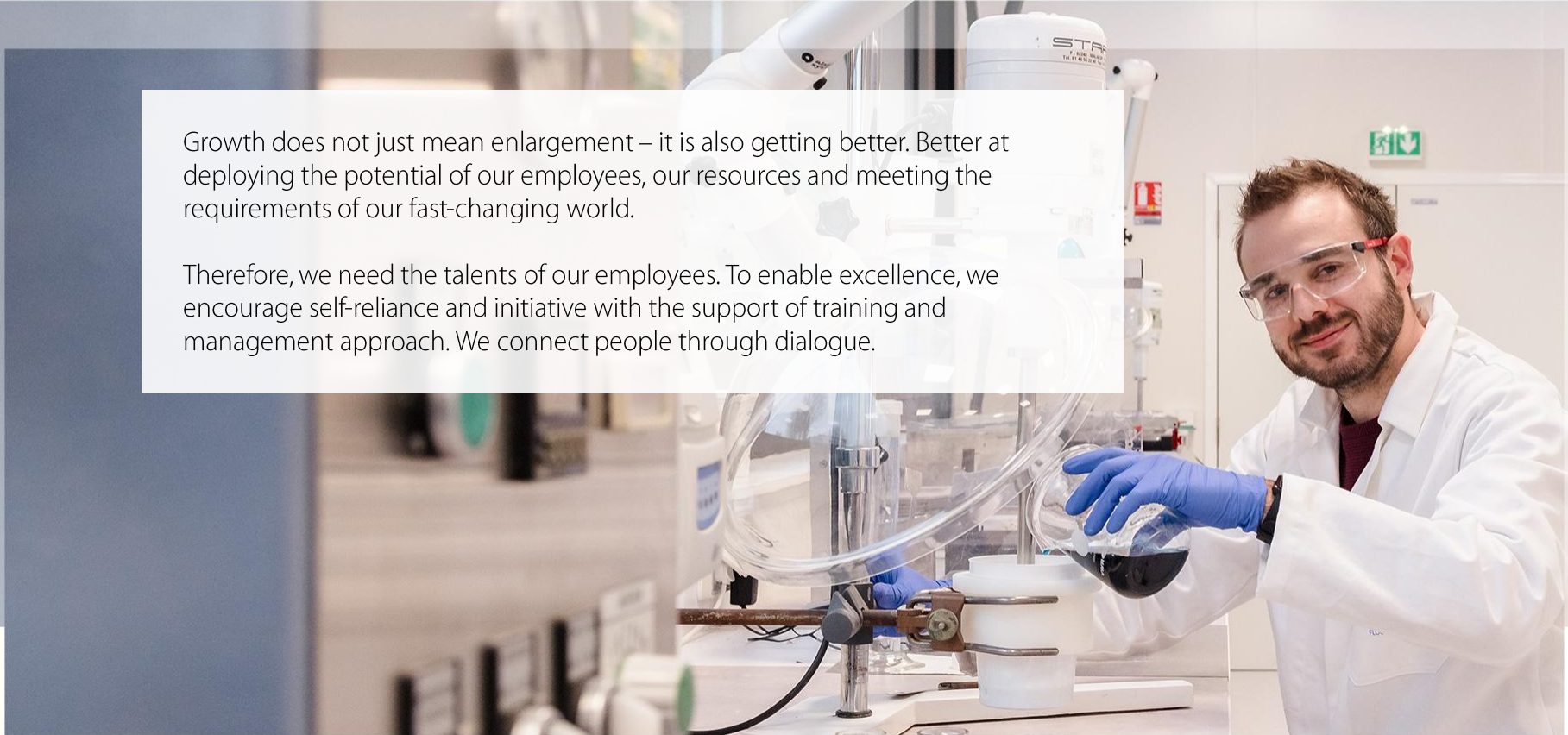
RESPONSIBILITY AND SUSTAINABILITY

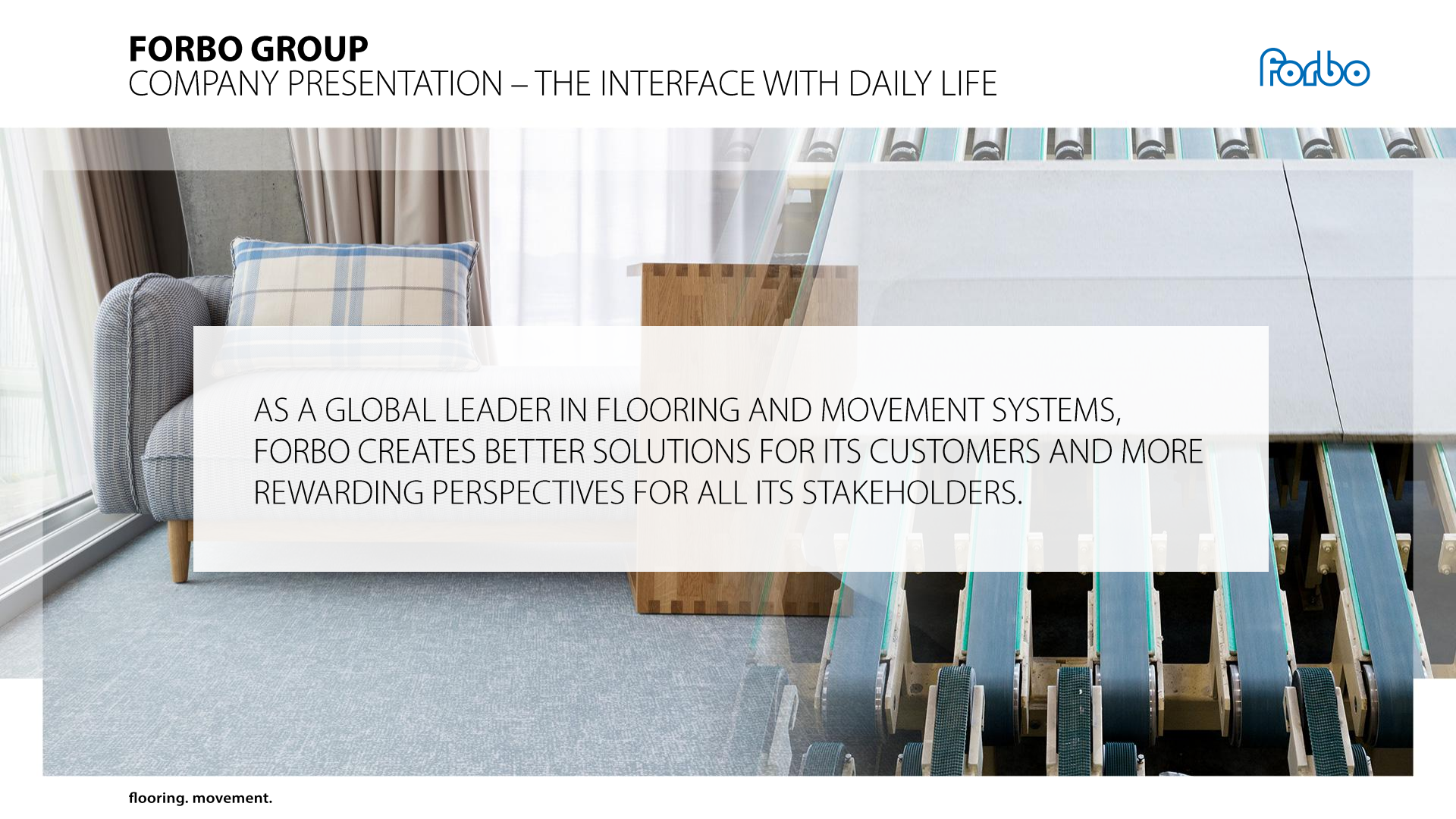
FORBO GROUP



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.