

A young child in a red and blue jacket stands next to a long, white industrial conveyor belt. The child is holding a green object. The background shows a bright, modern interior with large windows and other industrial equipment.

FOCUS ON MOTION EXCELLENCE.

Industrial environments depend on the efficient and reliable movement of people, goods, and processes. We design products and services that support critical operations across diverse industries. Through deep application expertise and close collaboration with our customers, we develop tailored solutions that address complex requirements. Our focus on precision, efficiency, and durability – supported by continuous innovation in materials, design, and production – delivers high-performance solutions for drives, conveyors, and manufacturing processes. With a strong commitment to sustainability, we help customers enhance productivity, efficiency, and quality, while reinforcing our role as a trusted global partner.

Siegling – total belting solutions



forbo

MOVEMENT SYSTEMS

TWO DIVISIONS. ONE STANDARD OF EXCELLENCE.

Forbo operates primarily in business areas in which it has or can achieve a leading global market position – something it has achieved for both Flooring Systems and Movement Systems.

Strategic directions

To be successful in the marketplace 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 and to consolidate and/or reinforce market access.
- We are developing a high-performance culture and providing the relevant skills and competences at all levels.

DYNAMICS OF BUILDINGS.**FLOORING SYSTEMS**

Flooring Systems offers a broad, unique, and sustainable portfolio of commercial flooring products and solutions. This includes the natural product Marmoleum (linoleum), which is climate positive from cradle-to-gate without offsetting, high-quality vinyl, premium textile, durable Flotex flooring, and entrance flooring systems. The division also provides a comprehensive range of installation solutions under the Eurocol brand, including adhesives, subfloors, and leveling compounds. Designed for durability and ease of installation, our flooring solutions combine high performance, easy maintenance, and contemporary design. Thanks to innovative functionalities, hygiene benefits, and design flexibility, our products are widely used in healthcare, education, public buildings, retail, and hospitality, as well as in data centers, industrial facilities, and transport applications. With an estimated 70% global market share, Flooring Systems is the world's leading linoleum manufacturer and is extending the use of this versatile material beyond flooring into furniture, interiors, and bulletin boards.

**FOCUS ON MOTION EXCELLENCE.****MOVEMENT SYSTEMS**

Movement Systems is a global industry leader supplying high-quality conveyor and processing belts – including homogeneous (monolithic) and plastic modular systems – along with power transmission belts and timing and flat belts made of synthetic materials. Marketed under the Siegling brand, these solutions serve a broad range of applications across industries – supporting conveying in the food industry (dough processing), in industrial production (recycling), and in logistics (e-commerce). Movement Systems combines global reach with local expertise and works in close collaboration with customers to deliver reliable, efficient, and innovative belting solutions tailored to their needs.



FORBO WITH A GLOBAL REACH

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.



Flooring Systems

15 production facilities in 7 countries and distribution companies in 27 countries. Sales offices in Europe, North, Central, and South America, as well as Asia/Pacific.

- Floor covering production facilities
- Building and construction adhesive production facilities
- Other local distribution companies

Movement Systems

10 production sites and 6 fabrication centers in 9 countries and distribution companies in 32 countries. Over 300 sales offices and service points worldwide.

- Production facilities and fabrication centers
- Other local distribution companies



MOVEMENT SYSTEMS

Transforming performance

In a dynamic market environment, precision, efficiency, and innovation remain key drivers of our progress. Movement Systems strengthens industrial performance through modernized production, regionalized supply chains, and advanced technologies. Investments in the ramp-up of new manufacturing lines, customer-specific solutions, digital customer platforms, and optimized logistics enhance reliability, productivity, and operational excellence. Supported by disciplined execution and data-driven decision-making, we continue to set new standards in belting technology worldwide.



Key figures

Movement Systems

Net sales
CHF million

347.2

+ 1.7%
in local currencies

EBIT
CHF million

15.4

- 49.3%

EBITDA
CHF million

36.7

- 27.8%

Investments
CHF million

11

Innovation rate
Share of new products
in total net sales

3.6%

+ 0.2% Points

TRANSFORMATION AND EXECUTION ACCELERATED

In the 2025 financial year, Movement Systems accelerated its transformation across all regions, strengthening operational resilience and advancing its modernization strategy. The ramp-up of new production capacities and the qualifications of additional product lines increased regional supply chain independence and further improved delivery performance. Targeted investments in innovation, digitalization, and sustainability delivered tangible progress – from eco-innovative material developments and expanded use of renewable energy to the continued evolution of digital customer platforms.

With the launch of the ‘Learning in Movement’ program, employee development became an integral part of our strategic priorities. Supported by enhanced organizational structures, disciplined cost management, and strong regional initiatives, Movement Systems further reinforced its operational foundations.

Progress in a transforming market

The financial year 2025 was marked by transformation and resilience across our global operations. In Pinghu (CN), the ramp-up of the new production line progressed as planned, achieving production qualification and culminating in its official opening in November 2025. The qualification of products previously manufactured in Europe supports our strategy to strengthen regional supply chains. Investments in high-frequency (HF) welding technology for roll-up door fabrication improved operational efficiency and contributed to stronger order intake towards year-end, demonstrating the impact of targeted modernization measures.

Driving sustainability and innovation

Sustainability remained a core strategic priority in 2025. We advanced our bio-based PVC developments and expanded the use of recycled PET yarns, while also testing alternative bio-based raw materials. Additional solar panel installations and the transition to green electricity, where available, supported reductions in Scope 1 and 2 emissions. In logistics, the conversion of selected Asia/Pacific delivery routes from sea to rail transport marked a further step in our decarbonization efforts. These initiatives support our strategic direction and contribute to the continued development of more sustainable solutions across the value chain.



Marc Deimling

Executive Vice President Movement Systems

‘We are driving transformation with focus and resilience: strengthening regional supply chains, modernizing production, and positioning Movement Systems for sustainable growth worldwide.’

Marc Deimling

Digital acceleration and employee development

The digitalization of our sales channels gained momentum in 2025 with the further expansion of the Belting Depot online platform and the implementation of marketing automation. These initiatives strengthened digital customer touchpoints and improved customer communications, enabling a more data-driven approach to market penetration. At the same time, we reinforced our commitment to employee development with the launch of the 'Learning in Movement' program. Offering more than 120 e-learning topics – from soft skills and self-organization to digital tools and emerging technologies – the program fosters continuous learning and long-term employability.

Regional progress and operational efficiency

In North America, the reorganization of the regional footprint and the appointment of key management positions strengthened organizational stability and operational focus. Improved on-time delivery (OTD) drove higher order intake from the third quarter onwards. Across the Americas, the Siegling ProLink Series 19 generated encouraging project momentum as we continued to establish the solution in the automotive sector. At the same time, improved service coverage and strengthened dealer networks supported geographic expansion, enabling us to broaden our market presence despite ongoing global uncertainties.

Outlook for 2026

Looking ahead, our focus remains on stabilizing supply chains and improving profitability. In Transilon production, the focus in 2026 will be on stabilizing the improved on-time delivery (OTD) performance achieved over the past year. Capacity utilization and disciplined cost management remain key priorities, supported by the relocation of energy-intensive products from EMEA to China and increased domestic production in the United States. In 2026, the ramp-up of the new production line in Pinghu (CN) will continue and gradually substitute existing capacity. The full market launch of Siegling Fullsan positive drive (PD) and center drive (CD) belts will further expand our portfolio of hygienic conveyor solutions. Despite ongoing price pressure from US tariffs and intense competition in Asia, our focus on efficiency, innovation, and sustainability provides a strong foundation for continued progress.

1 Ramp up of new production capacities in China and Japan to meet customer delivery times.

2 Custom-developed fiber-forced cutting belt NOVO 30 for vacuum cutting systems.

3 Sustainable Siegling Transilon alternative for logistics applications with bio-based PVC coating and fabric from recycled PET.

4 Customized Siegling Fullsan Positive Drive enabling quick and thorough cleaning.

'Innovation and responsibility go hand in hand. By embracing digitalization and sustainable technologies, we are shaping the future of motion – efficiently, purposefully, and with lasting value.'

Marc Deimling

