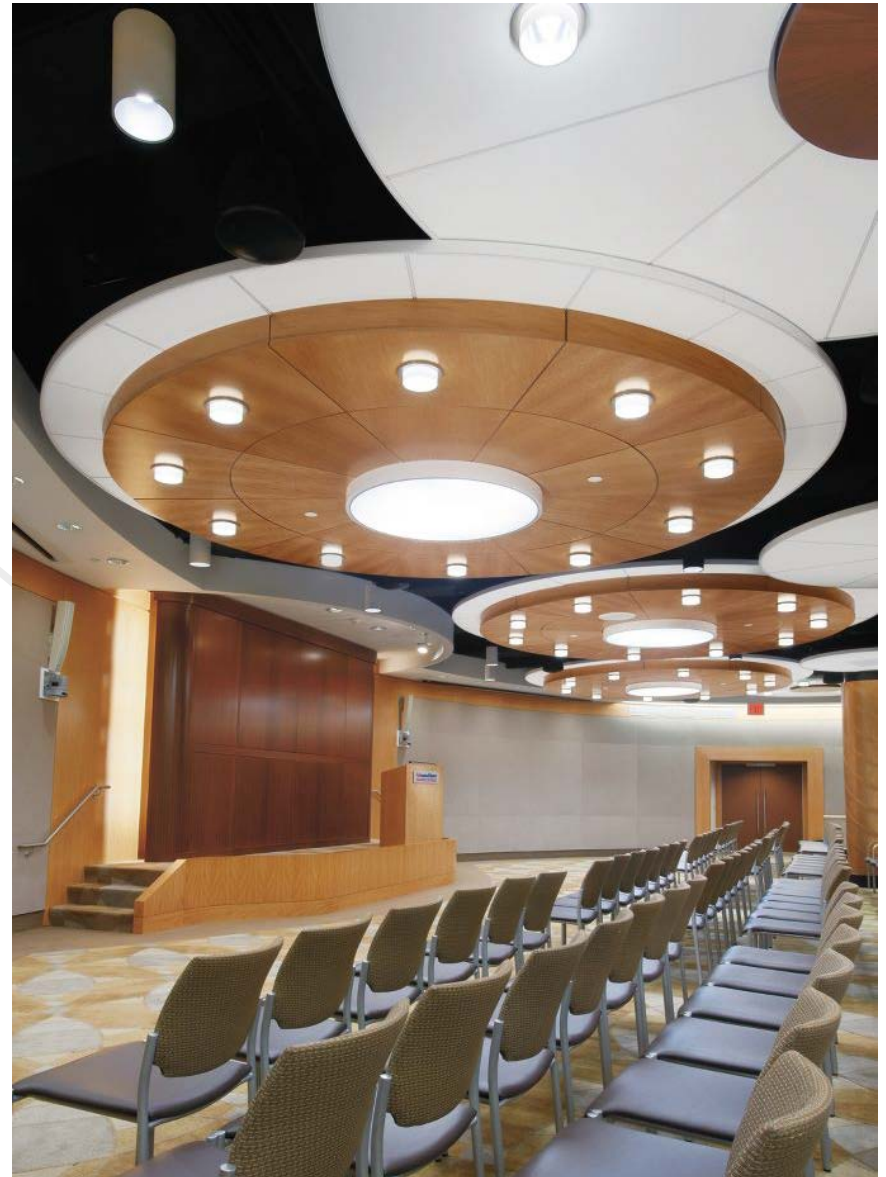


Earnings Call Presentation

3rd Quarter 2014
October 27, 2014



Our disclosures in this presentation, including without limitation, those relating to future financial results guidance, and in our other public documents and comments contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act. Those statements provide our future expectations or forecasts and can be identified by our use of words such as "anticipate," "estimate," "expect," "project," "intend," "plan," "believe," "outlook," "target," "predict," "may," "will," "would," "could," "should," "seek," and other words or phrases of similar meaning in connection with any discussion of future operating or financial performance. Forward-looking statements, by their nature, address matters that are uncertain and involve risks because they relate to events and depend on circumstances that may or may not occur in the future. As a result, our actual results may differ materially from our expected results and from those expressed in our forward-looking statements. A more detailed discussion of the risks and uncertainties that may affect our ability to achieve the projected performance is included in the "Risk Factors" and "Management's Discussion and Analysis" sections of our reports on Forms 10-K and 10-Q filed with the SEC. Forward-looking statements speak only as of the date they are made. We undertake no obligation to update any forward-looking statements beyond what is required under applicable securities law.

In addition, we will be referring to non-GAAP financial measures within the meaning of SEC Regulation G. A reconciliation of the differences between these measures with the most directly comparable financial measures calculated in accordance with GAAP are included within this presentation and available on the Investor Relations page of our website at www.armstrong.com.

The guidance in this presentation is only effective as of the date given, October 27, 2014, and will not be updated or affirmed unless and until we publicly announce updated or affirmed guidance.

- When reporting our financial results within this presentation, we make several adjustments. Management uses the non-GAAP measures below in managing the business and believes the adjustments provide meaningful comparisons of operating performance between periods. As reported results will be footnoted throughout the presentation.
- We report in comparable dollars to remove the effects of currency translation on the P&L. The budgeted exchange rate for 2014 is used for all currency translations in 2014 and prior years. Guidance is presented using the 2014 budgeted exchange rate for the year.
- We remove the impact of discrete expenses and income. Examples include plant closures, restructuring actions, and other large unusual items.
- Taxes for normalized Net Income and EPS are calculated using a constant 39% for 2014 results and guidance, and 2013 results, which are based on the expected full year historical tax rate.

What Items Are Adjusted		
	Comparable Dollars	Other Adjustments
Net Sales	Yes	No
Gross Profit	Yes	Yes
SG&A Expense	Yes	Yes
Equity Earnings	Yes	Yes
Operating Income	Yes	Yes
Net Income	Yes	Yes
Cash Flow	No	No
Return on Capital	Yes	Yes
EBITDA	Yes	Yes

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

Key Metrics – Third Quarter 2014



	2014	2013	Variance
Net Sales ⁽¹⁾	\$725	\$728	(0.5%)
Operating Income ⁽²⁾	87	94	(8.0%)
% of Sales	12.0%	13.0%	(100 bps)
EBITDA	117	122	(4.2%)
% of Sales	16.2%	16.8%	(60 bps)
Earnings Per Share ⁽³⁾	\$0.83	\$0.85	(2.5%)
Free Cash Flow	60	95	(37.0%)
Net Debt	902	930	(28)
ROIC ⁽⁴⁾	6.4%	8.3%	(190 bps)

(1) As reported Net Sales: \$728 million in 2014 and \$730 million in 2013

(2) As reported Operating Income: \$69 million in 2014 and \$94 million in 2013

(3) As reported EPS: \$0.57 in 2014 and \$0.94 in 2013

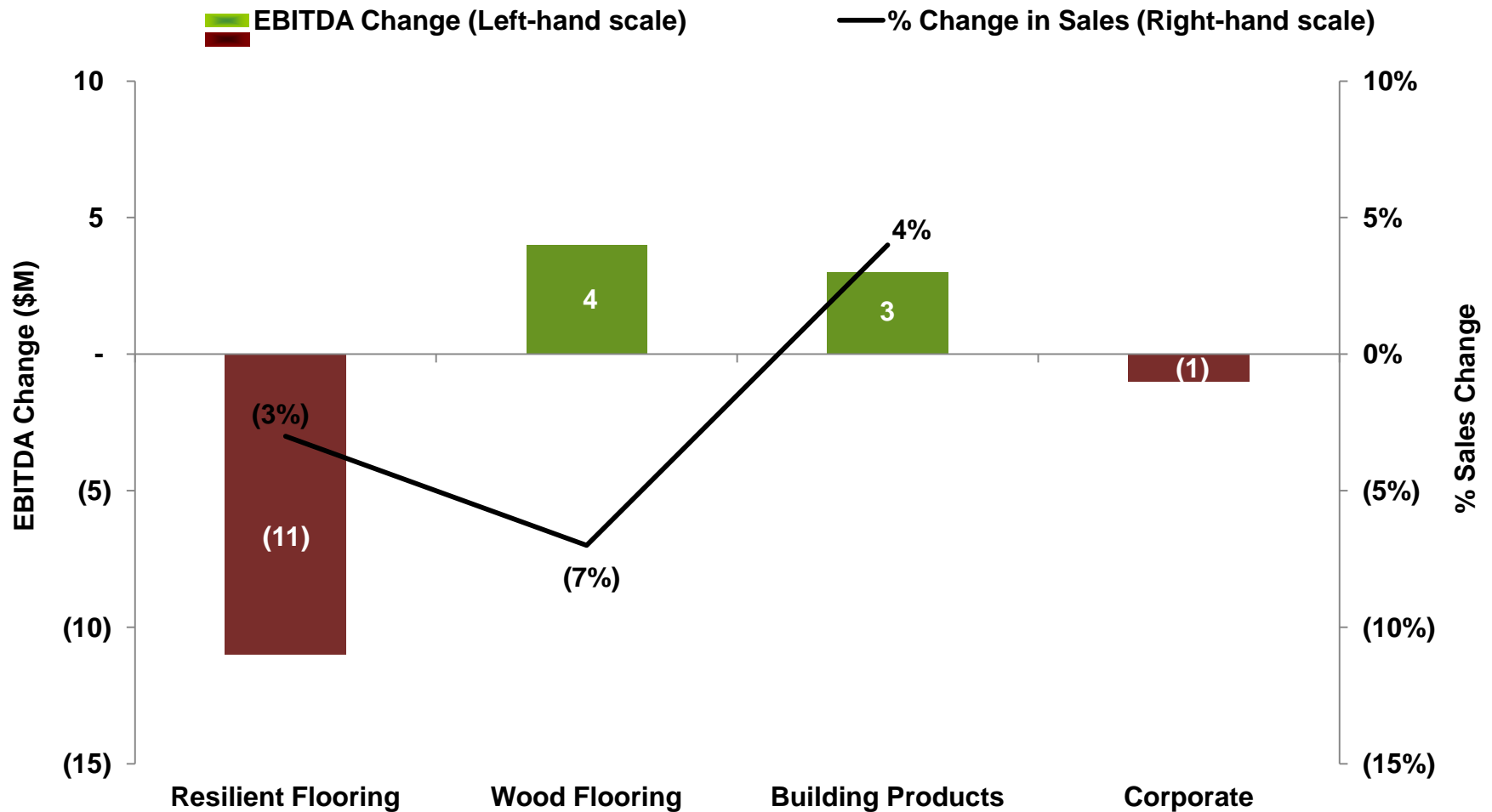
(4) Unadjusted

Third Quarter 2014 vs. PY– Adjusted EBITDA to Reported Net Income

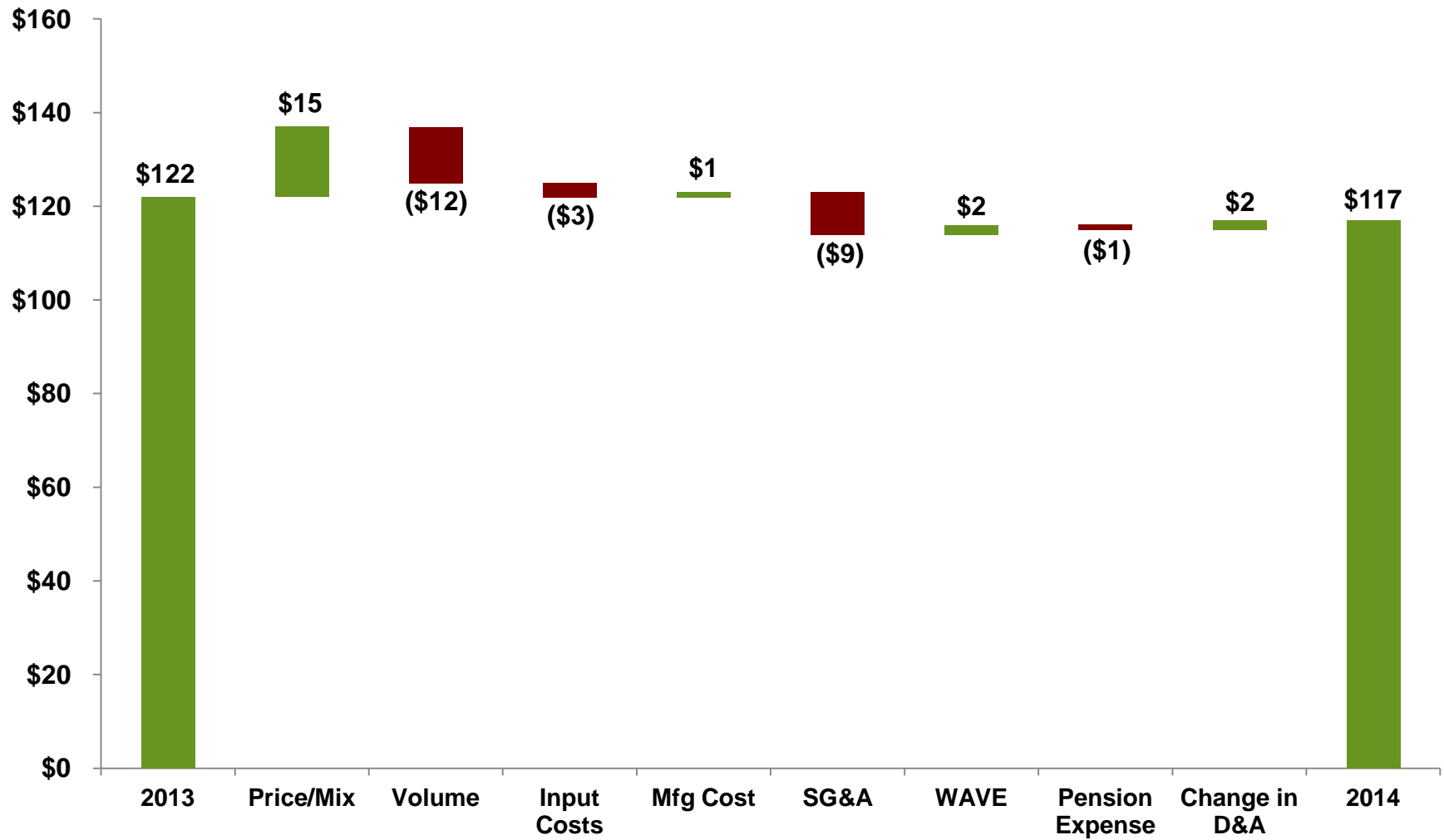


	2014	2013	V
EBITDA– Adjusted	\$117	\$122	(\$5)
Depreciation and Amortization	(30)	(28)	(2)
Operating Income – Adjusted	\$87	\$94	(\$7)
Foreign Exchange Movements	-	(1)	1
Fixed Asset Accelerated Depreciation and Impairments (not included above)	17	-	17
Cost Reduction Initiatives	1	1	-
Operating Income – As Reported	\$69	\$94	(\$25)
Interest/Other (Expense)	(11)	(12)	1
EBT	\$58	\$82	(\$24)
Tax (Expense)	(26)	(26)	-
Net Income	\$32	\$56	(\$24)

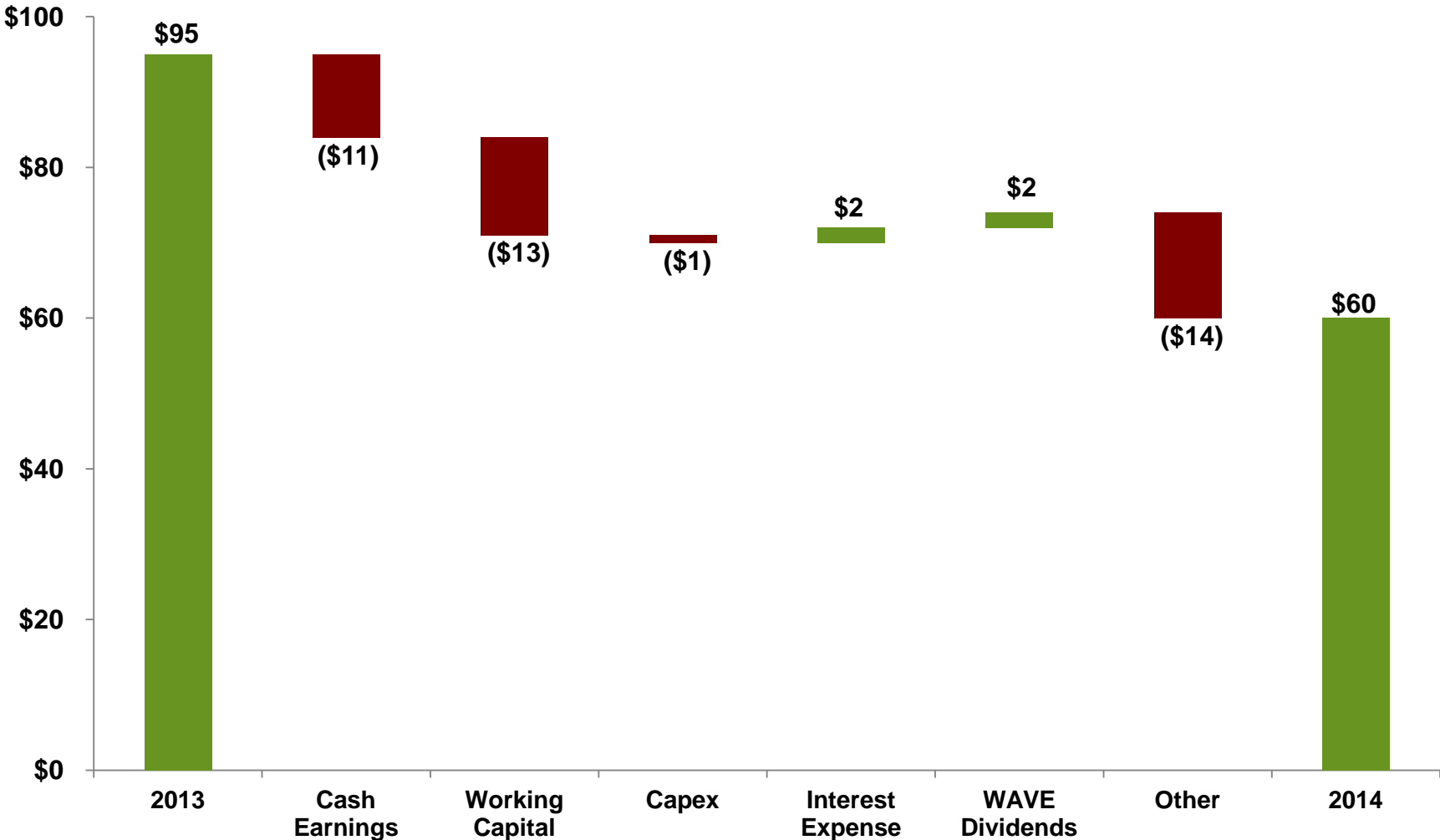
Third Quarter Sales and EBITDA by Segment – 2014 vs. PY



EBITDA Bridge – Third Quarter 2014 vs. PY



Free Cash Flow – Third Quarter 2014 vs. Prior Year



Key Metrics – September YTD 2014



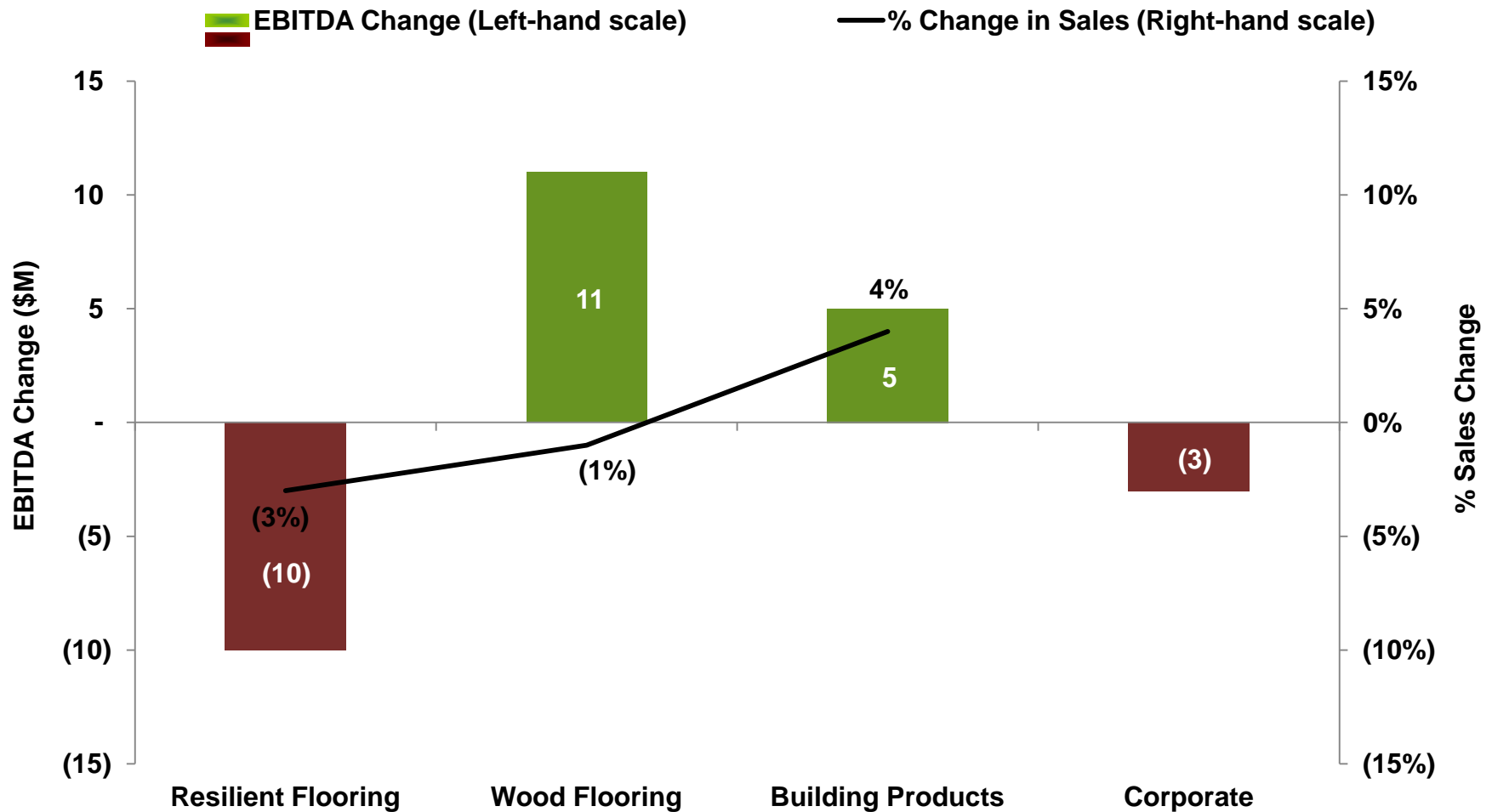
	2014	2013	Variance
Net Sales ⁽¹⁾	\$2,061	\$2,045	0.8%
Operating Income ⁽²⁾	207	217	(4.5%)
% of Sales	10.1%	10.7%	(60 bps)
EBITDA	300	297	0.9%
% of Sales	14.5%	14.5%	0 bps
Earnings Per Share ⁽³⁾	\$1.85	\$1.66	11.0%
Free Cash Flow	14	75	(81.1%)

(1) As reported Net Sales: \$2,073 million in 2014 and \$2,059 million in 2013

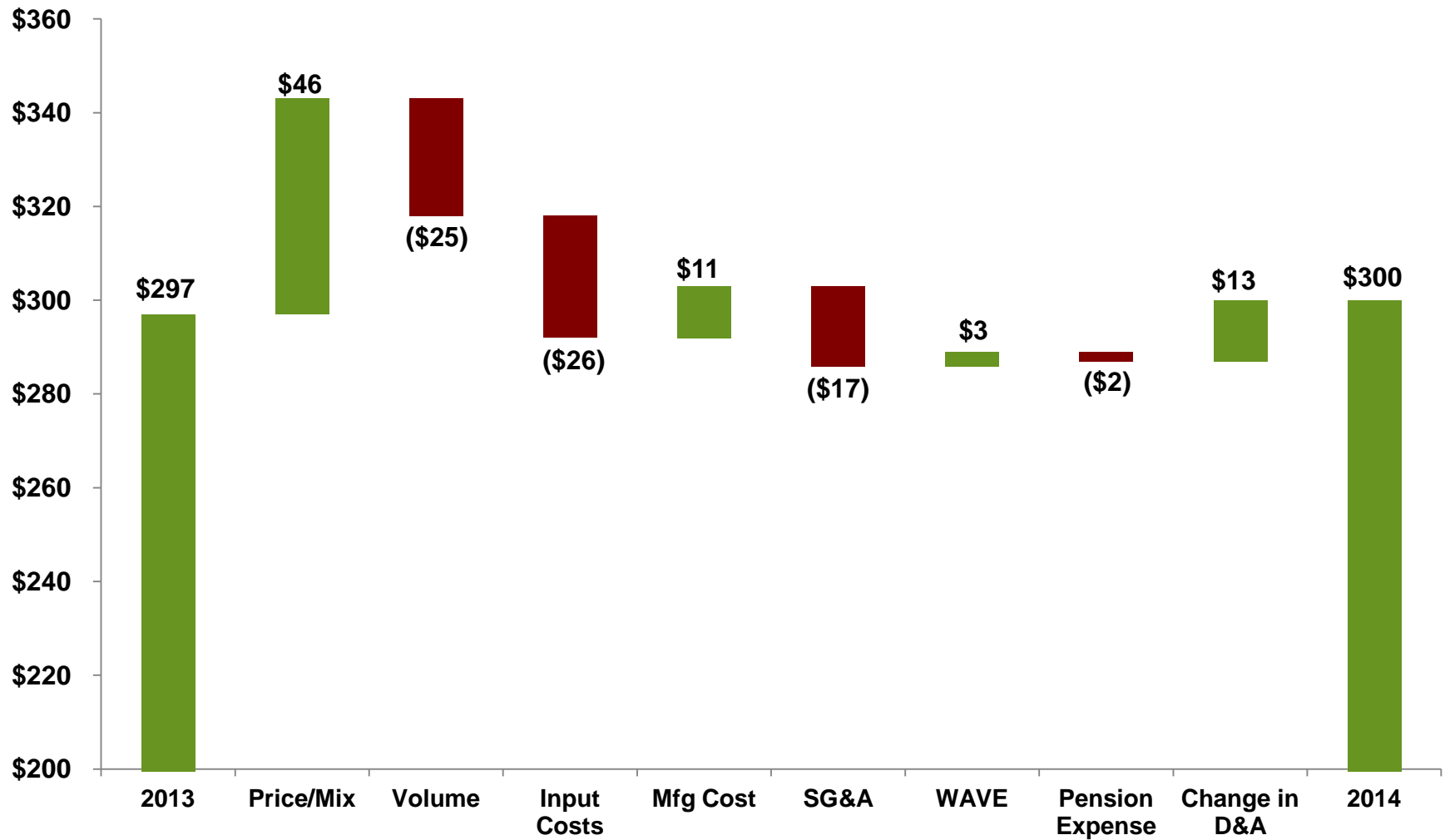
(2) As reported Operating Income: \$179 million in 2014 and \$208 million in 2013

(3) As reported EPS: \$1.25 in 2014 and \$1.50 in 2013

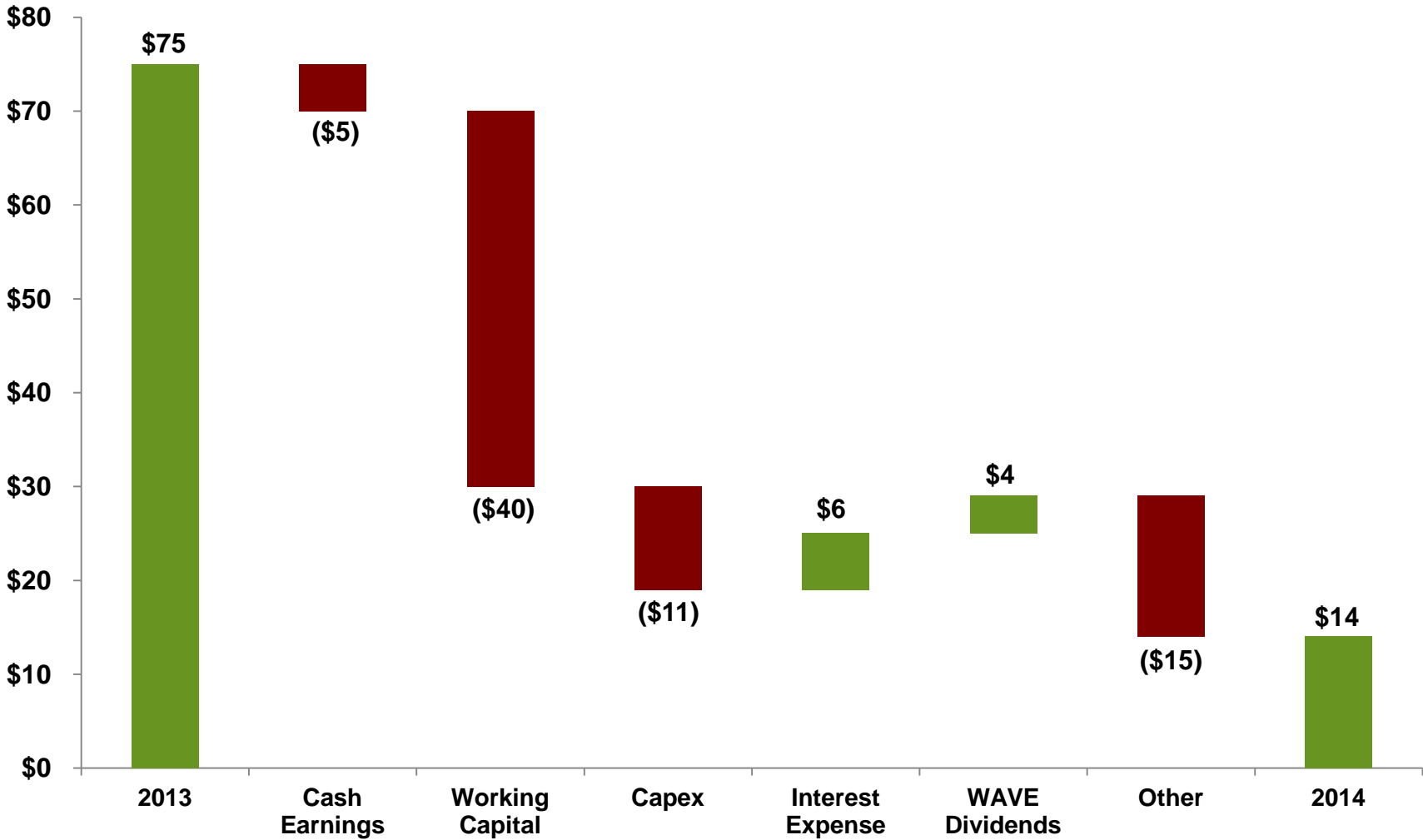
September YTD Sales and EBITDA by Segment – 2014 vs. PY



EBITDA Bridge – September YTD 2014 vs. Prior Year



Free Cash Flow – September YTD 2014 vs. Prior Year



Key Metrics – Guidance 2014



	2014 Estimate Range ⁽¹⁾		2013 ⁽²⁾	Variance		
Net Sales⁽³⁾	2,680	to 2,720	2,700	(1%)	to	1%
Operating Income⁽⁴⁾	230	to 245	257	(11%)	to	(5%)
EBITDA	355	to 375	366	(3%)	to	2%
Earnings Per Share⁽⁵⁾	\$2.00	to \$2.15	\$1.98	1%	to	9%
Free Cash Flow	0	to 40	68	(100%)	to	(41%)

(1) Guidance is presented using 2014 budgeted foreign exchange rates

(2) 2013 results are presented using 2014 budgeted foreign exchange rates

(3) 2014 and 2013 net sales include the impact of foreign exchange

(4) As reported Operating Income: \$205 - \$220 million in 2014 and \$239 million 2013

(5) As reported earnings per share: \$1.40 - \$1.55 in 2014 and \$1.71 in 2013

- Raw Material & Energy Inflation** ▶ \$30 - \$40 million vs. 2013
- Manufacturing Productivity*** ▶ Adjusted Gross Margin 0 to 30 bps vs. 2013
- SG&A** ▶ 16.5% to 17.0% of sales
- Earnings from WAVE** ▶ \$0 - \$5 million vs. 2013
- Cash Taxes/ETR*** ▶ \$15 - \$25 million; Adjusted long-term ETR of ~39%⁽²⁾
- Q4** ▶ Sales⁽¹⁾ \$610– \$650 million; EBITDA \$55 – \$75 million
- Capital Spending** ▶ \$195 - \$215 million
- Exclusions from EBITDA*** ▶ \$25 - \$30 million

(1) Net sales include foreign exchange impact

(2) As reported ETR of 49% for 2014

* Changed from July Outlook

Appendix



September YTD 2014 vs. PY– Adjusted EBITDA to Reported Net Income



	2014	2013	V
EBITDA– Adjusted	\$300	\$297	\$3
Depreciation and Amortization	(93)	(80)	(13)
Operating Income – Adjusted	\$207	\$217	(\$10)
Foreign Exchange Movements	1	(1)	2
Fixed Asset Accelerated Depreciation and Impairments (not included above)	21	-	21
Cost Reduction Initiatives	6	10	(4)
Operating Income – As Reported	\$179	\$208	(\$29)
Interest/Other (Expense)	(39)	(54)	15
EBT	\$140	\$154	(\$14)
Tax (Expense)	(70)	(64)	(6)
Net Income	\$70	\$90	(\$20)

Adjusted Operating Income to Free Cash Flow



	2014 Estimate Range		
Adjusted Operating Income	230	to	245
Depreciation and Amortization	125	to	130
Adjusted EBITDA	355	to	375
Changes in Working Capital	(50)	to	(60)
Capex	(195)	to	(215)
Interest Expense	(45)	to	(50)
Cash Taxes	(15)	to	(25)
Other, including cash payments for restructuring and one-time items	(25)	to	(30)
Free Cash Flow	0	to	40

Third Quarter

	2014 Reported	Comparability ⁽¹⁾ Adjustments	FX ⁽²⁾ Adj	2014 Adjusted	2013 Reported	Comparability ⁽¹⁾ Adjustments	FX ⁽²⁾ Adj	2013 Adjusted
Net Sales	728	-	(3)	725	730	-	(2)	728
Operating Income	69	18	-	87	94	1	(1)	94
EPS	\$0.57	\$0.26	-	\$0.83	\$0.94	(\$0.08)	(\$0.01)	\$0.85

September YTD

	2014 Reported	Comparability ⁽¹⁾ Adjustments	FX ⁽²⁾ Adj	2014 Adjusted	2013 Reported	Comparability ⁽¹⁾ Adjustments	FX ⁽²⁾ Adj	2013 Adjusted
Net Sales	2,073	-	(12)	2,061	2,059	-	(14)	2,045
Operating Income	179	27	1	207	208	10	(1)	217
EPS	\$1.25	\$0.59	\$0.01	\$1.85	\$1.50	\$0.17	(\$0.01)	\$1.66

(1) See earnings press release and 10-Q for additional detail on comparability adjustments

(2) Eliminates impact of foreign exchange movements

Segment Operating Income (Loss)



Third Quarter

	2014 Reported	Comparability ⁽¹⁾ Adjustments	2014 Adjusted	2013 Reported	Comparability ⁽¹⁾ Adjustments	2013 Adjusted
Building Products	87	(1)	86	87	(2)	85
Resilient Flooring	(2)	15	13	22	1	23
Wood Flooring	2	4	6	3	(1)	2
Unallocated Corporate (Expense) Income	(18)	-	(18)	(18)	2	(16)

September YTD

	2014 Reported	Comparability ⁽¹⁾ Adjustments	2014 Adjusted	2013 Reported	Comparability ⁽¹⁾ Adjustments	2013 Adjusted
Building Products	209	-	209	211	(1)	210
Resilient Flooring	23	18	41	47	6	53
Wood Flooring ⁽²⁾	4	10	14	6	-	6
Unallocated Corporate (Expense) Income	(57)	-	(57)	(55)	3	(52)

(1) Eliminates impact of foreign exchange movements and non-recurring items; see earnings press release and 10-Q for additional detail.

(2) Includes a \$1 million gain in the second quarter of 2014 related to a refund of previously paid duties on imports of engineered wood flooring

	Third Quarter		YTD	
	2014	2013	2014	2013
(\$ millions)				
Net cash from operations	\$89	\$119	\$111	\$162
Net cash (used for) investing	(29)	(24)	(97)	(87)
Free Cash Flow	\$60	\$95	\$14	\$75