### STRATEGY

OUR COMPETITIVE GAME PLAN

Profitably grow Armstrong's thermal utilities solutions business by leveraging our specialized knowledge of select vertical markets.

#### FROM OUR CEO

Faith in God, Family and Job (in that order).

One of Armstrong's greatest strengths is our unwavering commitment to the values we share. These standards have shaped our family-owned company, and upholding them is what sets us apart, even after more than a century and five generations. Guided by our legacy, we remain firmly united as we move Armstrong forward to achieve our goals for the future.

-Doug Bloss, President and CEO



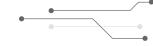
# THE MAIN THING

**OUR UNIFYING CONCEPT** 

Create an enjoyable experience for every

customer, partner, and employee.

# OUR PROMISE



Armstrong provides intelligent system solutions that improve thermal utility performance, lower energy consumption, and reduce environmental emissions while providing an enjoyable experience.

### VALUFS

### WHAT WE BELIEVE



**CORE VALUES:** Faith in God, family and job (in that order), Honesty, Fairness, Respect, Trust, Loyalty, Dignity, Hard Work, Kindness, Fearless, Safety

**DECISION DRIVERS:** Swiftest, Simplest, Smallest, Surprises. Storytelling, Smiles, Sustainability, Spirit of Intrapreneurship FOUR E'S: Environment, Energy, Education, Enjoyable Experiences MOTTO: Do unto others as you would have them do unto you.

## VISION

WHAT WE WANT TO BE



The Best Global Thermal Utilities Solutions Partner.