Innovation to Strengthen Core and Provide New Solutions

What you will hear today

1. Transformative material and process innovation
   fueled by a fundamental understanding of our materials, processes and products

2. Our customer-centered innovation
delivers unique product solutions

3. Proven capabilities and robust innovation process
   enables repeatable success and value creation
Innovation Based on Strong Science and Customer Insight
Unique materials, process, and product capabilities create differentiated value

Our Global Team
~450 researchers
11 technology centers

Our Focus
Better materials
for today,
new functionality
for tomorrow

Materials and Process Innovation
Strong science fundamentals create meaningful, defensible positions on product platforms

Industry-Leading Materials/Process
- Glass fibers
- Asphalt coating technology
- Formaldehyde-free binders
- Low-global warming potential blowing agents
- Furnace performance
- Advanced process control technology

Customer-Centered Product and Systems Innovation
Human-centered design methodologies deliver winning product innovations with superior functionality and performance

Market-Leading Functionality
- Thermal
- Fire
- Acoustics
- Moisture
- Structural
Transformative Material and Process Innovation

Asphalt Coating Technology
- **Innovative performance features and benefits** in shingles, underlayments, and specialty asphalt
- **Improved network cost and supply advantages** through vertical integration and blending capabilities

PINK Next Gen™ Fiberglas™
- **23% faster installation**, less dust, improved indoor comfort and sound reduction.\(^1\)
- Improved density efficiency for a **lower cost network**

Furnace Life
- Consistent **double-digit gains** in throughput, asset life and energy efficiency over the last decade
- **Lowest energy intensity** per pound of insulation glass

Material science + vertical integration = cost and performance competitive advantage

New binder + fiber technologies = capital-efficient capacity gains vs. competition

Innovative refractory materials + advanced modeling + process controls = increased furnace performance

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1. Based on time savings per batt compared to Owens Corning EcoTouch® insulation. Does not include supporting tasks required for insulation install. (Installation time trials conducted by Owens Corning with independent installers, July 2020.) [https://www.owenscorning.com/en-us/insulation/pink-next-gen-fiberglas](https://www.owenscorning.com/en-us/insulation/pink-next-gen-fiberglas)
Customer-Centered Product Innovation Leader

Our material innovations start by leveraging customer insights in combination with our distinctive technical capabilities to deliver solutions unique to Owens Corning – 40+ product launches in 2021

**FOAMULAR® NGX**
- Low Global Warming Potential blowing agent delivers >80% reduction in embodied carbon of the product\(^1\)
- Excellent market response with strong momentum into 2022

**Duration® Series Shingle**
- SureNail\(^\text{®}\) technology improves nail blow-through resistance up to 9x; popular TruDefinition\(^\text{®}\) colors
- Cumulative annual sales growth of 23% over the past 3 years\(^2\)

**FIBERGLAS™ Rebar**
- Up to 7X lighter than steel – improves ease of handling, for labor (50% faster installation) and freight savings\(^3\)
- Exponential growth in annual sales over past 3 years

**New materials + process change = 1st to market with a customer winning solution**

**Customer knowledge + innovative functionality = differentiated roofing solutions**

**Human-centered design + material substitution = functionality that delivers labor savings**

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2. Internal sales data estimates
3. Based on average estimates of a conventional 6” thick rectangle slab, $60 per hour labor rate. Pricing and labor rates can vary by region and fluctuations in the market.
Proven Capabilities to Grow Our Core and Expand Our Addressable Markets

Define & Discover
- Gain deep understanding of customer wants and needs in terms of new functionality, performance and overall product experience.
- Scope the innovations needed to lead the industry and win in the marketplace.

Develop
- Human-centered product and process designs
- Key invention development and Intellectual Property protection

Deliver
- Stage-gate process for initiative qualification and implementation (including TPM Early Management)
- Go-to-market acceleration via strong cross-functional and customer collaborations