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**INVESTOR** DAY  
2021

# Profitable Growth through Higher Value Solutions

## What you will hear today

1

### Strong execution and resilience

We have made deliberate choices to achieve our current performance

2

### Continuing to pivot the business

Higher value applications  
Integrated material solutions  
Larger growth opportunities

3

### Higher margin growth leveraging the enterprise

Sustaining above market growth, building on secular trends and leveraging enterprise capabilities

# Key Markets for Composites

## Where We Play

### Building & Construction

38% Revenue



### Renewable Energy

18% Revenue



### Infrastructure

14% Revenue



## How We Win

- Integrated scale production
- Coating and surfacing technologies
- Structural reinforcements

- Material engineering partner
- High-performance glass technology
- Global network with local support

- Leadership in product innovation
- Advanced modelling for value creation
- Productivity solutions for customers

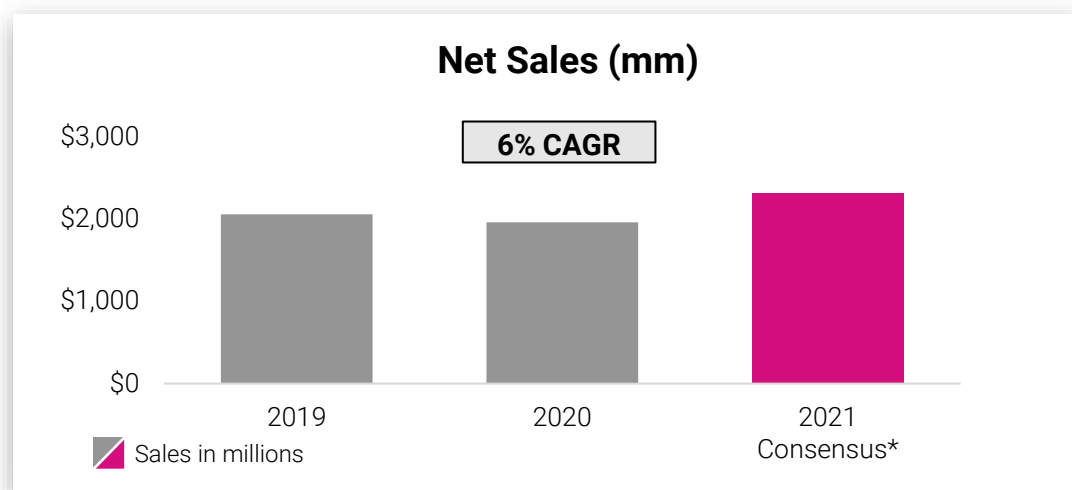
## Key Trends

- Light-weighting and prefabrication
- Sustainable construction

- Decarbonization of energy production
- Electric and Hydrogen fueled vehicles

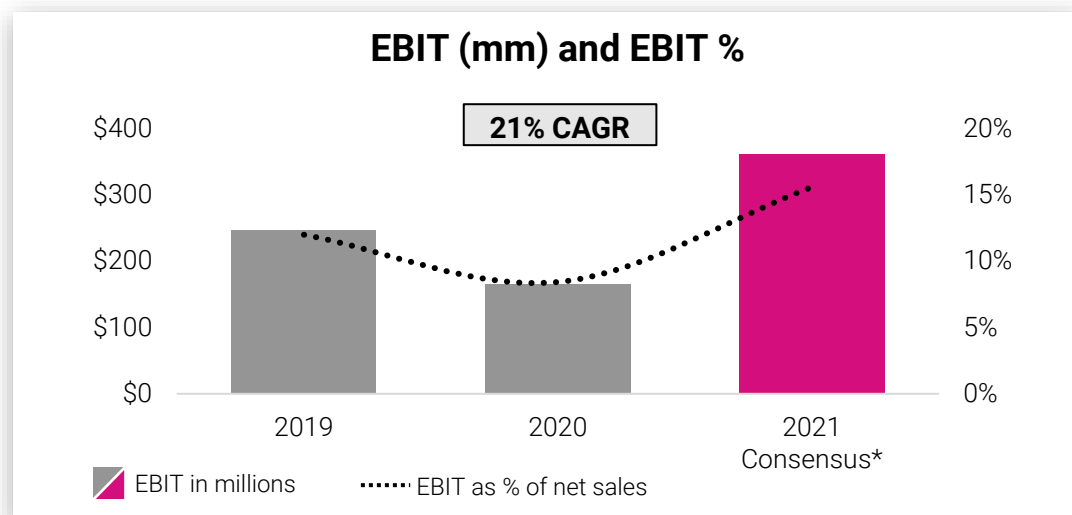
- Renewal of infrastructure
- Shorter supply chain and sustainability

# We have Transformed our Financial Profile



## Key Drivers for Business Growth

- Emphasis on high value applications and key geographies
- Significant price gains on high industrial capacity utilization and logistic costs
- Focused on key growth accounts and valuable customer partnerships



## Key Drivers for Improved Performance

- Commercial excellence delivering margin improvement
- Innovation and new product development driving higher margins
- Productivity and network optimization leading to low-delivered cost



# Pivoting to Higher Value Building and Construction Material Applications

Our Composites solutions offer enhanced performance and productivity

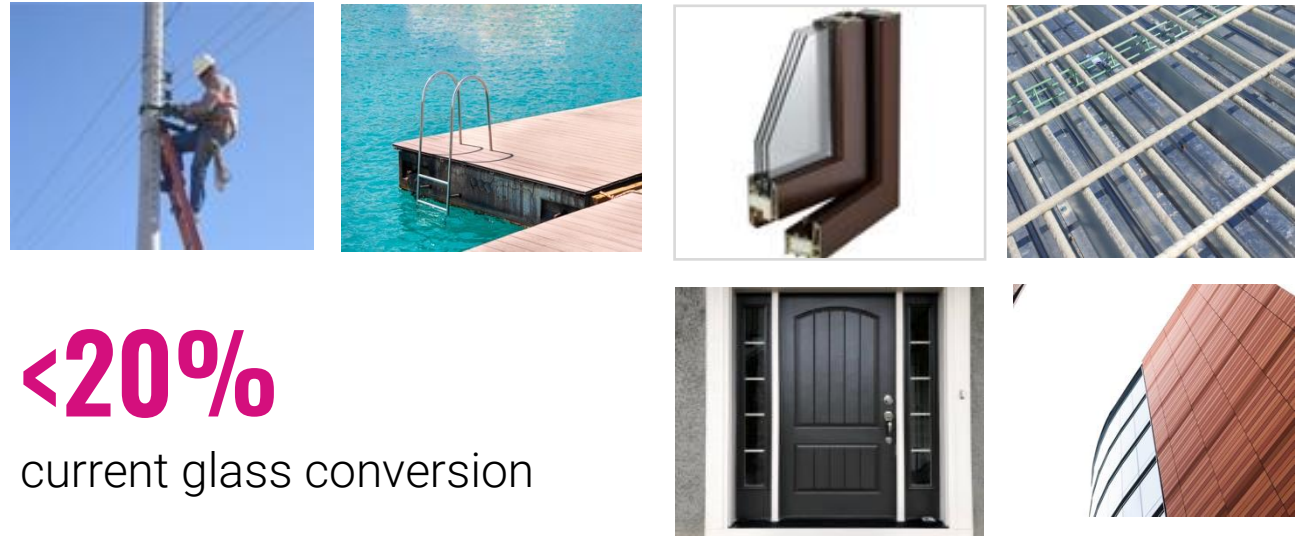
## Current Owens Corning Market Applications



**50-60%**

current glass conversion

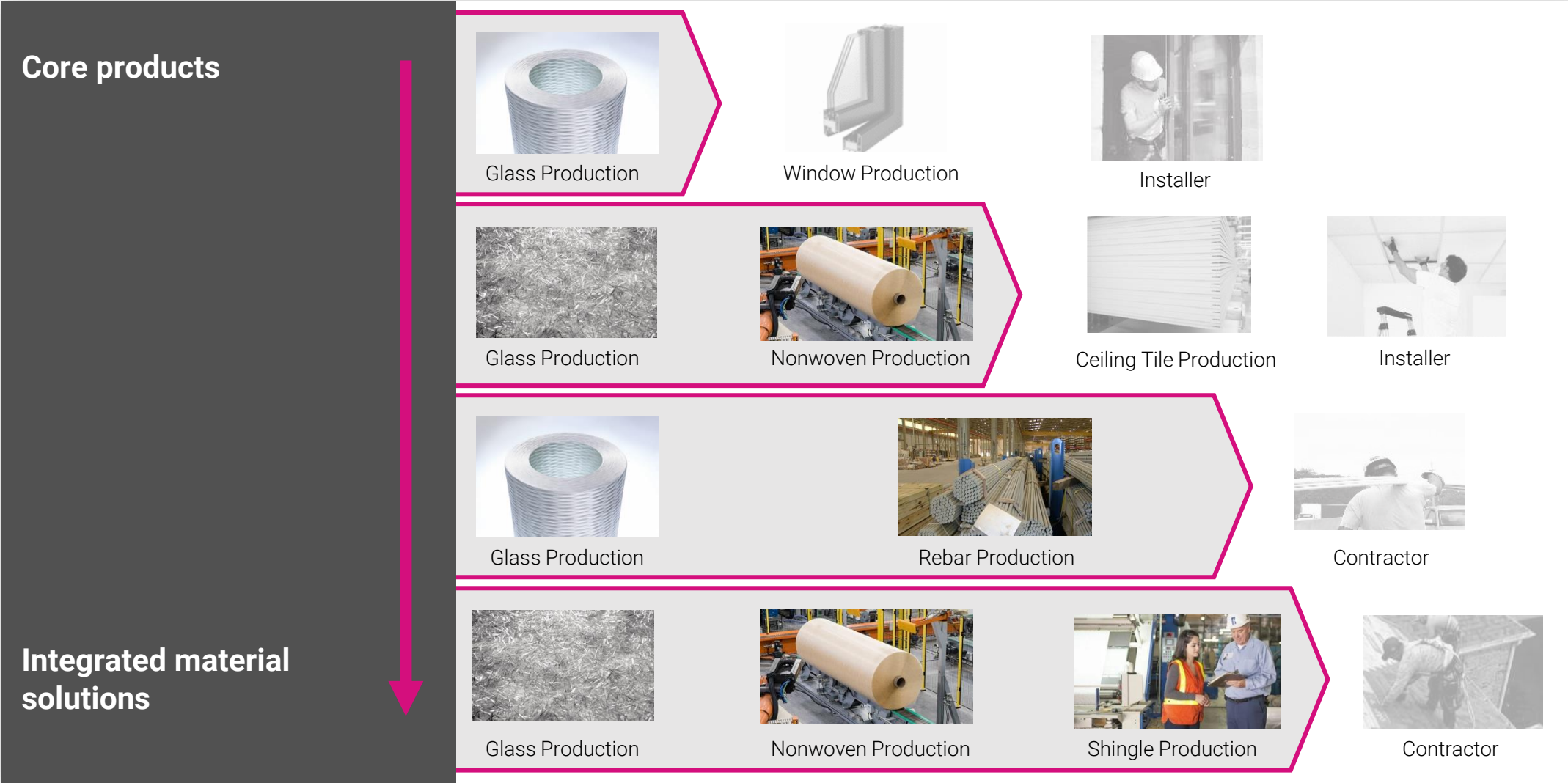
## Emerging North American Building and Construction Applications



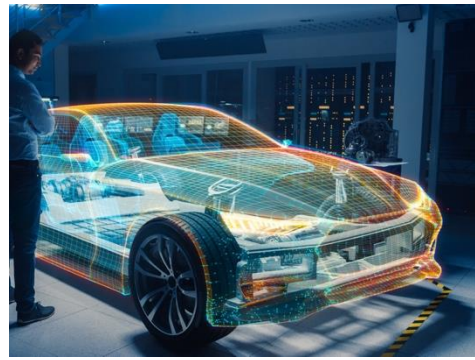
**<20%**

current glass conversion

# Increasing Value through Integrated Material Solutions



# Evaluating Strategic Alternatives for Thermoplastic DUCS



Annual revenue of approximately

**\$270 MILLION**

## Why?

- OC is not the leader in the thermoplastic dry-use chopped strand (DUCS) market
- Would allow us to shift resources to higher growth opportunities
- Would be consistent with the company's enterprise strategy

# Growth Built on Secular Trends and Enterprise Capabilities

Increased  
Premium on  
Living Spaces

Changing  
Construction  
Practices

Demand for  
Sustainable  
Solutions

Investment in  
Infrastructure

Composites provide unique answers to these needs



## Building & Construction

- Leveraging Owens Corning Channels
- Power of the OC Brand and PINK™



## Renewable Energy

- Enterprise Capabilities for Circular Economy
- Essential Performance of Composites



## Infrastructure

- Legacy of Material Conversions
- Product Innovation and Integration

Growth above  
market

Less capital  
intensity

Higher value  
solutions



# Targeting Profitable Growth through Higher Value Solutions

**Composites is a mid-teen margins business with solid growth opportunities**

## Demonstrated Resilience

- Maximized network performance
- Focused on key product lines, regions and accounts
- Less volatility through cycles

## Evolving Portfolio

- Focusing on higher value building and construction solutions
- Long term partnership and innovation with customers
- New integrated opportunities

## Growth Business

- Strong secular trends support positive market outlook and above market growth opportunities
- Aligning with enterprise strategy