For our future, every step matters.
So does every surface.
The right
answers
start with the right
questions
Can we really produce more with less?
What role does innovation play in promoting sustainability?
Circularity: a passing trend or the future of our industry?
What drives transformation forward?
How do we inspire our colleagues to join the change?
Tarkett

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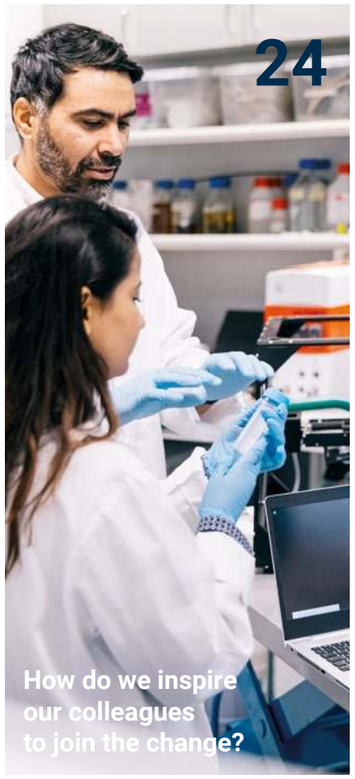
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Our heritage is not just our history—it's a reflection of the values that continue to guide us today: doing things well because it's the right thing to do.

For more than 140 years, we have shaped spaces where life thrives, blending innovation with responsibility. Today, we create innovative, sustainable solutions that transform spaces; whether they're homes, schools, hospitals, offices or the fields where athletes push their limits.

This legacy is both our foundation and our compass, inspiring us to continuously reimagine what's possible. With groundbreaking research, pioneering sustainable design, and a vision that looks far beyond 2030, we are and always have been committed to transforming the future of flooring and sports surfaces.

Together, let's create a world where every surface makes a lasting, positive impact. Because for Tarkett, sustainability isn't just a goal—it's a way to move forward.

Editorial

JOINT EDITORIAL BY
FABRICE BARTHÉLEMY, CEO,
AND **ÉRIC LA BONNARDIÈRE,**
CHAIRMAN OF THE SUPERVISORY
BOARD.

ÉRIC LA BONNARDIÈRE

I believe progress begins with the courage to keep challenging ourselves, to question whether we are heading in the right direction and to strive to do better. For over 140 years, this mindset has guided us, shaping a company rooted in resilience and driven by a shared purpose: to create flooring and sports surfaces that are better for people and the planet.

FABRICE BARTHÉLEMY

How do we tackle the growing demand for increased production while preserving the resources we all depend on? We believe the answer lies in combining innovation and sustainability to turn challenges into opportunities. Our ImpacT2027 strategy sets out our clear goals to reduce emissions, increase circularity, and empower our teams to create solutions that deliver real impact.

ÉRIC LA BONNARDIÈRE

Established in 2021, the Climate, Durability and Innovation Committee ensures that our responses to tomorrow's challenges are both forward-thinking and impactful, and that every decision we make is grounded in our principles and focused on tomorrow's needs. But true transformation doesn't come from strategy alone; it comes from people. Team members, partners, and stakeholders joining forces to drive meaningful change.

FABRICE BARTHÉLEMY

As we move forward, we hold ourselves accountable to our ambitions and to the legacy we are creating, not just for today, but for generations to come. By bringing together our entrepreneurial, innovative, and collaborative spirit, we ensure the values we uphold and the progress we achieve are passed on.

WE ARE Tarkett

- Founded in **1884**, marking over a century of innovation.
- Close to **12,000** employees across **46** countries, driving progress worldwide.
- **€3.3** billion in revenue, reflecting global leadership.
- **35** production sites across **21** countries, mapping a global footprint, with products sold in over **100** countries.
- **24** R&D centers leading innovation to transform our industry.
- **8** recycling centers pioneering circularity.
- **10.4** years on average. Employees stay with us for over a decade—testifying to their dedication and our shared values.

Let's walk through a few events that shaped

our path...

1957

OPENING THE WAY TO CIRCULARITY
In Sweden, Tarkett pioneered vinyl scrap recycling at its Ronneby plant, embedding sustainability into our practices long before it became a movement.

2009

SETTING A NEW STANDARD FOR HEALTH
Healthier spaces start with better materials. In 2009, Tarkett introduced the first phthalate-free vinyl flooring range. This bold step wasn't just about innovation—it was about responsibility. By challenging industry norms, we made floors safer for people and spaces, proving that design is compatible with well-being.

2010

TURNING WASTE INTO OPPORTUNITY
With ReStart®, our first full-scale take-back and recycling program, we turned the dream of circularity into a tangible reality.

2019

CLOSING THE LOOP
Our breakthrough carpet recycling technology in Europe proved that even multilayer materials can be separated, recycled, and reintroduced into the circular economy.

2024

A PLATINUM MILESTONE
Tarkett earned EcoVadis Platinum certification, a distinction that sets us apart as the only multi-product company in the flooring and sports surfaces industry to achieve this level of maturity. It's more than recognition—it's a validation of the values that guide us. This milestone reflects decades of dedication to environmental, social, and governance excellence.

2025

HIGH PERFORMANCE IN CLIMATE RATING
Since February 2025, Tarkett has been rated A level by CDP, the world's leading carbon disclosure platform. The company is now among the top 2% of best-performing companies out of 24,800.

We want to have a positive impact on our customers, our teams and our planet.

OUR MISSION
Create unique surfaces that improve people's lives and are good for the planet.

OUR VISION
Be the easiest, most innovative and most sustainable flooring and sport surfaces company to work for and with.

OUR VALUES
Committed, Caring, Collaborative, Creative.

4 PILLARS
Empower high-performing teams
Offer a best-in-class customer experience
Create innovative products & services
Lead with sustainability.

The way to better floors:

1

Less waste, *MORE POSSIBILITIES*

Waste doesn't have to be the end of the story. Since 2010, we've diverted over 124,000 tons of flooring waste—the weight of 12 Eiffel towers—through our ReStart® program. By 2030, at least 30% of our raw materials will come from recycled resources, proving that circularity isn't just an ambition but the path we're creating today.

2

Lower emissions, *HIGHER ASPIRATIONS*

Every step we take brings us closer to a more sustainable future. Over the past decade, we've reduced our factories' greenhouse gas emissions by 50%. By 2030, we will have cut emissions across our entire value chain by 30%. We are redefining what's possible for our industry and our planet.

3

Greater well-being, *EVERY STEP OF THE WAY*

Sustainability is not just about reducing our environmental footprint, it's also about creating spaces that improve everyday life. From better indoor air quality to quieter spaces and comfortable surfaces, we design flooring that prioritizes your health, comfort, and well-being with every step.

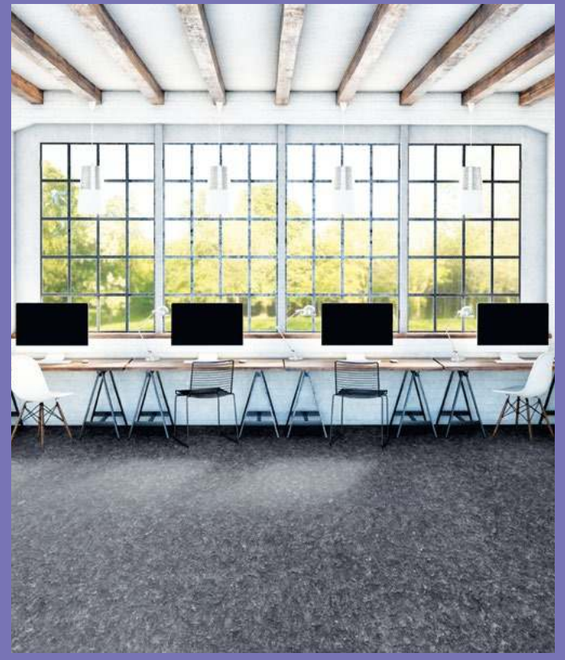
4

More proof, *MORE PROGRESS*

We believe in action that builds trust. Through ambitious goals, rigorous third-party certifications, and partnerships with scientists, industry associations, and NGOs, we ensure our progress is real, measurable, and impactful. Every milestone we reach reflects a simple truth: the way forward is built on trust and accountability.

01

Can we really produce more with less?



Resources are finite—this is an undeniable fact. Yet industries worldwide continue to consume them at an unsustainable scale. As we push the limits of what our planet can provide, perhaps the real question isn't *can* we do better, but *how*?

At Tarkett, this very question has guided us for decades. Delivering more is no longer about increased production, it's about meaning, purpose, impact. It's about creating greater value, fostering innovation, and driving change, while using fewer resources. A shift that demands bold thinking, decisive action, and above all, collective effort.

Whether by leading a global post-use take-back and recycling program or by constantly challenging how we approach sustainability, we've shown that the demand to use less isn't a limitation—it's an inspiration and a catalyst for doing better. Through tangible actions—reducing emissions, transforming waste, and preserving product performance—we're committed to making "more with less" not just possible, but the new standard.

This is how far we've come in producing more with less.

- **-23%** drop in Scope 1, 2 & 3 GHG emissions vs 2019.
- **157,000 tons** of recycled materials used in production, representing 19% of raw materials.
- **124,000 tons** of flooring collected through the ReStart® program in 29 countries (2010-2024).
- **34%** of energy from renewable sources.

SCOPE 1 & 2: DIRECT AND INDIRECT EMISSIONS

Scope 1: Direct Emissions
Source: On-site fuel combustion such as natural gas, fuel oils, biomass

Scope 2: Indirect Energy Emissions
Source: Purchased electricity, steam, heat.

Current status: Scope 1 & 2 reduction by -36% versus 2019 through efficiency measures and partial electrification.

34% of energy now comes from renewable sources.

12 sites purchase 100% renewable electricity.

2030 target: 50% reduction in absolute emissions compared to 2019.

SCOPE 3: VALUE CHAIN EMISSIONS

Source: Emissions from the entire lifecycle, including upstream activities (e.g. raw material extraction) and downstream activities (e.g. end-of-life treatment: recycling, incineration, or landfill).

Current status: Reduced by -22% versus 2019. Our Scope 3 target, aligned with Science Based Targets initiative requirements, focuses on purchased goods and services (category 1) and end-of-life treatment of sold products (category 12), which together account for 73% of Scope 3 emissions.

2030 target: Reduce Scope 3 emissions by 27.5% versus 2019. Increase recycled content of raw materials to 30%.

What are the most significant contributors?

- **SELECT** more recycled, renewable, and bio-based materials, including waste from other industries.
- **RECYCLE** more of our own production waste internally.
- **COLLECT** and **RECYCLE** flooring and sports surfaces after installation or at the end of their life.
- **DESIGN** lighter products to use fewer raw materials.

This progress demonstrates how these levers have already driven significant reductions. The end result is not just about 2030, but about long-term alignment with the Paris Agreement and the path to net zero.

When it comes to producing more with less, what are the main challenges emerging today?

One of the main challenges in producing more with less is ensuring that customers, especially in Eastern Europe, trust the value and performance of sustainable products. There's often a concern that lighter, more sustainable options might compromise quality, leading to a perception of less value for money. How did we address this? By acting on multiple fronts—training our teams to engage more effectively with customers while improving our production processes to reduce impact. At our Bačka Palanka site in Serbia, we implemented a biomass boiler in 2024, powered by sawdust from wood production, eliminating fossil fuels and externally sourced biomass. This reduces around 950 tons of CO_2 annually—the equivalent of powering 600 European homes per year. And in 2025, we plan to install a solar power plant to meet 18% of the site's electricity needs. It's inspiring to see it all take shape, and I'm excited to see what's next on this sustainable journey.

Slobodan MILANKO, Head of operations, Tarkett Serbia

Can we reconcile business performance and sustainability?

I am deeply convinced that reconciling commercial and financial performance with sustainable development is not only possible but essential. First, we need to accurately identify our most significant ESG impacts and set clear targets. Then, to achieve our targets, we have to challenge many practices in our value chain. I don't believe we can create an economically viable circular economy without creating new commitments with our stakeholders all along our value chain. Some will see this as more complexity, more constraints and short-term risks. At Tarkett, we see opportunities to create new services, new sources of value and differentiation in the medium term. Innovation must help us to eco-design products that reduce our impact. But what is the real value of this innovation if nothing is done to benefit from this eco-design throughout its lifecycle? To make our value chain compatible with planetary boundaries, we need to adapt our business models to provide concrete answers to these questions. Given the urgency of the situation, collaboration is not optional; it is the foundation of any tangible progress. Manufacturers, customers and the financial community must work hand in hand to make the transition to sustainable value chains a success.

Arnaud MARQUIS, Tarkett's Chief Sustainability and Safety Officer

THE UN SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations established the Sustainable Development Goals (SDGs) as a universal call to action to address global challenges—from protecting the planet to building more resilient and equitable societies. As a global leader in flooring and sports surfaces, Tarkett embraces its role in driving change. We support 10 of the 17 SDGs through concrete actions like reducing waste, creating recyclable flooring, and promoting responsible production. This commitment reflects where we stand now: striving to balance environmental, social, and economic considerations in everything we do.

The Greenergy project:

Powering change with renewables

What if there was a better way to power our operations—one that was cleaner, greener, and more reliable? Since 2023, Tarkett's Greenergy project has been reducing Scope 1 and 2 emissions by rethinking energy use at its most energy-intensive sites. Tarkett is cutting emissions while shielding itself from energy price volatility by integrating renewable solutions like rooftop solar panels, electrified heating systems, and innovative Corporate Power Purchase Agreements (CPPAs).

After a global analysis, Greenergy is now focusing on Europe, where government subsidies and advanced renewable energy technologies are creating significant opportunities. In 2025, Tarkett expects to translate these plans into measurable progress, paving the way for cleaner operations. Greenenergy illustrates how to reduce our impact, while supporting the development of renewable energy, reducing our exposure to energy price fluctuations and lowering our electricity costs.

Improving energy efficiency

Brazil: New press for progress

At our Jacareí plant in Brazil, swapping a natural gas press for electricity-based technology slashed energy use by 59% and emissions by 83%, all powered by 100% renewable energy.

China: Granulating gains

At our Bejing site, optimizing the granulation process saved 100 MWh in 2023 — enough energy to power an electric vehicle for approximately 12 round trips around the Earth's equator. Planned motor upgrades promise to cut another 120 MWh by 2025.

Italy: Heating up efficiency

In Narni, new heat exchangers and electrified furnaces are driving a clearner future to cut 650 tons of CO_2 each year. This is equivalent to the amount of CO_2 absorbed by close to 30,000 trees in one year.

02

What role does innovation play in promoting sustainability?

Sustainability is a challenge that asks us to think differently—to question the way things have always been done. Can innovation drive lasting change? Or is it just another promise in a world that demands commitments? At Tarkett, we don't have all the answers, but we believe that innovation can bridge the gap between ambition and impact.

For us, innovation isn't just about performance; it's about progress. It's about rethinking materials, redesigning processes, and reimagining how we tackle challenges, big and small. Because the path to sustainability isn't a single step. It's an ongoing journey, built on experimentation, collaboration, and the courage to try something new.

As we explore this question, we are guided by a simple belief: innovation is not an end in itself, it is the tool we use to create a future where businesses, communities, and the planet can thrive together.

FROM WASTE TO WONDER:

The story of iQ Loop

iQ Loop is a homogenous vinyl flooring innovation launched in 2024, targeting customers in Northern Europe. It contains at least 65% recycled post-consumer material, sent back by customers to Tarkett's recycling facility in Ronneby, Sweden.
It turns what used to be waste into a sustainable solution, slashing the carbon footprint by 50% compared to the market average.
This isn't just about numbers, it's about rethinking materials, reimagining production, and redefining what flooring can achieve for the planet. With iQ Loop, sustainability isn't an afterthought; it guides every decision, from design to performance.
Proof that the future of flooring doesn't just lie underfoot, it starts with how it's made.

What challenge did you have to overcome when working on iQ Loop ?

When working on iQ Loop, one of our main challenges was addressing material availability—only 30% of installation waste potential is currently being collected.
To overcome this, we launched the circular initiative 'Join the Loop,' designed to engage more customers. 'Join the Loop' embodies the collective sustainability work we're already doing and want to grow with ReStart® program members. As iQ Loop mostly consists of post-consumer material, the collection is primarily offered to the customers who contribute material. Strong collaboration with all stakeholders is key to the success of this project.

David HÅKANSSON, Ronneby Plant Director, Tarkett Sweden

A legacy of sustainability

Tarkett's linoleum holds a unique place in flooring history. As the first flooring product in the linoleum industry to receive a Cradle to Cradle® certification in 2011, it set a new standard for sustainable design in the industry. Made in Narni, Italy and crafted from up to 97% natural materials like linseed oil, cork, and jute, Tarkett's linoleum combines over 125 years of craftsmanship and innovation with a serious commitment to the environment. These last years, the company has heavily reduced the carbon footprint of its linoleum. For example, the Tarkett 2,5 mm linoleum is now carbon negative from cradle to gate, including raw material extraction, transportation and linoleum production.

CRADLE-TO-CRADLE:

A blueprint for sustainable flooring

What if products weren't designed to end up as waste but to start a new life? That's the vision behind Cradle to Cradle®, a label that assesses a product's ability to contribute to a circular economy. Tarkett embraced this challenge early, adopting Cradle to Cradle® principles in 2010 to rethink how its flooring is designed, produced, and recycled. Every product is evaluated on five criteria: material health, product circularity, renewable energy, water stewardship, and social fairness. In 2024, 69% of our raw materials did not contribute to resource scarcity - being abundant, rapidly renewable or recycled.

In 2024, Tarkett received 26 certifications from the Cradle to Cradle Products Innovation Institute (C2CPII), covering a wide range of product categories including carpet, linoleum, rubber, and wood.

What are the real challenges of a sustainable transformation?

The biggest challenge is that it's not about small adjustments 'on the edge'—it's about radical transformation. We must be ready to make bold changes to processes, routines, and business models, questioning not just new ideas but how we do things today.
ReStart® is a good example: often seen as a way to manage flooring waste, it's actually much more. It's an opportunity to find recycled content for our products and build strong, lasting partnerships, transforming how we source raw materials and engage with customers. Sustainability means rethinking and reshaping everything we do.

Dag DUBERG, ReStart® Manager, Tarkett EMEA

Turning old floors into new beginnings

Launched globally in 2010, Tarkett's ReStart® program is a groundbreaking take-back and recycling initiative that helps tackle post-installation and end-of-use flooring waste. By collecting, sorting, and transforming used materials into high-quality resources, ReStart® minimizes reliance on virgin materials and contributes directly to the circular economy. Covering flooring types such as vinyl, linoleum, and carpets in its 8 recycling centers in 8 countries, it represents a comprehensive approach to waste management within the flooring industry.
But ReStart® is not just a sustainability initiative for Tarkett—it's also a value-added solution for the companies that join the program. Participating businesses can significantly reduce their environmental footprint, meet regulatory waste management standards, and advance their sustainability goals. The program simplifies waste collection with dedicated take-back systems and recycling networks, helping companies streamline processes and save on disposal costs. More importantly, it demonstrates a tangible commitment to sustainability—an increasingly important factor for clients, stakeholders, and employees alike.
ReStart® creates a win-win: Tarkett reuses valuable materials for new products, and participating companies gain a practical, measurable way to contribute to the circular economy, improving both their operations and their environmental impact.

ReStart® in 4 dates

- **1990:** BABYSTEPS IN NORTH AMERICA AND SWEDEN
  In North America, the program began with the collection and recycling of carpet tiles, while in Sweden, vinyl off-cuts were collected free of charge for customers.
- **2010:** GLOBAL PROGRAM LAUNCH
  Focused on post-installation flooring waste collection and recycling.
- **2024:** SCALING UP IMPACT
  Enhanced collection networks and technologies and program up and running in 29 countries across 5 continents.
- **2030** (GOAL): CIRCULAR LEADERSHIP
  Aiming for 30% of Tarkett's raw materials to be sourced from recycled content. ReStart's performance is a strong contributor to achieving Tarkett's 2030 target.

ReStart® is more than a take-back and recycling program

—it's a commitment to transforming waste into a resource and leading the flooring industry toward a sustainable future.

What is 124,000 tons?

+2,600
football fields worth of repurposed flooring material.

12
Eiffel towers

+16,500
trucks worth of waste diverted from landfills.

+111,000
cars removed from the road for a year, based on carbon emissions saved.

They talk about ReStart®

Every year, 2,27 million tonnes of old carpet end up in landfills across the United States. During the renovation of its halls of residence, my client, Loyola Marymount University, tasked us with recycling over 6,200 m² (22 tons) of old carpet flooring—equivalent to three truckloads of material. Leveraging Tarkett's ReStart® program was an easy choice for everyone involved. The client was thrilled that we handled the flooring responsibly, ensuring the waste was diverted from landfill and given a second life as raw material for new products.

Bob COLES, Project Manager of Design Floors LLC, USA, who took over the renovation for Loyola Marymount University, Los Angeles, California.

We joined ReStart® back in 2011, working with Tarkett to recycle old carpet flooring at their recycling center in Waalwijk, Netherlands. In just one year, this initiative avoided 100,000 kg of CO_2 emissions—the equivalent of what 5,000 trees absorb in a year. It's not only better for the environment but also helps us reduce costs. A win for sustainability and a win for our business.

Kristel LEERKES, Owner & Director at Boerhof Project Interiors, Netherlands

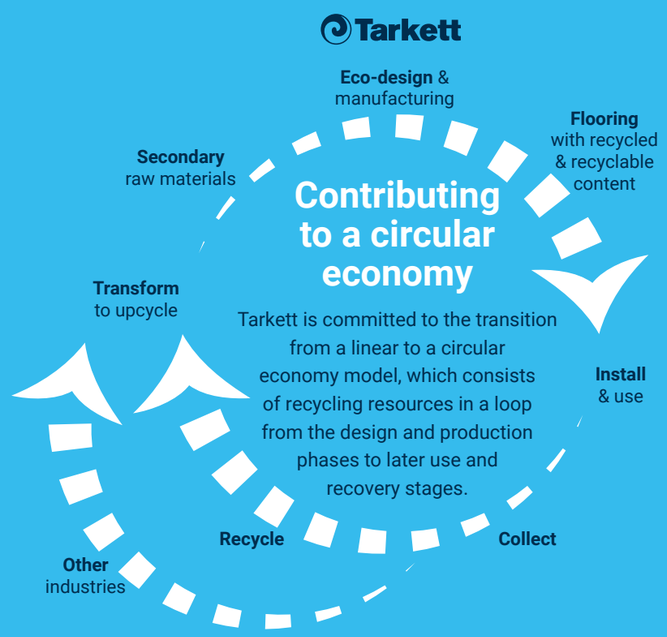
03

Circularity: a passing trend or the future of our industry?

Circularity isn't just about managing waste—it's one of the most powerful drivers for reducing greenhouse gas emissions in our industry. By minimizing the extraction of virgin materials and rethinking how resources flow through the value chain, circularity addresses emissions at their source.

At Tarkett, circularity goes hand in hand with eco-design. We're reducing waste and saving energy by creating products that are recyclable, contain a high percentage of recycled content and by prioritizing low-energy recycling technologies, such as mechanical recycling. This isn't theory, but practice, driven by initiatives like ReStart® and cutting-edge innovations that change the way we reuse materials.

In an industry where recycling rates are low, Tarkett is committed to raising the bar, proving that circularity isn't just an ambition, but the path forward for the future of our industry and the planet.



Pioneering circular solutions

In 2020, IKEA and Tarkett joined forces to address one of the most pressing challenges of our time: waste. What began as a single take-back in Stockholm, Sweden, has grown into a powerful example of how two global leaders can unite to create meaningful change.

Now spanning thirteen countries and over thirty-five take-back initiatives, the collaboration has collected more than 200 tons of used flooring in the last 5 years, equivalent to 70,000 m², and avoided 700 tons of CO_2 emissions.

In 2024 alone, nine take-backs were organized across IKEA stores in Sweden, Finland, Denmark, Hungary and Spain, further accelerating the program's reach and impact.

A model for circularity

This cooperation goes beyond recycling. It's a blueprint for how industries can work together to scale circular solutions. By integrating the ReStart® program into its operations, IKEA has reduced waste management costs, improved its sustainability metrics, and contributed to a circular economy that benefits everyone. For Tarkett, this cooperation exemplifies how collaboration and technical innovation can drive progress toward our goal of 30% recycled content in raw materials by 2030.

Why did Tarkett set up a collaboration with IKEA?

We are proud of our long-standing collaboration with IKEA, a true testament to our commitment to the circular economy. Today, businesses and retailers worldwide are seeking sustainable flooring solutions to lower carbon emissions, reduce waste, and achieve their sustainable building goals. This circular cooperation is fully integrated into our ReStart® flooring take-back and recycling program, offering climate-beneficial solutions and high-quality customer service. By joining forces, we recover used vinyl flooring, process it at our on-site recycling facility in Ronneby, Sweden, and incorporate the recycled material into high-performing, durable flooring for new IKEA stores. Through ReStart®, we are convincing more clients, like IKEA, to embrace circularity by simplifying the collection and recycling of post-installation and post-use flooring. Our teams across Europe play a vital role in onboarding new customers by providing simple and effective solutions. At the same time, we are strengthening existing collaborations, continuing to recycle post-manufacturing waste, and investing in the use of secondary raw materials. Our long-term goal is to scale up closed-loop recycling for flooring and sports surfaces, building a future where circularity becomes the norm.

Peter NICANDER, Key Account Manager, Tarkett Sweden

From windshields to floors: reinventing waste in North America

What happens when a car windshield reaches the end of its life? At Tarkett, it's not the end, it's a beginning. In North America, the company has found an innovative way to turn discarded windshields into sustainable, high-performance flooring.

The secret lies in polyvinyl butyral (PVB), a key component of laminated safety glass. Tarkett incorporates this recycled material into its ethos® Modular carpet backing, a solution with 33% post-consumer recycled PVB content and a 96% lower carbon footprint than virgin PVC backing. In the last twenty years, the company has reused 48,600 tons of PVB films—equivalent to materials from 49.8 million windshields. Now, the company is closing the loop internally by taking back old flooring and reusing the backing to create new backing— one more step toward a fully closed-loop future for the industry.

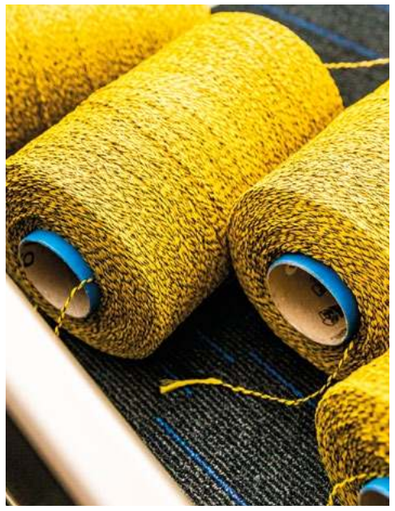
The beauty of circularity: the art of closing the loop

We see circularity as an art form. Every material, every process, every partnership is part of a larger canvas—where waste transforms into wonder.

Can we envision a fully closed-loop future for our industry?

Envisioning a fully closed-loop future for our industry is both challenging and essential. At Tarkett, we are committed to recycling not only our post-manufacturing waste but also scaling up the collection and recycling of post-installation and post-use flooring and sports surfaces. Achieving this vision comes with challenges—logistics, technical barriers, and engaging multiple stakeholders—but it's key to becoming a truly circular company. We're focusing on closed-loop recycling (collecting and recycling Tarkett post-industrial and post-use materials), open-loop recycling (sourcing post-industrial and post-use materials from other industries), and circular product design to ensure recyclability and increase the use of recycled content. I look forward to seeing how far we can go and what we can achieve as this journey unfolds.

Snežana BOŠNJAK ŠAKIĆ,
Sustainability & New Business Strategic Director, Tarkett Eastern Europe & Asia



DESIGNED TO

live forever

Our carpet tiles are designed for circularity, composed of two key components, yarn and backing, that come together as neatly as they can later be taken apart. Committed innovators, we constantly evolve our products to enhance material choices. The latest evolution of our EcoBase® backing incorporates bio-based pine rosin from the Scandinavian paper industry, replacing 50% of a petroleum-based tackifier. This 5% material shift reduces each tile's carbon footprint by an average of 20%, achieving our lowest footprint yet. Fully recyclable and Cradle to Cradle Gold-certified, EcoBase demonstrates how thoughtful design drives sustainability forward.

MATERIALS REBORN

Our chief challenge in closing the loop was finding a way to recycle post-use carpet tiles while preserving material quality. At our Waalwijk carpet site in the Netherlands, we developed pioneering technology to separate yarn and EcoBase backing with over 95% yarn purity, ensuring both components could be recycled for the same purpose. This breakthrough, made possible through our long-standing collaboration with Aquafil, allows polyamide 6 (PA6) yarn to be regenerated into ECONYL® nylon. Together, we've created a system where materials aren't just reused: they're reborn for the next carpet cycle.

FROM IDEA TO CIRCULAR(EAL)ITY

Through our carpet recycling capability, we are turning yesterday's materials into tomorrow's solutions. The art of closing the loop isn't about perfection… It's about constant progress, one innovation at a time.

What has been already achieved in carpet recycling and what are the remaining challenges for the next years?

During 2024 we've made significant progress by scaling up our internal carpet recycling capacity. This has allowed us to process more materials efficiently. However, cost remains a significant challenge. The expenses associated with complex recycling processes can be substantial. Our first focus for the near future will be lowering even further our EcoBase's carbon footprint and increasing recycled content. Secondly, we're expanding the Desso ReUse carpet tile project which allows our European customers to resell or purchase second-hand carpet tiles that are still in good condition. As producer of circular carpet tiles, through our take-back system Restart® and by our recycling capabilities we can offer customers with ReUse the full service and guarantee on close loop recycling which no other company can. All innovative products are designed to be reused and recycled, reducing waste and promoting sustainability. By continuing to invest in new technologies and solutions, we aim to overcome cost barriers and enhance our recycling capabilities.

Lodewijk VAN DER ZANDEN,
Purchasing & Sustainability Manager Carpets, Tarkett Netherlands

Circular Journey Continues

Post-consumer yarn and EcoBase backing are separated in our Carpet Recycling Center

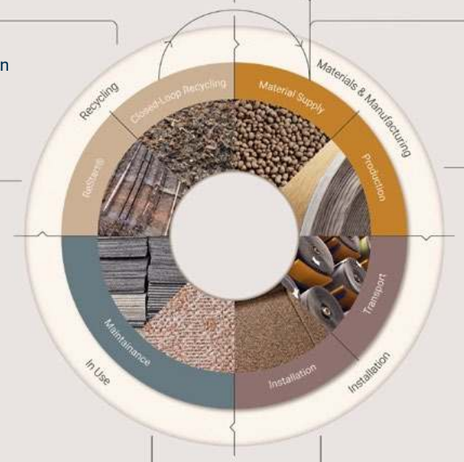
Yarn & EcoBase backing recycling

Our partner Aquafil regenerates the PA6 nylon

Post-consumer EcoBase becomes new backing in our own production

Our pioneering programme, ReStart®, makes it possible to close the loop. Working with a network of partners for de-installation and take-back of post-consumer carpet tiles

Our customers make this circular journey possible — ensuring a long life through careful maintenance and helping our network of partners get tiles back to us for recycling



100% recyclable EcoBase backing with chalk from local drinking water industry

PA6 yarn

All materials are assessed according to C2C principles

Produced with 100% renewable energy

Installation is carried out with care by recommended installers

04

What drives transformation forward?

Transformation is a journey, rooted in the nature of life itself. Change is essential for life to thrive, a constant need to adapt, evolve, and move forward. Yet transformation cannot be achieved alone; it is a shared journey.
A journey powered by people. By team members uniting their efforts, partners combining their strengths, and collaborations that bring vision to life. It is a continuous, collective endeavor, with every step shaped by those who believe in building something greater, together.
Because transformation isn't just about where we're headed, it's about how we get there and who we bring with us.

How Goal Zero is changing the game

What if every discarded turf sports field replacement created zero waste? FieldTurf's Goal Zero program is turning this visionary into reality. In 2023, the program took a giant leap forward with the opening its second state-of-the-art infill regeneration facility in Pennsylvania, following the first one in Oregon. Both regeneration facilities have collected and recovered 11,700 tons of infill for reuse in new projects in 2024. Rubber crumb and sand infills were separated, cleaned for reuse on new surfaces, while post-consumer turf fibers were repurposed by third parties into durable products like plastic lumber. By combining cutting-edge recycling technology with measurable results, FieldTurf is paving the way for a zero-waste future in sports surfaces.

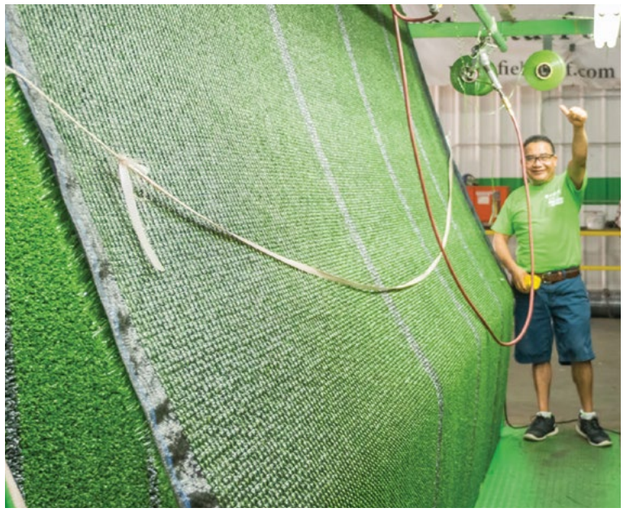
From ashes to life

Can flooring materials help combat climate change? Tarkett and Swedish environmental company Ragn-Sells believe they can. Together, they are turning waste into carbon-negative mineral fillers for vinyl flooring. Today, 75% of the 100,000 tons of mineral fillers used annually in Europe come from calcium carbonate. This partnership goes even further, extracting calcium from ash piles in Estonia and using carbon capture technology to create a product with a negative carbon footprint. Pilot production begins in 2026, proving that innovation can rise from the ashes... literally.

What happens after Goal Zero? GOAL ZERO

FieldTurf's commitment to sustainability goes beyond the Goal Zero program. While we work towards this milestone, we are simultaneously advancing recycling technologies and developing new programs to minimize waste at every stage of our operations. Together, these efforts set a higher standard for sustainability across the entire industry.

Cameron ST. DENNIS, Strategic Recycling Manager, Tarkett Sports, Montreal, Canada



Mycocycle, the future is fungi

What happens when a global design firm, a leader in flooring and sports surfaces, and a biotechnology pioneer join forces? They create groundbreaking solutions to some of the most pressing sustainability challenges. What began as an experiment has become a powerful example of how collaboration and creativity can redefine what's possible in the circular economy.

Rachel Palopoli, Director of Circular Economy at Tarkett North America,

Benjamin Holsinger, Director of Sustainability at Gensler in Washington DC and

Joanne Rodriguez, CEO at Mycocyle tells the story.

R.P.: At Tarkett, we invest in innovation, and we're doing that through collaboration.

B.H.: I started talking with the team about how our Gensler DC office was doing the renovation, but we hit a roadblock. We had some Broadloom carpet that needed to come out, but we didn't know what to do with it. Since it can't be recycled, this Broadloom was really getting in the way of us achieving our target of over 90% waste diversion. And at that moment, Rachel Palopoli turns to the woman next to her and says, "Show Ben your magic fairy dust."

J.R.: So when I talk to people about the magic fairy dust, the easiest way is to think about it in three steps. The first would be taking in a ground-down waste stream, grinding it down to a size that the mushrooms like. And when I say mushrooms, I really mean the roots called mycelium. So we take that blend and we mix it with our treatment, which is the mushroom blend. It grows through it over a matter of a couple of weeks, and then at the end, we stop the growth and we can grind it down and create this magic fairy dust, which is akin to a new classification of bio-based filler from waste.

R.P.: All of a sudden, I looked at Joanne and I looked at Ben, and I said, "Joanne, do you want to try something? He's got some commercial broadloom that we have no way to recycle. Why don't we see if the mushrooms like it?" Joanne said, "OK, let's try it." And guess what? The mushrooms love it!

Entirely mobilized

From raw materials suppliers to end-of-life recycling, every stakeholder plays a crucial role in advancing sustainability. For Tarkett, the value chain is more than a series of transactions, it's a network of shared responsibility working toward a better future.

Tarkett's Responsible Sourcing Program, launched in 2018, exemplifies this commitment by uniting suppliers to uphold rigorous environmental, social, and ethical standards. By 2025, 75% of suppliers (by spend) are required to sign the Responsible Sourcing Code of Conduct or equivalent standards.

Through initiatives like supplier training in sustainable procurement and partnerships rooted in shared values, Tarkett is building a resilient, responsible supply chain. Because real change doesn't happen alone; it depends on every link in the chain.

How to engage an entire value chain to drive change?

Engaging an entire value chain to drive change and accelerate transformation starts with a clear vision, real commitment, strong leadership, and meaningful corporate partnerships that foster education and inspire action. Many organizations may not fully recognize what needs improvement until they have a profound, intentional conversation about sustainability and the importance of responsible sourcing. Inspiring awareness and raising consciousness are essential first steps. At Southcoast Health, across our medical network in southeastern Massachusetts and Rhode Island, we are actively transforming our supply chain to be more sustainable and cost-effective. By selecting the right solutions at the right price and collaborating with our suppliers, we focus on life cycle assessments. This approach helps us identify cost-competitive, low-carbon products, such as the sustainable Tarkett flooring used across our entire hospital network.

Philip OLIVEIRA, Vice President of Sustainability, Supply Chain Strategy and Logistics, Southcoast Health

05

How do we inspire our colleagues to join the change?

A legacy is built day after day. It's not something fixed or frozen in time—it grows, shaped by the choices we make and the values we uphold. It's a collective effort, forged by shared purpose and strengthened by the principles that bring us together.

Change works in much the same way. It flourishes when individuals feel connected to something meaningful, when they understand that their actions are part of a greater purpose. It's about fostering a sense of ownership and belonging, where every contribution matters and every step forward adds to a story that continues to evolve.

So, how do we build this sense of shared legacy? How do we inspire colleagues to not just embrace change, but to drive it forward, knowing they are shaping a future that will endure?

It's all possible with C'Possible

In Paris, France, Tarkett has partnered with C'possible—a nonprofit dedicated to empowering high school students from underserved communities. Through engaging presentations and "Live My Life" workshops, students explored future career possibilities and stepped into the shoes of Tarkett professionals. A way to connect and inspire the next generation.

TARKETT cares

From Chicago with Care

During Design Days 2024, Tarkett turned its focus to the Niles Township Respite Center near Chicago, USA, a vital space for those in need. What began as a plan to install ethos® carpet tile and Contour LVT through the Tarkett Cares program grew into something more. Inspired by the project, local partners joined in, expanding the renovation to include flood-damaged offices, fresh paint, and an updated layout. From one small action, a ripple of care turned the center into a more welcoming and supportive space for the community.

A WAVE OF CARE FOR

Rio Grande do Sul

In May 2024, devastating floods swept through Rio Grande do Sul, Brazil, displacing countless families and leaving communities in urgent need. Through Tarkett Cares, our employees decided to join forces and collected over 2,500 essential items while our partner RCervellini ensured the donations were delivered swiftly. A simple act of solidarity grew into a collective effort to bring hope and relief to a community in crisis.

900

That's the number of community initiatives our employees have contributed to in the last 8 years through Tarkett Cares.

SAY HI TO

EDI

At Tarkett, equity, diversity, and inclusion (EDI) aren't just aspirations—they're a key program dedicated to building the foundation of a thriving workplace. Through deliberate actions and meaningful initiatives, Tarkett in North America is creating an environment where everyone feels valued, heard, and empowered to contribute their best.

A SPOTLIGHT ON

EPIC

EPIC—Equity, Pride, Inclusive, Celebrate—is a group of over forty members providing employees of color in North America with a platform to share experience, collaborate, and amplify their voices. By addressing challenges and cultivating opportunities, EPIC strengthens Tarkett's commitment to an inclusive culture.

12,000 team members, and just as many committed minds?

At Tarkett, our 12,000 team members representing different 50 nationalities are more than just employees; they are the heart and soul of our success. We are committed to creating a diverse and inclusive workplace where everyone feels respected, valued, and empowered. By providing good working conditions, fair compensation, opportunities for growth, and space for feedback, we nurture a strong sense of pride and belonging within our teams. Through Tarkett Academies, we equip flooring professionals and students with the skills they need for the future. Together, we are not just a company but a community, united by a shared commitment to making a positive impact.

Sheila LOPES, HR Manager, Tarkett Latin America, based in Brazil

TARKETT ACADEMY:

Expertise without borders

Nine countries, countless sessions, one purpose: to equip professionals with the skills they need to excel in flooring installation and maintenance. From Brazil to Australia, Tarkett Academy offers dynamic training programs tailored to both beginners and experienced installers.

Sessions range from a few hours to a week, covering everything from advanced techniques to practical problem-solving.

Training doesn't stop at Tarkett's dedicated centers, it extends to customer sites and third-party locations, ensuring flexibility and relevance across the industry.

Tarkett Academy empowers professionals to bridge the gap between theory and practice, fostering expertise that not only enhances their craft but also contributes to a more sustainable future.

Well-being at work: The power of listening

A workplace thrives when employees have a voice. Since 2008, Tarkett's biennial employee feedback survey has ensured that every voice contributes to shaping the company's future.

In 2024, 88% of employees took the survey, showcasing strengths like trust and collaboration while highlighting areas for growth, such as agility and career development. In response, Tarkett developed local action plans supported by shorter "pulse" surveys to track progress.

By prioritizing employee well-being, Tarkett reinforces a shared sense of commitment, ensuring a workplace where individuals feel empowered to grow and thrive.

Rethinking the flooring industry: an inside perspective

Paul ROBERTS, Technical, Sustainability & Training Manager, Tarkett Australia

Michelle KEIR, Marketing Communications & Digital Specialist, Tarkett Australia

What convinced you to join the company?

P.R.: 8 years ago, right before I joined Tarkett, I was working for another company that manufactured carpet tiles, and while I appreciated the work I was doing there, I was looking for a new opportunity that would allow me to grow and broaden my horizons. What really convinced me to join Tarkett was the company's diverse range of products and innovative solutions. I was excited about the prospect of contributing to a company that not only leads in product design but also plays a significant role in creating a more sustainable future for the industry.

M.K.: Having spent 20 years in the construction industry, I've seen many companies claim sustainability without much substance behind it. Tarkett stood out because of its clear and transparent sustainability messaging. A year ago, when I looked deeper, it was easy to find reliable evidence supporting the claims—something that's not always common in the industry.

Tarkett's commitment to sharing its initiatives, achievements, and progress authentically resonated deeply with my personal values. I was also drawn to the company's reputation for quality products and its strong team culture. It was clear that Tarkett didn't just talk about sustainability—it actively works to leave the world in a better condition than we found it.

What do you do at Tarkett?

P.R.: I joined Tarkett as the Technical and Training Manager, focusing on technical support and product training. Over the past eight years, my role has evolved, with sustainability becoming the most fulfilling aspect. Tarkett's commitment to the circular economy aligns with my values, and I'm proud to contribute to innovative sustainable flooring solutions.

A key highlight has been launching the local ReStart® program, an 18-month effort requiring a government grant, lobbying, and overcoming waste export bans. Collaborating with European colleagues, we developed a system to locally process and export materials as raw inputs for new flooring. This project reflects Tarkett's sustainability vision, reducing waste, cutting carbon footprints, and creating lasting benefits.

M.K.: As the newest member of Tarkett Australia's marketing team, my role includes promoting our sustainability credentials and initiatives locally. My experience in the construction industry has allowed me to contribute to creating marketing materials and tools that communicate the recyclability of our vinyl and carpet tiles and the benefits of our ReStart® program for contractors and architects.

I've been heavily involved in developing resources that highlight the recyclability of Tarkett's products and emphasize their environmental benefits. This includes working on materials that support our efforts to educate the market about the real, tangible impact of Tarkett's sustainability practices.

What are you most proud of when it comes to Tarkett?

P.R.: What I'm most proud of at Tarkett is its commitment to both product innovation and its people. Sustainability isn't just a buzzword; it's ingrained in everything we do, from product design to manufacturing and recycling.

Equally important is Tarkett's investment in its staff, providing continuous learning and skill-building opportunities. This ensures we're equipped to contribute to the company's sustainability goals and make spaces more sustainable for future generations. I think it's the combination of these two pillars that makes me so proud to work at Tarkett. We are not only advancing the industry through sustainable flooring solutions but also creating an environment where both our products and our people thrive.

M.K.: I'm incredibly proud of Tarkett's commitment and transparency towards achieving sustainability excellence. Tarkett is a leader in the industry, always striving to improve its products and educate customers with real facts rather than resorting to greenwashing. Tarkett continuously improves its sustainability credentials and backs these improvements with transparency.

Tarkett's horizon

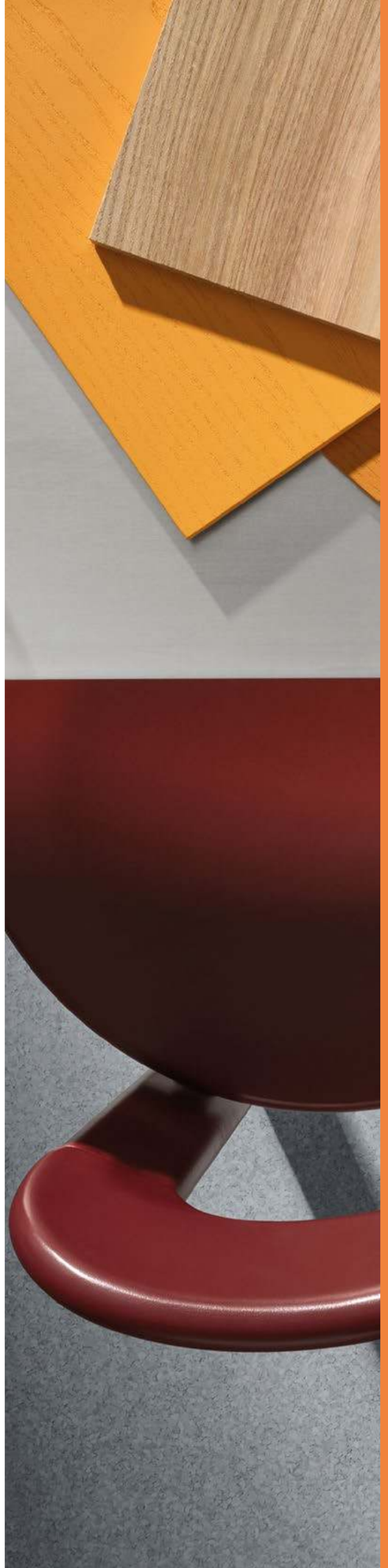
GHG emissions reduction across whole value chain by 2030 (versus 2019)

30%

recycled raw materials by 2030 (versus 10% in 2018)

CERTIFIED SUSTAINABLE

- SBTi: Approval of our 2030 climate targets in January 2023.
- EcoVadis: Platinum in 2024, i.e. top 1% of all 130,000 rated companies in 180 countries.
- CDP Climate Rating: Joined high performing A list in February 2025.
- Global Compact: First flooring manufacturer to join the United Nations Global Compact in 2010.
- Cradle to Cradle® certification for products applied since 2010.
- Europe's Climate Leaders: Achieved ranking by Financial Times UK and Statista since 2022.



For 140 years, we have been asking ourselves questions. How to use less raw materials, how to reuse more and waste less. Step by step, year after year, these questions have led to answers.

But answers are not the end of the journey. They deepen our purpose, renew our commitment, and spark new questions. How do we close the loop for good? How do we design a future where sustainability and well-being thrive together? How do we stay true to our purpose of shaping spaces where life flourishes?

At Tarkett, these questions carry a promise. A promise to keep moving forward, guided by the values that have shaped us for over a century and by the responsibility we hold for the future.

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