



Interface®

Investor Presentation | October 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, and Quarterly Report on Form 10-Q for the fiscal quarter ended March 30, 2025, 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

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



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®

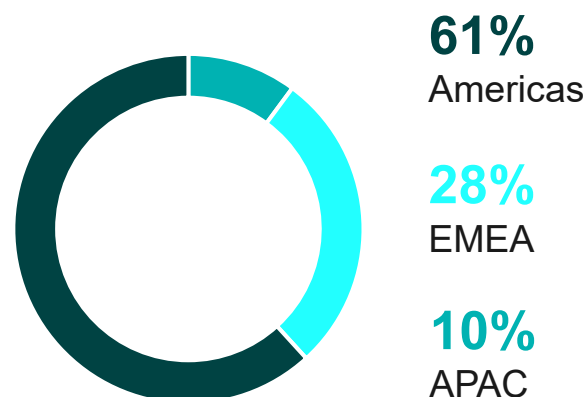
nora®
by **Interface®**

FLOR

Premium brands with attractive margins and leadership in core categories

Diversified Geographically and Customer Segments

REVENUE BY REGION



- 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

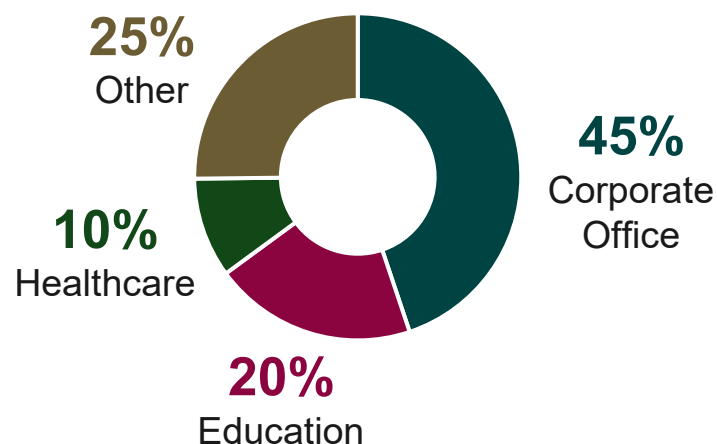


- An aging population, longer life expectancies and increased technology usage supporting demand
- Our U.S. integrated sales teams finding new opportunities to sell our full suite of products



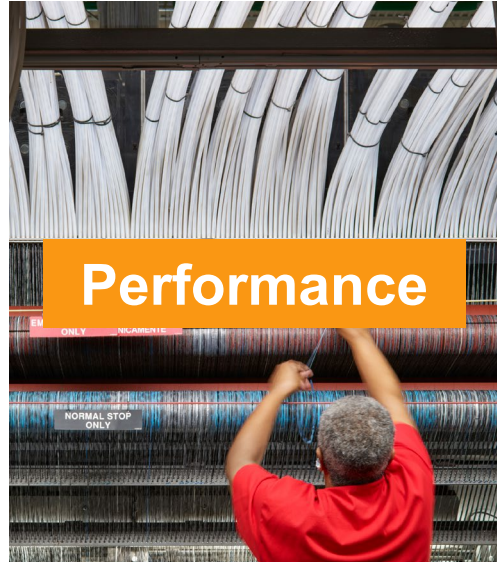
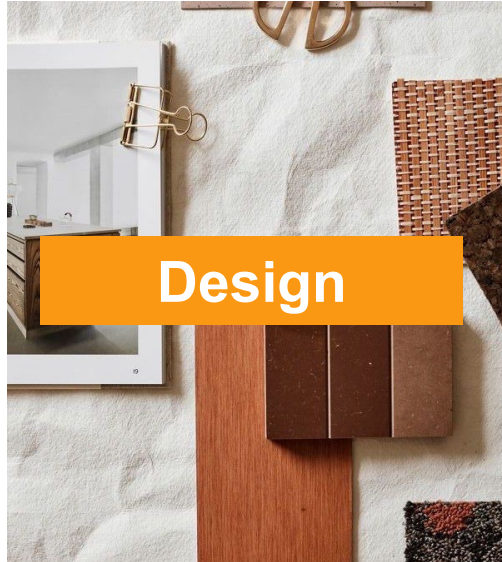
- Includes Government, Retail, Residential Living, Hospitality, Consumer Residential and all other segments

REVENUE BY CUSTOMER SEGMENT



Interface: a compelling investment

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



... 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

Interface®

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

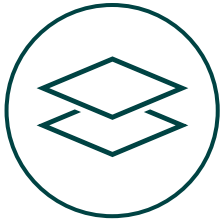


Global Commercial Flooring Segment (\$ in billions)

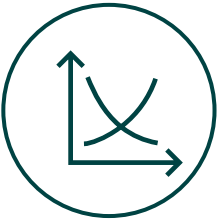
Source: Market Insights LLC

Brand Leader in the Specified Channel

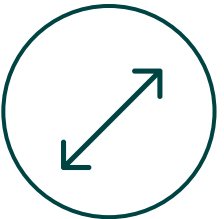
Interface competes on **design**, **sustainability** and **innovation**, commanding a premium price point and industry leading margins.



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

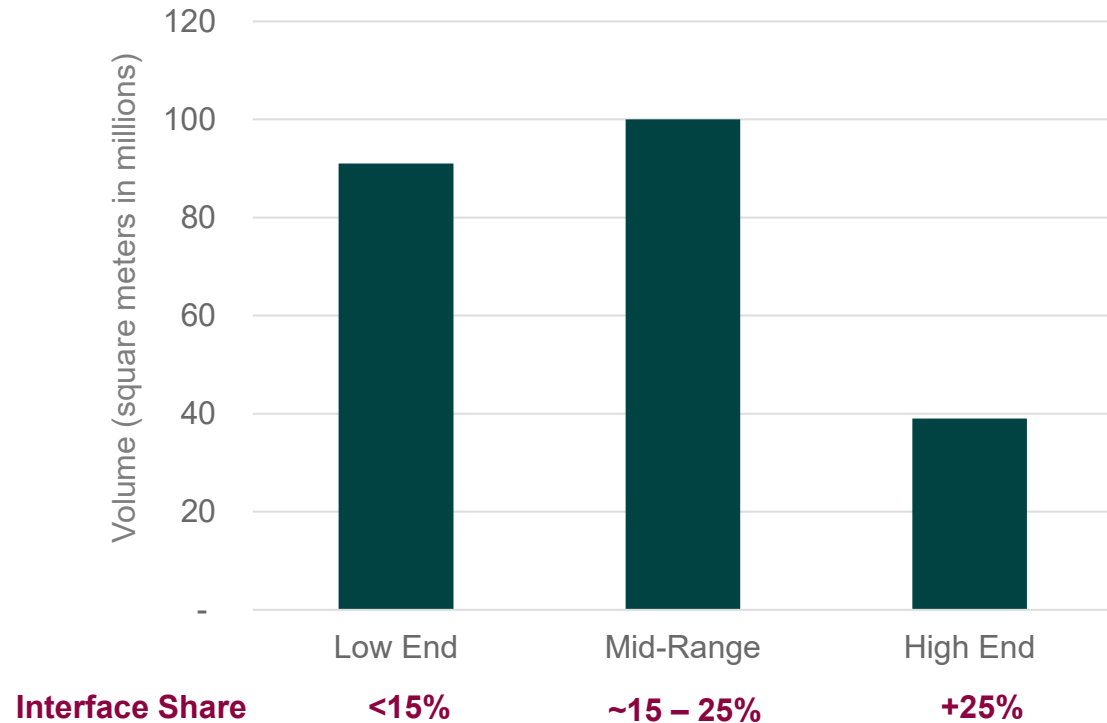


Maintain significant share of the **high-end** and **mid-range** price points



Opportunity to expand in low/mid-range price points

Global Carpet Tile Price Categories



Global Sales and Manufacturing Platform

Americas

61%

of Net Sales

Europe

28%

of Net Sales

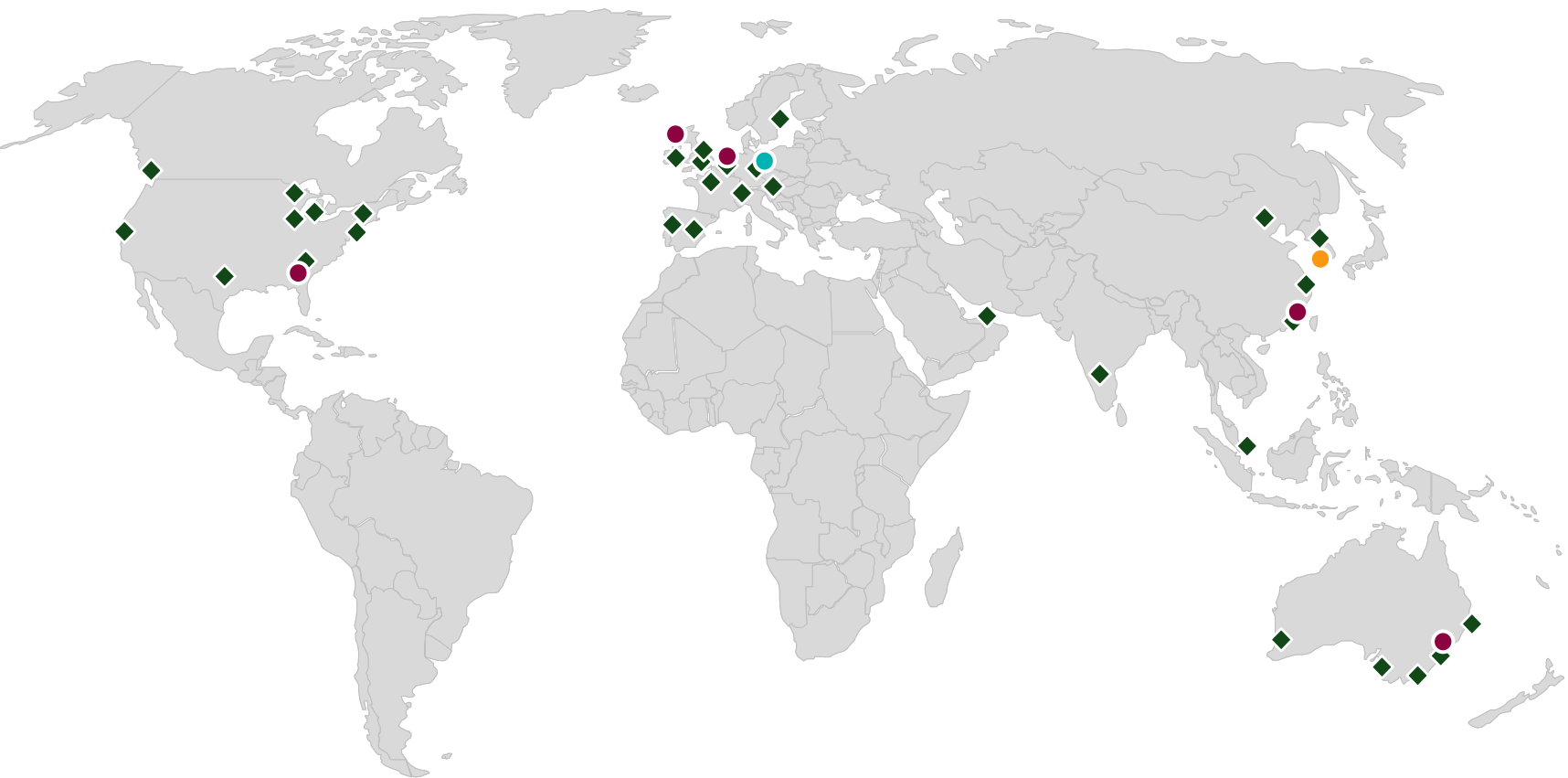
Asia-Pacific

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 Q3 2025 and may not sum to 100% due to rounding

ESG Overview

Interface®

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 CO₂e/m²

↓ 35%

LVT*
6.7kg CO₂e/m²

↓ 46%

RUBBER*
8.5kg CO₂e/m²

↓ 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

*Reductions versus baseline year of 2019. Product carbon footprint in kg CO₂e/m² based on cradle-to-gate sales weighted average.

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](#).

The linked 2024 Impact Report is not a part of, or incorporated into, this presentation.

Interface®



2024 IMPACT REPORT



ENVIRONMENTAL, SOCIAL & GOVERNANCE AT INTERFACE

Financial Performance

Financials at a Glance

(\$ in millions, except EPS)

Q3 2025	Net Sales	Currency Neutral Net Sales	Adjusted SG&A	Adjusted Operating Income	Adjusted Earnings Per Share
	\$364.5 +5.9% YoY	\$358.6 +4.2% YoY	24.7% % of Net Sales	\$54.1 14.9% of Net Sales	\$0.61
LTM	Net Sales	Net Debt / Adjusted EBITDA	Adjusted EBITDA	Adjusted Operating Income	Adjusted Diluted Earnings Per Share
	\$1,372	0.6x	\$214 15.6% of Net Sales	\$168 12.3% of Net Sales	\$1.79

GAAP Financial Results

(\$ in millions, except EPS)

	Third Quarter			First Nine Months		
	2025	2024	Change	2025	2024	Change
Net Sales	\$364.5	\$344.3	5.9%	\$1,037.5	\$980.6	5.8%
Gross Profit	143.6	127.6	12.5%	402.6	360.6	11.6%
% of Net Sales	39.4%	37.1%	233 bps	38.8%	36.8%	203 bps
SG&A Expense	90.3	85.5	5.6%	273.9	255.9	7.1%
% of Net Sales	24.8%	24.8%	(6) bps	26.4%	26.1%	31 bps
Operating Income	53.4	42.2	26.5%	128.6	104.8	22.8%
% of Net Sales	14.6%	12.3%	239 bps	12.4%	10.7%	172 bps
Net Income	46.1	28.4	62.2%	91.7	65.2	40.7%
% of Net Sales	12.7%	8.3%	440 bps	8.8%	6.6%	219 bps
Diluted EPS	\$0.78	\$0.48	62.5%	\$1.55	\$1.11	39.6%

Adjusted Financial Results*

(\$ in millions, except EPS)

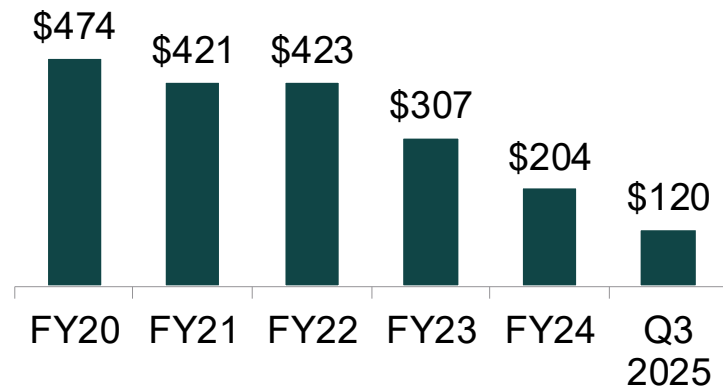
	Third Quarter			First Nine Months		
	2025	2024	Change	2025	2024	Change
Net Sales	\$364.5	\$344.3	5.9%	\$1,037.5	\$980.6	5.8%
Adjusted Gross Profit	144.1	128.9	11.8%	405.6	364.5	11.3%
% of Net Sales	39.5%	37.5%	208 bps	39.1%	37.2%	193 bps
Adjusted SG&A Expense	90.0	85.5	5.3%	270.1	255.9	5.6%
% of Net Sales	24.7%	24.8%	(14) bps	26.0%	26.1%	(6) bps
Adjusted Operating Income	54.1	43.5	24.5%	135.5	108.6	24.8%
% of Net Sales	14.9%	12.6%	222 bps	13.1%	11.1%	199 bps
Adjusted Net Income	35.9	28.3	26.7%	85.9	66.1	29.9%
% of Net Sales	9.8%	8.2%	162 bps	8.3%	6.7%	154 bps
Adjusted Diluted EPS	\$0.61	\$0.48	27.1%	\$1.45	\$1.13	28.3%
Adjusted EBITDA	\$66.2	\$53.7	23.3%	\$168.1	\$142.9	17.6%
% of Net Sales	18.2%	15.6%	257 bps	16.2%	14.6%	162 bps

* See Appendix for a reconciliation of Non-GAAP figures

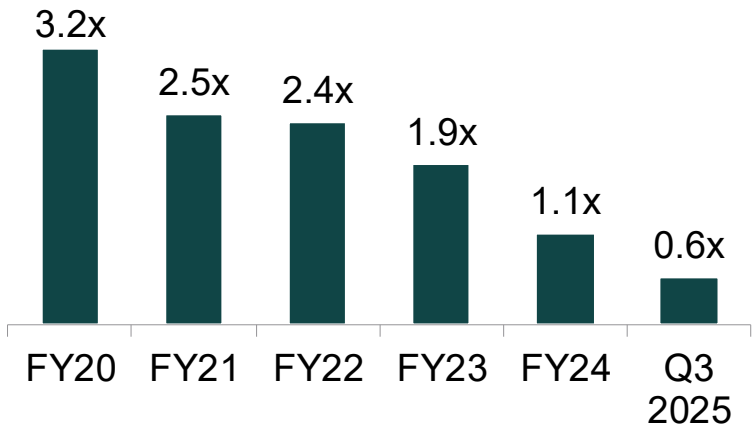
Leverage and Earnings Metrics*

Net Debt

\$ in millions

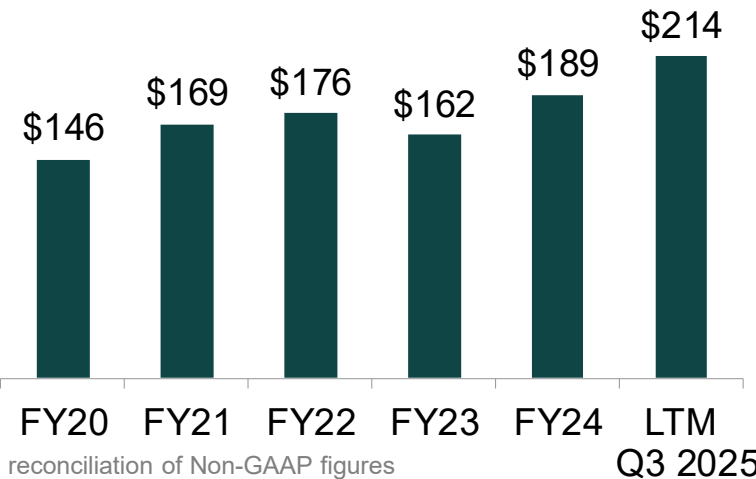


Net Debt / Adjusted EBITDA

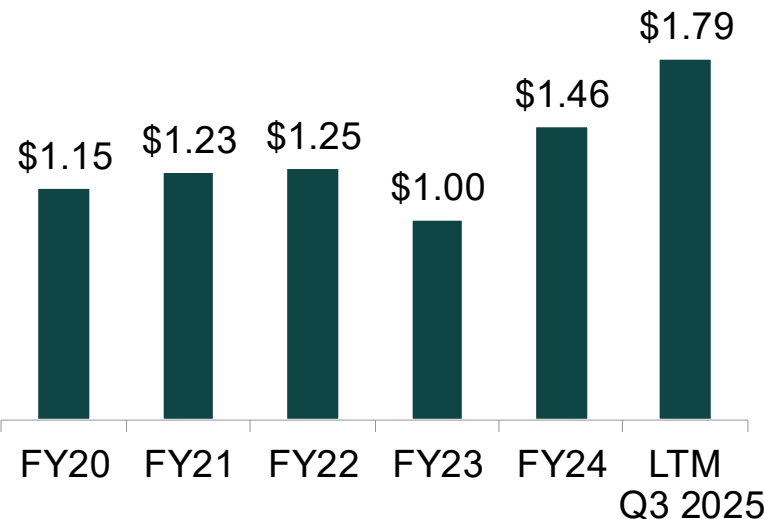


Adjusted EBITDA

\$ in millions



Adjusted Earnings Per Diluted Share



* 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

Reconciliation of Non-GAAP Figures

(\$ in millions)

	Q3 2024	Q3 2025	
Net Sales as Reported (GAAP)	\$344.3	\$364.5	
Impact of Changes in Currency	-	(5.9)	
Currency Neutral Sales	\$344.3	\$358.6	
 Gross Profit as Reported (GAAP)	 \$127.6	 \$143.6	
Purchase Accounting Amortization	1.3	0.5	
Adjusted Gross Profit	\$128.9	\$144.1	
 SG&A Expense as Reported (GAAP)	 \$85.5	 \$90.3	
Restructuring, Asset Impairment, Severance and Other, net	(0.0)	(0.3)	
Adjusted SG&A Expense	\$85.5	\$90.0	
			LTM
	Q3 2024	Q3 2025	Q3 2025
Operating Income as Reported (GAAP)	\$42.2	\$53.4	\$158.3
Purchase Accounting Amortization	1.3	\$0.5	4.3
Cyber Event Impact	-	\$0.0	(0.3)
Restructuring, Asset Impairment, Severance and Other, net	0.0	\$0.3	6.0
Adjusted Operating Income	\$43.5	\$54.1	\$168.3

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

Reconciliation of Non-GAAP Figures

(\$ in millions)	Q3 2024	Q3 2025	LTM Q3 2025
Net Income as Reported (GAAP)	\$28.4	\$46.1	\$113.5
Purchase Accounting Amortization	0.9	0.3	3.1
Cyber Event Impact	-	-	(3.9)
Restructuring, Asset Impairment, Severance and Other, net	0.0	0.2	4.5
Property Casualty Loss ⁽¹⁾	(1.0)	-	-
Warehouse Fire Loss ⁽²⁾	-	(0.4)	(0.4)
Loss on Foreign Subsidiary Liquidation ⁽³⁾	-	-	2.2
Deferred Taxes - Tax Rate Changes and Other ⁽⁴⁾	-	(10.4)	(10.4)
UK Pension Surplus Tax Rate Change	-	-	(2.5)
Adjusted Net Income	\$28.3	\$35.9	\$106.0

	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Q3 2024	Q3 2025	LTM Q3 2025
Diluted EPS as Reported (GAAP)	(\$1.23)	\$0.94	\$0.33	\$0.76	\$ 1.48	\$0.48	\$ 0.78	\$1.92
Purchase Accounting Amortization	0.07	0.07	0.06	0.06	0.06	0.02	0.01	0.05
Cyber Event Impact	-	-	0.07	0.01	(0.07)	-	-	(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	0.00	0.08
Property Casualty Loss ⁽¹⁾	-	-	-	(0.01)	(0.03)	(0.02)	-	-
Loss on Extinguishment of Debt	0.05	-	-	-	-	-	-	-
Loss on Discontinuance of Interest Rate Swaps	0.05	0.06	0.04	0.01	-	-	-	-
Loss on Foreign Subsidiary Liquidation ⁽³⁾	-	-	-	0.09	0.04	-	-	0.04
Deferred Taxes - Tax Rate Changes and Other ⁽⁴⁾	-	-	-	-	-	-	(0.18)	(0.18)
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 ⁽²⁾	0.05	-	-	-	-	-	(0.01)	(0.01)
Impact of Change in Equity Award Forfeiture Accounting	0.02	-	-	-	-	-	-	-
Adjusted Diluted EPS	\$1.15	\$1.23	\$1.25	\$1.00	\$1.46	\$0.48	\$0.61	\$1.79

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

(1) Represents insurance recovery of loss recognized in the first quarter of 2023.

(2) Represents insurance recovery of loss recognized in the second quarter of 2020.

(3) 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.

(4) In July 2025, Germany enacted tax legislation to reduce the German corporate income tax rate by 1% annually from 2028 to 2032. This resulted in a review and remeasurement of the Company's German deferred tax assets and liabilities and a non-cash credit to income tax expense in the third quarter of 2025.

Reconciliation of Non-GAAP Figures

(\$ in millions)	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Q3 2024	Q3 2025	LTM Q3 2025
Net (Loss) Income as Reported (GAAP)	(\$71.9)	\$55.2	\$19.6	\$44.5	\$86.9	\$28.4	\$46.1	\$113.5
Income Tax (Benefit) Expense	(7.5)	17.4	22.4	19.1	26.6	7.6	2.3	23.7
Interest Expense (including debt issuance cost amortization)	29.2	29.7	29.9	31.8	23.2	5.7	4.2	18.0
Depreciation and Amortization (excluding debt issuance cost amortization)	43.8	44.3	38.7	38.7	37.3	9.3	9.7	37.9
Share-Based Compensation Expense	(0.5)	5.5	8.5	10.3	12.9	2.6	3.6	14.3
Purchase Accounting Amortization	5.5	5.6	5.0	5.2	5.2	1.3	0.5	4.4
Thailand Plant Shutdown	-	-	2.5	-	-	-	-	-
Cyber Event Impact	-	-	5.1	1.1	(5.5)	-	-	(5.1)
Property Casualty Loss ⁽¹⁾	-	-	-	(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	-	0.3	6.0
Warehouse Fire Loss ⁽²⁾	4.2	(0.2)	-	-	-	-	(0.6)	(0.6)
SEC Fine	5.0	-	-	-	-	-	-	-
Loss on Foreign Subsidiary Liquidation ⁽³⁾	-	-	-	6.2	2.2	-	-	2.2
Adjusted Earnings before Interest, Taxes, Depreciation and Amortization (AEBITDA)*	\$145.7	\$169.4	\$176.1	\$162.0	\$189.0	\$53.7	\$66.2	\$214.1

(\$ in millions)	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Q3 2025
Total Debt	\$577	\$518	\$520	\$417	\$303	\$308
Less: Cash	(103)	(97)	(98)	(110)	(99)	(187)
Net Debt	\$474	\$421	\$423	\$307	\$204	\$120
Total Debt / LTM Net Income as Reported (GAAP)	(8.0x)	9.4x	26.6x	9.4x	3.5x	2.7x
Net Debt / LTM Adjusted EBITDA	3.2x	2.5x	2.4x	1.9x	1.1x	0.6x

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 of loss recognized in the first quarter of 2023.

(2) Represents insurance recovery of loss recognized in the second quarter of 2020.

(3) 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.