CSR report 2025

we **care** / we **act**

Gerflor®

Editorial

Gerflor solutions are part of our daily lives, where we live, receive care, learn, work, play sports and travel.
This presence drives us to design high-performance, safe and sustainable products to support the well-being of our customers, users, employees and communities.

"we care / we act": our mission statement is about awareness and action.

In 2020, we set ourselves ambitious targets for 2025.
The 2025 review shows **significant progress**, as well as areas where we must continue our efforts.

- Our **carbon trajectory** has reached a decisive milestone. While we had set ourselves a target of reducing our **Scope 1 & 2** emissions by 20% compared with 2019, in 2025 we achieved a reduction of **-51%** in kg CO_2e/m^2. This remarkable performance illustrates the transformation of our operations, driven by ambitious energy-efficiency actions, changes in our energy mix and the acceleration of decarbonisation in all the countries where we operate.
- We have also made progress in **integrating bio-based materials**. Our target was to generate 10% of our turnover with products with bio content; by the end of 2025, we reached **14%**, notably thanks to the integration of plant-based materials into our **Taraflex®** and **Premium** ranges.
- **Circularity** remained top of our agenda. The average recycled content of our vinyl ranges reached **23%**. Although this result remains below our target, the indicator is improving despite an unfavourable change in our product mix and the integration of new entities into the Group. At the same time, our recycling volumes reached **61,000 tons** in 2025, exceeding our target of 60,000 tons. **The acquisition of a recycling unit in Germany** also marked a major milestone to strengthen our recycling capabilities.
- **Looselay** flooring is another important lever: it now accounts for **38% of our turnover**, above the 35% target. These solutions facilitate renovation, removability, reuse and recycling.

This 2020–2025 roadmap has enabled us to make progress and structure our action. Between 2019 and 2025, **the Group's carbon emissions decreased by 11,000 tons** across **Scopes 1, 2 and 3**, even as our activities continued to grow. We are producing more while emitting less: this proves that we can combine profitable growth and reduced carbon footprint.

We are now opening a new chapter with our **2026–2030 commitments**, in continuity with our actions and with reinforced ambition around five pillars: climate, resources, circularity, the health and well-being of our users, and the safety and development of our employees. Together, let us continue to act with pragmatism and commit to a more sustainable development !

Bertrand Chammas
Chairman & Chief Executive Officer

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Find out more on gerflor.com

Find us on social media:

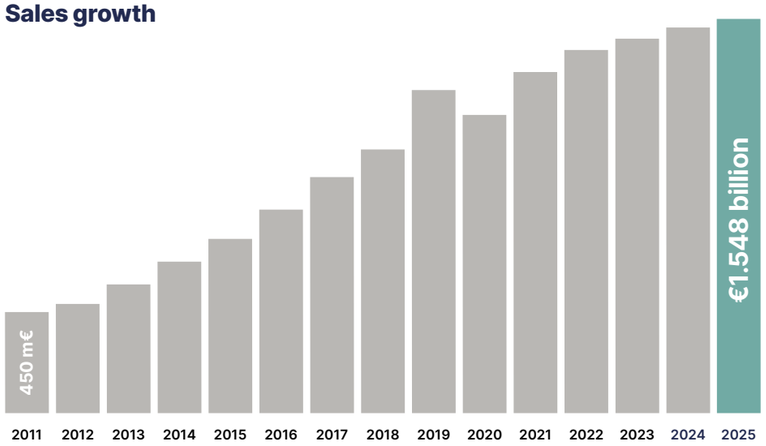
For more than 80 years, the Gerflor Group has designed, manufactured and marketed innovative and decorative solutions with a focus on environmental and societal responsibility.
Its product portfolio consists of resilient flooring, wall coverings and finishing elements.
Gerflor supports professionals and individuals every day at each stage of their project, from product selection through to end-of-life management, by offering recycling solutions.
The Group employs 5,500 people in 20 plants and 40 subsidiaries, and distributes its products and services in more than 120 countries. Gerflor solutions equip commercial, educational, healthcare, sports and residential buildings.

The Gerflor Group

Key figures 2025

Growth for more than 20 years, based on organic development and strategic acquisitions.

Sales growth



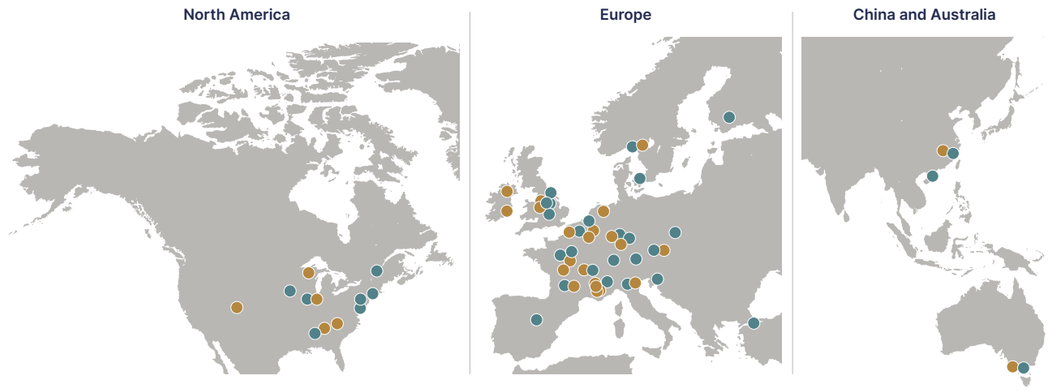
€1.548 billion
turnover

5500
employees

20
factories

40
subsidiaries

Main sales areas



● Sales Offices ● Manufacturing Plants (20) & Logistics Hubs (10)

Produce locally for each market.
Europe is our main production area and our largest market.
Our head office is located in France.

On every continent where we manufacture, more than 50% of the products sold are produced locally.

Our history

From one generation of entrepreneurs to the next, we have built innovative brands with the aim of improving the lives of our users. The adventure began with internationally renowned brands: Mipolam, Taraflex® and Gerflex. Since 2006, we have focused on enriching our portfolio with strong, expert brands in their respective markets.

Our offer is also expanding, with comprehensive solutions to meet the current needs of our customers.

The pioneering brands

1937 → **1947** → **1952**

mipolam — The first homogeneous soil

TARAFLEX — The first indoor sports floor

Gerflex — The first self-adhesive tiles

Some expert flooring brands

CONNOR SPORTS · SPORT COURT · DLW · STAGESTEP · SNAPLOCK INDUSTRIES

Some expert brands for wall coverings, accessories and finishes

Spm · ROMUS® · GRADUS · PROGRESS® PROFILES · dumaplast EXTRUDED PRODUCTS · DINAC

Our geographical expansion

The deployment of Gerflor subsidiaries is notably based on the acquisition of distributors.

2007 Norway

2008 USA

2009 Finland

2011 Saudi Arabia

2015 Czech Republic

2019 Switzerland

2021 Italy

2021 Türkiye

2023 Croatia

Our products and markets

As experts in flooring, wall covering, accessories and finishing solutions, we offer a wide range of technical and decorative solutions specific to each application market. Our approach is structured around 10 application markets, making our business model resilient and balanced.

A diversified product portfolio

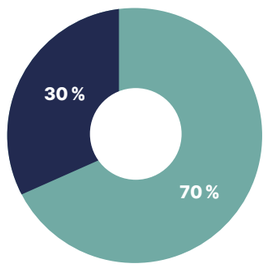
Our range offers a wide choice of materials and formats for floors and walls, as well as accessories for integrated application solutions.

- Floor tiles and planks
- Flooring Rolls
- Finishing Elements
- Wallcovering Panels
- Wallcovering Rolls

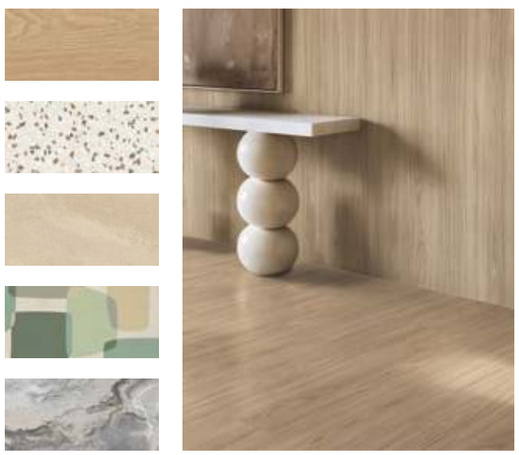
10 Market applications

- Industry
- Health
- Hospitality
- Offices
- Sports
- Education
- Shops
- Transport
- Housing
- Public buildings

Sales mainly driven by renovation.



4,000 exclusive designs, developed by our Design Studio.



Our strategic priorities

Because every project is unique, we are committed to making life easier for our customers and users with safe, stylish and innovative products that help preserve their health and are designed with their environmental impact in mind.
Our actions to meet this commitment are structured around three major priorities: customer culture, innovation and social responsibility.

Customer Culture

Our flooring, wall covering, accessories and finishing solutions are present in every aspect of personal and professional life: at school, at home, in the office, as well as in shops, sports halls, transport and hospitals. As a manufacturer, we therefore have a strong responsibility: to combine innovation and design to enhance living spaces and make them safe and comfortable.
For commercial projects, we support our professional customers to give them the best conditions for success, from the selection of a material suited to the project, through to different installation options, optimised conditions of use and end-of-life solutions.

Innovation

As the driving force behind innovation at Gerflor, our R&D team, made up of 145 engineers and technicians, designs products that respond to the latest interior design trends and anticipate the needs and uses of our various customers.

Social Responsibility

Reducing the environmental impact of our products at every stage of their life cycle is at the heart of our concerns. We proactively integrate eco-design and circular economy principles. Mindful of the health and well-being of our employees and users, we continuously improve our practices with the ambition of setting an example.
More broadly, we are committed to society through a proactive responsible purchasing policy, a strict ethical framework for our business relationships and support for the local communities in which we operate.
We care, we act is much more than a slogan. It is a guiding principle that shapes every aspect of our business.

FOCUS.
Our values guide our actions.
Our strategic axes are inspired by the group's values. " **T.R.A.C.E** " is shared with each of our employees and is at the heart of our management processes:

Teamwork
Respect and integrity
Agility and entrepreneurship
Customer success
Engagement & responsibility

Our CSR approach is built day after day. At Gerflor, we are fully aware of our impact on the planet and on people's lives. This is why every function contributes to CSR in its day-to-day activities.
Since 2020, the Group has prioritised its challenges in line with the United Nations Sustainable Development Goals (SDGs). Our new "Cap 2030" roadmap guides our action to contribute to a sustainable future, step by step.

Governance and CSR priorities

A long standing commitment

Driven by strong customer commitments, we have been structuring our CSR policy for 30 years.

The certification initiatives undertaken by the Group's various entities were the first formal steps in our CSR policies:

1995 - ISO 9001:
Quality certification for company performance and customer satisfaction.

2003 - ISO 14001:
Certification for the **environmental** performance of our products and plants.

2006 - EN 9100:
Aerospace certification for the reliability and quality of our services.

2011 - ISO 45001:
Certification for the prevention of risks relating to the **safety and health** of our employees, contractors and other stakeholders.

2013 - ISO 50001:
Energy certification for resource management and the fight against global warming.

We work with a prevention and continuous improvement approach.

Ecovadis Gold

In November 2025, GERFLOR SAS (GROUP) received a Gold medal in the ECOVADIS assessment, with a score of 81/100. The Group is therefore ranked in the top 5% of all companies assessed by EcoVadis and in the top 2% of our business sector.

This award demonstrates the maturity of our we care / we act approach!

GOLD | Top 5%
ecovadis
Sustainability Rating

Find out more.

Our commitments are to:

- Provide innovative products that respect health and the environment;
- Continuously innovate to deliver the best service to our customers;
- Guarantee health, safety and well-being at work for our employees, while supporting them in building their skills and professional development;
- Comply with very strict ethical rules to ensure balanced and fair interactions with our business partners;
- Foster sustainable economic dynamics in the territories where we operate, in order to fully assume our responsibility towards society.

Since 2021, our CSR reports have formalised and communicated our CSR achievements and ambitions.

FOCUS.
FORVIS MAZARS carried out, in June 2026, the verification of a selection of data from this report.
The verification report is available on www.gerflorgroup.com.
The verified data are identified in the KPI table.

More than 100 Gerflor employees dedicated to quality.

Governance and management bodies

Decisions are made within the operational management committees and shared with teams during regular management meetings.

Quarterly Supervisory Committee

Appointed by the shareholder representatives, it is made up of 9 members representing the shareholding structure, based on their experience, skills and independence. It is chaired by a member of the majority shareholder, independent from the organisation. An Audit Committee is held annually in the presence of the Statutory Auditors.

Weekly Executive Committee →

- CEO
- 11 independent executive members appointed by the Chairman

Business Management Committees →

- Sales
- Marketing
- Technical
- Quality
- Supply Chain
- Industry
- CSR
- Purchasing
- Human Resources
- Digital Transformation

Thematic Steering Committees

- Product & Regulatory Watch Committee
- HSE / Industrial Committee
- Recycling Committee
- Supply Chain CSR Committee
- Responsible Purchasing Committee
- Green IT Committee
- CSR / HR Committee
- CSR / Ethics Committee

FOCUS.
In 2024, the entire Executive Committee completed CSRD training
and took part in the workshops to develop the double materiality assessment.

Monthly CSR Management Committee →

It validates the CSR strategy, defines the objectives and the actions required to achieve them, and finally validates the achievement of these objectives.

- Major Projects and Transformation & CSR Director
- CSR / QHSE Manager
- Sustainable Development Marketing Manager
- Business function directors

CSR representatives in all business functions

They implement the Group's CSR strategy through action plans adapted to their scope of activity. They also contribute to the monitoring and annual reporting of results to the CSR Management Committee, by assessing progress made toward the objectives set.

Stakeholders

We involve the broadest possible representation of our stakeholders in building our CSR approach. Several customer surveys are conducted every year, depending on markets and countries.

Stakeholders are represented by one or more members of the Executive Committee.

FOCUS.
Gerflor is an active member of associations in the resilient flooring sector:
- KALEI in France
- ERFMI and MMFA at the European level

Sustainable and Ethical Procurement Charter 2025-2030

Gerflor

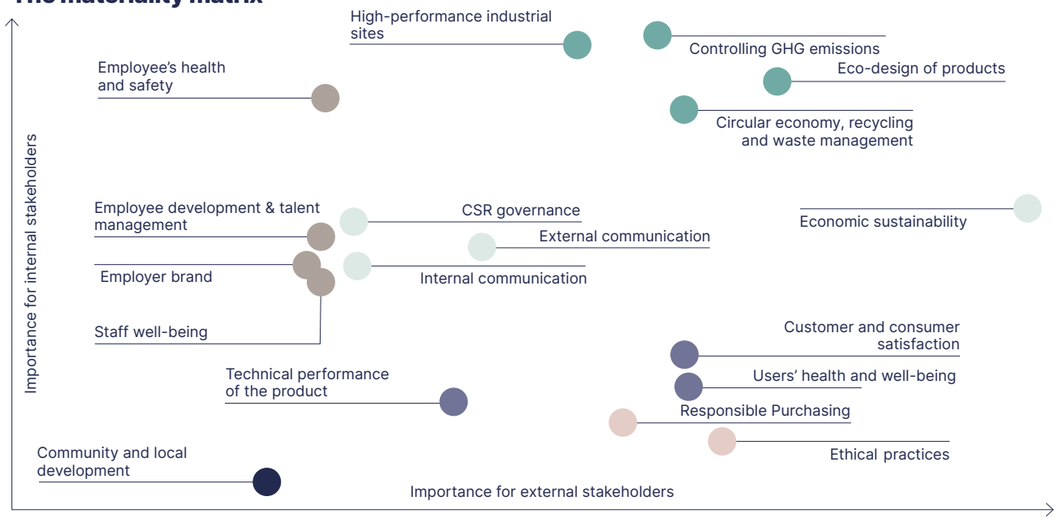
→
Our Responsible and Ethical Purchasing Charter provides the framework for our commitments with our suppliers.

The 2020–2025 objectives and results

We are reaching the end of a period for which we can review our actions towards the objectives that were set.

In 2020, the prioritisation of our challenges and the direction of our actions were defined by integrating the expectations of our stakeholders into a materiality matrix.

The materiality matrix



Matrix legend:
- the environment
- communities and local development
- fair practices
- the consumer
- employment relationships and working conditions
- governance

The priority challenges were approved

Environment	**- Control of greenhouse gas emissions;** **- Eco-design and preservation of natural resources;** **- Circular economy.**
Employees	**- Employee health and safety;** **- Skills development.**
Customers	**- Health and well-being of users;** **- Customer and consumer satisfaction.**
Society	**- Ethical practices;** **- Responsible Purchasing.**

2025 commitments review

	2025 objectives	2025 results
Environment	→ **-20 %** in kg CO_2e/m^2 for GHG emissions, Scopes 1 and 2, vs. 2019	**-51 %** Carbon footprint
	→ **35 %** of turnover generated by looselay products	**38 %** Looselay products
	→ **30 %** recycled content in products	**23 %** Recycled content
	→ **10 %** of turnover generated by bio-based products	**14 %** Bio-based content
	→ **60,000 t** of recycled material consumed per year	**61,006 t** Annual recycled volume
Customers	→ **100 %** of products <100 µg/m³ VOC	**91 %**
	→ **-10 %** customer incidents	**-7 %**
Employees	→ **Tf1 < 4** = number of annual accidents per million hours worked	**6.3**
	→ **2 %** of payroll invested in training	**1.4 %** France only
Society	→ **90 %** of exposed employees trained	**80 %**
	→ **90 %** of suppliers that have signed the Responsible and Ethical Procurement Charter	**98%**

Prioritising the 2026–2030 challenges

**In 2024, we revised the prioritisation of our challenges for the 2026–2030 period.
The analysis was carried out across the entire consolidated scope of the Gerflor Group, covering its industrial, commercial and logistics activities, as well as its entire value chain, from upstream to downstream.
This exercise, validated by the Executive Committee, identified 8 double-materiality challenges.**

Identifying the challenges

Based on current challenges, as well as frameworks such as the GRI and the sustainability topics derived from the ESRS standards (European Sustainability Reporting Standards) 19 CSR challenges were identified as potentially material for Gerflor.

Prioritising the challenges

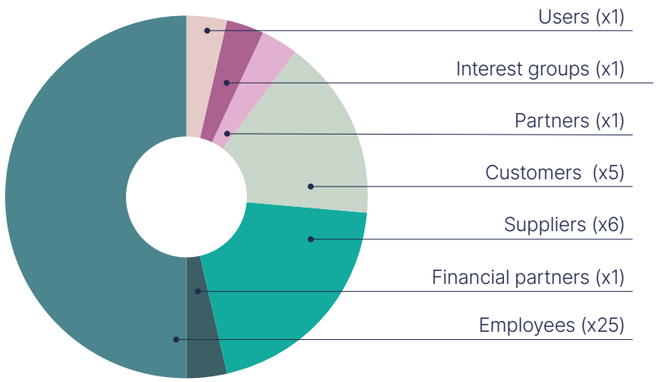
In order to rank the challenges, we carried out a double materiality assessment based on:
- Consultation with internal and external Gerflor stakeholders;
- Expert opinions;
- Assessment of impact materiality by evaluating the severity of impacts in terms of their scale, scope and potentially irreversible nature, as well as their likelihood of occurrence, in accordance with the requirements of the ESRS standards.
  This assessment makes it possible to identify the challenges for which Gerflor's activities generate, or could generate, significant impacts on the environment, health, safety, working conditions and stakeholders.
- Assessment of financial materiality by evaluating the risks and opportunities likely to have a significant impact on the Group's economic performance and value creation.

The approach was carried out transversally, involving the Group's main departments and functions (industry, purchasing, human resources, finance, CSR and QHSE). The results were consolidated in a double materiality matrix and validated by Gerflor's Executive Committee. The challenges identified as material form the basis for setting objectives and structuring Gerflor's CSR reporting.

Stakeholder consultation

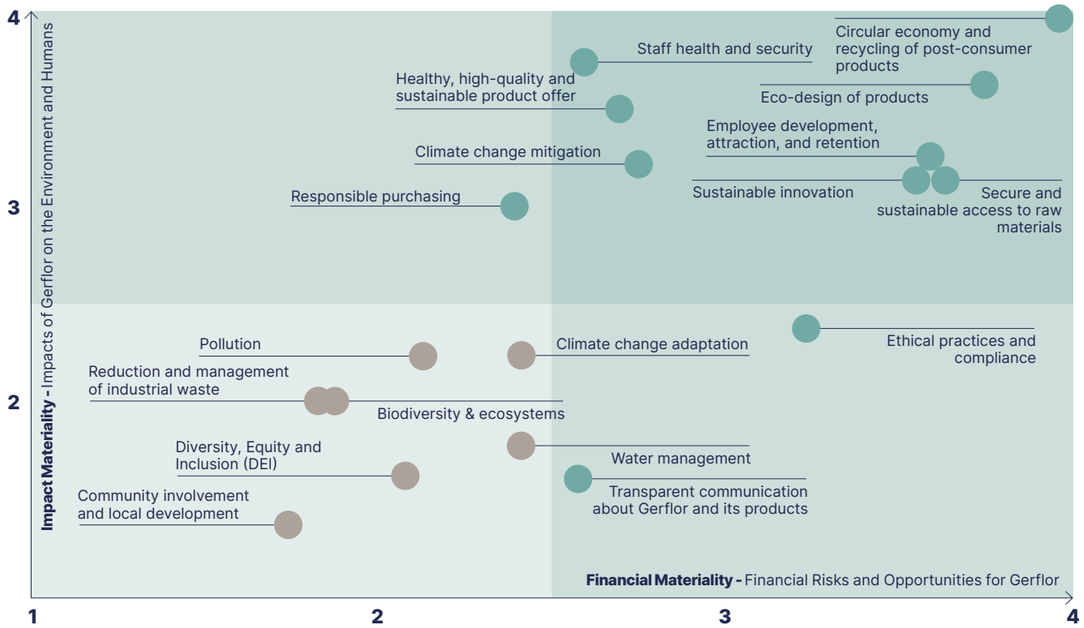
40 stakeholders were consulted to carry out the materiality assessment (25 internal and 15 external).
4 consultation methods were used:

- 7 interviews
- 31 online questionnaires
- 1 analysis of past surveys conducted among customers and end users
- 1 Executive Committee workshop.



A stakeholder is an individual or collective actor who can influence the company and vice versa.

The double materiality matrix highlights **11 material challenges, including 8 double-materiality challenges**, as well as 7 non-material challenges:



Matrix legend:
- Non-material
- Single materiality
- Double materiality
- Material issues
- Intangible issues

These challenges are in line with the actions already undertaken:
- Climate change mitigation;
- Long-term access to raw materials;
- The circularity of our activities;
- The health and well-being of our users;
- The health, safety and skills development of employees.

Cap 2030. New ambitions

Based on the priority challenges identified, we have defined an ambitious and quantified roadmap. Ten major objectives confirm our determination to act for the climate, resources, circularity, our users and our employees.

2030 objectives

we **care** for **climate**

we **act** with an ambitious decarbonisation roadmap

-30% CO_2
scopes 1, 2, 3 in tons eq CO_2, vs 2019. Science Based Targets[1]

we **care** for **resources**

we **act** with a more responsible sourcing

75%
biobased, mineral and recycled[2]

30%
recycled content[3]

we **care** for **circularity**

we **act** by closing the loop and reducing waste

65 000
tons of waste treated[4]

45%
looselay[5]

we **care** for your **health** and **well-being**

we **act** by creating safe and comfortable environments

100%
of our products perform better than Indoor Air Quality standards[6]

95%
sales covered by EPD[7]

we **care** for **people**

we **act** by offering a safe and inclusive workspace

30%
women[8]

40%
internal mobility[9]

Towards 0
accident[10]

More details:
1. Scopes 1, 2 & 3, in absolute value, market-based. Trajectory approved by SBTi (Science Based Targets Initiative). 2. Proportion of raw materials used in floors and walls that do not contribute to resource depletion: bio-based, mineral and recycled materials. Includes salt used in the synthesis of PVC. 3. Average proportion of recycled material in Gerflor's flooring and wall coverings. 4. Volume of scraps processed at our recycling plant. 5. Proportion of turnover generated by looselay floor coverings that are easy to remove and/or reuse. 6. Proportion of floor and wall products with a TVOC concentration of less than 100 µg/m³ over a 28 days period. 7. Proportion of flooring and wall covering sales in Europe covered by FDES or EPDs. 8. Proportion of women in the workforce and among managers. 9. Proportion of positions filled through internal mobility. 10. Number of work-related accident, including temporary workers. Target on accident frequency rate (number of work-related accident per millions hour worked) <3.

A CSR approach aligned with the SDGs*

Through proactive action, we aim, at our own level, to contribute to the Sustainable Development Goals defined by the United Nations.

We are committed to creating long-term value and having a positive impact within our sphere of influence and, more broadly, on society and the environment, through each of our activities.

Through the actions detailed in this report, the Group contributes to 9 of the 17 SDGs.

*Sustainable Development Goals.

Faced with the climate emergency, the scarcity of resources, the deterioration of environmental conditions and the associated risks, Gerflor is committed to:

- Acting with an ambitious decarbonisation roadmap;
- Innovating to develop more sustainable and responsible products;
- Guaranteeing the environmental performance of our manufacturing and logistics sites;
- Working towards greater circularity by promoting reuse and material recovery, and by investing in recycling solutions.

Our commitment to the planet

we **care** / we **act**

The carbon footprint of the Gerflor Group

To make progress, it is essential to have appropriate measurement tools. Since 2011, we have carried out a greenhouse gas (GHG) emissions assessment in France. Since 2019, we have conducted this assessment across all Group entities.

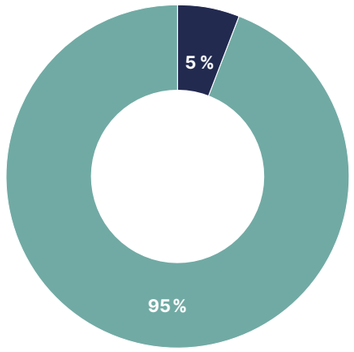
These assessments, prepared in accordance with BEGES V5 and the GHG Protocol, take into account the direct and indirect emissions of our activities. The Group's GHG emissions across the three scopes, in absolute terms and in intensity, are available in the indicators table at the end of the report.

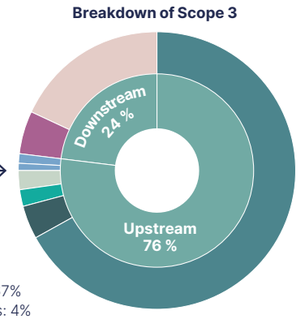
2025 GHG emissions assessment

SCOPE 1 & 2

Direct GHG emissions:
- Energy combustion;
- Fuel combustion by vehicles;
- Refrigerant leaks.

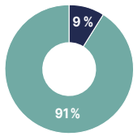
Indirect emissions associated with energy:
- Electricity consumption;
- Steam consumption.





SCOPE 3:
- Purchasing: 67%
- Capital goods: 4%
- Energy-related activities: 2%
- Upstream freight: 2%
- Waste: 1%
- Travel: 1%
- Downstream freight: 5%
- End of life of products: 18%

FOCUS.
The accessories business accounts for 9% of the Group's carbon emissions.



Reduction in greenhouse gas emissions, Scopes 1 & 2

vs. 2019, in intensity per m² produced, market-based

2025 RESULT	OBJECTIF 2025
-51 %	**-20 %**
kg CO_2e/m^2 vs. 2019	

→ 2025 target significantly exceeded:
37% of the reduction is linked to our actions to optimise energy performance at production and logistics sites and to improve our energy mix.
The remainder results from the decarbonisation efforts of the countries in which we operate.

Reduction in greenhouse gas emissions, Scopes 1, 2 & 3

vs. 2019, in tons, market-based

2025 RESULT	2030 TARGET
-1 %	**-30 %**
in tons of CO_2 vs. 2019	

A carbon trajectory validated by the SBTi (Science-Based Targets Initiative)

In 2022, Gerflor adopted the ACT (Accelerate Climate Transition) methodology. This methodology was developed by ADEME and the Carbon Disclosure Project (CDP) to help companies carry out their low-carbon transition. In particular, it makes it possible to identify the main challenges, prioritise reduction levers and anticipate the associated transition risks in order to create a relevant and ambitious action plan.

This structured approach led us to submit our carbon footprint to the SBTi in order to validate:
- ambitious climate action;
- a transition towards a low-carbon economy;
- the alignment of greenhouse gas reduction targets with climate science data.

Result: The SBTi approves our near-term GHG emissions reduction targets.

By 2030:
- Gerflor commits to reducing its absolute Scope 1 and 2 GHG emissions by 46.2% compared with the 2019 baseline year*;
- Gerflor also commits to reducing its Scope 3 GHG emissions by 27.5% over the same period.

*The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

The SBTi was created in 2015, in the context of COP21 and the Paris Agreement.
It is a partnership between the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).
Worldwide, 7,500 companies have validated their climate targets with the SBTi.

Actions on energy-related emissions (Scopes 1 and 2):
- Continue the energy optimisation of our units;
- Increase the share of renewable energy to reach 40% by 2030;
- Change our operating methods, particularly in terms of internal logistics.

Actions on indirect emissions (Scope 3):
- Eco-design our products;
- Intensify recycling actions;
- Involve our supply chain:
  - Regarding the nature and/or production methods of raw materials;
  - Regarding freight for these same materials and for our products;
- Transform our travel habits.

Concrete initiatives have been carried out in recent years across the different areas and continued in 2025, as detailed in the following pages.

FOCUS.
53% renewable or decarbonised energy (nuclear origin) in 2025. We have reached and exceeded our 50% target.

2030 target: 40% renewable energy

The footprint of our products

To meet climate challenges and address the scarcity of natural resources, our stakeholders expect increasingly eco-responsible solutions and products. Gerflor is committed to communicating transparently on the carbon impact of its products and to focusing on eco-design, the use of sustainable raw materials, product lifetime and the circular economy.

Systematising product eco-design

Because the carbon footprint of products is determined from the very first design sketches, our R&D and marketing departments integrate eco-design from the earliest stages of product development.
Convinced of the need to eco-design our products, we began, in the early 2000s, to establish a framework based on environmental and health criteria.
Today, 8 major eco-design criteria shape our product specifications, from product design through to recycling.
We use life-cycle assessment software to evaluate and select lower-impact raw materials, improve our manufacturing processes and refine our maintenance recommendations.

FOCUS.
Our main eco-design criteria:

Material safety

Longevity

Carbon footprint

Recycled, mineral & bio-based content

Product lightweighting

Ease of maintenance

Removability

Recyclability

Transparent communication on the impact of our products

Gerflor is committed to providing transparent information on the environmental impact of its products. Our dedicated in-house team carries out Life Cycle Assessments (LCAs) across our product ranges and, following third-party verification, Environmental and Health Declaration Sheets (**FDES,** for Fiche de Déclaration Environnementale et Sanitaire in French) and Environmental Product Declarations (**EPDs**) are made available to our customers.
These documents provide detailed information on the environmental impact of our products and also serve as input data for our R&D department as part of its eco-design approach.
We also provide Environmental Product Sheets, which summarise the product's main environmental attributes, such as its carbon footprint, raw materials, recycled content, recyclability and the environmental certifications obtained. These documents are available on our websites.

Share of sales in Europe covered by an EPD or FDES

2025 RESULT	2030 TARGET
55 %	95 %

Ensuring long-lasting flooring

Because product lifetime is a key factor in reducing environmental impact, we are committed to manufacturing durable products.
Whether made of vinyl, linoleum, wood or polypropylene, all our flooring solutions are designed to resist wear. Depending on the product range, we develop solutions suitable for heavy pedestrian traffic (such as public building entrances and retail stores), regular mechanical traffic (such as forklift trucks in warehouses), as well as resistance to indentation, scratching, chemicals, temperature variations, moisture and other demanding conditions.
Most of our flooring products have a service life of **25 years**.
For professional applications, we offer a commercial warranty of **10 to 15 years**.

Increasing the share of sustainable raw materials

To address the scarcity of natural resources and combat climate change, Gerflor is committed to increasing the proportion of sustainable raw materials used in its products, including recycled, bio-based and mineral materials.

FOCUS.

57 %

of PVC comes from mineral resources: the raw materials used to manufacture it are salt and ethylene.

GTI® tile range, specifically designed to withstand mechanical traffic.

Share of materials that do not contribute to resource depletion in our products
(bio-based, mineral or recycled)

2025 RESULT	2030 TARGET
73 %	75 %

bio-based, mineral and recycled raw materials

Growth in 2025 was driven by the launch of the Taraflex® and Premium product ranges incorporating bio-based materials.

Increasing recycled content in our products

On average, Gerflor vinyl flooring contains 23% recycled content. These secondary raw materials come from production scraps generated in our plants, installation scraps, end-of-life products collected from our customers and, to a lesser extent, from other industries.

Materials to be recycled

Please note:
- All our recycled content is controlled and complies with the European REACH Regulation. The incorporation of recycled materials does not compromise product quality or performance.
- The recycled content of each product is available in its Environmental Product Sheet.
- In 2025, SCS certified the recycled content of ten tile and plank ranges manufactured in France and four wall covering ranges manufactured in Belgium.

Average recycled content across our vinyl product ranges

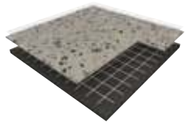
2025 RESULT	2025 TARGET	2030 TARGET
23 %	30 %	30 %

The result is below target due to an unfavourable product mix during the period, limiting the incorporation of higher levels of recycled content.
To achieve our medium-term objective of 30%, we will continue our efforts by:
- Pursuing technical developments to replace more virgin raw materials with recycled materials;
- Supporting the progress of newly integrated subsidiaries;
- Collecting greater volumes of installation offcuts and end-of-life products from our customers.

Gerflor vinyl flooring
Average recycled content – selected examples

80%
Batéco protective rolls

60%
GTI® Pure technical tiles



43%
Premium Compact rolls

33%
Creation 55 Clic (SCS Global certified)

SPM wall protection panels
24% average recycled content

Gradus carpet
62% to 80% recycled content

Romus Econyl® entrance matting
100% recycled fibres

Bio-based content

For many years, we have offered product ranges that are predominantly bio-based, such as linoleum and Connor sports flooring. We are also working to increase the proportion of bio-based content in our vinyl ranges.

Milestones in our bio-based innovation journey

2008

Saga²
with cork backing

2025

Premium Zero innovation
towards zero fossil resource extraction

2011

Mipolam Symbioz™
17% bio-based content

2024

Launch of the new Taralay Premium and Taraflex® ranges with bio-based content

2014

Acquisition of Connor Sports
- Sports flooring manufactured from North American maple wood
- FSC certified

2023

Texline Nature
First residential roll flooring range incorporating bio-circular content

2018

Acquisition of DLW Linoleum
- 76% bio-based
- 98% bio-based and mineral
- Cradle to Cradle Certified® Silver

2021

Mipolam Bioplanet
17% bio-based content

Premium and Taraflex® with bio-based content

In 2024, we introduced 15% to 24% plant-based materials to replace fossil-based raw materials in our flagship Taraflex® and Taralay Premium ranges. Today, more than 80% of the content of these products is bio-based, mineral or recycled.

Taraflex® Brochure

Premium Brochure

Bio-circular innovations

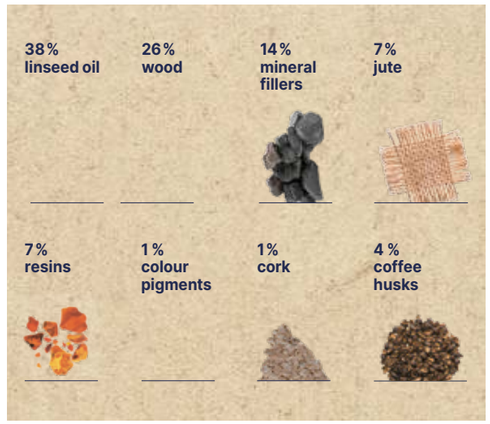
Our Taralay Premium Zero and Texline Nature ranges represent a new step towards vinyl flooring without fossil resource extraction. We source fossil-free PVC to reduce our environmental footprint.
The traceability of renewable raw materials is guaranteed through the mass balance approach, certified under the ISCC+ scheme.

Taralay Premium Zero contains 35% bio-circular materials, while Texline Nature contains 10%.

Our DLW Linoleum range

Our compact linoleum range contains up to 98% bio-based or mineral materials.
It is Cradle to Cradle Certified® Silver.

Composition of our DLW Linoleum range:



Share of turnover generated by products incorporating bio-based materials

2025 RESULT
14%
of turnover

2025 TARGET
10%

The launch of the new Taraflex® and Taralay Premium ranges in 2024 enabled us to significantly exceed our 10% target. These ranges were specifically eco-designed to incorporate bio-based content.

The environmental performance of our operational units

Gerflor plants continuously work to reduce their environmental impact: smoke treatment to capture dust and VOCs, noise reduction, energy optimisation, use of renewable or decarbonised energy, significant reduction in water consumption thanks to optimised closed-loop cooling systems, waste sorting at source and material recovery.

Like our products, our operational units (buildings, processes and utilities) are designed or upgraded using environmental performance criteria covering every aspect: air, soil, energy, resources, waste, carbon and risk.

Certified sites

As part of a continuous improvement approach to quality, environmental and energy performance, our sites are committed to ambitious certification programs:
- Most of our sites are certified to ISO 9001 (Quality Management) and ISO 14001 (Environmental Management);
- Our main plants in France, Germany and China are certified to ISO 50001 (Energy Management), representing 71% of the Group's total energy consumption.

NEW

FOCUS.
100% green electricity in Germany.
Our linoleum plant currently generates more than 20% of its electricity through its photovoltaic panels. The remainder of its electricity demand is supplied by guaranteed renewable energy sources backed by certificates of origin.

→ Modernised facilities to reduce our energy consumption. Gerflor plant, Tarare, France.

Preserving resources

Reducing our energy consumption
To reduce the energy consumption of our plants, we have taken action on several fronts:
- Replacing heating and cooling systems with new technologies (redesign of energy systems, high-efficiency boilers, air-source energy systems, etc.), redesigning energy distribution networks, insulating critical points and recovering waste heat from our main plants (Tarare, Saint-Paul, Grillon, Troisdorf, Delmenhorst and Carrickmacross);
- Monitoring and analysing base-load energy consumption during short shutdowns (weekends) and long shutdowns (planned maintenance);
- Monitoring and analysing energy consumption by production order;
- Rolling out photovoltaic panels for on-site self-consumption;
- Using biomass energy at the Amasa plant (USA), generated from sawdust recovered during the machining of wooden flooring planks to supply the plant's heating system;
- Systematically integrating energy performance and decarbonisation into project specifications.

We are now entering a new phase of electrifying our industrial processes as part of a multi-year investment plan, addressing the dual challenge of improving energy efficiency while accelerating decarbonisation.
In 2025, our most energy-intensive production line was upgraded to support the achievement of our ambitions.

Risk management across the value chain
Gerflor assesses environmental risks throughout its entire value chain, from the selection of raw materials through transportation, storage, manufacturing and product use, right through to the recycling of finished products.

FOCUS.
At sites located in peri-urban areas, we maintain **regular dialogue with local residents** to keep them informed of developments and to listen to their concerns.

Reduction of energy intensity
VS 2021, in kWh/m²

2025 RESULT	2025 TARGET
-19 %	**-10 %** in France and Germany.

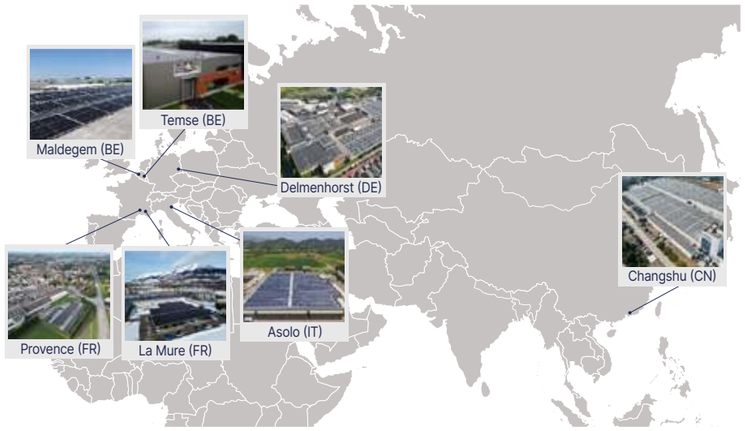
↳ Energy savings significantly exceeded our target thanks to the energy optimisation measures implemented across our production sites and improvements to our energy mix.

Reducing our water consumption
As part of our responsible resource management approach, we have implemented a number of initiatives to reduce our water consumption, including:
- Continuous monitoring of water consumption, leak detection and the identification of abnormal consumption;
- Replacing cooling towers with adiabatic dry coolers to reduce both water and energy consumption;
- Analysing water distribution networks;
- Systematically integrating water consumption requirements into all project specifications.

-33 %
water consumption compared with 2021, despite business growth resulting from acquisitions.

Developing renewable energy

In 2025, DINAC and in partnership with EH2 inaugurated a photovoltaic carport power plant at the DINAC site in La Mure, France. With an installed capacity of 500 kWp, the installation generates more than 600 MWh per year, covering most of the site's electricity needs through self-consumption.
By the end of 2025, a total of **72,000 m²** of photovoltaic panels had been installed across 7 of our sites worldwide. We will continue this momentum: a further **100,000 m² has already been approved**, with the objective of reaching 40% renewable energy in our energy mix by 2030.



Reducing, reusing, recycling and recovering waste
Improving machine efficiency, increasing equipment reliability and optimising production planning are all everyday levers to reduce waste generation.
We continuously challenge the packaging of both raw materials and finished products.
Production scraps are recycled within our plants.
Finally, every container, material, product or residue that cannot be reused internally is collected by specialised partners for reuse, recycling or energy recovery.
Our objective is zero recyclable material without recovery.

-35 %
final waste generated in France in 2025 compared with 2019

Tiles & Planks Plant,
Saint-Paul-Trois-Châteaux, France.

FOCUS.
Our eco-designed vinyl tiles and planks plant.
Operational since 2018, our Saint-Paul-Trois-Châteaux plant was designed to:
- Operate as a recycling centre capable of incorporating up to 55% recycled content into its products;
- Minimise energy consumption per square metre produced through a gravity-mixing process and a continuous manufacturing process that continuously optimises product temperature.

A recycling unit fully integrated into the manufacturing process.

Decarbonising transport: the FRET21 initiative

In 2022, Gerflor joined the voluntary FRET21 program, supported by ADEME, to reduce the carbon footprint of its transport activities worldwide.

The FRET21 commitment is based on a three-year action plan structured around four key levers:
- Load factor optimisation;
- Distance optimisation;
- Transport mode optimisation;
- Responsible purchasing.

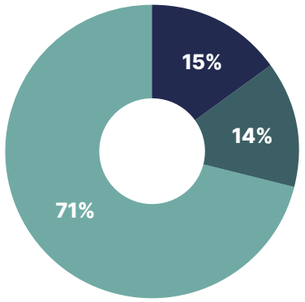
At the end of our first commitment period, we exceeded our initial target of a 5% reduction, cutting our emissions by 2,090 tCO_2e. We subsequently obtained FRET21 certification in 2024.
Building on this positive momentum, Gerflor renewed its commitment for a new period. This time, our objective is to reduce CO_2 emissions from product transportation by 10% by 2027, compared with 2024.
We have also expanded the scope to include all our subsidiaries, enabling us to deploy our initiatives internationally and share best practices across the Group.

In 2025, we remained well on track to achieve this objective through initiatives including:
- The use of biofuels for inter-site transport between our distribution centres in France and our plants in Germany;
- Exporting containers to Brazil and the United States using combined rail-road transport from our plants to the Port of Le Havre;
- Integrating one of our wall product ranges into our distribution network, enabling larger consolidated shipments while benefiting from the transport operator's lower-carbon energy mix.

Our actions are carried out in close partnership with our transport providers. This collaboration is essential to deploying efficient and sustainable logistics solutions.

Results: Within three years, we have already reduced freight-related CO_2 emissions by 7%, equivalent to 240 trips around the world by car avoided*. This exceeds our initial objective of -5% over three years.

3,750 tCO_2 avoided since 2022
Contribution by action:



- Distance optimisation: 15%
- Load factor optimisation: 14%
- Transport mode optimisation: 71%

100% electric transport for internal product movements.

*Source: ADEME.

Moving towards digital sobriety

In an era of digital transformation, it is our responsibility to address the environmental impact of digital technologies.
Since 2020, we have launched a number of proactive initiatives through close collaboration between our CSR and IT teams. These include extending the service life of IT equipment, integrating refurbished equipment into our hardware fleet, automating the shutdown and start-up of digital devices, simplifying email signatures and regularly promoting Green IT best practices.

Since 2021, we have measured Gerflor's digital carbon footprint, defined targets to reduce this impact and structured our Green IT approach through a Responsible Digital Charter, built around four key areas:
- Embedding responsible digital practices throughout the company;
- Measuring digital impact;
- Raising employee awareness;
- Responsible digital procurement.

Results:
-17% CO_2 emissions (tons) compared with 2021
-33% kg CO_2/FTE.

Although the result has not yet fully met our target, the work carried out over the period has enabled us to:
- Improve the reliability of our calculation methodologies;
- Reduce our environmental impact;
- Implement long-term measures, particularly regarding IT equipment, such as extending the service life of computers.

FOCUS.
Since 2022, we have organised activities as part of Cyber Clean Up Day, including:
- Cleaning up employees' email inboxes;
- Collecting obsolete electronic equipment from employees so that it can be refurbished or directed into appropriate recycling and recovery channels for a second life.

Reducing and decarbonising employee travel

Emissions related to employee travel have been quantified. Based on this assessment, the following actions have been implemented:
- Revising the company vehicle policy;
- Providing eco-driving training for field sales representatives;
- Increasing the number of electric vehicle charging points in Gerflor car parks;
- Expanding the use of electric commercial vehicles within the company fleet.

In France, the share of hybrid and electric vehicles in the company fleet increased from 3% in 2020 to 13% in 2025.

Recycling: at the heart of our processes for more than 20 years

For more than 20 years, we have embraced a circular approach to preserve natural resources. Over the years, our strategy has been built around three key principles: reduce, reuse and recycle. We work to minimise waste generation throughout every stage of our products' life cycle. For more than two decades, we have promoted reuse by offering looselay installation solutions. Whenever waste is unavoidable, we prioritise recycling. Recycling transforms waste into a valuable secondary raw material that can be reintegrated into the manufacture of new products, reducing the consumption of virgin resources while lowering the carbon footprint of our activities.

Collection and recycling solutions at every stage of the product life cycle

With very few exceptions, our vinyl and linoleum flooring and wall coverings are recyclable.
We strive to recover recyclable materials at every stage of a product's life cycle: from production and installation through to end of life.

Production offcuts
Technical trials, quality rejects and cutting operations generate production scraps. These are collected directly from production lines, shredded or converted into granules, and then reincorporated into new manufacturing processes.
All Gerflor Group plants also operate as recycling centres.

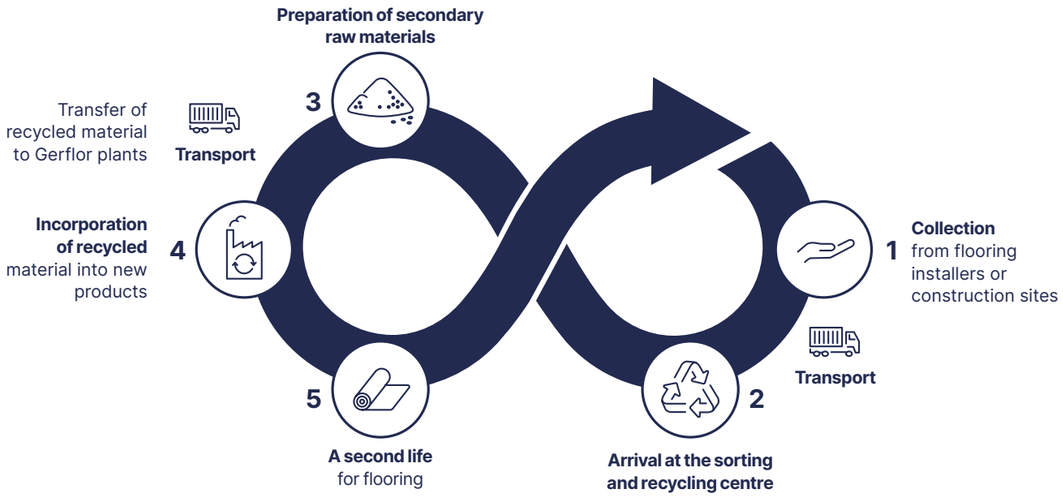
Installation offcuts
Depending on the type of product, installation generates between 3% and 10% of scraps.
Our Second Life program enables these scraps to be collected free of charge from construction sites or flooring installers for recycling.

End-of-life products
As part of the Second Life program, we recycle both looselay and glued products at the end of their service life. Glued products generally contain adhesive residues and levelling compound on their backing.
This service is available on a targeted basis and under different conditions depending on the country.
Before any collection takes place, we verify that all recovered products comply with the REACH Regulation. Any product whose composition cannot be guaranteed undergoes laboratory testing and, where necessary, a dedicated treatment process.
This ensures that only secondary raw materials fully compliant with REACH are reincorporated into our manufacturing processes.

→
Installation offcuts

The Second Life program, our collection network

Launched in 2011, the Second Life program is free of charge for flooring contractors and distributors and is designed to fit their operational constraints. We also accept flooring products from other manufacturers.
Once collected, the materials are transported to one of our two recycling centres for processing. The secondary raw material produced is then shipped to Gerflor plants, where it is incorporated into the manufacture of new products.



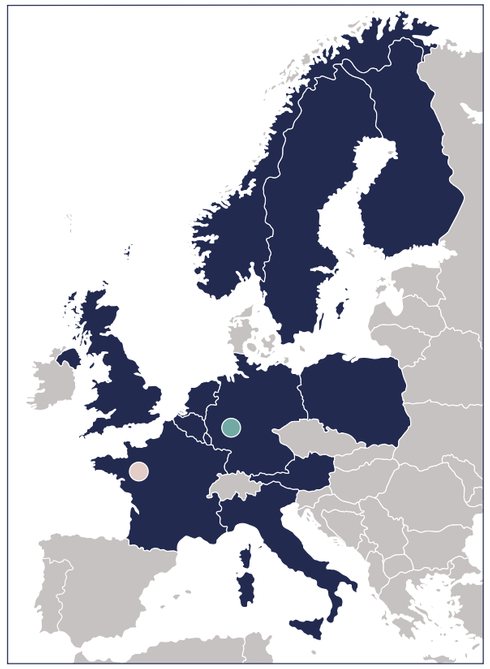
We collect and recycle a wide range of products

Initially dedicated to vinyl flooring, the recycling program has gradually expanded.
Linoleum flooring (both glued and looselay) is now collected, recycled and reincorporated into production at the DLW plant.
Gerflor wall coverings, SPM wall protection solutions and carpet products also benefit from dedicated recycling solutions in certain countries.

Recycling linoleum flooring

Linoleum flooring contains up to 98% bio-based and mineral materials.
It is collected through the Second Life program and then follows a dedicated recycling process.
Installation offcuts are sent directly to the DLW linoleum plant, where they are prepared and reincorporated into new flooring.
End-of-life glued products are first processed at a recycling centre, where the adhesive and levelling compound residues are separated from the flooring.
The cleaned natural material is then micronised and transported back to the DLW plant for incorporation into new products.

We collect in 12 countries and recycle through two dedicated recycling centres



The Second Life program was available in 12 countries in 2025, either as a fully deployed scheme or as pilot initiatives: France, Germany, Austria, Belgium, Luxembourg, the Netherlands, Norway, Sweden, the United Kingdom, Finland, Poland and Italy.

Floor to Floor recycling centre (France).
Since 2017, we have partnered with PAPREC, France's leading recycling company, through a joint venture to operate a recycling facility dedicated to resilient flooring. Known as Floor to Floor, this facility sorts the collected products and recycles them according to strict specifications, ensuring that the recovered material can be reincorporated into the manufacture of new products.

TRS recycling centre (Germany).
To support the growing volumes collected through the Second Life program and the Group's strong commitment to the circular economy, Gerflor invested in January 2025 in a new recycling facility located close to its plant in Troisdorf, Germany.
The site processes installation offcuts and end-of-life products, including both glued vinyl and linoleum flooring, collected from several European countries.

Recycling at our plants and recycling centres (tons)

2025 RESULT	2025 TARGET	2030 TARGET
61,006 t	60,000t	65,000t

We achieved our target.

A flagship project in 2025: the new Chwapi Hospital in Walloon Picardy

With 708 beds and 140 day-hospital places, the new Chwapi Hospital is one of the largest hospital construction projects in Walloon Picardy.
A total of 65,000 m² of Gerflor flooring was installed, with an installation offcut collection system integrated from the very start of the project.
Thanks to the Second Life program, 15 tons of installation scraps were collected and channelled into our recycling streams, demonstrating the effectiveness of a collaborative approach involving Gerflor, the construction teams and local partners.

Gerflor is actively involved in collaborative initiatives to develop the circular economy on a large scale

- ERFMI Loop Project (Europe)
- ResiLoop Program (Australia)
- Chair of the ERFMI Circular Economy Committee
- Chair of the Kalei Environment Committee

Loop Project (Europe)
This circular economy initiative, led by ERFMI, aims to establish a collection and sorting network for end-of-life flooring.
The project is testing operational solutions and business models for deployment across Europe.
By 2030, its ambition is to recycle up to 60,000 tons of waste per year.

ResiLoop Program (Australia)
In Australia, Gerflor is proud to be a founding member of the ResiLoop program, an initiative led by the Australian Resilient Flooring Association (ARFA).
The project aims to build a circular economy for resilient flooring by developing local collection, recycling and processing capabilities for installation scraps and obsolete stock.
Through this initiative, Gerflor actively supports the transition towards a more sustainable model for the Australian flooring industry.
In 2025, its first full calendar year of operation, ResiLoop collected 56 tons of material, equivalent to more than 11,000 m² of flooring.

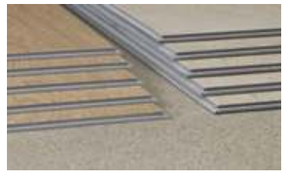
Reuse: the other driver of our circularity approach

European Directive 2008/98/EC states that reuse should be prioritised over recycling whenever possible. To decarbonise our activities, reuse is therefore a major lever.

Looselay installation: preparing tomorrow's reuse

For more than two decades, Gerflor has been innovating and establishing itself as a leader in looselay installation solutions.

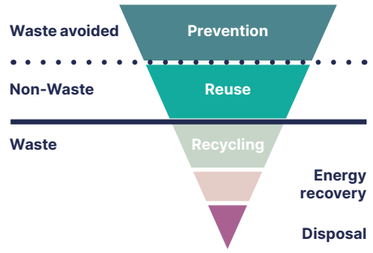
2000
Gerflor invented and patented the first looselay vinyl rolls with textile backing.



2010s
Gerflor patented innovative click-lock systems for tiles and planks.

2023–2025
Gerflor accelerated the deployment of looselay solutions:
- Taralay Impression Hop (high-traffic rolls);
- Taraflex® SL (sports flooring rolls);
- Creation Zen (tackified tiles and planks).

These removable solutions facilitate reuse while preserving the integrity of the subfloor during removal, avoiding levelling operations that are both time-consuming and carbon-intensive.
A dedicated guide and tutorial (PMO #450) help our customers reuse looselay rolls.



Partner of Ecoscale, the CSTB circularity assessment tool

Gerflor has been involved from the outset in the development of Ecoscale, the circularity assessment tool created by CSTB (Centre Scientifique et Technique du Bâtiment – French Scientific and Technical Centre for Building).
Ecoscale is an assessment tool that measures the circularity of building products and equipment based on four indicators:
- Recycled and renewable materials;
- Disassemblability;
- Reusability;
- Recyclability.

Today, seven Gerflor products have obtained an Ecoscale assessment.

An example of flooring reuse: the Paris 2024 Games

As an Official Supporter of Paris 2024, Gerflor supplied 40 competition courts, representing more than 33,000 m² of sports flooring.
At the end of the Games, all of these floors were dismantled and reused, notably by schools and local authorities.

The environment: everyone's responsibility

**Awareness and training are essential levers for accelerating the environmental transition at every level of the company.
In 2025, this commitment reached a new milestone.**

To support the launch of the "2030 Objectives" roadmap, Gerflor rolled out a large-scale internal training and communication program designed to strengthen an environmental culture that was already deeply embedded across the Group.

A series of nine webinars was organised to present our commitments and clarify the role expected of every employee.

This program was complemented by an e-learning module, "We care / We act: Our 2030 Objectives!", designed to raise awareness among all employees, including new joiners, of environmental challenges and the 10 key objectives set for 2030.

By the end of 2025, **568 employees**, including 70% of our sales teams, had completed this module.

At the same time, **646 employees** from the R&D, Sales and Marketing departments received in-depth training in **Life Cycle Assessment (LCA)**, **Environmental Product Declarations (FDES/EPDs)** and raw materials.

Finally, all Marketing and Communication teams completed dedicated **anti-greenwashing** training, delivered by a recognised expert. This was supported by practical guidance sheets to ensure responsible and consistent communication practices.

This program **strengthens and complements the environmental training initiatives already in place** throughout the Group.

GERFLOR
Training School

Our priority is to create healthy and comfortable spaces that contribute to the well-being of our customers.
We comply with the most demanding environmental and health standards.
We continuously work to improve the acoustic performance of our products and pay particular attention to their aesthetics, helping to enhance every indoor living environment.
We develop designs specifically created to support children's learning, provide comfort to people living with mental health conditions and improve accessibility for people with disabilities.
To best meet our customers' expectations, we offer tailored support throughout every stage of their project, from design through to installation, including technical advice, pre-cutting services, customised designs, digital services and recycling solutions.

Our commitment to our customers

Healthy products

100 million people around the world live on our floors
500 million patients are healed every day on our floors.
The health and safety of our users is an absolute priority.

REACH Compliance and Product Safety

European regulation managed by the ECHA (European Chemicals Agency), REACH European chemicals products, REACH Registration, Evaluation, and Authorisation of REACH (Registration, Evaluation, Authorisation and Restriction of CHEMICALS) lists the substances chemicals having or suspected of having an impact on human health, as well as the ways they can be used.
We guarantee to our users that the delivered products contain no substances from the candidate list (SVHC), nor those subject to restriction (Annex XVII) or authorisation (Annex XIV) for building use.

Exemplary products for indoor air quality

Each person spends 90% of their time indoors today. Indoor quality is thus a major challenge which Gerflor has been taking on for decades. We impose stringent thresholds on ourselves to limit Volatile Organic Compounds (VOCs) emissions: 91% of our floor and wall products sold have performance values at least 10 times better than the strictest regulatory thresholds.

FOCUS.

All Gerflor products are A+ certified which is the best emission level for building products.
Gerflor floor coverings are Floorscore® certified, allowing our clients to secure an additional point in the LEED™ certification system. All Gerflor linoleum products are certified with the Blue Angel, a leading German certification for product emission levels.

Adhesive-free products

In line with this approach, and in order to reduce emissions of VOCs (Volatile Organic Compounds) associated with adhesives, we have developed innovative solutions. The new generation of products can be installed without adhesive or using a simple double-sided adhesive tape around the edges of the panels.
We are convinced that these 'adhesive-free' solutions represent the future of flooring.
As well as improving indoor air quality, they offer easier and quicker installation, with time and cost savings during fitting. They also facilitate reuse or recycling at the end of their life, as they involve neither adhesive residue nor levelling compound.
Back in 2000, Gerflor invented looselay vinyl rolls with a textile backing, a patented technology that has become a benchmark in the roll flooring market. We also offer looselay or click-lock tiles and planks, based on various click-lock technologies patented by Gerflor.
Today, Gerflor is the market leader in looselay flooring, with 38 per cent of its sales coming from looselay products.

Sales made with looselay products

2025 RESULT	2025 TARGET	2030 TARGET
38 %	35 %	45 %

→ 2025 target largely exceeded thanks to the success of adhesive-free products and new looselay solutions that have been added to the range (e.g. Snaplock).

Innovating to ease cleaning and enhance hygiene

Facilitating maintenance
Facilitating and optimising the cleaning of our floors is a priority. Cleaning can account for up to 30% of the product's carbon footprint over its lifecycle as it requires water, energy and cleaning agents. Maintenance solutions can greatly reduce the product lifecycle cost by saving on cleaning time, consumables, or metallisation operations.
Gerflor has invested in innovation to create high performance surface treatments. These treatments are essential for protecting the floor covering from stains and dirt and for facilitating maintenance.

Ensuring optimal hygiene
Having served the hospital sector for decades, Gerflor possesses strong expertise in hygiene and disinfection and has developed a complete range of solutions:
- Floors
- Walls
- Coved skirting
- Clean Corner System
- Hot welding

This waterproof system has no areas where dirt can accumulate and ensures optimum hygiene by reducing the risk of infection.

Evercare® and Protecsol® 2 varnishes help reduce the frequency of cleaning and water and cleaning product consumption, significantly reducing the CO_2 impact.

For the well-being and comfort of all users

Our mission is to contribute to the well-being and comfort of our users by offering easy-to-live with and inclusive solutions.

Beautiful interiors

Gerflor Group has always had an in-house artistic direction team.
Its mission: to contribute to the well-being of users by creating atmospheres tailored to each of our ten application segments.
Every year, our artistic direction team collaborates with our clients, as well as with influential architects and designers, to identify and anticipate emerging trends.

Gerflor now offers a comprehensive catalogue of over 4,000 proprietary designs, illustrating our creative expertise and our ability to provide aesthetic solutions that cater to the diversity of uses.

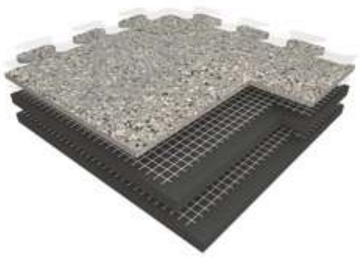
Improve acoustic comfort and insulation

Aware of the impact of noise pollution on comfort and quality of life, especially within the residential, hospitality, healthcare, and education sectors, we have developed innovative acoustic products. Our solutions, such as Clic acoustic tiles and planks, ranges of acoustic rolls and Saga2, incorporate foam or cork layers to reduce footfall noise and dampen sound.

Our resilient surfaces are also designed to reduce impact noise.

In commercial or industrial settings, the absence of closely spaced joints in our roll or GTI® solutions helps to limit noise from the movement of rolling loads and trolleys, compared to tiling.

FOCUS.
Acoustic reduction of GTI® tiles
Reduction of rolling noise from trolleys: -8dB
Floor impact noise reduction: -4 dB
Reduction of footstep noise: -17dB
(Source: internal study; comparison vs. a 'rigid' floor)



FOCUS.
UPEC A+ certified products in France
All our acoustic ranges are certified QB UPEC A+. This certification is issued by the CSTB (Scientific and Technical Centre for Building) and guarantees sound insulation of at least -15dB.

Contributing to the health and safety of sporting practice

Our sports floors guarantee shock absorption, energy return and slip resistance, enabling athletes, whatever their age or level of ability, to train in complete safety.

FOCUS
In 2025, Gerflor conducted, in collaboration with the Interuniversity Laboratory of Biology of Movement, a biomechanical study focusing on athletes of intermediate weight - children, women and young adolescents – who are generally under-represented in standardised testing protocols. The results highlighted the benefits of Taraflex® flooring for this group: a significant reduction in the impact and vibrations exerted on the musculoskeletal system, thereby contributing to a safer and more comfortable sporting experience.

Providing tailored solutions for para sports

For the Paris 2024 Paralympic Games, Gerflor had supplied 19 courts, adapted for six Paralympic sports: Boccia, Goalball, Para Badminton, Sitting Volleyball, Wheelchair Rugby and Wheelchair Basketball.
In 2025, Gerflor continued its commitment by renewing partnerships with the International Boccia Federation (BISFed) and the World ParaVolley for sitting volleyball. These agreements certify that our Taraflex and Sportcourt surfaces are suitable for adapted sports and are approved for official competitions until 2028.

Ergonomic solutions for our customers

The Romus Mix Performer is a mixing and application station that makes levelling work on site easier.
By combining these two functions in a single piece of equipment, it reduces repetitive movements and improves efficiency. The fact that it is operated whilst standing is a major ergonomic advantage: it reduces awkward postures, the need to kneel and strain on the back. As a result, installers benefit from more comfortable working conditions, with less fatigue and better protection of their health.
The Mix Performer thus helps to combine productivity and well-being on site.

Improving ergonomics in industry

In an industrial environment, dynamic and repetitive tasks (walking back and forth) and/or static tasks (standing on the line) can influence muscle fatigue, stress and the risk of workplace accidents.
A biomechanical study conducted by the LIBM (Interuniversity Laboratory of Motor Biology in France) compares Gerflor GTI® vinyl tiles to what is termed a 'hard' floor (epoxy resin, tiles, concrete, etc.).

The researchers equipped the workers with sensors and established that the GTI® allowed:

15 %
reduction in impact and vibrations on the body during walking

10 %
reduction in muscle strain

20 %
improvement in perceived comfort while walking

National studies (INRS) show that 9 out of 10 work-related illnesses are musculoskeletal disorders

Supporting individuals with neurocognitive disorders through inclusive design

Neurocognitive disorders, such as Alzheimer's, occur in many neurological diseases due to the progressive degeneration of certain neurons. These pathologies affect memory, thinking, behaviour, as well as the ability to perform daily activities. They affect 55 million people today and will affect 132 million by 2050 (source: WHO).
By using inclusive design, Gerflor enhances accessibility, well-being, and ensures participation for everyone.
Gerflor offers more than 70 designs validated and accredited by the Dementia Services Development Centre (DSDC). This organisation is an independent and internationally recognised centre of knowledge and expertise, dedicated to improving the lives of people with neurocognitive disorders.

FOCUS.
Best practices for choosing an inclusive floor and wall covering solution

1. Contrasting colours between two rooms
2. Soft and subtle patterns
3. Safer matte floors
4. Good sound insulation
5. A consistent installation direction to reduce anxiety
6. Optimal cleanliness.

Facilitate building accessibility to people experiencing disabilities

The companies within the Gerflor Group offer a range of accessibility solutions, including guide rails, tactile paving and stair safety features.
Our ranges of flooring, wall coverings and finishing elements offer a wide range of colours with differences in LRV (light reflectance value) of over 70%. In addition to visual comfort, these high-contrast LRV values help to facilitate movement, better highlight obstacles and reduce the risk of accidents, particularly for people with visual impairments.

Enhancing comfort and safety in wet rooms

To enhance accessibility for people with reduced mobility, Gerflor offers zero-threshold shower solutions. The Taradouche system includes anti-slip floor coverings, flexible wall coverings adapted to zerothreshold standards and the accessories necessary for implementing a zero-threshold solution. This solution is particularly suited to the needs of healthcare facilities, nursing homes and hospitals, for any open shower space.

Gerflor also offers a solution suitable for residential spaces, for partitioned shower areas: a shower with a tray, without any difference in level between the shower area and the rest of the bathroom.
This accessible solution was developed jointly by Gerflor and wedi.

↑
Taradouche system

Helping our customers reach their environmental goals

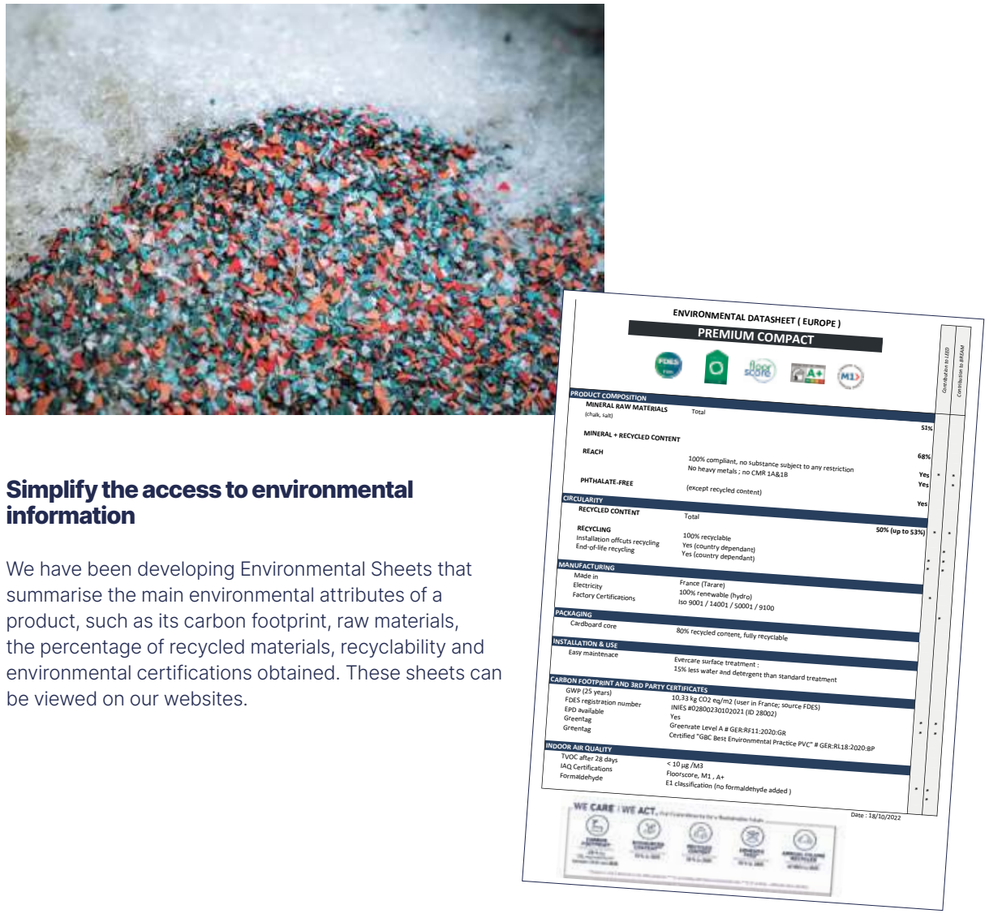
Building Certifications

Gerflor products contribute to building certifications such as LEED, BREEAM, HQE.
Their contribution varies according to the characteristics of the products and the technologies used.

The details of these contributions are certified by Product Passport Sustainability TFI, an independent certification body based in Germany. By the end of 2025, certificates will be available free of charge for 27 Gerflor ranges on the TFI website.

Product certifications

We also provide our clients with numerous external certifications, which vary according to the products:



Simplify the access to environmental information

We have been developing Environmental Sheets that summarise the main environmental attributes of a product, such as its carbon footprint, raw materials, the percentage of recycled materials, recyclability and environmental certifications obtained. These sheets can be viewed on our websites.

Customer success

Our clients are our priority: we support them to help ensure the success of their projects, thanks to teams that are closely attuned to the markets and innovative, digital services.

Understand our customers

We have established multiple tiers of analysis of our customers' needs and sources of satisfaction:
- Conducting annual customer satisfaction surveys to enhance our services in terms of product offerings, service and commercial relations
- Qualitative and quantitative studies with our various client groups - project owners, project managers, companies, distributors and the general public - as part of the " Customer Care " initiative
- A systematic analysis of each complaint to resolve the issue.

A global approach to customer satisfaction

To disseminate a customer satisfaction policy throughout all departments, quality teams are integrated into the various departments of the company (purchasing, supply chain, R&D, production, customer relations).

Results:
- Controlled product quality with an incident rate of 14 ppm (number of incidents per Mm^2),
- Equally high service quality with an incident rate of 0.21% during deliveries,
- A Technical Support Service working closely with our installer clients and on our construction sites: assistance with project start-up, training and support for the installation and maintenance of surfaces, support and advice throughout the entire lifespan of our products.

More than 450 incoming calls are processed every day by our customer service team.

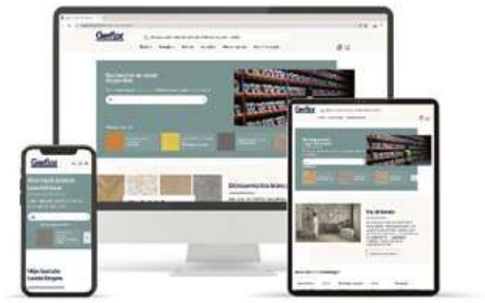
Simplifying the lives of our customers with digital services

For several years, Gerflor has undertaken a significant digital transformation plan. A major objective is to enable our customers to access information quicker through digital means. Digital services do not replace but complement the service provided by our business managers and customer advisors.

Client Portal

Place an order and track deliveries in real time

This Portal, dedicated to our business clients and distributors, enables 24/7 online ordering, stock access and delivery tracking.
A majority of our customers use it regularly, and a quarter of logins take place outside customer service opening hours.
Rolled out across several European countries, this tool helps to facilitate communication and streamline the customer experience.



The websites

Easy access to product information

In 2025, our efforts focused on enhancing the CSR and environmental data available online

In particular, we have provided our specifier clients with a tool to calculate the carbon footprint of their projects using Gerflor products, thereby helping them to make more informed and responsible choices.

Interior Designer

The simulation tool in just a few clicks

This digital tool enables our customers to incorporate their own photos to create a specific atmosphere and to customise floors and walls with selected Gerflor products.

When used in conjunction with the sample ordering service, it helps them to visualise the end result and confirm their choices with confidence before finalising their project.

Products and solutions that are increasingly personalised

A pre-cutting service at the factory
To facilitate installation and reduce installation offcuts, we offer a customised pre-cutting service carried out in the factory before dispatch.
This service applies notably to Sport products from the Taraflex® range as well as rolls of products distributed by large DIY superstores and decoration specialists.
In addition to customisation, pre-cutting is part of a broader initiative to reduce construction waste.
As part of our circular economy initiative, it is aimed at reducing construction site waste.

Digital printing
Since 2018, our digital flooring printing solutions have enabled clients to create an original and unique floor covering design, setting their projects apart. The digital printing line also allows for the production of small series, enabling production of "just what is needed" and avoiding unnecessary stock.

MyTaralay Impression, a custom floor for our clients.

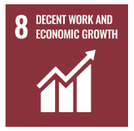
DINAC's customised solutions

To ensure high-quality finishes, DINAC offers a wide range of customised solutions: mat cutting, drilling and cutting of profiles, paint finishes to your RAL code, etc.

FOCUS.
Tarabus Kit System.
Pre-cut and pre-adhesive flooring to meet to the needs of our bus manufacturing clients: optimising their installation time and reducing installation offcuts to zero.

Preparation of Tarabus kits.
Tarare, France.

Our products come to life thanks to the dedicated women and men who build up the Gerflor Group.
Based on our HR Charter, we are committed to ensuring a safe and stimulating work environment where every employee is valued and has the resources needed to thrive and advance in their career.



Our commitment to our employees

Our employees' health and safety

Fully aware that our 5,500 employees are Gerflor's strength across every continent, we take care of them, their safety, their well-being and their future.
We are working towards the ambitious challenge of zero accidents by 2030.
To achieve this, we launched our Gerflor Safety Culture initiative in France in 2023 and then internationally in 2025.

Our health & safety charter

In order to ensure a completely safe environment for all staff – permanent and temporary, as well as staff from external companies, customers and partners – we have set out our commitments in our Health and Safety Charter.

This charter outlines the key principles of our prevention program:
- Compliance with regulations, applicable requirements, life-saving rules and other safety instructions.
- Health and safety are non-negotiable for all Gerflor Group activities.
- Commitment and leadership from all managers.
- Continuous improvement and standardisation of best practices.
- Everyone's responsibility for their own safety as well as that of everyone around them.

NEW

Health and Safety Charter 2022-2025

Gerflor

Our actions

- **Prevention:** by identifying existing or emerging risks in new projects (products, processes, buildings, etc.), through lessons learnt, or in response to specific incidents.
- **Detection:** by identifying hazardous conditions and behaviours and promoting safe behaviour through high-impact rituals:
  - Behaviour Safety Visit (BSV)
  - Key Risk Checking (KRC)
  - Top Stop
  - Safety alert
  - Safety Commitment Point (SCP)
  - Safety Contact
- **Analysis:** all accidents, near-misses, medical treatment cases, high-impact potential incidents (HIPO), as well as the effective addressing of their root causes, are analysed through rigorous problem-solving in accordance with 4D/8D standards.
- **Governance:** based on the reporting of information gathered during regular safety meetings.
- **Skills development:** via GSC training or specific courses (e.g. job-specific authorisations, etc.) for all staff.
- **Communication:** regular, impactful and engaging.
- **Regulatory monitoring:** ongoing compliance and external benchmarking.

To date, more than 50% of our workforce is covered by a safety management system (ISO 45 001 certified or in the process of being certified, and/or managed in accordance with our Gerflor Safety Culture approach).

Gerflor Safety Culture
A proactive approach towards 'zero workplace accidents'

Lost time accidents per million hours worked

2025 RESULT	2025 TARGET	2030 TARGET
6.3	Tf1* <4	Towards 0 accident Tf1* <3

We have not yet achieved our target, but Gerflor Safety Culture is proving its effectiveness as the trend is downwards.

Our safety rules

No. 1: I must log equipment for any maintenance work.
No. 2: I never work on a machine whilst it is running.
No. 3: I do not stand beneath a load or in the path of a moving load.
No. 4: I must use the appropriate equipment if I am working more than 1 metre above the ground.
No. 5: I must never bypass or disable safety devices.
No. 6: I must not use or look at my mobile phone whilst moving (driving, walking, etc.).
No. 7: I must wait until the ignition is switched off and the forks are on the ground before approaching a machine.
No. 8: I must have authorisation and the appropriate equipment before entering a restricted-access area.

FOCUS.
A charter and a set of golden rules are signed by all Gerflor vehicle drivers.

* Tf1: workplace accident frequency rate.

Staff well-being

We believe that quality of life at work is everyone's responsibility, particularly that of managers. We are convinced that this workplace quality of life fosters initiative, taking responsibility and improves our efficiency.

Promote and support quality of life at work

To maintain a workplace environment that supports this quality of life, we equip managers by providing them with the tools, attitudes and behaviours necessary to lead and develop their teams on a daily basis.
Thus, our training dedicated to managers helps them to develop themselves as managers, leaders, team developers and ambassadors of work life quality.

FOCUS.
Annual interviews.
In 2025, 98 % of employees felt that their annual interview was excellent or satisfactory.

FOCUS.
An organisation adapted to the legislation of each country.
The way work is organised at the Group's sites is tailored to the specific needs of each production entity and aligns with the regulatory framework of the respective country.

Improve the quality of life at work also aims to:

- Develop team spirit, strong interpersonal relationships and mutual support, whilst striving for the continuous improvement of our employees' performance so that they remain motivated, competent and accountable.
- To arrange and organise a dedicated opportunity for dialogue between the employee and their manager through an Annual Progress Review (APR).
- To shape human resources policy and global or sector-specific priorities based on feedback from employees, by regularly surveying them using a questionnaire on quality of life at work.
- Maintain a good work-life balance, notably through the implementation of a remote working agreement (in France, every employee whose role allows for remote working has the option to work remotely for up to two days a week).
- Communicate regularly with staff about the company's priorities, challenges and objectives to involve them in our shared vision and strengthen internal communication so that everyone has a better understanding of the company's strategy.

Gerflor offices, Saint-Paul-Trois-Châteaux

FOCUS.
Improvement of workplace environments.
As an example, at the Gerflor site in Saint-Paul, 12 projects involving the refurbishment or renovation of premises were carried out in 2025 to improve the quality of life for employees.

Recognising long-term commitment

With an average length of service of over 10 years and an average age of 44, the company is committed to its employees for the long term. To ensure equality in the treatment of all our staff members, Gerflor recognises and thanks the loyalty of its staff over time during the long-service award ceremony on our main sites. We recognise the length of service of employees at Gerflor and celebrate with our staff, their 5, 10, 15, 20, 25, 30, 40, and 43 years of service within our company.

FOCUS.
Employee turnover in 2025 (% of people leaving the company)

13%

Staff turnover is tending to return to 2022 levels. Our target is to be below 10% by 2030.

Respect the right to log out

We are committed to maintaining a work-life balance. Digital tools are not intended for use during periods of rest or during periods when the employment contract is suspended (maternity leave, sick leave, etc.).
We protect the 'right to disconnect' of all our employees: no logging in or contact outside working hours.

To ensure this right, a system for monitoring daily and weekly rest periods is in place in France for managers and is overseen by line managers, who must ensure that their staff's working hours and rest periods are respected.

Les Gerfloriades

Every 4 years, Gerflor organises an Olympics event that brings together nearly 350 employees from all its sites in France for a day dedicated to team spirit, friendliness, commitment and good spirits!

Watch the video of the Gerfloriades on YouTube:

Inclusion and diversity

**The Gerflor Group is committed to diversity and inclusion.
We do not tolerate any form of discrimination, and strongly believe that the differences of each employee enrich and strengthen the Group.
We are convinced that promoting an inclusive and respectful working environment for all employees fosters creativity, performance, innovation, and well-being at work, and contributes to the attractiveness of the Group.
That's why we make Diversity and Inclusion a guiding principle of all our HR policies and programs.**

Ensure equal opportunity for all

We do not tolerate any form of discrimination, whether it be on the grounds of gender, ethnic origin, age, skin colour, or religion within our company.
Gerflor, with its 40 different nationalities among 5,500 employees, affirms its commitment to an inclusive and respectful work environment for all, as required by our Code of Ethics, which includes an inclusion component and engages all our staff.

FOCUS.
Every year, during European Disability Employment Week, we organise awareness-raising activities.
In 2025, in France, information, videos and a quiz were shared with our teams.

The aim:
- To change perceptions of disability,
- To promote inclusion within our teams,
- To deepen understanding of disability in the workplace,
- To commit collectively to an inclusive and supportive working environment.

The topics covered:
- What is a disability?
- What are the different types of disability?
- What is an invisible disability?
- How should we interact with colleagues with disabilities?
- What is RQTH – French recognition of the Status of a Disabled Worker?

Guarantee gender equality in the workplace

- During recruitment, thanks to a structured and equitable process based on the candidates' competencies and their ability to evolve within the Group
- During the career path, basing remuneration and promotions on the performance and potential of employees.

In France, we have signed an agreement on professional equality since 2014, based on 2 principles:
- Equal rights between men and women, involving the prohibition of discrimination between employees due to gender, directly or indirectly
- Equal opportunities aimed at addressing gender inequalities between men and women in the workplace through concrete measures.

Women in the global workforce

2025 RESULT	2025 TARGET	2030 TARGET
27 % women	30 % women	30 % women
32 % women managers		

Although the target was not met across the entire workforce, largely due to the impact of the predominantly male workforce in production, the trend is generally positive, particularly amongst managers.

FOCUS.
In 2025, Gerflor's gender equality index is 87.

The development of our employees

We support our employees throughout their careers: onboarding, recognition of performance, sustainable professional fulfilment, skills development and training are key elements of our human resources policy. It is on these foundations that we build our action.

Training our teams

In order to maintain and develop the skills, professionalism and employability of every member of staff, we have built up a comprehensive training program over time:

- A multilingual digital platform, 'Gerflor Training School', which offers:
  - Specific training courses to capitalise on, enhance and implement best practices specific to our business lines,
  - Training in leadership and management,
  - Training in ethics, business conduct, anti-corruption and cybersecurity, to ensure the Group's security and behaviour aligned with our values,
  - Training on societal issues, particularly environmental issues...
  - Face-to-face training courses, aligned with the company's objectives and tailored to employees' needs:
  - A safety training program to meet the challenge of 'zero accidents',
  - Role-specific training to develop skills,
  - A management professional development program,
  - CSR training to achieve our CAP 2030,
  - Training to support international development.

GERFLOR Training School

Gerflor Training School (GTS) offers employees 85 online training courses.

The flagship modules for 2025:
- We care / we act: our 2030 goals!
- Tiles & planks: the Creation collection – create without limits.

As well as:
- Courses on professional efficiency,
- Management and leadership courses.

Internal mobility

2025 RESULT	2025 TARGET	2030 TARGET
35 %	40 %	40 %

The current trend will enable us to achieve our target by 2030, in particular thanks to our international momentum. In France, the internal mobility rate stands at 46%.

Integrate staff

To effectively welcome our new employees within their team and within the Group, we organise a standard induction program for everyone and individualised support specific to the business environment. Similarly, during external growth operations, we ensure the successful integration of new entities and their teams.

Developing skills and ensuring a career progression pathway for our staff

Talent management is a key priority for us: it enables us to align the organisation's needs with the skills and potential of our staff, prioritising internal recruitment over external applications whenever possible.

The benefits of effective talent management are many:
- Boosting staff motivation by offering attractive career prospects through internal mobility in France and internationally,
- Facilitating and encouraging the development of their skills throughout their career,
- Rewarding staff commitment, performance and their contribution to the Group's development.

To achieve this, Gerflor relies on structured processes:
- Annual Appraisals to assess skills and gather feedback on employees' expectations,
- Career Development Interviews to support future employability and manage the end of an employee's career,
- Quarterly Mobility Committees to match vacant roles with requests for internal mobility,
- An annual Talent Review to prepare for employees' career progression and the associated succession plans.

Social dialogue, and ethical behaviour

In line with its values, Gerflor requests each of its 5,500 employees to respect and uphold the fundamental principles of the United Nations, human rights, and in particular those of children. Social dialogue and ethical behaviour are two essential pillars of this commitment.

Encourage social dialogue

Because we believe in freedom of association and support the right to collective bargaining in countries where it is applicable, we have established a favourable framework for social dialogue.
- Freedom of association and respect for unions: we ensure that our partners respect their employees' right to freely choose to join or not join a legal association without fear of reprisals
- Agreements aimed at ensuring the well-being of our employees: social dialogue agreement and gender equality agreement.

Ethical working practices

Presented to each employee upon joining the Group, our Gerflor Code of Ethics outlines the conduct guidelines for all our stakeholders (employees, suppliers, distributors, temporary workers, etc.). Through this code of ethics, Gerflor is committed to ensuring compliance with rules within the Group and among its partners:
- Provide safe and healthy working conditions
- Ensure equal treatment for employees who must not be discriminated against based on criteria such as ethnic origin, gender, nationality, etc
- Promote and uphold human rights with its employees and in all commercial relationships
- Prohibit for itself and its partners, the use of child labour and forced labour.

FOCUS.
9 agreements in 2025
4 in Germany, 4 in France and 1 in Belgium
- 1 profit-sharing agreement
- 1 amendment to the agreement on healthcare and welfare costs
- 2 agreements on the introduction of a Time Savings Account
- 1 agreement on the relocation of a department
- 1 agreement on working hours
- 2 agreements on working and pay at weekends
- 1 agreement on safety

Reporting concerns

Implemented as part of the Code of Ethics, the whistleblowing procedure enables Gerflor employees, as well as any third party, to report any situation that contravenes our Code of Ethics. Our employees may also highlight any breaches within the company.

How does the procedure work?

The employee contacts an independent third party who assures them that they can raise their concern in complete confidentiality. If the report is deemed admissible on a wholly objective and confidential basis, they inform the compliance officer, who follows up on the matter. A procedure is then initiated: authorised personnel verify the accuracy of the alleged facts, carry out investigations and impose sanctions depending on the nature and severity of the facts.

Protecting employees' personal data

In order to comply with the laws and regulations in force in the countries where we operate, and in particular the European General Data Protection Regulation (GDPR), we have implemented a personal data protection program comprising:
- The general data protection policy,
- The management of individuals' rights,
- The management of consent,
- Data retention,
- Cybersecurity.

Its operation is based on:
- The appointment of a Data Protection Officer (DPO) registered with the CNIL,
- A register of personal data processing activities,
- Personal data risk management in each new project (privacy by design),
- A GDPR (General Data Protection Regulation) steering committee,
- A cybersecurity steering committee.

As a responsible company, we structure and strengthen our commitment through:
- A responsible purchasing approach
- Ethical practices with our stakeholders

These commitments are framed by charters outlining our principles and objectives.

In the territories where we are present, we contribute to society through active local participation:
- In terms of social and economic aspects, with, among other things, the training provided in our technocentres
- At the societal level, with the support of associations and community initiatives.

Our commitment to society

Responsible purchases

Recognising the crucial role of our selection of partners in meeting our social, economic and environmental commitments across our value chain, we are implementing a Responsible Purchasing approach.

Since 2020, we have shared our Responsible and Ethical Purchasing Charter with our suppliers, covering key topics such as the environment, health and safety, working conditions, labour rights and human rights, business conduct and ethics, as well as alert procedures and potential audits.

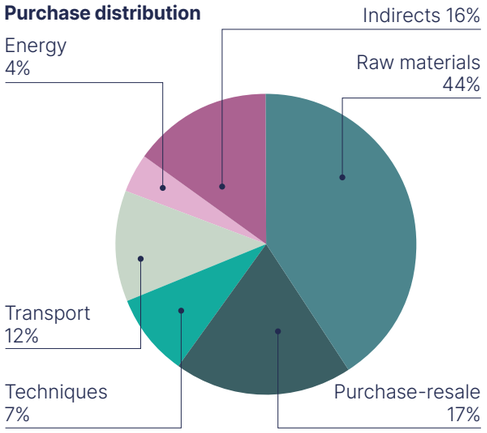
In 2025:
- Signature of the charter is required to open a new supplier account
- 57% of the group's expenditures are made with signatory suppliers.

Sustainable and Ethical Procurement Charter 2025-2030

Gerflor

The charter has been revised to set out the objectives for 2030.

Purchase distribution



Strategic and preferential suppliers who are signatories of the Responsible and Ethical Purchasing Charter

2025 RESULT	2025 TARGET	2030 TARGET
98 %	80 %	90 %

The target has been significantly exceeded thanks to the momentum generated by the responsible procurement initiative. For 2030, the target is expressed as a percentage of turnover accounted for by suppliers who have signed the charter.

We assess and support our suppliers in their sustainability efforts.

By 2025, 68% of our strategic and preferred suppliers had been assessed. This enables us to identify the best performers, which provides an opportunity for specific working meetings on best practices, obstacles, innovations and so on. Similarly, support can be provided to less mature suppliers.

In 2025, we organised several Sustainability Meetings. We are convinced that this approach encourages collaboration with the aim of achieving our objectives, particularly in terms of reducing CO_2 emissions. We are refining our carbon-related challenges in particular by collecting specific LCA data from suppliers. Today, 40% of the impacts associated with the procurement of materials are covered in this way. To support our partners' commitment to CSR issues, we have trained our buyers in responsible procurement practices.

Strategic and preferential suppliers with a CSR evaluation

2025 RESULT	2025 TARGET	2030 TARGET
68 %	50 %	90 %

Implementation of supplier assessments as soon as new accounts are created.

Buyers trained on the aspects of Responsible Purchasing

2025 RESULT	2025 TARGET	2030 TARGET
73 %	90 %	90 %

The roll-out of the training program in certain subsidiaries (USA, China) has been postponed until 2026.

FOCUS.
The procurement function accounts for 67% of Scope 3 emissions. We are working with our suppliers to reduce this by 30%.

Charte RELATIONS FOURNISSEURS ET ACHATS RESPONSABLES

FOCUS.
As part of our work on the CSRD, we have assessed the risks, opportunities and impacts across our entire value chain.
To take our commitments and actions a step further, we signed the Charter for Supplier Relations and Responsible Procurement (RFAR) in 2024, thereby joining 3,080 companies and public bodies committed to working with the French Ministry of the Economy to promote responsible procurement practices.

Ethical practices

Established with all stakeholders, charter ethics and codes of conduct guide our practices.

Our Ethical charter

Established for all our stakeholders (employees, suppliers, clients, distributors, temporary workers, etc.), this charter governs our practices, particularly commercial practices. The topics addressed are:
- Human rights
- Social issues
- The environment
- Our TRACE values
- Compliance with and respect for laws and regulations
- Ethical business relations with all of our stakeholders.

Our controls

During internal audits conducted within central functions or in the group's subsidiaries, specific controls are conducted on topics related to compliance.

Exposed employees trained in business ethics

2025 RESULT	2025 TARGET
80 %	90 %

Our codes of conduct: competition and anti-corruption

To provide a framework for our employees' conduct when interacting with suppliers and other stakeholders of the Group, we have drawn up a code of conduct on competition and a code of conduct on anti-corruption.
The Code of Conduct on Competition identifies and condemns practices that contravene competition law, in particular:
- Agreements between competitors on the allocation of market shares,
- Agreements with distributors or suppliers,
- Abuse of a dominant position,
- Conflicts of interest.

The Anti-Corruption Code of Conduct addresses other practices contrary to our Ethics Charter, in particular 'improper payments' in the form of gifts or favours offered to influence the recipient to perform or refrain from performing an act falling within the scope of their duties.

FOCUS.
Each year, a training campaign is offered to all employees exposed to risks on:
- Anti-corruption measures,
- Compliance with competition law,
- GDPR and the protection of personal data.

Training and local employment

We are working to promote the value of industrial jobs and the profession of floor covering craftsman (installer of resilient floor coverings), and to provide training for qualified young people.

Training floor installers

In order to support local training and employment, we have established the Gerflor technocentre in France to train young people and professionals in the job of floor installer (installer of floors and flexible coverings). Situated close to our factory in Tarare, this 750m² centre employing experienced trainers is equipped with 3 classrooms and 31 application cabins.

Trainees trained at the technocentre in 2025 :
- 180 participants in continuous professional development,
- 4 learners enrolled in CAP PAR qualification,
- 26 learners in Level 4 Floor Layer qualification,
- **107 Gerflor employees also received training in flooring installation!**

Promote learning

The Group pays its apprenticeship tax to schools in the regions where it is established, as well as to those attended by our apprentices or to organisations training young people in flooring trades.
Each year, Gerflor trains more than 70 young people through apprenticeships. Upon completing their program, nearly a third of them remain with the company.

FOCUS.
5 Gerflor technocentres
France / Germany / Morocco / China / USA
These technocentres serve as laboratories for best practices in technology.

Since 2020, the technocentre in Tarare has been Qualiopi certified.

Qualiopi processus certifié
RÉPUBLIQUE FRANÇAISE

The floor layer is a skilled tradesperson. They carries out the installation of floor coverings in all types of buildings.

3 full-time employees deliver professional training for floor installers.

FOCUS.
To fully support their learners, the technocentre team received training on "diversity and combating discrimination."
Learners are also made aware of the importance of inclusion.

EuroSkills 2025: Showcasing Gerflor Expertise at European Level

EuroSkills is the largest European skills competition, celebrating excellence and the passion of young professionals. It provides an international platform to push boundaries and highlight technical expertise. In 2025, this high-level competition once again put the flooring installer profession in the spotlight through demanding technical challenges.

On this occasion, Axel Giusta, a flooring installer trained at the Gerflor technocentre (class of 2022), proudly represented France. The competition combined advanced technical tasks in textile, linoleum and parquet installation, where he demonstrated precision, craftsmanship and strong commitment.

“Beyond performance, this experience allowed me to push my limits, build confidence and proudly represent my profession and training.”
Axel GIUSTA, EuroSkills 2025 competitor

This achievement is particularly significant as Axel becomes the second flooring installer trained by Gerflor to reach this level of European competition, reflecting the excellence of the training pathway and the dedication of our teams.

The Gerflor technocentre in Tarare (France) supports young talents and professionals in developing their skills through expert trainers and innovative facilities. In this environment, Axel was able to strengthen his expertise and benefit from tailored support to prepare for such a demanding competition.

Beyond individual performance, this participation reflects a strong collective journey built on knowledge sharing, commitment and shared pride. Congratulations to Axel for this inspiring achievement, and to all the teams who contribute every day to training the talents of tomorrow.

worldskills France / La Région Auvergne-Rhône-Alpes Orientation

Committed to integration

For some general services of the company we use adapted companies. For example, in France, the waste from our communal areas is collected and processed by an adapted company, 80% of whose workforce are people with disabilities.
Similarly, catering at the Tarare site is provided by an ESAT (Etablissement ou Service d'Aide par le Travail, Sheltered Employment Centre).
Our goal: to support companies that create local and long-term employment opportunities for people struggling with employment integration.

FOCUS.
In 2025, 58 secondary school and university students visited the Tarare site.

Charitable initiatives

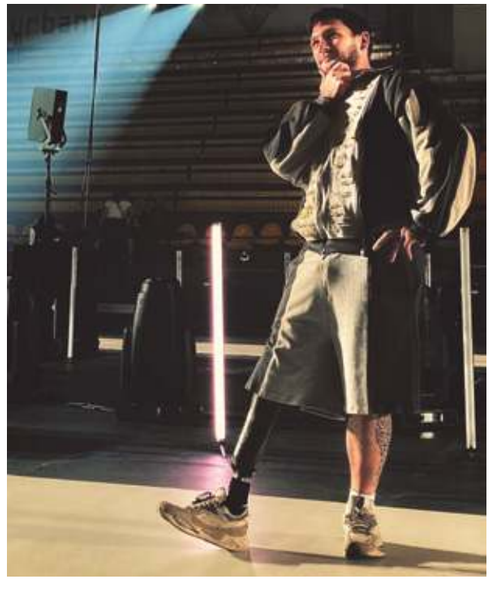
Across all its locations, Gerflor implements an active solidarity policy, directly addressing the needs of the regions where the Group operates. This commitment is reflected in concrete actions supporting inclusion, childhood and education, health, as well as sports and social cohesion. Driven both by local entities and employee involvement, these initiatives demonstrate a shared willingness to contribute positively to community development.

Promoting inclusion and social cohesion

Gerflor supports initiatives that strengthen inclusion and foster the vitality of local communities.

In France, the partnership with the SP Actions association (**Zero Long-Term Unemployment Territory**) is a concrete example: supplying flooring to renovate their reception area helps improve working conditions while supporting a model based on ecological and solidarity values.

This commitment is extended through initiatives that promote visibility and participation for all, such as the **Every Bodies** solidarity fashion show, **which highlights the talents of people with disabilities.** By providing suitable flooring solutions, Gerflor France contributed to the safety and accessibility of this event.



In the United States, Connor USA contributes to community life by supporting fundraising initiatives (**Amasa Sawblade Charity**) and local organizations. Wood was supplied to the Caspian/Gaastra **fire departments** in Crystal Falls to build **tables**, while a donation to the Iron County Historical Society helps **preserve local heritage** and promote the region.

Supporting children and education

The Group places particular emphasis on the well-being and support of younger generations.

In Italy, Gerflor contributed to the development of an apartment for **hospitalised children** and their families at the Niguarda Hospital in Milan, in partnership with **Ronald McDonald House Charities**, thereby improving reception and rest conditions.

In the United States, Gerflor employees are also actively involved in solidarity initiatives aimed at vulnerable populations, notably with **Feed My Starving Children**, by participating in **food assistance** efforts.

Connor USA teams take part in organizing **graduation ceremonies** (Forest Park, West Iron County), celebrating young people's achievements and strengthening ties with school communities.

Supporting health and vulnerable populations

Gerflor actively contributes to initiatives aimed at improving healthcare conditions and supporting people in vulnerable situations.

In Central Europe, the Group has partnered with the **Operation Change association** to equip several **hospitals in Ukraine** with linoleum flooring. This initiative brings tangible improvements to hospital infrastructure, benefiting both healthcare professionals and patients.

Employees also engage in solidarity actions: Connor USA supports the **"Adopt a Family"** initiative by **collecting essential goods** (food, clothing, blankets) for households facing hardship.

Support sport and community living

Convinced of the role of sport as a driver of inclusion and social cohesion, Gerflor supports numerous initiatives that promote access to sporting activities.

In Poland, the partnership with the **Kinder Joy of Moving** program provides sports surfaces for national events, helping to encourage **physical activity among children.**

In France, Gerflor actively **supports the local community network by backing numerous clubs across a wide range of disciplines** (handball, table tennis, judo, volleyball, badminton, etc.), making sport more accessible to as many people as possible and supporting volunteer efforts.
This commitment is also reflected in the direct involvement of employees in solidarity sports events.

In the United States, Connor USA notably takes part in the **Run Your Bass Off 5K race**, demonstrating concrete and collective engagement in support of local initiatives.

Gerflor supports parasports

Gerflor aims to contribute to the visibility of para-sports and to the promotion of sporting practices that are accessible to everyone.

For the Paris 2024 Paralympic Games, Gerflor provided 19 courts adapted to five para-sport disciplines: Boccia, Goalball, Para Badminton, Sitting Volleyball, and Wheelchair Rugby.

In 2025, Gerflor continued its commitment to inclusion through sport by **renewing partnerships** with the International **Boccia** Federation (BISFed) and World **ParaVolley** for sitting volleyball. Gerflor supports these federations both through financial contributions and by providing specially adapted sports flooring for major global and regional events through 2028.

CSR indicators table

In June 2026, FORVIS MAZARS carried out a verification of a selection of the material data contained in this report.
The audit report is available on the website www.gerflorgroup.com.
The verified data are set out in the table below: ✓

Environment

Reporting on a calendar year basis, in line with the financial year.
The reporting covers 92.2% of the group's turnover for 2025.
It includes:
- Production entities (Flooring, Walls and Accessories) in operation or acquired before 2025.
- Logistics facilities (area > 10,000 m²) operated by service providers on behalf of the Group or acquired by the Group before 2025.

Theme	Challenge	Indicator	Unit	Perimeter	2019 results	2021 results	2022 results	2023 results	2024 results	2025 results	2025 Target	2030 Target
Environment	Climate / GHG emissions control	Carbon emissions Scope 1 (absolute)	teqCO2	Flooring & Wall	58 830	57 360	45 291	28 914	✓ 27 929	✓ 27 158		-30% VS 2019
			teqCO2	Flooring & Wall + Accessories	62 121	60 114	48 108	31 653	✓ 31 238	✓ 30 154		
		Carbon emissions Scope 2 (absolute) Location based	teqCO2	Flooring & Wall	36 904	37 562	42 506	41 085	✓ 28 885	✓ 24 864		
			teqCO2	Flooring & Wall + Accessories	38 267	38 327	43 255	41 771	✓ 29 443	✓ 25 447		
		Carbon emissions Scope 2 (absolute) Market based	teqCO2	Flooring & Wall	26 752	28 535	28 568	28 725	✓ 21 229	✓ 17 522		
			teqCO2	Flooring & Wall + Accessories	27 674	28 869	28 861	29 194	✓ 21 646	✓ 17 960		
		Carbon emissions Scope 3 (absolute)	teqCO2	Flooring & Wall	769 584	826 753	843 990	785 025	✓ 832 543	✓ 777 262		
			teqCO2	Flooring & Wall + Accessories	826 941	886 261	904 548	852 430	✓ 907 389	✓ 857 311		
		Upstream Scope 3 carbon emissions (absolute)	teqCO2	Flooring & Wall	577 764	643 859	652 185	593 798	✓ 649 161	✓ 582 053		
			teqCO2	Flooring & Wall + Accessories	633 168	702 004	711 667	660 203	✓ 721 813	✓ 657 553		
		Downstream Scope 3 carbon emissions (absolute)	teqCO2	Flooring & Wall	191 820	182 894	191 804	191 228	✓ 183 382	✓ 195 209		
			teqCO2	Flooring & Wall + Accessories	193 773	184 257	192 882	192 227	✓ 185 576	✓ 199 757		
		Carbon emissions Scopes 1,2 &3 market based (absolute)	teqCO2	Flooring & Wall	855 165	912 648	917 849	842 665	✓ 881 701	✓ 821 942		
			teqCO3	Flooring & Wall + Accessories	916 736	975 245	981 517	913 278	✓ 960 273	✓ 905 425		
		Carbon intensity Scopes 1&2 Location based	kg eq CO2/m²	Flooring & Wall	1.30	-12%	-17%	-33%	✓ -44%	-49%	-20% VS 2019	
		Carbon intensity Scopes 1&2 Market based	kg eq CO2/m²	Flooring & Wall	1.16	-11%	-22%	-39%	✓ -46%	-51%		
		Carbon intensity Scopes 1,2&3 Location based	kg eq CO2/m²	Flooring & Wall	11.18	3%	5%	-3%	✓ 4%	0%		
		Carbon intensity Scopes 1,2&3 Market based	kg eq CO2/m²	Flooring & Wall	11.05	3%	4%	-3%	✓ 5%	1%		
		Digital carbon footprint (Absolute)	teqCO2			800	733	777	790	666	-25% VS 2021	
		Digital carbon footprint (intensity)	kg eq CO2/FTE			204	182	181	170	136		

Methodological notes:
Carbon emissions: all GHGs are included in the calculation.
Location-based: electricity emissions factor based on the country's energy mix.
Market-based: energy emissions factor linked to the purchase contract involving renewable energy certificates.
Scope 3 categories: Purchased goods and services, Capital goods, Fuel and energy-related activities (excluding scopes 1 and 2), Upstream transport and distribution, Waste generated by operations, Business travel, Commuting, Downstream transport and distribution, End-of-life of products sold, Investments.

Theme	Challenge	Indicator	Unit	Perimeter	2020 results	2021 results	2022 results	2023 results	2024 results	2025 results	2025 Target	2030 Target
Environment	Climate / GHG emissions control	Share of renewable/ low-carbon energy generated or purchased using certificates of origin in the company's energy mix	%		36	38	42	46	✓ 52	53	50%	
		Share of renewable energy generated or purchased using certificates of origin in the company's energy mix	%		36	38	42	46	✓ 33	34		40%
		Share of non-renewable energy in the company's energy mix	%		64	62	58	54	✓ 67	66		
	Resources / Efficient manufacturing sites	Total energy consumption	MWh			388 143	366 523	357 128	✓ 365 094	✓ 354 255		
		Total electricity consumption	MWh			142 227	149 142	176 689	✓ 183 377	✓ 173 234		
		Total amount of electricity sold	MWh						217	718		
		Energy intensity	kWh/m²	Flooring & Wall		5.15	4.97	4.39	4.56	4.46		
		Share of reduction in energy intensity (kWh/m²)	%	Flooring & Wall FR / DE	5.10	-2%	-7%	-17%	-17%	-19%	-10% vs 2021	
	Circularity / Eco-design	Share of turnover generated by looselay products	%	Flooring Coverage rate: 92%	35	36	35	35	36	✓ 38	35	45
		Share of turnover generated by bio-based products	%	Flooring & Wall Coverage rate: 92%	5	7	9	10	✓ 9	✓ 14	10	
		Average Share of recycled material in products	%	Flooring & Wall vinyyle or linoléum	21	22	21	22	21	✓ 23	30	30
	Health / Well-being / Eco-design	Share of turnover covered by an EPD / FDES	%	Flooring & Wall Coverage rate: 92%					51	✓ 55		95
	Resources / Eco-design	Share of raw materials that do not contribute to resource scarcity: bio-based, mineral and recycled materials Includes salt used in the synthesis of PVC	%	Flooring & Wall (excluding packaging and sourced products)				72	71	✓ 73		75
		Share of raw materials that do not contribute to resource scarcity: bio-based, mineral and recycled materials	%	Flooring & Wall (excluding packaging and sourced products)				57	56	✓ 58		60

Methodological notes:
Total energy consumption: includes electricity, gas, wood, LNG, LPG and heating oil (<1%).
Average proportion of recycled content in products: calculated on the basis of purchases of recycled materials and volumes of recycled materials as a proportion of total material purchases and volumes of recycled materials consumed by Gerflor.

CSR indicators table

Environment

Reporting on a calendar year basis, in line with the financial year.
The reporting covers 92.2% of the group's turnover for 2025.
It includes:
- Manufacturing plants (Flooring, Wall and Finishes) in operation or acquired before 2025.
- Logistics hubs (area > 10,000 m²) operated by service providers on behalf of the Group or acquired by the Group before 2025.

Theme	Challenge	Indicator	Unit	Perimeter	2020 results	2021 results	2022 results	2023 results	2024 results	2025 results	2025 Target	2030 Target
Environment	Circularity, waste management and recycling	Annual volume of recycled material	tons	Flooring & Wall	47 919	58 749	54 982	58 670	59 415	✓ 61 006	60 000	65 000
		Volume consumed following treatment with Floor to Floor & TRS	tons	Flooring & Wall		7 202	6 176	6 493	6 989	✓ 6 757		
		Final waste (landfilled or incinerated)	tons			6 931	5 565	6 862	✓ 8 806	✓ 11 271		
		Hazardous waste (incinerated)	tons			1 872	1 534	2 344	✓ 1 877	2 099		-20% vs 2025
		Packaging and metal waste (recycled)	tons			2 469	3 183	3 608	✓ 4 152	4 386		
		Share of production scraps recovered directly on site	%			88	90	88	✓ 85	83	93	
		Share of waste recycled or recovered as material (excluding energy recovery)	%			87	89	87	✓ 85	83	93	
		Quantity of post-installation and post-use floor coverings collected as part of the Second Life program (in tons)	tons	Flooring	426	758	1 131	1 369	✓ 1 614	1 757	1 900	
	Resources / Efficient manufacturing sites	Water consumption (intensity)	liters/m²	Flooring & Wall		4.3	3.6	2.7	2.1	2.7	-15% VS 2021	
		Water consumption	m3			320 461	265 320	224 403	✓ 169 693	213 422		
		Share of production sites that have implemented closed-loop water systems	%					58	✓ 67	73		100
		Share of water consumption in water-stressed areas	%							13		
		Share of turnover covered by ISO 14001 certification	%		88	88	87	85	75	77		90
		Share of operational sites assessed for specific environmental risks	%							77		
		Share of turnover covered by ISO 50001 certification	%		67	66	65	65	67	67		
	Sustainable resource management	Total volume of non-renewable materials used in our products and their packaging	tons					305 218	301 769	299 233		
		Total volume of renewable materials used in our products and their packaging	tons					50 367	44 265	63 908		

Methodological notes:
Proportion of production sites that have implemented closedloop water systems: sites that do not use water in their processes are not included in the calculation
Share of water consumption in water-stressed areas: calculated using the World Resources Institute's Aqueduct 4.0 baseline data.
The indicator is calculated based on sites classified as 'high' or 'very high' risk.

Integrity in practices

Reporting on the calendar year, unless otherwise stated, consistent with accounting practices.
The reporting covers 100% of the group's expenses for Responsible Purchasing and 100% of employees for the other indicators related to business ethics/information security, unless specified coverage rate in the perimeter column.

Theme	Challenge	Indicator	Unit	Perimeter	2020 results	2021 results	2022 results	2023 results	2024 results	2025 results	2025 Target	2030 Target
Integrity in Practices	Responsible Purchasing	Share of strategic and preferred suppliers that have signed the Responsible and ethical procurement charter	%	Coverage rate: 58%	66	80	93	95	✓ 95	98	90	/
		Share of expenses incurred with suppliers who have signed the Responsible and ethical procurement charter	%	Coverage rate: 72%				43	✓ 44	✓ 57	80	90
		Share of purchases made with suppliers assessed on ethical criteria	%						63	73	90	90
		Number of strategic and preferred suppliers having a CSR assessment	nb	Coverage rate: 58%				40/400	130/400	✓ 267	200	400
		Share of strategic and preferred suppliers with a CSR assessment	%	Coverage rate: 58%					32.5	✓ 68	50	90
		Share of spending on products and services allocated to local suppliers at our significant sites	%	Coverage rate: 53%					47	67		
	Business Ethics	Share of employees exposed trained in anti-corruption	%		65	36	55	86	✓ 84	✓ 85	90	90
		Share of employees exposed trained in cybersecurity	%		59	53	31	82	82	97		
		Share of employees exposed trained in conflict of interest / competition rules	%			38	54	86	83	83		
		Share of employees exposed trained on GDPR	%					77	77	78		
		Number of alerts reported and qualified through the internal procedure	nb			0	0	0	✓ 0	0		
		Number of confirmed corruption incidents	nb			0	0	0	✓ 0	0		
		Number of non-compliance cases with laws and regulations	nb					1	1	0		
		Number of confirmed corruption cases resulting in employee dismissals or disciplinary actions	nb						0	0		
		Number of substantiated cases in which contracts with business partners were terminated or not renewed due to corruption-related violations	nb						0	0		
		Share of sites (operations and subsidiaries) that have undergone an internal audit or an ethics risk assessment	%				26	50 (Over 2 years)	55 (Over 3 years)	29 (Over 3 years)		
	Business Ethics / Information Security	Number of confirmed information security incidents	nb						1	1	0	0

Methodological notes:
Share of expenses incurred with suppliers who have signed the ethical and responsible procurement charter: In 2025, the reference amount of expenses evolved to use a data source that has already undergone a financial audit. The calculation is performed relative to expenses for the year 2024.
Local supplier: A supplier is considered local when the products or services supplied originate from the same country as the site where they are used.
Share of employees exposed trained in anti-corruption and anti-trust : An employee is considered exposed if, by virtue of their role, responsibilities or interactions with third parties, they are more likely to encounter corruption-related risks. This includes employees involved in commercial negotiations, supplier selection, intermediary management, dealings with public authorities, gifts and hospitality, tendering processes, lobbying or partnerships. These indicators are calculated based on employees who have a corporate email address.No anti-corruption or anti-trust training was delivered in 2025. The 2025 result is therefore based on employees who completed the training in 2024 and remained employed by the Group in 2025.

CSR indicators table

Social

Reporting on the calendar year, consistent with the financial year.
The reporting covers 100% of the group's workforce, unless specified coverage rate in the perimeter column.

Theme	Challenge	Indicator	Unit	Perimeter	2020 results	2021 results	2022 results	2023 results	2024 results	2025 results	2025 Target	2030 Target
Social	Employee / Headcount	Number of employees	nb				4,500	5,000	5,255	5,342		
		Share of permanent contracts	%				90	87	88	93		
		Share of employees on permanent contracts with disabilities	%				10	13	12	7		
		Of which temporary agency workers	%				5	8	8	4		
	Employees / Remuneration	Share of internal employees covered by the reference living wage analysis	%	Coverage Rate: 71%					100	100		
		Share of employees on permanent contracts paid below reference living wage	%	Coverage Rate: 71%				0	0	0		
	Employee / Child labour	Share of employees over 18 years old	%		100	100	100	100	99.96	100		
	Employees / Health and safety	Number of work-related accidents (including temporary workers)	nb		44	54	68	66	71	60		0
		Number of days lost due to work-related accidents (including temporary workers)	nb		1,387	1,487	1,595	1,898	2,224	4,559		
		Work-related accident frequency rate (including temporary workers)	-		6.95	8.15	9.10	8.71	8.88	6.30	<4	<3
		Work-related accident severity rate (including temporary workers)	-		0.22	0.22	0.21	0.25	0.28	0.47		
		Number of occupational illnesses	nb	Coverage Rate: 39%					7	8		
		Number of fatal accidents	nb		0	0	0	0	0	0		0

	Number of employees by category and gender					
	Europe	America	Africa	Asia	Oceania	Grand total
Number of FTE employees (excluding temporary staff)	3 898	652	79	540	59	5 229
of which men	2 951	400	30	439	39	3 858
of which women	947	252	49	101	21	1 370
Number of temporary FTE employees (indefinite-term contract)	3 733	650	78	431	58	4 950
of which men	2 833	398	29	362	38	3 659
of which women	901	252	49	70	20	1 291
Number of temporary FTE employees	99	14				113
of which men	75	8				84
of which women	24	6				29
Number of full-time equivalent employees (excluding temporary/ external staff)	3 715	644	79	503	53	4 993
of which men	2 859	395	30	410	37	3 731
of which women	856	249	49	93	16	1 262
Number of part-time employees FTE (excluding temporary/external)	122	8		1	5	135
of which men	41	5			1	47
of which women	80	3		1	4	88

Methodological notes:
Severity rate of work accidents: the methodology for calculating this indicator was updated in 2025 compared with previous years to include absences from work exceeding 90 days.

Theme	Challenge	Indicator	Unit	Perimeter	2020 results	2021 results	2022 results	2023 results	2024 results	2025 results	2025 Target	2030 Target
Social	Employee / Health and safety / Employee well-being	Absenteeism rate (employees)	-	Coverage Rate: 71%					4.46	4.51		
	Employees / Health and safety	Number of formal agreements regarding health and safety and working conditions	nb			2	2	3	4	2		
		Share of production sites certified ISO 45001	% (en CA)		5	5	6	10	9	16		
		Share of operational sites for which an occupational health and safety risk assessment has been conducted	%						85	100		
		Share of the total workforce represented on a joint health and safety committee	%						>50	60		
		Share of total workforce covered by formal collective agreements regarding working conditions	%						>50	>50		
		Share of the total workforce covered by formally elected employee representatives	%						63	60		
	Employee / Development, attractiveness and retention	Share of employees who received at least one day of training during the year - excluding GTS sales	%	Coverage Rate: 74%			75 (FR)	80 (FR)	47	37		
		Number of training hours Excluding GTS sales	hour	Coverage Rate: 74%			21,261 (FR)	18,914 (FR)	37,645	38,222		
		Average number of training hours per employee - Excluding GTS sales	hour	Coverage Rate: 74%			11 (FR)	14 (FR)	10.9	9.7		
		Share of payroll invested in training - excluding GTS sales (GTS refers to a specific business unit)	%	Coverage Rate: 74%	1 (FR)	1.76 (FR)	1.8 (FR)	1.66 (FR)	1.28	0.53	>1.75	2%
		Number of training hours on ESG (Health and Safety – Diversity – Environment – Responsible Procurement – Ethics – CSR)	hour						9,270	8,654		

	Number of training hours by professional category and by gender Coverage rate : 31%				
	Skilled workers	Employees	Supervisors and technicians	Engineers and managers	Grand total
Grand total	3043	831	6918	6021	16813
Women	342	576	926	1838	3682
Men	2701	255	5993	4184	13133

CSR indicators table

Social

Reporting on the calendar year, consistent with the financial year.
The reporting covers 100% of the group's workforce, unless specified coverage rate in the perimeter column.

Theme	Challenge	Indicator	Unit	Perimeter	2020 results	2021 results	2022 results	2023 results	2024 results	2025 results	2025 Target	2030 Target
Social	Employee / Development, attractiveness and retention	Share of positions filled through internal mobility	%		34 (FR)	52 (FR)	34 (FR)	35 (FR)	25	✓ 35	40%	40%
	Employee / Diversity / Employer brand	Share of total workforce receiving periodic evaluations and career development reviews	%	Coverage Rate: 46%	88	85	82	82	84	76	90	90
		Share of women in the global workforce	%		23	25	26	26	✓ 26	✓ 27	30	30
		Share of women on the executive committee	%				6	6	✓ 6	10		
		Share of women in management positions	%				26	27	✓ 29	32		30
		Share of women among other employees	%				25	26	✓ 26	27		
		Average unadjusted gender pay gap	%	Coverage Rate: 31%					2	2		
		Share of employees aged under 30	%				12	13	✓ 13	13		
		Share of employees between the ages of 30 and 49	%				52	52	✓ 52	51		
		Share of employees aged over 50	%				36	35	✓ 35	36		
		Average age	years				44	43	✓ 44	45		
		Average seniority	years				11	10	10	10		
		Share of employees declared disabled	%	Coverage Rate: 37%			3	4	4	4		
	Employee / Development, attractiveness and retention	Number of agreements signed	nb			13	8	12	9	9		
		Hiring rate	-				13	11	12	12		
		Staff turnover (%)	%		7.3 (FR)	10.5	13.1	13.0	✓ 12.6	13.0	<10%	
	Employee / Human Rights	Number of recorded incidents related to child labour, forced labour, or human trafficking	nb		0	0	0	0	0	0		

	Turnover rate of permanent employees by age group Coverage rate: 31 %		
	Employee under 30 years	Employees aged between 30 and 49	Employees aged over 50
Grand Total	8%	6%	10%
of which men	9%	6%	10%
of which women	6%	7%	8%

Methodological notes:
Internal mobility: includes job changes and geographical transfers.
Hiring rate: the hiring rate is calculated as a proportion of the workforce on permanent contracts.

Consumer

Reporting on the calendar year, consistent with the fiscal year.
The reporting covers 85% of the group's turnover in 2025.

Theme	Challenge	Indicator	Unit	Perimeter	2020 results	2021 results	2022 results	2023 results	2024 results	2025 results	2025 Target	2030 Target
Consumer	Health, Well-being / Product Performance	Share of floor with low VOC emissions: <100 µg VOC/m³ (by turnover)	% (en CA)	Flooring & Wall	88	90	93	93	✓ 93	✓ 91		100% of our construction products
		Share of floor with low VOC emission: <10 µg VOC/m³ (by turnover)	% (en CA)	Flooring & Wall			58	56	✓ 54	✓ 57		
		Share of phthalatefree flooring (by turnover)	% (en CA)	Flooring & Wall			85	83	✓ 87	✓ 87		
	Customer satisfaction	Number of customer complaints accepted per per million m² sold	ppm	Flooring & Wall	15	17	14	16	13	14		-50 VS 2025
		Number of accepted customer service complaints over the total number of orders	%		0.17	0.19	0.17	0.18	0.17	0.21		

CSR indicators table

Local communities and development

Reporting on the calendar year, consistent with the fiscal year.

Theme	Challenge	Indicator	Unit	Perimeter	2020 results	2021 results	2022 results	2023 results	2024 results	2025 results	2025 Target	2030 Target
Social	Community Support	Number of solidarity initiatives carried out in the territories	nb		> 11	> 17	15	25	✓ 33	46		
		Total value of contributions to community initiatives	k€		> 13	> 49	> 39	105	98	61		

For any questions about the report:
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GRI Index

Statement of Use
The Gerflor Group has provided the information cited in this GRI Content Index for the period from 1 January to 31 December 2025.

GRI used
GRI: Universal Standard 2021

Applicable GRI Industry Standard(s)
No

Standard	Disclosure	Compliance	Page(s)	Reason
GRI 2: General Disclosures 2021	2-1 Organizational details	Partial	2, 4-5	Confidentiality constraints
	2-2 Entities included in the organization's sustainability reporting	Compliant	2,4	
	2-3 Reporting period, frequency and contact point	Compliant	90-98	
	2-4 Restatements of information	Compliant	98	
	2-5 External insurance	Compliant	12-13, 98	
	2-6 Activities, value chain and other business relationships	Partial	4-7, 80-81	Information unavailable/incomplete
	2-7 Employees	Compliant	94	
	2-8 Workers who are not employees	Compliant	94	
	2-9 Structure and composition of governance	Compliant	14	
	2-10 Appointment and Selection of the supreme Governing Body	Compliant	14	
	2-11 Chair of the supreme governing body	Compliant	14	
	2-12 Role of the supreme governance body in overseeing the management of impacts	Compliant	14	
	2-13 Delegation of responsibility for impact management	Compliant	14	
	2-14 Role of the supreme governance body in sustainability reporting	Compliant	14	
	2-15 Conflicts of interest	Compliant	83, Ethics Charter p. 8	
	2-16 Communication of critical concerns	Non-compliant		Information unavailable/incomplete
	2-17 Collective knowledge of the highest governance body	Compliant	14, 74-75	
	2-18 Evaluation of the performance of the supreme governance body	Non-compliant		Confidentiality constraints
	2-19 Compensation policies	Non-compliant		Confidentiality constraints
	2-20 Compensation determination process	Non-compliant		Confidentiality constraints
	2-21 Annual total compensation ratio	Non-compliant		Confidentiality constraints
	2-22 Statement on sustainable development strategy	Compliant	0	
	2-23 Policy commitments	Compliant	82-83 Ethics Charter 2023, p.3	
	2-24 Integration of political commitments	Compliant	14, 76-77, 82-83 Ethics Charter 2023 p.1-11	
	2-25 Negative impacts remediation process	Compliant	76-77, 82-83	
	2-26 Mechanisms for seeking advice and raising concerns	Compliant	76-77, 82-83	
	2-27 Compliance with laws and regulations	Compliant	82-83	
	2-28 Member associations	Compliant	12-15, 22, 26	
	2-29 Stakeholder engagement approach	Compliant	10-11, 14-15, 18-19, 76-77, 82-83	
	2-30 Collective convention	Compliant	76-77, 96	
	3-1 Process for identifying material topics	Compliant	16-19	
	3-2 List of relevant topics	Compliant	16-19	
	3-3 Management of material topics	Compliant	16-19, 20-89	
GRI 204: Procurement Practices 2016	204-1 Share of expenditure on local suppliers	Compliant	93	
GRI 205: Anti-corruption 2016	205-1 Risk Assessment of Corrupt Operations	Partial	82-83,93	Information unavailable/incomplete
	205-2 Communication and Training on Anti-Corruption Policies and Procedures	Partial	82-83,93	Information unavailable/incomplete
	205-3 Confirmed Incidents of Corruption and Action Taken	Compliant	93	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Non-compliant		Not applicable
GRI 301: Materials 2016	301-1 Materials Used by Weight or Volume	Compliant	30-33, 60, 90-91	
	301-2 Recycled raw materials used	Compliant	30-31, 90-91	
	301-3 Recovered Products and Their Packaging Materials	Compliant	40-43,90-93	

Index GRI

Standard	Disclosure	Compliance	Page(s)	Reason
GRI 302: Energy 2016	302-1 Energy Consumption in the Organization	Compliant	34, 37	
	302-2 Energy Consumption Outside the Organization	Non-compliant		Information unavailable/incomplete
	302-3 Energy Intensity	Compliant	90-91	
	302-4 Reduction of Energy Consumption	Compliant	26-27, 34-37, 90-91	
	302-5 Reduction of Energy Requirements of Products and Services	Non-compliant		Information unavailable/incomplete
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG Emissions	Compliant	24-25, 90	
	305-2 Indirect GHG Energy Emissions (Scope 2)	Compliant	24-25, 90	
	305-3 Other indirect GHG emissions (Scope 3)	Compliant	24-25, 90	
	305-4 GHG Emissions Intensity	Compliant	16, 24-25, 90	
	305-5 GHG Emission Reduction	Compliant	24-27	
	305-6 Emissions of Ozone-depleting Substances (ODS)	Non-compliant		Not applicable
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions	Compliant	97	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Compliant	37	
	306-2 Management of significant waste-related impacts	Compliant	30-33, 40-45	
	306-3 Waste generated	Compliant	92	
	306-4 Waste not for disposal	Partial	91-92	Information unavailable/incomplete
	306-5 Waste for disposal	Partial	91-92	Information unavailable/incomplete
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers who have been inspected according to environmental criteria	Compliant	80-81, 93	
	308-2 Negative Environmental Impacts in the Supply Chain and Actions Taken	Partial	93	Information unavailable/incomplete
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Partial	94-96	Information unavailable/incomplete
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Compliant	76-77, 94	
	401-3 Parental leave	Non-compliant		Information unavailable/incomplete
GRI 403: Occupational Health and Safety 2018	403-1 Occupational Health and Safety Management System	Compliant	12-23, 66-67	
	403-2 Hazard Identification, Risk Assessment and Incident Investigation	Compliant	66-67	
	403-3 Occupational Health Services	Compliant	66-69	
	403-4 Worker Participation, Consultation and Communication in Occupational Health and Safety	Compliant	66-69	
	403-5 Occupational Health and Safety Training for Workers	Compliant	66-67, 74-75	
	403-6 Worker Health Promotion	Compliant	68-69	
	403-7 Prevention and Mitigation of Occupational Health and Safety Impacts Directly Related to Business Relationships	Compliant	80-81 Responsible Purchasing and Ethics Charter p.5	
	403-8 Workers covered by an occupational health and safety management system	Compliant	12-13,66-67,95	
	403-9 Occupational Accidents	Compliant	66-67, 94-95	
	403-10 Work-Related Diseases	Partial	94	Information unavailable/incomplete (indicator not calculated at group level)
GRI 404: Training and Education 2016	404-1 Average Number of Training Hours per Year per Employee	Compliant	74-75, 85, 96-97	
	404-2 Employee Skills Development and Transition Assistance Programs	Compliant	74-75	
	404-3 Percentage of employees who receive regular performance and career development evaluations	Compliant	68, 96	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Compliant	93	
	414-2 Negative social impacts in the supply chain and actions taken	Partial	80-81	Information unavailable/incomplete
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Compliant	50-53	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Compliant	No non-compliance identified in 2025	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Compliant	No complaints concerning breaches of customer data privacy.	

we care / we act

we **care** / we **act** our commitments for **2030**

climate

-30% CO_2
scopes 1, 2, 3
in tons eq. CO_2, vs 2019
Science Based Targets[1]

resources

75%
biobased, mineral & recycled[2]

30%
recycled content[3]

circularity

65 000
tons of waste treated[4]

45%
looselay[5]

health & well-being

100%
of our products perform better than Indoor Air Quality standards[6]

95%
sales covered by EPD[7]

people

30%
women[8]

40%
internal mobility[9]

Towards 0
accident[10]

Gerflor®

More details: 1. Scopes 1, 2 & 3, in absolute value, market-based. Trajectory approved by SBTi (Science Based Targets Initiative). 2. Proportion of raw materials used in floors and walls that do not contribute to resource depletion: bio-based, mineral and recycled materials. Includes salt used in the synthesis of PVC. 3. Average proportion of recycled material in Gerflor's flooring and wall coverings. 4. Volume of scraps processed at our recycling plant. 5. Proportion of turnover generated by looselay floor coverings that are easy to remove and/or reuse. 6. Proportion of floor and wall products with a TVOC concentration of less than 100 µg/m³ over a 28 days period. 7. Proportion of flooring and wall covering sales in Europe covered by FDES or EPDs. 8. Proportion of women in the workforce and among managers. 9. Proportion of positions filled through internal mobility. 10. Number of work-related accident, including temporary workers. Target on accident frequency rate (number of work-related accident per millions hour worked) <3.