

TARKETT PRESS RELEASE

Tarkett receives the jury's special prize at the Best Innovator Awards, 2013 organized by A.T. Kearney

France - Paris-Nanterre, 24 April 2013



*Tarkett Team – from left to right:
Antoine Prévost - EVP Operational Excellence
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Tarkett, worldwide leader in innovative flooring and sports surface solutions, received on April 23rd in Paris the **jury's special prize of the 7th Best Innovator Awards** organized by A.T. Kearney. The Group was rewarded for its **strategy and management of Innovation**.

Innovation is one of the pillars of the group organic growth and is articulated around **eco-innovation, modular solutions** and **industrial processes leadership**. Tarkett innovation strategy contributes to the implementation of the Group environmental strategy based on the Cradle to Cradle¹ and circular economy principles.

"We have created a framework that enables us to foster creativity and develop new solutions that are either breakthroughs or improvements of our offering. We have put in place the processes and the organizational structure enabling us to explore and manage new ideas and successfully conduct the best projects," said Anne-Christine Ayed, Executive Vice President for Research, Innovation & Environment of the Tarkett Group.

Tarkett has developed a robust process of innovation based on:

- A **process of idea generation and management** (creativity sessions generate over 60 new concepts a year).
- The **management of technological expertise** through a network of in-house and external experts, and driven by a Scientific Council composed of world-renowned members.
- **Market knowledge** and a focus on the **needs** of different **customer** categories (architects, designers, fitters, distributors etc).
- **External partnerships** (suppliers, universities, research centers etc).
- A **mapped** industrial property management **process**.

This approach is completed by a **rigorous management of the group innovation portfolio by the Executive Committee** on a monthly basis.

R&D and innovation mobilize 120 employees worldwide spread across the group R&I center in Luxembourg and 24 application laboratories in 11 countries. Tarkett owns a portfolio of 145 patents and registers 10-15 new patents a year.

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Main innovations developed since 2011

- Cradle to Cradle® certifications of the linoleum, wood and rubber ranges
- Reduction of VOC² emissions levels 10 to 100 times lower than the strictest regulations for a large majority of products
- Creation of modular solutions, such as the new range of ultra-contemporary vinyl floor tiles that enable the personalization of floor designs (75,000 possible combinations),
- Development of artificial turf that does not retain heat and ensures player comfort.

1. The Cradle to Cradle approach fosters eco-innovation at each stage of the product lifecycle. The aim is to select the 'right' materials for health and the environment and to design products that can, at the end of use, be reused through a production or a biological cycle.
2. VOC: Volatile Organic Compounds.

About Tarkett

With a turnover of 2.3 billion Euros in 2012, Tarkett is the world leader for innovative and sustainable solutions for flooring and sports surfaces. Some 10,700 employees and 38 production units serve Tarkett customers in more than 100 countries. Since January 2007, Tarkett has been jointly owned by the Deconinck family (50 percent) and private equity funds affiliated with KKR (50 percent).

For more information, visit www.tarkett.com

About the Best Innovator Award

A.T. Kearney has awarded the European Best Innovator prize since 2004 and in this way is encouraging best practice in innovation management. The prize is awarded in Germany, France, Italy and the UK. Every year, the national winners automatically become members of the European Best Innovator Club, a European discussion forum on best innovation practice run by A.T. Kearney. For more information, you can visit www.best-innovator.com

About A.T. Kearney

A.T. Kearney is a global team of forward-thinking, collaborative partners that delivers immediate, meaningful results and long-term transformative advantage to clients. Since 1926, they have been trusted advisors on CEO-agenda issues to the world's leading organizations across all major industries and sectors. A.T. Kearney's offices are located in major business centers in 39 countries

In Paris, A.T. Kearney boasts 120 consultants and helps to set the strategy of the biggest French and international companies in order to attain with them the necessary level of excellence and to therefore create long-term value and achieve tangible results.

For more information, visit www.atkearney.com