

# Our Business Model dedicated to serving our customers...

## Our Inputs: Sustainable Capital



### Financial capital

- Listed on Euronext Paris
- Family shareholder (51.26%)
- Free float (48.15%)



### Manufacturing capital

- 33 production sites in 18 countries worldwide (Europe, Turkey, North America, CIS, China, Brazil, Australia)
- 9 recycling centers



### Intellectual capital

- Reputed brands (Tarkett, FieldTurf...)
- More than 150 patent families active in 42 countries
- 24 R&D labs, 1 research & innovation center, 4 design centers
- Network of internal experts and methodology (World Class Manufacturing, Design Thinking, Cradle to Cradle®, Talent Philosophy...)
- Scientific partnerships (universities, Environmental Protection Encouragement Agency - EPEA, suppliers...)



### Human, social and relationship capital

- More than 12,000 employees in 30 countries, 40 nationalities
- Diversified B2B2C clients, present in over 100 countries (sales forces, showrooms...)
- Diversified suppliers, from international key raw materials suppliers (PVC, plasticizers...) to local suppliers
- Local communities close to our industrial sites



### Natural capital

- Energy from renewable and non-renewable sources
- Water
- Renewable (wood, jute, cork, ...) and non-renewable (fossil and mineral) raw materials, from recycled and virgin sources



### Governance and compliance capital

- Management Board, Supervisory Board and 2 specialized committees
- Executive Management Committee
- Codes of ethics and conduct
- Whistleblowing procedure
- Code of conduct Securities Markets

## Our Ambition: Change to Win

- Be the global leader in commercial flooring and sports surfaces

- Grow selectively in residential flooring
- Change the game with circular economy

1.

*Sustainable Growth*

2.

*OneTarkett for our Customers*

3.

*People & Planet*

4.

*Cost & financial discipline*

## Our values: Committed – Collaborative – Creative – Caring

### Our Segments:

**A recognized expertise in specific segments, in renovation and new construction**



- Health & Aged Care
- Education
- Workplace



- Hospitality
- Sports
- Residential

### Our Solutions:

**A comprehensive, innovative and coordinated offer of flooring and sport surfaces**



- Resilient flooring (vinyl, linoleum...)
- Commercial carpet
- Wood and laminate
- Rubber and accessories
- Artificial turf and athletic tracks

### Our Channels:

**A local service tailored to our different clients and regions**



- Distribution, DIY and digital online platforms
- Key accounts, end-users, facility managers
- Specifiers (architects, designers), installers, contractors

**Our Stakeholders:**  
**Our ambition to transition to a circular economy through continual dialogue and collaboration with our stakeholders**

- Our customers, architects, designers, installers and end-users
- Our employees and other external workers
- Our suppliers, service providers and business partners
- Our shareholders, investors, creditors and the financial community
- Our trade associations, business networks, academic and scientific institutions
- Public authorities, intergovernmental and non-governmental organizations

## and our stakeholders

### Our Outputs: sustainable performance despite challenging context

#### Demonstrating the resilience of Tarkett's business model

€2,633 million Net sales (-9.5% organic growth)	€278 million Adjusted EBITDA	10.6% Adjusted EBITDA margin (% of net sales)	€-19.1 million Net profit	€672 million Remunerations	€74 million Investments	€25.1 million Income tax paid	€0.4 million Support to local communities (Tarkett Cares)
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#### Confirming our solid worldwide positions

3 <sup>rd</sup> largest flooring supplier worldwide	1.3 million m <sup>2</sup> flooring sold daily in over 100 countries	No. 1 in vinyl flooring
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#### Maintaining efforts to protect teams and develop talents

2.62 Injury Frequency Rate (FR1t - # accidents with lost time < & > 24 hours per million worked hours) for all employees 2025 objective: 1.0 Injury frequency rate	26% of managers are women 2025 objective: 30% of managers and executives will be women	56% of open management positions filled by internal candidates 2025 objective: 70% of open management positions filled by internal candidates	34% employees trained in last year	50% of permanent employees had a Performance & Development Review
Safety	Diversity	Internal mobility	Training & Performance	

#### Continuing to meet customer and societal expectations with good materials and healthy spaces

- Assessing raw materials (for health and environmental impacts) according to **Cradle to Cradle® (C2C) principles** (98%)
- Contributing to well-being through our products: indoor air quality (98% of flooring with low volatile organic compounds emissions), healthy spaces (97% of flooring using phthalate-free plasticizers), comfort (visual, acoustics, installation, maintenance...)
- Selecting raw materials not contributing to resource scarcity (68% - renewable, abundant or recycled)

#### Supporting a green recovery by responding to the climate emergency and developing a circular economy approach

- Reducing production greenhouse gas emissions intensity (-27% kgCO<sub>2</sub>eq/sqm scope 1 & 2 vs 2010, better than 2020 objective (-20%), 27% renewable energy)  
2030 objective: 30% reduction in GHG emissions intensity vs 2020
- Shifting to a circular economy model bringing a positive contribution to climate change, using more recycled materials (~127,000 tons, 13% of raw materials in volumes)  
2030 objective: 30% (in volume) of recycled raw materials
- Recycling our production waste internally and externally
- Collecting flooring via the ReStart® program (~109,000 tons between 2010 and 2020)
- Innovating and eco-designing with new technology for disassembly and recycling
- Achieving water savings (-54% l/sqm vs 2010) by equipping plants with closed loop water systems (71%)

#### Driving collaboration in the value chain and in communities

- Engaging with responsible suppliers ("responsible sourcing program" with 75% of targeted suppliers adopting our code of conduct or equivalent, C2C eco-design)
- Sharing our products information with our clients (Material Health Statements - MHS, Environmental Product Declarations - EPD)
- Supporting local communities through Tarkett Cares and employees' involvement
- Training students and professionals in flooring profession and installation techniques via Tarkett Academy (36,000 people trained from 2012 to 2020)