



FORBO GROUP SUSTAINABILITY REPORT 2025



FORBO IN EVERYDAY LIFE

SUSTAINABILITY REPORT 2025

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KEY ACHIEVEMENTS 2025

Purpose-driven and collectively committed

We're proud to share Forbo's 2025 Sustainability Report, a reflection of the collective efforts and passion of our teams. Throughout the year, we've remained steadfast in our dedication to protecting the environment, fostering social equity, and embedding sustainability into every facet of our business. Our dedication continues to shape a more sustainable future. By aligning sustainability with our economic targets, we ensure long-term growth, resilience, and value creation for both our stakeholders and society.

Flooring Systems reaffirmed its commitment to leading the way in sustainable flooring by making tangible progress on its Sustainability Strategy 2030. In 2025, 27% of the square meters sold were climate positive cradle-to-gate without offsetting. We have added more carpet tile collections to the Evolve+ series featuring enhanced sustainability criteria, such as an embodied carbon that is among the lowest in the industry. The average recycled content across our flooring product portfolio has reached 44%. In 2025, Flooring Systems achieved a reduction in Scope 1 emissions of 6% and a 98% reduction in Scope 2 emissions compared to the 2023 base year. Scope 2 emissions have been reduced to a negligible level as they now amount to just 6 metric tons of CO₂. To further reduce its environmental footprint, Flooring Systems actively collaborates with suppliers to lower Scope 3 emissions and in 2025 a 3% decrease was achieved compared to the 2023 base year. This includes efforts to decarbonize raw material sourcing and promote the use of renewable fuels in downstream transport. Initiatives such as Flooring Systems' take-back programs play a vital role in closing the loop and reducing environmental impact.

Movement Systems advanced its strategic sustainability agenda in 2025, reinforcing our ambition to lead in responsible industrial solutions. We introduced two innovative belt solutions featuring multiple sustainability attributes: fabric made from 100% recycled polyester (rPET) and coating derived from bio-based oils from the food industry. This approach reduces reliance on virgin materials, prevents waste, and supports circularity. Movement Systems' dedication to developing sustainable belting solutions was recognized with the VMI Sustainability Supplier Award in 2025. In parallel, Movement Systems achieved a reduction of more than 95% in Scope 2 emissions compared to the 2023 baseline, enhanced energy efficiency through targeted retrofits, and joined the United Nations Global Compact (UNGC).

The progress achieved in 2025 reinforces our commitment to a cleaner and more resilient future. Since establishing our emissions baseline in 2023, Forbo has achieved a 26% reduction in Scope 1 and Scope 2 greenhouse gas emissions, reflecting significant progress toward our decarbonization goals. Our actions reflect our responsibility toward environmental stewardship, human rights, labor standards, and anti-corruption principles, and they strengthen our contribution to the UN Sustainable Development Goals. While we acknowledge the milestones reached in 2025, we recognize that sustainability is a continuous journey. Our dedication to innovation, collaboration, and continual improvement remains firmly embedded across all areas of our operations.

This report has been formally approved by the Board of Directors of Forbo Holding Ltd.



Bernhard Merki
Chairman of the Board of Directors



Johannes Huber
Chief Executive Officer



'2025 has shown the power of collaboration across our divisions. We've progressed our transition plan and embedded sustainability deeper into our strategy. Looking ahead, we stay committed to our goals, strengthening partnerships, and driving sustainable innovation. We keep building on this momentum together, as one Forbo.'

Key achievements Flooring Systems

27%

of the square meters sold are climate positive cradle-to-gate without offsetting

5

carpet tile ranges included in the Evolve+ series with industry-leading low embodied carbon

Key achievements Movement Systems

2

new sustainable conveyor belt solutions integrating more than one sustainability feature in one product

VMI Sustainability Award

received in 2025 for outstanding commitment to the development of sustainable conveyor belt solutions

FOUNDATION

The present Group Sustainability Report meets the legal requirements for transparency on non-financial matters (Article 964a-c of the Swiss Code of Obligations in conjunction with the Swiss Ordinance on Climate Disclosures) as well as due diligence and transparency in relation to minerals and metals from conflict-affected areas and child labor (Article 964j-l of the Swiss Code of Obligations). It was prepared with reference to the guidelines of the internationally recognized standard of the Global Reporting Initiative (GRI) and reflects our concepts and ambitions in relation to ESG – environmental, social, and governance.

Code of Conduct

While this report highlights key aspects of our sustainability journey, it does not capture every detail of our comprehensive Code of Conduct, which aligns closely with the UN Guiding Principles on Business and Human Rights. To fully explore the values and ethical principles that guide us, we encourage you to discover the complete Code of Conduct on our website at the following link:

→ www.forbo.com → Sustainability

Data collection

We have been collecting various kinds of environmental and social data for several years. The collection of relevant data has been gradually expanded in recent years. In 2024, we integrated the collection and reporting of climate-related and social data into our financial reporting tool to improve data consistency and completeness. In preparing this report, we have taken the utmost care to ensure data quality. In some cases, data collection can be a complex task due to limited data as well as limited existing disclosures from suppliers and customers. Despite all efforts to provide accurate and complete data, inaccuracies cannot be completely excluded.



**Code of
Conduct**

OUR COMMITMENT TO SUSTAINABILITY

At Forbo, sustainability is central to our identity, strategy, daily operations, and stakeholder engagement. Forbo aligns its efforts with the United Nations Sustainable Development Goals (SDGs), using them as a global framework to address the most pressing challenges and contribute to a better future by 2030.

Forbo's key sustainability topics are mapped to relevant SDGs and serve as the foundation for environmental, social, and governance (ESG) actions.

Our key levers at a glance¹⁾



¹⁾ Numbers refer to the UN Sustainable Development Goals (SDGs). The SDGs shown reflect those most relevant to Forbo in the context of our business activities and value chain.



BUSINESS MODELS

Forbo is a leading producer of floor coverings, building and construction adhesives, as well as belts for power transmission and lightweight conveyor technology. We offer our clients tailored, innovation-led solutions distinguished by functionality, quality, design, and sustainability. The company employs about 5,050 people and operates an international network of 25 production and distribution companies, 6 fabrication centers, and 47 dedicated sales organizations across 39 countries. Forbo is headquartered in Baar, in the canton of Zug, Switzerland.

Global reach

Forbo operates globally, with its two divisions serving a broad range of industries. The Group's international presence ensures close proximity to key markets and customers. The quality, durability, and performance of our products and systems form the basis for long-term partnerships with our business partners.

Flooring Systems has 15 production facilities in 7 countries and sales organizations in 27 countries.

Movement Systems has 10 production facilities and 6 fabrication centers in 9 countries as well as sales organizations and service points in 32 countries.



Flooring Systems

- Floor coverings production facilities
- Building and construction adhesives production facilities
- Other local distribution companies

Movement Systems

- Production facilities and fabrication centers
- Other local distribution companies

Products, markets, and sales channels

Forbo pursues global leadership positions in clearly defined market segments by delivering exceptional value through customer-focused innovation, sustainable solutions, and digital transformation, supported by a globally trusted brand. Our strong market positions in Europe and the United States reflect our commitment to quality and reliability, while we continue to expand in high-growth regions to meet evolving global demand. Across both business divisions, we combine advanced technology with deep market insight to offer products that consistently exceed expectations in performance, design, and environmental responsibility, creating lasting value for our customers and long-term growth for our investors.

At Flooring Systems, we provide long-lasting flooring solutions that combine design, functionality, and sustainability. We are committed to reducing our environmental footprint through circular production methods, the use of renewable materials, and the development of products that contribute to healthier indoor environments.

At Movement Systems, we sustainably expand our production capacities and co-develop innovative conveyor belt solutions with our customers. These solutions reduce energy consumption, improve productivity, and ensure efficient, reliable operations, helping our customers achieve long-term performance and responsible growth.

Forbo remains deeply committed to advancing product innovation and developing applications that address evolving market needs. By focusing on quality, durability, and performance, we strengthen long-term customer relationships while reducing environmental impacts across the product life cycle. Key success factors include eco-conscious product offerings, reliable availability, responsible logistics, and close customer collaboration. Together, these elements support both our commercial objectives and our sustainability targets. This foundation enables Forbo to navigate market challenges effectively while delivering sustained value to customers and shareholders.

Forbo's two divisions



Forbo Group
Net sales 2025

1,085 CHF m

Movement Systems
Share of net sales by division

32%

Flooring Systems
Share of net sales by division

68%

Forbo Flooring Systems

Creating better environments

Flooring Systems is a global provider of high-quality floor coverings that combine design, functionality, and a strong commitment to sustainability. Through continuous innovation and responsible production, we aim to create flooring solutions that contribute to better environments, supporting both the well-being of people and the long-term health of the planet.

We operate through four core business units, three manufacturing flooring – Linoleum, Vinyl, and Textile – and one producing building and construction adhesives. Each offers products tailored to diverse application across mostly commercial sectors like education, healthcare, retail, office, public buildings, leisure & hospitality.

Linoleum – renewable, resilient, responsible

The Linoleum business unit is represented by our renowned Marmoleum brand, with more than 150 years of craftsmanship and innovation behind it. Made from natural and renewable raw materials such as linseed oil, rosin, wood flour, and jute, Marmoleum is a climate positive (carbon negative) floor covering from cradle-to-gate without offsetting. Marmoleum is available in both sheets and tiles. Marmoleum is a preferred flooring solution for high-traffic environments such as educational facilities, healthcare institutions, and public buildings thanks to its durability, hygiene features, and easy maintenance. Its combination of timeless design and strong environmental credentials reflects our commitment to circular production and low-impact manufacturing processes.

Vinyl – performance and design with circular ambition

Our Vinyl range offers a comprehensive portfolio of flooring solutions, including homogeneous and heterogeneous sheet vinyl, luxury vinyl tiles (LVT), and specialist acoustic and safety flooring. These products are developed to meet the most demanding performance standards while providing aesthetic flexibility across a wide variety of applications. Sustainability initiatives focus on the integration of recycled content, phthalate-free plasticizers, and closed-loop recycling systems and also on products that don't need glue to be installed.

Textile – comfort, acoustics, and resource efficiency

The Textile business unit encompasses our Flotex, carpet tiles, and entrance flooring systems, providing solutions that combine comfort, functionality, and resilience. Flotex represents the next generation of flooring: a high-performance surface engineered for durability, comfort, and visual impact. Combining a robust structure with a soft, quiet underfoot, it delivers long-term resilience in the most demanding spaces. Through optimized production processes and the use of recycled and recyclable materials, the Textile business unit supports our circular economy goals. Entrance flooring systems, meanwhile, play a preventive role in sustainable building design by reducing interior cleaning requirements and extending the life of surrounding floor coverings.

Building and construction adhesives – sustainable construction

A range of building and construction adhesives, featuring waterborne options for floor coverings and construction applications, leveling compounds, and water barriers under the Eurocol brand, completes Flooring Systems' portfolio. Additionally, we offer a selection of surface finishing solutions suitable for both flooring and wall applications.

'Sustainability is our foundation. From climate positive linoleum to recycled and reusable vinyl and textile, we design floors that last, reduce emissions, and close the loop. Guided by our 2030 strategy, we are turning circularity into a reality – creating better environments for people and the planet.'



Jean-Michel Wins, Executive Vice President Flooring Systems

Commitment to sustainable progress

Across all four Flooring Systems' business units, our strategy is guided by a clear ambition: to be a trusted partner for fully circular flooring solutions made from renewable materials, making it simple to choose sustainable options. Circularity is at the heart of our sustainability strategy, expressed through our guiding principle: 'Going Round, Moving Forward'. Achieving full circularity in the flooring industry is no small challenge, but we are committed to taking concrete steps to get there. Flooring Systems has developed a comprehensive Sustainability Strategy 2030. This forward-looking roadmap drives progress on sustainable innovation by focusing on three core pillars: reducing CO₂ emissions, enhancing circularity, and putting people at the center of everything we do.

We have set clear ambitions and measurable environmental, social, and governance (ESG) targets to guide our progress. These include cutting greenhouse gas emissions across our operations, increasing the share of recycled and renewable content in our products, and scaling up our take-back and recycling programs. On the social front, our strategy addresses key areas such as health and safety, inclusive recruitment, and employee engagement, ensuring a supportive and empowering workplace culture. Beyond our internal goals, we are committed to contributing to community welfare and collaborating with suppliers to promote responsible sourcing practices. Our governance objectives are designed to uphold the highest standards of corporate integrity, with actions that enhance transparency through life cycle assessments and environmental product declarations (EPDs), accountability, and ethical conduct at every level of our organization.

Our partners

Flooring Systems actively collaborates with international associations and organizations to establish pilot projects and alliances aimed at testing and introducing innovations and new developments. This strategic engagement is especially significant in the context of advancing initiatives for the circular economy. In addition, we cooperate with esteemed universities and innovative start-ups. Through these collaborative efforts, we strive to consistently enhance the environmental profile of both our company and our product portfolio.

Partners

Circular Flooring

European Carpet and Rug Association (ECRA)

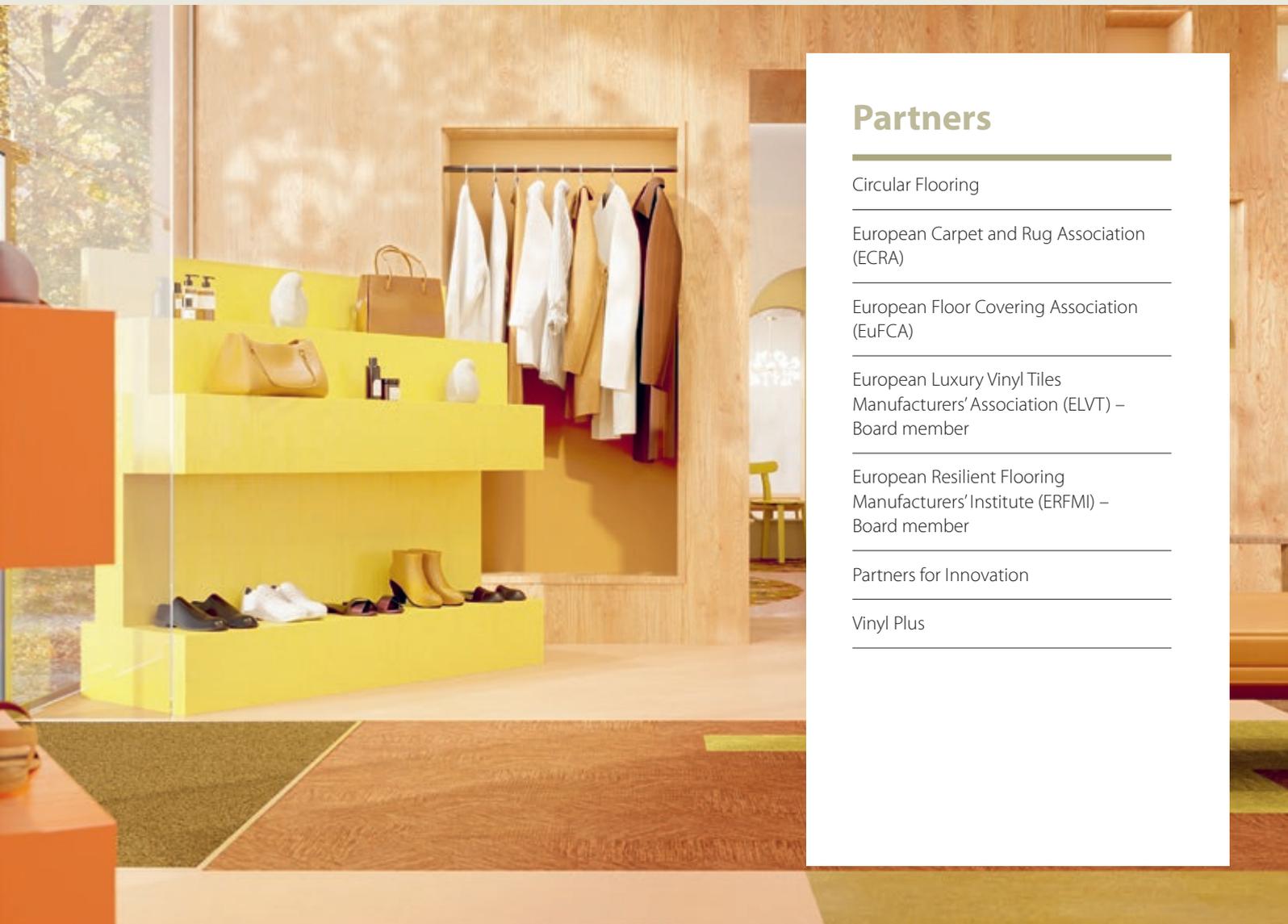
European Floor Covering Association (EuFCA)

European Luxury Vinyl Tiles Manufacturers' Association (ELVT) – Board member

European Resilient Flooring Manufacturers' Institute (ERFMI) – Board member

Partners for Innovation

Vinyl Plus



Leading the way with fossil-free transport in Sweden

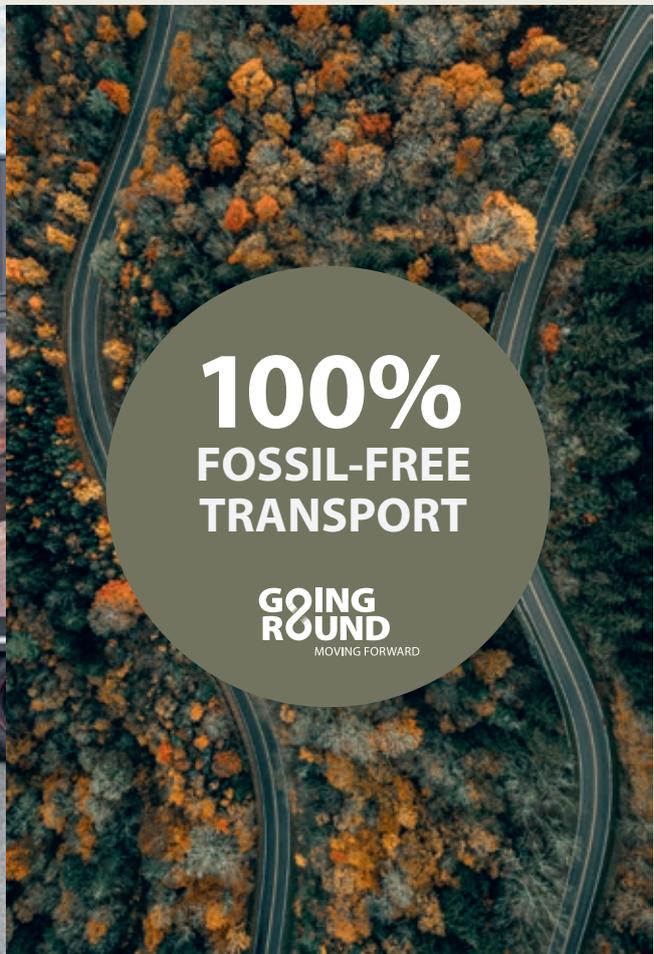
While the global transport system is transitioning to renewable energy, Flooring Systems is acting now where it matters most. In Sweden, this meant going fully fossil-free, since May 2025, for all local deliveries and shipments from our central European warehouses to Sweden. Furthermore, since November 2025 fossil-free transport also includes our export and return flows from Sweden. This means that all our post-consumer waste collected through our Back to the Floor program, which we send back to our factories in the Netherlands, is transported with 100% fossil-free deliveries. This achievement makes Forbo Flooring Sweden one of the first in the flooring industry to operate 100% fossil-free transport. This transition is projected to reduce transport-related CO₂ emissions in Sweden by approximately 90% compared to running fully on fossil fuels. It marks a significant milestone that showcases what can be accomplished through focus and collaboration.

How it works

Our approach combines two key solutions: HVO100 renewable diesel and nearsetting logistics. Hydrotreated vegetable oil (HVO100), made from waste products like used cooking oil and animal fats, powers our local deliveries using standard engines. Nearsetting organizes logistics closer to delivery destinations, reducing travel distances and emissions. Both systems are independently verified to ensure measurable climate benefits.

For international transport from our central European warehouses to Sweden, we use a verified HVO bank system. Each month, we calculate our fuel usage and purchase an equivalent amount of HVO100, ensuring transparency and traceability. This is a stepping stone toward our next goal: 'From Bank to Tank', where all transport runs directly on renewable fuel.

This initiative will save approximately 490 metric tons of CO₂ annually and marks the beginning of a broader transition. With Sweden leading the way, other markets are preparing to follow, proving that large-scale, sustainable logistics are not just a vision, but a reality.





Marmoleum Cocoa and a Red Dot for Furniture Linoleum

Over the past year, demand for our Marmoleum Cocoa collection has continued to grow. Its success lies in the perfect blend of color, texture, and story. By incorporating production waste from our own factory and from other industries, as well as materials from our take-back program, such as installation offcuts and uplifted flooring, we create a truly circular product. The natural and renewable ingredients, including upcycled cocoa shells, make Marmoleum Cocoa climate positive from cradle-to-gate without offsetting and a showcase of design meeting sustainability.

In 2025, we also introduced our Furniture Linoleum collection: a surface material made from the same natural ingredients as our flooring. Its composition gives it a uniquely tactile warmth and matte finish that synthetic alternatives can't replicate. Naturally anti-static, soft to the touch, and resistant to fingerprints, Furniture Linoleum is ideal for environments where aesthetics and functionality meet.

Natural beauty – the true colors of linoleum

We offer a minimalist option for our Furniture Linoleum that brings out linoleum's raw, authentic beauty, showcasing only the natural tones and textures of its unique ingredients. Unpigmented linoleum allows the material's purity to shine through in its most honest form.

The renewable raw materials from which Furniture Linoleum is made take up carbon dioxide from the atmosphere during their growth. The photosynthesis of the bio-based materials used in linoleum provides CO₂ uptake that exceeds the emissions caused by transportation and production processing. As a result, each square meter of Furniture Linoleum removes 817 g of CO₂ from the atmosphere and the unpigmented version goes even further, removing 1,150 g of CO₂ per square meter.

Timeless design – honored with Red Dot's highest distinction

We are proud to have received the Red Dot: Best of the Best Design Award 2025 for Furniture Linoleum, which is the highest distinction in the Red Dot Product Design category, reserved for only the most outstanding designs in their field.



reddot design award

Forbo Movement Systems

Global expertise in sustainable belting solutions

Movement Systems is a global industry leader in total belting solutions. We supply industries and service providers worldwide with high quality conveyor and processing belts, plastic modular belts, power transmission and timing belts, and flat belts, all primarily composed of synthetic materials. As an innovative market leader and responsible manufacturer of plastics products, we hold ourselves to the highest standards of health, safety, environmental care, and quality. Using resources responsibly is one of our core principles, as is investing in research and development to create more sustainable products.

Movement Systems offers a portfolio of Siegling belt technologies that optimize material flow and production efficiency. Siegling Transilon and Siegling Transtex conveyor and processing belts provide robust, multi-layered designs for reliable conveying with reduced downtime and energy use. Modular systems like Siegling Prolink enable flexible, resource-efficient processes. For hygiene-critical environments, Siegling Fullsan homogeneous belts resist oil, grease, and bacteria, ensuring safe food and pharmaceutical production. High-performance solutions such as Siegling Extremultus flat belts and Siegling Proposition timing belts enhance power transmission and precision, minimizing waste. Combining durability, efficiency, and hygiene, our products support operational excellence and sustainability through extended service life, lower maintenance, and improved energy efficiency.

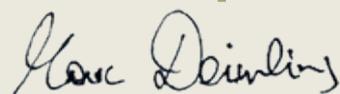
We serve markets worldwide, focusing on segments such as food processing, logistics, manufacturing, pharmaceuticals, and fitness equipment. Our belts are used in food production lines, logistics centers, gym treadmills, and mail distribution facilities, wherever efficient, reliable, and precise movement is essential. Movement Systems maintains close relationships with OEMs and end customers around the world. We provide tailored on-site services, directly or through trusted partners, to minimize downtime and respond quickly to specific customer needs with efficient, reliable solutions.

Committed to making a difference

Sustainability at Movement Systems is anchored in operational excellence and long-term value creation. Our approach combines environmental stewardship with innovation across global operations. We continuously optimize energy use, reduce waste, and modernize infrastructure to support low-emission manufacturing.

Employee engagement and safety are central to our strategy. We foster a culture of continuous improvement, uphold rigorous standards, and empower our workforce through structured training and collaboration. This strengthens resilience and supports sustainable growth. In 2025, we joined the United Nations Global Compact (UNGC), a voluntary initiative where companies commit to align their strategies and operations with ten universally accepted principles on human rights, labor, environment, and anti-corruption. This milestone underscores our ambition to align with globally recognized standards for responsible business conduct and strengthens governance and accountability throughout our global operations and supply chains. Our UNGC commitment builds on a long-standing foundation of responsible practices: environmental stewardship, safe working conditions, and integrity across all activities.

‘Innovation and sustainability go hand in hand. By joining the UN Global Compact, we align our innovation efforts with globally recognized principles on human rights, labor, environment, and anti-corruption. This commitment strengthens our ability to develop technologies and solutions that combine performance with responsibility.’



Marc Richard Deimling, Executive Vice President Movement Systems

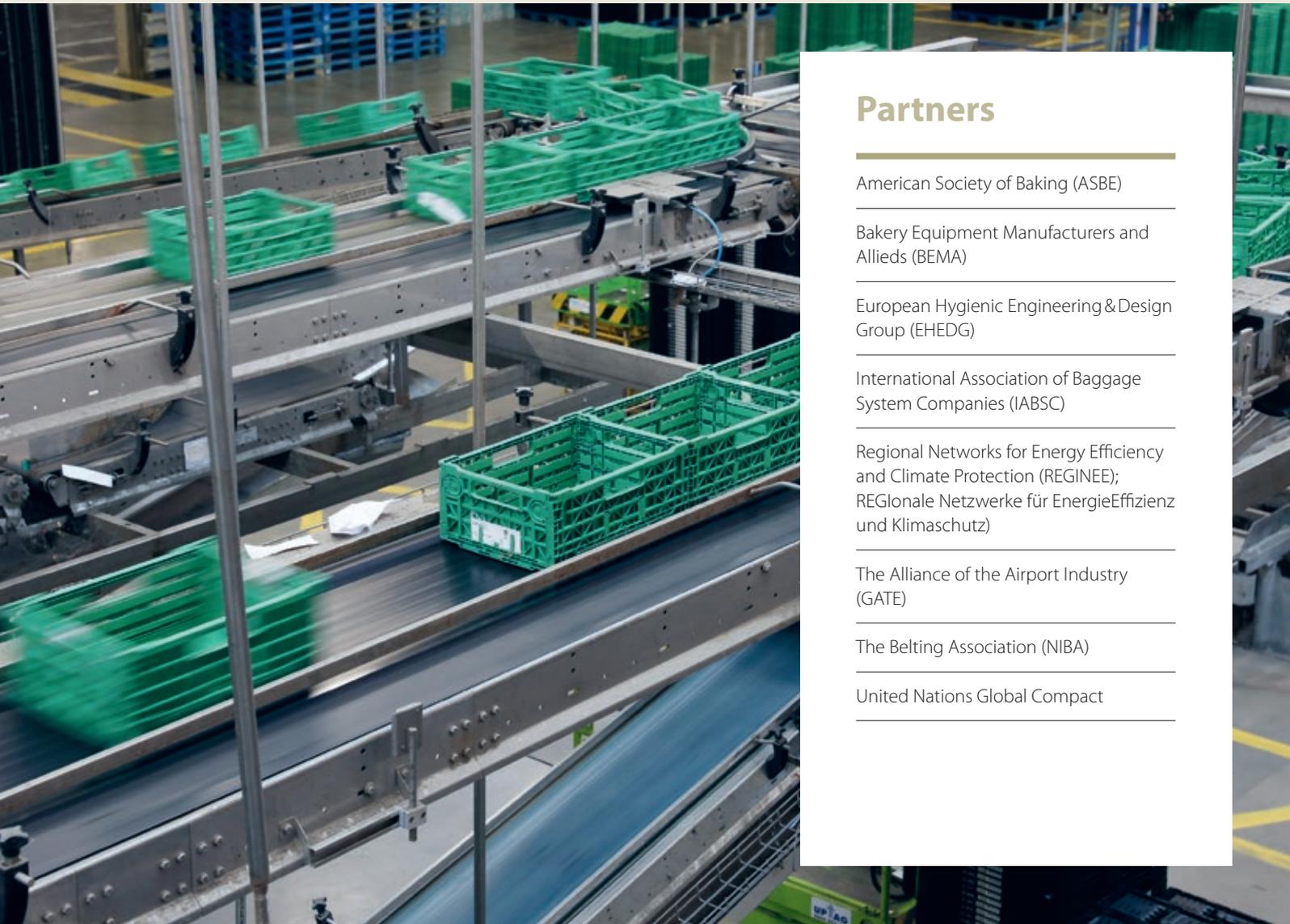
Movement Systems' team at all levels delivers on our deep-rooted values in terms of reliability and sustainability to consistently improve our processes and technologies while considering environmental and social impact. We are committed to making a difference by operating as sustainably as possible and to set an example in the industry regarding resource efficiency, ecosystem protection, and preservation of natural resources for future generations. We care. Movement Systems incorporates sustainability into all business operations and considers it in all critical business decisions. We lead by engaging stakeholders in impactful activities and driving industry-wide change. Our mindset is innovative, and we are open to new approaches.

Movement Systems aligns with additional frameworks relevant to its core industries. These include compliance with U.S. Food and Drug Administration (FDA), National Sanitation Foundation (NSF), United States Department of Agriculture (USDA), and Hazard Analysis and Critical Control Points (HACCP) requirements for food-industry applications. The division also engages with the Bundesarbeitgeberverband Chemie (BAVC) and the Bundesverband der Energie-Abnehmer e.V. (VEA) to stay aligned with regulatory and sector developments.

Sustainability management provides the framework for the programs at Movement Systems. It drives this topic proactively within the organization and is spearheaded by the Sustainability Council, which is a cross-functional body chaired by Movement Systems' management team and coordinated by the divisional sustainability manager. The roadmap we developed provides a structured approach to the current initiatives and future projects.

Our partners

Movement Systems collaborates closely with suppliers and customers to promote responsible sourcing, advance innovation in sustainable materials, and foster circular economy solutions. These relationships, grounded in transparency and shared values, remained stable throughout the reporting period, with the notable addition of our milestone in joining the UN Global Compact.



Partners

American Society of Baking (ASBE)

Bakery Equipment Manufacturers and Allies (BEMA)

European Hygienic Engineering & Design Group (EHEDG)

International Association of Baggage System Companies (IABSC)

Regional Networks for Energy Efficiency and Climate Protection (REGINEE);
REGionale Netzwerke für EnergieEffizienz und Klimaschutz)

The Alliance of the Airport Industry (GATE)

The Belting Association (NIBA)

United Nations Global Compact

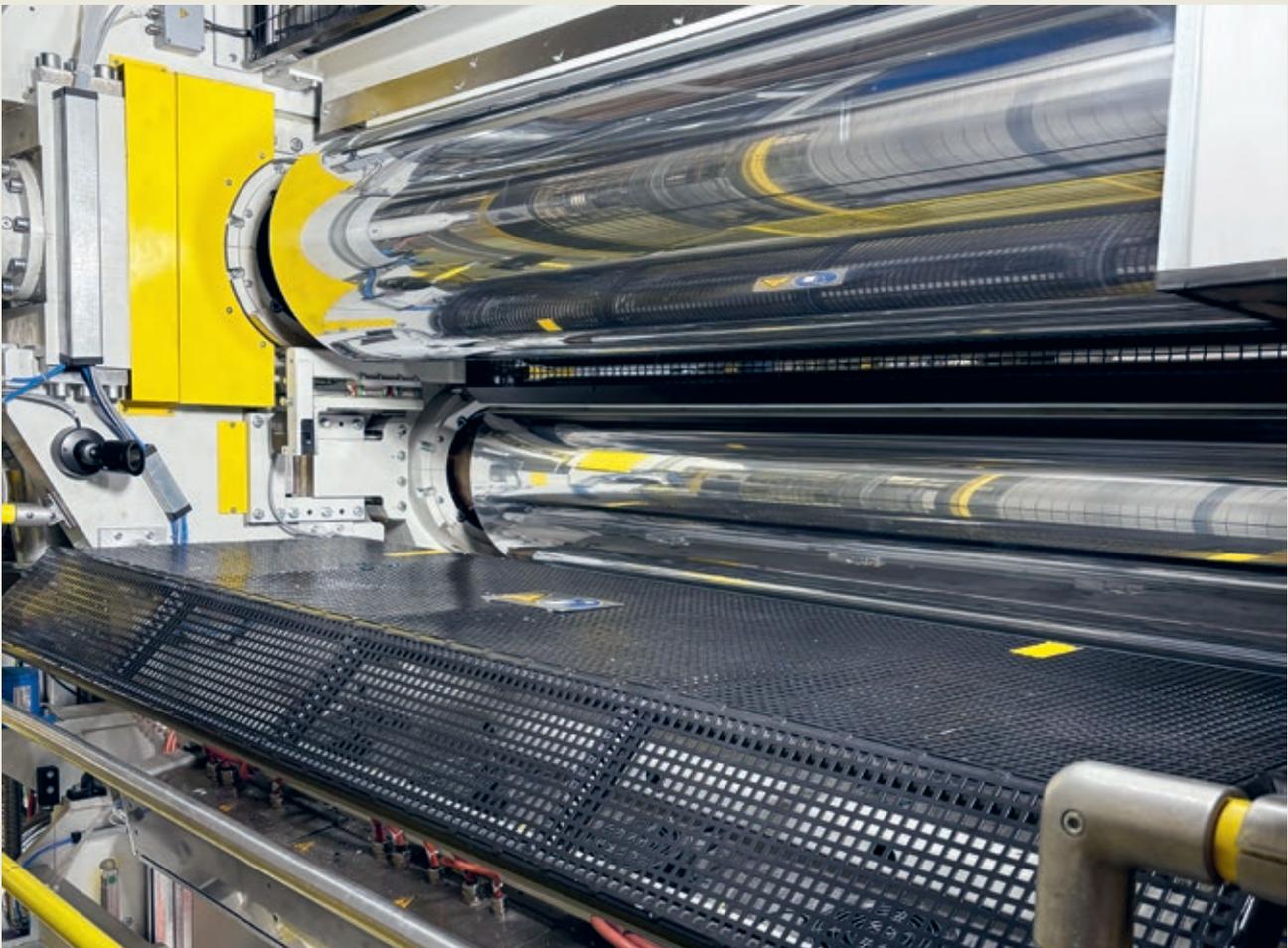
New Transilon production line in Japan: a leap towards sustainable manufacturing excellence

Forbo Siegling Japan (FSJ) celebrated a defining milestone with the inauguration of its new Transilon production line, the largest investment by FSJ in 50 years and a decisive step toward innovation-driven sustainability. The ceremony, attended by Movement Systems' Executive Vice President, the Asia/Pacific President, FSJ's leadership team, and key representatives of the Siegling Owners' Association, a network of leading distribution and service partners in Japan, underscored the shared commitment to sustainable growth and technological excellence.

The new coating and calendar lines usher in a new era of precision and digitalization. Equipped with smart control technology, surface monitoring cameras, and coating thickness sensors, they enable real-time quality control, optimize material efficiency, reduce waste, and meet rising demands from industries such as food processing under Japan's revised Food Sanitation Act.

Beyond technology, the project advances Movement Systems' sustainability strategy. Measures such as heat recovery via regenerative thermal oxidizers, the switch to liquefied petroleum gas for thermal oil heating, and natural cooling systems boost energy efficiency and cut environmental impact. In 2025, FSJ adopted certified renewable electricity for its Fukuroi plant. The contract meets GHG Protocol Scope 2 Guidance criteria, enabling a market-based emission factor of 0 g CO₂/kWh. Enhanced hygiene and safety standards result from controlled airflows and dust prevention systems, safeguarding product integrity. Manufacturing accuracy has progressed, with uniform belt thickness and optimized winding tension achieved through state-of-the-art calendaring and torque control.

Together, these improvements ensure superior performance while reducing CO₂ emissions and energy use through resource-efficient technologies. FSJ's new Transilon line embodies Movement Systems' belief that innovation and sustainability go hand in hand, paving the way for a cleaner, smarter, and more resilient future.





Milestone in Scope 2 decarbonization

In the first half of 2025, Movement Systems reached a key milestone in its decarbonization roadmap: all major global production and fabrication sites, representing more than 95% of total production volume, transitioned to electricity procured exclusively from renewable sources under contractual instruments. This achievement is aligned with the GHG Protocol Scope 2 Guidance, applying the market-based approach to ensure transparent, credible, and verifiable emissions accounting.

Renewable electricity sourcing is implemented through region-specific mechanisms that meet stringent quality criteria for exclusive ownership, traceability, and regulatory compliance. For example, in the United States, certified renewable energy certificates (RECs) from hydropower projects regulated by the Southeastern Power Administration are registered and retired via the NC-RETS system. In Denmark, guarantees of origin (GoOs) for Nordic wind power are procured and verified by PwC to ensure authenticity. Swiss operations are fully covered by domestic hydropower, documented according to GHG Protocol and Swiss federal standards, with transparent emission factors published by IWB. At our Pinghu site in China, solar electricity is sourced from regional photovoltaic installations in Zhejiang, documented through blockchain-verified certificates issued by the Beijing Power Exchange Center (BPX).

This strategic transition has resulted in a reduction of Scope 2 emissions by more than 95% compared to our 2023 baseline, positioning Movement Systems on track to meet its 2030 combined Scope 1 and Scope 2 target. Annual verification ensures that certificates cover actual electricity demand, safeguarding integrity and compliance across all verified sites.

Beyond renewable sourcing, Movement Systems remains committed to further enhancing energy efficiency throughout its operations. Through targeted investments in advanced technologies, process optimization, and modern machinery, we continue to reduce overall energy consumption while maintaining sustainable, high-quality production standards.

ENVIRONMENT

Sustainable resource management is central to our values. Through targeted investments, we support projects that foster a more sustainable future for our business and for society as a whole.



Introduction

This section outlines our commitment to transparency and proactive management of environmental matters. It also includes our comprehensive approach to climate-related financial disclosures, in line with the Task Force on Climate-related Financial Disclosures' (TCFD) recommendations. To reinforce our commitment to responsible business practices, Movement Systems and Flooring Systems operate under internationally recognized management standards. 100% of the products manufactured by Flooring Systems and 91% of those produced by Movement Systems are certified to ISO 9001 (quality management systems) and Flooring Systems' main production sites as well as several of Movement Systems' sites have ISO 14001 (environmental management systems) certification. Furthermore, Movement Systems' main German sites and Flooring Systems' site in Reims, France, hold ISO 50001 (energy management systems) certification, supporting our efforts to improve energy efficiency and reduce emissions. Both divisions contribute to European standards through national CEN committees. Additionally, Flooring Systems' site in Reims, France, is scored by EcoVadis and Movement Systems is assessed by EcoVadis at divisional level.

Report scope

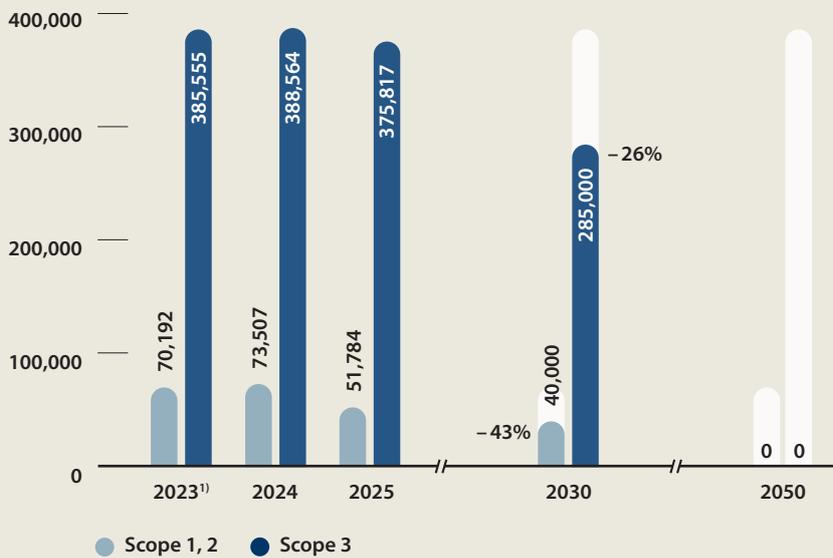
Unless otherwise stated, the environmental data published in this report includes all Flooring Systems' production sites for floor coverings and building and construction adhesives. It includes all major production sites of Movement Systems, which together account for 95% of the production volume, as well as the fabrication centers. The sales offices and the warehouses at a production site are also included. Other sales offices are not included as their contribution to Forbo's environmental footprint is not material. The CO₂ emissions reported are calculated in accordance with the criteria of the Greenhouse Gas Protocol (GHG Protocol Corporate Accounting and Reporting Standard and GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard). We used the operational control approach to consolidate GHG emissions. GHG emissions are expressed in metric tons of carbon dioxide equivalent CO₂(e). A carbon dioxide equivalent is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global warming potential (GWP), by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential. The calculation of the CO₂ emissions does not include any GHG trades. Our baseline year is 2023, the year of Forbo's first combined Sustainability Report and the first time Scope 3 emissions were calculated across the entire Group.

Forbo's environmental targets

In 2025, Forbo reaffirmed climate action as a strategic priority. We introduced quarterly CO₂ emission tracking to systematically monitor progress. This builds on the Group-wide CO₂ reduction targets defined in 2024 with a 2030 horizon and the long-term ambition of net-zero emissions by 2050. The Group targets are translated into annual divisional targets and supported by measurable decarbonization initiatives. Performance is tracked against these targets to ensure transparency, accountability, and consistent implementation. Our decarbonization strategy focuses on reducing and mitigating greenhouse gas emissions associated with our products and operations. In parallel, we are committed to balancing unavoidable residual emissions through carbon removal initiatives, including nature-based solutions rooted in the protection, regeneration, and sustainable management of ecosystems.

Forbo's CO₂ emission reduction pathway

metric tons CO₂(e)



¹⁾ Base year.

Our Scope 1 and 2 near-term target

By 2030, reduce our Scope 1 and market-based Scope 2 CO₂ emissions by 43% compared to our base year 2023

Our Scope 3 near-term target

By 2030, reduce our Scope 3 CO₂ emissions by 26% compared to our base year 2023

Our overarching net-zero target

By 2050, work together with our suppliers, customers, and other stakeholders to achieve net-zero CO₂ emissions across our value chain (Scopes 1, 2 and 3)

Scope 1
Direct emissions

Direct greenhouse gas emissions that come from sources owned or controlled by Forbo.

Scope 2
Indirect emissions

Indirect emissions resulting from the generation of purchased energy.

Scope 3
Indirect emissions

All other indirect emissions that occur across Forbo's value chain.



Forbo's strategic framework for climate-related matters

A clear, forward-looking strategy is key to navigating the challenges of climate change and to unlocking the opportunities it brings. At Forbo, both divisions regularly conduct materiality analyses to stay aligned with stakeholder expectations and evolving sustainability priorities. These insights are consolidated at Group level, creating a unified view that informs our decision-making. Climate-related topics are fully embedded in our business planning, helping us deliver on short-term goals while laying the foundation for long-term impact.

Risk management

Our risk management process considers the potential wider implications of climate change on our business activities. The climate risk appetite, its metrics, and associated thresholds are set by the Board of Directors. The Board of Directors ensures that it is aware of the risks to which Forbo is exposed and that appropriate measures are taken to mitigate these risks. It commissions an annual Group-wide risk assessment, and all material topics are regularly discussed with the management and in the different committees. Climate-related risks are considered and mapped throughout our value chain. They are presented as 'cross-cutting' rather than standalone risks in our risk taxonomy. Our business standards integrate climate-related risks across all risk and control management activities supporting our day-to-day decisions. Climate risk manifestations are considered against the short, medium, and long term to understand their relevance across different time spans. This assessment includes a heat map based on our risk metrics and thresholds as well as the probability of occurrence. In connection with climate-related risks, Forbo considers both transitional and physical risks. Our assessment also includes identifying and capitalizing on climate-related opportunities to ensure that we uncover potential for growth and innovation.

Materiality analysis

Forbo's materiality analysis for climate-related matters follows a structured process to assess both financial materiality (the potential impact of climate-related risks and opportunities on our business) and impact materiality (the effect of our operations on the environment). Our materiality analysis is an evolving process, continuously refined to reflect the latest scientific developments and best practices. We regularly review our methodology in response to shifts in regulation, technology, and market dynamics.

Financial materiality

Our financial materiality analysis plays a key role in identifying climate-related factors that could significantly influence our financial performance, strategic decisions, or asset valuations. The analysis includes the following key steps:

- Stakeholder engagement
- Risk identification and categorization
- Scenario analysis
- Impact assessment

We engaged our employees and conducted customer surveys to identify climate-related issues. In a second step, we categorized the findings and evaluated their potential impact on our business to understand how various climate-related changes might affect our business in the short, medium, and long term. By understanding these risks, we can adapt our operations to mitigate the potential future impact. We have defined time horizons consistently with the ones defined in the European Sustainability Reporting Standards ('ESRS'). The short-term view covers up to one year, the medium-term view one to five years, and the long-term view the period from five years onwards. Our scenarios cover climate-related transition risks and physical risks as well as climate-related opportunities, tailored to the impacts we observe across our value chain. We looked at a 1.5°C warming scenario aligned with global climate goals, which focused on potential regulatory changes, such as carbon pricing and shifting market demands for more sustainable products (transition risks). We also considered a more extreme 4°C warming scenario, which examined the physical risks of climate change, such as extreme weather events and supply chain disruptions.

Our scenario analysis is based on the following assumptions:

- **Temperature rise:** by the 2050s, global temperatures are expected to continue rising relative to pre-industrial levels. The estimated magnitude of temperature increase varies between 1.5°C (low global warming scenario) and 4°C (high global warming scenario).
- **Extreme weather events:** climate models project an increase in the frequency and intensity of extreme weather events such as heatwaves, heavy rainfall events, droughts, hurricanes, and wildfires by the 2050s.
- **Sea level rise:** sea levels are expected to rise due to thermal expansion of seawater and melting glaciers and ice caps. By the 2050s, sea level rise projections range from several centimeters (low global warming scenario) to more than 30 centimeters (high global warming scenario), increasing the risk of coastal flooding, erosion, and saltwater intrusion into freshwater sources.
- **Changes in precipitation patterns:** changes in precipitation patterns are projected to continue, with some regions experiencing more frequent and intense rainfall events, while others face increased drought conditions.
- **Impacts on agriculture:** climate change impacts on agriculture are expected to intensify by the 2050s, with changes in temperature, precipitation, and extreme weather events affecting crop yields, water availability, pest and disease pressure, and agricultural livelihoods.
- **Biodiversity loss and ecosystem changes:** climate change is projected to negatively impact biodiversity and ecosystems by the 2050s, with shifts in species distributions, habitat loss, and disruptions to ecological interactions.
- **Health impact:** climate-change-related health risks are expected to increase by the 2050s, including heat-related illnesses, vector-borne diseases, air-pollution-related respiratory problems, and waterborne diseases.
- **Infrastructure vulnerability:** climate change poses risks to infrastructure resilience, with increased exposure to extreme weather events, sea level rise, flooding, and heat stress. By the 2050s, infrastructure assets such as roads, bridges, ports, energy facilities, and water systems may face increased risks of damage and disruption.
- **Economic impacts:** the economic impacts of climate change are expected to become more pronounced by the 2050s, with costs associated with climate-related disasters, damages to infrastructure, impacts on agriculture and ecosystems, and health-related expenses accruing.
- **Social disruption and migration:** climate change may exacerbate social inequalities and increase the risk of displacement and migration by the 2050s, particularly in regions facing climate-related hazards.

Climate-related transition risks

Material topics	Short-term	Medium-term	Long-term	Value chain	Mitigation
Production facilities 	Stricter regulations require the modernization of buildings and production facilities for energy efficiency	Same as short-term	Same as short-term		<ul style="list-style-type: none"> – Energy audits – Technology upgrades/energy efficiency programs – Defined roadmap – Leverage government incentives
Compliance 	Increased effort to ensure compliance with regulatory requirements due to increasing regulation	Same as short-term	Same as short-term		<ul style="list-style-type: none"> – Hiring new and training of existing personnel – Efficiency gains by proactive monitoring of changing regulations – Fostering collaboration between departments to share expertise and responsibilities
Energy 	Rising cost of renewable energy	Rising cost of renewable energy and grid capacity constraints; rising gas grid fees	Same as medium-term		<ul style="list-style-type: none"> – On-site electricity generation – Energy efficiency programs – Long-term energy contracts – Explore infrastructure upgrades
Transportation 	Not applicable	Increased transportation costs due to rising CO ₂ emission cost	Same as medium-term		<ul style="list-style-type: none"> – Explore and implement alternative transport solutions – Supply chain optimization

Climate-related physical risks

Material topics	Short-term	Medium-term	Long-term	Value chain	Mitigation
Value chain 	Value chain disruptions resulting from damage caused by extreme weather events.	Same as short-term	Same as short-term		<ul style="list-style-type: none"> – Supplier diversification – Maintain a strategic inventory buffer for critical materials – Monitoring system to swiftly identify and respond to disruptions
Production facilities 	Damages to production facilities caused by extreme weather events	Same as short-term	Same as medium-term		<ul style="list-style-type: none"> – Investment in climate-resilient infrastructure – Regularly updated business continuity plan

Climate-related opportunities

Material topics	Short-term	Medium-term	Long-term	Value chain	Mitigation
Brand reputation 	Increased sales and enhanced brand reputation through increased demand for sustainable products	Same as short-term	Same as short-term		<ul style="list-style-type: none"> – Customer engagement – Sustainable product development – Regular life cycle assessment for all product categories – Market the environmental benefits of the products
Operations 	Lower operational costs through waste heat recovery	Same as short-term	Same as medium-term		<ul style="list-style-type: none"> – Investment in heat recovery systems to reduce purchased energy consumption – Feasibility study to assess the investment needed and potential revenue generation from heat sales

 Upstream
 Own operations
 Downstream

Impact materiality

We assess the climate impact of our business through regular calculation of Forbo’s carbon footprint. Our cross-functional process enables us to measure not only total CO₂ emissions, but also key supporting metrics such as the share of renewable energy in total consumption and carbon intensity that provide critical insights for managing and optimizing our sustainability initiatives.

In 2024, we reached a significant milestone by integrating climate-related data collection and reporting into our financial reporting system. The process follows three core phases: data is gathered by business units from various internal and external sources, uploaded into our financial system for aggregation, and then converted into relevant metrics using the latest GHG emission factors before being included in Group-level reporting. These figures are disclosed in the ‘Environmental metrics’ section.

In 2025, we further enhanced our reporting processes by introducing quarterly CO₂ tracking and by improving data quality. This allows for more agile internal steering and ensures we remain on track to meet our reduction targets.

Impact materiality

Material topics	CO ₂ emissions 2025 (metric tons)	In % of total CO ₂ footprint	Value chain	Mitigation
Scope 1 & 2 – production and fabrication 	51,784	12%		<ul style="list-style-type: none"> – Improve the energy efficiency of our processes – Shift to renewable energy sources
Scope 3 – purchased goods and services 	272,427	64%		<ul style="list-style-type: none"> – Adopt raw materials with lower carbon impact – Engage with suppliers to enhance transparency on raw materials and drive improvements.
Scope 3 – upstream and downstream transportation 	53,012	12%		<ul style="list-style-type: none"> – Maximize load efficiency and enable proximity to key markets and shorter transport distances – Avoid air freight and switch to renewable fuel transport where financially viable
Scope 3 – processing of sold products and end-of-life 	19,668	5%		<ul style="list-style-type: none"> – Provide service to extend the operational life of conveyor and processing belts – Increase the share of loose-lay floors to facilitate recyclability – Partner with external organizations to develop and scale up end-of-life solutions

-  Upstream
-  Own operations
-  Downstream

Transition plan

Addressing the far-reaching impacts of climate change on nature, people, and our business requires sustained reductions in greenhouse gas emissions across all sectors. Guided by risk and impact assessments, we prioritize climate-related issues based on their potential business and environmental significance, ensuring they are embedded in our decision-making and long-term planning. We are committed to minimizing our environmental footprint at every stage of the value chain.

This section outlines Forbo’s evolving approach to achieving our environmental targets and to reducing climate impact. Our transition plan is not static. It is continuously developed through cross-functional collaboration to generate, evaluate, and implement impactful ideas. We pursue targeted measures within our defined roadmaps, using decarbonization levers such as energy efficiency, electrification, fuel switching, renewable energy adoption, product innovation, supply chain decarbonization, and take-back programs. For each initiative, we assess both the emission reduction potential and the financial implications, enabling us to align climate action with our growth strategy. Progress is closely monitored and tracked to ensure we stay on course. A dedicated governance and reporting structure supports the effective implementation and ongoing refinement of our transition plan.

CO₂ footprint per phase of our value chain



● Scope 1, 2 ● Scope 3

Path to net-zero by 2050

Forbo is committed to reaching net-zero GHG emissions across the value chain by 2050. To ensure progress, we have established interim targets for 2030, aiming to reduce our absolute Scope 1 and 2 emissions by 43% and Scope 3 emissions by 26% using 2023 as the baseline year.

Our targets are aligned with international climate science, ensuring that we contribute to the global effort to limit warming to 1.5°C (Scope 1 and 2) respectively well below 2°C (Scope 3) above pre-industrial levels. We will regularly monitor, report, and adjust our progress to ensure we remain on track to meet these targets and our long-term net-zero commitment.

Reducing Scope 1 and 2 emissions

Reducing emissions from our own operations represents the best opportunity to lead by example in the efforts against climate change. Our internal operations' emissions account for 12% of our total GHG emissions. They mainly arise from stationary combustion and the use of purchased electricity. We are aiming to reduce our internal operations emissions (Scope 1 and 2) by 43% by 2030 from a 2023 baseline.

Renewable energy

To reduce Scope 1 and 2 emissions, we are shifting towards renewable energy sources across our production sites and improving the energy efficiency of our processes. Since March 2025 we have ensured that all electricity comes from non-fossil sources, and we continue to invest in improving energy efficiency while reducing our reliance on gas and diesel fuel. In 2025, our energy mix included natural gas, renewable electricity, diesel oil, biogas, district heating, and nuclear power. Currently, 35% of our energy comes from renewable sources.

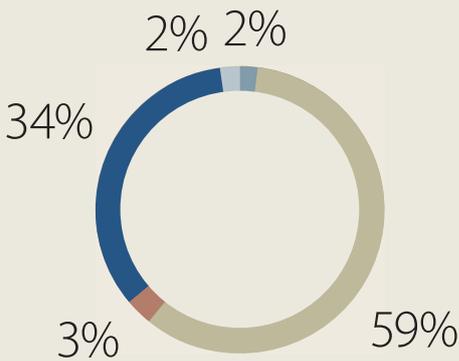
Since 2004, Flooring Systems has reduced its Scope 1 and 2 emissions by more than 80%. We aim to achieve further improvements by following our reduction pathway. In 2025, both Flooring Systems and Movement Systems have made significant progress in lowering Scope 2 emissions through renewable electricity and on-site generation. For Flooring Systems, Scope 2 emissions in 2025 amount to just 6 metric tons CO₂, representing less than 0.01% of total Scope 1, 2, and 3 emissions and are therefore reduced to a negligible level. This achievement is driven by manufacturing products with 100% renewable electricity wherever available. Movement Systems transitioned in 2025 all major production and fabrication sites to electricity from 100% renewable sources, in line with GHG Protocol standards for Scope 2 reporting. This achievement delivered a market-based Scope 2 emissions reduction of over 95% compared to 2023, ensuring alignment with our 2030 target.

In addition to purchasing renewable electricity, Flooring Systems produced 230,871 kWh of self-generated electricity from solar panels at our sites in the Netherlands. Additionally, 1,300 solar panels were operating at Movement Systems sites in Denmark, Germany, and Switzerland, plus 110 in Mexico, by the end of 2025. Flooring Systems' site in Bamber Bridge is powered entirely by renewable energy sources such as wind and biogas, demonstrating a practical approach to achieving net-zero emissions for Scope 1 and Scope 2.

At Forbo, we are progressively transitioning our leased car fleet to hybrid and electric vehicles in the countries where the charging infrastructure allows it. This led in 2025 to a 34% reduction in our direct mobile combustion emissions (Scope 1) compared to 2023.

Energy usage

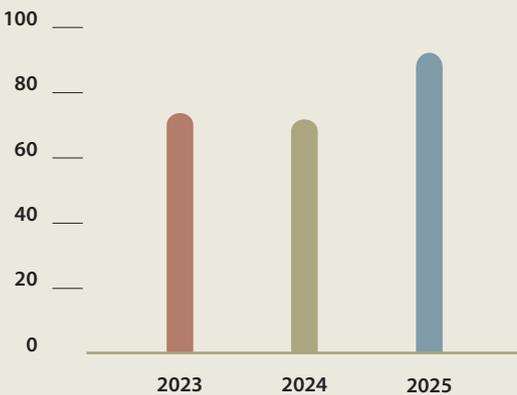
Total 1,313,208 gigajoules



- Natural gas
- Renewable electricity
- Non-renewable electricity (fossil and nuclear power)
- Car fuels
- Other (including biogas, district heating, light fuel oil)

Renewable electricity

Percentage of renewable vs. total electricity



- 2023: 73%
- 2024: 72%
- 2025: 95%

Operational excellence

At Forbo, the elimination of natural gas (Scope 1) from own operations remains one of our biggest challenges.

For example, curing kilometers of Marmoleum at Flooring Systems is highly energy-intensive. The 56 drying stoves at our Assendelft factory, which are 20 meters high, are heated with steam generated by natural gas. We are already applying a number of business levers, such as technology, to improve our energy efficiency. In our vinyl factory in Coevorden, we completed the final phase of a three-year project, replacing the third afterburner and upgrading the VOC oxidizer heat recovery system with an air-to-oil heat exchanger. This type of initiative has contributed to an overall improvement of the energy intensity of Flooring Systems, with a 6% reduction in energy used per square meter of flooring compared to 2023.

At Movement Systems, operational excellence was not only driven by the completion of the new Transilon production line in Japan. In 2025, Movement Systems modernized the granulate drying and conveying system at its Hanover site to enhance energy efficiency and reduce environmental impacts. The retrofit resulted in verified annual electricity savings of 117 MWh and a Scope 2 CO₂ reduction of 51 metric tons. The upgraded system meets state-of-the-art technical standards, ensures spare part availability, and enables reliable maintenance. It reduces downtime and material variances and improves indoor air quality. In 2025, the heat recovery system (HRS) at the site in Wallbach was recommissioned. Based on a pinch analysis, the restored system is expected to achieve an annual substitution of approximately 300 MWh of natural gas-derived energy. The HRS is connected to a thermal storage unit and supplies the building with comfort heating. This measure contributes to improved energy efficiency and supports the site's transition toward lower-emission operations. Furthermore, frequency converters were installed in the re-grinder system at Lunderskov in Denmark to improve energy efficiency. This measure enables demand-driven start-stop operation, helping to reduce electricity consumption during non-production periods. Efficiency improvements in the operational sites combined with the shift to electricity from renewable sources had a substantial positive effect on Movement Systems' emission intensity per square meter. Compared with 2023, emission intensity decreased by 53%.

Reducing Scope 3 emissions

Beyond our direct operations, Scope 3 emissions highlight the environmental impact of our suppliers, customers, and partners. By measuring and managing these emissions, we strengthen accountability and drive collective action for a low carbon future.

Circularity

The environmental challenges in our value chain extend well beyond greenhouse gas emissions, encompassing a broad range of interconnected issues such as waste, water, materials, and biodiversity. Addressing these challenges requires a holistic approach that looks beyond carbon and considers the full life cycle impact of our activities. Circularity provides a powerful framework for tackling these issues, helping to reduce emissions while also minimizing waste, conserving resources, and supporting ecosystem regeneration. By combining technical expertise with strategic ambition, we contribute to the transition toward a low-carbon, circular economy in line with the EU Green Deal and the UN Sustainable Development Goals. In line with this approach, our goals focus on eliminating waste and pollution, keeping products and materials circulating at their highest value, and regenerating natural systems: these principles are inspired by the circular economy framework developed by the Ellen MacArthur Foundation.

To guide our actions at Forbo, we organize our environmental initiatives under a five-step circular framework that covers the entire value chain:

1. Product development and design
2. Sourcing and raw materials
3. Production and distribution
4. Long-lasting and easy to maintain
5. Recycling and end of life

Across these stages, we continuously seek opportunities to apply the 'R-strategies' such as refuse, redesign, reduce, recapture, reuse, repair, refurbish, remanufacture, repurpose, recycle, and regenerate to maximize value and minimize impact.

At Flooring Systems, we design floor coverings that last well beyond their initial use, delivering value across multiple life cycles. To achieve this, we engineer products that prioritize environmental stewardship and user satisfaction. Our fast flooring solutions provide adhesive-free, easy-to-install floor coverings that are designed for reuse and recyclability. With no glue required, these products can be effortlessly removed and reused or recycled at the end of their lifespan. Produced in Europe with 100% renewable electricity and ISO 14001 certified facilities, they meet stringent environmental standards and are phthalate-free, promoting healthier indoor environments. These solutions also include stress-reducing designs, high-light-reflectance options, and dementia-friendly features, ensuring broad usability and comfort.

As part of our strategic commitment to advancing the circular economy within Movement Systems, we are prioritizing initiatives that enhance the sustainability of our product life cycle. This includes the development of robust take-back programs and innovative recycling concepts aimed at improving the end-of-life phase of our products. We are progressively increasing the share of recycled raw materials in our Transilon (multi-layered, fabric-based belts) and Extremultus (flat belts) product ranges. In parallel, we are intensifying efforts to raise the proportion of recycled post-industrial waste while systematically reducing the overall volume of such waste.

Reducing upstream Scope 3 emissions

The majority of Forbo's total GHG emissions derives from our supply chain, with upstream Scope 3 emissions (category 1 – 8) representing 74% of Forbo's total carbon footprint. Therefore, driving emissions reductions throughout our supply chain is essential to meeting our climate targets.

Responsible sourcing and supplier engagement

We actively collaborate with our suppliers to drive down emissions and bring greater transparency to our sourcing practices. Responsible sourcing is a strategic lever for creating positive environmental and social impact while strengthening the resilience of our supply chain.

Sustainability criteria are systematically embedded in procurement and supplier management processes. We expect our suppliers to align with our sustainability objectives by meeting defined environmental, social, and governance standards. We encourage them to transparently report their emissions, to establish their own greenhouse gas reduction targets, and to implement concrete measures to reduce environmental impacts. Suppliers are assessed against criteria covering quality, environmental performance, human rights, labor standards, health and safety, anti-corruption, and social accountability. Regular risk assessments and, where appropriate, on-site audits ensure accountability and support continuous improvement. These requirements are anchored in purchasing conditions, aligned with internationally recognized frameworks, and they form the basis for the structured dialogue with our suppliers.

In 2025, Flooring Systems achieved a 3% reduction in Scope 3 emissions compared to 2023 by enhancing data accuracy. Close collaboration with our suppliers enabled us to replace generic database conversion factors with material-specific emissions data for selected key raw materials. This process is being progressively expanded to additional materials. By refining these inputs, we gained a more precise understanding of the carbon footprint associated with our upstream activities, allowing us to identify and act on targeted reduction opportunities.

To strengthen the role of procurement in achieving our ESG targets, Movement Systems launched mandatory global online training on sustainable procurement for all purchasing employees in 2025. The training focuses on integrating environmental, social, and economic criteria throughout the product life cycle, embedding principles such as transparency, fairness, and circularity into procurement processes. In parallel, sustainability requirements were further reinforced through the update of Movement Systems' General Terms and Conditions of Purchase. These include binding commitments to the principles of the UN Global Compact, environmental management aligned with ISO 14001 within the supplier's means, compliance with Forbo's Code of Conduct, and the identification, mitigation, and reporting of ESG-related supply chain risks.

Highlights Flooring Systems

- 3%

Scope 3 greenhouse gas emissions compared to 2023 baseline

44%

average recycled content across flooring product portfolio

Highlights Movement Systems

100%

of electricity used at our key global production and fabrication sites has come from renewables since March 2025

28%

more self-generated heating energy compared to 2024

Low-impact materials

Forbo is committed to increasing the use of low-impact materials, such as bio-based and recycled materials, to reduce CO₂ emissions related to goods and services Forbo purchased.

We follow three complementary strategies, tailored to each product category:

- Maximizing the use of bio-based materials
- Increasing the amount of recycled content
- Ensuring materials are recyclable

At the heart of our sustainable DNA is a long history of using bio-based materials, especially as key ingredients in our Marmoleum, which consists of up to 98% natural raw materials. Among these there are renewable plant-based materials such as linseed oil, wood flour, jute, and natural resins, which makes Marmoleum unique as it has a CO₂ uptake in the product itself. The photosynthesis process of all plants used in Marmoleum absorbs more CO₂ than is emitted by the transport and production processing of the end product. 27% of the total square meters sold by Flooring Systems in 2025 were climate positive from cradle-to-gate, without offsetting.

We also developed Eurostar Lino Green 616, a linoleum adhesive made with a bio-based binder, mineral filler, and other natural raw materials, tested according to German Institute for Building Technology (DIBt) principles. Additionally, our R&D team continues to explore bio-based alternatives also in other flooring categories. In 2025, around half of the materials used at Flooring Systems' production sites were bio-based, recycled, and/or abundant minerals. The recycled content in our products originates from two primary sources: recycled materials from external partners, including sources like discarded fishing nets and upcycled cocoa husks and materials recycled from our own products, which may come from our production process or be sourced from the market through our 'Back to the Floor' program. This approach allows us to create products containing up to 77% recycled materials, like our Tessera collection. In addition, our modular Flotex backings are produced with recycled PVC.



Movement Systems is also committed to using more sustainable materials in production. We purchased 2,163 metric tons of environmentally friendly materials in 2025, such as fabrics made of 100% rPET yarns, TPU, or PVC made from recycled or bio-based oils derived from the food industry, and epoxidized soybean oil (ESO). Our new belt solutions combine multiple sustainability attributes to maximize environmental benefits. The ECOFIBER fabric is made from 100% rPET, while the coating uses PVC derived from recycled or bio-based oils sourced from the food industry or biofuels. This approach reduces the consumption of valuable raw materials, prevents waste, and supports genuine recycling practices. It contributes to a more circular and resource-efficient value chain.

Waste reduction

Minimizing waste in our manufacturing operations is a key part of our commitment to environmental protection. As we work toward becoming a zero-waste company, our manufacturing sites focus on reducing waste generation at the source. For any waste that remains, we prioritize finding the highest-value reuse or recycling solutions. If recycling materials into our products is not feasible, we seek alternative solutions, including collaboration with external partners for recycling in other products or using waste materials as fillers in other industries. In cases where no other option is available, we work with environmental partners who maximize energy recovery from that waste, ensuring that as little as possible ends up in landfills.

In 2025, Forbo generated 38,839 metric tons of waste, including materials sent for disposal and those diverted through recovery. 72% of Forbo's (79% of Flooring Systems' and 35% of Movement Systems') production waste was reused or recycled, either internally or externally, reflecting our commitment to circularity, resource efficiency, and landfill reduction. To work toward our commitment, we set 2030 targets for both waste prevention and recycling rate, such as Flooring Systems aiming to reuse or recycle 95% of its production waste, and Movement Systems reducing waste generation in its production processes by 10%, compared to the base year 2023.

Showcases for our commitment are innovations like Sphera's nearly waste-free homogeneous floor covering production, where efficient processes minimize waste, which is recycled into new vinyl floor.

At Movement Systems' German site, 17 metric tons of Transilon belt remnants were sent to a specialized recycler. Part of the material was regranulated and used in products such as paddock fences and stable mats, extending material life. Between 2023 and 2025, 256 metric tons of polyethylene (PE) foil used in adhesive product manufacturing were recovered. Where feasible, the foil was reused multiple times before recycling. To prevent landfilling and to support a more sustainable production model, 55 metric tons of ProLink waste were collected in Slovakia in 2025, sorted by polymer type and released for recycling.

96% of waste generated at Forbo's production sites is classified as non-hazardous under national regulations (96% for Flooring Systems and 94% for Movement Systems). The small fraction of hazardous waste is managed with strict compliance and environmental safety in cooperation with trusted partners, ensuring proper disposal and documentation. For example, at Movement Systems' German site, Platisol was transferred to a recovery partner, avoiding hazardous classification.

Forbo is also committed to minimizing packaging waste. Our product packaging is primarily made from cardboard and recycled plastic and is recyclable at the end of its life. Packaging from purchased raw materials, such as IBC containers and damaged euro pallets, is sold to specialized service providers for cleaning, reconditioning, and reuse.

Employee engagement

Sustainability starts with awareness and individual contribution, which together create collective impact. At Forbo, employees actively participate in initiatives that demonstrate how small actions can make a big difference.

At Flooring Systems, 'The Green Walk' team in Assendelft, the Netherlands, organize various initiatives throughout the year, such as joining global efforts like the 'World Cleanup Day' and 'Netherlands clean', collecting waste on site and in surrounding areas to prevent environmental pollution. Additional initiatives included promoting cycling to work, collecting drink bottles and cans to donate the deposit refund to the food bank and creative reuse projects, such as giving over 150 chairs a second life instead of sending them to landfill.

At Movement System, we actively involve our employees in promoting sustainable mobility. At our German Movement System sites, we support initiatives such as 'JobRad' and the 'Deutschlandticket', enabling climate-friendly commuting and fostering employee engagement in our environmental goals.

Reducing downstream Scope 3 emissions

Our downstream value chain emissions (Scope 3 category 9–15) account for 13% of the total emissions across our value chain. They arise from the processing and end-of-life treatment of sold products, and downstream transportation. To reduce downstream GHG emissions, we focus on maximizing the usability, reusability, and recyclability of our products.

Long-lasting and easy to maintain

The best floor covering is one that stands the test of time: the longer it lasts, the less energy is wasted on creating, installing, removing, repairing, and recycling. That is why at Flooring Systems we focus on crafting floors that are durable, low-maintenance, and capable of withstanding even the most demanding environments for decades to come. Our flooring solutions are designed not just to last, but to maintain their quality with minimal effort, reducing both costs and environmental impact over their lifespan.

Durability is a key driver of sustainability, helping reduce resource consumption and environmental impact over the full life cycle of a floor. To extend the lifespan of our floor coverings, four key factors need attention: furniture protection, entrance flooring systems, cleaning and maintenance, and choosing the right color and design. Flotex is a prime example of long-lasting floor performance, combining a dense nylon pile and waterproof PVC backing to deliver exceptional durability, dimensional stability, and resistance to wear, moisture, and fading. Produced using 100% renewable electricity, Flotex tiles also includes up to 59% recycled content in the backing, reinforcing its role as a sustainable flooring choice.

At Movement Systems, we understand that sustainability is not only about what we produce, but how we support our customers throughout the entire product life cycle. Our global network of qualified service teams plays a vital role in extending the operational life of our conveyor and processing belts. By prioritizing repair over replacement wherever technically feasible, we help reduce material consumption and avoid unnecessary waste. Our service technicians are trained in fundamental sustainability principles, enabling them to identify energy-saving opportunities, optimize belt settings, and support customers in improving the efficiency of their operations.

In partnership with Anker Andersen, Movement Systems delivers durable modular belts for high-speed sorting systems in deposit return schemes. Our Prolink belts withstand demanding conditions and enable smooth, low-maintenance operation. To meet rising demand, we optimized module dimensions and tooling, reducing waste and improving production efficiency. This service-driven collaboration supports long product lifetimes and aligns with both partners' sustainability goals. Thanks to its modular design, Prolink enables easy maintenance by allowing individual belt modules to be replaced without dismantling the entire belt: saving time, reducing waste, and ensuring continuous system uptime.



Recycling and end-of-life

Forbo is committed to closing the loop and achieving sustainability by ensuring that our products can be effectively recycled at the end of their life. Our initiatives help minimize the need for virgin raw materials and extend our responsibility beyond the factory gate. We aim to retain the highest circular value of our products, prioritizing reuse, remanufacturing, repurposing, and recycling over energy recovery.

Designed with both recycled content and future recycling in mind, our floor coverings can be remanufactured or repurposed multiple times. Although not all materials can be endlessly recycled, we remain dedicated to developing the most sustainable, fully recyclable flooring solutions and expanding practical, viable take-back initiatives.

In 2025 alone, Flooring Systems collected 902 metric tons of post-consumer flooring and packaging waste. Our 'Back to the Floor' program, active in 14 countries, plays a key role in reducing waste by collecting installation waste, samples, and used floors. Loose-lay installations, for example, enable us to take back used products without contamination from glue or screed, making them easier to reuse or recycle. PVC, a key component in our vinyl floors, can be melted and recycled multiple times without significant degradation. This allows the material to remain in the recycling loop for extended periods, reducing the need for virgin PVC production and the associated CO₂ emissions.

A key challenge is keeping collected materials clean to reintroduce them into production. Through education and guidance, we prevent non-flooring waste from entering our recycling streams. Contaminated waste is recycled externally to ensure it still serves a useful purpose.

While working toward fully circular flooring globally, we focus on regional solutions that balance recycling with transport-related carbon impacts. In France, for instance, we reclaim samples and sample books by collaborating with local organizations such as ESAT (Work Support Establishments or Services), which provide adapted employment and social support to adults with disabilities. In the Netherlands, Marmoleum offcuts and used floors are sorted by RSC (Recycling Service Centrum) in Amsterdam, a recycling partner that creates inclusive jobs for individuals who face barriers to employment. Beyond environmental impact, these initiatives have a social dimension, creating meaningful employment opportunities for people who cannot work in the regular labor market.

In UK we partnered with the Salvation Army Trading Company to support its take-back scheme and charity furniture shops through donations of reusable Tessera carpet tiles, giving them a second life. Additionally, our construction and building adhesives business launched a circular packaging program in Germany and the Netherlands, offering take-back service for the glue buckets.

As part of our commitment to sustainable production and responsible resource use, Movement Systems is advancing strategic recycling initiatives within the Global Innovations & New Technologies department. The focus is on developing efficient recovery and reintegration processes, supported by advanced separation and processing technologies that enhance material quality and recyclability. We are reprocessing homogeneous post-industrial waste from the Fullsan series, based on single-type extrudable TPU, and using the resulting reggranulate for reintegration into our production. To further improve reuse in our production processes, we are testing the feasibility of calendaring recycled Fullsan, a method not previously applied to this material. Technical trials are assessing mechanical and thermal properties under varying conditions to ensure quality and process compatibility.

Highlights Flooring Systems

100%

fossil-free transportation for the delivery of our floors in Sweden

902 t

of flooring and adhesive packaging collected in 2025 via our 'Back to the Floor' recycling program

Highlights Movement Systems

100%

recycled PET yarn fabrics are used in all versions of ECOFIBER

- 15%

Scope 1, 2, 3 greenhouse gas emissions compared to 2023 baseline



Alternative transport solutions

Upstream transportation and distribution account for 4% of our Scope 3 emissions, while downstream transportation and distribution account for 10%. We are currently working to identify potential actions, e.g. switching to nearby suppliers and to environmentally conscious transport companies, to reduce these impacts and to understand their financial implications.

In 2025, Flooring Systems transitioned all the local deliveries within Sweden and all shipments from our central European warehouses to Sweden to 100% fossil-free transport. This initiative is projected to reduce downstream transport-related CO₂ emissions in Sweden by approximately 90% compared to conventional fossil fuels. By acting regionally, we overcome current barriers and keep moving forward toward our net-zero goal.

Movement Systems encourages its suppliers to assess the implementation of ISO 14001-compliant environmental management systems at their production sites, as outlined in our General Terms and Conditions of Purchase. This includes evaluating measures to reduce logistics-related emissions as well. Movement Systems contributes to lower transport emissions through a globally distributed production footprint, enabling proximity to key markets and shorter transport distances. In line with our commitment to low-emission logistics, air freight is avoided wherever possible and used only in exceptional cases due to its high carbon intensity. Internal transport is optimized by maximizing load efficiency and minimizing empty or low-load trips, particularly on high-frequency routes such as between our sites in Lunderskov (Denmark) and Malacky (Slovakia).

Scaling our sustainable products

Forbo offers an expanding portfolio of environmentally friendly products, enabling customers to reduce their CO₂ footprint. In line with our sustainability strategy, we promote solutions that support low-impact manufacturing, reduce dependency on virgin fossil-based materials, and meet evolving customer expectations. These efforts are embedded in our broader approach to sustainable product development, which is supported by internal training, cross-functional collaboration, and continuous innovation across our global operations.

Through the strategic marketing and scaling of these products, we aim to drive positive change within the industries we serve. By expanding the reach, we contribute to the overall transition toward more sustainable practices, fostering long-term environmental and economic benefits across our sectors of operation. We also recognize the importance of providing our customers with transparent information on the environmental impact of our products, enabling them to make informed decisions. This is particularly true in the construction sector, which is characterized by intensive GHG emissions.

As a result, Flooring Systems developed standardized life cycle assessments (LCAs) for every product category as early as 2000, in cooperation with Leiden University in the Netherlands. A life cycle assessment is a comprehensive system for measuring the environmental impacts of a product category, based on Product Category Rules (PCRs). An Environmental Product Declaration (EPD) is a summary of the life cycle assessment for a product, covering all stages from material extraction to production, shipping, use, and end-of-life solutions. EPDs provide transparency by allowing comparisons of the environmental impact of similar products. They are critical tools for architects, planners, and building owners, helping them integrate sustainability into building design.

Flooring Systems offers complete EPDs for a wide range of products, including the additional impact categories such as human toxicity and ecotoxicity. In 2025, 84% of our flooring products sold had a published EPD in accordance with EN 15804+A2 and EN 16810 standards, verified by UL Solutions, a leading ISO 14025 program operator for independent third-party verification.

Movement Systems drives product innovations that combine multiple sustainability attributes in one solution. These advances have earned industry recognition, including the VMI Supplier Award 2025. Examples of these advancements include belts for hygiene-sensitive industries with easy-to-clean surfaces and closed designs that cut water and energy use during cleaning. Also the Transilon ECOFIBER range exemplifies our commitment to circularity and resource efficiency. It features tension members made from 100% rPET bottles and selected variants incorporate coating derived from bio-based oils from the food industry. Additionally, our award-winning, TÜV-certified Amp Miser 2.0 conveyor belts treated with patented Texglide low-friction technology deliver energy savings of up to 50% compared to conventional belts, resulting in measurable CO₂ emission reductions across logistics operations.



Environmental metrics¹⁾

Materials

Materials used	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ²⁾	Change % Group ³⁾
Metric tons						
Virgin	177,805	19,880	197,685	215,514	213,512	-7.4%
Recycled procured	44,663	428	45,091	39,302	32,352	39.4%
Recycled from production ⁴⁾	20,797	209	21,006	21,335	21,031	-0.1%
Total	243,265	20,517	263,782	276,151	266,895	-1.2%
Renewable materials used	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ²⁾	Change % Group ³⁾
Metric tons						
Virgin	23,683	1,526	25,209	29,175	22,016	14.5%
Recycled procured	15,970	250	16,220	17,376	17,176	-5.6%
Recycled from production ⁴⁾	7,751	146	7,897	7,982	2,169	264.1%
Total	47,404	1,922	49,326	54,533	41,361	19.3%
Non-renewable materials used (abundant mineral)	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ²⁾	Change % Group ³⁾
Metric tons						
Virgin	30,380	445	30,825	36,850	39,377	-21.7%
Recycled procured	18,970	0	18,970	12,482	5,562	241.1%
Recycled from production ⁴⁾	0	0	0	0	1,660	-100.0%
Total	49,350	445	49,795	49,332	46,599	6.9%
Non-renewable materials used (fossil-based)	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ²⁾	Change % Group ³⁾
Metric tons						
Virgin	123,742	17,909	141,651	149,489	152,119	-6.9%
Recycled procured	9,723	178	9,901	9,444	9,614	3.0%
Recycled from production ⁴⁾	13,046	63	13,109	13,353	17,202	-23.8%
Total	146,511	18,150	164,661	172,286	178,935	-8.0%
Reclaimed from the market⁴⁾	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ²⁾	Change % Group ³⁾
Metric tons						
Total	902	0	902	762	250	260.8%

¹⁾ All sums and changes were calculated using non-rounded figures.

²⁾ Base year.

³⁾ % change 2025 vs. 2023.

⁴⁾ Including recycled from reclaimed products and their packaging materials.

Waste

Waste generated (hazardous and non-hazardous)	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Metric tons						
Product waste	28,464	4,804	33,268	33,347	29,019	14.6%
Packaging waste	714	750	1,464	1,588	1,288	13.7%
Office waste	126	29	155	355	322	-51.9%
Other waste	3,464	488	3,952	4,667	4,490	-12.0%
Total	32,768	6,071	38,839	39,957	35,119	10.6%

Waste classification	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Metric tons						
Hazardous waste	1,184	340	1,524	1,443	1,325	15.0%
Non-hazardous waste	31,584	5,731	37,315	38,514	33,794	10.4%
Total	32,768	6,071	38,839	39,957	35,119	10.6%

Waste diverted from disposal	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Metric tons						
Recycling on-site	22,189	47	22,236	22,792	19,191	15.9%
Recycling off-site	3,816	1,948	5,764	6,942	4,875	18.2%
Preparation for use on-site	0	23	23	3	0	0
Preparation for use off-site	0	120	120	186	70	71.4%
Other recovery operations	0	0	0	0	0	0
Total	26,005	2,138	28,143	29,923	24,136	16.6%

Waste directed to disposal	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Metric tons						
Incinerated with energy recovery	4,264	1,623	5,887	6,064	6,673	-11.8%
Incinerated without energy recovery	344	22	366	348	882	-58.5%
Landfilled	2,116	2,261	4,377	3,275	3,068	42.7%
Other recovery operations	44	28	72	349	361	-80.1%
Total	6,768	3,934	10,702	10,036	10,984	-2.6%

¹⁾ Base year.

²⁾ % change 2025 vs. 2023.

Water

	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Water withdrawal						
Megaliters						
Surface water	8.6	0.0	8.6	0.0	0.0	–
Groundwater	20.5	0.0	20.5	23.8	24.5	– 16.3%
Third-party water	204.2	0.4	204.7	276.7	297.0	– 31.1%
Total	233.3	0.5	233.8	300.6	321.5	– 27.3%
Water discharge						
Megaliters						
Surface water	8.6	0.0	8.6	0.0	0.2	–
Groundwater	5.1	0.0	5.1	8.7	8.9	– 42.9%
Third-party water	63.1	0.4	63.5	64.7	54.6	16.4%
Total	76.7	0.5	77.2	73.4	63.6	21.3%
Water consumption						
Megaliters						
Total	156.6	0.0	156.6	227.2	257.9	– 39.3%

¹⁾ Base year.

²⁾ % change 2025 vs. 2023.

Water efficiency is an integral part of Forbo's operational resource management. Several of Flooring Systems' core manufacturing processes, including linoleum and vinyl production, do not require water, which significantly reduces overall water demand. In textile operations, water use occurs primarily during yarn dyeing for products such as needlefelt and Flotex, where consumption is strictly controlled and kept to a minimum. Water is also used for Eurocol products, where carefully optimized formulations support efficient use. In addition, closed-loop water systems further reduce freshwater consumption and support responsible water stewardship. As Movement Systems' manufacturing processes are not water-intensive, water consumption is not considered a material topic and was therefore not monitored in 2023 and 2024. To enhance reporting consistency within the Forbo Group, Movement Systems initiated water data reporting in 2025, and Flooring Systems expanded its disclosures by initiating the tracking of surface water withdrawals in the same year.

Energy consumption and energy mix

Fuel consumption (non-renewable sources)	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Gigajoules						
Natural gas	537,156	239,639	776,795	802,331	793,919	-2.2%
Light fuel oil	9,980	7,467	17,446	19,878	19,532	-10.7%
Car fuels	12,561	12,468	25,029	37,968	43,406	-42.3%
Total	559,697	259,573	819,270	860,177	856,857	-4.4%
Fuel consumption (renewable sources)	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Gigajoules						
Biomass/Biogas/Bio fuel	8,282	0	8,282	8,616	10,437	-20.7%
Total	8,282	0	8,282	8,616	10,437	-20.7%
Purchased energy consumption (Renewable sources)	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Gigajoules						
Electricity	303,918	144,846	448,764	345,327	335,020	34.0%
Heating energy	8,109	0	8,109	8,676	4,658	74.1%
Steam energy	0	0	0	0	0	0
Total	312,027	144,846	456,873	354,003	339,678	34.5%
Purchased energy consumption (Non-Renewable sources)	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Gigajoules						
Electricity	19,033	2,845	21,878	138,001	126,450	-82.7%
Heating energy	0	0	0	0	0	0
Steam energy	0	4,434	4,434	4,128	0	0
Total	19,033	7,279	26,311	142,129	126,450	-79.2%
Self-generated energy consumption	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Gigajoules						
Electricity	831	1,733	2,564	2,091	819	213.0%
Heating energy	0	0	0	0	0	0
Steam energy	0	0	0	0	0	0
Total	831	1,733	2,564	2,091	819	213.0%
Energy sold	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Gigajoules						
Electricity	0	-92	-92	0	0	100%
Heating energy	0	0	0	0	0	0
Steam energy	0	0	0	0	0	0
Total	0	-92	-92	0	0	100%
Total energy consumption within the organization	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Gigajoules						
Total	899,869	413,338	1,313,208	1,367,016	1,334,240	-1.6%

¹⁾ Base year.

²⁾ % change 2025 vs. 2023.

Greenhouse gas emissions (fossil)

	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Scope 1 emissions						
Metric tons CO ₂ (e)						
Stationary combustion ³⁾	30,877	15,584	46,461	47,974	47,318	-1.8%
Process emissions	0	2,351	2,351	2,261	1,614	45.7%
Mobile combustion ³⁾	1,406	675	2,081	2,962	3,162	-34.2%
Fugitive emissions	0	78	78	78	3	2,500.0%
Total	32,283	18,688	50,971	53,275	52,097	-2.2%
Scope 2 emissions (market-based)⁴⁾						
Metric tons CO ₂ (e)						
Total	6	807	813	20,232	18,095	-95.5%
Scope 2 emissions (location-based)⁵⁾						
Metric tons CO ₂ (e)						
Total	29,065	21,142	50,207	50,296	47,774	5.1%
Scope 3 emissions – Upstream⁶⁾						
Metric tons CO ₂ (e)						
Purchased goods and services	211,926	60,501	272,427	280,260	266,535	2.2%
Capital goods	9,704	4,301	14,005	15,871	18,203	-23.1%
Fuel and energy-related activities not included in Scope 1 or Scope 2	4,680	3,613	8,293	8,697	8,316	-0.3%
Upstream transportation and distribution	12,193	3,541	15,734	15,747	14,094	11.6%
Waste generated in operations	58	65	123	336	2,830	-95.7%
Business travel	315	4,381	4,696	5,128	5,621	-16.5%
Employee commuting	1,614	1,979	3,593	3,717	3,669	-2.1%
Total Upstream	240,490	78,381	318,871	329,756	319,268	-0.1%
Scope 3 emissions – Downstream⁶⁾						
Metric tons CO ₂ (e)						
Downstream transportation and distribution	35,834	1,444	37,278	38,777	37,312	-0.1%
Processing of sold products	15,864	160	16,024	16,378	16,607	-3.5%
End of life treatment of sold products	3,553	91	3,644	3,653	12,368	-70.5%
Total Downstream	55,251	1,695	56,946	58,808	66,287	-14.1%
Total	295,741	80,076	375,817	388,564	385,555	-2.5%

¹⁾ Base year.

²⁾ % change 2025 vs. 2023.

³⁾ Stationary and mobile combustion emissions were calculated using the published DEFRA conversion factors.

⁴⁾ According to GHG Protocol Scope 2 Guidance, the market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). We derived emission factors from our contractual instruments, where applicable, and used the country-specific emission factors from the GaBi (Sphera) database for the remaining sites.

⁵⁾ According to GHG Protocol Scope 2 Guidance, the location-based method reflects the average emissions intensity of grids on which energy consumption occurs. We used the country-specific grid mixed with related emission factors from GaBi (Sphera) database to calculate our location-based CO₂ emissions.

⁶⁾ To calculate our Scope 3 emissions, we used primary data from SAP, Cognos, and other systems, and applied internationally recognized conversion factors (DEFRA and GaBi database).

Greenhouse gas emissions (biogenic) ¹⁾

	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ²⁾	Change % Group ³⁾
Scope 1 emissions						
Metric tons CO ₂						
Stationary combustion	452	0	452	470	571	-20.8%
Process emissions	1,740	0	1,740	1,772	1,521	14.4%
Total	2,192	0	2,192	2,242	2,092	4.8%
Scope 3 emissions – Upstream⁵⁾						
Metric tons CO ₂						
Purchased goods and services	-64,069	0	-64,069	-69,699	-53,092	20.7% ⁴⁾
Fuel and energy-related activities not included in Scope 1 or Scope 2	43	0	43	0	0	0
Total Upstream	-64,026	0	-64,026	-69,699	-53,092	20.6%⁴⁾
Scope 3 emissions – Downstream⁵⁾						
Metric tons CO ₂						
End of life treatment of sold products	9,498	0	9,498	9,704	9,665	-1.7%
Total Downstream	9,498	0	9,498	9,704	9,665	-1.7%
Total	-54,528	0	-54,528	-59,995	-43,427	25.6%⁴⁾

¹⁾ CO₂ related to biomass, known as biogenic CO₂, is reported separately from fossil emissions in accordance with the GHG Protocol and GRI guidelines. For biogenic CO₂, a positive number indicates emissions from the combustion or degradation of biomass, while a negative number indicates sequestration from biogenic sources.

²⁾ Base year.

³⁾ % change 2025 vs. 2023.

⁴⁾ Increase in carbon sequestration.

⁵⁾ To calculate our Scope 3 emissions, we used primary data from SAP, Cognos, and other systems, and applied internationally recognized conversion factors (DEFRA and GaBi database).

Energy intensity ¹⁾

	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ²⁾	Change % Group ³⁾
Energy intensity						
Megajoules/m ²						
Energy consumption per m² of product⁴⁾	19.0	72.1	24.9	25.1	26.3	-5.2%
Megajoules/kg						
Energy consumption per kg of product	4.1	27.1	5.6	5.9	5.9	-5.4%

¹⁾ Total energy consumption within the organization divided by the number of m²/kg of product.

²⁾ Base year.

³⁾ % change 2025 vs. 2023.

⁴⁾ Excluding Eurocol (Flooring Systems' building and construction adhesives business unit).

Greenhouse gas emissions intensity (fossil)

	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group	2023 Group ¹⁾	Change % Group ²⁾
Greenhouse gas emission intensity – Scope 1 and 2						
(market-based)						
kg CO ₂ (e)/m ²						
CO₂ emissions per m² of product³⁾	0.7	3.4	1.0	1.4	1.4	-29.3%
kg CO ₂ (e)/kg						
CO₂ emissions per kg of product	0.1	1.3	0.2	0.3	0.3	-29.1%

¹⁾ Base year.

²⁾ % change 2025 vs. 2023.

³⁾ Excluding Eurocol (Flooring Systems' building and construction adhesives business unit).

Capital deployment for environmental matters (2025 – 2030)

Our capital deployment plan for environmental projects from 2025 to 2030 focuses on improving energy efficiency, supporting renewable energy, and facilitating recycling within the operations. Without increasing the historical average capital expenditures (CAPEX), Forbo will in the period from 2025 to 2030 spend approximately CHF 30 million in CAPEX, which will be allocated to energy metering systems, heat recovery systems, waste gas filtration, photovoltaic systems, building renovations, the development of digitalization and automation technologies, the decarbonization through hydrogen use, and electrification, as well as infrastructure for electric vehicle charging. These investments are designed not only to enhance operational efficiency but also to strengthen the company's long-term competitiveness by prioritizing future-oriented projects with attractive payback profiles.

Proportion of remuneration allocated to sustainability matters (including climate-related matters)

For the 2025 business year, for the first time, two uniform sustainability KPIs have been included in the short-term incentive plans for the Executive Board members and the bonus program for around 150 senior managers.

For the Executive Board members, the short-term incentive (STI) specified 10% sustainability targets; these are made up in equal part of LTIFR and CO₂ reduction for the Group or the respective division. The previous 10% individual qualitative targets remain within the current framework. The other 80% financial (quantitative) targets continue to be composed of net sales and EBIT, and are reduced by a total of 10% of the short-term variable compensation.

For around 150 senior managers across the Group, their short-term variable compensation contains as well in equal parts LTIFR and CO₂ reduction targets (Group-wide targets for corporate employees, divisional-wide targets for divisional employees). Depending on the specific area of responsibility of each individual, the minimum target weight of these KPIs is 5%, maximum 10%.

Both safety and environmental impact are given equal importance.

Environmental targets

GHG emission reduction targets

Target ID

Overall number of active GHG emissions targets	3		
Target number	1 (3)		
Target type	Absolute (near-term target)		
Date target was set	December 9, 2024	Date the target was last revised	December 9, 2024

Target information

Scope(s) covered	1 + 2 (market-based)		
Percentage of in-scope emissions covered by the target	100%		
Base year	2023	Base year emissions	70,792
Target year	2030	Target year projected emissions	40,000
Targeted reduction from base year	43%		
Targeted reduction from current year ¹⁾	23%	Current emissions (2025)	51,784

Target methodology

Verified by independent third party	No		
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Target ID

Overall number of active GHG emissions targets	3		
Target number	2 (3)		
Target type	Absolute (near-term target)		
Date target was set	December 9, 2024	Date the target was last revised	December 9, 2024

Target information

Scope(s) covered	3		
Percentage of in-scope emissions covered by the target	100%		
Base year	2023	Base year emissions	385,555
Target year	2030	Target year projected emissions	285,000
Targeted reduction from base year	26%		
Targeted reduction from current year ¹⁾	24%	Current emissions (2025)	375,817

Target methodology

Verified by independent third party	No		
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Target ID

Overall number of active GHG emissions targets	3		
Target number	2 (3)		
Target type	Absolute (near-term target)		
Date target was set	December 9, 2024	Date the target was last revised	December 9, 2024

Target information

Scope(s) covered	1 + 2 (market-based) + 3		
Percentage of in-scope emissions covered by the target	100%		
Base year	2023	Base year emissions	455,747
Target year	2050	Target year projected emissions	0
Target	100%	Current emissions (2025)	427,601

Target methodology

Verified by independent third party	No		
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¹⁾ Required percentage reduction from the emissions reported for the current year (2025) to achieve the 2030 emissions target.

SOCIAL

At Forbo, acting responsibly, ethically, and within the law is at the heart of everything we do. Our corporate culture, shaped by the Forbo Values and our Code of Conduct, drives our commitment to employees, stakeholders, and communities worldwide. We strive to create a safe, inclusive, and inspiring workplace, while also making a tangible positive impact through social and environmental initiatives across the globe.



Introduction

The social dimension of ESG focuses on the organization's impact on people – employees, customers, suppliers, and the wider community. It encompasses human rights, diversity and inclusion, labor practices, health and safety, community engagement, and social equity across the value chain.

These priorities align closely with the UN Sustainable Development Goals (SDGs), which provide a globally recognized framework for understanding, interpreting, and addressing our social responsibilities. By integrating the SDGs into our social strategy, we aim to foster a positive and lasting impact on people and society. Our initiatives focus on creating fair and safe working environments, promoting diversity and inclusion, supporting local communities, and contributing to equitable economic development. In doing so, we align our business operations and activities with global sustainability standards and stakeholder expectations.

We reaffirm our commitment to health, equality, decent work, reduced inequalities, and collaborative impact across our operations and communities.

Report scope and applied social standards

Unless otherwise stated, the data published in this chapter covers all our locations, including sales offices and warehouses. This wide reporting scope ensures a comprehensive view of our social performance across the entire organization.

To consistently manage and evaluate social accountability across our global footprint, Flooring Systems applies the SA8000® universal standard, which is based on the labor principles of the Universal Declaration of Human Rights and the International Labour Organization (ILO) conventions. By adopting this globally recognized framework, we ensure that our employment practices, working conditions, and human rights commitments are upheld uniformly across all locations. In parallel, we emphasize our commitment to occupational health and safety through the implementation of ISO 45001. 8 Flooring Systems local production sites – located in the Netherlands, in France, Switzerland, and the United Kingdom – are certified to this international standard. Additionally, Movement Systems' production and fabrication sites in Germany also hold ISO 45001 certification, and other Movement Systems production sites across all regions operate in accordance with the same requirements. The consistent application of internationally recognized standards ensures transparency, comparability, and accountability. Together, they demonstrate that our social performance is managed systematically and responsibly throughout the organization.

Our employees

Our committed and dedicated employees are Forbo's most valuable and persuasive ambassadors. Every day, they represent Forbo in their interactions with customers and a wide range of other stakeholders. This is why it is essential, at every level of the organization, that we share a clear understanding of what Forbo stands for, what we strive to achieve, and how each employee can contribute through their individual role and respective area of work.

We maintain an open and ongoing dialogue across the Group – both globally and locally – through various channels and formats, presentations, and meetings. Together with our employees, we create and cultivate a workplace culture that inspires motivation, fosters growth, and encourages everyone to develop and apply their skills and interests to the fullest.

Corporate culture

Forbo's corporate culture is based on our strategic principles, our Code of Conduct, and the Forbo Values. It represents our ambitions regarding what makes us successful and how we work together. It promotes a company-wide, success-oriented culture of ideas and solutions that is based on shared values and leads to verifiable success. The Forbo brand stands for our values, our strong heritage, our high standards, and our solid performance, and creates identification among all stakeholders. The quality, longevity, and performance of our innovative and sustainable products and services reflect the quality and stability of our relationships with our employees and our business partners.

Code of Conduct

Forbo aims to be a role model for ethical, sustainable, and socially responsible business practices. High standards in our business relationships are the foundation for ongoing success. The Code of Conduct achieves this goal with specific content and offers definitive and binding guidance. It aligns closely with the UN Guiding Principles on Business and Human Rights and forms the foundation of our compliance management system, which includes regular training, accessible reporting channels, and oversight by the compliance and legal functions to ensure adherence to all applicable laws, regulations, and internal guidelines that may go beyond minimum legal requirements. It describes the way we act and demonstrates our commitment to acting ethically and with transparency and integrity in every situation while respecting the rights of the individual. We expect this from every employee as well as from our business partners.



To fully uphold our business principles and values – and to ensure a consistent understanding across the organization – Forbo provides comprehensive Code of Conduct training for new employees, followed by an annual refresher course. In addition, Forbo offers the possibility to confidentially and, if desired, anonymously report any compliance concerns to the Corporate Compliance Officer through Forbo’s Integrity Line.

Corporate values

Forbo maintains a high-performance culture that meets the exacting demands of our customers and business partners as well as our own expectations. We therefore promote appropriate skills and competencies at all organizational levels. To identify a strong and comprehensive value culture and to promote a sense of community across the entire Group, we have defined three core values under the ‘Forbo Way to Win’ as guiding principles:



Caring

- Challenging and encouraging oneself and others
- Taking responsibility and making a difference
- Leading by example to shared success

Inspiring

- Developing ideas and seizing opportunities
- Knowing what matters and focusing on it
- Raising enthusiasm and convincing others

Daring

- Taking bold and decisive action
- Giving our all with power and passion
- Achieving goals with determination and stamina

These values serve as a shared compass for our employees, helping them make sound decisions, guiding their behavior and actions, and fostering an atmosphere of trust, mutual respect, and appreciation. They strengthen our sense of community by encouraging accountability, loyalty, and collaboration, which together form the foundation for long-term success.

Our employees embody these principles in their daily work, acting as passionate and authentic ambassadors for our company and the Forbo brand in their daily interactions with customers, partners, and colleagues.

Our values are embedded in our feedback and annual review processes, ensuring they are not only discussed but actively reflected in everyday behavior and decision-making. Beyond introductory onboarding sessions, these values form a key part of both employee and leadership training and development programs, guiding how we lead, collaborate, and grow together.

Attractive employer

Employees with specialized expertise, good training, motivation, and commitment are essential to our success. Ensuring both the physical and psychological well-being of our workforce is a fundamental priority. We strive to create an inclusive environment where every employee feels valued, supported in their diversity, and empowered to reach their full potential – free from any form of discrimination.

Forbo provides a wide range of local and international career opportunities that bring together craftsmanship, engineering, design, and sales. We also offer flexible working arrangements, including hybrid and part-time models, and we invest continuously in training, education, and health initiatives that support professional growth and well-being in the workplace.

Forbo collaborates closely with local universities in many countries. At Flooring Systems, this often involves working with aspiring designers and architects, while at Movement Systems, partnerships focus on graduates from technical or chemical faculties or application-specific vocational programs. We are committed to supporting the education and development of young, motivated graduates.

A fundamental principle in recruiting and promoting trainees is fairness and equal opportunity. All apprenticeships offered by Forbo are open to every applicant, regardless of gender, and the same standards and expectations apply to everyone. We provide trainees with a solid foundation for a professional career across a wide range of areas, including commercial functions, IT, logistics, maintenance, service, engineering, and laboratory work. Our training programs are designed not only to develop technical skills but also to foster critical thinking, problem-solving, and personal growth.

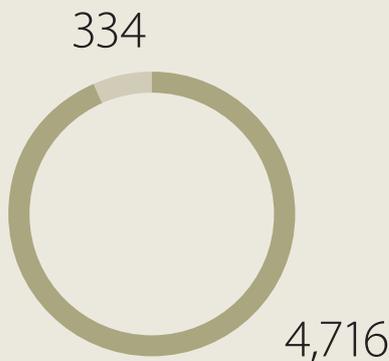
Equally important is ensuring continuity and the preservation of organizational knowledge. We place great emphasis on the transfer of know-how and experience accumulated over many years by long-tenured employees, mentoring and guiding the next generation. This approach ensures that valuable expertise is retained within the company, while simultaneously empowering younger employees to grow and take on increasing responsibilities.

Potential employees are primarily addressed and engaged through a variety of digital channels, allowing us to reach a diverse and talented pool of candidates. We recognize the importance of maintaining a healthy balance between our long-standing, highly experienced, and motivated employees and new team members who bring fresh perspectives as well as specialized expertise in emerging, future-oriented fields. These new colleagues inspire innovation, challenge existing procedures and processes, and help drive the continuous growth and development of Forbo.

By fostering this dynamic mix of experience and fresh ideas, we create an environment where knowledge is shared, creativity is encouraged, and both seasoned and new employees contribute to building a resilient, forward-looking organization.

Forbo employments

Total 5,050



(Total 2024: 4,938; + 2.3%)

-
- **Number of full-time positions** (2024: 4,621; + 2.1%)
 - **Number of part-time positions** (2024: 317; + 5.4%)

Continuous development of our employees

Sustainable growth is closely linked to highly trained, motivated employees and the effective utilization of their full potential. A cooperative leadership style, targeted professional development, and tailored training programs – including management and leadership initiatives – foster employee commitment while supporting the ongoing growth and evolution of the company.

At the administrative and management levels, further development opportunities and career steps are explored during our annual feedback and performance reviews. Selective engagement in local or international tasks or involvement in projects with specific tasks is facilitated. Such experiences support both specialist and management-oriented career paths while promoting intercultural exchange and a deeper understanding of global business perspectives.

The ongoing development of our production and manufacturing employees across a wide range of applications, along with the cultivation of their specialized know-how, is essential to our success as a manufacturing company.

Forbo actively promotes the development of skills and competencies at all organizational levels and supports this internally through a wide range of training and educational initiatives. We contribute in multiple ways, including e-learning, LinkedIn Learning, internal and external webinars, and face-to-face training sessions. Each division provides internal training across diverse areas, including product and application knowledge, sustainability and circularity, value-based selling and marketing, finance, operations (lean management and Six Sigma), software applications, project management, and change management, as well as strategy development and execution according to the STEP methodology. Additional training covers social accountability standards, team leadership and development, and guidance on mental health, as well as Forbo's values. Continuous and intensive health and safety training is also a priority, encompassing accident prevention, risk assessment and awareness, occupational health and safety measures, ensuring a safe and responsible working environment for all employees.

Alongside these diverse initiatives, we facilitate and coordinate regular feedback and development discussions, actively promoting the personal and professional growth of employees across all functions, levels, and age groups.

Coordinated at Group level by Corporate Compliance Officer and Corporate IT, regular e-learning programs were delivered across the entire organization in multiple local languages. These courses cover a wide range of critical topics, including the Code of Conduct, competition law, prevention of corruption, and respect at work – raising awareness of discrimination, bullying, and sexual harassment in the workplace – as well as data privacy and IT security topics.



At Group level, Forbo offers an internal management training program in collaboration with the University of St. Gallen, Switzerland, as well as other external partners, and internal experts. This practice-oriented training program, designed for various management levels – particularly employees with high growth potential and those in key positions – comprises week-long training sessions covering modules from the areas of leadership, management, sales and marketing, as well as operations. The program emphasizes strategy implementation and effective leadership, providing participants with practical tools to enhance communication and collaboration within international, culturally diverse teams. It also cultivates the 'one company, one family' spirit throughout the organization.

In addition, Forbo supports attending seminars and conferences offered by expert institutions, trade and professional associations, learning centers, and offers external training programs tailored to the individual needs of selected employees.

In 2025, Forbo allocated over CHF 1.5 million (2024: CHF 1.3 million) for training purposes to further develop its employees.

Training activities¹⁾ Forbo Group



>21,600

training sessions completed
in 2025



>13,500

training hours registered
in 2025



>1,500,000

CHF allocated for training
purposes in 2025

¹⁾ Training sessions and training hours reported in this section refer to Forbo's corporate training programs including topics such as the Forbo Code of Conduct, data privacy, fair competition, prevention of corruption, workplace respect, and IT security. These programs are complemented by health and safety trainings, product-related trainings, and soft skills development initiatives.

Number of positions filled internally at senior management level

Number



(2024: 8; + 37.5%)

Developing tomorrow's leaders

Forbo offers a wide range of career prospects and development opportunities. We aim to fill a majority of vacancies requiring specialist knowledge as well as management positions internally.

The basis is provided by an established talent management and succession planning process which we improve year on year.

At Group level, we continue to prioritize talent management and succession planning as a key component of our social responsibility and long-term organizational sustainability. Our approach focuses on identifying employees with potential to grow – who demonstrate specialist know-how or leadership potential and a commitment to our values – supporting their development in a structured way, and creating opportunities for meaningful engagement across Forbo. These initiatives build the basis for a thorough succession planning with focus on key positions and management levels in the organization.

In 2025, we strengthened our talent identification process to ensure visibility in the organization and to grow the respecting focus population. Personal development plans are tailored to individual strengths and aspirations, combining learning opportunities with on the job experience and mentorship. Our goal is to empower employees to take ownership of their growth and prepare them for future leadership and specialist roles within the Group.



To increase engagement and organizational visibility, we actively involve identified employees in cross-functional projects, innovation initiatives, and special focus topics of business and strategic importance. These initiatives not only provide exposure to diverse business areas but also foster collaboration, knowledge sharing, and a sense of belonging.

Occupational health and safety a high priority

Forbo maintains high occupational health and safety standards to ensure a safe working environment for all employees. The wellbeing and safety of our employees in the workplace is further supported through various local training programs aimed at preventing accidents and minimizing workplace hazards. Occupational health and safety is a core leadership responsibility, requiring continuous collaboration and awareness across all levels of the organization. We therefore encourage our employees to apply their knowledge and experience to promote responsible, preventive actions. Regular dialogue on best practices, combined with thorough accident root cause analyses, helps to strengthen safety standards and drive targeted improvements.

In 2025, Flooring Systems refined its five-year safety strategy, focusing on key areas with the greatest potential impact:

- Unexpected or sudden incidents involving work tools, equipment, and products
- Interactions between personnel and vehicle traffic in warehouses, including forklifts, truck loading/unloading, and slip or fall hazards
- Underestimation of potential risks and unanticipated situations

These initiatives are reinforced at each manufacturing site through monthly ‘toolbox’ talks, where employees review and share best practices and safety standards.

In 2025, Movement Systems strengthened its occupational safety governance across European and Asia/Pacific sites by harmonizing processes and enhancing preventive measures. Key initiatives include:

- Standardized safety risk assessments
- Structured incident and near-miss reporting
- Consistent personal protective equipment protocols
- Targeted safety training programs, including in-house first-aid training

These initiatives are reinforced through quarterly cross-site meetings, which foster knowledge exchange, share best practices, align on common priorities, and drive continuous improvement.

Forbo regularly engages with authorities, professional associations, and trade unions. In collaboration with local works councils, we establish agreements on topics such as personal protective equipment, workplace conduct, mandatory work processes, reporting procedures, and regular inspections, as well as training and education. Thanks to these efforts, the reporting year saw no fatal accidents, maintaining the zero-fatal-accident record from the previous year. The most relevant KPI for Forbo to track progress in occupational health and safety is the Lost Time Injury Frequency Rate (LTIFR) which is also a key performance indicator included in the variable short-term incentive for senior management.

LTIFR

Number of lost time injuries multiplied by 1,000,000, divided by the total hours worked. 12-month moving average of all Forbo Group employees

5.8

LTIFR

(2024: 6.0; -3.3%)

Days lost due to accidents

Absence longer than one working day of all Forbo Group employees

1,045

Number of days lost due to accidents

(2024: 958; +9.1%)



The Group's overall positive LTIFR trend was primarily driven by Flooring Systems, which achieved a rate of 3.7; an improvement of 1.5 compared to the previous year (5.2; – 28.8%). This reflects the continued effectiveness of its safety initiatives and preventive measures. Meanwhile, Movement Systems reported a rate of 8.6, representing an increase of 1.6 compared to the previous year (7.0; + 22.9%). This indicates further potential areas for improvement. The division's activities extend beyond belt production to include additional value-chain steps such as fabricating and customizing belts according to customer orders. These processes may require manual handling, which increases exposure to potential work-related injuries.

Developments in occupational health and safety are regularly presented at divisional management meetings, where they are carefully analyzed, and appropriate measures are developed and implemented. In addition, results and trends are reviewed at Executive Board level, where inputs on further initiatives and strategic actions are provided to ensure continuous improvement across the Group.

We are committed to protecting, preserving, and strengthening the physical, mental, and social well-being of our employees. We achieve this through a comprehensive range of measures and activities, including occupational safety and hygiene, and workplace ergonomics, as well as health-related programs covering exercise, sports, nutrition, and overall well-being.

Throughout the reporting year, numerous activities were carried out to improve employee health and reduce workplace risks. Regular optimizations were implemented as part of the modernization of work processes and systems, including measures such as reducing noise emissions, providing personal protective equipment, and introducing robots and lifting aids. Workplace ergonomics and fitness initiatives were actively supported, promoted through various communication channels, and complemented by access to free medical check-ups. In addition, certain locations established quiet spaces for personal reflection and introduced employee assistance programs to support individuals returning from long-term illness.

In 2025, Movement Systems launched a global newsletter in multiple languages to promote mental and physical well-being in the workplace. It provides practical guidance on stress management, adopting healthier routines, incorporating simple daily habits, and taking mindful breaks. This initiative aims to support a healthier, more engaged, and resilient workforce.

Diversity, inclusion, and equal treatment as part of our social responsibility

Forbo values workplace diversity and embraces people from different backgrounds and with different personalities. Mutual respect is a given in our international and multicultural environment. Our employees bring a broad range of experiences, training, skills, and beliefs, which enriches collaboration and strengthens diversity in the workplace. We are committed to continually providing a diverse and inclusive working environment characterized by appreciative collaboration and motivated employees.

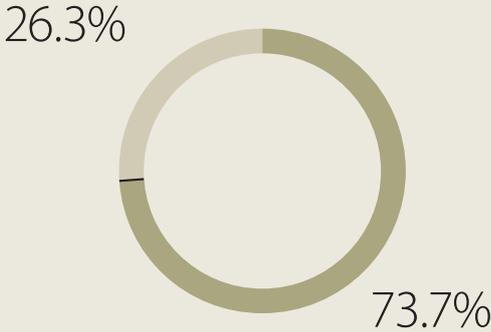
Our products are manufactured and processed using technically complex production methods and physically demanding fabrication processes. The lived experience of diversity and flexibility offered by our team-based working models enhance Forbo's attractiveness and help provide a balanced working environment for employees and specialists. We ensure fair treatment for all employees and are committed to the highest internationally recognized standards of fairness, honesty, and integrity.

As a future-oriented company, Forbo draws on and consciously leverages the diversity of its workforce as a valuable resource. This ensures that all employees have equal opportunities and feel welcome, encouraged to contribute, get involved, and actively participate.

The criteria for salaries comprise personal qualifications such as training, diplomas, language skills, and relevant professional experience, as well as job-related factors such as the role's requirements profile, level of responsibility, and specialized know-how. Certain sites advanced initiatives to strengthen fair treatment, gender-equality practices, and equal pay, helping ensure that all employees are remunerated consistently and in line with market standards for comparable roles.

Within this broader commitment to fostering a balanced workforce, the representation of women across various functions at Forbo reflects meaningful participation and expanding career opportunities for female employees. Women at Forbo predominantly work in finance, administration, human resources, and marketing, as well as manufacturing, supply chain, and purchasing. At Flooring Systems, positions in design and sales are also frequently held by women.

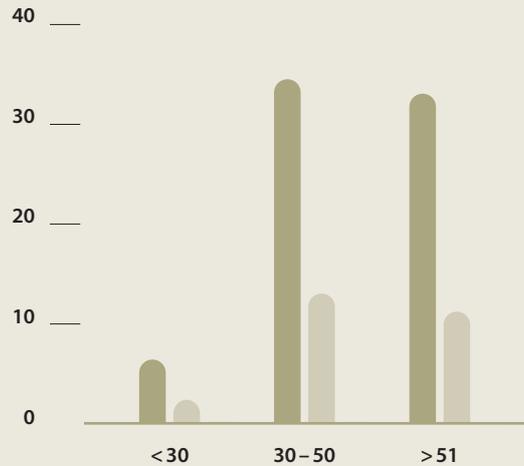
Percentage of women/men



- Men (2024: 73.9%; -0.2%-points)
- Women (2024: 26.0%; +0.3%-points)

Age structure

In percent



- Men
- Women

The professional support and guidance of our trainees is important to us. Especially at larger sites with diverse and demanding work areas, we rely on motivated teams with strong professional experience, qualified trainers, and well-equipped workplaces. Through engaging and practice-oriented teaching methods, we ensure that trainees acquire the skills needed to perform their tasks professionally, independently, and responsibly. We also offer technical and business students the opportunity to complete an internship with us.

Forbo is committed to the inclusion of people with disabilities and collaborates with relevant organizations and institutions in various countries to support and promote their integration into the world of work and business. Whether through direct employment or through outsourced partnerships, we make a tangible contribution to social inclusion and help create meaningful, structured work opportunities in multiple ways.

As part of this broader effort to foster an inclusive and accessible workplace, Forbo actively supports the integration of persons with disabilities. Their contributions span a wide range of roles and reflect Forbo's dedication to providing meaningful employment opportunities. At Flooring Systems, persons with disabilities primarily work in departments such as facility management, logistics, finance, and marketing, as well as sales and services. At Movement Systems, they are mainly employed in office functions as well as in manufacturing and fabrication.

As part of its linoleum take-back program, Flooring Systems collaborates with a sorting company that provides employment opportunities for individuals facing challenges with entering the job market and supports their (re)integration. For the production of company-branded items, the division partners with a foundation that employs people in vulnerable situations, offering them meaningful and dignified work opportunities. In addition, Flooring Systems maintains a partnership with a foundation dedicated to supporting socially disadvantaged individuals through training and job placement initiatives.

For its sampling process, Movement Systems collaborates in Germany with a non-profit organization that employs people with severe mental health challenges, preparing them in a protected environment for (re)entry into regular employment. Other entities work with specialized service providers that employ people with disabilities.

Apprentices and trainees

Number

59



(2024: 53; + 11.3%)

Persons with disabilities

Number

104



(2024: 83; + 25.3%)

Respectful behavior

Forbo maintains a zero-tolerance policy toward discrimination, bullying, and all forms of workplace violence, including threats, intimidating gestures, attacks, or other harmful behavior. We are dedicated to providing a safe and supporting working environment for all our employees.

To foster a culture of respect, inclusion, and constructive collaboration, we conduct comprehensive annual training on respectful workplace behavior. During the reporting year, manufacturing employees participated for the first time, expanding the program's reach and enhancing its overall impact. The training was delivered both as e-learning and through in-person sessions. In total, approximately 5,000 employees (previous year: 3,400) completed such training, which is designed to promote mutual respect, strengthen communication, and reinforce a positive and collaborative work environment.

Additionally, employees receive guidance on the available channels for reporting incidents of disrespect or misconduct, ensuring that concerns can be raised confidentially and addressed promptly and appropriately.

Human rights and responsible sourcing

At Forbo, we take our responsibility to respect human rights seriously, ensuring that these principles are embedded in every aspect of our business operations. Upholding human rights is a collective effort, and we believe that success can only be achieved when all stakeholders actively contribute.

Forbo's human rights and responsible sourcing approach is anchored in international standards such as the UN Guiding Principles on Business and Human Rights, the ILO Core Conventions, and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. The divisions are responsible for integrating due diligence processes, supplier monitoring, and corrective measures into their operations.

Responsible sourcing at Forbo goes beyond meeting legal obligations. It is about setting shared standards and addressing challenges within our supply chain in partnership with our suppliers. By applying the principles of responsible sourcing, we not only create a positive impact on people and the environment, but also strengthen the resilience and reliability of our supply chain.

We prioritize fair and ethical supplier management as the foundation of our partnerships. Our supplier requirements are part of our contractual agreements and encompass a broad range of criteria, including quality, environmental impact, anti-corruption measures, human rights, health and safety, social responsibility, and financial stability. We expect our suppliers, as well as their upstream suppliers, subcontractors, and service providers, to comply with applicable social standards in their respective countries and to maintain a credible sustainability strategy. We continuously assess compliance with these principles through regular risk evaluations and, where necessary, conduct on-site supplier audits.

Forced labor, freedom of association, and the right to collective bargaining

Forbo unequivocally rejects any form of forced, bonded, or compulsory labor. This principle is explicitly stated in our Code of Conduct and applies to all Forbo entities, suppliers, and contractors worldwide. In the reporting year, no cases of forced or compulsory labor were reported across Forbo's global operations, and no substantiated incidents were identified in our supplier network.

We fully respect the freedom of association and the right to collective bargaining, as laid down in the International Labour Organization (ILO) Conventions No. 87 and No. 98. We believe that open, constructive, and balanced social dialogue is essential to fostering trust, fairness, and shared responsibility across our organization. These principles ensure equal participation and an inclusive dialogue for everyone involved.

To ensure consistent adherence to these principles, Forbo conducts regular internal audits and management reviews that cover compliance with labor and social standards. These reviews are supported by the Corporate Compliance Officer and complemented by external audits where relevant (e.g., in facilities certified under SA8000®). Findings are tracked, and corrective measures are implemented where gaps are identified.

Report on child labor in the supply chain in accordance with Article 964j CO

Forbo condemns all forms of child labor. Child labor endangers the physical, psychological, and social development of children and compromises their right to education and protection. Respect for children’s rights is therefore an integral part of Forbo’s human rights commitment.

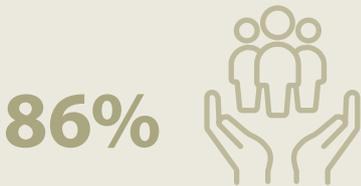
Our Code of Conduct defines the fundamental business principles and values of the Forbo Group, emphasizing that Forbo does not tolerate or engage in any form of child labor, directly or indirectly. This principle also applies to our business partners, who are contractually required to adhere to Forbo’s standards or equivalent international norms throughout their entire supply chain.

In compliance with Article 964j of the Swiss Code of Obligations (CO), Forbo annually assesses and reports on its due diligence obligations regarding child labor in its supply chain. The corresponding risk assessment process follows the requirements of the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labor (DDTrO) and is designed to ensure the early detection and prevention of potential child labor risks. Forbo systematically evaluates its supplier base using the UNICEF Children’s Rights in the Workplace Index, which classifies countries into three risk categories: basic, enhanced, and heightened. This index serves as the foundation for determining the required level of due diligence.

Suppliers operating in countries rated above the basic risk level are subject to additional screening using a risk-based approach that considers industry-specific exposure to child labor risks, ownership, production structure, and existing certifications and audit results (e.g., SA8000® or ISO 45001). For each procurement category, Forbo’s purchasing teams conduct an individualized child-labor risk assessment, combining the UNICEF index with internal supply-chain data. These evaluations are reviewed by the Corporate Sustainability Officer and updated as necessary. The 2025 assessment confirmed no reasonable suspicion of child labor within Forbo’s supply chain. Forbo is therefore exempt from the due diligence and reporting requirements in accordance with Article 5 Paragraph 2 of the DDTrO. Forbo maintains a proactive review cycle to ensure that this conclusion remains valid. The child-labor risk assessment is updated annually and whenever significant changes occur.

Child labor risk: suppliers based in basic-risk countries¹⁾

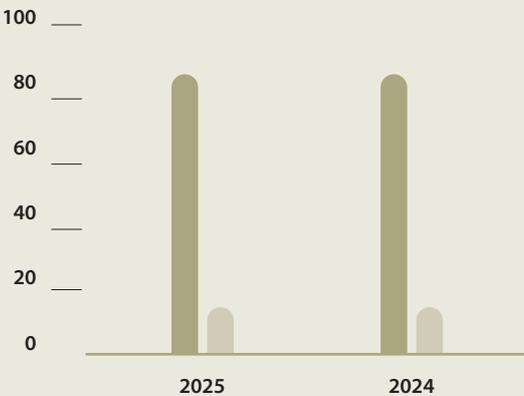
Percent



(2024: 86%)

Supplier child labor risk¹⁾

Total suppliers assessed: 10,400
Percent



- **Basic risk:** 86% (2024: 86%)
- **Enhanced risk:** 14% (2024: 14%)
- **Heightened risk:** 0% (2024: 0%)

¹⁾ Classification according to UNICEF Children’s Rights in the Workplace Index/June 2023.

To continue preventing the risk of child labor in our supply chain, we have implemented measures as part of our supply chain governance framework. The prevention of child labor has been integrated into the current divisional supplier and procurement guidelines as well as into supplier contracts. These policies are based on the ILO Conventions No. 138 on the minimum age and No. 182 on the worst forms of child labor, the ILO-IOE Child Labor Guidance Tool for Business, and the OECD Guidelines for Multinational Enterprises, respectively the UN Guiding Principles for Business and Human Rights. Based on our risk-based due diligence approach, Forbo requires suppliers in higher-risk categories to provide self-disclosure statements, third-party certifications, or equivalent proof of compliance. Where appropriate, we also conduct on-site supplier audits to verify working conditions and documentation. The results and effectiveness of these measures are regularly evaluated and lessons learned from these reviews are used to strengthen policy implementation, enhance supplier engagement, and refine audit criteria.

Report on conflict minerals in accordance with Article 964j CO

Forbo does not exceed the quantities of minerals and metals specified in Annex 1 DDTro and is therefore exempt from the due diligence and reporting obligations with regard to conflict minerals and metals. The evaluation encompasses all Group companies and is regularly reviewed. It involves systematic, documentation-based assessments to identify any potential exposure to tin, tungsten, tantalum, and gold (3TG) minerals. This process includes the review of product specifications, bills of materials, material master data, and customs classifications as well as import declarations.

Prevention of corruption

Corruption undermines fair competition, increases costs, erodes stakeholder trust, and ultimately endangers jobs and long-term value creation. Forbo therefore upholds a zero-tolerance policy toward any form of corruption or bribery. We are committed to conducting all business activities with integrity, transparency, and fairness, ensuring that our competitive success is based solely on the quality and performance of our products and services.

Concepts and processes

The foundation of our anti-corruption efforts is defined in the Code of Conduct, specifically the chapter 'Business Integrity: No tolerance of any form of corruption'. Our approach is guided by international best-practice frameworks such as the OECD Anti-Bribery Convention, UN Global Compact Principle 10, and ISO 37001 (anti-bribery management systems).

Forbo prohibits the offering, giving, soliciting, or accepting of bribes in any form, whether monetary or non-monetary. This includes improper commission payments, facilitation payments, or any other undue advantages to or from customers, agents, suppliers, officials, or business partners.

All gifts, hospitality, or benefits received by our employees must be transparently reported to their line managers. In addition, political donations to parties, organizations, or individuals holding political office are strictly prohibited. Charitable donations are permissible only within the framework of approved corporate social responsibility activities and must be fully documented and auditable.

Forbo ensures that the applicability of its Code of Conduct or an equivalent business partner code of conduct is contractually integrated into all relevant agreements with external partners. Compliance with these obligations is monitored through regular internal reviews, led by the Corporate Compliance Officer, which evaluate adherence and process effectiveness on a risk-based sample basis. Identified gaps trigger corrective measures and, where necessary, targeted re-training or procedural adjustments.

Risk management

From both a geographical and industry-specific perspective, Forbo operates in markets that can exhibit elevated corruption risks, particularly in regions with limited regulatory enforcement or high reliance on intermediaries. Accordingly, Forbo's compliance management system is structured to prevent, detect, and respond to corruption risks.

Corruption risks are assessed using a risk-based approach that combines country-level risk screening with business-specific factors. The Corruption Perceptions Index (CPI) serves as a baseline to classify countries into defined risk categories, which are supplemented by criteria such as the nature of business activities, interaction with public authorities, and transaction complexity. Based on this assessment, suppliers and business activities are prioritized for proportionate due diligence measures. The assessment is reviewed annually and whenever significant changes occur to reflect changes in risk profiles and external benchmarks. In the reporting year, no confirmed cases of bribery or corruption were reported across our operations.

The system also includes regular e-learning programs on anti-corruption for employees in functions with heightened exposure complemented by annual mandatory training on the Forbo Code of Conduct for all employees. Training completion is systematically tracked through Forbo’s corporate learning management system.

Corruption risk: suppliers based in low-risk countries¹⁾

Percent

81%

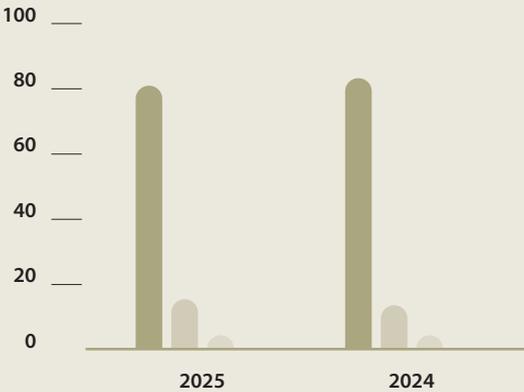
(2024: 83%)



Supplier corruption risk¹⁾

Total suppliers assessed: 10,400

Percent



- **Low risk (CPI score 60 – 100):** 81% (2024: 83%)
- **Basic risk (CPI score 40 – 59):** 15% (2024: 13%)
- **Enhanced risk (CPI score 20 – 39):** 4% (2024: 4%)
- **Heightened risk (CPI score 0 – 19):** 0% (2024: 0%)

¹⁾ Classification according to Transparency International Corruption Perception Index (CPI) 2024.

Reporting compliance issues

Forbo promotes a culture of transparency and accountability. Employees, business partners, and other stakeholders are encouraged to report concerns about possible legal violations, breaches of internal policies, or unethical behavior.

Reports can be made through the Forbo Integrity Line, which is available on the Forbo website. The Integrity Line and associated reporting processes are based on internationally recognized frameworks such as the EU Whistleblower Protection Directive (2019/1937) and ISO 37002:2021 Whistleblowing Management Systems. The Integrity Line is a secure reporting system offered in 29 languages and can be used by employees, contractors, suppliers, and other stakeholders. It allows both named and anonymous reports of suspected misconduct. All reports are treated confidentially, meaning that the details of the report and the identity of the individual making the report are kept private and only shared with those directly involved in the investigation. Reports can also be submitted to compliance@forbo.com, a widely communicated email address for this purpose, or directly to a local manager, depending on the situation. The handling of reports follows a structured process that ensures timely evaluation, impartial investigation, and appropriate corrective action where necessary. Retaliation against anyone who raises a concern in good faith is strictly prohibited. The Corporate Compliance Officer oversees the process and ensures that findings are used to improve internal controls and compliance training.

In 2025, a total of 19 reports (2024: 15 reports) were received through the Forbo Integrity Line and other reporting channels. All reports were reviewed and investigated where necessary.

Social commitment

Commitment to the community

For nearly 100 years, the Forbo Group has been committed to creating attractive and sustainable workplaces. Through profitable growth, we continually generate added value for regional economies, suppliers, and business partners. In fulfilling this role, Forbo embraces social responsibility in a broad and comprehensive sense, contributing positively to the communities in which we operate.

Forbo places particular emphasis on high-quality training and education, as well as equal opportunities for all employees. We employ trainees in a variety of demanding roles, with the goal of equipping them with the relevant skills that are required for the professional and responsible practice of their chosen profession.

In addition, we collaborate with external institutions to outsource simpler tasks to workshops for disadvantaged individuals, thereby supporting inclusive employment opportunities beyond our company.

Forbo strives to make a positive contribution to the well-being of society and the local communities in which we operate. We take our social responsibility seriously and maintain proactive communication and cooperation with local authorities, institutions, interest groups, and educational institutions, particularly around our larger manufacturing sites. This dialogue fosters trust and enables collaborative initiatives on creative, social, and sustainability-related topics.

Charitable activities

Forbo contributes to the common good through individual targeted support for social and environmental initiatives at both Group and local level. By providing product donations and assisting with flooring installations, we enable and help institutions in need to enhance the impact of their work.

Our social commitment is built on long-term partnerships with social institutions and programs, ensuring that support is sustainable and meaningful. At the global level, selectively targeted funds are allocated to social and charitable institutions or relief organizations to address urgent needs, alleviate acute suffering, or respond to local disasters.



Through its wide range of floor covering products, Flooring Systems donates flooring materials worldwide to support a variety of social purposes and initiatives. These donations benefit schools, kindergartens, education centers, mental health drop-in centers, hospitals, shelters for children, and housing for homeless families in certain countries – institutions dedicated to caring for vulnerable individuals facing difficult circumstances such as domestic violence or parental imprisonment. Flooring Systems also provides local support, including donations to community sports clubs. In addition, the division supports talented interior design students from less privileged families, helping them access and pursue education and career opportunities.

Movement Systems places strong emphasis on supporting local charitable initiatives across its regions. In Europe, the focus is primarily on promoting sports-related programs and activities. In the Americas, efforts are directed toward supporting and assisting local homeless shelters and related services. In the Asia/Pacific region, Movement Systems is dedicated to fostering community engagement through various local community support activities.

Across both divisions, Forbo employees worldwide actively participate in charity runs and walks, health-promotion initiatives such as cycling to work and goods-collection and recycling projects. They contribute their time and efforts to meaningful causes and donate their contributions accordingly to support creative reuse projects. Employees also collect waste in surrounding areas to help prevent environmental pollution and promote sustainable mobility by encouraging climate-friendly commuting – demonstrating that even small activities can make a difference. These activities combine team spirit with community support, reflecting the company's commitment to social responsibility in an engaging, thoughtful, and impactful way.

Our social ambition

At Forbo, we strive to be a role model for ethical, socially responsible, and environmentally conscious conduct. We are committed to fostering a supportive, appreciative, safe, and progressive workplace that encourages innovation, personal growth, and a high level of service for our stakeholders.

Our social ambition is to create lasting positive impact for our employees, communities, and partners by promoting inclusion, well-being, and opportunity. We believe business success is inseparable from social responsibility and actively contribute to a fair, supportive, and sustainable society wherever we operate.

Empowering people is at the heart of our approach. We provide meaningful employment, safe and respectful workplaces, and personal development. Beyond our organization, we actively support social and environmental initiatives worldwide, including education, employability, social reintegration, and health-promoting projects.

By embedding social responsibility into our daily operations and decision-making, we strengthen community resilience, support vulnerable groups, and promote equal opportunities. Through individual and collective engagement in social projects, we ensure that our growth leaves a positive and lasting impact on society – locally and globally.

Social metrics

Forbo employments

Employment type	2025 Flooring Systems	2025 Movement Systems	2025 Corporate	2025 Group	2024 Group	Change % Group ¹⁾
Full-time employees	2,402	2,280	34	4,716	4,621	+ 2.1%
Part-time employees	270	55	9	334	317	+ 5.4%
Total	2,672	2,335	43	5,050	4,938	+ 2.3%

Workforce development and inclusion	2025 Flooring Systems	2025 Movement Systems	2025 Corporate	2025 Group	2024 Group	Change % Group ¹⁾
Apprentices/trainees	40	19	0	59	53	+ 11.3%
Persons with disabilities	27	77	0	104	83	+ 25.3%

Gender distribution	2025 Flooring Systems	2025 Movement Systems	2025 Corporate	2025 Group	2024 Group	Change % Group ¹⁾
Male	1,947	1,749	26	3,722	3,652	+ 1.9%
Female	725	586	17	1,328	1,283	+ 3.5%
Neither male or female	0	0	0	0	3	0
Total	2,672	2,335	43	5,050	4,938	+ 2.3%

Age structure	2025 Flooring Systems	2025 Movement Systems	2025 Corporate	2025 Group	2024 Group	Change % Group ¹⁾
Above 50 male	972	678	16	1,666	1,620	+ 2.8%
Above 50 female	329	224	11	564	534	+ 5.6%
Between 30 – 50 male	823	905	10	1,738	1,716	+ 1.3%
Between 30 – 50 female	341	302	6	649	652	- 0.5%
Below 30 male	152	166	0	318	316	+ 0.6%
Below 30 female	55	60	0	115	97	+ 18.6%
Below 30 neither	0	0	0	0	3	0

¹⁾ % change 2025 versus 2024.

Health & safety

Lost time injury frequency rate (LTIFR)	2025 Flooring Systems	2025 Movement Systems	2025 Corporate	2025 Group	2024 Group	Change % Group ¹⁾
Number of lost-workday cases	18	34	0	52	57	- 8.8%
Total hours worked	4,912,074	3,964,394	71,452	8,947,920	9,473,009	- 5.5%
LTIFR	3.7	8.6	0.0	5.8	6.0	- 3.3%

Days lost	2025 Flooring Systems	2025 Movement Systems	2025 Corporate	2025 Group	2024 Group	Change % Group ¹⁾
Number of lost workdays	511	534	0	1,045	958	9.1%

¹⁾ % change 2025 versus 2024.

Employee education programs

	2025 Flooring Systems	2025 Movement Systems	2025 Corporate	2025 Group
Corporate trainings¹⁾				
Training completion count	11,804	9,618	276	21,698
Training hours	7,474	5,906	178	13,558

¹⁾ Training sessions and training hours reported in this section refer to Forbo's corporate training programs including topics such as the Forbo Code of Conduct, data privacy, fair competition, prevention of corruption, workplace respect, and IT security. These programs are complemented by health and safety trainings, product-related trainings, and soft skills development initiatives.

Human rights and responsible sourcing

	2025 Flooring Systems	2025 Movement Systems	2025 Group	2024 Group
Percent				
Child labor risk²⁾				
Suppliers in basic-risk countries	90	74	86	86
Suppliers in enhanced-risk countries	10	26	14	14
Suppliers in heightened-risk countries	0	0	0	0
Total	100	100	100	100
Corruption risk³⁾				
Suppliers in countries with score 60 – 100	84	73	81	83
Suppliers in countries with score 40 – 59	13	19	15	13
Suppliers in countries with score 20 – 39	3	8	4	4
Suppliers in countries with score 0 – 19				
Total	100	100	100	100
Number of human rights issue reports				
Child labor allegation reports	0	0	0	0
Forced/compulsory labor allegation reports	0	0	0	0
Indigenous rights allegation reports	0	0	0	0

¹⁾ Classification according to UNICEF Children's Rights in the Workplace Index 2023.

²⁾ Classification according to Transparency International Corruption Perception Index 2024.

GOVERNANCE

Effective governance is the foundation of Forbo's strategic framework for ESG by ensuring clear accountability and informed decision-making. The Board of Directors and Executive Board maintain direct oversight of sustainability matters and integrate ESG considerations into core business processes, risk management, and strategic planning.



The Board of Directors holds ultimate responsibility for Forbo Holding Ltd's management and strategic direction. Sustainability issues to be dealt with are submitted in advance to the Strategy and Sustainability Committee of the Board of Directors (SSC) for review or opinion. The SSC advises and supports the Board of Directors in the strategic development of the company and proposes priorities for ESG-related matters. It assists management in analyzing sustainability aspects, assessing risks, developing plans, and ensuring appropriate reporting. Progress is monitored on a regular basis. The members of the SSC combine expertise from executive roles, current directorships, and past leadership positions relevant to their mandate.

The SSC recently approved the ESG targets for 2026 as part of the ongoing implementation of the strategic framework for ESG introduced in the previous reporting period. The framework defines our overall ambition, specific short- and long-term targets, and actions required to achieve them. More details on the SSC are provided in the Corporate Governance Report.

The Executive Board implements the priorities set by the Board of Directors and addresses sustainability topics at regular Board meetings, including defining strategy, targets, and activities. The Executive Board reports to the SSC through the CEO. The Corporate Sustainability Officer leads and manages sustainability initiatives across divisions and reports directly to the CEO. Both divisions have a sustainability steering committee led by divisional management and appoint a dedicated Sustainability Officer responsible for coordinating and implementing divisional sustainability initiatives.

In June 2025, we conducted a cross-divisional two-day sustainability workshop led by Forbo's Corporate Sustainability Officer. The workshop addressed potential enhancements to the Sustainability Report, current regulatory challenges, and other ESG-related topics. It aimed to strengthen alignment between the two divisions, share best practices, and ensure readiness for evolving compliance requirements. Key outcomes included agreement on priority areas for improving transparency in reporting, and the identification of opportunities to further integrate ESG into operational processes. Furthermore, a cross-divisional Corporate Sustainability Council, which meets at least twice a year to discuss current sustainability topics, was established. The Council is chaired by Forbo's Corporate Sustainability Officer and includes the divisional COOs and divisional sustainability teams. Depending on the agenda, representatives from other functions, such as Legal and Finance, are invited to ensure comprehensive discussion and decision-making.

Sustainability governance at Forbo provides a consistent framework across our divisions while allowing for division-specific implementation. Global sustainability management is anchored in the Global Strategy and Business Development functions of the divisions, supported by dedicated sustainability structures. Clear sustainability roadmaps, regular progress reviews, and monthly executive-level decision-making ensure consistent implementation, accountability, and alignment with the Group's sustainability targets.

To encourage achievement of our sustainability targets, our short-term variable remuneration plans for the Executive Board members and around 150 senior managers across the Group are closely aligned with Forbo's strategic framework for ESG and according criteria material to Forbo and its stakeholders. They are proposed by the Remuneration Committee and approved by the Board of Directors.

In addition to the equally weighted KPIs (LTIFR and CO₂ reduction) for all plan members, further individual sustainability objectives to foster activities related to short- and long-term health and safety as well as climate targets can be part of individual objectives.

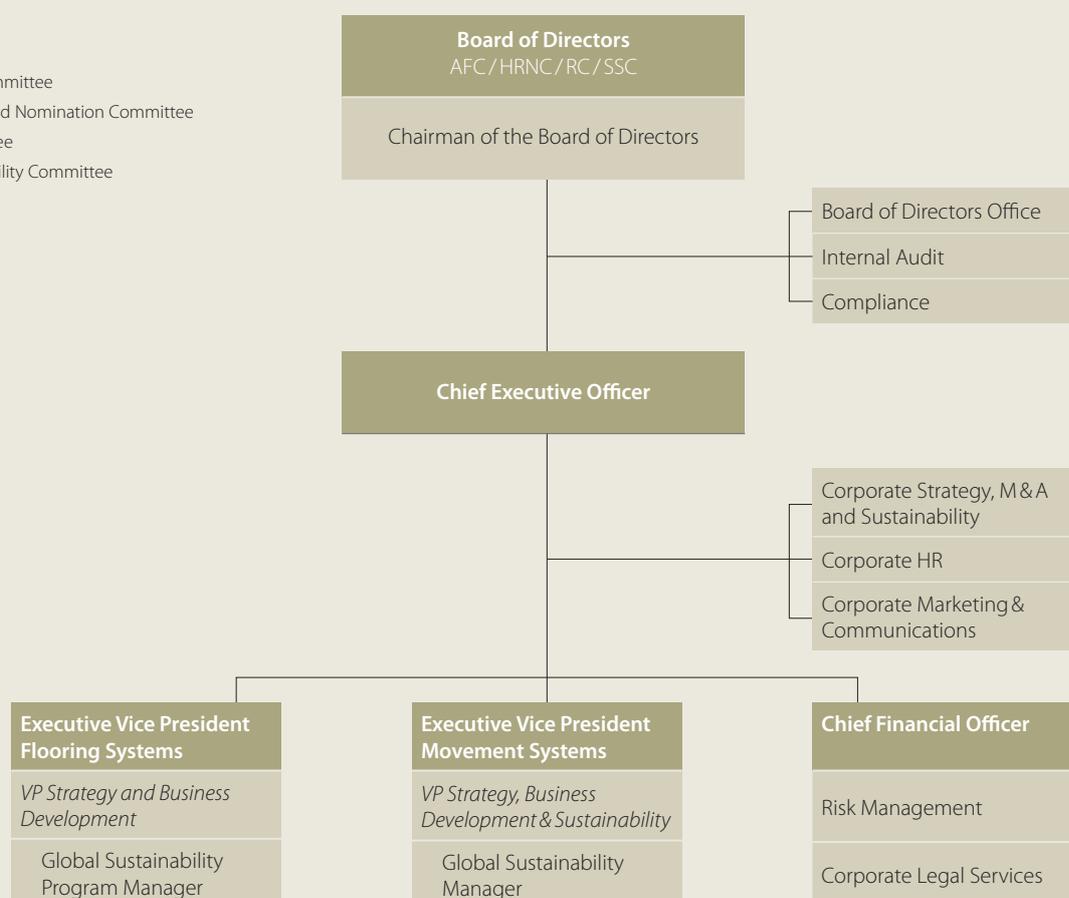
ESG governance structure¹⁾

AFC Audit and Finance Committee

HRNC Human Resources and Nomination Committee

RC Remuneration Committee

SSC Strategy and Sustainability Committee



¹⁾ The chart illustrates the ESG-relevant functions within Forbo. Further details on Forbo's organizational structure are available in the Corporate Governance Report.

ANNEX

GRI content index

Statement of use

Forbo has reported the information cited in this GRI content index for the financial year 2024 with reference to the GRI Standards. GRI 1 used: GRI 1 Foundation 2021

Standard	Disclosure	Reference	
GRI 2: General disclosures 2021	2-1 Organizational details	Page 48 – 49, 100 – 101	
	2-2 Entities included in the organization's sustainability reporting	Page 58, 82	
	2-3 Reporting period, frequency and contact point	Page 58, 82	
	2-4 Restatements of information	No restatement of information	
	2-6 Activities, value chain and other business relationships	Page 48 – 51, 54 – 55	
	2-7 Employees	Page 85 – 92	
	2-9 Governance structure and composition	Page 100 – 101, 108 – 109	
	2-10 Nomination and selection of the highest governance body	Page 108 ff.	
	2-11 Chair of the highest governance body	Page 108 ff.	
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 108 ff.	
	2-13 Delegation of responsibility for managing impacts	Page 100 – 101	
	2-14 Role of the highest governance body in sustainability reporting	Page 100 – 101, 118	
	2-15 Conflicts of interest	Page 108 ff.	
	2-16 Communication of critical concerns	Page 83, 95	
	2-17 Collective knowledge of the highest governance body	Page 100 – 101, 114 – 115	
	2-18 Evaluation of the performance of the highest governance body	Page 157 – 158, 204 ff.	
	2-19 Remuneration policies	Page 80, 101, 131 ff.	
	2-20 Process to determine remuneration	Page 80, 101, 131 ff.	
	2-21 Annual total compensation ratio	Page 80, 131 ff.	
	2-22 Statement on sustainable development strategy	Page 47, 59 ff.	
	2-23 Policy commitments	Page 92 – 94	
	2-24 Embedding policy commitments	Page 92 – 94	
	2-25 Processes to remediate negative impacts	Page 63	
	2-26 Mechanisms for seeking advice and raising concerns	Page 95	
	2-27 Compliance with laws and regulations	Page 46, 83, 92 – 94	
	2-28 Membership associations	Page 51, 55	
	2-29 Approach to stakeholder engagement	Page 61, 82 – 83, 96 – 97	
	GRI 3: Material Topics	3-1 Process to determine material topics	Page 61
		3-2 List of material topics	Page 62 – 63
3-3 Management of material topics		Page 62 – 64	

Standard	Disclosure	Reference
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 161 ff.
	201-2 Financial implications and other risks and opportunities due to climate change	Page 61 – 62
	201-3 Defined benefit plan obligations and other retirement plans	Page 161 ff.
	201-4 Financial assistance received from government	Page 161 ff.
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 94, 99
	205-2 Communication and training about anti-corruption policies and procedures	Page 94
	205-3 Confirmed incidents of corruption and actions taken	Page 94
GRI 207: Tax 2019	207-1 Approach to tax	Page 161 ff.
	207-2 Tax governance, control, and risk management	Page 161 ff.
	207-3 Stakeholder engagement and management of concerns related to tax	Page 161 ff.
	207-4 Country-by-country reporting	Page 161 ff.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 74
	301-2 Recycled input materials used	Page 74
	301-3 Reclaimed products and their packaging materials	Page 71, 74
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 77
	302-3 Energy intensity	Page 79
	302-4 Reduction of energy consumption	Page 77
	302-5 Reductions in energy requirements of products and services	Page 79
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 76
	303-3 Water withdrawal	Page 76
	303-4 Water discharge	Page 76
	303-5 Water consumption	Page 76
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 78 – 79
	305-2 Energy indirect (Scope 2) GHG emissions	Page 78 – 79
	305-3 Other indirect (Scope 3) GHG emissions	Page 78 – 79
	305-4 GHG emissions intensity	Page 79
	305-5 Reduction of GHG emissions	Page 59, 78 – 79
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 69
	306-2 Management of significant waste-related impacts	Page 69
	306-3 Waste generated	Page 75
	306-4 Waste diverted from disposal	Page 75
	306-5 Waste directed to disposal	Page 75
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 67
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 85, 98

Standard	Disclosure	Reference
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 89–90
	403-2 Hazard identification, risk assessment, and incident investigation	Page 89–90
	403-3 Occupational health services	Page 89–90
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 89–90
	403-5 Worker training on occupational health and safety	Page 89–90
	403-6 Promotion of worker health	Page 89–90
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 89–90
	403-8 The Forbo Group employees covered by an occupational health and safety management system	Page 89–90
	403-9 Work-related injuries	Page 89–90, 98
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Page 86–88
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 90–91
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 92–93
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 93–94, 99
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 92–93
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Page 99
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 96–97
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 92–94
	414-2 Negative social impacts in the supply chain and actions taken	Page 92–94
GRI 415: Public Policy 2016	415-1 Political contributions	Page 94
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 55, 73

TCFD content index

Statement of use

Forbo has reported the information cited in this TCFD content index for the financial year 2025 in line with the TCFD Final Report (2017) and the TCFD Annex (2021).

TCFD pillar	Recommended disclosure	Reference
Governance	a. Describe the Board's oversight of climate-related risks and opportunities.	Page 60, 100–101, 108 ff.
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	Page 60, 100–101, 108 ff.
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Page 62
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Page 60–73, 80
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Page 60–64
Risk management	a. Describe the organization's processes for identifying and assessing climate-related risks.	Page 60–63
	b. Describe the organization's processes for managing climate-related risks.	Page 60–63
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Page 60
Metrics and targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Page 60–80
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions (GHG) and the related risks.	Page 59, 63–64, 78–79
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Page 59–81