ArmstrongFlooring™

Walk On. Walk Strong.™

INVESTOR PRESENTATION
AUGUST 11,2021

Safe Harbor Statement

Disclosures in this release and in our other public documents and comments contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. 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 could cause our actual results to differ materially from those projected, anticipated or implied is included our reports filed with the U.S. Securities and Exchange Commission. 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. The information in this presentation is only effective as of the Company’s Second Quarter Earnings call on July 21, 2021 and is subject to change. Any distribution of this presentation on or after August 11, 2021, is not intended and will not be construed as updating or confirming such information.

Armstrong Flooring, Inc. competes globally in many diverse markets. References to "*market*" or "*share*" data are simply estimations based on a combination of internal and external sources and assumptions. They are intended only to assist discussion of the relative performance of product segments and categories for marketing and related purposes. No conclusion has been reached or should be reached regarding a "*product market*," a "*geographic market*" or “*market share*,” as such terms may be used or defined for any economic, legal or other purpose.

In addition, we will be referring to “non-GAAP financial measures” within the meaning of SEC Regulation G. Management uses non-GAAP measures, including Adjusted EBITDA and Free Cash Flow, in managing the business and believes the adjustments provide meaningful comparisons of operating performance between periods. We remove the impact of certain discrete expenses and income. The non-cash expense impact of the U.S. pension and depreciation and amortization is also excluded.

A reconciliation of the differences between these measures with the most directly comparable financial measures calculated in accordance with GAAP can be found in the appendix section of this presentation.

Company Overview

- Leading global innovator of resilient flooring products
- Net Sales of $585 million in 2020
- 85% of business is in North America; Rest of World sales primarily in China and Australia
- Global workforce with +1,700 employees in 7 countries
- Focused on resilient flooring - fastest growing flooring category

2020 SALES

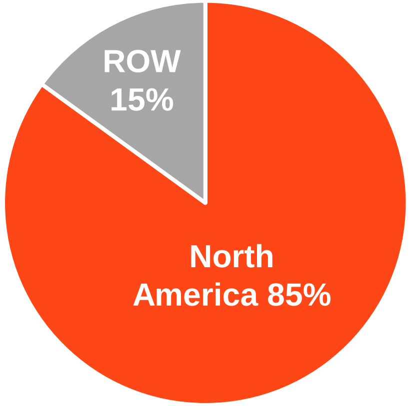
31%

LVT

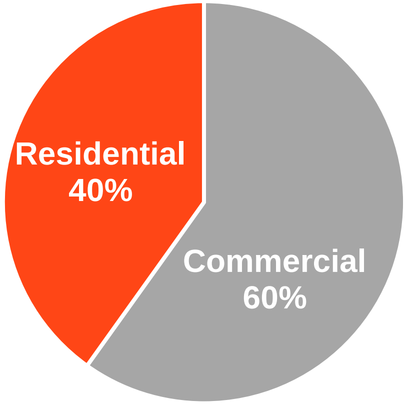
2020 SALES

75%

Renovation



Geographic Mix



End Market Mix

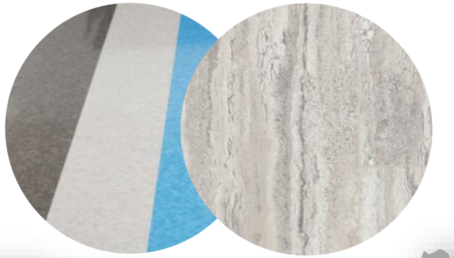
Source: Product and end-market mix is based on management estimates

Company Footprint

Manufacturing & Distribution Footprint

- U.S.: 6 facilities
- China: 1, Com Sheet Vinyl
- Australia:1, Com Sheet Vinyl

Kankakee, IL
Product: VCT and Tile Plant



Beech Creek, PA
Product: Printed Film Plant

Los Angeles, CA
Distribution Facility

Lancaster, PA
Products: LVT & Res Sheet Plant

Stillwater, OK
Products: LVT & Res Sheet Plant

Jackson, MS
Product: VCT Plant

Armstrong Flooring Awards

Floor Covering News recognizing the most notable under 40 leaders in the flooring industry: Julie Eno, Meredith Hafer, Christina Sewell

MedinPure PVC-Free Sheet also earns Best of 2020 honors.

Best of 2020:
- *MedinPure™ PVC-Free Sheet*

Platinum ADEX Awards for:
- *Parallel® USA LVT*
- *Unbound™ LVT*
- *MedinPure™ PVC-Free Sheet*
- *Empower™ Rigid Core*

Most Specified LVT Product in 2020 with Natural Creations® with Diamond 10 Technology™ Mystix

Voted Brand Leader in BUILDER Magazine's Brand Use Study

KBB Readers' Choice Award winner for Kitchen & Bath Flooring

CEU "Health, Wellness, and Designing for Senior Living"

Environment + Energy Leader Project Award for Stillwater Plant

Sustainability
Stronger Together

Reimagining Operations

- Create business value by reimagining how we operate and achieve a circular economy

Revealing Transparency

- From content to carbon footprint, we are committed to providing transparent information to enable smart, sustainable flooring choices

Reconnecting Community

- We aim to improve people's lives and create a better-connected future for our employees, communities and the planet

Operating Responsibly

- We are continuously looking for opportunities to be more environmentally, economically and socially sustainable

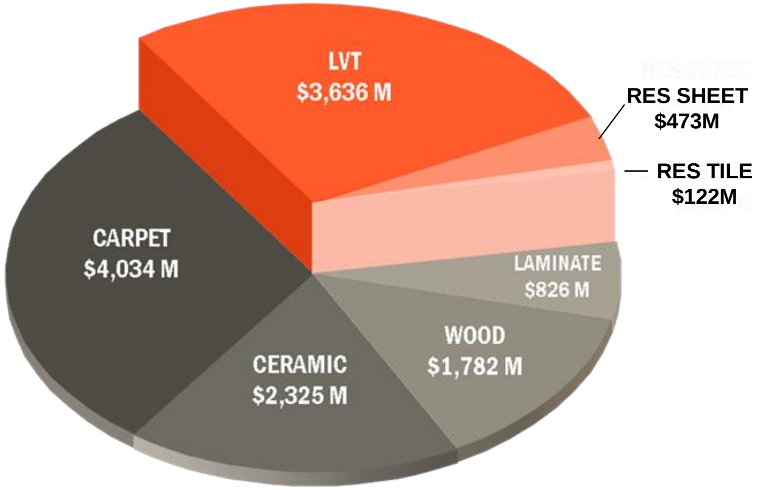
Key Accomplishments

- Published Sustainability Accounting Standard Board Report
- Updated plant shutdown procedures reducing energy use by over 50%
- Reengineered felt-backed sheet to eliminate ~150 tons of waste/year
- Published Environmental and Health Product Declarations to meet customer needs for product transparency

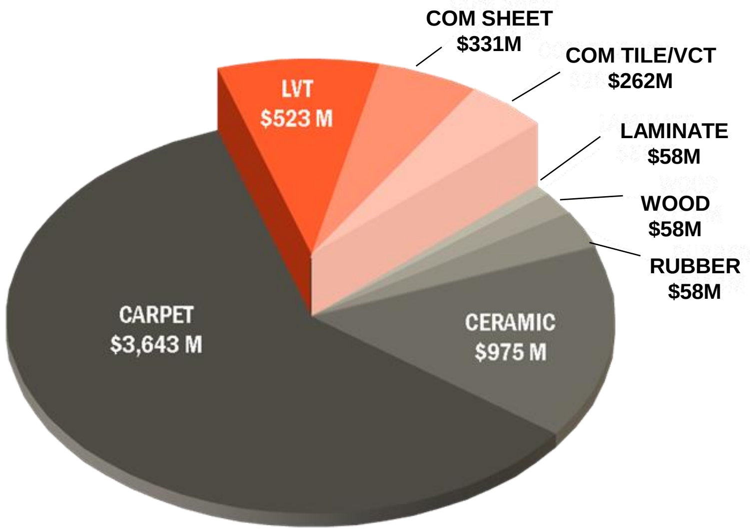
$19B Total Market Size

Commercial LVT | Terra™
Palazzo Rosa

Residential Market ($13B)



Commercial Market ($6B)



- Total Market opportunity for conversion to AFI products in all channels
- AFI is positioned in product categories with largest growth and momentum
- Focused on opportunities that complement the growth product categories

Source: 2021 US Floor Report
Note: Highlighted sections in chart represent Company product offerings

Key Commercial Product Launches in Q2 2021

2.5 mm Luxury Flooring
Made in Lancaster, PA

Diamond 10 Technology

Biome™ Luxury Flooring

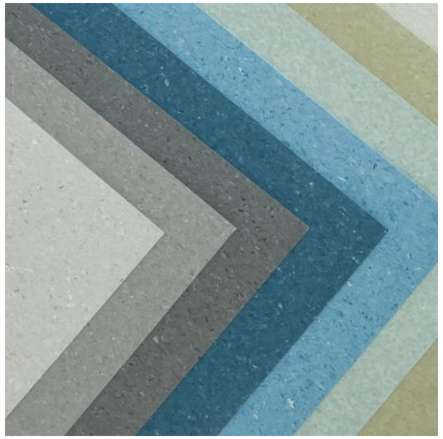
Coalesce™ Luxury Flooring

Duo™ Luxury Flooring

Terra™ Luxury Flooring

Homogeneous Sheet
New Colors & Coating

Diamond 10 Technology



Medintone™ HOM Sheet

Medintech™ HOM Sheet

Diamond 10 Technology™ with Enhanced Traction:

Cultured diamond-infused coating for scratch, stain, scuff – and now – **slip resistance**

Focused Strategy To Transform & Modernize Business

EXPAND

Customer Reach

SIMPLIFY

Portfolio & Organization

STRENGTHEN

Capabilities

Accelerating Growth And Efficiencies

Transformation addressing core areas of legacy underperformance

REGRESSION IN MULTIPLE CHANNELS	**Reason:** Empowerment of distributors to manage brand and reduction of our direct sales force impacted customer connectivity	**Transformation Focus:** In 2019, over 75% of NA sales were to distributors
SLOW-TURNING PRODUCT PORTFOLIO	**Reason:** Multiple product collections were underperforming, with LVT as a percent of sales underweight relative to industry	**Transformation Focus:** In 2019, only 10% of sales were from products launched in last 24 months
UNDERUTILIZED ASSETS	**Reason:** Multiple product lines had excess capacity	**Transformation Focus:** Manufacturing portfolio needed to be rebalanced and downsized
COMPLEX INFRASTRUCTURE	**Reason:** Multiple systems lacked integration, driving slow execution and higher operating cost	**Transformation Focus:** AFI relied on multiple custom IT systems in addition to SAP for daily operations

Transformation – 2021 Achievements

Expand

- Launched Armstrong® Flooring Pro™ line
- Introduced Armstrong® Flooring Signature™ program
- Forged relationships with Direct customers in North America
- Penetrated Hospitality & Healthcare Market
- Increased sales and support positions

Simplify

- Positive wins with Made in the USA Quick Ship Program
- Sold and fully closed South Gate, CA facility
- Opened West Coast Distribution Center
- Reduced North America Manufacturing footprint
- SKU Rationalization and elimination of underperforming assets
- Standardized and Modernized Plant Pay Practices
- Kankakee PNS modernization

Strengthen

- Refreshed MedinPure and Commercial LVT offerings
- Alternative shipping options and increased safety stock
- Refreshed Armstrong® Flooring brand
- Opened New Global HQ Offices
- Opened New Tech Center
- ERP Modernization for Production (BC, Jackson, Lancaster)
- Opened New Design Center
- Launched new Eng Tile and Sheet Displays

Our Multi Year Plan: Expand

- Add Direct Sales representation and augment the Supply Chain model to service Key Independent Retailers, Commercial National Accounts & Large Flooring Contractors
- Resource & Grow by servicing customers the way they want
- Increase focus and investment with Big Box Retail/National Accounts
- Optimize and invest in current Distribution Network
- Penetrate new Commercial verticals such as Hospitality, Corporate/Office and Government
- Invest in Marketing capabilities to drive demand creation with key growth platforms – digital tool expansion, brand refresh & self-service toolbox

Expand: Recent Progress

Customer Reach

- Launched Armstrong® Flooring Pro™ brand and product lines for the builder channel, onboarding over 60% of targeted customers in Q2 2021. Top Brand in BUILDER Magazine.
- Introduced exclusive products for the distribution channel under the Armstrong® Flooring Signature™ line in Q1 2021, with market debut in July.
- Introduced Rest & Refuge™ line in Hospitality channel, with initial sales recorded in Q2 2021. Continued traction with National hotel brands
- Continued to enhance our customer reach through investments in our sales, marketing, and customer service functions; added over 40 new sales professionals since the launch of our Transformation Plan

ArmstrongFlooring PRO

ArmstrongFlooring SIGNATURE

Residential LVT | American Charm™ 6
Milford Oak Autumn Wind

Multi Year Plan: Simplify

- Reduce Complexity of offerings in Commercial VCT and Residential Sheet
- Refresh to MAINTAIN Commercial Sheet and Residential Tile
- Invest to GROW in Commercial and Residential LVT
- Innovate with Coatings, Personalization, Non-PVC, Recycling and Acoustics
- Optimize manufacturing footprint
- Invest in Marketing, Supply Chain, Design & Innovation; Simplify pricing structure and streamline admin processes and systems

Simplify: Recent Progress
Portfolio & Organization

- Continued benefits from Made in the USA Quick Ship program, with fourth consecutive quarter of growth from this initiative
- Fully closed South Gate facility in Q2 2021, following March 2021 sale. Transitioned production and distribution to other US facilities improving reliability and reducing U.S. manufacturing footprint and cost
- Eliminated underperforming assets and inventory in continued effort to rationalize SKUs and operating base

QUICK SHIP

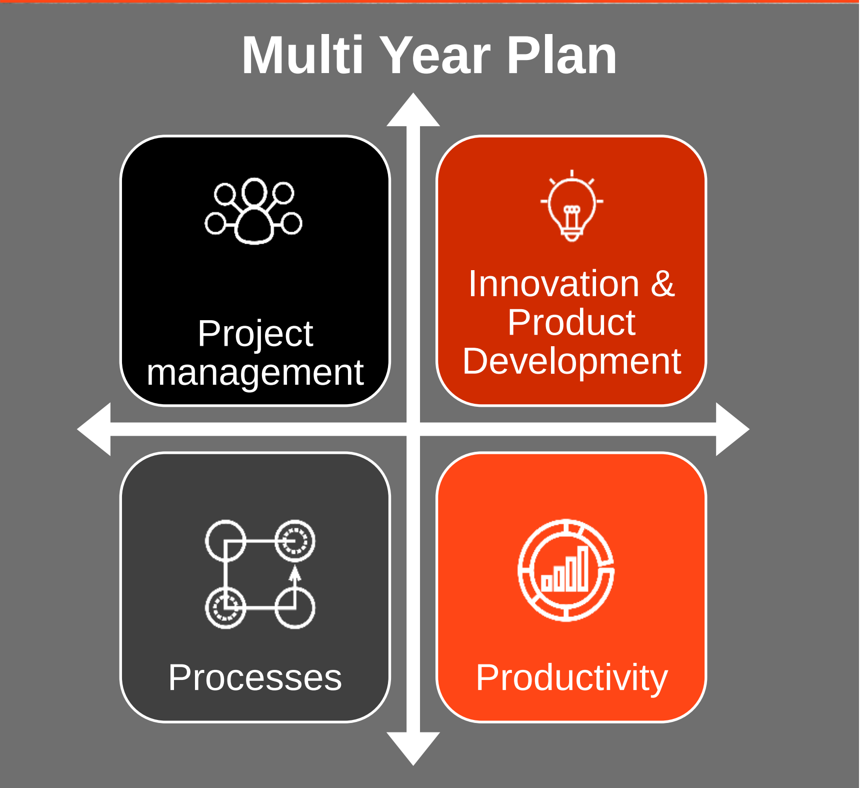
American Made LVT.
Shipped Fast.

AFI Manufacturing &Distribution Sites:

Lancaster, PA, Beech Creek, PA, Kankakee, IL, Jackson MS, Stillwater, OK

AFI Distribution Sites:

Los Angeles, CA



Strengthen: Recent Progress
Transform and Modernize Capabilities

- **Processes:** Distinct actions taken by new Supply Chain Organization to counteract global supply chain disruptions, including increasing safety stock. Improved organizational alignment between supply chain, customer service and procurement organizations to support go to market initiatives and customer expectations.
- **Innovation & Product Development:** Completed all phases of Global HQ relocation, with opening of Corporate Offices, Technical Center, and Design Center, reinvigorating our workforce and ability to collaborate with modern, energized space. Significant costs savings going forward.
- **Productivity:** ERP Modernization in three manufacturing facilities; enhancing visibility, standardization and access to data and information
- **Project Management:** Transformation office expands change management initiatives to enable common approach, governance and sustainability

Optimizing Business for Efficiency & Innovation

Agile Execution During Long-term Journey

On Path to Enhance Agility, Growth, Profitability Over Time

Revenue Drivers

- Leverage strength in commercial verticals
- Penetrate underrepresented sectors
- Develop market-leading product portfolio
- Capitalize on refreshed product and program offerings to increase market share

SG&A Investments

- Expand sales force to drive revenue
- Revitalize brand and enhance marketing
- Modernize systems and processes
- Drive operating efficiencies
- Align incentives with profitable growth with both near and long-term views

Gross Margin

- Enhance margin mix through direct sales
- Optimize manufacturing footprint
- Streamline product portfolio
- Reduce pricing complexity
- Implement necessary pricing actions
- Enhanced logistics and distribution

Working Capital & Capex

- Optimize SKUs and reduce inventory
- Match inventory to market requirements
- Invest in key customer accounts
- Targeted capital investment to fuel growth
- Monetize non-core assets (i.e. South Gate)

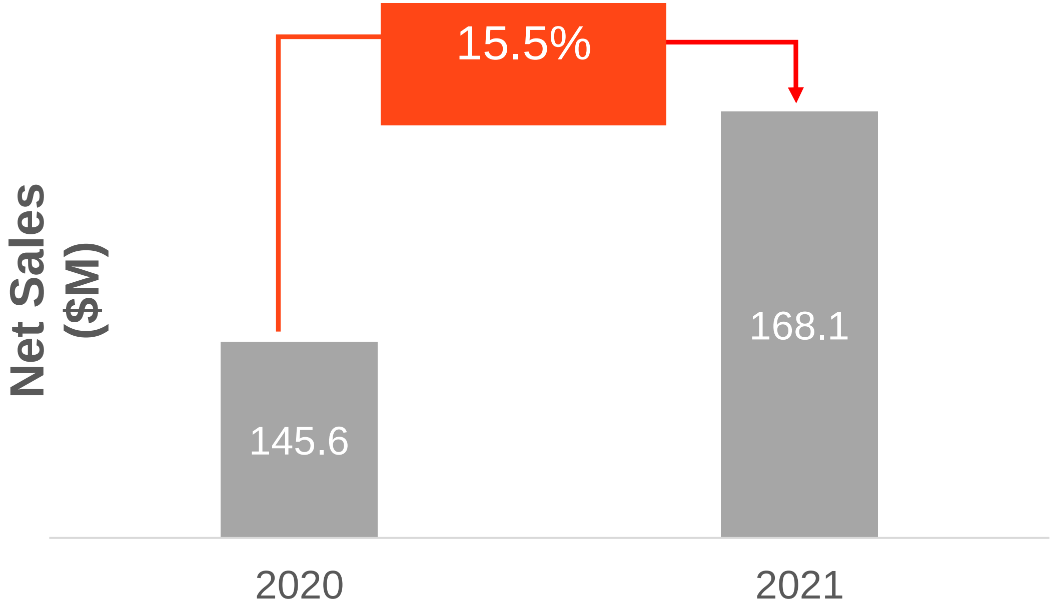
Accelerate Adjusted EBITDA Growth and Generate Positive Free Cash Flow

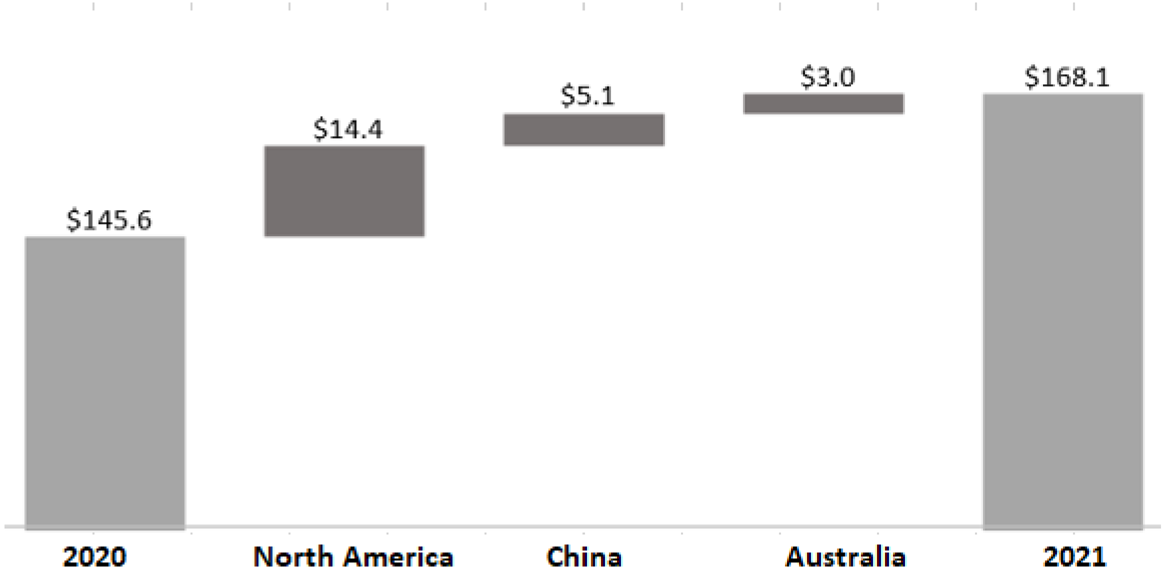
FINANCIAL RESULTS

KEY HIGHLIGHTS

- **Global sales growth of 15.5%, reflecting increases in all regions; price increases and favorable mix offset by supply constraints**
- **Strong demand; continued momentum from high ABI index**
- **North America net sales increase of 12% driven by channel growth in Commercial VCT and LVT products. Residential continuing to rebound representing modest increase year on year.**
- **China and Australia net sales increase reflective of continued recovery from 2020 pandemic levels**
- **Success from Quick Ship program with strong momentum in the quarter; continued tailwind into 2H 2021**

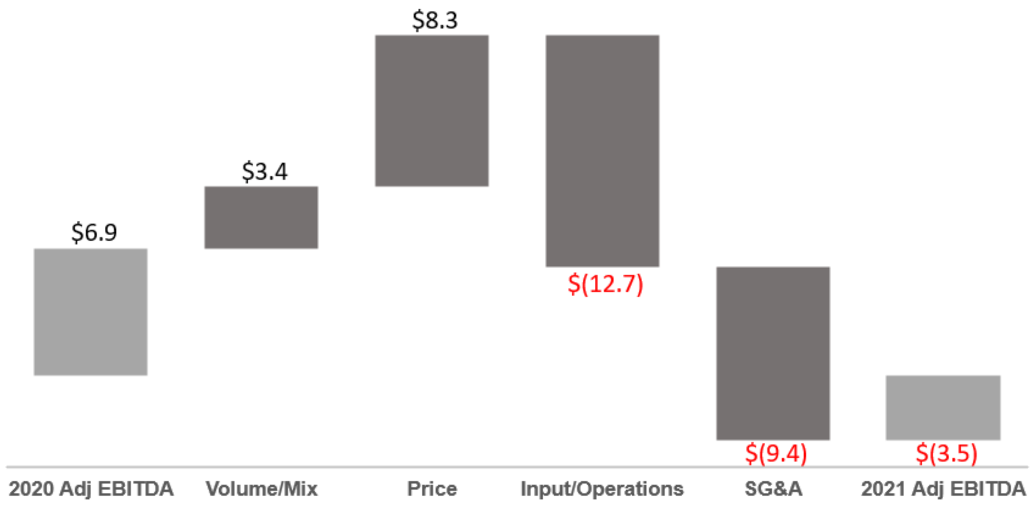
AFI Q2 2021 RESULTS





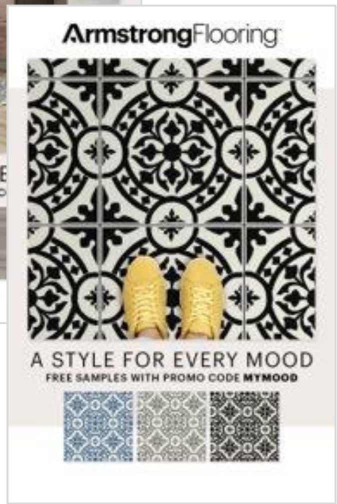
Q2 2021 Adjusted EBITDA

Engineered Tile I VersaStyle™
Meteor Frozen Blue



KEY HIGHLIGHTS

- **Raw material inflation and surging shipping rates significantly impacted input costs in the second quarter; Costs outpacing pricing actions.**
- **Product and asset rationalization initiatives resulted in $4.5m in charges in Q2 2021, and adverse impact to gross profit**
- **SG&A higher year-on-year due to planned transformation initiatives, including increased sales force and advertising and promotional activities**
- **Second quarter SG&A 2021 reflects normalization of employee-related costs from low levels in 2020 COVID-19 environment**



CASH FLOW & CAPITAL RESOURCES

(Dollars in Millions)	Q2 2021	Q2 2020	QTD vs. 2020
Operating Cash Flow	**($3.9)**	$10.2	($14.1)
Cap Ex, net	**($4.1)**	($3.4)	($0.7)
Proceeds from Asset Sales	**$0.1**		$0.1
Free Cash Flow	**($7.9)**	$6.8	($14.7)

- Second quarter 2021 cash flows impacted by inflationary headwinds and increases in supply chain costs
- Working capital impacts from higher receivables and timing of payables
- Capital expenditures continue to reflect targeted spend for key initiatives and plant consolidation, supporting transformation
- Net Debt $44.7 million at June 30, 2021 vs. $66.1 million at December 31, 2020.
- Available liquidity of $91.6 million; $9.0 million ABL borrowings at June 30, 2021

Note: Figures may not foot due to rounding

See reconciliation of non-GAAP measures in the Appendix.


Commercial LVT | Coalesce™
Geome Slate, Nona Tweed,
Decima Silverdust

2021 Outlook Commentary

- Transformation progress to expand, simplify and strengthen business will continue through 2021, while remaining agile and attentive to the current economic environment
- Large addressable market opportunity in residential and commercial
- EBITDA performance will continue to reflect SG&A investments in our transformation; SG&A remains on track with expectations and evaluation of current economic environment
- Inflation and freight/transportation headwinds anticipated to continue through 2021; focused effort implementing pricing actions to mitigate headwinds
- AFI is better positioned in geographic markets and product categories
- Significant opportunities to accelerate U.S. growth and cost efficiencies
- AFI is taking the necessary actions to become leaner, faster growing and more profitable

APPENDIX

Commercial LVT | Terra™
Palazzo Rosa

RECONCILIATION OF NET INCOME (LOSS) TO ADJUSTED EBITDA

(In millions)	Three Months Ended June 30, 2021	Three Months Ended June 30, 2020	Six Months Ended June 30, 2021	Six Months Ended June 30, 2020
Net income (loss)	$ (19.5)	$ (6.3)	$ 7.7	$ (19.5)
Add-back (deduct):				
Income tax expense (benefit)	**0.7**	—	**(0.1)**	(0.3)
Other (income) expense, net	**(2.3)**	(0.5)	**(4.4)**	(0.9)
Interest expense	**2.8**	1.2	**6.3**	1.8
Operating (loss)	**(18.3)**	(5.6)	**9.5**	(18.9)
Add-back: Depreciation and amortization expense	**13.1**	10.3	**23.0**	20.9
Add-back: U.S. Pension expense	**0.2**	0.6	**0.5**	1.3
Add-back (deduct) Business transformation items:				
Site exit costs	**0.3**	—	**0.8**	—
Additional costs related to business transformation initiatives	**1.2**	1.5	**1.2**	1.9
Gain on sale of South Gate property	—	—	**(46.0)**	—
Adjusted EBITDA	**$ (3.5)**	**$ 6.9** (a)	**$ (11.0)**	**$ 5.2**

(a) Does not total due to rounding

Adjusted EBITDA is a non-GAAP financial measure and consists of Net income (loss) adjusted to remove the impact of income tax expense (benefit), other (income) expense, interest expense, depreciation and amortization expense, U.S. pension expense and business transformation items. The Company's management believes Adjusted EBITDA is meaningful to investors because management reviews Adjusted EBITDA in assessing and evaluating performance. However, this measure should be considered in addition to, rather than as a substitute for Net income (loss) provided in accordance with GAAP. The Company's method of calculating Adjusted EBITDA may differ from methods used by other companies and, as a result, Adjusted EBITDA may not be comparable to other similarly titled measures disclosed by other companies.

RECONCILATION OF NET CASH USED FOR OPERATING ACTIVITIES TO FREE CASH FLOW

(In millions)	Three Month Ended June 30, 2021	Three Month Ended June 30, 2020	Six Months Ended June 30, 2021	Six Months Ended June 30, 2020
Net cash provided by (used for) operating activities	**$ (3.9)**	$ 10.2	**$ (31.7)**	$ (6.9)
Less: Capital expenditures	**(4.1)**	(3.4)	**(11.1)**	(10.9)
Add: Proceeds from asset sales	**0.1**	—	**65.4**	—
Free cash flow	**$ (7.9)**	$ 6.8	**$ 22.6**	$ (17.8)

Free cash flow is a non-GAAP financial measure and consists of Net cash provided by (used for) operating activities less capital expenditures net of proceeds from asset sales. The Company's management believes Free cash flow is meaningful to investors because management reviews Free cash flow in assessing and evaluating performance. However, this measure should be considered in addition to, rather than a substitute for Cash flows provided by (used for) operating activities provided in accordance with GAAP. The Company's method of calculating Free cash flow may differ from methods used by other companies and, as a result, Free cash flow may not be comparable to other similarly titled measures disclosed by other companies.

Residential Sheet | Continuity™ HD
Hex Stone Rocky Cliff

RECONCILIATION OF NET LOSS TO ADJUSTED NET INCOME (LOSS)

(In millions, except per share data)	Three Months Ended June 30, 2021	Three Months Ended June 30, 2020	Six Months Ended June 30, 2021	Six Months Ended June 30, 2020
Net income (loss)	$ (19.5)	$ (6.3)	$ 7.7	$ (19.5)
Add-back (deduct) business transformation items:				
Site exit costs	0.3	—	0.8	—
Additional costs related to business transformation initiatives	4.5	1.5	4.5	1.9
Gain on sale of South Gate property	—	—	(46.0)	—
Canadian Pension Settlement Charge	0.2	—	0.2	—
U.S. Pension expense	0.2	0.6	0.5	1.3
Other (income) expense,net	(2.3)	(0.5)	(4.4)	(0.9)
Tax impact of adjustments (at statutory rate)	(0.7)	(0.4)	11.1	(0.6)
Adjusted net income (loss)	**$ (17.3)**	$ (5.1)	**$ (25.6)**	$ (17.8)
Adjusted diluted earnings (loss) per share	**$ (0.79)**	$ (0.23)	**$ (1.17)**	$ (0.81)

(a) Does not total due to rounding.

Adjusted net income (loss) is a non-GAAP financial measures and consists of Net income (loss) adjusted to remove the impact of business transformation items, U.S. pension expense, other (income) expense, net; and adjust such items for the related tax impacts. Adjusted diluted earnings (loss) per share is a non-GAAP financial measure and consists of Adjusted net income (loss) divided by weighted average diluted shares outstanding for the corresponding period. The Company's management believes Adjusted net income (loss) and Adjusted diluted earnings (loss) per share are meaningful to investors because management reviews Adjusted net income (loss) and Adjusted diluted earnings (loss) per share in assessing and evaluating performance. However, these measures should be considered in addition to, rather than a substitute for Net income (loss) and Diluted earnings (loss) per share provided in accordance with GAAP. The Company's method of calculating Adjusted net income (loss) and Adjusted diluted earnings (loss) per share may differ from methods used by other companies and, as a result, Adjusted net income (loss) and Adjusted diluted earnings (loss) per share may not be comparable to other similarly titled measures disclosed by other companies.

RECONCILIATION OF TOTAL DEBT TO NET DEBT

(In millions)	June 30, 2021	December 31, 2020
Total debt outstanding:		
Short-term debt	$ 5.8	$ 5.5
Current installments of long-term debt	3.9	2.9
Long-term debt, net of unamortized debt issuance costs	49.6	71.4
Total debt outstanding	59.3	79.8
Less: Cash and cash equivalents	14.6	13.7
Net debt	$ 44.7	$ 66.1

Net debt is a non-GAAP financial measure and consists of total debt outstanding reduced by cash and cash equivalents. The Company's management believes Net debt is meaningful to investors because management reviews Net debt in assessing and evaluating performance. However, this measure should be considered in addition to, rather than as a substitute for total debt outstanding in accordance with GAAP. The Company's method of calculating Net debt may differ from methods used by other companies and, as a result, Net debt may not be comparable to other similarly titled measures disclosed by other companies.