

BUILDING A BETTER TOMORROW

PEOPLE PASSION PERFORM PROTECT



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A MESSAGE FROM OUR CEO: BUILDING VALUE FOR THE LONG TERM

Since our founding in 1858, the world around us has changed dramatically, but Johns Manville’s ability to adapt and thrive has remained constant. Our success has been built on continuous innovation and a commitment to the highest standards, so we can deliver solutions that address real-world challenges and create lasting value for us and our stakeholders.

This same commitment shapes how we operate every day. We remain dedicated to building meaningful partnerships with our customers around the world and are passionate about providing a safe and equitable workplace for our 7,900 employees. We do so today and will continue in the future by living our core values of People, Passion, Perform and Protect. Our core values are the foundation of our path forward, which includes our sustainability strategy.

Our approach to sustainability is focused on practical steps that create real value. We are strategically opportunistic about our investments and prioritize initiatives that deliver on the triple bottom line – what’s good for people, what’s good for the environment and what’s good for business. Since our last report, we have grown our business while also improving safety performance, reducing waste intensity and maintaining a portfolio of high-performing products with environmental certifications. We are also taking steps to lower carbon emissions across our operations, which will help strengthen our overall performance.

As global energy demands climb and climate conditions shift, sustainable building products have never been more essential. Our products play a quiet but powerful role in helping buildings use less energy, reducing the strain on power grids and helping people stay safe and comfortable in extreme temperatures. Across buildings big and small, new pressures will emerge – from tighter regulations to rising expectations for efficiency and resilience – and we want our customers to choose JM because our products help them stay ahead of what’s coming.

Beyond building materials, our products are used in a variety of other industries including automotive, aerospace and household appliances where our products provide essential solutions such as durability, reinforcement, enhanced air quality and lightweighting – resulting in improved properties including energy and fuel efficiency. Johns Manville products are the hidden champions that support today’s groundbreaking innovations and sustainable solutions across numerous markets.

Looking to the future, we are excited to announce our 2030 sustainability commitments. They are clear, actionable targets that will guide how we operate and innovate over the next five years. These commitments reflect a belief that progress is built on constructive effort exerted with disciplined consistency that reinforces our responsibility to our customers, our communities and the environment. By grounding our strategy in what’s achievable and impactful, we’re ensuring Johns Manville remains a reliable partner no matter what the future brings.



“Sustainability is a strategic, long-term commitment that ensures our products remain essential in a changing world without overcommitting resources that belong to all of us. JM products are innovated with future needs in mind and our portfolio is well positioned for a world that is increasingly energy-intensive and susceptible to climate extremes.”

JOHN VASUTA

Incoming President and CEO

COMPANY PROFILE

Johns Manville (JM) is a global leader in the manufacturing and marketing of premium-quality insulation, commercial roofing, glass fibers and nonwovens. Our high-performance materials serve a wide range of commercial, industrial and residential applications.

JM operates across three businesses: Engineered Products (EP), Insulation Systems (IS) and Roofing Systems (RS). Our global footprint includes manufacturing, warehousing and R&D operations across North America and Europe, supported by a dedicated workforce of 7,900 employees. We are committed to delivering high-performance materials, industry-leading expertise and customer solutions. By maintaining leadership positions in our key markets, we work to ensure that our value chain contributes to building a more sustainable and reliable future.

A wholly owned subsidiary of Berkshire Hathaway (NYSE: BRK.A; BRK.B), JM is headquartered in Denver, Colo. As a part of the Berkshire Hathaway family, our financial information is consolidated and reported within its overall financial statements. In 2025, JM achieved sales exceeding \$4.5 billion, with worldwide employee wages and benefits totaling nearly \$800 million.

ENGINEERED PRODUCTS

JM's Engineered Products business serves a global customer base through ten manufacturing facilities across North America and Europe. We provide a diverse range of fiberglass and technical nonwoven solutions, utilizing both glass and synthetic fibers to meet the rigorous demands of industrial and commercial applications, including roofing, building interiors, automotive parts and appliances.



INSULATION SYSTEMS

JM's Insulation Systems business offers the most comprehensive line of thermal and acoustical solutions in the industry. Serving residential, commercial, industrial and OEM sectors, our products are engineered from a variety of materials including fiberglass, polyurethane foam, calcium silicate and mineral wool. JM also provides protective coverings primarily for pipe insulation made from aluminum, stainless steel and PVC.



ROOFING SYSTEMS

JM's Roofing Systems business provides the industry's most complete product selection, designed for durability and ease of installation. Our versatile offerings include single-ply commercial roofing systems, bituminous commercial roofing systems, roof insulation and coverboards and commercial roofing components.



2025 OPERATIONS

\$4.5 Billion

2025 REVENUE

41

MANUFACTURING FACILITIES

7,900

GLOBAL EMPLOYEES

KEY MARKETS WE SERVE

- Aerospace
- Appliance
- Automotive & Transportation
- Building Interiors
- Carpet & Flooring
- Consumer Goods
- Energy
- Healthcare
- HVAC
- Air & Liquid Filtration
- Industrial Pipe & Equipment
- Infrastructure
- Residential Construction

NORTH AMERICA

EUROPE

CORPORATE LOCATIONS

World Headquarters, Denver, Colo.
 Johns Manville Technical Center, Littleton, Colo.

INSULATION SYSTEMS

Berlin, N.J.	Houston, Texas	Phenix City, Ala.
Cleburne, Texas	Innisfail, Alberta, Canada	Richmond, Ind.
Defiance, Ohio	La Porte, Texas	Hamilton, Va.
Edison, N.J.	McPherson, Kan.	Ruston, La.
Edmonton, Alberta, Canada	Mississauga, Ontario, Canada	Willows, Calif.
Fruita, Colo.		Winder, Ga.

ROOFING SYSTEMS

Bremen, Ind.	Hillsboro, Texas	Oklahoma City, Okla.
Cornwall, Ontario, Canada	Jacksonville, Fla.	Plattsburgh, N.Y.
Fernley, Nev.	Lewiston, Maine	Rockdale, Ill.
Hazle Township, Pa.	Macon, Ga.	Scottsboro, Ala.
	Milan, Ohio	South Gate, Calif.

ENGINEERED PRODUCTS

Berlin, Germany	Spartanburg, S.C.	Waterville, Ohio
Bobingen, Germany	Steinach, Germany	Wertheim, Germany
Etowah, Tenn.	Trnava, Slovakia	
Richland, Miss.	Tucson, Ariz.	

JM PRODUCTS SHAPE OUR WORLD

JM solutions deliver energy savings, durability and design flexibility in the buildings we work in and the infrastructure we rely on every day — supporting better outcomes for people and the planet. Explore how some of our products are used in everyday applications, and discover even more in our interactive product landscape.

[VISIT OUR WEBSITE](#)



1 TPO ROOFING SYSTEMS

JM's TPO formula is optimized to deliver high-performance ozone resistance, cool roof reflectivity, and overall weather resistance.

2 FIBERGLASS BATTS & ROLLS

JM's Formaldehyde-Free™ fiberglass insulation batts and rolls provide thermal and acoustic performance for residential and commercial buildings.

3 FILTRATION MEDIA

Glass and synthetic filtration media from JM deliver exceptional filtration performance for air and liquid systems.

4 WATERPROOF TILE BACKING

GoBoard® tile backer board from JM offers lightweight, durable, waterproof performance for reliable tile installations.

We are committed to delivering positive and powerful experiences because we are successful only when our employees and customers thrive.



OUR CORE VALUES

In everything we do, our goal is simple:
Be the Employer of Choice and the Supplier of Choice.

PEOPLE



WE ARE PEOPLE CHAMPIONS

Our employees and customers are at the core of everything we do. We strive to see the world through their eyes.

PASSION



OUR PASSION IS IN GOING THE EXTRA MILE

We pursue fresh ideas and embrace new approaches to elevate how we work and deliver value.

PERFORM



WE PERFORM AT A SUPERIOR LEVEL

We are committed to delivering profitable growth and a sustainable competitive advantage.

PROTECT

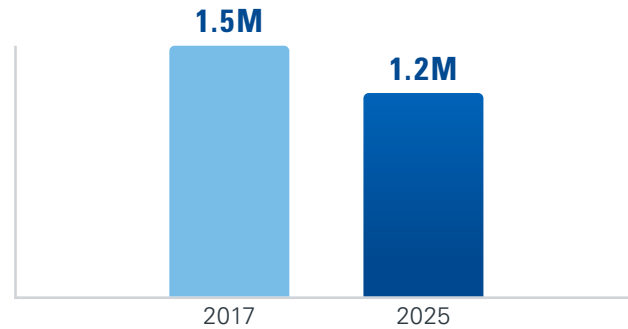


WE PROTECT TODAY TO ENSURE TOMORROW

Protecting our customers, employees, families and the world around us is our responsibility.

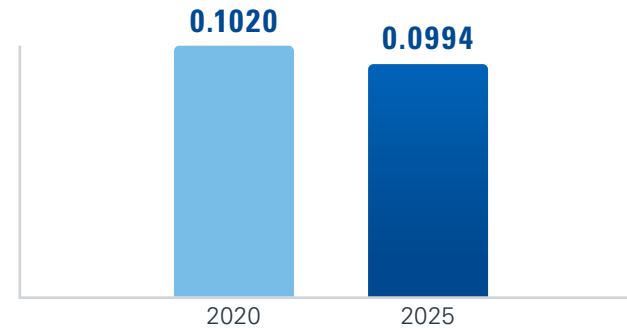


CARBON EMISSIONS



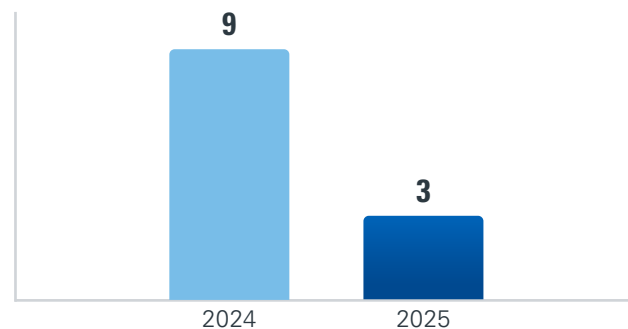
18% **REDUCTION IN SCOPE 1 & 2 EMISSIONS¹**
 Compared to 2017 baseline

WASTE

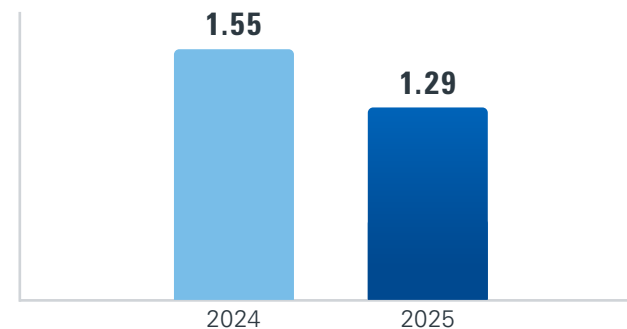


7.5% **REDUCTION IN WASTE INTENSITY²**
 In 2025 compared to 2020
12% reduction in cumulative waste intensity from 2021-2025

SAFETY



67% **DECREASE IN SERIOUS INJURIES³**
 In 2025 compared to 2024



17% **DECREASE IN SAFETY INCIDENT RATE⁴**
 In 2025 compared to 2024

¹ Scope 1 & 2 Emissions, location-based (tCO2e)

² Waste Intensity (lbs waste / lb produced)

³ JM defines a serious injury as one that would require reporting to OSHA under 29 CFR 1910.39, regardless whether it occurs within the U.S.

⁴ Total Case Incident Rate (TCIR): Number of injuries and illnesses x 200,000/employee hours worked

CIRCULARITY

2.14 Billion lbs
OF EXTERNAL RECYCLED MATERIAL
 Utilized in JM products from 2021-2025

COMMUNITY ENGAGEMENT

2,300+
JMERS VOLUNTEERED

To support the people and places where they live and work

~\$400,000
DONATED IN 2025

84%
OF JM FACILITIES
 Participated in community events

83
COMMUNITY EVENTS
 Held in 2025

LEARNING & DEVELOPMENT

129 **JM MENTORS**
 129 mentors have registered to support 68 mentees in their career growth

PEOPLE

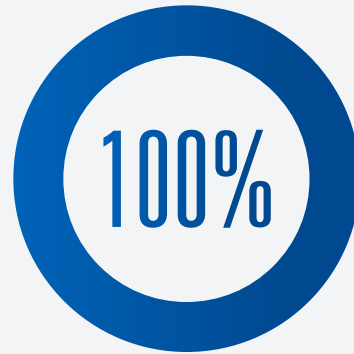
ZERO
SERIOUS INJURIES

#1
BE AN EMPLOYER
OF CHOICE



HEALTH & WELLNESS
Maintain contemporary health and wellness offerings

PASSION



OF JM LOCATIONS
Participate in community giving and volunteering annually



STRATEGIC ADOPTION OF INNOVATIVE SOLUTIONS
Deliver high-performing solutions while positively impacting the environment, human health and safety

PERFORM



PRODUCT CERTIFICATIONS
Increase the number of JM products with environmental or health certifications each year



SUPPLIER ENGAGEMENT
Routine collaboration with key suppliers to identify their sustainability efforts that strengthen our own performance

PROTECT

40% **REDUCTION IN SCOPE 1 & 2 EMISSIONS**
By 2030 from 2017 baseline

30% **REDUCTION IN SCOPE 3 EMISSIONS**
By 2030 from 2017 baseline

10% **REDUCTION IN WASTE INTENSITY**
By 2030 from 2025 baseline



REDUCE WATER INTENSITY
Of our operations with a focus on facilities in water-scarce regions



REDUCE VIRGIN NATURAL RESOURCES INTENSITY
In our products annually

GOVERNANCE



INTRO

GOVERNANCE

PEOPLE

PASSION

PERFORM

PROTECT

APPENDIX

10

Leadership Overview →

Stakeholders & Materiality →

Ethics & Compliance →

Data Privacy & Cybersecurity →

Risk Management →



World Headquarters, Denver Colo.

LEADERSHIP OVERVIEW

Our long-term success depends on our ability to create value for our employees and customers, and strong governance is the backbone of these efforts. Our leadership structure ensures accountability, fosters transparency and builds the trust we need to deliver impact. Chairman Mary K. Rhinehart and President & CEO Bob Wamboldt lead the company. They will be succeeded by Greg Clarke, former Insulation Systems President, and John Vasuta, current Engineered Products President, respectively, effective August 2026. JM’s CEO oversees the company’s leadership team, including the president of each JM business and leadership of each corporate function.

The JM Board of Directors facilitates ongoing collaboration with Berkshire Hathaway. Together, they are responsible for setting strategy for the company, including risk management, finance, operations, human resources, compliance and sustainability.

JM’s Sustainability Council drives the assessment and management of sustainability-related issues, including climate. This group is led by the Vice President of R&D/Chief Sustainability Officer and includes Board members, senior leadership, functional leaders and operational leaders from all three JM businesses. This group meets quarterly to review progress against current sustainability targets and coordinate existing and new sustainability efforts.

GOVERNING BODY	MEMBERS	ROLE	SUSTAINABILITY-RELATED RESPONSIBILITIES
Board of Directors	Chairman, President & CEO, CFO, General Counsel	Strategic Oversight	Review and approve sustainability-related metrics and risk disclosures
Senior Leadership Team	President & CEO, CFO, General Counsel, Business Presidents, VP Procurement, CHRO, CIO, VP R&D/CSO, VP Engineering	Accountability & Direction	Oversee capital allocation, metric implementation, data quality and risk response
Sustainability Council	Senior Leadership Team, Operations Directors, Sustainability Technology Leader, Senior Director of Environment, Director of Material Science	Coordination & Validation	Coordinate cross-functional input and ensure consistency with standards and frameworks
Functional Leads	Global Energy Manager, Environmental Managers, Plant Managers	Data Ownership	Maintain and monitor data, trends and progress

STAKEHOLDERS & MATERIALITY

JM’s approach to sustainability is grounded in ongoing engagement with the stakeholders who are most affected by, or have influence over, our operations.

Throughout the year, we gather insights by collaborating with Berkshire Hathaway leadership, participating in industry associations business segment meetings and regularly communicating with our customers and suppliers.

JM is dedicated to navigating the constantly shifting landscape of the world while holding true to our values, commitments and responsibilities. That’s why we completed a double materiality assessment in 2024 to identify the non-financial material topics that are important to our company. The process included analyzing internal data, reviewing industry standards, benchmarking our peers and interviewing senior leaders of each business function.

Through quantitative and qualitative techniques, our assessment ranked and prioritized sustainability subjects which culminated in the material topics illustrated to the right. Our material topics are aligned with our governance philosophy and our four core values of People, Passion, Perform and Protect. JM’s approach to managing each of these material topics, including strategy, performance measurement and disclosures, is covered in the associated section of the report.

MATERIAL TOPICS THAT DEFINE SUCCESS AT JM

GOVERNANCE

Ethics & Compliance | Data Privacy & Cybersecurity | Risk Management



PEOPLE

Health & Safety

Attraction & Retention

Learning & Development

Inclusion



PASSION

Community Impact

Innovation



PERFORM

Product Performance

Customer Engagement

Supply Chain Management



PROTECT

Energy Use & Emissions

Waste & Circularity

Water Management

LONG-TERM FINANCIAL PERFORMANCE

ETHICS & COMPLIANCE

Conducting business with honesty and adherence to the law.

The foundation of JM’s success as a leading manufacturer of specialty and premium-quality building products rests on our commitment to honesty, integrity and adherence to applicable laws in the regions where we operate.

This commitment is formalized in our [Code of Conduct](#) ensuring that every employee is a steward of our 165-plus year heritage. By integrating ethical decision-making into our corporate governance, we uphold our reputation and responsibility to global stakeholders while pursuing sustainable growth.



Reporting & Resources for Ethical Conduct

We integrate rigorous legal compliance into our daily workflows, including anti-corruption measures and human rights protections within our supply chain. We strive to identify, prevent and minimize violations of laws, our policies and our procedures. To accomplish this, we maintain several secure channels for submitting complaints and reports and we uphold a strict non-retaliation policy to protect those who speak up.

JM employees, customers, business partners and other third parties can report concerns anonymously or otherwise through several means, including using the Berkshire Hathaway Ethics and Compliance Hotline or by emailing compliance@jm.com.

Values-Driven Compliance & Stewardship

To foster a culture of accountability, JM employees have access to a Global Ethics & Compliance Portal which provides resources to navigate legal and ethical issues that may arise. All our policies are available on this portal, including those regarding Antitrust and Competition, Ethical Behavior and Anti-Bribery, Workplace Harassment and Environment, Health and Safety (EHS).

To ensure these values are put into practice, all employees are required to complete annual online training covering our Code of Conduct, data privacy, cybersecurity and anti-corruption measures.

Our environmental compliance program is underpinned by an Environmental Management System (EMS). This system provides us with a structured approach to awareness, training and continuous improvement regarding pertinent environmental laws and regulations. We are proud to share that the majority of our facilities’ EMS programs are certified under [ISO 14001](#), ensuring our operational stewardship meets rigorous international standards.

93% **MANUFACTURING FACILITIES**
Are ISO 14001 Certified

89% **EMPLOYEES TRAINED**
On environmental topics

DATA PRIVACY & CYBERSECURITY

Leveraging emerging technologies to drive business value while upholding robust security standards.

We prioritize cybersecurity and data privacy with the same intensity as the physical safety of our people. Protecting our people, information and assets is a fundamental prerequisite for operational continuity. Furthermore, the protection of employee, customer and vendor data is integral to our ongoing operations, as continued confidence from our stakeholders is critical for success.

In an era where Artificial Intelligence (AI) and machine learning are evolving rapidly, we view these technologies as powerful enablers for productivity, reliability and data analysis, provided they are managed through a disciplined, risk-based approach.

“Emerging technologies like AI offer opportunities for deeper analysis, resulting in better understanding and productivity. These innovations must be managed appropriately, however, in alignment with our risk management strategy — to ensure protection of our assets, information and people.”

JOHN SHELLENBERGER

Vice President and Chief Information Officer

Strategic Governance & Oversight

JM’s Chief Information Security Officer (CISO) is responsible for managing a robust information security program that includes the maintenance of policies, an active Information Security Council, training and education.

- **ISO 27001 Certification:** JM’s customer-facing operations are ISO 27001 Information Security Management System certified, ensuring our practices meet international standards for security.
- **Industry-Leading Performance:** Through the Security Scorecard program, we hold an A rating (94 out of 100), consistently outperforming industry average.

The Human Element of Defense

To stay ahead of threats, we focus on the intersection of technology and human behavior. We prioritize protecting the company and our employees from cybersecurity threats and data privacy breaches.

- **Employee Awareness:** All employees are required to complete annual data privacy training. To ensure our team remains the first line of defense, we conduct mandatory quarterly cybersecurity training and regular phishing simulations.
- **Data-Driven Insights:** We are increasingly using AI and machine learning to analyze asset performance and sustainability data. This enable us to build predictive scenarios and identify variations in cost and performance with higher accuracy.

By bridging technology with a culture of awareness, we can harness the benefits of emerging technology while mitigating the risks of a digital world.

A (94/100) RATING FROM SECURITY SCORECARD PROGRAM

RISK MANAGEMENT & OPERATIONAL RESILIENCE

Protecting value and building agility in a complex global landscape.

In an operating environment defined by rapid change, complex global interdependencies and rising stakeholder expectations, effective risk management is a core component of responsible governance. We proactively identify, assess and manage risks to protect value, maintain operational resilience and uphold trust with our customers, employees and the communities in which we operate. By embedding disciplined risk practices into our governance structure, we safeguard our operations today while preparing responsibly for the uncertainties of tomorrow.

Business Continuity Planning

We ensure operational resilience across our global footprint, with 100% of our manufacturing locations using business continuity planning and impact analyses. This discipline ensures that critical operations can withstand and recover from disruptions, whether they stem from climate-related events, supply chain instability, cybersecurity threats or geopolitical uncertainty. This robust continuity framework minimizes downtime and financial loss while reinforcing our organizational agility, allowing us to deliver for our customers even under adverse conditions.

Third-Party Risk Management (TPRM)

Our business relies on a global network of suppliers and service providers, which can introduce vulnerabilities if not properly managed. Our TPRM program is a structured, proactive way to understand and control the risks that come from relying on external partners. Key elements of our TPRM program include due-diligence assessments, risk tiering, contract and compliance reviews, ongoing monitoring and clear governance roles. These practices ensure our partners meet our standards and strengthen resilience in our operations.

Climate Risk & Adaptation

In 2025, JM conducted a comprehensive climate risk assessment in alignment with Task Force on Climate-related Financial Disclosures (TCFD) recommendations. This analysis helped us understand how climate-related hazards may affect our operations and value chain. By integrating these findings into our long-term strategy, we are better positioned to adapt to environmental shifts and build a more resilient future.



WE ARE PEOPLE CHAMPIONS



Health & Safety →

Attraction & Retention →

Learning & Development →

Inclusion →

Our commitment to a culture of responsibility and operational excellence.

The health and safety of our people is the primary priority for our operations. We work to build a culture of responsibility where well-being is valued as much as productivity. We are continually improving our practices, investing in prevention and fostering awareness to ensure our work environment supports the safety of every employee. This mindset is embedded across all facilities through dedicated health and safety leadership, comprehensive risk assessments and ongoing monitoring of our operational standards.



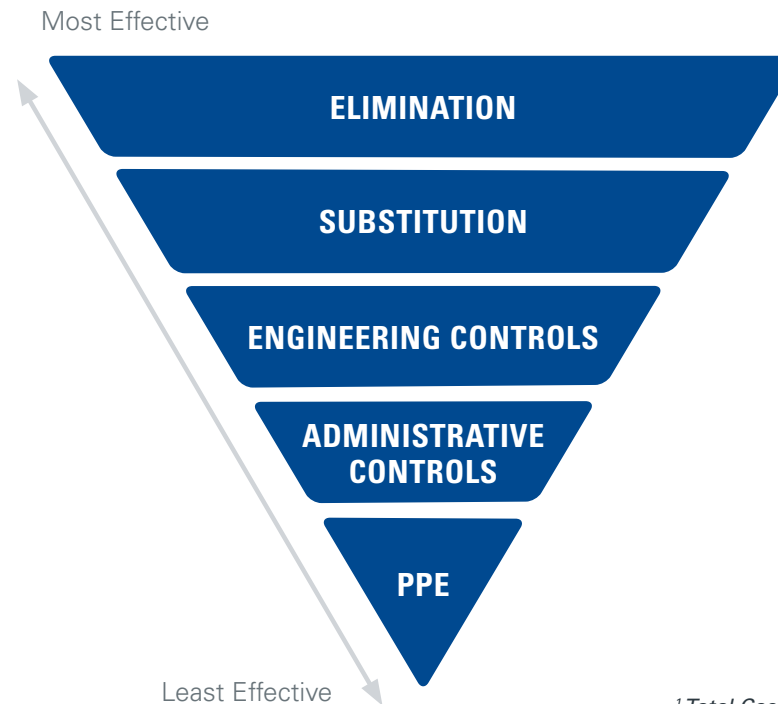
Prioritizing The Health & Safety of Our People

To effectively reduce risks and prevent injuries, we apply the National Institute for Occupational Safety and Health (NIOSH) hierarchy of controls. We follow a structured approach to assess a plant's overall safety performance, identify more effective controls and prioritize projects for continuous improvement. We closely monitor our progress to understand long-term safety trends and ensure every employee returns home safely.

Over the past two years, we have intensified our focus on identifying and ranking risk exposures while enhancing engineering controls and machine guarding.

Our investments are driven by specific needs, such as the development of robotic systems, with a dedicated engineer focused on eliminating high-risk tasks and traffic-related accidents.

Beyond technical systems, our safety strategy relies on the engagement of our people. Through periodic safety presentations, regular policy reviews and one-on-one safety conversations, we empower every employee to take ownership of their work environment and create a culture of safety. These efforts, combined with consistent training on safety responsibilities, ensure that our global workforce remains vigilant, informed and prepared to uphold our world-class safety standards.



SAFETY METRICS			
	2023	2024	2025
TCIR ¹	1.26	1.55	1.29
LTIR ²	0.36	0.37	0.37
Serious injuries	6	9	3
Fatalities	0	0	0
Near miss incidents	213	193	157
Number of days lost to work-related injuries	22	22	26
Number of work-related incidents	984	1021	889

¹ Total Case Incident Rate (TCIR): Number of injuries and illnesses x 200,000/employee hours worked.

² Lost Time Incident Rate (LTIR): Number of incidents involving workdays beyond the day of injury or onset of illness that the employee was away from work because of an occupational injury or illness, per 200,000 work hours.

Protecting Our People Through Cross-Site Safety Collaboration

When a severe heat wave approached our Willows, Calif., facility—with forecasted temperatures reaching 117°F—our team acted quickly to protect employee health and safety by leveraging our global safety network. During a health and safety alignment meeting, Willows Safety Specialist Arminda Mendoza connected with Gina Regent, Complex Safety Manager in Waterville, Ohio, who shared a proven solution: climate-controlled cool-down booths. Drawing on this cross-site collaboration, the Willows team installed AC-equipped cool-down booths throughout the plant within three days, providing immediate relief for employees working in extreme conditions.

This rapid, people-focused response highlights how safety knowledge sharing across our organization enables practical solutions, helps protect our workforce and supports safe, reliable operations during extreme weather events.



OSHA VPP Facilities

We believe a safe workplace is the foundation of a high-performing culture. We are proud to participate in the Voluntary Protection Program (VPP), a rigorous safety benchmark that evaluates our management commitment, employee engagement, training, workplace analysis and hazard prevention and control. To maintain VPP status, our facilities must implement an exemplary health and safety management system while keeping injury rates consistently below the national industry average.

A special highlight from 2025 is our Tucson Ariz., facility achieving recertification status. This achievement is a testament to our team’s dedication to workplace analysis and continuous training. By meeting these elite standards, we ensure that our people remain protected while we continue to deliver the products our customers rely on.

FACILITIES WITH OSHA VPP		
Plant Name	Year First Awarded	Next Certification
Tucson, Ariz.	2007	2029
McPherson, Kan.	2007	2026
Jacksonville, Fla.	2008	2026
Richland, Miss.	2010	2029
Fernley, Nev.	2010	2027
Lewiston, Maine	2012	2026
Scottsboro, Ala.	2013	2026
Richmond, Va.	2015	2028

Safety by the Numbers

Recognizing the facilities that exemplify our ‘Safety First’ mindset through measurable results.

2 Years

WITHOUT A RECORDABLE INJURY:

Houston, Texas

1 Million

HOURS WORKED WITHOUT A RECORDABLE INJURY:

Etowah, Tenn.

1 Million

HOURS WORKED WITHOUT LOST TIME DUE TO INJURY:

Willows, Calif.

99% Employees

TRAINED ON SAFETY TOPICS



Prioritizing Wellness: Critical Health Services Brought Directly to Our Innisfail Team

In 2025, nearly 90 employees and family members visited a mobile clinic from the Prostate Cancer Centre in Innisfail, Alberta, Canada. The clinic provided blood pressure and blood sugar checks, mental wellness support and prostate cancer tests for men 40 and older. According to HR Manager Cathy Ouellette, “In the Innisfail plant, there have been at least six employees over the past 15 years who have experienced prostate cancer, so we have seen the impact firsthand.” Early detection is vital and potentially lifesaving. By supporting our team’s health, we ensure our people have the opportunity to thrive.

Beyond medical insurance, JM provides digital health apps and virtual care to help employees make informed health decisions.



Pedaling the JM Extra Mile: Our Trnava Team Combined Physical Wellness With Sustainability

We encourage employees to prioritize their health and well-being, a commitment the Trnava, Slovakia team demonstrated by participating in the 2024 National Bike to Work competition. Over the course of a single month, 75 dedicated employees cycled a total of 10,353 miles. Highlighting this impressive effort, four colleagues biked to work 21 days during the challenge, proving that small daily choices can lead to significant collective results.

Trnava’s efforts earned the facility 12th place in the country, serving as a powerful example of our people’s dedication to health and sustainability. By trading vehicles for bicycles, the team not only improved their physical fitness but also contributed to a reduction in local commuter emissions. This initiative underscores how JMers across the globe live our core values by taking active steps to protect their health and the environment.



The Vital Role of Nurses: Championing Health & Safety

We employ an Occupational Health Manager who supervises six nurses across our facilities to support our people. These professionals do more than respond to workplace injuries; they manage critical compliance activities, including respirator fit testing, hearing conservation programs and ergonomic assessments. By leading incident investigations and participating in emergency response teams, our nurses help maintain and promote a secure and safe work environment.

Beyond compliance, our nurses foster a wellness culture through education and outreach. Recently, the site nurse at our Cleburne, Texas, facility organized a health and safety fair for employees and their families. This event raised awareness of safety concerns while providing resources for maintaining long-term health. These initiatives ensure our workforce remains healthy, informed and empowered to prioritize their well-being daily.

Investing in our people to drive quality, innovation and long-term success.

A strong people program ensures JM attracts the specialized talent needed to build lasting partnerships and produce high-quality products for our customers. Our legacy of trust, loyalty and mutual success continues to set JM apart as a preferred employer and a reliable partner. Our value extends beyond maintaining a supportive and stable work environment. We are focused on hiring and retaining top professionals across generations, who take pride in their communities, lend a helping hand and realize the importance our products play in enhancing our way of life.

By empowering every employee to learn and thrive, we foster connected professional and personal values that span entire careers. Our commitment to professional development drives high retention at JM. We foster a culture of opportunity by providing our people with the tools and opportunities to grow their careers.

Through a culture of continuous development and growth, we ensure our workforce remains as resilient and forward-thinking as the products we create.

Women in Engineering

Beyond local outreach, we are committed to increasing representation and support for women in Science, Technology, Engineering and Mathematics (STEM) fields.

We recently participated in the Society of Women Engineers annual conference to promote JM as an Employer of Choice for women in engineering. Events like this provide opportunities for networking, career insights and connection with industry leaders. Our Talent Management team's presence at these conferences underscores our commitment to investing in a diverse workforce and a culture where every engineer has the resources and support to reach their full potential.



Building Skills From The Ground Up

Our Tucson facility empowers the next generation of skilled machinists.

In 2025, our Tucson, Ariz. plant reached a major milestone by launching an apprenticeship program in partnership with Pima Community College. While our Tucson team has long offered internal cross-training, this new model is formally recognized by the Arizona Department of Labor, providing employees with added credibility and a clear path toward becoming CNC Machinists. The program blends classroom instruction with hands-on shop floor immersion, pairing apprentices with mentors to ensure they master our specific processes and quality standards from the start. By investing in our people through this structured development, we are addressing the challenge of a retiring workforce while building a steady pipeline of versatile talent. As Plant Manager Mike Taggart notes, this initiative is more than just a training tool; it is a tangible investment in a culture where every team member feels valued and empowered to grow.

Cultivating Future Talent

Developing the next generation of talent is a cornerstone of our attraction strategy.

We actively engage with students by building meaningful connections with local universities, colleges and trade schools to support their transition into the industrial workforce. In 2025, students from the Colorado School of Mines visited our research facility in Littleton, Colo., to see firsthand how products are developed and tested. Similarly, students from McPherson College visited our McPherson, Kan., plant to gain working knowledge of material properties and strengths as well as industrial processes. These engagements bolster our community relationships and build a sustainable pipeline for future JM leaders.



Tucson, Ariz.





Chris Sheffield

From Intern to Plant Manager

How a culture of mentorship at JM fuels professional growth and operational excellence.

For Chris Sheffield, the journey from intern to Plant Manager in Willows, Calif., was paved by a culture designed for growth. Since joining JM in 2016 following four years in the U.S. Army, Sheffield has navigated a rapid ascent from Developmental Engineer to plant leadership.

Sheffield credits his success to the JM Experience and its focus on developing people. “At JM, it’s not just about putting a name on a list, it’s about putting them on a path and making them ready,” he explains. Sheffield moved through engineering roles by treating job descriptions as study guides and prioritizing the essential skill of listening.

A collaborative, supportive team experience defines the workplace. Whether it was former managers providing guidance or coworkers sharing technical specialties, the environment is built on mutual success. “People generally want to help you. I know I could call pretty much anyone and they’d say, ‘let me grab my boots,’” Sheffield says.

Sheffield’s story serves as a blueprint for how to build a career at JM. By fostering a workplace where employees are encouraged, supported and promoted into higher levels of responsibility, we ensure that when opportunity knocks, our team is prepared to lead.



Adelina Herrera

Owning Your Space: A Journey of Drive and Mentorship

Adelina Herrera balances commercial finance leadership with a passion for people.

With 16 years of experience at JM, Adelina Herrera, Manager of Commercial Finance for Roofing Products, has built a career defined by steady growth and a relentless drive.

Starting in the Credit Department, Herrera progressed through several analytical roles across the business before stepping into her current leadership position.

She attributes her success to a firm work ethic and a business partnering mindset, where she collaborates across functions to drive financial outcomes. Central to her journey has been the influence of selfless mentors who championed her development—a trait she now mirrors as she manages her own team.

Beyond her financial expertise, Herrera has successfully navigated her career while also prioritizing her family, choosing paths that allowed her to remain present during her daughter’s formative years. As an active member of the Women’s Inclusive Network, she encourages the next generation of women to broaden their perspectives and confidently claim their place in the professional world. Her guiding philosophy is a powerful reminder for any aspiring leader: “Own your space! You’re there because you deserve it, have proven it and are capable of it.”



Joann Bomar, center

A Legacy of Excellence: Celebrating 50 Years With JM

Recently retired Production Operator Joann Bomar reflects on a half-century of dedication and the evolution of Spartanburg.

In 1976, 18-year-old Joann Bomar joined the Spartanburg, S.C., facility—long before its acquisition by Johns Manville. What she expected to be a short-term job turned into a 50-year career. When Bomar retired in June 2025, she was the second woman in the plant’s history to reach this incredible milestone.

Throughout her tenure, Bomar witnessed the plant’s transition from texturizing to producing advanced polyester nonwovens.

Her deep process knowledge and consistent performance made her a cornerstone of our production team.

Beyond her technical skills, Plant Manager Andy Universal highlighted her positive impact on our workplace culture, noting her ability to bring joy to the team even on challenging days. Bomar attributed her longevity to the strong partnerships and mutual value shared with her colleagues. We’re incredibly grateful for Bomar’s half-century of service and the lasting legacy she leaves at the Spartanburg plant.

25 Years & Beyond

Founded in 1929, our Quarter Century Club celebrates employees who reach the 25-year service milestone. It is a powerful symbol of a culture of dedication among employees around the globe.

In 2025, the Quarter Century Club welcomed 82 new North American members and in Germany we celebrated 18 employees with 40 years of service. From South Carolina to Europe, these milestones underscore our commitment to foster a high-performing, inclusive culture that attracts and retains top talent and empowers all employees to learn and thrive throughout their careers.

Our retention rates are high, in part because of our focus on internal promotions. We provide our people with the tools and opportunities they need to grow their careers within JM.

670

QUARTER CENTURY CLUB MEMBERS IN NORTH AMERICA

436

QUARTER CENTURY CLUB MEMBERS IN EUROPE

Building a resilient organization through continuous skill development and professional growth.

Investing in learning and development is essential for any company committed to long-term sustainability. When employees have opportunities to grow their skills, they become more adaptable, innovative and empowered to contribute to global objectives. By prioritizing continuous development, we strengthen our company and ensure our teams are prepared for the evolving demands of the industry.

Our Talent Management team provides a comprehensive suite of online and in-person tools designed to help individuals and teams grow professionally and reach their full potential. Training programs include:

- Crucial Conversations: Mastering Dialogue and Accountability
- Getting Things Done
- Power of Habit
- New Manager Training
- Frontline Leadership Training
- New Manager Assimilation
- 360 Review: How to Give and Receive Feedback
- Manager as a Coach
- ExecOnline

Emerging Leader Development Program

A key component of our strategy is the Emerging Leader Development Program, which prepares high-potential employees for future leadership roles while enhancing performance in their current positions.

Conducted over 18 months in four distinct phases, the program focuses on leadership skills awareness and development, team building and direct exposure to senior leadership. This structured approach ensures that our future leaders develop the necessary networks and strategic mindset to drive our success for years to come.



Free Membership to Women in Manufacturing

JM partnered with the Women in Manufacturing Association to offer free memberships to JM employees.

Women in Manufacturing is known for its commitment to fostering a diverse and inclusive manufacturing sector and offers valuable resources for members including networking with industry leaders and access to workshops, webinars, training programs and mentorship opportunities. Nearly 200 JMers have signed up to help advance their careers.





Lorenzo Contreras

Investing in Ambition: Lifelong Learning at JM

How our tuition reimbursement program advanced Production Supervisor Lorenzo Contreras’ leadership career.

For Lorenzo Contreras, a Production Supervisor in Willows, Calif., professional growth is a lifelong endeavor. A JM employee since 2016, Contreras recently earned a Bachelor of Science in business and a certificate in management from the University of Phoenix. His journey was made possible through our tuition reimbursement program, an initiative designed to help employees sharpen their skills while maintaining their careers.

Balancing full-time work, family and studies was a significant undertaking. “My children inspired me every day; I wanted to demonstrate that it’s possible to achieve your goals at any stage of life,” Contreras said. While his initial focus was on an Environmental Health & Safety role, the JM Experience empowered him to pivot toward a leadership path, where he now is a valued member of the plant’s supervisory team.

This is a primary example of how we are People Champions—by removing financial barriers to education, we ensure our workforce remains competitive, motivated and prepared for future challenges.

LEARNING & DEVELOPMENT METRICS	
	2025
Internal promotion rate	50%
Number of Mentees	68
Number of Mentors	129
Average number of training hours in Health, Safety and Environment	8

JM Employee Mentoring

To further support internal growth, our JM Employee Mentorship Program facilitates the transfer of knowledge and skills while strengthening internal networks. Created by the Women’s Inclusive Network (WIN@JM) employee resource group, the program is available to employees across the company looking to reinforce their professional expertise. Mentees are nominated by their leaders and matched with experienced mentors who volunteer their time to guide their development. With 129 mentors signed up to support 68 mentees, this growing initiative is central to our ability to promote from within and sustain a culture of shared success.



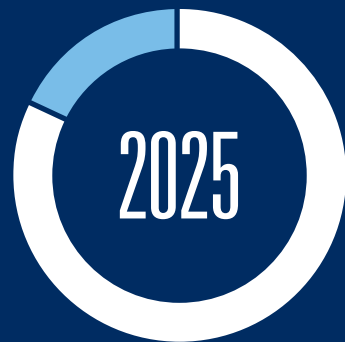
“Mentorships can take many forms, and I’m truly grateful for the way JM has invested in its people. It’s clear that this initiative is not just about individual growth but about strengthening the business as a whole.”

GABRIELLE SCHENFELD

Regional Services Manager, Mentee

Fostering an inclusive environment where every employee can succeed.

Inclusion is critical to the long-term success of JM. We are committed to attracting, developing and retaining a diverse workforce that fosters an environment where all employees are treated with dignity and respect. By embracing a wide range of perspectives, we strengthen our ability to innovate and solve complex challenges for our customers and stakeholders. At JM, we believe that an inclusive workplace is not just a social responsibility but a fundamental driver of our company's resilience and success.



GLOBAL GENDER DIVERSITY

Gender data remained consistent from 2023 to 2025

82% Male

18% Female



GLOBAL GENERATION DIVERSITY

Generational data varied by less than or equal to 2% from 2023-2025

13% Gen Z

39% Gen X

38% Millennial

10% Baby Boomer

Employee Resource Groups

A key component of our inclusion strategy is our Employee Resource Groups (ERGs). These volunteer, employee-led groups provide a platform for connection, mentorship and professional development. All employees are encouraged to participate in these groups to celebrate the value of our differences and build a stronger, more unified JM. From supporting women, to parents and caregivers, our ERGs are vital to creating the inclusive work environment we strive for every day.



WIN@JM is focused on supporting women at JM. This group provides a forum for discussion and raises awareness around topics uniquely relevant to women in the industry. We are proud to share that between 2023 and 2025, women represented 30% of our senior leadership team and 75% of the JM Board of Directors. This steady performance reflects our ongoing commitment to fostering a high-performing and inclusive culture that empowers all employees to lead and thrive.



ADAPT (Able and Disabled Allies Partnering Together) is focused on supporting individuals with disabilities, their caretakers and family members.



embRACE seeks to find the commonality in our diverse cultures, backgrounds and socioeconomic statuses to create a community.



JM PRIDE promotes tolerance and acceptance throughout JM and the communities where we live and work.

ERG Highlight: WolfPACK

JM Wolf PACK is dedicated to building a robust support structure for working parents and caregivers, providing the networking and educational resources they need to learn, grow and develop their careers while nurturing their families.

In 2025, we took this commitment a step further by launching our Baby Gift Program. This initiative allows us to celebrate our colleagues' new arrivals with a small token of appreciation, signaling that their growing families are a valued part of the broader JM community. Since the program's launch, we have had the joy of providing over 100 gifts to new parents across our global locations.

Beyond our Baby Gift Program, we are dedicated to our working parents through initiatives such as Milk Stork. This service provides a seamless solution for nursing parents who travel for work, offering secure, efficient shipping and storage for expressed milk. By providing professional guidance and reliable logistics, we ensure our team members can focus on their professional goals without compromising their family's needs.

SHARING WOMEN'S STORIES

Each quarter, JM's Women's Inclusive Network (WIN), publishes an interview featuring exceptional and talented women across the company. Through this ongoing series, JMers have learned about the dedication, drive and success of the women at JM.



The Power of a Supportive Team

More than 25 years ago, Arminda Mendoza started her career at JM at 19 years old as a temporary worker. As Health and Safety Specialist in Willows, Calif., she spends much of her time listening to resolve team members' pain points. Her journey is defined by resilience, including balancing long shifts while raising her children. Her advice to the next generation reflects on her own career: "Surround yourself with a team of people who care for you and always keep the end goal in mind. If you are always looking down, you might miss the direction in which you are headed."



Overcoming the Impossible

Single mother Julie Schutt joined our Defiance, Ohio, plant in 1998—a move she calls a "lifesaver" for her family. After a decade, she made history as the first female Journeyperson at JM in the U.S through the Maintenance Apprenticeship program. She was further tested in 2020, when she made a full recovery from a broken neck following a motorcycle accident. Now a mentor in our employee mentorship program, Julie reminds others, "You're never too old to make your life better."



A New Era of Sales Leadership

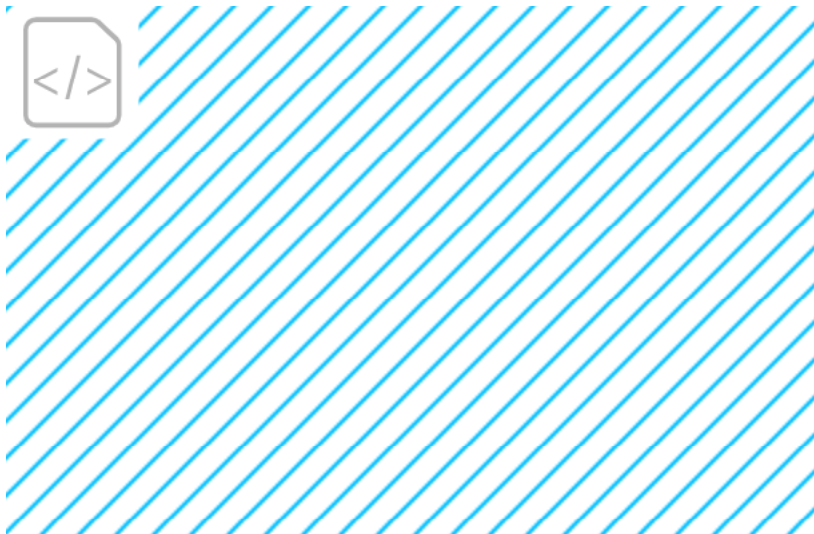
Megan Keyes has built a 23-year career at JM defined by hard work and strategic insight. As the Preferred Accounts Leader for Roofing Systems, she manages a team of nine employees- seven who are women reflecting her dedication to an inclusive workforce. Megan is passionate about removing barriers for women in sales, believing diverse perspectives are a key business enabler. "Women bring compassion to sales," she notes. Through the combination of technical expertise and a people-first mindset, Megan continues to solidify our position as a trusted partner and reminds us that success is driven by a cohesive team that values diverse talents.

Comfort For a Hero: Renewing a Veteran’s Home

Our team partnered with Military Makeover to support a Purple Heart recipient.

We recently partnered with Military Makeover with Montel (a television program) to provide energy-efficient upgrades for Carlos Colón-Ruiz, a Purple Heart recipient in Arlington, Texas. Colón-Ruiz suffered life-altering injuries during a tour of duty in Afghanistan and returned home to a house that struggled against the Texas elements.

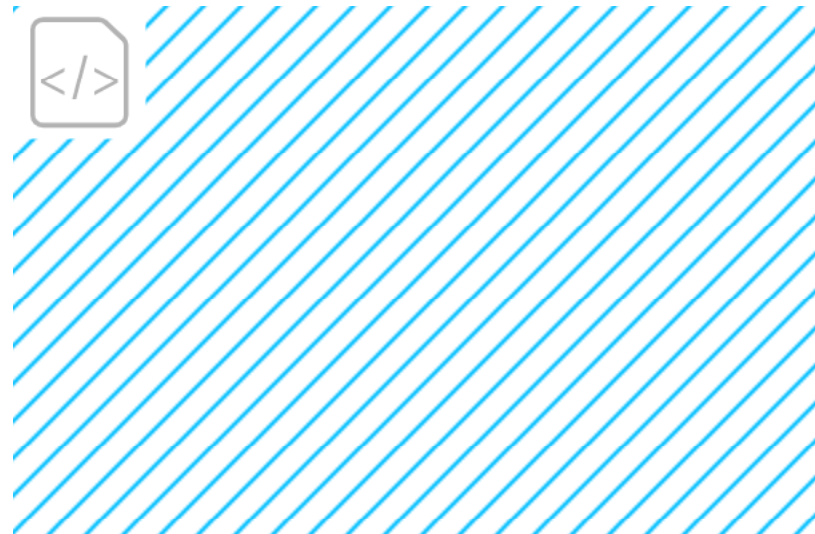
Dallas Territory Manager Pete Wenger collaborated with Builders Insulation to upgrade the home’s attic from R15 to the current R38 code. Our team donated and installed blown-in product in the attic and garage, a move expected to reduce the family’s energy costs by 50%.



Discipline & Expertise: A Day in The Life of Sundeeep Gopagoni

Our Engineered Products marketing team recently captured a behind-the-scenes look at the daily life of Sundeeep Gopagoni, a Senior Technical Service Engineer at JM.

Gopagoni begins his mornings with yoga and prayer to set a focused tone before heading to our Waterville, Ohio plant—or traveling to customer sites—to lead product trials, troubleshoot and ensure process optimization. After a day spent solving complex technical challenges for our fiberglass customers, he prioritizes quality time with his family, often enjoying backyard cricket matches with his two sons. Watch the full video to see how Gopagoni blends professional discipline with personal passion to deliver his best every day.



Celebrating Native American Culture & Tradition

Last year, JM sponsored more than a dozen employees from our Denver, Colo., and Littleton, Colo., facilities to attend the 49th annual Denver March Powwow.

For Priscilla Woodward, Executive Assistant and member of the Navajo Kinyaa’aanii clan, the event is a vital connection to her heritage that showcases traditional singing, storytelling and art. “My Mother did her best to take me to the powwow annually, and it’s become an event that’s very close to my heart,” Woodward shared, encouraging everyone to experience the rich cultural exchange. By supporting attendance at events like the Powwow, we foster a deeper understanding of the diverse backgrounds that strengthen our workforce and our community.



OUR PASSION

IS IN GOING THE
EXTRA MILE



Community Impact →

Innovation →

Partnering with our local communities to deliver meaningful, practical support.

Our facilities are essential pillars of the communities where our people live and work. We are committed to making localized impacts that are as tangible and dependable as the products we manufacture. Our strategy for social responsibility mirrors our business philosophy: to focus time and resources on high-value projects, using sound capital stewardship to ensure our contributions deliver lasting benefits.

JM STARS

JM STARS (Striving to Assist, Respond, and Serve), is an employee-led board that fosters volunteerism by connecting employees, their families and friends of JM with causes that resonate with their personal passions. JM STARS programs are active in our Denver, Colo., Littleton, Colo. and Defiance, Ohio, facilities.

Global Community Day

Our annual keystone event, Global Community Day, serves as the focal point of this commitment. Each year, JM employees across North America and Europe dedicate their time and energy to worthy causes, from improving local infrastructure to supporting essential safety and education programs. Beyond this day of service, we maintain a steady focus on being a good neighbor throughout the year. By empowering our people to lead community initiatives, we ensure that JM's presence continues to provide stability and support to our neighbors while reflecting our core values of People and Protect.

TRNAVA, SLOVAKIA



BOBINGEN, GERMANY



WERTHEIM, GERMANY



WATERVILLE, OHIO, U.S.



DENVER, COLO, U.S.



INNISFAIL, ALBERTA, CANADA





Community Connections in Trnava

A dedicated team of five volunteers from our Trnava, Slovakia plant spent a meaningful day at a local home for the elderly during its annual open house and Autumn Fair. The facility serves 150 residents, many of whom are wheelchair-bound, and we were honored to help ensure they could fully participate in the day's festivities. We assisted residents in reaching the main venue to enjoy local dancing and singing performances before we transitioned to serving coffee, cake and lunch. The staff, who often manage these events alone, shared their heartfelt thanks for our presence, as our support allowed them a rare moment to enjoy the celebration alongside the residents. By stepping in to help, we reinforced our passion for providing stability and joy to our neighbors.



Running Together, Giving Together in Wertheim

Our Wertheim, Germany team celebrated Global Community Day with running shoes and incredible team spirit at the annual 'Wertheimer Messelauf.' For the third consecutive year, we secured the trophy for the largest participating company, with 107 JM runners crossing the finish line in our signature JM blue. While the trophy was a point of pride, the real victory was the support we generated for two organizations close to our hearts: the Malteser International Hospice and the Women's and Children's Shelter Main-Tauber-Kreis. Through our team's participation, we provided donations to help these groups offer comfort to those in difficult moments and safety to those affected by domestic violence, proving our competitive drive is at its best when it benefits our neighbors.



Making a Difference in Bobingen

Our team in Bobingen, Germany joined Global Community Day by supporting the 'Bobinger Table,' a local Caritas initiative that provides essential food and hygiene items to 120 families in the region. Our volunteers spent the day collecting, sorting and distributing goods from local supermarkets and donors to those in need, while other team members contributed through a plant-wide in-kind donation drive. By treating the community's needs as our own, we were able to deliver tangible support and foster a spirit of gratitude and optimism across the Bobingen area.



Building Playgrounds & Restoring Dignity in Ohio

Our JM Waterville, Ohio team embraced community service on several fronts, proving that a little effort can make a massive difference. For months, the Stranahan Elementary PTA dreamed of an inclusive playground where children of all abilities could play side by side. Led by Ryan Brueshaber, Advanced Research Technologist, our Waterville volunteers showed up to turn that vision into reality. By digging, lifting and staying long past their scheduled shifts, our team pushed the project ahead of schedule. Today, every child in the community has a place where they belong, built by a crew that truly cares. Meanwhile, what started as a simple question from an 8-year-old girl—“Mommy, won’t his feet be cold?”—sparked the creation of an Ohio-based nonprofit dedicated to providing new socks to those in need. We partnered with Hannah’s Socks to provide warmth and dignity to our neighbors. For two weeks, collection bins overflowed with 1,380 pairs of new socks.



Leading by Example: JM Leaders Volunteer at Food Bank of the Rockies

JM’s Directors and Senior Leadership Team packed nearly 10,000 meals during their annual summer leadership meeting in Denver, Colo. They volunteered with the Food Bank of the Rockies, the region’s largest hunger-relief organization serving families across Colorado and Wyoming. Leaders including CFO Sabine Schmidt (retiring August 2026) and former Insulation Systems President, and Chairman (as of August 2026), Greg Clark spent the afternoon working in the warehouse to help combat food insecurity across the Rocky Mountain region.

In just a few hours, the team packed 260 boxes of bottled water and more than 1,600 bags of black beans, totaling over 11,500 pounds of essential supplies and contributing to 9,637 meals for those in need. The effort reflects our commitment to service and community engagement, with leadership stepping beyond the boardroom to support the communities where we operate.



Rooted in Sustainability: Innisfail Team Partners With Local Schools

For the second consecutive year, JMers teamed up with the Town of Innisfail in Alberta, Canada to celebrate Earth Day by providing environmental education and hands-on tree planting for 70 local middle school students.

Under the guidance of Town horticulturists and JM Environmental Specialists, the students planted a diverse selection of 82 trees and shrubs, including Lodgepole Pine, White Birch and Saskatoon. To ensure the survival of the new greenery, the children also crafted mesh covers to protect the plants from local wildlife. The positive feedback from teachers and town staff was immediate, with requests for JM to host the event again next year. By investing in the local landscape and the next generation of environmental leaders, our Innisfail team continues to improve their local community through meaningful action.

Enhancing performance through disciplined, high-value technological advancement.

Our approach to innovation is driven by a solutions mindset focused on addressing practical challenges for our customers and stakeholders. We continuously explore new approaches to deliver on the evolving needs of global markets. By bridging our material science expertise with emerging technologies, we ensure new solutions — from product development to process optimization — are financially viable and deliver return on investment.

Our commitment to innovation is exemplified by recent advancements across our three business units. In Roofing Systems, the launch of QuickFoam has redefined installation efficiency and performance. Our Engineered Products team earned the FILTREX Innovation Award for pioneering filtration technologies that address growing air quality demands. Beyond our products, we are advancing investments in AI and automation solutions to ensure our manufacturing operations are resilient and future-ready.



JM Receives the FILTREX 2025 Innovation Award

Circular thinking and innovative collaboration deliver economic advantages and environmental benefits.

JM was recognized with the FILTREX™ 2025 Innovation Award for developing a new recycling process that converts post-industrial glass microfiber filtration media into valuable products. [You can read the full recap here.](#)

Developed in partnership with PureLoop GmbH (Austria), this innovation addresses the challenge of recycling filter media production scrap, trim waste and out-of-spec material that would otherwise be sent to the landfill. By combining this material with recycled PET or ABS polymers, pellets are created for use in injection-molded products such as putty knives, tile spacers for JM's GoBoard® and other non-structural molded parts.

Mechanical testing at JM's Technical Center confirmed these recycled fibers provide significant reinforcement, enhancing the strength of the final molded parts. This solution offers significant environmental and economic advantages including landfill avoidance, reduced input material costs and lower embodied carbon.

Looking ahead, we plan to explore the scalability of this technology to include end-of-life HVAC filters and frames, further demonstrating our commitment to resource efficiency and sustainable manufacturing.

Innovation in Action: Driving Value Through Intellectual Property

How our passion for discovery protects our competitive edge and the environment.

Longevity is built on our ability to solve real-world problems through disciplined innovation. This year, we secured 39 new patents, bringing our active portfolio to 609 and ensuring the JM Experience remains synonymous with cutting-edge performance.

A standout example of this spirit is the work happening within our Insulation Systems business. In 2025, our research teams helped publish eight patents for next-generation solutions, including formaldehyde-free binders. These innovations reflect our commitment to reducing hazardous chemicals while maintaining high performance standards. By bridging advanced chemistry with sustainable manufacturing, the team continues to show that we can deliver products that are both environmentally responsible and financially viable.

39 NEW PATENTS
In 2025

609 ACTIVE PATENTS
In the JM Portfolio

27 Women at JM Hold Patents

“As women we tend to nurture even the smallest ideas and pay attention to subtle differences which otherwise tend to be overlooked,” says Urna Lester, a Research Scientist at JMTC in Littleton, Colo., who holds a whopping 32 patents. “If you are passionate and patient, everything is possible.”

Lester has made a number of inventions that have been particularly impactful for JM, including a formaldehyde-free, bio-based fiberglass binder (Alpha binder with 95% bio-based carbon content). This binder was awarded the Green Chemistry award from the United States Environmental Protection Agency (EPA).

Zeb Sukle, Director of Innovation and Commercialization for Roofing Systems, says it is “an exciting time to be a woman in the science and engineering fields.” She holds an impressive 11 patents for inventions related to roofing membrane adhesive, magnetic roof attachment and sheet roofing with pre-taped seams, among others.

“Today’s patents help secure tomorrow’s opportunities,” Sukle said. “I am proud of all the patents that I do have because they are ways for us to continue to make JM relevant in the market space now and in the future.”

You can watch [Sukle’s full interview](#) to learn more.

Delivering a Purposeful Solution

Enhancing performance and efficiency through high-value technological advancement.

We continuously innovate to strengthen our product portfolio, advance building science and improve manufacturing capabilities. This commitment is reflected in recent advancements across our company.

In our Roofing Systems business, we introduced JM QuickFoam® Adhesive—a two-part, low-rise polyurethane foam designed to improve contractor efficiency. It enables secure attachment of fleece-backed membranes and insulation boards, either to each other or directly to the roofing deck.

As Jeff Job, Roofing Systems Product Manager, notes: “As the adhesive cures, it retracts to reduce membrane telegraphing, resulting in a smoother finish while remaining flexible for superior impact absorption.” These performance properties are critical for systems designed to meet FM Global’s Very Severe Hail (VSH) rating, the highest standard for impact performance.

In addition to improving installation speed and durability, JM QuickFoam® Adhesive delivers enhanced bond strength with exceptionally low VOC content (less than 50 grams per liter).



Optimizing Operations With Smart Automation

Robotic technologies reduce injury risk and advance productivity at JM plants.

We prioritize the safety and well-being of our people by continuously evolving our manufacturing capabilities. We recently established a new automation group within our engineering department, tasked with designing and implementing robot-centric workflows. This group’s goal is to transition repetitive tasks to automated systems, allowing our human team members to focus on higher-value responsibilities.

Bryan Verschoor, Automation Engineering Manager, explained that the manufacturing industry presents challenges, including difficulty in hiring for certain positions. He said, “Certain jobs may be better suited for robots than humans. Robots are being deployed to address these issues, particularly where tasks are highly repetitive or the risk of injury is high.”

According to Verschoor, the design of these new workflows is also focused on further reducing injury risks. For example, we are designing systems to reduce human exposure to traffic by having robots handle work in product cutting, packaging and receiving.

To ensure safety, we use a variety of controls to separate and protect human workers from their robot counterparts. We plan to increase robotic projects by about 35% over the next several years. As we grow, we are exploring emerging technologies like machine learning to further lessen the physical burden on our employees and improve quality assurance. Installation projects are already in progress in Phenix City, Ala., and Cornwall, Ontario, Canada.



“Certain jobs may be better suited for robots than humans. Robots are being deployed to address these issues, particularly where tasks are highly repetitive or the risk of injury is high.”

BRYAN VERSCHOOR

Automation Engineering Manager for Engineering and Process Research

WE PERFORM

AT A SUPERIOR LEVEL



Product Performance →

Customer Engagement →

Supply Chain Management →

We manufacture products with a keen eye for performance, durability and environmental impact.

Our solutions form the essential, often unseen, foundation of the built environment, delivering safety, structural integrity and energy efficiency, even under demanding conditions.

Our approach to product stewardship is long-term and data-driven. We rigorously test our products to assess their real-world performance, helping our customers achieve their objectives and ensuring that we can stand behind every solution we bring to market.

45% **PRODUCT GROUPS**
With environmental or health certifications/declarations

33 **PRODUCTS**
With certified recycled material

34 **PRODUCTS**
With GreenGuard or GreenGuard Gold certification

Environmental & Health Certifications

We conduct comprehensive Life Cycle Analyses (LCA) to provide transparent communication with our stakeholders and understand the environmental footprint of our products. This ensures our sustainability claims are aligned with industry best practices. LCA data allows our design teams to identify and reduce impacts throughout the manufacturing process—from raw material extraction to transportation and the manufacturing process. We translate these findings into third-party verified Environmental Product Declarations (EPDs), the majority of which are accessible via the [UL Solutions SPOT database](#). These reports provide designers and specifiers with the verified data necessary to make informed, sustainability-aligned choices for modern building projects.

In addition to LCAs and EPDs, JM maintains additional product certifications to support high-performance building standards and help our customers achieve [USGBC LEED](#) credits. Our products carry certifications such as GREENGUARD and GREENGUARD Gold for low chemical emissions, as well as verified Recycled Content and Formaldehyde-Free claims. We also provide Health Product Declarations (HPDs) to disclose material ingredients transparently.

Quality & Product Testing

To ensure consistency and reliability, we maintain a corporate quality framework across all global facilities that is continuously improving. While several of our plants hold formal [ISO 9001](#) certifications, every facility is held to the same high standards for process control and customer satisfaction, ensuring that quality and continuous improvement are upheld.

46 **PRODUCTS**
With EPDs

9 **PRODUCTS**
Certified Formaldehyde-Free





“Our products support resilience in the built environment. By maximizing energy efficiency, our insulation provides a critical shield that allows a building to sustain itself and protects its occupants during power outages.”

JR BABINEAU

Research Manager and Building Scientist

Built to Protect: Weathering the Storm

Change is nothing new to Research Manager and Building Scientist JR Babineau.

After nearly 30 years at JM, JR Babineau’s work has helped us anticipate industry trends and develop innovative solutions among significant market and environmental changes. When asked about his focus today, he emphasizes one key theme: resilience.

As the climate changes, the built environment faces increasing risks from severe weather events including very severe hail, water damage and fire. Achieving resilience requires market understanding, innovation and rigorous testing.

Babineau proactively addresses evolving risks by navigating changes in building codes, insurance ratings and certification requirements. For instance, the growing need for better water vapor management in the building envelope has fueled demand for JM products, and a more nuanced understanding of vapor transmission under different conditions. Furthermore, the critical role of proper insulation in ensuring home survivability during extreme weather and power outages is becoming increasingly evident. These challenges present an opportunity to develop solutions that not only meet customer needs and perform against severe weather but also offer potential life-saving benefits.

Innovation is central to addressing these challenges. Babineau explains, “Our R&D team is always working on enhancing the beneficial qualities of our products. Whether that means improving fire resistance, expanding our portfolio of Formaldehyde-Free products or reducing the heat-island effect, what we are really doing is innovating for resilience.”



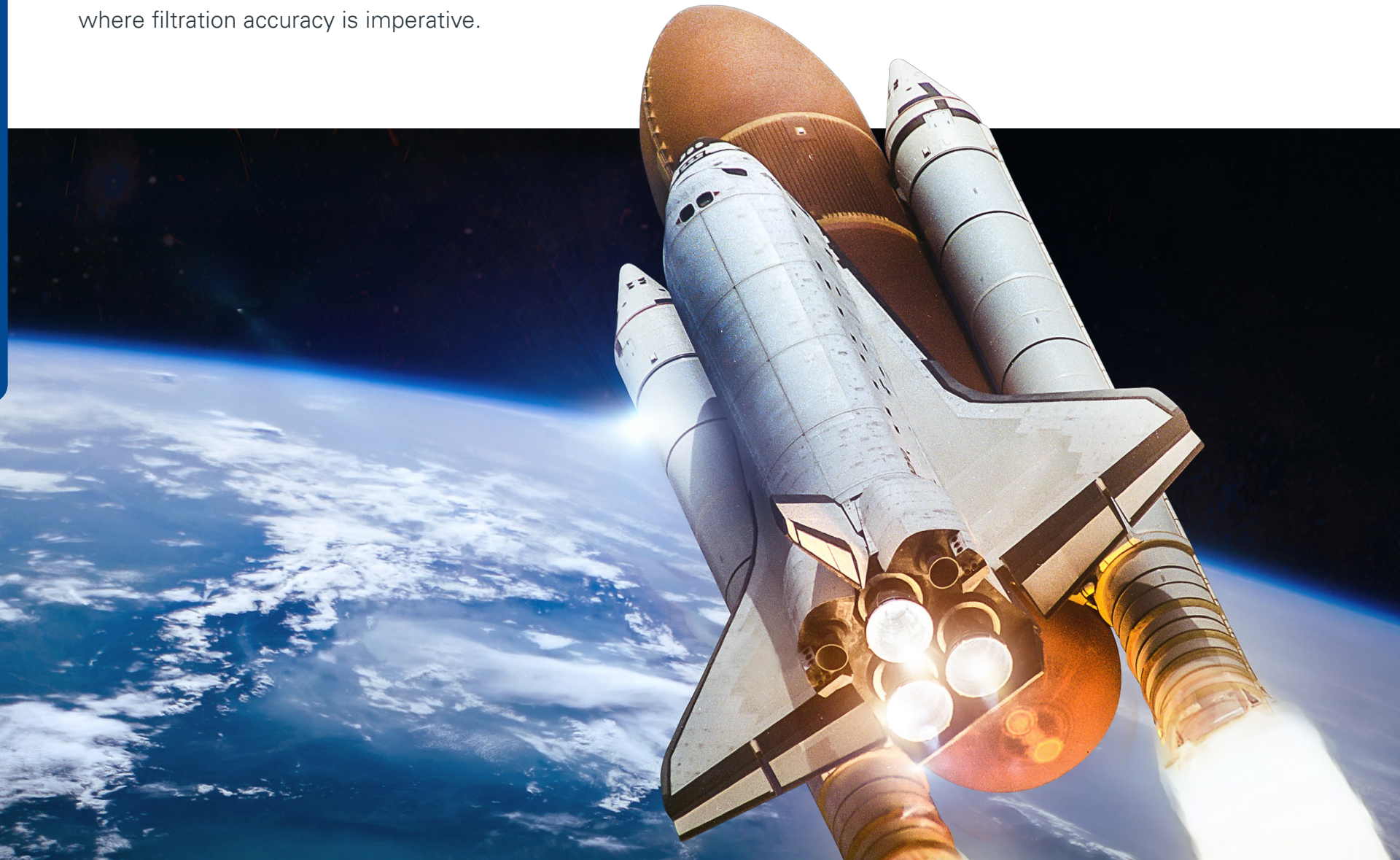
Space-Grade Performance: The Evolution of Q-FIBER®

From protecting space shuttles to advancing modern filtration, this lightweight resilient fiber remains a marvel of engineering.

In the 1970s, JM developed Q-FIBER® to solve one of the most extreme challenges in human history: protecting NASA's space shuttles during atmospheric re-entry. To withstand speeds of 17,000 mph and temperatures exceeding 2,300°F, JM engineered an amorphous silica fiber with near-zero thermal expansion. This lightweight, resilient material became a critical component of the shuttle's tile sheathing, shielding astronauts from intense heat.

Today, the same technology that orbited Earth drives high-performance filtration and insulation. Produced in Waterville, Ohio, Q-FIBER® is now a staple in environmental test filters and analytical systems. With its low thermal conductivity, chemical stability and structural resilience to thermal shock, Q-FIBER® resists degradation, shrinkage and distortion. This makes it the ideal choice for capturing contaminants in high-heat chemical processes and ensuring ultra-pure air in cleanroom environments where filtration accuracy is imperative.

Beyond filtration, Q-FIBER® remains a cornerstone in aerospace and industrial insulation. Whether used as bulk fibers or binderless felts, it provides the low density and thermal efficiency required for aircraft components and cryogenic environments. Decades after its first mission, Q-FIBER® continues to deliver space-grade precision for the most demanding Earth-bound applications.





Maximizing Data Center Performance While Minimizing Our Footprint

High-performance solutions optimize energy efficiency for the rapidly growing network of AI and cloud storage servers.

The “cloud” is a vast physical network of data centers, housing heat-producing electronics that require massive chilled water systems and ductwork to prevent overheating. Because these facilities consume significant power, our insulation is essential to maintaining thermal control and reducing operational energy demand.

This is vital for campuses in places like Arizona, where power and water availability are significant constraints for the local grid. For these projects, contractors increasingly rely on Micro-Flex® for outdoor piping; its flexible rolls allow four and a half times more product per truckload than rigid alternatives, reducing downstream transportation carbon emissions while mitigating the challenges of tight construction schedules.

Air distribution is equally critical to the digital infrastructure of tomorrow. We treat large-diameter ducts with Microlite® duct wrap for condensation control or Linacoustic RC® for internal thermal and acoustic performance. Linacoustic RC® features our proprietary Permacote® coating to protect against dust and microbial growth. For rigid applications, Micro-Lok HP® features approximately 40% recycled glass, while Trymer polyisocyanurate (PIR) provides high-density support. As AI demand drives fast build cycles, our high-efficiency solutions ensure these facilities remain sustainable and resilient.



Safeguarding the Gateway: High-Performance Roofing at the Port of San Diego

Long-lasting solutions for coastal infrastructure.

When the Port of San Diego, Calif., faced a failing roof at the end of its 20-year lifecycle, we understood the stakes were high. The challenge was to design a system capable of withstanding a harsh saltwater environment while protecting millions of dollars’ worth of high-end inventory. To meet these unique needs, we delivered and installed an adhered TPO roofing system engineered for maximum durability.

Our TPO formula is specifically optimized to provide high-performance ozone resistance, cool roof reflectivity and superior weather resistance. These advanced physical properties ensure long-term UV protection and heat-aging resilience, which are critical in coastal climates. Furthermore, we are committed to circularity; our TPO systems incorporate up to 15% recycled material during production, aligning performance with sustainability.

To provide the facility with natural light and energy efficiency, the system was meticulously installed to accommodate 196 skylights. This comprehensive solution is backed by our 20-year Peak Advantage® Guarantee, offering the Port of San Diego the same long-term reliability and peace of mind we strive to deliver in every partnership.

Building long-term partnerships through reliability, performance and shared value.

Communication with our customers is essential to supporting their goals and delivering products that satisfy their needs. We recognize that meaningful customer engagement helps us better understand how our products are used in real-world scenarios, as well as identify opportunities for improvement.

We believe collaboration creates avenues that benefit performance and environmental impact alike. We view these interactions as a strategic partnership rooted in trust and reliability.

We understand that our customers face complex challenges—from rising energy costs to affordability pressures—and our role is to provide the JM Experience by delivering what we promise. We prioritize a solutions-oriented mindset, using our product and business knowledge to help customers navigate an evolving marketplace where performance and affordability are critical.

Our approach to engagement incorporates feedback, data and defining beneficial results. We listen to customers and address specific business problems such as optimizing material movements or enhancing building filtration. We don't just sell products, we provide solutions—like our FILTREX™ award-winning solutions and Roofing Systems QuickFoam®—to ensure our customers stay ahead of industry demands. We are committed to being a stable, long-term partner that delivers measurable value in every interaction.





“In order to support the eight billion people on this planet, we have to reconnect with the environment that supports us.”

ERIN VALLEY

Sustainability Technology Leader

Watch [Valley's full interview](#) to learn more.

Educating Customers & Contractors for a Greener Built Environment

JMers share integrated design and proper insulation insights for maximizing the “triple bottom line.”

During a recent webinar, JM employees Erin Valley and JR Babineau emphasized that sustainability in the built environment occurs when focusing on the “triple bottom line”: people, planet and profit. True sustainability occurs when a building minimizes its environmental load while maximizing long-term efficiency through passive and active systems. Thinking holistically includes focusing on four key areas: energy, indoor environment quality, materials and resilience.

“A building that lasts longer is a more sustainable building,” noted Babineau, highlighting that the investments made in material quality pay off for decades. By ensuring walls, windows and HVAC systems function efficiently together, builders can significantly reduce carbon emissions.

The environmental benefits of investing in a well-insulated building envelope are immediate. For instance, just two inches of pipe insulation can offset the annual carbon output of a typical pickup truck. When you consider that heating and cooling make up 50% of the total energy use by buildings in the U.S. and people spend 90% of their time indoors, prioritizing air quality and thermal resilience is essential for human and planet well-being. By choosing high-performance materials, the industry can create buildings that protect both the occupants and the planet.

Check out our [Insulation Intel website](#) to learn more.

Roofing Systems Design Summit

The Roofing Systems (RS) business hosted its inaugural Design Summit in Golden, Colo., — an exclusive event for 75 top professionals including architects, consultants, specifiers, general contractors and owners for three days of inspiration and collaboration. Attendees participated in cutting-edge roofing solutions, shared insights on design trends and explored six interactive demo tours that incorporated other JM products. Demo topics included SBS product design and testing, sound and fire science, hail impact, rooftop solar and anchoring and RS’ new QuickFoam adhesive product. Attendees left with fresh ideas, new relationships and a renewed sense of purpose.

Engineered Products JM Academy

The 17th edition of our Engineered Products’ annual JM Academy customer event took place in September 2025 in Cascais, Portugal, bringing together valued customers and JMers for an exclusive two-day experience. The event provided a forum for senior executives across industries to exchange perspectives, strengthen relationships and explore critical topics shaping the future of business. Attendees heard from renowned Neuroscientist Friederike Fabritius and Digital Transformation Expert Roger Basler de Roca. Together, they shared strategies centered on how to maximize the combined potential of artificial intelligence and human intelligence to help organizations and leaders excel in an evolving corporate landscape. Through this interactive event, we reinforced our commitment to collaborating with our customers for our continued shared success.

SUPPLY CHAIN MANAGEMENT

Achieving a sustainable, profitable and prosperous future requires strategic engagement across our entire value chain. It also minimizes risk, builds resiliency in our operations and lowers carbon emissions associated with our value chain. By partnering with our global network to address Scope 3 emissions, we build operational resilience and drive meaningful progress toward our climate goals. We view every interaction—both upstream and downstream—as an opportunity to create mutual value. Our global supply chain connects us with nearly 9,000 suppliers from whom we procure over 39,000 types of materials, totaling more than \$2 billion in annual spend. To minimize our footprint, we prioritize local sourcing; in 2025, 90% of JM’s global spend was sourced within the same countries as our plants.





Supply Chain Due Diligence

Our approach to upholding human rights and managing environmental risks is guided by international standards and frameworks. At JM, we expect every employee to play an active role in conducting business in a socially and environmentally responsible manner. Every new supplier is screened for social and environmental criteria, ensuring our partners align with our commitment to responsible business. Additionally, we expect suppliers to comply with our [Supplier Code of Conduct](#). This commitment to integrity is further detailed in our [Declaration of Principles](#), which serves as a foundational roadmap for our due diligence efforts.

Supplier Diversity

JM strives to identify, attract and develop long-term partnerships with diverse business enterprises that are certified under official programs, such as the following:

- U.S. Small Business Administration
- Womens Business Enterprise National Council
- National Minority Supplier Development Council
- National Veteran Owned Business Association
- National LGBT Chamber of Commerce
- Disability:IN (disabilityin.org)

Supplier Engagement

To deepen our impact, we are developing a structured supplier engagement program to better understand our key suppliers' sustainability priorities and progress. This initiative provides visibility into how our suppliers address climate impacts within their own operations and how those efforts contribute to reducing emissions across our value chain. By focusing this engagement with our key suppliers, we are accelerating our progress toward our emissions reduction commitments and ensuring a more sustainable future for our industry.



WE PROTECT

TODAY TO ENSURE TOMORROW

Energy Use →

Emissions →

Waste & Circularity →

Water Management →



Optimizing our operations to minimize environmental impact while maximizing performance.

While the process of transforming raw materials into glass products is inherently energy-intensive, the resulting JM solutions facilitate long-term energy conservation. At their core, products like fiberglass insulation are long-term energy-saving assets. According to the Insulation Institute, when fiberglass or mineral wool insulation is properly installed to code, it saves 100 times the energy required for its manufacture over a 20-year period.

Rising global energy demands necessitate constant evaluation of new technologies and equipment upgrades that improve energy efficiency. This evolution includes targeted fuel switches and innovative enhancements, such as oxygen boosting, which minimize natural gas use and carbon emissions. Several of our facilities leverage waste heat exchangers to help minimize the need for additional energy. By adopting diverse, high-efficiency energy sources, we lower our footprint and ensure sustainable operations.

Strategic Energy Management

Balancing the energy-saving features of our products with the intensity of our manufacturing activities requires a commitment to intelligent energy use. For a manufacturing business like ours, efficiency is key to both environmental stewardship and operational success.

- ISO 50001 Certification:** We employ a structured approach to identify inefficiencies and reduce operational costs. All of our German facilities are certified under ISO 50001 standards. This systemic approach helps us minimize exposure to volatile energy markets and lower greenhouse gas emissions by optimizing equipment performance and process design.
- Benchmarking and Partnerships:** We maintain our status as an EPA ENERGY STAR Partner in the U.S. and Canada, allowing us to benchmark our performance and drive continuous improvement across our global footprint.

Transforming Our Energy Mix

As we strengthen our approach to efficiency, we are looking beyond operational improvements toward a broader transformation of our energy mix. By integrating cleaner technologies and renewable sources, we reduce the embodied carbon of our products and reduce harmful emissions. In addition, these projects seek to protect against long-term energy cost increases to make our energy mix more resilient. For example, we recently signed a Virtual Power Purchase Agreement (vPPA) to secure renewable energy for 24,000 MWh of the annual electricity demand for our German facilities.

ENERGY METRICS			
	2023	2024	2025
% Renewable energy procured	0%	0%	2%
Total energy consumed (MWh) ¹	4,571,914	4,899,376	4,814,545
% Facilities with ISO 50001	11%	11%	11%
Electricity intensity (MWh electricity / 1000 lb produced)	0.58	0.64	0.58
Natural Gas intensity (mmBTU / 1000 lb produced)	3.11	3.35	3.22

¹Total energy consumed includes: natural gas, lpg, diesel, gasoline, kerosene, electricity, steam

EMISSIONS

In 2020, JM committed to reducing our Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 40% by 2030, using 2017 as our baseline. In 2025, we formalized our methodology to calculate our Scope 3 emissions and set a target to reduce these emissions by 30% by 2030 against a 2017 baseline.

To ensure transparency, we measure and disclose our greenhouse gas emissions in accordance with the Greenhouse Gas Protocol (GHGP). We report on a calendar year in carbon dioxide equivalents (CO₂e), which accounts for the impact of other GHGs. To learn more, please view our [GHG Emissions Reporting Manual](#).

With this foundation of reporting established, we are focused on addressing emissions reductions through operational innovation and strategic value chain engagement.

We use ISO 14001 environmental management systems across our global footprint to manage air quality and resource use more effectively. Beyond GHG and air pollutant emissions from our direct operations, we are addressing emissions from our downstream value chain such as materials use, transportation and waste.

GHG EMISSIONS (Metric Tonnes of CO ₂ Equivalent)				
	2017	2023	2024	2025
Scope 1	634,744	583,193	603,174	608,705
Scope 2 - Location-based	871,125	655,169	650,810	619,210
Scope 2 - Market-based	920,861	778,699	829,077	753,057
Scope 3	1,874,842	1,640,751	1,626,173	1,222,324
Scope 1 & 2 intensity (tCO ₂ e / lb produced)	0.49	0.41	0.42	0.39



Willows, Calif.

While reducing Scope 1 and 2 emissions in manufacturing can be challenging, we have identified opportunities to lower emissions through equipment upgrades, converting from gas to electric ovens, reducing natural gas usage by adding oxygen boost to forehearth and using more efficient burners. The largest source of our Scope 3 emissions is Category 1 Purchased Goods & Services. Therefore, achieving our Scope 3 emissions reduction goal will largely depend on our supplier engagement program and how we source our raw materials.

By integrating these strategies, we are managing our current impact and innovating in preparation for future climate and sustainability-related risks and opportunities.

CRITERIA & HAZARDOUS AIR POLLUTANTS (Metric Tonnes)		
	2023	2024
Carbon Monoxide	3,274	3,300
PM (total)	1,038	980
VOCs (total)	861	877
NO _x	585	669
SO ₂	268	294
Lead	0.02	0.02
Total Hazardous Air Pollutant Emissions	274	279

2024 Air Emissions and HAP data is the latest available. 2025 data will be reported in the next JM Sustainability Report.

Minimizing our footprint by transitioning to circular solutions.

As a company, we are committed to reducing waste, including material and energy inputs, by examining our manufacturing process to find ways to be more efficient.

Between 2021–2025, we successfully reduced our waste intensity by 12%, compared to a 2020 baseline. We achieved this by improving production efficiency, recirculating internal scrap back into our operations and selling scrap to third parties as a valuable material used in their own processes.

We are also focused on designing materials and processes that keep resources in use for as long as possible. We work on closing loops both within our own walls and across our supply chain – maximizing the value of our internal scrap through reuse and reintegration, while also increasing our reliance on high-quality recycled inputs from external partners. By treating waste as a resource and prioritizing material efficiency at every stage, we reduce environmental impact and strengthen supply resilience.

Our operations have long prioritized reducing waste as a driver of operational performance. We’re renewing that commitment with a new target to reduce waste intensity by 10% by 2030.

We realize reaching this objective will be a challenge, requiring us to accelerate what we are doing well while evolving our approach to circularity. We recently exceeded our goal of using 2 billion pounds of recycled materials in our processes. While current market conditions for post-consumer materials are challenging due to sourcing constraints and costs, we continue to prioritize recycled content. We are proactively exploring new material streams, such as recycled polyethylene terephthalate (rPET), to meet evolving regulatory requirements and environmental standards.



RECYCLED MATERIAL IN SUPPLY CHAIN

In 2025



METRIC TONNES

Of waste recycled in 2025



RECYCLED GLASS CULLET

In production at glass facilities

WASTE & CIRCULARITY METRICS			
	2023	2024	2025
Total waste managed (metric tonnes)	121,132	125,069	134,049
Hazardous waste managed (metric tonnes)	1,865	1,747	1,342
Non-Hazardous waste managed (metric tonnes)	119,268	123,322	132,708
Total waste recycled (metric tonnes)	287	512	836
Landfill diversion rate	0.2%	0.4%	0.6%
Waste intensity (lbs waste / lb produced)	0.0890	0.0846	0.0944
Virgin material in product (metric tonnes)	1,168,318	1,136,057	1,223,039
Recycled material in product (metric tonnes)	192,824	217,616	195,068
% Recycled material in product	14%	16%	14%
% Recycled glass cullet in glass products	18%	20%	17%



Innovation at Innisfail: Turning Waste Into Value

How our collaborative approach is diverting nearly 500,000 lbs of wet waste from landfills annually.

We believe that sustainability is most effective when it is integrated directly into our manufacturing processes. Over the past five years, our Innisfail, Alberta, Canada, facility reduced waste by transforming how we handle fibreglass byproduct. Our most significant achievement involved implementing a wet waste refeed system across three production lines. This process captures fibreglass waste from our water systems, filters it and feeds it back into our melters as a high-quality raw material. By keeping these materials in our production loop, we are successfully diverting 497,200 lbs of waste from landfills every single year.

This milestone was not achieved in isolation; it required intense collaboration across multiple departments to ensure our glass chemistry remained uncompromised. The technical success of the refeed project has allowed Innisfail to achieve consistent year-over-year waste reductions, setting a benchmark for the entire Insulation Systems business. We are passionate about sharing these wins to accelerate progress across our global footprint. In 2025, the Innisfail team hosted a cross-facility waste reduction summit, sharing best practices and lessons learned to empower other plants to implement similar circular solutions.

Precision & Purpose: Redefining Waste Avoidance in Steinach

How cutting-edge roll-conversion technology ensures high-quality fibreglass mats while minimizing environmental impact.

In Steinach, Germany, employees are proving that high-performance manufacturing and stewardship go hand in hand. The plant produces fibreglass mats for roofing and composites, using a real-time quality control system that monitors every square meter for thickness and binder content.

The core of Steinach's sustainability effort is its state-of-the-art winder and converter machine. When the inspection system detects a flaw, this unit allows operators to unwind a roll to the exact section requiring review. Instead of discarding an entire roll, the flawed section is removed and the roll is spliced back together. This process ensures 90% of materials undergoing a second check are sent to customers having met all quality specifications.

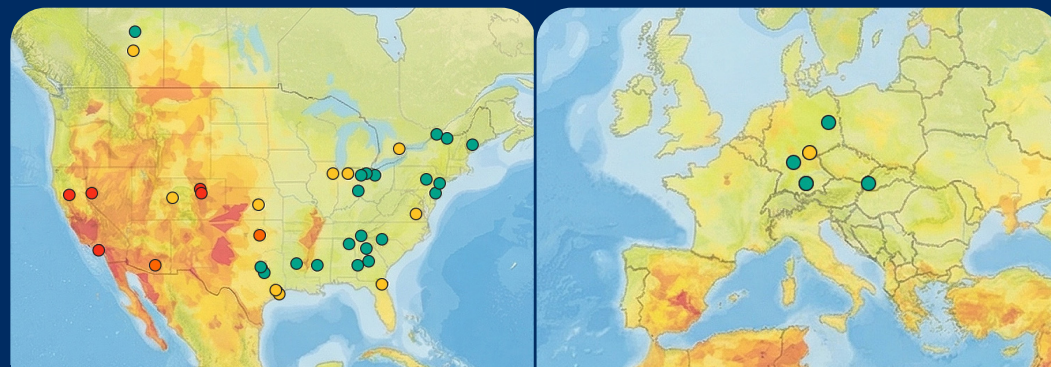
Combining this efficiency with precision waste-avoidance technology, Steinach meets diverse customer needs while minimizing scrap, advancing JM's commitment to resource-efficient manufacturing.

Enhancing operational resilience through responsible water stewardship.

As global water scarcity intensifies, reducing our operational water demand is both an environmental priority and a strategic imperative. By minimizing consumption and using process water recirculation technologies at several of our facilities, and rainwater harvesting at our McPherson facility, we reduce pressure on local water systems, strengthen our resilience against supply risks and contribute to the well-being of the communities where we operate.

Current modeling from the World Wildlife Fund (WWF) Water Risk Filter indicates that five of our facilities are located in regions of high and extreme water scarcity: Willows, Calif.; South Gate, Calif.; Fernley, Nev.; and our two corporate facilities in Denver and Littleton, Colo. We are committed to reducing water intensity across our operations with a focus on facilities in water-scarce regions.

WWF WATER RISK RESULTS



● Low ● Moderate ● High ● Extreme



JM Technical Center, Littleton, Colo.

Transforming the JMTC Landscape

Reducing non-essential water demand through smart landscaping and technology.

The Johns Manville Technical Center (JMTC) in Colorado serves as a prime example of our localized strategy to eliminate non-essential water demand. In 2025, we converted 58,100 square feet of traditional grass turf to xeriscaping and native plant landscaping.

We further optimized this site by upgrading to WeatherTRAK controllers, which automatically adjust watering schedules based on real-time weather conditions. These smart systems prevent wasting water and ensure high precision. The results of these combined efforts were substantial. Our overall usage at JMTC dropped 3.9 million gallons from 2024 to 2025. This represents a 40% reduction in water consumption in just one year, proving that disciplined infrastructure management can lead to environmental wins.

58,100 SQUARE FEET
Converted to water-wise landscaping

40% REDUCTION IN WATER CONSUMPTION
In one year

WATER METRICS	
	2025
% of facilities in extreme or high water-scarce locations	5
Total water withdrawn (million gallons)	1,209
Water withdrawn from facilities with extreme or high water stress (million gallons)	86
Water intensity (gallons water / lb produced)	0.4

Etowah Plant Earns Industrial Pretreatment Award

Our Tennessee team was recognized for outstanding wastewater management and environmental performance.

Our facility in Etowah, Tenn., has been honored with the Industrial Pretreatment Award for Outstanding Operation by the Clean Water Professionals of Kentucky and Tennessee. This prestigious recognition underscores the facility's commitment to environmental stewardship and operational excellence in the Engineered Products business.

Nominees for this award undergo a rigorous evaluation by an awards committee, which analyzes wastewater parameters, the absence of regulatory violations and official state environmental inspection reports.

The Etowah team's ability to maintain these high standards highlights their technical resolve and dedication to protecting local water resources.

This achievement reflects a company-wide standard: 100% of our facilities with wastewater discharges maintain rigorous compliance programs to ensure we meet or exceed all applicable water quality standards. By adopting these best practices in industrial pretreatment, our Etowah team and our global operations contribute to sustainable manufacturing, ensuring our processes support a cleaner, more resilient environment.



APPENDIX



Looking Ahead →

Achievements & Recognition →

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SASB Index →

Verification Opinion
Declaration: Greenhouse
Gas Emissions Statement →

About This Report →



LOOKING AHEAD: A MESSAGE FROM JM'S CHIEF SUSTAINABILITY OFFICER

SCOTT COONS

Vice President R&D and Chief Sustainability Officer

I didn't start my career at JM, but I got here as fast as I could. Over the past few years, I've realized the work we do at JM is, for lack of a better word, cool. While making insulation or roofing products may not seem glamorous, it's a rare opportunity to work with curious people and innovative technologies that protect people worldwide, enabling them to live in comfort.

This work is guided by a forward-looking strategy. As a lifelong hockey fan, I'm inspired by Wayne Gretzky's saying—"I skate to where the puck is going to be, not to where it has been." To anticipate and enact our next moves, we use a double materiality approach (DMA). I view the DMA as a double helix, like DNA, where the links between our business impact and the forces shaping our industry bind together to sharpen our ability to fulfill customer needs.

To prepare for the future we must first strengthen our fundamentals. For JM, this means executing near-term commitments like improving production efficiency and optimizing waste intensity. By keeping molecules within our market, we maximize value and ensure our collective contribution surpasses the sum of our individual parts.

This commitment to both foundational execution and strategic foresight is supported by our greatest asset: our people. Succeeding in the future requires that we work together as a cohesive and cooperative team. This is the bedrock upon which our next era of growth will be built. We are actively employing a new generation of talent to lead us into our next 165-plus years.

These new team members bring fresh perspectives, innovative ideas and a deep understanding of emerging technologies that reinforce our forward-looking strategy.

Our commitment to a sustainable future is exemplified by the contributions of our recent hires. For example, Erin Valley, our recently hired Sustainability Technology Leader, has already played a pivotal role in shaping our sustainability strategy. She has helped pave the way for enhanced reporting and meticulous monitoring in critical areas, including our Greenhouse Gas (GHG) emissions and water consumption, amongst others. This improved data collection and transparency are essential for informed decision-making and driving continuous improvement across all our operations.

Building on the insights from our double materiality analysis, our commitment to sustainability and technological integration has led to the development of a new set of goals. These targets, due for completion in 2030, represent our sustainability priorities as a responsible business with an imperative to deliver measurable and impactful value to our customers.

These goals, encompassing everything from reducing our environmental footprint and optimizing resource efficiency, are a direct outcome of our commitment to looking ahead. By working together, leveraging new talent and committing to these clear targets, we are setting JM up for sustained success that makes good on our promise of Building a Better Tomorrow.

ALLIANCES & PARTNERSHIPS

- European Circular Composites Alliance
- The American Composites Manufacturers Association (ACMA)
- Asphalt Roofing Manufacturers Association (ARMA)
- Association of the Nonwovens Fabrics Industry
- ASTM International
- Cool Roof Rating Council (CRRC)
- Construction Specifications Institute (CSI)
- European Alliance for Thermoplastic Composites (EATC)
- EPDM Roofing Association (ERA)
- European Nonwovens Association (EDANA)
- Federation of Reinforced Plastics (AVK) in Germany
- GlassFibreEurope, the European Glass Fiber Producers Association
- INDA Association of the Nonwoven Fabric Industry
- National Women in Roofing (NWIR)
- North American Insulation Manufacturers Association (NAIMA)
- Polyisocyanurate Insulation Manufacturers Association (PIMA)
- SMC/BMC Alliance in Europe
- Single Ply Roofing Industry (SPRI)
- American Filtration & Separation Society (AFS)
- Technical Association of the Paper and Pulp Industry (TAPPI)
- Association of the Wall and Ceiling Industry (AWCI)

AWARDS

- FILTREX 2025 Innovation Award
- Theodore H. Brodie Distinguished Safety Platinum Award 2023 and 2024, National Insulation Association
- Industrial Pretreatment Award for Outstanding Operations: Etowah, Tenn., Plant, 2025
- Lowe's 2025 Vendor of the Year Award

PRODUCT CERTIFICATIONS



CERTIFICATIONS

- Good Manufacturing Practice for Products for Food Contact Application

ISO 14001:

- Johns Manville Europe GmbH
- Johns Manville Corporation

ISO 14021:

- Johns Manville Trnava, Slovakia

ISO 27001:

- Johns Manville Corporation

ISO 50001:

- Johns Manville Europe GmbH

ISO 9001:

- Johns Manville Defiance, Ohio
- Johns Manville Etowah, Tenn.
- Johns Manville Waterville, Ohio
- Johns Manville Europe GmbH
- Johns Manville Richland, Miss.
- Johns Manville Spartanburg, N.C.

GRI 2: GENERAL DISCLOSURES 2021

2-1	Organizational details	Organizational Profile
2-2	Entities included in the company's sustainability reporting	Organizational Profile
2-3	Reporting period, frequency and contact point	About This Report
2-4	Restatements of information	About This Report
2-5	External assurance	About This Report
2-6	Activities, value chain and other business relationships	About This Report
2-7	Employees	Organizational Profile
2-8	Workers who are not employees	Organizational Profile
2-9	Governance structure and composition	Leadership Overview
2-10	Nomination and selection of the highest governance body	JM does not report this information publicly because it is confidential.
2-11	Chair of the highest governance body	Leadership Overview
2-12	Role of the highest governance body in overseeing the management of impacts	Leadership Overview
2-13	Delegation of responsibility for managing impacts	Leadership Overview
2-14	Role of the highest governance body in sustainability reporting	Leadership Overview
2-15	Conflicts of interest	Leadership Overview

GRI 2: GENERAL DISCLOSURES 2021

2-16	Communication of critical concerns	JM Code of Conduct
2-17	Collective knowledge of the highest governance body	JM Sustainability Council
2-18	Evaluation of the performance of the highest governance body	JM does not report this information publicly because it is confidential.
2-19	Remuneration policies	
2-20	Process to determine remuneration	
2-21	Annual total compensation ratio	
2-22	Statement on sustainable development strategy	Letter From Leadership Looking Ahead
2-23	Policy commitments	JM Code of Conduct
2-24	Embedding policy commitments	JM Code of Conduct
2-25	Processes to remediate negative impacts	JM Code of Conduct
2-26	Mechanisms for seeking advice and raising concerns	jm.com JM Code of Conduct
2-27	Compliance with laws and regulations	JM Code of Conduct
2-28	Membership associations	Achievements and Recognition
2-29	Approach to stakeholder engagement	Stakeholders & Materiality
2-30	Collective bargaining agreements	52% of JM's global workforce was represented under collective bargaining agreements.

GRI 3: MATERIAL TOPICS 2021		
3-1	Process to determine material topics	Stakeholders & Materiality
3-2	List of material topics	Stakeholders & Materiality

201 ECONOMIC PERFORMANCE 2016		
3-3	Management of material topics	Supply Chain Management
201-1	Direct economic value generated and distributed	Organizational Profile

204 PROCUREMENT PRACTICES 2016		
3-3	Management of material topics	Supply Chain Management
204-1	Proportion of spending on local suppliers	Supply Chain Management

205 ANTI-CORRUPTION 2016		
3-3	Management of material topics	JM Code of Conduct Supplier Code of Conduct
205-1	Operations assessed for risks related to corruption	Supply Chain Management
205-2	Communication and training about anti-corruption policies and procedures	JM Code of Conduct Supplier Code of Conduct
205-3	Confirmed incidents of corruption and actions taken	JM Code of Conduct Supplier Code of Conduct Risk Management

301 MATERIALS 2016		
3-3	Management of material topics	Waste & Circularity
301-1	Materials used by weight or volume	Waste & Circularity
301-2	Recycled input materials used	Waste & Circularity

302 ENERGY 2016		
3-3	Management of material topics	Energy Use
302-1	Energy consumption within the company (mega-watt hours)	Energy Use
302-2	Energy consumption outside of the company (mega-watt hours)	Energy Use
302-3	Energy intensity	Energy Use
302-4	Reduction of energy consumption	Energy Use

303 WATER AND EFFLUENTS 2018		
3-3	Management of material topics	Water Management
303-3	Water withdrawal	Water Management
303-4	Water discharge	Water is a material topic for JM. Planning is underway to measure both water consumption and water discharge in the future.
303-5	Water consumption	

305 EMISSIONS 2016

3-3	Management of material topics	Carbon Emissions
305-1	Direct (Scope 1) GHG emissions	Carbon Emissions
305-2	Energy indirect (Scope 2) GHG emissions	Carbon Emissions
305-3	Other indirect (Scope 3) GHG emissions	Carbon Emissions
305-4	GHG emissions intensity	Carbon Emissions
305-5	Reduction of GHG emissions	2025 Highlights Carbon Emissions
305-6	Emissions of ozone-depleting substances (ODS)	Carbon Emissions
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	Carbon Emissions

306 WASTE 2020

3-3	Management of material topics	Waste & Circularity
306-2	Management of significant waste-related impacts	Waste & Circularity
306-3	Waste generated	Waste & Circularity

308 SUPPLIER ENVIRONMENTAL ASSESSMENT 2016

3-3	Management of material topics	Supplier Code of Conduct
308-1	New suppliers that were screened using environmental criteria	Supply Chain Management

403 OCCUPATIONAL HEALTH AND SAFETY 2018

3-3	Management of material topics	Health & Safety
403-1	Occupational health and safety management system	Health & Safety
403-2	Hazard identification, risk assessment and incident investigation	Health & Safety
403-3	Occupational health services	Health & Safety
403-4	Worker participation, consultation and communication on occupational health and safety	Health & Safety
403-5	Worker training on occupational health and safety	Health & Safety
403-8	Workers covered by an occupational health and safety management system	Health & Safety
403-9	Work-related injuries	Health & Safety

405 DIVERSITY AND EQUAL OPPORTUNITY 2016		
3-3	Management of material topics	Inclusion
405-1	Diversity of governance bodies and employees	Inclusion

408 CHILD LABOR 2016		
3-3	Management of material topics	Declaration of Principles Supply Chain Management
408-1	Operations and suppliers at significant risk for incidents of child labor	Supply Chain Management

409 FORCED OR COMPULSORY LABOR 2016		
3-3	Management of material topics	Declaration of Principles Supply Chain Management Ethics & Compliance
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supply Chain Management

414 SUPPLIER SOCIAL ASSESSMENT 2016		
3-3	Management of material topics	Supplier Code of Conduct
414-1	New suppliers that were screened using social criteria	Supply Chain Management

418 CUSTOMER PRIVACY 2016		
3-3	Management of material topics	JM Code of Conduct
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None

WORKFORCE HEALTH AND SAFETY

Accounting Metric	Category	Unit of Measure	Code	Response
(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Quantitative	Rate	EM-CM-320a.1	Health & Safety : JM monitors reportable incidents and those that require first aid.
Number of reported cases of silicosis	Quantitative	Number	EM-CM-320a.2	0

PRICING INTEGRITY AND TRANSPARENCY

Accounting Metric	Category	Unit of Measure	Code	Response
Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing and antitrust activities	Quantitative	Presentation Currency	EM-CM-520a.1	JM operates in markets subject to antitrust and competition regulation. We maintain a comprehensive compliance program that includes mandatory training, internal monitoring, and oversight by the Legal and Compliance functions. At this time, we are unable to provide quantitative data due to confidentiality constraints. We will continue to evaluate the feasibility of quantitative disclosure in future reporting cycles.

ENERGY MANAGEMENT

Accounting Metric	Category	Unit of Measure	Code	Response
(1) Total Energy Consumed (2) percentage grid electricity, (3) percentage alternative and (4) percentage renewable		Gigajoules (GJ), Percentage (%)	EM-CM-130a.1	Energy Use

PRODUCT INNOVATION

Accounting Metric	Category	Unit of Measure	Code	Response
Percentage of products that qualify for credits in sustainable building design and construction certifications		Percentage (%) by annual sales revenue	EM-CM-410a.1	Product Performance
Total addressable market and share of market for products that reduce energy, water or material impacts during usage or production		Presentation Currency, Percentage (%)	EM-CM-410a.2	Product Performance

GREENHOUSE GAS EMISSIONS				
Accounting Metric	Category	Unit of Measure	Code	Response
Gross global Scope 1 emissions, percentage covered under emissions limiting regulations	Quantitative	Metric tonnes (t) CO ₂ -e, Percentage (%)	EM-CM-110a.1	Carbon Emissions
Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	n/a	EM-CM-110a.2	Carbon Emissions

AIR QUALITY				
Accounting Metric	Category	Unit of Measure	Code	Response
Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs) and (7) heavy metals	Quantitative	Metric tonnes (t)	EM-CM-120a.1	Carbon Emissions

WATER MANAGEMENT				
Accounting Metric	Category	Unit of Measure	Code	Response
(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m ³), Percentage (%)	EM-CM-140a.1	Water Management

WASTE MANAGEMENT				
Accounting Metric	Category	Unit of Measure	Code	Response
Amount of waste generated, percentage hazardous and percentage recycled	Quantitative	Metric tonnes (t), Percentage (%)	EM-CM-150a.1	Waste & Circularity

BIODIVERSITY IMPACTS				
Accounting Metric	Category	Unit of Measure	Code	Response
Description of environmental management policies and practices for active sites	Discussion and Analysis	n/a	EM-CM-160a.1	JM does not own or operate quarry facilities. JM is not involved in the exploration and appraisal, site development, production, closure, decommissioning and restoration of mining/ processing sites and associated terrestrial land that these sites may impact.
Terrestrial land area disturbed, percentage of impacted area restored	Quantitative	Hectares (ha), Percentage (%)	EM-CM-160a.2	



VERIFICATION OPINION DECLARATION: GREENHOUSE GAS EMISSIONS STATEMENT

PROJECT NUMBER: 4791985122 | ISSUE DATE: APRIL 10, 2026

To: The Stakeholders of Johns Manville

In accordance with ISO 14064 Part 3: 2019, UL Solutions has verified the GHG emissions statement of Johns Manville to a limited level of assurance for the period of January 1, 2025, to December 31, 2025.

In UL Solutions' opinion, based on the verification activities performed, there is no evidence that the GHG emissions statement:

- is not materially correct and is not a fair representation of GHG data and information
- has not been prepared in accordance with ISO 14064 Part 1: 2018 and the GHG Protocol Corporate Standard

GHG EMISSIONS STATEMENT: January 1, 2025, to December 31, 2025			
Scope	Source	Units	Quantity
Scope 1	Natural gas, LPG, diesel, gasoline, kerosene, coke, carbonates	Metric tonnes CO ₂ e	608,705
Scope 2 (LBM)	Electricity (grid, DPPA, vPPA), steam		619,210
Scope 2 (MBM)	Electricity (grid, DPPA, vPPA), steam		753,057

Note: Quantities are rounded to the nearest whole number. Location-based method (LBM). Market-based method (MBM).

Rachel Nguyen, Lead Verifier, April 10, 2026

UL Verification Services, Inc. | 333 Pfungsten Road | Northbrook, IL 70062

NATURE OF ENGAGEMENT

UL Solutions was engaged by Johns Manville to perform an independent verification of the greenhouse gas (GHG) emissions reported by Johns Manville for the period of January 1, 2025, to December 31, 2025.

Johns Manville was responsible for the preparation and fair presentation of the GHG emissions statement. UL Solutions was responsible for the independent verification of Johns Manville's GHG emissions statement to a limited level of assurance. At the limited level of assurance, verification activities are less extensive in nature, timing and extent than activities applied in a reasonable level of assurance.

VERIFICATION STANDARD AND CRITERIA

UL Solutions conducted the engagement in accordance with ISO 14064-3:2019 and applied the criteria set out in ISO 14064-1:2018 and the GHG Protocol Corporate Standard.

SCOPE

Level of assurance and materiality threshold:

- Limited level
- The verification applied a materiality threshold of 5% for aggregate errors in sampled data

Organizational boundary:

- Global operations
- 60 sites

Consolidation approach:

- Operational control

Reporting boundary:

- See GHG emissions statement on page 1

Period of verification:

- Calendar year 2025 (January 1st, 2025, to December 31st, 2025)

Types of GHGs included:

- CO₂, CH₄, N₂O
- GWP Version: AR5

INDEPENDENCE AND IMPARTIALITY

UL Solutions is independent from Johns Manville and its stakeholders in reaching an impartial assurance conclusion. UL Solutions' assurance team has the relevant professional and technical knowledge, and experience to conduct assurance to the ISO 14064 standard. While other divisions of UL Solutions may provide services to Johns Manville, UL Solutions keeps certain activities of its divisions separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, UL Solutions has established policies and procedures to maintain the independence of the team engaged in this project and members of this team did not participate in the preparation of Johns Manville's reported values.

VERIFICATION METHODOLOGY

UL Solutions applies a risk-based approach to verification that incorporates an investigation of the inherent and control risks associated with reporting. The activities performed by UL Solutions (below) were based on professional judgement.

- Conducted interviews with relevant stakeholders to understand and evaluate the data management systems, processes used for collecting and reporting on the data and quality management of the data
- Reviewed supporting documentation and evidence
- Reviewed the processes used to gather and aggregate data
- Reviewed quality management practices
- Tested a selected sample of sites and sources for data completeness and accuracy, including a review of emission factors, unit conversions and calculation models

VERIFICATION OBSERVATIONS

Johns Manville's reported sources of Scope 1 and 2 emissions are from sites where the company has operational control, including both leased and owned assets. Johns Manville's emission sources include a fleet of vehicles, manufacturing sites, warehouses and office facilities.

Supporting data and information for Scope 1 GHG emissions consisted of mainly actual data (e.g., invoices and transactional-level data), although in some cases, data were estimated. In cases where actual data was not available, usage was determined through estimations and gap filling.

Supporting data and information for Scope 2 GHG emissions consisted of mainly actual data (e.g., invoices), although in some cases, data were estimated. In cases where actual data was not available, usage was determined through estimations.

Johns Manville utilized publicly available industry standard calculation models, emission factors, unit conversion factors and estimation methodologies.

Based on the verification activities performed, UL Solutions did not find evidence that the GHG emissions statement was not in accordance with the required criteria.

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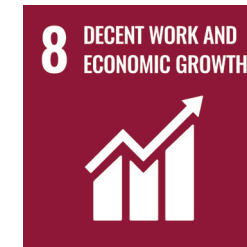
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ABOUT THIS REPORT

JM’s sustainability reporting operates on a calendar year basis (January–December), aligning with its financial reporting period. This report, published in June 2026, covers performance from January 1, 2024, to December 31, 2025.

The 2025 Sustainability Report employs a reporting methodology congruent with its double materiality assessment and is prepared in accordance with GRI Standards and SASB Standards. While JM does not have a formal policy mandating external assurance, we currently obtain third-party limited assurance for our Scope 1 and 2 greenhouse gas emissions data. For more information on our approach to greenhouse gas emissions calculations, refer to our [GHG Emissions Reporting Methodology](#) document.

JM’s sustainability commitments are aligned with the following Sustainable Development Goals (SDGs):



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