

**MODERN SLAVERY
STATEMENT 2025**

Milliken™



About this statement

This statement is made for the financial year commencing on 4 December 2023 and ending on 1 December 2024.

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 Chain Act of 2010, the Canadian Fighting Against Forced Labour and Child Labour in Supply Chain Act and the UK Modern Slavery Act 2015.

Date: **31 May 2025**

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



At Milliken we are actively working to fulfill our commitment to 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.

We reaffirm our commitment to the U.N. Global Compact, and pledge to uphold the Ten Principles that focus on human rights, labor standards, environmental protection, and anti-corruption. We strive to integrate these principles into our daily operations and strategy, and we actively seek projects that advance these broader developmental goals.

Milliken is committed to maintaining and improving our systems and processes to reduce the risk of violations of human rights in our business and supply chain.

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

From its beginnings as a general store founded in Maine, USA, in 1865, Milliken today is a global diversified manufacturing company employing around 7,000 associates with expertise in research, design and responsible manufacturing. 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.

We know that the best ideas are born by empowering the brightest people. That’s why we give our diverse teams the tools they need to imagine world-changing solutions and then realise their vision. We focus on insights and innovation to develop everything from new molecules to new products that protect first responders, help wounds heal faster, protect our food, and make environments healthier. At Milliken, we make products that make people’s lives better.

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 Milliken brands that represent our products and services



OUR BUSINESSES

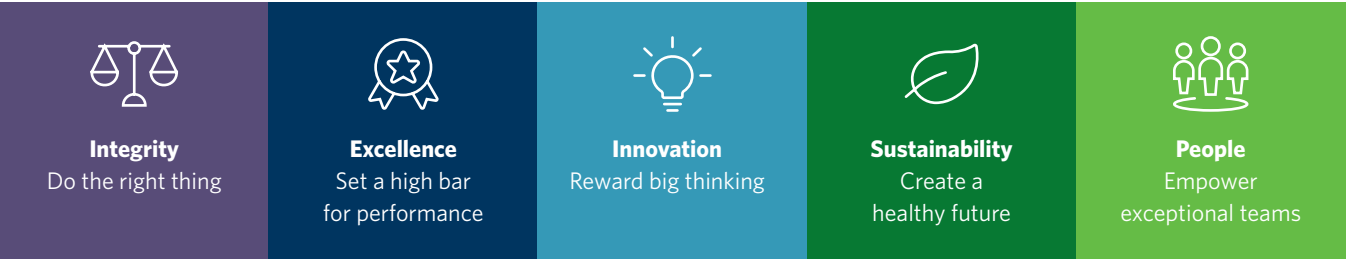
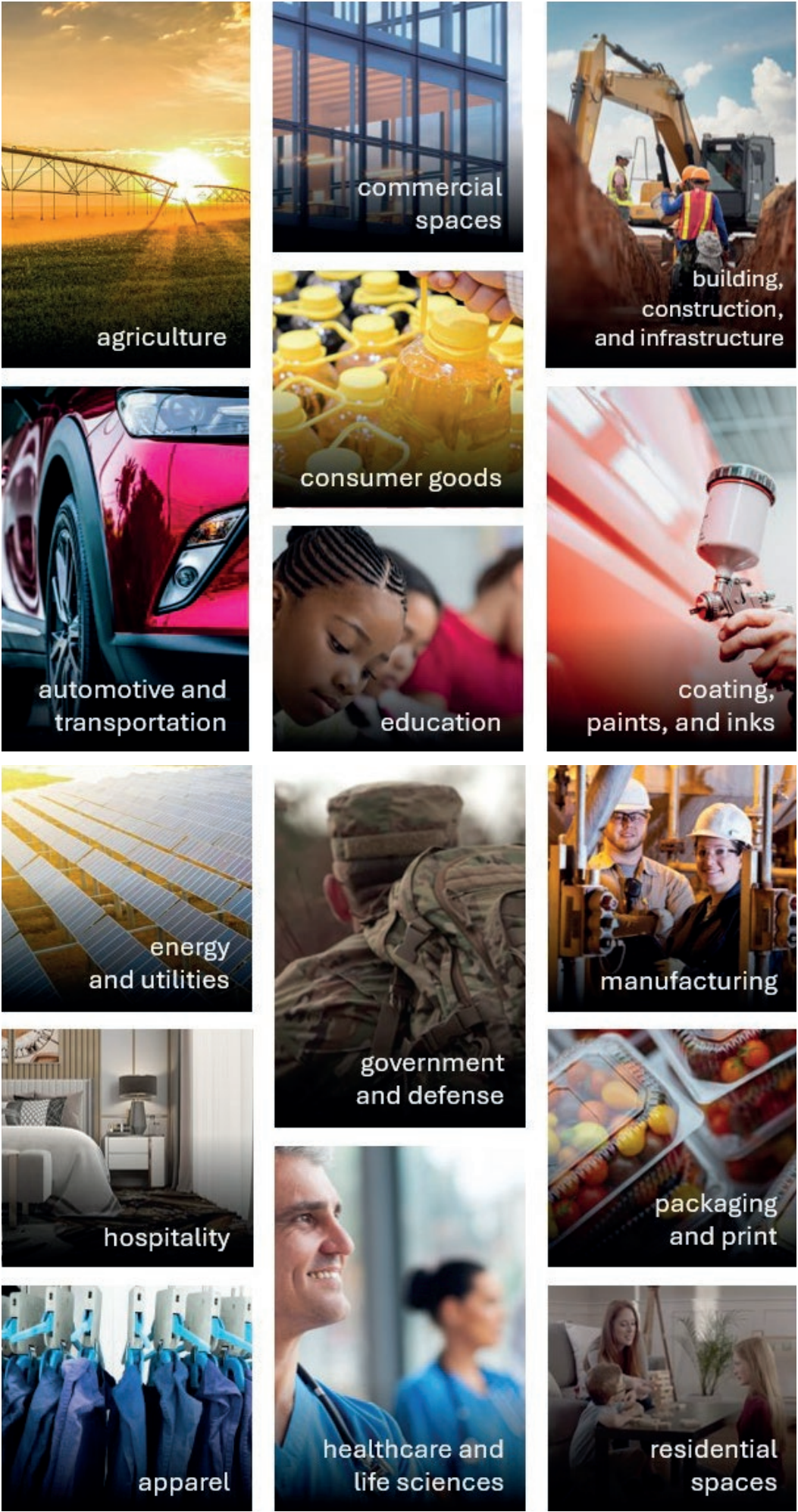
TEXTILE
Performance and Protective solutions that enhance lives every day

CHEMICAL
Specialized innovations to improve the world around us

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

OVIK HEALTH
Advanced clinical products that advance your care.

CONSULTING
A hands-on approach to achieve long-term, sustainable improvements



Our Commitment



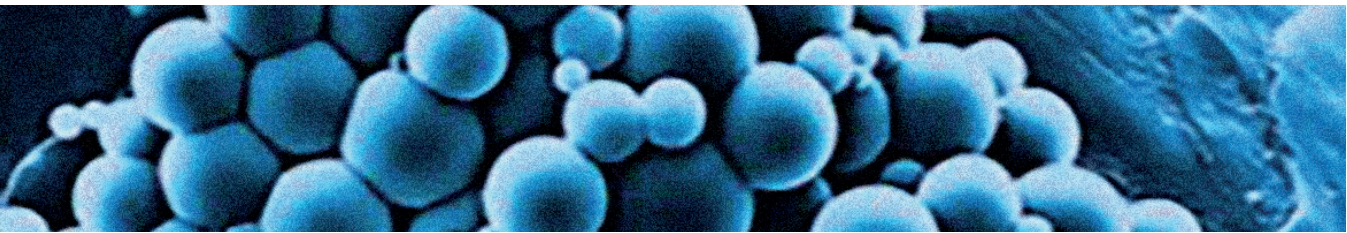
We recognize that the right to be free from slavery and servitude is a fundamental human right.

We are committed to conducting business responsibly and in a way that seeks to respect, protect and promote the full range of human rights. With operations around the world, we recognize the need to be aware of modern slavery risks in our business and our supply chain and we implement systems and processes that aim to reduce this risk.

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 Supplier 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 2024, Milliken was recognized 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 18th 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 136 honorees spanning 20 countries and 44 industries and is one of only 6 companies to have received this prestigious ethics-based honour every year since the award's inception in 2007.

In 2024, Milliken was proud to achieve a gold rating on its EcoVadis assessment. EcoVadis is a trusted provider of business sustainability ratings for more than 130,000 organizations representing more than 220 industries. This is the third consecutive year that Milliken has earned a gold rating and our score places us in the top 5% of companies rated globally in 2024.

EcoVadis reviews sustainability policies, actions, and results in four main themes — environment, labor and human rights, ethics, and sustainable procurement — using methodology built on international sustainability standards, including the Global Reporting Initiative (GRI), the United Nations Global Compact and ISO 26000. Milliken's performance is measured at the enterprise level, meaning the score and subsequent gold rating reflects the company's efforts across our Textile, Chemical, Flooring, and OVIK businesses.

Some of our awards and certifications include:



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.



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.

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. The policy applies to all employees at all levels and also to third party consultants and business partners and requires everyone to accept responsibility for the prevention, detection and reporting of modern slavery in any part of our business or supply chains.

Global Whistleblowing Policy and Global Non-Retaliation Policy

Our Global Whistleblowing Policy encourages prompt reporting of 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.

[VIEW MILLIKEN'S ETHICS PAGE](#)

Our Associate Code of Conduct and Supplier 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.

Supplier Code of Conduct

Our Supplier 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.

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.

Third Party Risk Management Working Group

Milliken has a Third-Party Risk Management Working Group which operates as a sub-committee of our Global Compliance Federation. This working group consists of representatives from Legal, Trade Compliance, Sourcing, Corporate Strategy, Security, and business units. This team meets at least four times annually to operationalise our strategy for managing third-party risk, including due diligence and ongoing monitoring to strengthen our value chain. This team works collaboratively to:

- 1. Uphold global standards for responsible business, including compliance with supply chain regulations and guidelines to identify and mitigate labor, environmental, financial, and reputational risks;
- 2. Align business practices with industry best practices and internationally recognized principles found in the U.N. Guiding Principles for Business and Human Rights, Universal Declaration of Human Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work; and
- 3. Collaborate with business partners on aligning business strategy with growing regulatory demands and business conduct strategy to address supply chain due diligence and mitigate risk.

The Third-Party Risk Management Working Group provides at least biannual updates to our Global Sustainability Council to ensure that key regulatory insights, policy updates, and assessment results are shared with compliance and business leaders globally

In addition to the Global Compliance Federation and the Third-Party Risk Management Working Group, Milliken also has compliance groups in EMEA and Asia Pacific which provide a further forum where matters relating to human rights and modern slavery can be discussed.

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 2024, zero reports relating to modern slavery were made.

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.

Training (continued)

In 2024, we provided training in modern slavery to management and administration associates as part of our annual code of conduct training.

2,615 of our associates globally were assigned this training and this was carried out with a near 100% completion rate.

SEDEX Membership



In 2024, we joined Sedex to implement comprehensive Sedex Members Ethical Trade Audit (SMETA) including onsite audits for direct suppliers. This social audit methodology assesses a company’s ethical business practices across various aspects like labor standards, health and safety, environmental impact, and business ethics, allowing us to evaluate and improve our supply chain sustainability and compliance with ethical standards, particularly regarding worker rights and responsible sourcing.

US Customs-Trade Partnership Against Terrorism (CTPAT™)

CTPAT is a voluntary partnership between the United States government and businesses to enhance global supply chain security and to prevent 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 onsite 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 onsite audits also include safety inspections and worker interviews. In case of red flags, we have an internal escalation and notification process to notify business leaders of any issues and institute a remediation plan, if needed.

US National Council of Textiles Organizations

Milliken is an active and engaged member of the US National Council of Textile Organizations (NCTO), a national trade association representing the entire spectrum of the United States textile manufacturing sector, from fiber and yarn to fabric and finishing

In 2024, the NCTO organised a site visit with the U.S. Customs and Border Protection (CBP) agency to tour their newly expanded Savannah Laboratory and demonstrate the CBP’s latest laboratory technology, the Isotope-Ratio Mass Spectrometer. This powerful tool tests and verifies the country of origin of textile and apparel to comply with the Uyghur Forced Labor Prevention Act (UFLPA). The UFLPA aims to protect U.S. consumers and companies from forced labor in China’s Xinjiang Uyghur Autonomous Region (XUAR). The law presumes that all goods produced in or by entities in XUAR are made with forced labor and are not allowed to enter the U.S. Representatives from our Government Relations, Textile Research and Development, Ethics and Compliance, and Trade Compliance teams attended this site visit with the NCTO and CBP along with other textile manufacturing leaders from around the United States. This meaningful conversation provided insights into the testing procedures for verifying the country of origin of textiles and apparel.

Responsible Supply Chain Management

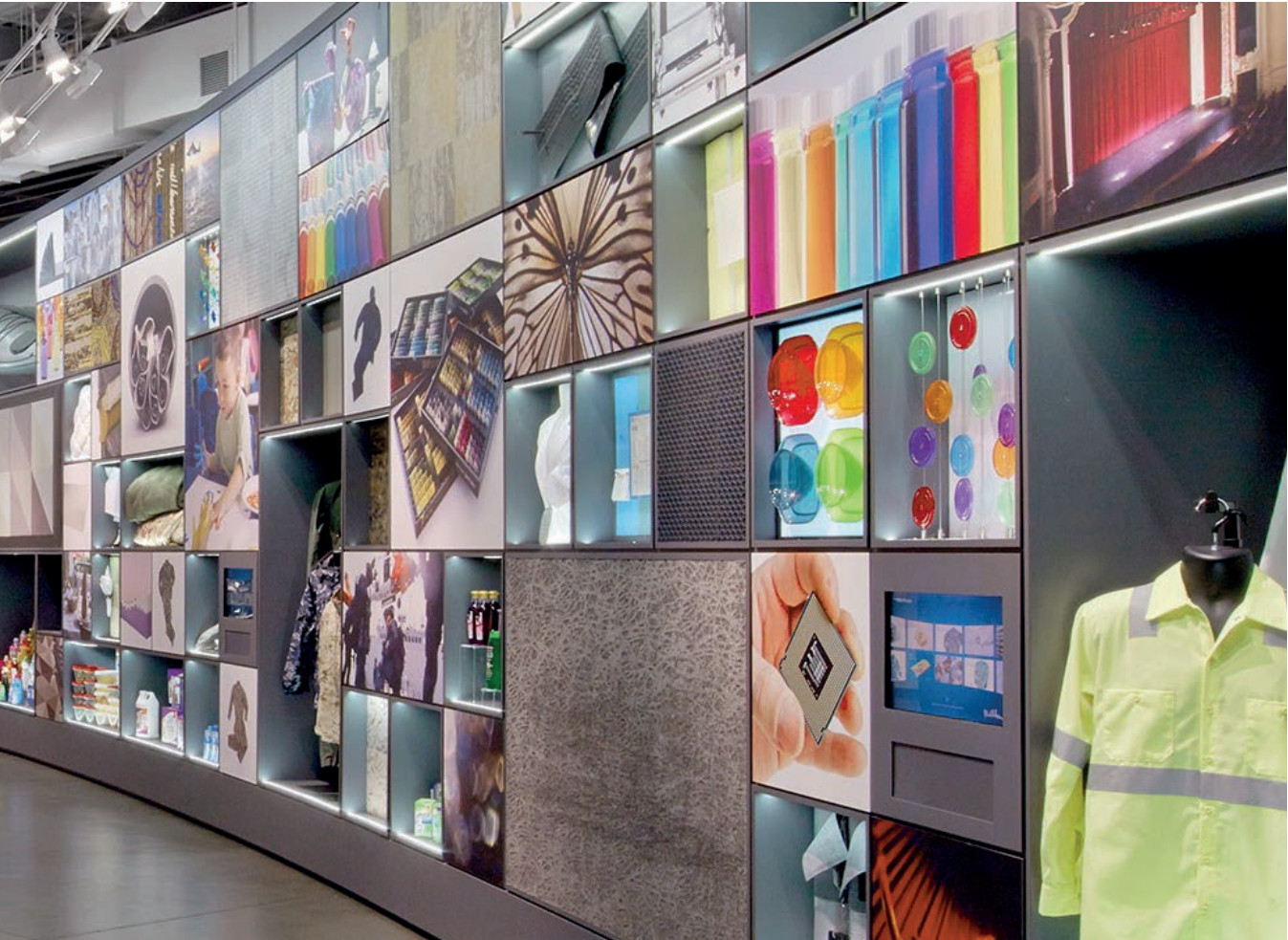
The Sourcing Team

Milliken has a team of approximately 50 sourcing specialists located in the US, Europe, India and Asia. This global team has in depth knowledge of local markets.

100%
New suppliers affirm
Supplier 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 2024, we continued to mature our third-party risk management governance. 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 Supplier Code of Conduct outlines our expectations which 100% of new suppliers affirm during onboarding. Our Supplier Code 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 Supplier 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 Supplier Code of Conduct.



Supplier Due Diligence and Monitoring

We use the Corruption Perceptions Index to identify suppliers in countries with high corruption and higher risk of forced labor. Index results, audit reviews, and documentation verification are reviewed by our sourcing team, and concerns or red flags are escalated to senior management and the Legal department for review and further action. We monitor supplier compliance and measure performance including the use of supplier risk assessments. These assessments include social, environmental, and business conduct assessments. Our due diligence process incorporates supplier screening, reviews, and onsite audits to prevent forced labor, child labor, and human trafficking. We monitor supplier compliance and measure performance using a cloud-based sustainability platform that combines supplier assessments and ongoing social media monitoring.

In 2021, we implemented 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 have also joined Sedex to implement comprehensive Sedex Members Ethical Trade Audit (SMETA).

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?

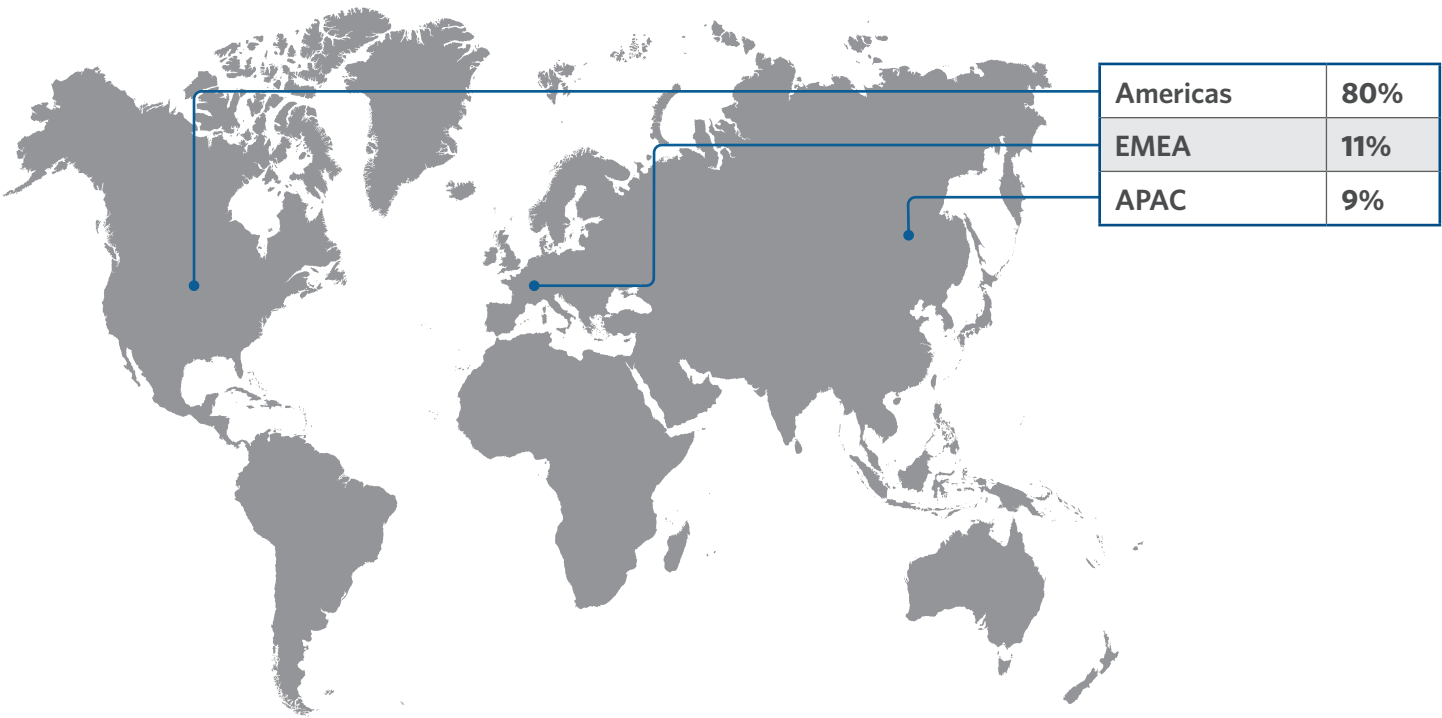
If we found modern slavery in our operations or our supply chain, we would take immediate action to ensure that Milliken was not involved in supporting modern slavery. This may include co-operating with relevant authorities, agreeing corrective action plans with suppliers and, potentially, termination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



Information about our Suppliers:

Globally, Milliken has approximately 1,100 direct suppliers and 8,600 indirect suppliers.

In 2024, our procurement spend per region on a percentage basis was:



Metrics

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

Forced Labor and Human Trafficking Metric	#
Number of confirmed incidents of forced labor and/or human trafficking identified in Milliken’s own operations in 2024.	0

Child Labor Metric	#
Number of confirmed incidents of child labor identified in Milliken’s own operations in 2024.	0





MillikenTM