AGENDA

> Q3 2017 Key Highlights
> Q3 2017 Activity
> Key Initiatives
> Conclusion
> Appendices
Q3 2017
KEY HIGHLIGHTS

Glen Morrison
CEO
Tarkett benefits from balanced exposures providing resilience to industry cycles

**BALANCED GEOGRAPHIC EXPOSURE**
Sales in more than 100 countries

**ONE OF THE BROADEST PRODUCT PORTFOLIOS IN THE FLOORING INDUSTRY**

**ATTRACTIVE END-MARKETS EXPOSURE**

Figures based on 2016 Net Sales.
Strong organic growth in Q3 2017

- Net sales up 3.7% year-on-year at €824m, including organic growth of 6.1%(1)
- Very strong organic growth in CIS, APAC & Latin America (+15.5%)(1) and Sports (+13.6%)(1)
- EMEA (+2.9%)(1) remained well oriented
- North America (-4.2%)(1) lower than expected, mainly due to commercial carpet
- Adjusted EBITDA(2) of €101m (vs. €119m in Q3 2016) penalized by adverse raw material prices and currencies
- Adjusted EBITDA margin at 12.3% (vs. 15.0% in Q3 2016)
- Decision from the French Competition Authority for a penalty of €165m

(1) Organic growth: At constant scope of consolidation and exchange rates (Note: in the CIS, price increases implemented in order to offset currency fluctuations are not included in organic growth. As a result, organic growth reflects only changes in volumes and the product mix).
(2) Adjusted EBITDA: adjustments include expenses related to restructurings, acquisitions, and certain other non-recurring items.
Q3 2017
ACTIVITY

Raphaël Bauer
CFO
Solid organic growth of +6.1%

> Remarkable momentum in CIS, APAC & Latam

> Good growth in EMEA and Sports

> North America fell short of expectations

> Negative impact from currencies

(1) Organic growth: At same perimeter and exchange rates. (NB: In the CIS, price increases implemented to offset currency fluctuations are not included in the organic growth. Organic growth in the CIS therefore reflects volume and mix variances only).
As expected, significant headwinds from raw material prices

> Negative impact from currencies

**Raw materials and currencies penalizing Q3 2017 adjusted EBITDA**

<table>
<thead>
<tr>
<th>Q3 2016</th>
<th>Currencies</th>
<th>Selling price lag effect in CIS</th>
<th>Volume/Mix</th>
<th>Sales pricing</th>
<th>Purchase pricing</th>
<th>Net Productivity</th>
<th>Perimeter</th>
<th>Salary increase, SG&amp;A &amp; other</th>
<th>Q3 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(3.7)</td>
<td>(5.2)</td>
<td>(0.9)</td>
<td>(8.3)</td>
<td>(3.1)</td>
<td>(0.1)</td>
<td>(7.2)</td>
<td></td>
<td>101.2</td>
</tr>
<tr>
<td></td>
<td>119.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.
EMEA Q3 2017

NET SALES EVOLUTION

in €m

Q3 2016 222.9  Q3 2017 227.2

+1.9% reported

Q3 2017
Net sales
organic growth\(^{(1)}\) +2.9%

9M 2017
Net sales
organic growth\(^{(1)}\) +3.8%

(1) Organic growth: At same perimeter and exchange rates.

REPORTED SALES

> +1.9% on a reported basis, penalized by unfavorable exchange rate (mainly the British pound)

> Strong growth in Germany and Poland

> Better growth than expected in the UK

> France remained on the good momentum initiated in H1

> Spain continued to grow nicely

> Nordic countries flat, after several quarters of dynamic growth

> The Middle East remained down, in line with H1 2017

> Selling price increases implementation in progress
North America Q3 2017

NET SALES EVOLUTION

*in €m*

<table>
<thead>
<tr>
<th></th>
<th>Q3 2016</th>
<th>Q3 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>216.6</td>
<td>197.9</td>
</tr>
</tbody>
</table>

-8.6% reported

Q3 2017
Net sales
organic growth\(^{(1)}\) -4.2%

9M 2017
Net sales
organic growth\(^{(1)}\) -2.5%

(1) Organic growth: At same perimeter and exchange rates.

> Resilient & accessories growing

> Commercial carpet

- Softer market
- Sales lower than expected
- Actions underway
- Very positive feedback on our new designs

> Selling price increases effect in Q4 and 2018
CIS, APAC & LATAM Q3 2017

NET SALES EVOLUTION

in €m

Q3 2016 157.7  +12.9% reported  Q3 2017 178.0

Q3 2017 Net sales organic growth(1) +15.5%

9M 2017 Net sales organic growth(1) +10.5%

(1) Organic growth: At same perimeter and exchange rates (NB: In the CIS, price increases implemented to offset currency fluctuations are not included in the organic growth. Organic growth in the CIS therefore reflects volume and mix variances only).

CIS countries
> Full benefit from the recovery
> Further volume expansion
> Continued improvement in product mix

APAC
> Nice trends in China, South-East Asia and Australia

Latin America
> Back to growth lifted by dynamic LVT volumes
Sports Q3 2017

NET SALES EVOLUTION

in €m

197.2
Q3 2016

220.4
Q3 2017

+11.8%
reported

Q3 2017
Net sales
organic growth(1)

Q3 2016

+13.6%

9M 2017
Net sales
organic growth(1)

+9.6%

(1) Organic growth: At same perimeter and exchange rates.

> Dynamism in both artificial turf and running tracks

> Still high portion of turnkey projects

> High-profile projects in Q3 2017:

• Amsterdam Arena for the FC Ajax
• Training pitches of the Olympique Lyonnais and Manchester United teams
Solutions partner for Sports Surfaces: AFC Ajax (NL)

> **PlayMaster at the Amsterdam Arena – Installation end of July**
  - Ready-to-play turf rolls combining natural and artificial turf (hybrid grass system grown in sods)
  - Fast installation ("Lay & Play")
  - For multi-purpose facilities (sports competitions and concerts)

> **Existing pitches in GrassMaster and FieldTurf artificial turf at the training center**
FieldTurf, partner of rugby club Racing 92, equipped the new multi-purpose stadium U Arena with artificial turf.

Installation in September 2017

Inauguration in October 2017 for a concert

First rugby match end of November (France – Japan)
Prestigious design headquarters in Chicago (USA)

> Tarkett selected as only flooring solutions provider at new International Interior Design Association headquarters

> Combined and customized flooring solutions
  - Modular carpet
  - Digital design LVT (Collection Infinies™)
Key Take-aways

Q3 2017 Take-aways

- Solid organic growth of 6.1%
- Headwinds from raw material prices and currencies

Outlook

- EMEA, Sports and CIS region should remain well oriented
- North America should progressively improve
- Raw material prices impact: -€30m to -€35m on 2017 adjusted EBITDA
- Anticipation of a moderate reduction in 2017 adjusted EBITDA compared to last year
- Continue to focus on selling prices in North America and EMEA to mitigate the impact of raw materials prices in 2018
- Continue to assess acquisitions opportunities
Q&A SESSION
### Sales and adjusted EBITDA performance by quarter (Q1 & Q2)

#### Sales performance by quarter

<table>
<thead>
<tr>
<th></th>
<th>€m</th>
<th>Q1 2017</th>
<th>Q1 2016</th>
<th>% growth</th>
<th>Organic growth¹</th>
<th>Q2 2017</th>
<th>Q2 2016</th>
<th>% growth</th>
<th>Organic growth¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMEA</strong></td>
<td>243.4</td>
<td>232.4</td>
<td></td>
<td>+4.7%</td>
<td>+7.0%</td>
<td>237.9</td>
<td>239.3</td>
<td>-0.5%</td>
<td>+1.5%</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>190.3</td>
<td>187.2</td>
<td></td>
<td>+1.6%</td>
<td>-2.1%</td>
<td>222.4</td>
<td>223.9</td>
<td>-0.7%</td>
<td>-1.3%</td>
</tr>
<tr>
<td><strong>CIS, APAC &amp; LATAM</strong></td>
<td>121.3</td>
<td>103.5</td>
<td></td>
<td>+17.2%</td>
<td>+2.0%</td>
<td>154.4</td>
<td>131.4</td>
<td>+17.4%</td>
<td>+11.3%</td>
</tr>
<tr>
<td><strong>Sports</strong></td>
<td>56.7</td>
<td>53.2</td>
<td></td>
<td>+6.6%</td>
<td>+3.6%</td>
<td>137.6</td>
<td>127.3</td>
<td>+8.0%</td>
<td>+5.9%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>611.7</td>
<td>576.3</td>
<td></td>
<td>+6.1%</td>
<td>+2.8%</td>
<td>752.3</td>
<td>721.8</td>
<td>+4.2%</td>
<td>+3.2%</td>
</tr>
</tbody>
</table>

#### Adjusted EBITDA²

<table>
<thead>
<tr>
<th></th>
<th>€m</th>
<th>Q1 2017</th>
<th>Q1 2016</th>
<th>Q1 2017 Margin</th>
<th>Q1 2016 Margin</th>
<th>Q2 2017</th>
<th>Q2 2016</th>
<th>Q2 2017 Margin</th>
<th>Q2 2016 Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adjusted EBITDA</strong>²</td>
<td>51.5</td>
<td>45.0</td>
<td>8.4%</td>
<td>7.8%</td>
<td></td>
<td>108.8</td>
<td>106.5</td>
<td>14.5%</td>
<td>14.8%</td>
</tr>
</tbody>
</table>

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(1) Organic growth: At same perimeter and exchange rates (NB: In the CIS, price increases implemented to offset currency fluctuations are not included in the organic growth. Organic growth in the CIS therefore reflects volume and mix variances only).

(2) Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.
### Sales and adjusted EBITDA performance in H1

<table>
<thead>
<tr>
<th></th>
<th>Net Sales</th>
<th></th>
<th></th>
<th>Adjusted EBITDA²</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€m</td>
<td>H1 2017</td>
<td>H1 2016</td>
<td>% growth</td>
<td>Organic growth¹</td>
<td>H1 2017</td>
</tr>
<tr>
<td>EMEA</td>
<td>481.3</td>
<td>471.6</td>
<td>+2.1%</td>
<td>+4.2%</td>
<td>68.5</td>
<td>74.8</td>
</tr>
<tr>
<td>North America</td>
<td>412.7</td>
<td>411.1</td>
<td>+0.4%</td>
<td>-1.6%</td>
<td>51.7</td>
<td>59.3</td>
</tr>
<tr>
<td>CIS, APAC &amp; LATAM</td>
<td>275.7</td>
<td>234.9</td>
<td>+17.4%</td>
<td>+7.2%</td>
<td>40.2</td>
<td>24.8</td>
</tr>
<tr>
<td>Sports</td>
<td>194.3</td>
<td>180.5</td>
<td>+7.6%</td>
<td>+5.3%</td>
<td>23.0</td>
<td>18.2</td>
</tr>
<tr>
<td>Central Costs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(23.1)</td>
<td>(25.7)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,364.0</td>
<td>1,298.1</td>
<td>+5.1%</td>
<td>+3.0%</td>
<td>160.3</td>
<td>151.4</td>
</tr>
</tbody>
</table>

(1) Organic growth: At same perimeter and exchange rates (NB: In the CIS, price increases implemented to offset currency fluctuations are not included in the organic growth. Organic growth in the CIS therefore reflects volume and mix variances only).

(2) Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.
Sales and adjusted EBITDA performance in Q3

<table>
<thead>
<tr>
<th>Sales performance by quarter</th>
<th>€m</th>
<th>Q3 2017</th>
<th>Q3 2016</th>
<th>% growth</th>
<th>Organic growth¹</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EMEA</strong></td>
<td>227.2</td>
<td>222.9</td>
<td>+1.9%</td>
<td>+2.9%</td>
<td></td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>197.9</td>
<td>216.6</td>
<td>-8.6%</td>
<td>-4.2%</td>
<td></td>
</tr>
<tr>
<td><strong>CIS, APAC &amp; LATAM</strong></td>
<td>178.0</td>
<td>157.7</td>
<td>+12.9%</td>
<td>+15.5%</td>
<td></td>
</tr>
<tr>
<td><strong>Sports</strong></td>
<td>220.4</td>
<td>197.2</td>
<td>+11.8%</td>
<td>+13.6%</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>823.5</td>
<td>794.3</td>
<td>+3.7%</td>
<td>+6.1%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>€m</th>
<th>Q3 2017</th>
<th>Q3 2016</th>
<th>Q3 2017 Margin</th>
<th>Q3 2016 Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adjusted EBITDA²</strong></td>
<td>101.1</td>
<td>119.2</td>
<td>12.3%</td>
<td>15.0%</td>
<td></td>
</tr>
</tbody>
</table>

(1) Organic growth: At same perimeter and exchange rates (NB: In the CIS, price increases implemented to offset currency fluctuations are not included in the organic growth. Organic growth in the CIS therefore reflects volume and mix variances only).

(2) Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.
## Sales and adjusted EBITDA performance over the first 9 months

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### Sales performance by quarter

<table>
<thead>
<tr>
<th></th>
<th>€m</th>
<th>9M 2017</th>
<th>9M 2016</th>
<th>% growth</th>
<th>Organic growth¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMEA</td>
<td>708.5</td>
<td>694.5</td>
<td>694.5</td>
<td>+2.0%</td>
<td>+3.8%</td>
</tr>
<tr>
<td>North America</td>
<td>610.6</td>
<td>627.7</td>
<td>627.7</td>
<td>-2.7%</td>
<td>-2.5%</td>
</tr>
<tr>
<td>CIS, APAC &amp; LATAM</td>
<td>453.7</td>
<td>392.6</td>
<td>392.6</td>
<td>+15.6%</td>
<td>+10.5%</td>
</tr>
<tr>
<td>Sports</td>
<td>414.7</td>
<td>377.6</td>
<td>377.6</td>
<td>+9.8%</td>
<td>+9.6%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2 187.5</td>
<td>2 092.4</td>
<td>2 092.4</td>
<td>+4.5%</td>
<td>+4.2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>€m</th>
<th>9M 2017</th>
<th>9M 2016</th>
<th>9M 2017 Margin</th>
<th>9M 2016 Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted EBITDA²</td>
<td>261.4</td>
<td>270.6</td>
<td>270.6</td>
<td>11.9%</td>
<td>12.9%</td>
</tr>
</tbody>
</table>

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¹ Organic growth: At same perimeter and exchange rates (NB: In the CIS, price increases implemented to offset currency fluctuations are not included in the organic growth. Organic growth in the CIS therefore reflects volume and mix variances only).

² Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.
Net sales YTD

in €m

<table>
<thead>
<tr>
<th>Category</th>
<th>YTD September 2016</th>
<th>EMEA</th>
<th>North America</th>
<th>CIS, APAC and LATAM</th>
<th>Sports</th>
<th>Sales LfL</th>
<th>Perimeter</th>
<th>Currencies</th>
<th>Selling price lag effect in CIS</th>
<th>YTD September 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD September 2016</td>
<td>2,092.4</td>
<td>26.2</td>
<td>(16.0)</td>
<td>41.3</td>
<td>36.4</td>
<td>2,180.3</td>
<td>1.7</td>
<td>(11.1)</td>
<td>16.6</td>
<td>2,187.5</td>
</tr>
</tbody>
</table>
Adjusted EBITDA YTD

Note: Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.
Russia: Selling price strategy to adapt to the exchange rate evolution

Evolution of Tarkett Vinyl prices in Russia and EUR/RUB exchange rate

Sources: Reuters and Tarkett.
Russia: consumer confidence, real retail sales and real wages

Source: Rosstat.
Long term profitable growth

NET SALES

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>1,708</td>
</tr>
<tr>
<td>2010</td>
<td>1,919</td>
</tr>
<tr>
<td>2011</td>
<td>2,088</td>
</tr>
<tr>
<td>2012</td>
<td>2,292</td>
</tr>
<tr>
<td>2013</td>
<td>2,516</td>
</tr>
<tr>
<td>2014</td>
<td>2,414</td>
</tr>
<tr>
<td>2015</td>
<td>2,715</td>
</tr>
<tr>
<td>2016</td>
<td>2,739</td>
</tr>
</tbody>
</table>

Adjusted EBITDA:

<table>
<thead>
<tr>
<th>Year</th>
<th>Adjusted EBITDA (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>208</td>
</tr>
<tr>
<td>2010</td>
<td>222</td>
</tr>
<tr>
<td>2011</td>
<td>191</td>
</tr>
<tr>
<td>2012</td>
<td>262</td>
</tr>
<tr>
<td>2013</td>
<td>310</td>
</tr>
<tr>
<td>2014</td>
<td>275</td>
</tr>
<tr>
<td>2015</td>
<td>285</td>
</tr>
<tr>
<td>2016</td>
<td>334</td>
</tr>
</tbody>
</table>

+7.0% CAGR 2009-2016

(1) Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.
2017-2020 financial objectives

Unless transforming acquisition

Revenue growth

- 2020 net sales ~€3.5bn\(^{(1)}\)

Profitability & return

- Adjusted EBITDA margin > 12%
- ROIC > 9%

Acquisitions strategy

- Additional sales by 2020 of ~€500m

Leverage

- Net debt / adjusted EBITDA < 2.5x

Dividend

- At least €0.60 per share

\(^{(1)}\) Including acquisitions; organic growth outperforming estimated market growth.
All segments to contribute to 2020 financial objectives

Based on relatively stable raw material prices

<table>
<thead>
<tr>
<th>SEGMENT</th>
<th>CAGR(1)</th>
<th>ADJ. EBITDA MARGIN OBJECTIVE</th>
<th>MAIN FOCUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMEA</td>
<td>+0% / +2%</td>
<td>Remain above 15%</td>
<td>Organic growth</td>
</tr>
<tr>
<td>North America</td>
<td>+2% / +4%</td>
<td>Reach 15%</td>
<td>Cost efficiency</td>
</tr>
<tr>
<td>CIS, APAC &amp; LATAM</td>
<td>+0% / +3%</td>
<td>Back to 15%</td>
<td>Progressive economic recovery in CIS</td>
</tr>
<tr>
<td>Sports</td>
<td>+3% / +7%</td>
<td>Reach 12%</td>
<td>Market growth &amp; cost efficiency</td>
</tr>
<tr>
<td>Central costs</td>
<td></td>
<td>circa -2% of sales</td>
<td>Investment in R&amp;D &amp; customer experience</td>
</tr>
</tbody>
</table>

>12% adjusted EBITDA margin objective

(1) CAGR based on GDP growth in the regions where we are present.
Material consumption in 2016
As of December 2016

COGS BREAKDOWN

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll</td>
<td>17%</td>
</tr>
<tr>
<td>Transport and logistics</td>
<td>10%</td>
</tr>
<tr>
<td>Others</td>
<td>18%</td>
</tr>
<tr>
<td>Total COGS</td>
<td>€1,996m</td>
</tr>
</tbody>
</table>

MATERIAL CONSUMPTION DETAIL

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oil derivatives</td>
<td>53%</td>
</tr>
<tr>
<td>Other raw materials</td>
<td>25%</td>
</tr>
<tr>
<td>Traded goods</td>
<td>22%</td>
</tr>
<tr>
<td>Raw materials</td>
<td>55%</td>
</tr>
</tbody>
</table>
Shareholder composition

As of October 2017

- Société d'Investissement Deconinck: 50.2%
- Free float: 49.2%
- Treasury shares: 0.6%
International and entrepreneurial teams

Operational leaders

- Fabrice Barthélémy
  President EMEA
  Member of the Management Board

- TBA
  President North America

- Slavoljub Martinovic
  President Eastern Europe

- Eric Daliere
  President Sports

Executive Management Committee

- Glen Morrison
  CEO & Chairman of the Management Board

Functional leaders

- Raphaël Bauer
  CFO

- Sharon MacBeath
  General Counsel

- Wendy Kool-Foulon
  General Counsel

- Antoine Prévost
  Operations

- Anne-Christine Ayed
  Research, Innovation & Environment

- Gilles Lebret
  VP Customers Operations & Group CIO

> Customer-driven culture
> Decentralized and aligned organization
> Compensation aligned with financial targets
Global flooring market

- Flooring market is growing more or less in line with GDP growth, with specificities by region and product

- Flooring market (excluding ceramics) is ~80% exposed to renovation

- Flooring market is a very traditional industry where customers value reputation and long-term relationships

World flooring market = 12.9bn sqm

27% addressed product categories

Flooring preferred categories vary greatly across the world

North America: 1.8bn sqm
- 17% Ceramics
- 51% Carpet
- 18% Vinyl, Linoleum & Rubber
- 13% Wood & Laminate
- 1% Other (non-resilient)

Europe\(^{(1)}\): 1.6bn sqm
- 29% Ceramics
- 27% Carpet
- 19% Vinyl, Linoleum & Rubber
- 21% Wood & Laminate
- 4% Other (non-resilient)

CIS: 0.6bn sqm
- 30% Ceramics
- 14% Carpet
- 28% Vinyl, Linoleum & Rubber
- 26% Wood & Laminate
- 3% Other (non-resilient)

Latin America: 1.1bn sqm
- 9% Ceramics
- 2% Carpet
- 4% Vinyl, Linoleum & Rubber
- 0% Wood & Laminate
- 85% Other (non-resilient)

Middle East & Africa: 1.4bn sqm
- 16% Ceramics
- 3% Carpet
- 9% Vinyl, Linoleum & Rubber
- 0% Wood & Laminate
- 72% Other (non-resilient)

Asia Pacific: 6.5bn sqm
- 6% Ceramics
- 5% Carpet
- 8% Vinyl, Linoleum & Rubber
- 6% Wood & Laminate
- 75% Other (non-resilient)

Ceramics is the dominant category in emerging countries

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