Interface: A differentiated global flooring leader

Purpose-driven growth with disciplined execution
50+ year history

INVESTOR UPDATE | FEBRUARY 2026

FORWARD LOOKING STATEMENTS AND NON-GAAP MEASURES

Interface®

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", "Large, Attractive Market Opportunity", "Strategy: One Interface", "Net Sales Growth Outpacing the Industry", "Strong Positioning in Diversified Segments", "Commercially-Driven Innovation", "Industry Leading Adjusted Gross Profit Margins", and "Capital Allocation Strategy". 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 Financial Performance section below.

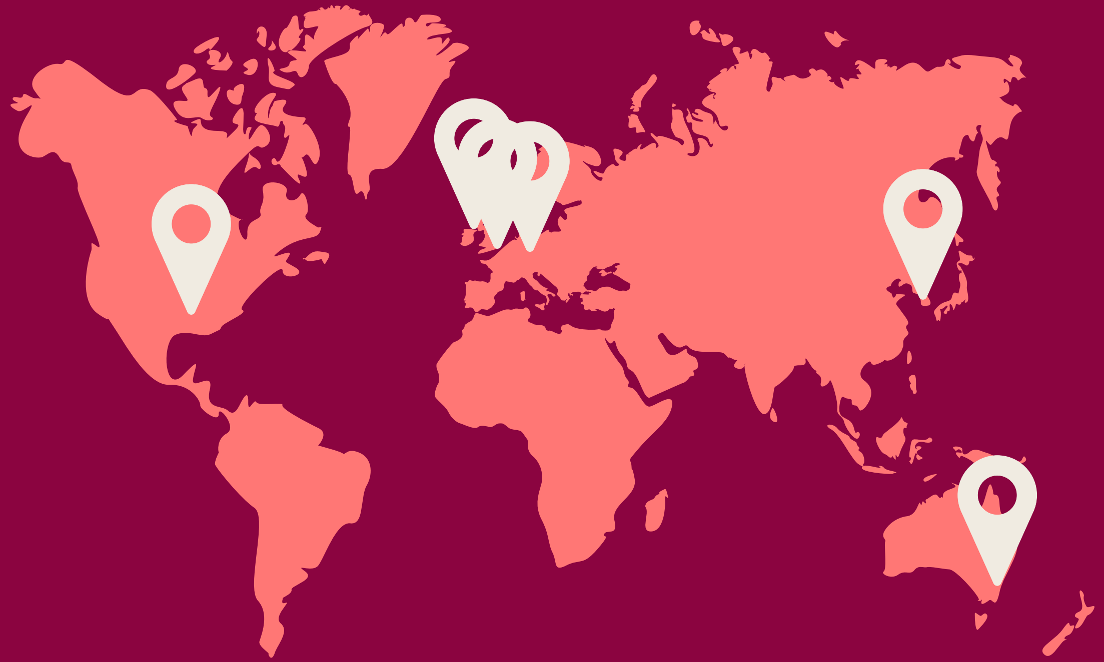
Note: Sum of reconciling items may differ from total due to rounding of individual components

Interface®
nora®
FLOR

PREMIUM BRANDS WITH ATTRACTIVE MARGINS

SALES IN
100+
COUNTRIES

6 MANUFACTURING SITES ON 4 CONTINENTS



~30 INTERFACE SHOWROOMS

$1.4 BILLION*
IN GLOBAL REVENUE

REGIONAL NET SALES BREAKDOWN*

10% Asia-Pacific

29% Europe

61% Americas

CORPORATE
EDUCATION
HEALTHCARE

END MARKET DIVERSIFICATION

3,600 EMPLOYEES WORLDWIDE

**figures represent LTM Q4 2025 Net Sales and Percentage of LTM Q4 2025 Net Sales*

INTERFACE: A COMPELLING INVESTMENT

Interface®

RECOGNIZED GLOBAL LEADER

DESIGN

PERFORMANCE

SUSTAINABILITY

WITHOUT COMPROMISE

STRONG FINANCIAL FOUNDATION

INDUSTRY LEADING MARGINS

STRONG BALANCE SHEET

OUTPACING INDUSTRY GROWTH

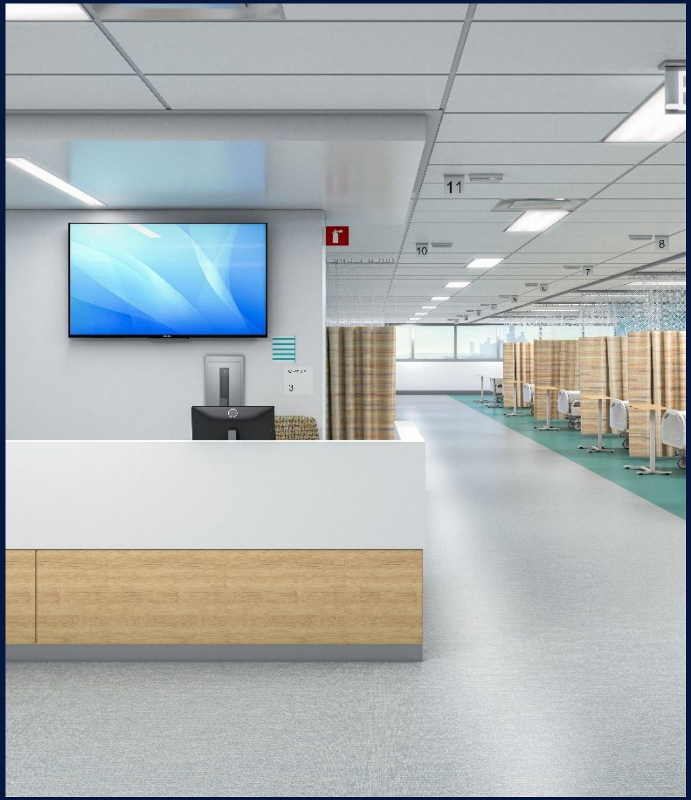
COMMITMENT TO EMPLOYEES & CUSTOMERS

WINNING, PURPOSE-DRIVEN CULTURE

WORLD CLASS SELLING TEAMS

STRONG CULTURE SURVEY RESULTS

Interface® nora® FLOR



CARPET TILE

LUXURY VINYL TILE (LVT)

RUBBER

Commercial flooring trusted by the world's architects, designers, facility managers, and contractors.

Interface®

LARGE, ATTRACTIVE MARKET OPPORTUNITY

Interface®

$39B
Global Commercial Flooring

$9+B
Interface Served Market

- Solid market fundamentals
- Significant organic growth opportunities across soft and hard surface, to be captured through strategy execution and product innovation
- Ongoing refresh cycles in core segments: office, healthcare, & education

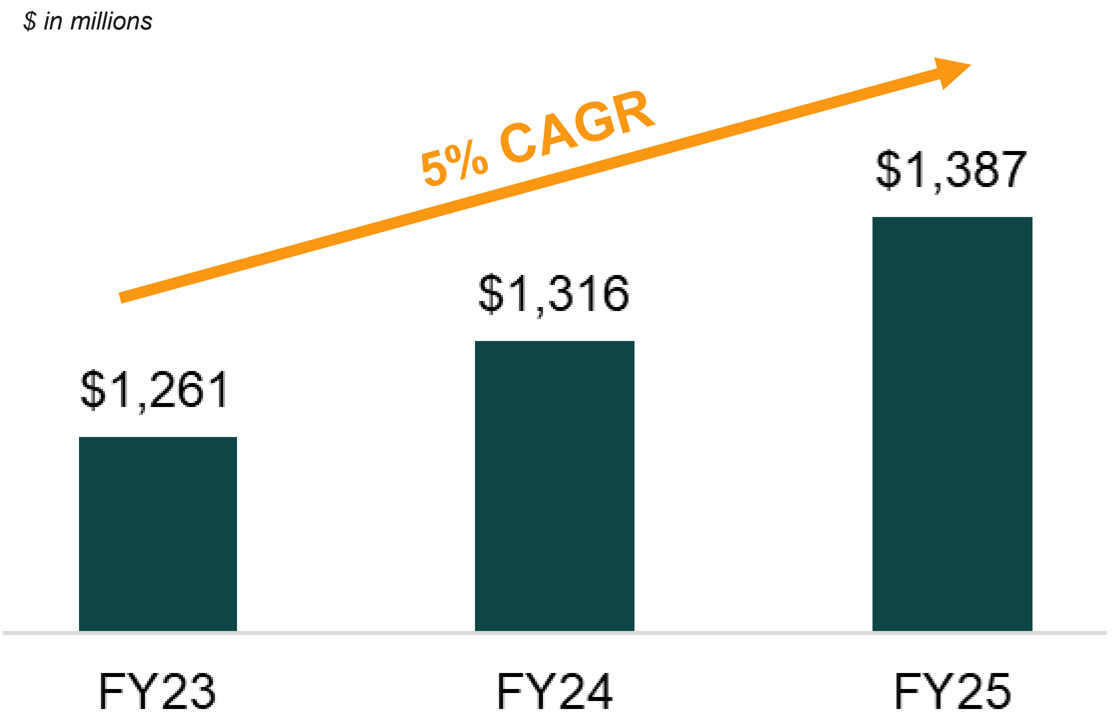
Global Commercial Flooring Segment ($ in billions)

Source: Market Insights LLC

STRATEGY: ONE INTERFACE

- Build ***strong global functions*** to support our world-class local selling teams
- ***Accelerate growth*** through enhanced commercial productivity
- ***Expand margins*** through global supply chain management and simplifying operations
- Lead in ***design, performance,*** and ***sustainability***

NET SALES GROWTH OUTPACING THE INDUSTRY

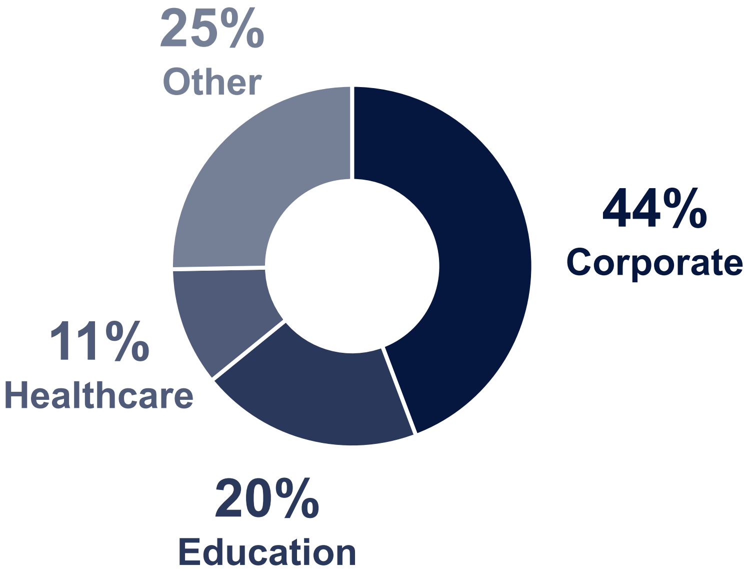


Interface®

- One Interface combined U.S. selling teams accelerating growth through commercial productivity and full portfolio cross-selling
- Continued growth of nora rubber through product innovation; new resilient platform to capture incremental opportunities in key segments
- Addressable market expansion in carpet tile and LVT with more accessible price points, such as our Open Air™ carpet tiles and 3mm LVT

STRONG POSITIONING IN DIVERSIFIED SEGMENTS

REVENUE BY CUSTOMER SEGMENT



Note: Figures represent LTM Q4 2025 and may not sum to 100% due to rounding

Corporate

- Increase in return to office mandates driving refreshes, especially in Class A space
- Premium products competitively advantaged in design, performance, and sustainability

Education

- Regional migration driving segment growth
- K-12 schools modernizing and expanding facilities
- Higher education campus investments to attract students in a competitive market

Healthcare

- Aging population, longer life expectancies and increased technology use supporting demand
- One Interface combined U.S. sales teams finding new opportunities to sell our full suite of products

Other

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

ONE SYSTEM EVERY SPACE
CARPET TILE, LVT, AND NORA® RUBBER.

Interface®

OFFICE

EDUCATION

Birmingham City University, Uk

University Of Huddersfield, Uk

Hogeschool Rotterdam Business School, NL
© Studio Beeldwerken

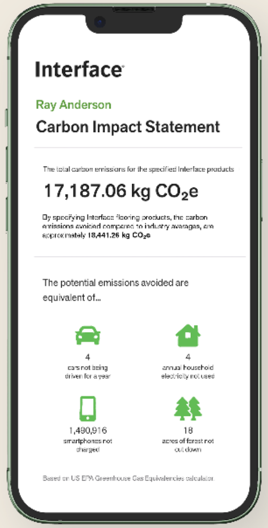
HEALTHCARE

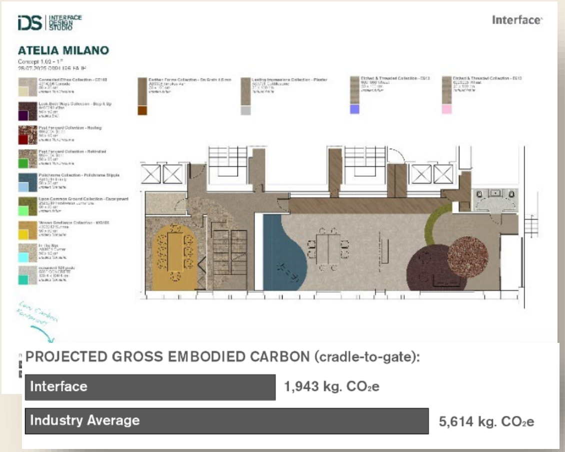
COMMERCIALLY-DRIVEN INNOVATION

Targeted, strategic, commercially-aligned new product development to capture share and expand addressable market

- Resilient innovations to unlock new opportunities
- More carpet tile options at accessible price points
- Segment-focused designs
- Sought-after aesthetics

SUSTAINABILITY THAT'S SPECIFIABLE





LOW CARBON FOOTPRINT PRODUCTS

200+ cradle-to-gate carbon negative styles; low carbon footprint portfolio

CARBON CALCULATOR

To estimate a project's carbon savings

INTERFACE DESIGN STUDIO FLOORPLANS

Including carbon impact information

REGIONALLY SPECIFIC CERTIFICATIONS

For customer documentation

INTERFACE IMPACT REPORT *2024*

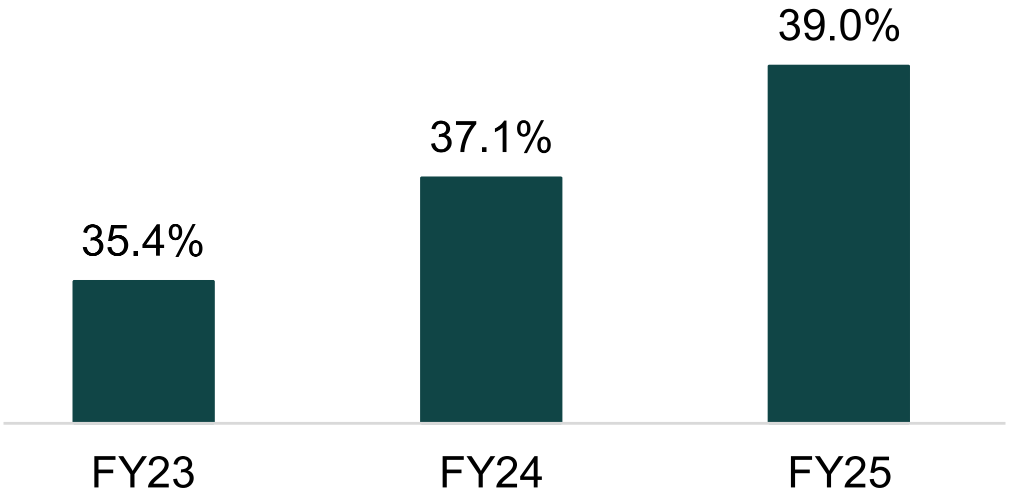
ESG at Interface

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**.

Our website content and the linked 2024 Impact Report is not a part of, or incorporated into, this presentation.

INDUSTRY LEADING ADJUSTED GROSS PROFIT MARGINS*



- Globalizing core functions to support our world-class local selling teams
- Investing in automation and robotics to drive productivity, waste reduction, and increased capacity to service growth without increasing headcount
- Leading in design to capture premium priced market share while diversifying end market and product segmentation to drive incremental profitable growth
- Reducing organizational complexity

* See Financial Performance section for a reconciliation of Non-GAAP figures

CAPITAL ALLOCATION STRATEGY

We have a **balanced capital allocation strategy** that prioritizes investing in the business, managing our leverage ratio conservatively, and returning excess capital to shareholders.

Reinvest in the business

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

Manage leverage

Disciplined use of debt to manage net leverage conservatively

Explore M&A Opportunities

Through a rigorous and disciplined process, evaluate potentially accretive M&A transactions that are aligned with our strategy and that can accelerate growth and margin expansion

Return excess cash to Shareholders

Utilize strong free cash flow to return excess cash to shareholders

Financial Performance

($ in millions, except EPS)

FINANCIALS AT A GLANCE

Interface®

Q4 2025	Net Sales **$349**	Currency Neutral YoY Net Sales Growth **+1.6%**	Adjusted Gross Profit Margin **38.6%**	Adjusted Operating Income **$38** 10.9% of Net Sales	Adjusted Earnings Per Diluted Share **$0.49**
FYE 2025	Net Sales **$1,387**	Currency Neutral YoY Net Sales Growth **+4.3%**	Adjusted Gross Profit Margin **39.0%**	Adjusted Operating Income **$174** 12.5% of Net Sales	Adjusted Earnings Per Diluted Share **$1.94**
LTM	Net Debt / Adjusted EBITDA **0.5x**	Adjusted EBITDA **$218** 15.7% of Net Sales	Cash From Operations **$168**	Capital Expenditures **$46**	Return on Invested Capital **18.5%**

* See subsequent slides for a reconciliation of Non-GAAP figures

GAAP FINANCIAL RESULTS

Interface®

($ in millions, except EPS)

	Fourth Quarter			Fiscal Year		
	2025	2024	Change	2025	2024	Change
Net Sales	$349.4	$335.0	4.3%	$1,386.9	$1,315.7	5.4%
Gross Profit	134.8	122.3	10.2%	537.4	482.9	11.3%
% of Net Sales	*38.6%*	*36.5%*	*208 bps*	*38.7%*	*36.7%*	*204 bps*
SG&A Expense	99.4	92.7	7.3%	373.4	348.5	7.1%
% of Net Sales	*28.5%*	*27.7%*	*80 bps*	*26.9%*	*26.5%*	*43 bps*
Operating Income	35.4	29.6	19.3%	164.0	134.4	22.0%
% of Net Sales	*10.1%*	*8.8%*	*128 bps*	*11.8%*	*10.2%*	*161 bps*
Net Income	24.4	21.8	12.1%	116.1	86.9	33.5%
% of Net Sales	*7.0%*	*6.5%*	*48 bps*	*8.4%*	*6.6%*	*176 bps*
Diluted EPS	$0.41	$0.37	10.8%	$1.96	$1.48	32.4%

ADJUSTED FINANCIAL RESULTS*

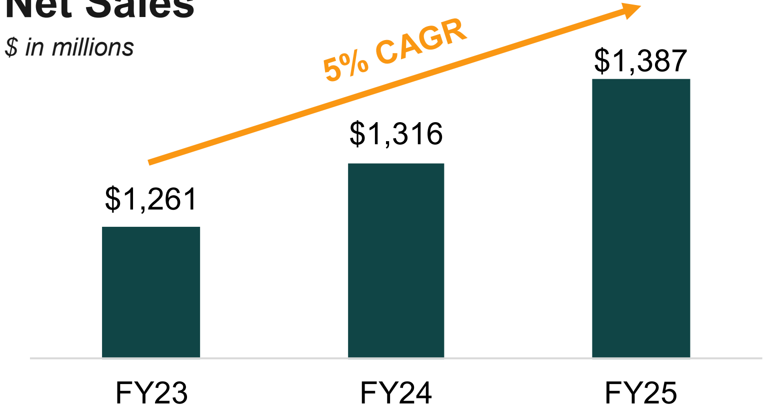
($ in millions, except EPS)	Fourth Quarter			Fiscal Year		
	2025	2024	Change	2025	2024	Change
Net Sales	$349.4	$335.0	4.3%	$1,386.9	$1,315.7	5.4%
Adjusted Gross Profit	134.8	123.6	9.1%	540.5	488.1	10.7%
% of Net Sales	*38.6%*	*36.9%*	*169 bps*	*39.0%*	*37.1%*	*187 bps*
Adjusted SG&A Expense	96.6	90.8	6.3%	366.7	346.7	5.8%
% of Net Sales	*27.6%*	*27.1%*	*53 bps*	*26.4%*	*26.4%*	*9 bps*
Adjusted Operating Income	38.2	32.8	16.7%	173.8	141.4	22.9%
% of Net Sales	*10.9%*	*9.8%*	*116 bps*	*12.5%*	*10.7%*	*178 bps*
Adjusted Net Income	28.9	20.1	44.0%	114.8	86.2	33.2%
% of Net Sales	*8.3%*	*6.0%*	*228 bps*	*8.3%*	*6.6%*	*173 bps*
Adjusted Diluted EPS	$0.49	$0.34	44.1%	$1.94	$1.46	32.9%
Adjusted EBITDA	$49.8	$46.0	8.2%	$217.9	$189.0	15.3%
% of Net Sales	*14.3%*	*13.7%*	*51 bps*	*15.7%*	*14.4%*	*135 bps*

* See subsequent slides for a reconciliation of Non-GAAP figures

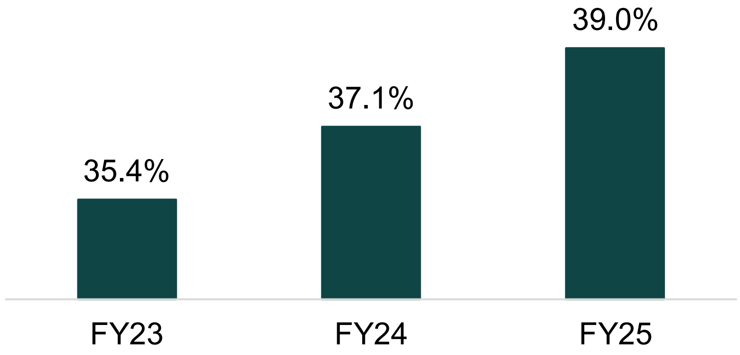
REVENUE AND PROFITABILITY METRICS*

Net Sales

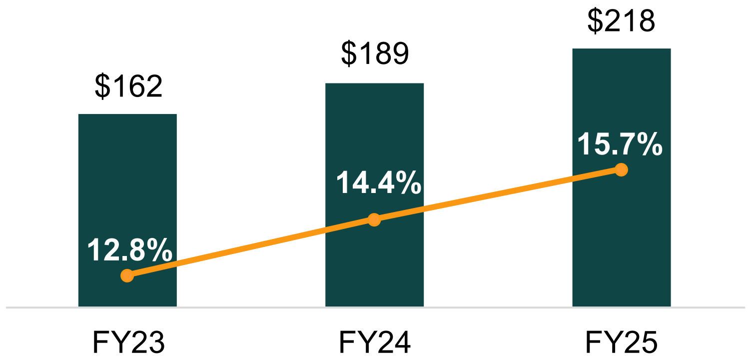
$ in millions



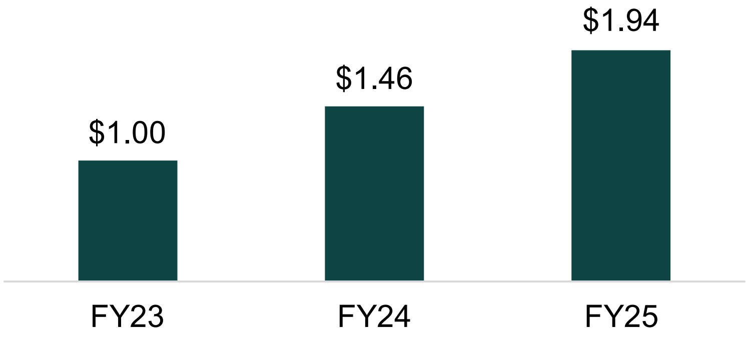
Adjusted Gross Profit Margin %



Adjusted EBITDA *($ in millions)* and Adjusted EBITDA % of Net Sales



Adjusted Earnings Per Diluted Share



* See subsequent slides for a reconciliation of Non-GAAP figures

RECONCILIATION OF NON-GAAP FIGURES

Interface®

($ in millions)	Q4 2024	Q4 2025	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Net Sales as Reported (GAAP)	**$335.0**	**$349.4**	**$1,261.5**	**$1,315.7**	**$1,386.9**
Impact of Changes in Currency	-	(9.0)	-	-	(14.9)
Currency Neutral Sales	**$335.0**	**$340.4**	**$1,261.5**	**$1,315.7**	**$1,371.9**
Gross Profit as Reported (GAAP)	**$122.3**	**$134.8**	**$441.1**	**$482.9**	**$537.4**
Purchase Accounting Amortization	1.3	-	5.2	5.2	3.1
Adjusted Gross Profit	**$123.6**	**$134.8**	**$446.2**	**$488.1**	**$540.5**
SG&A Expense as Reported (GAAP)	**$92.7**	**$99.4**	**$339.0**	**$348.5**	**$373.4**
Cyber Event Impact	0.3	-	(1.1)	0.7	-
Restructuring, Asset Impairment, Severance and Other, net	(2.2)	(2.9)	(8.1)	(2.5)	(6.7)
Adjusted SG&A Expense	**$90.8**	**$96.6**	**$329.8**	**$346.7**	**$366.7**
Operating Income as Reported (GAAP)	**$29.6**	**$35.4**	**$104.5**	**$134.4**	**$164.0**
Purchase Accounting Amortization	1.3	-	5.2	5.2	3.1
Cyber Event Impact	(0.3)	-	1.1	(0.7)	-
Restructuring, Asset Impairment, Severance and Other, net	2.2	2.9	5.6	2.5	6.7
Adjusted Operating Income	**$32.8**	**$38.2**	**$116.4**	**$141.4**	**$173.8**

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

RECONCILIATION OF NON-GAAP FIGURES

Interface®

($ in millions)	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Q4 2024	Q4 2025
Net Income as Reported (GAAP)	**$44.5**	**$86.9**	**$116.1**	**$21.8**	**$24.4**
Purchase Accounting Amortization	3.7	3.7	2.2	0.9	-
Cyber Event Impact	0.8	(4.2)	-	(3.9)	-
Restructuring, Asset Impairment, Severance and Other, net	4.1	1.9	5.0	1.7	2.2
Property Casualty (Recovery) Loss[1]	(0.4)	(1.8)	-	-	-
Loss on Extinguishment of Debt	-	-	2.3	-	2.3
Loss on Discontinuance of Interest Rate Swaps	0.7	-	-	-	-
Warehouse Fire Loss[2]	-	-	(0.4)	-	-
Loss on Foreign Subsidiary Liquidation[3]	5.1	2.2	-	2.2	-
Deferred Taxes - Tax Rate Changes and Other[4]	-	-	(10.4)	-	-
UK Pension Surplus Tax Rate Change	-	(2.5)	-	(2.5)	-
Adjusted Net Income	**$58.6**	**$86.2**	**$114.8**	**$20.1**	**$28.9**

	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Q4 2024	Q4 2025
Diluted EPS as Reported (GAAP)	**$0.76**	**$1.48**	**$ 1.96**	**$0.37**	**$ 0.41**
Purchase Accounting Amortization	0.06	0.06	0.04	0.02	-
Cyber Event Impact	0.01	(0.07)	-	(0.07)	-
Restructuring, Asset Impairment, Severance and Other, net	0.07	0.03	0.08	0.03	0.04
Property Casualty (Recovery) Loss[1]	(0.01)	(0.03)	-	-	-
Loss on Extinguishment of Debt	-	-	0.04	-	0.04
Loss on Discontinuance of Interest Rate Swaps	0.01	-	-	-	-
Loss on Foreign Subsidiary Liquidation[3]	0.09	0.04	-	0.04	-
Deferred Taxes - Tax Rate Changes and Other[4]	-	-	(0.18)	-	-
UK Pension Surplus Tax Rate Change	-	(0.04)	-	(0.04)	-
Warehouse Fire Loss[2]	-	-	(0.01)	-	-
Adjusted Diluted EPS	**$1.00**	**$1.46**	**$1.94**	**$0.34**	**$0.49**

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

Interface®

($ in millions)	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Q4 2024	Q4 2025
Net (Loss) Income as Reported (GAAP)	**$44.5**	**$86.9**	**$116.1**	**$21.8**	**$24.4**
Income Tax (Benefit) Expense	19.1	26.6	20.8	5.6	2.7
Interest Expense (including debt issuance cost amortization)	31.8	23.2	19.5	4.9	6.5
Depreciation and Amortization (excluding debt issuance cost amortization)	38.7	37.3	37.9	9.6	9.5
Share-Based Compensation Expense	10.3	12.9	14.4	3.7	3.8
Purchase Accounting Amortization	5.2	5.2	3.1	1.3	-
Cyber Event Impact	1.1	(5.5)	-	(5.1)	-
Property Casualty Loss(1)	(0.5)	(2.3)	-	-	-
Restructuring, Asset Impairment, Severance and Other, net	5.6	2.5	6.7	2.2	2.9
Warehouse Fire Loss(2)	-	-	(0.6)	-	-
Loss on Foreign Subsidiary Liquidation(3)	6.2	2.2	-	2.2	-
Adjusted Earnings before Interest, Taxes, Depreciation and Amortization (AEBITDA)	**$162.0**	**$189.0**	**$217.9**	**$46.0**	**$49.8**

($ in millions)	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Total Debt	**$417**	**$303**	**$182**
Less: Cash	(110)	($99)	($71)
Net Debt	**$307**	**$204**	**$110**
Total Debt / LTM Net Income as Reported (GAAP)	**9.4x**	**3.5x**	**1.6x**
Net Debt / LTM Adjusted EBITDA	**1.9x**	**1.1x**	**0.5x**

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

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