



**Mission Zero:**  
*our promise to eliminate  
any negative impact our company  
may have on the environment  
by the year 2020.*

# Chris Johnson InterfaceFLOR

*Interface* FLOR

## ICONS



**HERMAN MILLER**  
Furniture that inspires – and solves problems



**APPLE**  
Proving that style, specs, and sophistication can work as one



**BURTON**  
Capturing the snowboard lifestyle – with cutting-edge tech



**VIKING**  
Cooking like a pro, with unquestioned good taste



**OXO**  
Ergonomic, affordable kitchen tools with curves like museum pieces



**JETBLUE**  
An integrated experience from kiosk to blue snacks



**NIKE**  
The Swoosh is worldwide, bringing art and fashion to sport



**KOHLER**  
Fixtures that make the loo worth a visit



**TARGET**  
Where designers go to shop – and sell



**STARBUCKS**  
Making Italian-inspired coffee culture safe for America – and the world

## SLEEPERS



**THE CONTAINER STORE**  
A banal name married to unexpectedly attractive products and its shopping experience



**MCDONALD'S**  
A global restaurant redo, part of a systems-design upgrade



**BLACK & DECKER**  
Classic American tools that marry form and function



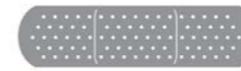
**WALMART**  
The world leader in business-process design, now greening the global supply chain



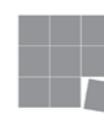
**CROWN**  
Proving forklifts can be as well designed as iPods



**WHIRLPOOL**  
Can appliances be sexy? Its newest products say yes



**JOHNSON & JOHNSON**  
Functional, sustainable design in your medicine cabinet



**INTERFACE**  
Carpet maker designing for net-zero enviro impact by 2020



**GE**  
Turning to design for health care (MRI machines), tech (Smart Grid), and customer relations



**3M**  
No-nonsense materials giant creates products that delight

## NEWCOMERS



**GILT GROUP**  
Fashion flash-sales site makes online shopping as chic as its wares



**FLIPBOARD**  
Artful creator of real-time virtual magazines



**JAWBONE**  
Hands-free headsets like modern jewelry, Jambox speakers that rock



**METHOD**  
Eco-friendly cleaning products you're happy to leave on the counter



**FITBIT**  
Making health-data monitoring easy, fun – and cool



**TESLA**  
Sleek electric sports cars that you can feel good lusting after



**FUEGO**  
The outdoor-grill company is burning up sales at Target



**INCASE**  
The most stylish maker of Apple accessories

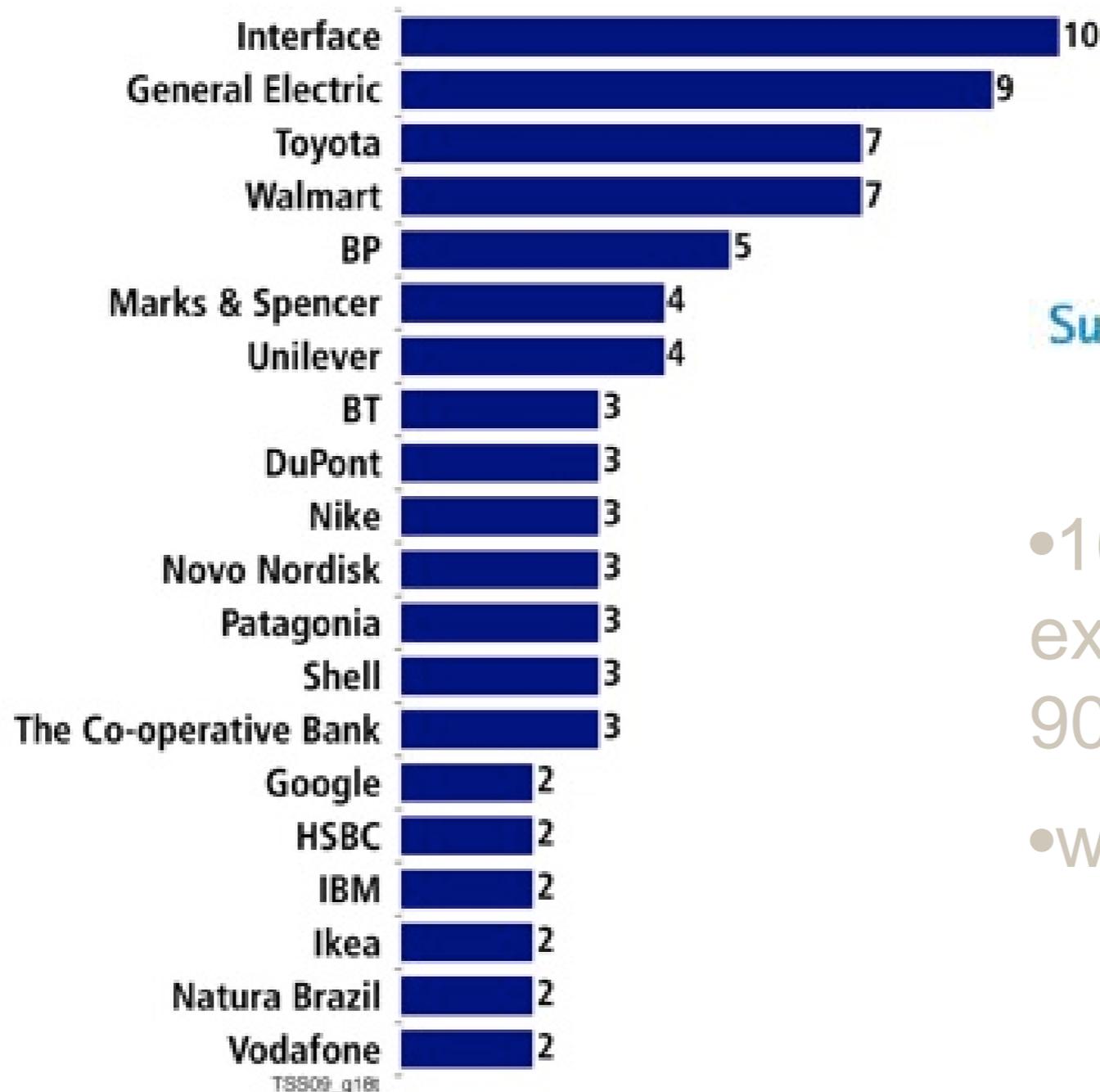


**TWITTER**  
Its easy-to-use interface works for corporations and regime toppers



**LIVESCRIBE**  
Smartpen system captures writing, listening, and images in a magic notebook

# Globescan 2009 Sustainability Survey Results



- 1600 sustainability experts surveyed from 90 countries
- [www.globescan.com](http://www.globescan.com)

\*Unprompted, Combined Mentions

*Interface* **FLOR**

Why *Interface* FLOR® ?

\$1 billion carpet manufacturer

Publicly traded on NASDAQ  
(IFSIA)

World's largest manufacturer of  
modular carpet

4,000+ employees

Sales in 100+ countries

Manufacturing in 4 continents



*Interface* **FLOR**



# What *is* sustainability?



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# Interface Sustainability: Mission Zero



# The Interface Vision

***Mission Zero:** our promise to eliminate any negative impact our companies may have on the environment by the year 2020*



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*Interface***FLOR**

# THE SEVEN FRONTS OF SUSTAINABILITY

1. Eliminate Waste
2. Benign Emissions
3. Renewable Energy
4. Closing the Loop
5. Resource-Efficient Transportation
6. Sensitivity Hookup
7. Redesign Commerce



# Why Modular

Selective Replacement

Easy to Reconfigure

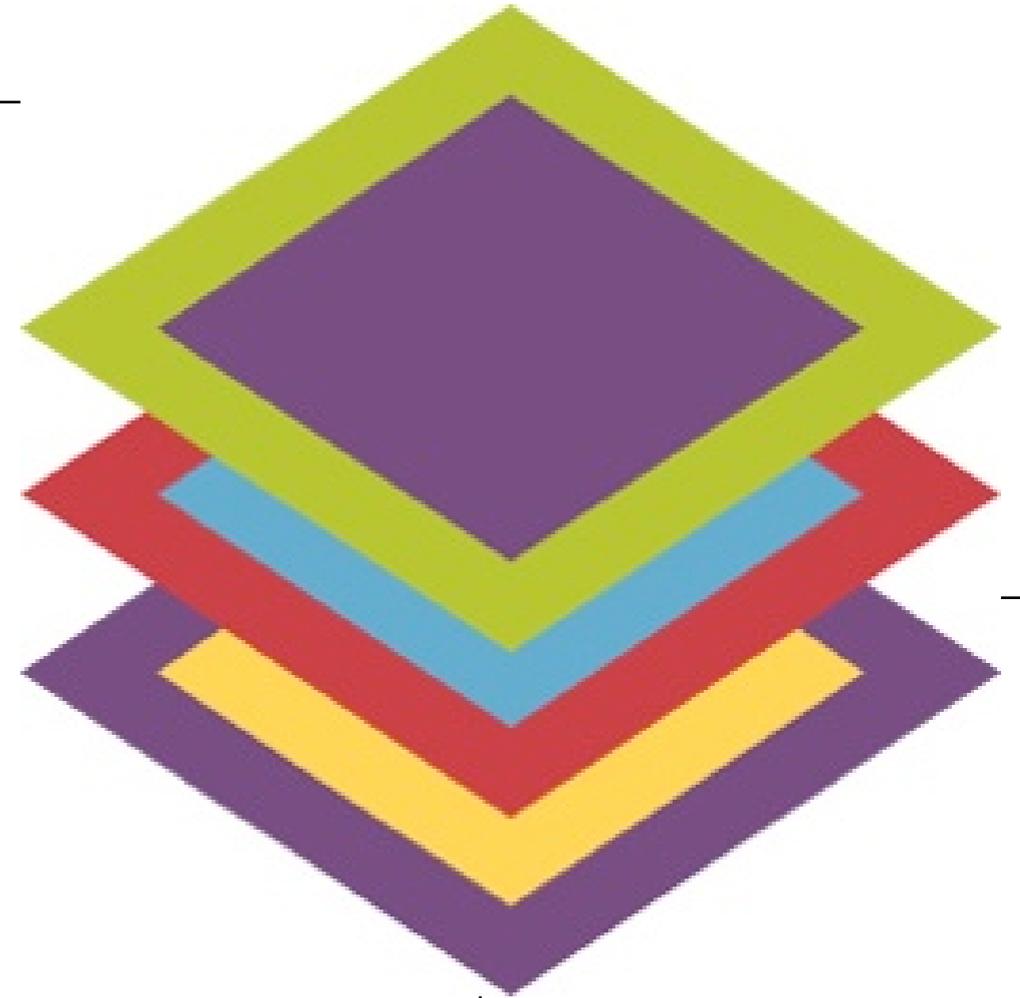
Faster Installation

Less Waste

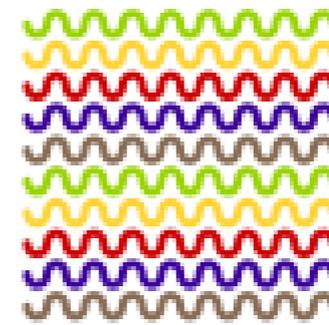
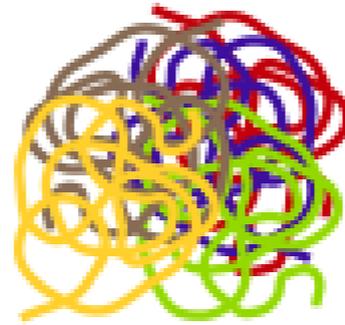
Saves Money

Easy to Handle

Longer Service Life



*Interface* **FLOR**



### i2™ MODULAR CARPET TILE

*Reduce Waste & Save Money.* By following principles of biomimicry, we created i2, a design platform featuring carpet tiles that vary from one to the other within each style and color. The result is tiles that blend together no matter when they are purchased or installed. And, our i2 non directional styles install with less waste – 1.5% for i2 non directional styles compared to an average waste factor of 14% for traditional roll carpet – so you save time and money.

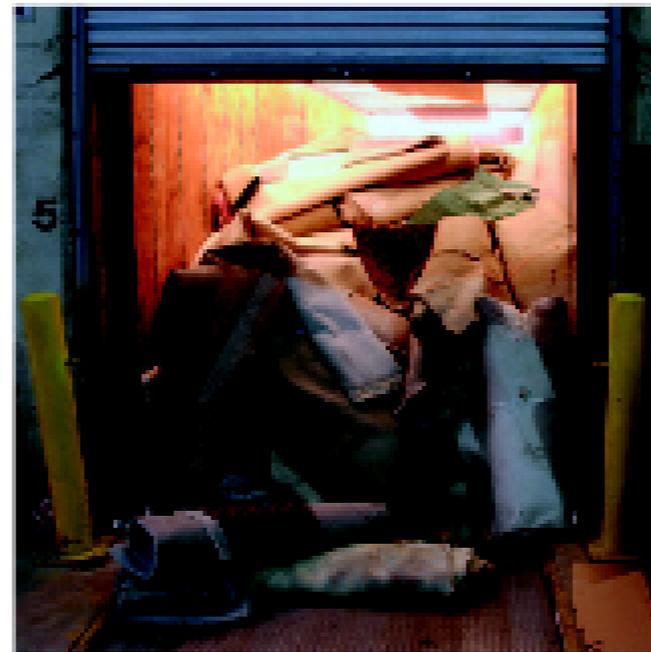
### ReENTRY® 2.0

*Recyclable is Now a Reality.* Our ReEntry 2.0 program uses patent pending technology that gives us the ability to cleanly separate the face fiber and backing of nearly any carpet type. Separated type 6 and 6,6 nylon are recycled into new type 6 and 6,6 nylon. Separated GlasBac® and similar competitor backings are recycled into new GlasBacRE non-virgin PVC carpet tile backing.

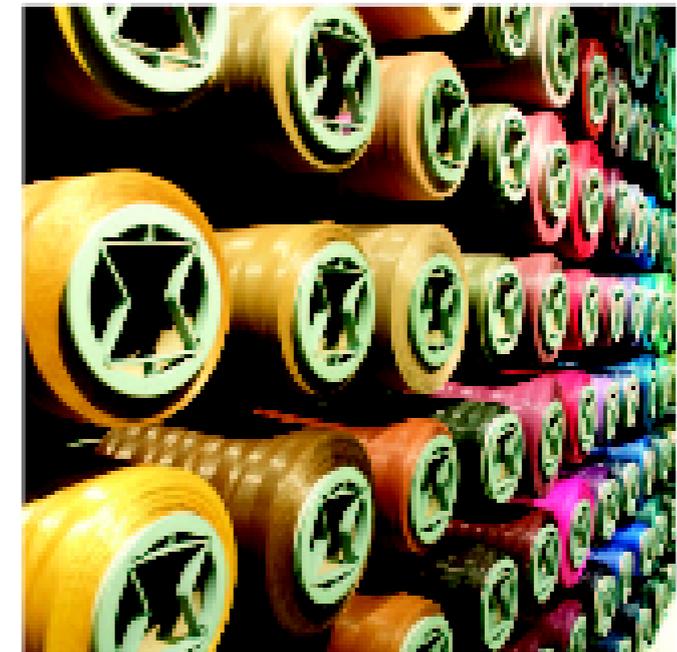
### CONVERT™

*Post-Consumer Content.* Convert is our groundbreaking new design platform for modular carpet that is designed and manufactured with a full color spectrum of post-consumer content fiber and GlasBacRE backing resulting from ReEntry 2.0. Convert styles currently feature 64-73% total recycled content, including 32-35% post-consumer. Convert reduces our use of virgin resources, moving us closer every day to a closed-loop system.

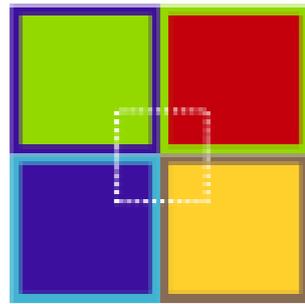
FACTORS	ROLL CARPET	i2 NON DIRECTIONAL MODULAR CARPET
<i>Size of Facility (sq. ft.)</i>	40,000	40,000
<i>Carpeted Area – 70% (sq. ft.)</i>	28,000	28,000
<i>Installation Waste</i>	14%	1.5%
<i>Total Waste (sq. ft.)</i>	3,920	420
<i>Total Waste (sq. yd.)</i>	436	47
<i>Total Waste Cost*</i>	\$8,720	\$940
<small>*Based upon estimated cost of \$20 per sq. yd.</small>		
<b>Total Material Cost Savings of \$7,780</b>		



*We've reclaimed more than 170 million pounds of carpet since 1995.*



*Convert platform styles are available in a full spectrum of stunning colors never thought possible in post-consumer content carpet.*

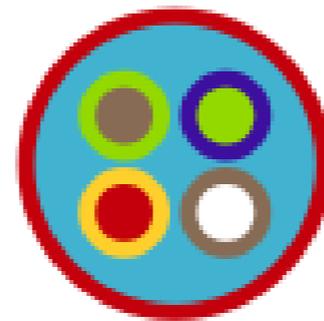


### TACTILES®

*No Glue Installation.* Our revolutionary TacTiles installation system eliminates the need for glue, adhering tiles securely together to form a floor that “floats” for greater flexibility, easier replacement and long-term performance. The result? Less mess, less waste and greater savings, not to mention an environmental footprint that is over 90% lower than that of traditional glue adhesives.



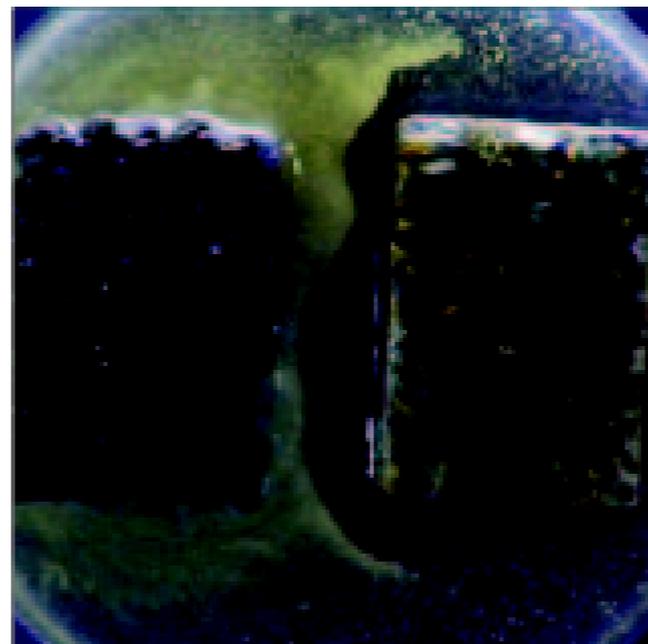
*TacTiles create efficient, durable installations, while emitting virtually no VOCs so you have more flexibility.*



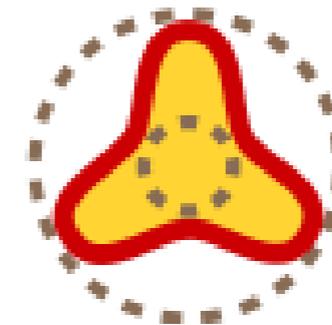
### INTERSEPT®

*Mold Protection.* Our patented antimicrobial preservative, Intersept, protects our modular carpet against mold growth and odors – guaranteed. Intersept treated carpet shows no mold or bacterial growth when tested per the ASTM E2471 Standard Test Method.

Intersept is low in toxicity and contains no arsenic, heavy metals, phenols or formaldehyde.



*InterfaceFLOR carpet on the right has Intersept. Commonly used competitive carpet on the left does not. Mold growth is inhibited in the InterfaceFLOR sample.*



### ART

*Long Term Appearance Retention.* We go beyond standard wear testing with our proprietary ART – Appearance Retention Test. ART is the only appearance retention test to simulate soiling, wear and routine maintenance for 1 year, 5 years, 10 years or more. We won't launch a product that doesn't pass our rigid ART standards, so you can be assured that modular carpet purchased from InterfaceFLOR will look good on the floor for years to come.



- Biomimicry - seeking solutions using nature as a model
- Inspired by leaves on the forest floor - each tile is similar but not identical
- Eliminates need for attic stock
- Non-directional pattern means less waste and faster installation



PATH WHICH HAS LED TO THE PRESENT.

-ADLAI E. STEVENSON

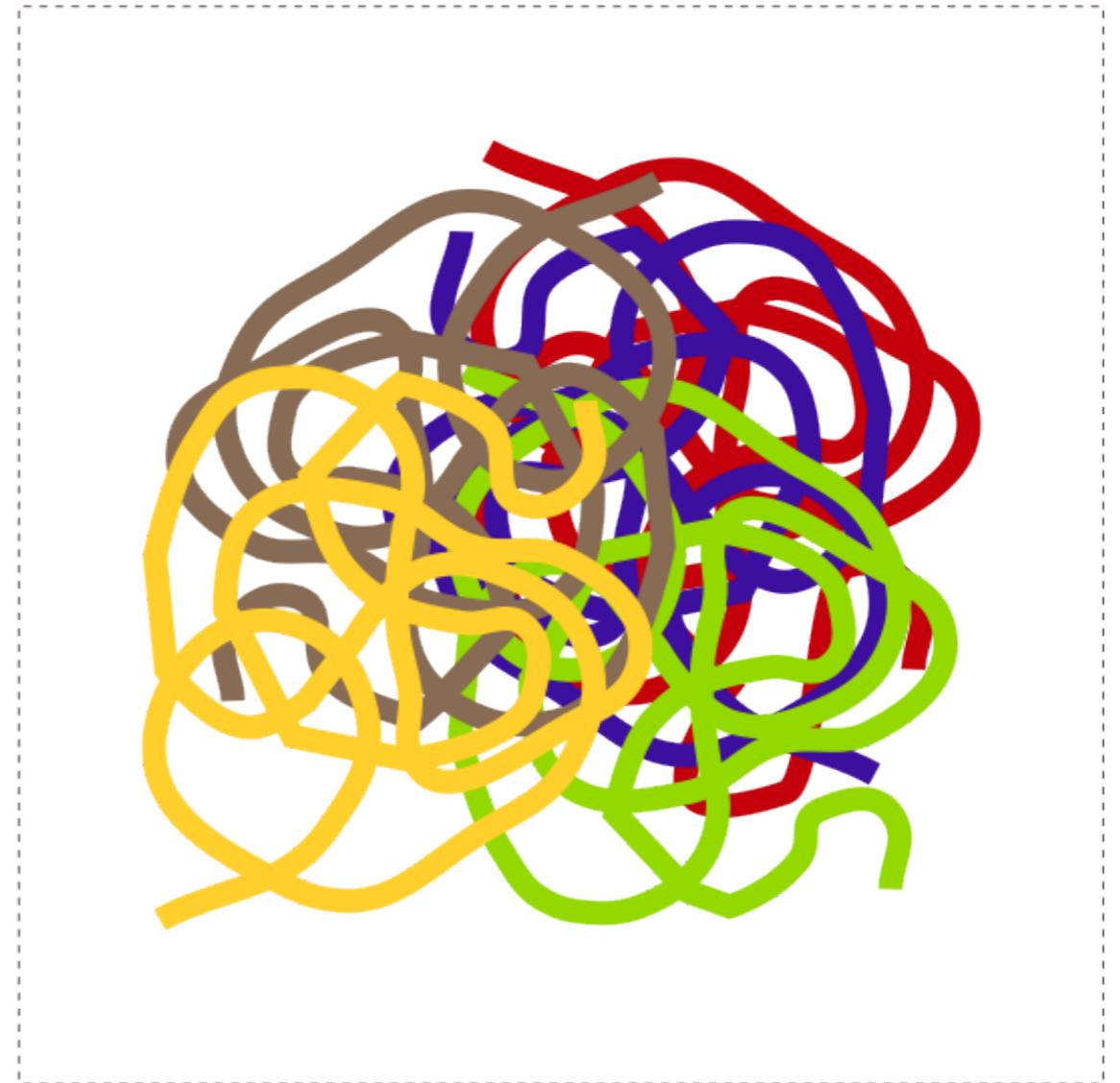
1900 Los Angeles, California  
at the rank of Seaman Apprentice  
with a bachelors degree  
University, passed Illinois State Bar exam  
Agricultural Adjustment Administration  
Council on Foreign Relations  
ville, Illinois  
for Frank Knox, Secretary of the Navy  
organization of the United Nations

the United States  
the United States  
United Nations

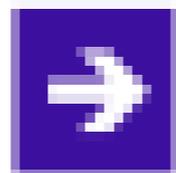


# ReEntry 2.0

- “Recyclable” is often just a promise of future possibilities. With ReEntry 2.0, it’s reality.
- 5 billion lbs. of carpet end up in a landfill each year.
  - Less than 5% of that is reclaimed.
  - Since 1994 we have reclaimed over 166 million lbs.
- InterfaceFLOR can reclaim nearly any carpet - even competitor carpet - regardless of face fiber or backing.
- Fiber is recycled into fiber and backing is recycled into new backing using our Cool Blue backing technology.
- The process requires less energy than other recycling processes.



# ReEntry 2.0 Process



Carpet is removed from the job site and loaded onto a truck.

It is sorted by fiber and backing type at our LaGrange, Georgia manufacturing facility.

# ReEntry 2.0 Process

*Separated type 6 and 6,6 nylon are sent to our fiber partners to be remelted into chip form.*



Reinyarnation™ Loop



Backing Loop



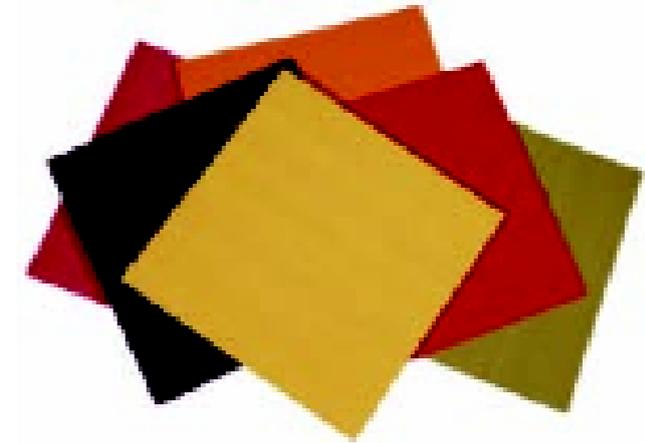
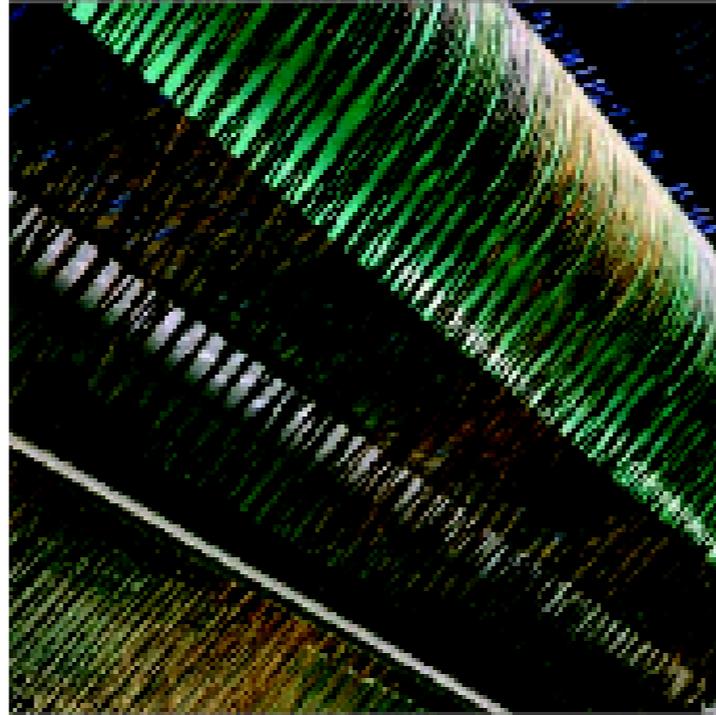
Face fiber and backing are separated using our patent-pending technology.

*Reclaimed backing is shredded into small pieces and loaded into the agglomerator.*

*Our fiber partners blend the type 6 or 6,6 chip with virgin or post-industrial chips and extrude into fiber containing post-consumer type 6 or 6,6 nylon.*



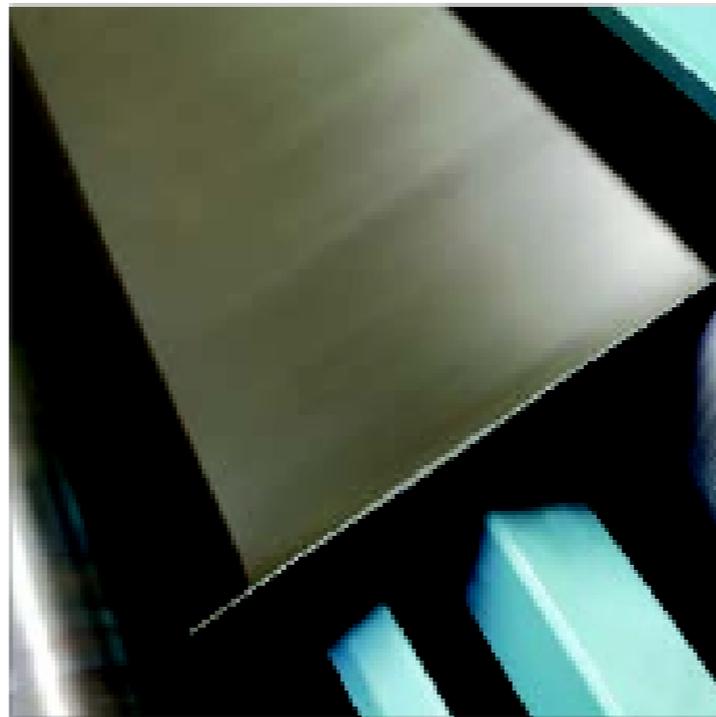
*New post-consumer recycled content type 6 or 6,6 nylon fiber is returned to InterfaceFLOR and tufted into carpet face.*



*We combine post-consumer recycled content fiber and backing to create Convert™ – the groundbreaking new category of modular carpet that is manufactured with a full color spectrum of yarn. We now offer a wide and growing range of Convert styles utilizing the materials created through this process. Convert styles contain a minimum of 32% post-consumer recycled content and a minimum total recycled content of 65%.*



*The agglomerator blends reclaimed backing with other reclaimed materials to form pellets.*



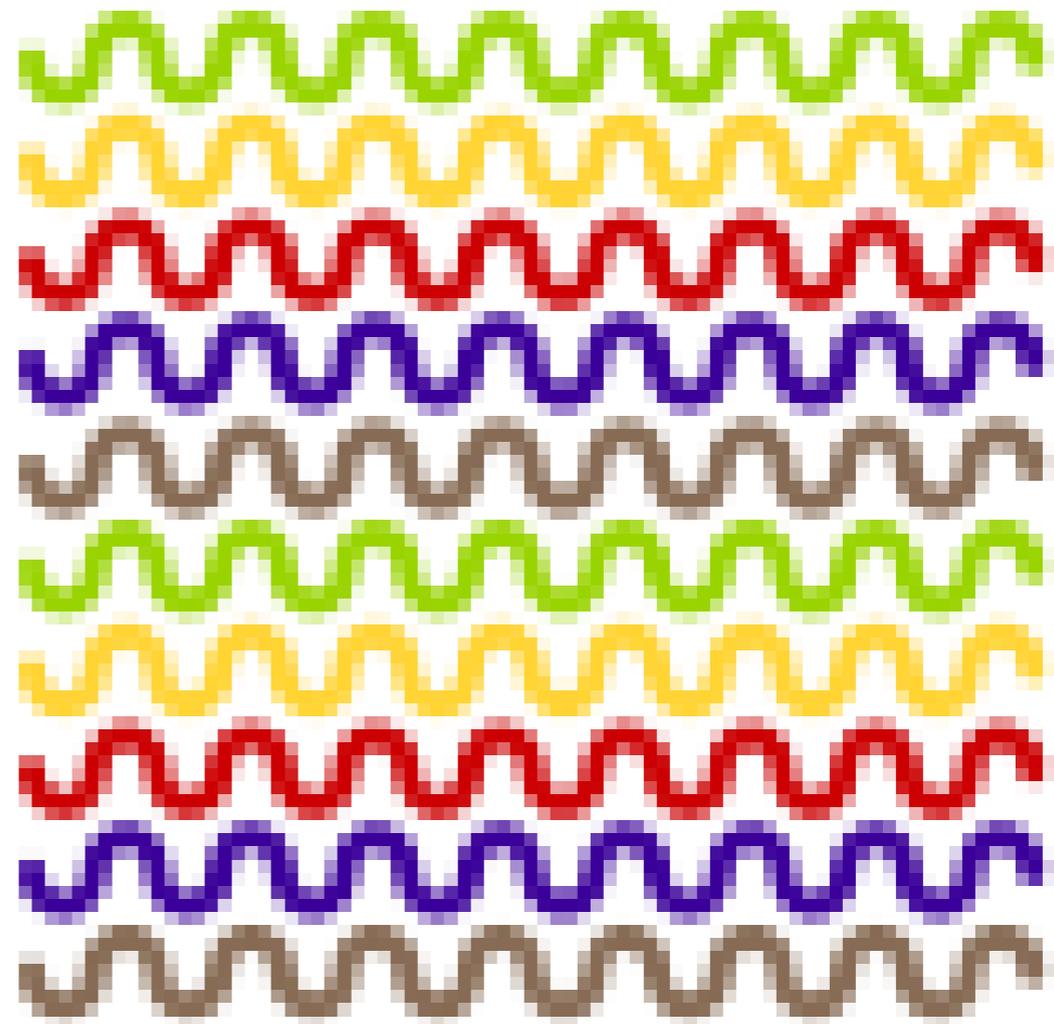
*Pellets are loaded into the Cool Blue™ machine and heated to create GlasBac®RE backing.*

# Convert

It's how nature would manufacture a floor.

Creating and using the first responsible resource of post-consumer nylon - including type 6 and 6,6.

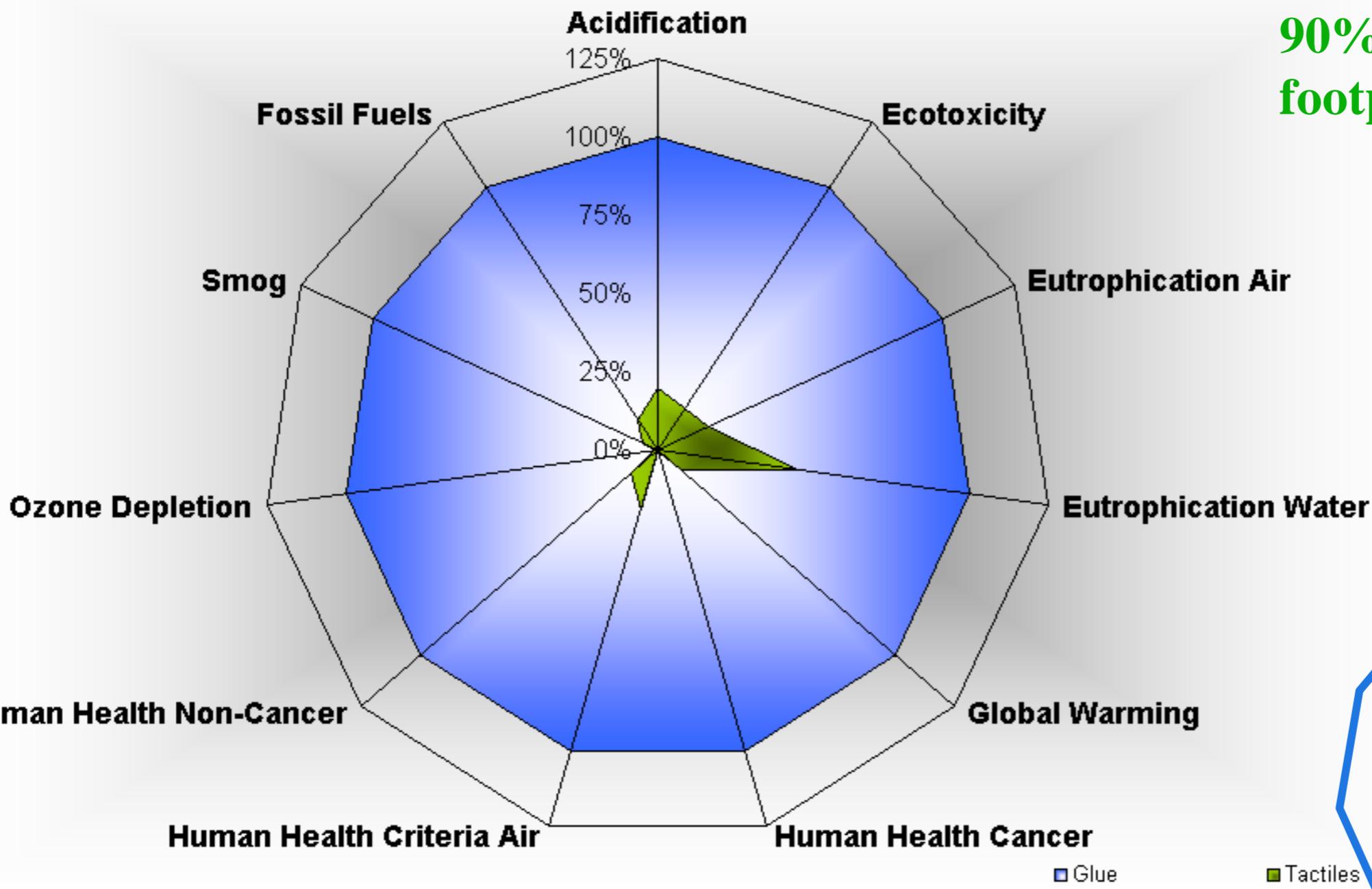
Using Convert allows you to partner with us in closing the loop, moving us even closer toward Mission Zero.







# Traditional Glue versus TacTiles



**90%+ environmental footprint reduction**



*Interface* **FLOR**

TacTiles now represent 40% of adhesive sales, avoiding >36,000 gallons of adhesive, Jan-April 2011

# SUSTAINABILITY: Cool Carpet

*The Only Climate Neutral  
Carpet Offering*

*Standard On all Products*

*Available Globally*

COOL CARPET PROGRAM			
Example using 1,000 square yards of carpet			
CO <sub>2</sub> emissions	tons	CO <sub>2</sub> credits	tons
Raw Materials	13	Renewable Energy Project	6
Manufacturing at Interface	2	Supply Chain Project	6
Transportation to Customer	1	Carbon Sequestration Project	6
Customer Use	2		
<b>TOTAL GHG/CO<sub>2</sub> EMISSIONS</b>	<b>18</b>	<b>TOTAL GHG/CO<sub>2</sub> EMISSIONS</b>	<b>18</b>
<b>= NET ZERO GHG EMISSIONS</b>		<b>0</b>	

Meridian Energy Wind Farm in New Zealand  
Photo by Lance Lawson Photography.



*Interface* **FLOR™**

# Sustainability: Benefits to You

- LEED – largest contribution of points offered from any manufacturer in the industry. Highest recycled content in the industry with an average of 70% total recycled content and 35% post
- Cool Carpet – all carpet from Interface is certified climate neutral.
- Closed Loop Recycling – Interface can recycle the existing carpet for you – broadloom and carpet tile.
- All products third party verified EPD, NSF/ANSI 140 and CRI Green Label Plus
- Green products made in green manufacturing facilities: conserve energy and water, reduce waste



“The companies that are for *real* are the ones that talk about what is *still* to be done, *not* what they’ve already done.”

— **RAY ANDERSON**

# A SHARED JOURNEY

*Interface*FLOR