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Styrelsen för

Tarkett AB

Org nr 556003-9967

får härmed avge

Årsredovisning

för räkenskapsåret 1 januari - 31 december 2022

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Förvaltningsberättelse

Tarkett AB bedriver verksamhet i associationsformen aktiebolag och har sitt säte i Ronneby i Sverige. Huvudkontorets adress är SE-372 81 Ronneby.

Allmänt om verksamheten
Tarkett AB är dotterbolag till Tarkett GDL SA i Luxembourg vars huvudägare är Tarkett i Frankrike. Tarkett har tillverkat golv i Sverige sedan 1886 och marknadsför idag golv- och väggmaterial för såväl hemmiljö som design- och funktionslösningar för offentlig miljö.
Tarkett AB är också moderbolag i Tarkett AB-koncernen. Tarkett AB innehar en intern-banksfunktion inom Tarkett AB-koncernen, vilket innebär ansvar för att säkerställa rörelse-kapitalbehovet hos koncernbolagen genom intern upplåning.

Utveckling av företagets verksamhet, resultat och ställning

Ekonomisk översikt msek	*2022*	*2021*	*2020*	*2019*
Nettoomsättning	3 893	3 616	3 473	3 632
Rörelseresultat	80	179	243	148
Nettoresultat	45	169	171	116
Eget Kapital 31/12	337	292	373	202

Väsentliga händelser under räkenskapsåret
Inga väsentliga händelser har förekommit under året.

Information om risker och osäkerhetsfaktorer
Information om finansiella risker se not 19.

Forskning och utveckling
Bolaget bedriver utveckling, främst inom process- och produktionsteknik samt utveckling av produktsortimentet.
Under senare år har till exempel satsningar gjorts inom hållbarhetsområdet med utveckling av cirkulära lösningar. Bolaget har samtidigt utvecklat sin produktionsteknik som idag är unik i sitt slag inom plastgolvstillverkning till att vara en produktion som både är effektiv och samtidigt tar hänsyn till både produktionsmiljön och miljön i ett vidare perspektiv.

Användning av finansiella instrument
En väsentlig andel av bolagets försäljning sker i andra valutor än SEK. Det är koncernens och bolagets policy att säkra en del av dessa flöden.
Finansiella instrument används som skydd för valutarisker se not 19.

Hållbarhetsrapport
Tarkett AB upprättar ingen hållbarhetsrapport med hänvisningar till 6 kap. 10 § ÅRL, se not 35.

Icke-finansiella upplysningar
Policies för miljö och kvalitet
Tarkettkoncernen har en övergripande policy. Policyn är översatt och nedbruten till respektive anläggning för att styra och stödja verksamheten vid respektive fabrik. Den lokala policyn inkluderar säkerhet, arbetsmiljö, energi, miljö och kvalitet. Tillsammans med vår kunskap och erfarenhet, är våra policies viktiga verktyg för att säkerställa hög säkerhet, kvalitet, effektivitet och inte minst en god miljöomsorg och arbetsmiljö.
Vår vision är att Tarkett skall vara det naturliga valet av golvleverantör genom att på bästa sätt motsvara kundernas förväntningar. Design, kvalitet och effektivitet är den drivande kraften bakom allt vårt arbete.

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Engagemang
Genom ett stort engagemang befäster, utvecklar och stärker vi vår position. Engagemang genomsyrar hela vår verksamhet i alla led. Motiverade medarbetare är drivkraften i Tarketts ambition att vara den ledande leverantören av golv.

Omsorg
Vi visar omsorg om varandra, kunder och leverantörer genom att vi är ärliga och ger återkoppling som utvecklar organisationen. Vi arbetar kontinuerligt med åtgärder som säkerställer en säker och trygg arbetsplats.

Vårt åtagande innebär att
- varje medarbetare kan och vill påverka sin arbetssituation.
- vi förebygger för att förhindra att olyckor inträffar.
- vårt arbete som minimum uppfyller lagar, bestämmelser och avtal.
- tillsammans med våra kunder och leverantörer arbeta med ständiga förbättringar inom alla verksamhetsområden.
- vi i alla aktiviteter arbetar långsiktigt med fokus på ett livscykelperspektiv.
- vi tar ansvar för våra produkter, tjänster och handlingar.
- vi förebygger samt minimerar negativ miljöpåverkan och energianvändning från företagets aktiviteter.
- vi ständigt utvecklar vår kompetens för att möta dagens och morgondagens krav.

Våra goda resultat uppnås genom att följa och styra verksamheten mot uppsatta mål inom alla områden i företaget. Dessa resultat och våra framtida mål redovisar vi i vår miljöredovisning.

Miljö
Tarkett arbetar långsiktigt och strategiskt för att minska resursuttag och klimatpåverkan genom cirkulär ekonomi, baserat på principerna för Cradle to Cradle® och filosofin Tarkett Human-Conscious Design™.
Målet är att skapa en positiv inverkan på människors inomhusmiljö och på vår planet.

Vi måste ständigt utveckla våra produkter och tillverkningsmetoder för att leva upp till våra miljöambitioner och kunna följa ännu strängare lagar och regler, samtidigt som vi håller lika hög kvalitet på våra golv. Vi vill vara en ledare inom hållbar utveckling i golvbranschen och arbetar för att främja en cirkulär ekonomi.

Som ett led i detta arbete har vi lanserat iQ Natural i vilken traditionell fossil råvara ersätts av bio-attribuerad vinyl och biobaserad mjukgörare. Tillsammans med den unika lanserade tvättprocessen för gamla golv och Tarketts teknik för återvinning representerar iQ Natural en helt ny generation vinylgolv. Utsläppen av växthusgaser är 60 % lägre än hos traditionella homogena vinylgolv och varje kvadratmeter som används bidrar till omställningen till ett cirkulärt fossilfritt samhälle.

Vår strategiska råvara trä är en förnyelsebar och naturlig råvara, som kräver långsiktig försörjningsstrategi för att säkerställa såväl tillgång som bevarande av betydande naturvärden. För att säkerställa detta arbetar vi tillsammans med FSC (Forest Stewardship Counsil) och PEFC (Program for the Endorsement of Forest Certification). Tarketts produktionsenheter för trägolv i Sverige och Polen ingår tillsammans med samtliga säljbolag i ett Multisite Chain of Custody Certificate för både FSC® (FSC® -C008972) och PEFC™ (PEFC™ /05-35-125). Tarkett kan idag erbjuda flera FSC ®- och PEFC™-certifierade produkter.

Tarkett jobbar aktivt för att ur energisynpunkt bli fossilfria i sin verksamhet.

Program för styrning mot miljömål upprättas årligen. Årlig egenkontrollrapport skickas till Kommunen som är tillsynsmyndighet.

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Tillstånds- eller anmälningspliktig verksamhet enligt miljöbalken

Bolaget bedriver i Hanaskog och Ronneby anmälningspliklig verksamhet enligt Miljöbalken.
Miljömyndighetsbeslut finns för att årligen producera 30 miljoner kvadratmeter produkter ur råvaror av plast samt träbaserade parkettgolv och halvfabrikat till dessa.
Bolaget påverkar den yttre miljön huvudsakligen genom utsläpp till luft, buller, transporter och avfall.
Bolaget är certifierat enligt de internationella miljöledningsstandarderna ISO 14001:2015 och ISO 50001:2018.

Förslag till disposition av företaget vinst eller förlust

Styrelsen föreslår att fritt eget kapital, tkr 285 590, disponeras enligt följande:

Utdelning	215 000
Balanseras i ny räkning	70 590
Summa	285 590

Vad beträffar resultat och ställning i övrigt, hänvisas till efterföljande resultat- och balansräkningar med tillhörande noter.

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Resultaträkning

Belopp i tkr	*Not*	*2022*	*2021*
Nettoomsättning	3	3 893 090	3 615 525
Kostnad för sålda varor		-2 852 743	-2 562 914
Bruttoresultat		1 040 347	1 052 611
Försäljningskostnader		-722 382	-671 482
Administrationskostnader		-134 447	-127 629
Forsknings- och utvecklingskostnader		-105 253	-95 619
Övriga rörelseintäkter	4	2 939	22 549
Övriga rörelsekostnader		-1 661	-1 059
Rörelseresultat	5,7	79 543	179 371
Resultat från finansiella poster			
Resultat från andelar i koncernföretag	8	19 204	45 538
Övriga ränteintäkter och liknande resultatposter	9	737	1
Räntekostnader och liknande resultatposter	10	-18 192	-11 242
Resultat efter finansiella poster		81 292	213 668
Bokslutsdispositioner			
Bokslutsdispositioner, övriga	11	-28 631	-14 677
Resultat före skatt		52 661	198 991
Skatt på årets resultat	12	-7 281	-30 256
Årets resultat		45 380	168 735

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Balansräkning

Belopp i tkr	*Not*	*2022-12-31*	*2021-12-31*
TILLGÅNGAR			
Anläggningstillgångar			
Immateriella anläggningstillgångar			
Koncessioner, patent, licenser, varumärken samt liknande rättigheter	13	17 253	9 857
		17 253	9 857
Materiella anläggningstillgångar			
Byggnader och mark	14	45 263	46 577
Maskiner och andra tekniska anläggningar	15	173 896	142 222
Inventarier, verktyg och installationer	16	28 327	17 853
Pågående nyanläggningar och förskott avseende materiella anläggningstillgångar	17	97 680	83 384
		345 166	290 036
Finansiella anläggningstillgångar			
Andelar i koncernföretag	18	4 095	4 095
Uppskjuten skattefordran	20	5 458	5 588
Andra långfristiga fordringar	21	311	311
		9 864	9 994
Summa anläggningstillgångar		372 283	309 887
Omsättningstillgångar			
Varulager m m			
Råvaror och förnödenheter		138 845	98 267
Varor under tillverkning		83 158	64 498
Färdiga varor och handelsvaror		320 885	196 287
		542 888	359 052
Kortfristiga fordringar			
Kundfordringar		70 094	79 018
Fordringar hos moderföretag		38 664	263 319
Fordringar hos koncernföretag		221 248	192 522
Aktuell skattefordran		6 286	–
Övriga fordringar		8 568	12 927
Förutbetalda kostnader och upplupna intäkter	22	15 499	13 416
		360 359	561 202
Kassa och bank			
Kassa och bank		67 927	124
		67 927	124
Summa omsättningstillgångar		971 174	920 378
SUMMA TILLGÅNGAR		1 343 457	1 230 265

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Balansräkning

Belopp i tkr	*Not*	*2022-12-31*	*2021-12-31*
EGET KAPITAL OCH SKULDER			
Eget kapital			
Bundet eget kapital			
Aktiekapital 860 000 aktier	24	43 000	43 000
Reservfond		8 600	8 600
		51 600	51 600
Fritt eget kapital			
Balanserat resultat		240 210	71 475
Årets resultat		45 380	168 735
	23	285 590	240 210
		337 190	291 810
Obeskattade reserver			
Ackumulerade överavskrivningar	25	135 199	106 568
		135 199	106 568
Avsättningar			
Avsättningar för pensioner och liknande förpliktelser	26	237 105	206 170
Uppskjuten skatteskuld	20	657	657
Övriga avsättningar	27	17 423	23 212
		255 185	230 039
Långfristiga skulder			
Övriga skulder		1 113	700
		1 113	700
Kortfristiga skulder			
Leverantörsskulder		255 778	259 745
Skulder till moderföretag		23 114	13 078
Skulder till koncernföretag		77 025	92 294
Aktuell skatteskuld		–	5 495
Övriga skulder		99 965	67 771
Upplupna kostnader och förutbetalda intäkter	29	158 888	162 765
		614 770	601 148
SUMMA EGET KAPITAL OCH SKULDER		1 343 457	1 230 265

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Rapport över förändringar i eget kapital

2021-12-31	Bundet eget kapital		Fritt eget kapital	
	Aktie kapital	*Reserv-fond*	*Bal.res inkl årets resultat*	*Summa eget kapital*
Ingående balans	43 000	8 600	321 475	373 075
Årets resultat			168 735	168 735
Transaktioner med ägare				
Utdelning			-250 000	-250 000
Summa	–	–	-250 000	-250 000
Vid årets utgång	43 000	8 600	240 210	291 810

2022-12-31	Bundet eget kapital		Fritt eget kapital	
	Aktie kapital fond	*Reserv-fond*	*Bal.res inkl årets resultat*	*Summa eget kapital*
Ingående balans	43 000	8 600	240 210	291 810
Årets resultat			45 380	45 380
Transaktioner med ägare				
Utdelning				–
Summa	–	–	–	–
Vid årets utgång	43 000	8 600	285 590	337 190

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Kassaflödesanalys

Belopp i tkr		2022	2021
Den löpande verksamheten			
Resultat efter finansiella poster	31	81 292	213 668
Justering för poster som inte ingår i kassaflödet	33	57 093	1 286
		138 385	214 954
Betald inkomstskatt		-18 932	-39 691
Kassaflöde från den löpande verksamheten före förändringar av rörelsekapital		119 453	175 263
Förändringar i rörelsekapital			
Ökning(-)/Minskning(+) av varulager		-183 835	-11 316
Ökning(-)/Minskning(+) av rörelsefordringar		-4 371	-65 420
Ökning(+)/Minskning(-) av rörelseskulder		9 058	98 673
Kassaflöde från den löpande verksamheten		-59 695	197 200
Investeringsverksamheten			
Förvärv av materiella anläggningstillgångar		-103 494	-77 188
Avyttring av materiella anläggningstillgångar		47	–
Förvärv av immateriella anläggningstillgångar		-10 688	-2 349
Avyttring av immateriella anläggningstillgångar		457	–
Kassaflöde från investeringsverksamheten		-113 678	-79 537
Finansieringsverksamheten			
Lån till och från koncernbolag		221 972	87 342
Amortering av lån		–	-419
Erhållen utdelning		19 204	45 538
Utbetald utdelning till moderföretagets aktieägare		–	-250 000
Kassaflöde från finansieringsverksamheten		241 176	-117 539
Årets kassaflöde		67 803	124
Likvida medel vid årets början		124	–
Likvida medel vid årets slut	32	67 927	124

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Noter

Belopp i tkr om inget annat anges

Not 1 Redovisningsprinciper

Årsredovisningen har upprättats i enlighet med årsredovisningslagen och enligt Bokföringsnämndens allmänna råd BFNAR 2012:1 "Årsredovisning och koncernredovisning" (K3).

Tillgångar, avsättningar och skulder har värderats till anskaffningsvärden om inget annat anges nedan.

Immateriella tillgångar

Utgifter för forskning och utveckling

Utgifter för forskning, dvs. planerat och systematiskt sökande i syfte att erhålla ny vetenskaplig eller teknisk kunskap och insikt, redovisas som kostnad när de uppkommer.

Vid redovisning av utgifter för utveckling av framtagna forskningsresultat eller annan kunskap tillämpas kostnadsföringsmodellen, vilket innebär att alla utgifter kostnadsförs när de uppkommer.

Övriga immateriella anläggningstillgångar

Övriga immateriella anläggningstillgångar som förvärvats är redovisade till anskaffningsvärde minskat med ackumulerade avskrivningar och nedskrivningar.
Utgifter för internt genererad goodwill och varumärken redovisas i resultaträkningen som kostnad när de uppkommer.

Avskrivningar

Avskrivning sker linjärt över tillgångens beräknade nyttjandeperiod. Avskrivningen redovisas som kostnad i resultaträkningen.

	Nyttjandeperiod
Förvärvade immateriella tillgångar	
Patent	7 år
Licenser	3 år
Dataprogram	3 år

Materiella anläggningstillgångar

Materiella anläggningstillgångar redovisas till anskaffningsvärde minskat med ackumulerade avskrivningar och nedskrivningar med tillägg för uppskrivningar. I anskaffningsvärdet ingår förutom inköpspriset även utgifter som är direkt hänförliga till förvärvet.

Indirekta tillverkningskostnader som utgör mer än en oväsentlig del av den sammanlagda utgiften för tillverkningen och uppgår till mer än ett obetydligt belopp har räknats in i anskaffningsvärdet.

Tillkommande utgifter

Tillkommande utgifter som uppfyller tillgångskriteriet räknas in i tillgångens redovisade värde.
Utgifter för löpande underhåll och reparationer redovisas som kostnader när de uppkommer.

Avskrivningar

Avskrivning sker linjärt över tillgångens beräknade nyttjandeperiod eftersom det återspeglar den förväntade förbrukningen av tillgångens framtida ekonomiska fördelar. Avskrivningen redovisas som kostnad i resultaträkningen.

Hänsyn har tagits till beräknat restvärde, fastställt vid anskaffningstillfället i då rådande prisnivå.

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	Nyttjandeperiod
Byggnader	20-30 år
Markanläggningar	20 år
Maskiner och andra tekniska anläggningar	5-10 år
Inventarier, verktyg och installationer	3-10 år

För vissa av de materiella anläggningstillgångarna har skillnaden i förbrukningen av betydande komponenter bedömts vara väsentlig och skrivs av över deras respektive nyttjandeperiod.

Byggnader och mark består av ett antal komponenter med olika nyttjandeperioder. Ingen avskrivning sker på komponenten mark vars nyttjandeperiod bedöms som obegränsad.

Låneutgifter
Lånekostnader belastar resultatet i den period till vilken de hänför sig, oavsett hur de upplånade medlen har använts.

Nedskrivningar - materiella och immateriella anläggningstillgångar samt andelar i koncernföretag
Vid varje balansdag bedöms om det finns någon indikation på att en tillgångs värde är lägre än dess redovisade värde. Om en sådan indikation finns, beräknas tillgångens återvinningsvärde.

Återvinningsvärdet är det högsta av verkligt värde med avdrag för försäljningskostnader och nyttjandevärde. Vid beräkning av nyttjandevärdet beräknas nuvärdet av de framtida kassaflöden som tillgången väntas ge upphov till i den löpande verksamheten samt när den avyttras eller utrangeras. Den diskonteringsränta som används är före skatt och återspeglar marknadsmässiga bedömningar av pengars tidsvärde och de risker som avser tillgången. En tidigare nedskrivning återförs endast om de skäl som låg till grund för beräkningen av återvinningsvärdet vid den senaste nedskrivningen har förändrats.

Leasing
Alla leasingavtal redovisas som operationella leasingavtal.

Operationella leasingavtal
Leasingavgifterna enligt operationella leasingavtal, inklusive förhöjd förstagångshyra men exklusive utgifter för tjänster som försäkring och underhåll, redovisas som kostnad linjärt över leasingperioden.

Utländsk valuta
För poster som ingår i en säkringsrelation - se under rubriken "Säkringsredovisning".

Poster i utländsk valuta
Monetära poster i utländsk valuta räknas om till balansdagens kurs. Icke-monetära poster räknas inte om utan redovisas till kursen vid anskaffningstillfället.

Valutakursdifferenser som uppkommer vid reglering eller omräkning av monetära poster redovisas i resultaträkningen det räkenskapsår de uppkommer.

Varulager
Varulagret är upptaget till det lägsta av anskaffningsvärdet och nettoförsäljningsvärdet. Därvid har inkuransrisk beaktats. Anskaffningsvärdet beräknas enligt först in- först ut- principen eller vägda genomsnittspriser. I anskaffningsvärdet ingår förutom utgifter för inköp även utgifter för att bringa varorna till deras aktuella plats och skick.

I egentillverkade halv- och helfabrikat består anskaffningsvärdet av direkta tillverkningskostnader och de indirekta kostnader som utgör mer än en oväsentlig del av den sammanlagda utgiften för tillverkningen. *Vid värdering har hänsyn tagits till normalt kapacitetsutnyttjande.*

Finansiella tillgångar och skulder
Finansiella tillgångar och skulder redovisas i enlighet med kapitel 11 (Finansiella instrument värderade utifrån anskaffningsvärdet) i BFNAR 2012:1.

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Redovisning i och borttagande från balansräkningen
En finansiell tillgång eller finansiell skuld tas upp i balansräkningen när företaget blir part i instrumentets avtalsmässiga villkor. En finansiell tillgång tas bort från balansräkningen när den avtalsenliga rätten till kassaflödet från tillgången har upphört eller regleras. Detsamma gäller när de risker och fördelar som är förknippade med innehavet i allt väsentligt överförts till annan part och företaget inte längre har kontroll över den finansiella tillgången. En finansiell skuld tas bort från balansräkningen när den avtalade förpliktelsen fullgjorts eller upphört.

Värdering av finansiella tillgångar
Finansiella tillgångar värderas vid första redovisningstillfället till anskaffningsvärde, inklusive eventuella transaktionsutgifter som är direkt hänförliga till förvärvet av tillgången.

Finansiella omsättningstillgångar värderas efter första redovisningstillfället till det lägsta av anskaffningsvärdet och nettoförsäljningsvärdet på balansdagen.

Kundfordringar och övriga fordringar som utgör omsättningstillgångar värderas individuellt till det belopp som beräknas inflyta.

Finansiella anläggningstillgångar värderas efter första redovisningstillfället till anskaffningsvärde med avdrag för eventuella nedskrivningar och med tillägg för eventuella uppskrivningar.

Räntebärande finansiella tillgångar värderas till upplupet anskaffningsvärde med tillämpning av effektivräntemetoden.

Andelar i dotterföretag, intresseföretag och gemensamt styrda företag redovisas till anskaffningsvärde minskat med ackumulerade nedskrivningar med tillägg för uppskrivningar. I anskaffningsvärdet ingår förutom inköpspriset även utgifter som är direkt hänförliga till förvärvet.

Värdering av finansiella skulder
Finansiella skulder värderas till upplupet anskaffningsvärde.

Säkringsredovisning
Säkringsredovisning tillämpas endast då det finns en ekonomisk relation mellan säkringsinstrumentet och den säkrade posten som överensstämmer med företagets mål för riskhantering. Dessutom krävs att säkringsförhållandet förväntas vara mycket effektivt under den period för vilken säkringen har identifierats samt att säkringsförhållandet och företagets mål för riskhantering och riskhanteringsstrategi avseende säkringen är dokumenterade senast när säkringen ingås.

(i) Säkring av fordringar och skulder i utländsk valuta
Vid säkring av fordringar och skulder i utländsk valuta med valutaterminer värderas den underliggande fordran eller skulden till terminskurs.

(ii) Säkring av bindande åtaganden och prognostiserade transaktioner i utländsk valuta
Resultatet av säkringar av bindande åtaganden och mycket sannolika prognostiserade transaktioner i utländsk valuta redovisas samtidigt som den säkrade transaktionen påverkar resultaträkningen. Vid säkring av inköp av varor eller materiella anläggningstillgångar i utländsk valuta inkluderas den ackumulerade värdeförändringen som är hänförlig till säkringsinstrumentet i anskaffningsvärdet för varulagret eller den materiella anläggningstillgången.

Ersättningar till anställda

Ersättningar till anställda efter avslutad anställning
Klassificering
Planer för ersättningar efter avslutad anställning klassificeras som antingen avgiftsbestämda eller förmånsbestämda.

Vid avgiftsbestämda planer betalas fastställda avgifter till ett annat företag, normalt ett försäkringsföretag, och har inte längre någon förpliktelse till den anställde när avgiften är betald. Storleken på den anställdes ersättningar efter avslutad anställning är beroende av de avgifter som har betalat och den kapitalavkastning som avgifterna ger.

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Vid förmånsbestämda planer har företaget en förpliktelse att lämna de överenskomna ersättningarna till nuvarande och tidigare anställda. Företaget bär i allt väsentligt dels risken att ersättningarna kommer att bli högre än förväntat (aktuariell risk), dels risken att avkastningen på tillgångarna avviker från förväntningarna (investeringsrisk). Investeringsrisk föreligger även om tillgångarna är överförda till ett annat företag.

Avgiftsbestämda planer
Avgifterna för avgiftsbestämda planer redovisas som kostnad. Obetalda avgifter redovisas som skuld.

Förmånsbestämda planer
Företaget har valt att tillämpa de förenklingsregler som finns i BFNAR 2012:1.

Planer för vilka pensionspremier betalas redovisas som avgiftsbestämda vilket innebär att avgifterna kostnadsförs i resultaträkningen.

I de fall pensionsförpliktelserna är uteslutande beroende av värdet på en ägd tillgång redovisas pensionsförpliktelsen som en avsättning motsvarande tillgångens redovisade värde.

I de fall förmånsbestämda pensionsplaner finansieras i egen regi redovisas pensionsskulden till det belopp som erhålls från PRI på oberoende företag som lämnat uppgiften.

Övriga långfristiga ersättningar till anställda
Skuld avseende övriga långfristiga ersättningar till anställda redovisas till nuvärdet av förpliktelsen på balansdagen.

Ersättningar vid uppsägning
Ersättningar vid uppsägningar, i den omfattning ersättningen inte ger företaget några framtida ekonomiska fördelar, redovisas endast som en skuld och en kostnad när företaget har en legal eller informell förpliktelse att antingen
a) avsluta en anställds eller en grupp av anställdas anställning före den normala tidpunkten för anställningens upphörande, eller
b) lämna ersättningar vid uppsägning genom erbjudande för att uppmuntra frivillig avgång.
Ersättningar vid uppsägningar redovisas endast när företaget har en detaljerad plan för uppsägningen och inte har någon realistisk möjlighet att annullera planen.

Skatt
Skatt på årets resultat i resultaträkningen består av aktuell skatt och uppskjuten skatt. Aktuell skatt är inkomstskatt för innevarande räkenskapsår som avser årets skattepliktiga resultat och den del av tidigare räkenskapsårs inkomstskatt som ännu inte har redovisats. Uppskjuten skatt är inkomstskatt för skattepliktigt resultat avseende framtida räkenskapsår till följd av tidigare transaktioner eller händelser.

Uppskjuten skatteskuld redovisas för alla skattepliktiga temporära skillnader, dock särredovisas inte uppskjuten skatt hänförlig till obeskattade reserver eftersom obeskattade reserver redovisas som en egen post i balansräkningen. Uppskjuten skattefordran redovisas för avdragsgilla temporära skillnader och för möjligheten att i framtiden använda skattemässiga underskottsavdrag. Värderingen baseras på hur det redovisade värdet för motsvarande tillgång eller skuld förväntas återvinnas respektive regleras. Beloppen baseras på de skattesatser och skatteregler som är beslutade före balansdagen och har inte nuvärdeberäknats.

Uppskjutna skattefordringar har värderats till högst det belopp som sannolikt kommer att återvinnas baserat på innevarande och framtida skattepliktiga resultat. Värderingen omprövas varje balansdag.

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Avsättningar
En avsättning redovisas i balansräkningen när företaget har en legal eller informell förpliktelse till följd av en inträffad händelse och det är sannolikt att ett utflöde av resurser krävs för att *reglera förpliktelsen och en tillförlitlig uppskattning av beloppet kan göras.*

Vid första redovisningstillfället värderas avsättningar till den bästa uppskattningen av det belopp som kommer att krävas för att reglera förpliktelsen på balansdagen. Avsättningarna omprövas varje balansdag.

Avsättningen redovisas till nuvärdet av de framtida betalningar som krävs för att reglera förpliktelsen.

Omstruktureringsreserv
En avsättning för omstrukturering av verksamhet redovisas när företaget måste fullfölja omstruktureringen till följd av legal eller informell förpliktelse vilket innebär att företaget har en fastställd och utförlig omstruktureringsplan och de som berörs har en välgrundad uppfattning om att omstruktureringen kommer att genomföras.

Eventualförpliktelser
En eventualförpliktelse är:
- En möjlig förpliktelse som till följd av inträffade händelser och vars förekomst endast kommer att bekräftas av en eller flera osäkra framtida händelser, som inte helt ligger inom företagets kontroll, inträffar eller uteblir, eller
- En befintlig förpliktelse till följd av inträffade händelser, men som inte redovisas som skuld eller avsättning eftersom det inte är sannolikt att ett utflöde av resurser kommer att krävas för att reglera förpliktelsen eller förpliktelsens storlek inte kan beräknas med tillräcklig tillförlitlighet.

Eventualförpliktelser är en sammanfattande beteckning för sådana garantier, ekonomiska åtaganden och eventuella förpliktelser som inte tas upp i balansräkningen.

Intäkter
Det inflöde av ekonomiska fördelar som företaget erhållit eller kommer att erhålla för egen räkning redovisas som intäkt. Intäkter värderas till verkliga värdet av det som erhållits eller kommer att erhållas, med avdrag för rabatter.

Försäljning av varor
Vid försäljning av varor redovisas en intäkt när följande kriterier är uppfyllda:
- De ekonomiska fördelarna som är förknippade med transaktionen sannolikt kommer att tillfalla företaget,
- Inkomsten kan beräknas på ett tillförlitligt sätt,
- Företaget har överfört de väsenliga riskerna och fördelarna som är förknippade med varornas ägande till köparen,
- Företaget har inte längre ett sådant engagemang i den löpande förvaltningen som vanligtvis förknippas med ägande och utövar inte heller någon reell kontroll över de sålda varorna, samt
- De utgifter som har uppkommit eller förväntas uppkomma till följd av transaktionen kan beräknas på ett tillförlitligt sätt.

Ränta, royalty och utdelning
Intäkt redovisas när de ekonomiska fördelarna som är förknippade med transaktionen sannolikt kommer att tillfalla företaget samt när inkomsten kan beräknas på ett tillförlitligt sätt.

Ränta redovisas som intäkt enligt effektivräntemetoden.

Royalty periodiseras i enlighet med överenskommelsens ekonomiska innebörd.

Utdelning redovisas när behörigt organ har fattat beslut om att utdelning ska lämnas.

Eftersom moderföretaget innehar mer än hälften av rösterna för samtliga andelar i dotterföretaget redovisas utdelning när rätten att få utdelning bedöms som säker och kan beräknas på ett tillförlitligt sätt.

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Aktieägartillskott
Aktieägartillskott som lämnas utan att emitterade aktier eller andra egetkapitalinstrument erhållits i utbyte redovisas i balansräkningen som en ökning av andelens redovisade värde.

Aktieägartillskott som erhållits utan att emitterade aktier eller andra egetkapitalinstrument lämnats i utbyte redovisas direkt i eget kapital.

Offentliga bidrag
Ett offentligt bidrag som inte är förknippat med krav på framtida prestation redovisas som intäkt när villkoren för att få bidraget uppfyllts. Ett offentligt bidrag som är förenat med krav på framtida prestation redovisas som intäkt när prestationen utförs. Om bidraget har tagits emot innan villkoren för att redovisa det som intäkt har uppfyllts, redovisas bidraget som en skuld.

Redovisning av bidrag relaterade till anläggningstillgångar
Offentliga bidrag relaterade till tillgångar redovisas i balansräkningen genom att bidraget reducerar tillgångens redovisade värde.

Not 2 Uppskattningar och bedömningar

Upprättandet av bokslut och tillämpning av redovisningsprinciper, baseras ofta på ledningens bedömningar, uppskattningar och antaganden som anses vara rimliga vid den tidpunkt då bedömningen görs. Uppskattningar och bedömningar är baserade på historiska erfarenheter och ett antal andra faktorer, som under rådande omständigheter anses vara rimliga. Resultatet av dessa används för att bedöma de redovisade värdena på tillgångar och skulder, som inte annars framgår tydligt från andra källor. Det verkliga utfallet kan avvika från dessa uppskattningar och bedömningar. Uppskattningar och antaganden ses över regelbundet.

Not 3 Nettoomsättning per rörelsegren och geografisk marknad

	2022	2021
Nettoomsättning per rörelsegren		
Plastgolv	2 757 736	2 419 721
Trägolv	1 135 354	1 195 804
	3 893 090	3 615 525
Nettoomsättning per geografisk marknad		
Sverige	1 189 642	1 123 546
Övriga Norden	1 011 358	1 016 844
Övriga Europa	1 189 091	1 132 504
Övriga marknader	502 999	342 631
	3 893 090	3 615 525

Rörelsegrenar
Bolaget består av följande rörelsegrenar:
Rörelsegren Plastgolv: Produktion av plastgolv samt försäljning av golvprodukter i plast, linoleum och textil.
Rörelsegren Trägolv: Produktion av trägolv samt försäljning av trägolv, laminat och sportgolv.

Rörelsegrenar utgör bolagets primära indelningsgrund.

Geografiska områden
Övriga marknader avser främst Nordamerika, Brasilien, Australien, Hongkong och Kina.

Not 4 Övriga rörelseintäkter

	2022	2021
Återbetalning Fora	2 634	22 325
Dröjsmålsränteintäkter	305	224
	2 939	22 549

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Not 5 Anställda, personalkostnader och arvoden till styrelse och revisorer

Medelantalet anställda

	2022	varav män	2021	varav män
Sverige	628	76%	630	77%

Redovisning av könsfördelning i företagsledningar

	2022-12-31 Andel kvinnor	2021-12-31 Andel kvinnor
Styrelsen	0%	0%
Övriga ledande befattningshavare	24%	24%

Löner och andra ersättningar samt sociala kostnader, inklusive pensionskostnader

	2022	*2021*
Löner och ersättningar	*332 938*	*333 902*
Sociala kostnader	*193 700*	*155 108*
(varav pensionskostnad) 1)	*(89 407)*	*(50 817)*

1) Av företagets pensionskostnader avser 3 034 tkr (f.å. 2 768 tkr) företagets ledning avseende 4 (4) personer. Företagets utestående pensionsförpliktelser till dessa uppgår till 217 tkr (f.å. 158 tkr).

Löner och andra ersättningar fördelade mellan styrelseledamöter m.fl. och övriga anställda

	2022		2021	
	Styrelse och VD	*Övriga anställda*	*Styrelse och VD*	*Övriga anställda*
Löner och andra ersättningar	7 045	325 893	6 880	327 022
(varav tantiem o.d.)	*(–)*		*(–)*	

Avgångsvederlag

Inga avtal har träffats med styrelse om avgångsvederlag eller liknande utan uppsägningstider enligt kollektivavtal gäller.

Arvode och kostnadsersättning till revisorer

	2022	2021
Mazars		
Revisionsuppdrag	495	445
Andra uppdrag	66	–

Kommentar

Med revisionsuppdrag avses lagstadgad revision av årsredovisningen och bokföringen samt styrelsens och verkställande direktörens förvaltning samt revision och annan granskning utförd i enlighet med överenskommelse eller avtal.

Detta inkluderar övriga arbetsuppgifter som det ankommer på bolagets revisor att utföra samt rådgivning eller annat biträde som föranleds av iakttagelser vid sådan granskning eller genomförandet av sådana övriga arbetsuppgifter.

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Not 6 Avskrivningar av materiella och immateriella anläggningstillgångar

	2022	2021
Avskrivningar enligt plan fördelade per tillgång		
Koncessioner, patent, licenser, varumärken	-2 698	-2 223
Byggnader och mark	-4 770	-4 726
Maskiner och andra tekniska anläggningar	-35 716	-34 167
Inventarier, verktyg och installationer	-7 371	-8 148
	-50 555	-49 264
Avskrivningar enligt plan fördelade per funktion		
Kostnad för sålda varor	-44 894	-43 779
Försäljningskostnader	-4 731	-4 352
Forsknings- och utvecklingskostnader	-930	-1 133
	-50 555	-49 264

Not 7 Operationell leasing

Leasingavtal där företaget är leasetagare

Framtida minimileaseavgifter avseende icke uppsägningsbara operationella leasingavtal	2022-12-31	2021-12-31
Inom ett år	27 565	24 199
Mellan ett och fem år	37 173	33 372
Senare än fem år	4 376	2 826
	69 114	60 397

	2022	2021
Räkenskapsårets kostnadsförda leasingavgifter	31 751	27 090

De leasade tillgångarna omfattar huvudsakligen lokaler, truckar, kompressor samt bilar och kontorsmaskiner

Not 8 Resultat från andelar i koncernföretag

	2022	2021
Utdelning	19 204	45 538
	19 204	45 538

Not 9 Övriga ränteintäkter och liknande resultatposter

	2022	2021
Ränteintäkter, koncernföretag	526	–
Ränteintäkter, övriga	211	1
	737	1

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Not 10 Räntekostnader och liknande resultatposter

	2022	2021
Räntekostnader, övriga	-158	-159
Ränta pensionsskuld	-6 649	-8 262
Kursdifferenser	-7 515	-1 091
Övrigt	-3 870	-1 730
	-18 192	-11 242

Not 11 Bokslutsdispositioner, övriga

	2022	2021
Skillnad mellan skattemässig och redovisad avskrivning		
- Byggnader och mark	1 569	1 323
- Maskiner och inventarier	-30 200	-16 000
	-28 631	-14 677

Not 12 Skatt på årets resultat

	2022	2021
Aktuell skattekostnad	-7 151	-32 777
Uppskjuten skatt	-130	2 521
	-7 281	-30 256

Avstämning av effektiv skatt

	2022		2021	
	Procent	Belopp	Procent	Belopp
Resultat före skatt		52 661		198 991
Skatt enligt gällande skattesats	20,6%	-10 849	20,6%	-40 992
Ej avdragsgilla kostnader	0,7%	-392	0,1%	-290
Ej skattepliktiga intäkter	-7,5%	3 960	-4,7%	9 382
Effekt av ändrade skattesatser/och skatteregler	0,0%	–	-0,8%	1 644
Redovisad effektiv skatt	13,8%	-7 281	15,2%	-30 256

Not 13 Koncessioner, patent, licenser, varumärken samt liknande rättigheter

Licenser / Programvara / Patent	2022-12-31	2021-12-31
Ackumulerade anskaffningsvärden		
Vid årets början	21 097	18 748
Övriga investeringar	10 688	2 349
Avyttringar och utrangeringar	-913	–
Vid årets slut	30 872	21 097
Ackumulerade avskrivningar		
Vid årets början	-11 240	-9 017
Återförda avskrivningar på avyttringar och utrangeringar	319	–
Årets avskrivning	-2 698	-2 223
Vid årets slut	-13 619	-11 240
Redovisat värde vid årets slut	17 253	9 857

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Not 14 Byggnader och mark

	2022-12-31	2021-12-31
Ackumulerade anskaffningsvärden		
Vid årets början	170 751	169 386
Nyanskaffningar	634	–
Avyttringar och utrangeringar	-54	
Omklassificeringar	2 825	1 365
Vid årets slut	174 156	170 751
Ackumulerade avskrivningar		
Vid årets början	-127 363	-122 637
Återförda avskrivningar på avyttringar och utrangeringar	51	–
Årets avskrivning	-4 770	-4 726
	-132 082	-127 363
Ackumulerade uppskrivningar		
Vid årets början	3 189	3 189
	3 189	3 189
Redovisat värde vid årets slut	45 263	46 577

Varav mark	2022-12-31	2021-12-31
Ackumulerade anskaffningsvärden	2 268	2 268
Ackumulerade uppskrivningar	3 189	3 189
Redovisat värde vid årets slut	5 457	5 457

Not 15 Maskiner och andra tekniska anläggningar

	2022-12-31	2021-12-31
Ackumulerade anskaffningsvärden		
Vid årets början	1 220 877	1 183 729
Nyanskaffningar	23 288	9 040
Avyttringar och utrangeringar	-3 594	-149
Omklassificeringar	44 339	28 257
	1 284 910	1 220 877
Ackumulerade avskrivningar		
Vid årets början	-1 078 655	-1 044 637
Återförda avskrivningar på avyttringar och utrangeringar	3 357	149
Årets avskrivning	-35 716	-34 167
	-1 111 014	-1 078 655
Redovisat värde vid årets slut	173 896	142 222

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Not 16 Inventarier, verktyg och installationer

	2022-12-31	2021-12-31
Ackumulerade anskaffningsvärden		
Vid årets början	465 488	460 081
Nyanskaffningar	14 391	2 403
Avyttringar och utrangeringar	-2 190	-25
Omklassificeringar	3 720	3 029
	481 409	465 488
Ackumulerade avskrivningar		
Vid årets början	-447 635	-439 512
Återförda avskrivningar på avyttringar och utrangeringar	1 924	25
Årets avskrivning på anskaffningsvärden	-7 371	-8 148
	-453 082	-447 635
Redovisat värde vid årets slut	28 327	17 853

Not 17 Pågående nyanläggningar och förskott avseende materiella anläggningstillgångar

	2022-12-31	2021-12-31
Vid årets början	83 384	50 289
Omklassificeringar	-50 884	-34 248
Investeringar	65 180	67 343
Redovisat värde vid årets slut	97 680	83 384

Not 18 Andelar i koncernföretag

	2022-12-31	2021-12-31
Ackumulerade anskaffningsvärden		
Vid årets början	21 329	21 329
	21 329	21 329
Ackumulerade nedskrivningar		
Vid årets början	-17 234	-17 234
	-17 234	-17 234
Redovisat värde vid årets slut	4 095	4 095

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Spec av företagets innehav av andelar i koncernföretag

Dotterföretag / Org nr / Säte	Antal andelar	Andel i % i)	2022-12-31 Redovisat värde	2021-12-31 Redovisat värde
Tarkett AS, 957854966, Drammen, Norge	10 000	100,0	637	637
Tarkett Oy, 0114751-4, Helsingfors, Finland	50 000	100,0	393	393
Tarkett A/S, 79203718, Greve, Danmark	1	100,0	3 065	3 065
			4 095	4 095

i) Ägarandelen av kapitalet avses, vilket även överensstämmer med andelen av rösterna för totalt antal aktier.

Not 19 Finansiella instrument och riskhantering

Finanspolicy

Bolaget är genom sin verksamhet exponerad för olika slag av finansiella risker.
Med finansiella risker avses fluktuationer i företagets resultat och kassaflöde till följd av förändringar i valutakurser, räntenivåer, refinansierings- och kreditrisker.
Bolagets finanspolicy för hantering av finansiella risker har utformats av styrelsen och bildar ett ramverk av riktlinjer och regler i form av riskmandat och limiter för finansverksamheten. Ansvaret för koncernens finansiella transaktioner och risker hanteras centralt av moderbolagets finansavdelning. Den övergripande målsättningen för finansfunktionen är att tillhandahålla en kostnadseffektiv finansiering samt att minimera negativa effekter på bolagets resultat pga marknadsfluktuationer.

Ränterisker

Ränterisk är risken att värdet på ett finansiellt instrument varierar på grund av förändringar i marknadsräntor.

Räntebärande lån och placeringar är huvudsakligen koncerninterna med marknadsmässig ränta och kort räntebindningstid.

Kreditrisker

Kreditrisk är risken att en part i en transaktion med ett finansiellt åtagande inte kan fullfölja detta åtagande. Bolaget innehar inga väsentliga finansiella tillgångar utöver kundfordringar med sedvanliga kredittider samt fordringar hos moder- och koncernföretag.

Valutarisker

Valutarisk är risken för fluktationer i värdet på ett finansiellt instrument på grund av förändringar i valutakurser. Valutakursriskerna är relaterade till förändringar i förväntade och kontrakterade betalningsflöden (transaktionsexponering) samt finansiell exponering i form av valutarisker i betalningsflöden i lån och placeringar.

Transaktionsexponering

Bolagets transaktionsexponering är i huvudsakligen koncentrerad till EUR, DKK, NOK, AUD, PLN och GBP.

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Valutaderivat

För att säkra en del av flödesexponeringen i utländsk valuta har terminskontrakt tecknats.
Följande kontrakt per valuta hade ingåtts per 31 december 2022:

Valuta	Belopp i tusental	Valuta såld Valuta köpt	Termins-kurs	Marknadsvärde 2022-12-31	Marknadsvärde 2021-12-31
NOK	26 000	NOK SEK	1,0520	-124	-178
				-124	-178

Terminskontrakten förfaller under mars 2023-augusti 2023.

För att säkra en del av flödesexponeringen i utländsk valuta har kombinerade optionskontrakt tecknats. Samtliga optionskontrakt förfaller under januari 2023-oktober 2023.

Följande optionskontrakt per valuta, innebärande att bolagets fordringar är säkrade till terminskursen samtidigt som motparten inte tillförsäkrats en eventuell ökning över terminskursen, hade ingåtts per 31 december 2022. Bolaget har för denna typ av option betalat en premie som periodiseras över kontraktets löptid:

Valuta	Belopp i tusental	Valuta såld Valuta köpt	Termins-kurs	Marknadsvärde 2022-12-31	Marknadsvärde 2021-12-31
NOK	146 600	NOK SEK	1,0260	1 653	2 000
				1 653	*2 000*

Av ovanstående valutakontrakt avser följande andel av kontrakten kundfordringar/leverantörsskulder som är redovisade till terminskurs per 31 december 2022:

Valuta	Valuta såld Valuta köpt	Orealiserad kursdifferens 2022	Orealiserad kursdifferens 2021
NOK	NOK SEK	–	-81
		–	-81

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Not 20 Uppskjuten skatt

	2022-12-31		
	Uppskjuten skattefordran	*Uppskjuten skatteskuld*	*Netto*
Väsentliga temporära skillnader			
Byggnader och mark		657	-657
Övriga avsättningar	5 458		5 458
Uppskjuten skattefordran/skuld	5 458	657	4 801
Uppskjuten skattefordran/skuld (netto)	5 458	657	4 801

	2021-12-31		
	Uppskjuten skattefordran	*Uppskjuten skatteskuld*	*Netto*
Väsentliga temporära skillnader			
Byggnader och mark	–	657	-657
Övriga avsättningar	5 588	–	5 588
Uppskjuten skattefordran/skuld	5 588	657	4 931
Uppskjuten skattefordran/skuld (netto)	5 588	657	4 931

Not 21 Andra långfristiga fordringar

	2022-12-31	*2021-12-31*
Ackumulerade anskaffningsvärden		
Vid årets början	311	311
	311	311
Redovisat värde vid årets slut	311	311

Not 22 Förutbetalda kostnader och upplupna intäkter

	2022-12-31	*2021-12-31*
Försäkringspremier	2 971	3 456
Hyror och leasingavgifter	4 629	3 821
Räntor och övriga finansiella kostnader	3 275	3 866
Övriga poster	4 624	2 273
	15 499	13 416

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Not 23 Disposition av vinst eller förlust

Förslag till disposition av företagets vinst eller förlust
Styrelsen föreslår att fritt eget kapital, tkr 285 590, disponeras enligt följande:

Utdelning	215 000
Balanseras i ny räkning	70 590
Summa	285 590

Not 24 Antal aktier och kvotvärde

	2022-12-31	*2021-12-31*
Aktieslag A		
antal aktier	16 125	16 125
kvotvärde	50	50
Aktieslag B		
antal aktier	843 875	843 875
kvotvärde	50	50

Not 25 Ackumulerade överavskrivningar

	2022-12-31	*2021-12-31*
Byggnader och mark	–	768
Maskiner och inventarier	135 199	105 800
	135 199	106 568

Not 26 *Avsättningar för pensioner och liknande förpliktelser*

Företaget har en förmånsbestämd pensionsplan som finansieras i egen regi och administreras av PRI Pensionsgaranti. Samtliga avsättningar omfattas av tryggandelagen.
Styrelsen för PRI beslutade att ändra beräkningsgrunderna gällande ålderspension som är tryggad i egen regi från 1 januari 2022. Förändringen avsåg diskonteringsränta, livslängdsåtagande och *konsolideringsreserv. Effekten av denna förändring visas i nedan ökning från föregående år.*

Pensionskostnad	*2022*	*2021*
Kostnaden redovisas i följande rader i resultaträkningen:		
Rörelseresultat	-34 869	-1 069
Finansiella kostnader	-6 649	-8 262
	-41 518	-9 331

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Not 27 Övriga avsättningar

	2022-12-31	2021-12-31
Omstruktureringsåtgärder	–	2 904
Garantiåtaganden	17 423	20 308
	17 423	23 212

Omstruktureringsåtgärder	*2022-12-31*	*2021-12-31*
Redovisat värde vid årets början	*2 904*	*546*
Avsättningar som gjorts under året[1]	–	7 242
Belopp som tagits i anspråk under året	-2 904	-4 884
Redovisat värde vid årets slut	–	2 904

1) Inkl ökningar av befintliga avsättningar.

Garantiåtaganden	*2022-12-31*	*2021-12-31*
Redovisat värde vid årets början	20 308	24 340
Avsättningar som gjorts under året[1]	2 282	3 664
Belopp som tagits i anspråk under året	-5 167	-7 696
Redovisat värde vid årets slut	17 423	20 308

1) Inkl ökningar av befintliga avsättningar.

Not 28 Checkräkningskredit

	2022-12-31	2021-12-31
Beviljad kreditlimit	20 500	20 500
Outnyttjad del	-20 500	-20 500
Utnyttjat kreditbelopp	–	–

Av bevilljad limit avser 500 TSEK kreditlimit för garantier och av dessa har 17 TSEK (17 TSEK) ianspråktagits för lämnade garantier.

Not 29 Upplupna kostnader och förutbetalda intäkter

	2022-12-31	2021-12-31
Personalrelaterade skulder	66 109	69 002
Kundbonus	83 262	78 806
Övriga poster	9 517	14 957
	158 888	162 765

Not 30 Ställda säkerheter och eventualförpliktelser

	2022-12-31	2021-12-31
Ställda säkerheter	Inga	Inga
Eventualförpliktelser		
Garantiåtaganden, PRI	4 742	4 123

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Not 31 Betalda räntor och erhållen utdelning

	2022	2021
Erhållen utdelning	19 204	45 538
Erhållen ränta	737	1
Erlagd ränta	-158	-159

Not 32 Likvida medel

	2022-12-31	2021-12-31
Följande delkomponenter ingår i likvida medel:		
Banktillgodohavanden	67 927	124
	67 927	124

Ovanstående poster har klassificerats som likvida medel med utgångspunkten att:
- De har en obetydlig risk för värdefluktuationer.
- De kan lätt omvandlas till kassamedel.
- De har en löptid om högst 3 månader från anskaffningstidpunkten.

Not 33 Övriga upplysningar till kassaflödesanalysen

Justeringar för poster som inte ingår i kassaflödet m m

	2022	2021
Avskrivningar	50 555	49 264
Rearesultat försäljning av anläggningstillgångar	596	--
Erhållen utdelning från dotterföretag	-19 204	-45 538
Avsättningar/fordringar avseende pensioner	30 935	-766
Övriga avsättningar	-5 789	-1 674
	57 093	1 286

Not 34 Hållbarhetsrapport

Tarkett AB upprättar ingen hållbarhetsrapport med hänvisningar till 6 kap. 10 § ÅRL.
Företaget omfattas av en Hållbarhetsrapport upprättad av moderbolaget i Tarkett-gruppen, Tarkett (Société Anonyme reg. nr 352849327 RCS Nanterre) i Frankrike. Tarkett:s hållbarhetsrapport finns att tillgå hos Tarkett, Tour Initiale - 1 Terrasse Bellini, 92919 Paris la Défense samt hos Tarkett AB.

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Not 35 Koncernuppgifter

Företaget som utgör moderföretag för en koncern med dotterföretag enl not 17, upprättar ej koncernredovisning med hänvisning till reglerna i Årsredovisningslagen 7 kap. 2 §.

Företaget är helägt dotterföretag till Tarkett GDL SA med säte i Luxemburg.

Ytterste moderbolag i Tarkett-gruppen är Tarkett (Société Anonyme reg. nr 352849327 RCS Nanterre) i Frankrike. Tarkett:s koncernredovisning finns att tillgå hos Tarkett, Tour Initiale - 1 Terrasse Bellini, 92919 Paris la Défense samt hos Tarkett AB.

Inköp och försäljning inom koncernen
Av företagets totala inköp och försäljning mätt i kronor avser 54% av inköpen och 41% av försäljningen andra förelag inom hela den företagsgrupp som företaget tillhör.

Ronneby den 28 april 2023

Niclas Wullt
Ordförande

Jimmy Persson

Jessica Jönsson
Metall-representant

Mikael Olsson
GS-representant

Boulos Aoun
Unionen-representant

DAVID HÅKANSSON, RONNEBY 2023-09-18

Vår revisionsberättelse har lämnats 2023- 06-01
Mazars AB

Andreas Brodström
Auktoriserad revisor

Undertecknad styrelseledamot i Tarkett AB intygar härmed, dels att denna kopia överensstämmer med originalet, dels att resultat- och balansräkning fastställts på ordinarie bolagsstämma den 15/6–2023. Stämman beslöt tillika godkänna styrelsens förslag till vinstdisposition.

Ronneby den 28/6–2023

David Håkansson

mazars

REVISIONSBERÄTTELSE

Till bolagsstämman i Tarkett AB
Org. nr 556003-9967

20230711191134

Rapport om årsredovisningen

Uttalanden

Vi har utfört en revision av årsredovisningen för Tarkett AB för år 2022.

Enligt vår uppfattning har årsredovisningen upprättats i enlighet med årsredovisningslagen och ger en i alla väsentliga avseenden rättvisande bild av Tarkett AB:s finansiella ställning per den 31 december 2022 och av dess finansiella resultat och kassaflöde för året enligt årsredovisningslagen. Förvaltningsberättelsen är förenlig med årsredovisningens övriga delar.

Vi tillstyrker därför att bolagsstämman fastställer resultaträkningen och balansräkningen.

Grund för uttalanden

Vi har utfört revisionen enligt International Standards on Auditing (ISA) och god revisionssed i Sverige. Vårt ansvar enligt dessa standarder beskrivs närmare i avsnittet *Revisorns ansvar*. Vi är oberoende i förhållande till Tarkett AB enligt god revisorssed i Sverige och har i övrigt fullgjort vårt yrkesetiska ansvar enligt dessa krav.

Vi anser att de revisionsbevis vi har inhämtat är tillräckliga och ändamålsenliga som grund för våra uttalanden.

Styrelsens ansvar

Det är styrelsen som har ansvaret för att årsredovisningen upprättas och att den ger en rättvisande bild enligt årsredovisningslagen. Styrelsen ansvarar även för den interna kontroll som de bedömer är nödvändig för att upprätta en årsredovisning som inte innehåller några väsentliga felaktigheter, vare sig dessa beror på oegentligheter eller på misstag.

Vid upprättandet av årsredovisningen ansvarar styrelsen för bedömningen av bolagets förmåga att fortsätta verksamheten. De upplyser, när så är tillämpligt, om förhållanden som kan påverka förmågan att fortsätta verksamheten och att använda antagandet om fortsatt drift. Antagandet om fortsatt drift tillämpas dock inte om styrelsen avser att likvidera bolaget, upphöra med verksamheten eller inte har något realistiskt alternativ till att göra något av detta.

Revisorns ansvar

Våra mål är att uppnå en rimlig grad av säkerhet om huruvida årsredovisningen som helhet inte innehåller några väsentliga felaktigheter, vare sig dessa beror på oegentligheter eller på misstag, och att lämna en revisionsberättelse som innehåller våra uttalanden. Rimlig säkerhet är en hög grad av säkerhet, men är ingen garanti för att en revision som utförs enligt ISA och god revisionssed i Sverige alltid kommer att upptäcka en väsentlig felaktighet om en sådan finns. Felaktigheter kan uppstå på grund av oegentligheter eller misstag och anses vara väsentliga om de enskilt eller tillsammans rimligen kan förväntas påverka de ekonomiska beslut som användare fattar med grund i årsredovisningen.

Som del av en revision enligt ISA använder vi professionellt omdöme och har en professionellt skeptisk inställning under hela revisionen. Dessutom:

- identifierar och bedömer vi riskerna för väsentliga felaktigheter i årsredovisningen, vare sig dessa beror på oegentligheter eller på misstag, utformar och utför granskningsåtgärder bland annat utifrån dessa risker och inhämtar revisionsbevis som är tillräckliga och ändamålsenliga för att utgöra en grund för våra uttalanden. Risken för att inte upptäcka en väsentlig felaktighet till följd av oegentligheter är högre än för en väsentlig felaktighet som beror på misstag, eftersom oegentligheter kan innefatta agerande i maskopi, förfalskning, avsiktliga utelämnanden, felaktig information eller åsidosättande av intern kontroll.
- skaffar vi oss en förståelse av den del av bolagets interna kontroll som har betydelse för vår revision för att utforma granskningsåtgärder som är lämpliga med hänsyn till omständigheterna, men inte för att uttala oss om effektiviteten i den interna kontrollen.
- utvärderar vi lämpligheten i de redovisningsprinciper som används och rimligheten i styrelsens uppskattningar i redovisningen och tillhörande upplysningar.
- drar vi en slutsats om lämpligheten i att styrelsen använder antagandet om fortsatt drift vid upprättandet av årsredovisningen. Vi drar också en slutsats, med grund i de inhämtade revisionsbevisen, om huruvida det finns någon väsentlig osäkerhetsfaktor som avser sådana händelser eller förhållanden som kan leda till betydande tvivel om bolagets förmåga att fortsätta verksamheten. Om vi drar slutsatsen att det finns en väsentlig osäkerhetsfaktor, måste vi i revisionsberättelsen fästa uppmärksamheten på upplysningarna i årsredovisningen om den väsentliga osäkerhetsfaktorn eller, om sådana upplysningar är otillräckliga, modifiera uttalandet om årsredovisningen. Våra slutsatser baseras på de revisionsbevis som inhämtas fram till datumet för revisionsberättelsen. Dock kan framtida händelser eller förhållanden göra att ett bolag inte längre kan fortsätta verksamheten.
- utvärderar vi den övergripande presentationen, strukturen och innehållet i årsredovisningen, däribland upplysningarna, och om årsredovisningen återger de underliggande transaktionerna och händelserna på ett sätt som ger en rättvisande bild.

Vi måste informera styrelsen om bland annat revisionens planerade omfattning och inriktning samt tidpunkten för den. Vi måste också informera om betydelsefulla iakttagelser under revisionen, däribland de eventuella betydande brister i den interna kontrollen som vi identifierat.

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Rapport om andra krav enligt lagar och andra författningar

Uttalanden

Utöver vår revision av årsredovisningen har vi även utfört en revision av styrelsens förvaltning för Tarkett AB för år 2022 samt av förslaget till dispositioner beträffande bolagets vinst eller förlust.

Vi tillstyrker att bolagsstämman disponerar vinsten enligt förslaget i förvaltningsberättelsen och beviljar styrelsens ledamöter ansvarsfrihet för räkenskapsåret.

Grund för uttalanden

Vi har utfört revisionen enligt god revisionssed i Sverige. Vårt ansvar enligt denna beskrivs närmare i avsnittet *Revisorns ansvar*. Vi är oberoende i förhållande till Tarkett AB enligt god revisorssed i Sverige och har i övrigt fullgjort vårt yrkesetiska ansvar enligt dessa krav.

Vi anser att de revisionsbevis vi har inhämtat är tillräckliga och ändamålsenliga som grund för våra uttalanden.

Styrelsens ansvar

Det är styrelsen som har ansvaret för förslaget till dispositioner beträffande bolagets vinst eller förlust. Vid förslag till utdelning innefattar detta bland annat en bedömning av om utdelningen är försvarlig med hänsyn till de krav som bolagets verksamhetsart, omfattning och risker ställer på storleken av bolagets egna kapital, konsolideringsbehov, likviditet och ställning i övrigt.

Styrelsen ansvarar för bolagets organisation och förvaltningen av bolagets angelägenheter. Detta innefattar bland annat att fortlöpande bedöma bolagets ekonomiska situation och att tillse att bolagets organisation är utformad så att bokföringen, medelsförvaltningen och bolagets ekonomiska angelägenheter i övrigt kontrolleras på ett betryggande sätt.

Revisorns ansvar

Vårt mål beträffande revisionen av förvaltningen, och därmed vårt uttalande om ansvarsfrihet, är att inhämta revisionsbevis för att med en rimlig grad av säkerhet kunna bedöma om någon styrelseledamot i något väsentligt avseende:

- företagit någon åtgärd eller gjort sig skyldig till någon försummelse som kan föranleda ersättningsskyldighet mot bolaget, eller
- på något annat sätt handlat i strid med aktiebolagslagen, årsredovisningslagen eller bolagsordningen.

Vårt mål beträffande revisionen av förslaget till dispositioner av bolagets vinst eller förlust, och därmed vårt uttalande om detta, är att med rimlig grad av säkerhet bedöma om förslaget är förenligt med aktiebolagslagen.

Rimlig säkerhet är en hög grad av säkerhet, men ingen garanti för att en revision som utförs enligt god revisionssed i Sverige alltid kommer att upptäcka åtgärder eller försummelser som kan föranleda ersättningsskyldighet mot bolaget, eller att ett förslag till dispositioner av bolagets vinst eller förlust inte är förenligt med aktiebolagslagen.

Som en del av en revision enligt god revisionssed i Sverige använder vi professionellt omdöme och har en professionellt skeptisk inställning under hela revisionen. Granskningen av förvaltningen och förslaget till dispositioner av bolagets vinst eller förlust grundar sig främst på revisionen av räkenskaperna. Vilka tillkommande granskningsåtgärder som utförs baseras på vår professionella bedömning med utgångspunkt i risk och väsentlighet. Det innebär att vi fokuserar granskningen på sådana åtgärder, områden och förhållanden som är väsentliga för verksamheten och där avsteg och överträdelser skulle ha särskild betydelse för bolagets situation. Vi går igenom och prövar fattade beslut, beslutsunderlag, vidtagna åtgärder och andra förhållanden som är relevanta för vårt uttalande om ansvarsfrihet. Som underlag för vårt uttalande om styrelsens förslag till dispositioner beträffande bolagets vinst eller förlust har vi granskat styrelsens motiverade yttrande samt ett urval av underlagen för detta för att kunna bedöma om förslaget är förenligt med aktiebolagslagen.

Helsingborg, 2023-06-01

Mazars AB

Andreas Brodström
Auktoriserad revisor

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Consolidated financial statements

as of December 31, 2022

Tarkett

20230713193137

This document presents the consolidated financial statements of Tarkett as of December 31, 2022.
The statutory auditors' report appears on the page 57.

This document is a non-binding "free" translation from French in English as no legal value other than an informative one.
Should there be any difference between the French and the English version, only the text in French language shall be deemed authentic and considered as expressing the exact information published by Tarkett.

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1 Consolidated Financial Statements as of December 31, 2022

Consolidated income statement

(in millions of euros)	Note	2022	2021
Net Revenue		**3,358.9**	**2,792.1**
Cost of sales		(2,753.8)	(2,241.5)
Gross profit		**605.1**	**550.6**
Other operating income		10.7	12.2
Selling and distribution expenses		(345.1)	(296.0)
Research and development		(25.5)	(23.1)
General and administrative expenses		(184.1)	(172.9)
Other operating expenses		(16.7)	(11.2)
Result from operating activities	**(3)**	**44.4**	**59.6**
Financial income		2.6	1.0
Financial expenses		(53.8)	(39.7)
Financial income and expenses	**(7)**	**(51.3)**	**(38.8)**
Share of profit of equity accounted investees (net of income tax)		(1.0)	5.3
Profit before income tax		**(7.9)**	**26.1**
Total income tax	(8)	(18.1)	(11.0)
Profit from continuing operations		**(26.0)**	**15.1**
Net profit for the period		**(26.0)**	**15.1**
Attributable to:			
Owners of Tarkett		(26.8)	15.1
Non-controlling interests		0.8	0.0
Net profit for the period		**(26.0)**	**15.1**
Earnings per share:			
Basic earnings per share (in euros)	(9)	(0.41)	0.23
Diluted earnings per share (in euros)	(9)	(0.41)	0.23

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Consolidated statement of comprehensive income

(in millions of euros)	Note	2022	2021
Net profit for the period		**(26.0)**	**15.1**
Other comprehensive income (OCI)		-	-
Foreign currency translation differences for foreign operations		27.4	34.1
Changes in fair value of cash flow hedge instruments	(7)	38.9	3.5
Income tax		(0.2)	(0.9)
OCI to be reclassified to profit and loss in subsequent periods		**66.2**	**36.7**
Defined benefit plan actuarial gain (losses)	(4)	24.1	18.9
Other items of comprehensive income		-	-
Income tax		(1.8)	(4.5)
OCI not to be reclassified to profit and loss in subsequent periods		**22.4**	**14.5**
Other comprehensive income, net of tax		**88.5**	**51.1**
Total comprehensive income for the period		**62.5**	**66.2**
Attributable to:		-	
Owners of Tarkett		61.7	66.2
Non-controlling interests		0.8	-
Total comprehensive income for the period		**62.5**	**66.2**

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Consolidated statement of financial position

Assets

(in millions of euros)	Note	Dec. 31, 2022	Dec. 31, 2021
Goodwill	(5)	679.2	647.9
Intangible assets	(5)	59.7	77.6
Property, plant and equipment	(5)	556.0	530.9
Other financial assets	(7)	49.0	19.3
Deferred tax assets	(8)	92.3	83.1
Other intangible assets		0.0	0.0
Total non-current assets		**1,436.3**	**1,358.8**
Inventories	(3)	537.6	471.7
Trade receivables	(3)	265.5	244.8
Other receivables	(3)	146.3	137.6
Cash and cash equivalents	(7)	220.8	205.4
Total current assets		**1,170.1**	**1,059.5**
Total assets		**2,606.4**	**2,418.3**

Equity and liabilities

(in millions of euros)	Note	Dec. 31, 2022	Dec. 31, 2021
Share capital	(9)	327.8	327.8
Share premium and reserves		167.4	167.4
Retained earnings		443.3	330.0
Net profit for the period attributable to equity holders of the parents		(26.8)	15.1
Equity attributable to equity holders of the parent		**911.6**	**840.2**
Non-controlling interests		1.4	*(0.0)*
Total equity		**913.0**	**840.2**
Other non-current liabilities		12.6	9.7
Financial liabilities	(7)	802.7	614.4
Other financial liabilities	(7)	2.3	0.2
Deferred tax liabilities	(8)	7.7	13.2
Employee benefits	(4)	85.7	117.3
Provisions and other non-current liabilities	(6)	34.2	35.0
Total non-current liabilities		**945.2**	**789.8**
Trade payables	(3)	344.2	403.8
Other operating liabilities	(3)	292.6	270.2
Financial liabilities and bank overdrafts	(7)	72.9	66.7
Other financial liabilities	(7)	5.3	6.1
Provisions and other current liabilities	(6)	33.1	41.5
Total current liabilities		**748.1**	**788.4**
Total equity and liabilities		**2,606.4**	**2,418.3**

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Consolidated statement of cash flows

(in millions of euros)	Note	2022	2021
Cash flows from operating activities			
Profit for the period before income tax		(7.9)	26.1
Adjustments for:			
Depreciation, amortization and impairment		151.9	149.1
(Gain) loss on sale of fixed assets	(3)	(0.3)	1.3
Net finance costs	(7)	51.3	39.1
Change in provisions and other non-cash items		(13.5)	(7.6)
Share of profit of equity accounted investees (net of tax)		1.0	(5.3)
Operating cash flow before working capital changes		**182.6**	**202.8**
(Increase) / Decrease in trade receivables		(14.9)	(18.4)
(Increase) / Decrease in other receivables		(2.9)	(21.4)
(Increase) / Decrease in inventories		(53.5)	(99.5)
Increase / (Decrease) in trade payables		(67.4)	117.7
Increase / (Decrease) in other payables		4.0	10.3
Changes in working capital		**(134.7)**	**(11.2)**
Net interest paid		(31.2)	(21.5)
Net income taxes paid		(24.0)	(26.3)
Other operating items		(11.8)	(26.1)
Net cash flows from operating activities		**(19.1)**	**117.6**
Cash flows from investing activities			
Acquisition of subsidiaries net of cash acquired	(2)	(4.0)	(2.6)
Acquisitions of intangible assets and property, plant and equipment	(5)	(96.7)	(72.8)
Proceeds from sale of property, plant and equipment	(5)	2.5	6.9
Effect of changes in the scope of consolidation		0.0	(0.0)
Net cash flows from investing activities		**(98.1)**	**(68.4)**
Cash flows from financing activities			
Capital increase		-	-
Acquisition of NCI without a change in control		(0.1)	-
Proceeds from loans and borrowings		179.4	518.3
Repayment of loans and borrowings		(14.2)	(664.6)
Repayment of lease liabilities		(35.1)	(32.2)
Acquisitions/disposals of treasury shares		(0.0)	0.2
Dividends	(9)	(0.0)	0.0
Net cash flows from financing activities		**130.0**	**(178.4)**
Net increase / (decrease) in cash and cash equivalents		**12.7**	**(129.2)**
Cash and cash equivalents, beginning of period		205.4	328.6
Effect of exchange rate fluctuations on cash held		2.5	6.0
Cash and cash equivalents, end of period	(7)	**220.8**	**205.4**

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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, 2021	**327.8**	**167.4**	**(73.5)**	**348.6**	**770.3**	**-**	**770.3**
Capital increase	-	-	-	-	-	-	-
Share premium	-	-	-	-	-	-	-
Net profit for the period	-	-	-	15.1	15.1	-	15.1
Other comprehensive income, net of tax	-	-	34.1	17.0	51.1	-	51.1
Total comprehensive income for the period	**-**	**-**	**34.1**	**32.1**	**66.2**	**-**	**66.2**
Dividends	-	-	-	-	-	-	-
Own shares (acquired) / sold	-	-	-	2.1	2.1	-	2.1
Share-based payments	-	-	-	1.4	1.4	-	1.4
Acquisition of NCI without a change in control	-	-	-	-	-	-	-
Other	-	-	-	0.2	0.2	-	0.2
Total transactions with shareholders	**-**	**-**	**-**	**3.7**	**3.7**	**-**	**3.7**
As of December 31, 2021	**327.8**	**167.4**	**(39.4)**	**384.4**	**840.2**	**-**	**840.2**
As of January 1, 2022	**327.8**	**167.4**	**(39.4)**	**384.4**	**840.2**	**-**	**840.2**
Capital increase	-	-	-	-	-	-	-
Share premium	-	-	-	-	-	-	-
Net profit for the period	-	-	-	(26.8)	(26.8)	0.8	(26.0)
Other comprehensive income, net of tax	-	-	27.4	61.1	88.5	(0.0)	88.5
Total comprehensive income for the period	**-**	**-**	**27.4**	**34.3**	**61.7**	**0.8**	**62.5**
Dividends	-	-	-	-	-	-	-
Own shares (acquired) / sold	-	-	-	-	-	-	-
Share-based payments	-	-	-	5.3	5.3	-	5.3
Acquisition of NCI without a change in control	-	-	-	(0.0)	(0.0)	0.6	0.6
Other [1]	-	-	-	4.4	4.4	-	4.4
Total transactions with shareholders	**-**	**-**	**-**	**9.7**	**9.7**	**0.6**	**10.3**
As of December 31, 2022	**327.8**	**167.4**	**(12.0)**	**428.4**	**911.6**	**1.4**	**913.0**

(1) Corresponds to the hyperflation effect for 4.4 m€

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2 Notes to the consolidated financial statements

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Note 1 > Basis of preparation

1.1 General information

Tarkett's Consolidated Financial Statements as of and for the year ended December 31, 2022, include the Company and its subsidiaries (the "Group"), as well as its interests in associates and joint ventures.

The Group is a leading global flooring company, providing a large range of flooring and sports surface solutions to business and residential end-users.

The Group completed its initial public offering on November 21, 2013, and is listed on Compartment B (Compartment A until January 31, 2020 and Compartment B since February 1, 2020) of Euronext Paris, ISIN code: FR0004188670 - Ticker Symbol: TKTT.

The Group's registered office is located at 1 Terrasse Bellini - Tour Initiale - 92919 Paris La Défense, France.

The Group's Consolidated Financial Statements as of and for the year ended December 31, 2022, were finalized by the Management Board on February 14, 2023, and reviewed by the Supervisory Board on February 15, 2023. They will be submitted for shareholder approval on April 21, 2023.

The Group's Consolidated Financial Statements are presented in millions of euros, to one decimal place. The sum of the rounded amounts may differ, albeit to an insignificant extent, from the reported total and subtotals in the tables.

1.2 Significant accounting principles

1.2.1 Statement of compliance and applicable standard

The Group's consolidated financial statements as of and for the year ended December 31, 2022 have been prepared in accordance with IFRS (*International Financial Reporting Standards*) as adopted by the European Union as of such date, which are available at https://ec.europa.eu/info/index_en. These standards have been applied consistently for the fiscal years presented.

a) Amendments, new standards, or revisions to existing standards and interpretations applied during the period

The following published standards have been applied by the Group for the fiscal year:

- **IFRS IC Decision relating to the IAS 7 standard** - Demand deposits subject to usage restrictiosn via a contract with a third party.
- **IFRS IC Decision relating to the IFRS 9/IFRS 16 standards** - Abandonment of rents by the lessor.

None of these interpretations applicable as of January 1, 2022, had a material impact as of December 31, 2022.

b) Early adoption of new standards or interpretations during the period

The Group has been applying the following amendments since January 1, 2022:

- **IFRS 17** - Insurance contracts including amendments published on June 25, 2020 ;
- **Amendment to IAS 1 and Practice Statement 2** - Information to be provided on accounting methods;
- **Amendment to IAS 8** - Definition of accounting estimates;
- **Amendment to IAS 12** - Deferred taxes linked to assets and liabilities stemming from a single transaction.

c) New standards and interpretations not adopted

The following new published standards are not applicable:

- **Amendments to IAS 1**: classification of liabilities as current and non-current liabilities.
- **Amendments to IFRS 16**: Rental liabilities relating to a leaseback.
- **Amendments to IFRS 17** : Initial application of IFRS 17 and IFRS 9 - Comparative information.

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1.2.2 Accounting estimates and judgments

The preparation of the Group's consolidated financial statements requires it to make a number of estimates and assumptions that have an effect on the amounts recorded on its balance sheet and income statement.

These estimates and assumptions relate primarily to the following notes:

	Note
Measurement of the fair value of the consideration transferred, NCI and assets acquired and liabilities assumed	2
Impairment testing of assets	5.3
Accounting treatment of Financial Instruments	7.6
Provisions for employee benefits	4.1
Valuation of deferred tax assets	8.2
Determination of other provisions (warranties and disputes)	6

Management reviews these estimates and assumptions on an ongoing basis, by reference to past experience and information deemed significant given the current environment. Actual results may differ significantly from these estimates.

The Group's consolidated financial statements have been prepared according to the principle of historical costs, with the exception of the following assets and liabilities which are recorded at their fair value: derivative instruments, investments held for transaction purposes, financial assets available for sale, pension plan assets and other elements when necessary. The carrying amount of assets and liabilities subject to fair value hedging has been adjusted in line with the changes in fair value attributable to the hedged risks.

1.3 Significant developments

> Geopolitical conflict

The war in Ukraine makes it difficult to assess the changes in demand in the Russian and Ukrainian markets.

In Russia, the decline in volumes (approximately -25% compared with 2021) was offset by increases in sale prices and a positive exchange rate effect linked to the appreciation of the rouble against the euro. Russia accounts for approximately 9% of the Group's overall turnover.

The Group continues to operate in this country in strict compliance with the international and local regulations but has frozen all significant new investments.

Ukraine accounts for just under 0.5% of the Group's overall turnover. Sales activities have gradually resumed, but the pace was much slower in 2022, and the production site located in the west of the country is currently able to maintain its activities. In view of the current conflict, a depreciation amounting to €7.3 million has been recorded for inventories and accounts receivable.

> IAS 29 - Hyperinflationary in Turkey

Cumulative inflation over three years in Turkey exceeded the 100% threshold on April 1, 2022, leading to the retroactive application of the IAS 29 standard on January 1, 2022. This involves re-evaluating non-monetary assets and liabilities (Intangible assets and property, plant and equipment, inventories and equity) taking inflation into account since their entry in the consolidated financial statements. The counterpart item to this re-evaluation on January 1, 2022 is recognized as equity.

The re-evaluations for the 2022 period are presented as financial results, generating a profit or loss on the net monetary position. The income statement is re-evaluated to reflect changes in the general purchasing power of its functional currency. In addition, income statement items are converted at the closing rate of the period concerned and not at the average rate for the period.

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1.4 Accounting for climate risk

The Tarkett group has committed to a new environmental strategy for 2030. The objectives are as follows:

- To reduce its greenhouse gas (GHG) emissions across its value chain (Scope 1, Scope 2 and Scope 3) by 30% by 2030 compared to 2019. This target is in line with the Paris Agreement to limit the global temperature increase to below 2°C. It was validated by the independent Science Based Target Initiative (SBTi) in December 2022 in the following terms: reduce total GHG emissions from Scope 1 and Scope 2 by 50% compared to 2019 and reduce GHG emissions from its value chain (Scope 3) linked to the production of raw materials and the end-of-life processing of its products by 27.5% compared to 2019;
- triple the proportion of recycled raw materials from 10% (in 2018) to 30% (in 2030).

The Finance Department interacts regularly with the Sustainable Development Department to ensure that the commitments made by the Group are consistent with those reflected in the financial statements. The Group is exposed to physical and transitional risks (regulatory, legal, market, etc.) related to climate change, such as the increasing frequency of severe weather events, the demand for new products with a very low environmental footprint, the introduction of a carbon tax, and the withdrawal from fossil fuels and plastics. The potential consequences of these risks are reviewed and updated every year and mitigation actions are decided and implemented proactively. Physical risks are mostly covered by property and casualty insurance policies and those related to expected regulatory changes have also been reviewed to the best of our knowledge. Tarkett considers that the evaluation of climatic risks is correctly taken into account and in coherence with its commitments in this matter. The integration of these elements did not have a significant impact on the Group's financial statements. In addition, Tarkett has received a "Leadership A-" rating from the CDP (Climate Change 2022) and a Gold score from the CSR assessment platform Ecovadis.

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Note 2 > Changes in the scope of consolidation

2.1 Consolidation methods

2.1.1 Full consolidation

A subsidiary is an entity controlled by the Group. The Group controls an entity when it is exposed to, or has the right to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the Consolidated Financial Statements from the date that control commences until the date that control ceases.

The accounting policies of subsidiaries have been changed when necessary to align them with the policies adopted by the Group.

Losses applicable to non-controlling interests in a subsidiary are allocated to the non-controlling interests, even if doing so causes the non-controlling interests to have a deficit balance.

2.1.2 Equity method accounting for joint ventures and associates

A joint venture, for purposes of IFRS 11, is an arrangement in which the Group has joint control, whereby the Group has right to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities. The Group's interests in joint ventures are accounted for using the equity method and comprise principally the joint venture Allsports construction and maintenance Ltd.

They are recognized initially at cost, which includes *transaction costs. Subsequent to initial recognition, the* consolidated financial statements include the Group's share of the profit or loss and OCI of equity accounted investees, until the date on which significant influence or joint control ceases.

The accounting policies described hereafter have been applied to all the periods presented in the consolidated financial statements and have been uniformly applied by all Group entities acquired prior to December 31, 2022 (see Note 2.4).

2.2 Business combinations

Business combinations are accounted for using the acquisition method on the acquisition date - i.e. when control is transferred to the Group.

The Group measures *goodwill* at the acquisition date as:

- the fair value of the consideration transferred; plus
- the recognized amount of any non-controlling interests in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the pre-existing equity interest in the acquiree; minus
- the net recognized amount (generally fair value) of the identifiable assets acquired and liabilities assumed.
- when the excess is negative, a bargain purchase gain is recognized immediately in profit or loss.

Transactions costs, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

Any contingent consideration payable is measured at fair value at the acquisition date. If the contingent consideration is classified as equity, then it is not remeasured and *settlement is accounted for within equity. However,* subsequent changes in the fair value of the contingent consideration are recognized in profit or loss.

Acquisition of Non-Controlling Interests (NCI) without a change in control

For each business combination, the Group elects to measure any non-controlling interests in the acquiree either:

- at fair value; or
- at their proportionate share of the acquiree's identifiable net assets, which are generally at fair value.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as transactions with owners in their capacity as owners. Adjustments to non-controlling interests are based on a proportionate amount of the net assets of the subsidiary. No adjustments are made to *goodwill* and no gain or loss is recognized in *profit or loss.*

Share put options granted by the Group

If the Group undertakes to acquire non-controlling shareholders, the latter have the option to transfer their shares to the Group at a fixed term and for a given price, which may be settled in cash. The Group consolidates the entity as though the non-controlling interests had already been acquired. This position leads to recognizing a liability, recorded in "other liabilities," for the present value of the estimated exercise price of the put option, with any subsequent valuation changes being recorded in shareholders' equity.

As of December 31, 2022, all buyback options have been exercised.

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2.3 Foreign currency translation

The functional currency of Tarkett and its subsidiaries located in the euro zone is the euro. Group entities operate on an autonomous basis and therefore the functional currency of entities operating outside the euro zone is generally their local currency.

The Group presents its financial statements in euros.

Foreign currency transactions

Transactions in foreign currencies are translated into the respective functional currencies of the Group entities at the foreign exchange rate as of the date of the transaction. Foreign exchange rate differences arising on these transactions are recognized either in the operating profit for operational transactions or in the financial result for financing transactions.

Certain transactions are covered by derivative instrument contracts: the accounting treatment of these transactions is described in note 7.6.

Non-monetary items are not revalued at the balance sheet date and are translated using the historical exchange rates, while monetary items are translated using the foreign exchange rates in effect on the balance sheet date.

Financial statements of foreign operations

On the balance sheet date, assets and liabilities of foreign operations are translated at the closing rate, and income and expenses are translated at the average exchange rate for the period.

Foreign currency differences are recognized in other comprehensive income (OCI) and presented in the translation reserve in equity.

Net investments in foreign operations

When a long-term loan in foreign currency is granted to a subsidiary, it may be deemed a net investment in a foreign company. Foreign exchange gains and losses relating to these long-term loans are then recognized in translation reserves in other comprehensive income.

2.4 Changes in the scope of consolidation

The Tarkett Group's scope of consolidation is as follows (see Note 13, which contains a list of consolidated companies):

Number of companies	Dec. 31, 2021	Mergers	Acquisitions and creations	Liquidations	Dec. 31, 2022
Fully consolidated companies	72	(1)	5	-	76
Equity-accounted consolidated companies	4	-	-	-	4
Total	**76**	**(1)**	**5**	**-**	**80**

2.4.1 Transactions completed in 2022

The year's main transactions are as follows:

a) Acquisitions and creations

Beynon Sports Surfaces, Inc acquired the company Zaino in January 2022 for an amount of USD 0.8 million. The company has been incorporated in Beynon.

Creation in January 2022 of Tarkett Sports Midwest Inc., a wholly owned subsidiary of Fieldturf Tarkett USA.

Creation in January 2022 of Midwest Specialty Contractors Inc., a wholly owned subsidiary of Fieldturf Tarkett USA.

In February 2022, Fieldturf Tarkett USA Holdings, Inc acquired 49.00% of the securities of Dynamic Base Construction, LLC, a fully consolidated American company.

Creation of the company Wildcat Enterprise for Textile Industries in the United Arab Emirates, wholly owned by the company Fieldturf Tarkett.

b) Mergers

The company Beynon Sports Surfaces directly absorbed the company Zaino after its acquisition in January 2022.

c) Liquidations

None.

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2.4.2 Transactions completed in 2021

The year's main transactions are as follows:

a) Acquisitions

In April 2021, Tarkett GDL acquired 33.33% of Virtual Reality Empathy Platform Ltd., a British company consolidated through the equity method.

Tarkett Manufacturing Mexico, formed in July 2021, acquired Vinylasa from Losetas and is wholly owned by Tarkett USA.

b) Mergers

None.

c) Liquidations

The company Desso Texture Tex BV was liquidated in January 2021.

2.5 Joint ventures

The Group holds interests in the following companies:

- AllSports Constructions & Maintenance, a Scottish company.
- FED Inc., based in the United States.
- Laminate Park GmbH & Co KG, a German company jointly held with the Sonae Arauco Group.
- Virtual Reality Empathy Platform Ltd, a British company.

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Note 3 > Operating Data

3.1 Components of the income statement

3.1.1 *Net revenue*

As from January 1, 2018, IFRS 15, "Revenue from Contracts with Customers," replaces IAS 11, "Construction Contracts," and related interpretations.

The standard includes new rules for recording revenue and segmenting contracts into performance obligations.

In accordance with the standard, revenue from the sale of goods is recognized in profit or loss when the control inherent to service obligations has been transferred to the buyer, payment is likely, the associated costs and potential return of the merchandise can be reliably assessed, the Group is no longer involved in managing the merchandise, and the revenue from the merchandise can be reliably assessed. Revenue is recognized net of returns, rebates, commercial discounts, and bulk discounts.

The Group recognizes revenue using the five-step model set forth in the standard as a function of its two business sectors.

Flooring:

The contracts that the Group enters into relate to the supply of identifiable and distinct products constituting the principal performance obligation. No significant long-term contracts were identified. The Group acts in its own name and not as an intermediary. The general terms and conditions of sale provide for payment in under one year, and the Group does not offer variable financing that would necessitate segmented recording pursuant to IFRS 15. Tarkett does not sell extended warranties on its products; therefore, its warranty is not considered as a separate service and is recorded in accordance with IAS 37, "Provisions, contingent liabilities and contingent assets."

For this business sector, in general, revenue is recorded at the time of delivery of the performance obligation. Taking into consideration the nature of the products and the general terms and conditions of sale, sales are usually recorded on the date on which the products leave the Group's warehouses, or upon delivery if Tarkett is responsible for transport.

Sports Surfaces:

The sports surfaces activity is composed of sales of products directly to distributors and the sale of installation contracts (including provision of the sports surfaces). The direct sale of products to distributors follows the same Group rules for recording revenue as those described for the flooring activity. With respect to installation contracts, the Group does not perform installations without also providing the sports surfaces; it therefore considers the supply of the products and the installation to be part of the same performance obligation. The general terms and conditions of sale do not offer variable financing or specific components of financing. Tarkett does not sell extended warranties on its installations; therefore, its warranty is not considered a separate service and is recorded in accordance with IAS 37, "Provisions, contingent liabilities and contingent assets."

In this business segment, revenue from services rendered or from construction contracts is recognized in profit or loss in proportion to the stage of completion of the transaction at the balance sheet date. Revenue is recorded as the performance obligation are completed. The stage of completion is assessed by reference to surveys of work performed. The use of the percentage-of-completion method requires satisfaction of one of the three prior conditions provided for in IFRS 15 paragraph 35.

Pursuant to that paragraph of the standard, the Group recognizes revenue over time to the extent that it complies with two of the three following conditions referred to in the standard:

- the asset created by the Tarkett Group's performance does not have an alternative use to that provided for in the contract;
- the Group has an enforceable right to payment for performance completed to date.

Net sales comprise revenue from the sale of goods and services net of price reductions and taxes, and after elimination of intragroup sales.

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3.1.2 Operating result

a) Grants

Grants relating to assets are deducted from the carrying amount of the property, plant and equipment that they financed. The grants are thus recognized as income over the lives of the assets by way of a reduced depreciation charge.

Grants are recognized when there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received. Other grants are recognized as income on a systematic basis over the periods necessary to match them with the related costs which they are intended to compensate.

b) Expenses

Cost of sales

Cost of sales comprises the cost of manufactured products, the acquisition cost of purchased goods which have been sold, and the supply chain, logistic and freight costs.

Research and development

Research and development costs are recognized as expenses when incurred, unless the criteria are met for them to be capitalized, as per Note 5.2.1.

Selling and distribution expenses

Selling and distribution expenses comprise the expenses of the marketing department and the sales force, as well as *advertising expenses, distribution expenses, sales* commissions and bad debts.

General and administrative expenses

General and administrative expenses comprise the remuneration and overhead expenses associated with *management and administrative personnel with the* exception of amounts charged to other cost centres.

c) Other operating income and expenses

This category includes all operating income and expenses that cannot be directly attributed to business functions, including operating expense related to retirement commitments and costs with respect to certain disputes.

3.1.3 Adjusted EBITDA

Adjusted EBITDA is a key indicator for the Group, because it enables it to measure the performance of its current operations.

It is defined using the result from operating activities before depreciation and amortization and restating income and expenses as follows:

- restructuring costs to improve the future profitability of the Group;
- gains or losses on disposals of significant assets;
- impairment and reversal of impairment based on Group impairment testing only;
- costs related to business combinations and legal reorganizations, including legal fees, transactions costs, advisory fees and other adjustments;
- expenses related to share-based payments due to their non-cash nature; and
- other one-off expenses considered exceptional by their nature.

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(in millions of euros)	Dec. 31, 2022	Of which adjustments:					Dec. 31, 2022 adjusted
		Restructuring	Gains/Losses on asset sales/ impairment	Business Combinations	Share-based payments	Other	
Net revenue	**3,358.9**	-	-	-	-	-	**3,358.9**
Cost of sales	(2,753.8)	15.9	2.0	-	-	-	(2,735.9)
Gross profit	**605.1**	**15.9**	**2.0**	-	-	-	**623.0**
Selling and distribution expenses	(345.1)	1.4	5.3	-	-	-	(338.4)
Research and development	(25.5)	0.0	-	-	-	-	(25.5)
General and administrative expenses	(184.1)	0.3	-	0.5	6.3	4.6	(172.3)
Other operating income and expenses	(6.0)	1.1	-	-	-	4.0	(1.0)
Result from operating activities (EBIT)	**44.4**	**18.7**	**7.3**	**0.5**	**6.3**	**8.6**	**85.8**
Depreciation and amortization	152.0	(2.2)	0.3	-	-	-	150.1
Other	(1.0)	-	-	-	-	-	(1.0)
EBITDA	**195.4**	**16.5**	**7.7**	**0.5**	**6.3**	**8.6**	**234.9**

(in millions of euros)	Dec. 31, 2021	Of which adjustments					Dec. 31, 2021 adjusted
		Restructuring	Gains/Losses on asset sales/ impairment	Business Combinations	Share-based payments	Other	
Net revenue	**2,792.1**	-	-	-	-	-	**2,792.1**
Cost of sales	(2,241.5)	6.5	-	-	-	-	(2,235.1)
Gross profit	**550.6**	**6.5**	-	-	-	-	**557.0**
Selling and distribution expenses	(296.0)	0.9	-	-	-	-	(295.1)
Research and development	(23.1)	-	-	-	-	-	(23.0)
General and administrative expenses	(172.9)	1.1	-	0.6	3.1	2.9	(165.2)
Other operating income and expenses	1.0	3.0	(1.9)	-	-	4.4	6.4
Result from operating activities (EBIT)	**59.6**	**11.5**	**(1.9)**	**0.6**	**3.1**	**7.3**	**80.2**
Depreciation and amortization	149.2	(0.1)	-	-	-	-	149.0
Other	(0.1)	-	-	-	-	-	(0.1)
EBITDA	**208.6**	**11.4**	**(1.9)**	**0.6**	**3.1**	**7.3**	**229.0**

3.2 Segment information

In accordance with IFRS 8, "Operating Segments," the Group's activities have been segmented based on the organization of its internal management structure and of its products.

As in 2021, the Group is organized in four segments:

- Europe, Middle East and Africa ("**EMEA**");
- North America;
- Commonwealth of Independent States ("**CIS**"), Asia Pacific ("**APAC**") and Latin America; and
- Sports surfaces.

Certain expenses are not allocated, including the expenses of headquarters and of the R&D Group.

Reminder on the organization of the CIS and Asia Pacific (APAC)/Latin America divisions

Reporting reviewed by the chief operating decision maker is organized by division, of which there are currently six: EMEA, North America, CIS, APAC, Latin America, and Sports Sufaces.

The CIS and APAC/Latin America Divisions have been combined to form the "CIS, APAC and Latin America" segment, for the following reasons:

- The markets of the divisions had similar economic characteristics (similar growth trends in the relevant markets).
- The products sold, manufacturing methods, types of clients, and distribution modes of the zones are similar.

In addition, the relatively small contribution of revenue and operating income from Asia-Pacific/Latin America (less than 10% of the Group's net revenue and adjusted EBITDA) highlighted that there was no need to present the division in a separate segment.

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By operating segment

(in millions of euros) Dec. 31, 2022	Flooring			Sports Surfaces	Central	Group
	EMEA	North America	CIS, APAC and Latin America			
Net revenue	**912.3**	**923.7**	**652.8**	**870.2**	**-**	**3,358.9**
Gross profit	**196.7**	**149.8**	**110.6**	**147.8**	**0.1**	**605.1**
% of net revenue	21.6%	16.2%	16.9%	17.0%		18.0%
Adjusted EBITDA	**76.6**	**44.0**	**84.8**	**86.5**	**(57.0)**	**234.9**
% of net revenue	8.4%	4.8%	13.0%	9.9%		7.0%
Of which adjustments	**(2.8)**	**(11.8)**	**(14.8)**	**(0.8)**	**(9.4)**	**(39.5)**
EBITDA	**73.8**	**32.2**	**70.0**	**85.8**	**(66.4)**	**195.4**
% of net revenue	8.1%	3.5%	10.7%	9.9%		5.8%
Result from operating activities (EBIT)	**(13.4)**	**(46.3)**	**21.3**	**58.5**	**24.3**	**44.4**
% of net revenue	-1.5%	-5.0%	3.3%	6.7%		1.3%
Ongoing capital expenditures	**35.5**	**16.2**	**21.1**	**20.8**	**3.1**	**96.7**

(in millions of euros) Dec. 31, 2021	Flooring			Sports Surfaces	Central	Group
	EMEA	North America	CIS, APAC and Latin America			
Net revenue	**888.5**	**727.2**	**588.6**	**587.7**	**-**	**2,792.1**
Gross profit	**211.0**	**137.1**	**110.8**	**90.7**	**1.0**	**550.6**
% of net revenue	23.7%	18.9%	18.8%	15.4%		19.7%
Adjusted EBITDA	**102.0**	**43.4**	**88.7**	**46.0**	**(51.0)**	**229.0**
% of net revenue	11.5%	6.0%	15.1%	7.8%		8.2%
Of which adjustments	**(7.9)**	**(6.5)**	**(0.3)**	**(0.5)**	**(5.2)**	**(20.4)**
EBITDA	**94.1**	**36.9**	**88.4**	**45.5**	**(56.2)**	**208.6**
% of net revenue	10.6%	5.1%	15.0%	7.7%		7.5%
Result from operating activities (EBIT)	**41.1**	**(35.4)**	**45.6**	**21.9**	**(13.6)**	**59.6**
% of net revenue	4.6%	-4.9%	7.8%	3.7%		2.1%
Ongoing capital expenditures	**27.8**	**13.1**	**14.3**	**11.3**	**6.3**	**72.8**

Information on activity in France and in other significant countries

The Group's activity in France represented less than 10% of revenue in 2022 and in 2021.

Non-current assets in France, excluding the non-affected *goodwill* arising out of the merger between Tarkett and Sommer in the early 2000's, also represent less than 10% of the Group's total non-current assets in 2022 and in 2021.

Tarkett considers the threshold of 25% of revenues to be significant. Only the United States is above that threshold, with 49% of the Group's consolidated revenue in 2022 (43% in 2021).

The United States represents 47% of the Group's total non-current assets as of December 31, 2022 (47% as of December 31, 2021).

No single customer represents more than 10% of the Group's revenues. In 2022, the largest customer represented 3% of consolidated revenues (3% in 2021).

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By product category

(in millions of euros)	Dec. 31, 2022		Dec. 31, 2021	
	Revenue	**%**	**Revenue**	**%**
Vinyl & Linoleum	1,485.4	44.2%	1,338.5	47.9%
Commercial carpet	526.8	15.7%	441.1	15.8%
Parquet & Laminate	204.7	6.1%	215.5	7.7%
Rubber & Accessories	271.9	8.1%	209.3	7.5%
Sport	870.2	25.9%	587.7	21.0%
Total	**3,358.9**	**100%**	**2,792.1**	**100%**

3.3 Other operating income and expenses

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Gains on disposal of fixed assets	0.3	-
Other operating income	10.4	12.2
Other operating income	**10.7**	**12.2**
Losses on disposal of fixed assets	-	(1.3)
Other operating expenses	(16.7)	(9.9)
Other operating expenses	**(16.7)**	**(11.2)**
Total other operating income and expenses	**(6.0)**	**1.0**

3.4 Impact of the increase in raw materials prices

Oil-based raw material prices and transportation costs rose sharply during the year. These increases combined with production disruptions and supply difficulties at several major suppliers resulted in significant additional costs of €268 million compared to 2021. The Group has implemented sale price increases amounting to €327 million enabling it to achieve a positive inflation balance over the year.

3.5 Changes in working capital requirement

3.5.1 Inventories

Inventories are stated on a FIFO (first in, first out) basis, at the lower of manufacturing/acquisition costs and net realizable value. Manufacturing costs of self-produced inventories comprise all costs that are directly attributable and a systematic allocation of production overhead and depreciation of production facilities based on normal operating capacity. Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Raw materials and supplies	192.4	179.4
Work in progress	78.8	74.2
Finished goods	317.6	258.5
Samples	2.5	1.7
Displays	0.5	-
Consumables and spare parts	31.5	27.1
Total gross Value	**623.2**	**540.9**
Provision for inventory depreciation	(85.6)	(69.2)
Total net inventory	**537.6**	**471.7**

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Detail of the provision for inventory depreciation

(in millions of euros)	Dec. 31, 2021	Allowance	Decrease	Foreign exchange gain & loss	Other	Dec. 31, 2022
Raw materials and supplies	(13.3)	(8.9)	3.7	(0.3)	(0.0)	(18.8)
Work in progress	(11.2)	(5.9)	6.1	(0.3)	(0.0)	(11.3)
Finished goods	(36.9)	(20.4)	11.8	(0.8)	(0.0)	(46.4)
Samples	(0.6)	(0.4)	0.3	(0.0)	-	(0.7)
Displays	-	-	-	-	-	-
Consumables and spare parts	(7.2)	(2.1)	0.9	0.0	-	(8.4)
Total provision for inventory depreciation	**(69.2)**	**(37.7)**	**22.8**	**(1.3)**	**(0.1)**	**(85.6)**

The rate of inventory provisions is applied in a similar way for the different periods.

Cost of raw materials was €1,519 million in 2022, as compared with €1,220 million in 2021.

3.5.2 Trade receivables

Trade receivables are stated at their invoiced nominal value converted at the closing rate, less any allowance for doubtful accounts.

The Group conducts a review of each of its customer receivables individually, taking into account the probability of default by the counterparty as well as the extent to which the receivables were hedged, and uses the simplified method provided for by IFRS 9 to provision the expected losses over the remaining maturity of the receivables.

Assignment of trade receivables

Certain of the Tarkett Group's subsidiaries have transferred trade receivables to specialized credit institutions without recourse, transferring nearly all of the risks and benefits attached to the transferred receivables.

Receivables transferred and having payment dates later than December 31, 2022, totalled €184.7 million and are no longer recorded on the Group's balance sheet. Receivables transferred as of December 31, 2021, totalled €179.0 million.

Provision for doubtful receivables

Where trade receivables are not covered by credit insurance, provisions to cover the risk of failing to collect trade receivables either in full or in part are recorded using the expected loss method (see Note 7.1).

Doubtful receivables are identified and provisioned as follows:

> a statistical provision, based on the age of the outstanding receivables, is defined as follows:

Receivables, trade overdue *(percentage of gross amount)*	**Impairment excluding Sport Division**	**Impairment for Sport Division**
From 61 to 180 days	25%	0%
From 181 to 270 days	50%	0%
From 271 to 360 days	75%	0%
From 361 to 540 days	100%	40%
From 541 to 720 days	100%	75%
More than 720 days	100%	100%

> an additional provision on a case-by-case basis based on an application of professional judgement

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Trade receivables	288.9	265.5
Total gross value	**288.9**	**265.5**
Provisions for doubtful receivables	(23.5)	(20.7)
Total net receivables	**265.5**	**244.8**

The change in the provision for doubtful receivables amounts to €(2.8) million and is mainly explained as follows:

> €(10.4) million of allowance;
> €7.5 million of reversals;
> €0.1 million of foreign exchange effects.

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Breakdown of unimpaired overdue receivables

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Receivables, trade overdue 0-180 days	37.0	28.4
Receivables, trade overdue 181-270 days	0.9	0.5
Receivables, trade overdue 271-360 days	0.3	0.4
Receivables, trade overdue > 360 days	0.3	0.1
Receivables, bankruptcy procedure/legal cases	0.9	0.6
Total unimpaired overdue Receivables	**39.4**	**30.0**

3.5.3 Other receivables

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Other receivables non-current	**0.0**	**0.0**
Prepaid expenses current	30.3	30.8
Income tax receivable current	33.3	25.7
VAT and other taxes	25.9	30.6
Other accounts receivable and other assets current	56.7	50.5
Other receivables current	**146.3**	**137.6**

3.5.4 Trade payables

Payables due more than a year in the future are discounted to net present value. Payables due more than a year in the future, including €10.3 million in deferred income are discounted to net present value.

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Trade payables	344.2	403.8
Trade notes payable	0.0	(0.0)
Trade payables	**344.2**	**403.8**

3.5.5 Other liabilities

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Liabilities related to employees	99.2	105.9
Current tax	38.2	23.5
VAT and other taxes	25.5	19.1
Sales rebates	41.8	46.3
Other liabilities	88.0	75.5
Other current liabilities	**292.7**	**270.2**

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3.6 Free cash-flow

This indicator corresponds to the liquidity generated by operating activities after deduction of investments made, excluding acquisitions of subsidiaries and other changes in the scope of consolidation.

Free cash-flow is defined based on the items presented in the consolidated cash flow statement, and consists of the following items:

- operating cash flow before working capital changes;
- changes in working capital requirement
- net interest paid;
- net income taxes paid;
- miscellaneous operational items paid;
- acquisitions of intangible assets and property, plant and equipment;
- proceeds from sales of property, plant and equipment;
- repayment of lease liabilities.

Free cash-flow

(in millions of euros)	**2022**	**2021**
Operating cash flow before working capital changes (A)	182.6	202.8
Repayment of principal (lease payments) (B)	(35.1)	(32.2)
Total (A+B)	**147.5**	**170.5**
Changes in working capital requirement	(134.7)	(11.2)
Net interest paid	(31.2)	(21.5)
Net income taxes paid	(24.0)	(26.3)
Miscellaneous operating items paid	(11.8)	(26.1)
Acquisitions of intangible assets and property, plant and equipment	(96.7)	(72.8)
Proceeds from sale of property, plant and equipment	2.5	.6.9
Free cash flow	**(148.3)**	**19.5**

Changes in the working capital requirement stem mainly from the increase in inventories, which were at a historical low on December 31, 2021. They increased in volume terms due to growth activities and the need to restock inventories of raw materials and certain finished goods against a background of supply difficulties, and in value terms due to inflation.

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Note 4 > Employee benefits

4.1 Retirement benefits

Within the Tarkett Group, various systems for providing for retirement benefits depending on the legal, economic and tax environment of each country exist. In accordance with the laws and uses applied in each country, the Group participates in pension, welfare, health and retirement benefit plans whose benefits are dependent on various factors such as length of service, salary and the contributions paid to institutions.

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

These contributions, based on services rendered by employees, are recognized as an expense in profit or loss as incurred.

Defined benefit plans

Defined benefit plans are post-employment benefit plans under which guarantee future benefits for employees, constituting a future obligation for the Group. The actuarial risk and investment risks are borne by the company. The defined benefit liability is calculated using the projected unit credit method and is discounted to its present value from which the amount of past service cost for the period may also be deduced.

The detailed actuarial calculation requires the use of actuarial hypotheses for demographic variables (mortality, employee turnover) and economic variables (future increases in salaries and medical costs, discount rate).

When defined benefit plans are totally or partially funded by contributions paid to a separate fund or insurance company, those entities' assets are measured at their fair value.

Their amount is then deducted from the obligation to define net liability disclosed in the Group's balance sheet.

The Group's obligation in respect of such arrangements is calculated by independent actuaries, in accordance with revised IAS 19, "Employee Benefits".

Description of plans

As of December 31, 2022, the Group's largest retirement plans were in the United States, Germany, Sweden, Canada, the United Kingdom, Belgium, and Russia. Those seven countries represent close to 95.8% of total commitments under the defined benefit plans.

In the United States and the United Kingdom, the Group's retirement plans have been closed to new participants and to the accrual of rights for several years. The Group's plans in Canada are now closed. These plans are pre-financed in accordance with local legislation. Additionally, the Group operates medical and life-insurance benefit plans for certain employees in the United States. These plans are not covered by financing assets and are now closed.

In Sweden, defined benefit retirement plans are mandatory for employees born prior to 1979 under the applicable collective bargaining agreement. Employees born after that date participate in the mandatory defined contribution plan.

In Germany, the Group offers a pension plan, service awards and early retirement.

The Group also offers lump-sum retirement payments as provided for by applicable legislation or collective bargaining agreements in certain countries, including Russia, France, and Italy.

The weighted average duration of the defined benefit obligation is 11.1 years.

Material Events

> Germany: recognition of a past service cost of €0.74 million relating to the allocation of additional individual pension promises for 14 employees and the dismissal of 34 employees (following the plan begun in 2021).

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Assumptions

The actuarial values recorded are based on long-term interest rates, forecast future salary increases and inflation rates. The main assumptions are presented below:

	Dec. 31, 2022		Dec. 31, 2021	
	Pensions	**Other benefit obligations**	**Pensions**	**Other benefit obligations**
Discount rate	4.70%		2.18%	
Including:				
United States	5.10%	5.10%	2.80%	2.80%
Germany	3.80%		1.00%	
Sweden	3.90%		1.90%	
United Kingdom	4.80%		1.70%	
Canada	5.30%		3.15%	
Belgium	3.80%		0.70%	
Russia	10.60%		8.40%	
Salary increases	3.10%		2.71%	
Inflation	2.42%		2.23%	

The discount rates are determined with reference to the rates of return on first-grade bonds. They are based on external indices which are commonly used as a reference:

- United States: iBoxx $ Corporate AA 15+;
- Euro zone: iBoxx € Corporate AA 10+;
- Sweden: bonds of Swedish companies;
- United Kingdom: iBoxx £ Corporate AA 15+;
- Canada: Canadian AA "Mercer Yield Curve Canada" bonds;
- Russia: Russian government bonds.

Amounts recognized in the statement of financial position	**Dec. 31, 2022**			**Dec. 31, 2021**		
(in millions of euros)	**Pensions**	**Other benefit obligations**	**Total**	**Pensions**	**Other benefit obligations**	**Total**
Defined Benefit Obligations	166.2	1.2	167.4	217.6	1.3	219.0
Fair value on plan assets	(81.7)	-	(81.7)	(101.7)	-	(101.7)
Net liability booked in the statement of financial position	**84.5**	**1.2**	**85.7**	**115.9**	**1.3**	**117.3**

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Pension obligations	Dec. 31, 2022			Dec. 31, 2021		
(in millions of euros)	Defined benefit obligations	Fair value of plan assets	Net liabilities recorded in the balance sheet	Defined benefit obligations	Fair value of plan assets	Net liabilities recorded in the balance sheet
As of January 1	**217.6**	**(101.7)**	**115.9**	**227.3**	**(93.6)**	**133.7**
Current service cost	2.0	-	2.0	2.9	-	2.9
Past service cost	0.4	-	0.4	(0.0)	-	(0.0)
(Gain)/loss on new retirement plans	-	-	-	-	-	-
Financial cost (effect of discount)	4.8	(2.5)	2.3	3.8	(2.0)	1.9
Update to other post-employment commitments	-	-	-	-	-	-
Administrative expenses and taxes *(expenses paid)*	(0.1)	1.1	1.0	(0.1)	0.9	0.8
Expense (income) for the period	**7.1**	**(1.4)**	**5.7**	**6.6**	**(1.1)**	**5.5**
Benefit payments from employer	**(5.0)**	**-**	**(5.0)**	**(5.3)**	**-**	**(5.3)**
Benefit payments from plan	**(6.8)**	**6.8**	**-**	**(6.1)**	**6.1**	**-**
Plan participants' contributions	**0.1**	**(0.1)**	**-**	**0.1**	**(0.1)**	**-**
Employer contributions	**-**	**(5.1)**	**(5.1)**	**-**	**(3.7)**	**(3.7)**
Changes in demographic assumptions	0.4	-	0.4	0.1	-	0.1
Changes in financial assumptions	(50.6)	-	(50.6)	(10.9)	-	(10.9)
Effect of experience adjustments	1.0	-	1.0	(2.1)	-	(2.1)
(Return) on plan assets (excluding interest income)	-	24.5	24.5	-	(6.0)	(6.0)
Total pension cost/(income) recognized in the OCI	**(49.1)**	**24.5**	**(24.6)**	**(12.8)**	**(6.0)**	**(18.8)**
Transfer [1]	-	(1.6)	(1.6)	-	3.4	3.4
Changes in scope	**-**	**-**	**-**	**0.5**	**-**	**0.5**
Foreign exchange differences	**2.3**	**(3.1)**	**(0.8)**	**7.3**	**(6.7)**	**0.6**
As of December 31	**166.2**	**(81.7)**	**84.5**	**217.6**	**(101.7)**	**115.9**

(1) As of December 31, 2022, Tarkett Ltd recorded a funding surplus on its pensions plan

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Other benefit obligations *(in millions of euros)*	Dec. 31, 2022			Dec. 31, 2021		
	Defined benefit obligations	Fair value of plan assets	Net liabilities recorded on in the balance sheet	Defined benefit obligations	Fair value of plan assets	Net liabilities recorded on in the balance sheet
As of January 1	**1.3**	**-**	**1.3**	**1.4**	**-**	**1.4**
Current service cost	-	-	-	-	-	-
Past service cost	-	-	-	-	-	-
(Gain)/loss on new retirement plans	-	-	-	-	-	-
Financial cost (effect of discount)	0.0	-	0.0	0.0	-	0.0
Update to other post- employment commitments	-	-	-	-	-	-
Administrative expenses and taxes (expenses paid)	-	-	-	-	-	-
Expense (income) for the period	**0.0**	**-**	**0.0**	**0.0**	**-**	**0.0**
Benefit payments from plan	**-**	**-**	**-**	**-**	**-**	**-**
Benefit payments from employer	**(0.1)**	**-**	**(0.1)**	**(0.1)**	**-**	**(0.1)**
Plan participants' contributions	**-**	**-**	**-**	**-**	**-**	**-**
Employer contributions	**-**	**-**	**-**	**-**	**-**	**-**
Changes in demographic assumptions	0.0	-	0.0	0.0	-	0.0
Changes in financial assumptions	(0.2)	-	(0.2)	(0.0)	-	(0.0)
Effect of experience adjustments	(0.0)	-	(0.0)	(0.1)	-	(0.1)
(Return) on plan assets (excluding interest income)	-	-	-	-	-	-
Total pension cost/(income) recognized in the OCI	**(0.2)**	**-**	**(0.2)**	**(0.1)**	**-**	**(0.1)**
Changes in scope	**-**	**-**	**-**	**-**	**-**	**-**
Foreign exchange differences	**0.1**	**-**	**0.1**	**0.1**	**-**	**0.1**
As of December 31	**1.2**	**-**	**1.2**	**1.3**	**-**	**1.3**

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Allocation of plan assets by type of investment

	Dec. 31, 2022	Dec. 31, 2021
Shares	20.4%	27.3%
Bonds	62.1%	57.4%
Insurance contracts	15.7%	12.2%
Cash & cash equivalent (liquidity)	0.1%	0.4%
Real Estate	0.8%	2.8%

Sensitivity to discount rate assumptions

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Increase of 50 points		
Increase (Decrease) in defined benefit obligations	(8.9)	(13.8)
Decrease of 50 points		
Increase (Decrease) in defined benefit obligations	9.7	15.3

Sensitivity to inflation rate assumptions

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Increase of 50 points		
Increase (Decrease) in defined benefit obligations	5.3	5.1
Decrease of 50 points		
Increase (Decrease) in defined benefit obligations	(5.0)	(5.0)

Benefits to be paid in the next five years

Benefits to be paid in the next five years under retirement and similar plans are estimated as follows:

	Dec. 31, 2022	Dec. 31, 2021
2021	-	11.9
2022	11.9	11.1
2023	11.3	10.7
2024	11.1	11.1
2025	11.5	11.0
2026	11.1	-
TOTAL	**56.9**	**55.8**

4.2 Personnel costs and compensation of senior management

Personnel costs and headcount

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Wages and salaries	(763.0)	(684.2)
Pension costs	(2.4)	(2.7)
Total Personnel costs	**(765.4)**	**(686.9)**
Employees (average number)	12,136	12,008

Key management personnel compensation

The key management personnel includes the members of the Executive Management Committee and the members of the Supervisory Board.

Key management personnel received the following compensation:

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Short-term employee benefits	7.1	8.3
Retirement benefits	-	-
Other long-term benefits	-	-
Lump-sum retirement payments	-	0.3
Share-based payments [1]	1.2	0.9
Total	**8.3**	**9.5**

(1) includes the conversion of Tarkett Participation's common shares

Compensation of the Group's key management personnel includes salaries, attendance fees and non-cash benefits.

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4.3 Share based payment transactions

The Group regularly implements share grant plans and other long-term benefits.

> Free share grants (IFRS 2)

The Group determines the fair value of equity instruments granted as part of share-based payments on the date on which the rights are granted. This fair value is recorded as expenses, offsetting equity over the vesting period. At the end of each fiscal year, the amount recognized as an expense is adjusted such that amount ultimately recognized is based on the number of shares awarded that meet the related service and non-market performance conditions at the vesting date.

For the 2019 and 2020 LTIPs, ordinary shares will be granted to the beneficiaries at the end of a three-year vesting period. The grant will be subject to satisfying an economic performance condition (based on the Group's 3-year plan), the beneficiaries' continuous employment through the end of the vesting period, and a market performance condition. The 2020 LTIP is conditional on two CSR performance conditions.

The 2019 was settled in June 2022 and resulted in the granting of 138,245 shares.

	LTIP 2020
Grant date	July 30, 2020
End of the vesting period	August 1, 2023
Number of shares	379,288
Estimated value as of the plan's start date (in euros)	9.40
Estimate of number of shares to be delivered as of December 31, 2021	379,288
Form of settlement	Distribution of shares
2022 expenses (in millions of euros)	(1.4)
2021 expenses (in millions of euros)	(1.4)
2020 expenses (in millions of euros)	(0.6)

> Cash grants (IAS 19)

A new plan was implemented in 2022, for which the grants are in cash. In accordance with IAS 19, the Group spreads the expense for the 2021 and 2022 plans over the vesting period and records a liability such that the amount ultimately recorded corresponds to the amount to be paid to the beneficiaries. The grant is subject to continued employment and three performance conditions (*value creation and two CSR criteria*).

Members of the Management Board are not eligible for participation in these plans.

	LTIP 2021	LTIP 2022
Grant date	October 29, 2021	November 4, 2022
End of vesting period	June 30, 2024	July 31, 2025
Cash amount at grant date (in millions of euros)	2.7	3.4
Form of settlement	Cash settled	
2022 expenses (in millions of euros)	(0.7)	(0.2)
2021 expenses (in millions of euros)	(0.2)	-

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Note 5 > Intangible assets and property, plant and equipment

5.1 Goodwill

For the measurement of goodwill, Tarkett applies IFRS 3 Revised (see Note 2.2), except for acquisitions accounted for before December 31, 2009, for which IFRS 3 (2004) was applied.

Negative goodwill is immediately recognized in profit.

Goodwill is allocated to cash-generating units and is not amortized, but is subject to impairment testing (see the *accounting method described in Note 5.3) annually and* whenever an event occurs that could result in an impairment.

Goodwill is assessed at cost, minus cumulative impairments.

As far as associates are concerned, the carrying amount of goodwill is included in the carrying amount of the interest in the associate.

Changes in goodwill

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Opening carrying amount	647.9	613.2
Goodwill on acquisitions during the period	2.8	1.4
Adjustment to initial purchase price allocation	1.1	0.3
Foreign exchange gain & loss	26.5	33.0
Other	0.9	-
Closing carrying amount	**679.2**	**647.9**

The variation over the period can be explained mainly by the acquisition of Dynamic Base Construction, LLC in February 2022 (see Note 2.4) which led to the recognition of *goodwill* amounting to €2.5 million, the acquisition of Zaino in January 2022, resulting in the recognition of *goodwill* amounting to €0.5 million and the impact of exchange rate effects on goodwill in US dollars. The adjustment of the initial recognition of *goodwill* concerns Tarkett Brasil Revestimentos.

5.1.1 Allocation of goodwill between the various CGUs

The 2022 CGUs are identical to the 2021 CGUs.

Tests were performed on each CGU individually before the mergers or combinations.

Allocation of goodwill between the various CGUs is as follows:

	Dec. 31, 2022		Dec. 31, 2021	
(in millions of euros)	**Gross value**	**Net value**	**Gross value**	**Net value**
Resilient and miscellaneous	71.5	70.9	69.7	69.1
Carpet	33.5	33.5	33.5	33.5
Wood	-	-	-	-
EMEA	**105.0**	**104.4**	**103.2**	**102.6**
Commercial and hospitality	395.3	378.3	373.2	356.2
Residential	-	-	-	-
North America	**395.3**	**378.3**	**373.2**	**356.2**
CIS	96.5	95.5	96.5	95.5
APAC	0.0	0.0	-	-
Latin America	0.0	0.0	0.0	0.0
CIS, APAC and Latin America	**96.5**	**95.5**	**96.5**	**95.5**
Athletic tracks	42.2	36.5	39.8	34.1
Synthetic grass & other	65.3	64.5	60.0	59.3
Sports Surfaces	**107.5**	**101.0**	**99.8**	**93.4**
Total goodwill	**704.4**	**679.2**	**672.7**	**647.9**

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5.2 Intangible assets and property, plant and equipment

5.2.1 Intangible assets

Research and development

According to IAS 38, research and development costs are recognized as expenses when incurred, unless the criteria are met for them to be capitalized.

Patents

Patents obtained by the Group are stated at cost less accumulated amortization and impairment losses.

Capitalized costs for internally generated patents principally relate to the costs of legal counsel. Patents capitalized are amortized on a straight-line basis over the shorter of the length of the patent or estimated length of use.

Software licenses

Software licenses are stated at cost less accumulated amortization and impairment losses.

IFRS IC Decision concerning the costs of configuring and customizing software used in Software as a Service (SaaS) mode

An SaaS agreement gives the lessee access to software features hosted by the SaaS supplier through an Internet connection and for a specified term.

This type of agreement generally offers only a right of access to the software for the term of the agreement, and does not grant the lessee control over the software or the right to direct use of the software. As a result, these agreements are not considered intangible assets but rather services.

Configuration and customization costs may be incurred during the implementation phase, prior to the software's entry into service, and the IFRS IC decision specified the accounting treatment of such costs.

Amortization

Amortization of intangible assets is recorded on a straight-line basis from the date of their availability:

> patents and trademarks: the shorter of the length of the patent or its length of use;
> development costs: 3 - $6^{2/3}$ years;
> computer software: 3-5 years.

5.2.2 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Acquisition cost

Acquisition cost includes purchase cost or production cost plus the other costs incurred for bringing the items to their operating location and condition. The cost of a self-constructed asset includes the costs of raw materials and direct labor, the initially estimated cost of any obligation for dismantling, removing and restoring the site on which the asset is located, and an appropriate allocation for directly attributable production overhead.

When an item of property, plant and equipment includes material components with different useful lives, each major component is accounted for separately.

Subsequent costs

Costs relating to replacements and improvements are capitalized and recorded as a separate asset if it is probable that the Group will derive economic advantages from the item, while general repairs, day to day servicing and maintenance are charged to expenses as incurred.

Depreciation

Depending on the economic use of the asset, straight-line depreciation is recorded over the following periods:

> Buildings: 20-30 years;
> Equipment and machinery: $6^{2/3}$ - 10 years;
> Printing cylinders: 2 years;
> Other equipment and furnishings: 3-5 years.

IFRS 16: Leases

The Group classifies a contract as a lease within the meaning of IFRS 16 if it gives the lessee the right to control the use of a given asset.

Measured by value, the Group's lease agreements primarily concern real property (offices, plants, and warehouses). In number, they principally concern cars and forklifts.

Among the key assumptions, the discount rate is determined for each asset based on the incremental borrowing rate on the effective date of the contract and corresponds to the interest rate that each entity of the Group would pay to borrow the amount necessary to acquire a similar asset, for a duration and in an economic environment similar to those of the lease, as well as the Group's external financing conditions.

The initial term of the lease corresponds to the period during which it cannot be terminated, plus, where applicable, renewal or termination options that the Group is reasonably certain it will exercise.

With respect to the depreciation of non-removable leasehold improvements, the Group decided to use the shorter of the following periods:

- the useful life of the leasehold improvement, as defined in "IAS 16 - Property, Plant and Equipment"; and
- the lease term of the related leased asset, in light of the legal limit on the use of the asset imposed by the lease agreement.

Improvements associated with leased real property are recorded outside the scope of application of IFRS 16.

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> **Types of lease agreements**

- **Goods and real property**

The Group restates all leased land and buildings, whatever the term of the lease. Land and buildings leased for less than 12 months are thus also restated under IFRS 16 due to their material nature. This method is applied in the same manner throughout the Group for these two categories of assets.

The Group's principal commercial lease is the lease of premises for the Group's registered office, which was renewed in the second half of 2020 for a nine-year term that, under the contractual terms, is the most reasonably certain duration.

- **Materials and equipment" lease agreements**

These agreements primarily include company cars and forklifts used in the Group's plants and warehouses. All company cars with lease terms of greater than 12 months are treated in accordance with IFRS 16.

- **Non-capitalized lease agreements**

- Short-term leases

Short-term leases have terms of one year or less. The Group's short-term leases consist primarily of short-term car leases.

- Low-value leases

Low value leases are those for which the value of the asset, if new, would be less than or equal to €5,000 or $5,000. The Group's low value leases consist primarily of leases of small machines and office equipment.

Lease agreements recorded in right to use are depreciated over the terms of the lease in accordance with the method described above.

The net values of intangible and tangible assets can be broken down as follows:

(in millions of euros)	**Dec. 31, 2022**	**Dec. 31, 2021**
Research and development	2.8	4.1
Patents	7.9	8.2
Trademarks	17.1	20.0
Software licenses	4.7	17.4
Other intangible assets	21.2	23.5
Advance payments and fixed assets in progress	6.1	4.5
Intangible assets	**59.7**	**77.6**
Goods and real property	246.6	245.6
of which right to use goods and real property	*82.3*	*75.2*
Technical equipment and machinery	239.8	241.2
of which right to use technical equipment and machinery	*26.1*	*23.1*
Advance payments and fixed assets in progress	69.6	44.1
Property, plant and equipment	**556.0**	**530.9**

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The variations in gross value, depreciation and amortization break down as follows:

Acquisition costs *(in millions of euros)*	**Dec. 31, 2021**	**Acquisition**	**Disposal**	**Change in scope**	**Transfer**	**Foreign Exchange differences**	**Dec. 31, 2022**
Research and development	21.0	0.5	-	-	(0.3)	(0.3)	20.9
Patents	142.6	-	(0.3)	-	-	8.4	150.7
Trademarks	57.8	-	(0.1)	-	0.0	1.4	59.2
Software licenses	181.0	0.7	(1.1)	0.0	2.8	4.3	187.9
Other intangible assets	84.4	0.1	(0.1)	-	0.1	4.7	89.2
Advance payments and fixed assets in progress	4.5	3.4	(0.0)	-	(1.8)	(0.0)	6.1
Intangible assets	**491.4**	**4.8**	**(1.5)**	**0.0**	**0.8**	**18.5**	**514.0**
Goods and real property	673.1	33.9	(18.8)	0.8	4.1	22.2	715.3
of which right to use goods and real property	*124.7*	*30.4*	*(17.8)*	*0.5*	*(0.3)*	*2.1*	*139.6*
Technical equipment and machinery	1,560.2	34.0	(29.2)	5.7	38.8	26.8	1,636.4
of which right to use technical equipment and machinery	*44.5*	*13.7*	*(6.8)*	*0.1*	*(0.6)*	*0.0*	*50.9*
Advance payments and fixed assets in progress	44.1	69.7	(0.1)	0.2	(44.8)	0.5	69.6
Property, plant and equipment	**2,277.4**	**137.6**	**(48.2)**	**6.7**	**(1.9)**	**49.5**	**2,421.3**

Cumulative depreciation, amortization, and impairment *(in millions of euros)*	**Dec. 31, 2021**	**Acquisition**	**Disposal**	**Change in scope**	**Transfer**	**Foreign Exchange differences**	**Dec. 31, 2022**
Research and development	(16.9)	(1.7)	-	-	0.2	0.3	(18.1)
Patents	(134.5)	(0.8)	0.3	-	-	(7.9)	(142.9)
Trademarks	(37.9)	(3.7)	0.1	-	-	(0.6)	(42.1)
Software licenses	(163.7)	(16.1)	1.0	(0.0)	(0.6)	(3.8)	(183.2)
Other intangible assets	(60.9)	(3.7)	0.0	-	(0.0)	(3.5)	(68.0)
Intangible assets	**(413.8)**	**(26.0)**	**1.4**	**(0.0)**	**(0.4)**	**(15.4)**	**(454.3)**
Goods and real property	(427.5)	(44.5)	16.4	(0.5)	0.6	(13.1)	(468.7)
of which right to use goods and real property	*(49.5)*	*(21.9)*	*15.3*	*(0.4)*	*0.4*	*(1.1)*	*(57.3)*
Technical equipment and machinery	(1,319.0)	(82.2)	28.4	(1.3)	0.7	(23.0)	(1,396.6)
of which right to use technical equipment and machinery	*(21.4)*	*(9.6)*	*5.8*	*(0.1)*	*0.4*	*0.0*	*(24.8)*
Property, plant and equipment	**(1,746.5)**	**(126.7)**	**44.8**	**(1.8)**	**1.3**	**(36.1)**	**(1,865.3)**

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5.3 Impairment

5.3.1 Non-financial assets

Annual impairment testing

Goodwill and other intangible assets with indefinite useful lives are systematically tested for impairment once a year.

The carrying amounts of the Group's assets, other than financial and deferred tax assets and liabilities, are reviewed to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

The recoverable amount of assets is the greater of their fair value less costs of disposal and value in use.

Value in use is calculated by discounting estimated future cash flows for each cash-generating unit, excluding borrowing costs and tax.

Impact of IFRS 16 on annual impairment testing:

The Group is applying the following approach proposed by IFRS 16 standard:

- rights of use are included in the basis of tested assets;
- rental payments are taken into account in future cash flows;
- the book value of the lease liability is deducted from that basis of assets and value in use.

Cash generating units

In carrying out impairment testing, assets are tested at the level of cash-generating units ("CGU") that reflect the segment organization of the Group and its products. For this purpose, goodwill was allocated over the cash-generating units.

Impairment process

The Group analyses future cash flows over a period of three years based on the most recent forecasts, corresponding to the best estimate of a full business cycle. The forecasts have been established taking into account variations affecting selling prices, volumes and raw material costs. Beyond four years, the Group determines a standard year calculated by extending the fourth year on the assumption of a stable revenue and margin, a need for working capital and investments determined on normative renewal based on historical observations. This standard year is then projected to infinity according to the Gordon Shapiro method.

Future cash flows are discounted to present value at a weighted average cost of capital (WACC) discount rate that reflects current market assessments of the time value of money and the risks specific to each financing means.

The discount rate is an after-tax rate applied to after-tax cash flows. The following assumptions were used for 2022. The perpetual growth rate is different for the three regions in the CIS, APAC and Latin America segment:

	Discount rate after tax	Perpetual growth rate
EMEA	10.65%	3.00%
North America	10.65%	3.00%
CIS	17.26%	3.00%
APAC	11.15%	3.00%
Latin America	13.56%	3.00%
Sports Surfaces	10.65%	3.00%

Operating assumptions

For each CGU, operational assumptions that were considered key by the Group are as follows:

- evolution of the markets in which these CGU are involved on the basis of internal estimates, supported if possible by external forecasts on the concerned segments or products;
- evolution of the Group in its various markets;
- general hypothesis of stability of inflation balance (purchase prices stable, or if changes are considered, full offset by changes in selling prices to balance the impact on value);
- continual implementation of productivity plans for factories working on these CGU to Improve profitability; and
- EBITDA, resulting from the combination of factors listed above.

Sensitivity analysis

The sensitivity analysis was carried out on three assumptions:

- the discount rate (WACC);
- the perpetual growth rate; and
- EBITDA.

Changes of 50 basis points in the discount rate and growth rate are reasonably possible variations for the Group. Tarkett operates in a large number of countries, with a balance between three main areas (EMEA; North America; and CIS, APAC and Latin America). The Group believes that economic developments in these geographic areas can offset each other, as has been demonstrated in the past.

In 2022, the combination of an increase in the discount rate by 50 base points and a decrease in the growth rate by the same amount would not require any additional impairment to be entered in the accounts.

In addition, a decrease of 100 basis points in EBITDA would not result in any additional impairment over the Group's CGUs.

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Impairment losses

An impairment loss is recognized whenever the carrying amount of a cash-generating unit exceeds its recoverable amount. Impairment losses are recognized in profit or loss.

Impairment losses recognized in respect of cash-generating units are allocated first to the impairment of *goodwill* and then to other assets.

An impairment loss recorded in respect of *goodwill* cannot be reversed. An impairment recorded for another asset will be reversed if there is a change in the assumptions used to determine the recoverable value.

Impairment

In 2022, no impairment losses were recorded.

5.3.2 Non-derivative financial assets

A financial asset not carried at fair value through profit or loss is assessed at each balance sheet date to determine whether there is objective evidence that it is impaired.

For financial assets held for sale, a significant or prolonged decline in fair value as compared with cost is results in recognition of impairment on the income statement.

Impairment loss on an available-for-sale financial asset is measured as the difference between its carrying amount and its fair value, less any impairment loss previously recognized in profit or loss.

An impairment loss in respect of a financial asset measured at amortized cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.

5.4 Lease commitments

Lease commitments concern contracts that were not restated following the application of IFRS 16, namely, primarily:

- contracts considered to be of low value pursuant to paragraph 5 of IFRS 16;
- service agreements that do not meet the definition of a lease within the meaning of IFRS 16.

Minimum lease payments under operating leases are recorded as expenses on a straight-line basis over the term of the lease.

Future minimum rental commitments under operating leases with initial or remaining non-cancellable terms in excess of one year, are summarized below:

(in millions of euros)	**Dec. 31, 2022**	**Dec. 31, 2021**
Less than 1 year	0.8	1.5
1 to 5 years	0.4	2.8
More than 5 years	-	0.0
Total future minimum lease payments	**1.1**	**4.3**

5.5 Impact of exemptions to IFRS 16

The Group applies the exemptions provided for under IFRS 16, Leases, keeping rental operating charges where the lease term as of the effective date is less than or equal to 12 months (excluding rented building and land) and rental charges where the value of the underlying asset is less than €5,000 or $5,000.

Such rental charges totalled €(1.0) million and €(0.9) million, respectively, as of December 31, 2022.

(in millions of euros)	**< or equal to 5 K€ / K$**	**< or equal to 12 months**	**Total**
Cost of sales	(0.8)	(0.7)	(1.5)
Selling and distribution expenses	(0.2)	(0.2)	(0.3)
Research and development expenses	-	-	-
General and administrative expenses	(0.0)	(0.2)	(0.2)
Other operating expenses	-	-	-
Impact on operating profit	**(0.9)**	**(1.0)**	**(2.0)**

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Note 6 > Provisions

6.1 Provisions

Provisions come primarily from legal and tax risks, litigation and other risks.

A provision is recognized when the Group has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows.

The amount recognized as a provision is the best estimate of the expenditure required to settle the present obligation at the balance sheet date. Provisions are reversed when they are no longer required.

A provision for warranties is recognized when the underlying products are sold. The provision is based on historical warranty data. In the event of risks relating to specific products, an additional provision may be recorded.

A provision for restructuring is recorded when the Group has approved a detailed and formal restructuring plan, and the restructuring has been either implemented or publicly announced. Future operating losses are not provisioned.

Change of provisions

(in millions of euros)	Dec. 31, 2021	Allowance	Decrease	Transfer	Foreign exchange gain & loss	Dec. 31, 2022
Product warranty provision	3.5	0.5	(0.4)	0.0	(0.0)	3.6
Restructuring provisions	1.4	-	(0.7)	(0.2)	(0.0)	0.4
Claims & litigation provisions	2.2	1.0	(1.9)	(0.2)	0.1	1.3
Other provisions	0.4	0.1	-	-	-	0.6
Provision for additional tax assessments	0.1	0.0	(0.0)	-	0.0	0.1
Financial provisions [1]	27.5	0.3	(1.6)	0.3	1.7	28.2
Total Provisions – long-term	**35.0**	**2.0**	**(4.5)**	**(0.1)**	**1.8**	**34.2**
Product warranty provision	11.7	1.7	(1.3)	(0.0)	0.6	12.8
Restructuring provisions	5.4	2.6	(6.0)	0.4	(0.0)	2.5
Claims & litigation provisions	20.4	5.4	(11.7)	0.2	0.5	14.7
Other provisions	3.9	0.6	(1.4)	-	0.0	3.1
Total Provisions – short-term	**41.5**	**10.3**	**(20.3)**	**0.6**	**1.1**	**33.1**
Total Provisions	**76.5**	**12.3**	**(24.8)**	**0.5**	**2.9**	**67.4**

(1) Variations in provisions for financial liabilities relate to the provision for asbestos litigation recorded by Domco Products Texas Inc.

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(in millions of euros)	Dec. 31, 2020	Allowance	Decrease	Transfer	Foreign exchange gain & loss	Dec. 31, 2021
Product warranty provision	4.6	0.5	(1.7)	(0.0)	0.1	3.5
Restructuring provisions	1.6	-	(0.2)	-	0.0	1.4
Claims & litigation provisions	2.3	0.2	(2.2)	1.9	0.1	2.2
Other provisions	3.3	0.1	(0.2)	(2.7)	-	0.4
Provision for additional tax assessments	0.1	0.0	-	-	0.0	0.1
Financial provisions [1]	28.2	(0.5)	(2.4)	-	2.2	27.5
Total Provisions – long-term	**40.1**	**0.3**	**(6.9)**	**(0.9)**	**2.4**	**35.0**
Product warranty provision	9.7	3.9	(2.6)	0.0	0.8	11.7
Restructuring provisions	14.9	6.0	(9.4)	(6.2)	0.1	5.4
Claims & litigation provisions	17.6	18.5	(16.4)	(0.1)	0.8	20.4
Other provisions	0.8	0.5	(0.0)	2.7	0.0	3.9
Total Provisions – short-term	**43.1**	**28.8**	**(28.5)**	**(3.6)**	**1.7**	**41.5**
Total Provisions	**83.1**	**29.1**	**(35.4)**	**(4.5)**	**4.0**	**76.5**

(1) Variations in provisions for financial liabilities relate to the provision for asbestos litigation recorded by Domco Products Texas Inc.

6.2 Contingent liabilities

There were no significant changes in the guarantees granted by Tarkett to third parties in 2022.

Hospital dispute

On October 18, 2017, the competition authority condemned Tarkett and some of its competitors for anti-competitive agreements in the resilient flooring French market. Before the expiry of the five year limitation period that ran from this decision until October 18, 2022, summonses and petitions were filed before the civil or administrative courts, particularly by public and private health organisations, to request compensation for potential damage. These procedures were in their very early stages on December 31, 2022.

The Group is contesting the validity of these claims, considering possible actions or remedies and considers that it is not yet possible to assess the potential consequences.

Asbestos

In the United States, the Group has been a defendant in lawsuits by third parties relating to personal injury from asbestos. The anticipated costs of current or future legal proceedings are covered by Group insurance policies, by liability guarantees granted by third parties and by provisions which the Management considers adequate based on the advice and information provided by its lawyers.

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Note 7 > Financing and Financial Instruments

7.1 Significant accounting principles

Non-derivative financial assets

Financial assets are initially recognized at their fair value plus any applicable transaction costs except for financial assets at fair value through profit or loss for which transactions costs are recognized in profit or loss as incurred.

Under IFRS 9, all financial assets for which the cash flows do not represent solely payment of principal and interest (SPPI) must be recorded at fair value through profit and loss. However, IFRS 9 introduces an option that may be irrevocably elected at the time of initial recognition, investment by investment, permitting equity investments to be recorded at fair value through other comprehensive income, without later being moved to profit and loss, even in the event of a disposal. Only the dividends are recognized in profit or loss.

Financial assets for which the cash flows do represent solely payment of principal and interest (SPPI) are recognized at amortized cost using the effective interest rate method.

For non-current assets valued at amortized cost, impairment is assessed individually, taking into account the risk profile of the counterparty and the warranties obtained. At the time of the initial recording of such non-current financial assets, impairment is systematically recorded in the amount of the credit losses expected to result from events that may occur in the next twelve months. In the event of a significant deterioration in the counterparty's credit quality, the initial impairment is supplemented to cover all of the expected losses over the remaining maturity of the receivable.

For commercial receivables, the Group conducts a review of each of its customer receivables individually, taking into account the probability of default by the counterparty as well as the extent to which the receivables were hedged, and uses the simplified method provided for by IFRS 9 to provision the expected losses over the remaining maturity of the receivables.

Non-derivative financial liabilities

Financial liabilities comprise financial debt and trade and other operating payables. They are accounted for at amortized cost using the effective interest rate method.

Derivative instruments

Derivative instruments are entered in the balance sheet at their fair value, regardless of whether it is positive or negative. The profit or loss stemming from the fair value re-evaluation is recognized immediately in profit and loss.

However, derivative instruments that qualify for hedge accounting are classified either as fair value hedges (FVH) (when their purpose is to hedge an existing asset or liability's exposure to the risk of changes in its fair value) or cash flow hedges (CFH) (when their purpose is to hedge the exposure to changes in the cash flows associated with highly probable future transactions).

Derivative instruments that are part of a hedge are documented on the basis of intrinsic value for exchange rate and interest rate options, and on the basis of the spot price component for forward contracts.

Changes in fair value relating to the effective portion of derivative exchange rate and interest rate instruments qualified as fair value of hedges (FVH) are recognized as part of financial income or expense. The value of the hedged items is adjusted to their fair value and the changes in fair value attributable to the hedged risk(s) are equally recognized as part of income or expense.

Changes in fair value relating to the effective portion of derivative exchange instruments and interest rate instruments qualified as cash flow hedges (CFH) are recorded in the comprehensive equity income. The result of these hedges is recognized in the income statement symmetrically to the hedged risk.

The time value of exchange rate and interest rate options is recorded as a cost of hedging. Changes in time value recorded over the life of the option are recorded as a counterpart to other comprehensive income. The initial option premium is either (i) moved into profit or loss when the hedged transaction impacts profit or loss, where the hedged item is related to a transaction; or (ii) amortized in profit or loss over the duration of the hedge, where the hedged item is related to a period of time.

Changes in value of the swap point for forward contracts classified as hedges are recorded in profit and loss.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, term deposits, monetary UCITs, and other monetary investments with initial maturities not exceeding three months and subject to an insignificant risk of changes in value.

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7.2 Financial income and expenses

Net financial income and expenses include, in particular, interest payable on borrowings accounted for at amortized cost using the effective interest method, and the effects of the related hedges.

Other financial income and expenses include the income and expenses associated with loans and receivables accounted for at amortized cost, the gains recognized in respect of investment of cash and cash equivalents, financial charges relating to the discounting of post-employment expenses, exchange rate gains and losses, impairment losses relating to financial assets, and dividends, which are recorded in net income when the right to payment vests.

(in millions of euros)	**Dec. 31, 2022**	**Dec. 31, 2021**
Interest income on loan assets & cash equivalents	1.5	0.4
Other financial income	1.2	0.5
Total financial income	**2.6**	**1.0**
Interest expenses on loans and overdrafts	(26.7)	(13.5)
Financial expenses to leases	(4.4)	(3.4)
Commission expenses on financial liabilities	(8.1)	(5.5)
Cost of loans and debt renegotiation	(4.3)	(9.2)
Financial expenses on provisions for pensions	(2.7)	(2.7)
Foreign exchange differences	5.6	(1.2)
Impairment of financial assets	(0.1)	-
Premiums and interest rates differentials on derivatives	(11.6)	(3.7)
Other financial expenses	(1.4)	(0.4)
Total financial expenses	**(53.8)**	**(39.7)**
Financial income and expenses	**(51.3)**	**(38.8)**

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7.3 Net debt – interest-bearing loans and borrowings

7.3.1 Net Debt

Net debt is defined by adding together interest-bearing loans and debt and deducting cash and cash equivalents. Interest-bearing loans and borrowings refer to any obligation for the repayment of funds received or raised that are subject to repayment terms and interest charges. They also include liabilities on finance leases.

(in millions of euros)	Dec. 31, 2022		Dec. 31, 2021	
	Long-term	**Short-term**	**Long-term**	**Short-term**
Bank loans	154.3	8.4	0.8	4.9
Shareholder loan	522.7	-	509.8	-
Private placements	34.0	-	20.0	23.0
Other loans	-	-	1.0	0.8
Bank overdrafts	-	36.8	-	12.8
Interest bearing loans and borrowings	**711.0**	**45.2**	**531.5**	**41.5**
Total interest bearing loans and borrowings	**756.2**		**573.0**	
Cash and cash equivalents	(220.8)		(205.4)	
Net debt before application of IFRS 16	**535.4**		**367.6**	
Leases	91.7	27.7	82.9	25.1
Net debt	**654.8**		**475.7**	

In order to strengthen the Group's liquidity:

- In April 2022, Tarkett obtained an extension until April 2024 for a "Schuldschein" tranche of €14.0 million, which had reached its maturity date;
- Tarkett France took out a depreciable loan in June 2022 for an amount of €20.0 million with an overall term of 4 years, including a first instalment in June 2023.

On June 31, 2022, Tarkett used its non-recourse receivables transfer lines for a net financed amount of €165.7 million or equivalent.

As of December 31, 2022, interest-bearing loans and borrowings primarily comprise:

- The Tarkett Participation shareholder's loan entered into in July 2021, used to a level of €455,2 million and USD 72.0 million on June 31, 2022 ;
- The depreciable loan of €20.0 million entered into in June 2022, of which €4.9 million will reach maturity in June 2023;
- One "Schuldschein" tranche amounting to €14.0 million entered into in April 2017 will reach maturity in April 2024;
- Three "Schuldschein" tranches amounting to €20.0 million entered into in June 2019, which will reach maturity in June 2026 for €6.0 million and in June 2025 for €10.0 million, with the remainder maturing in June 2024.

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7.3.2 Details of loans and borrowings

Dec. 31, 2022 *(in millions of euros)*	Currency of draw-down	Interest rate	Total	12 months or less until 12/31/2023	2 years until 12/31/2024	3 to 5 years until 12/31/2027	More than 5 years
Bank loans							
Revolving credit lines Europe	EUR	3,06%	60.0	-	-	60.0	-
Revolving credit lines Europe	USD	6,0%	75.0	-	-	75.0	-
Other bank loans	EUR	1,47-3,60%	24.0	4.9	9.0	10.1	-
Other bank loans	RMB	5,23%-5,70%	3.6	3.5	0.1	-	-
Subtotal Bank loans			**162.7**	**8.4**	**9.1**	**145.1**	**-**
Private placements Europe	EUR	1,20%-1,40%	34.0	-	18.0	16.0	-
Shareholder loan	EUR	6,43%	455.2	-	-	-	455.2
Shareholder loan	USD	8,91%	67.5	-	-	-	67.5
Bank overdrafts			36.8	36.8	-	-	-
Interest bearing loans and borrowings			**756.2**	**45.2**	**27.1**	**161.1**	**522.7**
Leases			119.4	27.7	21.9	44.8	25.0
Gross debt			**875.6**	**72.9**	**49.1**	**205.9**	**547.7**

Dec. 31, 2021 *(in millions of euros)*	Currency of draw-down	Interest rate	Total	12 months or less until 12/31/2022	2 years until 12/31/2023	3 to 5 years until 12/31/2026	More than 5 years
Bank loans							
Other bank loans	RMB	5,22%-5,70%	5.6	4.9	0.6	0.2	-
Subtotal Bank loans			**5.6**	**4.9**	**0.6**	**0.2**	**-**
Private placements Europe	EUR	1,20%-1,40%	43	23	0	20	0
Shareholder loan	EUR	3,50%	446.2	-	-	-	446.2
Shareholder loan	USD	4,22%	63.6	-	-	-	63.6
Other bank loans	EUR	1,43%	1.9	0.8	0.8	0.2	-
Bank overdrafts			12.8	12.8	-	-	-
Interest bearing loans and borrowings			**573.0**	**41.5**	**1.4**	**20.3**	**509.8**
Leases			108.0	25.1	20.3	38.3	24.3
Gross debt			**681.1**	**66.7**	**21.8**	**58.7**	**534.0**

7.3.3 Financial ratio covenants

The "Schuldschein" referred to above contain contractual commitments (covenants) which have to be respected by the borrowing companies and which include the financial ratio "Net debt/adjusted EBITDA" before the application of the IFRS16 standard, which must not exceed 3.0 on December 31 of each year, with an additional tolerance of 0.5 in the event of a significant acquisition.

The Group is in compliance with all of its banking commitments as of December 31, 2022, including the ratio covenant "Net Debt / Adjusted EBITDA", as detailed below.

Net debt / Adjusted EBITDA *(excluding IFRS 16)* *(in millions of euros)*	Dec. 31, 2022	Dec. 31, 2021
Net debt	535.4	367.6
Adjusted EBITDA	200.6	197.7
Ratio	**2.7**	**1.9**

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The financial leverage ratio presented below is the ratio of net debt, including leases recognized under IFRS 16, to adjusted EBITDA s (including IFRS 16).

Net debt / Adjusted EBITDA *(including IFRS 16)*	**Dec. 31, 2022**	**Dec. 31, 2021**
(in millions of euros)		
Net debt	654.8	475.7
Adjusted EBITDA	234.9	229.0
Ratio	**2.8**	**2.1**

7.3.4 Cash and cash equivalents

(in millions of euros)	**Dec. 31, 2022**	**Dec. 31, 2021**
Current cash	82.1	114.6
Remunerated cash balances	133.6	85.8
Short term treasury notes and Money Market funds	5.1	5.1
Cash and cash equivalents	**220.8**	**205.4**

7.3.5 Changes in financial liabilities

The following table reconciles changes in financial liabilities shown on the balance sheet and the cash flow statement:

(in millions of euros)					**Non-cash change**			
	Dec. 31, 2021	**Cash-flows**	**Reclassification**	**Other**	**Acquisition [3]**	**Foreign exchange differences**	**Fair value change**	**Dec. 31, 2022**
Long-term financial liabilities	614.4	157.0	(29.4)	-	44.1	16.9	-	802.7
Short-term financial liabilities	66.7	(26.2)	29.4	1.1	-	0.8	-	72.9
Long-term financial assets [1]	(18.1)	(0.6)	-	-	-	(0.8)	1.6	(17.9)
Short-term financial assets	(3.2)	(0.1)	-	-	-	(0.2)	-	(3.4)
Other		(0.0)	-	-	-	-	-	-
Total changes in financing activities [2]		**130.1**						
Cash-flows from financing activities [2]		**130.1**						

(1) Excluding shares accounted for by the equity method.

(2) Excluding dividends, acquisition of treasury shares and acquisition of non-controlling interests.

(3) including € 44.1 million for new leases for fiscal year 2022

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7.4 Other financial assets and liabilities

7.4.1 Other financial assets

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Long-term investments	-	-
Financial investments and receivables – long-term [1] [2]	49.0	19.3
Other financial assets	**49.0**	**19.3**

(1) Financial investments and receivables – long-term include shares of companies accounted for by the equity method.
(2) Long-term financial assets include the long-term portion of the market value of interest rate hedges.

Changes in gross values, amortization and impairment loss are presented below:

Acquisition costs *(in millions of euros)*	Dec. 31, 2021	Increases	Decreases	Transfer	Foreign exchange differences	Dec. 31, 2022
Long-term investments	-	-	-	-	-	-
Financial investments and receivables – long-term	22.2	0.7	(1.7)	30.6	0.4	52.2
Other financial assets	**22.2**	**0.7**	**(1.7)**	**30.6**	**0.4**	**52.2**

Accumulated depreciation and amortization *(in millions of euros)*	Dec. 31, 2021	Allowance	Disposal	Decrease	Impairment losses	Transfer	Foreign exchange differences	Dec. 31, 2022
Security deposit – long-term	-	-	-	-	-	-	-	-
Long-term financial assets and receivables	(2.9)	(0.1)	-	-	-	(0.2)	-	(3.2)
Other financial assets	**(2.9)**	**(0.1)**	**-**	**-**	**-**	**(0.2)**	**-**	**(3.2)**

7.4.2 Other financial liabilities

(in millions of euros)	Dec. 31, 2022	Dec. 31, 2021
Fair value of derivatives non-current	-	-
Other financial liabilities non-current	2.3	0.2
Other financial liabilities non-current	**2.3**	**0.2**
Accrued interest expenses current	-	-
Fair value of derivatives current	1.5	5.1
Other financial liabilities current	3.7	1.0
Other financial liabilities current	**5.2**	**6.1**

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7.5 Fair value of financial assets and liabilities

When measuring the fair value of an asset or a liability, the Group uses market observable data as far as possible.

Fair values are categorized into three levels based on the inputs used in the valuation techniques, as follows:

- Level 1: quoted prices (unadjusted) on active markets for *identical assets or liabilities;*
- Level 2: prices determined using valuation techniques based on observable market data;
- Level 3: inputs relating to the asset or liability that are not based on observable market data (unobservable inputs).

The fair value of interest rate swaps and of interest rate and foreign currency options is the estimated amount that the Group would expect to receive or have to pay in order to cancel each derivative instrument at the balance sheet date, taking into account the current level of interest rates and the credit risk associated with these instruments' counterparties.

The derivative financial instruments (swaps, caps, floors etc.) entered into by the Group are traded on over-the-counter markets on which there are no quoted prices. They are therefore measured using the valuation models commonly employed by operators in the market (Level 2).

Derivative instrument contracts are negotiated exclusively with leading financial institutions or banks. Their sole aim is to provide security for the Group's transactions and the financing of the latter.

In the case of receivables and payables with maturities of less than a year and certain floating rate receivables and payables, historical cost is considered as a reasonable approximation of their fair value.

Dec. 31, 2022 *(in millions of euros)*	**Fair Value Category**	**Assets at amortized cost**	**Liabilities at amortized cost**	**Fair value through profit and loss**	**Fair value of interest rate hedge instruments**	**Carrying amount**	**Fair value**
Financial assets, non-current	Level 2	1.9	-	15.6	31.5	49.0	49.0
Other current financial assets	Level 2	-	-	-	19.1	19.1	19.1
Trade receivables	Level 2	265.5	-	-	-	265.5	265.5
Cash and cash equivalents	Level 2	-	-	221.4	-	220.8	220.8
Interest-bearing loans and borrowings	Level 2	-	875.6	-	-	875.6	875.6
Other non-current financial liabilities	Level 2	-	0.2	-	2.1	2.3	2.3
Other current financial liabilities	Level 2	-	3.7	-	1.5	5.2	5.2
Trade payables	Level 2	-	344.2	-	-	344.2	344.2

Dec. 31, 2021 *(in millions of euros)*	**Fair Value Category**	**Assets at amortized cost**	**Liabilities at amortized cost**	**Fair value through profit and loss**	**Fair value of interest rate hedge instruments**	**Carrying amount**	**Fair value**
Financial assets, non-current	Level 2	6.3	-	13.0	-	19.3	19.3
Other current financial assets	Level 2	-	-	-	9.2	9.2	9.2
Trade receivables	Level 2	244.8	-	-	-	244.8	244.8
Cash and cash equivalents	Level 2	-	-	205.4	-	205.4	205.4
Interest-bearing loans and borrowings	Level 2	-	681.1	-	-	681.1	681.1
Other non-current financial liabilities	Level 2	-	0.2	-	-	0.2	0.2
Other current financial liabilities	Level 2	-	1.0	-	5.1	6.1	6.1
Trade payables	Level 2	-	403.8	-	-	403.8	403.8

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7.6 Financial risks and Financial Instruments

7.6.1 Financial risk management

The Group's financial risk (market risk, credit risk and liquidity risk) management objectives and policies are consistent with those disclosed in the consolidated financial statements as at December 31, 2021.

7.6.2 Derivative instruments

The Group uses derivative financial instruments to hedge some of its exposure to foreign currency risk and interest rate risk associated with its purchases and sales denominated in foreign currencies and with its financing and investment transactions, as well as to hedge certain components of its raw materials costs.

The derivatives employed include interest rate options, other forward contracts and foreign currency options.

In accordance with its policy in respect of financial instruments, the Group neither uses nor issues derivative financial instruments for trading purposes.

Dec. 31, 2022 *(in millions of euros)*	**Accounting classification**	**Maturity**	**Fair value**	**Counterpart in OCI [1]**
Currency swaps	FVH	< June 2023	3.0	-
Exchange rate derivatives related to financing			**3.0**	**-**
Forward exchange contracts	CFH	< March 2024	0.1	(0.1)
Options	CFH	< May 2024	1.4	0.4
Commodity swaps	CFH		-	-
Exchange rate derivatives related to commercial transactions			**1.5**	**0.3**
Caps, collars	CFH	< Dec. 2027	42.5	42.3
Interest rate derivatives			**42.5**	**42.3**
Total			**47.0**	**42.6**

(1) Corresponds to the balance of the counterpart in OCI as of December 31, 2022.

Dec. 31, 2021 *(in millions of euros)*	**Accounting classification**	**Maturity**	**Fair value**	**Counterpart in OCI [1]**
Currency swaps	FVH	< June 2022	(0.6)	-
Exchange rate derivatives related to financing			**(0.6)**	**-**
Forward exchange contracts	CFH	< August 2022	(0.3)	(0.2)
Options	CFH	< April 2023	0.4	0.4
Commodity swaps	CFH	< Jan 2022	0.6	0.6
Exchange rate derivatives related to commercial transactions			**0.7**	**0.8**
Caps	CFH	< June 2026	4.0	4.0
Interest rate derivatives			**4.0**	**4.0**
Total			**4.1**	**4.8**

(1) Corresponds to the balance of the counterpart in OCI as of December 31, 2021.

The acronyms "FVH" (Fair Value Hedge) and "CFH" (Cash Flow Hedge) are defined in Note 7.1.

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The face value of derivative instruments covering the primary exposures are presented below, expressed in euros:

(in millions of euros)	Dec. 31, 2022					Dec. 31, 2021				
Currency of exposure	**USD**	**CNY**	**GBP**	**PLN**	**NOK**	**USD**	**SEK**	**GBP**	**PLN**	**NOK**
Exchange rate derivative instruments	351.1	9.8	12.9	6.1	-	346.1	25.4	10.7	11.4	-
Exchange rate derivatives related to commercial transactions	15.0	-	27.8	-	16.4	15.7	-	29.2	-	19.5
Total	**366.1**	**9.8**	**40.7**	**6.1**	**16.4**	**361.8**	**25.4**	**39.9**	**11.4**	**19.5**

7.6.3 Market risks

Exposure to interest rate, currency, raw material prices, liquidity and credit risk arises in the normal course of Tarkett's activities. Derivative financial instruments are used to reduce the exposure to fluctuations in both foreign exchange and interest rates; changes in the value of these instruments offset all or part of the changes in the value of the items being hedged. Liquidity and credit risk are managed following risk management policies approved by the Group's management bodies.

The portfolio of derivative instruments is broken down as follows:

a) Interest rate risk

The Group manages its exposure to interest rate risk centrally. The Group's general debt strategy is to give preference to floating interest rate debt over fixed interest rate debt, but also to use interest rate derivatives to protect a part of the floating rate debt over a period of three to five years against a rate increase that could result in extensive damage. The hedging tools used are mainly cap or tunnel type derivatives. The cost of the cap may be offset in part or in full by a tunnel.

Following is the interest rate structure of the Group's net debt (excluding lease liabilities) before and after application of interest rate hedges.

(in millions of euros)	Fixed rate	Floating rate	Dec. 31, 2022
Interest-bearing loans and borrowings	57.7	698.5	756.2
Cash and cash equivalents	(6.4)	(214.4)	(220.8)
Net debt before hedging	**51.3**	**484.1**	**535.4**
Effect of hedging	610.5	(610.5)	-
Net debt after hedging	**661.8**	**(126.4)**	**535.4**

(in millions of euros)	Fixed rate	Floating rate	Dec. 31, 2021
Interest-bearing loans and borrowings	50.5	522.5	573.0
Cash and cash equivalents	(5.2)	(200.2)	(205.4)
Net debt before hedging	**45.3**	**322.3**	**367.6**
Effect of hedging	499.1	(499.1)	-
Net debt after hedging	**544.4**	**(176.8)**	**367.6**

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Sensitivity analysis

Sensitivity to interest-rate fluctuations is calculated on the basis of interest-bearing non-derivatives and derivative Financial Instruments, as well as interest-bearing loans granted to joint ventures or third parties. The analysis is based on the market index in effect at the balance sheet date and on assumptions of constant debt and constant debt management policy over one year.

(in millions of euros)	**Dec. 31, 2022**	**Dec. 31, 2021**
Increase of 100 basis points		
Increase / (Decrease) in financial expenses	0.6	0.5
Increase of 100 basis points [(1)]		
Increase / (Decrease) in financial expenses	(2.2)	(0.1)

(1) With a floor of 0%

b) Exchange rate risk

Transaction risk

Exchange rate fluctuations have a direct impact on the Group's Consolidated Financial Statements, derived from transactions regarding the Group entities that incur revenues and expenses in currencies other than their functional currency.

Exchange rate derivatives related to commercial transactions

The Group reduces its exposure by developing its production capacities in the same geographic and monetary areas where it distributes its products. Moreover, through the choice of the invoicing currency for certain intra-Group transactions, the Group aims to offset revenues with costs in the same currency. In certain unstable currency countries, the Group may also offset the local currencies fluctuations with price indexations. Therefore the remaining exposure on cross-border transactions is moderate. The currencies to which the Group is most exposed are the British pound, the Norwegian crown, the U.S. dollar, the Polish zloty, the Australian dollar, the Canadian dollar, the Russian ruble and the euro as a foreign currency for certain subsidiaries.

The Group has attempted to reduce the impact of short-term fluctuations of currencies on its revenue through centralized management of exchange risks and the use of derivatives. Nevertheless, in the long-term, significant and long lasting variations in exchange rates could affect the Group's competitive position in foreign markets, as well as its results of operations.

The Group's policy is to hedge certain significant residual exposure, decided upon periodically by the finance department based on monitoring Value at Risk. This exposure is divided into exposure recorded on the balance sheet, namely trade receivables, trade payables and borrowings denominated in a foreign currency, and future exposure, which consists of forecast sales and purchases over a six- to eighteen-month period.

Exchange rate derivative instruments relating to financing

The Group may be exposed to transactional exchange-rate risk on certain intragroup loans and borrowings resulting from the financing of its foreign subsidiaries. The Group minimizes this risk either (i) by borrowing in the same currency or (ii) by entering into currency swaps or forwards reflecting the maturity of the hedged item.

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7.6.4 Liquidity risks

a) Future cash flows on Financial Instruments

The following figures show the estimated future cash flows on interest-bearing loans and borrowings recorded as liabilities on the balance sheet.

The estimate of future cash flows on interest is based on the debt amortization table and on the assumption of a crystallization of the interest rates outstanding as of the balance sheet date, unless a better estimate is available.

Financial liabilities	**Dec. 31, 2022**		**Less than 12 months**		**1 to 2 years**		**3 to 5 years**		**More than 5 years**	
(in millions of euros)	**Carrying amount**	**Total future cash flows**	**Principal**	**Interest**	**Principal**	**Interest**	**Principal**	**Interest**	**Principal**	**Interest**
Gross debt										
Bank loans	162.7	198.8	8.5	7.0	9.1	6.8	145.1	22.3	-	-
Private placements	34.0	34.9	-	0.4	18.0	0.3	16.0	0.2	-	-
Other loans	522.7	690.7	-	26.4	-	26.4	-	104.1	522.7	11.1
Bank overdrafts	36.8	36.8	36.8	-	-	-	-	-	-	-
Leases	119.4	132.5	27.7	4.2	21.9	3.2	44.8	5.0	25.0	0.7
Total	**875.6**	**1,093.7**	**72.9**	**38.0**	**49.1**	**36.7**	**205.9**	**131.6**	**547.7**	**11.8**
Other financial liabilities										
Trade payables	344.2	344.2	344.2	-	-	-	-	-	-	-
Other non-current financial liabilities	2.3	2.3	-	-	1.1	-	1.2	-	-	-
Other current financial liabilities	5.2	5.2	5.2	-	-	-	-	-	-	-
Total	**351.7**	**351.7**	**349.4**	**-**	**1.1**	**-**	**1.2**	**-**	**-**	**-**
Total financial liabilities	**1,227.3**	**1,445.4**	**422.3**	**38.0**	**50.2**	**36.7**	**207.1**	**131.6**	**547.7**	**11.8**

Financial liabilities	**Dec. 31, 2021**		**Less than 12 months**		**1 to 2 years**		**3 to 5 years**		**More than 5 years**	
(in millions of euros)	**Carrying amount**	**Total future cash flows**	**Principal**	**Interest**	**Principal**	**Interest**	**Principal**	**Interest**	**Principal**	**Interest**
Gross debt										
Bank loans	5.6	5.9	4.9	0.2	0.6	0.0	0.2	0.0	-	-
Private placements	43.0	44.2	23.0	0.4	-	0.3	20.0	0.5	-	-
Other loans	511.6	645.7	0.8	21.8	0.8	21.8	0.2	64.3	509.8	26.2
Bank overdrafts	12.8	12.8	12.8	-	-	-	-	-	-	-
Leases	108.0	117.5	25.1	2.8	20.3	2.0	38.3	3.1	24.3	1.6
Total	**681.1**	**826.1**	**66.7**	**25.2**	**21.8**	**24.1**	**58.7**	**67.9**	**534.0**	**27.8**
Other financial liabilities										
Trade payables	403.8	403.8	403.8	-	-	-	-	-	-	-
Other non-current financial liabilities	0.2	0.2	-	-	0.2	-	-	-	-	-
Other current financial liabilities	6.1	6.1	6.1	-	-	-	-	-	-	-
Total	**410.1**	**410.1**	**409.9**	**-**	**0.2**	**-**	**-**	**-**	**-**	**-**
Total financial liabilities	**1,091.1**	**1,236.2**	**476.6**	**25.2**	**22.0**	**24.1**	**58.7**	**67.9**	**534.0**	**27.8**

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b) Liquidity position

The Group's debt capacity is €1,134.2 million, of which €119.4 million relates to lease liabilities (IFRS 16), and has been drawn down in the amount of €875.6 million (see Note 7.3.1). Including cash and cash equivalents, the liquidity position of the Group amounts to €479.4 million.

(in millions of euros)	**Dec. 31, 2022**	**Dec. 31, 2021**
Amount available on credit facilities	258.6	423.3
Cash and cash equivalents	220.8	205.4
Total	**479.4**	**628.7**

7.6.5 Credit risk

Credit risk represents the risk of financial loss for the Group in the event that a counterparty to a financial instrument defaults on its contractual obligations.

The financial assets potentially bearing this risk are mainly:

- cash deposits;
- derivative instruments;
- trade receivables;
- loans granted.

The maximum potential credit risk on the financial assets is equal to their net accounting value less the indemnification receivable from credit insurance.

a) Customer credit risk

The Group believes that its exposure to customer credit risk is limited, because of its large number of customers, its dispersion in many geographical areas, and its follow-up policy. The Group has established a credit policy which includes, among other things, a credit limit for each customer, collections processes, and a computer-aided credit scoring and customer payment behaviour follow-up.

The total of receivables overdue over 60 days amounts to approximately 10% of total accounts receivable as of December 31, 2022 (11% of total accounts receivable as of December 31, 2021).

The Group believes that there is no need to assume that there is risk on outstanding receivables less than 60 days overdue.

With respect to outstanding receivables that are more than 60 days overdue, the Group believes that risks are limited given existing procedures for customer risk management (as detailed above).

b) Credit risk management on equities and derivatives

The counterparties to the Group's financial derivatives are leading banks, all of which have business relationships with the Group for debt or cash management. The Group's policy with regard to investments and cash deposits is to only invest in liquid securities and only with the leading credit institutions in the countries where the investments are made.

The Group is not exposed to a material risk due to any significant concentration and does not anticipate any counterparty default.

The effect of Credit and Debit Valuation Adjustments (CVA/DVA) on the measurement of the fair value of the derivative financial instruments was not material as at the balance sheet date and was therefore not booked.

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7.7 Guarantees

The principal guarantees given by Tarkett are as follows:

- a General Indemnity Agreement of a maximum amount of USD 75.0 million in favour of Federal Insurance Company in consideration of an agreement to execute security bonds in favor of FieldTurf Inc, fully used as of year-end;
- a Joint and Several Guarantee of a maximum amount of USD 90.0 million in favour of Ester Finance Technologies; as part of the assignment of the trade receivables line set up with certain subsidiaries of Tarkett Finance Inc in the United States, in order to secure future customer receipts to be collected on its behalf, representing US$65.9 million at the close of exercise;
- a guarantee given to the retirement insurance company Pri-Pensions to insure Tarkett AB's employee benefit commitments in the amount of SEK 237.1 million;
- a joint and several guarantee in favour of Bpifrance for the outstanding amount of the amortizable loan taken out in June 2022 by Tarkett France, representing €20.0 million as of year-end;
- rent guarantees in favor of two lessors of Tarkett USA Inc. representing a commitment of US$10.1 million at the end of the financial year, and whose corresponding rents are included in the lease debt valued in the consolidated balance sheet in accordance with IFRS 16 "Leases";
- a payment guarantee granted to a supplier of its subsidiary Morton Extrusiontechnik (M.E.T GmbH) for deliveries of raw materials, up to a maximum amount of €7.0 million, which had been used in the amount of €5.2 million as of the balance sheet date;
- guarantees granted by Tarkett to the banks of certain subsidiaries, in particular Tarkett Limited (United Kingdom), Tarkett BV (the Netherlands), Tarkett Asia Pacific (Shanghai) Management Co Ltd and Tarkett Industrial (Beijing) Co Ltd (China), Tarkett Spa (Italy), to enable them to obtain overdraft facilities, bank loans or credit lines for a maximum total amount equivalent to €38.8 million, of which the equivalent of €12.2 million had been committed at the balance-sheet date.

Furthermore, in the ordinary course of business, Tarkett and several of the Group's subsidiaries have given payment or construction guarantees to various suppliers, customers, government offices, lessors, and cash pooling or trade finance operators, either directly or through bank guarantees, for an amount equivalent to €34.8 million as of the closing date.

Finally, the following assets have been pledged as security interests for the new financing put in place:

- all present and future shares of Tarkett SA held by Tarkett Participation;
- all present and future shares of the following subsidiaries, directly or indirectly held by Tarkett SA: Tarkett GDL SA, Tarkett AB, Tarkett BV, Tarkett Holding GmbH, Tarkett Finance Inc., Tarkett USA Inc., Fieldturf Tarkett USA Holdings Inc., Fieldturf USA Inc., AO Tarkett and AO Tarkett Rus ;
- certain financial receivables entered into between two of the above companies.

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Note 8 > Income tax

8.1 Income tax expense

Income tax on the profit or loss for the year comprises current and deferred tax. Income tax is recognized in the income statement except to the extent that it relates to items in equity or in other comprehensive income, in which case it is recognized in those items.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantially enacted at the balance sheet date, and any adjustment to tax payable with respect to previous years. Income tax expense/income are defined in Note 8.2, Deferred Taxes.

Income tax is calculated based on the rules applicable in each country where the Group operates.

The "Cotisation sur la Valeur Ajoutée des Entreprises (C.V.A.E.)" tax contribution due in France on the basis of the value added as determined based on the statutory accounts of French entities the statutory accounts meets the definition of income tax under IAS 12, "Income Taxes" and is classified on the current income tax line. Similar treatment has been adopted for similar other taxes (State Tax and BEAT Tax in the United States, in particular) based on a net of products and costs, even though that amount may differ from accounting net income.

The income tax expense (current and deferred) can be analysed as follows:

(in millions of euros)	**Dec. 31, 2022**	**Dec. 31, 2021**
Current tax	(31.9)	(19.0)
Deferred tax	13.8	8.0
Total income tax	**(18.1)**	**(11.0)**

Theoretical income taxes determined using the French corporate income tax rate of 25.85% for 2022 and 28.40% for 2021 can be reconciled as follows to the actual income tax charge:

(in millions of euros)	**Dec. 31, 2022**	**Dec. 31, 2021**
Pre-tax profit from continuing operations (a)	(7.9)	25.9
Profit from equity-accounted subsidiaries (b)	(1.0)	5.3
Pre-tax profit from fully consolidated activities (a- b)	(6.9)	20.6
Income tax at nominal French income tax rate	**1.8**	**(5.9)**
Effect of:		
- Taxation of foreign companies at different rates	(1.5)	1.9
- Exchange rate effects on non-monetary assets	(0.3)	0.1
- Changes in unrecognized deferred tax assets	(0.4)	(2.6)
- Permanent differences	(5.1)	0.3
- Taxes on dividends (Withholding at the source)	(2.5)	(0.1)
Other items	(10.0)	(4.7)
Income tax expenses	**(18.1)**	**(11.0)**
Effective rate	**N/A**	**53.3%**

Differences between local and French taxation rates

The main contributing countries are the United States, with a local tax rate of 21.00%, Russia, with a local tax rate of 20.00%, Sweden, with a local tax rate of 20.60%, Poland, with a rate of 19.00% and Ukraine, with a rate of 18.00%.

Changes in unrecognized deferred tax assets

The recognition of deferred tax assets can be explained mainly by the positive effect of the recognition of deferred tax assets on losses in the United Kingdom amounting to €2.5 million and in Luxembourg amounting to €6.8 million, offset by deferred tax assets on losses carried forward and temporary differences recognised in France amounting to €(0.9) million, China €(1.3) million, Germany €(2.5) million and Poland €(1.8) million.

Other items

In 2022, this item includes:

- tax adjustment expenses amounting to €(1.6) million, mainly in the United States, with €(1.3) million;
- taxes recorded as corporate income tax for €(6.3) million, including the United States for €(5.0) million (of which the BEAT Tax represents €(3.6) million and State Tax represents €(1.4) million) and France for €(1.1) million (CVAE).
- tax provisions amounting to €(2,0) million.

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8.2 Deferred tax

Deferred tax is calculated using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realization or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantially enacted at the balance sheet date.

The following items do not result in the recognition of deferred tax:

- taxable temporary differences linked to goodwill;
- taxable or deductible temporary differences stemming from the initial recognition of assets or liabilities, other than in the context of transactions involving business combinations, that affect neither accounting nor taxable profit;
- temporary differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future.

A deferred income tax asset is capitalized only to the extent that it is probable that there will be future taxable profits over the next five years against which this asset can be utilized.

In accordance with IAS 12, where an entity's tax return is prepared in a currency other than its functional currency, changes in the exchange rate between the two currencies generate temporary differences with respect to the valuation of non-monetary assets and liabilities. As a result, deferred tax is recognized in profit or loss.

Deferred taxation is shown on the balance sheet separately from current tax assets and liabilities and is categorized in non-current items.

(in millions of euros)	**2022**	**2021**
Valuation of deferred tax assets	181.6	163.9
DTA for pensions and healthcare benefits	36.6	40.7
Other items temporarily non deductible	75.3	61.0
Provision for other deferred tax liabilities	(12.4)	(16.4)
Internal profit eliminations	1.2	1.1
Netted against deferred tax assets	(190.1)	(167.2)
Deferred tax assets	**92.3**	**83.1**
Fixed assets revaluation	43.6	46.9
Other deferred tax liabilities	154.1	133.4
Netted against deferred tax assets	(190.1)	(167.2)
Deferred tax liabilities	**7.7**	**13.2**

The recoverability of deferred tax assets was analyzed with cash flow projections used for impairment testing.

The Group had €181.6 million in deferred tax assets related to tax loss carryforwards and unused tax credits, of which €147.7 million related to Luxembourg, and €25.1 million related to the Group's North American (United States) tax consolidation group. The recognition of deferred tax in Luxembourg was partially offset by deferred tax liabilities, without impact on results.

This amount of €181.6 million can be broken down as follows: €171.0 million in deferred tax assets relating to tax loss carryforwards and €10.6 million in unused tax credits.

The deferred taxes on carryforwards and unused tax credits totalled €64.9 million as of December 31, 2022 (€66.3 million as of December 31, 2021).

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Note 9 > Equity and liabilities

9.1 Share capital

Share capital comprises the par value of the ordinary shares *minus incremental costs directly attributable to the issue of* ordinary shares and share options, net of any tax effects. When the Group buys back its own shares, the amount of consideration paid, which includes directly attributable costs, is net of any tax effects, and is recognized as a deduction from shareholders' equity. When treasury shares *are subsequently sold or reissued, the amount received is* recognized as an increase in shareholders' equity, and the resulting surplus or deficit on the transaction is transferred to/from retained earnings.

	Dec. 31, 2022	Dec. 31, 2021
Share capital *(in euros)*	327,751,405	327,751,405
Number of shares	65,550,281	65,550,281
Par value *(in euros)*	5.0	5.0

9.2 Earnings per share and dividends

	Dec. 31, 2022			Dec. 31, 2021		
	Average number of shares *(in millions of shares)*	Profit for the period attributable to Tarkett shareholders *(in millions of euros)*	Basic earnings per share *(in euros)*	Average number of shares *(in millions of shares)*	Profit for the period attributable to Tarkett shareholders *(in millions of euros)*	Basic earnings per share *(in euros)*
Total Shares	65,550			65,550		
Treasury shares held by Tarkett	(184)			(322)		
Total excluding treasury shares	**65,367**	**(26.8)**	**(0.41)**	**65,228**	**15.1**	**0.23**
Potential performance shares to be distributed	184			289		
Restatement of actions with anti-dilution effect [(1)]	(184)			-		
Total after allocation of performance shares	**65,367**	**(26.8)**	**(0.41)**	**65,517**	**15.1**	**0.23**

Basic earnings per share (excl. treasury shares)

Earnings per share (excluding treasury shares) are calculated on the basis of the Group's attributable net profit and on the weighted average number of shares outstanding during the period (and after deduction of the weighted average number of treasury shares).

Earnings per share after grants of performance shares

Attributable net profit per share (after grants of performance shares), are calculated on the basis of the Group's share of net profit attributable to the Group and on the weighted average number of shares outstanding during the period (and after deduction of the weighted average number of treasury shares) and the number of potential shares to distribute, if dilutive.

(1) Pursuant to IAS 33, "Earnings per Share," and given the negative attributable net profit as of December 31, 2022, the potential performance shares for distribution have not been taken into account in calculating the weighted average number of shares outstanding (anti-dilutive effect).

Dividends

The General Meeting of April 29, 2022 decided not to pay dividends in 2022 for the 2021 period given the high level of uncertainties in the short term.

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Note 10 > Related parties

In accordance with IAS 24, "Related Party Disclosures," the Group has identified the following related parties:

> Joint ventures;

> Tarkett Participation ;

> The members of the Tarkett Management Board and Supervisory Board.

Transactions entered into during the period with the Group's joint ventures and principal shareholders are detailed below.

10.1 Joint ventures

All transactions between fully consolidated companies have been eliminated.

Transactions with related entities and jointly held entities are entered into on arm's length terms.

The Group has four joint ventures, including Laminate Park GmbH & Co KG in Germany, jointly controlled with the Sonae group.

Transactions entered into during the period with the Group's joint ventures are detailed below :

(in millions of euros)	**Dec. 31, 2022**	**Dec. 31, 2021**
Joint ventures		
Sale of goods to Tarkett	-	(0.0)
Purchase of services from Tarkett	-	-
Loans from Tarkett (gross value)	4.6	4.4

10.2 Principal shareholders

Tarkett Participation holds 90.40% of Tarkett's share capital following the contribution of Tarkett shares to Tarkett Participation and the acquisition of shares by Tarkett Participation, and as such controls and coordinates the Group's activities.

As of December 31, 2022, Tarkett Participation is held by:

> Société Investissement Deconinck, for 73.04%;

> Expansion 17 S.C.A., FIAR, for 12.902%;

> Global Performance 17 S.C.A., FIAR, for 12.903%;

> Individual members of management, for 1.15%.

As of December 31, 2022, SID had invoiced a total of €300,000 in fees under the Assistance Agreement (€300,000 as of December 31, 2021).

As of December 31, 2022, Tarkett had invoiced a total of €55,000 to SID for services (€55,000 as of December 31, 2021).

10.3 Members of the Management Board and Supervisory Board

None.

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Note 11 > Subsequent events

None.

Note 12 > Statutory auditor fees

Amount *(excluding taxes) (in thousands of euros)*	**KPMG S.A.**		**MAZARS**	
	Auditor	**Network**	**Auditor**	**Network**
Statutory audit, certification, audit of the individual company and Consolidated Financial Statements				
Tarkett	270	-	270	-
Controlled entities	130	952	59	885
Subtotal (A)	**401**	**952**	**329**	**885**
Services other than certification of the financial statements required by laws and regulations				
Tarkett	-	-	-	-
Controlled entities	-	-	-	-
Subtotal (B)	-	-	-	-
Services other than certification of the financial statements at the entity's request				
Tarkett	79	70	-	-
Controlled entities	**6**	-	-	-
Subtotal (C)	**85**	**70**	-	-
Services other than certification of the financial statements (1)				
Subtotal D = B + C	**85**	**70**	-	-
Subtotal E = A + D	**486**	**1,022**	**329**	**885**
Total	**1,508**		**1,214**	

(1) Nature of services other than certification of the financial statements provided by the statutory auditors to the consolidating entity and its controlled subsidiaries: review of CSR information by an independent third-party, a compliance assignment

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Note 13 > Principal consolidated entities

Companies G: Full consolidation E: Equity method	Country	Consolidation method	Pourcentage of interest as of December 31, 2022	Pourcentage of interest as of December 31, 2021
EMEA				
Tarkett AB	Sweden	G	100%	100%
Tarkett AS	Norway	G	100%	100%
Tarkett OY	Finland	G	100%	100%
Tarkett A/S	Danemark	G	100%	100%
Tarkett Polska Sp.z.o.o.	Polska	G	100%	100%
Tarkett Aspen Zemin AS	Turkey	G	100%	100%
Laminate Park GmbH & Co KG	Germany	E	50%	50%
Virtual Empathy Platform Ltd	United Kingdom	E	33%	33%
Tarkett Holding GmbH	Germany	G	100%	100%
Tarkett SA	France	Parent company	100%	100%
Tarkett Services	France	G	100%	100%
Tarkett GDL SA	Luxembourg	G	100%	100%
Tarkett Capital SA	Luxembourg	G	100%	100%
Tarkett SpA	Italy	G	100%	100%
Tarkett - Produtos Internacionias, SA	Portugal	G	100%	100%
Tarkett Monoprosopi Ltd.	Greece	G	100%	100%
Tarkett Floors S.A. Spain	Spain	G	100%	100%
Tarkett France	France	G	100%	100%
Tarkett Bois SAS	France	G	100%	100%
Fieldturf Tarkett SAS	France	G	100%	100%
Tarkett Sports GmbH	Germany	G	100%	100%
Fieldturf Poligras SA	Spain	G	100%	100%
Morton Extrusiontechnik GmbH	Germany	G	100%	100%
Allsports construction and maintenance Ltd.	United Kingdom	E	30%	30%
Desso Holding BV	Netherlands	G	100%	100%
Desso BV	Netherlands	G	100%	100%
Desso Refinity BV	Netherlands	G	100%	100%
Tarkett Sports BV	Netherlands	G	100%	100%
Tarkett NV	Belgium	G	100%	100%
Tarkett AG Switzerland	Switzerland	G	100%	100%
Desso Sports System BV	Netherlands	G	100%	100%
Desso Sport Systems NV	Belgium	G	100%	100%
Desso Sport Systems Scandinavia A.S.	Norway	G	100%	100%
Tarkett Ltd.	United Kingdom	G	100%	100%
Somalré	Luxembourg	G	100%	100%
F.E.D. Inc.	United States of America	E	40%	40%
Wildcat Enterprise for Textile Industries [1]	United Arab Emirates	G	100%	0%
North America				
Tarkett, Inc. (Delaware)	United States of America	G	100%	100%
Tarkett Inc.	Canada	G	100%	100%
Desso Inc.	United States of America	G	100%	100%
Tandus Centiva Limited	Canada	G	100%	100%
Lexmark Carpet Mills	United States of America	G	100%	100%
Tarkett Manufacturing Mexico	Mexico	G	100%	100%
Domco Products Texas Inc	United States of America	G	100%	100%
Tarkett Alabama Inc.	United States of America	G	100%	100%
Tarkett Finance Inc.	United States of America	G	100%	100%
Tarkett USA Inc.	United States of America	G	100%	100%
Fieldturf Inc.	Canada	G	100%	100%

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Companies	Country	Consolidation method	Pourcentage of interest as of December 31, 2022	Pourcentage of interest as of December 31, 2021
L.E.R. Inc.	United States of America	G	100%	100%
EasyTurf Inc.	United States of America	G	100%	100%
Beynon Sport Surfaces Inc.	United States of America	G	100%	100%
FieldTurf Tarkett USA Holdings, Inc.	United States of America	G	100%	100%
Fieldturf USA Inc.	United States of America	G	100%	100%
Johnsonite Canada Inc.	Canada	G	100%	100%
Diamond W Supply Co.	United States of America	G	100%	100%
Tarkett Carpet Canada Inc.	Canada	G	100%	100%
Dynamic Base Construction, LLC (1)	United States of America	G	49%	0%
Tarkett Sports Midwest Inc. (1)	United States of America	G	100%	0%
Midwest Specialty Contractors Inc. (1)	United States of America	G	100%	0%
CEI, APAC and Latin America				
Tarkett Australia Pty.Ltd.	Australia	G	100%	100%
Tarkett Brasil Revestimentos LTDA	Brazil	G	100%	100%
Tarkett Flooring Mexico S.R.L.	Mexico	G	100%	100%
Tarkett Argentina	Argentina	G	100%	100%
Tarkett Hong Kong Ltd.	Hong Kong	G	100%	100%
Tarkett Asia Pacific (Shanghai) Management Co Ltd.	China	G	100%	100%
Tarkett Industrial (Beijing) Co, Ltd	China	G	100%	100%
AO Tarkett	Russia	G	100%	100%
AO Tarkett Rus	Russia	G	100%	100%
Tarkett Sommer OOO	Russia	G	100%	100%
Tarkett d.o.o.	Serbia	G	100%	100%
Tarkett SEE d.o.o.	Serbia	G	100%	100%
Tarkett UA DP	Ukraine	G	100%	100%
Tarkett KAZ TOO	Kazakhstan	G	100%	100%
Tarkett Bel UE	Belarus	G	100%	100%
Galerija Podova d.o.o.	Serbia	G	100%	100%
Tarkett Vinisin TOV	Ukraine	G	100%	100%
Tarkett Flooring Singapore Pte. Ltd	Singapour	G	100%	100%
Tandus Flooring (Suzhou) Co. Ltd	China	G	100%	100%
Tarkett Flooring India Private Ltd	India	G	100%	100%
Fieldturf Tarkett Australia	Australia	G	100%	100%

(1) cf. note 2.4.

The percentages of equity and voting rights held for each entity of the Group are identical.

3 Statutory Auditors' Report on the Consolidated Financial Statements

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KPMG Audit
Tour EQHO
2 Avenue Gambetta
CS 60055
92066 Paris la Défense Cedex
France

Mazars
61 rue Henri Regnault
92075 Paris La Défense
France

Tarkett S.A.

Statutory auditors' report on the financial statements

For the year ended 31 December 2022
Tarkett S.A.
Tour Initiale - 1 Terrasse Bellini - 92919 Paris La Défense

Statutory Auditors' Report on the Consolidated Financial Statements

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KPMG Audit
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Mazars
61 rue Henri Regnault
92075 Paris La Défense
France

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.

Tarkett S.A.

Registered office: Tour Initiale - 1 Terrasse Bellini - 92919 Paris La Défense
Share capital: €.327,751,405

Statutory auditors' report on the financial statements

For the year ended 31 December 2022

To the general meeting of shareholders of Tarkett S.A.,

Opinion

In compliance with the engagement entrusted to us by annual general meeting, we have audited the accompanying financial statements of Tarkett S.A. for the year ended 31 December 2022.

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 2022 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 2022 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.

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Tarkett S.A.
Statutory auditors' report on the financial statements
For the year ended 31 December 2022
17 February 2023

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Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.823-9 and R.823-7 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 2021 amount to 1,349,4M€ and represent one of the most significant items of the balance sheet. They are recognized 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 and its consistency with recent transactions in the company's business sector.
- Test the arithmetical accuracy of the value in use calculations.
- Assess the permanence of the methods used.

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Tarkett S.A.
Statutory auditors' report on the financial statements
For the year ended 31 December 2022
17 February 2023

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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 S.A..

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).

We attest that the non-financial statement required by Article L. 225-102-1 of the French Commercial Code (Code de Commerce) is included in the management report, it being specified that, in accordance with Article L. 823-10 of this Code, we have verified neither the fair presentation nor the consistency with the consolidated financial statements of the information contained therein.

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 purchase of investments and controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

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Tarkett S.A.
Statutory auditors' report on the financial statements
For the year ended 31 December 2022
17 February 2023

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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 President 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 S.A. by the combined annual general meeting held on 30 April 2020 for KPMG and Mazars.

As at 31 December 2022, KPMG and Mazars were in the 9th 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.

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Tarkett S.A.
Statutory auditors' report on the financial statements
For the year ended 31 December 2022
17 February 2023

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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.

KPMG

mazars

Tarkett S.A.
Statutory auditors' report on the financial statements
For the year ended 31 December 2022
17 February 2023

20230711191198

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 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 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 The Audit, Risks and Compliance Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

French original dated 17 February 2023 and signed by the statutory auditors,

KPMG Audit
a Department of KPMG S.A.

Mazars

Philippe Grandclerc
Partner

Romain Mercier
Partner

Anne-Laure Rousselou
Partner

20230719199

Design and Production

POMELO PARADIGM

pomelo-paradigm.com/pomdocpro/

[redacted]

2022

Corporate Social & Environmental Responsibility Report

Tarkett

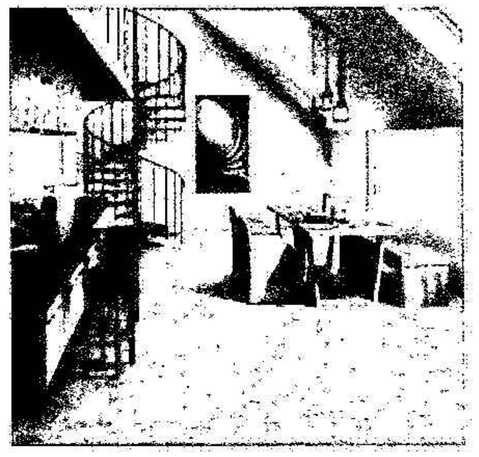
A world leader in flooring and sports surface solutions

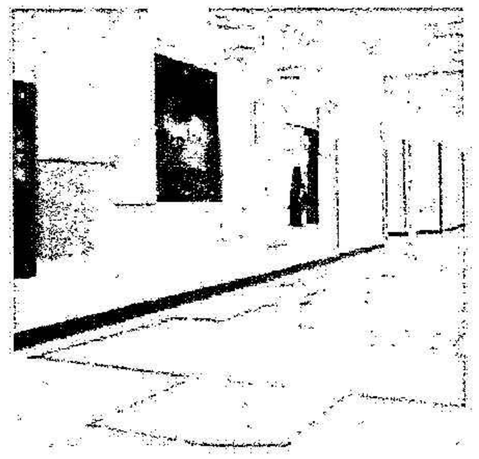
For over 140 years now, we commit every day to the design of great spaces. For Tarkett, this means putting people and planet first, caring about the environment and the health of present and future generations incorporated by our Tarkett Human-Conscious Design® approach.

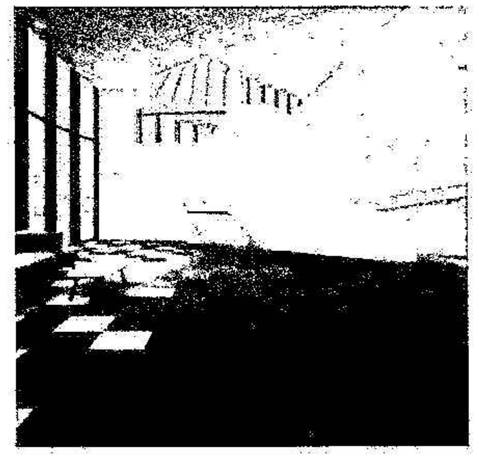
It is our holistic way of doing business, capable of marrying the specific expectations of each of our customers with the profound challenges of protecting our planet, reducing our carbon footprint and changing the game with circular economy. Working together with our partners, we deliver safer and healthier 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. Together we are building the Way to Better Floors.

A BROAD RANGE OF SOLUTIONS

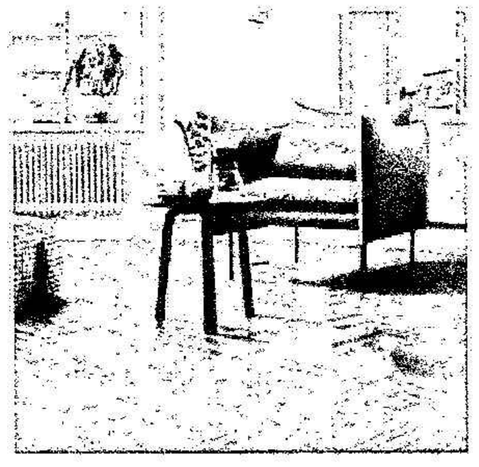
We offer to our customers one of the largest portfolios of flooring and sports surface solutions, and we share with our customers our expertise in multiple market segments.

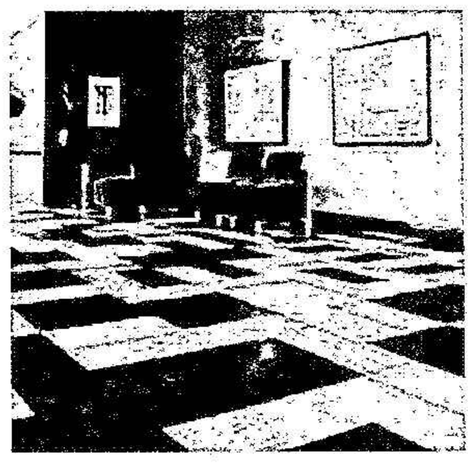

Vinyl

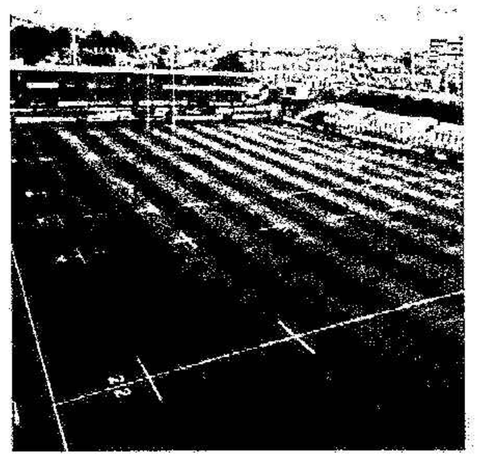

Linoleum

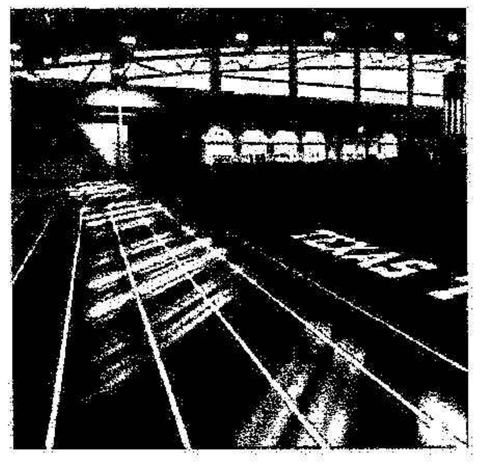

Carpet

Wood


Laminate


Rubber & Accessories


Artificial Turf


Athletic Tracks

HEALTH CARE & AGED CARE

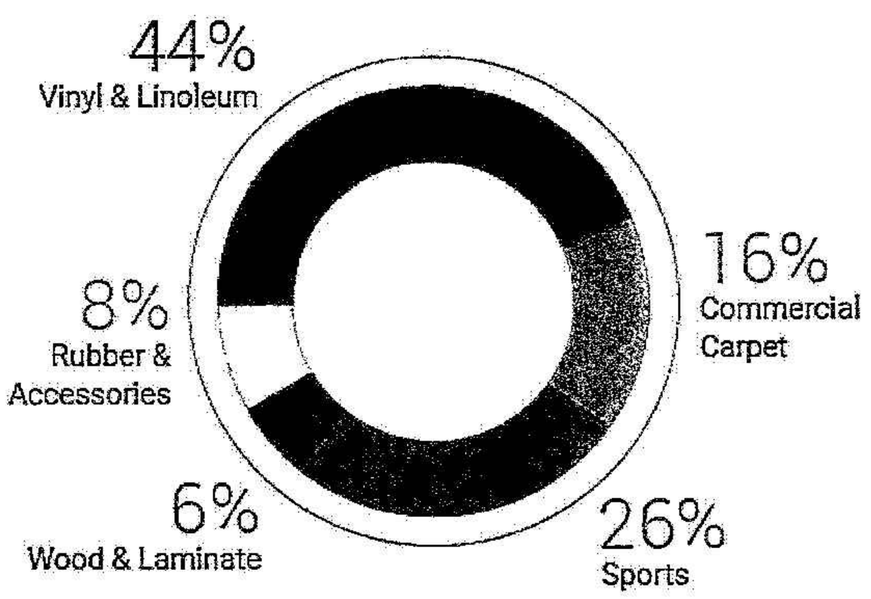
EDUCATION

WORKPLACE

HOSPITALITY

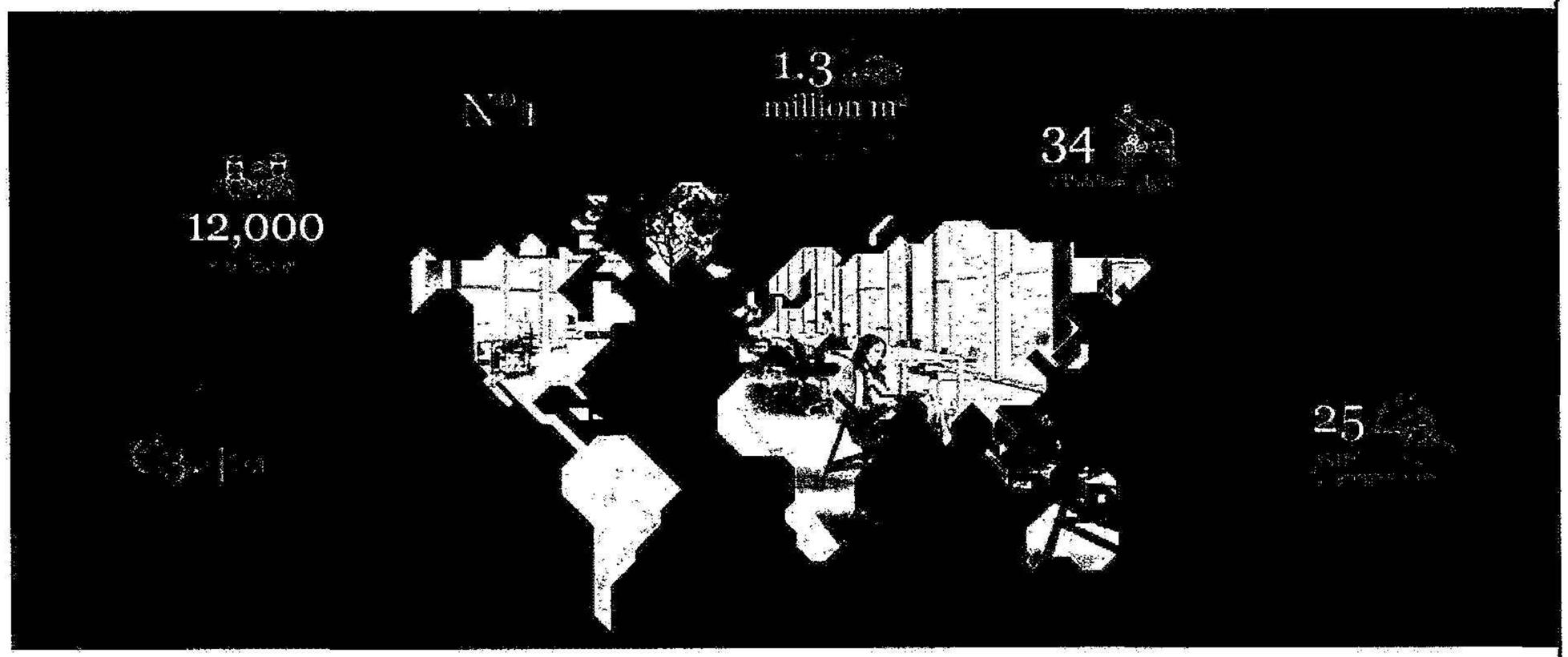
SPORTS

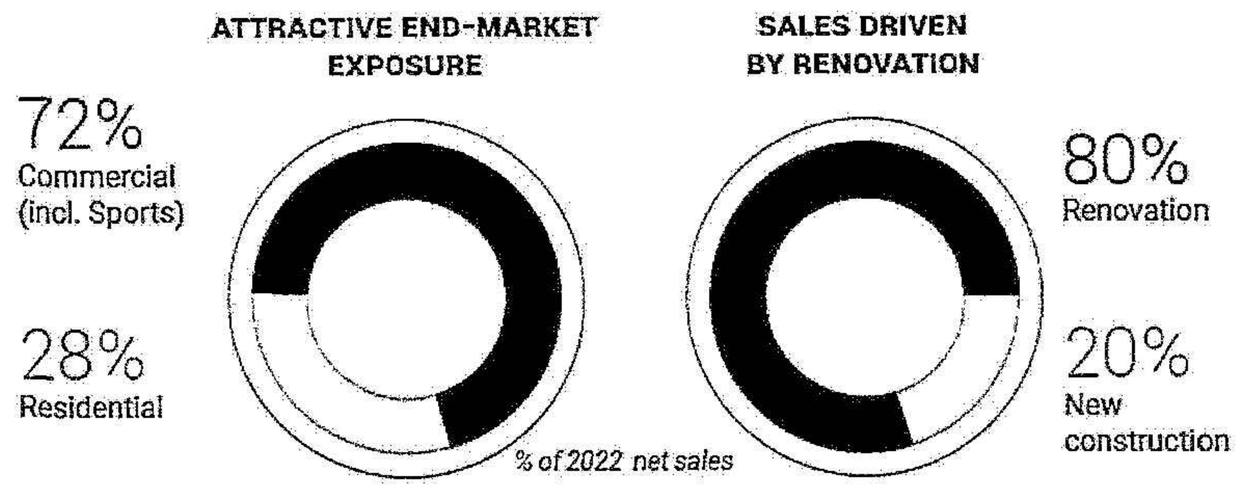
RESIDENTIAL



% of 2022 net sales by product categories

TARKETT WORLDWIDE





CONSCIOUS CHOICES. FOR PEOPLE AND PLANET.

Tarkett Human-Conscious Design® is our pledge to stand with present and future generations. To create flooring and sports surfaces that are good for people and for the planet. And to do it every day. We deliver on this through three commitments:

- Deep human understanding.
- Conscious choices. For people and planet.
- With all our stakeholders. Every step of the way.

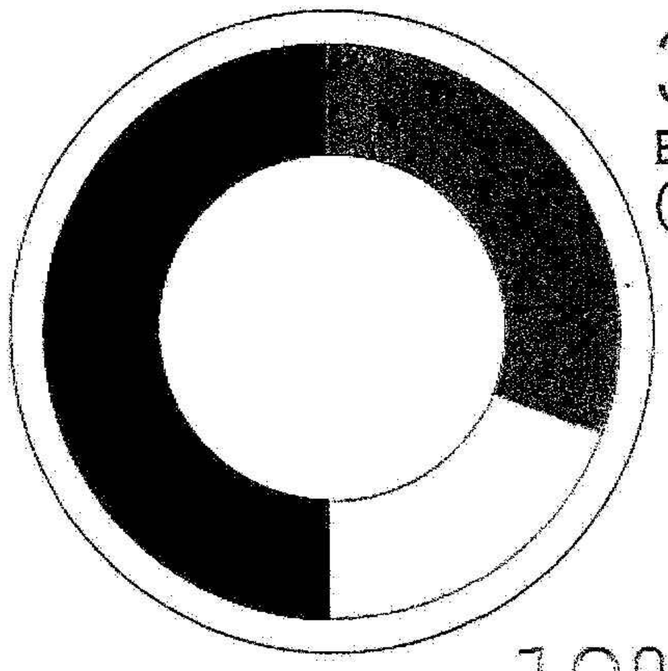
Eco-design by appling Cradle to Cradle® principles

WE SUPPORT
Comply with the 10 United Nations principles

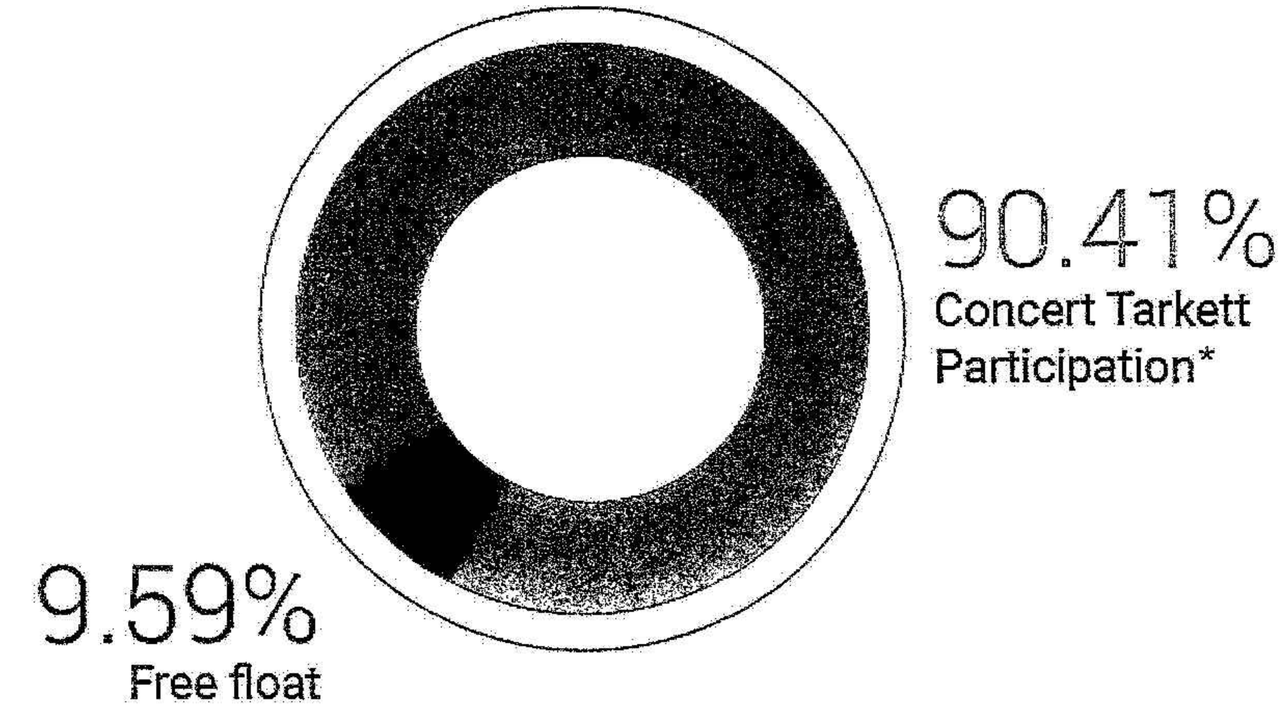
THE GLOBAL GOALS For Sustainable Development
Contribute to the Sustainable Development Goals defined by the United Nations

Tarkett in figures

SALES BY GEOGRAPHIES



SHAREHOLDING STRUCTURE
(31.12.2022)



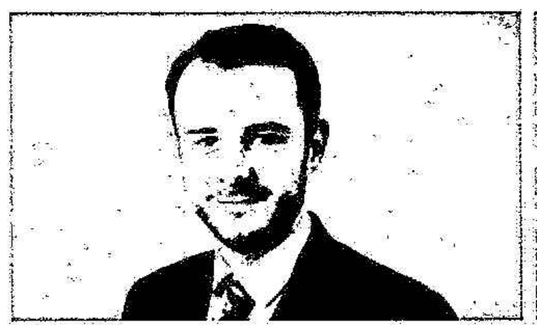
Tarkett is listed on Euronext Paris (compartment B, ISIN: FR0004188670, ticker: TKTT).

**Tarkett Participation, Société Investissement Deconinck (SID), Expansion 17 S.C.A., Global Performance 17 S.C.A. and the members of the Supervisory Board of the Company linked to the Deconinck family, acting in concert vis-à-vis the Company, together held, as of December 31, 2022, 59,263,246 shares and 59,277,470 voting rights in the Company, representing 90.41% of the capital and 90.07% of the voting rights in the Company. This holding also includes the 109,310 treasury shares comprising 25,099 shares held directly by the Company and 84,211 shares held indirectly through its wholly owned subsidiary under Luxembourg law, Tarkett GDL SA, as well as the 4,000 shares held by members of the Supervisory Board related to the Deconinck family and the shares of the corporate officers and employees of the Tarkett Group who have entered into liquidity agreements with Tarkett Participation relating to Tarkett shares.*

Governance

Supervisory Board

The Supervisory Board is composed of 13 members of which 3 independent members, 2 members representing the employees and 2 observers.



Éric La Bonnardière
Chairman
Member since 2015

Didier Deconinck
Vice-Chairman
Member since 2001

Marine Charles
Member since 2023

Julien Deconinck
Member since 2014

Nicolas Deconinck
Member since 2015

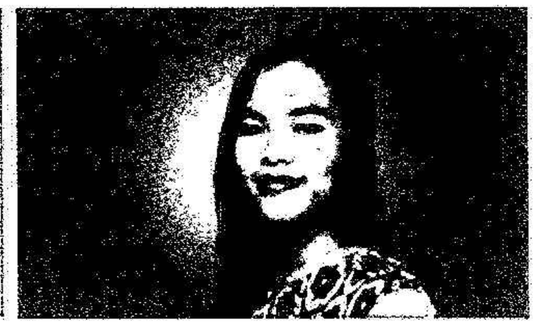
Florent Jannier
Member** since 2021

Françoise Leroy
Member* since 2013

Tina Mayn
Member since 2023

Didier Michaud-Daniel
Member* since 2019

Sabine Roux de Bézieux
Member* since 2017



Caroline Tith
Member** since 2021

Bernard André Deconinck
Observer

Charles Goulet
Observer

Audit, Risks and Compliance Committee:
- Françoise Leroy (President)*
- Sabine Roux de Bézieux*
- Julien Deconinck

Appointments, Compensation and Governance Committee:
- Françoise Leroy (President)*
- Éric La Bonnardière
- Didier Michaud-Daniel*

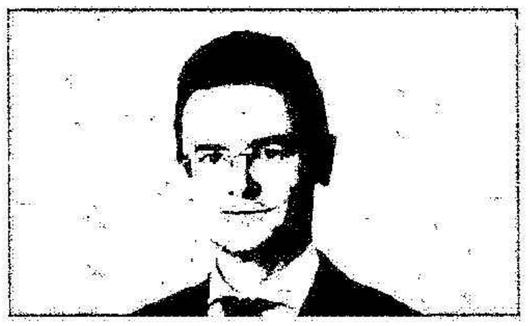
CSR Committee:
- Sabine Roux de Bézieux (President)*
- Nicolas Deconinck
- Tina Mayn

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

Governance

Executive Management Committee

The Group Executive Committee is led by Fabrice Barthélemy, Chief Executive Officer (CEO). This international and entrepreneurial team is composed of experienced leaders who share the Group's interest and values, while ensuring operational agility through a decentralized organization.



Fabrice Barthélemy
CEO

Eric Daliere
President of Tarkett North America and Tarkett Sports

Slavoljub Martinovic
President of Tarkett Eastern Europe & Asia

Francesco Penne
President of Tarkett EMEA, LATAM & ANZ*

Raphaël Bauer
Chief Financial Officer

Eline Cormont-Girardey
Group General Counsel

Séverine Grosjean
EVP Group Human Resources & Communication

Arnaud Marquis
Chief Sustainability & Innovation Officer

Carine Vinardi
Group R&D and Operations EVP

Hervé Legrand
Group Chief Information Officer (CIO)

** Australia/New-Zealand*

A Word from the CEO

Fabrice Barthélemy

2022 was a challenging year to which Tarkett responded well: keeping momentum, with a continuous focus on our customer's experience, while showing adaptation and resilience to the challenges. I am truly proud of what we have accomplished together, under the "One Tarkett" spirit which unites our teams.

Team spirit: Right from the first day of the war in Ukraine, our teams upheld our values of being committed, caring, collaborative, and creative. They showed concern, contributing to solidarity actions through our Tarkett Cares initiative and the newly created Tarkett Foundation. I personally feel that promoting diversity and inclusion is a very concrete way for Tarkett to respond to such a situation, by fostering peace and mutual acceptance. With actions such as Diversity and Inclusion week organized across countries and teams, we continued to give awareness and confidence to each and every team member. In 2022 the share of women in management reached 27%, progressing towards our 2025 target of 30%.

Adaptation and resilience: Another challenge we faced in 2022 came with the inflation of raw material costs. Our teams adapted well, successfully passing through the increase into selling prices, ensuring Tarkett's resilience in the face of this difficult operating context. The agility and professionalism of our teams are key and to further develop them, we continuously invested in training and upskilling programs, facilitating teamwork, sharing expertise, and providing structured roadmaps with our World Class Manufacturing operational excellence system.

Focus: Despite these challenges we remained focused on the needs of our customers. Tarkett is constantly looking to help customers, architects, designers, and end-users address their own challenges in an easy and effective manner, across the world:

- We enable customers in Europe to adopt circular solutions through Desso Origin's Recharge and Retrace carpet tiles with the lowest carbon footprint[1] and eco-designed to be 100% recycled through our ReStart® collection and recycling program.
- For our customers purchasing sports surfaces in North America, our FieldTurf's Goal Zero program aims at diverting job-site waste from landfill and facilitating its reuse and recycling.
- In North America, the launch of the new "Discovery" collection creates inspiring education spaces for all types of learners.
- We made phthalate-free vinyl flooring the only option in Brazil with the successful transition of our local production in Jacareí to phthalate-free technology.

Momentum: 2022 was also about maintaining momentum on our key commitments to safety and the climate. Every day, everywhere, safety remains a key priority as we continually look to strengthen our safety culture. While we must continue to improve, I am confident the progress made on underlying actions will help us achieving our target of getting the recordable accident frequency rate down to 1.0 by 2025. On climate, the validation of our ambitious target to reduce GHG emissions by 2030[2] by the independent Science Based Target initiative (SBTi) and the recognition by CDP[3] of our climate action (Rated at leadership level "A-" score) confirm that we are on the right track. Globally Tarkett continued to reduce Scope 1 & 2 GHG emissions from our manufacturing operations (-41% vs 2019), notably through the increased purchase of renewable electricity. Scope 3 emissions also decreased (-13% v 2019), both due to lower volumes, but also thanks to the progress in the share of recycled materials which now reached 17% (+2% vs 2021).

[1] Following Tarkett's benchmark of carpet tiles manufactured in Europe, UK and Norway, we found that our Desso Origin carpet tile collection had the lowest carbon footprint. Comparison with the total carbon footprint (Module A-D) were made of each of the competitors with incineration as end-of-life scenario.
[2] Tarkett commits to reduce absolute scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year. Tarkett also commits to reduce absolute scope 3 GHG emissions from purchased goods and services and end-of-life treatment of sold products 27.5% within the same timeframe.* (*The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.)*
[3] The Sciences Based Targets initiative (SBTi) is a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the Worldwide Fund for Nature (WWF). The SBTi defines and promotes best practice in science-based target setting and independently assesses and approves companies' targets to accelerate the transition to a low-carbon economy.

impacT2027
2022 saw Tarkett set the direction for the coming years, as we laid out our new strategic plan: "impacT2027" - **To become the easiest, the most innovative, and the most sustainable flooring and sports surfaces company to work for and to work with.**

With this plan, we lengthen our horizon to build a strong Tarkett for the future, for the five years to come. Our two key investors, the Deconinck family and Wendel, fully support our entrepreneurial mindset as we look to drive change and deliver through innovation, sustainability, focused teamwork and best-in-class customer experience.

The new plan considers global megatrends – climate, technology and society evolutions - as well as our beliefs of what makes Tarkett a special company.

We identified, amongst others, three megatrends:
- Climate, one of the defining challenges of the century, as we race to limit global warming to 1.5°C. Tarkett is committed to reduce its green-house gas emissions in line with the Paris agreement.
- Fast rise of new technologies, such as digital printing, and the development of new recycled and bio-based materials, where Tarkett is harnessing innovation to provide customers with cutting-edge products and services.
- Evolution of society, especially in developed economies where the population is aging and where working habits are changing. Here again Tarkett will continue to lead, providing insight and solutions, for example to health and aged care clients to create new facilities, and to organizations to create modern workplaces, through the holistic design of inspiring, multi-purpose spaces that support health and well-being and in turn better productivity.

In implementing this new strategic plan, Tarkett remains committed to upholding all the principles of the United Nation's Global Compact on human rights, labor, environment, and anti-corruption and that our impacT 2027 strategy will enhance our contribution to the UN 2030 Sustainable Development Goals (SDG).

So we are excited and optimistic in this new year to be building together the way to better floors, with a positive impact on our customers, our employees, and the planet.

Recycling linoleum flooring at Narni, Italy.

Our Business Model: we want to have a positive impact on our customers, our teams, the planet

Our Inputs: Sustainable Capital

Financial capital

- Listed on Euronext Paris
- Concert Tarkett Participation (90,41%)
  Free float (9,59%)

Human, social and relationship capital

- 12,000 employees in 45 countries, representing more than 50 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

Manufacturing capital

- 34 production sites in 19 countries worldwide (Europe, Russia, North America, Serbia, China, Ukraine, Brazil, Mexico, Australia, Turkey)
- 8 recycling centers

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

Intellectual capital

- 139 patent families active in 42 countries
- 25 R&D labs
- Tarkett Human-Conscious Design®
- Network of internal experts and methodology (World Class Manufacturing, Cradle to Cradle®, Talent Philosophy…)
- Scientific partnerships (universities, Environmental Protection Encouragement Agency - EPEA, suppliers…)

Governance and compliance capital

- Management Board, Supervisory Board and 3 specialized committees (including CSR)
- Executive Management committee
- Codes of ethics and conduct
- Whistleblowing procedure
- Code of conduct Securities Markets

Section 3.2.1 in the section on CSR Governance describes how Tarkett is organized to drive change and achieve its CSR objectives

impact 2027

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

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

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 low carbon and circular economy through continual dialogue and collaboration with our stakeholders

The principal means of dialogue are described in section 3.5 Stakeholder engagement

- Customers, architects, designers, installers and end-users
- Employees and other external workers
- Suppliers, service providers and business partners
- Shareholders, investors, creditors and the financial community
- Trade associations, business networks, academic and scientific institutions
- Public authorities, intergovernmental and non governmental organizations

Section 3.1.3 presents the Group's ambition to place its stakeholders at the heart of its business model, responding to their expectations as well as setting out how Tarkett's strategy and CSR objectives contribute to the UN's Sustainable Development Goals

and our stakeholders

Our Outputs: sustainable performance despite challenging context

Demonstrating the resilience of Tarkett's business model

€3,359 million	€235 million	7%	€-26.8 million	€765 million	€97 million	€24million	€0.2 million
Net sales (8.9% organic growth)	**Adjusted EBITDA**	**Adjusted EBIDTA margin** (% of net sales)	**Net profit (Group share)**	**Remunerations**	**Investments**	**Income tax paid**	**Support to local communities (Tarkett Cares)**

Confirming our solid global positions

3rd **largest flooring group worldwide** | 1.3 million **m² flooring sold daily in over 100 countries** | No. 1 **in vinyl flooring**

Maintaining efforts to protect teams and develop talents

Safety
3.36 Recordable Lost Time Accident Frequency Rate (FR1t) for all employees[1]
2025 objective: 1.0
1# accidents with lost time < & > 24 hours per million worked hours

Diversity
27% of managers are women
2025 objective: 30%

Internal mobility
54% of open management positions filled by an internal candidate
2025 objective: 70%

Training & Performance
45% employees trained in last year
93% of enrolled permanent employees had a Performance & Development Review

Meeting 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 (95%)
- **Contributing to well-being through our products:** indoor air quality (99% of flooring with low volatile organic compounds emissions), healthy spaces (96% of flooring using phthalate-free plasticizers), comfort (visual, acoustics, installation, maintenance...)
- **Selecting raw materials not contributing to resource scarcity** (69% - 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 to be aligned with The Paris Agreement** (-41% scope 1 & 2 vs 2019, 43% renewable energy)
2030 objective: -50% Scope 1 & 2 GHG emissions vs 2019 & -30% Scope 1+2+3 GHG emissions vs 2019 (where scope 3 relates to purchased goods and end-of-life treatment of products sold)
- **Shifting to a circular economy model** bringing a positive contribution to climate change, using more recycled materials (~145,000 tons , 17% 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** (~115,000 tons between 2010 and 2022)
- **Innovating and eco-designing** with new technology for low carbon products that can be disassembled and recycled
- **Achieving water savings** (-59% m³ vs 2010) by equipping plants with closed loop water systems (69%)

Driving collaboration in the value chain and in communities

- **Promoting sustainability in the supply chain** ("responsible sourcing program" with 42% of suppliers adhering to our code of conduct or equivalent, Cradle to Cradle® eco-design)
- **Sharing our products information with our clients** (Material Health Statements - MHS, Environmental Product Declarations - EPD), engaging dialogue at 37 showrooms
- **Supporting local communities** through Tarkett Cares and employees' involvement
- **Training students and professionals** in flooring profession and installation techniques via Tarkett Academy (52,000 people trained from 2012 to 2022)

Section 3.3. on CSR risks and opportunities describes how Tarkett is contributing to addressing global challenges

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3.1 Tarkett's CSR ambition and commitment

3.1.1 Message from the CEO – Fabrice Barthélemy

The message from the CEO is presented in the introduction of this document.

3.1.2 Tarkett's business model

Sustainability plays an integral role in everything we do at Tarkett, from the way we design our products, to the raw materials we use, to how we recycle them at the end of their lifecycle. Sustainability is part of our DNA. By joining forces with our customers, our suppliers, and our other value chain partners and stakeholders, we will build a stronger foundation – one we can all stand firmly on, for generations to come. Together at Tarkett, we are building the way to better floors. This mindset is reflected in our business model presented in the introduction of this document with further detail on our engagement with our stakeholders in section 3.5 and the identification and management of CSR risks and opportunities in section 3.3.

3.1.3 Putting people first, our commitment to social and environmental responsibility

Putting people first: the people who live and play on our surfaces, the people we serve, the people we employ and the people in the communities where we operate. Tarkett is committed to putting people first, which implies caring for their health, safety, and well-being, creating a more inclusive culture and building teams that reflect the diversity of our society and our customers all over the world (nationalities, origins, background, gender, generations), with everyone feeling empowered to bring a broad range of views and talents to work every day. It also implies respecting their fundamental human rights and contributing to making the planet a better place to live for today's and tomorrow's generations.

We create floors that help make spaces healthier, more comfortable, and more beautiful, while striving to lessen the Group's environmental impact so that people flourish now, and in the future. Driving change to tackle climate change, develop a circular economy, innovating with good materials, and exceeding indoor air quality standards are keyways in which Tarkett implements its commitment to Human-Conscious Design®- putting people first.

Constantly working to ensure that all employees, contractors, and visitors know and apply safe work practices and procedures, every day and everywhere is another example of how Tarkett is committed to putting people first.

Engaging with and helping local communities through our Tarkett Cares program to help improve people's lives in the communities in which we are based is also about putting people first.

ImpacT2027

Every business, large and small, has an impact and a role to play in combatting climate change, conserving natural resources, and protecting the planet's ecosystems for the benefit of all. That is why Tarkett is leading the way to better floors with a focus on the circular economy and climate change remaining at the heart of its new strategic plan, ImpacT2027.

This new strategic plan presented in 2022 will guide Tarkett for the next 5 years. It is built on the conviction that Tarkett has an impact on people's lives, that we must act now to curb climate change and that experience makes the difference. This new strategic framework is the result of work engaged by the Executive Management Committee, aiming at clarifying our vision, what our future holds and defining strategic axes for the years to come. It is designed with a clear ambition for Tarkett: to be the easiest, the most innovative, and the most sustainable flooring and sport surfaces company to work for, and to work with.

ImpacT 2027 is based on 4 pillars:

> Offer our customers a best-in-class experience
> Create innovative products and services
> Lead with sustainability
> Empower our high-performing teams, to deliver the promise

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Putting people first, our commitment to social and environmental responsibility

Focus

Understanding and anticipating our client's expectations and requirements regarding *sustainable and responsible development*

Our clients face various challenges and have continually increasing expectations, for example:

- Installers and contractors: need to easily install new flooring and sports surfaces as well as remove and recycle post-installation and old flooring and sports surface waste without difficulty.
- Architects and designers: select materials meeting more and more stringent criteria on certification and standards regarding indoor air quality, healthy spaces, climate, and recycling, requiring transparent information on the composition of our products and solutions to facilitate their recycling during future renovations.
- Distributors: offer products responding to market trends, requiring support for sales force, notably regarding products' technical and environmental characteristics, and assurance of timely product availability.
- Final users, who live and play on our flooring and sports surfaces on a daily basis: do not want to compromise on price, design (visual aspect), performance (comfort, resistance, acoustics, safety, easy maintenance) and respect for health and the environment.

Our commitment to social and environmental responsibility is embedded in our strategy and integrated in all our activities. Here are some examples:

- eco-design according to Cradle to Cradle® principles;
- *responsible sourcing with third-party material assessment* and our Supplier Code of Conduct;
- operational excellence with our World Class Manufacturing (WCM) system (in particular safety and environmental management);
- climate mitigation in our plants and in our value chain;
- embracing circular economy through design, use, and end-of-life recovery and recycling, notably with our ReStart® take-back and recycling program;
- product development for greater indoor air quality;
- collaboration with customers, suppliers and other stakeholders, bringing thought leadership through our Tarkett Human-Conscious Design® initiative;
- promoting diversity and inclusion in our teams and in our industry;
- enabling employee development with Talent Management Guiding principles;
- conducting business according to high standards of ethics and integrity, in line with our code of ethics, anti-corruption code of conduct and competition policy

Every day, we strive to combine these elements not only to best serve our clients, but also to anticipate and respond to the expectations and requirements of our different stakeholders: customers, architects, designers, installers, end users, employees, suppliers, investors, NGOs, public authorities, and local communities.

See the following sections for more details:

- Section 3.5 Stakeholder engagement
- *Section 3.6 Meeting customer and societal expectations through eco-design,* transparency, and circular solutions
- Section 3.7 Responding to the climate emergency with good environmental management and a circular economy approach
- Section 3.8 Creating solutions for greater indoor air quality and safe, healthy spaces for our customers
- Section 3.9 Driving Collaboration in the value chain and in communities
- Section 3.10 Nurturing our human capital
- Section 3.11 Applying transparent business and ethical standards

Tarkett contributes to several of the United Nations Sustainable Development Goals (SDG) through our *Tarkett Human-Conscious Design*® approach

In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development along with a set of 17 Sustainable Development' Goals. This framework defines a blueprint to achieve a better and more sustainable future for all by spurring local and global ecological, social, and humanitarian changes. The action plan aims to address key issues in areas such as poverty eradication, environmental protection, and economic development. Through its ambitious CSR approach implemented since 2010, Tarkett contributes to ten of the UN Sustainable Development Goals.

- **Developing a circular economy for present and future generations:** Tarkett's long term vision is for all flooring to be recyclable and recycled. Tarkett is building a circular economy based on programs and business models that encourage take-back, reuse, recycling, and elimination of waste (SDG12).
- **Eco-designing products according to Cradle to Cradle® principles**: Tarkett's eco-design approach follows the independent and internationally recognized Cradle to Cradle® methodology that applies science-led thinking to implement circular economy solutions with materials evaluation undertaken by a third-party, EPEA (Environmental Protection Encouragement Agency). Tarkett is continuously seeking ways to optimize its existing materials by switching them for even better alternatives where possible and available. Selecting good materials that can be recycled over and over is a cornerstone of the Tarkett Human-Conscious Design® approach. Eco-design also means preserving natural resources (SDG 15), fighting climate change (SDG 13), developing products that contribute to greater indoor air quality, with better health and well-being in working, leisure, and living spaces (SDG 3).
- **Producing flooring and sports surfaces responsibly**: contributing to the development of inclusive, innovative, and sustainable manufacturing, with commitments on diversity and inclusion, resource-use efficiency, and the climate (SDG 9).
- **Driving collaboration for a circular economy**: inspiring others to join us through education, collaboration, transparency, and communication (SDG17).
- **Supporting communities**: contributing to the development of communities and territories where we operate and making sure our business is inclusive by bringing together various stakeholders, including suppliers, and encouraging them to take part in our responsible value chain (SDG 11).
- **Creating a more inclusive culture**: building teams that reflect the diversity of our society and our customers all over the world, notably deploying an objective concerning gender diversity (SDG 5) and promoting design for diversity.
- **Developing talents**: involving and engaging each employee, which we consider crucial for the successful implementation of our projects, therefore creating a safe, respectful, inclusive, and rewarding work environment (SDG 8).
- **Operating transparently**: with clear ethical standards, policies, and codes of conduct to ensure utmost business integrity on topics including corruption prevention, compliance with competition law and data privacy as well as the respect of human rights (SDG 16).

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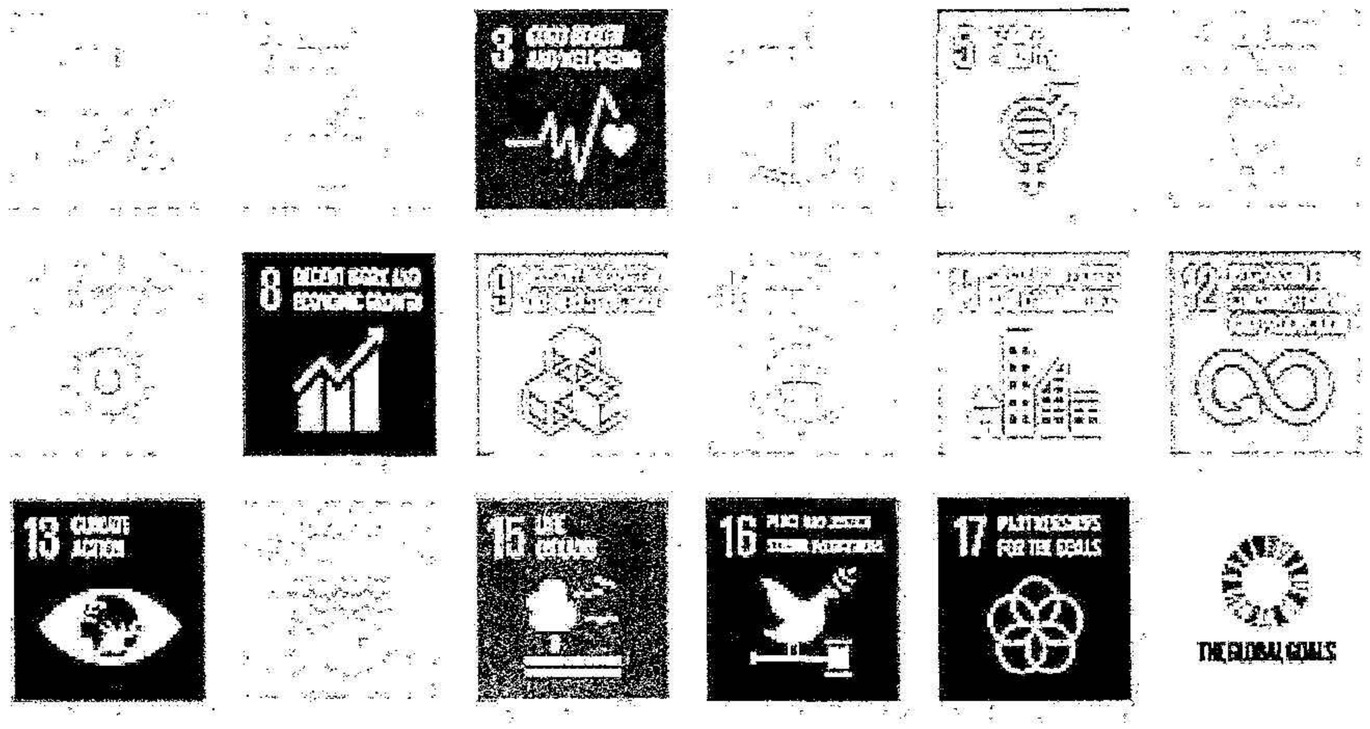
Putting people first, our commitment to social and environmental responsibility



Tarkett's long-term sustainable development objectives

In December 2022 Tarkett's climate objective was approved by the Science-Based Target Initiative (SBTi). SBTi deemed Tarkett's target to be in conformance with the SBTi Criteria and Recommendations (version 5.0). SBTi's Target Validation Team classified Tarkett's scope 1 and 2 target ambition and determined that it is in line with a 1.5°C trajectory, currently the most ambitious designation available through the SBTi process.

Tarkett commits to reduce absolute scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year. Tarkett also commits to reduce absolute scope 3 GHG emissions from purchased goods and services and end-of-life treatment of sold products 27.5% within the same timeframe[1].

Tarkett committed in 2021 to reducing its whole value chain emissions by 30% by 2030 compared to 2019, and submitted its short-term targets (Scope 1 & 2 and Scope 3) in February 2022 for review and approval by the Science-Based Target Initiative (SBTi). This represents a significant step change compared to Tarkett's previous objective, which was focused on its operational GHG emissions (Scope 1 & 2), as it now widens out to include its value chain emissions (Scope 3) related to the production of raw materials and to the end-of-life treatment of its products. These so-called Scope 3 value chain emissions represent 90% of Tarkett's overall GHG emissions.

Tarkett already focused on these value chain emissions as part of its commitment to a circular economy. It set the objective in 2019 to triple the share of recycled raw material by 2030 in addition to setting objectives on safety and diversity:

> Circular Economy: Triple share of recycled raw materials[2] from 10% to 30% by 2030
> Safety: Reduce the Injury frequency rate[3] to 1.0 by 2025
> Talent & Diversity: Increase internal mobility[4] to 70% by 2025

Subsequently, in 2020, Tarkett's Supervisory Board approved a new diversity target of 30% of managers and senior executives to be women by 2025.

1 The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.
2 Also known as secondary raw materials
3 Number of accidents with lost time < & > 24 hours per million worked hours
4 Open management positions filled by an internal candidate

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3.1.4 The way to better floors - Our sustainability progress in 2022

Preserving resources through circular economy

RENEWABLE, ABUNDANT OR RECYCLED MATERIALS

69% of our raw materials do not contribute to resource scarcity

RECYCLED RESOURCES

145,000

tons of recycled materials in production

17% of our raw materials are recycled materials

45% in EMEA carpet production
26% in EMEA vinyl production
2030 Global Objective: 30%

FLOORING TAKE-BACK

close to **115,000**

tons of flooring collected from 2010 to 2022 by Tarkett ReStart® collection and recycling program in our 8 recycling centers across the globe

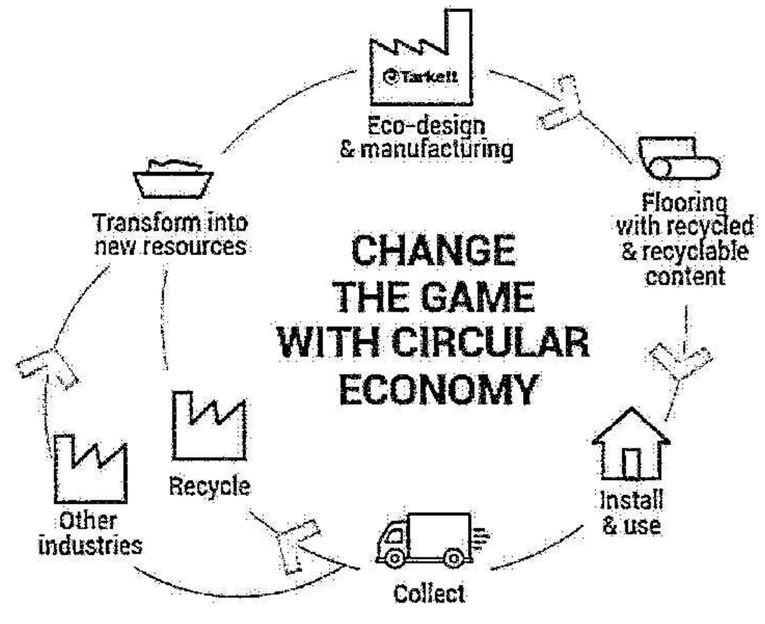
PRODUCTION WASTE

13 plants send no waste to landfill

WATER CONSUMPTION

-59% vs 2010 (m^3)

69% of plants equipped with a closed loop water system



250 euros / ton CO_2e

This is the shadow carbon price we apply internally to assess the impact of our investments on our carbon footprint

Fighting climate change

RENEWABLE ENERGY

13 plants purchasing 100% renewable electricity

43% of total energy consumption comes from renewable energies

GREENHOUSE GAS EMISSIONS

-41% Scope 1 & 2 versus 2019

2030 objective: -50% vs. 2019 & -30% scope 1+2+3 vs. 2019

146,921 tons CO_2e

(Scope 1 & 2) in 2022 from production sites and car leasing

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The way to better floors - Our sustainability progress in 2022

CRADLE TO CRADLE® MATERIALS ASSESSMENT

95% of our raw materials are third-party assessed for their impact on people's health and the environment based on Cradle to Cradle® criteria

INDOOR AIR QUALITY

99% of flooring solutions have low VOC (volatile organic compounds) emission levels (10 times lower than the most stringent world standard)

HEALTHY INDOOR ENVIRONMENT / PHTHALATE-FREE

96% of our flooring solutions containing PVC (vinyl and carpet) are phthalate-free[1] on a global level (% of m² produced)

SAFETY

3.36 Recordable Lost Time Accident Frequency Rate (FR1t)[2]

2025 Objective: 1.0

DIVERSITY

27% of women among managers & senior executives

2025 Objective: 30%

INTERNAL MOBILITY

54% of open management positions filled by an internal candidate

2025 Objective: 70%

COMMUNITY SUPPORT

800

community initiatives with employees volunteering **3,500** days and **over 1.1 million euros** of product donations between 2017 and 2022

EXPERTISE SHARING

52,000

professionals or students trained as professional installers or in flooring installation techniques from 2012 to 2022

Engaging with our value chain to promote climate solutions and circular economy

Deploying our responsible sourcing program

80% of requested suppliers completed a third-party CSR assessment (in spend)

Engaging with customers, architects, designers and end-users

37 showrooms in 21 countries

[1] *Except recycled content for certain products and countries.*
[2] *Number of accidents with lost time < & > 24 hours per million worked hours.*

Tarkett's CSR performance and ESG Ratings (Environment, Social and Governance)

CDP Climate Change disclosure score: A- (leadership level)	CDP DISCLOSURE INSIGHT ACTION	> Tarkett discloses its climate change impact through CDP, a global non-profit that runs the world's leading environmental disclosure platform. More than 18,700 companies worth 60.8 trillion USD (half of global market capitalization) disclosed environmental data through CDP in 2022.
EcoVadis Sustainability rating: 74/100 – gold medal *(in top 2% of rated companies)*	GOLD 2022 ecovadis Sustainability Rating	> EcoVadis assesses CSR policies, actions, and results across 4 themes and 21 CSR criteria: environment, labor and human rights, ethics, and sustainable procurement. 90,000 companies in 172 countries are assessed through EcoVadis.
UN Global Compact Advanced level & Early Adopter	WE SUPPORT UN GLOBAL COMPACT	> In 2022 Tarkett was one of 850 organizations from 80 countries to join the Early Adopter Program supporting the UN Global Compact's role out of the new Communication on Progress requirements. All in all, 15,000 companies in 163 countries are assessed every year through Global Compact. > Tarkett joined the Global Compact in 2010, committing to support its 10 principles with respect to human rights, labor, environment and anti-corruption. Tarkett has communicated annually on its progress and achieved the highest level of maturity, the Global Compact Advanced Level since 2012.

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3.2 CSR governance

3.2.1 Ensuring CSR oversight, with leadership and responsibility throughout Tarkett

CSR oversight

Tarkett has a two-tier board structure, with a Management board (executive) and a Supervisory board (non-executive), both of whom provide oversight of climate-related and other CSR risks and opportunities:

Tarkett's CEO, is responsible for oversight of climate-related and other CSR issues on the executive Management board and larger Executive Management Committee (EMC), reporting regularly to the Supervisory board.

In 2022 the CEO prepared with the EMC Tarkett's new 5-year strategic plan with a clear ambition for Tarkett: to be the easiest, the most innovative, and the most sustainable flooring and sport surfaces company to work for, and to work with.

The Supervisory board reviewed and approved the new strategic plan which includes a clear focus on leading on sustainability, notably on climate change and on the circular economy. Over the past three years the Supervisory board has monitored the follow-up and progress of existing actions and targets on climate-related issues (e.g. plant GHG emissions intensity reduction and the transition to a circular economy with the increasing use of recycled secondary raw materials). In 2021 the Supervisory Board created a new special committee to assist it in reviewing CSR risks, opportunities and corresponding strategy and actions. The role of this CSR Committee includes the review of:

- Tarkett's main CSR risks and opportunities;
- the Group's CSR commitments, strategy and internal management;
- the Group's CSR reporting and CSR communication to shareholders and other stakeholders, notably with the review of Tarkett's annual CSR report;
- the ratings obtained by the Group from non-financial rating agencies or independent certification or labelling bodies.

The Committee, to form its opinion, consults Tarkett's CEO, Chief Sustainability & Innovation Officer, and other executives when appropriate, as well the group's statutory auditor appointed as an independent third-party for the verification of its non-financial statement (CSR report). It then reports to the Supervisory Board with the findings of its work.

The CSR Committee, which met twice in 2022, reviewed the progress in the implementation of Tarkett's sustainability strategy. It examined risks and mitigation plans related to duty of care and to the procurement of raw materials. It also contributed to the development of a new sustainability narrative in line with our new impacT 2027 strategy.

Furthermore, the two other existing special committees continue to support the Supervisory Board on certain CSR aspects related to their area of responsibility:

- The **Audit, Risk and Compliance Committee** ensures the effectiveness of risk-monitoring and internal control procedures.
- The **Nominations, Compensations and Governance Committee** determines and regularly reviews the compensation and benefits awarded to the Company's top executives, and particularly checks that CSR objectives have been included in the variable compensation criteria. For example, in 2022, like in 2021 and 2020, specific targets of reduction of greenhouse gas (GHG) emissions (Scope 1 & 2) and circular economy (increase in the percentage of recycled materials used in the manufacture of our products) were included in the Long-Term Incentives criteria for all the beneficiaries of the plans. Furthermore, the members of the Executive Management Committee have individual CSR objectives depending on their areas of responsibilities.

Climate strategy and targets

In 2019, as part of the previous strategic plan, the CEO set two climate-related targets:

- to triple to 30% the share of recycled raw materials used, and
- to reduce Scope 1 & 2 GHG emissions / m² of flooring by 30% by 2030 compared to 2020.

In 2021, Tarkett revised its climate objectives:

- 50% reduction in total Scope 1 and Scope 2 GHG emissions by 2030 compared to 2019 in line with the Paris Agreement aim of limiting the global rise in temperature to 1.5°C.
- 30% reduction of whole value chain GHG emissions (Scope1, Scope 2 and Scope3) by 2030 compared to 2019.

In 2022, Tarkett published its climate roadmap and had its GHG emission targets approved by the SBTi as conforming to the strict independent SBTi criteria.

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Ensuring CSR oversight, with leadership and responsibility throughout Tarkett

Tarkett commits to reduce absolute scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year.* Tarkett also commits to reduce absolute scope 3 GHG emissions from purchased goods and services and end-of-life treatment of sold products 27.5% within the same timeframe.*

*The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.

Leadership and execution

Execution of our strategic plan and associated CSR strategy is monitored by the CEO and the Executive Management Committee, involving the divisions' Presidents (Sports & North America, Eastern Europe & Asia, EMEA - Latin America - Australia & New Zealand) and the support functions' Executive Vice Presidents / Chief Officers. The Executive Management Committee meets monthly to review the Group's operational, financial, and non-financial performance, notably the execution of the strategic plan, including the safety, internal mobility, climate and circular economy objectives, and to discuss business operations and other current Corporate Social Responsibility issues.

Our Chief Sustainability & Innovation Officer is leading the implementation of strategy on sustainability. Responsibilities include establishing Tarkett as a reference regarding climate change and circular economy, intensifying the reduction of greenhouse gas emissions and the deploying circular solutions for our customers. The Chief Sustainability & Innovation Officer also manages the group innovation process, which includes programs for the circular economy and the creation of new business models.

Our General Counsel supervises all legal, compliance and insurance matters for the Group in close coordination with the Divisions and ensures compliance with all relevant laws and regulations, as well as the respect of Tarkett's codes on business ethics, anti-corruption and fair competition.

Our Executive Vice President for Human Resources responsibilities include overseeing the deployment of Tarkett's Talent Management Guiding principles, notably diversity and inclusion, promoting employee health and well-being, career development and internal mobility and organizing social dialogue, such as the Group's European works council.

Our Executive Vice President for Research and Development and Operations responsibilities include ensuring product eco-design according to Cradle to Cradle® principles, innovation, and responsible sourcing, as well as improving the Group's operational performance to enhance safety, customer satisfaction and productivity notably by supporting division teams through Tarkett's World Class Manufacturing system.

Our Group Chief Information Officer is responsible for accelerating the digitalization of our internal and customer-facing processes through efficient and modern technologies, such as Microsoft Modern Workplace, cloud-based tools and business intelligence; as well as maintaining IT platforms supporting the daily needs of employees, customers, suppliers and operations.

Our CFO oversees the company risk mapping, mitigation, and internal control, as well as reviewing business plans and ensuring the monitoring of progress against strategic targets, such as Tarkett's non-financial CSR reporting on safety, talent and diversity, climate change and circular economy.

Finally, the Presidents of Tarkett's 4 Divisions (EMEA - Latin America - Australia & New Zealand; Eastern Europe & Asia; North America; and Sports) ensure the operational deployment. This work is led by division sustainability managers who mobilize networks of local experts and managers in the plants and sales networks with the assistance of Group support functions (Sustainability, R&D and Operations, HR, Legal, Finance, IT).

Group Sustainability Committee

> The committee is composed of sustainability managers from Tarkett's divisions, managers, and experts from Purchasing, Operations, Research and Development, Finance, Human Resources and Communication. The role of the committee, which regularly reports to the Executive Management Committee, is to coordinate and to monitor the execution of Tarkett's sustainability strategy; to regularly review the adequation of Tarkett's sustainability strategy and objectives in the light of new risk, opportunity and materiality assessments and internal and external stakeholder dialogue; and to prepare proposals for the Executive Management Committee to ensure Tarkett leads the industry regarding climate change and circular economy. In 2022 the committee met seven times notably reviewing upcoming regulations and their potential impacts, coordinating the deployment of sustainability knowledge amongst our employees, ensuring good alignment between actions and market requirements, and working on Tarkett's objectives and action plans to continuously reduce our environmental impact.

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Ensuring CSR oversight, with leadership and responsibility throughout Tarkett

Other instances supporting the implementation of Tarkett's CSR strategy, commitments, and objectives

- The **HR Core team,** led by Tarkett's Human Resources and Communication Executive Vice President and comprised of senior HR executives from Tarkett's divisions, regularly review the execution of the actions related to Tarkett's strategic plan, the progress of the Group Talent Management strategy along with implementation of other HR policies and initiatives, such as internal mobility, diversity and inclusion, benefits, employee feedback, social dialogue, and Tarkett Cares. In 2022 the team fostered action and dialogue on diversity and inclusion, with for example a Diversity and Inclusion week in April. The team also focused on encouraging employee development and internal mobility with for example new training modules on giving employee feedback and on discussing career development.
- The **Group anti-corruption committee,** established in 2020, leads Tarkett's anti-corruption program. In 2022 the committee met 2 times with a focus on long-term actions.
- The **innovation program management,** implemented in November 2019 and revised in 2021, accelerates innovation and leverages synergies for delivering on the impacT 2027 Strategy. The program focuses on Tarkett's key priorities to support the impacT 2027 Strategy. The specific programs, which include one on 'Health and Well-being', are led by global program managers who drive the work and ensure support to the Divisions. Progress of innovation programs is regularly reviewed by the Executive Management Committee.

Communication of Tarkett's CSR strategy, commitments, and objectives

- The new strategic plan **"impacT 2027"** was shared with managers and employees during a live event in September. Tarkett's CEO presented the new plan along with the Division leaders and the chairman of the Supervisory Board. Various supporting materials were also shared online.
- CSR objectives, along with initiatives and achievements, are regularly **shared with company employees**, in particular via internal newsletters, intranet news, and training. Progress and challenges are also shared with the senior executives as part of quarterly results presentations.
- Our commitment and results are also **presented to the shareholders** during the annual Shareholders Meeting, and to all our stakeholders via our different publications (the annual Universal Registration Document with the non-financial statement / annual CSR report, and on Tarkett Group website).
- **Tarkett Sustainability week**: Tarkett held global and local events and initiatives in the days leading up to the UN's World Environment Day (5th June), to celebrate achievements, to prepare future action, and to involve each and every one in protecting together our planet. Tarkett's Chief Sustainability & Innovation Officer kicked off the week with a video explaining Tarkett's sustainability roadmap and how the whole company is engaged in the transformation.

CSR performance linked compensation

The successful implementation of Tarkett's strategy, the associated objectives and other corporate social responsibility policies and actions is driven in part through individual incentives.

- The reduction of Scope 1 & 2 greenhouse gas (GHG) emissions and the circular economy (increase in the percentage of recycled materials used in the manufacture of our products) were **included in the 2020-2023, the 2021-2024 and the 2022-2025 LTIP** (Long-term incentive-plan) criteria. The GHG emissions and circular economy objectives form part of Tarkett's strategy aiming to transition to a circular economy, a central part of Tarkett's response to climate-related risks and opportunities. In total, some 181 to 240 managers and executives worldwide, depending on the plan, have part of their LTI grant related to the achievement of these two objectives. Furthermore, all the members of the Executive Management Committee (EMC) have other CSR objectives depending on their areas of responsibilities.
- At plant and Division level, **Health, safety and environmental managers** are responsible for the deployment of actions plans and programs on safety and environmental protection, including Tarkett's climate-related strategy. As such their personal objectives may include safety targets, efficiency targets, emission reduction targets, energy reduction targets, ReStart® collection targets, waste management or other circular economy objectives depending on their specific local roles.
- At plant level, some **managers and operators** may have their personal objectives related to the deployment of Tarkett's impacT2027 strategy and the implementation of Tarkett's Sustainability program. This program includes procedures and actions to improve efficiency, energy reduction, emissions reduction, waste reduction and recycling and environmental incident reporting and analysis. Some managers in the sales network may also have their personal objectives linked to Tarkett's ReStart® collection and recycling program – a key part of Tarkett's circular economy and climate strategy.

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3.2.2 Tracking our CSR performance with a robust reporting process

The reporting process of CSR / sustainability indicators is managed and consolidated by the Group Sustainability department with the support from the different relevant functions (including Finance, Operations, HR, Legal, Research & Development...), divisions and sites. The CSR report (Non-financial statement), managed by the Communication & CSR department, is included in the annual Universal Registration Document. The reported indicators and the CSR report are audited by a third-party independent organization (see section 3.12.4 Report of Independent Third-Party Organization).

A detailed, rigorous, and audited reporting process: The reporting process is documented in a comprehensive CSR reporting guide, which provides the Group and all teams involved in the CSR reporting at all levels of the organization with clear instructions, definitions and guidelines. This guide, which is reviewed annually, describes in detail CSR reporting principles, the scope, the definition of indicators, as well as the tools / calculation methods and controls carried out by contributors at the local level, and consolidation of data at the Group level. The process and the indicators are audited by internal audit teams and by a third-party independent organization (see section 3.12.4 Report of Independent Third-Party Organization).

Dashboards that allow accountability and management of CSR performance at each level: The Group follow dashboards, which notably include Tarkett's environmental and social objectives for 2025 and 2030. In 2022 Tarkett implemented a new online CSR reporting tool (Reporting 21) to further facilitate access at all levels to CSR results and KPI. The easy-to-use tool allows the creation and regular monitoring of dashboards on CSR topics such as plant environmental performance, raw material use, responsible purchasing, employee safety, diversity, and development. This will enable the different entities to drive their performance and focus their efforts on the material challenges associated with their local activities. The analysis of indicators over time is crucial to measure progress achieved, identify room for improvement and the challenges which still need to be tackled, and implement ambitious and pragmatic action plans.

Progress review meetings are also jointly organized at different levels: Group, divisions, functions and sites, and as part of specific "networks" (Operations, HR, etc.).

3.2.3 Adhering to international standards

Tarkett's commitment, as well as the CSR report, the dashboards, the 2025 and 2030 objectives and the robust reporting process, meet the European and French regulatory obligations, and are in line and consistent with the requirements of internationally recognized standards:

- the European Union Directive and the French regulations on non-financial statement, known as the extra-financial performance declaration (*"déclaration de performance extra-financière"* or DPEF);
- the French duty of care (*"Devoir de Vigilance"*) and anti-corruption law (*"Loi Sapin 2"*);
- the European Data Protection Regulation on data privacy;
- the ten principles of the United Nations Global Compact (UNGC);
- ten Sustainable Development Goals (SDGs) defined by the United Nations;
- the Global Reporting Initiative (GRI) Standards – see in particular section 3.12.3 GRI and DPEF concordance table;
- the Task-force on Climate-related Financial Disclosures (TCFD);
- the Carbon Disclosure Project (CDP) climate change questionnaire;
- the calculation and reporting of greenhouse gas (GHG) emissions in line with the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI) GHG Protocol;
- the setting of ambitious GHG emissions reduction targets (Scopes 1 & 2 and Scope 3) covering the whole value chain with the Scope 1 & 2 reduction target in line with the Paris Agreement's aim of limiting the global temperature rise to 1.5°C, following the Science-Based Target Initiative (SBTi) methodology and criteria (target approved by SBTi in December 2022);
- Cradle to Cradle® (C2C) principles for the design of our products, from material selection and product manufacturing, to installation, use, maintenance, end-of-use and product recovery;
- the AFEP-MEDEF recommendations, notably regarding corporate governance and the DPEF.

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3.3 CSR risks and opportunities

At our scale and with our resources, our ambition is to have a positive impact on our customers, our teams and our planet:

WORLD'S CHANGES	CHALLENGES TARKETT CAN CONTRIBUTE TO
By 2050, one in six people in the world will be over age 65 (16%), up from one in ten in 2022 (10%) according to the UN, and nearly two thirds of this population will live in cities, according to the United Nations.	**Increase of the population** and of the share of **elderly people in the cities**, along with expectations and challenges regarding **quality of life** (indoor air quality, healthy spaces, comfort, acoustics, spaces flexibility and modularity, etc.).
The world's population, which reached 8 billion in 2022, with a global population expected to reach 9.7 billion people by 2050, according to the UN, and aspiring for a better quality of life, the pressure on natural resources will continue to rise and become an even greater critical issue in the future. The United Nations Environment Program (UNEP) 2019 Resource Panel report found that global resource use has more than tripled since 1970 to reach 92 billion tons in 2017 and projects that without action resource use will more than double to 190 million tons by 2060.	**Scarcity of natural resources and waste management**, issues which challenge the linear economy model (based on production, use and disposal of a product) and call for the **development of a circular economy model**, where waste becomes a resource, and where a product can be reused or transformed into a new resource. The use of eco-design principles makes it possible to select abundant raw materials on the one hand and to build products that are easily reusable or recyclable on the other hand.
In 2022 the UN COP27 in Sharm El-Sheikh (Egypt) took place in a year that has seen devastating floods and unprecedented heat waves, severe droughts and formidable storms, all unequivocal signs of the unfolding climate emergency. According to the UN's IPCC, CO_2 emissions need to be cut 45% by 2030, compared to 2010 levels to meet the central Paris Agreement goal of limiting temperature rise to 1.5°C by the end of this century. The UN Secretary General called for all hands on deck for faster, bolder climate action since climate change is the defining issue of our time and only a narrow window of opportunity remains to keep alive the goal of limiting global temperature increase to 1.5°C. With UNEP reporting in 2021 that 37% of energy related CO2 emissions in 2020 came from the building and construction sector (Global Status Report for Buildings and Construction, 2021 UNEP Global Alliance for Buildings and Construction). The UNEP Executive Director called for more bio-based and recycled materials and a move towards circularity in the building and construction sector.	**Reduce greenhouse gas emissions** by reducing our energy consumption and using renewable energy sources. We can reduce, both, our greenhouse gas emissions in our production cycle, and the emissions along the whole value chain, with the implementation of a circular economy model, **using more recycled materials** which are less energy intensive than extraction and transformation of virgin materials, increasing the lifespan of our products, recycling after use instead of incineration which emits more CO_2 and by limiting the distance necessary to deliver with production sites close to our clients. **Recycling flooring waste is essential to reducing climate impact.** As well as saving virgin raw materials it has a substantial contribution to avoiding GHG (greenhouse gas) emissions as it avoids valuable waste heading to landfill or incineration. We can also influence change on our value chain by selecting suppliers which have a lower carbon footprint, by raising our customers' awareness and by offering them the choice to select our products with the lowest carbon footprint.
The society is constantly evolving, and so are its expectations, with the Millennials and Generation Z living in a hyper-connected world with growing concerns, notably about the climate and environment, diversity, ethics, and the importance of having a positive impact on society, etc.	**Play an active role in responding to societal challenges, such as reducing the carbon footprint of our products and building a circular economy**, respecting ethical and compliance values, and promoting transparency and proximity with local communities, and the development and diversity of talents. In short, **be the easiest, the most innovative, and the most sustainable flooring and sport surfaces company to work for, and to work with.**

As one of the world's leading flooring and sports surfaces companies, Tarkett is committed to contribute, at its scale, in achieving the fundamental changes required to address these challenges, which generate various risks and opportunities.

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3.3.1 Identifying and assessing CSR risks and opportunities

Tarkett identifies CSR risks primarily through our company risk mapping process, which is managed by the Internal Audit and Control department and which covers the range of financial and extra-financial or environmental, social and governance (ESG) related risks applicable to our activities. This mapping exercise, initiated in 2011, is updated every year or more frequently in the case of significant changes. The process for identifying risks uses primarily a three-step method:

- the Internal Control and Audit Department, sometimes in collaboration with external experts, interviews members of the Executive Management Committee and key employees holding strategic positions at the Group and Division level in order to identify risks within their areas;
- the qualification and quantification of risks according to the following areas: precise definition, possible causes, impact assessments (financial, operational, strategic, legal, or reputational) and the degree of control by the Group;
- the review and validation of the risk mapping by the Executive Management Committee and presentation to the Audit, Risk and Compliance Committee, as well as to the Supervisory board.

In 2022 there were no major evolutions in Tarkett's risk mapping. In 2020, given the emergence of certain risks and the global health crisis, an in-depth review of the group's risk mapping had been carried out to reassess individually each risk and integrate any new potential or proven risks. This process saw the risk of the COVID-19 pandemic being added to Tarkett's list of material risks. The entire process was carried out through 25 interviews with members of the Executive Management Committee and other key managers. In this context, each risk was reviewed to assess:

- their occurrence over a recent period of time;
- the state and effectiveness of mitigation measures and
- the level of the potential absolute and residual impacts.

The feedback from other operational initiatives to identify and evaluate risks are also considered:

- At manufacturing sites, Health, Safety and Environmental (HSE) risks are identified and evaluated locally (which includes annual site audits by a third-party consultant – ERM) and through the management systems for health and safety (ISO 45001), environment (ISO 14001) and energy (ISO 50001), which are implemented at most of our sites (see List of plant ISO certifications in Appendix);
- At supply chain level, a procurement CSR risk mapping covering the vast majority of our suppliers was completed in 2018 in partnership with a company specialized in sustainability ratings and supply chain intelligence (see section 3.9.1.1 Deploying our responsible sourcing program);
- A specific corruption risk mapping, developed in 2017 in line with the requirements of the *"Loi Sapin 2"* was reviewed and regularly updated (see section 3.11.2 Preventing corruption) to meet the latest requirements of the French Anti-Corruption Agency.

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Focus

Focus on climate-related disclosure according to Task Force for Climate-related *Financial Disclosures (TCFD) recommendations*

Risk management & Governance

Climate-related risks are identified and assessed as part of Tarkett's multi-disciplinary company-wide risk management process (see section 6 Risk factors and internal control). "Climate change and damage to the environment" is one specific risk factor that is considered material based on Tarkett's assessment of its level of impact and the probability of occurrence. Other potentially climate-related risks are also taken into consideration in other material risk factors such "downtime, disruptions, damage on site" and "deployment of the transition to a circular economy". Risk mapping takes into consideration direct operations as well as upstream and downstream value chain risks.

The Executive Management Committee has overall responsibility for organizing and overseeing risk management, including risk mapping and assessment, risk mitigation as well as internal control and audit. Each member of the Executive Management Committee ensures the implementation of continual risk monitoring, controls, and mitigation in their realm of responsibility.

In 2021 Tarkett completed an in-depth review of the impact of Tarkett's activity on the Olimate and the impact of climate on Tarkett's activity. This work, which was undertaken with the assistance of Carbone 4, an independent climate consulting firm, led to Tarkett revising its climate objective to be aligned with the aim of limiting the global temperature rise to 1.5°C, consistent with the Paris Agreement. The work included usin quantitative scenario-based foresight analysis to measure activity against different future scenarios, identifying the risks and opportunities in each scenario and assessing the resilience of the business. The findings of this double materiality risk and opportunity mapping were presented to Tarkett's Supervisory Board's CSR Committee.

EU Taxonomy

The EU taxonomy is a classification system, establishing a list of environmentally sustainable economic activities with the aim of helping the EU scale up sustainable investment and implement the European green deal. The EU taxonomy provides companies, investors, and policymakers with appropriate definitions for which economic activities can be considered environmentally sustainable. The first Delegated Acts, adopted in June 2021, set out a list of economic activities in the sectors that are considered most relevant for addressing climate change mitigation and climate change adaptation and thus having the potential to make a substantial contribution to the EU's environmental goals on climate. Examination of Tarkett's principal activities based on NACE codes[1] (European Nomenclature of Economic Activities) found flooring and sports surface manufacturing not to be covered by these Climate Delegated Acts. Nevertheless, Tarkett remains strongly committed to contributing to climate mitigation, notably materialized in 2021 by a new objective to reduce whole value chain GHG emissions (For more details see section 3.7 Responding to the climate emergency with good environmental management and a circular economy approach).

EU Taxonomy – Climate Delegated Act (Climate mitigation & adaptation)	Taxonomy eligible activities	Taxonomy non-eligible activities	Total	% Taxonomy eligible	% Taxonomy aligned
Turnover (Net revenue in millions of euros)	0	3,359	3,359	0%	0%
Capex			0		0%
Opex			0		0%

The company risk mapping is also completed with an evaluation of the probability of each risk materializing in the next five years to further qualify the materiality of the risks in accordance with the EU Prospectus Regulation (EU 2017/1129) and the European Securities and Market Authorities guidelines published in 2019. The risk mapping identified 17 material risks, which are presented in Chapter 6 "Risk factors and internal control" of the 2022 Universal Registration Document, including 5 ESG risks (ethics and integrity in business conduct; climate change and damage to environment; deployment of the transition to a circular economy; product safety and quality and talent retention and recruitment of key employees) and a number of other ESG-related risks (e.g. worker health, safety and security; downtime, disruptions, damage on site; flooring market changes; raw material price volatility; supplier dependency; evolution, complexity and interpretation of tax regulations; IT and cybersecurity and pandemic) which are also covered in this CSR report.

1 *C13.93 Manufacture of carpet and rugs (including artificial turf), C16.22 Manufacture of assembled parquet floors, C22.19 Manufacture of other rubber products, C22.23 Manufacture of builders' ware of plastic*

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3.3.2 Mapping key challenges, risks and opportunities

Mapping of major challenges, risks and opportunities

■ Worldwide Challenges ▭ Risks for Tarkett ▭ Opportunities for Tarkett

PLANT ENVIRONMENTAL MANAGEMENT

> Favor **local presence** to minimize transportation, associated costs and GHG emissions

> Increase use of **sustainable / recycled / recyclable raw materials** (decouple growth and primary virgin raw material consumption)

> Transition towards **renewable energy** sources

> **Climate change and damage to environment** (more stringent GHG regulations, including Scope 3 and carbon pricing; compliance with new environmental regulations at production sites)

> **Raw material price volatility** (fluctuations in prices and availability of raw materials and energy)

> Further increase manufacturing efficiency and **good environmental management**

> **Downtime, disruptions, damage on site** (industrial accidents, e.g. fire and pollution; impacts of natural disasters, e.g. flooding)

> Implement and maintain **ISO 14001 certified Environmental Management System** at plants

Resource Scarcity
>9 billion people consuming more than twice as many resources by 2050

Climate Change
Limiting the global temperature rise to 1.5°C (COP27)

Unsustainability of Linear Economy Model

Growing Urbanization
2/3 of population will live in urban areas by 2050

Ageing Population
One in six of population will be over 65 years old by 2050

Indoor Air Quality
People spend 90% of their time indoors

License to Operate
Compliance and ethics in all countries of operation

Cybersecurity
Exponential digitalization

Stakeholder Engagement
along the value chain;

Generational Shift
New expectations of Generations Y and Z

increased interest and expectations on CSR issues

PRODUCT ECO-DESIGN AND CIRCULAR SOLUTIONS

> Create **innovative products** anticipating constantly evolving norms and customers' expectations, based on **eco-design and circular economy** (e.g.: low carbon intensity products, Cradle to Cradle® certifications, low VOC emission levels, phthalate free, etc.)

> Develop **partnerships for collection and recycling** of flooring products (ReStart® program) and sports surfaces and secondary raw materials from other industries

> **Deployment of the transition to a circular economy** (lack of effective recyclability and recycling of end-of-use flooring and sports surfaces)

> Provide verified, **transparent product communication** (e.g.: MHS, EPD)

> **Product safety and quality** (evolving health and environmental regulations, standards and/or customers' expectations)

> Propose products which **contribute to enhanced health and safety** (e.g.: low VOC, asthma friendly, anti-slip), as well as to **limiting environmental impacts** (e.g.: reduced water and energy consumption with artificial turf, dry-buffing system)

GOVERNANCE & BUSINESS ETHICS

> Establish and uphold **strong governance of business ethics and CSR** (e.g.: integrated strategy and management with CSR dashboards, CSR incentives in top management remuneration)

> Strengthen procedures and employee training on **business ethics, cybersecurity and compliance**

> **Ethics and integrity in business conduct** (corruption risk in sensitive countries / sectors; anti-competition practices; lack or weak governance of business ethics and CSR with greater risk of non-compliance)

> **Evolution, complexity and interpretation of tax regulations** (tax transparency and conformity)

> **IT & Cybersecurity** (risk for business continuity and data loss)

> **Flooring market changes** (expectations for greater transparency; new products and services and increased stakeholder involvement; suppliers not compliant with our CSR standards; expectations and requirements from civil society and local communities)

> **Talent retention and recruitment of key employees** (loss of talent / competence; discrimination; lack of equal opportunities)

> **Worker health, safety and security** (accidents at production sites; exposure of staff to hazardous substances; health of our employees)

> **Supplier dependency** (risk where supplier choice is limited for certain raw materials)

SAFETY, DIVERSITY AND TALENTS

> Attract and retain the best talents: **recognized employer brand**

> **Develop internal talents** (Talent Management Guiding principles, internal mobility)

> Implement and maintain **ISO 45001 certification for occupational health and safety** at plants, and reinforce **safety culture**

> Promote **diversity and gender equality**

> Favor **integration of workers in difficult situation**

DIALOGUE AND COLLABORATION IN THE VALUE CHAIN

> Increase use of **local suppliers**

> **Collaborate with suppliers** to improve CSR performance (Responsible Sourcing Program, Innovation program)

> Increase **collaboration with stakeholders** on challenges and solutions (e.g.: clients, suppliers, experts, NGOs, public authorities, etc.)

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Mapping key challenges, risks and opportunities

The main worldwide challenges and ESG and ESG-related risks applicable to Tarkett (as identified by Tarkett's Risk Mapping and other risk identification and evaluation initiatives previously described), along with resulting opportunities, are summarized in the above infographic.

Focus

Focus on climate-related disclosure according to Task Force for Climate-related Financial Disclosures (TCFD) recommendations

Strategy – climate-related risks and opportunities

The following climate-related risks and opportunities have been identified by Tarkett as material, either in the short (up to 2 years), medium (2-5 years) or long-term (5-20 years):

> The risk of Tarkett on climate through excessive growth of GHG emissions from operations (use of fossil fuels) and/or from upstream and downstream activities associated with its products (i.e. product life cycle GHG emissions)

> The risks of climate change on Tarkett are mainly transition risks, such as:

- Current and emerging regulation, including potential future regulation on tracking, and reducing Scope 3 emissions, future carbon taxes, extended producer responsibility and minimum recycled content.
- Technology, for example access to / development of necessary technology to enable Tarkett to meet growing market demand of low-carbon circular flooring products.
- Market changes, related for example: to downstream risk / opportunity of end users preferring alternative flooring products driven by climate-related issues; to raw material price volatility with upstream and operational risks of raw material availability and costs evolving due to climate-related issues and due to the transition to a low-carbon economy; to increased demand for low carbon products; and to circular economy regulatory and market requirements potentially generating increased demand for circular / recycled and recyclable flooring products.
- Reputation, associated to not achieving our climate-related objectives or to losing the trust of our customers on Tarkett's commitments. The risk of Tarkett's activity on climate: direct and indirect GHG emissions from operations (use of fossil fuels and purchased electricity) and more critically from indirect GHG emissions associated to upstream and downstream activities (i.e. product life cycle GHG emissions).

> Opportunities include:

- To reduce indirect operating costs through production efficiency, and notably actions to improve energy efficiency, reduce greenhouse gas emissions and to increase the use of recycled raw materials.
- To increase revenues resulting from increased demand for low carbon products which are recyclable and where circular solutions are available. Tarkett believes that adopting a closed-loop circular economy approach will help it limit raw material costs, secure raw material sourcing, limit greenhouse gas emissions and meet growing customer demand for responsible products.

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3.3.3 Managing risks

Our systematic and integrated approach towards risk management, which includes CSR risks, is based on the following steps:

- Presentation of updated Tarkett's Risk Mapping to the Executive Management Committee for approval and follow-up.
- Regular presentation to the Audit, Risk and Compliance Committee, which is in charge of ensuring the effectiveness of risk-monitoring and internal control procedures as well as presentation of CSR risks and opportunities to the CSR Committee.
- Integration of the review of risks and controls into the work programs of the internal audit department.

The Group CSR strategy and policies developed to manage our material CSR risks and challenges are defined at the Executive Management Committee level, then implemented at Division and function level, and finally at the level of sites/networks in each country. Different programs support the deployment of these CSR policies, such Cradle to Cradle® (C2C) principles for eco-design; Innovation programs for climate and circular economy, and health and well-being; and ReStart® for take-back and recycling; or Talent Management Guiding Principles.

Our policies and initiatives intended to manage CSR risks and challenges, their objectives and results, and the related key performance indicators are described in detail in the relevant sections of this CSR Report 2022, namely:

- **Section 3.2 CSR governance**, for risks and issues related to governance
- **Section 3.5 Stakeholder engagement**, for risks and issues related to anticipating and responding to stakeholder expectations, and collaborating with the value chain
- **Section 3.6 Meeting customer and societal expectations through eco-design, transparency and circular solutions**, for risks and issues related to the environmental and health impacts of our products along the value chain
- **Section 3.7 Responding to the climate emergency with good environmental management and a circular economy approach**, for risks and issues related to climate change
- **Section 3.8 Creating solutions for greater indoor air quality and safe, healthy spaces for our customers**, for risks and issues related to the health and safety impacts of our products
- **Section 3.9 Driving Collaboration in the value chain and in communities**, for risks and issues related to our suppliers and our activities within local communities
- **Section 3.10 Nurturing our human capital**, for risks and issues related to our employees
- **Section 3.11 Applying transparent business and ethical standards**, for risks and issues related to business ethics and IT cybersecurity

Concerning the risk "pandemics", our initiatives intended to manage the risks and opportunities related to the ESG aspects of this risk are described throughout this chapter and in particular detailed in the following sections:

- **3.8.2** Participating to people's well-being
- **3.9.2.3** Giving time, assistance and other contributions to local communities: Tarkett Cares
- **3.10.2** Caring for the health and well-being of our workforce

Example

Focus on our World Class Manufacturing (WCM) Operational Excellence System

WCM is the Tarkett Operational Excellence System focused on improving employee's safety, reinforcing customer service and quality, reducing the impact of the Group's operations on the environment while optimizing resource management, and improving industrial performance.

WCM is applied globally across Tarkett using a proven methodology based on maturity roadmaps, a central dedicated team at Group level, and local division coordinators who help reach objectives defined by local teams, through coaching, training and sharing of best practices. Completion of internal WCM assessments enable the teams to monitor the progress of production sites and to define action plans.

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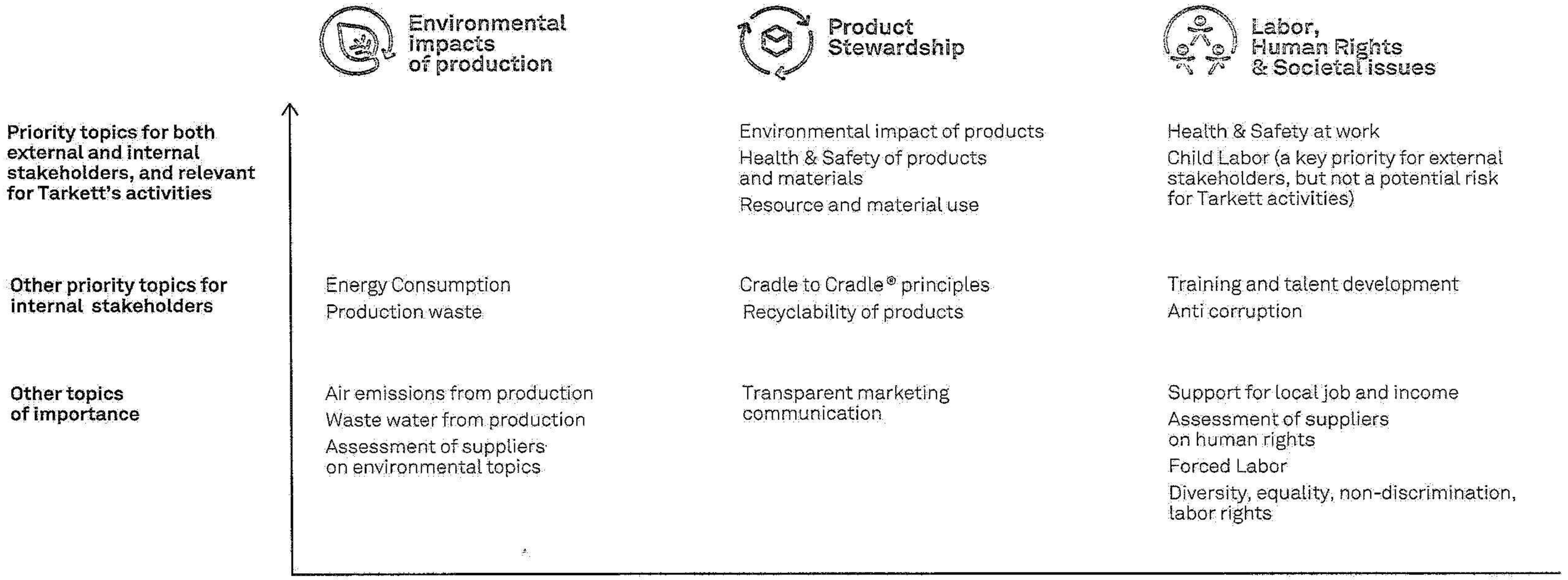
3.3.4 Assessing the materiality of CSR issues for Tarkett

The materiality assessment helps identify and specify the material CSR issues and challenges for Tarkett, in other words the most important issues in the context of the Group's activities, their impact on our business model and our stakeholders' expectations.

In 2016, a survey was completed to determine the material topics for Tarkett and ensure that our CSR strategy and our objectives were aligned with them. **Each year we maintain regular dialogue with our stakeholders** (section 3.5 Stakeholder engagement), listening to their concerns, desires, and expectations. In this way we ensure our actions, and our priorities are adapted to meet the material challenges and opportunities. For example, we note that the risks relating to the environment (implementation of new standards to limit global warming and to reduce the use of fossil resources) are today considered to be more significant than in 2016.

The stakeholders' mapping was completed followed by a survey that was sent to both external stakeholders (customers, suppliers, sales partners, NGOs, trade organizations, experts, research, and educational institutions, etc.) and internal stakeholders (members of the Tarkett Supervisory Board and the Executive Management Committee, Tarkett employees). The survey involved stakeholders based in France, Germany, the Netherlands, Serbia, Sweden, Russia, the United Kingdom, and the United States. The survey covered key topics included in the GRI Standards and Cradle to Cradle® principles, organized into five categories: the environmental impacts of production, responsible products, work, human rights, and societal issues.

Four specific issues emerged from the 2016 survey and are still considered, **along with responding to the climate emergency**, to be among the most material CSR topics for Tarkett: health and safety at work, health and safety related to products and materials, the environmental impact of products, and responsible use of materials and resources.



When comparing the materiality matrix with our CSR risk mapping, it is clearly visible that priority topics and other topics of importance identified by the materiality assessment in 2016, along with action on climate mitigation, are covered by and consistent with the identification of our CSR risks and opportunities.

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3.4 Duty of care / Vigilance plan

In line with the requirements of Article L. 225-102-4 of the French commercial code ('*Code de commerce*'), Tarkett develops and implements a vigilance plan to identify risks and prevent potential violations of human rights and fundamental liberties, adverse impacts on the health and safety of people and on the environment. This vigilance plan covers Tarkett's direct operations, and the activities of our subcontractors and suppliers with whom Tarkett has a commercial relationship. This vigilance plan is incorporated into the Group's CSR strategy and policies, as described hereafter.

Risk mapping

Our CSR risk identification process and mapping are described in detail in section 3.3 CSR risks and opportunities. Tarkett's Risk Mapping covers risks related to health, safety and environment (HSE), as well as human rights as follows:

- At Group level, HSE risks are identified and evaluated by the Audit Department and the Compliance Officer in collaboration with the Chief Sustainability & Innovation Officer and the Group Safety Director.
- At manufacturing sites, HSE risks are identified and evaluated locally in accordance with the WCM system and through the management systems implemented at most of our sites[1]: ISO 45001 for health and safety aspects, ISO 14001 and ISO 50001 for environmental and energy aspects. Human rights risks have not been assessed as significant for activities at our production sites to date. However, we are aware that current geopolitical trends could generate new risks (e.g. risk of modern slavery related to vulnerable populations such as migrants), to identify and take into consideration as they appear.
- At supply chain level, a procurement CSR risk mapping covering the vast majority of our suppliers was completed in 2018 in partnership with a company specialized in sustainability ratings and supply chain intelligence, and includes HSE risks, as well as those related to a potential violation of human rights, among others (see section 3.9.1.1 Deploying our responsible sourcing program).

Assessment procedures

At manufacturing sites, the assessment of HSE risks is conducted internally on a continual basis by local HSE experts using guidance, procedures and methods provided by the Group (see section 3.3.3 Managing risks). In addition, our sites are regularly audited on environmental compliance by a third-party (ERM), and most of our sites are subject to surveillance and re-certification audits for ISO 45001, ISO 14001 and additionally in some cases ISO 50001. In 2022 the Group updated its duty of care risk assessment with a focus on Health & Safety and Environmental risks.

1 See full list of plant ISO certifications in Appendix

At supply chain level, the third-party supplier CSR evaluation by EcoVadis, which started in 2019, continued in 2022 as part of our responsible sourcing program. Assessed suppliers are selected based on the outcomes of the procurement CSR risk mapping, in parallel to the deployment of the Supplier's Code of Conduct (see section 3.9.1.1 Deploying our responsible sourcing program). In 2022 Tarkett conducted third-party social and human rights audits at all its outsourced Luxury Vinyl Tile suppliers in China. These audits did not detect any major non-conformities.

Alert mechanism

The Compliance Hotline implemented in 2018 and accessible from 150 countries, and the Ethics Hotline in the United States and in Canada, allow alerts on any potential breaches found or observed within Tarkett, in particular relating to human rights, health, safety and the environment (see section 3.11.1 Ensuring business ethics and integrity).

Actions and monitoring scheme

Our objectives and actions / initiatives implemented to prevent risks covered by the vigilance plan, as well as the related key performance indicators enabling to assess the efficiency of implemented measures and their results, are described in detail in the relevant sections of this CSR Report 2022, namely:

- Section 3.5 Stakeholder engagement, for managing risks related to anticipating and responding to stakeholder expectations, and collaborating with the value chain
- Section 3.6 Meeting customer and societal expectations through eco-design, transparency and circular solutions, for managing risks related to the environmental and health impacts of our products along the value chain
- Section 3.7 Responding to the climate emergency with good environmental management and a circular economy approach, for managing risks related to the climate
- Section 3.8 Creating solutions for greater indoor air quality and safe, healthy spaces for our customers, for managing risks related to the health impacts of our products
- Section 3.9 Driving Collaboration in the value chain and in communities, for managing risks related to our suppliers
- Section 3.10 Nurturing our human capital, for managing risks related to our employees' health and safety
- Section 3.11 Applying transparent business and ethical standards, for managing risks related to human rights, business ethics, and compliance

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3.5 Stakeholder engagement

In order to positively impact not only people's daily lives but also the generations to come, we have to start with a profound understanding of people, those who create with our products, those who rely on them and those who care for them. Having a deep human understanding is thus one of the key commitments of the Tarkett Human-Conscious Design® initiative.

Tarkett recognizes that constant dialogue and engagement with the whole value chain and wider community is essential to achieve its objectives of best serving its customers and contributing to addressing societal challenges. In this respect, Tarkett proactively engages with stakeholders on a wide variety of topics, such as building a circular economy, designing for diversity, rethinking the workplace, preparing hospitals for the future, or sustaining the game with sustainable solutions for sports surfaces.

Tarkett facilitates this dialogue and engagement locally by creating in each country multiple occasions to meet, to listen, to share, to inform and to learn with all those interested in Tarkett's products, services, and activities. The following table highlights the principal ways that Tarkett engages dialogue and collaboration with its stakeholders.

Our stakeholders	Principal means of dialogue	Frequency (up to 4/yr | 5-12/yr | >12/yr)	Section for more information in this report
Customers, architects, designers, installers, and end-users	> Social media, internet, email		
	> Tarkett showrooms		
	> Tarkett Academy & continual professional development (CPD)		
	> Transparency tools: Material Health Statements (MHS®), Cradle to Cradle® certification, specific Environmental Product Declarations (EPDs), Asthma and Allergy friendly® certification, and other product certifications and information tools		
	> Product brochures and documentation		
	> Tarkett ReStart® take-back and recycling program		3.5, 3.6, 3.7, 3.8, 3.9
	> Conferences, exhibitions, trade shows (both physical and virtual)		
	> Tarkett hosted events (Circles of architects) and webinars		
	> Tarkett Green Tours presenting our sustainability approach and initiatives on our production sites in Narni (Italy), Clervaux (Luxembourg), Ronneby (Sweden), Sedan (France), Waalwijk (Netherlands) and Otradny (Russia)		
	> White papers		
	> Supplier assessments (such as EcoVadis CSR assessment)		
Employees, other workers, schools and universities	> Multidisciplinary working groups		
	> Tarkett-Inside intranet & Workday		
	> Internal communities (e.g. Safety, Environment)		
	> Employee Resource Groups		
	> Job fairs and career section of corporate website		
	> Internal newsletters		3.10
	> Focus days / weeks (e.g. Global Safety day, Sustainability week, Earth Day, World Climate Day ...)		
	> Annual Performance and Development Dialogue		
	> Employee feedback surveys		
	> Internal webinars		
	> Annual meeting and quarterly conference calls on financial, strategic and CSR topics for senior executives		

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Our stakeholders	Principal means of dialogue	Frequency (up to 4/yr | 5-12/yr | >12/yr)	Section for more information in this report
	> Social dialogue with worker representatives, such as with the Tarkett Forum in Europe		
	> Partnerships with local schools / universities		
Suppliers, service providers and other business partners	> Responsible sourcing program: supplier code of conduct, supplier CSR assessment, raw material assessments		
	> ReStart® take-back and recycling program		
	> Third-party recycling programs (e.g. Valobat in France, Carpet America Recovery Effort in US, AgPR in Germany)		3.6, 3.7, 3.9
	> Circular economy partnerships and collaborative projects		
Shareholders, investors, creditors, and the financial community	> Tarkett websites (https://www.tarkett-group.com) with dedicated information on health and well-being, climate and circular economy, and social responsibility		
	> Response to questions on ESG topics from investors, creditors, proxy advisors, analysts, and rating agencies		
	> Presentations to creditors and asset management companies		3.1, 3.5
	> Supervisory Board and its special committee on CSR		
	> Shareholder's Annual General Meeting		
	> Financial statements / Universal Registration Document / CSR Report		
Trade associations, business networks, academic and scientific institutions	> Industry trade and professional associations (e.g. European Plastics Converters, European Parquet Federation, European Resilient Flooring Manufacturers' Institute – ERFMI, Vinyl Sustainability Council)		
	> Scientific institutes and experts (e.g. Cradle to Cradle Products Innovation Institute, Environmental Protection Encouragement Agency – EPEA and Carbone 4)		
	> Industry projects (e.g. EU Circular Plastics Alliance, ERFMI Circular Economy Platform)		3.5, 3.6, 3.7
	> Think tanks (e.g. Globe EU Bee Group, Circular Sweden and Cireko in Sweden)		
	> Research projects		
Public authorities, intergovernmental, non-governmental and not-for-profit organizations	> Conferences, webinars, and other meetings		
	> Industry projects and initiatives (e.g. Green Building Councils, Asthma and Allergy organizations)		
	> Public consultations (e.g. EU Taxonomy, EU New European Bauhaus, OECD Sustainability Criteria for Plastics Design)		3.5, 3.6, 3.7, 3.8
	> Public-Private projects (e.g. Circular Flooring EU, EU Circular Plastic Alliance)		
	> Participation to standardization work (e.g. Cradle to Cradle Certified, ISO TC323 on future ISO Circular Economy standard)		
Local communities	> Tarkett Cares community initiatives		
	> Tarkett Foundation		
	> Tarkett Green tours and other plant open days		3.7, 3.9
	> Local sponsorships		

Focus: Tarkett Showrooms – a place to engage with Tarkett on flooring and Tarkett Human-Conscious Design®

Tarkett has 37 showrooms in a number of markets providing space to welcome clients, architects, designers and others to see and feel Tarkett's range of flooring solutions and to engage with Tarkett on topics from design and material choice, to installation, maintenance, indoor air quality, the circular economy, post-use recycling, and more. In 2022 Tarkett opened one new showroom in Prestons, Australia at its new FieldTurf site close to Sydney. This joined our existing showrooms in the US cities of New York City, San Francisco, Washington DC, Atlanta, Chicago, Charlotte, Dallas, Denver, Houston, Los Angeles, and Calhoun; and in cities across western and eastern Europe and north Africa: Paris and Paris La Défense (France); London (UK); Stockholm (Sweden); Madrid, Barcelona and Valencia (Spain); Vila Nova de Gaia (Portugal); Ludwigshafen (Germany); Vienna (Austria); Dietlikon (Switzerland); Waalwijk (Netherlands); Bucharest (Romania); Sofia (Bulgaria); Bačka Palanka and Belgrade (Serbia), Zagreb (Croatia); Sarajevo (Bosnia and Herzegovina); Kiev (Ukraine), Almaty (Kazakhstan), Moscow and Saint Petersburg (Russia); Casablanca (Morocco) and Dubai (United Arab Emirates).

The Tarkett showroom in the Fulton Market District - Chicago (USA) had its grand opening in June 2022 with Tarkett welcoming architects, designers and other industry professionals to a series of events called Tarkett Design Days. These featured new product introductions, showroom tours and a series of educational seminars where leading experts discussed the latest research on the future of workplace design, biophilic inspiration, and healthy materials.

The Tarkett showroom in Almaty (Kazakhstan) was inaugurated in 2022. The showroom features more than 2,000 colors and designs, with a welcoming atmosphere, professional advice and product demonstrations to help architects and designers find the optimal product to meet all their needs.

Focus: Contributing to the promotion of a circular and low carbon future in the building sector

Tarkett hosted a round table in June 2022 at its Paris showroom - Atelier Tarkett on "The resource revolution: towards circular and low-carbon buildings". The French National Institute for the Circular Economy (INEC) and the ArtBuild Architectes agency led the evening talks on the challenges of resources and the circular economy in the building sector to achieve the objectives of the French National Low Carbon Strategy. INEC presented its new study carried out with Capgemini, "National low-carbon strategy under resource constraints", which aims to reconcile two key areas of ecological transition – decarbonization and the circular economy.

Focus: Transitioning to a circular economy – sharing practical solutions to spur more action

Tarkett held and participated to a number of events promoting the transition to a circular economy, sharing Tarkett's initiatives to design for recycling, to use more recycled secondary raw materials and to develop ReStart® take-back and recycling of post-use flooring. For example, several times per year, Tarkett North America's sustainability teams organize events, conferences, and workshops to share and exchange on circular solutions, while building strong relationships with architects, designers, and customers for the future. One such circular event in 2022 was "Lift your gaze" in York Harbor, Southern Maine, US, where participants took a moment to get above the details of daily business to discuss the big topics challenging not only the built environment, but the world at large, including material health, innovation, deconstruction, and circular design. Panel discussions gave the floor to architecture firm Perkins & Will, real estate firm JLL, global design firm HOK, Cradle to Cradle Institute, Bank of America and University of Pittsburgh and to our Chief Sustainability & Innovation Officer. See other examples in Section 3.6.2.3 Building a circular economy together.

Focus: Diversity in design - understanding differences to better achieve inclusion

Tarkett in North America is actively promoting dialogue on diversity, with webinars, training and other events. For example, during Tarkett's 2022 event "Design Days" the members of the Women of Color in Design group had the opportunity to meet in person for the first time at a celebratory networking event, after more than two years of online collaboration. This group of industry professionals and women of color was formed to regularly discuss pertinent topics, including leadership, education, and community involvement. Tarkett is also embracing neurodiversity through Tarkett Human-Conscious Design® with the aim of making workplaces more inclusive through a partnership with HOK an American design and architecture firm. See section 3.8.2 Participating to people's well-being.

Focus: Rethinking workplace – exploring workplace trends

As part of its Great Indoors platform to inform and inspire the evolving worklife conversation Tarkett regularly conducts research and shares its latest findings. In 2022 during the Design Days, Tarkett North America organized, with consultants from WKSpace, "The Future of the Workplace" event where, using latest data, a 360° view of the future workplace was presented through the lens of 'human-conscious design', health & wellbeing, sustainability, diversity & inclusion and social impact. The event explored the emerging workplace trends and discussed the design strategies needed to optimize the office in 2030.

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Focus: A Healthcare Design guide to facilitate design and color selection in healthcare environments

In 2022, continuing the Tarkett Human-Conscious Design® approach, Tarkett in Europe launched a Healthcare Design Guide to offer time saving advice and tips on human-centric interior design. Tarkett's team of experts, with help from a color specialist, created the guide following the results of Tarkett's recent in-depth white paper, "The Hospital of the Future", which highlighted the need for more human-centered design that is also environmentally responsible. The new guide aims to make the design and color selection for clients, from healthcare engineers to technical directors and architects, easier. The guide illustrates how color can influence spatial perception when it comes to depth, space, and size. For example, the colored appearance of an environment is also a stimulus when it comes to human behavior, arousing sensations, and provoking emotions. Thus, it is important that each distinctive healthcare space, from reception to corridors, waiting rooms, inpatient, and outpatient care, is accurately represented to evoke the necessary feelings and response. Tarkett identified three design trends for healthcare, which are Biophilic Design – to connect humans and nature, Homely Design – to humanize hospitals, and Graphic Design – to create intuitive spaces.

Focus: Trade shows and conferences – connecting with customers, architects and designers

In France, Tarkett participated to the Paris Design Week presenting the work of two young designers around sustainable materials. At its Paris showroom - Atelier Tarkett, one young French sculptor presented an exhibition entitled "Living Materials", using sustainable and recycled materials, to a backdrop of Tarkett Lino which is made from natural materials (linseed oil, pine resin, wood, cork flour and jute) and is fully recyclable after use. A second young designer from Sweden presented a series of objects designed using materials from Tarkett's circular selection at the Swedish Institute in Paris, as part of the Swedish Secrets exhibition, a month-long initiative with designers and architects committed to developing a more sustainable society.

Focus: ESG disclosures – transparency rewards

Tarkett places importance in regularly informing its stakeholders in a clear and transparent manner about its CSR commitments, actions, and results. Each year, with the help of a network of contributors across the globe, Tarkett takes stock, identifying the latest initiatives and measuring its progress against its key performance indicators and CSR objectives. The resulting CSR report permits a wide audience to understand the material CSR risks and opportunities that Tarkett faces and how we are responding to them. During the year Tarkett also provides insight to its latest actions through regular social media posts and through continual dialogue with our customers, architects, designers, installers, end-users, suppliers, and other stakeholders. These efforts on both transparency and action were rewarded in 2022 as Tarkett ranked in the top 50 of the 250 most sustainable companies in France. This annual ranking is organized by the independent market data institute Statista and the French magazine Le Point. It is based on publicly available CSR performance indicators complemented by an online survey gathering the opinion of 5,000 French citizens. Three main criteria are looked at: environmental, social, and corporate governance. The complete list covers 250 companies out of 22 sectors of activity.

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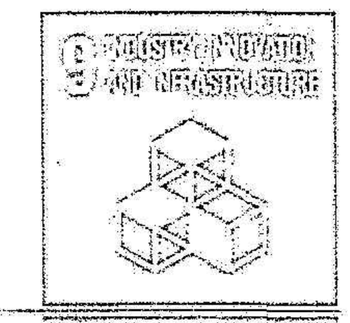
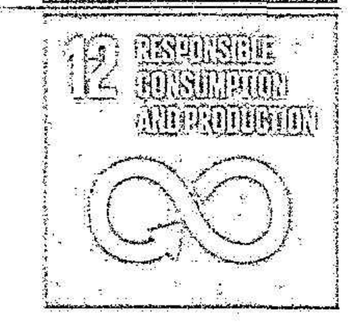
3.6 Meeting customer and societal expectations through eco-design, transparency, and circular solutions

We have established policies, programs, and specific initiatives to manage the identified material risks and opportunities. Our progress in addressing these risks and opportunities is monitored with specific key performance indicators. These elements are summarized in the following table along with our objectives and results.

Opportunities / Risks	Policies / Actions	Key Performance Indicators	2022	2021	2020	Objective 2030	CSR Report section	Contributing towards UN SDGs
Raw material price volatility (fluctuations in prices and availability of raw materials and energy) **Supplier dependency** (risk where supplier choice is limited for certain raw materials)	> Materials selection as part of New Product Development Process (NPDP) > Maximize recycled content in our products: post-installation / end-of-use flooring; secondary raw materials from other industries > Diversification of supplier's portfolio and use of local suppliers	Percentage of raw materials not contributing to resource scarcity (abundant, rapidly renewable or recycled)	69%	70%	68%	85%	3.6.1	 
Product quality and safety (evolving health and environmental regulations, standards and/or customer's expectations) **Flooring market changes** (expectations for greater transparency; new products and services and increased stakeholder involvement; suppliers not compliant with our CSR standards; expectations and requirements from civil society and local communities)	> Systematic materials assessment based on Cradle to Cradle® criteria > Transparent product information, e.g. Material Health Statements, Environmental Product Declarations > Cradle to Cradle® certifications of our products	Percentage of raw materials third-party assessed for their impact on people's health and the environment based on Cradle to Cradle® criteria	95%	97%	98%	-	3.6.1.	

3.6.1 Choosing materials consciously and transparently

Tarkett is committed to putting people and the planet first, by applying the Tarkett Human-Conscious Design® approach to its product eco-design, development, and manufacturing to create floors that help make spaces healthier, more comfortable, and more beautiful, while striving to lessen the Group's environmental impact. This approach also allows Tarkett to disclose in complete transparency to its customers the environmental and health impacts throughout its supply chain.

3.6.1.1 Selecting and sourcing sustainable materials to preserve natural resources

Choosing quality materials is one of the pillars of our eco-design approach according to Cradle to Cradle® principles, with the objectives to respect people's health, preserve resources and protect the environment.

From an environmental point of view, Tarkett strives to conserve natural resources, prioritizing healthy materials that can be recycled and that are sourced from abundant sources (for example calcium carbonate), renewable (such as cork, pine, spruce, oak, ash, walnut, maple, beech and birch) and recycled (including waste from other industries), so that the materials used for our products do not contribute to resource scarcity.

Using an ever-greater share of recycled materials, is central to Tarkett's climate and circular economy objectives. We are taking a holistic approach focusing on **closed loop recycling** (collecting and recycling Tarkett post-industrial and post-use materials), **open loop recycling** (sourcing post-industrial and post-use materials from other industries as well as procuring raw materials with recycled content) and the circular design of products (how to re-design products and processes to ensure recyclability and to increase the uptake of recycled material). This applies to both flooring and sports surfaces, with for example, over 25% recycled content in certain homogeneous and heterogeneous flooring, over 35% in luxury vinyl tile flooring, over 35% in linoleum, and over 60% in certain carpet flooring solutions. Tarkett Sports' indoor flooring with the latest Omnisport X3LT 3 layer technology incorporates a calendared layer with up to 60% recycled content. Tarkett Sports' FieldTurf in Europe proposes turf and infills composed of recycled materials such as ProMax HydroFlex infill which incorporates 30% recycled polyethylene sourced from end-of-life artificial turf fields and other various infill solutions made from recycled rubber granules from tires which would otherwise have been landfilled. Worldwide, Tarkett estimates that some 15 million tires have been diverted from landfill and recycled to provide rubber crumb infill (based on the use of 20 000 tires per field).

In 2022 FieldTurf also launched PureField Ultra, FieldTurf's non-infill synthetic turf system engineered to meet FIFA Quality level technical performance without infill. Urbansoccer chose this solution in France in 2022 for an indoor installation.

Tarkett favors the use of renewable materials whenever possible. This is especially the case today in parquet, laminate, and linoleum flooring as well as in certain indoor sports surfaces.

For example, Tarkett has produced wooden floors since 1886, sourcing wood, close to our plant at Hanaskog in Sweden, from sustainable forests in Sweden and Finland, where sparse planting and slow growth in the northern hemisphere led to strong and stable trees. Tarkett uses the whole log to benefit from its grain and pattern for the design of beautiful, distinctive floors. Linoleum also uses other renewable materials such as linseed oil, pine resin, jute and cork. In recent years Tarkett has expanded its use of renewable materials, with bio-based plasticizers now used in its luxury vinyl tiles produced at Jacareí, Brazil and in its iQ Natural homogeneous vinyl flooring collection produced at Ronneby, Sweden. Another example is the Eco Shell rubber flooring developed in North America, which includes as a component, leftover walnut shells from local walnut tree culture. For outdoor sports surfaces, Tarkett's FieldTurf offers a growing range of alternative renewable material performance infill layers such as PureFill which uses natural cork granules and sand, PureSelect which uses locally sourced olive cores in the United States along with imported European olive cores and PureGeo which uses coconut peat and cork. In Europe, FieldTurf also proposes PureSelect with a European sourced olive core-based infill. A recent example of a high-profile field using natural infills is at the home of Swiss soccer club, Neuchâtel Xamax at the Stade de La Maladière. This field was installed with a synthetic turf system combining Vertex Core with PureFill organic infill. In addition, further installations made in 2022 in the Netherlands, Sweden, and France.

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Choosing materials consciously and transparently

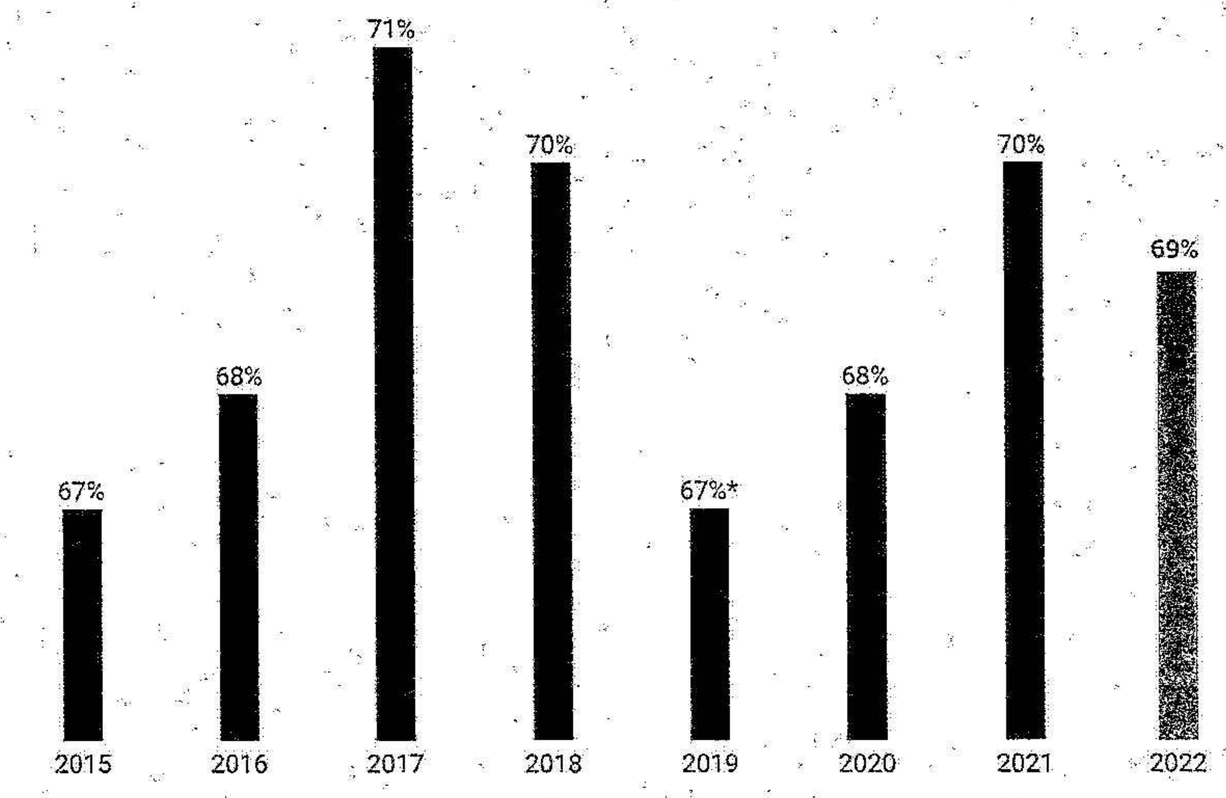
Zoom on key indicators

Raw material selection to preserve natural resources

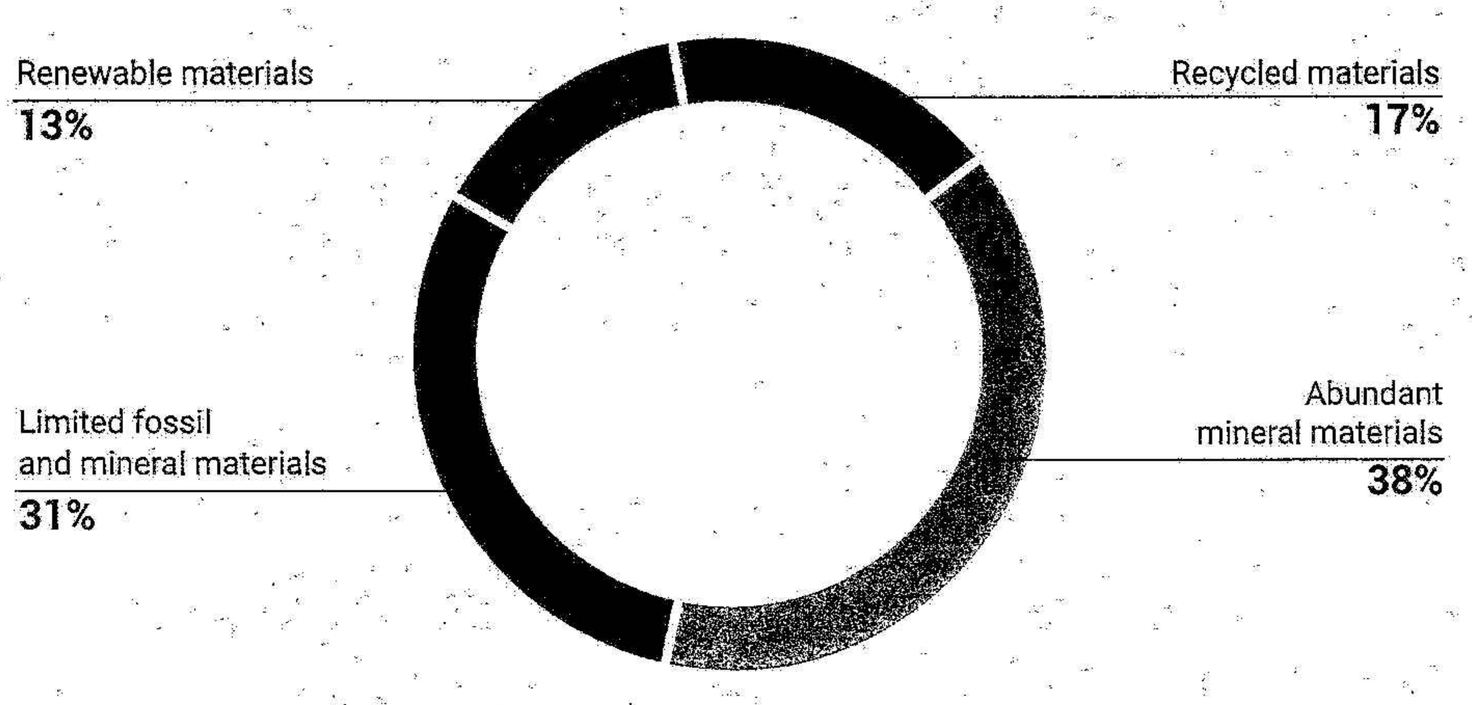
Tarkett continued towards its goal of tripling the share of recycled raw materials by 2030 compared to 2018, increasing the share to 17% in 2022 compared to 15% in 2021, 13% in 2020, 12% in 2019 and 10% in 2018.

In 2022, Tarkett recorded a slight decline in the share of our raw materials which did not contribute to resource scarcity (being abundant, rapidly renewable or recycled). This is mainly due to the decreased volumes of wood due to the disruption caused by the conflict in Ukraine.

Share of raw materials not contributing to resource scarcity (%)



Breakdown of raw materials used in 2022 (%)



** 2% decrease in 2019 vs 2018 due to closure of laminate production in Germany*

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Choosing materials consciously and transparently

Limiting risks of supplier dependency

Identifying and developing new sources of renewable and secondary raw materials contributes to mitigating risks associated to raw material sourcing, notably to dependencies on certain suppliers. In recent years, Tarkett has taken other additional actions to improve its flexibility with its suppliers and has developed alternative sources in order to reduce its reliance on major players. In certain countries in particular (Russia, China, Brazil), the Group has identified new local suppliers of raw materials, further reducing its dependency on specific suppliers.

Responsible use of PVC (polyvinylchloride)

PVC is a plastic resin widely used in the building and construction industry. PVC is made of 57% of salt and is therefore less energy intensive to produce than other comparable plastic polymers which are 100% fossil based. Furthermore, it is versatile, durable, and recyclable. Tarkett proposes PVC solutions in a number of segments such as workplace, hospitality, stores, healthcare, and education where the superior user properties such as extended life cycles (up to 30 years), high wear resistance, low maintenance costs, attractive designs, good hygiene and ease of installation are key. Tarkett is committed to the responsible use of PVC (polyvinylchloride) and has maintained transparent dialogue since 2010 with various stakeholders on the topic, defining conditions for sustainable design and production, usage, and recycling of PVC for long-term applications such as flooring.

Our current approach is to develop the use of phthalate-free plasticizers, to favor suppliers using newer manufacturing technologies with lower environmental impacts, to use raw materials and additives that meet high standards on sustainability, design and technical performance, in line with the Cradle to Cradle® principles and to promote the recycling of PVC-containing flooring notably through our ReStart® program.

For example, Tarkett's Clervaux plant in Luxembourg, is certified EuCertPlast for recycling post-consumer vinyl flooring. It recycles post-installation and post-use vinyl flooring collected from various European countries through Tarkett's ReStart® collection and recycling program as well as post-manufacturing waste.

Through this and other actions, Tarkett supports Recovinyl and VinylPlus which participate to the EU Circular Plastic Alliance promotion of voluntary actions and commitments for more recycled plastics with a target to ensure that 10 million of recycled plastics are used to make products in Europe in 2025. Recovinyl monitors and verifies the recycling of PVC waste and the uptake of PVC recyclate, recording how much PVC is being recycled in Europe through the RecoTrace™ data collection and monitoring program. Recovinyl is the biggest contributor to the VinylPlus® recycling target which aims for one million tons of PVC to be recycled annually by 2030. In 2021 over 800,000 tons of PVC were recycled bringing the total to 7.3 million tons since 2000. Recovinyl is also one of the founding members of the recycling facilities certification program Eucertplast which is encouraging traceability and high standards in plastic recycling (see also Section 3.7.2.2).

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3.6.1.2 Assessing materials for their impact on health and the environment

Tarkett is committed to building the way to better floors. Innovating with good materials and exceeding indoor air quality standards through Tarkett Human-Conscious Design® is central to this objective which puts people first, to create floors that help make spaces healthier, more comfortable, and more beautiful, while striving to lessen the Group's environmental impact so that people flourish now, and in the future. The Tarkett Human-Conscious Design® approach starts with selecting good materials by applying the Cradle to Cradle® principles.

Tarkett works closely with the EPEA (Environmental Protection Encouragement Agency part of Drees & Sommer), a research institute founded in 1987 **which promotes the Cradle to Cradle® design methodology**. Using this methodology since 2010 for all its activities, Tarkett not only guarantees compliance, with EU regulatory requirements for chemical substances according to REACH[1], but goes further by enabling product optimization, substituting materials with alternative ones that can be recycled, improving products' health and environment credentials. The results of these material assessments enable us to better understand the impact of our products and to select more carefully our raw materials by sharing our specifications with our suppliers. Furthermore, this allows the Group to have a clear view on the health and environmental impacts of its products, and to share these with total transparency, disclosing to customers the environmental and health impacts throughout its supply chain.

With 34 plants worldwide and an active pipeline of new and improved products, there are always new materials that we need to evaluate. In 2022, Tarkett assessed a number of new PVC fillers and plasticizers.

Zoom on key indicators

Material health and environmental assessments

To achieve our objective of using good materials for the benefit of our customers and for the planet we conduct third-party material assessments. In 2022, a larger number than normal of new sources of raw materials were procured notably for Tarkett's activity in Russia due to the impact of the conflict in Ukraine on raw material availability. At the end of 2022 Tarkett had not finished assessing all of these new sources of raw materials, leading to a decline in the overall share of assessed raw materials. In total 95% of our raw materials (representing more than 5,000 materials) are third-party assessed (by EPEA) for their impact on people's health and the environment based on Cradle to Cradle® criteria.

Radical transparency with Material Health Statements (MHS®)

Tarkett developed, together with the EPEA, the Material Health Statement to help meet the building industry's need for more granular information, drive collaboration on sustainability and move ahead of regulation to go beyond compliance, providing clear, transparent information on the health and environmental profile of the materials in our products, including any potential risks. The MHS® tool responds to the building industry growing requests for more detailed product content information which they need to respond effectively to evolving regulations and sustainable building schemes, and to stakeholders' growing interest in the built environment's health and environmental impacts.

The development of the MHS® followed Tarkett's collaboration with the EPEA on materials assessment work. It was first launched in 2016 in North America and then expanded to Europe in 2018. More than a simple list of ingredients, an MHS® accurately describes the composition of a product and provides information related to ingredient concentration (chemical molecules), their role in the product, and any health or environmental risks in case of exposure to these substances, notably for the user of the flooring and for those who install the floors (for more details on MHS® see Tarkett's 2021 CSR report).

The MHS® tool was developed to promote total product transparency, by providing our customers with information tools that are easy to read and understand. In Europe, the MHS® goes further than EU REACH requirements, in proactively providing information on all substances present in the product. MHS® documents have a validity period of 2 years which allows for the consideration of any new knowledge on chemicals used as well as providing an opportunity to increase the health performance of the product through changes in recipes.

In 2022 Tarkett was invited to share best practices in substituting hazardous or problematic substances during an OECD formal international policy makers workshop. This followed on from the contribution Tarkett made to OECD work on "A Chemicals Perspective on Designing with Sustainable Plastics". The workshop brought together representatives of environmental ministries, chemicals management agencies such as EU ECHA and US EPA, and several NGOs such as ChemSec and European Environmental Bureau. Tarkett underlined its action in managing chemicals according to Cradle to Cradle® principles and providing customers with transparent communication through our unique Material Health Statements.

1 REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) is a regulation of the European Union, adopted to improve the protection of human health and the environment from the risks that can be posed by chemicals

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Choosing materials consciously and transparently

Tarkett does not hesitate to support better regulations for transparency, for example Tarkett signed the Swedish NGO ChemSec's open letter to the EU Commission calling for more transparency in the context of the coming revision of REACH – CLP regulation. Tarkett went on to join the ChemSec delegation for a meeting with the EU Commissioner for the Environment, sharing our action on transparency with Material Health Statements®.

Since the launch Tarkett has published MHS® for a range of products, including vinyl flooring, vinyl tiles and planks, carpet, linoleum, and rubber. At the end of 2022 Tarkett had 31 active or undergoing renewal MHS®.

We also use other product information and transparency tools, depending on the regions and countries where we operate:

- **Environmental Product Declarations (EPDs)** share detailed and vital information (e.g. greenhouse gas emissions) to understand the environmental impact of a given product throughout its lifecycle, according to a standardized framework and process for development, verification and communication. There is a strong demand for EPDs in Europe, in particular because it enables clients to earn credits for sustainable building labels (such as BREEAM®, LEED, DGNB, HQE). Generic EPDs have been issued by professional associations based on consolidated information from manufacturers since 2013. In 2018 Tarkett started developing specific EPDs for some of its products so as to provide more specific and transparent information. In 2022 new specific EPDs were published for Tarkett's luxury vinyl tiles and wood flooring made in Serbia, for wood and heterogeneous vinyl flooring made in Poland, for luxury vinyl tile flooring made in Brazil and for new Desso carpet tiles made in Belgium and the Netherlands. Some other specific EPDs, such as Tarkett's wood flooring made Orzechowo were also revised taking into account the latest data. Overall, Tarkett has published specific EPDs for its vinyl, linoleum, laminate, wood, and carpet flooring products, and its European artificial turfs.
- In **France**, Tarkett worked on revising its French Health and Environmental Product Declarations (*Fiches de Déclaration Environnementale et Sanitaire - FDES*), following the start of the progressive implementation of the new French building environmental regulation "RE 2020". The revised *FDES* provide a greater level of detail to guide LCA practitioners, architects and designers in their choice of Tarkett flooring products based on product specific LCA.
- In **Russia**, Tarkett uses the Vitality Leaf ecolabelling program, an ecolabel (type I) in accordance with international standard ISO 14024, which is a member of the Global Ecolabelling Network. Tarkett joined the program in 2009, completing the voluntary certification procedure which included a full life-cycle analysis of products. Tarkett received the ecolabel for all its branded vinyl and laminate collections.
- In **Serbia** Tarkett was awarded, in 2019, an eco-label (type I) for parquet flooring as the product and company met criteria on reducing resource consumption, reducing energy consumption, reducing emissions of pollutants into the environment, reducing waste generation, and ensuring product recyclability.
- In **Australia**, Tarkett utilizes the Global GreenTag certification tool GreenRate which enable points to be acquired under the Green Building Council of Australia's Green Star® program.
- In **North America**, Tarkett met all the requirements in 2022 of +Vantage Vinyl™, an industry-wide sustainability initiative that engages companies across the US vinyl value chain. Companies that are awarded the +Vantage Vinyl mark have undergone verification by third-party GreenCircle Certified to confirm their progress to the program Guiding Principles relating to environmental stewardship, social diligence, economic soundness, open communication, and collaboration. The initiative's structure ensures that Tarkett is advancing the sustainability journey of the vinyl industry in alignment with targeted United Nations Sustainable Development Goals (UN SDGs). To facilitate and demonstrate transparency Tarkett in North America already took the initiative in 2021 to create Tarkett Floorprint℠ a set of 11 documents, one for each major product category, detailing all pertinent data and certification information in one convenient location. In addition to sharing third-party certifications, the Tarkett Floorprint documents include carbon emission data for each stage of the product lifecycle, how the product supports human health and well-being, and how it reduces climate impact by contributing to a circular economy.
- Tarkett's flooring products in North America were also added in 2021 to the Design for Health™ platform by MindClick. The platform provides architects and designers with access to the MindClick Sustainability Assessment Program (MSAP) which rates social and environmental impacts throughout the product lifecycle. All evaluated Tarkett flooring products have earned a "Leader" status.
- **Tarkett Sports' Fieldturf** publishes its artificial turf systems in the Mindful MATERIALS library. This platform aggregates information on human health and environmental impacts for products giving practitioners the capacity to find products that best meet individual project or client requirements.
- Since 2011, most of our products in Europe moreover have **an environmental labeling system**, which specifies the percentage of recycled content, the absence of plasticizers containing phthalates, as well as the total VOC emissions. The label also helps identify products eligible to our ReStart® collection and recycling program. This has also been extended to China since 2016.

3.6.1.3 Obtaining product certifications

Within the scope of product assessments carried out by EPEA, an accredited assessment body for the Cradle to Cradle Certified® certification standard, Tarkett has obtained several Cradle to Cradle® certifications. The C2C – Cradle to Cradle Certified® validates the eco-design approach based on five criteria: material health, product circularity, clean air and climate protection, water and soil stewardship, and social fairness. Each criterion is given a score from Basic to Platinum (from the lowest to the highest: Basic, Bronze, Silver, Gold and Platinum) and the lowest ranked criterion defines the global score.

Tarkett was notably one of the first flooring manufacturers to obtain C2C Gold level certifications for certain product categories. In 2019 three new carpet tile AirMaster® products were certified C2C Gold. With AirMaster®, the concentration of fine dust particles in the air is as much as eight times lower than with hard floors and four times lower than with standard carpet. The fine dust particles are trapped by the unique threads in the carpet until it is time to vacuum clean again, contributing positively to indoor air quality. The AirMaster Nazca, AirMaster Salina and AirMaster Tierra are all made with good materials, 100% Econyl® yarn (100% recycled content) and have EcoBase® carpet tile backing specifically designed with disassembly and recycling in mind. In 2022 the entire Tarkett Lino collection achieved Cradle to Cradle Certified® Silver or Gold with the Originale range being the only linoleum on the global market to be Cradle to Cradle Certified® Gold.

In 2022, Tarkett had 19 Cradle to Cradle® (C2C) certifications covering a wide range of product categories, including carpet, linoleum, rubber, wood, and artificial turfs. Four of these C2C certifications achieved Gold level, the most in the flooring sector. The detailed list of products covered by C2C certifications is provided in appendix to the CSR report.

Some of our products also hold other certifications, such as **FloorScore®** for indoor air quality or **Living Product Challenge Imperative** in North America. For example, Tarkett's ethos® Modular with Omnicoat Technology™ carpet backing, has the International Living Future Institute (ILFI) Living Product Challenge Imperative certification as well Cradle to Cradle Certified® Silver. The Living Product Challenge (LPC) is a rigorous certification encouraging manufacturers to use healthy materials, optimize the chemistries of products, create environments that promote well-being, drive circular economy, and support a just and sustainable world. The LPC is organized into seven performance areas called Petals: Place, Water, Energy, Health & Happiness, Materials, Equity, and Beauty. Each Petal subsequently has more detailed requirements, called Imperatives. Imperative certification requires the achievement of at least seven of the twenty imperatives. As well as the ethos® Modular carpet backing, our rubber tile collection also has the ILFI LPC Imperative certification, both collections being able to achieve twelve of the twenty imperatives. In North America, Tarkett is thus the first flooring manufacturer to achieve an LPC Imperative certification for both resilient and soft surface flooring products.

By ensuring that Tarkett obtains a range of third-party certifications, it assists architects , designers, and project developers reach the highest standards in green building – whether LEED (international), BREEAM® (UK), HQE (France) or DGNB (Germany).

For example, in 2021 the Atlanta (US) Falcons Mercedes Benz Stadium, with a FieldTurf playing surface, was the first professional sports stadium to achieve LEED Platinum in the US.

Example

Tarkett North America welcomed the International Living Future Institute to its Chicago showroom during Design Days to talk circular, biophilia and regenerative design

Tarkett welcomed the International Living Future Institute to its Design Days event to share the inspiration behind their rigorous standards. The event looked at how we can learn to design, specify, and incorporate products that positively impact our world through the principles of circularity, biophilia and regenerative design. Tarkett presented its newest collection, Inspired Nature, designed with biophilic principles and circular strategies. Inspired Nature is a collection of modular carpet and Powerbond® hybrid resilient sheet, along with a coordinating digitally printed luxury vinyl tile. The collection was born at the height of global isolation—a time when we saw the natural world beginning to restore itself to a healthier balance, with cleaner air, less emissions and less water and noise pollution. These gave tangible examples of what happens when we minimize our impact.

3.6.2 Developing a circular economy through an engaged and collaborative approach

Tarkett is committed to the principles of the circular economy, a regenerative system in which resources used are continuously reused and recycled, carbon emissions and waste are minimized, thus limiting the use of virgin raw materials and the impact on our planet. As such Tarkett fully supports the European Commission's "European Green Deal", in which the circular economy is considered one of the main building blocks, reducing pressure on natural resources and acting as a prerequisite to achieving the EU's 2050 climate strategy and to halting biodiversity loss by promoting recycling and encouraging the efficient use of sustainable materials.

In 2022 the Platform on Sustainable Finance published its final report with recommendations on technical screening criteria for the four remaining environmental objectives of the EU taxonomy, notably including the transition to a circular economy. The report outlined the four main pathways to achieve this transition, namely: (i) circular design and production; (ii) circular use; (iii) circular value recovery; and (iv) circular support. Tarkett is actively developing and contributing to all of these pathways with design and manufacturing already embracing a circular approach; with products being designed for durability in use; with post-use flooring collection and recycling services through Tarkett's ReStart® program; and with transparent product information, active collaboration and awareness raising initiatives.

Our long-term vision is for all flooring to be recyclable and recycled. To do so and to become a truly circular company, we design and manufacture products with more and more recycled materials, and we also have to build circular solutions in partnerships with our customers and suppliers. We set an ambitious goal in 2019 to drive this approach – for our products to contain on average 30% of recycled materials in 2030, compared to 10% in 2018. There are two main routes to reach this objective:

1. **Increase the use of secondary raw materials**, either with recycled post-manufacturing waste, which cannot be avoided, from within our industrial process or more importantly by sourcing recycled materials from other industries. Secondary raw materials are recycled materials that can be used in manufacturing processes instead of, or alongside virgin raw materials. The use of secondary raw materials presents a number of advantages, including increased security of supply, reduced material and energy use, reduced impacts on the climate and the environment, and reduced manufacturing costs[1].

2. **Grow our ReStart® program to take-back and effectively recycle flooring**, not only off-cuts from installation, but also after use.

1 *Source: EU Strategy for secondary raw materials 2016*

3.6.2.1 Working collectively towards a circular economy

Our **R&D teams** are rethinking the design and formulation of our products, looking to use more recycled materials without compromising technical and visual performance. Our Global Innovation program, launched in 2019, is contributing to this effort as it includes a focus on climate and circular economy. Together, they are reflecting on ways to design products that will be easy to disassemble and on the development of new technologies to recycle post-use products.

> For example, we established in Sweden an in-house solution to **recycle all Tarkett homogeneous vinyl flooring** produced at Ronneby (Sweden) from 2011 onwards, expanding the recycling options we offer to customers. Tarkett teams at our plant in Ronneby (Sweden), where our homogeneous vinyl flooring such as iQ Surface is produced, developed techniques to recycle post-use homogeneous vinyl flooring as part of our strive to develop circular solutions. The teams created a customized process using low-risk chemicals to remove glue and other residues from the used flooring to get clean vinyl granules that can be integrated into new homogeneous flooring. Key to the research, the granules offer the same properties and deliver the same performance as virgin raw materials, conserving natural resources and creating a lower impact on the environment with lower life cycle greenhouse gas emissions, compared to using virgin raw materials. In 2022 Tarkett teams continued to raise awareness amongst clients and other value chain partners about this new recycling solution. This engaged effort helped generate an increased quantity of post-use flooring collected for recycling at Ronneby (see examples in Section 3.7.2.2 from University College London Hospitals and a healthcare center in Norway).

Our **Purchasing teams** are looking to extend their supply sources of secondary or innovative raw materials working with multiple industries, thus reducing the use of virgin or fossil-based materials, and the exposure to the price volatility of fossil-based materials.

> Tarkett and the Swedish environmental company Ragn-Sells, continued work in 2022 on developing **carbon negative mineral fillers** for vinyl flooring. The primary role of a mineral filler is to bring weight and volume to the flooring. It also plays an important role in mechanical properties such as product stiffness. Tarkett uses approximately 120,000 tons of mineral fillers for vinyl flooring solutions in EMEA every year, of which 75% are calcium carbonate, with 40% from recycled origin. The calcium carbonate currently used by Tarkett is already carbon neutral[1], with the calcium carbonate to be produced by Ragn-Sells, it is expected to generate a carbon negative[2] footprint as the calcium is extracted from ash piles in Estonia and the calcium carbonate is produced using carbon capture technology. This innovation partnership, announced in 2021, is a long-term initiative with production scheduled to be launched in 2025 following the design and construction of a future site in Estonia by Ragn-Sells.
> Other examples include **sourcing upcycled waste chalk, recycled PVB** (Polyvinyl butyral) and recycled post-industrial diapers (for more detail see section 3.7.2.3 Using secondary raw materials from other industries).

Our **Manufacturing teams** are adapting to create and use various types of secondary raw materials (recycled waste) while delivering efficiency and quality performance.

> For example, our **vinyl flooring recycling center** at our Clervaux site (Luxembourg) which recycles post-installation flooring along with post-manufacturing waste to produce secondary raw materials which are used on-site to produce underlayers. These underlayers are then incorporated in the production of finished flooring products at Sedan (France), Jaslo (Poland) and Lenham (UK) as well as at Clervaux (see also section 3.7.2.1 Managing production waste – reduce, reuse, recycle, recover).

1 Carbon neutral means that a product stores as much greenhouse gas as it releases during its life cycle
2 Carbon negative means that a product stores more greenhouse gas than it emits during its life cycle

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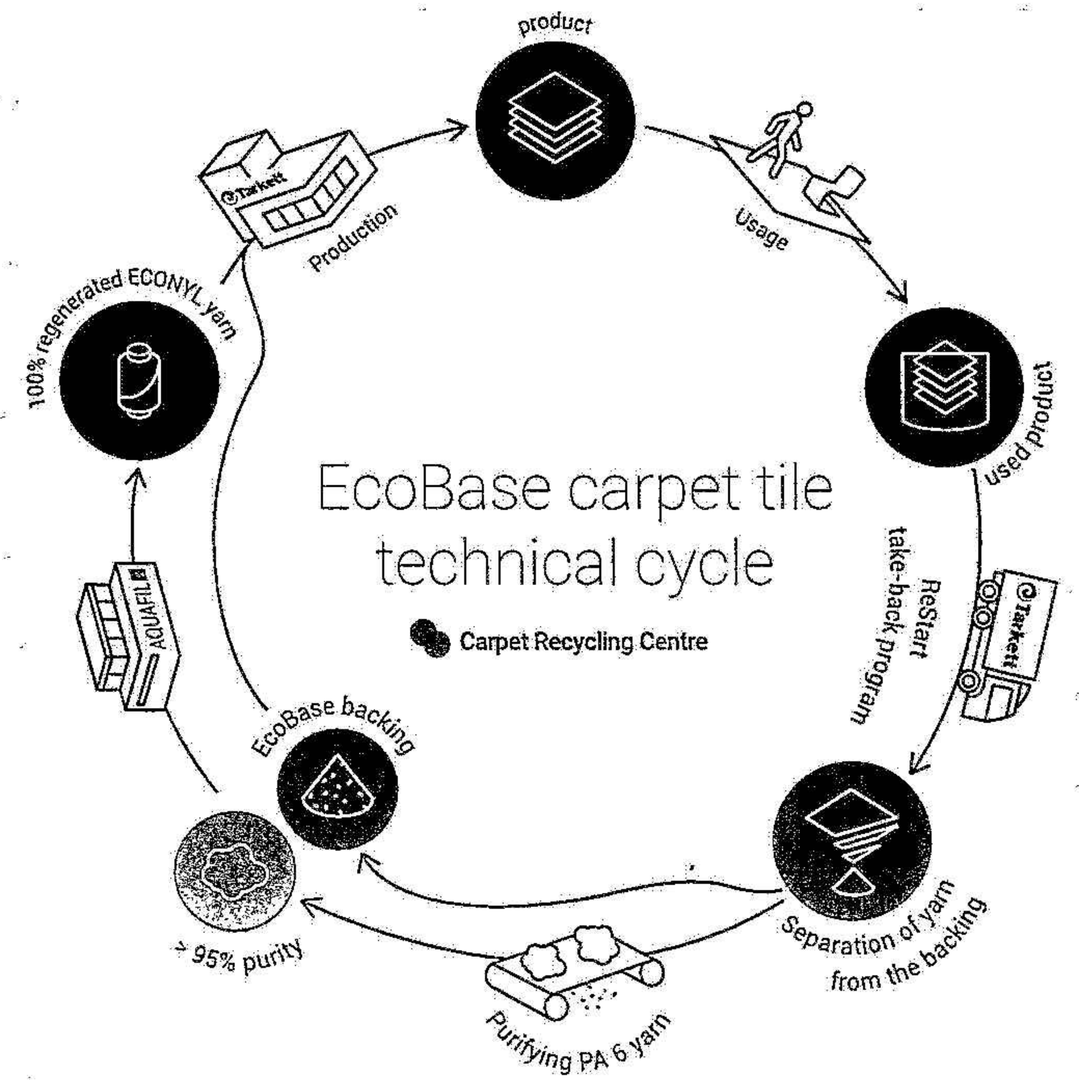
Developing a circular economy through an engaged and collaborative approach

Example

Creating in-house capacity to produce secondary raw materials in partnership with yarn producer

Tarkett's carpet recycling facility in Waalwijk (Netherlands) enables Tarkett to fully close the loop on the life cycle of commercial carpet tiles in Europe in partnership with Aquafil. To our knowledge, Tarkett is the only carpet manufacturer in Europe to achieve this. The recycling center is able to generate two material streams (yarn and carpet tile backing), which can then be recycled and transformed into high quality secondary raw materials for the production of new carpet tiles.

Tarkett developed innovative technology to separate the two main components of carpet tiles - the carpet backing and the yarn - while maintaining more than 95% yarn purity. This level of purity is vital to ensure that the polyamide 6 (PA6) yarn can be recycled by Aquafil and later transformed into regenerated Econyl® nylon yarn. The carpet tile consisting of an EcoBase® backing and PA6 nylon yarn is 100% recyclable. Furthermore, recycling carpet tiles made of EcoBase® backing and Econyl® yarn reduces CO2 emissions by 84% compared to incineration[1] Tarkett has sourced PA6 and Econyl® nylon yarn from Aquafil for more than a decade and uses Econyl® in its Desso AirMaster carpet tiles, for example. Tarkett is thus the only carpet manufacturer in Europe to have verified evidence of circular economy production of carpet tiles, as documented by the Environmental Product Declarations (EPDs) for carpet tiles with EcoBase® backing. Following Tarkett's analysis and benchmark of carpet tiles manufactured[2] in Europe, UK and Norway, we found that our Desso Origin carpet tile collection[3] had the lowest carbon footprint[4].



[1] Based on end-of-life stage only at Tarkett's Carpet Recycling Center, for the same product, externally verified by Bureau Veritas.

[2] Based on 19 competitor carpet tiles' whose Environmental Product Declarations (EPDs) were available on internet in May 2022 and with production location in the EU, UK and Norway and in the product weight range 600-699gr with Polyamide yarn

[3] For EcoBase-backed carpet tiles with PA6 yarn, according to the externally verified EPD S-P-05827 and based on the total carbon footprint (Modules A-D) with an end-of-life closed loop circular recycling scenario

[4] Comparison with the total carbon footprint (Module A-D) of each of the competitors with incineration as end-of-life scenario

Our **Marketing and Sales teams** are working together with the supply chain to develop and implement cost-efficient take-back and recycling services for our customers through our ReStart® program.

> For example, in 2022 we continued our collaborated with IKEA to collect and recycle used flooring from their stores in Sweden and seven other European countries as well as working with a number of other new clients to provide our ReStart® take-back and recycling service (see for more details Section 3.7.2.2 Collecting and recycling post-installation and end-of-use flooring and sports surface waste).

Our **experts are also engaging with our customers**, with architects and designers, with our suppliers, our business partners, with public authorities and NGOs, to advocate for greater collaboration in identifying and trialling solutions and in the necessity to develop a political and economic framework in favor of a circular economy.

> For example, our teams in Europe and North America are sharing knowledge and experience in various platforms and conferences (for more details see section 3.6.2.3 Building a circular economy together).

3.6.2.2 Applying principles, methods, and tools to design for a circular economy

Tarkett applies Cradle to Cradle® (C2C) principles for the design of its products, from material selection and product manufacturing, to installation, use, maintenance, end-of-use and product recovery. Tarkett's Human-Conscious Design® philosophy and eco-design methodology strives, right from the upstream phase of a design process, to integrate various aspects – economical, performance, respect for the health and the environment – throughout different stages of the product's life cycle[1]. All impacts on health and the environment are studied and assessed and the approach requires the engagement of many functions within the company: research & development, marketing, procurement, production, and quality, among others.

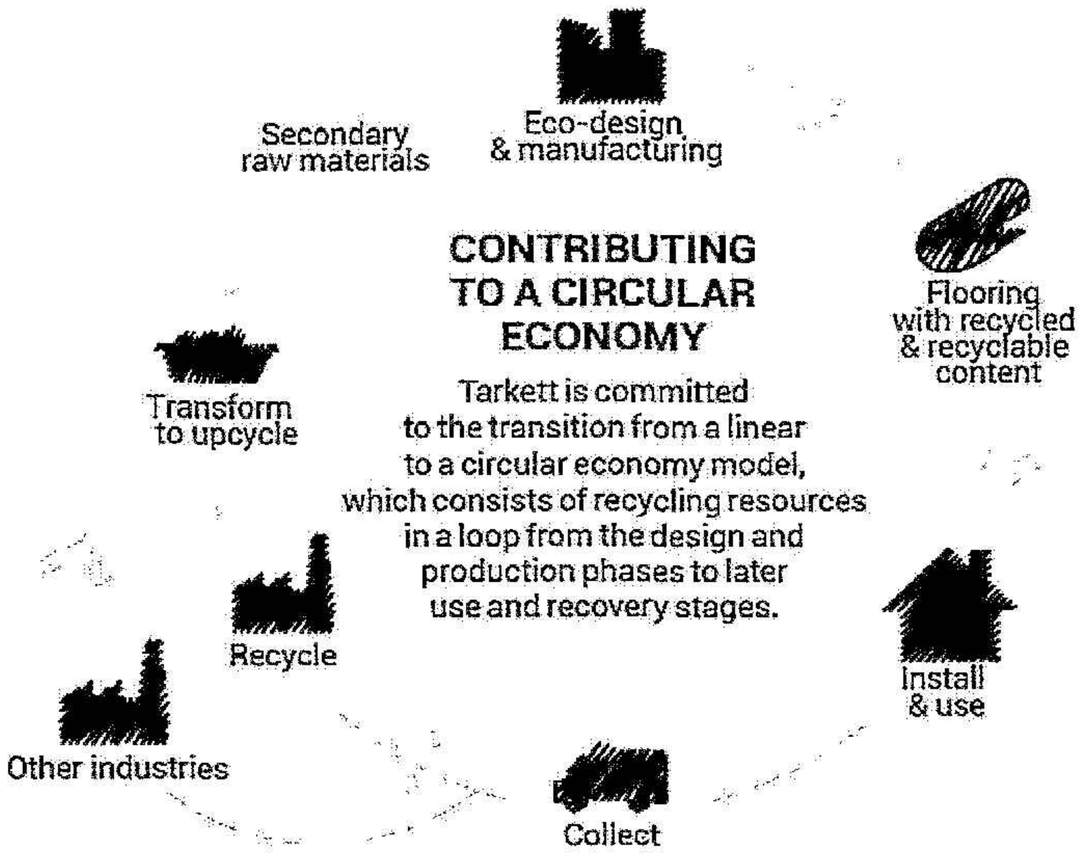
Our New Product Development Process (NPDP), includes sustainability and circular economy criteria right from the initial design phase. These criteria, in line with the Cradle to Cradle® methodology, have been integrated from the design and development phase of a new flooring product. This process encourages on the one hand the selection of "good" raw materials (i.e. positively defined according to C2C assessment) for the product composition, and on the other hand the product design to ensure it is recyclable (i.e. eligible to post-installation and end-of-use collection as part of our ReStart® program, to be later recycled in one of Tarkett's recycling centers). Following these NPDP requirements allows us to target potential C2C certification right from the outset.

We also **use life cycle analysis (LCA), one of the methodologies to assess the environmental impact of a product.** This standardized method (ISO 14040 and ISO 14044) identifies and compares the environmental impacts of a system throughout its lifecycle, from extraction of raw materials through its fabrication and processing up to its end-of-life or end-of-use (landfill, recycling...) including use phases, maintenance, and transportation. Our EMEA division is equipped with dedicated software to systematically perform LCA and develop specific environmental product declarations. In 2022 our teams in North America completed LCA's for rubber tile, stair treads, wall base and luxury vinyl tile produced in Florence, US.

All these principles, methods and tools applied by Tarkett are part of the same concept and are based on the following pillars:

- **Good materials:** selecting materials that respect health and the environment (e.g. recycled, renewable, not contributing to resource depletion, and with lower life cycle greenhouse gas emissions);
- **Resource stewardship:** promoting optimized, sustainable use of resources in all phases of production, while protecting the environment (minimization of use of water and energy, and of generation of waste during manufacturing; reduction of Scope 1 to Scope 3 greenhouse gas emissions);
- **Indoor air quality and healthy spaces:** contributing to the health and well-being of people during the product use and maintenance phase (e.g. products with low VOC emissions, phthalate-free);
- **Recycling:** recycling no longer used products (e.g. post-installation / post-consumer flooring wastes, wastes from other industries) to eliminate waste, while helping to design new products with quality recycled materials which limit life cycle greenhouse gas emissions.

The ultimate purpose of this approach is to design products which contribute to the health, comfort, well-being, and safety of people while also preserving the natural capital of the planet.



1 *Standard NF X 30- 264 Environmental management – Assistance to the implementation of an eco-design approach, 2013.*

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3.6.2.3 Building a circular economy together

The drive towards a circular economy involves many technical, logistical, and economic challenges. Tarkett is convinced that the best way to achieve our circular economy ambitions, and to overcome the complexity of these challenges is to work together with other organizations in a collaborative approach.

We work closely with institutions, such as the EPEA (Environmental Protection Encouragement Agency) scientific institute, companies and organizations specialized in the field such as Veolia in France for our ReStart® program, Carpet Recycling UK, the AGPR in Germany, a recycling site for used vinyl flooring, or Carpet America Recovery Effort (CARE) in the United States, a non-profit trade organization that fosters recycling of carpets and rugs, and of which Tarkett is a founding member.

In France, Tarkett is a founding member of Valobat, a not-for-profit eco-organization for the building sector. Valobat's ambition is to contribute to the development of the circular economy with the collection and recycling of building materials in France. It provides its members with a solution to meet the new extended producer responsibility (EPR) obligations in France. The French 2020 law on tackling waste and developing a circular economy requires manufacturers of building products and materials to organize or delegate the management of end-of-life waste collection and recycling.

In 2022 Tarkett teams continued to share experience and engage with various stakeholders on the challenges and opportunities, as well as on the practical steps, of transitioning to a circular economy:

At the **European level**, we are actively involved in several different fora to share our expertise and experience with the aim of promoting solutions and frameworks that will aid a quicker transition to a circular economy. For example:

- Tarkett was invited to join the advisory board of the Indtech 2022 Conference on Industrial Technologies organized in Grenoble (France) by the French presidency of the EU. Tarkett proposed topics and speakers for three parallel sessions important for the future development of the European Green Deal ambitions for a circular economy. The three sessions were an opportunity to share Tarkett initiatives and expertise in these areas.
- Tarkett organized an online discussion in June 2022 on "How to succeed in the race to net zero carbon buildings" with panelists from BRE Group – a research and advisory organization in the building sector and 3XN/GNX – an innovation and circular building practice at architects 3XN. Architects have acknowledged that they need to reduce embodied carbon by at least 40% before offsetting for projects in operation in 2030 (2021 RIBA 2030 Climate Challenge). At Tarkett, we are convinced that an open dialogue can help the industry move in the right direction. Collectively, we need to identify the right paths to lower buildings' carbon emissions.
- Tarkett shared its experience, action, and results on transitioning to a circular economy during the EU Circular Talks webinar "What role do secondary materials play in new constructions and in buildings renovation?" in October 2022. Tarkett underlined its actions to limit the embodied carbon in flooring (the carbon emitted before and after use), with circular thinking from the design phase, the importance of using good materials to create a safe and circular economy for materials, and through working with customers to collect and effectively recycle post-use flooring back into secondary raw materials.
- Tarkett convened an online discussion in November 2022 on "Net zero carbon buildings: Why should we look for circular solutions beyond offsetting?" with panellists from White Arkitekter, Sweden, an interdisciplinary practice for architecture, urban design, landscape architecture and interior design and BRE Group / BREEAM, UK's leading green building certification scheme. With the urgent need for the built environment to reach a goal of net zero carbon, architects, designers, and industry leaders are eager to conceive, build, refurbish, and maintain sustainable buildings. For some, it could be tempting to opt for a cosmetic and 'quick fix' approach by choosing carbon offsetting which appears only to be an easy short-term solution not generating transformational industry changes.
- Tarkett shared several "Good Practice" case studies on the EU Circular Economy Stakeholder Platform, a joint initiative by the European Commission and the European Economic and Social Committee. Case studies include Tarkett's carpet recycling at Waalwijk in the Netherlands and Tarkett's circular flooring partnership with IKEA collecting post-use flooring for recycling in Sweden with Tarkett's ReStart® program.
- Tarkett continued to support the Low-Carbon Circular Economy Advocacy Group at Ecopreneur.eu, the European Sustainable Business Federation based in Brussels. which encourages a circular economy in Europe. Ecopreneur.eu is advocating ambitious implementation of circular economy policies to achieve systemic change at the EU level and in the member states. This includes creating circular hubs across Europe, training on integrating circularity in procurement, economic incentives for producers and consumers, minimum requirements for circular design for all end products and services. Ecopreneur is also a member of the Circular Economy Stakeholder Platform Coordination Group, the EU Platform for sharing best practice and tools on circular economy.
- Involvement in the EU **Circular Plastics Alliance** through Tarkett's membership of VinylPlus, European Carpet and Rug Association and European Resilient Flooring Manufacturers' Institute. The Circular Plastics Alliance gathers public and private stakeholders in the plastics value chains to promote voluntary actions and commitments for more recycled plastics with a target to ensure that 10 million tons of recycled plastics are used to make products in Europe in 2025, which represents an increase of more than 150% compared to 2016. (See for more details section 3.6.1.1 Selecting and sourcing sustainable materials to preserve natural resources – Responsible use of PVC)

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> Participation to the European Resilient Flooring Manufacturers' Institute (ERFMI) Circular Economy Platform. The aim of the platform is to develop the collection, identification, and traceability of used flooring materials.

In **Sweden**, Tarkett organized seminars and round table discussions on the circular economy during the Almedalen week in Visby (Sweden). The Almedalen Week is an important annual meeting place in Sweden for industry, public organizations, politicians, media, and NGOs to discuss current topics and drive change in society. One seminar, for example, on the circular transition and climate saw panelists from Tarkett, Volvo Cars, Ragn-Sells and AMF Fastigheter (a Swedish real estate company) discuss opportunities and challenges together with Swedish politicians, being members of Parliament and from regional authorities.

In **France**, Tarkett featured as a testimonial in a book published by Dunod in 2022 entitled "Pivoting towards a circular industry". The book, co-written by the Director General of the French National Institute for the Circular Economy (INEC), looked at the many practical adaptations necessary in the transition to a circular economy. Tarkett also figured in a report published by INEC taking a look at the circular economy in France, two years after the publication of the 2020 law against waste for a circular economy.

In the **UK,** Tarkett promoted Tarkett's Circular Selection, which brings together all of the products for which Tarkett currently has a functioning local collection system, and where the collected material is recycled into new raw material for future Tarkett flooring. This provided a new opportunity to develop dialogue on Tarkett's actions in favor of a circular economy, with Tarkett's ReStart® program and its products which are recyclable and contain recycled material. Carpet Recycling UK designated Tarkett as the Circular Economy Initiative Award winner in 2022 during its annual international conference. Companies were judged on all aspects of planning and designing products for the circular economy, including how the supply chain is involved, the use of innovative technologies and value chain collaboration. Tarkett was rewarded for its Desso carpet tiles which are 100% recyclable and designed and produced using recycled flooring.

In **Spain**, Tarkett sponsored the first edition of the Sustainable and Circular Construction Congress organized by the Grupo Vía in Madrid. Over 100 participants joined the congress for presentations and debates with multi-sector experts on topics including circular construction, decarbonization of buildings, net zero buildings, and sustainable and healthy architecture. The event provided a new opportunity for Tarkett and other material suppliers to exchange with interior designers on their needs and expectations as well as on our product innovations and circular solutions.

In the **US**, Tarkett participates to Vinyl Sustainability Council (VSC) work to promote post-consumer recycling. The Vinyl Sustainability Council was created to further advance the efforts of the vinyl industry as it addresses sustainability and related advocacy, communication, and technical issues in North America. Members of the VSC work together to develop and implement best practices and innovation leading to continuous improvement throughout the industry, while promoting these achievements to key stakeholders.

Example

Tarkett chairs the AFNOR (France) Commission on Circular Economy since 2019

In 2019 the International Organization for Standardization (ISO) launched a new committee (ISO/TC323) to work on developing a circular economy standard. Tarkett contributed as part of the French national organization for standardization (AFNOR) delegation as the Technical committee convened in Paris with 47 countries and 120 experts. The original idea for the committee came from AFNOR, ISO's member for France, where business leaders from many sectors including Tarkett, have developed the AFNOR standard on circular economy project management XP-X30-901 to support and provide guidance to shape projects ensuring a move from a linear to a circular economy model while addressing the effects of resource and biodiversity depletion, climate change and the social aspects of consumption patterns. Since 2019, an expert from Tarkett chairs AFNOR's standardization committee on the circular economy, including preparing input to the ISO/TC323 work. The ISO Technical Committee 323 covers standardization in the area of the circular economy with a view to developing requirements, frameworks, guidelines and support tools for the implementation of circular economy projects. In 2022 this ISO Technical Committee continued work on a Circular Economy Product Circularity Data Sheet (ISO/WD 59040). It capitalizes on the research work launched by the Ministry of the Economy of Luxembourg, to which Tarkett had actively contributed, and will set the basis of the product and material passport concept, for which a standardized approach is needed to ease the development of transparent communication about circularity of products.

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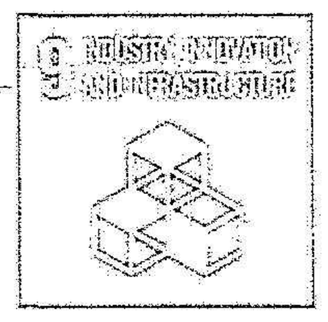
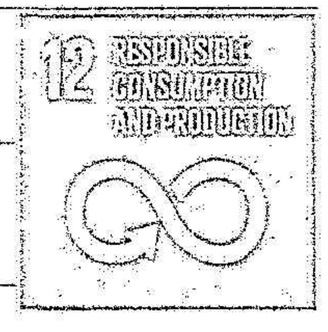
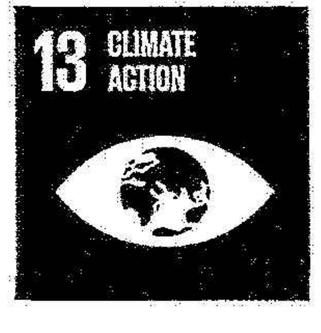
3.7 Responding to the climate emergency with good environmental management and a circular economy approach

We have established policies, programs, and specific initiatives to manage the identified material risks and opportunities. Our progress in addressing these risks and opportunities is monitored with specific key performance indicators. These elements are summarized in the following table along with our objectives and results.

Opportunities / Risks	Policies / Actions	Key Performance Indicators	2022	2021	2020	Objective 2030	CSR Report section	Contributing towards UN SDGs
Climate change and damage to environment (more stringent GHG regulations, including Scope 3 and carbon pricing; compliance with environmental regulations at production sites)	> Reduction of GHG emissions in Tarkett operations and value chain > Annual audits and follow-up of industrial sites by third party (ERM)	Percentage reduction vs 2019 of value chain GHG emissions (Scope 1 + Scope 2 market-based + Scope 3: categories 1+12)	-17% vs 2019	-	-	-30% vs 2019	3.7.1 & 3.7.2	
	> Reduction of Scope 1 & 2 GHG emissions: energy efficiency projects, development of renewable energy	Percentage reduction vs 2019 of GHG emissions (Scope 1 + Scope 2 market-based)	-41% vs 2019	-26% vs 2019	-18% vs 2019	-50% vs 2019[1]	3.7.1	
	> Reduction of Scope 3 GHG: increasing the share of pre- and post-consumer recycled raw materials, developing post-installation and end-of-use flooring take-back and recycling (ReStart® program)	Percentage reduction vs 2019 of GHG emissions (Scope 3: categories 1 + 12)	-13% vs 2019	-	-	-27.5% vs 2019[1]	3.7.2	
Raw material price volatility (fluctuations in prices and availability of raw materials and energy)	> Energy reduction and efficiency projects at production sites	Energy intensity (kWh/m²)	4.32 kWh/m²	4.19 kWh/m²	4.00 kWh/m²	-	3.7.1.1.	
	> Development of renewable energy sources at production sites and sourcing of renewable electricity	Percentage of energy consumption coming from renewable energies	43%	38%	27%	-	3.7.1.2	
	> Maximize recycled content in our products: post-installation / end-of-use flooring; secondary raw materials from other industries	Percentage of recycled content of raw materials[2]	17%	15%	13%	30% in 2030	3.7.2.3	

1 SBTi validated target

2 Recycled materials: Materials that would otherwise have been sent for waste disposal; internal post-manufacturing recycled volumes are included. This ratio depends on product type, for example it can be over 60% for certain carpet flooring solutions.

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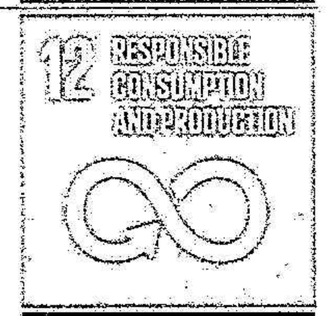
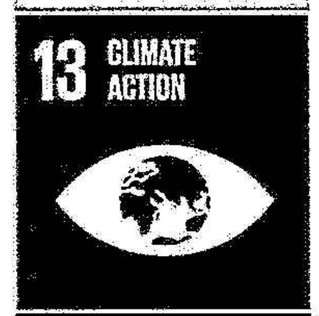
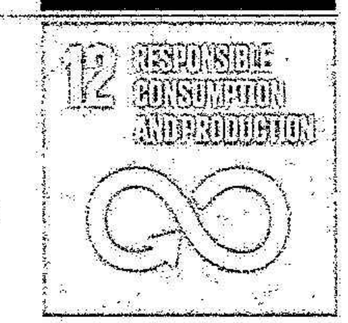
Opportunities / Risks	Policies / Actions	Key Performance Indicators	2022	2021	2020	Objective 2030	CSR Report section	Contributing towards UN SDGs
Deployment of the transition to a circular economy (effective recyclability and recycling of end-of-use flooring and sports surfaces)	> New Product Development Process (NPDP) to ensure recyclability of new flooring products > Post-installation and end-of-use flooring take-back and recycling (ReStart® program) > Maximize recycled content in our products: post-installation / end-of-use flooring; secondary raw materials from other industries	Quantity of post-installation and end-of-use flooring collected through the ReStart® program	3,000 tons	3,200 tons	3,000 tons	-	3.7.2.2	 
Climate change and damage to environment (more stringent GHG regulations, including Scope 3 and carbon pricing; compliance with environmental regulations at production sites) **Downtime, disruption and damage on site** (industrial accidents, e.g. fire, pollution; impacts of natural disasters, e.g. flooding)	> World Class Manufacturing (WCM) program > New product development process to use lower carbon footprint raw materials > ISO 14001 certified Environmental Management System > Emergency response plans implemented at production sites > Environmental yearly audits and follow-up of industrial sites by third party (ERM)	Percentage of production sites certified to ISO 14001	82%	82%	81%	-	3.4 3.7 Appendix	

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Responding to the climate emergency

195 countries signed up to the Paris Agreement at the UN Climate Conference COP 21 in 2015, committing to keep global temperatures "well below" 2°C above pre-industrial times and "endeavor to limit" them to 1.5 degrees Celsius. Since then, discussions and work continue at the global and local level to implement the necessary policies, strategies, and actions to meet this objective. In April 2022 the IPCC published the third part of its Sixth Assessment Report (AR6) on Mitigation of Climate Change. This report noted that emissions reductions in CO_2 from fossil fuels and industrial processes, due to improvements in energy intensity and carbon intensity of energy, have been less than emissions increases from rising global activity levels in industry, energy supply, transport, agriculture and buildings. That all global modelled pathways that limit warming to 1.5°C with no or limited overshoot, and those that limit warming to 2°C, involve rapid and deep and in most cases immediate GHG emission reductions in all sectors. And that net zero CO_2 emissions from the industrial sector are challenging but possible. Where reducing industry emissions will entail coordinated action throughout value chains to promote all mitigation options, such as energy and materials efficiency and circular material flows.

Tarkett fully recognizes the urgency and in 2021 revised its objective to reduce the Group's GHG emissions by 30% on the whole value chain (by 2030 vs 2019). This is an important change as not only does Tarkett commit to an absolute reduction in greenhouse gas emissions, but the goal now includes upstream and downstream Scope 3 emissions[1], which are 10 times greater than Tarkett's combined scope 1 and 2 emissions.

This new climate objective is in addition to the existing goal, set in 2019, of reducing value chain emissions by tripling the share of the recycled content of Tarkett's raw materials by 2030 compared to 2018 (30% vs 10%). These new targets build on Tarkett's first commitment in 2013 to reduce its GHG emissions intensity (Scope 1 & 2 $kgCO_2e/m^2$) by 20% by 2020 compared to 2010, something that Tarkett achieved having reduced its GHG emissions intensity by 27% at the end of 2020.

We know that these climate objectives are challenging, requiring important innovations to lower the carbon footprint of each product, needing collaboration with suppliers to find new solutions, as well as partnerships with customers to ensure the take back and recycling of our floors and sport surfaces at the end of their life.

But these objectives present an opportunity to lead in the transition to a net zero circular economy future.

This transition is also being encouraged and driven by the European Union which continues at the forefront of public action as it continues to implement the EU's Green Deal. In 2021 the European Climate Law was adopted setting a legally binding target of net zero greenhouse gas emissions by 2050 and in 2022 the EU Platform on Sustainable Finance delivered its report to the European Commission for the EU Taxonomy on the transition to a circular economy as well as the other EU environmental objectives.

In 2022 Tarkett continued to follow-up on concrete action to addressing the climate emergency:

- by reducing Scope 1 and Scope 2 greenhouse gas emissions resulting from our production activities through the procurement of renewable electricity, the use of other renewable energies such as biomass and the application of other environmental management techniques;
- by reducing Scope 3 greenhouse gas emissions notably through product eco-design to reduce embodied carbon, to increase recycled content, and to anticipate end-of-life recycling; but also through engagement with our suppliers, to reduce GHG emissions associated with raw material production, and with our customers to build a circular economy with post-use collection and recycling;
- by assessing the impact of investments on energy consumption and carbon footprint through our investment approval process which applies a shadow carbon price of 250 euros/ton CO_2e and
- by monitoring progress on our new target for a 30% reduction of our combined Scope 1, Scope 2 and Scope 3 GHG emissions by 2030 compared to 2019. This includes a specific target to reduce Scope 1 and Scope 2 GHG emissions by 50% by 2030 compared to 2019, which is in line with Paris Agreement objective of limiting the global temperature rise to 1.5°C. The new targets were established in 2021 following the GHG Protocol standard and the methodology and criteria of the Science-Based Target Initiative (SBTi)[2] with assistance from Carbone 4, a leading independent consulting firm specialized in low carbon strategy and climate change adaptation.

In **Europe,** Tarkett launched in 2022 a new easy-to-use Carbon Calculator offering customers, across all sectors, even greater transparency on the carbon footprint of Tarkett's flooring collections. Based on third party verified information, available on the EPDs (Environmental Product Declaration), the Carbon Calculator takes into account the emissions for each of the product life cycle stages: material extraction, transportation, the energy consumed in the manufacturing process, the use and end-of-life stages including the recycling scenario. The information can help customers, architects, designers, and contractors make informed purchasing decisions, and see the benefit of post-use recycling compared to incineration or landfill, thus making a compelling case for Tarkett's ReStart® take-back and recycling program.

In **Eastern Europe**, Tarkett conducted a detailed evaluation of GHG emissions for the whole value chain covering both plant related Scope 1 and Scope 2 emissions, as well as raw material (purchased goods), transport, and end-of-life treatment value chain Scope 3 GHG emissions. The main aim of the analysis was to establish a clear baseline to measure against and compare projected reductions. The work confirmed that Scope 3 emissions account for over 90% of total emissions, with the main contribution coming from raw materials and their end-of-life treatment. This carbon footprint baseline work is now facilitating the development of new action plans to build on the more than 140 already identified projects and helping to mobilize teams on the action required to contribute to achieving the Group's target of reducing overall emissions by 30% by 2030.

1 Scope 3 GHG emissions from purchased goods and services and end-of-life treatment of sold products, categories which represent more than two thirds of total scope 3 emissions
2 Tarkett' GHG emissions reduction targets were validated by the independent Science-Based Target Initiative (SBTi) in December 2022

3.7.1 Reducing greenhouse gas emissions (Scope 1 and 2) at our production sites

Tarkett promotes environmental management techniques at its plants across the world through ISO 14001 certification, with additional environmental guidance, procedures, and methods provided by the Group sustainability team in line with WCM system. The Group sustainability team and plant environmental managers ensure appropriate actions are taken, along with the monitoring of key performance indicators, to manage identified environmental risks and opportunities. The environmental network share progress on key performance indicators, the analysis of environmental incidents (e.g. local pollution accidents or near-misses), and the sharing and replication of good practices.

Example

Global Sustainability Week – global action to mobilize teams on Tarkett's ambition to have a positive impact on the planet

Between 30 May and 5th of June, we organized the Tarkett Sustainability Week 2022, coinciding with UN World Environment Day (5th June), whose them was "Because we have Only One Earth, let's take care of it". The week's activities were kicked off with a video from our Chief Sustainability & Innovation Officer, explaining in simple words Tarkett roadmap's and how the whole company is engaged in this transformation. During the week various webinars and presentations were organized to share the action on sustainability at Tarkett. On one day our environmental specialist at our linoleum plant in Narni, Italy talked about the daily tasks to protecting the environment. On another day, a live online talk was hosted with our Swedish partner company Ragn-Sells, our Chagrin Falls Plant at Tarkett North America and our Chief Sustainability & Innovation Officer.

In our EMEA - Latin America - Australia & New Zealand division, initiatives were centered around recycling activities, inspired by our ReStart® recycling and take-back program. In our North American division a Tarkett Volunteering Challenge was organized with all employees encouraged to join the 1,000 Hour Volunteering Challenge.

In **Ukraine**, the teams at our **Kalush** plant organized the cleaning of green areas of production site, environmental training, and a children drawing contest. In **Russia, at our Otradny** plant, teams participated in a "Save the Forest" volunteer action as part of a national forest restoration program. Our teams planted 500 pine trees on the territory of Krasnosamarskiy forest situated in Samara region where the plant is located.

In **Narni, Italy** one tree per employee was planted following the slogan "let's plant together the roots of sustainability" with Narni employees being informed about the latest sustainability actions and given the opportunity to suggest other future local actions. Italy's sales network team also visited Narni's recycling department and discovered the new lino collection.

Example

In **Orzechowo, Poland** employees and their families planted a total of 800 beeches in the Czeszewo forest (near Orzechowo), another team organized a canoeing trip and cleaned the local Prosna river and a waste cleaning session was organized around the plant. At the offices in Warsaw, Poland, a full-vegan lunch was organized and a Zero Waste Online Workshop held.

In **Ronneby, Sweden**, the sustainability week saw various initiatives, including a guided tour of the recycling facility for employees, a sustainability day plant visit for students from a local high school, a special canteen menu with only vegetarian and locally produced food, training for new plant employees about sustainability, the implementation of a new routine on waste management with sorting manual, the launch of blackboard / internal market for selling, buying and renting items to promote reuse and recycling, a review on waste handling to find improvements in production line, and cleaning of outdoor areas to find waste.

In **Clervaux, Luxembourg**, employees were engaged on the waste produced every day and how it can be better sorted and recycled with each participant signing an environmental pledge that will be exposed in the plant entrance, next to the safety pledge.

In **Dendermonde, Belgium** a teambuilding event about recycling was organized to raise awareness around the importance of reducing waste and sorting out waste better.

In **Hanaskog, Sweden**, an employee training session on waste collection was provided by an external recycling specialist.

In **Sedan, France**, workshops were organized on recycling with Veolia (Tarkett's Restart partner in France), on car sharing with Klaxit (a French car sharing application) and with the ONF (French National Forests Office).

In **Konz, Germany**, employees were informed about energy savings, resources conservation and waste separation through local actions and every plant employee received a monthly train ticket to get to work, instead of taking the car.

Reducing greenhouse gas emissions (Scope 1 and 2) at our production sites

The environmental guidance, procedures and methods, provided by the Group, cover: environmental compliance; environmental hazards and risks assessment and mitigation (all forms of potential pollution - air, water, ground, noise ...); environmental incident (with root cause analysis) and emergency management; chemicals handling and management; energy, water and waste management (with consumption analysis), environmental monitoring and reporting; and environmental training.

At the end of 2022, 93% of flooring plants, have an ISO 14001 certified environmental management system. Tarkett's sports surface FieldTurf plants in Calhoun (US) and Prestons (Australia) also have ISO14001 certification.

A central and longstanding aim of Tarkett's environmental management has been and remains to limit energy consumption and reduce associated greenhouse gas emissions.

Tarkett achieved its first target set in 2013 to reduce its greenhouse gas (GHG) emissions intensity (Scope 1 & 2 $kgCO_2e/m^2$) by 20% by 2020 compared to 2010, reporting a 27% reduction in 2020. In 2019 Tarkett announced a new objective of reducing its GHG emissions intensity by a further 30% by 2030 compared to 2020. In 2021 Tarkett revised this objective to reducing absolute Scope 1 and Scope 2 GHG emissions by 50% by 2030 compared to 2019, thus aligning with the Paris Agreement goal of limiting global temperature rise to 1.5°C.

Tarkett applies the following solutions to achieve these goals:

- Improving energy efficiency through changes and optimization of our manufacturing processes;
- Developing on-site renewable energy production (e.g. biomass, geothermal, solar);
- Purchasing 100% low carbon electricity (renewable or nuclear).

Zoom on key indicators

Climate Change

In 2022 Tarkett's Scope 1 and Scope 2 GHG emissions dropped dramatically by over 20% largely due to a decrease in production activity but also thanks to continued growth in sourcing renewable electricity.

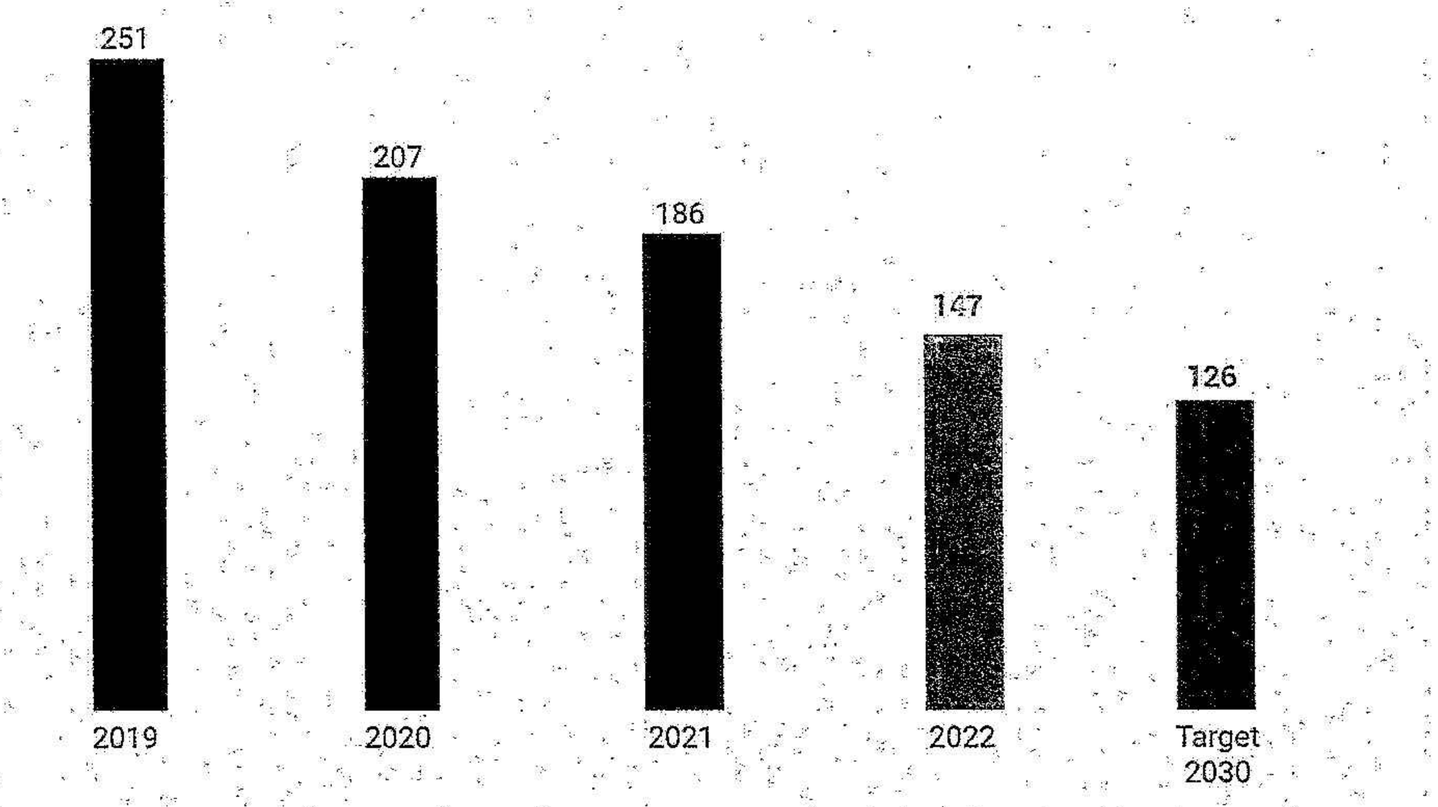
Scope 1 and 2 GHG emissions intensity (GHG emissions, associated to production energy consumption, per square meter of manufactured product) in 2022 reached 0.60 $kgCO_2e/m^2$, which represents a 10% reduction over 2021.

Progress on Scope 1 + Scope 2 GHG emissions reduction SBTi target

Absolute Scope 1 and Scope 2 GHG emissions from fuel combustion, and purchased electricity and steam consumption at our production sites and from car leasing in 2022 are down 41% compared to 2019 at 146,921 tCO_2e which corresponds to a reduction of 104,184 tCO_2e. This is equivalent to the annual GHG emissions of more than 56,000 cars[1].

[1] Based on a petrol engine medium-sized car driven 10 000 km per year emitting 0,1847 kgCO2e/km (Defra 2022)

Scope 1 & Scope 2 market-based GHG emissions (tCO_2e)



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Reducing greenhouse gas emissions (Scope 1 and 2) at our production sites

3.7.1.1 Improving energy efficiency

Tarkett is committed to constantly improving energy efficiency in its operations to limit its impact on the climate and to reduce costs. All plants track and report their energy usage every month, they map and analyze consumption and implement energy saving measures which include energy efficiency in production processes (heat recovery, equipment replacement, process optimization, cooling ...) and energy efficiency in buildings (heating, lighting, insulation...).

The environmental guidance, procedures, and methods enable the development of plant capacity to avoid all sources of waste, including achieving greater energy efficiency. Representatives of division and plant environmental network share good practice and encourage the implementation of action plans to reduce energy consumption and achieve greater energy efficiency. Since 2011, the ISO 50001 standard recognizes companies' commitment to better energy management. In 2022, all Tarkett European sites that employ more than 250 people are ISO 50001 certified. Independent from certification systems, some of our production sites already engage in practices that meet standards similar to ISO standards. This provides us with our own feedback and enables us to identify best practices to implement.

In 2022, the majority of our production sites saw production activity decline with the global downturn. Despite this context local teams remained mobilized to optimize their manufacturing processes and improve energy efficiency, in order to reduce their energy consumption per square meter of manufactured product. For example:

- At our **Sedan site (France),** investments were made in new chillers providing more accurate regulation of cooling needs along with waste heat recovery which is used to heat several parts of the facility. The recovery of waste heat from the chillers is supported by Energy Savings Certificates that are co-financed by the French local government. These energy savings, which are being implemented through a new Energy Performance Contract, are expected to result in an 80% reduction in gas consumption of the production building.
- At our **Narni site (Italy)** and **Clervaux site (Luxembourg)** investments have also been made in energy saving equipment such as boilers and air compressors.
- **In the US Tarkett** has been recognized by the U.S. Department of Energy (DOE) for committing to reduce portfolio-wide Scope 1 and Scope 2 greenhouse gas emissions by at least 50% within 10 years as part of the DOE's Better Climate Challenge. Tarkett will work with DOE to share actionable best practices for carbon reduction, with the DOE providing technical assistance, peer-to-peer learning opportunities, and a platform for Tarkett to demonstrate its commitment to being part of the solution to climate change. Tarkett was already working with the DOE through its "Better Plants" program. This program works with leading manufacturers to boost their efficiency, resilience, and economic competitiveness through making improvements in energy efficiency.
- At our **Jacareí site (Brazil)** the new Luxury Vinyl Tile (LVT) line with new technology installed in 2021 brought important energy savings, with natural gas consumption and associated GHG emissions down over 80%. The new LVT line also uses more recycled secondary raw materials with the share now over 30% so already meeting Tarkett's other climate goal of achieving 30% recycled content by 2030.

Zoom on key indicators

Energy efficiency

Energy intensity (energy consumption per m² of manufactured product) increased by 3% in 2022 to 4.32 kWh/m² (compared to 4.19 kWh/m² in 2021, 4.00 kWh/m² in 2020, 4.09 kWh/m² in 2019, and 4.05 kWh/m² in 2018). This is the result of the general market trend for more modular products which require more energy to produce compared to rolls products. The continued deployment of energy savings initiatives has helped limit this increase. Local teams continue to identify and implement solutions to achieve energy savings. In 2022 16 plants saw their energy intensity improve, such as the vinyl production at Jacareí in Brazil (-15%) and at Farnham in Canada (-6%) and parquet prodcution at Hanaskog in Sweden (-8%).

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Reducing greenhouse gas emissions (Scope 1 and 2) at our production sites

3.7.1.2 Developing renewable energy

Developing the use of renewable energy sources on our sites represents one solution to reduce Tarkett's greenhouse gas emissions our impact on the climate. In this area, different initiatives are deployed to produce and use renewable energy:

- **Wood waste from our production is used as biomass for energy production** at seven of our plants: Hanaskog and Ronneby (Sweden); Narni (Italy); Orzechowo (Poland); Kalush (Ukraine); Bačka Palanka (Serbia) and Mytishchi (Russia). The same energy consumption using natural gas would emit 12.5 kt CO_2e more Scope 1 GHG emissions equivalent to 8.5% of total 2022 Scope 1 & 2 GHG emissions.
- **Solar energy is produced and consumed** at our carpet sites in Dendermonde (Belgium) and in Waalwijk (Netherlands), as well as at the linoleum site in Narni (Italy) which also uses on-site produced geothermal energy. In 2022, our Tarkett sports plant in Botany, Australia was relocated to new premises in Prestons, (NSW - Australia), where the new plant is equipped with 660 solar panels generating 100% of its electricity requirements. In November, the Minister of Energy for Luxembourg came to our plant near Clervaux (Luxembourg), to inaugurate the largest photovoltaic carport plant in Luxembourg, installed in the parking lot of our plant. The 2,200 solar panels, installed in the parking lot of our plant, will produce enough electricity to supply approximately 300 Luxembourg households per year, avoiding 200 tons of CO_2 emissions. 10 electric vehicle charging stations were also installed on the parking lot.

In addition to on-site actions, Tarkett also encourages the use of green energy sources produced by third parties, such as hydraulic, wind or solar power, or for example, by purchasing certified renewable electricity.

Overall, in 2022, 13 of Tarkett's plants purchased 100% renewable electricity with Tarkett's vinyl plant in Jaslo (Poland) being the latest to sourcing renewable electricity. The other 12 plants are in Orzechowo (Poland), Ronneby and Hanaskog (Sweden), Abtsteinach (Germany), Chagrin Falls and Middlefield (United States), Clervaux (Luxembourg), Narni (Italy), Dendermonde (Belgium), Waalwijk (Netherlands), Bačka Palanka (Serbia) and Jacareí (Brazil). Additionally, in 2022, our plant in Otradny (Russia) concluded a contract from September onwards for sourcing 100% renewable electricity from local hydroelectric power. And Tarkett's second plant in Russia, in Mytischi secured a portion of its electricity supply from renewable sources (wind power). Collectively this prevents some 113.3 kt CO_2e per year of greenhouse gas emissions (base 2022 for these plants), the equivalent of 77.1% of total 2022 Scope 1 and 2 GHG emissions.

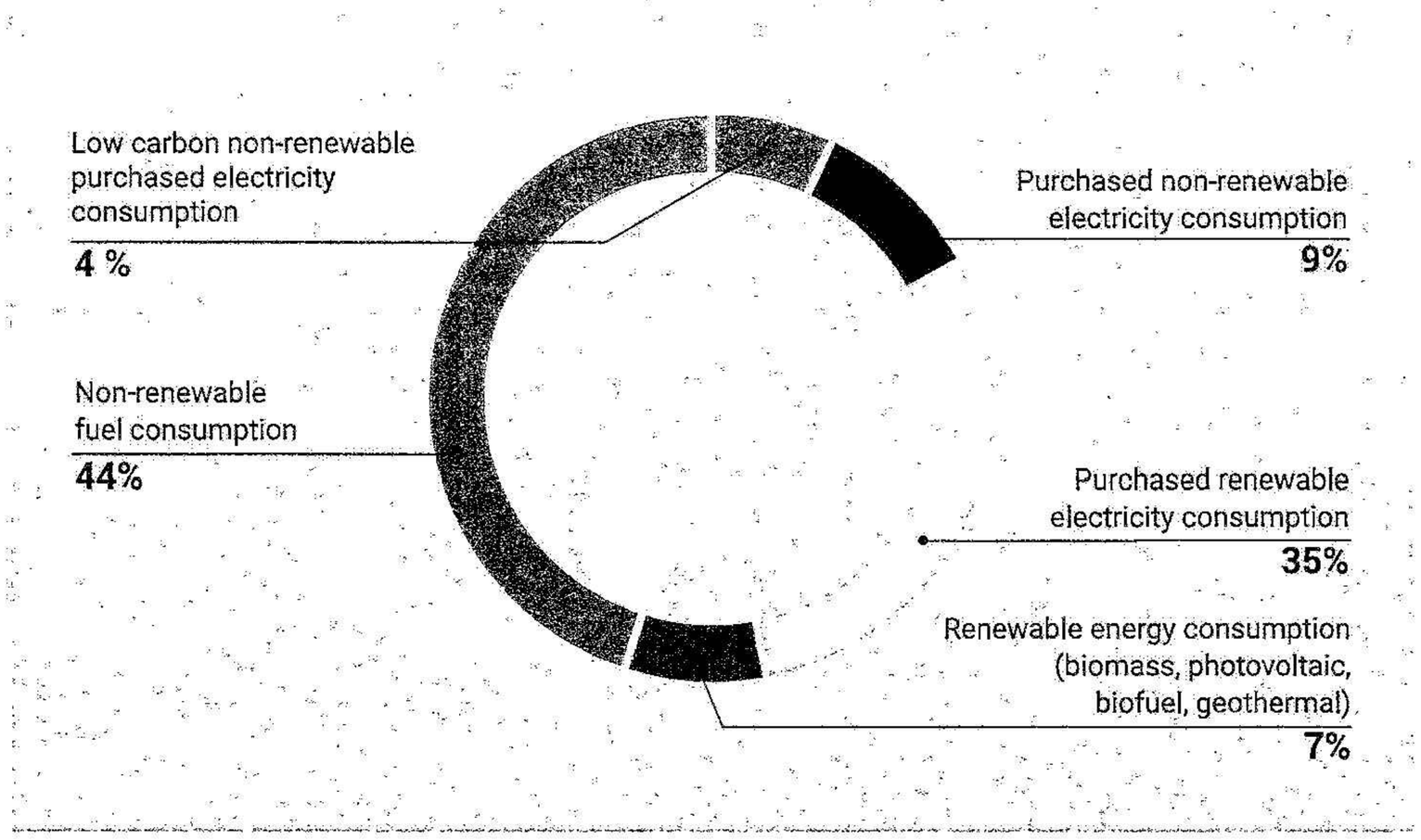
As well as developing the use of renewable energy, Tarkett looks for other solutions to reduce energy related greenhouse gas emissions. One such example is by replacing fossil fuel heating systems with electric or biomass powered systems. In 2021, Tarkett's plant in Jacareí (Brazil) changed the energy source of its hot press from natural gas to electricity thus reducing the associated GHG emissions. The plant sources 100% renewable electricity from hydroelectric, solar and wind sources.

Zoom on key indicators

Renewable energies

The share of renewable electricity increased to 74% (vs 65% in 2021 and 41% in 2020), notably thanks to the renewable electricity purchased for our plants in Otradny, Mytischi and Jaslo, as well as the RECS certificates purchased for our Dalton, US plant. The share of other renewable energies, such as biomass, in Tarkett's energy mix declined very slightly due to lower activity in wood plants. The overall share of renewable energies increased 4.3 percentage points to 42.6% in 2022. Overall, the use of biomass, biofuel and the purchase of renewable electricity avoids the equivalent of some 125.9 kt CO_2e of GHG emissions, which corresponds to 86% of Tarkett's 2022 total Scope 1 & 2 GHG emissions. Tarkett continued to decrease the share of fossil-based energy, with the share of low carbon energy (renewable energy and electricity from nuclear power) progressing by 4% to 47% in 2022.

Share of renewable energies in energy consumption (%)



3.7.1.3 Reducing water consumption

Aware of the critical importance of preserving this vital resource, Tarkett has been managing water responsibly on its production sites for many years as part of its environmental strategy, even though there is no apparent risk of water scarcity at our locations. Tarkett has achieved significant water savings through the implementation of closed-loop water reuse systems, process changes, optimization, and general good management. Water consumption is monitored and reported every month with water intensity calculated and discussed as part of environmental dashboards. As with energy management and efficiency, environmental guidance, procedures, and methods enable the development of plant capacity to manage water responsibly. Tarkett plants also ensure the appropriate treatment of wastewater, especially where the wastewater may contain hazardous compounds, either through on-site wastewater treatment or via external treatment by specialized service providers. Wastewater discharged at Tarkett facilities are regularly controlled to ensure compliance with local requirements.

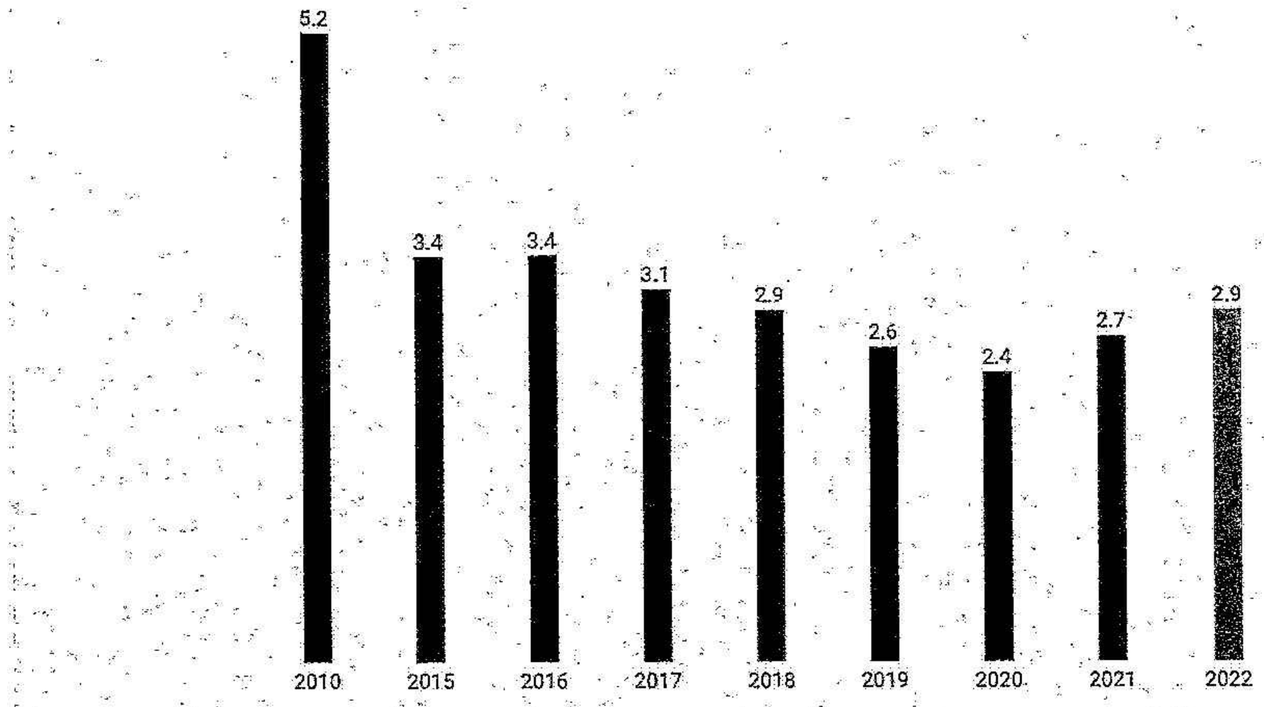
In 2022, we kept working on improving water management at our production sites, for example:

- At our vinyl flooring plant in Ronneby (Sweden) a new closed-loop circuit was installed for a cooling system.
- At one of our Dalton (US) plants a project replacing old water coolers was implemented reducing water consumption.

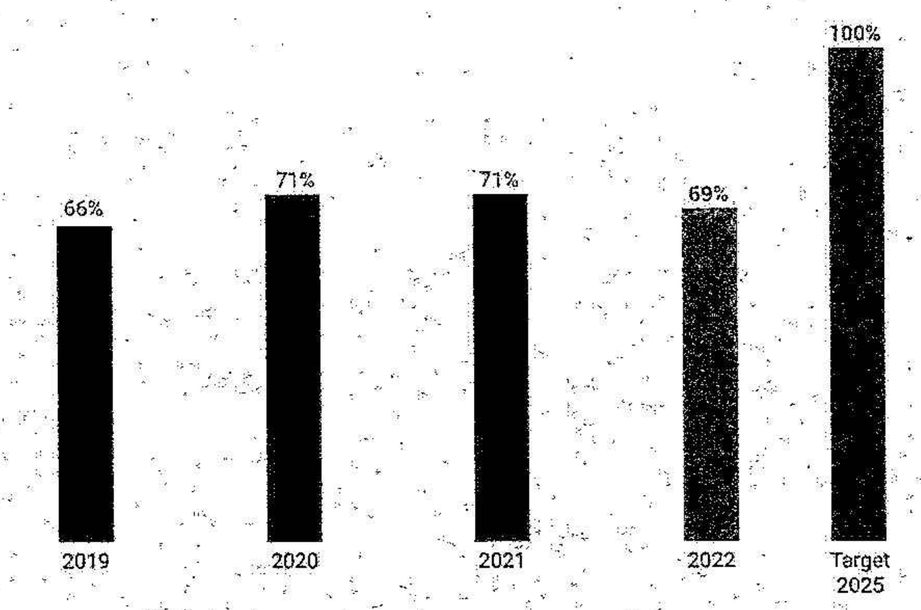
Zoom on water consumption

In 2022, total water consumption decreased compared to 2021 (0.67 million m^3 in 2022, compared to 0.71 million m^3 in 2021, 0.63 million m^3 in 2020, and 0.73 million m^3 in 2019). Water intensity, measured as water consumption per m^2 of manufactured product, increased slightly (2.9 l/m^2 in 2022, 2.7 l/m^2 in 2021, 2.4 l/m^2 in 2020, and 2.6 l/m^2 in 2019). One of the main solutions to reducing water intensity and water consumption is equipping our industrial sites which use water in their industrial process with a closed loop water system. Tarkett considers a system to be fully closed-loop when 98% or more of the water consumed is reused. To date, the implementation of closed loop water systems and other water efficiency solutions has enabled 59% water savings (vs 2010) and significantly improved water intensity (-44% l/m^2 vs 2010). The proportion of sites using closed loop water systems or not consuming any water in their manufacturing declined in 2022 to 69% (vs 71% in 2021), due to the inclusion of our Tuzla plant in Turkey in the scope of the indicator. The plant does have closed-loop systems, however has yet to measure the actual water reuse.

Water intensity (l/m^2)



Share of sites which have implemented a closed loop water system, or which do not use water in their manufacturing process (%)



Some of our flooring and sports surface solutions moreover contribute to reduce water and chemicals consumption **during the use phase of our products**.

For example, our iQ vinyl flooring range benefits from a unique surface restoration technology with dry buffing cleaning, where small scratches and surface wear traces are removed without using any chemicals or water, thus contributing to an improved indoor air quality and significant savings.

The use of our artificial turfs instead of natural grass for sports grounds eliminates the need for watering and for applying chemical fertilizers. Based on an average irrigation of 1.5 million gallons per season and some 8,000 Fieldturf fields currently in use, this equates to 12 billion gallons of water (45 million m^3) saved annually.

Also, our Omnisports surfaces TopClean xp™ polyurethane treatment reduces cleaning and maintenance by simplifying the process and even eliminating the need to apply waxes or other surface treatments. This limits water and detergent consumption and reduces maintenance and cleaning budgets.

3.7.2 Limiting upstream and downstream greenhouse gas emissions (Scope 3)

Tarkett is accelerating its efforts in the areas where it can have the greatest impact to reduce the carbon footprint of its products. Thanks to the detailed assessment of our Scope 3 - value chain greenhouse gas emissions, we found the greatest opportunity to lie in product eco-design, with efforts to increase recycled content and other low-carbon materials. Furthermore, designing for recyclability, in combination with the development of collection and recycling of post-installation and post-use flooring, serves both to avoid end-of-life greenhouse gas emissions and to help us source more recycled secondary raw materials.

Scope 3 value chain GHG emissions

Tarkett revised its inventory of Scope 3 greenhouse gas (GHG) emissions in 2021 and 2022, thanks to more recent activity data and improved methodologies and as part of the process of submitting a science-based target to the Science-based Target initiative (SBTi). The revised inventory, prepared in accordance with the SBTi criteria and the "GHG Protocol - Corporate Value Chain (Scope 3) Accounting and Reporting Standard", used more recent activity data to calculate both base year 2019 and 2021 GHG value chain emissions.

Tarkett's science-based target includes Scope 3 GHG emissions from purchased goods and services and end-of-life treatment of sold products, categories which represent more than two thirds of total scope 3 emissions.

Recycling post-use flooring and sports surfaces as a key solution to avoiding Scope 3 GHG emissions related to the end-of-life treatment of sold products

In 2021 we assessed the potential avoided GHG emissions[1] that would be achieved by recycling our products. This approach considers that the waste material is used as raw material replacing virgin/fossil raw material instead of being incinerated, thus avoiding the emissions related to both the production of virgin raw materials and the incineration of the waste flooring.

Homogeneous vinyl flooring

Tarkett has overcome the challenge of recycling post-use homogeneous vinyl flooring through the inhouse development of innovative technology. The flooring is granulated, washed several times to remove residues and glue, dried and safely reintroduced into our supply chain. The raw material is used in the production of new Tarkett homogeneous flooring at our recycling and production center in Ronneby (Sweden). For example, recycling 1 m^2 of post-use iQ homogenous vinyl flooring waste saves 11.8 $kgCO_2e$ (compared to an end-of-life scenario with 100% incineration).

Heterogeneous vinyl flooring

Tarkett collect clean post-installation off-cuts or used flooring, sending them to one of our dedicated sorting partners before shredding and granulating them into high quality raw materials. These materials are used in the production of new heterogeneous flooring at our production center in Sedan (France). For example, recycling 1 m^2 of post-use loose-lay vinyl Acczent Excellence Genius flooring waste saves 12.4 $kgCO_2e$ (compared to an end-of-life scenario with 100% incineration).

Carpet tiles

Tarkett processes collected post-use carpet tiles at its recycling center at Waalwijk (Netherlands) producing two material streams: the yarn and the backing. The yarn is recycled by its partner Aquafil into regenerated Econyl® nylon yarn to be used in the production of new EcoBase® carpet tiles along with the EcoBase® backing. Recycling 1 m^2 of post-use EcoBase® carpet tiles flooring waste saves 10.0 $kgCO_2e$ (compared to an end-of-life scenario with 100% incineration).

1 *Climate benefits from recycling flooring waste - Tarkett 22th September 2021 v2.0*

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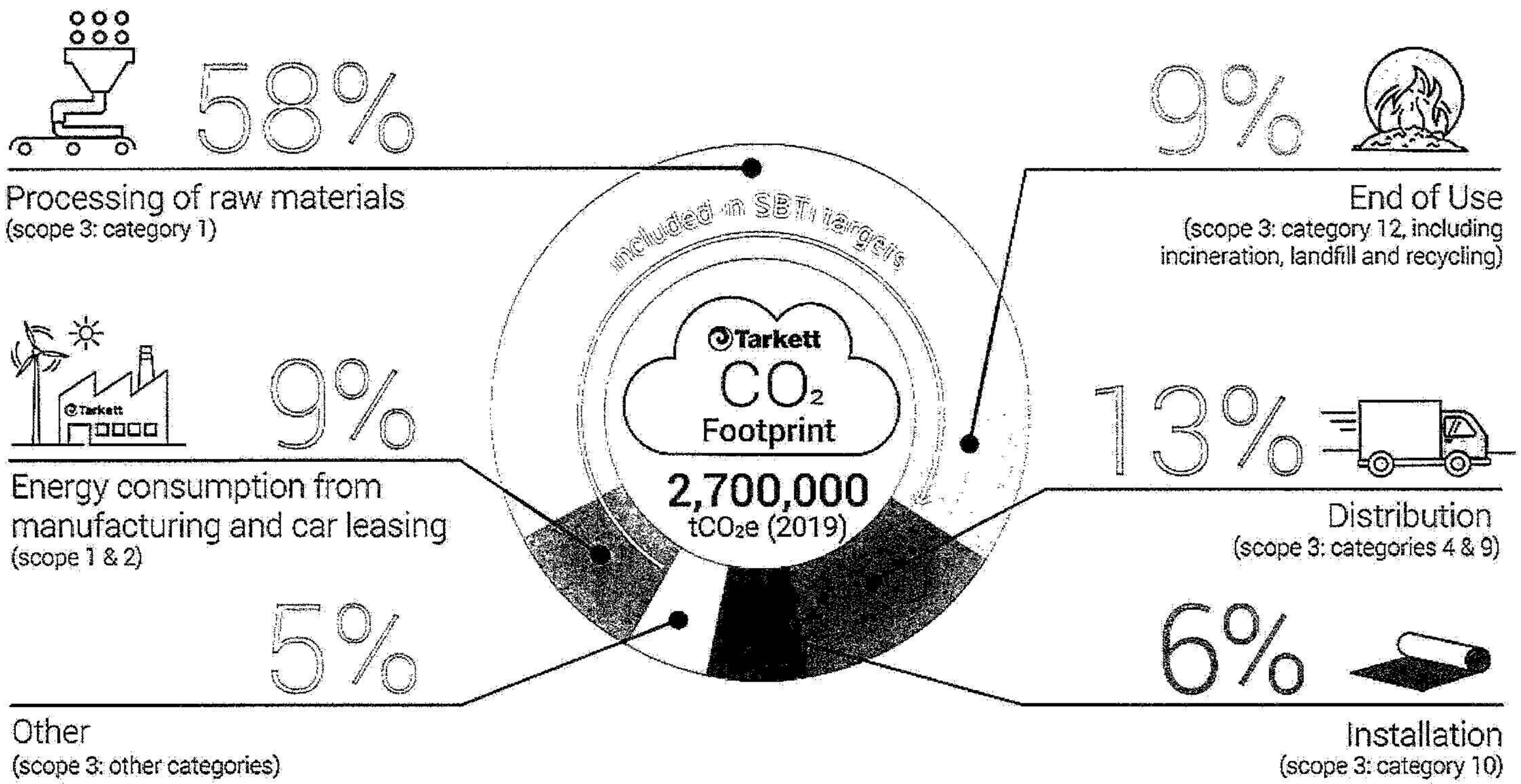
Limiting upstream and downstream greenhouse gas emissions (Scope 3)

Linoleum flooring

We collect clean post-installation off-cuts or post-use linoleum flooring, sending them back to our plant in Narni (Italy) for recycling. The jute backing is easily separated and used on site as thermal fuel, while linoleum paste from installation off-cuts, is micronized into high quality raw materials and used to produce new Tarkett Linoleum. Linoleum paste from post-use is micronized to become a filler for new Tarkett Linoleum or other products. Recycling 1m² of post-use Linoleum flooring waste saves 5.4 kgCO_2e (compared to an end-of-life scenario with 100% incineration).

This work builds on previous studies to better evaluate the contribution of our circular economy commitment to Scope 3 emissions reductions arising from the use of secondary raw materials instead of virgin raw materials. Using data from Tarkett LCAs via SimaPro Software and our GHG emissions reporting we estimate that in 2022 the use of approximately 145,000 tons of recycled material avoids approximately 195,000 tons of CO_2e emissions compared to the use of virgin primary raw materials. This is equivalent to the annual GHG emissions of more than 105,000 cars[1]. The scale of these GHG emissions savings further underlines the importance of increasing our efforts on our circular economy initiatives:

> Product eco-design to increase recycled content, low-carbon materials and recyclability;
> Collection and recycling of post-installation and end-of-use flooring.



1 *Based on a petrol engine medium-sized car driven 10 000 km per year emitting 0,1847 kgCO_2e/km (DEFRA 2022)*

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Limiting upstream and downstream greenhouse gas emissions (Scope 3)

Scope 3 GHG emissions inventory for 2019 base year[1]

Scope 3 categories	Scope 3 GHG emissions (thousand tons of CO_2e)	Relevance and actions	CSR Report section
Upstream Scope 3 emissions			
3-1 Purchased goods and services	1,549	*Calculated* - included in Science-based target (SBT) Tarkett considers this category relevant and has included it in the scope of Tarkett's science-based target. Tarkett can have an impact on GHG emissions resulting from raw materials by increasing recycled content in our products, as recycled materials contribute less to GHG emissions compared to extraction and transformation of virgin materials.	3.6.1 3.7.2
3-2 Capital goods	26	*Calculated - not included in SBT* Tarkett does not have significant capital goods except those in our manufacturing sites. The energy consumption from our manufacturing sites are included in our reporting of energy consumption and Scope 1 & Scope 2 GHG emissions.	3.7.1
3-3 Fuel and energy related activities (not included in Scope 1 or 2)	68	*Calculated - not included in SBT* Tarkett considers the Scope 3 emissions associated with (i) upstream emissions of purchased fuel, (ii) upstream emissions of purchased electricity and (iii) T&D losses to be not material compared to other categories of Scope 3 emissions which are themselves much greater than Tarkett's combined Scope 1 and Scope 2 emissions for fuel combustion and purchased electricity and heat. Furthermore, Tarkett's efforts and objectives to reduce these Scope 1 and Scope 2 emissions will reduce and limit the Scope 3 emissions for this category.	3.7.1
3-4 Upstream transportation and distribution	337	*Calculated - not included in SBT*	
3-5 Waste generated in operations	26	*Calculated - not included in SBT* Although not relevant to overall Scope 3 emissions, waste is a material topic for Tarkett as it aims to eliminate industrial waste sent to landfill and it continues to work towards a circular economy, recovering and reusing more post-industrial and post-consumer waste in its production.	3.7.2.1 3.7.2.2
3-6 Business travel	8	*Calculated - not included in SBT* Given the small contribution to overall calculated Scope 3 emissions, Tarkett considers this category to not be relevant.	
3-7 Employee commuting	8	*Calculated - not included in SBT* Given the small contribution to overall calculated Scope 3 emissions, Tarkett considers this category to not be relevant.	
3-8 Upstream leased assets	0	*Calculated - not included in SBT* Tarkett does not have any upstream leased assets which are required to be included in the inventory as per the GHG Protocol.	

1 *Based on 2019 activity data, or estimated where activity data was not available*

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Limiting upstream and downstream greenhouse gas emissions (Scope 3)

Scope 3 categories	Scope 3 GHG emissions (thousand tons of CO_2e)	Relevance and actions	CSR Report section
Downstream Scope 3 emissions			
3-9 Downstream transportation and distribution	9	*Calculated - not included in SBT* Tarkett limits downstream transportation in part through its local market presence. In 2020 work began on mapping opportunities to optimize transportation and limit associated emissions. Already, in some situations Tarkett's plants have access to rail transportation (e.g.: Otradny in Russia).	
3-10 Processing of sold products	167	*Calculated - not included in SBT* For this category, Tarkett has considered the greenhouse gas emissions associated with the installation of its flooring products.	
3-11 Use of sold products	0	*Calculated - not included in SBT* Tarkett recognizes the importance of potential GHG emissions arising from the cleaning of its flooring products during their life. However, given the absence of formal standards it is currently very difficult to calculate accurately or to monitor associated emissions. Furthermore, Tarkett has no control and limited influence on the type of equipment and type of cleaning protocol used by its diverse customers. As such Tarkett considers these Scope 3 emissions to be not relevant compared to other emissions where Tarkett has greater leverage. Nevertheless, Tarkett will continue to develop surface treatments that reduce water and energy consumption during the use phase of our products.	3.7.2 3.7.1.3
3-12 End-of-life treatment of sold products	247	*Calculated* - included in Science-based target Tarkett considers this category relevant and has included it in the scope of Tarkett's science-based target. Tarkett contributes to reducing GHG emissions resulting from the end-of-use of its products through: - design to ensure recyclability of flooring products; - flooring take-back and recycling ReStart® program; - recycling of post-installation and end-of-use flooring (in our manufacturing process or by other industries).	3.7.2.2
3-13 Downstream leased assets	0	*Calculated - not included in SBT* Tarkett does not lease any significant assets	
3-14 Franchises	0	*Calculated - not included in SBT* Tarkett does not have any significant franchise activity.	
3-15 Investments	0	*Calculated - not included in SBT* Tarkett does not have significant investments outside its manufacturing operations and as such considers this category to be not relevant	

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Limiting upstream and downstream greenhouse gas emissions (Scope 3)

Limiting the impact during the use phase

Some of our flooring solutions contribute to reduce energy consumption during the use phase of our products. For example, the Tapiflex, Acczent Excellence Premium and iQ collections, and the Linoleum xf and xf² collections, contribute to reducing energy consumption during the use phase of our products thanks to surface treatments which limit scratches and the appearance of wear, thus delaying deep cleaning operations which are very energy demanding.

Given that Tarkett flooring and sports surfaces are built to last, they also contribute to limiting GHG emissions from product replacement. For example, Tarkett's Starfloor Click Ultimate 55 collection is backed with Rigid-Core Construction technology, providing greater resistance and durability. Tarkett Linoleum features a special surface finish reducing the maintenance effort and also increasing the life cycle, which if properly maintained can last longer than 20 years. Omnisports floorings are highly resistant, designed to provide durable surfaces and to reduce maintenance costs. The unique product construction is made with solid, heavy, and dense calendared sheets that make the surface resistant to indentation and impact.

A number of Tarkett flooring and indoor sports surfaces can be installed with minimum or no adhesives, thus making installation and removal much quicker and easier. This not only limits the use of additional resources and their associated product life cycle greenhouse gas emissions, but it also contributes to facilitating end-of-life recovery for recycling (see section 3.6.2.2: Applying principles, methods, and tools to design for a circular economy).

Managing waste and increasing the use of secondary raw materials

One of Tarkett's key strategies to reducing its impact on the climate is to use more secondary raw materials, i.e. increase the recycled content of its products, since secondary raw materials engender fewer greenhouse gas emissions compared to primary or virgin raw materials.

Tarkett set an objective in 2019 of tripling the share of recycled raw materials to 30% by 2030 compared to 2018 (10%). Tarkett identifies three pathways to achieving this objective: (i) optimizing internal recycling of post-manufacturing Tarkett flooring and sports surface waste; (ii) collecting and internally recycling post-installation and end-of-use flooring and sports surface waste and (iii) procuring more secondary raw materials from other industries.

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Limiting upstream and downstream greenhouse gas emissions (Scope 3)

3.7.2.1 Managing production waste – reduce, reuse, recycle, recover

Recycling waste into valuable new materials emits less carbon than using energy-intensive processes to extract and transform virgin materials. It also places less of a burden on the world's natural resources and, avoids valuable waste heading to landfill or generating carbon emissions through incineration.

In our operations, we are firstly committed to avoiding the production of hazardous and non-hazardous waste. Secondly, where waste is generated Tarkett is committed to managing it responsibly, with in order of preference, its reuse, internal or external recycling or external incineration with energy recovery. Sending waste to landfill is always the last option when no other viable alternative is available. In all cases Tarkett ensures the respect of local waste management and disposal requirements and especially the proper handling and disposal of any hazardous waste. The Group sustainability team, jointly with representatives of division and plant environmental network, aligned to WCM system assist plants in developing the capacity to achieve these objectives, to analyze their waste streams, to understand the causes of generated waste, to identify and implement appropriate action plans to reduce waste from operations, to apply the reduce – reuse – recycle – recover hierarchy and to track and report on hazardous and non-hazardous waste volumes.

Recycling initiatives at Tarkett started as early as 1957, with vinyl production recycling at the Ronneby plant (Sweden). Currently 16 plants reprocess and internally recycle their post-manufacturing waste using various techniques such as regrinding and reformulation to produce a secondary raw material. These processes avoid having to send the waste for external recycling, recovery or disposal and enable the material to be used in production in the place of virgin raw material.

Where post-manufacturing waste cannot be recycled and used on-site then it may be sent to another Tarkett site where the facilities and capacity exist to process and reincorporate it into production. For example, our recycling center at Clervaux (Luxembourg) received more than 8,000 tons of post-manufacturing waste and semi-finished products for recycling in 2021 from other Tarkett plants at Sedan (France), Konz (Germany), Lenham (UK) and Jaslo (Poland).

At our parquet manufacturing facilities, sawdust waste is recovered and used as a biomass fuel for heating avoiding fossil fuels or externally sourced biomass. The recovery and use of sawdust waste as a renewable energy source is implemented at Hanaskog (Sweden), Orzechowo (Poland), Mytischi (Russia), Kalush (Ukraine) and Bačka Palanka (Serbia).

Where production waste cannot be recycled on-site or at other Tarkett sites or recovered internally, then Tarkett sends it for external recycling and use, or for recovery in other industries. This includes other industrial waste (such as metal, paper, cardboard, electronic waste, used oils, etc.) which are sorted and sent preferably for external recycling or recovery, with disposal to landfill being the last resort.

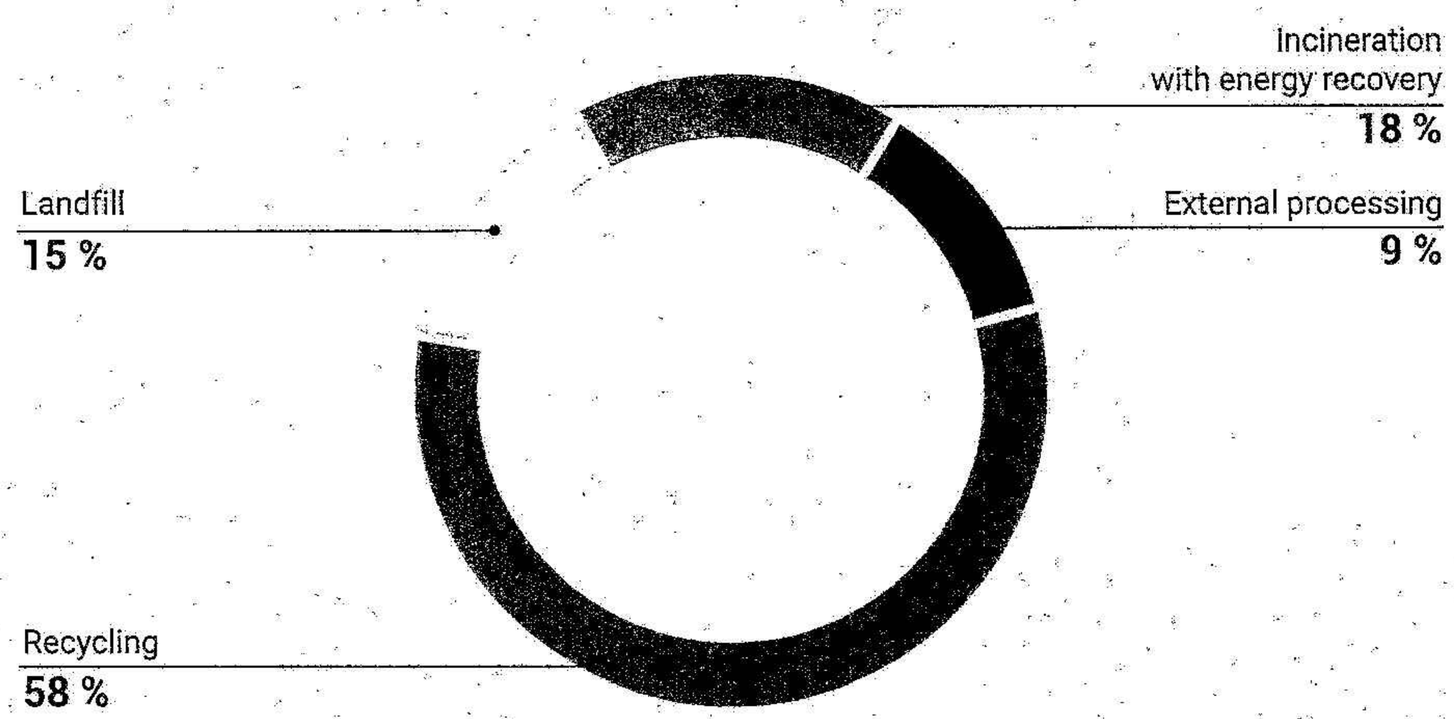
Zoom on industrial waste

Waste

58% of the total waste from our plants (including both production related waste as well as office and canteen waste) is effectively recycled, with 13 plants not disposing of any waste to landfill in 2022. A further 6 other plants do not dispose any industrial waste to landfill, with only office and canteen waste being sent to landfill.

In 2022 the quantity of waste to landfill declined significantly to 10 k tons in 2022 (vs 24 k tons in 2021). This was achieved as a result of the shutdown of a the production line at one of our US plants. This production line has been transferred to our recently acquired facility in Mexico (this facility will be included in the plant environmental reporting in 2023). The US plant continues to weigh on the overall results, as it accounts for 64% of the Group's waste disposed to landfill (primarily non-hazardous flooring waste). If we exclude this plant, we recycled 65% of our waste in 2022.

Share of industrial waste (hazardous and non-hazardous) by destination (%)



Share of industrial waste (hazardous and non-hazardous) by destination (%) – excluding one of our sites in North America

3.7.2.2 Collecting and recycling post-installation and end-of-use flooring and sports surface waste

In addition to recycling our post-manufacturing flooring and sports surface waste Tarkett is investing in a second pathway, to increasing the use of secondary raw materials, with the longer-term goal of scaling up closed-loop post-installation and post-use flooring and sports surface collection and recycling. This pathway is more challenging, given the logistics, the technical hurdles of recycling post-use product and the need to engage with multiple stakeholders. However, Tarkett remains convinced that this is a key solution to achieving Tarkett's vision where in the future, all flooring will be recycled enabling Tarkett to become a truly circular company.

Developing capacity and solutions for recycling flooring and sports surface waste

Over the years, we have invested and developed our capacity to recycle post-installation flooring scrap and post-used flooring materials in our own manufacturing processes, which required developing on-site recycling units.

Tarkett Sports' Morton Extrusionstechnik artificial turf fiber and infill facility in Abtsteinach (Germany) and Tarkett FieldTurf's artificial turf production plant in Auchel (France) both obtained ISCC Plus certification in 2021 along with the ISCC Plus Sustainability Declaration for the FieldTurf artificial turf. This certification, states both the origin and the proportion of recycled material, providing a guarantee that the plastic is actually made from recycled material. This follows on from the EuCertPlast certification which Morton Extrusionstechnik obtained in 2020 for recycling post-consumer artificial turf. The EUCertPlast certification scheme, which is co-financed by the European Commission under the Eco-innovation program, focuses on the traceability of plastic materials (throughout the entire recycling process and supply chain), and on the quality of recycled content in the end-product. The certification, based on European Standard EN 15343:2007 for plastics recycling and traceability, confirms the plant's use of at least 15% post-consumer artificial turf in the production of FieldTurf's ProMax HydroFlex infill.

These actions are at the heart of FieldTurf's new SuReTec™ program (Sustainable Recycling Technology) which is part of FieldTurf's Sustain the Game sustainability strategy. SuReTec™ is FieldTurf's program to apply plastic recycling technologies internally and externally, with the ultimate goal of creating a circular turf. SuReTec™ relies on chemical recycling using mass balance pyrolysis oil from post-use end-of-life plastics and mechanical recycling converting plastic waste into new secondary raw materials to reduce the amount of virgin plastics used to make artificial turf and infill. The program will also support end-of-life treatment, recycling end-of-life turf to use as new components in new turf systems along with the development of artificial turf from a single polymer to facilitate recycling. The mass balance approach allows the amount and sustainability characteristics of circular and/or bio-based content in the value chain to be carefully monitored with the advantage that it can use both bio-based and circular feedstocks in the existing production process. A number of sports fields have already benefited from this new recycled plastic synthetic turf, such as the Matmut Stadium, home to Lou Rugby in Lyon (France) and the TSG 1899 Hoffenheim ground in Germany.

In Europe, FieldTurf received the UK's Sports and Play Construction Association "Product Category" award for its sustainable SuReTec™ product range. FieldTurf's efforts to innovate and use technology to find a solution to closing the loop on the synthetic turf production cycle as part of its Sustain the Game strategy were applauded with the product range developing solutions to produce a synthetic turf yarn from recycled plastic waste.

In total, Tarkett counts **eight recycling centers** on its production sites all over the world: Ronneby (Sweden), Clervaux (Luxembourg), Waalwijk (Netherlands), Narni (Italy), Abtsteinach (Germany), Jaslo (Poland), Otradny (Russia) and Jacareí (Brazil). The recycling center located in Luxembourg, on the Clervaux site also has the EuCertPlast certification for recycling post-consumer vinyl flooring. It treats both post-manufacturing waste from other Tarkett European sites, and ReStart® collected post-installation and post-use flooring material. The backing produced using this recycled material is used at several vinyl flooring manufacturing sites in Europe and on the vinyl production line in Clervaux.

Tarkett Sports is also collecting and recovering used artificial turf and infill. In Oregon, US, Tarkett has a small facility which recovers infill from retired fields. The recovered turf goes to the facility where the rubber crumb and sand infill materials are separated from the artificial turf. They are then washed and bagged ready for reuse. In 2022 the facility regenerated 3,982 tons (8.78 million pounds) of infill for reuse in new projects. The artificial turf part is often reused in community or residential applications.

In the US, post-consumer turf is used to make Greenboard, an innovative technology which combines mixed polymer recycled plastics from recycled postconsumer turf to make a durable and 100% recycled fiber-reinforced composite board for use in the installation of artificial field turf.

As well as developing the capacity to handle and recycle increasing volumes of flooring and sports surface material, we also 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.

> For example, we are operating in Sweden an in-house developed solution to **recycle Tarkett homogeneous vinyl flooring** produced from 2011 onwards (for more details see section 3.6.2.1 Working collectively towards a circular economy).

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Limiting upstream and downstream greenhouse gas emissions (Scope 3)

Example

Finding technical solutions to build a circular economy – recycling old end-of-life PVC (Polyvinyl chloride) flooring

Tarkett is an active member and promoter of the EU project "Circular Flooring", aimed at developing environmentally friendly recycling of post-consumer PVC floor coverings. The project is managed by the Circular Flooring consortium consisting of eleven companies and research institutions from Austria, Belgium, France, Germany and Greece and led by the Fraunhofer Institute for Process Engineering and Packaging IVV in Freising (Germany). The project is focused on the recovery of a PVC compound from post-consumer PVC floor coverings and the separation of legacy plasticizers in order to create a recycled material for the manufacturing of new PVC floor coverings. End-of-life flexible PVC floor coverings potentially contain 'legacy plasticizers' which may no longer be used today for reasons of consumer protection (EU REACH requirements) and which in the meantime have been replaced in the EU by safer alternatives. A solvent based technology called CreaSolv® was developed to separate the legacy plasticizers, thus making it possible to retain valuable resources in the circular economy.

The CreaSolv® Recycling Process also converts the legacy plasticizers into REACH-compliant plasticizers. The first seven milestones of Circular Flooring have been reached:

> Pilot scale for the recycling of PVC flooring waste justified
> CreaSolv® Process for Circular Flooring customized
> Hydrogenation route for legacy plasticizers developed
> Possible PVC formulations developed
> Circular Flooring demonstration plant design finalized and realisable with the intended project budget
> Decision taken on high performance formula for Circular Flooring PVC
> Economic sustainability confirmed

In 2022 and 2021 the work focused on the construction of a CreaSolv® PVC prototype recycling plant at the Fraunhofer Institute in Freising (Germany). The aim of the EU project Circular Flooring, which is due for completion in 2023, is to elaborate on the technical and commercial feasibility of this recycling process for PVC floor coverings at an industrial scale, thus preventing usable resources (PVC, plasticizers) from being landfilled or incinerated, reducing CO2 emissions, and contributing to European circular economy and climate neutrality objectives.

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Limiting upstream and downstream greenhouse gas emissions (Scope 3)

Collecting and recycling post-installation and end-of-use flooring: the ReStart® program

Tarkett is committed to building a circular economy, notably through the collection and recycling of used flooring and sports surfaces. ReStart® is Tarkett's flagship program for flooring waste collection and recycling which meets a double goal:

- Increasing the collection of post-installation and end-of-use Tarkett flooring (or in some cases from other flooring manufacturers), to obtain a growing volume of secondary raw materials and limit the need for virgin resources, thus developing a circular model with quality and economically viable products; and
- Offer our customers a responsible, cost-effective, circular solution to contribute to safeguarding the world's natural resources, protecting the environment, and avoiding incineration or landfilling.

Onboarding customers, with a simple, cost-effective ReStart® take-back and recycling service is key to these goals. We are actively inviting our customers to join our ReStart® take-back and recycling program which help them manage their flooring waste while contributing to the implementation of a circular economy. As project owners are increasingly including site waste management in their calls for tender, ReStart® allows Tarkett's customers to sign up simply to our local take-back and recycling program for flooring.

Example

More IKEA stores sending their used flooring to Tarkett for recycling

Tarkett expanded its circular collaboration with IKEA in 2022 with several more IKEA stores in Sweden and seven other European countries returning post-use flooring to Tarkett for recycling into new floors. The recovered homogeneous vinyl flooring is returned through Tarkett's ReStart® take-back and recycling program to its on-site recycling facility in Ronneby (Sweden). Here it is recycled using an in-house developed process into a granulate that can be used to make new homogeneous vinyl flooring, avoiding the use of virgin raw materials and thus avoiding associated CO_2 emissions. Since the collaboration began in 2020 Tarkett has received more than 30,000 square meters of used flooring with half as much again in the process of being recovered. In total this is equivalent to more than six and a half football pitches and will help avoid more than 300 tons of CO_2*.

* based on a Homogeneous Vinyl flooring such as iQ Granit and calculated using Tarkett's online carbon footprint calculator

At the end of 2022 the ReStart® program is proposed in several formats across Europe (Sweden, Norway, Finland, Denmark, France, United Kingdom, Ireland, Belgium, Netherlands, Luxembourg, Italy, Spain, Portugal, Germany, Austria, Switzerland, Poland, Estonia, Latvia, Lithuania, Czech Republic, Slovakia and Hungary), in **Brazil**, **India**, and in **North America**:

In Europe we are mainly collecting vinyl installation off-cuts and post-use carpet tiles. For vinyl flooring, Tarkett provides big-bags and organizes the collection of post-installation or end-of-use (currently for post-consumer homogeneous flooring installed since 2011) materials which are sent to our recycling centers either at Clervaux (Luxembourg) or Ronneby (Sweden). In France we also use PVC Next network operated by Kalei for the recycling of other types of post-use vinyl flooring materials. They are sent to Germany to the AGPR (Association for the Recycling of PVC Floor-Coverings). In each market we are developing practical solutions and finding the right local partners for the collection and sorting to facilitate the recovery of recyclable materials, such as Veolia in France and Krujs in the Netherlands, and Verhoek in Germany. Once at our recycling centers the waste is controlled before processing and reintegration into our production process. For carpet flooring, Tarkett provides a support to facilitate the on-site collection, then the waste flooring is sent to our carpet recycling center in Waalwijk (Netherlands) for recycling. We are also taking back linoleum for recycling at our Narni site (Italy). In 2022, Tarkett started the collection of post-installation and post-use flooring in the Czech Republic, Slovakia and Hungary, collecting in total over 10 tons of material.

In Brazil, Tarkett's local teams launched ReStart® in 2019 following a pilot phase in 2018. Tarkett takes back post-installation material for vinyl composite tiles, luxury vinyl tiles, as well as homogeneous and heterogeneous resilient flooring from clients close to our site at Jacareí for recycling.

In Australia, Tarkett continued to work in 2022 with local stakeholders to develop a functional ReStart® take-back and recycling solution for the Australian market. In Perth, Western Australia, Tarkett pursued collaboration with partner contractor Malco flooring to divert old carpet tiles from landfill, by sorting waste to recover reusable tiles. In New Zealand Tarkett continued to work with leading commercial and residential flooring distributors to support their local sustainability initiatives in collecting offcut flooring waste for our ReStart® program. To further succeed in developing our local ReStart® program, as well as meet with Australian plastics export requirements, Tarkett has now installed and commissioned a machine to granulate installation vinyl offcut. This machine allows collected heterogeneous and homogeneous vinyl flooring, linoleum, and select Luxury vinyl Tiles products to be granulated into production-ready size material. This process will also increase our shipping efficiency when sending the product back to our recycling facilities, and reduce waste sent to local landfill.

In North America, the program has existed since the end of the nineties for collection and recycling of carpet tiles and was expanded to vinyl flooring in 2010. ReStart® collection and recycling has been and remains predominately post-use rather than post-installation. The challenge is to develop logistics solutions, notably finding the right logistical partners, to collect and recycle larger volumes of post-use products and the small quantities of post-installation flooring waste as well as re-introducing materials into existing products.

In India, Tarkett assisted a customer to recycle 590 m² of used carpet rolls in a renovation project in Mumbai. Our local teams partnered with a local distributor to organize the removal, collection, and transfer of the used carpet to a local recycling facility where it was processed into secondary raw materials for use in other industries. Tarkett has recently won new contracts helped by the development of this new collection and recycling service for post-use carpet for customers in India.

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Limiting upstream and downstream greenhouse gas emissions (Scope 3)

Recycling, re-covering and reusing artificial turf and reusing infill – FieldTurf's "Goal zero"

Tarkett's FieldTurf teams are multiplying initiatives and trials as part of its Goal Zero program to divert 100% of job-site and manufacturing waste from landfill by 2025 in North America. In 2022, 51 projects were completed, recovering over 4,250 pallets of old artificial turf, diverting them from landfill, and recycling 182 tons of materials (403,000 pounds). In the process FieldTurf is expanding its partnerships with recycling facilities to be able to recycle the recovered end-of-life artificial turf. FieldTurf also encourage extending the life of its clients pitches by re-covering the existing surface with a new artificial turf on top. The process repurposes the existing field to help provide added safety and performance to the new field. When renewing artificial turf, FieldTurf propose to collect the old surface and divert it from landfill by giving it new life through a reuse program. FieldTurf is also working with customers to extend the life of their fields by reusing their infill, reducing their costs and their carbon footprints. In 2022, Tarkett estimated that 20,100 tons (44.4 million pounds) of rubber and sand infill were reused in North America.

Example

Tarkett multiples ReStart® flooring take-back and recycling projects across Europe with a climate beneficial solution and a quality customer service

Tarkett successfully convinced more clients in 2022 to join the circular economy through its ReStart® flooring post-installation and post-use collection and recycling program. The onboarding of new customers was achieved through the continued pedagogy and effort from its teams across Europe to propose and deliver a simple solution.

In the UK Tarkett recaptured 2.5 tons of iQ Optima vinyl flooring installation offcuts and post-use flooring when renovating the University College London Hospitals (UCLH). The UCLH, which is one of Europe's largest dedicated haemato-oncology hospitals, and its flooring contractor chose Tarkett to remove 10-year-old Tarkett iQ Optima flooring that had demonstrated excellent durability and replace it with new iQ Optima flooring. Tarkett ensured a smooth process, confirming the post-use iQ Optima, which contained no phthalates, could be recycled into new flooring, providing recycling bags for easy collection, overseeing the collection of both the old flooring and installation offcuts, and finally supervising the transport back to Tarkett's Ronneby (Sweden) plant for recycling, avoiding in the process 6 tons of CO_2 emissions.

In other examples Tarkett recovered:

- **2,500 m² of vinyl flooring during the renovation of a healthcare center in Trøndelag, Norway**, with the recovered flooring being recycled at Tarkett's plant in Ronneby, avoiding close to 16 tons of CO_2 emissions.
- **4,000 m² of linoleum flooring from a school in Umeå, Sweden**, with the recovered Tarkett Veneto Xf² flooring being recycled at Tarkett's plant in Narni, Italy, avoiding close to 22 tons of CO_2 emissions.
- **1,000 m² of linoleum flooring during the renovation of the Ångström Laboratory at Uppsala University, Sweden**, with the recovered post-use linoleum flooring being recycled at Tarkett's plant in Narni, avoiding close to 6 tons of CO_2 emissions.
- **4 tons of carpet tiles from London (UK) law firm Simmons & Simmons** headquarters, with the recovered carpet tiles being recycled at our recycling center in Waalwijk (Netherlands), avoiding close to 6 tons of CO_2 emissions.

Zoom on key indicators

Flooring collection and recycling program ReStart®

From 2010 to 2022, Tarkett has collected close to 114,800 tons of flooring (post-installation and end-of-use flooring: vinyl, linoleum, carpet). In 2022, 3,000 tons of installation offcuts and used flooring were collected through the ReStart® program, only slightly down on 2021 (3,200t).

Good progress was made in Europe thanks to the continued engagement of our sales network encouraging customers to join our ReStart® collection and recycling program. Post-installation and post-use flooring was collected from numerous projects providing material to recycle at our unique carpet recycling center in the Netherlands, our vinyl recycling centers in Sweden and Luxembourg, and our linoleum recycling center in Italy. These four European recycling centers saw the quantity of ReStart® collected material increase by 35% in 2022 compared to 2020. Recycling of post-use homogenous vinyl floors is key to Tarkett and now already represents a third of the total volume collected, with volumes expected to increase substantially in the coming years.

In North America, the launch of our newer products designed for recycling will allow us to significantly increase the recycling of post-consumer carpet in the coming years.

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Limiting upstream and downstream greenhouse gas emissions (Scope 3)

Our experience over the past several years have enabled us to understand and better grasp the challenges and opportunities for developing the circular economy on the ground. Here is a summary of some of the challenges that we have identified and the initiatives we are taking to overcome them.

Challenges	Potential solutions / Tarkett initiatives
1. Old post-use flooring not compatible as a secondary raw material for new generation flooring products	> Looking for other uses for recycled flooring and sports surface materials > Developing technologies and industrial processes to make vinyl flooring and carpets easier to recycle after use > The majority of Tarkett's current generation of product are better designed and more adapted to recycling in the future > Tarkett's New Product Development Process includes steps to check to ensure design for recycling of future products
2. Technical and capacity difficulties to recycle old product	> Tarkett's carpet recycling center in the Netherlands > Homogeneous vinyl flooring recycling in Sweden > Trials with solid wood parquet recycling in Sweden > Supporting the European project Circular Flooring to scale up old PVC flooring recycling > Field turf recycling in Germany at Tarkett's third-party certified recycling center > Development of products, such as Greenboard made from recycled turf
3. Lack of structure and incentives to promote recycling and barriers related to the use of secondary raw materials	> Tarkett engaging in dialogue to share experiences and challenges with public authorities to promote a regulatory framework more favorable for recycling > Tarkett encouraging customers to join its ReStart® take-back and recycling program

Eco-designing the flooring installation system for easy removal and effective recycling

Tarkett endeavors to integrate easy removal right from the design stage, ultimately allowing more efficient collection, sorting and recycling. Beyond the flooring product itself, the challenge is to design flooring systems including products, installation, and removal methods, which facilitate the collection of flooring at end-of-use while allowing the separation of different layers and materials.

For example, the modular vinyl ranges, such as iD Click Luxury Vinyl Tile ranges, with their unique click system which makes for a floating installation, without the need of adhesives enabling the flooring to be very quickly laid and easily removed. In North America, Tarkett has the modular range of flooring, ProGen™, which is waterproof, and resistant to shocks, traffic, and heavy use, while being easy to install and remove thanks to a fast lock mechanism. Quick-Fix carpet tiles (produced in partnership with Velcro®) and the Tape+ / Tape products offer solutions so that carpets can be installed, re-installed, and recycled easily, without damaging the flooring surface. For indoor sports Tarkett proposes Greenlay™ a loose-lay installation method for Omnisports surfaces. With only 2% of surfaces glued the end-of-life recovery is facilitated enabling the surface to be easily removed, taken back through Tarkett's ReStart® program and recycled.

Reusing flooring and sports surfaces

In some specific circumstances used flooring and sports surfaces can potentially be reused before being decommissioned and sent for recycling. Tarkett is investigating ways it can facilitate the reuse of material, where the quality and condition of the material allows, and can meet the prospective organization's requirements. In North America, Tarkett is looking to develop a carpet tile reuse solution for customers in partnership with other specialist service providers. In Europe, Tarkett is working on developing similar solutions, discussing with specialist partners potential ways to provide an additional "reuse" option to the Tarkett ReStart® take-back and recycling program. Trials have begun in Belgium, the Netherlands and Luxembourg, on different scenarios of reuse of carpet tiles. FieldTurf has also developed solutions in certain geographies for customers to enable the reuse of removed artificial turf or to reuse infill.

3.7.2.3 Using secondary raw materials from other industries

The third pathway to increasing the recycled content of Tarkett products comes through open-loop recycling, obtaining recycled materials from other industries as an alternative to virgin raw materials.

Our teams look to procure secondary raw materials to reduce our exposure to the price volatility of fossil-based materials and to meet our climate and circular economy objectives. We are sourcing recycled materials from several different partners in different industries. These include Econyl® fibers from Aquafil, an Italian company, which are composed of 100% regenerated nylon threads from pre and post-consumer nylon waste, such as discarded fishing nets, textile scraps and used fiber waste from our Desso® carpets; upcycled chalk from a drinking water distribution company in the Netherlands, which is used in our EcoBase® carpet backings; post-industrial glass or marble powder waste material recycled for use in our Ecobond carpet backings and also as a filler in our heterogeneous vinyl flooring; post-industrial diaper film waste material recycled for use in sports ProMax infill; post-industrial automobile shock absorbing waste material recycled in sports field underlay and recycled PVB from safety glass used in carpet backing in North America (For more details see Tarkett's 2021 CSR report).

One of the main challenges of initiatives to promote the use of recycled materials is to trace the precise composition of materials that we incorporate into our manufacturing processes, and to guarantee their health and environmental quality. In addition to recycling our own products, we only work with partners able to provide this traceability, and which can guarantee a consistent level of quality in line with our specifications.

At our carpet plant in Waalwijk, the Netherlands, Tarkett has invested over the last years in expanding our EcoBase® production facility to increase production and replace traditional bitumen-based carpet backing in all our carpet tile ranges. As detailed in our 2020 CSR Report, the Gold level Cradle to Cradle Certified® Desso EcoBase® carpet backing contains at least 75% chalks, derived from upcycled waste chalk. To date we have used more than 116,000 tons of recycled chalk for our carpet tiles.

Example

Using recycled post-use polyvinyl butyral (PVB) from safety glass in our floorings

Polyvinyl butyral (PVB) resin is a tough, clear, adhesive, and water-resistant plastic film. PVB is primarily used as a raw material for laminated safety glass in car windscreens, buildings, and solar panels.

Importantly, recycled PVB has a carbon footprint that is 25 times lower than virgin PVB, so it helps us to reduce our Scope 3 greenhouse gas emissions.

In the US, Tarkett incorporates recycled post-use PVB in our ethos® Modular with Omnicoat Technology™, a high-quality soft surface floor solution made from healthy, safe materials, including 33% post-consumer recycled PVB. From 2004 to 2022, we reused around 40,500 tons of PVB films from 39.5 million windshields.

Zoom on key indicators

Recycled Materials

In 2022, we used a little more than 145,000 tons of recycled materials[1] as an alternative to virgin materials, which represents close to 17% of our raw materials used. Our target is to triple the 10% share we had in 2018 to 30% by 2030.

[1] Recycled materials: Materials that would otherwise have been sent for waste disposal (incineration or landfill); internal post-manufacturing recycled volumes are included.

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Limiting upstream and downstream greenhouse gas emissions (Scope 3)

3.7.2.4 Sourcing renewable, low carbon, raw materials

Renewable raw materials, like recycled secondary raw materials, represent a low carbon solution and a way to limit the life cycle greenhouse gas emissions of flooring. Tarkett uses various renewable raw materials, such as wood in parquet and laminate flooring, jute in linoleum flooring and bio-based plasticizers in luxury vinyl tile and in vinyl homogeneous flooring (see section 3.6.1.1 Selecting and sourcing sustainable materials to preserve natural resources).

Tarkett launched in 2020 the **world's first floor to use bio-attributed PVC** certified through the Roundtable on Sustainable Biomaterials (RSB). The iQ Natural homogeneous vinyl flooring collection with Tarkett's ReStart® collection and recycling post-use provides architects, designers and property owners with a flooring solution offering more than 60% less embodied carbon[1] (i.e. less greenhouse gas emissions for the life cycle stages from cradle to gate and end-of-life), when compared to average homogeneous vinyl floors[2] which are incinerated with energy recovery, making it one of the lowest carbon footprint resilient floorings solutions on the market. Our vinyl homogeneous flooring iQ Natural which already used bio-based plasticizer was the first product to be launched using a bio-attributed vinyl – BIOVYN™ - substituting 100% of fossil feedstock by renewable biomass. See our 2020 CSR report for more details.

In 2021 Tarkett's Brazilian plant in Jacareí implemented a new Luxury Vinyl Tile (LVT) line which uses a new bio-based plasticizer technology along with more than 60% recycled PVC in the core layer.

Example
Tarkett Lino Originale wins the 2022 FRAME Award for the category 'Product Finishes'
The FRAME Awards identify and honour the world's best interior and product projects, but also the people behind them. Frame is a global platform for interior-design professionals, based in Amsterdam (Netherlands), with a vision that better spaces lead to better lives, especially given that most people spend approximately 90 per cent of their lives indoors. The work was judged by a panel of industry stakeholders, including interior designers, architects, retail brands, hospitality providers, cultural institutions, and educators. For Frame, interior spaces should not only be aesthetic but also designed and built with people and the planet in mind. Therefore, the Frame Awards' jury evaluated Tarkett with four criteria: innovation, functionality, creativity and sustainability. In terms of sustainability, the Tarkett Lino Originale is a bio-based product, made from natural (94%) and renewable (76%) ingredients (linseed oil, pine resin, wood, cork flour and jute). By carefully selecting pigments, Tarkett has achieved Cradle to Cradle Certified® Gold (a first in its market). Tarkett Lino Originale (as well as the entire Tarkett Lino range) is fully recyclable post-use. Our R&D teams developed a method of separating the backing from the Linoleum paste and optimizing the recycling of both material streams, with the linoleum paste being recycled into raw materials to be used in the production of new Tarkett Lino flooring. Tarkett is able to organize the collection of post-use linoleum through Restart®, our take-back and recycling program. Tarkett Lino is also designed for improved indoor air quality, which helps protect people's health through ultralow VOC emissions (≤10µg/m3: 100 times lower than the most stringent industry requirements), and is Allergy UK approved. The collection is sustainably produced at Tarkett's plant in Narni (Italy), where Tarkett works continuously to reduce our environmental footprint for example using 100% renewable electricity, recirculating industrial water through a closed-loop system and collecting rainwater.

1 *The emissions caused in the materials production and construction phases (A1-5) as well as the carbon emissions associated with post-use phases (C1-4), where iQ Natural is collected and recycled through Tarkett's ReStart® program and the average industry flooring is incinerated with energy recovery. Embodied carbon: total greenhouse gas (GHG) emissions (often simplified to "carbon") associated with materials throughout the whole lifecycle of a building (including upfront emissions, use stage emissions and end-of-life emissions). Source: "Bringing embodied carbon upfront" World Green Building Council 2019*

2 *ERFMI 2019 EPD for Homogeneous polyvinyl chloride floor coverings*

3.7.3 Balancing remaining greenhouse gas emissions

While focusing on reducing the Tarkett's Scope 1, 2 and 3 greenhouse gas emissions through environmental management, eco-design, supplier engagement and circular economy solutions Tarkett is also responding to customer demand for products which contribute to green building certification standards with Cradle to Cradle Certified® products and with additional partial or total carbon offsetting solutions for remaining emissions.

In our North American market, Tarkett announced a new carbon strategy as part of its new 'Proof in Every Step' sustainability platform. With the new strategy offsetting is no longer automatically applied but is available to customers who request it, thus freeing up resources to further invest in analyzing product carbon footprints and in identifying the solutions to limit them, such as the choice of ingredients. In 2022 Tarkett completed detailed life cycle analyses (LCAs) on its entire North American product line.

In our European market, Tarkett launched in 2021 its Carbon Conscious Program giving the possibility for customers to balance cradle to gate and end-of-life related greenhouse gas emissions for products through the REDD+ Business Initiative Tambopata-Bahuaja Biodiversity Reserve Verified Carbon Standard (VCS) project. Tarkett firstly reduces carbon emissions through rigorous product design and manufacturing processes, then Tarkett offers to balance the remaining emissions through the Carbon Conscious Program, with externally verified carbon credits. This is in addition to proposing Tarkett's ReStart® take-back and recycling program to recycle post-installation and end-of-use flooring waste into new secondary raw materials, which also contributes to reducing greenhouse gas emissions.

Tarkett is already offsetting greenhouse gas emissions for certain other products to obtain a given level of certification under the Cradle to Cradle Certified® product standard. For example, Tarkett's 4 Gold level Cradle to Cradle Certified® products (Desso Ecobase® PA6 solution dyed carpet tiles and Desso EcoBase® Carpet Tile Backing; iQ One resilient flooring; and Linoleum flooring) are required to offset 50% of the final manufacturing stage GHG emissions. Tarkett obtains the required number of carbon credits through the REDD+ Business Initiative Tambopata-Bahuaja Biodiversity Reserve project. The project is validated by the Verified Carbon Standard (VCS) and the Climate, Community, and Biodiversity Standard (CCB) (see for more details section 3.9.2.4 Supporting development projects worldwide). In 2022 Tarkett retired 829 carbon credits from the REDD+ Business Initiative Tambopata-Bahuaja Biodiversity Reserve project.

Tarkett's carpet manufacturing plant and recycling center in Waalwijk, the Netherlands, is the first Tarkett plant to offset with carbon credits Scope 1 greenhouse gas emissions from natural gas consumption. This was achieved in 2021 by purchasing carbon credits equivalent to its natural gas consumption. The plant has already been purchasing renewable electricity for over five years. The CO_2 emissions from the consumption of natural gas for heating and production are compensated with Verified Emission Reduction (VER) certificates that are linked to a specific investment in sustainable energy projects in developing countries.

In North America, Tarkett Sports partnered with the Carbonfund.org Foundation to offer FieldTurf customers a carbon offset program. Using FieldTurf's proprietary surface intensity calculator, which totals potential greenhouse gas (GHG) emissions of a project, customers can now choose to offset 100% of the CO_2e emissions resulting from the surfacing of their field. The program is currently available on projects in North America for a majority of FieldTurf systems. The voluntary offsets are provided through Carbonfund.org Foundation's Carbonfree® Product Certification Program, which offsets emissions by funding third-party validated and verified renewable energy, forestry and energy efficiency projects that support a low carbon transition for the planet. FieldTurf remains committed to a reduction-first approach, continuously striving to find emissions-lowering efficiencies, reducing its environmental impact by sourcing good materials for use in manufacturing processes, and being among the first to implement zero-emission manufacturing facilities.

In Europe, Tarkett launched the FieldTurf Carbon Offset Program to customers so they can also opt to offset 100% of the CO_2e emissions resulting from the production of their synthetic turf field. GHG emissions are offset with carbon credits from the REDD+ Business Initiative Tambopata-Bahuaja Biodiversity Reserve project.

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3.8 Creating solutions for greater indoor air quality and safe, healthy spaces for our customers

We have established policies, programs, and specific initiatives to manage the identified material risks and opportunities. Our progress in addressing these risks and opportunities is monitored with specific key performance indicators. These elements are summarized in the following table along with our objectives and results.

Opportunities / Risks	Policies / Actions	Key Performance Indicators	2022	2021	2020	CSR Report section	Contributing towards UN SDGs
Product safety and quality (evolving health and environmental regulations, standards and/or customer's expectations)	> Materials selection and assessment as part of NPDP to develop products with low levels of VOC emissions	Percentage of flooring with low VOC emission levels	99%	99%	98%	3.8.1	3 GOOD HEALTH AND WELL-BEING
	> Use of phthalate-free plasticizer technology for our vinyl flooring	Percentage of phthalate-free flooring[1]	96%[2]	95%	97%	3.8.1	12 RESPONSIBLE CONSUMPTION AND PRODUCTION

1 *Except recycled content for certain products*
2 *At the end of 2020, 100% of our vinyl production sites in Europe, North America, Serbia and China use phthalate-free plasticizer technology*

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Product safety

Tarkett is committed to ensuring and enhancing product safety through its Tarkett Human-Conscious Design® approach. This approach applies Cradle to Cradle® principles and methodology, with the design and careful choice of materials contributing to healthy spaces and indoor air quality. For our sports surfaces, keeping athletes safe has and will always be the first priority for Tarkett. FieldTurf and Beynon Sports, our field and track companies, are committed to improving performance and safety through research and innovation, continually looking to find new ways to reduce the risk and severity of sports injuries. This focus on safety has led to a number of injury-reducing innovations and improvements both on field and on track.

Additionally, Tarkett's group-wide quality management system, with 88% of plants certified ISO 9001, ensures the strict application of procedures to ensure product quality and safety, both during installation and use. From design to installation at the customer's site, Tarkett's quality management guarantees the conformity of the products to all applicable standards and regulations regardless of the country where the product will be used. To carry out these controls, Tarkett relies on the competence of its internal laboratories as well as certified independent laboratories. The quality management system is under the responsibility of the Group Quality Director, reporting to the Executive Vice President of R&D and Operations, a member of Tarkett's Executive Management Committee. This system incorporates relevant product safety risk assessments, monitoring, incident investigation and end-user feedback. Over and above ensuring the general safety of its flooring and sports surfaces, Tarkett also provides safety enhanced flooring solutions for specific applications (e.g. slip resistant flooring for trains, buses, planes, wet rooms, schools, health care facilities, ...). For these specific applications all products are validated and controlled according to specific standards and regulations where they exist (for example the IMO standard for reaction to fire, applicable in the maritime sector or the vertical flammability test FAR 25.853 for aviation). Tarkett provides details on all relevant standards and specifications for each product through the product "technical data sheet".

In Australia, Tarkett educates and informs clients on slip resistance in settings where flooring surfaces get wet or contaminated during normal use. It provides Continuing Professional Development (CPD) training for architects on Slip & Wellbeing which are aligned to the AIA (Architects Institute of Australia) requirements. Tarkett Australia has also published a specific white paper "Raising the Safety Floor: A Guide to Slip Resistance in Flooring Specification" providing a concise guide to safety flooring, sustainable slip resistance requirements and testing, and design considerations relevant to flooring specification.

3.8.1 Contributing to healthy spaces and indoor air quality

Flooring with low VOC emissions

Tarkett is committed to designing products which help create healthy indoor spaces and preserve indoor air quality in accordance with our Tarkett Human-Conscious Design® approach. This challenge is especially critical for the most sensitive populations such as the elderly, young children, or people with allergies or asthma. One international study found 14% of children to suffer from asthma[1] and it is widely reported it is a major cause of school absenteeism. It has also been found that productivity can increase when indoor air quality improves[2]. All in all, today, people spend 90% of their time indoors, and in the wake of the global Covid-19 pandemic, doing so has become even more central to our daily lives. Among the contributors to indoor air pollution are volatile organic compounds (VOCs) – gases emitted at room temperature by chemicals found in everything from paints, varnishes and glue to everyday cleaning products. Since 2011, Tarkett has been a pioneer in developing flooring with low or ultra-low levels of Volatile Organic Compounds (VOC) emissions in nearly all of its product ranges. Tarkett offers products with total VOC emissions that are 10 to 100 times lower than the most stringent world standards. This effort had been recognized by several certifications:

- The modular vinyl Starfloor Click was recommended by the Swedish association against asthma and allergies in 2015.
- Tarkett North America offers both residential and commercial flooring solutions that have been **certified asthma & allergy friendly® by AAFA** (all FiberFloor® vinyl ranges as well as other products such as iD Inspiration®, Acczent, several laminated ranges, and a soft surface flooring with Powerbond® RS). For flooring to be certified asthma & allergy friendly®, AAFA's independent third-party testing must show that the floor is easily cleaned and has a low capacity for retaining allergens. The certification process involves testing not only the product itself, but also the installation method and recommended cleaning process as a complete system to ensure no harmful materials are introduced while installing or cleaning the floor.
- In 2020 Tarkett obtained the **seal of approval from Allergy UK** for two new product ranges, Tarkett's Omnisport flooring ranges for leisure and sports areas, which join the linoleum ranges which received the label in 2018 from the British association Allergy UK, which is valid in 135 countries.
- Several vinyl and linoleum ranges manufactured in Europe are subject to regular plant audits by **Eurofins (an international laboratory network conducting consumer product testing)** to ensure that our products have low or very low levels of VOC emissions (Tarkett labels « Indoor Air Quality Gold » and « Indoor Air Quality Platinum »).

Exemple

Tarkett receives the world's first soft surface flooring asthma & allergy friendly® certification for Tarkett's North America Powerbond® RS collection

The asthma & allergy friendly® Certification Program is managed by the Allergy Standards Limited (ASL), an independent global certification company, and the Asthma and Allergy Foundation of America (AAFA), the leading patient organization for people with asthma and allergies. Powerbond RS is a hybrid resilient flooring, meaning it combines the look and feel of carpet with the durability and cleanability of a resilient surface. Made with an impermeable, closed-cell cushion backing, Powerbond RS provides a wall-to-wall moisture barrier to prevent mold and mildew. In addition, its low pile height allows for the easy removal of dust and allergens. In testing, 95 percent of allergens were removed effectively with a simple dry vacuuming. Powerbond RS is made with low VOCs, including its pre-applied adhesive, ensuring the product installs quickly and contributes to healthy indoor air quality.

1 *International Study of Asthma and Allergies in Childhood (ISAAC), 2007*
2 *Estimates of Improved Productivity and Health from Better Indoor Environments, 1997 William J. Fisk and Arthur H. Rosenfeld*

Phthalate-free flooring

Phthalates are mainly used in the plastics industry, to give the plastic a certain flexibility. The potential impact on human health of certain phthalates in this group of chemical products is the subject of scientific debate and is regularly featured in regulatory news and general public news stories, notably through work carried out by health agencies that assess the impact of substances on health and the environment (ANSES in France and EFSA at the European level); at the level of ECHA (European Chemicals Agency), within the framework of evolutions in REACH and CLP regulations[1]; or in information campaigns run by health and environmental protection non-profit organizations.

Since 2010, Tarkett has been proactively seeking alternatives to phthalate plasticizers in collaboration with its suppliers. We have considerably invested in research and development and consequently have been able to modify our formulas and our processes to manufacture vinyl flooring with phthalate-free plasticizer technology. These alternative plasticizers can be used for young children's toys and food containers, which have the strictest health standards. Phthalate-free plasticizer technology was first introduced by Tarkett in North America in 2010 and in Europe in 2011, then gradually deployed in Ukraine and Serbia since 2016, and then at our Otradny site in Russia in 2019 and 2020. In 2022 our teams in Jacareí, Brazil worked with their local supplier, with the support of our R&D team in Luxembourg, to develop a phthalate-free wear layer for our locally produced luxury vinyl tiles (LVT). This was the final hurdle to achieve phthalate-free production of LVT in Brazil which had been difficult as there are no local manufacturers of the commonly used non-phthalate alternatives. The plant had already switched to bio-based plasticizers in its production, however the challenge, which has now been overcome, had been to obtain phthalate-free wear layers.

At the end 2022, 96% of our global vinyl production use phthalate-free plasticizer technology (except recycled content for certain products). The remaining 4% relates to vinyl production at our plants in Brazil (before the switch to phthalate-free in October) and Russia.

At some sites, we also use recycled contents in addition to virgin raw materials for some products which may then contain traces of phthalate plasticizers. Since the end of 2019, our European sites produce 100% phthalate-free vinyl flooring, recycled content included.

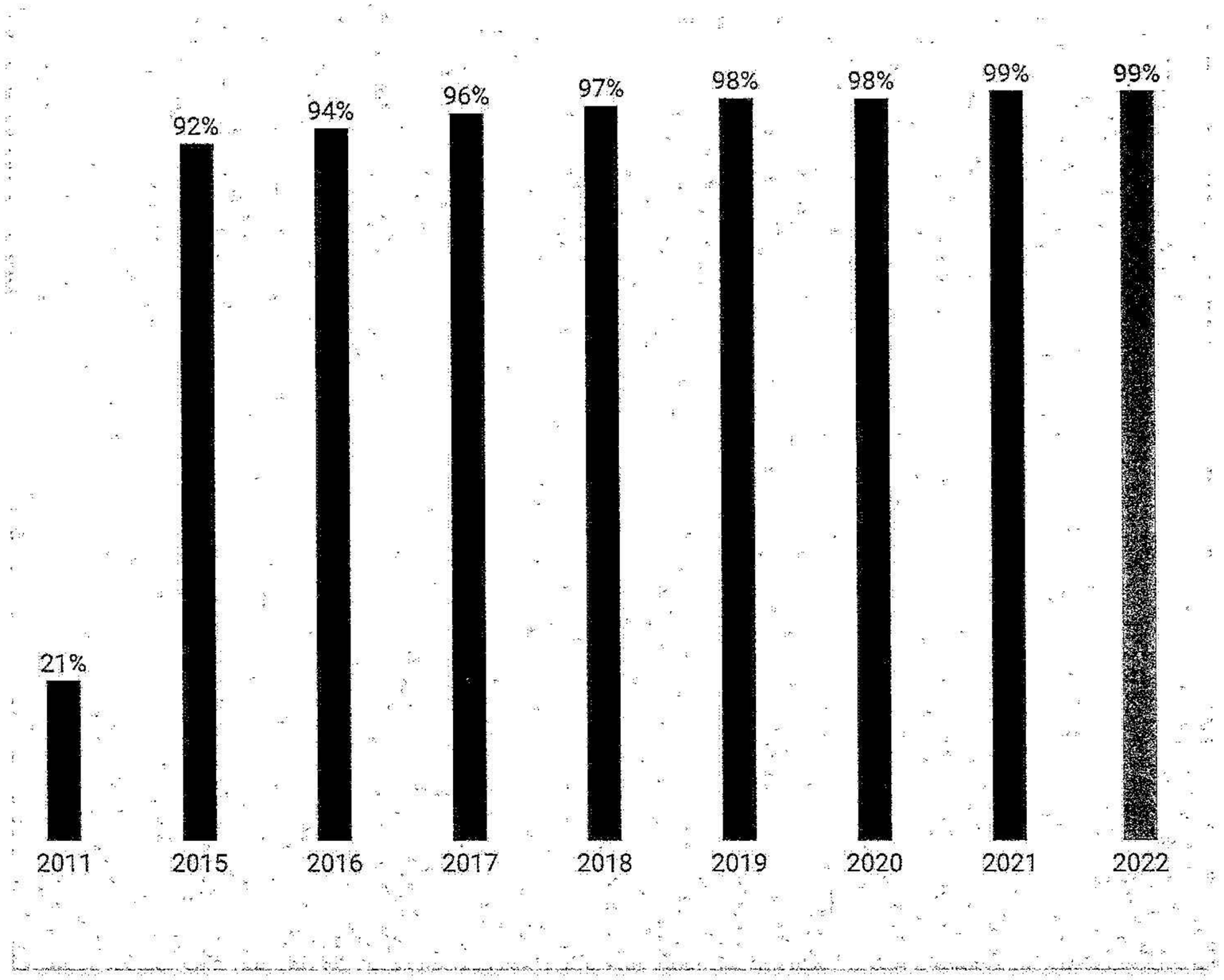
The entire flooring industry gradually follows our example in the interest of flooring customers and users: for example, in North America, certain DIY, home improvement and decoration retailers, such as Lowe's, Menards and Home Depot, have changed their supplier specifications to exclude phthalate products.

Zoom on key indicators

Indoor air quality

Tarkett contributes to customer health and well-being with flooring products that contribute to indoor air quality. In 2022 99% of our flooring have low total VOC emissions (<100 µg/m³). The remaining percentage is explained by a small volume of carpet and rubber flooring.

Percentage of flooring with low VOC emission levels



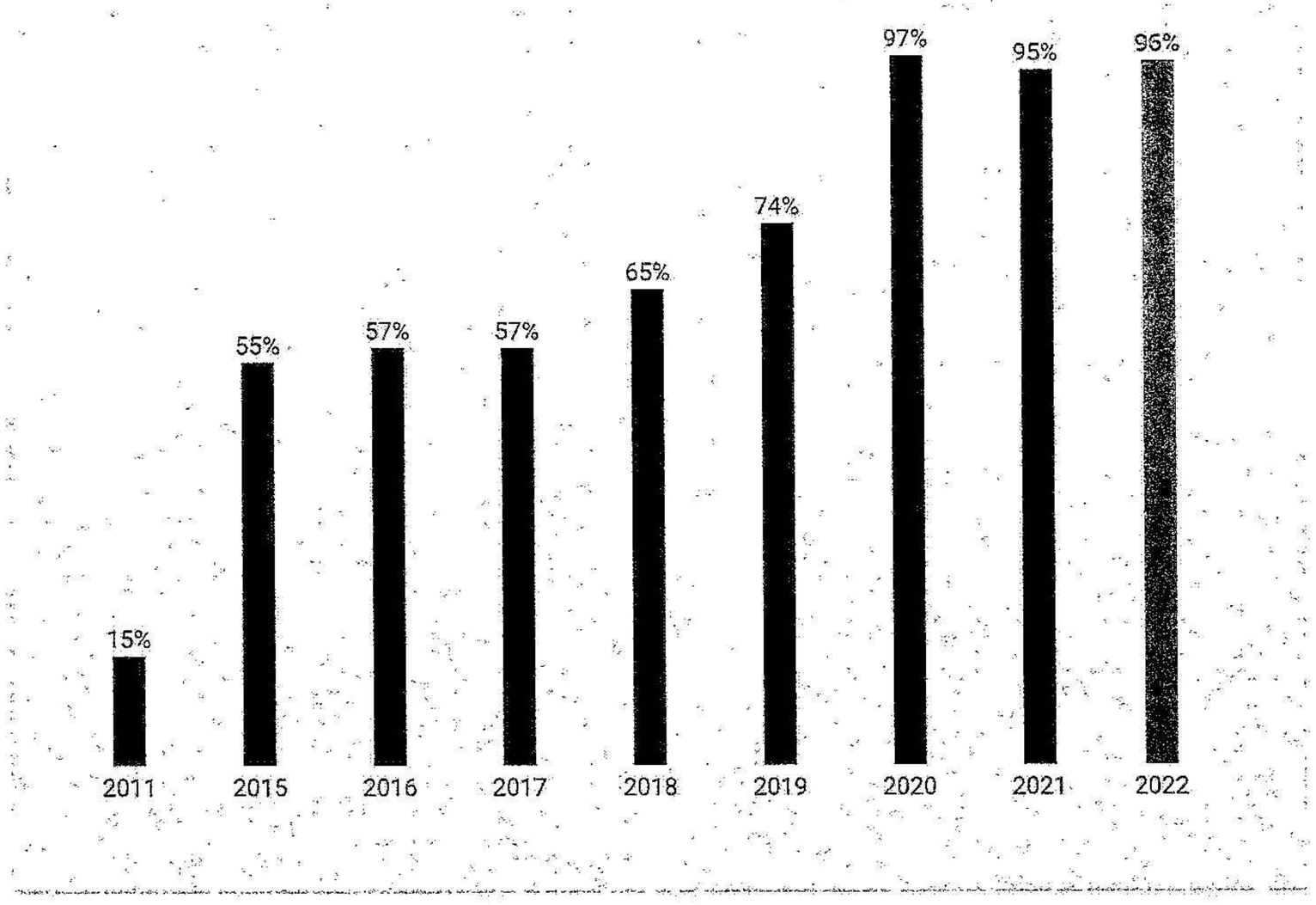
1 *REACH: Registration, Evaluation, Authorization and Restriction of Chemicals; CLP: Classification, Labelling and Packaging of substances and mixtures*

Zoom on key indicators

Phthalate-free flooring

All plants produce 100% of phthalate-free vinyl flooring, except our vinyl flooring plant in Brazil up until October 2022 and a small volume of the vinyl flooring produced at our plant in Russia. Furthermore, our carpet flooring was also 100% phthalate-free (excluding recycled content) in 2022, and 97% phthalate-free when including recycled content. At the end of 2022, 100% of our vinyl production sites in Europe, North America, Brazil, Ukraine, Serbia, and China use phthalate-free plasticizer technology. For the full year 2022, at a global level, this translates to 96% of volumes being phthalate-free compared to 95% in 2021, 97% in 2020, 74% in 2019, 65% in 2018 and 57% in 2017. These results reflect the important efforts in the last few years to deploy the phthalate-free plasticizer technology in Brazil, Russia, Ukraine and Serbia taking into consideration that deployment also depends on availability of plasticizers alternatives (in volumes and in quality).

Percentage of phthalate-free flooring



Dust retaining flooring

Tarkett has developed carpet tiles which retain dust particles: the AirMaster® carpet tile combined with the EcoBase® backing range is designed using a patented technology which retains four times more fine dust particles than traditional carpets. Since 2015, this product is the first worldwide to be certified with a GUI Gold Plus Label, the highest possible accreditation awarded by GUI (Gesellschaft für Umwelt- und Innenraumanalytik), Germany's leading independent air quality testing organization. The Gold Plus label was awarded for high performance on three further test criteria: suitability for allergy sufferers, high fine dust binding capacity and low volatile organic compound (VOC) emission properties.

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3.8.2 Participating to people's well-being

The last few years were characterized by the global COVID-19 pandemic which stretched the limits of the health care sector which was on the front line of the crisis. Tarkett's teams responded with urgency and dedication, demonstrating our putting people first mindset to meet the needs of the local health authorities and other organizations as they scrambled to increase capacity to treat patients.

In 2022, Tarkett in Europe launched a Healthcare Design Guide to assist designers in making the right color choice (for more details see section 3.5 Stakeholder engagement). The guide incorporates the latest insight from the white paper Tarkett published in 2021 titled "The Hospital of the Future: Challenges and Stakes"[1]. This white paper highlights the importance of hospitals becoming spaces that empower patients. The study conducted in response to the Covid-19 pandemic noted an increasing demand for healthcare due to a growing population of older people, a threat of future pandemics and climate change, and a shortage of medical staff.

These new initiatives build on Tarkett's over 70 years of experience in providing flooring solutions to the sector which contribute to improve hospital hygiene. For decades, Tarkett has been committed to developing innovative flooring solutions with people in mind: patients, medical staff, and cleaners. In 2013, Tarkett took the decision to move away from using antimicrobials on its floors and instead to promote high standards of cleaning and infection control procedures with an appropriate use of disinfectants. This pioneering move was based on the risk inherent with the overuse of antimicrobials, potentially leading to antimicrobial resistance. Tarkett continues, through its Tarkett Human-Conscious Design® approach, to support the healthcare community in developing and deploying the best cleaning and disinfection protocols with the minimum impact on human health, the environment and biodiversity, limiting the overuse of biocides and disinfectants.

Furthermore, Tarkett continued in 2022 to develop and offer solutions and guidance to improve people's well-being with its Tarkett Human-Conscious Design® approach, including solutions for elderly care, color perception, diversity, lighting and acoustics, and health and safety.

Exemple

Tarkett Human-Conscious Design® creating the right environment for people with dementia

When renovating the Flora Residential care center for people with dementia in Almere, the Netherlands, it was important to create a dementia-friendly living environment for its 130 residents. Tarkett assisted the interior design architects and the center, using the Virtual Reality – Empathy Platform (VR-EP) tool to experience the daily challenges of dementia in order to better understand the different struggles with space, color, contrast and design. This helped guide the choice for the supply of 6,000 m² of modular vinyl floorings in the right colors and designs, creating a more sensory and stimulating environment. A mix of iD Inspiration luxury vinyl tiles and Acczent Excellence heterogeneous vinyl phthalate-free floorings were used for the project, both incorporating more than 30% recycled materials and being recyclable through Tarkett's ReStart® collection and recycling program.

Designing for elderly care

Through in-depth field research, interviews with the senior care community, and years of expertise in flooring solutions we have developed clear recommendations on what the right choice of flooring in care homes can contribute to residents' well-being. For example, Tarkett has published a white paper on "Designing for Dementia (2019)" and has teamed up with the creators of VR-EP (Virtual Reality-Empathy Platform), a virtual reality tool endorsed by the leading experts in dementia-friendly design (see Tarkett's 2021 CSR report for more details). Our aim is to support those who design and manage elderly care facilities, to ensure the well-being of all involved. This means helping residents feel comfortable and at home, preserving their autonomy and independence and limiting factors that can lead to anxiety or confusion. It also means helping carers do their jobs more easily and effectively and helping facility owners and managers keep a handle on their budgets so their facilities can continue to offer the best service possible.

1 *The Hospital of the Future: Challenges and Stakes - https://media.tarkett-image.com/docs/WP_WHITEPAPER_HEALTHCARE_INT.pdf*

Color perception

Tarkett products created for educational organizations (schools, day-care centers, etc.) and nursing or retirement homes are specifically designed with colors and patterns that stimulate mobility and cognitive capacities.

A 2017 study (Colour study: Influence of colour and materials in learning environments), carried out by Tarkett in collaboration with color specialists, designers, and educational specialists, focused on the impact of colors on the development and well-being of children, in educational environments. The results of the study show that children and adolescents develop their learning capacities differently depending on their ages but always with a strong interaction with the world surrounding them, and with the colors of which it is composed. Hence, for example, memory capacities are 55 to 78% greater when the child is in an environment where he or she likes the colors.

In 2022, Tarkett's North American teams launched "Discovery", a new collection designed to aid architects, designers and facility managers in creating inspiring education spaces for every learner. Discovery includes two soft-surface options and a coordinating luxury vinyl tile (LVT), all of which were designed around the needs of students and educators. The result is a collection that combines serene neutrals and vibrant colorways to encourage curiosity, imagination, and perspective in all types of learners. The soft-surface options come in a palette of 12 colorways that support education spaces. The LVT design is available in eight standard colors and can easily be recolored to match other Tarkett flooring with the company's digital printing technology.

Design for diversity

Tarkett's teams in North America continued to collaborate in 2022 with HOK, a global design, architecture, engineering, and planning firm, to help clients and designers better understand neurodiverse employees and their unique needs for work environments. Neurodiversity refers to variations in the human brain regarding sociability, learning, attention, mood, and other mental functions—all of which can have a significant impact on how one might interact with their physical surroundings. In 2022 Tarkett and HOK conducted a survey asking neurodiverse individuals in the USA, UK and Canada to share how their work environments could better cater to their jobs and personal needs. The survey collected feedback from 202 neurodiverse individuals, with a focus on women and workers older than 30, two groups that have been largely underrepresented in other studies on neurodiversity. The survey found several challenges these individuals face when it comes to workplaces. Insights from the survey can help workplace designers and product manufacturers create spaces that are more supportive and inclusive for neurodiverse employees. Genius Within, an organization dedicated to helping neuro-minorities maximize their potential, provided advisory services as the team built on the in-depth research and insights by HOK and the commercial interiors color specification guide developed by Tarkett in 2021 to help businesses design for inclusion (see for more details Tarkett's 2021 CSR Report).

These initiatives are the result of the Tarkett Human-Conscious Design® approach which drives us to continually develop our understanding of people's diverse needs and preferences. It follows our commitment to designing healthy flooring products around the practical, everyday needs of the people who use, install, and maintain them.

Lighting and Acoustics

Tarkett has developed carpet products which help improve the lighting and acoustic environment of buildings: the Desso Light Reflection Master® carpet has the ability to enhance brightness on interior walls and ceilings by up to 14%, leading to reductions of as much as 10% in artificial lighting; while the Desso SoundMaster® carpet can improve impact sound insulation by up to +10 dB[1] compared to standard carpets.

Health and Safety

In areas with a high risk of hospital-acquired infections - such as operating theatres, medical laboratories, and cleanrooms - floors must meet the highest hygiene standards to ensure infection control and air cleanliness. To this end, our floors provide sealed surfaces and fewer joints, and are resistant to stains and chemicals. They also prevent electrostatic discharges, so that the risk of equipment malfunction or discomfort during surgeries is drastically reduced. Our solutions, including several homogeneous vinyl products from our iQ range and our static control linoleum products, thus offer durable and easy-to-maintain flooring options that meet the health and safety requirements of the healthcare sector.

Tarkett has also developed seamless, anti-slip vinyl flooring solutions specially designed to reinforce health and safety conditions in bathrooms ("Wet room System").

Exemple

Accompanying architects, designers and specifiers with guidance on considerations for indoor health and well-being, Australia

Tarkett Australia continued in 2022 its thought leadership and education on health, well-being, and infection control in the workplace segment. Tarkett teams focused on delivering Infection Control Continuing Professional Development (CPD) to the design community and customers across the country. The CPD is aligned with Australian Healthcare standards to drive awareness of best practice and flooring solutions in a post-Covid environment. Tarkett partnered with Architecture & Design, Australia's largest commercial architecture, building, construction and design media network, to deliver a live CDP session in a panel style format. The "Infection Prevention & Interior Finishes: Flooring Considerations" CDP took place during a two-day event in June 2022 with over 600 architects signed in to attend. The session was made available in on-demand format from July, with an additional 260 viewers benefiting from the material. This work is in addition to other initiatives covering topics such as the impact of flooring on acoustics and the importance of color and material in education design across the different age groups (for more details see Tarkett 2020 CSR report).

1 *A 10 dB decrease in the sound pressure level will be perceived by human's hearing as a halving of the loudness..*

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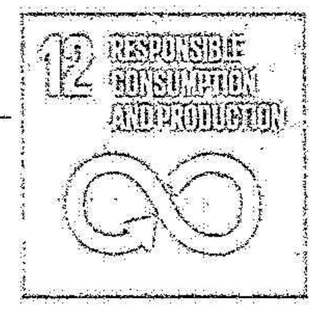
3.9 Driving collaboration in the value chain and in communities

We have established policies, programs, and specific initiatives to manage the identified material risks and opportunities. Our progress in addressing these risks and opportunities is monitored with specific key performance indicators. These elements are summarized in the following table along with our objectives and results.

Opportunities & Risks	Policies / Actions	Key Performance Indicators	2022	2021	2020	CSR Report section	Contributing towards UN SDGs
Flooring market changes (expectations for greater transparency; new products and services and increased stakeholder involvement; suppliers not compliant with our CSR standards; expectations and requirements from civil society and local communities)	> Responsible sourcing program > Suppliers involved in materials selection, materials assessment and Cradle to Cradle® approach	Share (in spend) of suppliers who have adhered to Tarkett's Responsible sourcing Code of Conduct or equivalent	42%	35%	36%	3.9.1	
		Share (in spend) of suppliers (requested, considered at greatest risk), who have completed the third-party CSR assessment	80%	84%	72%		
	> Tarkett Academy > Tarkett Cares > Support to worldwide development projects	Total value of contributions to Tarkett Cares community initiatives (financial, product and employee hours donations)	208 k€	103 k€	445 k€	3.9.2	

3.9.1 Engaging with suppliers to promote social responsibility and a circular economy

The commitment of Tarkett to shifting to a circular economy model, founded on the Cradle to Cradle® principles, necessarily depends on the engagement and cooperation of the different stakeholders throughout the entire value chain. To this end, we engage with suppliers with whom we can develop genuine partnerships and we also seek to develop long-term sales relationships with companies that share our ethical values.

3.9.1.1 Deploying our responsible sourcing program

Since 2011 we have committed our main raw material suppliers to respecting the principles of the United Nations Global Compact (UNGC), which cover the themes of human rights, working conditions, the fight against corruption and respect for the environment.

Building on this action, we developed and launched in 2018 a wider responsible sourcing program to further engage with our suppliers and to ensure and promote good and positive practices along the supply chain, focusing on three main pillars:

- Sourcing healthy and sustainable materials;
- Ensuring suppliers conduct their business ethically, with respect for human rights and fair treatment of a safe and healthy workforce;
- Ensuring suppliers manage their operations with environmental responsibility.

With this program Tarkett aims to get its raw material and semi-finished goods suppliers aligned with its own sustainability ambitions and objectives, to ensure sustainability supply chain risks are adequately assessed and to progressively advance its suppliers' sustainability performance through agreed action plans.

In certain specific areas, Tarkett promotes sustainable sourcing through third party programs, such as wood sourcing where we have established partnerships with wood suppliers that are either FSC® (Forest Stewardship Council®) and/or PEFC (Programme for the Endorsement of Forest Certification) certified, which enhances the sustainable management of forests and respect for human rights throughout the value chain. Since the late 1990s in EMEA we have annually maintained our Chain of Custody certification that today covers 2 production sites and a number of sales subsidiaries and for which more than 60% of our wood is FSC® (FSC® C008972) or PEFC (PEFC/05-35-125) certified. In North America, on the maple wood ClutchCourt range, used for production of basketball courts, we offer an FSC® certified product.

In Italy, our linoleum manufacturing plant at Narni obtained the social responsibility SA 8000 certification in 2016 which was renewed for a second time in 2019.

Engaging with suppliers to promote social responsibility and a circular economy

Zoom on key indicators

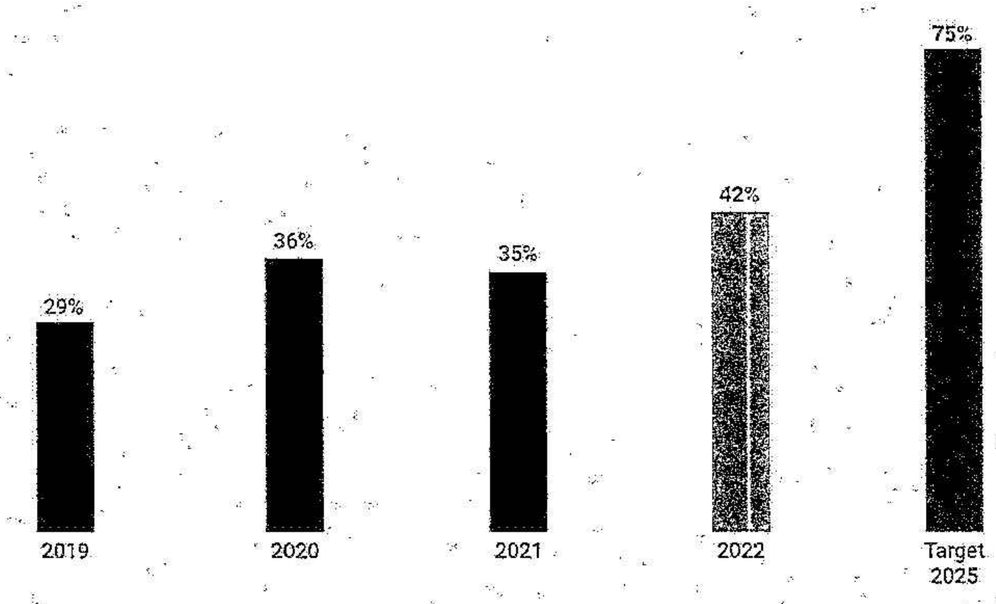
Responsible sourcing

Following the launch of our Responsible Sourcing Supplier Code of Conduct in 2019, 42% of our suppliers (in spend) have adhered to our Code of conduct or equivalent. This is 7 percentage points more than 2021 (35%). Tarkett aims to onboard 75% of suppliers (in spend) by the end of 2025. Tarkett's Responsible sourcing Code of Conduct for Suppliers underlines the importance of collaboration to build a circular economy with good quality materials, creating healthier and beautiful spaces. It sets out Tarkett's requirements for suppliers to respect, notably the fundamental international labor standards as defined by the ILO Declaration of Fundamental Principles and Rights at Work; the 10 principles of the United Nations Global Compact and all applicable national and/or local laws.

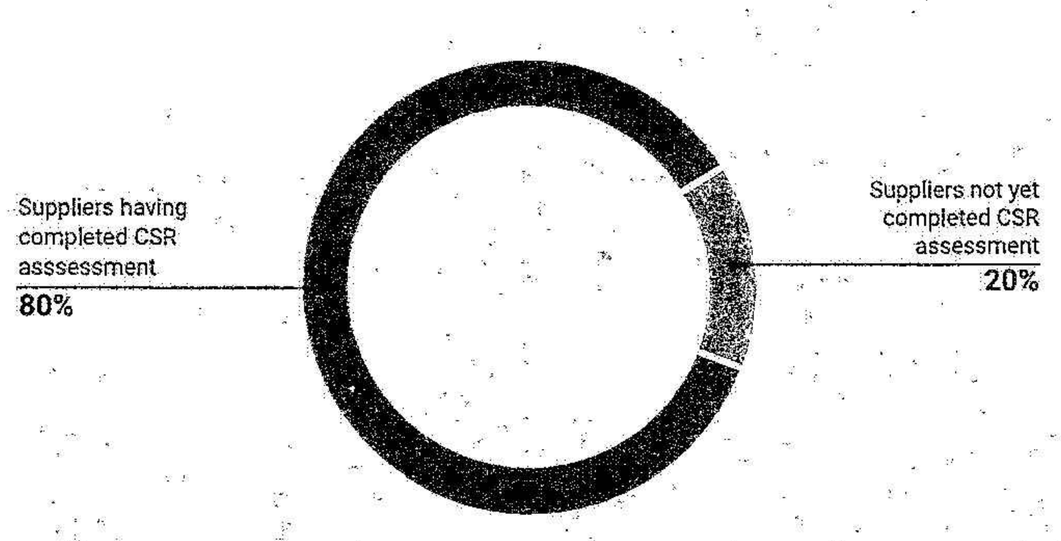
In addition to onboarding suppliers to Tarkett's Responsible Sourcing Code of Conduct, we also request those suppliers identified as presenting the greatest risk to complete a third-party CSR assessment. To date, at the end of 2022, Tarkett has requested to suppliers representing 40% of spend, to complete the third-party CSR assessment (administered by EcoVadis), of which 80% have completed the assessment.

Tarkett's Responsible Sourcing Program: onboarding suppliers to Tarkett's Supplier Code of Conduct and conducting third-party CSR assessments for suppliers presenting potentially the greatest CSR risks for Tarkett

Share (in spend) of suppliers who have adhered to Tarkett's Responsible sourcing Code of Conduct or equivalent



Share (in spend) of suppliers (requested, considered at greatest risk), who have completed the third-party CSR assessment



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Engaging with suppliers to promote social responsibility and a circular economy

Our responsible sourcing program includes the following components:

- **A procurement CSR risk mapping covering the majority of our suppliers** was performed in 2018 in partnership with a company specialized in sustainability ratings and supply chain intelligence. This allowed us to identify the main environmental, social and ethical risks along our supply chain, based on procurement categories, countries of operation, flexibility of our supplier panel and on our purchase volume. This risk mapping set the starting point for our responsible sourcing program, which aims to limit the CSR risks in the supply chain and to encourage and accompany suppliers in adopting more responsible practices.
- **The Responsible Sourcing Code of Conduct for Tarkett Suppliers** provides a clear and common set of requirements relating to the three pillars of the Tarkett Responsible Sourcing Program and aims to promote continuous improvement. It is consistent with the UNGC principles and International Labor Standards as defined by the International Labor Organization (ILO) and includes social responsibility expectations on modern slavery, child labor, freedom of association, discrimination, health and safety, working conditions, business ethics, and environmental compliance. The Code of Conduct has been published on Tarkett's internet site and translated to 11 languages. We are progressively requesting our suppliers to sign our Code of Conduct or to demonstrate adherence to equivalent standards.
- **Integration of social and environmental requirements in supplier contracts**, through compliance with Tarkett's expectations as defined in the Responsible Sourcing Code of Conduct for Tarkett suppliers and the respect of the ten principles of the United Nations Global Compact.
- **Supplier evaluation and control** through detailed supplier CSR assessment. Based on the findings of procurement CSR risk mapping, we initiated in 2019 a more detailed third-party CSR assessment of suppliers considered to present the most risk in terms of social responsibility. Following the initial roll out of this action we have continued to request third-party CSR assessments to most critical suppliers. The aim of the supplier social responsibility assessment, managed by EcoVadis, is to measure the level of management (policy, action and results) in four areas: environment, labor and human rights, ethics and sustainable procurement. Suppliers are scored out of 100, based on their responses to a questionnaire and based on the supporting documentation they provide. Their score reflects the company's sustainability maturity level and the corresponding risk to Tarkett. Suppliers who have already completed the questionnaire for other clients are able to share their evaluation directly with Tarkett, avoiding them having to complete a separate process. Depending on the supplier assessment result, the supplier will be considered as either meeting Tarkett's sustainability performance requirements, requiring improvement or non-compliant. Tarkett appreciates that compliance with its Code of Conduct may require a process of gap analysis, corrective action planning, training for management and workers, capacity building and other measures. For this reason non-compliant suppliers will be given one year to demonstrate they have made sufficient progress. These suppliers, along with suppliers requiring improvement will be re-assessed to measure progress. Suppliers considered compliant will be re-assessed every three years. At the end of 2022 80% of most critical suppliers (in terms of purchasing spend, out of those requested) had completed the CSR assessment. Tarkett was pleased to observe the positive impacts of its responsible sourcing program as it noted the improvement of certain suppliers following their CSR re-assessment.
- **Supplier capacity building on environmental or social issues** is provided through the supplier CSR assessment platform as this allows suppliers to identify the key social and environmental issues for their activity, to measure their degree of maturity in terms of their policies, actions, and performance, notably in comparison with their peers, as well providing them with a practical gap analysis to facilitate the development of action plans to improve.
- **Alert mechanisms** are in place via our Compliance Hotline and our Ethics Hotline (see section 3.11.1 Ensuring business ethics and integrity).

Ensuring a successful deployment of Tarkett's responsible sourcing program

To accompany and promote the swift deployment of this program Tarkett detailed a responsible sourcing procedure, provided various communication tools and implemented dedicated training towards its buyers and purchasing managers. For example, in 2021 specific training was provided to its purchasing team in the wood category. These tools help set the context, explain the aims and objectives for Tarkett and outline the procedures to follow. The individual actions and progress related to the deployment of the program are reviewed with purchasers as part of their annual performance and development dialogue (PDD), with group category managers having incentives linked to their personal bonuses.

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Engaging with suppliers to promote social responsibility and a circular economy

Example

Assessing supplier CSR risks

An initial CSR supplier risk assessment was performed in 2018. The assessment considers the supplier activity (based on UN International Standard Industrial Classification - ISIC), the country where the product is manufactured (or service provided) and Tarkett' spend and inter-dependency with the supplier. An overall sourcing risk is defined for each supplier with the following weighting:

> 70 % global CSR risk with: 50% based on the activity category and 50% based on the country risk

> 30% procurement risk (linked to Tarkett's spend with the supplier and its inter-dependency)

The resulting risk is then rated across 6 levels from very low (level 1) to severe (level 6).

Tarkett has currently retained EcoVadis, a company specialized in sustainability ratings and supply chain intelligence, to perform the procurement CSR risk mapping. Their methodology covers 21 criteria across four themes: environment, fair labor & human rights, ethics (including corruption), and sustainable procurement. It is built on international CSR standards including the Global Reporting Initiative, the UNGC, and the ISO 26000, and uses a comprehensive database covering over 50,000 companies, 190 spend categories and 150 countries.

3.9.1.2 Collaborating with suppliers to achieve our eco-design objectives

To achieve the first pillar of **our responsible sourcing program**, sourcing healthy and sustainable materials, we actively engage and collaborate with our raw material suppliers in the development and assessment of new materials, in line with the Cradle to Cradle® (C2C) principles or when we need data for the lifecycle analysis of our products (see for more details section 3.6.1.2 Assessing materials for their impact on health and the environment).

As described in section 3.6.1.1 Selecting and sourcing sustainable materials to preserve natural resources, Tarkett is developing its sourcing of secondary raw materials, renewable based materials, and other resource abundant materials. For example, in 2021 Tarkett developed a new partnership with Ragn-Sells, a Swedish enterprise involved in waste management, environmental services and recycling, aimed at developing carbon negative mineral fillers for vinyl flooring (see for more details section 3.6.2.1 Working collectively towards a circular economy).

From flooring product design to installation and maintenance, Tarkett does not limit its research to its products. Using a holistic approach, we also are interested in the entire system, in other words the impact of our products on health and the environment during the installation, use and maintenance phase. Within the scope of our C2C commitment, we strive to develop partnerships with other industrial firms engaged in the same approach so as to be able to recommend complete C2C product solutions, installation and maintenance.

In North America, for example, Tarkett has worked closely with supply chain actors to ensure that the adhesives we provide are assessed and have a C2C material health certificate.

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3.9.2 Engaging in local communities

3.9.2.1 Contributing to the local economy

The nature of Tarkett activities, its development through acquisition of local companies and the Group's decentralized structure contribute to the development of local economic activity. Tarkett sells its products in over 100 countries and has a worldwide presence through its 34 industrial sites, its commercial networks, and local branches, as well as its research and design centers. Products are manufactured in 19 countries (Sweden, France, Italy, Belgium, the Netherlands, Luxembourg, United Kingdom, Germany, Poland, Russia, Serbia, Ukraine, Turkey, US, Canada, Mexico, Brazil, China, and Australia), located in the heart of commercialization areas to serve our highly fragmented and diverse customer base.

Tarkett develops relationships with local stakeholders including architects, designers, installers, sub-contractors, and distributors, while respecting local cultures: in its way, Tarkett is Russian in Russia, American in the United States and Chinese in China. While benefiting from a global presence, the Group has always striven to anchor its activities locally, favoring the quality and long-term nature of its customer relationships, in order to offer a local service. We adapt our products as well as their technical characteristics, in particular their designs (colors, patterns, formats, materials) to the tastes and local habits of our customers and to local regulations. In addition to our production sites, we have a solid distribution network to guarantee fast, efficient delivery and sufficient volumes to our local customers. From local manufacturing sites in China and in Brazil, to customer service and distribution centers in Russia, as well as a strong presence in North America and Europe, the Tarkett network is the right choice for many flooring installation projects in the world, both for local customers and for key international accounts.

For example, in eastern Europe, Tarkett's local organizations maintain regular relations with local authorities. In 2022, Tarkett Otradny, Russia, launched its new sports product and at the same occasion formalized some charity agreements supporting local schools, childrens' sports associations and child-care centers.

Tarkett also readily assists local communities faced with crises. Tarkett in North America reacted quickly when hurricane Ian ravaged the shores of Florida, US in September 2022. The organization's leaders quickly mobilized efforts in the days following the natural disaster, setting up a relief flooring program to help those impacted to rebuild with flooring solutions at deeply discounted rates.

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3.9.2.2 Sharing expertise through the Tarkett Academy

The *Tarkett Academy* trains professionals and future flooring installers in techniques for installing and laying floor coverings. The training programs are delivered at eleven Tarkett Academy centers in eight countries: Australia, Brazil, China, France, Poland, Sweden, Russia and Serbia. The training is designed for both young professionals and experienced installers. Sessions last a few hours to a week and focus on among other topics, flooring installation and maintenance.

In North America, Tarkett experts directly train architects and designers, via their trade organizations, allowing them to earn a certain number of continuous education credits. In France, Tarkett Academy, created as early as 1993 in the Sedan factory, trains professionals or future professionals in vinyl, linoleum, wood, and carpet flooring installation techniques. The training is validated by a degree (certificate of professional competence in floor laying) recognized by the Ministry of National Education or a professional qualification (floor layer) recognized by the Ministry of Employment or an attestation of competence. In 2022 eight young students were enrolled for the 18 months training to obtain the level 4 professional qualification in floor laying.

In 2022 Tarkett's Academies were able to resume more face-to-face training. In **Poland** monthly two-day training sessions were organized for groups of 15 people from April onwards. The training provides a mix of theoretical and practical sessions on subfloor preparation, installation and maintenance, highlighting the consequences of poor subfloor preparation and the methods to avoid customer dissatisfaction. In **Sweden** the Tarkett Academy provided flooring installation electrostatic discharge (ESD) training to a local flooring company. The company appreciated the training, which was given before, during and after the installation, as it made the installer feel more confident during their job. In **France**, in addition to the 8 students following the flooring qualification training, a further 8 students looking for work followed professional training, financed by the employment agency and their region. Another 57 students used their personal national training budget to follow the technical training on floor installation. In **Brazil**, our technical team delivered new hybrid training, with both face-to-face and virtual sessions. The training, adapted to meet the retailers' needs, focused on potential subfloor problems (humidity, unevenness, etc.), maintenance of floors and waterproofing of subfloors. In **North America**, the Tarkett Academy, with the help of the Digital Marketing team, recorded several installation and maintenance videos to assist internal and external customers. It also continued to conduct onsite training visits which start with a five minute focus on a specific topic aimed at reducing end-user claims. The Tarkett Academy team in **Russia** developed and launched a new Tarkett Academy web and mobile phone education platform. The platform, which operates both online and offline, provides a range of training content including videos, presentations, and tests. The platform which is available in Russia, Serbia and Kazakhstan has received a positive reaction and has had 3,790 users. The Tarkett Academy in Russia also contributed, as part of a program of cooperation with professional schools, to the creation of a 200 m² floor laying workshop at a professional college in the city of Voskresensk in the Moscow Region. Tarkett gave training to the college staff as well as providing expertise on the design, materials and equipment to create a modern comfortable workshop for students to study. The Tarkett Academy team in **Serbia** realized a number of on the spot technical training sessions for installers in Serbia, Bosnia & Herzegovina and Croatia. This enabled Tarkett to respond to customer needs, while respecting the ongoing Covid-19 pandemic limits on gatherings which apply to the local Tarkett Academy center. The on-site training included topics such as safe parquet installation and cleaning and maintenance for floors and walls.

Zoom on key indicators

Tarkett iAcademy

From 2012 to 2022, Tarkett trained over 52,000 professionals and students in the flooring profession and in installation techniques at Tarkett Academy centers all over the world, including 7,889 people in 2022.

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3.9.2.3 Giving time, assistance, and other contributions to local communities: Tarkett Cares

Tarkett Cares is Tarkett's volunteering and community support program, which embodies *Tarkett's approach to putting people first. Launched in 2016, the Tarkett Cares program* promotes the participation of Tarkett employees and Tarkett entities in local community initiatives which help the community for better living and contributes to local community's needs. Tarkett Cares is a flexible program that provides support in different ways, corresponding to our corporate values and our sustainability commitments:

- **Volunteer work:** Tarkett encourages each employee to spend up to two days a year of his or her work time on a charitable initiative and to share his time and expertise on a volunteer basis. This can be done individually or as part of a team.
- **Donations:** Tarkett entities can also support local initiatives through making financial, material or product donations and involving employees in these projects.

Over the last six years Tarkett has contributed to more than 800 community initiatives with Tarkett employees volunteering over 3,500 days of community service while Tarkett has donated over 1.1 million euros worth of flooring and sports surfaces to local community projects. Each year there are many, diverse local initiatives: helping to build or enhance living areas, improving the quality of life and health of local populations, sharing expertise, and developing talents, encouraging entrepreneurship, or protecting the environment. For Tarkett teams, these voluntary initiatives offer invaluable opportunities to share common values, in particular generosity, solidarity, and team spirit.

Zoom on key indicators

Tarkett Cares in 2022 :

- 2 days of volunteer activity for charity initiatives possible for all employees.
- More than 110 initiatives worldwide

- 468 employees participated in 2022
- 156 workdays, the equivalent of 1,091 hours of work
- 13,559 m² of flooring donated
- A total value of more than €200k (values of financial and product donations and employee hours donated)

In 2022, Tarkett Cares continued to support many communities' initiatives, including solidarity and aid to people affected by the war in Ukraine:

With the outbreak of the war in Ukraine, Tarkett employees across the globe were particularly concerned given Tarkett's presence in the country. Immediate action was taken by Tarkett management to ensure the safety and well-being of Tarkett employees at the plant in Kalush in western Ukraine and at the sales office in capital Kiev. A building was made available to provide shelter to employees, partners and their families. An internal solidarity fund was set up with the creation of the Tarkett Foundation. The Foundation facilitated the collection of donations and the organization and transmission of support to the 290 Ukrainian colleagues and their families. Over 266,000 euros was collected, with contributions from the Deconinck family, Wendel and from many of our employees, with Tarkett matching employee contributions. The Tarkett Foundation allocated resources to provide local assistance, such as financial assistance, temporary accommodation, home reconstruction and assistance in case of injuries. Additionally, Tarkett operations and local employees in neighboring countries mobilized support to Ukrainian refugees.

- In Tarkett's Poland and central and eastern European countries employees got involved in voluntary services on the border with Ukraine, driving people from the border to a place to stay in Poland, some taking them in at their homes. Others participated in fundraising activities, blood donations and charity collections (collecting various items of need such a blankets, food, drinks, first aid and hygiene products, cloths, powerbanks etc.). Tarkett Poland allowed its employees in Poland paid leave to provide assistance to refugees.
- Tarkett Poland partnered with other organizations donating material for three locations: an office refurbishment to make a temporary shelter for Ukrainian refugee mothers with newborns, a Kindergarten for Ukrainian children and a shelter for Ukrainian refugees' orphans
- In Sweden the Tarkett teams at Ronneby organized fundraising and collections for the Red Cross as well as assisting local humanitarian organizations which work to help refugees. The trucks delivering Tarkett's Hanaskog plant from Kalush in Ukraine were filled with humanitarian goods to take back to

Caring is one of Tarkett's 4 values and on International Charity Day in September the Group underlined its human-centric business approach, which is the basis of its Human-Conscious Design® philosophy, and also an import reason why the Group is committed to helping its employees contribute to community initiatives through its Tarkett Cares program. Tarkett's Group Human Resources and Communications Executive Vice President thanked and encouraged employees who not only put people first daily, but also commit to Tarkett Cares voluntary community initiatives. Tarkett sees the value of encouraging its teams to engage in these types of initiatives. Being involved in a cause allows employees to step back from the problems of everyday life and to better perceive what really matters. It also means discovering that we can act at our own level, considering the big challenges in our society. Becoming an actor allows people to be less affected by events and to develop qualities of initiative and leadership that are useful in private and professional life.

These volunteer-based schemes offer significant opportunities to illustrate common values, including those of generosity and solidarity, as well as of team spirit in the service of others. The act of getting involved, devoting time to others and sharing skills to support causes that matter to our employees is of utmost importance to their wellbeing and professional growth.

Other notable Tarkett Cares community initiatives in 2022 include:

- In Georgia (US) a team from the Tarkett Sports Calhoun plant helped the Make-A-Wish Georgia Foundation to bring some happiness to a young boy battling against a rare pancreatic organ disorder. The team set about granting his wish to become a firefighter, helping the Foundation to design an authentic fire station replica on a miniature scale. The turf team installed landscape turf for a safe outdoor play area and the Indoor Sports team installed a child-friendly surface that mimics the look of concrete flooring, just like an old fire station but with a much softer landing. The FieldTurf Calhoun team added false brick walls, a reading loft, fire ladders and a fireman's pole. All were present, along with the local fire department, for the unveiling event to witness the boy's joy and wonder.
- Tarkett UK & Ireland organized a fundraising event for Comic Relief Red Nose Day in March. Comic Relief is a UK charity which partners with projects and organizations to make a difference to the lives of millions of people across the UK and around the world. In May the teams organized new activities to raise money for Dementia UK, with the funds helping to develop more specialist dementia nurses.
- In April the Tarkett UK & Ireland team organized a beach clean event in collaboration with Surfers Against Sewage Million Mile Clean. Tarkett employees and their families took part to pick up waste along a kilometer stretch of beach which is an important breeding site for Sand Martins on the south coast of England. The event was especially relevant to Tarkett teams promoting recycling and the use of recycled materials in our products, such as the use of regenerated Econyl yarn made from recovered fishing nets, in our carpet flooring.
- Tarkett's plant in Hanaskog (Sweden) donated 300 trees to the local town, with employees joining the tree planting ceremony, which involved local school children, during sustainability week.
- In France, at our Sedan plant, 34 employees gave their blood in September during a blood donation day and in December the plant organized the sale of Christmas trees to raise money for the French Téléthon charity which collects money nationally for handicapped people.
- In North America, Tarkett organized in May a 1,000 Hour Volunteer Challenge for employees to take action in their local communities by volunteering their time and services. Our employees exceeded the challenge with 1,325 hours volunteered. Tarkett went on to reward each of the four organizations with the most hours logged with a donation of 500 USD.
- In North America, one of Tarkett employees from Hospitality has been volunteering with More Heart Than Scars for almost 2 years. It is a non-profit organization with the objective to help those with physical, mental, or emotional scars that are both visible and invisible.

3.9.2.4 Supporting sustainable development projects

The Group also supports certain sustainable development projects.

Example

Carbon offsetting with a sustainable agro-forestry project in the Peruvian Amazon

Tarkett is supporting a sustainable agro-forestry project in the Peruvian Amazon as part of the REDD+ Business Initiative. By helping local farmers transition to sustainable cacao production in the margins of the protected area, degraded land is being restored to relieve deforestation pressures and provide local communities with forest-friendly and sustainable livelihoods. The Tambopata-Bahuaja Biodiversity Reserve protects local biodiversity (including habitat for over 30 threatened species such as the giant armadillo, blue-headed macaw, jaguar and giant river otter), conserves 573,299 ha of threatened forests – an area which represents the size of Los Angeles – and restores 4,000 ha of degraded land, while supporting local communities and livelihoods with 285 farmers supported and returning €4.8m to the local economy, notably by developing a cacao cooperative and cacao processing facility. Tarkett and more than 50 other companies are supporting this project which has contributed to avoiding 4.7 million of carbon emissions to date.

Tarkett uses its quota of avoided carbon emissions, in the framework of its product carbon offsetting approach, where we periodically offset greenhouse gas emissions for certain products to obtain a given level of certification under the Cradle to Cradle Certified® product standard. For example, Tarkett's Desso Ecobase® PA6 solution dyed carpet tiles have achievedCradle to Cradle® gold level which required 50% of the final manufacturing stage GHG emissions to be offset.

The project is represented by Ecosphere+ as part of the Althelia Climate Fund and implemented in partnership with AIDER, a local Peruvian NGO. It is validated by the Verified Carbon Standard (VCS project ID 1067) and the Climate, Community, and Biodiversity Standard (CCB) to the gold level for both biodiversity and for climate change adaptation.

The Tambopata-Bahuaja project advances many of the UN Sustainable Development Goals:

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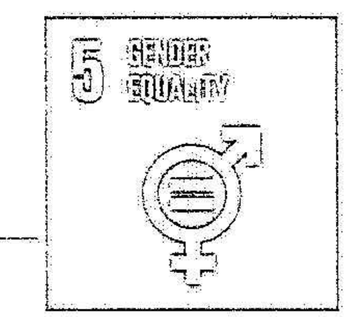
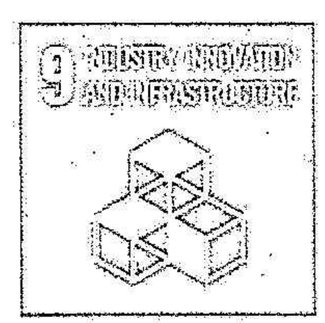
3.10 Nurturing our human capital

We have established policies, programs, and specific initiatives to manage the identified material risks and opportunities. Our progress in addressing these risks and opportunities is monitored with specific key performance indicators. These elements are summarized in the following table along with our objectives and results.

Opportunities / Risks	Policies / Actions	Key Performance Indicators	2022	2021	2020	Objective 2025	CSR Report section	Contributing towards UN SDGs
Worker health, safety and security (safety at production sites, exposure of staff to hazardous substances; health of our employees)	> World Class Manufacturing (WCM) program > ISO 45001 certified Health and Safety Management System	Percentage of production sites certified to ISO 45001	70%	68%	69%	-	3.10.1	
		Recordable Lost Time Accident Frequency Rate (FR1t)1 for all employees	3.36	2.56	2.62	1,0	3.10.2	
Talent retention and recruitment of key employees (loss of talent / competence; discrimination; lack of equal opportunities)	> Non-discrimination policies > Promotion of gender equality > Employment of people in difficulty (e.g. with disabilities, long-term unemployment, immigrants) > Whistleblowing procedures	Percentage of women in management	27%	26%	26%	30%	3.10.3	
	> Recognized employer brand > Global Talent Management Guiding Principles > Performance and Development Review > Learning and development programs, e.g. Manager@Tarkett > Internal mobility > Global employee feedback survey	Percentage of employees trained at least 1 day during the year	45%	44%	34%	-	3.10.4 3.10.5	
		Percentage of enrolled permanent employees who completed a Performance & Development Review (or equivalent) during the year	93%	-	-	-		
		Percentage of open management positions filled by an internal candidate	54%	63%	56%	70%		
		Absentee rate (employees)	3.6%	4.4%	3.9%	-		
		Permanent employee turnover rate	21%	19%	13%	-		

1 Number of accidents with lost time < & > 24 hours per million worked hours

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Empowering our high-performing teams to be the easiest, the most innovative, and the most sustainable flooring and sport surfaces company to work for, and to work with.

Empowering our high-performing teams is a key pillar of Tarkett's new impacT 2027 strategy announced in 2022. Tarkett's Human Resources teams are playing a key role to create an environment that encourages initiatives and promotes best practices to deliver the promise of having a positive impact on our customers, on our teams, and on the planet.

Our People strategy is based on four strategic priorities: Foster team commitment and performance; Proactively develop our Talents; Gain flexibility and simplicity to gain agility; Promote the culture of Sustainability and Customer centricity. Our objectives are to increase our ability to accelerate our development and to strengthen our customer centric capability by being "One Tarkett, Agile and Performance-driven", with four priority actions:

> Apply our global Talent Management Guiding principles;
> Promote and develop Tarkett's seven entrepreneurial leadership traits: Think business, Accountable, Risk for results, Kind to customers, Empowers collaboration, Talent developer and Thorough;
> Have the best talents in critical positions; and
> Implement a compelling employee value proposition, "Floorish your future"

Our People strategy is translated into concrete Global HR objectives and a Group roadmap with a detailed action plan, while a dashboard of Tarkett HR indicators has been developed to monitor progress and measure performance.

3.10.1 Developing a safety culture

Beyond regulatory compliance, the Tarkett Group considers safety as its number one commitment, constantly working to ensure that all employees, contractors, and visitors are committed to safe work practices and procedure, every day and everywhere. These principles are displayed throughout the business and form the basis of Tarkett's commitment to safety culture.

Tarkett's safety procedures and standards notably include:

> Health and safety risk assessments at each plant, anticipating risks related to changes in operations,
> Provision and use of personal protective equipment (PPE) as appropriate,
> Procedures for handling chemicals and hazardous substances,
> Measures to limit noise and other factors of stress,
> Systematic reporting and root cause analysis of incidents,
> Regular inspections to ensure safety of equipment and application of safety procedures.

Safety procedures are translated into local languages, with shop-floor safety signs, warnings and symbols used to further enhance comprehension and awareness by all. Training on health and safety risks, Tarkett rules and good practices are regularly provided to both Tarkett employees and to subcontractors working at Tarkett sites with visitors also briefed on key safety rules and behaviors.

Employees receive as per local legal requirements regular health-checks and where required a joint labor management health and safety committee is in place.

Tarkett's Executive Management Committee is firmly committed to safety, supporting and closely monitoring actions to strengthen safety measures and mobilize all employees around safety. Key ongoing actions include:

> **Safety Pledge:** The top 100 leaders of the Group signed a Safety Pledge in December 2018: "Safety is our #1 commitment. Every day. Everywhere". Each year Tarkett employees participating to our global Safety Day sign a Safety pledge, thus renewing their commitment.
> **Global Safety Day:** An annual Global Safety Day is organized at all Tarkett plants, warehouses and offices worldwide each year following the first such day in December 2018. In 2022 the 5th Global Safety Day took place in the first week of November with a video message, translated into 18 languages, from the Executive Vice President for Operations and R&D and the Group Safety Director where they reiterated the importance of safety as our number one commitment at Tarkett. The objective of the Global Safety Day is to strengthen safety culture, awareness of risks, abidance to safety procedures and rules and to empower employees to identify and report risk areas for themselves and for their colleagues. The focus of the 2022 edition in plants was to further progress on the deployment of pedestrian ways in our warehouses and safe maintenance intervention standards in our plants. It was also the opportunity to continue to improve the application of the Golden Triangle which is a method focusing on people and cultural change to promote the respect of rules and standards. In offices the focus was on the 5S system and on tripping hazards as well as on safe driving. The 5S system (where the 5S stand for Sort, Set in order, Shine, Standardize & Sustain) is a system for organizing spaces so work can be performed efficiently, effectively, and safely putting everything where it belongs and keeping the workplace clean, which makes it easier for people to do their jobs without wasting time or risking injury.

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Developing a safety culture

- **Safety action plan:** A strict action plan in each plant, notably concerning the assessment of risks specific to Tarkett production lines. This plan is monitored at Executive Management Committee level. In 2022 the focus of the action plan was the implementation of the standard on safe maintenance intervention and the follow-up on the deployment of the pedestrian safety standard. In parallel emphasis was made on the importance of applying the "lessons learned" preventative approach following all accidents, with Tarkett entities required to analyze the presence of the same risk in their plants and to plan adequate countermeasures.
- **Safety procedures and rules:** The global safety function, reporting to the Executive Vice President for Operations and R&D, sets safety rules, strategy, and objectives on safety and draws up Group safety standards. In 2022 Tarkett continued to apply its overarching "Golden Triangle" approach to global safety standards: defining good standards, making them easy to follow and controlling them regularly to improve them. In 2022 the global safety team rolled out the third Group safety standard on safe maintenance intervention while monitoring the deployment of the second Group safety standard concerning the interaction between pedestrians and vehicles. The first new Group safety standard launched in 2020 on "loading bays" is now fully deployed. This standard set out the minimum requirements that shall be implemented at all plants to limit risks of accidents at loading bays.
- **Safety training:** Continuous organizational learning at all levels, with a focus in 2022 on the "Rights and duties of managers". This new training helps managers at all levels understand their responsibilities and what they can expect from their teams regarding safety. Previously in 2021 training focused on the quality of the root cause analysis and countermeasures after any safety event; on fire and ergonomic risk assessments; and on the workplace 5S system.
- **Safety incentives:** All managers in operations concerned by the annual performance and development dialogue (PDD) have safety criteria included in their bonus. This concerns managers, department managers and in some cases line managers.
- **Safety assessments:** Each plant conducts a self-assessment on safety management which is reviewed by the Group as part of the annual WCM plant assessment. Furthermore, safety experts from the Group and the Divisions regularly visit the plants to provide ongoing support and training, but also to observe how they are implementing Group safety standards and best practices. Most plants are visited each year depending on priorities, and where plants need more help. Plants are also audited regularly as part of their ISO 45001 certification and Tarkett's global insurers also conduct periodic audits which include safety aspects as a part of their focus on fire risks.
- **Safety reporting and good practice sharing:** Each month a safety call is held, with latest global safety figures shared, previous month incidents discussed along with countermeasures, actions and good practices to work on. The call is aimed at safety managers, and to plant managers, but also open to warehouse managers and any people interested from the plant. In 2022 a focus was made on sharing experience and good practice on the practical implementation of the Group maintenance standard and the 5S system.

The challenge to reinforce the safety culture and to train and empower each employee to have safe behavior at any time, in every situation is not limited to the plants, but applicable for all Group employees (in warehouses, administrative buildings and for the sales network). Safety rules for sales networks and offices, drawn up in 2019, are regularly communicated. These set out mandatory and recommended behaviors for employees in sales networks and offices, covering visits to industrial sites, handling samples, driving, working in warehouses and offices. For example, in 2022 Tarkett's Eastern European sales organization conducted a risk assessment in Russia which helped raise awareness of safety risks and avoidance. Safe driving instructions were also provided for all employees with a company car to promote safer driving.

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Developing a safety culture

In addition to the above initiatives, Tarkett continues with the measures already implemented at different levels of the organization, including:

- **Top management are notified immediately following each accident**, as plant managers inform directly Tarkett's CEO, Executive Vice President for Human Resources & Communications, Executive Vice President of Operations and R&D, Group Safety Director and the corresponding Division President.
- **Safety results (including fire risks) are monitored and analyzed during the Group's Executive Management Committee meetings**, as well as Tarkett's **Supervisory Board.**
- They are also **presented and discussed with senior executives** as an introduction to each Quarterly Information Session, as well as at the annual senior management seminar (Top 100).
- **The safety topic is evaluated by all employees** during the biennial internal employee feedback survey and included in managers 360° feedback. In 2021, 83% of employees indicated that health and safety is a priority in their department, higher than the benchmark and greater than in the previous survey.
- **The development of safety skills and a safety culture** at production sites is a major focus of the WCM support on safety, through complementary measures: application of the Golden triangle, frequent visits and assessments of our sites' practices, open and continuous dialogue between managers and employees on risks and safety behaviors at workstations, implementation of good practices.
- **An active global network of safety experts** facilitates knowledge sharing among sites and encourages dialogue on risk identification and reduction, audit conclusions and outcomes of measures tested and implemented in the field. This network also relays safety news and information to all plants.
- After each incident or accident, a **rigorous assessment of causes** ("root cause analysis") is carried out. Action plans are then developed and deployed. Safety alerts summarizing the incident's causes, its outcomes and the corrective actions implemented to prevent re-occurrence are systematically prepared and shared with all sites. In 2022 an effort was made on improving the quality of the analysis and the countermeasures after any accident within the group.

By the end of 2022, 70% of the Group's manufacturing sites had obtained certification for the ISO 45001 health and safety standards.

Example

Demonstrating what is possible with a rigorous application of safety rules and a good safety culture

By applying Tarkett's safety standards and ensuring a high level of safety culture Tarkett plants are achieving the desired objective of zero recordable accidents (accident with lost time of more than or less than 1 day). At the end of January 2023, in the UK, Tarkett's vinyl plant in Lenham had gone 104 months without a recordable accident. In North America, Tarkett's carpet plant in Calhoun has clocked up 77 consecutive months without a recordable accident. In Europe, Tarkett's Konz and Narni plants have achieved 69 and 67 months respectively with a clean sheet. In China, Tarkett's plants in Beijing and Suzhou have respectively recorded 59 and 54 consecutive months and in Eastern Europe Tarkett's Kalush plant in Ukraine and vinyl plant in Backa Palanka, Serbia have gone 52 and 34 months respectively without a recordable accident. The key to achieving these results and a safe working environment has been communication and maintaining constant awareness about safety. Safety rules are explained to operators and if someone is observed to deviate then managers have one-to-one conversations to clarify any point. Employees are also encouraged to provide feedback and make suggestions to improve the safe working environment.

Zoom on key indicators

Safety

The Recordable Lost Time Accident Frequency Rate (FR1t) for all Tarkett employees increased to 3.36 with 73 recordables in 2022 (compared to 2.56 in 2021, 2.62 in 2020 and 2.19 in 2019). Tarkett's goal, fixed in 2019 is to reduce this frequency rate to 1.0 by 2025.

This indicator (FR1t) measures the number of accidents with or without time lost, per million hours worked.

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3.10.2 Caring for the health and well-being of our workforce

Tarkett values its employees and respects their needs for good, safe working conditions and fair compensation. Tarkett is committed to upholding local regulations on working conditions and meeting market practices on pay and benefits. Most critically, Tarkett puts employees' health and safety first and has continued in 2022 to demonstrate this through the company's continued focus on safety, every day, everywhere.

Putting people first: continuing to adapt to the pandemic, to the conflict in Ukraine and to other crisis situations

Since the outset of the Covid-19 pandemic, Tarkett has put employees' health and well-being first, taking appropriate sanitary measures, relaying public authority guidance to limit the propagation, and accompanying employees in their adaptation to new working routines and more remote working (for more details see our 2021 CSR report). In 2022 Tarkett adapted across its locations to the local situation, the prevalence of Covid-19, and to public authority guidelines. Tarkett's local management and human resource teams continued to relay and regularly update information from official sources on the pandemic, the key sanitary measures, information on the vaccination, along with online company guidelines, and various other resources to help support our employees adapt. In Russia, in response to the pandemic, a home office option for employees at our Moscow office was formalised, enabling employees to opt for partial remote working, with the added benefit of reducing time spent commuting to work. Remote job interviews were also implemented to speed up the recruitment process.

In 2022 Tarkett mobilized support to teams and their families in Ukraine following the outbreak of the conflict, notably with the creation of the Tarkett Foundation to facilitate the collection of donations and the transmission of support to Tarkett's Ukrainian colleagues and their families (for more details see 3.9.2.3 Giving time, assistance, and other contributions to local committees). This included providing professional psychological support to Tarkett Ukraine employees and their families and diffusing a webinar entitled "Emotional Conflict vs challenges & work – how to counteract the escalation of anxiety and fear" to teams in central and eastern Europe to help them cope with the situation.

In the North America Tarkett mobilized resources to respond to the devastation caused by hurricane Ian in Florida, US (see section 3.9.2.1 Contributing to the local economy).

Deploying Tarkett's Safety Net

Following a worldwide review of employee benefits in 2018, Tarkett decided to implement a global program to ensure minimum benefits globally on hospital costs and life insurance. The review confirmed that there were no breaches of local regulations, however identified an opportunity in certain countries to improve minimum benefits for employees related to hospital costs and compensation in case of death. This program, known as **"Tarkett's Safety Net"**, began in 2019 and has been progressively implemented. The requested minimum level of one year of base salary in case of death was effective for 53% of total employees at the end of 2018. At the end of 2022, more than 90% of employees worldwide are now covered by this minimum, including countries with an important number of employees such as Serbia or Russia. The deployment for hospitalization coverage is also progressing well. Tarkett has presented and discussed the program with worker representatives, where relevant, in each country.

For example, our **Mytischi plant (Russia)** is mapping, benchmarking and progressively completing its employee assistance program. It includes medical and accident insurance, periodical medical check-ups, annual vaccinations along with coaching and initiatives on health and well-being, such as ergonomic audits for new workplaces, a weekly health day raising awareness on specific topics, shift-worker health management, subsidized fitness center, stress management and work-life balance training.

In **North America Tarkett** has an employee assistance program which provides support services to employees through the Carebridge Corporation.

Working time

Tarkett complies with laws and local regulations concerning working hours, compensation for extra hours or atypical working hours and for leave. Tarkett develops frameworks in each country to adapt to local requirements and market practices for working hours and leave and where relevant negotiates them with worker representatives.

In the **US**, where paid holidays are not imposed by federal or state authorities Tarkett provides 10 days of paid holiday for national holiday dates as well as a flexible system of paid time off. The paid time-off (PTO) combines vacation, sick time, and personal time into a single bank of days for use when employees take paid time off from work. This gives employees the opportunity to enjoy time away from work to help balance their lives. It recognizes that employees have diverse needs for time off from work and provides for a flexible approach to time off. Employees are accountable and responsible for managing their own PTO hours, allowing for adequate reserves if there is a need to cover illness, appointments, emergencies, or other situations that require time off from work. In 2022 Tarkett Sports North America changed its manufacturing shift schedule by adding a shift to allow employees to work a 3-4 days per week work schedule as part of a normal working week. This measure was aimed to further help employees balance their work and personal time.

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Caring for the health and well-being of our workforce

Occupational health and well-being

Professional health risks, such as exposure to hazardous materials, musculoskeletal disorders, etc. are identified and mitigated by plants following the WCM procedures and guidelines and the ISO 45001 certified health and safety management system implemented at our manufacturing sites. (compared to 0.26 with 5 cases in 2021, 0.10 with 2 cases in 2020, 0.27 with 6 cases in 2019 and 0.13 with 3 cases in 2018).

In 2022, Tarkett has conducted more ergonomic risk assessments with an improved risk assessment procedure which qualifies activities as having a high or low ergonomic risk. During the year trials also continued with new technology to assist operator tasks. For example, in Otradny, Tarkett has invested in a cobot to assist work workers with heavy repetitive tasks, thus reducing work-related musculoskeletal disorders. A cobot is a collaborative robot designed for use in a shared space where humans and robots operate in close proximity. Tarkett is also trialing different models and solutions of industrial exoskele in a few plants. Exoskele help workers by supporting the body and assisting with lifting or other movements thus contributing to limit musculoskeletal disorders. In all these trials Tarkett is carefully evaluating the risks and benefits to employee health and safety.

The way that work is organized on the Group's sites varies depending on the regulatory framework of the country and the specific needs of each production site. A large part of work organization is established through collective bargaining and agreements have been signed in areas such as working hours, part-time work, and remote working. Beyond collective agreements, Tarkett is also concerned about psycho-social risks, and pays attention to sources of stress and issues related to work life balance.

Promoting health and improving wellbeing at work comes in addition to the measures related to occupational health and work-life balance. The initiatives are engaged locally and focus on raising the awareness of all employees through prevention and assistance programs in the areas of work-related stress, diet, physical activity, and tobacco use, among others.

Promoting physical activity, sports and well-being

Tarkett's local entities look to provide an agreeable working environment and to create occasions to come together during more informal social moments for the pleasure and good of all.

In **France,** Tarkett's plant in Sedan provides grants to the local athletics club and the local tennis club. These grants facilitate Tarkett employee adhesion and participation to different sporting events. In 2022, in addition to the 8 employees who joined one of these clubs, other employees and their families participated to the local Sedan-Charleville half-marathon and to the 6 km brisk walk organized on the pink October day. Tarkett's employees at the head office in Paris La Défense have access to a fitness center.

In the **Netherlands**, Tarkett's Waalwijk plant organized a Family Day in June with a factory tour along with activities for employees' children; an operations day also in June, where employees could amuse themselves doing social activities together; and a Christmas lunch in December. During the year the local employee association also organized various social activities, including a mountain bike tour and a walk with a forest ranger in the local woods near the plant.

In **Russia**, a football match was organized in July between teams from our Mytischi plant and our Russian sales organization. This was not only an occasion to promote sport and physical activity, but also an opportunity to facilitate and build relations and communication between the plant and the sales teams. At Otradny, employees regularly play during the year football in internal games as well as in regional competitions. At our Mytischi plant six employees participated to a table tennis competition. At Tarkett's commercial offices in Moscow, Tarkett encourages the bike-commuting with a special Friday by bike day.

In **Serbia**, an annual fishing competition is held near to Tarkett's plant in Bačka Palanka. In 2022 more than 120 employees participated to this outdoor event which enabled socializing in a pleasant outdoor natural environment. Tarkett's retail business in Serbia, Galerija Podova, also facilitate participation to football and basketball competitions, with 53 employees participating during 2022.

In **France** and **UK** Tarkett ran events as part of "Pink October" the Breast Cancer Awareness Month which is an annual communication campaign to raise awareness of breast cancer screening. In France, over 40 employees from our Tarkett headquarters Paris la Défense participated to the Odyssea Race, a charity race organized to collect funds for research and prevention. Another 14 employees and their families from our Sedan plant participated to a similar local event. In the UK a baking competition was organized by our teams at our Ashford office during the Macmillan Coffee Morning raising funds for cancer research and a "Wear it Pink" day was held with proceeds from the purchase of pink accessories and clothing going to charity.

At our plant in Orzechowo, **Poland** a collective team challenge was launched, using a mobile app, to award the most active person who covered the greatest distance during the challenge: running, walking, cycling, swimming.

In **Belgium,** at the plant in Dendermonde, Tarkett has invested in a new bike shelter with charging station for e-bikes as well as a new central changing rooms. The aim being to further promote and facilitate bike commuting with already more than a quarter of employees at the plant benefiting from an advantageous bike rental scheme.

In **Germany**, at the Morton Extrusionstechnik GmbH plant in Absteinach, employees have been proposed a new bike leasing scheme with BusinessBike to facilitate the use of a bicycle. So far 17 employees have applied for the discounted bike leasing which includes annual service checks and insurance.

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Tarkett's **Sports in Canada and Fieldturf USA** have a Health and Fitness policy which includes the provision of a subsidy to, amongst others, a gym, yoga and pilates classes. FieldTurf USA have an outdoor putting area and Tarkett Sport's Canada has a hockey league. The Tarkett Sports office in Montreal, Canada, is equipped with a bike rack to facilitate the use of a bike to commute to work and also organizes fitbit step challenges.

Flexible working

Tarkett continued to facilitate flexible hybrid-working arrangements in 2022 capitalizing on the experience gained during the pandemic, where the importance of maintaining opportunities for social bonding and team collaboration with physical presence is recognized. Preference is given to locally developed solutions, building where relevant on existing frameworks, and taking into full consideration local authority guidance and rules. For example:

- In **North America**, Tarkett launched in June 2022 a Flexible Work Program designed to empower managers and their teams to establish work arrangements that foster a strong team spirit, balance technology and in-person interactions, meet the needs of our customers, improve employee engagement and contribute to retaining and attracting the best team. Tarkett conducted a short survey to measure the impact of the program, with over 89% of people leaders surveyed feeling the program adds value to the business and improves the overall employee experience.
- In **North America, Tarkett Sports** implemented across its locations a new Flexible Work Schedules policy where associates are asked to work in the office twice a week or 8 days a month, including a presence on all-in days one or two days per month. The aim of this new policy is to further empower employees and attract talent and generally improve employee engagement and work life balance.
- In **France,** remote-working for two days per week became more wide-spread among employees at Tarkett's Paris - La Défense global headquarters following the collective agreement signed with worker representatives in 2021.

Other hybrid solutions, combining both office-based and remote-working have been implemented at other sites such as Tarkett's Sedan plant in France and in other countries. For details see Tarkett's 2021 CSR Report.

3.10.3 Encouraging diversity and inclusion

We believe that building diverse teams allows us to be more creative and comprehensive in the solutions we offer to our customers and partners around the world, more attractive to new generations who aspire to enrich themselves from this diversity, more open and inclusive in the way we work together for Tarkett's success. Our ambition is to create a more inclusive culture and build teams that reflect the diversity of our society and our customers all over the world (nationalities, origins, background, gender, generations), with everyone feeling empowered to bring a broad range of views and talents to work every day.

Diversity and Inclusion is one of the five pillars of Tarkett's global Talent Management Guiding principles. Defined as creating a diverse and inclusive environment where all perspectives are heard, respected, and valued. In the 2021 employee feedback survey 72% of employees indicated that everyone is treated fairly regardless of personal background or characteristics. This score is higher than the benchmark and in progression compared to the previous survey in 2018.

The fundamental principles of non-discrimination and equality are an integral component of our Code of Ethics and our Human Resources policies, for daily use by all employees. These principles cover issues including equality between men and women, respect for the rights of disabled people, age diversity, maternity rights, and benefits, as well as non-discrimination on the basis of sexual orientation, ethnical background, nationality or religion.

Tarkett cares deeply about the principle of diversity and inclusion, and defends equal treatment for men and women. In 2020, in line with the revised AFEP-MEDEF governance code, Tarkett proposed to the Supervisory Board a new **target of 30% of managers and executives to be women by 2025**. The Nominations, Compensations and Governance Committee of the Supervisory Board approved the proposed objective which applies to a population of more than 1,700 managers, including Tarkett's executives.

Tarkett aims to achieve this objective by strengthening its action plan on gender diversity, which includes benchmarking, setting local objectives, developing the female talent pool, increasing our attractiveness to female candidates, and raising awareness amongst our teams. We track our progress by monitoring the share of women among different categories of managers and the share of open management positions filled by a female candidate.

In March Tarkett celebrated the **International Women's Day** communicating on our objective to reach 30% women among managers' positions by 2025 as well as underlining Tarkett's wider commitment to diversity and inclusion in general. It gave the opportunity to remind employees that a culture of inclusion means our capacity to embrace diversity, so that everyone feels accepted, recognized, valued, and fully integrated to the organization. The day provided an opportunity to engage further on Tarkett's Diversity and Inclusion commitment and topics such as breaking the bias (#breakthebiais) to create a workplace where diversity can express its full potential. On this occasion, our Executive Vice President for Research and Development and Operations talked about her career in the industry as a woman, her experiences, as well as inclusive management as a vector for team performance.

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Encouraging diversity and inclusion

In April Tarkett organized its first Diversity and Inclusion Week mobilizing teams across the Group with live events, webinars, video testimonials, workshops and more. The participation and actions demonstrated a strong desire to better understand what is at stake, to share experiences and to explore avenues of action together to enable a more inclusive culture at Tarkett and around us. Initiatives included:

- A role play act at our head office in Paris La Défense with actors illustrating issues around diversity, bias, stereotypes, handicap, and difference between generations.
- A live webinar with an interactive presentation from a qualified coach on removing barriers to inclusion, such as removing cognitive biases, emotions, and subjective judgement.
- A panel discussion with Tarkett colleagues from the Netherlands, US, UK, and Brazil, sharing their own experiences of diversity and inclusion with regards to their locations and to their careers.
- Employee testimonials videos from North America, Brazil, Sweden and Germany.
- Regular content with videos and articles about diversity and inclusion shared on the intranet throughout the week.

Tarkett Divisions published daily newsletters during the week providing key figures on diversity in the division, along with articles and videos on diversity topics, and information on webinars and other events during the week. Locally sites organized various activities, such as diversity and inclusion surveys and debriefings, keynote speeches, workshops with employees on diversity and inclusion, drawing contests and more.

- **Tarkett's diversity and inclusion team in Latin America** worked with a local diversity and inclusion specialist in 2021 to help them identify local priorities in addition to gender diversity. Integrating young talents and valuing cultural diversity were selected as two important additional topics to focus on. For each topic, including gender diversity, a detailed action plan with specific goals and indicators was developed. In 2022 actions and inititives continued on gender diversity, including a number of activities organized during the Diversity and Inclusion Week and continued leadership training for Women. Work also continued on the Young talents program and information booklets were created on the topic of empathy on Diversity and Inclusion. Valuing cultural diversity also continued to be promoted through various activities.
- In Italy Tarkett studied the local status in terms of diversity in 2021 to provide a starting point to identifying priorities. Generational diversity along with background diversity were selected as additional opportunities to progress locally on diversity (see for more details our 2021 CSR Report).

Zoom on key indicators

Parity between men and women

Several indicators allow us to monitor the share of women managers in the company.

Firstly, in the general population of managers, the share of women at the end of 2022 increased 1 percentage point to 27%, with 471 women among 1,745 managers (compared to 26% in 2021 and 2020 and 27% in 2019, 2018 & 2017). Tarkett aims to increase the share to 30% by 2025 with a greater focus on the deployment of specific actions and monitoring new metrics, such as tracking the share of open management positions filled by a female candidates (34% in 2022, 30% in 2021 and 31% in 2020).

Since 2021 Tarkett adopted a slightly different approach to monitoring the share of more senior female managers, based on the grade of the position occupied by the person. This was possible thanks to the global implementation of the grading approach, together with the Global Job Catalog in 2020 and the deployment of Workday.

As such Tarkett distinguishes two other managerial populations:

- The share of women among the **top executive positions of CEO and Executive Management Committee** (EMC): In 2022 there were no changes so the share remained at 30%.
- The share of women among **top executives, executives, and the next 2 management levels (senior directors and directors)**: In 2022, 27% of this group of 193 individuals are women (compared to 26% in 2021).

Lastly, the Supervisory Board is still composed today of four women and five men (i.e. 44,44% women), in line with French requirements (articles L.22-10-21 and L. 225-69-1 of French Commercial Code).

In France, Tarkett calculates and publishes each year, in accordance with the legislation on gender equality (French "Act for the freedom to choose one's future career"), the **"Gender Equality Index"** for its three legal entities. The index is comprised of five indicators covering gender pay gaps, differences in individual salary rises, promotion differences, the percentage of female employees with salary rise following maternity leave and female representation in the top 10 salaries.

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Encouraging diversity and inclusion

In 2022:

- Tarkett (corporate teams in France) scored 95/100 (vs 96 in 2021, 92 in 2020 and 90 in 2019) and Tarkett France (teams from flooring activities in France) scored 88/100 (vs 90 in 2021, 87 in 2020 and 82 in 2019).
- FieldTurf France's score cannot be calculated for 2022 because the staffing threshold has not been reached. For the record, Fieldturf's scores were 91 in 2021, 92/100 in 2020 and 2019.

These results demonstrate Tarkett's commitment and continuing efforts on gender equality and notably gender pay equality in France. For several years, part of the pay rise budget in France has been allocated to reducing the pay gap between men and women.

Over and above gender diversity Tarkett is also attentive to other aspects of diversity and inclusion. For example, in some locations Tarkett has an aging workforce and so is locally focused on recruiting young candidates. In that respect, in **France, our Sedan plant** has developed partnerships with local universities to help increase the visibility and awareness of opportunities at Tarkett for internships and apprentices as the plant looks to increase the generational diversity with young employees. In 2021 the plant welcomed 12 apprentices organizing a special integration day for them with their mentors.

Tarkett's division in North America continued to develop its Equity, Diversity, and Inclusion (EDI) program in 2022. In recruitment more than 20% of sourced candidates presented to managers were targeted to be diverse candidates. The percentage of diverse representation in senior manager and above roles is 36%, with 33% females in executive roles. Talent management practices continue to evolve to ensure consideration, development, and inclusion of diverse talent, resulting in 45% diversity in the division's succession plans. Tarkett North America has two Employee Resource Groups (ERGs) which were created in 2020. These groups are voluntary, employee-led groups which aim to foster a diverse, inclusive workplace by bringing together individuals based on common interests, backgrounds, or demographic factors such as gender, race, or ethnicity. The Equity, Pride, Inclusive, Celebrate (EPIC) ERG is a group that includes people of color working across multiple Tarkett North America locations. The mission of EPIC is to provide an equitable work environment where employees of color can be supported and actively shape Tarkett's inclusive culture. The other ERG is CONNECT, a professional women's group with a mission to tackle gender gaps with the participation of now over 100 females across all Tarkett North America locations. CONNECT's purpose as a group is to provide a trusting and safe community for women where they can be their authentic selves without fear of criticism or judgement.

In **Australia and New Zealand**, diversity and inclusion topics are included in the local engagement survey action plan.

Depending on the country, the local regulations permit or not the identification and tracking of **people with disabilities** within the company. For this reason, it is difficult to determine a unique global indicator to track progress in this area. In 2022, the share of Tarkett's disabled employees identified as such was 1%.

Tarkett is working to facilitate the **integration of disabled employees** in the work environment, through the implementation of concrete measures at the local level. For example, at **Clervaux (Luxembourg)**, we work with a state agency to help adapt the workstations for disabled employees. At **Sedan (France)**, we have a partnership with CapEmploi, an unemployment agency specialized around the employment of disabled professionals. In November, our Sedan plant participated for the third consecutive year in the European Disability Employment week with a Duo Day. The Duo day, an event promoted by French government, provides an opportunity for a person with a disability to discover a company by spending time with an employee, learning about their role and the company. Both the employee and the disabled person come away richer, the employee with a different perspective on inclusion and the disabled person a step further in their professional project. In total over the three years the plant has welcomed 6 workers with disabilities on Duo Days.

Our **Hanaskog plant in Sweden** continued to cooperate with government initiatives to facilitate the integration of long-term unemployed people, notably immigrants (see for more details in our 2020 CSR report).

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3.10.4 Applying our Talent Management Guiding Principles

3.10.4.1 Identifying and promoting talents

Tarkett's 12,000 employees are an essential asset and the leading actors in achieving our goals, to have a positive impact. While Tarkett has grown as a result of many acquisitions, the sense of belonging to the Group is very strong. This is the result of a Human Resources policy that has both preserved entrepreneurial spirit in the field, and the advantages of an international group.

To further support Tarkett's growth and talent development, our Human Resources management and talent development established, in 2020, global **Talent Management Guiding Principles**, based on five main pillars:

1. **Diversity and inclusion**: Create a diverse and inclusive environment where all perspectives are heard, respected, and valued

2. **Empowerment**: Drive ownership and deliver results

3. **Engagement**: Create a positive Employee experience that exemplifies Tarkett values

4. **Excellence**: Expect and enable sustainable high performance

5. **Growth mindset**: Focus on continuous learning and growth

These principles, focus on how to nurture talent by systematically promoting internal mobility, recruiting outside high potential candidates, always fostering talent diversity; developing our people, expecting and enabling high performance with ambitious goals and regular feedback; by promoting continuous learning and anticipating developmental career moves.

The global talent team, composed of talent directors in our **EMEA - Latin America - Australia & New Zealand**, **Eastern Europe & Asia and North American divisions**, continued to exchange regularly in 2022 with bi-weekly meetings and additional meetings on specific topics when needed. The team shared divisions' initiatives and reviewed internal mobility desires and openings with the aim of generating more opportunities and more cross-division and cross-function movements. The team worked on a new upskilling project in 2022 to further help the HR organization develop their competencies and skills in service of the business. This "HR Excellence" upskilling project is based on the assessment of key HR competencies using common criteria and a simple rating scale to identify development needs and organize appropriate training. A first cohort of HR leaders will be assessed in the first half of 2023, followed by the organization of appropriate training.

One tool used to foster talents is **Tarkett's seven entrepreneurial leadership traits:** Think business, Accountable, Risk for results, Kind to customers, Empowers collaboration, Talent developer and Thorough. These seven traits are included in the annual performance appraisal tool (for all non-blue-collar employees), with examples provided of the corresponding behaviors expected at each level in the organization. In addition a guide for the human resources network is available to help the understanding and the application of the traits along with another specific guide to help managers and HR professionals better identify the seven traits in the recruitment process.

Another tool is the **360°-feedback survey** which was launched in 2019. It provides an opportunity to analyze the way managers embody the leadership traits as well as diversity, inclusion, and sustainability, and to accompany them to identify areas for development and to initiate action plans with the support of a neutral HR Coach. The feedback process includes feedback from colleagues, team members, managers, and other relevant people. To date 222 managers have benefited from this process collectively receiving feedback from over 3,300 people. Each manager is debriefed by an HR coach to help identify the main areas for development and draft the first action plans. Based on the 360°-feedback to date, the importance of diversity and safety at work have come out as the highest rated qualities of these managers.

Example

Our compelling employee value proposition – Floorish your future – inspired by Tarkett Human-Conscious Design®

In 2022 Tarkett introduced its new refreshed employee value proposition entitled "Floorish your future". It sums up who we are, what we offer, and what we stand for. It builds on our values – collaborative, creative, committed and caring and on our leadership model.

The employee value proposition has been designed to support our impacT2027 strategy, by creating a meaningful experience for Tarkett teams and candidates following three principles.

1. A culture of entrepreneurship. With respect and trust: Our teams make meaningful contributions to succeed. We foster a work environment where entrepreneurship is encouraged, where team members are respected and where diversity of thinking is a key driver of our success.

Example

2. Conscious choices. For people and the planet: To contribute to a more sustainable world, we continuously innovate and encourage our teams to make purposeful choices about our products and activities. We aim to enhance people's quality of life while preserving the environment.

3. With you. Every step of the way: Your professional growth and wellbeing are our top priority. When you're thriving in your work environment, you learn more and achieve more, contributing to innovation and performance. We are with you every step of the way, giving support you need to progress, develop & grow your career.

Tarkett has developed several successful internships and recruitment programs with top engineering schools such as its partnership with the 'Ecole des Mines de Nancy' in Clervaux (Luxembourg) which includes Tarkett's participation to job days and conferences organized by the school as well hosting plant visits for the students. Narni (Italy) has also established partnerships in recent years with 4 universities, a specialized academy and 5 secondary schools, offering regular work experience placements. Local managers give lessons on quality, safety, environment and human resources strategy at the schools and students have the opportunity to visit the plant. Wiltz (Luxembourg) has a program for taking Ph.D students on specific research topics such as the resistance of different surface treatments to use or the interaction of flooring and light. Our plant in Dendermonde, (Belgium) participated in November to the Job Dreamday initiative for final year students, organized by the Flemish entrepreneurial network Voka. The students participated in an escape challenge learning about Tarkett and the importance of cooperation and safety in a large industrial company. Other Tarkett plants have developed similar programs such as Sedan (France), Konz (Germany) and Lenham (UK) in EMEA, Otradny and Mytischi (Russia) and Bačka Palanka (Serbia) in Eastern Europe. In the United States, Tarkett's national internship program works with a number of universities and schools in different states. Tarkett's FieldTurf plant in Calhoun, US, engages with various local high schools and colleges providing students with seasonal work opportunities to develop skills with part-time schedules to facilitate school and work schedules.

Tarkett organizes ongoing talent review and development with the following key processes:

> **The Performance and Development Review:** this annual interview is the foundation of our performance management system. It is an opportunity for managers and their teams to spend valuable time together to engage in a constructive, attentive dialogue. From the company's perspective, this allows us to understand the career goals of our employees and to assess their progress. Since 2021 the annual review and goal setting process for white collar workers are conducted using the Workday platform. Development plans can also be established using Workday. Progress on sustainability is also promoted through individual objective setting and review as well as through a structured learning path on sustainability topics with different levels depending on the function. In 2022 Tarkett introduced a new e-Learning module about the importance of giving feedback to employees at the same time as launching the annual campaign of end of year reviews. The short 30-minute module helps employees and managers make the most of giving and receiving feedback. This additional module completes the existing "one minute series" videos on feedback developed in 2021 and available through Workday Learning.

> **The Talent Review** is a structured process which aims to assess career opportunities against the company's long-term needs and the mobility options for our employees. It involves people from the management and Human Resources team during regular meetings where anticipated organizational changes are examined in accordance with the needs and business environment of the company and considering the skills, potential and career development goals of employees. The Talent Review, which mainly concerns managers, experts, and critical positions essential for the Group's operations and expertise, makes it possible to define succession planning and internal mobility. A tailor-made e-learning on talent review is available to all Tarkett people managers through Workday Learning.

> **The WCM system upskilling plan** has the objective to identify and develop key skills for implementation of the WCM and achievement of industrial objectives. Structured WCM training programs are implemented in factories in the light of the priorities there, with the aim of developing the growth potential of all employees, whether they are senior executives or workers. In 2022 further tools were developed to support the upskilling plan such as skills matrices to help identify the specific competencies required for WCM, new e-learnings deployed through Workday Learning, such as a module on safe and efficient workplace, and a third training module added to the mobile phone app introduced in 2021 which facilitates and simplifies access to WCM training.

> **Upskilling competencies** with a methodological approach starting from the business context, formalizing the required competencies and associated skill levels to achieve the business objectives, assessing current competencies to identify development needs, and then creating an action plan such as a training program to foster upskilling.

Zoom on key indicators

Performance and Development Review

In 2022, 93% of enrolled permanent employees completed a Performance & Development Review (or equivalent) during the year. Employees present in the company three months before the launch of the annual performance and development review process are enrolled. In 2022, this represented 6,447 employees out of which a total of 6,001 completed the review.

3.10.4.2 Facilitating learning & development programs

Tarkett encourages each employee to define a personal Development Plan: a roadmap to guide individual career development with near- and long-term goals. Employees develop their plan considering feedback from colleagues, teammates, and HR, using the annual performance and development dialogue process to complete their plan. The approach applies the 70:20:10 model to developing the action plan, which recognizes and favors the importance of on-the-job experience (70%) and interactions with others (20%), in addition to formal training (10%). We also want to address our global population by using more modern features especially videos, online interactive digital content, and webinars. Since 2020 Tarkett has invested in a Learning Management System, **Workday Learning**, which boosts Learning, Talent retention and Employee engagement. Workday Learning enables a blended learning approach, through face to face and digital content. The training programs are developed to meet business needs, focusing on continuous learning and personal development.

Much of the **training content is now made accessible through Tarkett's Workday Learning platform**, making training even more accessible and easier to organize and follow. For example, we continued in 2022, to deploy **LinkedIn Learning** content within the Workday Learning system proposing a new set of learning paths associated to specific events such as Celebrating Diversity & Inclusion during the diversity and inclusion week, the Sustainability Cycle shortly after the Sustainability week, and the Summer Challenge just before the summer break. The Celebrating Diversity & Inclusion learning experience provided 12 short daily videos covering essential topics such as bias and cultural differences. The Sustainability cycle provided more insight into the Paris Agreement, greenhouse gas emissions, the product life cycles and the circular economy. In total over 80 people from all divisions logged on to learn more.

- In **North America**, new LinkedIn Learning resources were provided to leaders, customer services, IT and HR employees for on demand access to support their professional development. A focus was also made on the development of the sales force with more than 160 employees benefitting from either a sales training module for new hires or from ongoing continuing education workshops for existing account executives. A career coaching process was launched to help individuals and leaders define career pathways along with a front-line leader program tailored to our manufacturing supervisors and managers training over 100 individuals in a nine-month long curricula in leadership, safety and WCM.
- **Tarkett Sports Canada** also launched a LinkedIn Learning module for leaders and various departments.
- In **Tarkett's Eastern Europe & Asia** division our HR teams enriched the online training courses available on Workday, notably on skills development, individual development plan and career development. Specific expert training was organized on topics such as safety, project management and talent & career management as part of an effort to improve the support for technical experts.
- In **EMEA** we began creating new e-learning modules on products for marketing teams which will progressively be made available on Workday Learning.

Formal training and coaching programs remain a key element to helping our employees develop and deliver on our ability to accelerate our development and to strengthen our customer centric capability. Tarkett continued to provide a wide range of training and coaching courses, ensuring training on essential topics such as product knowledge, sustainability, health and safety, remote working and compliance, as well as leadership development:

- Tarkett rolled out its new **Leadership Program** in 2022 with a first cohort of 14 leaders completing the program and a second cohort of another 15 leaders kicking off a new round. The program, sponsored by Tarkett's CEO, and provided in collaboration with Turningpoint, provides new development opportunities to Tarkett leaders focusing on new tools and new ways of leading teams. Turningpoint is an international coaching and leadership development consultancy dedicated to the leadership development of top executives and high potentials. The program is conducted over 8 months with remote on-line activities and an off-site residential seminar. Leaders in the program are supported along the way by Turningpoint executive coaches.
- Tarkett re-invested in 2022 in its popular **Manager@Tarkett** learning program, having paused its use during the height of the pandemic. The program, which was first developed more than 10 years ago, was made available through classroom and, additionally for the first-time, digital formats in all regions except North America where there is an alternative managerial course. The program covers the fundamentals of Tarkett managerial culture and supports the efficient implementation of our strategy and the achievement of our objectives. The digital format consists of 8 half day webinars and the classroom format 4 days of training. In both cases there is a short introductory session and a post-training survey to measure the impact. In total 128 managers from all divisions (11% of the population, not counting North America), completed the course in 2022.
- **In North America, Tarkett organized coaching workshops** aimed at helping managers to become better coaches as part of its Front Line Leader training program in 2022. This covered aspects such as simple workplace coaching tools; conversations focused on key priorities, including difficult topics; enhancing decision making amongst team members; and helping others to take action and own outcomes. The Tarkett Academy in North America also organized several virtual trainings with the sales teams focusing on several topics to reduce claims and increase sales. In November, the Tarkett Academy also led round robin training sessions with Regional Business Managers focusing on installation and maintenance of Tarkett resilient products.

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Applying our Talent Management Guiding Principles

- **Our Eastern Europe & Asia** division rolled out in the second half of the year a mentorship program for career development and the development of skills.
- **In EMEA, the coaching program trailed in 2021 was deployed in partnership with CoachHub**, a leader in digital coaching. Six employees benefitted from the coaching program which includes face-to-face coaching. After an initial employee onboarding phase with the selection of a coach and objective setting, the coaching phase rolls out over 6 months with 2 sessions of 45 minutes per month. This is followed up with feedback from the employee with the manager to measure the outcomes of the coaching.
- In **France**, as well as providing technical training to professionals, the Tarkett Academy organized and delivered internal training to more than 1,500 employees. The training was provided through various formats, including webinars, and classroom training at the Sedan Tarkett Academy. Topics centered around Tarkett flooring products, covering a wide array of issues including product segmentation; installation methods such as the click system; environmental characteristics; fire, acoustic and indoor air quality standards; product testing; and design trends.
- **Compliance training** is regularly made focusing on fair competition and anti-corruption, consisting of customized e-learning modules (see section 3.11 Applying transparent business and ethical standards) as well as in-person training for staff most exposed to corruption and competition risks.
- Various **trainings on health, safety and environmental topics** are routinely provided to employees at our plants.
- We have **targeted training programs on sustainability**, mainly for our sales force and marketing teams, to leverage our approach and the sustainability features of our products.

Example

Training sales teams on Tarkett's sustainability story "The way to better floors"

In 2022, to accompany the launch of our new Sustainability manifesto "The way to better floors", a specific training and communication campaign was rolled out, to enable sales teams and other employees understand the new sustainability messaging and integrate it in their own communication and dialogue with stakeholders. To ensure a rapid and widespread roll-out local trainers were trained following an initial pilot phase to test and improve the training package. In total 36 trainers were trained in September, October and November covering all of Europe, Middle East, Africa, Latin America, Australia, and New Zealand. In addition to the training of trainers, we encouraged employees to be ambassadors to relay the message. Employee video testimonials demonstrate how the words are the reality of daily action and engagement.

- In the **EMEA - Latin America - Australia & New Zealand division**, Tarkett provides regular support and training to marketing, sales and communication teams to help them communicate on Tarkett's commitment to transparency and sustainability, and to value it as a key differentiator. Training modules and webinars exist on specific topics such as eco-design and Cradle to Cradle® principles, circular economy and Tarkett's ReStart® collection and recycling program, indoor air quality, product transparency and Tarkett products' sustainability benefits. Communication on sustainability topics is also a permanent feature of the division monthly newsletter.
- **Tarkett North America** continued its training program for its regional sales organization providing training for the 21 sales territories. Over the last four years, this program has included training for 10 regional Sustainability Leaders to become LEED associates (LEED credentials are delivered by the US Green Building Council – USGBC and denote proficiency in sustainable design, construction, and operations standards), training for our North American showroom managers and training of sales teams across all US markets regions and Canada. The sustainability training program covers topics including Tarkett's history of action and commitment to sustainability, Cradle to Cradle® principles, Indoor Air Quality, Material Health Statements, EPDs, Carbon footprint and Floorprint. Monthly training sessions are provided for the sales team, marketing, product managers and R&D, with a dedicated sustainability summit organized for sales team members that are "sustainability champions". This event provided an opportunity for the sales team to hear directly from our customers on their sustainability related needs and concerns, and how they integrate sustainability into their projects. This helped the sales teams directly see the added value of Tarkett's sustainability commitments and achievements in meeting customer needs.
- In **Australia,** in addition to sustainability and well-being presentations for new employees, Tarkett partnered with a certified consultant for the WELL™ standard, to deliver a training program for the senior sales team to understand how our products comply with the WELL™ standard for healthier buildings.

In addition to sustainability training, **Tarkett is constantly engaged in raising awareness and sharing knowledge with employees on sustainability topics** notably through regular newsletters, webinars, and events. For example:

> At our head office in **France** a "climate coffee" was organized in May with Tarkett's Chief Sustainability and Innovation Officer. Employees were invited to join and learn about Tarkett's climate ambition, what Tarkett has already achieved, what remains to be done and how they can contribute as an employee and as a citizen. It was also the opportunity to introduce the three Climate Fresk workshops organized during the Sustainability week in June (see for more details section 3.7.1 of this report). The collaborative Climate Fresk workshop animated by the French non-profit organization teaches participants the science behind climate change and empowers them to take action. The organization is on a mission to raise understanding and awareness on the climate emergency, the first step to engaging a transition. In another initiative during our sustainability week Tarkett proposed to employees two workshops to explain how to calculate an individual's carbon footprint. The climate consultancy Carbone 4, along with a Tarkett expert explained how to evaluate an individual's greenhouse gas emissions, and then based on the results, how to reduce the carbon footprint through various actions.

> In **Tarkett Eastern Europe** various initiatives were carried out to raise employee awareness, such as providing information on environmental policies to new employees, displaying 2030 sustainability targets in public areas, installing LED lamps in offices, providing bins to collect small electronic waste.

Lastly Tarkett encourage and assist employees to **develop their competences through experience**, by having them participate in cross-functional initiatives and multidisciplinary projects, and by encouraging best practice sharing and knowledge transfer (for more details see section 3.10.4.4 Sharing expertise and recognizing achievements).

Zoom on key indicators

Training

45% of Tarkett employees were trained (at least 1 day) in 2022, compared to 44% in 2021, 34% in 2020, 58% in 2019, 60% in 2018 and 56% in 2017. Overall, in 2022, training hours increased by 2% to 252 thousand hours.

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Applying our Talent Management Guiding Principles

3.10.4.3 Fostering career mobility

The growing international dimension of the Group makes career mobility of great importance and offers employees motivating career perspectives. To foster career mobility opportunities, Tarkett has set up appropriate processes and tools:

- An **international platform for internal mobility powered by Workday**: many open positions are made accessible worldwide to every employee through the Workday interface. With all Tarkett HR processes now being centralized in one place it is easier for employees to consult Tarkett open positions regardless of where they are located. The Workday recruitment module also allows employees to share their background and career interests by updating their talent profiles, and by subscribing to receive recommended job opportunities based on preferences and profiles. Managers and Human Resources teams are also able to exploit Workday to identify profiles and to manage and follow-up associated recruitment processes.
- **The Talent Review process** focuses on internal career mobility, taking into account international mobility opportunities (see for more details section 3.10.4.1 Identifying and promoting talents).
- **Orientation documents** are available, such as the Internal Mobility Charter available to all employees via intranet, and the Mobility Guide, a reference document used by the Human Resources network.

All international mobility packages are aligned with Tarkett's international mobility policy, which includes preparation on new assignment, support on immigration, relocation, compensation, social benefits (medical and life insurance), tax advice, language lessons, cultural orientation, and facilitating return to home country. In addition to group action, local teams also facilitate and organize international moves.

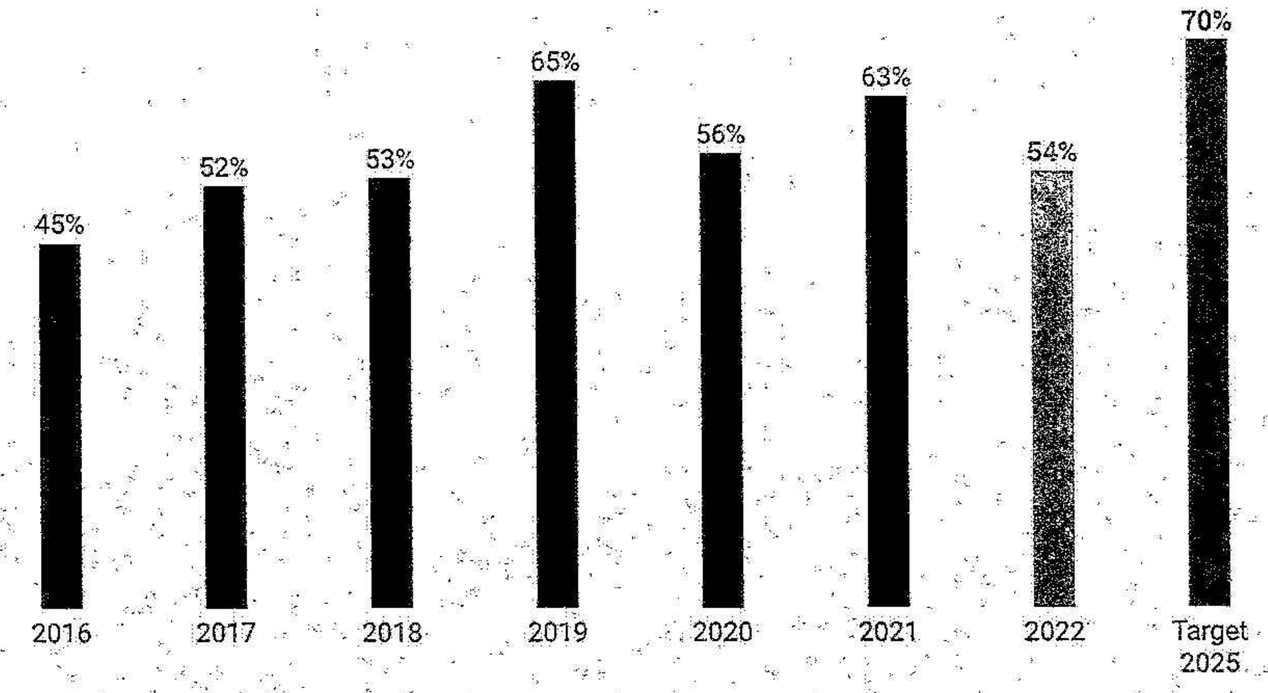
In 2022 Tarkett continued to encourage and facilitate career development with short training modules designed to help managers provide feedback and work on career development with their teams. These include the **global e-learning module "Discussing Career Development"** which enables managers to identify the key elements about career development discussion, to use models and tools for an effective conversation and to understand the different elements to create a development plan. In 2022, 75 managers completed this new training. Two "One Minute Series" videos on the topic of delivering feedback are also available on Tarkett's Workday Learning platform.

Zoom on key indicators

Internal mobility

Tarkett set a target of 70% internal mobility by 2025 which represents more than 2 out of 3 open management positions filled by an internal candidate. In 2022, 54% of open management positions were filled by an internal candidate (63% in 2021, 56% in 2020, 65% in 2019, 53% in 2018, 52% in 2017 and 45% in 2016).

Share of open management positions filled by an internal candidate



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3.10.4.4 Sharing expertise and recognizing achievements

The development of "collective expertise" is a key element to anticipate the changes needed in order to fulfil the company strategy. It involves sharing of expertise which also allows employees to improve their know-how, their employability, and their mobility. The company can thus value its talent pool and improve results.

Many initiatives and networks promote **expertise sharing and competency development**, for example:

- We strongly encourage **multidisciplinary teamwork**, by bringing together employees from diverse backgrounds on projects taking place at the Group or division scale.
- We also encourage **networking**, best practice sharing, internal benchmark forums (comparative analysis), as well as knowledge transfer.
- The WCM system also encourages plant operators to get involved and propose ideas for improvement, hence becoming actors in the development and improvement of their working environment.
- The **Tarkett Technical Expert Program**, launched in 2015, capitalizes on the technical expertise of our Research & Development and Operations teams. Our objective is to use the know-how of our technical experts, and to help them develop their long-term career development, via tutoring, training and knowledge sharing.
- Tarkett encourages innovation and invention with a **global policy to reward inventors**. The policy which was updated in 2021 and now applicable globally, rewards patented inventions with a financial bonus linked to the business performance of the patented invention.
- Regular internal communication, through emails, podcasts, newsletters, and events to share local and group news and information.

In **Tarkett North America** 575 employees were recognized through the new recognition program, launched at the end of 2021. This program responded to employee feedback which highlighted the opportunity to provide more employee appreciation. The platform enables Tarkett to facilitate employee recognition based on Tarkett's values: caring, committed, creative and collaborative. The online and easily accessible external site supports multiple languages and is based on flexibility and choice in how to reward and recognize team members through a point system that allows the recipient to accumulate points, with the option of selecting a variety of awards. In 2022, as part of this program, the "You've Floored Us Award" was created, nominating and publicly recognizing employees across the business by senior leadership. The recognition platform also recognizes employee's general commitment such as years of service (work anniversaries) and collaboration through peer-to-peer recognition.

Example

Sharing expertise at Tarkett's Digital Printing Lab

At Tarkett, we value shared expertise across the business and so we encourage and facilitate internal network of experts. For example, in 2022 we organized a training week at our new digital printing lab in Wiltz, Luxembourg. 26 employees from around the world gathered to learn from each other and experience the new technology available at the lab. Sessions included both presentations and small break-out sessions, giving participants the opportunity to discuss and work together. Participants became better acquainted with each other through this training which will facilitate further collaboration, and the importance of knowledge exchange.

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3.10.5 Promoting social dialogue

3.10.5.1 Listening to employee feedback

Tarkett organizes every two years, since 2008, company-wide feedback providing an opportunity for all employees to share their experience and to participate in the continuous improvement of the workplace. The anonymous survey, overseen by an independent third-party, helps to reinforce employees' sense of belonging by giving them the opportunity to be heard through a formal structured engagement process. It also provides a rich insight for management on how employees feel and where to improve.

The last survey was conducted in May and June 2021 on a new online platform. The participation rate remained high at above 80% (81% vs 88% in 2018) with 9,351 people responding to the survey, providing a reliable picture of current employee sentiment. The results, which were detailed per division, country and activity, were shared internally through a collaborative platform enabling managers to build action plans to act on the findings. Training was also provided to accompany managers following up on the results and in using the new interactive platform. See for our 2021 CSR report for more details.

At both the scale of the Group and locally, the Tarkett employee satisfaction survey is an invaluable and used management tool. Based on the analysis of the survey results, each site / entity develops a customized action plan to be implemented at the local level. For example, in France, various initiatives inspired from the employee feedback were organized such as a "product workshop", the "climat fresk", the "HR break", and the "Coffee manager". In Russia a working group followed up on the employee feedback results, discussing the hot topics and implementing new initiatives such as an idea bank initiative to gather ideas, implement proposals and award the best ideas. These local plans are reinforced by action plans determined at the Group and division levels.

Follow-up shorter "pulse" surveys are conducted to provide feedback on the progress of the engagement index in light of new initiatives. In 2022 pulse surveys were performed at different levels in different geographies. For example, a pulse survey for flooring teams across European countries was performed in June, for Sports in EMEA in September, for corporate teams in October and for our teams in North America in November. Certain plants also carried out more specific local pulse surveys.

3.10.5.2 Maintaining social dialogue

The regulatory scope of dialogue between employers and employee representatives varies from one country to another. However, in addition to respecting local labor legislation, Tarkett applies in all the countries in which it operates the same respect for its fundamental values and principles of freedom of association, and in particular respect for trade unions.

The Tarkett Forum, the Group's European works council, provides a platform for social dialogue in Europe. Several times per year, this council brings together trade union representatives of our main European sites to dialogue with Group Management, including the President of our EMEA - Latin America - Australia & New Zealand division. This council strengthens cooperation and social dialogue and focusses on issues pertaining to the general functioning of the company and discusses HR issues common to different sites and countries in Europe. In September 2022, Tarkett held a two-day open and constructive dialogue with 12 European work council representatives who attended the 2022 Tarkett European Works Council Forum Meeting in Clervaux, Luxembourg. During this meeting, Tarkett's President for EMEA - Latin America - Australia & New Zealand Division, presented to them the division strategy for 2023-2027. The first semester 2022 financial results along with HR and Safety KPIs were presented and the status of on-going strategic projects were reviewed and discussed. It provided an opportunity for the business partners to exchange their views about the current economic situation and business context as well as seeing the Clervaux plant, where they got more information about the production and on-going projects. Other topics discussed during the 3 other meetings in 2022 included the "Modern Workplace" project which delivers the latest digital tools to facilitate and promote collaboration and efficiency (for more details see our 2021 CSR Report) and Tarkett's strategy and actions for the circular economy.

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Promoting social dialogue

3.10.5.3 Establishing collective agreements

Tarkett is committed to respecting, in addition to the legal obligations specific to each country, employee freedom of association, collective bargaining and representation. We apply these principles without exception and in the same way in all countries where the Group operates.

In line with this policy at the end of 2021, 177 collective agreements are in place at Tarkett, and 14% of which cover issues related to occupational health or safety. The agreements cover a wide range of topics such as compensation and benefits, overall work time, work organization, remote working, and employment classification. They apply in 16 countries where Tarkett engages in sales and / or industrial activity. In 2021 Tarkett reviewed with worker representatives the remote-working arrangements adopted in 2019 for its global headquarters Paris-La Défense site for corporate and EMEA division teams. Based on the positive feedback received from managers and employees, it was decided to revise the arrangements to allow for up to two days remote working per week. All employees, where their job allows, are able to choose to work remotely one or two days per week and can opt for either fixed or variable days. The new agreement came into effect in September 2021 following the end of the COVID-19 remote-working period. This new collective agreement, which is based on voluntary application and suitable remote working conditions, maintains the double objective of company performance and enabling a better work-life balance. In 2020 a new profit-sharing agreement was signed for the period 2020-2022 covering the employees at Tarkett's Paris-La Défense site. This agreement carries on from the previous one, which already granted profit sharing allowances to employees. Tarkett Russia implemented a new collective agreement for 2022-2024 for its two Russian plants at Otradny and Mytischi.

3.10.5.4 Accompanying the changes and adjustments of the workforce

Tarkett has a mid and long-term vision of its development plan and strives to ensure profitable, sustainable growth. The Group is committed to growing the skills and employability of its employees, not only to allow each individual to contribute and to grow within the company, but also to anticipate and support the evolution of the organization. Whenever possible, the Group strives to anticipate the consequences of variations in activity. In case of reduction in activity, the Group may be called to occasionally or structurally downsize. Adapting work organization to the activity level, downsizing or restructuring plans are carried out in compliance with local regulations and the principles of the Tarkett Code of Ethics, in consultation with employee representatives. Within the scope of measures to adjust to reduced activity, Tarkett seeks above all to adapt work organization (taking paid vacation, reorganization of work time, partial unemployment, etc.), reduce temporary employees (interim and fixed term contracts), favor internal re-employment solutions, and include social criteria for people leaving the company (retirement, age, career, or personal projects).

Globally, involuntary departures increased slightly in 2022, representing 5.8% of permanent turnover, while voluntary departures increased 1.6 points to 15.3%. As a result, permanent turnover increased to 21% in 2022 compared to 19% in 2021, 13% in 2020, 17% in 2019, 16% in 2018 and 13% in 2017.

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3.11 Applying transparent business and ethical standards

We have established policies, programs, and specific initiatives to manage the identified material risks and opportunities. Our progress in addressing these risks and opportunities is monitored with specific key performance indicators. These elements are summarized in the following table along with our objectives and results.

Opportunities & Risks	Policies / Actions	Key Performance Indicators	2022	2021	2020	CSR Report section	Contributing towards UN SDGs
Ethics and integrity in business conduct (corruption risk in sensitive countries / sectors; anti-competition practices; lack or weak governance of business ethics and CSR with greater risk of non-compliance) **Evolution, complexity and interpretation of tax regulations** (tax transparency and conformity) **IT & cybersecurity** (risk for business continuity and data loss)	> Code of ethics > Anti-corruption Code of Conduct > Internal controls > Third-party due diligences > Competition Policy > Supplier Code of Conduct > Compliance training > Whistleblowing systems > Responsible tax practices > Cybersecurity policy and procedures	**Compliance training** Share of enrolled employees completing e-learnings on Business Ethics -	97.4% -	97.6% -	- -	3.11.1 3.11.1	8 DECENT WORK AND ECONOMIC GROWTH 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Tarkett signed up to the United Nations Global Compact (UN GC) in May 2010. Tarkett continues to remain committed to upholding the ten UN GC principles in its day-to-day business and operations and works constantly to further progress its action and performance on social responsibility. Tarkett understands that the ten Principles of the United Nations Global Compact were derived from key texts to which Tarkett fully adheres: the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

Tarkett is committed to supporting and respecting the protection of internationally proclaimed human rights; and to making sure that we are not complicit in human rights abuses. Tarkett upholds the freedom of association and recognizes the right to collective bargaining. Tarkett will not be party to any form of forced and compulsory labor or to child labor or to any forms of discrimination. Tarkett adopts a precautionary approach to environmental challenges and continually strives to promote greater environmental responsibility, notably developing and promoting environmentally friendlier solutions. Tarkett also remains steadfast in its resolve to tackle all forms of corruption.

In 2022 Tarkett published a Human Rights Statement to reconfirm and raise awareness to these commitments. Tarkett completes the annual communication on progress to the UN Global Compact, according to the Advanced level, which can be consulted on the UNGC website. In 2022 Tarkett joined the Early Adopter Program supporting the UN Global Compact's role out of the new Communication on Progress requirements.

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3.11.1 Ensuring business ethics and integrity

Among our most important company assets are our reputation and credibility for high standards of ethics and integrity. We consider that adherence to these principles as well as compliance with applicable laws and regulations are "non-negotiable" and central to how we do business every day and in every country. This corporate responsible commitment is evident in our core values, and we urge every Tarkett employee to follow and act according to these principles.

These principles are transcribed in **several Group's Codes and Policies**, for example:

- The **Code of Ethics,** which was originally developed in 2009, was completely revised in 2020. It defines basic principles that must imperatively be respected by the Group and its employees. It covers business ethics, with notably the topics of fair competition, anti-corruption, conflict of interest and veracity of accounts; Tarkett's role as an employer, with the respect for human rights and health and safety of employees; and Tarkett's commitments as a corporate citizen, responsible and caring of others with respect for the environment, local cultures as well as personal data. The Code has been translated into 17 languages and deployed throughout the Group.
- The **Anti-corruption Code of Conduct**, builds on the principles in the Code of Ethics. Updated in 2021, following an initial deployment in 2018 in replacement of the Anti-corruption Policy which was in effect since 2012 (see section 3.11.2 Preventing corruption). This Code has been translated into 17 languages and deployed throughout the Group.
- The **Competition Policy** complements the Code of Ethics on the topic of compliance with competition laws, underlining the essential principles and rules to be strictly respected in terms of relationship with competitors (horizontal agreements, exchange of information, membership, and participation in trade associations), relationships with suppliers and customers, good practices to avoid abuse of dominance.

To ensure that all Tarkett employees are aware of and respect the values and behaviors that we wish to share, we have implemented **several trainings and monitoring programs**:

- **Automated acknowledgement**: IT-equipped employees' receipt of compliance documents, such as Code of Ethics, Anti-corruption Code of Conduct and Competition Policy, is now automated, along with the completion of a conflict of interest declaration.
- **Compliance training:** the compliance training program initiated in 2018 and regularly reviewed, focuses on fair competition, anti-corruption, and ethics. The program consists of customized e-learning modules which are organized for employees considered most at risk by their function (e.g. over 4,000 employees enrolled for each of the training modules on ethics, anti-corruption and antitrust). Anti-corruption issues addressed include bribery, relations with intermediaries, gifts and invitations, charitable donations and the whistleblowing systems available to employees as well as third parties. Regarding competition law, the program covers in particular horizontal (competitors) and vertical (suppliers and sub-contractors) restrictions of competition such as the exchange of information in the framework of professional trade organizations. A user-friendly tool with improved look and feel was deployed in 2021 with modules shortened but conducted more regularly. Face-to-face training sessions have also continued in 2022 via dedicated compliance workshops (mostly virtual) tailored to groups of employees more exposed to the previously mentioned risks, notably teams in France, Mexico and Russia. Tarkett has changed the approach to its training programme by targeting those most at risk in terms of compliance. This new methodology allows for more thorough monitoring of participation and easier consideration of disciplinary action for non-compliance. Overall participation rates improved thanks to an efficient follow-up strategy with controls to ensure that all at-risk employees were enrolled. In 2022, 97.5% of enrolled employees completed training on ethics and 97.6% on anti-corruption. In general, 97.4% of targeted employees completed e-learnings on Business Ethics in 2022 (compared to 97.6% in 2021).
- **Participation in trade associations:** Guidelines of good behavior practices when joining trade associations and more generally when attending meetings where competitors are present were developed in 2018 and are now included in the training sessions. Several controls were made in 2022 on the application of the guidelines.
- **Cybercrime and fraud training:** We have also implemented training sessions to raise awareness and empower teams on cybercrime and fraud. For example, in December two live online sessions were provided, raising employee awareness to the different fraudulent methods used, such as social engineering techniques. The training emphasized the precautions employees can take both at work and at home.
- **Whistleblowing systems:** A first professional whistleblowing system, the Ethics Hotline, was established in 2016 for our activities in North America, and a second similar tool, the Compliance Hotline, was introduced for other countries in 2018. This system, hosted by a third-party service provider, enables Tarkett's employees and any third party to raise their concerns and/or report potential violations with Code of Ethics and Anti-corruption Code of Conduct they may witness within Tarkett, including in an anonymous way if they wish to. Deployment of the system was subject, in certain countries, to the approval of local works councils. These whistleblowing systems are presented and explained in all the compliance training modules and a specific procedure for the alert systems is available on Tarkett's Internet and Intranet site. Internal awareness of the systems is maintained through targeted communication, such as emails, newsletters, and digital posters.

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Example

Our Compliance Hotline: a tool for conveying concerns to Tarkett

- Easy access on the internet and the company intranet or by phone from 150 countries in 200 languages.
- Accessible to all Tarkett's employees, business partners (suppliers, clients, etc.) and other third parties.
- To report any type of violation related to, for example, antitrust, conflict of interest, corruption, fraud, harassment, discrimination, environmental damage, etc.
- Presented for consultation to Tarkett's Works Councils in countries where local law enforces it.
- Supported by a platform enabling the rights of whistleblowers to be respected.
- Guaranteeing the confidentiality of cases.

The compliance section of Tarkett's intranet provides all employees who have intranet access with readily available information on business ethics, including the main principles on competition law, anti-corruption, the whistleblowing procedures, and Tarkett's professional alert mechanisms (Compliance Hotline and Ethics Hotline), as well as the Supplier Code of Conduct. Similar information is publicly disclosed on Tarkett's Group website.

Compliance risks are included in the controls and work programs of the internal audit department.

International Sanction Policy: Following the war in Ukraine, Tarkett reinforced its International Sanctions program in implementing a new procedure and additional controls. This procedure provides information about how the International Sanctions work and defines a clear process to follow to mitigate the international sanctions risks. The mitigation process is based on a questionnaire to be completed before carrying out a transaction involving a country listed in the procedure allowing the Legal Department and the Compliance Officer to legally assess the situation.

Protection of personal data: In the context of the ongoing digitalization of activities and increasing risks of cyberattacks, protection of privacy and personal data has become an essential pillar of Tarkett's Code of Ethics. As such, Tarkett is committed to protecting the personal data of its employees, customers, and business partners in compliance with applicable regulations, in particular the EU General Data Protection Regulation ("GDPR"). To enhance our privacy standards in our daily tasks, Data Privacy Guidelines were developed and deployed in 2021. These Data Privacy Guidelines, made available on the Group's intranet, help Tarkett employees to understand data privacy principles and best practices, which are critical to maintain high ethical standards (privacy by design, legitimate data collection, lawful data transfers, limited data retention, etc.). They provide a clear explanation on the steps to follow to be privacy compliant for any new project.

The Group's legal department, in close collaboration with the IT department, oversee the Data Privacy Compliance Program, which include notably:

- signature of personal data protection clauses with our business partners to ensure confidentiality and data security;
- monitoring of data processing activities in internal records;
- privacy impact assessment (PIA) for new processing activities presenting potential privacy risks;
- clear and easily accessible data privacy information provided to our customers, business partners and employees;
- deletion of personal data when no longer needed, in particular using automatic data purges;
- reinforcement of awareness-raising actions and training for employees most exposed to data privacy risks.

Cybersecurity: The Group uses information systems (notably for production management, sales, logistics, accounting, and reporting), which are essential for conducting its commercial and industrial activities. Recognizing that a failure of any one system could have a material adverse effect on the Group's business, Tarkett has procedures, tools, and trainings in place to continually strengthen the security of its information systems.

In 2022 a new Tarkett Cybersecurity policy was deployed along with complementary guidelines and recommendations, describing in a general way the orientations and commitments of Tarkett regarding Cybersecurity. It describes the principles and guidelines and indicates what is expected from everyone to protect the company from external and internal threats. The Cybersecurity policy completes Tarkett's IT Charter governing the use of IT equipment and explaining Tarkett's IT department monitoring activities and use of personal data.

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Additionally in 2022, Tarkett continued to improve its means of detection and response including additional security tools and infrastructure components in the SIEM (Security and Information Events Management) which strengthen its threat analysis capabilities. A daily monitoring of disclosed threats is also performed in order to evaluate potential risks for the company. In parallel Tarkett continued its transition to the Cloud with the objective of increasing its resilience. Additional security tools and measures were implemented in this specific area. Looking ahead, Tarkett decided to define a Cybersecurity framework based on the NIST (National Institute of Standards and Technology). The project which started in 2022 will be deployed throughout the company starting in 2023.

Dedicated awareness sessions have been maintained during the year to share regular information and advice on Cybersecurity. For example, in December 50 employees at Tarkett's head office in Paris-la-Défense, France, participated to a Cyber escape game to raise awareness on cybersecurity. Tarkett's Group Chief Information Security Officer began by setting the scene and explaining the importance of cybersecurity at home and at work. This was then followed by the cybersecurity game which allowed participants to put themselves in the shoes of an attacker and realize the importance of being vigilant when sharing information online. It also promoted collaboration and teambuilding amongst colleagues from different departments. Further details on cybersecurity are given in Chapter 6 "Risk factors and internal control" of the 2022 Universal Registration Document.

Responsible tax practices: As part of its activities, Tarkett does not resort to complex financial arrangements aiming at obtaining a tax benefit conflicting with the purpose or the aim of applicable tax law. Tarkett does not have legal entities in any of the twelve countries of the European Union (EU) black-listed tax havens, which include countries refusing to engage a dialogue with the EU or to remedy shortcomings in terms of good tax governance. With regard to the 22 countries of the EU grey-listed tax havens, which include countries committed to comply with international standards but having signed less than twelve agreements, Tarkett has commercial legal entities in Russia (including two production sites), Turkey (including one production site), and in Hong Kong.

The list of these countries, updated as of 4th October 2022, is available at the following link:

https://ec.europa.eu/taxation_customs/common-eu-list-third-country-jurisdictions-tax-purposes_en.

In the EU, Tarkett operates in Luxembourg since 1961 (where it has a vinyl flooring manufacturing site and a research and development center employing over 600 employees) and in the Netherlands (where it has one carpet manufacturing site and sales activities employing less than 400 employees). Finally, it is specified that the Tarkett Group has not signed any tax rescript with tax authorities in its different countries of operation.

Further details on tax practices and associated fiscal risks are provided in Chapter 6 "Risk factors and internal control" of the 2022 Universal Registration Document.

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3.11.2 Preventing corruption

In line with the requirements of the French anti-corruption law (*"Loi Sapin 2"*) and the guidelines of the Anticorruption French Agency (AFA), Tarkett has implemented a Corruption Prevention Program, which provides a framework to our teams and business partners globally and which includes the following components:

- **A corruption risk mapping** exercise was initiated in 2017, updated in 2019 and redesigned in 2020. The risk identification and assessment process was based on interviews of 82 internal stakeholders covering the whole range of Tarkett activities and processes worldwide. The risk mapping is continually expanded and updated based on elements gathered through additional interviews and/or potential alerts or incidents and/or NGO reports we have been informed about. The granularity of the assessment is thus refined as these elements are collected by Tarkett. In 2020, an important update of the corruption risk mapping was undertaken to identify and then assess risks in a more refined and relevant way and to take into account the latest requirements of the French Anticorruption Agency.
- The **Anti-corruption Code of Conduct**, which was drafted and rolled-out in 2018 in replacement of the Anti-corruption Policy, defines clear guidelines allowing our teams to identify and prevent inappropriate behavior in terms of corruption and influence peddling. This code lists prohibited practices (illegal payment, facilitation payments and political contributions), practices governed by strict rules (gifts and invitations, donations to charities, sponsorships, interest representation and/or lobbying action), and practices to be followed internally (proper and exact accounting, declaration of conflict of interest) and with our business partners (anti-corruption contractual clauses, implementation of due diligence procedures, use of intermediaries). The Code was reviewed and updated in 2021 following the revision of our corruption risk mapping. Every employee is fully informed that non-compliance with any one of the provisions listed in the Anti-corruption Code of Conduct may give rise to disciplinary sanctions, including dismissal.
- The **whistleblowing systems** implemented with the Compliance Hotline in 2018 complementing the Ethics Hotline deployed in 2016 in the United States and in Canada. The systems are supported by the Whistleblowing Procedure to enable employees, business partners and other third parties to report any corruption-related concern.
- The **assessment of our business partners:** Tarkett performed an assessment of its suppliers as part of our **Responsible Sourcing Program** (see section 3.9.1.1 Deploying our responsible sourcing program) as well as anti-corruption due diligences on some of its intermediaries, clients and suppliers. A mapping of third parties was developed in 2020 leading to the creation of a three-year third-party due diligence program. This third-party evaluation program continued in 2022.
- An **Anti-corruption Accounting Control Procedure** relating in particular to gifts, invitations, business meals, donations, sponsorships and intermediary commissions was set up in 2020 and deployed throughout the Group. In 2022, additional anticorruption accounting controls, gifts/invitations, donations/sponsorships and commissions on sales were performed in all Divisions.
- An **Anti-corruption training program**, targeting all Tarkett employees considered most at risk in terms of corruption by their function, covering anti-corruption practices in general, and reminding our teams of good practices in this regard, with a particular focus on use of intermediaries, gifts and invitations, and donations to charities. Anti-corruption workshops are also organized for specific audiences.
- The **Anti-corruption committee** which was established in 2020 is composed of the CEO, CFO, Group General Counsel, Group Internal Audit Director, and the Compliance Officer. The role of this committee is to define the Group strategy in the deployment of its Anti-corruption program.

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3.12 Social and Environmental Report

3.12.1 CSR indicators dashboard

Social Indicators

GRI	Indicator	Variation 2022 vs. 2021	Variation 2022 vs. base year	2022	2021	2020	2019
	Workforce						
102-7a	Total number of employees (as of 31/12)	1.1%	-	12,007	11,872	12,160	12,592
102-8a	Total number of permanent contract female employees	3.0%	-	3,192	3,100	3,245	3,385
102-8a	Total number of permanent contract male employees	-0.4%	-	7,940	7,975	8,123	8,338
102-8a	Share of permanent employees	=	-	93%	93%	93%	93 %
102-8a	Total number of fixed-term contract female employees	-2.1%	-	234	239	233	235
102-8a	Total number of fixed-term contract male employees	14.9%	-	641	558	559	634
102-8a	Share of fixed-term employees	=	-	7%	7%	7%	7%
102-8b	Total number of permanent contract employees	0.5%	-	11,132	11,075	11,368	11,723
102-8b	Total number of fixed-term contract employees	9.8%	-	875	797	792	869
102-8d	Number of external workers (FTE)	5.2%	-	531	505	427	488
102-8d	Share of external workers (% of total FTE)	0.1%	-	4.3%	4.2%	3.5%	3.8%
-	Total wages and salaries (€m)	11.5%	-	763	684	669	718

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CSR indicators dashboard

GRI	Indicator	Variation 2022 vs. 2021	Variation 2022 vs. base year	2022	2021	2020	2019
	New Employee Hires and Employee Turnover						
401-1a	Number of employee hires	10.3%	-	2,866	2,599	1,834	2,454
401-1a	Rate of employee hires	2.0%	-	24%	22%	15%	19%
-	Number of permanent contracts ended by employee (e.g. resignation, retirement)	12.4%	-	1,708	1,520	900	1,136
-	Number of permanent contracts ended by employer (e.g. lay-off)	7.3%	-	644	600	601	886
-	Permanent employee turnover rate	2.0%	-	21%	19%	13%	17%
401-1b	Total number of employee departures	1.8%	-	2,964	2,911	2,155	2,910
401-1b	Total employee turnover rate	=	-	25%	25%	18%	23%
	Diversity						
405-1a	Percentage of female administrators in Tarkett Supervisory Board	=	-	44%	44%	44%	44%
405-1a	Percentage of administrators in Tarkett Supervisory Board below 30 years	=	-	0%	0%	0%	0%
405-1a	Percentage of administrators in Tarkett Supervisory Board between 30 to 50 years	11%	-	44%	33%	22%	22%
405-1a	Percentage of administrators in Tarkett Supervisory Board above 50 years	-11%	-	56%	67%	78%	78%
405-1b	Percentage of females in Executive Management Committee (CEO & EMC Senior Executives)	=	-	30%	30%	30%	18%
405-1b	Percentage of female Top Executives (CEO, EMC Senior Executives & Executives)	8%	-	28%	20%	25%[1]	25%[1]
405-1b	Percentage of female Directors and above (Top Executives, Senior Directors & Directors)	1%	-	27%	26%	26%[2]	24%[1]
405-1b	Percentage of women in management	1%	-	27%	26%	26%	27%
405-1b	Percentage of female other employees	=	-	29%	29%	29%	29%
405-1b	Percentage of female employees	0.4%	-	29%	28%	29%	29%
405-1b	Percentage of employees below 30 years	0.8%	-	14%	13%	12%	13%
405-1b	Percentage of employees between 30 to 49 years	-1.3%	-	55%	56%	57%	57%
405-1b	Percentage of employees above 50 years	0.5%	-	31%	30%	31%	30%
405-1b	Percentage of employees with disabilities	-0.1%	-	1.1%	1.2%	1.1%	0.9%

1 In previous years this refered to a slightly larger population for EMC to EMC-1
2 In previous years this refered to a slightly larger population for EMC to EMC-2

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CSR indicators dashboard

GRI	Indicator	Variation 2022 vs. 2021	Variation 2022 vs. base year	2022	2021	2020	2019
	Training and Development						
-	Percentage of employees trained at least 1 day during the year [base year 2011]	1.5%	8%	45%	44%	34%	58%
-	Training hours (thousand hours) [base year 2013]	2.3%	26%	252	246	165	256
412-2b	Percentage of employees who have participated to e-learning training on Business Ethics	-0.2%	-	97.4%	97.6%	-	-
404-1	Average number of training hours per employee	1%	-	21	21	14	20
404-3	Percentage of enrolled employees who completed a Performance & Development Review (or equivalent) during the year	-	-	93%	-	-	-
-	Percentage of enrolled permanent employees who completed a Performance & Development Review (or equivalent) during the year	-	-	93%	-	-	-
-	Percentage of open management positions filled by an internal candidate	-9%	-	54%	63%	56%	65%
203-2	Number of external people who received Tarkett Academy training	-3.2%	-	7,889	8,148	5,176	8,229
	Proactive Internal Communication and Social Dialogue						
-	Progress on "Listen to employees and engage in social dialogue" in employee feedback survey [base year 2010] (*2018)	-	-	-	53%	-	54%*
-	Progress on "Communicate proactively towards all employees" in employee feedback survey [base year 2010] (*2018)	-	-	-	71%	-	66%*

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CSR indicators dashboard

GRI	Indicator	Variation 2022 vs. 2021	Variation 2022 vs. base year	2022	2021	2020	2019
	Occupational Safety & Health						
403-9a	Injury frequency rate – LTA only [FR0t] for all employees	71%	-	1.52	0.89	1.28	1.64
403-9a	Recordable Lost Time Accident (LTA) Frequency Rate [FR1t] for all employees	31%	-	3.36	2.56	2.62	2.19
403-9a	Lost day rate due to LTA – accident severity rate [TG0t] for all employees	5%	-	0.062	0.059	0.100	0.077
403-10a	Occupational illnesses (OI) frequency rate for all employees	-100%	-	0	0.26	0.10	0.27
403-9a	Absentee rate (employees)	-0.8%	-	3.6%	4.4%	3.9%	2.6%
403-9a	Number of fatal accidents	-	-	0	0	0	0
403-9b	Injury frequency rate – LTA only [FR0t] – external workers	-43%	-	2.78	4.85	8.73	8.28
-	Percentage of formal agreements covering health & safety topics	-	-	-	14%	18%	-
-	Progress on "Ensure respect and integrity through adhesion to Tarkett values" in employee feedback survey [base year 2010] (*2018)	-	-	-	85%		68.0*
	Tarkett Cares						
203-1	Number of community initiatives supported through time, flooring, other material or funding contributions	33%	-	117	88	135	182
203-1	Number of employees involved in community initiatives	-60%	-	468	1,168	730	1,401
203-1	Number of days of donated time through volunteering (based on 7 hours per day)	71%	-	156	91	692	921
203-1	Quantity of flooring products donated to community initiatives (m²)	139%	-	13,559	5,669	20,187	19,864
203-1	Total value of contributions to community initiatives (in k€)	102%	-	208	103	445	710

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CSR indicators dashboard

Environmental Indicators

GRI	Indicator	Variation 2022 vs. 2021	Variation 2022 vs. base year	2022	2021	2020	2019
	Good Materials						
416-1	Percentage of raw materials third-party assessed for their impact on people's health and the environment based on Cradle to Cradle® criteria (% of purchase volume) [base year 2011]	-2%	88%	95%	97%	98%	98%
-	Percentage of raw materials not contributing to resource scarcity (abundant, rapidly renewable or recycled) [base year 2011]	-1%	-2%	69%	70%	68%	67%
301-1	Percentage of renewable or recycled raw materials	-1%	-	30%	31%	30%	30%
301-2	Percentage of recycled content of raw materials	2%	-	17%	15%	13%	12%
	Resource Stewardship						
303-5	Water intensity (liters/m²) [base year 2010]	9%	-44%	2.9	2.7	2.4	2.9
303-5	Water consumption (million cubic meters)	-5.5%	-	0.67	0.71	0,63	0.73
-	Percentage of manufacturing sites that have implemented closed- loop water circuits (or do not use water in their process) [base year 2010]	-2%	8%	69%	71%	71%	66%
302-3	Energy intensity (kWh/m²) [base year 2019]	3.1%	5.7%	4.32	4.19	4.00	4.09
302-1a	Non-renewable fuel energy consumption (GWh)	-11.6%	-	442	500	472	514
302-1b	Renewable fuel energy consumption (GWh)	-19.2%	-	71	88	80	95
302-1c	Purchased electricity and steam consumption (GWh)	-8.2%	-	481	524	500	527
302-1d	Generated renewable energy sold (GWh)	-	-	3.2	-	-	-
302-1e	Total energy consumption (GWh)	-10.6%	-	994	1,112	1,052	1,136
	Percentage of energy consumption coming from renewable energies	4.3%		43%	38%	27%	28%
305-4a	GHG market-based emissions intensity (Scope 1 & Scope 2) (kgCO2e/m²) [base year 2019]	-10.0%	-31.1%	0.60	0.67	0.76	0.87
305-1a	Gross direct (Scope 1) GHG emissions (tCO2equivalent) (including car leasing) [base year 2019]	-11%	-14%	91,253	102,795	97,623	106,232
305-1c	Biogenic CO2 emissions (tCO2) related to Scope 1 [base year 2019]	-16%	-22%	25,620	30,575	27,712	32,982

CSR indicators dashboard

GRI	Indicator	Variation 2022 vs. 2021	Variation 2022 vs. base year	2022	2021	2020	2019
305-2a	Gross location-based indirect (Scope 2) GHG emissions (tCO2equivalent) [base year 2019]	-16%	-24%	144,897	172,718	170,512	190,387
305-2b	Gross market- based indirect (Scope 2) GHG emissions (tCO2equivalent) [base year 2019]	-33%	-62%	55,668	83,099	109,293	144,873
	Total Scope 1 & 2 (market-based) GHG emissions (tCO2e) [base year 2019]	-21%	-41%	146,921	185,894	206,916	251,105
	Percentage reduction of Scope 1 & 2 (market-based) GHG emissions vs 2019 [SBTi target]	-16%	-41%	41%	-26%	-18%	-
305-3a	Gross other indirect upstream (Scope 3: catgory 1 - purchased goods and services) GHG emissions (tCO2e) [base year 2019]	-	-14%	1,339,935	-	-	1,549,251
305-3a	Gross other indirect downstream (Scope 3: catgory 12 - end-of-life treatment of sold products) GHG emissions (tCO2e) [base year 2019]	-	-13%	216,067	-	-	247,333
305-3a	Gross other indirect upstream & downstream (Scope 3: catgories 1+12) GHG emissions (tCO2e) [base year 2019]	-	-13%	1,556,002	-	-	1,796,584
305-3c	Biogenic CO2 emissions and removals (tCO2) related to Scope 3 category 1	-	-33%	-176,344	-	-	-263,181
305-3c	Biogenic CO2 emissions and removals (tCO2) related to Scope 3 category 12	-	-35%	162,293	-	-	251,484
	Total value chain GHG emissions (Scope 1 + Scope 2 market-based + Scope 3 : categories 1 + 12) (tCO2e) [base year 2019]	-	-17%	1,702,923	-	-	2,047,689
	Percentage of production sites certified to ISO 14001	=		82%	82%	81%	85%

CSR indicators dashboard

GRI	Indicator	Variation 2022 vs. 2021	Variation 2022 vs. base year	2022	2021	2020	2019
	People-friendly Spaces						
416-1	Percentage of phthalate-free flooring [base year 2010]	1%	96%	96%	95%	97%	74%
416-1	Percentage of flooring with low Volatile Organic Compound (VOC) emissions levels [base year 2010]	=	78%	99%	99%	98%	98%
	Recycling and Reuse						
-	Non-recycled waste intensity (g/m²) [base year 2015]	-20%	-3%	119	149	154	143
306-2a	Hazardous waste (thousand metric tons)	-12%	-	5.7	6.6	5.0	4.2
306-2b	Non-hazardous waste (thousand metric tons)	-35%	-	21.5	33.0	35.4	35.5
306-2	Total waste to landfill (thousand metric tons) [base year 2015]	-59%	-49%	10.0	24.2	27.6	27.3
306-2	Percentage of total waste sent to landfill	-11.3%	-	15%	27%	28%	28%
306-2	Percentage of total waste sent to external recycling	1.7%	-	58%	57%	59%	59%
306-2	Percentage of total waste sent for energy recovery	6%	-	18%	11%	9%	9%
306-2	Percentage of non-recycled waste sent to landfill [base year 2015]	-25%	-17%	37%	61%	68%	69%
301-3	Quantity of post-installation and end-of-use flooring collected through the ReStart® program (metric tons)	-6%	-	3,000	3,200	3,000	3,300
	Responsible sourcing Indicators						
	Share (in spend) of suppliers who have adhered to Tarkett's Responsible sourcing Code of Conduct or equivalent	7%	-	42%	35%	36%	29%
	Share (in number) of targeted suppliers who have adhered to Tarkett's Responsible sourcing Code of Conduct or equivalent	10%	-	46%	36%	20%[1]	80%

1 As a result of the roll-out of Tarkett's responsible sourcing programme, the targeted supplier base has increased, resulting in a lower proportion of suppliers adhering

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CSR indicators dashboard

Social Indicators by Region

GRI	Indicator	2022	Europe [1]	North America[2]	Rest of World[3]
	Workforce				
102-7a	Total number of employees (as of 31/12)	12,007	37.5%	34.2%	28.3%
102-8b	Total number of permanent contract employees	11,132	4,177	3,779	3,176
102-8b	Total number of fixed-term contract employees	875	327	322	226
	New Employee Hires and Employee Turnover				
401-1a	Number of employee hires	2,866	811	1,762	293
401-1a	Rate of employee hires	24%	18%	43%	9%
401-1b	Total number of employee departures	2,964	668	1,603	693
401-1b	Total employee turnover rate	25%	15%	39%	20%
	Occupational Safety & Health				
403-2a	Recordable Lost Time Accident (LTA) Frequency Rate [FR1t] for all employees	3.36	2.75	6.19	0.61
403-2a	Lost day rate due to LTA – accident severity rate [TG0t] for all employees	0.062	0.045	0.083	0.054
403-2a	Occupational illnesses (OI) frequency rate for all employees	0	0	0	0
403-2a	Absentee rate (employees)	3.6%	4.6%	2.5%	3.6%
403-2b	Injury frequency rate – LTA only [FR0t] – external workers	2.78	4.88	0	0

(1) Europe: Corporate, EMEA & Tarkett Sports EMEA
(2) North America: Tarkett North America & Tarkett Sports North America
(3) Rest of World: Tarkett Eastern Europe & Asia, Latin America, Australia & New Zealand, & Tarkett Sports Australia

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3.12.2 CSR methodological note

Since becoming a listed company in 2013 Tarkett publishes, as required by French regulatory requirements, information on the social, environmental, and societal aspects of its activities in its annual management report (Universal Registration Document). This information includes Tarkett's Corporate Social Responsibility (CSR) Key Performance Indicators (KPIs) taken from Tarkett's Sustainability Dashboard. The Dashboard is an essential tool for monitoring and guiding performance. Its principal objective is to provide the Group with relevant indicators to evaluate the deployment of its strategy and fulfil its regulatory obligations. Progress is measured against a base year set for certain key performance indicators.

In accordance with French regulatory requirements, the corporate environmental and social information has been verified by an independent third-party organization (the report on corporate, environmental, and social information by one of the statutory auditors, appointed as an independent third-party organization).

Guiding frameworks

Tarkett's CSR reporting and sustainability dashboard have been developed based on the following frameworks:

- The Group's strategy and its historical commitment to CSR, where each strategic initiative relies on one or more quantified indicators, certain of which are the subject of long-term objectives (2020 objectives set in 2011 and 2025 / 2030 objectives set in 2019, 2020 and 2021).
- The European Union Non-Financial Reporting Directive 2014/95/EC and the French regulations on non-financial statement, known as the extra-financial performance declaration: the social, environmental, and societal information required by Article L.225-102-1 of the French Commercial Code is included in the form of indicators or quantified statistics in the dashboard (the qualitative information is presented in other sections of the management report).
- The UN Global Compact: in connection with the Group's voluntary commitment, the dashboard is a tool for managing performance in every dimension of the Global Compact.
- The Global Reporting Initiative (GRI) Standards 2016: this report discloses as far is currently possible the GRI Standards: Core option. A GRI content table (see section 3.12.3 GRI and DPEF concordance table) indicates where the relevant standard disclosures can be found in this report.
- The recommendations of the Task force on Climate-related Financial Disclosures (TCFD).
- The Greenhouse Gas Protocol: Greenhouse emissions are quantified and reported according to the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI) GHG Protocol.
- Cradle to Cradle® (C2C) principles for the design of our products, from material selection and product manufacturing, to installation, use, maintenance, end-of-use and product recovery.

The sustainability dashboard is built around three dimensions: social responsibility, environmental responsibility, and corporate governance.

Methodological procedures

Tarkett's CSR reporting procedures are documented in a comprehensive CSR Reporting Handbook which was established, in consultation with the different internal CSR topic owners, in 2017. These procedures further aligned Tarkett's reporting with the 2016 GRI Standards: core option. The Handbook was presented to and approved by the Executive Management Committee and is reviewed and updated each year taking into account feedback and any changes in reporting requirements or objectives. The CSR Reporting Handbook sets out:

- the aims of Tarkett's CSR reporting and strategic objectives for 2025 and 2030;
- the reporting principles, reporting scope, reporting tools, internal controls and consolidation rules;
- the reporting organization, responsibilities, and planning; and
- the detailed definitions, specific guidelines, and control points of all reported indicators.

The following is a summary from the CSR Reporting Handbook:

Reporting principles

Stakeholder Inclusiveness

Tarkett recognizes that constant dialogue and engagement with the whole value chain and wider community is essential to achieve its objectives of best serving its customers and contributing to addressing societal challenges. Tarkett engages with stakeholders through diverse means to ensure that its strategies and reporting account for their expectations.

Sustainability Context

Tarkett is determined to contribute, wherever its business activities allow, to addressing several of the most important and pressing challenges that face society in the 21st century (combating climate change, managing scarce natural resources sustainably and promoting people's well-being and the development of healthy living spaces)

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CSR methodological note

Materiality
In 2016, a survey was completed to determine the material topics for Tarkett and ensure that our CSR strategy and our objectives were aligned with them. Each year we maintain regular dialogue with our stakeholders, listening to their concerns, desires, and expectations. In this way we ensure our actions, and our priorities are adapted to meet the material challenges and opportunities.

Completeness
Tarkett's CSR report covers the same scope as the consolidated financial report. Topics covered in the report reflect the organization's significant economic, environmental, and social impacts. Material CSR topics are not omitted. Furthermore, Tarkett strives to explore new and upcoming topics in appropriate detail.

Accuracy
Tarkett strives to ensure the accuracy of reported data, with clearly documented definitions and procedures in its CSR Reporting Handbook and with multiple controls.

Balance
Tarkett tracks its performance in order to report on progress as well as challenges, thus reflecting in a transparent manner both positive and negative aspects of its CSR performance.

Clarity
CSR information is presented by Tarkett in a clear, detailed manner, in order to be easily understood by stakeholders.

Comparability
Tarkett promotes consistent reporting through well documented procedures and presents indicators with comparisons to previous periods and base years with the exception of certain newly deployed indicators where data for previous periods is not yet available and for indicators which are not reported annually (e.g. indicators related to Tarkett's employee feedback survey conducted every two years).

Verifiability
Reported data is documented and verified during internal and third-party external audits in order to provide additional confidence in the veracity of published content.

Timeliness
Tarkett publishes CSR information annually with financial reports in March / April.

Reporting period
The annual reporting period is aligned with the financial year which is the calendar year from 1st January to 31st December. This report concerns the period 1st January 2022 to 31st December 2022.

Reporting frequency
CSR reporting for external publication needs is conducted annually. Intermediary reporting for internal purposes is conducted for certain topics (e.g. monthly reporting of plant environmental and safety KPI).

Scope of reporting
The scope of reporting is Group-wide, covering all activities over which the Group has operational control, as follows:

Social reporting covers:

- The workers (employees and external workers, depending on the indicators) at all entities in the consolidated financial scope excluding plants in the process of closing where production ceased in prior years. Other specific limitations for certain indicators are detailed under the paragraph "Specific limits to scope of reporting" in this methodological note.
- This scope includes all manufacturing plants, sales network, and administrative offices for Tarkett payroll employees (except where specific limits to scope of reporting are given) and external workers for certain indicators.

Environmental reporting covers:

- The manufacturing activities at all plants in the consolidated financial scope. Other specific limitations for certain indicators are detailed under the paragraph "Specific limits to scope of reporting" in this methodological note.
- The flooring and sports surface finished goods produced at all plants in the consolidated financial scope.

Reporting organization
The reporting process of CSR / sustainability indicators is managed and consolidated by the Group Sustainability with the support from the different concerned functions (including Finance, R&D and Operations, HR & Communications, Legal, ...), divisions and sites. Each CSR topic and its relevant indicators are owned by a member of the Tarkett Executive Management Committee (EMC). The clear ownership and responsibility ensure accurate, reliable, and timely reporting of CSR data and indicators.

Reporting tools

Reporting 21: A new web-based reporting tool "Reporting 21" was implemented in 2022 to centralize all CSR metrics and KPI, with the aim of facilitating the monitoring of performance. Data already collected in other tools (e.g. Workday, SAP, ...) is injected into Reporting 21 on a regular periodic basis. Other data is reported directly in Reporting 21.

Workday: CSR related HR data available in Workday (e.g. headcount, turnover,...) are sourced directly from Workday and injected into Reporting 21. Other HR data is reported directly in Reporting 21.

Tarkett Cares : data is reported directly in Reporting 21.

Employee satisfaction: measured every two years through the internal employee satisfaction survey.

Tarkett Academy: data on Tarkett Academy training is reported directly in Reporting 21.

Plant environmental and safety data: data is reported in a dedicated scorecard for each manufacturing plant with data uploaded monthly to a Group data repository (SAP).

Indoor air quality and safe, healthy spaces: phthalate-free, low VOC emission and production volume data is reported directly in Reporting 21.

Good materials: indicators on resource scarcity and Cradle to Cradle® assessment compiled from raw material purchase data and material assessment database and consolidated by Group in a specific reporting Excel scorecard.

ReStart®: data on post-installation and end-of-use flooring waste collection is reported directly in Reporting 21.

Supplier commitment to Tarkett supplier Code of conduct: data compiled from purchasing databases. The purchase amounts are based on the current reporting year. The total spend comes from the relevant lines in Tarkett's P&L financial reporting.

Specific limits to scope of reporting

Absence: In 2022, Tarkett North America reported scheduled hours for "salaried employees", these hours along with hours of absence were not reported in 2021 for this specific population of employees (representing approximately 40% of the division's workforce - defined as employees paid at flat rate, regardless of specific hours worked, unlike hourly employees who are paid a wage for each hour worked). As such the absenteeism rate for North America is not comparable.

Injury frequency rate: In 2021, the following entities were excluded from safety indicators since hours worked were not reported: FieldTurf North America & Sales Network (1 injury with lost time <24h in 2021), FieldTurf USA Sales Network (2 LTAs with 2 lost days in total, 11 injuries with lost time <24h in 2021), Beynon Sales Network and Tarkett USA Sales Network (these entities represented approximately 8% of Tarkett's headcount). In 2022 these entities reported hours worked and so are included in the scope.

Raw material assessment & resource scarcity: All raw materials for the production of finished and semi-finished flooring and sports surface products, excluding the three entities acquired in 2018 (Dalton Kraft - Lexmark) in Dalton, US; Toronto - Thermagreen in Toronto, Canada and Grassman in Botany, Australia representing together 2% of all finished goods production) for which reporting is still being established; outsourced finished goods; process chemicals (except for carpet) and packaging. Any post-installation or post-use materials collected and effectively recycled by FieldTurf or Beynon Sports Surfaces are not included, with the exception of recycled post-use artificial turf recycled at Abtsteinach, Germany.

ReStart®: Any post-installation or post-use materials collected and effectively recycled by FieldTurf or Beynon Sports Surfaces are not included.

Environmental manufacturing indicators: Water, energy, Scope 1 and Scope 2 greenhouse gas emissions and waste indicators are reported for all industrial sites excluding our new plant in Mexico acquired late in 2021 (this plant will be integrated in 2023).

Scope 1 car leasing emissions: GHG emissions from car leasing have not been recalculated in 2022 and so are identical to the 2019 values calculated for the 2019 GHG inventory (8,427 tCO_2e).

Scope 3 GHG emissions: Scope 3 emissions for categories 1 and 12 are calculated for all raw materials (excluding packaging) used at all industrial sites excluding our sports plants in Toronto (Canada) and Prestons (Australia), and our carpet plant Dalton - Smith (US). Raw materials used for outsourced Luxury vinyl tile products (LVT) are also included. Other outsourced goods are not included.

Indoor air quality and safe, healthy spaces indicators: Share of phthalate-free, share of low VOC emission and share of non-quantifiable VOC emission products exclude all semi-finished production volume, the production volume for automotive industry at Clervaux (Luxembourg) and other non-relevant production volumes (e.g. outdoor sports surfaces). The production volume for our new plant in Mexico acquired late in 2021 was also excluded.

Supplier commitment to Tarkett supplier Code of conduct: All direct purchases (raw materials and finished goods suppliers) and indirect purchases (local suppliers and service providers for production operations) from manufacturing sites (with the exception of purchases for Dalton Kraft, US and Mexico City, Mexcio), excluding inter-company spends of semi-finished goods.

CSR indicator definitions (extract from Tarkett CSR Reporting Handbook)

Social

Full time equivalent (FTE): used to measure the effective workforce during the reporting period as opposed to the headcount which is the number of employees present at the end of the reporting period. Reported for both Tarkett payroll employees and external workers.

Headcount: number of Tarkett payroll employees at the last day of the month of reporting period.

Tarkett payroll employees: All workers who are engaged by Tarkett and are on the Tarkett payroll, including interns / trainees and apprentices if on payroll. Excluding non-active staff (employees on leave greater than 6 months).

Permanent contract: Employee engaged by Tarkett for no specified duration (i.e. indefinite contract for an indeterminate period). Exception for China where employees on 2 or more years fixed-term contract are considered as permanent.

Fixed-term contract: Employee on Tarkett payroll engaged for a specified limited duration (i.e. employee temporary contract), including Tarkett Sports seasonal workers.

Geographical zones: EMEA comprises Tarkett EMEA, Tarkett Sports EMEA & corporate; North America comprises Tarkett North America & Tarkett Sports North America; Rest of World comprises Tarkett Eastern Europe, Asia, Australia & New Zealand, Latin America and Tarkett Sports Australia.

External workers: Any worker who does not have an employment contract with Tarkett / is not on Tarkett payroll (e.g. external workers on contract with a temporary staff employment or leasing agency hired to support regular operations). Not including "subcontractors working for specific projects (as exemple SAP implementation).

Manager: A manager is an employee with at least one direct report at the date of reporting (e.g. 31.12), including blue collar workers (e.g. shift leaders, group leaders, extension supervisors and team managers are considered as managers). An employee who is considered a manager (e.g. manager in job title) but who does not have direct team management responsibility or the managed team is composed only of Contingent Workers and/or Interns is not considered a manager for the CSR reporting.

Other employees: All employees other than managers at the date of reporting.

Disabled employees: Reported according to local labor laws where permitted.

Top executives (CEO, EMC - Senior Executives and Executives): covering the 3 management Levels CEO, EMC - Senior Executives and Executives.

Senior executives (Senior Directors and Directors): covering Top Executives and the following 2 management levels Senior Directors and Directors.

Employees hired: Number of employees (with permanent or fixed-term contracts) added to the payroll including employees hired on the final day of reporting period.

Rate of employee hires: employees hired / headcount

Total number of employee departures: Number of employees (with permanent or fixed-term contracts) removed from the payroll.

Total employee turnover rate: employee departures / headcount.

Permanent employee turnover rate: permanent contract employee departures / permanent employee headcount.

% of employees trained at least 1 day during the year: Share of employees in headcount at end of year, where an employee is considered as "having received training" if the cumulative number of training hours received over the full year exceeds 1 full day (8 hours).

Training hours: Training in Tarkett is considered as development activity, with specific support, and confirmation of attendance. For e-learning, the training hours reported correspond, where possible, to the real time spent by employees following online e-learning courses as recorded by the e-learning systems (for both "in progress" and "completed" courses). If real time is not available, the theoretical duration of the online training is taken into account. All employee training hours during the reporting period, including employees no longer in the company at the end of the reporting period.

Performance & Development Review (or equivalent) : The annual appraisal ("Performance and Development Dialogue" and "Polyvalence Matrix") is an annual exchange between the employee and his/her manager to discuss achievements, skills, opportunity for improvement and development program. Employees present in the company three months before the launch of the annual performance and development review process are enrolled. The % share of employees completing the annual review is calculated as those having completed the review compared to those enrolled.

Open management positions filled by an internal candidate: A management position is a position (manager) with at least one direct report. An open position is a vacancy for which a person has been hired or transferred. An internal candidate is a candidate already a Tarkett employee.

Open management positions filled by a female candidate: A management position filled with an internal or an external female candidate.

Number of external people who received Tarkett Academy training: Number of people (excluding employees and external workers) having completed a Tarkett Academy technical training session / program in the Tarkett Academy network.

Tarkett Academy network: The Tarkett Academy organizes and provides specific technical training programs (amongst others, in flooring installation and maintenance) at dedicated training centers and at other locations.

Dedicated Tarkett Academy technical training center: A Tarkett facility that is dedicated to giving technical training (including training to external people).

Number of injuries - employees: Includes work-related accidents according to the local legal definition for all employees (according to Tarkett's definition of employee). It therefore does not include commuting accidents or accidents of visitors or external workers, which are tracked separately.

LTA: A Lost Time Accident (including fatality) where the individual is more seriously injured and as a result, they are unavailable to attend work for a period greater than 24 hours.

Injuries with lost time <24hours: A workplace injury which is sufficiently serious to mean that the injured person is unable to attend work for the remainder of the day, however are available to return to work the next day.

Injuries with first aid: A workplace minor injury where the injured party is able to return to work following a brief period of minor treatment from an occupational nurse or trained staff member.

Injury frequency rate - LTA only [FR0t]: # LTA x 1 000 000 / worked hours, where the number of LTA include fatal accidents.

Recordable Lost Time Accident (LTA) Frequency Rate [FR1t]: Injury frequency rate = # LTA + # Injuries with lost time <24 hours x 1 000 000 / worked hours, where the number of LTA include fatal accidents.

Lost day rate due to LTA – accident severity rate [TG0t]: # of working days lost for LTA x 1000 / worked hours.

Occupational illnesses: An occupational illness (or disease) is defined as, "any abnormal condition or disorder, other than one resulting from an occupational injury, caused by exposure to factors associated with employment."

Occupational illnesses frequency rate: # Occupational illnesses / worked hours x 1 000 000.

Hours lost for absence: Worked hours lost for unplanned absence (i.e. illness, worked-related accidents, strikes or other unexcused absence) of all employees during the reporting period up to 30 days. Excluding "planned sick leave" absence (e.g. in North America where certain categories of workers, such as office workers, have pre-determined quota of "paid sick days" that they can take without justification and where actual sick days are not tracked). Where an employee returns to work, but only part-time (e.g. therapeutic phased return to work), after an absence, then the employee is no longer considered absent.

Absentee rate %: # hours lost for absence / # total scheduled hours.

Progress on "Ensure respect and integrity through adhesion to Tarkett values": Score to the following question in the biennial (every two years) employee feedback survey: "In my unit, compliance with applicable laws, regulations and Tarkett policies is taken seriously". This replaces the previous indicator based on the average of 2 questions.

Progress on "Listen to employees": Score to the following question in the biennial employee feedback survey: "Sufficient effort is made to get the opinions and thinking of people who work in Tarkett". This replaces the previous indicator based on the average of 2 questions.

Progress on "Communicate proactively towards all employees": Average score to 2 questions in the biennial employee feedback survey: "Tarkett's strategic priorities and goals have been clearly communicated to me" and "I am kept informed about matters that affect me".

Total compensation and benefits: Total of short-term employee benefits (as per Group Accounting Manual): wages, salaries and social security contributions; paid annual leave and paid sick leave; profit-sharing and bonuses payable within twelve months of the end of the period; non-monetary benefits, such as medical care, housing, cars and free or subsidized goods or services.

Tarkett Cares

Community initiatives: The Tarkett Cares program promotes the participation of Tarkett employees and Tarkett entities in local community initiatives which help the community for better living and contributes to local community's needs. As per Tarkett Cares guidelines the initiative should be connected to Tarkett's values, core business or sustainability commitment and carried out with an officially recognized non-profit organization (including public services such as schools).

Employees involved: The total number of employees who have volunteered 1 or more hours to community initiatives.

Hours volunteered: The total number of hours volunteered during working hours. As per Tarkett Cares rules, each employee can volunteer (share time and talent) between 1 hour and 2 days per year during working hours. Hours volunteered outside of working hours (e.g. evenings, weekends, holidays) are not included.

Flooring products donated: Total square meters of flooring products donated to community initiatives.

Total value of contributions to community initiatives: Value of flooring products donated based on standard factory price (cost of production) + value of other in-kind contributions (cost of purchased materials) + cash donations + value of volunteered hours (calculated using total employee wages and salaries and FTE).

Business Ethics

% of employees who have participated to e-learning training on Business Ethics: share of employees targeted who have completed the Tarkett online e-learning.

Total number of employees targeted for e-learning training on Business Ethics: based on the invitations for online e-learning.

Employees targeted for training: Employees, who by their job profile are particularly exposed to corruption, competition or data privacy risks as defined in the legal risk assessments, areexpected to complete one of dedicated training as defined by Tarkett Legal Department.

Environmental

Indicators on raw materials: purchases of raw materials only (excluding indirect purchases and finished products). Most raw material purchase data comes from Tarkett's global SAP data warehouse. The remaining (5%) is reported by plants.

Percentage of raw materials third-party assessed for their impact on people's health and the environment based on Cradle to Cradle® criteria (% of purchase volume): Share of materials purchased (in metric tons), for which an impact study was carried out pursuant to Cradle-to-Cradle principles "Product Standard Material Health Methodology Nov. 2013" available at www.c2certified.com. Tarkett uses ABC-X classification, which evaluates risks related to the impact of chemical substances on the environment and human health. For raw materials in SAP the ratings A, B, C, [], X and [X] are considered as assessed at a SKU level. For other raw materials the ratings A, B, C, [], X, [X] and Grey are considered as assessed by raw materials family. For PVC materials, an evaluation has been performed among the supply chain to verify use of BAT (Best Available Techniques) technology on chloralkali process as well as additives involved. PVC has been rated according to specific EPEA criteria. For those PVC suppliers that have not yet provided information or have provided incomplete information a precautionary approach is taken and pre-assessed [X] until information will be provided.

Percentage of raw materials not contributing to resource scarcity (abundant, rapidly renewable or recycled) (% of raw materials in mass): Materials characterized based on resources used in their production process (fossil, limited minerals, abundant minerals, renewable, recycled). The 3 categories not contributing to resource scarcity are: mineral abundant, renewable and recycled. This includes purchased raw materials as well as recycled materials used in production.

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Fossil origin: Every resource synthetized from fossil fuel, especially oil, but also sulphates. The category excludes fossil minerals like Calcium carbonate. Polyvinyl Chloride (PVC) is considered as 43% fossil (petrol) and 57% mineral abundant (sea salt).

Mineral origin: A chemical element or inorganic combination of chemical elements occurring naturally, extracted from the ground or water and used in economic activities. The category includes fossil-formed minerals like charcoal or limestone. Mineral abundant resource - that is not threatened by scarcity. It can have important reserve (sea salt – sodium chloride, limestone – calcium carbonate...), very good recycling process (like Aluminium) or be virtually inexhaustible (chlorine in sea water). Mineral limited resource - that is threatened by exhaustion in a short term (as defined by selected models) and that is to be substituted in priority.

Renewable origin: A resource of which reserves can be replenished in the same or less time than the one needed for its consumption.

Recycled origin: Materials that would otherwise have been sent for waste disposal, used in lieu of primary raw materials, including post-consumer and post-installation flooring waste collected by Tarkett (e.g. ReStart®) and effectively recycled and used in Tarkett products; post-manufacturing waste from Tarkett that is reprocessed into secondary raw material and recycled in Tarkett production; recycled (post-consumer and/or post-manufacturing) waste procured by Tarkett from other organizations for Tarkett production and recycled content of other procured raw materials.

Manufacturing environmental intensity indicators: Tarkett tracks and reports its environmental performance per square meter of floor covering and sports surface. These intensity ratios are calculated by dividing the (numerator) environmental manufacturing indicators (water, energy, greenhouse gas emissions and non-recycled waste) by the (denominator) volume of finished goods – floor covering and sports surfaces in square meters. The volume of semi-finished goods is not included.

Water consumption: All water consumed in the production / technical process, including for cooling as well as water not consumed in the production process, but consumed on site (e.g. in sanitary, in canteens). Water sources are groundwater, surface water and municipal water. Excluding rainwater consumption, which is not tracked. Reported groundwater consumption at Bačka Palanka corresponds to the water consumed as measured by on-site meters rather than water pumped from ground.

Share of manufacturing plants that have implemented closed-loop water circuits (or do not use water in their process): Closed-loop water circuit considered as when water is recycled and reused in a closed loop. The only make-up normally required is that needed to replace small water losses. Each plant calculates % of reused water using flow data and formula A / A+B+C where A = volume of water re-used or recycled; B = volume of water consumed and discharged directly and C = volume of water consumed to refill the loop. Plants considered as having closed-loop water circuit when results >= 98%.

Non-renewable fuel consumption: Includes the consumption of fuel oil, natural gas, liquefied petroleum gas, propane and/or butane, other petroleum gas (e.g. ethane).

Renewable fuel consumption: Includes the consumption of biomass, biofuel, geothermal, solar thermal and solar photovoltaic energy. Excluding the purchase of renewable electricity reported separately as part of purchased electricity.

Purchased electricity consumption: Renewable and non-renewable purchased electricity and steam consumption.

- Non-renewable electricity: share of electricity purchased from a supplier using a non-renewable energy source to generate the electricity supplied during the reporting period. Including purchased steam for one plant and a small amount (<1%) of purchased heat from a district heating network for another plant.
- Renewable electricity: share of electricity purchased from a supplier using a renewable energy source to generate the electricity supplied during the reporting period.

Generated renewable energy sold: heat generated from biomass and sold to a district heating system and renewable electricity generated from onsite photovoltaic solar panels and sold to the grid (a negligible quantity in 2018 and so not reported in 2019, 2020 and 2021, however reported for 2022).

Total energy consumption: renewable fuel + non-renewable fuel + purchased electricity consumption + purchased steam consumption - generated renewable energy sold. NB. Purchased steam consumption is included in consolidated total energy consumption since 2020. 2019 figures have not been restated, and as such do not include the purchased steam corresponding to that year: 2019: 12.6 GWh.

Greenhouse gas (GHG) emissions reporting: Since 2017 Tarkett aligned its inventory of GHG emissions with the GHG Protocol and GRI 2016 standards. As such it includes the CH_4 and N_2O biomass Scope 1 emissions) as well as reporting separately the outside of scope biogenic CO_2 emissions. Furthermore, it reports both market-based and location-based Scope 2 GHG emissions (which also include CH_4 and N_2O as well as CO_2 emissions). Sales Network entities are not included in the reporting of GHG emissions. In 2022 Tarkett updated its Scope 3 inventory and had its Scope 3 target approved by the SBTi (in addition to the approval of the Scope 1 + Scope 2 target). In this report the complete 2019 inventory is published. In future reports Tarkett will publish results of the specific Scope 3 categories which are included in the SBTi target.

Gross direct (Scope 1) GHG emissions: Natural gas, fuel oil, LPG, propane, butane, other petroleum gas (e.g. ethane), biomass and biofuel consumption multiplied by their respective emission factors (for biomass consumption this relates only to Scope 1 CH_4 and N_2O emissions, out of scope biogenic CO_2 emissions are reported separately). Car leasing emissions (2022 = 2021 = 2020 = 2019) were calculated based on the annual number of kilometers and fuel type of vehicle indicated in car leasing contracts for teams in Corporate, EMEA, Latin America, Eastern Europe and for some of Sport. Data was extrapolated for North America based on the share of workers and using the data from EMEA as a reference. Conversion to CO_2 equivalent emissions was made using the GHG Protocol transport tool version 2.6.

Biogenic CO_2 emissions (out of scope): CO_2 emissions arising from the combustion of biomass or biofuel are reported outside of Scope 1, Scope 2 and Scope 3 GHG emissions. These emissions are reported outside of the scope because the Scope 1 impact of these fuels has been determined to be a net '0' (since the fuel source itself absorbs an equivalent amount of CO_2 during the growth phase as the amount of CO_2 released through combustion).

Gross location-based indirect (Scope 2) GHG emissions: Total electricity consumption multiplied by the location-based emission factors, where the location-based method reflects the average GHG emissions intensity of grids on which energy consumption occurs, using mostly grid-average emission factor data. GHG emissions related to purchased steam consumption is calculated by multiplying this consumption by an emission factor related to the consumption of electricity produced by coal combustion.

Gross market-based indirect (Scope 2) GHG emissions: Electricity consumption multiplied by a market-based emission factor which corresponds to the characteristics of the electricity purchased. For purchased renewable electricity the factor is *0 $kgCO_2e/kWh$*. In other cases, the supplier specific emission factor communicated by the electricity provider or in the absence of a specific supplier factor the emission factor based on the regional electricity generation mix, or the residual mix (AIB 2021), or finally the default location-based emission factor. For purchased steam consumption a supplier specific emission factor is used.

Source of emission factors: Scope 1 and out of scope biogenic emission factors ($kgCO_2e$ per kWh) are taken from Defra's 2022 - UK Government GHG Conversion Factors for Company Reporting. Scope 2 location-based emission factors ($kgCO_2e$ per kWh) are taken from 3 sources: (i) Defra 2022 for UK purchased electricity and for Scope 2 emissions associated to purchased steam consumption (electricity generation based on coal combustion); (ii) US EPA: eGRID 2020 - Subregion Emissions – Greenhouse Gases for US regional purchased electricity and (iii) IEA "Emissions Factors (2022 edition considering 2020 results)" for all other countries' purchased electricity.

Gross other indirect upstream and downstream (Scope 3) GHG emissions: In the two categories which are included in Tarkett's SBTi climate target - category 1 and 12, each combination of "raw material category + emission factor" is associated to a data quality indicator (good, medium, poor, very poor). The indicator is determined by several factors: data origin, match of dataset with modeled material in terms of technology and geography, third party review. The data quality indicator guides the continuous work for emission factor improvement and specific data collection:

- Good: Good match of dataset for carbon footprint and material, and carbon footprint is based on own LCA calculations (or supplier's) and the data that is used is of high quality and complete
- Medium: Generic datasets (LCI) are used in combination with IPCC (LCIA), and carbon footprint is based on verified information (EPD, LCA etc.)
- Poor: Poor geographic or material match, outdated data, and/or calculations with partly poor data
- Very poor: Vague match of dataset and material specifications or specifications unknown, with a maximum of 10% of impact from very poor conversion factors

Gross other indirect upstream (Scope 3: category 1 - purchased goods and services) GHG emissions (tCO2e): Scope 3 greenhouse gas emissions were calculated based on 2019 raw material purchases. 164 categories of raw materials were identified in Tarkett's purchase data warehouse (SAP). Total volumes per category were converted to kilograms and then emission factors applied to obtain greenhouse gas emissions. CO_2 emission factors from suppliers' EPDs were used when available. Alternatively, we used generic emission factors from recognized LCI datasets (Ecoinvent, European Life Cycle database, etc.) or generic certified EPDs.

Gross other indirect upstream (Scope 3: category 2 - capital goods) GHG emissions (tCO2e): Related to company electronic devices, factory buildings and production lines. Emissions from capital goods were estimated by calculating maximum possible emissions from one of our largest factories based on recognized LCI datasets. The overall Tarkett impact was then assessed proportionally. This study allowed Tarkett to conclude that emissions from capital goods are not relevant.

Gross other indirect upstream (Scope 3: category 3 - fuel and energy related activities not included in Scope 1 or 2) GHG emissions (tCO2e): Scope 3 greenhouse gas emissions were calculated based on 2019 energy consumption multiplied by upstream energy emission factors from ADEME and Internal Energy Agency.

Gross other indirect upstream (Scope 3: category 4 - upstream transportation and distribution) GHG emissions (tCO2e): Scope 3 greenhouse gas emissions were calculated based on in-bound transport (# t.km) multiplied by emission factors (source depending on transport mode: ADEME, France or EPA, US) for 12 plants representing 80% of produced volumes; and based on selected materials covering 75% of inbound volumes for each plant. Total emissions were extrapolated from this base.

Gross other indirect upstream (Scope 3: category 5 - waste generated in operations) GHG emissions (tCO2e): Scope 3 greenhouse gas emissions were calculated based on 2019 data considering different forms of waste management (recycling, landfill, and incineration). Emission factors from Ecoinvent and European Life Cycle Database for each waste flow were applied to calculate GHG emissions. The quantity of waste generated by each plant are collected each year under 8 different waste flows (hazardous, non-hazardous, sent to recycling, to incineration, to landfill, internal recycling).

Gross other indirect upstream (Scope 3: category 6 - business travel) GHG emissions (tCO2e): Scope 3 greenhouse gas emissions were calculated based on 2019 data from business travel calculation by plane and train (passenger.km) and car (km). Emission factors used are average data representative for France (ADEME).

Gross other indirect upstream (Scope 3: category 7 - employee commuting) GHG emissions (tCO2e): The average number of full-time equivalent employees for 2020 was multiplied by an average commuting CO_2 emission factor representative of France (source Carbone 4). The emission factor used assumes that commuting is similar in all geographies to average commuting in France. The emission factor does not take into account actual Tarkett employee commuting habits.

Gross other indirect upstream (Scope 3: category 8 - upstream leased assets) GHG emissions (tCO2e): Tarkett does not have any upstream leased assets which are required to be included in the inventory as per the GHG Protocol.

Gross other indirect downstream (Scope 3: category 9 - downstream transportation and distribution) GHG emissions (tCO2e): Scope 3 greenhouse gas emissions were calculated based on out bound transport (# t.km), taking into account the mode of transport (truck, train and ship) and multiplied by emission factors (source depending on transport mode: ADEME, France or EPA, US).

Gross other indirect downstream (Scope 3: category 10 - processing of sold products) GHG emissions (tCO2e): Scope 3 greenhouse gas emissions were calculated based on 2019 data. It was assumed that all flooring products are installed using glue. In order to calculate the GHG impact, the sales volumes have been used together with conversions factors from Ecoinvent and SimaPro.

Gross other indirect downstream (Scope 3: category 11 - use of sold products) GHG emissions (tCO2e): According to the minimum boundary of SBTi criteria based on the GHG Protocol Corporate Value Chain, Tarkett products fall under the category of products with indirect use-phase emissions (products that indirectly consumer energy during use) for which the emissions from use are optional and not required.

Gross other indirect downstream (Scope 3: category 12 - end-of-life treatment of sold products) GHG emissions (tCO2e): Scope 3 greenhouse gas emissions were calculated based on 2019 raw material purchases. 164 categories of raw materials were identified in Tarkett's purchase data warehouse (SAP). Total volumes per category were converted to kilograms and then emission factors applied to obtain greenhouse gas emissions for the relevant mix of recycling, incineration and landfill of each raw material. CO_2 emission factors from recognized LCI datasets (Ecoinvent, European Life Cycle database, etc.) or generic certified EPDs were used. Previously Tarkett had calculated end-of-life emissions based on a scenario of 100% incineration, the worst-case scenario in terms of GHG emissions. In 2022, SBTi suggested that it is more appropriate to use actual average waste treatment scenarios (a mix of landfill and incineration), which has significantly reduced the end-of-life emissions. Tarkett remains committed to eco-designing recyclability and facilitating end-of-life collection and recycling to achieve the transition to a circular economy with associated benefits for the climate and resource preservation. Assumptions on end-of-life of products (incineration and landfill) are from the World Bank "what a waste 2.0" report and the "Service contract on management of construction and demolition waste" report ordered by the European Comission. Recycling rates of each product range are taken from recycling KPIs.

Gross other indirect downstream (Scope 3: category 13 - downstream leased assets) GHG emissions (tCO2e): Tarkett does not lease any significant assets

Gross other indirect downstream (Scope 3: category 14 - franchises) GHG emissions (tCO2e): Tarkett does not have any significant franchise activity.

Gross other indirect downstream (Scope 3: category 15 - investments) GHG emissions (tCO2e): Tarkett does not have significant investments outside its manufacturing operations.

Biogenic CO2 emissions and removals (tCO2) related to Scope 3 categories 1 & 12: These emissions and removals are calculated using a similar approach to that used to calculate the Scope 3 category 1 and category 12 emissions: each raw material category is associated to emission factors for biogenic carbon sequestration (removal) and biogenic carbon emissions.

> Biogenic carbon sequestration emission factors are calculated using the formula found in the norm EN16449:2014, which is the European standard providing a method to quantify the amount of atmospheric carbon dioxide sequestered based on the carbon content of wood and wood based products. The method is extended not only to wood-based products but all biomass based raw materials in the purchase list. Data to operate the formula is either collected internally (wood density, wood species, humidity) or estimated using biogenic carbon content databases such as Phyllis2.

> Biogenic emissions at end of life depend on the product the raw material is used in:
  - When used in a biodegradable products (parquet), they include methane and nitrous oxide emissions. They are calculated based on DEFRA emission factors in case of incineration and Ecoinvent emission factors in case of landfilling.
  - When used in non-biodegradable products, only the sequestered carbon is considered re-emitted in case of incineration, or permanently stored in case of landfilling.

Phthalate-free products: Products "without added phthalates" mean that no phthalate plasticizers (DOP or DINP) are contained in virgin raw material (not greater than 0.1% in mass) in the product composition, but recycled material content could contain some residual phthalates.

Percentage of phthalate-free flooring: Share of finished goods production volume (m^2) potentially containing phthalates, i.e. all vinyl products (including LVT outsourced) and all other products containing PVC parts (e.g. certain carpets produced in North America) which are phthalate-free.

VOC: volatile organic compounds.

Low VOC emission products: Products with TVOC emissions ≤ 100 µg/m^3 according to ISO 16000-9 guidelines (emission chamber) and local test methods (wood floorings: excluding natural emissions coming from wood itself).

Non-quantifiable VOC emissions products: Products with TVOC, SVOC and formaldehyde emissions ≤ 10 µg/m^3 according to ISO 16000-9 guidelines (emission chamber) and local test methods.

Percentage of flooring with low VOC emission levels: Share of finished goods production volume (m^2) of indoor flooring and indoor sports surface products potentially releasing VOCs, i.e.: all products excluding outdoor grass and outdoor track surfaces which have low VOC emission levels.

Waste: All waste removed from the manufacturing plants, (e.g. industrial waste, office waste, waste from canteens, ...) removed by a contracted service provider (this may exclude certain non-industrial waste removed by municipal authorities who do not provide any tracking information such as quantity and type of waste removed). Tarkett splits waste by hazardous and non-hazardous and by destination: landfill, incineration with energy recovery, incineration without energy recovery, other treatment and recycling. Non-hazardous waste-water is excluded.

Hazardous waste: Hazardous waste as defined by national legislation at the point of generation.

Non-hazardous waste: Waste not classified as hazardous as defined by national legislation at the point of generation.

Non-recycled waste: All waste excluding waste sent for external recycling or / and sent to other Tarkett plants for internal recycling.

Waste to landfill: All waste sent to landfill.

Waste sent for external recycling: Waste sent for external recycling. Also including carpet waste sent to cement industry as a source of calcium carbonate as well as a replacement to fossil fuel.

Quantity of post-installation and end-of-use flooring collected through the ReStart® program: End-of-use (post-consumer or post-utilisation) flooring and sports surface products that have been used and are removed for disposal (e.g. old products retrieved from the floor during a renovation project, potentially with remaining concrete and/or glue). Post-installation flooring waste incurred during the installation of flooring and sports surface products (e.g. not used pieces of clean flooring, reclaimed from installers during installation). Collected through Tarkett organized collection of end-of-use or post-installation waste (i.e. through ReStart® program) in order to be recycled and reintegrated into production whenever possible.

Other CSR indicators:

Share (in spend) of suppliers who have adhered to Tarkett's Responsible sourcing Code of Conduct or equivalent: Following the launch of our Supplier Code of conduct in 2019, we monitor the share of suppliers (in spend) who have adhered to Tarkett's Responsible sourcing Code of Conduct for Suppliers or equivalent. The indicator is calculated based on suppliers who have adhered in the current year (including Tarkett Sport Division since 2021), using purchasing data from the reporting year. Accepted equivalents include: a supplier's Code of conduct if validated by Tarkett as being equivalent to Tarkett's Code of Conduct; SA8000 and ISO 14001 certification; B Corp certification and Cradle to Cradle® certification of products with all pillars in at least silver level.

Share (in spend) of suppliers (requested, considered at greatest risk), who have completed the third-party CSR assessment: in 2022 Tarkett requested certain suppliers to complete the EcoVadis CSR assessment

Share *(in number) of targeted suppliers who have adhered to Tarkett's Responsible sourcing Code of Conduct or equivalent*: "targeted suppliers" relate to active suppliers in the current reporting period.

3.12.3 GRI and DPEF concordance table

Tarkett has developed a reporting system that follows and goes beyond the French extra-financial performance declaration (DPEF), based on challenging frameworks and guidelines published by international bodies such as the Global Reporting Initiative (GRI).
Sections quoted inside the concordance table refer to the full version of Universal Registration Document.

Statement of use	**Tarkett has reported the information cited in the GRI content index for the period 1st January to 31st December 2022 with reference to the GRI Standards**
GRI 1 used	**GRI 1: Foundation 2021**

GRI Standard	Disclosure	Universal Registration Document Sections	Correspondence DPEF
GRI 2: General Disclosures 2021			
2-1	Organizational details	**Introduction, 1.5, 1.6, 3.1.2, 7.1.1**	
2-2	Entities included in the organization's sustainability reporting	**3.12.2**	Art. L225-102-1 III.
2-3	Reporting period, frequency and contact point	**3.12.2**	
2-4	Restatements of information	**3.12.2**	
2-5	External assurance	**3.12.4**	Art. L225-102-1 V.
2-6	Activities, value chain and other business relationships	**Introduction, 1, 1.4, 1.5, 1.6, 3.1.2, 3.5, 3.9.1**	Art. R225-105 II. A. 3° b)
2-7	Employees	**3.12.1, 3.12.2, 3.10.5.42**	Art. R225-105 II. A. 1° a)
2-8	Workers who are not employees	**3.12.1**	
2-9	Governance structure and composition	**2.1, 2.2, 3.2.1**	
2-10	Nomination and selection of the highest governance body	**2.2**	
2-11	Chair of the highest governance body	**2.1, 2.2**	
2-12	Role of the highest governance body in overseeing the management of impacts	**2.2, 3.2.1, 3.3, 6.1, 6.2**	
2-13	Delegation of responsibility for managing impacts	**2.1, 2.2, 3.2.1**	
2-14	Role of the highest governance body in sustainability reporting	**3.2.2**	
2-15	Conflicts of interest	**2.9.1.1, 3.11.1, 3.11.2**	
2-16	Communication of critical concerns	**3.11**	
2-17	Collective knowledge of the highest governance body	**2.1**	
2-18	Evaluation of the performance of the highest governance body	**2.2**	
2-19	Remuneration policies	**2.3, 2.6**	
2-20	Process to determine remuneration	**2.2, 2.6**	
2-21	Annual total compensation ratio	**2.6.2.4**	
2-22	Statement of sustainable development strategy	**3.1.1**	
2-23	Policy commitments	**3.2.3, 3.11**	
2-24	Embedding policy commitments	**3.2.1, 3.10, 3.11**	
2-26	Mechanisms for seeking advice and raising concerns	**3.11**	
2-28	Membership of associations	**3.5**	
2-29	Approach to stakeholder engagement	**3.5**	Art. R225-105 II. A. 3° a)
2-30	Collective bargaining agreements	**3.10.5.3, 3.12.1**	Art. L225-102-1 III.

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GRI and DPEF concordance table

GRI Standard	Disclosure	Universal Registration Document Sections	Correspondence DPEF
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	**3.2.2, 3.3, 3.12.2**	
3-2	List of material topics	**3.3, 3.12.2**	Art. R225-105 I. 1°
3-3	Management of material topics	**3.1, 3.2, 3.3, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11**	Art. R225-105 I. 2° & 3°
200	Economic		
201: 2016	**Economic Performance**		
201-1	Direct economic value generated and distributed	**3.1.2, 4, 5**	
201-2	Financial implications and other risks and opportunities due to climate change	**3.3, 6.1**	Art. L225-102-1 III.
203: 2016	**Indirect Economic Impact**		
203-1	Infrastructure investments and services supported	**3.9.2**	
203-2	Significant indirect economic impacts	**3.9.2**	Art. R225-105 II. A. 3° a)
205: 2016	**Anti-Corruption**	**3.11.2**	Art. L225-102-1 III. Art. R225-105 II. B. 1°
205-1	Operations assessed for risks related to corruption	**3.11.2, 3.3**	
205-2	Communication and training about anti-corruption policies and procedures	**3.11.2**	
300	Environmental		Art. L225-102-1 III. Art. R225-105 II. A. 2° a)
301: 2016	**Materials**		Art. R225-105 II. A. 2° c) ii)
301-1	Materials used by weight or volume	**3.6.1.1, 3.12.1**	
301-2	Recycled input materials used	**3.6.1.1, 3.7.2.3, 3.12.1**	
301-3	Reclaimed products and their packaging material	**3.7.2.2, 3.12.1**	
302: 2016	**Energy**		Art. R225-105 II. A. 2° c) ii)
302-1	Energy consumption within the organization	**3.7.1.1, 3.12.1**	
302-3	Energy intensity	**3.7.1.1, 3.12.1**	
302-4	Reduction of energy consumption	**3.7.1.1**	
302-5	Reductions in energy requirements of products and services	**3.7.1.1**	
303: 2016	**Water and Effluents**		
303-5	Water Consumption	**3.7.1.3, 3.12.1.**	Art. R225-105 II. A. 2° c) ii)
305: 2016	**Emissions**		Art. R225-105 II. A. 2° b) & d)
305-1	Direct (Scope 1) GHG emissions)	**3.7.1, 3.12.1**	
305-2	Energy indirect (Scope 2) GHG emissions	**3.7.1, 3.12.1**	
305-3	Other indirect (Scope 3) GHG emissions	**3.7.2, 3.12.1**	
305-4	GHG emissions intensity	**3.7.1, 3.12.1**	
305-5	Reduction of GHG emissions	**3.7**	
306: 2016	**Waste**		Art. R225-105 II. A. 2° c) i)
306-2	Waste by type and disposal method	**3.7.2.1**	

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GRI and DPEF concordance table

GRI Standard	Disclosure	Universal Registration Document Sections	Correspondence DPEF
308: 2016	**Supplier Environmental Assessment**	**3.6.1, 3.9.1**	Art. R225-105 II. A. 3° b)
308-1	New suppliers that were screened using environmental criteria	**3.9.1**	
308-2	Negative environmental impacts in the supply chain and actions taken	**3.9.1**	
400	Social		Art. L225-102-1 III.
401: 2016	**Employment**		
401-1	New employee hires and employee turnover	**3.10.5.4, 3.12.1**	Art. R225-105 II. A. 1° a)
402: 2016	**Labor / Management Relations**		
402-1	Minimum notice periods regarding operational changes	**3.10.5.4**	
403: 2016	**Occupational Health & Safety**	**3.10.1, 3.10.2**	Art. R225-105 II. A. 1° c)
403-1	Occupational health and safety management system	**3.10.1, 3.10.2**	
403-2	Hazard identification, risk assessment, and incident investigation	**3.3, 3.10.1**	
403-3	Occupational health services	**3.10.2**	
403-5	Worker training on occupational health and safety	**3.10.1, 3.10.4.2**	
403-6	Promotion of worker health	**3.10.2**	
403-8	Workers covered by an occupational health and safety management system	**3.10.1**	
403-9	Work-related injuries	**3.10.1, 3.12.1**	Art. R225-105 II. A. 1° c)
403-10	Work-related ill health	**3.10.2, 3.12.1**	Art. R225-105 II. A. 1° c)
404: 2016	**Training and Education**	**3.10.4.2**	Art. R225-105 II. A. 1° e)
404-1	Average hours of training per year per employee	**3.10.4.2, 3.12.1**	
404-2	Programs for upgrading employee skills and transition assistance programs	**3.10.4.2**	
404-3	Percentage of employees receiving regular performance and career development reviews	**3.10.4.1, 3.12.1**	
405: 2016	**Diversity and Equal Opportunity**	**3.10.3**	Art. L225-102-1 III. Art. R225-105 II. A. 1° f)
405-1	Diversity of governance bodies and employees	**3.10.3, 3.12.1**	
407: 2016	**Freedom of Association and collective bargaining**		Art. R225-105 II. A. 1° d)
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	**3.10.5.3**	
412: 2016	**Human Rights Assessment**		Art. L225-102-1 III Art. R225-105 II. B. 2°
412-2	Employee training on human rights policies or procedures	**3.11, 3.12.1**	
413: 2016	**Local Communities**	**3.9.2**	Art. R225-105 II. A. 3° a)
413-1	Operations with local community engagement, impact assessments, and development programs	**3.9.2, 3.12.1**	Art. L225-102-1 III.
414: 2016	**Supplier Social Assessment**	**3.9.1.1**	Art. R225-105 II. A. 3° b)
414-1	New suppliers that were screened using social criteria	**3.9.1.1**	
414-2	Negative social impacts in the supply chain and actions takens	**3.9.1.1**	
416: 2016	**Customer Health and Safety**		Art. R225-105 II. A. 3° c)
416-1	Assessment of the health and safety impacts of product and service categories	**3.6.1, 3.8, 3.12.1**	
417: 2016	**Marketing and Labeling**		
417-1	Requirements for product and service information and labeling	**3.6.1.2**	

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3.12.4 Report of Independent Third-Party Organization

Report by the Statutory Auditors, appointed as independent third party, on the consolidated non-financial statement in the Management Report

This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders,

In our capacity as Statutory Auditor of your company (hereinafter the "entity") appointed as independent third party, and accredited by the French Accreditation Committee (COFRAC) under number 3-18841 , we have undertaken a limited assurance engagement on the historical financial information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended 31 December 2022 (hereinafter, the "Information" and the "Statement" respectively), presented in the Group's management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

Conclusion

Based on the procedures we have performed, as described under the "Nature and scope of procedures" and the evidence we have obtained, nothing has come to our attention that cause us to believe that the consolidated non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Preparation of the non-financial statement

The absence of a commonly used generally accepted reporting framework or a significant body of established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time. Consequently, the Information needs to be read and understood together with the Guidelines, summarized in the Statement and available on the Entity's website or on request from its headquarters.

Inherent limitations in preparing the Information

As stated in the Statement, the Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

Responsibility of the entity

The Board of Directors is responsible for:

- Selecting or establishing suitable criteria for preparing the Information;
- Preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators, and the information set out in Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- Preparing the Statement by applying the Entity's "Guidelines" as referred above; and
- Designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by the Board of Directors.

Responsibility of the Statutory Auditor, appointed as independent third party

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- The compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- The fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e., the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information".

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence. It is not our responsibility to report on:

- The entity's compliance with other applicable legal and regulatory provisions (particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy), the French Duty of care law, and provisions against corruption and tax evasion);
- The fairness of information set-out in Article 8 of Regulation (EU) 2020/852 (GreenTaxonomy);
- the compliance of products and services with the applicable regulations.

Regulatory provisions and applicable professional guidance

We performed the work described below in accordance with Articles A. 225-1 et seq. of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) applicable to such engagement, in particular the professional guidance issued by the Compagnie Nationale des Commissaires aux Comptes, "Intervention du commissaire aux comptes - Intervention de l'OTI - Déclaration de performance extra-financière", acting as the verification program, and with the International Standard on Assurance Engagements 3000 (revised)2.

Our independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) relating to this engagement.

Means and resources

Our work engaged the skills of seven people between October 2022 and February 2023 and took a total of ten weeks. We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted around twenty interviews with people responsible for preparing the Statement.

Nature and scope of our work

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise. The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information:

- We obtained an understanding of all the consolidated entities' activities, and the description of the principal risks associated;
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector;
- We verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation ;
- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the main risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- We verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;

> We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented;
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risk3, our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities(4).
> We verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
> We obtained an understanding of internal control and risk management procedures the Entity has implemented and assessed the data collection process aimed at ensuring the completeness and fairness of the Information;
> For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:
  - Analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - Tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities(4) and covers between 18% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
> We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidance of the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes); a higher level of assurance would have required us to carry out more extensive procedures.

[1] Accreditation Cofrac Inspection, number 3-1884, scope available at www.cofrac.frc.fr

[2] ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information

[3] Downtime, disruption and damage on site; Product quality and safety; Raw material price volatility; Ethics and integrity in conducting business; Flooring market changes; Evolution, complexity and interpretation of tax regulations; Information system and cybersecurity; Supplier dependency.

[4] Tarkett North America; Orzechowo – Poland ; Waalwijk – Netherlands ; Otradny et Mytishchi – Russia. a.

Paris-La Défense, on February 17th, 2023, KPMG S.A.

Fanny Houlliot, ESG Expert, KPMG France ESG Center of Excellence

Romain Mercier, Partner

Appendix

Qualitative information (actions and results) considered most important
Certifications obtained and other measures taken to promote transparency on the composition and quality of products
Measures for safety and well-being in the workplace
Skills management and development programs
Talent attraction and retention system
Actions promoting diversity and inclusion
Tool for calculating greenhouse gas emissions for products of EMEA division: the "Carbon Calculator"
ReStart® flooring collection and recycling program to promote circular economy
Principles and procedures to ensure business ethics and respect of human rights
Deployment of the new Cybersecurity policy
Anti-corruption code of conduct
Measures taken to limit the risk of dependence on suppliers
Awareness-raising actions on eco-responsible practices

Key performance indicators and other quantitative outcomes considered to be the most important
Total number of employees (as of 31/12)
Total number of permanent contract female employees
Total number of permanent contract male employees
Share of permanent employees
Percentage of employees trained at least 1 day during the year
Absentee rate (employees)
Percentage of open management positions filled by an internal candidate
Recordable lost-time accident frequency rate for all employees
Lost day rate due to Lost Time Accident - accident severity rate for all employees
Percentage of women in management
Percentage of production sites certified ISO 14001
Percentage of raw materials not contributing to resource scarcity (abundant, rapidly renewable or recycled)
Percentage of renewable or recycled raw materials
Energy intensity (energy consumption per m² of manufactured product kWh/m²)
Percentage of energy consumption coming from renewable energies
Total value chain GHG emissions (Scope 1 + Scope 2 market-based + Scope 3 : categories 1 + 12) (tCO2e) [base year 2019]
Percentage reduction vs 2019 of GHG emissions (Scope 1 + Scope 2 market-based
Percentage reduction vs 2019 of value chain GHG emissions (Scope 1 + Scope 2 market-based + Scope 3: categories 1+12)
Quantity of post-installation and end-of-use flooring collected through the ReStart® program
Percentage of raw materials third-party assessed for their impact on people's health and the environment based on Cradle to Cradle® criteria
Share (in spend) of suppliers who have adhered to Tarkett's Responsible sourcing Code of Conduct or equivalent
Share (in number) of targeted suppliers who have adhered to Tarkett's Responsible sourcing Code of Conduct or equivalent
Share (in spend) of suppliers (requested, considered at greatest risk), who have completed the third-party CSR assessment

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Appendix

List of *Cradle to Cradle*® (C2C) certifications

Product Categories	Product References	Certification Level
Carpet	Desso EcoBase® PA6 Solution Dyed Carpet Tiles Gold	Gold V3.1
	Desso EcoBase® Carpet Tile Backing	Gold V3.1
	Desso EcoBase® PA 6 Continuous Dyed Carpet Tiles	Silver V3.1
	Desso EcoBase® PA 6 Solution Dyed Carpet Tiles	Silver V3.1
	Desso One	Silver V3.1
	EcoBase PA Solution Dyed Carpet Tiles Suzhou	Silver V3.1
	ethos® Modular Tile with Omnicoat Technology	Silver V3.1
	Solution Dyed Broadloom	Bronze V3.1
	Continuous Dyed Broadloom	Bronze V3.1
	Desso EcoBase® PA 6.6 Continuous Dyed Carpet Tiles	Silver V3.1
	Desso® PA 6 Solution Dyed Carpet Tiles	Bronze V3.1
	Desso® PA 6 Continuous Dyed Carpet Tiles	Bronze V3.1
	Desso® PA 6.6 Continuous Dyed Carpet Tiles	Bronze V3.1
Resilient flooring	iQOne	Gold V3.1
Linoleum	Tarkett Linoleum Flooring	Gold V3.1
	Tarkett Linoleum Flooring and Wall Covering Silver	Silver V3.1
Rubber	BaseWorks® Thermoset Rubber Wall Base	Silver V3.1
	Tarkett Rubber Tile Collection	Bronze V3.1
Wood	Parquet	Silver V3.1

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C2C Material Health Certificates

Product Categories	Product References	Certification Level
Anti-soil	Eco-Ensure	Platinum
Adhesifs	Tandus B-19 Adhesive	Platinum
	Tandus C-56 Floor Primer	Platinum
	Tarkett 959 Vinyl Tile and Plank Adhesive	Platinum
	Tarkett 901 Resilient Flooring Spray Adhesive and Sports HS Spray Adhesive	Silver
	Tarkett Resilient Flooring Adhesives	Platinum
	Tandus Centiva C-12e Pressure Sensitive Adhesive	Silver
	Tandus Centiva C-14e Pressure Sensitive Adhesive	Silver
	Tandus Centiva C-TR Adhesive	Silver
	Tarkett C-EX Pressure Sensitive Adhesive	Silver
	Tarkett RollSmart Adhesive	Bronze
Resilient flooring	iQOne	Platinum
Rubber	BaseWorks® Thermoset Rubber Wall Base	Silver
	Tarkett Rubber Tile Collection	Bronze

List of plant ISO certifications

Site	Products	ISO 9001	ISO 45001	ISO 14001	ISO 50001
Clervaux, Luxembourg	Resilient flooring	x	x	x	x
Konz, Germany	Resilient flooring	x	x	x	x
Ronneby, Sweden	Resilient flooring	x	x	x	x
Sedan, France	Resilient flooring	x	x	x	x
Jaslo, Poland	Resilient flooring	x	x	x	x
Lenham, UK	Resilient flooring	x	x	x	
Tuzla, Turkey	Resilient flooring	x	x	x	
Narni[1], Italy	Resilient flooring (linoleum)	x	x	x	x
Orzechowo, Poland	Wood flooring	x	x	x	x
Hanaskog, Sweden	Wood flooring	x	x	x	
Waalwijk, Netherlands	Carpet	x		x	
Dendermonde, Belgium	Carpet	x	x	x	
Otradny, Russia	Resilient flooring	x	x	x	
Mytishchi, Russia	Laminate flooring	x	x	x	
Kalush, Ukraine	Resilient & wood flooring	x	x	x	
Bačka Palanka, Serbia	Resilient & wood flooring, carpet and rugs	x	x	x	x
Farnham, Canada	Resilient flooring	x	x	x	
Florence East & West, USA	Luxury Vinyl Tiles (Resilient Flooring)	x	x	x	
Middlefield, USA	Resilient flooring	x	x	x	
Chagrin Falls, USA	Resilient flooring	x		x	
Dalton (Smith), USA	Carpet			x	
Dalton (Kraft), USA	Carpet				
Calhoun, USA	Carpet			x	
Mexico City, Mexico	Resilient flooring	x			
Jacareí, Brazil	Resilient flooring	x	x	x	
Suzhou, China	Carpet	x	x	x	
Beijing, China	Resilient flooring	x	x	x	
Calhoun (FieldTurf), USA	Artificial turf	x	x	x	
Auchel, France	Artificial turf	x			
Toronto, Canada	Shockpads				
Prestons, Australia	Artificial turf	x	x	x	
Abtsteinach, Germany	Fibres for artificial turf	x			x
Hunt Valley, USA	Athletic tracks	x			

1 *The site at Narni (Italy) also has ISO 37001 certification (Anti-Bribery Management Systems) and a Social Responsibility SA 8000 certification.*

ICPE Production Sites in France (Classified Installations for Environmental Protection) – Sedan and Auchel sites

In France, ICPE refers to '*Installations Classées pour la Protection de l'Environnement*' – Classified Installations for Environmental Protection.

The vinyl production facility in Sedan, France is ranked as an Authorization-level Classified Installation by a Prefectural Decree of July 2008 in particular for sections with regard to the processing and storage of plastic materials. Hence the site is subject to "Authorization" for sections:

> 2450-A-a – Rotogravure printing

The Sedan site has entrusted its regulatory surveillance to a specialized firm which enables it to identify evolutions in ICPE regulations. In particular, the site communicated all elements to the authorities concerning the new 3000 and 4000 ICPE sections. The site is organized in case of a major fire or pollution disaster thanks to an Internal Operation Plan (POI) and an internal team of firemen capable of intervening 24 hours a day and 7 days a week.

The site organization complies with the highest standards. Hence, the site is certified for the following standards: ISO 9001 (Quality), ISO 14001 (Environment), ISO 50001 (Energy) and ISO 45001 (Health & Safety).

Thanks to a proactive policy, the site has reduced its environmental impact. In 2022 the site recycled 99,7% of its waste, with no waste sent to landfill. In 2020 and 2021, the plant recorded less than 5 tons of industrial VOC (Volatile Organic Compounds) emissions (against a prefectural decree authorizing up to 30 tons, 2022 results not available at time of publication). Water consumption has been reduced by 24% in 2022 compared to 2016 and a study is underway to eliminate non-domestic discharges from 2023. Investments were made in new chillers providing more accurate regulation of cooling needs along with waste heat recovery which is used to heat several parts of the facility. The recovery of waste heat from the chillers is supported by Energy Savings Certificates that are co-financed by the French local government. These energy savings, which are being implemented through a new Energy Performance Contract, are expected to result in an 80% reduction in gas consumption of the production building.

To achieve this, the site uses a defined method of analysis and reduction of environmental impacts.

Finally, to protect the environment from accidental pollution, the site has set up oil separators on rainwater discharges and a system for continuously analyzing the level of pollution of industrial water discharges.

Artificial turf production facility in Auchel

The authorization request to operate the Auchel site (France) was validated by the Préfecture (territorial authorities) on 17/03/2017. The Auchel site factory installations are subject to the registration scheme. The nomenclature version considered to carry out this classification is version 27.01 (October 2015). Accordingly, the site is now subject to registration for sections 2661.1.b and 2661.2.a – Transformation of polymers. The following sections were moreover classified as being subject to declaration (the regulatory level below Registration):

> 2662.3 – Storage of polymers;
> 2663.2.b – Storage of tires and products of which a minimum of 50% of the total unit weight is composed of polymers;
> 4719.2 – Acetylene storage;
> 4719.2 - Stockage d'Acétylène.

List and justification of non-material CSR topics

The CSR topics listed in the below table are not highly material for Tarkett and were therefore not developed in the CSR report.

CSR Topic	Justification of low materiality for Tarkett
Biodiversity	Tarkett does not operate in areas of high biodiversity value such as natural protected areas and does not develop new activities in pristine areas. As such, our activities do not have a direct impact on sensitive biodiversity features. We can however have an indirect impact on biodiversity, e.g. through natural resources consumption, air emissions or waste generation – topics which are duly addressed in the CSR report.
Air emissions (other than greenhouse gases)	Our main focus concerning air emissions is on greenhouse gases (GHG) due to their global impact on climate change. Some actions implemented to reduce GHG emissions (such as improvement of energy efficiency, development of renewable energies, etc.) in turn reduce emissions of other air pollutants such as nitrogen oxides (NOx), sulphur oxides (SOx) or particulate matters (PM). Most of our direct emission sources (e.g. boilers) at our manufacturing sites use natural gas as fuel, thus leading to minimal SOx and PM emissions. We monitor our air emissions as per regulatory requirements to confirm compliance with applicable emissions standards for other pollutants such as NOx.
Wastewater discharges	Our main focus is to reduce water consumption, by implementing closed-loop water systems or manufacturing processes which do not consume any water (topic addressed in the CSR report). This in turn minimizes the volume of wastewater discharges at our manufacturing sites. Concerning pollutants, we monitor our wastewater discharges as per regulatory requirements to confirm compliance with applicable standards.
Noise and other nuisances	At our manufacturing sites, we measure boundary noise as per regulatory requirements to confirm compliance with applicable standards and to ensure that we minimize the nuisances for our neighbors. Complaints regarding noise or other nuisances (e.g. odors, lighting, smoke), which very rarely occur, are discussed with the complainant, investigated and subject to appropriate corrective actions as relevant.
Food wastage	Food waste is limited to restaurant services and is managed by external suppliers with their own action plan.
Environmental incidents	Our activities are not likely to generate catastrophic environmental incidents such as a significant oil or chemical spill. We however have emergency response plans in place at our manufacturing sites, which include environmental emergencies. We systematically report and investigate environmental incidents.
Child labor	Tarkett does not operate in countries with a high risk of child labor. Our internal policies and our Code of Ethics completely prohibit child labor.
Rights of indigenous people	Tarkett activities do not involve direct impact or relationship with indigenous people (such as resettlement, land acquisition, etc.).
Combat against food insecurity, respect of animal welfare, responsible, fair and sustainable food supply	These topics are not applicable to Tarkett activities (topics included in the French regulations on non-financial statement – DPEF further to the publication in October 2018 of law n° 2018-938 on balanced trade relations in the agricultural and food sectors and on healthy and sustainable food supply accessible to all).

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