


VALUES IN ACTION

MANNINGTON MILLS®

ENVIRONMENTAL AND SOCIAL RESPONSIBILITY REPORT 2024



ABOUT THIS REPORT

This annual report provides information on the 2024 initiatives of Mannington Mills, Inc., including the Mannington Residential, Mannington Commercial, Burke and Phenix brands, as well as our U.K.-based Amtico business. Some information also is included from late 2023 and early 2025. Throughout this report, "Mannington Mills" refers to the entire "Mannington Mills, Inc." enterprise. Additional information on Amtico is available at www.amtico.com.

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Our Environmental & Social Responsibility Strategy

We are often asked what the secret is to being a successful 5th generation family-owned business. Few companies, public or private, that were founded in 1915 are in operation today. We firmly believe that it all harkens back to the values that have guided our company for generations.

Care
Do the Right Thing
Control Our Own Destiny
Work Hard / Play Hard

These values guide all our decisions, including our approach to environmental and social responsibility outlined in this report that are informed by the:

- United Nations Global Compact (UNGC) to which we are a signatory.
- United Nations Sustainable Development Goals (SDG) to which our work contributes.
- Global Reporting Initiative (GRI) Standards best practices for sustainability reporting.

WE SUPPORT

UN GLOBAL COMPACT

Human Rights

PRINCIPLE 1:
Support and respect the protection of internationally proclaimed human rights.

PRINCIPLE 2:
Do not be complicit in human rights abuses.

Labor

PRINCIPLE 3:
Uphold the freedom of association and the effective recognition of the right to collective bargaining.

PRINCIPLE 4:
Eliminate all forms of forced or compulsory labor.

PRINCIPLE 5:
Effectively abolish child labor.

PRINCIPLE 6:
Eliminate discrimination in respect to employment and occupation.

Environment

PRINCIPLE 7:
Support a precautionary approach to environmental challenges.

PRINCIPLE 8:
Undertake initiatives to promote greater environmental responsibility.

PRINCIPLE 9:
Encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

PRINCIPLE 10:
Work against corruption in all its forms, including extortion and bribery.

SUSTAINABLE DEVELOPMENT GOALS



MANNINGTON MILLS, INC.

CHAIRMAN OF THE BOARD MESSAGE



Welcome to the Mannington Family!

These are the same words I share when I call every new associate within their first weeks at Mannington Mills. It's one of my favorite traditions – welcoming them to a company that values their ideas, their energy and their contributions. I also emphasize that Mannington Mills has incredible momentum, and each new team member plays a role in keeping it going.

Our annual *Values in Action* report is a little like that call. It's our opportunity to share our progress with you – our stakeholders – and to reaffirm our commitment to doing business the right way: with integrity, responsibility and a focus on continuous improvement.

In 2024, we honed our focus on the future. We developed a three-year strategic plan centered on continuous improvement, stability, simplification and the customer experience. As the world around us evolves faster than ever, we're building a business that remains adaptable – with the ability to pivot, seize new opportunities and continue growing while staying true to our values.

Last year, I spoke about balancing our family culture with high performance. In 2024, we saw this come to life in ways that truly inspired me. One example is our new partnership with Feeding America®. Across our organization, associates embraced the opportunity to give back, meeting our corporate fundraising goal and participating in 15 volunteer events in nine states. A personal highlight was seeing Mannington Mills associates, Campbell family members and our Board of Directors roll up their sleeves to spend a day serving our neighbors at the Food Bank of South Jersey – a reminder that business success and community impact go hand in hand.

Throughout this report, you'll find many more examples of how our commitment to environmental and social responsibility is making a tangible difference – from delivering better products and enhancing customer service to reducing waste, using cleaner energy and deepening our community engagement.

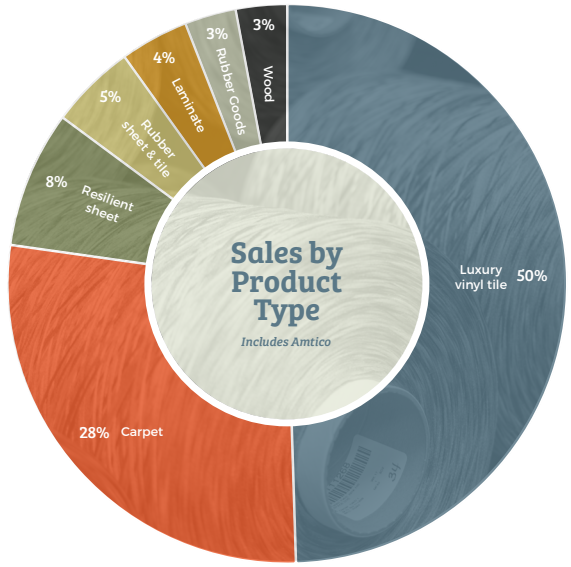
I'm proud to share our third *Values in Action* report with you. Thank you for being part of this journey with us.

Zack

Zack Zehner
Executive Chairman of the Board

Every day, Mannington Mills strives to fulfill our mission to be the best people to do business with in the flooring industry.

We are a 5th-generation, family-owned company making carpet and hard-surface flooring in communities across the U.S. and U.K. Headquartered in Salem, New Jersey, Mannington Mills is deeply committed to domestic manufacturing and offers residential and commercial carpet, sheet vinyl, luxury vinyl, laminate and hardwood floors, as well as carpet yarns and commercial rubber sheet and tile under the Mannington Residential, Mannington Commercial, Burke and Phenix brands. Our Amtico business offers a wide range of residential and commercial flooring options across the U.K. and Europe from its headquarters in Coventry, England.



5 GENERATIONS
FAMILY-OWNED
CARPET & HARD SURFACE
FLOORING

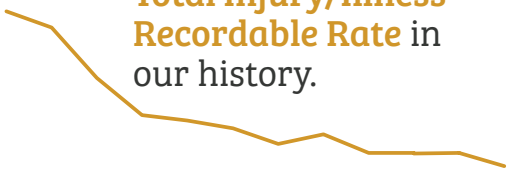
2024 Highlights

Completed a **double materiality assessment** to identify priority areas.

Mannington Commercial **offset 136,709 metric tonnes of CO_2e, the equivalent of taking 31,888 cars off the road for one year.**

1,000 Hours Volunteered
$150,000 Raised
1,500,000 meals for Feeding America®
by associates, board and Campbell family members.

6,765 HOURS
U.S. associates spent on professional development.



Reported the **lowest Total Injury/Illness Recordable Rate** in our history.

Recognized high school artists by hosting Art is Cool at our Salem, New Jersey, headquarters for the 22nd year.

Launched the **Managed Substance List** to advance transparency and sustainable practices.

DIVERTED
49%
of global waste from landfill or incineration.

Diverted 99.8% of construction waste from landfill by demolishing an old warehouse on our property.

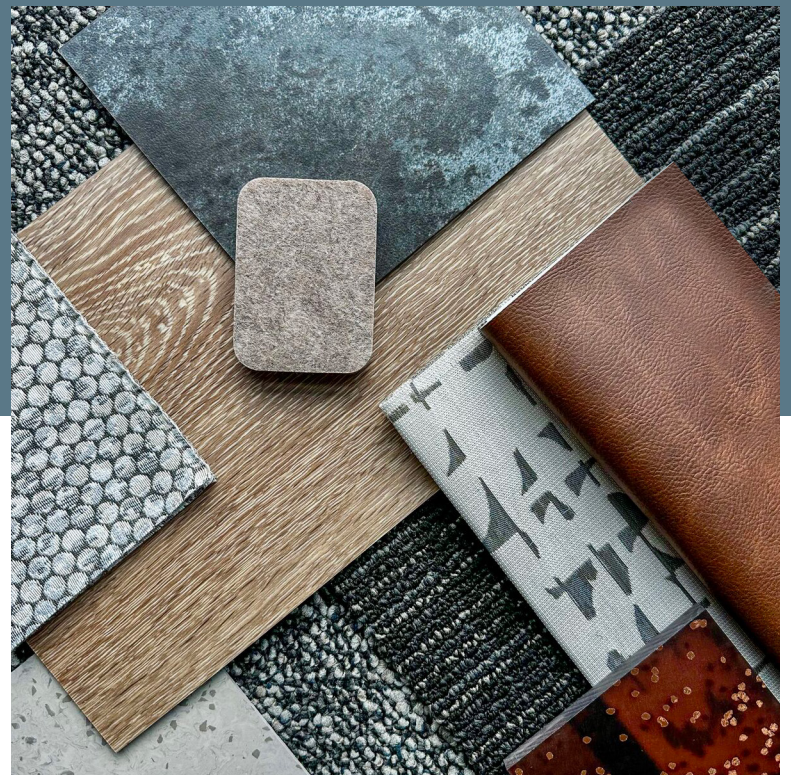
Introduced **Leading a Mentally Healthy Workplace** training for our top 100 leaders.

Expanded Amtico **dementia-friendly flooring by** 39 DESIGNS

Open roles filled from **within Mannington Mills, Inc.**

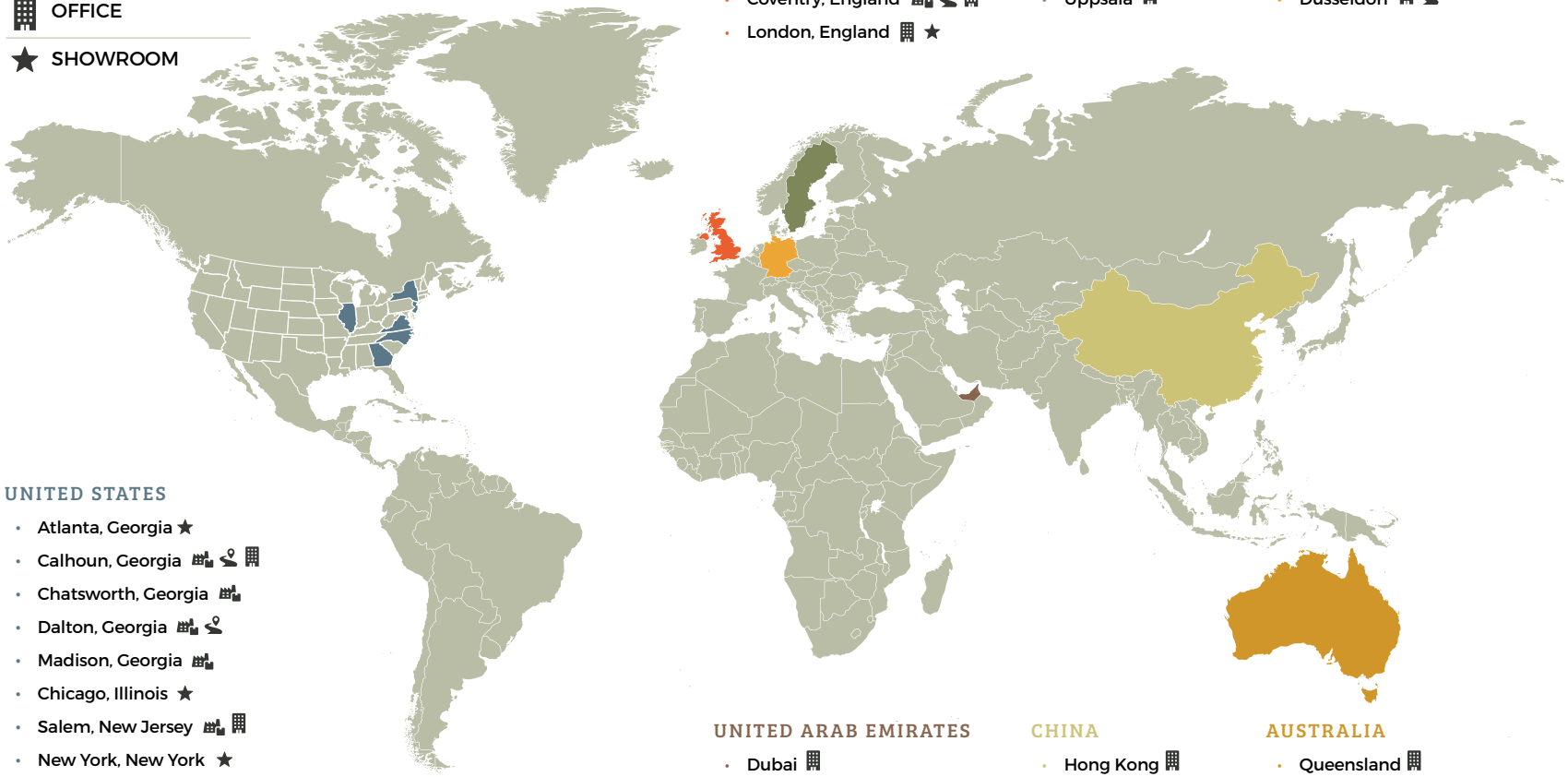
26% in the U.S. | **37%** in the U.K.

2024 OVERVIEW



ABOUT
MANNINGTON MILLS, INC.

MANUFACTURING
DISTRIBUTION
OFFICE
SHOWROOM



UNITED KINGDOM
- Coventry, England
- London, England

SWEDEN
- Uppsala

GERMANY
- Düsseldorf

UNITED STATES
- Atlanta, Georgia
- Calhoun, Georgia
- Chatsworth, Georgia
- Dalton, Georgia
- Madison, Georgia
- Chicago, Illinois
- Salem, New Jersey
- New York, New York
- High Point, North Carolina (closed in 2024)
- McAdenville, North Carolina
- McLean, Virginia

UNITED ARAB EMIRATES
- Dubai

CHINA
- Hong Kong

AUSTRALIA
- Queensland

1915 – Today

John Boston Campbell founded Mannington Mills in 1915 in Salem, New Jersey. The company remains privately held and owned by the Campbell family.

Today, we have approximately 2,600 associates, and 99% are employed full-time across our global operations.

2,600
ASSOCIATES

99%
EMPLOYEED FULL-TIME

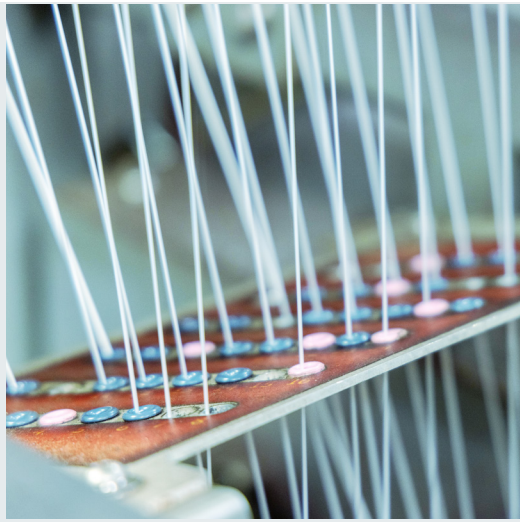
Governance

At Mannington Mills, everyone has a role in delivering on our environmental and social responsibility priorities. These efforts are led by our Vice President of Sustainability who reports to the President of Mannington Commercial with a dotted line reporting relationship to the CEO, who in turn reports to the Executive Chairman of the Board.

The Vice President of Sustainability is a member of the Leadership Team, which is comprised of cross-functional leaders representing manufacturing, operations, functions, business units and divisions. Together, this group leads our environmental and social responsibility framework. Initiatives are regularly discussed with the Executive Chairman and Board of Directors.

The Executive Chairman is selected and evaluated by the Board of Directors. The Board is the final body addressing conflicts of interest and critical concerns. These concerns can be raised to the Board level by management.

Ethics and Compliance



Mannington Mills has upheld a tradition of ethical business conduct for over a century, demonstrating a commitment to sustainability and integrity. That commitment aligns with the principles championed by the United Nations Global Compact (UNGC), to which we became a signatory in September 2023.

Associate Standards of Professional Conduct

Long before signing the UNGC, Mannington Mills associates ascribed our Standards of Professional Conduct, which mandate the highest ethical standards across our operations. These standards convey our expectation that associates act with integrity, thereby safeguarding the company's reputation. They address conflicts of interest, related-party transactions and the protection of confidential information, among other topics. By adhering to these standards, Mannington Mills has consistently operated in a manner that respects the environment and promotes fair and transparent business practices.

Supplier Code of Conduct

Just as we hold our associates to high ethical standards, we also collaborate with businesses that demonstrate progress in advancing these standards. Our recently introduced Supplier Code of Conduct outlines our requirements and expectations regarding legal compliance, responsible sourcing, human rights, the environment, health and safety, business ethics, and the development of a diverse and sustainable supply chain. The Code is informed by the International Bill of Rights, including the Universal Declaration of Human Rights; the International Labour Organization Declaration on Fundamental Principles and Rights at Work; the Organization for Economic Cooperation and Development Guidelines for Multinational Enterprises; the International Covenant on Civil and Political Rights; and the International Covenant on Economic, Social and Cultural Rights. Our Supplier Code of Conduct also reflects our commitment to the UNGC and the United Nations Sustainable Development Goals.

Addressing Concerns

Associates, suppliers or anyone else with concerns about our business practices are encouraged to confidentially reach out to their immediate managers, company leaders or our Chief Human Resource Officer. All complaints, concerns and issues brought forth are confidentially investigated by the leadership team.

Risk Management

Mannington Mills regularly assesses our potential business risks and proactively works across our organization to reduce and/or manage these possible impacts in a wide variety of ways. These include weekly business unit leadership meetings, monthly executive management meetings, quarterly Board of Director meetings, quarterly ISO standards meetings, semiannual business unit reviews, annual product line reviews, 3-5 year strategic plans and regular business updates with our independent auditors.

We continue to assess risks related to our business, structure and operations, plus those related to the industry. For example:

- BUSINESS-RELATED RISKS – unanticipated business disruptions, including but not limited to attracting/retaining top talent, financial management, global supply chain volatility and adverse impacts due to climate change.
- INDUSTRY-RELATED RISKS – including but not limited to changing consumer expectations, economic and/or social instability, transportation disruptions, energy volatility, intense competition and changing retail environments.

To best mitigate and manage risks, we deploy a wide variety of approaches, including conducting a double materiality assessment to consider the environmental and social impact, as well as the financial impact of our operations (see below). We also work to diversify the risk in various aspects of our business by working with multiple strategic suppliers, carefully managing capital expenditures, cash flow and inventory, conducting monthly companywide safety reviews, understanding where we have the greatest environmental impact and opportunities to reduce this impact, and implementing insurance risk findings at each plant location following annual visits. We also regularly engage third-party firms to conduct internal audits of functional areas, including Human Resources, Information Technology, Finance and Operations.

In 2024, Mannington Mills upheld its commitment to cybersecurity excellence by maintaining a flawless record – zero security breaches across our systems and services. This achievement is a testament to our multilayered security approach designed to mitigate risks at every level. We store no protected personally identifiable information (PII) and regularly provide training to ensure that associates are equipped to safeguard our company and customers. By prioritizing prevention, detection and rapid response, we continue to set the benchmark for enterprise security.



ABOUT
MANNINGTON MILLS, INC.

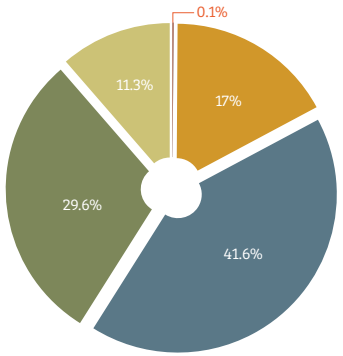
Our Associates

John B. Campbell II ("Johnny"), the 3rd generation of the Campbell family to lead Mannington Mills, understood and passed down his firm belief that people are what makes our business succeed. He felt so strongly about it that there is a quote from him on the wall of our board room that says, "The secret to my success? That's easy – I hire great people."

Fortunately for us, many of these great people – and even some of their family members – have built their entire careers at Mannington Mills and Amtico. On average, our associates have been with Mannington Mills for nine years and Amtico for 10 years; 17% have been with Mannington Mills for 10 years or more and 25% have been with Amtico for the same length of time; 11% have been with Mannington Mills for 25 years or more and 11% with Amtico for 25+ years. Our longest-serving associate has been with Mannington Mills for 55 years and with Amtico for 47 years.

Generation

Silent generation (1928 –1945)	0.1%
Baby Boomers (1946 –1964)	17%
Gen X (1965 –1980)	41.6%
Millennial / Gen Y (1981 –1996)	29.6%
Gen Z (1997 – 2010)	11.3%

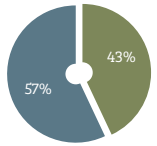


HERE ARE MORE DETAILS ABOUT OUR ASSOCIATES FROM SELF-REPORTED INFORMATION:

Gender

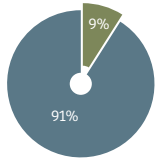
ASSOCIATES BY GENDER

Female	43%
Male	57%
Other	0%



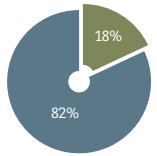
BOARD OF DIRECTORS BY GENDER

Female	9%
Male	91%
Other	0%



LEADERSHIP BY GENDER *(Director and above)*

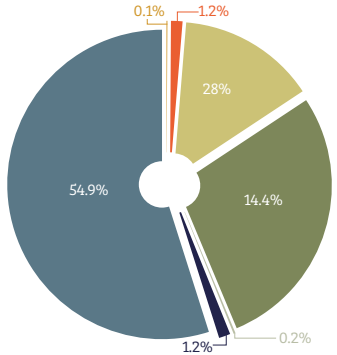
Female	15%
Male	85%
Other	0%



Race

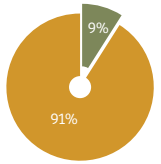
ASSOCIATES BY RACE

American Indian or Alaska Native	0.1%
Asian	1.2%
Black or African American	14.4%
Hispanic or Latino	28%
Native Hawaiian or other Pacific Islander	0.2%
White	54.9%
Two or more races	1.2%
Unknown	0.0%



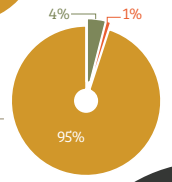
BOARD OF DIRECTORS BY RACE

Asian	9%
White	91%



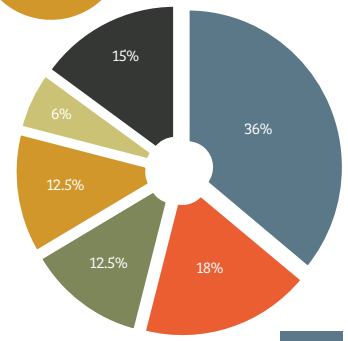
LEADERSHIP BY RACE

Asian	4%
Black or African American	1%
Other	0%
White	95%



LINE LEADERS BY RACE AND GENDER

Black female	6%
Black male	18%
Hispanic female	15%
Hispanic male	12.5%
White female	12.5%
White male	36%



Double Materiality

Mannington Mills embraces the concept of "double materiality," which recognizes that companies should consider the environmental and social impact, as well as the financial impact, of their operations. We've taken several steps to identify our double materiality priority areas, including:

- Completing the comprehensive, enterprise-wide United Nations Global Compact self-assessment and becoming a signatory to the Compact.
- Reviewing where we can have the greatest impact in helping to achieve the 17 United Nations Sustainable Development Goals.
- Surveying 543 internal and external stakeholders to understand how they envision our company addressing 23 environmental, social and governance topics identified internally. These stakeholders included Mannington Mills associates; leaders and members of the Board of Directors; customers and distributors; architects and engineers, as well as flooring specifiers; and others including suppliers, nonprofit organizations and trade associations.[1]

The above inputs were reviewed by our leadership team, who identified the following topics as the most material to our commitment to be an environmentally and socially responsible business, and harmonized with our commitment to the UNGC Principles. Our work in these impact areas is detailed in this report. Amtico discusses its approach to double materiality in its Responsible Foundations Report.

Report Section	Corporate Responsibility / Reputation
Mannington Mills Value	All
Impact Areas	Governance
	Ethics / integrity / compliance
	Financial performance
	Risk management, including human rights
	Business relationships
Aligned UNGC Principals	• Human Rights (1-2) • Labour (3-6) • Environment (7-9) • Anti-Corruption (10)
Aligned SDGs	3 - Good Health & Wellbeing 5 - Gender Equity 8 - Decent Work and Economic Growth 9 - Industry, Innovation & Infrastructure 11 - Sustainable Cities & Communities 17 - Partnerships for the Goals

Report Section	Associate Relations
Mannington Mills Value	Care
Impact Areas	Associate health & safety
	Talent recruitment, retention & belonging
Aligned UNGC Principals	• Human Rights (1-2) • Labour (3&6) • Environment (8)
Aligned SDGs	3 - Good Health & Wellbeing 5 - Gender Equity 8 - Decent Work and Economic Growth

Double Materiality, cont.

Report Section	Environmental Responsibility Toward Climate Change
Mannington Mills Value	Do the Right Thing
Impact Areas	Operational efficiency Increasing energy efficiency Reducing GHG emissions Reducing water withdrawal Reducing waste Promoting circularity / recycling
Aligned UNGC Principals	• Environment (7-9)
Aligned SDGs	3 - Good Health & Wellbeing 6 - Clean Water & Sanitation 7 - Affordable, Clean Energy 8 - Decent Work and Economic Growth 11 - Sustainable Cities & Communities 12 - Responsible Consumption & Production 13 - Climate Action 15 - Life on Land 17 - Partnerships for the Goals

Report Section	Product Responsibility
Mannington Mills Value	Control Our Own Destiny
Impact Areas	Transparency Health & safety Supply chain integrity Changing customer patterns
Aligned UNGC Principals	• Human Rights (1-2) • Environment (7-9) • Anti-Corruption (10)
Aligned SDGs	5 - Gender Equality 8 - Decent Work and Economic Growth 12 - Responsible Consumption & Production 17 - Partnerships for the Goals

Report Section	Community Responsibility
Mannington Mills Value	Work Hard / Play Hard
Impact Areas	Community engagement
Aligned UNGC Principals	• Human Rights (1-2) • Environment (7-9)
Aligned SDGs	2 - Zero Hunger 17 - Partnerships for the Goals

[1] *From August 14 – September 5, 2024, Mannington Mills conducted an online and mobile survey of internal and external stakeholders to understand their perspectives on areas where we should focus our environmental and social responsibility efforts. We received 543 responses, plus nearly 2,000 comments.*

ABOUT
MANNINGTON MILLS, INC.

Stakeholder Engagement

Mannington Mills engages with a wide variety of stakeholders as we further our environmental and social responsibility initiatives. We value their perspectives and willingness to discuss their respective points of view as we continue to live our values and position our business for the next generation. All these stakeholders were part of our double materiality process conducted in 2024.

Stakeholders	How we engage
Associates	• Core Values • Engagement and double materiality surveys • Training and development programs • Performance reviews and other career-related discussions • Volunteer opportunities • Company and team meetings, including Quarterly Town Halls • Awards and recognition • Standards of Professional Conduct • Labor Policy • Benefits education, health care selection support and mental health services, financial and estate planning
Architects/designers	• Industry conferences and meetings • Voice of Customer outreach • Product verification programs • Supplier Code of Conduct • Labor Policy • Responsible sourcing initiatives • CEU offerings
Customers	• Industry conferences and meetings • Product verification programs • Supplier Code of Conduct • Labor Policy • Responsible sourcing initiatives

Stakeholders	How we engage
Installers	• Installation and maintenance training • On-site installation support • Information on packaging • Product labeling • Product verification programs
End users	• Labor Policy • Product verification programs • Responsible engagement initiatives • Supplier diversity
Local communities	• Associate volunteerism • Product donations • Disaster-relief efforts • Scholarships • Feeding America® partnership • Standards of Professional Conduct • Labor Policy • Supplier engagement
Suppliers	• Regular meetings • Supplier Code of Conduct • Labor Policy • Product verification programs • Supplier engagement

Stakeholder Engagement, cont.

Stakeholders	How we engage
NGO partners	• Funding of key initiatives • Participation on boards and committees • Product donations • Gary Sinise Foundation • Mercy Medical Angels
Industry organizations	• Support for verification programs • Engagement of leaders in initiatives • Sponsorships • Participation on boards and committees • Participation in initiatives and pilots
Philanthropic partners	• Feeding America® partnership • Employee volunteerism • Product donations • Disaster-relief efforts • Community donations • Scholarships • Product verification programs
Universities and other educational organizations	• Business practicum course sponsorship • Internships and apprenticeships for students • Opportunities to identify future associates • Participation on boards and committees • Providing guest lecturers and curriculum support



Mannington stakeholders

MANNINGTON MILLS, INC.

PRESIDENT & CEO MESSAGE

Good, old-fashioned sustainability

We didn't get to be a 110-year-old company without prioritizing sustainability. Sure, the word is popular now and is largely used to describe a company's environmental impact, but it historically meant long-lasting. Which is exactly how we describe Mannington Mills today and how we intend to describe ourselves in a century. What are we doing to ensure we are sustainable for another 100-plus years? Largely following the same model… because it works.

- **We live our values.**
- **We have confidence in our path and our plan.**
- **We are willing to adapt as needed, but we don't do so on a whim.**

This allows us to succeed year-over-year, which allows us to invest in our business, our associates and our communities. So, as I think about our third *Values in Action* report, I especially want to thank the thousands of Mannington Mills associates who demonstrate their commitment every day. They show up, work hard and care. Those are our values in action.

Sincerely,

Tom Pendley
President and CEO



Care is the first of our values because it informs everything we do. It takes a caring culture to fulfill our mission of being the best people to do business with in the flooring industry. It's why we have some of the longest established relationships in the business – with customers, suppliers and associates. At Mannington Mills, we're simply passionate about caring.

AT MANNINGTON MILLS WE CARE



Five Generations of Caring

According to the Family Business Association, only about 3% of all family businesses operate into the fourth generation or beyond. It is with a careful, deliberate approach that Mannington Mills continues to defy these odds. We attribute this to several aspects at work:

- Our unique approach to management has family owners and professionals jointly collaborating to run the company, including a family Executive Chair of the Board and a professional President and CEO who is not a family member. This approach was adopted in the 1960s and has successfully guided the business ever since.
- The Family Council communicates regularly with family members to educate them on the business, lead philanthropic efforts and establish governance practices like the Employment Policy.
- The Employment Policy outlines stringent requirements for lineal family members interested in working at Mannington Mills. Outside of internships, family members must be at least 30 years old, have an advanced degree, have worked elsewhere for at least three years, and the company must have a need for their skills.

Ian Campbell, Director of Sales Operations for the Residential business, is one of these 5th generation family members. Following an internship in the Mannington Mills Marketing Department, building his early career experience elsewhere in marketing analytics, and pursuing a master's degree, Ian attended a Family Council meeting and was paired with Zack Zehner, the current Executive Chairman of the Board who, at the time, was building his Mannington Mills career. Zack encouraged Ian to interview for a role on the Commercial analytics team. Ian was hired and has been with the company for 10 years in numerous capacities ever since.

"Being a Campbell means putting in the time to learn the business. We take on a lot of different roles and work hard to try and make a difference. It's about listening to others, learning and building relationships," Ian said. "There will always be people here who know more than I do, so my job is to understand all they can teach me. It's really humbling to be a good steward of this company, to live our values every single day.

"I'm especially proud of what we do from an environmental and social responsibility perspective. The environment and nature have always been important to the Campbell family and caring for our communities is what drives our culture. It's why people spend their entire careers with Mannington Mills," Ian added.

When he's not hard at work on behalf of Mannington Mills, Ian and his wife of 15 years, Alissa, are busy raising the 6th generation of Campbells, ballerina Caralynn, 12, coding expert Neil Jack, 9, and Brazilian jujitsu enthusiast Gavin, 7.



Ian Campbell and family

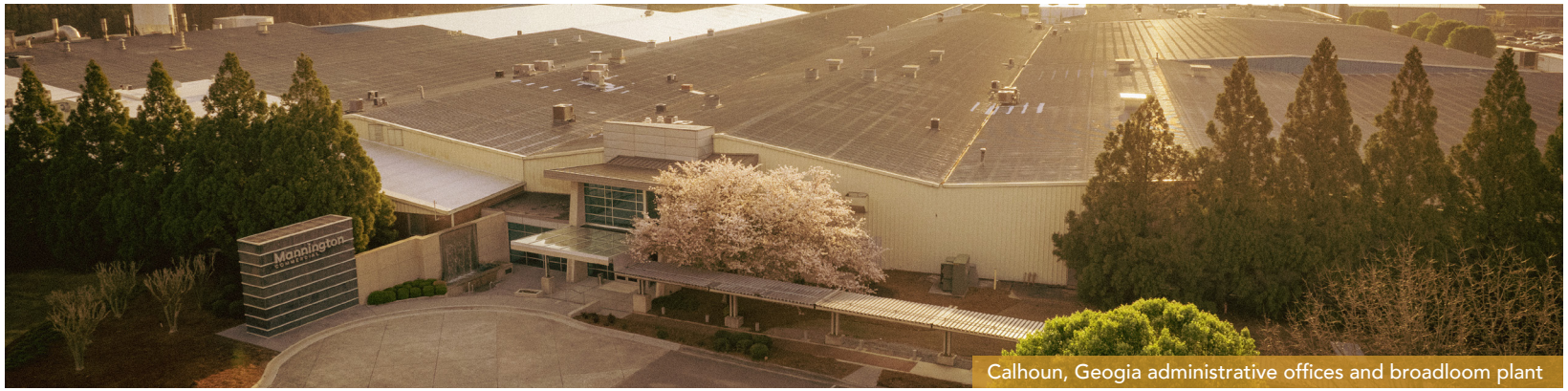

Mannington stakeholders

Our Compensation Management Approach

Offering total competitive compensation packages is key to recruiting and retaining the talented associates who are foundational to our continued business success. These packages include base salaries, variable compensation where applicable, and a competitive benefits package.

We benchmark, research and carefully consider the external and internal aspects of compensation:

- EXTERNALLY, we use compensation surveys to allow us to benchmark the communities where we employ associates. Studying the Living Wage indices for these communities provides further insights to ensure that we compensate our associates competitively in the communities where we operate.
- INTERNALLY, we ensure that compensation is consistent for all associates performing the same functions in the same locale, regardless of race, ethnicity or gender. We also conduct biennial pay gap analyses to ensure we are fulfilling our commitment to compensate our associates equitably based solely on their skills, qualifications, performance and roles.



Calhoun, Geogia administrative offices and broadloom plant

Hearing from Our Associates

To truly care, we need to first understand what matters to our associates. More than 50% of our U.S.-based associates responded to the Mannington Mills 2024 Pulse Survey. Among the findings, 80% or more of those responding agreed or strongly agreed:

- I am determined to give my best effort at work every day
- I am proud to work for Mannington Mills
- I enjoy excellent supervisor relationships

We also have some work to do. Associates identified opportunities for improved communication between leaders and associates. They also question career advancement opportunities available at the company. To address the concerns expressed, we are implementing a new Human Capital Management platform that will include capabilities for improved discussions around career opportunities.

Likewise, our Amtico colleagues provided feedback during Culture Days about what is working well and what they can do to be better together. Four main themes emerged from these discussion that formed their cultural values, which are feeling Heard, Informed, Valued, and like they Belong.

Across the business, leaders are developing action plans to address the feedback of our associates and to continue to make Mannington Mills a preferred place to work in our communities.



Leading the Way

At Mannington Mills, we constantly look for ways to help our associates learn and grow with the company. We think this is one of the reasons our associates have such long tenure; the average associate has been with Mannington Mills for nine years and with Amtico for 10 years.

Mannington Mills Leadership Competencies

Across our organization, each of us holds ourselves accountable to constantly delivering and improving on the following leadership competencies, or behaviors:

- Business awareness/acumen
- Inclusive leadership
- Collaborative team working
- Business-focused innovation
- Driven to deliver
- Problem-solving
- Associate development
- Customer commitment
- Organizational excellence

9 YEARS average associate tenure at Mannington Mills

10 YEARS average associate tenure at Amtico

Leading with Excellence

In the past two years, 100 of our most senior leaders participated in the Leading with Excellence program. The 15-week hybrid, in-person and virtual program includes myriad topics, from developing a leader's mindset to building and leading collaborative teams.

In 2024, we introduced a new module in the Leading with Excellence series on Leading a Mentally Healthy Workplace. This four-session curriculum introduces leaders to the impact mental health can have in today's work environment so they can create a trusting, inclusive and understanding workplace. Of course, leaders are aware of Mannington Mills' full scope of mental health resources available to associates as well. These sessions help them create the type of environment we all need to bring our best selves to work and support one another to do so.



Participants from Leading with Excellence program.

We Like to Promote from Within

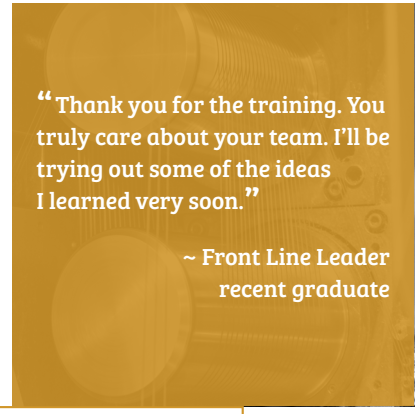
In 2024, we filled more than a quarter (26%) of our Mannington Mills and 37% of our Amtico open roles with current associates ready to further their careers. At Mannington Mills, many of these promotions came from associates who participated in our Front Line Leaders program for floor managers and supervisors at our manufacturing facilities. Sessions on the Mannington Mills Culture, Giving Feedback and Clarifying Expectations, Dealing with Conflict and Difficult Situations, HR Fundamentals and other topics help prepare associates for roles of increasing responsibility. Thirty-five associates from five facilities graduated from Front Line Leaders training in 2024.

26% OF OPEN U.S. ROLES FILLED WITH CURRENT U.S. ASSOCIATES

Training Courses Abound

Mannington Mills maintains a robust calendar of training courses for associates interested in furthering their knowledge and skills, from the Microsoft® suite of programs to DISCovering Yourself and Others, and from Project Management to Emotional Intelligence.

In 2024, U.S. Mannington Mills associates spent 6,765 hours pursuing professional development, policy, cybersecurity, safety awareness and other training. Additionally, U.K. Amtico associates completed 1,053 LinkedIn Learning® courses. The top courses were Microsoft® skills, digital marketing, public speaking and sustainability.



"Thank you for the training. You truly care about your team. I'll be trying out some of the ideas I learned very soon."

~ Front Line Leader recent graduate

Type of training	Hours Completed
Professional development	400
Behavioral / personality assessment training	540
Front Line Leader training	1,440
Leading with Excellence	2,000
Microsoft® skills	960
Policy signoffs	750
Safety and awareness training	675
U.S. TOTAL	**6,765**

6,765

HOURS U.S. ASSOCIATES PURSUING PROFESSIONAL DEVELOPMENT, POLICY, CYBERSECURITY, SAFETY AWARENESS AND OTHER TRAINING

Jump-start Your Career Here

Every summer, Mannington Mills hosts an intern class from Atlanta-area universities. These students gain valuable experience working alongside our associates on real-world assignments. In 2024, the intern class included eight students studying computer science (1), communications (1), mechanical engineering (3), emerging technology (1), interior design (1) and illustration (1). Their end-of-summer assignment includes a capstone project where they present the results to our senior leaders, followed by a celebratory dinner. Another highlight is a team social purpose volunteer day at a local Feeding America® food bank.

Our Amtico colleagues host interns and students completing apprenticeships. Design Studio interns spend six months bringing products to life. Upon graduation, their experience makes them attractive candidates to our company and other businesses.

Apprenticeships are another way for college students to gain valuable work experience while simultaneously studying for their degrees. Since 2011, 25 engineering or manufacturing apprentices have participated in either the two- or four-year program. The first year is entirely classroom study and they then split their time between the work and school environments.

"The way issues are identified and resolved so quickly through efficient communication really stood out to me. I was also amazed at the sheer scale of the machinery used in the manufacturing process."

~ Oliver
2021-2025 Apprentice

WOMEN IN THE FLOORCOVERING INDUSTRY

Mannington Mills has long supported Women in the Floorcovering Industry (WIFI) and its efforts to engage everyone in the industry. Our thanks to Whitney LeGate, Senior Vice President, Commercial Product, and Betsy Amoroso, Chief of Staff – Office of the CEO, who serve on the WIFI Board of Directors.

Looking After Our Associates' Total Wellbeing

Regardless of where they work, we care about our associates' total wellbeing. For example, in the U.S., we introduced a new Parental Leave Policy recognizing the importance of family and work-life balance in all instances for all associates – male and female – welcoming new children by birth or adoption. And in the U.K., Amtico introduced a well-received menopause awareness training program that was completed by all managers (male and female). The program provided increased awareness and support for women in the workplace.

Also in the U.K., Amtico expanded its Physical First Aiders, or first responders, program to include Mental Health First Aiders, reinforcing our belief that mental wellbeing is just as important as physical wellbeing. Already, 20 associates signed up to support colleagues as Mental Health First Aiders, and we plan to increase this number in 2025.

Safe & Sound

The safety of all Mannington Mills associates, on and off the job, is our highest priority. We continue to improve our safety and health programs to proactively identify and address hazards to lower risks for everyone in our facilities – associates, contractors and visitors. We do so through ongoing training programs, safety conversations at shift and department meetings, regular safety communications, job safety assessments, periodic safety summits and various auditing programs.

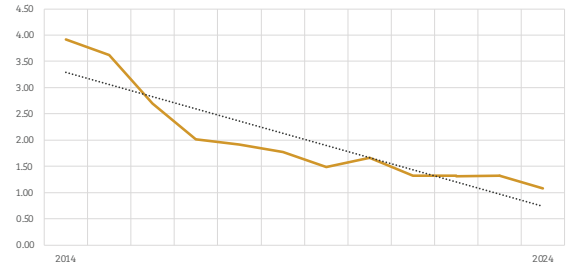
Through the focused efforts of our associates and strong leadership at all levels, Mannington Mills has achieved the lowest (best) Total Injury/Illness Recordable Rate (TIRR) in the company's history. Although we realize it only gets harder as we work to achieve and sustain ever lower rates and work toward our goal of zero Recordable Injuries, we are committed to continuously improving our safety performance.

In 2024, we made several advancements to our Corporate Safety Platform, including:

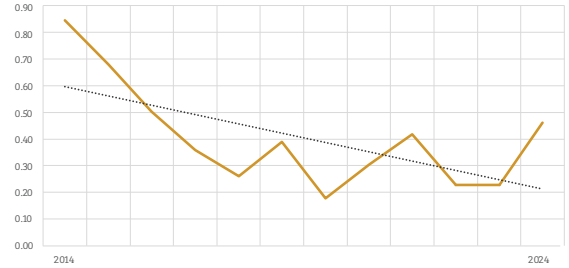
- Better utilities data capture and trending
- Increasing the number of associates performing safety audits to identify more opportunities for improvements
- Corporatewide use of the Emergency Response Notification System
- Enhancement to the Hazard Energy Control/Lockout Tagout Program

Amtico has been ISO 45001 certified (previously OHSAS 18001) since 2018. This international certification recognizes a commitment to continually improving health and safety performance.

Total Recordable Injury and Illness Rate
(includes all operations, including Amtico)



Lost Time Injury Rate
(includes all operations, including Amtico)



The incidence rates above represent the number of injuries and illnesses per 100 full-time workers and were calculated as (N/EH x 2000) where:

- N=number of injuries and illnesses
- EH=total hour worked by all employees during the calendar year
- 200,000=base for 100 equivalent full-time workers (working 40 hours per week, 50 weeks per year)

Doing the right thing has driven our success for five generations. As a family-owned company, we have the opportunity to make long-term decisions that may take time to provide a return, but that we absolutely know are right for our business, associates and communities. Take, for example, our commitment to net zero emissions by 2050. It's a hefty goal with many steps along the way. Yet, we are confident in our plan and the people who will get us there. Every day, we are minimizing our impact on the environment as we progress on this journey.



AT MANNINGTON MILLS WE DO THE RIGHT THING



Reducing Our Impact



Closing the loop, this Luxury Flooring Tile (LVT) regrind will be reborn as resilient, high-performance flooring

Mannington Mills' Environmental and Energy Policy guides our efforts to reduce and eliminate our impact on environmental health by conducting our business in a responsible, considerate and thoughtful nature. It is purposefully brief and focused to clearly guide our overall efforts. Operational areas then adopt and plan toward specific commitments where they can make the greatest differences. For our stakeholders' information, it is stated here:

Mannington Mills will:

- Integrate health, safety and environmental factors into our day-to-day and strategic business decisions and actions.
- Comply with all relevant legal obligations.
- Commit to continual improvement activities in accordance with the international standard ISO 14001.
- Involve management, associates and stakeholders in the identification and potential environmental aspects of our processes.
- Manage its resources to decrease energy consumption, advance circularity principles and prevent polluting the environment.

Therefore, we are committed to:

- Reducing and limiting our negative impact on the environment.
- Reducing the waste generated from our production activities.
- Recycling unavoidable waste wherever possible.
- Increasing our use of pre-consumer and post-consumer recycled content.
- Increasing recyclability of our products.
- Working with industry to increase actual recycling.
- Continually reducing our greenhouse emissions.
- Educating our associates on the opportunities and responsibilities regarding their own energy use and its impact on the environment.

Amtico further elaborates on this Environmental Policy with their Sustainability Policy that addresses how these efforts align with their Responsible Foundation Pillars to fight climate change, reduce waste and empower people.

Intensity Data Demonstrates Progress Toward Net Zero

Looking at the amount of carbon and waste we produce, and energy and water we use, in the manufacturing of our products is the best indicator of progress toward our goal of achieving net zero emissions by 2050. All areas of our business – from raw material procurement to manufacturing operations to distribution – are rethinking how we work as we concentrate on delivering this ambitious goal.

Intensity Metrics

Since we began calculating intensity data in 2022, we have improved our data collection capabilities and are also now including data from our U.K. Amtico business. This improved rigor is reflected in the information below.

	2022 U.S. Manufacturing Operations	2023 U.S. and U.K Manufacturing Operations	2024 Global Operations
Carbon Intensity	0.60 pounds of C02e / pound of product produced	0.72 pounds C02e / pound of product produced	0.49 pounds of CO2e / pound of product produced
Energy Intensity*	1.057 kWh / pound of product produced, the equivalent of 34 smartphones each charged once	1.235 kWh / pound of product produced, the equivalent of 39 smartphones each charged once	0.870 kWh / pound of product produced, the equivalent of 28 smartphones each charged once
Water Intensity	0.265 gallon, or 34 ounces / pound of product produced	0.273 gallon, or 35 ounces / pound of product produced	0.189 gallon, or 24 ounces / pound of product produced
Waste Intensity	0.071 pound, or 1.144 ounces / pound of product produced	0.096 pound, or 1.538 ounces / pound of product produced	0.0802 pound, or 1.283 ounces / pound of product produced

*All data https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator

2024 Emissions**

2024 is the first year Mannington Mills has calculated and reported Scope 3 emissions. Scope 2 emissions are calculated using market-based emission factors. These market-based Scope 2 emissions are included in the combined total of Scope 1, Scope 2 and Scope 3 emissions.

Scope 1 (direct emissions within our control from sources including boilers, furnaces, company vehicles, etc.)	25,762 metric tonnes CO2e
Scope 2 Market Based (market-based energy purchased and consumed by Mannington Mills, usually electricity, steam, heating, cooling, etc.)	44,071 metric tonnes CO2e
Scope 3 (emissions occurring along our value chain, generated by raw materials, suppliers, transportation, others)	485,476 metric tonnes CO2e
Total Emissions	**555,310 MTCO2e**

Scope 3 Emissions

Upstream Activities	
Purchased goods & services	286,438
Capital goods	3,722
Fuel- and energy-related activities	41,289
Transportation & distribution	66,945
Waste generated in operations	4,715
Business travel	1,079
Employee commuting	5,587
Leased assets	0

Downstream Activities	
Transportation & distribution	9,817
Processing of sold products	0
Use of sold products	0
End-of-life treatment of sold products	62,397
Leased assets	1,013
Franchises	0
Investments	2,475

**Mannington Mills' Scope 1, 2 and 3 emissions for calendar year 2024 have been verified by WAP Sustainability Consulting. The verification was prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accountuing and Reporting Standard.

Avoiding Landfills is Our Goal

As the waste intensity data on the previous page shows, Mannington Mills produces just 0.08 ounces of waste per pound of product produced. But we think even this is too much. Our goal is to divert 90% of the waste produced by our operations – including our offices, manufacturing, transportation, and supply chain – from landfills or waste-to-energy (incineration). We also follow all requirements for the responsible management of regulated waste. Here's how we are doing so far:

Diverted Waste			
	2022 U.S. Manufacturing Operations	**2023** U.S. and U.K Manufacturing Operations	**2024** Global Operations
Diverted Waste (waste diverted from landfill or waste-to-energy / pound of product produced	0.01270 / pound of product produced	0.02864 / pound of product produced	0.040 / pound of product produced
% of total global waste diverted from landfill or incineration	18%	30%	49%

To identify waste reduction opportunities, we use the U.S. Environmental Protection Agency's (EPA) Net Zero Waste guide and worksheet that outlines best practices for conducting assessments. The assessments help us identify waste generated at our facilities and examine our current practices and their effectiveness. With this information, we then determine the waste reduction efforts that will be most effective.

In 2024, we created a corporate working group to address waste reduction. Members work with facility managers across the company and are accountable for rethinking and redesigning our processes to achieve our Net Zero Waste goal. Some of the many ways we worked toward this goal in 2024 include:

- Amtico expanded its residential and commercial flooring take-back scheme trials, collecting nearly 43 tonnes of luxury vinyl tile in 2024. Around a quarter of this material was returned as "clean" offcuts with a potential to be recycled back into new flooring products. The remainder was re-purposed into bases for traffic cones and other "road traffic furniture." Following the successful proof of concept trials, Amtico Take Back launched U.K.-wide in June 2025 with a goal of collecting 100 tonnes of material in year one.
- Our Madison, Georgia facility launched a program to use pre-consumer materials from other Mannington Mills locations. Today, the material comprises 35% of one layer of the luxury vinyl tile flooring produced in Madison. The facility also purchased a baler to collect and divert all cardboard from landfill to recycling and is doing the same with the bands suppliers use to bind shipments of cardboard.

When it came time to demolish the nearly century-old, no longer needed warehouse on our Amtico property, we took great care to divert 99.8% of the construction waste from landfill. The experienced waste removal company we worked with carefully removed the mortar so the old bricks could be repurposed, metals got a new life, and a lot of the other materials filled in the former basement spaces. Typically, construction waste is a large contributor to landfills, and we are proud to help set a new course.





Camera used to detect compressed air leaks

Energy Audits Driving Improvements

Since conducting energy audits across our operations in 2022 and 2023, Mannington Mills has accomplished energy reductions in several ways, the most dramatic of which has been by concentrating on mitigating compressed air leaks.

We're not talking about slow leaks in a tire. When flexible hoses leak compressed air, the result is a tremendous waste of energy. Compressed air is so critical in the manufacturing environment that it is often referred to as the "fourth utility," as important as water, gas and electricity. At Mannington Mills, compressed air powers tools, controls machinery, cleans surfaces and even moves equipment. Our investment in cameras to identify these otherwise invisible leaks is helping us rapidly stem these losses. We're also using similar technology to assess condensation trap maintenance.

To further identify energy-saving opportunities, we've introduced a sophisticated new dashboard for internal use that provides an in-depth analysis of gas, water, electric and other utility spends at each location. This data is then normalized and converted into CO_2 emissions data so we know where our most immediate opportunities for improvement exist. In 2025 and beyond, we'll be acting on this additional information.

The Cost of Carbon is Real

Mannington Mills is so fiercely committed to reducing the carbon footprint of our company that we charge our commercial business for the carbon it generates. This internal "carbon tax" is collected, reported as a line item on our financial statement, and used to help offset current emissions and fund projects to reduce future emissions.

"We introduced this unique approach in 2022 and since then have seen how it drives behavior change," said Shane Totten, Vice President of Sustainability. "Associates understand the importance and urgency of reducing our impact when they see it directly affecting the financial performance of the business."

Mannington Mills' "carbon tax" is used to fund programs like the camera used to identify compressed air leaks addressed above and carbon offsets addressed below. It is directly accountable for the reductions in carbon intensity we have seen since 2022.

Offsetting Emissions Today As We Drive To A Net Zero Future

At Mannington Mills we are not content to solely rely on year-over-year reductions in our carbon intensity to achieve our 2050 goal of net zero emissions. We also are acting today by offsetting 105% equivalent of the cradle-to-gate carbon produced by all our domestically manufactured commercial flooring products, including carpet, tile, luxury vinyl tile and resilient sheet. We add an additional 5% to be conservative with our calculations.

We're concentrating first on our commercial business since 96% of these products are produced in the U.S. This proximity gives us the greatest opportunity to have an immediate impact on the cradle-to-gate phases of the product life cycle that we can closely control, measure and validate. These phases include everything from raw material sourcing, transportation of the materials to our production facilities and manufacturing.

Mannington Mills also produces renewable solar energy via 3,900 panels at our Salem, New Jersey facility that generated 756,288 kilowatt hours in 2024. In 2025, we are investing in another 1,158 panels at our Calhoun, Georgia facility.



We continue to learn a great deal from our participation in the Drawdown Georgia Business Compact of companies similarly committed to net zero by 2050. Together, we are finding and sharing scalable solutions to the state's priorities of equity, health, environmental quality and economic opportunity.

An ACE Up Our Sleeve

Mannington Mills manufactures many of our commercial flooring products in northern Georgia, part of the southern Appalachian Mountains and Cumberland Plateau. That's why, when we committed to offset 105% of the carbon emissions that came from producing our commercial flooring products, we looked close to home and forged a unique partnership with the Appalachian Carbon Exchange (ACE).

Our five-year carbon-offset partnership with ACE, formed in 2023, covers four decades of climate-smart land management practices on 7,500 acres. Together, we anticipate offsetting more than 390,000 metric tonnes of carbon-equivalent greenhouse gases by providing landowners across the region with an alternative source of income by transitioning working lands from the low or zero harvesting of timber to sequestering carbon for 40 years.

"Mannington Mills took a chance on ACE when we were new to the carbon offset market," said Ongeleigh Underwood, ACE Executive Director. "They are a values-driven company with a very strong commitment to publishing their impacts in a transparent manner. Together we are moving forward with confidence and are excited about our ability to make a difference for communities and smaller landowners."



"We're excited to be working with the Appalachian Carbon Exchange. Their intentionality and commitment to working with local families and communities is very much like ours. We admire their approach to measured steps and stride, making a difference all along the way."

~Richard French
President
Mannington Commercial

Appalachian Carbon Exchange

In 2024, Mannington Commercial offset 105%, or 136,709 metric tonnes, of the CO_2e from domestically produced flooring products, the equivalent of taking 31,888 cars off the road for one year.

With improved data collection capabilities we have restated our 2023 offsets to 154,664 metric tonnes of CO_2e and our 2022 offsets to 89,407 metric tonnes of CO_2e.

Finding New Homes for Repurposed Flooring

Since the full life cycle of our products is not under our direct control, (i.e., what happens to our products once they leave our facilities), we make every effort to reduce the embodied carbon in our floorings, so they have as long a life as possible. The longer our floors are used and enjoyed, the more sustainable they are. To do so, we produce them to be as durable and easily maintained as possible. We also are pioneering end-of-life solutions so our flooring can be enjoyed, re-enjoyed and repurposed in several settings over the years by working with partners like:

- rheaply.com, which matches businesses needing reusable flooring with companies like Mannington Mills that are advancing a circular economy, preventing items from ending up in landfills unnecessarily.
- The nationwide Carpet America Recycling Effort, which finds new use for carpet that has reached its end-of-useful-life, repurposing it into composite lumber, tile backer board, railroad ties, automotive parts, carpet cushion, stepping stones, etc.

Mannington Mills also is the largest corporate sponsor of Build Reuse, a nationwide nonprofit working to repurpose construction and demolition waste into local and regional resources. Today, everything from structural steel to carpet tiles are finding new homes as interest in the reuse infrastructure rapidly expands. "As reclaimed products achieve legitimacy in design conversations, there also is a tremendous opportunity around workforce development," said Shannon Goodman, President of the Build Reuse Board of Directors. "We see enormous economic benefits around creating a workforce trained in both deconstruction and installation of these resources."

BUILD REUSE

Build Reuse was one of 38 grant recipients to receive nearly $160 million in U.S. The Environmental Protection Agency (EPA) grants to reduce climate pollution from the manufacture of construction materials. EPA estimates that the concrete, asphalt, steel glass, wood and other construction materials and products required to build, maintain and operate U.S. buildings and infrastructure account for more than 15% of annual global greenhouse gas (GHG) emissions. Deconstruction and reinstallation can result in significant GHG savings over time.

Standards, Safety & Social Impact



Compounded material use for production

We Aim High

We set our standards high and are proud to have achieved those set by the International Organization for Standardization (ISO).

ISO 14001:2015

Four of our facilities – Calhoun and Madison, Georgia; Salem, New Jersey; and Coventry, U.K. – achieved ISO 14001:2015 certification for their environmental management systems addressing pressing global concerns, including climate change, biodiversity loss and resource depletion.

ISO 9001:2015

Three of our facilities – Madison, Georgia; Salem, New Jersey; and Amtico, Coventry U.K. – achieved ISO 9001:2015 certification for their quality management standards, including focusing on the customer, motivated management and continual improvement.

ISO 45001:2018

Our Amtico, Coventry, U.K. facility achieved ISO 45001:2018 certification for the protection of people's health and safety in the working environment.

Welcome Sam and Pat

In 2024, we welcomed four robots to our Madison, Georgia luxury vinyl tile facility, not to replace our valued associates, but to improve the way they work. By automating repetitive tasks, Servo Sam and Pat-the-Palletizer free up team members to focus on higher-value work that maximizes their skills, creativity and expertise. "Our two additional die press robots also enhance workplace safety, helping us create an environment where technology and people work together in the most meaningful and impactful ways," says Whitney LeGate, Senior Vice President, Commercial Products.

Pat-the-Palletizer is a hard-working, welcome member of team Mannington.



Sometimes a Little Spark is All it Takes

As a high school student in an arts program for inner-city kids in Philadelphia, Roby Isaac was introduced to the world of professional design. And that's where his career took off. Today, Roby heads the Mannington Commercial product design studio in Calhoun, Georgia, and participates in our partnership with the International Interior Design Association (IIDA). For the past four years, we have invited high school students interested in interior design to our showroom in Chicago's Merchandise Mart. Associates from our design, marketing, leadership and sales teams talk with them about career opportunities, and about 20 students are now studying interior design at the college level. "I am really keen to support young people in this program," Roby said. "It was literally life changing for me. I see a lot of me in these kids and want to help however I can."



Roby Isaac

"As the world around us evolves faster than ever, we're building a business that remains adaptable – with the ability to pivot, seize new opportunities and continue growing while staying true to our values."

~ Zack Zehner, Mannington Mills Executive Chairman of the Board

AT MANNINGTON MILLS WE CONTROL OUR OWN DESTINY



The Future of Flooring Comes to Life at Mannington Mills

For five generations, Mannington Mills has led the way in envisioning the flooring materials and designs for commercial and residential spaces of the future. From both a product and sustainability viewpoint, we continue our commitment to bringing these innovations to market. For example:

- Mannington Mills introduced a new process allowing our Madison Luxury Vinyl Tile plant to produce 5mm thick products using its existing lines, enabling us to domestically manufacture yet another product group.
- Together, Mannington Mills and Amtico offer Active Lines luxury vinyl tile that features the ultimate in customization. This is possible through 4 styles x 4 base colors x 6 accent colors x 112 signature line designs. With no minimum order sizes and nearly unlimited individual custom accent colors, Active Lines also drastically decreases the need for keeping materials and inventory on hand.
- Amtico continued its collaboration with the Dementia Services Development Centre (DSDC), expanding its range of dementia-friendly flooring in 2024. The DSDC approved more than 30 new designs to help people with dementia live well, taking into consideration their unique needs to make sense of the spaces around them.
- Amtico Acoustic flooring reduces sound transmission between floors, ensuring that great looking places also are great sounding spaces.

Doing More With Less

Innovation isn't only about introducing new products to the marketplace. It's also about finding better ways to operate our facilities and manufacture our flooring products. For example:

- Mannington Mills deployed a sophisticated statistical modeling program that does an excellent job of predicting upcoming inventory levels needed to meet customer expectations. Armed with this information, we can have the correct volumes of raw materials on hand and the precise staffing schedules organized in advance to deliver every order on time. It's just one more way Mannington Mills fulfills our mission of being the best people to do business with in the flooring industry.
- Amtico introduced a new annealing process that reduces manufacturing time for luxury vinyl tile by up to three days while also improving production accuracy.
- Our new order-to-cash financial process also is delivering improved efficiencies, receiving and fulfilling customer orders in an expedient manner.



Active Lines luxury vinyl

Keeping Production Close to Home

Quality is everything at Mannington Mills. Our name has long stood for flooring that meets customer expectations in a variety of environments. One of the key ways we ensure this quality over the generations is our commitment to domestic manufacturing. By sourcing raw materials and producing our products with Mannington Mills associates close to home, we touch the product at every step of production. Specifically:

97% OF MANNINGTON COMMERCIAL PRODUCTS ARE MADE IN THE U.S.

70% OF MANNINGTON RESIDENTIAL PRODUCTS ARE MADE IN THE U.S.

97% 97% OF RAW MATERIALS USED IN MANNINGTON COMMERCIAL AND RESIDENTIAL PRODUCTS MANUFACTURED IN THE U.S. ARE SOURCED IN THE U.S.

As a primarily U.S. domestic manufacturer, Mannington Mills can provide more consistent supply chain integrity and reliability, which gives us the greatest degree of control over our product manufacturing. It also offers us tremendous flexibility to rapidly translate design trends into flooring.

Similarly, Amtico's manufacturing base is in the U.K., allowing it to offer the same supply chain integrity and reliability benefits to customers across the U.K. and European marketplaces.

Building Relationships that Last

In the early days of the company, when travel was a lot more difficult, it was not unusual for a customer to be invited to the Campbell family home for the evening. While technology has changed the way products are purchased today, Mannington Mills' commitment to lasting relationships has not changed. Andrea Hood and her team at Atkinson Carpet in Haverhill, Massachusetts have worked with Mannington Mills for more than a decade. "The Mannington team is our biggest cheerleader and their products are perfect for our main markets, the corporate and public sectors," she said. "We know Mannington Mills always has our back with high-quality products, the right price point and designs our clients love. We really value their work and our partnership."

Atkinson Carpet shares our commitment to sustainability by working with manufacturers like Mannington Mills that divert used carpet from landfills, eliminate harmful chemicals from their products, and manufacture in the U.S. We are proud to work with Andrea and her team.





Andrea Hood and team, Atkinson Carpet



Mannington Mills flooring on the large rolls in the foreground awaits printing. The smaller rolls on shelves have been printed and are ready to be installed.

Responsible Sourcing in a Complicated World

A significant workstream introduced September 2024 is our global Supplier Code of Conduct. As part of our commitment to operating with high ethical business standards and integrity wherever we do business, Mannington Mills expects that the businesses we partner with also commit to and uphold those high standards.

By the end of 2025, we expect all suppliers to adhere by the Code that outlines these requirements and expectations with respect to legal compliance, responsible sourcing, human rights, the environment, health and safety, business ethics, and the development of a diverse and sustainable supply chain. We value our relationships with our suppliers and believe together we can elevate the quality of our business and products, industry and society.

The Code is informed by the International Bill of Rights, including the Universal Declaration of Human Rights; the International Labour Organization Declaration on Fundamental Principles and Rights at Work; the Organization for Economic Cooperation and Development Guidelines for Multinational Enterprises; the International Covenant on Civil and Political Rights; and the International Covenant on Economic, Social and Cultural Rights. Our Supplier Code of Conduct also reflects our commitment to the UNGC and the United Nations SDGs.

Aligned with the Mannington Mills Supplier Code of Conduct is the Amtico Sustainable Procurement Policy and Strategy. This strategy aims to further develop robust sustainability key performance indicators (KPIs) for procurement decisions to ensure our sustainability goals are embedded within the supply chain.

While most of our sourcing is domestic to either the U.S. or U.K., when we purchase raw materials or finished goods outside of these markets, we personally visit all suppliers or employ third-party inspectors to confirm that these facilities meet the high standards required in our supplier agreements before they are accepted into our supply chain.

We also leverage the industry-standard Assent Slavery & Trafficking Risk Template (STRT) to monitor the integrity of our top 85% of suppliers by sales of items sourced from China for environmental and social responsibility risks addressed in the Supplier Code and use artificial intelligence (AI) to monitor for negative sentiment on these suppliers on an ongoing basis.

Supporting Local Businesses

Mannington Mills values strong partnerships with all our suppliers and takes pride in working with businesses that reflect our communities and customers. We are especially honored when local companies earn our business through their expertise, quality and services essential to manufacturing our products and operating our facilities.

Across our company, more than 20% of our vendors are small businesses, demonstrating our commitment to fostering a competitive supplier network.

20%
VENDORS ARE LOCAL

Introducing the Managed Substances List

Increasingly, specifiers, customers and we want more information about what is in our products as we seek to eliminate chemicals known or suspected of having adverse impacts on human and environmental health. To aid this effort, Mannington Mills developed a Managed Substances List (MSL) within the Supplier Code of Conduct.

Launched in March 2025, the MSL is an industry-leading initiative that allows us to advance transparency and expectations regarding what substances are appropriate for our products and processes. Working with a trusted third-party, Mannington Mills is using the MSL to screen all current and new materials and requests that all suppliers do the same as we – together – build even greater trust with customers, partners and end-users.

By diligently adhering to the MSL, Mannington Mills reaffirms its dedication to advancing sustainable practices, promoting material health and driving positive change within the flooring industry.

> **"Thinking about the materials in our products from the very beginning of the production process is a mindset change for everyone involved. It will take some time working in partnership with our suppliers but it's important to think about the health of all our materials."**
>
> **~Brian Kuritz**
> **Sr. Director, Research & Development**



A McAdenville associate processing nylon fiber for recycling.

Certifications Further Drive Transparency

In addition to our newly introduced MSL, certifications can help customers, clients and end users, but the large number of them also can be confusing. To provide clarity, we are moving to publicly disclose product-specific information through health product declarations (HPD) and environmental product declarations (EPD) on our North American website. Our goal is for 100% of our commercial products and residential carpet products to have HPDs and EPDs by the end of 2025. We'll publish new product documents as products are launched throughout the year. We also are taking steps to develop product EPDs at the specific SKU level, so our customers have a clear understanding of the environmental impact of each of our products.

Additionally, we're working with the Common Materials Framework (CMF) to make it easier for designers to quickly evaluate the environmental, social and health implications of a product when making sourcing decisions, giving them full confidence in the products they are selecting for their designs. The CMF is the outcome of cross-stakeholder industry efforts to analyze and organize over 100 of the most common building products and material certifications and disclosures.

All our commercial and residential carpet products pass Carpet and Rug Institute Green Label Plus certification for low VOC (volatile organic compound) emissions.

On the commercial side, all products may contribute to multiple LEED (Leadership in Energy & Environmental Design) and Green Globes credits.

PERCENTAGE OF COMMERCIAL PORTFOLIO WITH:		
HPD		98%
EPD		97%
Declare		41%
FloorScore		100% of eligible products
Green Label Plus		100% of eligible products
+Vantage Vinyl		100% of eligible products

PERCENTAGE OF RESIDENTIAL PORTFOLIO WITH:		
FloorScore		100% of eligible products
Green Label Plus		100% of eligible products
+Vantage Vinyl		100% of eligible products

Mannington Mills further participates in technical organizations that set industry standards like the American National Standards Institute, ASTM International, Decorative Hardwoods Association and NSF. We also benefit from our engagement with the FEB, Carpet America Recovery Effort, Contract Flooring Association, European Resilient Flooring Manufacturers Institute, Georgia Association of Manufacturers, German Sustainable Building Council, Green Building Initiative, International Living Future Institute, PRI 60, Resilient Floor Covering Institute, Carpet and Rug Institute, United Kingdom Resilient Flooring Association, U.K. Slip Resistance Group, U.S. Green Building Council, Valobat, Vinyl Plus and Vinyl Sustainability Council.

A complete table outlining our approach to stakeholder engagement is included on page 13 of this report.





As a family-owned business, it should come as no surprise that family ties and community relationships mean a great deal to us. Of course, we are committed to working hard to deliver outstanding products our customers trust and enjoy; we do so every day. We also are passionate about playing hard to create memories with those we love and doing good in the places we call home.

AT MANNINGTON MILLS WE WORK HARD / PLAY HARD



Working Together to Care for Our Communities

1K volunteer hours

$150,000 RAISED

1.5M MEALS*

That's what Mannington Mills' associates, Campbell family members and those who serve on the company's Board of Directors together contributed to Feeding America® during the first year of our corporate partnership in 2024.

FEEDING AMERICA

A signature of the Working Together to Care for Our Communities campaign is Mannington Mills' match of all financial donations at 50 cents on the dollar, and we also occasionally hold special $1 for $1 match days. Plus, teams are encouraged to volunteer together at local food banks. In 2024, associates, family and board members assisted 15 food banks in nine states near where our facilities are located.



Associates at the Mannington Residential National Sales Meeting

*$1 helps provide at least 10 meals on behalf of Feeding America® partner food banks.

Here are just a few highlights:

- 210 attendees at the Mannington Commercial National Sales Meeting in Austin, Texas, packed 1,500 nutritious snack bags for the Food Bank of Central Texas.
- Over 100 attendees at the Mannington Residential National Sales Meeting packed oatmeal into individual serving packets for distribution in the Denver area.
- Calhoun associates packed food boxes at the Food Bank of Chattanooga.
- The Mannington Commercial team sorted and packed 11,801 pounds of food, providing 9,834 meals to those in need, at the Atlanta Community Food Bank.
- Janet Kawamura, Phenix Carpet Territory Manager, helped at a drive-thru food distribution center in Nampa, Idaho.
- Mannington Mills associates and Campbell family members packed and sorted food over two days at the Food Bank of South Jersey.



Amtico associates volunteering with Feeding Coventry

Early in 2025, Mannington Mills donated $10,000 of its Feeding America corporate contribution to the Los Angeles Regional Food Bank to help those affected by wildfires in the area. The disaster aid provided food and resources for families, seniors and children, and non-food items like diapers, soap and toiletries.

$10K DONATED
Los Angeles Regional Food Bank

Amtico associates volunteer their time with Feeding Coventry, helping to unload deliveries and stock their "social supermarket". This scheme offers disadvantaged individuals an opportunity to pay around $6 for more than $25 of food. The organization also provides a variety of additional services to help their members to improve their wellbeing and offer support where needed.

FEEDING COVENTRY
for a food resilient city
FOLESHILL COMMUNITY CENTRE

Highlighting Associate Contributions

2024 JOHN B. CAMPBELL AWARDS — Congratulations to the recipients of the 2024 Mannington Mills John B. Campbell Award, given to associates who best exemplify the company's Core Values.



CALHOUN
Kris Ellis
Controls Technician
12 years of service



DALTON
Anthony Flores
Lead II Warehouse
4.5 years of service



MCADENVILLE
Charlie Williams
Material Coordinator
19 years of service



SALEM
Don Brace
Process Specialist
45 years of service



CALHOUN
Jada Weaver
Executive Administrator
10 years of service



MADISON
Johnny Smith
Logistics Associate
18 years of service



MCADENVILLE
Russell Dirks
Senior Department Manager, Plant Operations
19 years of service



GEORGIA CARPET FINISHERS
German Montoya
Supervisor, Coater 2 and 3
15 years of service



DALTON
Neal Watson
Warehouse Supervisor
5 years of service



MADISON
James McLendon
Claims Analyst
24 years of service



SALEM
Cindy Graziano
Sr. Regional DC Materials Planner
34 years of service



GINO FANTI AWARD

Tyler Whelan received the 2024 Amtico innovation honor for her idea to include tiles sizes on sample request cards, significantly improving the customer experience.

Supporting Education

In recognition of the benefits higher education provides to individuals and the communities in which they live, Mannington Mills is a corporate sponsor of the National Merit Scholarship Corporation and the underwriter of scholarships for children of associates. In 2024, scholarships were awarded to two students:



THEODORE BROWN
son of Nedd and Stacy Brown, Mannington Commercial District Manager – Team Iowa/Nebraska, is a National Merit Finalist. He attends Drake University on a pre-law track.



PRESTON GREEN
son of Craig and Erica Turner, Mannington Mills Senior HR Manager, attends Berry College and plans to major in biochemistry.

Mannington Mills associates in Salem, New Jersey fund the Stand on a Better World Scholarship for local high school graduates recognized for their community service. One award is given annually to the child or grandchild of a Mannington Mills associate and another to a Salem County student. 2024 recipients were:



AUTUMN FOOTE
daughter of Matt Foote, QC Mix Operator, who led a variety of youth-focused community projects.

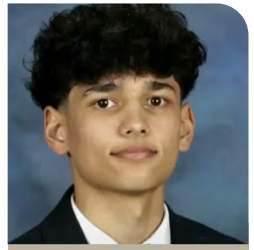


RUBY HASSLER
who taught swim safety to young children and basketball to people with disabilities.

Also in 2024, Mannington Mills associates in Calhoun started a local Stand on a Better World Scholarship program and honored:



AYLA HILES
daughter of Trice Barton.



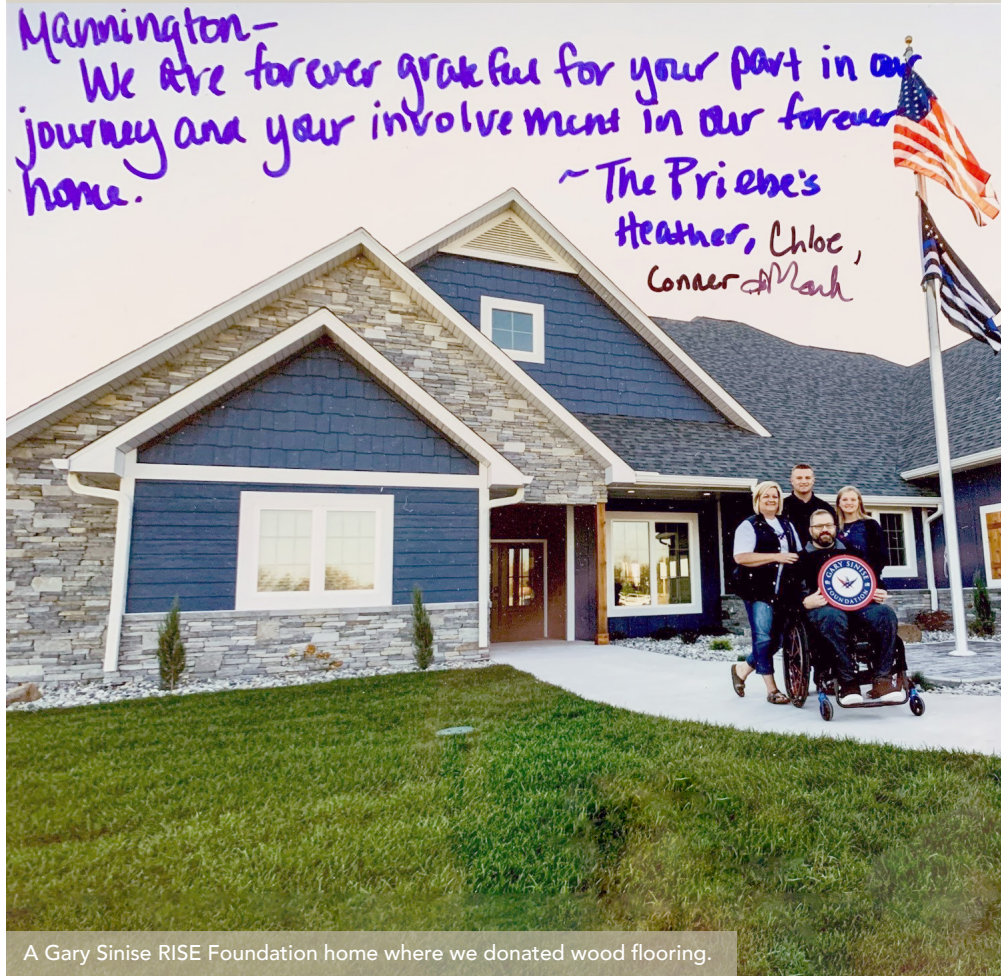
OWEN ISAAC
son of Roby Isaac.



ALEXANDRA PACHECO
daughter of Maribel Torres Arias.



SHELBY RICE
daughter of Jason Rice.



A Gary Sinise RISE Foundation home where we donated wood flooring.

Making a Difference: One Floor at a Time

Mannington Mills is proud to once again partner with the Gary Sinise Foundation and the National Wood Flooring Association to provide the wood floor for a home the Foundation provided for Police Office (Ret.) Mark Priebe. In 2020, while on duty, Officer Priebe was intentionally run over by a suspect, leaving him paralyzed from the waist down. "Mannington Mills is honored to thank Officer Priebe for his service and help create a new home for a local hero and his family," said Betsy Amoroso, Chief of Staff – Office of the CEO, Mannington Mills.

Art is Cool

For 22 years, Mannington Mills has hosted the Art is Cool program, which recognizes talented artists in Salem, New Jersey high schools. Mannington's Residential Styling team evaluated student entries in a variety of mediums, including sculpture, photography, computer art, painting and drawings. Congratulations to 9th-grade student Chase Headley from Arthur P. Schalick High School.

artiscool

Recognizing Our Associates

Our associates matter, and we try to regularly show our appreciation. For example, three months after joining the company, we send a small gift to their homes with a welcome letter from our Executive Chairman of the Board. At six months, they receive another letter from our CEO with another small item, and after one full year they receive something similar from our HR leader… all to let them know we are glad they are part of the Mannington Mills family.

Longevity also matters to Mannington Mills and is recognized in different ways at different locations, although at all sites associates are recognized for every five-year service anniversary. Additionally, after 10 years, the names of associates in Calhoun are etched in bricks in a special sidewalk at the facility. After 25 years, Salem associates join the 25 Year Club and are invited to a special dinner each fall to welcome new members. It's all part of what makes Mannington Mills special.

A FINAL WORD FROM
OUR VICE PRESIDENT OF SUSTAINABILITY

Focusing On What's Mutually Important

At Mannington Mills, we believe good business is responsible business. Our approach to environmental and social responsibility isn't just about meeting expectations — it's about doing what's right for our shareholders, people, communities and the planet. This commitment is rooted in our values of Care, Do the Right Thing, Control Our Own Destiny and Work Hard / Play Hard.

In 2024, we took a major step forward – with the input of more than 500 internal and external stakeholders – by identifying our most important environmental and social priorities, or our double materiality priority areas on page 11. This deeper understanding strengthens our long-term commitment to sustaining our business overall by reducing our company's impact on the environment and playing a positive role in the communities where we live and work. We will focus on those things that matter most to our business, our associates, and our stakeholders.

Moving forward, we know progress happens in steps – some big, some small – but our promise remains the same: Mannington Mills will continue to operate with the integrity and honesty that have defined us for more than a century.

Thank you for being part of this journey and for all our Mannington Mills associates and stakeholders who are helping move us forward. Together, we are making a difference every day.



Shane Totten, AIA
Vice President of Sustainability

GRI Index

The Global Reporting Initiative (GRI) Index is a respected resource used by organizations around the world to consistently share information about how their operations impact the environment, people and society. It gives clear guidelines so reporters can provide details in a way that makes it easy for employees, customers, communities and other stakeholders to understand and compare the efforts and results of these organizations against other reporters.

Statement of use	Mannington Mills, Inc. has reported the information cited in this GRI content index for the period January 1, 2024 - December 31, 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION OR INFORMATION
GRI 2: General Disclosures 2021	2-1 Organizational details	About Mannington Mills
	2-2 Entities included in the organization's sustainability reporting	
	2-3 Reporting period, frequency and contact point	About this Report
	2-4 Restatements of information	Since we introduced our first Values in Action environmental and social responsiblity report in 2022, we have improved our data collection capabilities and are also now including data from our U.K. Amtico business. This improved rigor is reflected in the information in this report. This report also was updated in January 2026 to include final third-party verified Scope 1, 2 and 3 emissions data.
	2-5 External assurance	Do the Right Thing
	2-6 Activities, value chain and other business relationships	About Mannington Mills
	2-7 Employees	
	2-8 Workers who are not employees	About Mannington Mills; 99% of Mannington Mills associates are full-time employees
	2-9 Governance structure and composition	Governance
	2-10 Nomination and selection of the highest governance body	
	2-11 Chair of the highest governance body	
	2-12 Role of the highest governance body in overseeing the management of impacts	
	2-13 Delegation of responsibility for managing impacts	
	2-14 Role of the highest governance body in sustainability reporting	

GRI Index, Cont.

GRI STANDARD	DISCLOSURE	LOCATION OR INFORMATION
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Governance
	2-16 Communication of critical concerns	
	2-22 Statement on sustainable development strategy	Double Materiality
	2-23 Policy commitments	https://www.mannington.com/corporate/corporate-responsibility/transparency
	2-24 Embedding policy commitments	Contractual agreements, annual affirmation, training
	2-25 Processes to remediate negative impacts	Immediate supervisor, head of HR, Corporate Responsibility contact
	2-26 Mechanisms for seeking advice and raising concerns	
	2-27 Compliance with laws and regulations	Mannington Mills and its subsidiaries follow all laws and regulations in the geographies where it operates
	2-28 Membership associations	Stakeholder Engagement
	2-29 Approach to stakeholder engagement	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality
	3-2 List of material topics	
	3-3 Management of material topics	
	201-4 Financial assistance received from government	None

GRI Index, Cont.

GRI STANDARD	DISCLOSURE	LOCATION OR INFORMATION
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Mannington Mills pays above minimium wage in all the geographies where we operate, regardless of gender. Promotions and raises are merit-based, also regardless of gender.
	202-2 Proportion of senior management hired from the local community	The senior managers we hire are required to have highly specialized skills that may not be found in our local communities. Once hired, they often relocate to our local communities.
	203-2 Significant indirect economic impacts	Mannington Mills invests significant financial and human resources in our local communities to help them thrive.
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Control Our Own Destiny; Across our company, more than 20% of our vendors are small businesses, demonstrating our commitment to fostering a competitive supplier network.
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	About Mannington Mills
	205-2 Communication and training about anti-corruption policies and procedures	
	205-3 Confirmed incidents of corruption and actions taken	None
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	None

GRI Index, Cont.

GRI STANDARD	DISCLOSURE	LOCATION OR INFORMATION
GRI 207: Tax 2019	207-1 Approach to tax	Mannington Mills is compliant with all filing and regulatory requirements in the jurisdictions in which we operate.
	207-2 Tax governance, control, and risk management	Corporate finance is highest authority on tax management; the Chief Financial Officer repots to the CEO; tax risk management is regularly evaluated.
	207-4 Country-by-country reporting	Mannington Mills is compliant with all filing and regulatory requirements in the jurisdictions in which we operate.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Do the Right Thing
	301-2 Recycled input materials used	
	301-3 Reclaimed products and their packaging materials	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Do the Right Thing
	302-2 Energy consumption outside of the organization	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
	302-5 Reductions in energy requirements of products and services	Water and energy required in ongoing cleaning and maintenance are considered in lifecycle assessments during the stage-gate process.
GRI 303: Water and Effluents 2018	303-5 Water consumption	Do the Right Thing

GRI Index, Cont.

GRI STANDARD	DISCLOSURE	LOCATION OR INFORMATION
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	None
	304-2 Significant impacts of activities, products and services on biodiversity	
	304-3 Habitats protected or restored	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Do the Right Thing
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
	305-6 Emissions of ozone-depleting substances (ODS)	None
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Emissions are within regulatory limits and no citations have been issued.
GRI 306: Effluents & Waste 2016	306-3 Significant spills	None
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Do the Right Thing
	306-2 Management of significant waste-related impacts	
	306-3 Waste generated	
	306-4 Waste diverted from disposal	
	306-5 Waste directed to disposal	

GRI Index, Cont.

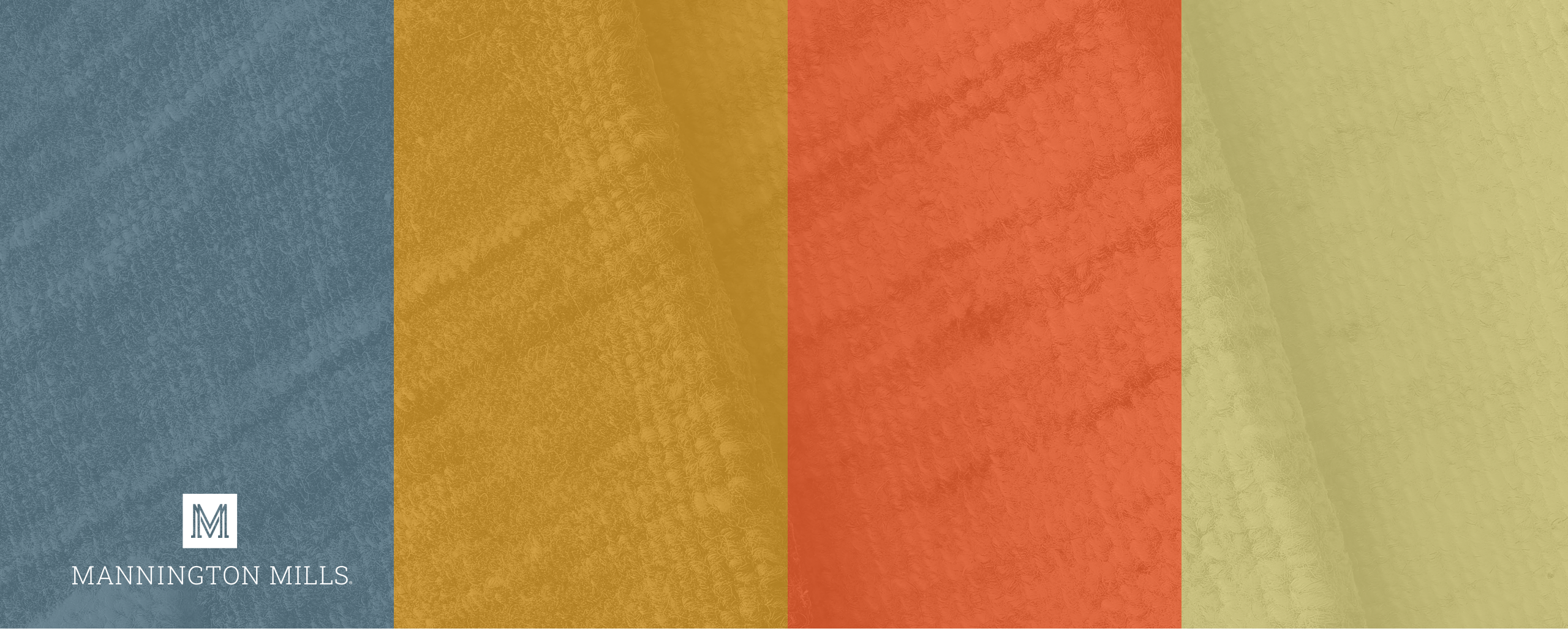
GRI STANDARD	DISCLOSURE	LOCATION OR INFORMATION
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	About Mannington Mills
	308-2 Negative environmental impacts in the supply chain and actions taken	Control Our Own Destiny; Responsible Sourcing for a Complicated World
GRI 402: Labor/Management Relations	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	About Mannington Mills: 99% of Mannington Mills associates are full-time employees
	401-3 Parental leave	Care
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Care
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Care
	404-2 Programs for upgrading employee skills and transition assistance programs	

GRI Index, Cont.

GRI STANDARD	DISCLOSURE	LOCATION OR INFORMATION
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Care
	405-2 Ratio of basic salary and remuneration of women to men	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	We investigate all concerns and take appropriate corrective action when we determine our policies have been violated.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Included in Supplier Code of Conduct and addressed as signatory to the United Nations Global Compact.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Addressed as signatory to the United Nations Global Compact.
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Addressed as signatory to the United Nations Global Compact.
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	None
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Work Hard / Play Hard
	413-2 Operations with significant actual and potential negative impacts on local communities	None
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	About Mannington Mills
	414-2 Negative social impacts in the supply chain and actions taken	Control Our Own Destiny; Responsible Sourcing for a Complicated World.
GRI 415: Public Policy 2016	415-1 Political contributions	None

GRI Index, Cont.

GRI STANDARD	DISCLOSURE	LOCATION OR INFORMATION
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Control Our Own Destiny
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	None
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Control Our Own Destiny
	417-2 Incidents of non-compliance concerning product and service information and labeling	None
	417-3 Incidents of non-compliance concerning marketing communications	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	None



Thank You for Your Interest

We appreciate your interest in our environmental and social responsibility commitments and initiatives. For more information, visit www.manningtonmills.com or contact us at corporate.responsibility@mannington.com. We welcome your feedback.