Diversified exposures providing resilience to industry cycles

Balanced geographic exposure

- North America: 41%
- EMEA: 37%
- CIS, APAC & LATAM: 22%

One of the broadest product portfolios in the flooring industry

- Vinyl & Linoleum: 49%
- Wood & Laminate: 7%
- Carpet: 21%
- Sports: 16%
- Rubber & Various: 7%

As % of 2015 net sales

Estimated sales split

- Residential: ~30%
- Commercial: ~70%
- Renovation: ~80%

Attractive end-markets exposure

- Retail & Hospitality
- Healthcare
- Housing
- Education
- Offices
- Sports
-~80% renovation-driven

As % of 2015 net sales

Estimated volume split

- c. 100 countries globally
- Broad and differentiated product portfolio
- c. 30/70% split (residential/commercial)
- c. 80% renovation-driven
Balanced sales and profitability

Sales breakdown by segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>28%</td>
</tr>
<tr>
<td>Sports</td>
<td>16%</td>
</tr>
<tr>
<td>CIS, APAC, LATAM</td>
<td>22%</td>
</tr>
<tr>
<td>EMEA</td>
<td>34%</td>
</tr>
</tbody>
</table>

EBITDA breakdown by segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>25%</td>
</tr>
<tr>
<td>Sports</td>
<td>13%</td>
</tr>
<tr>
<td>CIS, APAC, LATAM</td>
<td>20%</td>
</tr>
<tr>
<td>EMEA</td>
<td>42%</td>
</tr>
</tbody>
</table>

€2.7bn

€285m
Q1 2016 Highlights

- Net Sales of €576m, +4.2% organic growth vs. Q1 2015\(^{(1)}\)

- Strong start to the year in North America (+11.4% organic growth), EMEA (+5.5%) and Sports (+14.1%)

- Adjusted EBITDA\(^{(2)}\) reached €45.0m vs. €31.8m in Q1 2015 (+41.5%)

- Adjusted EBITDA margin increased to 7.8% from 5.7% in Q1 2015 (+210 bps)

Note:  
\(^{(1)}\) 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. Including CIS price increases, the organic growth reached +4.8%). 
\(^{(2)}\) Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.
Net sales Q1 2016 vs. Q1 2015

Note: (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. Including price increases in the CIS, the organic growth reached 4.8%).
Adjusted EBITDA\(^1\) Q1 2016 vs. Q1 2015

\[\text{€m}\]

\begin{align*}
\text{Q1 2015} & : 31.8 \\
\text{Currencies} & : (2.7) \\
\text{Selling price lag effect in CIS} & : (4.3) \\
\text{Volume/Mix} & : 11.2 \\
\text{Sales pricing} & : (0.1) \\
\text{Purchase pricing} & : 4.6 \\
\text{Productivity} & : 10.5 \\
\text{SG&A, Wage increase & Other} & : (6.0) \\
\text{Q1 2016} & : 45.0
\end{align*}

\textit{Note:} \((1)\) Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.
EMEA Q1 2016

Net sales evolution - €m

<table>
<thead>
<tr>
<th></th>
<th>Q1 2015</th>
<th>Q1 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales organic growth(^1)</td>
<td>226.5</td>
<td>232.4</td>
</tr>
</tbody>
</table>

+2.6% reported

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

Comments

- Most countries contributed to the organic growth, in particular Nordic countries, the UK, Germany
- Spain is slowing down
- France posted a slightly positive organic growth
- LVT category is the main driver for growth
- The new LVT production line in Poland is on track to be operational by the end of the year

Note: (1) Organic growth: At same perimeter and exchange rates
North America Q1 2016

Net sales evolution - €m

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Net sales (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2015</td>
<td>162.8</td>
</tr>
<tr>
<td>Q1 2016</td>
<td>187.2</td>
</tr>
</tbody>
</table>

Net sales organic growth\(^1\) **+11.4%**

- **Comment**
  - Most products benefited from this performance, both in the residential and in the commercial sectors.
  - VCT category, negatively impacted in H1 2015 by the production transfer issues, is recovering.

**Note:** (1) Organic growth: At same perimeter and exchange rates.
CIS, APAC & LATAM Q1 2016

Net sales evolution - €m

Net sales organic growth\(^1\) \(-11.0\%\)

- Market conditions remained unfavorable in the CIS. Consumer purchasing power still very much constrained
- “Lag effect” accounted for a loss of €9m in net sales
- Latest price increase in Russia: March 2016, up to 10% depending on the products
- Slow start to the year in China and Australia
- Positive organic growth in Latin America despite the still depressed economic environment in Brazil

Note: \(^{(1)}\) Organic growth: At same perimeter and exchange rates
**Sports Q1 2016**

**Net sales evolution - €m**

<table>
<thead>
<tr>
<th></th>
<th>Q1 2015</th>
<th>Q1 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales organic growth(^1)</td>
<td>45.5</td>
<td>53.2</td>
</tr>
<tr>
<td>+14.1%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Comments**

- Good start to the year for artificial turf and running tracks
- Our hybrid-turf technology GrassMaster\(^{®}\) selected by Stade de France, notably for Euro 2016 football competition, including Opening and Final games

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

**Note:**

Q1 2016 Financial Results – April 22, 2016
Sustainability, a key driver for business

### Indoor air quality and healthy spaces

- Acczent® and Ruby Vinyl Sheet Products newly certified asthma & allergy friendly™ in North America
- Tarkett, unique flooring manufacturer to receive certification from the AAFA for multiple flooring products
  (commercial and residential; vinyl rolls, LVT and vinyl sports)

### Reuse and Recycling in France

- Partnership with Veolia in France for the ReStart® program to collect and recycle post-installation flooring
  - Improves the take-back network across the country
  - Offers a competitive recycling business model to our customers
  - Supports our commitment to the circular economy

* Asthma and Allergy Foundation of America (AAFA)
### Major innovations

<table>
<thead>
<tr>
<th>iQ One in EMEA</th>
<th>Revolution 360 in North America</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homogeneous non-PVC thermoplastic flooring</td>
<td>Artificial turf: high performance technology for sports surfaces</td>
</tr>
<tr>
<td>Answers certain client requirements for PVC alternatives</td>
<td>New fiber from FieldTurf providing optimal durability, resilience and feel for athletes</td>
</tr>
<tr>
<td>Certified™ Cradle to Cradle Gold</td>
<td>Withstood highly demanding resistance tests (150,000 cycles), setting high market standards</td>
</tr>
</tbody>
</table>
Increase production capacity in growing categories and regions

**Extension of LVT production line in Jaslo, Poland**
- Increases LVT production capacity in EMEA, to meet fast-growing demand for modular solutions
- Will be fully operational at the end of the year
- Will improve service to customers

**Extension of our industrial footprint in China**
- Opening of a brand-new homogeneous vinyl production line in our Beijing production site
  - Reduces delivery time
  - Improves service with training on flooring installation and maintenance
  - Completes the existing heterogeneous vinyl line, and carpet production (Suzhou)

*Inauguration with 150 clients on March 1st, 2016*
Conclusion
**Take Aways - Strength of the business model**

**Q1 2016 Take Aways**

- Strong start to the year in three of the four segments: +4.2% organic growth
- Increased profitability: +210 bps in adjusted EBITDA margin
- Confirmed recovery in North America after a good H2 2015

**Outlook**

- Continue growth in EMEA, North America and Sports
- Actively manage prices and costs in CIS
- Tarkett will play a leading role in the consolidation of the sector
2013-2015: a different company profile

Sales breakdown by segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>2013</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>27%</td>
<td>28%</td>
</tr>
<tr>
<td>CIS, APAC, LATAM</td>
<td>35%</td>
<td>22%</td>
</tr>
<tr>
<td>EMEA</td>
<td>27%</td>
<td>34%</td>
</tr>
<tr>
<td>Sports</td>
<td>11%</td>
<td>16%</td>
</tr>
</tbody>
</table>

Sales breakdown:
- 2013: €2.5bn
- 2015: €2.7bn
CIS now represent less than 20% of adjusted EBITDA

2013

€310m

North America 21%

EMEA 21%

Sports 4%

CIS, APAC, LATAM 54%

2015

€285m

North America 25%

EMEA 42%

Sports 13%

CIS, APAC, LATAM 20%

54%
Ruble & Russia vinyl prices evolution

Q1'16: 1EUR = 82.5RUB
-12.4% vs. Q4'15
-14.3% vs Q1'15

Q1'16: 1EUR = 82.5RUB
-12.4% vs. Q4'15
-14.3% vs Q1'15

RUB devaluation (inversed)  Devaluation - 1/3 FX saving on costs  Price change
### 2016 Q1 Sales and Adjusted EBITDA $^2$ performance

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>% growth</th>
<th>Organic Growth $^1$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMEA</td>
<td>232.4</td>
<td>226.5</td>
<td>+2.6%</td>
<td>+5.5%</td>
</tr>
<tr>
<td>North America</td>
<td>187.2</td>
<td>162.8</td>
<td>+15.0%</td>
<td>+11.4%</td>
</tr>
<tr>
<td>CIS, APAC &amp; LATAM</td>
<td>103.5</td>
<td>126.4</td>
<td>-18.1%</td>
<td>-11.0%</td>
</tr>
<tr>
<td>Sports</td>
<td>53.2</td>
<td>45.5</td>
<td>+17.0%</td>
<td>+14.1%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>576.3</td>
<td>561.2</td>
<td>+2.7%</td>
<td>+4.2%</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>45.0</td>
<td>31.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of net sales</td>
<td>7.8%</td>
<td>5.7%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:**

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.
## 2015 FY Performance

<table>
<thead>
<tr>
<th>Region</th>
<th>2015</th>
<th>2014</th>
<th>% Growth</th>
<th>Organic Growth 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMEA</td>
<td>917.6</td>
<td>681.3</td>
<td>+34.7%</td>
<td>+6.7%</td>
</tr>
<tr>
<td>North America</td>
<td>771.2</td>
<td>658.0</td>
<td>+17.2%</td>
<td>-0.7%</td>
</tr>
<tr>
<td>CIS, APAC &amp; LATAM</td>
<td>586.7</td>
<td>771.1</td>
<td>-23.9%</td>
<td>-13.1%</td>
</tr>
<tr>
<td>Sports</td>
<td>439.3</td>
<td>304.0</td>
<td>+44.5%</td>
<td>+17.2%</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,714.8</strong></td>
<td><strong>2,414.4</strong></td>
<td><strong>+12.4%</strong></td>
<td><strong>-0.3%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>% of FY’15 Net Sales</th>
<th>2014</th>
<th>% of FY’14 Net Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted EBITDA 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>137.5</td>
<td>15.0%</td>
<td>77.1</td>
<td>11.3%</td>
</tr>
<tr>
<td>2014</td>
<td>84.0</td>
<td>10.9%</td>
<td>63.8</td>
<td>9.7%</td>
</tr>
<tr>
<td>2015</td>
<td>66.9</td>
<td>11.4%</td>
<td>146.0</td>
<td>18.9%</td>
</tr>
<tr>
<td>2014</td>
<td>41.4</td>
<td>9.4%</td>
<td>26.7</td>
<td>8.8%</td>
</tr>
<tr>
<td>2015</td>
<td>(44.5)</td>
<td>-</td>
<td>(38.5)</td>
<td>-</td>
</tr>
</tbody>
</table>

**Notes:**
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. 2014 Adjusted EBITDA restated to reflect the impact of IFRIC21, leading to a change in the recognition date for certain tax liabilities.
3. Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.
Shareholder composition - As at December 31, 2015

- Société d’Investissement Deconinck: 50.2%
- KKR international Flooring: 21.5%
- Free Float: 28.0%
- Treasury Shares: 0.3%
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