



# Interface®

Investor Presentation | August 2025

# Forward Looking Statements and Non-GAAP Measures

This presentation contains forward-looking statements, including, in particular, statements about Interface's plans, strategies and prospects. These are based on the Company's current assumptions, expectations and projections about future events.

Although Interface believes that the expectations reflected in these forward-looking statements are reasonable, the Company can give no assurance that these expectations will prove to be correct or that savings or other benefits anticipated in the forward-looking statements will be achieved. The forward-looking statements set forth involve a number of risks and uncertainties that could cause actual results to differ materially from any such statement, including risks and uncertainties associated with economic conditions in the commercial interiors industry and the risks under the heading "Risk Factors" in the Company's Annual Report on Form 10-K for the fiscal year ended December 29, 2024, which discussions are hereby incorporated by reference. You should also consider any additional or updated information we include under the heading "Risk Factors" in our subsequent annual and quarterly reports.

Forward-looking statements in this presentation include, without limitation, the information set forth on the slides titled "Interface: a compelling investment", "One Interface' Strategy", "Brand Leader in the Specified Channel", and "Financial Policy". Other forward-looking statements can be identified by words such as "may," "expect," "forecast," "anticipate," "intend," "plan," "believe," "could," "should", "goal", "aim", "objective", "commitment", "seek," "project," "estimate," "target," and similar expressions. Forward-looking statements speak only as of the date made. The Company assumes no responsibility to update or revise forward-looking statements and cautions listeners and meeting attendees not to place undue reliance on any such statements.

This presentation includes certain financial measures not calculated in accordance with U.S. GAAP. They may be different from similarly titled non-GAAP measures used by other companies, and should not be used as a substitute for, or considered superior to, GAAP measures. Reconciliations to the most directly comparable GAAP measures appear in the Appendix



# At Interface, we're Made for More™

## Who We Are



### Leading

provider of commercial flooring: carpet tile, rubber, and LVT



### Established

brand with a history of innovation and a commitment to the pursuit of sustainability



### Dedicated

to performance and improving the built environment, industry, and the world



### Global

manufacturing capabilities with a focus on local market needs



### Engaged

customer-centric and purpose-driven culture with deep design and innovation roots

# Interface is a global leader in commercial flooring

Interface®

**\$1.3** billion  
in net sales in FY2024

**3,600**  
global employees

**6**  
manufacturing locations  
on 4 continents

**ATL**  
headquartered in  
Atlanta, GA



Recognized **leader** in  
sustainability with over 50  
years of innovation



First cradle-to-gate **carbon  
negative** commercial  
carpet tile and rubber  
flooring prototype

**Interface®**

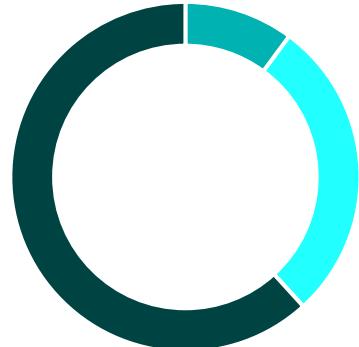
**nora®**  
by Interface®

**FLOR**

**Premium brands** with  
attractive margins and  
leadership in core  
categories

# Diversified Geographically and Customer Segments

## REVENUE BY REGION

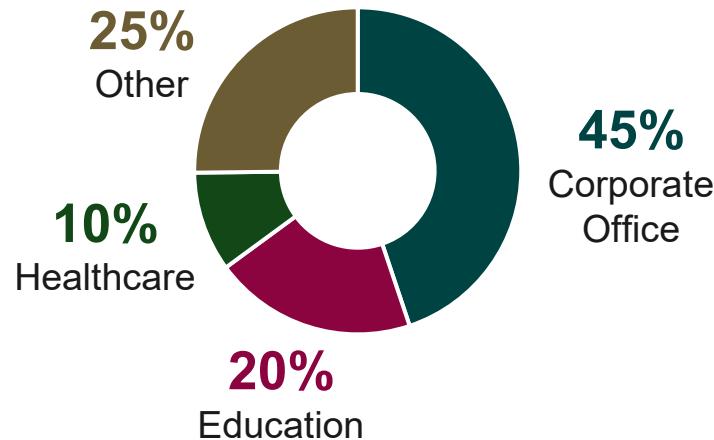


**62%**  
Americas

**28%**  
EMEA

**10%**  
APAC

## REVENUE BY CUSTOMER SEGMENT



**45%**  
Corporate Office

**10%**  
Healthcare

**20%**  
Education



Corporate



Education



Healthcare

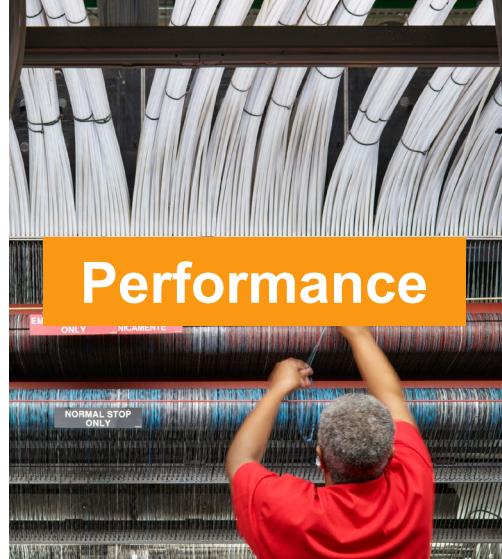


Other

- Increase in return to office mandates driving refreshes, especially in Class A space
- Our premium products are competitively advantaged in design, performance and sustainability
- Regional migration driving segment growth
- K-12 schools modernizing and expanding facilities
- Higher education campus investments being made to attract students in a competitive market
- An aging population, longer life expectancies and increased technology usage supporting demand
- Our U.S. integrated sales teams finding new opportunities to sell our full suite of products
- Includes Government, Retail, Residential Living, Hospitality, Consumer Residential and all other segments

# Interface: a compelling investment

We are **global leaders** in...



Images © Christopher Payne / Esto

... with a strong **financial foundation**

attractive margins

strong liquidity

healthy balance sheet

... and **unwavering commitment to our people**

winning culture

commitment to  
talent development

activation of  
inclusion networks

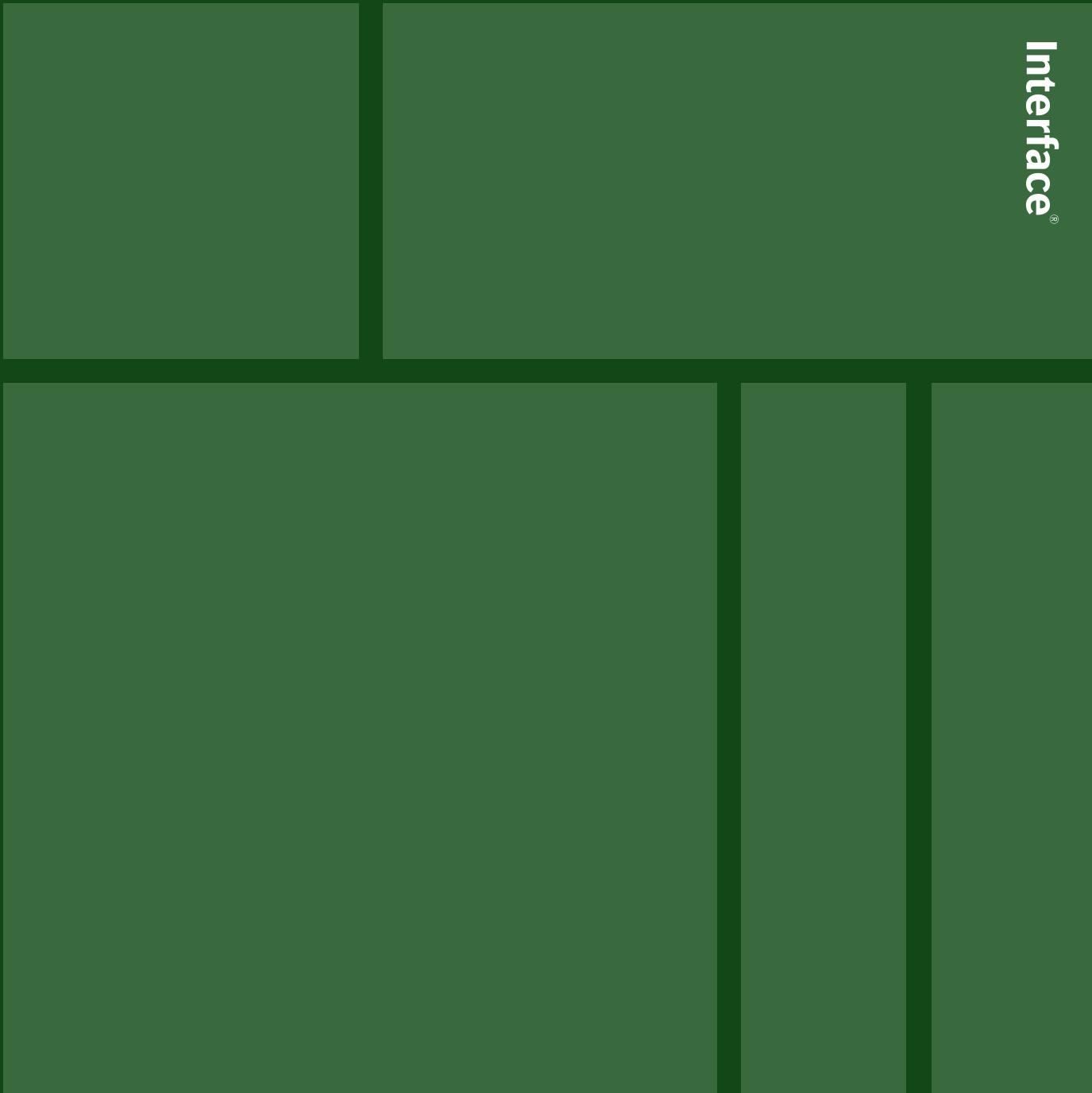
# ‘One Interface’ Strategy

- Build strong global functions to support our world-class local sales teams
- Accelerate growth through enhanced productivity of our commercial teams
- Expand margins through global supply chain management and complexity reduction
- Lead in design, performance, and sustainability



# Interface Positioning

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# Attractive Product Portfolio



## Carpet Tile

- Industry-leading cradle-to-gate carbon negative carpet tile
- Biomimicry-inspired design (i2)
- No glue installation with TacTiles®
- Faster, more profitable installation for contractors
- Recyclable via our ReEntry® program



## Luxury Vinyl Tile (LVT)

- Creative design freedom
- Complements and enhances our carpet tile portfolio
- No transition strips needed; same sizes as our carpet tiles
- High acoustic value (Sound Choice™ backing)



## Rubber

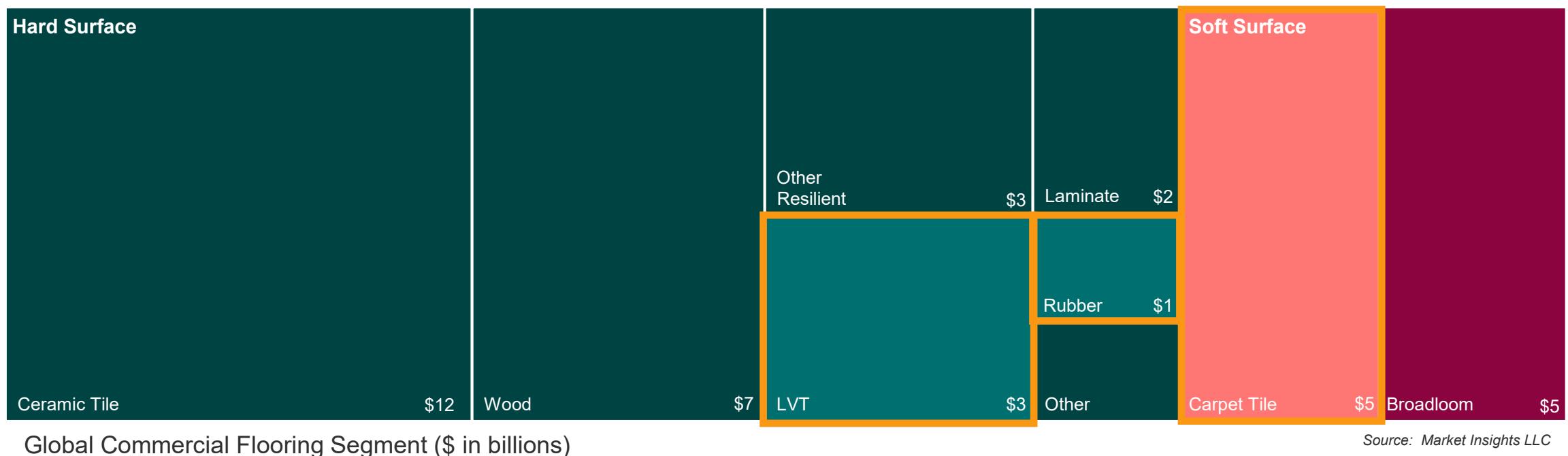
- Offered in modular tiles, sheet, and specialized surface sheet
- Ideal for hygienic, high-traffic flooring applications
- Extremely durable with strong chemical resistance
- Industry-leading cradle-to-gate carbon negative rubber flooring prototype

# Leading Global Provider of Commercial Flooring Solutions

**Total global commercial flooring market** = \$39 Billion

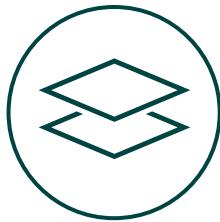
**Interface served market** = \$9+ Billion

- Global share leader in \$5B Carpet Tile segment (now exceeds Broadloom segment globally)
- Leader in high growth \$3B LVT segment
- Entered \$1B Rubber segment in 2018, acquisition of nora, the category leader

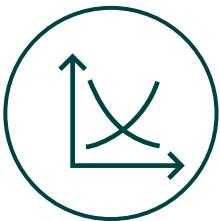


# Brand Leader in the Specified Channel

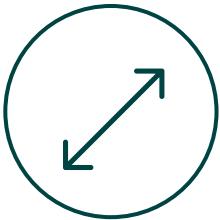
Interface competes on **design**, **sustainability** and **innovation**, commanding a premium price point and industry leading margins.



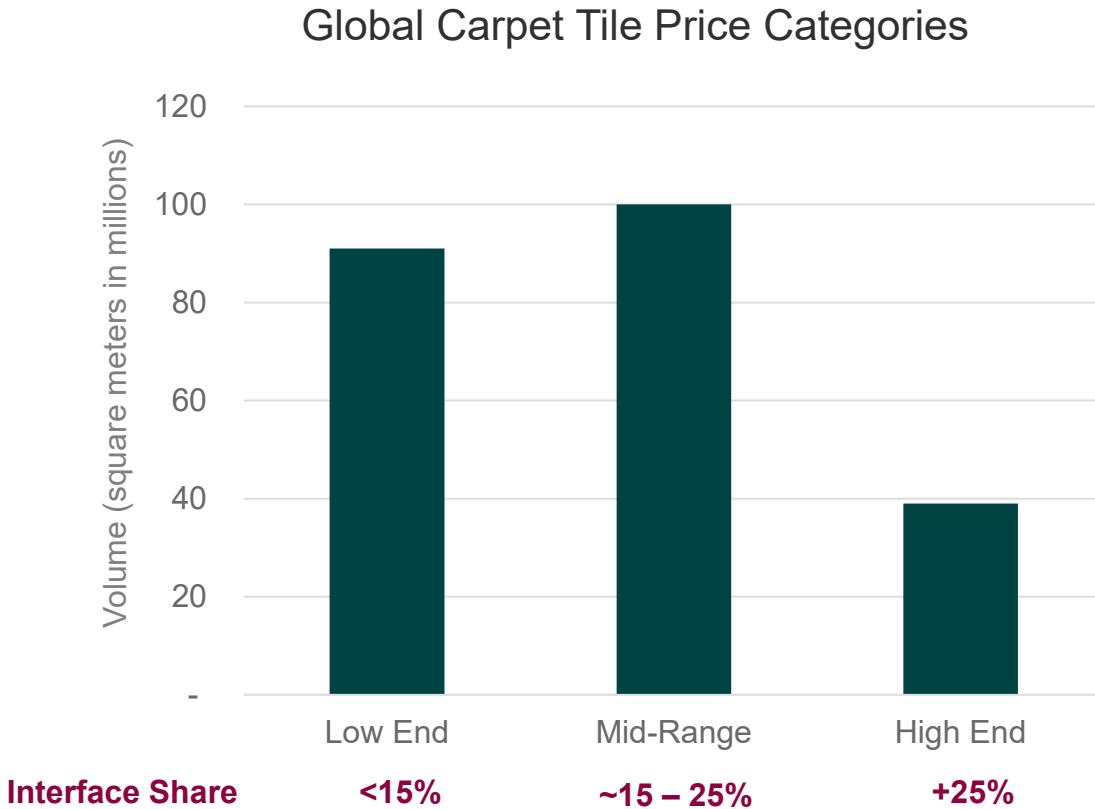
**Share leader** in the specified and end user channels of commercial carpet tile



Maintain significant share of the **high-end** and **mid-range** price points



**Opportunity to expand** in low/mid-range price points



# Global Sales and Manufacturing Platform

## Americas

**62%**

of Net Sales

## Europe

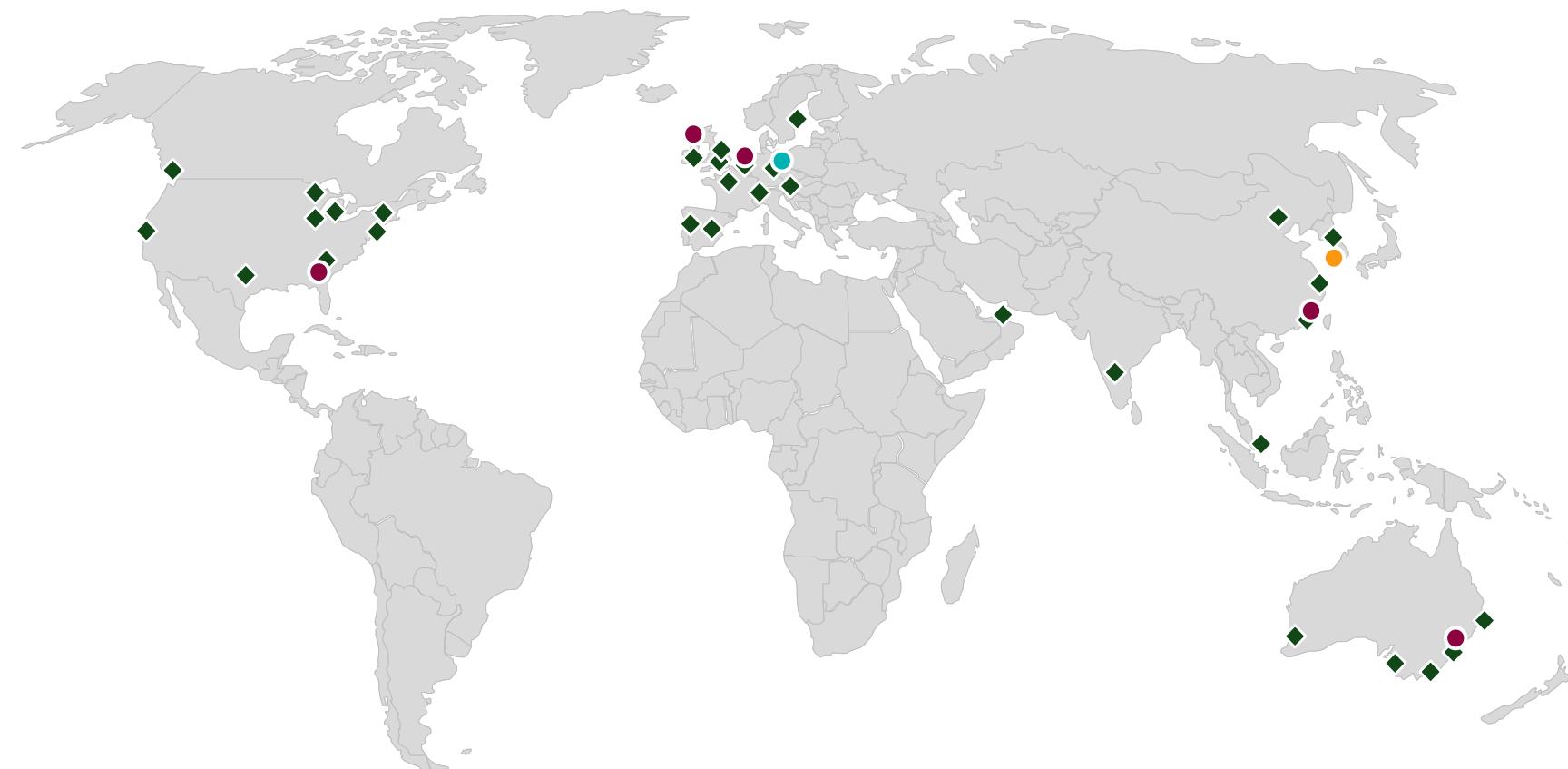
**28%**

of Net Sales

## Asia-Pacific

**10%**

of Net Sales



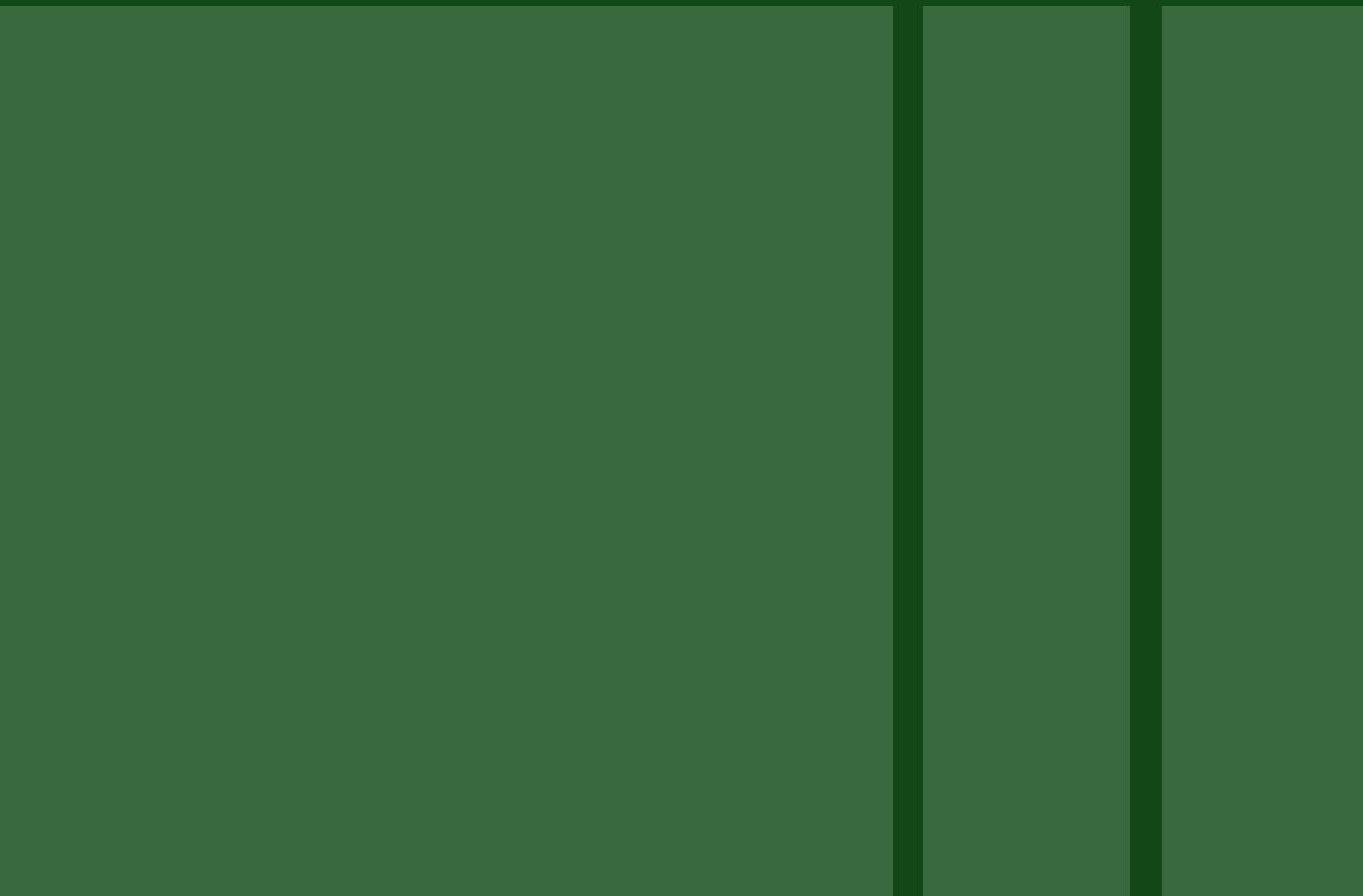
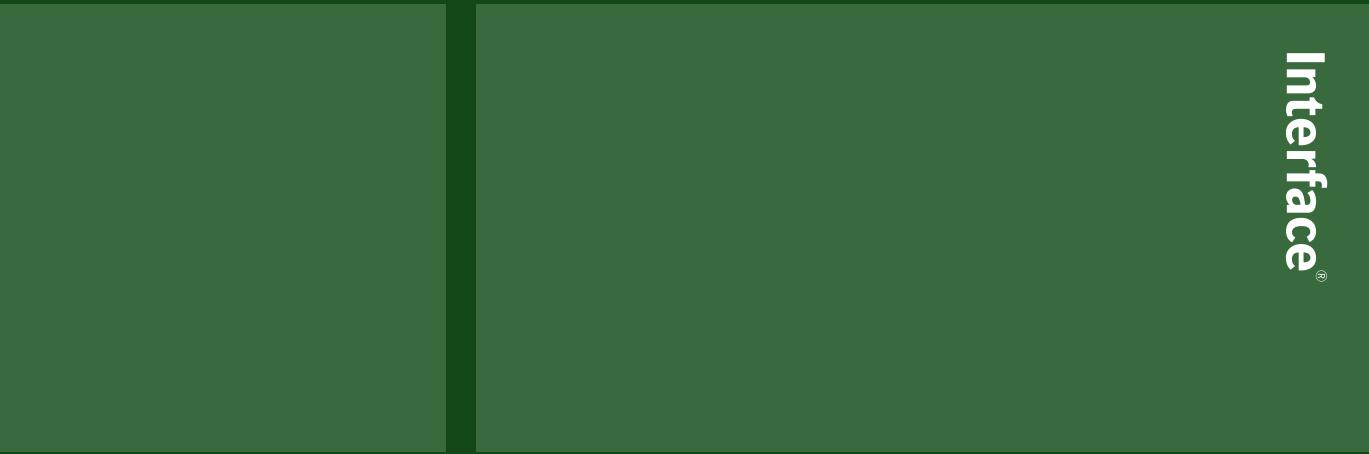
- Physical presence in 18 countries
- Global account management
- Six manufacturing locations on four continents
- Global supply chain management
- Unique blend of efficiency and customization

- Carpet Manufacturing Facility
- Rubber Manufacturing Facility
- LVT Supplier Facility
- Showroom / Office

*Note: Figures represent LTM Q2 2025 and may not sum to 100% due to rounding*

# ESG Overview

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# Recent ESG Highlights

## ENVIRONMENTAL STEWARDSHIP

We are 'all in' on carbon negative by 2040. How? By avoiding, reducing, and storing more carbon than ever before to reach our bold climate goals.

- Reduced GHG emissions by 4%
- Decreased carbon footprint across all product categories
- Refocused climate ambition on absolute emission reductions and carbon storage, without offsets
- Continued developing our circular economy strategies, including expanding recycling capabilities in Europe.

## SOCIAL & COMMUNITY IMPACT

We build world-class experiences for all employees and empower them to bring their whole selves to work every day.

- Certified by Great Place to Work® in nine countries
- Expanded employee learning and development programs
- Invested in additional health and wellness resources for employee well-being
- Introduced two new Inclusion Networks, open to all employees

## GOVERNANCE, COMPLIANCE & ETHICS

We remain steadfast in conducting business ethically and responsibly and driving growth for all our stakeholders.

- Established Innovation & Sustainability Committee with the Board of Directors
- Published Environmental Policy to reinforcing our ongoing commitment to environmental responsibility
- Updated our Audit Committee and Compensation & Talent Development Committee charters
- Increased and enhanced compliance training globally

# Key 2024 Sustainability Metrics

## SCIENCE-BASED TARGETS EMISSIONS REDUCTIONS\*

Scope 1 Emissions  
Target 50% reduction

↓ 30%

Scope 2 Emissions  
Target 50% reduction

↓ 28%

Scope 3 Emissions  
Purchased Goods & Services  
Target 50% reduction

↓ 42%

Scope 3 Emissions  
Business Travel  
Target 30% reduction

↓ 76%

Scope 3 Emissions  
Employee Commuting  
Target 30% reduction

↓ 17%

## CARPET TILE\*

3.4kg CO<sub>2</sub>e/m<sup>2</sup>

↓ 35%

## LVT\*

6.7kg CO<sub>2</sub>e/m<sup>2</sup>

↓ 46%

## RUBBER\*

8.5kg CO<sub>2</sub>e/m<sup>2</sup>

↓ 21%

## MATERIAL INNOVATION

48% + 4%

Recycled  
Materials

Bio-based  
Materials

= 52%

Materials from Recycled or  
Bio-based Sources

## RENEWABLE ENERGY



80%

of Total Energy Sourced at  
Manufacturing Sites Is Renewable



## ESG at Interface

We are focused on reducing our environmental footprint, making Interface a great place to work, and doing business ethically and responsibly to benefit all stakeholders – employees, customers, shareholders, and the environment.

Learn more about our efforts in the [ESG](#) section of our investor site where you will find our latest [2024 Impact Report](#) as well as other [ESG Resources](#).

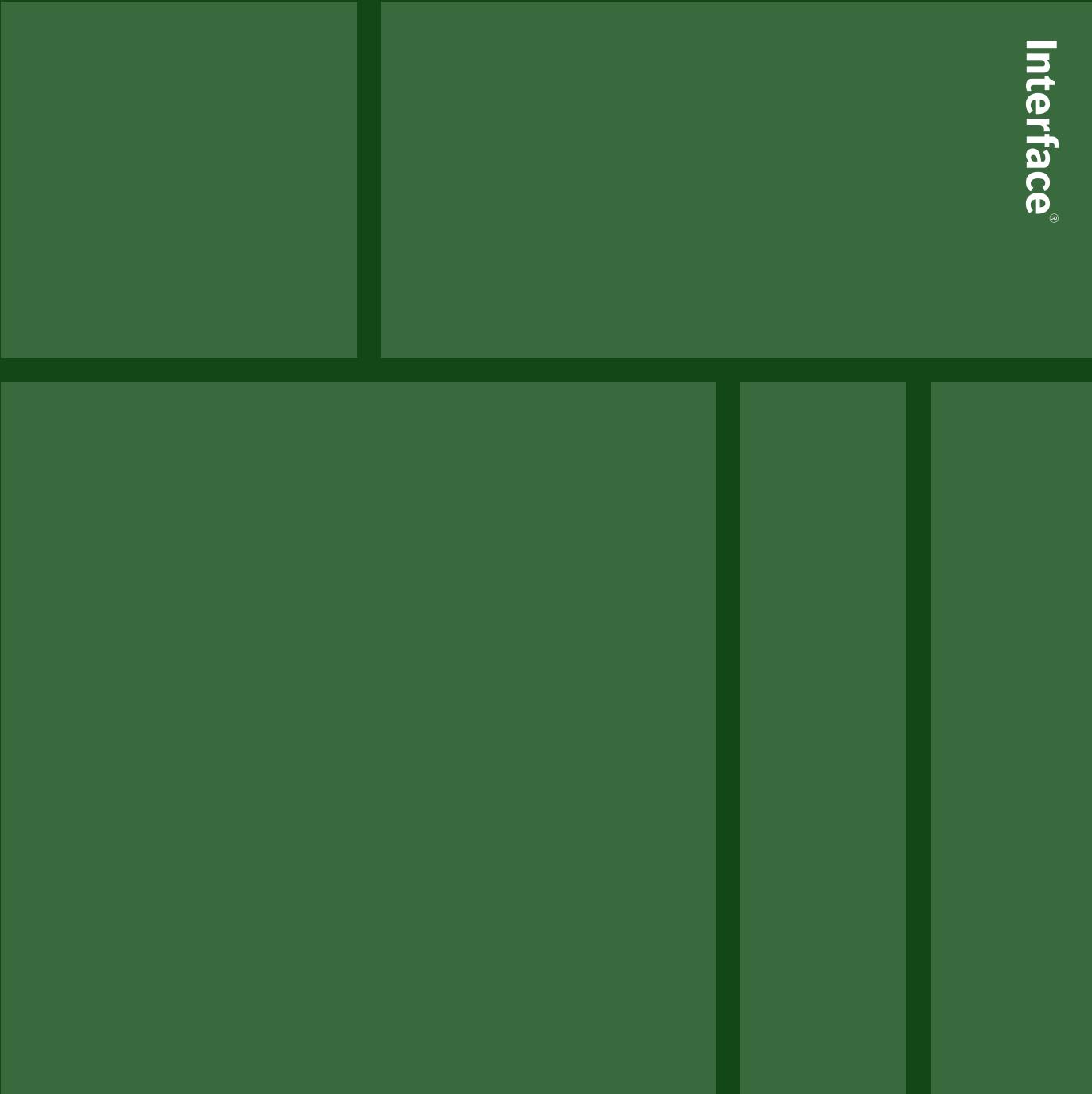
# 2024 IMPACT REPORT



ENVIRONMENTAL, SOCIAL & GOVERNANCE  
AT INTERFACE

# Financial Performance

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# Financials at a Glance

(\$ in millions, except EPS)

**Q2  
2025**

Net Sales	Currency Neutral Net Sales	Adjusted SG&A	Adjusted Operating Income	Adjusted Earnings Per Share
<b>\$375.5</b> +8.3% YoY	<b>\$371.1</b> +7.1% YoY	<b>24.9%</b> % of Net Sales	<b>\$55.9</b> 14.9% of Net Sales	<b>\$0.60</b>

**LTM**

Net Sales	Net Debt / Adjusted EBITDA	Adjusted EBITDA	Adjusted Operating Income	Adjusted Diluted Earnings Per Share
<b>\$1,352</b>	<b>0.9x</b>	<b>\$202</b> 14.9% of Net Sales	<b>\$158</b> 11.7% of Net Sales	<b>\$1.67</b>

# GAAP Financial Results

(\$ in millions, except EPS)

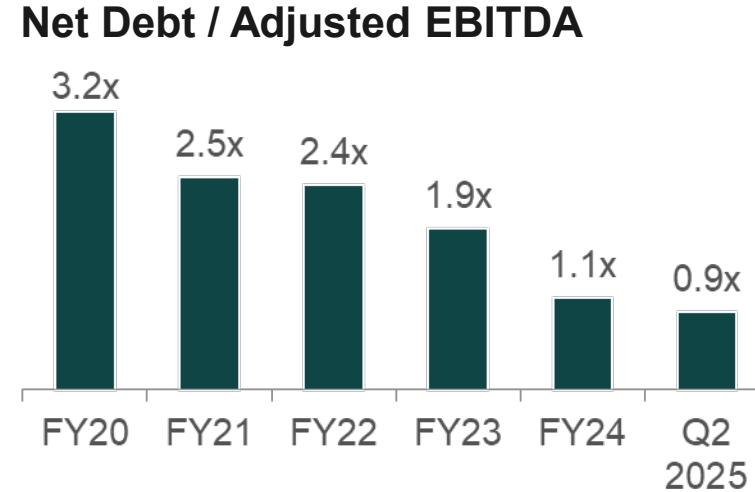
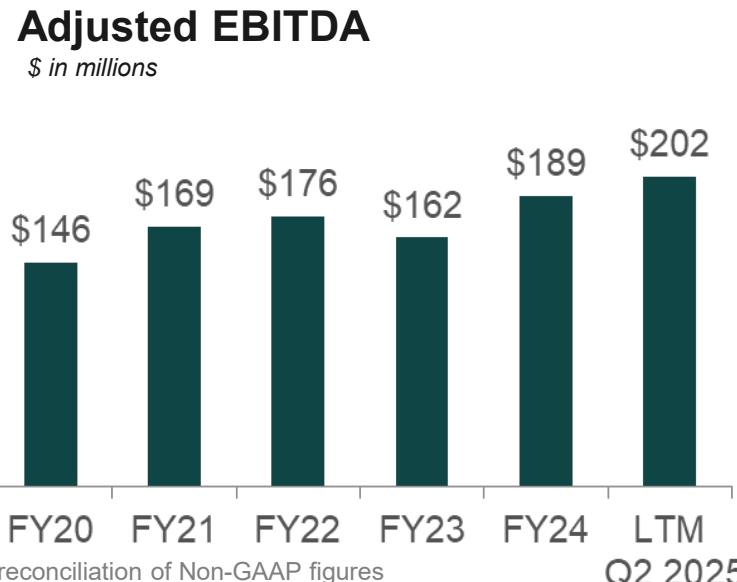
	Second Quarter		
	2025	2024	Change
Net Sales	\$375.5	\$346.6	8.3%
Gross Profit	148.0	122.6	20.7%
% of Net Sales	39.4%	35.4%	403 bps
SG&A Expense	95.9	84.5	13.6%
% of Net Sales	25.5%	24.4%	118 bps
Operating Income	52.0	38.2	36.4%
% of Net Sales	13.9%	11.0%	285 bps
Net Income	32.6	22.6	44.3%
% of Net Sales	8.7%	6.5%	216 bps
Diluted EPS	\$ 0.55	\$ 0.38	44.7%

# Adjusted Financial Results\*

(\$ in millions, except EPS)

	Second Quarter		
	2025	2024	Change
Net Sales	\$375.5	\$346.6	8.3%
Adjusted Gross Profit	149.3	123.9	20.5%
% of Net Sales	39.8%	35.7%	402 bps
Adjusted SG&A Expense	93.4	84.3	10.8%
% of Net Sales	24.9%	24.3%	56 bps
Adjusted Operating Income	55.9	39.6	41.2%
% of Net Sales	14.9%	11.4%	346 bps
Adjusted Net Income	35.4	23.6	49.9%
% of Net Sales	9.4%	6.8%	262 bps
Adjusted Diluted EPS	\$ 0.60	\$ 0.40	50.0%
Adjusted EBITDA	\$64.8	\$50.5	28.4%
% of Net Sales	17.3%	14.6%	270 bps

# Leverage and Earnings Metrics\*



\* See Appendix for a reconciliation of Non-GAAP figures

# Financial Policy

**Capital allocation** priorities are to invest in the business, manage our leverage ratio, and return capital to shareholders.

## Capital Deployment Philosophy



### Reinvest in the business

Invest in strategic initiatives with high returns, including organic growth opportunities, innovation, manufacturing productivity, and salesforce effectiveness



### Manage leverage

Optimize cost of capital and manage Net Debt conservatively



### Explore M&A Opportunities

Opportunistically evaluate accretive M&A transactions that are aligned with our strategy



### Return excess cash to Shareholders

Utilize strong free cash flow to return excess cash to shareholders

# Appendix

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# Reconciliation of Non-GAAP Figures

(\$ in millions)

**Net Sales as Reported (GAAP)**

Impact of Changes in Currency

**Currency Neutral Sales**

	<b>Q2 2024</b>	<b>Q2 2025</b>
	<b>\$346.6</b>	<b>\$375.5</b>
<b>Impact of Changes in Currency</b>	<b>-</b>	<b>(4.4)</b>
<b>Currency Neutral Sales</b>	<b>\$346.6</b>	<b>\$371.1</b>

**Gross Profit as Reported (GAAP)**

Purchase Accounting Amortization

**Adjusted Gross Profit**

	<b>\$122.6</b>	<b>\$148.0</b>
	1.3	1.4
	<b>\$123.9</b>	<b>\$149.3</b>

**SG&A Expense as Reported (GAAP)**

Restructuring, Asset Impairment, Severance and Other, net

**Adjusted SG&A Expense**

	<b>\$84.5</b>	<b>\$95.9</b>
	(0.1)	(2.5)
	<b>\$84.3</b>	<b>\$93.4</b>

**Operating Income as Reported (GAAP)**

Purchase Accounting Amortization

Cyber Event Impact

Restructuring, Asset Impairment, Severance and Other, net

**Adjusted Operating Income**

	<b>Q2 2024</b>	<b>Q2 2025</b>	<b>LTM</b>
		<b>Q2 2025</b>	
	<b>\$38.2</b>	<b>\$52.0</b>	<b>\$147.1</b>
	1.3	1.4	5.2
	0.0	-	(0.3)
	0.1	2.5	5.7
	<b>\$39.6</b>	<b>\$55.9</b>	<b>\$157.6</b>

# Reconciliation of Non-GAAP Figures

(\$ in millions)	Q2 2024	Q2 2025	LTM		Q2 2025	LTM		
			Q2 2025			Q2 2025		
<b>Net Income as Reported (GAAP)</b>	<b>\$22.6</b>	<b>\$32.6</b>		<b>\$95.8</b>				
Purchase Accounting Amortization	0.9	1.0		3.7				
Cyber Event Impact	0.0	-		(3.9)				
Restructuring, Asset Impairment, Severance and Other, net	0.1	1.9		4.3				
Property Casualty Loss <sup>(1)</sup>	0.0	-		(1.0)				
Loss on Foreign Subsidiary Liquidation <sup>(2)</sup>	-	-		2.2				
UK Pension Surplus Tax Rate Change	-	-		(2.5)				
<b>Adjusted Net Income</b>	<b>\$23.6</b>	<b>\$35.4</b>		<b>\$98.4</b>				
 <b>Diluted EPS as Reported (GAAP)</b>	 <b>Fiscal Year 2020</b>	 <b>Fiscal Year 2021</b>	 <b>Fiscal Year 2022</b>	 <b>Fiscal Year 2023</b>	 <b>Fiscal Year 2024</b>	 <b>Q2 2024</b>	 <b>Q2 2025</b>	 <b>LTM Q2 2025</b>
	<b>(\$1.23)</b>	<b>\$0.94</b>	<b>\$0.33</b>	<b>\$0.76</b>	<b>\$ 1.48</b>	<b>\$ 0.38</b>	<b>\$ 0.55</b>	<b>\$1.62</b>
Purchase Accounting Amortization	0.07	0.07	0.06	0.06	0.06	0.02	0.02	0.06
Cyber Event Impact	-	-	0.07	0.01	(0.07)	0.00	-	(0.07)
Thailand Plant Shutdown	-	-	0.04	-	-	-	-	-
Goodwill and Intangible Asset Impairment	2.05	-	0.58	-	-	-	-	-
Restructuring, Asset Impairment, Severance and Other, net	0.23	0.16	0.13	0.07	0.03	0.00	0.03	0.07
Property Casualty Loss <sup>(1)</sup>	-	-	-	(0.01)	(0.03)	0.00	-	(0.02)
Loss on Extinguishment of Debt	0.05	-	-	-	-	-	-	-
Loss on Discontinuance of Interest Rate Swaps	0.05	0.06	0.04	0.01	-	-	-	-
Foreign Subsidiary Liquidation <sup>(2)</sup>	-	-	-	0.09	0.04	-	-	0.04
UK Pension Surplus Tax Rate Change	-	-	-	-	(0.04)	-	-	(0.04)
FIN 48 Release on Discontinued Operations	(0.22)	-	-	-	-	-	-	-
SEC Fine	0.09	-	-	-	-	-	-	-
Warehouse Fire Loss	0.05	-	-	-	-	-	-	-
Impact of Change in Equity Award Forfeiture Accounting	0.02	-	-	-	-	-	-	-
<b>Adjusted Diluted EPS</b>	<b>\$1.15</b>	<b>\$1.23</b>	<b>\$1.25</b>	<b>\$1.00</b>	<b>\$1.46</b>	<b>\$0.40</b>	<b>\$0.60</b>	<b>\$1.67</b>

Note: Sum of reconciling items may differ from total due to rounding of individual components

(1) Represents insurance recovery.

(2) In 2024 our Thailand subsidiary was substantially liquidated. In 2023, our Russia and Brazil foreign subsidiaries were substantially liquidated. The related cumulative translation adjustment was recognized in other expense.

# Reconciliation of Non-GAAP Figures

(\$ in millions)	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Q2 2024	Q2 2025	LTM Q2 2025
	2020	2021	2022	2023	2024			2025
<b>Net (Loss) Income as Reported (GAAP)</b>	<b>(\$71.9)</b>	<b>\$55.2</b>	<b>\$19.6</b>	<b>\$44.5</b>	<b>\$86.9</b>	<b>\$22.6</b>	<b>\$32.6</b>	<b>\$95.8</b>
Income Tax (Benefit) Expense	(7.5)	17.4	22.4	19.1	26.6	8.6	11.6	28.9
Interest Expense (including debt issuance cost amortization)	29.2	29.7	29.9	31.8	23.2	6.2	4.4	19.5
Depreciation and Amortization (excluding debt issuance cost amortization)	43.8	44.3	38.7	38.7	37.3	9.1	9.6	37.6
Share-Based Compensation Expense	(0.5)	5.5	8.5	10.3	12.9	2.6	2.8	13.3
Purchase Accounting Amortization	5.5	5.6	5.0	5.2	5.2	1.3	1.4	5.2
Thailand Plant Shutdown	-	-	2.5	-	-	-	-	-
Cyber Event Impact	-	-	5.1	1.1	(5.5)	-	-	(5.1)
Property Casualty Loss <sup>(1)</sup>	-	-	-	(0.5)	(2.3)	-	-	(1.4)
Goodwill and Intangible Asset Impairment	121.3	-	36.2	-	-	-	-	-
Restructuring, Asset Impairment, Severance and Other, net	16.7	11.8	8.2	5.6	2.5	0.1	2.5	5.7
Warehouse Fire Loss	4.2	(0.2)	-	-	-	-	-	-
SEC Fine	5.0	-	-	-	-	-	-	-
Loss on Foreign Subsidiary Liquidation <sup>(2)</sup>	-	-	-	6.2	2.2	-	-	2.2
<b>Adjusted Earnings before Interest, Taxes, Depreciation and Amortization (AEBITDA)*</b>	<b>\$145.7</b>	<b>\$169.4</b>	<b>\$176.1</b>	<b>\$162.0</b>	<b>\$189.0</b>	<b>\$50.5</b>	<b>\$64.8</b>	<b>\$201.6</b>

(\$ in millions)	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Q2 2025
	2020	2021	2022	2023	2024	
<b>Total Debt</b>	<b>\$577</b>	<b>\$518</b>	<b>\$520</b>	<b>\$417</b>	<b>\$303</b>	<b>\$304</b>
Less: Cash	(103)	(97)	(98)	(110)	(99)	(\$122)
<b>Net Debt</b>	<b>\$474</b>	<b>\$421</b>	<b>\$423</b>	<b>\$307</b>	<b>\$204</b>	<b>\$183</b>

<b>Total Debt / LTM Net Income as Reported (GAAP)</b>	<b>(8.0x)</b>	<b>9.4x</b>	<b>26.6x</b>	<b>9.4x</b>	<b>3.5x</b>	<b>3.2x</b>
<b>Net Debt / LTM Adjusted EBITDA</b>	<b>3.2x</b>	<b>2.5x</b>	<b>2.4x</b>	<b>1.9x</b>	<b>1.1x</b>	<b>0.9x</b>

Note: Sum of reconciling items may differ from total due to rounding of individual components

\* Historical AEBITDA figures have been updated to reflect a change in depreciation and amortization values used to calculate AEBITDA.

(1) Represents insurance recovery.

(2) In 2024 our Thailand subsidiary was substantially liquidated and the related cumulative translation adjustment was recognized in other expense.