

OFFICERS (AS OF MARCH 1, 1999)

GEORGE A. LORCH*
Chairman and
Chief Executive Officer

DOUGLAS L. BOLES*
Senior Vice President,
Human Resources

DEBORAH K. OWEN*
Senior Vice President, Secretary
and General Counsel

FRANK A. RIDDICK III*
Senior Vice President
and Chief Financial Officer

MARK E. ADAMCZYK
Vice President,
Corporate Strategy

ALAN L. BURNAFORD
Vice President

EDWARD R. CASE*
Vice President and Controller

CAMILLA L. COLLOVA
Vice President and Director,
Corporate Relations

MARC R. OLIVIÉ*
President, Worldwide
Building Products Operations

ROBERT J. SHANNON, JR.*
President, Worldwide
Floor Products Operations

FLOYD F. SHERMAN*
President, Wood Flooring
and Cabinet Operations

E. FOLLIN SMITH*
Vice President and Treasurer

STEPHEN E. STOCKWELL
Vice President

MARKO A. ALVAREZ
Assistant Treasurer

JOEL R. WITTENBERG
Assistant Treasurer

JOSEPH R. DESANTO
Director, Taxes

*An executive officer, as defined by
the Securities and Exchange
Commission, as are Dr. Bernd F. Pelz,
President, DLW Aktiengesellschaft and
Ulrich J. Weimer, President,
Armstrong Insulation Products.

DIRECTORS-1998

H. JESSE ARNELLE, 65, is Of Counsel to the Womble, Carlyle, Sandridge & Rice law firm of Winston-Salem, North Carolina. He is retired as a senior partner and cofounder of the San Francisco-based firm of Arnelle, Hastie, McGee, Willis & Greene, the largest minority-owned law firm in the United States. He is a graduate of the Pennsylvania State University and the Dickinson School of Law. He is the immediate past Chairman of the Pennsylvania State University Board of Trustees, having also served as Vice Chairman. He serves on the boards of Waste Management Inc.; FPL Group Inc.; Eastman Chemical Company; Textron, Inc.; and Union Pacific Resources.**

VAN C. CAMPBELL, 60, has served since 1983 as Vice Chairman of Corning Incorporated and member of its board of directors. He also serves on the boards of Dow Corning Corporation; Covance Inc.; and Quest Diagnostics Incorporated. He is a graduate of Cornell University and received a Master's Degree in Business Administration from Harvard University.**

DONALD C. CLARK, 67, is former Chairman of the Board of Household International, Inc., a major consumer financial services company. He is a graduate of Clarkson University, Potsdam, New York. He serves on the boards of directors of Warner-Lambert Company; Ameritech; Scotsman Industries, Inc.; and PMI Group, Inc. He is a trustee of Northwestern University and Chairman of the Board of Trustees of Clarkson University.†

JUDITH R. HABERKORN, 52, is President - Consumer Sales and Service for Bell Atlantic. She was appointed to the position in December of 1998. She also serves on the board of the Enesco Corporation and on the advisory boards of CIGNA Corporation, Horton International and Norfolk Southern. She is a member of the Committee of 200, The International Women's Forum and The Harvard Business School Network of Women Alumnae. She is a Vice President of the Harvard Business School Alumni Advisory Board, a director of the National Alliance of Breast Cancer Organizations and a member of the advisory board of The Enterprise Foundation. She is a graduate of Briarcliff (N.Y.) College and completed the Advanced Management Program at Harvard Business School.†

JOHN A. KROL, 62, retired in 1998 as Chairman of the Board of DuPont, a position he held since 1997. He is a member of the boards of directors of the Mead Corporation; J.P. Morgan & Co.; and Catalyst. He is also on the boards of trustees of Tufts University; the University of Delaware; and the corporate liaison board of the American Chemical Society. He is a trustee of the Delaware Art Museum; the Hagley Museum; and the U.S. Council for International Business. He is also president of GEM: The National Consortium for Graduate Degrees for Minorities in Engineering and Science, Inc. He holds Bachelor's and Master's degrees from Tufts University.†

DAVID M. LEVAN, 53, is former Chairman, President and Chief Executive Officer of Conrail, Inc., which he joined in 1978 and where he subsequently held a series of executive positions. He is a member of the Board of Trustees of Gettysburg College. He is also a member of the board of the Philadelphia Fire Department Historical Corporation and the Board of Education for the School District of Philadelphia. He is a graduate of Gettysburg College and the Harvard University Advanced Management Program.†

GEORGE A. LORCH, 57, is Chairman and Chief Executive Officer of Armstrong World Industries, Inc. With Armstrong since 1963, he became executive vice president and director in 1988 and was elected president and CEO in 1993, also becoming Chairman of the Board in 1994. He is a graduate of the Virginia Polytechnic Institute. He also serves on the boards of Household International, Inc.; R.R. Donnelley & Sons Company; and Warner-Lambert Company. He is a member of The Business Roundtable, serving on the policy committee. He is also a member of the Conference Board and the Pennsylvania Business Roundtable.

JAMES E. MARLEY, 63, retired as Chairman of the Board of AMP Incorporated in 1998. With AMP since 1963, he held various executive, group and division management positions. A graduate of the Pennsylvania State University, he received a Master's Degree in Mechanical Engineering from Drexel University. He also serves on the board of Harsco Corporation.**

DAVID W. RAISBECK, 49, is Executive Vice President and member of the Board of Directors of Cargill, Incorporated. He is a member of the Chicago Mercantile Exchange and the Minneapolis Grain Exchange, as well as a past member of the Chicago Board of Trade and the Kansas City Grain Exchange. He is a graduate of Iowa State University and the executive MBA program at the University of Southern California. He is a governor of the Iowa State University Foundation and serves on the board of the Greater Minneapolis YMCA and the administrative committee of the Minneapolis United Way.**

JERRE L. STEAD, 56, is Chairman and Chief Executive Officer of Ingram Micro, Inc., and former chairman and chief executive officer of the Legent Corporation. He is also a former executive vice president of American Telephone and Telegraph Company, former chairman and chief executive officer of AT&T Global Information Solutions, former president of AT&T Global Business Communication Systems and former chairman and chief executive officer of Square D Company. In addition, he held numerous positions during a 21-year career at Honeywell. He is a graduate of the University of Iowa and participated in the Harvard Business School Advanced Management Program. He also serves on the boards of Conexant Systems, Inc. and Thomas & Betts.†



Front Row: George A. Lorch, Van C. Campbell, Jerre L. Stead, David M. LeVan
Middle Row: John A. Krol, Judith R. Haberkorn, David W. Raisbeck, H. Jesse Arnelle
Back Row: James E. Marley, Donald C. Clark

**Member of Audit Committee and Finance Committee

† Member of Management Development and Compensation Committee, and Board Affairs and Governance Committee