



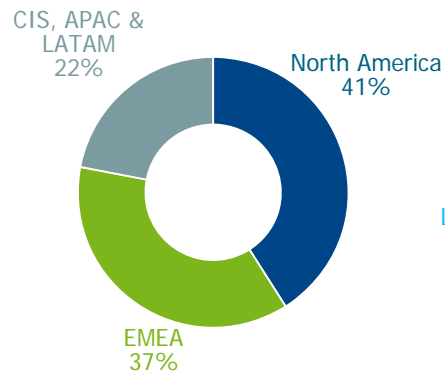
2016 Q1 Financial Results

April 2016



Diversified exposures providing resilience to industry cycles

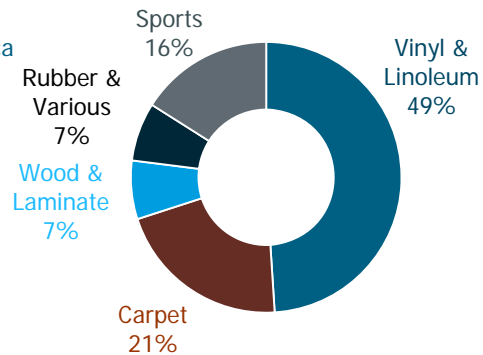
Balanced geographic exposure



As % of 2015 net sales

c. 100 countries globally

One of the broadest product portfolios in the flooring industry

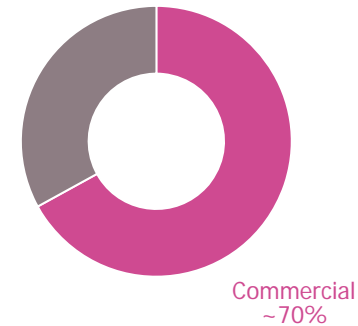


As % of 2015 net sales

Broad and differentiated product portfolio

Attractive end-markets exposure

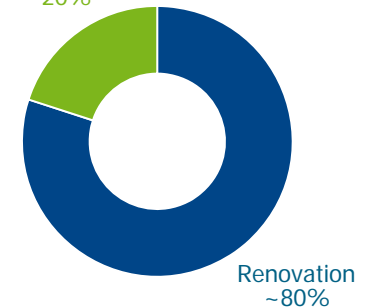
Residential
~30%



Estimated sales split

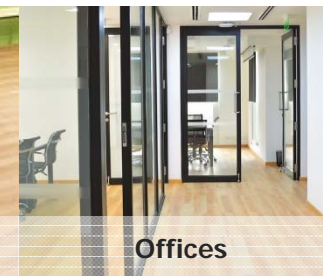
c. 30/70% split
(residential/commercial)

New construction
~20%



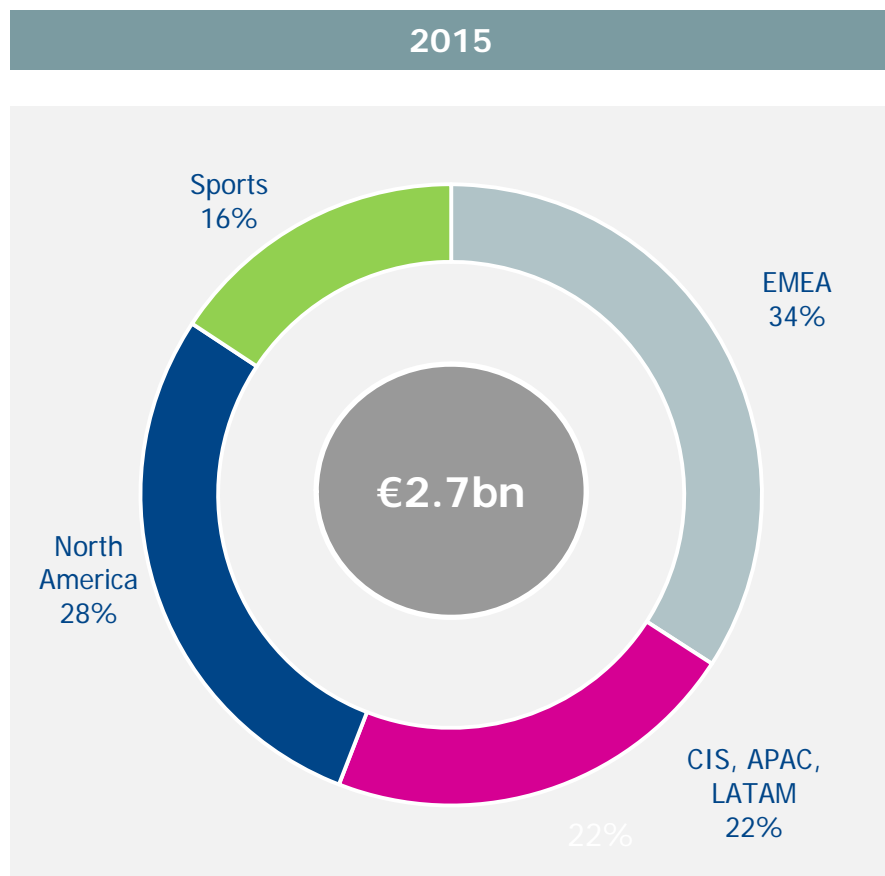
Estimated volume split

c. 80% renovation-driven

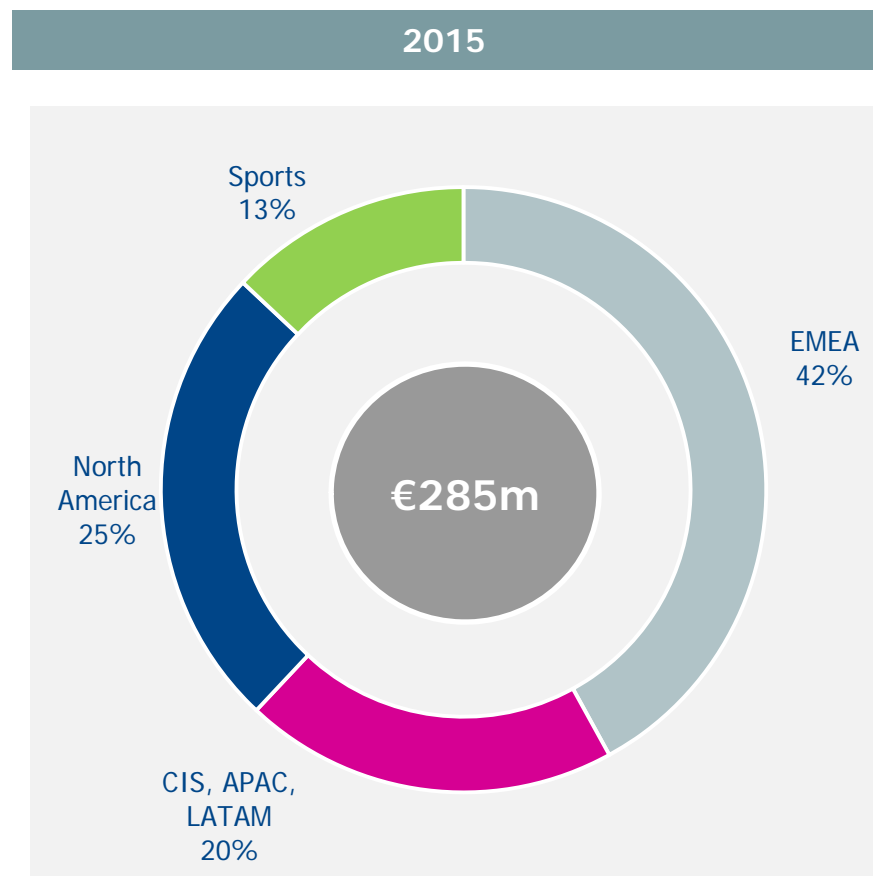


Balanced sales and profitability

Sales breakdown by segment



EBITDA breakdown by segment



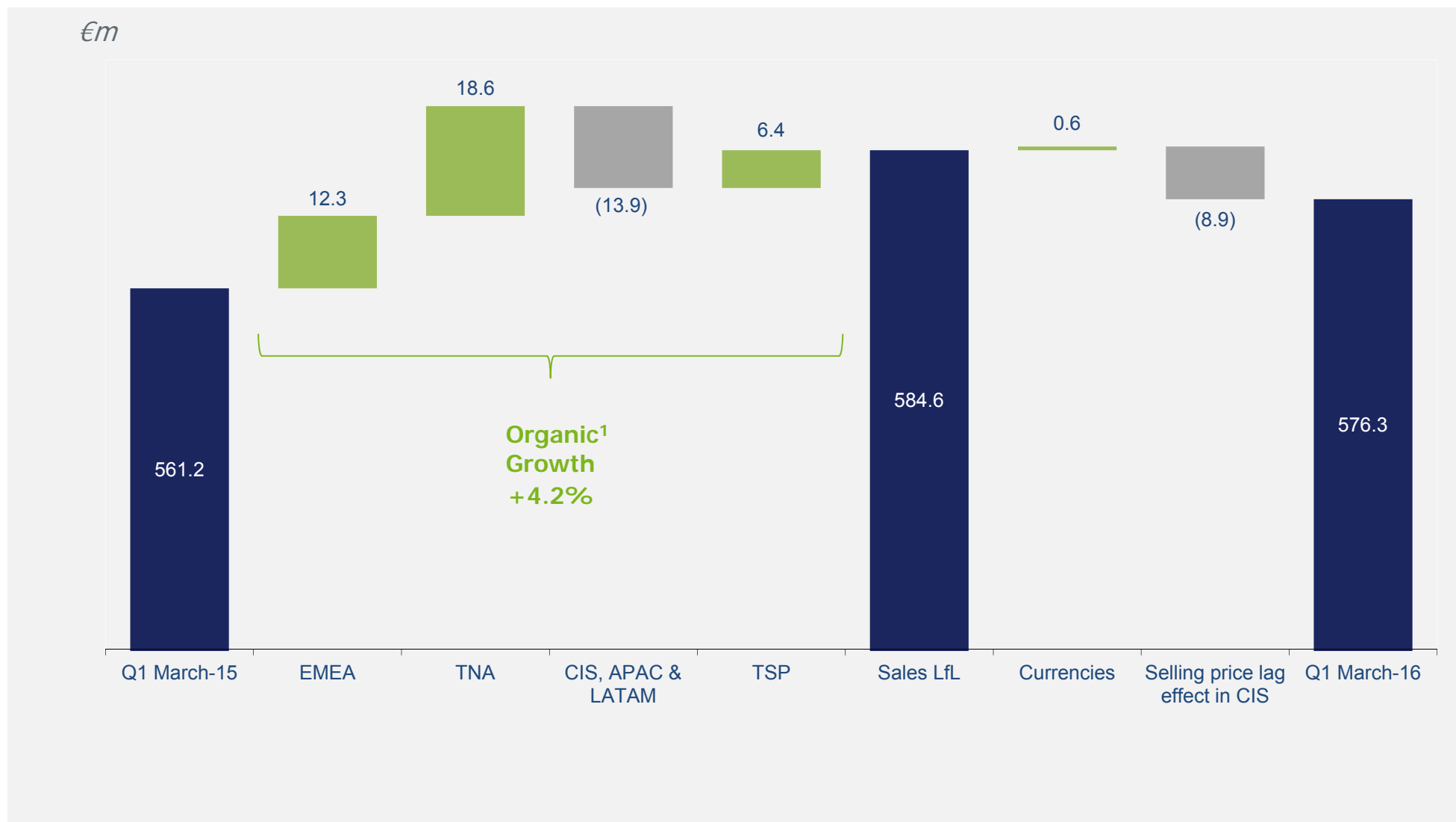
Q1 2016 Highlights

- 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%**).

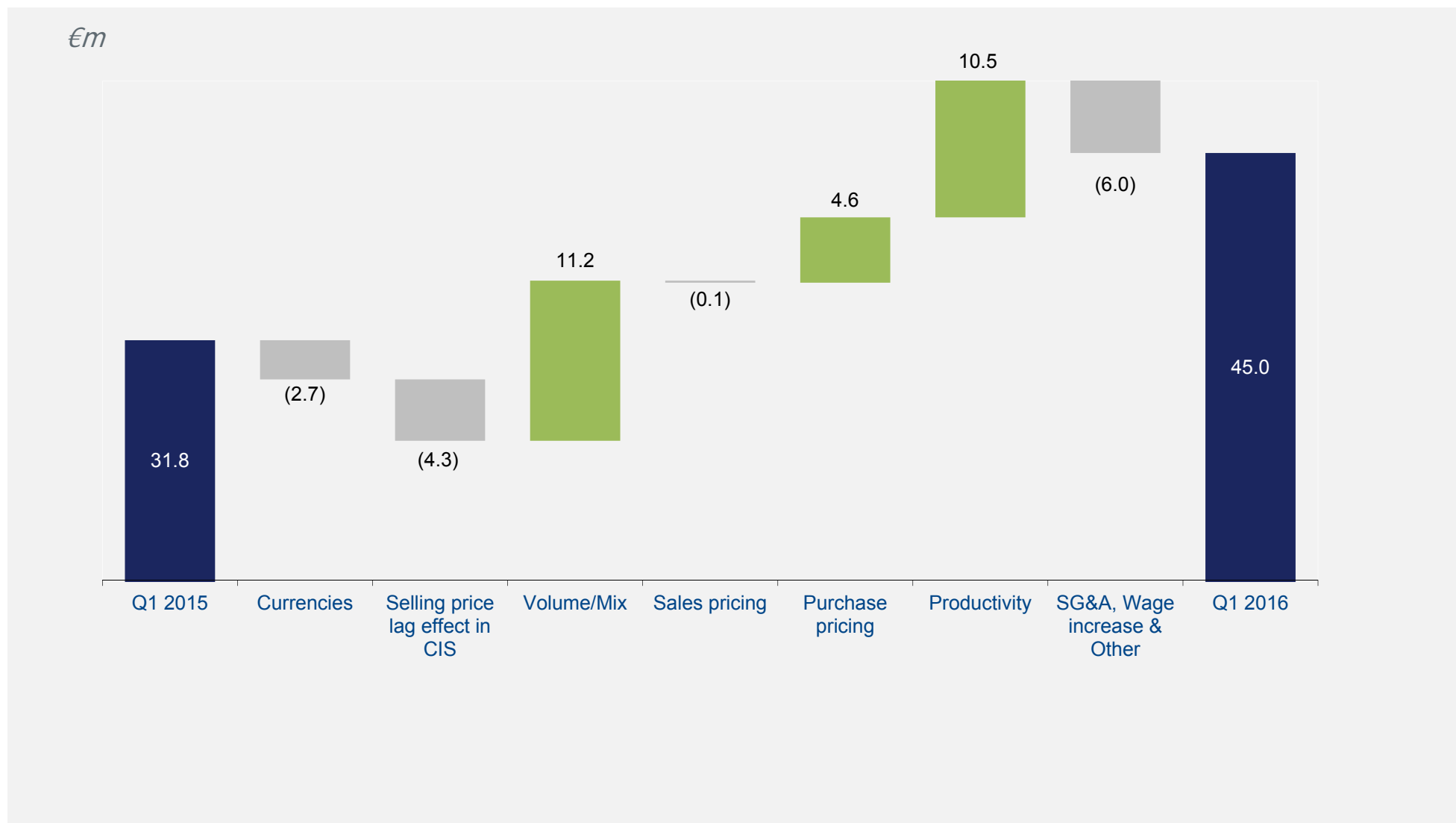
(2) Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.

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%.**)

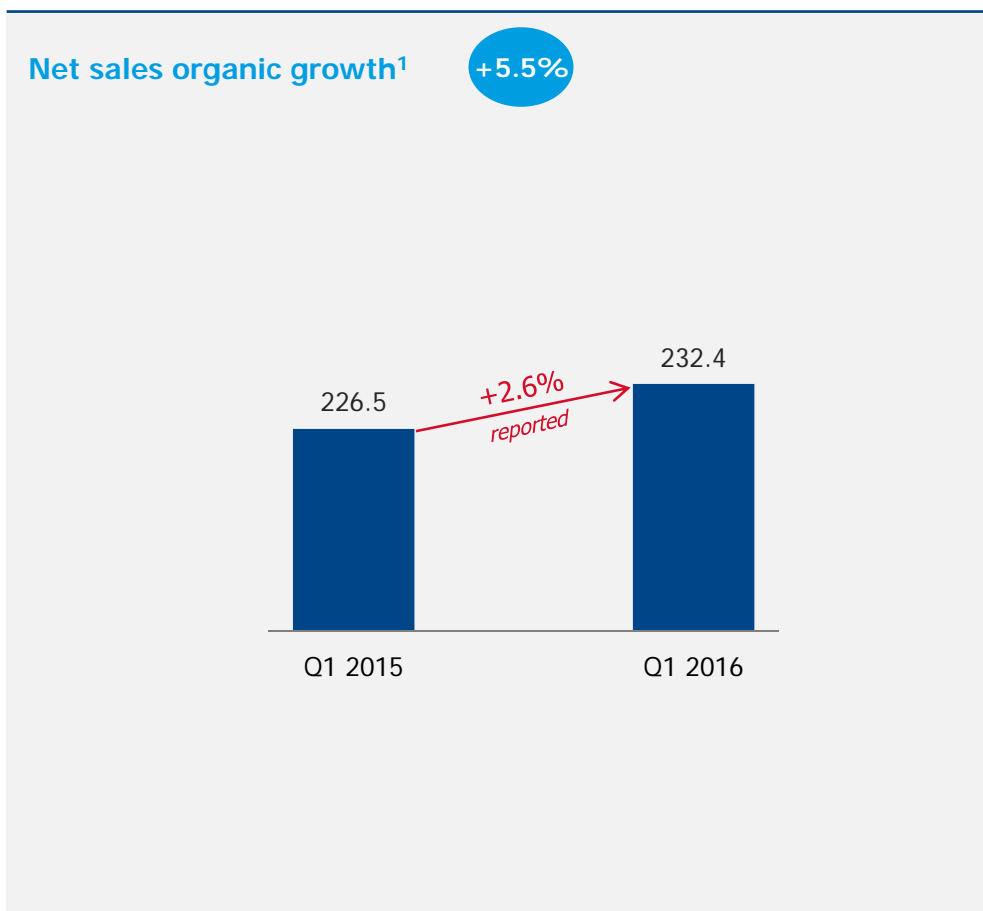
Adjusted EBITDA¹ Q1 2016 vs. Q1 2015



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

EMEA Q1 2016

Net sales evolution - €m



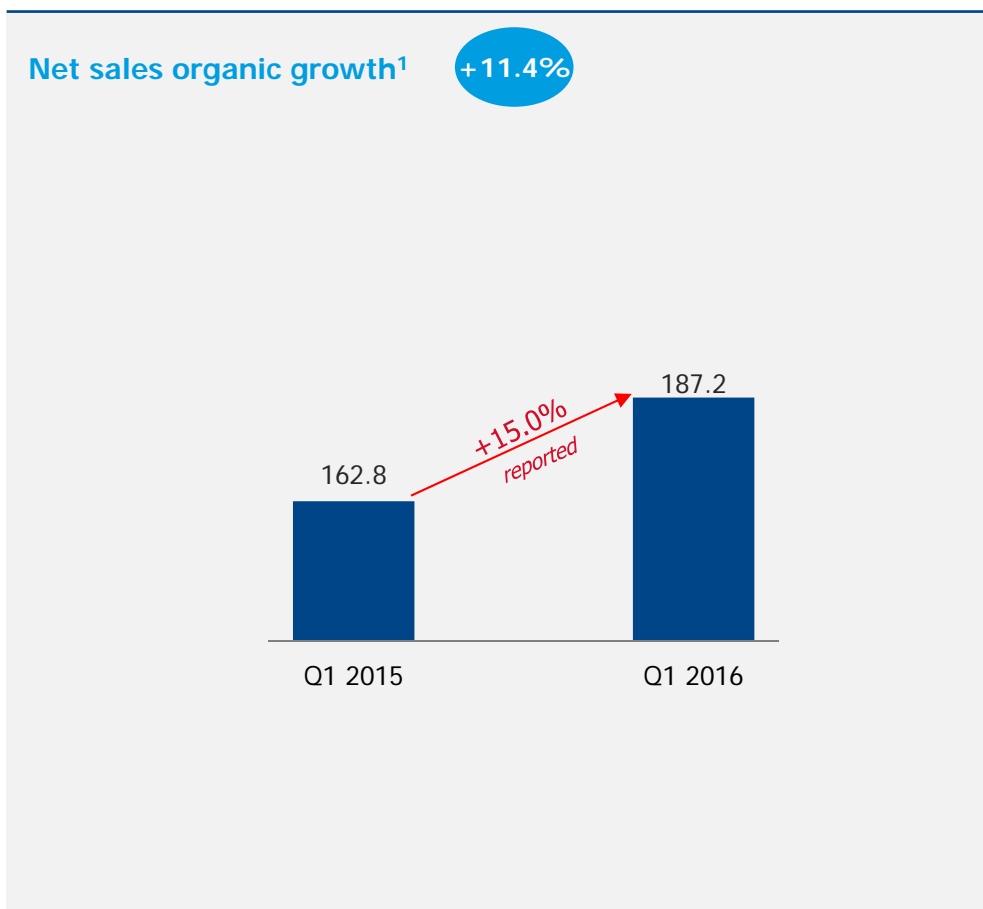
Comments

- 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



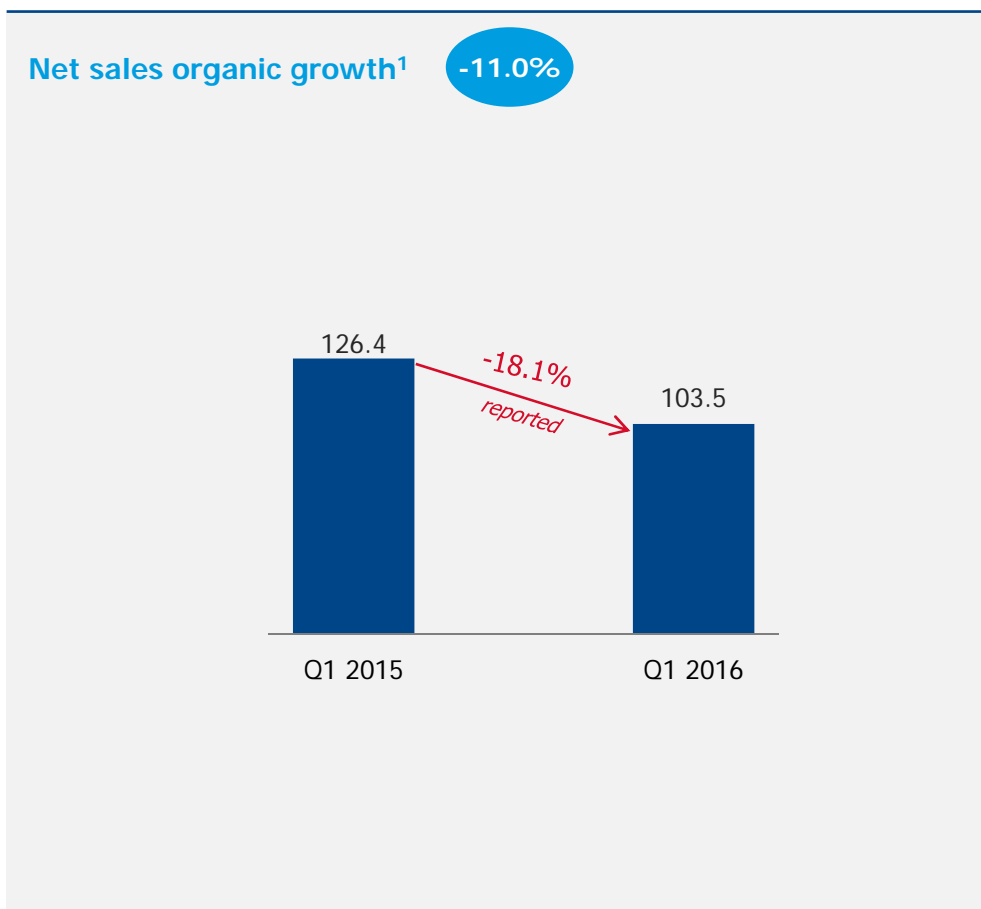
Comments

- 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



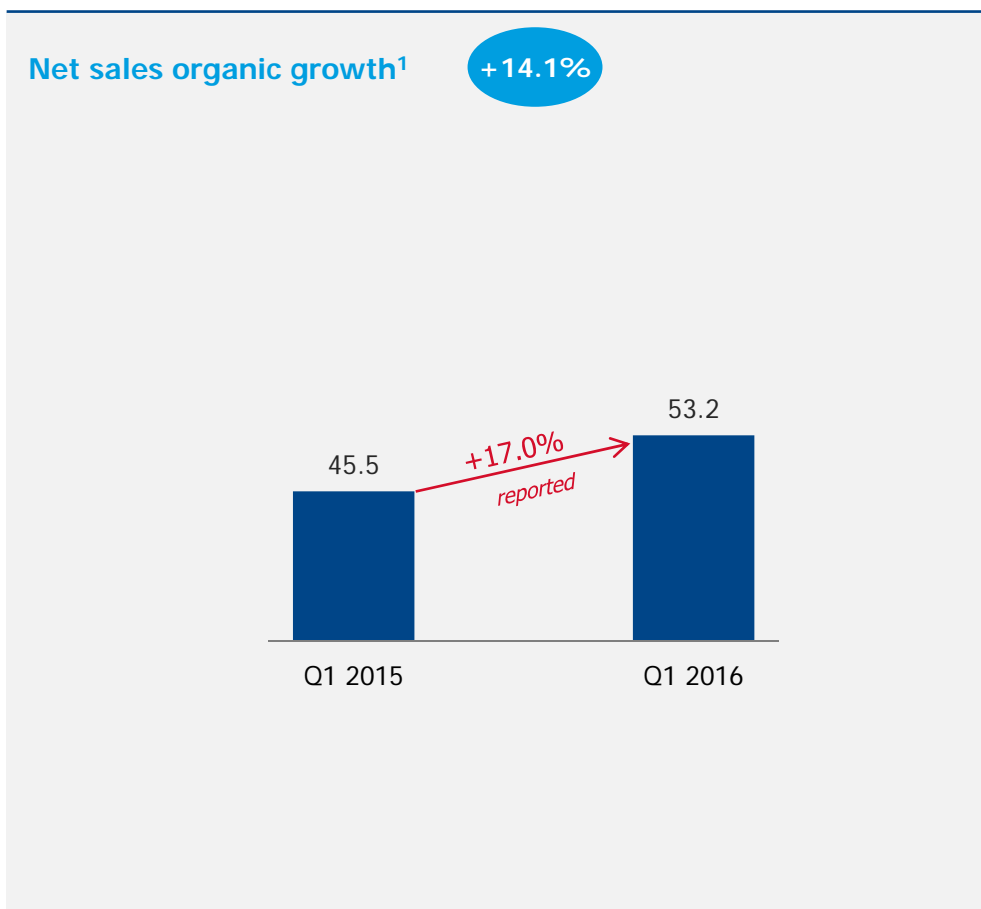
Comments

- 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



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

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



Key Initiatives

Sustainability, a key driver for business

Indoor air quality and healthy spaces

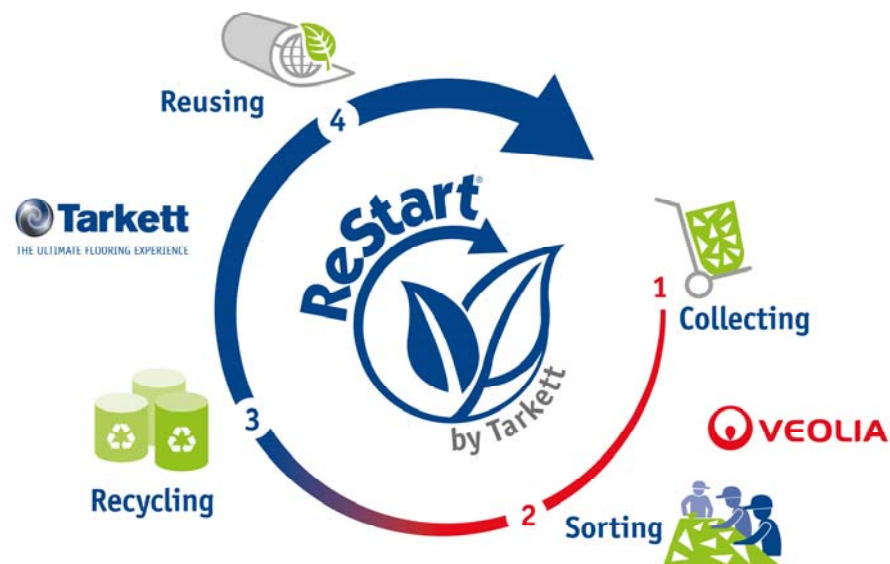
- Acczent® and Ruby Vinyl Sheet Products newly certified asthma & allergy friendly™ in North America
- Tarkett, unique flooring manufacturer to receive certification from the AAFA for multiple flooring products (commercial and residential ; vinyl rolls, LVT and vinyl sports)



* Asthma and Allergy Foundation of America (AAFA)

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



Major innovations

iQ One in EMEA

- Homogeneous non-PVC thermoplastic flooring
- Answers certain client requirements for PVC alternatives
- Certified™ Cradle to Cradle Gold



Revolution 360 in North America

- Artificial turf: high performance technology for sports surfaces
- New fiber from FieldTurf providing optimal durability, resilience and feel for athletes
- Withstood highly demanding resistance tests (150,000 cycles), setting high market standards



Increase production capacity in growing categories and regions

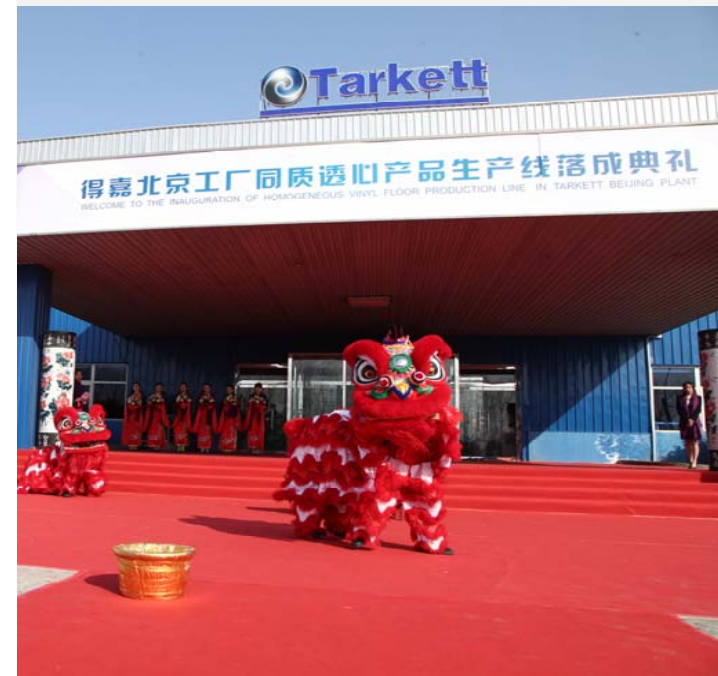
Extension of LVT production line in Jaslo, Poland

- 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



2016 Q1 Financial Results

Q&A session

April 2016



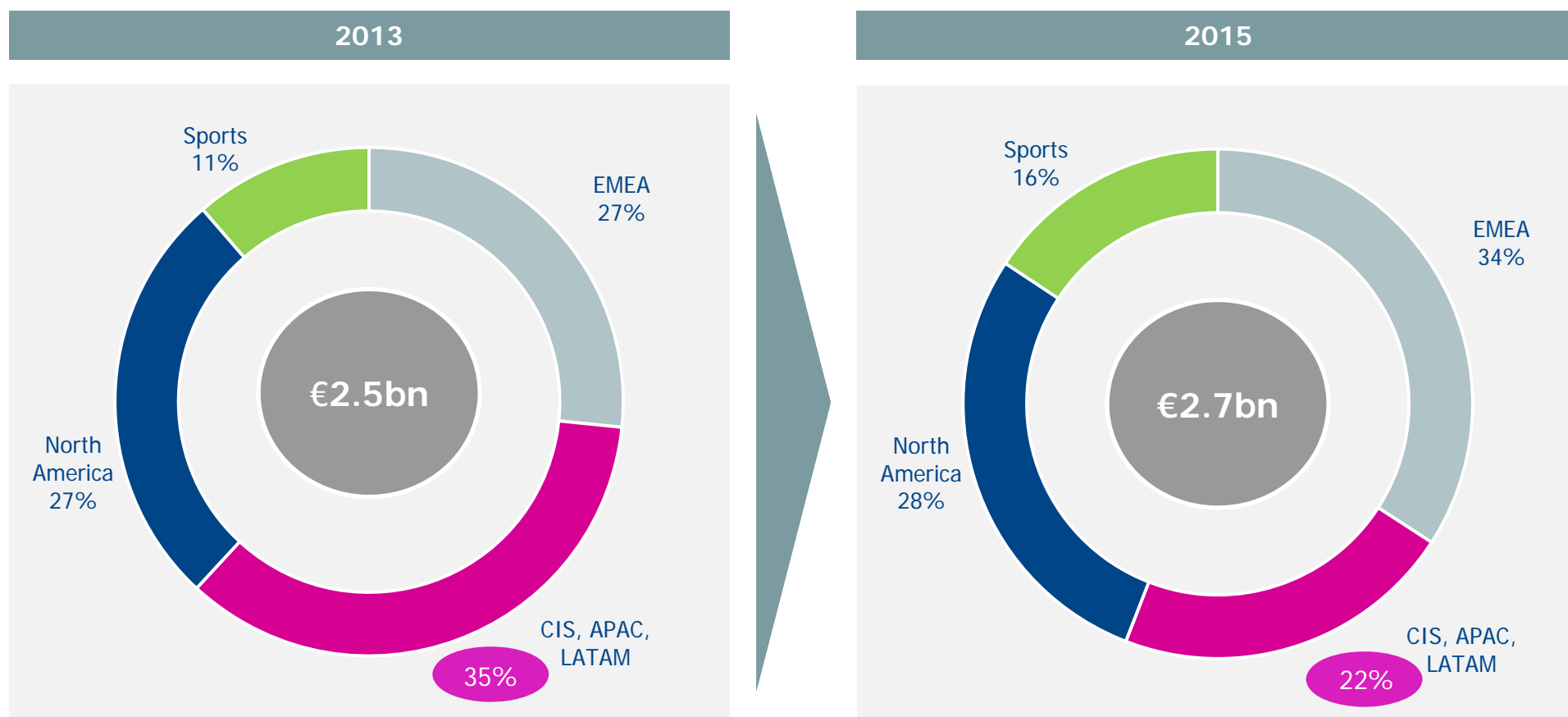


Appendices

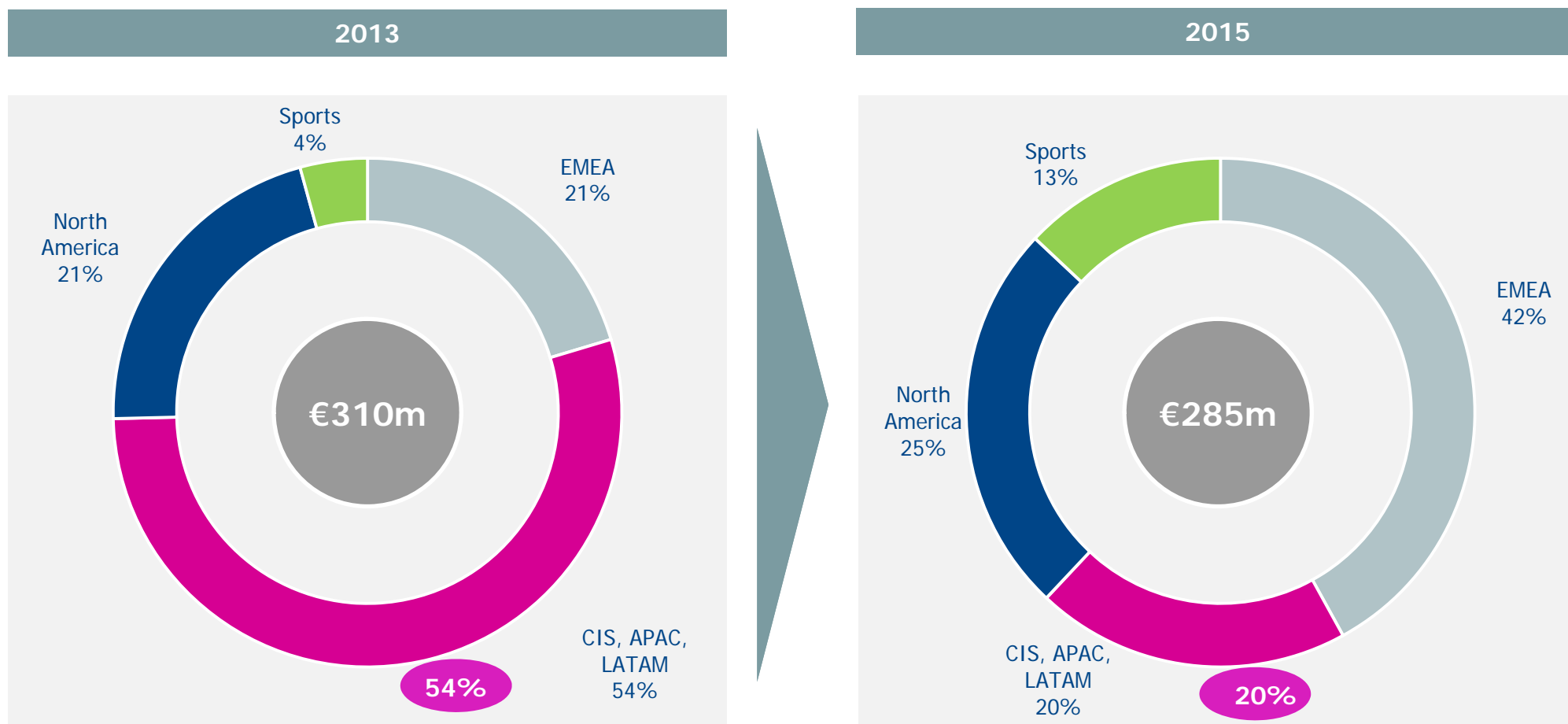


2013-2015: a different company profile

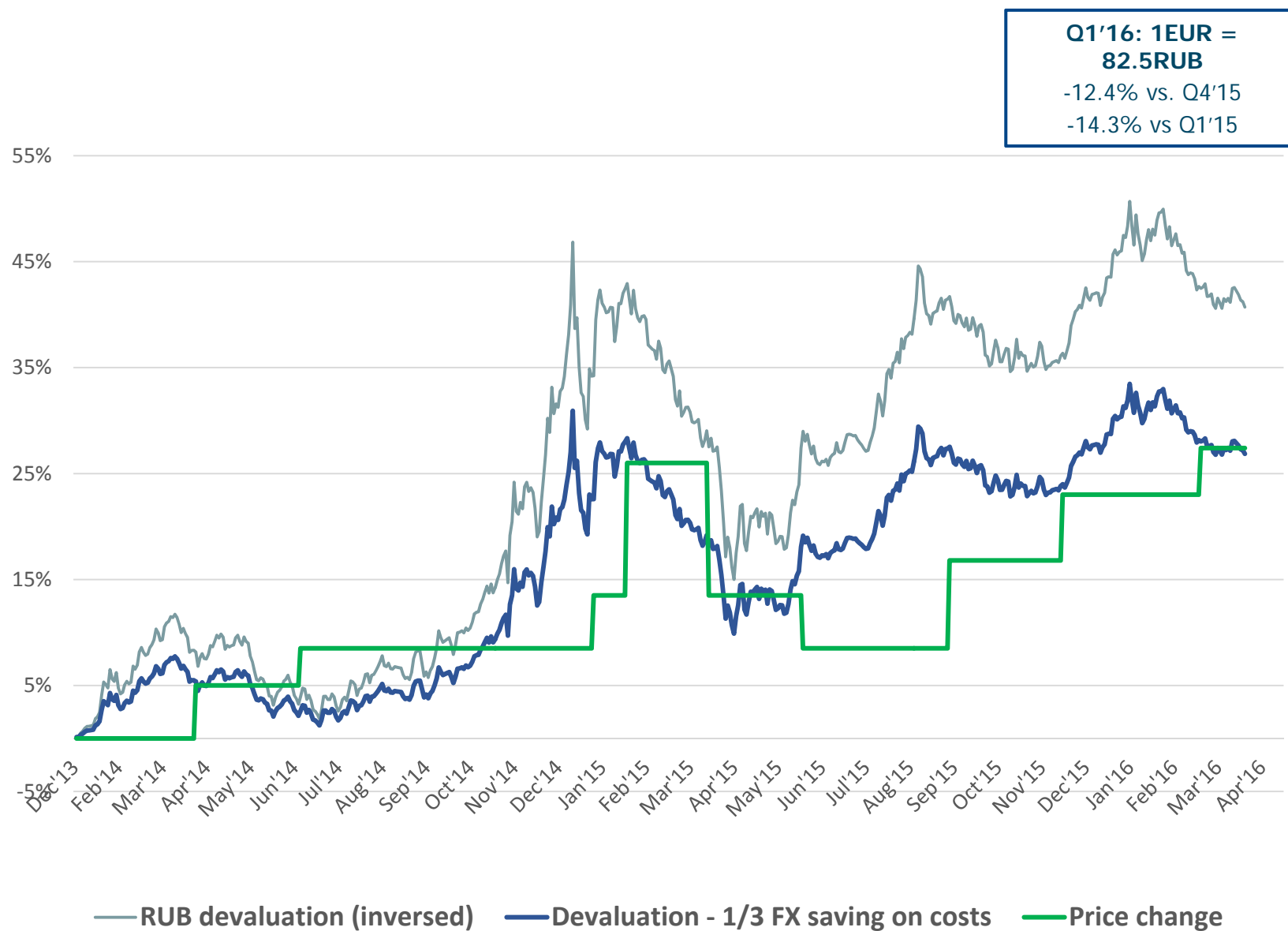
Sales breakdown by segment



CIS now represent **less than 20%** of adjusted EBITDA



Ruble & Russia vinyl prices evolution



2016 Q1 Sales and Adjusted EBITDA ² performance

€m		Q1			
		2016	2015	% growth	Organic Growth ¹
Net sales	EMEA	232.4	226.5	+2.6%	+5.5%
	North America	187.2	162.8	+15.0%	+11.4%
	CIS, APAC & LATAM	103.5	126.4	-18.1%	-11.0%
	Sports	53.2	45.5	+17.0%	+14.1%
	TOTAL	576.3	561.2	+2.7%	+4.2%
Adjusted EBITDA ²		45.0	31.8		
% of net sales		7.8%	5.7%		

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

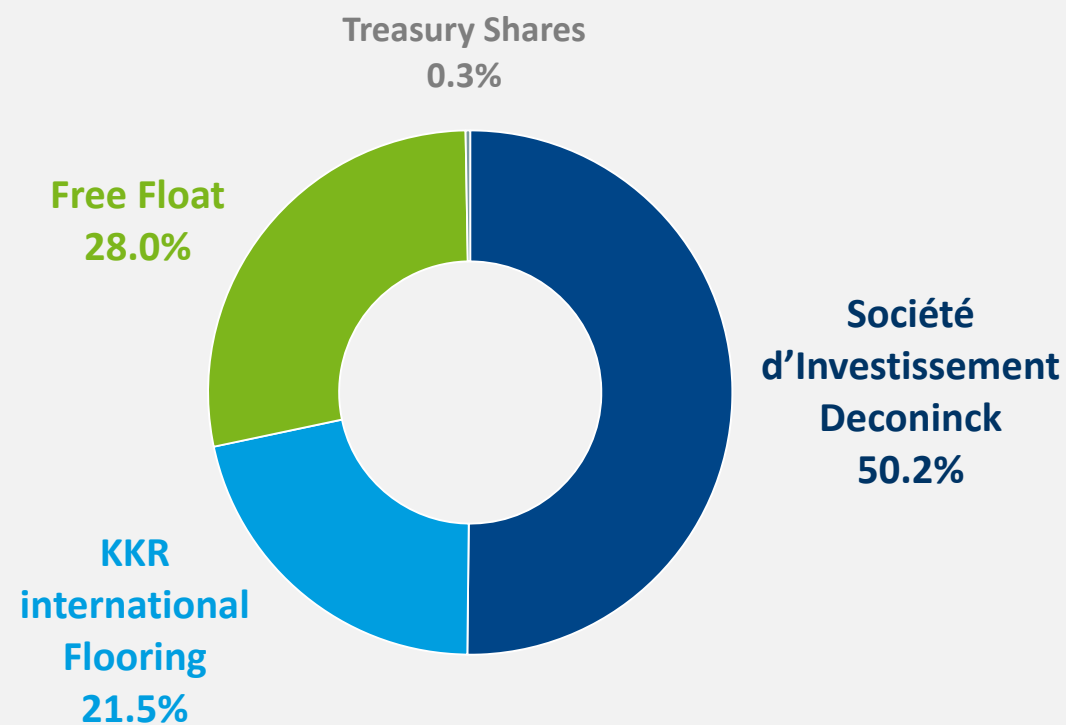
€m	Net sales				Adjusted EBITDA ³			
	2015	2014	% growth	Organic Growth ¹	2015	% of FY'15 net sales	2014 ²	% of FY'14 net sales
EMEA	917.6	681.3	+34.7%	+6.7%	137.5	15.0%	77.1	11.3%
North America	771.2	658.0	+17.2%	-0.7%	84.0	10.9%	63.8	9.7%
CIS, APAC & LATAM	586.7	771.1	-23.9%	-13.1%	66.9	11.4%	146.0	18.9%
Sports	439.3	304.0	+44.5%	+17.2%	41.4	9.4%	26.7	8.8%
Central	-	-	-	-	(44.5)	-	(38.5)	-
TOTAL	2,714.8	2,414.4	+12.4%	-0.3%	285.3	10.5%	275.0	11.4%

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) 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



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