

Sustainability Journey Interface

FIBS

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Carpet Tiles



LVT



nora[®] rubber

Interface

Interface by the Numbers. Listed at the Nasdaq



50
Years of
Innovation



3600+
Global Employees



6
Manufacturing Sites
across
4 Continents



100+
Countries with Sales

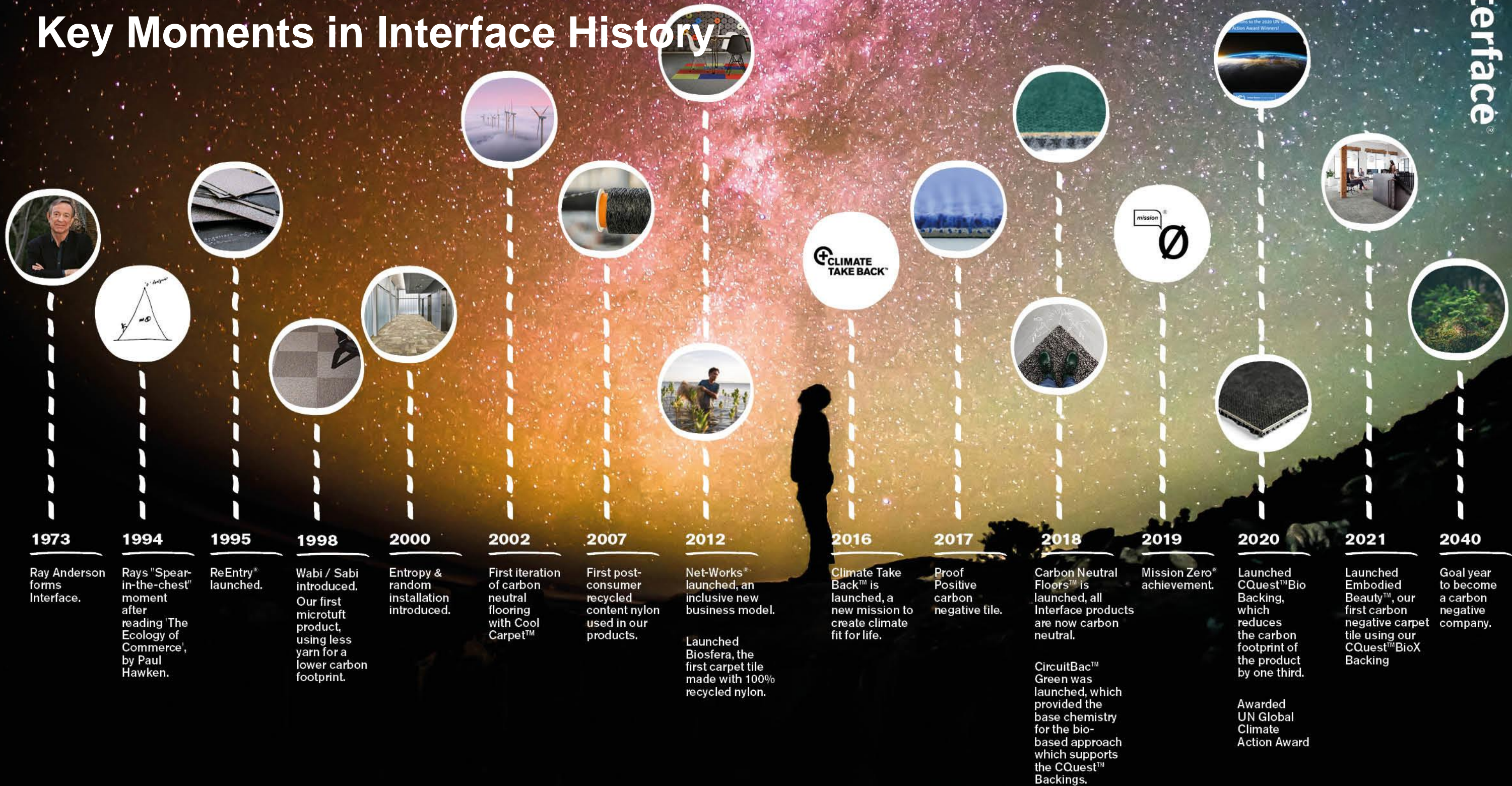


\$1.3 billion
Net Sales FY2022

Note: Numbers are based on the 2022 Impact report

Our goal is to reverse
global warming.
Climate Take Back™.

Key Moments in Interface History



1973

Ray Anderson forms Interface.

1994

Rays "Spear-in-the-chest" moment after reading 'The Ecology of Commerce', by Paul Hawken.

1995

ReEntry® launched.

1998

Wabi / Sabi introduced. Our first microtuft product, using less yarn for a lower carbon footprint.

2000

Entropy & random installation introduced.

2002

First iteration of carbon neutral flooring with Cool Carpet™

2007

First post-consumer recycled content nylon used in our products.

2012

Net-Works® launched, an inclusive new business model.

Launched Biosfera, the first carpet tile made with 100% recycled nylon.

2016

Climate Take Back™ is launched, a new mission to create climate fit for life.

2017

Proof Positive carbon negative tile.

2018

Carbon Neutral Floors™ is launched, all Interface products are now carbon neutral.

CircuitBac™ Green was launched, which provided the base chemistry for the bio-based approach which supports the CQuest™ Backings.

2019

Mission Zero® achievement.

2020

Launched CQuest™ Bio Backing, which reduces the carbon footprint of the product by one third.

Awarded UN Global Climate Action Award

2021

Launched Embodied Beauty™, our first carbon negative carpet tile using our CQuest™ BioX Backing

2040

Goal year to become a carbon negative company.

2022 EMEA Carpet tile EcoMetrics™

97%

Fewer greenhouse gas emissions*

100%

Renewable energy used
Scherpenzeel carpettile
manufacturing site

79%




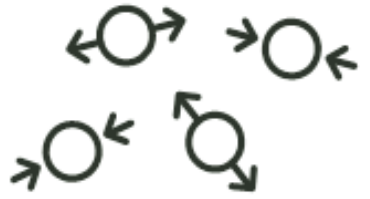








Smaller cradle-to-gate
product carbon footprint *

88%

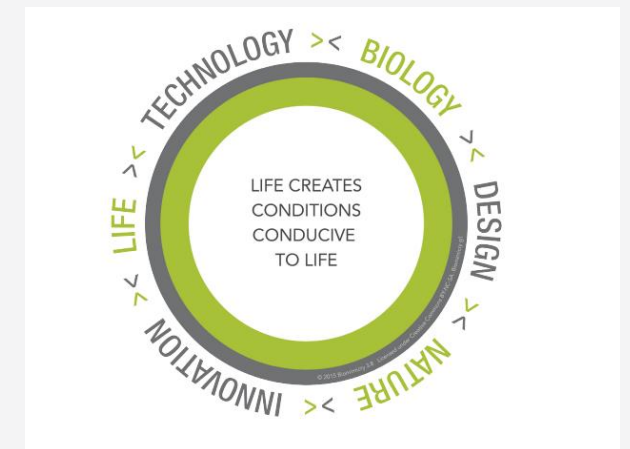
Average amount of total
recycled and bio-based content
for products with CQuest™ Bio
backing made in Scherpenzeel

**Global carpet tile manufacturing sites per unit of output since 1996.*

A vision for Positive - Restoration

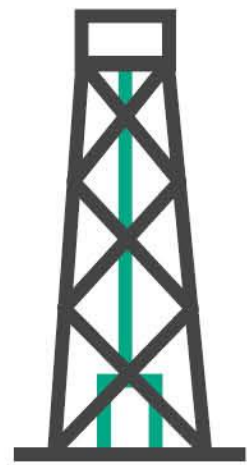
<p>1994</p>	 <p>Smokestacks</p>	 <p>Take Make Waste</p>	 <p>Petroleum Intensive Products</p>	 <p>Disconnected Supply Chain</p>
<p>1994 - 2020</p>	 <p>Factories to Zero</p>	 <p>Increase recycled materials</p>	 <p>Low carbon products</p>	 <p>Sustainable supply chain</p>
<p>Beyond 2020</p>	 <p>Factories as Forests</p>	 <p>Products from biobased and recycled/dispersed materials</p>	 <p>Low carbon Products Products that store carbon</p>	 <p>Supply chain that benefits all life</p>

Biomimicry – inspiration on our journey



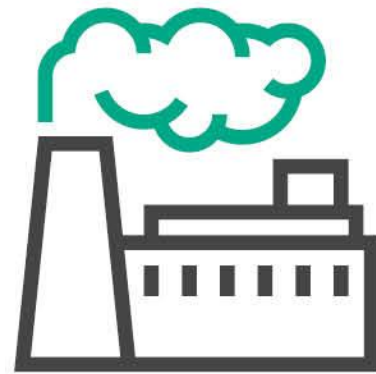
THE IMPACT OF OUR PRODUCTS

Life Cycle Assessment – Carpet Tiles (2019)



Raw Materials

53%



Manufacturing

4%



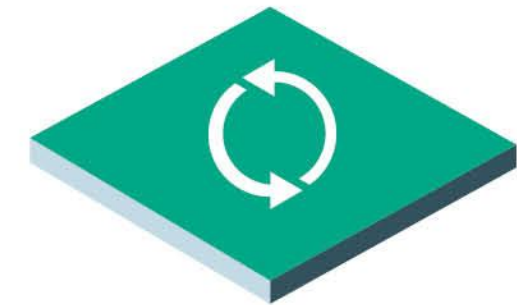
Transport &
Installation

3%



Use &
Maintenance

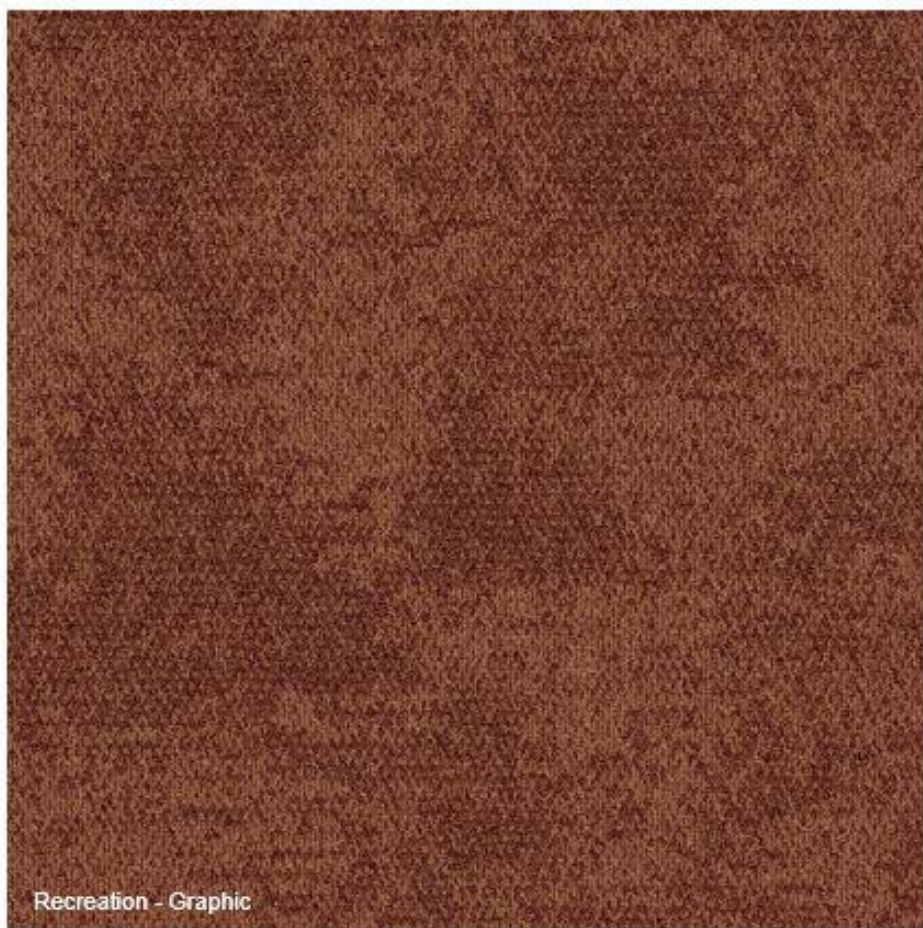
33%



End of Life

7%

Note: Use & maintenance phase for carpet tile is 7 years



How would nature produce **carpet tiles**?

Circular product innovation strategy



Use less materials



Use more recycled material



Find alternative: bio-based

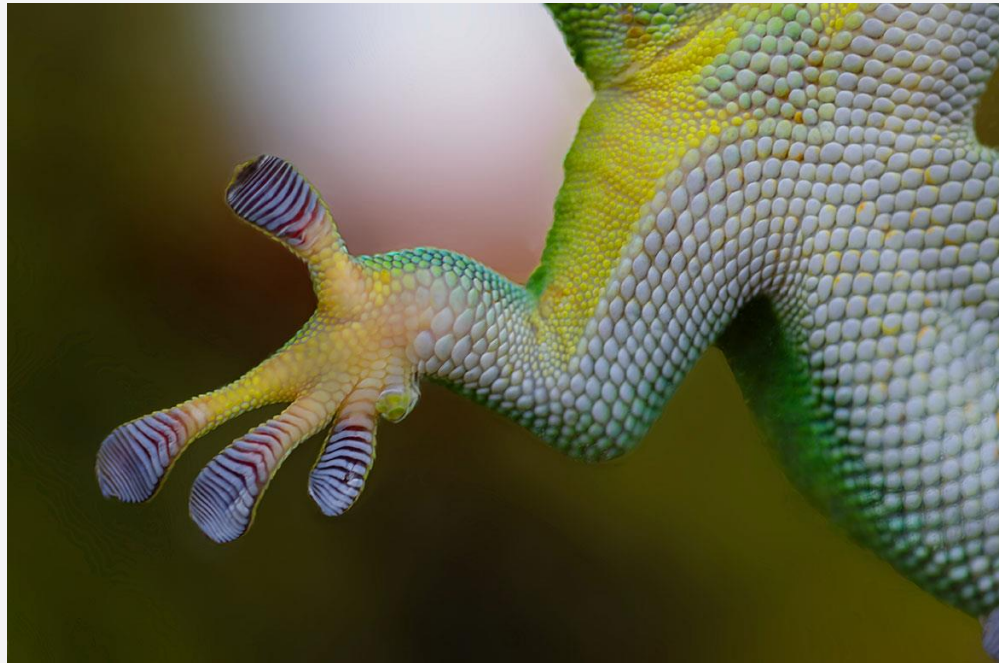
How would nature produce?



How Mother Nature Would Design a Floor?



How would Nature 'install' a floor? | Glue free installation with Tactiles



THE 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

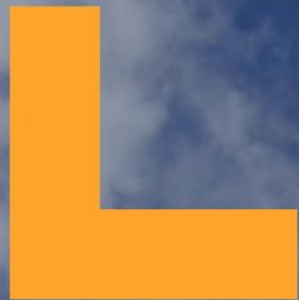
Support our biosphere's ability to regulate the climate





LOVE CARBON

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



Impact of FULL SWITCH to CQuest™Bio

33% carbon footprint reduction

On average compared to Graphlex® backing

88% Recycled and bio-based materials

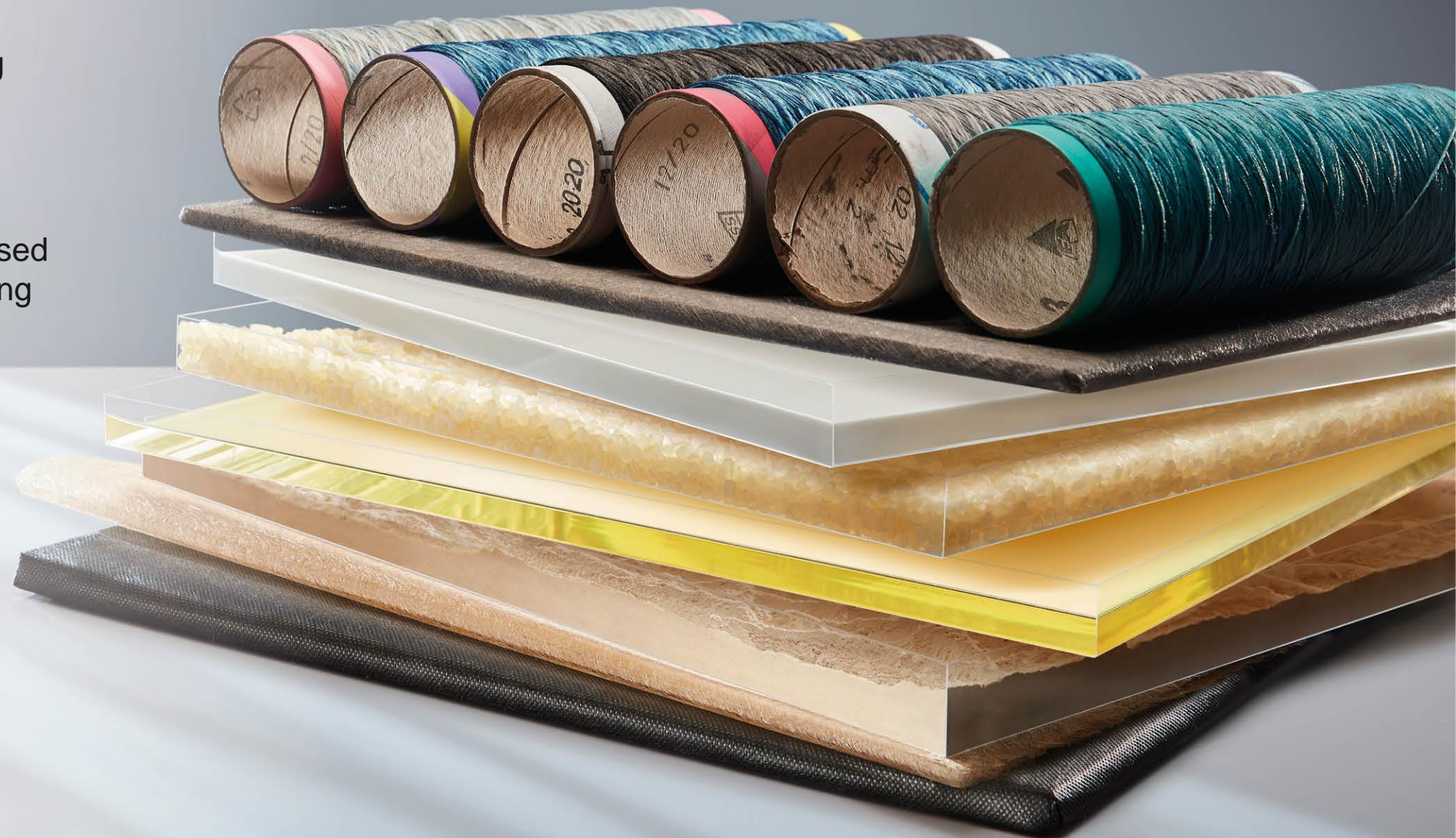
Average amount of total recycled and bio-based content for products with CQuest™Bio backing

Designed for reuse and recycling

A bio-composite with material choices suited to future reuse and recycling

Impact at scale

We are bringing these low carbon and circular benefits to all our European portfolio of carpet tiles.



The Effect of a Backing

CARBON FOOTPRINT



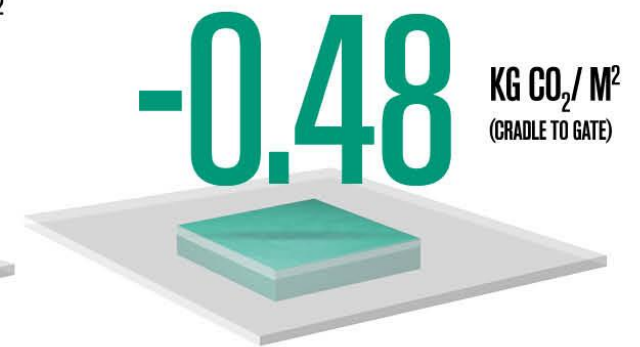
1990'S
CARPET TILE



PAVER
GRAPHLEX® BACKING
















PAVER
CQUEST™ BIO BACKING



PAVER
CQUEST™ BIOX BACKING



A vision for Positive - Restoration

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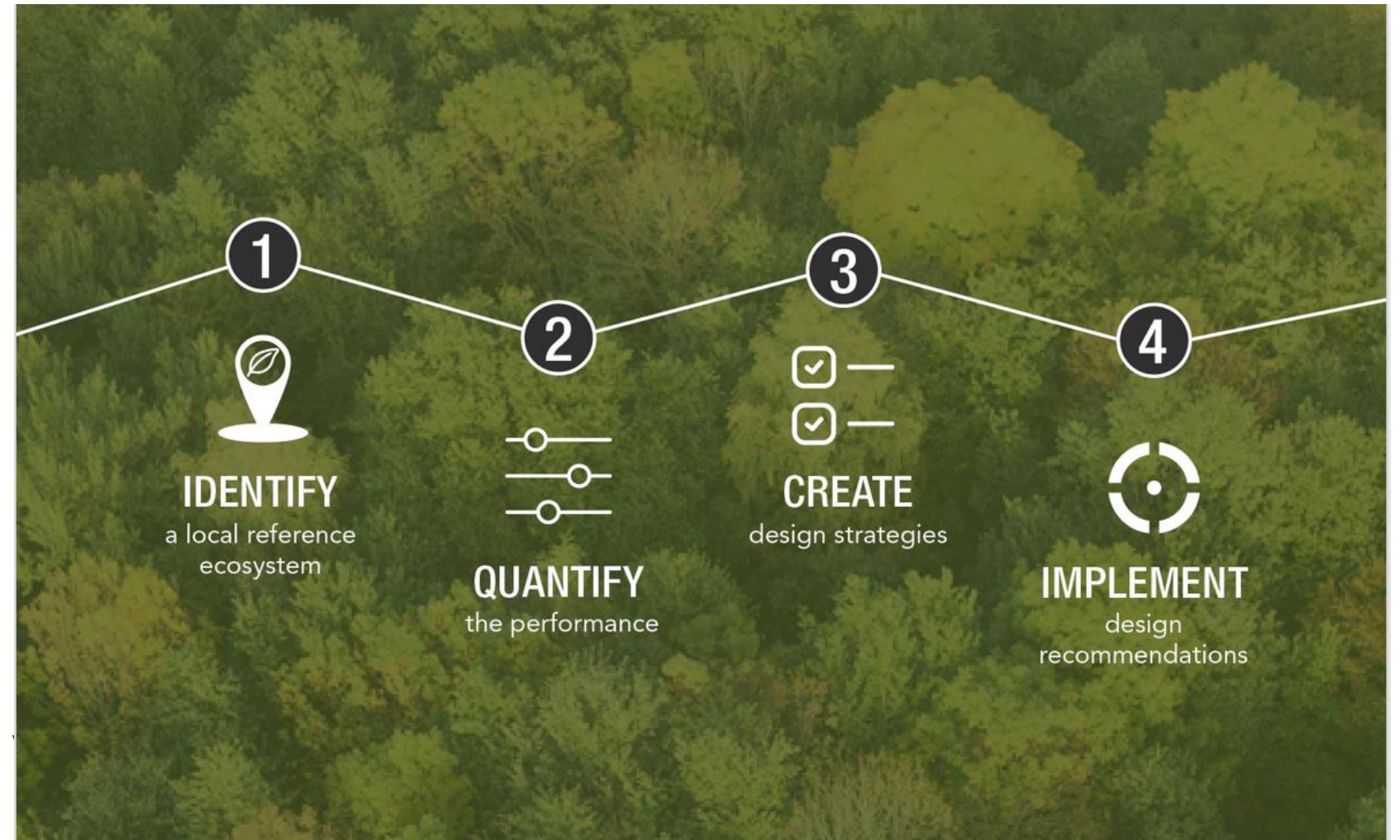
Factories as a Forest

Nature delivers positive impacts.



Working with Biomimicry 3.8 we identified a local ecosystem, measured its performance and used that to develop a new vision for factories to follow. But not just a vision but performance metrics.

Identify, Quantify, Develop Metrics, Act.





“

When the forest and the city are **functionally indistinguishable**, then we know we've reached sustainability.

~ Janine Benyus, Author of *Biomimicry: Innovation Inspired by Nature*, Co-founder of Biomimicry 3.8



LESSON 8:**START A RIPPLE,
CREATE A WAVE**

To have a real impact on the world, you need to influence others to follow your lead and help them lead the way for others. That's how a ripple effect can take on a life of its own, increasing positive impacts to a scale well beyond what you could ever achieve alone.

Thanks!
Questions?