



AMERICAN STANDARD COMPANIES INC. ANNOUNCES KEY ORGANIZATIONAL CHANGES

Piscataway, NJ -- December 10, 1997 - In anticipation of key management retirement and business leadership succession and to provide a focus on the continued growth of its businesses, American Standard Companies Inc. (NYSE:ASD) today announced that its Board of Directors had approved the following organizational changes at the December 4 meeting:

- Mr. Horst Hinrichs, 64, Senior Vice President of the WABCO Automotive Products Sector, has been appointed to the newly created position of Vice Chairman of the corporation. In his new role, Mr. Hinrichs will assist the Chairman with special strategic and operational assignments.
- Mr. Craig Kissel, 46, Business Leader of the Trane North American Unitary Products Group, will succeed Mr. Hinrichs as Business Leader of the WABCO Automotive Products Sector. Mr. Kissel's career with the Trane Company spans 17 years. During that time, he has held positions in marketing, sales and general management.
American Standard's Air Conditioning Products Sector will be restructured into three separate businesses. Applied Products will be organized into one global business and Unitary Products will be organized into the North American Unitary and International Unitary Groups.
- Leading the Applied Global Systems business will be Mr. James Schultz. Mr. Schultz, 49, has worked in the Trane organization for more than 27 years and has served as Vice President and Group Executive of the North American Commercial Group for the past 10 years. Mr. Roberto Canizares, 48, a 23-year Trane veteran and currently Business Leader of the Trane Asia Pacific region, will have responsibility for the applied businesses outside of North America and report directly to Mr. Schultz.
- Leading the North American Unitary business and replacing Mr. Kissel will be Mr. David Pannier, 46. Mr. Pannier, whose career spans 23-years with the Trane Company, currently holds the senior marketing position with the North American Unitary Products business.
- The International Unitary Products Group will be lead by Mr. Bruce Achenbach, 48, a 25-year veteran of the Trane Company. He has served as Business Leader of Trane's European business for the past two years.
- Mr. William Klug, 65, Business Leader of the Trane International Group, will provide oversight and assistance in the transition of the Trane organization pending his planned retirement in 1998.
- Mr. Fred Allardyce, 56, Chief Financial Officer, will assume the position of Senior Vice President of the newly created Medical Products Sector. This move will provide increased emphasis and focus on the growth opportunities in this new business segment. Mr. Allardyce has been a member of American Standard's corporate staff for the past 21 years and has held senior management positions in accounting and finance.
- In conjunction with Mr. Allardyce's appointment, Mr. Benson I. Stein, 60, Vice President - Auditing, will also move to the Medical Products Sectors as Vice President - Operations. For the past three years, Mr. Stein has worked with the Company's Sienna Biotech medical business and was instrumental in the acquisition of Sorin and INCSTAR.
- Mr. George Kerckhove, 60, Senior Vice President of the Company's worldwide Plumbing Products Sector, succeeds Mr. Allardyce as Chief Financial Officer. Mr. Kerckhove's career with American Standard spans 35 years. During that time, he has held senior management positions for both the Trane North American Commercial business and the worldwide Plumbing sector. Mr. Kerckhove brings to his new position a solid understanding of the business financials of the Company and extensive operational experience with the Company's two largest business segments. Until further notice, the office of the Chief Executive Officer will oversee the management of the Plumbing Products business currently headed up by Mr. Kerckhove.
- Mr. Raymond Pipes, 48, is appointed Vice President - Investor Relations, reporting to Mr. Kerckhove. Mr. Pipes has extensive experience with American Standard having worked in accounting, finance and general management positions spanning 27 years. During his career, he has held accounting and finance positions at the corporate and operating group level and has served as Business Leader for the Company's Philippines plumbing business and Group Executive for the Plumbing Products businesses in the Far East. His unique combination of skills will bring a new and broadened perspective to Investor Relations.

Regarding the announcement, Mr. Emmanuel Kampouris, Chairman, President and Chief Executive Officer of American Standard, stated, "These appointments recognize the contributions of key individuals and the value they bring to the Company. I believe that through their new assignments they will further strengthen American Standard Companies and its businesses."

American Standard is the global, diversified manufacturer of Trane® and American Standard® air conditioning products, American Standard®, Ideal Standard®, Standard® and Porcher® plumbing products, WABCO® commercial and utility vehicle braking and control systems, LARA™ and Copalis™ medical diagnostic systems and DiaSorin™ and INCSTAR™ medical diagnostic products.

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The latest news release and corporate information can be heard on 1-888-ASD-NEWS. Additional information on American Standard is available on the Company's World Wide Web site <http://www.americanstandard.com>