

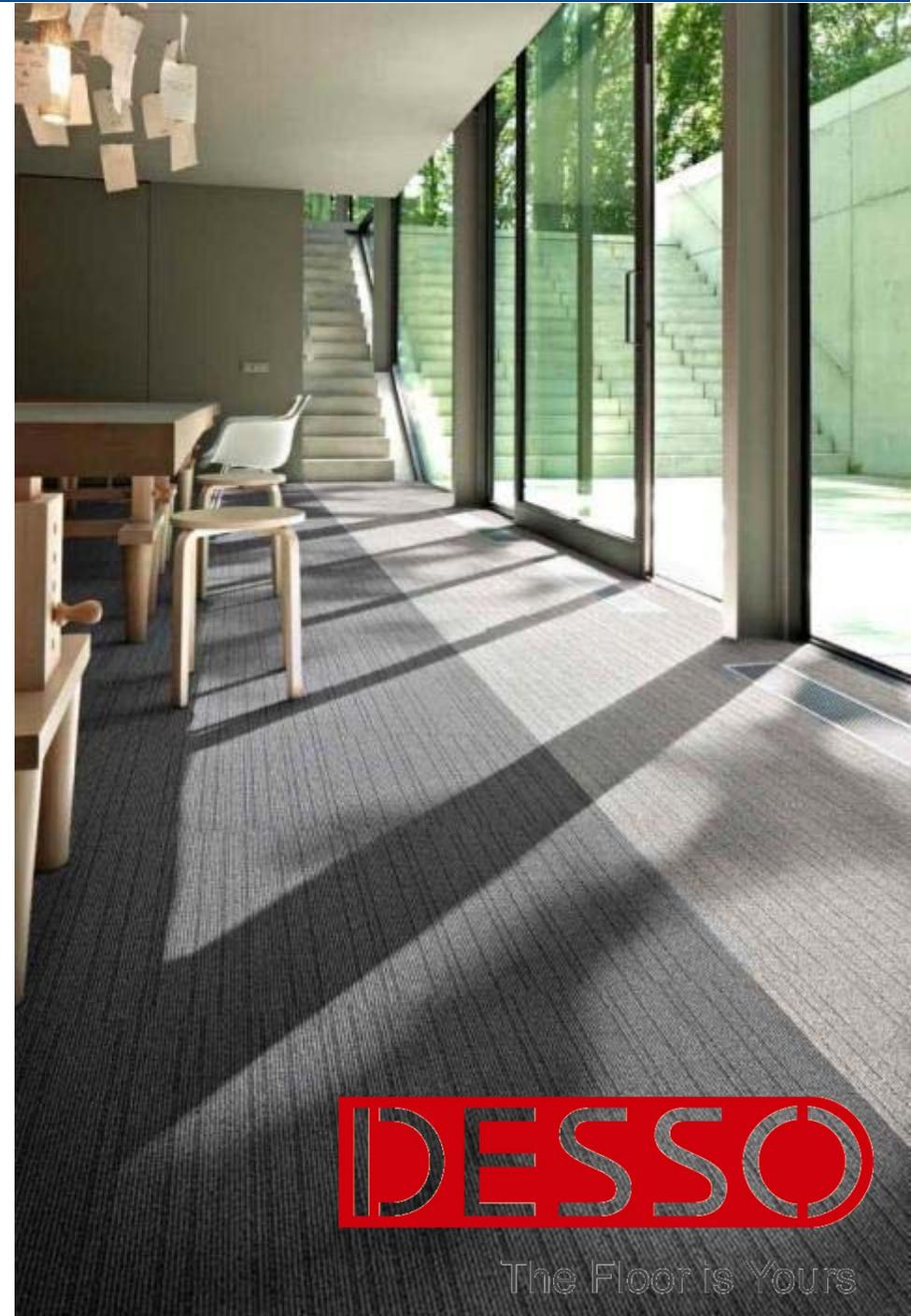


Tarkett to Acquire Desso

Analyst Presentation
October 31, 2014

Tarkett announces a strategic acquisition in Europe

- Tarkett to acquire 100% of Desso, one of the European leaders in commercial carpets
- Agreement in principle reached with Bencis Capital Partners and minority shareholders
- On-going consultation process with Desso's Works Council and filing procedure with the competition authorities
- Transaction expected to be finalised at the end of 2014





The Floor is Yours

- A leading European player in commercial carpets
 - N°2 in carpet tiles in Europe
- Well established in Sport market with artificial turf and a unique reinforced natural grass system
- Recognized brand for high quality products & services and cutting-edge innovation
- Strong commitment to sustainability managed as a growth and innovation engine (applying the Cradle to Cradle principles)
- High quality management has delivered strong improvement over the past few years

- **Founded in 1930**
- Net sales 2013: **€202million**
- Headcount: **820 employees**
- Manufacturing: **2 production sites in the Netherlands, 1 in Belgium**
- **Headquarter in the Netherlands**

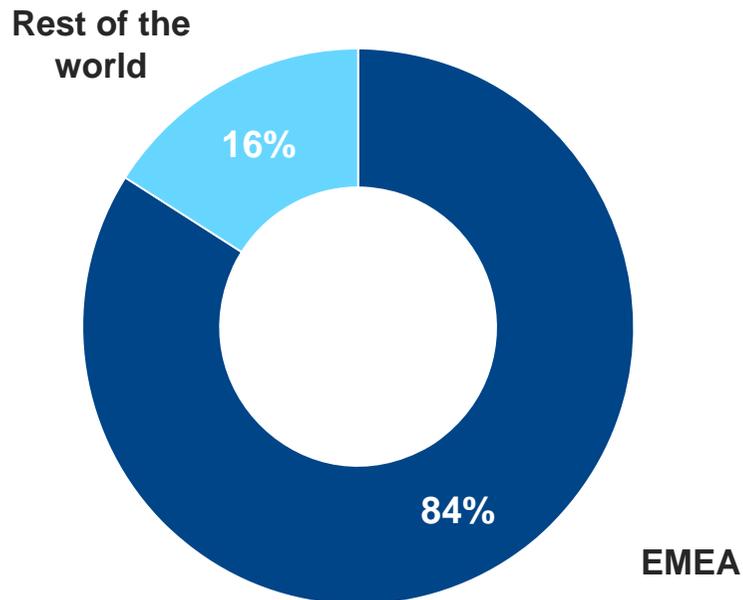


2013 Desso net sales breakdown

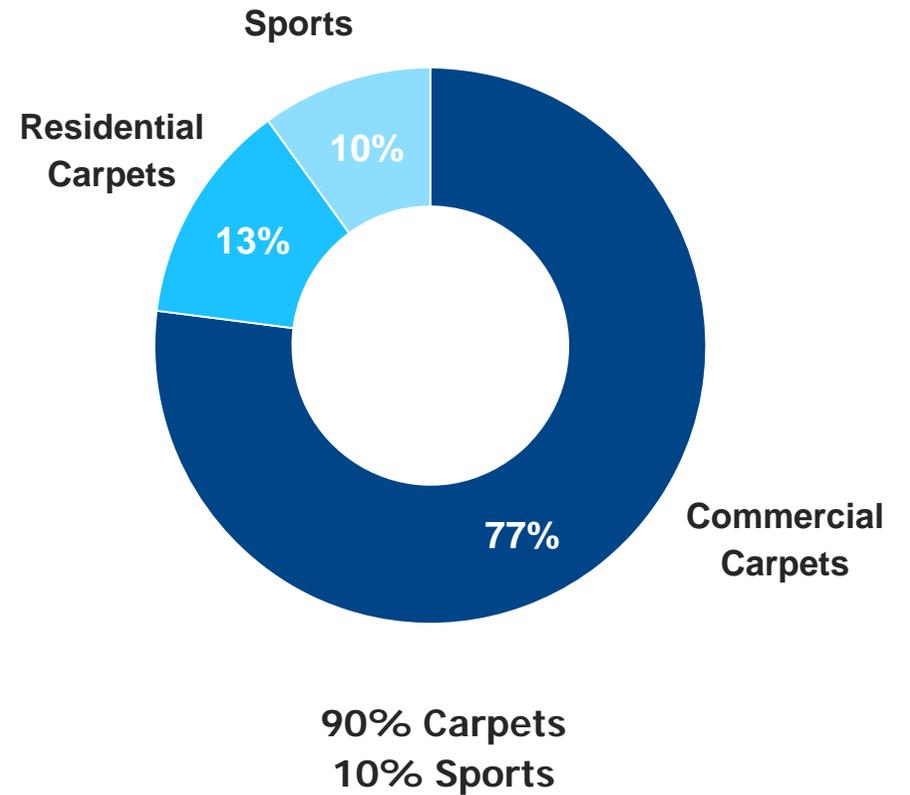


The Floor is Yours

2013 NET SALES BREAKDOWN BY GEOGRAPHY



2013 NET SALES BREAKDOWN BY PRODUCT



Strategic interest to acquire Desso

- Complementary product portfolio adding high-end carpet category in Europe
- Addressing the added-value and growing carpet tiles segment
- Complementary market segments: in particular in offices, hospitality and transports (marine and aviation sectors)
- Reinforcement of our Sports surfaces activity with a unique high-end solution (GrassMaster®)
- Will allow Tarkett to provide commercial carpet solutions to all customers worldwide
- Share common values and sustainability strategy (both applying the Cradle to Cradle principles)



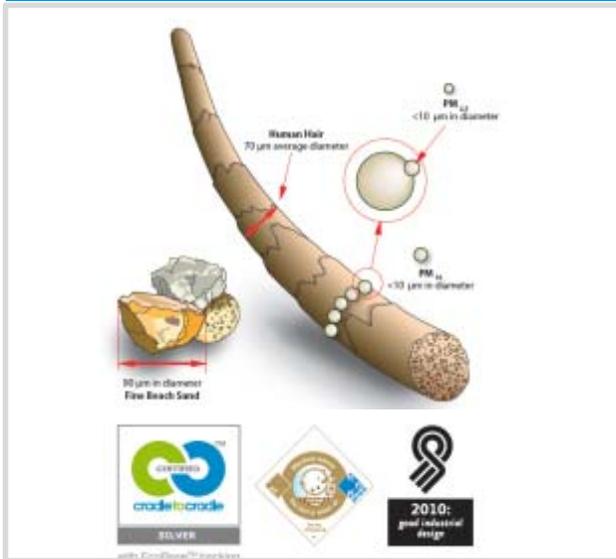
Desso acquisition contributes to Tarkett's value creative external growth strategy

- Enterprise Value around €160M, circa 7x expected 2014 Adjusted EBITDA
- In line with return criteria for acquisitions:
 - 15% ROCE after integration phase
 - 12% adjusted EBITDA margin after integration phase
- Financing through existing credit lines available
- Tarkett Pro Forma Net debt / Adjusted EBITDA ratio is expected to be circa 2x at the end of December 2014 (on a pro forma basis)



Desso, strong innovation and design capability

DESSO AirMaster® To clear the indoor air, absorbing particules



Luminous Carpets™ with LED lighting, developed in partnership with Philips



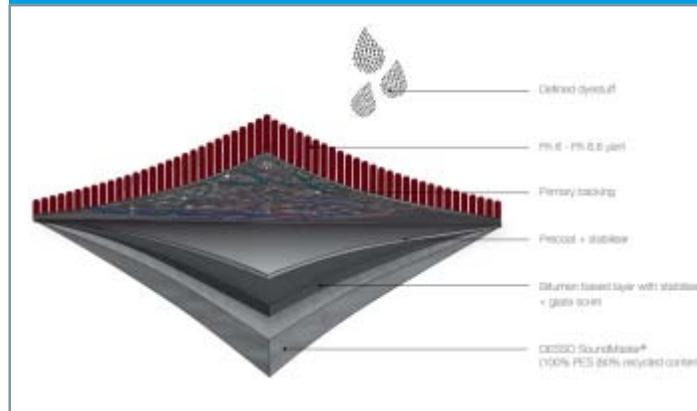
DESSO Light Reflection Master® to increase room brightness



Desso GrassMaster®, unique hybrid sports field of natural grass reinforced with Desso synthetic fibres



DESSO SoundMaster® to improve acoustics, with sound absorption



Key Take Aways of Desso Acquisition

Main Rationale	<ul style="list-style-type: none">■ Strategic move in Europe targeting the added-value and growing carpet tiles segment■ Leverage the successful Tandus acquisition in North America■ Complementary solutions and end-markets, supported by strong innovation capability■ Provide commercial carpet solutions to all customers worldwide■ Reinforce Tarkett geographical presence in EMEA, that was in 2013 at 29% versus 36% in North America and 35% in CIS & others
Guidance	<ul style="list-style-type: none">■ Fully in line with external growth strategy and mid-term guidance: €300M of additional sales by 2016 generated by acquisitions
Integration	<ul style="list-style-type: none">■ Transaction expected to be closed at the end of 2014■ Smooth and efficient integration will be supported by high quality management■ Sharing common values, entrepreneurial spirit and commitment to sustainability (Cradle to Cradle design)

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