



The Forbo Group

Company presentation 2012 – The interface with daily life

flooring. bonding. movement.

forbo

The Forbo Group



FLOORING SYSTEMS



BONDING SYSTEMS



MOVEMENT SYSTEMS

The Forbo Group

A global leader in flooring, bonding and movement systems.

About 4,900 employees worldwide

International network of 24 sites with production and distribution, as well as 36 pure sales organizations

In a total of 33 countries worldwide

CHF 1,203.8 million net sales in 2011

CHF 137.4 million Group profit in 2011

Forbo Holding is listed on the SIX Swiss Exchange

Stable shareholder base –

Board of Directors' stake in Forbo of more than 30%

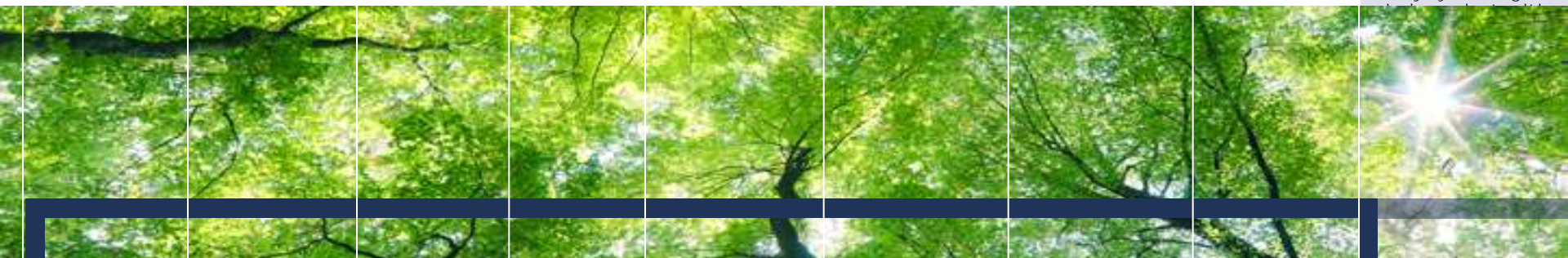
Milestones

From 1928 to the present

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



1928

3 linoleum manufacturers – German, Swedish and Swiss – form Continente-tale 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 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.

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 re-affirmed. 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.

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.

Net sales 2011 By divisions

Total CHF 1,203.8 million

Movement Systems
CHF 317.3 million

26.3%

6.8%

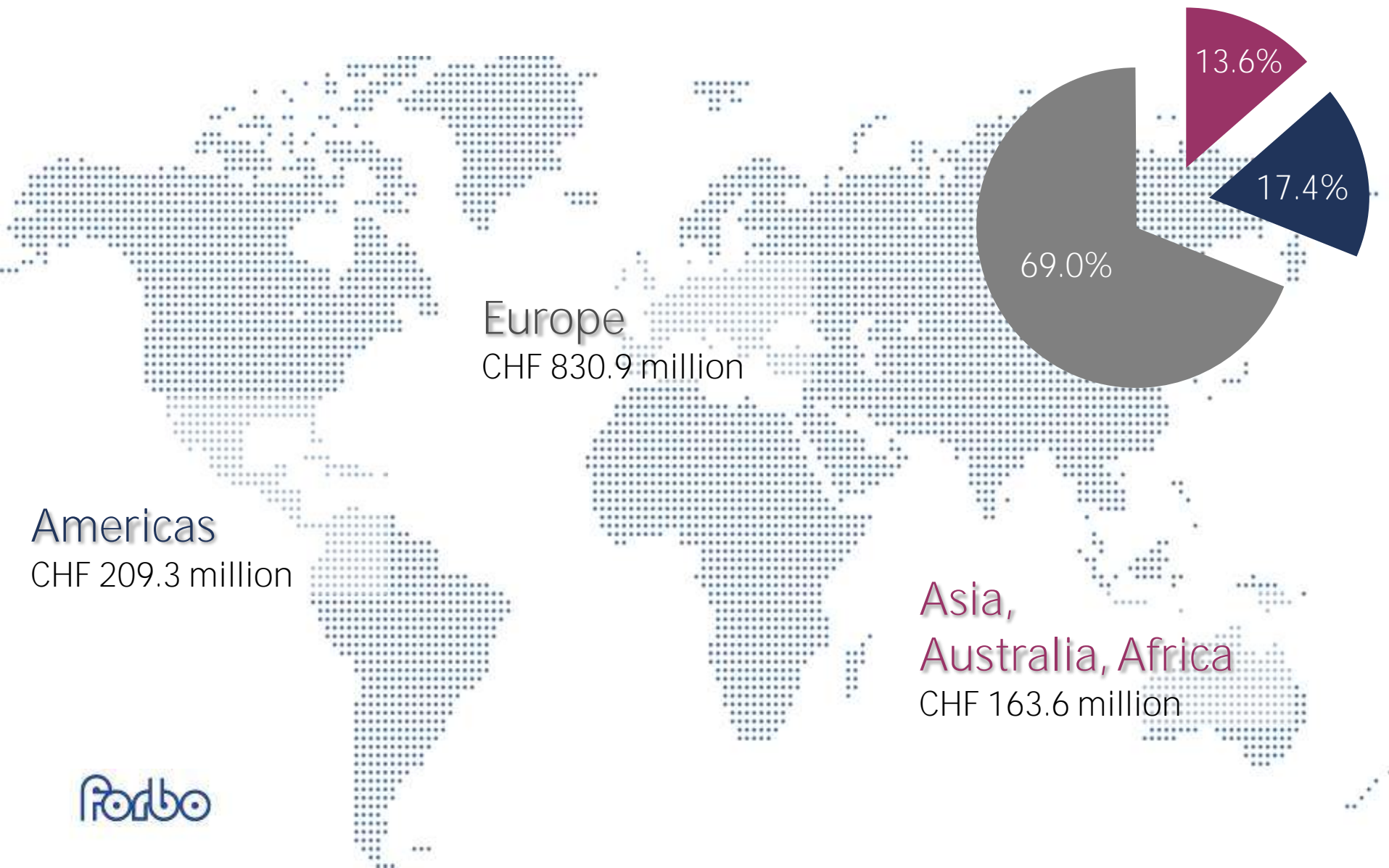
66.9%

Flooring Systems
CHF 805.0 million

Bonding Systems
CHF 81.5 million
(building and construction
adhesives)

Net sales 2011

By geographic areas

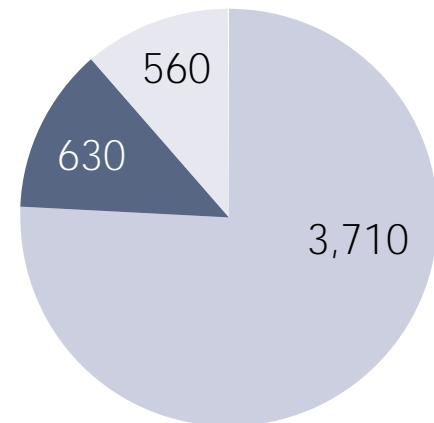


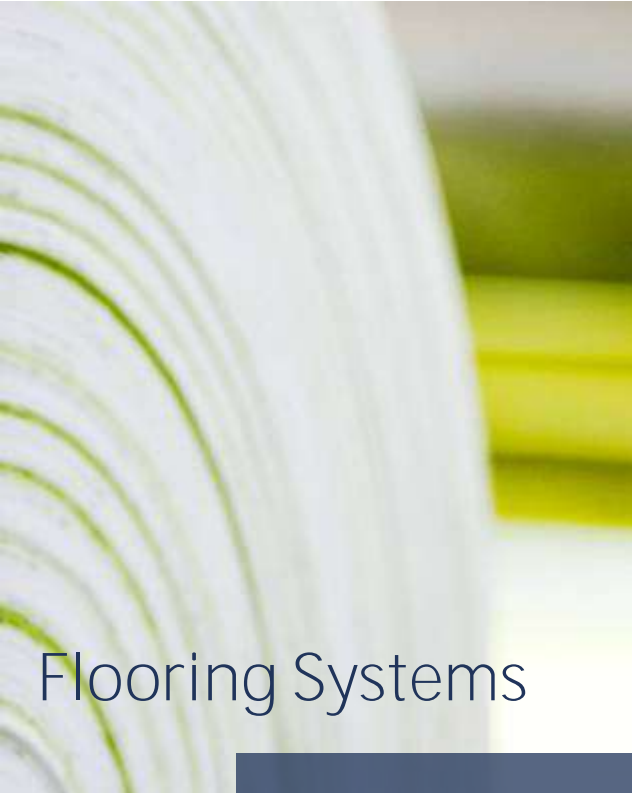
Employees



About 4,900 employees worldwide

- Europe
- Americas
- Asia Pacific, Africa





Flooring Systems



Bonding Systems



Movement Systems

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



Flooring Systems

creating better environments

Flooring Systems

creating better environments

A leading global player in high-quality, commercial and resilient floor coverings

World leader in linoleum with a market share of over 65%

- environmentally friendly, functional and design-oriented linoleum
- high-quality project vinyls for commercial applications
- flocked sheet and tile floor coverings for commercial applications
- entrance flooring systems that take care of cleaning and drying shoes
- carpet tiles for demanding rooms and commercial environments
- needle felt for commercial applications
- cushion vinyls for the home market

Business segments

Commercial



Education

Offices and
Public Buildings

Medical and Care

Retail and Leisure

Thanks to their excellent attributes and attractive designs, our floor coverings are invariably the first choice for schools, hospitals, commercial offices, public buildings and retail stores.

Business segments

Commercial



Furniture Surfacing

Transport

Sports

Industry

Outstanding technical specifications coupled with attractive designs make us the flooring partner of choice for a wide range of demanding applications like furniture coverings but also for the transportation and industry segment.

Business segments

Residential



Linoleum and Cushion Vinyl

Our floors are essential to the way people experience quality of life. With our strong brands Novilon, Novilux and Marmoleum we offer modern, high-quality versatile floors for the home environment.

Product range

Forbo Flooring Systems

Linoleum

Forbo is world leader in linoleum with a market share of over 65%.

A natural product derived from controlled renewable raw materials (linseed oil, rosin, wood flour, limestone, pigments, jute).

Project vinyl

A complete range including high quality acoustic, conductive and slip-resistant properties for commercial applications.

Flocked flooring

A unique durable product which is used mostly in education, health care, hospitality and offices.

Cushion vinyl

Leading the cushion vinyl branded market with Novilon and Novilux collections.

Carpet tiles

For demanding rooms and commercial environments, especially in offices, hotels, leisure centers and public buildings.

Entrance matting systems

Take care of cleaning and drying shoes of whoever enters a building for example at airports, supermarkets and shopping centers.

Needle felt

Textile floor coverings radiating warmth, luxury and atmosphere.

marmoleum®
artoleum®
walton

corklinoleum®
marmoleum sports
bulletin board®
furniture linoleum

eternal
smaragd®
effect
surestep
safestep
allura
flex sl
colorex®

flotex®

novilon®
novilux®

tessera®
westbond®

coral®
nuway®

granit
titan
punch

12 manufacturing sites in 6 countries Offices in over 20 countries

Sales offices in Europe,
North America and Asia

Ripley
Telford
Cortonwood
Bamber Bridge
United Kingdom

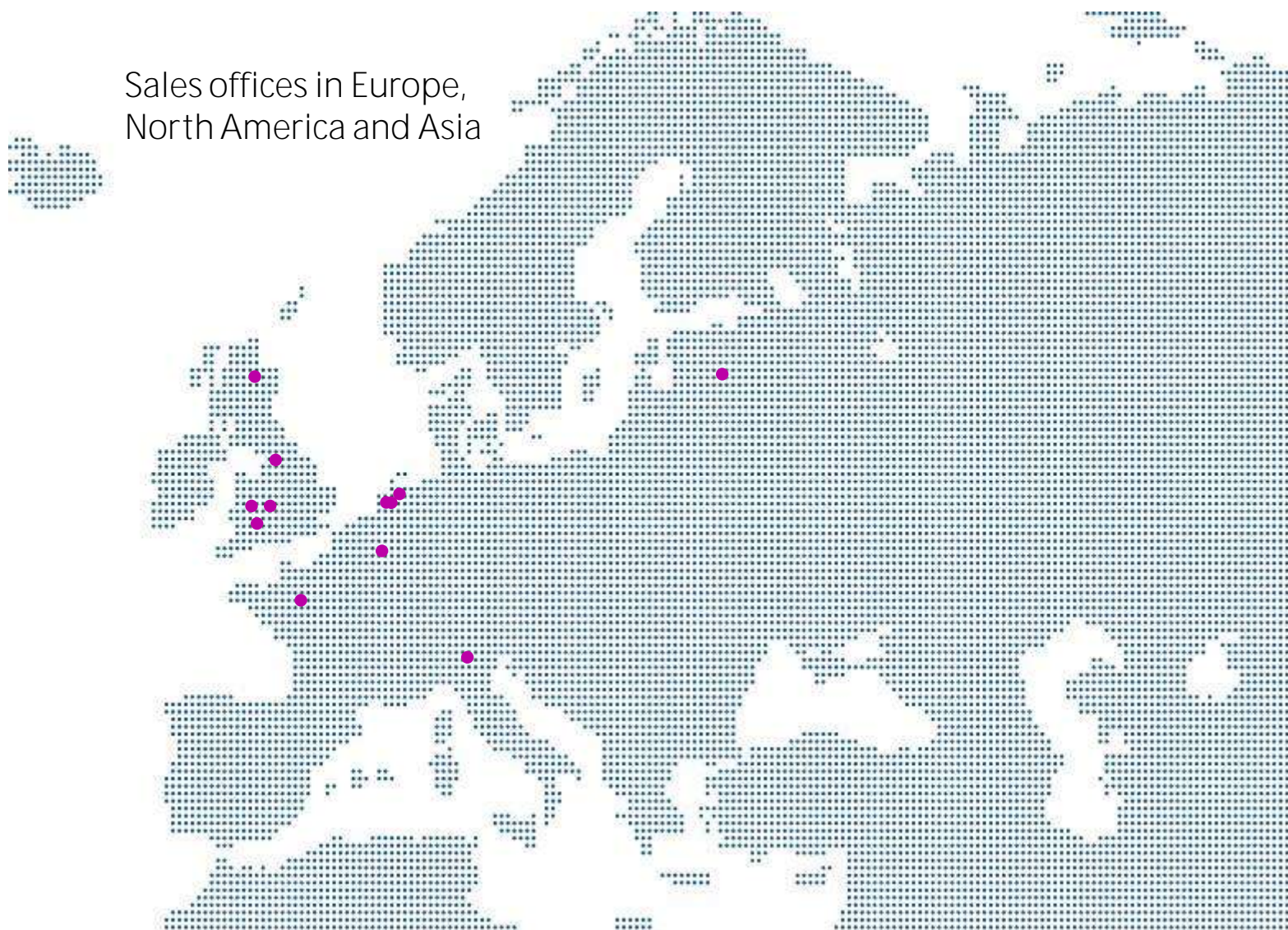
Kirkcaldy
Scotland

Assendelft
Krommenie
Coevorden
Netherlands

Reims
Château-Renault
France

Giubiasco
Switzerland

Kaluga
Russia



FLOORING SYSTEMS

Flooring Systems

Why people choose Flooring Systems

- Widest sustainable product offer in the world
- **Total solutions for every building from “entrance to back door”**
- Special solutions for high-tech and specialist environments
- Superior designs in floor products for commercial and residential applications
- Product offer available in sheet or tiles for easy installation
- Knowledgeable, dedicated sales and service organization
- Superior logistics all over the world

4R

- Las 4 R Forbo:

- Reduce

- Renueva

- Reutiliza

- Recicla