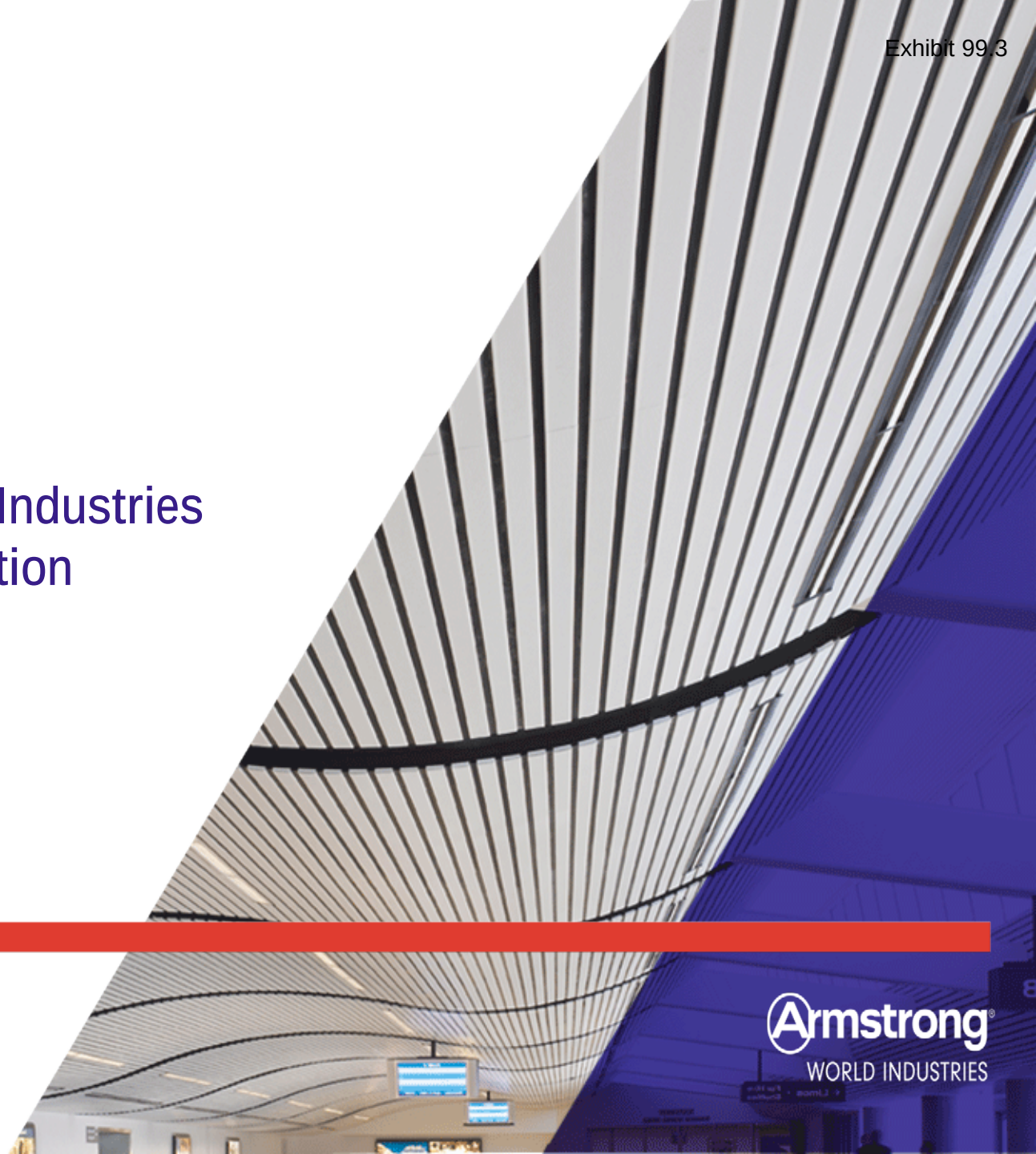
Exhibit 99.3

April 27, 2021

Armstrong World Industries
Investor Presentation



Inspiring Great Spaces®

Armstrong® WORLD INDUSTRIES

Safe Harbor Statement

Our disclosures in this presentation, including without limitation, those relating to future financial results market conditions and guidance, the impacts of COVID-19 on our business, and in our other public documents and comments contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act. Those statements provide our future expectations or forecasts and can be identified by our use of words such as “anticipate,” “estimate,” “expect,” “project,” “intend,” “plan,” “believe,” “outlook,” “target,” “predict,” “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. 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 may affect our ability to achieve the projected performance is included in the “Risk Factors” and “Management’s Discussion and Analysis” sections of our reports on Forms 10-K/A and 10-Q filed with the U.S. Securities and Exchange Commission (“SEC”). 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-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.armstrongceilings.com.

The guidance in this presentation is only effective as of the date given, April 27, 2021 and will not be updated or affirmed unless and until we publicly announce updated or affirmed guidance

Basis of Presentation Explanation

When reporting our financial results within this presentation, we make several adjustments. Management uses these non-GAAP measures in managing the business and believes the adjustments provide meaningful comparisons of operating performance between periods. As reported results will be footnoted throughout the presentation on a continuing operations basis (excludes corporate unallocated).

- Results throughout this presentation are presented on a normalized basis with the exception of cash flow.
- We remove the impact of certain discrete expenses and income. The Company excludes certain acquisition related expenses (i.e. – changes in the fair value of earnouts, deferred compensation accruals, impact of adjustments related to the fair value of inventory and deferred revenue) for recent acquisitions(1). Examples of other excluded items include plant closures, restructuring actions and related costs, impairments, separation costs, environmental site expenses and related insurance recoveries, endowment level charitable contributions, and other large unusual items. We also adjust for our U.S. pension plan (credit) expense(2).
- Our tax rate may be adjusted for certain discrete items which are identified in the footnotes.
- Investors should not consider non-GAAP measures as a substitute for GAAP measures.

All figures throughout the presentation are in $ millions unless otherwise noted. Figures may not add due to rounding.

(1) The deferred compensation accruals are for cash and stock awards that will be recorded over the vesting period, as such payments are subject to the sellers' and employees' continued employment with the Company.

(2) U.S. pension (credit) expense represents the actuarial net periodic benefit cost expected to be recorded as a component of earnings from continuing operations. For all periods presented, we were not required and did not make cash contributions to our U.S. Retirement Income Plan based on guidelines established by the Pension Benefit Guaranty Corporation.

The Armstrong Purpose…more relevant than ever…Healthy Spaces



It matters to us, and it matters to our customers

Armstrong WORLD INDUSTRIES

Sustainability / ESG…Bringing our WHY to life

PEOPLE

2030 GOALS

Creating an inclusive, fulfilled workforce that bolsters productivity and innovation and forges strong communities.

Safe & Healthy Employees

Cultivate and maintain an environment that promotes safe, healthy and fulfilled employees.

Diverse & Inclusive Workforce

Cultivate and maintain an inclusive culture and diverse workforce at all levels.

Community Engagement

Actively engage in the communities where we operate to make them vibrant places to live and work.

PLANET

2030 GOALS

Creating a healthier and more restorative environment by developing innovative and sustainable solutions that allow us to do more with less.

Reduced Carbon Footprint

Decrease the greenhouse gas emissions from our operations and increase our reliance on renewable energy.

Reduced Waste

Eliminate waste from our operations through innovative manufacturing processes and by creating circular systems from order to delivery.

Optimized Water

Optimize the use of water in our operations and contribute to water management and restoration efforts.

PRODUCT

2030 GOALS

Creating sustainable products and solutions that help create healthy, joyful and inspiring spaces.

Sustainably Sourced Products

Create products and solutions from healthy and sustainably sourced materials by eliminating chemicals of concern through sustainable supply chains.

Circular Products

Design our products to be recycled, reused or repurposed and drive circularity in our operations, with customers and throughout our value chain.

Reduced Carbon & Water Footprint

Decrease the carbon and water footprint of our products.

Lead a transformation in the design and building of spaces fit for today and tomorrow

Armstrong WORLD INDUSTRIES

One of the Most Unique Companies in Building Products

- Founded in 1860…One of the most adaptive companies in building products
- Undisputed category leader for more than 50 years
- Unmatched scale in an industry where it matters
- One of the strongest & most trusted brands in the industry
- Strong strategic position…differentiating profitability & cash flow attributes

Ceiling Category Is Unique Within Building Products



- Consolidated structure
- Large installed base with stable repair & remodel demand
- A highly specified high-value product with limited substitutes
- Ceilings are an integral part of creating healthy spaces
- Customers demonstrate brand loyalty, and reward service and innovation

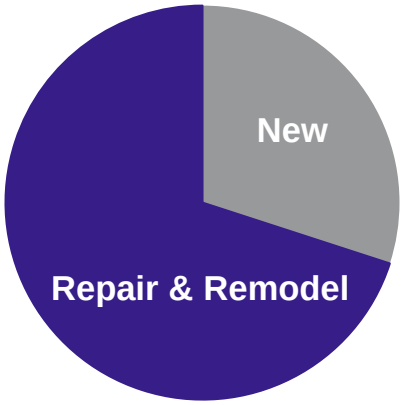
Uniquely positioned in an attractive & stable category

Armstrong WORLD INDUSTRIES

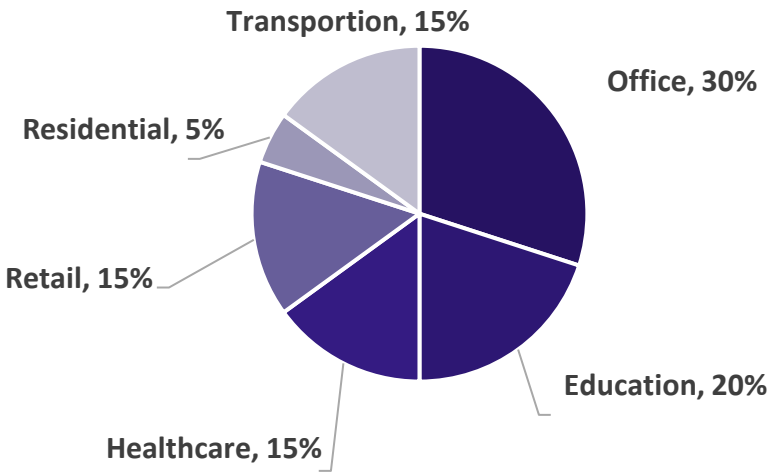
Ceilings Leader with Stable Demand Drivers and Diversified Sectors

Revenue Mix*

By Project



By Sector



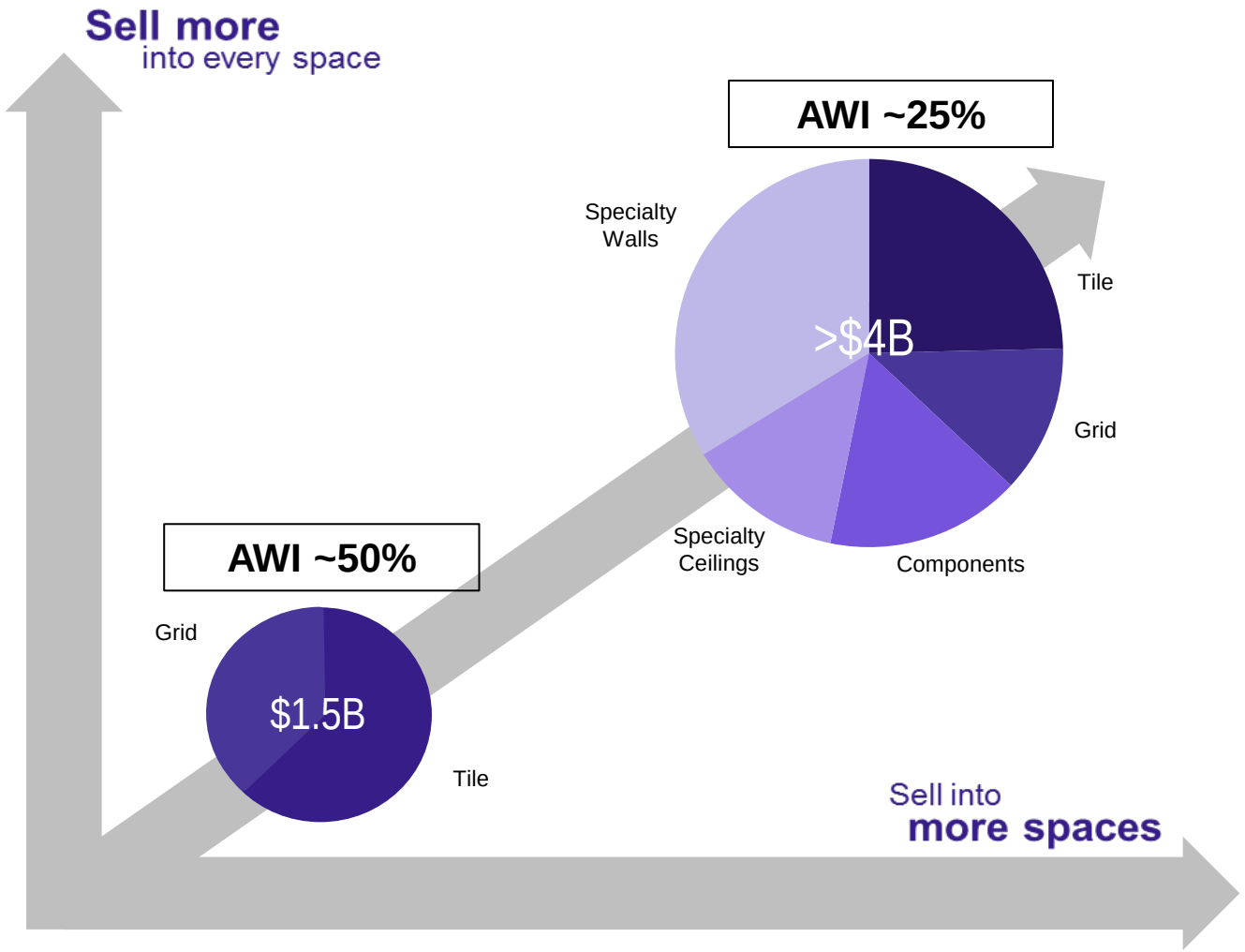
- Sales are weighted towards repair & remodel (R&R) activity
- New vs. R&R split and diversified end-market sectors allows us to perform well in all parts of the cycle
- The large installed base is a highly valuable intangible asset and renovates at a rate of ~3% per year

35 – 40B sq. ft. installed base provides an annuity from R&R activity

*Source AWI internal estimates

Armstrong WORLD INDUSTRIES

Setting Our Sights on a Larger Opportunity



Driving growth in broader ceiling & wall solutions space

Source: Internal company estimates of North American opportunities and positions; estimated AWI position includes 50% of sales by WAVE JV.

Armstrong WORLD INDUSTRIES

Our Winning Formula

Unique Position

- *Attractive Industry*
- *Leading Position*
- *Strongest Brand*

Our Winning Formula



Winning through key elements of differentiation

Armstrong WORLD INDUSTRIES

Our Business Segments & Joint Venture

Mineral Fiber (MF) Driving AUV

Increased AUV by

>50%

Since 2010

Overview

- Innovation leader
- Operational excellence
- Leader of digital transformation
- EBITDA margins >40%

Outlook

- Continue AUV growth
- Leverage Healthy Spaces & Digital Platforms to drive multi-year volume opportunity
- Maintain position & expand margins

Architectural Specialties (AS) Expand Into Adjacencies

In the last 4 years, revenue

2x

Since 2016

Overview

- Leader in on-trend solutions
- Design through construction solutions leveraging digital technologies
- Double digit organic growth

Outlook

- Expand capabilities…Organically & through acquisitions
- Leverage acquisitions to strengthen competitive advantage
- Increase scale to drive margins

WAVE JV Unmatched value

High margin business

44%

Founded in 1992

Overview

- Over $700M in dividends since 2010
- 130% ROIC...29 years of value creation
- Leader in core, specialty grid & integrated solutions

Outlook

- Continue to drive price over inflation
- Leverage innovation to deliver unmatched value propositions
- Seamless Integration with AWI

Complementary

Note: AUV data is for US and Canada commercial channels - mineral fiber only.

Deliver profitable top line growth by growing our core MF business and expanding into adjacencies through AS

Armstrong WORLD INDUSTRIES

Strategic Priorities

Revitalize the Mineral Fiber Category

- Healthy Spaces to contain, clean, and protect
- kanopi digital platform driving renovation
- Product innovation to drive volume growth & mix

Accelerate Architectural Specialties

- 8 acquisitions in 4 years…strong pipeline
- Double digit organic growth
- Design 2.0 – leveraging digital capabilities

Accelerate Digital Transformation

- Step changes: 10-3-1 Optimization to Disruption
- Platform for productivity & scalability
- Shorten design-to-order time from weeks to hours

Cash Flow & Capital Allocation

- Significant cash flow generation
- Meaningful investment back into the business
- Returning cash to shareholders…share repurchases & quarterly dividends

Four priorities to change growth trajectory

Armstrong WORLD INDUSTRIES

Revitalize the Mineral Fiber Category

Industry Trends… What the Market Is Looking for

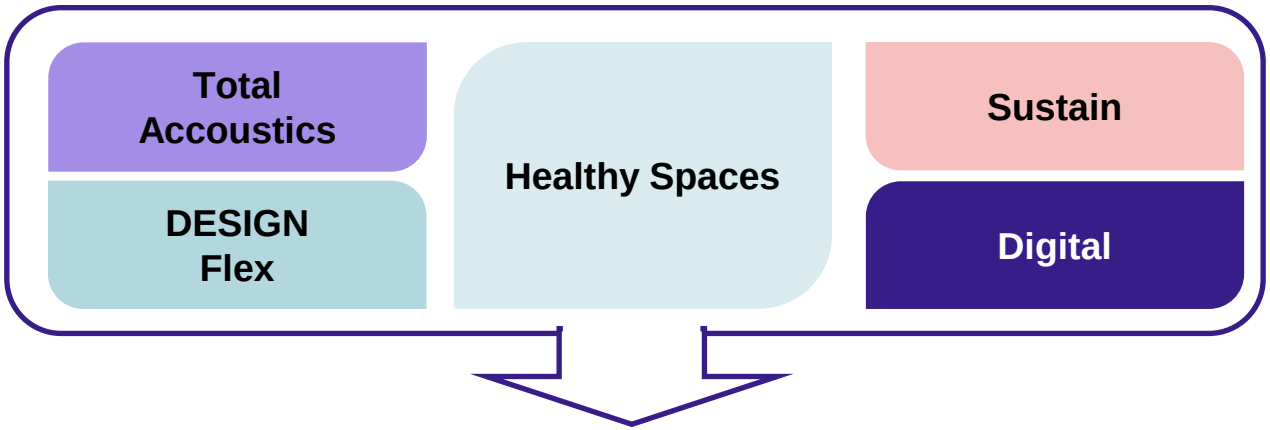
	What the market seeks….		What AWI delivers…
Acoustical Comfort	Acoustical comfort and privacy in every environment	TOTAL ACOUSTICS™	Ideal combination of sound absorption & blocking
Product Transparency	Products without “chemicals of concern”	SUSTAIN™	Innovative solutions free of “red-list chemicals”
Inspirational Flexible Design	Higher end interior finishes with less design constraints	DESIGNFlex™	Custom looks with standard lead times
Digitalization	Simple, centralized, easy to access information	kanopi By Armstrong Ceilings	Digital Platforms offering end to end solutions
Healthy Spaces	Healthier spaces with protection from pathogens; a place to feel safe	24/7 DEFEND™ Solutions for Healthier, Safer Spaces CONTAIN CLEAN PROTECT	Suite of products to contain, clean, and protect

Solutions to address current and future market needs

Armstrong WORLD INDUSTRIES

Revitalizing Mineral Fiber Category

Innovation Platforms



- Healthy Spaces a catalyst for sizable renovation opportunity
- Suite of products to contain, clean, and protect spaces
- Digital transformation underway to address frictions and drive volume
- Breaking mineral fiber design paradigms
- Selling more into each space…Accelerate Renovation

Driving growth in AUV & volume

Armstrong WORLD INDUSTRIES

Where We Are Going…Revitalizing Mineral Fiber

New Solutions

- Total Acoustics & Sustain
- DesignFlex Ceilings Systems
- Digital Journey
- “AcoustiBuilt” Seamless Mineral Fiber
- Healthy Spaces – 24/7 Defend
- 8,000+ SKU portfolio

Total Acoustics & Sustain



- Class A office standard
- 7-10% growth rate

DesignFlex



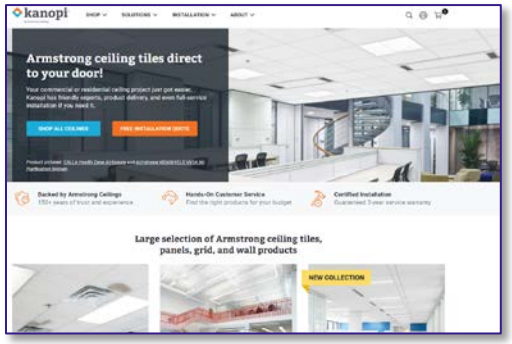
- Custom design w/ standard lead time
- 4x-6x AUV vs 2x2 MF

AcoustiBuilt



- Drywall look with Acoustics
- Access to 250 million sq.ft. annual market

Digital Journey



- Path to a frictionless customer experience
- Drive incremental MF volume

Healthy Spaces



- Contain, Clean, and Protect against pathogens
- Substantial Mix-Up opportunity

Our new solutions get us into more space more of the time

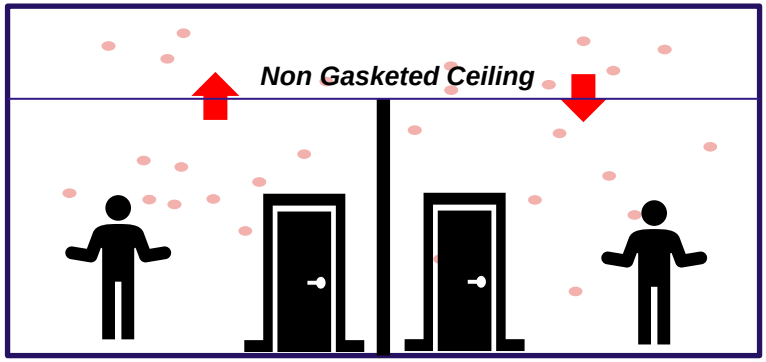
Armstrong WORLD INDUSTRIES

Ceilings Matter in Creating Healthy Spaces

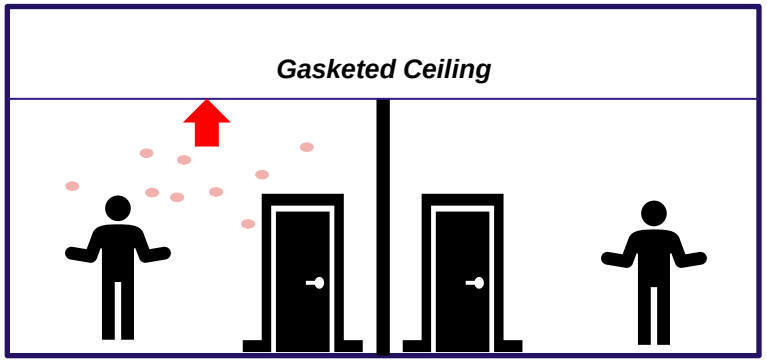
Healthy Space Solution

Objective: Inhibit airflow through the ceiling plane resulting in pathogen containment from room to room

Pathogen Flow High



Pathogen Flow Low



- **Contain**: ceilings can help prevent pathogens from spreading room to room
- **Clean**: ceilings can direct more air to cleaning devices
- **Protect**: ceilings can provide structurally tighter enclosures to maintain proper pressure differential to enhance indoor air quality

ASHRAE®

Building community looks to **ASHRAE** for guidance around COVID mitigation strategies and reopening spaces…we are designing solutions to align to ASHRAE guidance.

INTERNATIONAL WELL BUILDING INSTITUTE™
WELL HEALTH-SAFETY RATED 2020

The **WELL** Health-Safety Rating includes more than 20 features across core areas…we are designing solutions to align to WELL standards.

Ceilings help contain, clean, and protect

Note: Gasketed ceiling solution designed to reduce air leaks through ceiling plane by up to four times over standard ceilings.

Armstrong® WORLD INDUSTRIES

Latest Launch – 24/7 Defend

24 / 7
DEFEND™
Solutions for Healthier, Safer Spaces

CONTAIN CLEAN PROTECT

2 Major Product Launches within months of the National shutdowns across the U.S.

CleanAssure™ Portfolio

Cleanable and disinfectable ceiling, wall and suspension systems based on CDC-recommendations, with foggable, sprayable, and wipeable options



Health Zone AirAssure™

High performance ceilings with sealed edges that inhibit airflow through the ceiling plane for better air filtration, improved air quality and reduced risk of pathogen transfer



VidaShield UV24™ System

Unobtrusive system draws air into a chamber above the ceiling, exposes it to UV light and returns clean air to the room



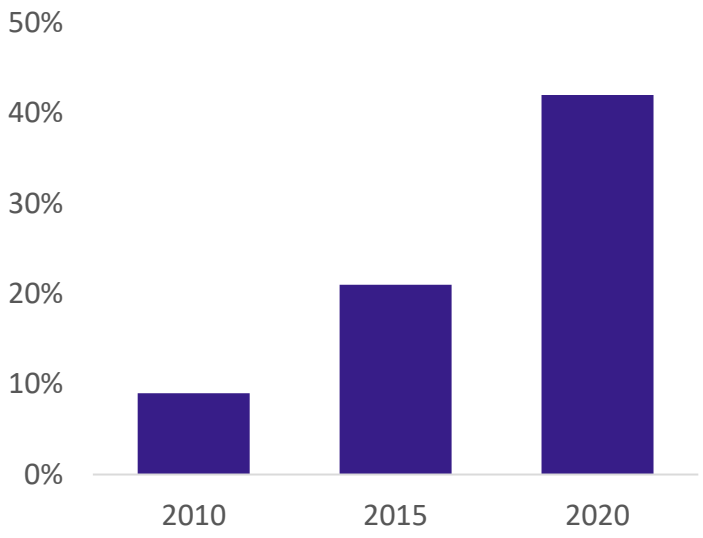
…and more to come…

Making a difference for healthier, safer spaces

Armstrong WORLD INDUSTRIES

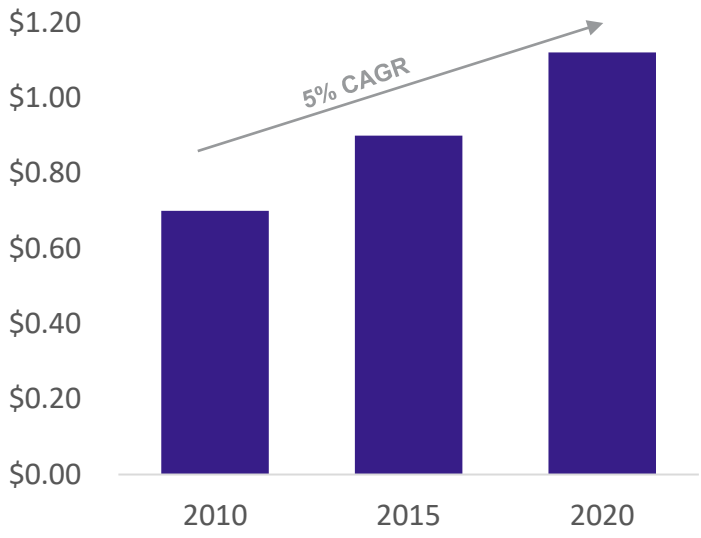
Converting Market Knowledge Into Value Creation

New Product Vitality Index



Note: New product sales as % of total sales

Mineral Fiber AUV*



Note: AUV growth 50/50 split between price & mix

Differentiated innovation driving our results

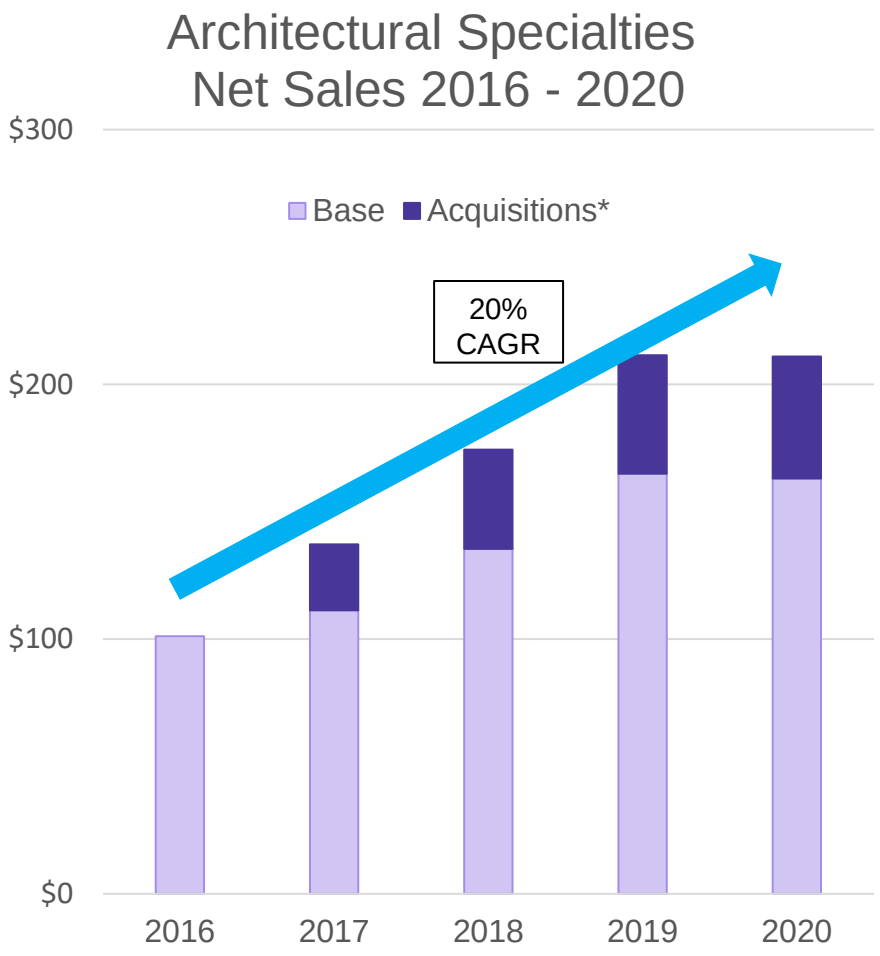
Note: AUV data is for US and Canada commercial channels - mineral fiber only.

*AUV = Average Unit Value

Armstrong WORLD INDUSTRIES

Accelerate Architectural Specialties

Growing through Share Gains and Acquisitions



- Double digit organic growth (excl. 2020 acquisitions)
- Leveraging new designs & technologies across AWI's scale and distribution
- Manufacturing synergies driven by AWI's proven expertise in Lean
- Target 1-3 acquisitions per year to add unique capabilities for broader participation in commercial spaces

Acquisitions are growth accelerators for Architectural Specialties

*Acquisitions represent reportable AWI sales $ in the year acquired + next calendar year sales.

Armstrong WORLD INDUSTRIES

Expanding AS Capabilities with the Right Acquisitions

2017

Tectum
High impact wood fiber ceilings, walls & roofdeck

$25M Revenue

$25M Revenue

2018

Plasterform
Glass reinforced gypsum…ultra expressive

$10M Revenue

Steel Ceilings
Architectural, radiant, security

$10M Revenue

$20M Revenue

2019

ACGI
Custom wood ceilings and walls

$35M Revenue

MRK
Specialty metal interior and exterior

$35M Revenue*

2020

Turf Design
Custom felt ceilings and walls

$25M Revenue

Moz Designs
Custom metal ceilings and walls

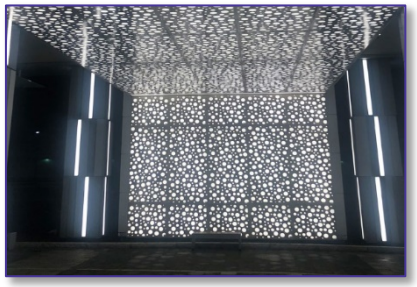
$10M Revenue

Arktura
Specialty metal and felt ceiling and walls

$40M Revenue

$75M Revenue







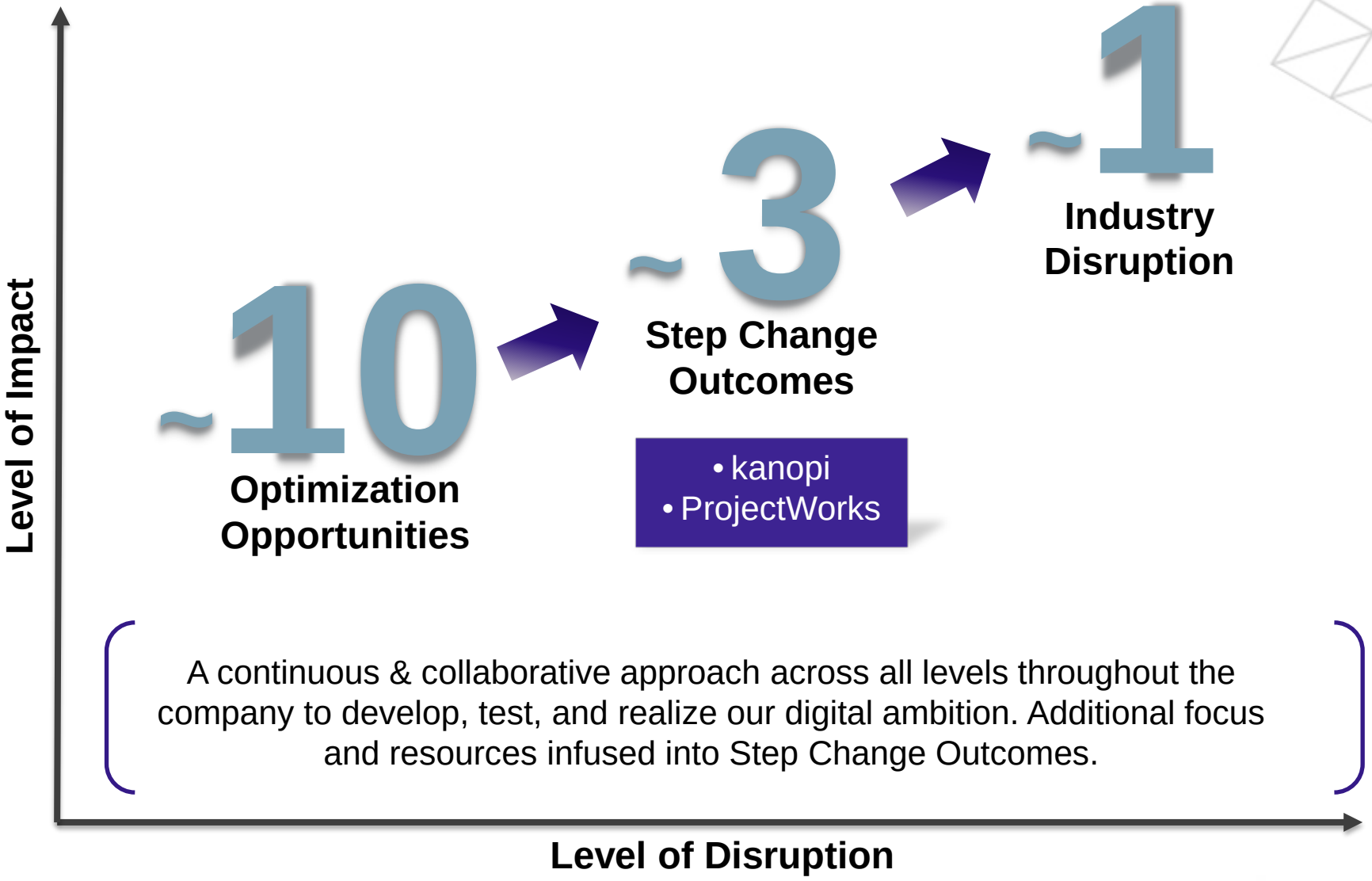
$155M* Acquisition related topline benefit (2017 – 2020)…with post-synergy multiples from 4x-6x EBITDA

Armstrong WORLD INDUSTRIES

*Revenue figures LTM at time of acquisition. Excludes MRK due to prior supplier relationship.

Accelerate Digital Transformation

Digitalization to Support Growth and Productivity



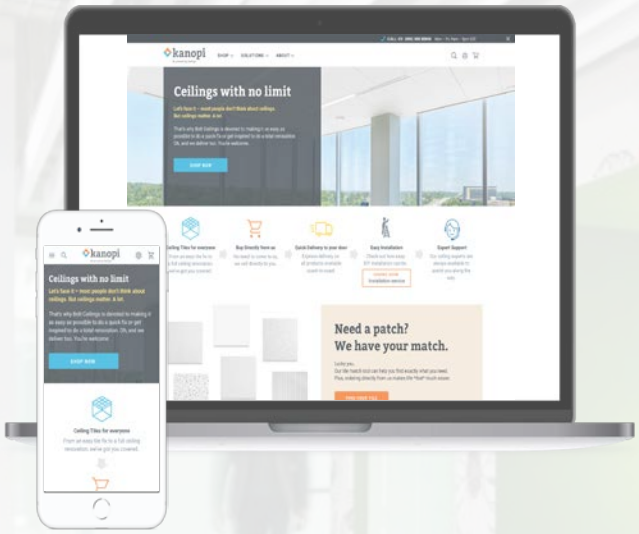
A continuous & collaborative approach across all levels throughout the company to develop, test, and realize our digital ambition. Additional focus and resources infused into Step Change Outcomes.

Focus on Step Change, continue to work optimization

Armstrong WORLD INDUSTRIES

kanopi - A New Digital Platform to Accelerate Renovation

kanopi
By Armstrong Ceilings



To inspire & enable healthy spaces via ceiling remodel and renovation

Target Users	Facility Managers & Small Business Owners in light commercial spaces
Friction	**Numerous frictions** impact our customers **along R&R purchase journey from Awareness to Install**; from having aesthetic or acoustical issue, to unawareness of ceiling offerings, to lack of access for easy install
Solution	Digital platform to drive end to end solution from demand generation to installation
Business Model	**Drives revenue by increasing MF volume**
Disengaged Market Opportunity	**400-500MSF;** people unable to be cost effectively reached with sales team, **or don't know how to create a healthy space to drive customers back to stores/offices**
Rollout	Website is live, driving sales in 2021 – Expanding team throughout 2021; Multi-Year opportunity to add incremental MF volume

Check it out! @ www.kanopibyarmstrong.com

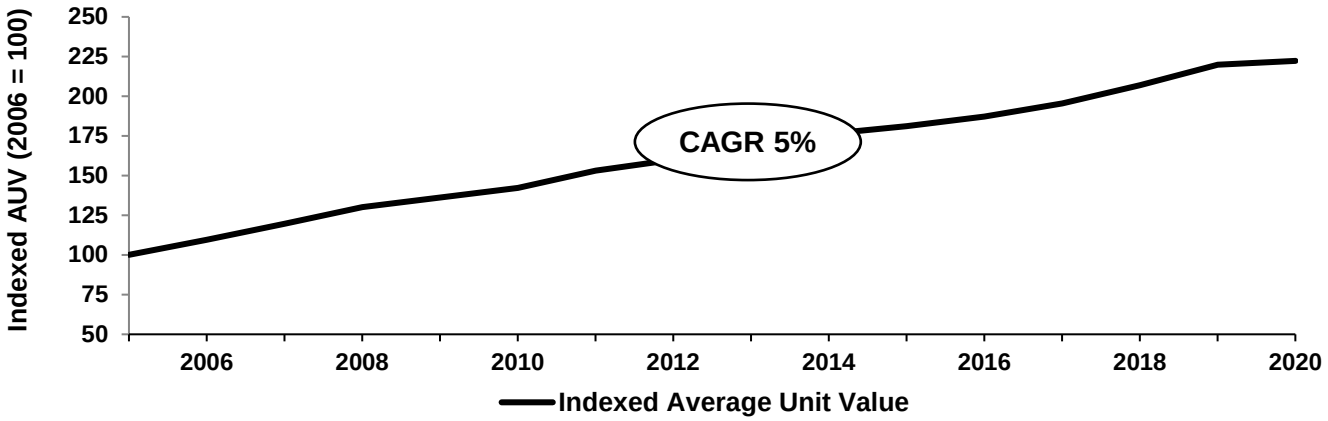
Addressing key customer friction – What to buy & where to buy it

Armstrong WORLD INDUSTRIES

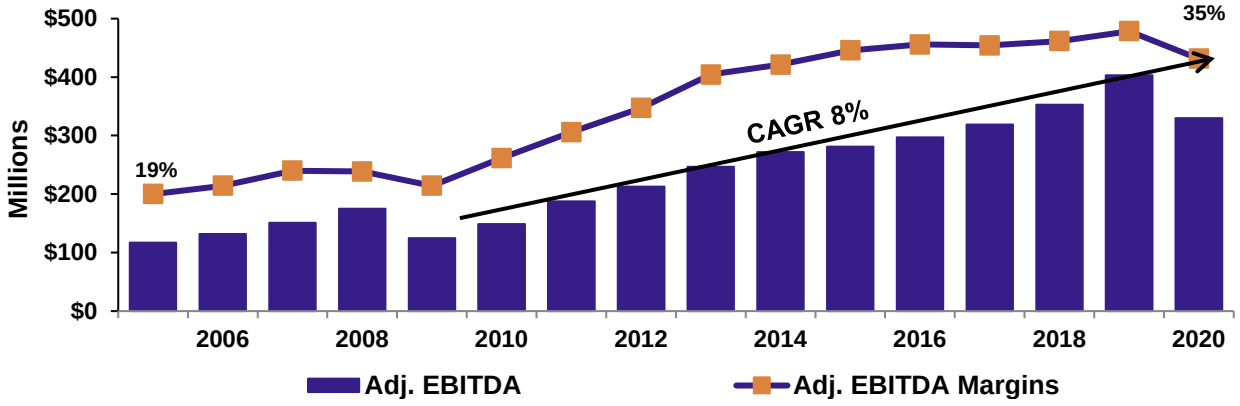
Cash Flow & Capital Allocation

Consistent Ability To Grow AUV & Expand Margins

Increases in Average Unit Value (AUV) Over Time ...



...Yielding Significant Adjusted EBITDA Margin Expansion

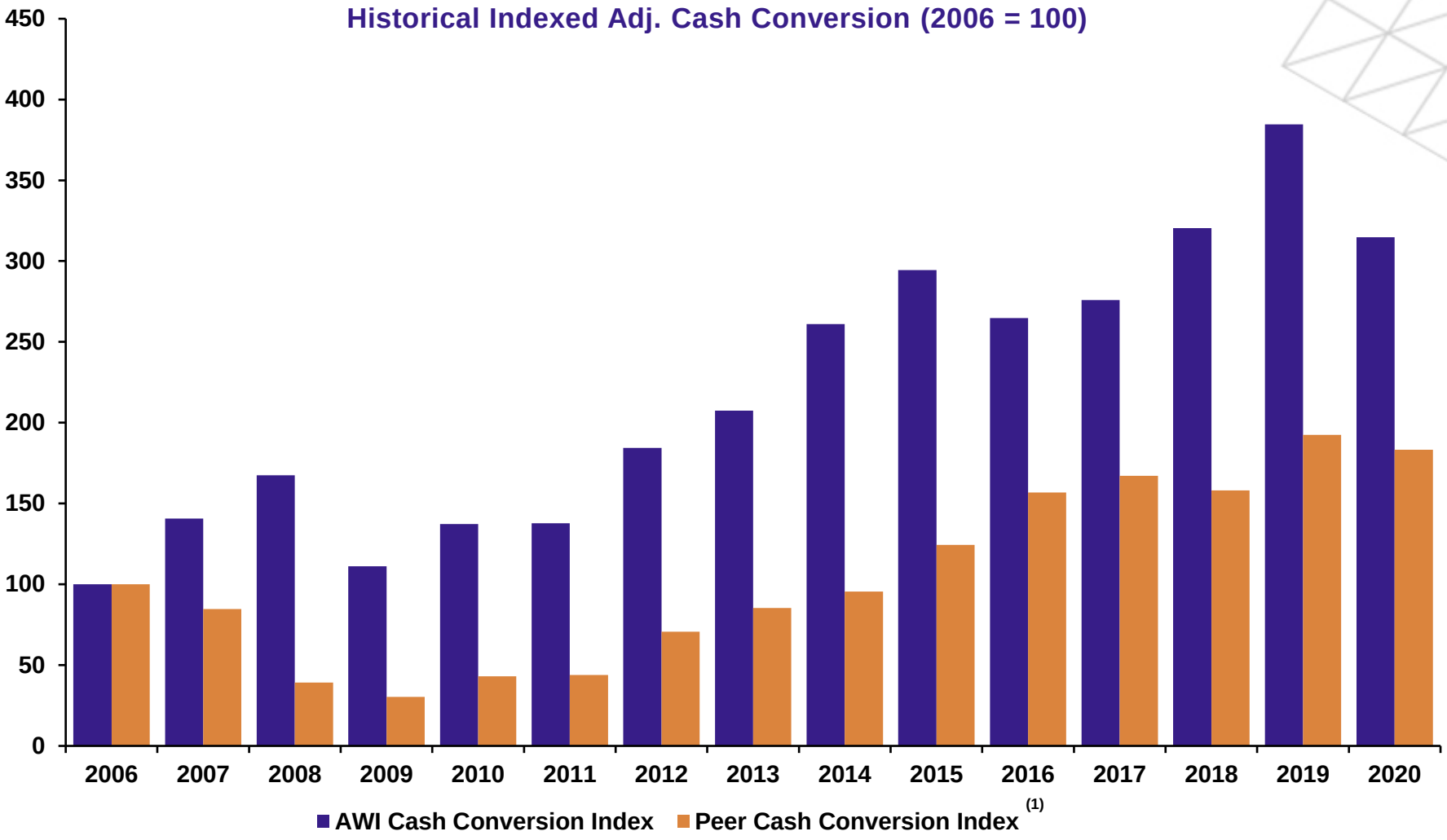


Continuous price/mix & productivity driving margin expansion

Note: AUV data is for US and Canada commercial channels - mineral fiber only. EBITDA Margin data is for total AWI.

Armstrong WORLD INDUSTRIES

Stability Through the Cycle



Americas cash conversion never fell below 2006 levels … even through the recession

*Peer index includes ALLE, AOS, APOG, AYI, DOOR, FBHS, JHX, LII, MAS, MHK, NCS, OC, SHW, SSD, & TILE. Represents growth in Adjusted Cash Conversion (Adjusted EBITDA – Capex) of peers applied to index value from previous year. Source: Bloomberg.

Armstrong WORLD INDUSTRIES

Strategic Priorities…Financial Implications

Revitalize the Mineral Fiber Category

- Continued manufacturing productivity
- Digital Platforms to unlock repair and renovation demand
- Healthy Spaces Solutions address post pandemic world

Accelerate Architectural Specialties

- Leverage acquisition product and technology capabilities
- Double Digit Organic growth
- Execute 1-3 acquisitions annually

Continue on a Digital Transformation

- Digital Platforms to drive volume growth
- Frictionless customer experience, improved manufacturing reliability
- Digital journey differentiates AWI from peers

Cash Flow & Capital Allocation

- Significant cash flow generation
- Investing in the business
- Returning cash to shareholders … share repurchases & quarterly dividends

Four priorities building a stronger business with a promising future

Armstrong WORLD INDUSTRIES

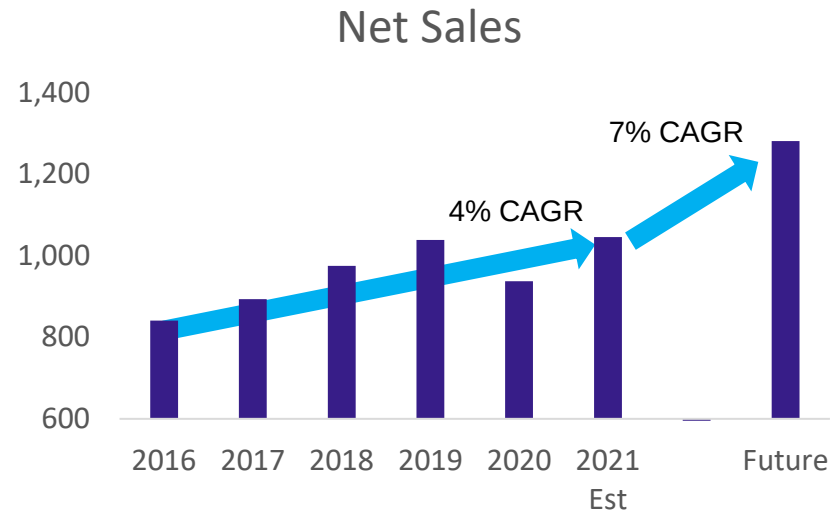
Value Creation Model

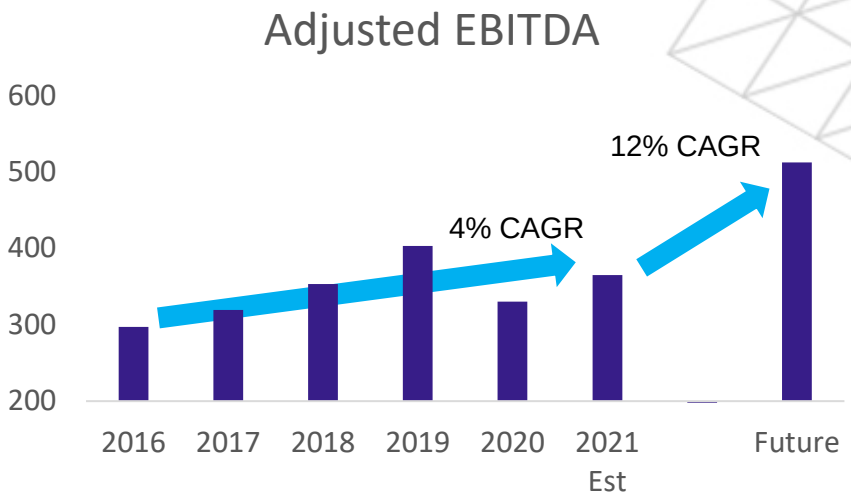
Revenue	**5% – 10% annual growth**	▪ 0% – 2% Mineral Fiber volume growth ▪ 3% – 6% AUV increase ▪ >15% Architectural Specialties volume ▪ 1-3 Acquisitions add 100 – 300 bps
Adjusted EBITDA and Margins	**>10% annual growth** **35% – 40% margin**	▪ ~60% incremental margin in mineral fiber ▪ Continue to price over inflation ▪ Productivity – Manufacturing and SG&A ▪ Architectural Specialties margin expansion ▪ WAVE equity earnings growth
Adjusted EPS	**5% – 10% annual growth**	▪ Declining net debt due to significant cash generation ▪ 25% book tax rate
Adjusted Free Cash Flow	**10-15% annual growth** **>50% of Adjusted EBITDA**	▪ 20 - 25% cash tax rate ▪ $25 million cash interest expense ▪ Stable level of capital expenditures ▪ Balanced capital allocation

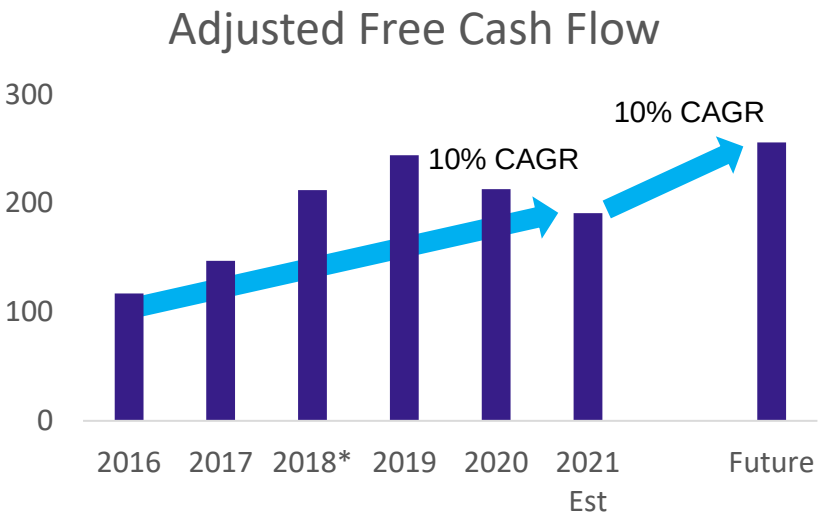
Significant value creation through free cash flow generation

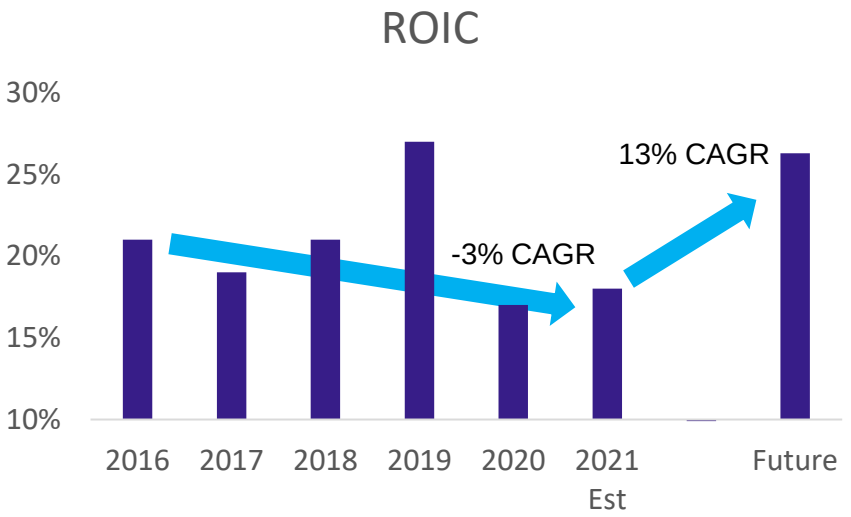
Armstrong WORLD INDUSTRIES

Well Positioned to Accelerate Growth Past 2021









Investments in 2020 drive future growth

*Excludes $25M WAVE special dividend

Armstrong WORLD INDUSTRIES

2021 Guidance

	2020 Actual	2021 Guidance	
Revenue	**$937**	**$1,030 – $1,060** *10% – 13% YoY*	▪ MF AUV 4%-6%, positive like-for-like pricing & mix ▪ Growth Initiatives, primarily kanopi & Healthy Spaces, drive MF volume up 0%-2% ▪ 2020 acquisitions benefit AS 25%-30%
Adjusted EBITDA	**$330**	**$360 – $372** *9% – 13% YoY*	▪ AUV and volume gains fall through ▪ Manufacturing productivity and improved earnings from WAVE drive margin improvement ▪ Includes benefit of 2020 acquisitions ▪ Investment in growth initiatives continues in 2021
Adjusted EPS*	**$3.63**	**$3.80 – $4.00** *5% – 10% YoY*	▪ $25 million of interest expense ▪ 25% book tax rate ▪ $90 million of depreciation ▪ 48 million average diluted shares outstanding
Adjusted Free Cash Flow	**$212**	**$185 – $205** *(13%) – (3%) YoY* *19% FCF Margin*	▪ $75-$80 million of Cap Ex ▪ $25 million of cash interest expense ▪ Cash tax rate 20% - 25% ▪ Higher Working Capital due to increased sales

*As reported EPS: ($1.76) in 2020 due to pension annuitization

Armstrong WORLD INDUSTRIES

Strongest Position & Margins of Any Public Building Products Business

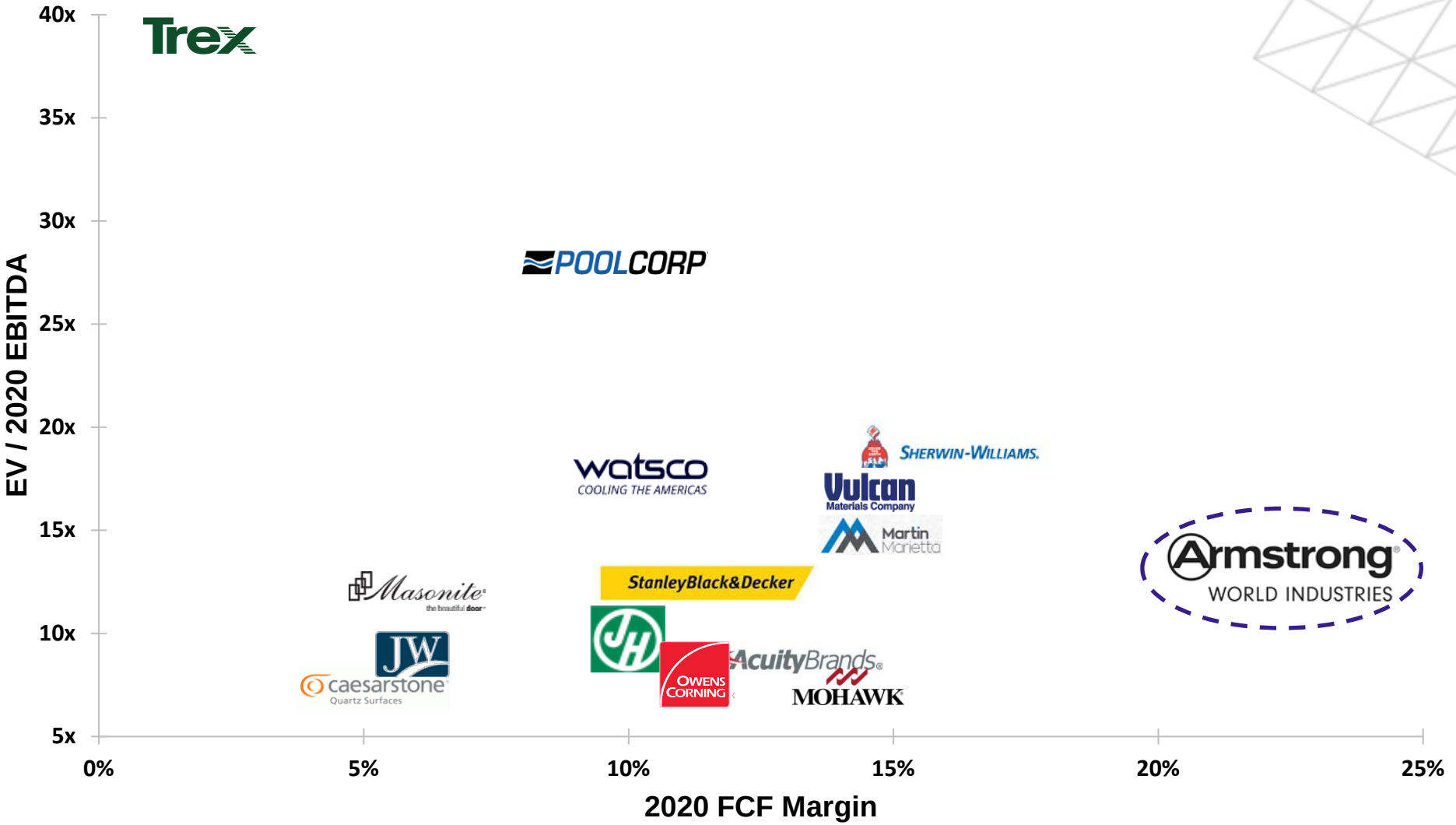


A unique position versus the best businesses in building products

Note: Figures estimates only and based on externally sourced available data. Companies shown represent the following industries (position within industry): Acuity – Lighting (#1); Armstrong – Commercial Ceilings (#1); Azek – Residential Segment (#2); Caesarstone – Quartz Surfaces (#3); James Hardie – Siding (#1); Jeld-Wen – Doors (T-#1); Masonite – Doors (T-#1); Mohawk – Flooring (#1); Owens Corning (Insulation) -- #1; Owens Corning (Roofing) – Roofing (#2); Sherwin Williams – Architectural Paint (#1); Stanley Black & Decker – Power Tools (#1); Trex – Residential Segment (#1).

Armstrong WORLD INDUSTRIES

Unique Cash Flow Generation Capabilities

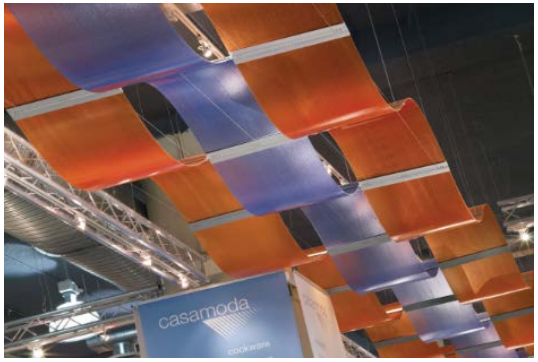


Valuation upside based on best-in-class free cash flow

Note: Valuation multiples and FCF margins reflect parent company values, not the individual segments plotted on the previous page.
*FCF margin defined as (EBITDA – capex) / sales.

Armstrong
WORLD INDUSTRIES

Appendix



Management Biographies
Balance Sheet Data
Reconciliations to GAAP
Other





Armstrong WORLD INDUSTRIES

Victor Grizzle

Chief Executive Officer and President, Armstrong World Industries



Vic Grizzle is the chief executive officer and a member of the board of directors of Armstrong World Industries (AWI). He joined the company in January 2011. Vic brings 23 years of experience in process improvement, sales, marketing and global business leadership to the business, and under his leadership, AWI shareholder returns have increased over 50%.

Prior to joining the company, he was group president of Global Structures, Coatings and Tubing for Valmont Industries, a $2 billion global leader of infrastructure support structures for utility, telecom and lighting markets, and manufacturer of mechanized irrigation equipment for large scale farming. Before Valmont, he was president of the commercial power division of EaglePicher Corporation, a $700 million diversified manufacturer and marketer of advanced technology and industrial products for space, defense, automotive, filtration, pharmaceutical, environmental and commercial applications. Earlier in his career, Vic spent 16 years at GE in expatriate assignments in Europe and Asia.

Vic serves on the Boards of Directors of Franklin Electric, a global leader in the production and marketing of systems and components for water and automotive fuels, and for WAVE, the Worthington-Armstrong Joint Venture that manufactures suspended ceiling grid systems.

He holds a bachelor's degree in mechanical engineering from California Polytechnic University.

Brian MacNeal

Senior Vice President and Chief Financial Officer, Armstrong World Industries



Brian MacNeal is chief financial officer of Armstrong World Industries. He joined the company in 2014 as vice president of Global Finance.

Prior, he spent 20 years at the Campbell Soup Company in roles of increasing responsibility. Brian's finance and accounting experience with Campbell's spanned multiple assignments in manufacturing, marketing and project management. His most recent role was director of Finance for U.S. Soup where he led the strategy to enter emerging markets in Russia and China. He began his career with Price Waterhouse Coopers in the audit department.

Brian graduated cum laude from Villanova University with a bachelor's degree in Accounting. He is a certified public accountant and serves on the Board of Directors of WAVE, the Worthington-Armstrong Joint Venture that manufactures suspended ceiling grid systems.

Armstrong® WORLD INDUSTRIES

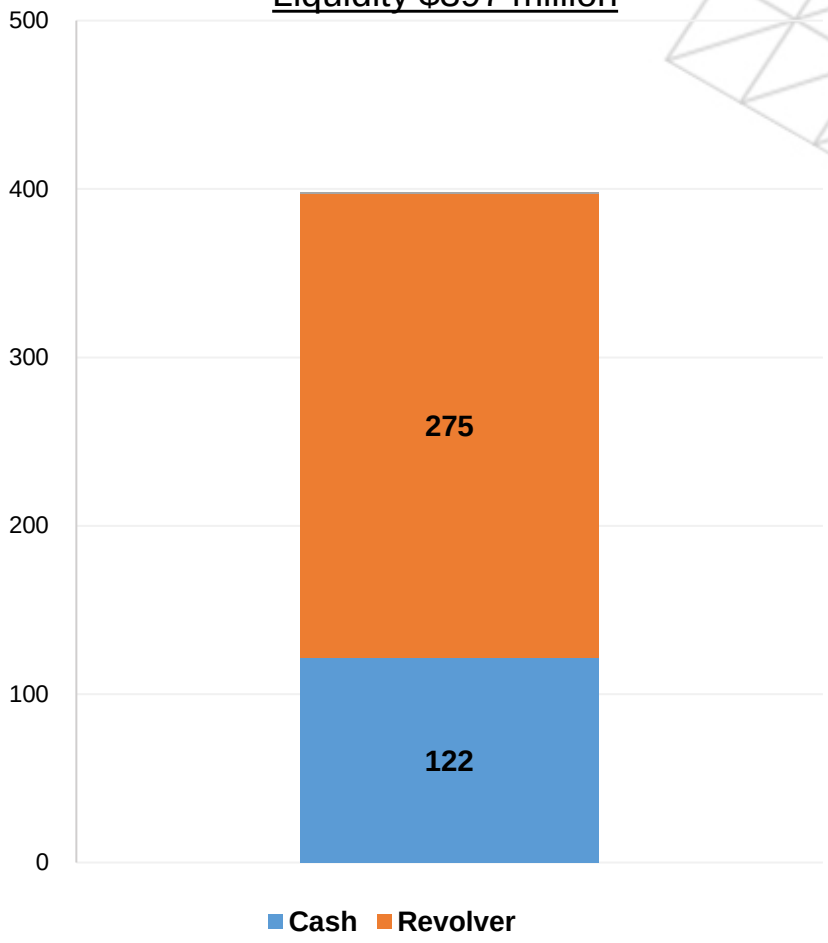
Capital Structure & Liquidity

Capital Structure 3/31/2021

	Amount	Rate	Maturity
Cash	122		
Revolver ($500M)	225	L+150	Sept-24
Term Loan A	488	L+150	Sept-24
Deferred Financing	(3)		
Total Debt	709		
Net Debt	587		
Net Leverage*	1.9x		

- Retirement income plan (RIP) fully funded as of year-end 2020
  - No cash contributions in over 30 years

Liquidity $397 million



Strong balance sheet and liquidity position to support growth and capital allocation priorities

*As defined in credit agreement

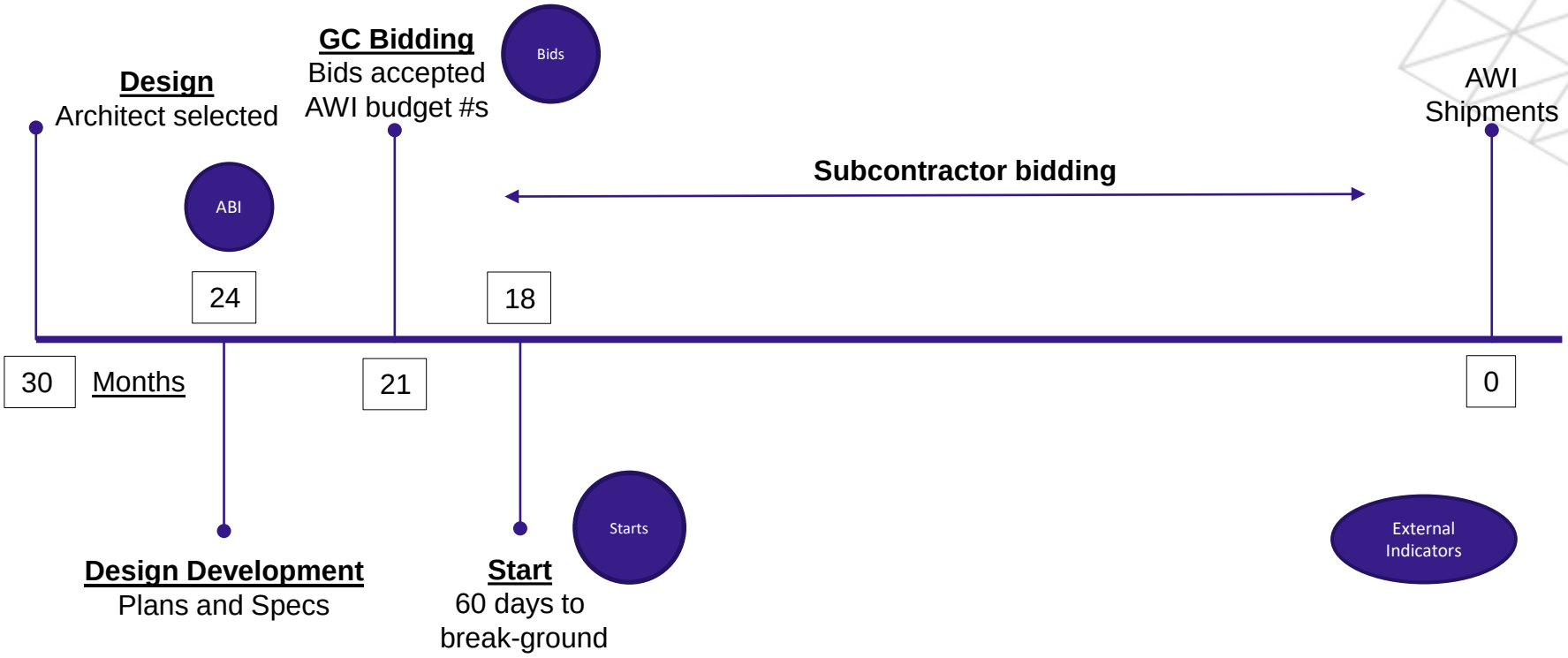
Armstrong WORLD INDUSTRIES

Market Drivers

Sector	Indicators	10 Year Avg
General	GDP (Real-Blue Chip)	2.2%
General	Measure of CEO Confidence	54
General	Kastle Back to Work (Index)	95%
Activity	Architecture Billings Index (ABI)	50
Activity	Dodge First Bidding series	2.8%
Activity	Dodge Starts -- New unlagged	0.0%
Activity	Dodge Starts -- New lagged	1.3%
Office	Office Employment	1.6%
Office	Corporate Profits	2.3%
Office	Office Vacancy Rates (Reis)	16.8%
Retail	Retail Sales	3.5%
Retail	Personal Income	4.7%
Retail	Housing Start (Moody's)	9.2%
Education	State Local Gov't Spend (Real)	0.3%
Education	State Local Gov't Spend (Real)-Structure	-0.1%
Education	Age 5-24 Cohort	-0.2%
Education	Bond Buyer Index	3.1%
Healthcare	Spending on Medical Services	1.3%
Healthcare	Age 65+ Cohort	3.3%

Broad array of sector drivers that impact demand; Recovery underway

Non-Residential Activity Timeline (New and Major Reno)

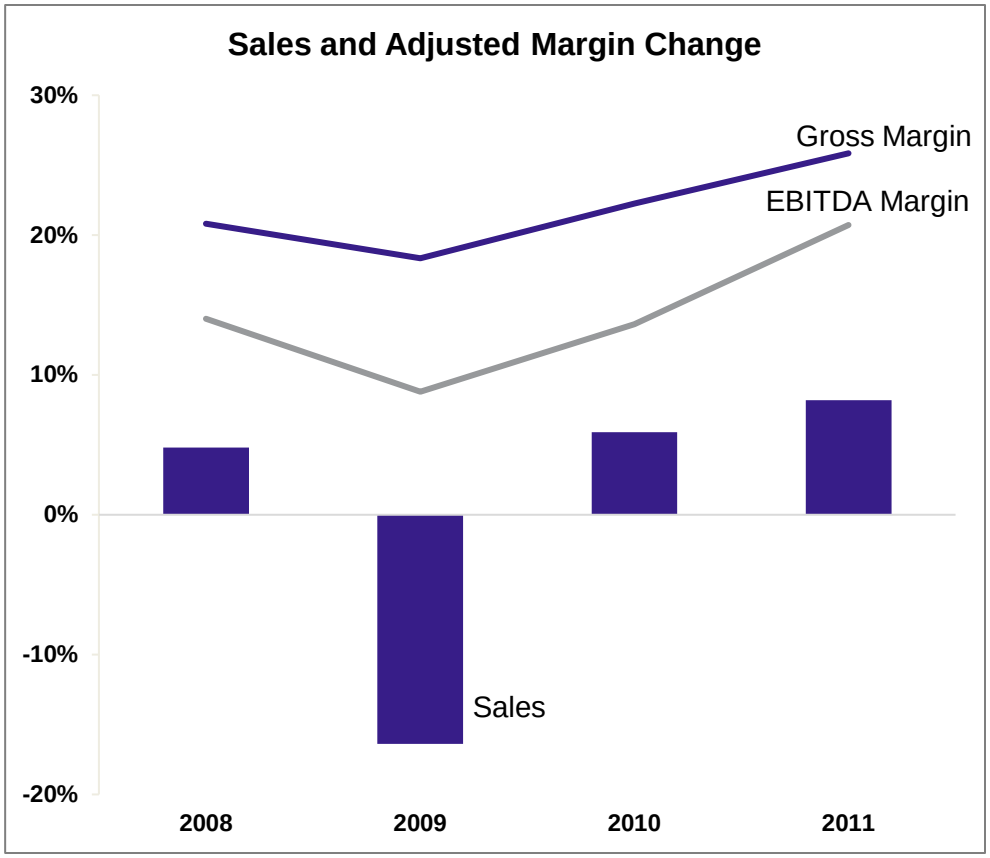


	Elapsed Time, start to AWI (months)		Distribution of SFT by Value Tiers					
Sector	Median (all sizes)	>=$10M Lags	>=$10M	$5M - $10M	$3M - $5M	$1M - $3M	$.25M - $1M	< $.25M
Office	16	20	63%	10%	8%	11%	7%	2%
Retail	10	16	24%	17%	13%	25%	20%	1%
Education	19	21	78%	11%	4%	5%	1%	0%
Healthcare	19	22	68%	17%	6%	6%	2%	0%
Transportation	18	20	80%	7%	4%	6%	4%	0%

Extended nature of projects reduce variation in demand

Armstrong WORLD INDUSTRIES

Performance Through the Downturn (2008-2011)



- Volume declined 20% in 2009
- AUV increased every year
- Price exceeded inflation every year
- Manufacturing footprint restructured
- SG&A was right-sized
- Capital spending was tightened
- Margins were restored by 2010
- 2011 adjusted EBITDA 40% above 2009

Resilience through poor economic conditions

Note: Margin data is adjusted for standard exclusions as well as for stranded overhead costs associate with the separation from flooring and the sale of our international businesses. This provides consistent year to year comparability.

Armstrong WORLD INDUSTRIES

Adjusted EBITDA Reconciliation

	For the Three Months Ended March 31,		
	2021	2020	V
Earnings (Loss) from continuing operations, Reported	**$38**	**($223)**	**$260**
Add: Income tax expense (benefit), as reported	$12	($78)	$90
Earnings (Loss) before tax, Reported	**$50**	**($300)**	**$350**
Add: Interest/other income and expense, net	$4	$376	($372)
Operating Income, Reported	**$54**	**$76**	**($22)**
Add: RIP Cost (1)	$1	$1	($0)
Add: Acquisition related charges (2)	$4	-	$4
Add: Net environmental expenses	-	$1	($1)
Add: D&A	$26	$18	$7
Adjusted EBITDA	**$85**	**$97**	**($12)**

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

(2) Represents the impact of acquisition-related adjustments for the fair value of acquired inventory and deferred revenue, changes in fair value of contingent consideration and deferred compensation accruals.

Armstrong WORLD INDUSTRIES

Adjusted Diluted Earnings Per Share Reconciliation

	CONSOLIDATED				
	For the Three Months Ended March 31,				
	2021	Per Diluted Share	2020	Per Diluted Share	V
Earnings (Loss) from continuing operations, As Reported	**$38**	**$0.78**	**($223)**	**($4.64)**	**$260**
Add/(Less): Income tax expense (benefit), as reported	12		(78)		90
Earnings (Loss) from continuing operations before income taxes, As Reported	**$50**		**($300)**		**$350**
Add: RIP (credit) expense (1)	-		372		(372)
Add: Acquisition related charges (2)	4		-		4
Add: Net environmental expenses	-		1		(1)
Adjusted earnings from continuing operations before income taxes	**$54**		**$72**		**($19)**
(Less): Adjusted income tax expense (3)	(13)		(19)		6
Adjusted net income	**$41**	**$0.84**	**$54**	**$1.10**	**($13)**
Adjusted EPS change versus Prior Year		**(23%)**			

Diluted Shares Outstanding (4)	48.0	48.7
Tax Rate (5)	25%	26%

(1) RIP expense (credit) represents the entire actuarial net periodic pension expense (credit) recorded as a component of earnings from continuing operations. For all periods presented, we were not required and did not make cash contributions to our RIP.
(2) Represents the impact of acquisition-related adjustments for the fair value of acquired inventory and deferred revenue, changes in fair value of contingent consideration and deferred compensation accruals.
(3) Adjusted income tax expense is calculated using the as reported tax rate multiplied by the adjusted earnings from continuing operations before income taxes.
(4) 2021 Dilutive shares are as-reported. 2020 dilutive shares outstanding include anti-dilutive common stock equivalents which are excluded from U.S. GAAP Accounting.
(5) The tax rate for 2020 excludes the Q1 pension annuitization.

Armstrong WORLD INDUSTRIES

Adjusted Free Cash[(1)] Flow Reconciliation

	For the Three Months Ended March 31,		
	2021	**2020**	**V**
Net cash provided by operating activities	**$20**	**$26**	**($6)**
Net cash (used for) provided by investing activities	($9)	$10	($19)
Add: Environmental payments, net	-	$1	($1)
Add: Payments for sale of international	$12	-	$12
Adjusted Free Cash Flow	**$23**	**$36**	**($13)**
			-38%

(1) Adjusted free cash flow is defined as cash from operations and dividends received from the WAVE joint venture, less expenditures for property and equipment, and is adjusted to remove the impact of cash used or proceeds received for acquisitions and divestitures, legacy environmental matters and litigation. The Company believes adjusted free cash flow is useful because it provides insight into the amount of cash that the Company has available for discretionary uses, after expenditures for capital commitments and adjustments for acquisitions and divestitures. Free cash flow includes discontinued international operations.

Segment Reported Operating Income (Loss) to Adjusted EBITDA

	MINERAL FIBER			ARCHITECTURAL SPECIALTIES			UNALLOCATED CORPORATE		
	For the Three Months Ended March 31,								
	2021	2020	V	2021	2020	V	2021	2020	V
Operating Income (Loss) – As Reported	**$61**	**$70**	**($9)**	**($5)**	**$8**	**($12)**	**($2)**	**($2)**	**($0)**
Add: RIP Cost (1)	-	-	-	-	-	-	$1	$1	-
Add: Acquisition related charges (2)	-	-	-	$4	-	$4	-	-	-
Add: Environmental expenses, net	-	$1	($1)	-	-	-	-	-	-
Add: Depreciation and Amortization	$18	$16	$1	$8	$2	$6	$0	$0	$0
EBITDA – Adjusted	**$78**	**$87**	**($9)**	**$7**	**$10**	**($3)**	**-**	**-**	**-**
			-10%			**-29%**			

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

(2) Represents the impact of acquisition-related adjustments for the fair value of acquired inventory and deferred revenue, changes in fair value of contingent consideration and deferred compensation accruals.

Armstrong WORLD INDUSTRIES

Adjusted Net Sales Reconciliation

	MINERAL FIBER				ARCHITECTURAL SPECIALTIES				CONSOLIDATED			
	For the Three Months Ended March 31,											
	2021	2020	V	%	2021	2020	V	%	2021	2020	V	%
Net Sales	**$189**	**$198**	**($9)**	**(5%)**	**$63**	**$51**	**$12**	**24%**	**$252**	**$249**	**$3**	**1%**
Deferred revenue adjustment (1)	-	-	-		1	-	1		1	-	1	
Adjusted Net Sales	**$189**	**$198**	**($9)**	**(5%)**	**$64**	**$51**	**$13**	**25%**	**$253**	**$249**	**$4**	**2%**

(1) Represents the impact of acquisition-related deferred revenue adjustments to fair value.

Armstrong WORLD INDUSTRIES

EBITDA – Guidance Reconciliation

Adjusted EBITDA

	For the Year Ending December 31, 2021		
	Low	to	High
Netincome	**$189**	**to**	**$198**
Add: Interest expense	25		25
(Less): RIP credit (1)	(9)		(9)
Add: Income tax expense	60		63
Add: RIP expense (2)	6		6
Add: D&A	90		90
Adjusted EBITDA	**$360**	**to**	**$372**

(1) RIP credit represents the actuarial net periodic benefit expected to be recorded as a component of other non-operating income. We do not expect to be and do not plan to make cash contributions to our U.S. Retirement Income Plan based on guidelines established by the Pension Benefit Guaranty Corporation.

(2) RIP expense represents only the service cost related to the U.S. pension plan that is recorded within Operating Income. For all periods presented, we were not required and did not make cash contributions to our U.S. Retirement Income Plan.

Adjusted EPS & Free Cash Flow – Guidance Reconciliation

Adjusted Diluted Earnings Per Share

	For the Year Ending December 31, 2021				
	Low	Per Diluted Share[1]	to	High	Per Diluted Share[1]
Net income	**$189**	**$3.93**	**to**	**$198**	**$4.12**
Add: Interest expense	25			25	
(Less): RIP Credit (2)	(9)			(9)	
Add: Income tax expense	60			63	
Operating income	**264**			**276**	
Add: RIP expense (3)	6			6	
(Less): Interest expense	(25)			(25)	
Adjusted earnings before income taxes	**245**		**to**	**257**	
(Less): Income tax expense (4)	(61)			(64)	
Adjusted net income	**$184**	**$3.80**	**to**	**$193**	**$4.00**

Adjusted Free Cash Flow

	For the Year Ending December 31, 2021		
	Low	to	High
Net cash provided by operating activities	**$200**	**to**	**$210**
Add: Return of investment from joint venture	65		70
Adjusted net cash provided by operating activities	**$265**	**to**	**$280**
(Less): Capital Expenditures	(80)		(75)
Adjusted Free Cash Flow	**$185**	**to**	**$205**

(1) Adjusted EPS guidance for 2021 is calculated based on an adjusted effective tax rate of 25% and based on ~48 million of diluted shares outstanding.

(2) RIP credit represents the actuarial net periodic benefit expected to be recorded as a component of other non-operating income. We do not expect to be required to make, nor do we plan to make cash contributions to our U.S. Retirement Income Plan based on guidelines established by the Pension Benefit Guaranty Corporation.

(3) RIP expense represents only the service cost related to the U.S. pension plan and is recorded as a component of operating income. We do not expect to be required to make, nor do we plan to make cash contributions to our U.S. Retirement Income Plan based on guidelines established by the Pension Benefit Guaranty Corporation.

(4) Adjusted income tax expense is based on an adjusted earnings before income tax.

Armstrong WORLD INDUSTRIES

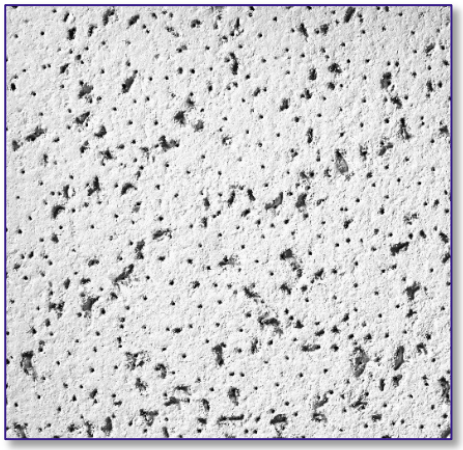
Where We Were…

Key Facts

Products: Fissured Ceilings

AUV: $.40 SF (MF AUV)

Sales: $500M





***Fissured* Ceilings**

Armstrong before the 2000s

Armstrong WORLD INDUSTRIES

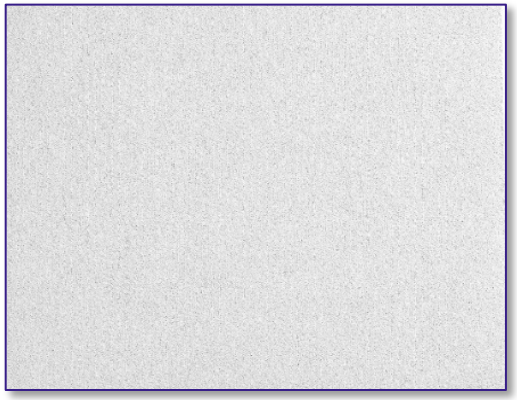
Where We Are Today…

Key Facts

Products: Fissured Ceilings, Smooth White Acoustical Tile, Wood, Metal…

AUV: $1.10 SF (MF AUV)

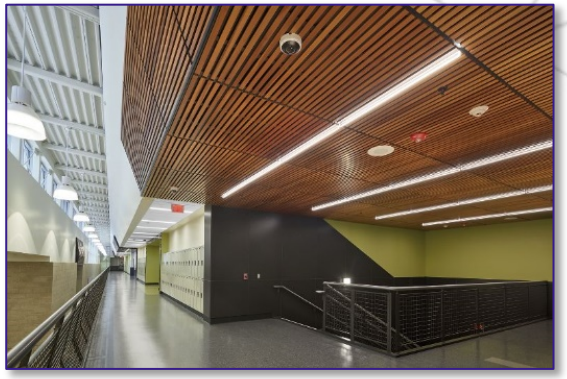
Sales: $1 Billion



Smooth White Acoustical Tile (SWAT)



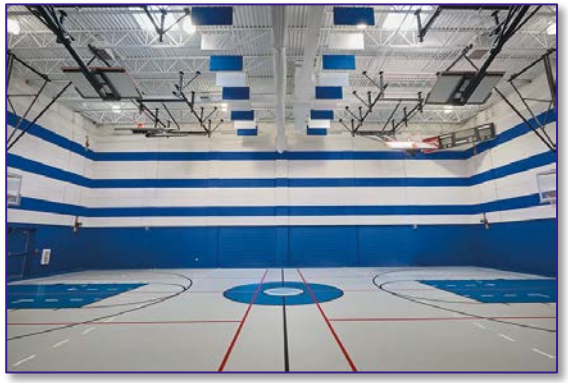
Mineral Fiber Ceilings



Wood Ceilings & Walls



Metal Ceilings & Walls



Tectum Ceilings & Walls

Expanding the portfolio to align with market trends

Note: AUV data is for US and Canada commercial channels - mineral fiber only.

Armstrong WORLD INDUSTRIES

Ultima Health Zone



Project Profile: Penn Presbyterian

Type of Space: Hospital

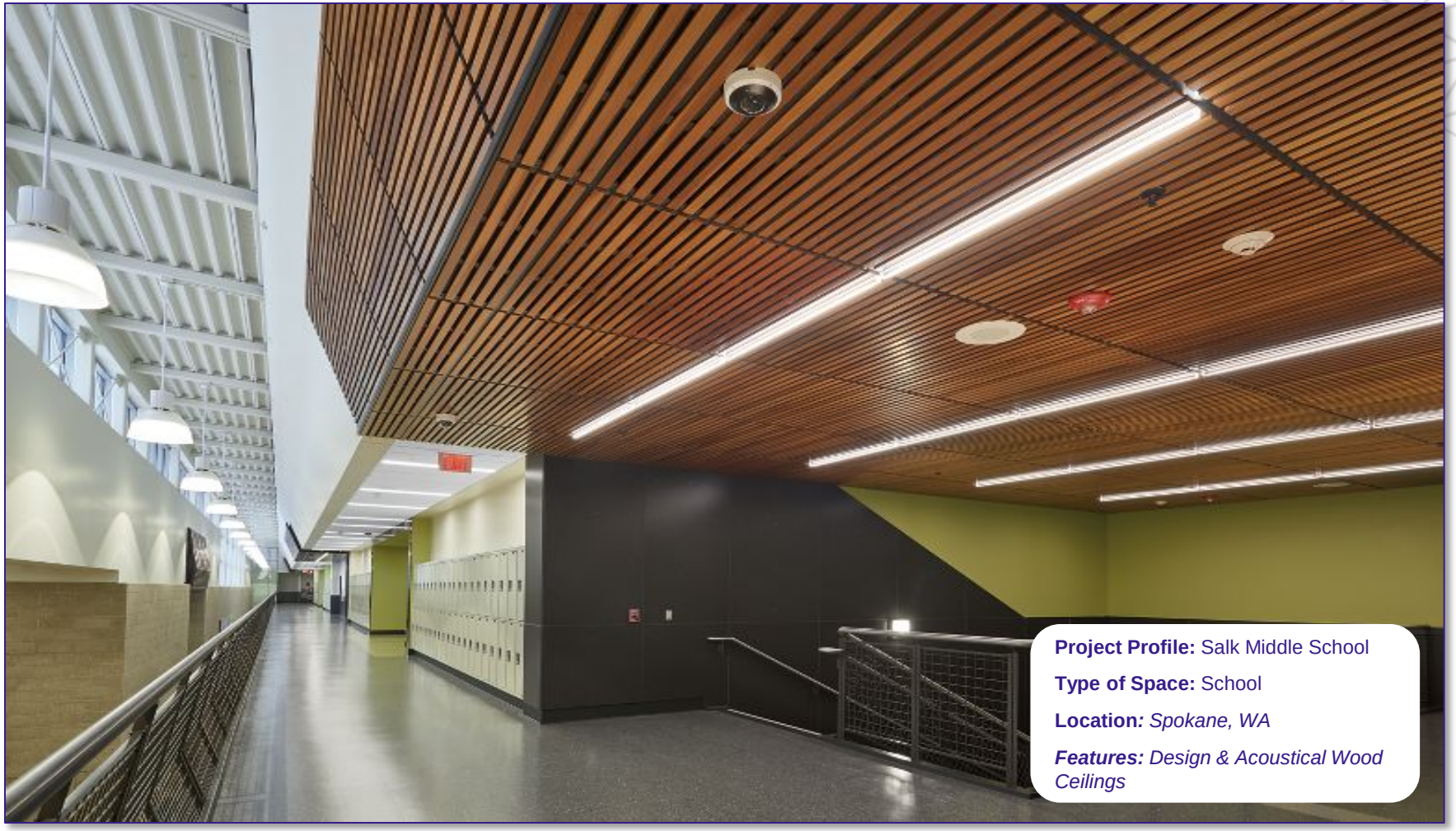
Location: Philadelphia, PA

Features: Total Acoustics & Sustain MF Ceilings (Scrubbable/Washable)

Ultima Average Unit Value 3X fissured mineral fiber ceilings

Armstrong WORLD INDUSTRIES

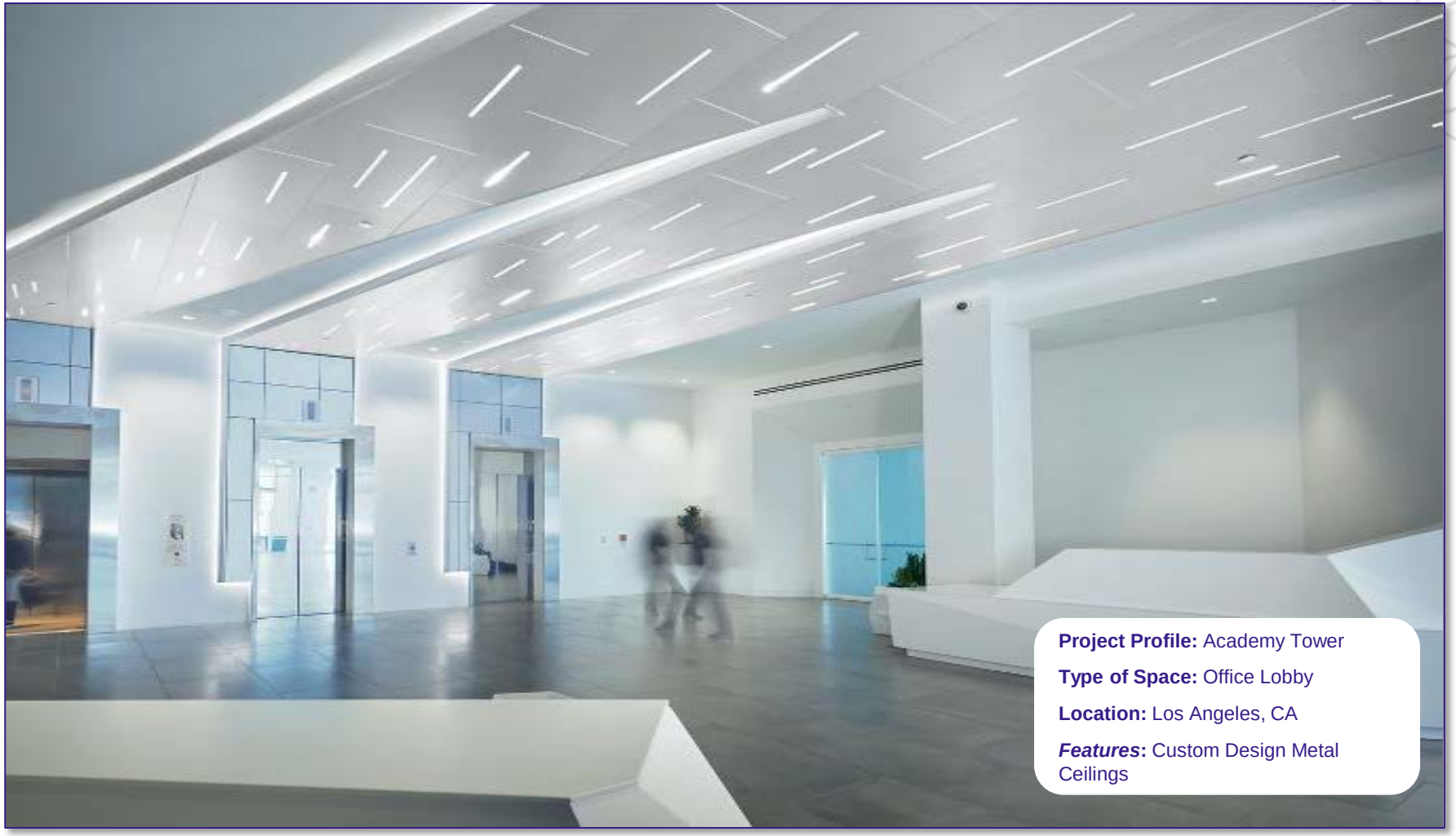
WOODWORKS Grille Ceilings



WOODWORKS Average Unit Value 15X mineral fiber ceilings

Armstrong WORLD INDUSTRIES

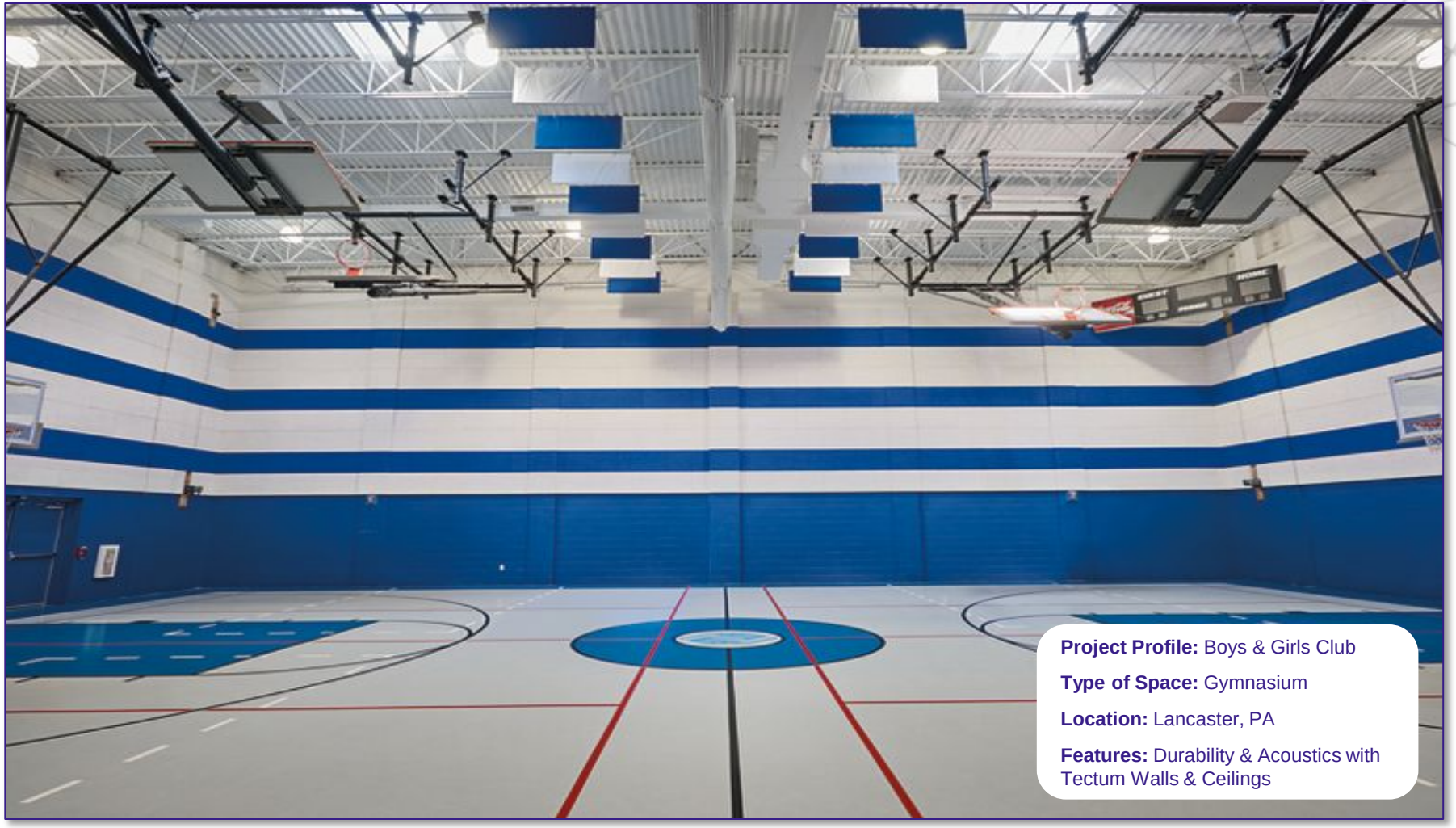
METALWORKS Torsion Spring



Our products are now being specified in statement spaces

Armstrong WORLD INDUSTRIES

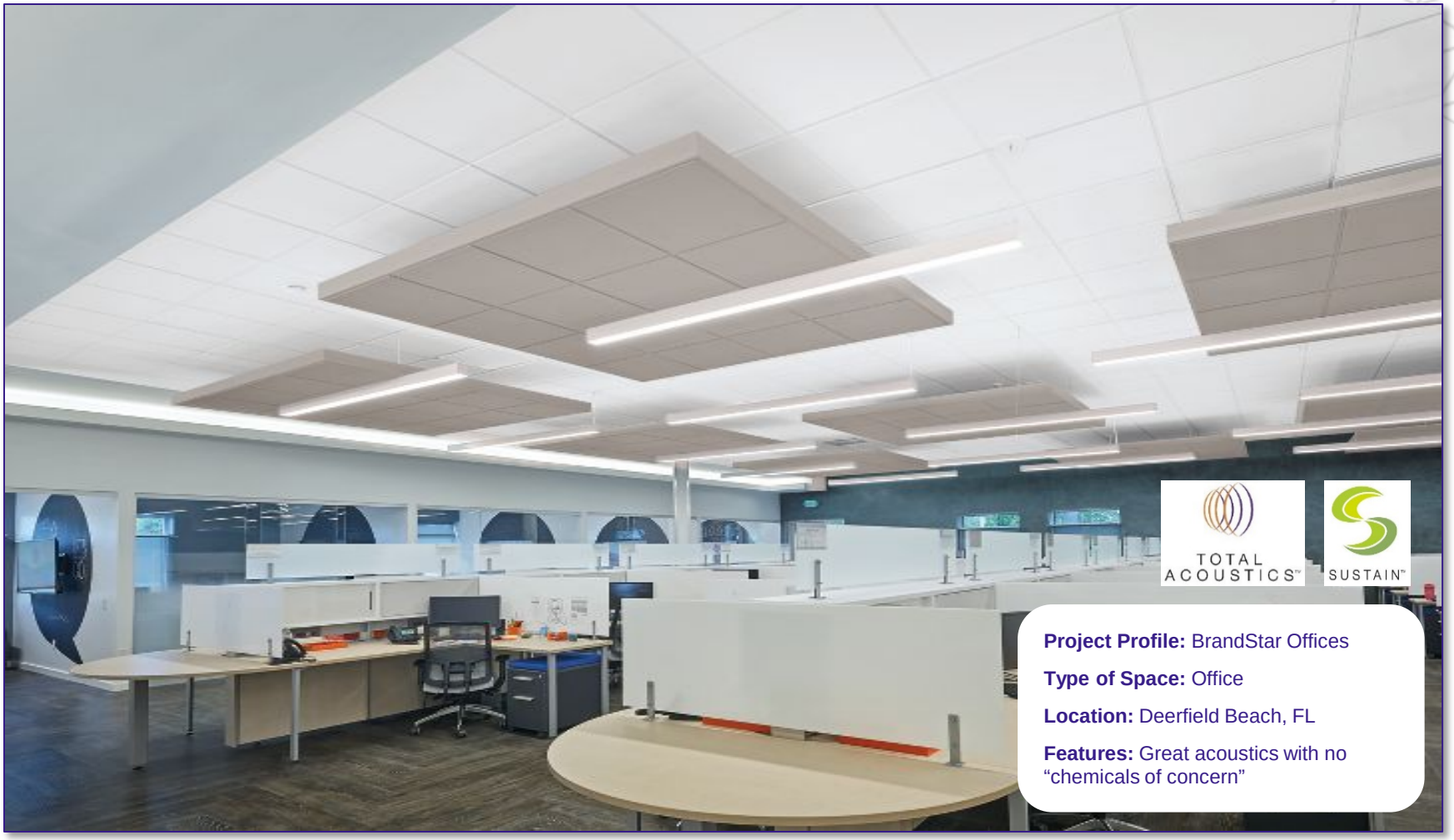
Tectum Walls & Ceilings



More spaces in the same building

Armstrong WORLD INDUSTRIES

Total Acoustics & Sustain



Total Acoustics & Sustain market penetration continues to grow

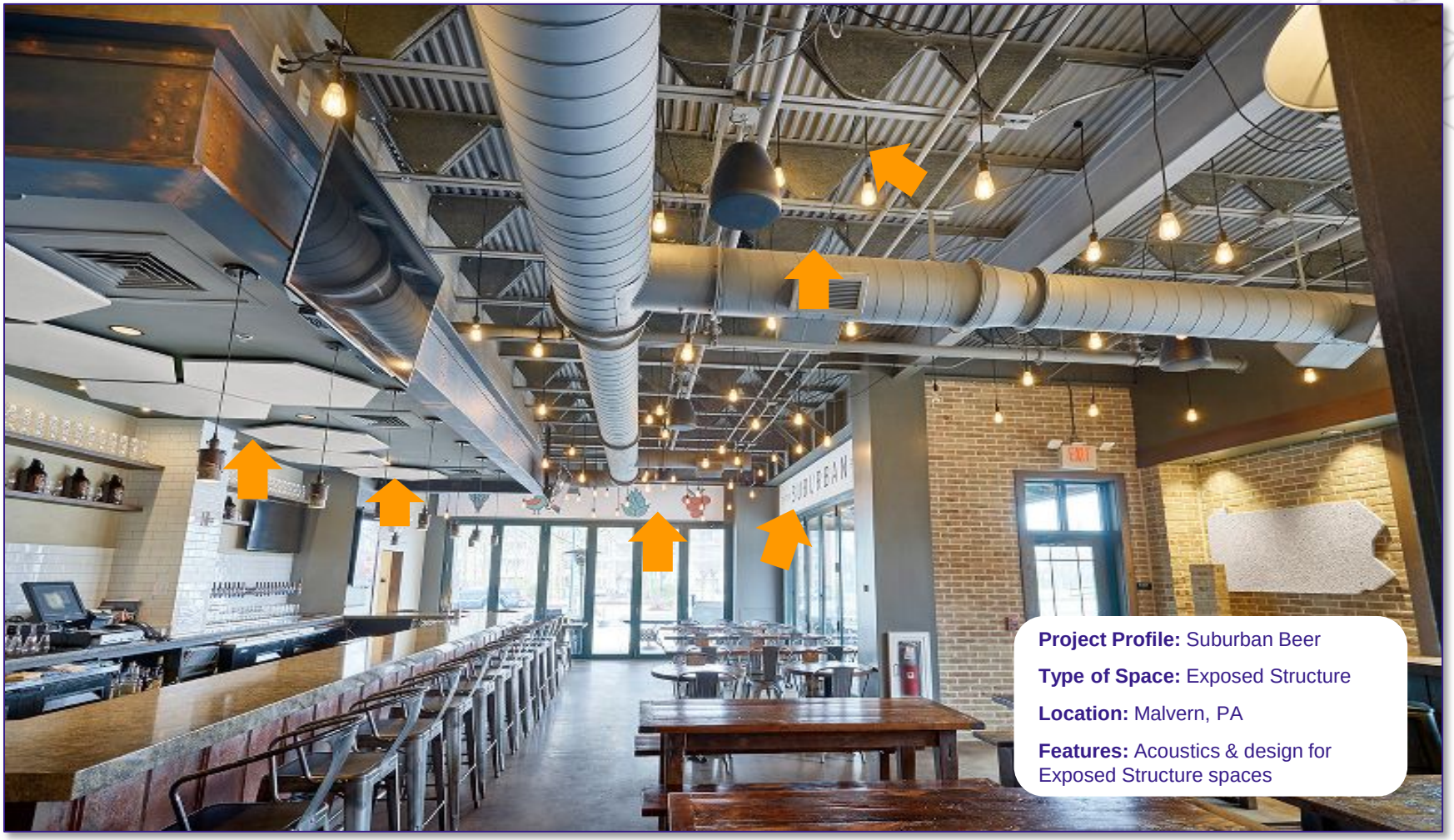
Armstrong WORLD INDUSTRIES



DESIGNFlex adds a never before seen look to mineral fiber ceilings

Armstrong WORLD INDUSTRIES

Exposed Structure Portfolio



Project Profile: Suburban Beer

Type of Space: Exposed Structure

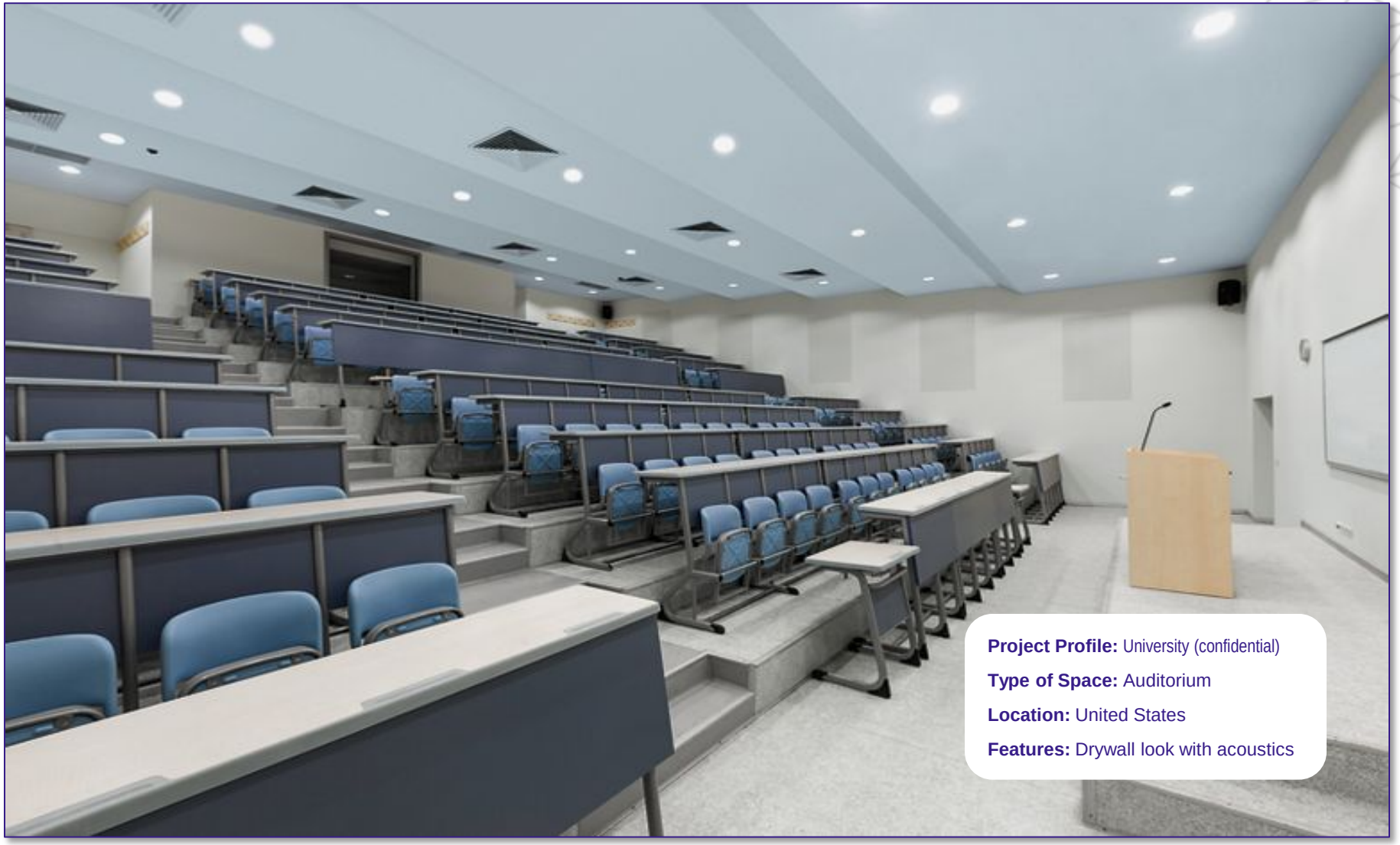
Location: Malvern, PA

Features: Acoustics & design for Exposed Structure spaces

Our Exposed Structure portfolio allows us to enter new spaces

Armstrong WORLD INDUSTRIES

“AcoustiBuilt” - Seamless Mineral Fiber



Seamless mineral fiber gains share from drywall ceilings

Armstrong WORLD INDUSTRIES