



# Brian Chambers

Chair and Chief Executive Officer



**INVESTOR** DAY  
2021

# Building Owens Corning for the Future

## What you will hear today

1

### Unlocking the full potential of Owens Corning

generating stronger, more consistent financial results

2

### Broadening our sustainability leadership

to create unique value for customers and investors

3

### Accelerating product and process innovation

within building and construction applications

4

### Expanding our addressable markets 5X

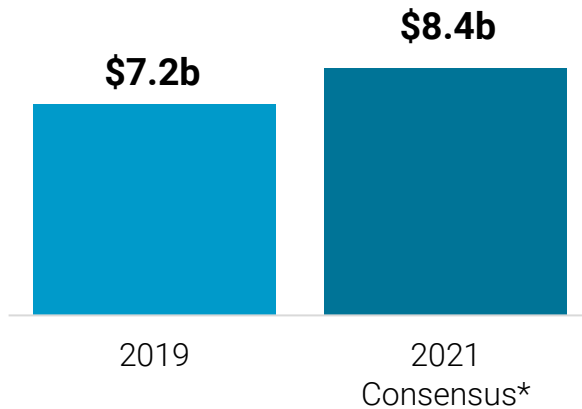
to fuel our growth through new material solutions

# Unlocking the Full Potential of Owens Corning

Generating stronger, more consistent financial results

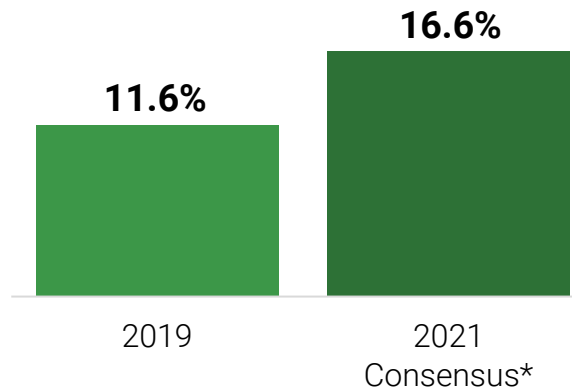
Accelerate  
organic growth

Revenue Growth of 17%



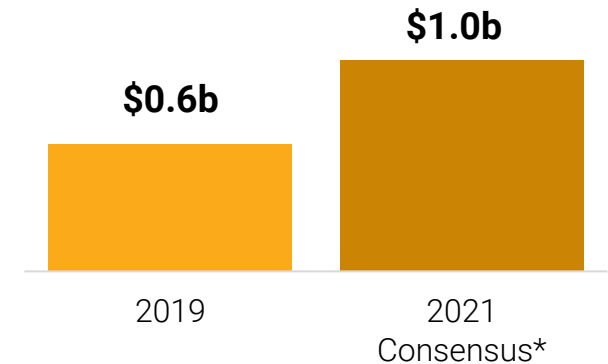
Drive improved  
operating efficiencies

Operating Margins  
up ~500 Basis Points



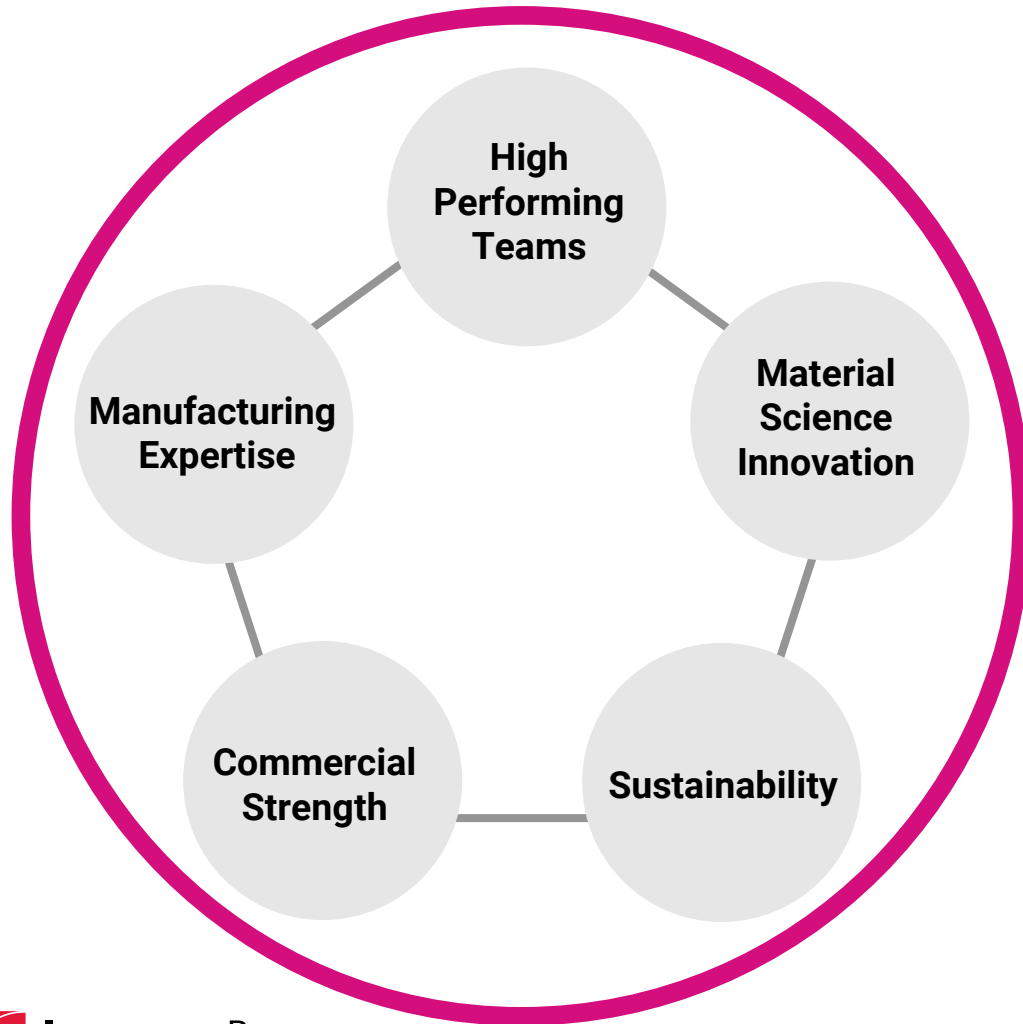
Generate strong  
free cash flow

Free Cash Flow  
Generated up ~\$400mm



# Performance Driven by Core Capabilities & Investment Choices

Accelerating our growth and strengthening our earnings



## KEY INVESTMENT CHOICES

Developing Talent

Investing in Circular Economy

Enhancing Material Science Expertise

Innovating New Products

Investing in New Capacity

Resourcing High-Growth Opportunities

Optimizing Production Networks

Automating Manufacturing Processes

# Delivering Strong Results with New Leadership Team

Experienced leaders focusing on value creation, performance and growth



**Brian Chambers**  
Chair and Chief Executive Officer



**Gina Beredo**  
EVP, General Counsel and Corporate Secretary



**Todd Fister**  
President, Insulation



**José Méndez-Andino**  
EVP and Chief Research and Development Officer



**Frank O'Brien-Bernini**  
SVP and Chief Sustainability Officer



**Ken Parks**  
EVP and Chief Financial Officer



**Paula Russell**  
EVP and Chief Human Resources Officer



**Marcio Sandri**  
President, Composites



**Dan Smith**  
EVP and Chief Growth Officer



**Gunner Smith**  
President, Roofing

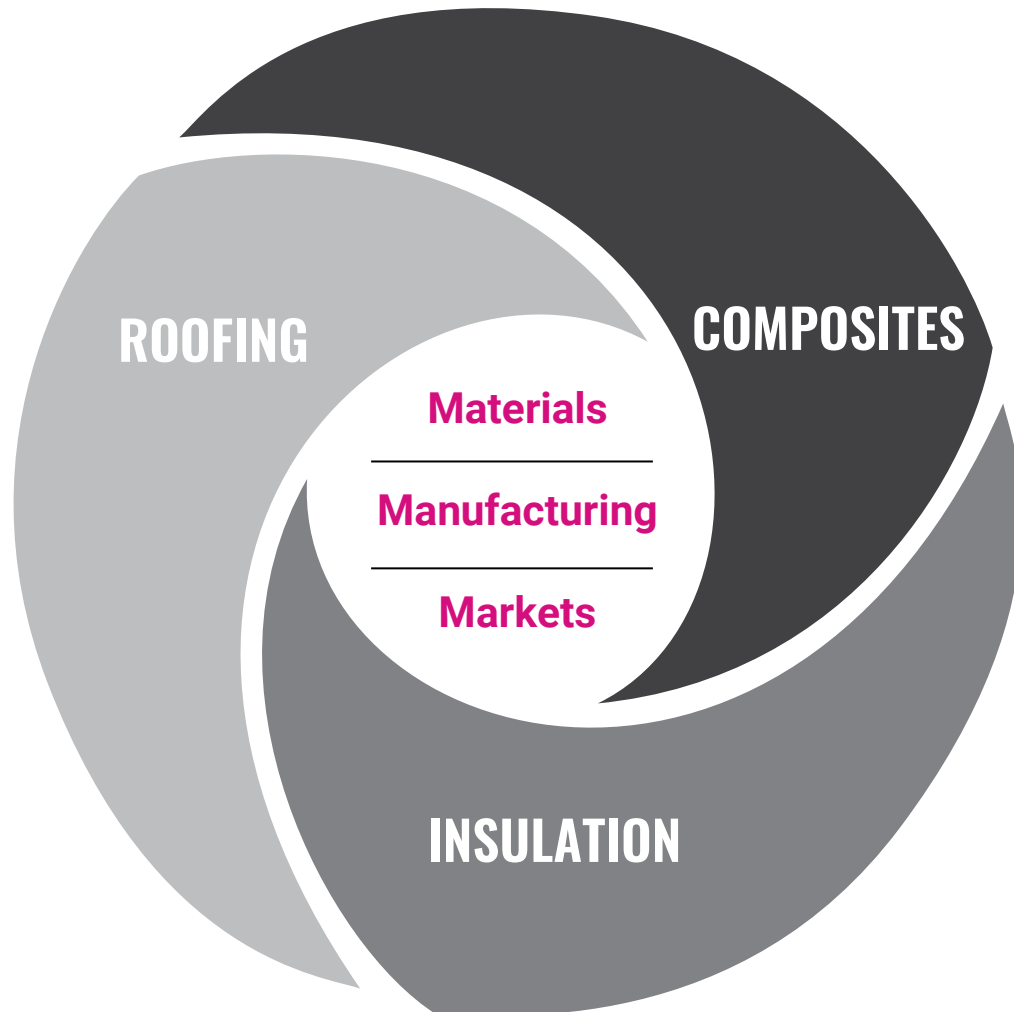
## Our Talent Provides a Competitive Advantage

- Good balance between internal succession and external hires to promote innovative thinking
- Two new positions created to accelerate growth and innovation
- Business leaders have broad market and operational experience to lead global teams

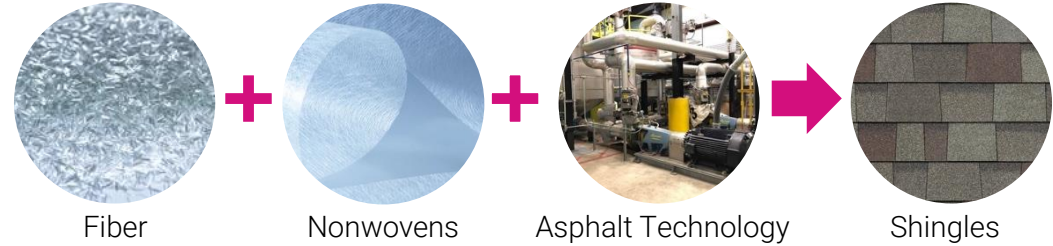


# Leveraging the Power of the Enterprise

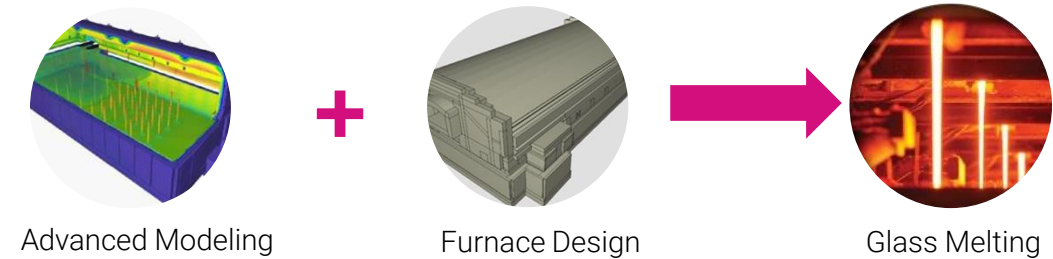
Creating unique value for our customers and shareholders



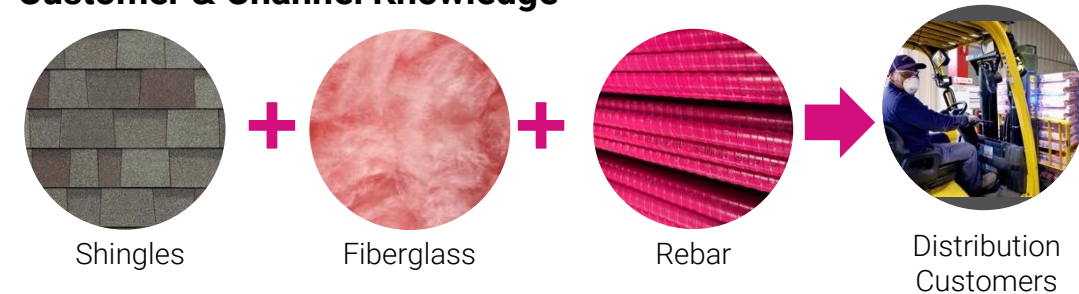
## Integrated Material Solutions



## Manufacturing & Technology Expertise



## Customer & Channel Knowledge



# Well Positioned to Broaden Sustainability Leadership

## Core to Who We Are and How We Operate

### Track Record of Performance

- Approximately 60% of 2020 revenues from **energy saving and renewable energy products**
- Significant reductions in **greenhouse gas emissions, energy intensity, and water usage**
- World-class **safety performance** with 90% injury reduction
- **Customer collaboration** to improve life-cycle performance
- 15 consecutive **sustainability reports**

[View our 2020 Sustainability Report](#)



### Core to Our Company

#### OUR MISSION

Building a sustainable future through material innovation

#### OUR PURPOSE

Our people and products make the world a better place

#### OUR VALUES

Global in scope, human in scale  
**Caring**  
**Curious**  
**Collaborative**  
**Committed**

### Setting Ambitious 2030 Goals



Double the positive impact of our **PRODUCTS**



Halve the negative impact of our **OPERATIONS**



Eliminate **INJURIES** and improve the **QUALITY OF LIFE** for our employees and their families



Advance our **INCLUSION AND DIVERSITY**



Have a positive impact on our **COMMUNITIES**

# Accelerating Innovation to Help Customers Win in the Market

## Track record of material innovation and conversion

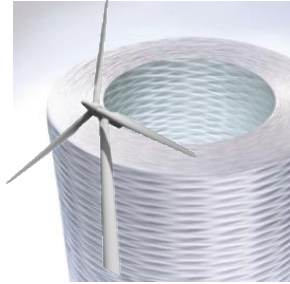
### Material Innovation



Duration® Flex



FOAMULAR® NGX™

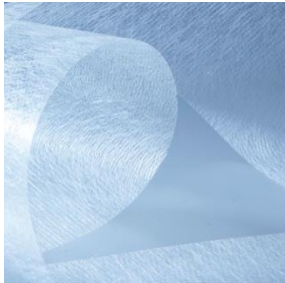


Windstrand®



Pink Next Gen™

### Material Conversion



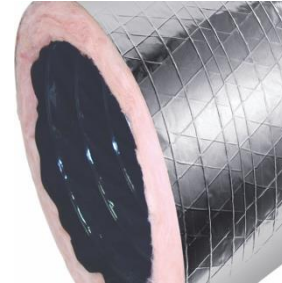
Nonwovens



Underlayment



Rebar



Flex Duct

### Investing for Growth

- Innovative product and process technologies delivering significant value
- Accelerated new product launches by 30% in 2021
- Continuing to build new material science expertise
- Increasing R&D investments by 15%



# Secular Trends Create Additional Opportunities

Owens Corning uniquely positioned to capture growth

## Increased Premium on Living Spaces



## Changing Construction Practices



## Demand for Sustainable Solutions



## Investment in Infrastructure



# Enterprise Strategy to Grow Our Company

Redefining where we play to expand our addressable markets 5X

## STRENGTHEN

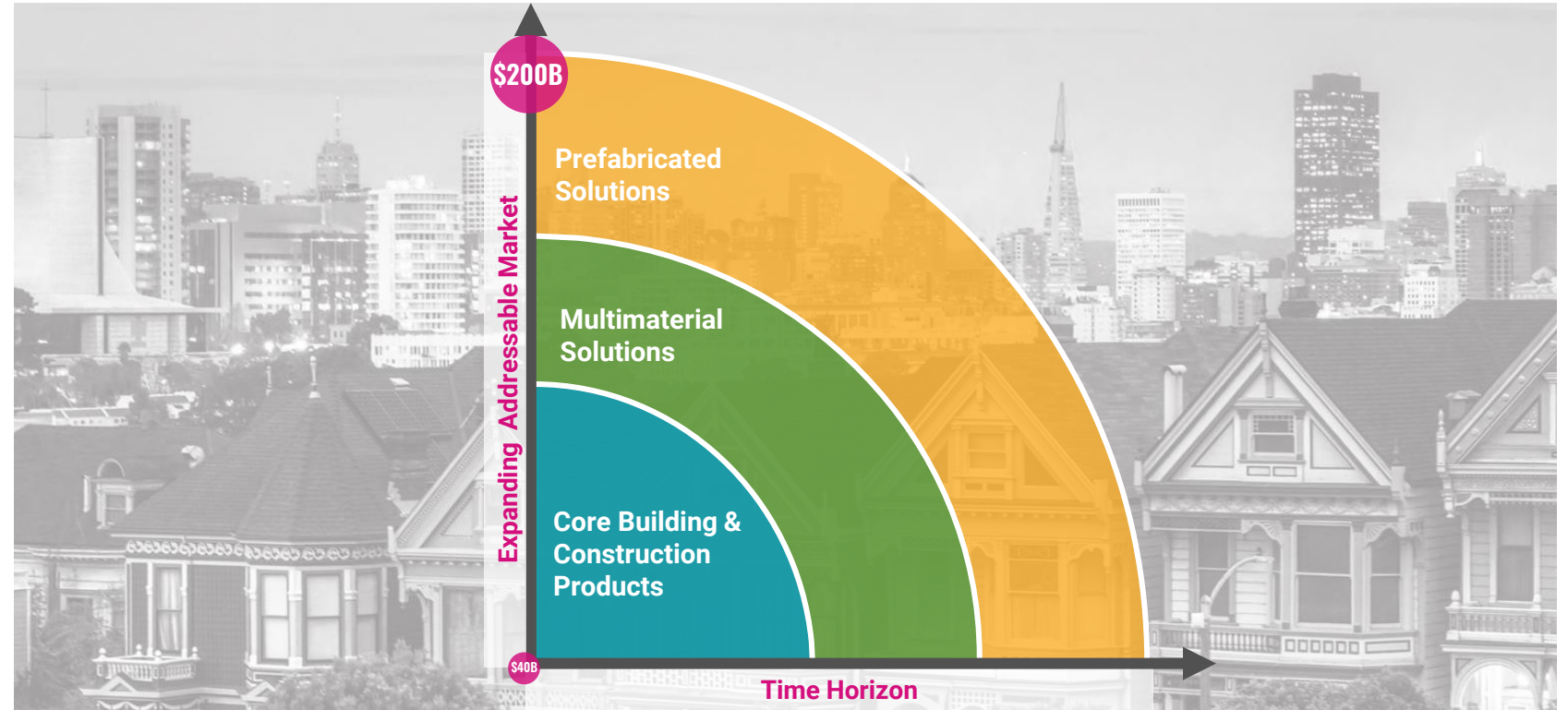
position in core  
building & construction  
products

## EXPAND

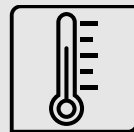
multimaterial solutions

## DEVELOP

prefabricated solutions



Integrated material solutions  
leveraging our functional design  
and material science expertise



Thermal



Fire



Acoustic



Structural



Moisture



Fastening



Air/Vapor



Aesthetics



# Building Owens Corning for the Future

## Strategic choices driving performance

**Strengthening our market leadership** in building and construction applications

**~80% of Revenue Today<sup>1</sup>**

**Broadening our sustainability leadership** investing in customer & circular economy solutions

**~60% of Revenue Today<sup>1</sup>**

**Accelerating product and process innovation** utilizing our material science & manufacturing expertise

**30% Increase in Product Launches in 2021**

**Expanding into new product lines and material solutions** increasing total addressable market

**5X Growth to \$200B+**

**Delivering above market growth** while growing revenues

**\$10B by 2024<sup>2</sup>**