MODERN SLAVERY STATEMENT 2026

Milliken™

About this statement

This statement is made for the financial year commencing on 2 December 2024 and ending on 30 November 2025.

It sets out the steps which Milliken & Company and all its wholly-owned direct and indirect subsidiaries have taken to prevent slavery and human trafficking in its business and its supply chain.

Modern slavery describes situations where coercion, threats or deception are used to exploit individuals and undermine or deprive them of their freedom. Modern slavery includes, but is not limited to, exploitative practices such as human trafficking, forced labor, servitude, slavery, debt bondage, deceptive recruiting for labor or services and the worst forms of child labor.

This statement is issued by Milliken & Company and all its direct and indirect wholly-owned subsidiaries and, where applicable, is approved by those subsidiaries that are subject to supply chain due diligence laws and regulations, including the Australian Modern Slavery Act 2018 (Cth) (on a voluntary basis), the California Transparency in Supply Chains Act of 2010, the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act and the UK Modern Slavery Act 2015.

Date: **31 May 2026**

Message from **Halsey M. Cook, Jr**
Milliken's CEO



At Milliken we work actively to fulfill our commitment to uphold the highest standards of responsible and sustainable business operations.

We do not tolerate any slavery, servitude, forced or compulsory labor in our own business or in our supply chains. We believe that business should take action to respect human rights and to prevent violations of human rights.

Integrity and ethical conduct remain fundamental at Milliken. In 2025, for the 19th consecutive year, we were recognized as one of the World's Most Ethical Companies®, an achievement shared by only a small group of organizations globally. This recognition reflects the daily actions of our associates and our unwavering commitment to doing business in the right way.

We annually affirm our commitment to the United Nations Global Compact, pledging to uphold its Ten Principles, related to human rights, labor standards, environmental protection, and anti-corruption. We strive to integrate these principles into our daily operations and strategy.

In addition, Milliken earned a Gold rating from EcoVadis for the fourth consecutive year. This recognition reflects consistent performance across environmental stewardship, labor and human rights, ethics and sustainable procurement.



Halsey M. Cook, Jr. *President and CEO*



PURPOSE

Together we strive to positively impact the world around us for generations to come.

Our Business & Organizational Structure

Milliken is a global manufacturing leader in materials science employing around 7,000 associates. We have more than 70 locations across 15 countries and create more than 11,000 products. Our main businesses are Textile, Chemical, Flooring, and OVIK Health.

Across our diversified portfolio, we take our materials science expertise and apply it to everyday products and solutions. Milliken innovations impart, amplify, reinforce, alter or sustain traits that define products so much so that we believe that an average U.S. consumer interacts with Milliken innovations up to 50 times a day.

Milliken has a strong foundation of ethics. It is a long-held, core value of our company and our shareholders and is based on a profound respect and care for each other, our customers and the world we share.

Brands

These are the brands that represent our products and services:

Milliken

WESTEX
A MILLIKEN BRAND

ENCAPSYS®
A SUBSIDIARY OF MILLIKEN & COMPANY

Ovik
HEALTH

POLARTEC®

borchers
A MILLIKEN BRAND

Performance Solutions by Milliken

Our Company

Milliken's product portfolio spans our textile, chemical, flooring and healthcare businesses. Examples of our primary products within these businesses are described below:

Textiles

Performance and protective solutions that enhance lives every day.



Fire Service



Decor



Government and Defense

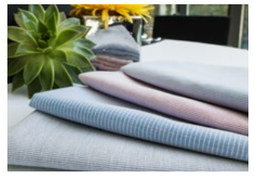


Table Linens



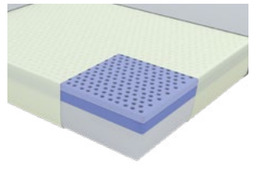
Performance Apparel



Automotive Textiles



Technical Textiles



Bedding Textiles

Chemicals

Specialized innovations to improve the world around us.



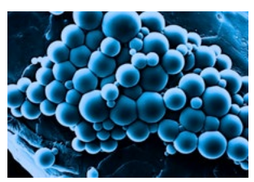
Polymer Additives



Concentrates



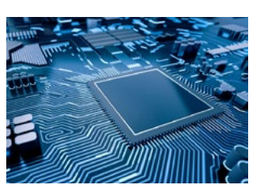
Clarifiers



Microencapsulation



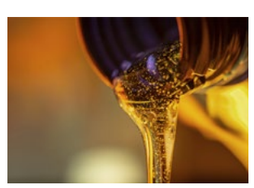
Coating Additives



Silicones



Colorants



Surfactants & Intermediaries

Flooring

People-focused, design-driven, and science-backed flooring solutions.



Commercial Flooring



Resilient Flooring



Entrance Flooring



Hospitality Flooring



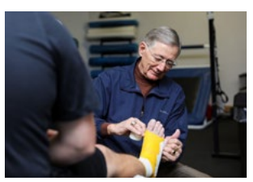
Residential Flooring

Healthcare

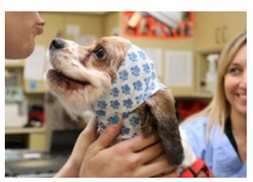
Advanced clinical products that advance your care.



Medical Care



Sports Medicine



Animal Health



Consumer Retail

Our Company (continued)

Industries

Milliken products support significant, diverse industries and market groups.



Building Construction and Infrastructure



Education



Hospitality



Agriculture



Coatings, Paints and Inks



Energy and Utilities



Manufacturing



Apparel



Commercial Spaces



Government and Defense



Packaging and Print



Automotive and Transportation



Consumer Goods



Healthcare and Life Sciences



Residential Spaces

VALUES

Integrity	Excellence	Innovation	Sustainability	People
Do the right thing	Set a high bar for performance	Reward big thinking	Create a healthy future	Empower exceptional teams

Our Commitment

Our commitment has not changed. We recognize that the right to be free from slavery and servitude is a fundamental human right.

Global human rights are fundamental to the operations of our business. With operations around the world, we are committed to applying global standards for responsible business, including compliance with labor regulations related to hiring, wages, hours worked, and overtime; providing safe working conditions; non-discrimination and equal opportunity; a work environment free from harassment and abuse; the freedom to associate and bargain collectively; data privacy; security; and the elimination of modern slavery, human trafficking, and harmful or exploitative child labor.

We conduct our business operations in ways that seek to respect, protect, and promote the full range of human rights, as described in the United Nations' Universal Declaration of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. Although we believe that governments worldwide bear primary responsibility for safeguarding human rights, we acknowledge the corporate responsibility to respect human rights articulated in the United Nations' Guiding Principles on Business and Human Rights. To this effect, Milliken is a member of the United Nations Global Compact. We **communicate our progress** annually, including our commitment to eliminating forced labor. We comply with the laws and regulations of the countries in which we operate while simultaneously conducting our business ethically and sustainably. We encourage the promotion of human rights throughout our policies, standards and business practices which are described in more detail in this Modern Slavery Statement.

We enforce a variety of commitments and policies to address child labor, forced labor, and human trafficking through document verification, internal and external audits conducted by our human resources and our global security team respectively, and ongoing associate training to monitor for modern slavery risks in the workplace. Our suppliers must also affirm and comply with Milliken's Third Party Code of Conduct. We reserve the right to terminate a supplier relationship should a risk of modern slavery or human trafficking become apparent.

We are committed to providing or supporting access to remedy when we find or become aware of adverse human rights impacts within our company or value chain. We provide associates and external stakeholders access to Milliken's Helpline, a third-party managed communication channel, for raising grievances and seeking remedy.





Awards and Certifications

In 2025, Milliken was named by Ethisphere, a global leader in defining and advancing the standards of ethical business practices, as one of the World's Most Ethical Companies for the 19th year running. This annual recognition highlights organizations with an exemplary commitment to business integrity through robust ethics, compliance and governance programs. Milliken was one of only 6 companies to have received this prestigious ethics-based honour every year since the award's inception in 2007.

In 2025, Milliken was proud, again, to achieve a gold rating on its EcoVadis assessment. EcoVadis is a trusted provider of business sustainability ratings across more than 250 industries. This is the fourth consecutive year that Milliken has earned a gold rating and our score places us in the top 5% of more than 150,000 organizations rated globally. We believe that this achievement marks another milestone in Milliken's ongoing commitment to sustainability, ethical business practices and innovation.

EcoVadis assesses companies' sustainability performance across four themes—environment, labor and human rights, ethics, and sustainable procurement—examining policies, actions and results. Its methodology is grounded in international sustainability standards, including the Global Reporting Initiative (GRI), the United Nations Global Compact and ISO 26000, among other recognised frameworks. Milliken's gold rating covers its chemical, textile, flooring, and healthcare operations, demonstrating enterprise-wide commitment to responsible business.

Some of our awards and certifications include:

2025 R&D 100 WINNER

Milliken's Assure™ moisture barrier, the first non-PFAS, non-halogenated, UL-certified flame-resistant moisture barrier for firefighter turnout gear in North America, has been named a winner of the 2025 R&D 100 Awards. This recognition places Assure among the year's most innovative technologies and highlights Milliken's commitment to solving complex performance challenges through materials science.

Forbes AMERICA'S BEST EMPLOYERS FOR VETERANS POWERED BY statista 2025

Milliken was recognized by Forbes as a company that excels in supporting, recruiting, and retaining military veterans. The 2025 ranking, released in late 2025, was based on an independent survey of over 17,000 U.S. veterans working for companies with at least 1,000 employees.

SCIENCE BASED TARGETS — DRIVING AMBITIOUS CORPORATE CLIMATE ACTION | THE NET ZERO STANDARD — APPROVED NET-ZERO TARGETS

Milliken is one of the first 50 companies in the world to have net-zero targets verified by the Science Based Targets Initiative (SBTi) and the first in South Carolina, where our global headquarters is located.

2025 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE 19-TIME HONOREE

As a 19-time honoree, Milliken joined 136 companies recognized as one of the 2025 World's Most Ethical Companies® by Ethisphere.

CDP

In 2025 Milliken reported to CDP, a non profit organization that encourages companies to publish their environmental data and assesses their performance and transparency.

ISO 27001 CERTIFIED by schellman

Milliken's cybersecurity program is certified to ISO 27001, the internationally recognized "gold standard" for building, maintaining, and continuously improving cybersecurity protections.

VPP Voluntary Protection Programs An OSHA Cooperative Program

Twenty-two Milliken sites are VPP STAR certified under the U.S. Occupational Safety and Health Administration's Voluntary Protection Program in 2025.

UN GLOBAL COMPACT

Milliken, a participant in the United Nations Global Compact, signed the Call-to-Action from Business to Governments on the 20th Anniversary of the United Nations Convention against Corruption.

GOLD | Top 5% ecovadis Sustainability Rating OCT 2025

Milliken was awarded a Gold rating by EcoVadis, performing in the top 5% of companies assessed by this leading non-financial rating agency. This assessment, which is based on international standards, evaluates the extent to which corporate social responsibility principles have been integrated into a company's actions and practices. Milliken was recognized for its non-financial performance in four major areas and reflects our commitment to these areas: Ethics, Environment, Labor and Human Rights, and Sustainable Procurement.

Our Approach to Governance of Human Rights and Modern Slavery

Policies and Processes

Milliken operates and is managed as an integrated group with overarching policies, systems and processes which are designed to be applied to the whole Milliken group. Our policies apply to our associates, temporary workers, and third party employees, including contractors. The policies apply globally across our operations and extend to the supply chain through the Third Party Code of Conduct and related due diligence processes.

Our human rights policies and processes are aligned with internationally recognized standards and legal frameworks, including the United Nations Universal Declaration of Human Rights; International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work; United Nations Guiding Principles on Business and Human Rights; and the United Nations Compact, to which Milliken is a signatory.

In establishing our human rights policies, we considered the interests of affected stakeholders, including associates, temporary workers, suppliers' workers, and other value chain participants.

Global Anti-Slavery and Human Trafficking Policy

Our Global Anti-Slavery and Human Trafficking Policy outlines our zero-tolerance approach to modern slavery of any kind. It requires everyone to accept responsibility for the prevention, detection and reporting of modern slavery in any part of our business or supply chains. This policy establishes clear expectations related to fair treatment, safe and healthy working conditions, and respect for fundamental labor rights, including the prohibition of forced labor, child labor, human trafficking, and all forms of modern slavery, as well as respect for freedom of association and collective bargaining in accordance with applicable law.

Global Whistleblowing Policy and Global Non-Retaliation Policy

Our Global Whistleblowing Policy requires Milliken and relevant third parties to report whistleblowing concerns (which would include modern slavery related issues) and confirms that reports will be taken seriously and appropriately investigated. Our Global Non-Retaliation Policy confirms that Milliken prohibits retaliation against anyone who reports or seeks guidance on ethical or compliance issues or who participates in an investigation.

Associate Code of Conduct

Our Code of Conduct sets guidelines to which all associates must adhere to in order to meet expectations regarding honesty, integrity, and responsible business behaviour. It makes clear that Milliken believes all of us are entitled to equal opportunity and fair treatment. We strictly prohibit use of child and involuntary labor. Associates and directors re-affirm their commitment to upholding the Code of Conduct each year.

Third Party Code of Conduct

Our Third Party Code of Conduct applies to any third party, business or individual providing goods or services to Milliken. Our Third Party Code of Conduct clearly states Milliken's position that we do not tolerate our suppliers using child, forced or involuntary labor of any type. We also require our suppliers to treat all employees with respect and dignity while fostering a culture of integrity, fairness and personal accountability. Working hours and wages and benefits must, at a minimum, comply with all applicable laws and regulations. We expect all our suppliers to uphold the ethical business principles of our Supplier Code of Conduct and the highest, applicable international standards. In addition, our standard terms and condition of purchase require our suppliers to comply with all applicable laws and regulations.

VIEW MILLIKEN'S ETHICS PAGE

Our Associate Code of Conduct and Third Party Code of Conduct are available on Milliken's Ethics website. These documents are available in the seven languages used by more than 90% of our associates and suppliers.

Age Verification Requirements

Our Human Resources department has an internal Hiring Policy in place to verify workers meet our age requirements during the onboarding process. Associates must be 18 years or older to be employed. Student interns and apprentices are the only exception to this policy, which allows students aged 16 to 18 to observe and perform certain normal duties. However, workers under the age of 18 cannot conduct certain tasks that pose a safety risk or require training certification, such as accessing electrical boxes, operating a powered vehicle, or performing other jobs that are limited by local law.

Human Rights Assessment

We engage with some of our associates on human rights matters through a structured human rights assessment conducted with the support of an external consulting firm. The assessment is used to identify known and likely human rights risks across our operations and to identify opportunities for improvement. As part of this process, associates rank the three human rights risks relevant to our operations and industry based on their roles and provide qualitative input through open-ended responses on additional high-risk areas and feedback on identified risks. This engagement supports the integration of of workforce perspective into the human rights identification and prioritization process.

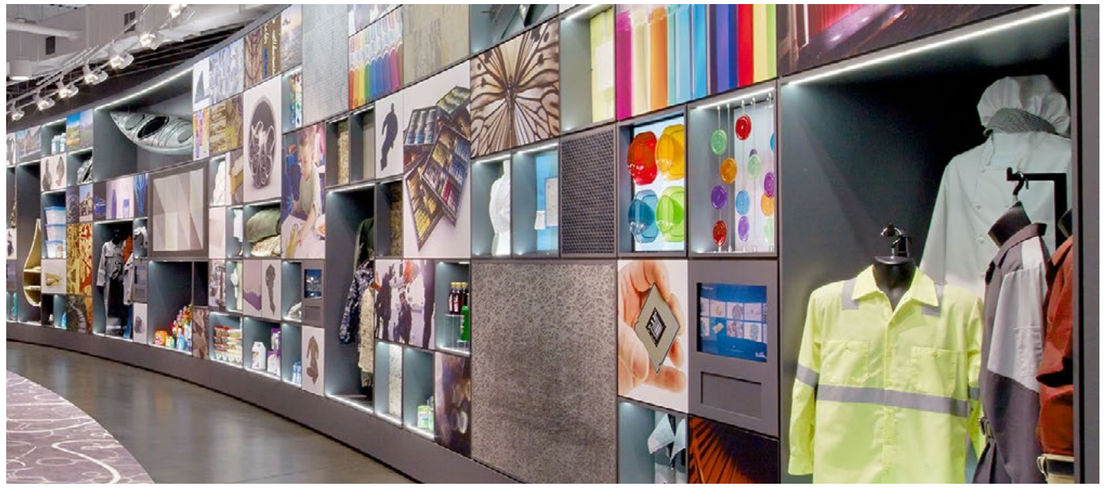
Enterprise Partnership, Due Diligence and Monitoring

Milliken has strengthened its third-party risk management by creating an Enterprise Partnership, Governance, and Risk position, focused on directing and managing our initiatives in this field. This role supports the identification, assessment, and monitoring of risks across suppliers, contractors, and other business partners, enabling due diligence and ongoing oversight of third-party relationships. Strengthening these processes is a critical action for managing supply chain risk, ensuring responsible sourcing practices, and supporting our ability to expand revenue opportunities while navigating evolving operational, regulatory, and reputational risks.

Raising Concerns

Milliken is committed to an environment where open, honest communications are the expectation.
We encourage reporting of any concerns of wrongdoing and realise that integrity is fundamental to the operation of our business. Any associate and other third parties can place an anonymous report (unless prohibited by local laws) using an Ethics Helpline, hosted by a third-party provider. This can be used for any violations or guidance related to our Code of Conduct, policies, procedures or law, including those relating to modern slavery. In particular, our Third Party Code of Conduct includes a duty to report concerns or violations of our principles, policies or other issues directly to Milliken's management team or online via our third-party managed Helpline.

No reports relating to modern slavery were received through our reporting channels during the reporting period.



Training

We provide our associates with an Awareness in Compliance and Ethics (ACE) curriculum, a comprehensive annual compliance training program. Training modules are assigned based on roles, geographic location, and responsibilities, and are available in seven languages. The ACE curriculum is reviewed each year based on risks, trends, compliance requirements, and to support our strategy.

In addition to annual ACE training, Milliken associates have on-demand access to training on environmental, social, and business conduct topics. Additional resources and training are offered through Milliken University, our global training portal.

Pay Equity Report

We take active measures to promote equal opportunity and prevent discrimination across our workforce, which includes a focus on pay equity. Milliken prepares a pay equity analysis in compliance with the U.K. Equality Act 2010 and annually discloses a Gender Pay Report covering U.K. operations. The report provides transparency on gender pay gaps and related metrics and includes information on actions taken or planned to address any disparities identified through the analysis. Findings from the pay equity review inform ongoing workforce policies, compensation practices, and targeted interventions to support fair and non-discriminatory remuneration outcomes.

Social Dialogue and Collective Bargaining

We support effective social dialogue and respect associates' rights to freedom of association and collective bargaining in accordance with applicable laws. We engage with employee representatives through collective bargaining agreements and other formal dialogue mechanisms that define working conditions and employment terms, including wages, working hours, health and safety, benefits including sick leave and retirement, and training and development. In the United States, associates at the Hickory Textile Plant are covered by a collective bargaining agreement, while in international operations—including Australia, France, Belgium, and Germany—associates are covered by trade sponsored or governmental bargaining arrangements. These agreements inform Milliken's approach to workforce management and are complemented by broader efforts to provide competitive market wages and favorable working conditions for associates, regardless of bargaining coverage.

Responsible Supply Chain Management

The Sourcing Team

Milliken has a team of approximately 42 sourcing specialists located in the US, Europe, India and Asia. This global team has in depth knowledge of local markets.

100%

Targeted suppliers affirm Third Party Code of Conduct

Supplier Management

Milliken awards business to suppliers based on integrity, value, quality, risk, sustainability, and price. We adhere to a strategy that continues to evolve our risk assessments, including risks both upstream and downstream. In 2025, we continued to mature our third-party risk management governance through specific projects. As a global manufacturing company with diversified supply chains, we have a responsibility to manage our supply chain impacts. We increasingly ensure we monitor metrics and data and offer tools to support our suppliers. Our Third Party Code of Conduct outlines our expectations which 100% of new suppliers affirm during onboarding. Our Third Party Code of Conduct addresses people, labor and human rights, integrity, health, safety, and the environment, and provides our suppliers with additional resources for implementing supporting principles and guidelines. We require suppliers to put in place and use management systems and controls for complying with principles set for in our Third Party Code of Conduct. Suppliers are also required to maintain reasonable documentation demonstrating compliance with the principles of our supplier code to allow for inspection or independent audit. We encourage our suppliers to report externally about their social and environmental impacts in line with the principles set forth in our Third Party Code of Conduct. The Third Party Code of Conduct is reviewed biennially and underwent minor revisions within the last year, including updates to the data protection and privacy section.

U.S. Customs-Trade Partnership Against Terrorism (CTPAT®)

Milliken has committed to the Customs Trade Partnership Against Terrorism (CT-PAT(R)), a government-business initiative to build co-operative relationships that strengthen and improve overall international supply chain and U.S. border security. CTPAT is a voluntary public-private partnership program recognizing that U.S. Customs and Border Protection can provide the highest level of cargo security only through close co-operation with principal stakeholders of the international supply chain like importers, carriers, consolidators, licensed customs brokers, and manufacturers. CTPAT enhances global supply chain security and prevents human trafficking and modern slavery in supply chains.

As a CTPAT member, we conduct risk assessments, implement internal controls, provide training to associates and partners, and perform periodic on-site audits of our suppliers, vendors, and our own facilities to prevent human rights violations. These audits include workplace inspections, worker interviews, and reviewing personnel onboarding documents and retention policies. These on-site audits also include safety inspections and worker interviews. In case of red flags, we have an external escalation and notification process to notify business leaders of any issues and a remediation plan.



Supplier Risk Assessments

Our monitoring of compliance and measurement of performance includes the use of supplier risk assessments. These assessments include social, environmental, and business conduct assessments. Our due diligence process incorporates supplier screening, reviews, and on site audits to prevent forced labor, child labor, and human trafficking. We also use a third-party cloud based sustainability platform that combines supplier assessments and ongoing social media monitoring. For example, the human rights and labor questionnaire requires suppliers to review and verify their commitment to combating forced and child labor, eliminating discrimination, and ensuring good working conditions, including appropriate working hours and wages for the work performed.

While we have maintained this third-party platform for ongoing indirect supplier reviews, we also joined in Sedex in 2024 to implement comprehensive Sedex Members Ethical Trade Audit (SMETA) including on-site audits for direct suppliers. This social audit methodology assesses a company's ethical business practices across various aspects, including labor standards, health and safety, environmental impact, and business ethics, allowing us to evaluate and improve our supply chain resiliency and compliance with ethical standards, particularly regarding workers' rights and responsible sourcing. We continue to build our data and monitoring systems to identify any incidents of forced labor, child labor and human rights abuses in our supply chain.

Supplier Grievance Mechanism

Our Supplier Code of Conduct includes a duty to report concerns or violations of our Code or other issues directly to Milliken's management team or online via our third-party managed Helpline. Details of our Helpline are made available in the Supplier Code of Conduct, within our Terms and Conditions, and linked right at the top of our Supplier Resources website for ease of access.

We reserve the right to terminate a supplier relationship should a risk of modern slavery and human trafficking become apparent.

What would we do if we found modern slavery in our supply chain?

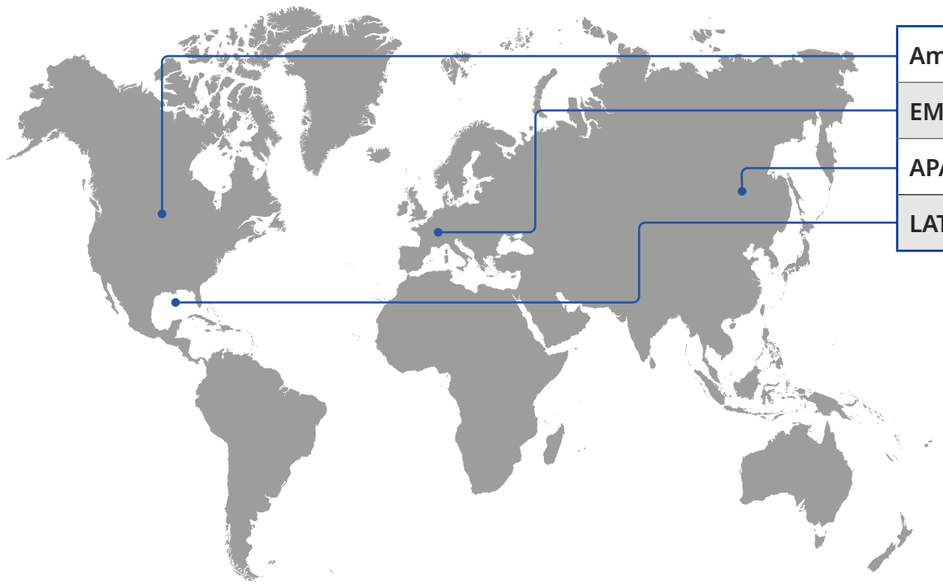
If we found modern slavery in our operations or our supply chain, we would take immediate action to ensure that Milliken was not involved in supporting modern slavery. This may include co-operating with relevant authorities, agreeing corrective action plans with suppliers and, potentially, termination of our relationship with the relevant supplier.



Information about our Suppliers:

Globally, Milliken has approximately 1,100 direct suppliers and 8,400 indirect suppliers.

In 2025, our procurement spend per region on a percentage basis was:



Americas	80%
EMEA	10%
APAC	9%
LATAM	1%

Metrics

Milliken discloses a variety of key business conduct metrics to support transparent and sustainable business practices to benefit all stakeholders.

Third Party Code of Conduct	#
Targeted suppliers who signed Milliken's Third Party Code of Conduct.	100%

Supplier Contracts	#
Targeted suppliers that have signed contracts that include clauses on environmental, labor and human rights requirements.	95%

Forced Labor and Human Trafficking Metric	#
Number of confirmed incidents of forced labor and/or human trafficking identified in Milliken's own operations in 2025.	0

Child Labor Metric	#
Number of confirmed incidents of child labor identified in Milliken's own operations in 2025.	0




CAUTION
HOT KNIFE
BEAM CUT-OFF
LAZER BLADE
Bottom Suitex
280's @109 IN

Milliken™

www.milliken.com