



Interface[®]

**Investor Presentation
2018**

Forward Looking Statements

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. Important factors, some of which may be beyond the Company's control, that could cause actual results to differ materially from management's expectations are discussed under the heading "Risk Factors" included in Item 1A of the Company's most recent Annual Report on Form 10-K, filed with the Securities and Exchange Commission, which discussion is hereby incorporated by reference. Forward-looking statements speak only as of the date made. Forward-looking statements in this presentation include, without limitation, the information set forth on the slide titled "Growth and Value Creation Strategy", the section of this presentation titled "Growth and Value Creation" and the slide titled "Targets". Other forward-looking statements can be identified by words such as "may," "expect," "forecast," "anticipate," "intend," "plan," "believe," "could," "seek," "project," "estimate," "target," and similar expressions. 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.

Investment Highlights: Who We Are



a leading global provider of commercial modular flooring solutions

the most valuable brand in the flooring category

strongest global sales & marketing capabilities

global manufacturing footprint and industry-leading gross margins

an engaged, customer-centric culture, focused on performance and galvanized around our sustainability mission

Growth and Value Creation Strategy

**Interface's vision is to become
the world's most valuable
interior products & services company**

**Grow the Core
Carpet Tile
Business**

**Develop
a Modular
Resilient
Flooring
Business**

**Execute
Supply Chain
Productivity**

**Optimize SG&A
Resources**

**Lead a World-Changing Sustainability Movement
Centered Around Mission Zero and Climate Take Back.**



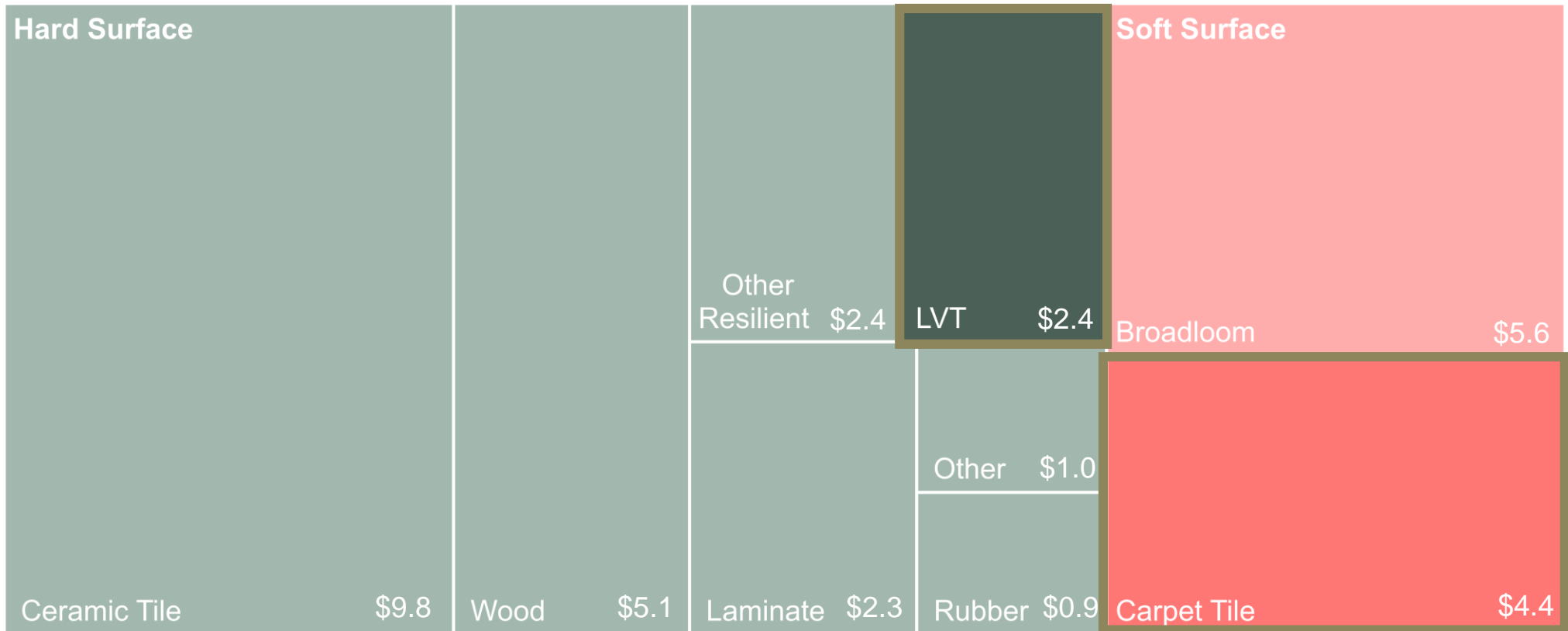


Interface Positioning

Leading Global Provider of Modular Flooring Solutions

- Interface participates in the \$34 Billion Global Commercial Flooring segment
- We are the global share leader in the \$4.4 Billion Carpet Tile segment which continues to take share from broadloom
- We entered the high growth \$2.4 Billion LVT segment, expanding our served customer base by 50%

GLOBAL COMMERCIAL FLOORING SEGMENT (in billions)

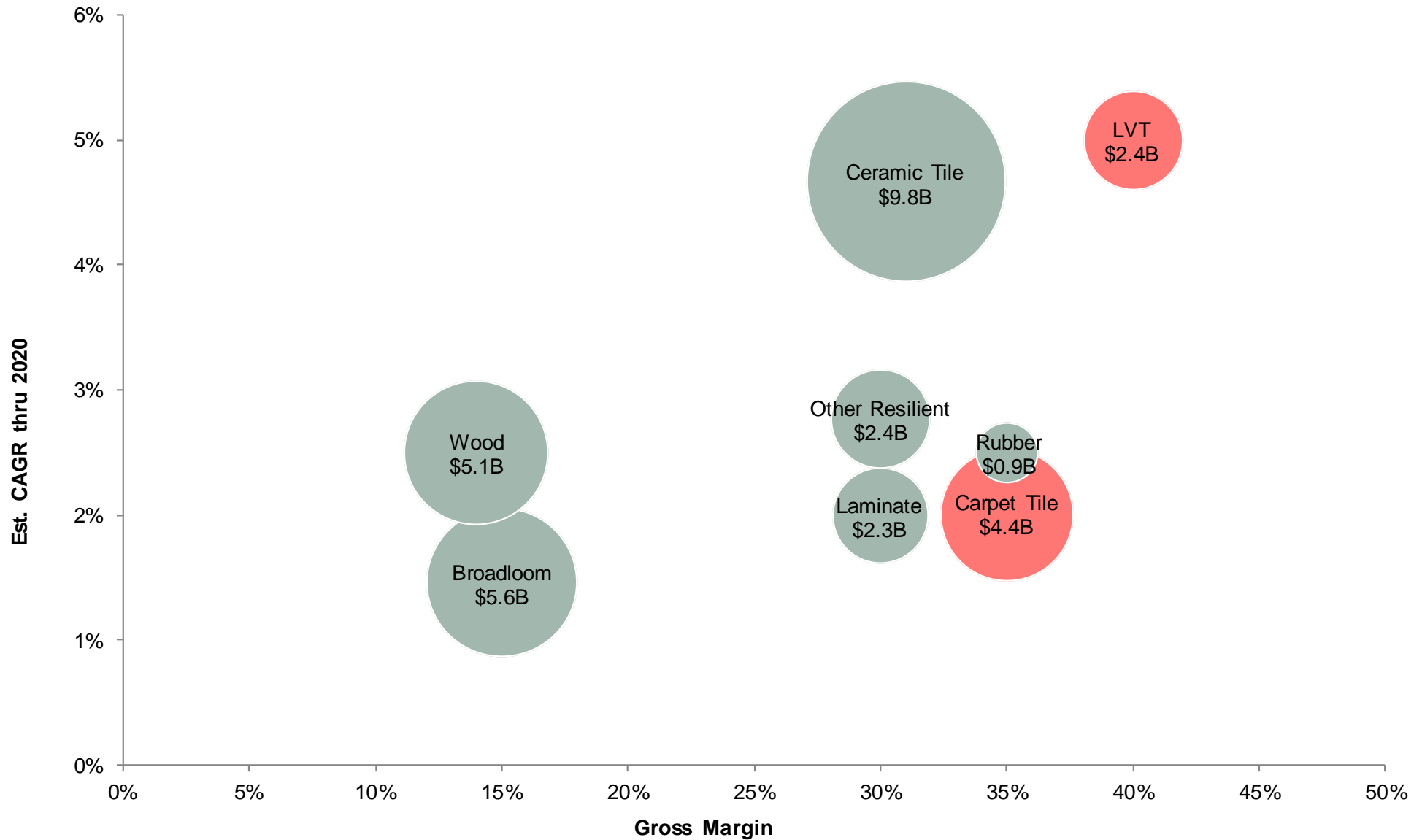


Source: Management estimates

Participating in Attractive Commercial Flooring Segments

- Interface serves growing segments of hard and soft surface with the highest margins

GLOBAL COMMERCIAL FLOORING: SEGMENT SIZE vs FORECAST GROWTH and GROSS MARGIN

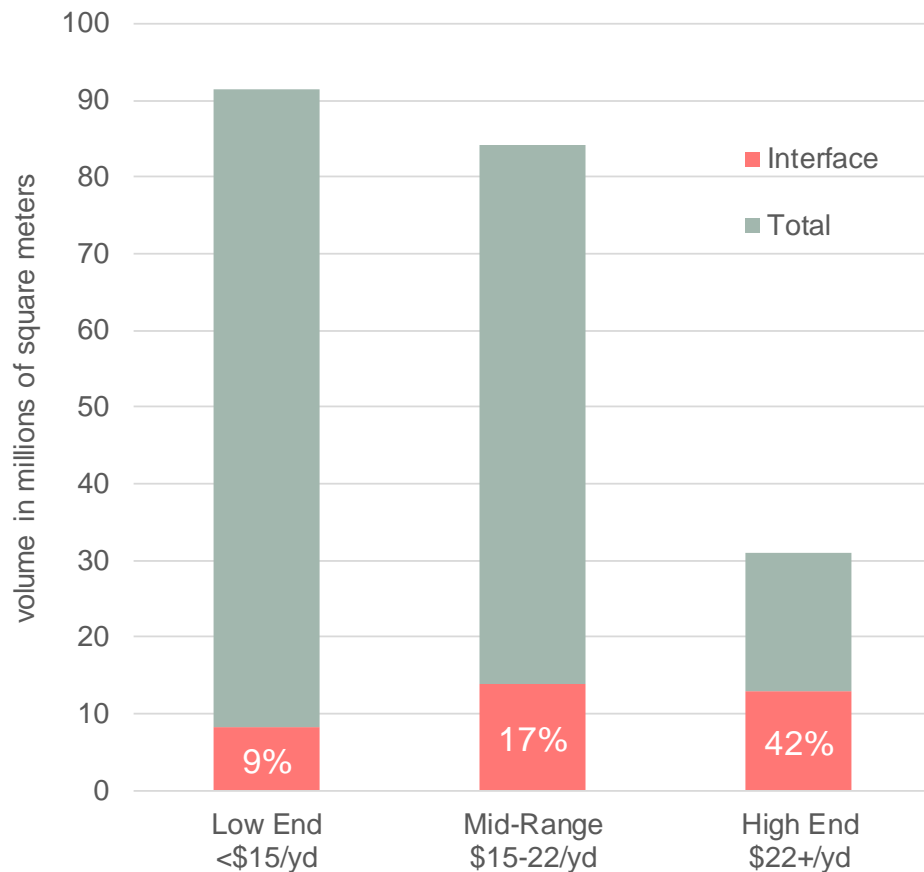


Source: USFLOORReport, Catalina Research and Management estimates

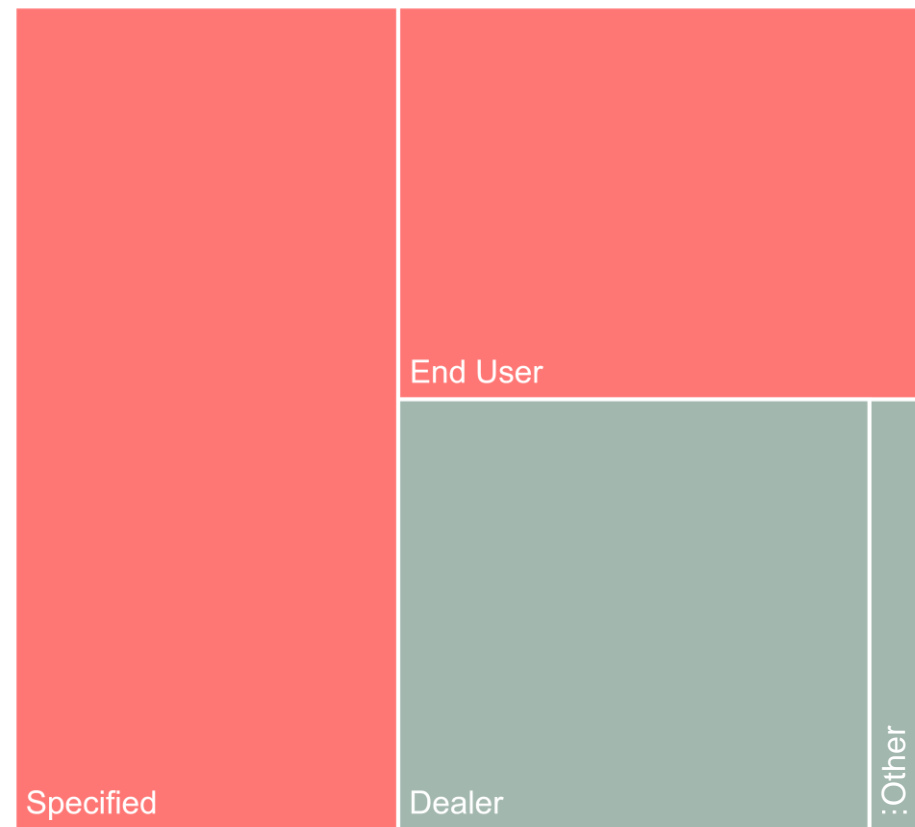
Premium Player in the Specified Channel

- Interface competes on design, sustainability and innovation, commanding a premium price point and industry leading margins
- Interface is the share leader in the specified and end user channels of commercial carpet tile which are highly influenced by Architects & Designers

INTERFACE GLOBAL SHARE OF CARPET TILE PRICE CATEGORIES



GLOBAL CARPET TILE SEGMENT BY CHANNEL

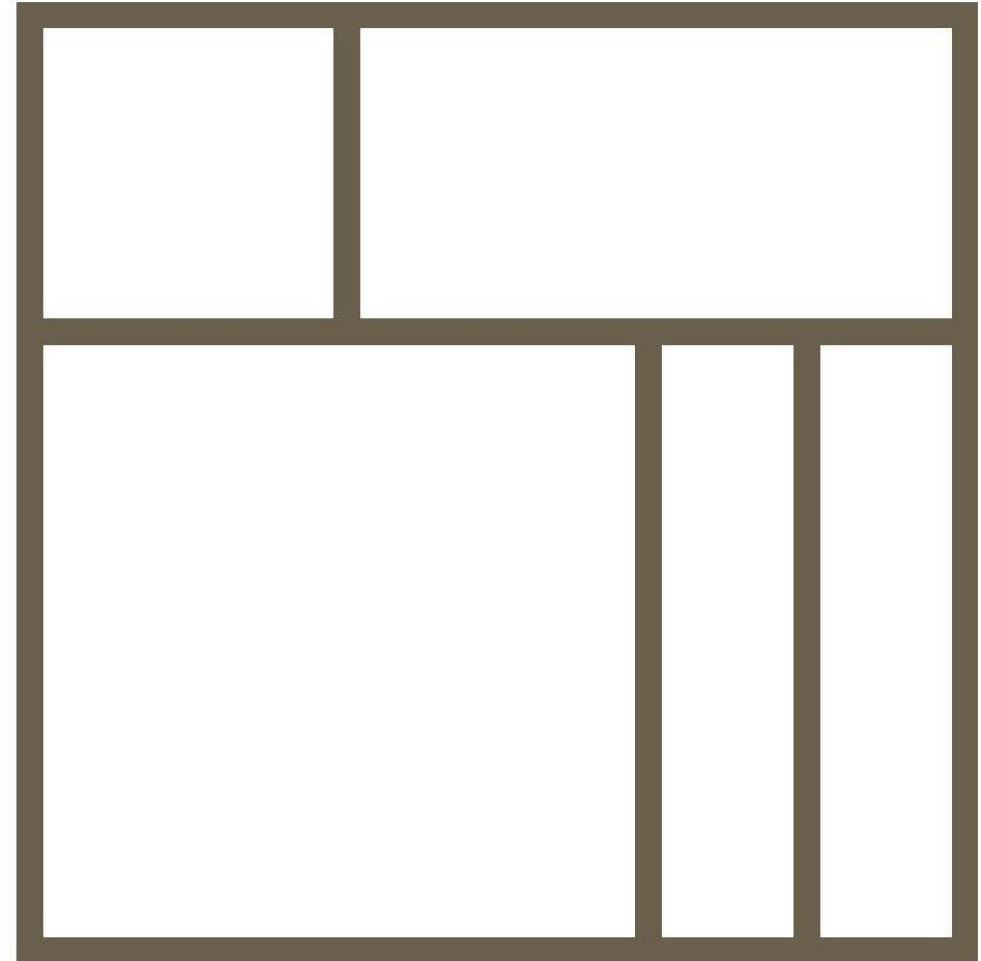


Source: Management estimates

Modular Product Portfolio

Benefits of Modular

- Creative design freedom
- No glue, no pad
- Lower cost to change
- Produces less waste
- Faster, more profitable installation for contractors
- Easier to reconfigure and maintain
- Selective Replacement



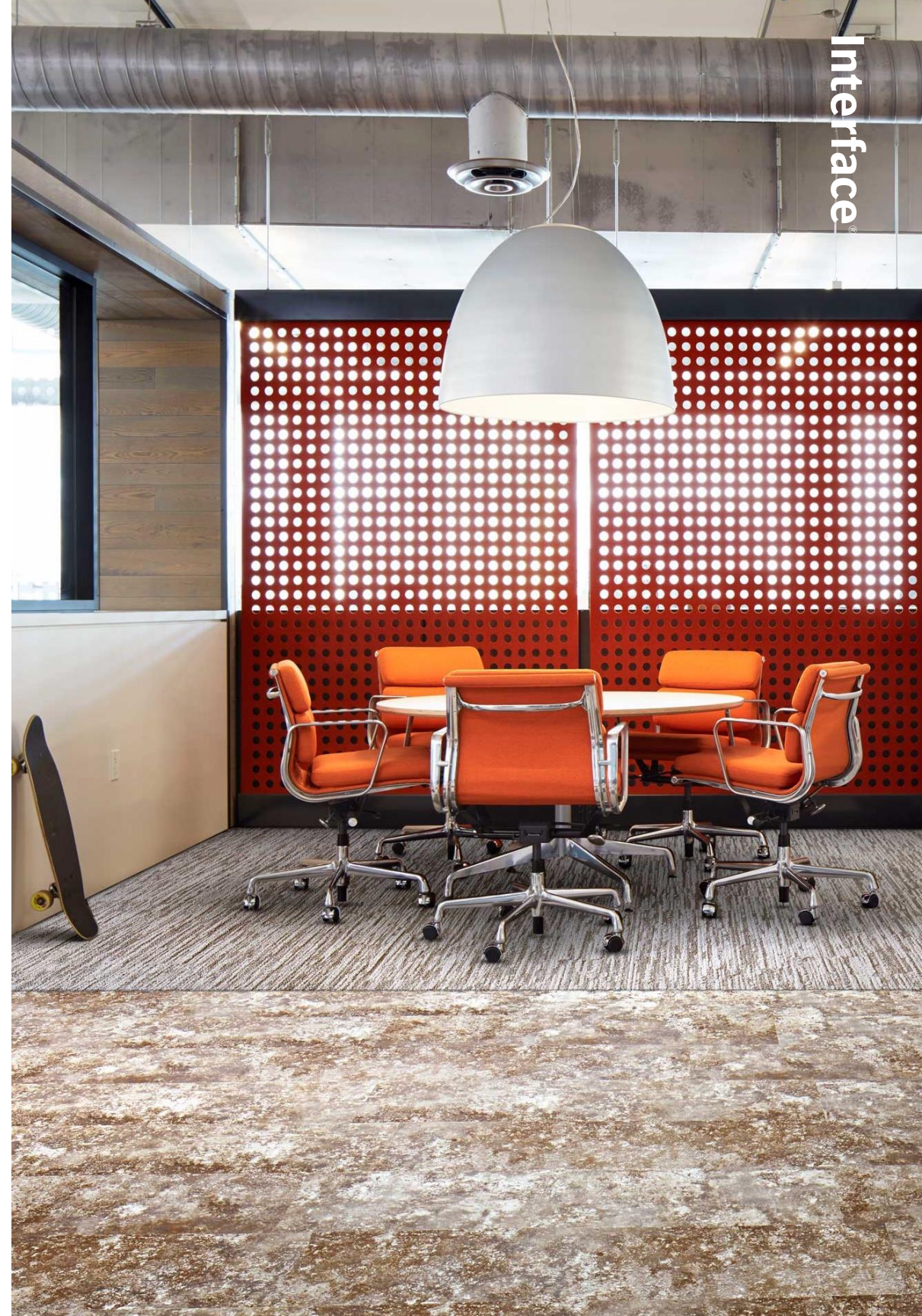
Modular Product Portfolio

Carpet Tile

- Biomimicry-inspired random design (i2)
- High recycled content
- No glue installation (TacTiles®)
- Climate neutral offering (Cool Floor™)
- Faster, more profitable installation for contractors
- Easily recycled (ReEntry® program)

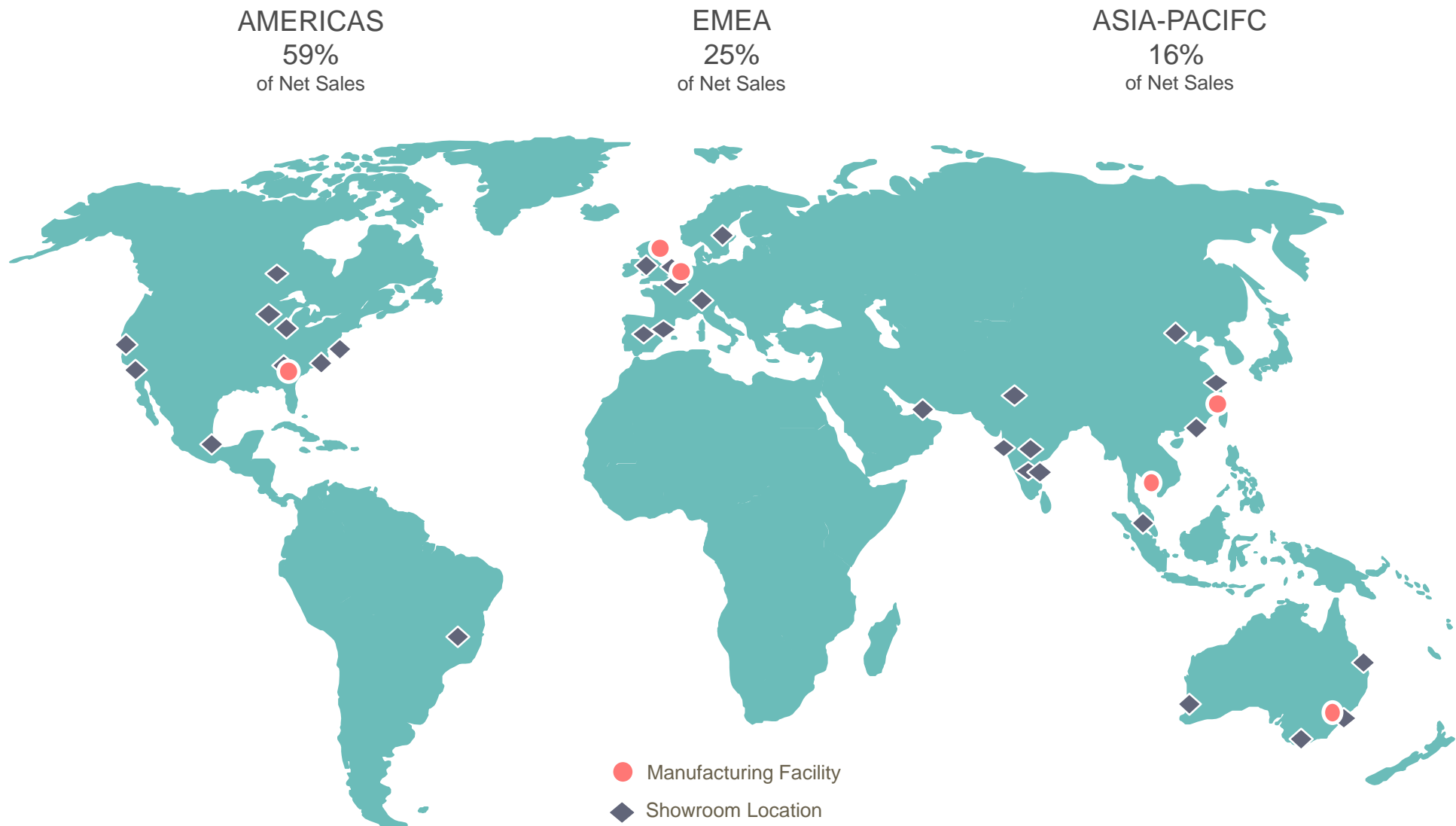
Luxury Vinyl Tile (LVT)

- 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)
- Climate neutral offering (Cool Floor™)



Global Sales and Manufacturing Platform

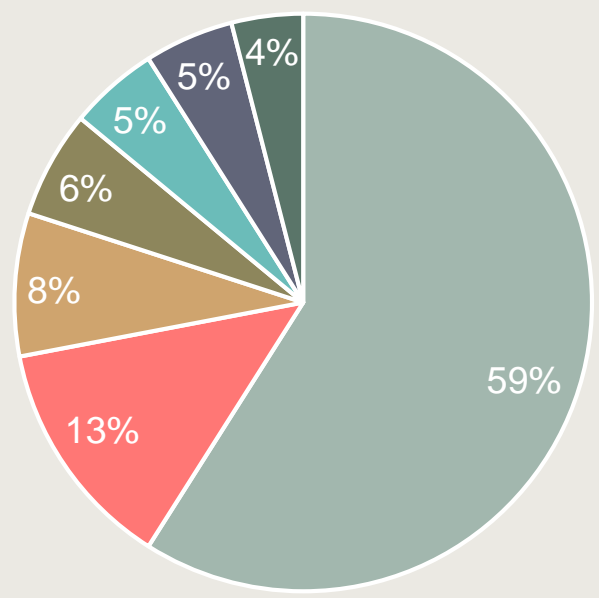
- Sales in over 110 countries
- 600+ Interface sales & marketing professionals
- Global account management
- Six manufacturing locations on four continents
- Global supply chain management
- Unique blend of efficiency and customization



Note: Figures represent FYE 2017

Diversified Customer Verticals

BILLINGS BY SEGMENT

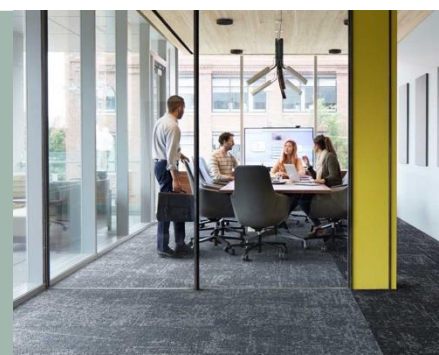


- Office
- Education
- Retail
- Government
- Residential
- Hospitality
- Healthcare

Note: Figures represent FYE 2017

CORPORATE OFFICE

- Highest penetration of carpet tile vs broadloom
- Global Account management
- Emerging market penetration



EDUCATION

- K-12 and higher education
- Second highest penetration of carpet tile vs broadloom



HOSPITALITY

- Guest rooms, corridors and public spaces
- Named the brand standard or alternate at Hilton, Marriott, IGH and Choice Hotels properties



RETAIL

- Retail and bank branches
- Significant opportunity for broadloom conversion
- High penetration of LVT



Growth and Value Creation



Growth and Value Creation Strategy

**Interface's vision is to become
the world's most valuable
interior products & services company**

**Grow the Core
Carpet Tile
Business**

**Develop
a Modular
Resilient
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**Execute
Supply Chain
Productivity**

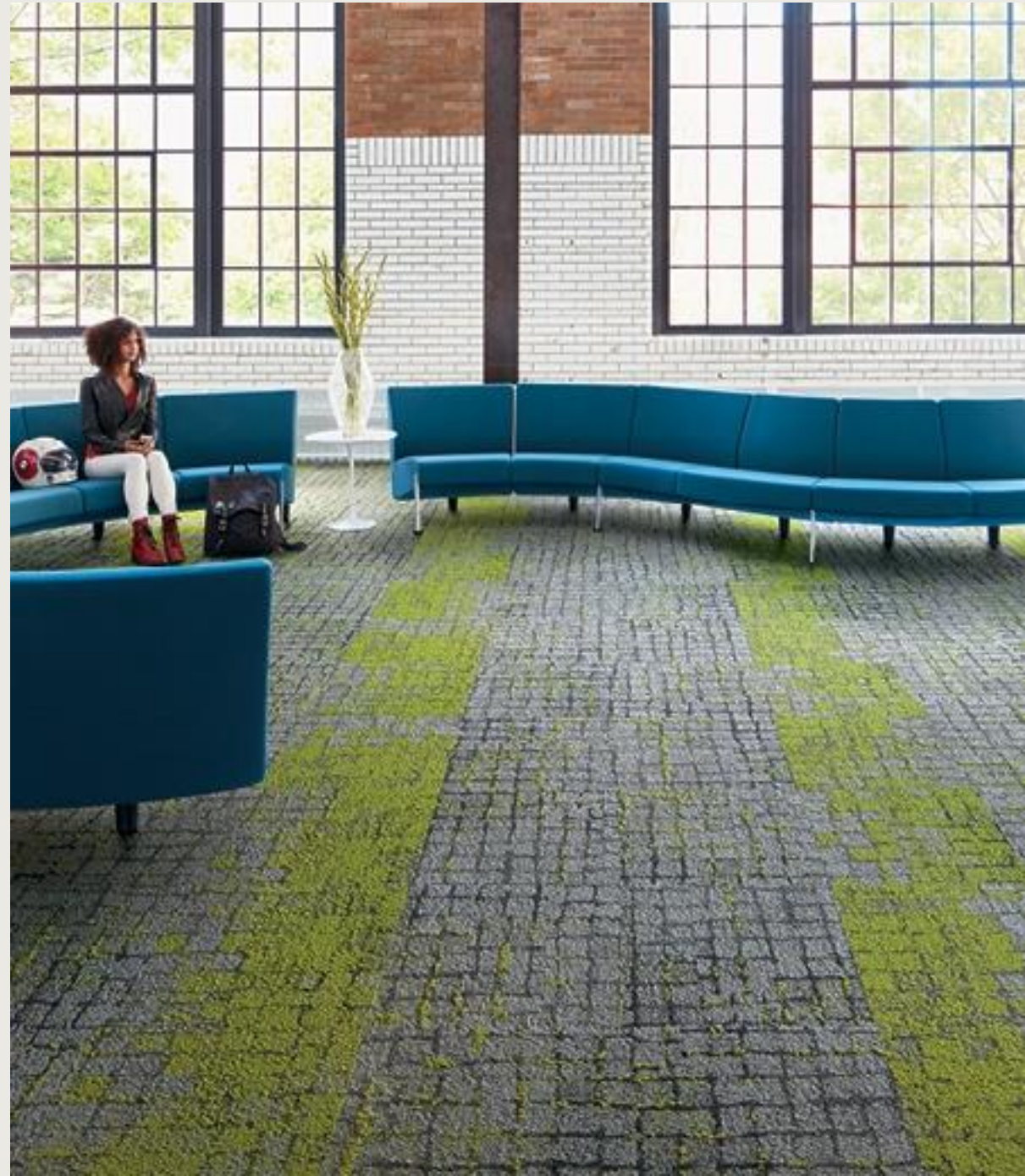
**Optimize SG&A
Resources**

**Lead a World-Changing Sustainability Movement
Centered Around Mission Zero and Climate Take Back.**



Grow the Core Carpet Tile Business

- Enhance salesforce productivity – Execute on selling system transformation including reorganization, training and technology tools
- Elevate and grow segments – Drive growth in priority segments including Corporate Office, Hospitality, Living and Education
- Optimize product portfolio – Expand our portfolio to increase the addressable market
- Lead the market in design and innovation – Continue to introduce innovative new products that energize and inspire
- Continue to develop brand love, commanding the strongest Net Promoter Score among A&D and End Users



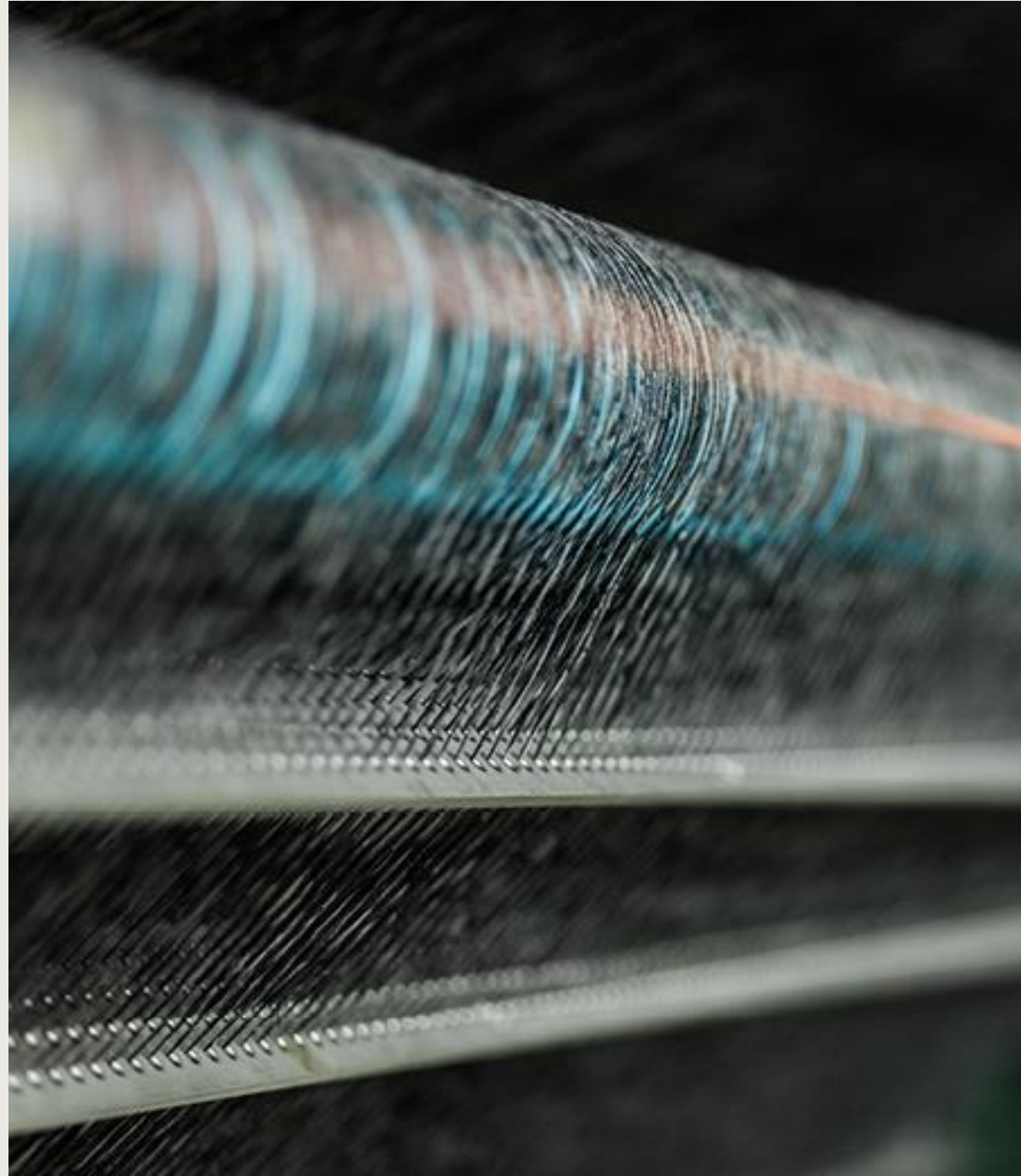
Develop a Modular Resilient Flooring Business

- Continue penetrating the high growth LVT segment – Build on successful global LVT launch
- Expand product portfolio
- Leverage innovation pipeline
- Expand global participation



Execute Supply Chain Productivity

- Execute Troup Co. Optimization plan which we expect to yield annualized savings of \$30M
- Implement a dynamic yarn strategy
- Continue to deliver on productivity pipeline initiatives
- Finalize global ERP system execution down to the factory floor



Optimize SG&A Resources

- Repurpose spend toward growth initiatives and the highest ROI
- Stage gating of key investments
- Leverage Interface's purpose-driven culture

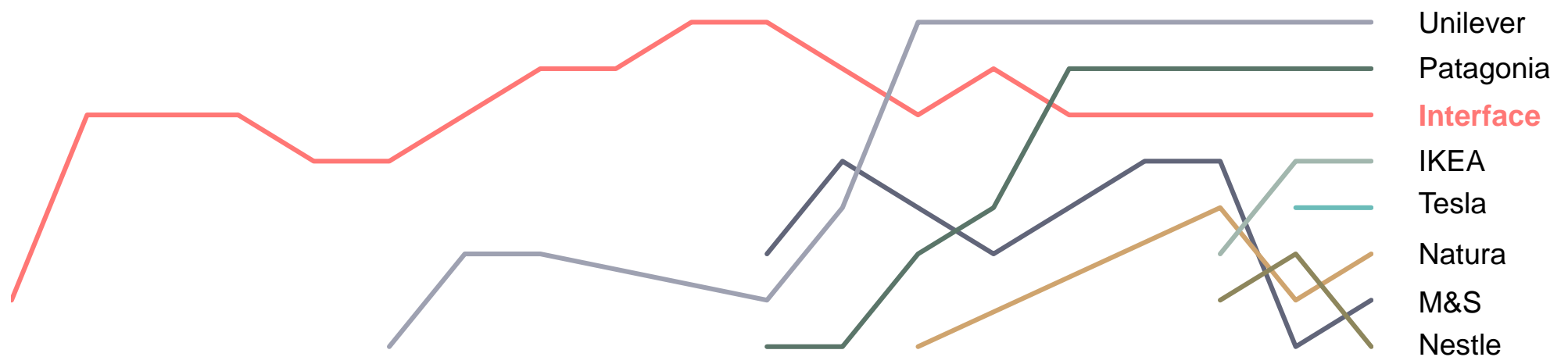


Purpose-Driven Culture Galvanized Around a Common Sustainability Mission



LOBESCAN SUSTAINABILITY SURVEY – 20 YEAR HISTORY

1997 1998 1999 2000 2001 2002 2004 2005 2006 2007 2009 2010 2011 2012 2013 2014 2015 2016 2017



Purpose-Driven Companies Outperform their Peer Sets

- We commit to running our business in a way that creates a climate fit for life – and we call on others to do the same.
- We are the only company that sells all of our flooring as carbon neutral and we expect to demonstrate that industry can operate with carbon negative business models.



ENERGY USE	▼	43%
RENEWABLE ENERGY	▲	88%
GHG EMISSIONS	▼	96%
WASTE TO LANDFILL	▼	91%
WATER INTAKE	▼	88%
RECYCLED & BIOBASED MATERIALS	▲	58%
PRODUCT CARBON FOOTPRINT	▼	66%

Reduction versus 1996 Baseline

CLIMATE TAKE BACK

LIVE ZERO

Aim for zero negative impact on the environment

LOVE CARBON

Stop seeing carbon as the enemy and start using it as a resource



LEAD THE INDUSTRIAL RE-REVOLUTION

Transform industry into a force for the future we want

LET NATURE COOL

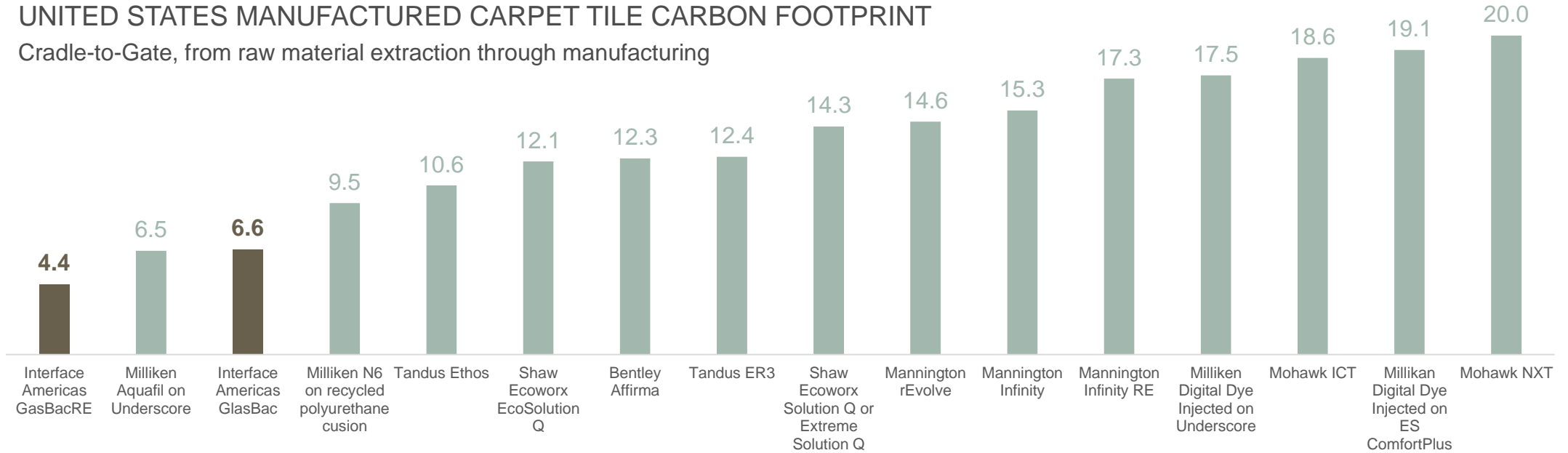
Support our biosphere's ability to regulate the climate

Moving Toward a Carbon Negative Business Model

- We've reduced the average carbon footprint of our carpet by 60% since we began this journey.

UNITED STATES MANUFACTURED CARPET TILE CARBON FOOTPRINT

Cradle-to-Gate, from raw material extraction through manufacturing



Footprint values are taken from publicly available third party verified Environmental Product Declarations. Although Environmental Product Declarations generally have limited comparability, the characterization factor for each product's carbon footprint is the same across all of these Environmental Product Declarations. This data is geographically limited to United States manufacturing and the above metrics do not compare any product outside of the United States.

Proof Positive Carpet Tile Prototype

It is possible to make a product with the potential to reverse global warming.



Financial Performance



Targets

Grow Revenue at 2x the Industry

Build Industry Leading Gross Margins

**Manage SG&A Spend While Investing in
Our Brand & Growth Drivers**

EPS Growth 2x – 2.5x Revenue Growth

GAAP Financial Results

(\$ in millions)	First Quarter			FYE		
	2018	2017	Change	2017	2016	Change
Net Sales	\$240.6	\$221.1	8.8%	\$996.4	\$958.6	3.9%
Gross Profit	93.6	87.8	6.6%	386.0	368.6	4.7%
<i>% of Net Sales</i>	38.9%	39.7%	(81) bps	38.7%	38.5%	28 bps
SG&A Expense	70.6	64.7	9.1%	267.2	263.9	1.3%
<i>% of Net Sales</i>	29.3%	29.3%	8 bps	26.8%	27.5%	(71) bps
Operating Income	23.0	15.8	45.6%	111.5	84.9	31.3%
<i>% of Net Sales</i>	9.6%	7.1%	241 bps	11.2%	8.9%	233 bps
Net Income	15.1	8.5	76.5%	53.2	54.2	(1.7%)
<i>% of Net Sales</i>	6.3%	3.9%	240 bps	5.3%	5.7%	(31) bps
EPS (Diluted)	\$0.25	\$0.13	92%	\$0.86	\$0.83	4%

Adjusted Financial Results*

(\$ in millions)	First Quarter			FYE		
	2018	2017	Change	2017	2016	Change
Net Sales	\$240.6	\$221.1	8.8%	\$996.4	\$958.6	3.9%
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<i>% of Net Sales</i>	29.3%	29.3%	8 bps	26.8%	27.5%	(71) bps
Adjusted Operating Income	23.0	23.1	(0.4%)	118.8	104.7	13.4%
<i>% of Net Sales</i>	9.6%	10.4%	(89) bps	11.9%	10.9%	100 bps
Adjusted Net Income	15.1	13.2	13.9%	73.1	67.3	8.7%
<i>% of Net Sales</i>	6.3%	6.0%	28 bps	7.3%	7.0%	32 bps
Adjusted EPS (Diluted)	\$0.25	\$0.21	19%	\$1.18	\$1.03	15%

* See Appendix for a reconciliation on Non-GAAP figures

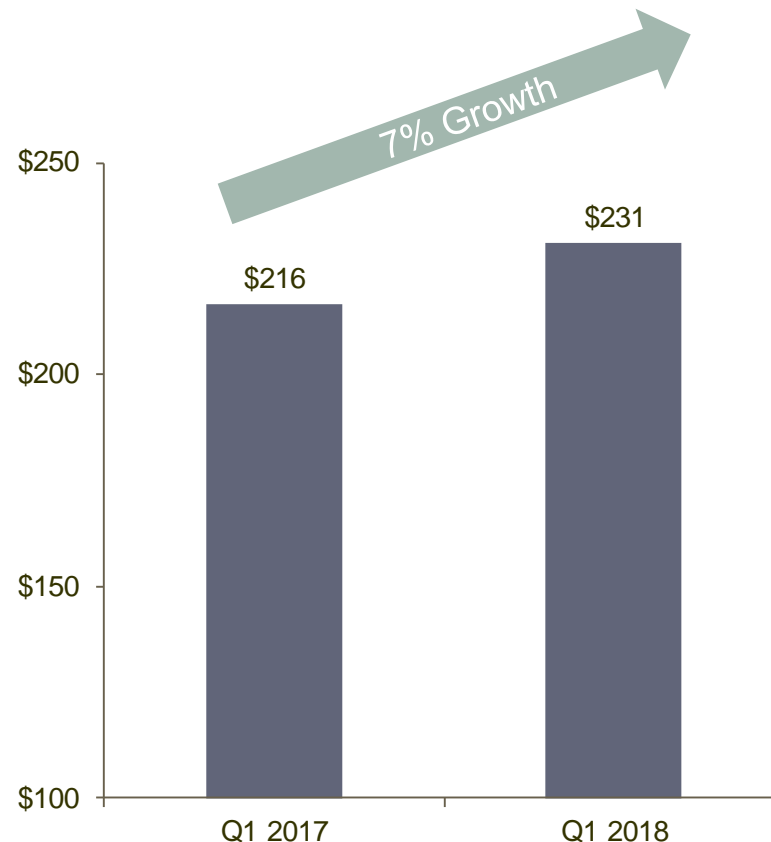
Revenue Growth

- Organic Sales were up 7% in the first quarter and were up 5% last year

FYE ORGANIC SALES*
(\$ in millions)



Q1 ORGANIC SALES*
(\$ in millions)

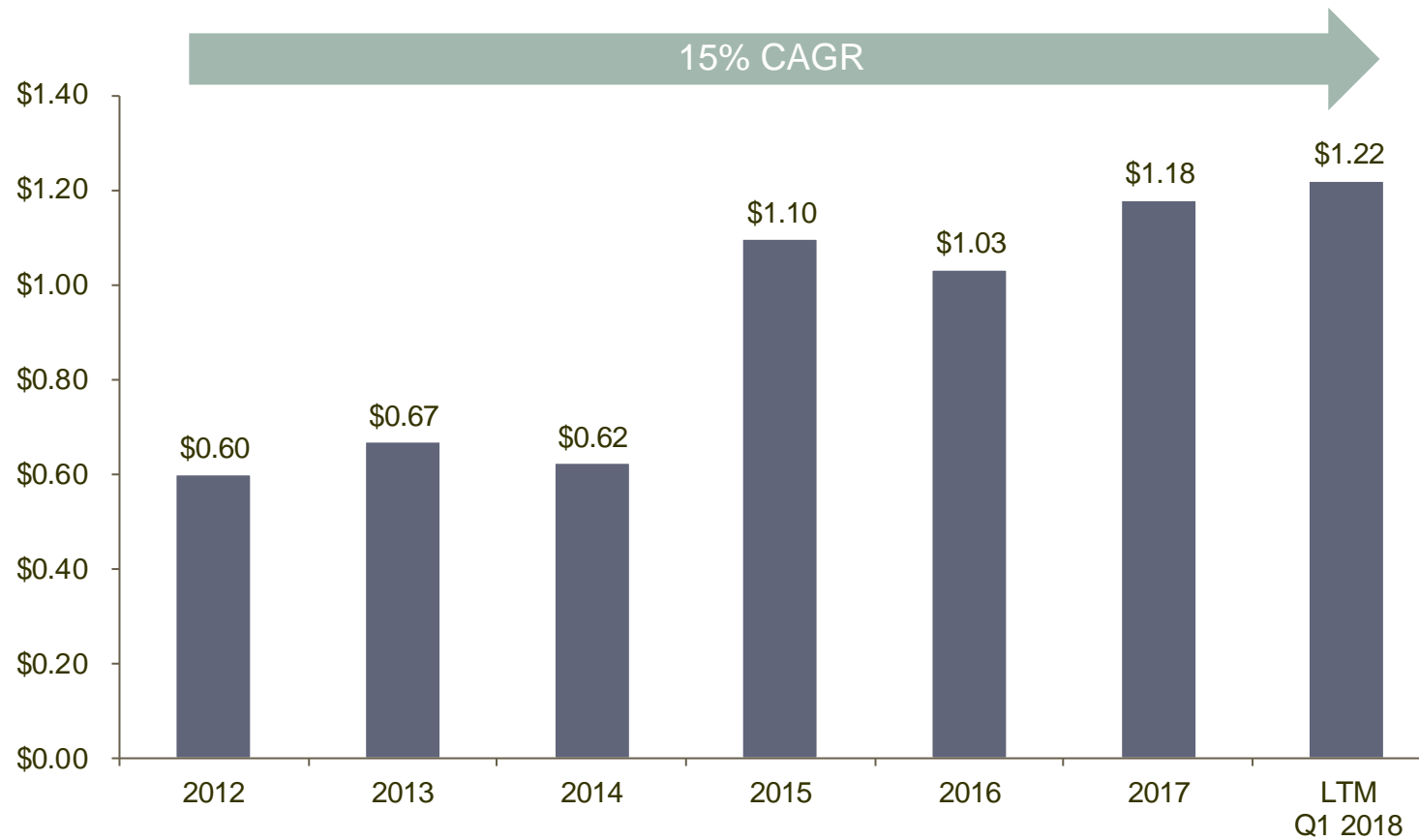


* See Appendix for a reconciliation on Non-GAAP figures

Adjusted Earnings Per Share

- Our value creation strategy is generating double digit Adjusted EPS growth

ADJUSTED EARNINGS PER SHARE*
(Adjusted Diluted Earnings Per Share)

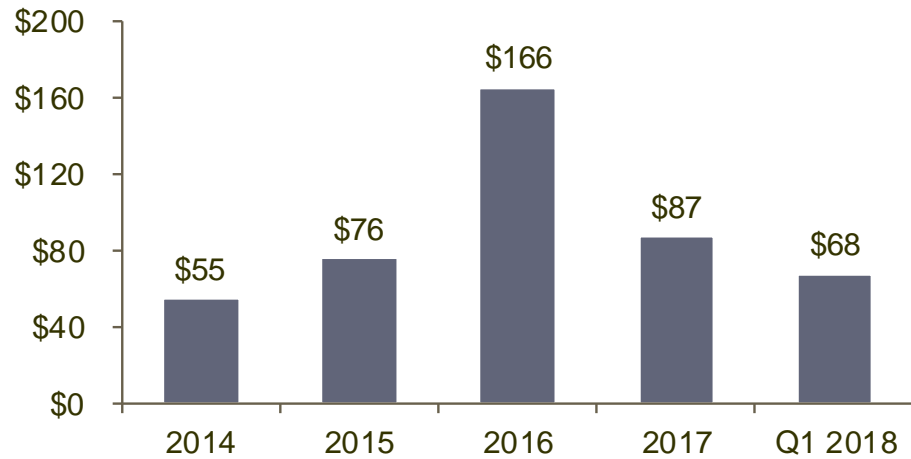


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Capital Structure

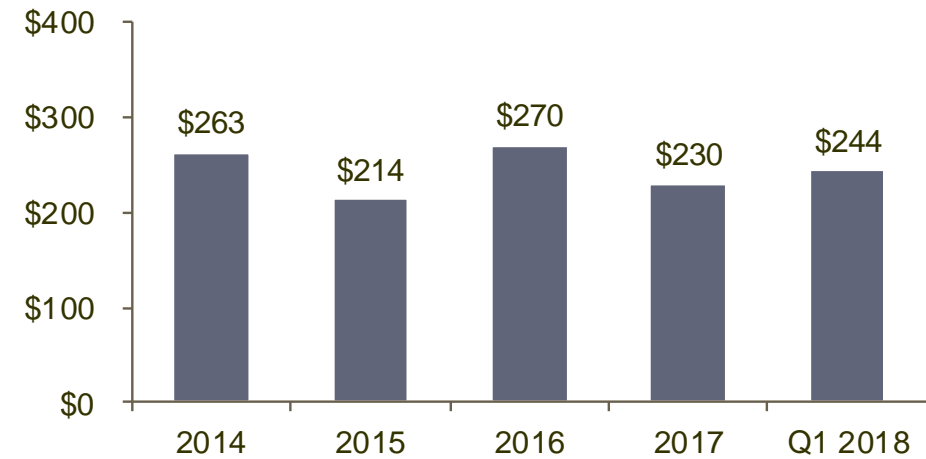
ENDING CASH BALANCE

(\$ in millions)



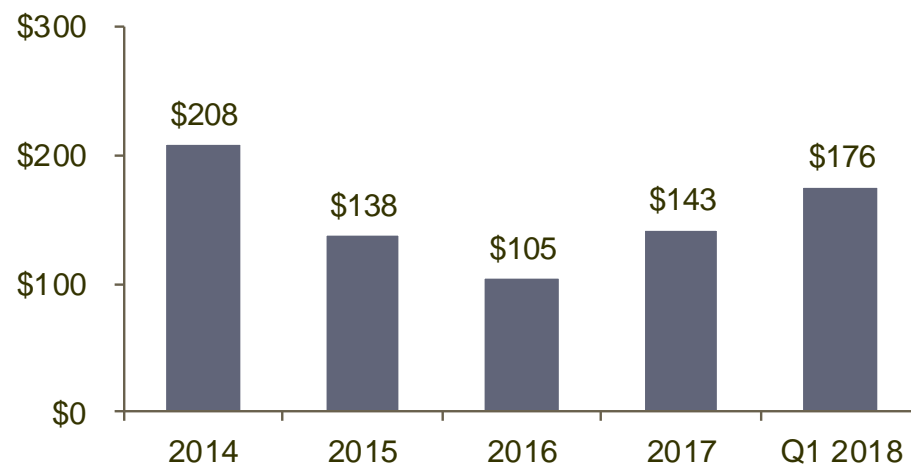
TOTAL DEBT

(\$ in millions)

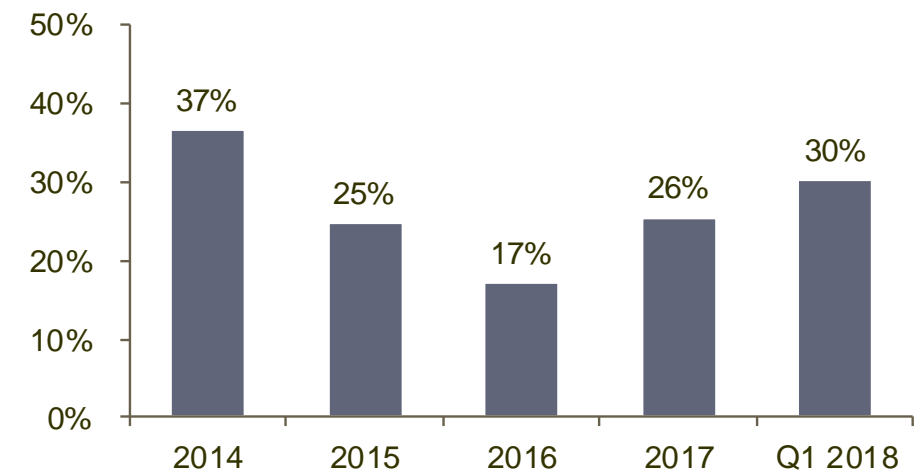


NET DEBT*

(\$ in millions)



NET DEBT* / TOTAL CAPITAL



* See Appendix for a reconciliation on Non-GAAP figures

Investment Highlights: Who We Are



a leading
global provider
of commercial
modular flooring
solutions

the **most**
valuable brand
in the flooring
category

strongest global
sales &
marketing
capabilities

global
manufacturing
footprint and
industry-leading
gross margins

an engaged,
customer-centric
culture, focused
on performance
and **galvanized**
around our
sustainability
mission

Appendix

A modern office interior with a grey carpet, white walls, and a glass partition. Two yellow chairs are visible through the glass. The word 'Appendix' is overlaid in white text on the carpet.

Global Commercial Flooring Segment

- Commercial Flooring represents an estimated \$34 Billion segment with growth aligned to GDP expansion.
- Approximately 20% of hard surface volume is in the high growth resilient category, which includes LVT.
- Carpet Tile represents approximately 13% of global commercial flooring with continued growth above segment rates as it takes share from broadloom and hard surface.

GLOBAL COMMERCIAL FLOORING

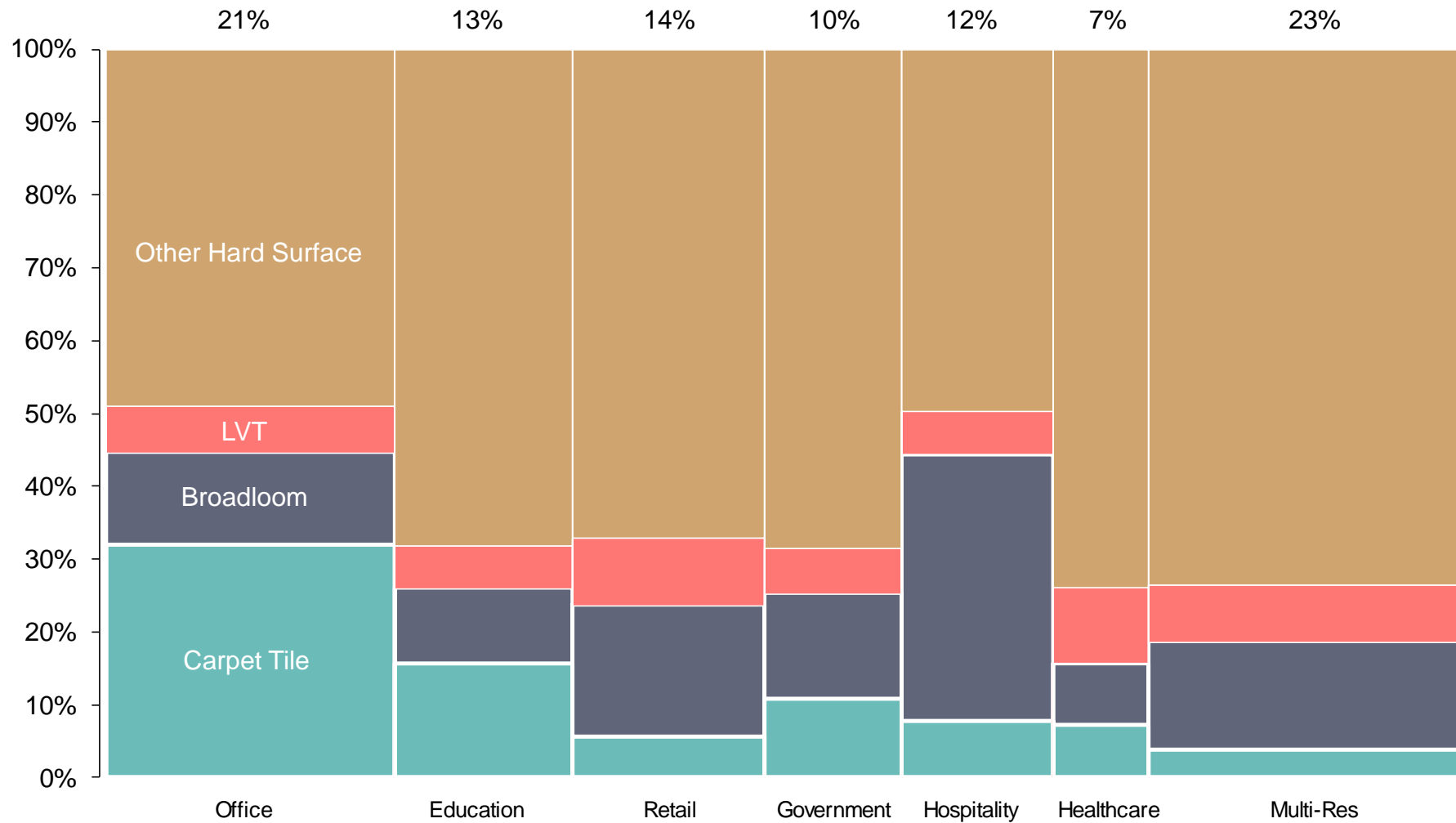


Source: Management estimates

Global Commercial Flooring Segment

- Carpet tile has captured a large share of soft surface flooring in the office and education segments.
- Other vertical segments represent growth opportunities for carpet tile, particularly hospitality and “living.”
- The strongest segments for LVT are multi-residential, office and retail.

GLOBAL COMMERCIAL FLOORING

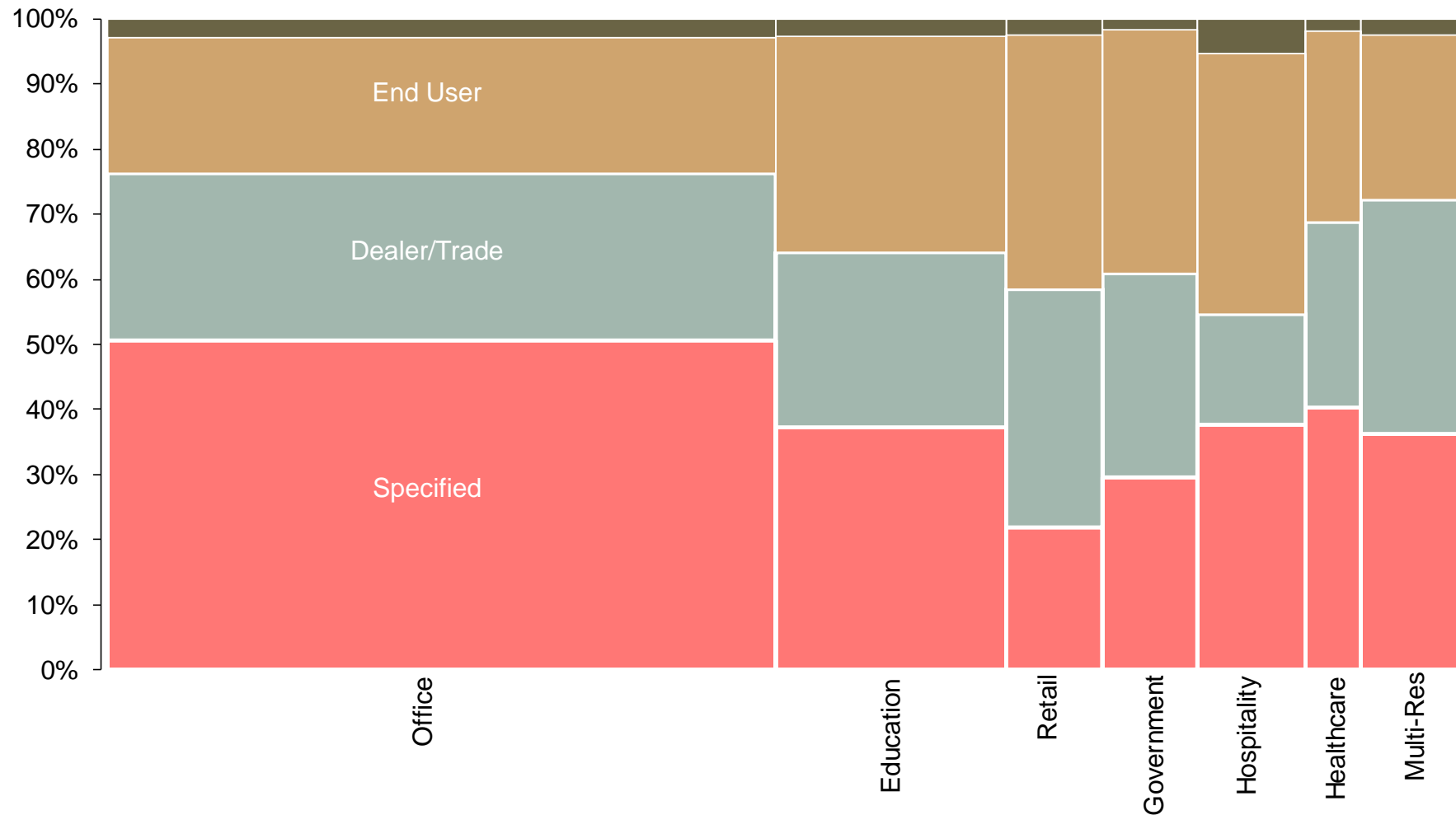


Source: Management estimates

Global Commercial Flooring Segment

- An estimated 70% of the carpet tile segment is highly influenced by A&D and End Users.
- Dealers influence more commodity portions of demand.

GLOBAL CARPET TILE

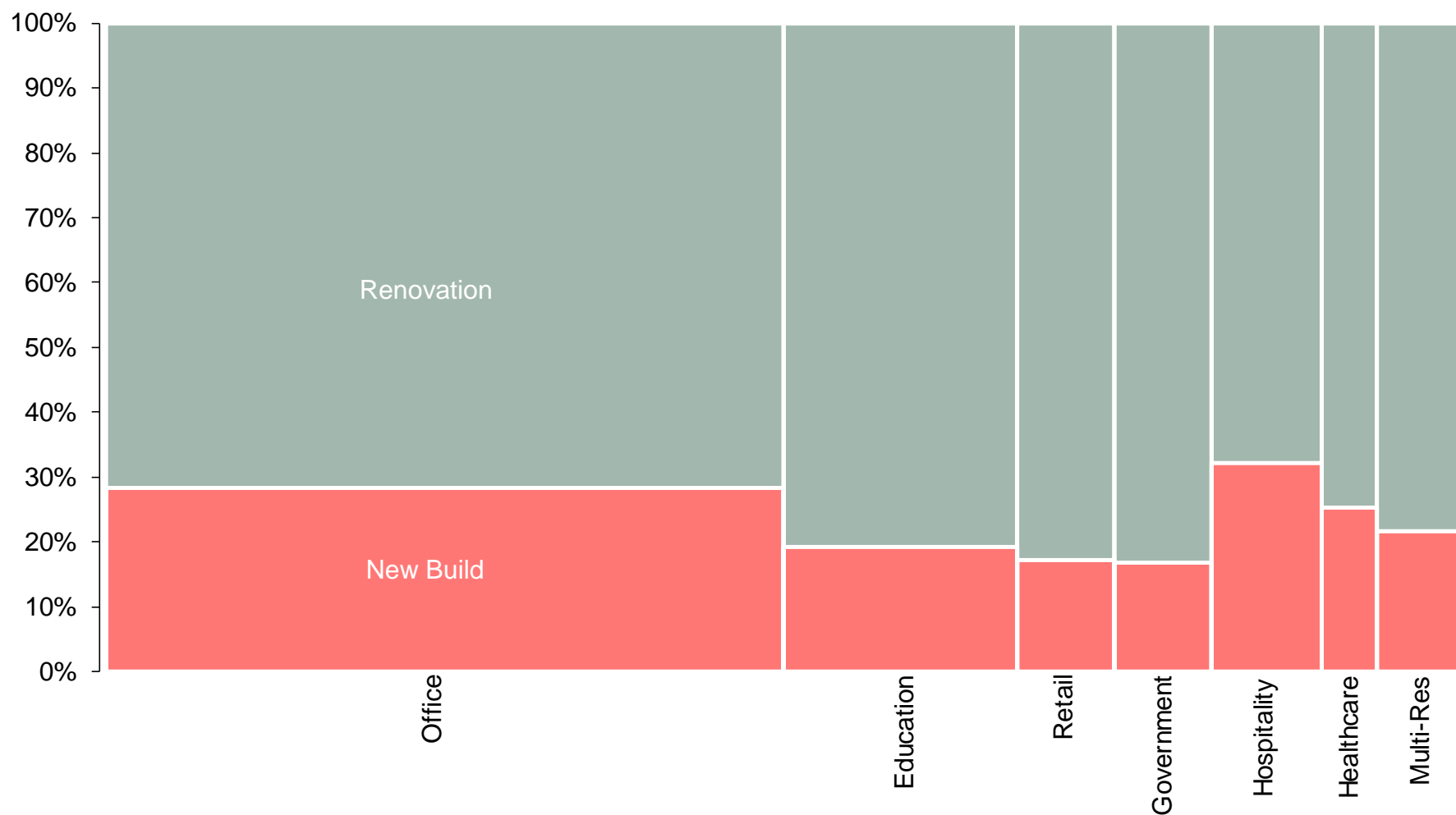


Source: Management estimates

Global Carpet Tile Segment

- An estimated 75% of carpet tile demand is driven by renovation versus new build.

GLOBAL CARPET TILE



Source: Management estimates

Appendix: Reconciliation of Non-GAAP Figures

NET DEBT					
(\$ in millions)	2014	2015	2016	2017	Q1 2018
Total Debt	\$263.3	\$213.5	\$270.3	\$229.9	\$243.9
Less: Cash	(54.9)	(75.7)	(165.7)	(87.0)	(67.9)
Net Debt	\$208.4	\$137.8	\$104.7	\$142.9	\$176.0

ORGANIC SALES					
(\$ in millions)		2016	2017	Q1 2017	Q1 2018
Net Sales, As Reported		\$958.6	\$996.4	\$221.1	\$240.6
Plus/Less: Impact of Changes in Currency		-	(5.5)	-	(9.8)
Less: Specialty Retail Sales		(19.2)	(4.7)	(4.7)	-
Organic Sales		\$939.4	\$986.2	\$216.4	\$230.8

ADJUSTED OPERATING INCOME							
(\$ in millions)	2014	2015	2016	2017	LTM Q1 2018	Q1 2017	Q1 2018
Operating Income	\$70.3	\$113.6	\$84.9	\$111.5	\$118.7	\$15.8	\$23.0
Plus: Restructuring Charge (Net of Tax)	12.4	-	19.8	7.3	-	7.3	-
Adjusted Operating Income	\$82.7	\$113.6	\$104.7	\$118.8	\$118.7	\$23.1	\$23.0

ADJUSTED NET INCOME							
(\$ in millions)	2014	2015	2016	2017	LTM Q1 2018	Q1 2017	Q1 2018
Net Income	\$24.8	\$72.4	\$54.2	\$53.2	\$59.8	\$8.5	\$15.1
Plus: Restructuring Charge	8.7	-	13.1	4.7	-	4.7	-
Plus: Impact of Tax Reform	-	-	-	15.2	15.2	-	-
Plus: Debt Expenses	7.7	-	-	-	-	-	-
Adjusted Net Income	\$41.2	\$72.4	\$67.3	\$73.1	\$75.0	\$13.2	\$15.1

ADJUSTED DILUTED EPS							
	2014	2015	2016	2017	LTM Q1 2018	Q1 2017	Q1 2018
Diluted EPS from Continuing Operations	\$0.37	\$1.10	\$0.83	\$0.86	\$0.98	\$0.13	\$0.25
Plus: Restructuring Charges	0.13	-	0.20	0.08	-	0.07	-
Plus: Impact of Tax Reform	-	-	-	0.25	0.25	-	-
Plus: Debt Expenses	0.12	-	-	-	-	-	-
Adjusted Diluted EPS from Continuing Operations	\$0.62	\$1.10	\$1.03	\$1.18	\$1.22	\$0.21	\$0.25