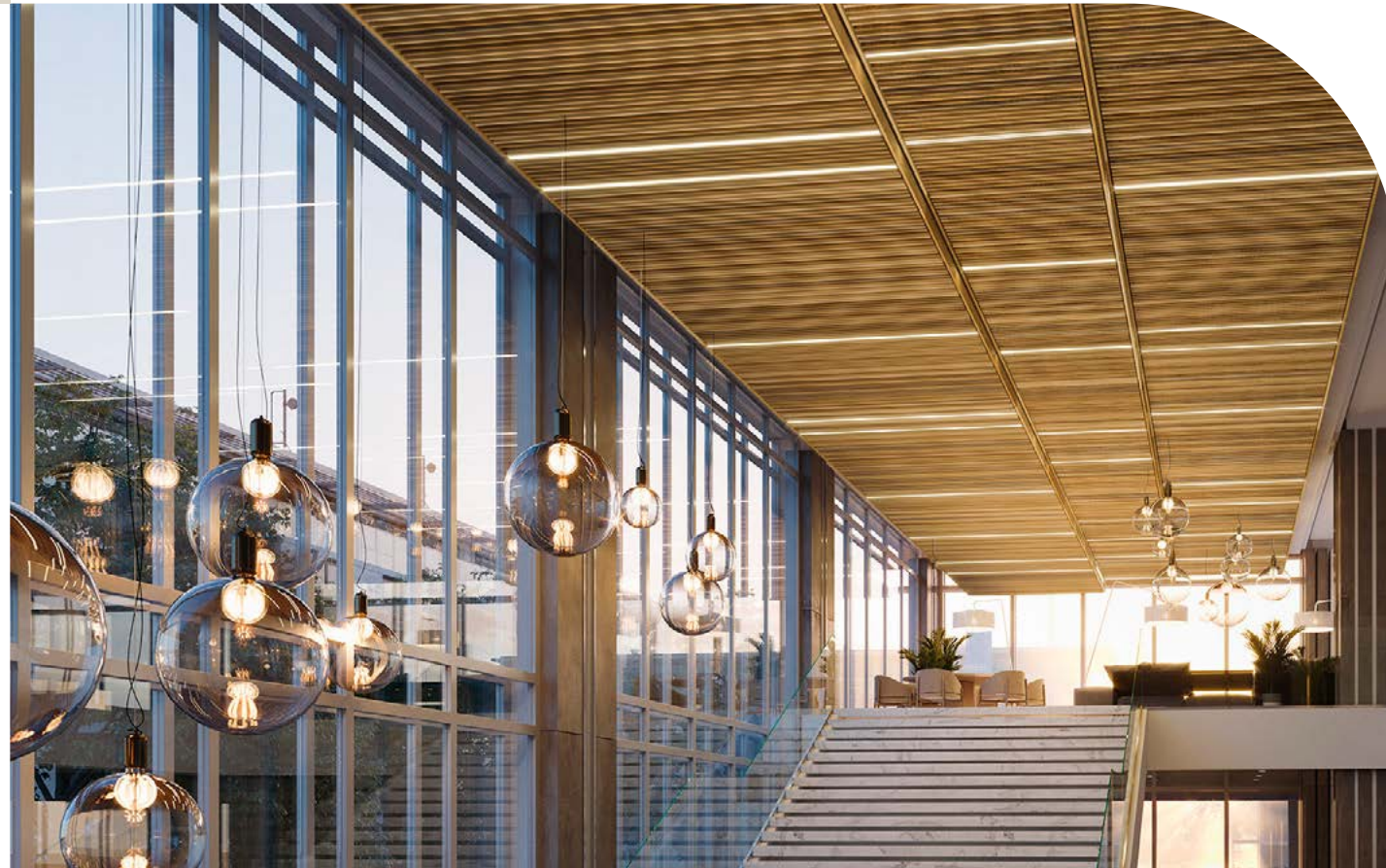



Building for a Resilient Future




Armstrong[®]
World Industries

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.

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
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
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%
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.
- 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.
- 2019 waste figures exclude data from our Montreal facility.
- 2019 waste figures exclude our campus headquarters.
- 2019 water figures exclude data from our Montreal facility and our campus headquarters. 2023 water figures exclude GC Products.
- All injuries and recordable injury rates for U.S. and Canada use OSHA definitions.

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