Marcio Sandri
President, Composites
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

<table>
<thead>
<tr>
<th>Market</th>
<th>Revenue</th>
<th>Key Markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building &amp; Construction</td>
<td>38%</td>
<td>38% Revenue</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>18%</td>
<td>18% Revenue</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>14%</td>
<td>14% Revenue</td>
</tr>
</tbody>
</table>

## How We Win

<table>
<thead>
<tr>
<th>Market</th>
<th>How We Win</th>
</tr>
</thead>
</table>
| Building & Construction | - Integrated scale production  
|                  | - Coating and surfacing technologies  
|                  | - Structural reinforcements |
| Renewable Energy | - Material engineering partner  
|                  | - High-performance glass technology  
|                  | - Global network with local support |
| Infrastructure   | - Leadership in product innovation  
|                  | - Advanced modelling for value creation  
|                  | - Productivity solutions for customers |

## Key Trends

<table>
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Source: Owens Corning management estimate.
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

Source: Owens Corning management estimates based on data provided by Allied Market Research, Freedonia Research, Graphical Research, and Markets and Markets Research Private Ltd.
Increasing Value through Integrated Material Solutions
Evaluating Strategic Alternatives for Thermoplastic DUCS

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

Annual revenue of approximately $270 MILLION

Source: Owens Corning management estimate.
Growth Built on Secular Trends and Enterprise Capabilities

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

Increased Premium on Living Spaces
Changing Construction Practices
Demand for Sustainable Solutions
Investment in Infrastructure

Growth above market
Less capital intensity
Higher value solutions
Targeting Profitable Growth through Higher Value Solutions
Composites is a mid-teens 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