



COMBINED SHAREHOLDERS' MEETING OF APRIL 29, 2022

Q&A

QUESTION RECEIVED BEFORE THE SHAREHOLDERS' MEETING:

Following the simplified tender offer of 2021 at a price of 20 euros, the main shareholder of Tarkett S.A., Tarkett Participation, held approximately 85% of the share capital and was not able to request the implementation of a squeeze-out. Now, the concert Tarkett Participation holds more than 90% of the share capital. What is the future of the Tarkett share listing?

At the end of the simplified tender offer on July 9, 2021, Tarkett Participation, acting in concert with Société Investissement Deconinck and Wendel Luxembourg S.A. (formerly Trief Corporation S.A. and a wholly owned subsidiary of Wendel SE), held 86.27% of the Company's share capital and 85.36% of its voting rights.

Since the closing of the simplified tender offer and until October 25, 2021, Tarkett Participation has continued to purchase shares on the market and now holds, individually and in concert with Société Investissement Deconinck, Expansion 17 S.C.A, Global Performance 17 S.C.A and the members of the Supervisory Board linked to the Deconinck family, 90.41% of the Company's share capital and 90.08% of its voting rights.

Tarkett Participation has indicated that the launch of a squeeze-out offer is not on the agenda. Indeed, the economic context has changed since last summer. The shareholders of Tarkett Participation do not intend to increase its debt and capital. Tarkett will then remain listed on the market.

QUESTIONS RAISED BY THE SHAREHOLDERS PRESENT OR REPRESENTED DURING THE SHAREHOLDERS MEETING

What about the latest PVC and input price quotations? Have there been any improvements following the latest publications?

All costs of the raw materials used by the Group have risen very significantly in 2021, and this price increase will continue in 2022. This is mainly due to the increase in energy prices and to an offer that remains limited.

Tarkett compensates the increase in raw material prices by increasing the selling price of its products.

Given that the USD is strong and the Euro is weak, what is the sensitivity on EBIT?

The Group has limited transactional exposure to the USD/EUR exchange rate due to its local production strategy. Most of the products sold in North America are therefore produced with costs denominated in dollars.

The main impact is the translation of the results of the North American zone, which represents 44% of the Group's activity.

Are there any M&A opportunities given the international context? Could companies in difficulty be acquisition opportunities?

The sector is doing quite well and we do not consider it to be in difficulty. We want to keep the Group's debt under control, but we are still looking for small opportunities.

Does flooring contribute to energy retrofit?

Unfortunately, flooring is not a major element of building insulation (unlike facades), but it can have a marginal impact on the balcony slab.

On the other hand, the Company is adapting to the new heating method (underfloor heating) by making thermal conductivity possible, for example.

What has changed in terms of governance with the arrival of Wendel?

Tarkett wanted to have another reference shareholder with strong expertise. Wendel is a long-term shareholder.

Today, Wendel holds 25% of the share capital of Tarkett Participation and also participates in the meetings of the Company's Supervisory Board, with the presence of Mr. Josselin de Roquemaurel, who was appointed as an observer of the Supervisory Board on July 29, 2021.

Wendel has a strong added value for the Group, he is active and provides advice on operational and strategic matters.

What are the main concerns of the Chief Executive Officer (*Président du Directoire*) and the points of vigilance to be taken into account concerning the future of the Group?

The main concern today for the Chief Executive Officer (*Président du Directoire*) and for the Group is the safety of the Ukrainian teams present in Kiev and in our factory located in the west of the country. Since the beginning of the conflict, we have been supporting our 375 employees and their families, in particular with measures to maintain their salaries and provide temporary accommodation. The Group has also set up an internal solidarity fund to provide financial assistance to our Ukrainian employees. Sales have

resumed at a very slow pace, but the production site is currently able to maintain its activity and deliver part of the parquet to our factories in Sweden and Poland.

Another concern is to position the Group as a leader in the circular economy and thus become the reference in the sector. We aim to innovate further (product format, installation, maintenance, design, new materials) and provide the best possible service to our customers.

Is the granting of free shares conditioned to a performance criterion?

Yes, the granting of free shares has always been conditioned to the achievement of performance criterion (EBITDA growth and CSR objectives). Chapter 2 of the 2021 Universal Registration Document sets out in detail the conditions applicable to the various free share allocation plans set up by the Company.
