



THIRD-QUARTER 2021 RESULTS

Brian Chambers | Chair & Chief Executive Officer

Ken Parks | Chief Financial Officer



October 27, 2021 | Q3 2021



FORWARD-LOOKING STATEMENTS AND NON-GAAP MEASURES

This presentation and the associated remarks contain forward-looking statements. We caution you against relying on these statements as they involve risks and uncertainties that are difficult to predict and the Company's actual results may differ materially from those projected. Such risks and uncertainties include, without limitation: the severity and duration of the current COVID-19 pandemic on our operations, customers and suppliers, as well as related governmental actions; levels of residential, commercial and industrial construction activity; global industrial production; raw material and other input availability, issues related to acquisitions, divestitures, joint ventures or expansions; competitive and pricing factors; demand for our products and relationships with key customers; industry, economic and political conditions, including new legislation, policies or other governmental actions in the U.S. or elsewhere; climate change, weather and storm activity; uninsured losses, including those from natural disasters, pandemics, catastrophe, theft or sabotage; energy, transportation, price volatility and cost issues; legal and regulatory, including environmental, disputes or proceedings; changes to tariff, trade or investment policies or law; ability to protect our intellectual property and information technology systems; achievement of expected synergies or productivity improvements; the level of fixed costs required to run our business; currency, commodity and interest rate fluctuations; our level of indebtedness, liquidity, and the availability and cost of credit; levels of goodwill or other indefinite-lived intangible assets; price volatility in U.S. wind energy markets; labor disputes or shortages, or loss of key employees; pension obligations; and factors detailed from time to time in the Company's SEC filings.

The terms "year to date" or last twelve months ("LTM") refer to the period ended on the last calendar day of the quarter preceding the date of the investor event referenced on the first page above. Otherwise the information in this presentation speaks as of the date of the investor event, and is subject to change. The Company assumes no obligation to update or revise forward-looking statements except as required by law. Any distribution of this presentation after the investor event is not intended and should not be construed as updating or confirming such information.

This presentation contains references to certain "non-GAAP financial measures" as defined by the SEC, which may be referenced in the Appendix or in the tables of our earnings press release. Adjusted EBIT, adjusted EBITDA, adjusted earnings, adjusted EPS and return on capital exclude certain items that management does not allocate to its segment results because it believes they are not representative of the Company's ongoing operations. When the company provides forward-looking expectations for non-GAAP measures, the most comparable GAAP measures and reconciliations to those GAAP measures are generally not available without unreasonable effort due to the variability, complexity and limited visibility of the adjusting items that would be excluded from the non-GAAP measures in future periods. The variability in timing and amount of adjusting items could have significant and unpredictable effects on future GAAP results.





AGENDA

Business updates

Brian Chambers

Financial results

Ken Parks

Business outlook

Brian Chambers

Questions and discussion

All

**Company Delivered Net Sales of \$2.2 Billion;
Net Earnings of \$260 Million and
Adjusted EBIT of \$400 Million**



OWENS CORNING HIGHLIGHTS

Maintained a high level of safety performance

Delivered record third-quarter revenue, up 16% and adjusted EBIT margin of 18%

Announced decision to explore strategic alternatives for the thermoplastic dry-use chopped strands (DUCS) product line within Composites

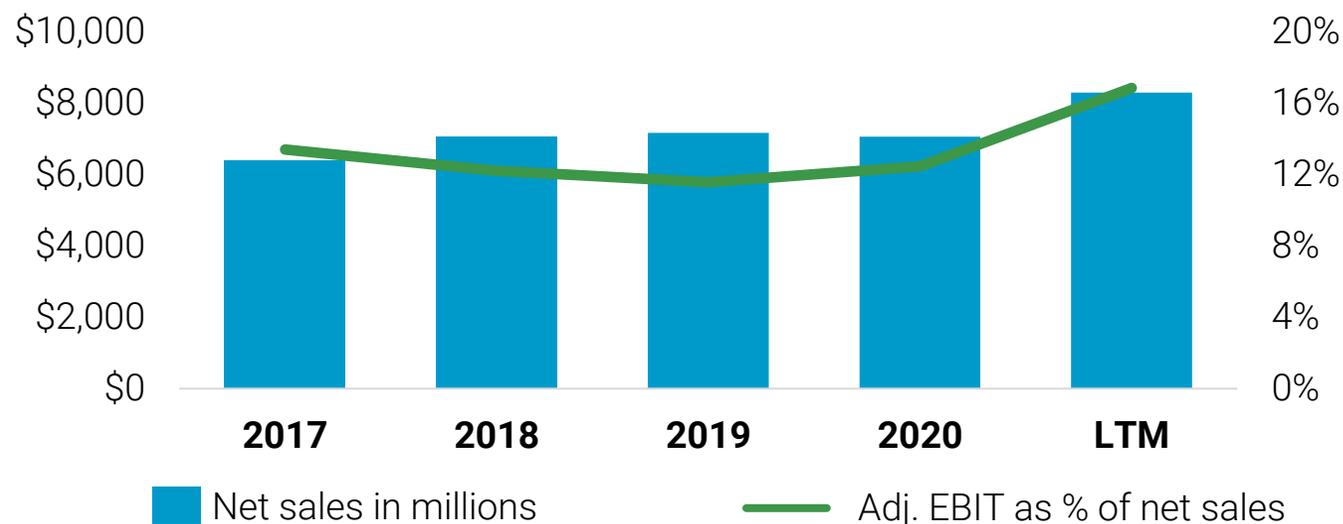
Launched PINK Next Gen™ Fiberglas™ Insulation in August

Collaborating with more customers in the development of sustainable solutions

Current year financial performance

(\$ in millions)	Q3 2021	Q3 2020	YTD 2021	YTD 2020
Net sales	2,213	1,904	6,367	5,130
Adjusted EBIT	400	289	1,090	572
Adjusted EBIT as % of net sales	18%	15%	17%	11%
D&A	129	120	370	352

Five-year financial performance

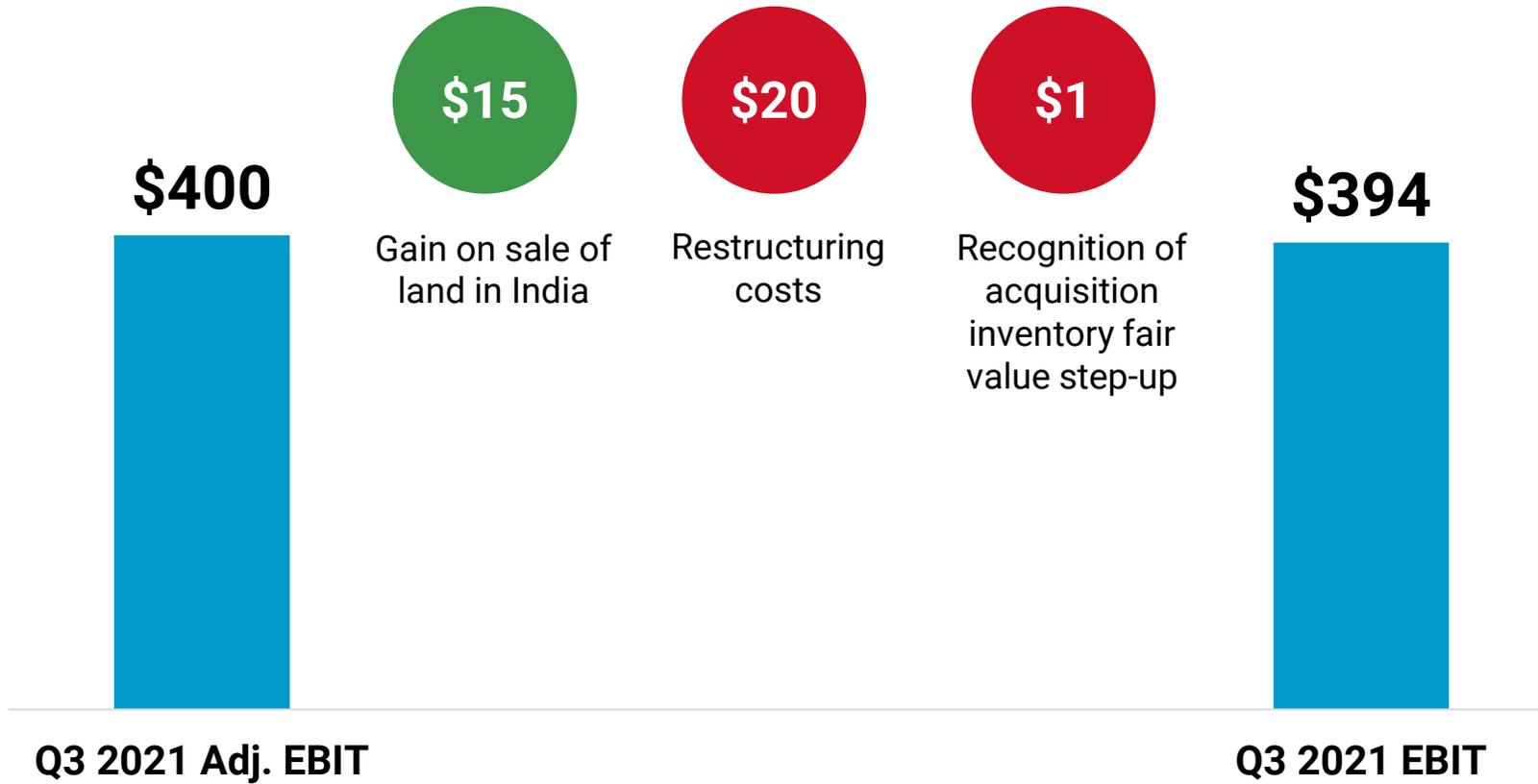


KEY FINANCIAL DATA

(\$ in millions, except per share data)	Q3 2021	Q3 2020	YTD 2021	YTD 2020
Net sales	2,213	1,904	6,367	5,130
Net earnings (loss) attributable to Owens Corning	260	206	768	(615)
Diluted earnings (loss) per common share (EPS) attributable to Owens Corning common stockholders	\$2.50	\$1.88	\$7.30	(\$5.66)
Earnings (loss) before interest and taxes (EBIT)	394	296	1,123	(399)
Earnings (loss) before interest, taxes, depreciation and amortization (EBITDA)	523	416	1,493	(47)
Adjusted EBIT	400	289	1,090	572
Adjusted EBITDA	523	409	1,452	923
Adjusted earnings	262	193	719	359
Adjusted EPS (diluted)	\$2.52	\$1.76	\$6.83	\$3.30
Adjusted EBIT as a % of net sales	18%	15%	17%	11%
Adjusted EBITDA as a % of net sales	24%	21%	23%	18%
Depreciation and amortization (D&A)	129	120	370	352
Net cash flow provided by operating activities	466	488	1,168	717
Free cash flow	400	425	925	514
Net debt	2,064	2,497	2,064	2,497

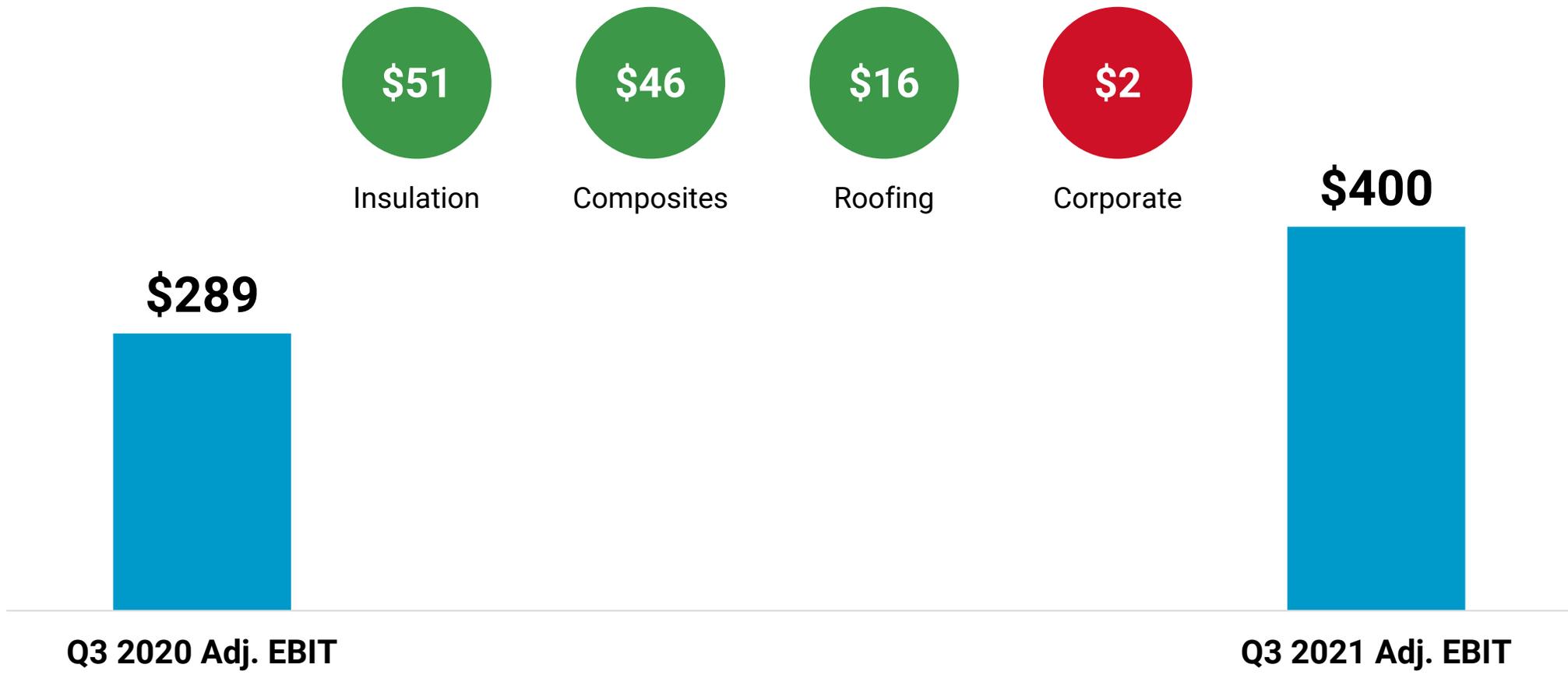


ADJUSTED ITEMS TO EBIT



Numbers in millions. From left to right, green denotes increase; red denotes decrease.

ADJUSTED EBIT RECONCILIATION



Numbers in millions. From left to right, green denotes increase; red denotes decrease.

INSULATION BUSINESS



Delivered \$124mm of EBIT with 15% EBIT margins

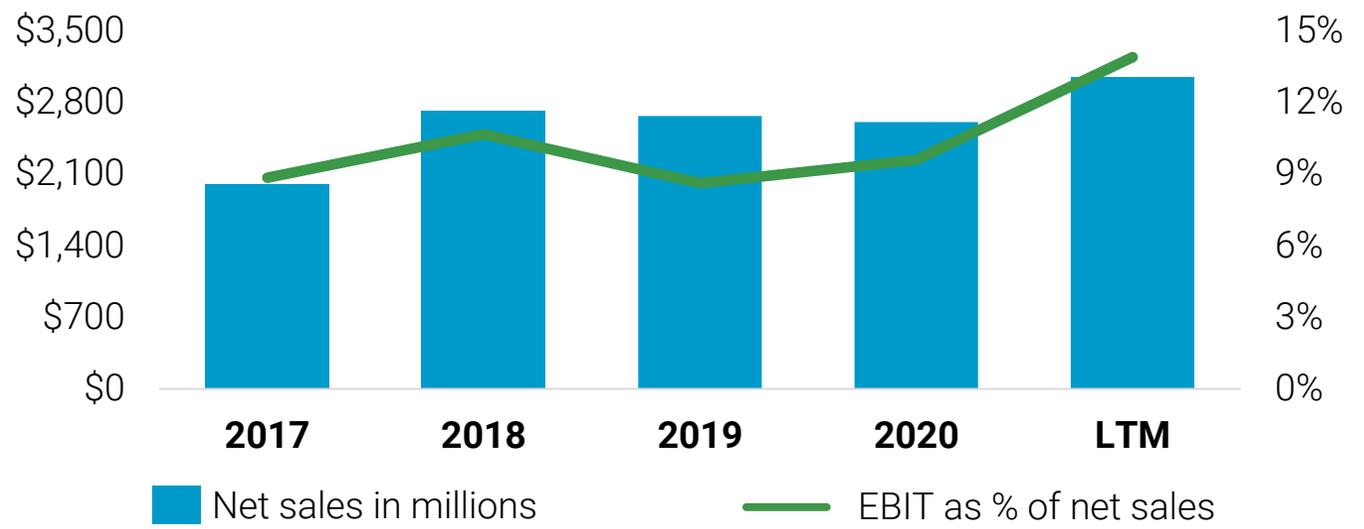
Generated revenue growth and margin expansion on price realization and continued volume strength

Positive price more than offset accelerating inflation for the quarter and year-to-date

Current year financial performance

(\$ in millions)	Q3 2021	Q3 2020	YTD 2021	YTD 2020
Net sales	815	681	2,321	1,879
EBIT	124	73	318	144
EBIT as % of net sales	15%	11%	14%	8%
D&A	52	51	156	149

Five-year financial performance



Technical and global insulation includes pipe and flexible duct media insulation, cellular glass insulation, foam, mineral fiber, and all building material products sold to Europe, Latin America and Asia. Source: Owens Corning management estimates and Owens Corning SEC filings; comparability may differ over time. Revenue before inter-segment eliminations.

COMPOSITES BUSINESS



Reported \$101mm of EBIT with 17% EBIT margins

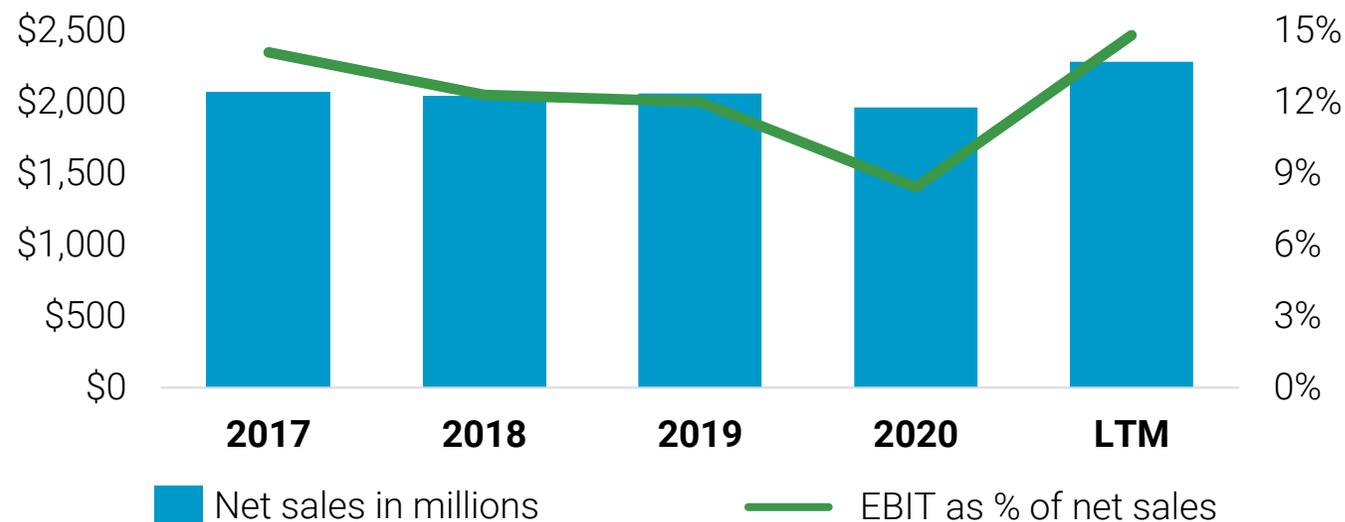
Delivered record EBIT driven by continued commercial execution and operational performance

Positive price more than offset accelerating inflation for the quarter and year-to-date

Current year financial performance

(\$ in millions)	Q3 2021	Q3 2020	YTD 2021	YTD 2020
Net sales	591	521	1,733	1,413
EBIT	101	55	278	105
EBIT as % of net sales	17%	11%	16%	7%
D&A	42	40	119	117

Five-year financial performance



Source: Owens Corning management estimates and Owens Corning SEC filings; comparability may differ over time. Revenue before inter-segment eliminations.

ROOFING BUSINESS



Produced \$212mm of EBIT with 24% EBIT margins

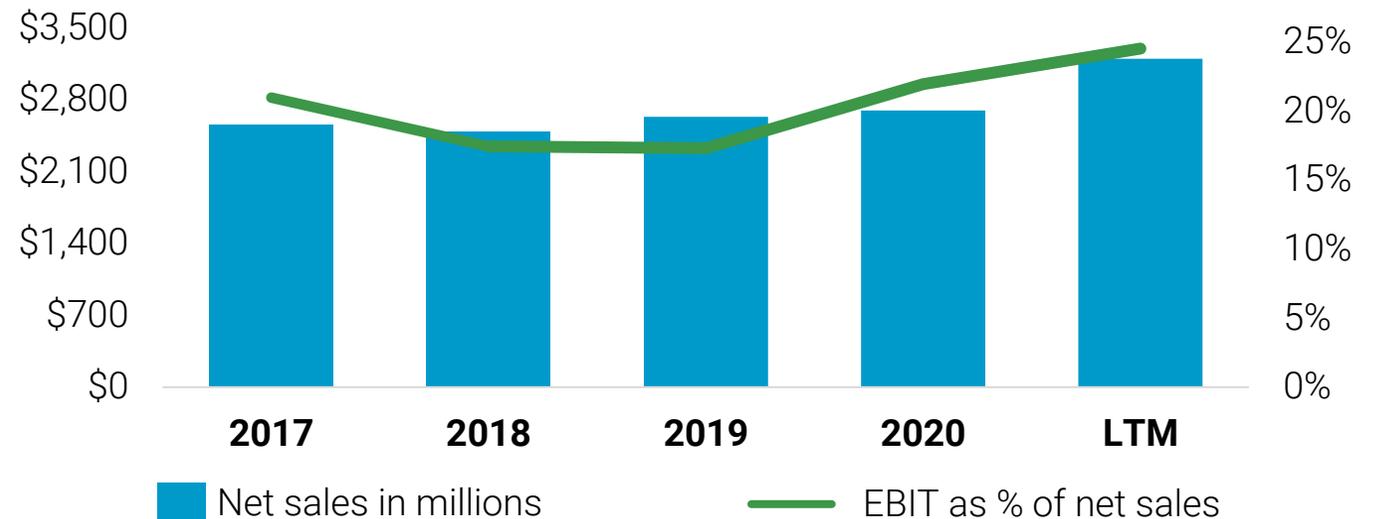
Positive price more than offset accelerating inflation for the quarter and year-to-date

Contribution margins remained strong through Q3 2021

Current year financial performance

(\$ in millions)	Q3 2021	Q3 2020	YTD 2021	YTD 2020
Net sales	869	761	2,497	1,993
EBIT	212	196	602	408
EBIT as % of net sales	24%	26%	24%	20%
D&A	15	15	44	44

Five-year financial performance



Source: Owens Corning management estimates and Owens Corning SEC filings; comparability may differ over time. Revenue before inter-segment eliminations.

OTHER KEY FINANCIAL ITEMS

Q3 2021

- Generated \$400mm of free cash flow in the quarter and \$925mm year-to-date
- Maintained solid investment-grade balance sheet
- Repaid remaining \$184mm due on 2022 senior notes
- Returned \$516mm to shareholders through share repurchases and dividends through Q3
- As of quarter-end, 4.9mm shares were available for repurchase under the current authorization

FY 2021 OUTLOOK

- General corporate expenses are estimated to be between \$150mm and \$155mm
- Capital additions are expected to be approximately \$460mm; depreciation and amortization is estimated to be approximately \$500mm
- Interest expense estimated outlook narrowed to be between \$125mm and \$130mm, compared with prior outlook of \$120mm to \$130mm
- The company estimates a full-year effective tax rate of 26% to 28% and a cash tax rate of 18% to 20%, both on adjusted pre-tax earnings



Q4 2021 BUSINESS OUTLOOK

ENTERPRISE

- U.S. residential repair and remodel, new construction markets, as well as global commercial and industrial end-markets to remain strong
- Inflation impact to be at or slightly above Q3 impact, based on current trends
- Each of the businesses maintaining a positive price/cost mix
- Overall earnings close to Q4 2020

INSULATION

In the North American residential fiberglass insulation business, volume up mid-to-high single digits from prior year with price realization similar to Q3

In the technical and global insulation businesses, volumes expected to be up low-to-mid single digits from Q4 2020 with price realization similar to Q3

Overall, expect positive price/cost mix

Benefit from ~\$5mm of improved fixed cost absorption

EBIT margins of ~15%

COMPOSITES

Revenue improvement year-over-year primarily driven by continued price realization and favorable mix

Pricing to improve mid-single digits offsetting impact of additional inflation

Volume to decline mid-single digits from Q4 2020

Benefit from ~\$15-20mm of curtailment recovery

EBIT margins of ~14%

ROOFING

Industry shipments for U.S. shingle end-market demand and Owens Corning volumes down mid-teens versus prior year

Price favorable from previously announced increases; less than Q3 due to lower volumes

Mix headwind similar to Q3

Overall, expect positive price/cost mix

EBIT margins of ~20%



QUESTIONS AND DISCUSSION

APPENDIX A: NON-GAAP RECONCILIATIONS – TABLE 1

Net debt (a non-GAAP financial measure) is defined by the Company as total borrowings, less cash and cash equivalents. The reconciliation from total debt to net debt is shown in the table below (in millions):

	September 30, 2021	September 30, 2020
Short-term debt	\$ 2	\$ —
Long-term debt - current portion	24	18
Long-term debt, net of current portion	2,958	3,126
Total debt	\$ 2,984	\$ 3,144
Less: Cash and cash equivalents	(920)	(647)
Net debt	\$ 2,064	\$ 2,497

APPENDIX A: NON-GAAP RECONCILIATIONS – TABLE 2

The reconciliations of EBITDA and adjusted EBITDA are shown in the table below (in millions):

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
EBIT (a)	\$ 394	\$ 296	\$ 1,123	\$ (399)
Depreciation and amortization	129	120	370	352
EBITDA	523	416	1,493	(47)
Adjusting expense (income) items to EBIT (a)	6	(7)	(33)	971
Accelerated depreciation included in restructuring	(6)	—	(8)	(1)
ADJUSTED EBITDA	\$ 523	\$ 409	\$ 1,452	\$ 923

(a) Please refer to Table 2 "EBIT Reconciliation Schedules" of our 8-K press release for the reconciliation from net earnings (loss) attributable to Owens Coming to EBIT and adjusted EBIT, and for detail of adjusting expense (income) items to EBIT.