

EXECUTIVE BOARD



Jean-Michel Wins, Michael Schumacher, Andreas Jaeger, Marc Deimling

Michael Schumacher

Chief Executive Officer

Michael Schumacher, born in 1969, is a Swiss citizen. He graduated in Materials Engineering from the Swiss Federal Institute of Technology (ETH) in Zurich and completed an MBA at INSEAD in France. He began his international professional career in 1995 at McKinsey, where he occupied a number of roles during a ten-year period, ultimately as Associate Principal in Switzerland and Canada. In 2005, he moved to the Geberit Group, where he was Head of Group Marketing until 2007, and subsequently held the positions of CEO Asia/Pacific and Head Greater China until 2011. From 2011 to 2021, he was with Saint-Gobain, first as CEO of Sanitas Troesch and then from 2017 to 2018 as CEO of Saint-Gobain Building Distribution Germany. From 2019 to 2021, he held the position of CEO Saint-Gobain Switzerland. He joined our company in September 2021 and took over as Chief Executive Officer and Chairman of the Executive Board of the Forbo Group as of October 2021. He left the company end of November 2022.

Andreas Jaeger

Chief Financial Officer

Andreas Jaeger, born in 1972, is a Swiss citizen. He has a degree in Business Administration from the University of Applied Sciences in Zurich and an Executive Master's in European and International Business Law from the University of St. Gallen. He is also a certified public accountant. He began his professional career as an accountant at PricewaterhouseCoopers in 1998 and was promoted to a management position in 2002. He subsequently worked for IBM Business Consulting Services and ifb Suisse as a managing consultant from 2003 to 2006. In 2006, he joined Holcim Group Support Ltd as Corporate Controller, and in 2008 took on the role of Head of Corporate Reporting. From 2012 to 2016, he was Chief Financial Officer at Holcim in Ecuador. Back in Switzerland, he worked as Head of Corporate Controlling at the Geberit Group from 2016 until the end of 2020. Andreas Jaeger joined the Forbo Group in January 2021 as Chief Financial Officer and a member of the Executive Board.

Jean-Michel Wins

Executive Vice President Flooring Systems

Jean-Michel Wins was born in 1967 and is a Belgian as well as German citizen. He studied business administration and languages at the IPET in Nivelles, Belgium, and began his professional career in Germany at Calberson GmbH, where he held various specialist functions. He then moved to Simut Sicherheit GmbH for two years, where he was in charge of sales and marketing. From 1992 to 1996 he was Export Manager at Brabus GmbH, and from 1996 to 2002 he held various sales and managerial functions at Hirschmann Electronics. In 2002 he switched to Grammer AG, headquartered in Germany, where he held a number of international sales and senior management positions; in 2009 he was appointed Vice President responsible for the Offroad Seating Business Unit. As a member of the Executive Board, Jean-Michel Wins took over management of the Movement Systems division in January 2013. He was appointed Head of the Flooring Systems division in January 2018.

Marc Deimling

Executive Vice President Movement Systems

Marc Deimling was born in 1970 and is a German citizen. He holds a degree in economics from the Westphalian Wilhelm University in Münster, Germany, and launched his professional career as assistant to the management of M-Tec Textilmaschinenbau GmbH. In 1999 he moved to Dörries Scharmann Technologie GmbH for six years, where he was Head of the Service Division. From 2005 to 2008 he was a member of management at Gehring GmbH, where he was responsible for the areas of distribution, project planning, project management, production, after-sales and marketing. He was then Chief Executive Officer at TMS Turnkey Manufacturing Solutions GmbH in Austria until the end of 2017, where he was responsible for finance/controlling, IT, procurement, design, production, quality, after-sales and marketing. Marc Deimling was appointed to head the Movement Systems division as a member of the Executive Board in January 2018.

GROUP STRUCTURE

Forbo has performed better than average in comparison with other listed companies in recent years. Today, with its two focused divisions and their attractive product portfolios, Forbo is a world leader in its markets. The company possesses significant resources necessary for further strategic development. Within the framework of the strategy, Forbo will continue the successful trend of recent years to further strengthen its positions in the global marketplace.

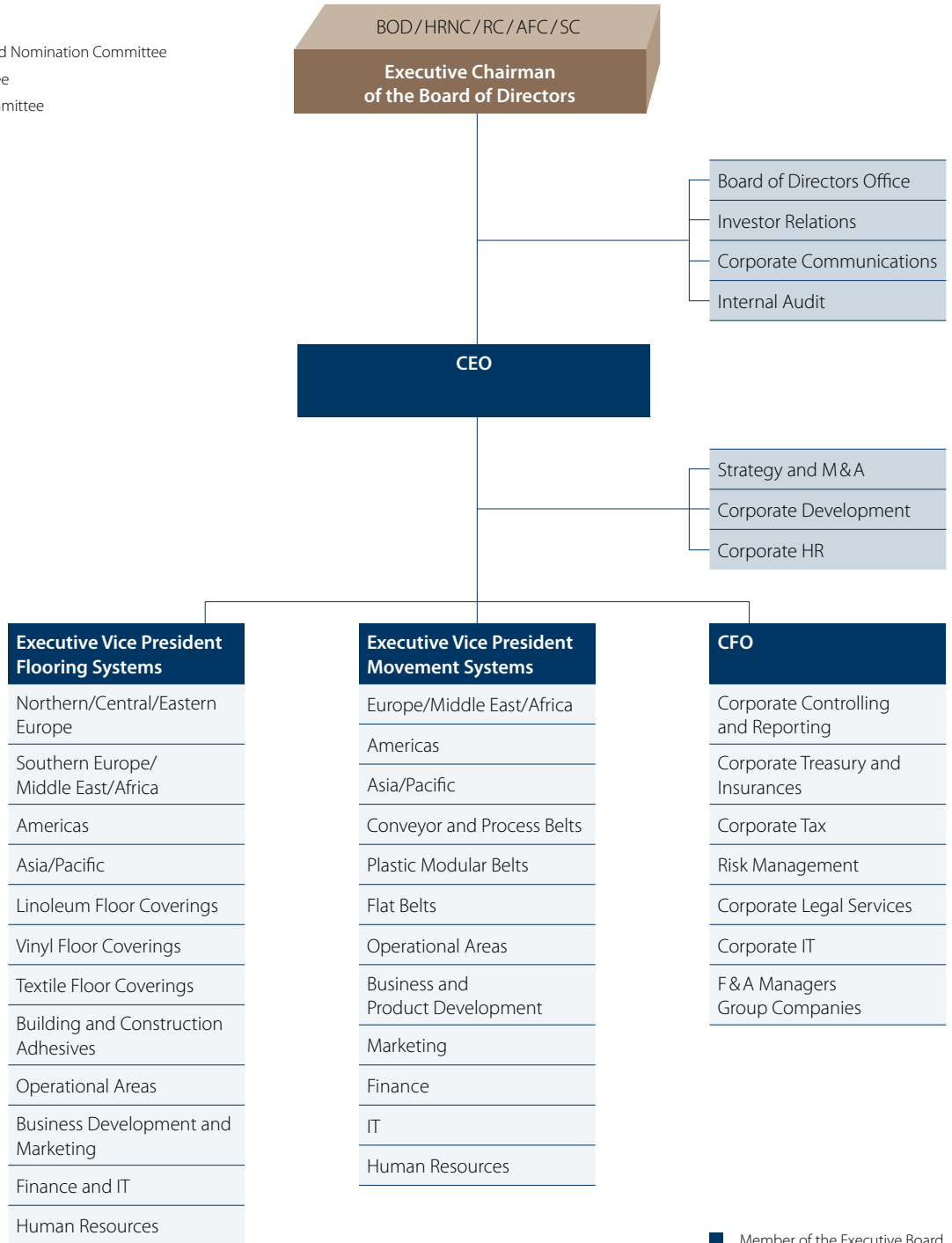
Tasks of the Executive Chairman of the Board of Directors

- Leading the Board of Directors
- Preparing the decisions of the Board of Directors and ensuring they are executed
- Representing and positioning the Group in the public eye
- Overall management of strategy development and involvement in realizing key strategic projects
- Management of relationships with key accounts and business as well as with sector and capital market partners

Tasks of the Chief Executive Officer

- Operational management of the Group
- Leading the Executive Board
- Development and operational implementation of the strategies
- Implementation and monitoring of multi-year planning and budgets
- Supporting the Executive Chairman of the Board of Directors in preparing important projects relating to strategy as well as personnel, and finances for discussion and decision-taking by the Board of Directors

BOD Board of Directors
HRNC Human Resources and Nomination Committee
RC Remuneration Committee
AFC Audit and Finance Committee
SC Strategy Committee



■ Member of the Executive Board

BOARD OF DIRECTORS



Vincent Studer, Dr. Peter Altorfer, Dr. Eveline Saupper, This E. Schneider, Claudia Coninx-Kaczynski, Michael Pieper, Jens Fankhänel

This E. Schneider

Executive Chairman

Michael Pieper

Vice Chairman and independent¹⁾ member

Owner of the Artemis Holding AG, Hergiswil
 Chairman of the Management Board of Artemis Group, Hergiswil
 Board of Directors of Franke Holding AG, Aarburg
 Member of the Board of Directors of various Artemis and Franke subsidiaries worldwide
 Member of the Board of Directors of Arbonia AG, Arbon
 Member of the Board of Directors of Autoneum Holding AG, Winterthur
 Member of the Board of Directors of Bergos AG, Zurich
 Member of the Supervisory Board of Duravit AG, Hornberg, Germany
 Member of the Board of Directors of Reppisch-Werke AG, Dietikon

Dr. Peter Altorfer

Vice Chairman, Lead Independent Director and independent¹⁾ member

Legal adviser at the law firm Wenger&Vieli AG, Zurich
 Member of the Board of Directors of Schweizerische Cement-Industrie-Aktiengesellschaft, Rapperswil-Jona
 Vice Chairman of the Board of Directors of Privatbank Bellerive AG, Zurich
 Vice Chairman of the Board of Directors of Nomura Bank (Schweiz) AG, Zurich
 Member of the Board of Directors of H. Kracht's Erben AG, Zurich
 Further mandates with non-listed investment and real estate companies
 as well as charitable foundations in Switzerland

Claudia Coninx-Kaczynski

Independent¹⁾ member

Member of the Board of Directors of Swisscontent AG, Zurich
 Member of the Board of Directors of Awina AG, Zurich
 Member of other Boards of Trustees

Jens Fankhänel

Independent¹⁾ member

CEO Kardex Holding AG, Zurich

Dr. Eveline Saupper

Independent¹⁾ member

Member of the Board of Directors Clariant AG, Muttenz
 Member of the Board of Directors Georg Fischer AG, Schaffhausen
 Member of the Board of Directors Flughafen Zurich AG, Zurich
 Member of the Board of Directors Staubli Holding AG, Pfaffikon
 Member of the Board of Directors Tourismus Savognin Bivio Albula AG, Savognin
 Foundation Board mandates

Vincent Studer

Independent¹⁾ member

Partner and member of the Board of Directors of the trust and auditing company of T + R AG, Gümligen/Berne
 Member of the Board of Directors of Bank EEK AG, Berne
 Member of other Boards of Directors or Boards of Trustees

¹⁾ Independent as defined in the 'Swiss Code of Best Practice for Corporate Governance'