

SUSTAINABLE VALUE CREATION

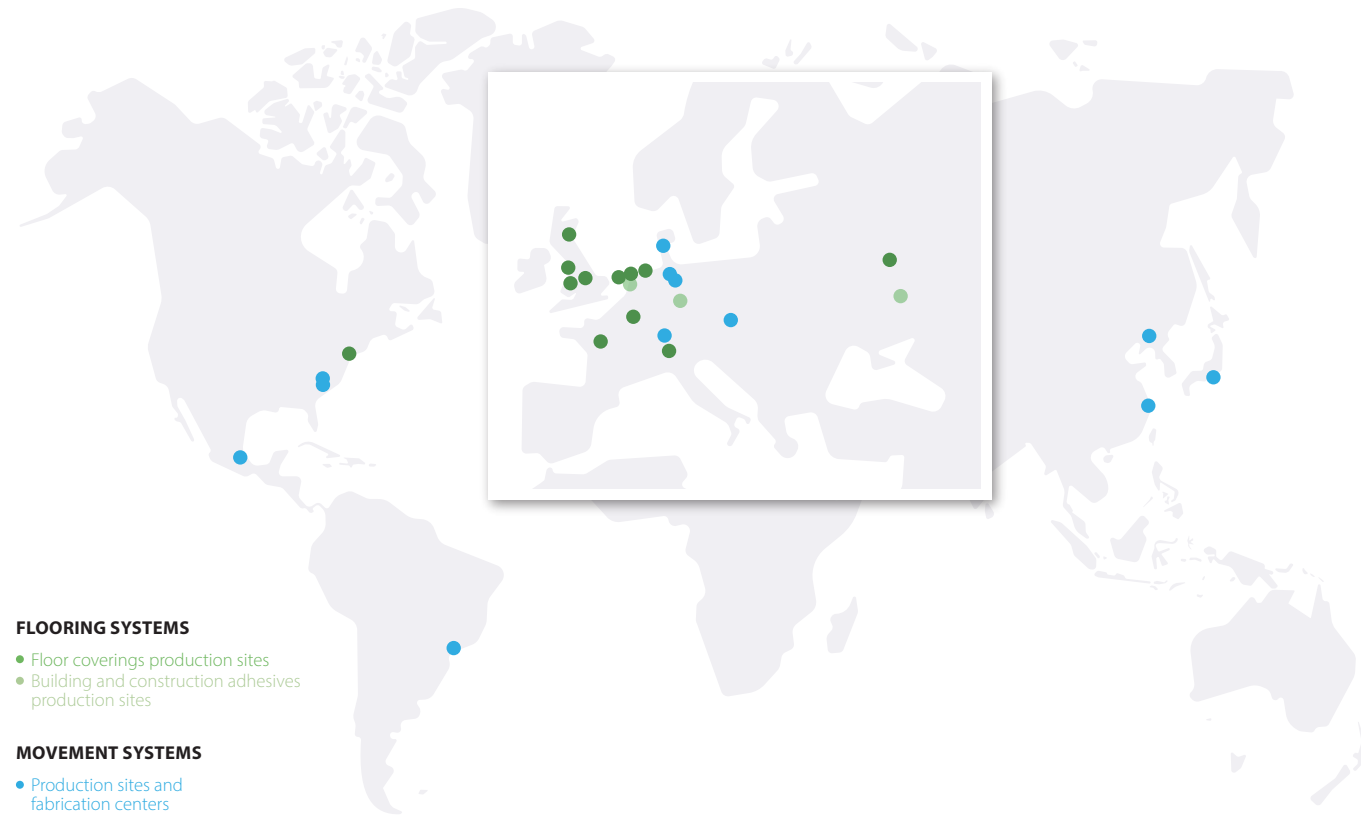
Social responsibility and environmental protection are fundamental Forbo values. We are committed to protecting the environment and investing in a sustainable future. As a responsible manufacturer and employer, Forbo sets very high standards for health, safety, the environment and quality.

SOCIAL DIMENSION. Forbo promotes appropriate skills and competencies at all organizational levels and supports this internally through training and educational activities. The divisions provide internal trainings in a wide range of areas covering products and applications, sustainability, sales and marketing, finance, operations, software application programs, project management, strategy content and implementation as well as guidance on Forbo values. Continuous, intensive training in health and safety includes measures relating to accident prevention, risk awareness, and occupational health and safety.

In collaboration with the University of St. Gallen, other external partners and internal specialists, a practice oriented training program is being offered on Group level for senior managers, persons in key positions, and junior managers. It consists of various modules with the aim to improve leadership and management skills so that managers are equipped to meet ever higher requirements and to make a direct contribution to the sustainable success of Forbo.

ENVIRONMENTAL DIMENSION. Preserving the environment and generating environmental 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 linoleum floor coverings are made from natural raw materials. They are biodegradable and climate-positive (cradle to gate), without offsetting. In the manufacture of its heterogenous vinyl floor coverings, Forbo uses phthalate-free plasticizers of the latest generation. The Movement Systems BioBelt is a conveyor belt made of 20 percent or more renewable raw materials. The AmpMiser conveyor belt enables energy savings of up to 50 percent. In 2024, the CO₂ emissions (Scope 1 and 2) were reduced per square meter produced by 2.5% compared to the previous year.

ECONOMIC DIMENSION. As a listed company, Forbo also engages intensively with the economic dimension 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. Regular training on the Code of Conduct, competition law, the fight against corruption, respectful behavior, and various topics relating to IT security and data protection is provided across the entire Group. The module on respectful behavior addresses and raises awareness regarding discrimination, bullying, and sexual harassment in the workplace.



FLOORING SYSTEMS

- Floor coverings production sites
- Building and construction adhesives production sites

MOVEMENT SYSTEMS

- Production sites and fabrication centers

PRODUCTION SITES FLOORING SYSTEMS

15 manufacturing sites in 7 countries

Local entities in 27 countries

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

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

BRAZIL

Itapevi

CHINA

Pinghu
Shenyang

DENMARK

Lunderskov

GERMANY

Garbsen
Hannover

JAPAN

Fukuroi

MEXICO

Tlalnepantla

SLOVAKIA

Malacky

SWITZERLAND

Wallbach

USA

Charlotte NC
Huntersville NC

CONTACT ADDRESSES

FLOORING SYSTEMS

Forbo Flooring B. V.
Industrieweg 12
P.O. Box 13
NL-1560 AA Krommenie

Phone +31 756 477 477

www.forbo.com/flooring

MOVEMENT SYSTEMS

Forbo Siegling GmbH
Lilienthalstrasse 6/8
P.O. Box 5346
DE-30179 Hannover

Phone +49 511 6704 0

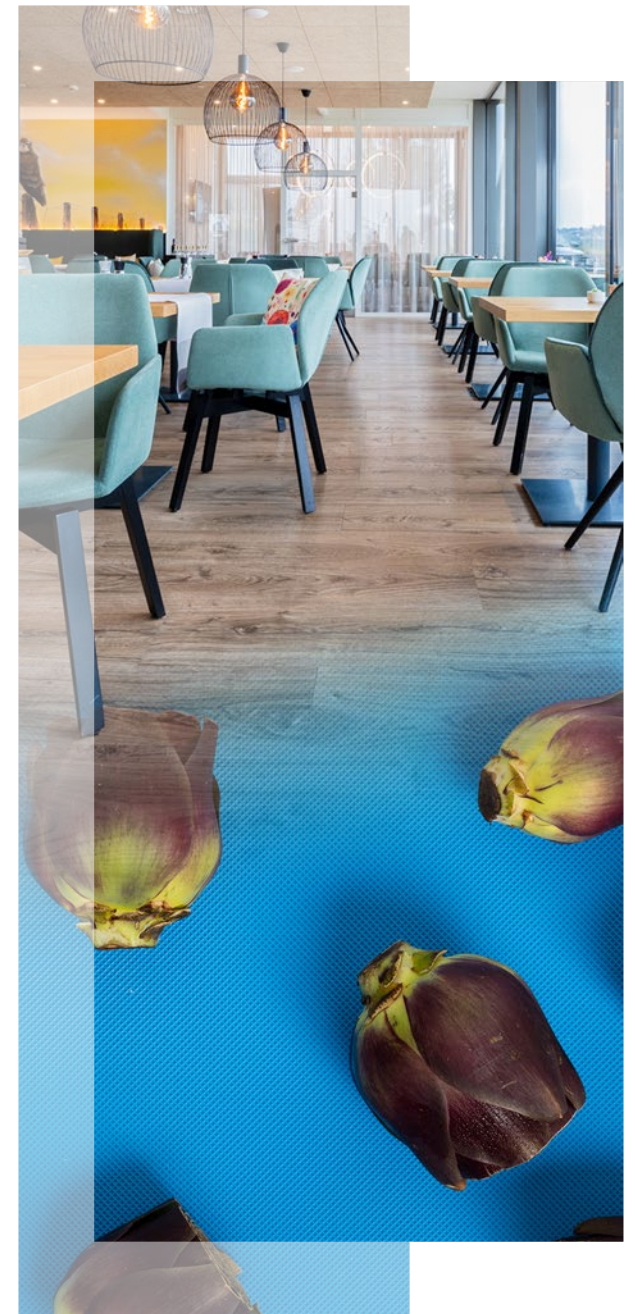
www.forbo.com/movement

FORBO MANAGEMENT LTD

Lindenstrasse 8
P.O. Box 1339
CH-6341 Baar

Phone +41 58 787 25 25

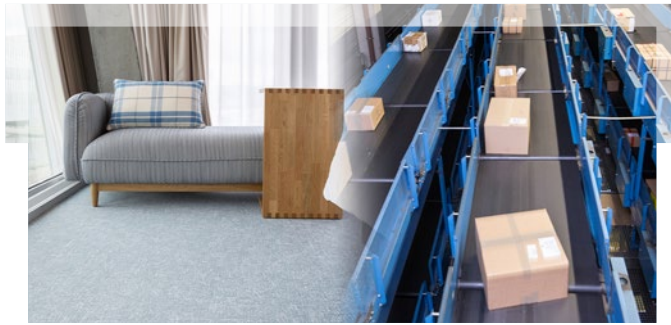
www.forbo.com



FORBO – IN EVERYDAY LIFE

flooring. movement.





THE 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. The company employs about 5,050 people and has an international network of 25 production and distribution companies, 6 fabrication centers and 47 sales organizations in a total of 39 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 its two divisions supply a wide range of industries. The Group's global reach means that it is close to attractive markets and customers. The quality, longevity, and performance of our products and systems lead to long-standing relations with our business partners.

FORBO IN FIGURES

2025

NET SALES	CHF 1,085.4 m
OPERATING PROFIT (EBIT)	CHF 87.8 m
EBIT MARGIN	8.1%
PROFIT	CHF 68.9 m
NET CASH	CHF 90.2 m
FREE CASHFLOW	CHF 31.7 m
EQUITY RATIO	66.8%
EARNINGS PER SHARE (UNDILUTED)	CHF 48.75
DIVIDEND	CHF 25.00
STOCK MARKET CAPITALIZATION (DECEMBER 31, 2025)	CHF 1,240.2 m
EMPLOYEES (PER DECEMBER 31, 2025)	5,050

flooring. movement.



FLOORING SYSTEMS



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 2025

NET SALES	CHF 738.2 m
OPERATING PROFIT (EBIT)	CHF 80.5 m
EBIT MARGIN	10.9%
EMPLOYEES (PER DECEMBER 31, 2025)	2,672

creating better environments



MOVEMENT SYSTEMS



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 | intralogics (materials handling)
- SPORTS**
Treadmill belts | skiing and free climbing belts | conveyor belts for leisure parks
- TEXTILE**
Yarn manufacturing | man-made fiber and nonwoven industry | fabric printing | apparel industry

MOVEMENT SYSTEMS IN FIGURES 2025

NET SALES	CHF 347.2 m
OPERATING PROFIT (EBIT)	CHF 15.4 m
EBIT MARGIN	4.4%
EMPLOYEES (PER DECEMBER 31, 2025)	2,335

Siegling – total belting solutions

BOARD OF DIRECTORS

- Bernhard Merki**
Chairman
- Michael Pieper**
Vice Chairman
- Claudia Coninx-Kaczynski**
Member
- Jörg Kampmeyer**
Member
- Dr. Eveline Saupper**
Member
- Vincent Studer**
Member
- Dr. Ilias Läber**
Member

EXECUTIVE BOARD

- Johannes Huber**
Chief Executive Officer
- Peter Germann**
Chief Financial Officer
ad interim
- Jean-Michel Wins**
Executive Vice President
Flooring Systems
- Johannes Huber**
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, sustainability, digital transformation, and a strong global brand, we are creating global leadership positions in clearly defined market segments.
- Thanks 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

