

2026
Sustainability
Report

Building for a Resilient Future

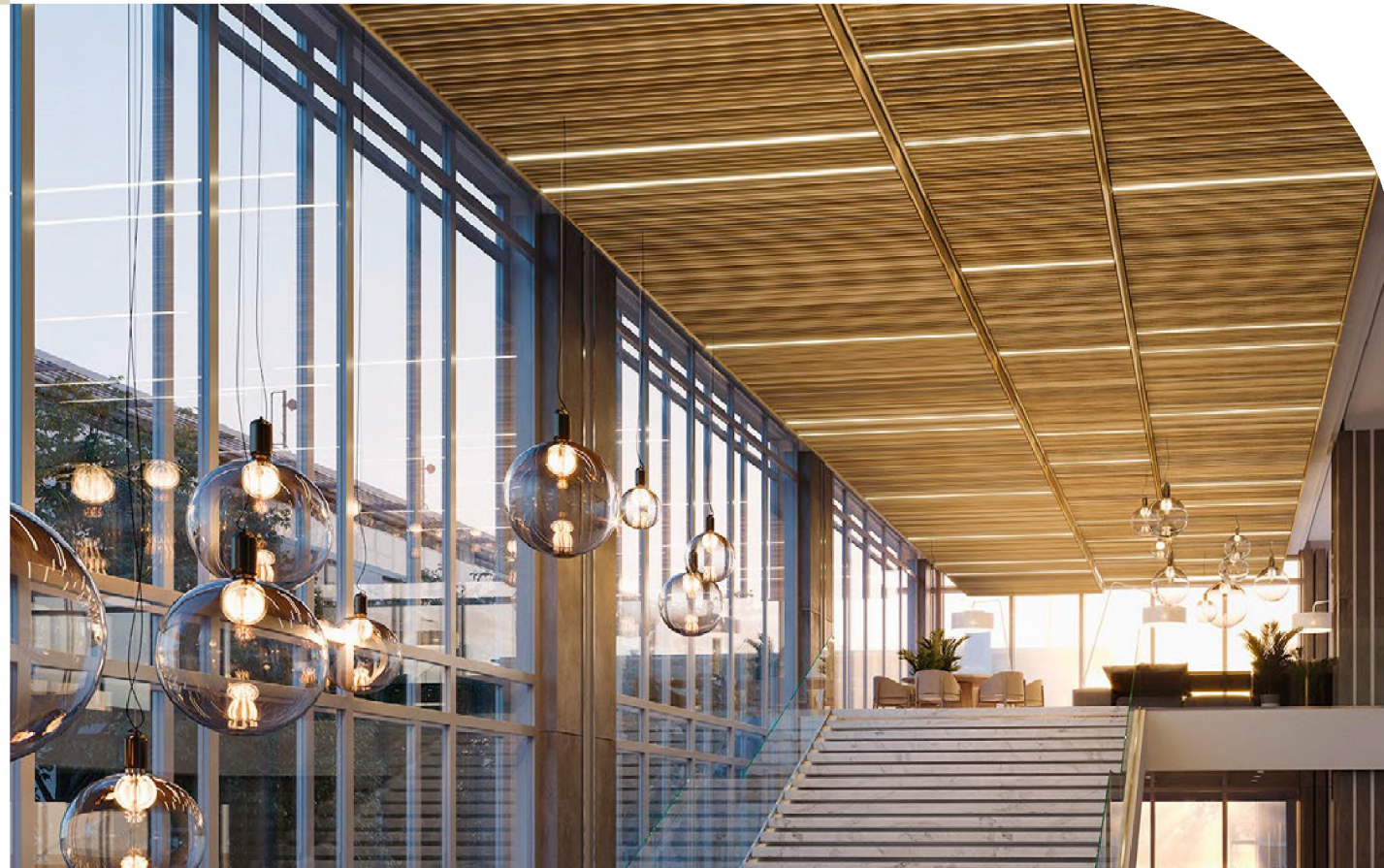


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About Armstrong

For more than 165 years, Armstrong World Industries, Inc. has been a leader in innovative manufacturing, with a focus on market-driven product development and sustainable operations.

We create interior and exterior architectural solutions, including ceilings, specialty walls and exterior products, using materials such as mineral fiber, fiberglass, felt, metal, transluents and wood to enable exceptional design while supporting sustainability and well-being. Mineral fiber ceiling tiles are our core product offering. Our products are used primarily in the sectors of education, office, healthcare, retail, hospitality and transportation.

Our commitment to sustainability is evident in every stage of our operations, from sourcing raw and recycled materials to manufacturing, shipping, distribution, installation and end-of-life processes.

With innovative, design-forward thinking and a deep commitment to quality, we are setting a higher standard for sustainable built environments.

When we refer to “Armstrong,” “AWI,” the “company,” “we,” “our,” and “us,” we are referring to Armstrong World Industries, Inc. and its subsidiaries.

 [Learn More](#)

[Company timeline](#)



A Message From Our President and CEO

For more than 165 years, Armstrong has focused on growing responsibly and building lasting relationships. As I step into the role of President and CEO, I am proud and honored to build on that strong foundation and our proven legacy of innovation, integrity and performance. As we have throughout our history, we remain committed to creating value for our customers, employees, shareholders and communities.

In 2025, we delivered strong performance despite an uncertain market environment, reflecting our ongoing, disciplined focus on innovation and operational excellence. We generated \$1.6 billion in revenue and achieved a 27% operating margin, demonstrating the strength and resilience of our business. Sustainability also remained embedded in our strategy, not as a separate initiative, but as a driver of growth, differentiation and long-term value creation.

At the core of Armstrong's approach is a simple but powerful principle, *Let the Buyer Have Faith*. For generations, this philosophy has guided how we operate, ensuring our customers can trust not only the quality and performance of our products, but also the spirit of integrity in how we operate. This commitment to our customers is based on industry-leading product quality, service levels, innovation, and safe and sustainable operations. Together, these principles shape how we design, manufacture and deliver our solutions. This philosophy also shapes the three pillars of our sustainability program: Healthy and Circular Products, Healthy Planet and Thriving People and Communities.

Looking first at our Product pillar, at Armstrong, we know the need for sustainable solutions in the built environment continues to intensify. Buildings account for a significant share of global energy use and carbon emissions, while demand for efficient, high-performing spaces continues to grow as energy costs rise. Evolving building standards and the expansion of digital infrastructure are further accelerating the need for sustainable, energy-efficient solutions. Together, these dynamics present both a responsibility and a meaningful leadership opportunity for us.

We are addressing this opportunity through continued investment in innovative products and solutions that help our customers reduce their environmental impacts while improving building performance. This report highlights the recent enhancements to our innovative Templok® energy-saving ceiling tiles, which not only increase thermal storage capacity but also eliminate chemicals of concern from the product. Templok is now part of our Sustain® portfolio, which represents Armstrong's most sustainable, high performance ceiling products that meet stringent environmental standards in our industry. Innovative products like Templok and our industry-leading portfolio of low embodied-carbon products uniquely position us to be the supplier of choice for building owners and operators seeking to increase energy efficiency and reduce carbon emissions.

On our Planet pillar, this report updates our progress on efforts to reduce our carbon footprint, conserve water and reduce waste within our operations.

These efforts include implementation of special wastewater processing at our Hilliard, Ohio plant that diverts most of our paint waste from landfill, as well as efforts at our mineral fiber plants to increase recycling efforts. We also report substantial improvements in our renewable energy and carbon emission metrics. These improvements were primarily based on procuring U.S.-based renewable energy credits. Due to shifts in the domestic renewable energy market, these credits are no longer an economically sustainable means to pursue our carbon footprint targets. Moving forward, our focus will evolve to emphasize operational efficiency investments that not only improve our carbon footprint but also provide an economic return on investment.

Our people remain at the heart of everything we do. As part of our People pillar, we are committed to a safety-first culture and continue to strengthen performance across our operations, reducing our OSHA recordable incident rate by approximately 13% from 2024 to 2025. This report also highlights our investments in the growth and development of our employees along with our community engagement efforts and the work of the Armstrong World Industries Foundation. Through the Foundation, we have extended our impact beyond our operations, contributing millions of dollars to support our communities over the last decade.

Looking ahead, we remain focused on advancing and refining our sustainability goals while continuing to integrate sustainability into our daily decision-making. By staying true to our values, investing in



innovation and maintaining a disciplined approach to our investments, we are confident in our ability to make meaningful progress across our pillars while delivering long-term value for all stakeholders.

Thank you for your continued interest in Armstrong and our sustainability journey. By staying grounded in our commitment to *Let the Buyer Have Faith*, we will continue to strive to earn the trust, confidence and loyalty of our customers, employees, communities and shareholders, today and for generations to come.

Sincerely,
Mark Hershey
President and CEO

Our 2025 Sustainability Highlights

Healthy and Circular Products

 \$1.4 billion

in revenue generated from products that contribute to LEED® credits

 77%

of mineral fiber products have Environmental Product Declarations

 Introduced a reuse program for our Turf® brand design materials, expanding our end-of-life solutions beyond recycling

Healthy Planet

 25%

reduction of Scope 1 and 2 (market-based) greenhouse gas (GHG) emissions compared to our 2019 baseline

 100%

of water used in our Mineral Fiber manufacturing is managed with responsible practices, beyond compliance requirements

 Implemented a water processing system to divert paint waste from landfills and reuse more water

Thriving People and Communities

 0.72

total OSHA recordable incident rate, down by approximately 13% from 2024 and below manufacturing industry average*

 \$717,000

donated to local communities and non-profits through the Armstrong World Industries Foundation

 3 out of 3

Improved scores on all three priority areas for employee satisfaction, identified through employee feedback

*Compared with a 2.7 manufacturing industry average. Manufacturing industry average based on the 2024 U.S. Bureau of Labor Statistics data.

Sustainability Management

We work collaboratively inside and outside our company to drive progress in sustainable building practices. We are raising the bar for the building products industry—from materials and design to construction and operation—to shape a more resilient and forward-thinking future.

A crucial aspect of our sustainability efforts is the cultivation of lasting relationships with our employees, customers, shareholders and communities. We work to understand all stakeholder concerns and include their considerations in our decision-making processes.

Governance and Oversight

Our [Corporate Governance Principles](#) and ongoing stakeholder engagement form the backbone of our sustainability program. Sustainability at Armstrong is overseen by the Board of Directors via its Nominating, Governance and Social Responsibility Committee.

Our Board, along with our Executive Leadership Team, continuously monitors and assesses our climate-related targets and progress against them. Our Board also is involved in risk management, which includes periodic assessments of climate-related physical risks and transition risks and opportunities. For more information on these assessments, refer to the [Climate Action](#) chapter of this report and our [Task Force on Climate-related Financial Disclosures \(TCFD\) content Index](#).

Members of our Board periodically receive training to improve their knowledge of sustainability-related matters and receive regular updates from our Sustainability Team.

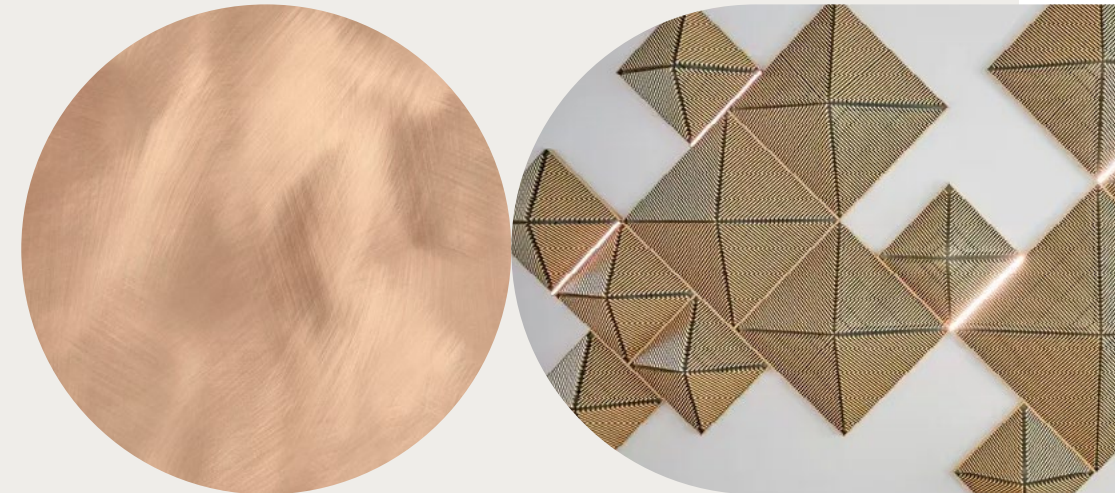
At the executive level, our Senior Vice President, General Counsel, Chief Compliance Officer and Secretary has direct responsibility for sustainability.

Armstrong has a Sustainability Council made up of the company's functional leads that correspond to each pillar of our Getting-to-2030 sustainability strategy described on the next page. The Council coordinates with our Sustainability Team to determine initiatives and advise the business on operational changes to achieve the goals of our Getting to 2030 strategy.

Our materiality assessment

To gain a comprehensive assessment of the sustainability issues that are most important to our company, we rely on a variety of sources, including interviews, rater and ranker analyses, reporting frameworks, competitive benchmarking, Sustainability Accounting Standards Board (SASB) Building Products & Furnishings and Construction Materials Standards and inputs from key stakeholders.

Our latest [materiality analysis](#) was conducted in 2022. The results continue to guide our sustainability strategy and goal setting. We intend to conduct an updated materiality analysis in 2026 to inform our strategy and goals towards 2030 and beyond.



Getting to 2030

Our Getting-to-2030 sustainability strategy consists of nine goals, organized into three pillars. The goals collectively aim to drive progress in sustainable building practices. They have been selected to align with our latest materiality analysis, as well as leading sustainability reporting frameworks.*

Healthy and Circular Products



Sustainably Sourced Products

We aim to create products and solutions from healthy, sustainably sourced materials by eliminating chemicals of concern through sustainable supply chains.†



Circular Products

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



Reduced Carbon and Water Footprints

We aim to make a positive contribution to spaces and the environment by decreasing our products’ carbon and water footprints.

Healthy Planet



Reduced Carbon Footprint

We aim to reduce our GHG emissions and increase our reliance on renewable electricity using targets based on climate science.



Circular Systems

We aim to eliminate waste through innovative manufacturing processes and by creating circular systems from order to delivery.



Optimized Water

We aim to optimize our use of water and contribute to water management and restoration efforts by reducing our reliance and impact on local water systems.

Thriving People and Communities



Safe and Healthy Employees

We aim to cultivate a culture that leads to safe, healthy, fulfilled employees.



Community Engagement

We aim to engage in communities where we operate to make them vibrant places to live and work by strengthening and supporting local programs and fostering impactful relationships.



Diverse and Inclusive Workforce

We aim to develop an inclusive culture and a diverse workforce by fostering an environment where everyone belongs and thrives.

*We also consider how our manufacturing and product design can contribute to global approaches to social and environmental challenges, such as the [United Nations Sustainable Development Goals \(SDGs\)](#).

†“Chemicals of concern” are those that appear on the Living Building Challenge® [Red List](#).

Healthy and Circular Products

The building industry generates approximately 40% of the world’s annual carbon dioxide emissions.* As leaders in the building products industry, we have a unique opportunity to enhance environmental sustainability and human health through the products we create.

Our entire value chain matters when it comes to meeting this opportunity, and with this in mind:

- We consider the full supply chain that leads to our door, starting with how we source the materials used in creating our products
- In design and manufacturing, we continually innovate to improve the performance attributes of our products, including offerings that help customers reduce their emissions and enjoy healthy built environments
- When our customers have finished using an Armstrong product, its reuse or disposal is another opportunity for environmental responsibility



Armstrong ceiling system recognized for behavioral health building standards

The 2025 top building recognition from *Building Design + Construction* honored METALWORKS™ Torsion Spring for Behavioral Health, an Armstrong ceiling system designed to meet the safety and wellness standards of behavioral and mental health facilities, including guidelines issued by the New York State Office of Mental Health.

Each year, the 75 Top Building Products for the U.S. market are selected based on their level of innovation and overall usefulness to the industry.

*Estimate from UN Environmental Programme’s [2023 Building Materials and the Climate: Constructing a New Future](#)

Getting to 2030

Our Goals Toward Healthy and Circular Products*



Sustainably Sourced Products

We aim to create products and solutions from healthy, sustainably sourced materials by eliminating chemicals of concern through sustainable supply chains.

2030 Targets

100%

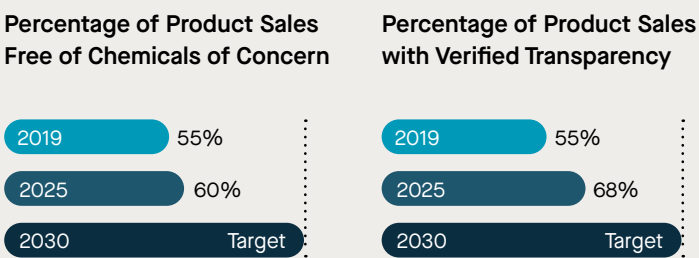
of our products are free from chemicals of concern.

100%

of our products have verified transparency.

100%

of our material sourcing activities are evaluated for social, ethical and environmental performance.





Circular Products

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

2030 Target

50%

of our products have a viable path to be recycled, reused or repurposed.

Strategies include:

- Incorporating circularity into product design
- Optimizing use of recycled materials
- Diverting material from landfills throughout our value chain



Reduced Carbon and Water Footprints

We aim to make a positive contribution to spaces and the environment by decreasing our products' carbon and water footprints.

2030 Targets

↓ 50%

reduction in the carbon footprint of our products, compared with a 2019 baseline.

↓ 20%

reduction in the water intensity of our products, compared with a 2019 baseline.

Product Carbon Footprint[†]
(metric tons CO₂ equivalent)

2019	1,291,000
2025	1,333,000
2030	Target

Product Water Footprint

Tracking underway: Water intensity in Mineral Fiber manufacturing operations (gallons/square foot)

*See the full data set in the [Appendix](#).

[†]The increase in our product carbon footprint since 2019 is a result of several factors, including improved data collection, improved emissions disclosure from our value chain and Armstrong's acquisition of new companies, through which Armstrong takes on their respective products' carbon footprints. See additional information in [Addressing Products' Carbon Footprints](#).

Responsible Materials

Getting to 2030 goal
Sustainably Sourced Products

Getting to 2030 goal
Reduced Carbon and Water Footprints

Armstrong strives to make our products with materials that support human health and circular systems. We also believe that any truly sustainable product must have transparency as a guiding principle. Enabling customers to understand how a product meets their sustainability needs and meeting their expectations for documentation builds trust and contributes to our business success.

Armstrong has responded to the sustainability and performance needs of its customers with innovative solutions, including [Templok® Energy Saving Ceilings](#), which use phase-change materials to passively cool spaces and reduce energy consumption from heating, cooling and ventilation (HVAC) systems.

These material innovations better enable building owners, architects and engineers to design new buildings and retrofits that incorporate energy efficiency from start to finish.

Advancing Templok® to Sustain® Portfolio

Armstrong is eliminating chemicals of concern from products across our portfolio.

In 2025, we expanded the range of products with improved environmental profiles, bringing a greater proportion into compliance with our Sustain® standards.

A substantial development in 2025 centered on our [award-winning](#) ULTIMA® Templok® ceiling tiles, originally introduced in late 2023 and designed to reduce energy use in buildings.

This year, responding to customer requests, we released next-generation Templok®, raising the standard of sustainability and occupant well-being. A new metalized film backer removes PVC, addressing concerns about toxicity.

As a result, Templok® tiles are now part of our Sustain® portfolio of sustainable products, are free of chemicals on the Living Building Challenge® Red List, and continue to support higher Indoor Environmental Quality (IEQ).

85%

of our mineral fiber product sales were free of chemicals of concern

Since 2016: Leading with Sustain®

Armstrong's [Sustain® portfolio](#), launched in 2016, was the first high-performance portfolio of ceiling products to meet the industry's most stringent standards for sustainability. Each product must:

- ✓

Be free of Living Building Challenge® Red List chemicals – also referred to as chemicals of concern – as indicated by Declare® labels
- ✓

Have a Health Product Declaration to provide further transparency on ingredients
- ✓

Be certified for low emissions based on California Department of Public Health standards for indoor air quality
- ✓

Have an Environmental Product Declaration to detail life-cycle impacts like embodied carbon



SUSTAIN®
High Performance Sustainable
Ceiling Systems



Increasing Recycled Content

In the 1890s, our founder Thomas Armstrong turned waste from cork production into a pioneering sound-absorption product, setting the foundation for our commitment to reducing waste and reimagining resources. Today, that legacy has evolved into a comprehensive strategy centered on decarbonization and sustainable product innovation.

Armstrong’s efforts to reduce material consumption and advance circularity include:

- Recycling waste generated during production back into the manufacturing process
- Using recycling streams such as pre-consumer fiberglass
- Incorporating post-consumer recycling streams—such as newspapers and water bottles—to reduce the use of virgin materials

Our approach to our core offering, mineral fiber ceiling tiles, focuses on incorporating as much non-virgin material as possible. To achieve this, we use mineral wool that we manufacture using steel production byproducts, along with recycled paper and recycled ceiling tiles.



Know New Plastic™ product line wins awards

Applying creativity to increase circularity can be found across Armstrong.

Armstrong’s 3form brand recently launched the Know New Plastic initiative, introducing molecular recycling technology to expand the use of recycled materials. By combining molecular and mechanical recycling, 3form is able to achieve 40% recycled content across its entire Varia line.

Molecular recycling is an innovative technology that allows the use of a wider variety of plastic waste, like synthetic clothing fibers, carpet fibers, dense plastic material and single-use packaging. The result is a resin comparable to those made from virgin material – enabling a significant reduction in emissions and diverting more plastic from landfills and the environment.

In 2025, the new line won six product awards, including:

- **Architect’s Newspaper Product Awards** (Editor’s Pick - Finishes + Surfaces - Interior Surfaces)
 - **Architizer A+ Products** (Architectural Products Category)
- **BUILDINGS, Architectural Products, and I+S** (Product Innovation Awards)
 - **Core 77** (Professional Runner-up - Sustainability Category)

40%



1,318

recycled
Varia® panel

plastic bottles
diverted from
the landfill



For every 50,000 lbs of molecularly recycled material, we avoid 10 metric tons of CO₂ emissions. That’s equivalent to the emissions of driving 23,636 miles -- almost one trip around the earth.*

*Estimated by 3form based on supplier life cycle assessment (LCA) data and greenhouse gas (GHG) equivalency factors from the U.S. Environmental Protection Agency (EPA).

Expanding Product Transparency

It is a priority for Armstrong to provide information on potential health and environmental impacts of our products. We conduct product life cycle assessments (LCAs) to understand the impacts of our supply chain and gather data on our manufacturing processes.

We create Environmental Product Declarations (EPDs) wherever possible, which show the carbon emissions and other environmental impacts associated with each product over its life cycle. We are steadily increasing the number of products with EPDs in our portfolio.

We communicate this product information to customers through Armstrong's [Sustainable Product Search Tool](#), our guide to sustainable building options. Available through the Armstrong website, it addresses common questions from architects and designers, and details how Armstrong products contribute to various sustainability standards including LEED®.

These efforts strengthen our relationships with customers by supporting our commitment to product transparency.

Addressing products' carbon footprints:
Assessing life cycle information about our products also supports our efforts to decrease their carbon footprints by helping to locate impact "hot spots" across our value chain, increase efficiencies and find operational changes and innovations to further decouple our production rates from environmental impacts.

For example, we are pleased that our ULTIMA® Low Embodied Carbon ceiling tiles exemplify this ambition. We believe they are the mineral fiber ceiling tiles with the lowest embodied carbon currently available.

Armstrong has set, and continues to work towards, a target of a 50% reduction in the carbon footprint of our products, compared with a 2019 baseline. Recent improvements in our data collection methods and emissions disclosures from our value chain, along with the impact of our acquisitions on the overall carbon footprint of our evolving portfolio of products, have demonstrated the challenges we must navigate to advance our sustainability goals. Given this updated information, we plan to review our approach to ensure that we are pursuing an ambitious yet achievable target, and establishing realistic pathways to achieving it.



Collaborating Across Our Industry

We participate in industry initiatives that reflect our commitment to responsible materials.

- We are a Platinum Sponsor of the [Carbon Leadership Forum](#), supporting a range of efforts to eliminate embodied carbon in buildings, materials and infrastructure.
- Armstrong also supports the [Common Materials Framework](#), which helps the building industry adopt better materials.





[Learn More](#)

[Engaging our supply chain](#)

Performing for Sustainability



Getting to 2030 goal
Reduced Carbon and Water Footprints

Armstrong is developing products and services to meet the need for sustainable, resilient and healthy spaces. These products proactively drive decarbonization and promote cleaner air and thermal comfort.

Saving Energy and Planning for Efficiency

In 2025, we integrated our energy-saving Templok® panels into an energy-modelling software for designers and architects. This helps our customers model energy savings gained from the product through its features that support efficiency and reduce the HVAC load on a building.



Driving LEED® and WELL Building Standard™ Certifications

Armstrong’s ceiling, wall and exterior metal solutions can help building owners earn credits for LEED® certification through the U.S. Green Building Council. The new LEED® v5 requires embodied carbon quantification for all materials and assemblies. Through our EPDs, Armstrong empowers customers to provide this information.

In 2025, the sales we generated through products that contribute to LEED® certification credits accounted for 84% of our revenue – a total of \$1.4 billion – demonstrating the business value of sustainability.

Our Templok® ceiling panels also fit into the thermal comfort portion of the WELL Building Standard™, another important certification program for building owners and operators focused on the impact of the built environment on human health, well-being and productivity.



Collaborating Across Our Industry

Templok® Energy Saving Ceilings are a key part of [Building Better Together](#), an Armstrong initiative focused on industry-wide collaboration to advance sustainable solutions that address public health and climate change challenges.

Armstrong hosts regular Building Better Together roundtables. In recognition of 2025 Energy Awareness Month, our latest roundtable – with almost 200 participants joining the virtual event – focused on energy efficiency in the built environment. Leaders from the building industry discussed energy efficiency as a financial matter across enterprises.

We also advance efficiency through collaborations with designers and architects as they utilize our complimentary ProjectWorks® Design and Pre-Construction Services, which leverages a range of technologies to simplify project plans.



Learn More

Advancing sustainability through
planning with Armstrong’s
ProjectWorks® Design Services



Product Reuse



Getting to 2030 goal
Circular Products

With at least a quarter of the U.S. waste stream coming from building construction and demolition, it is important to Armstrong that our products have a long useful lifespan.*

We incorporate principles of circularity into design processes, making it easier to repair, refurbish or upgrade our products in the field, and ensuring they can be reused, repurposed or recycled at end-of-life.

In 2025, we implemented a reuse program for products within Armstrong’s Turf® brand of design materials – ensuring that they can be used for the full extent of their potential before being discarded. Our returned or surplus products can now be rehomed to give them a second life and reduce waste through donations, like those made to a community music center in Chicago, shown here.



The BandWith Community Performing Arts Center is the new home of surplus and returned Armstrong products.

*Estimate from [Zero Waste Design](#)

Recycling construction waste since 1999

The centerpiece of our circularity efforts is our Ceilings Recycling Program, the first program in the nation to encourage customers to return used ceiling tiles for recycling into new products.

The program collects discarded ceilings, processes them at Armstrong facilities and transforms them into new panels with higher recycled content. Now over 25 years old, the program has had a big impact on construction waste, diverting over 223 million square feet of material from landfills. That amount could fill 270 Madison Square Gardens.

This circular system reduces carbon, conserves resources and helps customers meet their waste diversion goals.

We continue to enhance the program, aiming to further reduce our reliance on virgin materials and conserve natural resources.

223 million

square feet of discarded ceiling materials
diverted from landfills since 1999

Used ceiling materials are
returned for recycling.



Collaborating Across Our Industry

We work to develop the partnerships and infrastructure that enable more circular systems in the building industry.

Armstrong is a supporting sponsor of the [Construction & Demolition Recycling Association](#) (CDRA) - the only national trade association that promotes recycling of construction and demolition materials, with the goals of reducing waste, reclaiming valuable materials, finding profitable end markets and driving a more circular economy. In addition to annual sponsorship, we support the CDRA’s work through ongoing collaborations.



Healthy Planet

Appreciating our responsibility for the environment has always been a part of Armstrong’s identity. We take a comprehensive approach to environmental stewardship, embedding sustainability goals into our business strategy and processes in keeping with our purpose as a company.

We have identified our Mineral Fiber manufacturing as the most resource-intensive aspect of our operations as it accounts for the majority of our water and energy consumption. Mineral Fiber operations, therefore, are the center of our targets and strategy for achieving them.

In 2025, we launched innovative processes to reduce our environmental footprint, which also generated cost savings and increased our productivity. By demonstrating business value, we are able to operate with sustainability at the core of investment decisions and find inspiration for our next innovations.



Second year in a row as one of America’s Greenest Companies

In December 2025, we were named one of America’s Greenest Companies for 2026 by Newsweek for the second year in a row. The ranking reflects analysis of data from both public and private companies operating in the U.S. Companies are eligible only if they meet the European Union’s stringent sustainability criteria.



Getting to 2030

Our Goals Toward a Healthy Planet*



Reduced Carbon Footprint

We aim to reduce our GHG emissions and increase our reliance on renewable electricity using targets based on climate science.

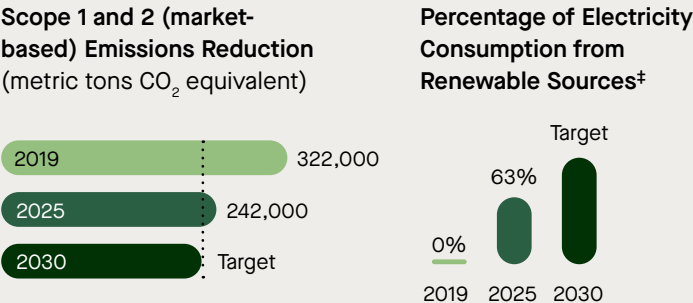
2030 Targets†

↓ 30%

reduction in absolute Scope 1 and 2 GHG emissions compared with a 2019 baseline.

100%

of our electricity needs are sourced directly or indirectly from renewable electricity.





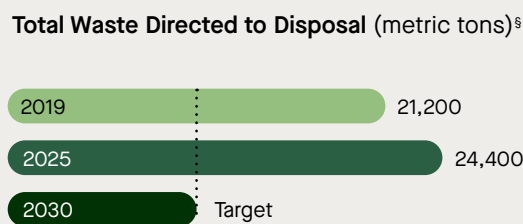
Circular Systems

We aim to eliminate waste through innovative manufacturing processes and by creating circular systems from order to delivery.

2030 Target

↓ 50%

reduction in absolute waste from our operations compared with a 2019 baseline.





Optimized Water

We aim to optimize our use of water and contribute to water management and restoration efforts by reducing our reliance and impact on local water systems.

2030 Target

100%

of our water management practices include measures designed to minimize usage and environmental discharge.

Strategies include:

- Enhancing water efficiency and increasing water recycling, especially in Mineral Fiber operations
- Conducting routine water assessments to find opportunities for greater efficiency and ensure regulatory compliance
- Reusing water to reduce local water consumption
- Regularly assessing exposure to water stress

Water Management Practices:

100%

of the water used for our Mineral Fiber operations is covered by water management practices that exceed compliance requirements. In 2025, this accounted for 96% of our total water use overall.

*See the full data set in the [Appendix](#).

†See additional information on our GHG emissions and energy targets in [Climate Action](#).

‡The percentage being reported is what we procure, not what is already on the grid.

§The increase in waste volume since 2019 is a result of several factors, including renovations to our facilities, clean-up of waste material stored from previous years and Armstrong's acquisition of new companies.

Resource Management



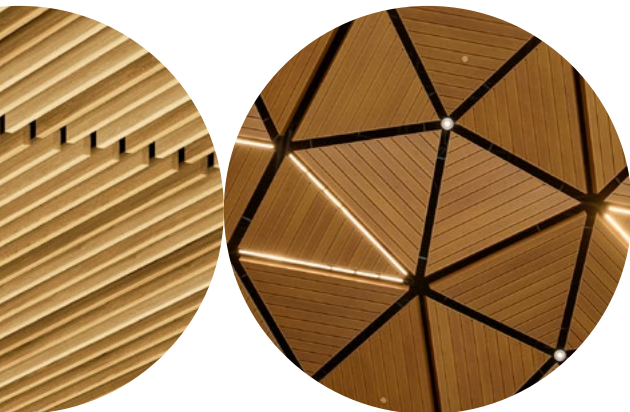
Getting to 2030 goal
Optimized Water



Getting to 2030 goal
Circular Systems

Armstrong recognizes that we cannot have a healthy tomorrow without thriving ecosystems. As our operations use natural resources, it is a business need to protect the resources on which we depend. We are committed to mitigating environmental impacts associated with our operations and being good stewards of nature.

Our strategy for managing natural resources focuses on reducing waste and saving water.



Conserving Water

We track water intensity in our manufacturing operations, specifically looking at gallons per square foot for our Mineral Fiber operations (our most water-intensive operations) and are continuously exploring opportunities to reduce the amount of water we use.

We are conscious of water stress in regions around the U.S. and the world. Our more water-intensive operations are located in regions that are classified as having low to medium levels of water stress. This strategic positioning underscores our commitment to sustainable water management and minimizes our impact on high-stress water regions.

Armstrong's water stewardship initiative covers the sites where we produce mineral fiber products, which account for 96% of our water usage. Each site conducts structured water risk assessments. Using tools like the World Resources Institute's [Aqueduct Water Risk Atlas](#), each plant has identified opportunity areas and is pursuing action plans to save water in its day-to-day processes.

An example of our plants' water-conservation initiatives comes from our Hilliard, Ohio plant. In 2025, we received a grant from the Hilliard Development Corporation (HDC) to support the implementation of a specialized processing system known as Vibratory Shear Enhance Processing (VSEP). This system has allowed us to divert a majority of our paint waste from landfills by converting colored paint to paint solids and water using reverse osmosis. Only the filtered paint particles are sent to landfills, and the treated water can be reused in manufacturing processes or discharged to the municipal water system.

By using the VSEP system, the plant has successfully decoupled production volume from water use; water usage has remained flat as production volumes have increased, amounting to a significant reduction in water intensity.

Employees at our Tectum lamination facility in Hebron, Ohio played a key role in developing the VSEP filtration process and will also benefit from its capabilities as they work toward water optimization targets. Learnings and insights from the VSEP project have been shared with our other plants as they look to continually improve waste and wastewater management.

Our Hilliard, Ohio plant was featured for its innovation by the National Association of Manufacturers, when the site hosted the 2025 State of Manufacturing Address.



NAM President and CEO Jay Timmons speaks at Armstrong's Hilliard, Ohio plant.

Photo by David Bohrer /
National Association of Manufacturers

Reducing Waste

To divert more waste from landfills, we are exploring creative ways to increase recycling. Our initiatives are intended to support long-term environmental and cost benefits as adoption expands across the organization.

At our plant in Marietta, Pennsylvania, we partnered with our vendor that provides laminates, performance films and coated fabrics for Armstrong manufacturing processes. These processes result in leftover vinyl scrim sheet. Through our partnership, we are now able to send leftover input materials, along with their packaging materials, back to our vendor for recycling at no cost to Armstrong. This initiative exemplifies how strategic collaborations and thoughtful resource management can lead to substantial benefits for both the environment and the bottom line.

Across our waste streams, we make every effort to reduce and recycle. For example, our Marietta plant has increased the amount of packaging waste being recycled thanks to an investment in three state-of-the-art balers that efficiently compact cardboard waste, reducing the volume and making it easier to recycle. We also reuse wooden pallets throughout their useable lifespan and then return them to vendors to repurpose the wood. Our focus on wasting less across all aspects of our work reflects our culture of aligning our operations with conserving resources.

Climate Action



Getting to 2030 goal
Reduced Carbon Footprint

Armstrong recognizes that impacts of climate change are increasing, creating real risks for people and the environment. As a responsible company, we are committed to mitigating these risks and ensuring business continuity by focusing on energy efficiency and emissions reduction.

Mitigating Emissions

For several years, Armstrong has worked to make progress against two targets to reduce our GHG emissions by 2030:

2030 Targets

 30%

reduction in absolute Scope 1 and 2 GHG emissions, compared with a 2019 baseline

100%

of our electricity needs are sourced directly or indirectly from renewable electricity

To achieve these goals, we make continuous efforts to:

- Reduce energy consumption through operational efficiency and product design
- Reduce emissions from natural gas combustion by using more efficient manufacturing equipment
- Increase the share of renewable electricity in our overall energy consumption

In 2025, we substantially increased the percentage of our electricity consumption that comes from renewable sources and reduced our Scope 2 (market-based) GHG emissions. These improvements were in part attributable to our purchase of U.S.-sourced renewable energy credits. We are also implementing efficiency projects across our operations and tracking their impacts on our energy use and GHG emissions.

Since we first established our 2030 targets, several conditions have changed, such as an expanded scope for our company following acquisitions, shifts in the domestic renewable energy market, persistent technological limitations for manufacturing processes, and updated data collection from our operations.

These changes pose challenges to our achieving the planned reductions in our Scope 1 and Scope 2 emissions. We are committed to advancing our sustainability goals by establishing realistic targets and effective strategies for achieving them. As a result, we plan to review our emissions and energy targets, and will continue reporting on our progress.

Ongoing attention and oversight from our Executive Leadership Team and Board of Directors support our strategy and investments in these efforts. It is a priority for Armstrong to pursue our climate strategy with integrity, to bring appropriate rigor to both measuring our impacts and setting targets for improvement, and to operate with transparency for our stakeholders.

Managing Climate Risk

Armstrong proactively manages climate-related risks as a type of business risk. Our approach includes periodic assessments of both physical and transition risks and opportunities.

Physical risks: We have assessed Armstrong’s exposure to chronic and acute physical hazards including temperature extremes, coastal flooding, wildfire and water stress. Our 2023 study considered these hazards under two scenarios – moderate emissions and high emissions – in ten-year intervals from the 2020s to the 2090s.

Transition risks: Our climate-related transition risks assessment, conducted in 2025, looked at the company’s exposure to policy, market and reputational risk, considering evolving legislation and regulations, impacts on Armstrong’s suppliers and customer sentiment. The study assessed these risks under three scenarios from the International Energy Agency that consider contexts of low, moderate and high carbon pricing. On the opportunities side, we covered the areas of resource efficiency, energy source, products and services, markets and resilience.



The information and insights we derive through these assessments inform Armstrong’s risk mitigation and management efforts, as well as our sustainability and business strategy. We are committed to remaining resilient and competitive as the world adapts to the increasing impacts of climate change.

Armstrong aligns its disclosures on climate risk and other climate-related information with leading corporate disclosure standards, including the Global Reporting Initiative (GRI), SASB Standards and TCFD. Related content indexes and tables are available in the [Appendix](#), beginning on page 26.

Environmental Compliance and Stewardship

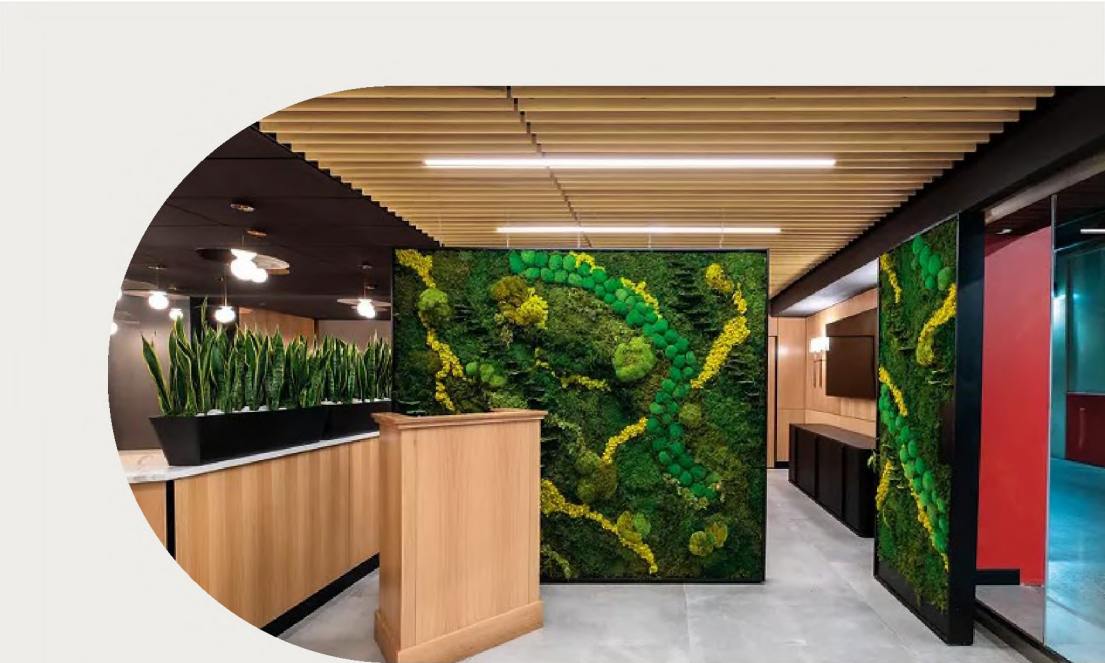
Armstrong is dedicated to succeeding in an environmentally responsible manner. Our operations place environmental compliance alongside worker safety as leading concerns in both our daily processes and our long-term decision-making. We are committed to meeting all requirements for environmental permits and complying with applicable laws and regulations designed to protect the environment from potential impacts from manufacturing, and we have a strong record of doing so. We pursue ongoing adaptation to regularly meet such obligations in the present as well as to respond to historical environmental challenges.

Every Armstrong business unit, with oversight from our Environment, Health and Safety (EHS) Department, is accountable for following our policies and procedures, ensuring compliance and

upholding environmental standards. This includes maintaining an environmental requirements calendar, monitoring compliance and periodically reviewing environmental performance through internal audits and compliance reviews.

Our program also mandates that all environmental-related incidents or non-compliance conditions be appropriately reported and documented. Each Armstrong facility must comply with the company's and site-specific incident management plans and develop emergency plans in consultation with the EHS Department.

Whenever we increase our physical footprint, we remain committed to environmental compliance and strengthening our stewardship of natural resources.



Thriving People and Communities

At Armstrong, we believe that listening to and supporting our employees is essential to driving innovation, operational excellence and customer satisfaction.

We are devoted to creating a workplace where collaboration and growth go hand-in-hand. We encourage people to develop their skills, contribute their ideas and reach their fullest potential.

The dignity and respect with which we treat our people, our customers and our communities is deeply rooted in our over 165-year history, and today it fuels recruitment, retention and alignment with the current and future workforce, all helping us to continue creating spaces where people can thrive.



Aubrey VanHorn was honored at the Women MAKE Awards Gala in Washington, D.C.



Plant leader wins 2025 Women MAKE Award

Armstrong’s Aubrey VanHorn was named a Women MAKE America Honoree by Women MAKE America and The Manufacturing Institute.



Aubrey is the first woman to hold the role of Assistant Plant Manager at our Macon, Georgia plant, where she led Armstrong’s adoption of a local recycled paper supply. Her initiative has resulted in saving over \$2 million annually, diverting waste from landfills, and strengthening local industry partnerships.

Getting to 2030

Our Goals Toward Thriving People and Communities



Safe and Healthy Employees

We aim to cultivate a culture that leads to safe, healthy, fulfilled employees.

Targets

- Employees are offered tools and resources to improve their financial, physical and mental health and well-being.
- Employees are offered learning and development opportunities annually.
- Workplace safety scores improve year over year, while we strive to have zero workplace injuries.
- Employees are offered at least a fair wage, to be defined as competitive total rewards based on position and location.



Community Engagement

We aim to engage in communities where we operate to make them vibrant places to live and work by strengthening and supporting local programs and fostering impactful relationships.

Targets

- Locations are formally engaged in local community outreach.
- Employees are offered opportunities to actively engage in their communities on an ongoing basis.
- Community engagement scores improve year over year.



Diverse and Inclusive Workforce

We aim to develop an inclusive culture and a diverse workforce by fostering an environment where everyone belongs and thrives.

Targets

- Employees receive training or engagement on diversity and inclusion topics.
- Locations have a diverse and representative workforce.
- Employees have safe opportunities to share views.

Safety, Health and Well-being

Getting to 2030 goal
Safe and Healthy Employees

At Armstrong, the health and safety of all employees is our top priority. In order to create work environments in which well-being comes first, we foster a culture of safety that engages everyone in this shared responsibility.

We use a safety management system – covering 100% of our employees – to build processes and procedures aimed at achieving zero workplace injuries, and then to track and review our progress. We promote safety awareness from every employee's first day at Armstrong through mandatory training, and we continue the learning process daily by sharing safety tips – not only at daily production meetings but also at most meetings company-wide.

We have achieved steady year-over-year decreases in our rate of recordable incidents since 2022. In 2025, our rate was 0.72, which is below industry average.*

Reaching New Safety Milestones

Our safety performance is a team effort; we ask all employees to take initiative in addressing emerging risks and improving safety in their workplaces. As a result of putting safety at the forefront, in 2025 operational teams at Armstrong have achieved safety records for multiple years running.

For example, our plant in Marietta, Pennsylvania celebrated a full year without an OSHA-recordable injury. This achievement is the result of the safety-first mindset of the plant's Leadership Team and its approximately 350 employees who worked all year to strengthen risk assessments, prioritize safety conversations and address hazards proactively. Among their focused efforts, the Team used lagging indicators to highlight key hazards, used the safety recognition program to engage team members, and executed more actionable items during monthly safety meetings.

Boosting safety through collaboration

Employees at our Macon, Georgia plant received on-site training in critical regulations and best practices for protecting workers, the environment and public health, with help from the EHS specialist at the Marietta plant.

- The Resource Conservation and Recovery Act training focused on managing hazardous waste so it is handled, stored and disposed of safely.
- The Department of Transportation training addresses how to transport hazardous materials safely and legally to reduce the risk of accidents and ensure public safety.

Supporting the Full Spectrum of Wellness

Well-being is more than the sum of health and safety. Our wellness program provides resources to care for employees' physical, mental and financial health. Our Employee Wellness Team works closely with our employee resource groups (ERGs) to offer wellness screenings and friendly competitions, educational workshops and a regular newsletter dedicated to supporting every employee's well-being.

An employee assistance program through AllOne Health provides free, confidential services for employees and their families. Services include 24/7/365 mental health sessions, life coaching, financial wellness, legal referrals, medical advocacy and information on childcare, eldercare and petcare.

In 2025, we introduced new wellness-related offerings for employees, like our wellness fair, workshops on emotional intelligence and a new pickleball court at our Lancaster, Pennsylvania campus.

The Macon plant received training from Marietta colleagues in protecting workers, the environment and public health.



*Compared with a 2.7 manufacturing industry average. Manufacturing industry average based on the 2024 U.S. Bureau of Labor Statistics data.

Belonging and Community Engagement

 Getting to 2030 goal
Diverse and Inclusive Workforce

 Getting to 2030 goal
Community Engagement

Armstrong is deeply committed to building an environment where employees are welcomed, valued, respected and empowered. Doing so unlocks the creative potential of our teams, supports deeper collaboration and results in better decision-making.

We believe that true belonging is inclusive and expansive. Armstrong has several active ERGs that are a driving force for our culture of belonging. They organize educational panels and community-building events. In addition, we work beyond Armstrong’s walls to engage the communities we are part of and to share our resources.

Bolstering Belonging ERGs at Armstrong

Armstrong’s volunteer-driven ERGs are the backbone of our culture of belonging. They provide vibrant communities where people can be their whole selves at work.

In 2025, the Armstrong Queer Unity Alliance (AQUA) hosted a virtual workshop on supporting LGBTQ+ loved ones, designed for parents, friends and allies, with facilitation by [Safety is for Everyone](#). AQUA amplifies Armstrong’s culture of belonging by promoting development, well-being and empowerment for members.



Armstrong ERGs welcomed employees to the 2025 Wellness Fair.



Our BOLD (BIPOC Organization of Leaders and Doers) ERG held a lunchtime talk with a minority small business owner in the building materials industry. Attendees learned about his experiences, challenges and growth as a Black entrepreneur. Honoring our collective aspirations was a special way to mark Juneteenth.

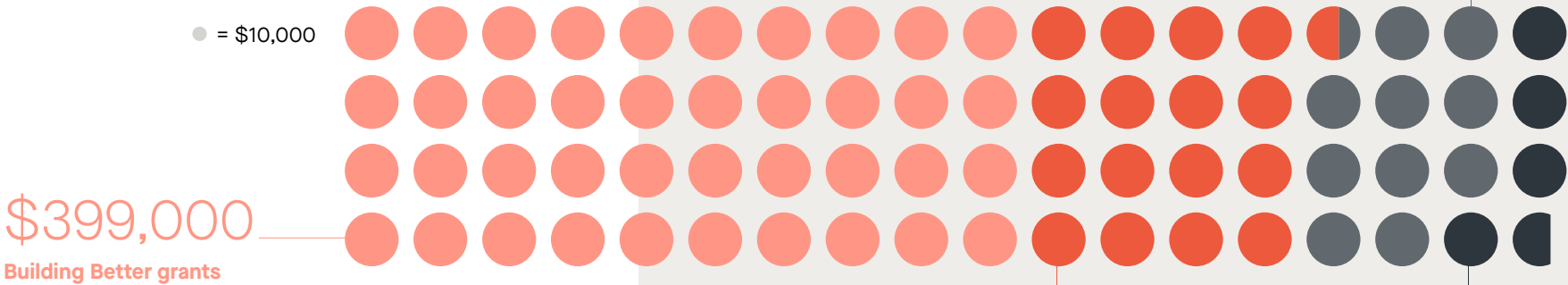
Our other ERGs include AWARE (Armstrong Women Achieving Real Excellence) and our newest group, EMERGE (Empowering and Mentoring Emerging Professionals for Growth and Excellence).

Everyone at Armstrong is welcome at ERG events, which aim to educate and engage as many people as possible to widen the sense of belonging for all employees. Employees can learn about our ERGs and their activities through the LinkedIn “Life at Armstrong” website and the [Diverse and Inclusive Workforce page](#) of our website.

Engaging Our Community

We have expanded our community engagement and charitable donations in deliberate ways to increase Armstrong’s positive impact wherever we operate. Armstrong’s people are actively engaged in making meaningful contributions in the communities where we live, work and serve as a major employer.

Since its founding in 1985, the Armstrong World Industries Foundation (the Foundation) has contributed millions of dollars to projects across the United States, building better and stronger bonds with the cities – and people – we serve. The Foundation supports our employees to volunteer and fundraise for organizations and issues that matter to them. It also makes a variety of monetary and in-kind donations each year. In 2025, the Foundation donated a total of \$717,000 in grants.



Each year, the Foundation awards Building Better grants in the communities where we operate, with a vision of elevating the role of design and buildings in people’s lives. These grants support maintenance and renovations for non-profit organizations, particularly those that focus on early childhood education, underserved children and other community members most in need.

In 2025, the Foundation awarded nearly \$400,000 in Building Better grants. Key grants supported organizations working to make Lancaster, Pennsylvania more vibrant and connected by expanding shelter capacity and supporting essential services like food, education and environmental health.

2025 financial giving

\$105,000

Plant grants

The Foundation supports Armstrong production sites around the country to make financial donations in their own communities in connection with employee interests and local needs.

Among our plant-led grants in 2025, our Arktura subsidiary in Carson, California selected Mychal’s Learning Place, which provides support training and opportunities to youth and young adults with developmental disabilities. They also contributed to Architecture for Communities Los Angeles, an organization dedicated to enhancing public appreciation for architecture and design through education, outreach and community engagement.



Arktura leaders present a \$5,000 donation to Mychal’s Learning Place.

\$167,000

Other community grants

The Foundation makes annual contributions to United Way in all of our plant communities, along with funding for essential services and emergency relief for employees.

\$46,000

Employee grants

The Foundation’s Workplace Giving program, introduced in 2022, provides an easy-to-use portal where employees can access matching funds to support a wide range of organizations. Employees can request a matching gift up to \$500 from the Foundation each year.

Volunteering

Through the Foundation, our Workplace Giving program helps employees find meaningful volunteering opportunities. The Foundation also provides a financial match to the organizations that correspond with employees’ volunteer time, for up to \$250 per employee in a calendar year.

In 2025, members from our Zahner subsidiary brought their skills, time and energy to a construction project for Habitat for Humanity’s Women Build initiative in Kansas City, Missouri. This project supported providing safe and affordable housing for families in need, especially those led by single mothers.

In Lancaster, United Way’s annual Week of Caring brought Armstrong employees into the community. We provided hands-on help to local non-profit organizations with projects like yard cleanup, inventorying furniture stock, creating festival props and prepping a hot breakfast for a hungry crowd. Our volunteers stepped in with energy and enthusiasm so staff could stay focused on providing their vital services.

Talent Development



Getting to 2030 goal
Safe and Healthy Employees



Getting to 2030 goal
Diverse and Inclusive Workforce

Retaining and developing our people is a critical area for Armstrong, especially amid high competition for talent. We focus on career development, specialized training on emerging types of work and improving open communication between employees and managers – alongside fostering a culture of belonging and inclusion. This equips people with the skills to succeed and builds a pipeline of talent ready to contribute to the industry.

Opening Learning Pathways to Everyone

Armstrong offers an expansive set of learning resources to our employees, particularly by taking advantage of online technologies. In 2025, we worked proactively to foster a learning culture at Armstrong.

For new managers: For people stepping into leadership roles, we offered training in topics relevant to new managers. Participating employees met three times during the year to deepen their collaboration and their learning in areas like strategy and operations, safety, finance, talent acquisition, compensation, employment law, difficult conversations, building trust and inclusive leadership.

For teams: We conducted team-building sessions following the DiSC® method, which explores behavioral styles. Participating teams included Capital, Digital Marketing, Turf Operations, Human Resources and Sales. Our summer interns received the training as well.

All employees: We offer customized learning and development resources through LinkedIn Learning. This ensures that tools and roadmaps for growth are accessible to all employees, not only managers or high-potential staff. Armstrong employees completed 1,107 courses in 2025 covering skills in project management, AI, leadership and spreadsheets.

Also in 2025, Armstrong launched the Pathways Program, an internal initiative that supports panel discussions and other events to enable networking and explore timely topics in professional development.

Our investment in career development also includes regular discussions between employees and supervisors on their growth and their goals. Through regular employee surveys, we identified a desire for robust career discussions, and we issued an enterprise-wide directive that these should take place each year. As a result, an increased percentage of employees reported having development discussions with their supervisors in 2025.

Adopting Artificial Intelligence Responsibly

Armstrong thrives on our culture of innovation and productivity, and new technologies and tools are part of what feeds this culture. When it comes to artificial intelligence (AI), we are supporting our employees to make use of tools that enable their own creativity and efficiency. We have an AI training curriculum, which we continue to expand, and are building the skills to stay ahead in a competitive landscape as technology evolves and AI revolutionizes industries.

Armstrong also offers training to ensure employees are familiar with our governance framework for using AI in their everyday work. We maintain an AI Reference Center and have established a cross-functional team to support the adoption, training and communication of AI at Armstrong through employee training for responsible and compliant use of AI.

Armstrong's AI governance framework promotes the responsible, transparent use of AI, including monitoring for accuracy and fairness, maintaining human oversight and the protection of business data and intellectual property.

Employees attend a training on AI and communications.



Building a Future-Ready Workforce

Armstrong prides itself on being a major employer in our communities and is committed to workforce development beyond our own walls.

In 2025, we hosted a quarterly session for Career Ready Lancaster!, which is a partnership between local businesses, educators and non-profit organizations to support the development of a better workforce and stronger local economy. The event featured a speaker on supporting and engaging young people to find careers where they can thrive. We also hosted the Lancaster Chamber’s 2025 Professional Women’s Forum.

We partner with local schools and universities to create opportunities at Armstrong through apprenticeships. When we incorporate students in our manufacturing work, we’re not only equipping them with skills to succeed, but building a pipeline of talent ready to contribute to our industry.



Employee Engagement

To build strong relationships with our employees, we prioritize communication and two-way engagement, and we follow employee feedback with tangible action. Regular opportunities to voice input or concerns to management include routine site assessments and touchpoints, grievance mechanisms, roundtable discussions, regular training in positive labor relations and employee surveys.

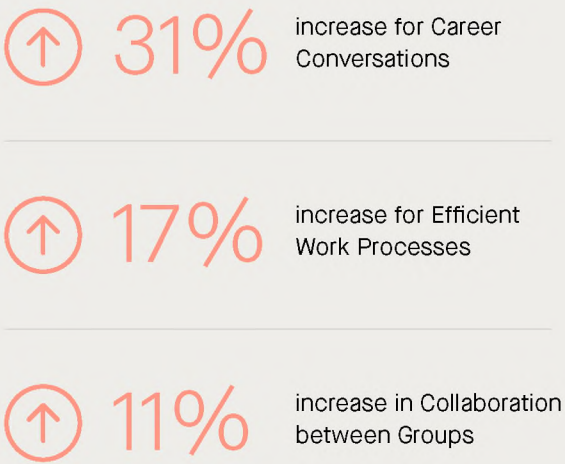
Our employee survey takes place every two years to assess satisfaction and engagement. After the 2023 survey, we selected three action areas where we invested particular effort: career conversations, efficient work processes and collaboration between groups.

Community members attend 2025 Professional Women’s Forum at Armstrong headquarters.

The 2025 survey showed improvement in all three areas. Also in the 2025 survey, response rates rose, and employees reported perceived improvement in the areas of growth/development and culture/values.

Overall, Armstrong employees value the company’s strong emphasis on colleagues, teams and a positive culture, and highlight the supportive environment, including flexibility and work-life balance.

Armstrong employees attend the Career Ready Lancaster! event.



Appendix

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Our Governance

Corporate Governance

Since Armstrong’s founding in 1860, our strong corporate governance structure and philosophy have championed stakeholder interests. To maintain accountability, our Board, Board committees and individual Board members undergo annual evaluations of effectiveness.

Enterprise Risk

Our risk management process is overseen by the Board and Audit Committee and led by the Internal Audit Team. An internal risk council, composed of executive leaders from several business segments, identifies and develops risk mitigation measures. See also the **Risk Factors** section of the Company’s [2025 Annual Report](#) for more information.

We monitor both physical and transition-related climate risks as part of our enterprise risk management process. Additional details on this process can be found in the **Climate Action** chapter and our TCFD index.

Ethical Policies and Practices

Across every aspect of our business, we maintain high ethical standards and expect that our employees uphold them. We support this through our [Human Rights Policy](#), [Code of Business Conduct](#), subject-specific policies, culture of compliance and open communication.

Comprehensive Compliance Oversight

Allegations of non-compliance with our policies and Code of Business Conduct are investigated and tracked by the Legal and Compliance Team. A Company Compliance Council, composed of representatives from various business segments, regularly reviews corporate policies to ensure compliance with current laws. All complaints and concerns that our Compliance Team receives are regularly reported to the Audit Committee.

Investing in Compliance Training

All employees receive Code of Business Conduct training on workplace behavior, including anti-harassment. Employees in sensitive areas also receive periodic anti-corruption and/or antitrust training. Our Compliance Team continuously evaluates industry developments, and we host regular employee refresher courses to uphold current best practices.

Acquisitions

Any companies we acquire undergo due diligence and risk assessment processes and are integrated into our regular training cycle on ethical behavior.

Political Engagements

We comply with all legal requirements related to lobbying activities and obtain approval from the Legal Department before contributing any funds or resources to political candidates or parties.

Protecting Privacy

We take compliance with privacy laws seriously and have strict policies to collect, process, transfer, handle and access personal data for our employees, customers and stakeholders. We also conduct regular staff trainings and perform risk assessments for third-party cloud providers to ensure that they meet our high standards for data privacy and protection. For more detail, see our [Privacy Policy](#).

Safeguarding Against Cyber Threats

As cybersecurity rapidly evolves, so do our safeguards. We have a comprehensive cybersecurity program that includes detailed policies, educational tools and a dedicated Incident Response Team. We also hold regular awareness events as an ongoing prevention measure.



- Corporate Governance Codes & Policies
- Armstrong World Industries Board of Directors
- Armstrong World Industries Board Committees
- Corporate Governance Principles

Human Rights

Our dedication to human rights is a crucial way we contribute to overall employee and community well-being. 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.

Our [Human Rights Policy](#) and [Code of Business Conduct](#) explicitly reinforce our commitments to creating safe, productive workplaces free of human rights violations. We passionately uphold individuals’ inherent, undeniable rights to live and work freely.

Armstrong also submits to the appropriate regulatory body a [Modern Slavery Report](#), which details the steps taken by our applicable subsidiaries to prevent forced labor or child labor from being used in our business and supply chains.

Supply Chain

By implementing sustainable practices at each step of our supply chain, we’re working to minimize our environmental and social impacts—including mitigating potential impacts on human rights, labor and corruption—and encouraging a practical response to climate change, deforestation and biodiversity crises. With most of our suppliers based in North America, we can engage locally and foster strong partnerships.

Armstrong expects our suppliers to uphold high standards of business ethics and responsible practices, with the aim that the materials and services they provide align with our commitment to environmental stewardship, including to mitigate environmental impact and contribute to global efforts to combat climate change. When procuring raw materials, we prioritize sustainable products like bio-based and recycled products.

Social responsibility is equally important to us. We prioritize fair labor practices, safe working conditions and respect for human rights throughout our supply chain, as outlined in our Human Rights Policy. We also have a [Conflict Minerals Policy](#), which outlines our aim to avoid knowingly buying conflict minerals that contribute to human rights abuses in conflict-affected regions.

These expectations are detailed in our [Supplier Code of Conduct](#). Through monitoring and due diligence processes for our supply chain, we contribute to the well-being of workers and communities worldwide.



About this Report

This is our sixth annual Sustainability Report. We have prepared this report with reference to the Global Reporting Initiative (GRI) Standards and in alignment with the Sustainability Accounting Standards Board (SASB) Building Products and Furnishings and Construction Materials Standards and the Task Force on Climate-related Financial Disclosures (TCFD). Related content indexes and tables are available beginning on page 35.

This report also serves as Armstrong World Industries' United Nations Global Compact Communication on Progress.

Unless otherwise stated, this report covers all the entities under Armstrong World Industries, including the recently acquired A. Zahner Company and 3form. The report excludes joint ventures, discontinued operations and newly acquired companies Parallel Architectural Products and Geometrik Manufacturing Inc.

Unless otherwise noted, data related to acquired entities is included in the figures disclosed only for the time periods after acquisition. Due to data collection improvements, some historical data—including carbon, waste, health and safety figures—has been updated as noted in the [Notes About Data](#). The Audit Committee reviews management's processes for validation of data contained in this report.

This report was released in May 2026. The reporting period is the calendar year ending December 31, 2025.

Report data is not externally assured apart from limited external assurance on 2019, 2023, 2024 and 2025 Scope 1 and 2 greenhouse gas (GHG) emissions. Certain data and percentages may not sum due to rounding.

For any questions regarding this report, please reach out to the Armstrong World Industries Sustainability Team at sustainability@armstrong.com.

Forward-looking Statement

Our 2030 Sustainability Goals, KPIs, projects, plans, targets and expectations are long-term, directional and aspirational, and, by their nature, include forward-looking statements as such term is defined in Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and such statements are intended to be covered by the safe harbor provided by the same. Statements of aspiration, future events or conditions, including forward-looking statements, are sometimes identified by the words "anticipate," "estimate," "expect," "project," "intend," "plan," "believe," "outlook," "target," "predict," "may," "will," "would," "could," "should," "seek," and similar expressions. Forward-looking statements in this document may include, but are not limited to: statements regarding our sustainability goals, KPIs, projects, plans, metrics, affiliations, pledges, commitments and strategies. By their nature, they are based upon current plans, estimates and expectations that are subject to risks, uncertainties and assumptions. As such, no guarantees or assurances are made that they will be achieved or successfully executed. Additionally, the sustainability data, statistics and metrics included herein, unless otherwise specifically indicated, are non-audited estimates, were not prepared in accordance with U.S. generally accepted accounting principles (GAAP), apart from limited external assurance on 2019, 2023, 2024 and 2025 Scope 1 and 2 GHG emissions, have not been externally assured, continue to evolve and may be based on assumptions believed to be reasonable at the time of preparation, but should not be considered guarantees. Except to the extent required by applicable law, we undertake no obligation to publicly update or revise any forward-looking sustainability statement, whether as a result of new information, future events or otherwise. Our Sustainability reporting may also use certain terms, including those that the GRI Guidelines or other reporting formats refer to as "material" topics, to reflect the issues of greatest importance to us and our stakeholders. Used in this context, these terms are distinct from, and should not be confused with, the terms "material" and "materiality" as defined by or construed in accordance with securities law or as used in the context of financial statements and reporting.



For more on our entity-wide GHG emissions inventory verification, see our [SCS Global Services Footprint Verification Report](#).

2025 Performance Summary

Our Sustainability Goals and Targets

We have established nine goals, organized into three pillars. They have been selected to align with our latest materiality analysis, as well as leading sustainability reporting frameworks and global approaches to social and environmental challenges, such as the UN SDGs.

Goals			Targets	Target Date
Healthy and Circular Products	Sustainably Sourced Products	We aim to create products and solutions from healthy, sustainably sourced materials by eliminating chemicals of concern through sustainable supply chains.	100% of our products are free from chemicals of concern.	2030
			100% of our products have verified transparency.	2030
			100% of our material sourcing activities are evaluated for social, ethical and environmental performance.	2030
	Circular Products	We aim to design our products to be recycled, reused or repurposed and to drive circularity in our operations, with our customers and throughout our value chain.	50% of our products have a viable path to be recycled, reused or repurposed.	2030
	Reduced Carbon and Water Footprint	We aim to make a positive contribution to spaces and the environment by decreasing our products' carbon and water footprints.	50% reduction in the carbon footprint of our products, compared with a 2019 baseline.	2030
			20% reduction in the water intensity of our products, compared with a 2019 baseline.	2030
Healthy Planet	Reduced Carbon Footprint	We aim to reduce our GHG emissions and increase our reliance on renewable electricity using targets based on climate science.	30% reduction in absolute Scope 1 and 2 GHG emissions, compared with a 2019 baseline.	2030
			100% of our electricity needs are sourced directly or indirectly from renewable electricity.	2030
	Circular Systems	We aim to eliminate waste through innovative manufacturing processes and by creating circular systems from order to delivery.	50% reduction in absolute waste from our operations, compared with a 2019 baseline.	2030
	Optimized Water	We aim to optimize our use of water and contribute to water management and restoration efforts by reducing our reliance and impact on local water systems.	100% of our water management practices include measures designed to minimize usage and environmental discharge.	2030
Thriving People and Communities	Safe and Healthy Employees	We aim to cultivate a culture that leads to safe, healthy, fulfilled employees.	Employees are offered tools and resources to improve their financial, physical and mental health and well-being.	ongoing
			Employees are offered learning and development opportunities annually.	ongoing
			Workplace safety scores improve year over year, while we strive to have zero workplace injuries.	ongoing
			Employees are offered at least a fair wage, to be defined as competitive total rewards based on position and location.	ongoing
	Community Engagement	We aim to engage in communities where we operate to make them vibrant places to live and work by strengthening and supporting local programs and fostering impactful relationships.	Locations are formally engaged in local community outreach.	ongoing
			Employees are offered opportunities to actively engage in their communities on an ongoing basis.	ongoing
			Community engagement scores improve year over year.	ongoing
	Diverse and Inclusive Workforce	We aim to develop an inclusive culture and a diverse workforce by fostering an environment where everyone belongs and thrives.	Employees receive training or engagement on diversity and inclusion topics.	ongoing
			Locations have a representative diverse workforce.	ongoing
			Employees have safe opportunities to share views.	ongoing

Healthy and Circular Products		2019	2023	2024	2025
Percentage of product sales free of chemicals of concern		55%	61%	64%	60%
Percentage of product sales with verified transparency		55%	68%	68%	68%
Product carbon footprint (MT CO ₂ e)		1,291,000	1,173,000	1,774,000	1,333,000
Healthy Planet		2019	2023	2024	2025
Carbon ¹ (MT CO ₂ e)	Scope 1 emissions	214,000	198,000	202,000	202,000
	Market-based Scope 2 emissions	108,000	86,000	83,000	40,000
	Location-based Scope 2 emissions	-	97,000	105,000	102,000
	Scope 3 emissions	-		1,495,000	1,096,000
	Total Scope 1 and Scope 2 (market-based) emissions	322,000	284,000	284,000	242,000
	GHG emissions intensity for Scope 1, 2 (market-based) and 3: Mineral Fiber only (metric tons CO ₂ e/million ft ²)	1,190	1,130	2,055	1,265
Energy ¹ (MWh)	Direct energy consumption	1,179,000	1,094,000	1,112,000	1,115,000
	Indirect energy consumption	260,000	250,000	272,000	284,000
	Percentage renewable	0%	17%	28%	63%
	Energy intensity: Mineral Fiber only (MWh/million ft ²)	1,530	1,610	1,610	1,670
Waste ² (MT)	Total waste directed to disposal	21,180	20,243	21,071	24,400
	Non-hazardous waste -- landfilled	20,860	19,433	19,808	23,725
	Non-hazardous waste -- incinerated	270	752	1,212	655
	Hazardous waste	50	58	51	59
Water ³ (Mgal)	Water withdrawn	733	699	734	731
Air Quality (MT)	Nitrous oxides (NO _x)	-	147	154	125
	Volatile organic compounds (VOC _s)	-	501	528	505
	Particulate matter (PM)	-	232	236	228
	Hazardous air pollutants (HAP _s)	-	86	88	83
	Carbon monoxide (CO)	-	2,034	2,102	2,107
	Sulfure oxides (SO _x)	-	49	48	69
	Ammonia (NH ₃)	-	54	59	52

Thriving People and Communities			2019	2023	2024	2025
Health and safety ⁴	OSHA recordable injuries		37	31	29	28
	OSHA total recordable incident rate		1.62	1.03	0.83	0.72
	Fatalities		0	0	0	0
Charitable giving (U.S dollars in thousands)			-	600	702	717
Global employee data by gender (%)	Total employees	Male	-	73%	72%	71%
		Female	-	27%	28%	29%
	New hires	Male	-	74%	68%	70%
		Female	-	26%	32%	30%
	Employee turnover	Male	-	9%	10%	9%
		Female	-	10%	9%	12%
	Leadership	Female	-	24%	25%	23%
	Mid-level managers and staff	Female	-	36%	38%	40%
	Production	Female	-	17%	19%	18%
Global employee data by age (%)	Total employees	<30	-	15%	14%	14%
		30-50	-	44%	46%	46%
		>50	-	42%	40%	39%
	New hires	<30	-	36%	28%	32%
		30-50	-	46%	50%	49%
		>50	-	18%	23%	18%
	Employee turnover	<30	-	16%	18%	16%
		30-50	-	9%	10%	10%
		>50	-	8%	7%	7%
U.S. employee data by minority status (%)	Total U.S. employees		-	31%	32%	33%
	New employee hires		-	42%	36%	42%
	Employee turnover		-	9%	11%	10%
	Leadership		-	11%	11%	11%
	Mid-level managers and staff		-	19%	20%	20%
	Production		-	44%	44%	46%

Thriving People and Communities			2019	2023	2024	2025
Board of Directors (%)	Gender	Male	78%	75%	71%	75%
		Female	22%	25%	29%	25%
	Minority status		22%	38%	43%	25%
	Independent status		88%	88%	86%	88%
Senior leadership (%)	Gender	Male	-	67%	80%	80%
		Female	-	33%	20%	20%
	Minority status		-	33%	20%	20%

Notes About Data

- Data is reported for 2025, 2024 and 2023, as well as for 2019 (our baseline year). For 2020-2022 data, see our past [sustainability reports](#).
 - Increases in 2025 data versus prior years is primarily driven by acquisitions. Fluctuations in trending data from 2025 vs. prior years is primarily driven by acquisitions.
 - Certain 2019, 2023 and 2024 figures have been updated from previously reported data.
 - Our operating segments are as follows: Mineral Fiber, Architectural Specialties and Unallocated Corporate. Our Mineral Fiber segment produces suspended mineral fiber and soft fiber ceiling systems. Our mineral fiber products offer various performance attributes such as acoustical control, rated fire protection, structural functionality, aesthetic appeal and health and sustainability features. Our Architectural Specialties segment produces, designs and sources ceilings, walls and exterior building products for use in commercial settings. Products are available in numerous materials, such as metal, felt and wood, in addition to various colors, shapes and designs. We sell standard, premium and customized products, a portion of which are derived from sourced products. Our Unallocated Corporate segment includes certain assets, liabilities, income and expenses that have not been allocated to our other business segments.
- Data covers all the entities wholly owned by Armstrong World Industries, Inc, as of December 31, 2025, including acquisitions of Tectum, Inc. (Jan. 2017), Plasterform, Inc. (May 2018), Steel Ceilings, Inc. (Aug. 2018), Architectural Components Group, Inc. (ACGI) (Mar. 2019), MRK Industries, Inc. (Nov. 2019), TURF Design, Inc. (Jul. 2020), Móz Designs, Inc. (Aug. 2020), Arktura LLC (Dec. 2020), GC Products Inc. (Nov. 2022), 3form, LLC (Apr. 2024), A. Zahner Company (Dec. 2024).
 - Data does not include recent acquisitions of Event Scape Inc. and Eventscape US Holding Inc. (Feb. 2026), FGM-Parallel LLC (Dec. 2025), Geometrik Manufacturing, Inc. (Sep. 2025) and discontinued operations (our international businesses in Europe, the Middle East and Africa, including Russia, and Asia-Pacific, which we sold to Knauf International GmbH in Sep. 2019). Data does not include our WAVE joint venture other than in our Scope 3 GHG emissions.
 - Unless otherwise noted, data related to acquired entities is included in the figures disclosed only for the time periods after acquisition.
 - We have limited external assurance of 2019, 2022, 2023, 2024 and 2025 Scope 1 and 2 GHG emissions. We have not obtained any third-party assurance for the other data presented in this document.
 - Data within this report represents our best attempt at collecting accurate information about our performance on key issues. As we improve and formalize our data tracking systems, we may retroactively adjust figures in future reports.
- All data reflects U.S. employees only. Leadership refers to director level and above. Mid-level managers and staff represent senior managers, early career and remaining salaried and hourly non-production staff. Production workers represent hourly production plant employees.
- 1

 - Armstrong aligns its GHG emissions inventory boundary with the operational control approach. GHG emissions from operations over which Armstrong or one of its subsidiaries has operational control are reported under Scopes 1 and 2. Scope 1, 2 and 3 emissions have been calculated in alignment with the GHG Protocol: A Corporate Accounting and Reporting Standard (revised edition).
 - CO₂e refers to carbon dioxide equivalents.
 - Scope 1 emissions include on-site fossil fuel consumption, primarily natural gas consumption with a small proportion from other on-site fuel usage.
 - Scope 2 emissions include purchased electricity.
 - Direct energy consumption refers primarily to natural gas consumed in our facilities with a small proportion from other on-site fuel usage.
 - Indirect energy consumption refers to electricity used at our facilities.
- 2

 - 2019 waste figures exclude data from our Montreal facility.
 - 2019 waste figures exclude our campus headquarters.
- 3

 - 2019 water figures exclude data from our Montreal facility and our campus headquarters. 2023 water figures exclude GC Products.
- 4

 - All injuries and recordable injury rates for U.S. and Canada use OSHA definitions.

GRI Content Index

Statement of use

AWI has reported the information cited in this GRI content index for the period January 1, 2025-December 31, 2025 with reference to the GRI Standards.

Topic	Disclosure		Report Location or External Reference	Explanation
GRI 1: Foundation 2021				
GRI 2: General Disclosures 2021	2-1	Organizational details	About Armstrong, page 2 2025 Annual Report , pages 5-10	
	2-2	Entities included in the organization's sustainability reporting	About this Report, page 29	
	2-3	Reporting period, frequency and contact point	About this Report, page 29	
	2-4	Restatements of information	About this Report, page 29	
	2-5	External assurance	About this Report, page 29	
	2-6	Activities, value chain and other business relationships	About Armstrong, page 29 2025 Annual Report , pages 5-8	
	2-7	Employees	2025 Performance Summary, pages 32-33	
	2-8	Workers who are not employees		We engage contract workers based on seasonality, project needs and/or skilled expertise.
	2-9	Governance structure and composition	Board of Directors Board Committees	
	2-10	Nomination and selection of the highest governance body	Nominating, Governance, and Social Responsibility Committee Charter 2026 Proxy Statement , pages 1-3	The Board may participate in our shareholder outreach program. Independence, expertise and experience on specific topics is considered when nominating Board members.
	2-11	Chair of the highest governance body	Board of Directors 2026 Proxy Statement , page 1	The chair is independent.
	2-12	Role of the highest governance body in overseeing the management of impacts	Governance and Oversight, page 5 Nominating, Governance, and Social Responsibility Committee Charter 2026 Proxy Statement , pages 10-11	
	2-13	Delegation of responsibility for managing impacts	Governance and Oversight, page 5	

Topic	Disclosure		Report Location or External Reference	Explanation
GRI 2: General Disclosures 2021	2-14	Role of the highest governance body in sustainability reporting	Governance and Oversight, page 5	The Nominating, Governance and Social Responsibility Committee (NGSRC) of our Board of Directors is responsible for the oversight of our sustainability program, including climate-related issues. Various other Board committees assist the NGSRC in fulfilling this responsibility by overseeing related risks in their areas of responsibility. The Compensation Committee oversees initiatives relative to inclusion, diversity and other social responsibility matters and the Audit Committee oversees reporting, internal control and disclosure procedures. The Audit Committee also oversees management's processes for validation of data prior to issuing material public sustainability disclosures.
	2-15	Conflicts of interest	Corporate Governance Principles , pages 4-6	
	2-16	Communication of critical concerns	Board Committees	
	2-17	Collective knowledge of the highest governance body	Governance and Oversight, page 5 Board of Directors	The Nominating, Governance and Social Responsibility Committee is responsible for the Board's continuing education and development. It organizes continuing education modules for the Board, and subject matter experts are invited to present on relevant topics. These may include specific sustainability topics.
	2-18	Evaluation of the performance of the highest governance body	Nominating, Governance, and Social Responsibility Committee Charter 2026 Proxy Statement , page 2	On an annual basis, the Board conducts an evaluation of the Board and its committees, facilitated through an external resource as needed, which also typically includes a self-assessment of each Board member. On an annual basis, the Nominating, Governance and Social Responsibility Committee also reviews each committee and the Board to ensure that all key topics are addressed as required, and that each committee is performing in accordance with its committee charter.
	2-19	Remuneration policies	2026 Proxy Statement , page 15	
	2-20	Process to determine remuneration	2026 Proxy Statement , page 15	
	2-21	Annual total compensation ratio	2026 Proxy Statement , page 71	
	2-22	Statement on sustainable development strategy	A Message From Our President and CEO, page 3	
	2-23	Policy commitments	Ethical Policies and Practices, page 27 Codes & Policies	We are a participant of the UN Global Compact since March 2021.
	2-24	Embedding policy commitments	Healthy and Circular Products, pages 7-13 Healthy Planet, pages 14-18 Thriving People and Communities, pages 19-25 Our Governance, pages 27-28	
	2-25	Processes to remediate negative impacts	Ethical Policies and Practices, page 27 Code of Business Conduct	

Topic	Disclosure		Report Location or External Reference	Explanation
GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	Employee Engagement, page 25 Board Committees Code of Business Conduct	
	2-27	Compliance with laws and regulations	Ethical Policies and Practices, page 27 Code of Business Conduct Codes & Policies 2025 Annual Report , Legal and Regulatory Proceedings, page 10	
	2-28	Membership associations	Memberships and Collaborations	
	2-29	Approach to stakeholder engagement	Governance and Oversight, page 5	
	2-30	Collective bargaining agreements	2025 Annual Report , page 9	
Material Disclosures				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Governance and Oversight, page 5	
	3-2	List of material topics	Governance and Oversight, page 5	
	3-3	Management of material topics	Healthy and Circular Products, pages 7-13 Healthy Planet, pages 14-18 Thriving People and Communities, pages 19-25 Our Governance, pages 27-28	
GRI 101: Biodiversity 2025	101-2	Management of biodiversity impacts	2025 Sustainability Report , page 28	
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Engaging Our Community, page 23	
	203-2	Significant indirect economic impacts	Building A Future-Ready Workforce, page 25	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Supply Chain, page 28	
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Ethical Policies and Practices, page 27	
	205-3	Confirmed incidents of corruption and actions taken		There were no confirmed incidents of corruption in 2025.
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		Armstrong was not subject to any legal actions for anti-competitive behavior, antitrust nor monopoly practices in 2025.
GRI 301: Materials 2016	301-2	Recycled input materials used	Increasing Recycled Content, page 10	

Topic	Disclosure		Report Location or External Reference	Explanation
GRI 301: Materials 2016	301-3	Reclaimed products and their packaging materials	Product Reuse, page 13	We do not currently calculate overall percentages of reclaimed products and their packaging materials for each product category. However, for context, we use reclaimed materials in products across our portfolio. Our mineral fiber products, for example, can contain 15%-80% recycled content, while some of the felt in our Architectural Specialties can use up to 50% recycled material. Some of our products also use U.S.-sourced steel, which can contain 20%-25% reclaimed materials on average.
GRI 302: Energy 2016	302-1	Energy consumption within the organization	2025 Performance Summary, page 31	
	302-3	Energy intensity	2025 Performance Summary, page 31	
	302-4	Reduction of energy consumption	Getting to 2030: Our Goals Toward a Healthy Planet, page 15 Mitigating Emissions, page 17 2025 Performance Summary, page 31	
	302-5	Reductions in energy requirements of products and services	Performing for Sustainability, page 12	
	303-1	Interactions with water as a shared resource	Conserving Water, page 16	All suppliers have access to Armstrong's Supplier Code of Conduct , which includes criteria on environmental compliance.
GRI 303: Water and Effluents 2018	303-2	Management of water discharge-related impacts	Getting to 2030: Our Goals Toward a Healthy Planet, page 15 Environmental Compliance and Stewardship, page 18	
GRI 305: Emissions 2016	303-3	Water withdrawal	2025 Performance Summary, page 31	
	305-1	Direct (Scope 1) GHG emissions	2025 Performance Summary, page 31	Getting to 2030: Our Goals Toward a Healthy Planet, page 15 Climate Action, page 17 2025 Performance Summary, page 31
	305-2	Energy indirect (Scope 2) GHG emissions	2025 Performance Summary, page 31	
	305-3	Other indirect (Scope 3) GHG emissions	2025 Performance Summary, page 31	
	305-4	GHG emissions intensity	2025 Performance Summary, page 31	2025 Performance Summary, page 31
	305-5	Reduction of GHG emissions	Getting to 2030: Our Goals Toward a Healthy Planet, page 15 Climate Action, page 17 2025 Performance Summary, page 31	
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	2025 Performance Summary, page 31	
	306-2	Management of significant waste-related impacts	Getting to 2030: Our Goals Toward a Healthy Planet, page 15 Reducing Waste, page 16	2025 Performance Summary, page 31
GRI 306: Waste 2020	306-3	Waste generated	2025 Performance Summary, page 31	
GRI 308: Supplier Environmental Assessment 2016	306-5	Waste directed to disposal	2025 Performance Summary, page 31	
	308-1	New suppliers that were screened using environmental criteria	Supply Chain, page 28 Supplier Code of Conduct	All suppliers have access to Armstrong's Supplier Code of Conduct , which includes criteria on environmental compliance.
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	2025 Performance Summary, page 32	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2025 Sustainability Report , pages 56-57	

Topic	Disclosure		Report Location or External Reference	Explanation
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Safety, Health, and Well-being, page 21	
	403-2	Hazard identification, risk assessment, and incident investigation	2025 Sustainability Report , pages 34-35	
	403-3	Occupational health services	2025 Sustainability Report , pages 34-35	
GRI 403: Occupational Health and Safety 2018	403-4	Worker participation, consultation, and communication on occupational health and safety	Safety, Health, and Well-being, page 21	
	403-5	Worker training on occupational health and safety	Safety, Health, and Well-being, page 21	
	403-6	Promotion of worker health	Safety, Health, and Well-being, page 21	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Supply Chain, page 28 Supplier Code of Conduct	
	403-8	Workers covered by an occupational health and safety management system	Safety, Health, and Well-being, page 21	All employees, full-time and contract—are covered by an occupational health and safety management system. The system is audited internally.
	403-9	Work-related injuries	2025 Performance Summary, page 32	
	404-2	Programs for upgrading employee skills and transition assistance programs	Talent Development, page 24	
GRI 404: Training and Education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	Talent Development, page 24	Currently all salaried employees receive regular performance and career development reviews. This represents around 50% of our employees.
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	2025 Performance Summary, page 33	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Code of Business Conduct Codes & Policies	Any allegations of discrimination or harassment as defined by GRI's definition are thoroughly investigated and addressed through Armstrong's Compliance process.
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain, page 28 Supplier Code of Conduct	Suppliers, including new suppliers, are provided with the Supplier Code of Conduct , which includes criteria on social compliance.
GRI 415: Public Policy 2016	415-1	Political contributions	Ethical Policies and Practices, page 27	
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	Responsible Materials, page 9 Performing for Sustainability, page 12	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		Armstrong was not subject to any legal actions for incidents of noncompliance concerning the health and safety impacts of products and services in 2025.

Topic	Disclosure	Report Location or External Reference	Explanation
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Responsible Materials, page 9
	417-2	Incidents of non-compliance concerning product and service information and labeling	Armstrong was not subject to any legal actions for incidents of noncompliance concerning product and service information and labeling in 2025.
	417-3	Incidents of non-compliance concerning marketing communications	Armstrong was not subject to any legal actions for incidents of noncompliance concerning marketing communications in 2025.

SASB Tables

Preparing for the IFRS Sustainability Disclosure Standards

The International Sustainability Standards Board (ISSB) issued its inaugural IFRS Sustainability Disclosure Standards -- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures -- in June 2023. These standards build upon the SASB Standards and TCFD recommendations. Armstrong continues to work towards aligning with the IFRS Sustainability Disclosure Standards by reporting to the Building Products & Furnishings and Construction Materials SASB Standards and the TCFD recommendations. The related SASB tables and TCFD content index follow here.

Sector: Consumer Goods
Industry: Building Products & Furnishings

Topic	Code	Metric	Unit of Measure	Response
Energy Management in Manufacturing	CG-BF-130a.1	Total energy consumed	Gigajoules (GJ)	5,036,328
		Percentage grid electricity	Percentage (%)	20%
		Percentage renewable	Percentage (%)	13%
Management of Chemicals in Products	CG-BF-250a.1	Discussion of processes to assess and manage risks or hazards associated with chemicals in products	N/A	Responsible Materials, page 9
	CG-BF-250a.2	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	Percentage (%) by revenue	Armstrong's commitment to indoor environment quality is shown through our dedication to our Sustain® portfolio of products, in which meeting California Department of Public Health standards for indoor air quality is a requirement. In our core product offering, mineral fiber, 85% of products meet low emitting certification requirements.
Product Lifecycle Environmental Impacts	CG-BF-410a.1	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	N/A	Responsible Materials, page 9 Performing for Sustainability, page 12
	CG-BF-410a.2	Weight of end-of-life material recovered	Metric tonnes (t)	595 ¹
		Percentage of recovered materials recycled	Percentage (%) by weight	Product Reuse, page 13
				Armstrong does not currently track the percentage of recovered materials recycled, but we are working to enhance our data gathering methods to enable tracking in the future.
Wood Supply Chain Management	CG-BF-430a.1	Total weight of wood fibre materials purchased	Metric tonnes (t)	Armstrong does not currently track the total weight of wood fiber materials purchased and related metrics, but we are working to enhance our data gathering methods to enable tracking in the future.
		Percentage from third-party certified forestlands	Percentage (%) by weight	
		Percentage by standard	Percentage (%) by weight	We are committed to protecting, restoring and promoting the sustainable use of forests and use Forest Stewardship Council certification for our wood-based products. In addition, we contribute to the National Forest Foundation for the preservation of aspen forests, and have created pollinator-friendly habitats around our facilities.
		Percentage certified to other wood fibre standards	Percentage (%) by weight	
		Percentage by standard	Percentage (%) by weight	

¹This figure represents the weight of ceiling tiles recovered in 2025 based on an estimated average acoustical ceiling weight of 0.70 lb/sq ft.

Activity Metrics

Activity Metric	Code	Unit of Measure	Response
Annual production	CG-BF-000.A	Production shall be disclosed in typical units tracked by the entity such as number of units, weight or square metres.	We do not disclose annual production numbers. Our 2025 sales are split between 64% Mineral Fiber and 36% Architectural Specialties.
Area of manufacturing facilities	CG-BF-000.B	Square metres (m²)	455,552

Sector: Extractives & Minerals Processing
Industry: Construction Materials

Topic	Code	Metric	Unit of Measure	Response
Energy Management in Manufacturing	EM-CM-110a.1	Gross global Scope 1 emissions	Metric tonnes (t) CO ₂ e	202,148
	EM-CM-110a.1	Percentage covered under emissions-limiting regulations	Percentage (%)	0
	EM-CM-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	N/A	Climate Action, page 17
Air Quality	EM-CM-120a.1	Air emissions of the following pollutants: NOx (excluding N2O)	Metric tonnes (t)	125
		SOx	Metric tonnes (t)	69
		Particulate matter (PM10)	Metric tonnes (t)	228
		Dioxins/furans	Metric tonnes (t)	(4) Not applicable: We do not emit dioxins/furans during the production process.
		Volatile organic compounds (VOCs)	Metric tonnes (t)	505
		Polycyclic aromatic hydrocarbons (PAHs)	Metric tonnes (t)	(6) Not applicable: We do not emit polycyclic aromatic hydrocarbons during the production process.
		Heavy metals	Metric tonnes (t)	(7) Not applicable: We do not emit heavy metals during the production process.
Energy Management	EM-CM-130a.1	Total energy consumed	Gigajoules (GJ)	5,036,328
		Percentage grid electricity	Percentage (%)	20%
		Percentage alternative	Percentage (%)	0
		Percentage renewable	Percentage (%)	13%
Water Management	EM-CM-140a.1	Total water withdrawn	Thousand cubic metres (m³)	2,768
		Percentage in regions with High or Extremely High Baseline Water Stress	Percentage (%)	0.14%

Topic	Code	Metric	Unit of Measure	Response
Waste Management	EM-CM-150a.1	Amount of waste generated	Metric tonnes (t)	24,439 ¹
		Percentage hazardous	Metric tonnes (t)	0.24% ²
Biodiversity Impacts	EM-CM-160a.1	Description of environmental management policies and practices for active sites	N/A	Environmental Compliance and Stewardship, page 18 2025 Sustainability Report , page 28
	EM-CM-160a.2	Terrestrial land area disturbed	Hectares (ha)	Not applicable: Armstrong does not own any quarries.
		Percentage of impacted area restored	Percentage (%)	Not applicable: Armstrong does not own any quarries.
Workforce Health & Safety	EM-CM-320a.1	Total recordable incident rate (TRIR) for direct employees	Rate	0.72
		Near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Rate	We do not currently track Near Miss Frequency Rate for employees and contract employees.
	EM-CM-320a.2	Number of reported cases of silicosis	Number	There were zero cases of silicosis in 2025.
Product Innovation	EM-CM-410a.1	Percentage of products that qualify for credits in sustainable building design and construction certifications	Percentage (%) by annual sales revenue	84%
	EM-CM-410a.2	Total addressable market and share of market for products that reduce energy, water or material impacts during usage or production	Presentation currency, Percentage (%)	Armstrong World Industries Investor Presentation, March 2026
Pricing Integrity & Transparency	EM-CM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and antitrust activities	Presentation currency	We had zero monetary losses as a result of legal proceedings associated with cartel activities, price fixing and antitrust activities.

Activity Metrics

Activity Metric	Code	Unit of Measure	Response
Production by major product line	EM-CM-000.A	Metric tonnes (t)	We do not disclose annual production numbers. Our 2025 sales are split between 64% Mineral Fiber and 36% Architectural Specialties.

¹This figure represents the total waste generated that was sent to disposal and does not include the total waste generated that was diverted from disposal.
²This percentage is of the total waste generated that was sent to disposal.

TCFD Content Index

Our TCFD content index includes cross-references to corresponding IFRS S2 Climate-related Disclosures.

TCFD Core Element	TCFD Recommended Disclosure	IFRS Disclosure	Report Location or External Reference
Governance	a) Describe the board's oversight of climate-related risks and opportunities.	S2.6(a)	Sustainability Management, page 5 Nominating, Governance, and Social Responsibility Committee Charter
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	S2.6(b)	Sustainability Management, page 5 Climate Action, page 17
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	S2.10(a)	Climate Action, page 17 2025 Annual Report , pages 12-13 2025 Sustainability Report , page 45
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	S2.13(a) S2.14(a)	Getting to 2030: Our Goals Toward a Healthy Planet, page 15 Performing for Sustainability, page 16 Climate Action, page 17 2025 Annual Report , pages 12-13
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	S2.22(a) S2.22(b)	Climate Action, page 17 2025 Sustainability Report , page 63
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks.	S2.25(a)	Climate Action, page 17 2025 Sustainability Report , page 45
	b) Describe the organization's processes for managing climate-related risks.	S2.25(a)	Sustainability Management, page 5
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	S2.25(c)	Sustainability Management, page 5 Our Governance, page 27 2025 Sustainability Report , page 45
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	S2.29(a) S2.32	Climate Action, page 17 SASB Tables, pages 40-42
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	S2.29(a)	2025 Performance Summary, page 31
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	S2.33(a, d-g) S2.34(b-c) S2.35	Getting to 2030: Our Goals Toward a Healthy Planet, page 15 Climate Action, page 17
		S2.36(b)	Our GHG emissions reduction target covers 100% of our Scope 1 and 2 emissions.

United Nations Global Compact Index

AWI became a signatory to the United Nations Global Compact (UNGC) in early 2021, to demonstrate our commitment to collective action toward its principles. The index for our Communication on Progress is included below, with references to relevant report sections or other publicly available resources for further detail. For access to our previous communications and related updates, please see our [UNGC company profile](#).

Global Compact Principle	Principle Details	Report Location or External Reference
	A statement by the chief executive expressing continued support for the Global Compact and renewing the participant’s ongoing commitment to the initiative and its principles.	A Message from our President and CEO, page 3
1	Businesses should support and respect the protection of internationally proclaimed human rights.	Our Governance, pages 27-28
2	Businesses should make sure that they are not complicit in human rights abuses.	Our Governance, pages 27-28
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Human Rights Policy , page 2
4	Businesses should uphold the elimination of all forms of forced and compulsory labor.	Human Rights Policy , page 1
5	Businesses should uphold the effective abolition of child labor.	Human Rights Policy , page 1
6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Code of Business Conduct
7	Businesses should support a precautionary approach to environmental challenges.	Healthy Planet, pages 14-18
8	Businesses should undertake initiatives to promote greater environmental responsibility.	Healthy Planet, pages 14-18
9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Healthy and Circular Products, pages 7-13 Healthy Planet, pages 14-18
10	Businesses should work against corruption in all its forms, including extortion and bribery.	Our Governance, pages 27-28 Anti-Corruption and Gifts Policy

United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are 17 global objectives aimed at addressing interconnected challenges such as poverty, inequality and climate change, with the goal of ensuring peace and prosperity for all by 2030. The table below outlines how we support specific SDGs, with references to relevant report sections or other publicly available resources for further detail.

UN SDG	How We Are Supporting This SDG	Report Location or External Reference
3: Good health and well-being	We are committed to a strong health, safety and well-being program for our employees and a product portfolio that enables healthy spaces and well-being across areas such as indoor air quality, acoustics and lighting.	Responsible Materials, pages 9-11 Safety, Health, and Well-being, page 21
5: Gender equality	We are committed to ensuring a representative, diverse workforce at all levels, and we are training our employees annually on diversity and inclusion.	Belonging and Community Engagement, pages 22-23
6: Clean water and sanitation	"We have made a commitment to decrease the water intensity of our products by 20% by 2030 and to implement water management practices to minimize usage and protect water quality."	Resource Management, page 16 Environmental Compliance and Stewardship, page 18
7: Affordable and clean energy	We are committed to sourcing 100% renewable electricity by 2030.	Climate Action, page 17
9: Industry, innovation and infrastructure	We offer products that can make our customers' infrastructure more resilient, such as our seismic offerings, integration solutions and renovation solutions. We have also invested in technology in innovation, green chemistry, recycling and efficiency. Lastly, our SUSTAIN® products, including our energy-saving tiles, have eliminated chemicals of concern to the 100ppm threshold.	Responsible Materials, pages 9-11 Performing for Sustainability, page 12 Product Reuse, page 13
10: Reduced inequalities	We are focused on reducing inequalities in several ways, including paying our employees at least a living wage across the business, supporting our employees through our affinity groups, and strengthening our communities through partnerships like the Lancaster Boys and Girls Club and others in communities where we operate.	Belonging and Community Engagement, pages 22-23 Talent Development, page 24
11: Sustainable cities and communities	As a company, we create many products for sustainable construction and energy efficiency, and we continue to expand our new product portfolio to support this mission, such as steel, radiant and high light-reflective ceiling products. Additionally, we partner with different associations, such as the U.S. Green Building Council and Canada Green Building Council, to promote environmentally sound building practices.	Responsible Materials, pages 9-11 Performing for Sustainability, page 12 Product Reuse, page 13 Memberships and Collaborations
12: Responsible consumption and production	We create high-quality products and encourage long-term use where appropriate, to reduce unnecessary waste. Our ceiling tile recycling program has also been running for 25 years, which converts used products into new inventory. Since 1999, 223 Mft² of ceiling tiles have been diverted from landfills as a result of this program.	Product Reuse, page 13 Resource Management, page 16 Environmental Compliance and Stewardship, page 18
13: Climate action	We have set ambitious greenhouse gas reduction targets and aim to reduce the level of embodied carbon in our products.	Performing for Sustainability, page 12 Climate Action, page 17
15: Life on land	We demonstrate our commitment to protecting, restoring and promoting the sustainable use of forests through our TECTUM® ceiling and tile products. We also use Forest Stewardship Council certification for wood-based products. Additionally, we contribute to the National Forest Foundation for the preservation of aspen forests and have created a number of pollinator-friendly habitats around our facilities.	Resource Management, page 16 Environmental Compliance and Stewardship, page 18 TECTUM Ceiling & Wall Panels
16: Peace, justice and strong institutions	We reinforce the need for effective, accountable and inclusive institutions by demonstrating our values in our Code of Business Conduct, our Supplier Code of Conduct, Corporate Governance Principles and our Human Rights Policy.	Our Governance, pages 27-28
17: Partnership for the goals	We partner with several associations, nonprofit partners and multi-stakeholder groups to support our efforts to reach our sustainability goals.	Memberships and Collaborations

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