

A modern interior space with large floor-to-ceiling windows. The room features a dark teal armchair, a dark brown armchair, a bright yellow beanbag chair, and a small black side table. A concrete planter box with greenery is visible near the windows. Outside, there are trees, a body of water, and a modern building.

2020 Shareholders' Meeting

Notice
of Meeting

Thursday April 30, 2020 - 9:00 am



Sommaire

1	Message from the Chairman of the Management Board	3
2	Summary of Tarkett's condition and Activity during the 2019 fiscal year	4
3	Governance	14
4	How to participate to the Shareholders' Meeting	15
5	Shareholders' Meeting of April 30, 2020	18
6	Request for information or documents	29

1. Message from the Chairman of the Management Board



Dear Shareholder,

I am pleased to invite you to Tarkett's Annual Shareholders' Meeting, which will take place on Thursday April, 30, 2020.

In compliance with government and health authorities' instructions to combat the spread of coronavirus by prohibiting meetings and imposing travel restrictions, the 2020 Shareholder's Meeting will exceptionally be held in closed session. I regret that this important annual event for our Group and you, our shareholders, cannot take place. We will nevertheless set up a live audio webcast, allowing you to follow the Shareholders' Meeting and the presentation made for this occasion.

The agenda for the Shareholders' Meeting and detail of the resolutions submitted to your vote are included in this notice.

This year, 21 resolutions are submitted to your vote, which are related to the 2019 accounts and the net profit allocation. Regarding this last point communicated on March 18, 2020, as the economic situation remain fluid in

this context of coronavirus, we propose you to exceptionally modify the distribution policy for the 2020 year and to suppress the dividend of €0.24 per share in respect of 2019 that was initially announced in our full year 2019 results release of February 13th.

You will also be asked to vote on the renewal of the mandates of our statutory auditors. The appointment of a new Supervisory Board member, Nicolas Deconinck, is also subject to your vote. Finally, you will have to express your opinion on the compensation policy of the Company's corporate officers before deciding on current financial resolutions and amendments of the Company's by-laws, intended to comply with the regulations in force.

As it is made every year, a state of our business and the changes that have occurred during the 2019 financial year will be presented. We will also have some comments on the Group's new strategic plan "Change to Win" announced in June 2019. Then we will answer to the questions sent by you prior to the Shareholders' Meeting, following the procedures described on the Company's corporate website.

As the Shareholder's Meeting will be held in closed session, you can only either vote by post or give a proxy to the Chairman of the Shareholders' Meeting using the enclosed voting form, following the procedures described in this notice.

You may obtain additional information on the Company's website, www.tarkett.com, which contains most of the documents that are made available to you.

Thank you in advance for your comprehension and the trust you have placed in our Group, in these exceptional circumstances.

Yours sincerely,

Fabrice Barthélemy

Chairman of the Management Board

2. Summary of Tarkett's condition and activity during the 2019 fiscal year

2.1 Key figures

Group net revenues amounted to €2,991.9 million in FY 2019, an increase of +5.5% year-over-year. This increase reflected moderate organic growth (+0.7%), a positive scope effect (+2.1%) and a positive forex impact (+2.6%), mainly related to the appreciation of the dollar versus the euro. Organic growth was impacted by an overall weak performance in North America. This was heightened in Q4 as sales in North America organically fell by 18.9%. CIS, APAC and Latin America revenues were down on a like-for-like basis notwithstanding better trends in H2. EMEA achieved positive organic growth despite a mixed performance in Q4, while Sports grew at a rapid pace in 2019. Overall organic growth was down 2.5% in Q4 2019 due to North America.

Adjusted EBITDA amounted to €280 million in FY 2019 including €30.5 million of IFRS 16 impact. Tarkett recorded a negative volume and mix effect of €39.3 million mostly driven by North America. This has been offset by €32.4 million of cost savings (€26.6 million of productivity gains and €5.8 million of SG&A savings), positive forex effects and acquisitions' contribution. Selling price increases amounted to €22.4 million. They fully covered purchasing cost inflation

(€10 million) and a large share of annual wage inflation (€16 million). Adjusted EBITDA margin before IFRS 16 was down 50 basis points at 8.3% compared to 2018. Margins improved in the second half in all segments outside North America.

Adjustments to EBIT represented €25.2 million in 2019, compared to €24.7 million in 2018, including provisions for restructuring costs of €19.7 million compared to €11.2 million in 2018. The provision for restructuring mostly increased due to three plant closures implemented in 2019 as well as SG&A cost reduction measures in North America.

Financial expenses increased by €8.7 million to reach €38.8 million in 2019 as a result of the application of IFRS 16 which uplifted them by €4.2 million in 2019. This also reflected the rise in average financial debt in 2019 compared to 2018 following the acquisition of Lexmark in the fourth quarter of 2018. The **effective tax rate** amounted to 28.3% compared to 24.2% in 2018, which had included the favorable conclusion of a tax litigation in Canada. **Net income** amounted to €39.6 million, representing a fully diluted EPS of €0.61.

2019 (in € millions)	Flooring			Sports Surfaces	Central	Group
	EMEA	North America	CIS, APAC & Latin America			
Net revenue	910.4	825.9	587.4	668.1	-	2,991.9
Gross profit	240.6	187.9	114.1	127.5	0.1	670.2
% of net revenue	26.4%	22.7%	19.4%	19.1%		22.4%
Adjusted EBITDA	105.3	59.9	85.9	75.2	(46.1)	280.0
% of net revenue	11.6%	7.3%	14.6%	11.2%		9.4%
Adjustments	(7.2)	(12.3)	(0.2)	(0.1)	(5.6)	(25.3)
EBITDA	98.1	47.6	85.8	75.1	(51.7)	254.7
% of net revenue	10.8%	5.8%	14.6%	11.2%		8.5%
Result from operating activities (EBIT)	52.5	(28.3)	37.7	51.1	(16.3)	96.6
% of net revenue	5.8%	(3.4)%	6.4%	7.6%		3.2%
Capital expenditures	48.9	29.4	19.9	14.6	11.2	124.1

2.2 Net sales and adjusted EBITDA by segment

in € million	Net sales				Adjusted EBITDA before IFRS 16			
	FY 2019	FY 2018	Change	o/w LfL	FY 2019	FY 2019 margin	FY 2018	FY 2018 margin
EMEA	910.4	908.4	+0.2%	+0.9%	94.7	10.4%	97.3	10.7%
North America	825.9	783.6	+5.4%	-6.9%	51.5	6.2%	70.2	9.0%
CIS, APAC & LATAM	587.4	580.5	+1.2%	-1.0%	79.8	13.6%	74.1	12.8%
Sports	668.1	563.6	+18.5%	+12.9%	71.0	10.6%	52.8	9.4%
Central Costs					-47.5		-45,6	
Total Group	2,991.9	2,836.1	+5.5%	+0.7%	249.5	8.3%	248.7	8.8%

> EMEA

The EMEA segment reported stable net revenues in 2019 compared to last year, reflecting a moderate organic growth of +0.9% and unfavorable exchange rate fluctuations, mainly with regards to the Swedish and Norwegian krona. After revenue growth of +1.5% in the first nine months on a like-for-like basis, they were down -1% in Q4 as a result of the exit of the laminate production. The slowdown in renovation and new building construction in Germany and persistent uncertainties related to Brexit in the UK continued to affect the level of activity. Following strong growth in the first nine months, the Nordic region stabilized in Q4. The trend was positive in France as revenues organically grew in H2. Selling price increases were sustained across the region. The EMEA segment recorded an adjusted EBITDA margin before IFRS 16 of 10.4% in 2019 compared to 10.7% in 2018. Adjusted EBITDA margin progressed in H2, largely driven by a sustained level of productivity gains and the coverage of purchasing cost inflation and a large proportion of wage inflation by selling price increases.

> North America

The North American segment reported net revenues up +5.4% in 2019, as Lexmark acquisition and a positive forex effect fully covered the -6.9% revenue decline on a like-for-like basis. Organic growth was down -3.0% in the first nine months mostly driven by softness in commercial carpet and a lower level of activity in residential. The slower production ramp-up in commercial carpet following the Group's ERP implementation in October resulted in a revenue drop of -18.9% on a like-for-like basis in Q4. This was, however, mitigated by some growth in resilient products for commercial segments. Lexmark has not delivered to expectations during the year – a new head of the hospitality business was appointed in January 2020 to lead the recovery. The adjusted EBITDA margin before IFRS16 amounted to 6.2% compared with 9.0% in 2018. This 280 basis points decrease was largely driven by H2 performance which was affected by Q4 sales drop. Sales were down in Q4 mainly due to production issues in commercial carpet following the ERP implementation. Challenges on sales in 2019, including the lower performance of Lexmark, poorer product mix and destocking, weighed on the profitability. Overall North America generated a large proportion of the negative volume and mix effect recorded by the Group in 2019. The industrial footprint restructuring was completed in Q3 2019 and SG&A cost reduction initiatives were launched.

> CIS, APAC and Latin America

Net revenues in the CIS, APAC and Latin America segment were up +1.2% in 2019, driven by dynamic activity in Latin America, improving trends in CIS and positive exchange rates variation in H2 2019. Organic growth was down -1.0% on a full year basis (-3.1% in H1 2019) as sales stabilized in Q3 and progressed by +1.3% in Q4 on a like-for-like basis. The activity in CIS improved in Q4 after stabilizing in Q3. Latin America remained dynamic in Q4 and revenues significantly grew on a like-for-like basis in 2019. APAC recorded negative organic growth in Q4 and on a full year basis despite solid growth in China. The CIS, APAC and Latin America segment recorded an adjusted EBITDA margin before IFRS 16 of 13.6% in 2019 versus 12.8% in 2018. This increase was driven by a significant performance improvement in H2 mostly resulting from a strong level of productivity gains, lower inflation and good pricing management. Purchasing costs inflation eased towards the end of the year, while the "lag effect" (net effect of currency and selling price adjustments) amounted to €4.9 million in H2 2019. Tarkett achieved a solid adjusted EBITDA margin before IFRS 16 of 15.2% in H2 2019 compared to 13.5% in H2 2018.

> Sports

The Sports segment recorded an increase in net revenues of +18.5% in 2019 reflecting strong organic growth (+12.9%), a positive euro-dollar forex effect (+4.8%) and a slight perimeter effect (+0.8%). For the third year in a row, revenues organically grew by more than +10% in 2019, owing to dynamic markets and share gains. Tarkett is now leading sport artificial turf in EMEA in addition to leading this market in North America. Revenues grew by +18.5% on a like-for-like basis in Q4. Turf activities remained buoyant in Q4, while Track activities achieved a good level of growth as better weather conditions compared to Q4 2018 allowed to install late in the season. The Sports segment significantly increased its profitability in 2019 and achieved an adjusted EBITDA margin before IFRS 16 application of 10.6%. This was largely driven by H2 performance as margin increased by 220 basis points to reach 13.4%, including litigation settlements (net positive effect of €5.4 million). Excluding the favorable settlements, H2 adjusted EBITDA margin would still be up 130 basis points versus H2 2018, at 12.1% as a result of the significant increase in volume and mix and the good execution of projects.

2.3 Net profit attributable to owners of the Company

Centralized costs, which are not allocated by segment, totaled €47.5 million in 2019, a moderate increase (4.0%) as compared with 2018, reflecting the usual salary increases and investments in digital marketing.

The Group's 2019 result from operating activities totaled €96.6 million, or 3.2% of revenue. Result from operating activities decreased by 9.4% in 2019 as compared with 2018. In addition to the items described in the change in gross profit, the decrease in result from operating activities is explained by the following:

- > Lexmark's consolidation effect for the first nine months of 2019 (it was acquired in September 2018);
- > The reinforcement and restructuring of the Group's sales forces in certain regions;

The Group's financial result was €(38.8) million in 2019, as compared with €(30.1) million in 2018, primarily due to the application of IFRS 16 (for a decrease of €4.2 million in 2019).

Income tax expense for 2019 was €(14.2) million, a 23.2% decrease as compared with an expense of €(18.5) million in 2018.

The Group's net profit was €39.6 million in 2019, as compared with €50.1 million in 2018. Net profit attributable to non-controlling interests was €0 million in 2019, following the buyback of 30% the non controlling interests in Tarkett Aspen in November 2019, as compared with €0.8 million in 2018. As a result, net profit attributable to owners of the Company was €39.6 million in 2019 and €49.3 million in 2018.

2.4 Capital expenditure and Net Debt

Tarkett pursued its tight management of working capital resulting in a net reduction of working capital of €190.4 million in 2019. The Group continued to decrease its inventory level and reduced its DOI by 4.2 days compared to 2018. Non-recourse factoring and securitization programs were successfully implemented and amounted to €126.3 million at the end of December.

In 2019, ongoing capex amounted to €124.6 million or 4.2% of net revenues compared with 4.5% in 2018. The Group expanded production capacity in LVT in Europe and in Russia, in accessories in North America, and opened a wood parquet line in Russia. Capex also included investment in automation and production capacity to manufacture 100% recyclable carpet tiles.

As a result of these actions, Tarkett generated a free cash flow of €231.4 million in 2019 compared with €36.0 million in 2018 and materially reduced its net debt at the end of the year compared to end December 2018.

Reported net debt amounted to €636.8 million at the end of December 2019, or a leverage ratio of 2.3x adjusted EBITDA at end December 2019. Based on existing lease contracts, applying IFRS 16 increased net debt at 2019 year end by an amount of €89.3 million. The documentation of Tarkett's financing agreements provides that the effect of changes in accounting standards should be neutralized. Accordingly, net debt is considered before IFRS 16, i.e. €547.5 million, representing a leverage ratio of 2.2x at the end of December 2019, a significant reduction compared to 2.8x at the end of December 2018.

2.5 Outlook¹

Thanks to the quality of the Group's products, its broad geographic footprint and its exposure to diversified markets, the Group believes that it is well positioned to continue to grow over the coming years.

In June 2019, the Group presented its new strategic plan "Change to Win". The plan covers the period 2019-2022 and gives the Group a clear roadmap for implementing its vision and achieving its goals.

The strategic plan rests on four cornerstones, which are described in detail in Section 1.3:

1. **Sustainable growth**, led by a stronger focus on **selecting promising commercial market segments**, develop a worldwide offer in Hospitality, and continuing to expand the Sports Surfaces business. The Group also plans to invest in digital distribution channels in order to capture future growth;
2. **An even more customer-centered approach** and a simpler, more agile, more reactive organizational structure;
3. **Ambitious deployment of efforts towards a circular economy**, including specific efforts to develop recycling solutions for our customers;
4. **A rigorous cost-reduction program**, seeking to achieve **€120 million in savings** between 2019 and 2022, and a **selective capital allocation policy** aligned with our strategic sustainable development initiatives.

Based on this new plan, Tarkett has announced new medium-term financial objectives, the achievement of which will depend on the successful execution of the plan;

- > **Pursuit of organic growth**: in each of the principal regions (North America, Europe, and CIS), the Group's objective is **organic growth greater than Gross Domestic Product (GDP)** on average over the 2019-2022 period.
- > **Improved profitability**: the objective is to achieve **adjusted EBITDA** after application of IFRS 16 **of greater than 12%** in 2022.
- > **Managing leverage**, as measured by the ratio of net debt to adjusted EBITDA: **leverage of between 1.6x and 2.6x of adjusted EBITDA** after application of IFRS 16 at the end of each year throughout the plan.

Tarkett began deploying the new plan in 2019 and made good progress in terms of both cost and debt reduction. In addition, adjusted EBITDA margins improved over all segments except for North America in the second half of 2019.

The Group encountered a number of difficulties in its flooring business in North America, as a result of which it deployed a specific action plan there in the second half of 2019. The priority for Tarkett's senior management in early 2020 is to restart growth and return the segment to profitability. The actions begun in late 2019 are expected to lead to organic growth in North America in 2020, despite a first quarter that is expected to be difficult.

In the short term, the Group believes that growth prospects on the flooring market in Europe and in the CIS countries will remain moderate for 2020. The sports surfaces market is expected to remain strong, and the Group anticipates sustained demand and continued growth in the Sports segment in 2020.

Tarkett also expects inflation in energy costs and the cost of certain raw materials in 2020, and will continue to manage its sales prices to offset that inflation.

In 2020, the Group will continue to deploy the strategic initiatives defined in the Change to Win plan, in order to grow sales and increase profitability in the medium term. Tarkett will also continue its efforts to optimise its working capital requirement and its investment expense, with the goal of strengthening its financial flexibility.

Tarkett has been monitoring the situation closely since the outbreak of the COVID-19 crisis. China, where the COVID-19 crisis started, is a niche market for the Group and represents less than 1% of Group's net sales. Besides the Group has a limited exposure to China for its industrial production and supply chain. Tarkett has, however, been working to mitigate the impact on the supply chain since the outbreak of this crisis. Given the pandemic evolution and the uncertain economic situation with the virus rapidly spreading across the world, Tarkett is taking all required actions to protect its cash-flows and to adapt the Group to this new environment. Tarkett is going to strictly control its costs, working capital and capital spending during that period. At the date of this Document, Tarkett is, however, not in a position to assess what could be the impacts on construction and renovation projects or on the global economic situation.

¹ This information is updated as of the date of production and edition of this Notice of Meeting

2.6 Consolidated income statement

<i>(in millions of euros)</i>	2019	2018
Net Revenue	2,991.9	2,836.1
Cost of sales	(2,321.7)	(2,183.7)
Gross profit	670.2	652.4
Other operating income	23.8	13.2
Selling and distribution expenses	(360.9)	(330.1)
Research and development	(32.8)	(36.0)
General and administrative expenses	(184.0)	(180.0)
Other operating expenses	(19.7)	(12.9)
Result from operating activities	96.6	106.6
Financial income	1.3	1.0
Financial expenses	(40.1)	(31.1)
Financial income and expenses	(38.8)	(30.1)
Share of profit of equity accounted investees (net of income tax)	(4.0)	(7.9)
Profit before income tax	53.8	68.6
Total income tax	(14.2)	(18.5)
Profit from continuing operations	39.6	50.1
Net profit for the period	39.6	50.1
Attributable to:		
Owners of Tarkett	39.6	49.3
Non-controlling interests	(0.0)	0.8
Net profit for the period	39.6	50.1
Earnings per share:		
Basic earnings per share <i>(in euros)</i>	0.62	0.78
Diluted earnings per share <i>(in euros)</i>	0.61	0.77

2.7 Consolidated statement of comprehensive income

<i>(in millions of euros)</i>	2019	2018
Net profit for the period	39.6	50.1
Other comprehensive income (OCI)		
Foreign currency translation differences for foreign operations	13.0	12.0
Changes in fair value of cash flow hedge instruments	(2.7)	0.6
Income tax	0.7	(0.1)
First application of IFRS 9	-	(0.3)
OCI to be reclassified to profit and loss in subsequent periods	11.0	12.2
Defined benefit plan actuarial gain (losses)	(10.6)	2.3
Income tax	2.9	0.7
OCI not to be reclassified to profit and loss in subsequent periods	(7.7)	3.0
Other comprehensive income, net of tax	3.3	15.2
Total comprehensive income for the period	42.9	65.3
Attributable to:		
Owners of Tarkett	42.9	65.1
Non-controlling interests	(0.0)	0.2
Total comprehensive income for the period	42.9	65.3

2.8 Consolidated statement of financial position

Assets

<i>(in millions of euros)</i>	Dec. 31, 2019	Dec. 31, 2018
Goodwill	650.6	662.0
Intangible assets	155.6	133.3
Property, plant and equipment ⁽¹⁾	607.3	514.8
Other financial assets	21.7	24.1
Deferred tax assets	91.1	76.6
Other intangible assets	-	-
Total non-current assets	1,526.3	1,410.8
Inventories	417.5	449.3
Trade receivables	258.5	350.5
Other receivables	93.8	84.1
Cash and cash equivalents	137.7	95.7
Total current assets	907.5	979.6
Total assets	2,433.8	2,390.4

Equity and liabilities

<i>(in millions of euros)</i>	Dec. 31, 2019	Dec. 31, 2018
Share capital	327.8	318.6
Share premium and reserves	167.4	145.8
Retained earnings	299.5	290.9
Net profit for the period attributable to equity holders of the parents	39.6	49.3
Equity attributable to equity holders of the parent	834.2	804.6
Non-controlling interests	(0.0)	2.4
Total equity	834.2	807.0
Other non-current liabilities	5.5	-
Financial liabilities ⁽²⁾	740.2	839.1
Other financial liabilities	0.3	4.1
Deferred tax liabilities	26.4	35.7
Employee benefits	136.7	129.8
Provisions and other non-current liabilities	40.5	46.4
Total non-current liabilities	949.7	1,055.1
Trade payables	324.0	283.6
Other operating liabilities	234.2	193.1
Financial liabilities and bank overdrafts ⁽³⁾	34.2	10.2
Other financial liabilities	9.5	10.0
Provisions and other current liabilities	48.0	31.4
Total current liabilities	649.8	528.3
Total equity and liabilities	2,433.8	2,390.4

(1) Including €89.6 millions in right of use following the application of IFRS 16 as of December 31, 2019.

(2) Including €66.7 millions in lease liability following the application of IFRS 16 as of December 31, 2019.

(3) Including €22.6 millions of lease liability following the application of IFRS 16 as of December 31, 2019.

2.9 Consolidated statement of cash flows

(in millions of euros)	2019	2018
Cash flows from operating activities		
Profit for the period before income tax	53.8	68.6
Adjustments for:		
Depreciation, amortization and impairment ⁽¹⁾	158.1	121.5
(Gain) loss on sale of fixed assets	(2.7)	(0.5)
Net finance costs ⁽²⁾	38.8	30.1
Change in provisions and other non-cash items	6.2	(9.1)
Share of profit of equity accounted investees (net of tax)	4.0	7.9
Operating cash flow before working capital changes	258.2	218.5
(Increase) / Decrease in trade receivables	85.0	16.9
(Increase) / Decrease in other receivables	0.6	(1.4)
(Increase) / Decrease in inventories	33.1	(13.1)
Increase / (Decrease) in trade payables	38.9	(15.6)
Increase / (Decrease) in other payables	32.8	0.9
Changes in working capital	190.4	(12.3)
Net interest paid	(22.7)	(17.2)
Net income taxes paid	(30.5)	(25.3)
Other operating items	(11.2)	(0.7)
Net cash flows from operating activities	384.3	163.0
Cash flows from investing activities		
Acquisition of subsidiaries net of cash acquired	(2.5)	(231.9)
Acquisitions of intangible assets and property, plant and equipment	(124.6)	(128.2)
Proceeds from sale of property, plant and equipment	3.7	1.5
Effect of changes in the scope of consolidation	0.0	-
Net cash flows from investing activities	(123.4)	(358.6)
Cash flows from financing activities		
Acquisition of NCI without a change in control	(5.5)	-
Proceeds from loans and borrowings	483.0	230.4
Repayment of loans and borrowings	(653.6)	(9.8)
Repayment of lease liabilities ⁽³⁾	(31.9)	(0.4)
Acquisitions/disposals of treasury shares	(4.1)	(5.3)
Dividends	(7.4)	(37.9)
Net cash flows from financing activities	(219.5)	177.0
Net increase / (decrease) in cash and cash equivalents	41.4	(18.6)
Cash and cash equivalents, beginning of period	95.7	114.7
Effect of exchange rate fluctuations on cash held	0.6	(0.4)
Cash and cash equivalents, end of period	137.7	95.7

(1) Including €29.3 million in depreciation of right-of-use assets (IFRS 16), as of December 31, 2019.

(2) Including €4.2 million in financial expenses on lease liabilities (IFRS 16), as of December 31, 2019.

(3) In 2019, concerned leases within the scope of IFRS 16, and in 2018, concerned financial leases within the scope of IAS 17.

2.10 Consolidated statement of changes in equity

<i>(in millions of euros)</i>	Share Capital	Share premium and reserves	Translation reserves	Reserves	Equity attributable to equity holders of the parent	Non-controlling interests	Total equity
As of January 1, 2018	318.6	145.8	(55.4)	369.4	778.4	2.2	780.6
Net profit for the period	-	-	-	49.3	49.3	0.8	50.1
Other comprehensive income, net of tax	-	-	12.6	3.5	16.1	(0.6)	15.5
First application for IFRS 9	-	-	-	(0.3)	(0.3)	-	(0.3)
Total comprehensive income for the period	-	-	12.6	52.5	65.1	0.2	65.3
Dividends	-	-	-	(37.9)	(37.9)	-	(37.9)
Own shares (acquired) / sold	-	-	-	(5.3)	(5.3)	-	(5.3)
Share-based payments	-	-	-	3.9	3.9	-	3.9
Acquisition of NCI without a change in control	-	-	-	-	-	-	-
First application of IFRS 9	-	-	-	0.3	0.3	-	0.3
Other	-	-	-	0.1	0.1	-	0.1
Total transactions with shareholders	-	-	-	(38.9)	(38.9)	-	(38.9)
As of December 31, 2018	318.6	145.8	(42.8)	383.0	804.6	2.4	807.0
First application of IFRIC 23 ⁽¹⁾	-	-	-	(4.3)	(4.3)	-	(4.3)
As of January 1, 2019	318.6	145.8	(42.8)	378.7	800.3	2.4	802.7
Capital increase ⁽²⁾	9.1	-	-	-	9.1	-	9.1
Share premium ⁽²⁾	-	21.5	-	-	21.5	-	21.5
Net profit for the period	-	-	-	39.6	39.6	(0.0)	39.6
Other comprehensive income, net of tax	-	-	13.0	(9.7)	3.3	-	3.3
Total comprehensive income for the period	-	-	13.0	29.9	42.9	(0.0)	42.9
Dividends ⁽²⁾	-	-	-	(38.1)	(38.1)	-	(38.1)
Own shares (acquired) / sold	-	-	-	(0.4)	(0.4)	-	(0.4)
Share-based payments	-	-	-	0.1	0.1	-	0.1
Acquisition of NCI without a change in control	-	-	-	(3.2)	(3.2)	(2.3)	(5.5)
Other	-	-	-	1.9	1.9	(0.1)	1.8
Total transactions with shareholders	-	-	-	(39.7)	(39.7)	(2.4)	(42.1)
As of December 31, 2019	327.8	167.4	(29.8)	368.9	834.2	(0.0)	834.2

(1) cf. Note 1.2

(2) cf. Note 9

2.11 Results over the course of the last five years

Company results over the last five years (and other relevant information)

Nature of information (in euros)	Fiscal year ended 12.31.2019	Fiscal year ended 12.31.2018	Fiscal year ended 12.31.2017	Fiscal year ended 12.31.2016	Fiscal year ended 12.31.2015
Capital at end of fiscal year:					
Share capital	327,751	318,613	318,613	318,613	318,613
Number of existing ordinary shares	65,550	63,723	63,723	63,723	63,723
Number of existing shares with preferred dividend rights (non-voting)	-	-	-	-	-
Maximum number of future shares to be created					
by conversion of bonds	-	-	-	-	-
by exercise of subscription rights	-	-	-	-	-
Operations and results of the fiscal year:					
Revenue, excl. tax	52,465	53,590	51,569	40,351	33,433
Result before taxes, employee participation and allocation to depreciation and provisions	50,884	10,302	55,379	26,619	88,598
Income tax	1,033	(326)	6,193	(1,824)	2,333
Allocations to depreciation and provisions	(5,464)	7,430	(9,651)	(15,026)	(36,771)
Result after taxes, employee participation and allocation to depreciation and provisions	46,450	17,406	51,921	9,769	54,160
Result distributed	38,098	37,915	38,034	33,076	24,155
Earnings per share:					
Result after taxes and employee participation but before allocation to depreciation and provisions	0.79	0.16	0.97	0.39	1.43
Result after taxes, employee participation and allocation to depreciation and provisions	0.71	0.27	0.81	0.15	0.85
Dividend allocated to each share, net, excl. tax credit	0.00	0.60	0.60	0.60	0.52
Workforce					
Average workforce employed during the year	136	101	76	52	46
Amount of payroll for the year	13,228	13,090	10,200	10,389	8,896
Amount paid in employee benefits for the year (social security, service projects)	7,643	4,560	4,310	4,099	3,991

3. Governance

3.1 The Management Board



Fabrice Barthélemy

Chairman of the Management Board



Raphaël Bauer

Member of the Management Board

3.2 The Supervisory Board

The Supervisory Board is composed of 12 members: 5 members representing the Deconinck the majority shareholder, 4 independent members, 1 member representing employees* and 2 observers. The Supervisory Board complies with standards and regulation regarding the proportion of independent members, women / men and diversity of expertise.



Éric La Bonnardière
(Deconinck family)
Chairman
Member since 2015



Didier Deconinck
Vice-Chairman
Member since 2011



Éric Deconinck
Member since 2001



Julien Deconinck
Member since 2018



Agnès Touraine
Member since 2016



Didier Michaud-Daniel
Member** since 2019



Françoise Leroy
Member** since 2013



Sabine Roux de Bézieux
Member** since 2017



Guylaine Saucier
Member** since 2015



Jean-Hubert Guillot
Member*** since 2019

Audit, risks and compliance committee:

- Guylaine Saucier (President)**
- Françoise Leroy**
- Julien Deconinck

Observers:

- Bernard-André Deconinck
- Nicolas Deconinck

Nominations, compensations and governance committee:

- Françoise Leroy (President)**
- Sabine Roux de Bézieux**
- Agnès Touraine
- Didier Michaud-Daniel*

* a representative of Tarkett's Social and Economic Committee (Tarkett CSE) also attends the Supervisory Board's meetings.

** independent member

*** was appointed member of the Supervisory Board representing employees by the Tarkett CSE.

4. How to participate to the Shareholders' Meeting

In the context of the coronavirus epidemic and the travel restrictions and containment measures imposed by the French Government, the Shareholders' Meeting will be held this year exceptionally in closed session, without the physical presence of its shareholders.

Under these conditions, the shareholders coming physically will not be admitted to the meeting and are invited to use the voting form by voting by post or giving proxy to the Chairman of the Shareholders' Meeting.

Shareholders are invited to regularly consult the section dedicated to the Shareholders' Meeting on the Company's website: <https://www.tarkett.com/en/content/annual-shareholders'-meeting-2020>.

4.1 Prerequisites enabling you to vote

To vote at the Shareholder's Meeting, you must prove your **ownership of Tarkett shares** as of midnight Paris time on the second business day preceding the Shareholders' Meeting (i.e. as of **April 28, 2020 at midnight Paris time**):

You are a registered shareholder:

your shares must be registered on the Company's books..

You are a bearer shareholder:

your shares must be registered in a bearer share account maintained by your financial intermediary. This **registration must be attested in a certificate of shareholding** issued by your financial intermediary and must be attached to the voting form.

4.2 Ways to participate to the Shareholders' Meeting

There will be no voting by videoconference or other methods of telecommunication or transmission at this Shareholders Meeting. As a result, there will be no website prepared for such purpose as set forth in Article R.225-61 of the French Commercial Code.

In the context of the coronavirus epidemic and in accordance with legislative and regulatory provisions, the Shareholders' Meeting will be held in closed session. Consequently, it will not be possible to attend physically the Shareholders' Meeting or to give a proxy to a named person. Only voting forms giving proxy to the President of the Shareholder's Meeting or vote by post will be taken into account.

In accordance with the legislative and regulatory provisions, if you have already requested an admission card or certificate of attendance to attend the Shareholders' Meeting following the publication of the notice of meeting on March 25, 2020, you are allowed, in order to be able to express your vote, to change your way of voting by returning the voting form giving a proxy to the Chairman of the Shareholders' Meeting or your vote by post.

4.2.1 Voting by post or giving proxy to the Chairman of the Shareholder's Meeting

> How to obtain a voting form

You are a registered shareholder:

the voting form is **included with the Notice of Meeting** sent by Cacéis Corporate Trust.

If you have not received it, you can **download it on the Company's website** at the following address: <https://www.tarkett.com/en/content/annual-shareholders'-meeting-2020>.

You are a bearer shareholder:

ask for the voting form to your financial intermediary or **download it** on the Company's website: <https://www.tarkett.com/en/content/annual-shareholders'-meeting-2020>. To be honored, requests must be received by Cacéis or at the Company's head office at the latest six calendar days before the date of the Shareholders' Meeting, i.e. **by April 24, 2020**.

> Complete the voting form

In the context of the coronavirus epidemic, the Shareholders' Meeting being held in closed session, please do not check either the box "I wish to attend the Shareholders' Meeting" or the box "I hereby appoint".

1

Vote by post :

Complete all the relevant information and boxes

2

Give a proxy to the Chairman of the Shareholders' Meeting :

Tick the relevant box

3

Date and sign the voting form

Important : Avant d'exercer votre choix, veuillez prendre connaissance des instructions situées au verso - Important : Before selecting please refer to instructions on reverse side

Quelle que soit l'option choisie, noircir comme ceci ☒ la ou les cases correspondantes, dater et signer au bas du formulaire - Whichever option is used, shade box(es) like this ☒ , date and sign at the bottom of the form

☐ JE DÉSIRE ASSISTER À CETTE ASSEMBLÉE et demande une carte d'admission : dater et signer au bas du formulaire / I WISH TO ATTEND THE SHAREHOLDER'S MEETING and request an admission card: date and sign at the bottom of the form

TARKETT

Société Anonyme à Directeur et Conseil de surveillance
au capital 327751405 euros
Siège Social : Tour Initiale – 1, Terrasse Bellini
92919 Paris La Défense
352 849 327 R.C.S. Nanterre

Assemblée Générale Mixte
du 30 avril 2020 à 9 heures
au siège social de la société,
Tour Initiale – 1, Terrasse Bellini – 92919 Paris La Défense

Combined General Meeting
on April 30th, 2020 at 9:00 a.m.
at the headquarter,
Tour Initiale – 1, Terrasse Bellini – 92919 Paris La Défense

CADRE RÉSERVÉ À LA SOCIÉTÉ - FOR COMPANY'S USE ONLY

Identifiant - Account
Nombres d'actions / Number of shares
Porteur / Bearer
Vote simple / Single vote
Vote double / Double vote
Nombre de voix - Number of voting rights

1 <input type="checkbox"/> JE VOTE PAR CORRESPONDANCE // I VOTE BY POST <small>CI, au verso (2) - See reverse (2)</small> Je vote OUI à tous les projets de résolutions présentés ou agréés par le Conseil d'Administration ou le Directeur ou le Gérant, à l'exception de ceux que je signale en noircissant comme ceci <input checked="" type="checkbox"/> l'une des cases "Non" ou "Abstention". / I vote YES all the draft resolutions approved by the Board of Directors, EXCEPT those indicated by a shaded box, like this <input checked="" type="checkbox"/> , one of the boxes "No" or "Abst". <table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> <td rowspan="3">A</td> <td rowspan="3">B</td> </tr> <tr> <td>Non / No</td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> <td>Out / Yes</td><td><input type="checkbox"/></td> </tr> <tr> <td>Abst.</td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> <td>Non / No</td><td><input type="checkbox"/></td> </tr> </table>		1	2	3	4	5	6	7	8	9	10	A	B	Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Out / Yes	<input type="checkbox"/>	Abst.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	2 <input type="checkbox"/> JE DONNE POUVOIR AU PRÉSIDENT DE L'ASSEMBLÉE GÉNÉRALE <small>CI, au verso (2)</small> I HEREBY GIVE MY PROXY TO THE CHAIRMAN OF THE GENERAL MEETING <small>See reverse (2)</small>		<input type="checkbox"/> JE DONNE POUVOIR À : CI, au verso (4) I HEREBY APPOINT: See reverse (4) to represent me at the above mentioned Meeting M. Mlle ou Mlle, Raison Sociale / Mr, Mrs or Miss, Corporate Name Adresse / Address									
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A la banque / by the bank A la société / by the company																																																	

> Send the voting form

In order to be counted, your voting form must be properly **completed**, **dated** and **signed** and **received** by :

> the Company

- By email : actionnaires@tarkett.com
- By post at the Company's head office

> or Cacéis Corporate Trust (Service Assemblées Générales Centralisées - 14, rue Rouget de Lisle – 92862 ISSY-LES-MOULINEAUX Cedex 9)

at the latest three calendar days prior to the date of the Shareholders' Meeting, i.e. on **April 27, 2020 at latest**.

If you are a bearer shareholder, you must **attach your certificate of shareholding** delivered by your financial intermediary to your voting form, otherwise your vote will not be counted.

Given the uncertainty regarding the routing of mail by post in the current context related to coronavirus, we invite you to send your voting form by email to the address :
actionnaires@tarkett.com.

> Status of the vote in case of sale of shares prior to the Shareholders' Meeting

If you sell some or all of your shares and that this transaction occurs prior to the second business day preceding the Shareholders' Meeting, i.e. before **April 28, 2020** at midnight (Paris time), the Company will invalidate or modify, as the case may be, any vote cast by mail, proxy, admission card or certificate of shareholding. To that end, your financial intermediary will inform the Company or Cacéis Corporate Trust of the transaction and will transfer the relevant information.

Any sale or other transaction completed after **April 28, 2020** at midnight (Paris time), by whatever means, will not be notified by the financial intermediary and the Company will not take into account such transactions, notwithstanding any contrary agreement.

4.3 Written requests

In accordance with Article R.225-84 of the French Commercial Code, a shareholder who wishes to submit written requests must, after publication of the Notice of Meeting and at the latest on the fourth business day prior to the date of the Shareholders' Meeting, i.e. **April 24, 2020**, send such questions to the Chairman of the Management Board of Tarkett, 1 Terrasse Bellini - Tour Initiale - TSA 94200 - 92919 Paris la Défense Cedex, by registered letter with return receipt requested, or by email to actionnaires@tarkett.com. Given the context linked to the coronavirus, **we recommend sendings by email**. In order to be taken into account, you must attach your certificate of shareholding to your request.

4.4 Shareholders' right to information

In accordance with applicable laws and regulations, all of the documents required to be made available to shareholders prior to Shareholders' Meetings will be available within the legally required time periods at the Company's head office, by contacting Head of Corporate Legal, 1 Terrasse Bellini - Tour Initiale - 92919 Paris la Défense, or by simple request addressed to Cacéis Corporate Trust.

In the current context related to coronavirus, it is highly recommended to consult the Company's website or to address your requests by way of electronic telecommunications at the following address actionnaires@tarkett.com.

All of the documents and information referred to in R.225-73-1 of the French Commercial Code to be presented at the Shareholders' Meeting will be made available to shareholders on the Company's website, <https://www.tarkett.com/en/content/annual-shareholders'-meeting-2020>, on the twenty-first day preceding this Shareholders' Meeting, i.e. **April 9, 2020**.

5. Shareholders' Meeting of April 30, 2020

5.1 Agenda

Ordinary business

Resolution no. 1

Approval of the Company financial statements for the year ended December 31, 2019;

Resolution no. 2

Approval of the consolidated financial statements for the year ended December 31, 2019;

Resolution no. 3

Appropriation of the net profit for the year ended December 31, 2019;

Resolution no. 4

Special report by the Statutory Auditors on the related-party agreements mentioned in Articles L.225-86 et seq. of the French Commercial Code;

Resolution no. 5

Renewal of the appointment of KPMG as incumbent Statutory Auditor;

Resolution no. 6

Appointment of Salustro Reydel as substitute Statutory Auditor;

Resolution no. 7

Renewal of the appointment of MAZARS as incumbent Statutory Auditor;

Resolution no. 8

Renewal of the appointment of Mr. Jérôme de Pastors as substitute Statutory Auditor;

Resolution no. 9

Appointment of Nicolas Deconinck as member of the Supervisory Board;

Resolution no. 10

Approval of the information relative to the compensation of all the Company officers for the 2019 financial year;

Resolution no. 11

Approval of the compensation paid or awarded to Fabrice Barthélemy, Chairman of the Management Board, for the 2019 financial year;

Resolution no. 12

Approval of the compensation paid or awarded to Eric La Bonnardière, Chairman of the Supervisory Board, for the 2019 financial year;

Resolution no. 13

Approval of the items of the Chairman of the Management Board's compensation policy;

Resolution no. 14

Approval of the items of the Chairman of the Supervisory Board's compensation policy;

Resolution no. 15

Approval of the items of the Supervisory Board members' compensation policy;

Resolution no. 16

Authorization to be given to the Management Board to trade in shares of the Company;

Extraordinary business

Resolution no. 17

Authorization to be given to the Management Board to award performance shares to salaried employees and/or certain corporate officers of the Company or related companies, specifying the duration of the authorization, the limits thereon and the duration of the vesting and retention periods;

Resolution no. 18

Amendment of Article 17 of the By-laws to determine the number of Supervisory Board members representing employees according to the number of Board members stipulated by Article L. 225-79-1 of the French Commercial Code;

Resolution no. 19

Amendment of Articles 17 and 23 of the By-laws to remove the term "attendance fees";

Resolution no. 20

Amendment of Article 21 of the By-laws to enable the Supervisory Board to adopt decisions by written consultation, in certain areas;

Ordinary business

Resolution no. 21

Powers for formalities.

5.2 Presentation of the resolutions - Management Board Report

1. Approval of the annual company and consolidated financial statement for the 2019 financial year (1st and 2nd resolutions)

In its first and second resolutions, the Management Board asks the Shareholders' Meeting to approve the annual company and consolidated financial statements for the year ended December 31, 2019, which include:

- > for the company financial statements, an income statement showing a net profit of €46.4 million in 2019 compared with €17.4 million in 2018;
- > for the consolidated financial statements, a net profit Group Share of €39.6 million in 2019 compared with €49.3 million in 2018. Details of the financial statements and the corresponding reports by the Statutory Auditors are provided in Chapters 4 "Review of the financial position and results" and 5 "Financial statements" of the 2019 Universal Registration Document.

2. Appropriation of the net profit for the 2019 financial year (3rd resolution)

The purpose of the third resolution is to ask the Shareholders' Meeting to approve the appropriation of all the profits to retained earnings.

3. Special report by the Statutory Auditors on related-party agreements (4th resolution)

During 2019, no new related-party agreement, other than those already approved by the Shareholders' Meeting of April 26, 2019, was submitted to the Supervisory Board. In accordance with legal provisions, the Supervisory Board has conducted the annual review of agreements made and authorized during previous years and which continued in force during the year ended December 31, 2019. The fourth

resolution asks you to acknowledge that the Statutory Auditors' special report on related-party agreements does not mention any new agreement. This Special Report by the Statutory Auditors on related-party agreements and commitments is available in Section 8.6 of the 2019 Universal Registration Document.

4. Statutory Auditors' appointments (resolutions 5 to 8)

The Meeting is asked to:

- > renew the appointments of KPMG and Mazars as incumbent Statutory Auditors for a term of six years (resolutions 5 and 7);
- > renew the appointment of Mr. Jérôme de Pastors as substitute Statutory Auditor for a term of six years (resolution 8);
- > appoint Salustro Reydel as substitute Statutory Auditor for a term of six years, to replace KPMG Audit S.A. whose appointment expires at the end of this Meeting (resolution 6).

These proposed renewals and appointment of the Statutory Auditors have been submitted to the Board for prior authorization on the recommendations of the Audit, Risks and Compliance Committee, which conducted a request for proposals during 2019 as described in Section 2.2.4.1. of the 2019 Universal Registration Document.

5. Appointment to the Supervisory Board (9th resolution)

The Shareholders' Meeting is asked to approve, on the recommendations of the Nomination, Compensation and Governance Committee, the appointment of Nicolas Deconinck as member of the Supervisory Board for a term of four (4) years to replace Eric Deconinck whose office expires at this Shareholders' Meeting, and who has informed the Board that he does not wish to renew it. The Nomination, Compensation and Governance Committee and the Supervisory Board have particularly considered that Nicolas Deconinck could give the Supervisory Board the benefit of his skills and experience in digital technology and marketing, in addition to his knowledge of the Group and its business sector. Given this proposed appointment, Nicolas Deconinck has notified his resignation from his position as Observer of the Supervisory Board, subject to approval of the 9th resolution.

A summary of Nicolas Deconinck's career and skills is provided in Section 2.1.3.5 of the 2019 Universal Registration Document. Thus, at the end of the Shareholders' Meeting, subject to the approval of this resolution, the Supervisory Board would be composed of eleven members (including one observer and one member representing employees), and would still have four independent members (44%) and four women (44%).

6. Approval of the compensation paid or awarded to the corporate officers for the 2019 financial year (resolutions 10 to 12)

Pursuant to the provisions of Article L. 225-100 of the French Commercial Code, you are asked, by voting on the resolutions 10 to 12 to approve the compensation paid or awarded to the executive corporate officers and the Supervisory Board members for the 2019 financial year (commonly called "**ex-post vote**"). You are therefore asked to approve the compensation and benefits of any nature paid or granted for the year ended December 31, 2019 to:

- > all the corporate officers (10 resolution);
- > Fabrice Barthélemy, Chairman of the Management Board (11 resolution),
- > Eric La Bonnardière - Chairman of the Supervisory Board (12 resolution),

You are asked to vote in favor of all of these compensation items, which have been analyzed by the Nomination, Compensation and Governance Committee and have been decided by the Supervisory Board on this Committee's recommendations. All these items are described in detail in the Supervisory Board's report on the company's governance contained in Section 2.6 of the 2019 Universal Registration Document.

7. Approval of the Company's corporate officers' compensation policy (resolutions 13 to 15)

In accordance with Article L.225-82-2 of the French Commercial Code, the Shareholders' Meeting is asked to approve the items of the compensation policy applicable to the Chairman of the Management Board (13th resolution), to the Chairman of the Supervisory Board (14th resolution) and to the members of the Supervisory Board (15th resolution) (commonly called "**ex-ante vote**").

The items of the compensation policy are described in detail in the report contained in Section 2.6 of the 2019 Universal Registration Document.

You are asked to vote in favor of the items of the corporate officers' compensation policies, which have been analyzed by the Nomination, Compensation and Governance Committee before being decided by the Supervisory Board.

8. Authorization to be given to the Management Board to trade on the Company's shares (16th resolution)

The Shareholders' Meeting of April 26, 2019 authorized the Management Board to trade in the Company's shares. The transactions carried out in the framework of this authorization are described in Chapter 7 of the 2019 Universal Registration Document. As this authorization will expire on October 26, 2020, we ask you, in the 16th resolution, to again authorize the Management Board for a period of 18 months, to trade in the Company's shares at a maximum purchase price set at €30 per share, with the right to sub-delegate in the manner defined by law.

This authorization would enable the Management Board, with the right to sub-delegate in the manner defined by law, to acquire a number of Company shares representing 10% of the Company's share capital at the most, with a view to:

- > awarding performance shares pursuant to the provisions of Articles L.225-197-1 et seq. of the French Commercial Code; or
- > awarding performance shares to employees or officers of the Company or an affiliate of the Company (in particular the Company's direct and indirect subsidiaries) under any plan that is not subject to Articles L.225-197-1 et seq. of the French Commercial Code, and in particular under Long Term Incentive Plans; or
- > cancelling the shares bought back and not awarded; or
- > trading in the secondary market or maintaining the liquidity of Tarkett's shares through an investment services provider in the framework of a liquidity contract that complies with the market ethics charter recognized by the AMF.

The share buyback program could also be used to carry out any market practice permitted by the AMF, and, more generally, to carry out any other transaction that complies with applicable regulations.

The Company's shareholding is subject to applicable regulations.

Purchases, sales and transfers could be carried out at any time, up to the limits authorized by applicable laws and regulations (other than during a tender offer), and by any means.

The Company may buy back a number of shares such that:

- > the number of shares that the Company buys during the term of the share buyback program does not exceed 10% of the shares comprising the Company's share capital at any time, this percentage applying to the capital as adjusted following any transaction affecting it subsequent to the Shareholders' Meeting (such number being 6,555,028 shares as of December 31, 2019), provided that where the shares are bought in order to maintain liquidity pursuant to the conditions defined by the AMF's General Regulation, the number of shares taken into account for purposes of calculating the 10% limit provided for above is the number of shares bought minus the number of shares resold during the period of the authorization;
- > the number of shares that the Company holds may not at any time exceed 10% of the shares comprising the Company's share capital on the date in question.

Shares may be bought, sold or transferred at any time (other than during a tender offer of the Company's shares) up to the limits authorized by applicable laws and regulations, and by any means, on regulated markets or multilateral trading facilities, through systematic internalizers or over the counter, including through block trades (without limiting the portion of the buyback program that may be carried out by this means), by tender or exchange offer, or through the use of options or other forward financial instruments traded on regulated markets, multilateral trading facilities, through systematic internalizers or over the counter, or by delivery of shares following the issuance of securities giving access to the Company's share capital by conversion, exchange, reimbursement, exercise of a warrant or in any other manner, either directly or indirectly through an investment services provider acting pursuant to the provisions of Article L.225-206 II of the French Commercial Code.

The Shareholders' Meeting is asked to set the maximum purchase price at €30 per share.

The Shareholders' Meeting would delegate power to the Management Board to adjust the abovementioned maximum purchase price, in order to account for the effect of the following transactions on the share value: change in the share's nominal value, capital increase by incorporation of reserves, award of performance shares, stock split or reverse stock split, distribution of reserves or of any other assets, capital redemption or any other transaction affecting shareholders' equity.

The total amount allocated to the share buyback program authorized above may not be greater than 50,000,000 Euros.

As of the date of the Shareholders' Meeting and up to the amount, if any, that has not yet been used, this authorization would cancel any delegation previously given to the Management Board to trade in Company's shares.

This authorization would be given for a period of 18 months from the date of the Shareholders' Meeting.

9. Authorization to be given to the Management Board to award performance shares to salaried employees and/or certain corporate officers of the Company or related companies, specifying the duration of the delegation, the limits thereon and the duration of the vesting and retention periods (17th resolution)

We ask you to authorize the Management Board to award, subject to the achievement of performance conditions determined by the Management Board in agreement with the Supervisory Board and upon the recommendation of the Nomination, Compensation and Governance Committee, of existing Company shares not representing more than 1% of the Company's share capital on the date of the Shareholders' Meeting, to employees or certain employees and/or certain corporate officers of the Company or its related companies. We note that the awards that would be made under this resolution to members of the Management Board would be approved in advance by the Supervisory Board, would be fully subject to performance conditions, and could not represent more than 30% of the shares covered by this resolution.

In connection with this authorization, we ask you to provide the Management Board with the authority, each time it makes decision to grant shares, to determine, on the basis of the recommendations of the Nomination, Compensation and Governance Committee and in accordance with the law, the vesting period following which the shares will be definitively awarded, which period may not be less than two years from the share grant date.

We also ask you to approve that the Management Board will have the authority, each time it makes decision to grant shares, to determine, on the basis of the recommendations of the Nomination, Compensation and Governance Committee, where applicable, the retention period to which the beneficiaries will be bound, which period shall run from the vesting date of the shares and which may be eliminated, since the vesting period may not be less than two years.

We also ask you to provide that in the event that a recipient becomes disabled, as defined in the second or third category set forth in Article L.341-4 of the French Social Security Code, the shares shall be definitively granted before the end of the remaining vesting period, and shall be immediately transferable.

We propose that the existing shares that may be awarded pursuant to this authorization be acquired by the Company, either pursuant to Article L.225-208 of the French Commercial Code, or, where applicable, under the share buyback program authorized by the Shareholders' Meeting as proposed in the sixteenth resolution above, in accordance with Article L.225-209 of the French Commercial Code, or any other share buyback program that may apply at a later date.

We ask you to grant this authorization as of the date of the Shareholders' Meeting of April 30, 2020, for a period to expire at the close of the Shareholders' Meeting convened to approve the financial statements for the year ending December 31, 2020.

In this framework, you will be asked to grant full powers to the Management Board, within the limits set forth above and subject to the prior authorization of the Supervisory Board, to implement this authorization, and, in particular, to:

- > determine the beneficiaries, the award criteria (in particular with respect to continued employment and, where applicable, performance), the number of shares to be awarded to each of them, the terms and conditions of the award of shares and, in particular, the vesting period and retention period applicable to each award, subject to the minimum periods defined by this resolution;
- > set, upon the proposal of the Nomination, Compensation and Governance Committee, in accordance with legal conditions and limits, the dates on which such performance share awards shall be made;
- > determine the dividend date for the newly issued shares;
- > decide on the terms pursuant to which the number of performance shares awarded will be adjusted in order to preserve the beneficiaries' rights; and
- > more generally, with the right to delegate and sub-delegate as permitted by law, enter into any agreements, prepare any documents, and carry out any formalities or filings with any bodies, and do all that may otherwise be necessary.

10. Amendments of the By-laws (resolutions 18 to 20)

Resolutions 18 to 20 concern various amendments to the by-laws following the entry into force of the French act for business growth and transformation of May 22, 2019 ("PACTE" Act) and of the act for the simplification, clarification and updating of company law of July 19, 2019.

> **Appointment of members representing employees**

As the "PACTE" act reduced from 12 to 8 the number of Supervisory Board members above which the obligation to appoint a second member representing employees applies, you are asked, by voting on the 18th resolution, to amend Article 17 of the Company's by-laws relative to this obligation by making reference to the legal provisions rather than to a given number of Board members and specifying the manner in which the second member representing employees is appointed.

> **Removal of the reference to "attendance fees"**

As the "PACTE" act removed the reference to "attendance fees", you are asked, by voting on the 19th resolution, to amend Articles 17 and 23 of the By-laws in order to replace the term "attendance fees" with "members' compensation".

> **Written consultation of members for certain Board decisions**

As the act on the simplification, clarification and updating of company law introduced the possibility for French sociétés anonymes to make provision in the by-laws for the possibility of certain Supervisory Board decisions being made by written consultation of the members, you are asked, by voting on the 20th resolution, to amend Article 21 of the Company's By-laws in order to include this possibility for certain decisions restrictively listed in the act, i.e. appointments of Supervisory Board members in the event of a vacant position following death or resignation, authorizations to grant sureties, endorsements and guarantees, amendments of the by-laws needed to bring them into compliance with legislative and regulatory provisions (subject to ratification by the Extraordinary Shareholders' Meeting) and the convening of a Shareholders' Meeting.

11. Powers (resolution 21)

You are asked to grant powers to proceed with the filings, formalities and publications required by law.

We hope that you will approve all of the resolutions submitted for your vote.

The Management Board

5.3 Draft resolutions

First resolution:

(Approval of the Company financial statements for the year ended December 31, 2019)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and after reviewing (i) the Management Board report, (ii) the observations of the Supervisory Board and (iii) the Statutory Auditors' report on the company financial statements for the year ended December 31, 2019, approves the financial statements for the year ended December 31, 2019 as presented to them and including the balance sheet, income statement and notes thereto, showing a net profit of €46,448,117.65, and the transactions reflected in such financial statements and summarized in such reports.

Pursuant to Article 223 quater of the French General Tax Code, the Shareholders' Meeting also takes note that total expenses and charges as referred to in Article 39-4 of the French General Tax Code amounted to €59,707 for the previous financial year.

Third resolution:

(Appropriation of the net profit for the year ended December 31, 2019)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and after reviewing (i) the Management Board's report, (ii) the observations of the Supervisory Board and (iii) the Statutory Auditors' report on the company annual financial statements, noting that the financial statements for the year ended December 31, 2019 show a net profit of €46,448,117.65, decides, upon the motion of the Management Board, to appropriate and attribute all the distributable profit to retained earnings, bringing it to €755,453,088.35.

In accordance with legal provisions, the Shareholders' Meeting notes that the dividend for the past three financial years has been set as follows:

Dividends paid over the past three financial years	Year of payment		
	2019	2018	2017
Total dividend (in millions of Euros) ⁽¹⁾	38.1	37.9	38.0
Dividend per share (in Euros)	0.60	0.60	0.60

⁽¹⁾ The amounts presented in this table represent total dividends after deduction of the treasury shares held by the Company.

Fourth resolution:

(Special report by the Statutory Auditors on the agreements mentioned in Articles L.225-86 et seq. of the French Commercial Code)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, notes that the special report by the Statutory Auditors on the agreements mentioned in Articles L. 225-86 et seq. of the French Commercial Code required by applicable legislative and regulatory provisions, which does not mention any new agreement made during the year ended December 31, 2019, has been submitted to it.

Second resolution:

(Approval of the consolidated financial statements for the year ended December 31, 2019)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings and after reviewing (i) the Management Board's report, (ii) the observations of the Supervisory Board and (iii) the Statutory Auditors' report on the consolidated financial statements for the year ended December 31, 2019, approves the consolidated financial statements for the year ended December 31, 2019 as presented to them and including the balance sheet, income statement and notes thereto, showing a net profit - Group share - of €39.6 million, and the transactions reflected in such financial statements and summarized in such reports.

Fifth resolution:

(Renewal of the appointment of KPMG as incumbent Statutory Auditor)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, decides to renew the appointment of KPMG as incumbent Statutory Auditor, for a term of six (6) financial years, i.e. until the annual Shareholders' Meeting convened in 2026 to approve the financial statements for the year ending December 31, 2025.

Sixth resolution:

(Appointment of Salustro Reydel as substitute Statutory Auditors)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, decides to appoint Salustro Reydel as substitute Statutory Auditor for a term of six (6) financial years, i.e. until the annual Shareholders' Meeting convened in 2026 to approve the financial statements for the year ending December 31, 2025.

Salustro Reydel has informed the Company that it accepted this appointment subject to the vote by the Shareholders' Meeting.

Seventh resolution:

(Renewal of the appointment of Mazars as incumbent Statutory Auditor)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, decides to renew the appointment of Mazars as incumbent Statutory Auditor, for a term of six (6) financial years, i.e. until the annual Shareholders' Meeting convened in 2026 to approve the financial statements for the year ending December 31, 2025.

Eighth resolution:

(Renewal of the appointment of Mr. Jérôme de Pastors as substitute Statutory Auditor)

The Shareholders' Meeting, voting with the quorum and majority conditions required for ordinary shareholders' meetings, decides to renew the appointment of Mr. Jérôme de Pastors as substitute Statutory Auditor for a term of six (6) financial years, i.e. until the annual Shareholders' Meeting convened in 2026 to approve the financial statements for the year ending December 31, 2025.

Ninth resolution:

(Appointment of Nicolas Deconinck as member of the Supervisory Board)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, having reviewed the Management Board's report, decides to appoint Nicolas Deconinck as Supervisory Board member for a term of four (4) years, i.e. until the close of the annual Shareholders' Meeting convened in 2024 to approve the financial statements for the year ending December 31, 2023. Nicolas Deconinck has already indicated that he would accept his appointment, should it be decided by this Shareholders' Meeting, and that he does not hold any position and is not subject to any measure that could prevent him from holding office.

Tenth resolution:

(Approval of the information relative to the 2019 compensation of all the corporate officers)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, having reviewed the report on the company's governance provided for by Article L.225-68 of the French Commercial Code, approves, information relating to the 2019 compensation of corporate officers mentioned in article L. 225-37-3, I of the French Commercial Code, as mentioned in Section 2.6.2.2 of the 2019 Universal Registration Document.

Eleventh Resolution:

(Approval of the compensation paid or awarded for the 2019 financial year to Fabrice Barthélemy, Chairman of the Management Board)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, having reviewed the report on the company's governance provided for by Article L.225-68 of the French Commercial Code, approves, pursuant to Article L.225-100 II of the French Commercial Code, the fixed, variable and exceptional items comprising the total compensation and benefits of any nature paid or awarded for the 2019 financial year to Fabrice Barthélemy, Chairman of the Management Board, as mentioned in Section 2.6.2.2 of the 2019 Universal Registration Document.

Twelfth resolution:

(Approval of the compensation paid or awarded for the 2019 financial year to Eric La Bonnardière, Chairman of the Supervisory Board)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, having reviewed the report on the company's governance provided for by Article L.225-68 of the French Commercial Code, approves, pursuant to Article L.225-100 II of the French Commercial Code, the fixed, variable and exceptional items comprising the total compensation and benefits of any nature paid or awarded for the 2019 financial year to Eric La Bonnardière in his capacity as Chairman of the Supervisory Board, as mentioned in Section 2.6.2.4 of the 2019 Universal Registration Document.

Thirteenth resolution:

(Approval of the items of the Chairman of the Management Board's compensation policy)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, having reviewed the report on the company's governance provided for by Article L.225-68 of the French Commercial Code describing the items of the corporate officers' compensation policy determined pursuant to Article L.225-82-2 of the French Commercial Code, approves the items of the Chairman of the Management Board's compensation policy, as mentioned in Sections 2.6.1.1 and 2.6.1.2 of the 2019 Universal Registration Document.

Fourteenth resolution:

(Approval of the items of the Chairman of the Supervisory Board's compensation policy)

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, having reviewed the report on the company's governance provided for by Article L.225-68 of the French Commercial Code describing the items of the corporate officers' compensation policy determined pursuant to Article L.225-82-2 of the French Commercial Code, approves the items of the Chairman of the Supervisory Board's compensation policy, as mentioned in Section 2.6.1.3 of the 2019 Universal Registration Document.

Fifteenth resolution:**(Approval of the items of the Supervisory Board members' compensation policy)**

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, having reviewed the report on the company's governance provided for by Article L.225-68 of the French Commercial Code describing the items of the corporate officers' compensation policy determined pursuant to Article L.225-82-2 of the French Commercial Code, approves the items of the Supervisory Board members' compensation policy, as mentioned in Section 2.6.1.3 of the 2019 Universal Registration Document.

Sixteenth resolution:**Authorization given to the Management Board to trade on the Company's shares**

The Shareholders' Meeting, voting with the quorum and majority required for ordinary shareholders' meetings, having reviewed the report by the Management Board, authorizes the Management Board to purchase or cause the purchase of the Company's shares, with the right to sub-delegate as permitted by law, in accordance with Articles L.225-209 et seq. of the French Commercial Code, for the purpose of:

- > awarding performance shares pursuant to Articles L.225-197-1 et seq. of the French Commercial Code; or
- > awarding performance shares to employees or officers of the Company or an affiliate of the Company (in particular the Company's direct and indirect subsidiaries) under any plan that is not subject to Articles L.225-197-1 et seq. of the French Commercial Code, and in particular under Long Term Incentive Plans; or
- > the cancellation of the shares bought back and not allocated; or
- > trading in the secondary market or maintaining the liquidity of Tarkett's shares through an investment services provider in the framework of a liquidity contract that complies with the market ethics charter recognized by the AMF.

The Company may buy back a number of shares such that:

- > the number of shares that the Company buys during the term of the share buyback program does not exceed 10% of the shares comprising the Company's share capital at any time, this percentage applying to the capital as adjusted following any transaction affecting it subsequent to the Shareholders' Meeting (such number being 6,555,028 shares as of December 31, 2019), provided that where the shares are bought in order to maintain liquidity pursuant to the conditions defined by the AMF's General Regulation, the number of shares taken into account for purposes of calculating the 10% limit provided for above is the number of shares bought minus the number of shares resold during the period of the authorization;
- > the number of shares that the Company holds may not at any time exceed 10% of the shares comprising the Company's share capital on the date in question.

Shares may be bought, sold or transferred at any time (other than during a tender offer on the Company's capital) up to the limits authorized by applicable laws and regulations, on regulated markets or multilateral trading facilities, through systematic internalizers or over the counter, including through block trades (without limiting the portion of the buyback program that may be carried out by this means), by tender or exchange offer, or through the use of options or other forward financial instruments traded on regulated markets, multilateral trading facilities, through systematic internalizers or over the counter, or by delivery of shares following the issuance of securities granting access to the Company's share capital by conversion, exchange, reimbursement, exercise of a warrant or in any other manner, either directly or indirectly through an investment services provider acting pursuant to the conditions of Article L.225-206 II of the French Commercial Code.

The maximum share purchase price in the framework of this resolution is €30.

The Shareholders' Meeting delegates to the Management Board, in the event of a change in the share's nominal value, a capital increase by incorporation of reserves, an award of performance shares, a stock split or a reverse stock split, a distribution of reserves or of any other assets, a capital redemption, or any other transaction affecting shareholders' equity, the power to adjust the maximum purchase price stated above in order to account for the effect of such transactions on the share value.

The total amount allocated to the share buyback program authorized above may not be greater than €50,000,000.

The Shareholders' Meeting grants full powers to the Management Board, with the right to sub-delegate as permitted by law, to decide upon and implement this authorization, to specify, if necessary, its terms and conditions, to carry out the share buyback program, and in particular to place any stock market order, to enter into any agreement, to allocate or reallocate the acquired shares for their intended purposes in accordance with applicable laws and regulations, to define the terms and conditions governing the maintenance of shareholder or option holder rights in accordance with legal, regulatory or contractual provisions, to file any declarations to the AMF or any other competent authority and to carry out all other formalities and, generally, to perform all necessary acts.

As of the date hereof and up to the amount, if any, that has not yet been used, this authorization cancels any delegation previously given to the Management Board to trade in the Company's shares. It is given for a period of 18 months as of the date hereof.

Extraordinary business

Seventeenth resolution:

(Authorization to be given to the Management Board to award performance shares to salaried employees and/or certain corporate officers of the Company or related companies, specifying the duration of the authorization, the limits thereon and the duration of the vesting and retention periods)

The Shareholders' Meeting, voting with the quorum and majority required for extraordinary shareholders' meetings and in accordance with applicable legal provisions, particularly Article L.225-197-1 et seq. of the French Commercial Code, after reviewing the Management Board's report and the special report by the Statutory Auditors:

Authorizes the Management Board, as from the date of this Shareholders' Meeting, and for a duration to expire at the close of the Shareholders' Meeting convened to approve the financial statements for the financial year ending December 31, 2020, to carry out, with the prior authorization of the Supervisory Board, one or more awards of existing Company shares, subject to the performance conditions set by the Management Board and approved by the Supervisory Board and upon the proposal of the Nomination, Compensation and Governance Committee, pursuant to the terms set forth below.

The total number of existing Company shares to be awarded as performance shares pursuant to this resolution may not represent more than 1% of the Company's share capital on the date of this Meeting, it being specified that the awards made pursuant to this Resolution to each of the members of the Company's Management Board must be authorized in advance by the Supervisory Board, must be fully subject to performance conditions, and may not represent more than 30% of the number of shares authorized by this resolution.

The recipients will be some or all of the eligible employees and/or company officers (within the meaning of Article L.225-197-1 II paragraph 1 of the French Commercial Code and subject to compliance with Articles L.225-186-1 and L.225-197-6 of such Code) of the Company or of companies or groups that are related to the Company within the meaning of Article L.225-197-2 of the French Commercial Code, or certain categories thereof.

At the time of each award decision, the Management Board shall determine, on the basis of the recommendations of the Nomination, Compensation and Governance Committee and as permitted by law, the vesting period following which the share award shall become final. The vesting period may not be less than two years from the date of the share award.

At the time of each award decision, the Management Board shall determine, on the basis of the recommendations of the Nomination, Compensation and Governance Committee, where applicable, the retention period to which the award recipients will be bound, which period shall run from the vesting date of the shares and which may be eliminated, since the vesting period may not be less than two years.

In the event that a recipient becomes disabled, as defined in the second or third category set forth in Article L.341-4 of the French Social Security Code, the shares shall be definitively awarded before the end of the remaining vesting period, and shall be immediately transferable.

The existing shares that may be awarded pursuant to this resolution shall be acquired by the Company, either pursuant to Article L.225-208 of the French Commercial Code, or, where applicable, under the share buyback program proposed in the sixteenth resolution above, in accordance with Article L.225-209 of the French Commercial Code, or any other share buyback program that may apply at a later date.

In this framework, the Shareholders' Meeting grants full powers to the Management Board, subject to the prior authorization of the Supervisory Board, to implement this authorization and, in particular, to:

- > determine the beneficiaries, the award criteria (in particular with respect to continued employment and performance), the number of shares to be awarded to each of them, the terms and conditions of the share awards and, in particular, the vesting period and retention period applicable to each award, within the limit of the minimum periods defined by this resolution;
- > set, upon the proposal of the Nomination, Compensation and Governance Committee, pursuant to legal conditions and limits, the dates on which such performance share awards shall be made;
- > determine the dividend date for the newly issued shares, which date may be retroactive;
- > decide on the terms pursuant to which the number of performance shares awarded will be adjusted in order to preserve the beneficiaries' rights; and
- > more generally, enter into any agreements, prepare any documents, and carry out any formalities or filings with any bodies, and do all that may otherwise be necessary.

Each year, the Management Board shall inform the Ordinary Shareholders' Meeting of the awards carried out pursuant to this resolution, in accordance with Article L.225-197-4 of the French Commercial Code.

Eighteenth resolution:

(Amendment of Article 17 of the By-laws for the purpose of determining the number of Supervisory Board members representing employees according to the number of Board members provided for by Article L. 225-79-1 of the French Commercial Code)

The Shareholders' Meeting, voting with the quorum and majority required for extraordinary shareholders' meetings, having reviewed the Management Board's report, acknowledging the provisions of the French Act 2019 486 of May 22, 2019 on business growth and transformation which amended the conditions governing the appointment of members representing employees, decides to amend the Company's By-laws to bring them into compliance with these provisions. Accordingly, the 4th paragraph of Article 17 of the By-laws shall now be drafted as follows:

"The Supervisory Board shall also include one or more member(s) representing employees the number and regime of which are determined by applicable legal provisions and by these by-laws. When only one member representing employees is to be appointed, the latter shall be appointed by the Economic and Social Committee. When two members representing employees are to be appointed, the second member shall be appointed by the Economic and Social Committee"

The remaining provisions of Article 17 of the By-laws remain unchanged.

Nineteenth resolution:

(Amendment of Articles 17 and 23 of the By-laws to remove the term "attendance fees")

The Shareholders' Meeting, voting with the quorum and majority required for extraordinary shareholders' meetings and in accordance with applicable legal provisions, having reviewed the Management Board's report, decides, in light of the reform introduced by French act no. 2019-486 of May 22, 2019, to amend the By-laws to remove the term "attendance fees", set aside by the act, and replace it with the term "remuneration of the Supervisory Board members" included in the act.

Twentieth resolution:

(Amendment of Article 21 of the By-laws to enable the Supervisory Board to adopt decisions in certain areas by means of a written consultation)

The Shareholders' Meeting, voting with the quorum and majority required for extraordinary shareholders' meetings, having reviewed the Management Board's report, decides to use the option granted by the law for the simplification, clarification and updating of company law of July 19, 2019 and to authorize the Supervisory Board to make decisions by written consultation in the manner defined by regulations. Accordingly, the following paragraph is added at the end of Article 21 of the By-laws: *"The Supervisory Board may make decisions by a written consultation of its members in the manner defined by applicable regulations"*.

The beginning of Article 21 remains unchanged.

Ordinary business**Twenty-first resolution:**

(Powers for formalities)

The Shareholders' Meeting grants full powers to the bearer of an original, a copy of or an extract from the minutes of this Shareholders' Meeting to carry out all filings, formalities and publications required by law.

6. Request for information or documents

SAHREHOLDERS' MEETING

Thursday April 30, 2020 at 9:00 am

To be sent to :

- > **The Company : actionnaires@tarkett.com - please indicate the e-mail address to which you wish to be answered (given the current context, we invite you to favor this mode of transmission)**

or;

- > CACEIS Corporate Trust : Service Assemblées Générales Centralisées - 14 rue Rouget de Lisle - 92862 ISSY-LES-MOULINEAUX Cedex 9

I the undersigned :

Surname :

Postal Address :

Electronic Address (email) :

Holder of :

- registered shares ; and/or
- bearer shares with ⁽¹⁾

Of **TARKETT**.

request documents and information concerning the Shareholders' Meeting of 26 April 2018 as listed in article R. 225-83 of the French Commercial Code. :

- ☐ By postal service ; or
- ☐ By email.

Made in, on 2019

Signature

Under article R. 225-88 paragraph 3 of the French Commercial Code, shareholders holding registered shares may, upon simple request, obtain documents and information from the Company, as listed in articles R. 225-81 and R. 225-83 of the French Commercial Code, at each subsequent Shareholders' Meeting. Shareholders wishing to take up this option should use this form.

(1) Write the name of the financial intermediary (bank, financial institution or broker) responsible for managing your shares and provide a certificate of shareholding issued by your financial intermediary on the date of your request.



Tarkett

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