

Press release

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Roto Group grows more than the market in countries of the European Union and North America / Market shares acquired through operational excellence / New business model for China / Weak demand in South America / Group remains very stable / Single-digit decline in the group's net turnover in 2025

Cycling uphill into a headwind

Leinfelden-Echterdingen / Warsaw – “The 2025 financial year has once again been hugely challenging for Roto, but the divisions have successfully overcome all the hurdles they faced. How do I know this? A single-digit turnover decrease this year is good news for any company from the “Old Economy” that makes international investments. And it’s a reflection of successful work and an effective strategy.” This positive summary is how Christoph Hugenberg kicked off his report on the development of the Roto Group during the current financial year at its 20th International Trade Press Day in Warsaw. Hugenberg was speaking as the Chairman of the Board of Directors of Roto Frank Holding AG for the first time. The keen sportsman used a personal anecdote to describe the current challenges: “It’s hard when you have to put all your effort into cycling uphill into a headwind. But that makes it even more satisfying when you manage to reach your destination under difficult conditions in your best time yet.”

Both a winner and a loser

In any case, the group's net turnover – which shows a single-digit decrease compared to the previous year – is the result of huge turnover losses in just a small number of markets. In the countries of the European Union and the USA, Roto achieved a slight increase in turnover almost everywhere. But this isn't enough to fully make up for losses in other parts of the world. “We saw this development coming and planned accordingly for 2025. This means that the Roto Group won't have any nasty surprises. We didn't need to implement huge cost-saving initiatives or make cuts.” All the investments planned for the year “have reached the home straight”, while all other digitalisation and automation “have been given the green light”. Roto is able to implement developments that are important to customers in product development, as well as in the supply chain process, without any exceptions.

“We could have achieved more”

With regard to the turnover of the three Roto divisions during the current financial year, Hugenberg explained: “We could have achieved more if politicians had managed to resolve their geopolitical conflicts.” But even though consumer confidence failed to improve as hoped, there was a slight upwards movement in the countries of the EU and North America. “Professional investors and local authorities are carrying out their construction projects and making the most of the stable interest rates. At the same time, thanks to smart business models, state-of-the-art products and a wide range of services. many customers of the Roto divisions are in better economic shape than the market as a whole. The services that Roto provides for them should be recognised for their contributing role in at least a small part of this success,” Hugenberg stated, drawing attention to a subject that would be covered in greater detail in the speeches that followed from the three Roto divisions.

International presence boots resilience

In 2025, the Roto Group generated a third of its turnover in Europe, on the American continent and in Asia. Hugenberg was keen to stress that “this structure has proved to be a very sound foundation for years now.” The global economy sometimes gains stronger momentum from one economic zone, and sometimes from another economic zone. What’s more, there’s another reason why Roto has no grounds for complaint: “The divisions gained measurable market shares, even though this didn’t lead to a turnover increase in every country in 2025 due to the general market weakness. And: customers attest to the operational excellence of the three divisions time and time again.”

Rich in opportunities

Hugenberg expects turnover to continue to increase slightly in the EU and North America next year. “New buildings and renovations won’t boom in 2026, but at least they won’t continue to decline.” The close business relationships with customers in South America would pay immediate dividends if investors – especially in Brazil – were to lose their anxiety and if new construction activity were to pick up again. “In fact, the economic conditions in South America change often and quickly.” Roto saw excellent developments in South America in previous years. “Now, the solid turnover in Europe and North America is making it possible to fund realignments in other markets. And that’s OK too. Because there have been years when investment in Europe and the USA was financed by profits from China. That’s the reality of a company that makes international investments.”

“Today. Tomorrow. Roto.”

Hugenberg is similarly optimistic about the upcoming financial year: “We’re heading into the new year with good ideas and will do everything in our power to offset losses in some markets, which unfortunately will be inevitable in 2026 too.” Roto is in the best position to raise its profile as a “best performer” and is in the economic shape to be able to make the planned investments that will be important for the future. Hugenberg’s conclusion is therefore: “Roto has every reason to be optimistic about the future. Instead of exaggerating potential challenges, we prefer to be the master of our own future. The best future there’s ever been.”



At the 20th International Roto Trade Press Day in Warsaw, the three divisions of the Roto Group reported on the developments in their markets in 2025. The group's net turnover is expected to record a single-digit decrease in 2025 – the result of huge turnover losses in just a small number of markets, which cannot be offset by the slight growth in the EU and North America.

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Christoph Hugenberg, Chairman of the Board of Directors of Roto Frank Holding AG, knows there are many good reasons for the Roto Group to be optimistic: investments were made as planned in 2025 and 2026. The divisions gained measurable market shares. And: customers attest to the operational excellence of the three divisions time and time again. "Roto has every reason to be optimistic about the future. Instead of exaggerating potential challenges, we prefer to be the master of our own future. The best future there's ever been."

Image: Roto Frank Holding AG

Hugenberg.jpg

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