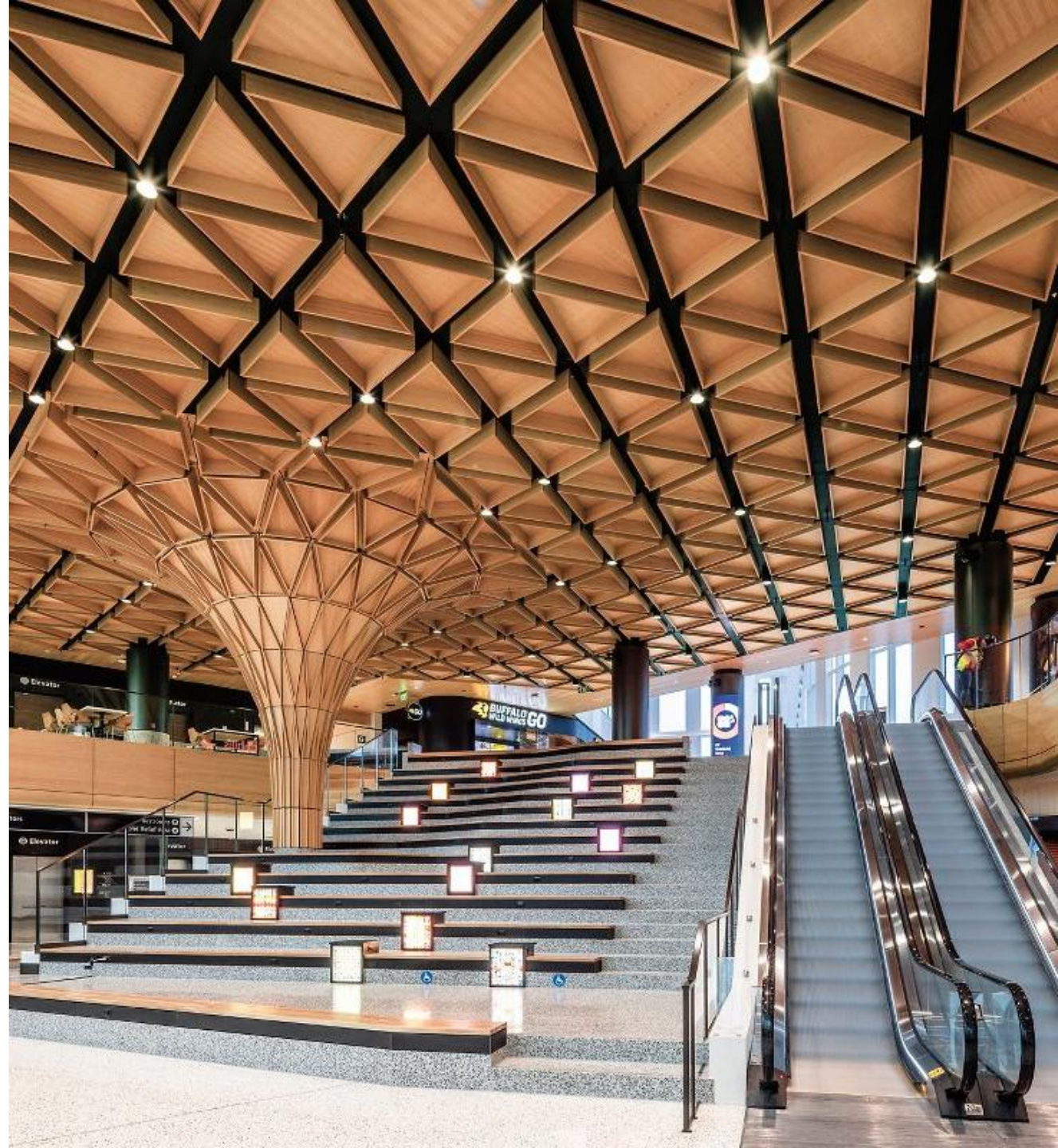


Armstrong®
World Industries

3rd Quarter 2026 Earnings Presentation

October 27, 2026





Safe Harbor Statement

Disclosures in this presentation contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including without limitation, those relating to future financial and operational results, market and broader economic conditions and guidance. Those statements provide our future expectations or forecasts and can be identified by our use of words such as “anticipate,” “estimate,” “expect,” “project,” “position,” “deliver,” “intend,” “plan,” “believe,” “outlook,” “target,” “predict,” “mitigate,” “may,” “will,” “would,” “could,” “should,” “seek,” and other words or phrases of similar meaning in connection with any discussion of future operating or financial performance. This includes annual guidance. Forward-looking statements, by their nature, address matters that are uncertain and involve risks because they relate to events and depend on circumstances that may or may not occur in the future. As a result, our actual results may differ materially from our expected results and from those expressed in our forward-looking statements. A more detailed discussion of the risks and uncertainties that could cause our actual results to differ materially from those projected, anticipated or implied is included in the “Risk Factors” and “Management’s Discussion and Analysis” sections of our reports on Form 10-K and Form 10-Q filed with the U.S. Securities and Exchange Commission (“SEC”), including our quarterly report for the quarterly period ended September 30, 2026, that the Company expects to file with the SEC today. Forward-looking statements speak only as of the date they are made. We undertake no obligation to update any forward-looking statements beyond what is required under applicable securities law.

In addition, we will be referring to non-Generally Accepted Accounting Principles (“GAAP”) financial measures within the meaning of SEC Regulation G.

A reconciliation of the differences between these measures with the most directly comparable financial measures calculated in accordance with GAAP are included within this presentation and available on the Investor Relations page of our website at www.armstrong.com.

The guidance in this presentation is only effective as of the date given, October 27, 2026, and will not be updated or affirmed unless and until we publicly announce updated or affirmed guidance.



Basis of Presentation Explanation

Results throughout this presentation are presented on a normalized basis.

We remove the impact of certain discrete expenses and income in certain measures including adjusted Earnings Before Interest, Taxes, Depreciation and Amortization (“EBITDA”), adjusted diluted earnings per share (“EPS”) and adjusted free cash flow. The Company excludes certain acquisition related expenses (i.e. – impact of adjustments related to the fair value of inventory, third-party professional fees and changes in the fair value of contingent consideration for acquisitions). The Company also excludes all acquisition-related intangible amortization from adjusted net earnings and in calculations of adjusted diluted EPS. Examples of other excluded items have included plant closures, restructuring charges and related costs, impairments, separation costs and other cost reduction initiatives, environmental site expenses and environmental insurance recoveries, endowment level charitable contributions, the impact of defined benefit plan settlements, gains and losses on sales or impairment of fixed assets, and certain other gains and losses. The Company also excludes income/expense from its U.S. Retirement Income Plan (“RIP”) in the non-GAAP results as it represents the actuarial net periodic benefit credit/cost recorded. For all periods presented, the Company was not required to and did not make cash contributions to the RIP based on guidelines established by the Pension Benefit Guaranty Corporation, nor does the Company expect to make cash contributions to the plan in 2026. Adjusted free cash flow is defined as cash from operating and investing activities, adjusted to remove the impact of cash used or proceeds received for acquisitions and divestitures, environmental site expenses and environmental insurance recoveries. Management's adjusted free cash flow measure includes returns of investment from the Worthington Armstrong Venture (“WAVE”) and cash proceeds received from the settlement of company-owned life insurance policies, which are presented within investing activities on our consolidated statement of cash flows.

Investors should not consider non-GAAP measures as a substitute for GAAP measures.

Excluding adjusted diluted EPS, non-GAAP figures are rounded to the nearest million and corresponding percentages are rounded to the nearest decimal based on unrounded figures. Basis point changes are calculated based on unrounded margin percentages and rounded to the nearest ten basis points.

Operating Segments: “MF”: Mineral Fiber, “AS”: Architectural Specialties, “UC”: Unallocated Corporate.

We define “organic” as total company and/or AS results excluding the impact of the February 2026 acquisition of Event Scape Inc. and Eventscape U.S. Holdings Inc. (collectively, “Eventscape”), the December 2025 acquisition of FGM-Parallel LLC (“Parallel”) and the September 2025 acquisition of Geometrik Manufacturing, Inc. (“Geometrik”).

All dollar figures throughout the presentation are in \$ millions, except per share data, and all comparisons are versus prior year unless otherwise noted. Figures may not sum due to rounding.

GAAP and non-GAAP Financial Results

AWI Consolidated Results

	Q3 2026	Q3 2025	YTD 2026	YTD 2025
Net sales	\$475.8	\$425.2	\$1,357.7	\$1,232.5
Net earnings	\$91.9	\$86.3	\$255.4	\$243.2
Operating income	\$131.2	\$117.2	\$359.2	\$338.9
Adj. EBITDA*	\$164	\$148	\$460	\$431
Operating income margin (operating income % of net sales)	27.6%	27.6%	26.5%	27.5%
Adj. EBITDA margin* (Adj. EBITDA % of net sales)	34.5%	34.7%	33.9%	35.0%
Diluted net earnings per share	\$2.17	\$1.98	\$5.98	\$5.56
Adj. diluted net earnings per share*	\$2.26	\$2.05	\$6.31	\$5.80
Net cash provided by operating & investing activities	\$106.3	\$126.5	\$187.3	\$262.3
Adj. free cash flow*	\$106	\$123	\$254	\$259
Net cash provided by operating & investing activities % of net sales	22.3%	29.8%	13.8%	21.3%
Adj. free cash flow margin* (Adj. free cash flow % of net sales)	22.4%	28.9%	18.7%	21.0%

Segment Results

	Q3 2026			Q3 2025		
	MF	AS	UC	MF	AS	UC
Net sales	\$292.1	\$183.7	-	\$274.0	\$151.2	-
Operating income (loss)	\$106.0	\$25.8	(0.6)	\$98.7	\$19.3	(\$0.8)
Adj. EBITDA*	\$129	\$36	-	\$119	\$28	-
Operating income margin (Operating income % of net sales)	36.3%	14.0%	NM	36.0%	12.8%	NM
Adj. EBITDA margin* (Adj. EBITDA % of net sales)	44.0%	19.4%	NM	43.6%	18.8%	NM

*Non-GAAP measure. See appendix for reconciliation to nearest GAAP measure.

"NM": Not meaningful.





Double-Digit Sales and Adj. EBITDA* Growth

3rd Quarter 2026 Key Takeaways

Net Sales up 12% and **Adj. EBITDA*** up 11%

Total company Adj. EBITDA margin* of 34.5%

Mineral Fiber segment Adj. EBITDA* up 8%

Adj. EBITDA margin* expansion of 40bps to 44.0%, with favorable AUV¹, continued contributions from WAVE² equity earnings and positive volumes

Architectural Specialties segment Adj. EBITDA* up 25%

Adj. EBITDA margin* of 19.4% with EBITDA margin* expansion of 60bps; AS Organic
Adj. EBITDA margin* of 20.4% with EBITDA margin* expansion of 160bps

Updating 2026 Guidance for All Key Metrics

Expect 10% to 11% Net Sales growth, 8% to 10% Adj. EBITDA* growth, 12% to 13%
Adj. Diluted EPS* growth, and 10% to 13% Adj. Free Cash Flow* growth

*Non-GAAP measure. See appendix for reconciliation to nearest GAAP measure.

1. Average Unit Value ("AUV"). Includes both like-for-like price and mix impacts.

2. Worthington Armstrong Venture ("WAVE").

3. Recent acquisitions include Eventscape, Parallel and Geometrik.



\$476M (+12% VPY)

Net Sales



\$164M (+11% VPY)

Adj. EBITDA*



\$2.26 (+10% VPY)

Adj. Diluted EPS*

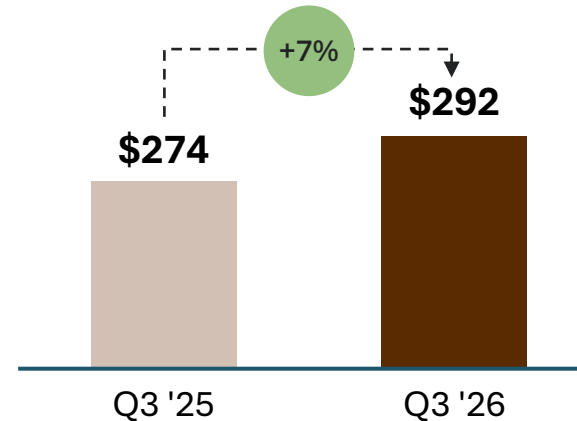


\$106M (-13% VPY)

Adj. Free Cash Flow*

AUV Growth and Contributions from WAVE Drive Solid Results

Net Sales Growth VPY



Adj. EBITDA* VPY

	Q1	Q2	Q3
2025 Adj. EBITDA*	\$105	\$121	\$119
AUV	9	12	9
Volume	1	3	1
Manufacturing ¹	(1)	0	(1)
Input Costs ²	(3)	(4)	(7)
SG&A ¹	(2)	(5)	3
WAVE Equity Earnings	1	2	4
2026 Adj. EBITDA*	\$109	\$129	\$129
% Change	4%	7%	8%

Q3 Mineral Fiber Key Highlights

- Third consecutive quarter of Mineral Fiber volume growth
- Top-line AUV growth of 6% driven by both favorable like-for-like price and, to a lesser extent, mix
- AUV margin benefit muted by mix impact of higher sales to lower-AUV channels
- Input costs driven by higher freight and raw material inflation
- SG&A favorability primarily driven by higher incentive compensation expense in the prior-year period
- Adj. EBITDA margin* of 44.0%

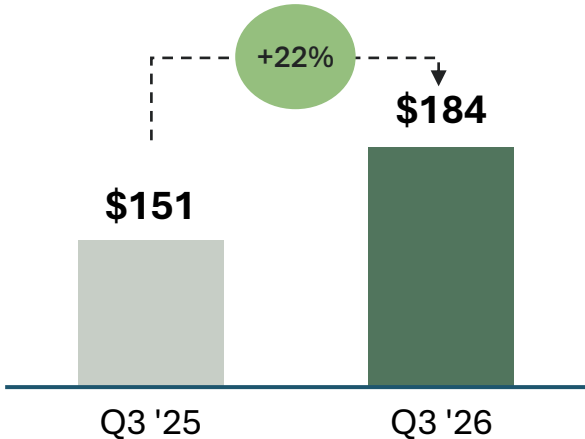
*Non-GAAP measure. See appendix for reconciliation to nearest GAAP measure.

1. Excludes the change in depreciation and amortization throughout the presentation. | 2. Includes raw material, energy and freight impacts, in addition to inventory valuation impacts.



Double-Digit Top and Bottom-Line Growth

Net Sales Growth VPY



Adj. EBITDA* VPY

	Q1	Q2	Q3
2025 Adj. EBITDA*	\$24	\$34	\$28
Sales	7	9	12
Manufacturing ¹	(7)	(2)	(2)
SG&A ¹	(3)	(4)	(3)
2026 Adj. EBITDA*	\$21	\$37	\$36
% Change	(12%)	10%	25%

Q3 Architectural Specialties Key Highlights

- Higher sales driven by strong growth across product categories and recent acquisitions
- Sales margin benefit muted by the impact of elevated metal and freight costs and recent acquisitions
- Manufacturing primarily driven by recent acquisitions ... SG&A split between organic and recent acquisitions
- Adj. EBITDA margin* of 19.4% and AS Organic Adj. EBITDA margin* of 20.4%
- Pricing, backlog and continued strong order intake support fourth-quarter organic growth and improved profitability

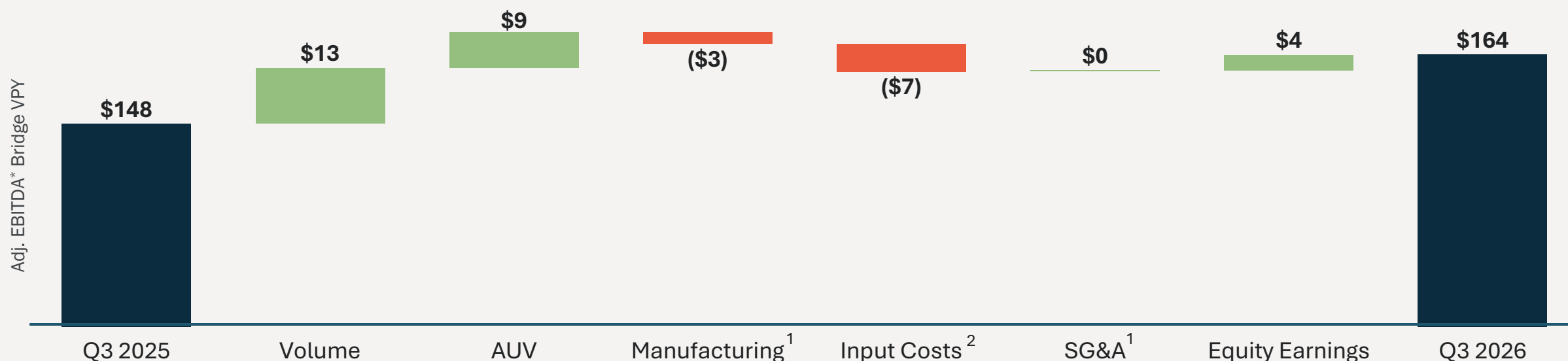
*Non-GAAP measure. See appendix for reconciliation to nearest GAAP measure.
1. Excludes the change in depreciation and amortization throughout the presentation.

Positive Volume & AUV Drive Strong Sales with Adj. EBITDA* Growth



Q3 2026 Consolidated Company Key Metrics

	Q3 2025	Q3 2026	Variance
Net Sales	\$425	\$476	12%
Adj. EBITDA*	\$148	\$164	11%
Adj. EBITDA Margin* (Adj. EBITDA % of Net Sales)	34.7%	34.5%	(30bps)
AWI Organic Adj. EBITDA Margin* (Adj. EBITDA % of Net Sales)	34.7%	35.1%	40bps
Adj. Diluted Net Earnings Per Share*	\$2.05	\$2.26	10%



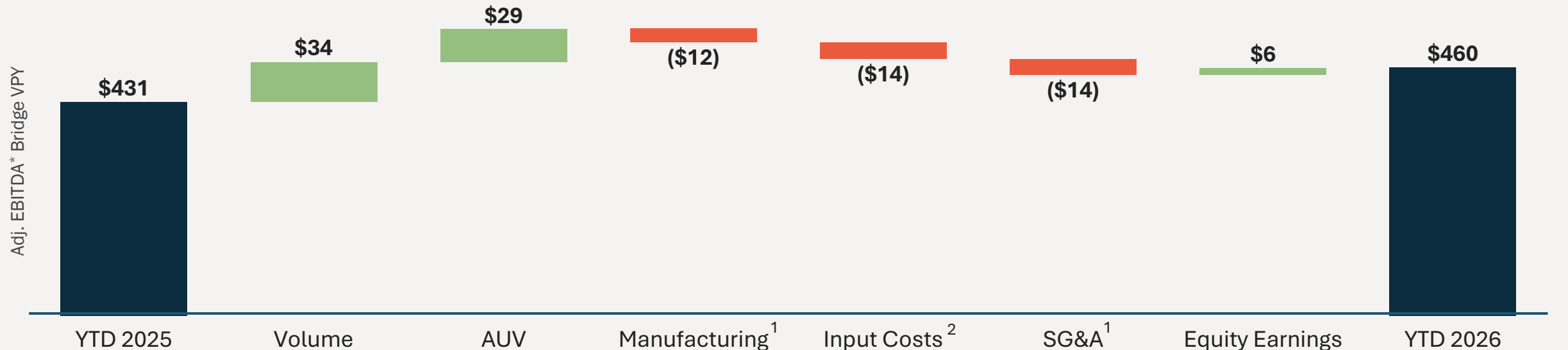
*Non-GAAP measure. See appendix for reconciliation to nearest GAAP measure.

1. Excludes the change in depreciation and amortization throughout the presentation. | 2. Includes raw material, energy and freight impacts, in addition to inventory valuation impacts.

Double-Digit Sales Growth with High-Single-Digit Adj. EBITDA* Growth A

Year-to-Date 2026 Consolidated Company Key Metrics

	YTD 2025	YTD 2026	Variance
Net Sales	\$1,233	\$1,358	10%
Adj. EBITDA*	\$431	\$460	7%
Adj. EBITDA Margin* (Adj. EBITDA % of Net Sales)	35.0%	33.9%	(110bps)
AWI Organic Adj. EBITDA Margin* (Adj. EBITDA % of Net Sales)	35.0%	34.5%	(40bps)
Adj. Diluted Net Earnings Per Share*	\$5.80	\$6.31	9%



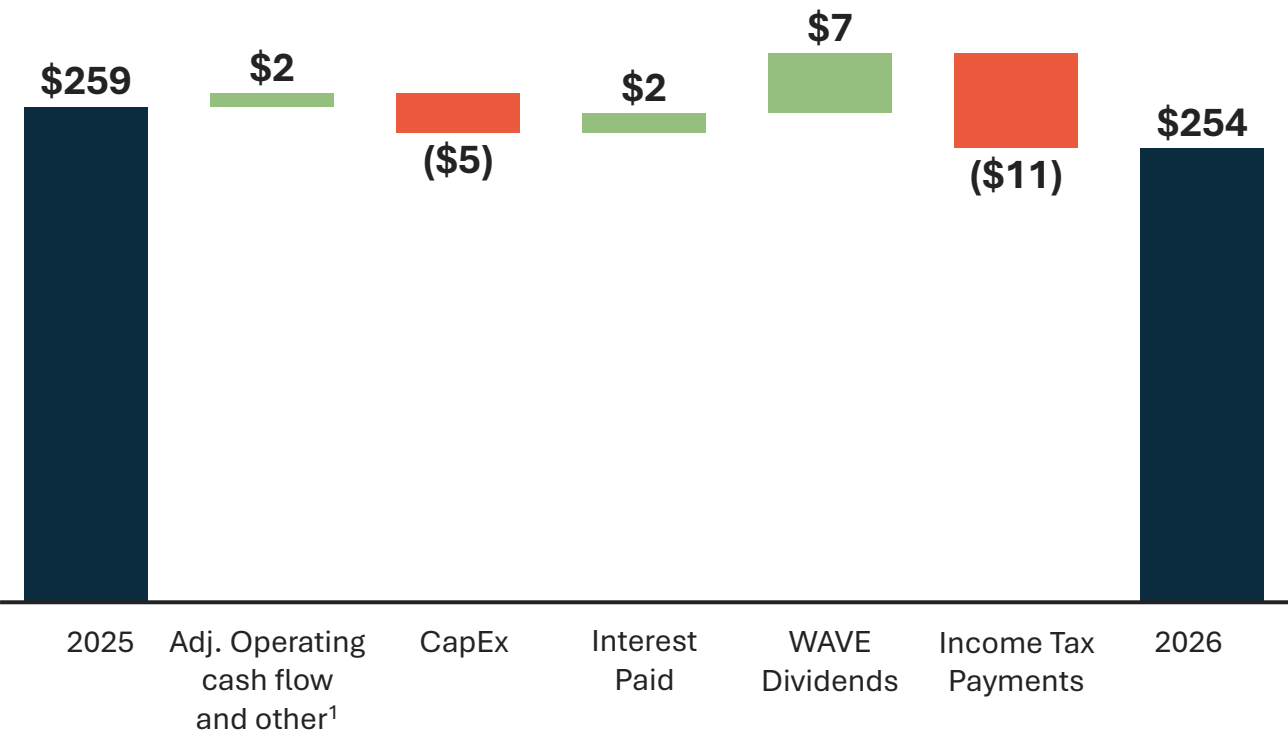
*Non-GAAP measure. See appendix for reconciliation to nearest GAAP measure.

1. Excludes the change in depreciation and amortization throughout the presentation. | 2. Includes raw material, energy and freight impacts, in addition to inventory valuation impacts.

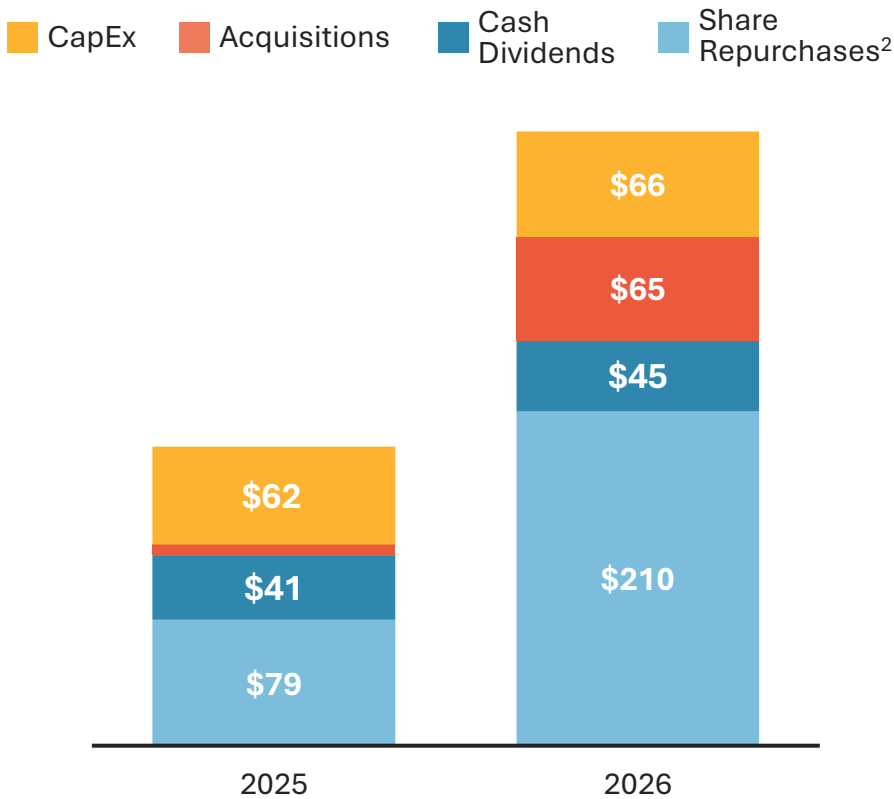
Adjusted Free Cash Flow* Funds All Capital Allocation Priorities



2026 Year-to-Date Adj. Free Cash Flow*
Down 2% VPY



2026 Year-to-Date Capital
Deployment



*Non-GAAP measure. See appendix for reconciliation to nearest GAAP measure.
1. Includes cash earnings, working capital, and other current assets and liabilities and proceeds from company-owned officer life insurance.
2. Excludes excise taxes.

Updated Full Year 2026 Guidance

Reflects stronger Net Sales growth and accelerating inflationary pressures



Net Sales

\$1,788M to \$1,803M

10% to 11% YoY

Prior: \$1,770M to \$1,800M

9% to 11% YoY



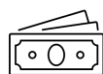
Adjusted Diluted EPS*

\$8.30 to \$8.40

12% to 13% YoY

Prior: \$8.30 to \$8.50

12% to 15% YoY



Adjusted EBITDA*

\$602M to \$612M

8% to 10% YoY

Prior: \$605M to \$620M

9% to 12% YoY



Adjusted Free Cash Flow*

\$380M to \$390M

10% to 13% YoY

Prior: \$380M to \$395M

10% to 14% YoY

*Non-GAAP measure. See appendix for reconciliation to nearest GAAP measure.

1. Additional assumptions available on the following page.



Commentary¹

Expect Mineral Fiber volume up ~1% on strong execution and growth initiatives ... market conditions remain unchanged

Expect Mineral Fiber AUV growth ~5.5% ... Softer mix partially offset by stronger price versus prior expectations

Expect WAVE equity earnings to grow mid-single digits

Expect Organic AS low-teens top line growth ... Organic AS Adj. EBITDA Margin* of ~20%

Expect Organic Total Company Adj. EBITDA Margin* to expand modestly



Appendix

Full Year 2026 Assumptions



Segment	Net Sales	Adjusted EBITDA Margin*
Mineral Fiber	~6.5% growth (prior: ~7%)	43-44% (prior: ~44%)
Architectural Specialties	18-19% growth (prior: 15-17%)	~19%

Consolidated Metrics	Full Year 2026	Shipping Days vs Prior Year	2025	2026
Capital expenditures	\$100M to \$105M (prior: \$100M to \$110M)	Q1	(1)	-
Depreciation and amortization	\$121M to \$124M (prior: \$119M to \$124M)	Q2	-	-
Interest expense	~\$30M (prior: \$29M to \$31M)	Q3	-	-
Book / cash tax rate	~25% / ~23% (prior: ~25% / ~22%)	Q4	-	-
Shares outstanding	~42.5M	Full Year	(1)	-
Cash return of investment from joint venture	\$118M to \$120M (prior: \$114M to \$122M)			

*Non-GAAP measure.



Adjusted EBITDA Reconciliation

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2026	2025	2026	2025
Net sales	\$476	\$425	\$1,358	\$1,233
Net earnings	\$92	\$86	\$255	\$243
Add: Income tax expense	33	23	84	72
Earnings before income taxes	\$124	\$110	\$340	\$316
Add: Interest/other income and expense, net	7	8	20	23
Operating income	\$131	\$117	\$359	\$339
Add: RIP expense ¹	1	1	2	2
Add: Acquisition-related impacts ²	-	1	3	1
Add Severance and cost reduction actions	-	-	3	-
Add: Environmental expense	-	-	1	-
(Less): Gain on sale of fixed assets, net ³	-	(1)	-	(1)
Adjusted operating income	\$132	\$118	\$368	\$341
Add: Depreciation and amortization	32	30	92	90
Adjusted EBITDA	\$164	\$148	\$460	\$431
Operating income margin	27.6%	27.6%	26.5%	27.5%
Adjusted EBITDA margin	34.5%	34.7%	33.9%	35.0%

Adjusted Diluted EPS Reconciliation

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2026	2025	2026	2025
Net earnings	\$92	\$86	\$255	\$243
Add: Income tax expense	33	23	84	72
Earnings before income taxes	\$124	\$110	\$340	\$316
(Less)/Add: RIP (credit) cost ⁴	-	-	(1)	1
Add: Acquisition-related impacts ²	-	1	3	1
Add: Acquisition-related amortization ⁵	5	4	13	12
Add: Severance and cost reduction actions	-	-	3	-
Add: Environmental expense	-	-	1	-
(Less): Gain on sale of fixed assets, net ³	-	(1)	-	(1)
Adjusted net earnings before income taxes	\$129	\$113	\$358	\$329
(Less): Adjusted income tax expense ⁶	(34)	(24)	(89)	(75)
Adjusted net earnings	\$96	\$89	\$269	\$253
Diluted shares outstanding	42.3	43.6	42.7	43.7
Effective tax rate	26%	21%	25%	23%
Diluted net earnings per share	\$2.17	\$1.98	\$5.98	\$5.56
Adjusted diluted net earnings per share	\$2.26	\$2.05	\$6.31	\$5.80

1. RIP expense represents only the plan service cost that is recorded within Operating income. For all periods presented, we were not required to and did not make cash contributions to our RIP.

2. Represents the impact of third-party professional fees and changes in fair value of contingent consideration.

3. During the third quarter of 2025, we recorded a gain on sale of a parcel of land at a Mineral Fiber plant.

4. RIP (credit) cost represents the entire actuarial net periodic pension (credit) cost recorded as a component of earnings. For all periods presented, we were not required to and did not make cash contributions to our RIP.

5. Represents acquisition-related intangible amortization, including customer relationships, developed technology, software, trademarks and brand names, non-compete agreements and other intangibles.

6. Adjusted income tax expense is calculated using the effective tax rate multiplied by the adjusted net earnings before income taxes.



Adjusted Free Cash Flow Reconciliation	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2026	2025	2026	2025
Net cash provided by operating activities	\$96	\$123	\$222	\$246
Net cash provided by (used for) investing activities	\$10	\$4	(\$35)	\$17
Net cash provided by operating and investing activities	\$106	\$127	\$187	\$262
Add: Acquisitions, net of cash acquired	-	8	65	7
Add: Contingent consideration in excess of acquisition-date fair value ¹	-	-	2	1
(Less): Proceeds from sale of facilities ²	-	(1)	-	(1)
(Less): Non-recurring cash tax benefit due to 2025 federal tax reform ³	-	(10)	-	(10)
Adjusted free cash flow	\$106	\$123	\$254	\$259

1. Contingent consideration payments related to acquisitions that were recorded as components of net cash provided by operating activities.

2. Proceeds related to the 2025 sale of a parcel of land at a Mineral Fiber plant.

3. Represents the cash tax benefit from retroactive application of domestic research and development expense deductions for prior years, realized in 2025 as a one-time reduction in cash taxes paid resulting from 2025 federal tax reform.

Segment Adj. EBITDA Reconciliation	For the Three Months Ended September 30,					
	MF		AS		UC	
	2026	2025	2026	2025	2026	2025
Net sales	\$292	\$274	\$184	\$151	-	-
Operating income (loss)	\$106	\$99	\$26	\$19	(\$1)	(\$1)
Add: RIP expense ¹	-	-	-	-	1	1
Add: Acquisition-related impacts ²	-	-	-	1	-	-
Add: Severance and cost reduction actions	-	-	-	-	-	-
Add: Environmental expense	-	-	-	-	-	-
(Less): Gain on sale of fixed assets, net ³	-	(1)	-	-	-	-
Adjusted operating income (loss)	\$106	\$98	\$26	\$20	-	-
Add: Depreciation and amortization	22	22	10	8	-	-
Adjusted EBITDA	\$129	\$119	\$36	\$28	-	-
Operating income margin (Operating income % of net sales)	36.3%	36.0%	14.0%	12.8%	NM	NM
Adjusted EBITDA margin (Adjusted EBITDA % of net sales)	44.0%	43.6%	19.4%	18.8%	NM	NM

For the Nine Months Ended September 30,					
MF		AS		UC	
2026	2025	2026	2025	2026	2025
\$838	\$786	\$520	\$446	-	-
\$297	\$282	\$65	\$60	(\$2)	(\$2)
-	-	-	-	2	2
1	-	2	1	-	-
2	-	1	-	-	-
1	-	-	-	-	-
-	(1)	-	-	-	-
\$300	\$281	\$68	\$60	(\$1)	(\$1)
66	65	26	25	-	-
\$366	\$345	\$94	\$86	-	-
35.4%	35.8%	12.4%	13.4%	NM	NM
43.8%	43.9%	18.0%	19.2%	NM	NM

1. RIP expense represents only the plan service cost that is recorded within Operating income. For all periods presented, we were not required to and did not make cash contributions to our RIP.

2. Represents the impact of third-party professional fees and changes in fair value of contingent consideration.

3. During the third quarter of 2025 we sold a parcel of land at a Mineral Fiber plant.

"NM": Not meaningful.

AS Organic Adj. EBITDA Reconciliation



For the Three Months Ended September 30,

	Total AS		Recent Acquisitions ¹		AS Organic	
	2026	2025	2026	2025	2026	2025
Net sales	\$184	\$151	\$8	-	\$176	\$151
Operating income	\$26	\$19	(\$2)	-	\$28	\$19
Add: Acquisition-related impacts ²	-	1	-	-	-	1
Add: Severance and cost reduction actions	-	-	-	-	-	-
Adjusted operating income	\$26	\$20	(\$2)	-	\$28	\$20
Add: Depreciation and amortization	10	8	2	-	8	8
Adjusted EBITDA	\$36	\$28	(\$0)	-	\$36	\$28
Operating income margin (Operating income % of net sales)	14.0%	12.8%	(25.3%)	-	15.9%	12.8%
Adjusted EBITDA margin (Adjusted EBITDA % of net sales)	19.4%	18.8%	(1.9%)	-	20.4%	18.8%

For the Nine Months Ended September 30,

	Total AS		Recent Acquisitions ¹		AS Organic	
	2026	2025	2026	2025	2026	2025
Net sales	\$520	\$446	\$25	-	\$495	\$446
Operating income	\$65	\$60	(\$5)	-	\$69	\$60
Add: Acquisition-related impacts ²	2	1	1	-	1	1
Add: Severance and cost reduction actions	1	-	-	-	1	-
Adjusted operating income	\$68	\$60	(\$3)	-	\$71	\$60
Add: Depreciation and amortization	26	25	3	-	23	25
Adjusted EBITDA	\$94	\$86	(\$0)	-	\$94	\$86
Operating income margin (Operating income % of net sales)	12.4%	13.4%	(18.5%)	-	14.0%	13.4%
Adjusted EBITDA margin (Adjusted EBITDA % of net sales)	18.0%	19.2%	(0.8%)	-	19.0%	19.2%

1. Recent acquisitions include the February 2026 acquisition of Eventscape, the December 2025 acquisition of Parallel and the September 2025 acquisition of Geometrik.

2. Represents the impact of third-party professional fees and changes in fair value of contingent consideration.

AWI Organic Adj. EBITDA Reconciliation



For the Three Months Ended September 30,

	Total AWI		Recent Acquisitions ¹		AWI Organic	
	2026	2025	2026	2025	2026	2025
Net sales	\$476	\$425	\$8	-	\$467	\$425
Operating income	\$131	\$117	(\$2)	-	\$133	\$117
Add: RIP expense ²	1	1	-	-	1	1
Add: Acquisition-related impacts ³	-	1	-	-	-	1
Add: Severance and cost reduction actions	-	-	-	-	-	-
Add: Environmental expense	-	-	-	-	-	-
(Less): Gain on sales of fixed assets, net ⁴	-	(1)	-	-	-	(1)
Adjusted operating income	\$132	\$118	(\$2)	-	\$134	\$118
Add: Depreciation and amortization	32	30	2	-	30	30
Adjusted EBITDA	\$164	\$148	(\$0)	-	\$164	\$148
Operating income margin (Operating income % of net sales)	27.6%	27.6%	(25.3%)	-	28.5%	27.6%
Adjusted EBITDA margin (Adjusted EBITDA % of net sales)	34.5%	34.7%	(1.9%)	-	35.1%	34.7%

For the Nine Months Ended September 30,

	Total AWI		Recent Acquisitions ¹		AWI Organic	
	2026	2025	2026	2025	2026	2025
Net sales	\$1,358	\$1,233	\$25	-	\$1,333	\$1,233
Operating income	\$359	\$339	(\$5)	-	\$364	\$339
Add: RIP expense ²	2	2	-	-	2	2
Add: Acquisition-related impacts ³	3	1	1	-	2	1
Add: Severance and cost reduction actions	3	-	-	-	3	-
Add: Environmental expense	1	-	-	-	1	-
(Less): Gain on sales of fixed assets, net ⁴	-	(1)	-	-	-	(1)
Adjusted operating income	\$368	\$341	(\$3)	-	\$371	\$341
Add: Depreciation and amortization	92	90	3	-	89	90
Adjusted EBITDA	\$460	\$431	(\$0)	-	\$460	\$431
Operating income margin (Operating income % of net sales)	26.5%	27.5%	(18.5%)	-	27.3%	27.5%
Adjusted EBITDA margin (Adjusted EBITDA % of net sales)	33.9%	35.0%	(0.8%)	-	34.5%	35.0%

1. Recent acquisitions include the February 2026 acquisition of Eventscape, the December 2025 acquisition of Parallel and the September 2025 acquisition of Geometrik.

2. RIP expense represents only the plan service cost that is recorded within Operating income. For all periods presented, we were not required to and did not make cash contributions to our RIP.

3. Represents the impact of third-party professional fees and changes in fair value of contingent consideration.

4. During the third quarter of 2025 we sold a parcel of land at a Mineral Fiber plant.

2026 Adj. EBITDA Guidance Reconciliation

	Full Year 2026	
	Low	High
Net earnings	\$335	\$340
Add: Income tax expense	112	113
Earnings before income taxes	\$446	\$453
Add: Interest expense	30	30
Add: Other non-operating (income), net	(4)	(4)
Operating income	\$472	\$479
Add: RIP expense ¹	2	2
Add: Acquisition-related impacts ²	3	3
Add: Severance and cost reduction actions	3	3
Add: Environmental expense	1	1
Adjusted operating income	\$481	\$488
Add: Depreciation and amortization	121	124
Adjusted EBITDA	\$602	\$612

- RIP expense represents only the plan service cost that is recorded within Operating income. We do not expect to make cash contributions to our RIP.
- Represents the impact of third-party professional fees and changes in fair value of contingent consideration.
- Contingent consideration payments related to acquisitions that were recorded as components of net cash provided by operating activities.
- RIP (credit) represents the entire actuarial net periodic pension (credit) recorded as a component of net earnings. We do not expect to make any cash contributions to our RIP.
- Represents acquisition-related intangible amortization, including customer relationships, developed technology, software, trademarks and brand names, non-compete agreements and other intangibles.
- Adjusted income tax expense is based on an adjusted effective tax rate of approximately 25%, multiplied by adjusted earnings before income taxes.
- Adjusted diluted EPS guidance for 2026 is calculated based on approximately 42.5 million diluted shares outstanding.

2026 Adj. Free Cash Flow Guidance Reconciliation

	Full Year 2026	
	Low	High
Net cash provided by operating activities	\$354	\$367
Add: Return of investment from joint venture	118	120
(Less): Capital expenditures	(100)	(105)
Add: Proceeds from company owned life insurance, net	7	7
Add: Contingent consideration in excess of acquisition-date fair value ³	2	2
Adjusted Free Cash Flow	\$380	\$390

2026 Adj. Diluted EPS Guidance Reconciliation

	Full Year 2026	
	Low	High
Net earnings	\$335	\$340
Add: Income tax expense	112	113
Earnings before income taxes	\$446	\$453
(Less): RIP (credit) ⁴	(1)	(1)
Add: Acquisition-related amortization ⁵	17	18
Add: Acquisition-related impacts ²	3	3
Add: Severance and cost reduction actions	3	3
Add: Environmental expense	1	1
Adjusted earnings before income taxes	\$469	\$477
(Less): Adjusted income tax expense ⁶	(117)	(119)
Adjusted net earnings	\$352	\$357
Diluted net earnings per share	\$7.89	\$7.99
Adjusted diluted net earnings per share⁷	\$8.30	\$8.40