

FORBO GROUP

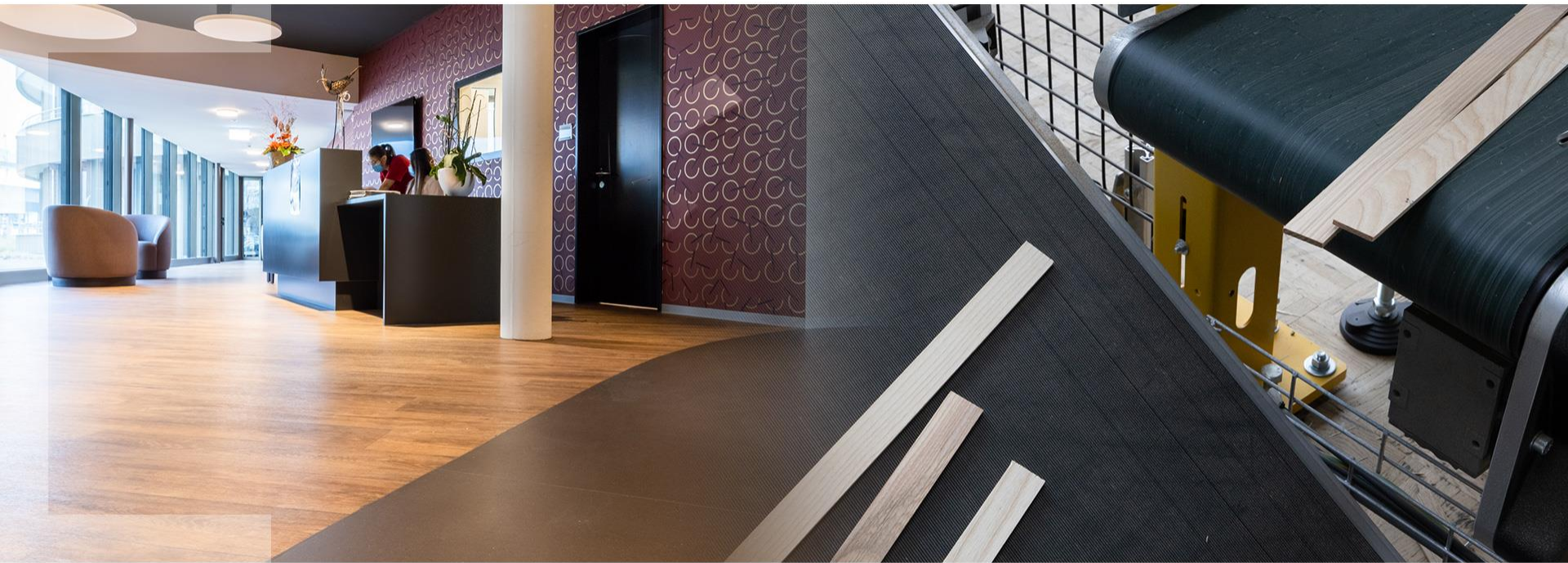
COMPANY PRESENTATION – THE INTERFACE WITH DAILY LIFE



flooring. movement.

FORBO GROUP

COMPANY PRESENTATION – THE INTERFACE WITH DAILY LIFE



FLOORING SYSTEMS



MOVEMENT SYSTEMS

- ▣ About 5,500 employees worldwide
- ▣ International network of 25 production and distribution companies, 6 fabrication centers as well as 49 pure sales organizations
- ▣ In a total of 39 countries worldwide
- ▣ CHF 1,117.7 million net sales in 2020
- ▣ CHF 106.2 million Group profit
- ▣ 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.

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 a flooring business in Great Britain; diversification into wall-coverings and high-pressure laminates.

1994 – 1998

Acquisition of Siegling, 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 Great 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 – 2020

Some smaller local acquisitions in North America, Asia/Pacific and Europe.

Focused development and expansion of growth markets.

NET SALES 2020

FORBO GROUP – BY DIVISION



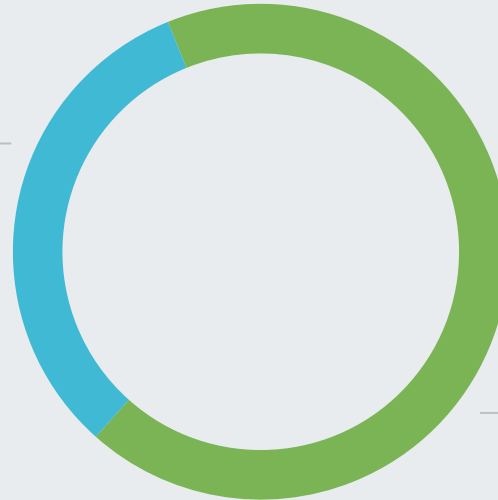
TOTAL

CHF 1,117.7 MILLION

MOVEMENT SYSTEMS

CHF 360.7 MILLION

32.3%



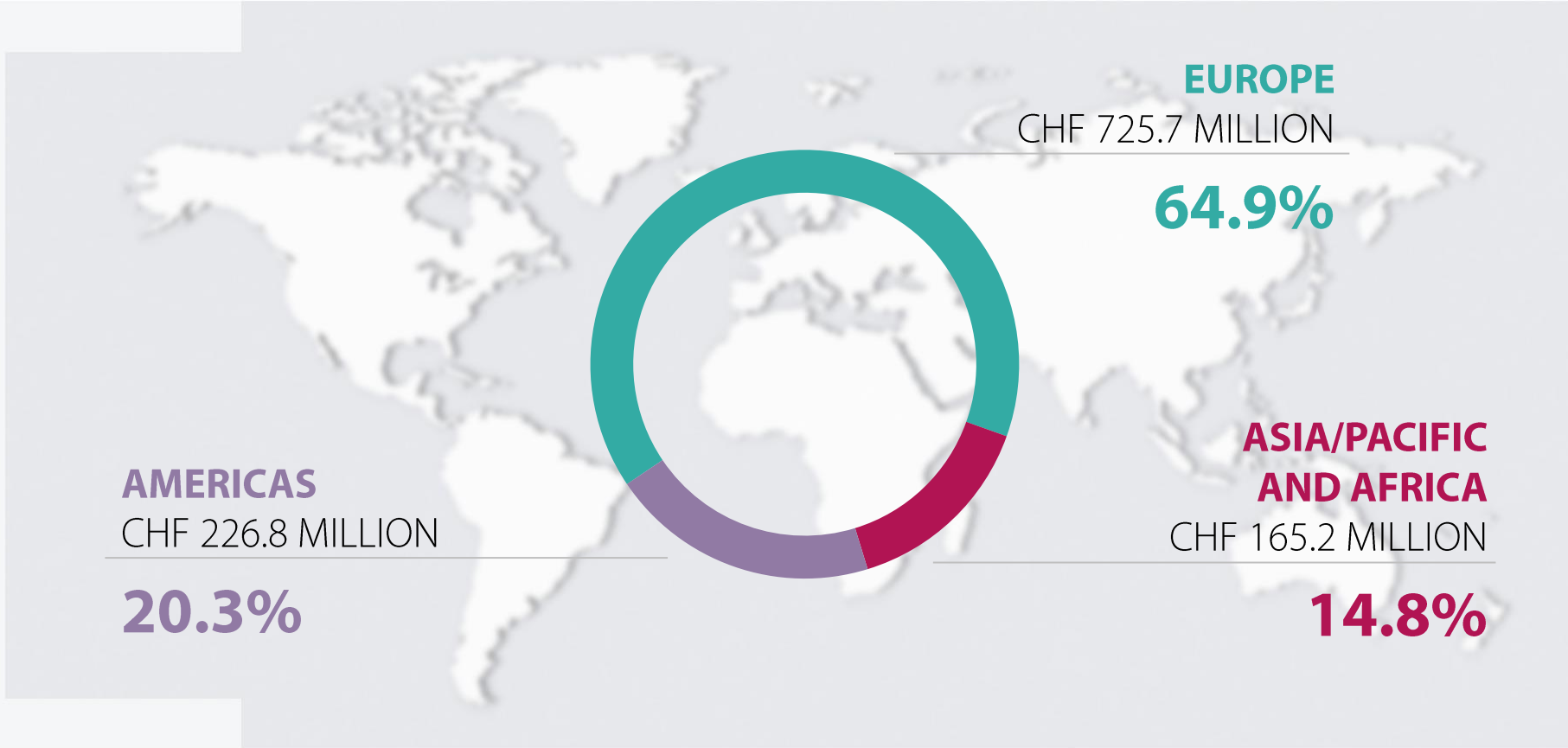
FLOORING SYSTEMS

CHF 757.0 MILLION

67.7%

NET SALES 2020

FORBO GROUP – BY GEOGRAPHIC AREAS



FINANCIAL OVERVIEW 2020

FORBO GROUP



CHF MILLION

NET SALES

2020

2019

1,117.7

1,282.2

OPERATING PROFIT (EBIT)

137.0

176.3

EBIT MARGIN

12.3%

13.7%

GROUP PROFIT

106.2

138.3

EQUITY RATIO (SHAREHOLDERS' EQUITY/TOTAL ASSETS)

61.5%

61.7%

EARNINGS PER SHARE (UNDILUTED)

CHF 66.60

CHF 86.33

DIVIDEND

CHF 20.00

CHF 23.00

EMPLOYEES

FORBO GROUP – BY GEOGRAPHIC AREAS



EUROPE

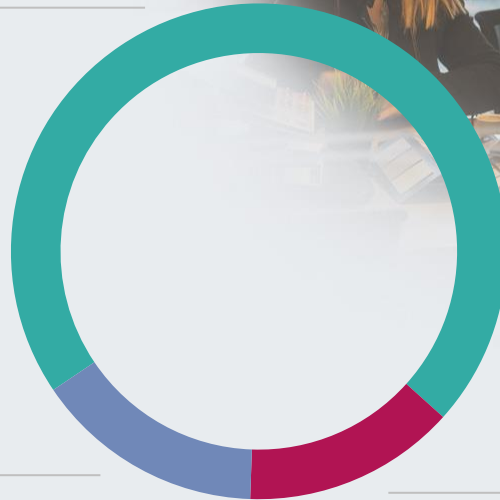
3,894

70.6%

AMERICAS

773

14.0%



**ASIA/PACIFIC
AND AFRICA**

852

15.4%



MICHAEL SCHUMACHER
CHIEF EXECUTIVE OFFICER



JEAN-MICHEL WINS
EXECUTIVE VICE PRESIDENT
FLOORING SYSTEMS



MARC DEIMLING
EXECUTIVE VICE PRESIDENT
MOVEMENT SYSTEMS



ANDREAS JAEGER
CHIEF FINANCIAL OFFICER
EXECUTIVE VICE PRESIDENT



THIS E. SCHNEIDER
EXECUTIVE CHAIRMAN



MICHAEL PIEPER
VICE CHAIRMAN



DR. PETER ALTORFER
VICE CHAIRMAN



CLAUDIA CONINX-KACZYŃSKI
MEMBER



VINCENT STUDER
MEMBER



DR. RETO MÜLLER
MEMBER

TWO DIVISIONS WITH LEADING MARKET POSITIONS

FORBO GROUP

Forbo is a leading producer of floor coverings, building and construction adhesives, as well as power transmission and conveyor belt technology.



Forbo
FLOORING SYSTEMS



Forbo
MOVEMENT SYSTEMS

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**, hightech 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 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 climate neutral from cradle to gate, without compensation.

marmoleum®
marmoleum® modular
marmoleum click
marmoleum textura
marmoleum sport
bulletin board®
furniture linoleum
impressa

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®
sarlon®
modul'up
novibat®
smaragd®
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®
flotex tiles
flotex® planks
flotex custom flooring

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



CERAMIC TILE ADHESIVES AND GROUTS

- ▣ For in- and outdoor use
- ▣ Suitable for all type of surfaces
- ▣ Elastic and flexible



PARQUETRY ADHESIVES AND FINISHINGS

- ▣ Heavy-duty
- ▣ Fast curing
- ▣ Shear resistant setting



LEVELING COMPOUNDS

- ▣ Cement or gypsum 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 MANUFACTURING 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 2020

FLOORING SYSTEMS

NET SALES	CHF 757.0 MILLION
EBIT	CHF 109.9 MILLION
EBIT MARGIN	14.5%
EMPLOYEES (FTEs)	2,967
LEGAL ENTITIES	35

KEY FIGURES FIRST HALF-YEAR 2021

FLOORING SYSTEMS



NET SALES	CHF 423.1 MILLION
EBIT	CHF 61.8 MILLION
EBIT MARGIN	14.6%
EMPLOYEES (FTEs)	3,055

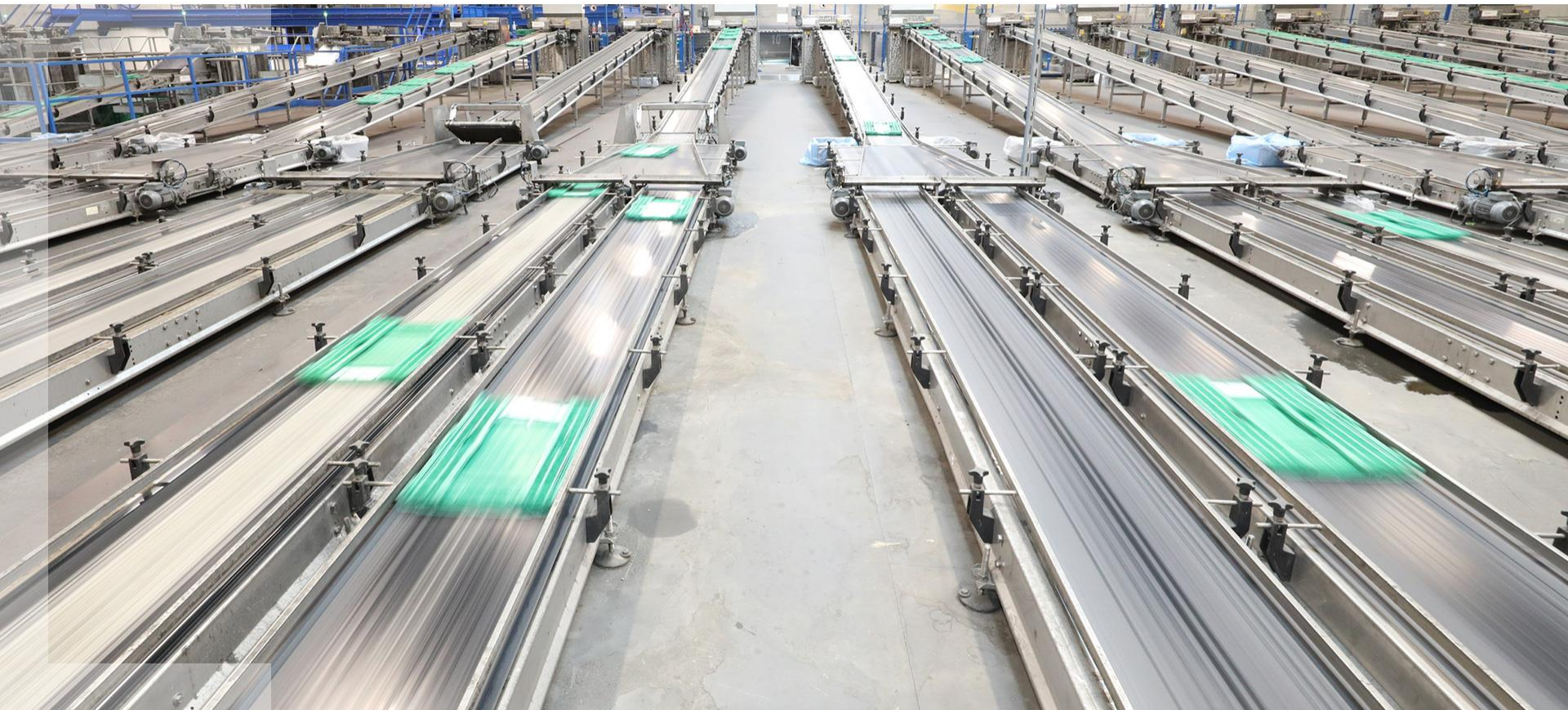
FLOORING SYSTEMS

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

MOVEMENT SYSTEMS

Forbo
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 extremultus
flat belts

siegling proposition
timing belts

siegling blizzard
splicing tools

PRODUCT RANGE

MOVEMENT SYSTEMS



siegling transilon

conveyor and processing belts

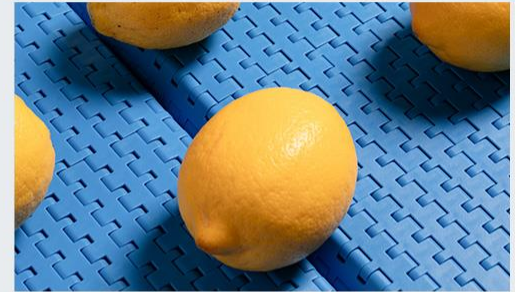
Multi-layered polyester or aramide fabric belts with special combination of coating materials and finishing. They ensure rational material flow and efficient process sequences in all areas of light conveyor technology.



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.

PRODUCT RANGE

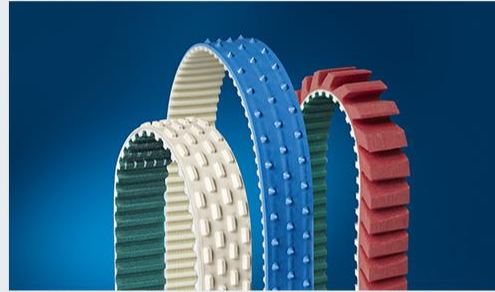
MOVEMENT SYSTEMS



siegling extremultus

flat belts

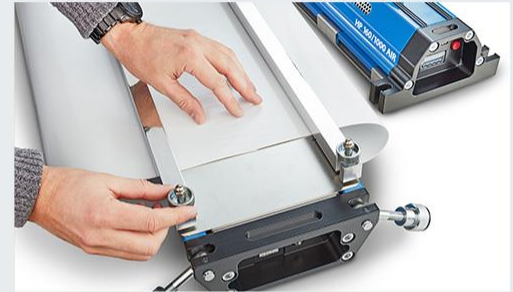
Multi-layered flat belts with tension members made of highly oriented polyamide sheet or man-made fiber fabrics. As power transmission drive and conveyor elements, they optimize power transmission and many production processes.



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.



siegling blizzard

splicing tools

Innovative devices for splicing belts. They are distinguished by integrated air cooling, simple handling, high productivity and excellent splicing quality.

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



TOBACCO



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



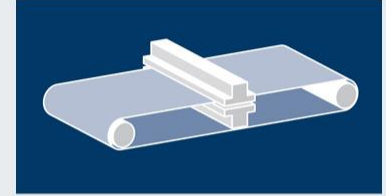
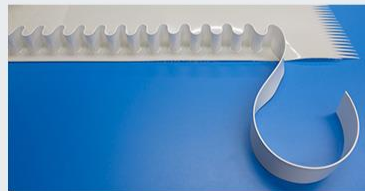
PRODUCTION

- ❑ 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“



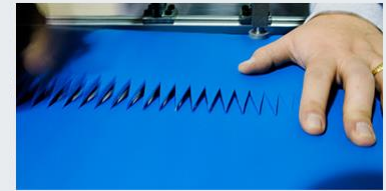
FABRICATION

- ❑ 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 AND 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

MALACKY

Slovakia

WALLBACH

Switzerland

CHARLOTTE HUNTERSVILLE

USA



300 sales and service points worldwide

KEY FIGURES 2020

MOVEMENT SYSTEMS



NET SALES	CHF 360.7 MILLION
EBIT	CHF 35.9 MILLION
EBIT MARGIN	10.0%
EMPLOYEES (FTEs)	2,309
LEGAL ENTITIES	35

KEY FIGURES FIRST HALF-YEAR 2021

MOVEMENT SYSTEMS



NET SALES	CHF 200.0 MILLION
EBIT	CHF 25.3 MILLION
EBIT MARGIN	12.7%
EMPLOYEES (FTEs)	2,424

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, we are constantly seeking to improve the environmental performance of our products and processes.

As far as possible, we engage in responsible product sourcing that combines our customers' preference for quality with care for the environment.

RESPONSIBILITY AND SUSTAINABILITY

FORBO GROUP



Forbo's linoleum floor coverings are made from natural raw materials. It is biodegradable and CO₂-neutral (cradle to gate), without offsetting. In the manufacture of its heterogeneous vinyl floor coverings, Forbo uses the latest in phthalate-free plasticizers with a base layer containing up to 45% recycled material.

The BioBelt™ is a biologically degradable conveyor belt made largely from renewable, plant-based materials. The AmpMiser™ conveyor belt enables energy savings and therefore also a reduction in CO₂ emissions of up to 50%.

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.

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 has always complied with health, safety, environmental, and quality standards as a part of our business policy. And 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's 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.