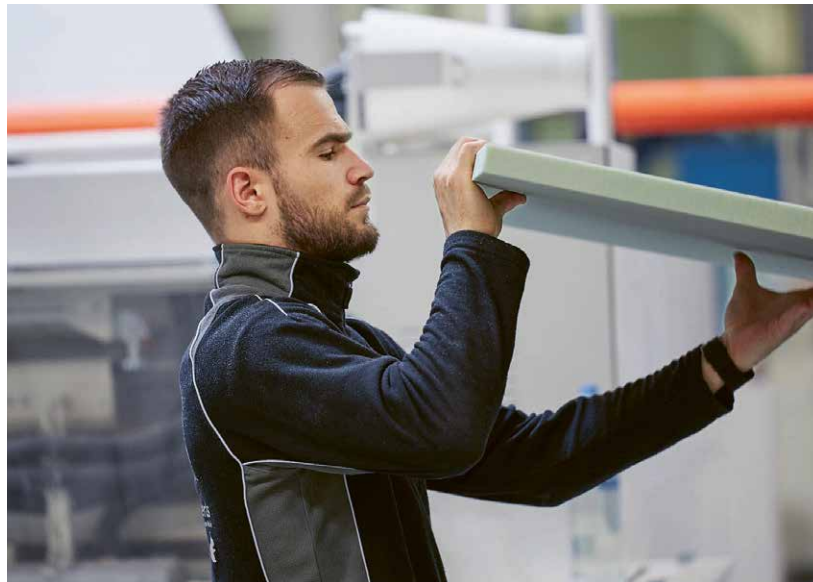
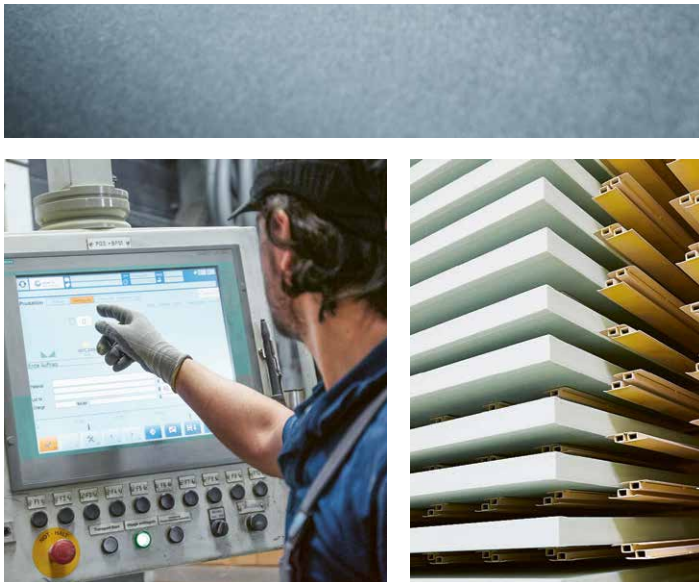


# MAKING A DIFFERENCE AROUND THE WORLD



# HISTORY

**1860**  
Thomas M. Armstrong founds a workshop to produce bottle corks in Pittsburgh, USA.

**1954**  
Invention of Armaflex, the first highly flexible rubber insulation material.

**2000**  
Armacell starts as a stand-alone company, emerging from the successful insulation products division of Armstrong World Industries.

**2016**  
The investment firms Blackstone and KIRKBI acquire Armacell.



# RESULTS

**€ 558.6 m**  
Total Net Sales

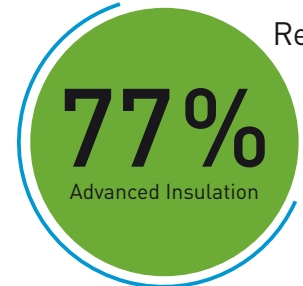
**€ 100.4 m**  
Adjusted EBITDA

**€ 82.5 m**  
Adjusted EBITA

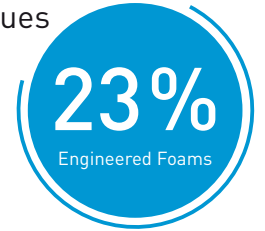
**2,870**  
Employees

# BUSINESSES

**€ 432.1 m**  
Revenues



**€ 126.5 m**  
Revenues



# PRESENCE

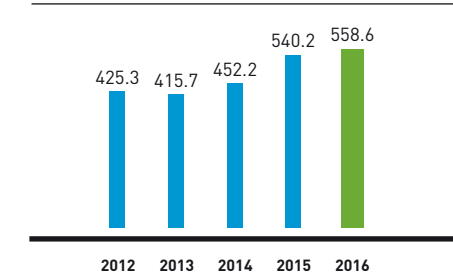
**1**  
CORPORATE HEADQUARTERS  
LUXEMBOURG

**3**  
REGIONAL HEAD OFFICES  
GERMANY – USA – SINGAPORE

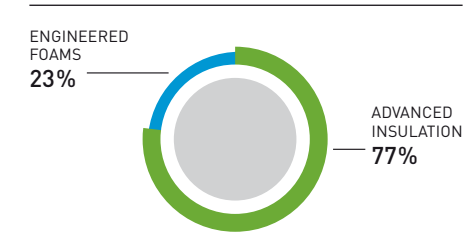
**25**  
MANUFACTURING FACILITIES  
16 COUNTRIES – 4 CONTINENTS

**450+**  
SALES AND ADMINISTRATION OFFICES

NET SALES in € million



NET SALES BY BUSINESS DIVISION



NET SALES BY REGION

