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EXECUTIVE BOARD



Jean-Michel Wins, Andreas Jaeger, Jens Fankhänel, Marc Deimling

Jens Fankhänel

Chief Executive Officer

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 was a member of the Board of Directors of Forbo Holding Ltd from April 2022 until March 2023. He was appointed CEO of the Forbo Group with effect from beginning of March 2023, and therefore retired from the Board of Directors accordingly at the Ordinary General Meeting 2023.

Andreas Jaeger

Chief Financial Officer

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

Jean-Michel Wins

Executive Vice President Flooring Systems

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

Marc Deimling

Executive Vice President Movement Systems

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

The auditors reviewed the activities at other companies.

GROUP STRUCTURE

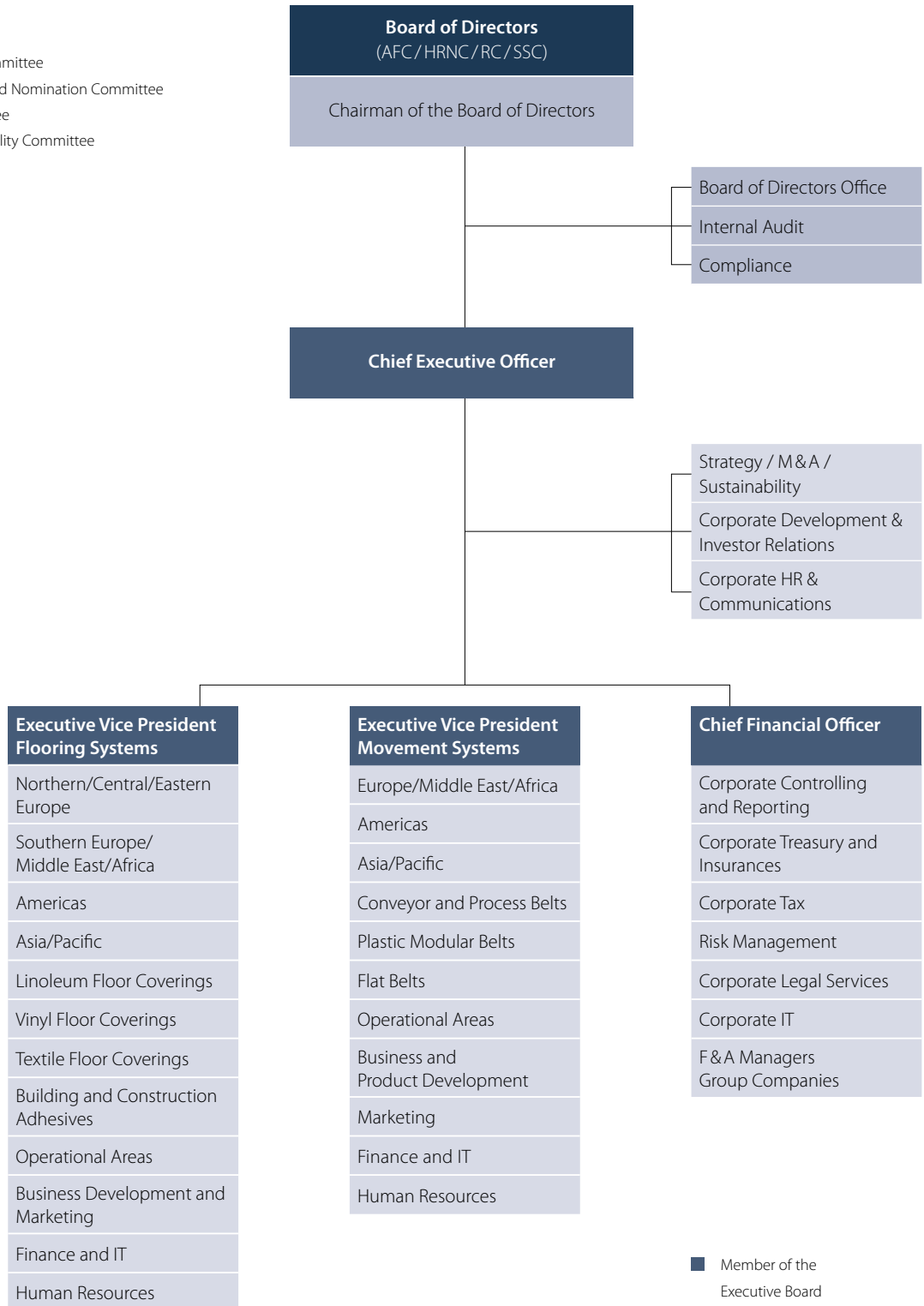
Forbo Holding Ltd, the parent company of the Forbo Group, is a limited company under Swiss Law. It is headquartered in Baar and listed on the SIX Swiss Exchange in Switzerland. It holds investments directly or indirectly in the companies listed as of page 162.

The top leadership is assumed by the Board of Directors, which is advised by four standing committees in preparation for decisions. As a basic principle, decisions are made collectively by the Board as a whole. The committees deal with clearly defined topics of overriding importance and have a mainly advisory and monitoring role.

The CEO is the Chairman of the Executive Board, to which both Executive Vice Presidents of the two divisions and the CFO belong. The Group functions responsible for coordinating and implementing Group-wide decisions report to the CEO or the CFO.

The two globally operating divisions are structured according to sales region on the one hand (Europe, the Americas, and Asia/Pacific) and, on the other, product lines which are responsible for the development, production, and supply of the respective product portfolios.

AFC Audit and Finance Committee
HRNC Human Resources and Nomination Committee
RC Remuneration Committee
SSC Strategy and Sustainability Committee



BOARD OF DIRECTORS



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

This
E. Schneider

Chairman

Michael
Pieper

**Vice Chairman and
independent¹⁾ member**

Owner of Artemis Holding AG, Hergiswil
Chairman of the Management Board of
Artemis Group, Hergiswil

Board of Directors of Franke Holding AG,
Aarburg

Member of the Board of Directors of
various Artemis and Franke subsidiaries
worldwide

Member of the Board of Directors of
Arbonia AG, Arbon

Member of the Board of Directors of
Autoneum Holding AG, Winterthur

Member of the Board of Directors of
Bergos AG, Zurich

Member of the Supervisory Board of
Duravit AG, Hornberg, Germany

Member of the Board of Directors of
Reppisch-Werke AG, Dietikon

Dr. Peter
Altorfer

**Vice Chairman and
independent¹⁾ member**

Legal advisor at the law firm Wenger &
Vieli AG, Zurich

Member of the Board of Directors of
Schweizerische Cement-Industrie-
Aktiengesellschaft, Rapperswil-Jona

Vice Chairman of the Board of Directors of
Privatbank Bellerive AG, Zurich

Vice Chairman of the Board of Directors of
Nomura Bank (Schweiz) AG, Zurich

Member of the Board of Directors of H.
Kracht's Erben AG, Zurich

Further mandates with non-listed
investment and real estate companies
as well as charitable foundations in
Switzerland

Claudia Coninx-Kaczynski

Independent¹⁾ member

Member of the Board of Directors of Swisscontent AG, Zurich

Member of the Board of Directors of TX Group AG, Zurich

Member of the Board of Directors of 20 Minutes AG, Zurich

Member of the Board of Directors of Awina AG, Zurich

Member of other Boards of Trustees

Dr. Eveline Saupper

Independent¹⁾ member

Member of the Board of Directors of Clariant AG, Muttenz

Member of the Board of Directors of Georg Fischer AG, Schaffhausen

Member of the Board of Directors of Staubli Holding AG, Pfaffikon

Member of the Board of Directors of Tourismus Savognin Bivio Albula AG, Savognin

Further Foundation Board mandates

Vincent Studer

Independent¹⁾ member

Partner and member of the Board of Directors of the trust and auditing company of T+R AG, Gümligen/Berne

Member of the Board of Directors of Bank EEK AG, Berne

Member of other Boards of Directors or Boards of Trustees

The auditors reviewed the activities at other companies.

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