Q1 2018 Results

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Q1 Financial Headlines

+4.3%
yoy sales growth
(consolidated)

(10.4%) organic
(2.1%) FX impact
+16.8% M&A[(1)]

- Rugs organic decline as expected given partial loss in share of wallet and strong prior year comparative of +17.2%
- Residential organic decline of 14.3% reflecting poor trading contributions and bad weather in the UK

(23.7%)
Adj. EBITDA growth
(consolidated)

(30.9)% organic
(8.8%) FX impact
+16.1% M&A[(1)]

- Organic decline impacted by raw material headwinds from H2 2017 and lower volumes in Rugs and Residential
- Strong Q1 FX impact in Rugs of 12.2% will neutralise over the year
- Bentley strong underlying[(1)] results growing EBITDA by 29.2%

3.3x
Leverage

Stable
Net Debt

- Leverage of 3.9x as at Q1 2017 and 2.9x at Dec 2017
- Absolute net debt of €264.3m

(1) Bentley revenue and Adjusted EBITDA recognised from April 1st 2017. Underlying growth refers to Bentley performance year on year in US $

Progress Made on the Six Key Priorities for 2018

Grow Profitable Revenue:

1. **Continue to grow Rugs sales in North America**
   - by increasing channel penetration and broadening our channel reach
   - underpinned by 2017 investment in sales and distribution infrastructure

2. **Continue Commercial sales growth, leveraging**
   - increased capacity of new automated commercial line in Europe
   - the 2017 investment to increase our sales force, both in Europe and the US

3. **Improve Residential product mix by**
   - growing sales of higher margin products
   - capturing the right value for our products and services through a strategic pricing excellence project started. Benefits mostly in 2019

Deliver increased level of cost savings:

4. **Deliver the full benefits of the restructuring of the operational footprint in Residential**
   - complete ahead of schedule in Summer 2018
   - benefits commence early in H2 2018

5. **Execute the larger Operational Excellence programme**
   - Project Management Office in place
   - delivering an increased run rate of cost savings as of H2 2018

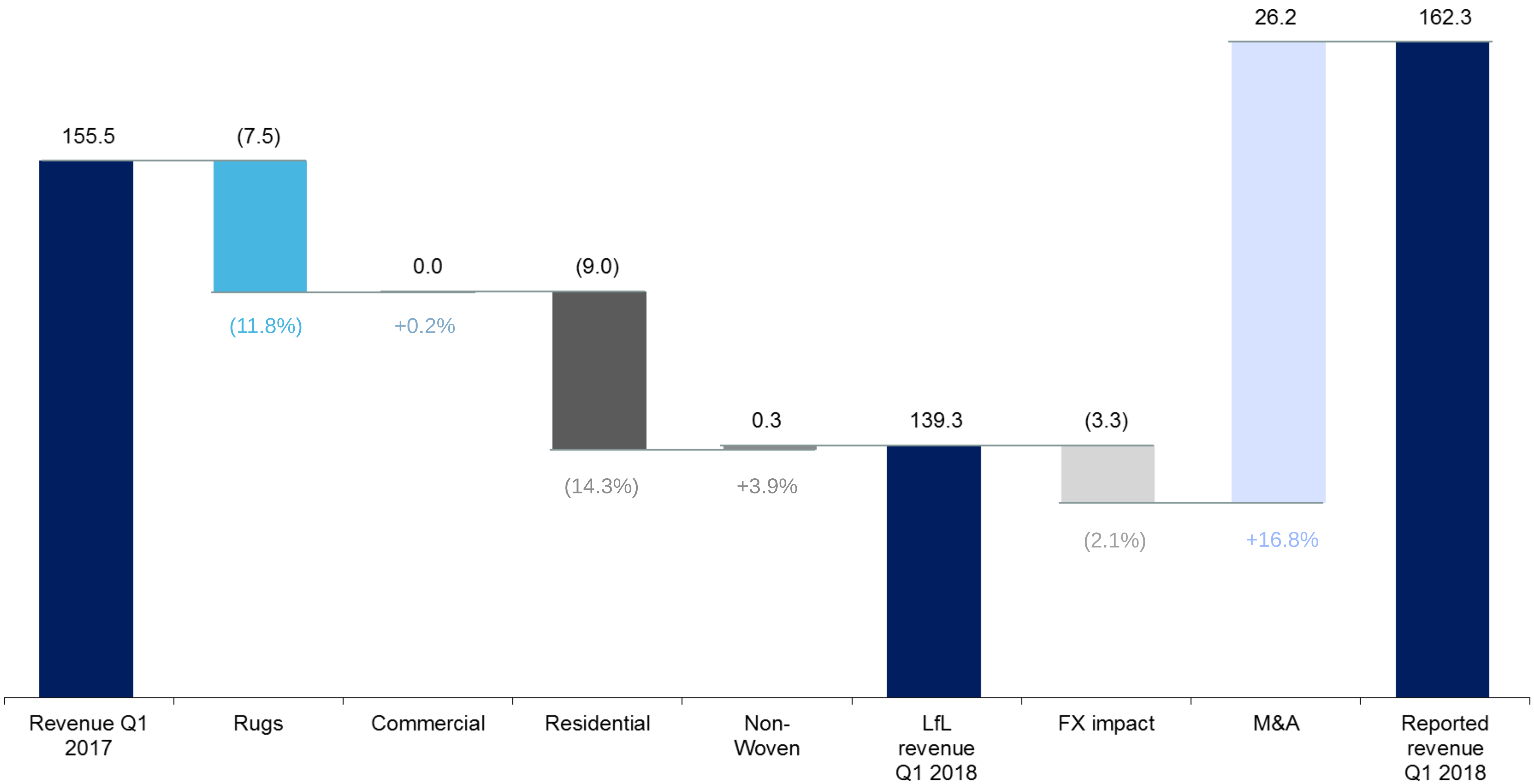
6. **Execute the cost synergies between our European and US commercial business**
   - operational and procurement synergies identified of $2m, mostly delivered in 2018

Management Actions to Materially Benefit H2 2018

2018 Outlook Remains Unchanged and Q1 Performance is In-Line with Our Overall Guidance

- **Expect 2018 EBITDA to be between €82m and €87m**
  - Trends of H2 2017 to continue in H1 2018
  - Rugs H1 revenue down by mid-teens due to timing effect of gains and losses in customers ‘share of wallet’
  - Our earnings guidance in March included visibility of the first quarter Residential performance - our balance of the year expectation is for an improvement, albeit still a negative year on year performance
  - Strong action taken to deliver increased cost savings, leading to a significantly stronger EBITDA run rate in H2 2018
- **Full year leverage expected to be in line with 2017**
- **Capex between €35-40m**
- **Effective Tax Rate between 25% to 27% on a like for like profit base**

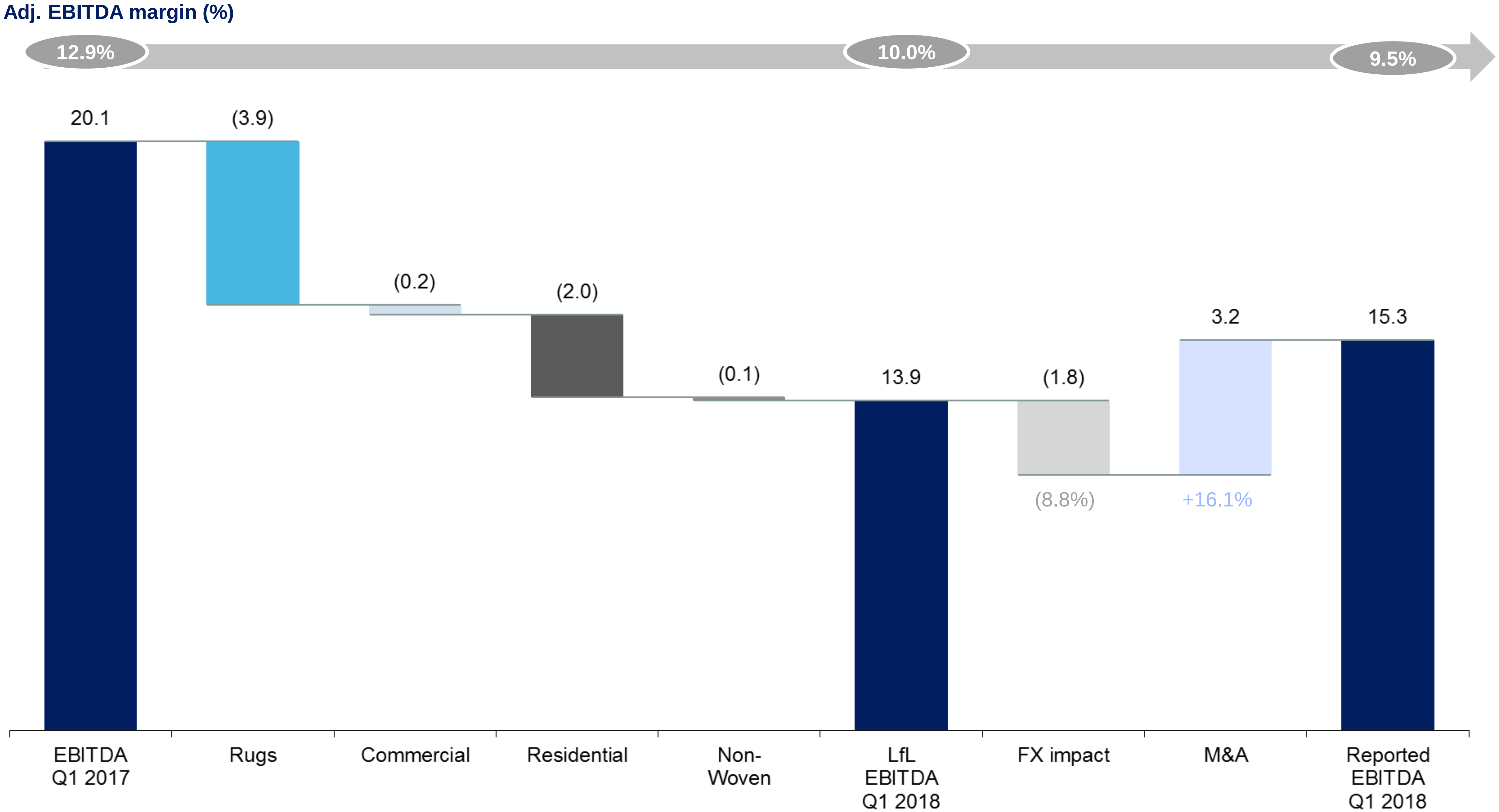
Group Q1 Revenue Performance



Rugs organic decline as expected, given partial loss in 'share of wallet' and strong prior year comparative of +17.2%

Residential organic decline reflecting poor trading conditions and bad weather in the UK

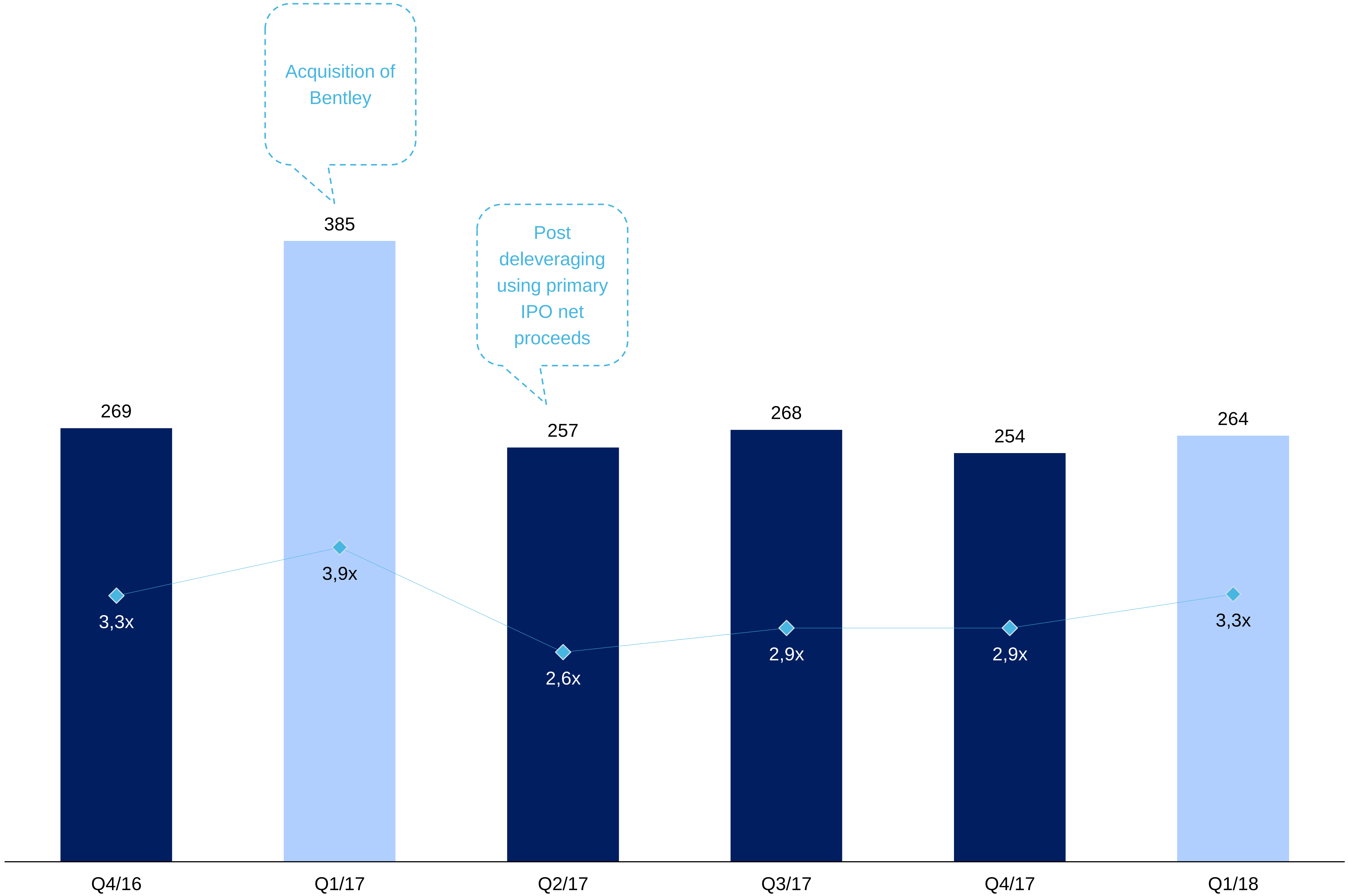
Group Q1 EBITDA and Margins



Raw materials headwinds from H2 2017 impacting H1 2018 in all divisions

Q1 FX impact in Rugs of €1.4m expected to neutralise over the year

Leverage of 3.3x (Net Debt of €264.3m) Compared to 3.9x a Year Ago and 2.9x at December 2017



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Q&A Session