



Johns Manville
A Berkshire Hathaway Company

BUILDING A BETTER TOMORROW

PEOPLE PASSION PERFORM PROTECT

| 2021 SUSTAINABILITY REPORT

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Johns Manville (JM) has focused on well-balanced efforts in sustainability that benefit our stakeholders as well as our business. Our focus is a natural evolution of JM's four Core Values—People, Passion, Perform and Protect—which drive the *JM Experience*. Recently, we have learned that our journey is not without twists and turns, some of them unpredictable and unforeseen. Events related to the global pandemic, racial injustice, climate change and economic volatility have provided greater reason for why sustainability is so important. We must continue our journey in sustainability with intention and a renewed pledge to build a better tomorrow.

Executing on such a pledge starts with our holistic view of sustainability that embraces the concepts of the triple bottom line: people, planet and profit. Our longevity also gives us unique perspective as we peer into a more sustainable future.

JM started as a small roofing business 163 years ago. Since then, JM has transformed into a company that employs nearly 8,000 individuals through 49 manufacturing facilities and technical/service centers in communities across North America, Europe and China. As we've grown, we've stayed focused on our employees, customers, suppliers and communities.

At JM, financial strength is crucial in empowering sustainability. We must grow profitably in order to continue delivering sustainable value. It is imperative that we manufacture products that people want and also help to solve global challenges. For example, our insulation, filtration, roofing, battery storage and lightweighting products have sustainability designed in from the beginning, making them integral solutions for a more sustainable world. JM products save exponentially more energy throughout their usable life in comparison to the amount of energy required to manufacture them.

We go even further by protecting environmental resources, preserving our water resources, seeking additional energy efficiency in our manufacturing process and innovating new ways to eliminate waste, increase our use of recycled materials and reduce our carbon footprint.

Social responsibility is just as essential. We strive to be an Employer of Choice through an emphasis on inclusivity and diversity, training and career development along with health and wellness. We aim to promote resiliency in everything we do, support the communities where our employees live and work and build on our excellent record of safety.

There is no doubt, the challenges are many and they are intense. Yet at JM, we are passionate about our ability to succeed in this endeavor. By doing good, we will do well. It's all part of the balance of sustainability that powers us in building a better tomorrow.

Bob Wamboldt
President & Chief Executive Officer

A UNIVERSAL FRAMEWORK FOR SUSTAINABILITY AT JM

To help us along our sustainability journey, we have developed a universal framework that promotes cohesive understanding of JM’s sustainability strategy across our company. We call this framework *Building a Better Tomorrow*. This framework is inspired by what all of us at JM work to achieve through our sustainability efforts. It also serves as a roadmap for where we want to go and what will drive us forward.

Crucial to *Building a Better Tomorrow* are three key drivers: reducing, expanding and innovating. Each driver helps to inform our sustainability goal-setting and is important in its own right. However, by performing well in all three areas together, we believe we will deliver measurable results and tangible benefits to our business and our stakeholders. To learn more about our *Building a Better Tomorrow* framework from JM’s Chief Technology Officer, Tim Swales, see the Looking Ahead section of this report on [page 38](#).



THE JM EXPERIENCE

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

CORE VALUES:



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.



OUR PASSION IS IN GOING THE EXTRA MILE

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



WE PERFORM AT A SUPERIOR LEVEL

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



WE PROTECT TODAY TO ENSURE TOMORROW

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

2018 – 2020 HIGHLIGHTS

CAPITAL INVESTMENT

\$500M+ Invested

From 2018 through 2020 to modernize & maintain plants & equipment as well as pave the way for continued growth.

NORTH AMERICA RECYCLED GLASS USED

1 Billion+ Pounds

More than 1 billion pounds used in 2018, 2019 & 2020. Annual usage up 40% in 2020 compared to 2015.

AVERAGE ANNUAL GREENHOUSE GAS INTENSITY CHANGE
2018–2020

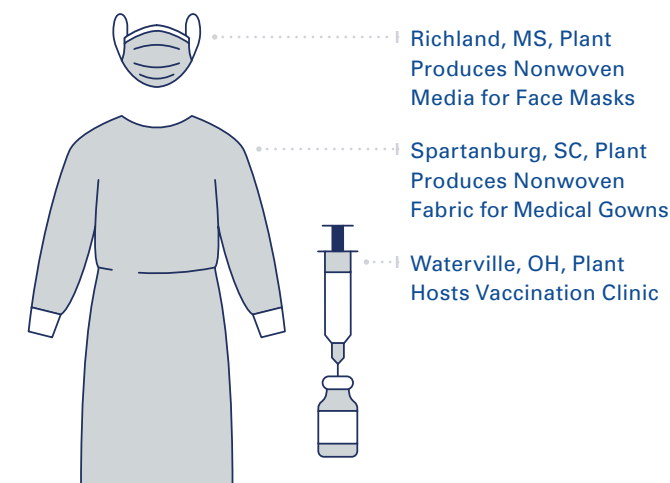
-2.9%

AVERAGE ANNUAL ENERGY INTENSITY CHANGE
2018–2020

-1.2%

COVID-19 INITIATIVES

During the pandemic, JM supported medical personnel and first responders by manufacturing personal protective equipment (PPE) made from JM materials and hosted vaccination clinics at our plants.



JOHNS MANVILLE SUSTAINABILITY GOALS

In 2020, we completed our five-year Sustainability Goals which were set in 2015. We are proud of our progress. Performance was impacted by the COVID-19 pandemic in some areas. We have described the effects of the pandemic where applicable.

2020 COMMUNITY / VOLUNTEERISM GOAL



INCREASE EMPLOYEE VOLUNTEERISM

Increase employee volunteerism at JM by 20 percent (based on a 2015 baseline).

OUTCOME: Goal achieved

- Goal Achieved: 200 community service events annually by 2020.
- Goal Achieved: More than 11,000 volunteer hours per year by 2020.
- Goal Achieved: 3,878 volunteers participate annually by 2020.

Our volunteerism efforts allowed us to achieve our goal early in its lifespan. Since then, we have continued to gain momentum by introducing Global Community Day, promoting the STARS (Striving to Assist, Respond and Serve) program and conducting projects at our global plant locations and within our local communities.

2020 EMPLOYEE DEVELOPMENT GOAL

Provide greater emphasis on employee development by delivering a 5 percent increase in average employee training hours over a 2015 baseline. Ensure that salaried employees who have been employed at JM for at least six months have documented development plans in place.

OUTCOME: JM emphasizes employee development at all levels and locations. Since setting our employee development goal, we have refined our focus on employee development as well as diversity and inclusion (D&I). As a result, we pivoted away from the metrics associated with this goal to pursue a more meaningful approach to employee development. Our new philosophy provides leadership opportunities and development aimed at ongoing conversations supporting effective communication, accountability and diversity in our workforce. We still strive to increase retention while making promotions from within our company.



2020 SAFETY GOAL

REDUCTION IN TOTAL CASE INCIDENT RATE FROM 2018–2020*



REDUCTION IN LOST TIME INCIDENT RATE FROM 2018–2020*



Continuously improve performance and realize our vision of zero injuries by:

- Reducing the three-year rolling average number of yearly injuries by 30 percent
- Decreasing the three-year rolling lost time injury rate (LTIR) by 30 percent

OUTCOME: Absent COVID-19 cases, our 3-year rolling average Total Case Incident Rate (TCIR) was reduced by 30%, therefore meeting our goal. Our 3-year rolling average LTIR was reduced by 10%.

*Does not include COVID-19 cases

2020 EMPLOYEE HEALTH & WELLBEING GOAL



Support employee health and wellness in order to maintain or improve overall employee biometric results. Expand programs offered to address mental as well as physical wellbeing.

OUTCOME: JM continues to enhance health and wellbeing resources for employees and their families across the globe. In 2020, biometric screenings were postponed due to the COVID-19 pandemic. JM expanded telemedicine support in 2020.

2020 WASTE GOAL

REDUCTION IN WASTE INTENSITY FROM 2016–2020



Reduce solid waste intensity by 10 percent by 2020.

OUTCOME: Goal achieved. Since 2016, JM reduced waste intensity by 11.6 percent.

2020 WATER GOAL

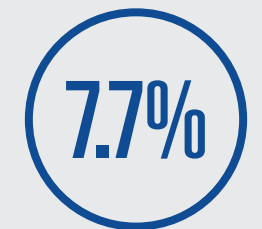


Complete local water vulnerability assessment of all plants.

OUTCOME: JM conducted an extensive survey to understand water supply sources. Survey results will contribute to the assessment of water vulnerability at all plants and play a role in determining our strategic approach to water issues.

2020 ENERGY GOAL

REDUCTION IN ENERGY INTENSITY FROM 2016–2020



Implement projects that result in a 5 percent improvement in energy efficiency by 2020, over a 2016 baseline.

OUTCOME: Goal achieved. Since 2016, our energy intensity has decreased by 7.7 percent.

2020 ENVIRONMENTAL MANAGEMENT SYSTEM GOAL



*100 percent of plants conforming to ISO 14001 per original goal target

Implement environmental management systems (EMS) in all North American and European plants.

OUTCOME: As of year-end 2020, 90 percent of JM's North American and European plants conform to ISO 14001.^{1,2} 36 North American plants have an ISO 14001 EMS. Seven of these sites also have ISO 9001 quality management systems. JM's five European sites are certified ISO 14001 EMS, ISO 9001 and ISO 50001 related to energy management systems.

¹ ISO 14001 is the international standard that specifies requirements for an effective environmental management system.

² JM facilities without an ISO 14001 EMS are primarily new or acquired plants not included in the original goal. Plants that have been newly acquired or recently built will implement EMS systems in the next reporting period.

Johns Manville, a Berkshire Hathaway (NYSE: BRK.A; BRK.B) company, is a leading manufacturer and marketer of premium-quality insulation and commercial roofing, along with glass fibers and nonwovens for commercial, industrial and residential applications.

JM serves markets that include aerospace, automotive/ transportation, appliance, commercial/residential construction, HVAC, pipe and equipment, filtration, waterproofing, building, flooring, interiors and wind energy. JM has three strategic business units: Engineered Products (EP), Insulation Systems (IS) and Roofing Systems (RS).

Established in 1858, JM holds leadership positions in many of the key markets we serve. Our products are sold to customers in more than 84 different countries. Headquartered in Denver, Colorado, JM employs 8,000 people and operates 49 manufacturing and technical/service centers located in the United States, Canada, Germany, Slovakia and China.

In 2020, the company achieved sales of more than \$3 billion. That same year, aggregate worldwide employee wages and employee benefits totaled close to \$700 million.

WORLD HEADQUARTERS

Denver, CO

TECHNICAL CENTERS

Littleton, CO Bobingen, Germany Trnava, Slovakia
 Waterville, OH Wertheim, Germany

ENGINEERED PRODUCTS

Tucson, AZ Luoyang, Henan, China
 Richland, MS Berlin, Germany
 Defiance, OH Bobingen, Germany
 Waterville, OH Steinach, Germany
 Spartanburg, SC Wertheim, Germany
 Etowah, TN Trnava, Slovakia
 Cleburne, TX

INSULATION SYSTEMS

Phenix City, AL Berlin, NJ
 Tucson, AZ Edison, NJ
 Willows, CA Defiance, OH
 Fruita, CO Cleburne, TX
 Brunswick, GA Houston, TX
 Winder, GA La Porte, TX
 Richmond, IN Richmond, VA
 McPherson, KS Edmonton, AB Canada
 Ruston, LA Innisfail, AB Canada
 Belgrade, MT Mississauga, Ontario Canada

ROOFING SYSTEMS

Scottsboro, AL Fernley, NV
 South Gate, CA Plattsburgh, NY
 Jacksonville, FL Milan, OH
 Macon, GA Oklahoma City, OK
 Rockdale, IL Hazle Township, PA
 Bremen, IN Cornwall, ON Canada
 Lewiston, ME Hillsboro, TX

2020 JM OPERATIONS AT A GLANCE

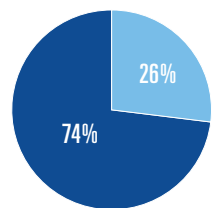


GLOBAL WORKFORCE

(As of December 31, 2020)

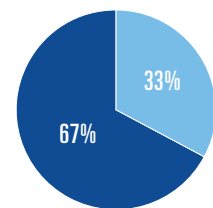
8,000

EMPLOYEES WORLDWIDE



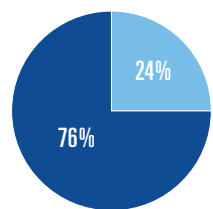
WORKFORCE BY EMPLOYMENT TYPE

74% HOURLY
26% SALARIED



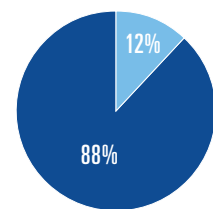
SALARIED EMPLOYEES BY GENDER

67% MALE
33% FEMALE



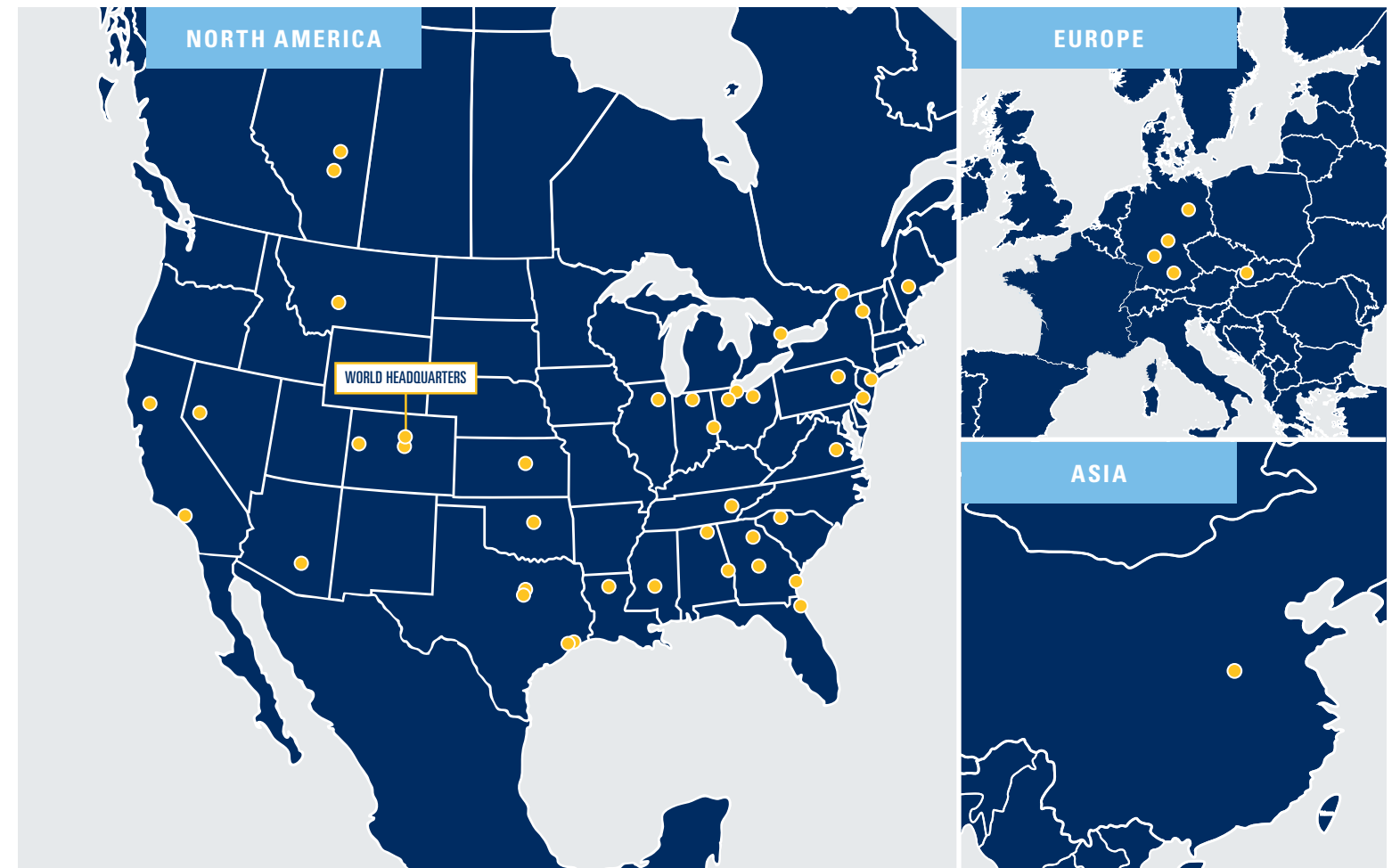
WORKFORCE BY GEOGRAPHIC LOCATION

76% NORTH AMERICA
24% EUROPE & ASIA



HOURLY EMPLOYEES BY GENDER

88% MALE
12% FEMALE

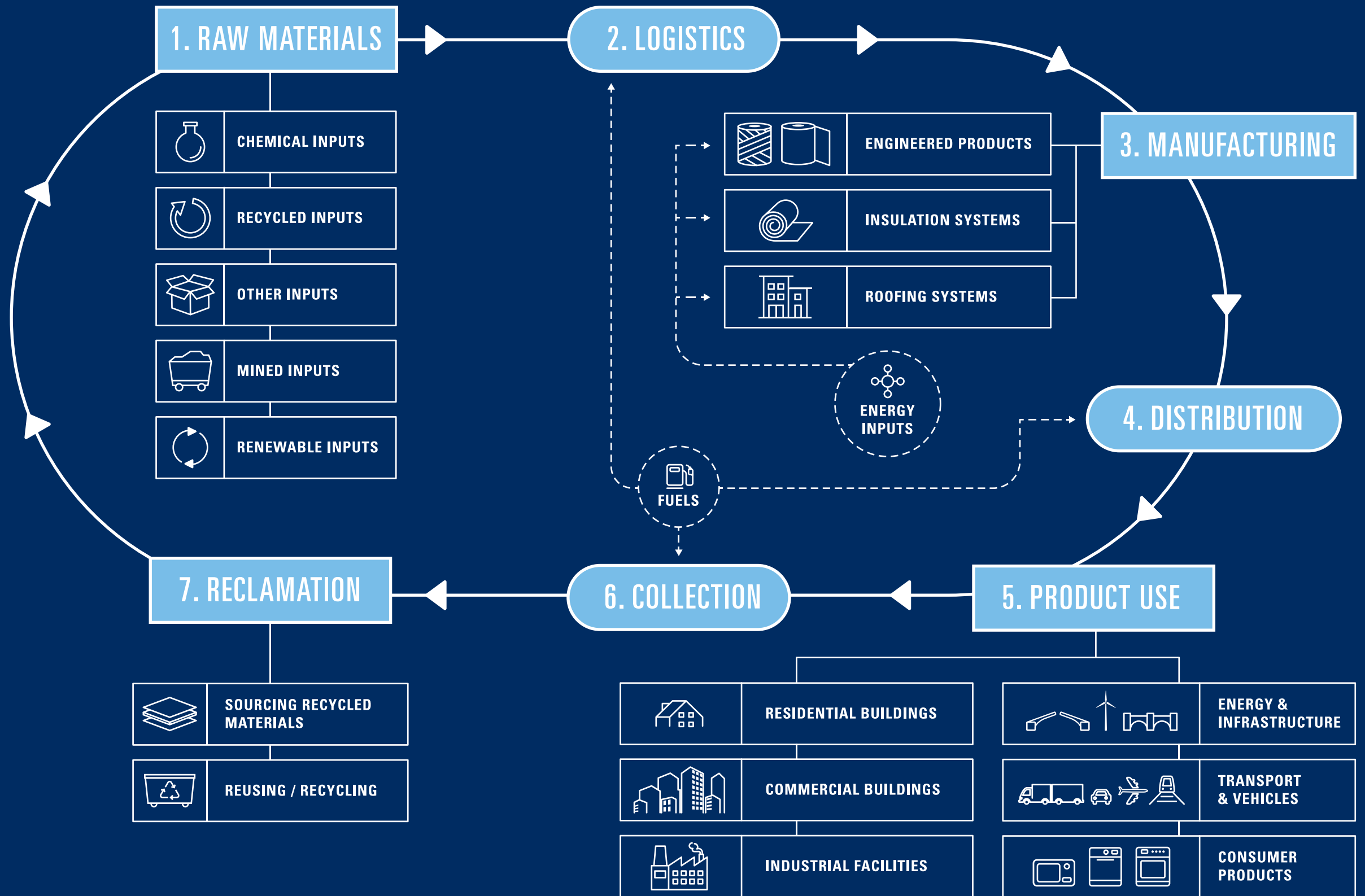


Focusing on our supply chain is essential to sustainability and profitability. As a Supplier of Choice, we make it our goal to deliver the *JM Experience* every day through our procurement practices, ensuring that both customers and suppliers have exceptional interactions with us. Putting the spotlight on our supply chain helps us achieve cost savings while delivering high-quality, high-value products to our customers. The result is more accurate forecasting of product demand and better inventory management.

JM's supply chain is far-reaching. Management of our supply chain involves each one of our businesses and every one of our partners. We procure over 44,000 materials and technical products from nearly 9,000 suppliers worldwide and transport thousands of products to customers all over the globe. **Each year, JM spends over \$2 billion purchasing materials, goods and services on three continents.** These goods include sand, soda ash, borates, chemicals, recycled glass cullet and binders used to manufacture premium-quality building materials and specialty products.

Our supply chain team works to optimize, refine and minimize our carbon footprint. JM aims to reduce miles traveled whenever possible and takes advantage of advancements in intermodal transportation. We competitively bid local suppliers within a manufacturing plant's geographic area. **In 2020, JM sourced over 92 percent of its global spend locally.**¹ Going forward JM will work with suppliers to further improve shipping efficiency to lower costs. We also obtain numerous services from suppliers such as utility providers. JM partners with an energy management firm to achieve a stable, cost-effective operational energy program to power our plants.

At JM, we prioritize quality control and have high expectations of suppliers, which are backed up by our supplier audit program. We audit all major suppliers to ensure they're operating within legal limits and abide by agreed-upon contractual requirements. When auditing for compliance, we are especially vigilant when it comes to environmental, ethical and human rights issues. We also ensure that suppliers comply with JM's Code of Conduct. JM customers and stakeholders should have the peace of mind in knowing we manage operations and supply chain activities in a manner that supports economic growth, respects nature and positively contributes to social wellbeing.



¹ JM defines local as "in country" based on order-from address of supplier.

GOVERNANCE

In 2001, JM became a privately held subsidiary of Berkshire Hathaway. We are proud to be part of the Berkshire Hathaway family of companies, which means we conduct business in the best way possible guided by our strong values. Our core values create the ethos of all we do, the **JM Experience**, which drives our commitment to creating powerful experiences for all of our stakeholders.

Building strength year after year while fortifying JM's reputation involves a dedicated team, effective leadership and a strong governance structure. JM is led by Chairman Mary Rhinehart and President & CEO Bob Wamboldt. As CEO, Wamboldt leads the company and evaluates the performance of his direct reports, including the heads of JM business units and functional areas. Upholding economic, social and environmental policies while maintaining positive outcomes in these areas are criteria for success.

JM's Chairman, President & CEO, Chief Financial Officer and General Counsel make up JM's board of directors. The board of directors regularly interacts with their counterparts at Berkshire Hathaway. Three-fourths of the governing board are women and none are associated with any other protected class. The board directly oversees risk management, finance and accounting, operations, human resources and sustainability.

JM's talented executive team works to oversee JM's overarching business strategies and company policies. This includes economic, environmental and social priorities. JM's Sustainability Council oversees the company's sustainability practices, sets sustainability goals and monitors progress so that JM may achieve performance targets. The Sustainability Council is chaired by Senior Vice President and Chief Technology Officer Tim Swales. Joining him are the heads of JM's three businesses along with key leaders from different functional areas.

In addition to our executive team and Sustainability Council, a host of knowledgeable subject-matter experts from across the company monitor specific aspects of sustainability performance and provide meaningful data to track progress toward our sustainability goals and targets. Through cross-functional collaboration, these professionals contribute information included in the sustainability report and help to fulfill information requests required by outside organizations, certifiers, regulatory bodies and partners. We are grateful for their hard work and knowledge in their specific areas of expertise.

IDENTIFYING & SELECTING STAKEHOLDERS

102-42,¹ 102-43¹

It is important that we engage internal and external JM stakeholders and understand their unique perspectives. Engaging stakeholders provides substantial business benefits beyond sustainability. Stakeholder insights help us to operate more effectively, forecast market conditions, deliver on customer needs and mitigate risk so that communities across the globe welcome our business and the jobs it creates.

JM identifies stakeholders and stakeholder-generated topics that are evaluated as part of our materiality assessment. The Sustainability Council drives this process, which involves different areas of the company and team members from diverse functions and job roles. Findings from stakeholder engagement efforts are reviewed by JM's executive team, board and Sustainability Council. JM actively monitors industry-specific information from peers and subject-matter experts as well as international organizations such as GRI, the Sustainability Accounting Standards Board (SASB), the United Nations (UN) and many others. To gain the most value from stakeholder engagement insights, including informing sustainability strategy and bolstering inclusivity, we strive to refine engagement methods and broaden the conversation when and where possible.

STAKEHOLDER ENGAGEMENT TYPES

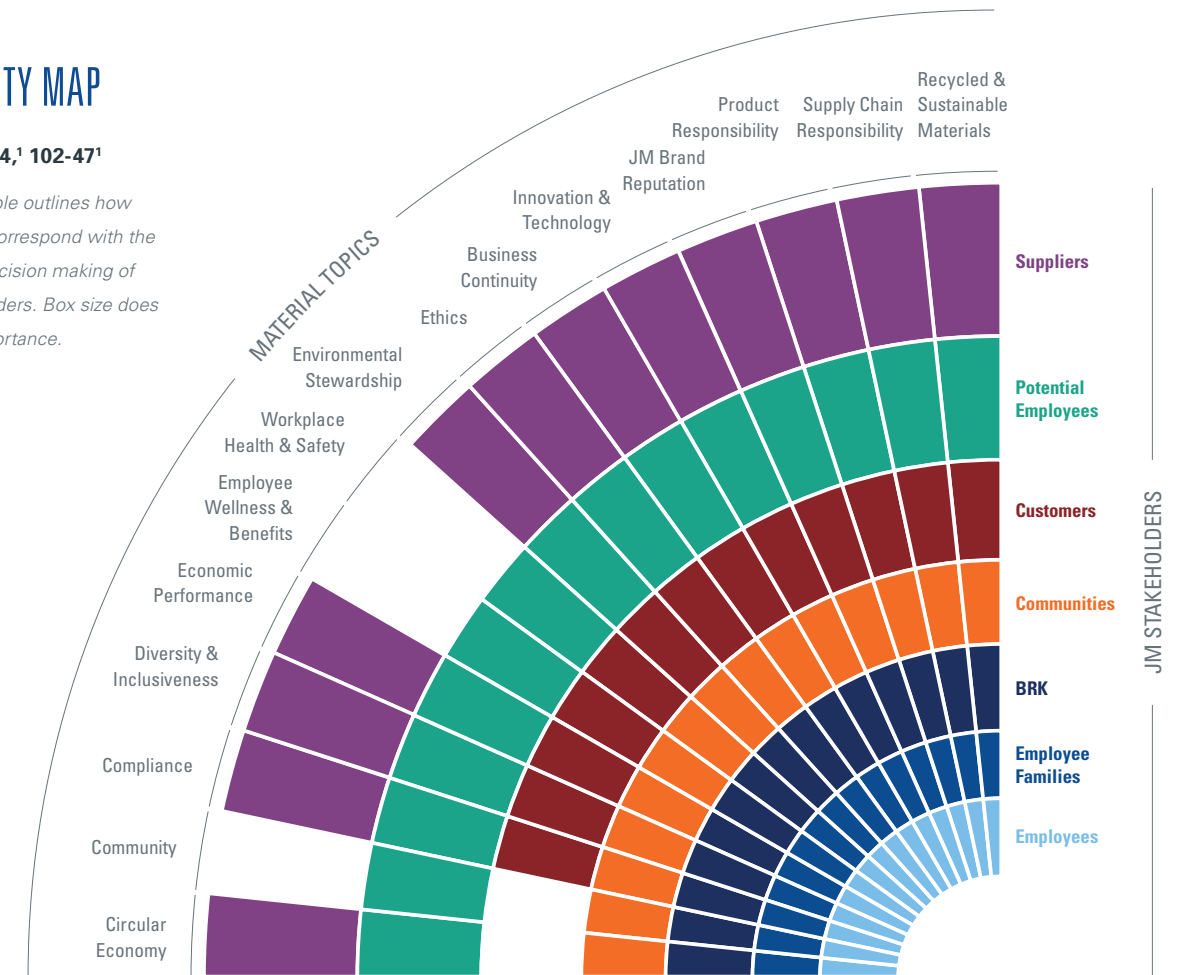
- Berkshire Hathaway ethics and compliance hotline
- Conferences, events and industry trade associations
- Corporate sponsorships, volunteer projects, open house events and community update meetings
- Design, manufacturing and distribution activities
- Emails, telephone calls, mailings and newsletters
- Employee and customer marketing communications materials
- ISO certifications
- JM Code of Conduct
- JMConnection (intranet)
- JM website
- JM Sustainability Report
- Town hall events
- Regulatory inspections/compliance activities
- Social media
- Surveys, audits and inspections
- Training, education and development programs

¹ GRI Standards listed to help readers locate specific information aligned with GRI's Materiality Disclosures Service. All GRI Standards available in the GRI Content Index on [pages 35-36](#).

MATERIALITY MAP

102-40,¹ 102-44,¹ 102-47¹

The following table outlines how material topics correspond with the concerns and decision making of key JM stakeholders. Box size does not indicate importance.



To remain competitive and agile, JM must adapt to an ever-changing world while also remaining steadfast to our values, commitments and responsibilities as a company. Our materiality assessment helps us determine our economic, environmental and social impacts while accounting for changes in both our business and its influence on stakeholder decision making. Through this process, we gain enhanced clarity, which benefits our strategy as well as our sustainability efforts. We also identify topics important to key groups and develop a pathway to address these topics now and into the future.

In 2020, our materiality assessment considered a range of topics derived from stakeholder input as well as sources of information including:

- Previous materiality exercises and findings;
- Insights from industry and Berkshire Hathaway company peers;
- In-depth discussion with cross-functional internal stakeholders;
- Insights from employees who regularly engage with external stakeholders; and,
- Sustainability reporting standards and guidance.

During the materiality assessment, quantitative and qualitative tools were used to rank and prioritize material topics. Finalizing the materiality assessment involved JM's cross-functional Sustainability Council and Senior Leadership Team. The teams reported material topics relating to specific GRI standards and corresponding topics to add perspective on sustainability impacts, corporate culture and our value system. The 2020 materiality assessment provided new perspectives and considerations from the previous year. However, no significant changes were made to the report's scope as a result. **102-49¹** JM is dedicated to consistent improvement, therefore, any restatements or data adjustments were made to enhance accuracy and are disclosed as footnotes throughout the report. **102-48¹**

¹ GRI Standards listed to help readers locate specific information aligned with GRI's Materiality Disclosures Service. All GRI Standards available in the GRI Content Index on [pages 35-36](#).



WE ARE
PEOPLE

CHAMPIONS

Our 8,000 employees are at the core of everything we do today, as well as tomorrow. Competition for top talent is fierce and we have always sought to attract the best workers across all sectors of the company. Once they become part of the JM family, we champion our employees to ensure they have the tools, training and support they need to be successful. We also encourage collaboration, strong engagement in workplace practices and fully support work/life balance. We focus on safety and protection to keep our employees healthy and happy. Our workers' unique skills help foster safe and inclusive work environments, which has helped JM be an Employer of Choice. Ultimately, our employees ensure we can consistently deliver the *JM Experience* to our customers every day.



CREATING A CULTURE OF SAFETY

As a manufacturing company, safety is of the utmost importance. In cultivating a culture of safety, we encourage all our employees to keep safety front of mind at work, at home and in their communities. We encourage taking a moment to think things through and pausing if something doesn't feel safe. Further, we promote our safety message with a focus on life-threatening activities as well as identifying and controlling hazards. Addressing these priorities is designed for the prevention of serious injuries, fatalities and severe fires as well as realizing a reduction in health, safety and ergonomic risks.

To maintain a safe working environment, we have implemented the following measures:

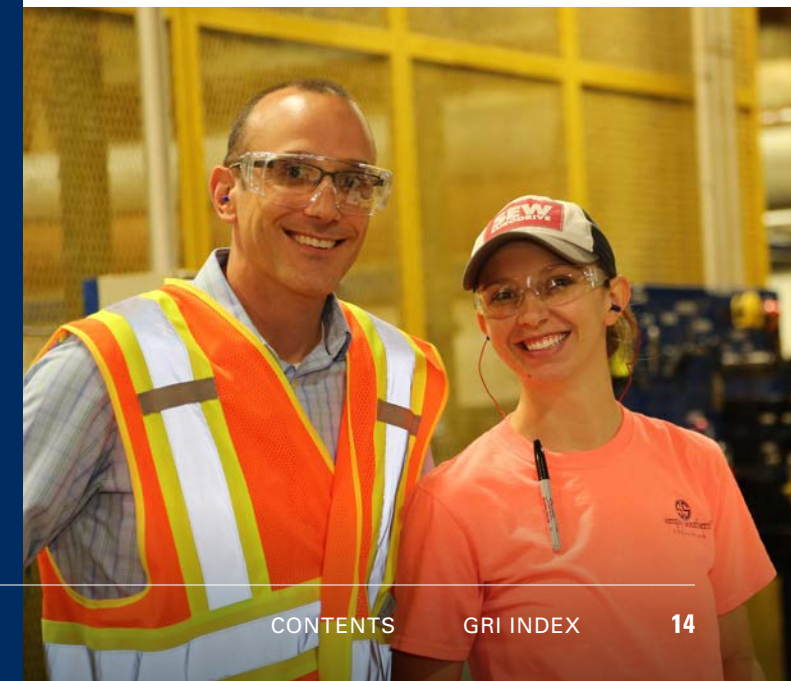
- Every JM facility has a health and safety leader.
- Every JM facility monitors for occupational hazards and implements appropriate corrective actions.
- JM conducts internal and independent assessments to track the health and safety performance of each facility and ensures compliance with applicable laws and regulations.
- All JM locations, along with corporate safety, review overarching safety policies, programs and procedures to ensure they are effective.
- Every JM employee is empowered and expected to implement our health and safety procedures to keep themselves and their colleagues safe.

EHS AWARDS OF DISTINCTION

In 2018, JM initiated the Environmental Health & Safety (EHS) Awards of Distinction. These awards recognize plants that go beyond compliance in their EHS activities. Points are awarded or subtracted in various categories, and the plant that achieves the most overall points receives the CEO Award, while the plant in each business unit with the highest number of points without winning the CEO Award receives the President's Award. Other facilities reaching 90 percent of the available points receive the Directors Award. Depending on the award, facilities are recognized with a trophy, a banner and a celebration along with a t-shirt or similar item to note the achievement. The winning facilities also retain bragging rights for the year.

While the criteria may be revised each year to emphasize JM's specific EHS priorities, those criteria typically include obtaining points for activities including a requisite number of risk assessments, driving corrective actions to higher levels in the hierarchy of controls, sharing and replicating best practices, conducting additional management system reviews beyond the annually required review, and choosing among other alternatives, such as implementing waste minimization projects, air emissions reductions actions, noise reduction projects or ergonomic improvements. Points are deducted for environmental notices of violation, safety citations, or certain serious events at a facility.

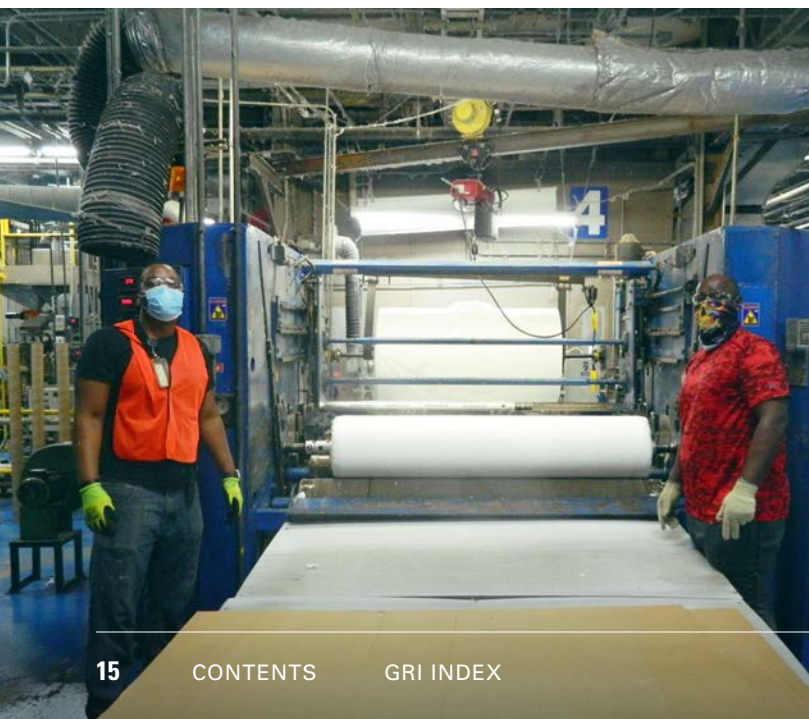
Each year, the competition has been close, with the overall winners determined only after going deep into our tiebreaker system, and we've had a variety of facility types win the award. For 2018, our roofing plant in Macon, Georgia, won the inaugural CEO Award. For 2019, the Innisfail, Alberta, insulation plant took the top award, and the most recent top award for 2020 went to the Johns Manville Technical Center. These awards allow us to further recognize excellence, spur friendly competition between plants and emphasize proactive actions beyond compliance.



FIVE TIPS FOR A SAFE WORKPLACE

In 2020, JM's plant in Etowah, Tennessee, recorded more than 2 million hours worked without a Lost Time Incident. Their success can be summed up in Five Tips for a Safe Workplace from Plant Manager Karen T. Barrios.

- 1 Safety is our priority:** Make safety issues a top priority in your plant. Safety should consistently be at the forefront of everything you do.
- 2 Culture:** With daily safety meetings, employee involvement, communication and risk assessments, we create an environment that will ensure that not only our leaders, but also our employees are aware of security issues.
- 3 Involvement:** Listen to your employees for safety concerns and improvement ideas. Safety professionals will help in handling the suggestions. Don't accept "That's the way it's always been" as a solution. Ask all of your teams, "How can we make the plant safer? What tools do you need to perform your job safely?"
- 4 Celebrate:** If you have achieved progress in your plant's safety, celebrate! Let everyone know that you care about their safety and that it's worth the effort.
- 5 Don't stop!** Concern for safety is ongoing. It never stops. We can improve every day. Even when we achieve milestones, another safety target lies ahead—ultimately zero incidents for much more than 1 million hours.



MANAGING THROUGH A PANDEMIC

In the early days of the pandemic, JM formed a COVID-19 Task Force that worked 24/7 to implement measures to support our operations, facilities and employees. The plans and guidelines set forth by this task force were needed almost immediately at our manufacturing facility in Edison, New Jersey.

The JM Edison manufacturing site is located in an area that was hit hard by the coronavirus pandemic in the United States. The Edison team faced the challenges with empathy and care for our employees combined with determination for our customer base. The team employed a combination of problem-solving tools, technology and sheer willpower to keep our employees safe and healthy while still providing much-needed product to our customers. Beyond that, the Edison team shared their learnings and solutions from the pandemic across the Johns Manville organization, helping to equip other parts of the business to weather the pandemic with equal success.

The Edison team was the first JM site to conduct contact tracing for close contact in late March 2020. To maintain operations, they were the first to comply with local orders, working with EH&S and Legal departments to ensure compliance while maintaining the safety of our employees. Technology such as ATP testers to determine cleanliness, IR scanners to determine if a fever exists and exercising best practices for deep cleaning and physical distancing were immediately employed. These practices were quickly shared with the rest of the operations group across JM on pandemic and operational calls. The ingenuity and leadership displayed at the Edison site became a template for pandemic response across the company.

The customer service team developed an entire process for managing orders through the managed supply situation and the Edison Operations team estimated capacity in a very fluid labor environment to ensure our customers understood the impact to their material supply.

Edison personified the JM core value, *We Are People Champions*. Every action taken, and every idea implemented, was focused on ensuring a safe workplace that our employees felt comfortable returning to each day.

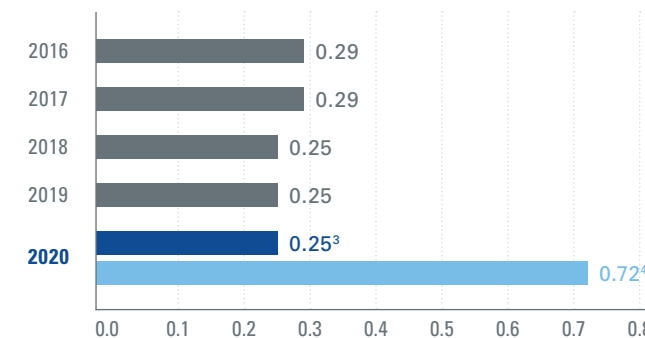
The Edison team and the COVID-19 task force enabled us to continue operations, supply our customers and provide a safe place to work for our employees during an unprecedented and uncharted time in our history.



JM LOCATIONS WITH AT LEAST 1 MILLION HOURS WORKED WITHOUT A LOST TIME INCIDENT.¹

LOCATION	HOURS WITHOUT INCIDENT
JM Corporate Headquarters ²	10,705,204
JM Technical Center	4,153,960
Bremen	2,494,374
Innisfail	2,493,843
Etowah	2,190,270
Berlin	1,701,682
Bobingen	1,532,466
Milan	1,434,258
Defiance 2	1,334,197
Wertheim	1,197,928
Scottsboro	1,138,987

LOST TIME INCIDENT RATE¹



¹ Lost Time Rate: 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.

TRAINING OUR PEOPLE

JM ACADEMY

2020 marked the 12th year that JM provided a two-day training conference called the JM Academy. For more than a decade, this annual forum has attracted customers from around the world and served as a meeting point for corporate leaders and senior managers from the building and construction, filtration, energy storage, automotive and composites industries. Although the event is traditionally held in person, the pandemic required JM to plan and execute the event virtually. This year's content centered on four human "superpowers": Consciousness, Curiosity, Creativity and Collaboration.

INSULATION INTEL

In August of 2016, Johns Manville Insulation Systems launched Insulation Intel[®], an educational program designed to help bridge the "knowledge gap." As the baby boomer generation retires, the professionals replacing them need support, education and information to fill the vacuum of knowledge left in the baby boomers' absence. Annually, we produce educational webinars, videos, blogs, white papers and technical bulletins to help design and specification professionals in the mechanical, HVAC, commercial, residential and industrial insulation industries stay up-to-speed on the latest technical information. Over the past five years, 6,000+ industrial professionals have attended a JM Insulation Intel[®] webinar and 100,000+ interactions have taken place on the Insulation Intel[®] Blog.

² Does not include work from home employees

³ LTR without COVID-19 cases

⁴ LTR with COVID-19 cases

JM SAFETY METRICS — 2020¹

Country	Person Group	Total Case Incident Rate (Injuries & Illnesses) ²	Total Injury Case Rate	Total Occupational Illness Case Rate ²	Lost Day Injury Case Rate	Fatality Case Rate
Canada	Employee	0.80	0.80	0.00	0.00	0.00
Germany	Employee	1.49	1.49	0.00	0.00	0.00
Slovakia	Employee	0.89	0.89	0.00	0.15	0.00
U.S.	Employee	1.33	0.68	0.65	0.27	0.00
China	Employee	0.00	0.00	0.00	0.00	0.00

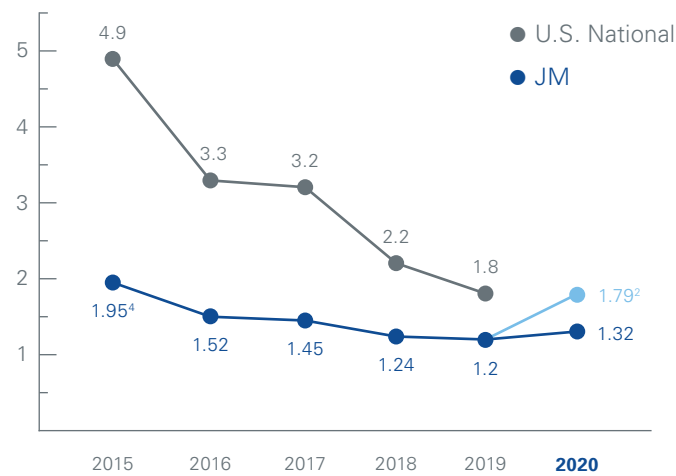
Note: Outliers with higher-than-average incident rates are a result of the JM population in those regions working significantly fewer hours than the other population groups. Most of these outliers are seen within our contingent workforce populations.

VOLUNTARY PROTECTION PROGRAM STATUS

With the certification of our Plattsburgh, NY, plant, 12 JM North American facilities have now been certified through OSHA's Voluntary Protection Program (VPP). VPP status requires the implementation of safety and health management systems as well as maintaining injury and illness rates below national Bureau of Labor Statistics averages.

PLANT NAME	YEAR FIRST AWARDED
Tucson, AZ	2007
McPherson, KS	2007
Macon, GA	2007
Willows, CA	2008
Jacksonville, FL	2008
Richland, MS	2010
Fernley, NV	2010
Lewiston, ME	2012
Scottsboro, AL	2013
Richmond, VA	2015
Belgrade, MT	2016
Plattsburgh, NY	2019

JM TOTAL OSHA INCIDENT RATES¹ VS U.S. NATIONAL RATES^{3,4}



Note: Outliers with higher than average incident rates are a result of the JM population in those regions working significantly fewer hours than the other population groups. Most of these outliers are seen within our contingent workforce populations.

¹ Occupational Safety and Health Administration, a U.S. agency charged with the enforcement of safety and health legislation. Total Case Incident Rate (TCIR): Number of injuries and illnesses x 200,000/employee hours worked.

² Includes COVID-19 Cases

³ Bureau of Labor Statistics (BLS) rate using NAICS Code 32799. 2020 data not available.

⁴ Year 2015 includes data from an acquired subsidiary with higher incident rates than JM's historical rates.

DIVERSITY & INCLUSION AT JM

We believe an inclusive and diverse workforce strengthens us as a company. JM welcomes individuals from all demographics to be part of our team regardless of race, national origin, color, ethnicity, gender, religion, age, disability, sexual orientation, gender identity or veteran status. Ultimately, we aspire to have a workforce that is representative of our communities, supported by an inclusive work environment.

Building an inclusive, high-performing culture requires promoting and hiring the best talent for the job. We are always developing our employees through ongoing feedback channels, informal mentoring networks and formal development programs. These practices have resulted in the promotion of more women to top business and manufacturing leadership roles. Going forward, we aim to increase the percentage of all manager positions filled by women and boost the rates of racial and ethnic diversity in our managerial positions.

The growth of the nation's urban population will require JM to focus on recruitment and retention in our many rural locations. Moreover, our aging workforce in Germany, Slovakia and North America poses challenges we must address with the development of new workers, including welcoming the talent of immigrants into our labor pool.

CELEBRATING BLACK HISTORY MONTH

We celebrate the value of diversity and advocate for inclusion through engagement, discussion and understanding. We recognize two dozen D&I-focused recognition days/weeks/months throughout the year, including Black History Month, Women's History Month, Ramadan, Pride Month, Canada Day, Autism Awareness Month, Asian American and Pacific Islander Heritage Month, European Diversity Month, Juneteenth, Hispanic Heritage Month, Native American Heritage Month, Veterans Day, Diwali and more.

During 2021, JM's D&I Council held a virtual Black History Month event featuring a conversation about African Americans in STEM careers. Discussion was led by African American team members from across the country. Also, through our internal Sensei Leadership Podcast, diverse JM leaders at all levels are highlighted during Black History Month, including members of our D&I Council.

HUMAN RIGHTS

JM supports the tenets and principles of the UN Global Compact regarding the protection of human rights, the environment, labor and corruption. Our human rights policy, noted under the California Transparency in Supply Chains Act of 2010, states that JM will not knowingly engage a supplier that directly, or indirectly through a third party, employs illegal child, forced or compulsory labor in any way. From 2018 to 2020, there were no incidents reported or legal actions taken regarding child or forced labor.

JM demonstrates its support for human rights in our daily operations by:

- Providing safe and healthy working conditions for employees and contractors;
- Preventing discrimination in personnel practices;
- Providing decent work and producing quality products that improve lives;
- Adhering to the highest standards of ethical behavior in our business conduct, activities and relationships;
- Conforming to environmental, health and safety standards, as well as applicable labor laws;
- Implementing positive management practices that provide a workplace where employees feel they can work with leadership to find mutual solutions; and,
- Recognizing third parties' rights to represent our employees, where applicable, and dealing with elected representatives in a respectful and business-like manner. Should JM purchase raw materials containing tantalum, tin, tungsten and gold (3TG) metals, JM requires sourcing information from suppliers. This helps JM disclose to stakeholders when and why we must use conflict minerals in our products. JM's Product Stewardship team also reviews all new products and significant changes to existing products to provide hazard communication, product labeling information and other guidance to customers.

In 2020, 55 percent of our global workforce was represented under collective bargaining agreements. Between 2018-2019, none of JM's operations or suppliers were identified as prohibiting, violating or putting at significant risk the right to exercise freedom of association and collective bargaining. **102-41¹**

¹ GRI Standards listed to help readers locate specific information aligned with GRI's Materiality Disclosures Service. All GRI Standards available in the GRI Content Index on pages 35-36.



REDUCING OUR EMISSIONS

Air emissions controls are utilized to reduce and control air emissions in the atmosphere.



REDUCING WASTE TO LANDFILL

JM plants recycled a number of different items including iron, used oil, brick, electronics, batteries and tires.



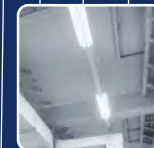
INNOVATING

JM is committed to innovation and R&D. JM has five technical centers around the globe dedicated to these efforts.



CLOSING THE LOOP WITH RECYCLED MATERIALS

In three years, JM increased the amount of recycled glass used by 19 percent.



INTELLIGENT LIGHTING

To save energy, JM utilizes energy efficient lighting systems set to motion sensors.



OPTIMIZING POINT A TO POINT B

Intermodal transportation, especially rail, is used to efficiently transport raw materials to manufacturing plants.



MINIMIZING RUNOFF POLLUTION

Impervious surfaces, vegetation, site grading, covers and containment devices, as well as good housekeeping practices, help ensure clean stormwater.



SAFETY FIRST. ALWAYS.

Working safely is an expectation both on and off the job. JM has implemented projects and programs aimed at improving ergonomics, reducing noise and eliminating serious injuries.



DEVELOPING OUR FUTURE WORKFORCE

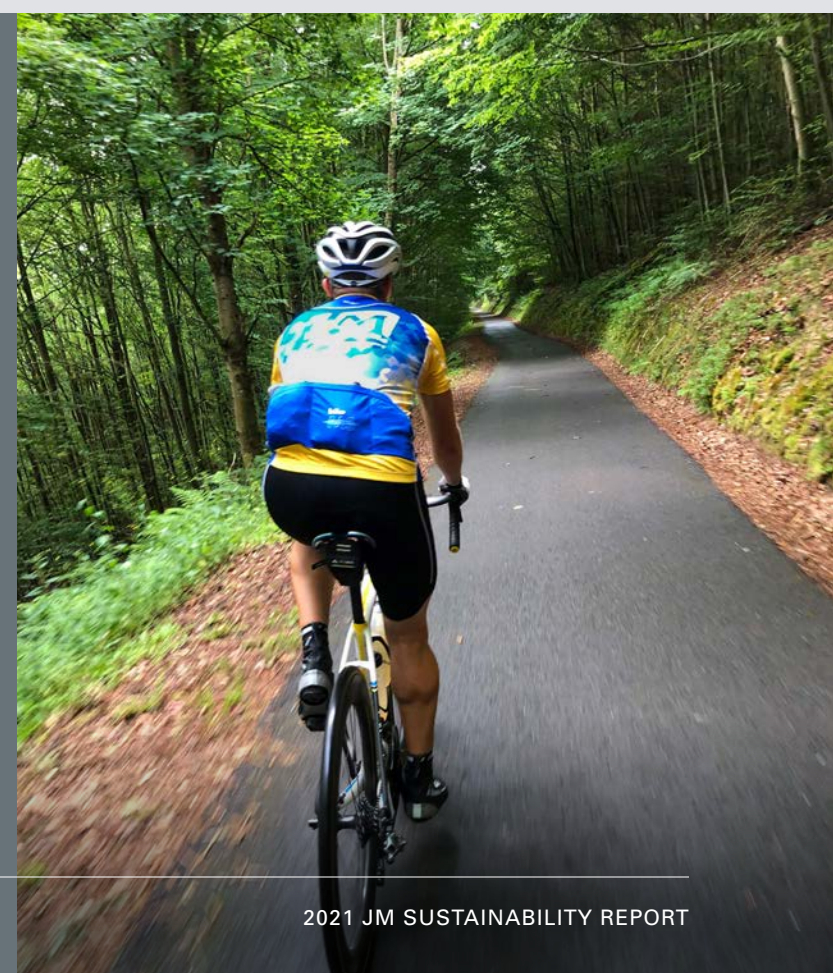
We're supporting tomorrow's workforce through training and virtual education. We are committed to diversity & inclusion across our global operations.



OUR PASSION

IS IN GOING THE EXTRA MILE

We pursue fresh ideas and embrace new approaches to elevate how we work and deliver value. We serve customers in more than 80 countries. Whether we show our passion through shifting our production focus to supplement mask shortages in the communities where we work and live; dedication to our industry and the professional organizations that advance our work; or commitment to our employee value proposition (which articulates the attributes and benefits that employees receive in exchange for their work), JM goes the extra mile wherever the opportunity presents itself.



PASSION FOR OUR COMMUNITIES

GLOBAL COMMUNITY DAY

A passion to volunteer has woven itself into our corporation, from bottom to top, throughout the communities where JM operates around the world. In the fall of 2018, JM employees launched Global Community Day as part of an employee-driven Corporate Social Responsibility program. In one day, nearly half of the company's 8,000 employees worldwide participated in more than 50 local events and activities. The following year, JM employees sponsored their second Global Community Day, again attracting thousands of individual volunteers while earning the *Communitas Award* from the Association of Marketing and Communication Professionals.

Giving back to the communities in which we work and live is something JM employees do all year long and on an increasingly frequent basis. The company has seen a 69 percent increase in the number of volunteers and a 78 percent increase in the number of volunteer hours since 2014. In 2018 alone, JM logged over 15,000 volunteer hours by over 5,500 volunteers who helped with nearly 300 community outreach projects.

Though the first Global Community Day was a huge success, the next year's event saw significant growth. The number of projects grew from 49 to 77 (a 57 percent increase) and the number of hours each volunteer dedicated also grew by 31 percent.

In the Denver area, where Johns Manville is headquartered, employees observed Global Community Day by working at local homeless shelters, serving lunch at the Ronald McDonald House, volunteering at the Denver Botanic Gardens and the Seniors' Resource Center, sending care packages to troops overseas, participating in a Habitat for Humanity build and volunteering with other organizations. Two of the largest activities were separate bike builds with Denver-based Wish for Wheels, a nonprofit organization that gives new bicycles and helmets to kids in low-income communities.

At plant locations around the world, employees hosted a charity kickball tournament, volunteered at animal shelters, adopted streets and picked up trash, conducted food and clothing drives, delivered Meals on Wheels, collected new and fun bed sheets for pediatric oncology patients, provided landscaping services and more.

"Our employees understand the value of getting involved in the areas where we live and work," said JM Chairman Mary Rhinehart, "Our commitment to Corporate Social Responsibility — which includes volunteerism, financial support and in-kind donations — helps build stronger communities and creates a positive company culture. It is just one of the ways we deliver a positive *JM Experience* to those around us."

Due to the COVID-19 pandemic, Global Community Day 2020 did not occur. We look forward to it being resumed in 2021.

LEADING FROM THE FRONT, WITH PARTNERS

JM's Insulation Systems business produces the most complete line of insulation solutions for commercial, residential, OEM and industrial applications that help control energy consumption, promote building occupant comfort and support end-user safety by improving thermal and acoustical control. From our Formaldehyde-Free™ insulation batts to our low Global Warming Potential spray foam insulation, JM has the right solution to optimize energy efficiency for any application.

JM engages the construction industry by leading or partnering with national associations to help forward initiatives that align with JM's core values. Two recent examples are JM's efforts with the Spray Foam Coalition (SFC) and the Sheet Metal & Air Conditioning Contractors National Association (SMACNA).

Kathy Miks, JM's Building Insulation Innovation and Commercialization Manager, was elected Vice Chairman of the SFC in 2018. In 2020, Kathy was elected as the new Chairman of the SFC where she has continued her work to further engage, evolve and promote the spray foam industry.

On the HVAC front, JM became the only insulation manufacturer to join SMACNA's Premier Partner organization. As a Premier Partner member, we attend SMACNA board and committee meetings as a manufacturer to influence insulation usage and codes across North America in HVAC systems.



JM WOMEN LEADING THE INDUSTRY

We are fortunate to employ remarkable women at each level of our company. This year, women at JM have received recognition both locally and nationally for their outstanding work. We are proud to share a few of their stories and express our gratitude to these women for their continued commitment to going the extra mile.

National Women in Roofing (NWIR) is a volunteer-based organization that connects, trains and empowers women to develop leadership skills. In 2018, the NWIR elected its board of directors which included JM’s Director of Product Management and Marketing, Roofing Systems Jennifer Ford-Smith as Secretary of the Board and JM’s Senior Marketing Manager Melissa Walker as Vice Chair of the Mentorship Committee.

Maintenance Apprentice Monica Estrada was awarded the title “First Lady of Systems” by her peers at the Waterville plant in recognition of her diligence and passion for her work. Among them is JM Maintenance Supervisor Jeff Woodbury who says Monica wants to be the best at what she does. Monica credits her grandmother, who raised 11 children on her own, for instilling strength, work ethic and persistence in her.

In 2020, JM Project Engineer Jessica Bollin Smith was awarded The Young Engineer of the Year award from the Toledo, Ohio, section of The Institute of Electrical and Electronics Engineers (IEEE). This award recognizes Jessica’s work in the engineering field as well as in the community.

Building Insulation Innovation and Commercialization Manager Kathy Miks, Insulation Systems Product Manager Cassie Todtenhagen and Insulation Systems Product Engineer Chanel Charbonneau were recently interviewed by Spray Foam Magazine where they shared their insights about JM’s innovation strategy, provided tips to women in the manufacturing industry and emphasized the important role women play as contributors to successful and innovative teams. The full Q&A can be found on Spray Foam’s [website](#).

PRODUCT DEVELOPMENT IN TIMES OF COVID-19

As the pandemic spread, our Johns Manville teams realized we had to begin producing nonwoven face masks and medical gowns for frontline workers at home and abroad.

Most nonwoven production of face masks and medical gowns was abandoned in the U.S. many years ago and moved to Asia. Given the shortage of face masks in the U.S. and Europe, JM’s Engineered Products business built on its existing capabilities and helped fill the market demand. JM facilities in Richland, Mississippi, and Spartanburg, South Carolina, quickly developed and launched nonwoven face masks and medical gowns, respectively, in an effort to help fight the spread of coronavirus and ultimately flatten the curve.

John Vasuta, President of JM Engineered Products, said it best, “We are going through unprecedented times. Every step to support health-care workers and others on the front lines helps right now.”

JM’s commitment to our communities hasn’t stopped with the pandemic. We will continue to keep an ear to the ground as we look for new and innovative ways to preserve health and safety in our communities.

PASSION FOR OUR EMPLOYEES

We are always working to strengthen our position as an Employer of Choice. Our efforts to retain our valued workers and attract top talent are crucial given the competitive labor market. As a result, JM has created an Employee Value Proposition (EVP), which includes all the attributes and benefits that employees receive in exchange for their work. Our EVP message complements the *JM Experience* along with our core values and focuses on what employees value most about working at JM:

- Opportunity to Grow
- Stability and Innovation
- Supportive Environment
- Pride in Products

NEW PRODUCTS FOR A MORE SUSTAINABLE FUTURE

As our world drives toward sustainability, innovative new technologies are paving the way. More than ever before, materials that can improve energy efficiency, reduce waste and meet the changing demands of evolving markets are critical to a path forward. JM has been meeting these challenges head on with smart thinking and enhanced performance.

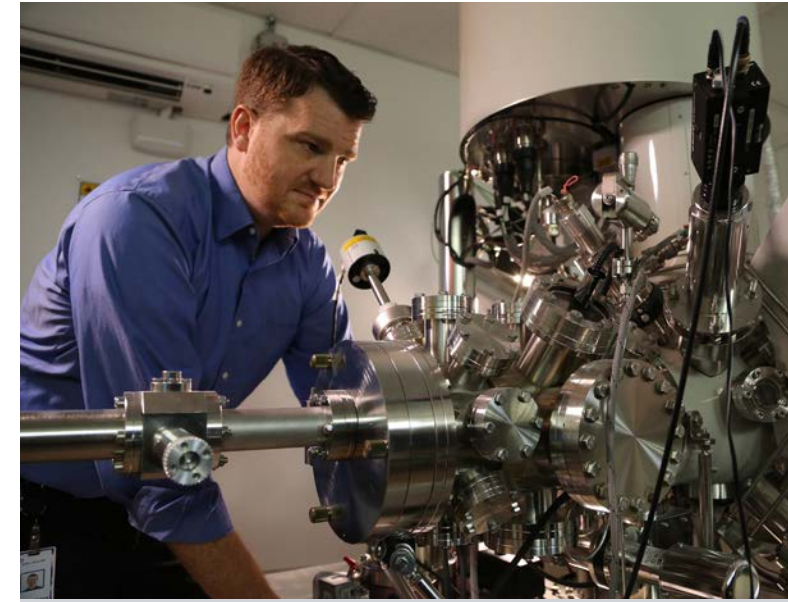
E3 Pallet™ Technology: JM’s patented new pallet technology is designed to make it cheaper and easier to recycle and reuse our 4x8 and 4x10 pallets. Traditionally, pallets this large wind up in the landfill because they are too big to reuse and can’t be cut down into a smaller size for repurposing. Our new pallet design allows the pallets to be cut into two or three smaller pallets for reuse or even resale. This drastically reduces the waste our distribution facilities send to the landfill.

Improving Insulation R-Values: As the market continues to trend to higher R-values, new products like JM’s R-12 Linacoustic® RC duct liner and R-12, R-16 and R-19 Microlite® duct wrap insulations are leading the way for implementing ever evolving code requirements. With these new insulations, system installers can use one layer of insulation to achieve the required R-value, saving time and money while improving installation quality.

JM Gen IV: In 2020, JM released JM Gen IV spray foam insulation to meet changing regulations in the spray foam industry. Unlike previous generations of spray foam that have a global warming potential (GWP) ranging between 800-1200, JM Gen IV has a very low GWP of less than two. Improving products like closed-cell spray foam insulation that offer an air barrier, a vapor barrier and insulation all in one can help to meet demanding new energy-efficiency goals without having a negative environmental impact during installation.

MAKE YOUR STORY OUR STORY

As part of our employee recruitment and retention efforts, JM created a new tagline: “Make your story our story.” We want current and future employees to know that Johns Manville’s rich and successful history exists because of the unique talents and stories that our JM staff members bring to the table. We believe their stories matter and we plan on telling them. To learn more, visit [JM.com/careers](#).



EXPANDING SOLUTIONS IN INDUSTRIAL INSULATION

In late 2019, JM acquired ITW Insulation Systems, a business owned by Illinois Tool Works Inc. that is well known for its premium, low-temperature polyisocyanurate foam insulations and metal jacketing solutions. The acquisition represents an important strategic opportunity to offer expanded insulation solutions to the industrial market, giving JM greater versatility and enabling our Insulation Systems business to continue to offer a robust and well-rounded portfolio of insulation solutions.

In support of this newly acquired business, JM employs 100 workers at four manufacturing plants in the U.S. and Canada (Houston, Texas; La Porte, Texas; Edmonton, Alberta; and Mississauga, Ontario). The company’s primary markets include refining, petrochemical, power, LNG, food & beverage, oil sands and other energy applications.

“JM’s Industrial Insulation business is a market leader, producing the broadest product portfolio of any manufacturer in the industrial insulation industry,” said Dave Skelly, General Manager of Performance Materials at JM, “Historically, this has included high-temperature calcium silicate, expanded perlite, mineral wool, microporous blankets and silica aerogel. And now, with the addition of ITW Insulation Systems, our portfolio includes both low-temperature polyisocyanurate foams and metal jacketing. These additions make our industrial insulation portfolio incredibly robust and allow us to be a single source for our customers’ insulation and jacketing needs.”



WE
PERFORM

AT A SUPERIOR LEVEL

JM solves problems for the construction industries that rely on building insulation and roofing systems. We engineer and develop new products and technologies for aerospace, automotive and transportation, filtration, commercial interiors, waterproofing and wind energy industries. Whether patenting exciting new innovations or developing tailor-made solutions, each new product begins with a keen understanding of the market's needs, concerns and challenges. Our commitment to sustainability drives innovation and motivates us to seek new ways to optimize our portfolio of offerings, strengthen our building science leadership position and continuously improve our ability to manufacture specialty products. In other words, we aim to meet the unique needs of our customers while contributing to the health of our planet and our communities.



ORGANOSHEETS: A GAME CHANGING APPLICATION FOR LIGHTWEIGHTING

In 2018, JM introduced a new and proprietary technology into the plastics processing marketplace, launching our company into the exciting world of Advanced Composites! Our first product will be a thermoplastic composite called organosheet. JM's organosheet technology is unique in that the polymer is produced during the manufacturing process within the reinforcement – in situ. This results in a lower cost, higher quality product.

Additionally, this proprietary technology enables the control of fiber content in the composites and offers design flexibility for specific applications by incorporating the desired fiber orientations into fabrics with various weaving architecture.

"We are proud of our new suite of technologies that enable us to produce these sheets of highly reinforced nylon to make structural components for cars, such as seats or brake pedals – ultimately creating greater energy efficiency, improved safety and enhanced performance," said Tim Swales, SVP & Chief Technology Officer.

Organosheets are very versatile and have excellent structural and light weight properties that make them useful in many industries, including automotive. The products in the OS-6 Series of nylon 6 organosheets are ideal structural reinforcement solutions for lightweighting parts and enable functional integration. They are suitable for high throughput manufacturing processes, such as injection overmolding and compression molding, and meet short cycle-time requirements of automotive applications.

In 2020, JM built a 1.5 meter wide continuous line in the U.S. to demonstrate our capability to make organosheets at high volume scale.

"This is a great example of JM innovating to develop a high-performance composite that could be recyclable," said Swales.

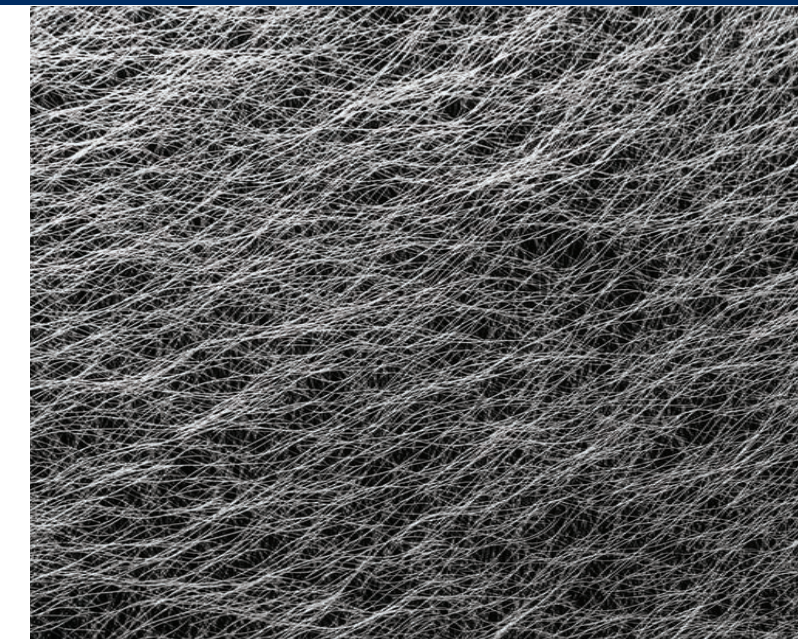
INNOVATION FOR GOOD: LEAF SPRINGS

Car manufacturers constantly strive to design lighter-weight vehicles by replacing heavy metal parts with new, advanced components. In partnership with the renowned German plastics machinery manufacturing company KraussMaffei, JM helped to innovate a new leaf springs suspension system for automobiles.

Because these leaf springs are made of composites, JM's StarRov® glass fibers are one of the primary building blocks of these composite leaf springs. Composite leaf springs are 30 percent lighter than steel, thin and compact, cost efficient, durable and stress resistant. They are made in quick production cycles and, perhaps most importantly, they provide the vehicle with excellent driving performance.

In addition, the strength of the leaf springs can be deliberately increased in sections where it is required, while the corrosion resistance of the products offers further value.

Originally, leaf springs were manufactured from steel or aluminum. However, steel is heavy and aluminum consumes a lot of energy during production. Fiber-reinforced plastics (composites) meet all mechanical requirements for leaf springs and are lightweight, weather resistant and rust-proof. JM's contribution to leaf springs is just one more example of the company's commitment to sustainability-driven innovation.



INSULATION PRODUCTS ENHANCE ENERGY EFFICIENCY, THERMAL PERFORMANCE

GOING GREENGUARD GOLD

One facet of the sustainability story is ensuring the materials that go into more sustainable buildings also contribute to the well-being of building occupants. As the industry places more emphasis on these types of materials, verifications like Underwriters Laboratories' (UL) GREENGUARD can help people identify materials that have low chemical emissions. The GREENGUARD verification program is recognized and referenced in numerous building programs, standards and specifications around the world.

There are three tiers of GREENGUARD verification: GREENGUARD Verified, GREENGUARD Gold and GREENGUARD Formaldehyde-Free. Each verification has specific maximum requirements for both emissions of volatile organic compounds (VOCs) and modeled indoor concentrations or, in the case of the Formaldehyde-Free Verification, requirements for maximum formaldehyde emissions and modeled concentrations. VOCs include a variety of different chemicals, some of which have short-term or long-term health effects on humans.

The GREENGUARD Formaldehyde-Free Verification is the most stringent of the three verifications and the GREENGUARD Gold status is especially relevant in school and health care applications.

Last year, five JM products received GREENGUARD Gold verifications in addition to a variety of products that are already GREENGUARD and GREENGUARD Gold Verified.

NEW JM PRODUCT ENHANCES FIRE PROTECTION

In 2019, Johns Manville CladStone™ Water & Fire Block was included in a new wall system specifically designed to meet requirements for achieving the National Fire Protection Association's NFPA 285, a commercial wall assembly fire test.

The new Fusion™ 285 wall system is the first of its kind nationwide to meet the NFPA requirement, which evaluates the flame propagation characteristics of an exterior, non-loadbearing wall assembly or, in other words, evaluates the delay of fire spreading within a building.

The wall system is designed to meet goals in safety and fire protection and is approved for use in commercial construction projects, types I through IV, for buildings higher than 59 feet.

JM CladStone™ was included due to its noncombustible and exceptional fire resistance properties. The product is a continuous insulation mineral wool product, specifically manufactured for superior performance in cavity wall and rainscreen applications. Made from basalt, a volcanic rock, this premium mineral wool product allows for the effective drainage of water from an exterior wall cavity system while offering thermal efficiency and acoustical performance.

NOVEL ROOFING INSULATION PRODUCT IMPROVES R-VALUE

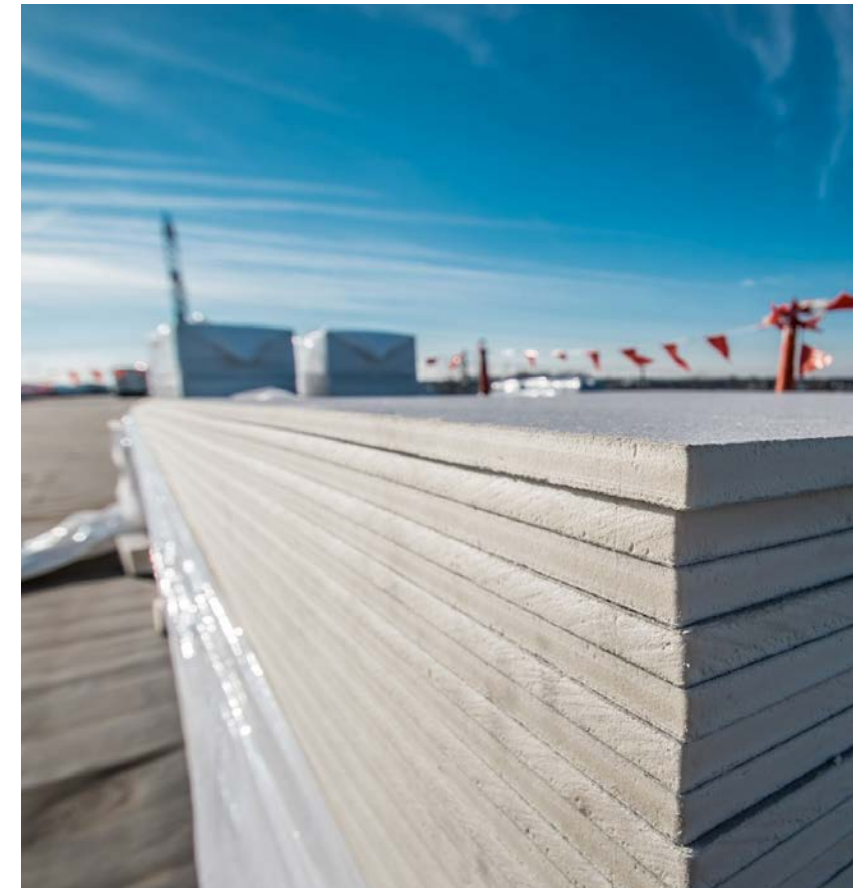
JM's line of polyiso insulation products have long addressed R-value requirements to meet the needs of builders. Recently, JM unveiled a new product, the Protector HD (high-density) cover board, which improves upon the performance of past roofing systems. Its grade-one compressive strength, closed-cell foam core (80 psi minimum, up to 110 psi) and inorganic coated glass facers provide excellent resistance against harsh rooftop conditions. Moreover, the Protector HD is extremely lightweight, resulting in easy handling with installation and transportation efficiencies, including lower freight costs and less energy and fuel usage. It has a higher R-value than wood or gypsum, is moisture and mold resistant and its strength provides resistance to wind, uplift, hail, moisture or puncturing.

EMPLOYEE PERFORMANCE

JM is able to perform at a superior level because we continuously invest in the development of our employees.

As JM strives to be the Employer of Choice, we continually look for ways to enhance employee engagement. We do this by ensuring our people processes effectively serve their purpose. In the past, our performance management program emphasized process rigor and accountability with scheduled performance reviews. However, we found that day-to-day interactions with forward-focused development discussions were much more successful. With this in mind, JM rolled out an updated program with comprehensive training modules that underscore the benefits of frequent employee-manager dialogue.

One example of an initiative that enables employees to excel is our Frontline Leadership Program. Now implemented within our plants in North America and Slovakia, the program offers training modules designed to expand the skill sets of facility managers and supervisors. Initiatives like these not only prepare employees for increasing levels of responsibility, they help improve morale by reinforcing best practices and fostering increased communication.





WE PROTECT

TODAY TO ENSURE TOMORROW

Fundamentally, JM products protect. Insulation and roofing systems shield us from the elements and keep us comfortable inside. And because insulation and roofing systems promote energy efficiency, we are able to reduce our overall carbon footprint. According to a study by Energy Conservation Management, Inc., a typical pound of insulation saves 12 times as much energy in its first year in place as the energy used to produce it. Over its lifetime, one pound of insulation saves hundreds of times the energy used to make it.¹ JM also protects the environment through innovative engineered products. We engage in environmental protection through sustainable practices in our manufacturing processes, waste reduction and protection of our natural resources. Moreover, we are mindful about preventing pollution and minimizing the impact of our operations. With a focus on protection, we are building a better tomorrow.

¹ Source: Green and Competitive - The Energy, Environmental, and Economic Benefits of Fiber Glass and Mineral Wool Insulation Products. <https://insulationinstitute.org/wp-content/uploads/2016/02/GREEN.pdf> (1996)

ENVIRONMENTAL COMPLIANCE

JM operates with a firm dedication to compliance with all environmental regulations. We take a precautionary approach to help ensure that we comply with environmental laws and regulations while considering the environmental challenges today and in the future. In 2020, JM did not have any significant monetary penalties for noncompliance with environmental regulations. We did have four notices of violation per year in 2018, 2019 and 2020 respectively. When such instances occur, we respond quickly to resolve issues and work to improve our environmental compliance efforts. Continuous improvement in our environmental management programs is an integral part of our business strategy.

REDUCING WASTE IN OUR PLANTS

In 2020, JM set a goal to reduce the intensity of solid waste shipped to landfills by our Insulation Systems group by 10 percent. Achieving this goal required us to explore many aspects of our manufacturing processes, revising and adopting new practices in our pallet use, recycling programs, general scrap processes, donation programs and more.

The outcome was substantial. We were able to reduce the solid waste going to landfills by 11 percent, resulting in a reduction of over 13 million pounds of material. Additionally, by exploring alternatives to scrapping materials to a landfill such as donation, we were able to find humanitarian uses to recycle and reuse material that would have otherwise been deemed scrap.

Overall, the vision for this project was to reduce waste going into a landfill to help support a more sustainable vision for the future of JM; the outcome resulted in not only a substantial waste reduction but also provided the opportunity to help people in need all over the world.

BELGRADE ENVIRONMENTAL EXCELLENCE

At the Insulation Systems plant in Belgrade, Montana, a simple change to the flow of water in the plant's closed cell heat exchanger resulted in an enormous reduction of water use.

Before plant managers made this change, cooling water would pass through the top of the exchanger and gravity would force the water to feed out the bottom, with little to no dwell time. Belgrade leaders proposed to reverse the water flow to enter the heat exchanger on the bottom of the unit in order to increase dwell time and reduce fresh water usage.

The results were dramatic. The change:

- Reduced water use by 1,150,000 gallons per year (equivalent to 68,604 showers at eight minutes each). The water saved equaled the amount of water needed to fill Belgrade's water tower two times over;
- Increased heat exchanger efficiency 60 percent; and,
- Will save an estimated \$34,000 over 10 years from a one-time investment of \$1,300.



GLASS RECYCLING UNIT FOR GLASS FIBER WASTE IN TRNAVA, SLOVAKIA

In January 2021, our Trnava, Slovakia, facility announced the successful launch of a thermal recycling unit for waste glass fibers in its Engineered Products plant.

Following careful analyses of environmental, health and financial impacts, a closed production loop was determined to be the most beneficial approach to achieving JM's recycling goals. Once we had established a closed production loop that did not affect the quality of the final product, JM invested in thermal recycling technology.

The new recycling unit consists of a warehousing area, transportation equipment, shredder, burning chamber and milling unit; all facets of the facility work together to achieve a closed production loop. After processing, the glass powder, free of organic particles, is reused as raw material in the on-site glass production process. This unit helps JM achieve a tangible positive environmental impact by drastically reducing the landfilling of glass fiber waste.

The Trnava Recycling Unit is a part of our response to the European Commission's zero waste program and contributes to our overall efforts toward sustainable management of the planet's natural resources. The team's hard work, research and careful planning, while navigating obstacles arising from the pandemic, resulted in a recycling unit with leading technology that also aligns with legal regulations for environmental protection.

JM RECYCLING INITIATIVES

As a manufacturing company, it is smarter, more responsible and more profitable to eliminate waste, especially when it can be used to create more finished products. Three JM facilities have significantly reduced waste-to-landfill while producing financial benefits for our company.



WERTHEIM, GERMANY

Engineered Products (EP), one of JM’s three strategic business units, produces glass fibers, glass fiber nonwovens, polyester spunbond nonwovens and polypropylene meltblown nonwovens. The EP plant in Wertheim, Germany, recently found that disposing of glassfiber mat waste was getting more and more difficult, so they began exploring alternative outlets to recycle it.

The solution involved a partnership with a waste management company that provides the cement industry with the sand it needs as a raw material. The company takes Wertheim’s waste streams and mixes, grinds and ships them to the cement industry where the streams are fed into ovens to produce cement. In the ovens, the binder serves as a fuel and provides heat for the process while the remaining glass serves as an alternative raw material for sand.

INNISFAIL, ALBERTA

Recognizing that using recycled glass is an excellent way for JM to help contribute to the circular economy and reduce waste, JM has worked to increase the volume of post-consumer recycled glass used at our plants. This is especially true at our Innisfail, Alberta, plant where we can use up to 70 percent post-consumer recycled glass to make our Climate Pro blowing wool product.

Our JM facility in Richmond, Indiana, has since followed in the Innisfail plant’s footsteps. When we look at the overall benefits of using post-consumer recycled glass in our Richmond and Innisfail facilities, we find that we’re not only reducing glass waste in a landfill, but we are contributing to better sustainability practices across the board. JM facilities that make use of post-consumer recycled glass have cumulatively saved an estimated 13,100 tons of CO₂ emissions, 69,000 cubic yards of landfill space and 7,800 megawatt hours of electricity.



SCOTTSBORO, ALABAMA

From 2019 to 2020, production at the Scottsboro, Alabama, plant rose by 2 million pounds of finished goods, however, our waste intensity improved by 8 percent. Since 2011, the Scottsboro plant’s amazing performance has meant we have never exceeded 2.5 pounds of waste per ton of production.

The reduction in waste at the Scottsboro plant is a result of the plant’s diligence and processes. During the manufacturing process, the team collects and utilizes edge trim in the form of flakes. The plant also re-feeds scrap TPO (single ply roofing membrane) in the form of flakes and pellets to convert resources otherwise bound for the landfill into valuable products. From 2018 to 2020, Scottsboro diverted 11.5 million pounds of TPO from landfills to be reused.

Scottsboro also has an impressive general recycling program that recycles cardboard, paper, plastics, super sacks, metal, polyester scrim and fleece material. From 2018-2019, the facility prevented 1.5 million pounds of waste from entering local landfills.



JM Technical Center, Littleton, CO

JM’S GREEN CHEMISTRY AWARD

In 2020, Johns Manville was selected by the Environmental Protection Agency (EPA) to receive a 2020 National Green Chemistry Challenge Award, which recognizes companies or individuals who design chemical products and processes that reduce the use of hazardous substances.

The EPA chose to recognize JM for developing a biobased, formaldehyde-free thermoset binder to be used in fiberglass reinforcement applications. This technology eliminates the use of hazardous chemicals and reduces water and energy use while producing a finished product with a longer shelf life.

“Colorado’s Johns Manville is a global leader in the sustainable building products industry. The company’s effort to develop materials that eliminate the use of formaldehyde in carpet tile backing applications will promote healthier indoor environments across the nation,” said EPA Regional Administrator Gregory Sopkin.

Recommendations for the 2020 Green Chemistry Challenge Awards recipients are made by an independent panel of technical experts chosen by the American Chemical Society Green Chemistry Institute.

EMISSIONS

Emissions are a result of transforming raw materials into valuable products that improve people’s lives. Topics such as climate change and minimizing environmental impacts are always a concern. While discussion around these topics is often complex, we remain diligent in our efforts to explore new ways of tracking and managing emissions in order to “do good” as a business. JM has adopted ISO 14001 standards in our Environmental Management Systems, which consider a variety of topics including air pollution, climate change mitigation and efficient use of resources. This includes the use of control mechanisms designed to manage and reduce air emissions into the atmosphere. As of 2020, all JM North American and European plants are successfully maintaining their ISO 14001 Certification.

NON-GHG REGULATED AIR EMISSIONS BY POLLUTANT CATEGORY^{1,2,3,4}

Air Emissions in Kg

AIR EMISSIONS	2018	2019
Carbon Monoxide	4,244,568	4,631,206
Nitrous Oxides	824,315	755,304
Particulate Matter	1,588,071	1,636,226
Sulfur Dioxides	354,884	289,460
Volatile Organic Compounds	938,120	956,762
Total Criteria Pollutant Emissions:	7,949,957	8,268,958
Total Hazardous Air Pollutants (HAP) Emissions:	305,765	292,870

TOTAL DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS⁵

Tonnes (metric) CO₂

SOURCE	2018	2019	2020
Direct	651,329	615,761	592,906
Indirect	827,375	804,807	753,240
Total	1,478,704	1,420,568	1,346,146

¹ 2019 Air Emissions and HAP data is the latest available. 2020 data will be reported in the next JM Sustainability Report.

² Data provided in earlier reports may differ from this report due to the implementation of more accurate measurement methodology.

³ Air emissions include emissions reported to regulatory agencies and monitored as required by permit.

⁴ VOC data reported only for North American facilities.

⁵ Energy and emissions data are collected by multiple internal sources. All data is approximate and based on available data at the time of publication. GHG and direct and indirect energy (electric) calculations based on EPA’s Emissions & Generation Resource Integrated Database (eGRID) default emission factors. eGRID uses primary fuel mixtures by region. Emission calculations also based on The Climate Registry’s 2013 Default Emission Factors, Table 14.2, and the U.S. Department of Energy Information Administration Form EIA-1605 (2007) Foreign Electricity Emission Factors, 1999-2002.

ENERGY EFFICIENCY

Efficiency is key to operating a thriving manufacturing company. This includes efficient use of energy to power our facilities. We approach energy efficiency with an eye on continual improvement. For example, we have invested in creating a new, more energy efficient nonwoven mat production line in our Waterville, Ohio, plant. Not only will this contribute to a smaller energy footprint, but it also produces end-use products for energy storage. We have also implemented energy management systems adhering to ISO 50001 in five manufacturing facilities across Germany and continue to be an EPA ENERGY STAR® Partner.

CONSERVING WATER

Water is a precious resource to be valued and conserved. Compared to other industries, JM's manufacturing processes are not water-intensive. Yet, water is still crucial to the operation of our production lines. We use water to cool equipment; approximately 95 percent of non-potable water evaporates in the manufacturing process and 5 percent is recirculated throughout the system, minimizing discharge to wastewater treatment systems.

In working to fulfill our 2020 water sustainability goal, we conducted an extensive survey to understand water supply sources and determine if any might be vulnerable. Next, we determined what options exist to remedy the vulnerabilities. We found that over 90 percent of our water use comes from municipal water sources; the rest is supplied by underground wells. Though many of our plants are located in water-rich regions, supply and demand issues, weather and water quality are always a concern — not only from a business but also a community perspective. We will continue to evaluate our approach to water use and water related impacts as we continue our efforts to improve our sustainability performance.

2020 DIRECT VERSUS INDIRECT ENERGY

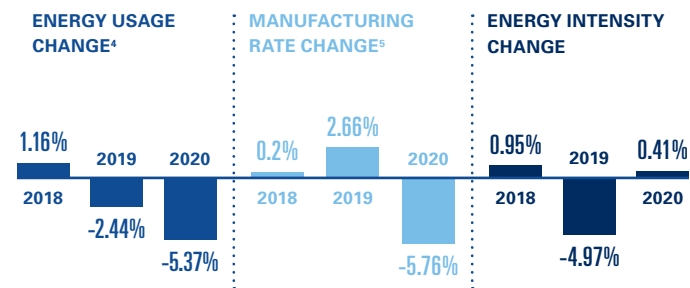


TOTAL DIRECT AND INDIRECT ENERGY CONSUMPTION^{1,2}

In gigajoules³

Direct	2018	2019	2020
Coke	172,849	160,640	207,198
LPG	353	8	16
Natural Gas	11,231,104	10,659,999	10,099,507
Total Direct	11,404,306	10,820,647	10,306,721
Indirect	2018	2019	2020
Electricity	6,406,616	6,555,912	6,135,916
Total Indirect	6,406,616	6,555,912	6,135,916
TOTAL	17,810,922	17,376,558	16,442,637

PRODUCTIVITY VERSUS ENERGY OVERVIEW



¹ Energy and emissions data are collected by multiple internal sources. All data is approximate and based on available data at the time of publication.

² GHG and direct and indirect energy (electric) calculations based on EPA's Emissions & Generation Resource Integrated Database (eGRID) default emission factors. eGRID uses primary fuel mixtures by region. Emission calculations also based on The Climate Registry's 2013 Default Emission Factors, Table 14.2 and the U.S. Department of Energy Information Administration Form EIA-1605 (2007) Foreign Electricity Emission Factors, 1999-2002.

³ One gigajoule is equal to approximately 278 kilowatt hours of electricity or 26 cubic meters of natural gas.

⁴ Energy Usage Change: the annual change in total direct and indirect energy consumption.

⁵ Manufacturing Rate Change: the annual change in total manufacturing production volume.

AWARDS

"Best Conversion to AD Supplier HVAC" Award, Affiliated Distributors (AD)

Colorado Environmental Leadership Program, Gold Leader

Communitas Excellence in Community Service Award, JM Global Community Day 2018

EPA Green Chemistry Award 2020

First Place, Safety Video from PR Daily's Video & Visual Awards

German Stevie® Gold Award for Protection & Safety

Insulate America, Inc. Supplier of the Year

Occupational Safety & Health Administration Voluntary Protection Program STAR status — 11 JM U.S. manufacturing facilities

Partner of Choice, David Weekley Homes

Honorable Mention, PR Daily Corporate Social Responsibility Awards, JM Global Community Day 2018

Strategic Supplier Awards, Distribution International Plants

Theodore H. Brodie Distinguished Safety Platinum Award 2019 & 2020, Gold Award 2018, National Insulation Association

ALLIANCES AND PARTNERSHIPS

Aachen Center for Integrative Lightweight Production (AZL)

The Alliance to Save Energy

American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)

The American Composites Manufacturers Association (ACMA)

Asphalt Roofing Manufacturers Association (ARMA)

Association of the Nonwovens Fabrics Industry

ASTM International

Center for Environmental Innovation in Roofing (CEIR)

Center for the Polyurethanes Industry, American Chemistry Council (CPI)

Conservation Colorado

Cool Roof Rating Council (CRRCC)

Construction Specifications Institute (CSI)

European Alliance for Thermoplastic Composites (EATC)

Electricity Consumers Resource Council (ELCON)

EPDM Roofing Association (ERA)

European Nonwovens Association (EDANA)

European Pultrusion Association (EPTA)

Federation of Reinforced Plastics (AVK) in Germany

Foam Sheathing Committee

Glass Alliance Europe, the European Alliance of Glass Industries

Glass Manufacturing Industry Council (GMIC)

GlassFibreEurope, the European Glass Fiber Producers Association

Heating, Air-conditioning & Refrigeration Distributors International

Housing Innovation Alliance

Industrial Energy Consumers of America (IECA)

Institute for Advanced Composites Manufacturing (IACMI)

National Insulation Association (NIA)

National Women in Roofing (NWR)

North American Insulation Manufacturers Association (NAIMA)

Polyisocyanurate Insulation Manufacturers Association (PIMA)

Reliable Energy Codes Alliance

SMC/BMC Alliance in Europe

Single Ply Roofing Industry (SPRI)

Sheet Metal and Air Conditioning Contractors' National Association (SMACNA)

Southwest Energy Efficiency Project (SWEET)

Spiral Duct Manufacturers Association (SPIDA)

TECH-FAB Europe

U.S. Department of Energy, Building America Program

U.S. Environmental Protection Agency (EPA) ENERGY STAR Partner

U.S. Environmental Protection Agency (EPA) SmartWay Transport Partner

U.S. Green Building Council (USGBC) Gold Member

APPROVALS

Dade County, Florida, Product Approvals

Florida Building Code

FM Global (Factory Mutual)

International Code Council Evaluation Service (ICC-ES) approval for JM's entire line of foam sheathings products UL (Underwriters Laboratories)

UL Approval

CERTIFICATIONS

CA-1350 VOC Emissions School, Office and Family Residence

Customs-Trade Partnership Against Terrorism (C-TPAT)

DNV GL Class Programme DNVGL-CP-0082 for StarRov 086

ECOLOGO Certification

EPA ENERGY STAR® Partner

ENERGY STAR® Certification for JM's APTM Foil-Faced Sheathing

EPA SmartWay® Certification for JM's carrier fleet in Hazle Township, Pennsylvania

Good Manufacturing Practice for Products for Food Contact Application

GREENGUARD Certification for numerous fiberglass, mineral wool and spray foam insulation products

GREENGUARD Gold Certification for JM's entire line of Formaldehyde-Free™ fiberglass building insulation

GREENGUARD Gold Certification for numerous fiberglass and spray foam insulation products

ISO 9001 Quality Management System — Various Sites

ISO 14001 Environmental Management System — 41 plants total

ISO 50001 Energy Management System — All (four) manufacturing facilities across Germany

SCS Certified Indoor Air Quality — Indoor Advantage Gold + Formaldehyde-Free™

SCS Certified — Recycled content for fiberglass insulation products

SCS Certified — U.S. Environmental Protection Agency Region 9 and Alameda County, State of California Specifications for Environmentally Preferable Insulation

A complete list JM products with UL certifications can be found at spot.ul.com



For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI 101: FOUNDATION 2016

GRI 102: GENERAL DISCLOSURES 2016

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102-2	Activities, brands, products, and services	7
102-3	Location of headquarters	7
102-4	Location of operations	8
102-5	Ownership and legal form	7
102-6	Markets served	7
102-7	Scale of the organization	7
102-8	Information on employees and other workers	7
102-9	Supply chain	9-10
102-10	Significant changes to the organization and its supply chain	9-10
102-11	Precautionary Principle or approach	29
102-12	External initiatives	34
102-13	Membership of associations	34

STRATEGY

102-14	Statement from senior decision-maker	2
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ETHICS AND INTEGRITY

102-16	Values, principles, standards, and norms of behavior	4
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GOVERNANCE

102-18	Governance structure	11
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STAKEHOLDER ENGAGEMENT

102-40	List of stakeholder groups	11-12
102-41	Collective bargaining agreements	18
102-42	Identifying and selecting stakeholders	11
102-43	Approach to stakeholder engagement	11
102-44	Key topics and concerns raised	12

REPORTING PRACTICE

102-45	Entities included in the consolidated financial statements	37
102-46	Defining report content and topic boundaries	37
102-47	List of material topics	12
102-48	Restatements of information	12
102-49	Changes in reporting	12
102-50	Reporting period	37
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102-52	Reporting cycle	37
102-53	Contact point for questions regarding the report	Back Cover
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102-56	External assurance	37

GRI 200: ECONOMIC MATERIAL TOPICS

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GRI 201: ECONOMIC PERFORMANCE 2016

103-1	Explanation of the material topic and its Boundary	7
103-2	The management approach and its components	7
103-3	Evaluation of the management approach	7
201-1	Direct economic value generated and distributed	7

GRI 204: PROCUREMENT PRACTICES 2016

103-1	Explanation of the material topic and its Boundary	9
103-2	The management approach and its components	9
103-3	Evaluation of the management approach	9
204-1	Proportion of spending on local suppliers	9

GRI 200: ECONOMIC MATERIAL TOPICS

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GRI 205: ANTI-CORRUPTION 2016

103-1	Explanation of the material topic and its Boundary	18, JM Code of Conduct
103-2	The management approach and its components	18, JM Code of Conduct
103-3	Evaluation of the management approach	18, JM Code of Conduct
205-1	Operations assessed for risks related to corruption	18
205-2	Communication and training about anti-corruption policies and procedures	18, JM Code of Conduct

GRI 300: ENVIRONMENTAL MATERIAL TOPICS

DISCLOSURE NUMBER & TITLE		PAGE/URL
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GRI 302: ENERGY 2016

103-1	Explanation of the material topic and its Boundary	33, 38, Environmental Policy
103-2	The management approach and its components	33, 38, Environmental Policy
103-3	Evaluation of the management approach	33, 38, Environmental Policy
302-1	Energy consumption within the organization	33
302-3	Energy intensity	33
302-4	Reduction of energy consumption	33

GRI 305: EMISSIONS 2016

103-1	Explanation of the material topic and its Boundary	33, 38, Environmental Policy
103-2	The management approach and its components	33, 38, Environmental Policy
103-3	Evaluation of the management approach	33, 38, Environmental Policy
305-1	Direct (Scope 1) GHG emissions	32
305-2	Energy indirect (Scope 2) GHG emissions	32
305-4	GHG emissions intensity	4
305-6	Emissions of ozone-depleting substances (ODS)	32
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GRI 307: ENVIRONMENTAL COMPLIANCE 2016

103-1	Explanation of the material topic and its Boundary	29
103-2	The management approach and its components	29
103-3	Evaluation of the management approach	29
307-1	Non-compliance with environmental laws and regulations	29

GRI 400: SOCIAL MATERIAL TOPICS

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GRI 403: OCCUPATIONAL HEALTH & SAFETY 2018

103-1	Explanation of the material topic and its Boundary	17, Sustainability Policy
103-2	The management approach and its components	17, Sustainability Policy
103-3	Evaluation of the management approach	17, Sustainability Policy
403-9	Work-related injuries	17

GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016

103-1	Explanation of the material topic and its Boundary	18
103-2	The management approach and its components	18
103-3	Evaluation of the management approach	18
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	18

GRI 408: CHILD LABOR 2016

103-1	Explanation of the material topic and its Boundary	18, JM Code of Conduct
103-2	The management approach and its components	18, JM Code of Conduct
103-3	Evaluation of the management approach	18, JM Code of Conduct
408-1	Operations and suppliers at significant risk for incidents of child labor	18

GRI 409: FORCED OR COMPULSORY LABOR 2016

103-1	Explanation of the material topic and its Boundary	18, JM Code of Conduct
103-2	The management approach and its components	18, JM Code of Conduct
103-3	Evaluation of the management approach	18, JM Code of Conduct
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	18

GRI 419: SOCIOECONOMIC COMPLIANCE 2016

103-1	Explanation of the material topic and its Boundary	18, JM Code of Conduct
103-2	The management approach and its components	18, JM Code of Conduct
103-3	Evaluation of the management approach	18, JM Code of Conduct
419-1	Non-compliance with laws and regulations in the social and economic area	18

The 2021 JM Sustainability Report: *Building a Better Tomorrow* is the company's seventh official publication that provides enterprise-wide information on sustainability initiatives including economic, environmental, community and social impacts.

We are proud of our record of sustainability and we view our report as a comprehensive resource for stakeholders, employees and the general public. We aim to provide a view into our global operations, corporate culture and key sustainability initiatives. Typically, our reporting schedule is biennial. Due to challenges related to the pandemic in 2020, this report includes three years' worth of data and stories. On an ongoing basis, we monitor our progress, engage our stakeholders as part of corporate and sustainability programs and track our activity.

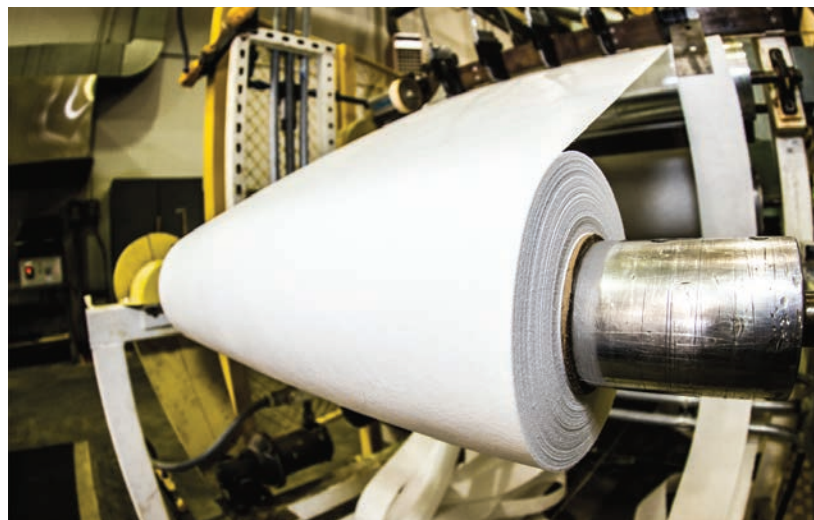
Detailed information on JM's approach to stakeholder engagement and materiality from ongoing stakeholder dialogue is available on pages 11 and 12 of this report. JM's sustainability reports are available on our website at www.jm.com/en/sustainability/.

To ensure that insights from all areas of the business are represented in the report, a cross-functional team of employees oversees and contributes to the reporting process. Team responsibilities include identifying and prioritizing stakeholders; understanding material content for inclusion in the report; and providing economic, environmental and social data aligning to GRI Sustainability Reporting Standards. 102-46¹

The content of this publication reflects information and metrics gathered during the reporting period of January 1, 2018 through December 31, 2020. We have included additional company and product information to provide context regarding our business approach and long-standing sustainability efforts. Where JM oversees wholly owned operations and joint ventures, data from these organizations are included in this report. 102-45¹

This report has been prepared 'in accordance' with the GRI Standards Core option and has undergone review by GRI's Materiality Disclosures Service. GRI is a widely recognized reporting standard for organizations focused on measuring and managing the economic, environmental, social and governance implications of their business. Visit www.globalreporting.org for more information. JM does not currently seek external assurance services for the report and there is no formal internal policy in place requiring such assurance. External assurance options are evaluated and discussed as part of the reporting process. 102-54¹

¹ GRI Standards listed to help readers locate specific information aligned with GRI's Materiality Disclosures Service. All GRI Standards available in the GRI Content Index on pages 35-36.



Tim Swales, PhD
Senior Vice President and
Chief Technology Officer

Sustainability is a journey — one that requires a keen focus on people, planet and profit. In 2020, we had to adapt and respond to dynamic situations in order to stay the course. Looking ahead, we will remain steadfast in our commitments to combat climate change, protect our natural resources and contribute to the communities where our employees live and work.

Recently, we developed a universal framework to help navigate our sustainability journey. This framework informs our five-year sustainability goals and helps us speak a common language across the company. We call it *Building a Better Tomorrow*.

Building a Better Tomorrow enhances our efforts today to reduce our impact on the planet and expand support for our communities around the globe. It also encompasses our aspirations for the future as we continue to innovate. These innovations will naturally extend beyond our new five-year-goal horizon, enabling us to overcome industry and JM-specific challenges on our road to a circular economy.

We will **REDUCE** our impact on the planet by minimizing the creation and landfilling of waste. We will strive to cut emissions and reduce costs by using less energy to make our products. We want to optimize our inputs to use/reuse more recycled materials and renewable sources. By 2025:

GOAL 01 Reduce Our Waste Intensity by Another 10 Percent

Over the last ten years, JM has reduced its waste intensity by 23 percent. On our journey to zero waste to landfill, we plan to further reduce our waste intensity by another 10 percent. We will achieve this by decreasing the amount of waste we generate across JM, identifying alternative uses for our waste and by effectively using our new e-glass recycling line in Trnava, Slovakia.

GOAL 02 Use at Least 2 Billion Pounds of Post-Consumer/Industrial Materials

Over the next five years, we will use at least 2 billion pounds of post consumer/industrial materials in our processes — predominantly glass, polypropylene and polyester. We will continue to advocate for greater availability of recycled materials.

In addition, we will monitor and optimize our indirect and direct energy usage to help reduce greenhouse gas emissions from our operations and continue to track our local water sourcing and usage.

We will **EXPAND** support of our global workforce and the communities we serve by continuing to focus on the safety of our employees and prevention of injuries. Additionally, we will continue to increase our focus on the diversity and inclusiveness of our work force across all levels of the company. By 2025:

GOAL 03 Zero Serious Injuries

We will improve our performance and realize our vision of zero serious injuries with a sharp focus on risk reduction and elimination.

GOAL 04 Reflect Our Community

Building on our established culture, we will attract, promote and retain underrepresented groups resulting in an organization that is reflective of the communities within which we operate.

GOAL 05 100 Percent of Employees Volunteer

Our goal is to inspire 100 percent of our employees to volunteer and actively engage in our communities.

The third leg of our framework is **INNOVATION**. Today, we are well positioned. A large proportion of our product offerings bring tremendous energy efficiency benefits over extended product life cycles, saving exponentially more energy throughout their long usable life compared to the amount of energy required to produce them. However, we will need to be able to design and redesign products with the circular economy in mind. We will also explore technologies and business processes to allow us to chart a path for a decarbonized future. By 2025:

GOAL 06 More Energy Efficient Products

Combining innovative technologies, leading-edge engineering and design with intent principals, we will develop more energy efficient products and promote the value of our portfolio to increase the net positive benefit to our world by more than 10 percent.

GOAL 07 Chart Our Path

We will chart our path to a lower carbon future. We are well positioned to partner with our suppliers to convert to renewable energy sources. Key to our long-term path forward will be exploring alternative energy sources and developing a more complete understanding of the impact of our raw material supply chain as the use of fossil fuels is phased out.

Building a Better Tomorrow means creating benefits that improve the lives of our customers and stakeholders. It also generates value for our company and empowers our businesses — Roofing Systems, Insulation Systems and Engineered Products — to produce solutions that fundamentally work to increase comfort and save people money while reducing their carbon footprint.

It's an exciting time to be leading sustainability efforts at JM. After more than 160 years, we are still looking for new ways to demonstrate that we are a great asset to our communities and a great asset to the industries we serve. As we renew our commitment to *Building a Better Tomorrow*, we look forward to continuing to make a difference today and for generations to come.

JOHNS MANVILLE WORLD HEADQUARTERS

717 17th Street, Denver, CO, 80202, USA
+1 303.978.2000 | JM.com

CONTACT INFORMATION

Dr. Tim Swales

Senior Vice President and
Chief Technology Officer at Johns Manville

E-mail: Sustainability@jm.com

Phone: + 1 303.978.2000

