

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT

Pursuant to Section 13 or 15(d) of the
Securities Exchange Act of 1934

Date of Report (Date of Earliest Event Reported): May 8, 2026

INTERFACE INC

(Exact name of Registrant as Specified in its Charter)

Georgia	001-33994	58-1451243
(State or other Jurisdiction of Incorporation or Organization)	(Commission File Number)	(IRS Employer Identification No.)
1280 West Peachtree Street NW	Atlanta	Georgia
(Address of principal executive offices)		(Zip code)

Registrant's telephone number, including area code: (770) 437-6800

Not Applicable
(Former name or former address, if changed since last report)

Securities Registered Pursuant to Section 12(b) of the Act:

<u>Title of Each Class</u>	<u>Trading Symbol(s)</u>	<u>Name of Each Exchange on Which Registered</u>
Common Stock, \$0.10 Par Value Per Share	TILE	Nasdaq Global Select Market

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 2.02 [Results of Operations and Financial Condition](#)

On May 8, 2026, Interface, Inc. (the "Company") issued a press release reporting its financial results for the first quarter of 2026 (the "Earnings Release"). A copy of the Earnings Release is included as Exhibit 99.1 hereto and hereby incorporated by reference. The information set forth in this Item 2.02, including the exhibit hereto, shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, nor shall it be deemed incorporated by reference in any filing under the Securities Act of 1933, except as shall be expressly set forth by specific reference in such filing.

Non-GAAP Financial Measures in the Earnings Release

The Earnings Release includes, as additional information for investors, the Company's adjusted earnings per share, adjusted net income, adjusted operating income ("AOI"), adjusted gross profit, adjusted gross profit margin, adjusted selling, general and administrative ("SG&A") expenses, currency neutral sales and currency neutral sales growth, net debt, and adjusted earnings before interest, taxes, depreciation and amortization ("EBITDA"). These measures are not in accordance with financial measures calculated in accordance with generally accepted accounting principles in the United States ("GAAP") and may be different from similarly titled non-GAAP financial measures used by other companies. Non-GAAP financial measures should not be used as a substitute for, or considered superior to, GAAP financial measures.

Adjusted EPS, adjusted net income, and AOI exclude restructuring, asset impairment, severance, and other, net and the nora purchase accounting amortization. Adjusted gross profit and adjusted gross profit margin exclude the nora purchase accounting amortization. Adjusted SG&A expenses exclude restructuring, asset impairment, severance, and other, net.

Currency neutral sales and currency neutral sales growth exclude the impact of foreign currency fluctuations. Net debt is total debt less cash on hand. Adjusted EBITDA is GAAP net income excluding interest expense, income tax expense, depreciation and amortization, share-based compensation expense, restructuring, asset impairment, severance, and other, net, the nora purchase accounting amortization, and a warehouse fire recovery.

Because the Company engages in acquisitions only episodically, and not as an everyday matter, the Company believes presenting certain measures excluding the effects of acquisitions facilitates focus on normal ongoing operations. The Company also believes presenting sales information absent the effect of foreign currency exchange rate fluctuations facilitates comparison of the Company's operational performance between periods.

The Company generally believes reporting its adjusted results helps investors' understanding of historical operating trends, because it facilitates comparison of current and prior periods during which one or more unique events may have occurred. The Company also believes that adjusted results provide supplemental information for comparisons to other companies which may not have experienced the same events underlying the adjustments. Furthermore, the Company uses adjusted results internally as supplemental information to evaluate its own performance, for planning purposes and in connection with its compensation programs.

Item 7.01 [Regulation FD Disclosure](#)

Management of Interface, Inc. (the "Company") has updated the slide presentation which may be used in whole or in part in meetings with and presentations to investors and potential investors. A copy of the slide presentation is attached as Exhibit 99.2.

The information furnished pursuant to this Item 7.01, including Exhibit 99.2, shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act") or otherwise subject to the liabilities under that Section and shall not be deemed to be incorporated by reference into any filing of the Company under the Securities Act of 1933, as amended, or the Exchange Act.

Item 9.01 [Financial Statements and Exhibits](#)

(d) Exhibits.

<u>Exhibit No.</u>	<u>Description</u>
99.1	Press Release of Interface, Inc., dated May 8, 2026, reporting its financial results for the first quarter of 2026 (furnished pursuant to Item 2.02 of this Report).
99.2	Interface Inc. slide presentation dated May 2026.
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

INTERFACE, INC.

By: /s/ Bruce A. Hausmann
Bruce A. Hausmann
Chief Financial Officer

Date: May 8, 2026

FOR IMMEDIATE RELEASE

Interface[®]

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Interface Reports First Quarter 2026 Results

One Interface strategy drives strong quarter; Company raises full year guidance

ATLANTA – May 8, 2026 – Interface, Inc. (Nasdaq: TILE), the global flooring and sustainability leader, today announced results for the first quarter ended April 5, 2026.

First quarter highlights (all comparisons are year-over-year, first quarter 2026 includes an extra week):

- Net sales totaled \$331 million, up 11.3% year-over-year and up 6.8% currency neutral.
- GAAP earnings per diluted share of \$0.40; Adjusted earnings per diluted share of \$0.41.
- Momentum continues with One Interface strategy.

"We delivered a strong start to 2026, with currency-neutral net sales growth of 7% and adjusted earnings per diluted share growth of 64%, reflecting consistent execution and continued momentum across the business," commented Laurel Hurd, CEO of Interface.

"Growth was broad based, across all product categories and key market segments, reinforcing the strength of our diversified portfolio and the impact of our One Interface strategy. Performance was led by Corporate Office and Healthcare, with global billings up 16% and 11%, respectively. We remain confident in our strategy and are well positioned to build on this momentum as we move through the year," Hurd concluded.

"We delivered significant earnings expansion in the first quarter, driven by disciplined execution and operational efficiencies," added Bruce Hausmann, CFO of Interface. "Based on our strong first quarter performance and continued momentum, we are raising our full-year guidance. We remain focused on growth, margin expansion, and disciplined capital allocation, supported by a strong balance sheet to drive long-term shareholder value."

Consolidated Results Summary (Unaudited)
(in millions, except percentages and per share data)

	Three Months Ended		
	4/5/2026	3/30/2025	Change
GAAP			
Net Sales	\$ 331.0	\$ 297.4	11.3 %
<i>Gross Profit Margin % of Net Sales</i>	38.3 %	37.3 %	97 bps
SG&A Expenses	\$ 94.4	\$ 87.7	7.6 %
<i>SG&A Expenses % of Net Sales</i>	28.5 %	29.5 %	(99) bps
Operating Income	\$ 32.3	\$ 23.2	39.2 %
Net Income	\$ 23.6	\$ 13.0	81.6 %
Earnings per Diluted Share	\$ 0.40	\$ 0.22	81.8 %
Non-GAAP			
Currency-Neutral Net Sales	\$ 317.6	\$ 297.4	6.8 %
<i>Adjusted Gross Profit Margin % of Net Sales</i>	38.3 %	37.7 %	55 bps
Adjusted SG&A Expenses	\$ 94.0	\$ 86.8	8.3 %
<i>Adjusted SG&A Expenses % of Net Sales</i>	28.4 %	29.2 %	(78) bps
Adjusted Operating Income	\$ 32.7	\$ 25.5	28.6 %
Adjusted Net Income	\$ 23.9	\$ 14.6	63.4 %
Adjusted Earnings per Diluted Share	\$ 0.41	\$ 0.25	64.0 %
Adjusted EBITDA	\$ 46.8	\$ 37.0	26.3 %
Currency-Neutral Orders Increase Year-Over-Year	8.0 %		
<ul style="list-style-type: none"> • First quarter 2026 adjusted gross profit margin increased 55 basis points year-over-year due to favorable pricing and product mix, and manufacturing efficiencies. • First quarter 2026 adjusted SG&A expenses increased \$7.2 million year-over-year due to higher sales commissions and variable compensation on increased sales and profits. 			
Additional Metrics			
	4/5/2026	12/28/2025	Change
Cash	\$ 61.2	\$ 71.3	(14.1)%
Total Debt	\$ 196.5	\$ 181.6	8.2 %
Total Debt Minus Cash ("Net Debt")	\$ 135.3	\$ 110.3	22.7 %
Last 12-Months Adjusted EBITDA	\$ 227.6		
Total Debt divided by Last 12-Months Net Income	1.6x		
Net Debt divided by Last 12-Months Adjusted EBITDA ("Net Leverage Ratio")	0.6x		

Segment Results Summary (Unaudited)*(in millions, except percentages)*

	Three Months Ended				
	4/5/2026	3/30/2025	Change		
AMS					
Net Sales	\$	195.7	\$	179.9	8.7 %
Currency-Neutral Net Sales	\$	195.1	\$	179.9	8.4 %
Operating Income	\$	23.9	\$	19.1	24.8 %
Adjusted Operating Income	\$	23.9	\$	19.9	20.3 %
Currency-Neutral Orders Increase Year-Over-Year		6.2 %			
EAAA					
Net Sales	\$	135.4	\$	117.5	15.2 %
Currency-Neutral Net Sales	\$	122.6	\$	117.5	4.3 %
Operating Income	\$	8.4	\$	4.1	106.5 %
Adjusted Operating Income	\$	8.8	\$	5.6	57.9 %
Currency-Neutral Orders Increase Year-Over-Year		11.2 %			

Note: Sum of segment items may differ from consolidated due to rounding of individual components

Outlook

Interface entered the second quarter with a healthy backlog and order momentum amidst a dynamic macro environment. With that backdrop in mind, Interface is raising its full year guidance and anticipates the following:

	Q2 Fiscal Year 2026 Outlook
Net sales	\$385 million to \$395 million
Adjusted gross profit margin	39.9% of net sales
Adjusted SG&A expenses	\$100 million
Adjusted interest & other expenses	\$4 million
Adjusted effective income tax rate	28.0%
Fully diluted weighted average share count	59.0 million shares

Note: All figures are approximate

	Full Fiscal Year 2026 Outlook	Previous Full Fiscal Year 2026 Outlook
Net sales	\$1.450 to \$1.480 billion	\$1.420 to \$1.460 billion
Adjusted gross profit margin	38.8% to 39.0% of net sales	38.5% to 39.0% of net sales
Adjusted SG&A expenses	26.2% to 26.4% of net sales	26.2% to 26.4% of net sales
Adjusted interest & other expenses	\$14 to \$16 million	\$16 million
Adjusted effective income tax rate	26.0%	25.0% to 26.0%
Capital expenditures	\$60 million	\$55 million

Note: All figures are approximate

Webcast and Conference Call Information

Interface will host a conference call on May 8, 2026, at 8:00 a.m. Eastern Time, to discuss its first quarter 2026 results. The conference call will be simultaneously broadcast live over the Internet.

Listeners may access the conference call live over the Internet at: <https://events.q4inc.com/attendee/728510593>, or through the Company's website at: <https://investors.interface.com>.

The archived version of the webcast will be available at these sites for one year beginning approximately one hour after the call ends.

Non-GAAP Financial Measures

Interface provides adjusted earnings per share, adjusted net income, adjusted operating income ("AOI"), adjusted gross profit, adjusted gross profit margin, adjusted SG&A expenses, currency-neutral sales and currency-neutral sales growth, net debt, and adjusted EBITDA as additional information regarding its operating results in this press release. These non-GAAP measures are not in accordance with – or alternatives to – GAAP measures, and may be different from non-GAAP measures used by other companies. Adjusted EPS, adjusted net income, and AOI exclude restructuring, asset impairment, severance, and other, net and the nora purchase accounting amortization. Adjusted gross profit and adjusted gross profit margin exclude the nora purchase accounting amortization. Adjusted SG&A expenses exclude restructuring, asset impairment, severance, and other, net. Currency-neutral sales and currency-neutral sales growth exclude the impact of foreign currency fluctuations.

Net debt is total debt less cash on hand. Adjusted EBITDA is GAAP net income excluding interest expense, income tax expense, depreciation and amortization, share-based compensation expense, restructuring, asset impairment, severance, and other, net, the nora purchase accounting amortization, and a warehouse fire recovery. This news release should be read in conjunction with the Company's Current Report on Form 8-K furnished today to the U.S. Securities & Exchange Commission, which explains why Interface believes presentation of these non-GAAP measures provides useful information to investors, as well as any additional material purposes for which Interface uses these non-GAAP measures.

About Interface

Interface is a global flooring and sustainability leader dedicated to rethinking how spaces work for people and the planet. Our portfolio includes Interface® carpet tile and LVT, nora® rubber flooring, and FLOR® premium area rugs. Across every brand, we innovate in a way that combines design, performance, and sustainability—without compromise.

Trusted by architects, designers, and building professionals worldwide, we help bring bold visions to life with solutions that deliver real, measurable impact. Building on more than 30 years of sustainability progress and industry-first innovation, we remain 'all in' on our goal of becoming carbon negative by 2040, without the use of offsets.

Learn more about Interface (NASDAQ: TILE) and our brands at [interface.com](https://www.interface.com) and [FLOR.com](https://www.flor.com). Join us on [Facebook](https://www.facebook.com/interface), [Instagram](https://www.instagram.com/interface), [LinkedIn](https://www.linkedin.com/company/interface), [X](https://www.x.com/interface), and [Pinterest](https://www.pinterest.com/interface).

Safe Harbor Statement under the Private Securities Litigation Reform Act of 1995:

Except for historical information contained herein, the other matters set forth in this news release are forward-looking statements. Forward-looking statements may be identified by words such as "may," "expect," "forecast," "anticipate," "intend," "plan," "believe," "could," "should," "goal," "aim," "objective," "seek," "project," "estimate," "target," "will" and similar expressions. Forward-looking statements in this press release include, without limitation, any projections we make regarding the Company's 2026 second quarter and full year 2026 under "Outlook" above. The forward-looking statements set forth above involve a number of risks and uncertainties that could cause actual results to differ materially from any such statement, including but not limited to the risks under the following subheadings in "Risk Factors" in the Company's Annual Report on Form 10-K for the fiscal year ended December 28, 2025: "We compete with a large number of manufacturers in the highly competitive floorcovering products market, and some of these competitors have greater financial resources than we do. We may face challenges competing on price, making investments in our business, or competing on product design or sustainability"; "Our earnings could be adversely affected by non-cash adjustments to goodwill, when a test of goodwill assets indicates a material impairment of those assets"; "Our success depends significantly upon the efforts, abilities and continued service of our senior management executives, our principal design consultant and other key personnel (including experienced sales and manufacturing personnel), and our loss of any of them could affect us adversely"; "Changes in foreign trade policies and tariffs may adversely impact our business, financial condition, and results of operations"; "Large increases in the cost of our raw materials, shipping costs, duties or tariffs could adversely affect us if we are unable to offset them or pass these cost increases through to our customers"; "Unanticipated termination or interruption of any of our arrangements with our primary third-party suppliers of synthetic fiber or our primary third-party supplier for luxury vinyl tile ("LVT") or other key raw materials could have a material adverse effect on us"; "Changes to our facilities, manufacturing processes, product construction, and product composition could disrupt our operations, increase our manufacturing costs, increase customer complaints, increase warranty claims, negatively affect our reputation, and have a material adverse effect on our financial condition and results of operations"; "Our business operations could suffer significant losses from natural disasters, acts of war, terrorism, catastrophes, fire, adverse weather conditions, pandemics, endemics, unstable geopolitical situations or other unexpected events"; "The market price of our common stock has been volatile and the value of your investment may decline"; "Sales of our principal products have been and may continue to be affected by adverse economic conditions and cycles, and effects in the new construction market and renovation market"; "Disruptions to or failures of information technology systems we use could adversely affect our business"; "The impact of potential changes to environmental laws and regulations and industry standards regarding climate change and other sustainability matters could lead to unforeseen disruptions to our business operations"; "Public health crisis events, such as epidemics or pandemics, have in the past adversely impacted, and may in the future impact, the economy and disrupt our operations and supply chains, which may have an adverse effect on our results of operations"; "Our substantial international operations are subject to various political, economic and other uncertainties that could adversely affect our business results, including restrictive taxation, custom duties, tariffs, border closings or other adverse government regulations"; "The conflicts between Russia and Ukraine and in the Middle East could adversely affect our business, results of operations and financial position"; "Fluctuations in foreign currency exchange rates have had, and could continue to have, an adverse impact on our financial condition and results of operations"; "We have a substantial amount of debt, which could adversely affect our business, financial condition and results of operations and our ability to meet our payment obligations under our debt"; "Servicing our debt requires a significant amount of cash, and we may not have sufficient cash flow from our operations to pay our indebtedness"; "We may incur substantial additional indebtedness, which could further exacerbate the risks associated with our substantial indebtedness"; and "We face risks associated with litigation and claims".

You should consider any additional or updated information we include under the heading "Risk Factors" in our subsequent quarterly and annual reports.

Any forward-looking statements are made pursuant to the Private Securities Litigation Reform Act of 1995 and, as such, speak only as of the date made. The Company assumes no responsibility to update or revise forward-looking statements made in this press release and cautions readers not to place undue reliance on any such forward-looking statements.

- TABLES FOLLOW -

Consolidated Statements of Operations (Unaudited)*(In thousands, except per share data)*

	Three Months Ended	
	4/5/2026	3/30/2025
Net Sales	\$ 331,037	\$ 297,413
Cost of Sales	204,314	186,450
Gross Profit	<u>126,723</u>	<u>110,963</u>
Selling, General & Administrative Expenses	94,393	87,736
Operating Income	<u>32,330</u>	<u>23,227</u>
Interest Expense	2,665	4,415
Other Expense, net	774	1,703
Income Before Income Tax Expense	<u>28,891</u>	<u>17,109</u>
Income Tax Expense	5,280	4,107
Net Income	<u>\$ 23,611</u>	<u>\$ 13,002</u>
Earnings Per Share – Basic	<u>\$ 0.41</u>	<u>\$ 0.22</u>
Earnings Per Share – Diluted	<u>\$ 0.40</u>	<u>\$ 0.22</u>
Common Shares Outstanding – Basic	58,098	58,434
Common Shares Outstanding – Diluted	59,010	59,173

Consolidated Balance Sheets (Unaudited)*(In thousands)*

	<u>4/5/2026</u>	<u>12/28/2025</u>
Assets		
Cash and Cash Equivalents	\$ 61,231	\$ 71,323
Accounts Receivable, net	163,303	174,457
Inventories, net	294,193	275,014
Other Current Assets	43,532	34,048
Total Current Assets	<u>562,259</u>	<u>554,842</u>
Property, Plant and Equipment, net	311,225	309,449
Operating Lease Right-of-Use Assets	73,395	78,191
Goodwill and Intangibles Assets, net	159,672	163,012
Other Assets	99,237	101,028
Total Assets	<u>\$ 1,205,788</u>	<u>\$ 1,206,522</u>
Liabilities		
Accounts Payable	\$ 88,123	\$ 64,768
Accrued Expenses	119,678	147,770
Current Portion of Operating Lease Liabilities	14,698	15,748
Current Portion of Long-Term Debt	8,789	8,778
Total Current Liabilities	<u>231,288</u>	<u>237,064</u>
Long-Term Debt	187,698	172,801
Operating Lease Liabilities	63,238	67,205
Other Long-Term Liabilities	88,979	88,778
Total Liabilities	<u>571,203</u>	<u>565,848</u>
Shareholders' Equity	634,585	640,674
Total Liabilities and Shareholders' Equity	<u>\$ 1,205,788</u>	<u>\$ 1,206,522</u>

Consolidated Statements of Cash Flows (Unaudited)*(In thousands)*

	Three Months Ended	
	4/5/2026	3/30/2025
OPERATING ACTIVITIES		
Net Income	\$ 23,611	\$ 13,002
Adjustments to Reconcile Net Income to Cash Provided by Operating Activities:		
Depreciation and Amortization	9,876	9,401
Share-Based Compensation Expense	5,033	4,145
Amortization of Acquired Intangible Assets	—	1,255
Deferred Taxes	677	(837)
Other	461	3,070
Change in Working Capital		
Accounts Receivable	10,465	10,675
Inventories	(21,185)	(16,339)
Prepaid Expenses and Other Current Assets	(9,737)	(3,438)
Accounts Payable and Accrued Expenses	(5,663)	(9,195)
Cash Provided by Operating Activities	<u>13,538</u>	<u>11,739</u>
INVESTING ACTIVITIES		
Capital Expenditures	(10,327)	(7,467)
Cash Used in Investing Activities	<u>(10,327)</u>	<u>(7,467)</u>
FINANCING ACTIVITIES		
Repayments of Long-term Debt	(27,076)	(122)
Borrowings of Long-term Debt	41,752	—
Tax Withholding Payments for Share-Based Compensation	(13,937)	(7,730)
Repurchases of Common Stock	(12,000)	—
Dividends Paid	(138)	(54)
Finance Lease Payments	(983)	(762)
Cash Used in Financing Activities	<u>(12,382)</u>	<u>(8,668)</u>
Net Cash Used in Operating, Investing and Financing Activities	(9,171)	(4,396)
Effect of Exchange Rate Changes on Cash	(921)	2,927
CASH AND CASH EQUIVALENTS		
Net Change During the Period	(10,092)	(1,469)
Balance at Beginning of Period	71,323	99,226
Balance at End of Period	<u>\$ 61,231</u>	<u>\$ 97,757</u>

Reconciliation of GAAP Financial Measures to Non-GAAP Financial Measures (Unaudited)
(In millions, except per share amounts)

	First Quarter 2026							First Quarter 2025						
	Operating Income			Adjustments		Net Income		Operating Income			Adjustments		Net Income	
	Gross Profit	SG&A Expenses	(Loss)	Pre-tax	Tax Effect	(Loss)	Diluted EPS	Gross Profit	SG&A Expenses	(Loss)	Pre-tax	Tax Effect	(Loss)	Diluted EPS
GAAP As Reported	\$ 126.7	\$ 94.4	\$ 32.3			\$ 23.6	\$ 0.40	\$ 111.0	\$ 87.7	\$ 23.2			\$ 13.0	\$ 0.22
Non-GAAP Adjustments:														
Purchase Accounting Amortization	—	—	—	—	—	—	—	1.3	—	1.3	1.3	(0.4)	0.9	0.02
Restructuring, Asset Impairment, Severance, and Other, net	—	(0.4)	0.4	0.4	(0.1)	0.3	0.01	—	(1.0)	1.0	1.0	(0.2)	0.7	0.01
Adjustments Subtotal *	—	(0.4)	0.4	0.4	(0.1)	0.3	0.01	1.3	(1.0)	2.2	2.2	(0.6)	1.6	0.03
Adjusted (non-GAAP) *	\$ 126.7	\$ 94.0	\$ 32.7			\$ 23.9	\$ 0.41	\$ 112.2	\$ 86.8	\$ 25.5			\$ 14.6	\$ 0.25

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

Reconciliation of Segment GAAP Financial Measures to Non-GAAP Financial Measures ("Currency-Neutral Net Sales", and "AOI")

(In millions)

	First Quarter 2026			First Quarter 2025		
	AMS Segment	EAAA Segment	Consolidated *	AMS Segment	EAAA Segment	Consolidated *
Net Sales as Reported (GAAP)	\$ 195.7	\$ 135.4	\$ 331.0	\$ 179.9	\$ 117.5	\$ 297.4
Impact of Changes in Currency	(0.6)	(12.8)	(13.4)	—	—	—
Currency-Neutral Net Sales *	\$ 195.1	\$ 122.6	\$ 317.6	\$ 179.9	\$ 117.5	\$ 297.4

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

	First Quarter 2026			First Quarter 2025		
	AMS Segment	EAAA Segment	Consolidated *	AMS Segment	EAAA Segment	Consolidated *
GAAP Operating Income (Loss)	\$ 23.9	\$ 8.4	\$ 32.3	\$ 19.1	\$ 4.1	\$ 23.2
Non-GAAP Adjustments:						
Purchase Accounting Amortization	—	—	—	—	1.3	1.3
Restructuring, Asset Impairment, Severance, and Other, net	—	0.4	0.4	0.7	0.2	1.0
Adjustments Subtotal *	—	0.4	0.4	0.7	1.5	2.2
AOI *	\$ 23.9	\$ 8.8	\$ 32.7	\$ 19.9	\$ 5.6	\$ 25.5

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

(in millions)

	First Quarter 2026	First Quarter 2025	Last Twelve Months (LTM) Ended 4/5/2026	Fiscal Year 2025
Net Income as Reported (GAAP)	\$ 23.6	\$ 13.0	\$ 126.7	\$ 116.1
Income Tax Expense	5.3	4.1	21.9	20.8
Interest Expense (including debt issuance cost amortization)	2.7	4.4	17.8	19.5
Depreciation and Amortization (excluding debt issuance cost amortization)	9.8	9.1	38.5	37.9
Share-based Compensation Expense	5.0	4.1	15.3	14.4
Purchase Accounting Amortization	—	1.3	1.8	3.1
Restructuring, Asset Impairment, Severance, and Other, net	0.4	1.0	6.1	6.7
Warehouse Fire Recovery ⁽¹⁾	—	—	(0.6)	(0.6)
Adjusted Earnings before Interest, Taxes, Depreciation and Amortization (AEBITDA)*	\$ 46.8	\$ 37.0	\$ 227.6	\$ 217.9

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

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

	As of 4/5/26
Total Debt, net	\$ 196.5
Total Cash on Hand	(61.2)
Total Debt, Net of Cash on Hand (Net Debt)	\$ 135.3

The impacts of changes in foreign currency presented in the tables are calculated based on applying the prior year period's average foreign currency exchange rates to the current year period.

The Company believes that the above non-GAAP performance measures, which management uses in managing and evaluating the Company's business, may provide users of the Company's financial information with additional meaningful basis for comparing the Company's current results and results in a prior period, as these measures reflect factors that are unique to one period relative to the comparable period. However, these non-GAAP performance measures should be viewed in addition to, and not as an alternative for, the Company's reported results under accounting principles generally accepted in the United States. Tax effects identified above (when applicable) are calculated using the statutory tax rate for the jurisdictions in which the charge or income occurred.

###

Interface: A differentiated global flooring leader



**Purpose-driven growth with
disciplined execution
50+ year history**

INVESTOR UPDATE | MAY 2026

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.

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*



**CORPORATE
EDUCATION
HEALTHCARE**

END MARKET
DIVERSIFICATION

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

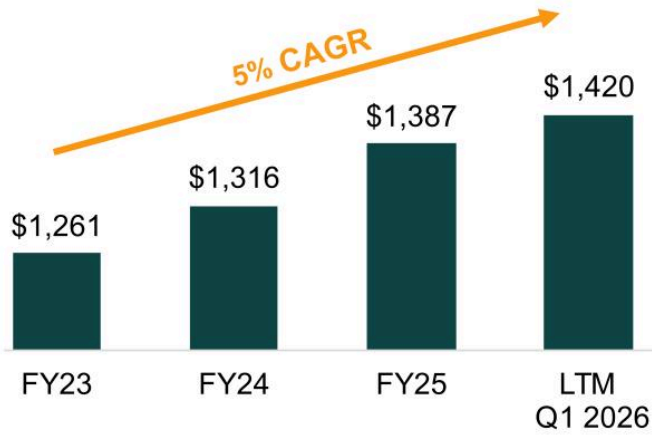
STRATEGY: ONE INTERFACE

- 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

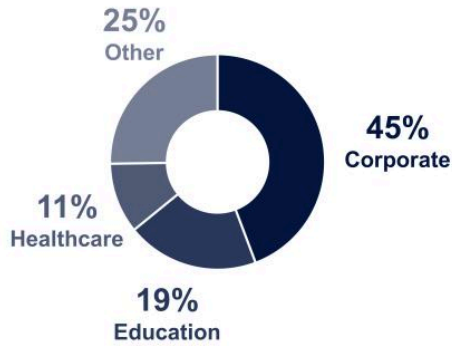


Interface®

- 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



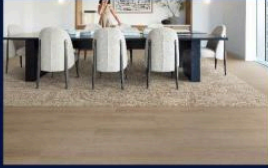
Note: Figures represent LTM Q1 FY26 and may not sum to 100% due to rounding

 Corporate	<ul style="list-style-type: none"> ▪ Increase in return to office mandates driving refreshes, especially in Class A space ▪ Premium products competitively advantaged in design, performance, and sustainability
 Education	<ul style="list-style-type: none"> ▪ Regional migration driving segment growth ▪ K-12 schools modernizing and expanding facilities ▪ Higher education campus investments to attract students in a competitive market
 Healthcare	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Includes Government, Retail, Residential Living, Hospitality, Consumer Residential and all other segments

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

Interface[®]

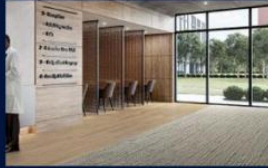
OFFICE



EDUCATION



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

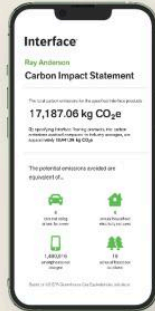


SUSTAINABILITY THAT'S SPECIFIABLE

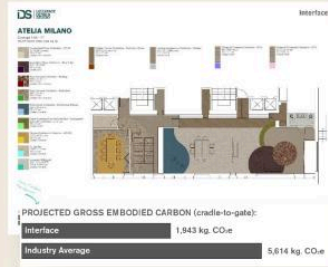


CQuest™ BioX

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

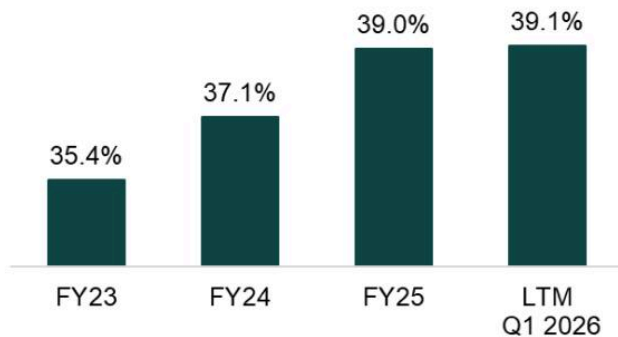
We are focused on reducing our environmental footprint, making Interface a great place to work, and doing business ethically and responsibly to benefit all stakeholders – employees, customers, shareholders, and the environment.

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 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

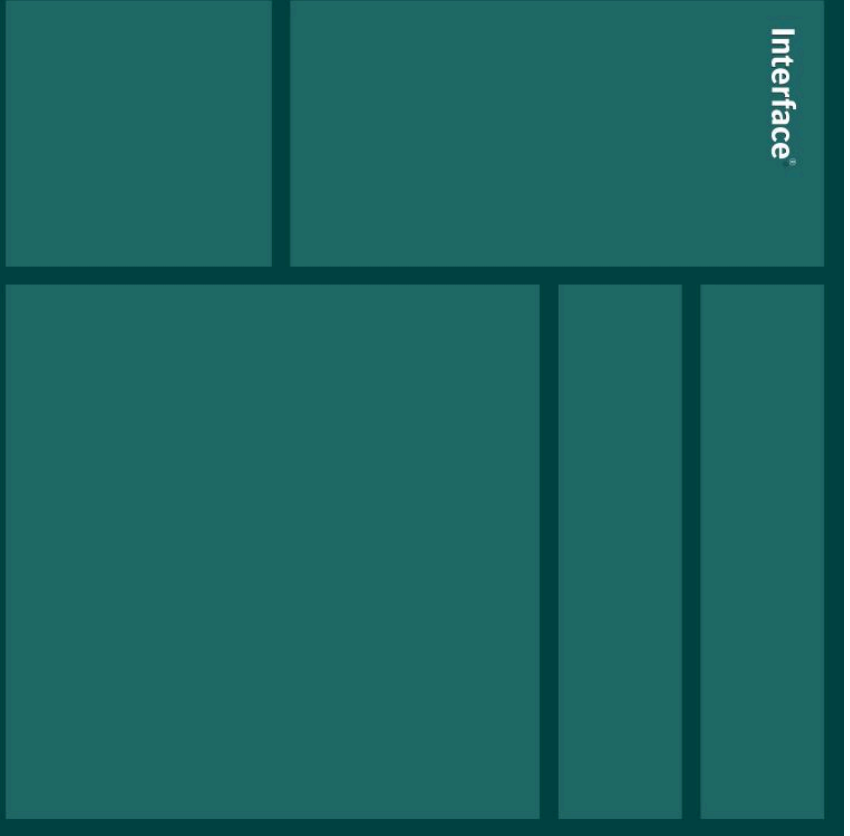
Through a rigorous and disciplined process, evaluate potentially accretive M&A transactions that are aligned with our strategy and that can accelerate growth and margin expansion



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

	Net Sales	Currency-Neutral YoY Net Sales Growth	Adjusted Gross Profit Margin	Adjusted Operating Income	Adjusted Earnings Per Diluted Share
Q1 2026	\$331	+6.8%	38.3%	\$33 9.9% of Net Sales	\$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%

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

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)

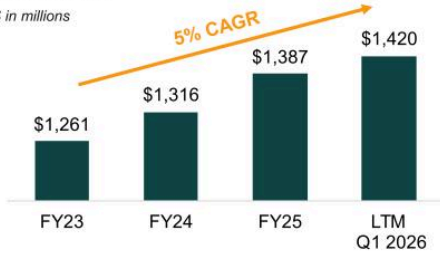
	First Quarter		
	2026	2025	Change
Net Sales	\$331.0	\$297.4	11.3%
Adjusted Gross Profit	126.7	112.2	12.9%
<i>% of Net Sales</i>	38.3%	37.7%	55 bps
Adjusted SG&A Expense	94.0	86.8	8.3%
<i>% of Net Sales</i>	28.4%	29.2%	(78) bps
Adjusted Operating Income	32.7	25.5	28.6%
<i>% of Net Sales</i>	9.9%	8.6%	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.

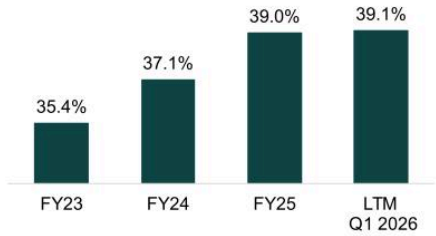
REVENUE AND PROFITABILITY METRICS*

Net Sales

\$ in millions



Adjusted Gross Profit Margin %



Adjusted EBITDA and Adjusted EBITDA % of Net Sales

(\$ in millions)



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	Fiscal	Fiscal	Q1 2025	Q1 2026	LTM
	Year 2023	Year 2024	Year 2025			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)	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)	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

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

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