

2021 ARMSTRONG FACT SHEET

- We are the Americas leader in the design and manufacture of innovative commercial and residential **ceiling, wall, and suspension system** solutions.
- For more than **160 years**, we have built our business on high-quality products, innovation and superior customer service.
- We have a **focused strategy** within a consolidated industry to drive profitable topline growth by revitalizing our core mineral fiber business and expanding into new, adjacent business categories and sectors.
- **Eight** acquisitions completed since 2017 to expand Architectural Specialties business, including three in 2020.
- **Key initiatives:** digitalization, innovation, sustainability, and Healthy Spaces

Consolidated Results Q3 2021 (trailing 12 months)

Net Sales \$1,063M	Adj. EPS* \$4.09	Adj. EBITDA* \$357M	Adj. Free Cash Flow* \$213M
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Segment 1: Mineral Fiber

Net Sales \$794M	Adj. EBITDA* \$320M
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Joint Venture

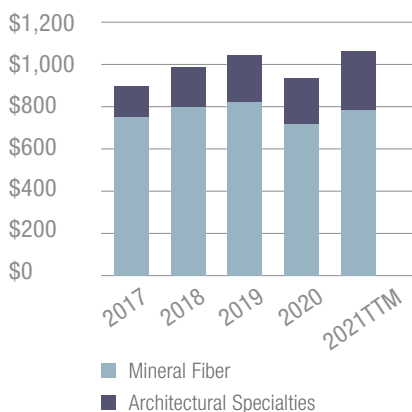


Segment 2: Arch Specialties

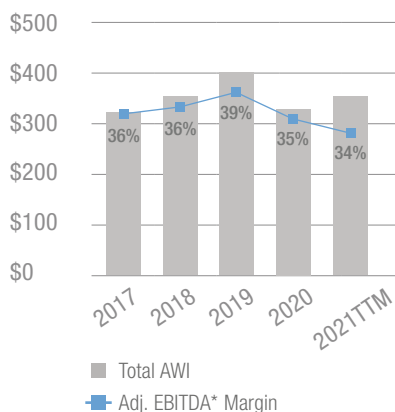
Net Sales \$268M	Adj. EBITDA* \$36M
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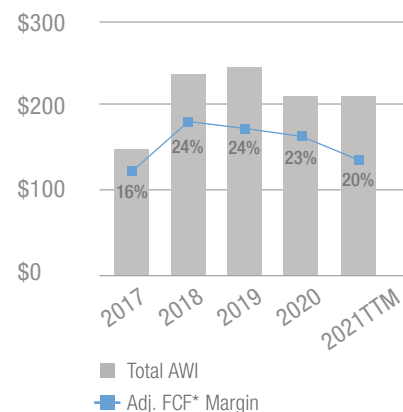
Net Sales by Segment



Adjusted EBITDA*



Adjusted Free Cash Flow*



* Non-GAAP Measure. Reconciliations to nearest GAAP measure found in Company's earnings materials. Chart figures all shown in millions of dollars. Segment data not sum to Total AWI due to rounding.

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