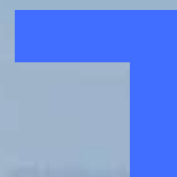


Interface®



Change is possible

CLIMATE TAKE BACK™





**IF HUMANITY CHANGED
THE CLIMATE BY MISTAKE.**

**WE CAN CHANGE IT
WITH INTENT.**

**STEP FORWARD
CLIMATE
OPTIMISTS.**

Let's discover the solutions.



A BUSINESS RESPONSE TO A CLIMATE EMERGENCY



Our purpose: To lead industry to love the world.

We are facing a global climate emergency.

As a global business, it's our responsibility to respond. We've been leading the way toward sustainability since 1994 as we've built a business that's steps away from a zero negative impact. But we want to go further, because at Interface we believe it's our purpose to lead industry to love the world.

We're doing this through a new mission, Climate Take Back™. A commitment to running our business in a way that reverses global warming and creates a climate fit for life. We'll achieve this by developing products and services that create a positive impact on people's lives, their spaces and the health of our amazing planet, and we're on a mission to inspire everyone to do the same.

Together we believe we can make business a regenerative force and create a climate fit for life.

Join us now.

MISSION ZERO®: OUR SUSTAINABILITY JOURNEY TO 2020

In 1994, inspired by our customers, we set out on a remarkable journey.

Our founder Ray Anderson was asked a question by a customer that ultimately caused him to realize that industry was destroying the planet. He had to change it.

Already a pioneer in the category of modular floor coverings, he decided to pioneer sustainable manufacturing. Ray had a bold vision; he declared that Interface was going to be the first environmentally sustainable - and restorative - carpet tile company in the world.

25 years ago we established Mission Zero, our corporate goal to eliminate our negative impact on the environment by 2020.

Today, we're proud to say we've achieved Mission Zero by deeply reducing the impact of our business and transforming ourselves into a purpose driven flooring company of sustainable designers, makers and storytellers.

“

We'll harvest yester-year's carpets and other petro-chemically derived products, recycling them into new materials; converting sunlight into energy; with zero scrap going to the landfill and zero emissions into the ecosystem. That's the vision”

Ray Anderson, Interface founder, 1997

ACHIEVING MISSION ZERO® SUCCESS

In 1994 we set one of the most ambitious sustainability missions ever created. It was not focused just on factories or products – it covered our entire business. We knew it was an aspirational mission, that setting our sights on zero was revolutionary.

But after 25 years we had two important realizations:

- 1. Not only had we deeply reduced the impacts of our own company, but we had transformed the products and raw materials in our supply chain.
- 2. We influenced many others along the way, including major corporations, leading designers and business schools.

We had accomplished much more than we'd initially imagined we could.

We are living zero every day and the innovation never stops. We'll keep working to ensure the environment suffers no negative impacts from our business.



We have not reached absolute zero in every category, but we made significant progress and have built this thinking into our business.

We are proud to have achieved:

96%

LOWER GREENHOUSE EMISSIONS

Reduced the GHG emissions intensity from our manufacturing sites by 96%.

92%

REDUCTION IN WASTE TO LANDFILL

Reduced our waste to landfill across our global business by 92%.

89%

LESS WATER USAGE

Decreased the water used at manufacturing sites by 89%.

99%

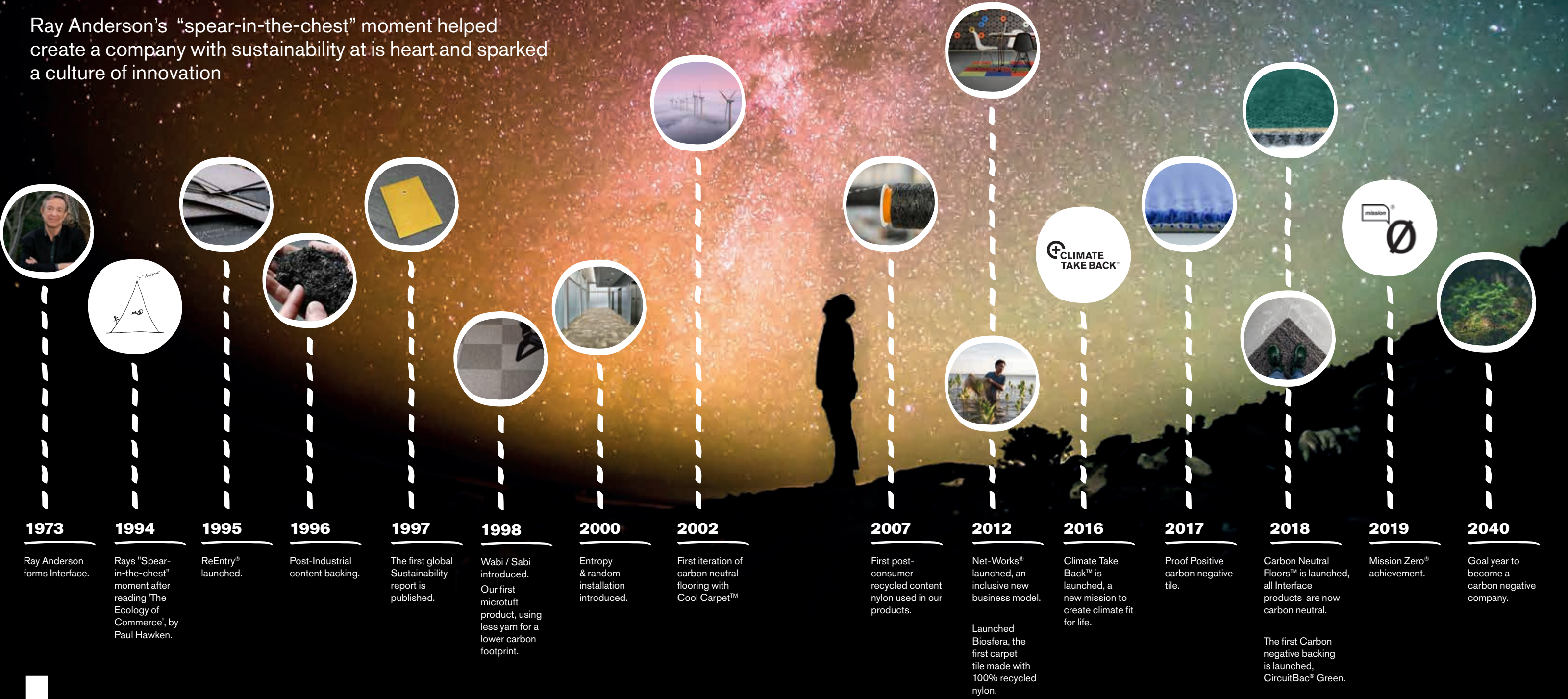
RENEWABLE ENERGY (US AND EU)

Reached 99% renewably sourced energy in our manufacturing sites in the US and Europe.

Note: All numbers provided describing our 25 year footprint reduction are calculated through 2018 and applicable to the production of Interface carpet tiles only.

NEVER STOP INNOVATING

Ray Anderson’s “spear-in-the-chest” moment helped create a company with sustainability at its heart and sparked a culture of innovation

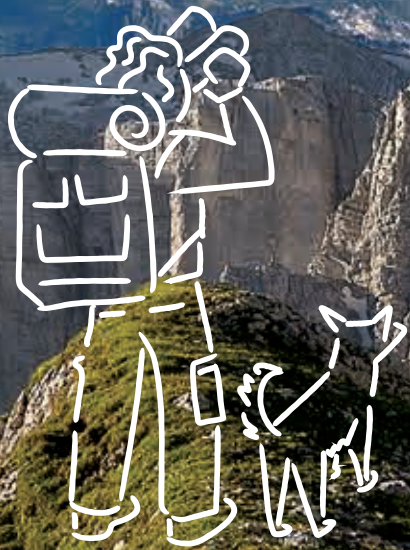


WE'VE DELIVERED ON MISSION ZERO®

So what's next?

Climate Take Back™.

It's time for creating a climate fit for life. It is a journey where we will see businesses pivot from doing less bad to doing more good.



CLIMATE TAKE BACK™

Addressing the biggest challenge of our time.



Reverse global warming.
Create a climate fit for life.

This is our new mission - to run our business in a way that reverses global warming and creates a climate fit for life. A regenerative approach.

Climate Take Back starts with a total, radical shift on how we think about carbon. To stop seeing it as the enemy and start using it as a resource.

Stop & Take

Since the Industrial Revolution and anthropocene, we've been putting too much carbon into our atmosphere.

To tackle this our approach at Interface has been to first, stop adding further excess carbon into our atmosphere. Then, secondly, we look to take the carbon from the atmosphere to support natural and man-made carbon sinks - for example using it in our products.

We believe there are four ways to take back our climate and contribute to reversing global warming. We call them the four pillars.

**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 environment.



LIVE ZERO

At Interface we Live Zero every day. Only taking what can be reused, recycled or repurposed.

We've been working for 25 years to mitigate our negative impact on the environment. Mission Zero transformed Interface into a purpose-driven company of sustainable designers, makers and storytellers.

We're living proof that a little change - and a brave vision - can be a force for good.

We're now on mission to help our suppliers and customers Live Zero too. By sharing our approach, our innovations and the lessons we've learned embracing renewable energy, using higher levels of recycled content and promoting lower carbon footprints in the built environment -through Carbon Neutral Floors™.

By doing this, collectively we can ensure that we don't put more carbon into the atmosphere, working together to avoid any negative impact on the environment.



THE PATH TO ZERO

Changing raw materials and the way we work.



UP TO 69% LOWER PRODUCT FOOTPRINT

Since 1996, we have reduced the carbon footprint of our carpet tiles by 69% – to become the lowest in the industry.



RENEW AND RECYCLE

Experimenting with renewable and recyclable materials, is a key way to reduce the carbon footprint.



RECYCLED CONTENT

58% of our materials, across our products, are derived from recycled or bio-based sources. Reducing our carbon footprint by embracing recycled or bio-based materials, turning off the tap to virgin oil.



BIO-BASED BENEFITS

Conscient set a new benchmark in sustainable flooring - a carpet tile with a total recycled and bio-based content of 87%, including a nylon yarn derived from castor bean plants and our bio-based CircuitBac® Green backing. Conscient also offers benefits for its users, achieving virtually zero volatile organic compounds (VOC) emissions.



TACTILES® - GOING GLUE-FREE

TacTiles, a glue-free installation system that saves time, protects sub-floors and helps keep the air clean. With an environmental footprint of 90% lower than traditional carpet adhesives. An idea inspired by biomimicry replicating the intermolecular forces of a gecko's foot.



REUSING, RECYCLING AND REPURPOSING

Through our ReEntry®, programme, we have prevented 3.5 million square metres of used carpet going into landfill around the world between 2016 and 2018. And we did this by finding a new home for unwanted carpet, through recycling or by recovering energy from it.

CARBON NEUTRAL FLOORS™

We know the impact our flooring has on our planet, whether carpet tiles, LVT or nora® rubber flooring.

It's not just heating and cooling buildings that adds to carbon emissions, but the materials and processes used to create and maintain them. And that includes flooring products.

Reducing this 'embodied carbon' is the most urgent challenge of all. Since 1994, we've been leading our industry in reducing the carbon footprint of our products to become the lowest in the industry through their full lifecycle. And we balance the emissions we still can't avoid by supporting carbon-offset projects in renewable energy, fuel switching and reforestation, to keep carbon in nature and actively removing it from the atmosphere.

ALL OF THE FLOORING
PRODUCTS THAT WE
SELL—CARPET TILE,
LVT, AND RUBBER—ARE
CARBON NEUTRAL.



LOVE CARBON

Carbon doesn't have to be the enemy

We want to use the carbon in the atmosphere as a building block, to make raw materials and products.

Like trees and plants, we can ‘store’ carbon, separating it from the atmosphere, transforming it in a more circular way into something useful. The more we Love Carbon, the closer we come to creating a climate fit for life.

Two recent projects show how we can do it.

CircuitBac® Green – The most sustainable backing choice.

Using a mix of bio-plastics and mineral filler, CircuitBac Green provides a carbon-negative alternative to existing backings – which means it absorbs more carbon than it emits during its production.

As a backing, the overall carbon footprint of the finished carpet tile is significantly reduced. The total recycled and bio-based content for a product using CircuitBac Green can be as high as 87%, depending on the overall design.

Used with Conscient carpet tiles, the result is a product with virtually zero VOC emissions. CircuitBac Green can be specified with a wide range of Interface carpet tiles. It performs to the same high standards as our other backings and has the dimensional stability for glue-free installation using TacTiles.

Proof Positive – The world's first carbon negative tile

Every day, plants pull carbon dioxide out of the atmosphere through photosynthesis. While they're alive, they absorb the carbon and release oxygen, but when they die and decompose, they release carbon again.

Our Proof Positive concept tile takes plant-based materials and converts it into a durable material that prevents the carbon being released back into the atmosphere - making a floor that acts as a carbon sink. It's still in prototype stage, but it shows the world what's possible.



CircuitBac® Green

Proof Positive Tile

LET NATURE COOL

Nature has a remarkable ability to cool itself.

Nature has the power to regulate the climate-but only if humanity doesn't get in the way. Right now, the excess carbon we're emitting is interfering with nature's ability to cool itself. Collectively, we need to restore the Earth's core ecosystems, to make space for life itself to stabilise our climate.

Through our products, operations and services, we are in a position to actually support the carbon cycle, to protect and assist natural ecosystems and to reimagine our facilities as part of the solution, rather than being part of the problem.

At Interface, we are determined to run our business in a way that works with nature to protect and restore natural capital and biodiversity. In doing so, we seek to inspire other companies to see the importance and opportunity in

developing a more symbiotic and positive relationship with nature. We are collaborating with organisations such as Biomimicry 3.8 and Terrapin Bright Green to develop methodologies and case studies that demonstrate that humanity can go from disrupting natural cycles and systems, to being a force to support and regenerate the planet's ability to regulate itself.

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

Janine Benyus, Co-Founder of Biomimicry 3.8



FACTORY AS A FOREST

“IF NATURE DESIGNED A COMPANY, HOW WOULD IT FUNCTION?”



Interface is exploring new practices that allow our factories to run like ecosystems.

Our pilot program, Factory As A Forest, aims to find a way for buildings and workspaces to do less harm and do more good. Factories are traditionally seen as smokestacks and as having a negative impact – what if we could turn this negative into a positive.

In collaboration with Biomimicry 3.8 (a consultancy that specialises in finding nature-inspired solutions to business challenges) we have been developing a methodology to help us and other businesses, create facilities that learn from high-performing ecosystems to foster spaces that are productive and sustainable.

The Factories As A Forest methodology

- 1. Identify a local reference ecosystem
- 2. Quantify its performance and develop metrics
- 3. Create design strategies
- 4. Implement design recommendations

This methodology is being piloted with our factories around the globe. It began by studying the ecosystems at our factories in Minto, Australia and LaGrange, USA. We then looked into how nature sequesters carbon, cycles nitrogen, collects and filters water.

We have also explored the restorative nature of ecosystems where biodiversity thrives. Having analysed this we are working on redesigning our factories to perform similarly and symbiotically with the local ecosystem with a view to creating a facility that is regenerative, producing clean air, clean water and supporting local biodiversity.

A facility that is resilient to Climate Change and starting to contribute to reversing global warming.

EXAMPLE: OFFICE AS A FOREST

Learnings from our Factories As A Forest pilot programmes at our manufacturing facilities, led us to a new question - could an office act like a forest?

The built environment represents 39% of carbon emissions globally. Commercial offices are therefore significant carbon emitters. But, what if we could turn this around and find a way to help them restore our climate.

With this in mind, we re-applied the methodology we had used for our factories as these principles could be used across our, or any, organizations building portfolio. So we challenged our designers and architects to design the building and systems in a way that addressed these key areas of positive environmental impact, however adjusting the targets and goals based on the urban setting of Basecamp, our corporate headquarters in Atlanta, USA.

Utilising the Factories As A Forest methodology, this time around the reference ecosystem for Basecamp was a local oak-hickory-pine forest. A

temperate forest that was particularly effective at filtering pollutants out of the air and water, sequestering carbon, buffering warm summer temperatures and absorbing stormwater runoff.

Inspired by this, Basecamp features a recyclable polyester sheath that wraps the north and east faces of the building features a white transparent forest landscape. The end result allows natural light into the workplace and simultaneously conserves energy by reducing heat from sunlight.

The building harvests rainwater, which is then treated to be used for irrigating the rooftop garden and functionally for flush fixtures. This has led to a 78 per cent reduction in water use.

Finally the building incorporates a unique, energy-saving HVAC chilled-beam system which along with other energy efficient solutions has led to a 50 percent energy use reduction compared to a code-compliant building.



Image: Nick Merrick, © Hall+Merrick Photographers

LEAD THE INDUSTRIAL RE-REVOLUTION

Leading Industry to Love the World.

Reversing global warming will require all businesses to change the way they operate to restore the health of the planet.

Over the years our sustainability journey has seen many successes, and we've achieved a lot, but for every success, there has been one of two hard lessons learned along the way.

We're open to sharing what we've learned and using our knowledge as a platform by which we can inspire and encourage others on their sustainability journey.

We have a long track record of partnering with others to foster new ideas and innovations, such as making ocean plastic a social and environmental issue through our Net-Works and NextWave partnerships.

More recently, we've been working with key stakeholders on our MaterialsCAN partnership and the EC3 tool to ensure that embodied carbon is prioritized in the specification process.

Reversing global warming to protect our planet is our goal, but one we share with our customers, suppliers and fellow manufacturers. Together we'll develop products and processes that will help create a climate fit for life.



EMBODIED CARBON

A carbon revolution for the built environment.

Those in the built environment have long understood and worked to lessen emissions from operational carbon, or the carbon dioxide emitted during the life of a building, in contrast, embodied carbon represents the biggest blind spot in decarbonizing buildings.

Let's act on embodied carbon.

Little has been done to address embodied carbon, or the carbon dioxide emitted during the extraction, manufacture, and transport of building materials – the carbon story behind any material. Architecture 2030 estimates that almost half of total carbon emissions from all global new construction between 2020 and 2050 will be from embodied carbon, with the other half from operational carbon.

materialsCAN is a network of organisations that are ready to act on the smart prioritization of embodied carbon in building materials. The group aims to provide those who own, lease, design, or construct spaces with education and tools to better understand the carbon footprint of their projects, specifically through measuring the embodied carbon of specified materials.

The working group currently includes stakeholders from across the built environment including Interface, Gensler, Skanska, Kingspan, Armstrong, CertainTeed, USG, and Superior Essex. Everyone in the built environment can help reduce the carbon footprint of new buildings or refurbishments by specifying with embodied carbon in mind.

EC3

As a first step to enable measurement of embodied carbon, Skanska and Microsoft have created the Embodied Carbon Calculator for Construction (EC3), to be managed by the University of Washington's Carbon Leadership Forum. The US version of the tool launched in November 2019 at Greenbuild, and Interface is the industry lead sponsor.

EC3 highlights low-carbon providers and products. It allows architects, designers, builders, manufacturers and auditors to search construction materials by performance, location and global warming potential in a public searchable database based on environmental product declaration (EPD) data.

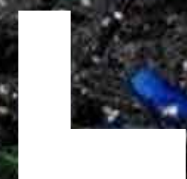
We need more ways to easily influence and impact the embodied carbon footprint of our projects.”

Kirsten Ritchie, Gensler

LET'S LOOK AT THE WIDER PICTURE. IT'S TIME TO SPECIFY AND DESIGN WITH EMBODIED CARBON IN MIND.



BY 2050 THERE COULD BE MORE PLASTIC IN OUR SEAS THAN FISH*.



*by weight

Net-Works – less plastic, more fish.

In some of the world's poorest coastal communities, discarded fishing nets cause serious environmental and economic problems. Clogging up the ocean, littering beaches and harming marine life means fish stocks have declined, threatening livelihoods.

This through a partnership that includes Interface, the Zoological Society of London and nylon manufacturer, Aquafil. Through our work, the nets are no longer seen as waste as they provide income for local people - and raw materials for our products.

The programme includes setting up community banks that enable people to save the money they earn from collecting the discarded nets.

It also supports other projects - planting mangroves - that captures carbon and provides protected areas where fish can grow.

Most importantly, with the nets collected, the environment is cleaner and fish stocks are recovering – and we have a great source of recycled content for carpet tiles.

And the inclusive model has proven a simple, scalable and holistic approach to deliver less plastic, more fish and improve the lives for many coastal communities.

NextWave - keeping plastics in our economy and out of the ocean

Every four minutes, around 45 metric tonnes of plastic waste is dumped into the ocean. If this continues, more than 150 million metric tonnes will be in the water by 2025. And by 2050 there could be more plastic in our seas than fish (by weight).

This threatens not only ocean ecosystems, but also the health of marine species and the well-being of those who depend on the ocean – which is all of us.

We're proud to be part of NextWave - a cross-industry consortium of companies including Dell and Lonely Whale in the

fight against global marine plastic pollution. NextWave looks into how we intercept and recycle waste plastic to prevent it from entering the sea.

We want to turn plastic waste into an opportunity. And we're in good company. Fellow founding members include General Motors, Trek Bicycle, IKEA, HP, Bureo Skateboards, and office furniture manufacturers, Herman Miller and Humanscale. Together, we will accelerate plastics recycling, creating employment and business opportunities, and leaving a lasting positive impact on the health of our oceans.



SHARING IS POWER

Creating a ripple effect.

We may have not hit absolute zero in every category we set out to make a difference in. But we greatly reduced not only the footprint of our operations, the footprint of our products and throughout our supply chain.

Whether you're an architect, a designer, or a business we want to share the lessons we've learned in terms of creating a restorative enterprise.

Together we can create sustainable buildings that are low on both operational and embodied carbon. In which the materials themselves are building blocks for a restorative economy.

In 2019, we published our "Lessons for the Future" report, a guide to changing your business to change the world.

Here are a few of our top learnings:



TAKE A CIRCULAR APPROACH

Take - make - and waste has been consigned to history. At Interface we'll start with waste, make it beautiful and collect it back at end of life. To achieve this we have engaged our suppliers, instituted new technology and lobbied for higher levels of recycling.



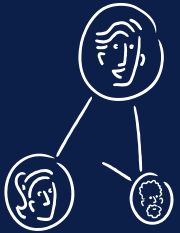
A WRONG TURN CAN LEAD TO THE RIGHT RESULT

Success is never a linear process. Embrace failure as a necessary step on the path to progress. Our Net-Works project came from a previous failure at building an inclusive supply chain. It taught us to collaborate with non-traditional partners and build broad networks when tackling complex social and environmental challenges.



SHOOT FOR THE MOON

The more ambitious and aspirational your mission, the greater its power. Be unreasonable. Don't settle for incremental improvements. Mission Zero fueled the passion, innovative thinking and singular focus that lead to success. Our company now lives zero everyday.



COLLABORATION IS KEY

You only get so far on your own. To change your entire system, you have to engage your whole value chain and beyond. To create a truly circular model means changing your materials, partnering with others and investing in new technology and systems to reuse, recycle and repurpose.



THE POWER OF A QUESTION

One simple question can spark great change. "What is your company doing for the environment?" was ours. It sparked a personal epiphany that ultimately led to everything we have achieved to date. The question today is, "what are you doing for the climate?" - at Interface we believe it is possible to design, work and live with the climate in mind.



TELL THE WHOLE STORY

Be so transparent that it feels uncomfortable. Talk about your challenges as well as your successes. Pilot and push new disclosure approaches that scale your industry and go beyond that too.

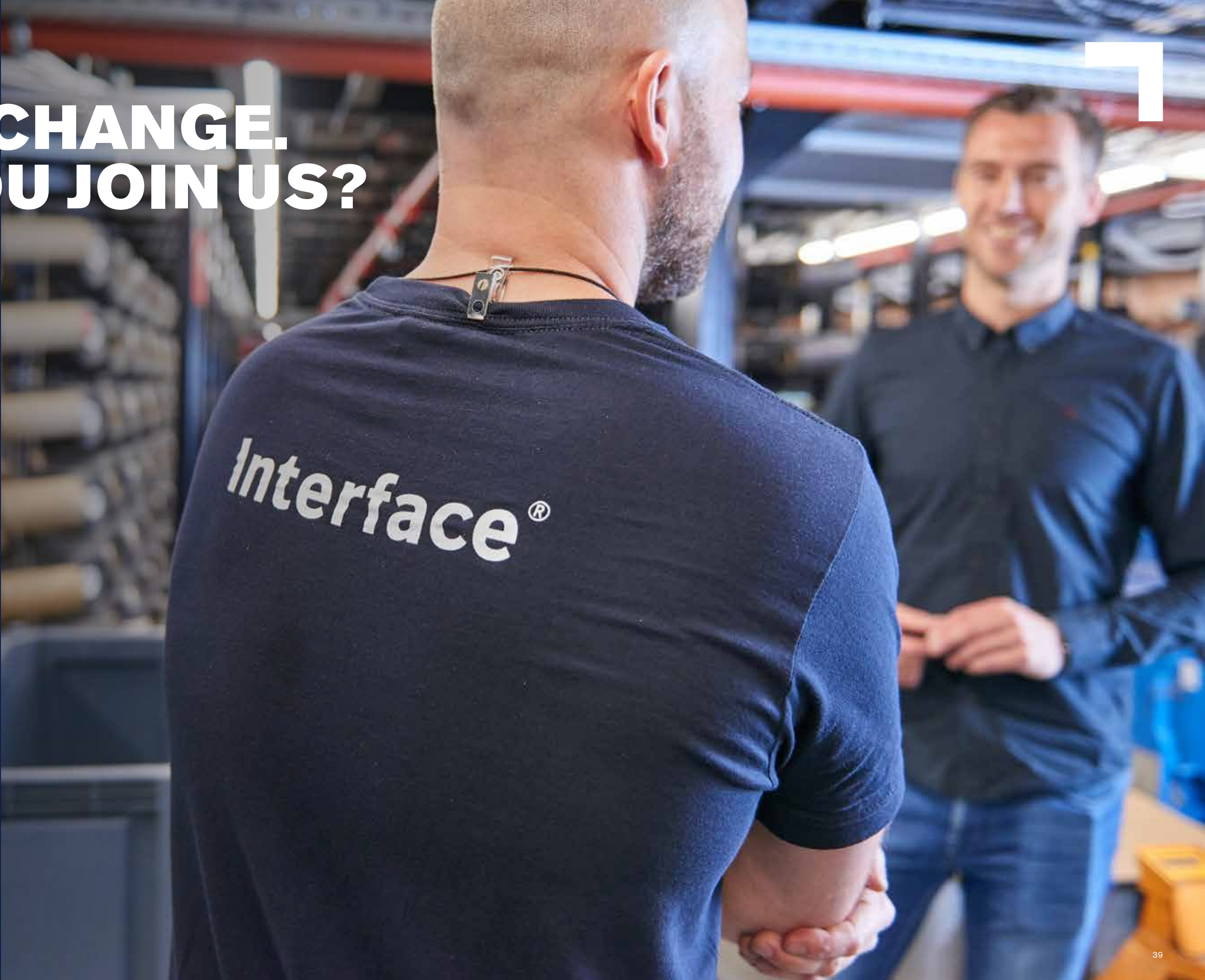
BE THE CHANGE. WILL YOU JOIN US?

Climate Take Back is our total commitment to running our business in a way that creates a climate fit for life.

It's a big idea. And we won't do it alone. But we can get there with help from you. From climate experts, architects and designers, our people, contractors and politicians, lobbyists and governments across the world. Any sector, every type of business - we can be a force for good.

Together we can start to design with the climate in mind.

If we've got you thinking about how you could help create a climate fit for life, discover more at:
interface.com/climatetakeback



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