

Q3 2016 Results

October 27, 2016

Q3 2016 and 2016 FY estimate

Strong profitability improvement in a soft demand environment

> Q3 2016

- Net sales: €794m, -2.1% on an organic basis vs. Q3 2015⁽¹⁾, -0.2% including price increases in the CIS
 - Flat organic sales in EMEA, North America and Sports segments
 - CIS still on a negative volume trend – in line with our expectations
- Further increase of Adjusted EBITDA margin to 15.0% from 14.0% in Q3 2015
 - Margin uplift in the CIS thanks to selling prices and cost management

> 2016 FY estimate

- Sales: €2,700 - €2,750m
- Adjusted EBITDA: €315m - €330m
- Adjusted EBITDA margin: 11.5% - 12.2%

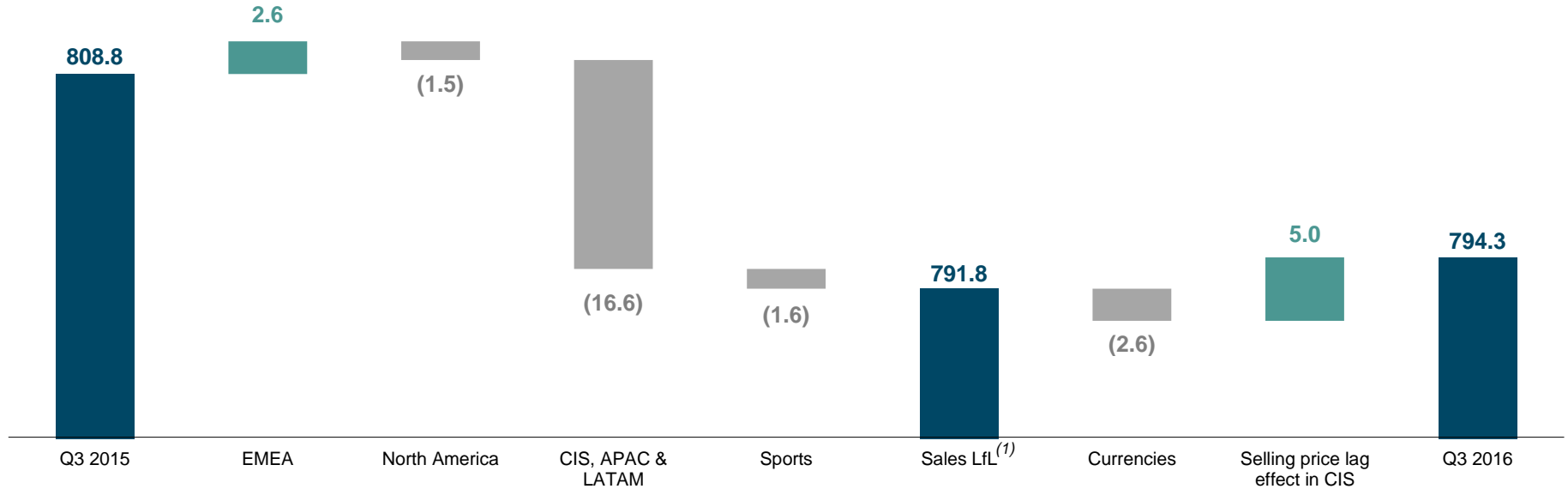
(1) Organic growth: At same perimeter and exchange rates (NB: In the CIS, price increases implemented to offset currency fluctuations are not included in the organic growth. Organic growth in the CIS therefore reflects volume and mix variances only).



Net sales evolution in Q3 2016

NET SALES

in €m



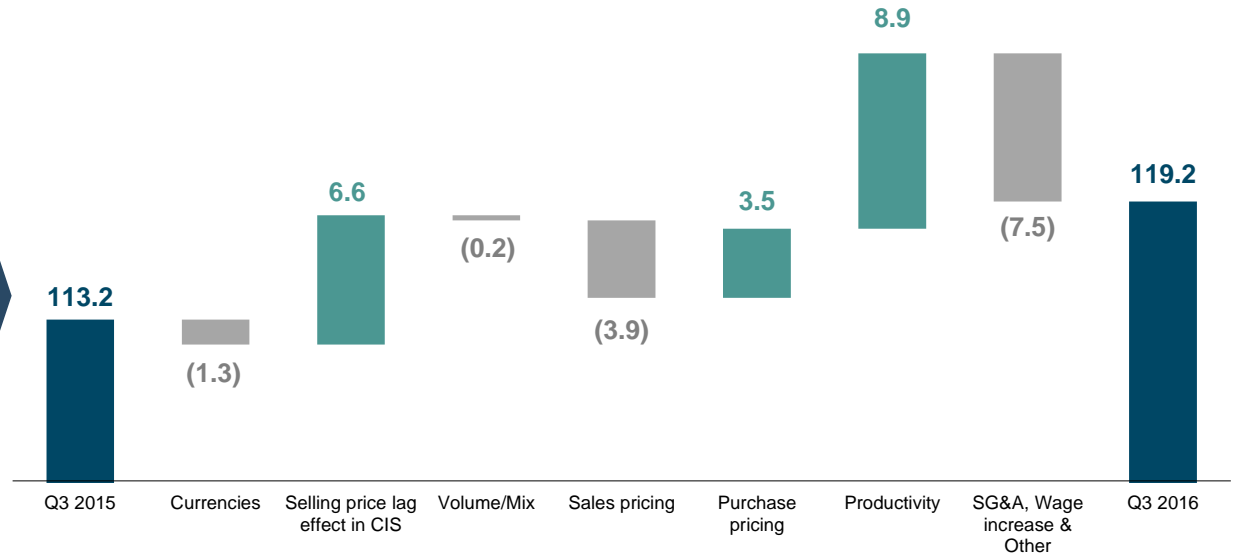
(1) Organic growth: At same perimeter and exchange rates (NB: In the CIS, price increases implemented to offset currency fluctuations are not included in the organic growth. Organic growth in the CIS therefore reflects volume and mix variances only).

Adjusted EBITDA in Q3 2016

> Improvement in EBITDA in Q3 thanks to positive lag effect and productivity

ADJUSTED EBITDA⁽¹⁾

in €m



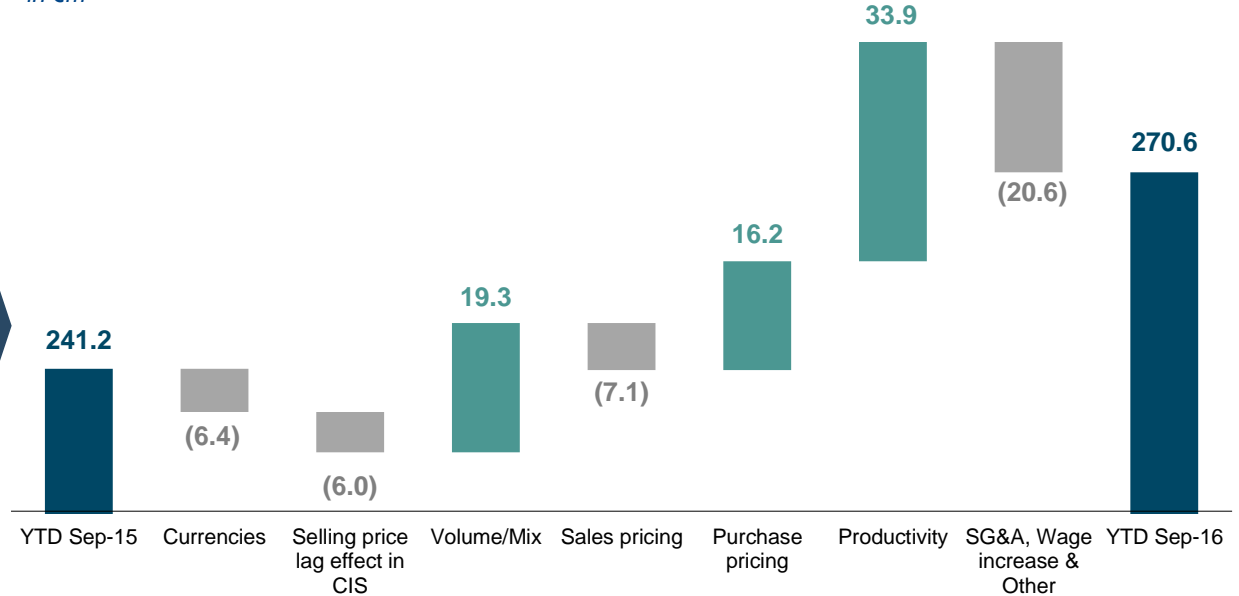
(1) Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.

EBITDA 9M 2016

> Robust EBITDA over the first nine months of the year

ADJUSTED EBITDA⁽¹⁾

in €m

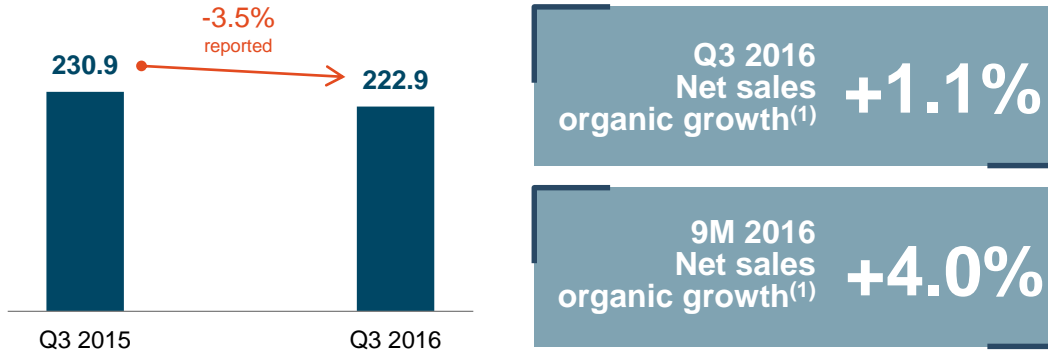


(1) Adjusted EBITDA: Adjustments include expenses related to restructuring, acquisitions and certain other non-recurring items.

EMEA Q3 2016

NET SALES EVOLUTION

in €m



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

REPORTED SALES

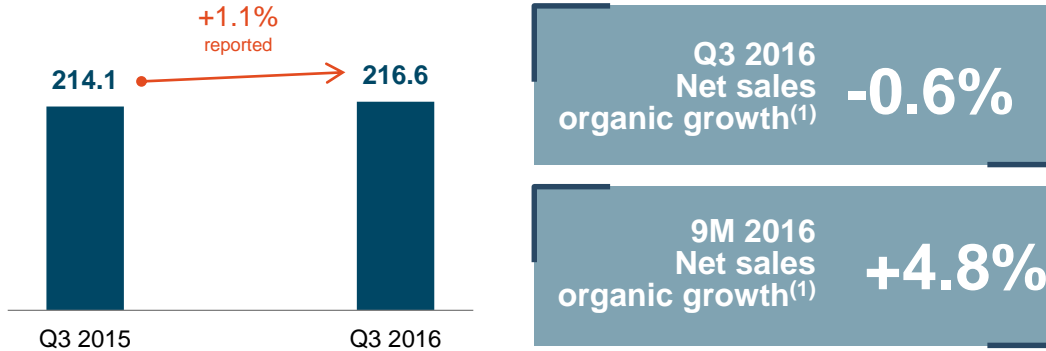
- > -3.5% due to negative impact of currencies (primarily the British pound) and the reclassification of some Desso sales to other segments

- > Sound growth in the **Nordics, Germany and the Netherlands**
- > The **UK** suffered from the recent Brexit uncertainties
- > **Spain** continued to be affected by the political deadlock
- > **France** slightly negative on the back of a sluggish remodeling activity
- > **LVT category sales** (Luxury Vinyl Tiles) continued to grow rapidly across the region

North America Q3 2016

NET SALES EVOLUTION

in €m



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

REPORTED SALES

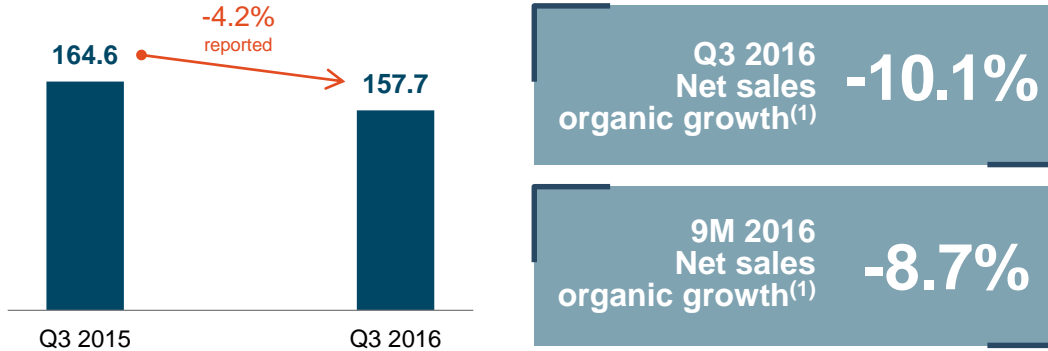
> +1.1% following the reclassification of some sales from Desso Europe

- > Continues to benefit from LVT growth
- > Faced a softer demand in **commercial carpet** mostly in the corporate office sector

CIS, APAC & LATAM Q3 2016

NET SALES EVOLUTION

in €m



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CIS countries

- > Decline in volume at similar rate to H1's
- > Economic conditions remained difficult in Russia with consumer disposable income still at a low level
- > Kept reducing costs and further deployed productivity actions
- Profitability improved significantly versus both H1 2016 and H2 2015

APAC

- > Activity remained weak, both in Australia and in China

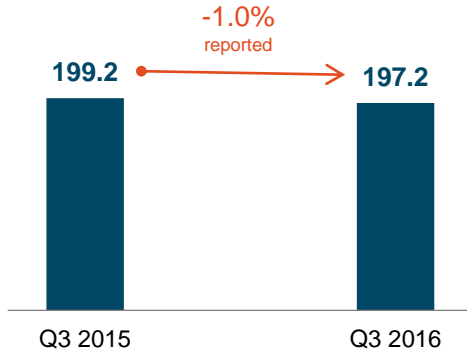
Latin America

- > Finally impacted by the depressed economic environment, in particular Brazil

Sports Q3 2016

NET SALES EVOLUTION

in €m



Q3 2016
Net sales
organic growth⁽¹⁾ **-0.9%**

9M 2016
Net sales
organic growth⁽¹⁾ **+5.1%**

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

- > Lower proportion of turn-key projects that include revenues from civil engineering
- > **Turf product sales** kept growing
- > **Running tracks** sales remained very dynamic

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