

CORPORATE GOVERNANCE REPORT

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At Forbo, the concept of corporate governance encompasses the entire set of principles and rules on organization, conduct, and transparency that are designed to protect the company's long-term interests. Forbo's aim is to strike a careful balance between management and control. The central rules are contained in the Articles of Association, the Organizational Regulations, and the Regulations of the Committees of the Board of Directors. The following information is set out in line with the Directive on Information relating to Corporate Governance ('DCG') and the relevant publications of SIX Swiss Exchange.

Group structure and shareholders

Group structure

Forbo Holding Ltd, domiciled at Lindenstrasse 8, 6340 Baar, is a limited company under Swiss law. The holding company holds all subsidiaries, directly or indirectly, that belong to the Forbo Group. The shares of Forbo Holding Ltd (security number 000354151/ISIN CH0003541510) are listed on SIX Swiss Exchange. A financial overview of the Forbo Group (including market capitalization) can be found on page 19. The operational structure of the Group is shown in the organizational chart on page 53. The scope of consolidation of Forbo Holding Ltd does not include any listed companies. The non-listed companies within the scope of consolidation of Forbo Holding Ltd are listed in the section 'Group companies' starting on page 144 in the financial report section. The company name and domicile, share capital, and percentage of participation, along with information relating to the allocation of the Group company to the Group's businesses, can also be found in that section of this Annual Report.

Significant shareholders

As of December 31, 2022, 4,327 shareholders were listed in the share register of Forbo Holding Ltd, or 404 (10.3%) more than in the previous year. As of December 31, 2022, Forbo Holding Ltd knew of the following significant shareholders with a holding of more than 3%:

	31.12.2022 as a percentage
Michael Pieper ¹⁾	27.80
Forbo Holding Ltd ²⁾	4.86
UBS Fund Management (Switzerland) AG	3 – 5
Swisscanto Fondsleitung AG	3 – 5
Credit Suisse Funds AG	3 – 5

1) Michael Pieper holds his interest directly and indirectly through Artemis Beteiligungen I AG.

2) Forbo Holding Ltd holds its shareholding directly and indirectly via Forbo Management SA.

Disclosure of significant shareholders and significant shareholder groups and their holdings is effected in accordance with the disclosure notices made in the year under review pursuant to Article 120 of the Financial Market Infrastructure Act (FMIA) and the provisions of the Ordinance of the Swiss Financial Market Supervisory Authority on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FMIO-FINMA).

Below is a summary of the current notified shareholdings published in the year under review:

On June 22, 2022, Forbo Holding Ltd reported that it had fallen below the 5% threshold limit and held 73,295 treasury shares directly and indirectly through Forbo Management SA, Baar, corresponding to 4.94% of the voting rights.

On September 8, 2022, UBS Fund Management (Switzerland) AG reported that it had fallen below the 5% threshold and held 73,753 shares, corresponding to 4.97% of the voting rights.

Full disclosure reports and all further published disclosure notices can be consulted on the publication platform of the disclosure office of the SIX Swiss Exchange (www.ser-ag.com → Fundamentals → Notices Market Participants → Significant Shareholders).

Cross-shareholdings

Forbo Holding Ltd has not entered into any cross-shareholdings with mutual capital shareholdings or voting rights.

Capital structure

Share capital

As of December 31, 2022, Forbo Holding Ltd had a fully paid-up share capital of CHF 148,500, divided into 1,485,000 listed registered shares, each with a par value of CHF 0.10. Of this amount:

- 73.70% were registered in the name of 4,301 shareholders with voting rights
- 21.86% were shares held by banks or SIX SIS AG pending registration of transfer
- 4.45% were registered in the share register without voting rights

There are no different categories of shares. Each share entitles the owner to one vote. Further information on the Forbo share can be found on pages 58 and 59. Further information on the rights of participation associated with the Forbo share can be found on pages 74 and 75 of this Annual Report.

By resolution of the Ordinary General Meeting of Forbo Holding Ltd on April 5, 2019, the Board of Directors was authorized to buy back 10% of the share capital over a period of three years either via a second trading line on the SIX Swiss Exchange or by another means. These shares will be definitively canceled. On the basis of this authorization, the Board of Directors launched a buyback via a second trading line on the SIX Swiss Exchange on March 22, 2021. On November 26, 2021, the Board of Directors suspended the buyback via the second trading line and placed an offer for the buyback of treasury shares at a fixed price. This was successfully concluded on December 10, 2021, with the repurchase of 74,835 (4.54%) registered shares. On December 14, 2021, the suspension was lifted and the buyback via the second trading line continued. By December 31, 2021, a total of 75,790 (4.59%) treasury shares had been bought back during the buyback scheme. A further 14,375 (0.87%) treasury shares were bought back via the second trading line in the year under review prior to the termination of the buyback program 2019–2022 on March 16, 2022. The Ordinary General Meeting of April 1, 2022, approved the cancelation of all 165,000 shares purchased under this share buyback program.

Conditional and authorized capital

Pursuant to Clause 4 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting), Forbo Holding Ltd has a maximum conditional capital of CHF 16,645, corresponding to 166,450 registered shares to be paid up in full with a par value of CHF 0.10 each. If the conditional capital were drawn on in full, the share capital would increase by CHF 16,645, or 11.21%, from the current level of CHF 148,500 to CHF 165,145. The capital increase takes place in accordance with the Articles of Association through the exercise of option and convertible rights granted in connection with the bonds issued by the company or one of its subsidiaries, or through the exercise of option rights granted to shareholders. Except for shareholder options, shareholders have no right of subscription. Holders of option or convertible rights are entitled to subscribe to new share issues. The registration of new shares is subject to the general restriction set out in Clause 6 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting), which stipulates that shareholders are entered in the share register with voting rights only if they declare expressly that they have acquired the shares in their own name and for their own account.

There is no authorized capital.

Changes in capital

The Ordinary General Meeting of Forbo Holding Ltd on April 1, 2022, decided, based on the audit report of a licensed audit expert, to reduce the ordinary share capital of the company by CHF 16,500 from CHF 165,000 to CHF 148,500 by canceling 165,000 shares with a par value of CHF 0.10 each. It was further resolved to amend the Articles of Association accordingly. The capital reduction was effected, and the new share capital of CHF 148,500 was entered in the Commercial Register on June 21, 2022.

No changes to the capital of Forbo Holding Ltd were made in 2021 and 2020.

Participation certificates and non-voting equity securities ('Genussscheine')

Forbo Holding Ltd has issued neither participation certificates nor non-voting equity securities.

Limitations on transferability and nominee registrations

Forbo Holding Ltd does not have any percentage limitations on voting rights. The Board of Directors may only refuse to register shares in the share register if the purchaser of the shares does not expressly declare that he/she has acquired the shares in his/her own name and for his/her own account.

Pursuant to Clause 6 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting), nominees may be entered in the share register with voting rights for up to a maximum of 0.3% of the share capital entered in the Commercial Register. Over and above this limit, nominees are only entered provided the name, address, and shareholding of those persons are disclosed for whose account the nominee holds a total of 0.3% or more of the registered share capital entered in the Commercial Register.

No statutory privileges exist, and there is no restriction on the transferability of the shares of Forbo Holding Ltd.

Convertible bonds and warrants/options

Forbo Holding Ltd has no outstanding convertible bonds nor has it issued any marketable warrants/options. Details on the long-term incentive plan for the Executive Board, under which future subscription rights are outstanding, can be found on pages 90 to 94 as well as on pages 134, 135, and 143 of this Annual Report.

Board of Directors

Members of the Board of Directors

The cut-off date for the following information is December 31, 2022.

The Board of Directors brings together expertise and competencies in all the relevant areas (in particular entrepreneurial skills and leadership, industry and technology, strategy, sales and distribution, international markets, sustainability, innovation, digitization, risk management, audit, and financial know-how).

With the exception of This E. Schneider, Executive Chairman of the Board of Directors, none of the members of the Board of Directors listed below holds or has held any operational management positions for Forbo Holding Ltd or its Group companies. In the three business years preceding the reporting period, no member of the Board of Directors was a member of the Executive Board of Forbo Holding Ltd and, with the exception of This E. Schneider, no Board of Directors member sat on the Executive Board of any of its subsidiaries. There are no significant business relationships between the members of the Board of Directors and Forbo Holding Ltd or its Group companies. The tasks of the Executive Chairman of the Board are described on page 53 of the Annual Report.

This E. Schneider, Executive Chairman

This E. Schneider, born in 1952, is a Swiss citizen. He studied economics at the University of St. Gallen (lic. oec. HSG) and at the Graduate School of Business, Stanford University, California, USA. After holding various management functions in Europe and the USA, he joined the Executive Board of Schmidt Agence AG, where he was responsible for strategic planning, operations, and logistics from 1984 to 1990. From 1991 to 1993, he was Chairman and CEO of the publicly listed company SAFAA, Paris. In 1994, he became a member of the Executive Board of Valora, with responsibility for the canteen and catering division. From 1997 to 2002, he was Delegate and Vice-President of the Board of Directors of Selecta Group. From March 2004 to December 2013, This E. Schneider was Delegate of the Board of Directors and CEO, and from January to April 2014 Delegate of the Board of Directors of the Forbo Group. He has been the Executive Chairman of the Board of Directors since the Ordinary General Meeting of 2014. Due to the change of CEO, he assumed the role of CEO of the Forbo Group on an interim basis from December 2022 up to and including February 2023.

Independent¹⁾ members of the Board of Directors

Michael Pieper, Vice-Chairman

Michael Pieper, born in 1946, is a Swiss citizen. He studied economics (lic. oec. HSG) at the University of St. Gallen. He has been with the Artemis Group (formerly the Franke Group) since 1986 and has been its owner and CEO since 1989. Since 1986, he has been a member of the Board of Directors at Franke Holding AG and various subsidiaries of Artemis and Franke around the world. He is also a member of the Boards of Directors of Arbonia AG in Arbon, Autoneum Holding AG in Winterthur, Bergos AG in Zurich, Reppisch-Werke AG in Dietikon, and a member of the Supervisory Board of Duravit AG in Hornberg, Germany. He was first elected to the Board of Directors of Forbo Holding Ltd in 2000.

Dr. Peter Altorfer, Vice-Chairman and Lead Independent Director

Peter Altorfer, born in 1953, is a Swiss citizen. He studied law at the University of Zurich, where he took his doctorate in law (Dr. iur.). He was admitted to the bar as an attorney-at-law in 1982. He attended the PED program at the IMD, Lausanne. Until 1988, he worked at Bank Leu AG. He subsequently joined the law firm Wenger & Vieli in Zurich, where he is now a consultant, specializing in bank and company law as well as estate planning. Peter Altorfer sits on the Boards of Directors of several companies, including Schweizerische Cement-Industrie-Aktiengesellschaft in Rapperswil-Jona, Privatbank Bellerive AG in Zurich, Nomura Bank (Schweiz) AG in Zurich, H. Kracht's Erben AG in Zurich and further non-listed investment and real estate companies as well as charitable foundations in Switzerland. He has been a member of the Board of Directors of Forbo Holding Ltd since March 2005.

¹⁾ Independent as defined in the 'Swiss code of best practice for corporate governance'

Claudia Coninx-Kaczynski

Claudia Coninx-Kaczynski, born in 1973, is a Swiss citizen. She took a degree in law at the University of Zurich (lic. iur.) and earned her Master of Law (LL. M.) at the London School of Economics and Political Sciences (LSE). From 2006 to 2011, she managed the business of Faerbi Immobilien AG (subsequently Rietpark Immobilien AG) in Zurich as a member of the Board of Directors. Subsequently, until 2014, she implemented various projects for P. A. Media AG and Swisscontent AG in Zurich (M&A among others). Between 2013 and 2016, she was a member of the Board of Directors of TX Group AG (formerly Tamedia AG), where in 2017 she was appointed Chairwoman of the Pool of Majority Shareholders. She is a member of the Board of Directors of Swisscontent AG in Zurich as well as of Awina AG in Zurich and sits on other Boards of Trustees. She has been a member of the Board of Directors of Forbo Holding Ltd since April 2014.

Jens Fankhänel

Jens Fankhänel was born in 1965 and is a German citizen. He studied at the University of Chemnitz in Germany and graduated in electronic engineering, specializing in automation technology and technical cybernetics. In 1994, he entered professional life at io-Consultants in Germany, first as a Project Manager and later as Director and Business Unit Manager Consulting and Engineering. After eight years, he moved to Swisslog, where he was Managing Director ANZAC from 2002 to 2005. He then worked for Dematic GmbH in Germany as CEO of its Central European Hub from 2005 to 2008, at which point he returned to Swisslog Holding AG for just over three years, holding the post of Managing Director WDS Central Europe. Since 2011, he has worked at Kardex Holding AG in Switzerland, until the end of 2018 he was Head Kardex Remstar Division, and he has been CEO of Kardex Holding AG since 2016. Jens Fankhänel has been a member of the Board of Directors of Forbo Holding AG since April 2022. He was appointed CEO of the Forbo Group with effect from March 1, 2023, and will retire from the Board of Directors accordingly at the next Ordinary General Meeting.

Dr. Eveline Saupper

Dr. Eveline Saupper was born in 1958 and is a Swiss citizen. She graduated in law from the University of St. Gallen and went on to obtain her doctorate (Dr. iur.). She was admitted to the bar in Zurich and is also a qualified tax expert. She began her career in 1983, working as a tax consultant at Peat Markwick Mitchell (now KPMG) in Zurich. From 1985 to 2017, she worked for Homburger AG in Zurich as an attorney and tax adviser, serving for around twenty years of that period as a partner and for over two years as Of Counsel. She spent an interim year in 1990 in Chicago as a lawyer with Baker & McKenzie. Since 2017, she has been running her own legal practice. Dr. Eveline Saupper sits on the Boards of Directors of a number of companies, including Clariant AG in Muttenz, Georg Fischer AG in Schaffhausen, Flughafen Zürich AG, Stäubli Holding AG in Pfäffikon, and Tourismus Savognin Bivio Albula AG. She is also a member of several Boards of Trustees. She has been a member of the Board of Directors of Forbo Holding AG since April 2022.

Vincent Studer

Vincent Studer, born in 1962, is a Swiss citizen. He graduated from the University of Applied Sciences, Berne, and trained as a Swiss certified public accountant. In addition, he has completed various national and international training courses. From 1991 to 2008, Vincent Studer worked at Ernst&Young AG as an external auditor and was head auditor responsible for auditing the statements of national and international companies in various industries. In 2001, he was appointed a partner in the area of Auditing. Since 2008, he has been a partner and since 2015 also a member of the Board of the accountancy and auditing firm T+R AG, Gümligen/Berne. From 2008 to 2021, he was a member of the management and Head of the auditing business unit there. Vincent Studer is a member of the Board of Directors of Bank EEK AG in Berne. He holds further directorships at other companies and foundations. He has been a member of the Board of Directors of Forbo Holding Ltd since April 2009.

Board of Directors of Forbo Holding Ltd as per December 31, 2022

	First elected at OGM	AFC	HRNC	RC	SC
Executive Chairman					
THIS E. SCHNEIDER Executive Director	2004				V
Vice Chairmen					
MICHAEL PIEPER Independent ¹⁾ non-executive Director	2000		M	M	
DR. PETER ALTORFER Independent ¹⁾ non-executive Director and Lead Independent Director	2005	M	C	C	
Members					
CLAUDIA CONINX-KACZYNSKI Independent ¹⁾ non-executive Director	2014		M	M	
JENS FANKHÄNEL Independent ¹⁾ non-executive Director	2022				M
DR. EVELINE SAUPER Independent ¹⁾ non-executive Director	2022	M			
VINCENT STUDER Independent ¹⁾ non-executive Director	2009	C			
Secretary of the Board of Directors					
NICOLE GRAF Non-member					

OGM: Ordinary General Meeting
 AFC: Audit and Finance Committee
 HRNC: Human Resources and Nomination Committee
 RC: Remuneration Committee
 SC: Strategy Committee
 V: Chair
 M: Member
¹⁾: Independent as defined by the 'Swiss code of best practice
 for corporate governance'

Changes to the Board of Directors

Dr. Eveline Saupper and Jens Fankhänel were newly elected to the Board of Directors at the General Meeting of Forbo Holding Ltd of April 1, 2022. Dr. Reto Müller did not stand for re-election and accordingly stepped down from the Board of Directors as of this date. Jens Fankhänel will succeed Michael Schumacher as Chief Executive Officer and Chairman of the Executive Board of the Forbo Group on March 1, 2023. Accordingly, he will not be standing for re-election to the Board of Directors at the next Ordinary General Meeting.

Statutory regulations governing the number of permissible activities pursuant to Article 626 Paragraph 2 Clause 1 CO (until December 31, 2022 Article 12 Paragraph 1 Section 1 OaER)

In accordance with Clause 22 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting), members of the Board of Directors may hold no more than five mandates in listed and twenty mandates in non-listed legal entities. A mandate is defined as any activity on the senior managerial or supervisory bodies of legal entities that are entered in the Swiss Commercial Register or comparable foreign registers and do not belong to the Forbo Group. Mandates with associated companies outside the Forbo Group are deemed to be a single mandate.

Election and term of office

The members of the Board of Directors are elected in individual votes for a one-year term of office, in accordance with the statutory provisions. A year is defined as the period between two Ordinary General Meetings. In accordance with the Organizational Regulations of Forbo Holding Ltd, members who have reached the 70th year of age resign from the Board of Directors at the Ordinary General Meeting of the following year. The Board of Directors may, however, approve exceptions. In determining the composition of the Board of Directors, importance is attached to the election of independent individuals with international experience in industrial companies as well as in the financial and consultancy sectors.

The Articles of Association of Forbo Holding Ltd do not contain any regulations that deviate from the statutory provisions for the appointment of the Chairman, the members of the Remuneration Committee, and the independent proxy.

Internal organizational structure

The allocation of tasks within the Board of Directors and the composition of the Board committees are shown in the table on page 67.

Decisions are as a general rule taken by the full Board of Directors. The Board constitutes four standing committees from its own ranks – the Audit and Finance Committee (AFC), the Human Resources and Nomination Committee (HRNC), the Strategy Committee (SC), and the Remuneration Committee (RC) – to deal with clearly defined subject areas of overriding importance. These four committees have mainly advisory and control functions. The members of the AFC, SC, and HRNC are elected by the Board of Directors on an annual basis and can be dismissed at any time. The members of the RC are elected annually by the General Meeting.

As a rule, the Executive Chairman of the Board of Directors chairs the meetings of the Board and the General Meeting. He plans and conducts the meetings of the Board and the General Meeting. The meetings of the Board and the relevant items on the agenda are prepared by the Executive Chairman. He monitors the execution of the measures adopted by the Board. He is the direct superior of the CEO, is in regular contact with him, and has an advisory and supervisory function. In addition, the Executive Chairman represents the Board and the Forbo Group vis-à-vis the public, the authorities, and the shareholders. The tasks of the Executive Chairman of the Board and the demarcation of responsibilities from those of the CEO are set out in the section 'Areas of responsibility' on pages 70 and 71.

The Vice Chairmen are tasked with deputizing for the Executive Chairman should the latter be prevented from attending for any reason. In accordance with the Organizational Regulations and actual practice, the Vice Chairmen have no further duties.

The Vice Chairmen are elected by the Board of Directors.

The Board of Directors meets on being convened by the Executive Chairman as often as business requires but at least four times a year. The items on the agenda must be announced at least five working days before the day of the meeting. This notification period may be shortened in urgent cases. In 2022, the Board of Directors held six meetings with members physically in attendance, as well as one telephone conference call. The meetings each lasted a whole day, while the conference call took around one hour. Every Board member participated in all the physical meetings.

The Executive Chairman may invite members of the Executive Board or other senior employees to attend Board meetings for individual items. In the 2022 business year, members of the Executive Board and other senior employees participated in the physical meetings of the Board of Directors for the agenda items that affected them. No members of the Executive Board nor any other senior employees participated in the Board meeting held by conference call. External consultants may participate in the meetings of the Board of Directors, the AFC, SC, HRNC, or RC only in exceptional circumstances to deal with particular items. In the 2022 business year, no external consultants participated in the meetings of the Board of Directors. Participation by external consultants in meetings of the AFC, SC, HRNC, and RC are listed in the chapters on the AFC, SC, HRNC, and RC on pages 69, 70, as well as 82 to 84.

Audit and Finance Committee

The AFC advises the Board of Directors in respect of its duties on behalf of the Group in the areas of financial reporting, the accounting standards and systems used, and decisions with significant financial implications. The AFC monitors the activities of the internal auditors and the external auditors. Moreover, it establishes the audit program of the internal auditors and proposes to the Board of Directors the choice of the external auditors for the attention of the General Meeting. The CEO and the CFO are regularly requested to attend meetings in an advisory capacity, while representatives of the internal and external auditors may attend by special invitation.

The AFC convenes as often as business requires, but at least twice a year. In the 2022 business year, two meetings were held, each lasting about half a day. All members of the AFC were present at both meetings. The external auditors were present for selected items on the agenda of the AFC's meeting on the financial statements and at the meeting to discuss the scope of the audit and the audit fee. The Ernst & Young representatives responsible for internal audit attended the discussions of the internal audit reports at both meetings. No external consultants participated in the meetings of the AFC in the year under review.

The AFC brings together expertise and competencies in the areas relevant for the committee on the basis of executive functions in other companies, current directorships in other firms, and previous responsibilities/mandates. The relevant information can be found on pages 65 and 66 of this Annual Report.

Strategy Committee

The SC advises and provides support for the Board of Directors on basic questions of corporate strategy and the strategic development of the company. It follows, supports, and reviews management preparation with regard to the acquisition and disposal of companies and shareholdings for decision-making by the Board of Directors. The SC reviews and makes recommendations on measures submitted by the management on aspects of environmental and social corporate governance. Finally, the SC helps the Board of Directors to fulfil its responsibilities with regard to monitoring the implementation of strategy.

The SC convenes as often as business requires, but at least twice a year. In the 2022 business year, a one-day meeting and a telephone conference call of around two hours' duration were held. All members of the SC were present at both meetings. The members of the Executive Board and other senior employees participated in the one-day meeting for the agenda items that affected them. Neither the external nor the internal auditors were present at the meetings of the SC. No external consultants participated in any SC meetings.

The SC brings together expertise and competencies in the areas relevant for the committee on the basis of executive functions in other companies, current directorships in other firms, and previous functions in responsible positions. The relevant information can be found on pages 65 and 66 of this Annual Report.

Human Resources and Nomination Committee

We refer to the explanations in the remuneration report on pages 82 and 83.

Remuneration Committee

We refer to the explanations in the remuneration report on pages 83 and 84.

Areas of responsibility

The Board of Directors bears ultimate responsibility for the management of Forbo Holding Ltd. The main duties of the Board of Directors are the following non-transferable and inalienable tasks pursuant to the Swiss Code of Obligations and the Articles of Association:

- overall management of the company and issuing of the necessary directives
- definition of the organizational structure
- determination of accounting, financial controlling, and financial planning principles
- appointment and dismissal of persons entrusted with the management of the company
- overall supervision of the persons entrusted with managing the company, particularly with respect
- to compliance with the law, Articles of Association, regulations, and directives
- preparation of the Annual Report as well as of the General Meeting and implementation of its resolutions
- preparation of the remuneration report
- notification of the court in the event of over-indebtedness

The Board of Directors bears ultimate responsibility for supervising and monitoring the management of the company and is responsible for the corporate strategy. It issues guidelines for business policy and is regularly briefed on the current state of business.

Business to be dealt with by the Board of Directors is regularly submitted in advance to the AFC, SC, HRNC, and RC, ad hoc committees, or individual members, depending on the subject, for review or an opinion. With the exception of its non-transferable and inalienable tasks, the Board of Directors may transfer tasks and responsibilities in full or in part to individual members of the Board or to third parties.

The Board of Directors is empowered to take decisions on all matters which are not reserved or transferred to the General Meeting or another body of Forbo by law, the Articles of Association, or regulations.

Tasks of the Executive Chairman of the Board of Directors:

- chairing of the Board of Directors
- preparation and monitoring of the execution of the decisions of the Board of Directors
- representation and positioning of the Group in the public
- overall management of strategy development and involvement in realizing key strategic projects
- management of relationships with key accounts and with business, sector, and capital market partners

Tasks of the Chief Executive Officer:

- operational management of the Group
- chairing of the Executive Board
- development and operational implementation of strategies
- implementation and monitoring of multi-year planning and budgets
- supporting of the Executive Chairman of the Board of Directors in preparing important projects relating to strategy, personnel, and finances for discussion and decision-taking by the Board of Directors

The CEO reports to the Executive Chairman of the Board of Directors and as a rule participates in all Board meetings dealing with topics that are relevant for the exercise of his function. He is not a member of the Board of Directors, though. All business management tasks that are not allocated to the Board of Directors or the Executive Chairman of the Board and that do not require the approval of the Board of Directors are delegated to the CEO and are carried out by him on his own responsibility. The CEO is responsible for ensuring compliance with the provisions of the law, the Articles of Association, and regulations throughout the Forbo Group.

In carrying out his tasks, the CEO is supported by the members of the Executive Board, who report to him. The Executive Board comprises the CEO, CFO, and the Executive Vice Presidents of both divisions; it is responsible for the long-term success and market-driven management of the Forbo Group.

The members of the Executive Board are responsible for their particular area of activity and also bear joint responsibility for safeguarding the interests of the Group and achieving the financial Group result.

Information and control instruments vis-à-vis the Executive Board

At the meetings of the Board of Directors, any member may request information about any matter concerning the Forbo Group. Outside the meetings, such requests for information are to be addressed to the Executive Chairman. The CEO and the other members of the Executive Board inform the Board of Directors at each regular meeting about the current state of business, important business events, and significant deviations from the budget.

The Chairmen of the AFC, HRNC, SC, and RC report at the Board of Directors meetings on the activities of their committees and express the opinions and recommendations of the AFC, SC, HRNC, or RC on the business items on which decisions are to be taken. Each member of the Board of Directors has the right to inspect the minutes of the AFC, SC, HRNC, and RC meetings. The Executive Board reports to the AFC through the CFO in consultation with the CEO; it reports to the HRNC, SC, and RC through the CEO.

The Board is also regularly briefed outside meetings about events and challenges the Group is facing and the general performance of the divisions. In addition, the Executive Chairman and the two Vice Chairmen are in regular contact when essential policy issues are involved. For important, particularly urgent events, the CEO informs the Executive Chairman of the Board of Directors immediately.

The Executive Board meets as often as business requires, normally once a month. In the 2022 business year, eleven meetings were held, with the meetings usually lasting half a day. In addition, the Executive Board also met for a two-day strategy workshop during the 2022 business year.

The CEO chairs the meetings of the Executive Board. For details concerning the participation of members of the Executive Board in meetings of the Board of Directors and its committees, refer to the sections on internal organization and on the AFC, SC, HRNC, and RC on pages 69 and 70, as well as 82 to 84.

The Board of Directors also fulfills its supervisory and monitoring obligations by means of financial reporting and its role in the planning cycle. The internal and external auditors may assist the Board in this task. However, neither the external auditors nor the internal auditors were invited to any meetings of the Board of Directors in 2022, as there were no special incidents or topics for discussion.

As part of financial reporting, the Board of Directors is informed as a rule once a month in writing about the company's current business performance and earnings situation by means of annotated income statements, key ratios, and deviation analyses.

The Board of Directors is, moreover, involved in the company's planning cycle. As a rule, the existing strategy is subjected to a thorough review by the Board of Directors in the first half of the year. The revised strategy is quantified in the three-year medium-term plan, which is normally approved at mid-year by the Board of Directors. Based on the medium-term plan, the Board of Directors sets the budget objectives for the coming business year. These budget objectives form the basis of the detailed budget, which is discussed and adopted by the Board of Directors in the fourth quarter.

The current business year is always assessed in a first estimate at the end of May, and a second estimate is made in mid-October. On completion of the business year, the extent to which the budget has been met is checked and deviations are analyzed. This analysis is used to derive appropriate measures, which are then implemented in the next planning cycle.

Internal audit is effected by Ernst&Young, which has been commissioned for this purpose. Internal audit is administratively subordinated to the Executive Chairman of the Board of Directors, is functionally independent, and reports directly to the AFC.

The audits are conducted in accordance with an annual plan approved by the AFC. A distinction is made between ordinary and special engagement audits. The latter consist of limited reviews, follow-up reviews, compliance audits, and other special engagements. Where necessary, the risks and weaknesses identified in these audits are minimized or eliminated by measures adopted by management and are constantly monitored.

In 2022, seven Group companies were audited by Ernst & Young on the occasion of six internal audits. The internal audits included, among others, the audit of control points defined in the framework of the internal control system (ICS) as well as various compliance reviews (including data protection) related to the audited business processes. Lastly, additional risks and controls in connection with the audited business processes were analyzed. Four companies in Forbo Flooring Systems and three companies in Forbo Movement Systems were audited in the course of the internal audits.

By means of self-assessments and management controls by division management, the implementation and reliability of the controls introduced with the ICS were examined to ensure that deviations were identified and that appropriate corrective measures were implemented.

Risk management

The ongoing and systematic evaluation of current and future risks invariably involves identifying and capitalizing on opportunities. Forbo regards risk management as a managerial and working tool designed, among other things, to safeguard the tangible and intangible assets of the company.

Forbo has a risk-based insurance coverage in line with industry practice and has appropriately insured in particular operational risks such as property damage, business interruption, and liability. The risks specifically in the areas of property damage and business interruption are examined in the context of periodic risk engineering reports by external experts. For this purpose, production companies are visited at regular intervals, and comprehensive surveys are worked through with local management. Action plans are drawn up and implemented based on the risks identified. These risk engineering audits have been prepared since 1990.

As regards business risks, Forbo addresses strategic risks as well as market and financial risks. In the area of market risks, interest and currency risks are centrally monitored and hedged in certain cases. The liquidity and financing of subsidiaries are also monitored centrally. For more information on this subject, refer to pages 138 to 142 of the Annual Report.

With regard to the risk management process, refer to the relevant explanations on pages 138 to 142 (note 23 'Risk assessment and financial risk management') of the Financial Report section of the Annual Report.

Executive Board

Members of the Executive Board, other activities, and vested interests

The members of the Executive Board, their nationality, function, training, and professional career, as well as other activities and vested interests, are set out on page 51 of this Annual Report.

Statutory regulations governing the number of permissible activities pursuant to Article 626 Paragraph 2 Clause 1 CO (until December 31, 2022 Article 12 Paragraph 1 Section 1 OaER)

In accordance with Clause 22 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting), members of the Executive Board may hold no more than two mandates in listed and seven mandates in non-listed legal entities. The acceptance of mandates by members of the Executive Board is subject to prior approval by the Board of Directors. A mandate is defined as any activity on the senior managerial or supervisory bodies of legal entities that are entered in the Swiss Commercial Register or comparable foreign registers and do not belong to the Forbo Group. Mandates with associated companies outside the Forbo Group are deemed to be a single mandate.

Changes to the Executive Board

Michael Schumacher, Chief Executive Officer and Chairman of the Executive Board of the Forbo Group, left the company on November 30, 2022. Jens Fankhänel, designated Chief Executive Officer of the Forbo Group, will succeed him on March 1, 2023. Meanwhile the role has been assumed by This E. Schneider on an interim basis.

Management contracts

Forbo Holding Ltd has concluded no management contracts with third parties.

Compensation, shareholdings, and loans

For information on this subject, refer to the remuneration report from page 79.

Shareholders' participation rights

Voting right restriction and representation

The registration of shares with voting rights in the share register requires the consent of the Board of Directors. Such consent may be withheld if the purchaser does not expressly declare that he/she has acquired and is holding the shares in his/her own name and for his/her own account. Pursuant to the Articles of Association, nominees may be entered in the share register with voting rights for up to a maximum of 0.3% of the registered share capital entered in the Commercial Register. The restriction also applies to shares that are subscribed or acquired through the exercise of a subscription, option, or convertible right. Resolutions on the amendment or abrogation of the clause on the registration of registered shares require a majority of two-thirds of the votes represented at the General Meeting and the absolute majority of the par value of the shares represented.

Deviating from Article 689 Paragraph 2 oldCO, shareholders who are unable to attend the General Meeting in person may not be represented by any third party of their choosing. They may only be represented by the legal representative, the independent proxy, or another shareholder who is registered in the share register.

Electronic participation in the General Meeting

Clause 12 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting) defines the rules for electronic issuing of instructions to the independent proxy; the precise modalities for this are defined by the Board of Directors. In accordance with Clause 14 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting), voting and elections at the General Meeting are in principle conducted electronically, unless the General Meeting decides that the ballot should be in writing or by a show of hands or the Chairman orders such a ballot procedure.

Statutory quorums

The Articles of Association of Forbo Holding Ltd do not provide for quorums that are larger than those stipulated by law for decisions of the General Meeting.

Convening of the General Meeting

The General Meeting is convened in accordance with the statutory provisions.

Agenda

Shareholders who represent at least 1% of the share capital may request that an item be placed on the agenda. This request must be communicated to the Board of Directors in writing, indicating the proposals, at least 45 days before the date of the General Meeting.

Entry in the share register

In accordance with Clause 12 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting), the Board of Directors, in its invitation to the General Meeting, announces the cut-off date for entries in the share register authorizing shareholder participation and voting.

Changes in control and defense measures

Duty to make an offer

The Articles of Association of Forbo Holding Ltd do neither contain an 'opting-up' clause nor an 'opting-out' clause pursuant to Articles 135 respectively 125 of the Financial Market Infrastructure Act.

Clause on changes of control

As per year-end 2022, no clauses on changes of control existed in agreements or plans involving members of the Board of Directors, the Executive Board or other members of management.

Auditors

Duration of the mandate and term of office of the Auditor in Charge

KPMG has been the Forbo Group's auditors since 2015. The auditors are elected every year by the Ordinary General Meeting on a proposal by the Board of Directors. On April 1, 2022, Regula Tobler took on the role of Auditor in Charge from Rolf Hauenstein, who had held the position since April 24, 2015. The term of office of the Auditor in Charge is limited to seven years.

Auditing fees

The auditing fees levied by the Group's auditors for auditing the consolidated financial statements, including the statutory audit of the individual financial statements of the holding company and the consolidated subsidiaries, amounted to CHF 0.8 million in the year under review.

Additional fees

The additional consultancy fees that were invoiced by the auditing company amounted to CHF 0.1 million in 2022. These fees were charged for the provision of tax advice.

Information instruments of the external auditors

Where required, the external auditors prepare for the Executive Chairman of the Board of Directors, the CEO, and the CFO an annual management letter reporting on their work and the results of their audit at Group level in the year under review. The key points are submitted to the Board of Directors in the form of a comprehensive report. The external auditors also prepare management letters on the subsidiaries they have audited. The AFC assesses and evaluates the proposals and statements thus received and appraises the corrective measures taken by management. At the AFC's invitation, representatives of the external auditors attend the AFC meetings in an advisory capacity. The Chairman of the AFC reports on the activities of the AFC and its assessment of the external auditors at the meetings of the Board of Directors. Any member of the Board of Directors may inspect the minutes of the AFC meetings.

At its meetings, the AFC assesses the performance and fees of the external auditors as well as their independence in both their auditing and their non-auditing capacities. This evaluation is based on the documents prepared by the external auditors and the discussions held with the external auditors in the meetings. It also draws on the evaluation of the CFO, who, if required, obtains the opinion of local management with regard to the audit work for the subsidiaries. The criteria for the evaluation of the external auditors include, in particular, their technical and operational competency, their independence and objectivity, punctual delivery of audit reports, the scope and focus of the audits, and the ability to provide effective and practical recommendations. The assessment by the AFC forms the basis of the proposal made by the Board of Directors to the Ordinary General Meeting regarding the choice of the external auditors.

Blackout periods

Forbo has specified general blackout periods associated with the publication of the Annual and Half-Year Reports. Each general blackout period comes into effect on the first day following the respective reporting period and applies until 23:59 CET on the day of publication of the Annual and Half-Year Reports. The general blackout period covers all Forbo securities and applies regardless of whether the persons concerned are in possession of insider information as defined in Article 2 F.M.I.A. The general blackout period applies to all members of the Board of Directors and the Executive Board of Forbo Holding Ltd, all employees at the Forbo Group head office in Baar, Switzerland, the members of the management boards of both divisions and their assistants, and all employees who have insight into the financial figures of a division, and any persons closely associated with them. The Securities Trading Compliance Committee, comprising the CFO, Head Corporate Treasury, and Head Corporate Legal Services, checks the list of those subject to the general blackout periods on a half-yearly basis, amending it as required. In each case, the Securities Trading Compliance Committee gives the persons affected by the general blackout period prior notification by email.

In addition to the general blackout periods, special blackout periods can be imposed at any time, with the duration, scope, affected personnel, and any exceptions being defined separately in each case.

As an exception, a transaction with Forbo securities is permitted during a blackout period if it is the result of a plan drawn up outside the blackout period, the main details of the transaction (quantity, price, date) were specified beforehand and the transaction cannot be influenced by the person concerned during the blackout period. Any exceptions must be approved by the Securities Trading Compliance Committee, with the approval being given outside the blackout period.

Information policy

Transparency for investors

Forbo provides objective and periodic communication to its shareholders, the capital market, the media, and the public by reporting in a timely fashion on business trends and activities relevant to the company. The Executive Chairman of the Board of Directors can be contacted directly for such information.

Shareholders receive summary reports on the business year as well as half-year reports. The Annual Report, like all other published documents, is available in printed form as well as online at www.forbo.com → Investors. The General Meeting is an additional source of information. Periodic publication of media releases, the annual media and analysts' conference, and road shows are further information tools for the media and the capital market.

Ad hoc communication

Registration for the automated dissemination of ad hoc releases in accordance with the guideline on ad hoc publicity of the SIX Swiss Exchange is available at the following address:

www.forbo.com → Media → Media releases 'subscription service'

Notification to shareholders takes place through publication in the company's official publication provided no other form of information is stipulated by law. Written notification to shareholders takes place through a simple letter to the addresses listed in the share register.

A financial calendar with the key dates can be found on page 10 of this Annual Report. Further information on the Forbo share is printed on pages 58 and 59 of this Annual Report.

Publications may be ordered by email or telephone:

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