Q3 2018 Financial Results

October 24, 2018
Agenda

Q3 2018 Key Highlights
Q3 2018 Financial Results
Key Initiatives
Conclusion and Outlook
Appendices
Solid organic growth in Q3

- Solid Q3 2018 organic growth\(^{(1)}\) at +3.4%, Net sales reaching €840m
  - Great momentum in Sports (+11.8%)\(^{(1)}\)
  - Good growth in North America (+4.3%)\(^{(1)}\)

- Growing contribution of selling price increases implemented earlier in the year
  - In a context of significant purchasing cost inflation

- Q3 Adjusted EBITDA \(^{(2)}\) at €98m and EBITDA margin at 11.6%

- Lexmark acquisition closed end of September
  - One of the leaders in carpet for North America hospitality segment
  - $120m sales immediately accretive to Group EBITDA margin

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\(^{(1)}\) 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 share-based payment expenses.
Tarkett benefits from balanced exposures

**NET SALES BY GEOGRAPHIES**
- EMEA (incl. Sports) - 43%
- North America (incl. Sports) - 35%
- CIS, APAC & LATAM - 22%

**NET SALES BY REPORTING SEGMENTS**
- EMEA - 28%
- North America - 32%
- CIS, APAC & LATAM - 18%
- Sports - 22%

**A BALANCED PROFITABILITY PROFILE**
- EMEA - 14%
- North America - 35%
- CIS, APAC & LATAM - 26%
- Sports - 25%

Figures based on 2017 Net Sales and Adjusted EBITDA.
(1) Adjusted EBITDA: adjustments include expenses related to restructurings, acquisitions, and share-based payment expenses. Excluding central costs.
... and one of the broadest product offering providing resilience to industry cycles

ONE OF THE BROADEST PRODUCT PORTFOLIOS IN THE FLOORING INDUSTRY

ATTRACTION END-MARKETS EXPOSURE

- Education
- Health & Aged Care
- Workplace
- Stores & Shops
- Hospitality, Travel & Leisure
- Marine, Aviation & Transport
- Industry
- Sports & Wellness

Figures based on 2017 Net Sales.
Q3 2018 Financial Results

Raphaël Bauer
CFO
Solid organic growth in Q3 2018

Great performance in Sports busiest quarter

North America fueled by increase of volume and prices

Slower activity in CIS in a hesitating market

CIS currencies headwinds mitigated by price increase

(1) Life for Like: 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).
Adjusted EBITDA margin supported by selling price increases

<table>
<thead>
<tr>
<th></th>
<th>Q3 2017</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>Productivity</th>
<th>Perimeter</th>
<th>Salary increase, SG&amp;A &amp; other</th>
<th>Q3 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adj EBITDA(1) margin</td>
<td>101.2</td>
<td>(3.2)</td>
<td>3.5</td>
<td>0.5</td>
<td>7.1</td>
<td>(13.4)</td>
<td>3.0</td>
<td>1.0</td>
<td>(1.9)</td>
<td>97.7</td>
</tr>
</tbody>
</table>

- Sustained pressure from raw material price and freight cost inflation
- Selling price increases starting to benefit and offsetting more than 50%
- SG&A cost control reducing salary increase impact

(1) Note: Adjusted EBITDA: adjustments include expenses such as restructuring, acquisitions and share-based payment expenses.
Vinyl and carpet key oil derivatives\(^{(1)}\) - Price evolution

Index Base 100 January 2014

\(^{(1)}\) Selection of oil derivatives feedstock – Oil derivatives purchase represent 54% of Tarkett material cost.

Sources: IHS Markit, Tecnon OrbiChem, Tarkett

Tarkett – Q3 2018 Financial Results – October 24, 2018
Recent trends in raw material and freight costs

COGS BREAKDOWN
- Total COGS: €2,138m
  - Raw materials: 54%
  - Others: 20%
  - Transport and logistics: 10%
  - Payroll: 16%

MATERIAL CONSUMPTION DETAIL
- Oil derivatives: 54%
- Other raw materials: 26%
- Traded goods: 20%

- Oil and feedstock prices kept rising in Q3 2018
  - Raw material impact on FY 2018 Adj. EBITDA around -€38/-€42m

- Freight costs keep increasing
  - Impact on FY 2018 Adj. EBITDA around -€12m

Estimated Impact of inflation on 2018 EBITDA: -€50m/-€55m
EMEA Q3 2018

in €m

Net sales

- Continuing good trends in Germany, South Europe and Poland
- Lower activity in France
- UK slowdown confirmed
- Worsened economic environment in Turkey
- Dynamic growth in LVT
- Newly launched rigid composites tiles well received

(1) Organic growth: At same perimeter and exchange rates.
Continued strong momentum in LVT (Luxury Vinyl Tile) driving growth in vinyl

Dynamic growth in accessories

Commercial carpet activity below last year

Strong contribution of selling price increase implemented in H1

Additional price increase implemented in September

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(1) Organic growth: At same perimeter and exchange rates.
CIS, APAC & Latam Q3 2018

in €m

Net sales

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<th>Q3 2017</th>
<th>Q3 2018</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>178</td>
<td>165</td>
</tr>
</tbody>
</table>

-7.1% reported

Net sales organic growth (1)

Q3 2018

-4.8%

CIS
- Low activity in Russia
- Rubble weakened in Q3
- Price increase (July 1\textsuperscript{st}) in Russia more than offsetting currency impact

Latin America
- Volume growth and selling price increase in Brazil

Asia-Pacific
- Good growth driven by China
- Selling price increase bearing fruit in Australia

(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).
Solid growth in all product categories and regions:

- Good momentum in North America Turf and Landscape applications
- High level of activity in Tracks
- Solid growth in EMEA
- Successful integration of Grassman in Australia

Organic growth: At same perimeter and exchange rates.
Success of our large sports surfaces offering

Recent References

University of Minnesota, MN
Tracks

Monmouth University, NJ
hockey
Artificial turf

Olympique de Marseille
2 soccer training centers
Artificial and hybrid turf

Woollahra Australia, Rugby
Artificial turf
Q3 2018
Management priorities & Key Initiatives

Fabrice Barthélemy
Acting CEO
Management priorities
Focus on selling price and costs

- Carry-over of H1 increases
- Additional actions in North America
- 40% of raw material and transport inflation covered in 2018

- Reduction in discretionary spend
- Reduction in headcount
- Industrial performance recovery in North America
- Manufacturing productivity driven by automation across the Group

- Hospitality segment under Lexmark leadership
- Cost synergies in North America
- Sales synergies in NA and globally
Thanks to Lexmark, Tarkett is #3 in carpet for Hospitality in North America

Lexmark: Strong company - Well recognized brand
• Net sales 2017: $120m – profitability above industry average
• 460 employees
• 1 carpet production site in USA with state-of-the-art equipment
• #1 in carpet for hospitality rooms in North America
• Longstanding partnership with key accounts

Strategic and accretive acquisition
• Tarkett becomes #3 in carpet hospitality in North America
• Extended flooring offering to global accounts
• Lexmark management in charge of Tarkett NA Hospitality business
• Sales and cost synergies → Accretive to Group EBITDA margin by up to +50bps*
• Closing end of Sept 2018, consolidated in Q4 2018

* Post-synergies, on a full year basis
Tarkett – Q3 2018 Financial Results – October 24, 2018
New products combining performance, design and sustainability

Tectonic™
- New protection surface treatment enhancing product performance (resistance in high traffic areas & long lasting look)
- Applied on new LVT collections (NA)

Pentagonals Rubber
- Innovative modular collection combining colors & shapes to create unique spaces
- Low maintenance, comfort & safety (slip resistance)
- Launched and Awarded at Neocon June 2018

iD Supernature & Tattoo
- Modular tiles (LVT)
- Natural look combined with digital design for personalized spaces
- Launched in April 2018 well received (EMEA)
- Muzz international Award

iD Revolution
- Innovative modular tiles
- Cradle to Cradle® Gold Certification: +80% of recycled, mineral and bio-based materials
- Launched in Sept 2018 (EMEA)
- Awarded: Innovation Teams Best Practices 2018 in France, and UK Green World Award
Conclusion and Outlook

Fabrice Barthélemy
Acting CEO
Outlook

- Good overall activity level
- Uncertainties in the CIS
- Further pressure from raw material price increase
  - Full year raw material and freight impact estimated at €50m to €55m
- Tarkett management team is focused on improving profitability
  - Further selling price increases
  - Progressive improvement of industrial performance in North America
  - Acceleration of cost reduction across the Group
  - Implementation of synergies with Lexmark
Appendices
Organic growth 9M 2018

in €m

- Great performance in **Sports**
- **North America** acceleration of selling prices in Q2 and Q3
- Slower activity in **CIS** in Q3
- **Significant currencies headwinds from H1 (USD)**

<table>
<thead>
<tr>
<th></th>
<th>9M 2017</th>
<th>EMEA</th>
<th>North America</th>
<th>CIS, APAC and LATAM</th>
<th>Sports</th>
<th>9M 2018</th>
<th>Perimeter</th>
<th>Currencies</th>
<th>Selling price Lag effect in CIS</th>
<th>9M 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic growth</td>
<td>-0.7%</td>
<td>+2.3%</td>
<td>-0.1%</td>
<td>+14.6%</td>
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<td>2,157</td>
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<td></td>
<td>2,187</td>
<td>14.1</td>
<td>60.3</td>
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<td>2,256</td>
<td>8.3</td>
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<td></td>
<td>(5.1)</td>
<td>(0.4)</td>
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<td>(91.7)</td>
<td>(15.8)</td>
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</tbody>
</table>

**Life for Like:** 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).
Adjusted EBITDA\(^{(1)}\) 9M 2018

in €m

<table>
<thead>
<tr>
<th></th>
<th>9M 2017</th>
<th>Astroturf settlement</th>
<th>9M 2017 restated</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>Productivity</th>
<th>Perimeter</th>
<th>Salary increase, SG&amp;A &amp; other</th>
<th>9M 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustained pressure from raw material price and freight cost inflation</td>
<td>261.4</td>
<td>(10.5)</td>
<td>251.0</td>
<td>(9.7)</td>
<td>0.1</td>
<td>(6.6)</td>
<td>14.5</td>
<td>(36.5)</td>
<td>16.6</td>
<td>2.2</td>
<td>(18.0)</td>
<td>213.7</td>
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<tr>
<td>Selling price increases covering 40% of purchasing pricing</td>
<td></td>
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<tr>
<td>SG&amp;A cost control reducing salary increase impact in Q3</td>
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</tbody>
</table>

\(^{(1)}\) Adjusted EBITDA: adjustments include expenses such as restructuring, acquisitions and share-based payment expenses.
Sales and adjusted EBITDA performance by quarter (Q1 & Q2)

### Sales performance by quarter

<table>
<thead>
<tr>
<th>€m</th>
<th>Q1 2018</th>
<th>Q1 2017</th>
<th>% growth</th>
<th>Organic growth(^1)</th>
<th>Q2 2018</th>
<th>Q2 2017</th>
<th>% growth</th>
<th>Organic Growth(^1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMEA</td>
<td>228.3</td>
<td>243.4</td>
<td>-6.2%</td>
<td>-4.6%</td>
<td>236.0</td>
<td>237.9</td>
<td>-0.8%</td>
<td>+1.7%</td>
</tr>
<tr>
<td>North America</td>
<td>163.5</td>
<td>190.3</td>
<td>-14.1%</td>
<td>-1.6%</td>
<td>214.8</td>
<td>222.4</td>
<td>-3.4%</td>
<td>+3.7%</td>
</tr>
<tr>
<td>CIS, APAC &amp; LATAM</td>
<td>116.3</td>
<td>121.3</td>
<td>-4.1%</td>
<td>+5.0%</td>
<td>145.4</td>
<td>154.4</td>
<td>-5.8%</td>
<td>+1.4%</td>
</tr>
<tr>
<td>Sports</td>
<td>59.8</td>
<td>56.7</td>
<td>+5.4%</td>
<td>+15.9%</td>
<td>153.2</td>
<td>137.6</td>
<td>+11.3%</td>
<td>+18.5%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>567.9</td>
<td>611.7</td>
<td>-7.2%</td>
<td>+0.1%</td>
<td>749.4</td>
<td>752.3</td>
<td>-0.4%</td>
<td>+5.3%</td>
</tr>
</tbody>
</table>

### Adjusted EBITDA\(^2\)

<table>
<thead>
<tr>
<th>€m</th>
<th>Q1 2018</th>
<th>Q1 2017</th>
<th>Q1 2018 Margin</th>
<th>Q1 2017 Margin</th>
<th>Q2 2018</th>
<th>Q2 2017</th>
<th>Q2 2018 Margin</th>
<th>Q2 2017 Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted EBITDA(^2)</td>
<td>29.8</td>
<td>51.5</td>
<td>5.2%</td>
<td>8.4%</td>
<td>86.3</td>
<td>108.8</td>
<td>11.5%</td>
<td>14.5%</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 such as restructuring, acquisitions and share-based payment expenses.
### Sales and adjusted EBITDA performance in H1

<table>
<thead>
<tr>
<th></th>
<th>Net Sales</th>
<th></th>
<th>Adjusted EBITDA&lt;sup&gt;(2)&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>H1 2018</td>
<td>H1 2017</td>
<td>% growth</td>
</tr>
<tr>
<td></td>
<td>€m</td>
<td>€m</td>
<td></td>
</tr>
<tr>
<td><strong>EMEA</strong></td>
<td>464.3</td>
<td>481.3</td>
<td>-3.5%</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>378.3</td>
<td>412.7</td>
<td>-8.3%</td>
</tr>
<tr>
<td><strong>CIS, APAC &amp; LATAM</strong></td>
<td>261.7</td>
<td>275.7</td>
<td>-5.1%</td>
</tr>
<tr>
<td><strong>Sports</strong></td>
<td>213.0</td>
<td>194.3</td>
<td>+9.6%</td>
</tr>
<tr>
<td><strong>Central Costs</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>1,317.3</td>
<td>1,364.0</td>
<td>-3.4%</td>
</tr>
</tbody>
</table>

<sup>(1)</sup> 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).

<sup>(2)</sup> Adjusted EBITDA: Adjustments include expenses related such as restructuring, acquisitions and share-based payment expenses.
# Sales and adjusted EBITDA performance in Q3

## Sales performance by quarter

<table>
<thead>
<tr>
<th></th>
<th>€m</th>
<th>Q3 2018</th>
<th>Q3 2017</th>
<th>% growth</th>
<th>Organic growth (¹)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMEA</td>
<td>225.2</td>
<td>227.2</td>
<td>-0.8 %</td>
<td>+0.9 %</td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td>206.0</td>
<td>197.9</td>
<td>+4.1 %</td>
<td>+4.3 %</td>
<td></td>
</tr>
<tr>
<td>CIS, APAC &amp; LATAM</td>
<td>165.4</td>
<td>178.0</td>
<td>-7.1 %</td>
<td>-4.8 %</td>
<td></td>
</tr>
<tr>
<td>Sports</td>
<td>243.3</td>
<td>220.4</td>
<td>+10.4 %</td>
<td>+11.8 %</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL NET SALES</strong></td>
<td><strong>839.9</strong></td>
<td><strong>823.5</strong></td>
<td><strong>+2.0 %</strong></td>
<td><strong>+3.4 %</strong></td>
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<table>
<thead>
<tr>
<th></th>
<th>€m</th>
<th>Q3 2018</th>
<th>Q3 2017</th>
<th>Q3 2018 Margin</th>
<th>Q3 2017 Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adjusted EBITDA (²)</strong></td>
<td><strong>97.7</strong></td>
<td><strong>101.2</strong></td>
<td><strong>+11.6 %</strong></td>
<td><strong>+12.3 %</strong></td>
<td></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.

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Tarkett – Q3 2018 Financial Results – October 24, 2018
Long term profitable growth

**NET SALES**

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</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,708</td>
<td>1,919</td>
<td>2,088</td>
<td>2,292</td>
<td>2,516</td>
<td>2,414</td>
<td>2,715</td>
<td>2,739</td>
<td>2,841</td>
</tr>
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</table>

**ADJUSTED EBITDA**

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</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>208</td>
<td>222</td>
<td>191</td>
<td>262</td>
<td>310</td>
<td>275</td>
<td>285</td>
<td>334</td>
<td>315</td>
</tr>
</tbody>
</table>

- **+6.6% CAGR 2009-2017**
  - ow 2.8% organic and 3.3% perimeter
- **+5.4% CAGR 2009-2017**

(1) Adjusted EBITDA: adjustments include expenses such as restructuring, acquisitions and share-based payment expenses.
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.
Oil barrel / Shale Gas

Feedstock

Raw Material purchased by Tarkett

P&L impact

Month M

Month M+1.5

Month M+3

Month M+5

Key Oil Derivatives: Purchasing Price Drivers

- > Oil barrel price impact raw materials price with a lag
  - Pricing formulas have also a negotiated fixed part

- > Other drivers of price evolution
  - Offer/Production
    - “Force Majeure”: industrial accident, weather event (e.g.: Harvey hurricane)
    - Structural change in production capacity
  - Demand evolution, also impacted by other industries (e.g.: automotive or textile)

(1) Indicative timeline for oil derivatives materials purchased by Tarkett. This may change depending on market conditions and negotiations.

Tarkett – Q3 2018 Financial Results – October 24, 2018
Shareholder composition
As of March 30, 2018

- Société d'Investissement Deconinck: 50.2%
- Free float: 48.9%
- Treasury shares: 0.9%
Executive Committee
An international, diverse & entrepreneurial leadership team

- Customer-driven culture
- Operational agility thanks to a decentralized and aligned organization

Operational Leaders

- Fabrice Barthélemy: Acting CEO of Tarkett, EMEA & LATAM President, Member of the Management Board
- Andrew Bonham: North America President
- Eric Daliere: Tarkett Sports President
- Slavoljub Martinovic: Eastern Europe President

Function Leaders

- Anne-Christine Ayed: Research, Innovation & Environment
- Pierre Barrard: Strategic Marketing & Digital
- Raphaël Bauer: CFO
- Wendy Kool-Foulon: General Counsel
- Gilles Lebret: Customer Operations & Group CIO
- Sharon MacBeath: Human Resources & Communications, Member of the Management Board
- Antoine Prevost: Operations

Tarkett – Q3 2018 Financial Results – October 24, 2018
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\(^{(1)}\)

Flooring preferred categories vary greatly across world

North America: 1.8bn sqm
- Ceramics: 14%
- Carpet: 17%
- Vinyl, Linoleum & Rubber: 18%
- Wood & Laminate: 13%
- Other (non-resilient): 1%

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

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

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

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

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

Ceramics is the dominant category in emerging countries

Disclaimer

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