

CORPORATE GOVERNANCE REPORT

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

Group structure and shareholders

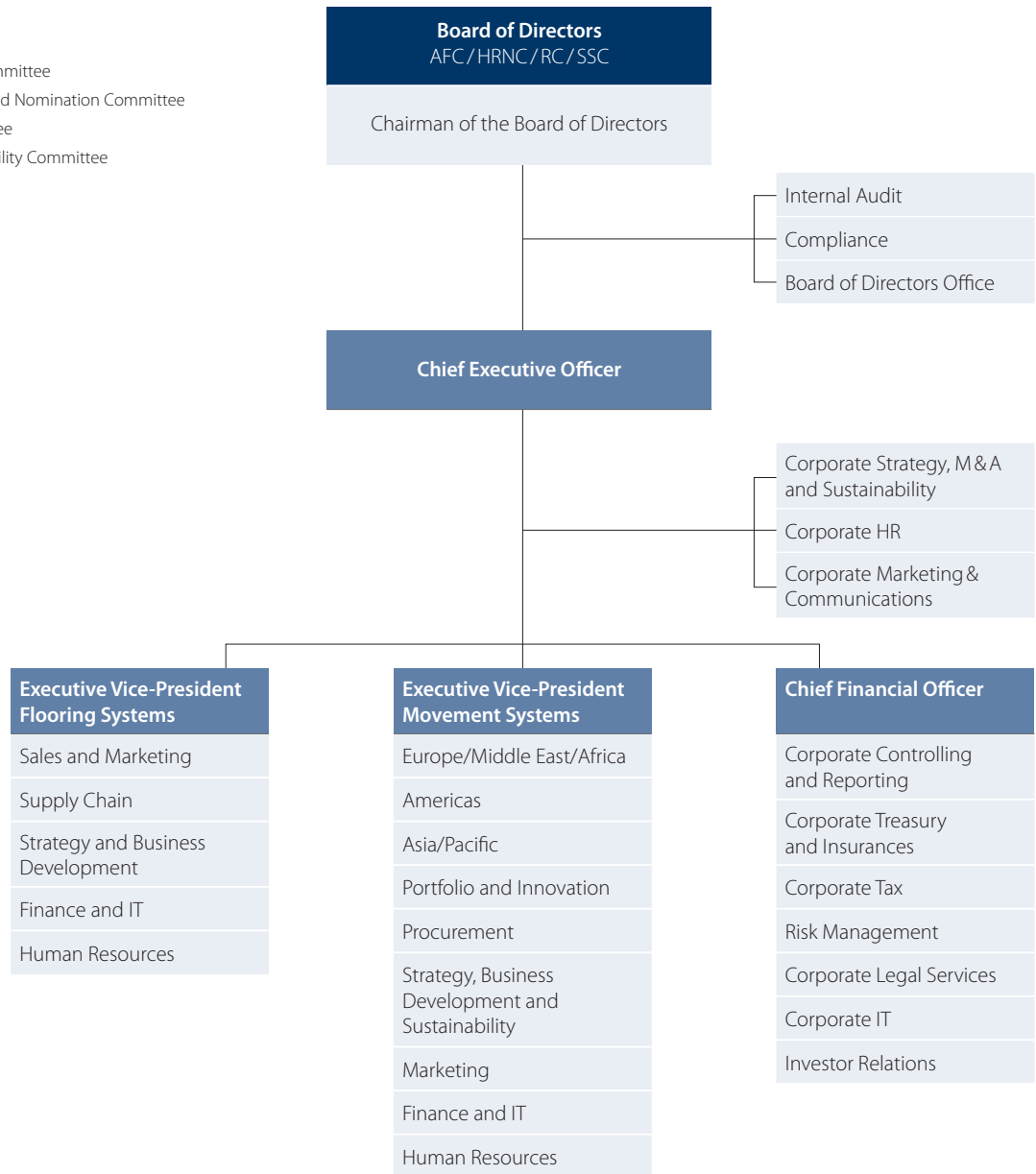
Group structure

Forbo Holding Ltd, domiciled at Lindenstrasse 8, 6340 Baar, is a limited company under Swiss law. The holding company holds all subsidiaries, directly or indirectly, that belong to the Forbo Group. The shares of Forbo Holding Ltd (security number 000354151/ISIN CH0003541510) are listed on SIX Swiss Exchange. A financial overview of the Forbo Group (including market capitalization) can be found on [page 16](#). The scope of consolidation of Forbo Holding Ltd does not include any listed companies. The non-listed companies within the scope of consolidation of Forbo Holding Ltd are listed in the section 'Group companies' starting on [page 200](#) in the financial report section. The company name and domicile, share capital, and percentage of participation, along with information relating to the allocation of the Group company to the Group's businesses, can also be found in that section of this Annual Report.

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

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

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



Significant shareholders

As of December 31, 2025, 3,697 shareholders were listed in the share register of Forbo Holding Ltd, 201 (5.75%) more than in the previous year. As of December 31, 2025, Forbo Holding Ltd knew of the following significant shareholders with a holding of more than 3%:

	31.12.2025 as a percentage
Michael Pieper ¹⁾	28.06
UBS Fund Management (Switzerland) AG	5 – 10
SEO Management SA	5 – 10
Forbo Holding Ltd ²⁾	4.45
This E. Schneider	3 – 5

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

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

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

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

On March 21, 2025, Forbo Holding Ltd reported that it had fallen below the 5% threshold and that it directly or indirectly held 74,100 of its own shares through Forbo Management SA, Baar, corresponding to 4.99% of the voting rights.

On September 9, 2025, Swisscanto Fondsleitung AG reported that it had fallen below the 3% threshold.

On September 30, 2025, J. Safra Sarasin Investmentfonds AG reported that it had fallen below the 3% threshold.

On December 2, 2025, SEO Management AG reported that it had exceeded the 5% threshold and that it directly or indirectly held 75,659 shares through SEO Master Fund LP corresponding to 5.095% of the voting rights as well as a total of 43,836 sales positions corresponding to 2.952% of the voting rights.

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

Cross-shareholdings

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

Capital structure

Share capital

As of December 31, 2025, Forbo Holding Ltd had a fully paid-up share capital of CHF 148,500, divided into 1,485,000 listed registered shares, each with a par value of CHF 0.10. Of this amount:

- 68.94% were registered in the name of 3,686 shareholders with voting rights
- 27.03% were shares held by banks or SIX SIS AG pending registration of transfer
- 4.03% were registered in the share register without voting rights

There are no different categories of shares. Each share entitles the owner to one vote. Further information on the Forbo share can be found on [pages 40 and 41](#). Further information on the rights of participation associated with the Forbo share can be found on [pages 125 and 126](#) of this Annual Report.

By resolution of the Ordinary General Meeting of Forbo Holding Ltd on March 30, 2023, the Board of Directors was authorized to buy back 10% of the share capital over a period of three years either via a second trading line on the SIX Swiss Exchange or by another means. These shares will be definitively canceled. Up to December 31, 2025, the Board of Directors had made no use of this authorization.

Capital band

By resolution of the Ordinary General Meeting of Forbo Holding Ltd on April 5, 2024, the Articles of Association were amended to comply with the new stock corporation law. Changes included, amongst others, the introduction of a capital band. Pursuant to Clause 4a of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting), the Board of Directors is entitled, at any time up to December 31, 2028, to apply one or several increases and/or reductions to the share capital within the upper limit of CHF 163,350, i.e. 1,633,500 registered shares with a par value of CHF 0.10 each, and the lower limit of CHF 133,653, i.e. 1,336,500 registered shares with a par value of CHF 0.10 each. Capital reductions may be made via a reduction of the par value of the shares as well as the cancellation of shares. In the event of a capital increase, the Board of Directors shall determine the number of shares, the issue price, the type of contribution, the timing of the issue, the conditions governing the exercise of subscription rights, and the beginning of dividend entitlement.

The capital band was not used in 2024 or 2025.

Conditional and authorized capital

Pursuant to Clause 4 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting), Forbo Holding Ltd has a maximum conditional capital of CHF 16,645, corresponding to 166,450 registered shares to be paid up in full with a par value of CHF 0.10 each. If the conditional capital were drawn on in full, the share capital would increase by CHF 16,645, or 11.2%, from the current level of CHF 148,500 to CHF 165,145. The capital increase takes place in accordance with the Articles of Association through the exercise of option and convertible rights granted in connection with the bonds issued by the company or one of its subsidiaries (no more than 133,160 registered shares), or through the exercise of option rights granted to shareholders (no more than 33,290 registered shares). Except for shareholder options, shareholders have no right of subscription. Holders of option or convertible rights are entitled to subscribe to new share issues. The registration of new shares is subject to the general restriction set out in Clause 6 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting).

There is no authorized capital.

Changes in capital

No changes to the capital of Forbo Holding Ltd were made in 2023, 2024 or 2025.

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

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

Limitations on transferability and nominee registrations

Forbo Holding Ltd does not have any percentage limitations on voting rights. The Board of Directors may only refuse to register shares in the share register if the purchaser of the shares does not expressly declare that he/she has acquired the shares in his/her own name and for his/her own account, that there are no arrangements regarding the redemption or return of the registered shares, that the purchaser bears all risks associated with the shares, and that the disclosure obligations stipulated by the Financial Market Infrastructure Act of June 19, 2015, are complied with.

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

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

Convertible bonds and warrants/options

Forbo Holding Ltd has no outstanding convertible bonds nor has it issued any marketable warrants/options. Details of the long-term incentive plan for the Executive Board, under which future subscription rights are outstanding, can be found on [pages 143 to 152](#) as well as on [pages 190, 191](#), and [198](#) of this Annual Report.

Board of Directors

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



Jörg Kampmeyer, Claudia Coninx-Kaczynski, Bernhard Merki, Dr. Eveline Saupper, Michael Pieper, Vincent Studer

Members of the Board of Directors

The cut-off date for the following information is December 31, 2025.

None of the members of the Board of Directors listed below has held any operational management positions for Forbo Holding Ltd or its Group companies. No member of the Board of Directors was a member of the Executive Board of Forbo Holding Ltd and no Board of Directors member sat on the Executive Board of any of its subsidiaries. There are no significant business relationships between the members of the Board of Directors and Forbo Holding Ltd or its Group companies. The tasks of the Chairman of the Board are described on [page 119](#) of the Annual Report.

Independent¹⁾ members of the Board of Directors

Bernhard Merki

Chairman

Bernhard Merki was born in 1962 and is a Swiss citizen. He graduated in mechanical engineering with a specialization in plastics engineering at HTL Brugg-Windisch and went on to study industrial engineering at the IMAKA institute in Zurich. Between 1988 and 2013, he held various leading management positions at the Netstal Group in Näfels, for the last ten of those years as CEO. From 2014 to 2018, he was CEO of 4B AG in Hochdorf. Since 2019, he has been the owner of Benara AG, a freelance entrepreneur and a professional and independent member of the boards of directors of several national and international companies. He is the Chairman of EMS-Chemie-Holding AG in Domat/Ems, Rondo Burgdorf AG and Seewer Holding AG in Burgdorf, Georg Utz Holding AG in Bremgarten, Fostag Formenbau AG in Stein am Rhein and FST Beteiligungen AG in Cham. In addition, he is a member of the Board of Directors of Ferrum AG in Schafisheim and IPZ Property AG in Dübendorf. He has been a member of the Board of Directors of Forbo Holding Ltd since April 2024 and was elected as Chairman of the Board of Directors at the Ordinary General Meeting on April 4, 2025.

Michael Pieper

Vice-Chairman

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

Claudia Coninx-Kaczynski

Claudia Coninx-Kaczynski, born in 1973, is a Swiss citizen. She took a degree in law at the University of Zurich (lic. iur.) and earned her Master of Laws (LL. M.) at the London School of Economics and Political Science (LSE). From 2006 to 2011, she managed the business of Färbi Immobilien AG (subsequently Rietpark Immobilien AG) in Zurich as a member of the Board of Directors. Between 2011 and 2014, she implemented various projects for P. A. Media AG and Swisscontent AG in Zurich (including M&A). From 2013 to 2016, she was a member of the Board of Directors of TX Group AG (formerly Tamedia AG), where from 2017 to 2023 she was appointed Chairwoman of the majority shareholder pool. She became a member of the Board of Directors and the Remuneration Committee of TX Group AG, Zurich, again in April 2023. She is also a member of the Board of Directors of Swisscontent AG and a number of other boards of trustees and committees. She has been a member of the Board of Directors of Forbo Holding Ltd since April 2014.

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

Jörg Kampmeyer

Jörg Kampmeyer was born in 1968 and is a German citizen. He studied mechanical engineering (Dipl.-Ing.) at RWTH Aachen University and the Norwegian Institute of Technology in Trondheim, as well as economics (Dipl.-Wirt. Ing.) at RWTH Aachen University. He began his professional career in 1998 as a management consultant with Roland Berger before moving on to the Boston Consulting Group in 2000. From 2002 to 2019, he worked for Hilti AG in Liechtenstein, where he held a number of management roles within the Group and in the operational business. In 2011, he was appointed CFO on the Executive Board of the Hilti Group. From 2017 to 2019, he was also head of the European division and in charge of marketing and digitization in the Group. Since 2020, Jörg Kampmeyer has been a managing partner at Gebr. Knauf KG in Germany, and since January 2026, the Chair of the Group's Management Board. He has been a member of the Board of Directors of Forbo Holding Ltd since April 2024.

Dr. Eveline Saupper

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

Vincent Studer

Vincent Studer, born in 1962, is a Swiss citizen. He graduated in economics from the University of Applied Sciences, Bern, and trained as a Swiss certified public accountant. In addition, he has completed various national and international training courses. From 1991 to 2008, Vincent Studer worked at Ernst&Young AG as an external auditor and was head auditor responsible for auditing the statements of national and international companies in various industries. In 2001, he was appointed as partner in the Auditing department. From 2008 to September 2024, he was a partner at the accountancy and auditing firm T+R AG, Gümligen/Bern, where he held a number of positions and was also a member of the Board of Directors from 2015. From 2008 to 2021, he was an Executive Board member and head of the company's auditing department. Since October 2024, he has been the owner of Vincent Studer Conseils Sàrl in Muri, near Bern. Vincent Studer is a member of the Board of Directors of Bank EEK AG in Bern and holds further directorships at various other companies and foundations. He has been a member of the Board of Directors of Forbo Holding Ltd since April 2009.

Board of Directors of Forbo Holding Ltd as per December 31, 2025

	First elected at OGM	AFC	HRNC	RC	SSC
Chairman					
BERNHARD MERKI	2024		M	M	C
Independent ¹⁾ non-executive director					
Vice-Chairman					
MICHAEL PIEPER	2000		M	M	
Independent ¹⁾ non-executive director					
Members					
CLAUDIA CONINX-KACZYNSKI	2014		C	C	
Independent ¹⁾ non-executive director					
JÖRG KAMPMEYER	2024	M			M
Independent ¹⁾ non-executive director					
DR. EVELINE SAUPPER	2022	M			M
Independent ¹⁾ non-executive director					
VINCENT STUDER	2009	C			
Independent ¹⁾ non-executive director					
Secretary of the Board of Directors					
NICOLE GRAF					
Non-member					

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

Changes to the Board of Directors

At the General Meeting on April 4, 2025, Bernhard Merki was elected as Chairman of the Board of Directors. After many years of serving as the Chairman of the Board of Directors, This E. Schneider decided not to stand for re-election at the 2025 General Meeting and accordingly stepped down from this position from that date.

Statutory regulations governing the number of permissible activities pursuant to Article 626 Paragraph 2 Clause 1 CO

In accordance with Clause 22 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting), members of the Board of Directors may hold no more than sixteen mandates outside the Forbo Group, of which no more than five mandates in listed legal entities and a total of no more than eight mandates in legal entities subject to ordinary audit. A mandate is defined as any activity in comparable positions in other under-takings with commercial objects which are not part of the Forbo Group. Mandates with associated companies outside the Forbo Group are deemed to be a single mandate. A comprehensive overview of the other activities can be found on [pages 154 to 156](#) of the remuneration report.

Election and term of office

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

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

Internal organizational structure

The allocation of tasks within the Board of Directors and the composition of the Board committees are shown in the table on [page 116](#).

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

As a rule, the Chairman of the Board of Directors chairs the meetings of the Board and the General Meeting. He plans and conducts the meetings of the Board and the General Meeting. The meetings of the Board and the relevant items on the agenda are prepared by the Chairman. He monitors the execution of the measures adopted by the Board. He is the direct superior of the CEO, is in regular contact with him, and has an advisory and supervisory function. In addition, the Chairman represents the Board and the Forbo Group vis-à-vis the public, the authorities, and the shareholders. The tasks of the Chairman of the Board are set out in the section 'Areas of responsibility' on [pages 119](#) and [120](#).

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

The Vice-Chairman is elected by the Board of Directors.

The Board of Directors meets on being convened by the Chairman as often as business requires but at least four times a year. The items on the agenda must be announced at least five working days before the day of the meeting. This notification period may be shortened in urgent cases. In 2025, the Board of Directors held eight meetings with members physically in attendance, as well as four telephone conference calls. The meetings each lasted a whole day, while the conference calls lasted around one hour each. Every Board member participated in all meetings and conference calls.

The Chairman may invite members of the Executive Board and other senior employees to attend Board meetings for individual items. In the 2025 business year, members of the Executive Board and other senior employees participated in the physical meetings of the Board of Directors for the agenda items that affected them. No members of the Executive Board nor any other senior employees participated in the Board meeting held by conference call. External consultants may participate in the meetings of the Board of Directors, the AFC, SSC, HRNC, or RC only in exceptional circumstances to deal with particular items. In the 2025 business year, no external consultants participated in the meetings of the Board of Directors. Participation by external consultants in meetings of the AFC, SSC, HRNC, and RC are listed in the chapters on the AFC, SSC, HRNC, and RC on [pages 118](#), [136](#) and [138](#).

Audit and Finance Committee

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

The AFC convenes as often as business requires, but at least twice a year. In the 2025 business year, two meetings were held, each lasting about half a day. All members of the AFC were present at both meetings. The members of the Executive Board and other senior employees participated at both meetings for the agenda items that affected them. The external auditors were present for selected items on the agenda of the AFC's meeting on the financial statements and at the meeting to discuss the scope of the audit and the audit fee. The Ernst & Young representatives responsible for internal audit attended the discussions of the internal audit reports at both meetings. No external consultants participated in the meetings of the AFC in the year under review.

The AFC brings together expertise and competencies in the areas relevant to the committee on the basis of current executive functions in other companies, current directorships in other firms, and previous responsibilities/mandates. The relevant information can be found on [pages 114](#) and [115](#) of this Annual Report.

Strategy and Sustainability Committee

The SSC advises and provides support for the Board of Directors on basic questions of corporate strategy and the strategic development of the company. It follows, supports, and reviews the management's preparation with regard to the acquisition and disposal of companies and shareholdings for decision-making by the Board of Directors and helps the Board of Directors to fulfil its responsibilities with regard to monitoring the implementation of strategy. The SSC then engages with topics relating to the environment, social issues, and corporate governance, it supports and assists the management with the analysis of relevant aspects of sustainability, risk assessment, the development of sustainability plans, and with appropriate reporting. It also regularly monitors the progress made.

The SSC convenes at least twice a year. In the 2025 business year, two one-day meetings were held. All members of the SSC were present at both meetings. The members of the Executive Board and other senior employees participated in the one-day meetings for the agenda items that affected them. Neither the external nor the internal auditors were present at the meetings of the SSC. No external consultants participated in any SSC meetings.

The SSC brings together expertise and competencies in the areas relevant for the committee on the basis of current executive functions in other companies, current directorships in other firms, and previous functions in responsible positions. The relevant information can be found on [pages 114](#) and [115](#) of this Annual Report.

Human Resources and Nomination Committee

We refer to the explanations in the remuneration report on [pages 138](#) and [139](#).

Remuneration Committee

We refer to the explanations in the remuneration report on [pages 136](#) and [137](#).

Areas of responsibility

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

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

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

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

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

Tasks of the Chairman of the Board of Directors:

- chairing of the Board of Directors
- preparation and monitoring of the execution of the decisions of the Board of Directors
- representation and positioning of the Group in public
- preparation and submission of strategy-, personnel-, and finance-relevant business matters to the Board of Directors for consultation and decision-making
- regular communication with the CEO and Executive Board, exercising an advisory and supervisory role
- chairing of the Internal Audit and the Compliance Committee

Tasks of the Chief Executive Officer:

- operational management of the Group
- chairing of the Executive Board
- development and operational implementation of strategies
- development and implementation of multi-year planning and budgets
- supporting the Chairman of the Board of Directors in preparing important business matters relating to strategic, personnel, and finance topics

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

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

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

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

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

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

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

The Executive Board meets as often as business requires, normally on a quarterly basis. In the 2025 business year, eight meetings were held, with the meetings usually lasting half a day.

The CEO chairs the meetings of the Executive Board. For details concerning the participation of members of the Executive Board in meetings of the Board of Directors and its committees, refer to the sections on internal organization and on the AFC, SSC, HRNC, and RC on [pages 118, 136 and 138](#).

The Board of Directors also fulfills its supervisory and monitoring obligations by means of financial reporting and its role in the planning cycle. The internal and external auditors may assist the Board in this task. However, neither the external auditors nor the internal auditors were invited to any meetings of the Board of Directors in 2025, as there were no special incidents or topics for discussion.

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

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

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

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

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

In 2025, eight Group companies were audited by Ernst&Young on the occasion of internal audits. The internal audits included, among others, the audit of control points defined in the framework of the internal control system (ICS) as well as various compliance reviews (including data protection) related to the audited business processes. Lastly, additional risks and controls in connection with the audited business processes were analyzed. Four companies within Forbo Flooring Systems and four companies within Forbo Movement Systems were audited in the course of the internal audits.

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

Risk management

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

The Board of Directors ensures that it identifies risks and is able to determine and implement suitable measures to overcome them. It has a Group-wide risk assessment carried out annually. As regards business risks, Forbo addresses strategic risks as well as market and financial risks. In the area of market risks, interest and currency risks are centrally monitored and hedged in certain cases. The liquidity and financing of subsidiaries are also monitored centrally.

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

For further details on the assessment of market, liquidity and default risks, refer to the relevant explanations on [pages 194 to 197](#) (note 23 'Financial risk management') of the Financial Report section of the Annual Report.

Compliance

Under the guidance of the Corporate Compliance Officer, Forbo maintains a Compliance Management System developed in line with internationally recognized standards. The Corporate Compliance Officer is an independent role, reporting directly to the Chairman of the Board of Directors of the Forbo Group and forming part of the Compliance Committee along with the CEO of the Forbo Group and the Chairman of the Board of Directors.

The role of Corporate Compliance is to secure and consolidate a culture of ethical conduct throughout the Forbo Group. The Corporate Compliance Officer coordinates various initiatives within the Compliance Management System, supporting the organization's conformity with internal and external rules and regulations. The responsibilities of the role include regularly monitoring the Compliance Management System for effectiveness and compliance with internationally recognized standards and recommending improvements to the Compliance Committee, developing, implementing, and improving specific compliance standards and guidelines in line with the Forbo Code of Conduct and Compliance Strategy, the maintenance of the Forbo Integrity Line, and the assessment of compliance risks as part of the Forbo Group's risk management process.

In consultation with the Compliance Committee, the Corporate Compliance Officer reports on a regular basis to the Audit and Finance Committee of the Board of Directors. He also attends Executive Board meetings where compliance-related matters are on the agenda, taking part in those agenda items.

Executive Board

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

The members of the Executive Board, their nationality, function, training, and professional career, as well as other activities and vested interests, are listed below.

The cut-off date for the following information is December 31, 2025.



Peter Germann (CFO a.i.), Jean-Michel Wins (Executive Vice-President Flooring System), Johannes Huber (CEO), Marc Deimling (Executive Vice-President Movement Systems)

Johannes Huber**Chief Executive Officer (as from January 1, 2026)**

Johannes Huber was born in 1971 and is Austrian by birth and a citizen of Liechtenstein. He studied civil engineering at the Technical University of Vienna and completed a Master of Business Administration (MBA) at INSEAD in Fontainebleau. He began his professional career at Drees&Sommer, where he worked as a Project Manager from 1997 to 2000. From 2001 to 2003, he was employed at The Boston Consulting Group, initially as a Consultant and later as a Project Leader. In 2005, he joined Hilti. Over a period of 21 years, he held a number of senior management positions, including Global After Market Product Manager (2005), Vice President Retail Sales (2006–2007), Sales Vice President (2007–2008) and Executive Vice President Business Unit Diamond Systems (2009–2025). From 2011 to 2025, he was a member of Hilti's Executive Management Team. Johannes Huber was appointed Chief Executive Officer (CEO) of the Forbo Group with effect from January 2026.

Peter Germann**Chief Financial Officer ad interim until June 30, 2026**

Peter Germann, born in 1959, is a Swiss citizen. He holds a degree in economics (lic. oec. HSG) from the University of St. Gallen. He began his professional career at the Arbonia-Forster Group in 1986, where he worked as Divisional Controller and was appointed Chief Financial Officer in 1990. From 1994 to 2024, he served as Chief Financial Officer and a member of Group Management at EMS Group, with a one-year interruption during which he held the position of Chief Financial Officer at Ascom Group. Peter Germann joined the Forbo Group in November 2025 as Chief Financial Officer (CFO) ad interim.

Jean-Michel Wins**Executive Vice-President Flooring Systems**

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

Marc Deimling**Executive Vice-President Movement Systems**

Marc Deimling was born in 1970 and is a German citizen. He holds a degree in economics from the Westphalian Wilhelm University in Münster, Germany, and launched his professional career as assistant to the management of M-Tec Textilmaschinenbau GmbH in 1997. In 1999, he moved to Dörries Scharmann Technologie GmbH for six years, where he was Head of the Service Division. From 2005 to 2008, he was a member of management at Gehring GmbH, where he was responsible for the areas of distribution, project planning, project management, production, after-sales, and marketing. He was then Chief Executive Officer at TMS Turnkey Manufacturing Solutions GmbH in Austria until the end of 2017, where he was responsible for finance/controllership, IT, procurement, design, production, quality, after-sales, and marketing. Marc Deimling was appointed to head the Movement Systems division as a member of the Executive Board in January 2018.

Changes to the Executive Board

Andreas Jaeger took over as Chief Executive Officer ad interim of the Forbo Group from Jens Fankhänel, who left Forbo effective April 30, 2025, on February 20, 2025. On November 1, 2025 Peter Germann, on an interim basis, took over as Chief Financial Officer and Chief Executive Officer from Andreas Jaeger, who left Forbo effective October 31, 2025. Forbo furthermore announced on September 4, 2025 that Johannes Huber will assume the role as Chief Executive Officer of the Forbo Group effective January 1, 2026.

Statutory regulations governing the number of permissible activities pursuant to Article 626 Paragraph 2 Clause 1 CO

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

Management contracts

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

Compensation, shareholdings, and loans

For information on this subject, refer to the remuneration report from [page 131](#).

Shareholders' participation rights

Voting right restriction and representation

The registration of shares with voting rights in the share register requires the consent of the Board of Directors. Such consent may be withheld if the purchaser does not expressly declare that he/she has acquired the shares in his/her own name and for his/her own account, that there are no arrangements regarding the redemption or the return of the registered shares, that the purchaser bears all risks associated with the share, and that the disclosure obligations stipulated by the Financial Market Infrastructure Act of June 19, 2025, are complied with. Pursuant to the Articles of Association, nominees may be entered in the share register with voting rights for up to a maximum of 0.3% of the registered share capital entered in the Commercial Register. The restriction also applies to shares that are subscribed or acquired through the exercise of a subscription, option, or convertible right. Resolutions on the amendment or abrogation of the clause on the registration of registered shares require a majority of two-thirds of the votes represented at the General Meeting and the absolute majority of the par value of the shares represented.

Pursuant to Clause 12 Paragraph 3 of the Articles of Association (www.forbo.com → Investors → Ordinary General Meeting) shareholders who do not attend the General Meeting in person may be represented by their legal representative or a third party. If the representative is not a legal representative, he/she must be identified by means of a written proxy.

Electronic participation in the General Meeting

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

Statutory quorums

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

Convening of the General Meeting

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

Agenda

Shareholders who together represent at least 0.5% of the share capital or votes may request that an item be placed on the agenda. This request must be communicated to the Board of Directors in writing, indicating the proposals, at least 45 days before the date of the General Meeting.

Entry in the share register

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

Changes in control and defense measures

Duty to make an offer

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

Clause on changes of control

As per year-end 2025, no clauses on changes of control existed in agreements or plans involving members of the Board of Directors, the Executive Board, or other members of management.

Auditors

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

KPMG has been the Forbo Group's auditors since 2015. The auditors are elected every year by the Ordinary General Meeting on a proposal by the Board of Directors. On April 4, 2025, Tino Hutter took on the role of Auditor in Charge from Regula Tobler, who had held the position since April 1, 2022. The term of office of the Auditor in Charge is limited to seven years.

Auditing fees

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

Additional fees

The additional consultancy fees that were invoiced by the auditing company amounted to CHF 0.1 million in 2025. These fees were charged, on the one hand, for the provision of support services in connection with the statutory reporting and, on the other hand, on tax topics.

Information instruments of the external auditors

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

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

Blackout periods

Forbo has specified general blackout periods associated with the publication of the Annual and Half-Year Reports. Each general blackout period comes into effect on the 15th of the month prior to the end of the respective reporting period and applies until 11:59 pm CET on the day of publication of the Annual respectively Half-Year Report. The general blackout period covers all Forbo securities and applies regardless of whether or not the persons concerned are in possession of insider information as defined in Article 2 FMIA. The general blackout period applies to all members of the Board of Directors and the Executive Board of Forbo Holding Ltd, all employees at the Forbo Group head office in Baar, Switzerland, the members of the management boards of both divisions and their assistants, and all employees who have insight into the financial figures of a division, and any persons closely associated with them. The Securities Trading Compliance Committee, comprising the CFO, Head Corporate Treasury, and Corporate Compliance Officer, checks the list of those subject to the general blackout periods on a half-yearly basis, amending it as required. In each case, the Securities Trading Compliance Committee gives the persons affected by the general blackout period prior notification by email. During the reporting year, there were no exceptions to the above rules in connection with the general blackout periods.

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

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

Information policy

Transparency for investors

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

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

Ad hoc communication

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

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

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

A financial calendar with the key dates can be found on [page 13](#) of this Annual Report. Further information on the Forbo share is printed on [pages 40](#) and 41 of this Annual Report.

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