



Q1 - 2014 Financial Results

April 2014



Tarkett is a global leader in flooring solutions

Tarkett is a global company providing integrated flooring and sports surface solutions

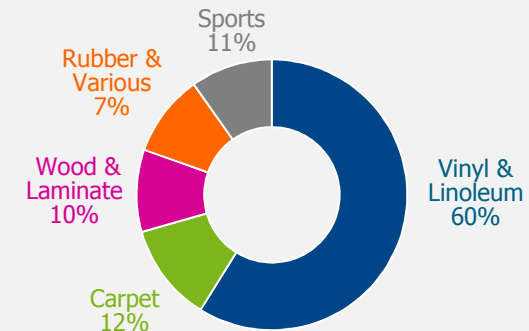
Tarkett offers one of the **broadest product ranges and the most diversified geographic exposure** amongst its peers

Tarkett is the **third largest flooring player globally** with leading positions in its core segments and sales in more than 100 countries

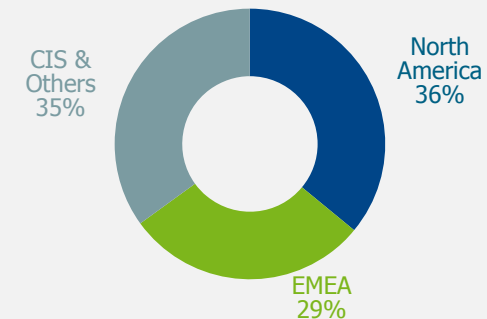
Net sales of **€2.5 billion** and **adjusted EBITDA of €310 million** (12.3% margin) in 2013

Net sales **evenly split between commercial and residential** end uses with c. 80% in renovation

2013 Net sales breakdown by product



2013 Net sales breakdown by destination



Q1 -2014 Highlights

Net sales: €492.9m, -5.4% vs 2013. Stable organic growth⁽¹⁾ (-0.2%) despite adverse situation in the CIS

Adjusted EBITDA⁽²⁾ of €35.8m vs. €45.1m last year, -140 bps vs.2013

Sharp currency devaluations penalize sales by -€26.9m (of which -€11.9m of lag effect in the CIS) and adjusted EBITDA by -€12.4m (of which -€8.5m in the CIS)

Price increases swiftly implemented in the CIS

Net sales in EMEA grow by 3.6% organically

Acquisition of Gamrat should be finalized in Q2 2014

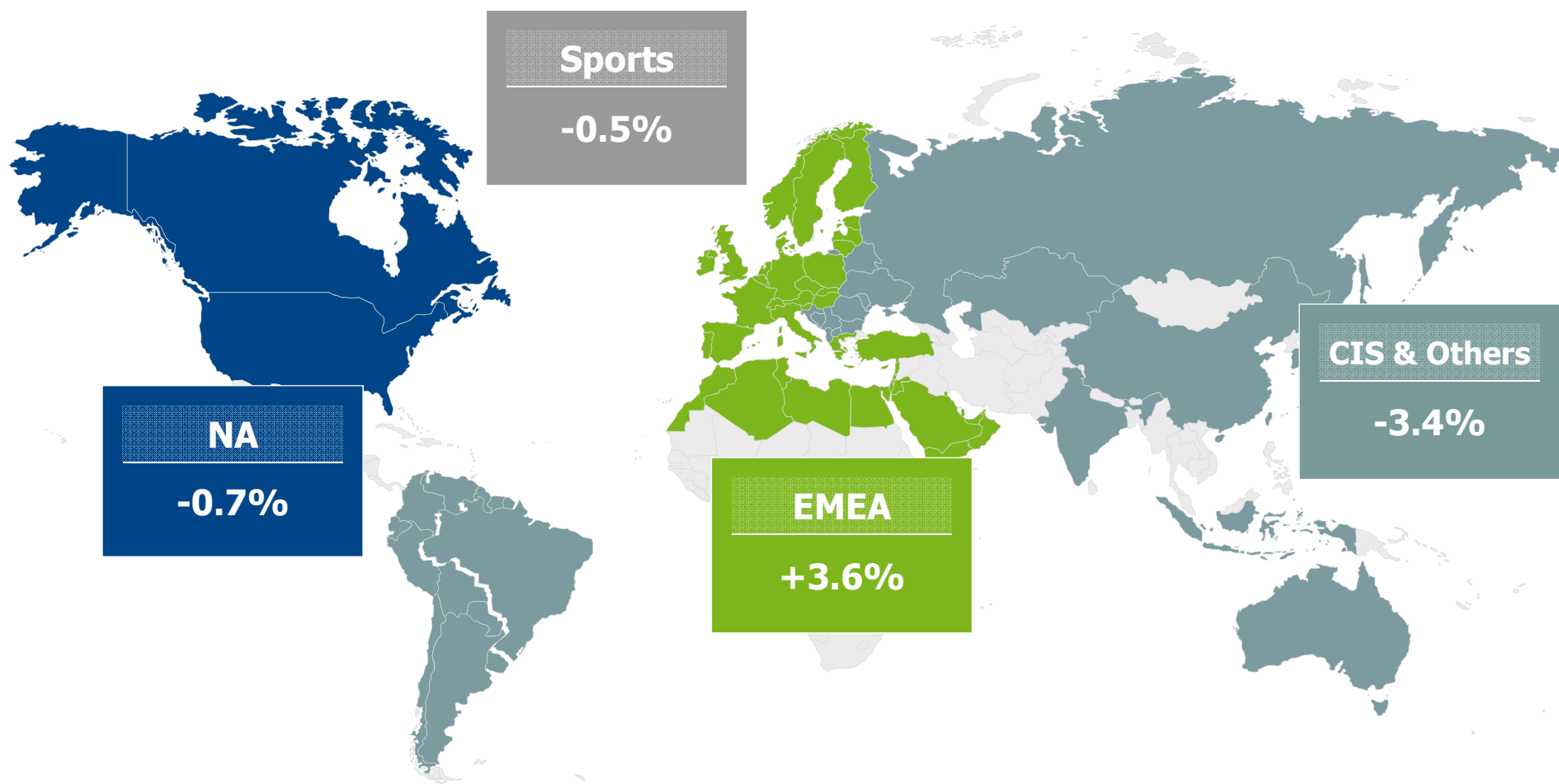
Note: (1) Organic growth: at same perimeter and exchange rates (NB : in the CIS, price increases implemented to offset currency fluctuations are not included in the organic growth. Organic growth in the CIS therefore reflects volume and mix variances). No perimeter change in Q1-14.

(2) Adjusted EBITDA: adjustments include expenses related to restructuring, acquisitions and non-recurring items



Q1-2014 Activity

Organic growth⁽¹⁾ (same perimeter and exchange rates): -0.2% vs. Q1 2013



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An unfavorable currency environment

1 euro =	Average Q1-2014	Average Q1-2013	% Change (1)	Impact on Sales
US dollar (USD)	1.37	1.32	-3.6%	(€15.0m)
Canadian dollar (CAD)	1.51	1.33	-11.9%	
Brazilian real (BRL)	3.22	2.64	-18.0%	
Australian dollar (AUD)	1.53	1.27	-17.0%	
Norwegian crown (NOK)	8.35	7.45	-10.8%	
British pound (GBP)	0.83	0.85	+2.4%	
Russian ruble (RUR)	47.9	40.1	-16.3%	(€11.9m)
Ukrainian hryvnia (UAH)	12.7	10.5	-17.3%	
Kazakh tenge (KZT)	231	198	-14.3%	

(1) % change = (Q1-13 / Q1-14) -1

Stable organic growth despite adverse situation in the CIS

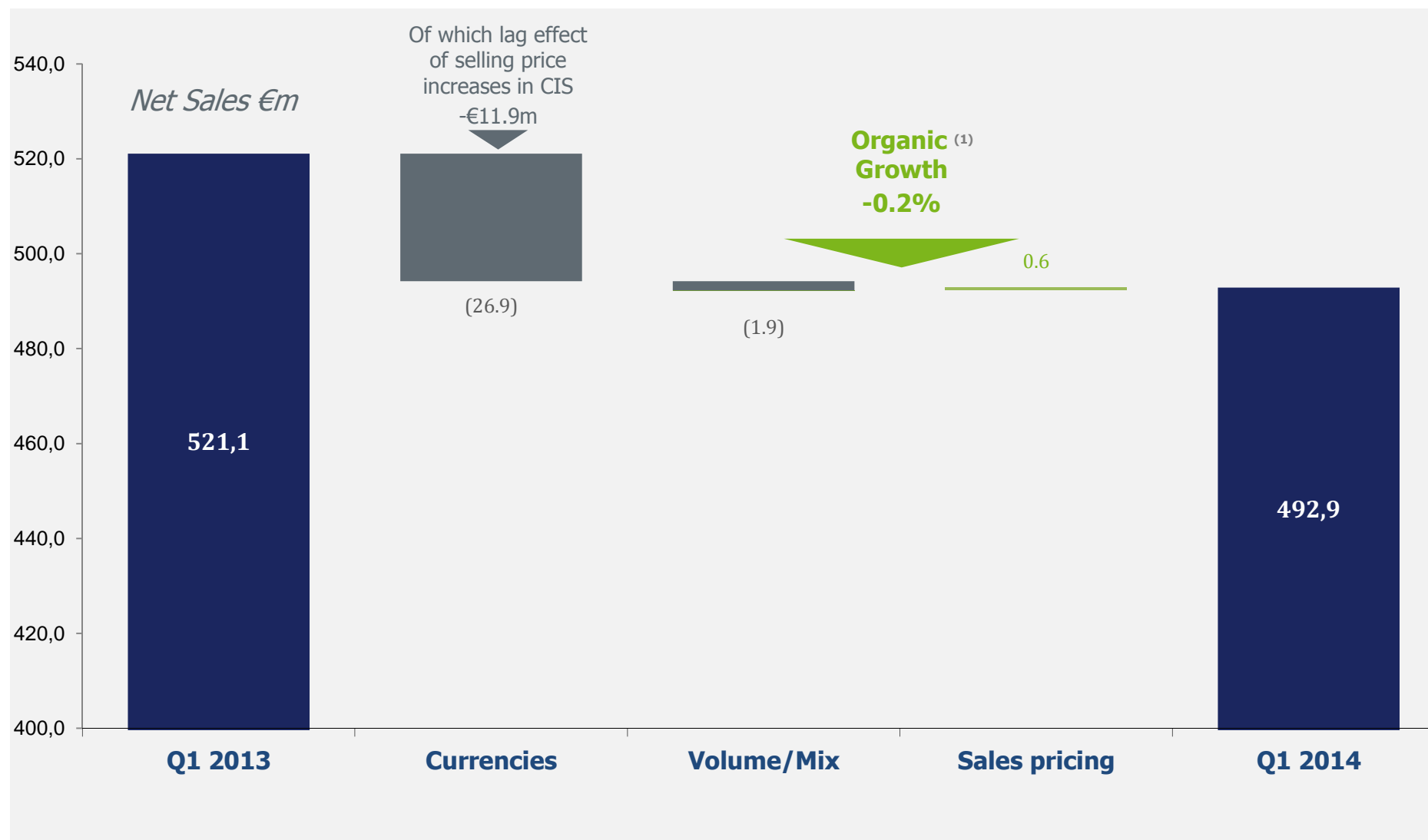
€m	Q1-2014	Q1-2013	% growth	Organic
EMEA	169.4	166.4	+1.8%	+3.6%
North America	140.8	149.0	-5.5%	-0.7%
CIS & Others	157.9	179.9	-12.3%	-3.4%
Sports	24.8	25.7	-3.6%	-0.5%

EMEA	<ul style="list-style-type: none"> ■ Positive performance in Scandinavia and Central Europe, positive signs in Italy ■ On-going weak demand in France
North America	<ul style="list-style-type: none"> ■ Good performance in Commercial ■ Weak demand in Residential
CIS & Others	<ul style="list-style-type: none"> ■ Sales affected by the situation in Ukraine, Russia and Kazakhstan and currency devaluation ■ Selling price increases implemented in these countries
Sports	<ul style="list-style-type: none"> ■ Low season does not reflect the full-year trend ■ Particularly unfavourable weather in NA this year

TOTAL	492.9	521.1	-5.4%	-0.2%
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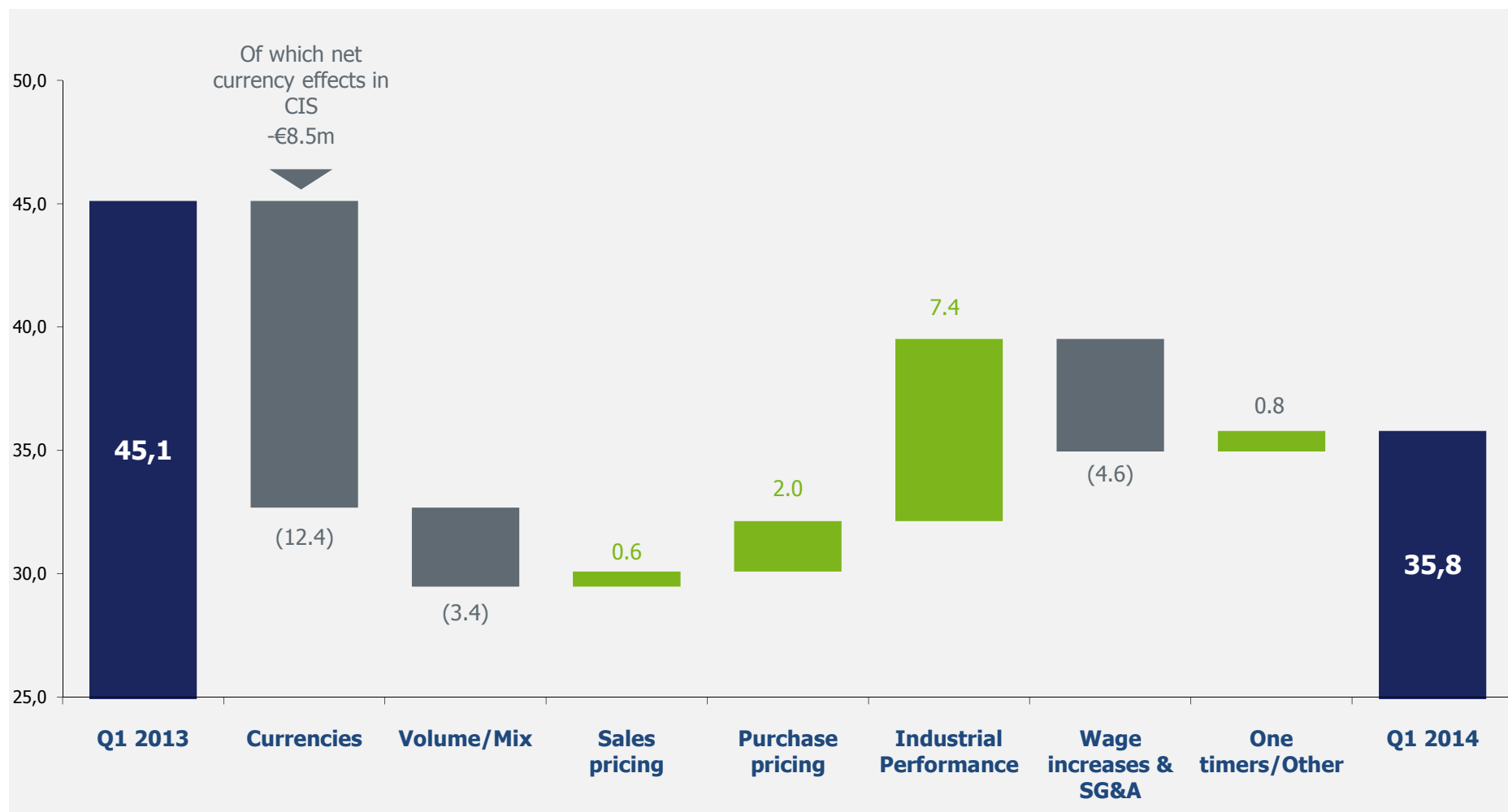
Adjusted EBITDA % sales	35.8 7.3%	45.1 8.7%
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Currencies explain most of the performance vs. 2013



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Adjusted EBITDA¹ Q1 2014 vs. Q1 2013



Note: ¹- Adjusted EBITDA : adjustments include expenses related to restructuring, acquisitions and non-recurring items

Quick reaction to the devaluation of CIS currencies



- Our local teams are used to managing their business in a volatile environment

Innovation, a driver for sustainable growth

Eco-innovation

New generation of vinyl flooring based on **phthalate-free technology and low VOC**, combining performance, design and improved indoor environment and air quality.



VOC: emissions of Total Volatile Organic Compounds

Performance

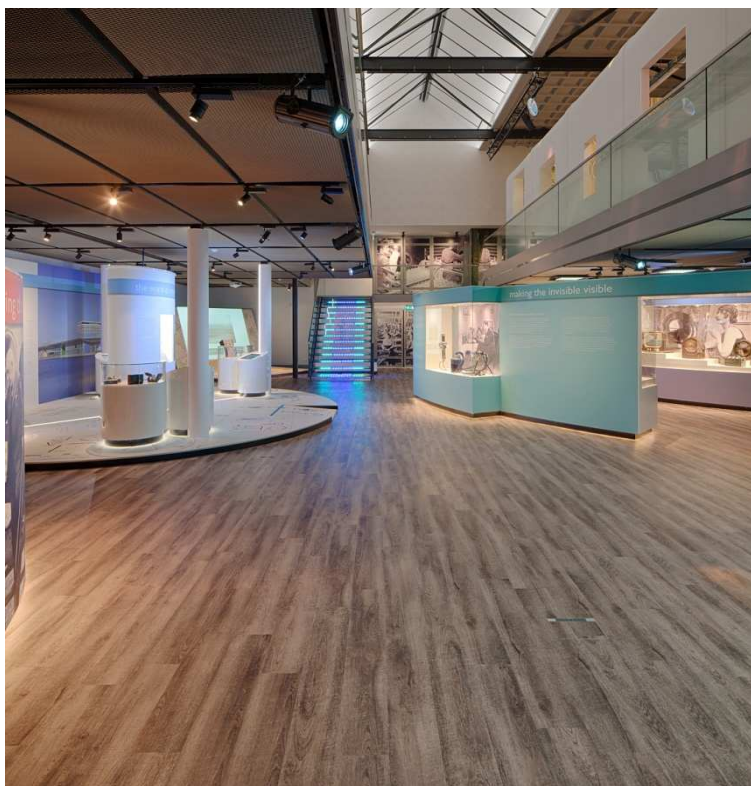
Launch of **CoolPlay**, breakthrough artificial turf for sport fields, reducing heat surface and combining performance and safety.



Innovation, a driver for sustainable growth

Modularity

Increased demand for the **new modular vinyl ranges (LVT)** from all regions, both for commercial and consumer markets: easy-to-install, easy-to-customize spaces.



Materials

Narrative, new 'out-of-the-box' hybrid resilient flooring, combining the softness and design benefits of textile and the technical performance of hard surface: **result of the combination of Tandus and Tarkett expertise.**



Potential acquisition – Gamrat Flooring



- ✓ **Leading player in Commercial resilient Flooring in Central Europe**
- ✓ **Polish company headquartered in Jaslo (South Eastern Poland)**
- ✓ **Transaction perimeter: Gamrat Flooring, one of the two business activities of Gamrat (i.e. approx. 35% of total sales)**
- ✓ **Main geographies: Poland, Germany, Sweden**

- **Net sales: €19million**
- **Headcount: 220 employees**

Main Transaction Rationale

- ✓ **Marketing & sales reinforcement in resilient flooring for Commercial applications in Central Europe**
- ✓ **Cost optimization (production site dedicated to Homogeneous flooring located in a low-cost country)**

- **Non-Binding term sheet signed on Jan 22, 2014**
- **Negotiations and due diligence are making good progress. Signing and closing expected in Q2 2014.**



Conclusion

Take-aways





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Q&A session

April 2014



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