Shareholders' Meeting

19 June 2025

Notice of Meeting

Tarkett

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1. Message from the Chairman of the Management Board

Dear Shareholder,

The Combined Shareholders' Meeting of Tarkett which will be held on Friday 19 June 2025 9:30 a.m. at our Company registered office (Tour Initiale - 1 Terrasse Bellini - 92919 Paris La Défense), in the Auditorium located on the ground floor.

This Shareholders' Meeting will be an opportunity for you to learn about the Group's activities and to ask questions before voting on the resolutions submitted for your approval.

In the following pages, you will find all the information you need to participate in this Shareholders' Meeting, by attending in person or by voting by post or giving a proxy if you wish so.

I would like to thank you for your confidence and for your attention to the resolutions submitted to your approval.

Yours sincerely

Fabrice Barthélemy

2. Agenda of the Combined Shareholders' Meeting of 19 June 2025

Ordinary resolutions

1. Approval of the Company financial statements for the 2024 financial year
2. Approval of the consolidated financial statements for the 2024 financial year
3. Allocation of profits for the 2024 financial year
4. Approval of regulated agreements and commitments
5. Reappointment as member of the Supervisory Board of Mrs. Sabine Roux de Bézieux for a term of four years
6. Reappointment as member of the Supervisory Board of Mrs. Marine Charles for a term of four years
7. Reappointment as member of the Supervisory Board of Mrs. Tina Mayn for a term of four years
8. Approval of the information relating to the compensation of corporate officers for the 2024 financial year
9. Approval of the compensation paid or awarded to Mr. Fabrice Barthélemy, Chairman of the Management Board, for the 2024 financial year
10. Approval of the compensation paid or awarded to Mr. Raphaël Bauer, member of the Management Board, for the 2024 financial year
11. Approval of the compensation paid or awarded to Mr. Eric La Bonnardière, Chairman of the Supervisory Board, for the 2024 financial year
12. Approval of the compensation policy for the Chairman of the Management Board
13. Approval of the compensation policy for the member of the Management Board
14. Approval of the compensation policy for the Chairman of the Supervisory Board
15. Approval of the compensation policy for the members of the Supervisory Board

Extraordinary resolutions

16. Delegation of authority to be given to the Management Board to increase the share capital by incorporation of premiums, reserves or otherwisel
17. Delegation of authority to be given to the Management Board to reduce the share capital through cancellation of treasury shares held by the Company itself

Ordinary resolutions

18. Powers for formalities.

3. How to participate to the Shareholders' Meeting

3.1 Preliminary formalities to participate to the Shareholders' Meeting

Any shareholder, regardless of the number of shares held, may participate in this Shareholders' Meeting.

Shareholders must provide proof of ownership of their share(s) by the second business day preceding the Shareholders' Meeting, i.e. **Tuesday 17 June 2025, at midnight (Paris time)**:

For pure or registered shareholders:	For bearer shareholders:
By the book-entry of their share(s) in the registered share account held for the Company by its centralizing body Uptevia (Service Assemblées Générales – 90-110 Esplanade du Général de Gaulle - 92931 Paris La Défense cedex - France).	By the book-entry of their share(s) in the bearer share account held by the authorized bank or financial intermediary ("**the financial intermediary**"). This registration must be evidenced by a shareholding certificate issued by the financial intermediary and attached to the single voting form for postal voting or voting by proxy (the "**Voting form**"), or to the request for an admission card.

3.2 Ways to participate to the Shareholders' Meeting

Shareholders may participate in this Shareholders' Meeting either:

- by attending in person,
- by voting by post, or
- by giving a proxy to the Chairman of the Shareholders' Meeting, to their spouse or partner with whom a civil solidarity pact has been concluded, to another shareholder, or to any person (natural or legal) of their choice under the conditions prescribed by Articles L.225-106 and L.22-10-39 of the French Commercial Code, or without indicating a proxy. In the latter case, the Chairman of the Meeting will vote in favor of the adoption of the draft resolutions presented or approved by the Management Board and against the adoption of all other draft resolutions.

Shareholders wishing to attend the Shareholders' Meeting in person should request their admission card as follows

For pure or registered shareholders:	For bearer shareholders:
Pure or administered registered shareholders should complete the Voting form attached to the notice of meeting, which will be sent to them by post, specifying that they wish to participate in the Shareholders' Meeting and obtain an admission card. They should then return the Voting form to Uptevia, dated and signed, by post using the T envelope attached to the notice of meeting.	Bearer shareholders should ask their financial intermediaries to send them an admission card.

Requests for admission cards must be received by Uptevia no later than three days before the Shareholders' Meeting, i.e. **Monday 16 June 2025**, in accordance with the procedures indicated above.Additionnal information for shareholders who wish to attend the Shareholders' Meeting in person

Additionnal information for shareholders who wish to attend the Shareholders' Meeting in person

- In order to be admitted to the Shareholders' Meeting and vote, **you must be in possession of an admission card**. **You will be asked to show your admission card at the entrance and your personal I.D**.
- **Only the shareholders will have access to the site**. No accompanying member will be allowed (except for shareholders with a disability).

Shareholders who have made a request and have not received their admission card within the two business days preceding the Shareholders' Meeting i.e. **Tuesday 17 June 2025, at midnight (Paris time)** are invited to:

For pure or registered shareholders:	For bearer shareholders:
Go directly to the counter specifically provided for this purpose on the day of the Shareholders' Meeting, with proof of identity.	Request their financial intermediaries to issue a shareholding certificate to prove their status as shareholder on the second business day preceding the Shareholders' Meeting **i.e. Tuesday 17 June 2025, at midnight (Paris time**), and go directly to the counter specifically provided for this purpose on the day of the Shareholders'Meeting, with proof of identity.

Shareholders who wish to vote by post or to give a proxy may:

For pure or registered shareholders:	For bearer shareholders:
Pure or administered registered shareholders should complete the Voting form, attached to the notice of meeting, which will be sent to them by post, specifying that they wish to be represented or to vote by mail, and then return it to Uptevia, dated and signed, using the T envelope attached to the notice of meeting.	Bearer shareholders should request the Voting form from their financial intermediaries, as from the convening date of the Shareholders' Meeting (i.e. Wednesday 04 June 2025) and no later than six days before the date of the Shareholders' Meeting, complete the form, specifying that they wish to be represented or to vote by mail, and return it, dated and signed, to their financial intermediary, which will forward it, together with the shareholding certificate issued by it, to Uptevia, Service Assemblées Générales - 90-110 Esplanade du Général de Gaulle - 92931 Paris La Défense cedex - France.

The Voting forms must be sent and received by Uptevia, in accordance with the above-mentioned procedures, at the latest three days before the Shareholders' Meeting, i.e. **Monday 16 June 2025**, failing which they will not be taken into account.

In accordance with the provisions of Articles R. 225-79 and R. 22-10-24 of the French Commercial Code, notification of the appointment and revocation of a proxy may also be made electronically, by sending an e-mail bearing an electronic signature, resulting from a reliable identification process guaranteeing its link with the remote Voting form, to the following e-mail address **ct-mandataires-assemblees@uptevia.com**, specifying his or her name, first name address and the name and address of the appointed or revoked proxy as well as (i) for pure registered shareholders, their Uptevia identifier, (ii) for administered registered shareholders, their identifier available from their financial intermediary, or (iii) for bearer shareholders, their bank references available from their financial intermediary, being specified that written confirmation of the instructions must be sent to Uptevia through the financial intermediary.

Only notifications of appointment or revocation of proxys duly signed, completed and received no later than three days before the date of the Shareholders' Meeting, i.e. **Monday 16 June 2025**, will be taken into account. Moreover, only notifications of appointment or revocation of proxys may be sent to the above-mentioned e-mail address, any other request or notification relating to another subject may not be taken into account and/or processed.

It is specified that, for any proxy without indication of a proxy holder, the Chairman of the Shareholders' Meeting will vote in favor of the adoption of the draft resolutions presented or approved by the Management Board and against the adoption of all other draft resolutions.

In accordance with the provisions of Article R.22-10-38 of the French Commercial Code, if a shareholder has already cast a vote remotely, requested an admission card or a shareholding certificate to attend the Shareholders' Meeting, he or she may no longer choose another means of taking part in the Meeting but may nevertheless sell all or part of their shares.

However, if the transfer takes place before the second business day preceding the Shareholders' Meeting, i.e., **before Tuesday 17 June 2025, at midnight (Paris time)**, the Company will invalidate or modify accordingly (as the case may be), the vote cast by post, the proxy, the admission card or the shareholding certificate. To this end, the financial intermediary holding the account shall notify the Company or Uptevia of the transfer and provide it with the necessary information.

If the transfer takes place after the second business day preceding the Shareholders' Meeting, i.e., **after Tuesday 17 June 2025**, at midnight (Paris time), it will neither be notified by the financial intermediary nor taken into consideration by the Company, notwithstanding any agreement to the contrary.

Voting by videoconference or by telecommunication and teletransmission means is not planned for this Shareholders' Meeting and, consequently, no site referred to in Article R.225-61 of the French Commercial Code will be set up for this purpose.

How to complete the Voting form (see next page)

1. If you intend to attend the Shareholders' Meeting: **tick box 1** to request an admission card. Sign and date at the bottom of the form.
2. To cast a postal vote: **tick box 2** and indicate your vote on each resolution by shading the appropriate box.
3. To grant proxy to the Chairman of the Shareholders' Meeting to vote on your behalf: simply **tick box 3** and sign and date at the bottom of the form.
4. To give proxy to your spouse or partner with whom a civil solidarity pact has been concluded, to another shareholder, or to any person (natural or legal) of your choice who will represent you at the Shareholders' Meeting: **tick box 4** and indicate the name and contact details of your representative.
5. **Do not forget to sign and date the form (box 5).**

Ways to participate to the Shareholders' Meeting

Important : Avant d'exercer votre choix, veuillez prendre connaissance des instructions situées au verso - *Important : Before selecting please refer to instructions on reverse side*
Quelle que soit l'option choisie, noircir comme ceci ■ la ou les cases correspondantes, dater et signer au bas du formulaire - *Whichever option is used, shade box(es) like this ■, date and sign at the bottom of the form*

1 ☐ **JE DÉSIRE ASSISTER À CETTE ASSEMBLÉE** et demande une carte d'admission : dater et signer au bas du formulaire / ***I WISH TO ATTEND THE SHAREHOLDER'S MEETING** and request an admission card: date and sign at the bottom of the form*

TARKETT

Société Anonyme à Directoire et Conseil de surveillance
au capital de 327 751 405 euros
Siège Social : Tour Initiale – 1, Terrasse Bellini
92919 Paris La Défense
352 849 327 R.C.S. Nanterre

Assemblée Générale Mixte
Du 19 juin 2025 à 9h30
au siège social de la Société,
Tour Initiale – 1, Terrasse Bellini – 92919 Paris la Défense

Combined General Meeting
On June 19, 2025 at 9:30 AM
at the headquarter,
Tour Initiale – 1, Terrasse Bellini – 92919 Paris la Défense

CADRE RÉSERVÉ À LA SOCIÉTÉ - *FOR COMPANY'S USE ONLY*

Identifiant - *Account*

Nombre d'actions - ***Number of shares***: **Nominatif** - ***Registered*** (**Vote simple** - ***Single vote*** / **Vote double** - ***Double vote***) ; **Porteur** - ***Bearer***

Nombre de voix - *Number of voting rights*

2 ☐ **JE VOTE PAR CORRESPONDANCE / *I VOTE BY POST***
Cf. au verso (2) - *See reverse (2)*

Je vote **OUI** à tous les projets de résolutions présentés ou agréés par le Conseil d'Administration ou le Directoire ou la Gérance, à l'EXCEPTION de ceux que je signale en noircissant comme ceci ■ l'une des cases "Non" ou "Abstention". / *I vote **YES** all the draft resolutions approved by the Board of Directors, EXCEPT those indicated by a shaded box, like this ■, for which I vote No or I abstain.*

	1	2	3	4	5	6	7	8	9	10
Non / No	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Abs.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	11	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**
Non / No	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Abs.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	21	**22**	**23**	**24**	**25**	**26**	**27**	**28**	**29**	**30**
Non / No	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Abs.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	31	**32**	**33**	**34**	**35**	**36**	**37**	**38**	**39**	**40**
Non / No	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Abs.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	41	**42**	**43**	**44**	**45**	**46**	**47**	**48**	**49**	**50**
Non / No	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Abs.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Sur les projets de résolutions non agréés, je vote en noircissant la case correspondant à mon choix.
On the draft resolutions not approved, I cast my vote by shading the box of my choice.

	A	B
Oui / Yes	☐	☐
Non / No	☐	☐
Abs.	☐	☐
	C	**D**
Oui / Yes	☐	☐
Non / No	☐	☐
Abs.	☐	☐
	E	**F**
Oui / Yes	☐	☐
Non / No	☐	☐
Abs.	☐	☐
	G	**H**
Oui / Yes	☐	☐
Non / No	☐	☐
Abs.	☐	☐
	J	**K**
Oui / Yes	☐	☐
Non / No	☐	☐
Abs.	☐	☐

Si des amendements ou des résolutions nouvelles étaient présentés en assemblée, je vote **NON** sauf si je signale un autre choix en noircissant la case correspondante :
*In case amendments or new resolutions are proposed during the meeting, I vote **NO** unless I indicate another choice by shading the corresponding box:*

- Je donne pouvoir au Président de l'assemblée Générale. / *I appoint the Chairman of the general meeting* .... ☐
- Je m'abstiens. / *I abstain from voting* .... ☐
- Je donne procuration [cf. au verso renvoi (4)] à M., Mme ou Mlle, Raison Sociale pour voter en mon nom ....
  I appoint [see reverse (4)] Mr, Mrs or Miss, Corporate Name to vote on my behalf........................ ☐

3 ☐ **JE DONNE POUVOIR AU PRÉSIDENT DE L'ASSEMBLÉE GÉNÉRALE**
Cf. au verso (3)

I HEREBY GIVE MY PROXY TO THE CHAIRMAN OF THE GENERAL MEETING
See reverse (3)

4 ☐ **JE DONNE POUVOIR À :** Cf. au verso (4)
pour me représenter à l'Assemblée
I HEREBY APPOINT: *See reverse (4)*
to represent me at the above mentioned Meeting
M. Mme ou Mlle, Raison Sociale / Mr, Mrs or Miss, Corporate Name

Adresse / Address

ATTENTION : Pour les titres au porteur, les présentes instructions doivent être transmises à votre banque.
***CAUTION:** As for bearer shares, the present instructions will be valid only if they are directly returned to your bank.*

Nom, prénom, adresse de l'actionnaire (les modifications de ces informations doivent être adressées à l'établissement concerné et ne peuvent être effectuées à l'aide de ce formulaire). **Cf au verso (1)**
Surname, first name, address of the shareholder *(Changes regarding this information have to be notified to relevant institution, no changes can be made using this proxy form). **See reverse (1)***

Pour être pris en considération, tout formulaire doit parvenir au plus tard :
To be considered, this completed form must be returned no later than:

	sur 1ère convocation / *on 1st notification*	sur 2ème convocation / *on 2nd notification*
	16 Juin 2025 / *June 16, 2025*	

à / *to* : **UPTEVIA**
Service Assemblées
90-110 Esplanade du Général de Gaulle
92931 Paris La Défense Cedex

5 **Date & Signature**

« Si le formulaire est renvoyé daté et signé mais qu'aucun choix n'est coché (carte d'admission / vote par correspondance / pouvoir au président / pouvoir à mandataire), cela vaut automatiquement pouvoir au Président de l'assemblée Générale »
'If the form is returned dated and signed but no choice is checked (admission card / postal vote / power of attorney to the President / power of attorney to a representative), this automatically applies as a proxy to the Chairman of the General Meeting'

3.3 Written questions

Any shareholder is entitled to submit written questions as from the convening date of the Shareholders' Meeting in accordance with Articles L.225-108 and R.225-84 of the French Commercial Code.

These questions must be sent to the registered office of the Company, by registered letter with acknowledgement of receipt to the following address Tarkett - Tour Initiale, 1 Terrasse Bellini, 92919 Paris La Défense, or by email to the following address **actionnaires@tarkett.com**, at the latest on the fourth business day preceding the date of the Shareholders' Meeting, i.e. on **Friday 13 June 2025**. To be taken into account, they must be accompanied by a shareholding certificate.

A written question will be deemed to have been answered when it appears on the Company's website (**www.tarkett-group.com**), in a section specifically reserved to questions and answers of the Shareholders' Meeting. A common answer may be provided to written questions having the same content.

3.4 Shareholders' right to information

All the documents and information referred to in Article R.22-10-23 of the French Commercial Code that are to be presented at the Shareholders' Meeting have been available to shareholders in the registered office and on the Company's website at the following address: **www.tarkett-group.com**, since **Thursday 29 May 2025.**

For shareholders wishing to obtain a printed version of these documents, a request form for sending documents and information is available at the end of the notice of meeting.

4. Broadcast of the Shareholder's Meeting

The broadcast link for the Shareholder's Meeting will be available on the Tarkett Group website at the following address: https://www.tarkett-group.com/fr/assemblee-generale-2025/. The Shareholder's Meeting will be broadcast live in its entirety from 9.30 a.m. on Thursday 19 June 2025.

It should be noted that the webcast only allows remote viewing of the Meeting. You will not be able to vote or ask questions live.

The webcast will be available no later than seven working days after the Shareholder's Meeting and will be available for consultation for at least two years on the Company's website (www.tarkett-group.com).

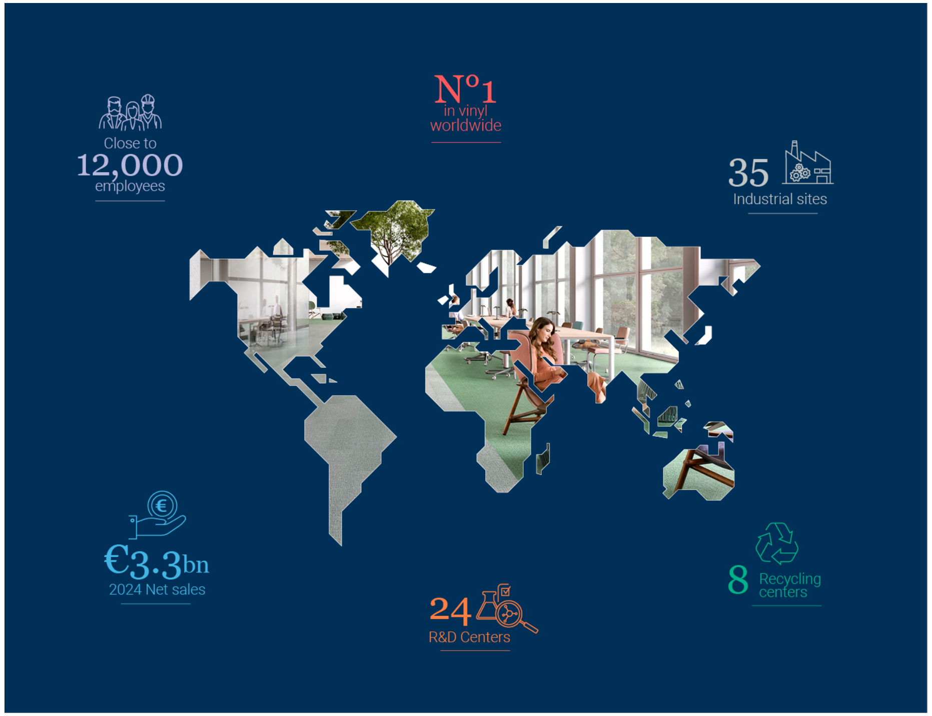
5. Tarkett at a glance

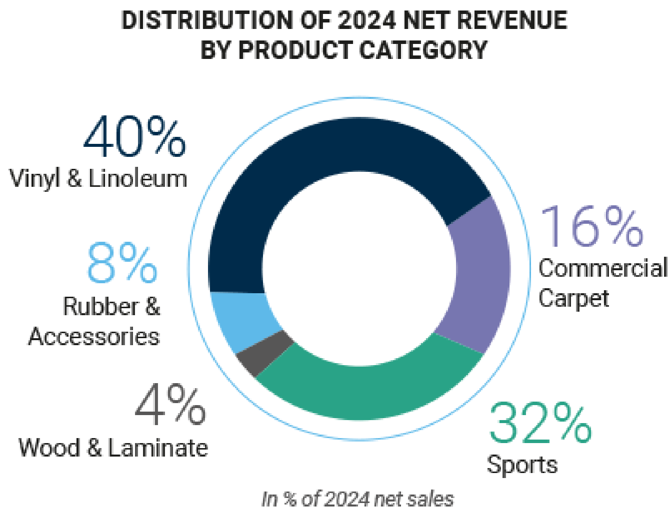
A world leader in flooring and sports surface solutions

For over 140 years now, we commit every day to the design of great spaces. For Tarkett, this means putting people and planet first, caring about the environment and the health of present and future generations incorporated by our Tarkett Human-Conscious Design® approach.

It is our holistic way of doing business, capable of combining the specific expectations of each of our customers with the profound challenges of protecting our planet, reducing our carbon footprint and changing the game with circular economy. Working together with our partners, we deliver safer and healthier spaces in which people can reach their full potential. By joining forces, we build a stronger foundation-one we can all stand firmly on, for generations to come.

TARKETT WORLDWIDE





Tarkett in figures

DISTRIBUTION OF 2024 NET REVENUE BY GEOGRAPHICAL AREA

In % of 2024 net sales

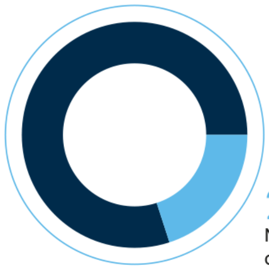
SHAREHOLDING STRUCTURE
(31.12.2024)

Tarkett is listed on Euronext Paris (compartment B, ISIN: FR0004188670, ticker: TKTT).

ATTRACTIVE END-MARKET EXPOSURE

In % of 2024 net sales

SALES DRIVEN BY RENOVATION



In % of 2024 net sales

** Tarkett Participation, Société Investissement Deconinck (SID), Expansion 17 S.C.A. and Global Performance 17 S.C.A. (the latter two companies being part of the Wendel group) as well as the members of the Company's Supervisory Board linked to the Deconinck family have been acting in concert vis-à-vis the Company since the simplified tender offer for Tarkett shares implemented in 2021. Section 7.3 presents a detailed breakdown of the Company's shareholding structure.*

TARKETT RECOGNIZED FOR ITS ESG PERFORMANCE

EcoVadis: Platinum in 2024, i.e. top 1% of all 130,000 rated companies in 180 countries.

CDP Climate Rating: Joined A level in February 2025, top 2% performing out of 24 800 rated companies.

Global Compact: First flooring manufacturer to join the United Nations Global Compact in 2010.

Europe's Climate Leaders: Achieved ranking by Financial Times UK and Statista since 2022.

Governance

Supervisory Board

The Supervisory Board is composed of 12 members of which 2 independent members, 2 members representing the employees and 2 observers.

Éric La Bonnardière
Chairman
Member since 2015

Julien Deconinck
Vice-Chairman
Member since 2014

Marine Charles
Member since 2023

Marie Deconinck
Member since 2024

Nicolas Deconinck
Member since 2015

Tina Mayn
Member since 2023

Didier Michaud-Daniel
Member* since 2019

Sabine Roux de Bézieux
Member* since 2017

Philippe Willion
Member** since 2024

Caroline Tith
Member** since 2021

Bernard André Deconinck
Observer

Claude Ehlinger
Observer

Audit, Risks and Compliance Committee:
- Marine Charles (Chair)
- Sabine Roux de Bézieux*
- Didier Michaud-Daniel*

Appointments, Compensation and Governance Committee:
- Didier Michaud-Daniel* (Chair)
- Nicolas Deconinck
- Sabine Roux de Bézieux*

Climate, Durability and Innovation Committee:
- Sabine Roux de Bézieux* (Chair)
- Nicolas Deconinck
- Tina Mayn

** Independent*
*** Member representing the employees appointed by the Tarkett Economic and Social Committee.*

Our Business Model: Have a positive impact on our customers, our teams, the planet and our stakeholders

Our inputs: sustainable capital

Financial capital
- Listed on Euronext Paris
- Concert Tarkett Participation (90.4%) / Free float (9.6%)

Governance / compliance capital
- Management Board, Supervisory Board and 3 specialized committees (including Climate, Durability & Innovation Committee)
- Executive Management Committee
- Codes of Ethics and Conduct
- Whistleblowing system
- Code of Conduct Securities Markets

Social / relationship capital
- 11,400 employees in 46 countries, representing more than 50 nationalities
- Diversified B2B2C clients present in over 100 countries
- Diversified supplier's base

Intellectual capital
- 137 patent families active in more than 40 countries
- 24 R&D laboratories
- Network of internal experts
- Scientific partnerships (universities, EPEA, C2CPII, suppliers…)

Manufacturing capital
- 35 production sites in 21 countries worldwide (Europe, Russia, North America, Serbia, China, Ukraine, Brazil, Mexico, Australia, Turkey, United Arab Emirates, Saudi Arabia)
- 8 recycling centers

Natural capital
- Energy from renewable and non-renewable sources
- Renewable (wood, jute, cork…) and non-renewable (fossil/mineral) raw materials, from recycled and virgin sources

Our material sustainability matters arising from impacts, risks and opportunities

- **Climate change mitigation, resource use and circular economy:**
  - Energy and raw materials consumption
  - Scope 1, 2 & 3 GHG emissions (from own operations, raw materials, product's end-of-life)
  - Generation/management of production waste and end-of-life product's waste
  - Risk of increased cost of raw materials
  - Opportunity to develop low carbon circular products
- **Climate change adaptation: exposure of our sites to climate physical risks**
- **Microplastics in rubber infill for artificial turfs**
- **Pollution, use of hazardous substances and water use in the supply chain**
- **Health and safety of Tarkett workers**
- **Diversity and inclusion within Tarkett workforce**
- **Business conduct risks: corruption, fair competition, international sanctions**

Refer to Section 3.1.10 for details of material impacts, risks and opportunities

Our value chain and our stakeholders

Our ambition to transition to a low carbon and circular economy through continual dialogue and collaboration with our stakeholders throughout our value chain

UPSTREAM VALUE CHAIN		OWN OPERATIONS		DOWNSTREAM VALUE CHAIN		
Raw materials' suppliers - Main raw materials: PVC, plasticizers, fillers, polymers, fibers, latex /rubber, wood… - Diversified suppliers, from international key raw materials suppliers (e.g., PVC, plasticizers…) to local suppliers (e.g., wood)	*Upstream Logistics* →	**Tarkett** - Production sites and recycling centers - R&D laboratories, warehouses, offices, showrooms - Employees and other external workers (e.g., temporary workers, on-site contractors)	*Downstream Logistics* →	**Product's sale / installation** - Our customers: distributors, large retail chains / independent stores (DIY), digital online platforms, architects /designers, installers, building contractors - A local service tailored to our different clients and regions	**Product's usage** - End-users: facility occupants /users, facility managers	**Product's end-of-life** - Disposal facilities - Recycling partners - Reverse logistics partners

Reverse Logistics

Other key stakeholders include:
- Shareholders, investors, creditors and the financial community
- Regulatory bodies at regional (e.g. EU) and national levels
- Trade associations, business networks, academic and scientific institutions

Refer to Section 3.1.9 for details of interests and views of key stakeholders

Our strategy to address sustainability matters

impacT 2027

1. Empower high performing teams

2. Offer a best-in class customer experience

3. Create innovative products & services

4. Lead with sustainability

* related to purchased goods and end-of-life treatment of sold products
** # Lost Time Accidents (LTA - unavailability greater than 24 hours) and Non-Lost Time Accidents (NLTA - ability to come back to work within 24 hours) per million worked hours

> **Mission:** Create unique surfaces that improve people's lives and are good for the planet
> **Vision:** Be the easiest, most innovative and most sustainable flooring and sports surfaces company to work for and with
> **Values:** Committed – Collaborative – Creative – Caring

Our sustainability **targets:**

> **GHG emissions**: -50% Scope 1 & 2 GHG emissions and -27.5% Scope 3* GHG emissions by 2030 vs 2019
> **Circular economy**: Triple the share of recycled raw materials from 10% in 2018 to 30% by 2030
> **Safety:** Reduce the recordable work-related accidents frequency rate [FR1t]** for all employees to 1.0 by 2025
> **Diversity:** Increase the share of women among managers and senior executives to 30% by 2025
> **Responsible sourcing:** 75% of suppliers adhering to our Supplier's Code of Conduct (or equivalent) by 2025

Our outputs: sustainable performance despite challenging context

Demonstrating the resilience of our business model

- €3,332 million net sales (-0.4% organic growth)
- €329 million adjusted EBITDA
- 9.9% adjusted EBITDA margin (% of net sales)
- €-62.6 million net profit (Group share)
- €816 million remuneration
- €96 million investments
- €39 million income paid tax

Confirming our solid global positions

- 3rd largest flooring group worldwide
- No. 1 in vinyl flooring

Maintaining our efforts to protect our teams and promote diversity

- 2.78 recordable work-related accidents frequency rate [FR1t]
- 29% of managers and senior executives are women

Responding to the climate emergency and developing a circular economy approach

- Reducing greenhouse gas emissions to be aligned with the Paris Agreement (-36% Scope 1 & 2 vs. 2019, 34% renewable energy, -22% Scope 3 vs. 2019)
- Selecting raw materials not contributing to resource scarcity (69% renewable, abundant or recycled)
- Shifting to a circular economy model, using more recycled materials (~157,000 tons , 19.4% of raw materials in volumes)
- Recycling our production waste internally and externally
- Collecting flooring via the ReStart® program (~124,000 tons between 2010 and 2024)
- Innovating and eco-designing with new technology for low carbon products that can be disassembled and recycled
- Offering artificial turfs with no infill or natural bio-based infill

Promoting sustainability in the supply chain

- Responsible Sourcing Program with 40% of suppliers adhering to our Supplier's Code of Conduct or equivalent

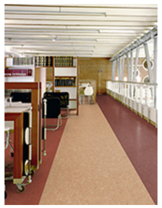
Our products and markets

Our solutions

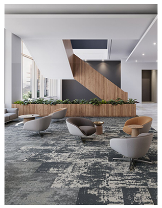
We offer to our customers a comprehensive, innovative and coordinated offer of flooring and sports surface solutions

Vinyl

Linoleum



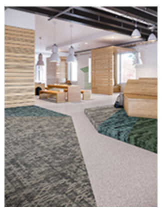
Carpet



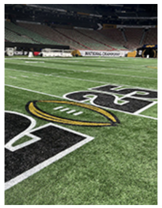
Wood

Laminate

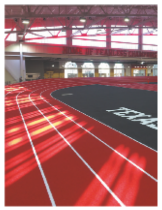
Rubber & Accessories



Artificial turf



Athletic tracks



Our segments

A recognised expertise in specific segments, in renovation and new construction

- Health and aged care
- Hospitality
- Education
- Sport
- Workplace
- Residential

6. 2024 Activity Report

6.1 Key figures

The following information sets out the Group's financial position, results and consolidated financial statements for the year ended 31 December 2024, and the notes thereto, as set out in Sections 5.1 to 5.2.

The Group's consolidated financial statements have been prepared in accordance with IFRS as adopted by the European Union for the years presented. The consolidated financial statements for the financial year ended 31 December 2024 were audited by the Company's Statutory Auditors. The Statutory Auditors' Report on the Company's consolidated financial statements is included in Section 5.9 "Statutory Auditors' Report on the Consolidated Financial Statements".

The Group is one of the world's leaders in flooring and sports surfaces, with an extensive geographic footprint and one of the most comprehensive product ranges in the industry. The Group's activities are organised around four operational segments: three geographic regions for flooring (EMEA, North America and CIS, APAC & LATAM), and one worldwide segment for the sports surfaces business.

Tarkett Group's key figures

(in millions of euros)	31 December 2024	31 December 2023
Consolidated results		
Net revenue	**3,331.9**	**3,363.1**
Organic growth[1]	(0.4%)	4.5%
Adjusted EBITDA before IFRS 16[1]	**286.2**	**248.0**
% of net revenue	8.6%	7.4%
Adjusted EBITDA[1]	**329.3**	**287.8**
% of net revenue	9.9%	8.6%
Adjusted EBIT before IFRS 16[1]	**184.8**	**147.6**
% of net revenue	5.5%	4.4%
Adjusted EBIT[1]	**190.8**	**154.1**
% of net revenue	5.7%	4.6%
Result from operating activities (EBIT)	**36.2**	**125.1**
% of net revenue	1.1%	3.7%
Income for the period - Group Share	**(62.6)**	**20.4**
Income per share (in euros)	**(0.95)[3]**	**0.31**
Consolidated financial position		
Equity attributable to equity holders of the parent	820.9	864.7
Net debt before IFRS 16[2]	309.3	408.3
Net debt[2]	434.7	551.7
Balance sheet total	**2,484.9**	**2,483.3**
Consolidated cash flow		
Cash generated from operations	287.2	278.5
Investments	(125.4)	(94.9)
Free cash flow[1]	169.8	147.1
Market capitalisation as of 31 December	**701**	**611**
Average workforce	**11,635**	**11,838**

[1] See Section 4.7 of the Universal Registration Document.
[2] See Section 4.3.3 and Note 7 in Section 5.2 of the Universal Registration Document.
It will be proposed at the next General Meeting of Shareholders held in 2025 to adjudicate on the accounts for the 2024 financial year, to allocate the profits from the financial year ending 31 December 2024 to retained earnings and not to distribute dividends.

Key figures

The tables below show the breakdown of the Group's main performance indicators by segment. Their change compared to the previous year is commented in Section 4.1.2:

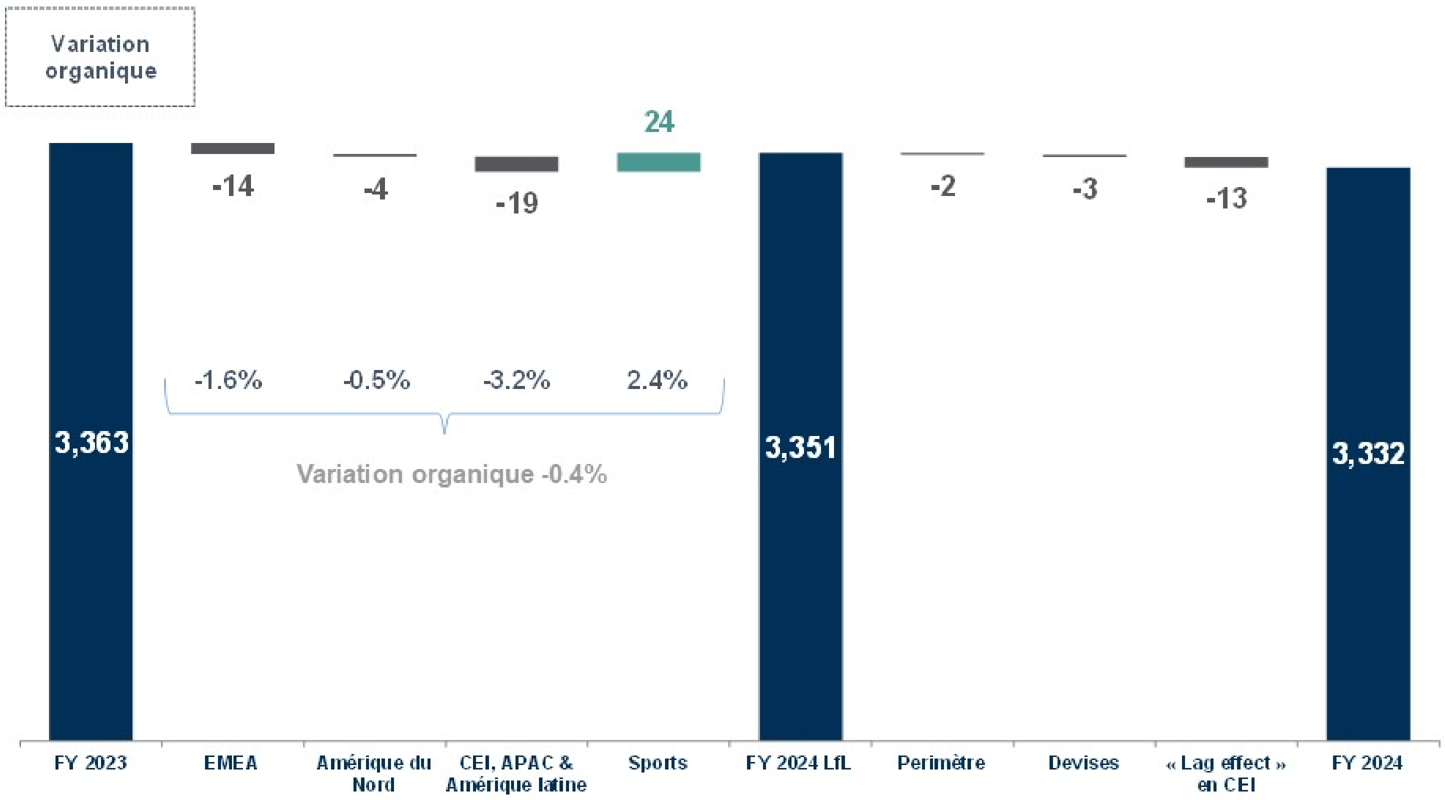
2024	Flooring			Sports	Central	
(in millions of euros)	EMEA	North America	CIS, APAC and Latin America	surfaces	costs	Group
Net revenue	**866.0**	**866.9**	**535.8**	**1,063.2**	**-**	**3,331.9**
Gross profit	**200.2**	**219.5**	**59.8**	**215.1**	**(44.6)**	**650.0**
% of net revenue	23%	25%	11%	20%	-	20%
Adjusted EBITDA	**75.3**	**81.3**	**67.3**	**134.3**	**(28.9)**	**329.3**
% of net revenue	9%	9%	13%	13%	-	10%
Adjustments	**(23.3)**	**(1.1)**	**(0.8)**	**(16.1)**	**(3.3)**	**(44.5)**
EBITDA	**52.1**	**80.2**	**66.5**	**118.2**	**(32.3)**	**284.7**
% of net revenue	6%	9%	12%	11%	-	9%
Result from operating activities (EBIT)	**(31.4)**	**5.8**	**(20.6)**	**85.9**	**(3.4)**	**36.2**
% of net revenue	(4%)	1%	(4%)	8%	-	1%
Current investments	**39.7**	**16.6**	**19.4**	**18.6**	**1.8**	**96.0**

2023	Flooring			Sports	Central	
(in millions of euros)	EMEA	North America	CIS, APAC and Latin America	surfaces	costs	Group
Net revenue	**850.2**	**889.2**	**598.5**	**1,025.2**	**-**	**3,363.1**
Gross profit	**204.5**	**211.7**	**124.8**	**191.4**	**(0.4)**	**731.9**
% of net revenue	24%	24%	21%	19%	-	22%
Adjusted EBITDA	**74.5**	**77.6**	**86.7**	**114.5**	**(65.6)**	**287.8**
% of net revenue	9%	9%	14%	11%	-	9%
Adjustments	**(9.1)**	**(0.2)**	**(4.2)**	**(2.5)**	**(11.8)**	**(27.8)**
EBITDA	**65.5**	**77.4**	**82.5**	**112.0**	**(77.5)**	**260.0**
% of net revenue	8%	9%	14%	11%	-	8%
Result from operating activities (EBIT)	**(20.8)**	**5.4**	**36.6**	**80.9**	**23.1**	**125.1**
% of net revenue	(2%)	1%	106%	8%	-	4%
Current investments	**34.7**	**16.3**	**16.3**	**23.2**	**2.5**	**92.9**

Net revenue

In 2024, **Group revenue** was reported at 3,332 million euros compared to 3,363 million euros in 2023, equivalent to a reduction of -0.9%.

> The Group posted **organic growth of -0.4**%, excluding foreign exchange differences of -16 million euros, including -13 million euros of lag effect between CIE currencies and sales price adjustments ("lag effect"). The effect of the sales price adjustments implemented across all segments is -0.3% on average in 2024, compared to the prior year.



EMEA

The EMEA segment reported revenue of 866 million euros, up +1.9% compared to 2023, including a favourable currency effect of +0.5% and a scope effect of +3.0% associated with the integration of activities in Ukraine, which were previously associated with the CIS. Organic sales decreased by -1.6% compared to 2023.

The challenging macroeconomic environment and high interest rates have hindered new build and renovation projects in the euro zone and Northern Europe. Within this context, the flooring market is on a downturn, particularly for the residential sector. To support the activity, downward selective price adjustments were applied.

North America

The North America segment achieved revenue of 867 million euros, reflecting a decrease of -2.5% compared to 2023. The foreign exchange effect with neutral (-0.1%) and the scope effect was negative (-1.9%) with the disposal of our flooring distribution activities in California. Organic sales slightly decreased by -0.5%.

Demand in the commercial segments (offices, healthcare, education) have proven to be resistant, reporting a slight growth in volumes, particularly thanks to carpet tiles and LVT. However, business volumes in the residential and hotel sectors are down in a market where demand has been penalised by inflation and high interest rates, leading to a major reduction in new build and renovation projects.

CIS, APAC and Latin America

Revenue in the **CIS, APAC and Latin America** segment amounted to 536 million euros, down by -10.5%, in relation to 2023. This reduction includes a -3.2% fall in organic sales (excluding sale price effects in CIS countries), a negative foreign exchange effect of -3.0% primarily due to the depreciation of the Russian ruble and the Brazilian real, as well as a scope effect of -4.3% associated with the transfer of business in Ukraine over to the EMEA segment.

Sports Surfaces

Revenue for the **Sport** segment progressed by +3.7% compared to 2023, including +2.4% organic growth to reach 1,063 million euros by the end of 2024. The demand for artificial turf pitches and athletic tracks in Northern America remains at a high level, but the market is moving at a more moderated rate.

Gross profit

Group gross profit decreased from 731.9 million euros in 2023 to 650.0 million euros in 2024, equivalent to a reduction of 81.9 million euros. It represents 20% of revenue in 2024, equivalent to a limited decrease of 2 points compared to 2023.

Despite increases in productivity over 2024, the company is penalised by CGU asset depreciations for the CIS zone, along with the residential business in the USA and the EMEA wood sector, for a total of 110.0 million euros.

Adjusted EBITDA

The adjusted EBITDA was raised to 329.3 million euros, equal to 9.9% of revenue, compared to 287.8 million euros in 2023, equal to 8.6% of revenue.

The combined effect of volumes and product mix on EBITDA was +4 million euros.

Selective adjustments of sale prices (-0.3% in comparison with 2023) lead to an effect of -8 million euros (excluding sale price variations in CIS, adjusted to compensate for foreign exchange effects).

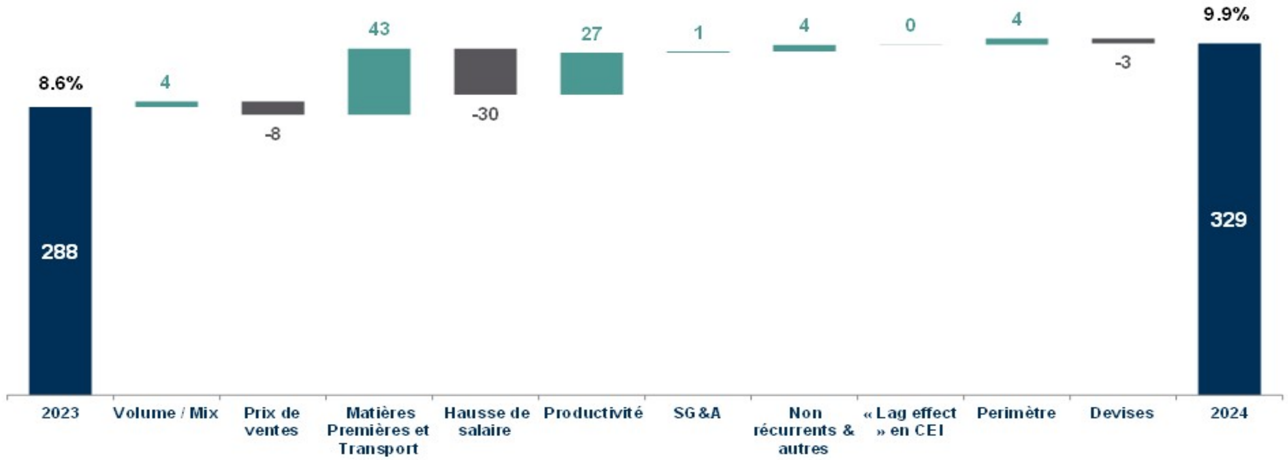
The costs of raw materials have significantly fallen, mainly across the first half-year, generating a positive effect of +43 million euros for the full year, but the payroll inflation remained significant (-30 million euros).

The inflation balance (net of the effect of sale prices and cost inflation (prices of purchases and payroll) is slightly positive (+5 million euros) over the year.

The EBITDA and the margin have benefited from the good industrial performance and productivity initiatives implemented by the Group, which enabled a significant reduction in production costs amounting to +27 million euros over the year.

SG&A savings generated by the saving plans implemented over the year for head office and EMEA support roles are compensating efforts to support growth in Sport and the launch of new flooring collections.

The scope effects across the Sport and North America divisions also have a net positive effect of +4 million euros.



The main drivers of the adjusted EBITDA margin evolution by segment are as follows:

- **EMEA**: The EMEA segment achieved an adjusted EBITDA margin of 8.7%, up 23 basis points on 2023. The fall in certain sale prices was more than offset by the decrease in raw material purchase prices in comparison with 2023. In addition, the improvement in industrial productivity and saving plans have had a positive impact on the margin for 2024.
- **North America**: The adjusted EBITDA margin is 9.4% in 2024 compared to 8.7% in 2023. It benefited from good commercial business volumes, a positive inflation balance, recovery measures for certain under-performing activities and a good level of industrial productivity.
- **CIS, APAC and Latin America**: The segment recorded an adjusted EBITDA margin of 12.6%, down 15 basis points compared to 2023. The fall in profitability can be primarily explained by reduced volumes and increased raw material costs in CIS.
- **Sports Surfaces**: The Sport business achieved an adjusted EBITDA margin of 12.6%, an increase of 19 basis points compared to last year. This improvement was driven by a positive inflation balance thanks to good selling prices and favourable raw material prices.
- **Unallocated central costs** amounted to 28.9 million euros in 2024, down -20.1% in relation to 2023, reflecting savings made thanks to the new organisation set up during 2024.

Result from operating activities (EBIT)

The Group's 2024 operating result amounts to 36.2 million euros, or 1.1% of revenue. The 2024 operating profit increased by 88.9 million euros compared to 2023. This reduction is due to CGU asset depreciations for the CIS zone, along with the residential business in the USA and the EMEA wood sector, for a total of 110.0 million euros.

Financial result

The financial result is -62.3 million euros in 2024 compared to -69.1 million euros in 2023.

Tax expense

The tax expense for the year 2024 amounted to -35.9 million euros, up from -35.4 million euros in 2023.

Net profit

The Group's net profit is -62.0 million euros in 2024 compared to 20.5 million euros in 2023.

The net result attributable to shareholders of the parent is consequently -62.6 million euros in 2024 compared to 20.4 million euros in 2023.

It will be proposed at the next General Meeting of Shareholders held in 2025 to adjudicate on the accounts for the 2024 financial year, to allocate the profits from the financial year ending 31 December 2024 to retained earnings and not to distribute dividends.

Pursuant to Article 223 quater of the French General Tax Code, it is stated that the total amount of expenses and charges referred to in Article 39-4 of the French General Tax Code amounted to 59,622 euros during the past financial year.

6.2 Consolidated financial statements as of 31 December 2024

Consolidated income statement

(in millions of euros)	Note[2]	2024	2023
Net Revenue		**3,331.9**	**3,363.1**
Cost of sales		(2,681.9)	(2,631.2)
Gross profit [1]		**650.0**	**731.9**
Other operating income		24.1	13.5
Selling and distribution expenses		(357.9)	(362.3)
Research and development		(35.4)	(30.1)
General and administrative expenses		(229.4)	(211.8)
Other operating expenses		(15.2)	(16.1)
Result from operating activities	**(3)**	**36.2**	**125.1**
Financial income		9.7	7.2
Financial expenses		(72.0)	(76.4)
Financial income and expenses	**(7)**	**(62.3)**	**(69.2)**
Share of profit of equity accounted investees (net of income tax)		(0.0)	(0.1)
Profit before income tax		**(26.1)**	**55.8**
Total income tax	(8)	(35.9)	(35.4)
Profit from continuing operations		**(62.0)**	**20.5**
Net profit for the period		**(62.0)**	**20.5**
Attributable to:			
Owners of Tarkett		(62.6)	20.4
Non-controlling interests		0.6	0.1
Net profit for the period		**(62.0)**	**20.5**
Earnings per share:			
Basic earnings per share (in euros)	(9)	(0.95)	0.31
Diluted earnings per share (in euros)	(9)	(0.95)	0.31

[1] These items include asset impairments; see Note 3.1 and Note 5.3.

[2] Notes to the consolidated financial statements as included in the 2024 Universal Registration Document

Consolidated statement of comprehensive income

(in millions of euros)	Note[2]	2024	2023
Net profit for the period		**(62.0)**	**20.5**
Other comprehensive income (OCI)			
Foreign currency translation differences for foreign operations		21.5	(48.2)
Changes in fair value of cash flow hedge instruments	(7)	(14.3)	(19.5)
Income tax		5.1	(0.1)
OCI to be reclassified to profit and loss in subsequent periods		**12.3**	**(67.7)**
Defined benefit plan actuarial gain (losses)	(4)	3.1	(3.3)
Other items of comprehensive income		-	-
Income tax		(0.3)	0.7
OCI not to be reclassified to profit and loss in subsequent periods		**2.8**	**(2.5)**
Other comprehensive income, net of tax		**15.1**	**(70.3)**
Total comprehensive income for the period		**(46.8)**	**(49.9)**
Attributable to:			
Owners of Tarkett		(47.5)	(49.9)
Non-controlling interests		0.7	0.0
Total comprehensive income for the period		**(46.8)**	**(49.9)**

[2] Notes to the consolidated financial statements as included in the 2024 Universal Registration Document

Consolidated statement of financial position

Assets

(in millions of euros)	Note[2]	Dec. 31, 2024	Dec. 31, 2023
Goodwill	(5)	629.7	664.3
Intangible assets	(5)	51.8	50.7
Property, plant and equipment	(5)	538.3	557.8
Other financial assets	(7)	16.8	25.5
Deferred tax assets	(8)	97.9	92.8
Other intangible assets		0.0	0.0
Total non-current assets		**1,334.5**	**1,391.1**
Inventories	(3)	425.0	453.1
Trade receivables	(3)	225.1	262.9
Other receivables	(3)	147.9	151.9
Cash and cash equivalents	(7)	352.4	224.3
Total current assets		**1,150.4**	**1,092.2**
Total assets		**2,484.9**	**2,483.3**

[2] Notes to the consolidated financial statements as included in the 2024 Universal Registration Document

Consolidated financial statements as of 31 December 2024

Equity and liabilities

(in millions of euros)	Note[2]	Dec. 31, 2024	Dec. 31, 2023
Share capital	(9)	327.8	327.8
Share premium and reserves		167.4	167.4
Retained earnings		385.6	347.2
Net profit for the period attributable to equity holders of the parents		(62.6)	20.4
Equity attributable to equity holders of the parent		**818.1**	**862.7**
Non-controlling interests		2.8	2.1
Total equity		**820.9**	**864.7**
Other non-current liabilities		23.3	16.0
Financial liabilities	(7)	728.5	704.5
Other financial liabilities	(7)	0.9	1.5
Deferred tax liabilities	(8)	4.3	0.6
Employee benefits	(4)	83.0	86.8
Provisions and other non-current liabilities	(6)	29.2	28.9
Total non-current liabilities		**869.2**	**838.2**
Trade payables	(3)	388.5	379.4
Other operating liabilities	(3)	287.8	289.9
Financial liabilities and bank overdrafts	(7)	58.4	71.4
Other financial liabilities	(7)	5.8	3.3
Provisions and other current liabilities	(6)	54.2	36.3
Total current liabilities		**794.7**	**780.3**
Total equity and liabilities		**2,484.9**	**2,483.3**

[2] Notes to the consolidated financial statements as included in the 2024 Universal Registration Document

Consolidated statement of cash flows

(in millions of euros)	Note[2]	2024	2023
Cash flows from operating activities			
Profit for the period before income tax		(26.1)	55.8
Adjustments for:			
Depreciation, amortisation and impairment		247.5	133.4
(Gain) loss on sale of fixed assets	(3)	(8.4)	1.3
Net finance costs	(7)	62.3	69.2
Change in provisions and other non-cash items		29.2	(0.3)
Share of profit of equity accounted investees (net of tax)		0.0	0.1
Operating cash flow before working capital changes		**304.3**	**259.5**
(Increase) / Decrease in trade receivables		61.6	(1.7)
(Increase) / Decrease in other receivables		(6.8)	(4.1)
(Increase) / Decrease in inventories		20.8	65.6
Increase / (Decrease) in trade payables		(14.1)	49.7
Increase / (Decrease) in other payables		2.2	8.4
Changes in working capital		**63.8**	**117.9**
Net interest paid		(37.7)	(46.2)
Net income taxes paid		(39.0)	(45.0)
Other operating items		(4.2)	(7.8)
Net cash flows from operating activities		**287.2**	**278.5**
Cash flows from investing activities			
Acquisition of subsidiaries net of cash acquired	(2)	(50.6)	(3.2)
Acquisitions of intangible assets and property, plant and equipment	(5)	(96.0)	(92.9)
Proceeds from sale of property, plant and equipment	(5)	21.3	1.2
Effect of changes in the scope of consolidation		(0.0)	0.0
Net cash flows from investing activities		**(125.4)**	**(94.9)**
Cash flows from financing activities			
Capital increase		-	-
Acquisition of NCI without a change in control		-	-
Proceeds from loans and borrowings		130.7	55.6
Repayment of loans and borrowings		(116.3)	(170.2)
Repayment of lease liabilities		(42.7)	(39.8)
Acquisitions/disposals of treasury shares		(0.0)	(0.0)
Dividends	(9)	(0.0)	(0.0)
Net cash flows from financing activities		**(28.3)**	**(154.3)**
Net increase / (decrease) in cash and cash equivalents		**133.6**	**29.3**
Cash and cash equivalents, beginning of period		224.3	220.8
Effect of exchange rate fluctuations on cash held		(5.6)	(25.8)
Cash and cash equivalents, end of period	(7)	**352.4**	**224.3**

[2] Notes to the consolidated financial statements as included in the 2024 Universal Registration Document

Consolidated statement of changes in equity

(in millions of euros)	Share Capital	Share premium and reserves	Translation reserves	Reserves	Equity attributable to equity holders of the parent	Non-controlling interests	Total equity
As of January 1, 2023	**327.8**	**167.4**	**(12.0)**	**428.4**	**911.6**	**1.4**	**913.0**
Capital increase	-	-	-	-	-	-	-
Share premium	-	-	-	-	-	-	-
Net profit for the period	-	-	-	20.4	20.4	0.1	20.5
Other comprehensive income, net of tax	-	-	(48.2)	(22.1)	(70.3)	(0.1)	(70.3)
Total comprehensive income for the period	**-**	**-**	**(48.2)**	**(1.7)**	**(49.8)**	**0.0**	**(49.9)**
Dividends	-	-	-	-	-	-	-
Own shares (acquired) / sold	-	-	-	(3.1)	(3.1)	-	(3.1)
Share-based payments	-	-	-	4.3	4.3	-	4.3
Acquisition of NCI without a change in control	-	-	-	0.0	0.0	0.6	0.6
Other	-	-	-	(0.2)	(0.2)	-	(0.2)
Total transactions with shareholders	**-**	**-**	**-**	**1.0**	**1.0**	**0.6**	**1.6**
As of December 31, 2023	**327.8**	**167.4**	**(60.1)**	**427.7**	**862.7**	**2.0**	**864.7**
As of January 1, 2024	**327.8**	**167.4**	**(60.1)**	**427.7**	**862.7**	**2.0**	**864.7**
Capital increase	-	-	-	-	-	-	-
Share premium	-	-	-	-	-	-	-
Net profit for the period	-	-	-	(62.6)	(62.6)	0.6	(62.0)
Other comprehensive income, net of tax	-	-	21.4	(6.3)	15.0	0.1	15.1
Total comprehensive income for the period	**-**	**-**	**21.4**	**(68.9)**	**(47.5)**	**0.7**	**(46.8)**
Dividends	-	-	-	-	-	-	-
Own shares (acquired) / sold	-	-	-	-	-	-	-
Share-based payments	-	-	-	2.8	2.8	-	2.8
Acquisition of NCI without a change in control	-	-	-	0.0	0.0	-	0.0
Other (1)	-	-	-	0.1	0.1	-	0.1
Total transactions with shareholders	**-**	**-**	**-**	**3.0**	**3.0**	**-**	**3.0**
As of December 31, 2024	**327.8**	**167.4**	**(38.8)**	**361.8**	**818.1**	**2.8**	**820.9**

(1) *Corresponds to the hyperflation effect for 0.1 m€*

6.3 Outlook

As part of its internal budgeting process and in order to plan its activities and investment programme, the Group sets certain future prospects and profit targets. These future prospects and ambitions of the Group, summarised below, are based on data, assumptions and estimates considered reasonable by the Group's management at the date of filing of this Universal Registration Document. These prospects and objectives are not forecasts or estimates of the Group's profits but result from its strategic orientations and action plan.

Medium term future outlook

Macroeconomic environment

The Group's growth will depend, in part, on the rate of growth of Gross Domestic Product ("GDP") in the main geographical regions in which it operates.

The Group uses as a benchmark the most recent GDP growth forecast published by the International Monetary Fund (the "IMF"), in this case January 2025.

For the main geographical areas where the Group operates, the January 2025 publication shows:

- in the United States, a growth rate of +2.7% in 2025;
- in the euro zone, growth of +1.0% in 2025;
- growth rates of +1.4% in 2025 for Russia and +2.2% in Brazil in 2025.

GDP growth forecasts[1]	2024	2025	2026
United States	+2.8%	+2.7%	+2.1%
Euro zone	+0.8%	+1.0%	+1.4%
Germany	-0.2%	+0.3%	+1.1%
France	+1.1%	+0.8%	+1.1%
United Kingdom	+0.9%	+1.6%	+1.5%
Russia	+3.8%	+1.4%	+1.2%
Brazil	+3.7%	+2.2%	+2.2%
China	+4.8%	+4.6%	+4.5%
World	+3.2%	+3.3%	+3.3%

Source: IMF - World Economic Outlook - January 2025

Group outlook

The geopolitical and macroeconomic context remains uncertain and falling interest rates have not led to a recovery in new construction or renovation.

The European market remains sluggish in the major Eurozone countries (France, Germany, the Nordic countries), with no clear positive outlook for the medium term. The American market is considered to be structurally more dynamic, even if short-term demand remains uncertain in a volatile environment. The commercial activity has been more resilient. However, the residential market has not yet recovered, and the leading indicators show no signs of recovery in the short term.

In the CIS, the Russian market has slowed for some time, and the Group does not expect the situation to improve in the medium term.

Sport remains the most buoyant segment, driven by a market that continues to grow, albeit at a slower pace than in previous years. The Group intends to grow by reinforcing its geographical coverage in North America, and by continuing to innovate and bring complementary products to the existing portfolio. Priority is being given to integrating recently acquired companies, without excluding other targeted acquisitions.

As in 2024, the Group's objective is to continue to grow in a difficult macroeconomic environment and is aiming for an Adjusted EBITDA around €360 million in 2025, including the effect of acquisitions made in Sport.

7. Results of the Company for the last five financial years

Nature of information *(in euros)*	Fiscal year ended 12.31.2024	Fiscal year ended 12.31.2023	Fiscal year ended 12.31.2022	Fiscal year ended 12.31.2021	Fiscal year ended 12.31.2020
Capital at end of fiscal year :					
Share capital	327,751	327,751	327,751	327,751	327,751
Number of existing ordinary shares	65,550	65,550	65,550	65,550	65,550
Number of existing shares with preferred dividend rights (non voting)	-	-	-	-	-
Maximum number of future shares to be created	-	-	-	-	-
• by conversion of bonds	-	-	-	-	-
• by exercise of subscription rights	-	-	-	-	-
Operations and results of the fiscal year :	-	-	-	-	-
Revenue, excl. tax	63,428	63,203	53,972	57,235	49,395
Result before taxes, employee participation and allocation to depreciation and provisions	34,262	24,439	46,104	(7,684)	51,223
Income tax	(2,680)	(283)	259	1,424	(384)
Allocations to depreciation and provisions	(128,929)	(245)	3,424	(46,499)	(11,331)
Result after taxes, employeeparticipation and allocation to depreciation and provisions	(97,347)	23,911	49,788	(52,758)	39,508
Result distributed	-	-	-	-	-
Earning per share :	-	-	-	-	-
Result after taxes and employee participation but before allocation to depreciation and provisions	0.48	0.37	0.71	(0.10)	0.78
Result after taxes, employee participation and allocation to depreciation and provisions	(1.49)	0.36	0.76	(0.80)	0.60
Dividend allocated to each share, net	-	-	-	-	-
Workforce :	-	-	-	-	-
Average workforce employed during the year	102	110	115	134	136
Amount to payroll for the year	13,465	11,447	12,696	15,111	13,228
Amount paid in employee benefits for the year (social security service projects)	6,300	12,828	7,999	7,514	7,643

8. Supervisory Board members whose appointment or reappointment is proposed

SABINE ROUX DE BEZIEUX - Independent member of the Supervisory Board, member of the Audit, Risks and Compliance Committee, member of the Compensation, Nomination and Governance Committee, and Chair of the Climate, Durability and Innovation Committee

Date of birth: 29 April 1965

French nationality

1st nomination: 27 April 2017

Office expiration: General Meeting approving the financial statements for 2024

Number of shares: 1,000

Business address: Tour Initiale - 1, Terrasse Bellini - 92919 Paris-La Défense

Experience and expertise

Sabine Roux de Bézieux has been a member of the Company's Supervisory Board since 2017.

After two years in investment banking, she spent 13 years in the Andersen Group in London and Paris. From 2002 to 2012, she ran her own consulting company, Advanceo, before joining the Board of Directors of several listed companies and taking over the General Management of Notus Technologies.

She has been committed to supporting social and environmental projects for the past twenty years. In 2005, she created her own Foundation, Araok, to support vulnerable members of society before going on to establish the association Un Esprit de Famille with a number of other foundations. She is treasurer of United Way Alliance pour l'éducation, and Chair of the Fondation de la Mer, of which she is one of the founders.

Sabine Roux de Bézieux graduated from the ESSEC business school in 1986. She also holds a DECF and a bachelor's degree in philosophy. She was formerly an auditor for the IHEDN.

List of other offices and positions held in French and foreign companies during the last five years

Other offices and positions in companies associated with Tarkett

Current:

- None

Expired during the past five financial years:

- None

Other offices and positions in companies not associated with Tarkett

Current:

- Managing Director of Notus Technologies S.A.S. (France)
- Member of the Supervisory Board of Banque Transatlantique S.A.(France)
- Manager of Galiseo S.A.R.L. (France)
- Chair of Fondation de la Mer (France)
- Chair of the association Un Esprit de Famille (France)
- Treasurer France of Alliance pour l'éducation - United Way (France)
- Member of the Economic, Social and Environmental Committee (ESEC) (France) and Vice-Chair of the European and International Affairs Committee (France)
- Auditor of the Institute of Advanced Studies in National Defence (IHEDN, Institut des Hautes Etudes de Défense Nationale) (France)

Expired during the past five financial years:

- Member of the Board of Directors of ABC Arbitrage S.A.[1] (France)
- Member of the Supervisory Board of Altur investissement[1] (France)

(1) *Listed company*

MARINE CHARLES - Member of the Supervisory Board, Chair of the Audit, Risks and Compliance Committee

Date of birth: 14 May 1981

French nationality

1st nomination: 15 February 2023

Office expiration: General Meeting approving the financial statements for 2024

Number of shares: 1,000

Business address: Tour Initiale - 1, Terrasse Bellini - 92919 Paris-La Défense

Experience and expertise

Marine Charles stepped into the role of CEO for B&B Hôtels Europe de l'Ouest in April 2024. From January to April 2024, she was CEO France for B&B Hotels (France)

From 2022 to 2023, she was Managing Director of Saint-Gobain Weber France, leader in industrial mortars, and member of the CODIR France of Saint Gobain.

She started her career in 2004 in strategy consulting at OC&C Strategy Consultants, where she worked in the Paris and London offices.

In 2008, she joined the Casino Group where she held the positions of Deputy Director of Strategy and Group Planning (in the office of the Chairman, Jean-Charles Naouri), and Director of Management Control and Projects for the Group's International Activities (Latin America, Asia, French overseas departments).

In 2013, she became Head of Strategy and Development for Saint Gobain's Building Distribution Sector (~€20bn turnover, 26 countries), in charge of strategic projects and M&A.

She then joined Lapeyre in 2016, a Saint Gobain subsidiary, as Deputy Managing Director, before being appointed Managing Director in 2019 (~€700m revenue, ~2400 people, 131 sales outlets).

Marine Charles is a graduate of Sciences Po Paris (2003) and of the HEC Entrepreneurs Master programme (2004).

List of other offices and positions held in French and foreign companies during the last five years

Other offices and positions in companies associated with Tarkett

Current:
- None

Expired during the past five financial years:
- None

Other offices and positions in companies not associated with Tarkett

Current:
- CEO France of B&B Hotels (France)
- CEO for Western Europe of B&B Hotels (France)
- Observer of the Supervisory Board of Brico Invest (France)

Expired during the past five financial years:
- Independent Director and Chair of the Audit Committee of ABEO[1] Group (France)
- Managing Director of Lapeyre Distribution (France)
- Managing Director of Weber France (France)

(1) Listed company

TINA MAYN - Member of the Supervisory Board and the Climate, Durability and Innovation Committee

Date of birth: 27 February 1970

Danish nationality

1st nomination: 15 February 2023

Office expiration: General Meeting approving the financial statements for 2024

Number of shares: 1,000

Business address: Tour Initiale - 1, Terrasse Bellini - 92919 Paris-La Défense

Experience and expertise

Tina Mayn joined the Velux Group in 2018 and currently holds the position of Executive Vice-President for Velux Group Products, which includes innovation, sustainable R&D and the Velux product offering.

From 2015 to 2018, she served as Executive Vice-President of Research and Development, Product Portfolio and Global Marketing at Nilfisk.

Prior to that, she worked at Electrolux as Senior Vice-President for a global product line.

She has extensive leadership experience in product management and development, innovation, procurement and change management.

Tina Mayn holds an MBA from the European Institute of Purchasing Management (EIPM) in France.

List of other offices and positions held in French and foreign companies during the last five years

Other offices and positions in companies associated with Tarkett

Current:

> None

Expired during the past five financial years:

> None

Other offices and positions in companies not associated with Tarkett

Current:

> Member of the Board of Directors of Juliana Drivhuse A/S (Denmark)
> Member of the Board of Directors of Danish Design Dansk Industri (Denmark)
> Member of the Board of Directors, Danish Industry, The building Industry (Denmark)

Expired during the past five financial years:

> Executive Vice President R&D, Products and Global Marketing at Nilfisk (Denmark)

9. Compensation

9.1 2024 Compensation (*ex post* voting)

9.1.1 Compensation items paid or allocated in 2024 to Management Board members and to the Chairman of the Supervisory Board

Compensation items paid or allocated to Fabrice Barthélemy, Chairman of the Management Board, in 2024 (resolution n° 9)

<table>
<tr><th>Remuneration items paid or allocated</th><th>Amount or accounting value submitted for approval (in euros)</th><th>Comments</th></tr>
<tr><td>Fixed compensation</td><td>700,000</td><td>Amount owed (gross before tax)</td></tr>
<tr><td>Annual variable compensation</td><td>917,456</td><td>Compensation calculated for the period from 01 January 2024 to 31 December 2024, not yet paid.

As an exception, on the recommendation of the Nomination, Compensation and Governance Committee, the Supervisory Board proposed to set more demanding quantitative goals for the 2024 annual variable for the Chairman of the Management Board than those set for the other directors and managers of the Group.

<table>
<tr><th>Criterion</th><th>Minimum</th><th>target objective</th><th>maximum</th><th>degree of fulfilment</th></tr>
<tr><td>EBITDA</td><td>0</td><td>40%</td><td>80%</td><td>113%</td></tr>
<tr><td>OCF</td><td>0</td><td>30%</td><td>60%</td><td>200%</td></tr>
<tr><td>individual criteria</td><td>0</td><td>30%</td><td>30%</td><td>95%</td></tr>
</table>

The amount of the annual variable has been adjusted by the CSR multiplier introduced in 2023. The achievement of the multiplier led to a 2% decrease in the 2024 annual variable, the amount before application of the multiplier being 936,180 euros.</td></tr>
<tr><td>Exceptional compensation</td><td>0</td><td></td></tr>
<tr><td>Performance shares</td><td>0</td><td>No Tarkett performance shares were allocated to him in 2024. The Company does not allocate any share options.</td></tr>
<tr><td>Supplemental Pension Plan</td><td>0</td><td>Since 2022, the Chairman of the Management Board benefits from a supplemental defined benefit pension plan governed by Article L137-11-2 of the French Social Security Code, subject to performance conditions.
The annual annuity rights are determined on the basis of an annual life annuity corresponding to 1% of his gross fixed and variable annual compensation paid in the year in question.
No annuity was paid/allocated to Fabrice Barthélemy in 2024 as he is still in office. For information, the gross provision (excluding expenses) set aside by the Company for Fabrice Barthélemy in 2024 in this respect amounted to 479,876 euros.</td></tr>
</table>

2024 Compensation (ex post voting)

Remuneration items paid or allocated	Amount or accounting value submitted for approval *(in euros)*	Comments
Severance payment	0	In the event of a forced departure from an office as corporate officer, the severance payment would equate to 2 years' of the gross fixed and variable compensation received by Fabrice Barthélemy in the 12 months preceding his forced departure from his office as Chairman of the Management Board. This payment is subject to a performance criterion that is measured by the level of achievement of the annual objectives serving to calculate the variable compensation. It is equivalent to the average performance achieved by Fabrice Barthélemy over the three calendar years preceding his departure as Chairman of the Management Board. If the performance rate is less than 50%, the payment will be due at 50%. If the performance rate is between 50% and 100%, the severance payment will be calculated in proportion to the amount of the performance rate. If the performance rate is at least 100%, the severance payment will be due in full. No severance payment would be due if Fabrice Barthélemy were to commit gross or serious misconduct or had the possibility of claiming his pension rights in the near future.
Non-compete payment	0	The non-compete payment would be equal to the gross fixed and variable compensation received by Fabrice Barthélemy in the twelve months prior to his departure from his office as Chairman of the Management Board, payable in 24 monthly instalments for the duration of the non-compete commitment. The Company reserves the right to waive the benefit of the non-compete clause. No non-compete payment will be paid on his departure if the Chairman of the Management Board has the possibility of invoking his pension rights within a short time frame or has reached the age of 65.
Valuation of benefits of all kinds	2,094	Company car

Compensation items paid or allocated to Raphaël Bauer, member of the Management Board, in 2024 (resolution n° 10)

<table>
<tr><th>Compensation items for the financial year ended 31 December 2024</th><th>Amount or accounting value submitted for approval (in euros)</th><th>Comments</th></tr>
<tr><td>Fixed compensation</td><td>300,000</td><td>Amount owed (gross before tax)</td></tr>
<tr><td rowspan="2">Annual variable compensation</td><td>215,308</td><td>Compensation calculated for the period from 01 January to 31 December 2024.
<table>
<tr><th>Criterion</th><th>Minimum</th><th>target objective</th><th>maximum</th><th>degree of fulfilment</th></tr>
<tr><td>EBITDA</td><td>0</td><td>40%</td><td>80%</td><td>141%</td></tr>
<tr><td>OCF</td><td>0</td><td>30%</td><td>60%</td><td>200%</td></tr>
<tr><td>Individual criteria</td><td>0</td><td>30%</td><td>30%</td><td>100%</td></tr>
</table>
The amount of the annual variable has been adjusted by the CSR multiplier introduced in 2023. The achievement of the multiplier led to a 2% decrease in the annual variable, the amount before application of the multiplier being 219,702 euros.</td></tr>
<tr><td>10,216</td><td>Profit-sharing paid in 2024 for 2023</td></tr>
<tr><td>Exceptional compensation</td><td>0</td><td></td></tr>
<tr><td>Performance shares</td><td>0</td><td>No Tarkett performance shares were allocated to him in 2024. The Company does not allocate any share options.</td></tr>
<tr><td>Supplemental Pension Plan</td><td>0</td><td>No annuity was paid/allocated to Raphaël Bauer in 2024 as he is still in office. For information, the gross amount (excluding expenses) paid by the Company into the Mandatory Retirement Savings Plan in 2024 amounted to 14,838 euros. In addition, he paid 7,419 euros in employee contributions.</td></tr>
<tr><td>Severance payment</td><td>0</td><td></td></tr>
<tr><td>Non-compete compensation</td><td>0</td><td></td></tr>
<tr><td>Valuation of benefits of all kinds</td><td>3,064</td><td>Company car</td></tr>
</table>

Compensation items paid or allocated to Eric La Bonnardière, Chairman of the Supervisory Board, in 2024 (resolution n°11)

Compensation items for the financial year ended 31 December 2024	Amount or accounting value submitted for approval *(in euros)*	Comments
Fixed compensation	160,000	Amount owed (gross before tax)

Eric La Bonnardière was also a member of the Nomination, Compensation and Governance Committee from 26 July 2022 to 15 February 2024, but waived his entitlement to any compensation in this capacity.

9.1.2 Compensation items paid or allocated in 2024 to the members of the Supervisory Board

The overall compensation package to be paid to members of the Board was set by the Shareholders' Meeting held on 26 April 2024 at a fixed total amount of 650,000 euros effective 01 January 2024.

The total gross amount actually paid to all the members of the Supervisory Board during the financial year ended 31 December 2024 stood at 515,910 euros, equivalent to 79.37% of the overall compensation package approved by the Shareholders' Meeting. It has been distributed between the members of the Board in accordance with the Internal Regulations of the Board and according to the following criteria approved for the financial year ended 31 December 2024:

Position	Annual base *(in euros)*
Chairman of the Supervisory Board	160,000[(1)]
Vice-Chairman of the Supervisory Board	10,000[(2)]
Supervisory Board member (excluding members representing employees)	35,000
Chairman of a specialised Committee (except for the Climate, Durability and Innovation Committee)	15,000[(3)]
Member of a specialised Committee (except for the Climate, Durability and Innovation Committee)	7,000
Chairman of the Climate, Durability & Innovation Committee	5,000[(3)]
Member of the Climate, Durability & Innovation Committee	2,000
Penalties applied in the event of absence	
Absence from a Supervisory Board meeting	3,000
Absence from a specialised Committee meeting	1,000

[(1)] Total annual compensation received for the roles of Chairman and member of the Supervisory Board.
[(2)] Additional compensation to that received as a member of the Supervisory Board.
[(3)] Additional compensation to that received as a member of a Specialist Committee.

The balance of the 650,000 euros package not used to compensate participation in Boards and specialised Committees may be shared between the Board members participating in these Committees on a non-permanent, *ad hoc* basis to analyse specific and major projects for the Group introduced at the decision of the Board. The amount to be paid in this regard, distributed in proportion to the number of meetings and the time allocated, is decided by the Supervisory Board on proposal by the Nomination, Compensation and Governance Committee.

In addition, the manner in which compensation is distributed between the members of the Supervisory Board (including compensation of the Chairman and Vice Chairman) can be adjusted by the Board in the event of a change in composition or to take work loads and responsibilities into account.

It should be noted that the amounts allocated are calculated on a *pro rata* basis according to the length of the office during the financial year and that the Observers and Supervisory Board members representing employees do not receive any compensation in respect of their office.

2024 Compensation (ex post voting)

The table below presents the compensation elements paid and allocated to members of the Supervisory Board during the financial years ending 31 December 2023 and 2024 on account of their corporate office, in accordance with the compensation policy.

Supervisory Board members	Gross amounts allocated for FY 2024	Gross amounts allocated for FY 2023
Eric La Bonnardière - *Chairman of the Supervisory Board*		
Compensation awarded for the office held	160,000	105,000(6)(7)
Other remuneration	-	-
Julien Deconinck *Vice-Chairman of the Supervisory Board*		
Compensation awarded for the office held	48,803(1)	42,000
Other remuneration	-	-
Didier Deconinck		
Compensation awarded for the office held	14,262(2)	45,000
Other remuneration	-	-
Marine Charles		
Compensation awarded for the office held	35,000	40,685(8)
Other remuneration	-	-
Nicolas Deconinck		
Compensation awarded for the office held	43,120(3)	37,000
Other remuneration	-	-
Françoise Leroy		
Compensation awarded for the office held	47,913(4)	64,000
Other remuneration	-	-
Tina Mayn		
Compensation awarded for the office held	37,000	31,562(9)
Other remuneration	-	-
Didier Michaud-Daniel		
Compensation awarded for the office held	57,000	87,000(10)
Other remuneration	-	-
Sabine Roux de Bézieux		
Compensation awarded for the office held	49,000	45,000
Other remuneration	-	-
Marie Deconinck		
Compensation awarded for the office held	23,811(5)	-
Other remuneration		-

(1)Julien Deconinck was appointed as Vice-Chairman of the Supervisory Board on 26 April 2024. His compensation as Vice-Chairman was calculated pro rata temporis from 26 April 2024.
(2)Didier Deconinck resigned from his roles on 15 February 2024, this resignation being effective as of 26 April 2024.
(3)Nicolas Deconinck was appointed as a member of the Nomination, Compensation and Governance Committee on 15 February 2024. Their compensation as member of the Nomination, Compensation and Governance Committee was calculated on a pro rata temporis basis from 15 February 2024.
(4)The compensation of Françoise Leroy was calculated on a pro rata temporis basis up until her resignation on 01 October 2024.
(5)The compensation of Marine Charles was calculated pro rata temporis from her appointment on 26 April 2024.
(6)Eric La Bonnardière perceived in 2023 compensation amounting to 35,000 euros for his contribution to the ad-hoc work of the Board in terms of strategy, exceeding 70,000 euros, which was due to him under his office as member and Chairman of the Supervisory Board.
(7)Since 26 July 2022, when he was appointed as a member of the Nomination, Compensation and Governance Committee, and at his request, Eric La Bonnardière has not received any compensation for this participation in this committee. He resigned on 15 February 2024.

2024 Compensation (ex post voting)

Supervisory Board members	Gross amounts allocated for FY 2024	Gross amounts allocated for FY 2023

[8]Compensation for Marine Charles was calculated pro rata temporis from 15 February 2023, the date of her appointment as a member of the Supervisory Board. Furthermore, for 2023, Marine Charles received compensation amounting to 10,000 euros for her contribution to the Board's ad-hoc work regarding strategic analysis, in addition to the 30,683 euros due to her for her position as Board member since 15 February 2023.

[9]The compensation for Tina Mayn was calculated pro rata temporis from 15 February 2023, the date of her appointment as a member of the Supervisory Board and member of the CSR and Innovation Committee.

[10]Didier Michaud-Daniel perceived, for 2023, compensation amounting to 30,000 euros for his contribution to the ad-hoc work of the Board in terms of strategy, exceeding 57,000 euros, which was due to him under his office as member of the Supervisory Board and as Chairman and member of the Nomination, Compensation and Governance Committee.

9.2 2024 Compensation policies (*ex ante* voting)

9.2.1 Principles and criteria constituting compensation packages of corporate officers

Fundamental principles

These principles have been established in compliance with the recommendations of the Afep-Medef Code, which the Company refers.

Care is taken to ensure that managers' compensation is competitive, adapted to the business strategy and environment and is intended to promote the business performance and competitiveness in the medium and long term by incorporating one or more criteria linked to Corporate Social Responsibility (CSR).

The following principles are taken into account and rigorously applied:

- **Exhaustivity**: All compensation items are included in the overall compensation assessment.
- **Balance between compensation items**: Each compensation item is motivated and corresponds to the corporate interest of the business.
- **Comparability**: Compensation is assessed in the context of a business line and the reference market, among other items.
- **Consistency:** The compensation of the executive corporate officer is determined in a manner consistent with that of the Company's other managers and employees.
- **Intelligibility of the rules**: The rules are simple, stable and transparent. The performance criteria used correspond to the Company's targets and are demanding, clear and as sustainable as possible.
- **Measure**: Care is taken to ensure that the determination of compensation items provides a fair balance and takes into account the corporate interest of the business, market practice and the performance of managers and other parties involved in the business.

The Company also respects the **principle of equality and non-discrimination** particularly through the equal treatment of men and women.

The Company has created its compensation policy in order to attract and retain talents. This policy is based on the following principles:

1. Base salaries are in line with market practices, in order to ensure that the Company remains competitive and attractive. This position is regularly measured through compensation surveys conducted by specialised firms using a benchmark of comparable companies in France.
2. Variable compensation based on annual objectives, in line with market practices, that reflect the Company's ambitious goals and expectations:
   - quantifiable criteria based on performance over the year as compared with budgetary commitments. These criteria (adjusted EBITDA and Operating Cash Flow) have been unchanged for over ten years;
   - qualitative criteria precisely defined each year and reflecting the Group's main challenges, and in particular those relating to Corporate Social and Environmental Responsibility (CSR);
   - which can be reduced or increased depending on the results of a CSR multiplier.
3. As mentioned above, the members of the Management Board do not benefit from long term remuneration scheme from Tarkett since 2021. They are however part of the investment and performance plan implemented in 2021 and 2024 by Tarkett Participation as described above Section 2.3.4.
4. Equal treatment of men and women, particularly in terms of compensation

Methods for determining and changing applied principles

The principles for determining the compensation to be paid to corporate officers are set by the Supervisory Board, on the recommendation of the Nomination, Compensation and Governance Committee. They will apply to any person holding a position as a corporate officer within the Company.

They are reviewed annually, taking into account the Group's strategic plan and any changes in regulations and good governance practices.

In accordance with Article L. 22-10-26 III of the French Commercial Code, the Supervisory Board, on the recommendation of the Nomination, Compensation and Governance Committee, may, in the event of exceptional circumstances, derogate from the application of the compensation policy during the financial year until the approval of the amended compensation policy by the next Annual Shareholders' Meeting, if such derogation is temporary, justified, in accordance with the company's interest and necessary to ensure the continuity or viability of the Company. These exceptional circumstances could result in particular from a significant change in the scope of responsibility of the corporate officers, a major event affecting the Company's markets and/or major competitors, a significant change in the Group's scope of consolidation following a merger, acquisition or divestment, or the creation or closure of a significant business or a change in accounting policy. It should also be pointed out that this exceptional adjustment must be communicated clearly and in detail so that the shareholders are able to reach a decision at the next Shareholders' Meeting.

Criteria constituting compensation for the Chairman of the Management Board

The compensation components for the Chairman of the Management Board are as follows:

- fixed annual compensation;
- annual variable compensation;
- long term compensation;
- loss of office payments;
- non-compete payments;
- a supplemental defined benefit pension plan governed by Article L. 137-11-2 of the French Social Security Code;
- contributions to a specific unemployment insurance policy for corporate officers;
- other components and benefits in kind.

Fixed annual compensation:

The fixed compensation of the Chairman of the Management Board compensates for the responsibilities attached to an executive position.

It is aligned with market practices, in order to ensure that the Company remains competitive and attractive. This positioning is measured through compensation surveys.

Following the approval by the Shareholders' Meeting of 26 April 2024 of its 10th resolution, the annual fixed compensation of Fabrice Barthélemy, Chairman of the Management Board, amounts to 700,000 euros gross. This compensation has been unchanged since 01 January 2022.

Annual variable compensation:

Annual variable compensation is designed to reward performance for the previous fiscal year. The payment of this variable component is subject to achievement of simple and measurable objectives (both quantifiable and qualitative) closely linked to the Group's objectives and regularly communicated to shareholders. Payment will be made no later than the month following the Shareholders' Meeting authorising the payment of this compensation for the previous year.

This variable compensation is composed of two objectives, the criteria of which are defined at the beginning of the financial year by the Board, on the proposal of the Nomination, Compensation and Governance Committee, as follows:

- Quantitative objectives representing 70% of the fixed annual compensation (in case of achievement of the quantifiable objectives) affected by a coefficient of 0% to 200%, so that it may represent up to 140% (in case of exceeding the objectives) of the fixed annual compensation, according to a linear progression;
- Qualitative objectives representing 30% of the annual fixed compensation (in case of achievement of qualitative objectives) affected by a coefficient of 0% to 100% so that it may represent up to 30% of the annual fixed compensation.

For the last fifteen years, the adjusted EBITDA and operational cash flow have been the key indicators for measuring this quantifiable component of the annual variable compensation. These key indicators may be supplemented by other relevant indicators in a given year. The weighting given to each of the criteria is decided by the Supervisory Board. The exact number set for each of the quantifiable criteria is strategic and economically sensitive information that cannot be made public.

Accomplishment of the objectives will be communicated once the performance analysis is complete.

The 2025 qualitative objectives of the Chairman of the Management Board include:

- Market share gains
- The financial and portfolio strategy
- Continuation and reinforcement of the ESG strategy

It should be pointed out that this variable compensation structure applies to other Group managers and executives.

As an exception, on the recommendation of the Nomination, Compensation and Governance Committee, the Supervisory Board proposed to set more demanding quantitative goals for the 2024 annual variable for the Chairman of the Management Board than those set for the other executives and managers of the Group.

A multiplier on the annual variable has been introduced since 2023 to increase the weighting of CSR criteria in the annual variable. This multiplier applies to the Chairman of the Management Board. It is based on three CSR objectives and leads to an increase or decrease in the amount of the bonus depending on the results achieved in relation to these CSR criteria.

At the time of publication of this Document, the Company plans to maintain the CSR multiplier for the 2025 variable.

Long term compensation:

Long term compensation of the President of the Management Board is exclusively based on the investment and performance plan implemented by Tarkett Participation in 2021 which the Management Board President benefits of (Cf. Section 2.3.4).

Supplemental Pension Plan:

Since 2022, the Chairman of the Management Board benefits from a supplemental defined benefit pension plan governed by Article L. 137-11-2 of the French Social Security Code.

The annual annuity rights are determined on the basis of an annual life annuity corresponding to 1% of his gross fixed and variable annual compensation paid in the year in question, depending on the rate of achievement of the performance conditions defined by the Supervisory Board. The 2025 performance condition approved by the Supervisory Board on 20 February 2025 upon the proposal of the Nomination, Compensation and Governance Committee is a minimum annual revenue for Tarkett of 2.5 billion euros on a like-for-like basis.

The annuity rights acquired annually are capped at 3% of the gross fixed and variable annual compensation paid in the year in question to the Chairman of the Management Board.

The annuity thus calculated is added to all retirement pensions or annuities (social security old-age pension, AGIRC-ARRCO supplemental pension, etc.), regardless of their amount, in compliance with the ceilings set out below.

Collective pension and health insurance plan:

The Chairman of the Management Board benefits from the collective pension scheme (death, incapacity, invalidity) and the mutual health insurance scheme set up by the Company under the same conditions as those applicable to all employees of the Group's French entities.

Civil liability insurance:

The Chairman of the Management Board benefits from the existing executive liability insurance within the Company.

Unemployment insurance:

The Chairman of the Management Board is covered by the GSC unemployment insurance for corporate officers (formula F70), which provides Fabrice Barthélemy with coverage in the event of termination of his corporate office.

Company car:

The Chairman of the Management Board has the use of a company car. The costs of insurance, maintenance and fuel for the vehicle (for its professional use) shall be borne by the Company.

Terms and conditions of cessation of office

Non-compete commitment:

In the event of termination of his duties, the Chairman of the Management Board is bound by a non-compete obligation for a period of two years. This non-compete obligation is accompanied by an indemnity equal to the gross fixed and variable compensation received by the Chairman of the Management Board in respect of his office during the 12 months preceding his departure, payable in 24 monthly instalments throughout the duration of the non-compete commitment.

It is pointed out that the Supervisory Board reserves the right to waive this clause within a reasonable time on the recommendation of the Nomination, Compensation and Governance Committee.

In accordance with the recommendations of the Afep-Medef Code referred to by the Company, no non-compete payment is due if, on departure, the Chairman of the Management Board has the opportunity to claim his pension rights in the short term, has claimed its pension rights or has reached the age of 65.

The non-compete payment is deducted from the severance payment, so that the total amount due for both does not exceed two years of the gross fixed and variable compensation received by the Chairman of the Management Board in the last 12 months of his term of his office.

Severance payment:

In the event of forced departure from the Group, the Chairman of the Management Board could receive a severance payment equal to two years of the gross fixed and variable compensation received in respect of his office during the 12 months preceding his forced departure.

This severance is due in the event of forced departure of the corporate officer, including, in particular, because of a change of control or a disagreement as to strategy, on the initiative of the Supervisory Board, regardless of whether the officer's term was terminated early or not renewed.

The payment of this allowance is conditional on the achievement of annual objectives defined by the Supervisory Board, on the proposal of the Nomination, Compensation and Governance Committee, and used to calculate the variable compensation. It is equivalent to the average performance achieved by the Chairman of the Management Board over the three calendar years preceding his departure. In this regard, since 2022:

> If the performance rate is less than 50%, the payment will be due at 50%. This minimum of 50%, except in the case of gross negligence, has been proposed by the Tarkett Supervisory Board in the context of significant uncertainties in the global economy which have a direct impact on the achievement of annual targets, and would apply to any forced departure.

> If the performance rate is between 50% and 100%, the severance payment is calculated in proportion to the amount of the performance rate (e.g. if the performance rate is equal to 90%, the severance payment is paid at 90% of its amount as defined in the first paragraph).

> If the performance rate is at least 100%, the severance payment is due in full.

No severance payment is due in the event of gross misconduct (defined wrongdoing of an extremely serious nature preventing any continuation of the corporate office) or serious misconduct (defined as wrongdoing of an extremely serious nature committed by an officer with the intention of harming the Company) or in the event that the Chairman of the Management Board has the possibility of claiming his pension rights in the near future.

In the event of the combined application of the severance payment and the non-compete payment, the total amount received by the Chairman of the Management Board in this respect shall be capped at two years' gross fixed and variable compensation received in respect of his office during the 12 months preceding his forced departure.

Non-solicitation clause:

The Chairman of the Management Board undertakes to refrain from soliciting, directly or indirectly, any employee or corporate officer of Tarkett in the 24 months following his departure from the Company.

Other compensation:

The Chairman of the Management Board does not receive any compensation for any office held within the Tarkett Group. He does not benefit either from deferred, multi-year or exceptional compensation, subject to the provisions of Section 2.3.5.

Criteria constituting compensation of Management Board members

Other members of the Management Board do not receive any compensation for their office.

The items communicated below **are those provided for** by the employment contract of Raphaël Bauer for his duties as **Group Chief Financial Officer**.

The characteristics of the employment contract binding Raphaël Bauer to the Company are as follows:

> contract term: open-ended contract;

> notice period: 3 months, in accordance with the collective labour agreement applicable to Company employees falling within the "Executives" category;

> conditions of revocation or termination: The terms and conditions for termination are those authorised under the prevailing regulations and laid down in the collective labour agreement applying to Company employees.

Fixed annual compensation:

Raphaël Bauer receives fixed annual compensation of 325,000 euros gross as of 01 January 2025.

Annual variable compensation:

Raphaël Bauer receives annual variable compensation of 50% of his annual fixed compensation. The payment of this variable compensation is conditional on the achievement of two objectives, the criteria of which are defined at the beginning of the financial year as follows:

> Quantitative objectives set out by the Board, on the proposal of the Nomination, Compensation and Governance Committee, representing 35% of the fixed annual compensation (in case of achievement of the quantifiable objectives) affected by a coefficient of 0% to 200% so that it may represent up to 70% (in case of exceeding the objectives) of the fixed annual compensation, according to a linear progression,

> Qualitative objectives set out by the Chairman of the Management Board and representing 15% of the annual fixed compensation (in case of achievement of qualitative objectives) affected by a coefficient of 0% to 100% so that it may represent up to 15% of the annual fixed compensation.

Raphaël Bauer's qualitative objectives for the year 2025 include:

- Review and follow-up of key strategic initiatives and market share development
- Optimization of cash flow generation
- Management of the Group's financing
- Development of the finance function, development of diversity and internal mobility
- Review of the Finance Department's IT tools and roll-out of projects aiming to boost its digitalisation

Accomplishment of the objectives will be communicated once the performance analysis is complete. Payment will be made no later than the month following the Shareholders' Meeting authorising the payment of this compensation for the previous year.

A multiplier on the annual variable has been introduced since 2023 to increase the weighting of CSR criteria in the annual variable. This multiplier applies to Management Board members. It is based on three CSR objectives and leads to an increase or decrease in the amount of the bonus depending on the results achieved in relation to these CSR criteria. At the time of publication of this Document, the Company plans to maintain this CSR multiplier for the 2025 variable.

Raphaël Bauer is also a beneficiary of Tarkett's profit-sharing agreement.

Long term compensation:

Long term compensation of the member of the Management Board is exclusively based on the investment and performance plan implemented by Tarkett Participation in 2021 and 2024 which the member of Management Board benefits of (cf. Section 2.3.4).

Supplemental defined contribution pension plan (Compulsory Retirement Savings Plan):

Raphaël Bauer benefits from a supplemental defined contribution pension plan (Compulsory Retirement Savings Plan) as of 01 January 2022 with up to 4% employer contributions and up to 2% employee contributions.

Collective pension and health insurance plan:

Raphaël Bauer benefits from the collective pension scheme (death, incapacity, invalidity) and the mutual health insurance scheme set up by the Company under the same conditions as those applicable to all employees of the Group's French entities.

Company car:

Raphaël Bauer has use of a company car. The costs of insurance, maintenance and fuel for the vehicle (for its professional use) shall be borne by the Company.

Termination conditions

Non-compete commitment:

Raphaël Bauer is bound by his employment contract to a non-compete obligation for a period of two years. This non-compete obligation is accompanied by an indemnity equal to the gross fixed and variable compensation received by Raphaël Bauer in respect of his employment contract during the 12 months preceding his departure, payable in 24 monthly instalments throughout the duration of the non-compete commitment.

It is pointed out that the Supervisory Board reserves the right to waive this clause within a reasonable time on the recommendation of the Nomination, Compensation and Governance Committee.

Other compensation:

Raphaël Bauer does not receive any compensation for any office held within the Tarkett Group. He will not benefit either from deferred, multi-year or exceptional compensation, subject to the provisions of Section 2.3.5.

Principles and criteria for compensation items of the Supervisory Board members and its Chairman

Principles

Based on the total amount approved by the Shareholders' Meeting, the Supervisory Board allocates an amount to its members, on proposal by the Nomination, Compensation and Governance Committee.

This overall amount is distributed among the members of the Supervisory Board based on their actual attendance at meetings of the Supervisory Board and of its specialised committees.

It is specified that under the Supervisory Board's internal regulations, the members of the Supervisory Board are required to use half of the compensation they receive each year for their offices as Supervisory Board members to acquire and hold at least 1,000 Tarkett shares.

Application

Since 2024, the total amount of compensation allocated annually to Board members has been 650,000 euros, and 79.37% of this annual budget was used in 2024.

The Supervisory Board decided to retain the overall amount for the annual budget of 650,000 euros, and to propose to the General Shareholders' Meeting called to adjudicate in 2025 on the financial accounts of 2024 that the budget be distributed as follows:

The distribution of the budget was implemented in the following manner:

- 160,000 euros will be paid to the Chairman of the Supervisory Board;
- each member of the Supervisory Board receives 35,000 euros annually (excluding the Chairman);
- an additional 17,000 euros a year will be paid to the Vice-Chairman;
    - a penalty of 3,000 euros is applied if a member fails to attend a duly convened meeting of the Supervisory Board;
- 7,000 euros a year will be paid to each member of the Nomination, Compensation and Governance Committee and the Audit, Risks and Compliance Committee;
- an additional 15,000 euros a year will be paid to the Chairmen of these two Committees;
- 2,000 euros a year will be paid to each member of the climate, durability and innovation Committee;
- an additional 5,000 euros a year will be paid to the Chairman of this Committee;
    - a penalty of 1,000 euros is applied if a member fails to attend a duly convened meeting of a specialised committee.

The balance of the budget for 650,000 euros not used to compensate participation in Boards and Specialised Committees may be shared between the Board members participating in these Committees on a non-permanent, *ad hoc* basis to analyse specific and major projects for the Group introduced at the decision of the Board. The amount to be paid in this regard, distributed in proportion to the number of meetings and the time allocated, will be decided by the Supervisory Board on proposal by the Nomination, Compensation and Governance Committee.

In addition, the Supervisory Board may feel that it would be legitimate not to apply the attendance condition to so-called “exceptional” meetings, i.e. to meetings convened at short notice, for reasons beyond the control of the Company, due to the urgency of decisions that must put for prior approval to the Supervisory Board and that have been brought late to the attention of the Company.

The allocated amounts will be calculated on a *pro rata temporis* basis according to the office during the period.

The manner in which compensation is distributed between the members of the Supervisory Board (including compensation of the Chairman and Vice Chairman) may be adjusted by the Board in the event of a change in composition or to take work loads and responsibilities into account.

Observers and members of the Supervisory Board representing employees

The observers and the member of the Supervisory Board representing employees do not receive any compensation for the offices they hold. However, all the expenses incurred for their duties as observers or members of the Supervisory Board representing employees will be reimbursed upon presentation of supporting documents.

10. Statutory Auditors

	Last renewal date	Term end date[1]
KPMG S.A. Represented by Philippe Grandclerc et Romain Mercier Tour Eqho - 2 avenue Gambetta 92066 Paris-La Défense	2020 Shareholders' Meeting	2026 Shareholders' Meeting
Cabinet Forvis Mazars Represented by Mrs Anne-Laure Rousselou 61 rue Henri Regnault - Exaltis 92400 Courbevoie	2020 Shareholders' Meeting	2026 Shareholders' Meeting
Salustro Reydel Represented by Mrs Béatrice de Blauwe Tour Eqho - 2 avenue Gambetta 92066 Paris-La Défense	2020 Shareholders' Meeting	2026 Shareholders' Meeting
Mr Jérôme de Pastors 61 rue Henri Regnault - Exaltis 92400 Courbevoie	2020 Shareholders' Meeting	2026 Shareholders' Meeting

[1]Date of the Shareholders' Meeting convened to approve the financial statements for the financial year in which the mandate expires.

11. Financial authorisations

The following table shows the financial authorisations granted by the Shareholders' Meeting in force at the date of this Document.

Nature of the authorisations	General Shareholders' Meeting *(date and resolution)*	Expiry and duration of the authorisation	Maximum nominal amount authorised	Use in 2024
Authorisation to be given to the Management Board to trade in shares of the Company	26 April 2024 (18th resolution)	25 October 2025 (18 months)	10% of existing shares[1]	See Section 7.2.3.1.of the universal registration Document
Authorisation to be given to the Management Board to allocate free shares to employees and/or certain corporate officers of the Company	26 April 2024 (19th resolution)	The General Meeting called to adjudicate on the 2025 financial statements for the 2024 financial year	1% of existing shares	See Section 2.3.4 of the universal registration Document
Delegation of authority to the Management Board to increase the share capital by capitalisation of premiums, reserves or other	21 April 2023 (18th resolution)	20 June 2025 (26 months)	50 million euros	None
Delegation of authority to the Management Board to reduce the share capital by cancellation of treasury shares	21 April 2023 (19th resolution)	20 June 2025 (26 months)	10% of existing shares	None

The overall amount allocated may not exceed 30 million euros

It is specified that there are no other financial authorisations enabling an increase to be made to the share capital or, more generally, shareholding to be diluted

12. Resolutions submitted to the Shareholders' Meeting

12.1 Presentation of the resolutions submitted to the Combined Shareholders' Meeting of 19 June 2025

Ordinary basis

Resolutions 1 and 2: Approval of the financial statements for the 2024 financial year

The purpose of the first two resolutions is to submit for the approval of the Shareholders' Meeting the company financial and consolidated statements of Tarkett for the financial year ending 31 December 2024, showing a net loss of 97,240,410.43 Euro and a consolidated net loss Group share of -62,6 million Euro.

These statements have been prepared in accordance with French legal and regulatory requirements for company financial statements and in accordance with current regulations, in particular IFRS (*International Financial Reporting Standards*) as approved by the European Union, for the consolidated statements.

Pursuant to Article 223 *quater* of the General Tax Code, it is stated that the total amount of expenses and charges referred to in Article 39-4 of the General Tax Code amounted to 59,622 Euro during the past financial year.

Details of the financial statements and the Statutory Auditors' Reports are provided in Chapters 4 "Review of the financial position and results" and 5 "Financial statements" of the 2024 Universal Registration Document.

First resolution:

(Approval of the Company financial statements for the 2024 financial year)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and having reviewed the Management Board report, the observations of the Supervisory Board and the Statutory Auditors' Report on the Company financial statements for the year ended 31 December 2024, approves the financial statements for the year ended 31 December 2024, as presented, showing a net loss of 97,240,410.43 Euro.

The Shareholders' Meeting also approves the transactions reflected in these statements and/or summarised in these reports.

Pursuant to the provisions of Article 223 *quater* of the General Tax Code, the Shareholders' Meeting notes that the total amount of expenses and charges referred to in Article 39-4 of the General Tax Code amounted to 59,622 Euro during the past financial year.

Second resolution:

(Approval of the consolidated financial statements for the 2024 financial year)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and having reviewed the Management Board report, the observations of the Supervisory Board and the Statutory Auditors' Report on the consolidated financial statements for the year ended 31 December 2024, approves the consolidated financial statements for the year ended 31 December 2024, as presented, showing a net loss (Group share) of -62,6 million Euro.

The Shareholders' Meeting also approves the transactions reflected in these statements and summarised in these reports.

Resolution 3: Allocation of the result for the 2024 financial year

The purpose of the 3rd resolution is to submit for the approval of the Shareholders' Meeting the allocation of the entire net loss for the financial year ending 31 December 2024 to the "Retained Earnings" account, which would now be adjusted from 816,582,777.36 Euro to 719,342,366.93 Euro.

Third resolution:

(Allocation of the result for the 2024 financial year)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and having reviewed the Management Board report and the observations of the Supervisory Board, noting that the Company financial statements for the year ended 31 December 2024 show a net loss of 97,240,410.43 Euro, decides, on the proposal of the Management Board, to allocate the loss in full to the "Retained Earnings" account, thus bringing it to 719,342,366.93 Euro.

In accordance with legal provisions, the Shareholders' Meeting notes that no dividend has been paid for the past three financial years.

Resolution 4: Regulated agreements and commitments

The purpose of the 4th resolution is to submit for approval of the Shareholders' Meeting the agreements authorising the refinancing of the Company's existing debt.

In particular, the purpose of these agreements is to finance the transaction by Tarkett Participation making available to the Company sums from the drawdown of the "Additional Tranche".

The purpose of the agreements was to finance the transaction by Tarkett Participation making available to the Company sums from the drawdown of the Additional Tranche.

The purpose of the agreements, the financial terms and conditions and the interest for the Company and its stakeholders are described in detail in Section 2.6.2 of the 2024 Universal Registration Document and included in the Statutory Auditors' special report on regulated agreements.

The signature of these agreements were authorised by the Supervisory Board at its meeting on 10 October 2024. The latter considered that these transactions were in the Company's corporate interest, for the following reasons:

- The agreements are in line with market practice and acceptable to the Company;
- The agreements enable the Company to support its growth and acquisition strategy.

Fourth resolution:

(Approval of regulated agreements and commitments)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and having reviewed the Statutory Auditors' Special Report on agreements and commitments governed by Articles L.225-86 et seq. of the French Commercial Code, approves said report and the agreements entered into during the year ended 31 December 2024 described therein.

Resolutions 5 to 7 : Composition of the Supervisory Board

The Supervisory Board is currently composed of 12 members, including two members representing the employees, two independent members, four women (excluding the member representing the employees) and two observers.

Reappointment of Sabine Roux de Bézieux

The 5th resolution concerns the reappointment of Supervisory Board member Sabine Roux de Bézieux whose current term expires at the end of the Shareholders' Meeting of 19 June 2025. It is proposed to reappoint her for a period of four years, that is until the end of the Shareholders' Meeting called in 2029 to approve the financial statements for the financial year ending 31 December 2028.

As an independent member of the Supervisory Board, Sabine Roux de Bézieux brings to the Board her expertise and skills in financial matters, in the field of CSR and in matters of governance and remuneration.

If the renewal of Sabine Roux de Bézieux's mandate is approved by the Shareholders' Meeting, she will continue to sit on the Nomination, Compensation and Governance Committee, the Audit, Risk and Compliance Committee as well as Chair of the Climate, Sustainability and Innovation Committee.

Reappointment of Marine Charles

The 6th resolution concerns the reappointment of Supervisory Board member Marine Charles whose current term expires at the end of the Shareholders' Meeting of 19 June 2025. It is proposed to reappoint her for a period of four years, that is until the end of the Shareholders' Meeting called in 2029 to approve the financial statements for the financial year ending 31 December 2028.

As a member of the Supervisory Board, Marine Charles brings to the Board her expertise and skills in financial analysis, strategy and M&A, as well as her experience in the industrial and construction sectors. She chairs the Audit, Risks and Compliance Committee.

If the renewal of Marine Charles's mandate is approved by the Shareholders' Meeting, she will continue to sit on the Audit, Risk and Compliance Committee as the Chair.

Reappointment of Tina Mayn

The 7th resolution concerns the reappointment of Supervisory Board member Tina Mayn whose current term expires at the end of the Shareholders' Meeting of 19 June 2025. It is proposed to reappoint her for a period of four years, that is until the end of the Shareholders' Meeting called in 2029 to approve the financial statements for the financial year ending 31 December 2028.

As a member of the Supervisory Board, Tina Mayn brings to the Board her expertise in CSR, marketing and innovation, as well as her experience in the industrial sector.

If the renewal of Tina Mayn's mandate is approved by the Shareholders' Meeting, she will continue to sit on the Climate, Sustainability and Innovation Committee.

At the close of the Shareholders' Meeting of 19 June 2025, and subject to the adoption by the Shareholders' Meeting of these three resolutions, the Supervisory Board would remain composed of 12 members, including two independent members, two members representing employees and two Observers. The proportion of women on the Board would be 50%.

Fifth resolution:

(Reappointment as member of the Supervisory Board of Mrs. Sabine Roux de Bézieux for a term of four years)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and having reviewed the Management Board report, notes that the term of office of Mrs. Sabine Roux de Bézieux as member of the Supervisory Board of the Company is due to expire, and decides to reappoint him as such for a duration of four years, i.e. until the close of the Shareholders' Meeting convened in 2029 to approve the financial statements for the financial year ending 31 December 2028.

Sixth resolution:

(Reappointment as member of the Supervisory Board of Mrs. Marine Charles for a term of four years)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and having reviewed the Management Board report, notes that the term of office of Mrs. Marine Charles as member of the Supervisory Board of the Company is due to expire, and decides to reappoint him as such for a duration of four years, i.e. until the close of the Shareholders' Meeting convened in 2029 to approve the financial statements for the financial year ending 31 December 2028.

Seventh resolution:

(Reappointment as member of the Supervisory Board of Mrs. Tina Mayn for a term of four years)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and having reviewed the Management Board report, notes that the term of office of Mrs. Tina Mayn as member of the Supervisory Board of the Company is due to expire, and decides to reappoint him as such for a duration of four years, i.e. until the close of the Shareholders' Meeting convened in 2029 to approve the financial statements for the financial year ending 31 December 2028.

Resolutions 8 to 11: Approval of the compensation package paid during or awarded in respect of the 2024 financial year to the corporate officers

Pursuant to the provisions of Article L.22-10-34 of the French Commercial Code, the purpose of resolutions 8 to 11 is to submit for the approval of the Shareholders' Meeting the compensation package paid during or awarded in respect of the financial year ending 31 December 2024 to the Company's corporate officers (commonly referred to as the "*ex-post vote*") and more specifically:

- information on the compensation of all corporate officers (8th resolution);
- the compensation package of Fabrice Barthélemy, Chairman of the Management Board (9th resolution);
- the compensation package of Raphaël Bauer, member of the Management Board (10th resolution);
- the compensation package of Eric La Bonnardière, Chairman of the Supervisory Board (11th resolution).

It should be noted that these items were decided by the Supervisory Board following the recommendations of the Nomination, Compensation and Governance Committee and are described in detail in the Supervisory Board's Corporate Governance Report in Sections 2.3.1, 2.3.2 and 2.3.6 of the 2024 Universal Registration Document.

Eighth resolution:

(Approval of the information relating to the compensation of corporate officers for the 2024 financial year)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and having reviewed the corporate governance report, approves, pursuant to Article L.22-10-34 I of the French Commercial Code, the information relating to the compensation of corporate officers in respect of the financial year ended 31 December 2024 referred to in Article L.22-10-9 of the French Commercial Code, as set out in Section 2.3.2 of the 2024 Universal Registration Document.

Ninth resolution:

(Approval of the compensation paid or awarded to Mr. Fabrice Barthélemy, Chairman of the Management Board, for the 2024 financial year)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and having reviewed the corporate governance report, approves, pursuant to Article L.22-10-34 II of the French Commercial Code, the components of the total compensation and benefits in kind paid during or awarded in respect of the financial year ended 31 December 2024 to Mr. Fabrice Barthélemy, Chairman of the Management Board, as set out in Sections 2.3.1 and 2.3.6.1 of the 2024 Universal Registration Document.

Tenth resolution:

(Approval of the compensation paid or awarded to Mr. Raphaël Bauer, member of the Management Board, for the 2024 financial year)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and having reviewed the corporate governance report, approves, pursuant to Article L.22-10-34 II of the French Commercial Code, the components of the total compensation and benefits in kind paid during or awarded in respect of the financial year ended 31 December 2024 to Mr. Raphaël Bauer, member of the Management Board, as set out in Sections 2.3.1 and 2.3.6.2 of the 2024 Universal Registration Document.

Eleventh resolution:

(Approval of the compensation paid or awarded to Mr. Eric La Bonnardière, Chairman of the Supervisory Board, for the 2024 financial year)

The Shareholders' Meeting, voting with the quorum and majority conditions required for ordinary shareholders' meetings and having reviewed the corporate governance report, approves, pursuant to Article L.22-10-34 II of the French Commercial Code, the components of the total compensation and benefits in kind paid during or awarded in respect of the financial year ended 31 December 2024 to Mr. Eric La Bonnardière as Chairman of the Supervisory Board, as set out in Sections 2.3.2 and 2.3.6.3 of the 2024 Universal Registration Document.

Resolutions 12 to 15: Approval of compensation policies of corporate officers

In accordance with Article L.22-10-26 of the French Commercial Code, the purpose of resolutions 12 to 16 is to submit for the approval of the Shareholders' Meeting the compensation policies applicable to the Chairman of the Management Board (12th resolution), the member of the Management Board (13th resolution), the Chairman of the Supervisory Board (14th resolution) and the members of the Supervisory Board (15th resolution) (commonly referred to as "*ex-ante vote*").

With regard to the remuneration of the Supervisory Board, since the 2024 financial year, the total remuneration package has amounted to 650,000 euros and remains unchanged for the 2025 financial year.

With regard to the remuneration of the Supervisory Board members, it is proposed that the remuneration for the position of Vice-Chairman be set at 17,000 euros, with effect from the 2025 financial year. This decision and remuneration policy will apply with effect from the financial year beginning 1 January 2025 and until further decision by the Shareholders' Meeting.

It should be noted that these elements were decided by the Supervisory Board following the recommendations of the Nomination, Compensation and Governance Committee and are described in detail in the Supervisory Board's Corporate Governance Report in Section 2.3.5 of the 2024 Universal Registration Document.

Twelfth resolution:

(Approval of the compensation policy for the Chairman of the Management Board)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary Shareholders' Meetings and having reviewed the corporate governance report, approves the compensation policy applicable to the Chairman of the Management Board for the financial year beginning 1 January 2025, as set out in Section 2.3.5.1 of the 2024 Universal Registration Document.

Thirteenth resolution:

(Approval of the compensation policy for members of the Management Board)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary Shareholders' Meetings and having reviewed the corporate governance report, approves the compensation policy applicable to the member of the Management Board for the financial year beginning 1 January 2025, as set out in Section 2.3.5.2 of the 2024 Universal Registration Document.

Fourteenth resolution:

(Approval of the compensation policy for the Chairman of the Supervisory Board)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary Shareholders' Meetings and having reviewed the corporate governance report, approves the compensation policy applicable to the Chairman of the Supervisory Board for the financial year beginning 1 January 2025, as set out in Section 2.3.5.3 of the 2024 Universal Registration Document.

Fifteenth resolution:

(Approval of the compensation policy for the members of the Supervisory Board)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary Shareholders' Meetings and having reviewed the corporate governance report, approves the compensation policy applicable to the members of the Supervisory Board for the financial year beginning 1 January 2025, as set out in Section 2.3.5.3 of the 2024 Universal Registration Document.

Extraordinary business

Resolution 16 to 17: Delegation of authority to the Management Board to increase or reduce the share capital

Delegation of authority to the Management Board to decide to increase the share capital by capitalisation of premiums, reserves, profits or other
The purpose of the 16th resolution is to propose, pursuant to the provisions of Article L.225-130 of the French Commercial Code, to renew for a further period of 26 months from the date of the Shareholders' Meeting, the authorisation granted to the Management Board on 21 April 2023 for the purpose of increasing the share capital, on one or more occasions, by incorporation of premiums, reserves, profits or other. The maximum nominal amount of the capital increases that may be carried out in this respect may not exceed 50,000,000 Euro.

Delegation of authority to the Management Board to reduce the share capital by cancellation of treasury shares
The purpose of the 17th resolution is, pursuant to the provisions of Article L.22-10-62 of the French Commercial Code, to renew for a further period of 26 months from the date of the Shareholders' Meeting, the authorisation granted to the Management Board on 21 April 2023 for the purpose of reducing, on one or more occasions, the capital by cancelling treasury shares and/or shares that it acquires under the share buyback programme.

The maximum number of shares that may be cancelled by the Company during a 24-month period would be 10% of the shares comprising the Company's capital.

The authorisations granted by resolutions 16 and 17 will replace the previous authorisations of the same nature granted to the Management Board by the Shareholder's Meeting of 21 April 2023.

Sixteenth resolution:

(Delegation of authority to the Management Board to decide to increase the share capital by capitalisation of premiums, reserves, profits or other)

The Shareholders' Meeting, voting under the quorum and majority conditions required for ordinary shareholders' meetings, having reviewed the Management Board's report, and in accordance with the provisions of Articles L.225-130 and L.22-10-50 of the French Commercial Code:

> delegates to the Management Board, with the option of sub-delegation under the conditions laid down by law, its authority to decide to increase the share capital on one or more occasions in the proportions and at the times it deems appropriate, with the exception of periods of public offers on the Company's share capital, by incorporation of premiums, reserves, profits or other items the capitalisation of which is legally and statutorily possible, in the form of an issue of new equity securities or an increase in the nominal value of the existing equity

securities, or by a combination of the two. The maximum nominal amount of the capital increases that may be carried out on this basis may not exceed fifty million (50,000,000) Euro or the equivalent in any other currency or monetary unit established by reference to several currencies;

> in the event that the Management Board makes use of this delegation of authority, delegates to the latter all powers, with the option of sub-delegation under the conditions laid down by law, to implement this delegation, in particular to :
  - determine the amount and nature of the sums to be incorporated into the capital, determine the number of new equity securities to be issued and/or the amount by which the nominal value of the existing equity securities shall be increased, determine the date, even retroactively, as from which the new equity securities shall bear interest or the date on which the increase in the nominal value of the existing equity securities shall be effective,
  - to decide, in the event of distributions of free equity securities:
    - that fractional rights will not be negotiable and that the corresponding equity securities will be sold; the sums resulting from the sale will be allocated to the holders of the rights under the conditions provided for by the law and regulations,
    - that the shares which will be allocated by virtue of this delegation on the basis of old shares benefiting from double voting rights will benefit from this right as soon as they are issued,
    - determine and make all adjustments to take into account the impact of transactions on the Company's capital, in particular in the event of a change in the par value of the share, a capital increase by capitalisation of reserves, a free allocation of shares or equity securities, a stock split or reverse stock split, the distribution of dividends, reserves or premiums or any other assets, capital depreciation, or any other transaction involving shareholders' equity or capital (including in the event of a public offer and/or change of control), and to set any other terms and conditions to ensure, where appropriate, the preservation of the rights of holders of securities giving access to the capital (including by way of adjustments in cash),
    - record the completion of each capital increase and make the corresponding amendments to the by-laws,
    - generally, enter into any agreement, take all measures and carry out all formalities useful for the issue, listing and financial servicing of the securities issued by virtue of this delegation and for the exercise of the rights attached thereto.

This delegation supersedes any previous delegation with the same purpose. It is given for a period of eighteen (26) months as of the date hereof.

Seventeenth resolution:

(Delegation of authority to the Management Board to reduce the share capital by cancellation of treasury shares)

The Shareholders' Meeting, voting under the quorum and majority conditions required for extraordinary meetings, having reviewed the Management Board's report and the Statutory Auditors' special report, authorises the Management Board to reduce the share capital, on one or more occasions, in the proportions and at the times it shall decide, by cancelling any number of treasury shares it shall decide within the limits authorised by law, in accordance with the provisions of Articles L.22-10-61 et seq. of the French Commercial Code and L.225-213 of such Code.

The maximum number of shares that may be cancelled by the Company during a twentyfour (24) month period by virtue of this authorisation is 10% of the shares making up the Company's share capital at any time, it being recalled that this limit applies to an amount of the Company's share capital that will be adjusted, as the case may be, to take into account transactions affecting the share capital subsequent to this Shareholders' Meeting.

This delegation supersedes any previous delegation with the same purpose. It is given for a period of twenty-six (26) months as of the date hereof.

The Shareholders' Meeting confers full powers to the Management Board, with the option of delegation, to carry out the cancellation(s) and capital reduction(s) that may be carried out by virtue of this authorisation, to amend the by-laws accordingly and to complete all formalities.

Ordinary basis

Resolution 18 : Powers for formalities

The purpose of the 18th resolution is to submit to the approval of the Shareholders' Meeting the granting of the necessary powers for the completion of advertisements and legal formalities.

Eighteenth resolution:

(Powers for formalities)

The Shareholders' Meeting grants full powers to the bearer of an original, a copy of or an extract from the minutes of this Shareholders' Meeting, to carry out all filings, formalities and publications required by law.

13. Supervisory Board's observations

13.1 Supervisory Board's observations on the Management Board report and the financial statements for the year ended 31 December 2024

Ladies and Gentlemen,

Our Company's Management Board has convened the annual Shareholders' Meeting, in accordance with the law and the by-laws, to report to you on the activity and financial position of our Company and of our Group during the financial year ended 31 December 2024, and to submit the year's financial statements and the appropriation of profit to you for approval.

We inform you that the Management Board has provided the annual company financial statements, the consolidated financial statements and the management report to the Supervisory Board within the legal time limits.

In accordance with Article L.225-68 of the French Commercial Code, we have examined the company financial statements, the consolidated financial statements, and the Management Board's management report, and we believe that such documents do not call for any particular observations.

We hope that all of the recommendations that the Management Board has made to you in its report will meet with your approval, and that you will decide to adopt the resolutions submitted for your approval.

The Supervisory Board

14. Statutory Auditors' reports

14.1 Statutory Auditors' report on the consolidated financial statements

This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users. This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

For the year ended 31 December 2024

To the general meeting of shareholders of Tarkett,

Opinion

In compliance with the engagement entrusted to us by your annual general meeting, we have audited the accompanying consolidated financial statements of Tarkett for the year ended 31 December 2024.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at 31 December 2024 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit, Risks and Compliance Committee.

Basis of opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for statutory auditors for the period from 1st January 2024 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Justification of Assessments - Key Audit Matters

IIn accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Long term assets valuation

> Key audit matter

Goodwill, intangible assets and property, plant and equipment have net book values at 31 December 2024 of 629.7M€, 51.8M€ and 538.3M€, respectively, and represent a significant amount of the consolidated balance sheet. These assets are accounted in accordance with the principles described in notes "2.2 - Business Combinations", "5.1 – Goodwill" and "5.2 - Tangible and intangible assets" to the consolidated financial statements.

These assets may present a risk of impairment caused by internal or external factors, such as the deterioration of the Group's performance, changes in the competitive environment, unfavorable market conditions and changes in legislation or regulations, including those inherent to climate change considerations. These changes can have an impact on the Group's cash flow forecasts and consequently on the determination of the recoverable amounts of these assets.

Management performs impairment tests if there is an impairment trigger event and at least once a year for goodwill and other non-amortizable intangible assets or for other non-financial assets as described in note "5.3.1 - Non-Financial Assets" to the consolidated financial statements. Assets are tested at the level of the cash-generating units ("CGUs") defined by the Group. An impairment loss is recognised if the net booked value of an asset or cash-generating unit is higher than its recoverable value. The recoverable value is the higher amount between the fair value less the transfer costs and the value in use. Value in use is determined according to the discounted future cash flow projections method (excluding interest on borrowings and taxes) for each cash generating unit.

The assessment of the recoverable value of these assets is a key audit matter, given the significant potential of impairment and the high degree of estimation and judgment required by management for this assessment. The judgments include, in particular, assumptions regarding the future evolution of selling prices, volumes and costs of raw materials, renewal investments and changes in working capital requirements related to the operation of these assets, and the determination of infinite growth rates and discount rates applied to the appropriate future cash flows.

> Audit approach

We reviewed the impairment testing process implemented by Group management, in order to identify trigger events and conduct to impairment testing, on the base of cash-flow forecasts from the budget and business plan established by the Board of Management and presented to the Supervisory Board, and assessed the permanence of the method used.

We also assessed appropriateness and relevance of Group management's approach to determine the cash-generating units and units mergers for long-term assets' testing.

We adapted our audit approach when impairment triggers events occur on such cash-generating units. Concerning value in use, we verified the consistency of cash flow projections with comparison to the latest management assumptions presented as part of the budget process.

With the help of our valuation experts, we reviewed Group management's key assumptions related to the discount rates, comparing them with external market data and other comparable sectors' companies.

For a selection of CGUs, we assessed the reasonableness of future cash flow projections, including the infinity normative terminal cash flow amount, with respect to the economic and financial context in which these units operate, and past achievements, our knowledge of business activity supported by interviews with Group or division managers and, according to their availability, external data of other comparable sectors' companies.We analised the sensitivity of the impairment test to assess the materiality of the potential impacts on the recoverable value of the assets bearing the highest risk.

Finally, we verified that the notes "2.2 - Business combinations", "5.1 - Goodwill", "5.2 - Intangible and tangible fixed assets" and "5.3.1 - Non-financial assets" to the consolidated financial statements provide an appropriate information.

Litigations and provisions

> Key audit matter

The Group is exposed to a variety of legal and tax risks, as well as cases of litigation, including asbestos claims in the United States.

As indicated in note "6.1 – Provisions" to the consolidated financial statements, these risks and litigations are covered by provisions established in accordance with the applicable accounting standard (IAS 37 " Provisions, Contingent Liabilities and Contingent Assets") and amount to 83,4M€ at 31 December 2024 including essentially asbestos litigations.

Significant contingent liabilities for these risks and litigations, the amount and timing of which can not be reliably estimated, are described in note "6.2 - Contingent liabilities" to the consolidated financial statements.

The identification of risks and litigations, the valuation of provisions for such risks and litigations constitute a key audit matter given the amounts involved and the high degree estimate and judgment required from management.

> Audit approach

In order to obtain an understanding of litigations, contingent liabilities and related valuations, we reviewed the process of identification, qualification and valuation implemented by Group management for such provisions through various interviews with Group's legal and finance departments, divisions and main subsidiaries.

We conducted a critical review of the internal analysis notes for the likelihood and potential impact of each risk, examining the available procedural elements (letters, claims, judgments, notifications, etc.).

We obtained direct confirmations from the main lawyers involved to confirm our understanding of risks and litigations and assessed the relevance of the amount of provisions accrued.

Based on historical data used by the Group to estimate its provisions for asbestos claims:

- We assessed the permanence of methods used, the relevance and reliability of underlying data and calculations applied;
- We compared amounts paid to previously recognised provisions to assess the quality of the management estimates.

We exercised our professional judgment to assess, in particular, wether the positions held by Management are in the acceptable range ok risk assessment and the validity of the evolution over time of such positions.

Finally, we verified that the notes "6.1 - Provisions" and "6.2 – Contingent liabilities" to the consolidated financial statements provide an appropriate information.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the management report of the Board of Directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Report on Other Legal and Regulatory Requirements

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared unde the responsibility of the Board of Directors, complies with the single electronic format defined in the European Delegated Regulation N° 2019/815 of 17 Decembre 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Tarkett by the combined annual general meeting held on 30 April 2020 for KPMG and Forvis Mazars.

As at 31 December 2024, KPMG and Forvis Mazars were in the 11th year of uninterrupted engagement since securities of the Company were admitted to trading on a regulated market.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit, Risks and Compliance Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L.823-10-1 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

> Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and

appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit, Risks and Compliance Committee

We submit to the Audit, Risks and Compliance Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit, Risks and Compliance Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this audit report.

We also provide the Audit, Risks and Compliance Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit, Risks and Compliance Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris La Défense, 27 February 2025
The statutory auditors

French original signed by

KPMG SA

Philippe Grandclerc
Partner

Romain Mercier
Partner

Forvis Mazars

Anne-Laure Rousselou
Partner

14.2 Statutory Auditors' report on the annual Company financial statements

This is a translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users. This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Financial year ending 31 December 2024

To the Shareholder's Meeting of Tarkett,

Opinion

In compliance with the engagement entrusted to us by your annual general meeting, we have audited the accompanying financial statements of Tarkett for the year ended 31 December 2024.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at 31 December 2024 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit, Risks and Compliance Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (Code de Commerce) and the French Code of Ethics (code de déontologie) for statutory auditors for the period from 1 January 2024 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (Code de Commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Equity securities valuation

Key audit matter

Equity securities as at 31 December 2024 amount to 1,293,2M€ and represent one of the most significant items of the balance sheet. They are recognised at the purchase price excluding costs and depreciated when the value in use is less than the net book value.

As indicated in note "1.3 - Financial fixed assets and marketable securities" to the financial statements, the value in use is assessed by taking into account items such as share in equity these securities represent, changes in the profitability of the subsidiary and other approaches, in particular the multiples or experts methods.

We considered the equity securities valuation to be a key audit matter, given the amounts involved and assumptions on which the estimates are based.

Audit approach

Our work consisted mainly in verifying Management's data and assumptions to determine the equity or value in use of the equity securities:

> For valuations based on historical items, verify that the equity value is consistent with the statutory accounts of the entities,
> For valuations based on multiples method :
  - Corroborate the consistency of the aggregates used with the entities' accounts,
  - Assess Management's assumptions, in particular concerning the multiple used,
> Test the arithmetical accuracy of the value in use calculations,
> Assess the permanence of the methods used.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to the Shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in the other documents with respect to the financial position and the financial statements provided to the Shareholders of Tarkett.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D.441-6 of the French Commercial Code (Code de Commerce).

Report on corporate governance

We attest that the Supervisory Board's report on corporate governance sets out the information required by Articles L.225-37-4, L22-10-10 and L.22-10-9 of the French Commercial Code (Code de Commerce).

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code (Code de Commerce) relating to remunerations and benefits received by or awarded to the directors and any other commitments made in their favour, we have verified the consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your company from controlled companies included in the scope of consolidation. Based on these procedures, we attest the accuracy and fair presentation of this information.

Other information

In accordance with French law, we have verified that the required information concerning the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Report on Other Legal and Regulatory Requirements

Format of presentation of the financial statements intended to be included in the Annual Financial Report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements intended to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (Code Monétaire et Financier), prepared under the responsibility of the Board of Directors, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 17 December 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Tarkett by the combined annual general meeting held on 30 April 2020 for KPMG and Forvis Mazars.

As at 31 December 2024, KPMG and Forvis Mazars were in the 11th year of uninterrupted engagement since securities of the Company were admitted to trading on a regulated market.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit, Risks and Compliance Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.823-10-1 of the French Commercial Code (Code de Commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control ;
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control ;
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements ;
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein ;
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit, Risks and Compliance Committee

The Audit, Risks and Compliance Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit, Risks and Compliance Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit, Risks and Compliance Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822- 14 of the French Commercial Code (Code de Commerce) and in the French Code of Ethics (Code de Déontologie) for statutory auditors. Where appropriate, we discuss with the Audit, Risks and Compliance Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris La Défense, 27 February 2025
Statutory Auditors

KPMG SA		Forvis Mazars
Philippe Grandclerc Partner	Romain Mercier Partner	Anne-Laure Rousselou Partner

14.3 Statutory Auditors' report on regulated agreements

This is a free translation into English of the Statutory Auditors' Report on regulated agreements issued in French and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Shareholders' Meeting to approve the 2024 financial statements

In our capacity as your company's Statutory Auditors, we hereby report to you on regulated agreements.

It is our responsibility to report to shareholders, based on the information provided to us, on the main terms, conditions and reasons underlying company's interest of agreements that have been disclosed to us or that we may have identified as part of our engagement, without commenting on their relevance or substance or identifying any undisclosed agreements. Under the provisions of Article R.225-58 of the French Commercial Code, it is the responsibility of the shareholders to determine whether the agreements are appropriate and should be approved.

Where applicable, it is also our responsibility to provide shareholders with the information required by Article R.225-58 of the French Commercial Code in relation to the implementation during the year of agreements already approved by the Shareholders' Meeting.

We performed the procedures that we deemed necessary in accordance with the guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) for this type of engagement. These procedures consisted in verifying that the information given to us is consistent with the underlying documents.

Agreements submitted for approval at the Shareholders' Meeting

In accordance with Article L.225-88 of the French Commercial Code, we have been advised of the following agreement entered into during the year ended 31 December 2023, which was subject to the prior authorisation of your Supervisory Board.

Agreements concluded in 2024 as part of the additional tranche of the Credit Agreement

In November 2024, Tarkett Participation signed an English legal agreement entitled "Incremental Facility Notice" with Crédit Agricole Corporate and Investment Bank as an Agent, Security Agent, and Incremental Facility Lender, under the terms of which the lender provided Tarkett Participation with an additional tranche for a total maximum amount as principle of 100 million euros (€100,000,000) (the "Additional Tranche").

Within the framework of the Additional Tranche, on 10 October 2024, the Supervisory Board authorised the conclusion of the following regulatory agreements to finance certain acquisition projects for the Company and its subsidiaries:

a. 2024 intra-group loan agreement

Within the framework of this agreement concluded between the Company in its capacity as borrower and Tarkett Participation in its capacity as lender, Tarkett Participation is to provide the Company, in one or more instalments, with sums obtained from one or more drawdowns by Tarkett Participation for the Additional Tranche.

<u>Purpose and object of the intra-group loan agreement:</u> The purpose of the intra-group loan agreement is to finance or refinance, directly or indirectly, some of the Company and its subsidiaries' acquisition projects.

<u>Financial conditions of the intragroup loan agreement:</u> The main financial terms of the intra-group loan agreement are as follows:

- maximum amount of 100,000,000 euros as principle; used as of 31 December 2024 for an amount of 97,000,000 euros in principal;
- maturity: 23 October 2028;
- margin: equal to that of Tranche B Euro (i.e. between 3.00% and 3.75%), including the margin adjustment and the ESG margin, as stipulated for Tranche B Euro.

b. Guarantee confirmation document

Within the framework of this agreement, the Company and its subsidiaries confirmed, in particular, that the Guarantee also covers the obligations resulting from the Additional Tranche, in any case, within the limits specified therein.

The Supervisory Board highlighted that the costs of this agreement align with market practices and are acceptable for the Company, and that it will enable the latter to sustain its growth and acquisition strategy.

Persons interested in conventions :

- Eric La Bonnardière, within his capacity as Chairman of the Supervisory Board of the Company;

- Julien Deconinck, within his capacity as Vice-Chairman of the Supervisory Board of the Company;
- Nicolas Deconinck, within his capacity as member of the Company's Supervisory Board; and
- Marie Deconinck, within her capacity as member of the Company's Supervisory Board.

Agreements previously approved by the Shareholders' Meeting

Agreements approved in prior years which remained during the year ended

In accordance with Article R.225-57 of the French Commercial Code, we have been informed of the following agreements approved in prior years and which remained current during the last year.

I. Agreements for the provision of services and assistance and animation

With Société Investissement Deconinck (SID)

Persons concerned: Messrs. Julien Deconinck, Didier Deconinck, Nicolas Deconinck, Bernard-André Deconinck and Eric La Bonnardière, members of Tarkett's Supervisory Board and shareholders, directly and indirectly, of SID.

1) Services agreement

Nature and purpose : The agreement was authorised by your Supervisory Board on 17 December 2013, amended Nature and purpose : by your Supervisory Board from 26 June 2018 retroactive to 1 January 2018, continued into 2024. It states that Tarkett provides in favor of SID, legal, social and fiscal services necessary for its business. Tarkett billed SID for the 2024 financial year 55,000 Euro (excluding taxes) under this agreement.

Reasons justifying the interest for the Company and having led to the maintenance of the agreement: These services are necessary for the management of SID, main shareholder of Tarkett, and continued in 2024.

2) Assistance and guidance agreement

Nature and purpose: The agreement was authorised by your Supervisory Board on 9 October 2013, amended by your Supervisory Board from 26 June 2018 retroactive to 1 January 2018, continued into 2024. It states that SID assists Tarkett in defining its strategic objectives and major decision-making. SID billed Tarkett for the 2024 financial year 300,000 Euro (excluding taxes) under this agreement.

Reasons justifying its interest for the Company and having led to the maintenance of the agreement: These assistance and facilitation services are necessary for the management of Tarkett and have continued in 2024.

II. Agreements concluded within the framework of the simplified tender offer

In the context of a simplified tender offer (the "Offer") for Tarkett's shares initiated on the current year, the Supervisory Board approved on 23 April 2021 the following agreements with Tarkett Participation in connection with the refinancing.

The following persons are declared an indirect interest in the following agreements, even though they are direct parties to them:

- SID, as indirect majority shareholder of the Company;
- Eric La Bonnardière, as Chairman of the Supervisory Board;
- Didier Deconinck, as Vice Chairman of the Supervisory Board until 26 April 2024;
- Julien Deconinck, as member of the Supervisory Board (and Vice-Chairman of the Supervisory Board since 26 April 2024);
- Marie Deconinck, as member of the Supervisory Board since 26 April 2024;
- Nicolas Deconinck, as member of the Supervisory Board; and
- Bernard-André Deconinck, as observer at the Supervisory Board.

1) Intra-group loan agreement

Under this agreement between Tarkett as borrower and Tarkett Participation as lender, Tarkett Participation makes available to Tarkett, in one or more instalments, sums that would result from one or more drawings by Tarkett Participation on Tranche B (as this term is defined below) in the form of a term loan.

Purpose of the intra-group loan agreement: The purpose of the intra-group loan agreement is, in particular, to finance the refinancing of the Company's existing indebtedness.

Financial terms of the intra-group loan agreement: The main financial terms of the intra-group loan agreement are as follows:

- maximum amount of 528,000,000 euros as principle, used on 31 December 2024 for an amount of 419,000,000 euros, and a maximum amount of 72,000,000 US dollars (equivalent to 66,897,680.24 euros on 31 December 2024);
- maturity: 7 years.
- margin: equal to that of Tranche B as mentioned the Act of accession to the English law credit agreement (below).

2) Act of accession to a loan agreement governed by English law

Within the framework of this act of accession by the Company to a loan agreement governed by English law concluded between:

- Tarkett Participation in its capacity as borrower;

- BNP Paribas, Crédit Agricole Corporate and Investment Bank and Société Générale in their capacity as underwriters and guarantors of the offer;
- the financial institutions listed in the document in their capacity as initial lenders;
- CACIB in its capacity as agent and security agent,

the lenders are to provide (i) Tarkett Participation with a term loan for a maximum principal amount of 889,173,870.24 Euro, with a principal amount on 31 December 2024 of 821,175 270,45 Euro (the "Tranche B Euro") and an amount of 72,000,000 USD (on 31 December 2024 up to 69,500,000 USD the "Tranche B USD") and (ii) Tarkett Participation and all members of the Group, subject to their involvement, with a revolving loan for a total principal amount of 350,000,000 Euro (the "Revolving Tranche"), whose purpose is to finance the Group's general requirements.

Within the framework of this agreement, the Company is acting as borrower with regard to the Revolving Tranche as well as guarantor. In this context, the borrowers and guarantors, including the Company, guarantee the obligations of other debtors (including Tarkett Participation, via an upstream guarantee), with the Company and/or its subsidiaries having adhered to the credit agreement via the act of accession, within the limits at all times of the amounts that would have been received by the Company and its subsidiaries (via the intra-group loan), or by any other means.

Purpose of the credit agreement: The credit agreement, for an initial maximum amount of 1,239,173,870.24 Euro, finally used on 31 December 2024 for an amount of 821,175, 270.45 Euro and an amount of 72,000,000 USD, used on 31 december 2024 for an amount of 69,500,000 USD (equivalent to 66,897,680.24 Euro on 31 December 2024), was intended in particular:

- for Tranche B Euro and Tranche B USD: (a) for the partial funding of the acquisition price of target shares (including the refinancing of all drawdowns of the Revolving Tranche allocated to the acquisition of target shares) and associated expenses; and (b) for the funding of refinancing by the provision of the intra-group loan by Tarkett Participation to the Company, and
- for the Revolving Tranche: for the funding of general and operational requirements, Group development and investment and all acquisitions and the refinancing of certain term loans.

Financial terms of the credit agreement: The main financial terms of the credit agreement are outlined below:

- initial maximum amount of 1,239,173,870.24 euros, used on 31 December 2024 for an amount of 821,175,270.45 euros and an initial maximum amount of 72,000,000 US dollars, used on 31 December 2024 for an amount of 69,500,000 USD (equivalent to 66,897,680.24 euros on 31 December 2024);
- maturity of Tranche B: 7 years;
- maturity of the Revolving Tranche: 6 years and 6 months;
- margin of Tranche B Euro: between 3.00% and 3.75% (depending on (i) the leverage ratio level and (ii) subject to an adjustment mechanism according to certain environmental, social and good governance criteria);
- margin of Tranche B USD: between 3.25% and 4.25% (depending on (i) the leverage ratio level and (ii) subject to an adjustment mechanism according to certain environmental, social and good governance criteria);
- margin of the Revolving Tranche: between 1.75% and 2.50% (depending on (i) the leverage ratio level and (ii) subject to an adjustment mechanism according to certain environmental, social and good governance criteria);
- underwriting fee equal to 1.25% of the principal amount; and
- commitment fee equal to 30% of the margin applied to the available commitment of the lender concerned for the Revolving Tranche for the availability period applying to the Revolving Tranche.

3) Deed of accession to a subordination agreement governed by English law

The Company's adhesion to a subordination agreement governed by English law by means of an act of accession is intended to govern creditors' rights, in particular with respect to the credit agreement referred to above.

The Supervisory Board has concluded that the agreements referred to above present the following financial advantages for the Company:

- Market positioning: the possibility for the Company to gain access to a more liquid market than the bond market, the market associated with the two Tranche Bs, which is more likely to finance its external growth;
- Financing capacity: the possibility for the Company to cover its general financial requirements and its working capital requirement;
- Flexibility: easing of the credit repayment terms under the credit agreement (early repayment of the two B Tranches at any time without charge, with the exception of an initial six month period during which a penalty of 1% will be applied and early repayment of all or part of the Revolving Tranche);
- Financial ratios: the absence of any financial ratio to be respected by the Group within the framework of the refinancing of the existing debt by the Company, with the exception of compliance with a leverage ratio provided that the drawdowns associated with the Revolving Tranche are greater than 40% of the total amount of the Revolving Tranche. The financial covenant is also fixed at a significantly higher level (around 5.8x);
- Financial terms: the financial terms associated with the two Tranche Bs reflected in the intra-group loan seem to be competitive in the Term Loan B market, given that this financing benefits from extremely favourable market conditions, close to historical lows, and the competitive process introduced with the selected banks; and

- Maturity: an opportunity for the Company to anticipate the refinancing of its existing financing lines (the maturity of the two Tranche Bs (i.e. 7 years) and the Revolving Tranche (i.e. 6.5 years) being longer than the residual term of existing credits (i.e. 5 years for the existing revolving credit and between 2 and 5 years for Schuldschein credits).

Paris La Défense,
27 February 2025
The Statutory Auditors

KPMG SA		Mazars
Philippe Grandclerc	Romain Mercier	Anne-Laure Rousselou
Associate	Associate	Associate

14.4 Statutory Auditors' report on the reduction in capital

Combined Shareholders meeting of 19 June 2025 - 17th resolution

This is a free translation into English of a report issued in French and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders,

In our capacity as your company's Statutory Auditors and in accordance with the terms of our engagement defined by article L.22-10-62 of the French Commercial Code in case of reduction of share capital by cancellation of treasury shares, we present below our report setting out our opinion on the grounds for, and the terms and conditions of, the proposed reduction of share capital.

Your Management Board proposes that, on the basis of its report, it be empowered for a period of twenty-six months starting on the date of the current General meeting, to cancel the repurchased shares up to a maximum of 10% of its total share capital, by periods of twenty-four months in accordance with the above-mentioned article.

We have performed those procedures which we considered necessary in accordance with professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) related to this operation. These procedures are designed to examine whether the terms and conditions for the proposed reduction in capital, which is not aimed to derogate from the principle of equality between shareholders, are fair.

We have no comment to make on the reasons for and terms of the proposed reduction in the capital.

Paris-La Défense
21 May 2025
The Statutory Auditors,

French original signed by

KPMG SA		Forvis Mazars
Philippe Grandclerc Partner	Romain Mercier Partner	Anne-Laure Rousselou Partner

15. Request for information or documents

COMBINED SHAREHOLDERS' MEETING

Thursday 19 June 2025 at 9:30 am

To be sent to:

> The Company: by post to the attention of Group Legal Dpt "AGM 19 June 2025" - 1 Terrasse Bellini - Tour Initiale - 92919 Paris la Défense or by email to the following adress : **actionnaires@tarkett.com** - please indicate the address (postal or email) to which you wish to be answered.

or;

> Uptevia, Service Assemblées Générales - 90-110 Esplanade du Général de Gaulle - 92931 Paris La Défense cedex - France.

I the undersigned: ………

Surname: ……

Postal Address: ………

Electronic Address (email): ……

Holder of:

- …………………………………………………… registered shares; and/or

- …………………………………………………… bearer shares with[1] ……………………………………………………………………………

Of **TARKETT.**

request documents and information concerning the Shareholders' Meeting of June 19, 2025 as listed in article R. 225-83 of the French Commercial Code:

□ By postal service; or

□ By email.

Made in ………………………………………, on ………………………………… 2025

Signature

Under article R. 225-88 paragraph 3 of the French Commercial Code, registered shareholders may, upon simple request, obtain documents and information from the Company as listed in articles R. 225-81 and R. 225-83 of the French Commercial Code, at each subsequent Shareholders' Meeting. Shareholders wishing to take up this option should use this form.

1 *Write the name of your financial intermediary and provide a shareholding certificate issued by your financial intermediary on the date of your request.*

Design and Production

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Tarkett

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