

A. Zahner Company, LLC Modern Slavery Report 2025

1. Introduction

A. Zahner Company, LLC (“Zahner”, “we”, “our”) is subject to the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the “Act”) for the financial year ending December 31, 2025 (the “Reporting Period”) because it meets the definition of an “entity” under the Act and, during the Reporting Period, imported goods into Canada and/or produced goods for sale in Canada. This Report describes the steps taken during the Reporting Period to prevent and reduce the risk that forced labour or child labour is used at any step of the production of goods by Zahner and of goods imported into Canada by Zahner.

This Report addresses the requirements under sections 11(1)(a)–(g) of the Act, including our structure, policies, due diligence processes, risk assessment, remediation measures, training, and methods for assessing effectiveness.

2. Steps to Prevent and Reduce the Risks of Forced Labour and Child Labour in 2025

We consider the respect of human rights to be a fundamental corporate responsibility and a value governing all our activities. We place the highest importance on respecting human rights while conducting our business activities everywhere we operate. We expect the same of our business partners.

In general terms, Zahner took the following steps during the Reporting Period to prevent and reduce the risk of forced labour or child labour in our business and supply chains:

- We conducted due diligence of our current and potential suppliers.
- We visited certain supplier locations, as described below in this report, to assess compliance with our practices and standards.
- We trained our employees on our Code of Business Conduct, and where appropriate, had sourcing and supply chain employees affirm their compliance to the same.

3. Structure, Activities and Supply Chains

Zahner is a wholly-owned subsidiary of Armstrong World Industries, Inc. (“AWI”), a corporation listed on the New York Stock Exchange and headquartered in Lancaster, Pennsylvania. AWI is a leader in the design, innovation and manufacture of innovative ceiling and wall solutions in the Americas. For over 165 years, AWI has built its business on consistently high-quality products, innovation and superior customer

service. Its approximately 4,000 employees are committed to providing sustainable and innovative products that make a positive difference in the spaces where people live, work, learn, heal and play.

AWI's manufacturing facilities are in North America, as are the vast majority of the raw material suppliers and service providers it uses. Specific to this Act, Zahner is a designer and manufacturer of highly crafted architectural metalwork for artists and architects around the globe. Zahner has facilities in Kansas City, Missouri and Grand Prairie, Texas, and sells and distributes goods both in Canada and other countries.

Zahner does business with a wide range of suppliers, sourcing materials and services. Our suppliers are engaged through our supply chain team. We strive to build relationships with suppliers who align with our values, and we have long-term relationships with most of our suppliers.

4. Policies

Our employees and suppliers play a critical role in ensuring that we conduct our business activities in an ethical, legal, and responsible manner. As part of our commitment to the policies and standards set at the Board of Directors level and by senior leadership, Zahner seeks to employ individuals and work with suppliers who share this commitment. We have an expectation that they will uphold our corporate values and where applicable, familiarize themselves with our business conduct policies made available to suppliers contractually and on our external website, and to employees through training and on our internal website.

The following policies and standards guide our commitment to upholding our ethical responsibilities:

- a. *Code of Business Conduct* – Our Code of Business Conduct applies to all employees, executives, officers and directors, as well as to certain parties with which we have a contractual relationship. The Code of Business Conduct, among other things, requires all who are bound by it to respect the dignity and inherent rights of the individual in all dealings with people. It mandates that all employees and suppliers comply with all human rights laws and regulations and requires that any suspected non-compliance be reported immediately.
- b. *Employee Conduct* – Our Employee Conduct policy reflects our commitment to conducting business in an ethical and responsible manner. We expect our suppliers to share this commitment. The Employee Conduct policy stipulates, among other things, that our employees must seek suppliers who commit to not using forced, compulsory or child labour.
- c. *Reporting Concerns or Compliance Issues Policy* – Our Reporting Concerns or Compliance Issues Policy, which applies to all employees, is designed to establish consistent standards and procedures for the reporting of complaints, concerns, questions or information related to legal compliance, ethical issues or misconduct. It mandates that all employees behave legally and in accordance with the Business Code of Conduct and thus requires the immediate reporting of any concerns of non-compliance without fear of retaliation.
- d. *Global Procurement Policy* – AWI's Global Procurement Policy is designed to establish consistent standards and procedures for the purchase of all goods and services by AWI and its subsidiaries (including Zahner) and applies to our procurement activities. It details our expectation that employees will engage the procurement and supply chain team early in the process.

5. Due Diligence Processes

The following is a summary of the due diligence processes undertaken by Zahner related to assessing risks in its supply chain:

Zahner, with the help and support of AWI, uses a risk-based approach to assess and manage the risk that forced labour and child labour exist anywhere in its business or supply chain. Supplier risk assessments are conducted at onboarding and periodically thereafter, with higher-risk suppliers subject to enhanced due diligence, including potential third-party assessments or audits. This approach helps us prioritize our efforts and adjust our actions. Our methodology to identify risks in our supply chain combines country risk indicators, supplier category and type of products/services offered by the supplier. The resulting risk profile determines the level of additional due diligence that may be required, including with respect to forced and child labour. If needed, a site visit can be performed by a qualified Zahner or AWI professional or third-party consultant for suppliers with high-risk profiles.

We benefit from the comprehensive monitoring solution that AWI has implemented. It operates to detect global events that could potentially have an impact on our supply chain. This real-time solution helps to increase Zahner's visibility into its supply chain partners, to monitor activity around the world that may disrupt or affect operations, and to be more proactive when identifying and dealing with risks.

In addition to the above, Zahner's processes include additional measures as set out below:

- Our supplier prequalification process applied to our suppliers collects information and assesses risks about our international suppliers' human rights practices.
- Standard forms of supply chain contracts used as the basis for the procurement of goods and services include terms about supplier compliance with applicable laws and our policies, and various remedies for breaches.
- During onsite visits, our employees assess work conditions (both factory and common areas), safety records, quality processes, employee demographic, as well as interactions and morale. In addition, we speak with operators and non-leadership employees when possible. We also compare environments relative to region and locale.
- The AWI Compliance Committee, composed of members of management, has a mandate to review, and where appropriate investigate, allegations of breaches of AWI policies that are reported to the Compliance Committee.

6. Determining the Risk of Forced Labour or Child Labour

a. Among our personnel

We believe that the risk of forced labour or child labour among our own operations is low based on current information. Our recruiting processes are in compliance with the standards currently in force in the United States, which includes robust labour and employment laws.

b. Within our supply chains

Based on the processes noted in the Due Diligence section above, we believe the risk of forced or child labour in our supply chains is low. Notwithstanding this, we understand that particular regions, products and raw materials carry a higher risk of child and forced labour because of the prevalence of child and forced labour in particular countries. There are also risks linked to certain industries even in countries considered to have lower risks of child and forced labour. We actively assess and mitigate these risks using the policies and procedures discussed in this Report.

7. Remediation Measures

In 2025, Zahner did not identify, nor was it made aware of, any instances of forced labour or child labour in its operations or supply chain. As a result, Zahner did not implement remediation measures related to forced labour or child labour during the Reporting Period, and did not implement measures to remediate any loss of income to the most vulnerable families that could result from such remediation measures.

If instances of forced or child labour were identified, Zahner would implement a remediation framework that may include supplier engagement, corrective action plans, potential disengagement, and, where appropriate, measures to mitigate adverse impacts on affected workers. Our remediation framework would prioritize a worker-centered approach, including safeguarding affected individuals, engaging suppliers to implement corrective action plans with defined timelines, and, where appropriate, collaborating with third-party experts or local organizations.

8. Training

When onboarding new employees, we provide each with the Code of Business Conduct. Zahner is committed to providing our employees with the skills to understand, identify and manage the risks of forced labour in our operations and across our supply chains.

9. Assessing Our Effectiveness

We assess the effectiveness of our approach using a combination of qualitative and quantitative indicators, which may include:

- completion of employee training and periodic refreshers;
- contractual adoption of supplier standards via our required purchase order terms and conditions;
- outcomes of onsite visits and supplier assessments;
- use of reporting channels for concerns and compliance issues, and outcomes of any investigations; and
- periodic management review of risk assessment methodology and updates based on emerging risks.

Based on our review of our existing policies and practices which address forced labour risks, Zahner believes that our operational forced labour or child labour risk is low. We apply appropriate review processes to our suppliers that provide goods and services, who are also required to comply with domestic and international laws.

We are satisfied that, because of recruitment, remuneration and compliance measures throughout our operations, there is negligible risk that any of our employees are at risk of forced labour.

We continue to be guided by our policies and principles in our relationships with all of our partners, including working with reputable companies, who are required to comply with domestic and international laws.

Zahner understands that it has a responsibility to assess and report on the risk of forced labour in its operations and supply chain over the long term. Thus, we benefit from AWI's established internal working group, composed of management representatives from AWI's Supply Chain Management and Legal departments to continue to review the impact of the Act on Zahner and assess the effectiveness of the actions taken to address the risks of forced labour.

Zahner continues to assess opportunities to enhance its current framework to manage modern forced labour and child labour risks.

10. Looking Forward

Preventing and addressing modern forced labour risks in our operations and supply chains is an ongoing process that requires continued monitoring and evaluation. Zahner is committed to conducting its business in a manner that prohibits modern forced labour, human trafficking and child labour. We expect all Zahner board members, employees and suppliers working on our behalf to adhere to these principles. Zahner will continue to respect human rights and act with integrity in our operations and business dealings. We recognize that supply chain due diligence is an evolving process and are committed to continuously enhancing our risk identification, mitigation and reporting practices.

Approval and Attestation

This Report has been approved, pursuant to subparagraph 11(4)(a) of the Act, by the board of managers of Zahner and is made publicly available on Zahner's website in accordance with the Act.

I have the authority to bind A. Zahner Company, LLC.



Signature

Alan M. Kidd

Name

Manager

Title

5-28-26

Date