

MARCH 2022

Environmental, Social and Governance Overview

Interface®

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 the ongoing COVID-19 pandemic, including interruptions to our manufacturing operations and reduced demand for our products, and economic conditions in the commercial interiors industry. Additional risks and uncertainties that may cause actual results to differ materially from those predicted in forward-looking statements also include, but are not limited to the risks under the heading "Risk Factors" in the Company's Annual Report on Form 10-K for the fiscal year ended January 2, 2022, 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 speak only as of the date made. The Company assumes no responsibility to update or revise forward-looking statements and cautions listeners and meeting attendees not to place undue reliance on any such statements.

This presentation includes certain financial measures not calculated in accordance with U.S. GAAP. They may be different from similarly titled non-GAAP measures used by other companies, and should not be used as a substitute for, or considered superior to, GAAP measures. Reconciliations to the most directly comparable GAAP measures appear in the Appendix.

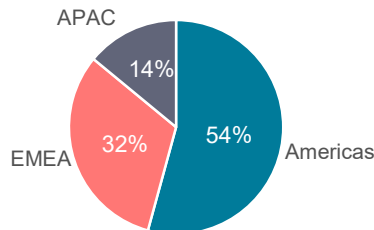
Interface is a Leader in Commercial Flooring

- Headquartered in **Atlanta, GA**
- **6** manufacturing locations on **4** continents
- **3,600** global employees
- Recognized **Leader in Environmental Sustainability**
- First cradle-to-gate **Carbon Negative** carpet tile
- All flooring products are **Carbon Neutral** or engineered **Carbon Negative**
- Signatory to the **UN Global Compact**

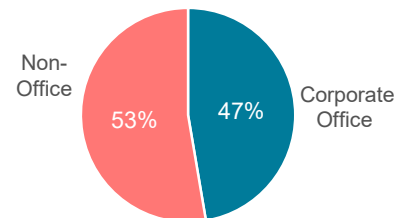
(\$ in millions, except EPS)

	FY 2021
Net Sales	\$1,200
Adj Operating Income*	\$122
Adj EPS (Diluted)*	\$1.23
Net Debt*	\$421
Adj EBITDA*	\$169
Net Debt / Adj EBITDA*	2.5x

REVENUE BY REGION



REVENUE BY SEGMENT



* See Appendix for a reconciliation of Non-GAAP figures

Note: Geographic and Segment breakdown figures represent FY 2021; may not sum to 100% due to rounding

ESG Highlights

- Recognized **leader in sustainability** for over two decades
- **Purpose-driven company** galvanized around our sustainability mission
- All of our products are **carbon neutral** across their full product life cycle
 - **Lowest carbon footprint** carpet tile in the industry
 - First **carbon negative carpet tile** provided to the marketplace at an industrial scale
- 2030 **GHG emissions reduction target verified by Science Based Targets initiative**
- **Diverse and experienced** Board of Directors



ESG Oversight

Interface's Board of Directors provides oversight of our ESG strategy. Our Nominating and Governance Committee, chaired by our Lead Independent Director, is responsible for monitoring and advising the company's management regarding environmental, social and related governance matters that are significant to the company.



ESG Leadership and Transparency



Interface is a signatory to the UN Global Compact. Our sustainability goals and activities are aligned with the UN Sustainable Development Goals (SDGs).



Interface supports the mission of the Sustainability Accounting Standards Board (SASB) disclosing material sustainability data according to SASB's industry specific standards.

[Download SASB Disclosure](#)



Interface's greenhouse gas reduction targets have been validated by the Science Based Targets initiative (SBTi).



Interface supports tools that encourage transparency, like the Environmental Product Declaration (EPD), Health Product Declaration (HPD), and Declare label.



Along with meeting ISO and NSF certifications for our carpet tile and resilient flooring, Interface partners with outside organizations to help us evaluate and reduce the life cycle impact of our flooring products including receiving GreenCircle CEF product labels and receiving third-party verification for our Carbon Neutral Floors™.

Awards and Recognition

- GlobeScan SustainAbility Leaders Report – Top 5 Leader (1998-2021)
- UN Global Climate Action Award Winner, Climate Neutral Now Category (2020)
- Fast Company Top 10 Most Innovative Energy Companies (2020)
- #1 Green Leader - Floor Focus Top 250 Design Leaders (2020)
- Floor Covering Weekly's GreenStep Pinnacle Award Winner (2019)

Recent Press

Forbes: [Purpose At Work: How Interface Transforms Sustainability To Rewrite Our Future](#)

New York Times: [Has the Carbontech Revolution Begun?](#)

Our Sustainability Journey: Mission Zero to Climate Take Back

1994

Founder, Ray Anderson, declares that Interface is committed to becoming the world's **first environmentally sustainable** – and, ultimately, restorative – company

1995

Established our **ReEntry™ Recycling Program**, reclaiming carpet to keep it out of landfills



1996

Delivered our first sustainability metrics through our **EcoMetrics** program
Launched program to **incentivize employees to eliminate waste**
Partnered with suppliers to develop **recycled nylon**



1997

Delivered the **first global sustainability report**

2000

Formally recognized our goal of zero environmental footprint with our **Mission Zero®** journey
Released first **biomimetic carpet tile**, Entropy™

2001

Established carpet tile backing system featuring up to **81% total recycled content**, GlasBac™RE

2003

Introduced **Cool Carpet™** our first carbon offset program for carpet tiles



2004

First to pilot **Environmental Product Declarations (EPDs)**

2006

Introduced innovative, glue-free flooring installation method, TacTiles™

2010

Developed first product with 100% recycled nylon with yarn supplier Aquafil



2012

Helped launch Net-Works™ program to collect discarded fishing nets for recycling into new yarn

2016

Introduced **Climate Take Back** – our mission to reverse global warming and become a carbon negative enterprise by 2040



2017

Announced first-of-its-kind carbon negative carpet tile prototype, **Proof Positive**

2018

Developed first carbon negative carpet tile backing, **CircuitBac™ Green**



2019

Announced all Interface flooring is third-party verified **carbon neutral** through our Carbon Neutral Floors™ program
Celebrated **achievement of our Mission Zero® goal**

2020

Introduced **first carbon negative carpet tile** measured cradle-to-gate, CQuest™BioX

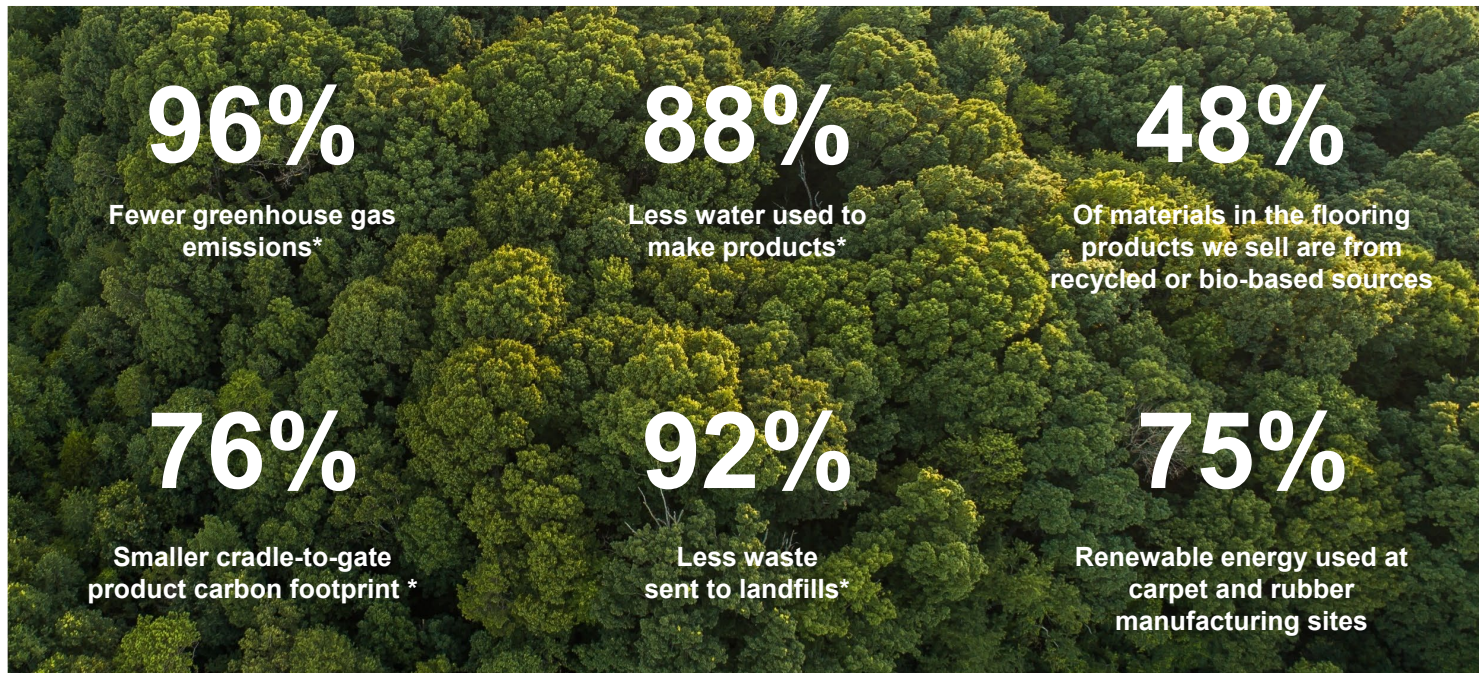
2021

Set Science-Based Target to Reduce Absolute Emissions 50% by 2030



Learn more about our sustainability history [here](#).

Significant Reductions in Environmental Impacts from Operations



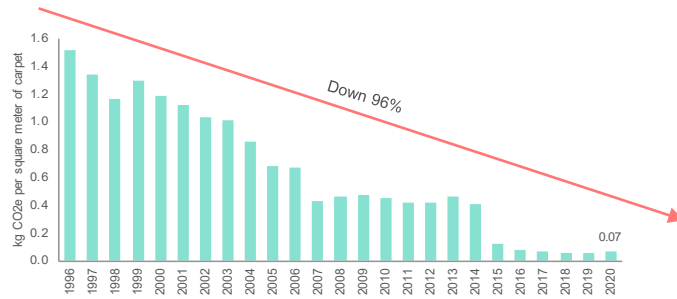
** Global carpet tile manufacturing sites per unit of output since 1996
Note: Data as of 2020*

Learn more about our environmental impacts [here](#).

Environmental Impact Progress

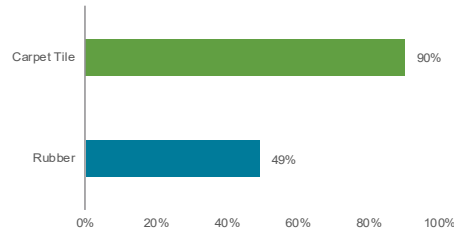
GREENHOUSE GAS EMISSIONS

Net GHG Emissions at Global Carpet Tile Manufacturing Sites per Unit of Output



RENEWABLE ENERGY USE

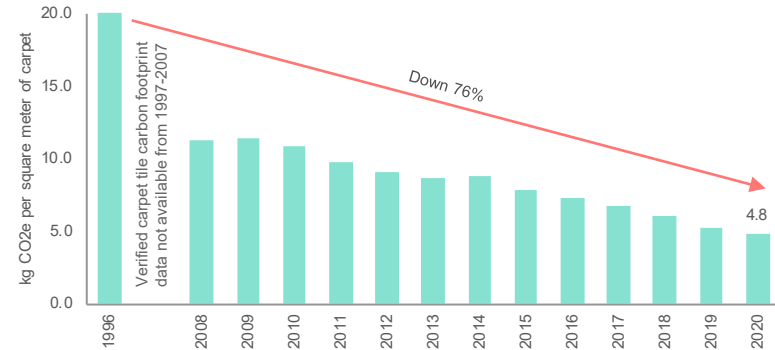
% Renewable Energy Use at Manufacturing Sites by Product Type in 2020



Global Average
75%

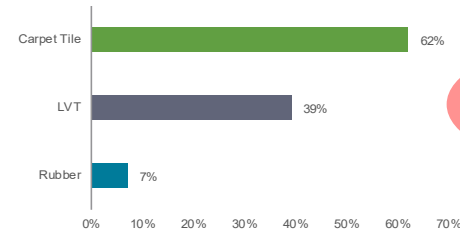
PRODUCT CARBON FOOTPRINT – CARPET TILE

Weighted Average Cradle-to-Gate Carbon Impacts of Carpet Tile Pre-Offsets



RECYCLED & BIOBASED RAW MATERIALS

% Recycled and Biobased Raw Materials in Products Sold in 2020



Global Average
48%

Our Climate Commitment

Climate Take Back™ is our commitment to reversing global warming and creating a climate fit for life.

We have set a goal to reduce our CO₂ emissions across our company and supply chain by 2030 with a target validated by the Science Based Targets initiative.

- Reduce absolute Scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year
- Reduce absolute Scope 3 GHG emissions from purchased goods and services 50% and from business travel and employee commuting 30% by 2030 from a 2019 base year

Every flooring product that we sell – carpet tile, LVT, and rubber sheets + tiles – is third-party verified Carbon Neutral across its full lifecycle.

We introduced the world's first carbon negative carpet tile, measured cradle-to-gate, with our CQuest™ BioX backing.



The First Cradle-to-Gate Carbon Negative Carpet Tile

Our carpet tile materials are engineered to have a negative carbon footprint during the embodied carbon phase of the carbon life cycle.

Guided by materials science, we've incorporated innovative new materials to our carpet tile:

- Bio-based materials that would otherwise release unwanted carbon store it within our backings, preventing its release
- Recycled content materials in our backings and face fiber

Materials coupled with our improved manufacturing creates a product with a negative embodied carbon footprint.

We do not control the operational carbon phase so we offset the impact of this phase by supporting projects such as reforestation and renewable energy.

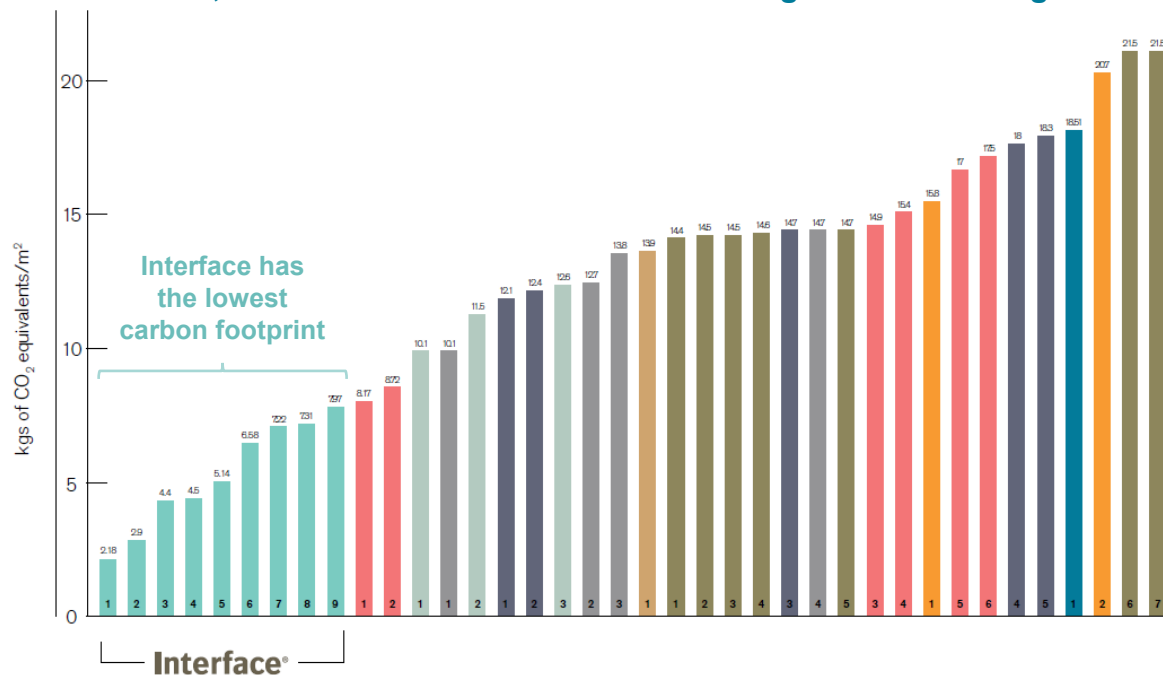


Learn more about our carbon negative products [here](#).

Low Carbon Across Our Carpet Tile Portfolio

Carpet Tile Carbon Footprint Comparison (U.S.)

Cradle-to-Gate, From Raw Material Extraction Through Manufacturing



Atlas	1	Perma-Tile
Bentley	1	Afirma Hardback Piece dyed
	2	Afirma II
	3	Afirma Hardback Solution dyed
	4	Affix hardback COLROCAST (piece dyed)
	5	Affix hardback solution dyed
	6	NexStep Cushion COLORCAST (piece dyed)
	7	NexStep Cushion solution dyed
Interface Americas	1	CQuest™GB
	2	CQuest™Bio
	3	Nylon 6,6 GlasBacRE
	4	ReadyBac
	5	Nylon 6 GlasBacRE
	6	Nylon 6,6 GlasBac
	7	Nylon 6,6 CushionBac Renew
	8	Nylon 6 GlasBac
	9	Nylon 6 CushionBac Renew
J+J Flooring	1	Nexus Modular Backing
Mannington	1	Infinity 2
	2	rEvolve II
Milliken	1	WellBac Comfort Backing ES/ESP Solution Dyed Nylon 6
	2	WellBac Comfort Plus Backing 6
	3	WellBac Comfort Backing 6,6
	4	WellBac Comfort Plus Backing 6,6
	5	WellBac Comfort Backing Digital dyed Nylon 6,6
	6	WellBac Comfort Plus ES/ESP Digital dye injected Nylon 6,6
Mohawk	1	Ecoflex matrix
	2	Ecoflex ICT
	3	Ecoflex NXT
	4	Ecoflex NXT Air
Shaw	1	EcoWorx carpet tile with EcoSolution Q
	2	EcoLogix carpet tile with EcoSolution Q
	3	EcoWorx carpet tile with Solution Q or Solution Q Extreme
	4	EcoWorx with Nylon 6,6
	5	EcoLogix carpet tile with Nylon 6,6
Tarkett Tandus Centiva	1	ethos Modular
	2	ER3 Modular
	3	Flex-Aire Cushion Modular

The carbon 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. Updated October 2020

All Interface Flooring is Carbon Neutral or Carbon Negative

All of the flooring products we sell - carpet tile, LVT and rubber - are carbon neutral across their full product life cycle through our third party verified Carbon Neutral Floors™ program.

- We have sold 419 million sq meters of carbon neutral flooring globally since 2003
- We have retired 5.7 million metric tonnes of verified emission reduction credits since 2003



Supporting Carbon Offset Programs Around the World

To compensate for the full life cycle carbon emissions that we are unable to eliminate, we purchase carbon offsets. We source offsets only from projects that meet third-party verified carbon offset standards to assure that the carbon credits we use are real (have happened), additional (beyond business-as-usual activities), measurable and permanent. The types of projects that we support include:

- **Renewable energy** projects from solar and wind power in Asia-Pacific, as well as forest projects for reestablishments of native forest, conservation, and the protection of biodiversity
- **Forest protection** programs in Africa, alongside **community fuel switching** and **water purification** projects tackling carbon emissions while promoting human health and community empowerment
- **Reforestation** projects in the Americas to keep carbon stored and sequestered in the soil and plants

Responsible Business

Interface embraces and supports core values in the areas of human rights, labor standards, environmental responsibility and ethical practices. We are committed to conducting business in an ethical and responsible manner and leaving a positive impact on our communities.

HUMAN RIGHTS

Interface supports fundamental human rights for all people and is committed to complying with employment laws in every country in which it operates. Interface is firmly opposed to the use of slave labor or human trafficking.

FREEDOM OF ASSOCIATION

Interface recognizes its employees lawful right to freedom of association and rights under applicable law to choose a collective bargaining representative, if desired.

ETHICAL PRACTICES

Interface has a Comprehensive Code of Business Conduct & Ethics that covers all employees and directors as well as a Supplier Code of Conduct. All Interface employees and stakeholders are encouraged to report suspected unethical or illegal practices through our global ethics hotline. This hotline/website provides an opportunity to anonymously and confidentially report actual or suspected activities that may involve criminal conduct or violations of our code of conduct in the areas of Finance & Accounting, Human Resources, Legal, Environmental, and Occupational Health & Safety.

ANTI-CORRUPTION & ANTI-BRIBERY

Interface has a global Anti-Corruption and Anti-Bribery Policy that prohibits any bribe to a public official, made directly or indirectly, to influence that official to use his or her position to assist in obtaining or retaining business for Interface.






Purpose-Driven Culture

We're more than a carpet company. **Much more.** We are a purpose-driven company with a passionate team that shares a unique set of values.

Interface is its people.

Our core values represent who we are, how we see the world, how we treat each other and our external customers and stakeholders, and how we approach our work every day.

These **core values** are:

-  **Design a Better Way** – Courageous | Driven | Pioneering | Curious | Inventive | Disruptive | Daring
-  **Connect the Whole** – Collaborative | Adaptable | Inviting | Joining | Inclusive | Co-creative | Uniting
-  **Be Genuine & Generous** – Authentic | Engaging | Caring | Transparent | Supportive | Serving | Giving
-  **Embrace Tomorrow, Today** – Visionary | Imaginative | Believing | Committed | Optimistic | Active | Creating
-  **Inspire Others** – Energized | Influential | Guiding | Leading | Teaching | Sharing | Igniting

Employee Health and Safety

We prioritize the health and safety of our employees at Interface.

We are committed to leading our industry in the development and implementation of world-class safety measures to protect the health, safety, and wellbeing of our people.

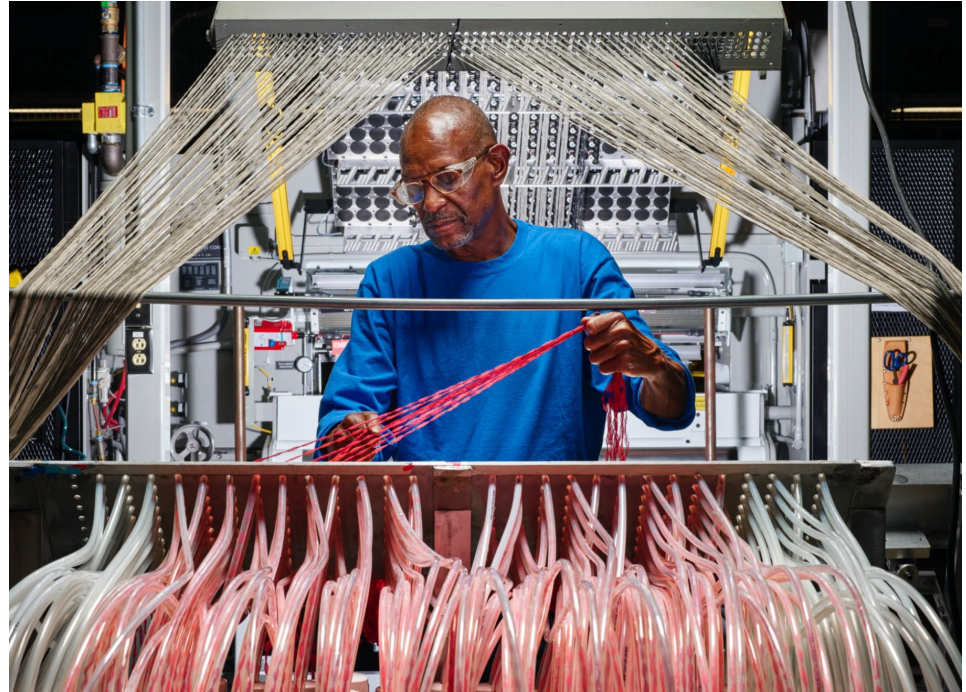
We've implemented proactive programs that empower our employees to identify potential hazards, minimize risk, and help us to ensure we maintain safe and healthy working conditions, especially during the COVID-19 global pandemic.

Our plants in Europe, Australia, and China are certified to ISO 45001.

Safety Incident
Rate (TRIR)* 2020:

0.6

* Total Reportable Injury Rate (TRIR) reflects incidence rate per 200,000 person hours worked per year



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Training and Development

It is an exciting time to be an Interface employee. We know our employees are also brand ambassadors and provide them with training on how to tell our carbon story and bring stakeholders along on our journey.

We also provide employee training that improves organizational effectiveness and protects our people, processes, and technology:

- Anti-harassment
- Anti-bribery and Corruption
- Civil Treatment for Leaders
- Code of Conduct
- Conflicts of Interest
- Emergency Procedures
- Information and Cyber Security
- Sales and Marketing (products, installation, maintenance)
- Systems training (e.g., Workday)



Community Engagement

Interface's commitment to our people goes beyond our individual employees to include the **communities where we live and work** around the world.

Community involvement activities are incorporated in our regional meetings and activities, providing meaningful engagement and positive change within our communities, including:

- Community improvement projects
- Donation of flooring product and installation
- Environmental protection and clean-up initiatives
- Partnerships with non-profits (e.g., United Way, Wine to Water)



Our Diversity, Equity & Inclusion (DEI) Commitment

When we **embrace the diversity of our community** and commit to an equitable, inclusive culture, we are living our Interface values.

We are engaging and collaborative, seeking input from our employees to make sure underrepresented voices are heard and solutions reflect a broad set of perspectives.

We are curious and inventive, genuinely caring, and use data and research to help drive our people-oriented strategy and decisions. Through sharing, teaching, and leading, we energize others to help us all make meaningful progress – internally at Interface and with our customers, suppliers, and partners.

We want all employees and stakeholders to feel they **belong with Interface** and to have the opportunity to thrive.



DEI | 2021 Accomplishments

We made significant progress in 2021, including establishing a foundational framework, procuring and deploying best-in-class tools and platforms, and leveraging internal and external communications channels to amplify our messages.

- ✓ Implemented Workday HCM for improved data visibility
- ✓ Implemented Great Places to Work survey to gather employee feedback
- ✓ Formed DEI Steering Committee
- ✓ Formed DEI Champions Network employee resource group
- ✓ Participated in Just Business Roundtable
- ✓ Deployed internal employee communications
- ✓ Deployed external DEI communications
- ✓ Issued formal DEI statements and POVs
- ✓ Updated US Family Leave Benefits
- ✓ Update US Paid Time Off Policy for greater flexibility

Example content from Interface internal Workplace site:

World Mental Health Day

Sunday, Oct. 10 is World Mental Health Day. World Mental Health Day has been recognized each year since 1992, when it was initiated by the [World Federation for Mental Health](#).

According to the [World Health Organization](#) (WHO), “the overall objective of World Mental Health Day is to raise awareness of mental health issues around the world and to mobilize efforts in support of mental health. The Day provides an opportunity for all stakeholders working on men... [See more](#)



Mental-Health-UK-Covers...
Workplace



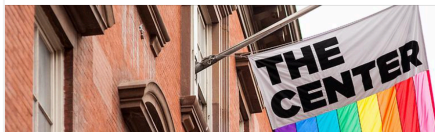
Positive Mental Health.pdf
Workplace

Pride Month | A look back

It's Pride Month! 🏳️‍🌈

Every June, people come together to celebrate and support our [LGBTQ](#) (lesbian, gay, bisexual, transgender, queer or questioning) community members.

It's a time when we endeavor to amplify LGBTQ voices, to celebrate love in all forms, and to continue to advance equal treatment for all. There are bright rainbow flags in cities all over the world, marches and events, beautiful images online and in social media, and inspiring stories... [See more](#)



2021 Culture and DEI Survey | DEI overview on Fairness

As we continue to share our Great Place to Work survey results with teams across the globe, we put together a video with learnings from a DEI perspective as it relates to the Fairness focus area, which captures how fairly you believe you are treated at Interface.

In this 5 minute video, I talk through important findings when looking at employee responses through demographic lenses including gender, race/ethnicity (US), age, caretaking responsibilities, and self-identified disabilities.

For more detail, I encourage you to read my past posts at the following links:

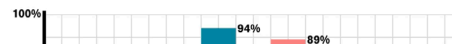
Part 1: <https://interface.workplace.com/.../posts/4095606640543530/>

Part 2: <https://interface.workplace.com/.../posts/4101975389906655/>

Thanks for watching and I look forward to hearing your thoughts and feedback!

#GreatPlaceToWork #culture #Dei

PEOPLE HERE ARE TREATED FAIRLY REGARDLESS OF THEIR RACE



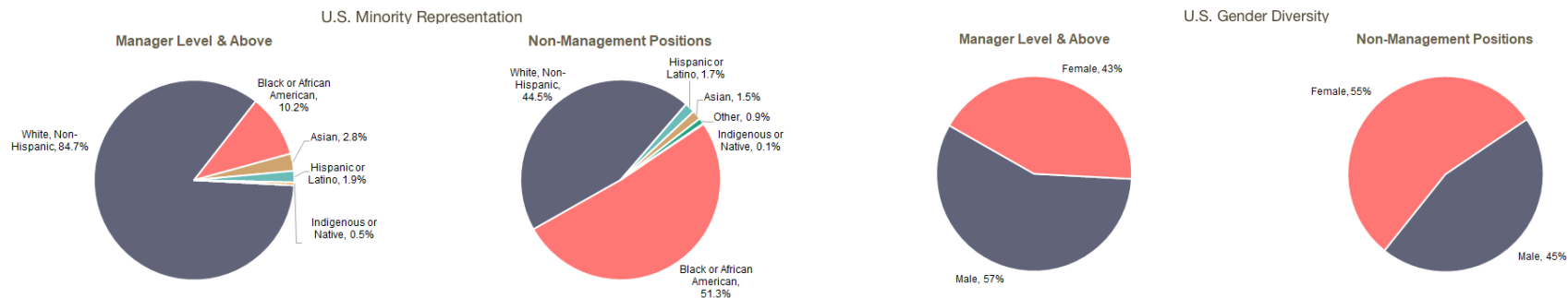
Interface

DEI | 2020 US Workforce Composition

Interface is an equal opportunity employer. We provide equal employment opportunity to all applicants and employees without regard to race, color, religion, sex, national origin, age, disability, protected veteran status, or any other protected characteristic.

In the United States, Interface files an **EEO-1 report** annually in accordance with federal regulation, providing employment data categorized by race/ethnicity, gender and job category.

It is **our responsibility** to create an environment that embraces diversity, is free from discrimination and harassment, and is grounded in respect.



Charts reflect representation as of 12/27/2020 for U.S. employees as reported in EEO data. Manager level and Above represents Executives/Sr Officials and Managers and First/Mid Officials and Managers according to EEO classifications.

DEI | 2022 Benchmarks for Success

Strategy Development

- Analyze employee experience survey feedback data and Workday HCM demographic data
- Publish DEI benchmark and set ambitions for hiring, promotions, etc.
- Create processes that help meet hiring and promotion objectives; communicate progress
- Continue to review and update policies to support fairness and inclusivity (e.g., US PTO and family leave)

Implementation

- Drive education and DEI awareness through unconscious bias training for leadership and/or people managers
- Continue dialogue regarding DEI topics via Belonging group; extend to frontline manufacturing employees
- Develop and launch 2-3 Inclusion Networks (Employee Resource Groups)
- Feature stories and interviews from Interface employees of under-represented groups on Workplace
- Celebrate cultural holidays, observances, and other celebrations through engaging content

We will continue our efforts in 2022 to deliver on and realize our DEI commitments.

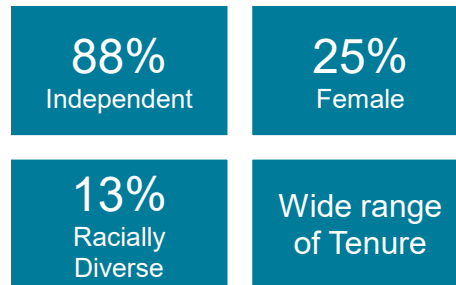


Strong Governance

Interface is governed by an esteemed and diverse group of elected directors. Our Board of Directors is committed to maintaining strong corporate governance, which promotes the long-term interests of shareholders, strengthens Board and management accountability, and helps build trust in the Company.

- Lead Independent Director
- All Key Committees Comprised Solely of Independent Directors
- ESG oversight stated in Nominating and Governance Committee charter
- Annual Election of All Directors
- Annual “Say on Pay” Advisory Vote: 93+% past three years
- Resignation Policy for Directors who Fail to Receive Majority Vote
- Enterprise Risk Management Program Overseen by Audit Committee
- Diversity of Experience, Skills and Gender Among Directors
- Anti-bribery and Corruption Policy and Employee Training
- No Poison Pill

BOARD DIVERSITY



“Sustainability is core to Interface’s DNA and drives decision making across many facets of its business – including corporate responsibility, human capital management, safety, ethical behavior, and corporate governance. The Board of Directors is committed to supporting Interface as it creates a sustainable business model for itself and for the Earth.”

– Chris Kennedy, Lead Independent Director

Continuing our Leadership

Interface has a long history of sustainability leadership and innovation, and our journey continues as we foster a team of diverse and engaged employees that will lead us into the future of environmentally and socially sustainable business with the next wave of pioneering technologies and processes.

Innovation

Led by Chief Science & Technology Officer, John Bradford, Interface has a dedicated global team of tenured R&D professionals developing the next evolution of our low-carbon products and ensuring that our new product pipeline and manufacturing operations continue to advance our long-term sustainability goals. Key projects include:

- Activation of enterprise-level projects and programs necessary to achieve our Science-Based Targets for emissions reduction
- Identification of non-virgin and bio-based materials to deliver superior performance while simultaneously lowering environmental impact and helping to close the manufacturing loop
- Advancements in technologies for product construction, raw materials integration, and rapid prototyping that reduce waste and enable product and prototype reuse at end of life

Sustainable Business

Our Chief Sustainability Officer, Erin Meezan, and our global team of sustainability professionals are developing industry-leading approaches to sustainable business and driving greater transparency in sustainability. This team collaborates across our industry on unique initiatives including:

- materialsCAN Carbon Action Network – a network of members of the global building industry acting to prioritize reduction of embodied carbon in building materials
- Embodied Carbon in Construction Calculator (EC3) - a free open-source database of construction Environmental Product Declarations (EPDs) and matching building impact calculator for use in design and material procurement

Diversity, Equity and Inclusion

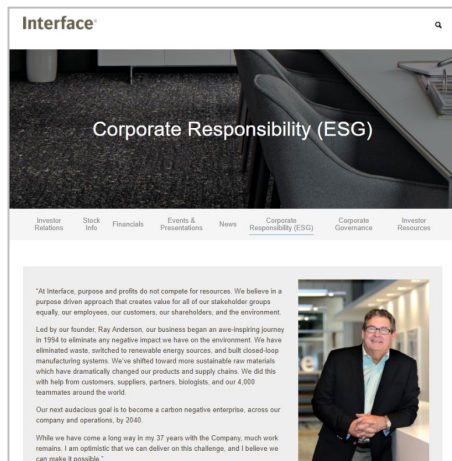
Our global diversity, equity and inclusion (DEI) task force was established in 2020 to develop our long-term DEI strategy. Under the leadership of Christine Needles, Executive Director, DEI, this task force is currently focused on three near-term projects for 2022-2025:

- Baseline measurement of employee attitudes, beliefs, and behaviors regarding DEI at all our locations via employee surveys and listening sessions
- Establishment of our DEI Steering Committee and Champions Network
- Improved organizational capabilities for measurement of self-reported DEI attributes

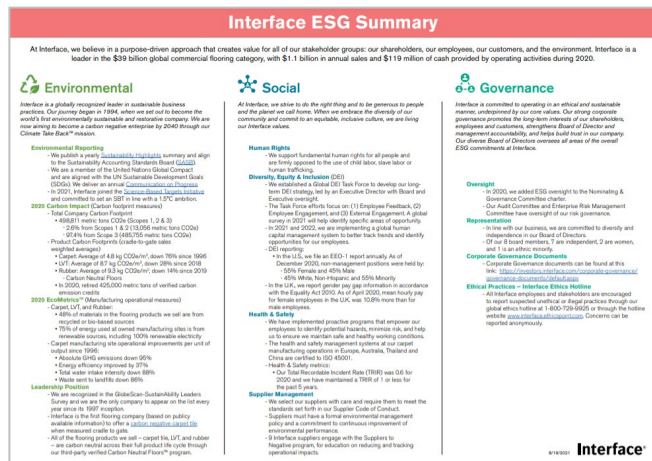
Learn More

Additional Interface ESG information can be found at the following links:

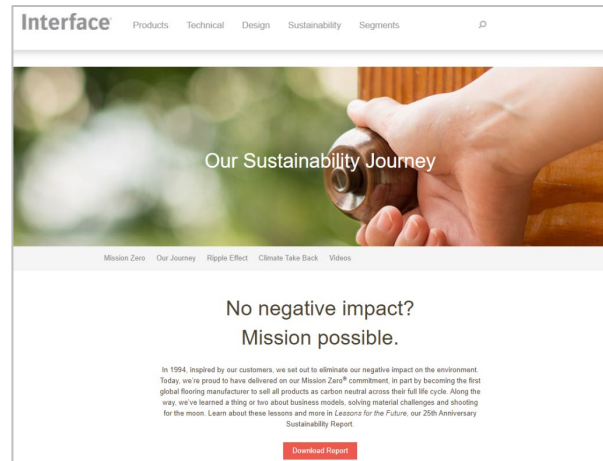
ESG Highlights and Data for investors



ESG Performance one-pager



Sustainability Journey



Appendix

Reconciliation of Non-GAAP Figures

(\$ in millions)	Q4 2020	Q4 2021	Full Year 2020	Full Year 2021
Net Sales as Reported (GAAP)	\$276.9	\$339.6	\$1,103.3	\$1,200.4
Impact of Changes in Currency	-	3.6	-	(23.9)
Organic Sales	\$276.9	\$343.2	\$1,103.3	\$1,176.5
 Gross Profit as Reported (GAAP)	 \$96.8	 \$121.4	 \$410.6	 \$432.7
Purchase Accounting Amortization	1.4	1.4	5.5	5.6
Adjusted Gross Profit	\$98.2	\$122.7	\$416.0	\$438.4
 SG&A Expense as Reported (GAAP)	 \$77.3	 \$87.4	 \$333.2	 \$324.3
Impact of Change in Equity Award Forfeiture Accounting	-	-	(1.4)	-
Restructuring, Asset Impairment, Severance and Other Charges	(4.7)	(5.8)	(21.3)	(8.2)
SEC Fine	-	-	(5.0)	-
Adjusted SG&A Expense	\$72.7	\$81.6	\$305.5	\$316.1
 Operating Income as Reported (GAAP)	 \$20.9	 \$33.9	 (\$39.3)	 \$104.8
Purchase Accounting Amortization	1.4	1.4	5.5	5.6
Goodwill and Intangible Asset Impairment	-	-	121.3	-
Impact of Change in Equity Award Forfeiture Accounting	-	-	1.4	-
Restructuring, Asset Impairment, Severance and Other Charges	3.2	5.8	16.7	11.8
SEC Fine	-	-	5.0	-
Adjusted Operating Income*	\$25.6	\$41.1	\$110.5	\$122.3

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

Reconciliation of Non-GAAP Figures

(\$ in millions)	Q4 2020 Q4 2021		Full Year 2020 Full Year 2021	
Net Income (Loss) as Reported (GAAP)	\$19.6	\$21.8	(\$71.9)	\$55.2
Purchase Accounting Amortization	1.0	1.0	3.9	4.0
Goodwill and Intangible Asset Impairment	-	-	119.8	-
Impact of Change in Equity Award Forfeiture Accounting	-	-	1.1	-
Restructuring, Asset Impairment, Severance and Other Charges	2.4	4.3	13.2	9.5
Warehouse Fire Loss	-	-	3.2	(0.1)
SEC Fine	-	-	5.0	-
Loss on Extinguishment of Debt	2.8	-	2.8	-
Loss on Discontinuance if Interest Rate Swaps	2.9	0.7	2.9	3.7
FIN 48 Release on Discontinued Operations	(12.7)	-	(12.7)	-
Adjusted Net Income	\$16.0	\$27.8	\$67.2	\$72.3

	2016	2017	2018	2019	2020	Q4 2020	Q4 2021	Full Year 2020	Full Year 2021
Diluted EPS as Reported (GAAP)	\$0.83	\$0.86	\$0.84	\$1.34	(\$1.23)	\$0.33	\$0.37	(\$1.23)	\$0.94
Purchase Accounting Amortization	-	-	0.38	0.08	0.07	0.02	0.02	0.07	0.07
Transaction Related Expenses	-	-	0.12	-	-	-	-	-	-
Goodwill and Intangible Asset Impairment	-	-	-	-	2.05	-	-	2.05	-
Impact of Change in Equity Award Forfeiture Accounting	-	-	-	-	0.02	-	-	0.02	-
Restructuring, Asset Impairment, Severance and Other Charges	0.20	0.08	0.26	0.17	0.23	0.04	0.07	0.23	0.16
Tax Act Expense (Benefit)	-	0.25	(0.11)	-	-	-	-	-	-
Warehouse Fire Loss	-	-	-	-	0.05	-	-	0.05	-
SEC Fine	-	-	-	-	0.09	-	-	0.09	-
Loss on Extinguishment of Debt	-	-	-	-	0.05	0.05	-	0.05	-
Loss on Discontinuance if Interest Rate Swaps	-	-	-	-	0.05	0.05	0.01	0.05	0.06
FIN 48 Release on Discontinued Operations	-	-	-	-	(0.22)	(0.22)	-	(0.22)	-
Adjusted Diluted EPS*	\$1.03	\$1.18	\$1.49	\$1.59	\$1.15	\$0.27	\$0.47	\$1.15	\$1.23

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

Reconciliation of Non-GAAP Figures

(\$ in millions)

Net Income as Reported (GAAP)

Income Tax Expense (Benefit)	(13.2)	4.4
Interest Expense (including debt issuance cost amortization)	13.2	7.4
Depreciation and Amortization (excluding debt issuance cost amortization)	12.1	10.6
Stock Compensation Amortization	0.9	1.3
Purchase Accounting Amortization	1.4	1.4
Goodwill and Intangible Asset Impairment	-	-
Restructuring, Asset Impairment, Severance and Other Charges	3.2	5.8
Warehouse Fire Loss	-	-
SEC Fine	-	-

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

Q4 2020 Q4 2021

\$19.6	\$21.8
(13.2)	4.4
13.2	7.4
12.1	10.6
0.9	1.3
1.4	1.4
-	-
3.2	5.8
-	-
-	-
\$37.2	\$52.8

(\$ in millions)

Net Income as Reported (GAAP)

Income Tax Expense (Benefit)	25.0	47.3	4.7	22.6	(7.5)	17.4
Transaction Related Other Expense	-	-	4.2	-	-	-
Interest Expense (including debt issuance cost amortization)	6.1	7.1	15.4	25.7	29.2	29.7
Depreciation and Amortization (excluding debt issuance cost amortization)	30.1	29.8	37.9	42.0	43.8	44.3
Stock Compensation Amortization	5.9	7.2	14.5	8.7	(0.5)	5.5
Purchase Accounting Amortization	-	-	32.1	5.9	5.5	5.6
Transaction and Integration Related Expenses	-	-	5.3	-	-	-
Goodwill and Intangible Asset Impairment	-	-	-	-	121.3	-
Restructuring, Asset Impairment, Severance and Other Charges	19.8	7.3	20.5	12.9	16.7	11.8
Warehouse Fire Loss	-	-	-	-	4.2	(0.2)
SEC Fine	-	-	-	-	5.0	-

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

2016	2017	2018	2019	2020	2021
\$54.2	\$53.2	\$50.3	\$79.2	(\$71.9)	\$55.2
25.0	47.3	4.7	22.6	(7.5)	17.4
-	-	4.2	-	-	-
6.1	7.1	15.4	25.7	29.2	29.7
30.1	29.8	37.9	42.0	43.8	44.3
5.9	7.2	14.5	8.7	(0.5)	5.5
-	-	32.1	5.9	5.5	5.6
-	-	5.3	-	-	-
-	-	-	-	121.3	-
19.8	7.3	20.5	12.9	16.7	11.8
-	-	-	-	4.2	(0.2)
-	-	-	-	5.0	-
\$141.1	\$152.0	\$184.9	\$197.0	\$145.7	\$169.4

(\$ in millions)

Total Debt

Less: Cash

Net Debt

2016	2017	2018	2019	2020	2021
\$270	\$230	\$619	\$596	\$577	\$518
(166)	(87)	(81)	(81)	(103)	(97)
\$105	\$143	\$538	\$515	\$474	\$421

Total Debt / LTM Net Income as Reported (GAAP)

Net Debt / LTM Adjusted EBITDA

5.0x	4.3x	12.3x	7.5x	(8.0x)	9.4x
0.7x	0.9x	2.9x	2.6x	3.2x	2.5x

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

* Historical AEBITDA figures have been updated to reflect a change in depreciation and amortization values used to calculate AEBITDA.