



2023 SUSTAINABILITY
REPORT



BUILDING A BETTER TOMORROW



PEOPLE | PASSION | PERFORM | PROTECT



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BOB WAMBOLDT
 President and CEO

“Powered by our values, we can be confident in delivering the JM Experience.”

A MESSAGE FROM JM’S CHIEF EXECUTIVE OFFICER

In 1858, H.W. Johns Manufacturing Company was established out of a tenement building in New York City. From that entrepreneurial spirit, JM has grown into an international manufacturing company with a product portfolio that impacts nearly all areas of daily life. Longevity like ours doesn’t come easy. We’ve learned valuable lessons along the way and continue to learn on a daily basis, embracing change and evolving to meet our customers’ needs as well as the broader needs of our global stakeholders.

“Innovating for the future, responsibly stewarding capital, providing a safe work environment, strengthening our reputation as the employer of choice and remaining mindful of our impact on the planet are core fundamentals of our business. In essence, our overall business strategy is one of sustainability, which means ensuring that every effort we make today contributes toward ***Building a Better Tomorrow.***”

We offer every employee the unique opportunity to contribute to a better tomorrow, affecting the people around them, both at work and at home. Our people take pride in their communities and routinely lend their time and energy to worthy causes. Their efforts in the workplace result in beneficial products they can be proud of. These products enhance the built environment, shaping how people live and work. They aren’t always seen, but they are felt, providing shelter, structure and safety against the elements while delivering energy efficiency throughout their lifespan.

They serve various markets including construction, transportation, healthcare, energy storage and beyond in ways that could have never been imagined back when JM started. These products are crucial to society, and we have our people to thank.

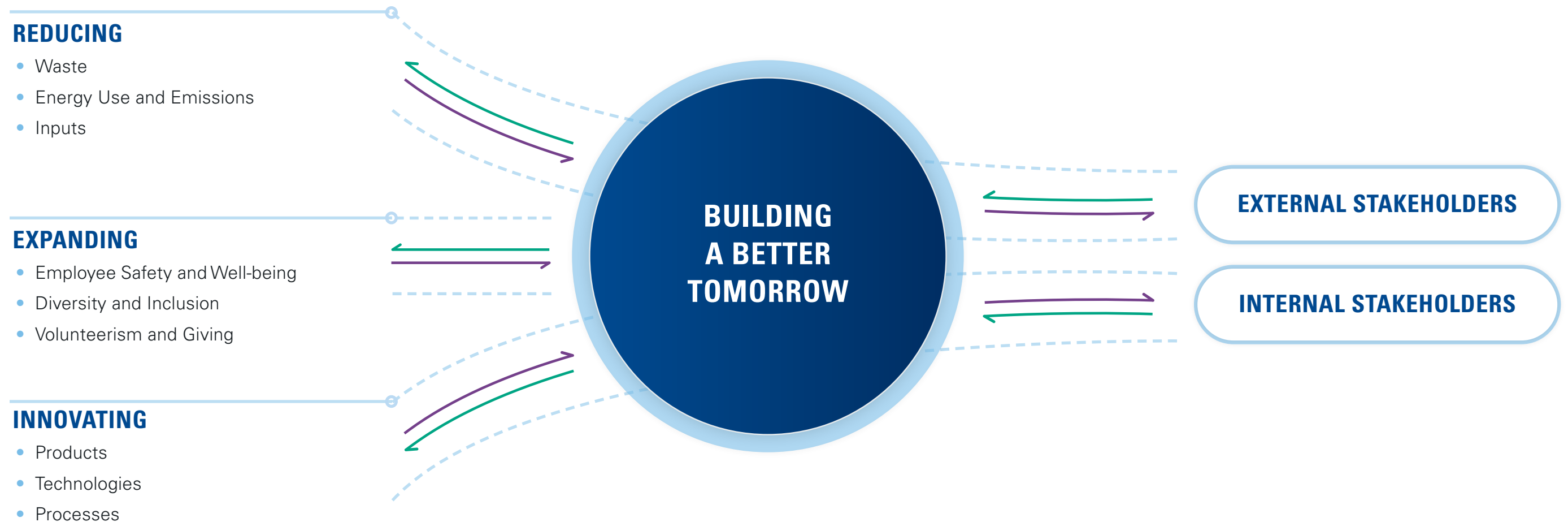
While JM is commonly seen as a manufacturing company, we are inherently a solutions company. We understand the challenges that our customers face – and the challenges their customers encounter, then find ways to overcome them. Bright ideas, engineering and discoveries around materials and manufacturing systems power our solutions. Our solutions mindset is not just focused outward on the marketplace, but inward on what we can do better. Our inward focus on improvement requires a good, honest look at where we are today and what we can do differently in the future. It means we are willing to invest to minimize waste intensity and reduce energy and GHG emissions. We are making common-sense decisions that enhance the safety of our people. Most importantly, we are relentlessly striving to find new ways to align with our core values - People, Passion, Perform and Protect - throughout every reach of our business. When our values drive us, we believe our stakeholders can feel it. Powered by our values, we can be confident in delivering the ***JM Experience***, while continuing to leverage sustainability as a strong foundation upon which we can build future success.

BUILDING A BETTER TOMORROW

Building a Better Tomorrow is JM’s strategic framework for sustainability. This framework forms a solid foundation comprising three strategic objectives – reducing, expanding and innovating.

Within each objective lives specific areas of focus that, in aggregate, contribute to advancing our sustainability journey. Our framework encompasses all business units and all geographies, to benefit the lives and livelihoods of internal and external stakeholders alike. People, planet and success are covered within its scope, with particular emphasis on areas where we have direct control over our ability to improve performance.

Building a Better Tomorrow is not a static framework impervious to change. Rather, it is a blueprint as well as an example of a sustainability approach rooted in doing better every day. In embracing this philosophy, we are always examining the framework and adapting it when necessary to provide the greatest strategic value to JM and our stakeholders.



THE JM EXPERIENCE

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

OUR CORE VALUES

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



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.

SUSTAINABILITY GOALS

GOAL 01

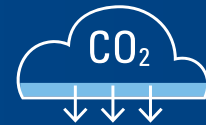
▼ **10%**



Reduction of waste intensity
(From 2022 performance)

GOAL 03

▼ **40%**



Reduction of our Scope 1 and Scope 2 emissions
(From 2017 baseline)

GOAL 05

ZERO SERIOUS INJURIES

(by 2025)



GOAL 02

2 Billion lbs



Minimum external recycled material in JM products
(2021-2025)

GOAL 04

100%



JM Employees inspired to volunteer and actively engage in our communities
(by 2025)

GOAL 06

Attracting, promoting and retaining **UNDERREPRESENTED GROUPS**, resulting in an organization that is **REFLECTIVE OF THE COMMUNITIES WHERE WE OPERATE**



Interested in joining the JM team?

VISIT: [JM.COM/CAREERS](https://www.jm.com/careers)

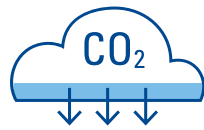
SUSTAINABILITY HIGHLIGHTS

Guided by our core values and commitment to **Building a Better Tomorrow**, we have generated sustainable outcomes that benefit the planet, communities, teammates and customers.

▼ **12%** ABSOLUTE CO₂ REDUCTION

of GHG emissions as we work toward our 2030 goal of 40% absolute reduction

▼ **26%** CO₂ INTENSITY REDUCTION



through a combination of new and improved raw materials and manufacturing processes

▲ **14%** INCREASE IN ENERGY-SAVING PRODUCTS

from 2021-2023 compared to our 2020 baseline

This works toward our goal of developing and selling products that increase the net positive benefit to our world; we are on pace to deliver ahead of our 2025 goal

2 Billion+ lbs

EXTERNAL RECYCLED MATERIAL USE

outpacing our 2025 goal by 36 million pounds through 2023

▼ **13%** WASTE INTENSITY REDUCTION

in 2023 compared to our 2020 baseline, surpassing our overall 10% reduction target set for the end of 2025



72 PRODUCTS CONTRIBUTING TO LEED CREDITS



35% 2023 EMPLOYEE PARTICIPATION

in JM-sponsored activities, with additional outside-JM volunteerism in local communities



▼ **28%** REDUCTION IN DAYS AWAY FROM WORK

due to workplace injuries and illnesses from 2020-2023



▼ **36%** BELOW THE INDUSTRY AVERAGE TOTAL CASE INCIDENT RATE

2023 rate vs. latest available industry average rate (2022)



\$357,000+ DONATIONS BY JM EMPLOYEES



toward charitable and community impact efforts, including matching donations in 2023

ORGANIZATIONAL PROFILE

Johns Manville (JM), 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's portfolio is organized across three strategic business units: Engineered Products (EP), Insulation Systems (IS) and Roofing Systems (RS). We hold leadership positions in many of the key markets we serve. Our products are sold to customers in more than 80 countries.

JM is headquartered in Denver, Colorado. We employ 7,800 people and operate 43 manufacturing plants and 5 technical centers in North America and Europe. In 2023, JM achieved sales of more than \$4 billion with aggregate worldwide employee wages and employee benefits totaling close to \$700 million.



ENGINEERED PRODUCTS

JM's Engineered Products business serves customers from 9 manufacturing facilities throughout North America and Europe with a wide range of glass fiber and technical nonwoven solutions in glass and synthetic.



INSULATION SYSTEMS

JM's insulation business provides a complete line of innovative insulation solutions for residential, commercial, industrial, and OEM applications. JM's insulation products are made from fiberglass, polyurethane foam, calcium silicate, perlite, and mineral wool. JM also offers protective coverings, principally for pipe insulation products, made from aluminum, stainless steel, and PVC. In total, JM has the broadest offering of insulation products of any manufacturer.



ROOFING SYSTEMS

JM's commercial roofing business offers the most complete product offering in the industry. Products include single ply commercial roofing, bituminous commercial roofing, liquid-applied commercial roofing systems, roof insulation and coverboards and commercial roofing components.

2023 JM OPERATIONS AT A GLANCE



4

Countries Where JM Operates



80

Countries We Regularly Do Business In



2,000

Customers



9,000

Suppliers



16,000

Products Delivered

GLOBAL WORKFORCE



7,800+

Employees Worldwide

MARKETS WE SERVE

- Aerospace
- Appliance
- Automotive and Transportation
- Building Interiors
- Carpet and Flooring
- Commercial Construction
- Consumer Goods
- Energy
- Healthcare
- HVAC
- Industrial Pipe and Equipment
- Infrastructure
- Residential Construction



WORKFORCE BY EMPLOYMENT TYPE

73% Hourly
 27% Salaried



WORKFORCE BY GEOGRAPHIC LOCATION

78% North America
 22% Europe



EMPLOYEES BY GENDER

82% Male
 18% Female

JM offers internship opportunities and uses temporary workers from time to time. However, these worker categories do not materially affect workforce data.

OPERATIONS MAP

WORLD HEADQUARTERS

Denver, CO

INSULATION SYSTEMS

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

ENGINEERED PRODUCTS

Richland, MS
 Waterville, OH
 Spartanburg, SC
 Etowah, TN
 Berlin, Germany
 Bobingen, Germany
 Steinach, Germany
 Wertheim, Germany
 Trnava, Slovakia

TECHNICAL CENTERS

Littleton, CO
 Waterville, OH
 Bobingen, Germany

ROOFING SYSTEMS

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

Wertheim, Germany
 Trnava, Slovakia



CONNECTING WITH STAKEHOLDERS

At JM, we pride ourselves in understanding the needs of our customers, employees and broader community of stakeholders.

We believe it is important that we connect with both internal and external stakeholders to understand their perspectives. Engaging with stakeholders not only furthers sustainability goals but also provides significant business advantages. Insights from stakeholders allow us to operate more efficiently, anticipate market trends, meet customer demands and reduce risks.

These connections also reveal opportunities and untapped areas of need that fuel innovation and provide deeper insight into meaningful ways we can contribute wherever we conduct business. This ensures our business and the employment opportunities we create are welcomed worldwide.

At JM, we identify stakeholders and their areas of interest throughout the year through in-person events, virtual meetings, digital distribution of information and digital feedback mechanisms. Additionally, as part of JM's materiality assessment, we involve various company leaders from different functions and roles.

In a rapidly changing world, we strive to embed industry trends, emerging regulatory developments, industry experts and internationally adopted sustainability frameworks to further enhance our knowledge and pathways forward. By constantly improving our engagement practices and expanding on discussions, we aim to maximize the benefits to both our community of stakeholders as well as JM.



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
- ISO certifications
- JM Code of Conduct
- Town hall events
- Employee and customer marketing communications materials
- JMConnection (intranet)
- JM website
- JM Sustainability Report
- Regulatory inspections/compliance activities
- Social media
- Surveys, audits and inspections
- Training, education and development programs
- Third-Party Risk Management (TPRM) System



MATERIAL TOPICS

The world around us is rapidly changing, requiring agility, curiosity and reflection to help us confidently point the way forward.

JM is dedicated to successfully navigating the constantly shifting landscape, all while holding true to our fundamental values, commitments and responsibilities. A central component of this dedication is our double materiality assessment, finalized in early 2024. The double materiality approach aligns with our two-pillar reporting structure, leveraging Global Reporting Initiative (GRI) Standards and Sustainability Accounting Standards Board's (SASB) Construction Materials Sustainability Accounting Standards.

This process evaluates our economic, environmental and social impacts and examines the reciprocal effects around how our operations impact stakeholders and how stakeholder concerns, in turn, impact our business. This dual perspective deepens our understanding, significantly benefiting our strategic and sustainability endeavors. It enables us to identify critical issues important to our key stakeholders and plays into the strategies we develop to address important issues presently and in the future.

MATERIAL TOPICS

For the 2023 assessment, we explored a diverse array of topics, drawing on:

- Insights from previous assessments
- Knowledge from industry peers and fellow Berkshire Hathaway entities
- Input from cross-functional internal teams
- Contributions from employees in direct contact with external stakeholders
- Best practices and norms from sustainability reporting standards

Employing quantitative and qualitative techniques, our assessment meticulously ranked and prioritized these subjects. The process culminated with the involvement of JM’s Sustainability leaders, including the Senior Leadership Team. They ensured the selected material topics aligned with relevant concerns and accounted for our sustainability efforts, corporate culture and values from a dual materiality viewpoint. The 2023 assessment brought to light new insights and reflections that are represented in the scope of this report.



BRAND REPUTATION AND BUSINESS ETHICS

- Cybersecurity and Data Privacy
- Global Compliance
- Navigating Geopolitical Turbulence



CIRCULARITY AND INNOVATION

- Circularity and Waste
- Waste Avoidance
- Post-Industrial and Post-Consumer Recycling



ENERGY, WATER AND CLIMATE

- Energy Efficiency Product Benefits
- GHG Emissions and Climate Strategy
- Operational Energy Efficiency and Renewable Energy Use
- Water Management



HUMAN CAPITAL AND SOCIAL IMPACT

- Diversity and Inclusion
- Employee Health and Safety
- Recruitment and Retention



SUSTAINABLE VALUE CREATION

- Supply Chain Resiliency

MANAGING SUSTAINABILITY (GOVERNANCE)

In 2021, JM celebrated 20 years as a wholly owned subsidiary of Berkshire Hathaway. We're proud to align with Berkshire Hathaway's high standards, financial strength and dedication to integrity. Our core values shape everything we do at JM, creating an environment that focuses on delivering memorable experiences to all customers and stakeholders.

JM's reputation depends on our committed team, effective leadership and robust governance. Chairman Mary Rhinehart and President and CEO Bob Wamboldt lead the company. CEO Wamboldt oversees the company's leadership team, including the heads of different JM businesses and corporate functions, aiming for excellence in economic, social and environmental achievements.

FOCUS AREA THOUGHT LEADERS

Across the company, we are fortunate to have experts who focus on diverse areas of sustainability, offering valuable data and insights to help us meet our sustainability objectives. Many of these experts work in manufacturing facilities or directly with customers and suppliers. Their insights and collaborative efforts support our sustainability reporting and response to external inquiries from organizations, certifiers, regulators, partners and the broader community of stakeholders. This pragmatic expertise and dedication to sustainability are vital to our success, our customers' success and our commitment to compliance.

JM BOARD OF DIRECTORS

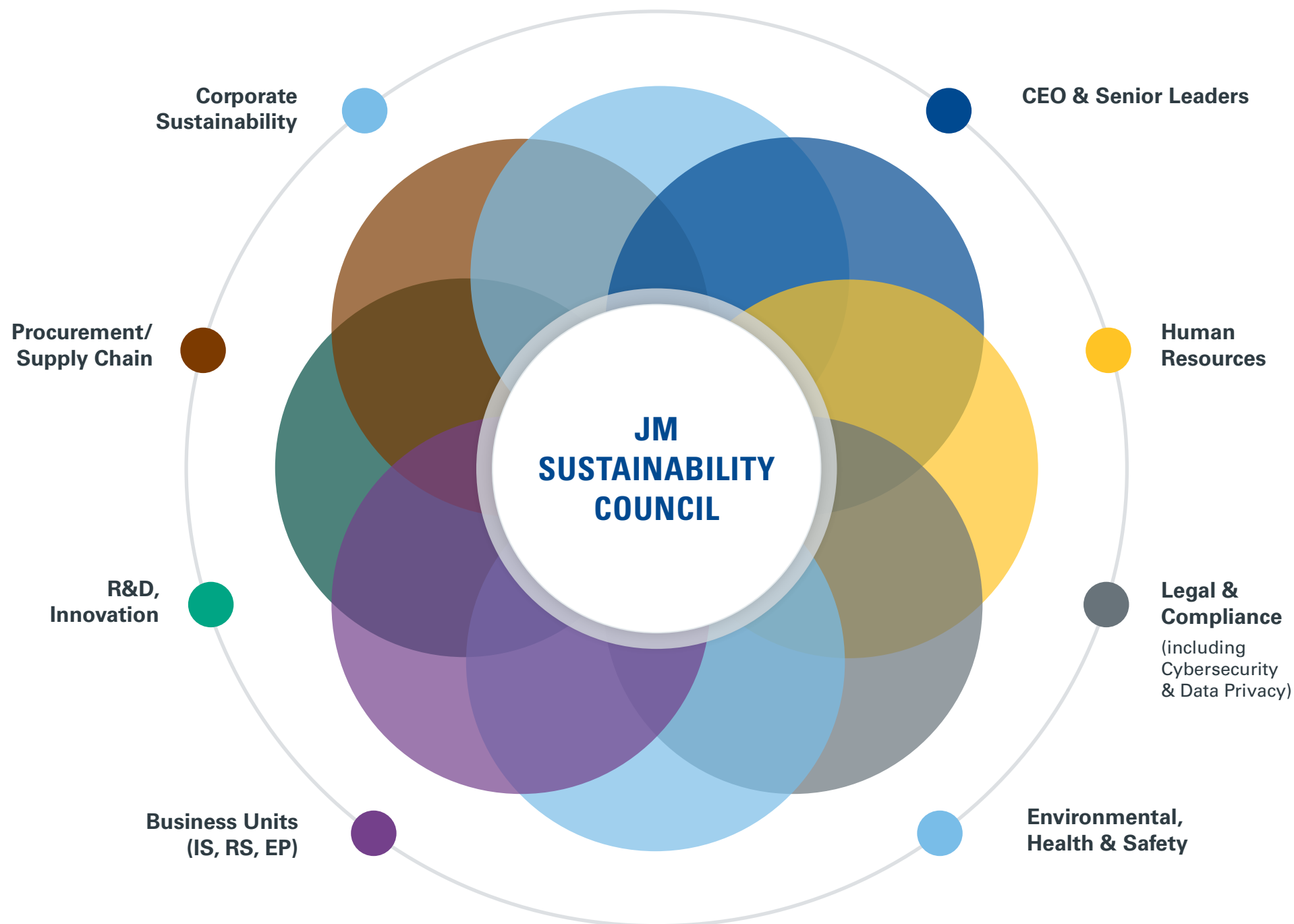
The JM Board of Directors is made up of the Chairperson, the President and CEO, the Chief Financial Officer and the General Counsel. This board regularly coordinates with Berkshire Hathaway and is notably composed of a female majority. They are responsible for managing various aspects of the company, including risk management, finance, operations, human resources and sustainability.



JM SUSTAINABILITY COUNCIL

Sustainability requires multiple levels of governance and engagement. At the corporate level, goals are set and progress is reported on a monthly basis. JM's Sustainability Council is led by Senior Vice President R&D and Chief Sustainability Officer Scott Coons. This Council directs our sustainability efforts which include strategic implementation of our **Building a Better Tomorrow** framework, due diligence around emerging regulatory reporting requirements and determining policies and goals specific to sustainability. The Sustainability Council and our Senior Leadership Team play a role in reviewing and approving sustainability reports including JM's material topics and reporting frequency.

The Sustainability Council includes business and operational leaders from all three business units as well as functional leaders across JM. This assists in providing a holistic view of sustainability across our operations. Every other month, the JM Sustainability Council convenes around specific areas of sustainability from our businesses to our corporate functions, including capital expenditures and energy management. In these meetings, large corporate initiatives and projects are reviewed, while plant-specific projects are overseen at the plant level, and their effects are reflected in our corporate metrics.



JM MANUFACTURING COUNCIL

The JM Manufacturing Council aims to raise awareness of key priorities across all JM operational areas.

To support our sustainability strategy, members of the Manufacturing Council are represented on the Sustainability Council. Coordination between the two councils benefits efforts related to waste, GHG emissions and energy reduction. Furthermore, safety, investing in frontline leadership and employee onboarding are additional examples of focus areas prioritized by the Manufacturing Council.

The Manufacturing Council serves to connect across each of the operating business units and functional groups priorities and best practices from manufacturing. The Manufacturing Council has an important role in reporting on behalf of the businesses, promoting unified understanding across the enterprise. During council meetings, best practices and plant-specific insights are shared, facilitating knowledge transfer and scalability across the organization.

OPERATIONAL EXCELLENCE

Our commitment to Operational Excellence extends beyond the Sustainability and Manufacturing Councils to every part of the company. Through effective communication and the sharing of best practices, we continuously improve our processes and products to meet our customers' diverse needs.

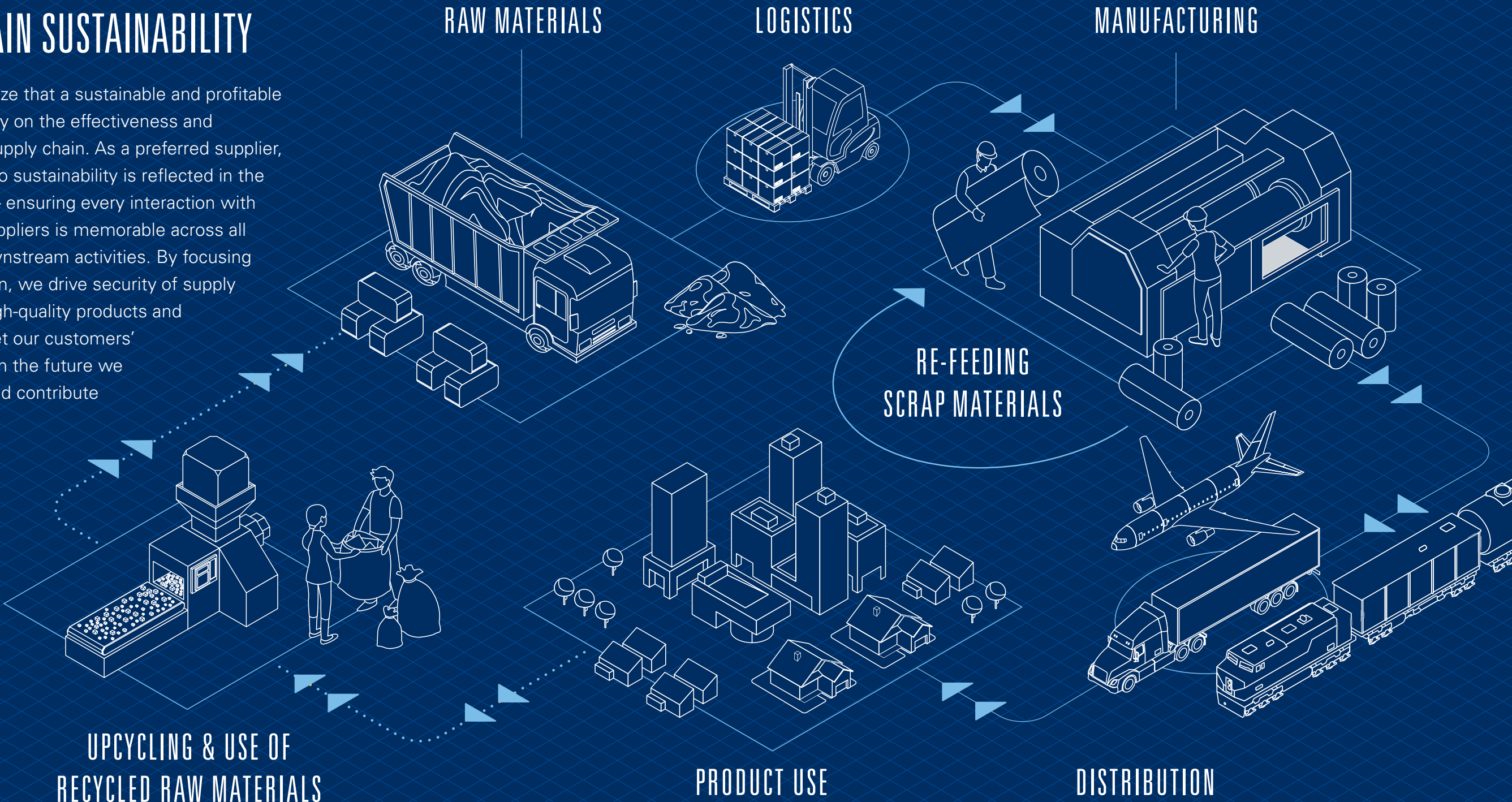
A dedicated team within JM IT supports our Operational Excellence initiatives. This team provides tools, training, analytics and reporting to build knowledge across the organization. All business units benefit from this approach, which promotes asset care and reliability, enhances problem-solving capabilities and encourages shared knowledge building in all regions and markets.



SUPPLY CHAIN SUSTAINABILITY

At JM, we recognize that a sustainable and profitable future relies heavily on the effectiveness and resiliency of our supply chain. As a preferred supplier, our commitment to sustainability is reflected in the **JM Experience** — ensuring every interaction with customers and suppliers is memorable across all upstream and downstream activities. By focusing on our supply chain, we drive security of supply while providing high-quality products and solutions that meet our customers’ needs efficiently. In the future we aspire to create and contribute to full circularity.

- CURRENT JM OPERATIONS
- JM ASPIRATIONS





SUPPLY CHAIN SUSTAINABILITY

Our global supply chain plays a critical role in sustainability, connecting us with nearly 9,000 suppliers worldwide from whom we purchase over 39,000 types of materials and products. Annually, we purchase more than \$3 billion in materials, goods and services globally to produce top quality building materials and specialty products.

We aim to ensure that our operations and supply chain activities support economic growth while respecting the environment and contributing positively to societal well-being. For example, to help reduce our carbon footprint, we competitively bid local suppliers near our manufacturing plants, and in 2023 over 90% of JM’s global spend was sourced in-country.

We continuously work with our suppliers to enhance shipping efficiencies and reduce costs, while also engaging with utility providers and energy management firms to optimize energy use in our operations.

Quality control and high standards for our suppliers are at the heart of our sustainability efforts. Through our supplier audit program, we ensure that our partners adhere to legal standards, contractual agreements and our rigorous environmental, ethical and human rights criteria.

Compliance with JM’s Code of Conduct is mandatory for all suppliers. By prioritizing these practices, we aim to ensure that our operations and supply chain activities not only support economic growth but also respect the environment and contribute positively to societal well-being. Our commitment to sustainability through our supply chain is a cornerstone of our business strategy, offering peace of mind to our customers and stakeholders.

OUR TPRM JOURNEY

While JM has always maintained a healthy Third-Party Risk Management system to monitor and minimize risks occurring in our supply chain, we have recently embarked on a mission to elevate these activities.

TPRM is gaining importance as mandatory due diligence laws – especially in Europe, but also in North America – necessitate a transition from voluntary to mandatory compliance. As a global company, we recognize the need for robust third-party risk oversight, to protect against human rights violations and environmental damages that can impact the lives and livelihoods of our stakeholders.



A SYSTEMS APPROACH TO THIRD-PARTY RISK MANAGEMENT

As we work toward building this robust TPRM system, JM is taking direct steps to ensure all areas of operation are working together to create a dynamic and integrated approach.

VENDOR AND SUPPLY CHAIN MANAGEMENT

We have taken proactive measures to ensure that all sanctions and restrictions on trade are respected and adhered to, specifically in regards to high-risk regions such as China and Russia. Through an enterprise-wide integration of thousands of vendor records, we aim to centralize and streamline vendor management, assisting in more efficient reporting and compliance with existing and emerging regulatory obligations.

RISK MANAGEMENT INITIATIVES

To establish a comprehensive TPRM program, functional risk assessments are being conducted across JM. Senior management is tasked with structuring and overseeing this extensive program, ensuring that all facets of third-party risk are addressed uniformly and effectively.



ORGANIZATIONAL STRUCTURE AND STRATEGY

Our TPRM pathway is specifically designed to promote interconnection between communication channels, knowledge building and risk identification. To streamline and govern our efforts, we've recently assembled a TPRM committee and working group, as well as a draft charter and policy. Although each of JM's three business units will continue managing its own domain, they will be able to do so within a more cohesive framework.

TECHNOLOGY AND PROCESS IMPROVEMENT

Plans are in place to leverage technology to improve the management, tracking and integration of third-party risk management. We are implementing innovative solutions that are expected to be operational in 2025. This technology will enhance the strategic prioritization, consolidation and sustainability of our TPRM efforts.



WE ARE PEOPLE CHAMPIONS

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VPP Status and Hierarchy of Controls →

Diversity and Inclusion →

Women Advancing Our Industry and Leading the Way →

Building Careers Across Generations →

OVERVIEW

At the heart of our company lies a deep-seated commitment to valuing our people, a principle that illuminates every corner of our workplace.

We are dedicated to enhancing employee working conditions, fostering an environment where well-being and professional growth go hand in hand. Our culture is one where safety is not just a policy but a shared belief, inspiring everyone from the ground up to actively participate in creating a secure and supportive workspace. This collective effort ensures a safer workplace and cultivates a sense of belonging and unity. By embracing these principles, we aim to inspire, empower and uplift the 7,800+ employees working at JM, making our company not just a workplace but a community.

HUMAN RIGHTS

At JM, our dedication to human rights shapes our management philosophy, aligning with the UN Global Compact’s focus on human rights, environmental protection, labor standards and anti-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.

Our commitment extends into our operational practices by creating safe working conditions, actively combating discrimination, complying with applicable health, safety and labor regulations, upholding ethical business conduct and fostering a collaborative workplace. When dealing with raw materials sourcing, we require suppliers to provide transparent information allowing us to disclose to stakeholders if, when and why conflict minerals must be used. 3TG materials (tantalum, tungsten and gold) are not used to manufacture JM products. Small amounts of tin however are used.

Our Product Stewardship team meticulously evaluates all products and significant modifications focusing on hazard communication and product labeling to ensure the well-being of our customers and compliance with safety standards.



In a manufacturing environment, it's crucial to have top-notch safety controls and practices in place.

We put heightened emphasis on life critical activities including:

- Confined Space Entry
- Control of Hazardous Energy (e.g. electrical, mechanical, gravity, stored energy, hazardous liquid or gases, high pressure water, and high pressure air)
- Electrical Safety
- Machine Safeguarding
- Mobile Equipment (forklifts, clamp trucks, scissor lifts, etc.)
- Prohibiting Working Under the Influence (alcohol or illegal substances)
- Working at Heights and Fall Protection



COMPREHENSIVE SAFETY CONTROLS

To keep everyone safe, we focus on these key activities:



Training

Blended training of knowledge demonstrations, shadowing and online courses.



Corporate Oversight

JM's Manufacturing Council, made up of leaders from the environmental, health and safety (EHS) teams meets to discuss and decide on issues that impact all JM locations.



Communication

We share health and safety updates through various methods:

- **Pre-shift huddles and meetings:** Supervisors share updates directly with employees.
- **TV monitors and bulletin boards:** Located in break areas or other high traffic areas to keep information current and in front of employees.
- **Town hall meetings:** Business leaders and Plant Managers share operational and safety updates with all employees.

Ensuring the safety of all JM employees is paramount, which is why it is imperative to maintain these higher levels of safety through implementation of advanced controls and safety practices.



SAFETY SHAPES OUR CULTURE

Creating a culture of safety within a manufacturing company transcends the boundaries of the workplace, embedding a mindset of caution and care that extends into employees' personal lives.

This holistic approach is crucial for safeguarding not only the physical well-being of individuals while on the job but ensuring their overall health and safety beyond working hours. By instilling principles of safety, mindfulness and responsibility, employees are empowered to recognize risks and make informed decisions in every aspect of their lives. Such a culture fosters a community of vigilant, supportive team members who prioritize safety at all times, thereby enhancing their quality of life and reinforcing the company's commitment to its most valuable asset—its people.

Some of the safety measures implemented across JM include:

- A health and safety leader at every JM facility
- Occupational hazard risk assessment and monitoring at every JM facility
- Corrective measure implementation following risk assessments that warrant appropriate action
- Internal and independent assessments to provide feedback on the health and safety performance of each JM facility, ensuring compliance with applicable regulations and company requirements
- Regular reviews of overarching safety policies and procedures across all JM locations coupled with periodic safety presentations at town hall meetings to ensure effective communication across all levels of JM employees
- Empowerment of all JM employees to apply health and safety practices on the job and outside the workplace while encouraging ownership of these policies and disclosure of any safety concerns encountered



ALI TINIAIY

Works Council Chairman and Shift Operator

“When I started here, I received a lot of support from my colleagues, the shift supervisor and the day shift master. They passed on their knowledge and experience to all the employees, which was very beneficial for us.”

PLANT SAFETY STORY

DOCK LOCKS AND BARRIERS

Our North American JM locations ship about 690 truckloads of product daily, without major incidents, thanks to stringent safety protocols.

Risks like pedestrian accidents, “drive-offs,” and falls persist on shipping docks. Notably, “trailer creep” during loading can increase fall risks, which we mitigate using wheel chocks and glad hand locks to prevent unintended truck movements. The most reliable solution, however, is installing trailer restraint systems that physically secure the trailer to the dock, equipped with integrated levelers and indicator lights for added safety.

As part of the JM program to improve our overall dock safety, Phenix City, Alabama, was the latest plant to add dock locks, adding 15 such devices. Additionally, we address fall hazards by guarding dock openings. This practice was reinforced in 2024 when our Cleburne, Texas plant transitioned from administrative controls to engineering controls that are more effective in preventing injuries in compliance with safety standards.

690 TRUCKS WITHOUT MAJOR INCIDENTS DAILY



15 DOCK RESTRAINT DEVICES INSTALLED TO ENHANCE SAFETY IN PHENIX CITY



VOLUNTARY PROTECTION PROGRAM STATUS

11 JM facilities are certified through OSHA's Voluntary Protection Program (VPP).

VPP status requires an effective health and safety management system along with maintaining a health and injury status below the national average industry level as specified by the Bureau of Labor Statistics. Participation requires employers to undergo rigorous onsite evaluations, and re-evaluations occur every three to five years to maintain VPP status.

PLANT NAME	YEAR FIRST AWARDED	MOST RECENT RECERTIFICATION	NEXT RECERTIFICATION
Tucson, AZ	2007	2024	2029
McPherson, KS	2007	2021	2026
Macon, GA	2007	2020	2025
Jacksonville, FL	2008	2021	2026
Richland, MS	2010	2024	2029
Fernley, NV	2010	2022	2027
Lewiston, ME	2012	2020	2025
Scottsboro, AL	2013	2021	2026
Richmond, VA	2015	2023	2028
Belgrade, MT	2016	2024	2029
Plattsburgh, NY	2019	2023	2024

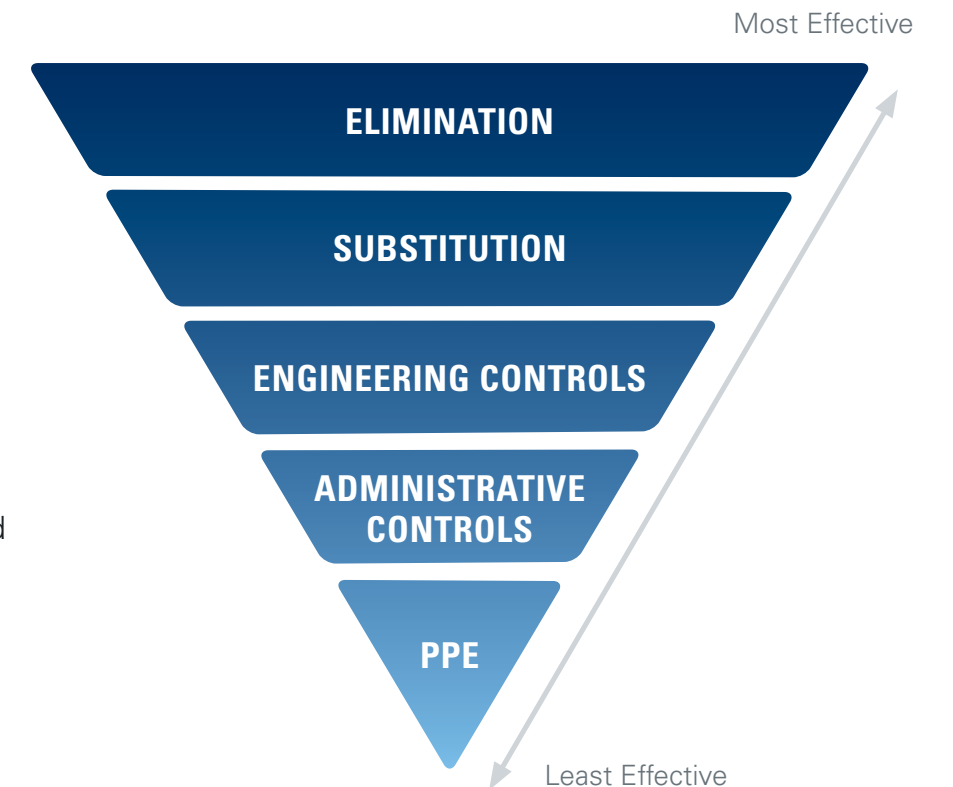
HIERARCHY OF CONTROLS

JM applies the NIOSH Hierarchy of Controls (HOC) to effectively reduce risks and prevent injuries in the workplace. The HOC framework prioritizes safety measures, ranking them from most to least effective: elimination, substitution, engineering controls, administrative controls, and personal protective equipment (PPE).

In our manufacturing environment, safety management requires both proactive and reactive strategies. Proactively, we use the HOC to evaluate and score safety controls for specific job tasks. For example, eliminating a risk entirely scores higher on the HOC scale than relying on PPE. If elimination isn't possible, we may use engineering or administrative controls, either alone or in combination with PPE, to enhance safety. This scoring system allows us to assess a plant's overall safety performance, identify tasks with lower HOC scores, and prioritize them for improvement.

In the event of an incident or injury, particularly one that could cause serious harm or a fatality, the HOC scoring system helps us respond swiftly and effectively. By analyzing the safety controls in place at the time of the incident, we can determine if a higher level of protection is feasible and identify corrective actions. Tracking these scores helps ensure that we continually move up the HOC to better protect our employees.

Overall, the HOC provides a systematic and informed approach to safety management, allowing us to address hazards at their source and make well-informed decisions to protect our workers.



DIVERSITY AND INCLUSION

A diverse and inclusive workforce is fundamental to our strength as a company. We invite individuals from every background to join our team, embracing every race, national origin, color, ethnicity, gender, religion, age, disability, sexual orientation, gender identity and veteran status. Our goal is to cultivate a workforce that mirrors the diversity of our communities within an environment that champions inclusiveness.

Fostering a culture of high performance and inclusivity means actively developing the finest talent for every role. We commit to the growth of our employees through feedback, mentorship and structured development programs. Moving forward, our objective includes increasing the representation of women in managerial roles and enhancing racial and ethnic diversity at the management level.



D&I CASE STUDY

WIN@JM FINDS A WIN WITH PILOT MENTORSHIP PROGRAM

JM’s diversity and inclusion employee resource groups are focused on visibility, advocacy and opportunity, all integral components of the end-goal of D&I work: belonging – and they’re making a difference.

The Women’s Inclusive Network, known as WIN@JM, in 2023 piloted a mentorship program to facilitate networking and growth, finding great success.

In 2024, the JM Employee Mentoring Program was expanded more broadly across the company, pairing together seasoned employees with those earlier in their careers to develop leadership skills, build stronger internal networks, strengthen JM’s succession planning process and to attract and retain talented employees.

Mentees are urged to use the program to address relevant challenges and opportunities in their work at JM, while soliciting input and feedback from their managers.



TOMMY KNAPPICH

GM of Building Insulation

“I was able to provide coaching and mentorship, and at the same time, I learned a lot from my mentee and got to know her. It was a great opportunity for both my mentee and me.”

D&I CASE STUDY

EMPLOYEE RESOURCE GROUPS AT JM

Advancing our commitment to Diversity & Inclusion (D&I), JM’s D&I Council is composed of employees from North America and Europe who advocate for inclusivity through content, engagement, discussion, understanding, allyship and training. The Council encourages all employees to take part in celebrating the value of diversity and inclusion.

Born out of the D&I Council, five employee resource groups (ERGs) focus on promoting and supporting minority communities in the workplace. This will help build a stronger and more sustainable JM.



JM PRIDE is the company’s D&I employee resource group that promotes tolerance and acceptance throughout JM and the community. This group works as a support network for the LGBTQIA+ community and its allies and provides a safe, non-judgmental space for individuals to find commonality and social equality.



WIN@JM is the company’s D&I employee resource group focused on supporting women at JM. This group provides a forum for discussion and raises awareness around topics uniquely relevant to women in the industry.



ADAPT (Able and Disabled Allies Partnering Together) is the company’s employee resource group focused on supporting individuals with disabilities, their caretakers and family members. This group is dedicated to showing how disabilities can be a strength, not a weakness, and that every individual contributes to the success of JM.



embRACE is the company’s D&I employee resource group that seeks to find the commonality in our diverse cultures, backgrounds and socioeconomic statuses to create a community and culture of diversity and inclusion at JM. This group is passionate about providing a space where all are welcome and can share the experiences and cultural traditions that make each individual unique.



The JM Wolf PACK is the company’s D&I employee resource group focused on supporting working parents and caregivers. This group’s focus is to provide structure and support by connecting parents and caregivers who work at JM as well as provide additional resources for continued growth and development.

WOMEN ADVANCING OUR INDUSTRY

The advancement of women in the manufacturing sector is vital for fostering innovation, diversity and competitiveness.

Women bring unique perspectives, skills and approaches to problem-solving, which can drive creative solutions and enhance product development processes. Their increased participation and leadership in these industries can lead to more inclusive work environments, better decision-making and a broader understanding of customer needs. Promoting gender diversity in manufacturing supports equity and strengthens the industry's ability to adapt and thrive in a rapidly changing global market.

At JM, we are privileged to have exceptional women contributing at all levels of our workforce, from the production line to corporate positions. JM's Board of Directors, comprising the Chairperson, the President and CEO, the Chief Financial Officer and the General Counsel, proudly includes three women in these key leadership roles. In addition, some of our remarkable female employees have received notable recognition for their contributions.

ORGANIZATIONS IN WHICH JM IS ACTIVE OR HOLDS LEADERSHIP POSITIONS

- Women in Roofing
- Women in Manufacturing
- Women in Cybersecurity



WOMEN LEADING THE WAY

Jadwiga Swiderska is a Commercial Nonwovens Sales Leader for JM Engineered Products in Eastern Europe. She has been with the company since 1998. With an undergraduate degree from Cracow University of Economics in Management and Finance and an MBA in Sales Strategy, her dissertation for her MBA was the five-year strategy for the growth of sales in Poland for JM in which she achieved increased sales and market share growth from 0% to 90%.

Jadwiga found herself at JM through a remarkable coincidence. While applying to another Polish company, she discovered that JM was that company’s supplier of glass fabrics and was currently looking for a finance manager who was fluent in German. As a native of Poland, Jadwiga speaks Polish, but also German, Russian, English, Slovak and Czech. After starting with JM, Jadwiga worked in a variety of roles until she landed in her current role as the Commercial Leader of Eastern Europe.

When asked what advice she would give to her younger self or next generation of women, Jadwiga had this to say: “10% luck, 10% knowledge, 80% hard work. Always continue to learn, work hard and have a sense of humor.”

Karmella “Kay” Jackson initially joined JM with plans to stay for just six months—that was 22 years ago. At JM, she discovered not only a warm, family-like atmosphere but also abundant opportunities for growth. Kay took full advantage of these opportunities, building a broad knowledge base and transferable skills that have proven invaluable.

Starting as an entry-level employee, she’s advanced through various roles at her Georgia plant, in quality assurance, as a production supervisor, and as an interim superintendent. Now serving as the Production Superintendent, Kay remains committed to both her professional and personal growth. She has recently returned to school with financial support and encouragement from JM’s tuition assistance program and envisions herself becoming a plant manager in the future.

“Anyone looking to make a good living for themselves and their families, I think JM is an awesome place to work. JM can definitely open up a lot of doors and give you the opportunities you are looking for – financially, stability, and support – so think about coming to work here. We practice safety first, and we value our employees. We want everyone to go home the same way they came in. That’s important to us.”



JADWIGA SWIDERSKA | Sales Leader



KARMELLA JACKSON | Production Superintendent

WOMEN LEADING THE WAY

Rachel Lord is the OEM Business Leader for JM. She is responsible for the OEM business segments, including aerospace, automotive, appliance, HVAC Equipment, office interiors and specialty portfolio.

As a half-Chinese individual growing up in the deep South during the late '60s and '70s, she experienced racism firsthand because she was considered different by other kids. Her mother, however, taught her to embrace these differences and value the unique perspectives that each person brings, shaping Rachel's inclusive approach to life and work.

After graduating from college, Rachel embarked on a career traversing an array of industries and roles, including as an industrial engineer at Arrow Shirt Company, a service engineer at Office Depot, and a nearly 16-year stint as a sales engineer at Hunter Douglas.

Rachel admits she wasn't necessarily pursuing a new role when an opportunity to join JM arose. However, JM met three key criteria: a company and culture she would enjoy, a manager who led by example, and a position where she could thrive. Today, after celebrating her 12th year at JM, Rachel feels "on top of the world."

Steffi Schuster is the Leader of Intralogistics at the JM plant in Wertheim, Germany, and a three-time German champion in forklift driving! Steffi has been with JM since 1992, starting her career right after school with an internship as a warehouse management specialist. From there, she became a shift forklift driver working in truck reception as well as in office management.

After three years of training to become a logistics master, Steffi is now the head of intralogistics and manages a team of 30 who are responsible for overseeing a smooth process from start to finish.

The Stapler Cup is a forklift driving competition held each year in Aschaffenberg, Germany, and Steffi has attended for over 25 years. In 2015, 2016 and 2017, Steffi was the German champion. Now, Steffi continues to attend the Stapler Cup as a referee and to cheer on her colleagues.



RACHEL LORD | OEM Business Leader



STEFFI SCHUSTER | Leader of Intralogistics

BUILDING CAREERS ACROSS GENERATIONS

At JM, we pride ourselves on being an employer of choice not just for our current employees but for the next generation as well.

Our dedication to maintaining a supportive and stable work environment extends far beyond offering job opportunities. It fosters an environment where professional and personal lives are deeply intertwined. This has allowed us to help build careers across multiple generations of families who coexist and collaborate under one roof both at work and at home. It is this profound legacy of trust, loyalty and mutual success that allows JM to stand out as an ideal workplace for the generations to come.

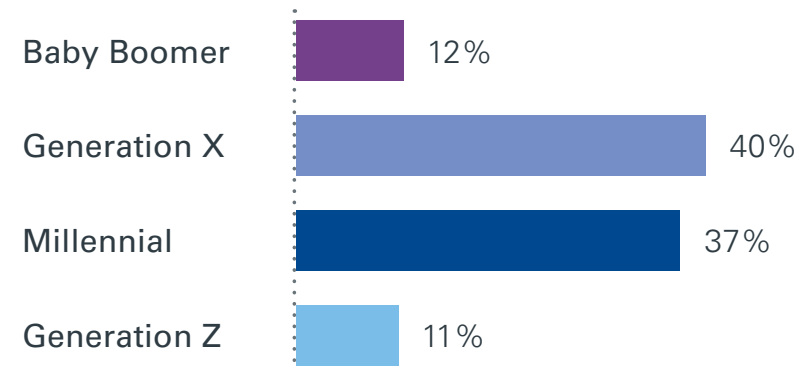
JM continues to set itself apart by embracing new technologies and using innovative new strategies to attract new, younger generations who are searching for tech-savvy careers, as well as retain seasoned professionals by advancing to meet their needs.

This adaptability makes JM appealing to a diverse workforce that values stability within a company that continues to evolve.

Our continued dedication to sustainability also aligns with the values of these professionals who are eager to incorporate environmental responsibility in their careers. Adhering to sustainable practices makes our workforce proud and makes us more attractive to prospective JM employees.

Our goal is to continue to be a place where multiple generations can thrive and contribute to a lasting legacy of excellence and sustainability, ensuring that JM remains a community as much as a company.

JM'S MULTI-GENERATIONAL WORKFORCE





OUR **PASSION** IS IN GOING THE EXTRA MILE

Overview →

JM Passion Project Award Highlights →

JM STARS Case Study →

The #JMEXTRAMILE →

Global Community Day →

JM Inventors Who Hold Patents →

Employee Value Proposition →

OVERVIEW

Innovation and sustainable solutions are at the forefront of our operations, driving us to continually seek out fresh ideas and adopt new approaches that enhance our work and add value.

Serving customers in over 80 countries, our passion is evident in our dedication to adaptive production strategies.

Our commitment extends beyond just our industry and professional organizations and reaches out to community organizations, charities and nonprofits brought to us by our employees.

JM consistently strives to exceed expectations, seizing every opportunity to go the extra mile and make a positive impact.



JM PASSION PROJECT AWARD HIGHLIGHTS

POWER BI IMPLEMENTATION

JM’s Data Analytics team implemented Power BI in the process of rationalizing and migrating our entire portfolio of Tableau Analytics, simultaneously expanding the portfolio with transformational new content in Power BI. The result is a better integrated, more effective and less expensive cloud-based analytics platform for JM.

The team reviewed over 1,200 existing Tableau reports and developed a strategy to streamline and consolidate them, replacing the current portfolio with about half the number of analytics tools in the new system. These new tools are more functional, comprehensive and user-friendly than their predecessors.

Data Analytics at JM leverages our vast data resources to enhance the capabilities of analysts and decision-makers. This allows for quicker and more informed decision-making, helping to discover insights and identify connections that might otherwise go unnoticed.



TRNAVA RECYCLE LINE

The team in Trnava continued to optimize the cost of operation of the plant’s recycle unit, continuously driving down energy usage. The efforts led to a 30%+ reduction in Scope 1 and 2 GHG emissions for products utilizing the post-industrial material generated from the glass recovery unit.

The efforts highlighted demonstrate a strong commitment to ongoing improvement. Remarkably, the recycle unit achieved its lowest energy consumption rates in October 2023. This accomplishment is notable because the unit does not operate continuously; rather it runs in intense, several-day bursts due to production curtailment. While this currently leads to less favorable cost efficiency, further improvements in energy consumption are anticipated as production volumes increase and new ideas are implemented.

▼ **30%** **REDUCTION IN SCOPE 1 AND SCOPE 2 GHG EMISSIONS**

JM STARS CASE STUDY

JM RUNNERS SUPPORT THE COLFAX MARATHON

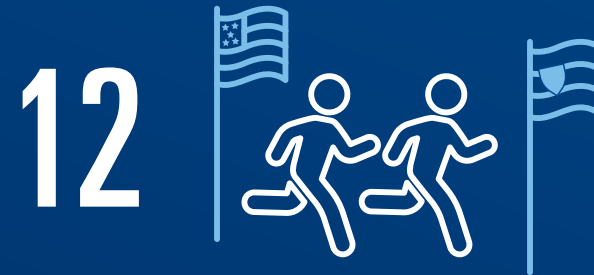
Once again, teams from JM have brought home awards from from the annual Colfax Marathon in Denver, Colorado. And from 2017 to 2023, JM runners took the top spot in the race’s Corporate Manufacturing division.

Now in its 18th year, the Colfax Marathon attracts more than 25,000 runners to the Mile High City, This race is unique because the route takes runners through major landmarks such as the Colorado State Capitol Building, City Park, Empower Field and the Denver Zoo. The JMers among them compete on relay teams and as individual runners, participating in a full or half marathon or a 10-mile run.



THE #JMEXTRAMILE

What differentiates JMers from other professionals in their industry? It’s a willingness to go the extra mile for each other, our customers and our stakeholders. Going the extra mile transcends the way we approach business. Our employees also go the extra mile in pursuing their personal passions, often pushing themselves to the limit of athletic and adventurous accomplishment. It is part of our culture and our teammates’ DNA at work and and in their personal lives.



Team JM, composed of 12 runners from the US and Slovakia, participated in the 2023 Wings of Life World Run.

1km RUN = €5

81 JMers participated in a local Wertheim, Germany, running event pledging €5 for every kilometer run. Proceeds were donated to “Willkommen in Wertheim,” supporting refugees and asylum seekers with essential groceries.



23,640 km / 14,690 mi

41 German JMers replaced driving with biking for a five-month period, totaling 23,640 km/14,690 miles. That is equivalent to biking the Tour de France seven times!

\$1,500 DONATED



2023 marked the 10th year that JM-sponsored teams and individuals have placed at the Colfax Marathon in Denver, Colorado. 36 JM runners participated in the event. JM’s winning team donated \$1,500 in proceeds to “No Kill Colorado” a nonprofit organization dedicated to helping homeless pets.

GLOBAL COMMUNITY DAY

Global Community Day has weaved volunteerism into the fabric of our company and throughout the communities where JM operates around the world. Volunteerism is included in JM’s sustainability goals because we want to deliver a positive **JM Experience** where we live and work.

In the fall of 2018, JM employees launched the inaugural Global Community Day as part of an employee-driven initiative. In one day, almost half of the company’s 7,800 employees worldwide participated in more than 50 events and activities in their communities. The following year, JM employees sponsored their second Global Community Day, attracting thousands of volunteers while earning the *Communitas Award* from the Association of Marketing and Communication Professionals.

Now going into its sixth year, Global Community Day continues to be a highly anticipated event for JM employees around the world. In 2023, nearly 3,500 hours were volunteered at numerous organizations through a variety of events, each led by a JM employee. While some companies focus community investment activities on one issue or organization, JM’s focus is on our employees.

JM’s community investment program is employee-driven, meaning we want to support the causes and programs our employees care about.

We encourage JM employees to give back to their communities by donating their time and resources to issues and programs close to their own hearts.

In 2023, Global Community Day projects included volunteering at local food banks and soup kitchens, collecting and distributing supplies for schools, assembling bicycles for students, delivering food and necessities to local at-risk groups and donating volunteer hours at pet shelters. Other activities included supporting local community cleanup efforts such as graffiti removal, building gardens, cleaning trails and open spaces and removing trash from prominent waterways.

Several JM locations partnered with Habitat for Humanity to build homes for local families in need. The JM plants in Jacksonville, FL and Spartanburg, SC, along with the EP business leadership teams in Waterville, OH, volunteered their time with the local chapters of Habitat for Humanity.



GLOBAL COMMUNITY DAY CASE STUDY

JMERS SUPPORT MEALS ON WHEELS IN CLEBURNE, TEXAS

The JM plant in Cleburne, Texas, brought together a team of volunteers to work with its local Meals on Wheels chapter. The team organized and delivered meals across nine different routes, reaching at least 10 stops on each route.

The routes were carefully planned to ensure that nutritious food, a warm smile and a friendly chat reached seniors and other at-risk populations in the community. This not only provided much-needed nutritional support but also vital human connection and social interaction to those who are often isolated.

The Meals on Wheels initiative is particularly important to the JM plant in Cleburne due to its direct impact on alleviating senior hunger and isolation. This initiative exemplifies the spirit of JM’s Global Community Day, reflecting the company’s dedication to making a real difference in the community.



GLOBAL COMMUNITY DAY CASE STUDY

JMERS IN DENVER SUPPORT WELLPower

Global Community Day in 2023 was an opportunity for the JM environmental health and safety team and legal team to volunteer their time working in the vegetable gardens at WellPower.

WellPower, formerly Mental Health Center of Denver, started as a mental health service center and now provides supportive housing, education and employment opportunities, financial education and access to nutritious food to Denver residents, many of whom live in a food desert. This organization operates a community garden and fish hatchery to provide access to fresh food options, which are typically scarce in urban areas. Not only are healthy foods made accessible, but education around proper food prep and cooking skills are also provided.

Priscilla Woodward, Executive Assistant to General Counsel and VP Katie Albery and CHRO Eric Cremer, worked at Mental Health Center of Denver, now known as WellPower, before joining JM more than six years ago. Getting the opportunity to go back and volunteer their time to this organization was deeply meaningful.

Melissa Barsy, Administrative and Events Specialist for Building Insulation, added, “Volunteering has been very eye opening for me regarding our local communities, particularly ones considered ‘food deserts.’ They are bringing fresh produce and fish to an area that suffers from lack of resources. It puts it into perspective when you experience convenience in most aspects of life.”



ZEB SUKLE

Director of Technology

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

JM INVENTORS WHO HOLD PATENTS

An impressive number of employees at JM hold patents, several of whom hold more than one for various inventions.

Urna Lester, a research scientist at the technical center in Littleton, Colorado, holds an impressive 18 patents, one of which is a recipient of the Green Chemistry Award from the United States Environmental Protection Agency.

Zeb Sukle, the director of innovation and commercialization, holds 11 patents for products contributing to JM Roofing Systems membrane adhesive, magnetic roofing attachment and sheet roofing with pre-taped seams.

Other JM employees with notable numbers of patents include:

- Kia Alavi with 30
- Mingfu Zhang with 26
- Mark Charbonneau with 18
- Aaron Huber with 18
- Lance Wang with 16

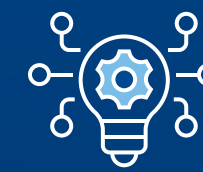
JM takes great pride in recognizing the incredible accomplishments of its employees across the company and their passion for continuous development and innovation.

EMPLOYEE VALUE PROPOSITION

Continuously striving to be recognized as an Employer of Choice, we understand the importance of retaining our esteemed employees and attracting the best talent in a competitive job market. To achieve this, JM has developed an Employee Value Proposition (EVP), encompassing all the rewards and benefits employees gain from their contributions. This EVP highlights the **JM Experience**, aligns with our core values and emphasizes the aspects our employees treasure the most about working here:



Growth Opportunities



Stability and Innovation



Pride in Our Products



Supportive Environment



WE **PERFORM** AT A SUPERIOR LEVEL

Overview →

JM Roofing Institute™ →

A Focus on Training and Development →

Products For A Sustainable Future →

Smart Engineering, Smaller Environmental Impact →

OVERVIEW

JM delivers innovative solutions for the construction sector that create value for JM and our customers specializing in building insulation and roofing systems.

Our expertise also extends to the aerospace, automotive, transportation, filtration, commercial interiors, waterproofing and wind energy sectors, engineering new products and technologies. Our process, from patenting groundbreaking innovations to crafting customized solutions, starts with a deep understanding of market demands and challenges. We are constantly innovating to enhance our product range in order to solidify our leadership in building science and improve our specialty product manufacturing capabilities. Essentially, our goal is to fulfill the unique requirements of our customers while promoting environmental and community well-being.

JM ROOFING INSTITUTE™ — BETTER UNDERSTANDING OF ROOFING SYSTEMS INSTITUTE (BURSI®)

Launched in 1972, the Better Understanding of Roofing Systems Institute (BURSI) has been offering certified educational programs to the design community on commercial roofing for more than 50 years.

JM is committed to broadening the knowledge of our customers through instruction that aligns with the standards set by the American Institute of Architects (AIA), the International Institute of Building Enclosure Consultants (IIBEC) and BURSI. In 2023, this outreach continued to expand its reach through additional trainings offered in Florida, Georgia, California and Texas.





A FOCUS ON TRAINING AND DEVELOPMENT

JM ACADEMY

JM Academy celebrated its 15th anniversary in 2023. This esteemed annual event has become a nexus for customer CEOs, presidents and senior managers from different sectors such as building and construction, filtration, energy storage, automotive and composites to come together under one roof. This highly anticipated two-day training event continues to deliver unparalleled value. The 2023 conference focused on the theme of “Winning Teams - Turning Ambition into Achievement.” This theme embodies our company culture by empowering both our employees and our customers to transform their ambitions into tangible successes, fostering a collaborative and high-performing environment as we partner to succeed together.

INSULATION INTEL®

Since its inception in August 2016, JM Insulation Systems’ Insulation Intel® has evolved into a cornerstone educational platform, addressing the knowledge gap left by the retiring baby boomer generation. Designed to equip the new wave of professionals with critical support, education and information, Insulation Intel® continues to curate a rich collection of webinars, videos, blogs, white papers and technical bulletins. Catering to the needs of design and specification professionals across mechanical, HVAC, commercial, residential and industrial insulation sectors, the program ensures they remain at the forefront of technical advancements. As of 2024, Insulation Intel® has proudly hosted more than 8,000 industrial professionals in its webinars and promoted more than 20,000 interactions on its blog, solidifying its role as an indispensable resource in the insulation industry.

PRODUCTS FOR A SUSTAINABLE FUTURE

ENERGY EFFICIENCY FOR THE BUILT ENVIRONMENT

Energy efficiency in the built environment is pivotal for reducing operational costs, minimizing environmental impact and enhancing occupant comfort. Many JM products play crucial roles in achieving these efficiency goals.

High quality insulation acts as a thermal barrier, maintaining desired indoor temperatures by slowing the transfer of heat. This reduces the demand on heating and cooling systems and contributes to a more stable and comfortable indoor climate. Similarly, advanced roofing materials can reflect sunlight and emit absorbed heat, lowering cooling demands during warmer months. Together, these solutions contribute to a building’s overall energy performance. By selecting the right insulation and roofing materials, buildings can achieve energy savings, reduce greenhouse gas emissions and provide a more sustainable future for our communities.

PRODUCTS FOR A SUSTAINABLE FUTURE

CONTINUOUS INSULATION

Enhancing a building’s energy efficiency is crucial to prevent heat escape, facilitate lower energy bills and contribute to climate change mitigation.

Thermal bridging is a significant contributor to heat loss and substantially undermines the energy efficiency of a structure. Thermal bridging occurs when building elements bypass insulation and conduct heat outward. This issue is prevalent in structures through components like wood or metal framing, balconies and window frames,

which can account for 20-25% of a wall’s area in homes, leaving substantial portions without effective insulation. Traditional methods of insulation offer limited solutions to this challenge due to practicality and cost. Continuous insulation addresses this gap by wrapping the building’s exterior with an additional insulating layer, acting like a blanket that retains heat and reduces energy loss. JM specializes in continuous insulation solutions that enhance thermal efficiency and provide superior air, water and vapor control.

AP™ Foil-Faced Foam Sheathing

Can be used as continuous insulation behind most wall systems such as stucco, brick and fiber cement.

JM CladStone® Water & Fire Block

Is a continuous insulation product that is part of a National Fire Protection Association 285-compliant wall system that uses Aluminum Composite Materials metal panels.

CI Max® Foam Sheathing

Provides a continuous layer of insulation to reduce thermal bridging and improve energy efficiency.

JM Corbond® Closed-Cell Spray Polyurethane Foam

Can be used as continuous insulation and is also an all-in-one air barrier, vapor retarder and water-resistive barrier.

PRODUCTS FOR A SUSTAINABLE FUTURE

ENERGY STAR®

JM is proud to be an Energy Star Partner. Many of our products are Energy Star certified, a symbol for energy efficiency. JM AP Foil-Faced Sheathing, for example, is an easy-to-handle sheathing that offers one of the highest R-values (the ability of a material to resist heat) per inch of any rigid insulation on the market.

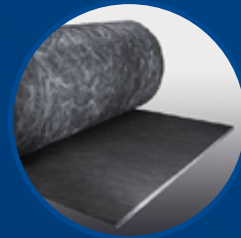


USGBC LEED CREDITS

JM is dedicated to embedding ethical and responsible product stewardship into our business operations by prioritizing environmental impacts and the well-being of employees and customers throughout our product life cycles. 72 JM products qualify for USGBC LEED credits. Our product stewardship team collaborates with engineers, researchers and sourcing leaders to rigorously evaluate new and significantly altered products, ensuring global compliance with chemical and hazard communication regulations, including REACH compliance in Europe.

GREENGUARD GOLD CERTIFICATIONS

GREENGUARD Gold certification is a rigorous standard for chemical emissions from building materials, furnishings and finish systems aimed at reducing indoor air pollution and the risk of chemical exposure. Particularly stringent, this certification considers safety factors for sensitive individuals such as children and the elderly, making it crucial for environments like schools and healthcare facilities. By ensuring products meet low emission levels for volatile organic compounds (VOCs), GREENGUARD Gold helps create healthier indoor environments, enhancing occupant well-being and contributing to sustainable building practices.



HVAC Equipment Insulation Micromat® RX

GREENGUARD Gold certified. A flexible fiberglass equipment insulation mat that provides superior thermal and acoustical protection. Easily cut to any size and shape, it can be firmly bonded to metals, plastics and other materials with commercial adhesives or mechanical fasteners.



Pipe Insulation Micro-Lok HP and Micro-Lok HP Ultra

GREENGUARD Gold certified, these fiberglass pipe insulation products provide superior thermal performance.



Formaldehyde-Free™ Fiberglass Building Insulation

This entire line has been awarded GREENGUARD Gold Certification.

PRODUCTS FOR A SUSTAINABLE FUTURE

ENERGY EFFICIENCY

Energy efficiency is crucial for reducing overall environmental impact and operational costs. At their core, JM products and materials are designed to shield and protect a building or structure from external elements. Insulation and roofing are designed to prevent energy transfer as much as possible. Our commitment is to find new ways to manufacture top quality products that meet the needs of our customers while aligning with global sustainability targets.

By promoting energy efficiency and preventing energy loss, insulation and roofing materials are critical in reducing the overall carbon footprint of a building. It is estimated that within the first year of use, one pound of typical insulation can save up to 12 times the energy used to produce it, according to the North American Insulation Manufacturers Association (NAIMA).



In addition, JM is also dedicated to protecting the environment through its innovative engineered products. JM’s recent introduction of Evalith® Aware uses recycled materials to provide quality products with less impact on the environment. Our fiberglass and nonwoven products stand out in versatility and their ability to meet a wide range of specifications.

ENVIRONMENTAL PRODUCT DECLARATIONS

JM has taken significant strides in promoting sustainability and transparency in building materials by securing Environmental Product Declarations (EPDs) for seven distinct product lines. These EPDs provide detailed information about the lifecycle environmental impact of these products, supporting our customers in making more informed choices. Notably, these declarations are instrumental in helping projects qualify for LEED v4 credits and promoting sustainable design and construction practices.

ELECTRIFICATION

Electrification is increasingly recognized as a strategic lever in achieving decarbonization goals across multiple sectors. For example, 100% of our building insulation products are made with glass melted with electricity rather than gas. This shift has potential to lower emissions and additional benefits such as enhanced safety, cleaner operations and reduced ecological impact. In addition, JM’s innovative products, specifically with thermoplastic organosheets, continue to pave the way for significant advancements in electric vehicle technology. Developing products that improve performance, safety and design of electric vehicles is paramount as we continue to work toward a more sustainable automotive future.

SMART ENGINEERING, SMALLER ENVIRONMENTAL IMPACT

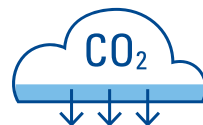
The process of turning glass into products like insulation is inherently energy intensive.

Energy and carbon emission reduction opportunities exist – and are often created – by applying an engineering mindset. The Process Research team within JM’s Engineering organization has continued to focus on energy efficiency improvements. Their dedication has demonstrated results with scalable potential.

One notable example occurred within a proprietary platform used for glass fiber production. The Process Research team used advanced techniques, including computational fluid dynamics, plant trials and laboratory measurements to simulate and redesign the process. The Operations team tested the redesign and the R&D Analytics team validated the results. This collaborative effort resulted in a 10% reduction of carbon emissions while maintaining production performance and product quality.

Equipped with a wealth of new knowledge, JM is now implementing this advancement in other systems company-wide and using a similar process to impact other areas of R&D.

▼ **10%** PROPRIETARY PLATFORM CARBON EMISSIONS REDUCTION





WE PROTECT TODAY TO ENSURE TOMORROW

Overview →

Environmental Compliance →

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OVERVIEW

At their core, JM’s products serve as a safeguard.

Our insulation and roofing systems offer protection from the elements, ensuring indoor comfort while enhancing energy efficiency and contributing to a reduction in our carbon footprint.

Beyond this, JM is committed to environmental stewardship through our innovative engineered products. We embrace sustainability by implementing manufacturing practices that prioritize reducing waste, reusing materials and conserving natural resources.

Additionally, we are dedicated to minimizing the environmental impact of our operations. Focusing on safeguarding our world, JM is dedicated to creating a more sustainable future.

ENVIRONMENTAL COMPLIANCE

JM isn’t just a company that makes products; we’re a vital part of the communities where we live and work.

We offer more than jobs; we provide opportunities for personal and professional growth and contribute to a more sustainable future. Our employees are your neighbors, family and friends, all playing active roles in our community. This connection to where we live means we have a duty and vested interest in protecting our local environment by following all relevant environmental laws.

Our commitment to the environment is outlined in our environmental policy. This policy, which we regularly update to reflect our activities and future plans, guides us in preventing pollution and conserving natural resources. We’re dedicated to meeting environmental regulations and consistently keep a close eye on local, regional and national laws to stay ahead of any changes. This commitment includes fulfilling reporting requirements and continuously improving our environmental targets and how we measure them. Should we ever fall short of these standards, we act swiftly to fix the issue and prevent future problems, all to ensure we are a responsible and respected member of our community.





ECOVADIS SILVER CERTIFICATION



In 2023, JM underwent a thorough review of our sustainability practices by EcoVadis and was awarded a Silver Medal, ranking us in the top 13% of our industry. The highest performance within the evaluation was in the sustainability assessment themes of Environment and Ethics, affirming our dedication to environmental responsibility and ethical conduct. This achievement marks a significant milestone in our commitment to enhancing sustainability throughout our value chain. The Silver rating is a direct indicator of the efforts that have been made to positively impact the environment and foster sustainable development across JM.

“Our sustainability journey is ongoing. Our goal was not to achieve a specific rating, but rather to identify specific areas for improvement and develop and implement solutions that enable sustainable and impactful growth for JM and our customers. We are proud of our performance in Ethics and Environment and we aspire to make a real difference in these areas. Our next steps include increased collaboration, innovation and employee involvement. Sustainable practices play a vital role in shaping a better future, and we want every JM employee to understand this. By leveraging our strengths, addressing areas for improvement and striving for excellence, we will make significant progress in our sustainability efforts. Together, we can create a positive impact that extends beyond our organization.”

SCOTT COONS

Vice President R&D and Chief Sustainability Officer

ENVIRONMENTAL HEALTH AND SAFETY MANAGEMENT SYSTEM

JM operates a comprehensive Environmental, Health and Safety (EHS) Management System, anchored by two key policies: the EHS Policy and the Life Critical Activity Policy.

These policies, along with their associated procedures, demand awareness and compliance from our employees, contractors/vendors and visitors including:

- Legal compliance, continuous improvement practices and pollution prevention measures
- Preventative measures to minimize injury or damage to the environment
- Reporting any risky or unsafe conditions
- Compliance with all life critical activity control procedures including Control of Hazardous Energy, Confined Space Entry, Working at Heights/Fall Protection, Electrical Safety, Mobile Equipment Safety and ensuring no one works under the influence of drugs or alcohol
- Appropriate use and application of all PPE
- Understanding that each employee, contractor and visitor is responsible for their own safety as well as the safety of others
- Support of the ISO 14001 certified environmental management system

ENERGY

Our products save energy and we believe in being just as energy-efficient inside our operations.

For a manufacturing business like ours, using energy intelligently is key to our success. A major step in this direction is implementing energy management systems that comply with ISO 50001 standards. By 2023, all four of our plants in Germany had installed these systems.

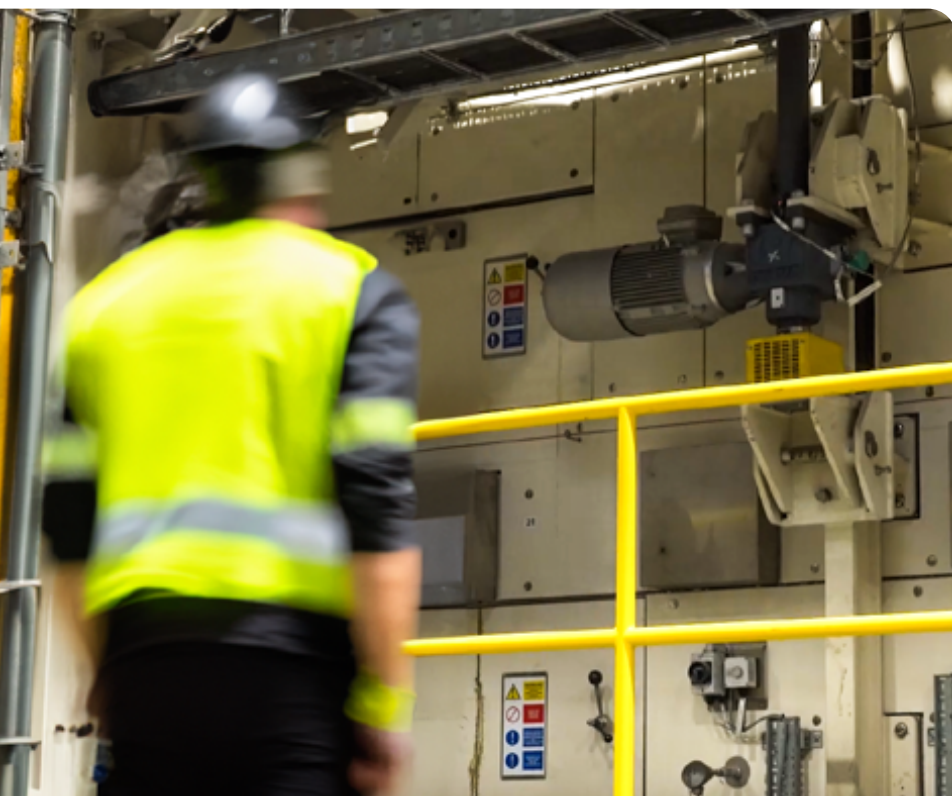
We're also an EPA ENERGY STAR® Partner, working hard to advance our commitment to energy efficiency.

We're constantly searching for more ways to save energy and use it wisely. Part of our strategy is to optimize our mix of energy sources. This means understanding all the energy options we have and how we can use them in the most beneficial way for our business and the environment, aiming to reduce our overall carbon footprint.

ISO CERTIFICATIONS ACROSS THE GLOBE

As of year-end 2023, 41 JM plants are in compliance with ISO 14001:2015 Energy Management Systems across North America and Europe. Where relevant, JM plants qualify under ISO 9001:2015 and ISO 50001:2018.





CASE STUDY

CREATIVE SOLUTIONS TO SAVE ENERGY

In response to rising electricity and gas prices, JM’s Wertheim, Germany, plant has implemented cost-saving innovations.

Machine operator Ersal Yüksel initiated these changes by suggesting energy-saving modifications to the process that could be implemented during brief machine stops. Control and automation engineer Michael Kurz, with a background as a plant electronics technician and ongoing studies in mechatronics, modified the control system to reduce air intake in the dryer during pauses. This adjustment, along with improvements to the exhaust air system and the production line’s automatic start-up, has not only conserved energy but also enhanced production floor conditions and productivity. These changes, as part of a broader energy management effort involving regular training and interdepartmental meetings, resulted in a total energy savings of 511,000 kWh in 2022.

511,000 kWh TOTAL ENERGY SAVINGS



ERSAL YÜKSEL AND MICHAEL KURZ

EMISSIONS

JM is working to cut our direct (Scope 1) and indirect (Scope 2) greenhouse gas (GHG) emissions by 2030, using 2017 as our comparison year.

Reducing these emissions can be challenging, but we are actively involved in projects that will lower our emissions and help us keep track of our progress. We're also looking into how to account for GHG emissions from the raw materials we use and the end use of our products (Scope 3 emissions). Finding alternative materials and enhancing the energy-saving benefits of our products could help reduce overall GHG emissions.

To support our environmental efforts, we've implemented ISO 14001 environmental management systems across our company. By 2023, all but three of our facilities in North America and Europe had achieved these standards, which help us tackle air pollution and promote the efficient use of resources. These systems allow us to manage and reduce our emissions more effectively.

WASTE AND CIRCULARITY

Every piece of waste that ends up in a landfill represents a loss of value. As a company, we're committed to reducing waste by examining our entire manufacturing process to find ways to be more efficient.

JM set a target to cut our waste intensity by 10% by 2025, and we're already ahead of schedule, with a 12.8% reduction in 2023. While we're making great progress, there's still much to explore, especially in creating a circular economy. We've significantly improved how we use pallets and handle scrap. We've found new life for materials that would have been discarded, by donating them or turning them into raw materials for other companies.

On the recycling front, we've invested in technology that internally recycles materials like glass fiber, which would have been thrown away. Working with external partners, we've secured better access and increased the use of procured recycled inputs in our own products. By 2025, over 2 billion pounds of post-consumer/industrial materials, predominantly glass, polypropylene and polyester, will be used in our processes.

This effort has and will continue to result in less waste generated and contribute to lower GHG emissions in terms of absolute volume and intensity.

Understanding waste has shown us its broad impact, particularly on climate change. Waste in landfills releases landfill gas, including CO₂ and methane, as it breaks down. **Methane is a potent greenhouse gas, far more effective than CO₂ at trapping heat in the atmosphere. Landfills are a major source of human-caused methane emissions in the US.** By reducing waste sent to landfills, we lower our contribution to these emissions.

Waste is a complex and important topic, especially considering that a third of the world's waste comes from the built environment. Elongating JM product lifecycles can help; however, there is much work to be done at JM and as an industry to shift from disposal to more circular solutions across the value chain.



CASE STUDY

GLASS RECYCLING UNIT, SLOVAKIA

Johns Manville’s Engineered Products plant in Trnava, Slovakia, has a state-of-the-art thermal recycling unit for glass fibers that has been up and running since 2021.

The unit can recycle more than 3 tons of waste glass fibers per hour and keeps more than 10,000 tons of waste out of landfills each year, helping to make significant strides toward our desired recycling objectives.

Glass is a sought-after recycled material for several reasons. Glass can be recycled endlessly without a loss of quality, unlike other recyclable materials. Glass is made from domestically available materials, such as sand, soda ash and limestone. Recycled glass, called cullet, also takes less energy to melt as compared to virgin glass, which saves energy and reduces emissions.

3 tons

RECYCLED RATE OF GLASS FIBERS PER HOUR AT TRNAVA, SLOVAKIA



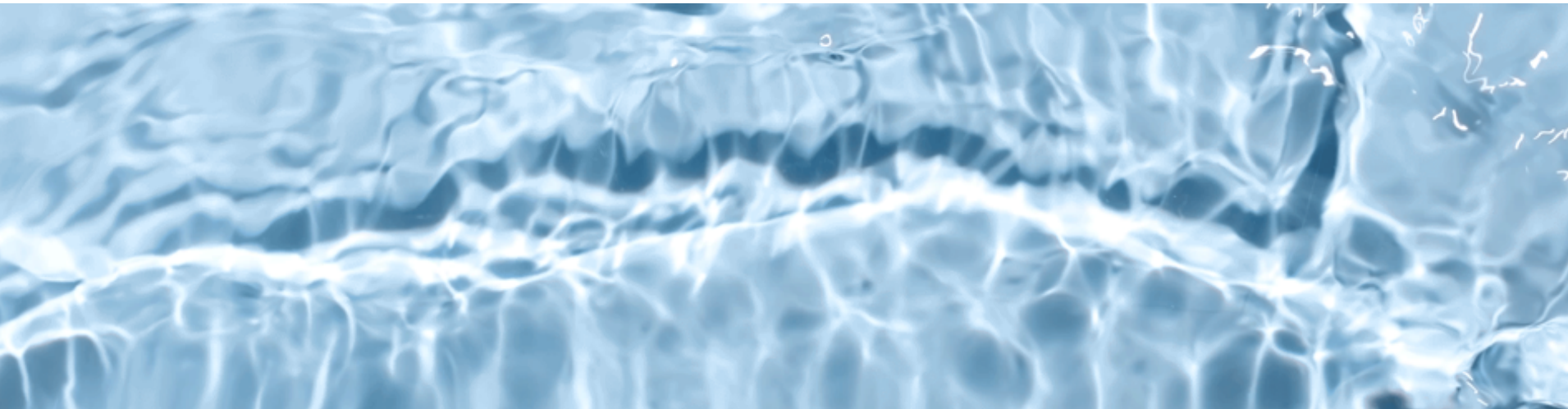
WATER

Water is a valued resource. Even in areas where water is more abundant, we must be mindful of potential supply and demand challenges, weather and water quality issues that affect our business, biodiversity and the community.

As a company headquartered in Denver, Colorado, drought and its environmental and financial impacts are a year-round conversation. Dialogue around water challenges, especially in the American West, has grown societal awareness that water issues have a rippling effect wherein water issues in one region can have widespread ramifications.

Water is essential to JM’s manufacturing systems and is used for many purposes, including cooling equipment. During the manufacturing process, 95% of non-potable water evaporates and most of the remaining 5% is reused, reducing wastewater.

In working to achieve our previous 2020 water sustainability goal, we conducted a thorough survey to identify water sources and their vulnerabilities, discovering that over 90% of our water is municipally sourced, with the remainder coming from underground wells. As we look toward the future, we’ll build off our baseline to track our water initiatives and data more comprehensively, which we believe will enable us to develop strong water management strategies and wise investments with a clearer view of our water performance.



CLOSED CELL WATER HEAT EXCHANGER BELGRADE, MT

Reversing the flow of water through the closed cell heat exchanger at the Insulation Systems plant in Belgrade, Montana, resulted in significant reductions of water use. Initially, cooling water flowed in through the top of the exchanger, exiting quickly with minimal dwell time. By altering the flow to enter from the bottom, the dwell time was drastically increased which led to a decrease in water usage and an increase in efficiency. The outcome was substantial, including a yearly water savings of 1.1 million gallons, a 60% boost in heat exchanger efficiency and an estimated savings of \$34,000 over 10 years from an initial \$1,300 investment.

1,150,000 gal YEARLY WATER SAVINGS

▲ **60%** BOOST IN HEAT EXCHANGER EFFICIENCY 

\$34,000 SAVINGS Over 10 years from an initial \$1,300 investment.

RECYCLING PAPER

The JM Roofing Systems plant in Rockdale, Illinois, uses around 66,000 pounds of recycled paper per day to produce FESCO.

FESCO is a roofing insulation board that is heavily relied upon due to its superior fire resistance, high compression strength and excellent water resistance. With the demand for this much recycled paper, the plant has had to look for additional supply streams from other sources, including other JM locations.

Any portion of the boards that is left over after being cut into 2x4, 4x4 or 4x8 pieces is also reintroduced back into the manufacturing process preventing additional waste and material from ending up in landfills.

66,000 lbs

RECYCLED PAPER PER DAY TO PRODUCE FESCO



RECYCLING GLASS

Fiberglass thermal insulation is a key product at JM, offering remarkable sustainability benefits. Using recycled content and abundant natural minerals like silica sand, fiberglass insulation is both cost-effective and high-performing.

Recycled glass, or cullet, from both consumer and industrial sources, is transported to JM plants and mixed with other materials for glass production. This process significantly lowers CO₂ emissions by reducing energy consumption and the use of carbonate materials, cutting emissions by tens of thousands of tons annually.

JM's commitment to sustainability includes reusing internal glass waste and investing in technology to enhance the use of recycled glass, improving storage and handling while mitigating contaminants. Our all-electric melting furnaces, crucial for fiberglass insulation production, further our sustainability efforts by using more renewable energy sources and phasing out the use of coal.

~ 414 Million

POUNDS OF EXTERNALLY SOURCED RECYCLED MATERIAL USED IN 2023



RECYCLING IN JM'S ROOFING SYSTEMS

JM is continually striving to find responsible ways to eliminate waste, especially when it can be repurposed to create more finished products. Reusing plastic material provides a profitable alternative to sending waste to landfills.

JM Roofing Systems utilizes TPO (thermoplastic polyolefin) singly ply roofing membrane. This material is durable, flexible, mold resistant, fire resistant and 100% recyclable. During the manufacturing process, scraps of TPO are converted into flakes or pellets to be kept out of landfills and reused for creating more product.

An interesting hurdle has arisen—the lack of recyclable plastic material available. JM has seen a steady decline in available plastics for manufacturing purposes. While the demand for these plastics continues to grow, the supply of these materials continues to diminish.

▲ 5%

INCREASE IN EXTERNALLY SOURCED RECYCLED MATERIALS USED IN 2023



Figures shown are in addition to all internally recycled and re-fed materials used in JM manufacturing processes.



CYBERSECURITY AND DATA PRIVACY

We prioritize cybersecurity and data privacy with the same intensity as we do the safety of our people, inspired by our core value of protect. Maintaining security requires a coordinated effort to evaluate and mitigate risks thoroughly.

Protecting our systems and data goes beyond the digital realm, impacting our people, physical assets and JM's operational continuity. We have integrated cybersecurity and data privacy protocols that are managed through our Information Security Management System (ISMS) of technology and leading practices to assess and mitigate risks.

JM conducts an internal assessment of cybersecurity risk and an external review and certification per ISO 27001 standards. Employee training and testing are conducted to inform on cyber risks and actions to protect JM assets and data.



APPENDIX

Achievements and Recognitions →

Sustainability Performance Data →

GRI Index →

SASB Index →

Looking Ahead →

About This Report →

ACHIEVEMENTS AND RECOGNITIONS

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 and Visual Awards
- German Stevie® Gold Award for Protection and Safety
- Insulate America, Inc. Supplier of the Year
- Partner of Choice, David Weekley Homes
- Occupational Safety and Health Administration Voluntary Protection Program STAR status — 11 JM U.S. manufacturing facilities
- 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 and 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 (CRRC)
- 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 and Refrigeration Distributors International
- Housing Innovation Alliance
- INDA Association of the Nonwoven Fabric Industry
- Industrial Energy Consumers of America (IECA)
- Institute for Advanced Composites Manufacturing (IACMI)
- National Insulation Association (NIA)
- National Women in Roofing (NWIR)
- 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 (SWEEP)
- Spiral Duct Manufacturers Association (SPIDA)
- The Women in Manufacturing Association (WiM)
- 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

ACHIEVEMENTS AND RECOGNITIONS

APPROVALS

- Dade County, Florida, Product Approvals
- Florida Building Code
- FM Global (Factory Mutual)
- UL Approval
- International Code Council Evaluation Service (ICCES) approval for JM’s entire line of foam sheathings products UL (Underwriters Laboratories)



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
- 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

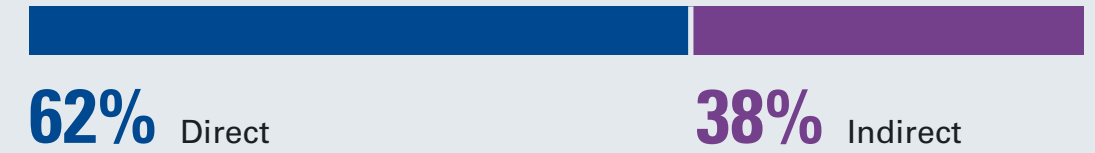
SUSTAINABILITY PERFORMANCE DATA

ENERGY CONSUMPTION (IN GIGAJOULES)

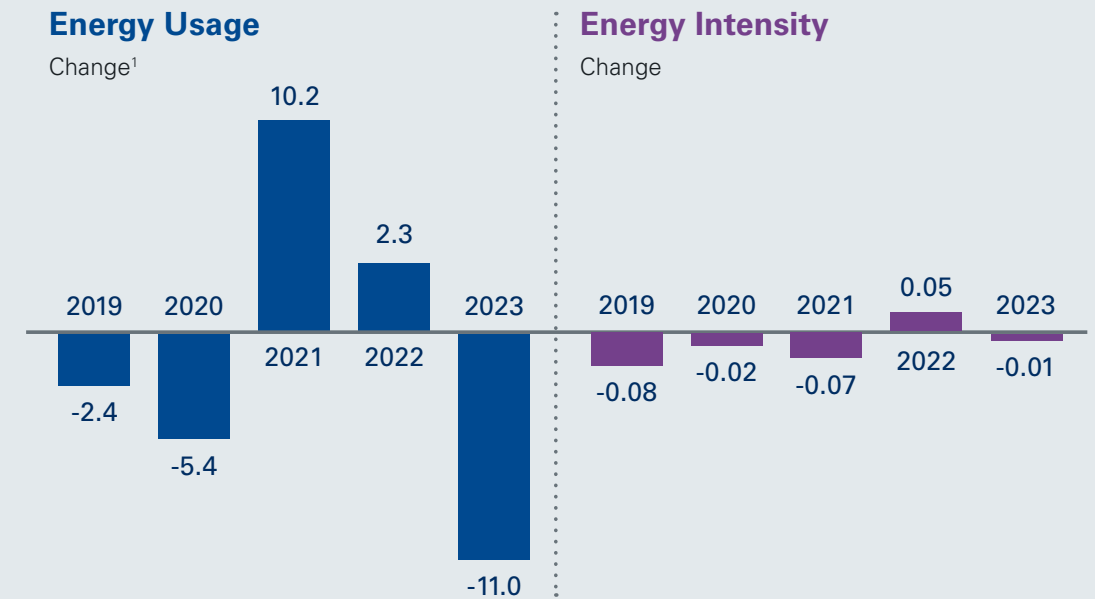
NON RENEWABLE SOURCES					
	2019	2020	2021	2022	2023
Coke	165,138	207,621	227,349	206,430	300,487
LPG	8	16	7,759	116,857	148,333
Natural Gas	10,659,999	10,099,507	10,843,536	11,512,778	9,785,702
Total Direct Energy	10,825,145	10,307,144	11,512,776	11,836,065	10,234,522
Electricity	6,555,912	6,135,916	6,565,540	6,710,566	6,244,168
Total Indirect Energy	6,555,912	6,135,916	6,611,006	6,705,841	6,244,168
Total Energy Consumption	17,381,057	16,443,060	18,123,784	18,541,906	16,478,690

ENERGY INTENSITY					
(per \$M revenue/unit of production)	2019	2020	2021	2022	2023
Average Annual Energy Intensity Changes (as a percentage)	-0.08%	-0.02%	-0.07%	0.05%	-0.01%

2023 DIRECT VERSUS INDIRECT ENERGY

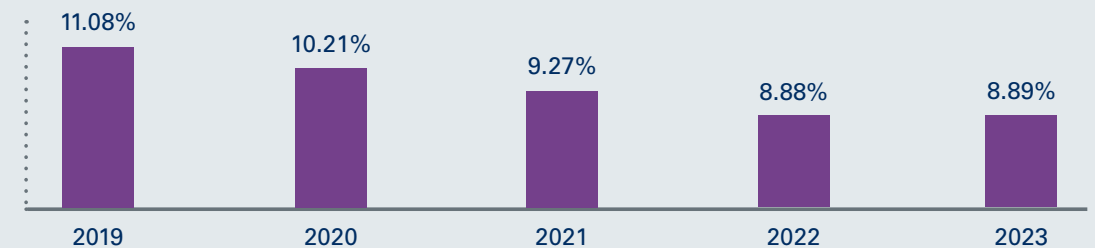


PRODUCTIVITY VERSUS ENERGY OVERVIEW



¹ Energy Usage Change: the annual change in total direct and indirect energy consumption.

YEARLY WASTE INTENSITY



SUSTAINABILITY PERFORMANCE DATA

EMISSIONS¹

AIR EMISSIONS (Kilograms)				
	2019	2020	2021	2022
Nitrous Oxides (NOx) (excluding N ₂ O)	758,349	635,102	717,141	711,107
Sulfur Dioxides (SOx)	289,429	244,718	335,579	349,252
Volatile Organic Compounds (VOC)	965,850	940,970	1,009,519	1,099,153
Hazardous Air Pollutants (HAP)	257,032	243,922	270,472	334,275
Particulate Matter (PM10)	1,636,308	1,468,793	1,635,177	1,577,595
Heavy Metals (Chromium, Lead, Cobalt, Manganese, Nickel, Cadmium)	141	150	29	37
Total Critical Pollutant Emissions	8,283,139	7,089,260	7,859,839	7,963,286
Total Hazardous Air Pollutants (HAP) Emissions	257,032	243,922	270,472	334,275

GHG EMISSIONS (Metric Tons of CO ₂ Equivalent)				
	2019	2020	2021	2022
Total Direct (Scope 1) GHG Emissions (Location Based)	281	270	292	310
Total Indirect (Scope 2) GHG Emissions (Location Based)	365	341	356	357
Total Direct and Indirect GHG Emissions	646	611	648	667

AVERAGE ANNUAL GHG INTENSITY CHANGE (as a percentage)			
2019	2020	2021	2022
-9.57%	-2.31%	-8.56%	2.44%

WASTE

WASTE COMPOSITION (Metric Tons)			
	2021	2022	2023
Solid Waste	139,261	131,949	119,268
Hazardous Waste	1,468	2,441	1,670
Total Waste	140,729	134,390	120,938

¹ 2022 Air Emissions and HAP data is the latest available. 2023 data will be reported in the next JM Sustainability Report.

SUSTAINABILITY PERFORMANCE DATA

HEALTH AND SAFETY

SAFETY					
	2019	2020	2021	2022	2023
OSHA Total Recordable Incident Rate(S) ¹	1.22	1.32 w/o COVID 1.79 w/ COVID	1.74 w/o COVID 2.10 w/ COVID	1.97 w/o COVID 2.46 w/ COVID	1.26
Total Injury and Illness Incidents (Count) ¹	96	100 w/o COVID 136 w/ COVID	136 w/o COVID 164 w/ COVID	156 w/o COVID 195 w/ COVID	98
Lost Work Day Injury Cases (Count) ²	21	20 w/o COVID 56 w/ COVID	24 w/o COVID 52 w/ COVID	39 w/o COVID 78 w/ COVID	27
Lost Work Day Injury Case Rate (LWIR) ²	0.27	0.26 w/o COVID 0.74 w/ COVID	0.31 w/o COVID 0.67 w/ COVID	0.49 w/o COVID 0.99 w/ COVID	0.35
Total Fatalities (Count)	0	0	0	0	0
Fatality Case (Rate)	0	0	0	0	0
Total Reported Cases of Silicosis Affecting Current Workforce or Past Employees (Count)	0	0	0	0	0

* As of 2023, JM does not track near-miss data. We are developing tracking capabilities to track this data for future reporting.

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

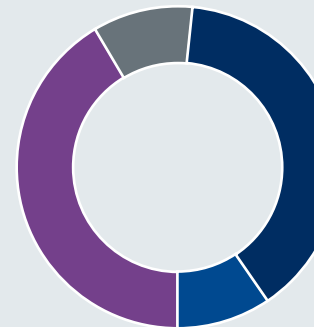
² Lost Time Rate: Number of incidents involving workdays beyond the day of injury or onset of illness that the employee was away from work because of an occupational injury or illness, per 200,000 work hours.



GLOBAL GENDER DIVERSITY

82%
Male

18%
Female



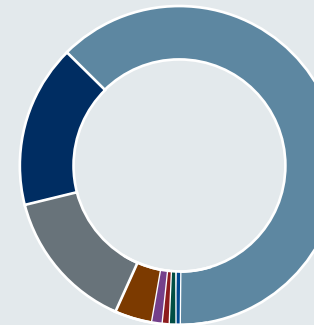
GLOBAL GENERATION DIVERSITY

12%
Baby Boomer

40%
Generation X

11%
Generation Z

37%
Millennial



RACE DIVERSITY (NORTH AMERICA ONLY)

0.5%
American Indian or Alaska Native

2%
Asian

16%
Black or African American

14%
Hispanic or Latino

62.5%
White

0.5%
Native Hawaiian or Other Pacific Islander

3%
Not Specified

1.8%
Two or More Races

GRI INDEX

Johns Manville, a Berkshire Hathaway company, has reported in accordance with the GRI Standards for the period starting January 1, 2021, through December 31, 2023.

GRI 1: FOUNDATION 2021

GRI 2: GENERAL DISCLOSURES 2021		
2-1	Organizational details	Organizational Profile
2-2	Entities included in the organization’s sustainability reporting	Organizational Profile
2-3	Reporting period, frequency and contact point	About This Report
2-4	Restatements of information	About This Report
2-5	External assurance	About This Report
2-6	Activities, value chain and other business relationships	About This Report
2-7	Employees	Organizational Profile
2-8	Workers who are not employees	Organizational Profile
2-9	Governance structure and composition	Managing Sustainability
2-10	Nomination and selection of the highest governance body	JM does not report this information publicly because it is confidential.
2-11	Chair of the highest governance body	Managing Sustainability
2-12	Role of the highest governance body in overseeing the management of impacts	Managing Sustainability
2-13	Delegation of responsibility for managing impacts	Managing Sustainability
2-14	Role of the highest governance body in sustainability reporting	Managing Sustainability
2-15	Conflicts of interest	Managing Sustainability

GRI 2: GENERAL DISCLOSURES 2021		
2-16	Communication of critical concerns	JM Code of Conduct
2-17	Collective knowledge of the highest governance body	JM Sustainability Council
2-18	Evaluation of the performance of the highest governance body	JM does not report this information publicly because it is confidential.
2-19	Remuneration policies	
2-20	Process to determine remuneration	
2-21	Annual total compensation ratio	
2-22	Statement on sustainable development strategy	Building a Better Tomorrow
2-23	Policy commitments	jm.com
2-24	Embedding policy commitments	jm.com
2-25	Processes to remediate negative impacts	jm.com
2-26	Mechanisms for seeking advice and raising concerns	jm.com , JM Code of Conduct
2-27	Compliance with laws and regulations	JM Code of Conduct
2-28	Membership associations	Achievements and Recognition
2-29	Approach to stakeholder engagement	Connecting With Stakeholders
2-30	Collective bargaining agreements	In 2023, 51 percent of JM’s global workforce was represented under collective bargaining agreements.

GRI INDEX

Johns Manville, a Berkshire Hathaway company, has reported in accordance with the GRI Standards for the period starting January 1, 2021, through December 31, 2023.

GRI 3: MATERIAL TOPICS 2021

3-1	Process to determine material topics	Material Topics
3-2	List of material topics	Material Topics

201 ECONOMIC PERFORMANCE 2016

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

204 PROCUREMENT PRACTICES 2016

3-3	Management of material topics	Supply Chain Sustainability
204-1	Proportion of spending on local suppliers	Supply Chain Sustainability

205 ANTI CORRUPTION 2016

3-3	Management of material topics	JM Code of Conduct Supplier Code of Conduct
205-1	Operations assessed for risks related to corruption	All new suppliers are screened through a third-party service. In 2024, JM has added new criteria including a Supplier Code of Conduct sign-off that broadly addresses all elements of compliance.
205-2	Communication and training about anti-corruption policies and procedures	JM Code of Conduct Supplier Code of Conduct
205-3	Confirmed incidents of corruption and actions taken	JM Code of Conduct Supplier Code of Conduct Third Party Risk Management

301 MATERIALS 2016

3-3	Management of material topics	jm.com
301-2	Recycled input materials used	~414 million lbs of recycled input materials were used in 2023.

302 ENERGY 2016

3-3	Management of material topics	Energy
302-1	Energy consumption within the organization (Mega-Watt Hours)	Sustainability Performance Data
302-2	Energy consumption outside of the organization (Mega-Watt Hours)	Sustainability Performance Data
302-3	Energy intensity ((Mega-Watt Hours/Revenue, (Mega-Watt Hours/ Units of Output)	Sustainability Performance Data
302-4	Reduction of energy consumption	Sustainability Performance Data

303 WATER AND EFFLUENTS 2018

3-3	Management of material topics	Water
303-3	Water withdrawal	Water is a material topic for JM. However, JM currently does not track water withdrawal, discharge and consumption. We seek to further understand our water impacts and track most relevant data metrics for future reporting.
303-4	Water discharge	
303-5	Water consumption	

GRI INDEX

Johns Manville, a Berkshire Hathaway company, has reported in accordance with the GRI Standards for the period starting January 1, 2021, through December 31, 2023.

305 EMISSIONS 2016		
3-3	Management of material topics	Emissions
305-1	Direct (Scope 1) GHG emissions	Sustainability Performance Data
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Performance Data
305-3	Other indirect (Scope 3) GHG emissions	JM currently does not measure aggregate Scope 3 emissions. We are working to better understand and track our Scope 3 emissions for future reporting.
305-4	GHG emissions intensity	Sustainability Performance Data
305-5	Reduction of GHG emissions	Sustainability Performance Data
305-6	Emissions of ozone-depleting substances (ODS)	Sustainability Performance Data
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability Performance Data

306 WASTE 2020		
3-3	Management of material topics	Waste and Circularity
306-2	Management of significant waste-related impacts	Waste and Circularity
306-3	Waste generated	Sustainability Performance Data

308 SUPPLIER ENVIRONMENTAL ASSESSMENT 2016		
3-3	Management of material topics	Supplier Code of Conduct
308-1	New suppliers that were screened using environmental criteria	All new suppliers are screened through a third-party service. In 2024, JM has added new criteria including a Supplier Code of Conduct sign-off that broadly addresses all elements of compliance.

GRI INDEX

Johns Manville, a Berkshire Hathaway company, has reported in accordance with the GRI Standards for the period starting January 1, 2021, through December 31, 2023.

403 OCCUPATIONAL HEALTH AND SAFETY 2018		
3-3	Management of material topics	Safety Shapes Our Culture
403-1	Occupational health and safety management system	JM uses a safety management system aligned with ISO 45001. We have voluntarily employed this system in our US plants.
403-2	Hazard identification, risk assessment and incident investigation	
403-3	Occupational health services	
403-4	Worker participation, consultation and communication on occupational health and safety	
403-5	Worker training on occupational health and safety	
403-8	Workers covered by an occupational health and safety management system	Comprehensive Safety Controls
403-9	Work-related injuries	Sustainability Performance Data

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

408 CHILD LABOR 2016		
3-3	Management of material topics	California Transparency in Supply Chains Act of 2010 UK Modern Slavery Act Statement
408-1	Operations and suppliers at significant risk for incidents of child labor	There were no incidents reported or legal actions taken regarding child or forced labor during the reporting period (2021-2023)

409 FORCED OR COMPULSORY LABOR 2016		
3-3	Management of material topics	California Transparency in Supply Chains Act of 2010 UK Modern Slavery Act Statement
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	In 2021, we identified a supplier on the Uygher forced labor list. JM promptly moved to replace the supplier. New lists and compliance criteria are continually updated through our sanctions screening process and by a third-party provider.

414 SUPPLIER SOCIAL ASSESSMENT 2016		
3-3	Management of material topics	Supplier Code of Conduct
414-1	New suppliers that were screened using social criteria	All new suppliers are screened through a third-party service. This includes sanctions, OFAC beneficial ownership, debarred parties, banned countries, state-owned organizations, etc. In 2024, JM has added new criteria including a Supplier Code of Conduct sign-off that broadly addresses all elements of compliance.

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

SASB INDEX

GREENHOUSE GAS EMISSIONS

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

AIR QUALITY

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

WATER MANAGEMENT

Accounting Metric	Category	Unit of Measure	Code	Response
(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic metres (m ³), Percentage (%)	EM-CM-140a.1	Water is a material topic for JM. However, JM currently does not track water withdrawal, discharge and consumption. We seek to further understand our water impacts and track most relevant data metrics for future reporting.

WASTE MANAGEMENT

Accounting Metric	Category	Unit of Measure	Code	Response
Amount of waste generated, percentage hazardous and percentage recycled	Quantitative	Metric tonnes (t), Percentage (%)	EM-CM-150a.1	Sustainability Performance Data

BIODIVERSITY IMPACTS

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

SASB INDEX

WORKFORCE HEALTH AND SAFETY

Accounting Metric	Category	Unit of Measure	Code	Response
(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Quantitative	Rate	EM-CM-320a.1	Page 63; JM does not currently track near-miss data across all facilities. JM is considering steps to track this data for future reports.
Number of reported cases of silicosis	Quantitative	Number	EM-CM-320a.2	0

PRICING INTEGRITY AND TRANSPARENCY

Accounting Metric	Category	Unit of Measure	Code	Response
Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing and antitrust activities	Quantitative	Presentation Currency	EM-CM-520a.1	0

ENERGY MANAGEMENT

Accounting Metric	Category	Unit of Measure	Code	Response
(1) Total energy consumed (2) percentage grid electricity (3) percentage alternative (4) percentage renewable	Quantitative	Gigajoules (GJ) Percentage (%)	EM-CM-130a.1	Sustainability Performance Data

PRODUCT INNOVATION

Accounting Metric	Category	Unit of Measure	Code	Response
Percentage of products that qualify for credits in sustainable building design and construction certifications	Quantitative	Percentage (%) by annual sales revenue	EM-CM-410a.1	As of 2023: JM Insulation Systems (IS): 94.6% JM Roofing Systems (RS): 64% JM Engineered Products (EP) does not sell building products, however, 25% of EP products are covered by Lifecycle Assessment (LCA)
Total addressable market and share of market for products that reduce energy, water or material impacts during usage or production	Quantitative	Presentation Currency, Percentage (%)	EM-CM-410a.2	Recent data estimates that the global green building materials market is valued at over \$400 billion in 2024, and could exceed \$1 trillion within the next 10 years. JM's product portfolio is positioned to capture segments of this market, given our energy-efficient solutions.

Sources:
 Fortune Business Insights www.fortunebusinessinsights.com/green-building-materials-market-102932
 Research and Markets www.researchandmarkets.com/report/sustainable-building-materials



SCOTT COONS

Vice President R&D and Chief Sustainability Officer

“Developing bright ideas that solve real-life human needs has never been more important to business and society than it is today.”

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

Sustainability is more than an outcome we’re trying to achieve. It also serves as a starting point, a way of thinking that begins at the very inception of a product. A proactive approach to research and development (R&D), my area of passion, can set a solid foundation for sustainability from the start. R&D plays a pivotal role, encompassing materials, processes and understanding the end-user’s application of products. R&D is fueled by curiosity and a relentless spirit to do better. It means taking a comprehensive view that allows for the identification and pursuit of opportunities by examining a problem from all angles. A customer-focused, forward-thinking R&D strategy thrives on adaptation and innovation and underscores the importance of addressing a universe of possible implications early in the life cycle of a product.

Developing bright ideas that solve real-life human needs has never been more important to business and society than it is today. The need for more innovative solutions can be clearly seen and felt. Each day, people around the world experience the effects of a changing climate, intense weather events or geopolitical conflicts resulting in human health and resource challenges. Public awareness empowered by a stream of global information sharing has enabled people to stay more informed about the environmental and societal impacts of their actions as well as the actions of others.

People are actively seeking ways to make positive changes. They are also expecting organizations to follow suit. This collective push means that our products, the jobs we create and the ways our employees apply their heart for service must be dynamic and able to adapt to changing conditions and needs.

Operating responsibly with sustainability as a strategic cornerstone better positions us to succeed in a dynamic environment. There’s an optimism in understanding the essential role our products play in everyday life, satisfying fundamental needs such as shelter. We are focused on identifying and implementing sustainable solutions that balance financial feasibility with meeting the needs of our customers and markets. We acknowledge that our efforts will be shaped by regulatory, regional, market and commercial considerations to ensure that our solutions are sustainable, not just in design, but in how we deliver them to the public. This cohesive approach to sustainability encompasses everything from the individual actions of each JMer to our broader corporate strategy. It underscores JM’s continuous improvement across all aspects of our business. By innovating and implementing solutions with integrity and accountability, we are confident that JM and our customers will be successful and that we will fulfill our vision of ***Building a Better Tomorrow.***

ABOUT THIS REPORT

The 2023 JM Sustainability Report, titled “**Building a Better Tomorrow,**” marks our eighth publication detailing our sustainability efforts including our economic, environmental, community and social contributions.

We’re proud to share our sustainability achievements and consider this report a valuable resource for stakeholders, employees and customers. It gives insight into our global operations, company culture and key sustainability projects. The 2023 JM Sustainability Report spans three years, 2021 to 2023. This is the second consecutive report to cover a three-year period. We foresee returning to an every-other-year reporting schedule with our next report.

We continuously track our progress, engage with stakeholders in our corporate and sustainability initiatives, and monitor our activities with frequent communication published on internal and external channels between reports. All our sustainability reports are accessible on our website at jm.com/en/sustainability.

A diverse team from across all businesses and geographies helps compile information for this report. Their tasks include identifying key stakeholders, deciding on important content for the report and gathering economic, environmental and social data in line with GRI Universal Standards and SASB Sustainability Reporting Standards.

The scope of this publication includes data and content collected from January 1, 2021, to December 31, 2023, and includes extra information on our company and products to better explain our business strategy and ongoing commitment to sustainability. It covers data from all our operations including wholly-owned subsidiaries and joint ventures.

The 2023 report is our first report prepared using both GRI Standards and SASB Standards. Adopting these two complementary standards provides a more thorough perspective into JM and our sustainability impacts. JM does not seek external assurance for our report and does not have a formal policy requiring it. When and where necessary, we pursue third-party data validation pertaining to specific areas of sustainability.





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