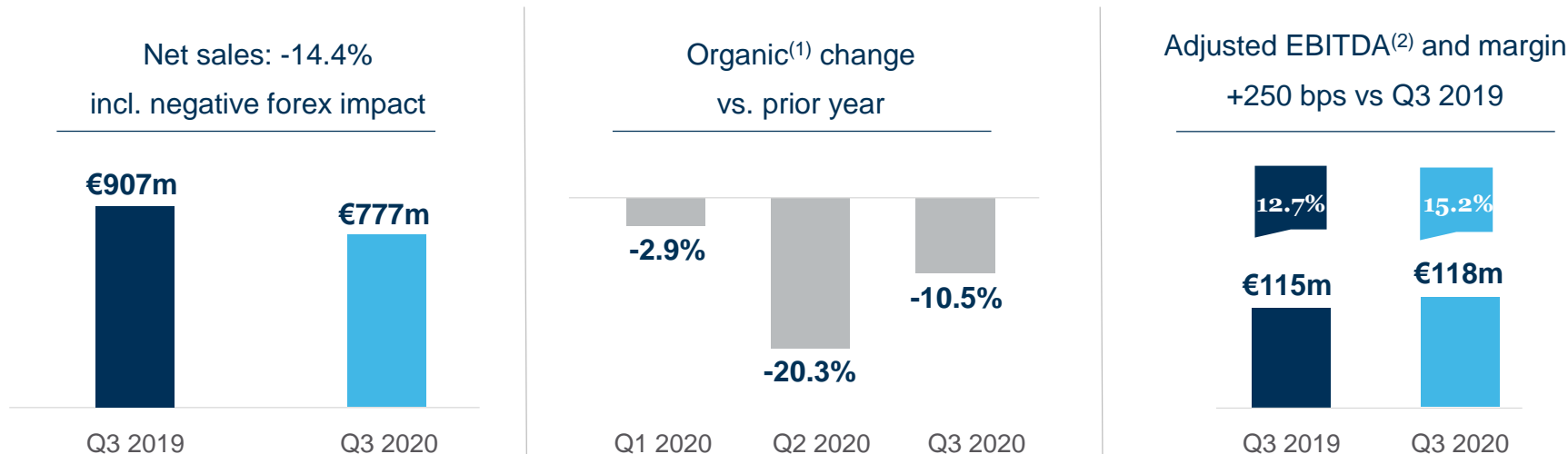


Q3 2020 Financial Results

Sequential revenue improvement and sharp increase in profitability

Q3 2020 performance



(1) Organic change or like-for-like revenue change: at constant scope of consolidation and exchange rates (note that in the CIS segment, price increases implemented to offset currency fluctuations are not included in organic growth, which only reflects changes in volumes and the product mix).

(2) Adjusted EBITDA: adjustments include expenses such as restructuring, acquisitions and share-based payment expenses.

Sequential improvement in flooring, slowdown in Sports

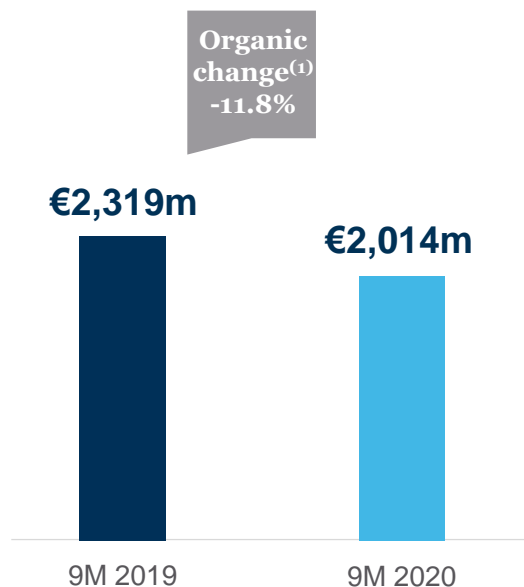
2020 Organic change vs. prior year by segment

	Q2	Q3	
EMEA	-22%	-5%	Growth in Residential Slow recovery of Commercial
North America	-32%	-15%	Low exposure to growing Residential Higher exposure to Workplace & Hospitality
CIS, APAC, LATAM	-16%	+2%	Solid growth in CIS & LATAM Weaker activity in APAC
Sports	-6%	-19%	Decrease after resilient Q2 Projects delayed
Tarkett	-20%	-11%	

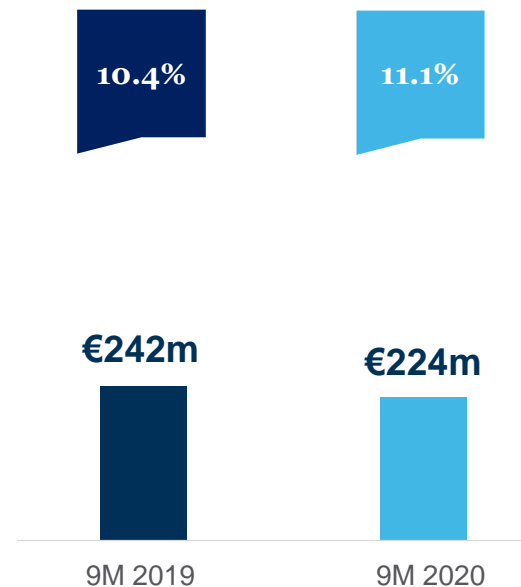
Profitability improvement despite revenue decline

9M 2020 performance

Net sales: -13.2%



Adjusted EBITDA⁽²⁾ and margin



(1) Organic change or like-for-like revenue change: at constant scope of consolidation and exchange rates (note that in the CIS segment, price increases implemented to offset currency fluctuations are not included in organic growth, which only reflects changes in volumes and the product mix).

(2) Adjusted EBITDA: adjustments include expenses such as restructuring, acquisitions and share-based payment expenses.

Delivering on all our priorities

Priorities set in March upon the Covid-19 outbreak

Protect our employees

- Specific safety and sanitary measures in place in all manufacturing sites and offices
- International travels still restricted
- Remote working

Ensure business continuity

- All manufacturing sites running while adapting to lower demand
- Seamless delivery to customers
- Adapt offering to support customers in this new environment

Protect profitability

- Flex all cost lines
- **€84 million** of cost reduction (9M 2020)
- o/w **€35 million** of structural savings
- Adjusted EBITDA margin of **11.1%** on 9M, up 70bps vs. PY

Manage cash and preserve liquidity

- Tight working cap management & capex containment
- Strong free cash flow
- Financial leverage⁽¹⁾: **2.2x** at September end
- Liquidity: **€1.1bn** at September end

(1) Net financial debt including IFRS 16 to LTM reported Adjusted EBITDA
Tarkett - Q3 2020 Financial Results – October 2020

Serving our customers in Q3 2020

Education

**Educational center
'Leader'
Bobrov city, Russia**

Vinyl, LVT, Carpet, Laminated
& Omnisport (Indoor Sport)

14,000m²



Workplace

**City Hall
Chicago, IL, USA**

Carpet Modular

2,000m²

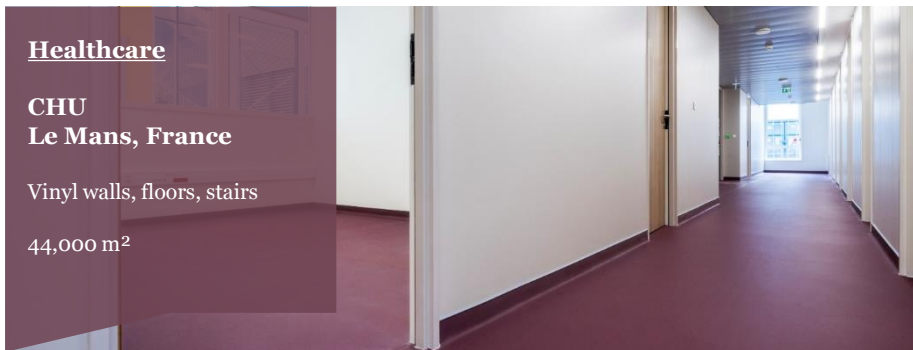


Healthcare

**CHU
Le Mans, France**

Vinyl walls, floors, stairs

44,000 m²



Residential

**Kneza Milosa Residence
Belgrade, Serbia**

Wood

10,000 m²



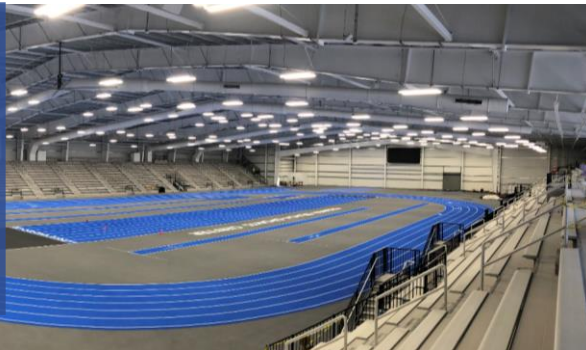
Serving our customers in Q3 2020

Sports

Virginia Beach Sports Center, USA

Running Track – Beynon - Rise-N-Run

7,500 m²



Sports

University of Oregon, Hayward Field, USA

Running Track - Beynon

4,000 m²



Sports

Liverpool FC, Anfield, UK

Hybrid grass – GrassMaster

8,000 m²



Sports

MetLife Stadium, USA

Artificial Turf – FieldTurf - Classic HD

8,850 m²



Pursuing & accelerating Change to Win initiatives

Solid pipeline of cost reduction

- Closure of Goirle (NL) and shift to automated warehouse
- Accounting shared service in Europe
- Freight & Logistics review
- Further SG&A actions

Selectivity in investments

- Priority to safety, automation and productivity
- Modernization of Sedan site
- 2020 Capex expected below €80m - 2021 Capex around 2020 level
- Priority to deleveraging, selective M&A policy

Segment opportunities

- Take the lead on post Covid-19 market in Health & Aged care
- Seize opportunities in end-user markets that shall benefit from recovery packages (HAC, Education, Public buildings, Housing)
- Answer increased demand in Residential
- Intensify offering for our customers' digital platforms

Sustainability strategy in motion

- Launch of specific Circular Economy programs for Health & Aged care, Education and Workplace
- Developing environmentally-friendly global solutions in Sports
- Assess carbon footprint on the whole value chain with external partner (Carbone 4)

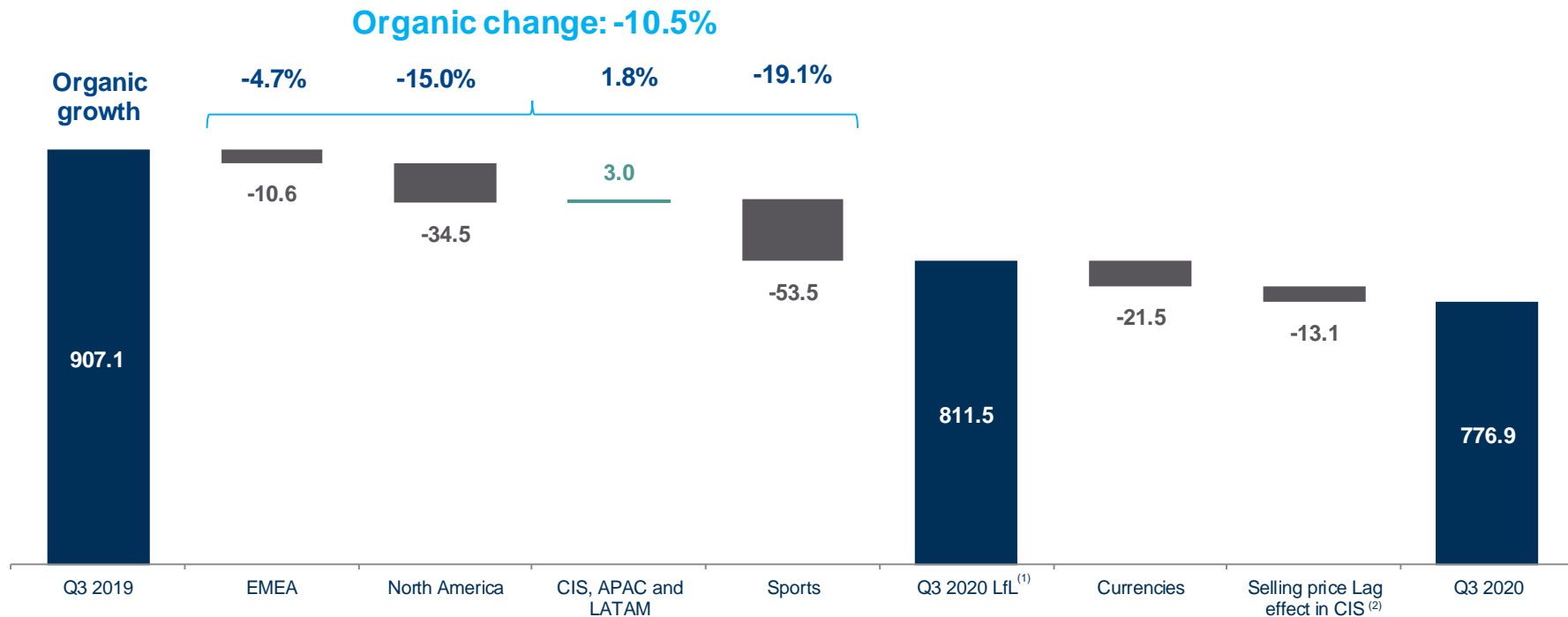
A modern office interior featuring a curved glass railing with a wood-grain pattern. The floor is covered in wood-look laminate flooring. In the background, there are office desks, a reception area, and a staircase. The lighting is warm and modern.

Financials

Raphaël Bauer
CFO

Q3 Net sales

in €m

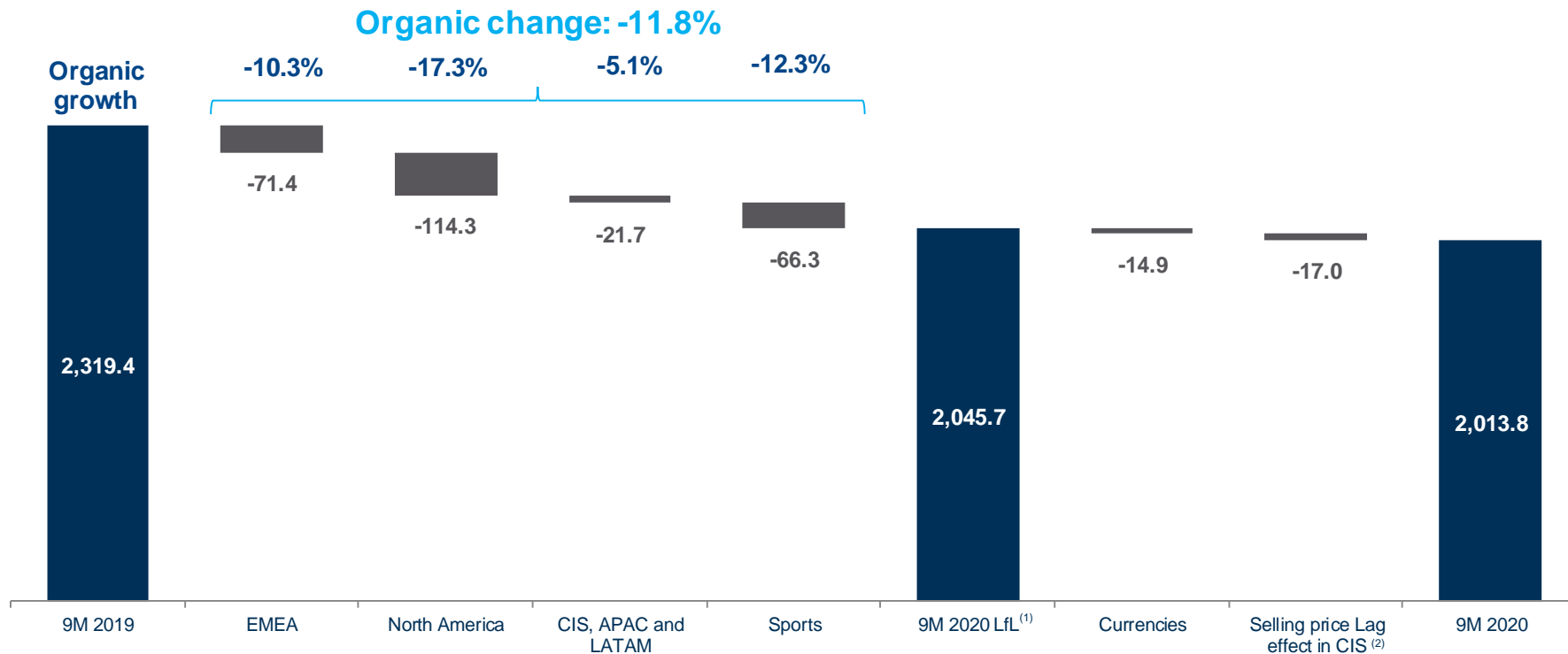


(1) Like for Like or Organic change: At same perimeter and exchange rates. (NB: In the CIS, price increases implemented to offset currency fluctuations are not included in the organic growth. Organic growth in the CIS therefore reflects volume and mix variances only).

(2) Lag effect: Net of currency impact and selling prices adjustments in the CIS countries

9M Net Sales

in €m



(1) Like for Like and Organic change: 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).

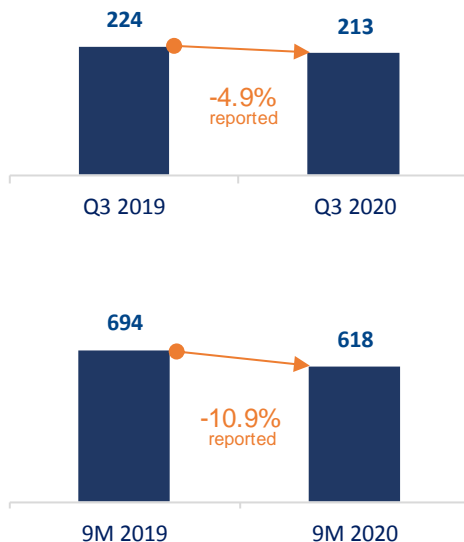
(2) Lag effect: Net of currency impact and selling prices adjustments in the CIS countries

Tarkett - Q3 2020 Financial Results – October 2020

EMEA Q3 2020

in €m

Net sales

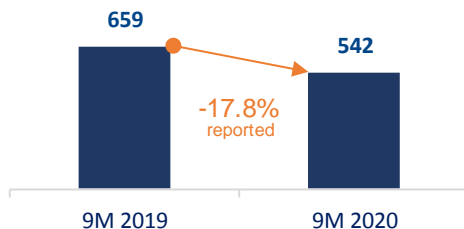
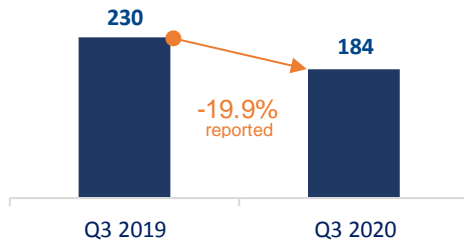


- Revenue growth in Residential
- Progressive recovery of resilient products in Commercial
- Commercial carpet penalized by weaker activity in Workplace
- Sequential improvement versus Q2 in all countries, outside Sweden (very resilient in Q2)
- France and Germany at the forefront of this sequential improvement
- Several countries reporting positive growth in Q3

North America Q3 2020

in €m

Net sales

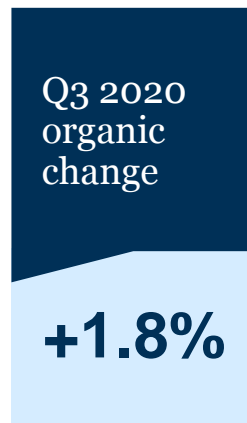
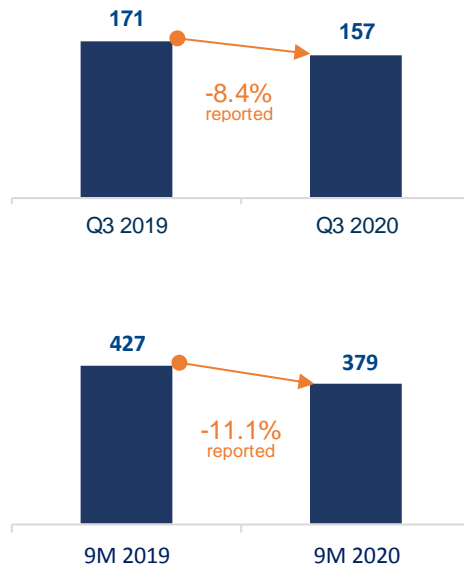


- **Organic change mainly driven by lower demand in Commercial**
- Workplace and Hospitality remain depressed
- **Better performance in Residential** due to favourable trend in home improvement and new construction
- **Aggressive cost reduction.** Furlough still in place at the beginning of Q3
- **Negative forex impact** due to the stronger EUR / USD

CIS, APAC & Latam Q3 2020

in €m

Net sales

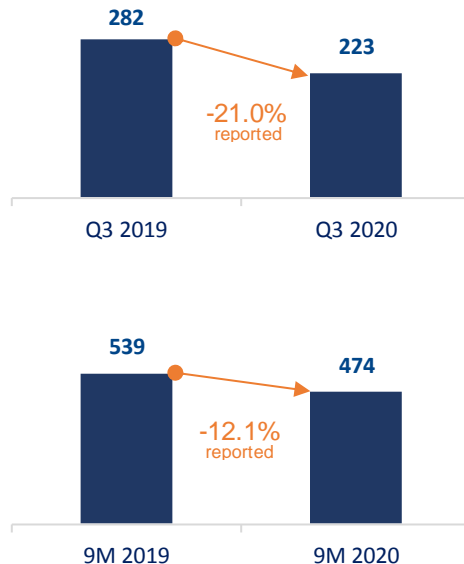


- Organic growth driven by CIS and LATAM
- Dynamism of Residential demand in CIS
- Organic growth in LATAM thanks to selling price increases
- Level of activity in APAC affected by second waves of Covid-19 in some countries and a strict second lockdown in Australia
- Negative forex impact, driven by the Russian ruble and the Brazilian real

Sports Q3 2020

in €m

Net sales

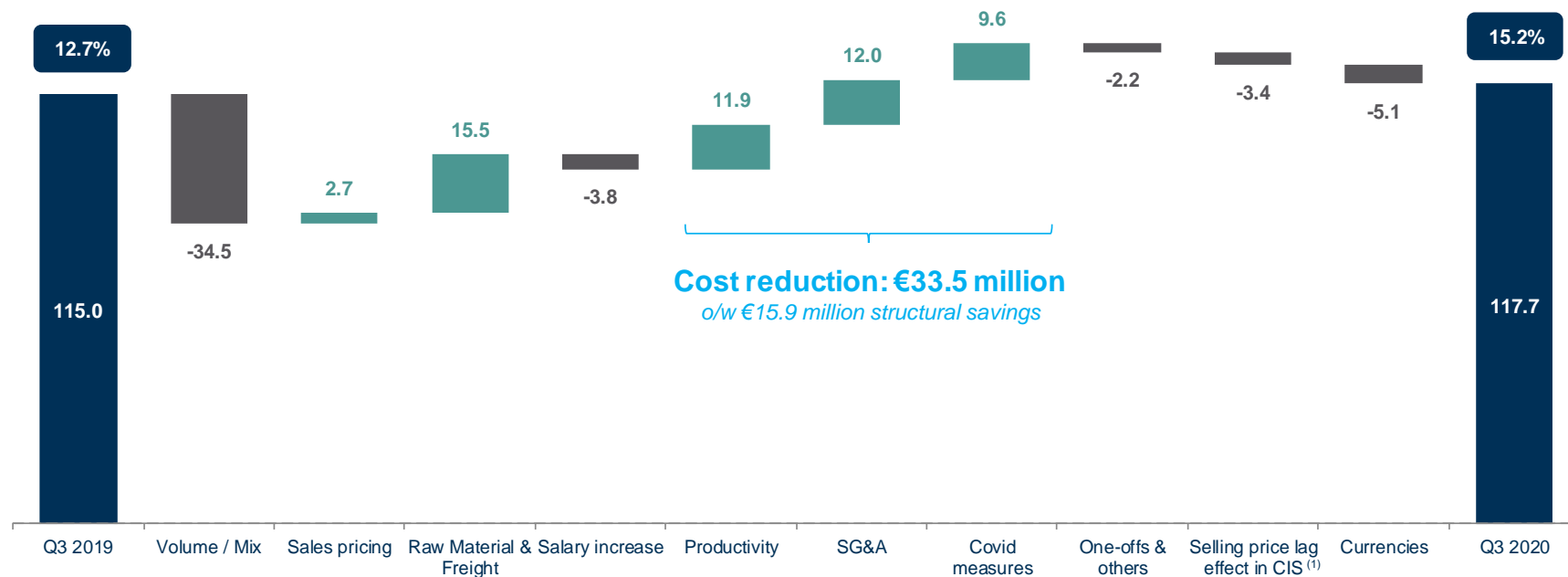


- Level of activity and seasonality affected by project delays
- **Revenue decrease in North America** after resilient Q2
- **Slowdown mostly driven by Turf**, after buoyant performance over past years
- **Activity below last year's level in other regions**, but sequential improvement versus Q2 2020
- **Negative forex impact** driven by the \$ depreciation versus the €

Q3 Adjusted EBITDA

in €m

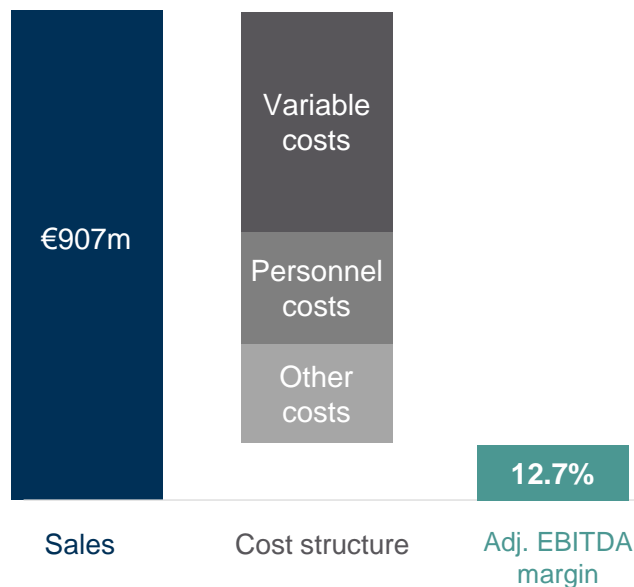
Adj. EBITDA margin



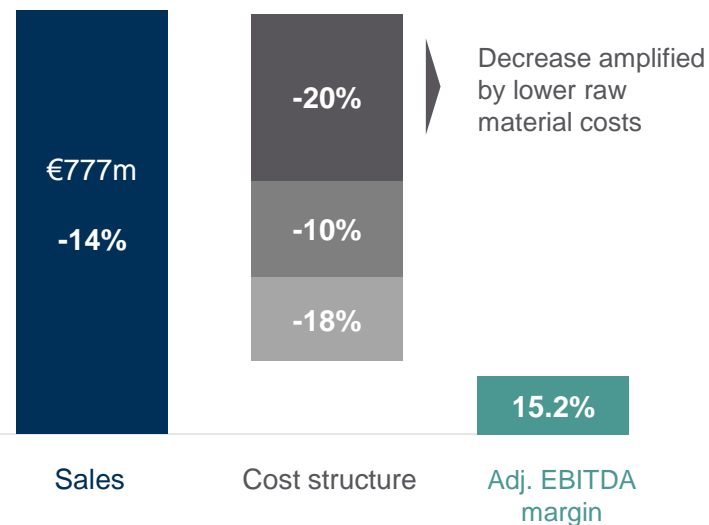
(1) Lag effect: Net of currency impact and selling prices adjustments in the CIS countries
Tarkett - Q3 2020 Financial Results – October 2020

Successful costs flexing in Q3

Cost Structure in Q3 2019
(in % of sales)

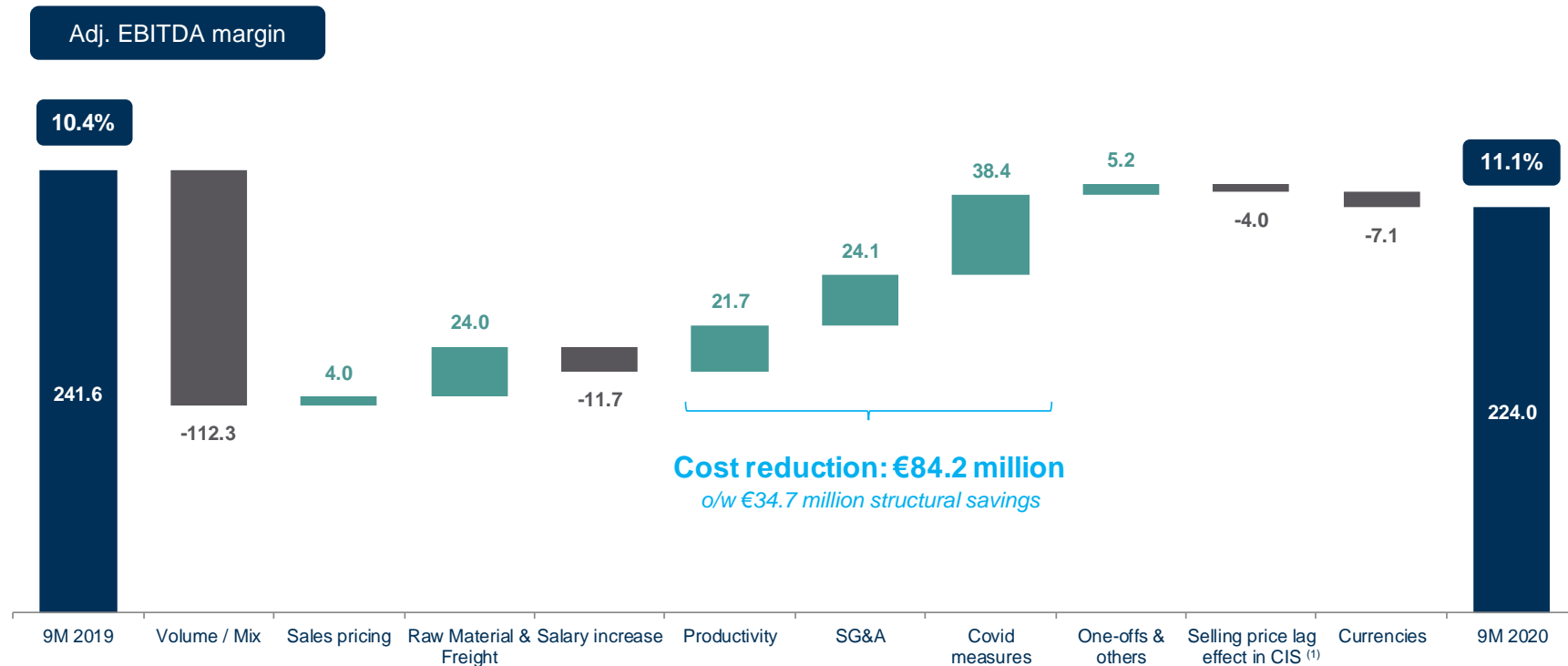


Q3 2020 versus Q3 2019
(change in %)



9M Adjusted EBITDA

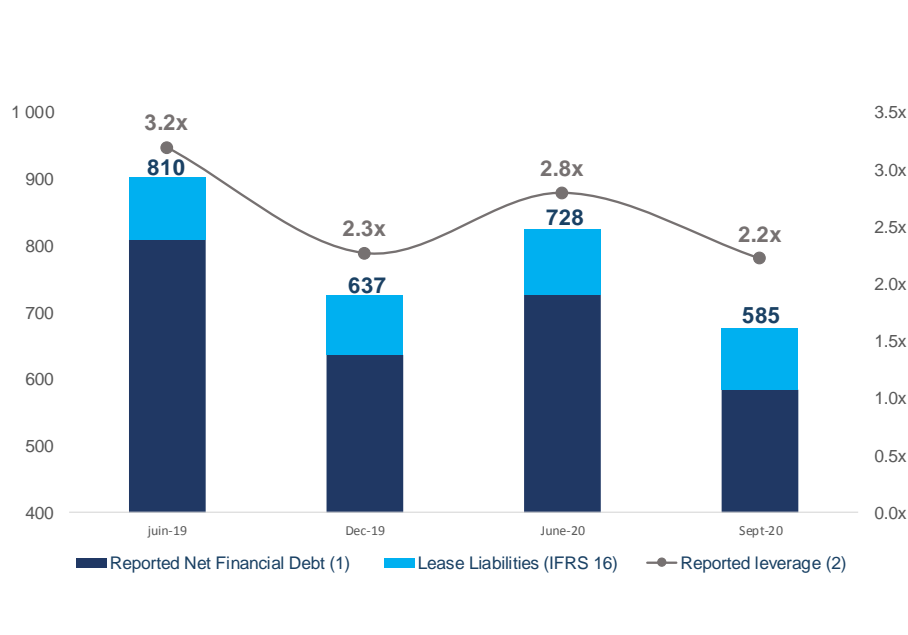
in €m



(1) Lag effect: Net of currency impact and selling prices adjustments in the CIS countries
Tarkett - Q3 2020 Financial Results – October 2020

Significant deleveraging in Q3

SIGNIFICANT DELEVERAGING AS OF 30/09/2020



- **Continuing tight management of working capital and capex containment**
- **Strong free cash flow generation**, above usual seasonality
- **Significant deleveraging at September end:** net financial debt down -€143 million vs. June end
- **Financial leverage**
Net financial debt including IFRS 16 to LTM reported Adjusted EBITDA: **2.2x at September end** versus 2.8x at June end

(1) Reported net financial debt is calculated post IFRS 16 application since June 2019

(2) Reference for Mid-term objective: Leverage comprised between 1.6x and 2.6x at year-end

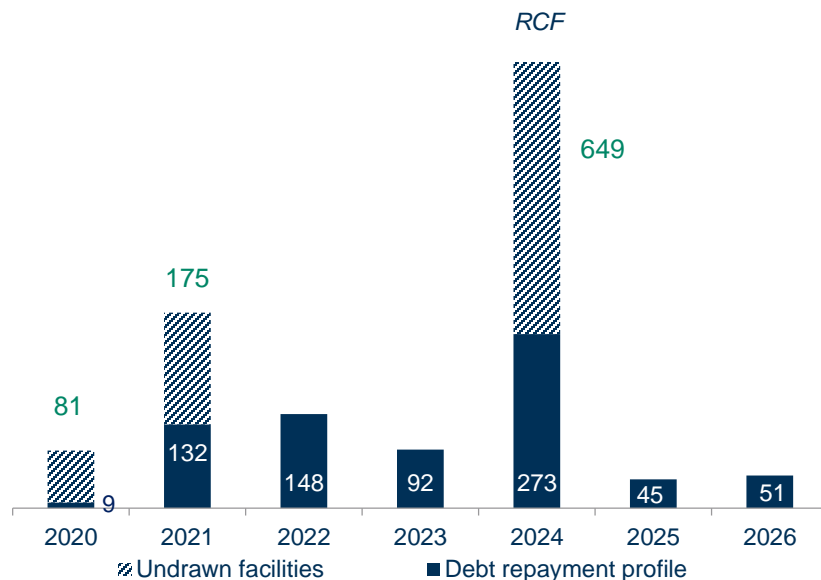
Liquidity reaching €1.1bn

in €m

SOLID LEVEL OF LIQUIDITY AS OF 30/09/2020:

	Capacity	Utilisation
Syndicated Revolving Credit Facilities	875	51
Private Placement Schuldschein	609	609
State Guaranteed loan (PGE)	70	70
Other committed loans	9	8
Uncommitted credit lines	91	11
Gross Debt	1 654	749
Cash		-258
Net Financial Debt pre-IFRS 16		492
Lease Liabilities		93
Reported Net Financial Debt		585
Unused credit capacity	905	
o/w confirmed credit lines	825	
Total Cash and confirmed lines	1,083	

MATURITY OF AVAILABLE CREDIT LINES



A modern, multi-level interior space with a vibrant, multi-colored geometric carpet in shades of yellow, orange, pink, and grey. Large, metallic, dome-shaped pendant lights hang from the ceiling. The space features large glass walls and a curved reception desk in the background. The overall atmosphere is bright and contemporary.

2020 Outlook

Fabrice Barthélemy
CEO

Outlook

FY 2020 outlook

- H2 revenue decline expected broadly in line with H1 (organic change H1 2020: -12.6%)
- Some regions and categories offer potential for growth, while some end-user segments (Workplace, Sports) are likely to remain penalized in Q4 and at least in H1 2021
- Solid pipeline of cost reduction in Q4
- Adjusted EBITDA margin targeted broadly in line with 2019 level (2019 margin: 9.4% of net revenues)
- Reported Financial leverage targeted below 3.0x at year end

Mid-term objectives confirmed

- Organic CAGR⁽¹⁾ above GDP growth⁽²⁾ in key regions
- Adjusted EBITDA margin > 12% by 2022
- Financial leverage⁽³⁾ comprised between 1.6x and 2.6x for each year end

(1) Organic CAGR : Compounded annual growth rate

(2) GDP growth for Europe, North America and CIS, as measured by IMF

(3) Financial leverage: Net financial debt to Adjusted EBITDA post IFRS 16 application

Q&A Session

Fabrice Barthélemy
CEO

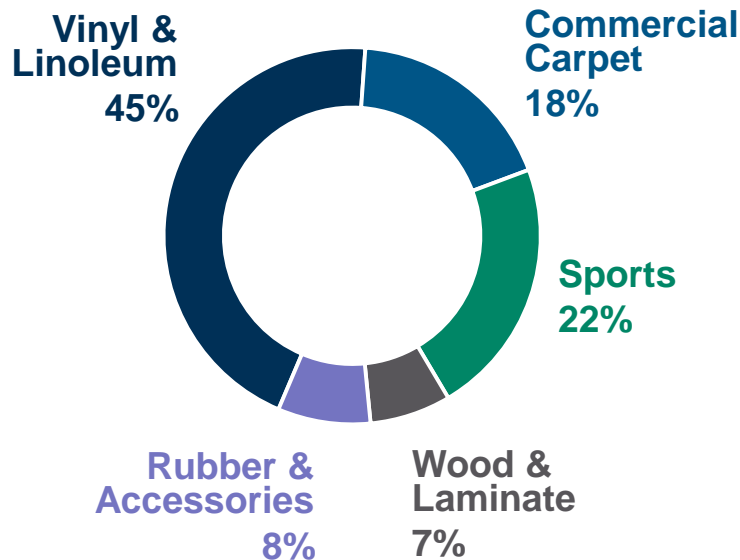
A wide-angle photograph of a modern school hallway. On the left, large windows offer a view of a green lawn and trees. In the center, a row of white lockers is topped with a large flat-screen TV. Students are seated at light-colored wooden tables with purple ergonomic chairs, focused on their work. The floor is covered in a grey and blue patterned carpet. A semi-transparent blue rectangle with the word 'Appendices' is overlaid on the left side of the image.

Appendices

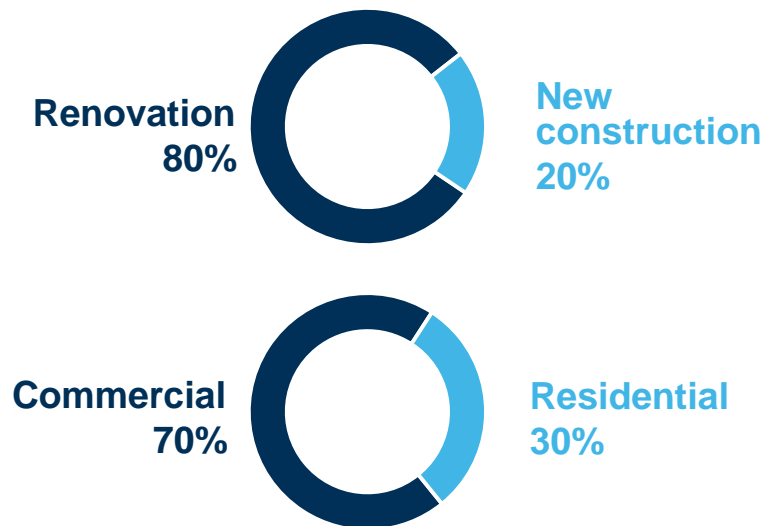
Complementary products and attractive end-markets exposure

in % 2019 net sales

Net sales
by product categories



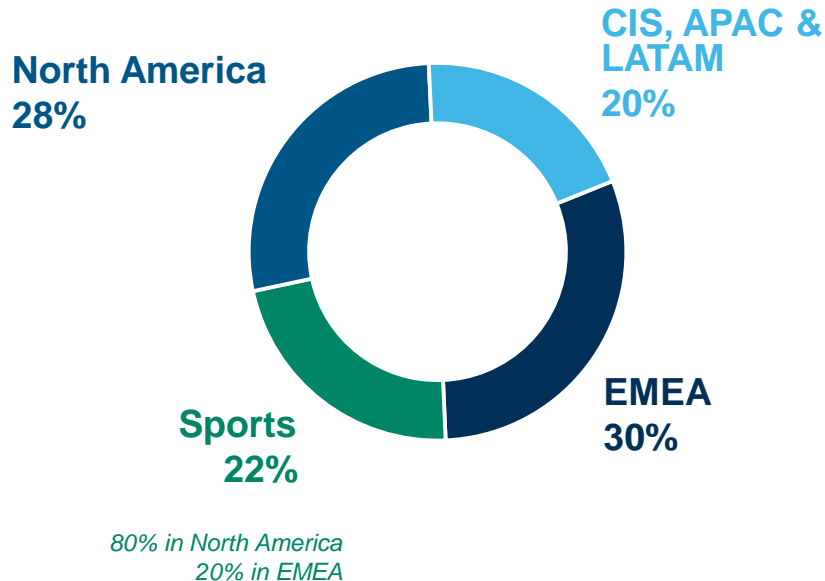
Net sales
by end-markets



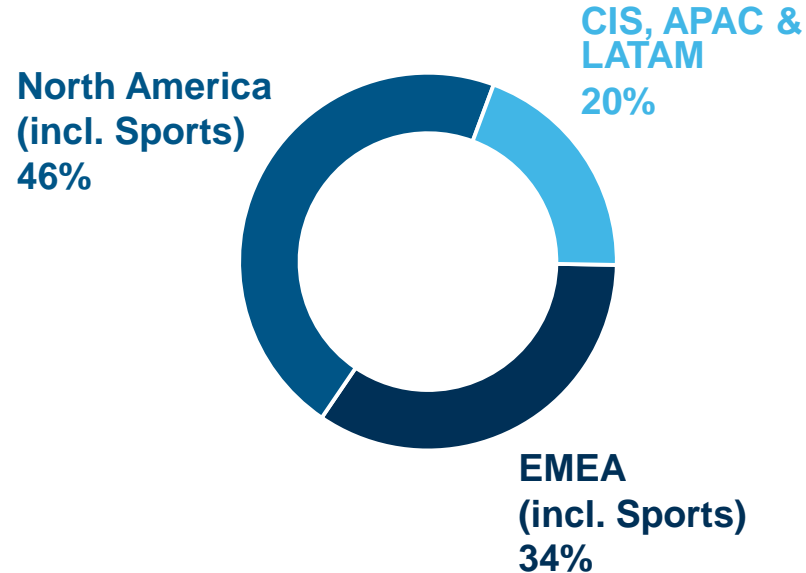
Net sales by segment and geographies

in % 2019 net sales

Net sales
by reporting segments



Net sales
by geographies



Sales performance and Adjusted EBITDA by quarter

in €m

Sales performance by Quarter								
	Q1 2020	Q1 2019	% change	Organic change	Q2 2020	Q2 2019	% change	Organic change
EMEA	227.7	239.0	-4.7%	-3.7%	177.9	231.5	-23.1%	-22.5%
North America	196.1	195.8	+0.2%	-2.8%	161.6	233.4	-30.8%	-32.0%
CIS, APAC & LATAM	109.7	112.5	-2.5%	-1.1%	113.1	143.1	-20.9%	-16.4%
Sports	77.1	77.2	-0.0%	-3.3%	173.6	179.8	-3.4%	-5.7%
TOTAL	610.7	624.5	-2.2%	-2.9%	626.3	787.8	-20.5%	-20.3%
€m	Q1 2020	Q1 2019	Q1 2020 Margin	Q1 2019 Margin	Q2 2020	Q2 2019	Q2 2020 Margin	Q2 2019 Margin
Adjusted EBITDA	42.4	43.1	+6.9%	+6.9%	64.0	83.6	10.2%	10.6%

Sales performance and Adjusted EBITDA in H1

in €m

Sales performance by Half Year				
€m	H1 2020	H1 2019	% change	Organic change
EMEA	405.6	470.5	-13.8%	-12.9%
North America	357.7	429.2	-16.7%	-18.6%
CIS, APAC & LATAM	222.9	255.7	-12.8%	-9.7%
Sports	250.7	257.0	-2.4%	-5.0%
TOTAL	1,237.0	1,412.3	-12.4%	-12.6%
€m	H1 2020	H1 2019	H1 2020 Margin	H1 2019 Margin
Adjusted EBITDA	106.3	126.7	8.6%	9.0%

Sales performance and Adjusted EBITDA in Q3 and in 9M

in €m

Sales performance by Quarter/YTD								
	Q3 2020	Q3 2019	% change	Organic change	9M 2020	9M 2019	% change	Organic change
EMEA	212.6	223.5	-4.9%	-4.7%	618.2	694.0	-10.9%	-10.3%
North America	184.4	230.1	-19.9%	-15.0%	542.1	659.3	-17.8%	-17.3%
CIS, APAC & LATAM	156.6	171.0	-8.4%	+1.8%	379.5	426.7	-11.1%	-5.1%
Sports	223.2	282.4	-21.0%	-19.1%	474.0	539.4	-12.1%	-12.3%
TOTAL	776.9	907.1	-14.4%	-10.5%	2 013.8	2 319.4	-13.2%	-11.8%
€m	Q3 2020	Q3 2019	Q3 2020 Margin	Q3 2019 Margin	9M 2020	9M 2019	9M 2020 Margin	9M 2019 Margin
Adjusted EBITDA	117.7	115.0	+15.2%	+12.7%	224.0	241.6	+11.1%	+10.4%

Q3 and 9M cost reduction breakdown

€ million	Productivity gains and SG&A	<i>o/w structural actions</i>	Covid-19 specific measures	<i>o/w governmental support</i>	Total cost reduction
Gross profit	11.9	11.9	2.4	2.7	14.3
SG&A	12.0	4.0	7.1	0.9	19.1
Total Q3	23.9	15.9	9.6	3.6	33.5

€ million	Productivity gains and SG&A	<i>o/w structural actions</i>	Covid-19 specific measures	<i>o/w governmental support</i>	Total cost reduction
Gross profit	21.7	21.7	12.2	8.7	33.9
SG&A	24.1	13.0	26.2	5.5	50.3
Total 9M	45.8	34.7	38.4	14.2	84.2

Net Financial Debt and Leverage

Reported and pre-IFRS16 calculations

€ million		June-19	Dec-19	June-20	Sept-20
Reported Net Financial Debt	A	810	637	728	585
out of which Lease Liabilities		94	89	97	93
Net Financial Debt pre-IFRS 16	B	716	548	631	492
LTM reported Adjusted EBITDA	C	281	280	260	262
Lease charge		(31)	(31)	(31)	(31)
LTM Adjusted EBITDA pre-IFRS16	D	250	250	229	231
Reported leverage⁽¹⁾	A/C	3.2x	2.3x	2.8x	2.2x
Leverage as per covenants⁽²⁾	B/D	2.9x	2.2x	2.8x	2.1x
IFRS16 impact on leverage		0.3x	0.1x	0.0x	0.1x

(1) Reference for Mid-term objective: Leverage comprised between 1.6x and 2.6x at year-end

(2) Credit documentation is based on pre-IFRS 16 accounting standards - Covenant is 3.5x end of June, 3.0x end of December

Credit Lines and Next significant maturities

CREDIT LINES SITUATION AS OF 30/09/2020

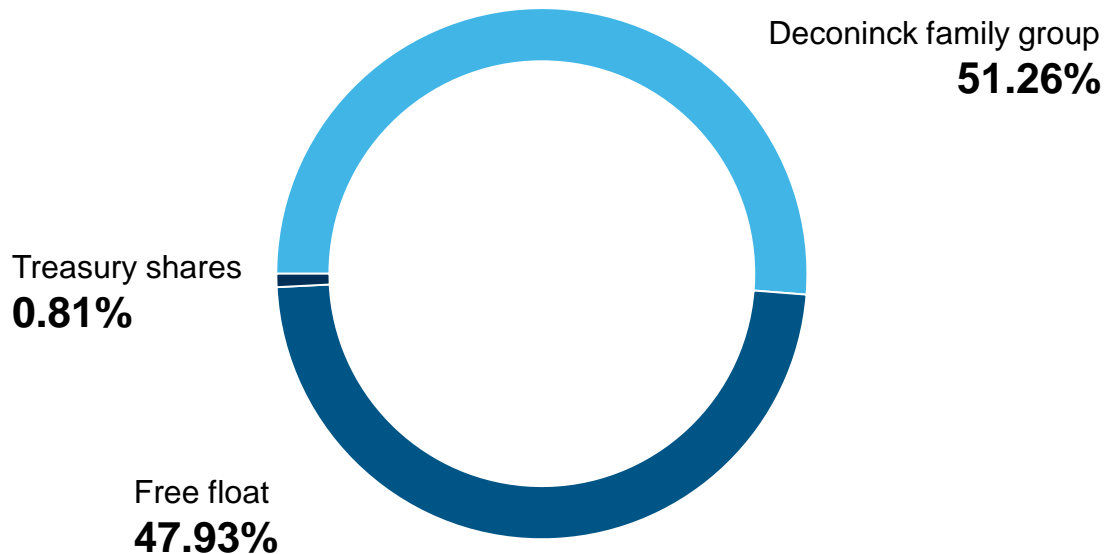
- **Revolving Credit Facilities**
 - **RCF signed in 2019:** €51 million drawn, on a total capacity of €700 million
 - **Backup short term facility signed in May 2020:** total capacity of €175 million, undrawn
- **State Guaranteed Loan (PGE) signed in May 2020**
- Overdrafts and uncommitted lines (€81 million) usually rolled over at year end

NEXT SIGNIFICANT MATURITIES

- **PGE: €70 million in May 2021**
- **Schuldschein: €51 million in June 2021**

Shareholder composition

As of September 30, 2020



Executive Committee

A leadership fully aligned with Change to Win strategic roadmap

Division Leadership



Eric Daliere
North America
& Sports



Slavoljub Martinovic
Eastern Europe



Francesco Penne
EMEA & LATAM



Fabrice Barthélemy
CEO

Support Functions Leadership



Pierre Barrard
EVP Strategic
Marketing, Digital
& Innovation



Raphaël Bauer
Chief Financial Officer



Audrey Dauvet
General Counsel



Séverine Grosjean
EVP Group Human
Resources &
Communications



Arnaud Marquis
Chief Sustainability
Officer



Carine Vinardi
EVP Research &
Development and
Operations



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