

Interface: A differentiated global flooring leader



Purpose-driven growth with
disciplined execution
50+ year history

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 28, 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”, “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.

Interface®
nora®
FLOR

PREMIUM BRANDS WITH
ATTRACTIVE MARGINS

SALES IN
100+
COUNTRIES



\$1.4 BILLION*
IN GLOBAL REVENUE

REGIONAL NET SALES
BREAKDOWN*

10% Asia-Pacific

29%
Europe

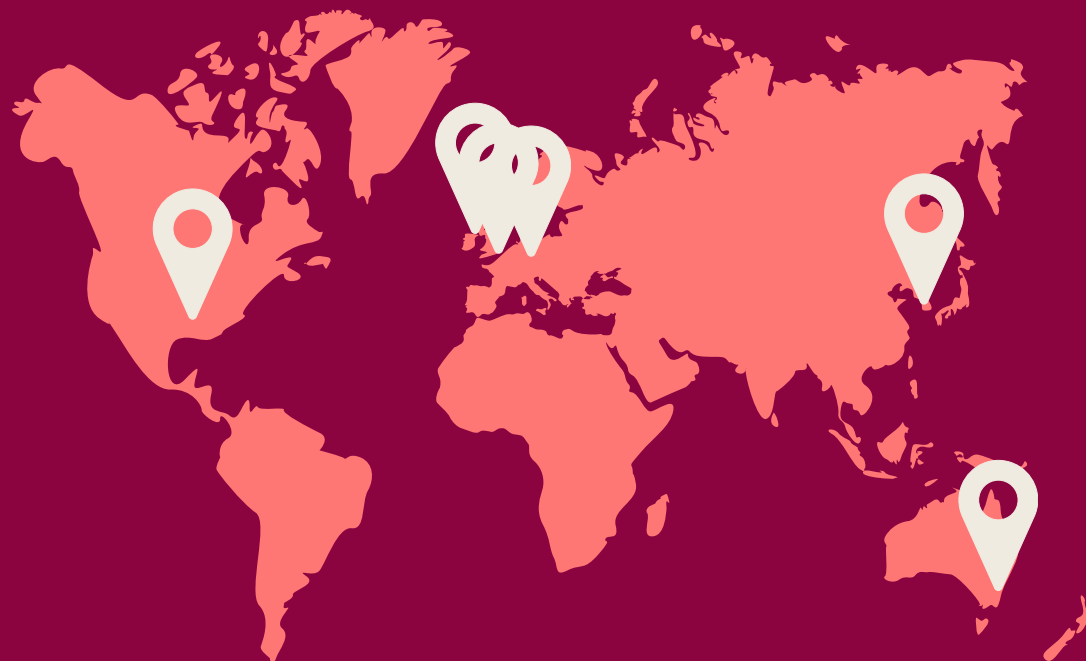


61%
Americas

**CORPORATE
EDUCATION
HEALTHCARE**

END MARKET
DIVERSIFICATION

6 MANUFACTURING SITES
ON 4 CONTINENTS



~30 INTERFACE SHOWROOMS

3,600 EMPLOYEES
WORLDWIDE



**figures represent LTM Q1 2026 Net Sales and Percentage of LTM Q1 2026 Net Sales*

INTERFACE: A COMPELLING INVESTMENT

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

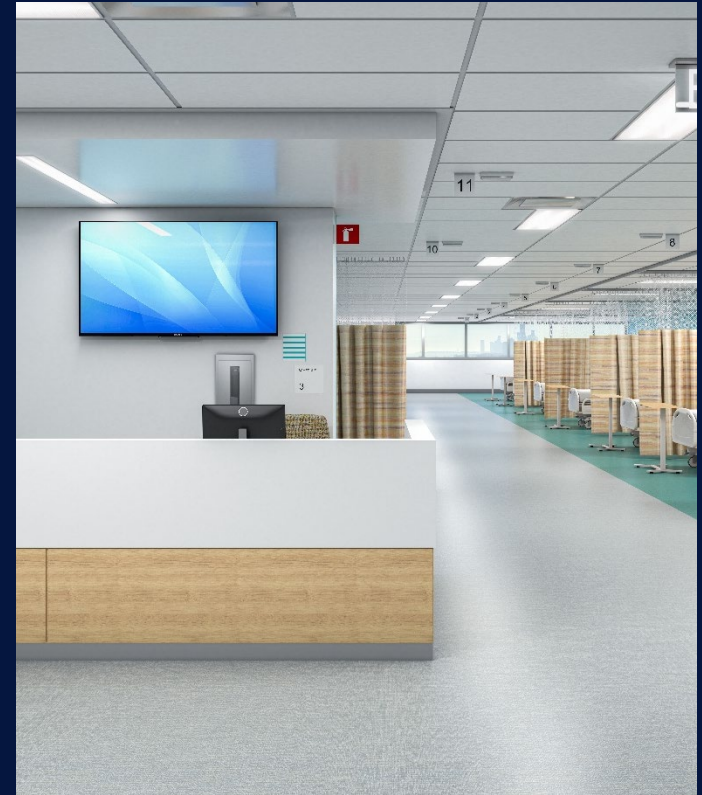
Interface®



CARPET TILE



LUXURY VINYL TILE (LVT)



RUBBER

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

LARGE, ATTRACTIVE MARKET OPPORTUNITY

\$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

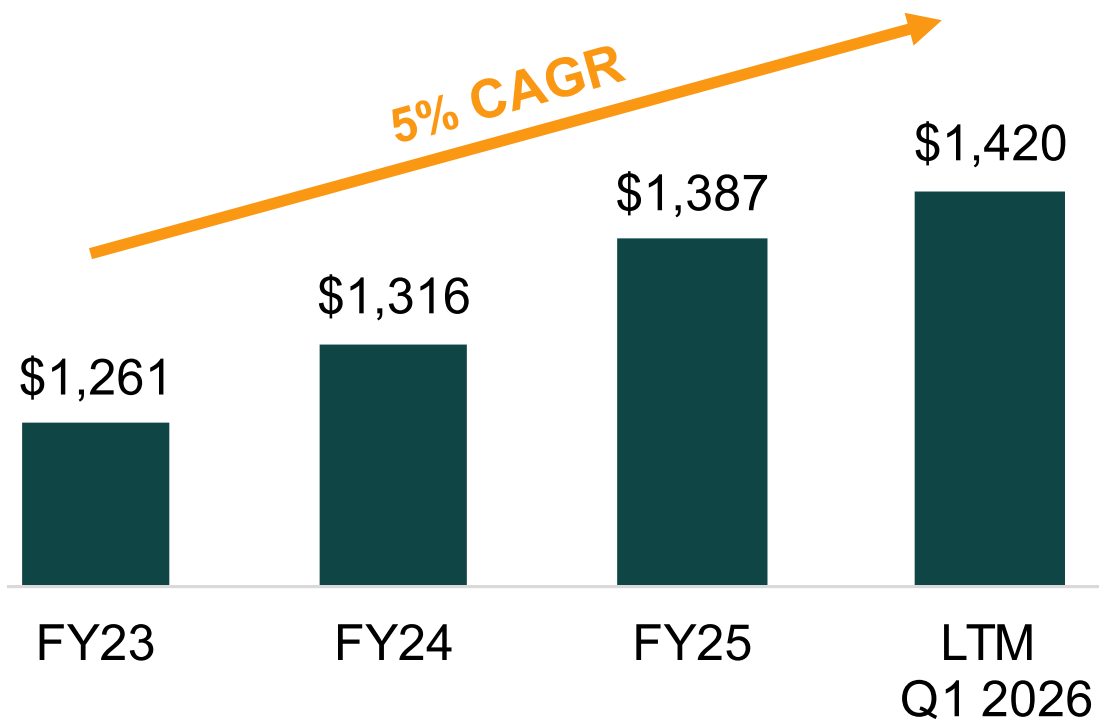
STRATEGY: ONE INTERFACE

- 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

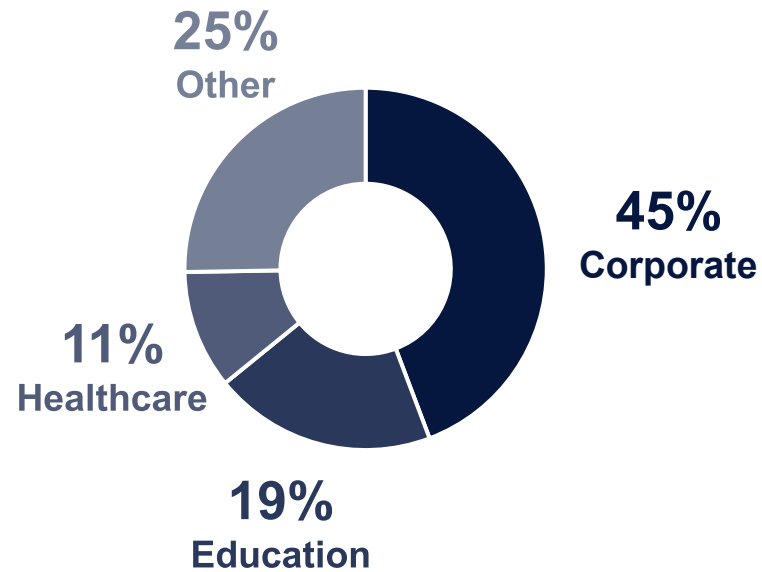
\$ in millions



- 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 Q1 FY26 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.

OFFICE



EDUCATION



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

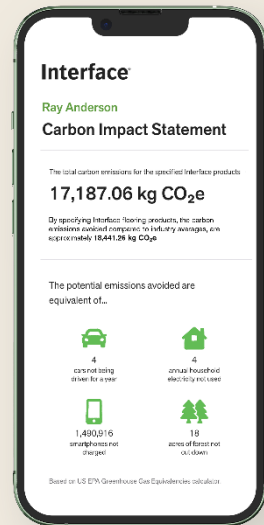


SUSTAINABILITY THAT'S SPECIFIABLE



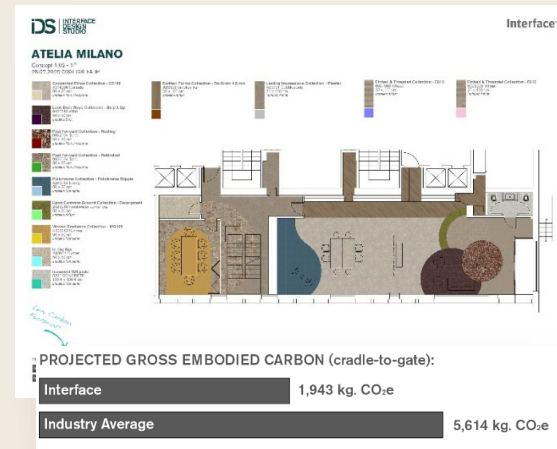
LOW CARBON FOOTPRINT PRODUCTS

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

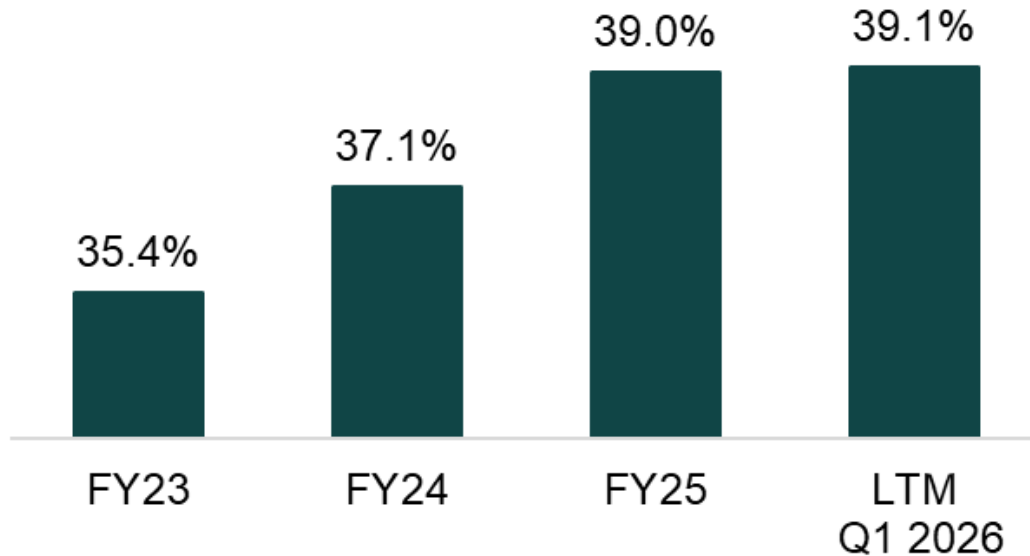
ESG at Interface

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](#).



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 capital allocation strategy that is **balanced and disciplined**, with a focus on **investing in the business**, **conservative use of debt**, and **prioritizing long-term shareholder value**.



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

**Q1
2026**

Net Sales

\$331Currency-Neutral YoY
Net Sales Growth**+6.8%**Adjusted
Gross Profit Margin**38.3%**Adjusted
Operating Income**\$33**

9.9% of Net Sales

Adjusted Earnings
Per Diluted Share**\$0.41**

LTM

Net Debt /
Adjusted EBITDA**0.6x**Adjusted
EBITDA**\$228**

16.0% of Net Sales

Cash From
Operations**\$170**Capital
Expenditures**\$49**Return on Invested
Capital**19.0%**

GAAP FINANCIAL RESULTS

(\$ in millions, except EPS)

	First Quarter		
	2026	2025	Change
Net Sales	\$331.0	\$297.4	11.3%
Gross Profit	126.7	111.0	14.2%
<i>% of Net Sales</i>	38.3%	37.3%	97 bps
SG&A Expense	94.4	87.7	7.6%
<i>% of Net Sales</i>	28.5%	29.5%	(99) bps
Operating Income	32.3	23.2	39.2%
<i>% of Net Sales</i>	9.8%	7.8%	196 bps
Net Income	23.6	13.0	81.6%
<i>% of Net Sales</i>	7.1%	4.4%	276 bps
Diluted EPS	\$0.40	\$0.22	81.8%

ADJUSTED FINANCIAL RESULTS*

(\$ in millions, except EPS)

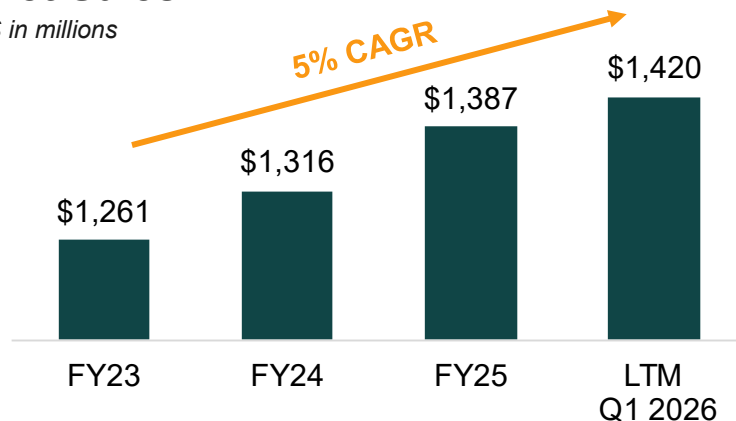
	First Quarter		
	2026	2025	Change
Net Sales	\$331.0	\$297.4	11.3%
Adjusted Gross Profit	126.7	112.2	12.9%
<i>% of Net Sales</i>	38.3%	37.7%	55 bps
Adjusted SG&A Expense	94.0	86.8	8.3%
<i>% of Net Sales</i>	28.4%	29.2%	(78) bps
Adjusted Operating Income	32.7	25.5	28.6%
<i>% of Net Sales</i>	9.9%	8.6%	133 bps
Adjusted Net Income	23.9	14.6	63.4%
<i>% of Net Sales</i>	7.2%	4.9%	230 bps
Adjusted Diluted EPS	\$0.41	\$0.25	64.0%
Adjusted EBITDA	\$46.8	\$37.0	26.3%
<i>% of Net Sales</i>	14.1%	12.4%	168 bps

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

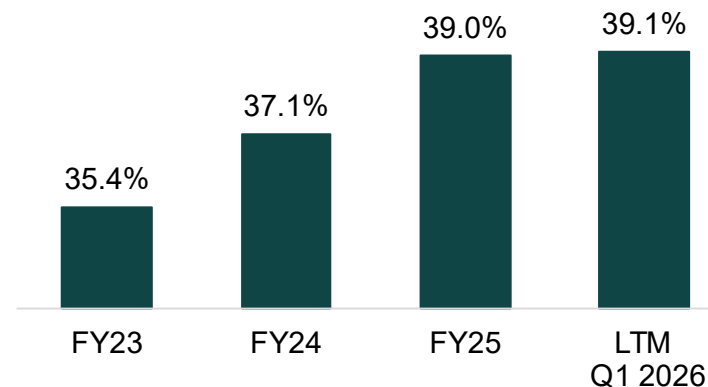
REVENUE AND PROFITABILITY METRICS*

Net Sales

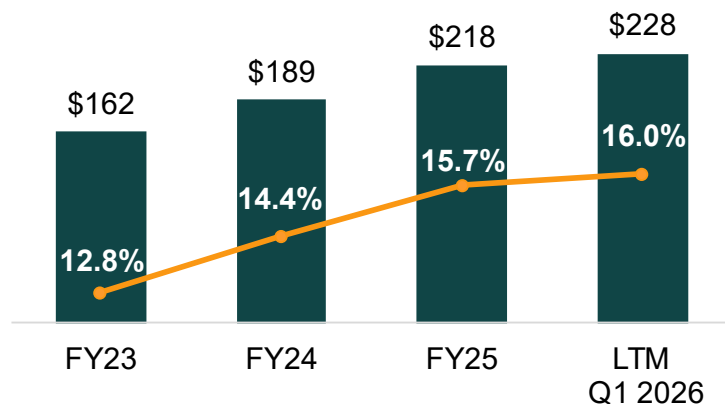
\$ in millions



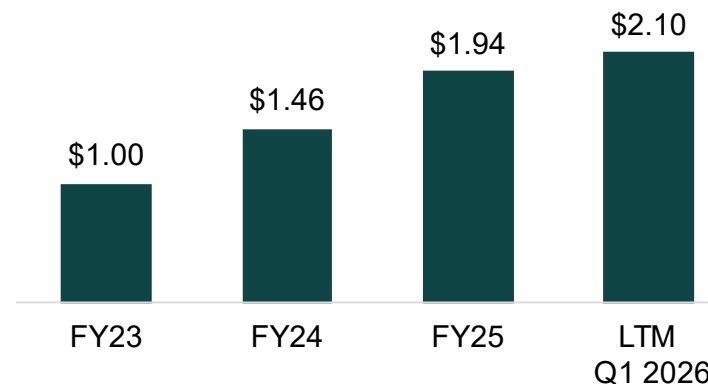
Adjusted Gross Profit Margin %



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

(\$ in millions)

	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Q1 2025	Q1 2026
Net Sales as Reported (GAAP)	\$1,261.5	\$1,315.7	\$1,386.9	\$297.4	\$331.0
Impact of Changes in Currency	-	-	-	-	(13.4)
Currency-Neutral Sales	\$1,261.5	\$1,315.7	\$1,386.9	\$297.4	\$317.6
 Gross Profit as Reported (GAAP)	 \$441.1	 \$482.9	 \$537.4	 \$111.0	 \$126.7
Purchase Accounting Amortization	5.2	5.2	3.1	1.3	-
Adjusted Gross Profit	\$446.2	\$488.1	\$540.5	\$112.2	\$126.7
 SG&A Expense as Reported (GAAP)	 \$339.0	 \$348.5	 \$373.4	 \$87.7	 \$94.4
Cyber Event Impact	(1.1)	0.7	-	-	-
Restructuring, Asset Impairment, Severance and Other, net	(8.1)	(2.5)	(6.7)	(1.0)	(0.4)
Adjusted SG&A Expense	\$329.8	\$346.7	\$366.7	\$86.8	\$94.0

	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Q1 2025	Q1 2026	LTM Q1 2026
Operating Income as Reported (GAAP)	\$104.5	\$134.4	\$164.0	\$23.2	\$32.3	\$173.1
Purchase Accounting Amortization	5.2	5.2	3.1	1.3	-	1.8
Cyber Event Impact	1.1	(0.7)	-	-	-	-
Restructuring, Asset Impairment, Severance and Other, net	5.6	2.5	6.7	1.0	0.4	6.1
Adjusted Operating Income	\$116.4	\$141.4	\$173.8	\$25.5	\$32.7	\$181.0

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

RECONCILIATION OF NON-GAAP FIGURES

(\$ in millions)	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Q1 2025	Q1 2026	LTM Q1 2026
Net Income as Reported (GAAP)	\$44.5	\$86.9	\$116.1	\$13.0	\$23.6	\$126.7
Purchase Accounting Amortization	3.7	3.7	2.2	0.9	-	1.3
Cyber Event Impact	0.8	(4.2)	-	-	-	-
Restructuring, Asset Impairment, Severance and Other, net	4.1	1.9	5.0	0.7	0.3	4.6
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)	-	-	(0.4)
Loss on Foreign Subsidiary Liquidation ⁽³⁾	5.1	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	\$58.6	\$86.2	\$114.8	\$14.6	\$23.9	\$124.1
	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Q1 2025	Q1 2026	LTM Q1 2026
Diluted EPS as Reported (GAAP)	\$0.76	\$1.48	\$1.96	\$0.22	\$0.40	\$2.14
Purchase Accounting Amortization	0.06	0.06	0.04	0.02	-	0.02
Cyber Event Impact	0.01	(0.07)	-	-	-	-
Restructuring, Asset Impairment, Severance and Other, net	0.07	0.03	0.08	0.01	0.01	0.08
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	-	-	-	-	-
Warehouse Fire Loss ⁽²⁾	-	-	(0.01)	-	-	(0.01)
Loss on Foreign Subsidiary Liquidation ⁽³⁾	0.09	0.04	-	-	-	-
Deferred Taxes - Tax Rate Changes and Other ⁽⁴⁾	-	-	(0.18)	-	-	(0.18)
UK Pension Surplus Tax Rate Change	-	(0.04)	-	-	-	-
Adjusted Diluted EPS	\$1.00	\$1.46	\$1.94	\$0.25	\$0.41	\$2.10

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)

Net Income as Reported (GAAP)

Income Tax Expense

Interest Expense (including debt issuance cost amortization)

Depreciation and Amortization (excluding debt issuance cost amortization)

Share-Based Compensation Expense

Purchase Accounting Amortization

Cyber Event Impact

Restructuring, Asset Impairment, Severance and Other, net

Property Casualty Loss⁽¹⁾

Warehouse Fire Loss⁽²⁾

Loss on Foreign Subsidiary Liquidation⁽³⁾

Adjusted Earnings before Interest, Taxes, Depreciation and Amortization (AEBITDA)

	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Q1 2025	Q1 2026	LTM Q1 2026
Net Income as Reported (GAAP)	\$44.5	\$86.9	\$116.1	\$13.0	\$23.6	\$126.7
Income Tax Expense	19.1	26.6	20.8	4.1	5.3	21.9
Interest Expense (including debt issuance cost amortization)	31.8	23.2	19.5	4.4	2.7	17.8
Depreciation and Amortization (excluding debt issuance cost amortization)	38.7	37.3	37.9	9.1	9.8	38.5
Share-Based Compensation Expense	10.3	12.9	14.4	4.1	5.0	15.3
Purchase Accounting Amortization	5.2	5.2	3.1	1.3	-	1.8
Cyber Event Impact	1.1	(5.5)	-	-	-	-
Restructuring, Asset Impairment, Severance and Other, net	5.6	2.5	6.7	1.0	0.4	6.1
Property Casualty Loss ⁽¹⁾	(0.5)	(2.3)	-	-	-	-
Warehouse Fire Loss ⁽²⁾	-	-	(0.6)	-	-	(0.6)
Loss on Foreign Subsidiary Liquidation ⁽³⁾	6.2	2.2	-	-	-	-
Adjusted Earnings before Interest, Taxes, Depreciation and Amortization (AEBITDA)	\$162.0	\$189.0	\$217.9	\$37.0	\$46.8	\$227.6

(\$ in millions)

Total Debt

Less: Cash

Net Debt

	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Q1 2026
Total Debt	\$417	\$303	\$182	\$196
Less: Cash	(110)	(99)	(71)	(61)
Net Debt	\$307	\$204	\$110	\$135
Total Debt / LTM Net Income as Reported (GAAP)	9.4x	3.5x	1.6x	1.6x
Net Debt / LTM Adjusted EBITDA	1.9x	1.1x	0.5x	0.6x

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

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