

Tax Strategy

Introduction

Armstrong World Industries Ltd ('the Company') is a leading producer of ceiling systems for use primarily in the construction and renovation of residential, commercial and institutional buildings. The Company designs, manufactures, and sells ceiling systems and is committed to creating long term shareholder value.

This is the Company's published tax strategy, as required by Schedule 19 Finance Act 2016, having been approved by Finance Management. This strategy will be reviewed and updated annually, following further approvals by the Company's Financial Officials. Please find below the Company's outlined tax strategy.

The Company is committed to comprehensive compliance on their statutory obligations and full disclosure to taxing authorities. The Company's ethical and sustainable tax strategy aligns with its business strategy, enhancing the reputation of the Company's brand.

Risk Management and Governance

The Company endeavours to reduce its overall level of tax risk arising from operations by having the appropriate internal controls in place. The Company's Finance Management is responsible for managing tax risk and tax policies. Finance Management is supported by a proficient financial team who report regularly to the Board of Directors. Tax processes for different statutory matters are allocated to knowledgeable finance professionals who carry out the review of the activities and identify key issues. These key tax matters are continuously monitored for change and potential impact. The Company reaches out, when appropriate, to expert third parties who are well versed in complicated tax matters. The expert third parties help the Finance Management in guidance and assurance of tax compliance.

Tax Planning

The Company takes responsibility for ensuring that all tax payments are made on a timely basis. The Company also constantly considers its legal and social responsibilities for all tax planning endeavours. The Company remains diligent in being transparent with taxing authorities based upon a relationship of mutual respect. The Company maintains a strong focus on compliance with all tax legislation.

Assessing and Mitigating Risk

The Company mitigates taxation risk through use of specialists, employing appropriately qualified staff, relevant training as required, a code of conduct for all management employees, and internal controls. If uncertainty arises over a tax position the Company will seek expert third party advice and communicate on a concurrent basis with the HMRC when necessary. When assessing the level of any remaining risk the Company will seek to take a balanced and conservative approach by consulting with third party advisors as appropriate.

Relationship with HMRC

The Company remains diligent in strengthening its working relationship with HMRC through transparent, constructive, and open communication. The open and positive dialogue allows the Company to ensure compliance on all filing obligations. The Company maintains a proactive working relationship with HMRC and will continue to engage with HMRC on a real-time basis.