

## A Word from the CEO

Tarkett experienced a challenging and unstable business environment in 2018, but was able to show resilience as well as good organic growth. 2019 shall mark a first step in the improvement of our profitability.

It is in this context that I took the Group's leadership in January 2019 as Chief Executive Officer. With over ten years experience at Tarkett, I have a deep knowledge of our business and of the challenges the Group is facing.

I also know the depth of our talent and the commitment of our teams worldwide, and their dedication to the success of the Group and of our customers. I know their pride in contributing with our clients to create great and unique spaces that respect people's health and the environment.

Finally, I share with the members of the Supervisory Board and the Executive Committee a common ambition to transform the Group, to make it more agile and performance driven, able to both adapt to complex economic environments and seize growth opportunities, while contributing to societal and environmental challenges.

In order to achieve a sustainable improvement in the Group's financial performance, we have initiated a transformation plan focused on innovation in products and solutions, optimization of our industrial set-up, digital transition and continued commitment to circular economy.

Our long-lasting relationships with our clients and our renowned expertise in various segments such as hospitality, health care, education, workplace, home or sports, are major assets to succeed. In addition, we also want to accelerate the digitalization of our customer journey and distribution channels.

Beyond our World Class Manufacturing program for improvement of our operational performance, we have also initiated a review of our industrial set-up to improve its profitability and further increase the level of excellence in terms of safety, quality and environmental impact.

Lastly, we also strongly believe that we must move further and faster with our commitment to a circular economy. This is a major challenge for the construction and flooring industry in order to reduce the use and the reliance on natural resources. It is also a factor of differentiation with our customers, to offer an efficient take-back and recycling service. Above all, it is an inspiring commitment for our teams and partners.

Our commitment to the Ten Principles of the Global Compact and to the Sustainable Development Goals defined by the United Nations, along with our partnership with the "Circular Economy 100" initiative of the Ellen MacArthur Foundation, demonstrate our willingness to contribute, at our scale, to tomorrow's worldwide challenges by "Doing Good. Together."

With the support of the Supervisory Board and the Deconinck family, our long-time majority shareholder for four generations, and thanks to our committed, collaborative and creative teams, I am confident that Tarkett has strong assets to start its transformation and successfully face today's and tomorrow's challenges.



Fabrice Barthélemy  
Chief Executive Officer