



Milliken & Company

Milliken™

A community of Innovators

By combining science with design and insights, Milliken tackles the issues and concerns of today, however big, however small. Every day, our community of innovators is invigorated by the challenge of finding new and creative ways to enhance people's lives and make the world around us easier, safer, more sustainable and more beautiful.

Overview



Founded in 1865

Privately held

Over 30,000 products

~7,000 associates

Manufacturing in 6 countries

Operations throughout Americas, Europe and Asia



Milliken & Company Leadership



Joe Salley
President &
Chief Executive Officer



Jim McCallum
President
Floor Covering Division



David Moody
President
Chemical Division



Jim McNulty
Chief Financial Officer



Jeff Price
President
Specialty Fabrics Division



Sim Skinner
President
Performance Products

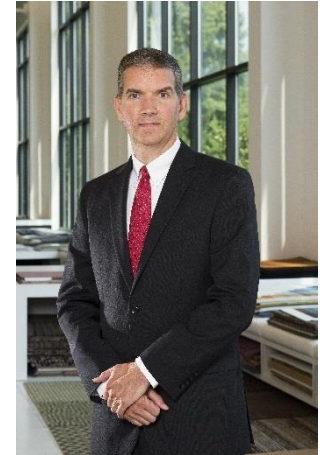
Milliken & Company Leadership



Debra Clements
Vice President
Sr. General Counsel



Chris DeSoiza
Vice President
Milliken Research



Tom Mathis
Chief
Sourcing Officer



Melanie Steinbach
Chief Human
Resources Officer



Chip Winter
General Manager
Textile Manufacturing

Specialty Chemicals

Intermediates • Textile Chemicals • Plastic Additives • Specialty Colorants • Carpet Cleaning

Floor Coverings & Interiors

Commercial • Contract • Residential • Hospitality • Napery & Drapery • Office Fabrics

Protective & Performance Textiles

Performance Apparel Fabrics • Workwear Fabrics • Military Fabrics • Airbags • Nonwovens

Industrial Products

Composites • Belt & Hose Textiles • Innerduct • Tire Cord • Core Materials



Fifty Times a Day

Milliken

You come in contact with Milliken products close to 50 times a day



In your Home

Making food storage containers clear

Making duct tape both strong and tearable

Making bathroom sinks, countertops, tubs and appliances anti-microbial

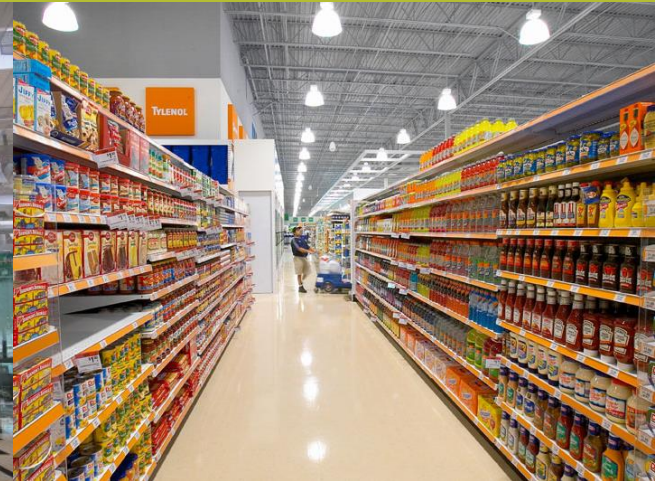
Making your mattresses fire-resistant

Making strong plastic parts in your household appliances

Adding color to detergents, sponges, bowling balls and washable paints and markers

In household plastics, from laundry baskets to lawn furniture to drink cups

In Capture® carpet cleaner



Fifty Times a Day

Milliken

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At Work

In the infrastructure that delivers fiber optic cable

In the military uniforms and industrial workwear that protect wearers

As corporate and government floor coverings



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At Play

Reducing odor and improving comfort
in school sports gear, shoes and
uniforms

In hunting garments

In helmets, playground equipment,
watercraft and race car air dams

In restaurant table linens and food
prep areas



Fifty Times a Day



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In Public Spaces

Making hospital uniforms that resist stains and viruses

In hospital, education and senior living center floor coverings

Making active wound dressings to facilitate the healing of hard-to-heal wounds

Making theater curtains more fire-resistant

Making golf courses greener

In bridges, boat ramps, ditches and other transportation and infrastructure applications

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When Traveling

As the floor coverings and fabrics in
airports, hotels and restaurants
In luggage

In automotive airbags, tires, belts &
hoses, and plastic parts



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At retail

Making plastic packaging - from caps to bottles to blister packaging - on store shelves clear or more colorful

As retail floor coverings

As fabric in store front banners and awnings



Innovation at Milliken

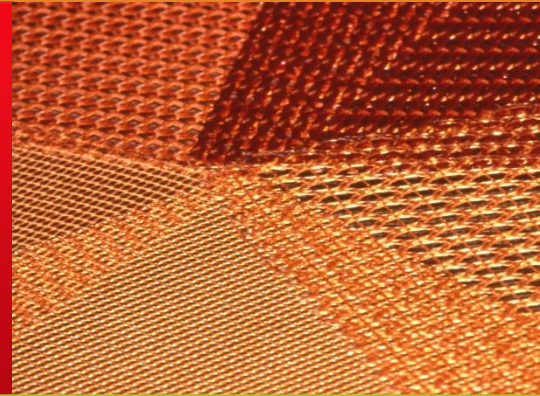
Our Legacy of Innovation

Milliken



Innovation has been core to Milliken since 1865.

Innovation that brings together deep science, meaningful design and unique insights to bring a new approach to customer challenges.



Innovation that reflects the creativity and passion of Milliken at our best.

Innovation that lets us do good for the world, create excellent experiences for our customers and build a sustainable business that allows us to innovate for the future.



Purposeful Play

PURPOSEFUL

Innovations that:

- Do Good
- Create New, Meaningful Experiences
- Build for the Future

PLAY

Inspired, Passionate Engagement in:

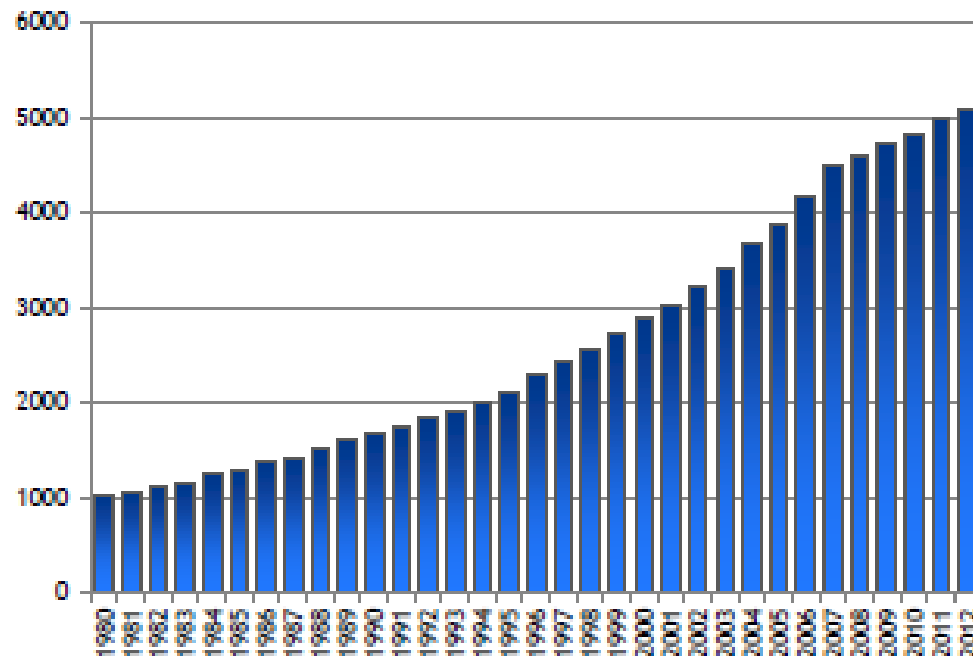
- Deep Science
- Meaningful Design
- Unique Insights

Inspired, Passionate Engagement
in Deep Science, Meaningful Design, and Unique Insights
to Do Good for the world, Create New Experiences for our
customers, and Build for the Future



- Over 100 PhDs
- Over 5000 patents worldwide
- Laboratories and technical centers around the globe

GLOBAL PATENT ACCUMULATION



Flame Resistant Fabrics

Framing the Challenge

*Electricity and flash fire can be serious hazards in the workplace. In fact, in 2010, these hazards led to over 16,000 workplace injuries requiring time away from work - and more than 200 deaths in the U.S. private sector alone.**

It's not just private industry - burns impact military personnel, too.

Milliken Changed the Experience

In the past, FR garment wearers often had to choose between a uncomfortable garment that offers maximum protection or a comfortable one that offers less protection – not an ideal situation in warm weather, military environments or when maneuvering through plant sites. Garments made with Milliken FR give wearers both comfort and protection and their families peace of mind.



** Source: Bureau of Labor Statistics*

Washable Markers

Framing the Challenge

When children use markers, they not only color their paper – they also color their bodies, clothes, walls, and furniture. That's more than just a hassle for parents - it can lead to extra cleaning, painting and even replacing otherwise good household items.

Milliken Changed the Experience

Washability changes how teachers and parents think about markers. They might have hesitated to let children use staining markers in the past - but with the non-staining colorants in washable markers, they have a worry-free experience. So now, children can be more creative and free, without the worry of stains.



A Better Bandage

Framing the Challenge

Traditional wound care dressings cover and absorb fluid so wounds can heal. But, they can stick to the wound, cause maceration (wrinkling of the skin) and do not play an active role in healing.

Milliken Changed the Experience

AFM® helps clinicians take a proactive approach to wound care and create a better healing environment for their patients. This means reduced hospitalization times, reduced maceration, and improved outcomes for patients with highly exuding and difficult-to-heal wounds.



A Values-Based Company

Ethics, Excellence and Leadership

A Strong Sense of Purpose to Do Good



Products that Do Good

We add real value to people's lives, improve health and safety and help make this world more sustainable

Responsible Manufacturing

We treat our associates, our communities and our planet with dignity and respect

Doing Good in the World

We seek to bring about positive, measurable improvements in the communities in which we operate



Milliken has been recognized
as one of the World's Most
Ethical Companies by
EthisphereTM Magazine every
year since the first list in
2007.



More than a 100 Years of Environmental Stewardship

- 1900 - First Recycling Policy Published
- 1912 - 1st investment in renewable energy hydropower
- 1960 - Roger Milliken formally mandates that Milliken make responsible use of natural resources
- 1962 - Milliken opens waste water treatment plants, before EPA exists
- 1971 - Milliken begins tracking and managing water and energy use
- 1981 - Milliken Forestry Division Formed
- 1986 - World's first PVC-Free Carpet Tile
- 1990 - Published Formal Global Environmental Policy
- 1992 - Zero Waste to Landfill Policy Initiated
- 2005 - Began harvesting landfill Methane for energy
- 2007 - Certified as Carbon Negative by the Leonardo Academy

Excellence

Milliken

Creating New Expectations of Quality

Malcolm Baldrige National Quality Award (US)

European Quality Award

British Quality Award

Canadian Quality Prize

JIPM / TPM Prize

ISO Registered

QS Registered

54 JIPM Awards

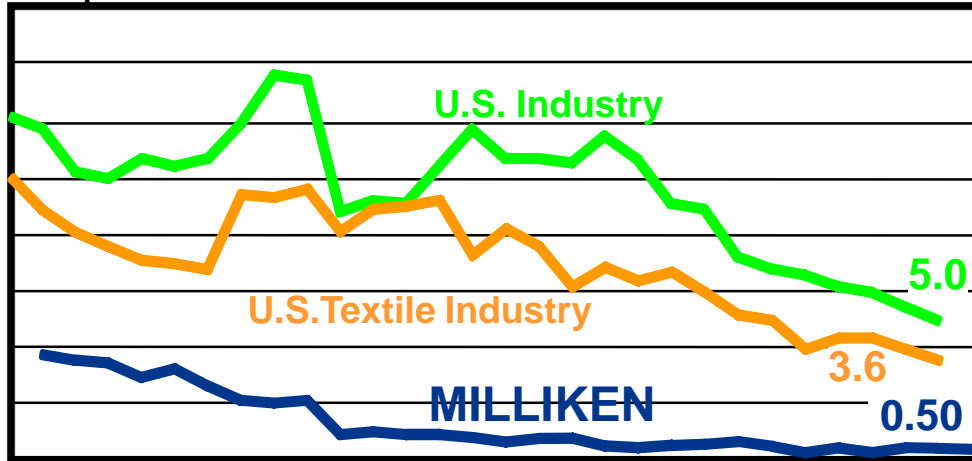


Excellence

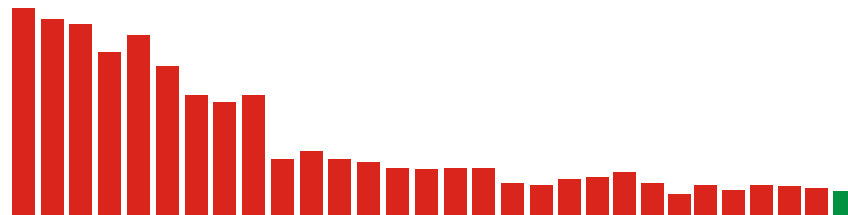
Milliken

Creating New Standards of Safety for Our Associates

Cases per 100 Associates



RECORDABLE INCIDENT RATE / 200,000 MAN HOURS



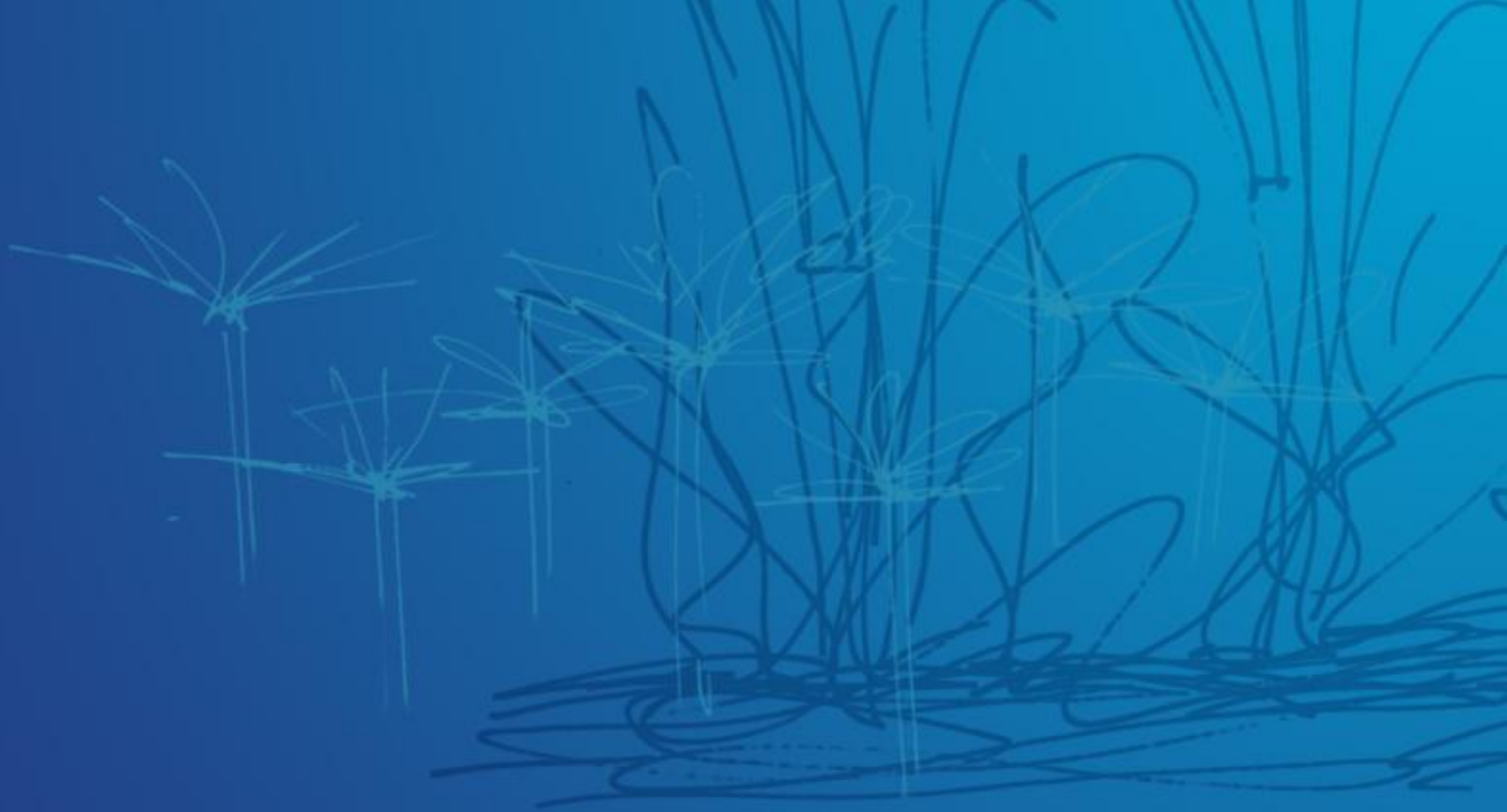
* Includes Viktor Achter & WOM



In Our Markets

- R&D 100 Awards for Conceal™ (2013), Concrete Cloth™ & ResQ™ (2012)
- Best of NeoCon Gold Award, Modular Tile Category, Art Media (2013)
- VOGEL Green Material Innovative Application Award for Chemical Additives (2012)
- HD Expo - Best of Show, Best Carpet/Carpet System, Best Booth - Allume (2012)
- Supplier of the Year Award in the Broadband Communications segment for Maxcell from Wesco/TVC (2011)
- Interior Design "Best Of" Honoree for Floor Covering (2011)
- Buildings Product Innovations Award for Floor Covering, Work Place Design Aesthetics (2011)
- Best of NeoCon Silver Award, Resilient Category, Rinascita Collection (2011)

We do all this with the same beliefs we've held since this company was created in 1865. That is, we must act with the utmost responsibility and integrity, for our customers, our environment and ourselves.



Milliken™