



MANNINGTON MILLS®

Values In Action

ENVIRONMENTAL AND SOCIAL RESPONSIBILITY REPORT 2025



Our newly opened showroom in Fulton Market, Chicago. We're thrilled to continue innovating and meeting our A&D customers where they are.

About this Report

Mannington Mills, Inc. produces our annual *Values in Action* Report to highlight the company's environmental and social responsibility initiatives across its Mannington Commercial, Mannington Residential, Amtico and Burke brands. While this report primarily covers 2025, it also includes select information from late 2024 and early 2026. Throughout the report, "Mannington Mills" refers to the entire Mannington Mills, Inc. enterprise. All references to currency are in U.S. dollars, unless otherwise indicated. For more information visit www.manningtonmills.com. Additional information about Amtico is available at www.amtico.com. For questions, contact us at corporate.responsibility@mannington.com.

About the cover: Thank you to all our associates who have helped build our company over the past 110 years - from the manufacturing facilities to the showrooms and beyond, we're thankful you are part of the Mannington Mills family.

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2025 Highlights

Launched new training programs for
emerging leaders
in the U.S. and U.K.

Achieved **record low**
year-over-year overall **recordable**
injury and illness rates.

13 Number of trained
Amtico Mental Health
First Aiders to support
positive mental health
across the organization.

Installed another **1,158** solar panels
expected to produce about **60%**
of the Calhoun Modular
Carpet System's energy needs.

106 Tons that Amtico's Take
Back Scheme gave a
second life to of flooring
materials instead of
sending them to landfill.

Mannington Commercial offset
94,727 metric tonnes of CO2e - **the**
equivalent of taking 22,096 cars
off the road for one year.

30 Prohibited or
restricted substances
from our supply chain
in the new Managed
Substances List.

Reduced embodied carbon
in Mannington Commercial carpet
products by transitioning to **recycled-**
content yarns.

Produced **99% of Mannington Commercial**
products in the U.S. and **sourced 98% of**
raw materials for all domestically produced
Mannington Mills products in the U.S.

🕒 **~1,500 volunteer hours**
💰 **\$150,000 raised**
💡 **1,500,000 meals**
For Feeding America® by associates, Board
members and Campbell family members.

Mannington Mills received the **Vinyl**
Sustainability Council's Social
Impact Award for associates'
efforts to fight hunger.

Amtico associates volunteered with
Feeding Coventry by unloading deliveries
and stocking the organization's **social**
supermarket in support of hunger relief.

A Word With Our Leaders



Zack Zehner
Executive Chairman
of the Board



Brentt Brown
Board Member and Campbell
Family Council Chairman



Tom Pendley
President and CEO



Allan Smith
Independent Board Member,
retired President, Steelcase Americas

Recently, we gathered Mannington Mills' leaders for a conversation about what sets our company apart and what the future holds.

Here's what they had to say.

What should people know about Mannington Mills?

Zack: It's easy to think that a 100-year old company is set in its ways. But that's not Mannington Mills. Embracing change and evolution are important aspects of our legacy. We've long striven to be good people to do business with. This means we build lasting, win-win relationships, are trustworthy and look for opportunities to add real value. And finally, we always invest in our people.

Tom: Our associates are the key to our success. We don't exist without them. Innovation doesn't happen without them. Our deep customer relationships don't happen without them. It's critical to our future that associates continue to be engaged with and even challenge leadership so we remain the leading company that we are today.

Allan: I was invited to attend the 2025 Family Assembly gathering (see page [16](#)) and saw firsthand the high bar the Campbell family sets for Mannington Mills to operate with dignity, respect and honesty. Its people-centered values are very real. Also, as someone who has worked with sustainability

for much of my career, customers and suppliers should know about their strong environmental commitments and quality expectations. As an outside Board Member, I'm proud to be associated with Mannington Mills, and customers and suppliers should be as well.

Tell us about the values that drive Mannington Mills and how they impact the business.

Tom: Our values determine how we operate. Take material health for example. We care about building trust with our associates, customers and communities. Our commitment to being transparent about what is – and what is not – in our products is an important example. This all starts with the expectation of transparency we have for ourselves. It's how we Care and Do the Right Thing.

Brentt: My mother and my uncle Keith created the Family Council to more fully engage the family in the company (see page [16](#)) and we hold regular family assemblies so that every generation of the Campbell family is as connected and knowledgeable about our history



Brentt Brown & Zack Zehner

and our values as the ones before. It's an important and understood framework that guides our decisions as family members and shareholders.

Zack: When people hear the word "values," they often think about culture. But values are much more than a statement on a wall or a component of employee engagement. At their best, values serve as a strategic framework for decision-making. Our values – Care, Do the Right Thing, Control Our Own Destiny and Work Hard / Play Hard – help leaders navigate uncertainty, evaluate opportunities and maintain alignment through periods of change.

What does responsible growth look like for the company?

Tom: I'm a big believer in earning the right to grow. Growth is the outcome of doing the right things. Responsible growth looks like us being aware of our customer, of what's happening in the communities where we participate, and creating an environment for our associates to thrive. The outcome of all of this is sustainable growth.

Allan: Mannington Mills has an ongoing commitment to providing beautiful and long-lasting products that stand the test of time. At the same time, the

company has long been an innovator in the flooring industry, investing in material health and circularity before these concepts were widely understood. It's this integrity and thoughtfulness that forms the responsibility framework for the company's future.

What are you most excited about for the future of Mannington Mills?

Brentt: One of the unique things about Mannington Mills is our 100-plus year longevity. Plus, we're the only large flooring manufacturer in the U.S. that is family owned. These two elements create a real difference in how we operate. It's about stewardship, not just ownership. I'm excited about the work we are doing now to prepare the sixth-, seventh- and eighth-generations of the Campbell family to carry the company forward.

Zack: It's exciting to be looking to the future from a position of strength. We continue to evolve our business, invest in our people, develop our next generation of leaders, and strengthen our governance and systems. As a family owned business, it's not about the next quarter. We are preparing Mannington Mills to be sustainable and strong for future generations.

About Mannington Mills

Mannington Mills is a fifth generation, family-owned and professionally managed company based in Salem, New Jersey, with locations across the world. We manufacture and source residential and commercial flooring under the Mannington Commercial, Mannington Residential, Amtico and Burke brands. We are deeply committed to a domestic supply chain and manufacturing, whenever possible.

Mannington Commercial offers carpet, sheet vinyl, luxury vinyl, rubber sheet and tile. Mannington Residential offers sheet vinyl, luxury vinyl, laminate and hardwood floors. Amtico offers residential and commercial luxury vinyl tile flooring options across the U.K. and the rest of the world from its headquarters in Coventry, England, U.K.



United States

Denver, Colorado
Eustis, Florida
Atlanta, Georgia
Calhoun, Georgia
Madison, Georgia
Chicago, Illinois
Salem, New Jersey
New York, New York
McLean, Virginia



Europe

Coventry, England
London, England
Düsseldorf, Germany
Uppsala, Sweden



Other

Dubai, United Arab Emirates
Hong Kong, China
Queensland, Australia

Our Mission

To be the best people to do business with in the flooring industry

Our Locations

16

manufacturing, distribution offices and showroom locations

Made in the U.S.

99%

of Mannington Commercial products made in the U.S.

Our Team

~2,100

Associates

96%

of whom are full-time

Global Presence

Operations in

7 countries

on 4 continents

U.K. Manufactured

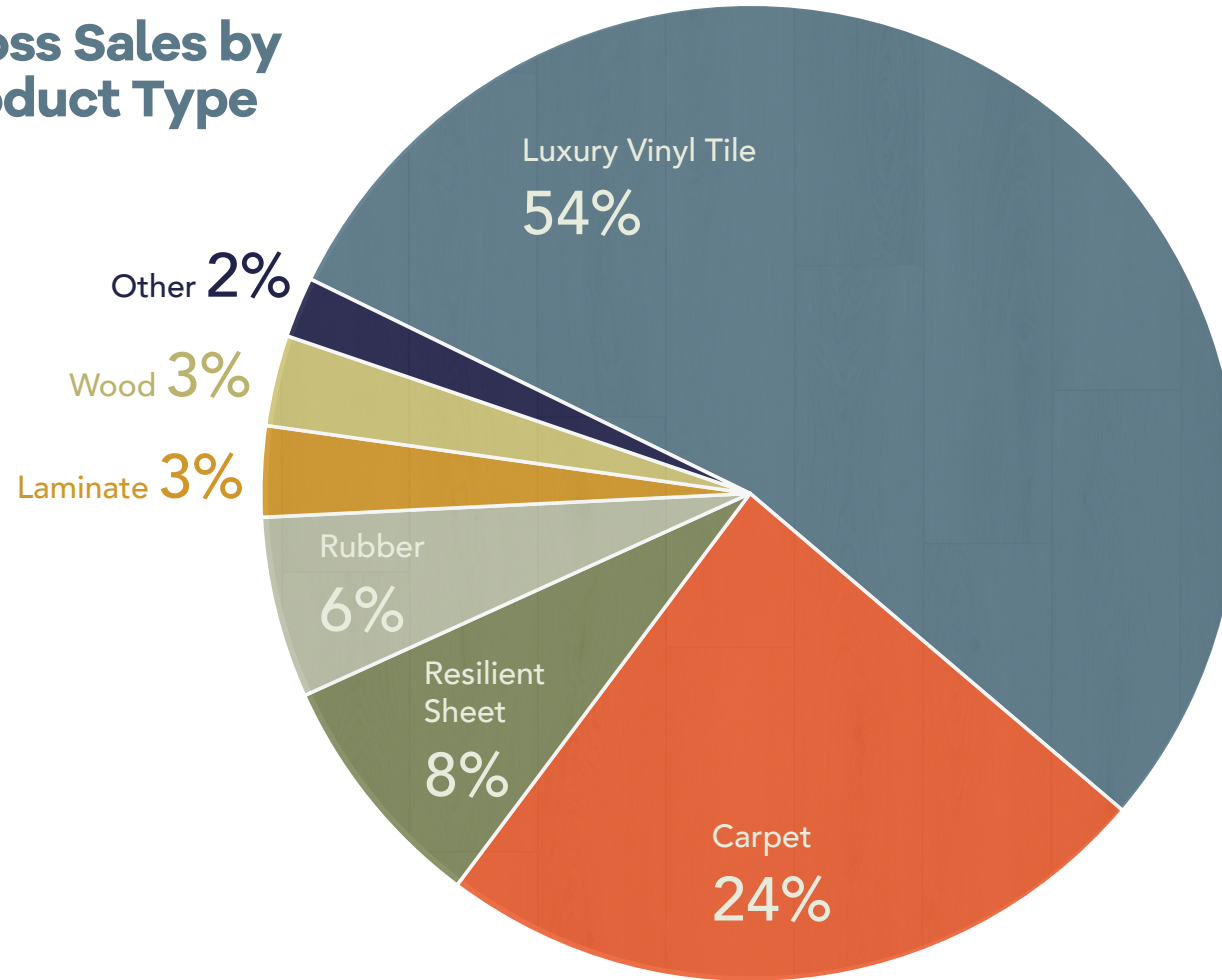
for 130 COUNTRIES

100%

of Amtico's manufacturing base is in the U.K.

ABOUT MANNINGTON MILLS

Gross Sales by Product Type



Change is the Only Constant

In October 2025, Mannington Mills announced our strategic decision to exit the residential carpet business to focus on the growth and innovation of our Residential hard-surface offerings, Commercial hard- and soft-surface portfolio and Amtico international business. As a result, we closed the residential carpet operations in Chatsworth and Dalton, Georgia, and McAdenville, North Carolina. We had been in the residential carpet business since 2020.

In announcing the decision, President and CEO Tom Pendley said, "Our associates have shown great dedication, and we are incredibly grateful for their loyalty. While we are confident that this decision is in the best interest of Mannington Mills' long-term future, it is an extremely hard one, as we understand the impact it has on our people."

Impacted associates were informed first of this decision to give them time to pursue new opportunities. They also received competitive severance packages and transition assistance. We also made legacy gifts to nonprofits in the Chatsworth, Dalton and McAdenville local communities.



ABOUT MANNINGTON MILLS

Governance

Everyone at Mannington Mills plays a role in advancing our environmental and social responsibility priorities. The Vice President (VP) of Sustainability, who reports directly to the President of Mannington Commercial and indirectly to the President / CEO, holds primary responsibility for sustainability-related matters across Mannington Mills and Amtico. The VP works cross-functionally with Operations, Supply Chain, Finance, Legal, Human Resources and Product Development, and the Amtico Operations Board to lead this framework. Initiatives are regularly discussed with the Executive Chairman and Board of Directors.

The Board of Directors selects and evaluates the Executive Chairman and is the final body addressing conflicts of interest and critical concerns, which management elevates as needed.

The Board of Directors maintains oversight of enterprise risks and opportunities, including climate-related risks. They also:

- Review and monitor climate-related goals and strategies
- Review and evaluate management's climate risk assessments
- Monitor progress against environmental sustainability goals and operational efficiency metrics



Ethics and Compliance

We have upheld a tradition of ethical business conduct for over a century, reflecting our enduring commitment to integrity, sustainability and responsible business practices.

Associate Standards of Professional Conduct

Our associates are guided by our [Standards of Professional Conduct](#) that mandate the highest ethical standards across our operations. These standards convey our expectation that associates act with integrity in ways that protect and strengthen the company's reputation. The standards address conflicts of interest, related-party transactions and the protection of confidential information, among other topics. By adhering to these standards, we continue to operate responsibly, respect the environment and drive fair and transparent business practices.

Supplier Code of Conduct: Responsible Sourcing

Just as we hold our associates to high ethical standards, we also partner with businesses that demonstrate a commitment to advancing these same principles. Our recently updated [Supplier Code of Conduct](#) outlines our 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 by those with whom we do business.

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 United Nations Global Compact (UNGC) and United Nations Sustainable Development Goals (UNSDGs).

When sourcing materials or finished goods internationally, we conduct in person supplier visits or engage independent third-party inspections to verify that facilities meet the standards outlined in our supplier agreements before becoming part of our supply chain. To further support responsible sourcing practices, we use the industry-standard [Assent Slavery & Trafficking Risk Template \(STRT\)](#) to assess environmental and social responsibility risks among key suppliers sourcing from China. We also use artificial intelligence tools to continuously monitor supplier-related risks and negative sentiment, helping maintain visibility and accountability across our global supply chain.

Aligned with the Mannington Mills Supplier Code of Conduct, Amtico's [Sustainable Procurement Policy](#) guides purchasing decisions with sustainability, accountability and long-term supplier relationships in mind. In 2025, Amtico worked with EcoVadis to assess its supply chain partners. This information helped the team better understand sustainability performance, identify risks and collect more consistent data on supplier practices related to labor standards, health and safety, environment and business ethics.

ABOUT MANNINGTON MILLS

Across both the U.S. and U.K., we prioritize sourcing close to our manufacturing operations whenever possible to strengthen supply chain visibility, consistency and responsiveness.

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 Resources (HR) Officer. The Leadership Team confidentially investigates all complaints, concerns and issues raised.

Risk Management

Mannington Mills regularly assesses our potential business risks and proactively works across the organization to reduce and manage these possible impacts in a wide variety of ways. These efforts 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, three- to five-year strategic plans and regular business updates with our independent auditors.

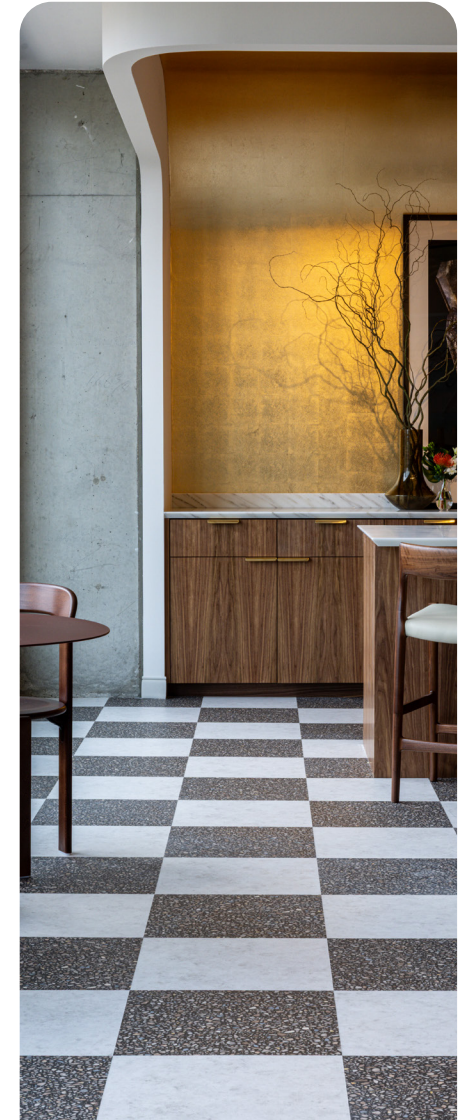
We continuously evaluate risks related to our business structure and operations, as well as broader industry conditions. For example:

- **Business-related risks** – including disruptions such as attracting and retaining top talent, financial management, and global and supply chain volatility.
- **Climate-related risks** – including biennial climate assessments using scenario analysis aligned with the [Network for Greening the Financial System \(NGFS\)](#), addressing orderly transition scenarios (1.5°C and 2°C pathways), disorderly transition scenarios involving delayed policies or divergent policies across countries and sectors, and hot house world scenarios (3°C+ warming).
- **Industry-related risks** – including changing consumer expectations, economic and social instability, transportation disruptions, energy volatility, intense competition and evolving retail environments.

To effectively mitigate and manage risks, we employ a wide variety of approaches, including conducting the previously mentioned double materiality assessment to consider the environment and social impacts of our operations alongside their financial implications. We also work to diversify risk across our business by working with multiple strategic suppliers; carefully managing capital expenditures, cash flow and inventory; conducting monthly companywide safety reviews; identifying opportunities to reduce environmental impacts and implementing recommendations from annual insurance risk assessments at each manufacturing facility location. We also regularly engage third-party firms to conduct internal audits of functional areas, including Human Resources, Information Technology, Finance and Operations.

Ensuring Cybersecurity

In 2025, Mannington Mills upheld our commitment to cybersecurity excellence by maintaining a flawless record with zero security breaches across our systems and services. This achievement reflects our multilayered security approach designed to mitigate risks at every level. We do not store protected personally identifiable information (PII), and we regularly provide training to ensure that associates are equipped to help safeguard our company and customers. By prioritizing prevention, detection and rapid response, we continue to strengthen our enterprise security practices.



ABOUT MANNINGTON MILLS



According to the Family Business Institute, just 3% of family-owned businesses reach the fourth generation or beyond. Yet Mannington Mills, founded in 1915 by John Boston Campbell, is now led by its fifth generation and preparing for many more generations of Campbell family stewardship.

So, what sets us apart? The values that have guided our company for more than a century continue to make the difference. Every day, we see these values in action as we recommit ourselves to:

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

These values are not siloed; they are deeply interconnected. At the foundation is the Care we show our associates and our commitment to Do the Right Thing, even when the right thing is more challenging. Doing so allows us to Control Our Own Destiny, which means producing products that exceed expectations and push beyond trends and limitations. The result is a positive Work Hard / Play Hard culture where associates are recognized, volunteerism is encouraged and we give back to our communities in meaningful ways that reflect our Care.

ABOUT MANNINGTON MILLS

Abiding by the United Nations Global Compact

WE SUPPORT



Our values guide every decision we make, including our approach to environmental and social responsibility. In October 2023, we joined 20,000 other companies and became a signatory to the 10 Principles of the [United Nations Global Compact \(UNGC\)](#). Doing so demonstrates our commitment to being a responsible business and to stewarding our resources and those of the planet by pledging to:

HUMAN RIGHTS

1. Protect human rights
2. Not be complicit in human rights abuses
3. Uphold freedom of association

LABOR

4. Eliminate forced labor
5. Abolish child labor
6. Eliminate employment discrimination

ENVIRONMENT

7. Support a precautionary approach to environmental challenges
8. Promote greater environmental responsibility
9. Encourage the development and use of environmentally friendly technologies

ANTI-CORRUPTION

10. Work against corruption in all forms



Contributing to the U.N. Sustainable Development Goals

Our initiatives also contribute to the following [United Nations Sustainable Development Goals \(UNSDGs\)](#), which aim to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.





ABOUT MANNINGTON MILLS

Embracing Double Materiality

In determining our environmental and social responsibility initiatives, it was important that we identify those areas where we can have significant impacts. Our 2024 double materiality assessment informed these priorities.

Specifically, we:

- Completed the UNGC self-assessment
- Reviewed the 17 UNSDGs
- Surveyed 543 internal and external stakeholders¹
- Harmonized these inputs to ensure that we considered both the environmental and social impacts of, as well as the financial implications on, our operations
- Identified the following double materiality priority areas

PRIORITY	CORPORATE RESPONSIBILITY / REPUTATION	ASSOCIATE RELATIONS	ENVIRONMENTAL RESPONSIBILITY TOWARD CLIMATE CHANGE	PRODUCT RESPONSIBILITY	COMMUNITY RESPONSIBILITY
ALIGNED MANNINGTON MILLS' VALUE / REPORT SECTION	All	Care	Do the Right Thing	Control Our Own Destiny	Work Hard / Play Hard
IMPACT AREAS	■ Governance ■ Ethics / integrity / compliance ■ Financial performance ■ Risk management, including human rights ■ Business relationships	■ Associate health & safety ■ Talent recruitment, retention and belonging	■ Operational efficiency ■ Increasing energy efficiency ■ Reducing GHG emissions, water withdrawal and waste ■ Promoting circularity / recycling	■ Transparency ■ Health and safety ■ Supply chain integrity ■ Changing customer patterns	■ Community engagement

Maintaining High Reporting Standards

Following sustainability reporting best practices, Mannington Mills reports our environmental and social responsibility efforts in accordance with the [Global Reporting Initiative \(GRI\)](#) Standards at the end of this report. Additionally, in compliance with the California Climate Corporate Data Accountability Act (CCCCA) (SB 253), this report discloses our 2024 and 2025 Scope 1, 2 and 3 greenhouse gas emissions (GHG). Many of the disclosed initiatives have been informed by [CDP](#), (formerly the Carbon Disclosure Project).

¹Mannington Mills hired an independent third-party consultant to conduct its materiality assessment via an online and mobile survey of associates, leaders, members of the Board of Directors, customers and distributors, architects and engineers, flooring specifiers, suppliers, nonprofit organizations and trade associations. More than 2,000 comments from the 543 respondents were reviewed and summarized by the third-party.

ABOUT MANNINGTON MILLS

Stakeholder Engagement

Mannington Mills engages with a wide variety of stakeholders to advance our environmental and social responsibility initiatives. We value their perspectives and ongoing engagement as we continue to live our values and position our business for future generations. These stakeholders also played an important role in our 2024 double materiality assessment process.

— “

What do I want people to know about Mannington Mills? That despite being in this business for more than 100 years, we still have a listener’s heart. We want to listen, learn and always get better. This is the mindset that our stakeholders find when engaging with our company.



~Richard French,
President, Mannington Commercial

” —

Stakeholders	Examples of the many ways we engage
Associates	- Core Values - Training and development programs - Company and team meetings, including quarterly town halls - Awards and recognition - Standards of Professional Conduct
Architects / designers	- Industry conferences and meetings - Product verification programs - Responsible sourcing initiatives - Continuing Education (CEU) offerings
Customers	- Industry conferences and meetings - Product verification programs - Responsible sourcing initiatives
Installers	- Installation and maintenance training - On-site installation support - Information on packaging - Product verification programs
End users	- Product verification programs - Responsible sourcing initiatives - Supplier engagement
Local communities	- Feeding America® partnership - Product donations - Disaster-relief efforts - Scholarships - Supplier engagement

Stakeholders	Examples of the many ways we engage
Suppliers	- Supplier Code of Conduct - Product verification programs
Nongovernmental organization partners	- Funding of key initiatives - Participation on boards and committees - Product donations
Industry organizations	- Support for verification programs - Engagement of leaders in initiatives - Sponsorships - Participation on boards and committees
Philanthropic partners	- Feeding America® partnership - Employee volunteerism - Product donations - Disaster-relief efforts - Community donations - Scholarships
Universities and other educational organizations	- Business practicum course sponsorship - Internships and apprenticeships for students - Participation on boards and committees - Providing guests lecturers and curriculum support

Care

At Mannington Mills, caring for our associates comes first. We are committed to creating a safe, supportive and inclusive workplace where every person feels valued, respected and empowered to succeed. We invest in the well-being, growth and recognition of our teams because our associates are the driving force behind everything we do. That same commitment to Care extends to the products we create, the communities we support and the environment we strive to protect. By putting people first and acting responsibly in all that we do, we aim to make a positive and lasting impact.



— “

At Mannington Mills, our value to Care extends from our associates to our customers and ultimately to our company. Caring cannot be delegated, instead we all opt to be dedicated.

~ Michael Edwards,
Senior Vice President of
Operations, Mannington Mills

” —



Mannington associates at the National Commercial Meeting

Caring Through the Generations

Mannington Mills was founded in 1915 in Salem by John Boston Campbell and his sons, Neil and Kenneth Campbell. John Boston's vision was to build a company where he could work alongside his sons and keep the family closely connected. More than a century later, the Campbell family continues to own Mannington Mills and to fulfill John Boston's vision.

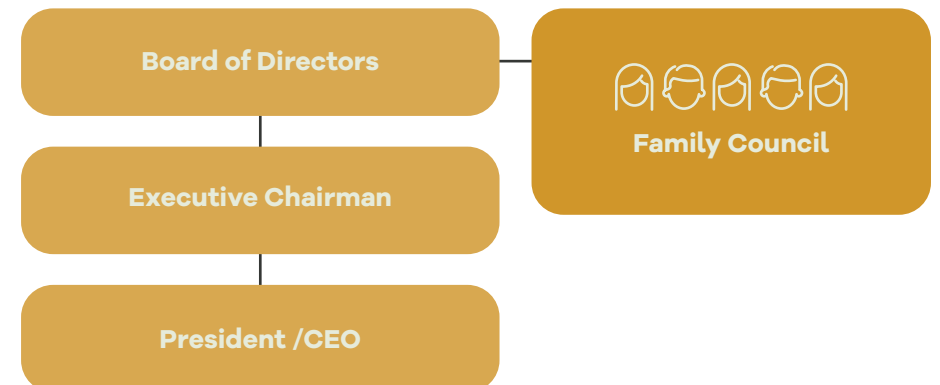
Our Executive Chairman Zack Zehner remembers working at the Salem manufacturing facility during summers in college and seeing firsthand the importance of family. "My grandfather – John B. 'Johnny' Campbell (founder John Boston Campbell's grandson) – established a strong foundation for Mannington Mills and put us on the path to where we are today. He honored a true set of values and recognized the importance of building a strong team. The values and the culture he created are our guiding principles today. I especially respect the importance he put on family. No matter what was going on with the company, he made it a priority to keep his family connected and close. We strive to do the same with associates, customers and the communities where we operate."

Mannington Mills remains family owned and professionally managed.

- Zack Zehner, our Executive Chairman is a family member with more than 20 years of experience as a company leader.
- Tom Pendley, our President / CEO is purposefully not a family member and is a recognized business leader, also with deep industry knowledge.
- The Family Council, comprised of five members of the Campbell family, educates the family to keep them engaged in the welfare of the business.
- The chair of the Family Council serves on our Board of Directors, comprised primarily of experienced outside professionals who advise the Executive Chairman and President / CEO.
- Our employment policy dictates that family members interested in working for the company must be at least 27-years-old, hold a four-year college degree, have a minimum of five years of relevant work experience outside the company, possess skills that meet a demonstrated company need, and be a good "cultural fit" for the company. Additionally, while they do not guarantee a role with Mannington Mills, family members considering future employment with Mannington Mills are encouraged to complete internships with the company.



Members of the Campbell family tour a facility during the 2025 Family Assembly





The Family Assembly gathered in June 2025 in Georgia for a 3-day retreat



Building Community Among Our Growing Family

As the Campbell family has grown through successive generations, we have remained committed to strengthening relationships among members spread far and wide, fostering a shared passion for and commitment to Mannington Mills' stewardship and values.

In June 2025, we held a Family Assembly gathering of about 75 of John Boston's fourth, fifth and sixth-generation relatives. The event began with a meeting of the Board of Directors, whose members then joined the family for a couple of days of activities that culminated in the Campbell Family Classic pickleball tournament. The Family Council and family shareholders also met during the assembly.

“We created the Family Assembly to prepare the next generation of shareholders to guide the business, sharing how we operate as a family and focus on long-term strategic growth. Whether they become leaders at Mannington Mills or elsewhere, we want them to understand the business from a human and environmental perspective. When these future leaders are informed, they can live the company's value, regardless of where they work.”

~Brentt Brown, head of the Family Council and Board of Directors member

According to attendees, a highlight was the opportunity to volunteer throughout northwest Georgia on behalf of the company. Three groups volunteered at local Feeding America® food pantries while another visited the Calhoun manufacturing facility and served lunch to associates. At [Northwest Georgia Hunger Ministries](#) and the [Voluntary Action Center](#), family members stocked shelves, prepared meals and served food to those in need. At the [Boys and Girls Club of Northwest Georgia](#), younger Campbell family members spent time playing dodgeball, basketball and air hockey with children at the club. On top of these volunteer activities, Mannington Mills donated \$1,000 to all three organizations.

“Care is a big part of Mannington's values, and as a family we are always learning how to care for others...”
~Maddie Campbell, Gen 6 family member

“Last summer, my family and I helped at a local food pantry in northwest Georgia. Packing boxes of food together with my cousins was hard work, but a lot of fun. It was nice to know we were helping families in the area, and when we saw people coming to get the food, I realized the impact of our work. To Care, and see for myself how it was helping others made me want to do it more,” says Maddie Campbell.

The Family Assembly meetings are held every few years. We are already looking forward to the next gathering.



Leadership Competencies Drive Behaviors

In a complex organization like ours, it is essential that everyone works together and shares a clear understanding of what we can expect of each other. This is where the Mannington Mills Leadership Competencies come into play. These competencies establish the standards to which we hold ourselves and each other accountable, regardless of our individual roles or responsibilities. Training and development programs (see below) are designed to introduce, strengthen and reinforce these essential behaviors as associates grow and advance their careers with Mannington Mills.

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

— “ —

I'm enjoying hearing the different perspectives from my peers on their leadership styles," says Amy Wells, Manager Treasury Operations and Accounts Payable, Mannington Mills, who is learning more about these leadership competencies in our Emerging Leaders training program. "Even though we have heard these basic principles before, it's very beneficial to be reminded how they relate to us personally and the teams we are leading.

” —



Opportunity was waiting for Brooke Boone

Brooke Boone's 20-year Mannington Mills career began while she was working part-time as a waitress to attend college and support her young son. Recognizing her strong work ethic and positive attitude, a former Mannington Mills Human Resources (HR) team leader encouraged Brooke to pursue an HR internship with the company. Just six months later, Brooke was hired full-time as an HR assistant. Over the years, she took on roles with increasing responsibility while also completing her college degree. Today, she is a senior benefit analyst, and her once-young son is a music teacher at a local elementary school – the second person in her family, after Brooke, to earn a college degree.

— “ —

Mannington is like a family; we care so much about each other," Brooke says. "Many of us have family members who also work here and people tend to stay. The company genuinely cares about associates, and we feel we are part of something meaningful.

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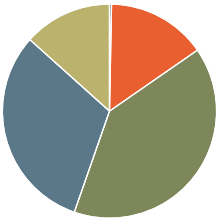


Our Associates

At Mannington Mills, we know our success begins with hiring great people. We are so proud that many associates choose to build their lifelong careers with us. On average, associates have been with Mannington Mills for 9.7 years and Amtico for 10 years. Our longest-serving associates have dedicated 55 years to Mannington Mills and 48 years to Amtico.

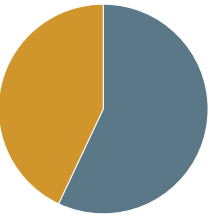
Tenure	Amtico	Mannington Mills
10+ years	39%	34%
25+ years	13%	12%

Generation

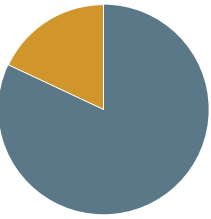


- Silent generation (1928 –1945) .01%
- Baby Boomers (1946 –1964) 15.10%
- Gen X (1965 –1980) 40.10%
- Millennial / Gen Y (1981 –1996) 31.4%
- Gen Z (1997 – 2010) 13.40 %

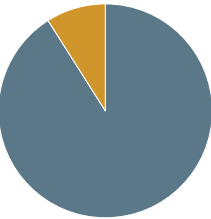
Gender



- Associates**
- Female 43%
 - Male 57%

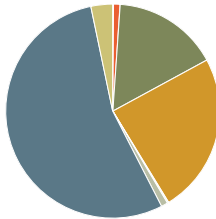


- Leadership**
- Female 18%
 - Male 82%



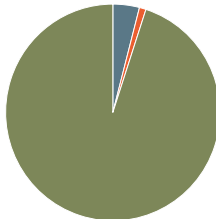
- Board of Directors**
- Female 9%
 - Male 91%

Race



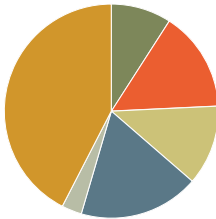
All associates by race

- American Indian or Alaska Native .1%
- Asian 1.0%
- Black 16.0%
- Hispanic or Latino 24.2%
- Native Hawaiian or other Pacific Islander .2%
- Two or more races 1.0%
- White 54.3%
- Unknown 3.3%



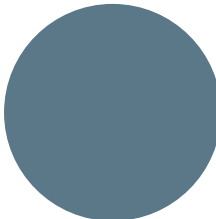
Leadership by race (director and above)

- Asian 4%
- Black 1%
- White 95%



Line Leaders by race and gender

- Black female 9%
- Hispanic female 15%
- White female 12%
- Black male 18%
- Hispanic male 3%
- White male 42%



Board of Directors by race

- White 100%

Investing in our Associates

Our Total Well-Being program assures associates of competitive compensation packages benchmarked against internal and external data. These packages include base salaries, variable compensation where applicable and a comprehensive benefits package. Our philosophy is to:

- Use compensation surveys, including local Living Wage indices, to benchmark the communities where we employ associates
- Ensure that compensation is consistent for associates performing the same functions in the same locales

Concern for associates' physical and mental health also is included in the Total Well-Being program. In the U.S., we expanded coverage to include insurance for injuries that occur during organized sports and introduced a \$50 wellness credit. The Parental Leave Policy launched in 2024 for associates welcoming new children by birth or adoption continues to receive positive feedback, as does the menopause awareness training Amtico introduced the same year.

Also at Amtico, a new cohort of 13 Mental Health First Aiders completed training in 2025. These associates continue to advocate for and promote positive mental health across the organization. In addition, following findings from the 2024 Employee Engagement Survey that revealed 46 Amtico colleagues identify as caregivers, the team continues partnering with [KareHero](#) to provide practical support and resources for these colleagues.

We are also making significant investments to our Human Resources Information System (HRIS) in 2026 to improve associate self-service capabilities and support talent management and performance review processes.

Plentiful Training and Development Opportunities

We are proud that, on average, associates have been with Mannington Mills for 9.7 years and Amtico for 10 years. We believe that this longevity demonstrates our commitment to helping people build meaningful, long-term careers with our company through the many training and development opportunities we offer.



Leadership development is one of our priorities

Executive Leadership

The multiyear Mannington Mills Executive Leadership Development Program prepares our top 100 leaders to first lead themselves, then to lead others and teams, and, ultimately, to lead the organization. The program addresses servant leadership, leading a mentally healthy workplace, and numerous other topics for creating a future-ready leadership team.

“Life comes at us whether we are ready or not and it’s hard for people to separate their lives from the workplace. Learning about different views of a healthy workplace in our training sessions has helped me understand how to better help people deal with the trials life throws to ensure a healthy, safe workplace and work-life balance,” says Kala Cronan, Divisional Customer Service Supervisor, Mannington Residential.

Amtico hosted a similar daylong training session for approximately 60 senior leaders. The session focused on group dynamics and gave participants an opportunity to observe and evaluate their engagement styles through video feedback.

Future Leaders

Amtico’s Future Leaders program has six participants engaged in a six-month curriculum of project-based initiatives and professional development. Each participant completes a project and is paired with a mentor to help them prepare for the next stage of their career.

Cat Wilkins, ACMA, CGMA, Manufacturing and Supply Chain Accountant, Amtico, participated in the program and says, “I was really interested in meeting people from across the business and gaining a broader perspective on how different teams contribute to Amtico’s success. That combination of personal development and wider exposure made it a really valuable opportunity.”

Similarly, in early 2026, Mannington Mills launched a new training curriculum for emerging leaders. These successor candidates benefit from the same community building and development experiences as executive leaders, preparing them to guide Mannington Mills into the sixth generation and beyond.

Front Line Leaders

Floor managers and supervisors at our manufacturing facilities participate in the Front Line Leader Program, which includes sessions on company culture, giving feedback and clarifying expectations, dealing with difficult situations, HR fundamentals and other key leadership topics. Many participants in the program have gone on to earn promotions and taken on roles on increasing responsibility across the company.

“The Front Line Leader program helped me strengthen my ability to communicate clearly and lead with confidence,” says Kate Barton, Manager Sales & Use Tax, Mannington Mills. “It improved my decision-making skills by encouraging a more strategic and proactive approach to problem solving and team support. Overall, the program helped me become more effective by enhancing how I coach my team, prioritize work and navigate cross-functional challenges.”

Helping associates grow and earn promotions is one way we attract and retain talented colleagues. In 2025, 47% of open roles at Mannington Mills and 62% of open roles at Amtico were filled through internal transfers and promotions.



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I really appreciated others’ comments on failing forward and using that to look for areas of improvement.

~Shanon Newsome,
Director, Commercial
Sales Excellence Team

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— “

The class interactions have been just as valuable as the content itself. Opportunities to share similar issues from various vantage points is tremendously valuable, especially from peers.

~Dustin Corn,
Senior Director, Customer
Experience, Mannington
Commercial

” —



Sustainability Training

Every year, we see growing interest from specifiers, installers, customers and end users about the environmental sustainability of our operations and products. To help associates respond to these inquiries and communicate how our commitment is put into practice, we introduced sustainability training as part of our Elevate series for Commercial sales associates and onboarding program for new hires. The training explores the pledges we endorse, the commitments we have in place, and the many ways in which using our products also help customers become more environmentally and socially responsible.

— “



These trainings also introduce and reinforce our belief that sustainability is a key part of everyone’s role, whether they work in a production facility, warehouse or office,” says Ashleigh Gordon, Sustainability Analyst, Mannington Commercial. “We do not have dedicated sustainability staff at each location for this reason. Our goal is to help associates live our values and be best prepared to identify challenges and opportunities.

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To further strengthen this approach, we also address sustainability during monthly Sustainability Summits attended by plant managers, manufacturing managers, chemists and others. These meetings help ensure we continuously identify, share and rapidly advance best practices.

Training Opportunities for All

Across all of our global locations, associates have the opportunity to participate in a wide range of training courses. In the U.S., associates spent 13,493 hours completing training, slightly more than double the amount of training undertaken in 2024.

TYPE OF TRAINING	HOURS COMPLETED
Professional development	4,606
Leading a Mentally Healthy Workplace	280
Mannington Mills’ Leadership Journey	1,070
SH For Supervisors and Managers	175
Behavioral / Personality Assessment Training	82
Front Line Leader Training	1,080
Microsoft Skills	376
Policy Signoffs / Compliance Training	1,714
Safety and Awareness Training	4,110

Amtico associates completed 852 courses and viewed 4,086 on the LinkedIn Learning resource. The most popular course was Managing Your Time. The team also launched the Amtico Learning Studio, an internal platform employees can access for 102 additional training courses and offered the Chatterbox foreign-language learning program.

13,493

HOURS SPENT BY U.S. ASSOCIATES IN TRAINING

4,086

COURSES VIEWED BY AMTICO ASSOCIATES

Jump-starting Industry Careers

Most of us can remember that first job or meaningful experience that helped launch our career journey. At Mannington Mills and Amtico, we are proud to help create those same opportunities for tomorrow's professionals. In 2025:

- 40 apprentices participated in Amtico's apprenticeship program across areas including manufacturing, data analytics, engineering and others while completing required training toward their degrees.
- Students from the University of Cambridge Business School worked with Amtico on a special project focused on manufacturing processes. Participants gained real-world experience before graduation and Amtico benefited from fresh perspectives from emerging professionals.
- Also at Amtico, Ph.D. and international students from Coventry University evaluated waste reduction and energy consumption at our manufacturing facility. Many of their recommendations are now being implemented.
- Mannington Commercial once again helped sponsor [Design Your World](#), a free, two-week summer program for young people from inner-city schools in Chicago, St. Louis, Minneapolis and Dallas. Led by the [International Interior Design Association \(IIDA\)](#), the program introduces high school students to careers in commercial interior design, architecture and the built environment, while promoting greater equity and diversity in the design industry. Roby Isaac, our design insights leader, participated in the program as a high school student and is keen to support young people following in his footsteps. He spoke to the group again this year.
- Mannington Commercial sponsored [METROPOLIS Future100](#), recognizing the next generation of architects and designers shaping the future of the built environment.

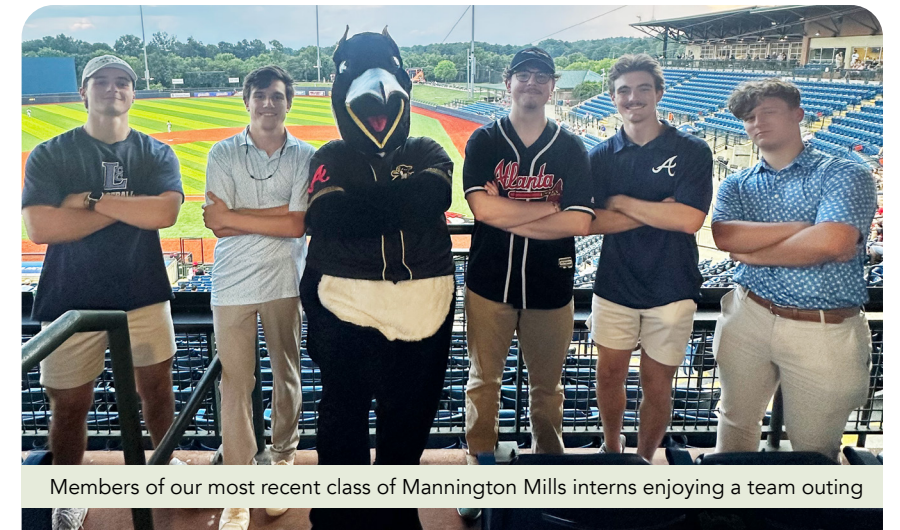


The most recent class of Amtico apprentices on the manufacturing floor



“ I have learned so much about how to be a professional and how to exhibit qualities such as accountability and diligence. This position has had a very positive impact on my career outlook and, more important, what it looks like to work for a great company,” says Bryce Richards, a two-time engineering intern from the University of Mississippi who joined Mannington Mills full-time following graduation in 2026.

- Eight interns worked with us over the summer of 2025; one in engineering, three in research and development, two in information technology and one in design. The students primarily came from the Atlanta area, but also included participants from California, Mississippi and Tennessee. Following a summer of hands-on work experience, lunch-and-learn sessions and volunteer opportunities, the interns collaborated on a capstone project addressing a current business challenge. Three members of the 2025 class joined the company full time after graduation.



Members of our most recent class of Mannington Mills interns enjoying a team outing

Our WIFI Connection is Strong

As longtime supporter of Women in the Flooring Industry (WIFI), we believe in the organization's mission to attract, educate and empower women within the flooring industry. We especially appreciate the efforts of WIFI Board members from our team – Whitney LeGate, Senior Vice President, Commercial Product, and Betsy Amoroso, Chief of Staff – Office of the CEO.

According to Whitney, "There is a real desire in the industry for connection. Being involved with WIFI is a great way to lift people up and create meaningful relationships across the flooring industry. No matter your role, company or stage of your career, there are women with similar experiences who are willing to coach, support and help develop the next generation as women continue to play a bigger role in our industry."



Safety First

Nothing is more important than the safety of our associates, both on and off the job. Although we achieved record low overall recordable injury and illness rates again in 2025, we continue identifying opportunities to further reduce risks across the enterprise. These conversations are ongoing and take place through formal training, shift and department meetings, regular safety communications, safety assessments, safety summits and ongoing auditing. At Amtico, the Health & Safety team meets quarterly and departmental safety meetings take place monthly. Additionally, all recommendations are shared with each location's ISO 14001 committees for integration into their initiatives.

Safety is such a priority that – like sustainability – we do not have safety managers. While this might seem counterintuitive, it reflects our embedded philosophy that everyone plays a vital role in protecting the safety of our people and operations. In 2025, nearly half of all associates were engaged in safety-related activities, which we have found to be the most effective way to increase awareness of our safety first priority.

Additionally, the Leadership Team is notified within one hour of every work-related injury. Our safety incident and emergency alert notification system coordinates local and companywide responses as needed. All incidents are documented in our proprietary database / dashboard for comprehensive analysis, continual process improvement, and the rapid sharing of lessons learned across the organization.

Continued improvements in 2025 included:

- Focusing on preventing struck or impact injuries
- Improving processes for associates working in warm environments, including the addition of designated cool-off areas
- Installing new cut tables in Madison with stepper motor controls and safety beams to improve associate safety

— “

We also started to re-emphasize the inclusion of associates outside of the immediate operational area where safety audits are conducted. The use of these 'cross-functional' safety audits helps bring fresh perspectives to our safety auditing process. The more sets of eyes we have looking at a situation, the more opportunities we have to identify corrections that prevent safety incidents," says Victor Giudice, CSP, Director, Safety, Health and Environment, Mannington Mills. "We encourage our associates to observe and report potential hazards beyond their immediate work areas."

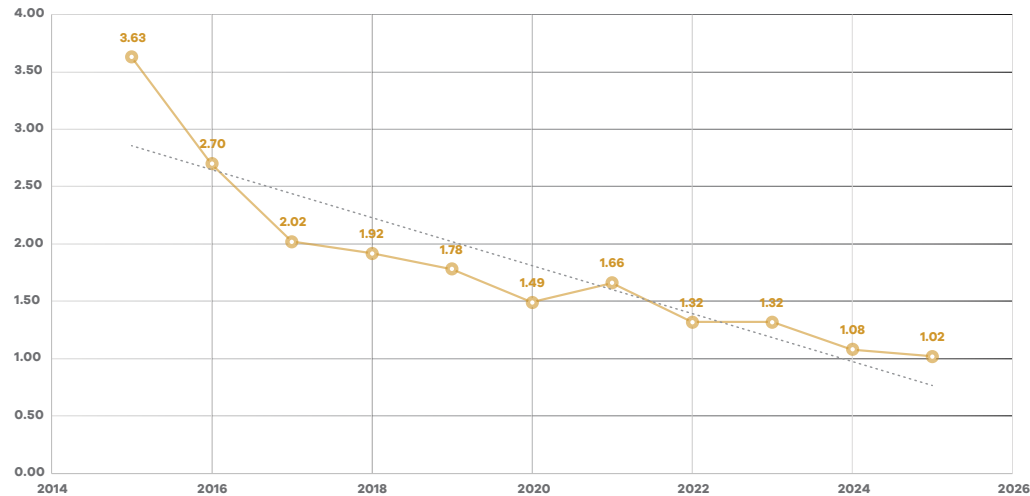


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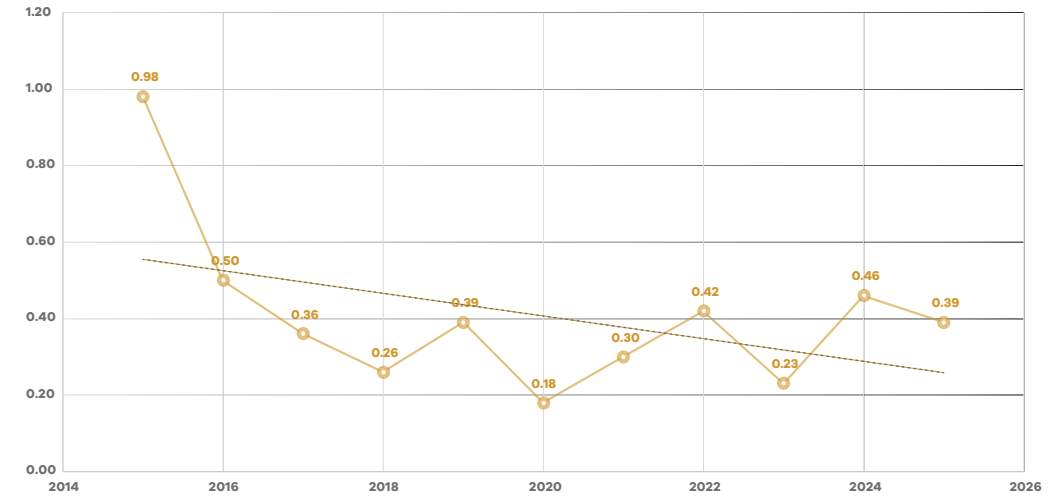
Total Recordable Injury and Illness Rates

As always, our ultimate goal is to continue to reduce risk and improve our safety and health performance. Mannington Mills has demonstrated improvement in many proactive key performance indicators, including Total Recordable Injury and Illness Rates (TIIR) and Lost Time Injury rates (LTIR), as show below.

Total Recordable Injury and Illness Rates²
(all operations, including Amtico)



Lost-Time Injury Rate²
(all operations, including Amtico)



²The incidence rates above represent the number of injuries and illnesses per 100 full-time workers and were calculated as $(N/EH \times 200,000)$ 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)

Do the Right Thing

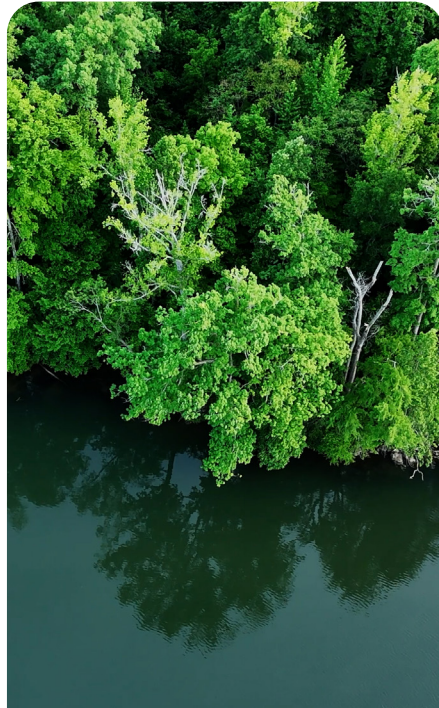
For five generations, our success has been rooted in doing what is right. As a family-owned company, we have the freedom to make long-term investments that strengthen our business, support our associates, and positively impact the communities we serve – even when the returns take time to realize. Our commitment to achieving net zero emissions by 2050 is one example of this long-term mindset in action. It is an ambitious goal that will require dedication and progress at every stage, but we are confident in both our strategy and the people driving it forward. Every day, we are taking meaningful steps to reduce our environmental impact and build a more sustainable future.



Mannington Mills recognizes our responsibility to minimize impacts on environmental health and to conduct business in a responsible, considerate and thoughtful manner. Our Environmental Policy guides this commitment. Intentionally concise and action-oriented, the policy provides a clear framework for how we operate and make decisions across the organization. Our [Environmental Policy](#) states that Mannington Mills will:

- Integrate health, safety and environmental considerations into daily operations and long-term business decisions
- Comply with all applicable legal and regulatory requirements
- Pursue continual improvement in alignment with the ISO 14001 international standard
- Engage management, associates and stakeholders in identifying and addressing the environmental aspects of our processes

Amtico's [Sustainability Policy](#) outlines the organization's Responsible Foundations sustainability strategy and guides decision-making across its three focus areas of Climate, Waste and People. Amtico is committed to creating positive change for the environment, supporting its people and making a difference in the communities it serves. Amtico's work also is aligned with the [ISO 20400 Sustainable Procurement Standard](#).



Owning Our Carbon Impact

We believe companies should take responsibility for the carbon they emit. That is why we measure and report on the full lifecycle of our products. In this process, we pay particular attention to the carbon impact from raw materials sourcing through the point our flooring leaves our distribution center, as these are the aspects over which we have the greatest control. Throughout this journey, we make deliberate choices to reduce our carbon footprint wherever possible.

Our approach is simple: reduce what we can and offset the rest. Overtime, we aim to reduce even more and offset even less.

- We manufacture durable products designed to reduce the need for frequent replacement.
- We continuously work to reduce the carbon intensity of our manufacturing processes.

We charge our commercial business an internal "carbon tax" which assigns a financial value to the carbon present in each square foot of product produced. These funds are used to offset current emissions and support projects to reduce future emissions. "When we introduced the carbon tax in 2022, we knew it had the potential to transform the way our organization thinks about sustainability. Since then, we have seen firsthand how it drives real behavior change," says Shane Totten, Vice President of Sustainability.

— “ —

When associates can clearly connect environmental impact to the financial performance of the business, sustainability becomes more than an initiative – it becomes a shared responsibility and a catalyst for action.

~Shane Totten
Vice President of Sustainability

— ” —



**Appalachian
Carbon
Exchange**

Our Winning ACE

Mannington Commercial offsets the equivalent of 105% of the cradle-to-gate greenhouse gas (GHG) emissions from products manufactured in the U.S. through our partnership with the Appalachian Carbon Exchange (ACE)³. This regional, community-centered program invests directly in the forests and landscapes surrounding the communities where we operate and where our associates live and play. In 2025, this offset totaled 94,727 metric tonnes of CO₂e, the equivalent of taking 22,096 cars off the road for one year⁴.

These offsets do not impact our Scope 1, 2 and 3 emissions reporting. We recognize the carbon impact of our products and operations and reducing and ultimately eliminating these emissions is an operational and management priority.

Launched in 2023, our carbon-offset partnership with ACE supports a 40-year commitment to climate-smart land management focused on carbon sequestration and biodiversity across 10,000 acres. Through this collaboration, we expect to offset more than 390,000 metric tons of carbon-equivalent GHG while creating new economic opportunities for regional landowners. By transitioning working lands from low- or no-timber harvesting practices to long-term carbon sequestration, the partnership helps protect natural resources, strengthen local communities and deliver meaningful environmental impact for generations to come.

"We build high-quality carbon projects that increase land stewardship options for the farms and forests of Appalachia," says Ongeleigh Underwood, ACE Executive Director. "Land, people and communities are connected through healthy resource management. Mannington Commercial's long-term investment in ACE has given us the stability to extend our reach and impact, leapfrogging to go further, farther, faster. For example, we have broadened our impact to include Southern and Central Appalachia, working with local landowners in the program to create a long-reaching

management plan for healthier forests, creating monitoring protocols for growing birdsong habitat, and skilling up workers in the region for entry-level jobs in forestry and disaster response."

In 2025, ACE also established a new forestry workforce development program to prepare the next generation of forestry workers by supporting individuals with barriers to employment. Training includes the safe operation of equipment such as chain saws and woodchippers, tree identification and management, and wilderness first aid.

"Corporate climate neutrality is not the same as climate neutrality in nature, and we know the difference," says Shane Totten, Vice President of Sustainability. "With ACE, we realized there was the potential to invest in something that was improving the communities around us for the next 40 years. What better investment can you ask for if you're trying to make a difference in the world?"

— “
Corporate climate neutrality is not the same as climate neutrality in nature, and we know the difference,
~Shane Totten
Vice President of Sustainability



Let the Sun Shine

We have long benefited from the 3,900 solar panels at our Salem facility. These panels generated 894,823 kilowatt hours in 2025. In early 2026, we took our solar commitment further and installed another 1,158 panels at our Calhoun facility. The system is expected to produce about 60% of Calhoun Modular Carpet System's electricity needs. A unique feature of the installation is the sheep grazing on the property to naturally and efficiently manage vegetation. In its first month of operation, the facility produced 26% more product but used 11% less electricity from the grid. The installation is expected to reduce annual GHG emissions by approximately 600 metric tonnes—it's like driving 1.5 million fewer miles in a gasoline-powered car⁴.

As an added benefit, the solar panels were locally made in nearby Dalton, Georgia, supporting our efforts to purchase locally when possible.

³ACE's offsets are registered with the [American Carbon Registry \(ACR\)](https://www.american-carbon-registry.com/) and have passed a rigorous third-party vetting process.

⁴<https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

Reduce ... Reuse ... and Recycle

Sustainability does not end when a product leaves our facilities. Because much of a product's environmental impact occurs over its full life cycle, we focus on reducing embodied carbon by designing flooring that lasts longer, performs better and can be repurposed at the end of its use. The longer our floors remain in service and out of landfills, the more sustainable they become.

Amtico's Take Back Scheme is giving flooring materials a second life instead of sending them to landfill. In 2025, we collected 106 tons of luxury vinyl tile waste. Through the program, installation offcuts and used flooring are recycled or repurposed into products such as traffic cones, speed bumps and other durable materials. By accepting both Amtico flooring and that from other manufacturers, the Take Back Scheme is reducing waste across the industry and supporting a more circular approach to material use and sustainability.

— “



The Take Back Scheme has proven to be a strong and scalable sustainability initiative, delivering measurable environmental and commercial benefits,” says Ian Lloyd, Amtico Operations Director. “Since launch, the scheme has achieved significant year on year growth and increased retailer engagement. Most importantly, we have successfully embedded a closed loop process, ensuring clean returned material is granulated and recycled in house. Overall, the scheme represents a credible, data driven success that supports both sustainability objectives and retailer partnerships, with clear opportunities for further optimisation and scale.

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In the U.S., we aim to help find second lives for reusable flooring materials through organizations like [Rheaply](#) and [Carpet America Recovery Effort \(CARE\)](#) and our membership in [Build Reuse](#), a nonprofit organization focused on transforming construction and demolition waste into valuable local resources. Mannington Mills and other Build Reuse members are helping expand the infrastructure needed to reclaim and reinstall materials ranging from structural steel to carpet tile. “Flooring is an interesting product for us,” says Build Reuse Board Member Daniel Kietzer. “It is further ahead than almost any other category in terms of recovery outcomes, and Mannington Mills is leading the way with its intense focus on reuse.” Yet still, there is much more work to be done in addressing these potential waste-reduction streams.

In Australia, Amtico is a founding partner of [ResiLoop](#), an industry-led and government-backed initiative to improve recycling options for resilient flooring materials, including luxury vinyl tile, sheet vinyl, linoleum, rubber and hybrid tiles. Launched in 2024 by the [Australian Resilient Flooring Association \(ARFA\)](#), the scheme reflects the value of collaboration in helping drive more sustainable outcomes across the sector.



Collaborating Across Georgia

Like Mannington Mills, the U.S. state of Georgia is committed to net zero emissions by 2050. As a member of the [Draw Down Georgia Compact](#), we are working with companies within and outside of our industry to find and share solutions to the state's priorities of equity, health, environmental quality and economic opportunity.

Our Standards Are High

Across our operations, we work diligently to meet recognized benchmarks for high performance set by the [International Organization for Standardization \(ISO\)](#).

- ISO 14001:2015**
Four of our facilities – Calhoun, Madison, Salem and Coventry – are certified for environmental management systems addressing pressing global concerns including climate change, biodiversity loss and resource depletion.
- ISO 9001:2015**
Three of our facilities – Madison, Salem and Coventry – are certified for quality management standards including focusing on the customer, motivated management and continual improvement.
- ISO 45001:2018**
Our Coventry facility is certified for the protection of people’s well-being and safety in the working environment.

Tracking Progress Toward Net Zero

Evaluating the carbon emissions and waste generated, along with the energy and water consumed in the manufacturing of our products, is a key measure of our progress toward achieving net zero emissions by 2050. Across every part of our business – from raw material sourcing and manufacturing operations to distribution – we continue to rethink and improve how we operate in support of this ambitious goal. Already, Amtico sources 100% renewable electricity. We remain committed to tracking and reporting these metrics annually as we advance our sustainability efforts.

In 2024, we calculated Scope 1, 2 and 3 GHG emissions across the enterprise for the first time. Informed by this data, we established short-, intermediate- and long-term intensity reduction targets to guide our North American future-focused sustainability strategy. Additionally, in 2025, Amtico installed circuit-level monitoring (CLM) to improve visibility into energy use and identify additional efficiency opportunities. Amtico’s fleet also now is 87% EV/hybrid.

Emissions ⁵		
	2024 ⁶	2025
Scope 1 - direct emissions within our control from sources including boilers, furnaces, company vehicles, etc.	25,762 metric tonnes CO2e	25,219 metric tonnes CO2e
Scope 2 ⁷ – market-based energy purchased and consumed by Mannington Mills, usually electricity, steam, heating, cooling, etc.	44,071 metric tonnes CO2e	38,850 metric tonnes CO2e
Scope 3 – emissions occurring along our value chain, generated by raw materials, suppliers, transportation, others	485,476 metric tonnes CO2e	497,419 metric tonnes CO2e
Total Emissions	555,310 metric tonnes CO2e	561,488 metric tonnes CO2e

⁵Mannington Mills’ Scope 1, 2 and 3 emissions for calendar years 2024 and 2025 have been verified by the WAP Sustainability Consultancy. The verification was prepared in accordance with the WRI / WBCSD GHG Protocol Corporate Accounting and Reporting Standard.

⁶2024 was the first year Mannington Mills calculated and reported Scope 3 emissions.

⁷Scope 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.



Since we began calculating intensity data in 2022, we have improved our data collection capabilities. Beginning in 2024, we have been able to report data from global operations. This information is included below. Due to rounding of fractional figures, percentages may not sum to exactly 100%. We will continue to monitor our progress and update targets as we progress.

	2024 Baseline	Target	2025	Progress From 2024 Baseline
Scope 1 & 2 emissions	0.49 pounds of CO2e / pound of product produced	Reduce Scope 1 & 2 emissions intensity by 15% by 2030 (to 0.42 pounds of CO2e / pound of product produced)	0.31 pounds CO2e / pound of product produced	↓ 36.73% reduction
Scope 3 emissions	3.38 pounds of CO2e / pound of product produced	Reduce Scope 3 emissions intensity by 25% by 2035 (to 2.54 pounds of CO2e / pound of product produced)	2.43 pounds CO2e / pound of product produced	↓ 28.11% reduction
Scope 1, 2 & 3 emissions	3.87 pounds of CO2e / pound of product produced	Achieve net-zero Scope 1, 2 & 3 emissions by 2050	2.74 pounds CO2e / pound of product produced	↓ 29.20% reduction
Renewable Energy	0.60%	Source 25% of electricity from renewable sources across all facilities by 2030	0.67%	↑ 11.67% increase
Energy Intensity ⁸	0.87 kWh / pound of product produced	Reduce energy intensity by 25% by 2030 (to 0.65 kWh / pound of product produced)	0.57 kWh / pound of product produced	↓ 34.48% reduction
Water Withdrawal Intensity ⁹	0.19 gallon, or 24.16 ounces / pound of product produced	Reduce water withdrawal intensity by 50% by 2030 (to 0.095 gallon or 12.16 ounces / pound of product produced)	0.13 gallon, or 16.28 ounces / pound of product produced	↓ 32.62% reduction
Waste Intensity	0.08 pound, or 1.28 ounces / pound of product produced	Reduce waste intensity by 90% by 2030 (to .008 pound, or 0.128 ounces / pound of product produced)	0.06 pound, or 0.90 ounces / pound of product produced	↓ 29.69% reduction
Diverted Waste ¹⁰	0.04 pound, or 0.64 ounces / pound of product produced	Achieve 90% waste diversion by 2030 (to 0.004 pound, or 0.064 ounces / pound of product produced)	0.02 pound, or 0.28 ounces / pound of product produced	↓ 56.25% diversion

⁸All data <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

⁹All water withdrawal is via municipal water systems

¹⁰Waste diverted from landfill or waste to energy / pound of product produced

Scope 3 Emissions		
	2024	2025
Upstream Activities		
Purchased goods & services	286,438	319,040
Capital goods	3,722	4,383
Fuel – and fuel-related activities	41,289	17,293
Upstream transportation & distribution	66,945	80,294
Waste generated in operations	4,715	5,498
Business travel	1,079	800
Employee commuting	5,587	5,731
Upstream leased assets	0	0
Downstream Activities		
Downstream transportation & distribution	9,817	12,556
Processing of sold goods	0	0
Use of sold goods	0	0
End-of-life treatment of sold products	62,397	40,817
Downstream leased assets	1,013	1,287
Franchises	0	0
Investments	2,475	9,721

Our Progress Toward Zero Waste

As the above waste intensity data demonstrates, Mannington Mills generated only 0.06 pound, or 0.90 ounces, of waste per pound of product produced in 2025. Even so, we believe there is still more progress to be made. Our goal is to divert 90% of the waste generated across our operations – from offices, manufacturing, transportation and supply chain activities – away from landfill. Again in 2025, Amtico contributed zero manufacturing waste to landfill.

Through responsible take-back programs and recycling initiatives, we are finding real ways to keep flooring materials out of landfills. Our corporate waste reduction working group has identified numerous opportunities to reduce waste across operations. For example, our Madison, Georgia, facility incorporates pre-consumer materials from other Mannington Mills locations into the production of luxury vinyl tile manufactured at the site. Today, these reclaimed materials make up 35% of one layer within the flooring product. Amtico also collects and recycles offcuts of its luxury vinyl tile back into the manufacturing process. Both initiatives support a more circular economy by reducing reliance on virgin raw materials.

Amtico also moved to water-activated tape dispensers, eliminating the need for traditional tape guns by using a dispenser that moistens and cuts tape to the exact length needed for sealing boxes. The tape creates a strong, fiber to fiber bond with cardboard, eliminating the need for mixed material packaging and enabling recycling of boxes without tape removal. This more controlled tape application also reduced material usage and waste, contributing to lower overall consumption. “Collectively, these improvements provide a more environmentally responsible packaging solution while maintaining production performance, safety and pack integrity standards,” says Ian Lloyd, Amtico Director of Operations.

Way To Go, Amtico

Amtico won Investment Project of the Year at the 2026 Made in the Midlands Awards for its internally designed Water Bath Annealer project. The system replaced air cooling in the final stage of the lamination process, improving product quality and manufacturing efficiency.



We Stand Firm on Our Clean Vinyl

Mannington Mills designs every product for the safety of the people who make it, the people who use it and the environment. One of our and the industry's most popular options is vinyl flooring, made primarily from polyvinyl chloride (PVC) and other synthetic materials to enhance performance. Much has changed since PVC was first introduced in the 1920s. We know – even today – that not all vinyl is created equal, which is why we are confident referring to our portfolio as “clean vinyl.”

For starters, we manufacture 95% of our U.S. Commercial portfolio of luxury vinyl tile at our Madison, Georgia, facility.

- This operation is both ISO 9001 certified for best practices in continuous improvement and ISO 14001 certified for best practices in environmental management. Our two PVC raw material supply partners are similarly certified.
- Our facilities, as well as those of our PVC raw material suppliers, also are +Vantage Vinyl Verified for demonstrating best practices for material health, environmental stewardship, social diligence, economic soundness, collaboration and open communication.

Safety First

All modern PVC raw materials are manufactured under strict safety and environmental standards. In production, our manufacturing processes are carefully controlled to protect people and the environment, while meeting our exacting performance and quality requirements. The production processes manage temperature ranges far below those required to release any gases. Plus, these temperatures are continuously monitored and automatic safety systems can shut down production if necessary.



Transparency is Key

Our luxury vinyl tile is FloorScore® certified and has a product-specific Environmental Product Declaration and Health Product Declaration. It also contributes to credit opportunities for LEED®, WELL, Living Building Challenge and Green Globes®. To ensure transparency, the Managed Substances List (MSL) within our [Supplier Code of Conduct](#) is an industry-leading initiative that clearly defines the substances permitted in our products. More than 30 substances are now either prohibited or restricted by Mannington Mills. To ensure compliance, we partner with a trusted third party to conduct annual Value Chain Chemical Management (VCCM®) assessments of all incoming raw materials. These assessments evaluate chemical composition at the stringent threshold of 100 parts per million. We also work closely with resin suppliers who demonstrate best-in-class production in safe, highly controlled, closed-loop systems that minimize emissions and protect worker health.

Dedicated to Reducing Waste

PVC is one of the most recyclable plastics. It can be reground and reused multiple times without degradation. We reuse luxury vinyl tile (LVT) manufacturing scrap in the production of new products. We also support vinyl flooring takeback programs and work to help the industry reclaim LVT, sheet vinyl and accessories for recycling. Although post-consumer recycling is more complex, infrastructure and programs are continuing to improve.



Longer-lasting Products Mean More Sustainable Interiors

Our high-quality vinyl flooring also lasts longer than many alternatives, reducing the need for premature replacement. Fewer replacements mean less energy needed to manufacture new flooring, less waste and less end-of-life disposal challenges.



Control Our Own Destiny

Our long-lasting flooring products reflect Mannington Mills' focus on performance, durability and thoughtful design. We deliver lasting value that helps customers meet the evolving needs of end users while supporting a more sustainable product life cycle. At the same time, we continue advancing materials and manufacturing processes that reduce environmental impact while building a business that remains adaptable in a rapidly changing world. By balancing a culture of Care with a strong focus on results, we embrace new opportunities while remaining grounded in the values that have shaped our direction and success for generations.



We Are Driven to Outperform

What does it mean to outperform? To us, it means going beyond: beyond expectations, trends and limits. To do so, we have created an intentional system across our Commercial business unit and aligned with our enterprisewide values to deliver more at every stage of the process. While others may focus on one or two strengths, we are setting new standards for what is possible across eight key areas of flooring design, with environmental sustainability an overarching element of the entire process.

- **Design** - We design flooring that elevates spaces and enhances user experiences – beautiful, functional solutions that work together seamlessly across our product categories and address the unique demands of the industries we serve.
- **Materiality** – We are open about what is in our products – and what is not. Our materials are thoughtfully selected to deliver safe, high-performing flooring with full transparency.
- **Construction** - Our products are built with both precision and care. Because we control the construction process, you can count on consistent quality, better performance and faster lead times.
- **Installation** - We make installation easier with clear instructions, expert resources and support that ensure our flooring performs as intended from day one through its lifetime.
- **Product Care** - Our flooring is engineered for easy product care and lasting performance. We also provide clear guidance to help customers and end users keep the space looking its best for years to come, helping extend its life and reduce environmental impact.
- **Durability** - Our flooring is built to perform. From high-traffic spaces to demanding environments, our products resist scratches, stains and wear – all backed by trusted warranties.
- **Circularity** – We are committed to a more sustainable future. Through responsible take-back programs, recycling initiatives, reducing the volume of raw materials and incorporating recycled content into our products, we are finding real ways to keep flooring out of landfills. (See [Do the Right Thing](#) section.)
- **Community** – We are more than a flooring company. We are a partner invested in our customers' successes, the continued advancement of our industry and the well-being of the communities we serve – backed by a family-owned legacy and strong values. (See [Work Hard / Play Hard](#) section.)



It All Starts with the Right Design

We understand the important role flooring plays in elevating spaces and enhancing user experiences. One example of this commitment is Amtico's portfolio of 30-plus dementia-friendly flooring designs help people living with dementia better navigate and understand the spaces around them.

"Our teams go to events and join panels to gain insights and have conversations with the A&D community. It's really all about awareness, connection and collaboration," says Lorna Williams, head of Product Design and Creative Branding at Amtico. "The concepts behind our products often begin with a simple question: How can we create something that remains relevant long after it is first installed? Design decisions allow customers to invest thoughtfully, updating spaces as they grow without sacrificing what really works. In this way, design becomes a tool for continuity, connection and long-term value."

Our design team continually explores new cities, global events and artistic communities to uncover fresh insights and emerging design trends. After each journey, we channel our findings into new patterns, textures and hues that reflect the story behind each collection. And from the very beginning of product development, our stage-gate process ensures that circularity, material health, transparency, GHG emissions and supply chain considerations are fully integrated into decision-making.

— 66 —

We are always looking for new product ideas that are both more sustainable and better meet customer needs. Recently, we reduced the amount of yarn needed in carpets while maintaining the expected high performance. And our clean vinyl, which uses one of the most recyclable plastics, lasts longer than many alternatives, reducing the need for premature replacement," says Stacey Gerbman Goldshlack, Director of Design.

— 99 —

The Amtico team attended the Designing for Dementia Conference 2026



Supporting Human Health with Safer Materials

We care about what goes into our products, and what stays out, because material choices directly affect the health and well-being of the people who make, install and live with our flooring every day. That is why we hold every ingredient to rigorous standards and prioritize full transparency into how our products are made.

Reducing Chemicals of Concern

In 2025, we introduced the Managed Substances List (MSL) included within our [Supplier Code of Conduct](#). This industry-leading initiative strengthens both transparency and accountability around the substances permitted in our products. More than 30 substances are now either prohibited or restricted. To ensure compliance, we partner with a trusted third-party to conduct annual Value Chain Chemical Management (VCCM®) assessments of all incoming raw materials. These assessments evaluate chemical composition at the stringent threshold of 100 parts per million.

— “ —

Mannington Mills is a leader in advancing safer chemicals. They set a bar for what is and is not acceptable,” says Olivia LaMarche Sustainability Director, WAP Sustainability.

Their approach is unique in that they act to remain ahead of emerging issues around potential chemicals of concern. Mannington Mills helps customers understand both the materials in their products and how they are addressing chemical risks.

— ” —

WAP has worked with Mannington Mills for more than 10 years on a wide variety of environmental sustainability related initiatives.

Our approach to material health aligns with the [American Institute of Architects \(AIA\) Materials Pledge](#) developed to help architects and designers carefully consider the products and finishes used in their projects to help improve the health of people and the planet. As a signatory to the pledge, we are eliminating substances that may pose risks to human health and selecting materials that contribute to safer indoor environments, working to ensure our flooring performs at a high level without harming the people who make it, install it or enjoy it.



Clear wear layer scrap is granulated and reintroduced into the manufacturing of new products

Clarifying Certifications

Certifications help navigate the world of green marketing claims, but the wide variety of labels in the flooring industry – health care labels, education labels, green building labels and more – also can be confusing. Although these designations are important for architects, designers and end-users, they are not always easy to interpret. To improve transparency, we are expanding the public disclosure of product-specific information through [Health Product Declarations \(HPD\)](#) and [Environmental Product Declarations \(EPD\)](#) available on our website. We also are taking steps to develop product-specific EPDs at the SKU level, giving customers a clear understanding of the environmental impact associated with each individual product.

Percentage of commercial portfolio with:

98% HPD & EPD	100% FloorScore® (all eligible products)	100% Green Label Plus (all eligible products)
4% UL GREENGUARD	29% Declare ¹⁰	100% +Vantage Vinyl Verified-Silver (all eligible products)

All Mannington Commercial products may also contribute to multiple [LEED®](#) ([Leadership in Energy & Environmental Design](#)) and [Green Globes](#) credits. Additionally, all our commercial carpet products pass [Carpet and Rug Institute Green Label Plus](#) certification for low VOC (volatile organic compound) emissions.

Percentage of residential portfolio with:

100% FloorScore® (all eligible products)	100% Green Label Plus (all eligible products)	100% +Vantage Vinyl Verified-Silver (all eligible products)
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The [Common Materials Framework \(CMF\)](#) helps designers more quickly evaluate the environmental, social and health implications of our products when making sourcing decisions. More than 100 stakeholders from across the industry worked together to create the CMF, analyzing and organizing over 100 of the most common building products and material certifications and disclosures. Mannington takes the CMF even further by creating summaries listing each of the Framework's categories and our product's performance within them.

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](#), [Carpet and Rug Institute](#), [Contract Flooring Association](#), [European Resilient Flooring Manufacturers Institute](#), [Georgia Association of Manufacturers](#), German Association of the Resilient Flooring Manufacturer eV (FEB), Sustainable Building Council, [Green Building Initiative](#), [International Living Future Institute](#), [PRI 60](#), [Resilient Floor Covering Institute](#), [ResiLoop](#), [Sol PVC Pro](#), [United Kingdom Resilient Flooring Association](#), [U.K. Slip Resistance Group](#), [U.S. Green Building Council](#), Valobat, [Vinyl Plus](#) and [Vinyl Sustainability Council](#).

¹⁰We continue to progress our Managed Substances List and expect to increase our Declare percentage over time.

Domestic Manufacturing Delivers

For generations, Mannington Mills has stood for flooring that performs reliably across a wide range of environments, while meeting the evolving needs of customers and end users. Because most of our products are made in the USA, we are able to maintain greater control over quality, lead times and craftsmanship. Today:

99%¹¹

of Mannington
Commercial
products are
made in the U.S.

69%¹¹

of Mannington
Residential
products are
made in the U.S.

98%

of raw materials
used in
Mannington Mills
products are
sourced in the U.S.

Manufacturing close to home gives us greater consistency, reliability and flexibility. It helps us respond more quickly to customer needs and evolving design trends while maintaining the quality and on-time deliveries people expect from our products. It also ensures that our Commercial products meet the requirements of the Build America, Buy America Act, which mandates that manufactured products and construction materials for federally funded projects be produced in the U.S. Similarly, Amtico's manufacturing base in the U.K. provides the same advantages of reliability, quality and responsiveness for customers across the U.K. and European markets.

¹¹Based on square footage.

Installation, Product Care and Durability

At Mannington Mills, we approach sustainability with the entire product life cycle in mind, including installation, maintenance and long-term durability. We design products for efficient installation to help reduce material waste and minimize jobsite disruptions, while durable surfaces that maintain their appearance over time help extend product life and reduce the need for replacement. Our thoughtful product care requirements also minimize the need for harsh chemicals and intensive maintenance, supporting healthier indoor environments and lowering the ongoing environmental impact associated with daily use.

In 2025, Mannington Commercial launched pre-installation visits for major projects. This enhanced level of customer support helps identify and address unforeseen issues, improves installation quality, and provides an opportunity to discuss best practices for long-term product care.

— “ —

We're constantly working to make our customer experience even better,” says Rickey Carter, Director of Quality. “Our approach is to eliminate any unforeseen issues, and reduce claims, by solving them in advance.



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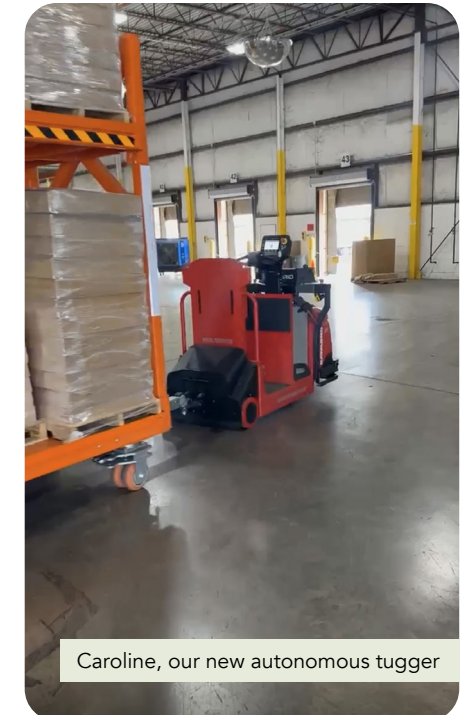
Innovation Underpins Our Future

From introducing inventory-monitoring drones to improving how we palletize products to reduce packaging waste, we continue to innovate in ways that help us outperform. Some recent examples from 2025 include:

- Transitioning Mannington Commercial carpet products from virgin fiber to recycled-content yarns, including 75% recycled content in nylon 6,6 and 100% pre-consumer recycled content in nylon 6. This move resulted in an average 30% reduction in embodied carbon.
- Incorporating recycled mineral filler into Mannington Commercial's rEvolve® backing systems.
- Manufacturing new [Wild Threads](#) collections where the designs can be changed during production, eliminating the need for changeovers and reducing waste.
- Advancing our collaboration with Spray-Lock® to combine high-performance flooring with innovative low-VOC adhesive technology that supports less adhesive use, faster installation, reduced jobsite disruption, long-term product performance, healthier indoor environments and more effective recycling through easier product removal.
- Introducing Caroline, our new autonomous tugger in Calhoun capable of moving 64 pallets per hour, helping free associates to focus on more engaging and value-added work.
- Working with 25 U.K. homebuilders that are now using Amtico Bio luxury vinyl tile in construction projects. The product replaces fossil fuel feedstocks with more sustainable renewable biomass alternatives, reducing the embodied carbon by between 20 to 28%¹², while still offering the same performance and finish. According to Jamie Bolwell, Group Procurement Manager, Taylor Wimpey homebuilders, "Our long standing partnership with Amtico has enabled us to bring innovative, high quality flooring solutions to our homes. As sustainability continues to play an increasingly important role in how we design and build our homes, Amtico Bio represents an exciting step forward, supporting our commitment to more sustainable choices while delivering the quality and performance our customers expect."



Inventory-monitoring drones



Caroline, our new autonomous tugger

¹²<https://www.amtico.com/commercial/brochures/amtico-bio-brochure/> - see page 14.

Work Hard / Play Hard

At Mannington Mills, our Work Hard / Play Hard value shapes how we support one another, stay connected to our communities and build on the company's long-standing culture of service and involvement. Throughout 2025, associates across our locations demonstrated this value by volunteering, supporting community partnerships and celebrating company traditions that strengthen relationships inside and outside the organization.



2

ZERO
HUNGER

17

PARTNERSHIPS
FOR THE GOALS

Associates and Campbell family members volunteering at the Food Bank of South Jersey

Taking Action: Giving Back Through Service

As Mannington Mills invests in the future of the business, we also invest in the communities where we operate. We are more than a flooring company – we are a partner committed to our customers' success, the advancement of the industry and the well-being of our communities, all guided by a family-owned legacy and strong values.

One of the ways we put our values into action is through our comprehensive partnership with [Feeding America](#)® and its nationwide network of 200+ food banks and more than 60,000 feeding programs. Since Executive Chairman Zack Zehner introduced the partnership in 2023, our ongoing partnership with Feeding America® provides associates plenty of opportunities to volunteer and fundraise. Today, associates, business units and regional teams across the organization champion the partnership, participating in yearlong volunteer activities and fundraising efforts. Guided by our core values, these initiatives help support hunger relief, disaster response and local community programs in many of the areas where associates live and work.

“

Our partnership with Feeding America® has become a cornerstone of our community participation,” says Brad Root, Senior Vice President, Commercial Sales. “Food banks need volunteers, and our teams are on the ground, ready to help. We’ve even invited customers to join us at events where everyone was working together to give back.

”



2025 Community Impact Highlights

- 🕒 ~1,500 volunteer hours
- 💰 \$150,000 raised
- 🍴 1,500,000 meals provided



Associates volunteering at the Food Bank of South Jersey

In addition to helping fight hunger, Mannington Mills' associates demonstrated their passion for community involvement in other ways, including education programs, disaster relief support, volunteer service projects and partnerships that strengthen the communities where we operate.

Volunteer efforts took place throughout the year across our locations and sales organizations nationwide.

- In Salem, associates joined the family of Executive Chairman, Zack Zehner, regularly volunteering at the [Food Bank of South Jersey](#) by helping sort donated food for distribution to local families.
- During Mannington's 2025 National Commercial Meeting in Tampa, Florida, associates partnered with [Feeding Tampa Bay](#) to assemble 1,500 disaster-relief backpacks for children impacted by emergencies and hurricane disruptions.
- Associates also partnered with [Feeding the Gulf Coast](#) to support Feeding America's Backpack Program, packing meals and snacks for school-age children facing weekend food insecurity.
- Following an associate appreciation event in Calhoun, we donated remaining food and treats to the local Boys & Girls Club.
- Associates also supported additional regional needs, including loading groceries into cars at [St. Mary's Food Bank](#) in Phoenix, Arizona, and volunteering at the [Chattanooga Area Food Bank](#).
- We continued participating in the [Floor Covering Industry Foundation's](#) annual [Giving Tuesday](#) initiative, helping raise funds for flooring industry colleagues facing unexpected medical crises, illness, injury or disability situations affecting their households.



Taking the Plunge for Special Olympics Delaware

Associates Kristin Cox, Tammy Murphy, Kimberly Bradshaw and Rich Loper participated in the 35th annual Lewes Polar Bear Plunge benefiting Special Olympics Delaware. Kristin Cox's "Bomba Bears" team participated in support of her daughter, Sami, an active participant in several Special Olympics programs.

The 2025 event marked the 16th year the Bomba Bears team took the plunge, continuing a long-standing tradition of supporting Special Olympics athletes and programs throughout Delaware through fundraising, awareness and community involvement.



This spirit of volunteerism extends beyond the U.S. Through Amtico's volunteering program, colleagues receive up to five volunteer days annually to support community organizations and charitable initiatives. In 2025, these efforts included:

- Volunteering again with [Feeding Coventry](#) by unloading deliveries and stocking the organization's social supermarket. These efforts reflect Amtico's ongoing commitment to hunger relief and align with Mannington Mills' U.S.-based partnership with Feeding America®.
- Colleagues also rallied around [Macmillan Cancer Support](#), Amtico's 2025 Charity of the Year, selected via an employee vote. Through fundraising activities including coffee mornings, walking challenges, skydives and associate-led events, colleagues raised more than £9,900 for Macmillan and additional charitable organizations.
- In January 2025, Amtico's Barry Large and his wife Lisa joined a group of 19 participants climbing Mount Kilimanjaro to raise funds for [Birmingham Children's Hospital](#). Barry and Lisa raised more than £25,000, while the entire group raised approximately £119,000 in support of the hospital.



Amtico's Barry Large summiting Mount Kilimanjaro for a fundraiser

— “



The impact we've made this year is built on countless small moments. I've seen our associates give their time and energy to support their communities, and those efforts reflect the values at the heart of Mannington Mills,” said Betsy Amoroso, Chief of Staff – Office of the CEO, at Mannington Mills. “That same commitment to care is evident in how we invest in and appreciate our people every day. It's what makes this organization feel so special, with those small actions adding up to something much bigger.

” —

Recognized for Community Impact

In 2025, Mannington Mills received the [Vinyl Sustainability Council's Social Impact Award](#) for associates' volunteer and fundraising efforts supporting Feeding America and regional food bank partners across the U.S. The recognition reflected our ongoing commitment to community involvement and the collective efforts of associates across the organization to support neighbors in need.

Leading by Example

Mannington Mills encourages leadership participation in our community volunteer efforts through the company's broader leadership development journey introduced by President and CEO Tom Pendley. Building on the servant leadership and community-focused principles emphasized throughout our leadership training programs (highlighted in the [Care section](#)), leaders were encouraged to organize or participate in Feeding America®-volunteer initiatives within their local communities in 2025.

This effort reinforced our belief that leadership extends beyond business performance and includes active support for associates, communities and industry partners. Volunteer activities since the launch of the initiative included:

- Collecting canned goods with the [North Texas Food Bank](#) during the Texas State Fair
- Supporting community food markets
- Participating in local food sorting and meal distribution efforts

— “ —

It's been amazing to see the different activities, initiatives and support taking place across the U.S. as our teams get involved in their local communities through Feeding America® partnerships,” says Tim Kennedy, Chief Human Resources Officer. “From fundraisers to food bank volunteer activities and community events, associates have really embraced the opportunity to make a difference. It's one more way we continue to demonstrate and live our core values as a company.”



— ” —

Strengthening Community Inside Mannington Mills

Our Work Hard / Play Hard value is further exemplified through company traditions, associate events and recognition programs held throughout the year across multiple locations.

- Quarterly Salem Social gatherings bring associates together during the workday for meals and informal connection.
- Annual tailgate-style events in Calhoun provide additional opportunities for associates and their families to spend time together.
- Holiday traditions also remain an important part of our company culture. In Salem and Calhoun, associates and retirees attend seasonal family events featuring activities for children, decorations and visits with Santa Claus.
- Also in Salem, quarterly retiree lunches provide opportunities for former associates to reconnect and maintain ties to the company.



Continuing Education in Our Communities

Mannington Mills continued supporting education, student programs and industry partnerships in 2025. The company remains a proud corporate sponsor of the [National Merit Scholarship Corporation](#). Associates in Salem and Calhoun contribute to the Stand on a Better World Scholarship, given annually to the child or grandchild of a local associate and another to a local student. We also partner with local schools and organizations to introduce students to career opportunities within the flooring industry and recognizes student achievement through community programs and scholarships.

National Merit Scholarship Corporation

- Brock Ferguson, the son of Brian Ferguson, Finishing Manager, Calhoun, is a cross-country runner who excelled in sports and in the classroom. He attends Augusta University.
- Sophia Wolff is the daughter of Jason Wolff, former Manager of Sales, Inventory and Operations, Salem. She has volunteered locally and globally at the Delaware Art Museum Camp and in the Ecuadorian Amazon where she helped a local community plant trees and paint a school. She attends the Georgia Institute of Technology and is majoring in Architecture.



Brock Ferguson

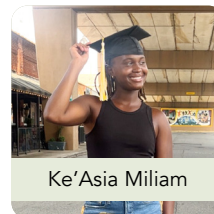


Sophia Wolff

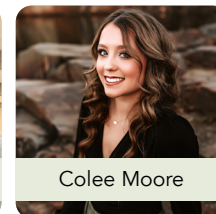
Stand on a Better World Scholarships

Calhoun:

- Ke'Asia Miliam, daughter of Rever Green, Quality Technician, Testing and Compliance, mentored elementary and middle school students, collected items for people in need and helped with clean-up after events. She attends the University of West Georgia, pursuing a Bachelor of Science in Nursing.
- Colee Moore, daughter of Sherrie Moore, Commercial Customer Service Representative, is an active community volunteer with kid's camps, coat drives, Special Olympics®, literacy reading days and other projects she is passionate about. Colee attends Jacksonville State University, pursuing a degree in Nursing.



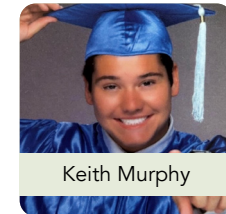
Ke'Asia Miliam



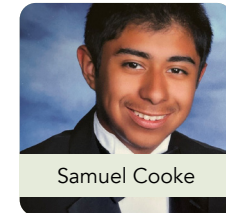
Colee Moore

Salem:

- Keith Murphy, son of Jimmy Murphy, Cushion Shift Manager, and Tammy Murphy, Senior Supply Chain Specialist, volunteered across Salem County for many organizations such as Meals on Wheels, St. John's Pentecostal Outreach Food Pantry and Stand Up for Salem. He is pursuing a nursing degree at Salem Community College.
- Sophia Wolff also is a recipient of a 2025 Mannington Mills National Merit Scholarship (see above).
- Samuel Cooke, the Salem County recipient, is a group leader with Salem City Project Restore, has been part of the Forman Acton Youth Leader Board, volunteers at his church as an altar server, helps with Clean Community Days, and coordinates fundraisers for the Bridgeton Zoo and the Ronald McDonald House of Southern New Jersey. He attends Lehigh University.



Keith Murphy



Samuel Cooke

Supporting Our Communities

Mannington Mills continued partnering with the [National Wood Flooring Association \(NWFA\)](#) and the [Gary Sinise Foundation](#), contributing flooring materials for specially adapted homes built for veterans and their families. These homes are provided 100% mortgage-free to ease the challenges faced daily by heroes and the families who sacrifice alongside them.

In 2025, we helped support Army Captain (Ret.) Tyson Quick. He and his wife, Tera, were both deployed to Kandahar, Afghanistan, when his platoon was hit by an IED. Tyson lost both his legs below the knee. Multiple surgeries and a long, painful recovery that tested his body and spirit followed. “I had just left a combat zone where I was responsible for my soldiers’ lives, and now I was depending on everyone around me,” Tyson says.

We provided the flooring for the home Tyson and Tera share with their three children. The partnership is part of our ongoing dedication to supporting veterans, first responders and communities in need through product donations and industry partnerships.



Helping to reconnect families from the floor up

In Atlanta’s Hammond Park neighborhood, Mannington Mills contributed the flooring to an innovative, new nine-unit townhouse community built to provide stable housing and support for women returning from incarceration for nonviolent offenses. The Hammond Park Townhomes provide high-quality 3 bedroom/2 bath homes, along with workforce initiatives and other programming, to help women reunite with their children in a safe and supportive environment. The project is led by the MicroLife Institute that works to build walkable neighborhoods with a sustainable footprint that encourage community connection.

At Amtico, the team donated 2,056 square meters of flooring, carpet tiles, luxury vinyl tile and other materials to 20 organizations, including House of Grey and Forever 23.

Honoring Our Associates

At Mannington Mills, longevity matters. In Calhoun, associates celebrating 10 years of service receive commemorative engraved bricks – one placed permanently in the walkway outside the facility and another presented to the associate as a keepsake. The tradition has become a meaningful milestone for many associates.

“Every time I walk past my brick, I’m reminded of the years I’ve spent here and the people who’ve been part of that journey,” says Sherrie Swan, Sample Technician, a 32-year associate with Mannington Commercial. “My mom worked here before me, and after she passed, this place became another way I feel connected to her. That brick represents more than a milestone – it reflects the relationships, memories and values that have shaped my life.”

We continue to recognize associates whose contributions support the company’s values and culture with the John B. Campbell Awards. 2025 recipients included:



Calhoun

- Cynthia Boone, Senior Human Resources Generalist
- Lonnie Collins, Liquid Tilt/Trough/ Tower Oxide (LTO) Coater. We are sad to report that Lonnie passed away and our condolences are with his family.



Eustis

- Danielle Eiler, Shipping Lead



Madison

- Ryan Cottle, Manufacturing Department Manager
- Vanessa Walker, Urethane Operator



Sherrie Swan, 32-year associate with Mannington Commercial, and her brick at the Calhoun site



Salem

- Jason Bosco, Cushion Department Lead
- Dawn Hyson, Senior Manager, Merchandising and Events- Residential Marketing

Amtico Gino Fanti Award

The Amtico 2025 Gino Fanti Award for innovation and continuous improvement went to Keith Draper for his recommendation that sped up the cutting and preparation of point-of-sale sample boards. The improvement increased delivery speed while significantly reducing the number of steps required by operators.



What is Ahead?

A Message from Shane Totten, Vice President, Sustainability

I have been mountain biking for decades, throughout the Southeastern Appalachians and across the U.S. During this time, I have seen fundamental changes that have strengthened my belief in the importance of sustainability for our families and our business.

- The riding season is longer, which brings both challenges and benefits. I spend more time on the bike, but hotter summers and heavier rains increasingly erode trails and hillsides, clogging downstream waterways.
- Extended periods of warm weather also create longer dry seasons that weaken trees and increase the risk of forest fires.
- Shorter winters reduce summer water supplies and are less effective in managing pests and blight.

Personally, I am committed to minimizing my contributions to the factors changing the land where generations of my family lived, and where I love to spend time. I believe that, together, we can leave our children a world with the same wonders and resources we have enjoyed.

As stewards of the fifth-generation Mannington Mills business, how are we approaching these circumstances? By digging even deeper into our core value to Control Our Own Destiny – anticipating the impact these issues have on our business, our communities and the world around us – and by identifying best practices to reduce our environmental impact, strengthen our business, increase our social impact and enhance our ability to thrive in rapidly changing times. Our commitment to environmental and social sustainability is a key driver to this continuous improvement.

Already we have:

- Established a goal to achieve net zero GHG by 2050 and are taking incremental steps every day to get there.
- Further amplified our commitment to product integrity and transparency with a new Supplier Code of Conduct with a Managed Substances List detailing what we will and will not allow in our products. More than 30 Substances are now prohibited or restricted.
- Established short-, intermediate- and long-term targets to guide our efforts around emissions, renewable energy, water withdrawal and landfill diversion.
- Continue our commitment to the United Nations Global Compact, which addresses human rights, labor, environment and anti-corruption.

Looking ahead, Mannington Mills will continue aligning with the expectations of the architectural and design communities and end users of our products. We will continue operating transparently, improving material health, enhancing associate well-being, and actively participating in solutions to the growing solid waste dilemma. For over a century collectively, Mannington Mills and Amtico have navigated turbulence by holding fast to a shared purpose and core values – the steady foundation that still sustains customer trust and drives our continued success.

Thank You

We thank you for your interest in our environmental and social responsibility initiatives and welcome your feedback as we live our values to Care, Do the Right Thing, Control Our Own Destiny and Work Hard / Play Hard.





GRI Index

The Global Reporting Initiative (GRI) is a standard, world-wide framework that guides organizations in reporting how their operations impact the environment, people and society.

Statement of use	Mannington Mills, Inc. has completed this GRI Content Index for January 1, 2025 - December 31, 2025 with reference to the GRI Standards. In some instances, information also is included from late 2024 and early 2026.
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	Scope 3 emissions data has been restated with updated information.
	2-6 Activities, value chain and other business relationships	About Mannington Mills
	2-7 Employees	Care / Our Associates
	2-8 Workers who are not employees	About Mannington Mills; 96% of Mannington Mills associates are full-time employees
	2-9 Governance structure and composition	About Mannington Mills / 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	
	2-15 Conflicts of interest	About Mannington Mills / Ethics and Compliance / Addressing Concerns
	2-16 Communication of critical concerns	
	2-22 Statement on sustainable development strategy	Our Strategic Approach / Embracing Double Materiality
	2-23 Policy commitments	https://www.mannington.com/corporate/corporate-responsibility/transparency
	2-24 Embedding policy commitments	*About Mannington Mills / Ethics and Compliance
		*Our Strategic Approach / Maintaining High Reporting Standards
		*Care / Plentiful Training and Development Opportunities



GRI STANDARD	DISCLOSURE	LOCATION OR INFORMATION
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	About Mannington Mills / Ethics and Compliance / Addressing Concerns
	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 *About Mannington Mills / Ethics and Compliance
	2-28 Membership associations	Our Strategic Approach / Stakeholder Engagement
	2-29 Approach to stakeholder engagement	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Strategic Approach / Embracing Double Materiality
	3-2 List of material topics	
	3-3 Management of material topics	
GRI 202: Market Presence 201	201-4 Financial assistance received from government	None
	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Mannington Mills pays above minimum wage in all the geographies where we operate, regardless of gender. Promotions and raises are merit-based, also regardless of gender. *Care / Investing in our Associates
	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. *Work Hard / Play Hard



GRI STANDARD	DISCLOSURE	LOCATION OR INFORMATION
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Control Our Own Destiny / Domestic Manufacturing Delivers
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	About Mannington Mills / Ethics and Compliance
	205-2 Communication and training about anti-corruption policies and procedures	About Mannington Mills / Ethics and Compliance
	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 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 reports 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 302: Energy 2016	302-1 Energy consumption within the organization	Do the Right Thing / Tracking Progress Toward Net Zero
	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. *Control Our Own Destiny / Supporting Human Health with Safer Materials / Clarifying Certifications
GRI 303: Water and Effluents 2018	303-5 Water consumption	Do the Right Thing / Tracking Progress Toward Net Zero



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 / Tracking Progress Toward Net Zero
	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	On June 5, 2025, the New Jersey Department of Environment Protection completed its review of the January 19, 2022 release of approximately 330 gallons of a 50 / 50 mixture of water and ethylene glycol at our Salem, New Jersey location. The release was properly managed and all regulatory follow-up actions were concluded.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Do the Right Thing / Tracking Progress Toward Net Zero
	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 STANDARD	DISCLOSURE	LOCATION OR INFORMATION
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	About Mannington Mills / Ethics and Compliance
	308-2 Negative environmental impacts in the supply chain and actions taken	About Mannington Mills / Ethics and Compliance
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	About Mannington Mills: 96% of Mannington Mills associates are full-time employees
	401-3 Parental leave	Care / Investing in our Associates
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Care / Safety First
	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 / Plentiful Training and Development Opportunities
	404-2 Programs for upgrading employee skills and transition assistance programs	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Care / Our Associates
	405-2 Ratio of basic salary and remuneration of women to men	Care / Investing in our Associates



GRI STANDARD	DISCLOSURE	LOCATION OR INFORMATION
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	In October 2025, Mannington Mills announced our strategic decision to exit the residential carpet business. As a results, we closed operations in Chatsworth and Dalton, Georgia, and McAdenville, North Carolina. *About Mannington Mills / Change is the Only Constant
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Intro / Ethics & Compliance
	414-2 Negative social impacts in the supply chain and actions taken	None *About Mannington Mills / Ethics and Compliance
GRI 415: Public Policy 2016	415-1 Political contributions	None



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 / Supporting Human Health and Safer Materials
	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 / Supporting Human Health and Safer Materials
	417-2 Incidents of non-compliance concerning product and service information and labeling	None
	417-3 Incidents of non-compliance concerning marketing communications	None
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	None



For more information, visit www.manningtonmills.com or contact us at corporate.responsibility@mannington.com.