# **Investor Presentation**

2021

Flexsteel Industries, Inc.

FLEXSTEEL homestyles



#### FORWARD-LOOKING STATEMENTS

This information contains forward looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act, as amended, that are based on management's beliefs, assumptions, current expectations, estimates, and projections about the furniture industry, the economy, and the company itself. Words like "anticipates," "believes," "confident," "estimates," "expects," "forecasts," "aspires," "likely," "plans," "projects," "should," variations of such words, and similar expressions identify such forward looking statements. For those statements, Flexsteel Industries, Inc. claims the protection of the safe harbor for forward looking statements contained in the Private Securities Litigation Reform Act of 1995.

These statements do not guarantee future performance and involve certain risks, uncertainties, and assumptions that are difficult to predict with regard to timing, extent, likelihood, and degree of occurrence. These risks include, without limitation, the success of our growth strategy; our success in initiatives aimed at achieving long term profit goals; employment and the impact of general economic or other conditions and future events on the demand for home furnishings; the pace of economic recovery in the U.S.; the types of products purchased by customers; competitive pricing pressures; the availability and pricing of raw materials and sourced finished goods; the availability and pricing of ocean freight; changes in global tariff regulations; our reliance on a limited number of suppliers; changes in future tax legislation or interpretation of current tax legislation; the ability to increase prices to absorb the additional costs of raw materials, labor, US transportation, and ocean freight; the financial strength of our customers and their ability to access credit; our ability to attract and retain key executives and other qualified employees; our ability to continue to make product innovations; the success of newly introduced products; political risk in the markets we serve or source from; natural disasters; public health crises; disease outbreaks, and other risks identified in our filings with the Securities and Exchange Commission.

Therefore, actual results and outcomes may materially differ from what we express or forecast. Furthermore, Flexsteel Industries, Inc. undertakes no obligation to update, amend or clarify forward looking statements.



# **Overview**

# 1

Company Overview

# 2

Investment Thesis

**3** Growth Initiatives

Financial Highlights

Appendix

4

5



# Company Overview

#### COMPANY SNAPSHOT

OUR COMPANY

# **Top 10**

U.S. Furniture Manufacturer<sup>(1)</sup>

1893

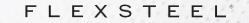
**Company Founded** 

1660

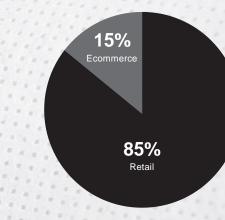
**Team Members** 

INDUSTRY LEADING PORTFOLIO

**OMNI-CHANNEL DISTRIBUTION** 







# homestyles<sup>®</sup>

Living Bedroom Kitchen & Dining Home Office Outdoor

#### FY21 RESULTS

Revenue	\$479M
Adj. Operating Income <sup>(2)</sup>	\$30.1M
Non-GAAP EPS <sup>(2)</sup>	\$2.99

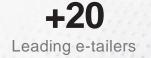
#### POWERFUL DISTRIBUTION

RETAIL

E-TAIL

DIRECT-TO-CONSUMER

+1300 Customers



Incubating DTC

Capabilities

+2200 Store Fronts

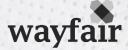
FURNITURE ROW, Real Furniture. Real Value.

Raymour & Flanigan

# A F 1 H LIVING SPACES













#### FY19 - FY20 COMPLETE

# Simplify & Focus

#### Refocus on Core Home Furnishings Business

- Exited RV, hospitality & healthcare product lines

#### **Remove complexity**

- Rationalized ~50% of SKUs

#### **Reduce structural costs**

- Closed 4 plants, 1 DC
- SG&A reduced 15%

#### FY21 - FY22 IN-PROGRESS

## PHASE 2 Build Growth Foundation

#### Build culture and talent

- 9 of 11 executive leaders new in last 2 ½ years

# Modernize systems and processes

- SAP implementation
- S&OP
- Product development & management

Expand supply chain capacity

Strengthen digital / e-Commerce

Reimagine customer experience

FY21 - FY26 JUST BEGINNING

### PHASE 3 Unleash Growth Potential

#### Gain share in existing Core

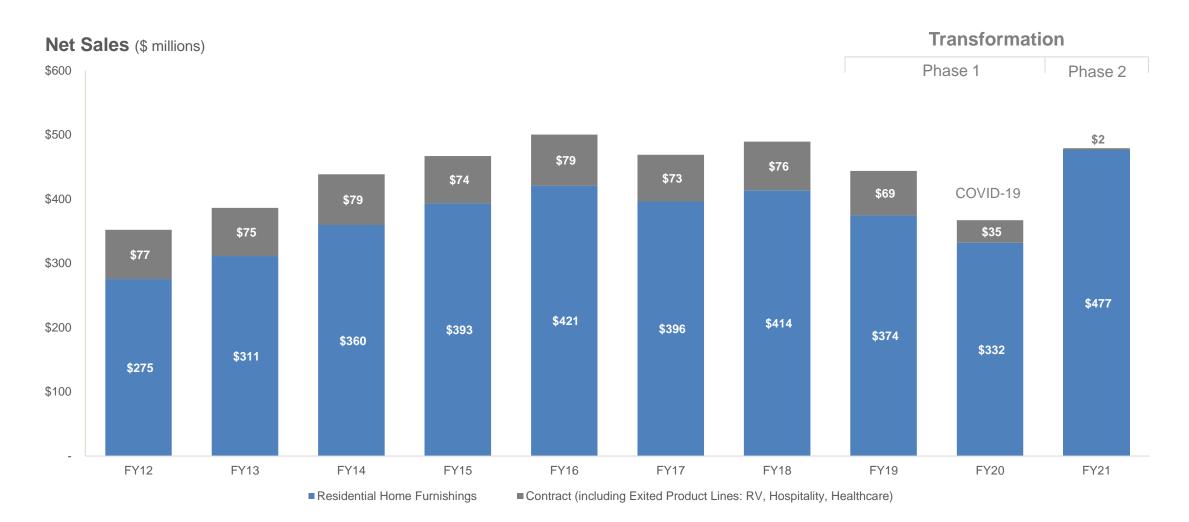
- Best overall value proposition
  - Product
  - Customer experience

#### Expand addressable market

- New consumer segments
- New price points
- New brands
- New product categories
- New styles
- New distribution points

#### HISTORICAL PERFORMANCE

# Achieved record residential home furnishings sales of \$477M in FY21





### Achieved record Non-GAAP EPS of \$2.99 in FY21





# We exist...

to create better living spaces that improve lives

# We care...

about our employees, customers, partners and society

# We strive...

to be a sustainable, industry leader in home furnishings

# We aspire...

to profitably grow to +\$1B in sales within 5 years

# We are committed...

to accelerating our sustainability, social responsibility and governance initiatives

# Improving Everyday Lifestyles

Exceptional quality answers to a higher purpose—to make a difference in the lives of the people who encounter it and to ensure minimal impact on the planet. In a time of knockoffs and throwaways, Flexsteel guarantees a lifetime of comfort and lasting beauty because we believe peace of mind improves everyday lifestyles.

## Comfort That's Always On The Cutting-Edge.

For over a century, we've dedicated ourselves to the relentless pursuit of ultimate comfort. Innovations like our Blue Steel Spring have become the industry benchmark for comfort and performance.



### Customer Experiences That Exceed Expectation.

From the way we meticulously craft each piece of furniture to the thoughtful service we deliver, we are driven to providing our customers with an infinitely better experience from end-to-end.



### Choice In What Matters Most To You.

Whether your preference is to quickly get the style you love in select fabrics and finishes or wait a little longer for a completely customized look, we can accommodate what matters most.







# Investment Thesis

Compelling industry outlook

# 2

5

Significant market expansion and share growth opportunity

**3** Experienced management team

Financial strength

Attractive valuation

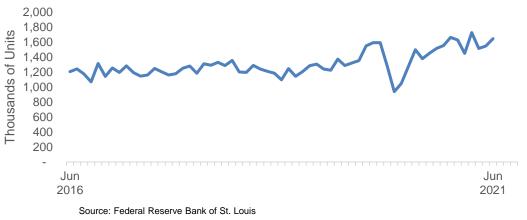


### Favorable economic conditions support industry expansion



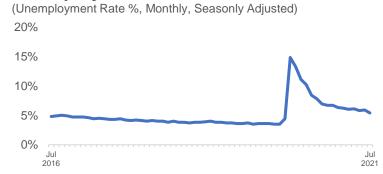
#### Housing Starts

(New Privately-Owned Housing Units)



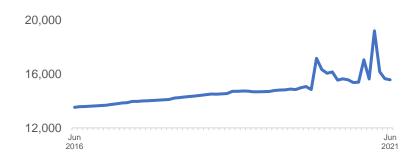
\*Source: Wells Fargo Securities Forecast as of August 16, 2021

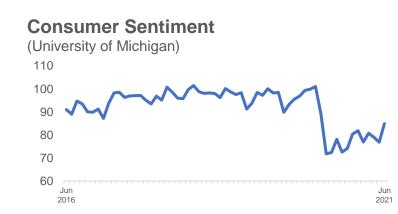
#### **Unemployement Rate**



**Real Disposable Personal Income** 

(Billions of Chained 2012 Dollars, Monthly, Seasonally Adjusted Annual Rate)





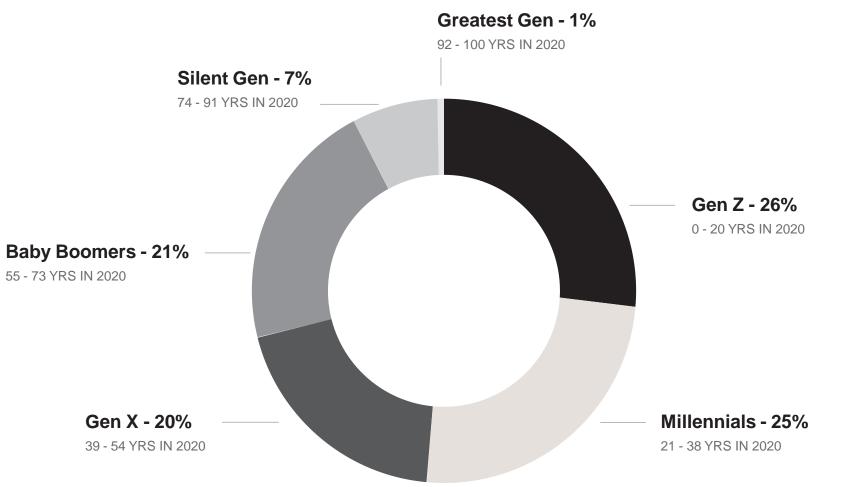
Source: Federal Reserve Bank of St. Louis

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# **Total US Population by Generation in 2020**

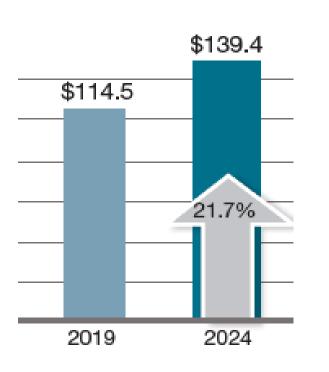
SHARE OF TOTAL POPULATION



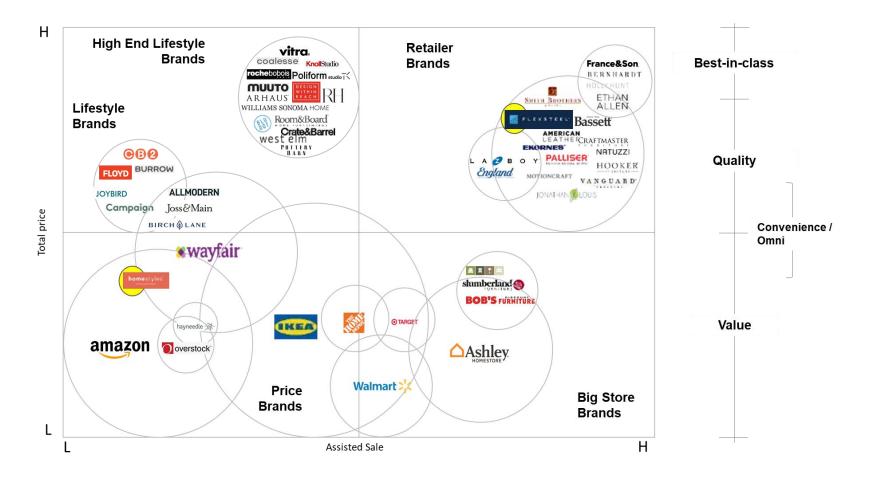


# Gaining share in a large, highly fragmented industry

**Industry Forecast** 



Source: Strategic Insights, 2019 Furniture Today Study and US Dept. of Commerce Industry Landscape by Price Position





# Significant growth opportunity through expansion of addressable market

CURRENT ADDRESSABLE MARKET = FLEXSTEEL MARKET SHARE = 1.7	FUTURE ADDRESSABLE MARKET = \$58.8B FLEXSTEEL MARKET SHARE = ?				
EXPA	NEW MARKETS				
Soft Goods	Case Goods Change in Future	Categories			
<u>Change in</u> <u>Future</u> <u>Addressable %</u> <u>Addressable \$</u>	<u>Change in</u> <u>Future</u> <u>Addressable %</u> <u>Addressable</u>	<u>9 \$</u>			
Stationary 25% to 65% \$13.7B	Bedroom 40% to 65% \$13.0B	Mattress (estimated \$5.3B)			
Motion 35% to 50% \$ 2.8B	Dining Room 30% to 50% \$ 6.6B	Gaming (estimated \$2.0B)			
Recliners 35% to 60% \$ 3.2B	Home Office 20% to 40% \$ 2.2B	Accessories (estimated \$1.1B)			
	Occasional 40% to 60% \$ 3.6B	Kitchen/Storage (estimated \$1.2B)			
	Outdoor 20% to 60% \$ 4.2B				



Accountable and progressive management team

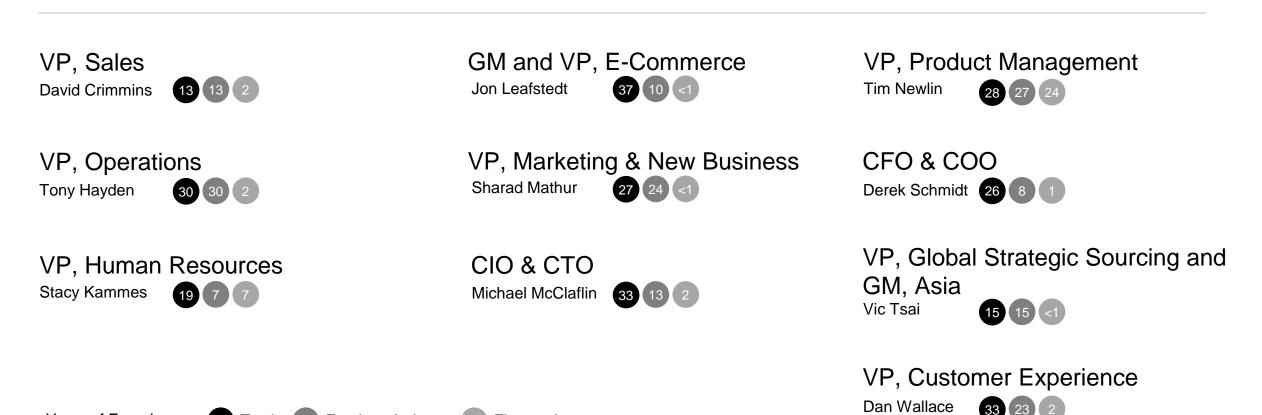


Years of Experience:

Furniture Industry

Total

Flexsteel





# **Balance Sheet**

Strong and Flexible

	<u>Q4 FY21</u>
Cash	\$1.3M
Debt Borrowings	\$3.5M
Revolver Available	\$21.5M
Debt Capacity (at 3x EBITDA)	\$100M

# **Capital Allocation**

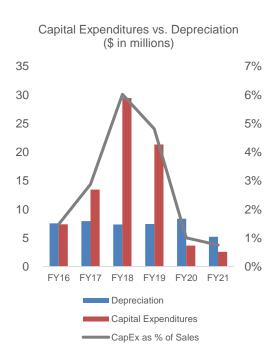
Disciplined

Ranked Priorities:

- 1. Reinvestment for Growth
- 2. Acquisitions
- 3. Dividends
- 4. Opportunistic Share Repurchases

## **Business Model**

# Low Fixed Capital Requirements



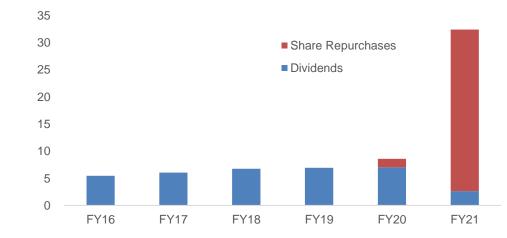
#### FINANCIAL STRENGTH

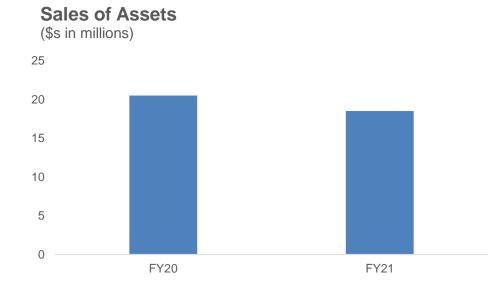
Committed to investing capital only when returns clearly exceed cost of capital, otherwise will return capital to shareholders responsibly

# Low performing assets sold

# **Return of capital to shareholders**







#### ATTRACTIVE VALUATION

Compelling P/E relative to growth projections; Trading at a discount relative to industry peers

**Attractive P/E multiple** 

Recent Share Price (8/20/21): \$36.41

FY21 Non-GAAP EPS<sup>(1)</sup>: \$2.99

Trailing 12 Month (FY21) P/E: 12.2



# **Compelling valuation relative to peers**



Growth **Strategies** 

#### STRATEGIC GROWTH DISCIPLINES

# 1 Maintain disciplined focus on <u>large</u>, <u>growing segments</u> within the furniture market

# 2 Go-to-market through powerful individualized brands

- Each tailored to the needs of specific consumer segments
- Each with unique customer value propositions

# **3** Develop a sustainable and defensible <u>competitive advantage</u> transcending brands through

- A deep <u>understanding of our consumers and distribution customers</u>
- A relentless commitment to creating an exceptional customer experience

# 4 Protect and grow Core while aggressively pivoting to new sources of future growth

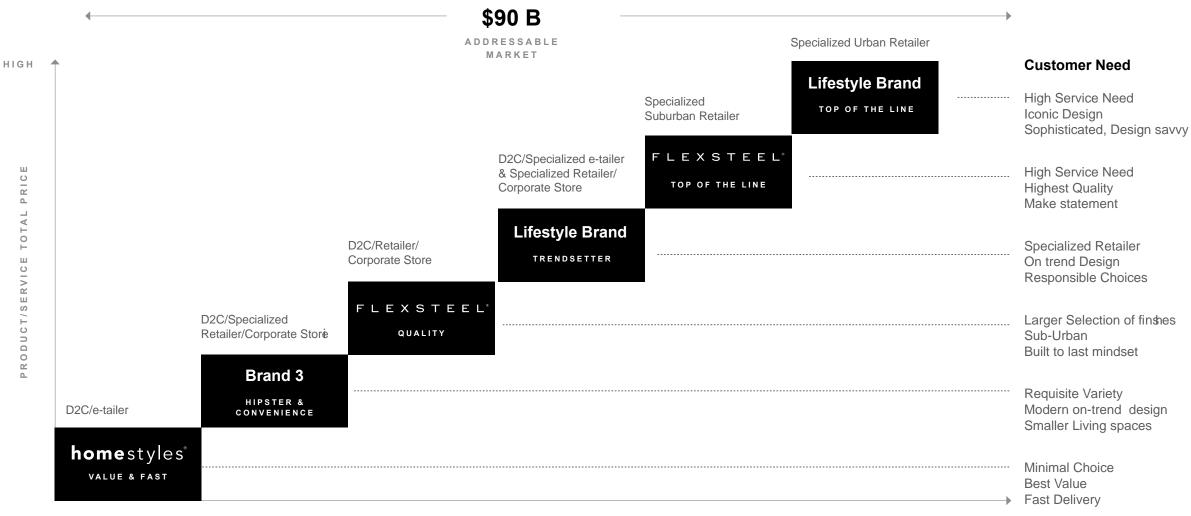
- Omni-channel distribution, e-commerce, big box retail
- New product categories, lower price points, urban/modern styles, technology-embedded solutions

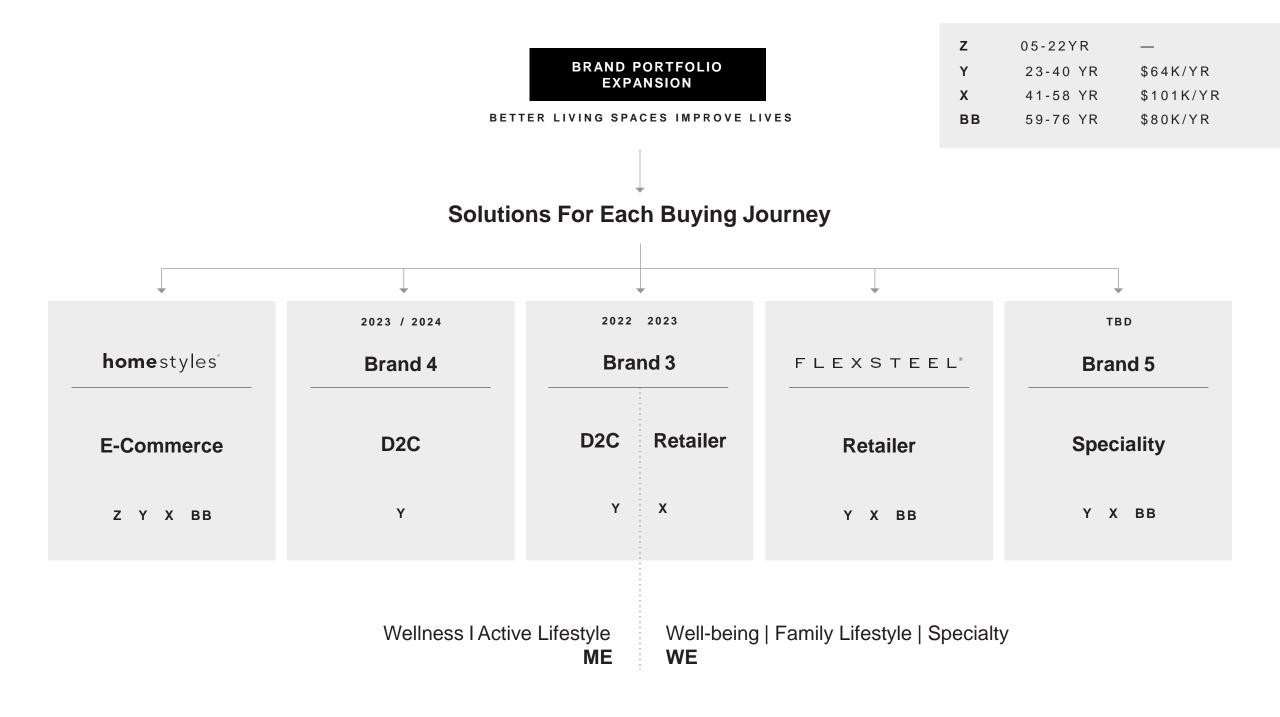
# 5 Build scalable, leverageable strategic capabilities

- Supply chain agility and resilience
- Digital prowess
- Business systems and processes
- Great talent; energized, winning culture

#### MARKET SEGMENT EXPANSION

#### BRAND ARCHITECTURE - CUSTOMER (STYLE) PERCEPTION MAP





#### PRODUCT CATEGORY EXPANSION

# Core



Living - Motion

Living - Stationary





Bedroom



# Expansion



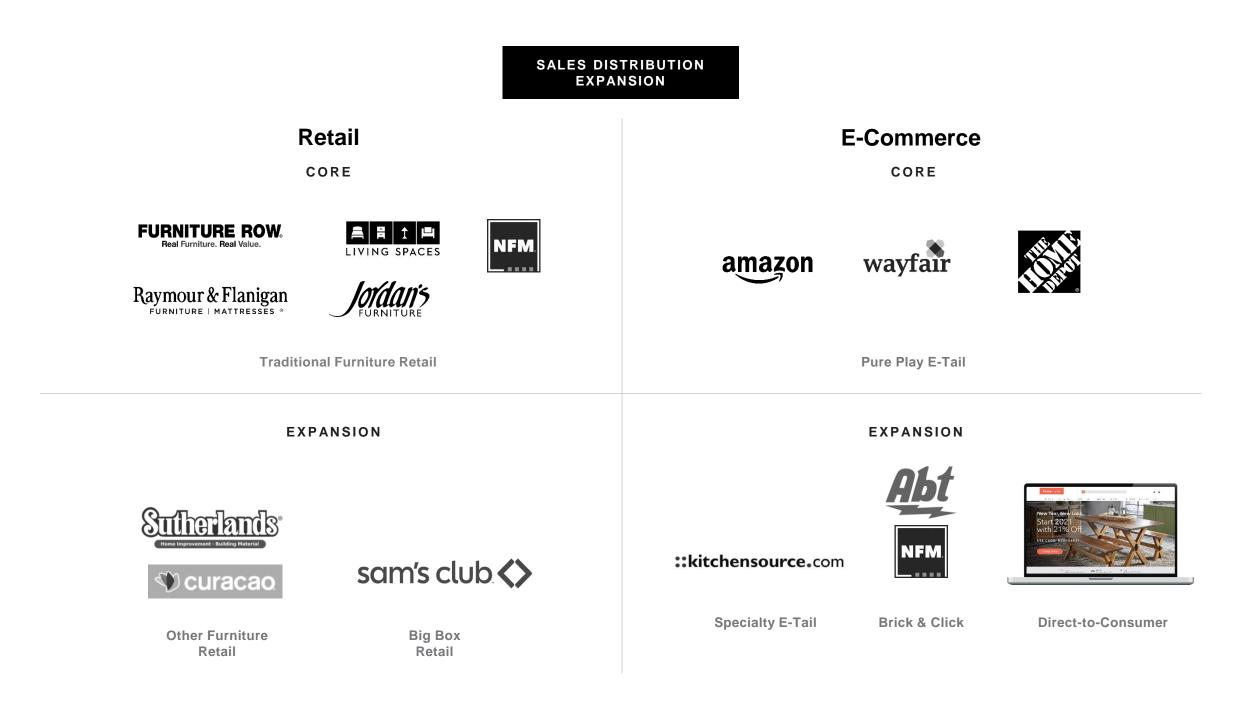


Outdoor

Gaming



Accessories





# Operating from a position of strength



FLEXSTEEL®

**home**styles<sup>®</sup>

Growing, relevant product assortment with compelling value propositions



Strong national and omni-channel distribution



Efficient operating model with diverse supply chain capabilities



Rapidly growing digital capabilities



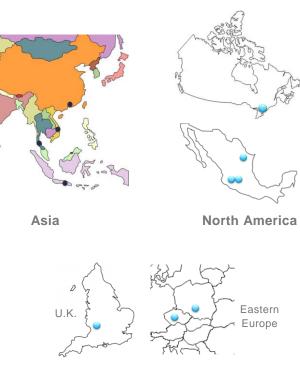
Strong financial position and cash flow generation ability

# KEY GROWTH

# Resilient and agile supply chain

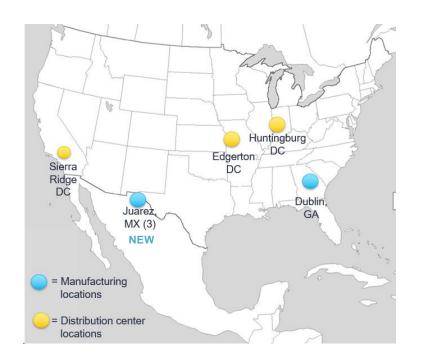
# **Global Sourcing**

Expanding our network of strong global suppliers, diversifying country exposure



Manufacturing & Warehousing

Investing to support growth



# Transportation

Partnering with highly capable, global transportation partners



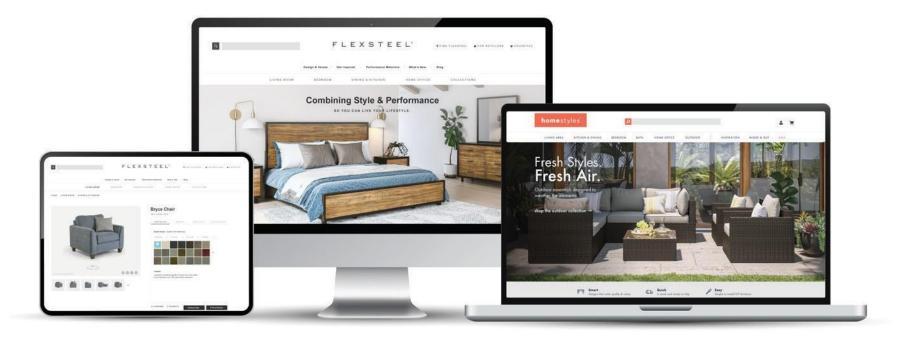
GES



Europe



Customer-focused, digitally-enabled business model



#### OBJECTIVES:

#### **1** Customer Insights

Leveraging deep understanding of customer journeys to create unique and valued customer experiences

#### 2 Digital Platforms & Content

Building powerful digital engagement and seamless interactions with customers

#### 3 Analytics

.

Leveraging big data to quickly address changing market dynamics and customer needs

#### KEY GROWTH INVESTMENTS

# Committed to advancing ESG initiatives

# **Our Values**



# **Our Environment**

Good Steward of Nature



- Climate Change / Energy
  Management
- Natural Resources
- Waste and Recycling
- Environmental Opportunities



# **Our Society**

Healthy Relationship Management



- Human Capital Wellbeing, Safety
  and Development
- Diversity, Equity & Inclusion
- Community Engagement

# **Our Governance**

Strong Ethics, Culture & Leadership

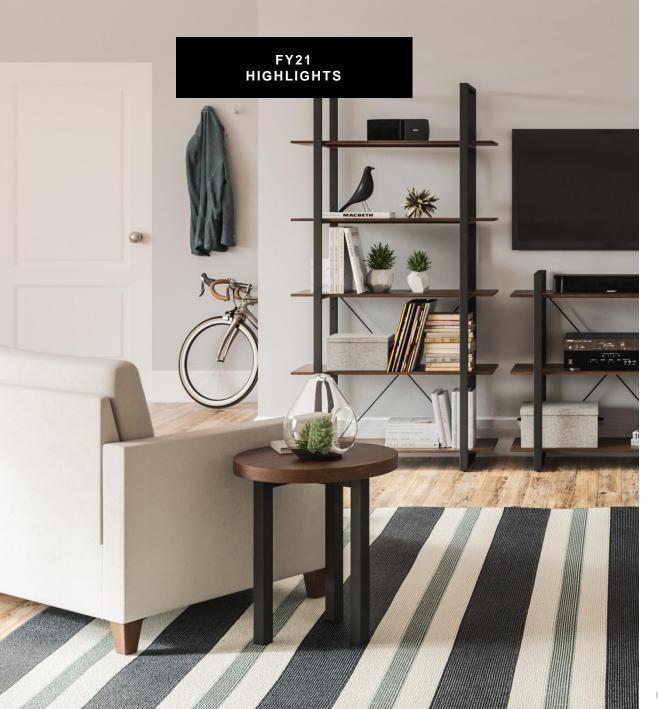


- Ethical Practices & Compliance
- Board Structure & Diversity
- Executive Compensation
- Shareholder Rights









#### **TRANSFORMATION WORKING**

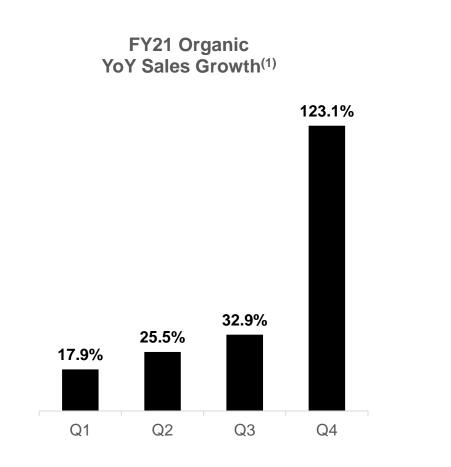
#### GROWING, PROFITABLE, FINANCIALLY STRONG AND GAINING SHARE

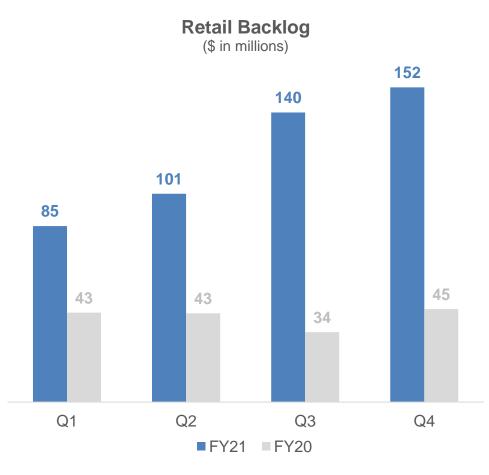
#### FY21 HIGHLIGHTS

- Organic sales growth **+43%**: Retail +51%, E-Com +10%
- Retail order growth: +85%
- Retail backlog: **\$152M** (historical high)
- Profit improvement:
  - Record Non-GAAP EPS \$2.99 vs. Prior Year of -\$0.72<sup>(1)</sup>
- Investing for long-term growth
  - Talent
  - Inventory
  - Product development
  - Digital / e-Com capabilities including content
  - Supply chain development

#### FY21 SALES HIGHLIGHTS

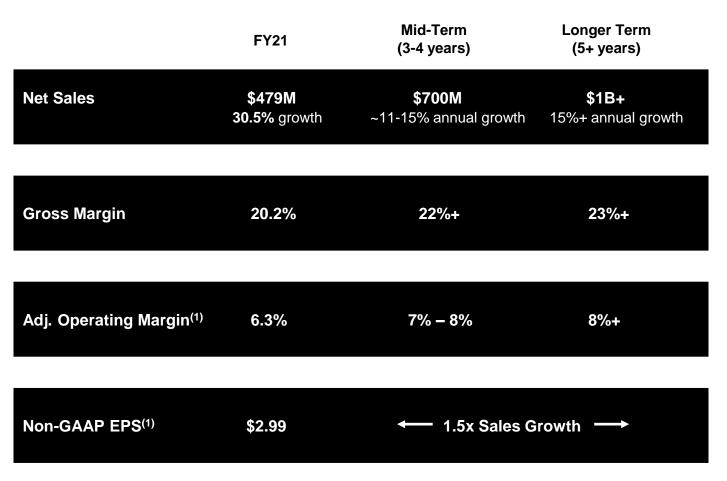
# Strong sales momentum – Gaining share – Backlog Building







#### FOCUSED ON DRIVING LONG-TERM BREAKTHROUGH PERFORMANCE



#### FINANCIAL OBJECTIVES

## Sources of gross margin expansion

#### Sales Growth / Fixed Cost Leverage

- Improved customer experience, inventory position & lead-times
- New distribution & new product

#### New Products (higher margin)

#### Customer & Product Profitability

- Improved account programs
- Mix management
- Sales promotion efficiency

#### Sourcing

- Transition to lower cost supply base
- Supplier performance management

#### Manufacturing

- Stabilize labor force
- Production floor automation
- Continuous improvement

#### **Platforming / Alternative Materials**

#### Quality

- Supplier performance management
- Product design simplification
- Continuous improvement

#### Transportation Management

- Best-in-class transportation partners
- Load and route planning optimization



23%+

### Future State

**FY21** 

20.2%

# Thank You

91-1 -

Di riching

FLEXSTEEL **home**styles



# Appendix

The Company is providing information regarding adjusted net sales, adjusted net income and adjusted diluted earnings per share of common stock, which are not recognized terms under U.S. Generally Accepted Accounting Principles ("GAAP") and do not purport to be alternatives to net sales, net income or diluted earnings per share of common stock as a measure of operating performance. A reconciliation of adjusted net sales, adjusted net income and adjusted diluted earnings per share of common stock is provided in the subsequent slides. Management believes the use of these non-GAAP financial measures provide investors useful information to analyze and compare performance across periods excluding the items which are considered by management to be extraordinary or one-time in nature. Because not all companies use identical calculations, these presentations may not be comparable to other similarly titled measures of other companies.

### FY21 reconciliation of GAAP net sales to non-GAAP adjusted net sales

#### FIRST QUARTER

FIRST QUARTER		Three Mo	nths E	nded			
		Septer	nber 3				
(in thousands)	2020		2019		5	6 change	% change
Reported GAAP Net sales	\$	105,239	\$	100,348	\$	4,891	4.9%
Less: discontinued product lines <sup>(1)</sup>				11,100		(11,100)	-100.0%
Non-GAAP Net sales	\$	105,239	\$	89,248	\$	15,991	17.9%

<sup>(1)</sup>Represents the exit of the Company's Vehicle Seating and Hospitality product lines.

#### FOURTH QUARTER

Three M	lonths					
Jı	ine 30					
 2021	2020			\$ change	% change	
\$ 136,172	\$	64,808	\$	71,364	110.1%	
_		3,776		(3,776)	-100.0%	
\$ 136,172	\$	61,033	\$	75,140	123.1%	
\$ \$	<b>Ju</b> <b>2021</b> \$ 136,172	June 30 2021 \$ 136,172 	\$ 136,172	June 30,           2021         2020           \$ 136,172         \$ 64,808         \$	June 30,           2021         2020         \$ change           \$ 136,172         \$ 64,808         \$ 71,364            3,776         (3,776)	

<sup>(1)</sup>Represents the exit of the Company's Vehicle Seating and Hospitality product lines.

#### SECOND QUARTER

SECOND QUARTER	Three Mo	nths E	nded			
	Decen	ıber 31	,			
(in thousands)	2020		2019		\$ change	% change
Reported GAAP Net sales	\$ 119,106	\$	102,949	\$	16,157	15.7%
Less: discontinued product lines <sup>(1)</sup>	 _		8,025		(8,025)	-100.0%
Non-GAAP Net sales	\$ 119,106	\$	94,924	\$	24,182	25.5%

<sup>(1)</sup>Represents the exit of the Company's Vehicle Seating and Hospitality product lines.

#### FULL YEAR FY21

-		Twelve N	Ionths	Ended				
		Ju	ine 30,	1				
(in thousands)	2021		2020		\$ change		% change	
Reported GAAP Net sales	\$	478,925	\$	366,926	\$	111,999	30.5%	
Less: discontinued product lines <sup>(1)</sup>		_		32,641		(32,641)	-100.0%	
Non-GAAP Net sales	\$	478,925	\$	334,285	\$	144,640	43.3%	

(1)Represents the exit of the Company's Vehicle Seating and Hospitality product lines.

### THIRD QUARTER

I HIRD QUARTER		Three Mon					
		Marc	h 31,				
(in thousands)	2021		2020		\$ change		% change
Reported GAAP Net sales	\$	118,408	\$	98,821	\$	19,587	19.8%
Less: discontinued product lines <sup>(1)</sup>		_		9,740		(9,740)	-100.0%
Non-GAAP Net sales	\$	118,408	\$	89,081	\$	29,327	32.9%

<sup>(1)</sup>Represents the exit of the Company's Vehicle Seating and Hospitality product lines.

# FY21 reconciliation of GAAP net income (loss) to non-GAAP adjusted net income (loss):

	Twelve Months Ended June 30,				
		$\mathbf{J}_{1}$	ıne 3	0,	
( <u>in</u> thousands)		2021		2020	
Reported GAAP Net income (loss)	\$	23,048	\$	(26,844)	
Restructuring expense		3,422		34,222	
Bad debt expense		1,314		3,535	
Inventory impairment related to restructuring		45		3,241	
Litigation settlement costs		12		—	
CFO transition costs		—		647	
Right-of-use asset impairment (leases)				2,878	
(Gain) loss on disposal of assets		(5,881)		(19,216)	
Tax impact of <u>adjustments(1)</u>		291		(5,183)	
Tax rate change on net operating loss carryback					
related to CARES Act				(5,831)	
Remeasurement of deferred tax assets and valuation					
allowance		97		6,782	
Non-GAAP Net income (loss)	\$	22,348	\$	(5,769)	

# FY21 reconciliation of GAAP operating income (loss) to non-GAAP adjusted operating income (loss):

	Twelve Months Ended							
	June 30,							
( <u>in</u> thousands)		2021	2020					
Reported GAAP Operating income (loss)	\$	31,200	(34,395)					
Restructuring expense		3,422	34,222					
Bad debt expense		1,314	3,535					
Inventory impairment related to restructuring		45	3,241					
Litigation settlement costs		12						
CFO transition costs			647					
Right-of-use asset impairment (leases)			2,878					
(Gain) loss on disposal of assets		(5,881)	(19,216)					
Non-GAAP Operating income (loss)	\$	30,112 \$	(9,088)					

# FY21 reconciliation of GAAP earnings (loss) per share of common stock to non-GAAP adjusted earnings (loss) per share of common stock:

		Twelve Mo Jun	nths I e 30,	Ended
Restructuring expense Bad debt expense Inventory impairment related to restructuring Litigation settlement costs CFO transition costs Right-of-use asset impairments (leases) (Gain) loss on disposal of assets		2021		2020
Reported GAAP Diluted income (loss) per share	\$	3.09	\$	(3.37)
Restructuring expense		0.46		4.30
Bad debt expense		0.18		0.44
Inventory impairment related to restructuring		0.01		0.41
Litigation settlement costs		0.00		
CFO transition costs				0.08
Right-of-use asset impairments (leases)				0.36
(Gain) loss on disposal of assets		(0.79)		(2.42)
Tax impact of <u>adjustments</u> <sup>(1)</sup>		0.04		(0.65)
Tax rate change on net operating loss carryback related				
to CARES Act				(0.73)
Remeasurement of deferred tax assets and valuation				
allowance		0.01		0.85
Non-GAAP Diluted earnings (loss) per shares	\$	2.99	\$	(0.72)

Note: Table above may not foot due to rounding.

<sup>(1)</sup> Effective tax rate of 26.8% and 20.5% used to calculate the twelve months ended June 30, 2021 and June 30, 2020, respectively



### 10-year historical reconciliation of GAAP net income (loss) to non-GAAP adjusted net income (loss):

The following table sets forth the reconciliation of the Company's reported GAAP net income (loss) to the calculation of non-GAAP adjusted net income (loss) for historical fiscal years ended June 30.

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
(\$ in thousands)	Twelve Months Ended 6/30/12	Twelve Months Ended 6/30/13	Twelve Months Ended 6/30/14	Twelve Months Ended 6/30/15	Twelve Months Ended 6/30/16	Twelve Months Ended 6/30/17	Twelve Months Ended 6/30/18	Twelve Months Ended 6/30/19	Twelve Months Ended 6/30/20	Twelve Months Ended 6/30/21
Reported GAAP net income (loss)	\$ 13,068	\$ 13,151	\$ 14,990	\$ 22,299	\$ 24,237	\$ 23,786	\$ 17,666	\$ (32,605)	\$ (26,844)	\$ 23,048
Restructuring expense	-	-	-	-	-	-	-	10,048	34,222	3,422
ERP impairment	-	-	-	-	-	-	-	21,273	-	-
Bad debt expense	-	-	-	-	-	-	-	-	3,535	1,314
Executive transition costs	-	1,270	-	-	-	-	-	-	-	-
CEO transition costs	-	-	-	-	-	-	-	2,055	-	-
CFO transition costs	-	-	-	-	-	-	-	-	647	-
Inventory impairment related to restructuring	-	-	-	-	-	-	-	7,653	3,241	45
Right-of-use asset impairment (leases)	-	-	-	-	-	-	-	-	2,878	-
Defined benefit plan termination	-	-	-	-	-	-	-	2,455	-	-
Environmental remediation	-	-	-	-	-	-	3,600	-	-	-
Gain on sale of life insurance policies	-	-	-	(745)	(346)	-	-	-	-	-
(Gain) loss on disposal of assets	-	-	-	-	-	-	(1,835)	-	(19,216)	(5,881)
Litigation settlement costs	-	-	6,250	(250)	(2,280)	(1,175)	-	475	-	12
Tax impact of adjustments	-	(470)	(2,314)	371	948	431	(524)	(10,320)	(5,183)	291
Tax rate change on net operating loss carryback related to CARES Act	-	-	-	-	-	-	-	-	(5,831)	-
Remeasurement of deferred tax assets and valuation allowance		-	-	-	-	-	-	-	6,782	97
Non-GAAP net income (loss)	\$ 13,068	\$ 13,951	\$ 18,926	\$ 21,675	\$ 22,559	\$ 23,042	\$ 18,907	\$ 1,034	\$ (5,769)	\$ 22,348
<sup>(1)</sup> Effective tax rate per year:	36.8%	37.0%	37.0%	37.3%	36.1%	36.7%	29.7%	23.5%	20.5%	26.8%



## 10-year historical reconciliation of GAAP earnings (loss) per share of common stock to non-GAAP adjusted earnings (loss) per share of common stock:

The following table sets forth the reconciliation of the Company's reported GAAP earnings (loss) per share to the calculation of non-GAAP adjusted earnings (loss) per share for historical fiscal years ended June 30.

	FY12		FY13		FY14		FY15		FY16		FY17		FY18		FY19		FY20	FY21	
	Twelve M Ended 6/		Twelve M Ended 6		Twelve M Ended 6/		Twelve M Ended 6/			e Months 16/30/16	Twelve Ended			ve Months ed 6/30/18	Twelve Mont Ended 6/30/2		Twelve Months Ended 6/30/20	Twelve M Ended 6/	
Reported GAAP diluted income (loss) per share	<b>\$</b>	1.86	\$	1.80	\$	2.00	\$ 2	2.89	\$	3.12	\$	3.02	\$	2.23	\$ (4.	13) \$	6 (3.37)	\$	3.09
Restructuring expense		-		-		-		-		-		-		-	1.	27	4.30		0.46
ERP impairment		-		-		-		-		-		-		-	2.	70	-		-
Bad debt expense		-		-		-		-		-		-		-		-	0.44		0.18
Executive transition costs		-		0.17		-		-		-		-		-		-	-		-
CEO transition costs		-		-		-		-		-		-		-	0.	26	-		-
CFO transition costs		-		-		-		-		-		-		-		-	0.08		-
Inventory impairment related to restructuring		-		-		-		-		-		-		-	0.	97	0.41		0.01
Right-of-use asset impairment (leases)		-		-		-		-		-		-		-		-	0.36		-
Defined benefit plan termination		-		-		-		-		-		-		-	0.	31	-		-
Environmental remediation		-		-		-		-		-		-		0.45		-	-		-
Gain on sale of life insurance policies		-		-		-	(	0.10)		(0.04)		-		-		-	-		-
(Gain) loss on disposal of assets		-		-		-		-		-		-		(0.23)		-	(2.42)	(	(0.79)
Litigation settlement costs		-		-	(	0.83	(	0.03)		(0.29)		(0.15)		-	0.	06	-		0.00
Tax impact of adjustments <sup>10</sup>		-	(	0.06)	(	0.31)		0.05		0.12		0.05		(0.07)	(1.	31)	(0.65)		0.04
Tax rate change on net operating loss carryback related to CARES Act		-		-		-		-		-		-		-		-	(0.73)		-
Remeasurement of deferred tax assets and valuation allowance		-		-		-		-		-		-		-		-	0.85		0.01
Non-GAAP diluted income (loss) per share	\$	1.86	\$	1.90	<b>\$</b>	2.52	<b>\$</b>	2.81	\$	2.91	\$	2.92	\$	2.39	\$ 0.	13 \$	6 (0.72)	\$	2.99
<sup>(1)</sup> Effective tax rate per year:		36.8%		37.0%		37.0%		37.3%		36.1%		36.7%		29.7%	23	8.5%	20.5%		26.8%