



THE DIXIE GROUP

Exhibit 99.1

August 2020 Investor Presentation

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Forward Looking Statements

The Dixie Group, Inc.



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- Statements in this presentation which relate to the future, are subject to risk factors and uncertainties that could cause actual results to differ materially from those indicated in such forward-looking statements. Such factors include the levels of demand for the products produced by the Company. Other factors that could affect the Company's results include, but are not limited to, raw material and transportation costs related to petroleum prices, the cost and availability of capital, and general economic and competitive conditions related to the Company's business. Issues related to the availability and price of energy may adversely affect the Company's operations. Additional information regarding these and other factors and uncertainties may be found in the Company's filings with the Securities and Exchange Commission.
- General information set forth in this presentation concerning market conditions, sales data and trends in the U.S. carpet and rug markets are derived from various public and, in some cases, non-public sources. Although we believe such data and information to be accurate, we have not attempted to independently verify such information.

Dixie History



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- 1920 Began as Dixie Mercerizing in Chattanooga, TN
- 1990's Transitioned from textiles to floorcovering
- 2003 Refined focus on upper- end floorcovering market
- 2003 Launched Dixie Home - upper end residential line
- 2005 Launched modular tile carpet line – new product category
- 2012 Purchased Colormaster dye house and Crown Rugs
- 2013 Purchased Robertex - wool carpet manufacturing
- 2014 Purchased Atlas Carpet Mills – high-end commercial business
- 2014 Purchased Burtco - computerized yarn placement for hospitality
- 2016 Launched Calibr  luxury vinyl flooring in Masland Contract
- 2017 Launched Stainmaster® LVF in Masland and Dixie Home
- 2018 Launched engineered wood in our Fabrica brand
- 2018 Unified Atlas and Masland Contract into single business unit
- 2019 Launched TRUCOR™ and TRUCOR Prime™ LVF in Dixie Home and Masland

COVID – 19 Response



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Health & Safety

- Large scale COVID-19 testing where necessary
- Monitoring and complying with all government regulations
- Restrictions implemented to minimize group meetings
- Requirement to wear masks when unable to social distance
- Remote work schedules have been implemented
- Deep cleaning and sanitizing on a frequent basis in facilities and offices
- Daily temperature checks prior to the start of work in all facilities and offices

Cost Reductions

- Temporary pay reductions have been implemented for salaried workforce
- We have placed a large percentage of our associates either on rotating layoff or furlough.
- Reduced 401k matching
- All spending is under review with reductions and deferrals being implemented in many areas

Liquidity

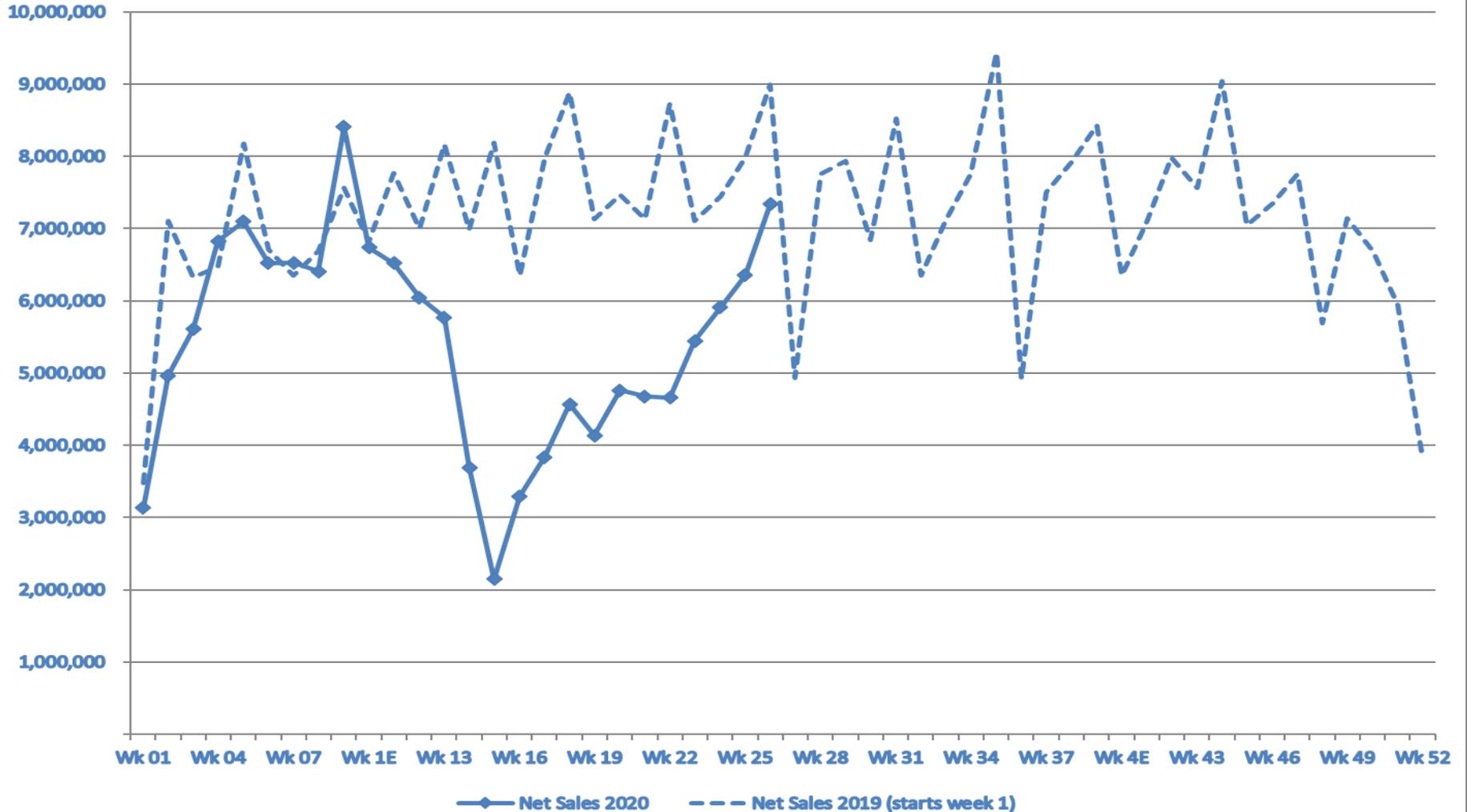
- Working with vendors, landlords and providers of debt to extend terms
- Pursuing opportunities through government programs to provide additional sources of funds
- Amended our revolving credit facility to provide additional availability during this time
- Reduction in capital spending and non-essential cash outlays

COVID-19 Recovery



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Net Sales Comparison for Current and Prior Year





- Commitment to brands in the upper-end market with strong growth potential.
- Diversified between Commercial and Residential markets.
- Diversified customer base (TTM Basis)
 - Top 10 carpet customers
 - 13% of sales
 - Top 100 carpet customers
 - 27% of sales

Dixie Group Drivers

What affects our business?



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The market dynamics:

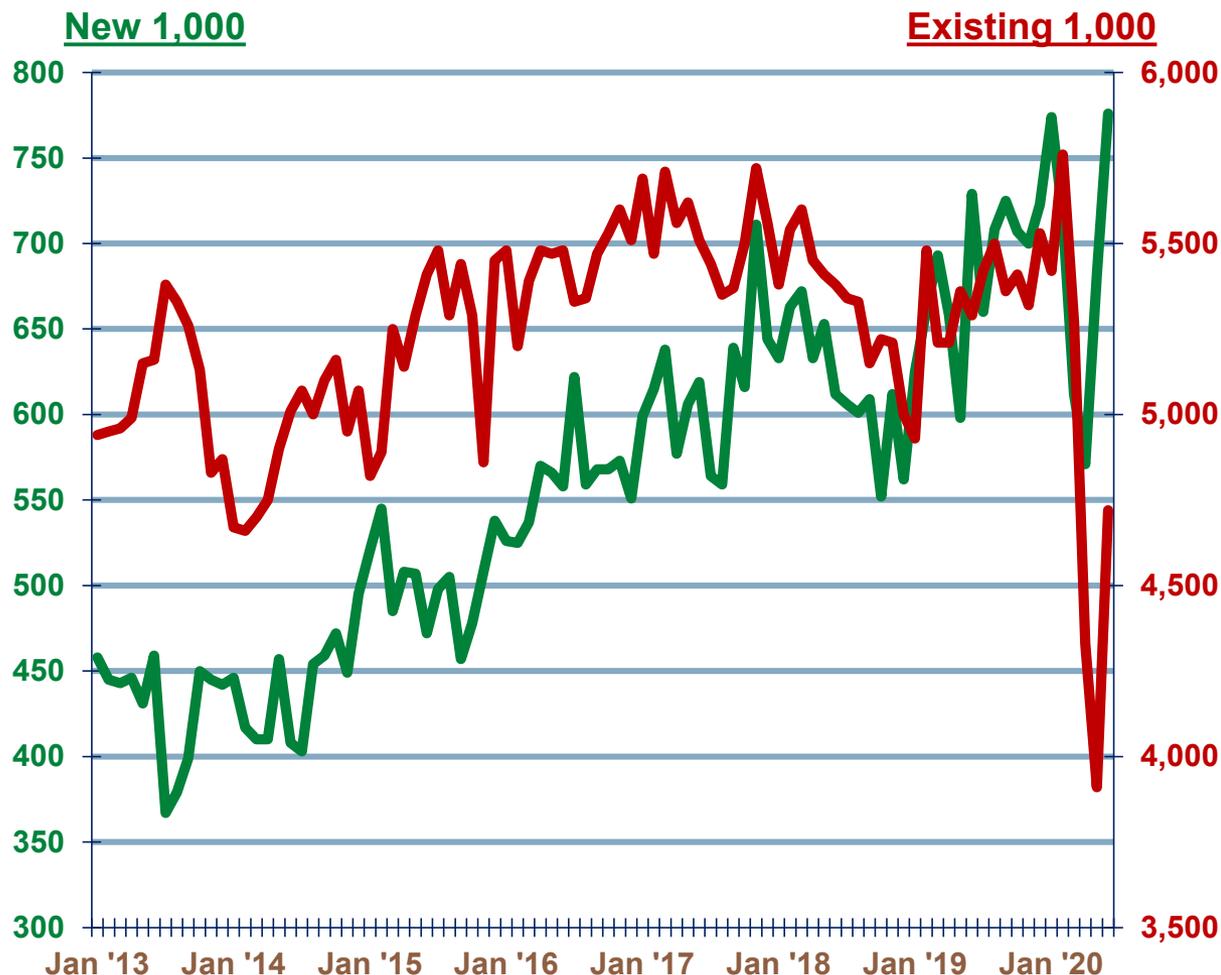
- Residentially
 - The market is driven by home sales and remodeling.
 - New construction is a smaller effect.
 - Dixie is driven by the wealth effect.
 - The stock market and consumer confidence.
- Commercially
 - The market is driven by remodeling of offices, schools, retail and hospitality as demonstrated by the investment in non-residential fixed structures.
 - Dixie is driven by upper-end remodeling in offices, retail remodeling, higher education, and upper-end hospitality that primarily involves a designer.

New and Existing Home Sales

Seasonally Adjusted Annual Rate



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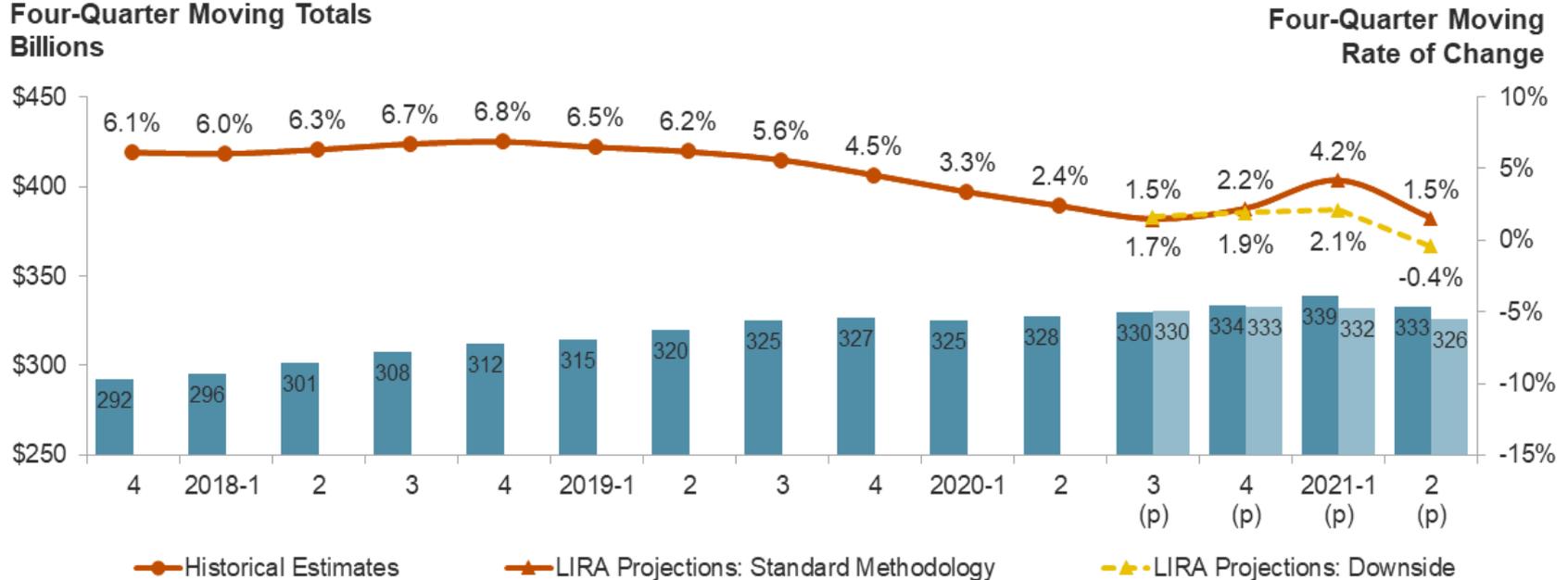


- “The sales recovery is strong, as buyers were eager to purchase homes and properties that they had been eyeing during the shutdown.”
- This revitalization looks to be sustainable for many months ahead as long as mortgage rates remain low and job gains continue.”

Lawrence Yun
Chief Economist
National Association of Realtors
July 22, 2020

Leading Indicator of Remodeling Activity – Second Quarter 2020

**Homeowner Improvements & Repairs
Four-Quarter Moving Totals
Billions**



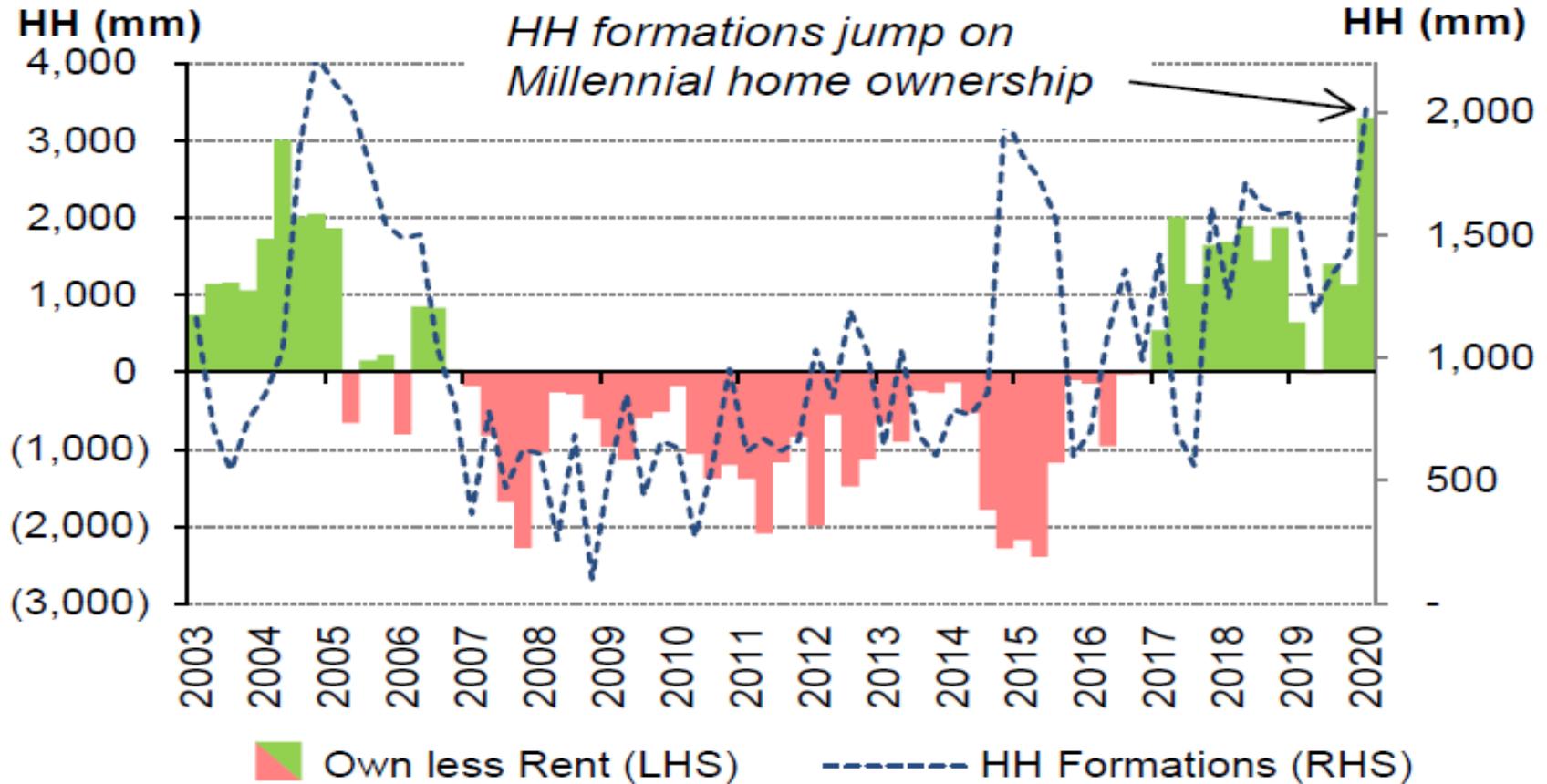
Notes: The downside projections incorporate forecasted data for coincident model inputs: retail sales at building materials and supplies dealers, CoreLogic's Home Price Index, and GDP. Forecasted data provided by Moody's Analytics Forecasted, Baseline Scenario, July 2020. Historical estimates since 2017 are produced using the LIRA model until American Housing Survey benchmark data become available.

Household Formations



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Figure 1: Household Formations



Source: Census Bureau, Evercore ISI Research

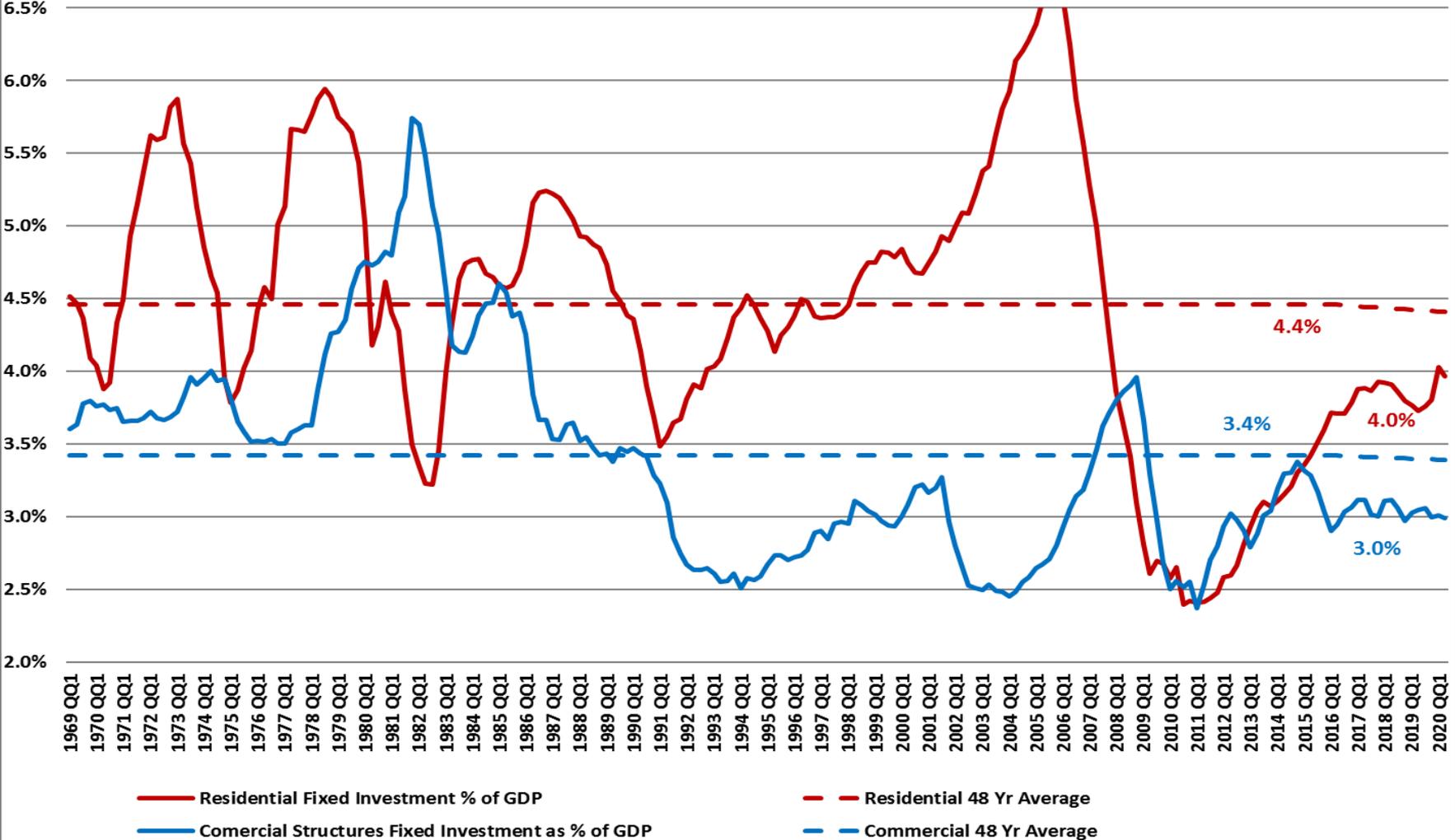
Residential and Commercial Fixed Investment



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Fixed Investment as % of GDP

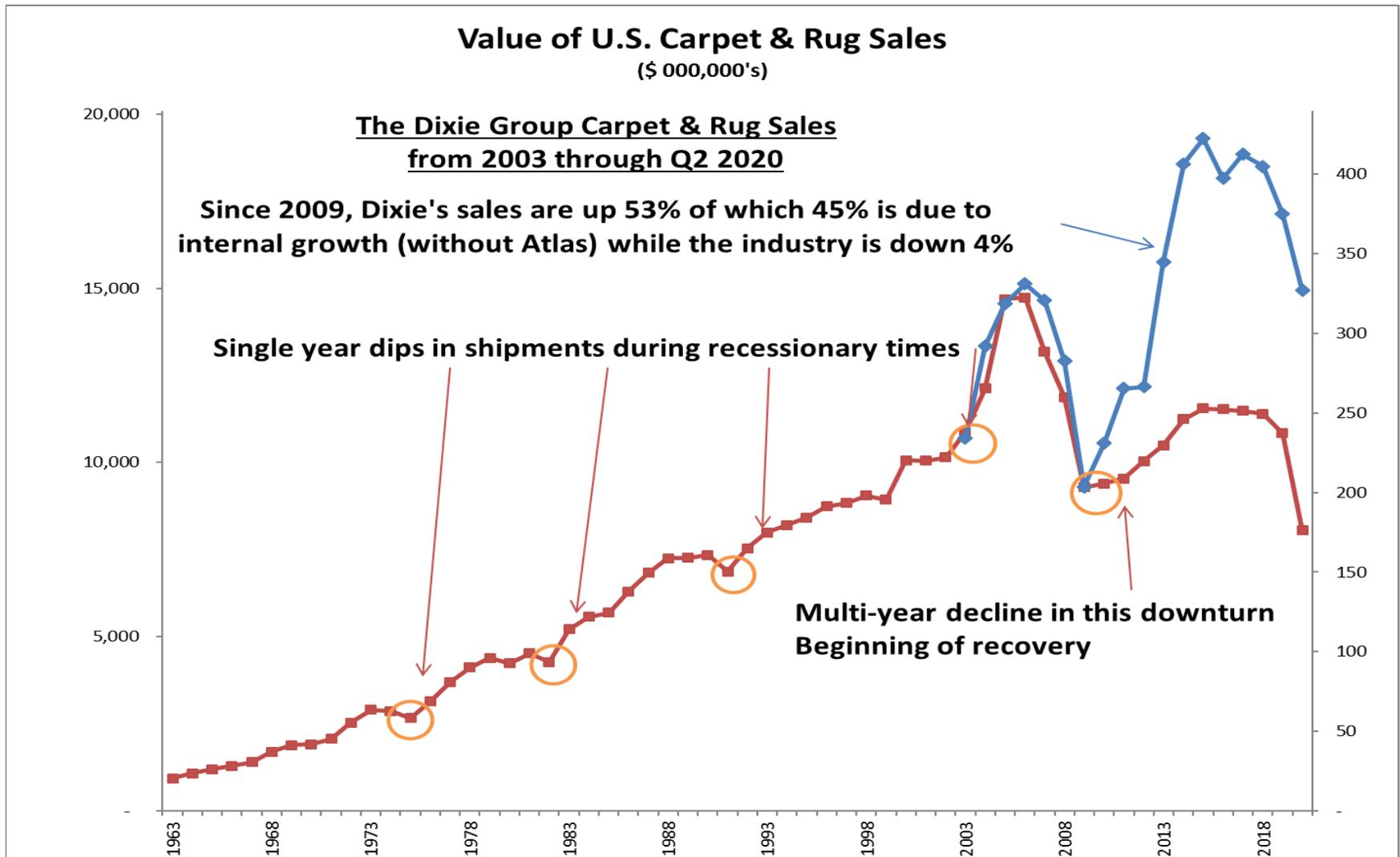
(U.S. Dept. of Commerce)



The Industry as compared to The Dixie Group



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2019 U.S. Flooring Manufacturers

| Flooring Manufacturers | Flooring \$ in millions | Flooring Market % |
|-------------------------------------|--------------------------------|--------------------------|
| Shaw (Berkshire Hathaway) | 5,387 | 25.2% |
| Mohawk (MHK) | 5,084 | 23.8% |
| Engineered Floors (Private) | 1,079 | 5.1% |
| Interface (TILE) | 668 | 3.1% |
| Dixie (DXYN) | 376 | 1.8% |
| Imports & All Others | 8,770 | 41.1% |
| U.S. Carpet & Rug Market | 21,364 | 100.0% |

Source: Floor Focus - Flooring includes sales of carpet, rugs, ceramic floor tile, wood, laminate, resilient and rubber

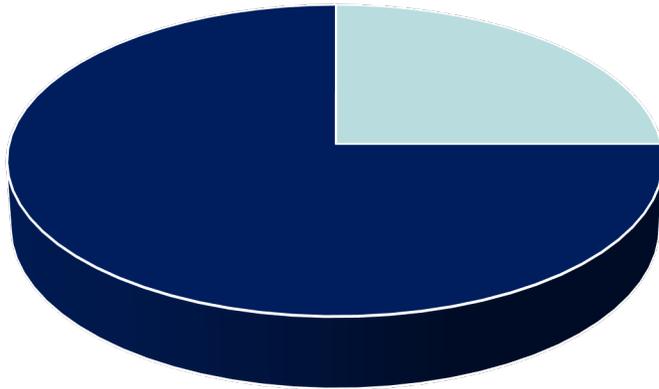
Dixie versus the Industry



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2020 Second Quarter Dixie sales

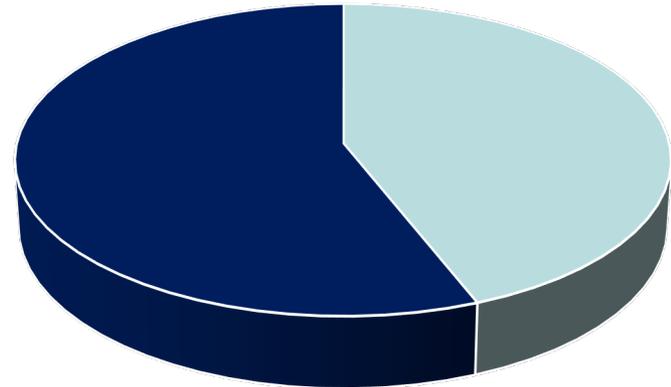
High End
Commercial, 25%



High End
Residential, 75%

2020 Second Quarter U.S. Carpet & Rug Market of \$10.6 billion

Commercial, 44%



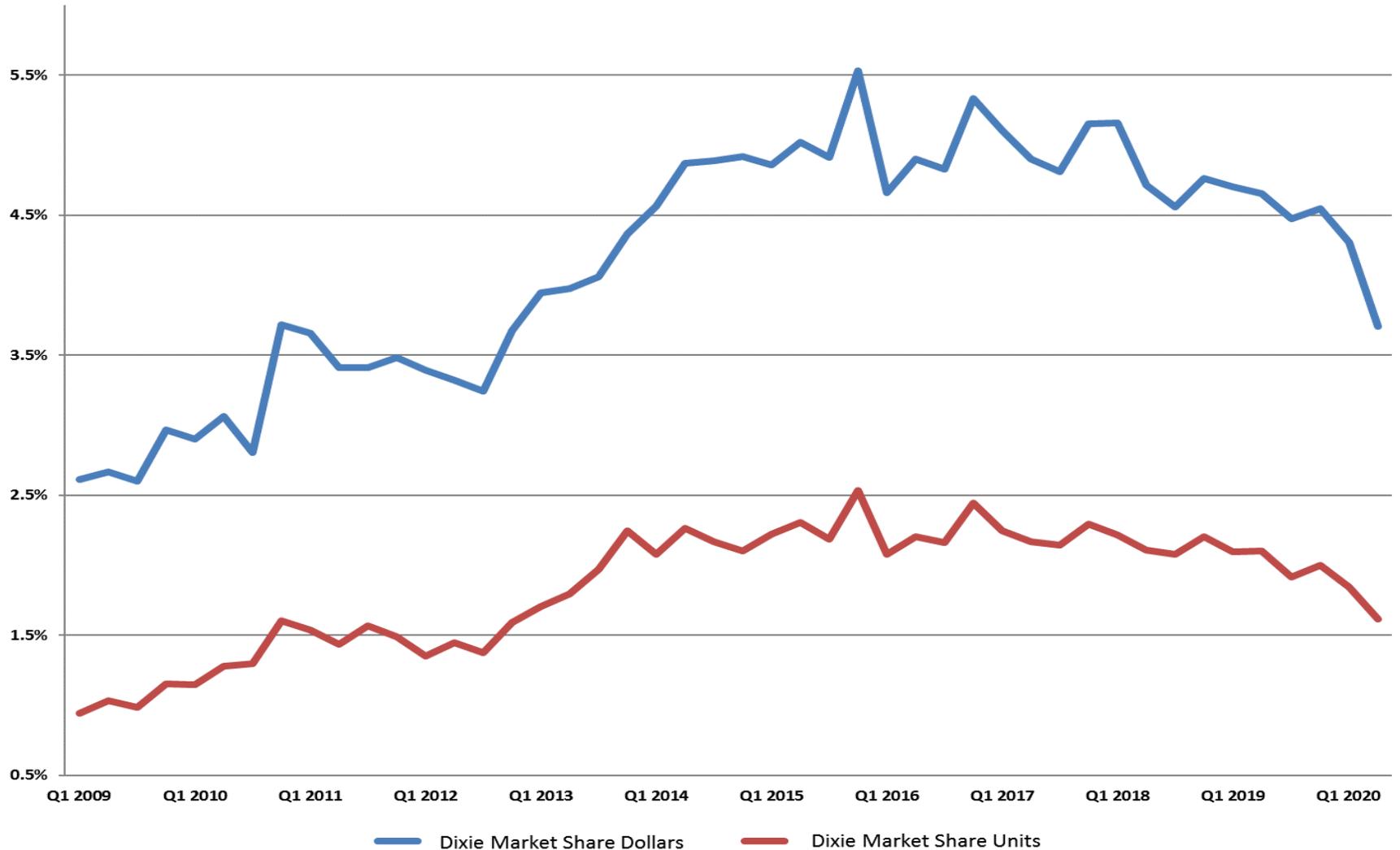
Residential, 56%

Carpet Growth

Dixie Market Share in Dollars and Units



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Industry Positioning

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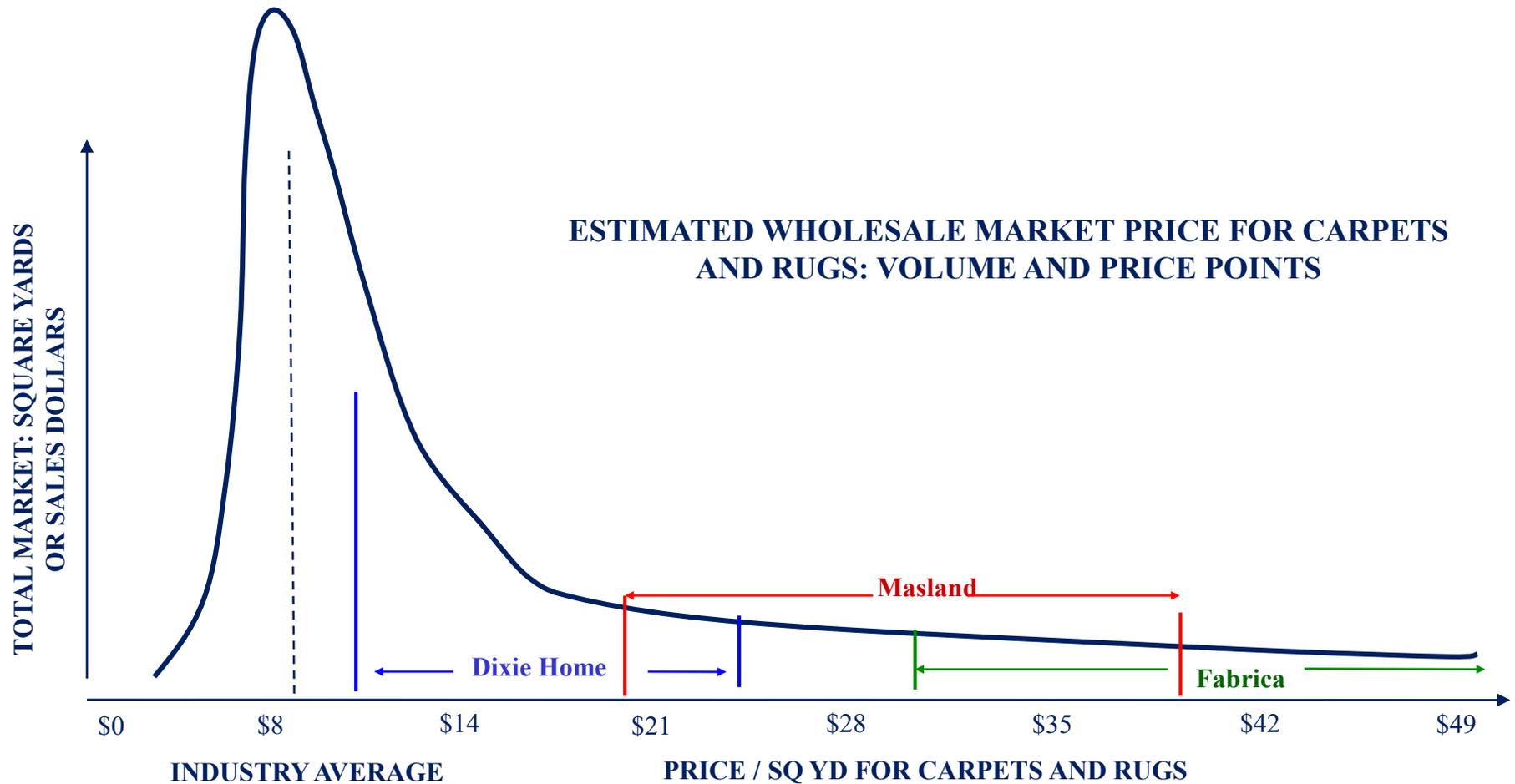
- Strategically our residential and commercial businesses are driven by our relationship to the upper-end consumer and the design community
- This leads us to:
 - Have a sales force that is attuned to design and customer solutions
 - Be a “product driven company” with emphasis on the most beautiful and up-to-date styling and design
 - Be quality focused with excellent reputation for building excellent products and standing behind what we make
 - And, unlike much of the industry, not manufacturing driven

Residential Brand Positioning

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Note: Market share data based on internal company estimates – Industry average price based on sales reported through industry sources

Dixie Group High-End Residential Sales

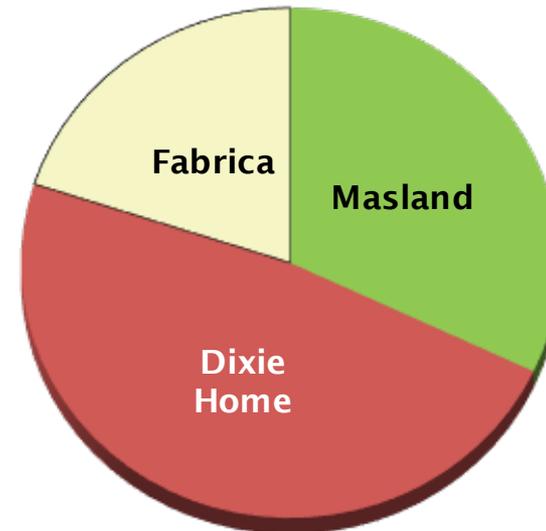
All Residential Brands



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Sales by Brand for Q2 2020



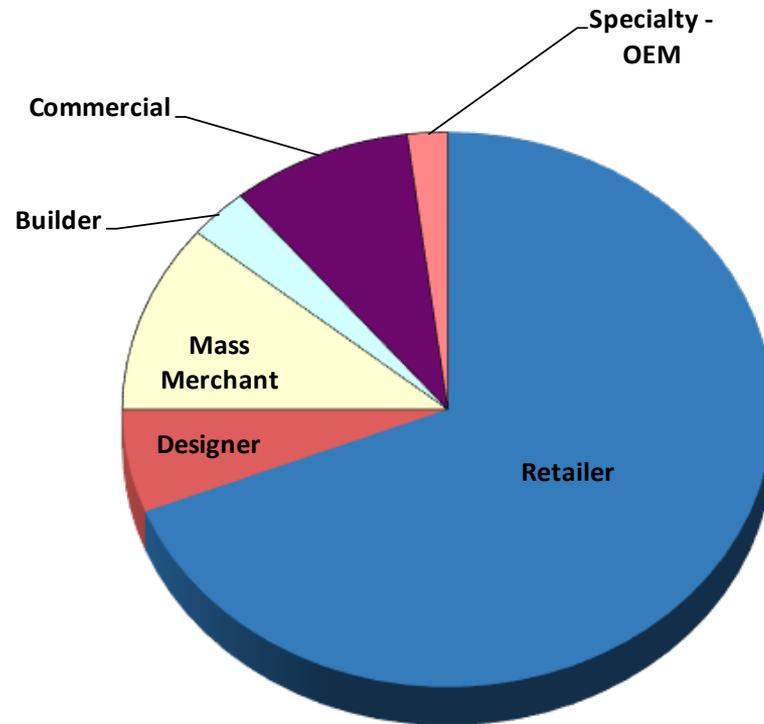
Dixie Group High-End Residential Sales All Brands



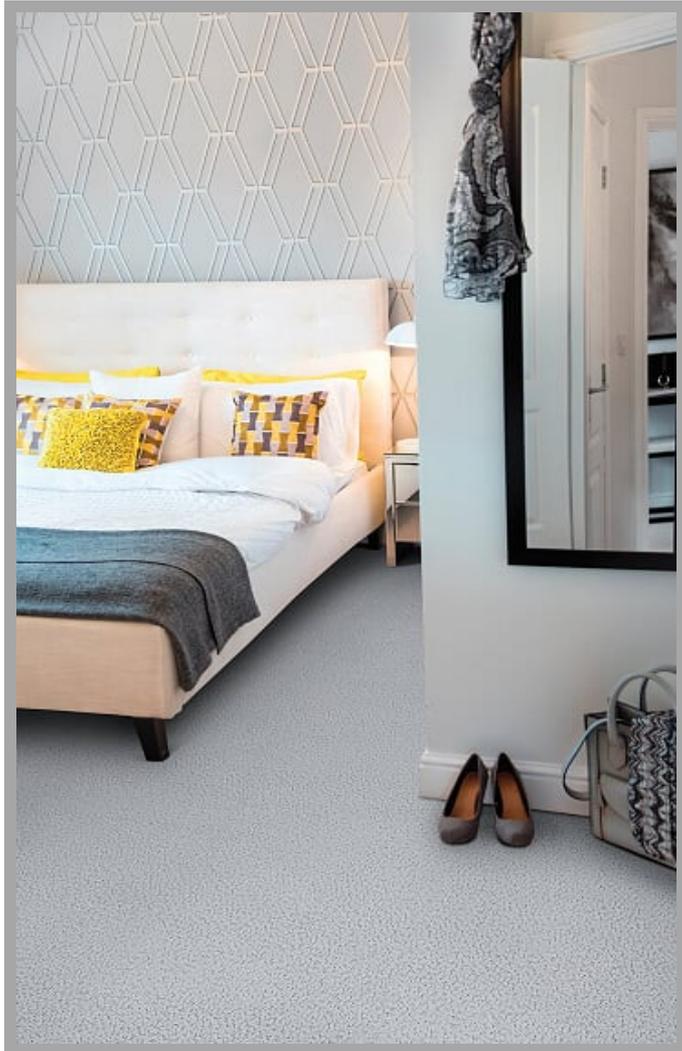
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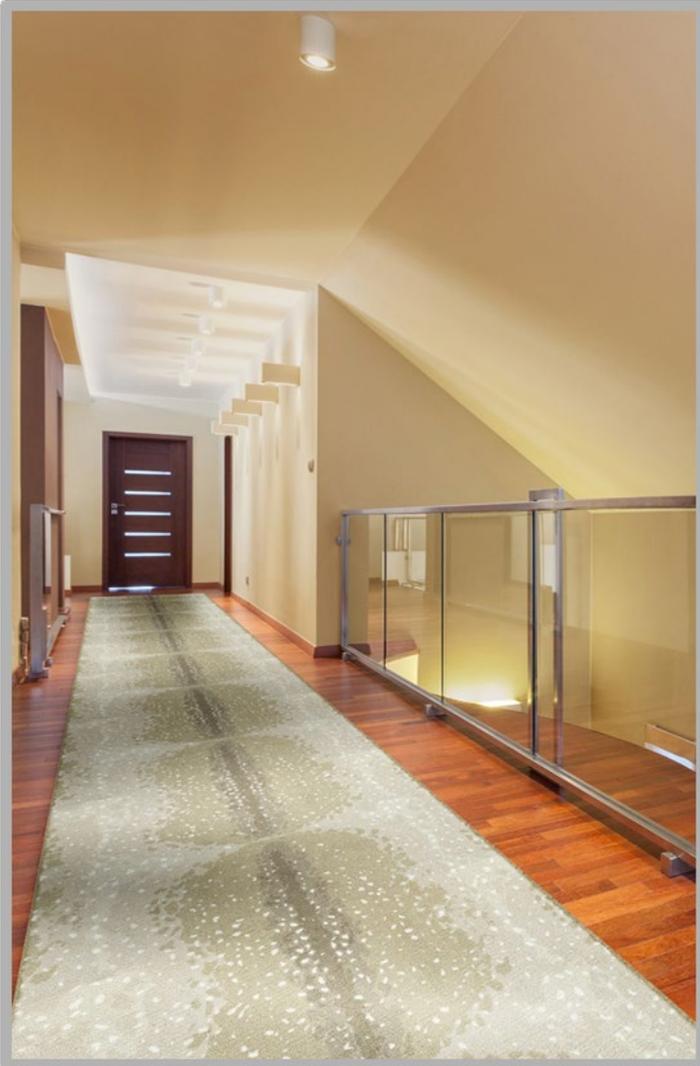
Sales by Channel for Q2 2020



The company believes that a significant portion of retail sales also involve a designer.



- Well-styled moderate to upper priced residential broadloom line
 - Known for differentiated pattern and color selection
- Dixie Home provides a “full line” to retailers
 - Sells specialty and mass merchant retailers
- Growth initiatives
 - TRUCOR™ SPC and TRUCOR Prime™ WPC Luxury Vinyl Flooring
 - Stainmaster® PetProtect® Fiber Technology



- Leading high-end brand with reputation for innovative styling, design and color
- High-end retail / designer driven
 - Approximately 21% of sales directly involve a designer
 - Hand crafted and imported rugs
- Growth initiative
 - TRUCOR Prime™ WPC Luxury Vinyl Flooring
 - Stainmaster® PetProtect® Fiber Technology
 - Wool products in both tufted and woven constructions



- Premium high-end brand
 - “Quality without Compromise”
- Designer focused
 - Approximately 30% of sales directly involve a designer
 - Hand crafted and imported rugs
- Growth initiatives
 - Fabrica Fine Wood Flooring, a sophisticated collection of refined “best in class” wood flooring products.

Commercial Market Positioning

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- We focus on the “high-end specified soft floorcovering contract market”
- Our AtlasMasland products
 - Designer driven focused on the fashion oriented market space
 - Broad product line for diverse commercial markets
- Our Masland eNergy products
 - Sells “main street commercial” through retailers
- Our Masland Residential and AtlasMasland sales forces
 - Commercial design firms and select commercial retailers



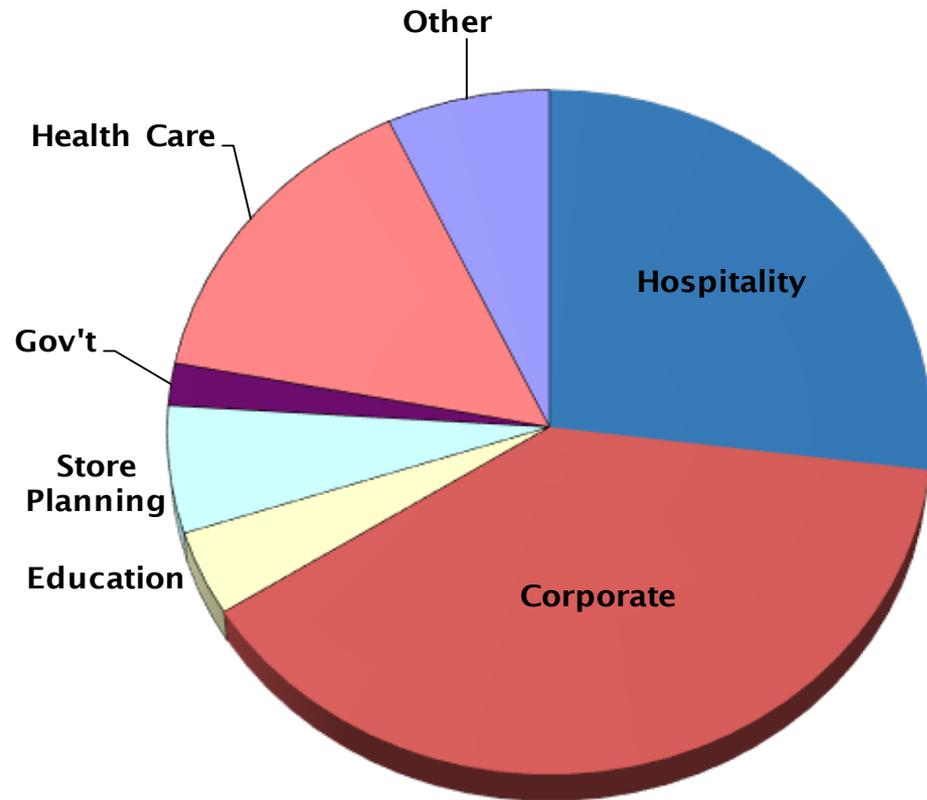
- The consolidation of Atlas and Masland Contract provides an exciting opportunity for us to become a greater resource to our customers in the hyper competitive commercial flooring market.
- AtlasMasland has become a comprehensive resource to the commercial flooring customer. Whether a project calls for broadloom carpet, modular carpet tile, area rugs, walk off material or luxury vinyl flooring, we have the product and expertise to service any market segment.



- Upper-end brand in the specified commercial marketplace
 - Corporate, End User, Store Planning, Hospitality, Health Care, Government and Education markets
- Designer focused
- Strong national account base
- Growth initiatives
 - Sustaina™ cushion modular carpet backing with the ability to install in high relative humidity environments
 - The Crafted Collection with Sustaina™ cushion modular carpet backing, both PVC and polyurethane free – over 80% recycled content
 - Calibré Luxury Vinyl Tile



Sales by Channel for Q2 2020



Channels: Interior Design Specifier and Commercial End User

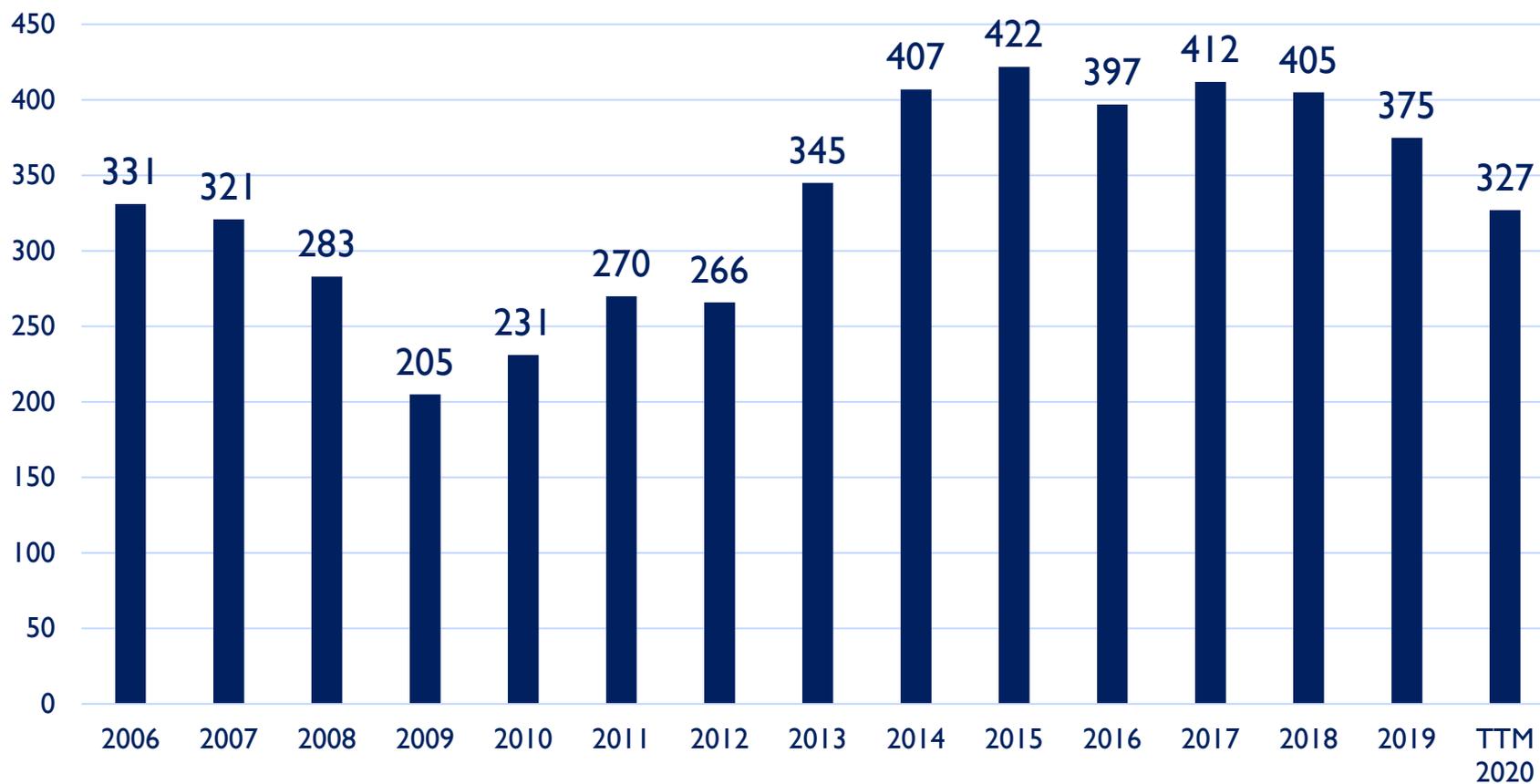
Dixie Group Sales

\$ in millions



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Net Sales



*2016 had 53 weeks.

Sales & Operating Income

\$ in millions



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| <u>Annual</u> | <u>FY 2012</u> | <u>FY 2013</u> | <u>FY 2014</u> | <u>FY 2015</u> | <u>FY 2016</u> | <u>FY 2017</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>TTM 2020</u> |
|------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Net Sales | 266 | 344 | 407 | 422 | 397 | 412 | 405 | 375 | 327 |
| Net Income (Loss) | (0.9) | 5.3 | (1.4) | (2.4) | (5.3) | (9.6) | (21.4) | 15.3 | 13.4 |
| Operating Income | 1.8 | 8.9 | (5.2) | 2.0 | (3.4) | 4.0 | (15.6) | 21.3 | 18.7 |
| Non-GAAP Adjusted Op. Income | 3.5 | 16.4 | 6.7 | 7.0 | (0.6) | 4.6 | (1.1) | 1.7 | (3.8) |
| EBITDA | 11.2 | 18.7 | 16.9 | 15.9 | 10.0 | 16.6 | (3.1) | 32.9 | 29.8 |
| Non-GAAP Adjusted EBITDA | 13.2 | 26.5 | 19.8 | 21.0 | 12.9 | 17.5 | 11.4 | 13.5 | 7.8 |
| <u>Quarterly</u> | <u>Q2 2018</u> | <u>Q3 2018</u> | <u>Q4 2018</u> | <u>Q12019</u> | <u>Q22019</u> | <u>Q32019</u> | <u>Q42019</u> | <u>Q12020</u> | <u>Q22020</u> |
| Net Sales | 106.4 | 101.6 | 98.2 | 88.6 | 100.4 | 95.4 | 90.1 | 80.6 | 60.8 |
| Net Income (Loss) | (1.8) | (3.0) | (13.7) | (6.7) | (1.2) | (2.6) | 25.7 | (2.7) | (7.1) |
| Operating Income | (0.2) | (1.2) | (12.8) | (4.9) | 0.6 | (1.0) | 26.7 | (1.3) | (5.6) |
| Non-GAAP Adjusted Op. Income | 2.0 | 0.7 | (2.4) | (2.8) | 2.5 | 0.1 | 1.8 | (1.3) | (4.4) |
| EBITDA | 3.0 | 1.9 | (9.5) | (1.8) | 3.3 | 1.9 | 29.4 | 1.6 | (3.1) |
| Non-GAAP Adjusted EBITDA | 5.0 | 3.8 | 0.8 | 0.4 | 5.3 | 3.0 | 4.8 | 1.7 | (1.8) |
| <u>Change Year over Year</u> | <u>Q2 2018</u> | <u>Q3 2018</u> | <u>Q4 2018</u> | <u>Q12019</u> | <u>Q22019</u> | <u>Q32019</u> | <u>Q42019</u> | <u>Q12020</u> | <u>Q22020</u> |
| Net Sales | (0.7) | (1.1) | (6.9) | (10.3) | (6.0) | (6.1) | (8.0) | (8.0) | (39.6) |
| Net Sales % Change | -0.7% | -1.1% | -6.6% | -10.4% | -5.7% | -6.0% | -8.2% | -9.1% | -39.4% |
| Net Income (Loss) | (2.9) | (2.4) | (4.2) | (3.8) | 0.6 | 0.4 | 39.4 | 4.0 | (5.8) |
| Operating Income | (3.3) | (1.9) | (12.2) | (3.3) | 0.7 | 0.1 | 39.4 | 3.5 | (6.2) |
| Non-GAAP Adjusted Op. Income | (1.2) | (0.1) | (2.5) | (1.5) | 0.5 | (0.6) | 4.3 | 1.5 | (6.9) |
| EBITDA | (3.3) | (2.1) | (12.2) | (3.4) | 0.4 | 0.0 | 38.9 | 3.4 | (6.5) |
| Non-GAAP Adjusted EBITDA | (1.4) | (0.2) | (2.5) | (1.5) | 0.3 | (0.7) | 4.0 | 1.4 | (7.1) |

Note: 2016 has 53 operating weeks, all other periods had 52 operating weeks

Note: Non-GAAP reconciliation starting on slide 27

Current Business Conditions

2020 Outlook



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In 2020:

- We are growing the number of items in our TRUCOR™ family of luxury vinyl flooring products by over 40%. We are featuring, “Integrated Grout Technology” where the locking system is engineered to simulate a real grout line. We are launching our new oversized planks in contemporary, clean visuals.
- With the beginning of the pandemic, our orders and sales declined dramatically in late March and early April. The first few weeks of April were impacted the most and our sales and orders decreased over 50% for the month of April. Since the second week of April, our sales and orders have continued to improve.
- Many of our customers are reopening and beginning to generate business. We would expect business to continue improving and be at more normal levels later this year.
- Orders and sales of commercial products continue at a reduced level.
- Orders and sales of residential products have improved significantly and our residential retail business is running ahead of levels a year ago.



FABRICA

Masland

INSPIRED BY DESIGN.

DIXIE
HOME 



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am
atlas masland



Non-GAAP Information



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Use of Non-GAAP Financial Information:

The Company believes that non-GAAP performance measures, which management uses in evaluating the Company's business, may provide users of the Company's financial information with additional meaningful bases 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, the non-GAAP performance measures should be viewed in addition to, not as an alternative for, the Company's reported results under accounting principles generally accepted in the United States.

The Company defines Adjusted Gross Profit as Gross Profit plus manufacturing integration expenses of new or expanded operations, plus acquisition expense related to the fair market write up of inventories, plus one time items so defined (Note 1)

The Company defines Adjusted S,G&A as S,G&A less manufacturing integration expenses included in selling, general and administrative, less direct acquisition expenses, less one time items so defined. (Note 2)

The Company defines Adjusted Operating Income as Operating Income plus manufacturing integration expenses of new or expanded operations, plus acquisition expense related to the fair market write up of inventories, plus facility consolidation and severance expenses, plus acquisition related expenses, plus impairment of assets, plus impairment of goodwill, plus one time items so defined. (Note 3)

The company defines Adjusted Income from Continuing Operations as net income plus loss from discontinued operations net of tax, plus manufacturing integration expenses of new or expanded operations, plus facility consolidation and severance expenses, plus acquisition related expenses, plus impairment of assets, plus impairment of goodwill, plus one time items so defined , all tax effected. (Note 4)

The Company defines Adjusted EBIT as net income plus taxes and plus interest. The Company defines Adjusted EBITDA as Adjusted EBIT plus depreciation and amortization, plus manufacturing in integration expenses of new or expanded operations, plus facility consolidation and severance expenses, plus acquisition related expenses, plus impairment of assets, plus impairment of goodwill, plus one time items so defined. (Note 5)

The company defines Free Cash Flow as Net Income plus interest plus depreciation plus non-cash impairment of assets and goodwill minus the net change in working capital minus the tax shield on interest minus capital expenditures. The change in net working capital is the change in current assets less current liabilities between periods. (Note 6)

The company defines Non-GAAP Earnings per Share (EPS) as the adjusted operating income less Interest and other expense, tax adjusted at a 35% rate, and divided by the number of fully diluted shares. (Note 7)

The Company defines Net Sales as Adjusted as net sales less the last week of sales in a 53 week fiscal year. (Note 8)

The Company defines Non-GAAP earnings per Share (EPS) for the Jobs Cut and Tax Act of 2017 as Net Income less discontinued operations minus the effect of the tax act and divided by the number of fully diluted shares. (Note 9)

Non-GAAP Information



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| | Three Months Ended | | | | | | | | | |
|---|--------------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | <u>Q1 2018</u> | <u>Q2 2018</u> | <u>Q3 2018</u> | <u>Q4 2018</u> | <u>Q12019</u> | <u>Q22019</u> | <u>Q32019</u> | <u>Q42019</u> | <u>Q12020</u> | <u>Q22020</u> |
| <u>Non-GAAP Gross Profit</u> | | | | | | | | | | |
| Net Sales | 98,858 | 106,438 | 101,562 | 98,175 | 88,606 | 100,394 | 95,447 | 90,134 | 80,578 | 60,824 |
| Gross Profit | 21,580 | 25,144 | 21,887 | 18,380 | 18,919 | 23,493 | 21,074 | 22,719 | 18,993 | 12,244 |
| Plus: Unusual Workers Comp | - | 450 | - | - | - | - | - | - | - | - |
| Plus: Inventory write off for PIP | - | - | 963 | 1,738 | - | 202 | 82 | 123 | - | - |
| Plus: Business integration expense | - | - | - | - | - | - | - | - | - | - |
| Plus: Amortization of inventory step up | - | - | - | - | - | - | - | - | - | - |
| Non-GAAP Adj. Gross Profit (Note 1) | 21,580 | 25,594 | 22,850 | 20,118 | 18,919 | 23,695 | 21,156 | 22,843 | 18,993 | 12,244 |
| Gross Profit as % of Net Sales | 21.8% | 23.6% | 21.6% | 18.7% | 21.4% | 23.4% | 22.1% | 25.2% | 23.6% | 20.1% |
| Non-GAAP Adj. Gross Profit % of Net Sales | 21.8% | 24.0% | 22.5% | 20.5% | 21.4% | 23.6% | 22.2% | 25.3% | 23.6% | 20.1% |
| <u>Non-GAAP S,G&A</u> | <u>Q1 2018</u> | <u>Q2 2018</u> | <u>Q3 2018</u> | <u>Q4 2018</u> | <u>Q12019</u> | <u>Q22019</u> | <u>Q32019</u> | <u>Q42019</u> | <u>Q12020</u> | <u>Q22020</u> |
| Net Sales | 98,858 | 106,438 | 101,562 | 98,175 | 88,606 | 100,394 | 95,447 | 90,134 | 80,578 | 60,824 |
| Selling and Administrative Expense | 23,120 | 23,801 | 23,033 | 22,518 | 21,660 | 21,114 | 21,036 | 20,015 | 20,397 | 16,523 |
| Plus: Business integration expense | - | - | - | - | - | - | - | - | - | - |
| Less: Acquisition expenses | - | - | - | - | - | - | - | - | - | - |
| Non-GAAP Adj. Selling and Admin. Expense | 23,120 | 23,801 | 23,033 | 22,518 | 21,660 | 21,114 | 21,036 | 20,015 | 20,397 | 16,523 |
| S,G&A as % of Net Sales | 23.4% | 22.4% | 22.7% | 22.9% | 24.4% | 21.0% | 22.0% | 22.2% | 25.3% | 27.2% |
| Non-GAAP S,G&A as % of Net Sales (Note 2) | 23.4% | 22.4% | 22.7% | 22.9% | 24.4% | 21.0% | 22.0% | 22.2% | 25.3% | 27.2% |



| <u>Non-GAAP Operating Income</u> | <u>Q1 2018</u> | <u>Q2 2018</u> | <u>Q3 2018</u> | <u>Q4 2018</u> | <u>Q12019</u> | <u>Q22019</u> | <u>Q32019</u> | <u>Q42019</u> | <u>Q12020</u> | <u>Q22020</u> |
|--|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|---------------|----------------|----------------|
| Net Sales | 98,858 | 106,438 | 101,562 | 98,175 | 88,606 | 100,394 | 95,447 | 90,134 | 80,578 | 60,824 |
| Operating income (loss) | (1,515) | (165) | (1,179) | (12,765) | (4,863) | 574 | (1,042) | 26,681 | (1,336) | (5,625) |
| Plus: Unusual Workers Comp | - | 450 | - | - | - | - | - | - | - | - |
| Plus: Legal Settlement | - | 1,514 | - | - | - | - | - | - | - | - |
| Plus: Inventory write off for PIP | - | - | 963 | 1,738 | - | 202 | 82 | 123 | - | - |
| Plus: Profit improvement plans | 216 | 190 | 531 | 2,230 | 2,091 | 1,725 | 1,043 | 160 | 24 | 227 |
| Plus: COVID-19 Recovery Plan | - | - | - | - | - | - | - | - | - | 1,019 |
| Plus: Impairment of assets | - | - | 349 | 815 | 5 | (1) | 6 | (25,121) | - | - |
| Plus: Impairment of goodwill and intangibles | - | - | - | 5,545 | - | - | - | - | - | - |
| Non-GAAP Adj. Operating Income (Loss) (Note 3) | (1,299) | 1,989 | 664 | (2,437) | (2,767) | 2,500 | 89 | 1,843 | (1,312) | (4,379) |
| Operating income as % of net sales | -1.5% | -0.2% | -1.2% | -13.0% | -5.5% | 0.6% | -1.1% | 29.6% | -1.7% | -9.2% |
| Adjusted operating income as a % of net sales | -1.3% | 1.9% | 0.7% | -2.5% | -3.1% | 2.5% | 0.1% | 2.0% | -1.6% | -7.2% |
| <u>Non-GAAP Income from Continuing Operations</u> | <u>Q1 2018</u> | <u>Q2 2018</u> | <u>Q3 2018</u> | <u>Q4 2018</u> | <u>Q12019</u> | <u>Q22019</u> | <u>Q32019</u> | <u>Q42019</u> | <u>Q12020</u> | <u>Q22020</u> |
| Net income (loss) as reported | (2,907) | (1,815) | (2,962) | (13,699) | (6,672) | (1,216) | (2,554) | 25,712 | (2,689) | (7,060) |
| Less: (Loss) from discontinued, net tax | (23) | 157 | (40) | 1 | (31) | (35) | 23 | (305) | (77) | (81) |
| Income (loss) from Continuing Operations | (2,884) | (1,972) | (2,922) | (13,700) | (6,641) | (1,181) | (2,577) | 26,018 | (2,612) | (6,979) |
| Plus: Unusual Workers Comp | - | 450 | - | - | - | - | - | - | - | - |
| Plus: Legal Settlement | - | 1,514 | - | - | - | - | - | - | - | - |
| Plus: Inventory write off for PIP | - | - | 963 | 1,738 | - | 202 | 82 | 123 | - | - |
| Plus: Profit improvement plans | 216 | 190 | 531 | 2,230 | 2,091 | 1,725 | 1,043 | 160 | 24 | 227 |
| Plus: COVID-19 Recovery Plan | - | - | - | - | - | - | - | - | - | 1,019 |
| Plus: Impairment of assets | - | - | 349 | 815 | 5 | (1) | 6 | (25,121) | - | - |
| Plus: Impairment of goodwill and intangibles | - | - | - | 5,545 | - | - | - | - | - | - |
| Plus: Tax effect of above | - | - | - | - | - | - | - | - | - | - |
| Plus: Tax credits, rate change and valuation allowance | - | - | - | - | - | (14) | - | - | - | - |
| Non-GAAP Adj. (Loss) / Inc from Cont. Op's (Note 4) | (2,668) | 182 | (1,079) | (3,372) | (4,545) | 731 | (1,446) | 1,180 | (2,588) | (5,733) |
| Adj diluted EPS from Cont. Op's | (0.17) | 0.01 | (0.07) | (0.21) | (0.29) | 0.05 | (0.09) | 0.08 | (0.17) | (0.46) |
| Wt'd avg. common shares outstanding - diluted | 15,851 | 15,864 | 15,786 | 15,792 | 15,809 | 15,809 | 15,899 | 15,400 | 15,356 | 15,331 |



| <u>Non-GAAP EBIT and EBITDA</u> | <u>Q1 2018</u> | <u>Q2 2018</u> | <u>Q3 2018</u> | <u>Q4 2018</u> | <u>Q12019</u> | <u>Q22019</u> | <u>Q32019</u> | <u>Q42019</u> | <u>Q12020</u> | <u>Q22020</u> |
|--|----------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Net income (loss) as reported | (2,907) | (1,815) | (2,962) | (13,699) | (6,672) | (1,216) | (2,554) | 25,712 | (2,689) | (7,060) |
| Less: (Loss) from discontinued, net tax | (23) | 157 | (40) | 1 | (31) | (35) | 23 | (305) | (77) | (81) |
| Plus: Taxes | (166) | (26) | 82 | (721) | 100 | 34 | (109) | (682) | (4) | - |
| Plus: Interest | 1,533 | 1,642 | 1,664 | 1,651 | 1,720 | 1,717 | 1,648 | 1,359 | 1,285 | 1,357 |
| Non-GAAP Adjusted EBIT (Note 5) | (1,517) | (356) | (1,176) | (12,770) | (4,821) | 570 | (1,038) | 26,694 | (1,331) | (5,622) |
| Plus: Depreciation and amortization | 3,143 | 3,164 | 3,089 | 3,257 | 3,098 | 2,808 | 2,924 | 2,973 | 3,035 | 2,560 |
| Non-GAAP EBITDA from Cont Op | 1,626 | 2,808 | 1,913 | (9,513) | (1,723) | 3,378 | 1,886 | 29,667 | 1,704 | (3,062) |
| Plus: Legal Settlement | - | 1,514 | - | - | - | - | - | - | - | - |
| Plus: Inventory write off for PIP | - | - | 963 | 1,738 | - | 202 | 82 | 123 | - | - |
| Plus: Profit improvement plans | 216 | 190 | 531 | 2,230 | 2,091 | 1,725 | 1,043 | 160 | 24 | 227 |
| Plus: COVID-19 Recovery Plan | - | - | - | - | - | - | - | - | - | 1,019 |
| Plus: Impairment of assets | - | - | 349 | 815 | 5 | (1) | 6 | (25,121) | - | - |
| Plus: Impairment of goodwill and intangibles | - | - | - | 5,545 | - | - | - | - | - | - |
| Non-GAAP Adj. EBITDA (Note 5) | 1,842 | 4,962 | 3,756 | 815 | 373 | 5,304 | 3,017 | 4,830 | 1,728 | (1,816) |
| Non-GAAP Adj. EBITDA as % of Net Sales | 1.9% | 4.7% | 3.7% | 0.8% | 0.4% | 5.3% | 3.2% | 5.4% | 2.1% | -3.0% |
| Management estimate of severe weather (not in above) | - | - | - | - | - | - | - | - | - | - |
| <u>Non-GAAP Free Cash Flow</u> | <u>Q1 2018</u> | <u>Q2 2018</u> | <u>Q3 2018</u> | <u>Q4 2018</u> | <u>Q12019</u> | <u>Q22019</u> | <u>Q32019</u> | <u>Q42019</u> | <u>Q12020</u> | <u>Q22020</u> |
| Non-GAAP Adjusted EBIT (from above) | (1,517) | (356) | (1,176) | (12,770) | (4,821) | 570 | (1,038) | 26,694 | (1,331) | (5,622) |
| Times: 1 - Tax Rate = EBIAT | (1,517) | (356) | (1,176) | (12,770) | (4,821) | 570 | (1,038) | 26,694 | (1,331) | (5,622) |
| Plus: Depreciation and amortization | 3,143 | 3,164 | 3,089 | 3,257 | 3,098 | 2,808 | 2,924 | 2,973 | 3,035 | 2,560 |
| Plus: Non Cash Impairment of Assets, Goodwill | - | - | 349 | 6,360 | 5 | (1) | 6 | (25,121) | - | - |
| Minus: Net change in Working Capital | 2,138 | 5,416 | 2,356 | (18,488) | (1,022) | (4,293) | (4,376) | 1,393 | 1,004 | (16,126) |
| Non-GAAP Cash from Operations | (512) | (2,608) | (94) | 15,335 | (696) | 7,670 | 6,268 | 3,153 | 700 | 13,064 |
| Minus: Capital Expenditures | 752 | 745 | 1,627 | 1,317 | (1,010) | 1,029 | 1,078 | 319 | 794 | 1,704 |
| Minus: Business / Capital acquisitions | - | - | - | - | - | - | - | - | - | - |
| Non-GAAP Free Cash Flow (Note 6) | (1,264) | (3,353) | (1,721) | 14,018 | 314 | 6,641 | 5,190 | 2,834 | (94) | 11,360 |