



THIRD-QUARTER 2022 RESULTS

Brian Chambers | Chair & Chief Executive Officer

Ken Parks | Chief Financial Officer

October 26, 2022 | Q3 2022





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: industry and economic conditions including, but not limited to, supply chain disruptions, recessionary conditions, inflationary pressures and interest rate volatility, that affect the market and operating conditions of our customers, suppliers or lenders; supply constraints and increases in the cost of energy, particularly natural gas, as a result of the ongoing conflict in Ukraine; availability and cost of raw materials; levels of residential and commercial or industrial construction activity; levels of global industrial production; competitive and pricing factors; demand for our products; relationships with key customers and customer concentration in certain areas; issues related to acquisitions, divestitures and joint ventures or expansions, including our proposed exit from operations in Russia; climate change, weather conditions and storm activity; regional impact of COVID-19 on our operations, customers and suppliers, as well as related actions taken by governmental authorities and other third parties in response, each of which is uncertain, frequently changing and difficult to predict; legislation and related regulations or interpretations, in the United States or elsewhere; domestic and international economic and political conditions, policies or other governmental actions, as well as war and civil disturbance (such as Russia's invasion of Ukraine); changes to tariff, trade or investment policies or laws; uninsured losses, including those from natural disasters, catastrophes, pandemics, theft or sabotage; environmental, product-related or other legal and regulatory liabilities, proceedings or actions; research and development activities and intellectual property protection; issues involving implementation and protection of information technology systems; our level of indebtedness; our liquidity and the availability and cost of credit; our ability to achieve expected synergies, cost reductions and/or productivity improvements; the level of fixed costs required to run our business; foreign exchange and commodity price fluctuations; levels of goodwill or other indefinite-lived intangible assets; price volatility in certain wind energy markets in the U.S.; loss of key employees and labor disputes or shortages; and defined benefit plan funding obligations; and factors detailed from time to time in the company's Securities and Exchange Commission 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

Company highlights

Brian Chambers

Financial results

Ken Parks

Business outlook

Brian Chambers

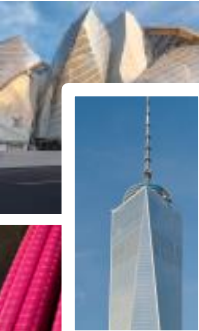
Questions and discussion

All

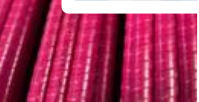
**Owens Corning Delivers Net Sales of \$2.5 Billion;
Generates Net Earnings of \$470 Million and
Adjusted EBIT of \$487 Million**



OWENS CORNING HIGHLIGHTS



Maintained world-class level of safety performance



Delivered revenue growth of 14%, and adjusted EBIT growth of 22%



Completed acquisition of Natural Polymers, LLC, an innovative manufacturer of spray foam insulation



Launched 46 new or refreshed products across our global businesses year-to-date

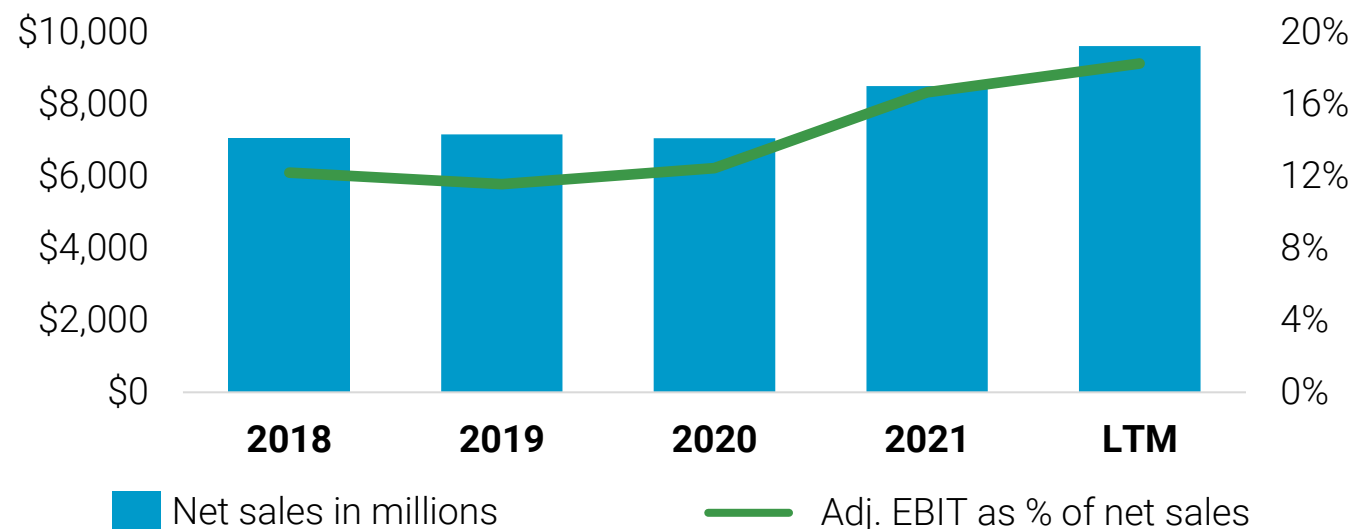


Sustainability performance recognized as an important differentiator by customers



(\$ in millions)	Q3 2022	Q3 2021	YTD 2022	YTD 2021
Net sales	2,529	2,213	7,476	6,367
Adjusted EBIT	487	400	1,429	1,090
Adjusted EBIT as % of net sales	19%	18%	19%	17%
Adjusted EBITDA	608	523	1,807	1,452
Adjusted EBITDA as % of net sales	24%	24%	24%	23%

Five-year financial performance

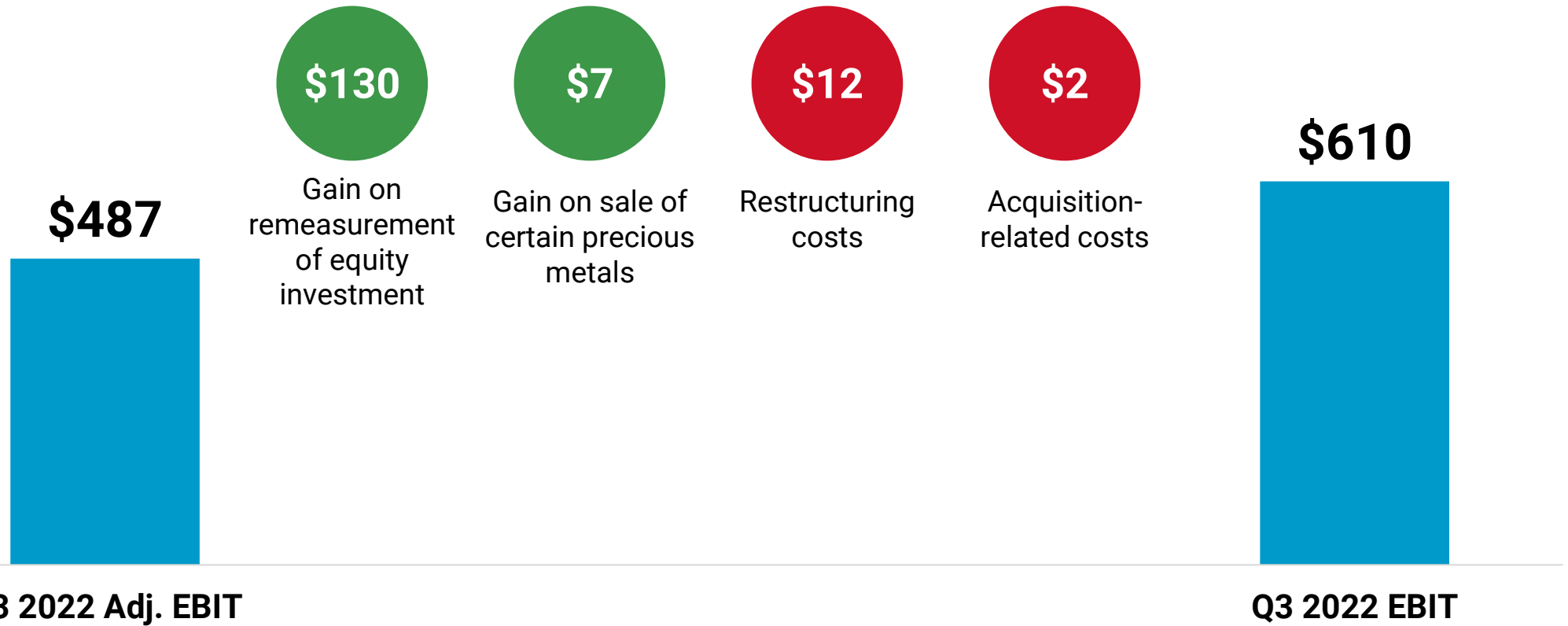


FINANCIAL SUMMARY



(\$ in millions, except per share data)	Q3 2022	Q3 2021	YTD 2022	YTD 2021
Net sales	2,529	2,213	7,476	6,367
<i>Net sales growth</i>	14%	16%	17%	24%
Adjusted EBIT	487	400	1,429	1,090
Adjusted EBIT as % of net sales	19%	18%	19%	17%
Adjusted earnings	347	262	1,009	719
Adjusted EPS (diluted)	\$3.57	\$2.52	\$10.22	\$6.83

ADJUSTED ITEMS TO EBIT



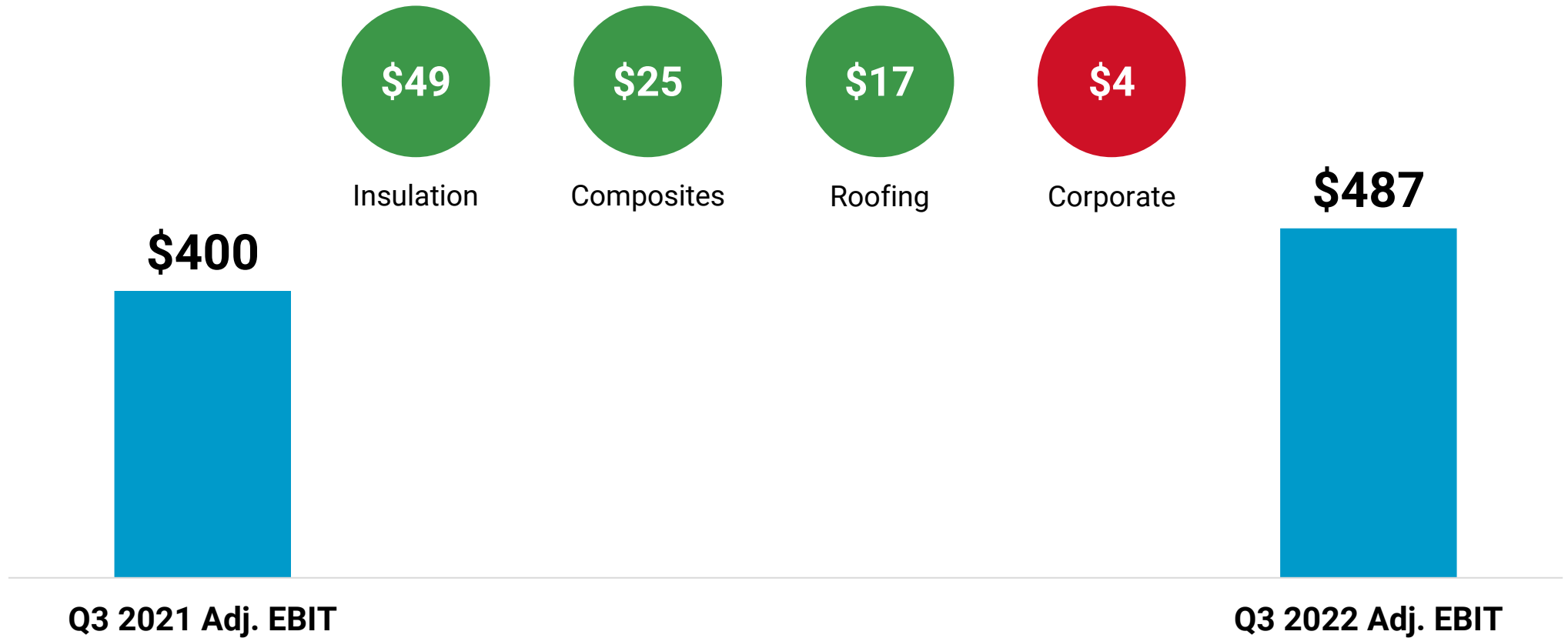
Numbers in millions. From left to right, green denotes increase; red denotes decrease.

CAPITAL DEPLOYMENT

- Third-Quarter 2022
 - Generated \$367mm of free cash flow
 - Capital additions of \$94mm, or 4% of revenue
 - Return on capital was 21% for the last twelve months
 - Maintained ample liquidity of approximately \$1.8b, consisting of \$751mm of cash and nearly \$1.1b of combined availability on bank debt facilities
 - Acquisition and divestiture activity approximated \$168mm of net cash outflow
 - Returned \$239mm of free cash flow in Q3, and \$639mm year-to-date, to shareholders through share repurchases and dividends
 - At the end of the third quarter, 7.4mm shares were available for repurchase under the current authorization
- Remain focused on consistently generating strong free cash flow, returning at least 50% to investors over time, and maintaining an investment grade balance sheet



ADJUSTED EBIT RECONCILIATION



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

INSULATION BUSINESS



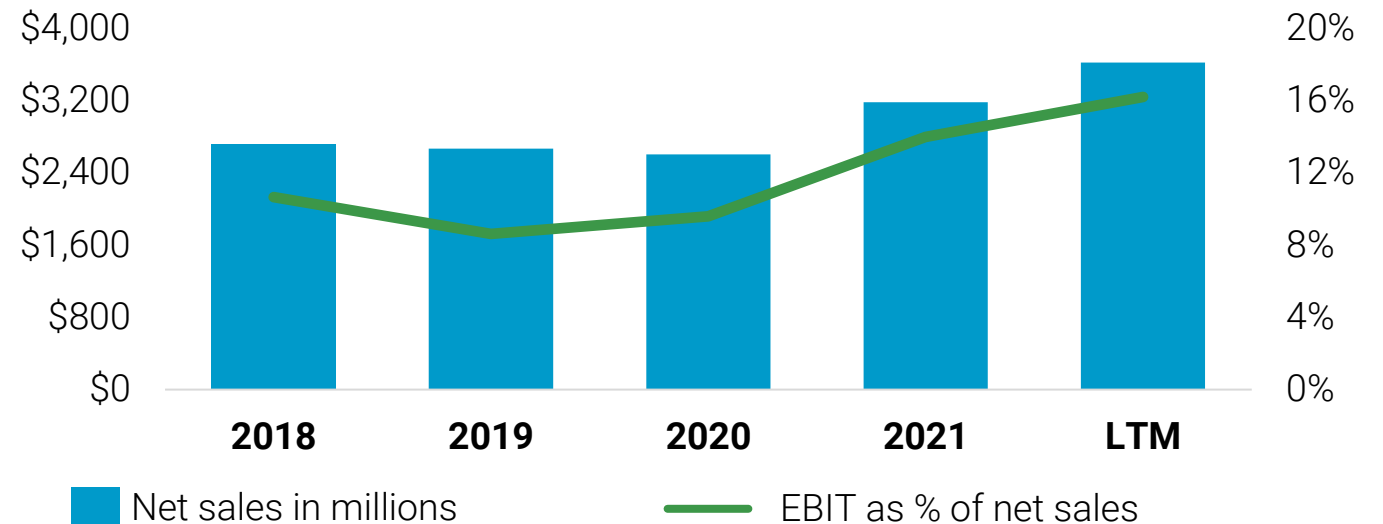
Delivered record results with revenue growth of 18%

Generated \$173mm of EBIT with 18% EBIT margins

Completed acquisition of Natural Polymers, LLC, an innovative manufacturer of spray foam insulation

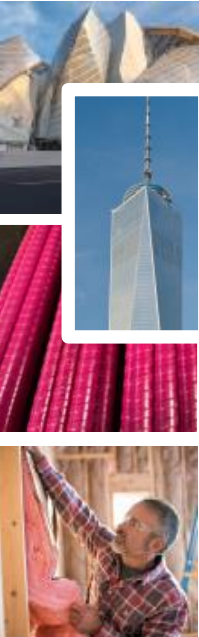
(\$ in millions)	Q3 2022	Q3 2021	YTD 2022	YTD 2021
Net sales	965	815	2,758	2,321
EBIT	173	124	459	318
EBIT as % of net sales	18%	15%	17%	14%
EBITDA	225	176	615	474
EBITDA as % of net sales	23%	22%	22%	20%

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



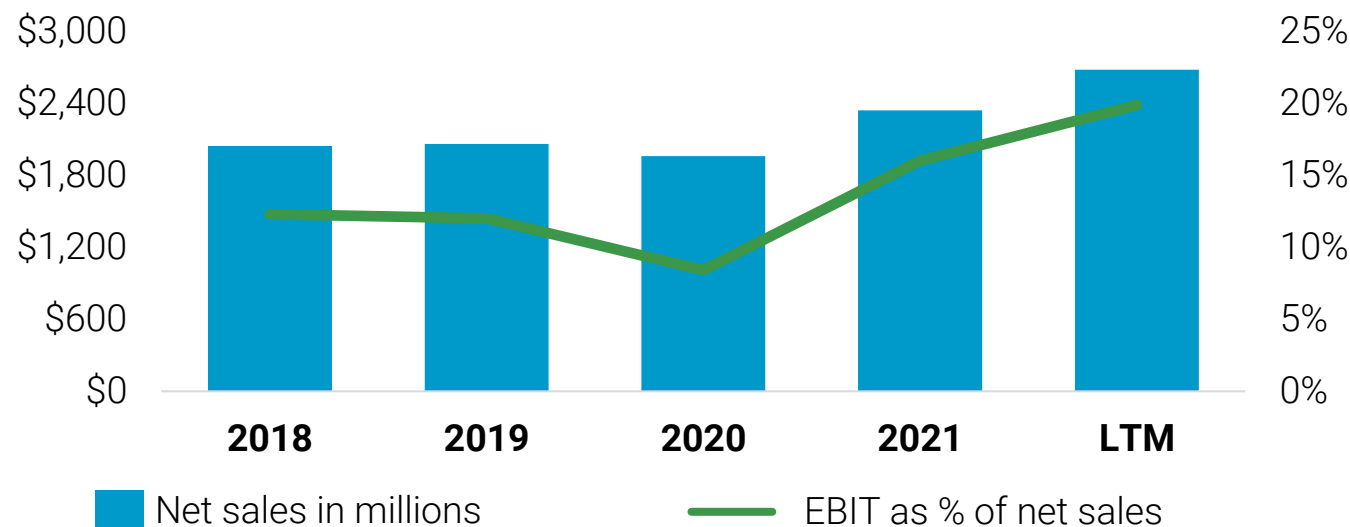
Grew revenue 8% through strong commercial performance

Reported \$126mm of EBIT with 20% EBIT margins

Investing to expand nonwoven coating capacity to meet demand for high-value building and construction applications

(\$ in millions)	Q3 2022	Q3 2021	YTD 2022	YTD 2021
Net sales	638	591	2,071	1,733
EBIT	126	101	434	278
EBIT as % of net sales	20%	17%	21%	16%
EBITDA	166	143	565	397
EBITDA as % of net sales	26%	24%	27%	23%

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



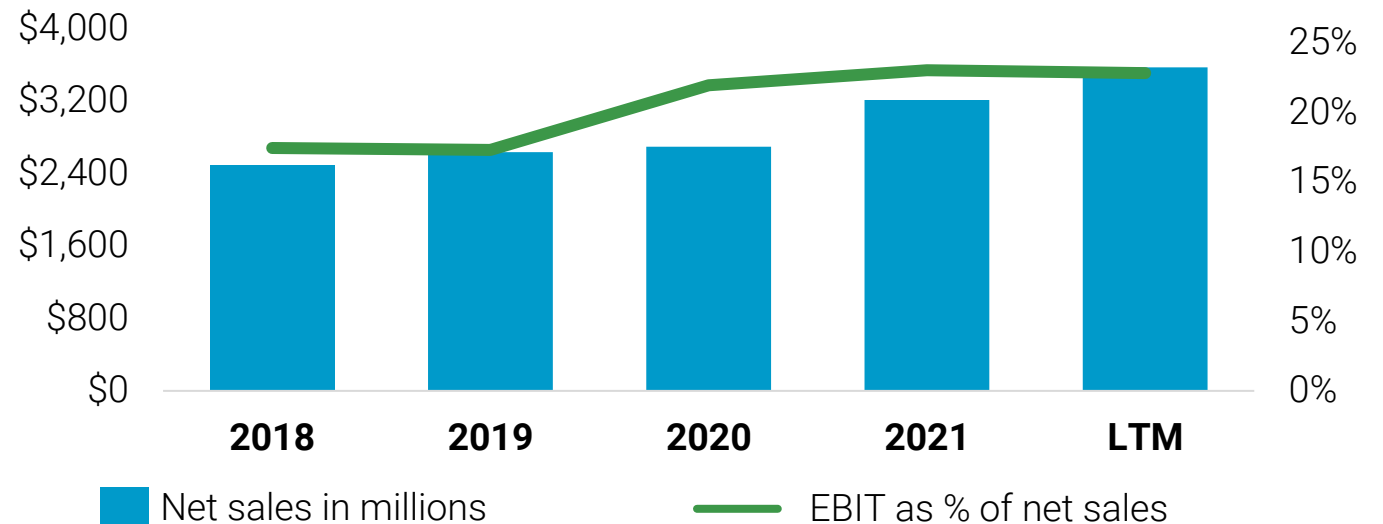
Delivered \$1b of revenue, up 15% from the prior year

Produced \$229mm of EBIT with 23% EBIT margins

Continue to invest in new product innovation

(\$ in millions)	Q3 2022	Q3 2021	YTD 2022	YTD 2021
Net sales	1,003	869	2,859	2,497
EBIT	229	212	663	602
EBIT as % of net sales	23%	24%	23%	24%
EBITDA	244	227	709	646
EBITDA as % of net sales	24%	26%	25%	26%

Five-year financial performance



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



FULL-YEAR 2022 KEY FINANCIAL OUTLOOK¹

- General corporate expenses are estimated to be between \$170mm and \$180mm
- Interest expense estimated to be between \$110mm and \$115mm, versus previous guidance of \$115mm to \$125mm
- The company estimates a full-year effective tax rate of 24% to 26%, previously 25% to 27%, and a cash tax rate of 22% to 24%, both on adjusted pre-tax earnings
- Capital additions are expected to be approximately \$480mm
- Depreciation and amortization is estimated to be approximately \$535mm, versus previous guidance of \$520mm

¹The above outlook includes the impact of all completed acquisitions or divestitures.

Q4 2022 BUSINESS OUTLOOK

ENTERPRISE

- U.S. residential and commercial product lines to experience good demand with weakening demand trends in Europe and Asia
- Each of the businesses to be impacted by additional inflation while maintaining positive price/cost
- Each of the businesses to be impacted by needed production and maintenance downtime
- Overall modest growth in net sales and adjusted EBIT versus Q4 2021

INSULATION

Revenue growth of approximately 10%

Ongoing currency headwinds

In North American residential insulation, volumes relatively flat with continued price realization and a full quarter of Natural Polymers

In technical and global insulation, volumes expected to be down mid to high-single digits with continued price realization

Price/cost narrowing

Expect mid-teen EBIT margins

COMPOSITES

Revenue to be relatively flat

Volumes to be lower, similar to Q3

Accelerating currency headwinds

Pricing will remain steady, with slightly lower year-over-year comparison versus Q3

Price/cost narrowing

Expect mid-teen EBIT margins

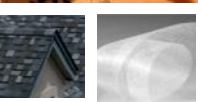
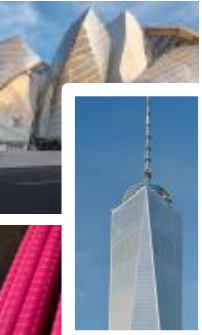
ROOFING

Revenue growth of high-single digits

Industry shipments for U.S. shingle end-market demand and Owens Corning shingle volumes to be down low to mid-single digits

Components volume to lag the shingle shipments, similar to Q3

EBIT margins approaching 20%



QUESTIONS AND DISCUSSION

APPENDIX A: NON-GAAP RECONCILIATIONS – TABLE 1

The reconciliation of EBITDA for the Company's segments is shown in the tables below (in millions):

	Three Months Ended September 30, 2022			Three Months Ended September 30, 2021		
	Composites	Insulation	Roofing	Composites	Insulation	Roofing
Segment Net Sales	\$ 638	\$ 965	\$ 1,003	\$ 591	\$ 815	\$ 869
Segment EBIT	\$ 126	\$ 173	\$ 229	\$ 101	\$ 124	\$ 212
Segment Depreciation and amortization expense	40	52	15	42	52	15
Segment EBITDA	\$ 166	\$ 225	\$ 244	\$ 143	\$ 176	\$ 227
Segment EBITDA as a % of Net Sales	26 %	23 %	24 %	24 %	22 %	26 %

	Nine Months Ended September 30, 2022			Nine Months Ended September 30, 2021		
	Composites	Insulation	Roofing	Composites	Insulation	Roofing
Segment Net Sales	\$ 2,071	\$ 2,758	\$ 2,859	\$ 1,733	\$ 2,321	\$ 2,497
Segment EBIT	\$ 434	\$ 459	\$ 663	\$ 278	\$ 318	\$ 602
Segment Depreciation and amortization expense	131	156	46	119	156	44
Segment EBITDA	\$ 565	\$ 615	\$ 709	\$ 397	\$ 474	\$ 646
Segment EBITDA as a % of Net Sales	27 %	22 %	25 %	23 %	20 %	26 %

APPENDIX A: NON-GAAP RECONCILIATIONS – TABLE 2

The calculations of net operating profit after tax (NOPAT), total capital and return on capital (ROC) are shown in the table below (in millions):

	Last Twelve Months Ended,		Twelve Months Ended December 31,	
	September 30, 2022	September 30, 2021	2021	2020
Numerator				
Adjusted EBIT (a)	\$ 1,754	\$ 1,396	\$ 1,415	\$ 878
Less: Taxes at pro forma tax rate (b)	(435)	(335)	(340)	(211)
Net operating profit after tax	\$ 1,319	\$ 1,061	\$ 1,075	\$ 667
Denominator				
Goodwill	\$ 1,367	\$ 995	\$ 990	\$ 989
Intangible assets, net	1,677	1,629	1,617	1,667
Less: Adjustment to exclude pre-emergence and fresh start goodwill and intangible assets, net and other non-acquisition intangibles (c)	(1,429)	(1,434)	(1,440)	(1,439)
Post-emergence goodwill and intangibles	1,615	1,190	1,167	1,217
Receivables, less allowances	1,304	1,141	939	919
Inventories	1,322	949	1,078	855
Less: Accounts payable	(1,320)	(1,139)	(1,095)	(875)
Property, plant and equipment, net	3,660	3,767	3,873	3,809
Total capital	\$ 6,581	\$ 5,908	\$ 5,962	\$ 5,925
Average of beginning and ending total capital	\$ 6,245	N/A	\$ 5,944	\$ 6,222
Return on capital (NOPAT / Average total capital) (d)	21.1 %	N/A	18.1 %	10.7%

(a) Please refer to Table 3 of the Appendix for the reconciliation of net earnings attributable to Owens Corning to Adjusted EBIT for the last twelve months ended September 30, 2022. A reconciliation of net loss attributable to Owens Corning to Adjusted EBIT for the twelve months ended December 31, 2021 can be found in Table 2 "EBIT Reconciliation Schedules" of our 8-K press release filed February 16, 2022 and is available on our Investor Relations website.

(b) To compute NOPAT, we apply a pro forma effective tax rate to Adjusted EBIT. The pro forma tax rate is equal to each year's effective tax rate, less the impact of significant valuation allowance reversals and deferred tax adjustments. For 2022 and 2021, there were no significant tax items. For 2020, significant tax items include the impact of a change in valuation allowances recorded against certain deferred tax assets, a change in estimate related to finalized regulations on global intangible low-taxes income (GILTI), part of the U.S. Tax Cuts and Jobs Act of 2017, and the recognition of a deferred tax asset resulting from the transfer of certain intellectual property rights held by wholly owned foreign subsidiaries to the U.S. For 2022, we have used a full year pro forma effective tax rate of 25%, which is the mid-point of our 2022 effective tax rate guidance of 24% to 26%. For 2021, we have used a full year pro forma effective tax rate of 24%, which was our 2021 effective tax rate. For 2020, we have used a full year pro forma effective tax rate of 24%, which was our 2020 effective tax rate.

(c) Based on Owens Corning internal management reports for the remaining net book value of these respective assets.

(d) When used to discuss segment ROC, the measure differs from the total company ROC formula. Segment return on capital uses a business-specific tax rate and excludes fresh-start accounting adjustments from the numerator and the denominator.

APPENDIX A: NON-GAAP RECONCILIATIONS – TABLE 3

The reconciliation from net earnings attributable to Owens Corning to EBIT and Adjusted EBIT, and the calculation of net operating profit after tax (NOPAT) are shown in the table below (in millions):

	Twelve Months Ended December 31, 2021 (A)		Nine Months Ended September 30, 2021 (B)		Nine Months Ended September 30, 2022 (C)		Last Twelve Months (LTM) Ended September 30, 2022 (A) - (B) + (C)
Net earnings attributable to Owens Corning	\$	995	\$	768	\$	1,117	\$ 1,344
Less: net earnings attributable to non-controlling interests		—		(1)		2	3
Net earnings		995		767		1,119	1,347
Earnings from and gain on sale of discontinued operations, net of tax		—		—		—	—
Earnings from continuing operations		995		767		1,119	1,347
Equity in net earnings (loss) of affiliates		1		—		—	1
Income tax expense		319		250		340	409
Earnings from continuing operations before taxes		1,313		1,017		1,459	1,755
Interest expense, net		126		97		82	111
Loss on extinguishment of debt		9		9		—	—
Earnings from continuing operations before interest and taxes		1,448		1,123		1,541	1,866
Adjusting items (a)		33		33		112	112
Adjusted EBIT	\$	1,415	\$	1,090	\$	1,429	\$ 1,754
Less: Taxes at pro forma tax rate (b)	\$	(340)	\$	(262)	\$	(357)	\$ (435)
Net operating profit after tax	\$	1,075	\$	828	\$	1,072	\$ 1,319

(a) Management excludes from net earnings attributable to Owens Corning certain items it believes are not representative of ongoing operations. Please refer to Table 2 "EBIT Reconciliation Schedules" of our 8-K press release for the detail of adjusting expense (income) items to EBIT.

(b) To compute NOPAT, we apply a pro forma effective tax rate to Adjusted EBIT. The pro forma tax rate is equal to each year's effective tax rate, less the impact of significant valuation allowance reversals and deferred tax adjustments. For 2022 and 2021, there were no significant tax items. For 2022, we have used a full year pro forma effective tax rate of 25%, which is the mid-point of our 2022 effective tax rate guidance of 24% to 26%. For 2021, we have used a full year pro forma effective tax rate of 24%, which was our 2021 effective tax rate.