

MOHAWK®

2024

Impact Report

TABLE OF CONTENTS

Our Purpose 1
1 About This Report
2 Mohawk Overview
3 2024 Performance Highlights
4 Letter from Our CEO
5 Letter from Our CSO

Our Planet 6
7 Climate-Positive Future
11 Accelerating Circularity
12 Resource Stewardship and Waste
15 Logistics Efficiency

Our People 16
17 Building a High-Performance Workforce
18 2024 Employee Demographics
19 Training and Development
21 Community Connection

Our Practices 22
23 ESG Executive Council
24 Risk Management and Due Diligence
25 Standards of Conduct and Ethics
26 Political Engagement
27 Data Security
28 Supply Chain Management: Policy and Human Rights

Our Progress 29
30 Our Global Operating Structure
31 Global Ceramic
49 Flooring North America
60 Flooring Rest of the World

Appendix 78

About This Report

We're excited to share the 16th annual Impact Report of Mohawk Industries, Inc. ("Mohawk" or the "Company"). This report reflects our ongoing commitment to sustainability, transparency and responsible business practices.

Across our global operations, we're continually innovating and sharing best practices to drive meaningful progress—delivering efficient, effective and scalable sustainability initiatives and bringing to market differentiated products with sustainable properties.

The report highlights sustainability across Mohawk and the Company's wholly owned subsidiaries. It follows the Global Reporting Initiative (GRI) Universal Standards, covers Mohawk's fiscal year 2024 and is guided by the United Nations Sustainable Development Goals (SDGs).

In addition to GRI, our sustainability disclosures align with the International Sustainability Standards Board (ISSB), which integrates key elements from the former Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). The Company has also submitted climate data through CDP, a nonprofit that has helped organizations disclose their environmental impact since 2017. This year, we've also published our submission to CDP's new integrated questionnaire, which includes data on climate change, water resources and forests. We also participate in the S&P Global Corporate Sustainability Assessment, an annual review of sustainability performance that informs the Dow Jones Best-in-Class Index.

Looking ahead, we're preparing for compliance with the European Union's Corporate Sustainability Reporting Directive (CSRD), Corporate Sustainability Due Diligence Directive (CSDDD) and Taxonomy Regulation, as well as climate reporting regulations across other jurisdictions, such as California and Australia. As part of our commitment to data integrity and continuous improvement, the Company began implementation of a new enterprise-wide global sustainability data platform in 2023. This step marks a significant milestone in the Company's ongoing efforts to bolster its sustainability reporting processes and align with evolving regulatory requirements and best practices. We also partnered with a third-party expert to design, implement and complete a Double Materiality Assessment (DMA) that helped define data needs and collection requirements for this new system.



Mohawk Overview

Mohawk creates a broad range of products that enhance residential and commercial spaces in approximately 180 countries around the world. During the past two decades, Mohawk has transformed its business from an American carpet manufacturer into the world's largest flooring company with operations in North America, Europe, South America, Oceania and Asia, including manufacturing facilities in 19 countries. Mohawk's talented team of associates and its vertically integrated manufacturing and distribution processes provide competitive advantages in the design and production of ceramic tile, carpet, laminate, wood and vinyl flooring. The Company also has growing positions in adjacent building product categories, including quartz and stone countertops, porcelain slabs, chipboards, decorative panels and insulation products. Mohawk's industry-leading innovation has yielded products and technologies that differentiate its brands in the marketplace and satisfy all remodeling and new construction requirements.

Our Major Brands

daltile · MARAZZI · AMERICAN OLEAN · grupodaltile · VITROMEX MI ESPACIO, MI MUNDO
eliane · DECORTILES · Elizabeth · EMILGROUP · KAI · RAGNO
KERAMA MARAZZI · Godfrey Hirst · gh COMMERCIAL · Feltex
UNILIN · QUICK·STEP · PERGO · moduleo Design Floors · LeoLine · Karastan
Mohawk Group · DURKAN Mohawk Group Hospitality · MOHAWK HOME · Aladdin COMMERCIAL

2024 Performance Highlights[1]

Climate-Positive Future

30%
reduction in Scope 1, 2 and biogenic emissions intensity since 2010

117% increase in renewable energy

53% increase in solar energy





Godfrey Hirst earns a Gold Medal EcoVadis ranking for the second year in a row, placing in the top 5% of over 100,000 participating companies

Water

45%
decrease in water withdrawal intensity since 2010

275 Million
gallons of water provided to communities experiencing scarcity and drought by 2030



Awards & Recognitions

- Forbes® America's Best Employers; **2025**
- Forbes Best Employers for Diversity; **2025**
- Newsweek® America's Greatest Workplaces; **2025**
- Newsweek America's Greatest Workplaces for Diversity; **2024, 2025**
- Newsweek America's Greatest Workplaces for Women; **2024, 2025**
- USA Today® America's Climate Leaders; **2024, 2025**

High-Performing Workforce

35%
decrease in Recordable Incident Rate (RIR) since 2010

Mohawk Brasil's Groups of Study and Suggestions program executed 2,134 employee-driven projects in 2024



Product Circularity

47%
reduction in waste-to-landfill intensity since 2010

60+ Billion
plastic water bottles recycled into flooring over the past decade





1.4+ Billion
pounds of wood waste recycled into Unilin chipboard

Responsible Sourcing

99%
of wood fiber sourcing adheres to responsible wood sourcing principles, such as FSC®, PEFC™[2] or other third-party validation

132,000+
trees planted in partnership with One Tree Planted®



[1]Unless otherwise noted, all performance highlights reflect achievements accomplished from January 1, 2024–December 31, 2024. Intensity is based on revenue in constant currency.
[2]FSC® (Forest Stewardship Counci), PEFC™ (Programme for the Endorsement of Forest Certification).

A Message from Our CEO, Jeff Lorberbaum

At Mohawk, we focus on what works—solutions that reduce environmental impact, strengthen our business and are grounded in practical innovation and measurable results.

In this Impact Report, you'll find many examples of recent product launches that showcase Mohawk's dedication to responsible manufacturing. Our products are tangible examples of our priorities: reduced carbon emissions, greater recycled content, circular design and extended useful life of the products. Though sustainability has the potential to influence buying decisions, it rarely stands alone. Most consumers still prioritize beauty, low maintenance, durability and competitive pricing. That's why we engineer our products to deliver on these expectations, with sustainability as a value multiplier. Our goal isn't just to make sustainable products—it's to make sustainable products that win with consumers.

For instance, Mohawk's SolidTech® R, a PVC-free, waterproof flooring alternative, features a unique core made from stone and recycled single-use plastic. Each square foot of SolidTech R contains the equivalent of approximately 20 recycled water bottles. Beyond that great sustainability story, the product offers consumers superior scratch resistance and durability while effectively eliminating dimensional stability issues caused by changes in temperature or humidity—a challenge found in PVC-based flooring options.

Transforming recycled plastic into flooring isn't new for Mohawk. We've been a leader in this process for more than a quarter-century. While nylon was once the dominant carpet fiber, the flooring industry sought alternatives to make quality products available across all price points. Our patented Continuum™ process strips away residue from recycled plastic bottles, making the resulting polyester fiber softer and bulkier and the carpet more appealing, durable and stain resistant. Today, our polyester carpet collections meet the needs of active families, and their popularity has prevented billions of plastic bottles from ending up in landfills and waterways.

Our sustainability efforts also extend to our laminate flooring and other wood-based products that incorporate primarily recycled or reclaimed wood, reducing the need to harvest trees and sequestering the carbon in the wood for another life cycle. To differentiate our products, we've developed industry-leading visuals that make our laminate almost indistinguishable from natural wood or stone flooring, as well as waterproof performance attributes that make laminate a practical choice for kitchens, baths and laundry rooms.

Across our ceramic tile facilities, we continue to optimize our environmental performance through continuous kiln upgrades, waste heat recovery and closed-loop water systems to reduce energy and water consumption. While improving our processes, we've employed advanced digital printing technologies that create high-definition visuals with precise texture replication, combining the visuals and textures of wood, stone or concrete with the durability of porcelain for use in residential and commercial spaces. Collectively, these efforts make our ceramic offering one of the most sustainable and high-performing flooring solutions available.

As you explore this year's report, I hope you'll gain insights into how our sustainable products benefit the planet while providing exceptional value for residential and commercial applications. We're dedicated to sustainable practices and to delivering products that enhance the beauty, comfort and performance of every space. Sustainable processes and products are an essential part of our business strategy, and we amplify the beneficial impact of those products by expanding their use around the world.

Sincerely,

JEFF LORBERBAUM
Chief Executive Officer



Our products are tangible examples of our priorities: reduced carbon emissions, greater recycled content, circular design and extended useful life of the products."

A Message from Our CSO, Malisa Maynard

When it comes to sustainability, transparency has always been one of Mohawk's greatest strengths. Since joining the Company four years ago, I've constantly been impressed by the openness and candor across the enterprise. Integrity fuels progress.

With manufacturing operations in 19 countries and one of the industry's most diverse product portfolios, we manage complexity every day. But that complexity also gives us scale, reach and a real opportunity to lead. Our teams bring different perspectives to the table, and through collaboration and shared learning, we're finding better ways to meet the needs of our customers, our communities and the planet.

This complexity has been amplified by upcoming sustainability reporting regulations, including the EU CSRD, EU CSDDD, California SB 253 and 261 and the Australian Mandatory Climate Reporting requirements. Following a comprehensive DMA with a leading auditing firm, we completed pre-assurance on our material topics and received feedback on how the process will continue to evolve. Under the oversight of our ESG Compliance Steering Committee, our Sustainability, Finance and IT teams are leading a cross-functional effort to optimize a new, enterprise-wide sustainability data platform to store, track and manage the required regulatory data.

As part of this data system initiative, we've engaged in extensive discussions across our global businesses to establish common definitions for materials, processes and waste streams. Creating universal standards across our businesses has been an essential step in this process. Everyone was capturing data, but each group was defining it based on the history of their own business, industry norms or local perspectives. We are also developing consistent process documentation for all regulatory sustainability metrics so that all our facilities follow the same steps and report in the same way with the same units of measurement across the globe. Taking the time now to have these essential dialogues to ensure standardization helps us deliver even more impactful reporting. For instance, we now monitor our waste streams more closely by reporting not only total waste but also waste by material type, which helps us to better understand where we can repurpose those materials or change the manufacturing process to minimize them. Through the years, many best practices have emerged from interactions among our global businesses, each of which is entrepreneurial and empowered to best serve the needs of its customers, consumers and communities. As you can see from the Our Progress section in this report, each is doing impressive work to deliver innovative products as well as enhancing our sustainable practices.

This year's report reflects much of the groundwork we've completed to meet new upcoming regulatory expectations while also improving the consistency and depth of our sustainability data. More importantly, it highlights the practical steps we're taking to improve our operations, create innovative products and contribute to safer workplaces and stronger communities. We're always learning, and your feedback is important in driving meaningful impact as we move forward. I invite you to share your thoughts with us as we continue to evolve our sustainability efforts in the months and years ahead.

Sincerely,

Malisa Maynard

MALISA MAYNARD
Chief Sustainability Officer



OUR PLANET

Our planet is more than a resource—it's a partner in our work, influencing the beauty and function of the surfaces we create. With thoughtful design and responsible practices, we develop products that not only function to enhance spaces, but that also contribute toward preserving the natural world.

Guided by the principles of circularity, we tread lightly, seeking new ways to restore, renew and rethink. We harness renewable energy, lower emissions, reduce waste and replenish water, knowing that every small step forward strengthens both our world and our work. In doing so, we don't just make floors—we forge a future where sustainability and design walk hand in hand.



Sustainability is a fundamental component of Mohawk's overall business strategy. This commitment is inherent in our development of innovative products to meet customer desires and needs, our manufacturing processes, and our broader supply chains and business systems that aim to meet the needs of our employees, customers and communities. Our Board of Directors evaluates and makes recommendations regarding Mohawk's sustainability initiatives as part of our assessment of the Company's financial and operational results and plans. As Board members, we recognize the decisions we make today can have a long-term effect on the business' performance, people, and the planet. That recognition inspires the dedication and diligence we bring to our roles."

KAREN SMITH BOGART, PHD
Chair of the Governance Committee
Mohawk Industries Board of Directors

Climate-Positive Future

Mohawk remains dedicated to a climate-positive future through our decarbonization strategy. Our Global Planet Council, with representation from each of our business segments, monitors and supports the progress toward our sustainability goals, including reducing greenhouse gas (GHG) emissions across Scope 1 and 2. To enhance insight into and transparency of our environmental performance across our value chain, we also continue to track and report Scope 3—a vital undertaking to understand the broader impact of our operations.

Some business units have established additional climate commitments. Mohawk Group, our North American commercial flooring division, has committed to net zero carbon emissions by 2040 by signing the Climate Pledge. Unilin, our flooring, panels and insulation branch, active throughout Europe, Asia, Oceania and South America, is contributing to climate change solutions by implementing a decarbonization strategy validated through the Science Based Targets initiative in 2023. Our Oceania-based flooring business, Godfrey Hirst, is a member of the Australian Government's Climate Active program and has been certified as a carbon neutral organization since 2020. We continue to work with third-party experts to refine Scope 3 emissions data across all global business units for 10 of the 15 Scope 3 categories identified as relevant to Mohawk, utilizing activity-based data where available.

Understanding and mitigating climate-related risks and opportunities is essential for business resilience. We align with the International Sustainability Standards Board, including the International Financial Reporting Standards S1 and S2, to provide key insights to investors, regulators and stakeholders.



2024 Climate Risk Assessment

Understanding Climate Risks to Build a Stronger Future

At Mohawk, we know that climate change is not just an environmental issue—it's a business issue, a community issue and a consumer issue. That's why, in January 2024, we partnered with third-party experts to assess how changing climate conditions could impact our operations through a Climate Risk Assessment (CRA).

Our CRA took a deep dive into all our manufacturing sites, as well as evaluating the location of key suppliers, water usage, energy usage, waste generated, and the cost and usage of raw materials for production, to obtain a clearer picture of potential risks and opportunities to global operations. We started by identifying 40 possible climate-related risks and opportunities, using industry research, internal and third-party expert guidance and our own existing sustainability goals as a roadmap. The top 10 risks were identified for scenario analysis in a workshop conducted with leadership and the finance teams for each of Mohawk's reporting segments. Of the 10 risks that leadership identified due to their potential to be material, two were determined to be material: increased cost and lack of availability of energy and increased frequency and severity of extreme weather events.



Why This Matters

Understanding climate risks is about adjusting strategies and processes to remain vital and competitive in a changing world. For investors, this work ensures we're making informed decisions that protect long-term value. For customers, it means they can trust Mohawk to deliver sustainable, high-quality products well into the future. And for employees, it reinforces our focus on building a resilient business that adapts to new challenges.

Addressing Climate Risks and Opportunities

As climate challenges evolve, we're staying proactive by tackling key risks and identifying new opportunities. To reduce our exposure to price fluctuations, we've developed strategies to manage natural gas prices and are actively exploring alternative fuels for production and logistics. We're also ramping up investments in energy efficiency and on-site renewable energy, ensuring we can power more of our operations resiliently and sustainably. Additionally, Mohawk is pursuing strategies to safeguard operations. By investing in resilient infrastructure, enhancing the durability of our facilities and supporting



At Mohawk, we see understanding and mitigating climate risk as not just a challenge, but as a critical factor in protecting long-term business value. Our financial strategy is rooted in making smart investments today to ensure we can navigate tomorrow's disruptions and capture tomorrow's opportunities with confidence."

JIM BRUNK
Chief Financial Officer

supplier diversification, we are better positioned to maintain operations during extreme weather events.

A major area identified as an opportunity by the CRA where Mohawk is driving change is waste reduction and product circularity. Through our post-consumer take-back programs, we are helping customers keep materials out of landfills while advancing circular economy solutions. Research and innovation in state-of-the-art technologies is allowing us to develop processes to further advance post-consumer recycling of materials from our global operations. Meanwhile, our waste management initiatives are uncovering new ways to minimize waste and support long-term sustainability goals.

By planning and integrating climate resilience into our business strategy, we are helping to ensure that Mohawk stays strong, adaptable and ready for the future.

Energy Use

Meeting the world's growing energy needs while reducing our environmental impact requires bold action. That's why we're investing in sustainable energy solutions to make our operations more efficient and less dependent on fossil fuels—even as we navigate infrastructure challenges and shifting market conditions. At this time, most of our energy comes from natural gas, which plays a critical role in high-temperature manufacturing, especially for ceramic and porcelain tile.

Here's how we're working toward a more sustainable energy future:

- Deploying energy-efficient technologies to reduce power use and minimize waste
- Expanding solar power to tap into clean, renewable energy
- Integrating wind energy through on-site turbines and strategic partnerships
- Using wood waste biomass to generate electricity and heat for several of our plants
- Using biodiesel to fuel part of our fleet

Transitioning to sustainable energy is not without challenges, but we're committed to pushing forward. By investing in cleaner alternatives and improving efficiency, we're building a stronger, more resilient future. Learn more about how each of our business units is contributing in the Our Progress section of this report.

Scope 1 and 2 GHG Emissions Intensity

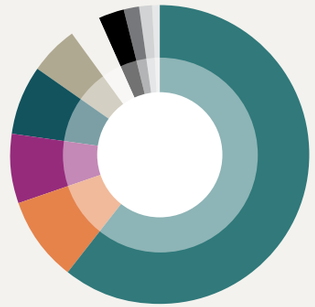
(Biogenic and Non-Biogenic Emissions / Thousands Revenue in Constant Currency)



GOAL: Reduce Scope 1 and 2 emissions intensity by 25% by 2025.

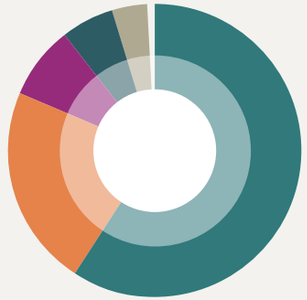
STATUS: Achieved a 30% reduction over our 2010 baseline year.

2024 Scope 3 Emissions by Type



- 62.0% Purchased Goods and Services
- 9.4% End-of-Life of Sold Products
- 7.9% Processing of Sold Products
- 7.5% Upstream Transportation
- 5.6% Downstream Transportation
- 3.4% Fuel- and Energy-Related Activities
- 2.5% Waste Generated in Operations
- 1.1% Capital Goods
- 0.5% Employee Commuting
- 0.1% Business Travel

2024 Total Energy Consumed by Type



- 60.0% Natural Gas
- 19.9% Grid Electricity
- 13.9% Biomass Energy
- 5.3% Other Fossil Fuels
- 0.9% Low Carbon[1]
- 0.1% Other Renewables

[1] Energy from combined heat and power.



Air Pollution

Tackling Air Pollution for a Healthier Future

Our 2023 Double Materiality Assessment (DMA) identified air pollution as a material topic. Air pollution includes pollutants like particulate matter, sulfur dioxide, nitrogen dioxide and volatile organic compounds (VOCs), all of which may affect both the environment and human health. As outlined in Mohawk's Environmental Policy, the Company remains committed to aligning our operations with all applicable environmental laws and regulations. In support of this commitment, the Company has integrated air pollution control technologies across our manufacturing facilities to reduce emissions and minimize environmental impacts.

Designing for Cleaner Air

The air we breathe matters; consequently, so do the products we create. Around the world, Mohawk designs and produces flooring that meets some of the most rigorous indoor air quality standards, helping to create healthier spaces where people live and work. As demand grows for low-emitting materials, our certified products provide assurance to our customers with safe, sustainable choices—without compromising on style or performance.

By addressing both carbon emissions and broader air pollution concerns, we're working to improve air quality for communities, consumers and future generations.

Labels Matter

We rely on trusted standards to provide transparency around a product's environmental impact, including air pollution. These labels help us track and reduce our impact across multiple areas—like lowering air emissions, minimizing waste, improving resource efficiency and ensuring safer, healthier products. They also help customers and consumers purchase sustainable products with confidence.

Eco-Labels

Indoor Air Quality Labels

Accelerating Circularity

Resource stewardship remains at the core of our sustainability strategy, whether through protecting biodiversity, using water responsibly or reducing waste at every stage of production. But sustainability doesn't stop when a product leaves our hands; it extends throughout the product's entire life cycle, from raw material sourcing to end-of-life disposal.

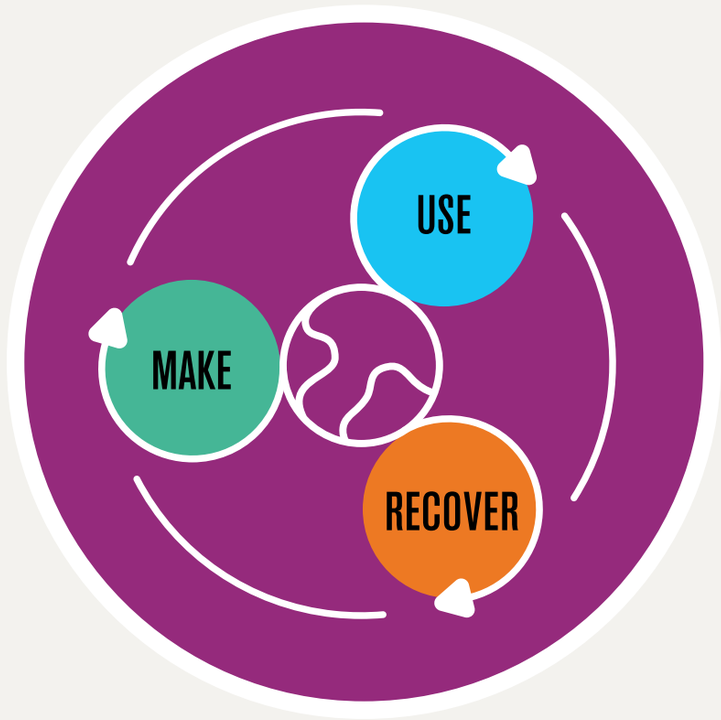
We know that what happens to a product after it's used is just as important as how it's made. That's why we are investing in waste diversion programs, take-back initiatives and material innovation to keep valuable resources in use and out of landfills. By exploring new ways to reuse, recycle and repurpose materials, we're not only reducing our environmental impact but also driving efficiency and long-term value.

With a focus on circular design and thoughtful end-of-life solutions, we're working toward updating our product circularity goal in 2025—ensuring that sustainability is integrated into the products we create, from cradle to cradle.

In 2024, in anticipation of the EU Corporate Sustainability Reporting Directive guidelines, we established a global group to develop new reporting definitions and metrics in conjunction with our new enterprise-wide global sustainability data platform. These metrics include new definitions of inbound raw materials, as well as differentiating technical (fossil/mineral-derived or non-renewable) from recycled and bio-based materials. We also defined the durability, repairability and recyclability of our finished products as well as our packaging.



PRODUCT CIRCULARITY AT MOHAWK



Make

Innovate regenerative products through thoughtful design and efficient manufacturing that optimize material use and expand post-consumer and sustainable content to minimize our products' full life-cycle impact.

Use

Ensure product life is extended through superior performance and durability. Educate end-users about proper care and maintenance to extend product life.

Recover

Reclaim materials for a second and subsequent purpose after an initial, useful life.

Resource Stewardship and Waste

The Role of Water

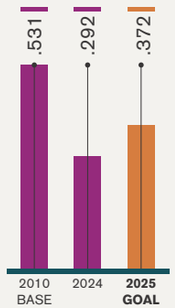
Water is essential not just for our operations but for people and the planet. Even though we didn't identify water as a material issue in our 2023 DMA, we continue to include water stewardship as one of our reporting metrics. With water scarcity impacting communities around the world, the Company is focused on using less, recycling more and increasing access to clean water where it's needed most. In 2023, we completed a water risk and stress assessment using the World Resources Institute's Aqueduct and the World Wildlife Fund's Water Risk Filter tools. The insights from this work are shared in our 2024 CDP Questionnaire.

As part of our circular approach to water, we continue to reduce consumption across our manufacturing processes:

- Mohawk Group's patent-pending Color Pulse™ fiber technology eliminates water use in the dyeing process, redefining efficiency and sustainability.
- Our partnership with Water.org™ helps bring clean water and sanitation to communities facing scarcity and drought—because access to safe water should never be a privilege.
- Our Global Ceramic business has implemented technology and processes that reuse water at most of their manufacturing locations, dramatically reducing the need for freshwater.
- GH Commercial joined forces with Take 3 for the Sea™ to tackle water pollution at its source, removing plastic and other waste from beaches and riverways before it reaches the ocean.

Water Withdrawal Intensity[1]

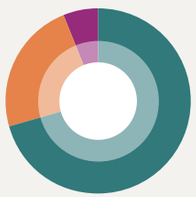
(Gallons Withdrawn / Revenue in Constant Currency)



GOAL: Reduce total water withdrawal intensity by 30% by 2025.

STATUS: Achieved a 45% reduction over our 2010 baseline year.

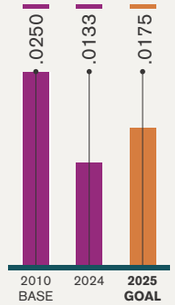
2024 Water Withdrawal by Type[1]



- 70.7% Third-Party
- 23.2% Ground
- 6.1% Surface

Waste-to-Landfill Intensity[1]

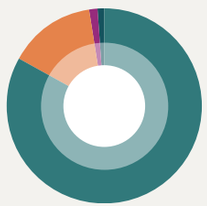
(Metric Tons / Thousands Revenue in Constant Currency)



GOAL: Reduce waste-to-landfill intensity by 30% by 2025.

STATUS: Achieved a 47% reduction over our 2010 baseline year.

2024 Waste by Type[1]



- 83.1% Non-Hazardous Recycled/ Other Recovery/Prepared for Reuse
- 14.6% Non-Hazardous Landfill and Other Disposal
- 1.2% Non-Hazardous Incineration with Energy Recovery
- 1.1% Hazardous Waste

[1] From manufacturing operations.

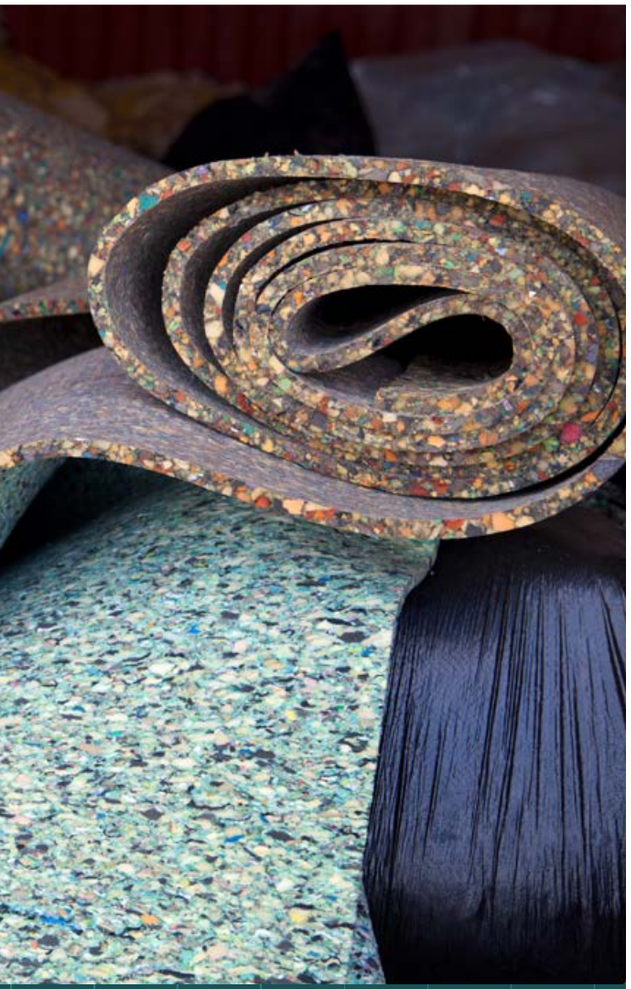
Rethinking Waste Around the Globe

At Mohawk, we're reimagining waste as a resource, integrating circular design principles to minimize environmental impact across every stage of a product's life cycle. From sustainable material choices to innovative reuse strategies, we're pushing beyond traditional waste management and into a future where materials are increasingly repurposed rather than discarded. In addition, our 2023 DMA identified waste, resource inflows and resource outflows as material topics.

By embedding circular thinking into our operations, we're not just reducing waste—we're creating new value from it:

- 100% of process waste is recovered at our Marazzi Group ceramic facilities, ensuring manufacturing by-products stay in the loop.
- In 2024, Mohawk Home gave 48.8 million pounds of tires a second life as decorative door mats, preventing the tires from ending up in landfills.
- In 2024, Unilin recycled more than 1.4 billion pounds of waste wood into chipboards, transforming discarded material into high-quality products.

By prioritizing a circular model over a linear one, we're designing waste out of the system and unlocking new opportunities for sustainability and innovation.



Product Recovery and Reuse

Closing the Loop: Advancing Product Circularity

While we have direct control over key operational phases like manufacturing, sourcing and supply chain, partnering with customers is essential to keeping flooring materials out of landfills at the end of their life cycle. At Mohawk, circularity is a commitment integral to how we design, recover and repurpose materials.

Our approach focuses on maximizing resource stewardship by ensuring materials have a second life. The pursuit of product circularity requires more than just innovative design; it also requires the right infrastructure to collect, process and reuse materials at scale. Recycling infrastructure varies widely in the regions in which we operate. In the United States, for example, challenges such as inconsistent municipal recycling programs, limited processing facilities and logistical hurdles make large-scale materials recovery difficult. Many flooring products contain multiple material types, adhesives or backing layers that require specialized recycling processes—capabilities that are still developing in many regions.

Mohawk is working to make recycling easier by supporting industry partnerships and policies that improve materials recovery. Mohawk has been a long-time partner in Carpet America Recovery Effort (CARE), the California carpet recycling program that helps fund collection sites, researches new uses for recycled carpet and promotes recycling among retailers and commercial end-users. By taking part in these efforts, we're helping to build a stronger recycling system—not just for our products but for the entire industry.

This commitment to circularity drives our industry-leading take-back programs, which continue to expand:

- In 2024, **Mohawk Group and Mohawk Flooring** began taking back luxury vinyl tile, stone plastic composite, sheet vinyl, laminate, vinyl composite tile and engineered wood, in addition to carpet and carpet pad.
- **Unilin's** take-back program collects wood-based panels, flooring and insulation materials, extending their life cycle.
- **Godfrey Hirst** can take back carpet, vinyl and hybrid floors for reuse and recycling.
- **Dal-Tile** provides an alternative to landfill disposal for unusable or waste ceramic and porcelain materials, incorporating them into new products at three manufacturing sites.

We're making our products more sustainable by designing them to be increasingly manufactured from reused and recycled materials, which reduces our need for non-renewable materials. At the same time, we are pushing for better recycling systems, supporting policies that move the industry forward and investing in closed-loop flooring solutions. To learn more about how we recover and reuse materials, please see the Our Progress section of this report.

50M+
total pounds of end-of-life materials recovered in 2024

First
company to recycle medium density and high density fiberboard (MDF/HDF) into new material via the patented Osiris process

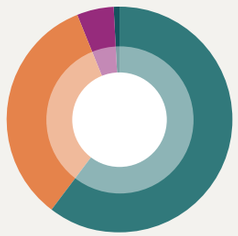
Impacts of Sourcing on Biodiversity

Biodiversity is the foundation of healthy ecosystems, and, as a manufacturer that sources natural materials, we know our choices matter. Wood is our most significant bio-based material, and how we source it can either help protect forests or contribute to their decline. Consequently, we engage in responsible forestry practices that safeguard biodiversity, mitigate habitat destruction and promote long-term sustainability, as well as maximizing our use of recycled, reclaimed and recovered wood to reduce the need for cutting trees.

Even though biodiversity was not identified as a material topic in our 2023 DMA, our commitment to sustainable sourcing remains strong. Our goal is simple: 100% of the wood fiber we source comes from responsibly managed forests, recycled waste streams or recovered wood sources. In 2024, our global manufacturing sites followed standards such as Forest Stewardship Council (FSC®), Programme for the Endorsement of Forest Certification (PEFC™), and other third-party validations on more than 99% of our wood sourcing.

Sustainable forestry goes far beyond protecting trees—it helps support wildlife, clean water and the many communities that rely on healthy forests. By making smarter sourcing choices, we're helping ensure that wood remains a renewable resource for generations to come.

Mohawk Product Wood Sourcing



- 60.8% FSC/PEFC Certified or Controlled[1]
- 33.8% Recycled, Reclaimed or Recovered
- 5.2% Third-Party Validated[2]
- 0.2% Not Third-Party Validated

GOAL: All wood fiber sourcing adheres to responsible sourcing principles, such as FSC, PEFC or other third-party validation to ensure 100% of the wood fiber we source comes from responsibly managed forests, recycled waste streams or recovered wood sources by 2030.

STATUS: Achieved over 99% responsible wood sourcing.

[1] Includes Chain of Custody and Controlled Wood Standards.
[2] Sourcing investigation with use of external auditing services to ensure wood is sourced according to Lacey Act requirements, including, but not limited to, on-site visits, conclusive risk and origin risk.



One Tree Planted®

Since 2014, One Tree Planted has planted over 100 million trees in more than 80 countries, and in 2023, Mohawk joined in these efforts, enabling the planting of over 132,000 around the world last year.

Recent projects include longleaf pine restoration. These ecosystems support a wide range of herbs and grasses—and rare animal species such as red-cockaded woodpeckers and gopher tortoises. By restoring the longleaf pine, this project will have long-term impacts on the environment, wildlife and people in the Southeastern United States.

Logistics Efficiency

Mohawk's commitment to sustainability extends beyond manufacturing into logistics. To minimize our fleet's environmental impact, we've implemented auto shut-off devices in our trucks, thereby reducing idling and unnecessary fuel consumption. Additionally, by leveraging advanced routing optimization software, we streamline delivery routes, improve on-time performance and ensure compliance with federal and state emissions regulations.

Our investments in telematics technology play a crucial role in enhancing efficiency and sustainability. These systems provide real-time data on fuel consumption, driver behavior, vehicle diagnostics and engine performance. By analyzing this data, we can proactively address maintenance needs, reduce fuel waste and optimize driving practices to lower emissions. Telematics systems also enable us to improve driver safety through monitoring speed, braking patterns and adherence to best practices, contributing to a more efficient and responsible fleet.

Backhauls are another key component of our logistics strategy, helping to reduce "empty miles" and optimize asset utilization. While increasing backhauls raises our internal mileage and fuel use, it significantly decreases overall emissions and congestion by reducing the number of trucks on the road across the industry. By integrating our logistics operations with supplier networks, we further enhance supply chain efficiency, lower costs and contribute to a more sustainable transportation model.



OUR PEOPLE

Behind every product we make is a team of people driving innovation, exceeding expectations and delivering positive change. Our commitment to people goes beyond the workplace, shaping the communities we serve and the future we build together. Our talented team fuels the Company's continuous improvement and long-term success, and we're committed to providing a safe, supportive workplace that reflects the broad range of experiences and skills found in our communities.

We ensure our employees have opportunities to grow by prioritizing career development and training at all levels of the business. We also know the value of a workforce comprised of individuals with unique qualifications and potential, and we cultivate a culture where different perspectives can contribute to identifying the best ideas. We also believe that providing a safe and healthy work environment is a fundamental part of doing business. In addition to our world-class safety programs, we foster workplaces where discrimination, harassment and retaliation are not tolerated, while also facilitating employee programs to support holistic well-being.

Beyond our walls, we give back to the communities we call home. Through philanthropy, volunteering and local investments, we support education, disaster relief, affordable housing and community health. At our core, we believe being a responsible corporate citizen means taking action. By aligning our actions with our values, we're building a stronger company and a better future for the people who power it.



Around the globe, Mohawk benefits from the talent and dedication of thousands of individuals who make, sell, deliver and support our products. While we comply with laws and regulations that vary from region to region, our ethical approach remains consistent. All people deserve a safe and healthy workplace. They deserve the right to pursue opportunities for personal fulfillment and professional advancement. They deserve to be respected, appreciated and supported. We are proud of our workforce's exceptional work and long tenure—around one in ten has been with Mohawk for 25 or more years—and we are gratified by how many have leveraged the training and development programs we provide to grow their careers with us."

ROD WEDEMEIER
Sr. VP Human Resources

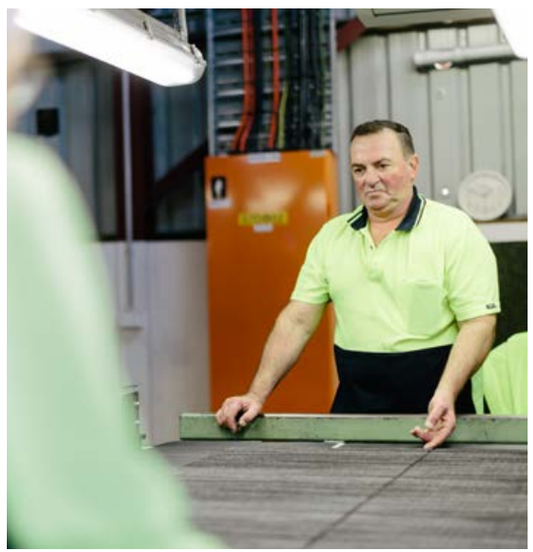
Building a High-Performance Workforce

Mohawk's workforce reflects the communities where we operate, bringing together individuals with a wide range of backgrounds, skills and experiences. We believe that an inclusive and high-performing team drives innovation, strengthens our Company culture and helps us connect more effectively with our global customer base.

Each of our businesses around the world adapts its approach to team building in response to the unique cultural characteristics of its market. Across the organization, we focus on cultivating a team-driven culture through initiatives such as:

- Training focused on fostering mutual respect, effective collaboration and improved performance
- Performance-driven hiring and promotional practices
- Clear communication in employees' preferred languages
- Employee engagement activities that allow the Company to listen to and learn from all its team members







2024 HIGHLIGHTS[1,2]

~41,900
employees worldwide

10.5%
of global workforce has been with the Company for 25+ years

15%
year-over-year improvement in recordable incident rate (RIR)

[1] Data as of 12/31/2024.
[2] As of December 31, 2024, the Company employed approximately 41,900 people, consisting of approximately 16,200 in the United States, approximately 14,200 in Europe and approximately 11,500 in other countries.

2024 EMPLOYEE DEMOGRAPHICS[1]



Employees by Gender



- 72% Male
- 28% Female

New Hires by Gender



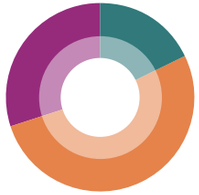
- 70% Male
- 30% Female

Leadership by Gender[2]



- 75% Male
- 25% Female

Employees by Age Range



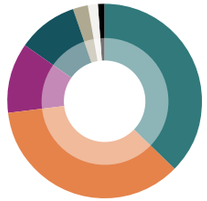
- 18% <30 Years
- 52% 30–50 Years
- 30% 50+ Years

New Hires by Age Range



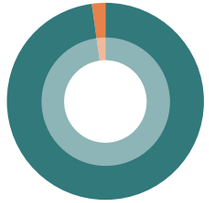
- 40% <30 Years
- 47% 30–50 Years
- 13% 50+ Years

Employees by Region



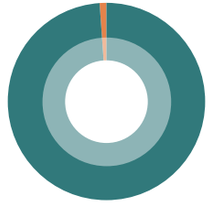
- 37.7% United States (U.S.)
- 36.1% Europe
- 11.6% Mexico
- 10.0% Brazil
- 2.5% Australia/New Zealand
- 1.5% Malaysia
- 0.6% Other

Employees by Type



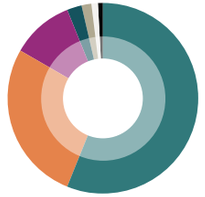
- 98% Full-Time
- 2% Part-Time

New Hires by Type



- 99% Full-Time
- 1% Part-Time

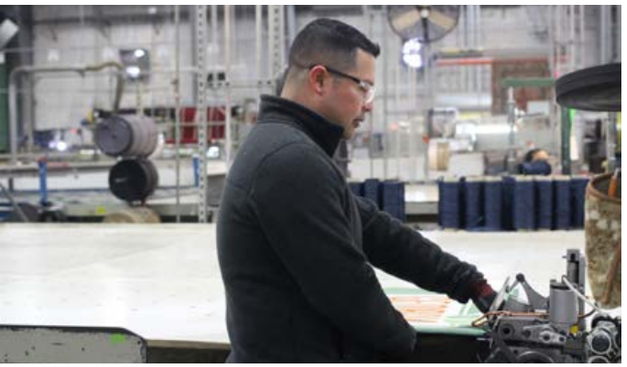
U.S. Employees by Ethnicity



- 54.2% White/Caucasian
- 28.5% Hispanic/Latino
- 10.0% Black/African American
- 2.3% Asian
- 1.9% Multiracial (Non-Hispanic/Latino)
- 1.8% Other/Chose Not to Disclose
- 1.0% Native American/Alaska Native
- 0.3% Native Hawaiian

[1] Data as of 12/31/2024. Some recent acquisitions are not yet integrated into our global Human Resources Information System, which limits the detail we can access on employees in those businesses.
[2] Leadership is defined as employees with direct reports.

Training and Development



We believe in empowering our employees to reach their fullest potential and to pursue their career aspirations. This commitment strengthens our ability to cultivate a high-performing workforce equipped with the skills needed to drive business success, enhance individual growth and foster positive change. By continuously exploring innovative learning and development methods, we help our team members prepare to meet evolving business needs and excel in their current roles while preparing for future opportunities.

Our Training and Development Policy is designed to balance the Company's global needs while accommodating local variations and employee expectations, providing a structured yet flexible approach to training and development. The policy ensures all employees at all levels have access to continuous learning opportunities that foster personal growth, enhance job performance and contribute to the Company's success.

Each business unit tailors its talent development programs to suit unique operational and management requirements, offering opportunities across all career stages. This approach helps us build a sustainable internal talent pipeline and maximize business performance, as well as retain top-tier talent and remain agile in a competitive market.

- In 2024, Marazzi Group delivered more than 12,600 hours of learning to over 2,300 participants, covering safety, environmental awareness, management, information technology, foreign languages and technical skills.
- Flooring North America offers growth opportunities for employees at all career stages with development programs like ENGAGE, ASPIRE, ASCEND, RISE and LEAD.
- Dal-Tile's Corporate Mentorship Program connects employees across roles to foster growth, leadership and collaboration. Mentors provide guidance, while mentees offer fresh insights, strengthening engagement, talent retention and career development.

For more information on the training and development initiatives across our businesses, please visit the Our Progress section of this report.





Health and Well-Being

At Mohawk, our employees and their families are at the heart of everything we do, and their well-being is a top priority. We take a holistic approach to health, recognizing that wellness extends beyond physical care—it encompasses mental, emotional and financial well-being, too. Our dedication to supporting our people is reflected in a range of benefits, resources, training initiatives and support programs.

As a global company, we understand that what works for one person—or even one region—may not be the best fit for another. That's why we take a flexible, people-first approach, tailoring our support to meet the unique needs of our employees wherever they are. From on-site and local healthy life centers to mental health support services, telehealth options and wellness coaching, we offer a variety of resources to help employees take care of themselves and their families.

We also invest in continuous learning opportunities through specialized training platforms, empowering our people to grow personally and gain the tools to take charge of their well-being. Whether it's making healthcare more accessible, encouraging a healthy work-life balance or providing tools for personal development, we support our employees in living healthier, happier lives.

Zero-Harm Workplace

We maintain safe, healthy workplaces worldwide, minimizing risks and prioritizing employee well-being. Safety is a continuous priority where leaders set the standard and employees actively participate in fostering a safe, healthy and supportive environment through ongoing training, open communication and adherence to best practices.

In 2024, we continued our efforts to lower our recordable incident rate (RIR) to 1.0 by 2030, reinforcing an ongoing commitment to workplace safety and injury prevention. A lower RIR indicates a safer work environment, fewer workplace injuries and improved employee well-being. Lowering our RIR can have far-reaching impacts such as higher morale and productivity, and a stronger reputation as a safe employer to help attract the best workforce. It's about ensuring that every employee starts their workday with confidence, knowing that their health, safety and well-being are priorities at Mohawk.

By making safety and employee well-being a global focus, we are building a culture of trust, care and resilience in every region where we operate. Together, we're creating workplaces that are safer, healthier and more productive for everyone.

Recordable Incident Rate



GOAL: Reduce the RIR to 1.0 by 2030.

STATUS: Achieved an RIR of 1.22, a 35% reduction from our 2010 baseline year.



Community Connection

Employees aren't just part of Mohawk; they're also the fabric of the communities they call home. That's why we've committed to making a positive impact wherever we operate, and we're proud to support the work of our people in giving back to those communities.

Our focus on improving quality of life is evident in the way we support and collaborate with local nonprofit organizations. Together, we create lasting change and provide individuals with the opportunity to positively impact the causes that resonate with them. Whether providing resources, volunteering time or supporting community-focused initiatives, we know that when our employees thrive, so do their local communities.

In 2024, Mohawk's global business has been involved in a variety of community initiatives. In North America, we strengthened our partnership with Susan G Komen™ in the fight against breast cancer, while our teams in Europe participated in local clean-up events, making a visible difference in their surrounding environments. In Belgium, we rallied together in an annual cycling challenge in which employees biked 250 kilometers to raise money for the ALS League, a leading organization in the fight against the neuromuscular disease. In Australia and New Zealand, we supported education initiatives that provide scholarships and materials for students in underserved areas, and our employees in South America contributed to food security programs, helping families facing economic hardship.

Across all our locations, the passion and dedication of our colleagues shine through in their community involvement. For additional information on community activities in each of our businesses, please visit the Our Progress section of this report.



OUR PRACTICES

Our environmental and social efforts are grounded in consistent, responsible business operations. Our approach to accountability, risk management and ethical decision-making supports every aspect of our operations, helping to ensure that our actions are aligned with our values at every level of the organization.

We've established clear processes to monitor compliance, manage emerging risks and foster transparency—especially as expectations around climate disclosure, human rights and supply chain integrity continue to evolve. These practices are not static; they are designed to adapt and grow alongside our business, regulatory landscapes and stakeholder priorities.

By integrating thoughtful governance into daily decision-making, we strengthen the connection between our strategy and our sustainability impact—making sure that our environmental and social efforts are both credible and lasting.



Sustainability is an integral part of Mohawk's governance process, which ensures accountability and helps to drive strategic progress. From regular sustainability presentations to the Board of Directors and executive leadership team to managing environmental risks and opportunities to ensuring accurate reporting, we are committed to continuous improvement and transparency in our sustainable processes, programs and procedures."

DAVE PATTON
VP Business Strategy and General Counsel

ESG Executive Council

Mohawk's Environmental, Social and Governance (ESG) Executive Council is comprised of senior leaders, including the presidents of each business segment, and is responsible for shaping the Company's sustainability strategy and goals. The Council monitors progress toward Mohawk's sustainability objectives and provides regular updates to the CEO and Board of Directors. The Council also advises and collaborates with the Board's Nominating and Corporate Governance Committee (NCGC) and Audit Committee (AC) on sustainability-related matters.

In addition to setting goals, the Council evaluates sustainability risks and opportunities and recommends actions to address them. The Council also reviews and approves global environmental and social initiatives to drive meaningful progress in sustainability across Mohawk's operations.



ESG GOVERNANCE STRUCTURE

CEO AND BOARD OF DIRECTORS

- Ultimate responsibility for the Company's ESG-related programs and initiatives

NOMINATING AND CORPORATE GOVERNANCE COMMITTEE / AUDIT COMMITTEE

- NCGC oversees the Company's ESG-related programs
- Helps formulate strategies to respond to public policy, legislative, regulatory, political and social topics, as well as trends related to environmental and social risks that may significantly affect the business operations, financial performance or public image of the Company
- AC oversees risk management as it relates to the Company's sustainability strategy

ESG EXECUTIVE COUNCIL

- Reviews and approves sustainability strategy
- Works with the Board to provide oversight and guidance to the business
- Engages in risk planning to identify and understand sustainability impacts to the Company, including regulatory changes as well as physical, operational and climate change-related risks
- Applies understanding of risks to inform our sustainability strategy
- Sets environmental and social goals

CHIEF SUSTAINABILITY OFFICER

- Defines and executes Mohawk's sustainability strategy across the global enterprise
- Partners with functional areas to increase alignment and optimize global efforts for carbon reduction, product circularity, resource conservation and commitments to workplace excellence

PEOPLE COUNCIL / PLANET COUNCIL

- Multi-business, multi-level stakeholder leadership groups tasked with aligning business direction and decision-making with sustainability goals
- Develops sustainability strategy, including goals and objectives
- Identifies metrics to track performance and provide business segment feedback, including best practice sharing

Risk Management and Due Diligence

Mohawk's due diligence process includes ongoing assessments, stakeholder engagement and data-driven analysis to manage the impacts, risks and opportunities identified through our most recent Double Materiality Assessment (DMA). We have also initiated pre-assurance work on our DMA to further strengthen the credibility and reliability of our evaluation process. In parallel, we continue to monitor emerging risks across our value chain, including, but not limited to, regulatory changes, resource scarcity, labor and supply chain dynamics, and product safety.

In addition to maintaining compliance with all relevant local and national regulations, we leverage leading global sustainability reporting frameworks as tools to support our due diligence efforts. Frameworks such as the GRI, CDP and the ISSB's IFRS Sustainability Disclosure Standards provide structure for identifying, assessing and managing material sustainability-related risks and opportunities across our operations. By integrating these standards into our due diligence practices, we ensure that our risk management processes are both robust and responsive to evolving stakeholder expectations and regulatory requirements.

Strong governance underpins Mohawk's approach to sustainability due diligence. Our ESG Executive Council, reporting directly to the Board's NCGC, is responsible for overseeing the implementation and continuous improvement of our due diligence systems. This includes reviewing the integrity of our risk identification processes, evaluating the effectiveness of controls and mitigation strategies, and ensuring alignment with strategic priorities. The Council also escalates critical sustainability-related risks or opportunities to the Board, reinforcing our commitment to accountability and proactive risk management. For more details, see Mohawk's NCGC Charter.

Regulatory Compliance

As a global leader in the flooring industry, we are committed to compliance with laws, regulations and industry guidelines. We view compliance not only as a legal requirement but as a fundamental component of our relationship with our communities and our commitment to the world. Our comprehensive compliance program encompasses legal compliance, data privacy, environmental regulations, labor laws and health and safety standards.



Standards of Conduct and Ethics

At Mohawk, we take great pride in doing business with integrity, transparency and accountability. These values are at the heart of everything we do, influencing our interactions with customers, employees, suppliers and communities around the globe. They guide our daily operations and shape our commitment to ethical business practices.

We maintain a zero-tolerance stance on unethical behavior, including corruption, discrimination or harassment. Our Standards of Conduct and Business Ethics, together with our Human Rights Policy, set a clear framework that nurtures a culture of ethical behavior and compliance. These policies apply to employees worldwide, and we expect them to comply with the policies and with all applicable laws and regulations wherever we do business. In particular, our Standards of Conduct and Business Ethics outline Mohawk's ethical and legal standards in the following areas:

- Reporting Ethics and Conduct Violations
- Fair and Honest Dealing with All
- Compliance with Laws, Rules and Regulations
- Conflicts of Interest
- Corporate Opportunities
- Protection and Proper Use of Company Assets
- Confidential and Proprietary Information

In addition, the Standards of Conduct and Business Ethics includes supplemental standards for senior financial officers, including the integrity and accuracy of public disclosures and the adherence to applicable accounting standards. We have implemented robust policies worldwide to help prevent anti-competitive practices and ensure that every decision we make is fair and lawful. All employees, officers and directors are expected to adhere to these standards.

Given our global footprint, we continually review and update our ethical policies to keep them effective and consistent across all regions. To proactively manage corruption risks, we regularly assess potential vulnerabilities and provide comprehensive anti-corruption and anti-competition training every two years in multiple languages. This training equips our teams with the knowledge and tools they need to identify and address risks, reinforcing our commitment to ethical conduct across the Company. In 2024, more than 99% of employees completed the training, up 10% from 2022. In 2023, a scheduled off-year for training, business presidents sent communications to their organizations highlighting specific corruption risks and the importance of ethical business practices.

We provide multiple ways for employees, customers and suppliers to report concerns, including a confidential Mohawk Ethics Hotline website and 24/7 anonymous telephonic hotlines managed by a third party. These channels are available in local languages so that everyone has a voice and can share input without fear of retaliation.

Reporting Conduct Violations

With a business as large and complex as Mohawk's, we rely on our employees to help identify potential concerns. To support this, we conduct annual business standards surveys to proactively spot issues and uphold our values across the Company.

A respectful and supportive workplace is essential for the success of our Company as a whole. We have a strong anti-harassment policy in place, which all employees are required to read and follow. By fostering a workplace where people feel valued and heard, we strengthen our culture and create a better environment for everyone.

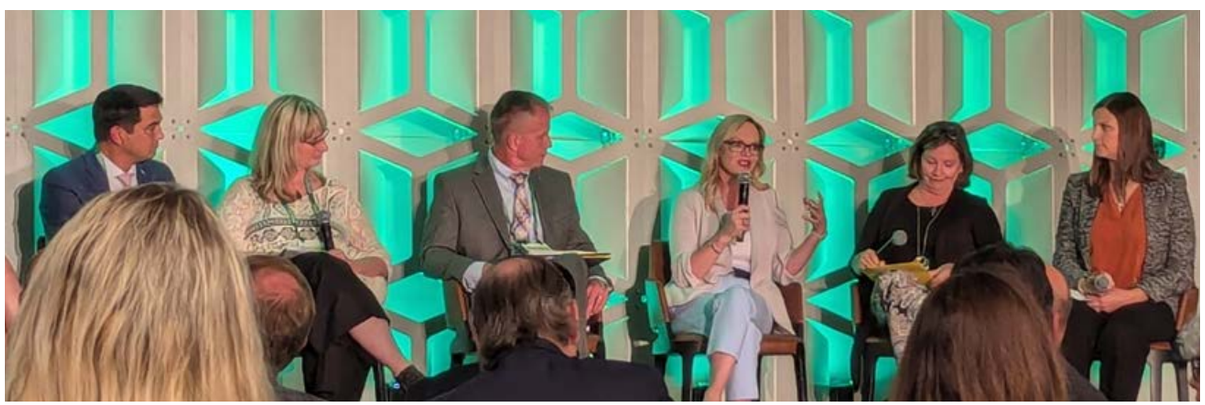


Political Engagement

Our approach to political engagement is responsible, transparent and consciously limited. We do not make direct political contributions to candidates, political parties or political action committees. Our political impartiality is consistent throughout the organization. While we are members of trade associations and chambers of commerce, we do not exert influence over their political activities. We acknowledge that our positions may not always align with those of the organizations of which we are members, and we maintain independence in our decision-making process.

We recognize that trade association policies generally reflect a compromise among diverse membership interests, and at times the policy positions and lobbying activities of these associations may not fully align with our own views. In these cases, we work to mitigate any risks associated with such misalignment. Specifically, we seek to address differences through education of association staff and key members, ongoing engagement to help shape consensus positions and, if necessary, by formally dissenting from specific positions, including withholding Company participation or endorsement where appropriate.

To uphold transparency, we disclose our memberships in trade associations and chambers of commerce, along with identifying the financial support we provide to organizations that exert even minimal political influence. For more information, see our Political Contributions Policy. Mohawk neither endorses specific candidates nor attempts to influence the voting decisions of our team members. Mohawk does, however, encourage team members to vote and has included voter registration opportunities at numerous events.





Data Security



As technology continues to evolve, data security and individual privacy remain critical concerns for businesses and society. The rise of cyber threats, artificial intelligence (AI)-driven data breaches and increasingly sophisticated phishing attacks has made safeguarding information more important than ever. People rightfully expect companies to handle personal data responsibly, including personally identifiable information, payment details, device data and browsing history.

At Mohawk, we protect sensitive information and use it only for legitimate business purposes, such as identity verification, customer communications and enhancing our websites. Our Privacy Policy outlines our data collection practices for corporate operations and U.S.-based businesses, while our international entities follow localized procedures aligned with regional data protection laws. We respect users' rights under applicable data protection laws in every country, state and province where we operate.

To further strengthen trust in the digital workplace, Mohawk introduced an AI Use in the Workplace Policy in 2024. This policy establishes guidelines for the ethical and responsible use of AI in daily operations, ensuring that AI tools enhance productivity while upholding privacy, security and fairness. By setting clear boundaries on AI-driven decision-making and data handling, we are proactively shaping the future of work while protecting employees, customers and business partners from emerging risks.

Regular cybersecurity training for our employees is a key aspect of our information security strategy. New employees undergo mandatory online cybersecurity training upon joining the Company, and we provide annual training to all employees, covering various topics such as secure access practice, phishing schemes, remote work and response to suspicious activities. To complement online training, employees are educated through additional methods, including event-triggered awareness campaigns, recognition programs, security presentations, intranet articles, videos, system-generated communications, email publications and various simulation exercises. While we work diligently to minimize the likelihood of security issues, based on the sensitivity of the data, no company can guarantee the absolute security of personal information. However, we are pleased to report that 2024 marked our sixth consecutive year with no material data breaches.

As data security challenges evolve, so do our efforts to address them. Through regular assessments, updated policies and transparent reporting to our Board of Directors, we remain committed to protecting personal data, mitigating risks and fostering a secure, AI-ready workplace.

6 years
no material data breaches



The responsible use of technology is a critical part of Mohawk's sustainability strategy. Having reliable data allows us to make better decisions on material utilization, energy and water consumption and conservation and logistics enhancements. We also ensure that our external facing websites comply with local standards on data collection, and we work diligently to protect the personal information of employees and financial information of customers from cyber threats through a robust security program. Technology is constantly evolving, but our commitment to using data responsibly remains steadfast."

CLAUDIO CONI
Chief Information Officer

Supply Chain Management: Policy and Human Rights

Mohawk holds its global partners to high ethical, environmental and social standards. Our Supplier Code of Conduct requires that materials used in our products comply with applicable laws and align with our commitment to responsible business practices. Suppliers are also required to adhere to Mohawk's Environmental Policy and Human Rights Policy, with these expectations extending to their subcontractors. We take swift action to address any known violations.

We are also committed to responsible sourcing of raw materials, including gold, tin, tungsten and tantalum—commonly known as conflict minerals. While these materials make up only a small part of our supply chain, we follow strict Organization for Economic Co-operation and Development (OECD) Due Diligence Guidance to help ensure they do not fund armed groups in the Democratic Republic of Congo or surrounding regions. Each year, we conduct a country-of-origin review and expect our suppliers to do the same, verifying that any necessary conflict minerals are sourced responsibly.

Through these efforts, we reinforce ethical business practices while promoting greater transparency and accountability across our global supply chain.

Maintaining an Ethical Supply Chain: Standing Against Forced Labor

As part of our ongoing dedication to responsible practices, we are committed to sourcing raw material for our products, as well as sourcing finished products in alignment with our policies, practices and principles. As detailed in our Human Rights Policy, Mohawk stands firmly against child labor, human trafficking, forced or underpaid prison labor and slavery practices of any kind, and continues to undertake due diligence to validate this expectation with our suppliers. Voluntary labor is a standard across the Company and a condition for doing business with Mohawk.





OUR PROGRESS AROUND THE GLOBE

Across our global businesses, all of us at Mohawk are driving measurable progress—lowering emissions, reducing waste, increasing recycled content and designing products that stay in use longer and perform better. Sustainability is built into how we innovate, manufacture and deliver for our customers and the people who use our products to enhance the spaces where they live and work. What differentiates us is our relentless focus on execution. We don't just set targets; we embed sustainability into the business, because doing so delivers real impact for our customers, our communities and our planet. Innovation and sustainability go hand in hand, which our teams around the world prove every day."

PAUL DE COCK
President and Chief Operating Officer



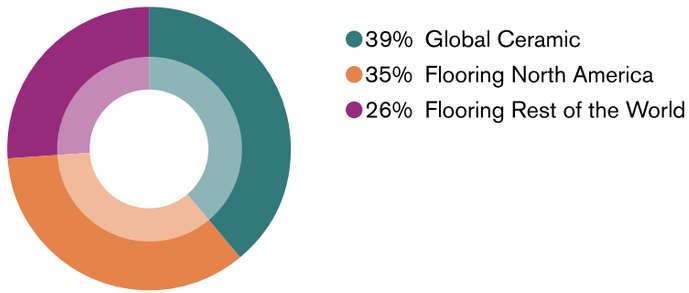
Our Global Operating Structure

$10.8B
2024 Net Sales

19
Countries Where Mohawk Manufactures[1]

180
Countries Where Mohawk Sells[1]

2024 Net Sales Distribution



Global Ceramic

The largest manufacturer, distributor and marketer of ceramic tile and natural stone in the world.

Products:
Ceramic tile, stone floors, porcelain roof tiles and stone, quartz and porcelain slab countertops

Geographies:
North America, Europe, South America

Flooring North America

One of the largest suppliers of premium carpet, rugs, laminate, sheet vinyl, luxury vinyl tile and wood flooring in North America.

Products:
Carpet, carpet tile, rugs, laminate, sheet vinyl, luxury vinyl tile and wood flooring

Geographies:
North America

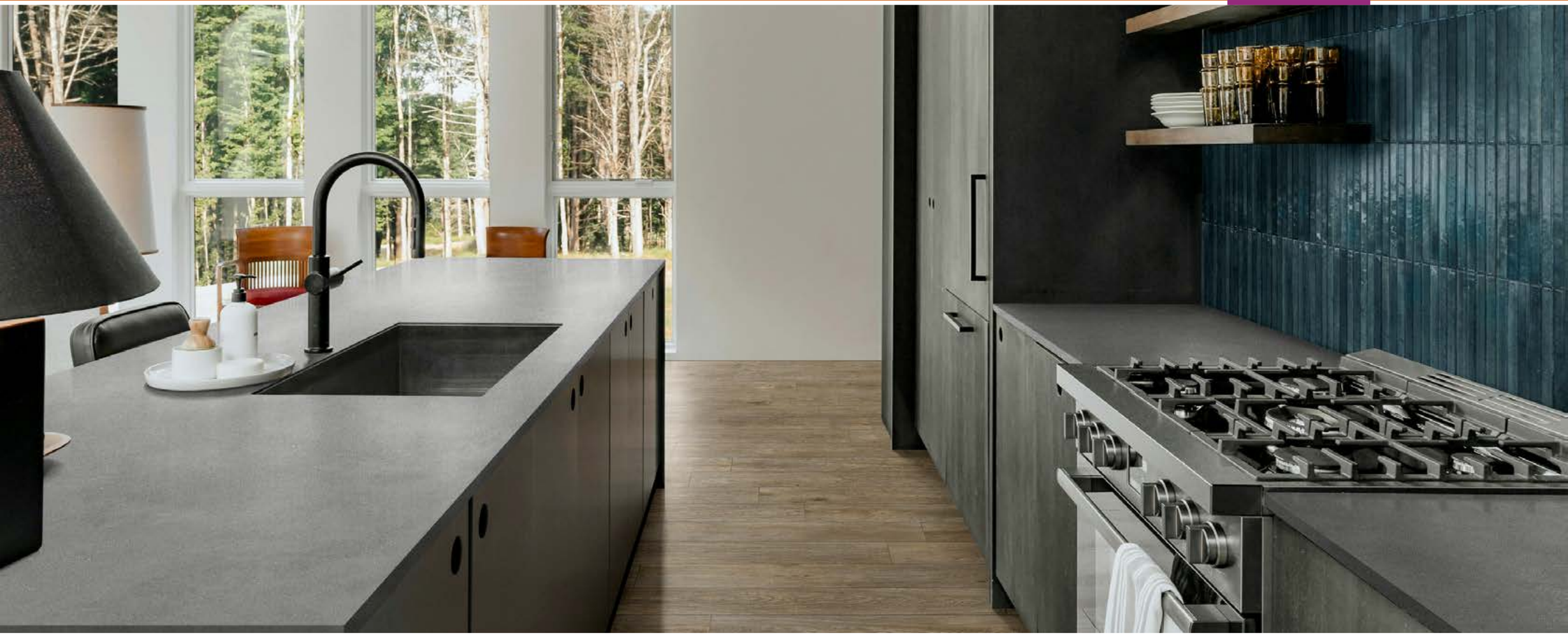
Flooring Rest of the World

One of the largest suppliers outside of North America of premium laminate, sheet vinyl, carpet, wood and luxury vinyl tile flooring. European product line also includes roofing systems, insulation products, mezzanine flooring and panels for construction, cabinet and furniture markets.

Products:
Laminate, luxury vinyl tile, sheet vinyl, wood flooring, carpet, carpet tile, boards, roofing systems and insulation panels

Geographies:
Europe, Oceania, South America

[1] As of December 31, 2024.



Global Ceramic

MARAZZI GROUP



We remain committed to continuous improvement and responsible innovation. Our focus is on achieving tangible results that benefit people, the environment and business, ensuring that our sustainability efforts are impactful and enduring."

MAURO VANDINI
President Global Ceramic,
Marazzi Group

2024 Highlights

- 107,190 MWh of heat recovered in our atomizers through our three cogeneration plants
- 31,704 tons of CO_2 emissions prevented by purchasing 71,858 MWh of renewable energy covered by a Guarantee of Origin (as per AIB 2023 emission factors)[1]
- Earned Top Employer's Certification (9th consecutive year), through the globally recognized Top Employers Institute, and Best Employer Certification (3rd year) from Statista
- 12,641 hours of training (+26.5% vs 2023)—60% dedicated to workplace safety

2024 Achievements

100%
of imported electricity is from renewable sources

Archiproducts® Sustainable Award
for Slow and Realstone_ Travertino collections

500+
hours completed in the PEOPLE-NESS program

Our Brands

MARAZZI

RAGNO

[1] See Carbon Substantiation.

Recycled Quality

Integrating Recycled Materials in High-Quality Ceramic Collections

We've developed new solutions to increasingly incorporate recycled content into our raw materials without compromising quality and aesthetics. In 2024, the Slow and Realstone_Travertino collections were awarded the Archiproducts Sustainable Award for adhering to sustainable design principles, thanks to their high recycled material content and low environmental impact production techniques.

Marazzi Slow is a collection inspired by traditional terracotta, combining an artisanal look with modernity. It simulates hand-rammed clays, intentionally uneven with many small imperfections. Each tile is rich in details and personality, thanks to 3D Ink technology, which creates unique tactile effects on every piece.

Ragno Realstone_Travertino features two complementary looks that enhance the beauty of highly tactile surfaces. These surfaces are manufactured with 3D Ink technology, providing a natural accuracy to a classic stone effect updated for contemporary tastes.

Using recycled materials in production reduces the need for virgin raw materials, cuts waste and helps earn Leadership in Energy and Environmental Design (LEED®) credits in the Materials and Resources category. LEED awards points for recycled content, which is vital for certification. These credits are crucial for energy efficiency, water conservation and indoor environmental quality, promoting sustainable, high-performance buildings.

LEED Credit

archiproducts AWARDS WINNER SUSTAINABILITY









Terramater

Timeless Design, Sustainable Craft

Terramater is a new porcelain stoneware collection launched in 2024. It is the result of extensive research into raw materials, glazes, colors and surfaces and is a tribute to the 50th anniversary of Marazzi's revolutionary single-firing patent. This innovative process involves the simultaneous firing of the tile body and the finishing glaze, greatly reducing production time. Terramater is made from Italian clays and includes 60% recycled material.

Thanks to special glazes that blend with the red body during firing, Terramater creates textured floor and wall coverings with unique surfaces, richly detailed and charged with memory.

The palette of seven intense, deep colors is born from the reaction between the glaze and the natural oxides, recalling the aesthetics of 1970s ceramics, whose dimensions they also recover and reinterpret.

The three-dimensional structures of the Terramater collection stand out for their strong textures. With its pattern of parallel stripes and its rectangular shape, Ritmo creates a dynamic surface in which the three-dimensional ridges of the burnt sienna glaze highlight the matte textured finish in a rich play of light. Losanga evokes the refinement of classic motifs in which red glaze reliefs emerge from the background material to create a decorative effect that is both traditional and innovative.

60% recycled material
Italian clays



Fostering Art and Community Care



Exhibition "Gianni Berengo Gardin. Marazzi, the Fast Lines"

Marazzi celebrated the 50th anniversary of its revolutionary rapid single-firing patent with the exhibition "Gianni Berengo Gardin. Marazzi, the Fast Lines" at Palazzo Ducale Sassuolo, Gallerie Estensi.

The exhibition features 42 unpublished photographs taken in 1977 by Gianni Berengo Gardin, the renowned Italian reportage photographer, capturing the dynamic and colorful production lines that transformed the ceramic sector. The photographs, presented to the public for the first time, highlight the vibrant flow of shapes and tones in ceramic production. This unique collection showcases the artist's departure from his classic black-and-white style, offering an abstract and unusual vision of the production process that revolutionized tile manufacturing in 1974.

Exhibition "Tiles from Small Beginnings. 1889–1939. The First Fifty Years of the District"

The exhibition at the Museum of Ceramics of Fiorano, Spezzano Castle, explores the early decades of the Italian ceramic district (1889–1939).

Featuring about 100 rare pieces from historic companies and celebrating pioneers like Filippo Marazzi, it highlights the sector's evolution, culminating in the post-war boom.



With the contribution of Marazzi Group for scientific research, the Medici Collection, with over 7,000 pieces, is also showcased. This collection documents the rich history and development of local ceramic production.

Support for the Community and the Most Vulnerable

In 2024, we participated with the Giacomo Sintini Association in the "Adopt a Gift" project for children in the onco-hematology department of Perugia hospital.

We continue to support the Italian Lymphoma Foundation, a nonprofit conducting scientific research for lymphoma treatment.

We also have extended our ongoing partnership with the Progetti del Cuore Association, which provides services to the most vulnerable, including children, differently-abled citizens and the elderly.

Last year, in collaboration with "Io sto con..." (I stay with...), we helped purchase vehicles for transporting the elderly, disabled and those with mobility issues due to physical, psychological, social or family reasons. These vehicles were donated to the Public Service Company for the People of the Northern Modena Municipalities Area.



DAL-TILE



At Dal-Tile, our mission is to craft beautiful tiles responsibly, every single day. We bring sustainability to life through our products and responsible manufacturing processes. As dedicated stewards of our global impact, we leverage resources to shrink our environmental footprint, reduce waste and reinvigorate our industry with sustainable inspiration."

MATT KAHNY
President of Dal-Tile, LLC

2024 Highlights

- Overall, we recover and reuse **84%** of all process wastewater in our U.S. and Mexico-based facilities
- **Renewed Transparency**—Declare Labels and Certifications successfully renewed
- **EcoVadis Recognition**—Earned the EcoVadis Committed Badge for sustainability efforts
- We have sent **millions of pounds** of materials to state-approved beneficial reuse programs
- **Higher Mindclick™ MSAP Ratings**—Two of four hospitality product families now at Leader Level
- **SampleBar Program Upgrade**—Now featuring fully recyclable packaging and sample return bins in all showrooms

2024 At-a-Glance

100%
of North American Plants are Green Squared Certified

99% +
of our tile collections contain recycled materials

125 million +
gallons of wastewater prevented from entering municipal water treatment facilities

Our Brands

daltile® AMERICAN OLEAN® MARAZZI®

OUR PROMISE

Award-Winning OUR PROMISE Sustainability Platform

Dal-Tile's comprehensive OUR PROMISE campaign is a robust communication and education endeavor aimed at showcasing the environmentally friendly and sustainable aspects of the brand's products and processes to all customer segments. This extensive messaging program is seamlessly integrated into every stage of the customer's shopping journey, from the initial digital interaction to the in-store experience.

Launched in 2022, Dal-Tile has actively led this campaign, maintaining a strong presence at trade shows and events through 2025. The campaign has earned widespread recognition, winning the Best of Sustainability/Disruption award at The International Surface Event 2023, the GreenStep Award in the Product category and the Wellness Trailblazer honor at the Kitchen and Bath Industry Show 2024.

Dal-Tile also served as a headline sponsor for the inaugural Flooring Sustainability Summit in July 2024 organized by the Tile Council of North America, reinforcing its commitment to sustainability. This first-of-its-kind event united industry leaders, architects and designers to advance sustainable practices in flooring.

OUR VALUES

1. Zero compromises on ethical standards

2. Policies that prioritize health, safety and respect

3. Robust education and training to provide opportunities to everyone







Mentorship Programs

LEADHER

The LeadHER Initiative fosters a community for women in leadership, enhancing connections and promoting professional growth.

In 2024, we expanded the program with quarterly speakers and panels, achieving a record year for mentorship participation. The Women of Dal-Tile also came together for a special LeadHER event on International Women's Day to connect and share best practices.

"We launched the program three years ago at our Dal-Tile corporate headquarters," said Hilary Frank, Vice President of Commercial Sales and program co-founder. "This year, we hosted an in-person keynote and workshop for our 2024 mentorship cohort, focusing on Leadership Presence and the seven hurdles that can prevent women from advancing into leadership. Through our partnership with Linkage™, a Society for Human Resource Management company, we explored research-backed strategies to break these barriers and drive impact."

Frank emphasized the value of cross-organization collaboration, saying, "We don't all work together daily, but we have plenty of ideas and best practices to share that can strengthen our business." Commercial Sales Manager Willow Dicker added, "I can't express how amazing it feels to work for a company that truly celebrates, supports and promotes women."

LeadHER continues to drive mentorship, training and development, reinforcing Dal-Tile's commitment to cultivating future women leaders. "This initiative strengthens our organization by fostering engagement and inspiring professional growth," Frank said.





Corporate Mentorship Program

In 2024, our internal HR Mentorship Program provided 66 mentees with a structured opportunity to grow their careers through personalized guidance from experienced mentors. Designed to foster professional development, the program pairs participants with senior leaders who offer insights into career progression, leadership skills and industry best practices. Over the course of the year, mentees engaged in one-on-one meetings, networking events and skill-building workshops, ensuring they received comprehensive support tailored to their goals.

By connecting employees across different departments and experience levels, the program not only enhanced individual career paths but also strengthened our company culture. Mentees gained valuable exposure to new perspectives and leadership strategies, while mentors found fulfillment in shaping the next generation of talent. The success of the 2024 cohort highlights our commitment to investing in employee growth, and the program will continue evolving to provide even more impactful opportunities in the future.

GARY SINISE FOUNDATION



Joshua Hargis
U.S. Army Sergeant (Ret.)

Helping Heroes R.I.S.E.

"Freedom and security are precious gifts that we, as Americans, should never take for granted. We must do all we can to extend our hand in times of need to those who willingly sacrifice each day to provide that freedom and security. While we can never do enough to show gratitude to our nation's defenders, we can always do a little more."

—Gary Sinise
Actor, advocate and philanthropist





John Kremer
U.S. Navy Petty Officer First Class (Ret.)



Joshua Geddis
U.S. Navy Petty Officer First Class (Ret.)

Over the last several years, Dal-Tile has had the privilege of teaming up with a wonderful foundation dedicated to helping many of our nation's most deserving heroes. The Gary Sinise Foundation's R.I.S.E. (Restoring Independence Supporting Empowerment) program provides mortgage-free, specially adapted smart homes for severely wounded service members and first responders. Once again in 2024, Dal-Tile had the honor of donating tile for these homes. In each of the home builds, the heroes visited their nearest Dal-Tile showroom and selected the tile options for their forever home.



Patrick Scrogin
U.S. Army Chief Warrant Officer 2 (Ret.)

The fully customizable homes make a tremendous difference in the lives of the men and women who have served, given so much on behalf of their country and continue to persevere against their physical challenges. It is a great feeling to see the joy these heroes experience when they see their new homes for the first time. Dal-Tile is very grateful for the opportunity to help honor and serve our heroes and their families.

For more information on the Gary Sinise Foundation's R.I.S.E. program, please visit:

www.garysinisefoundation.org/rise

grupodaltile®
apasionados por la cerámica



At GRUPO DALTILE, we are working today to build a better tomorrow. Our mission is to build strategies and projects that bring this vision to life."

EUGENIO MARTINEZ SERNA
President and General Director
Grupo Daltile

2024 Highlights

- Green Squared recertification at San Luis Potosí, Floor, Wall, Mosaics and Large Unit Wall (LUW) plants
- Recognition of Logistic Area (Transportation) by local environmental authorities for outstanding results in the Clean Transportation Program
- Achieved particulate emissions 92% below the maximum permissible level, surpassing our 90% reduction goal

2024 At-a-Glance

Recertification of International Organization for Standardization (ISO) 14001

5 sites achieved Green Squared Certification

4 sites achieved a 98% average waste-to-landfill diversion rate

Our Brands

daltile® AMERICAN OLEAN® MOHAWK®
VITROMEX® MI ESPACIO. MI MUNDO ARKO® ARTEMIS.

Improved Air Quality

Enhancing Air Quality Through Innovation and Collaboration

At our Wall and Floor plants, sustainability is at the core of our operations. In 2024, we took significant steps to improve air quality and reduce emissions, reinforcing our commitment to environmental care and operational excellence.

- **Particulate Emissions Technology**—In 2024, we upgraded our dust collection systems with the installation of high-performance units at two key production sites. These advanced systems have significantly improved air quality, reducing dust particles by 35% at one location and 26% at the other. This progress was shared with local environmental authorities as part of our commitment to meeting and exceeding air quality standards. While these upgrades fulfill regulatory requirements, we remain focused on exploring new technologies to further reduce particulate emissions.
- **Strengthening Environmental Relationships**—Transparency and collaboration are key pillars of our environmental strategy. We strengthened our partnership with environmental authorities by submitting three daily particulate matter emission reports from both the Wall and Floor operations. This proactive approach ensures continuous monitoring and reinforces our commitment to open communication and compliance.
- **Air Quality Improvement Excellence**—Our dedication to particulate emissions reduction has yielded remarkable results. Recent assessments confirmed that our particulate emissions are 92% below the maximum permissible levels set by Mexican regulations, surpassing our ambitious goal of a 90% reduction. This achievement reflects our ongoing efforts to implement the best practices and technologies that prioritize environmental protection.



Waste Diversion

Advancing Sustainability Through Waste Diversion Excellence

At Grupo Daltile, sustainability is a fundamental part of our operational strategy. Our Zero Landfill Program demonstrates our unwavering commitment to environmental responsibility by significantly reducing waste and promoting resource optimization.

- **Zero Landfill Program Success** In 2024, our plants, including San Luis Potosí, Chihuahua, San José 1 and San José 2, achieved an outstanding average waste diversion rate of 98%, surpassing the initial target of 90%. Additionally, certified plants such as Wall, Floor, LUW, MACESA and Salamanca maintained an impressive 94% average waste diversion.
- **Leadership-Driven Waste Classification** Operational leaders play a pivotal role in maintaining these achievements. During regular audits, leaders meticulously inspect waste classification processes to ensure proper segregation and compliance with sustainability protocols.
- **Ongoing Waste Reduction Initiatives** We are constantly seeking new ways to reduce waste generation by enhancing product quality indicators at both green and fired stages. These efforts reflect our holistic approach to sustainability, combining innovation with environmental stewardship.

Through the Zero Landfill Program, Grupo Daltile reaffirms its commitment to a cleaner, more sustainable future for our communities and the planet.









MOHAWK BRASIL



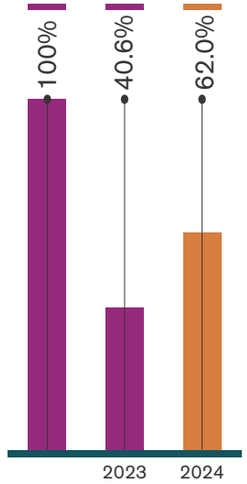
At Mohawk Brasil, sustainability is not an isolated concept but an ongoing commitment that shapes our decisions and drives our transformation."

EDSON GAIDZINSKI JR.
Director-President
Mohawk Brasil

2024 Achievements

- Modernized manufacturing with lower-impact technologies, improving efficiency and productivity while reducing energy and water consumption
- Standardized product size and thickness to improve manufacturing efficiency, reduce material waste and optimize transportation for a lower environmental impact across production and logistics chains
- Expanded employee training and the Potential Talents Program, focusing on improving the technical knowledge of our teams, and completed the 2024 cycle of the Leadership Academy Program for 200+ company leaders
- Consolidation of the Mohawk Brasil institution for the internal audience, focusing on spreading a unique culture of belonging to the company

Renewable Energy as a Percent of Total Electricity Consumption



Our Brands

Elizabeth
eliane floor
eliane
DECORTILES

Our Initiatives

Redirecting Heat Reduces Natural Gas Usage

In the ceramic tile manufacturing process, the firing stage is essential to ensure properties such as mechanical strength and flatness of the tiles. During cooling, this process releases heat in the form of steam, which was previously released into the atmosphere.

To reuse this heat, a 65.8-meter pipe was installed, transferring the steam from a furnace to the glue point machine dryer, which is used in the formation of ceramic mosaics by joining small pieces of tile with glue points. The recovered heat now supports the drying process, reducing natural gas consumption.

The initiative led to both environmental and economic benefits: an average daily reduction in natural gas of 72% and a return on investment in just two months.





Innovation Through Materials Reduction

In 2024, our company consolidated a project to reduce the thickness of ceramic tiles, promoting innovation, sustainability and efficiency. The goal was to decrease the thickness of technical and glazed porcelain tiles without compromising mechanical strength and dimensional uniformity. This was achieved by reducing the thickness by an average of 1 mm across various formats, while ensuring full compliance with industry standards and quality requirements.

The company´s industrial impacts included a reduction of 38,055 tons in ceramic mass consumption, along with lower fuel consumption (-5%), packaging (-6.7%) and raw materials (-6.7%). The reduced product weight also improved transportation efficiency, lowered logistics costs and decreased overall environmental impact. Regarding social impact, the reduction benefited employees, installers and consumers by making tiles lighter and easier to handle, reducing physical effort and facilitating easier installation.



Significant Reduction of Industrial Waste

In 2021, our company implemented a waste management initiative with the challenge of reducing finished product breakages (fired product breaks) by 50%. This action led to a significant reduction in losses during the production process, improving operational efficiency and contributing to our sustainability goals.

In 2024, finished product waste generation across multiple sites totaled 9,589 tons, while 15,644 tons were successfully reused. This resulted in a 6,055-ton reduction in stock, minimizing storage needs and lowering the environmental impact of materials handling. Since 2021, steady progress has been made, culminating in a milestone year where, for the first time, the company's reuse rate exceeded waste generation—marking a significant breakthrough in waste management efforts.

Our Initiatives on Circularity

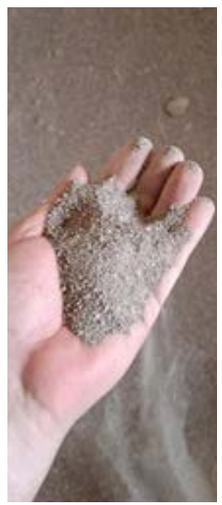
Closing the Cycle: Porcelain Waste Replaces Sand in Kilns

In 2020, our team identified that the sand used in the fluidized bed kilns contained iron contaminants, which caused defects in the porcelain, leading to production losses of up to 15%. To solve the issue, the sand used was replaced with crushed technical porcelain waste, which is more resistant to high temperatures and free from contaminants, creating a sustainable cycle aligned with the circular economy.

In 2024, with the reduction in the production of technical porcelain, crushed glazed porcelain was used instead, yielding equivalent results. As for the process, after external crushing,







the iron and other impurities are removed, ensuring the reduction of contamination and project rejects. This solution was extended to all kilns, becoming the standard at the site. The replacement reduced costs associated with the extraction, transportation and processing of virgin sand by 80%.

The initiative eliminated defects caused by contamination, increased supplier independence and reinforced environmentally responsible reuse, serving as an inspiration for other companies seeking to balance economic efficiency and environmental responsibility.

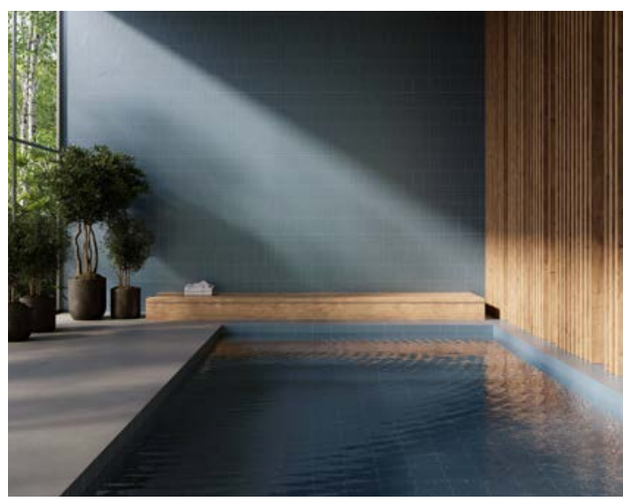
Circular Solutions Through Industry Partnership

In 2024, we launched a partnership with a local cement manufacturer to repurpose ceramic waste to enhance resource efficiency in cement production. This collaboration began with the disposal of “burnt scraps” and “raw scraps” from one of our sites in the state of Paraíba and later expanded to include additional facilities.

By working together, we diverted 11,818 tons of ceramic waste from disposal, transforming it into a valuable resource for cement production. This initiative highlights how industry partnerships can drive innovative, sustainable solutions while reducing environmental impact.

Additionally, replacing traditional raw materials with ceramic waste in cement production reduces the extraction of natural resources and lowers CO_2 emissions associated with cement manufacturing.

A key aspect of this initiative is traceability. The disposal of ceramic waste is monitored and recorded through the National Solid Waste Management Information System, a Brazilian platform that allows for accurate and transparent tracking of the entire process, from generation to final disposal. This ensures compliance with environmental regulations and proper waste management, promoting the company’s environmental responsibility and trust.



27 Years of Success of Our Improvement Program

GES: Empowering Teams, Driving Innovation

Established in 1997, the Groups of Study and Suggestions (GES) program fosters teamwork and innovation within the company. This initiative encourages employees from the same or related fields to voluntarily collaborate on observation, analysis and problem-solving activities. By harnessing creative potential and active participation, GES contributes to both individual and collective growth while driving organizational success.

The program's projects span economic, social and environmental categories, reflecting its broad impact across various sectors.

Over its 27-year history, GES has registered 53,095 ideas, with 34,941 successfully implemented. In 2024 alone, 2,134 projects were executed, with 60% focused on economic improvements, 32% on social initiatives and 8% on environmental efforts. With an average employee participation rate of 23%, the program continues to thrive, forming 88 teams dedicated to continuous improvement in processes, products and workplace dynamics.

Built on a foundation of innovation and self-development, GES remains a testament to the power of collaboration in driving meaningful and sustainable progress.



2,134
GES projects executed in 2024

Celebration of the Year's Highlighted Projects

Annually, GES celebrates, together with the teams, employees and managers, all the ideas brought forward during the year and awards the teams whose ideas stood out in each category: Social, Environmental and Economic.

In the **Social** category, we launched a project that streamlined the replacement of damaged rollers in ceramic kilns, reducing physical strain and improving safety. It eliminated process failures, cut waste by 31 kg per month and reduced the need for new rollers. The initiative also minimized accident risks and employee exposure to high temperatures.



In the **Environmental** category, a project reduced the use of straps in palletizing, eliminating 960 kg of straps per year while maintaining service quality. It also increased productivity by 12.6% and allowed for the use of recycled materials.



In the **Economic** category, a project improved the measurement of ceramic surface roughness, making the process more efficient. This enhanced product quality, reduced control time and optimized raw material use.



Rio Grande do Sul—Support for a New Beginning: A Reconstruction with Solidarity

More than 800,000 people had their homes directly affected by the floods and landslides that struck the state of Rio Grande do Sul, Brazil, in 2024[1]. However, solidarity grows stronger in the most challenging moments. In response to the devastating floods, Mohawk Brasil mobilized to support the recovery of essential spaces by donating ceramic tiles and other resources to institutions assisting those affected by the disasters. More than just construction materials, each donation represents a step toward rebuilding homes, schools and shelters, restoring dignity and hope for a new beginning.

Rebuilding Hope Through Donations

A total of 150,000 m² of ceramic tiles were donated to the Instituto Leroy Merlin, enabling various institutions to receive materials for rebuilding homes and community spaces, providing greater safety and comfort for affected families.



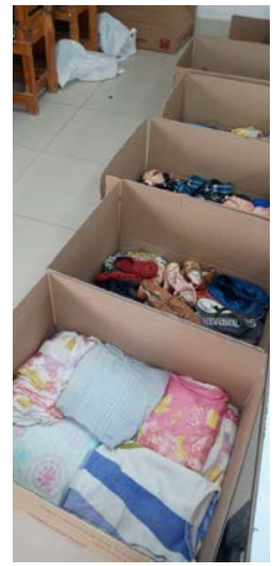
Additionally, in the city of Eldorado do Sul, La Hire Guerra Municipal School, which serves elementary school students and the Youth and Adult Education program, had its activities interrupted due to the damage caused by the floods. To support the resumption of classes, we donated 300 m² of vinyl flooring, ensuring a suitable environment for teachers and students to return.

Structures for Emergency Assistance

Understanding the urgent need for shelter infrastructure, we also donated 10 modular portable restrooms to the Social Assistance Department of the State of Rio Grande do Sul. Unlike traditional models, these modular restrooms are more robust, equipped with showers and sinks, easily transportable and can be assembled in different locations, providing more dignified sanitary conditions for those displaced.

Internal Mobilization: The Impact of the Solidarity Campaign

Mohawk Brasil's commitment to supporting flood victims also engaged our employees through the GES Program, which has been encouraging social, environmental and economic impact initiatives for 27 years. Our Solidarity Campaign collected 1,174 kg of non-perishable food items, with an additional 2,347 kg contributed by the company, totaling 3,521 kg of donations. The donations were primarily directed to employees in vulnerable situations and later distributed to institutions supporting families affected in communities near our manufacturing units. In addition to food, clothing and warm garments were also collected and distributed to help families face the region's harsh winter.





Commitment to Reconstruction

More than just responding to an emergency, Mohawk Brasil reinforces its commitment to actively contribute to the rebuilding of Rio Grande do Sul. Each donation represents a step toward a fresh start for thousands of people whose lives were impacted by the floods, reaffirming that, together, we can build a stronger and more welcoming future.

[1]According to the Institute for Applied Economic Research.

Rio Grande do Sul—Ensuring Stability: Financial and Emergency Measures for Employees

In challenging times, financial security becomes essential for employees' well-being. Aware of this, Mohawk Brasil implemented emergency measures due to the floods in Rio Grande do Sul in 2024, to ensure the necessary support and provide stability to our team.

To support our employees during this challenging time, we provided financial relief through early wage disbursements, flexible repayment options and income stability measures. These efforts ensured immediate assistance for emergencies and long-term security for affected employees and their families.

By prioritizing financial and emotional well-being, we reinforced our commitment to our team's stability and the continuity of operations. This support helped maintain motivation, reduce absenteeism and strengthen resilience across our workforce.

360° Training: Investing in the Development of All Employees

At Mohawk Brasil, we believe that the development of our employees is essential for the company's growth. Our commitment to training encompasses everything from the development of strategic leaders to the preparation of young talent and the recognition of the performance of frontline professionals. In 2024, we consolidated training programs that catered to different audiences, promoting a journey of continuous, inclusive learning focused on excellence.

In 2024, we extended our commitment to development to all employees, as demonstrated by the Development Pathway for Sector Operators. Focusing on improving interpersonal skills, teamwork and effective communication, the program trained 175 employees from different company units between July and November 2024. This initiative involved a total of 2,500 hours of training, divided into five modules, combining in-person workshops and asynchronous content on the e-Voluir platform, an internal space for training and content for employees. The goal was to support factory floor management, improve interpersonal relationships and strengthen cooperation among teams. By providing 20 hours of training for each employee, the pathway not only contributed to day-to-day performance but also strengthened the integration of the entire team, aligning individual objectives with the company's goals.



This project represents only the beginning of an ongoing commitment to development. The success of this first stage paves the way for further expanding this training, reaching a larger number of employees and enhancing results. It is a journey that begins with the expectation of continuing to offer development opportunities that positively impact the performance of everyone on the factory floor and beyond.

The 360° Race: Incentive to Well-Being and Integration

An active lifestyle helps prevent disease, reduce stress and improve well-being. With this view, Mohawk Brasil held, in November 2024, the third edition of the 360° Race, an initiative of the Health 360° Program. More than a sporting event, the race encourages healthy habits, strengthens ties and generates social impact. With 5 km and 10 km routes, the event gathered about 600 participants and, for the first time, included family members of employees, also expanding the range to Paraíba, Rio Grande do Norte, Bahia and Santa Catarina.



Photo by Allan Vierne

Under the motto *"Running transforms my day,"* the event reinforced the physical and emotional benefits of exercise. In addition, for every person that registered for the event, we donated a toy for children in vulnerable situations, uniting well-being and solidarity.

With a record number of participants and the expansion to new locations, the 360° Race has established itself as one of Mohawk Brasil's main quality of life programs, reinforcing a culture of self-care and our commitment to human development inside and outside the company.



Flooring North America



Mohawk is not only recognized for innovation and design excellence but also for the trust we earn from customers who want beautiful, durable floors that align with their values. Mohawk's integrated approach to environmental and social responsibility ensures we're not only meeting the moment but setting the pace for the industry's future."

KELLI WIDDIFIELD
Senior Vice President, Marketing

2024 Achievements

- Green Builder Media—2024 Eco-Leader
- Floor Covering Weekly GreenStep Practices and Processes Award—Continuum Process
- Floor Covering Weekly GreenStep Pinnacle Award: Honoree—Plastic Bank Partnership
- Floor Covering Weekly GreenStep People Award: Honoree—"More With Mohawk"
- TIARA Talent Acquisition Awards—Employer Brand Award

2024 Business Highlights

50+ domestic manufacturing plants

132,000+ trees planted

65+ career fairs and recruiting events

Our Brands

MOHAWK · Karastan · PERGO · QUICK·STEP · iVC RESILIENT DESIGN · Godfrey Hirst · MOHAWK HOME · PERFORMANCE ACCESSORIES

Product Highlights



SolidTech® R

SolidTech R delivers high-performance flooring made with recycled, single-use plastics and natural stone. This waterproof, PVC-free resilient floor offers three times greater scratch resistance and requires zero acclimation, all while containing the equivalent of 20 plastic water bottles per square foot.[1]



EverStrand® & PETPremier®

EverStrand and PETPremier leverage our proprietary Continuum™ process that converts landfill-bound plastic bottles into high-value fiber, with 1 square yard containing up to 63 plastic bottles.[1] These sustainable collections provide superior stain resistance, durability and softness for active homes.



SmartCushion®

SmartCushion, like many of our other carpet pads, is made from 90% recycled content and contains a hypoallergenic vapor barrier that helps reduce potential for mold or mildew formation. Mohawk is proud to be a sponsor of Susan G. Komen, and every SmartCushion purchase helps in the fight for a cure.

[1] Calculated using a standard 16.9 oz water bottle. Actual amount of recycled PET varies depending on product type and style.



Continuum at Its Core

We believe sustainability should never mean sacrificing quality. That's why we created Continuum—a process that transforms billions of plastic bottles into durable, high-performance carpet fiber. Instead of ending up in landfills, those bottles receive a second life as beautifully crafted flooring.

As a process in our Summerville, Georgia, facility, Continuum is designed to deliver a cleaner fiber, cleaner process and cleaner planet. By using a superior PET polymer and leading-edge manufacturing, we remove the oily lubricants that can make other PET carpets look dull over time. The result? A longer-lasting carpet that stays vibrant for years. With Continuum, you don't have to choose between sustainability and performance—you get both.

ReCover More with Mohawk

In 2024, we took a big step forward with Mohawk's ReCover program, expanding it to include nearly all types of residential flooring—both soft and hard surfaces. But with growth came challenges. Logistics and infrastructure hurdles made it difficult to roll out ReCover effectively to retailers nationwide.

To tackle this challenge, we teamed up with a large midwestern retailer to launch a ReCover residential flooring pilot project. Together, we kept over 400,000 pounds of broadloom carpet out of landfills in the four months after the pilot program kicked off on August 31. Instead of being discarded, this recovered material is receiving a second life as an additive for reinforcing concrete, while other materials are being repurposed into injection-molded car parts. This results in less waste in landfills and more innovative solutions for a circular future.

164% increase
in recovered material[1]

113% increase
in recycling partners across North America[1]



[1]Compared to 2023.

Partners for Greater Impact

We continue to expand our commitment to the environment and the communities in which we live and operate by partnering with local, regional and global nonprofits. By building strong, lasting partnerships, we increase the effectiveness of our efforts and impact we have beyond the flooring industry.

One Tree Planted®

In 2024, Mohawk partnered with One Tree Planted for the second year, and together we planted 132,000 trees throughout the Southeastern United States. Mohawk also hosted employee and community tree plantings alongside One Tree Planted.

Plastic Bank®

Plastic Bank empowers communities to collect and repurpose ocean-bound plastics, turning waste into economic opportunity. In 2024, Mohawk enabled the removal of over 1 million pounds of plastic, preventing it from entering the world's oceans.

Susan G. Komen®

For more than 24 years, Mohawk has proudly served as the official flooring sponsor of the Susan G. Komen organization. We're dedicated to making a difference in the fight against breast cancer by contributing a portion of proceeds from every SmartCushion carpet pad purchase to Susan G. Komen through our Decorate for the Cure™ program. Mohawk's commitment to Komen goes the extra mile by volunteering at the national Komen 3-Day® events and providing SmartCushion for walkers to rest on during lunch stops. In 2024, all donated carpet pad was returned to our facilities and recycled into new SmartCushion.







Performance-Driven Workforce



Many of our Flooring North America (FNA) operations are based in small communities where competition for skilled labor is high. That's why we're committed to not only recruiting top talent but also investing in their long-term professional development within Mohawk. Our internship program is one of the most effective ways we introduce new talent into our business, giving participants hands-on experience and meaningful connections with leaders across the organization. In 2024, FNA welcomed approximately 136 interns, with 34% securing permanent positions at Mohawk.

Our university recruiting team plays a vital role in helping students explore career paths, attending around 35 career fairs annually and engaging with students at more than 30 additional events.

Another key initiative, the Work-Based Learning Program, gives high school juniors and seniors valuable work experience while they complete their primary education. In the program's second consecutive year, 60 students worked at Mohawk facilities during the school year and summer break, in various departments, such as Marketing, Customer Experience, IT and Engineering.

Our Pre-Apprenticeship Program offers a summer rotational experience for students interested in technical roles providing a pathway to apprentice with our Engineering Department in Dalton, Georgia. Additionally, the FNA team hosted Future Leadership Week, a week-long job shadow program for rising high school seniors and college freshmen, allowing them to gain firsthand experience with leaders in their chosen fields.

These programs have earned Mohawk local and state recognition for its strong partnerships with schools to address the growing demand for skilled manufacturing employees.

Developing Top-Tier Talent

In the U.S., we offer four tiers of development programs—from entry-level professionals to senior management.

ASPIRE

Designed for recent college graduates who demonstrate exceptional potential in organizational leadership and sales development. In 2024, we brought on 20 Aspire candidates.

ASCEND

Tailored for ambitious frontline and manufacturing leaders who exhibit high potential for growth and advancement. From 455 graduates at its launch in 2021, the program has grown to 755 participants in 2024.

RISE

Geared toward mid-level leaders in crucial roles who have the potential to make substantial business impacts. From 2020, we have maintained a 90% retention rate and 61% promotion rate for participants in the program.

LEAD

Aimed at seasoned leaders, equipping them with the tools and strategies to inspire their teams and drive meaningful change.



Commitment to World-Class Safety

Mohawk continues to strengthen workplace safety through its multi-faceted initiatives, including the Safety Management System (SMS), the Tip Top Shop challenge and the PIT/Ped certification program. SMS provides a structured path to safety excellence, guiding facilities from basic compliance to a culture of continuous improvement, innovation and leadership-driven accountability. Alongside SMS, the Tip Top Shop challenge promotes organization and cleanliness in maintenance areas, while the PIT/Ped certification ensures high-risk areas for powered industrial trucks and pedestrians are proactively safeguarded. These programs not only protect employees but also reflect Mohawk's broader commitment to responsible business practices—fostering a safer, more efficient and people-centered workplace.

Mohawk Group



At Mohawk Group, we believe sustainability is our responsibility. Through innovation, transparency and a culture of care, we're designing products that give back—to people, communities and the planet."

JACKIE DETTMAR
Vice President, Marketing,
Design & Product Development,
Mohawk Group

2024 Highlights

- All Mohawk Group products are "Beyond Carbon Neutral," with a 5% additional carbon offset beyond our emissions, reinforcing our commitment to a net-positive impact on the environment[1]
- Our ReCover Program grew over 164%, based on recycled weight, in 2024, increasing the amount of end-of-life flooring materials repurposed into products for new markets and industries
- Over 20 new product launches in 2024 met Gensler Product Standards
- Our patented Color Pulse™ fiber technology saved over 5.3 million cups of water in 2024, nearly eliminating water usage during the dyeing process

2024 At-a-Glance

4
locations
LEED Certified

19
showrooms
worldwide

35
new product
launches

Culture of Care

At Mohawk Group, care is more than a value—it's a practice embedded in everything we do. From designing for human well-being to regenerating the planet, our Culture of Care fosters empathy, resilience and restoration. We believe sustainability and care go hand in hand—supporting people, place and planet through design that heals, connects and empowers communities to thrive.

[1] See Carbon Substantiation.

Better for the Planet

Beyond Carbon Neutral

At Mohawk Group, we create flooring solutions that not only enhance spaces but also safeguard the planet for future generations. All our products are Beyond Carbon Neutral, meaning the environmental "handprint" of each product outweighs its carbon "footprint" over its life cycle. We reduce greenhouse gas (GHG) emissions across operations—including energy, transportation and waste—and offset the remainder through credible third-party carbon projects. Offset project details can be found in our Carbon Disclosures and Substantiation.

Beyond Water Neutral

Beyond reducing our water footprint, Mohawk Group is committed to restoring and protecting this vital resource. Through advanced technologies like Color Pulse™—which uses zero water in the dyeing process—and Duracolor® fiber systems, we've significantly reduced water usage in manufacturing. Combined with strategic partnerships and restoration efforts, these initiatives contribute to our goal of going Beyond Water Neutral—creating a measurable positive water impact in communities and ecosystems facing water stress.

A Second Life Through ReCover

Mohawk Group's ReCover Recycling Program is an award-winning flooring recycling program that, since 2006, has diverted over 160 million pounds of flooring from landfills. And we don't just accept Mohawk flooring; we accept flooring from any manufacturer. We do this because we Believe in Better. Life-cycle thinking is part of our commitment to product circularity. Product end-of-life is important to reduce environmental impacts. Recycling flooring helps us keep valuable materials out of landfills and find a second life.

Transparency Through Certifications

Certifications play a crucial role in enhancing transparency by providing consumers with verified assurances that products meet established quality and safety standards. Investing in certifications demonstrates our commitment to accountability and helps build trust with consumers, ultimately strengthening brand credibility.



Awards and Recognition

Interior Design HIP Award—Environmental Impact: **Pathmakers**

Metropolis Planet Positive: **Pathmakers**

Metropolis Likes Award: **Shape Theory**

Interior Design Best of Year Honoree for Commercial Carpet Tile: **Shape Theory**

Interior Design Best of Year Honoree for Reissue: **Hot & Heavy II**

Interior Design Best of Year Honoree for Broadloom: **Rebloom**

i+s Product Innovation Award—Textiles, Surfaces, Composites: **Shape Theory**

Spaces4Learnings—New Product of the Year 2024—Silver Award: **Shape Theory**

Product Highlights

At Mohawk Group, we recognize that exceptional design must go hand in hand with environmental responsibility. Our latest collections—Fractal Findings, connectD 2.5 | 5.0 and Pathmakers—exemplify this commitment by integrating biophilic design principles with rigorous sustainability standards. Each collection has achieved Living Product Challenge Petal Certification, representing a net-positive impact on both carbon and water resources. Additionally, these products are Red List Free, promoting healthier indoor air quality. By specifying these collections, designers can create inspiring spaces that not only enhance well-being but also contribute positively to our planet's health.



Fractal Collections:

Relaxing Floors, Fractal Fluency, Fractal Findings, and Hot & Heavy II: connectD 2.5 | 5.0

Found in everything from snowflakes to coastlines, fractals are repeating patterns that occur throughout our natural world. Human beings are fluent at perceiving fractals in nature and receiving their physiological benefits. In collaboration with 13&9 Design and Dr. Richard Taylor of Fractals Research, Mohawk Group has harnessed the power of fractal design to create spaces that promote well-being and productivity. Dr. Taylor's research has shown that fractal patterns can significantly reduce stress by up to 60% and improve cognitive function. By incorporating mid-D value fractal patterns into flooring, Mohawk Group has created carpet and hard surface collections that promote relaxation and enhance overall well-being. This science-design approach adapts these fractal patterns for human-centered built environments to reconnect people to nature.





Pathmakers

How can design nurture a culture of care? To begin answering this question, we looked deeply into the world around us, discovering and exploring the systems of care we found in nature.

With Pathmakers, we drew inspiration from bees, whose paths of pollination help sustain all life. The collection creates nurturing paths of connection between people, the built environment and our natural world. Influenced by hive structure and the daily journeys of bees, Pathmakers carpet planks are designed to support multifaceted communities, utilizing materials and methods that do more to care for our planet. Two styles in this collection, Concrete Bloom and Pollinator Path, draw inspiration from beehives to help us build a culture of care in active space.



Better Together

Water.org

Mohawk Group is proud to partner with Water.org to empower people by providing access to safe water and sanitation. By 2030, Mohawk Group's partnership with Water.org will give 75,000 people lasting access to safe water, providing 275 million gallons of water in areas experiencing scarcity and drought, and mobilizing $2 million toward household solutions for people in need.

Through this partnership alone, Mohawk Group has helped generate a volumetric water benefit of 64,110,878 gallons—supporting communities facing water scarcity and advancing our commitment to global water stewardship.



ArtLifting

In supporting ArtLifting's mission to champion artists of diverse backgrounds, we are making a statement that all people matter. In selecting an ArtLifting pattern, architects and designers are maximizing the good that their work is doing, for the communities within their space and beyond.

By partnering with leaders in human-centered design, we are developing products that improve the world and enhance quality of life for everyone. Our collaboration with ArtLifting accentuates our commitment to better.

Together, we are empowering artists to create carpet and flooring collections manufactured and sold by Mohawk Group. Each artist is valued for their participation, respected for their diversity and compensated for their work.

As part of Mohawk Group's Better Together Initiative, the Mycotopia and Chromatic Cadence commercial collections merge diverse artistic styles to celebrate the beauty of shared visual arts. Commissioned by artists Connie Avery and Yvette from the ArtLifting community, this soft surface collection embodies collaborative work.





















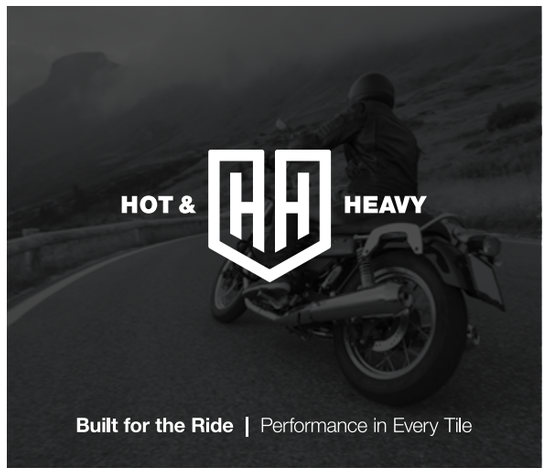
From Top: Connie Avery, *"Matsutake"*; Michael Van Huffel, *"Village"*; Lindsey Holcomb, *"Above | Below"*; Yvette, *"Organic."*

Tunnel to Towers Foundation

Mohawk Group is proud to support those who have dedicated their lives to serving others. In 2024, as part of our Hot & Heavy II campaign, we partnered with the Tunnel to Towers Foundation, a national nonprofit organization dedicated to providing critical assistance to first responders, military personnel and Gold Star families. Through this initiative, we have made it our mission to help ensure that those who have sacrificed for our country and communities receive the support and recognition they deserve.

The Tunnel to Towers Foundation works with injured veterans and families of fallen heroes to build mortgage-free homes, offering a lifeline to those who have given so much. Through this new partnership, we've been able to directly support these families, helping them focus on healing and rebuilding their lives. Each home represents not only a fresh start but also a powerful symbol of gratitude for those who have served our country. It is our privilege to play a part in providing these heroes with the stability and peace of mind they deserve.





The Hot & Heavy II campaign is a testament to Mohawk Group's unwavering support for those who have given everything for their country. By working with the Tunnel to Towers Foundation, we honor, support and uplift our veterans, first responders and Gold Star families.

Tunnel to Towers Foundation
T2T.ORG

Susan G. Komen

In 2024, Mohawk Group continued to expand our long-standing "Specify for a Cure" program, which has raised over $9 million for breast cancer research and awareness since its launch in 2001.

Through the "Specify for a Cure" program, we engage architects, designers and builders to turn their projects into opportunities to make a difference. When they specify at least 500 square yards of eligible Mohawk Group carpet collections or Durkan precision dye injection carpets, Mohawk Group donates $.15 for every square yard sold. This initiative ensures that each project not only meets functional and aesthetic needs but also contributes to advancing breast cancer research while providing resources and support for those in need.



Specify for a Cure®
Mohawk Group



This collaboration aligns with our core values of giving back and supporting the communities we come from. By working alongside our partners in the architecture and design fields, we're able to help create healthier communities and contribute to critical research that has the potential to save lives. The impact of the program goes beyond the sale of flooring—it represents a collective effort to make a lasting difference in the fight against breast cancer, one project at a time. As we continue this partnership, we remain proud to play a part in advancing Susan G. Komen's mission and improving the lives of those battling breast cancer.



Flooring Rest of the World

UNILIN



Sustainability is at the core of everything we do at Unilin. It's how we create value, build a future-proof business and contribute to a better world."

WIM MESSIAEN
President, Flooring Rest of the World, Unilin

2024 Highlights

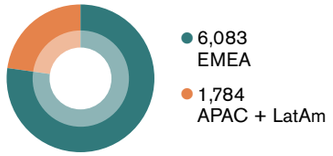
- 64% of our energy demand was met with renewables, up from 57% in 2020, including five acquisitions during this time period
- 95% of the wood in our chipboards is recycled
- C2C v4.0 bronze for our high-pressure laminate (HPL) decorative panels (first in the world) and chipboards
- Laureates of the Belgian Changemakers award, for companies shaping the future with sustainable solutions
- Decline in frequency rate of accidents for the fifth consecutive year

2024 Unilin At-a-Glance[1]

13 countries with production

35 production plants

7,867 employees



Our Brands

UNILIN · Mohawk Group · QUICK·STEP FLOOR DESIGNERS · moduleo design floors · ivc · PERGO Floors for real life · Godfrey Hirst · gh COMMERCIAL · Feltex

[1] EMEA (Europe, the Middle East and Africa), APAC (Asia Pacific) and LatAm (Latin America).

One Home

Aligning Sustainability and Our Business

At Unilin, sustainability is our top priority. Since our founding in 1960, circularity has been part of our DNA. In fact, reusing materials is at the heart of our history. Today, we still regard the challenges of sustainability as opportunities.

With One Home, we want to take responsibility and do our part to tackle the global challenges of climate change. One Home works on three levels:

Planet Home

to improve our environmental impact

Your Home

to help our customers build sustainable spaces

Our Home

creating a safe and stimulating work environment for our employees



Planet Home

As part of our sustainability strategy, the Planet Home pillar groups our environmental efforts focused on climate change and circularity. We are committed to supporting the global transition to more sustainable products and production systems by reducing fossil fuel use, lowering the life-cycle carbon footprint of our products and improving their recyclability.

Science-Based Targets to Guide Our Efforts

To align our GHG-reduction targets with climate science, we follow the guidelines of the independent Science Based Targets initiative (SBTi). This ensures our efforts are ambitious, effective and in line with global goals to combat climate change, reinforcing our commitment to a sustainable future.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION







Energy Management

More than half of our sites are ISO 14001 certified, demonstrating our commitment to effective environmental management.

Over 80% of our energy use takes place in production plants with ISO 50001, EBO or Convention Carbon energy management systems.

Scope 1 and 2

Target

By 2030, we will reduce our direct (Scope 1) and energy-related indirect (Scope 2) emissions by at least 42% compared to our 2020 baseline.

This target, which was validated by the SBTi as 1.5°C aligned, is absolute, meaning that regardless of organic growth, we want to emit 42% less GHGs by 2030.

Emissions associated with companies acquired after 2020 will be reduced at the same rate of 4.2% per year from acquisition until 2030.

2024 Progress

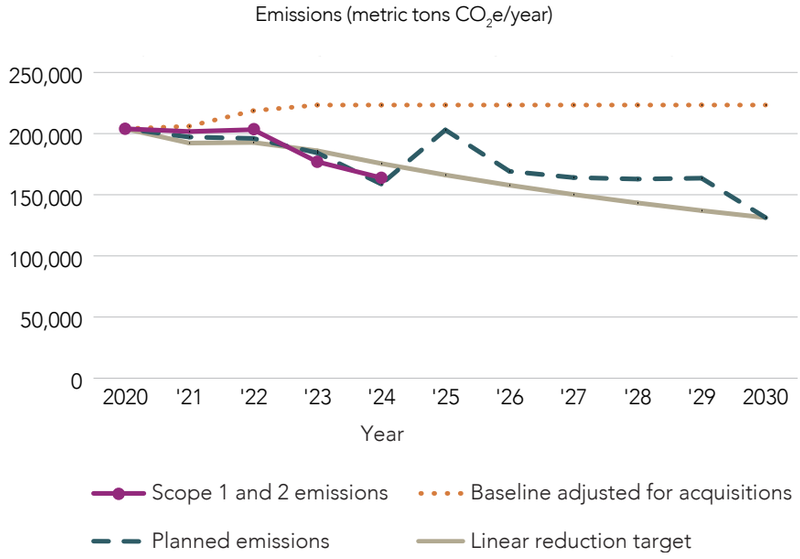
In 2024, we met 64% of our energy demand with renewables (27% for electricity and 73% for heat), up from 57% in 2020. This includes the acquisition of five businesses during this time period.

We increased our energy use by 8% but our carbon footprint was reduced by 1% compared to 2023. The main contributors to our carbon footprint were grey grid power (44%) and natural gas (25%).

We are on track to meet our science-based target of reducing Scope 1 and 2 emissions by 42% by 2030, compared to 2020.[1]

[1] See Carbon Substantiation.

Scope 1 and 2 Carbon Footprint Compared to Our Reduction Target[1]





Renewable Energy at Work

Two waste-to-energy plants

A&U in Wielsbeke, Belgium
Supplied more than 68,000 MWh of green electricity and over 37,000 MWh of green heat to our chipboard factory, covering 85% of the factory's electricity demand and, together with on-site wood-dust burners, covering 87% of the factory's thermal energy demand in 2024.

A&S in Oostrozebeke, Belgium
Supplied more than 75,000 MWh of green electricity to our chipboard factory, covering 94% of the factory's electricity demand in 2024.

Five wind turbines

Three in Avelgem, Belgium
Supplied more than 9,500 MWh of renewable power to our vinyl flooring factory, covering 15% of the factory's electricity demand in 2024.

Two in Feluy, Belgium
Supplied more than 2,000 MWh of renewable power to our insulation factory, covering 61% of the factory's electricity demand in 2024.

35,000+ solar panels

Our solar panels operate at a combined capacity of 21.7 MW peak, spread over seven countries.

Scope 3

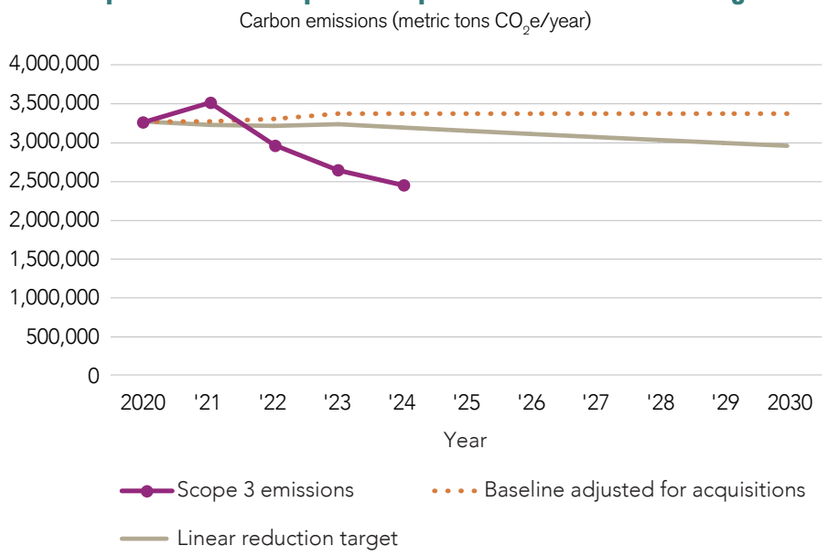
Target

By 2030, we aim to reduce our absolute Scope 3 emissions, those linked to our raw materials and the end-of-life treatment of our products, by 12.3% compared to our 2020 baseline.

2024 Progress

Prioritizing renewable and recycled resources, our raw material choices significantly shape our environmental footprint, influencing both emissions and resource use. We achieved a strong reduction in our Scope 3 emissions in 2024, driven by a combination of strategic initiatives and evolving market dynamics. We made meaningful progress in improving the carbon footprint of several products. At the same time, slower demand for some of our products led to reduced production, which in turn contributed to a decrease in emissions. Looking ahead, we continue to invest in R&D with a focus on circularity. Our efforts aim to reduce the use of virgin, non-renewable raw materials and improve end-of-life recyclability, to further reduce the carbon footprint of our products.

Scope 3 Carbon Footprint Compared to Our Reduction Target





Our Most Important Resource: Wood

Wood is the main resource for our chipboards, MDF boards, laminate floors, multi-layer parquet and Clicwall panels. As a sustainable, renewable material, we use wood responsibly to ensure its long-term availability. Our mission is to keep wood in circulation for as long as possible. Every reuse prevents CO_2 from entering the atmosphere, which is why we focus on recycling, giving wood a second, third and up to a seventh life.

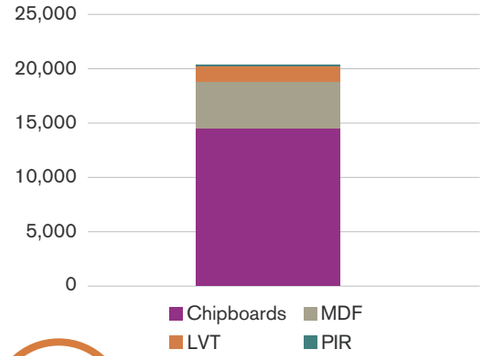
For example, we invested €20 million in 2024 to scale up Osiris, our world-first MDF recycling technology, allowing us to recover even more wood fiber for reuse.

We source our wood responsibly, using 38% recycled wood, along with certified wood (33%), helping to protect forests for the future.





Tonnes of Materials Recovered in 2024



Strengthening Our Take-Back Programs

To keep more materials in the loop, we are expanding our take-back programs to encompass more product types.

Building on our success with wood recycling, we are working with partners and clients to collect and reuse more raw materials, including chipboards, MDF boards, vinyl floors and PIR insulation boards.

These programs are growing, particularly in Belgium, the Netherlands and France.

Your Home

As part of our sustainability strategy, the Your Home pillar focuses on how our products contribute to creating healthy, comfortable and sustainable living spaces. Since we spend most of our lives indoors, whether at home, in classrooms, offices, stores or hospitals, the quality of these environments directly impacts our well-being.

Our Products

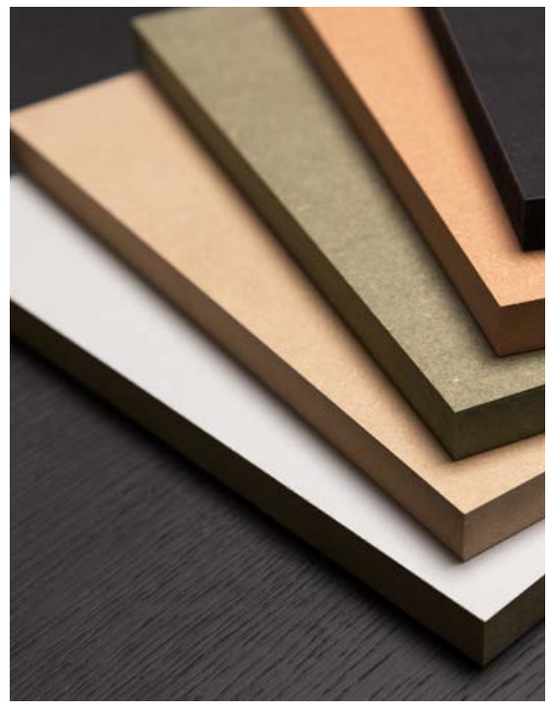
At Unilin, we develop, manufacture and market a wide range of solutions for homes and commercial buildings. Our portfolio includes flooring, wood-based and decorative panels, wall and roof systems and insulation boards. In addition, our Unilin Technologies division manages patents for our parent company, Mohawk Industries, and third parties, from filing new innovations to global commercialization.

More people want to make sustainable choices, but understanding sustainability can be complex. To support informed decisions, we rely on well-known independent ecolabels, clearly defined claims for indoor air emissions and third-party-verified Environmental Product Declarations (EPDs). With our products, we aim to enhance both quality of life and environmental responsibility.









Flooring

	ECOLABELS	INDOOR AIR EMISSION LABELS	EPD
Laminate			IBU INIES
Wood/Parquet			IBU INIES
LVT			IBU INIES
Sheet Vinyl			IBU INIES
Carpet Tiles			INIES
Broadloom Carpet			

Panels

	ECOLABELS	INDOOR AIR EMISSION LABELS	EPD
Chipboards (Melamine-faced)	FSC www.fsc.org; PEFC; CERTIFIED cradle to cradle PRODUCTS PROGRAM	ÉMISSIONS DANS L'AIR INTÉRIEUR A+ (A+ A B C)	IBU INIES NMD
MDF / HDF & Clicwall (Melamine-faced)	FSC www.fsc.org; PEFC; CERTIFIED cradle to cradle PRODUCTS PROGRAM; NORDIC SWAN ECOLABEL 3029 0001	ÉMISSIONS DANS L'AIR INTÉRIEUR A+ (A+ A B C)	IBU INIES NMD
HPL	FSC www.fsc.org; PEFC; CERTIFIED cradle to cradle PRODUCTS PROGRAM	ÉMISSIONS DANS L'AIR INTÉRIEUR A+ (A+ A B C)	IBU INIES

Insulation

	ECOLABELS	INDOOR AIR EMISSION LABELS	EPD
Insulation Boards	eco 2	ÉMISSIONS DANS L'AIR INTÉRIEUR A+ (A+ A B C)	B-EPD NMD IBU INIES EPD Ireland
Insulating Roof Elements	PEFC	ÉMISSIONS DANS L'AIR INTÉRIEUR A+ (A+ A B C)	NMD

Our Home

As part of our sustainability strategy, the Our Home pillar focuses on creating an inclusive, diverse and respectful workplace where everyone can develop their talents. With approximately 8,000 employees representing over 80 nationalities and speaking more than 20 languages, we are home for many different cultures and backgrounds.

A Workplace Built on Respect and Well-Being

Respect is at the core of how we work. We reject all forms of discrimination and ensure equal opportunities for all employees, regardless of gender, age, religion or belief, sexual identity, origin or physical ability. Across all the countries where we operate, we uphold human rights, comply with labor laws, engage in open dialogue with unions and ensure fair working conditions. We are committed to fostering a workplace where everyone feels valued and supported.

We also want work to be a place where people feel good. That is why we focus on health, mental well-being and connection. On-site medical check-ups, ergonomic improvements and first aid training support physical health, while workshops help employees manage stress and prevent burnout. To strengthen team spirit, we organize sports initiatives like cycling challenges and running events. By promoting well-being in all its forms, we create a positive and supportive work environment.







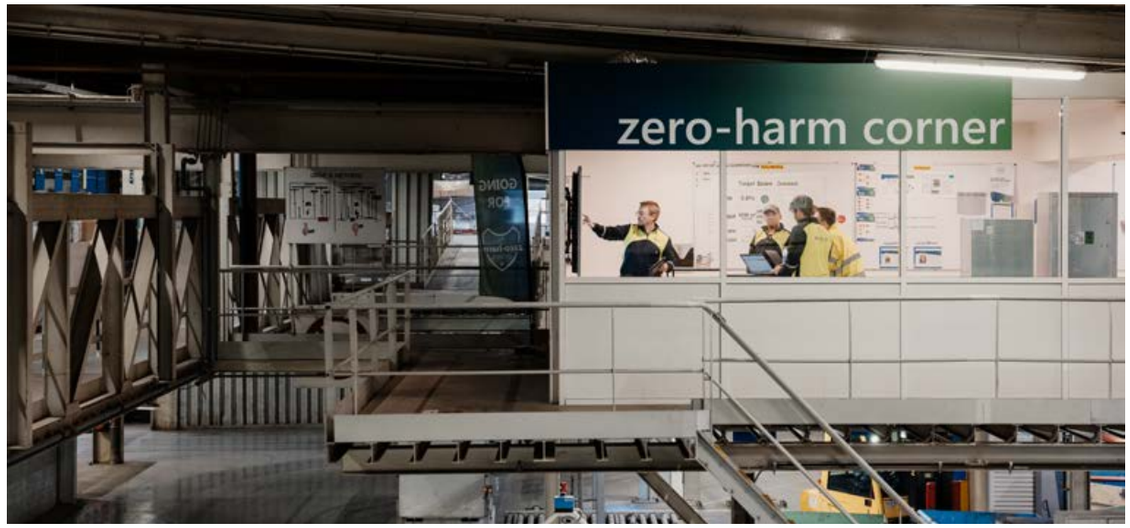




Lifelong Learning

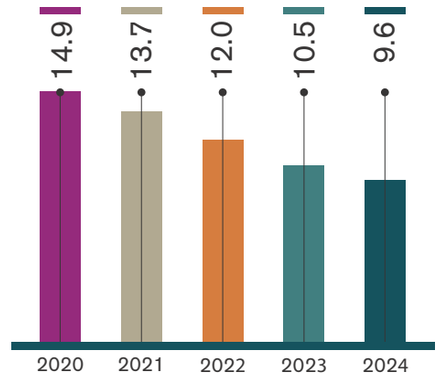
At the heart of our commitment to lifelong learning is The Dive, our transformative learning and development strategy that shapes the future of growth for both our employees and the next generation. In 2023, we opened a state-of-the-art learning and visitor center also named The Dive at our headquarters in Belgium, focused on upskilling and reskilling.

Our training programs cover induction, functional expertise and personal development, including leadership, digital tools and communication skills. Beyond our own workforce, The Dive partners with schools and educators through internships, dual learning, visits and technical camps, inspiring over 350 children and students in 2024.





Lost Time Frequency Rate



A Zero-Harm Workplace

The health and safety of our employees come first. Our goal is to be a zero-harm company where safety is part of everything we do and where everyone looks out for one another.

To build a strong safety culture, we launched our internal Zero Harm program in 2019. Supported by leadership, dedicated Health, Safety and Environment teams and a company-wide shift in mindset, the program has helped reduce accident frequency rates for five consecutive years. As part of our commitment, we have expanded the program further in 2024, adding our sites in Oceania.



Operating in a sustainable way makes good business sense. In Godfrey Hirst's 160th year, we are focused more than ever on the resilience of our organization and in ensuring we meet the needs of the present without compromising those of future generations."

LACHLAN MCMURTRIE
General Counsel & Chief Sustainability Officer
Mohawk Flooring Oceania

2024 Highlights

- **Emissions reduction:** As of the end of 2024, we reduced our Scope 1 and 2 GHG emissions by 34% since 2020 and are on track to meet our target of reducing Scope 1 and 2 emissions by 42% by 2030[1]
- **Solar generation:** All of our Australian manufacturing sites and half of our New Zealand manufacturing sites have significant rooftop solar panels, generating approximately 30% of those sites' electricity requirements on average and more than 40% in summer months
- **People focus:** We continued to engage with a broad range of stakeholders in the communities in which we operate and began our Zero Harm safety journey
- **EcoVadis™ Gold:** We have maintained Gold level EcoVadis certification for the second year running, putting us in the top 5% of 100,000+ rated companies in the EcoVadis global network

Our Brands

Godfrey Hirst · gh COMMERCIAL · redbook CARPETS · Feltex · HYCRAFT by Godfrey Hirst

[1] Emissions reduction targets and progress are stated against a 2020 baseline and are for Godfrey Hirst Australia Pty Ltd and Godfrey Hirst NZ Limited, which operate the Godfrey Hirst, Feltex, Hycraft and Redbook brands / business units in Australia and New Zealand. See Carbon Substantiation.

Climate Positive—Continued Reductions in Emissions

We remain committed to a climate-positive future through our decarbonization strategy. Since 2020, we have reduced our Scope 1 and 2 GHG emissions in Australia and New Zealand from 17,459 $MTCO_2e$ to 11,528 $MTCO_2e$. This 34% reduction has us well on track to meet our 2030 science-based emissions reduction target of 42% in Scope 1 and 2 emissions.[1]

This significant reduction has been achieved through a range of initiatives, including efficiency projects and the large-scale rollout of solar generation at key manufacturing sites. In New Zealand, on the South Island, where businesses have historically used coal for industrial heating purposes due to the lack of gas pipelines, we have replaced an old coal-fired boiler with a modern electric boiler at a key yarn plant, resulting in reduced emissions. In Australia, we have focused on deploying solar generation to all our manufacturing sites due to the higher emissions intensity of the electricity grid compared to New Zealand.

We are actively contributing to Mohawk Industries' group emissions reporting while aligning with emerging global standards, including the EU's Corporate Sustainability Reporting Directive and the forthcoming Australian Mandatory Climate Reporting



requirements, which will impact our operations in Australia and New Zealand starting in 2025.

We are also working to deepen our understanding of Scope 3 emissions and product-embodied carbon to manage these critical impact areas more effectively. We will also undertake local risk assessments to ensure our business is resilient to and able to take advantage of the challenges and opportunities presented by different climate change scenarios.

Climate Positive—Large Scale Renewables

We recognized early that our manufacturing sites were a major source of GHG emissions, especially in Australia, where the electricity grid has high emissions intensity due to continued reliance on coal-fired power. In contrast, New Zealand's grid is about 90% renewable, including hydro, resulting in much lower emissions per unit of electricity generated.

Currently, all of our Australian manufacturing sites and half of our New Zealand manufacturing sites have significant solar generation capacity with a total of 5,879 panels now installed and an aggregate generation capacity of 2.37 MW. In 2024 alone, we added a further 2,493 panels with a maximum generation capacity of 1.097 MW.

These solar panels now generate approximately 30% of those sites' electricity requirements on average and more than 40% in summer months.

Product Circularity—Collaboration Is Key

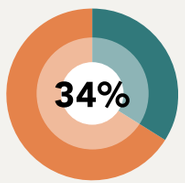
We understand that moving to a circular economy is an important step in operating a more sustainable business and are actively committed to embedding the principles of a circular economy into our operations.

In 2024, we continued to investigate ways to reuse carpet waste, including by supporting a unique collaboration between a local university, the Royal Melbourne Institute of Technology, Textile Recyclers Australia™ and local governments. The project team developed a technique using waste carpet fibers to reduce early-age shrinkage cracking in concrete by up to 30%, while also improving the concrete's durability. This collaboration builds on our work with a local recycling company looking at similar uses of carpet fibers to strengthen concrete footpaths.

We also collaborated with one of our yarn suppliers and diverted approximately 70 MT of their nylon yarn waste to a regeneration process that recycles it back into new yarn, resulting in a 100% recycled yarn product.

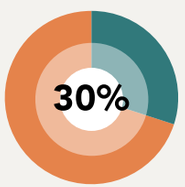
Emissions Reduction

34% reduction in Scope 1 and 2 GHG emissions in Australia and New Zealand



2.37 MW of Solar Generation Capacity

through installation of 5,879 solar panels at manufacturing sites, generating ~30% of the sites' total electricity on average



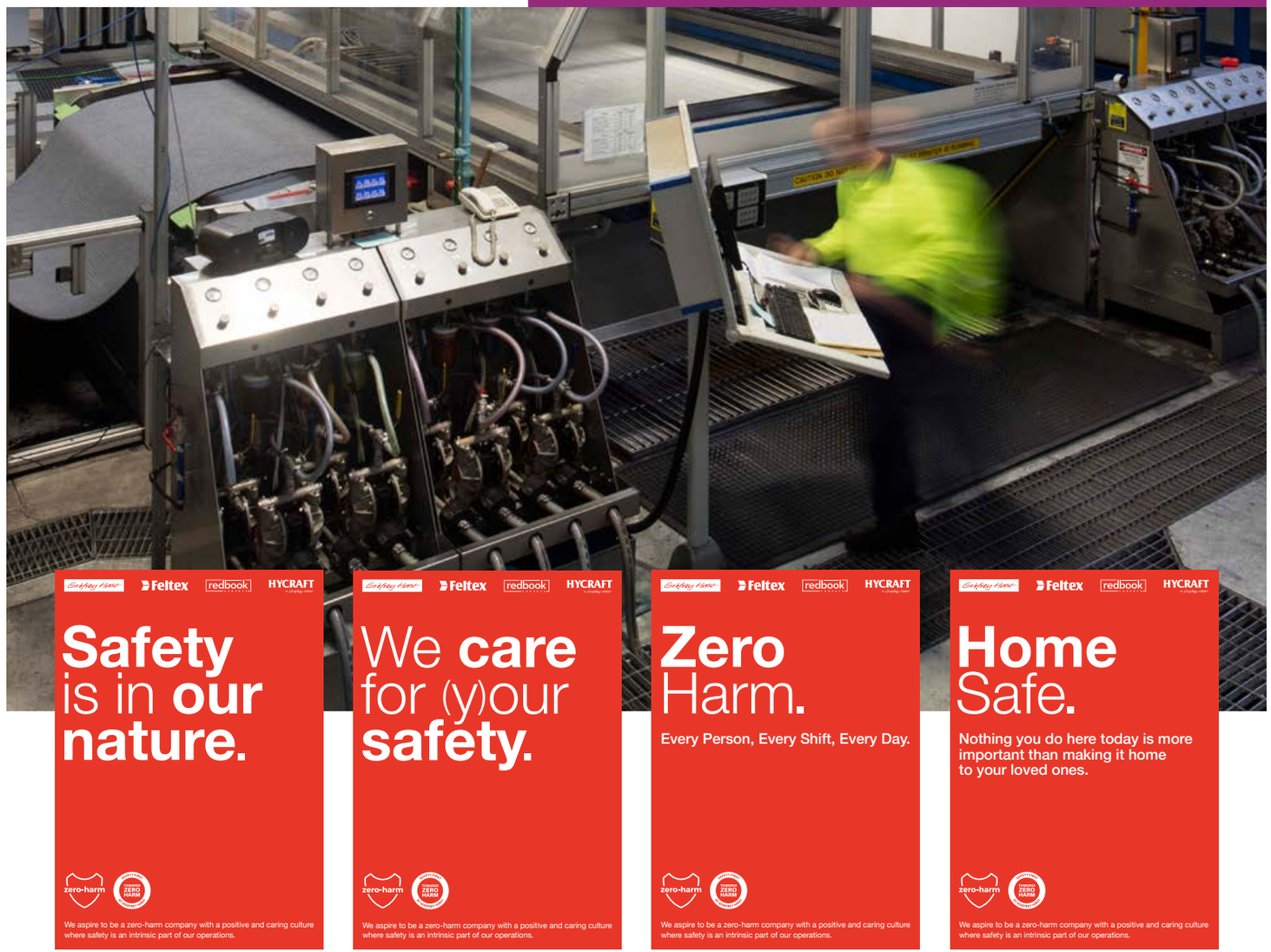
[1] See Carbon Substantiation.

Safety and Well-Being

As part of our commitment to safety, a decision was made in 2024 to adopt the Zero Harm cultural change program.

In preparation for the launch of Zero Harm in Q1 2025, Zero Harm Governance teams were set up in Australia and New Zealand and Zero Harm Officers were appointed in mid-2024. The Zero Harm Officers attended an intensive training course in September 2024 in New Zealand, facilitated by safety leaders from Mohawk's Unilin business in Belgium. As we embark on this journey, our vision is Zero Harm: Every Person, Every Shift, Every Day.

We also took steps to look more closely at the risks to people in our supply chain in 2024. We initiated a trial of a third-party screening tool to better assess counterparty risk, including in relation to modern slavery and other workforce risks. We also conducted visits to key offshore suppliers, which included site inspections with a specific focus on working conditions at supplier facilities.

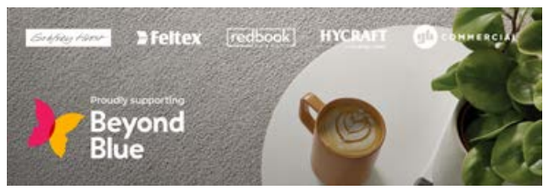


Supporting Local Communities

In 2024, we continued to support a range of local sustainability initiatives under our People pillar.



We were proud to continue our support of the Architecture & Design Sustainability Awards in 2024 as an official award partner for a third year, in the Interior Design category.



We support one of Australia's most well-known, trusted and visited mental health organizations, Beyond Blue™.



GH Commercial continued its partnership with GenU's™ Arts Program donating $1 per square meter sold from the Chromatic Cadence™ collection on a bi-annual basis.



We supported local talent and the wool industry in New Zealand by backing young shearer Jamie Skiffington in his solo world record attempt this January.



As a strategic partner of the Living Future Institute of Australia™ we were excited to offer one full scholarship position for the Living Future Accreditation & Regional Intensive Course in 2024.



We donated a full house of carpet to Habitat for Humanity™ in New Zealand each month, helping families in need create warm, comfortable homes.



In Australia, we worked with PhoneCycle™ to facilitate the reuse of 77 devices and their diversion from landfill.



In 2024, GH Commercial held our largest Take 3 for the Sea™ clean-up event to date. The GH Commercial team joined forces with Take 3 for the Sea along the Barwon River in South Geelong for a riverside clean-up event.

Sustainable Design and Product Transparency

Under our Performance pillar, we continued our focus in 2024 on how our products contribute to creating healthy, comfortable and sustainable living spaces. Since we spend most of our lives indoors, whether at home, in classrooms, offices, stores or hospitals, the quality of these environments directly impacts our well-being.

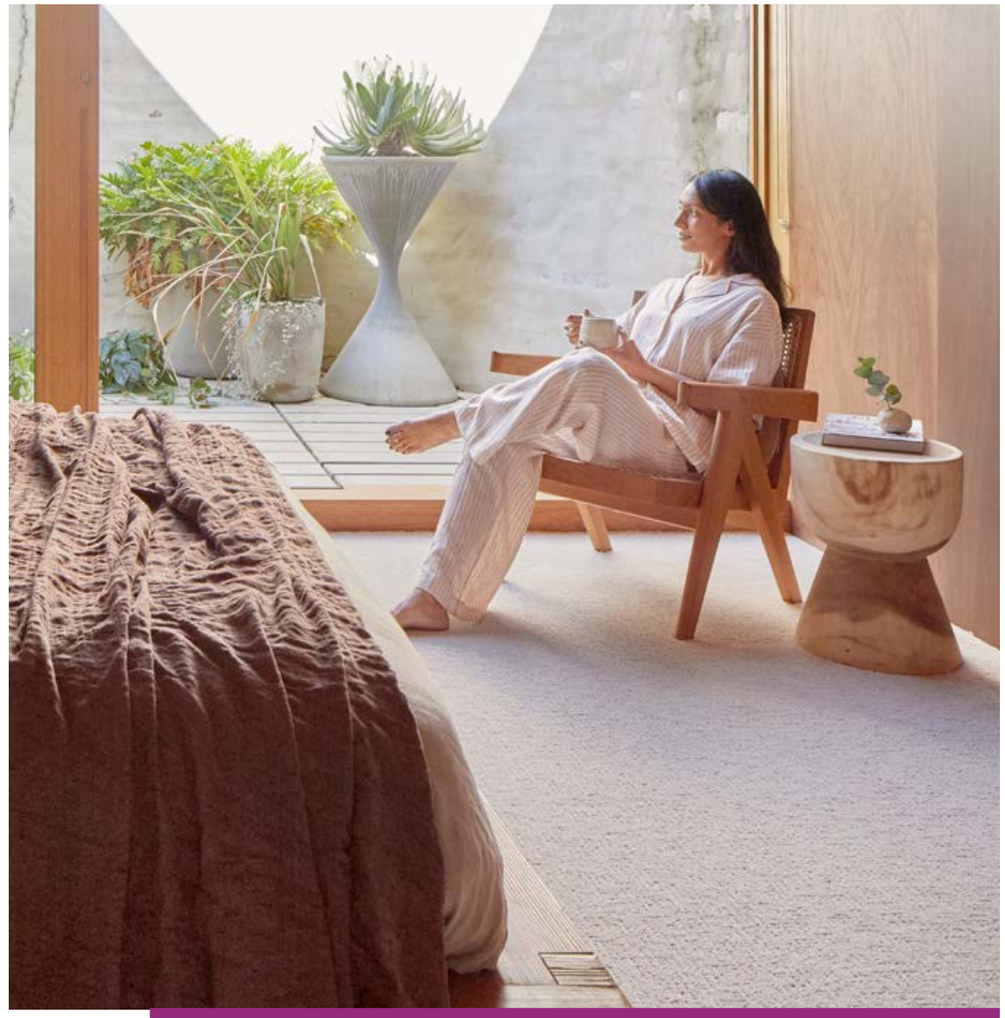
We recognize that more people want to make sustainable choices, but understanding sustainability can be complex. To support informed decisions, we rely on well-known independent ecolabels, clearly defined claims and third-party verification. With our products, we aim to enhance both quality of life and environmental responsibility.

Declare® Red List Free™ certification that compares a product's entire constituent chemical composition to a threshold of 100 parts-per-million against a list of worst-in-class chemicals, better known as the Red List. These chemicals are those that pose an increased risk of polluting the environment, bio-accumulation of contaminants progressing up the food chain and/or negative health implications for factory personnel, construction industry workers and building occupants. All our commercial carpet tile and the vast majority of our residential broadloom carpets products are now Red List Free.

For many years we have also had our carpets classified under the Carpet Institute of Australia's **Environmental Certification Scheme™ (ECS)**, which is the leading environmental scheme for floor coverings in Australia and New Zealand. And in 2024, we were excited to extend ECS certification for the first time to one of our hard flooring products.

Our hard flooring products also carry a range of independent certifications including **Global Green Tag™** (all hybrid flooring) and **Programme for the Endorsement of Forest Certification (PEFC™)** (specific timber products).

In 2024, we advanced our understanding of the life-cycle impacts of key commercial products, with a specific emphasis on embodied carbon. In 2025, we'll publish our first EPDs for products manufactured in Australia and New Zealand, initially covering key commercial carpet tile and selected broadloom product lines. We'll then use this data to better investigate ways of reducing the embodied carbon and other sustainability impacts of our products.



ENVIRONMENTALLY CERTIFIED ECS LEVEL 1-4 CERTIFICATION
PEFC PEFC/21-31-357
Declare.
Red List Free

Sustainability Management Systems– EcoVadis Gold Medal

In 2024, we completed our EcoVadis submission, earning a Gold Medal ranking for the second year in a row.

EcoVadis is the world's largest and most trusted provider of business sustainability ratings, and it measures a company's improvement in its entire supply chain and production toward the transition to a sustainable economy.

The EcoVadis methodology is built on international sustainability standards, including the Global Reporting Initiative, the United Nations Global Compact and the ISO 26000, covering 200+ spend categories and 175+ countries. The sustainability scorecard illustrates performance across 21 indicators in four themes:

- Environment
- Labor & Human Rights
- Ethics
- Sustainable Procurement

The results put us in the top 5% of 100,000+ rated companies in the EcoVadis global network.



APPENDIX





Key Data, Reports and Policies

Key Data Tables[1]

GRI Index
ISSB
U.N. SDGs
Carbon Substantiation

External Disclosures

CDP Report
Political Contributions Policy & 2024 Indirect Political Contributions

ESG-Related Policies

Environmental Policy
Human Rights Policy
Conflict Minerals Policy
Canada Forced Labour Report
Health and Safety Policy
Privacy Policy
Standards of Conduct and Code of Ethics
Supplier Code of Conduct
Board of Directors Selection Policy
Training and Development Policy

[1] Data from 2024 acquisitions are not included in this 2024 Impact Report. The Company incorporates data from mergers, acquisitions and divestitures in the following calendar year. This approach is used across all topics. When consolidating information, the Company does not include sustainability data from minority investments in which it does not have operational control.



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