


THE DIXIE GROUP
Exhibit 99.1

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## Forward Looking Statements

The Dixie Group, Inc.

- 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

- 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 Calibré 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 ${ }^{\text {TM }}$ and TRUCOR Prime ${ }^{\text {TM }}$ LVF in Dixie Home and Masland


## Dixie Today



- Commitment to brands in the upperend market with strong growth potential.
- Diversified between Commercial and Residential markets.

- Top 10 carpet customers
- I7\% of sales
- Top 100 carpet customers
- 32\% of sales


## Dixie Group Drivers

What affects our business?

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



- "We must continue to beat the drum for more inventory," said Yun, who has called for additional home construction for over a year.
- "Home prices are rising too rapidly because of the housing shortage, and this lack of inventory is preventing home sales growth potential."

Lawrence Yun<br>Chief Economist<br>National Association of<br>Realtors<br>October 22, 2019

## Residential and Commercial

Fixed Investment

Fixed Investment as \% of GDP
(U.S.Dept. of Commerce)


## The Industry as

 compared to The Dixie Group
## Value of U.S. Carpet \& Rug Sales <br> (\$000,000's)



## 2018 U.S. Flooring Manufacturers

|  | Flooring $\boldsymbol{\$}$ in <br> millions | Flooring Market <br> \% |
| :--- | ---: | ---: |
| Flooring Manufacturers | 5,142 | $21.7 \%$ |
| Shaw (Berkshire Hathaway) | 5,213 | $22.0 \%$ |
| Mohawk (MHK) | 1,015 | $4.3 \%$ |
| Engineered Floors (Private) | 601 | $2.5 \%$ |
| Interface (TILE) | 405 | $1.7 \%$ |
| Dixie (DXYN) | 11,304 | $47.7 \%$ |
| Imports \& All Others | 23,680 | $100.0 \%$ |

## Dixie versus the Industry

## 2019 Third Quarter <br> Dixie sales

High End
Commercial, 25\%


High End
Residential, 75\%

## 2019 Third Quarter U.S. Carpet \& Rug Market of $\$ 10.6$ billion

Commercial, 44\%


Residential, 56\%

## Carpet Growth

Dixie Market Share in Dollars and Units



- 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 The Dixie Group



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



Sales by Brand for 2019 Third Quarter


## Dixie Group High-End Residential Sales <br> All Brands



## Sales by Channel for 2019 Third Quarter




- 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 ${ }^{\text {TM }}$ SPC and TRUCOR Prime ${ }^{\text {TM }}$ WPC Luxury Vinyl Flooring
- Stainmaster ${ }^{\circledR}$ PetProtect ${ }^{\circledR}$ 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 ${ }^{\text {TM }}$ WPC Luxury Vinyl Flooring
- Stainmaster ${ }^{\circledR}$ PetProtect ${ }^{\circledR}$ 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 The Dixie Group



- We focus on the "high-end specified soft floorcovering contract market"
- Our Atlas | Masland Contract 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 Atlas | Masland Contract 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.
- Atlas | Masland 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 ${ }^{\text {TM }}$ cushion modular carpet backing with the ability to install in high relative humidity environments
- The Crafted Collection with Sustaina ${ }^{\text {TM }}$ cushion modular carpet backing, both PVC and polyeurathane free - over $80 \%$ recycled content
- Calibré Luxury Vinyl Tile


Sales by Channel for 2019 Third Quarter


## Dixie Group Sales

 \$ in millionsNet Sales

*2016 had 53 weeks.

# Sales \& Operating Income $\$$ in millions 

Annual
Net Sales
Net Income (Loss)
Operating Income
Non-GAAP Adjusted Op. Income EBITDA
Non-GAAP Adjusted EBITDA
Quarterly
Net Sales
Net Income (Loss)
Operating Income
Non-GAAP Adjusted Op. Income EBITDA
Non-GAAP Adjusted EBITDA
Change Year over Year

## Net Sales

Net Sales \% Change
Net Income (Loss)
Operating Income
Non-GAAP Adjusted Op. Income EBITDA
Non-GAAP Adjusted EBITDA

| FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | YTD 2019 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 266 | 344 | 407 | 422 | 397 | 412 | 405 | 284 |
| (0.9) | 5.3 | (1.4) | (2.4) | (5.3) | (9.6) | (21.4) | (10.4) |
| 1.8 | 8.9 | (5.2) | ) 2.0 | (3.4) | 4.0 | (15.6) | (5.3) |
| 3.5 | 16.4 | 4.7 | 4.9 | (2.0) | 4.6 | (1.1) | (0.2) |
| 11.2 | 18.7 | 16.9 | 15.9 | 10.0 | 16.6 | (3.1) | 3.5 |
| 13.2 | 26.5 | 17.7 | 19.0 | 11.5 | 17.5 | 11.4 | 8.7 |
| Q4 2017 | Q1 2018 | Q2 2018 | Q3 2018 | Q4 2018 | Q12019 | Q22019 | Q32019 |
| 105.1 | 98.9 | 106.4 | 101.6 | 98.2 | 88.6 | 100.4 | 95.4 |
| (9.5) | (2.9) | $(1.8)$ | $(3.0)$ | (13.7) | (6.7) | $(1.2)$ | (2.6) |
| (0.6) | (1.5) | (0.2) | ) (1.2) | (12.8) | (4.9) | 0.6 | (1.0) |
| 0.0 | (1.3) | 2.0 | 0.7 | (2.4) | (2.8) | 2.5 | 0.1 |
| 2.7 | 1.6 | 3.0 | 1.9 | (9.5) | (1.8) | 3.3 | 1.9 |
| 3.4 | 1.8 | 5.0 | 3.8 | 0.8 | 0.4 | 5.3 | 3.0 |


| Q4 2017 | Q1 20 | O2 | 201 | Q4 2018 | Q12019 | Q22019 | Q32019 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2.5 | 1.3 | (0.7) | (1.1) | (6.9) | (10.3) | (6.0) | (6.1) |
| 2.4\% | 1.4\% | -0.7\% | -1.1\% | -6.6\% | -10.4\% | -5.7\% | -6.0\% |
| (6.8) | (2.3) | (2.9) | (2.4) | (4.2) | (3.8) | 0.6 | 0.4 |
| 2.3 | (2.1) | (3.3) | (1.9) | (12.2) | (3.3) | 0.7 | 0.1 |
| 3.3 | (1.9) | (1.2) | (0.1) | (2.5) | (1.5) | 0.5 | (0.6) |
| 2.4 | (2.2) | (3.3) | (2.1) | (12.2) | (3.4) | 0.4 | 0.0 |
| 3.3 | (2.0) | (1.4) | (0.2) | (2.5) | (1.5) | 0.3 | (0.7) | Note: 2016 has 53 operating weeks, all other periods had 52 operating weeks

Note: Non-GAAP reconciliation starting on slide 27

## Current Business Conditions <br> 2019 Initiatives

- We consolidated our two commercial brands into Atlas | Masland Contract, under one management, sharing operations in marketing, product development, manufacturing, with a consolidated sales force.
- We launched Sustaina ${ }^{\text {TM }}$, our $95 \%$ post-consumer recycled material, PVC free and polyurethane free, cushion modular carpet tile backing.
- We launched TRUCOR ${ }^{T M}$ and TRUCOR Prime ${ }^{\text {TM }}$ luxury vinyl flooring.
- We saw great traction with our new TRUCOR ${ }^{\text {TM }}$ SPC offering, including placement of over 2,000 displays in the retail community, and by the end of the quarter, TRUCOR ${ }^{\text {TM }}$ represented a significant percentage of our total luxury vinyl sales. During the fourth quarter of 2019 , we are expanding our TRUCOR ${ }^{\text {TM }}$ line with the addition of TRUCOR Prime ${ }^{\text {TM }}$, a WPC construction, in our Dixie Home and Masland sales forces. By the end of 2019, we anticipate having over 4,800 TRUCOR ${ }^{\text {TM }}$ and TRUCOR Prime ${ }^{\text {TM }}$ displays in the market.
- We began shipment of our new EnVision 6,6 ${ }^{\text {TM }}$ soft floorcovering collection. This product line consists of beautifully styled carpet products at moderate price points to reach a wider range of consumers.
- We are progressing with our Profit Improvement Plan with the bulk of the savings already in place as of the third quarter of 2019.



## fABRICA <br> 标相



## HOME


THE D I X I E GROU P


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

Non-GAAP Gross Profit
Net Sales
Gross Profit
Plus: Unusual Workers Comp
Plus: Inventory write off for PIP
Non-GAAP Adj. Gross Profit (Note 1)
Gross Profit as \% of Net Sales
Non-GAAP Adj. Gross Profit \% of Net Sales
Non-GAAP S,G\&A
Net Sales
Selling and Administrative Expense
Plus: Business integration expense
Less: Acquisition expenses
Non-GAAP Adj. Selling and Admin. Expense
S,G\&A as \% of Net Sales
Non-GAAP S,G\&A as \% of Net Sales (Note 2)

| Q12017 | Q22017 | Q3 2017 | Q42017 | Q12018 | Q22018 | Q32018 | Q42018 | Q12019 | Q22019 | Q32019 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 97,541 | 107,187 | 102,650 | 105,084 | 98,858 | 106,438 | 101,562 | 98,175 | 88,606 | 100,394 | 95,447 |
| 25,161 | 28,426 | 24,857 | 22,769 | 21,580 | 25,144 | 21,887 | 18,380 | 18,919 | 23,493 | 21,074 |
| - | - | - | - | - | 450 |  |  |  |  |  |
| - | - | - | - | - | - | 963 | 1,738 | - | 202 | 82 |
| 25,161 | 28,426 | 24,857 | 22,769 | 21,580 | 25,594 | 22,850 | 20,118 | 18,919 | 23,695 | 21,156 |
| 25.8\% | 26.5\% | 24.2\% | 21.7\% | 21.8\% | 23.6\% | 21.6\% | 18.7\% | 21.4\% | 23.4\% | 22.1\% |
| 25.8\% | 26.5\% | 24.2\% | 21.7\% | 21.8\% | 24.0\% | 22.5\% | 20.5\% | 21.4\% | 23.6\% | 22.2\% |
| Q1 2017 | Q2 2017 | Q3 2017 | Q4 2017 | Q12018 | Q22018 | Q3 2018 | Q4 2018 | Q12019 | Q22019 | Q32019 |
| 97,541 | 107,187 | 102,650 | 105,084 | 98,858 | 106,438 | 101,562 | 98,175 | 88,606 | 100,394 | 95,447 |
| 24,481 | 25,261 | 24,044 | 22,384 | 23,120 | 23,801 | 23,033 | 22,518 | 21,660 | 21,114 | 21,036 |
| - | - | - | - | - | - | - | - |  | - |  |
| - | - | - | - | - | - | - | - |  |  |  |
| 24,481 | 25,261 | 24,044 | 22,384 | 23,120 | 23,801 | 23,033 | 22,518 | 21,660 | 21,114 | 21,036 |
| 25.1\% | 23.6\% | 23.4\% | 21.3\% | 23.4\% | 22.4\% | 22.7\% | 22.9\% | 24.4\% | 21.0\% | 22.0\% |
| 25.1\% | 23.6\% | 23.4\% | 21.3\% | 23.4\% | 22.4\% | 22.7\% | 22.9\% | 24.4\% | 21.0\% | 22.0\% |

## Non-GAAP Operating Income

Net Sales
Operating income (loss)
Plus: Unusual Workers Comp
Plus: Legal Settlement
Plus: Inventory write off for PIP
Plus: Profit improvement plans
Plus: Impairment of assets
Plus: Impairment of goodwill and intangibles
Non-GAAP Adj. Operating Income (Loss) (Note 3)
Operating income as \% of net sales
Adjusted operating income as a \% of net sales
Non-GAAP Income from Continuing Operations
Net income (loss) as reported
Less: (Loss) from discontinued, net tax Income (loss) from Continuing Operations
Plus: Unusual Workers Comp
Plus: Legal Settlement
Plus: Inventory write off for PIP
Plus: Profit improvement plans
Plus: Impairment of assets
Plus: Impairment of goodwill and intangibles
Plus: Tax effect of above
Plus: Tax credits, rate change and valuation allowance Non-GAAP Adj. (Loss) / Inc from Cont. Op's (Note 4)

Adj diluted EPS from Cont. Op's
Wt'd avg. common shares outstanding - diluted

| Q12017 | Q2 2017 | Q3 2017 | Q4 2017 | Q1 2018 | Q2 2018 | Q3 2018 | Q4 2018 | Q12019 | Q22019 | Q32019 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 97,541 | 107,187 | 102,650 | 105,084 | 98,858 | 106,438 | 101,562 | 98,175 | 88,606 | 100,394 | 95,447 |
| 628 | 3,179 | 767 | (608) | $(1,515)$ | (165) | $(1,179)$ | $(12,765)$ | $(4,863)$ | 574 | $(1,042)$ |
| - | - | - | - | - | 450 | - | - | - | - | - |
| - | - | - | - | - | 1,514 | - | - | - | - | - |
| - | - | - | - | - | - | 963 | 1,738 | - | 202 | 82 |
| - | - | 2 | 634 | 216 | 190 | 531 | 2,230 | 2,091 | 1,725 | 1,043 |
| - | - | - | - | - | - | 349 | 815 | 5 | (1) | 6 |
| - | - | - | - | - | - | - | 5,545 | - | - | - |
| 628 | 3,179 | 769 | 26 | $(1,299)$ | 1,989 | 664 | $(2,437)$ | $(2,767)$ | 2,500 | 89 |
| 0.6\% | 3.0\% | 0.7\% | -0.6\% | -1.5\% | -0.2\% | -1.2\% | -13.0\% | -5.5\% | 0.6\% | -1.1\% |
| 0.6\% | 3.0\% | 0.7\% | 0.0\% | -1.3\% | 1.9\% | 0.7\% | -2.5\% | -3.1\% | 2.5\% | 0.1\% |


| Q1 2017 | Q2 2017 | Q3 2017 | Q4 2017 | Q12018 | Q2 2018 | Q3 2018 | Q4 2018 | Q12019 | Q22019 | Q32019 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (604) | 1,103 | (558) | $(9,496)$ | $(2,907)$ | $(1,815)$ | $(2,962)$ | $(13,699)$ | $(6,672)$ | $(1,216)$ | $(2,554)$ |
| (29) | (123) | (11) | (69) | (23) | 157 | (40) | 1 | (31) | (35) | 23 |
| (575) | 1,225 | (546) | $(9,426)$ | $(2,884)$ | $(1,972)$ | $(2,922)$ | $(13,700)$ | $(6,641)$ | $(1,181)$ | $(2,577)$ |


| - | - | - | - | - | 450 | - | - | - | - | - |
| ---: | ---: | ---: | :--- | :--- | :--- | :--- | :--- | :--- | :--- | ---: |
| - | - | - | - | - | 1,514 | - | - | - | - | - |
| - | - | - | - | - | - | 963 | 1,738 | - | 202 | 82 |
| - | - | 2 | 634 | 216 | 190 | 531 | 2,230 | 2,091 | 1,725 | 1,043 |
| - | - | - | - | - | - | 349 | 815 | 5 | $(1)$ | 6 |
| - | - | - | - | - | - | - | 5,545 | - | - | - |
| - | - | $(1)$ | $(241)$ | - | - | - | - | - | - | - |
| - | - | - | 8,169 | - | - | - | - | - | $(14)$ | - |
| $(575)$ | 1,225 | $(545)$ | $(864)$ | $(2,668)$ | 182 | $(1,079)$ | $(3,372)$ | $(4,545)$ | 731 | $(1,446)$ |
| $(0.04)$ | 0.08 | $(0.03)$ | $(0.06)$ | $(0.17)$ | 0.01 | $(0.07)$ | $(0.21)$ | $(0.29)$ | 0.05 | $(0.09)$ |
| 15,673 | 15,826 | 15,707 | 15,707 | 15,851 | 15,864 | 15,786 | 15,792 | 15,809 | 15,809 | 15,899 |


| Non-GAAP EBIT and EBITDA | Q12017 | Q22017 | Q3 2017 | Q42017 | Q12018 | Q22018 | Q3 2018 | Q4 2018 | Q12019 | Q22019 | Q32019 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Net income (loss) as reported | (604) | 1,103 | (558) | $(9,496)$ | $(2,907)$ | $(1,815)$ | $(2,962)$ | $(13,699)$ | $(6,672)$ | $(1,216)$ | $(2,554)$ |
| Less: (Loss) from discontinued, net tax | (29) | (123) | (11) | (69) | (23) | 157 | (40) | 1 | (31) | (35) | 23 |
| Plus: Taxes | (163) | 570 | (181) | 7,283 | (166) | (26) | 82 | (721) | 100 | 34 | (109) |
| Plus: Interest | 1,362 | 1,357 | 1,486 | 1,535 | 1,533 | 1,642 | 1,664 | 1,651 | 1,720 | 1,717 | 1,648 |
| Non-GAAP Adjusted EBIT (Note 5) | 624 | 3,153 | 759 | (608) | $(1,517)$ | (356) | $(1,176)$ | $(12,770)$ | $(4,821)$ | 570 | $(1,038)$ |
| Plus: Depreciation and amortization | 3,210 | 3,196 | 3,213 | 3,328 | 3,143 | 3,164 | 3,089 | 3,257 | 3,098 | 2,808 | 2,924 |
| Non-GAAP EBITDA from Cont Op | 3,834 | 6,349 | 3,972 | 2,720 | 1,626 | 2,808 | 1,913 | $(9,513)$ | $(1,723)$ | 3,378 | 1,886 |
| Plus: Unusual Workers Comp | - | - | - | - | - | 450 | - |  |  | - |  |
| Plus: Legal Settlement | - | - | - | - | - | 1,514 | - | - | - | - |  |
| Plus: Inventory write off for PIP | - | - | - | - | - |  | 963 | 1,738 |  | 202 | 82 |
| Plus: Profit improvement plans | - | - | 2 | 634 | 216 | 190 | 531 | 2,230 | 2,091 | 1,725 | 1,043 |
| Plus: Impairment of assets | - | - | - | - | - | - | 349 | 815 | 5 | (1) | 6 |
| Plus: Impairment of goodwill and intangibles | - | - | - | - | - | - | - | 5,545 | - | - |  |
| Non-GAAP Adj. EBITDA (Note 5) | 3,834 | 6,349 | 3,974 | 3,354 | 1,842 | 4,962 | 3,756 | 815 | 373 | 5,304 | 3,017 |
| Non-GAAP Adj. EBITDA as \% of Net Sales | 3.9\% | 5.9\% | 3.9\% | 3.2\% | 1.9\% | 4.7\% | 3.7\% | 0.8\% | 0.4\% | 5.3\% | 3.2\% |
| Management estimate of severe weather (not in above) | - | - | - | - | - | - |  |  |  |  |  |
| Non-GAAP Free Cash Flow | Q12017 | Q22017 | Q3 2017 | Q42017 | Q1 2018 | Q22018 | Q3 2018 | Q42018 | Q12019 | Q22019 | Q32019 |
| Non-GAAP Adjusted EBIT (from above) | 624 | 3,153 | 759 | (608) | $(1,517)$ | (356) | $(1,176)$ | $(12,770)$ | $(4,821)$ | 570 | $(1,038)$ |
| Times: 1- Tax Rate = EBIAT | 387 | 1,955 | 470 | (377) | $(1,517)$ | (356) | $(1,176)$ | $(12,770)$ | $(4,821)$ | 570 | $(1,038)$ |
| Plus: Depreciation and amortization | 3,210 | 3,196 | 3,213 | 3,328 | 3,143 | 3,164 | 3,089 | 3,257 | 3,098 | 2,808 | 2,924 |
| Plus: Non Cash Impairment of Assets, Goodwill | - | - | - | - | - | - | 349 | 6,360 | 5 | (1) | 6 |
| Minus: Net change in Working Capital | 10,906 | 6,247 | 11,135 | $(4,902)$ | 2,138 | 5,416 | 2,356 | $(18,488)$ | $(1,022)$ | $(4,293)$ | $(4,376)$ |
| Non-GAAP Cash from Operations | $(7,309)$ | $(1,096)$ | $(7,452)$ | 7,853 | (512) | $(2,608)$ | (94) | 15,335 | (696) | 7,670 | 6,268 |
| Minus: Capital Expenditures | 3,778 | 2,733 | 5,731 | 1,340 | 752 | 745 | 1,627 | 1,317 | $(1,010)$ | 1,029 | 1,078 |
| Minus: Business / Capital acquisitions | - | - | - | - | - | - | - | - | - | - | - |
| Non-GAAP Free Cash Flow (Note 6) | $(11,087)$ | $(3,829)$ | $(13,183)$ | 6,513 | $(1,264)$ | $(3,353)$ | $(1,721)$ | 14,018 | 314 | 6,641 | 5,190 |

