

REMUNERATION REPORT

Foreword	132
Introduction	134
Voting topics at the 2026 Ordinary General Meeting	134
Remuneration for 2025 at a glance	134
Important changes in 2025	135
Remuneration governance	136
Human resources and nomination topics in relation to remuneration	138
Principles of remuneration for the Board of Directors and the Executive Board	140
Elements of remuneration for the Board of Directors	142
Elements of remuneration for the Executive Board	143
Disclosure of remuneration for the Board of Directors and the Executive Board	147
Details of target achievement by the Executive Board for the 2025 business year	151
Disclosure of shareholdings of the Board of Directors and the Executive Board	153
Outlook for 2026	154
External mandates of members of the Board of Directors and the Executive Board	154
Report of the auditor	157

FOREWORD

Dear Shareholders,

On behalf of the Remuneration Committee, I am pleased to present the 2025 Remuneration Report. Following the moderate approval rate in the previous year's consultative vote, the Remuneration Committee systematically analyzed the feedback received from institutional investors and specifically revised the Remuneration Report accordingly. The aim was to increase the transparency, comparability, and comprehensibility of the remuneration structure as well as the readability of the report itself.

The Remuneration Report has been restructured and organized in a clear way. The remuneration elements of the Board of Directors and the remuneration structure of the Executive Board are disclosed in a detailed and transparent manner. With the appointment of the new Chair of the Board of Directors, the remuneration model was reviewed and adjusted to the current framework conditions.

The variable remuneration elements for the Executive Board (STI and LTI) are based on clearly defined, quantifiable key performance indicators with a direct link to business performance. Target achievement for the 2025 business year is reported separately for the CEO and the other members of the Executive Board. Overall, the Remuneration Report underlines the consistent focus of remuneration on performance, sustainable value creation, and the long-term interests of shareholders.

The target achievement reported for the variable remuneration of the members of the Executive Board shows that business performance in the reporting year as well as in the previous year was below expectations in a difficult economic environment; this is reflected in the level of remuneration. At the same time, this attests to the consistent application of the pay-for-performance remuneration philosophy.

At the 2026 Ordinary General Meeting, you will have the opportunity to provide your consultative vote on this Remuneration Report. The Remuneration Committee welcomes the ongoing dialog with shareholders.

The Remuneration Committee performed its ordinary duties in the year under review. This included reviewing the remuneration programs, determining the remuneration of the Board of Directors and the Executive Board, and defining and assessing the performance targets of the Executive Board. The STI and LTI programs were reviewed against external benchmarks and compared with the remuneration systems at comparable companies. The committee also prepared the voting basis for the 2026 Ordinary General Meeting.

As part of its duties, the Human Resources and Nomination Committee successfully steered the transformation phase and the associated personnel challenges. These include, in particular, the appointment of Bernhard Merki as the new Chair of the Board of Directors, the appointment of Johannes Huber as successor to the CEO, and the interim appointment of Peter Germann as CFO. At the beginning of 2026, the vacant CFO position was also successfully filled with Heinz Hösli. He will start in this function on July 1, 2026. This means that the central leadership positions are filled with individuals with proven, relevant experience, ensuring the continuity of the company's leadership.

Based on the new HR strategy, the committee is taking a structured approach to talent management and succession planning at the senior management level and in the two divisions. The focus is on the systematic identification, promotion, and further development of employees with potential, which will help reliably fill critical positions while also supporting the organization's long-term stability.

On behalf of the Remuneration Committee, I would like to thank you, our valued shareholders, for the trust you have placed in us.

Yours sincerely,



Claudia Coninx-Kaczynski

Chairwoman of the Remuneration/Human Resources and Nomination Committee
Member of the Board of Directors



‘After successfully overcoming personnel challenges, all key positions are now optimally filled. The Board of Directors is convinced that the new leadership constellation creates a solid basis for the long-term and successful development of the Forbo Group. At the same time, the content of the Remuneration Report has been further refined, and its transparency and readability have been clearly improved.’

Claudia Coninx-Kaczynski

Introduction

The Remuneration Report provides an overview of the principles and elements of remuneration for the Board of Directors and the Executive Board of the Forbo Group. It describes the procedure for determining remuneration and contains detailed information on remuneration for both the reporting year and the previous year.

The report provides relevant information for shareholders as a basis for their decision-making and voting on the remuneration of the Board of Directors and the Executive Board at the 2026 Ordinary General Meeting.

The report complies with the SIX guidelines on the Corporate Governance Directive, which entered into force on January 1, 2023. The report consequently meets the requirements of the Swiss Code of Obligations.

Voting topics at the 2026 Ordinary General Meeting

In a consultative vote at the 2026 Ordinary General Meeting, shareholders will vote on the 2025 Remuneration Report and individually on the following four remuneration proposals:

- Maximum total remuneration for the Board of Directors for 2027
- Maximum fixed remuneration for the Executive Board for 2027
- Short-term variable remuneration for the Executive Board for 2025 (bonus/short-term incentive) – STI
- Maximum total amount of the long-term participation plan for the Executive Board for 2026 (long-term incentive plan 2026–2028) – LTI



Remuneration for 2025 at a glance

The total remuneration for the Board of Directors as well as the fixed remuneration, short-term variable remuneration (STI), and long-term participation plan (LTI) for the Executive Board for the year under review are within the maximum limits approved by the shareholders at the Ordinary General Meetings of 2023, 2024, and 2025 respectively.

Board of Directors

Voting topic	Year of OGM		Approval Ordinary General Meeting	Effectively paid out/ allocated
Maximum total remuneration for the Board of Directors for 2025 ¹⁾	2024	CHF	3,200,000	CHF 1,786,009

Executive Board

Voting topic	Year of OGM		Approval Ordinary General Meeting	Effectively paid out/ allocated
Maximum fixed remuneration for the Executive Board for 2025	2024	CHF	2,700,000	CHF 2,290,568
Short-term variable remuneration STI for the Executive Board for 2025	2026 ²⁾	CHF	196,500	CHF 196,402
Maximum total amount of the long-term participation plan LTI for the Executive Board for 2023 (LTI 2023–2025)	2023	CHF	1,000,000	CHF 0 ³⁾

¹⁾ The change in the chairmanship of the Board of Directors (the new Chair of the Board of Directors not holding an executive function and without substituting a new member for the Board member who was elected as Chair) was not yet known at the time of the proposal. Accordingly, the amount of remuneration is now lower.

²⁾ To be proposed at this year's Ordinary General Meeting and paid out/allocated once approved.

³⁾ Target achievement for the LTI plan for the period 2023–2025.

Important changes in 2025

In the reporting year, the remuneration system for the Chair was adjusted as a result of the newly elected Chair of the Board of Directors at the 2025 Ordinary General Meeting. As the new Chair does not have an executive function, his remuneration model has been aligned with the existing model for the other members of the Board of Directors.

With regard to the remuneration for the Executive Board, two sustainability targets were included in the short-term variable remuneration (STI) in the reporting year – a reduction in the lost time injury frequency rate (LTIFR) and a reduction in CO₂ emissions – and weighted at a total of 10 percent. With this approach, Forbo emphasizes the sustainable, responsible, and social orientation of its actions.

Following the moderate approval rate in the consultative vote at the 2025 Ordinary General Meeting, the Remuneration Committee systematically analyzed the feedback received from institutional investors and followed up on the relevant topics. The table below summarizes the main concerns/objections raised by shareholders and proxy advisors as well as Forbo's actions to address them:

Topic	Concerns/objections	Feedback from Forbo
Board of Directors		
Remuneration structure	Desire for greater transparency	The remuneration structure according to membership of Board of Directors committees is set out in detail on page 142 of this report. The actual office held in the reporting year and in the previous year has been newly included in the remuneration table on page 147 of this report.
Remuneration for the Chair of the Board of Directors	Amount of remuneration for the Chair of the Board of Directors	As the Chair of the Board of Directors elected at the Ordinary General Meeting of 2025 does not have an executive function, the remuneration for the Chair of the Board of Directors was adjusted to the existing model for the other members of the Board of Directors. Due to the current phase of transformation, this corresponds to a part-time workload of 50%, which will be reassessed at a later point in time. Further details can be found on pages 142 and 147 of this report.
Executive Board		
Remuneration structure	Desire for greater transparency	The remuneration elements for the Executive Board are described in detail starting on page 143 of this report, and the proportion of each element is shown as a percentage of the total direct remuneration.
Variable remuneration (STI)	Insufficient disclosure of targets for variable remuneration in relation to actual target achievement, resulting in a lack of comparison with company performance. Ideally reported separately for the CEO and other members of the Executive Board.	The performance-based elements of the STI and their weighting for each member of the Executive Board are listed in detail on page 143 of this report. On page 151 , target achievement is reported separately for the CEO and the other members of the Executive Board in relation to the corresponding business results achieved in 2025.
Variable remuneration (LTI)	Insufficient disclosure of targets for variable remuneration in relation to actual target achievement, resulting in a lack of comparison with company performance. Ideally reported separately for the CEO and other members of the Executive Board. As a result, there is no link to long-term shareholder interests versus shareholder value creation.	The performance-based criteria of the LTI and their weighting are listed in detail on page 146 of this report. These apply uniformly to all members of the Executive Board. On page 152 , target achievement is reported separately for the CEO and the other members of the Executive Board in relation to the expiring LTI plan for 2023–2025.

Overall, the readability of the Remuneration Report has been improved with a clear new structure and the addition of charts. Information on the remuneration elements is provided in more detail, and the external mandates of members of the Board of Directors and the Executive Board are clearly listed for the reporting year and the previous year.

Remuneration governance

Responsibilities for remuneration-related decisions are governed by the Articles of Association of Forbo Holding Ltd and the Remuneration Committee Regulations.

The Remuneration Committee: task and function

The Remuneration Committee (RC) advises and supports the Board of Directors (BOD) in formulating the principles of the remuneration policy for the Board of Directors and senior managers and draws up or approves corresponding regulations. Its main tasks include:

- Preparing remuneration recommendations for the Board of Directors and the CEO for submission to the Board of Directors
- Approving proposals by the CEO and the Chair of the Board of Directors for the other members of the Executive Board
- Approving proposals by the Chair of the Board of Directors as well as the Chair of the Remuneration Committee and the Strategy and Sustainability Committee regarding profit-sharing programs
- Setting targets and assessing performance with respect to the Board of Directors, its individual members, and the CEO
- Assessing general guidelines in the area of occupational pensions
- Defining and reviewing compliance with the company's own corporate governance guidelines

The Board of Directors may delegate additional individual tasks and powers to the Remuneration Committee.

The RC consists of at least two members of the Board of Directors. The individual members are elected by the Ordinary General Meeting for a term of office of one year. The Ordinary General Meeting of April 4, 2025, elected Claudia Coninx-Kaczynski (Chair), Michael Pieper, and Bernhard Merki to the Remuneration Committee for the 2025/2026 term of office. The members of the Remuneration Committee are independent (non-executive) members of the Board of Directors, i.e. they have never been members of the Executive Board and have no or relatively minor business relations with the company, but may be shareholders.

The RC convenes as often as business requires, but at least twice a year. In the 2025 business year, the RC held four face-to-face meetings, each lasting a couple of hours. No external advisors took part. Meetings are partially attended by the CEO in an advisory capacity in relation to the Executive Board. Agenda items and matters that directly affect the function or person of the Chair of the Board of Directors or the CEO are discussed without their presence.

Decision-making process and approval of remuneration elements and performance targets

The Remuneration Committee (RC) proposes to the Board of Directors the various elements of the maximum remuneration budget to be approved by the Ordinary General Meeting.

Remuneration elements

Approval and authority level

	RC	BOD	Ordinary General Meeting
Board of Directors			
Determine maximum total remuneration for the business year following the Ordinary General Meeting	proposes	approves	binding vote
Individual remuneration for the members of the Board of Directors	proposes	approves	—
Executive Board			
Maximum fixed remuneration for the business year following the Ordinary General Meeting	proposes	approves	binding vote
Payment of the short-term variable remuneration (short-term incentive, STI) for the business year preceding the Ordinary General Meeting	proposes	approves	binding vote
Maximum total amount of the long-term participation plan (long-term incentive, LTI) for the year of the Ordinary General Meeting	proposes	approves	binding vote
Governance			
Remuneration Report for the business year preceding the Ordinary General Meeting	proposes	approves	consultative vote
Remuneration policy and regulations in line with the Articles of Association	proposes	approves	—

The maximum total remuneration for the Board of Directors and the maximum fixed remuneration for the Executive Board are determined by the Remuneration Committee in the fourth quarter of each year and submitted to the Board of Directors for approval at the beginning of the year for the following business year. The amount, structure, and targets of the short-term incentive (STI) and long-term incentive (LTI) for the Executive Board are determined by the Remuneration Committee once a year in the fourth quarter for the following year.

The STI is calculated at the end of the business year and paid out for the previous year after approval by the shareholders. The payout is linked to the management investment plan (MIP), according to which at least 50% of the amount is to be allocated in shares. In the case of the LTI, the performance share units are allocated after approval by the Ordinary General Meeting; the resulting entitlement is determined at the end of the three-year performance period in February and converted into blocked shares.

Alignment of performance-based remuneration with the corporate strategy

Forbo's remuneration strategy is geared towards its corporate strategy, linked to the relevant key performance indicators and based on the annual budget and medium-term planning. This is reflected in the choice of performance criteria that are derived from Group and/or divisional objectives depending on the function of the respective member of the Executive Board. Details can be found on [pages 143](#) and [146](#) of this Remuneration Report. Factors and performance criteria influencing the amount of the payout/share allocation of the variable remuneration elements are directly linked to the company's success. The prevailing market environment and the current business situation are taken into account when setting targets. The targets are generally designed to be ambitious and reflect a balance between individual contribution, performance, and sustainability.

Forbo aims to strengthen its market position as a leading manufacturer of floor coverings, building and construction adhesives as well as conveyor belts, and to achieve above-average performance. The remuneration system supports this focus by setting ambitious, business-relevant and future-focused incentives.

Performance targets for the Executive Board

	Approval		
	CEO	RC	BOD
Determine and assess achievement of performance targets for the short-term variable remuneration (short-term incentive, STI) of the CEO	—	proposes	approves
Determine and assess achievement of performance targets for the short-term variable remuneration (short-term incentive, STI) of the other members of the Executive Board	proposes	approves	—
Performance targets for the long-term participation plan (long-term incentive, LTI)	proposes	validates and proposes	approves

Planning cycle

The Board of Directors is closely involved in the Group's planning cycle: typically, the existing corporate strategy is reviewed annually by the Board of Directors. The confirmed or revised strategy is quantified by means of the three-year medium-term plan, which is approved by the Board of Directors. Based on the medium-term plan, the Board of Directors determines the budget target for the coming business year. This budget target forms the basis for the detailed budget, which is reviewed and approved by the Board of Directors. The Board of Directors determines how budget target achievement relates to the payout ratio. On this basis, the targets for the variable remuneration elements for the members of the Executive Board are set for the following year.

Planning elements

Decision-making periods

	1st quarter	2nd quarter	3rd quarter	4th quarter
Corporate targets and planning	—			
Review/amend the strategy	—			
Develop medium-term plan	—			
Develop budget	—			

Human resources and nomination topics in relation to remuneration

Decisions related to human resources and nomination are governed by the Articles of Association of Forbo Holding Ltd and the regulations of the Human Resources and Nomination Committee.

The Human Resources and Nomination Committee: task and function

The Human Resources and Nomination Committee (HRNC) advises the Board of Directors on matters relating to human resources and nomination for the Board of Directors and senior managers. Its main tasks include:

- Preparing human resources policy proposals for the composition of the Board of Directors, the Chair, the CEO, and the other members of the Executive Board for submission to the Board of Directors
- Evaluating and approving the proposals of the Chair of the Board of Directors and the CEO regarding the composition and employment conditions of the Executive Board
- Preparing and periodically reviewing the selection criteria for the members of the Board of Directors, the CEO, and the other members of the Executive Board, as well as their succession planning
- Establishing the principles of the human resources policy
- Approving the acceptance of mandates by the Chair of the Board of Directors and the members of the Executive Board at companies outside the Forbo Group
(details can be found from [page 154](#) in the section 'External mandates of members of the Board of Directors and the Executive Board' of this Remuneration Report)

The HRNC consists of at least two members of the Board of Directors. They are elected by the Board of Directors for a term of office of one year and one of the members is elected as Chair. The Board of Directors elected Claudia Coninx-Kaczynski (Chair), Michael Pieper, and Bernhard Merki to the Human Resources and Nomination Committee for the 2025/2026 term of office. The members of the HRNC are independent (non-executive) members of the Board of Directors, i.e. they have never been members of the Executive Board and have no or relatively minor business relations with the company, but may be shareholders.

The HRNC convenes as often as business requires, but at least twice a year. In the 2025 business year, the HRNC held four face-to-face meetings, each lasting a couple of hours. No external advisors took part. Meetings are partially attended by the CEO in an advisory capacity in relation to the Executive Board. Agenda items and matters that directly affect the function or person of the Chair of the Board of Directors or the CEO are discussed without their presence.

Expertise and competence

The RC and HRNC combine expertise and competence in the relevant areas – through current board mandates at other companies, executive contacts at other companies, as well as previous responsibilities/mandates. Further information can be found on [pages 114](#) and [115](#) of this Annual Report.

Main activities of the RC/HRNC in the reporting year

Planning elements

Decision-making periods

	1st quarter	2nd quarter	3rd quarter	4th quarter
Corporate targets and planning (proposal by the CEO/ Executive Board – approval by the Board of Directors)				
Review/amend the strategy		■		
Develop medium-term plan		■		
Develop budget			■	
Determination of remuneration (proposal by RC/HRNC – approval by the Board of Directors)				
Executive Board				
Set targets/propose variable remuneration elements (following year)				■
Perform interim assessment of target achievement and performance for the current business year			■	
Assess target achievement for variable remuneration elements for the business year (previous year)	■			■
Determine maximum total remuneration (following year)	■			
Board of Directors				
Determine maximum total remuneration (following year)	■			■
Governance				
Prepare the Ordinary General Meeting/proposal of the Ordinary General Meeting relating to remuneration	■			
Review shareholders' and proxy advisors' feedback on the Remuneration Report		■		
Succession planning for the Executive Board		■		
Deliberate on talent management		■		
Prepare the Remuneration Report			■	
Define RC/HRNC agenda for the following year				■

Principles of remuneration for the Board of Directors and Executive Board

Forbo pursues a remuneration strategy that is geared towards long-term and sustainable corporate development. The aim is to remunerate leaders adequately for their performance, commitment, and the results achieved and thereby encourage their long-term loyalty to the company. The purpose of paying part of the remuneration in the form of shares is to link the interests of the members of the Board of Directors and the Executive Board with those of the shareholders.

Board of Directors

In order to determine the remuneration for the Board of Directors, the remuneration paid to members of the Board of Directors of Forbo Holding Ltd is periodically compared with that paid to members of the boards of directors of comparable industrial companies.

The members of the Board of Directors are compensated solely with a fixed fee to ensure their independence in the performance of their supervisory duties. The amount of remuneration varies by office held, whether as Chair or member, as well as based on membership of Board of Director committees. The remuneration is partly paid to the members of the Board of Directors in the form of blocked shares in Forbo Holding Ltd.

Remuneration details are provided on [pages 142 and 147](#) of this report.

The relevant statutory provisions governing the principles of performance-driven remuneration and the allocation of shares are set out on pages 11 and 12 of section IV of the Articles of Association of Forbo Holding Ltd. These can be found at:

www.forbo.com → Investors → Ordinary General Meeting

Executive Board

On the one hand, the level of remuneration for the members of the Executive Board is determined on the basis of criteria such as individual function, experience in this function, responsibility, and corporate success. On the other hand, the remuneration for the members of the Forbo Executive Board is periodically compared with that of the members of the executive boards of comparable industrial companies.

The total remuneration for the Executive Board consists of fixed remuneration as well as variable cash- and share-based remuneration elements. Variable remuneration is determined to a large extent by the company's operating performance and the degree to which individual members of the Executive Board have met their targets. Remuneration involves balanced consideration not only of short-term success, but also of long-term value creation. Participation plans promote the long-term commitment and entrepreneurial mindset of executives, thereby aligning their interests with those of shareholders.

Remuneration details are provided on [pages 143 to 146 and 149 to 152](#) of this report.

The relevant statutory provisions governing the principles of performance-driven remuneration, the allocation of shares, and the additional remuneration amount for new members of the Executive Board appointed after the Ordinary General Meeting are set out on pages 11 and 12 of section IV of the Articles of Association of Forbo Holding Ltd. These can be found at:

www.forbo.com → Investors → Ordinary General Meeting

Benchmarking and peer groups

The periodic review of the remuneration for the Board of Directors and the Executive Board is based on information from publicly available sources and supported by data from reputable market data providers. It also takes into account the experience of the members of the Board of Directors from mandates in comparable companies. Global industrial companies with headquarters in Switzerland, revenue of CHF 0.5 to 5.0 billion, and a headcount of 2,000 to 10,000 employees are considered comparable, as well as globally active, listed companies that operate in the same areas of business as Forbo. In general, no external advisors are consulted when structuring remuneration.

These peer groups include the following companies:

Arbonia	Autoneum	Bucher Industries	Bühler	Burkhardt Compression
Dätwyler	Dormakaba	EMS-Chemie	Emmi	Feintool
Franke	Geberit	Georg Fischer	Gurit	Interroll
Kardex	OC-Oerlikon	Rieter	Schweiter Technologies	Sonova
Sulzer	Straumann	VAT	V-Zug	Zehnder Group

In the course of the transformation phase and the associated new appointments in both the year under review and the previous year, the Remuneration Committee gained in-depth insights into current market data for various industries and company sizes as part of the relevant selection processes for both the Board of Directors and the Executive Board. The members of the Remuneration Committee have thus come to the conclusion that, on the whole, remuneration is well positioned in the market. For 2025, minor targeted adjustments were made in the case of individual members of the Executive Board. These adjustments in total are well below 1% of the total remuneration paid to the Executive Board.

In general, remuneration is reviewed every three years and adjusted if necessary.

Elements of remuneration for the Board of Directors

Members of the Board of Directors

The members of the Board of Directors receive a fixed remuneration, the amount of which varies by office held, whether as Chair, Vice Chair, or member, and according to membership of the Board of Directors committees of the Audit and Finance Committee (AFC), RC, HRNC, and the Strategy and Sustainability Committee (SSC).

Overview of Board of Directors fees by committee membership

Office	Gross remuneration for 2025 in CHF
Chair of the Board of Directors ¹⁾	750,000
Member of the Board of Directors and one committee	130,000
Vice Chair	20,000
Chair of a committee (RC/HRNC ²⁾ , AFC, SSC)	25,000
Second committee membership	20,000

¹⁾The Chair of the Board of Directors receives a fixed remuneration, which also covers any duties performed as a committee Chair or committee member. Due to the current phase of transformation, this corresponds to a part-time workload of 50%, which will be reassessed at a later point in time.

²⁾In the context of remuneration, the RC/HRNC counts as one committee.

Cash-based remuneration 60%

Cash payment in November (Chair of the Board of Directors in June and November)

Share-based remuneration 40%

Shares in Forbo Holding Ltd
3-year blocking period
Allocation in November

Other remuneration

Lump-sum expenses and social security
Based on remuneration in cash and shares
Settlement in November (Chair of the Board of Directors in June and November)

40% of gross remuneration is paid to the Board of Directors in shares in Forbo Holding Ltd. The shares have a blocking period of three years and cannot be sold or pledged during this period. The shares are allocated at the discounted tax value. Issued shares are measured at fair value at the time of allocation for remuneration purposes. The criterion for determining the number of shares issued is the average price over ten trading days after dividend distribution or par-value repayment. If no dividend is distributed or no par-value repayment is made, the average price over the ten trading days from June 1 of the corresponding business year applies. The detailed total settlement is typically carried out in November; the shares are also typically allocated in November.

The total remuneration paid to the members of the Board of Directors also includes lump-sum expenses of CHF 4,000 and employer contributions to statutory social security (OASI/IV/UI/FAK). The members of the Board of Directors are not covered by the company's pension plan.

Chair of the Board of Directors until the 2025 Ordinary General Meeting

The remuneration of the Chair of the Board of Directors is included in the total remuneration for the Board of Directors. The previous Chair of the Board of Directors, who held an executive function until the 2023 Ordinary General Meeting, was remunerated exclusively in the form of shares – as in the previous year – until his resignation at the 2025 Ordinary General Meeting. This share package may not be pledged or secured and may not be sold until after three years at the earliest.

The price used to calculate the number of shares is the weighted average price during the first ten trading days of the calendar year of the share of Forbo Holding Ltd. The total remuneration also includes employer contributions to statutory social security (OASI/IV/FAK), private use of a company car, contributions to accident and health insurance, and location expenses.

Chair of the Board of Directors from the 2025 Ordinary General Meeting

A new Chair of the Board of Directors was elected at the 2025 Ordinary General Meeting, as the previous long-standing incumbent did not stand for re-election. As the new Chair does not have an executive function, his remuneration model has been aligned with the existing model for the other members of the Board of Directors – as described in the section above. The cash portion is paid out in two installments: one half in June and one half in November. Shares are typically allocated in November.

Elements of remuneration for the Executive Board

Remuneration elements

The remuneration of the members of the Executive Board consists of fixed, variable, and other remuneration elements. The fixed remuneration consists of a fixed basic salary which is mainly paid in cash; it may also include shares in Forbo Holding Ltd. The variable remuneration consists of a short-term remuneration (short-term incentive, STI) and a long-term participation plan (long-term incentive, LTI). Both variable remuneration systems are described in detail from this page to page 146. Other remuneration includes employer contributions to the usual social security schemes (OASI/IV/UI/FAK), occupational pensions, daily accident and sickness benefits, and private use of a company car.

Overview of share of total direct remuneration – based on target level for STI and LTI

The STI before investment in the management investment plan (MIP)

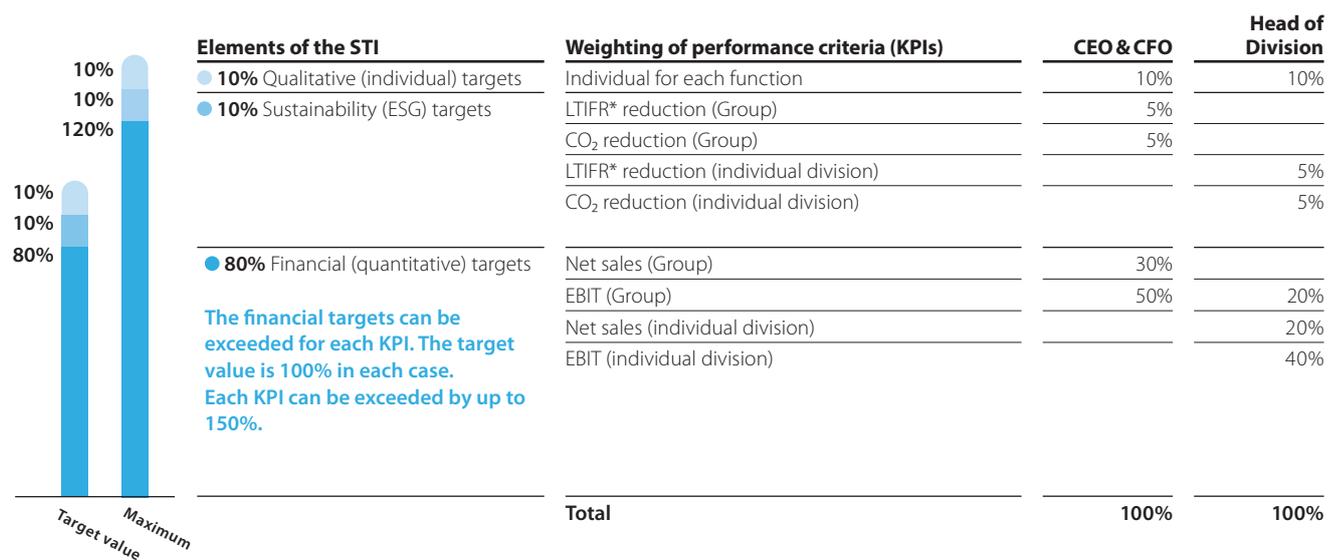
Element	CEO	Executive Board (excluding CEO)
LTI	32.4%	22.5% – 27.3%
STI	32.4%	25.6% – 31.1%
FIXED BASIC SALARY	35.2%	44.5% – 47.4%
Target value = maximum	Total 100%	Total 100% per member of the Executive Board

Fixed remuneration

The fixed remuneration for the Executive Board includes the basic salary, which is paid out in cash. The Remuneration Committee may also determine that part of the basic salary is to be paid in the form of shares in Forbo Holding Ltd (five-year blocking period).

Short-term variable remuneration (short-term incentive, STI)

The STI is a short-term target- and performance-driven remuneration element for the Executive Board. At least 50% of STI target achievement must be remunerated in the form of blocked shares in Forbo Holding Ltd (see the description of the management investment plan (MIP) on [page 144](#) of this report).



* Lost time injury frequency rate based on production sites.

The STI is linked to qualitative (individual), sustainability (ESG), and financial (quantitative) targets, the details of which depend on the responsibility of the respective member of the Executive Board. These can relate to Group and/or divisional targets. The Board of Directors determines and weights these three types of targets.

The targets of the STI correspond to 100% target achievement. This target amount corresponds to a defined percentage of the fixed basic salary, which ranges between 25.6% and 32.4% depending on the Executive Board function. The qualitative targets account for 10% of the STI and relate to defined projects and measures with focus topics for the respective business year, such as strategy implementation, organizational changes, leadership and employee development, and innovation. In the reporting year, an additional 10% in sustainability targets was introduced; these targets contribute to the implementation of the Sustainability Strategy 2030. Half of these relate to the reduction in CO₂ emissions (Scope 1, 2, and 3) and another half to the reduction in the lost time injury frequency rate (LTIFR). The qualitative and sustainability targets cannot be exceeded in the reporting year. The remaining 80% (previously 90%) is geared towards the achievement of the financial targets. The target value per KPI is 100% in each case, whereby each KPI can be exceeded by up to 150%. This means that the maximum degree of target achievement can be 140%.

In the case of the financial targets (80%) and the sustainability (10%) targets, there is a minimum level of target achievement, below which no variable remuneration is paid, and an upper level of target achievement, above which the remuneration component is capped. Depending on the role, the variable remuneration (STI) can amount to up to 127% of the fixed basic salary if the target is fully achieved and the MIP is fully utilized. If the target value is exceeded, the variable remuneration can amount to a maximum of 178% of the fixed remuneration.

While target achievement is clearly measurable for the financial targets (80%) and the sustainability targets (10%), discretionary decisions are possible in some cases when measuring the achievement of individual qualitative targets (10%).

As soon as a plan participant has a terminated employment relationship, the plan participant loses part of their entitlement in the year of departure, as the STI is limited to a maximum of 50% of the target bonus pro rata temporis.

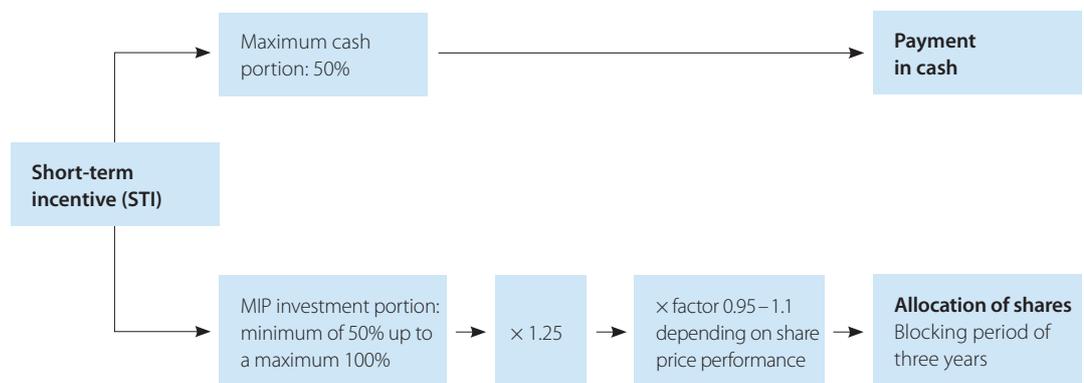
STI – conversion of remuneration into shares under the management investment plan (MIP)

When the short-term incentive (STI) is paid out, at least 50% must be allocated to the MIP. The remaining 50% can be withdrawn in full or in part by the members of the Executive Board in cash or likewise invested in the MIP. Each year, they can decide how this remaining 50% is divided.

The amounts allocated to the MIP are invested in shares in Forbo Holding Ltd. These are subject to a three-year blocking period and cannot be sold or pledged during this period. Foreign members of the Executive Board may purchase share commitments instead of shares, for which the shares are only transferred after three years have elapsed. In order to take into account the three-year blocking period, the amount invested in the MIP is initially increased by 25%. In addition, this amount is multiplied by a factor based on the performance of the share price. This factor is calculated as follows:

$((SPA - SPP)/SPP) + 1$, whereby 'SPA' is the relevant stock exchange price for the allocation of shares in the year of allocation and 'SPP' is the stock exchange price for the allocation in the previous year. This factor is limited at the upper end at 1.1 and at the lower end at 0.95.

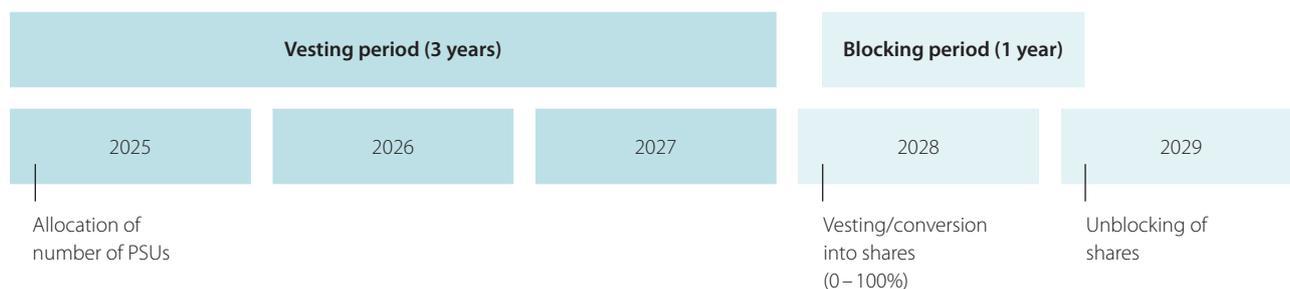
The relevant stock exchange price for the allocation of shares is calculated on the basis of the unweighted average of the closing prices of Forbo shares during the first 14 trading days in January of the respective allocation year. The shares are subject to a blocking period of three years. They cannot be sold or pledged during this period.



Long-term participation plan (long-term incentive, LTI)

The LTI is a long-term participation plan consisting of a performance share unit plan. Its aim is to link part of the remuneration for the Executive Board even more closely to the company's long-term success. At the beginning of the performance period, each member of the Executive Board receives a certain number of deferred subscription rights in the form of performance share units (PSUs). These subscription rights correspond to a defined percentage of the fixed basic salary, which ranges between 22.5% and 32.4% depending on the Executive Board function. One PSU corresponds to a deferred subscription right to one share. The PSUs are subject to a three-year vesting period. They are converted into blocked shares and are linked exclusively to the achievement of the targets defined at the Group level. At the end of the vesting period, it is determined whether and to what extent the targets set by the Board of Directors at the beginning of the vesting period have been achieved. Based on the level of target achievement, a corresponding percentage of the PSUs is converted into shares. These are subject to a one-year blocking period (they had been subject to a three-year blocking period for the long-term incentive plan up to and including 2022 – 2024). They cannot be sold or pledged during this period.

Example: long-term incentive plan (LTI) for 2025 – 2027



The relevant stock exchange price for the allocation of PSUs at the beginning of the vesting period is calculated on the basis of the unweighted average of the closing prices of Forbo shares during the first 14 trading days in January of the respective PSU allocation year.

As soon as a plan participant has a terminated employment relationship, irrespective of whether the plan participant has terminated the employment contract or the company has terminated the employment contract with the plan participant, all PSUs expire.

When converting PSUs, foreign members of the Executive Board can also subscribe to share commitments instead of shares. The corresponding shares are transferred after one year (after three years for the long-term incentive plan up to and including 2022 – 2024).

Key performance indicators for the long-term incentive plan (LTI)

The key performance indicators for the LTI are geared towards long-term and sustainable corporate development and consist of three equally weighted targets that apply uniformly to all members of the Executive Board and are defined at the Group level. Target achievement is clearly measurable in each case. There is no discretionary component.

Performance criteria (KPIs)	Executive Board (including CEO)
Organic sales growth in percent Group	Weighting: $\frac{1}{3}$
Return on net assets (RONA) Group	Weighting: $\frac{1}{3}$
Growth in earnings per share (EPS) adjusted for share buybacks Group	Weighting: $\frac{1}{3}$
Target value = maximum	100%

The targets of the LTI correspond to 100% target achievement over a term of three years. The maximum degree of target achievement cannot exceed 100%. If a certain threshold of a target is not reached, the PSUs will not be converted into shares for that part.

Employment contracts of the members of the Executive Board

The employment contracts of the members of the Executive Board stipulate an indefinite contract period with a notice period of no more than 12 months.

The Board of Directors may stipulate that holding periods under the management investment plan (MIP) or the long-term incentive (LTI) cease to apply in whole or in part upon the occurrence of certain events (such as change of control, termination of employment, retirement, or death). No additional remuneration or benefits are paid in the event of changes in control of the company.

No severance payments were agreed for members of the Executive Board.

Disclosure of remuneration for the Board of Directors and the Executive Board

Disclosure of remuneration for the Board of Directors

Remuneration

For the 2025 business year¹⁾
(audited)

Members of the Board of Directors	Memberships of committees ⁷⁾				Remuneration fee		Other remuneration ²⁾	Total	
					Cash	Shares ⁵⁾⁶⁾		CHF	CHF
					CHF	Number	CHF		
This E. Schneider, Chair ³⁾⁶⁾			C	0	297	225,631	37,206	262,837	
Bernhard Merki, Chair ³⁾⁴⁾		M	M	C	359,558	378	286,373	4,000	649,931
Michael Pieper, Vice Chair		M	M		89,572	95	71,972	12,943	174,487
Claudia Coninx-Kaczynski, member			C	C	92,663	98	74,245	16,036	182,944
Jörg Kampmeyer, member	M			M	89,572	95	71,972	4,000	165,544
Dr. Eveline Saupper, member	M			M	89,572	95	71,972	12,943	174,487
Vincent Studer, member	C				92,663	98	74,245	8,871	175,779
Total for the Board of Directors⁵⁾					813,600	1,156	876,410	95,999	1,786,009

M = member, C = Chair

¹⁾ The remuneration of the Board of Directors is reported gross, before the deduction of employee social security contributions. The amounts in the table are generally based on the valuation models applied and disclosed in the consolidated financial statements.

²⁾ 'Other remuneration' includes, in particular, employer contributions to the usual social security schemes as well as lump-sum or location expenses.

³⁾ Details on the remuneration structure of the Chair of the Board of Directors can be found on [page 142](#) of this Remuneration Report. These explanations also include the criterion for determining the number of shares issued and their blocking periods.

⁴⁾ For the reporting year, the total remuneration for the Chair elected since the 2025 Ordinary General Meeting includes a pro rata share of three months of the Board of Directors' fees as a member of the Board of Directors and a pro rata share of nine months of the Board of Directors' fees as Chair of the Board of Directors.

⁵⁾ The criterion for determining the number of shares issued for the members of the Board of Directors and the Chair elected since the 2025 Ordinary General Meeting is the average price during the ten trading days after dividend payment or par-value repayment: CHF 757.60. The shares were allocated at a discounted tax value of CHF 636.09. The shares are subject to a three-year blocking period and are reported at fair value in the table above.

⁶⁾ The criterion for determining the number of shares issued for the Chair of the Board of Directors until the 2025 Ordinary General Meeting is the weighted average price during the first ten trading days of the calendar year: CHF 759.70. This market value is decisive for the allocation of shares. They are subject to a blocking period of three years and are reported at fair value in the table above. The discounted tax value is CHF 637.86 per share.

⁷⁾ In the context of remuneration, the RC/HRNC counts as one committee.

Disclosure of remuneration for the Board of Directors

Remuneration

For the 2024 business year¹⁾
(audited)

Members of the Board of Directors	Memberships of committees ⁶⁾				Remuneration fee		Other remuneration ²⁾	Total	
					Cash	Shares ³⁾⁵⁾		CHF	CHF
					CHF	Number	CHF		
This E. Schneider, Chair ³⁾				C	0	1,479	1,500,446	146,650	1,647,096
Michael Pieper, Vice Chair		M		M	86,415	66	69,775	12,968	169,158
Dr. Peter Altorfer, Vice Chair ⁴⁾					46,250	0	0	3,942	50,192
Claudia Coninx-Kaczynski, member			C	C	86,053	65	68,718	15,637	170,408
Jörg Kampmeyer, member ⁴⁾	M			M	62,393	48	50,746	3,000	116,139
Bernhard Merki, member ⁴⁾		M		M	62,393	48	50,746	3,000	116,139
Dr. Eveline Saupper, member	M			M	83,190	64	67,661	12,618	163,469
Vincent Studer, member	C				89,640	68	71,890	8,887	170,417
Total for the Board of Directors⁵⁾					516,334	1,838	1,879,982	206,702	2,603,018

M = member, C = Chair

¹⁾ The remuneration of the Board of Directors is reported gross, before the deduction of employee social security contributions. The amounts in the table are generally based on the valuation models applied and disclosed in the consolidated financial statements.

²⁾ 'Other remuneration' includes, in particular, employer contributions to the usual social security schemes, private use of a company car as well as lump-sum or location expenses.

³⁾ Details on the remuneration structure of the Chair of the Board of Directors can be found on page 142 of this Remuneration Report. These explanations also include the criterion for determining the number of shares issued and their blocking periods. The criterion for determining the number of shares issued for the Chair of the Board of Directors is the weighted average price during the first ten trading days of the calendar year: CHF 1,014.50. This market value is decisive for the allocation of shares. They are subject to a blocking period of three years and are reported at fair value in the table above. The discounted tax value was CHF 851.79 per share.

⁴⁾ The Board of Directors' fees for 2024 have been settled pro rata temporis for Dr. Peter Altorfer (three months), Jörg Kampmeyer, and Bernhard Merki (both nine months each).

⁵⁾ The criterion for determining the number of shares issued for the members of the Board of Directors (for the Chair of the Board of Directors, see footnote³⁾) is the average price during the ten trading days after dividend payment or par-value repayment: CHF 1,057.20. The shares were allocated at a discounted tax value of CHF 887.65. The shares are subject to a three-year blocking period and are reported at fair value in the table above.

⁶⁾ In the context of remuneration, the RC/HRNC counts as one committee.

Disclosure of remuneration for the Executive Board

Remuneration

For the 2025 business year¹⁾
(audited)

	Fixed basic salary			Variable remuneration				Other remuneration ⁵⁾	Total	
	Cash		Shares ²⁾	Short-term incentive (STI) ³⁾		Long-term incentive (LTI) ⁴⁾				
	CHF	Number		CHF	Number	CHF	Allocation of performance share units			
						Number	CHF	CHF		
Total for the Executive Board¹⁾	1,804,931	88	74,362	109,118	87	77,648	473	364,589	435,009	2,865,657
Of which, the highest-paid member of the Executive Board ⁶⁾ (Jens Fankhänel)	609,641	0	0	60,000	0	0	0	0	190,942	860,583

¹⁾ The remuneration for the Executive Board is shown gross, before the deduction of employee social security contributions. The amounts in the table are generally based on the valuation models applied and disclosed in the consolidated financial statements. The fixed basic salary includes cash remuneration for the additional role of the CFO as CEO ad interim.

²⁾ The criterion for determining the number of shares issued for the fixed remuneration is the unweighted average of the closing prices of Forbo shares during the first 14 trading days in January of the respective allocation year. The shares are allocated in April for the period from May of the previous year to April of the allocation year. The shares are subject to a blocking period of five years. The corresponding pro rata allocation values were CHF 776.43 for 2025 and CHF 892.50 for 2026.

³⁾ The short-term variable remuneration for the Executive Board (STI) corresponds to the actual level of target achievement for the 2025 business year, which will be submitted to the Ordinary General Meeting in April 2026 for approval. The criterion for determining the number of shares issued for the STI is the unweighted average of the closing prices of Forbo shares during the first 14 trading days in January of the respective allocation year in connection with the MIP. The shares are allocated in April of each year (subject to approval by the Ordinary General Meeting) for the period from January to December of the previous year. The corresponding allocation value was CHF 892.50. The shares are subject to a blocking period of three years.

⁴⁾ The LTI for the Executive Board corresponds to the long-term participation plan for 2025 (long-term incentive plan for 2025 – 2027) and the number of deferred subscription rights granted in this connection in the form of performance share units (PSUs). One PSU corresponds to a deferred subscription right to one share and is subject to a three-year vesting period. When calculating the number of PSUs, the unweighted average of the closing prices of Forbo shares during the first 14 trading days in January of the respective allocation year also applies. This value was CHF 776.43.

⁵⁾ 'Other remuneration' includes, in particular, employer contributions to the usual social security schemes and private use of company cars.

⁶⁾ CEO Jens Fankhänel's remuneration for 2025 is based on contractual obligations.

Disclosure of remuneration for the Executive Board

Remuneration

For the 2024 business year¹⁾
(audited)

	Fixed basic salary			Variable remuneration				Other remuneration ⁵⁾	Total	
	Cash		Shares ²⁾	Short-term incentive (STI) ³⁾		Long-term incentive (LTI) ⁴⁾				
	CHF	Number		Cash	Shares	Allocation of performance share units				
	CHF	Number	CHF	Number	CHF	Number	CHF	CHF	CHF	
Total for the Executive Board	1,502,599	103	86,404	42,242	148	114,912	821	823,274	451,759	3,021,190
Of which, the highest-paid member of the Executive Board ⁶⁾ (Jens Fankhänel)	600,000	0	0	24,900	39	30,281	398	400,000	210,164	1,265,345

¹⁾ The remuneration for the Executive Board is shown gross, before the deduction of employee social security contributions. The amounts in the table are generally based on the valuation models applied and disclosed in the consolidated financial statements.

²⁾ The criterion for determining the number of shares issued for the fixed remuneration is the unweighted average of the closing prices of Forbo shares during the first 14 trading days in January of the respective allocation year. The shares are allocated in April for the period from May of the previous year to April of the allocation year. The shares are subject to a blocking period of five years. The corresponding pro rata allocation values were CHF 1,006.14 for 2024 and CHF 776.43 for 2025.

³⁾ The short-term variable remuneration for the Executive Board (STI) corresponds to the actual level of target achievement for the 2024 business year, which will be submitted to the Ordinary General Meeting in April 2025 for approval. The criterion for determining the number of shares issued for the STI is the unweighted average of the closing prices of Forbo shares during the first 14 trading days in January of the respective allocation year in connection with the MIP. The shares are allocated in April of each year (subject to approval by the Ordinary General Meeting) for the period from January to December of the previous year. The corresponding allocation value was CHF 776.43. The shares are subject to a blocking period of three years.

⁴⁾ The LTI for the Executive Board corresponds to the long-term participation plan for 2024 (long-term incentive plan for 2024–2026) and the number of deferred subscription rights granted in this connection in the form of performance share units (PSUs). One PSU corresponds to a deferred subscription right to one share and is subject to a three-year vesting period. When calculating the number of PSUs, the unweighted average of the closing prices of Forbo shares during the first 14 trading days in January of the respective allocation year also applies. This value was CHF 1,006.14.

⁵⁾ 'Other remuneration' includes, in particular, employer contributions to the usual social security schemes and private use of company cars.

⁶⁾ CEO Jens Fankhänel's remuneration for 2024 is based on a part-time workload of 80%.

Details of target achievement by the Executive Board for the 2025 business year

Many of Forbo's competitors are not listed companies and only publish limited information on financial and performance metrics. Disclosing business-critical and forward-looking targets would therefore entail potential competitive disadvantages for Forbo. For this reason, no details of these targets are disclosed when setting targets; the performance outcomes and the resulting payout factors are communicated at the end of the relevant performance period.

Target achievement of the STI for 2025 – CEO and Executive Board

Before investment in the management investment plan (MIP)

Chief Executive Officer

Target bonus in %	100
Target bonus in CHF	600,000
Maximum target achievement in %	140
Maximum target achievement in CHF	840,000
Actual target achievement in %	10
Actual target achievement in CHF	60,000

Executive Board (excluding CEO)*

Target bonus in %	100
Target bonus in CHF	588,553
Maximum target achievement in %	140
Maximum target achievement in CHF	823,974
Actual target achievement in %	18
Actual target achievement in CHF	105,251

*CFO pro rata for 10 months.

Details of target achievement STI for 2025

Performance criteria	Result	Entry threshold 0%	100% target achievement	Maximum target achievement 150%
Financial targets Group				
Net sales in CHF million	1,085.4			
EBIT in CHF million	87.8			
Financial targets divisions				
Net sales in CHF million	347.2 / 738.2			
EBIT in CHF million	15.4 / 80.5			
Sustainability targets Group				
CO ₂ emissions (metric tons)	427,601.0			
LTIFR*	6.8 / 10.7			
Sustainability targets divisions				
CO ₂ emissions (metric tons)	99,571.0 / 328,030.0			
LTIFR*	6.8 / 10.7			
Qualitative targets				
	individual			
Total target achievement of the Executive Board	10% – 20%			

● Actual target achievement

*Lost time injury frequency rate based on production sites.

In line with the annual results, the financial targets were predominantly achieved to a weak degree in the reporting year, with Flooring Systems generally coping better with the challenging economic situation than Movement Systems. In terms of sustainability targets, Movement Systems performed slightly better, as Flooring Systems has been comprehensively promoting sustainability topics and achieving solid performance for several years, further improvements here are more challenging.

The qualitative targets were implemented with solid progress in both divisions, including closer proximity to markets and customers as well as the completion of strategic projects in the USA and Japan.

Target achievement for the LTI plan for 2023 – 2025 – CEO and Executive Board

Share allocation in April 2026

Performance criteria (KPIs)	Achievement	
Organic sales growth in percent Group	Maximum target achievement in % Actual target achievement for the period 2023 – 2025 in %	100 0
Return on net assets (RONA) Group	Maximum target achievement in % Actual target achievement for the period 2023 – 2025 in %	100 0
Growth in earnings per share (EPS) adjusted for share buybacks Group	Maximum target achievement in % Actual target achievement for the period 2023 – 2025 in %	100 0
Achievement for the LTI plan for the period 2023 – 2025 in % (weighting per KPI: 1/3 each)		0

Chief Executive Officer*

Executive Board (excluding CEO)*

Number of defined PSUs for overall plan period 2023 – 2025	433	Number of defined PSUs for overall plan period 2023 – 2025	360
Number of PSUs allocated in shares	0	Number of PSUs allocated in shares	0

*Originally awarded for reporting year.

For the first time since the introduction of the LTI in 2017, the level of target achievement for the current expiring LTI plan for 2023 – 2025 is 0%. In previous periods, the level of target achievement ranged from 11% to 64%. The result of this past three-year period was shaped in particular by the difficult political and economic environment, which was weighed down by considerable uncertainty. As a result of these conditions, many companies – and customers of Forbo – were reluctant to invest, and consumer sentiment remained at a low level in markets that are important to us. Despite these challenges, Forbo has consistently pursued key strategic topics and continued to invest in innovation, sustainability, and digitalization. We have specifically expanded the product portfolio, increased the proportion of recycled and sustainable materials, automated marketing campaigns, and augmented services on customer portals with AI functions.

The three annual targets for the three performance criteria (organic sales growth, return on net assets, and growth in earnings per share) are adjusted to the changed economic environment for each period.

Overview of current long-term incentive plans

A total of 1,046 deferred subscription rights in the form of performance share units are allocated to the three current long-term incentive plans (LTI).

Plan	Allocation of subscription rights	Performance period	Vesting date (PSUs)	Unblocking of shares	Number of PSUs allocated	Value of PSUs in CHF (allocation)
2023 – 2025	April 2023	2023 – 2025	April 2026	April 2029	265	305,924
2024 – 2026	April 2024	2024 – 2026	April 2027	April 2030	308	309,891
2025 – 2027	April 2025	2025 – 2027	April 2028	April 2031	473	364,589

Disclosure of shareholdings of the Board of Directors and the Executive Board pursuant to Article 734d CO

2025 business year

As at December 31, 2025, the individual members of the Board of Directors and the Executive Board (including related parties) held the following number of shares in Forbo Holding Ltd:

Shareholdings in 2025

(audited)

Name and function	Number of shares
Bernhard Merki, Chair	626
Michael Pieper, Vice Chair and independent ¹⁾ member	417,746
Claudia Coninx-Kaczynski, independent ¹⁾ member	680
Jörg Kampmeyer, independent ¹⁾ member	643
Dr. Eveline Saupper, independent ¹⁾ member	2,439
Vincent Studer, independent ¹⁾ member	1,327
Total for the Board of Directors	423,461
Jens Fankhänel, Chief Executive Officer	1,473
Marc Deimling, Executive Vice President Movement Systems	252
Peter Germann, Chief Financial Officer ad interim	0
Jean-Michel Wins, Executive Vice President Flooring Systems	984
Total for the Executive Board	2,709

¹⁾ Independent in accordance with the 'Swiss Code of Best Practice for Corporate Governance'.

2024 business year

As at December 31, 2024, the individual members of the Board of Directors and the Executive Board (including related parties) held the following number of shares in Forbo Holding Ltd:

Shareholdings in 2024

(audited)

Name and function	Number of shares
This E. Schneider, Chair	48,039
Michael Pieper, Vice Chair and independent ¹⁾ member	416,051
Claudia Coninx-Kaczynski, independent ¹⁾ member	477
Jörg Kampmeyer, independent ¹⁾ member	48
Bernhard Merki, independent ¹⁾ member	48
Dr. Eveline Saupper, independent ¹⁾ member	1,394
Vincent Studer, independent ¹⁾ member	1,229
Total for the Board of Directors	467,286
Jens Fankhänel, Chief Executive Officer	1,434
Marc Deimling, Executive Vice President Movement Systems	256
Andreas Jaeger, Chief Financial Officer	236
Jean-Michel Wins, Executive Vice President Flooring Systems	834
Total for the Executive Board	2,760

¹⁾ Independent in accordance with the 'Swiss Code of Best Practice for Corporate Governance'.

Advances and loans

As at December 31, 2025, no advances or loans to members of the Board of Directors or the Executive Board were outstanding.

The relevant statutory provisions governing advances, loans, and pension benefits to members of the Board of Directors and the Executive Board are set out on page 13 of section IV of the Articles of Association of Forbo Holding Ltd. These can be found at:

www.forbo.com → Investors → Ordinary General Meeting

Outlook for 2026

As part of its annual duties, the Remuneration Committee thoroughly reviewed the variable remuneration elements for the Executive Board and recommended the following adjustment to the Board of Directors for approval; this will be applied for the first time for the 2026 business year:

Short-term incentive plan (STI): for the lost time injury frequency rate target (LTIFR) – as part of the sustainability goals – target achievement may in future be a maximum of 150% (previously 100%). This corresponds to a maximum possible STI target achievement of 142.5% (previously 140.0%).

External mandates of members of the Board of Directors and the Executive Board

The following table provides an overview of all external mandates held by members of the Board of Directors and the Executive Board in other comparable companies with an economic purpose within the meaning of Article 626 paragraph 2(1) of the Swiss Code of Obligations (CO), which must be disclosed in the Remuneration Report in accordance with Article 734e CO.

2025 business year

As of December 31, 2025 (audited)

Member of the Board of Directors	Company	Function	
Bernhard Merki	- EMS-Chemie Holding AG, Domat Ems ¹⁾	- Chair of the Board of Directors	
	- Rondo Burgdorf AG and Seewer Holding AG, Burgdorf	- Chair of the Board of Directors	
	- Georg Utz Holding AG, Bremgarten	- Chair of the Board of Directors	
	- Fostag Formenbau AG, Stein am Rhein and FST Beteiligungen AG, Cham	- Chair of the Board of Directors	
	- Ferrum AG, Schafisheim	- Member of the Board of Directors	
	- IPZ Property AG, Dübendorf	- Member of the Board of Directors	
	- Benara AG, Wangen	- Owner and Chair of the Board of Directors	
	<hr/>		
	Michael Pieper	- Centinox Holding AG and Centinox B AG, Hergiswil	- Chair of the Board of Directors
		- Artemis Holding AG, Hergiswil	- CEO/Executive Board
- Franke Holding AG, Aarburg		- Member of the Board of Directors, the Audit Committee and the HR Committee	
<hr/>			
- Franke Technology and Trademark Ltd., Aarburg		- Member of the Board of Directors	
- Artemis Real Estate Holding AG and Artemis Beteiligungen I, III and V AG, Hergiswil		- Member of the Board of Directors	
- Arbonia AG, Arbon ¹⁾		- Member of the Board of Directors	
- Autoneum Holding AG, Winterthur ¹⁾		- Member of the Board of Directors	
- Bergos AG, Zurich		- Member of the Board of Directors	
- Reppisch Werke AG, Dietikon		- Member of the Board of Directors	
- Duravit AG, Hornberg (DE)		- Member of the Supervisory Board	
- Ettlin Aktiengesellschaft, Ettlingen (DE)		- Vice Chair of the Supervisory Board	
- Deutsche Bank, Advisory Board South, Munich (DE) ¹⁾		- Member of the Advisory Board	
- Other mandates on boards of trustees without an economic purpose		- Member	
<hr/>			
Claudia Coninx-Kaczynski	- TX Group AG, Zurich ¹⁾	- Member of the Board of Directors and the Remuneration Committee	
	- Swisscontent AG, Zurich	- Member of the Board of Directors	
	- Other mandates on boards of trustees without an economic purpose	- Vice Chair or member	
<hr/>			
Jörg Kampmeyer	- Gebrüder Knauf KG, Iphofen (DE)	- Managing Partner	

Dr. Eveline Saupper	<ul style="list-style-type: none"> - Clariant AG, Muttenz¹⁾ - Georg Fischer AG, Schaffhausen¹⁾ - Stäubli Holding AG, Pfäffikon - Mentex Holding AG, Schwyz - Other mandates on boards of trustees without an economic purpose 	<ul style="list-style-type: none"> - Member of the Board of Directors - Vice Chair of the Board of Directors - Member of the Board of Directors - Chair of the Board of Directors - Vice Chair or member
Vincent Studer	<ul style="list-style-type: none"> - Bank EEK AG, EEK Real Estate AG, EEK Cooperative Holdings and Employee Welfare Foundation Bank EEK, Bern - Blaser Café Group, Bern - Vincent Studer Conseils Sàrl, Muri bei Bern - Meer AG, Bern - Pension Fund of the Municipal Community Muri bei Bern - Poolprax AG, Bern - Other mandates on boards of trustees without an economic purpose 	<ul style="list-style-type: none"> - Member of the Board of Directors - Member of the Board of Directors - Owner and Chair of the Board of Directors - Member of the Board of Directors - Member of the Board of Trustees - Member of the Board of Directors - Chair or member

Member of the Executive Board	Company	Function
Jens Fankhänel	None	None
Marc Deimling	None	None
Peter Germann	None	None
Jean-Michel Wins	None	None

¹⁾ Listed company.

2024 business year

As of December 31, 2024 (audited)

Member of the Board of Directors	Company	Function
This E. Schneider	None	None
Michael Pieper	<ul style="list-style-type: none"> - Centinox Holding AG and Centinox B AG, Hergiswil - Artemis Holding AG, Hergiswil - Franke Holding AG, Aarburg - Franke Technology and Trademark Ltd., Aarburg - Artemis Real Estate Holding AG and Artemis Beteiligungen I, III and V AG, Hergiswil - Arbonia AG, Arbon¹⁾ - Autoneum Holding AG, Winterthur¹⁾ - Bergos AG, Zurich - Reppisch Werke AG, Dietikon - Duravit AG, Hornberg (DE) - Ettlín Aktiengesellschaft, Ettlín (DE) - Deutsche Bank, Advisory Board South, Munich (DE)¹⁾ - Other mandates on boards of trustees without an economic purpose 	<ul style="list-style-type: none"> - Chair of the Board of Directors - CEO/Executive Board - Member of the Board of Directors, the Audit Committee and the HR Committee - Member of the Board of Directors - Member of the Supervisory Board - Vice Chair of the Supervisory Board - Member of the Advisory Board - Member
Claudia Coninx-Kaczynski	<ul style="list-style-type: none"> - TX Group AG, Zurich¹⁾ - Swisscontent AG, Zurich - Other mandates on boards of trustees without an economic purpose 	<ul style="list-style-type: none"> - Member of the Board of Directors and the Remuneration Committee - Member of the Board of Directors - Vice Chair or member

Jörg Kampmeyer	- Gebrüder Knauf KG, Iphofen (DE)	- Managing Partner
Bernhard Merki	- EMS-Chemie Holding AG, Domat Ems ¹⁾ - Rondo Burgdorf AG and Seewer Holding AG, Burgdorf - Georg Utz Holding AG, Bremgarten - Fostag Formenbau AG, Stein am Rhein and FST Beteiligungen AG, Cham - Ferrum AG, Schafisheim - IPZ Property AG, Dübendorf - Benara AG, Wangen	- Chair of the Board of Directors - Member of the Board of Directors - Member of the Board of Directors - Owner and Chair of the Board of Directors
Dr. Eveline Saupper	- Clariant AG, Muttenz ¹⁾ - Georg Fischer AG, Schaffhausen ¹⁾ - Stäubli Holding AG, Pfäffikon - Mentex Holding AG, Schwyz - Trust Piz Mitgel Val Surses, Savognin (100% subsidiary of Piz Mitgel Management AG) - Tourismus Val Surses Savognin Bivio AG, Surses - Other mandates on boards of trustees without an economic purpose	- Member of the Board of Directors - Vice Chair of the Board of Directors - Member of the Board of Directors - Chair of the Board of Directors - Vice Chair of the Board of Trustees - Member of the Board of Trustees and Chair of the Board of Directors of the subsidiary - Vice Chair of the Board of Directors - Vice Chair or member
Vincent Studer	- Bank EEK AG, EEK Real Estate AG, EEK Cooperative Holdings and Employee Welfare Foundation Bank EEK, Bern - Vincent Studer Conseils Sàrl, Muri bei Bern - Meer AG, Bern - Pension Fund of the Municipal Community Muri bei Bern - Poolprax AG, Bern - Other mandates on boards of trustees without an economic purpose	- Member of the Board of Directors - Owner and Chair of the Board of Directors - Member of the Board of Directors - Member of the Board of Trustees - Member of the Board of Directors - Chair or member
Member of the Executive Board	Company	Function
Jens Fankhänel	None	None
Marc Deimling	None	None
Andreas Jaeger	None	None
Jean-Michel Wins	None	None

¹⁾ Listed company.

Report of the auditor



Report of the Statutory Auditor

To the General Meeting of Forbo Holding Ltd, Baar

Report on the Audit of the Remuneration Report

Opinion

We have audited the Remuneration Report of Forbo Holding Ltd (the Company) for the year ended 31 December 2025. The audit was limited to the information pursuant to Art. 734a–734f of the Swiss Code of Obligations (CO) in the tables marked “audited” on pages 147 to 150 and on pages 153 to 156 of the Remuneration Report.

In our opinion, the information pursuant to Art. 734a–734f CO in the accompanying Remuneration Report complies with Swiss law and the Company’s articles of incorporation.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the “Auditor’s Responsibilities for the Audit of the Remuneration Report” section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the tables marked “audited” in the Remuneration Report, the consolidated financial statements, the stand-alone financial statements, and our auditor’s reports thereon.

Our opinion on the Remuneration Report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Remuneration Report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the audited financial information in the Remuneration Report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors’ Responsibilities for the Remuneration Report

The Board of Directors is responsible for the preparation of a Remuneration Report in accordance with the provisions of Swiss law and the Company’s articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a Remuneration Report that is free from material misstatement, whether due to fraud or error. The Board of Directors is also responsible for designing the remuneration system and defining individual remuneration packages.



Auditor's Responsibilities for the Audit of the Remuneration Report

Our objectives are to obtain reasonable assurance about whether the information pursuant to Art. 734a–734f CO is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this Remuneration Report.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the Remuneration Report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

KPMG AG

Tino Hutter
Licensed Audit Expert
Auditor in Charge

Joel Wachter
Licensed Audit Expert

Zurich, 3 March 2026

KPMG AG, Badenerstrasse 172, CH-8036 Zurich

© 2026 KPMG AG, a Swiss corporation, is a group company of KPMG Holding LLP, which is a member of the KPMG global organization of independent firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.