

For our future, every step matters.
So does every surface.

The right
answers
start with the right
questions

Can we really produce more with less?

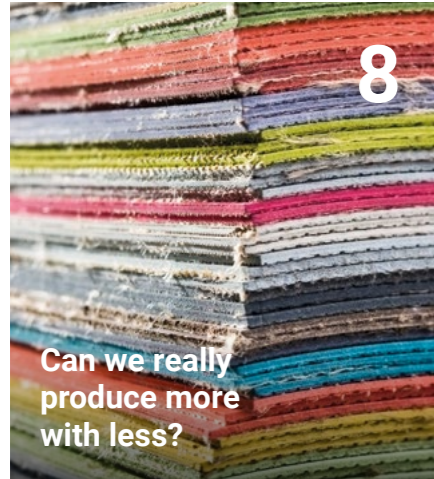
What role does innovation play in promoting sustainability?

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

What drives transformation forward?

How do we inspire our colleagues to join the change?

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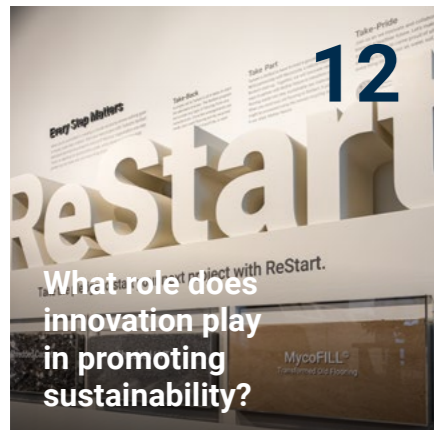
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Many thanks to our committed contributors



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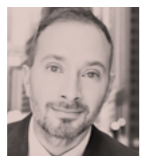
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Our heritage is not just our history—it's a reflection of the values that continue to guide us today: doing things well because it's the right thing to do.

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

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

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



The way to better floors.

Journal

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

As a family-owned company, we are committed to focus our investments where they have the greatest impact, including circularity and low-carbon innovation, and to take decisions that strengthen Tarkett for the long term. The more complex the world gets, the clearer our direction: our strategy on sustainability is not just a roadmap, it is the foundation that gives our actions meaning and strength.

FABRICE BARTHÉLEMY

In this second edition of the *Tarkett Sustainability Magazine*, we look back on a year of strong collective momentum, driven by a shared ambition to create flooring and sports surfaces that are better for people and the planet. In 2025, we continued to move decisively along our climate roadmap, achieving a 27% reduction in greenhouse gas emissions over the past six years. This progress once again demonstrates that circularity is a tangible driver of a low-carbon future for our industry.

ÉRIC LA BONNARDIÈRE

Our strength lies in our long-term vision and our ability to adapt in a constantly evolving environment. Each sustainability milestone reflects a clear conviction: progress is built on trust, accountability and consistency of our actions over time.

FABRICE BARTHÉLEMY

Last year, we reached 20% recycled raw materials in our products. At the same time, our teams continued to innovate, developing solutions with higher recycled content and a lower carbon footprint, while investing in people development and community initiatives. Ownership and engagement at every level translate into meaningful impact, always with tomorrow's needs in mind.

WE ARE



- Founded in **1884**, marking over a century of innovation.
- Close to **12,000** employees across **47** countries, driving progress worldwide.
- **€3.3** billion in revenue, reflecting global leadership.
- **33** production sites across **20** countries, mapping a global footprint, with products sold in over **100** countries.
- **25** R&D centers leading innovation to transform our industry.
- **8** recycling centers pioneering circularity.
- **10** years on average. Employees stay with us for over a decade—testifying to their dedication and our shared values.

Let's walk through a few events that shaped

our path...

1957



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



2009

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

2010

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

2019

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



2025

A PLATINUM MILESTONE
Two years in a row, Tarkett earned EcoVadis Platinum certification, a distinction that sets us apart as the only multiproduct company in the flooring and sports surfaces industry to achieve this level of maturity. We are now top 1% out of 130,000 rated companies.

2026

HIGH PERFORMANCE IN CLIMATE RATING
Two years in a row, Tarkett has been rated A level by CDP, the world's leading carbon disclosure platform. The places us top 4% of 20,000 rated companies.



impact 2027

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

OUR MISSION

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

OUR VISION

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

OUR VALUES

Committed, Caring, Collaborative, Creative.

4 PILLARS

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



The pursuit of “always more” is pushing our limits and threatening our planet.

The game must change. We need to find a way to deliver more with less. And because we're not just floor builders but world builders, we have a key role to play. Just like you, we have questioned ourselves: what if we could change the ground rules by no longer producing more, more, more but constantly producing better.

All of us. Our company, our employees, our partners. Together, we can achieve a whole lot more with less. Less carbon. Less water. Less waste. Less impact on our environment.

Doing more with less is our commitment, our mission, and our mindset. And we'll prove it every step of the way. By joining forces, we will build a stronger foundation—one we can all stand firmly on, for generations to come. Together we are building...

The way to better floors.

1

Less waste, *MORE* POSSIBILITIES

Waste doesn't have to be the end of the story. Since 2010, we've diverted over 129,000 tons of flooring waste—the weight of 12 Eiffel towers—through our ReStart® program. By 2030, at least 30% of our raw materials will come from recycled resources, proving that circularity isn't just an ambition but the path we're creating today.

2

Lower emissions, *HIGHER* ASPIRATIONS

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

3

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

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

4

More proof, *MORE* PROGRESS

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



2030 KEY GOALS

GHG EMISSIONS:

Reduce by 30% across the whole value chain (scope 1,2,3) vs 2019.

CIRCULAR ECONOMY:

Triple the share of recycled raw materials to 30% (vs 10% in 2018).

SAFETY:

Reduce the recordable work-related accidents frequency rate (FR1t) for all employees at plants, offices and warehouses to 1.0 and to 6 for employees at Tarkett Sports installations.

DIVERSITY:

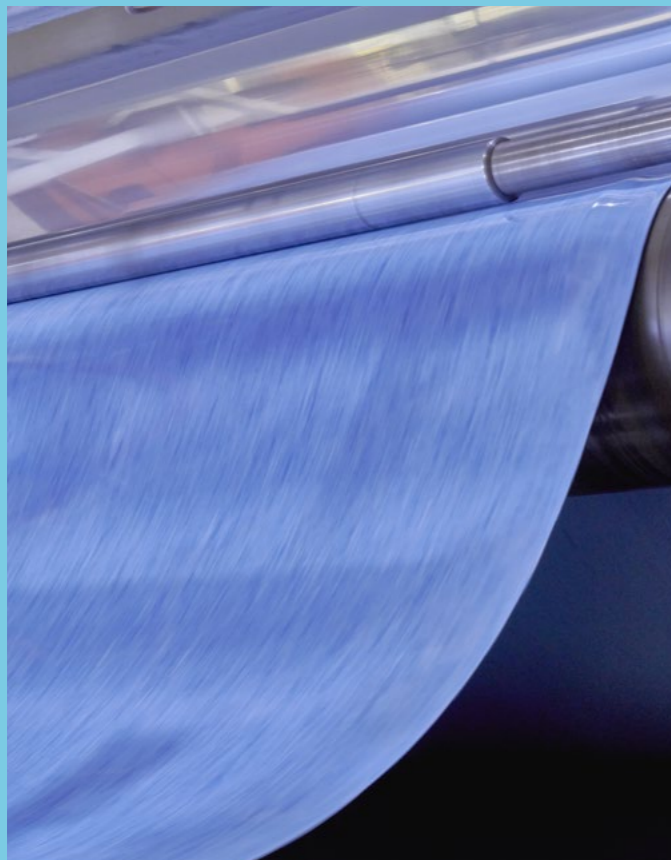
One third of our managers will be female by 2030.

RESPONSIBLE SOURCING:

75% of suppliers to have signed our Supplier's Code of Conduct (or equivalent).

01

Can we really produce more with less?



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

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

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

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

- **-27%** drop in Scope 1, 2 & 3 GHG emissions vs 2019.
- **160,000 tons** of recycled materials used in production, representing 20% of raw materials.
- **129,000 tons** of flooring collected through the ReStart® program in 29 countries (2010-2025).
- **43%** of our energy consumption comes from renewable sources.

SCOPE 1 & 2: DIRECT AND INDIRECT EMISSIONS



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

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

Current status: Scope 1 & 2 reduction by -46% versus 2019 through efficiency measures and partial electrification.

43% of energy now comes from renewable sources.

16 plants purchase 100% renewable electricity.

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



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

Current status: Reduced by -25% versus 2019. Our Scope 3 target, aligned with Science Based Targets initiative requirements, focuses on purchased goods and services (category 1) and end-of-life treatment of sold products (category 12), which together account for 73% of Scope 3 emissions.

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

SCOPE 3: VALUE CHAIN EMISSIONS

What are the most significant contributors?

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

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



Producing more with less: how does it work in practice?

Producing more with fewer resources starts with earning customer trust—especially in Eastern Europe, where some still assume that lighter solutions mean lower performance. To address this, we strengthened our teams' ability to explain the benefits while improving our own production methods to reduce environmental impact.

A strong example is our Bačka Palanka site in Serbia, where we introduced a biomass boiler in 2024. Running entirely on sawdust from our wood operations, it eliminates the need for fossil fuels or external biomass and cuts around 950 tons of CO₂ each year—the equivalent of the annual electricity use of about 600 European households. In 2026, a new solar plant will supply 18% of the site's electricity. We are also committed to returning as much of our production scraps as possible into our formulations, reaching 296 tons in 2025. Seeing these projects take shape is truly motivating—and it makes me eager to see how far we can go on this sustainability path.



Zdravko VASIĆ, Sustainability Director, Tarkett South Eastern Europe

How do we build robustness in a world that has exceeded planetary boundaries?



I am convinced that building a resilient business starts with understanding the profound changes reshaping our world. In recent years, we have strengthened our forward-looking scenario analyses with external partners to assess transition risks and explore plausible futures up to 2060. The reality is clear: seven of the nine planetary boundaries have been exceeded, placing us in a danger zone where adaptation is no longer optional. We must understand how climate change increases physical risks—tornadoes, high winds, heavy snow, floods—and how these events may impact our production sites, those of our suppliers, our supply chain, transport routes, and raw material inflation. Our assessments revealed that several

sites are exposed, and we have already implemented the required mitigation systems. We identified similar risks for some suppliers and proactively shared these insights so they can act. The world of abundance is behind us; we now operate in scarcity. Societies will have to make choices, and we must anticipate their consequences on our activities. What is new is the speed at which we must adapt and the number of constraints emerging at once. As a family company, Tarkett has always aimed to pass on a stronger business. This is why adaptation matters: it helps us integrate planetary boundaries into our strategy and take short-term actions that strengthen our robustness in the medium and long term.

Arnaud MARQUIS, Tarkett's Chief Sustainability and Safety Officer

THE UN SUSTAINABLE DEVELOPMENT GOALS



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

The Greenergy project: Powering change with renewables

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

After a global analysis, Greenergy is now focusing on Europe, where government subsidies and advanced renewable energy technologies are creating significant opportunities. Greenenergy illustrates how to reduce our impact, while supporting the development of renewable energy, reducing our exposure to energy price fluctuations and lowering our electricity costs.

Improving energy efficiency



Luxembourg: Electrifying change

We are accelerating decarbonization of our Clervaux plant in Luxembourg, by replacing the gas boiler by an electric boiler, approved with a state subsidy early 2026. A new heat pump will also heat the buildings. Together, these upgrades will halve Scope 1 emissions, cutting about 2,200 tCO₂e per year—equivalent to avoiding 1,067 Paris–New York round-trip flights.



China: Granulating gains

At our Beijing site, optimizing the granulation process saved 200 MWh per year — enough energy to power an electric vehicle for 24 round trips around the Earth's equator. Replacement of outdated motors cut another 40 MWh per year.

02

What role does innovation play in promoting sustainability?

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

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

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



FROM WASTE TO WONDER:

The story of iQ Loop

iQ Loop is a homogenous vinyl flooring innovation, targeting customers in Northern Europe. It contains at least 65% recycled post-consumer material, sent back by customers to Tarkett's recycling facility in Ronneby, Sweden. It turns what used to be waste into a sustainable solution, slashing the carbon footprint by 50% compared to the market average.

This isn't just about numbers, it's about rethinking materials, reimagining production, and redefining what flooring can achieve for the planet. With iQ Loop, sustainability isn't an afterthought; it guides every decision, from design to performance.

Proof that the future of flooring doesn't just lie underfoot, it starts with how it's made.

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

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



David HÅKANSSON, Ronneby Plant Director, Tarkett Sweden



A legacy of sustainability

Tarkett's linoleum holds a unique place in flooring history. As the first flooring product in the linoleum industry to receive a Cradle to Cradle® certification in 2011, it set a new standard for sustainable design in the industry. Made in Narni, Italy and crafted from up to 97% natural materials like linseed oil, cork, and jute, Tarkett's linoleum combines over 128 years of craftsmanship and innovation with a serious commitment to the environment. Tarkett Lino has now become the world's first carbon-negative linoleum range covering all stages of the life cycle, from responsible sourcing of renewable raw materials to end-of-life deconstruction, recycling, and reuse*.



CRADLE-TO-CRADLE: A blueprint for sustainable flooring

What if products weren't designed to end up as waste but to start a new life? That's the vision behind Cradle to Cradle®, a label that assesses a product's ability to contribute to a circular economy. Tarkett embraced this challenge early, adopting Cradle to Cradle® principles in 2010 to rethink how its flooring is designed, produced, and recycled. Every product is evaluated on five criteria: material health, product circularity, renewable energy, water stewardship, and social fairness. In 2025, 67% of our raw materials did not contribute to resource scarcity - being abundant, rapidly renewable or recycled.

In 2025, Tarkett received 19 certifications from the Cradle to Cradle Products Innovation Institute (C2CPII), covering a wide range of product categories, including carpet, linoleum, rubber and adhesives.

* For Tarkett Linoleum ranges (2-4.4 mm), based on the Environmental Product Declaration (EPD N° 4791835705.101.1) externally verified by EPD programme operator UL. Based on the carbon footprint (Modules A-D), where Module D is calculated using the future recycling benefit with an open-loop recycling scenario, facilitated through Tarkett's ReStart® recycling and take-back program. For more information: linomateriale.tarkett.com



What are the real challenges of a sustainable transformation?

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



Dag DUBERG, ReStart® Manager, Tarkett EMEA



Turning old floors into new beginnings

Launched globally in 2010, Tarkett's ReStart® program is a groundbreaking take-back and recycling initiative that helps tackle post-installation and end-of-use flooring waste. By collecting, sorting, and transforming used materials into high-quality resources, ReStart® minimizes reliance on virgin materials and contributes directly to the circular economy. Covering flooring types such as vinyl, linoleum, and carpets in its 8 recycling centers in 8 countries, it represents a comprehensive approach to waste management within the flooring industry. But ReStart® is not just a sustainability initiative for Tarkett—it's also a value-added solution for the companies that join the program. Participating businesses can significantly reduce their

environmental footprint, meet regulatory waste management standards, and advance their sustainability goals. The program simplifies waste collection with dedicated take-back systems and recycling networks, helping companies streamline processes and save on disposal costs. More importantly, it demonstrates a tangible commitment to sustainability—an increasingly important factor for clients, stakeholders, and employees alike. ReStart® creates a win-win: Tarkett reuses valuable materials for new products, and participating companies gain a practical, measurable way to contribute to the circular economy, improving both their operations and their environmental impact.

ReStart® in 4 dates

- 1990: BABY STEPS IN NORTH AMERICA AND SWEDEN**
 In North America, the program began with the collection and recycling of carpet tiles, while in Sweden, vinyl off-cuts were collected free of charge for customers.
- 2010: GLOBAL PROGRAM LAUNCH**
 Focused on post-installation flooring waste collection and recycling.
- 2025: SCALING UP IMPACT**
 Enhanced collection networks and technologies and program up and running in 29 countries across 5 continents.
- 2030 (GOAL): CIRCULAR LEADERSHIP**
 Aiming for 30% of Tarkett's raw materials to be sourced from recycled content. ReStart's performance is a strong contributor to achieving Tarkett's 2030 target.

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

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



12 Eiffel towers



+2,700 football fields worth of repurposed flooring material.



+17,100 trucks worth of waste diverted from landfills.



+115,000 cars removed from the road for a year, based on carbon emissions saved.

They talk about ReStart®

Every year, 2,27 million tons of old carpet end up in landfills across the United States. At the Loudoun County School District in Maryland (USA), we have collected 60 tons of post-consumer Tarkett carpet for recycling through our ReStart® program in the past five years, while installing our new carpet products in 15 different schools. This long-term relationship with Loudoun County schools demonstrates our customers' commitment to the program once they can experience its direct benefits.

For KLEUSBERG*, circularity is a defined strategic objective within our corporate strategy. The structured take-back and recycling of homogeneous vinyl flooring from our renovated modular containers is a concrete measure within our circular economy roadmap. Returning more than 85 tons in 2025 alone through Tarkett's ReStart program demonstrates that partnership-based material loops are not theory, but operational practice, creating measurable value for resources, climate and both companies



Rachel PALOPOLI, Director of Circular Economy at Tarkett North America



Arne SENFTLEBEN, Head of Sustainability Management KLEUSBERG, Germany

* Kleusberg is a company specialized in modular and mobile building solutions, founded in 1948 and headquartered in Germany.

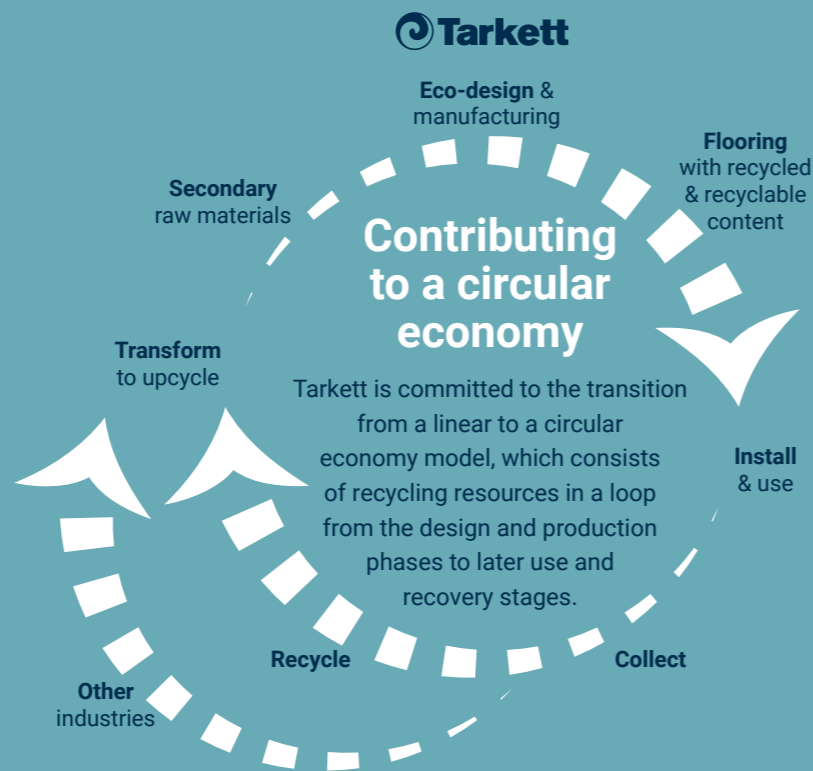
03

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

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

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

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



Pioneering circular solutions

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

Now spanning 14 countries and over 50 take-back initiatives, the collaboration has collected more than 250 tons of used flooring in the last 6 years, equivalent to 86,000 m², and avoided 1000 tons of CO₂ emissions.

In 2025 alone, 14 take-backs were organized across IKEA stores in Sweden, Finland, Denmark, Hungary and Spain, further accelerating the program's reach and impact.



A model for circularity

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



Discover how Tarkett is scaling circular flooring across whole Europe

- During an office building renovation in Vilnius (Lithuania), 400 m² of 20-years old post-use linoleum were collected for recycling at our plant in Narni (Italy).
- During the installation of 2,300 m² iQ Natural vinyl flooring in a school in Zollbrück (Switzerland), we collected and recycled 1,320 kg of vinyl off-cuts, saving 4.75 tCO₂e.
- In Denmark, 16.5 tons of old post-use carpet tiles were collected, leading to a saving of 23 tCO₂e, while new Tarkett flooring was installed in the office building.
- Across Italy, 143 tons of post-use and post-installation flooring were collected these last 2 years, while installing new vinyl flooring in 29 supermarkets.



From windshields to floors: reinventing waste in North America

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

The secret lies in polyvinyl butyral (PVB), a key component of laminated safety glass. Tarkett incorporates this recycled material into its ethos® Modular carpet backing, a solution with 33% post-consumer recycled PVB content in the last twenty years, the company has reused 51,800 tons of PVB films—equivalent to materials from 53.1 million windshields. Now, the company is closing the loop internally by taking back old flooring and reusing the backing to create new backing— one more step toward a fully closed-loop future for the industry.

The beauty of circularity: the art of closing the loop

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

Is a fully closed-loop future possible for our industry?

Absolutely—and it starts with rethinking how we design, collect, and reuse materials. A circular future means every product is made to last, to be reused and or to be remade, that every material stays in continuous motion, and waste becomes a valuable resource. The challenge is scaling circular systems that make this possible: smarter recycling technologies, easy ways to resend materials where they belong and can be reused, and deeper partnerships across the value chain. With a long term vision, collaboration and innovation, we can succeed closing the loop.



Julie RAOULX,
Sustainability Director,
Tarkett EMEA & LATAM

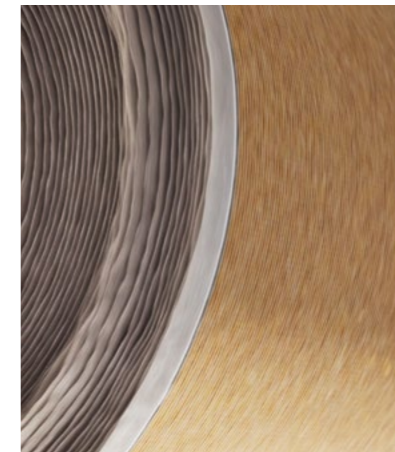


BORN CIRCULAR, Made to Last

Our carpet tiles are designed for circularity, composed of two key components, yarn and backing, that come together as neatly as they can later be taken apart. Committed innovators, we constantly evolve our products to enhance material choices. One of the latest evolutions of our EcoBase® carpet backing is 100% recyclable, contains up to 91% recycled content and incorporates bio-based pine rosin, replacing a petroleum-based tackifier. The 5% material shift reduces each tile's circular carbon footprint by an average of 20%*. Every material carefully selected to design these carpet tiles was chosen because they can be recycled again and again, without losing quality.

MATERIALS REBORN

Our chief challenge in closing the loop was finding a way to recycle post-use carpet tiles while preserving material quality. At our Waalwijk carpet recycling centre in the Netherlands, we developed pioneering technology to separate yarn and EcoBase® backing with over 95% yarn purity, ensuring both components could be recycled for the same purpose. This breakthrough, made possible through our long-standing collaboration with Aquafil, allows polyamide 6 (PA6) yarn to be regenerated into Econyl® nylon. It's a true circular journey, endlessly flowing from one generation of flooring to the next.



How to create impact together with your customers ?

What truly stands out for our European customers today is circular flooring with proven reuse and recycling solutions. They want solutions that show measurable impact, not just blurry concepts. An example of this is our ReUse offer – supported by our ReStart program which allows customers to resell or purchase second-hand Tarkett carpet tiles that are still in good condition.

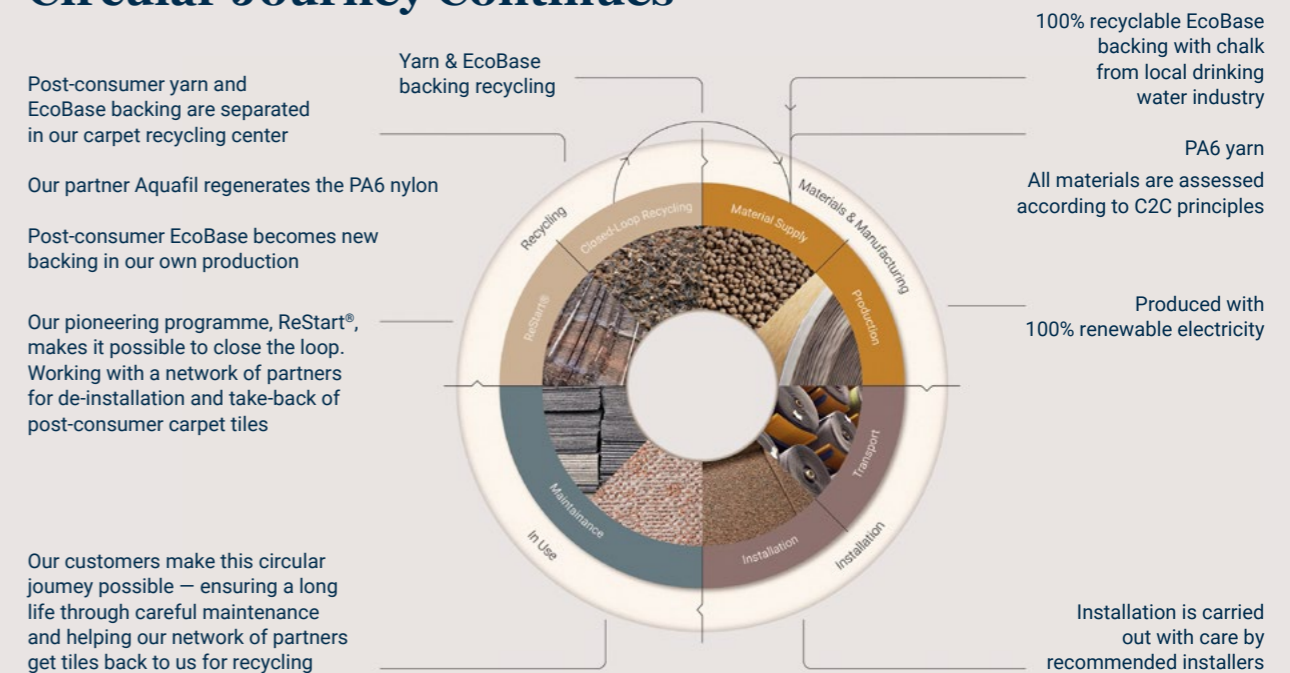
In 2025, during the renovation of an office building in Paris region, we collected 9,000 m² of old carpet tiles. Instead of sending everything to waste, 2,000 m² were fully recycled at our carpet recycling centre and 7,000 m² were sent for re-use and reselling to other customers. This is exactly what decision-makers respond to: tangible circularity, delivered at scale.



Lodewijk VAN DER ZANDEN,
Purchasing & Sustainability Manager,
Carpet Business Unit, Tarkett
Netherlands

* Circular Carbon Footprint: based on the product specific Environmental Product Declarations (EPDs) S-P-13143, S-P-08827, S-P-08559, S-P-08561, S-P-09339, S-P-08952. Externally verified by Bureau Veritas, based on the carbon footprint (Modules A-D), where Module D represents the future recycling potential with a closed loop recycling scenario, facilitated through Tarkett's ReStart® recycling and take-back program. Published March-June 2024.

Circular Journey Continues



What drives transformation forward?

Transformation is a journey, rooted in the nature of life itself. Change is essential for life to thrive, a constant need to adapt, evolve, and move forward. Yet transformation cannot be achieved alone; it is a shared journey.

A journey powered by people. By team members uniting their efforts, partners combining their strengths, and collaborations that bring vision to life. It is a continuous, collective endeavor, with every step shaped by those who believe in building something greater, together.

Because transformation isn't just about where we're headed, it's about how we get there and who we bring with us.



How Goal Zero is changing the game

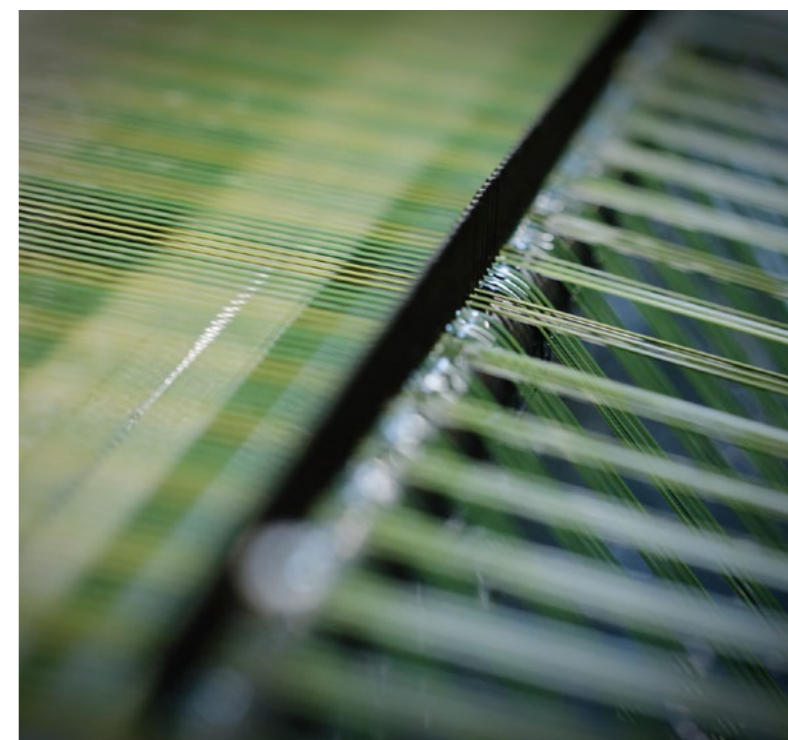
What if every artificial turf sports field replacement created zero waste? FieldTurf's Goal Zero program is turning this vision into reality. In 2023, the program took a giant leap forward with the opening its second state-of-the-art infill regeneration facility in Pennsylvania, following the first one in Oregon. Both regeneration facilities have collected and recovered 14,100 tons of infill for reuse in new projects in 2025. Rubber crumb and sand infills were separated, cleaned for reuse on new surfaces, while post-consumer turf fibers were repurposed by third parties into durable products like plastic lumber. By combining cutting-edge recycling technology with measurable results, FieldTurf is paving the way for a zero-waste future in sports surfaces.

What happens after Goal Zero? **GOAL ZERO**

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



Cameron ST. DENNIS, Sustainability Strategic Lead, Tarkett Sports, Montreal, Canada



ORIGIN Technology™

reimagines turf as a smarter and truly circular system



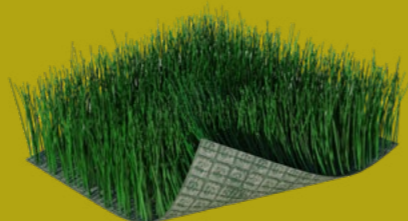
Tina KRAMER,
Director of Product
and Innovation, Tarkett
Sports Europe

For many years, synthetic turf followed a linear model, relying on complex material combinations with limited recyclability and significant challenges in end-of-life management. ORIGIN Technology™ breaks that cycle. This next-generation innovation reimagines turf as a smarter and truly circular system. Made 100% from thermoplastics, this patented solution combines simplified design with elite sports performance, opening a new chapter for the future of synthetic turf.

With ORIGIN Technology™, we are not just engineering a new generation of artificial turf, we are reinventing its entire lifecycle. Made in France and built 100% from thermoplastics, using materials engineered in our extrusion plant in Abtsteinach, Germany, this breakthrough simplifies product design and finally enables true closed-loop recycling.

Pilot production began in 2021 and accelerated toward a dedicated production line launched in Bruay (France) at the end of 2025, supporting fully recyclable turf systems. By replacing traditional latex with a lightweight, fiber-enhanced film and using an energy-efficient calendaring process, ORIGIN Technology™ delivers elite sports performance while enabling a 100% recyclable solution.

Durable, circular, and designed to be reborn again and again into new raw material, ORIGIN Technology™ is shaping the future of high-performance turf.



Entirely mobilized

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

Tarkett's Responsible Sourcing Program, launched in 2018, exemplifies this commitment by uniting suppliers to uphold rigorous environmental, social, and ethical standards. By 2030, 75% of suppliers (by spend) are required to sign the Responsible Sourcing Code of Conduct or equivalent standards.

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

How to engage an entire value chain to drive change?

Engaging an entire value chain to drive change really starts with collaboration, conversation, and shared purpose. At Southcoast Health, that purpose is clear, everything we do ultimately comes back to the health of our patients and the well-being of the communities we serve. Across our health system in southeastern Massachusetts and Rhode Island, we look for opportunities to work together with internal and external partners to make thoughtful choices that are both responsible and practical. Sometimes that means stepping back and asking better questions about the products we use, how they're sourced, and their long-term impact. Looking at things through that broader lens helps us find solutions that support both sustainability and good stewardship of resources, like the Tarkett flooring used across our hospitals. For us, sustainability isn't a single initiative. It's an ongoing commitment to making decisions that support healthier environments for our patients, our staff, and the communities that rely on us.



Nicole GIRARD ROSA, Director Supply Chain Logistics,
Program Management and Sustainability at Southcoast Health

05

How do we inspire our

colleagues to join the change?



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

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

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



It's all possible with C'Possible

In Paris, France, Tarkett has partnered for the last three years with C'Possible—a nonprofit dedicated to empowering high-school students at risk of dropping out. Through engaging presentations and "Live My Life" workshops, students explored future career possibilities and stepped into the shoes of Tarkett professionals. A way to connect with and inspire the next generation.



From Dalton with Care

At JA Finance Park in Georgia, USA, nine Tarkett volunteers from Dalton spent the day guiding middle school students through real-life budgeting and decision-making, as part of an immersive financial education program. By sharing their experiences and encouragement, they helped bring financial education to life—showing how a simple act of volunteering can make a lasting impact in the community.



A WAVE OF CARE FOR

Foodbank Australia

Our sports and flooring teams joined forces at Foodbank Australia. Over two days, 16 employees packed and labelled groceries, helping deliver 41,922 meals to people in need. A simple act of service grew into a powerful moment of unity, reflecting our commitment to supporting communities and making a positive impact together.

900

That's the number of community initiatives our employees have contributed to in the last 9 years through Tarkett Cares.

SAY HI TO

EDI

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



A SPOTLIGHT ON

EPIC

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





TARKETT ACADEMY:

Expertise without borders

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

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

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

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



What Happens When 12,000 Voices Work Toward Positive Change?

At Tarkett, our 12,000 team members from more than 70 nationalities are far more than colleagues—they shape who we are and what we stand for. We strive to build an environment where everyone feels welcomed, listened to, and supported. With strong working conditions, fair pay, room to grow, and meaningful dialogue, we strengthen pride and belonging across our teams. Through Tarkett Academies, we help students and flooring professionals prepare for tomorrow's skills. Together, we form a community driven by the will to create positive change.



Sanja VRANJEŠ BARIČIĆ,
Vice-President Human Resources,
Tarkett EMEA & LATAM



Well-being at work: The power of listening

A workplace thrives when everyone is heard. In 2025, our employee survey—organized every two years since 2008—reached a record 92% participation, with 9,406 team members sharing their views.

Our teams expressed confidence in the future, the spirit of collaboration, empowerment and room for learning and development. Now local actions plans are being developed accordingly.

These results show a more positive climate and the impact of our efforts to foster an inclusive, supportive culture.

Rethinking the flooring industry: an inside perspective

What convinced you to join the company?

P.R.: 9 years ago, right before I joined Tarkett, I was working for another company that manufactured carpet tiles, and while I appreciated the work I was doing there, I was looking for a new opportunity that would allow me to grow and broaden my horizons. What really convinced me to join Tarkett was the company's diverse range of products and innovative solutions. I was excited about the prospect of contributing to a company that not only leads in product design but also plays a significant role in creating a more sustainable future for the industry.

M.K.: Having spent more than 20 years in the construction industry, I've seen many companies claim sustainability without much substance behind it. Tarkett stood out because of its clear and transparent sustainability messaging. When I looked deeper, it was easy to find reliable evidence supporting the claims - something that's not always common in the industry. Tarkett's commitment to sharing its initiatives, achievements, and progress authentically resonated deeply with my personal values. I was also drawn to the company's reputation for quality products and its strong team culture. It was clear that Tarkett didn't just talk about Sustainability, it actively works to leave the world in a better condition than we found it.

sustainability vision, reducing waste, cutting carbon footprints, and creating lasting benefits.

M.K.: As a member of Tarkett Australia's marketing team, my role includes promoting our sustainability credentials and initiatives locally. My experience in the construction industry has allowed me to contribute to creating marketing materials and tools that communicate the recyclability of our vinyl and carpet tiles and the benefits of our ReStart® program for contractors and architects. I've been heavily involved in developing resources that highlight the recyclability of Tarkett's products and emphasize their environmental benefits. This includes working on materials that support our efforts to educate the market about the real, tangible impact of Tarkett's sustainability practices.

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

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

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

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



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



Michelle KEIR, Marketing Communications & Digital Specialist, Tarkett Australia

What do you do at Tarkett?

P.R.: I joined Tarkett as the Technical and Training Manager, focusing on technical support and product training. Over the past eight years, my role has evolved, with sustainability becoming the most fulfilling aspect. Tarkett's commitment to the circular economy aligns with my values, and I'm proud to contribute to innovative sustainable flooring solutions. A key highlight has been launching the local ReStart® program, an 18-month effort requiring a government grant, lobbying, and overcoming waste export bans. Collaborating with European colleagues, we developed a system to locally process and export materials as raw inputs for new flooring. This project reflects Tarkett's

Tarkett's horizon

-30% GHG emissions reduction across whole value chain by 2030 (versus 2019)

30%

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

CERTIFIED SUSTAINABLE



SCIENCE BASED TARGETS

• SBTi: Approval of our 2030 climate targets in January 2023.



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



PLATINUM Top 1%
ecovadis
Sustainability Rating
JUL 2025

• EcoVadis: Platinum for last two years, i.e. top 1% of all 130,000 rated companies in 180 countries.



• Cradle to Cradle® certification for products applied since 2010.



CDP
A List
2025

• CDP Climate Rating: Joined high performing A list for last two years.



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

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

But answers are not the end of the journey.

They deepen our purpose, renew our commitment, and spark new questions. How do we close the loop for good? How do we design a future where sustainability and well-being thrive together? How do we stay true to our purpose of shaping spaces where life flourishes?

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

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