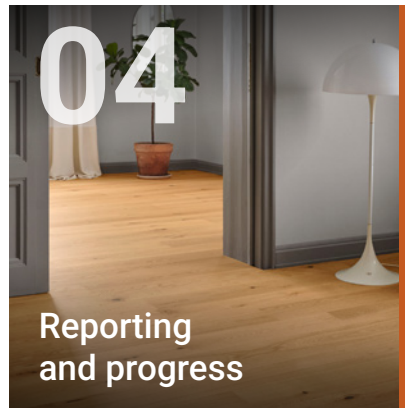
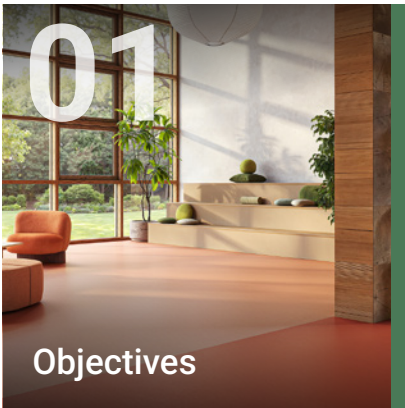


# Environmental, Climate and Circular Economy Policy

2025

# CONTENTS



# Introduction

Tarkett and its whole value chain are part of an ecosystem that relies on the planet's natural capital. **Planetary boundaries**, which are critical to ensure the stability and resilience of the Earth, are put under significant human pressure and are already crossed for several of them, increasing the risk of generating large-scale abrupt or irreversible environmental changes. We consider that identifying and reducing our impact on the environment to help preserve the planetary boundaries and the Earth's natural capital is part of our mission.

As set out in our strategic plan, Tarkett thus aims to make a difference by **leading with sustainability** with **innovative products** and **circular economy solutions**.

In a **continuous improvement** approach, our environmental **policy** is focused on respecting the planet's "natural capital and boundaries" by combating **climate change** and accelerating the transition from a linear to a **circular economy**. To this end, we improve our innovation processes, and we develop business models that promote the **recycling** of our products, in collaboration with our **customers, suppliers** and other **partners** throughout our **value chain**.

This policy applies to all our:

- **Activities and products** (manufacturing and distribution of flooring surfaces – vinyl, linoleum, rubber, carpet, parquet, laminate; and sports surfaces – hybrid and synthetic turf systems, indoor sports surfaces, athletic tracks, tennis courts);
- **Divisions and geographies** (Europe, Middle East, Africa & Latin America; Eastern Europe & Asia Pacific; North America);
- **Sites** (manufacturing plants, R&D laboratories, warehouses, offices); and
- **Value chain** (upstream supply chain; own operations; downstream value chain, including distribution, installation, use and end-of-life of our products).

# 01

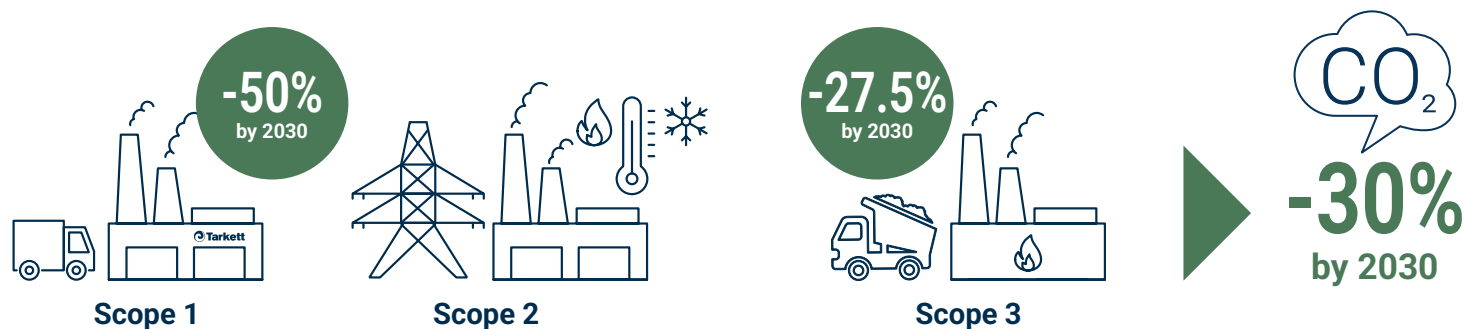
## Objectives

Our environmental policy and commitments are supported by our key environmental objectives:

Reduce our value chain **GHG emissions by 30% by 2030** compared to 2019.

This overarching target is made up of the two following science-based targets, aligned with the goals of the **Paris Agreement**, and validated by the Science Based Target initiative (**SBTi**) in December 2022:

- Reduce absolute **Scope 1 and Scope 2** (market-based) GHG emissions by **50% by 2030** from a 2019 base year; and
- Reduce absolute **Scope 3** GHG emissions from **purchased goods** and services (GHG Protocol Category 1) and end-of-life treatment of sold products (GHG Protocol Category 12) by **27.5% by 2030** from a 2019 base year.



■ **Triple** the share of **recycled raw materials** from 10% in 2018 to **30% by 2030**.

To define our objectives for 2030, we collaborated with Carbone 4, an independent consulting firm of climate experts. This enabled us to develop a reduction trajectory for our greenhouse gas emissions between now and 2050 to align with the goals set by the Paris Agreement (the 'well below 2°C' scenario). However, to ensure that our teams feel the urgency to make progress in the short term, we have deliberately set our strategic goal for 2030.



x3

the share of  
**recycled  
raw materials**  
from 10% in 2018 to  
**30% by 2030**

# 02

## Commitments

Tarkett is committed to respecting the environment, especially through climate change mitigation and by promoting a circular economy. To progress and achieve its objectives, Tarkett identifies best practices and develops partnerships with key stakeholders in our value chain.

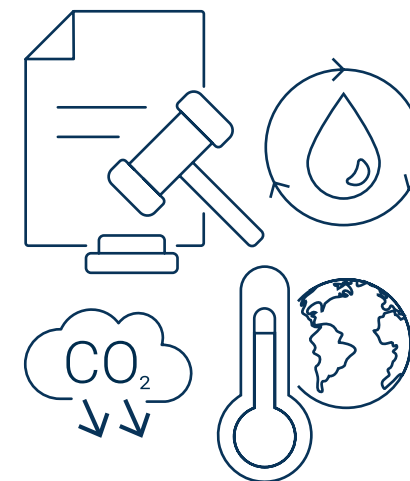
### IMPROVING OUR OWN OPERATIONS

#### Environmental compliance and management

We act not only to comply with applicable **environmental laws and regulations**, but also to proactively **prevent pollution** and reduce our **environmental impacts** – both at our production sites and across our non-industrial locations (R&D laboratories, warehouses, and offices):

- We monitor and mitigate as required **air emissions** from combustion sources (e.g., NO<sub>x</sub> emissions from natural gas boilers) and from processes (e.g., VOC emissions from finishing lines).
- We monitor and work to minimize **water consumption** through the implementation of closed-loop water reuse systems, and through process changes and optimization.
- We ensure that **effluents** are treated internally and/or externally as required to comply with applicable regulatory standards for wastewater discharges.

We establish and maintain **environmental management systems** (EMS) at our manufacturing sites and aim for **ISO 14001** external certification of our EMS at our main production plants.



## Greenhouse gas (GHG) emissions

To reach our objective to reduce GHG emissions generated by our operations by 50%, we reduce our **Scope 1 and 2 GHG emissions by:**

- Reducing energy consumption by improving **energy efficiency**.
- **Electrifying** gas-powered equipment (e.g., natural gas boilers).
- Developing **on-site renewable energy production** (biomass, solar, geothermal).
- Procuring **renewable electricity** (e.g., through Guarantees of Origin, Renewable Energy Certificates, or equivalent; and by considering the implementation of Corporate Purchase Power Agreements).

We establish and maintain **energy management systems** and aim for **ISO 50001** external certification at our main production plants.



**-50%**  
by 2030

## Waste management

We minimize and manage our **production waste** by:

- **Reprocessing and internally recycling post-manufacturing waste** at several of our manufacturing plants, using various techniques such as regrinding and reformulation to produce a secondary raw material. These processes avoid having to send the waste for external treatment and enable the material to be reused in production in the place of virgin raw material.
- **Recovering sawdust scrap** at our parquet manufacturing facilities and using it as a biomass fuel for heating, avoiding fossil fuels or externally sourced biomass.
- Externally **recycling other industrial waste** (such as metal, paper, cardboard, electronic waste, used oils, etc.) as much as possible.
- Aiming for **zero production waste to be sent to landfill**.



Aiming for  
**0**  
production waste sent  
to landfill

## IMPROVING OUR UPSTREAM VALUE CHAIN

### Engaging with our suppliers

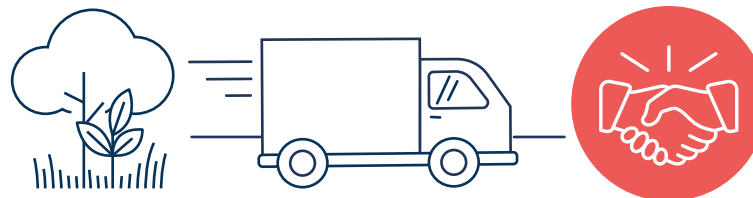
Our **products' life cycle assessments** show that our suppliers have the highest impact on the environment throughout our value chain, particularly in terms of greenhouse gas emissions and water consumption. Moreover, some suppliers are located in countries where environmental regulations are not as demanding as in EU countries. To address these challenges, Tarkett commits to **carefully selecting its suppliers** so that their environmental practices and targets are aligned with ours.

We work in **close partnership** with our suppliers to drive progress and ensure responsible sourcing. Our approach is built on key principles:

- ✓ **Continuous improvement:** We encourage them to progressively enhance their environmental performance and integrate best practices over time.
- ✓ **Tailored action plans:** Recognizing that they differ in size and capabilities, we adapt our expectations accordingly. Together, we develop realistic and effective environmental plans suited to each supplier's context.
- ✓ **Supporting the transition:** Tarkett actively supports suppliers in their environmental transition by:
  - Raising awareness and promoting their understanding of sustainability challenges and opportunities.
  - Encouraging actions that respect planetary boundaries and contribute to global climate goals.

We launched our **Responsible Sourcing Program** in 2018 to encourage responsible practices across the supply chain, with a strong focus on reducing environmental impact and lowering carbon emissions, for example by:

- ✓ Committing our suppliers to adhere to and comply with the principles set out in our **Responsible Sourcing Code of Conduct for Tarkett Suppliers**. We are progressively requesting our suppliers to sign our Code of Conduct or to demonstrate adherence to equivalent standards, with a **target of 75%** of suppliers (in spending) who have adhered to our Code of Conduct (or equivalent).
- ✓ Including a **discussion** on environmental goals with our suppliers.
- ✓ Asking our raw materials' suppliers to complete detailed **third-party supplier CSR assessment**.
- ✓ **Mapping high-risk and low-performing suppliers** and proposing tailored **improvement plans** or third-party **on-site audits** where needed.
- ✓ Progressively **collecting specific product's Life Cycle Analysis data** from our suppliers and working with them to **improve the carbon footprint of our purchased raw materials**, which represent over 70% of our total Scope 1, 2 and 3 GHG emissions. This may for example be done by applying our **MOOD** («Measure, Optimize, Optimize further, Disrupt») **low-carbon methodology for materials purchasing**.



## Improving raw materials selection

Tarkett purchases significant quantities of raw materials each year used to meet the production and customer requirements. Their impact on the environment can be important (e.g., GHG and other air emissions, consumption of energy and water, production of waste - during extraction and manufacturing). Moreover, some of these raw materials might not be compatible with the principles of a circular economy. That is the reason why Tarkett is committed to exploring and selecting **raw materials** that respect the environment and have a low carbon footprint, such as:

- **Natural abundant and renewable** materials not contributing to resource scarcity (e.g., wood, linseed oil, pine resin, jute, cork, chalk).
- **Bio-based** materials (e.g. bio-based plasticizers), as long as they do not conflict with food production or cause deforestation.

- **Recycled** materials from closed loop recycling (collecting and recycling Tarkett post-manufacturing, post-installation and post-use flooring and sports surface waste) and from open loop recycling (sourcing post-industrial and post-use materials from other industries as well as procuring raw materials with recycled content).
- Materials produced by **virtuous production processes** (e.g., polymers manufactured with the use of renewable power).

Tarkett will document current state materials being utilized and work closely with the **EPEA** (Environmental Protection Encouragement Agency, part of Drees & Sommer), using their expertise on ecotoxicology to identify and select alternative materials with low impact on the environment and that are compatible with a circular economy.



## IMPROVING OUR DOWNSTREAM VALUE CHAIN

### Improving the design of our products

We **eco-design** products by reducing their environmental impact over their **full lifecycle**. It enables to reduce their **carbon footprint**, to **increase recycled content**, and to facilitate **disassembly and recycling** at their end-of-life, for example through:

- Our **New Product Development Process (NPDP)**, which includes sustainability and circular economy criteria right from the initial design phase: this process encourages our teams to select “good” raw materials, to evaluate the climate impact of the different raw materials, and to ensure how the product will be disassembled and recycled at end-of-use.
- The use of **life cycle analysis (LCA)**, one of the methodologies to assess the environmental impact of a product.
- The application of **Cradle to Cradle®** principles, which cover among others product circularity, clean air / climate protection, and water / soil stewardship, from material selection and product manufacturing, to installation, use, maintenance, end-of-use and product recovery.
- The **reduction of the weight** of our products per square meter.

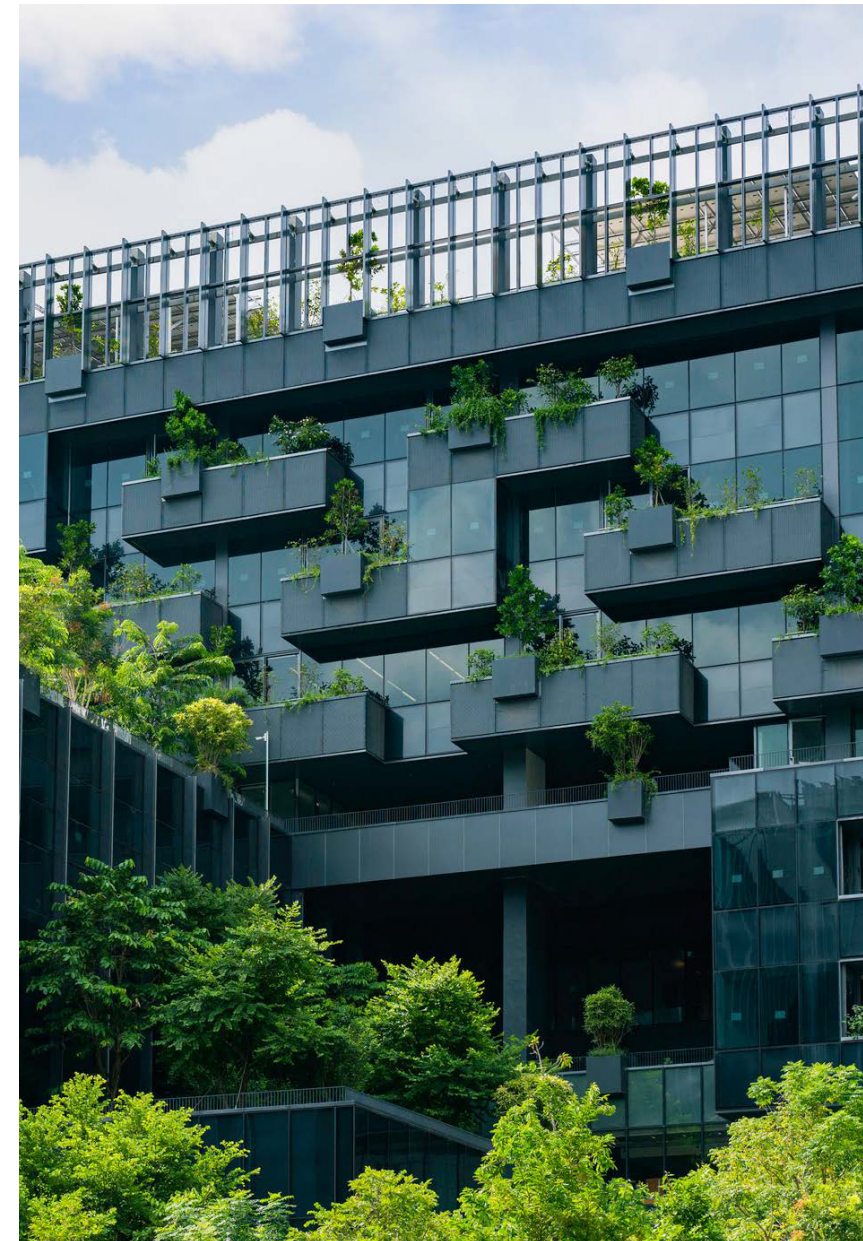
The **inherent** design of our **hybrid and synthetic turf systems** provides several **benefits** compared to natural grass fields: better durability with increased usage rate, reduced consumption of resources (water for irrigation, fertilizers), and less intensive maintenance (e.g., mowing). In terms of resources consumption, the benefits are stronger for artificial turfs which eliminate the need for watering and for applying chemical fertilizers.



## Sharing transparent information on our products

We share **information** with our **customers** on the composition and environmental impacts of our **products**, for example through:

- **Environmental Product Declarations (EPDs)**, which share detailed and vital information (e.g., greenhouse gas emissions) to understand the environmental impacts of a given product throughout its lifecycle, according to a standardized framework and process for development, verification and communication. The development of product specific EPDs is key considering the growing demand from customers for sustainability credentials, both for flooring and sports surfaces.
- The use of recognized tools in the building sector, such as **Green Building Cards** in EMEA, Health and Environmental Product Declarations (**FDES**) in France, environmental **labeling systems** in Europe, **ecomedes** and **Mindful MATERIALS** library in North America.



## Improving the management of our product's end-of-life

In absence of existing circular economy value chains and given our commitments, we have decided to develop and promote programs to **collect and recycle** our products after installation and at the end-of-use, such as:

- Our flagship **ReStart® program** for flooring products proposed in around 30 countries around the globe, with the goals to increase the collection of post-installation and end-of-use Tarkett flooring, and offer our customers a responsible, cost-effective, circular solution for take-back and recycling.
- Our **Infill Take Back Program** for artificial turf, which enables to recover infill from retired fields: the recovered turf goes to one of our infill regeneration facilities where the sand and rubber infill materials are separated from the artificial turf; infill materials are then washed and bagged ready for reuse, while the artificial turf part can be reused in community / residential applications, or recycled back into plastic lumber products.

Collected post-installation flooring offcuts and post-use flooring materials and artificial turf can be recycled in our own manufacturing processes: at our **ReStart® flooring recycling centers** worldwide and at our **FieldTurf recycling centers** for sports surfaces in Germany and the US.

We continue to conduct **research** and to trial **new recycling techniques** with the quest to develop technically and economically feasible solutions to recycle more end-of-life products.

We also work on developing **re-use offers**, allowing customers to resell or purchase second-hand Tarkett products, such as carpet tiles, that are still in good condition.

## Developing product alternatives

We challenge existing practices by introducing **products that are easier to install and to remove**, facilitating recycling: we offer **systems** enabling flooring products to be **installed without glue** and **easily removed** at their end-of-life (e.g., smart click locking systems, loose-lay technology).

We offer **artificial turf** with **mineral infill** or **no infill**, or with **natural bio-based infill** as an alternative to rubber-based infill, for example:

- PureFill which uses natural **cork** granules.
- PureSelect which uses locally sourced **olive cores** in Europe.
- PureGeo which uses coconut **peat and cork**.
- PureGrain, a 100% plant-based infill crafted entirely from **corn**.



## DEVELOPING COLLABORATION AND ADAPTING OUR BUSINESS MODELS

### Engaging with stakeholders to develop new business models

We promote **new regulations** that favor the use of **recycled content**, and we push for the development of **new business models** that facilitate the implementation of **circular economy** principles at **economically viable** costs. Our **circular business models** reduce lifecycle emissions, increase recycled content, preserve material value, create recurring revenue and lower end-of-life costs - while supporting our 2030 targets and the longer-term 2050 climate ambition. Our goal is to **accelerate the transition** to circular business models by combining **targeted R&D and partnerships** that scale take-back, refurbishment, remanufacturing and product-as-a-service (PaaS) offerings.

To this end, we **cooperate** with various stakeholders to accelerate our learnings and increase our capabilities, for example:

- With our **suppliers** to procure innovative raw materials.
- With **trade associations / business networks / academic institutions** to support the development of **low-carbon circular** products through research projects and other collaborations.
- With our **customers** to offer low-carbon circular **products** meeting their needs and expectations.
- With **logistics** and **recycling partners** for **take-back** and recycling services.
- With **global sports federations** (e.g., FIFA for football; FIH for field hockey; World Rugby; World Athletics) and **local municipalities** to define sustainability standards for sports surfaces.
- With **regulatory bodies** at regional (e.g. EU) and national levels to discuss and understand upcoming sustainability-related regulations (e.g., Construction Products Regulation - CPR, EU ban on rubber infill in synthetic turf systems).

All direct and indirect **public engagement activities** will be conducted in a manner that respects the **goals of the Paris Agreement**. Tarkett is committed to not financing actors specializing in fossil fuel-based energy production development projects (e.g., investment in new fossil fuel power plant) and to not funding climate-denial or lobbying activities against climate regulations.

### Using an internal carbon price

We apply an **internal shadow carbon price** to assess the carbon impact of our investments:

- **All new facilities / projects** must apply this internal carbon price as part of the **process for approval of investments** (calculation of carbon financial impact on payback and return on investment).
- **Divisional presidents** must verify that this price is taken into account when reviewing investments above **€100,000**; **the CEO and CFO** must verify that this carbon pricing is correctly applied for investments above **€1 million**.
- The current carbon price was set at **250 €/tCO<sub>2</sub>e** using the recommendations of the 2019 Quinet II report. It will be updated in 2030, probably to around 500 €/tCO<sub>2</sub>e. The aim is for this price to be high enough to trigger a change in decision making.

The internal carbon price mechanism is **integrated** into the evaluation of the proposed investment payback, and considered as part of the **decision process**, with the objective to encourage projects that reduce our carbon footprint.

# 03

---



## Governance and responsibilities

Implementation of this policy is led by the **Chief Sustainability & Safety Officer** and overseen by the **Executive Management Committee** led by the Chief Executive Officer (CEO).

Through their diversity and skills, Tarkett expects **all employees** to contribute to the implementation of our environmental, climate and circular economy policy and the achievement of our strategic targets.

**Everybody at Tarkett** is responsible for ensuring their actions and working practices demonstrate personal commitment to high environmental management standards in compliance with this policy.

To facilitate this, employees are provided with regular **communications, trainings, and tools** on key environmental matters depending on their areas of expertise and responsibility.

# 04

## Reporting on progress

**Internally**, our actions to implement the commitments set out in this policy, our environmental performance (measured with Key Performance Indicators) and our progress towards our objectives are communicated to the **Executive Management Committee** on a quarterly basis, and to the Supervisory Board and its **Climate, Durability and Innovation Committee** twice a year.

Based on this information, these management and supervisory bodies assess the need to adjust the sustainability strategy, objectives, and roadmaps.

**Externally**, such information is disclosed in key stakeholder communications, including but not limited to our annual Sustainability Statement.

This policy will be reviewed in case of significant changes and at least every 5 years.

# 05

---



## Other Tarkett reference documents

- **Code of Ethics**, Section 17. Respecting the environment, through climate mitigation and by promoting a circular economy
- **Sustainability Statement**
- **Responsible Sourcing**: Code of Conduct for Tarkett Suppliers

## Contacts

If you need additional information on this matter, your key contacts are:

Sustainability & Legal Teams at Group & Division's level,  
R&D & Purchasing Teams at Division's Level



**Fabrice Barthélemy**  
Chief Executive Officer (CEO)



**Arnaud Marquis**  
Chief Sustainability & Safety Officer