

OWENS CORNING SUSTAINABILITY

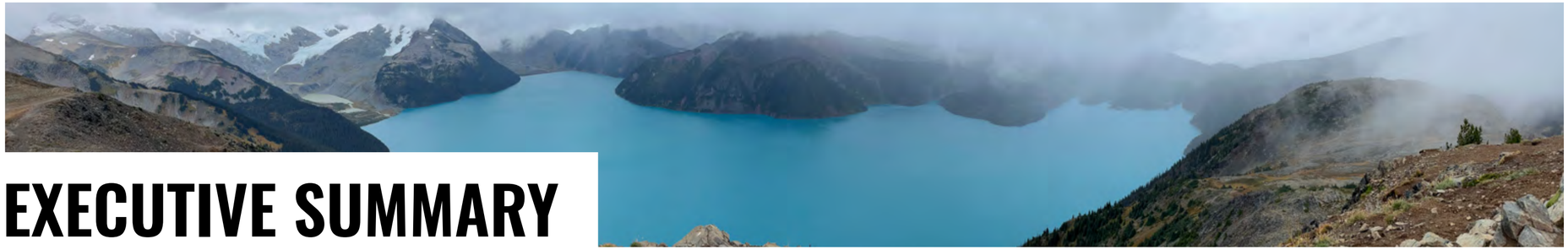
CLIMATE TRANSITION PLAN

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EXECUTIVE SUMMARY

As temperatures rise and weather patterns change around the world, Owens Corning recognizes the need to reduce greenhouse gas (GHG) emissions that contribute to climate change. Guided by our mission to build a sustainable future through material innovation, we remain fully committed to decarbonization across our own operations and our value chain. We have established ambitious, science-based 2030 GHG emissions reduction goals and defined specific reduction activities to achieve them, informed by leading international frameworks such as the Intergovernmental Panel on Climate Change (IPCC) and the United Nations Sustainable Development Goals (UN SDGs).

Our Climate Transition Plan is centered around our 2030 emissions reduction goals: to reduce Scope 1 and market-based Scope 2 emissions by 50% and Scope 3 emissions by 30% relative to our 2018 baseline. The IPCC has established that temperature increases must be held to less than 1.5°C above pre-industrial levels to avoid the worst impacts of climate change. Our 2030 Scope 1 and Scope 2 emissions reduction goal has been approved by the Science Based Targets initiative (SBTi) as meeting these standards. SBTi has also approved our Scope 3 GHG reduction goal, which is aligned with the IPCC's pathway to achieve well below 2.0°C temperature increases. Our approach to renewable electricity procurement, including power purchase agreements (PPAs) and environmental attribute certificates (EACs), is guided by applicable accounting and reporting standards and Owens Corning's internal renewable energy sourcing principles.

In support of our emissions reduction goals, we have defined strategies over the short, medium, and long term to reduce emissions across our operations and value chain. We also recognize that addressing climate change requires a broader understanding of how climate-related risks and opportunities may affect our business, financial performance, and resilience over time. Accordingly, this Climate Transition Plan describes how we identify, assess, and manage climate-related risks and opportunities, including through climate scenario analysis used to assess the resilience of our strategy and business model under a range of plausible future conditions, as well as the governance mechanisms and leadership structures that support effective execution and oversight.

Our plan reflects key assumptions and dependencies that influence the pace and pathway of our transition, including the availability of renewable electricity, the development and deployment of emerging technologies, and progress across our value chain. We integrate climate considerations into financial planning and investment decision making to support implementation of our transition actions and to evaluate potential financial effects over the short, medium, and long term.

In addition to our emissions reduction goals, we are committed to reducing our $PM_{2.5}$ and volatile organic compounds (VOC) emissions, energy use, and waste, while increasing renewable electricity usage, circular business practices, supplier compliance, and employee training by 2030. Many of these 2030 climate goals support and reinforce the strategies required to achieve our GHG emissions reduction targets.

Over the course of our three sustainability goal cycles, we have made significant progress on our emissions reduction goals by increasing our renewable energy usage, optimizing energy use, and enhancing the efficiency of our production processes. We have integrated our climate strategy into our overall business by enabling targeted engagement with emissions-intensive suppliers, investing in research and development to increase the circularity of our business model, and using an internal carbon price to incorporate climate considerations into business decisions. As we focus on reducing the environmental impact of our operations, we are also strengthening our resilience to physical and transition climate risks by preparing for an increasingly resource-constrained, efficient, low-carbon economy.

Our Climate Transition Plan outlines our ambition, trajectory, and strategies to achieve our 2030 climate goals, which are focused on reducing our environmental impact, improving our resilience to climate change, and creating long-term value for our stakeholders. We are committed to transparency and accountability in our climate transition efforts. Moving forward, we will review and update our Climate Transition Plan every three years and will continue to provide annual updates on our 2030 climate goals in our Sustainability Report and other public disclosures. As we look beyond 2030, we plan to align our climate ambitions with the latest climate science and pursue alignment with evolving global climate goals, including those of the Paris Agreement.

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AMBITION, TARGETS, AND 2030 CLIMATE GOALS

This section sets out our climate ambitions and goals.

1.1 Our Climate Ambitions

Owens Corning is committed to building a sustainable future through material innovation. This mission drives our ambition to reduce our environmental impact through both the resources we use and the byproducts of our business.

Our climate goals are based on leading international guidance from the Intergovernmental Panel on Climate Change (IPCC) and the United Nations Sustainable Development Goals (UN SDGs). The IPCC has established that temperature increases must be held to less than 1.5°C above preindustrial levels to avoid the worst impacts of climate change.

To help combat climate change, Owens Corning is taking action through a global strategy to reduce the emission of greenhouse gases (GHG) throughout our direct operations and value chain.

Our 2030 climate goals represent the third generation of greenhouse gas targets established by Owens Corning since 2002.

To help align this disclosure with stakeholder expectations, this Climate Transition Plan is designed to address governance, strategy, risk management, and metrics and targets.

1.2 Our 2030 Emissions Reduction Targets (SBTi-aligned)

Our Climate Transition Plan is centered around our 2030 emissions reduction goals: we aim to reduce Scope 1 and market-based Scope 2 emissions by 50% and Scope 3 emissions by 30% relative to our 2018 baseline.

Our 2030 Scope 1 and Scope 2 emissions reduction goal has been approved by the Science Based Targets initiative (SBTi) as meeting the IPCC's 1.5°C standards.

SBTi has also approved our Scope 3 GHG reduction goal as aligned with the IPCC's pathway to achieve well below 2.0°C temperature increases relative to pre-industrial levels.

Owens Corning aims to continue seeking opportunities to align our future emissions goals with the IPCC's 1.5°C temperature limit.

Aligned with SBTi guidance, Owens Corning undertakes regular reviews of our 2030 goals. If changes in our baseline emissions result in updated reduction targets, we will communicate this change via our annual Sustainability Report.

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1.3 Our Broader 2030 Climate and Sustainability Goals

We believe addressing the global impact of climate change requires more than GHG emissions reductions. In addition to our emissions reduction goals, we are committed to reducing our PM2.5 and volatile organic compounds (VOC) emissions, energy usage, and waste, while increasing renewable electricity use, circular business practices, supplier compliance, and employee training by 2030. Many of these 2030 sustainability goals support the strategies to achieve our emissions reduction goals.

Owens Corning's 2030 sustainability goals include:

- Reduce absolute Scope 1 and Scope 2 market-based GHG emissions by 50% compared to the base year of 2018 (measured by absolute Scope 1 and 2 GHG emissions).
- Reduce absolute Scope 3 emissions by 30% compared to the base year of 2018 (measured by absolute Scope 3 GHG emissions).
- Reduce aggregate emissions intensity in VOC emissions by 50% from the base year of 2018 (measured by VOC emissions intensity in metric tons normalized by millions of dollars of revenue).
- Reduce aggregate emissions intensity in PM2.5 emissions by 50% from the base year of 2018 (measured by PM2.5 emissions intensity in metric tons normalized by millions of dollars of revenue).
- Reduce our energy use (including renewable electricity, non renewable electricity, and other forms of non-renewable energy) by 20% over our baseline year of 2018 (measured by percentage change in absolute megawatt hours of energy used).
- Source 100% renewable electricity and work to reduce emissions from our processes (measured by percentage of total electricity that is renewable).
- Send zero waste to landfills (measured by metric tons of waste sent to landfills each year).
- At high water-stress sites, achieve a 50% aggregate intensity reduction of water withdrawal in high water-stress sites, compared with the base year 2018 (measured by cubic meters of water withdrawn, normalized by millions of dollars of revenue).
- In all other locations (with less than high water stress), maintain or reduce aggregate water withdrawal, compared to the base year 2018 (measured by cubic meters of water withdrawn, normalized by millions of dollars of revenue).
- 100% of our suppliers will meet our Supplier Code of Conduct requirements (measured by the percentage of suppliers who reported compliance with the Supplier Code of Conduct from the population of suppliers who responded to the survey).
- 100% of our Global Sourcing team will be trained and recertified annually on sustainability (measured by the percentage of Global Sourcing Team members who receive training on sustainability topics).
- Develop viable circular economy business models involving our materials and how they are used (measured by the percentage of total material weight that is recycled content).

Where goals have a specific scope (e.g., supplier compliance, training for the Global Sourcing Team), those goals apply to the defined population; otherwise, 2030 goals apply to Owens Corning's direct business operations as described in our sustainability disclosures.

1.4 How Our Goals Relate to Each Other

Our 2030 emissions reductions goals are supported by progress against other 2030 climate and sustainability goals. As we work to reduce our emissions intensity, energy usage, and overall waste, we are also increasing our use of electricity from renewable sources and driving our circularity practices forward. These efforts can help us to reduce emissions from both our operations and our full value chain.

For example, some circular economy initiatives, such as increasing the reuse or recycling of materials, may reduce waste while potentially increasing energy use as recycled materials are processed into usable inputs. These types of trade-offs are considered throughout our business processes and decision making on innovation, development of new products, and in our procurement of different materials.

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1.5 Progress, Management Approach, and How We Keep Goals "Living"

Since 2018, we have made significant progress on our emissions reduction goals by increasing our renewable energy utilization, optimizing energy usage, and enhancing the efficiency of our production processes. We have integrated our climate strategy into our overall business by enabling targeted engagement with emissions-intensive suppliers, investing in research and development to increase the circularity of our business model, and using carbon pricing assumptions as an analytical tool to help evaluate climate-related impacts and transition pathways.

As Owens Corning continues to develop our capabilities and strategies for managing our climate risks and opportunities, one key focus area has been to improve the connection between GHG emissions and site- and company-level initiatives and technologies. We use internal forecasts to track expected progress at regular intervals and to inform potential adjustments where needed (see Section 9.3).

To track progress against our goals, we measure and report performance annually through our sustainability reporting, and our Climate Transition Plan complements these disclosures.

We are committed to transparency and accountability in our climate transition efforts. Moving forward, we will review and update our Climate Transition Plan every 3 years and will continue to provide annual updates on our 2030 climate goals in our Sustainability Report and our other public disclosures.

1.6 Our Approach to Carbon Credits and Offsets

Owens Corning's climate strategy is focused on achieving emissions reductions through actions across our operations and value chain. We do not rely on voluntary carbon credits or offsets to meet our greenhouse gas emissions reduction goals.

Our emissions reduction efforts prioritize energy efficiency, electrification, process innovation, blowing agent transitions, renewable electricity sourcing, and engagement across our value chain. Where required by regulation, Owens Corning is subject to or has chosen to voluntarily participate in Emissions Trading Schemes (ETS) around the world, including in Europe, Canada, and the United States, and renewable energy credits are used as part of our renewable electricity procurement strategy, consistent with applicable accounting and reporting standards. EACs and similar instruments are used to support renewable electricity claims in accordance with market-based accounting rules and do not substitute for direct emissions reductions from our operations or value chain.

1.7 Our Climate Journey: From Foundations to 2030

Owens Corning's climate strategy reflects more than two decades of sustained effort to reduce greenhouse gas emissions and strengthen the environmental performance of our operations and products. Our current 2030 climate goals represent the third generation of enterprise-wide greenhouse gas targets, reflecting an evolution in ambition, scope, and alignment with climate science.

Our first set of company-wide greenhouse gas goals spanned 2002 through 2012 and focused on achieving a 30% absolute reduction in Scope 1 and Scope 2 emissions. These goals were met ahead of schedule, driven by early investments in energy efficiency, process improvements, and operational discipline.

Building on that progress, Owens Corning established a second generation of goals covering the 2010–2020 period, targeting a 20% reduction in Scope 1 and Scope 2 emissions intensity from the base year of 2010. As performance improved faster than anticipated, these goals were revised in 2014 to a more ambitious 50% intensity reduction, at a point when the original target had nearly been achieved. The revised goals were also met ahead of schedule.

Our current 2030 climate goals represent the next evolution of our journey, shifting from intensity-based targets toward science-based absolute emissions reductions and expanding our focus to include emissions from our value chain and long-term resilience. Taken together, this multi-decade trajectory positions Owens Corning to achieve an expected reduction of approximately 78% in Scope 1 and Scope 2 greenhouse gas emissions by 2030 compared to our peak year of 2006, while continuing to create long-term value in a lower-carbon economy.

1.8 Looking Beyond 2030

As we look beyond 2030, Owens Corning expects our climate strategy to continue evolving, just as it has across prior generations of goals. We plan to align our climate ambition with the latest climate science and pursue efforts to align with the latest Paris Agreement and global goals. We remain fully committed to decarbonization across our own operations and our value chain.

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OUR BUSINESS MODEL AND VALUE CHAIN

This section describes our business model and value chain and provides context for where emissions occur and where our transition actions are focused.

2.1 Our Business Model and How Our Products Create Value

Owens Corning is committed to building a sustainable future through material innovation, which is reflected by our ambition to reduce our impact on the planet. Our people and products make the world a better place, and our work on climate change is a direct link to this purpose.

Owens Corning operates through three core businesses: Insulation, Roofing, and Doors, which together shape the company's emissions profile, value-chain impacts, and exposure to climate-related risks and opportunities.

2.2 Our Value Chain and How It Relates to Emissions and Climate Impacts

Our greenhouse gas emissions are measured and disclosed annually in our Sustainability Report and CDP response (see Section 8).

At the core of our climate goals are our absolute emissions reduction goals: emissions from our operations (Scope 1 and Scope 2) and upstream and downstream emissions (Scope 3).

A simplified view of Owens Corning's value chain begins with upstream activities (raw materials, chemicals, minerals, packaging, and other inputs; energy generation and distribution; inbound transportation), continues through manufacturing and operations, and extends to downstream activities (outbound logistics, product processing, product use, and end-of-life treatment). Owens Corning recognizes that its operations and value chain both impact and depend on natural systems, including land, water, and biodiversity.

UPSTREAM (SCOPE 3)	OUR OPERATIONS (SCOPE 1 AND 2)	DOWNSTREAM (SCOPE 3)		
*75% of total emissions**	*21% of total emissions**	*4% of total emissions**		
Sourcing	**Owens Corning**	**Sales/Distribution**	**Installation/Use**	**Disposal**
• Raw materials suppliers • Product suppliers • Packaging suppliers	• Roofing • Insulation • Doors	• Distributors • Retailers • Home centers	• Installing contractors • Homeowners • Post-use contractors	• Waste management • Product downcycling • Product and packaging recycling • Landfill

*Percentages are approximate.

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2.3 Products, Customers, and Climate-Related Opportunities

Owens Corning operates three businesses: Insulation, which helps consumers save energy, and Roofing and Doors, which provide protection from physical risk stressors that may intensify due to changing climate conditions. Our businesses help communities respond to changing environmental conditions; our challenge is to reduce the impact of producing and distributing our products while doing so.

Owens Corning recognizes the potential impacts of climate-related risks and opportunities on our business operations, including climate-related opportunities that may emerge from changes in regulation, building codes, standards, and customer preferences.

For example, we have identified market opportunities related to regulation driving demand for lower-embodied-carbon insulation, sales of climate-resilient roofing, and sales of energy-efficient exterior doors.

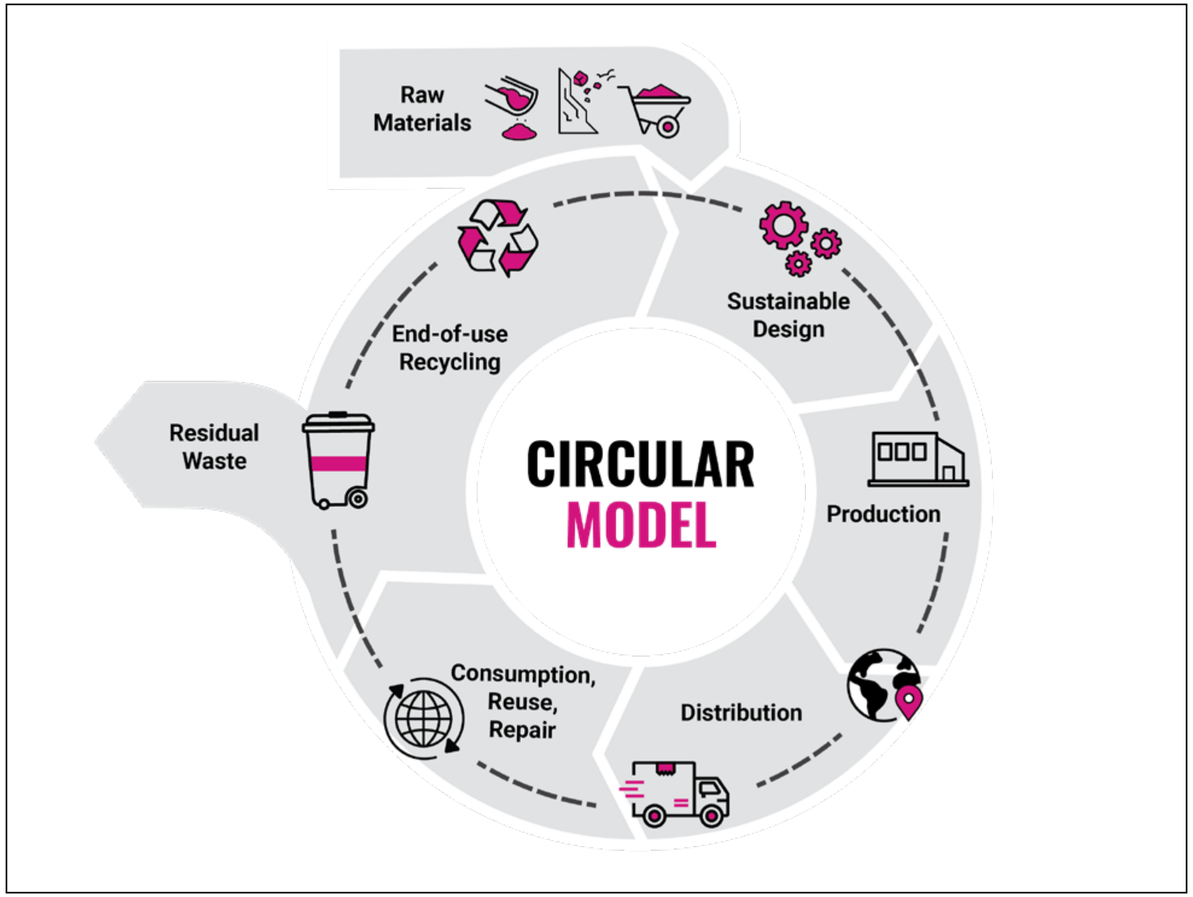
We offer an extensive portfolio of products that can help our customers save energy and lower emissions. We also engage customers through direct and indirect outreach, including providing life cycle assessment (LCA) data to demonstrate the climate impacts of our products.

Collectively, these product areas represent key components of Owens Corning's evolving portfolio, which is increasingly aligned to enabling energy efficiency, climate resilience, and lower embodied carbon across the built environment. These areas are expected to play a central role in both delivering our climate goals and supporting long-term growth opportunities.

2.4 Transitioning from a Linear to a Circular Value Chain

We are adjusting our business processes to align with our 2030 climate goals. For example, we have a dedicated Circular Economy team that assesses viable circular business models that may help us reduce operational emissions, avoid downstream emissions, and reduce the amount of waste at the end of a product's life cycle.

As described in Section 1.4, trade-offs can exist between some of our climate goals. In the context of transitioning to a circular value chain, these trade-offs may arise as we evaluate how to increase recycled content and circular material flows while maintaining product performance and managing potential impacts to energy use associated with processing recycled materials into usable inputs. These considerations are incorporated into our innovation, procurement, and decision-making processes as we develop and scale circular solutions across our value chain.



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2.5 Emissions Boundary and Scope Definitions (GHG Protocol)

We follow the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD)'s GHG Protocol Corporate Accounting and Reporting Standard to account for Scope 1, Scope 2, and Scope 3 emissions.

- **Scope 1 emissions** are direct emissions from sources owned or controlled by Owens Corning and include direct fuel combustion and other direct emissions sources within our operational boundary.
- **Scope 2 emissions** are indirect emissions from the generation of purchased energy; we disclose both location-based and market-based Scope 2 emissions.
- **Scope 3 emissions** are indirect emissions that occur in our value chain and are calculated across relevant Scope 3 categories.

2.6 How Emissions Management Is Embedded Across Our Organization

Our organizational structure for GHG emissions can be assessed through business- and scope-specific lenses.

Each of our businesses is working to reduce their on-site energy use and emissions from sources of Scope 1 emissions, such as fuel-fired furnaces, ovens, and other energy-intensive aspects of site operations.

The reduction of Scope 2 emissions has both site-level impacts from efficiency projects to reduce electricity demand, as well as enterprise-level oversight from our Sourcing team, who consider additional sources of renewable electricity for all businesses and regions.

Scope 3 emissions from our value chain are also managed in partnership with our Sourcing team, specifically with the team that oversees supply chain sustainability and supplier engagement initiatives.

This Climate Transition Plan further describes how we engage our value chain. For example, suppliers are required to meet all legal and regulatory requirements and sign the Supplier Code of Conduct, and Owens Corning conducts supplier sustainability assessments to understand climate performance and prioritize engagement with high-impact suppliers.

2.7 Scope 3 Categories Included in Our Scope 3 Target Boundary

Details about the Scope 3 categories included in our Scope 3 emissions reduction goal are disclosed through our sustainability reporting and summarized below. Following the acquisition of the Doors business, Owens Corning expanded its Scope 3 inventory to include additional relevant categories and continues to refine category-level methodologies for Doors as data quality, systems integration, and supplier engagement mature.

Included Categories

- **Category 1:** Purchased goods and services
- **Category 2:** Capital goods
- **Category 3:** Fuel- and energy-related activities
- **Category 4:** Upstream transportation and distribution (including inbound and outbound as classified in our inventory)
- **Category 5:** Waste generated in operations
- **Category 6:** Business travel
- **Category 7:** Employee commuting
- **Category 10:** Processing of sold products
- **Category 11:** Use of sold products
- **Category 12:** End-of-life treatment of sold products

Excluded Categories (With Rationale)

- **Category 8:** Upstream leased assets — excluded because relevant leased assets have been accounted for under Scope 2 emissions.
- **Category 9:** Downstream transportation and distribution — excluded because emissions historically counted under Category 9 have been reclassified as outbound emissions under Category 4.
- **Category 13:** Downstream leased assets — excluded because Owens Corning does not have any downstream leased assets.
- **Category 14:** Franchises — excluded because Owens Corning does not have any franchises.
- **Category 15:** Investments — excluded because Owens Corning is not a private or public financial institution and investments in new businesses are accounted for under Scope 1 or Scope 2.

Our Scope 3 target boundary and category-level calculation approaches (including exclusions and rationales) are provided in Appendix B.

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2.8 Approach to Carbon Credits and Offsets

As described in Section 1.6, Owens Corning's climate transition strategy is centered on achieving emissions reductions across our operations and value chain rather than relying on voluntary carbon credits or offsets. This approach informs the prioritization of transition actions, investments, and engagement across our business model.

2.9 Structural Changes, Acquisitions, and Inventory Consistency

We review structural changes, such as mergers, acquisitions, and divestments, on an annual basis, in keeping with WRI's guideline for baseline adjustments.

Per the stated protocol, the data of mergers or acquisitions that exceed a defined threshold are reviewed for accuracy and integrity and then integrated into our reporting inventory from the base year to current year. This process of updating the baseline is completed for both the numerator (emissions) and denominator (sales or production) of our calculations.

We disclose additional details on emissions data, methodology, and changes to the scope of emissions accounting in our annual Sustainability Report and CDP response.



2.10 Emissions Significance Across Our Business and Value Chain

While Owens Corning's greenhouse gas emissions are measured, accounted for, and disclosed by scope in accordance with the GHG Protocol (see Section 8), we also assess emissions from a business and value chain perspective to better inform strategic decision making. This perspective focuses on where emissions are most concentrated in terms of activities, inputs, and processes, and where our transition actions, investments, and engagement can have the greatest impact.

From an operational standpoint, the most significant sources of emissions are associated with energy-intensive manufacturing activities, including the use of natural gas and other fuels, process emissions from raw materials, foam blowing agent emissions, and purchased electricity. These emissions sources directly inform our priority transition levers, including energy efficiency, electrification, blowing agent transitions, process innovation, and renewable electricity sourcing. A more detailed view of how these priority levers are expected to contribute to emissions reductions is provided in our Sustainability Report.

Across our value chain, most emissions occur upstream and are primarily associated with purchased goods and services, fuel- and energy-related activities, and transportation and distribution. These areas represent the largest contributors to our Scope 3 footprint and are therefore central to our supplier engagement strategy, material innovation efforts, and logistics optimization initiatives. While emissions are reported by Scope 3 category, this activity-based view helps us prioritize engagement and action across the value chain in a manner that aligns with how our business operates.

This assessment of emissions significance complements our formal emissions inventory by supporting management decision making and transition planning, including prioritization of transition actions, allocation of resources, and engagement with suppliers and partners. Detailed emissions data, boundaries, and methodologies are disclosed through our Sustainability Report and CDP response and summarized in Section 8 of this Climate Transition Plan.

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2.11 Embodied Carbon

Reducing embodied carbon is a core pillar of our climate strategy and is addressed extensively in our Sustainability Report, including product design, material selection, manufacturing decarbonization, and customer transparency through environmental product declarations (EPDs).

Embodied carbon refers to the greenhouse gas emissions associated with a product across its life cycle, from raw material extraction and transport, through manufacturing and distribution, to use and end-of-life treatment. In building materials, embodied carbon is increasingly important as green procurement programs, building codes, customer expectations, and whole-building life cycle assessment approaches place greater emphasis on the upfront and supply-chain emissions associated with construction and renovation.

Decarbonization requires consideration of life cycle impacts from design through end-of-life and cross-functional coordination across the value chain. Owens Corning reduces embodied carbon through an integrated set of levers that span product design, manufacturing, and value-chain collaboration:

- **Design-phase decision tools:** We incorporate sustainability considerations early in product development to identify opportunities to reduce life cycle impacts before products are manufactured.
- **Materials and circularity:** We work to increase circular material flows and incorporate lower-embodied-carbon inputs, including recycled content where feasible, while maintaining performance and durability requirements.
- **Manufacturing decarbonization:** We pursue operational improvements to reduce emissions intensity and evaluate technology pathways that reduce reliance on fossil fuels, including electrification and process innovations.
- **Renewable electricity:** As we electrify processes, sourcing renewable electricity is a key factor in reducing the embodied carbon associated with manufacturing.
- **Innovation and emerging technology:** For hard-to-abate processes, we explore alternative energy and process options (e.g., advanced electrification and alternative fuels) consistent with product quality and safety requirements.

Customer transparency and decision support are central to our embodied carbon strategy. We provide product-level information using LCAs and EPDs to help customers, specifiers, and designers compare product impacts and make informed choices aligned with whole-building life cycle objectives. Where appropriate, third-party certifications and verification approaches help support credible product claims and comparability.

We also collaborate with external initiatives and industry partners to advance embodied-carbon measurement and reduction tools and to help scale decarbonization solutions across the building materials value chain (see Stakeholder Engagement for examples of industry and NGO engagement related to embodied carbon and life cycle assessment). Implementation of these embodied-carbon levers is further described in Section 3 (Implementation Strategy), and customer-facing transparency is further described in Section 10.3 (Customer engagement and product transparency).

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IMPLEMENTATION STRATEGY

This section describes our implementation strategy — how we plan to reduce emissions across our operations and value chain, and how these actions connect to delivery of our 2030 goals.

3.1 Overview: How We Will Achieve Our Goals

In support of our emissions reduction goals, we have defined strategies over the short, medium, and long term to reduce emissions.

Our strategy for reducing Scope 1 and 2 emissions from our 2018 base year includes completing energy reduction projects, using renewable electricity, electrifying furnaces, and eliminating blowing agents with high global warming potential.

Owens Corning is also working to develop the systems, capabilities, and governance processes to meet our 2030 goal of reducing Scope 3 emissions by 30% and to set ourselves up to sustain Scope 3 emissions reductions into the future. This transition plan reflects Owens Corning's purpose of building a sustainable future through material innovation, while strengthening the resilience and competitiveness of its portfolio. It focuses on reducing emissions through operational excellence, innovation, and transparent stakeholder engagement.

The following sections describe our emissions reduction strategies for our own operations and through our interactions with customers and suppliers. Our strategies are focused on emissions reductions in our value chain. We do not incorporate carbon credits into our emissions reduction strategy (beyond purchasing renewable energy credits and complying with required emissions trading schemes).

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3.2 Strategies to Reduce Emissions from Our Own Operations (Scope 1 and Scope 2)

Strategies to reduce emissions from our own operations include replacing and reducing the impact of emissions- and energy-intensive assets and products. Historically, moving facilities and operations has been difficult and costly, but we have been able to reduce the impacts of emissions- and energy-intensive assets and products through infrastructure phase-outs and enhancements.

Examples of successful implementation of these strategies include:

- Phasing out our blowing agent blend in the short term to replace it with FOAMULAR® NGX®, which has a much lower global warming potential (GWP) than previous blowing agents.
- Electrifying our assets, including the replacement of coal-powered furnaces with electric arc furnaces as part of a European pilot program.
- Testing new materials in pilot plants to improve manufacturing efficiency throughout our manufacturing portfolio.
- Improving the manufacturing efficiency of fiberglass doors by reducing material using thinner caliper or skin facings.
- Implementing energy use efficiency and reduction projects in our facilities. At the plant level, our people are working to reduce GHG emissions by making improvements to our manufacturing processes. In addition to reducing our energy use through increased efficiencies, we are employing a range of strategies designed to move us toward our aspirations for decarbonization. Where combustion is required, we are making efficiency improvements by swapping air for oxygen, and we are exploring alternate fuels such as hydrogen. These options offer opportunities for decarbonization, as their combustion emits water rather than carbon dioxide.

In our annual Sustainability Report, we include a detailed list of short-, medium-, and long-term actions to reduce the GHG emissions from our own operations.

3.2.1 Sourcing Renewable Electricity (Supporting Scope 2 Reductions and Electrification)

As we electrify our processes, it is important that we look for opportunities to source renewable electricity. This is essential for our sustainability aspirations, and it positions us to meet increasingly stringent energy sourcing requirements, such as those underway in Europe. We are working to increase the share of renewable electricity used across our assets through a mix of power purchase agreements (PPAs), contractual instruments, and environmental attribute certificates, consistent with applicable accounting standards and regional market structures. We are vetting various technologies to achieve this, and our progress has been encouraging.

In the short term, we continue converting our network to renewable sources of energy via PPAs, virtual power purchase agreements (vPPAs), and other contractual instruments.

In the medium term, we consider additional renewable energy opportunities on a global basis, including longer-term agreements.

3.3 Strategies to Reduce Upstream and Downstream Emissions (Scope 3)

We expect that supplier decarbonization goals, changes to our input materials, and shifts toward a greater percentage of renewable energy in our supply chain will have the greatest impact in reducing emissions from our value chain over the next five years. Also, we offer an extensive portfolio of products that can help our customers save energy and lower emissions. We continue to identify additional opportunities to reduce emissions from our value chain to meet our 2030 emissions reduction goal.

Owens Corning is working to develop systems, capabilities, and governance processes to meet our 2030 goal of reducing Scope 3 emissions by 30% and set ourselves up to sustain Scope 3 emissions reductions into the future. We are currently working to develop a governance framework to promote collaboration and visibility of data and progress, which includes implementing new systems for data collection and analysis specifically on Categories 1, 3, and 4.

In our annual Sustainability Report, we include a detailed list of short-, medium-, and long-term actions to reduce our scope 3 GHG emissions.

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3.4 Scope 3 Reduction Initiatives (Focus Areas and Examples)

Given the breadth of topics included in Scope 3 emissions categories, we have taken an approach to focus on the areas with the biggest impact to our overall emissions — Category 1 Purchased Goods and Services and areas where we have quick wins in our control. For Category 1, we have prioritized engagements with our chemical and mineral suppliers to understand supplier maturity and align decarbonization roadmaps and actions into our planning.

Another area of focus is the transportation of materials and products across our value chain (Category 4). Owens Corning continues to focus on improving efficiency in the planning and movement of our goods. This includes identifying and leveraging solutions such as maximizing the amount of product delivered on each shipment, reducing the weight of certain products without sacrificing product quality, and using the most energy-efficient modes of transportation.

In addition, as part of our responsible supply chain strategy, Owens Corning considers the location of suppliers relative to our manufacturing and distribution sites as one factor in supplier selection, where appropriate. Local procurement can help reduce emissions associated with transportation by limiting travel distances, particularly within upstream transportation and distribution activities.

Owens Corning generally defines “local” as suppliers located within approximately 250 miles of our plants. While supplier proximity is one consideration among many — including quality, performance, availability, and cost — local sourcing can support emissions reduction efforts and supply chain resilience where feasible.

To help limit the number of shipments made each day, we are working to reduce the number of stock transfer orders, in which finished goods are moved from one warehouse location to another. Stock transfer orders lead to double handling and increase the number of miles a product travels before arriving at a customer location. One way to achieve this is through the optimization of storage capacity at our warehouses.

We are maximizing the amount of product delivered on each shipment and, wherever possible, collaborating with our partners to haul heavier loads on specific roads as allowed by special permit. We are also working to reduce the weight of certain products, such as shingles, without sacrificing product quality. In doing so, we can fit more pallets on a truck, thus further increasing our efficiency. We are also focused on using the most energy-efficient modes of transportation, opting for rail transport over trucking whenever possible and avoiding the use of air transport for our goods.

Progress toward our other sustainability goals also has benefits in our Scope 3 strategy. Our zero waste-to-landfill initiatives help reduce emissions associated with the third-party disposal and treatment of waste generated (Category 5).

Even though it is a small overall contributor to our Scope 3 footprint, there are reduction activities associated with more efficient business travel (Category 6), including working with travel providers to prioritize e-vehicles and implementing new policies to promote non-stop flights.

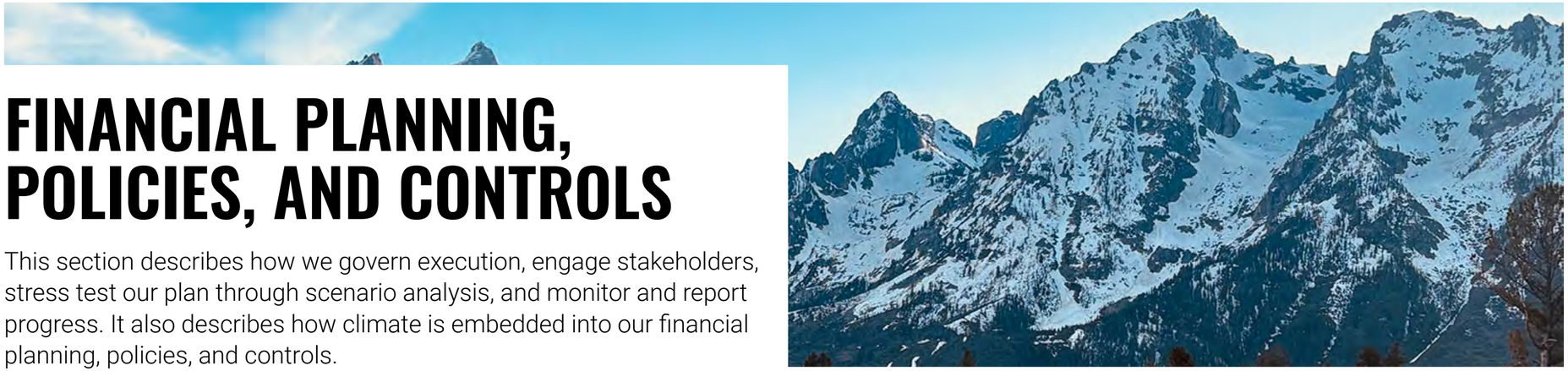
3.5 Connecting Implementation to Monitoring and Decision Making

We monitor implementation progress using internal forecasting and planning tools, and we use those insights to support strategy reviews and course correction (see Section 9.3).



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FINANCIAL PLANNING, POLICIES, AND CONTROLS

This section describes how we govern execution, engage stakeholders, stress test our plan through scenario analysis, and monitor and report progress. It also describes how climate is embedded into our financial planning, policies, and controls.

4.1 Overview: Embedding Climate into Financial Decision Making

Climate-related risks and opportunities are considered, as appropriate, within elements of Owens Corning's financial planning and long-term strategic discussions, including considerations related to costs, capital investments, and operational resilience. Our approach includes the use of tools such as an internal carbon price to support decision making in certain circumstances.

Taken together, these efforts support consideration of climate-related factors in relevant financial and strategic discussions aligned with our climate transition strategy.

4.2 Financial Planning: Revenue, Costs, Capital, and Balance Sheet Considerations

Revenue planning

As part of our revenue planning, we assess the potential growth of lower-carbon and emissions, avoiding products that align with our emissions-reduction strategies and respond to customer demand. Where relevant, these product lines are incorporated into long-term planning assumptions and may represent a growing share of our business over time.

Cost planning

As part of our cost planning, we evaluate physical and transition climate risks that could influence operating costs. This includes assessing potential impacts from disruptions, such as severe weather events, that may affect production capacity, supply chains, and logistics.

In addition, we consider climate-related factors that could affect indirect costs — such as insurance premiums associated with extreme weather risk — and incorporate these considerations into financial planning at the site and enterprise levels, as appropriate.

Capital planning and asset strategy

Climate considerations influence our asset and acquisition strategy, guiding investment in companies, technologies, and projects that support our transition to a lower-carbon portfolio. We regularly invest in energy efficiency, renewable electricity, water efficiency, and emissions reduction initiatives to reduce environmental impacts and support achievement of our climate goals.

Capital allocation decisions consider regulatory and market developments, including changes in emissions standards and climate-related policy, which could prompt us to proactively invest in updated equipment, process improvements, and product innovations that reduce our carbon footprint. These investments are reviewed and prioritized through our established financial planning and capital approval processes.

Implementation of climate-related transition actions may affect our financial position, financial performance, and cash flows over time. Potential impacts may arise through changes in capital allocation (for example, efficiency, electrification, or renewable electricity initiatives), operating costs (such as energy or input costs), and risk-related costs (including insurance or compliance with carbon pricing or emissions trading schemes). At the same time, these actions may support growth opportunities related to lower-carbon and more climate-resilient products.

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4.3 Internal Carbon Price

Owens Corning uses carbon pricing assumptions as an analytical tool to support evaluation of climate-related risks and opportunities over the longer term. These assumptions help translate potential future emissions impacts into financial terms and support internal discussion of how climate-related regulatory, market, and technology changes could affect the business over time.

The internal carbon price is used primarily to support long-term scenario analysis, internal forecasting, and decarbonization roadmap development. It helps inform discussion of emissions reduction pathways, technology choices, and the potential financial implications of future carbon-related policy or market developments. It is not applied as a direct pricing input in capital allocation or day-to-day investment decisions.

4.4 Policies That Support Delivery of the Climate Transition Plan

Owens Corning supports the objectives of our Climate Transition Plan through internal policies and controls. Foundationally, our Code of Conduct governs our actions, aligned with our shared mission, purpose, and values.

- **Our mission:** To build 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

Our Climate Change Statement and Environmental, Health, Safety, and Product Stewardship Policy formalize our climate ambition, defining how Owens Corning plans to modify our business to achieve our climate goals. Our Human Rights Policy protects employees' rights and labor standards to ensure our people are treated fairly as we move our business toward a low-carbon economy. Our value chain is held to the same standards through our Supplier Code of Conduct, which sets requirements for ethical practices and expectations for emissions reductions.

Following the acquisition of Masonite, we established a Responsible Wood Sourcing Steering Committee to oversee wood sourcing for our Doors business. This Committee was created to guide sustainable practices that mitigate risks of deforestation, human rights violations, and other externalities common in wood sourcing.

4.5 Controls and Procedures That Support Tracking and Execution

To track progress against our goals, Owens Corning employs various Key Performance Indicators (KPIs) that are monitored to measure performance and are reported externally on an annual basis in our Sustainability Report. The Sustainability team is responsible for monitoring and reporting performance, utilizing key software tools to monitor our environmental metrics and data, and incorporating such metrics into an internal decarbonization roadmap that forecasts emissions reduction impacts through 2030.

In support of tracking and execution, Owens Corning uses internal forecasts and longer-term planning tools to monitor expected progress toward our goals and to inform corrective actions where needed (see Section 9.3).

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GOVERNANCE AND ACCOUNTABILITY

This section describes the governance and accountability structures that support Owens Corning's climate strategy, sustainability goals, climate-related risk management activities, and related reporting processes.

5.1 Sustainability Governance Framework

Owens Corning is dedicated to effectively managing and monitoring progress against our Climate Transition Plan. This section outlines the governance approach to our Climate Transition Plan —including oversight, management, monitoring, and reporting — to ensure accountability throughout Owens Corning with respect to our climate ambitions.

Oversight, guidance, and direction on sustainability matters — including our 2030 sustainability goals — are provided by the Board of Directors, which oversees management's execution of our sustainability strategy.

At the executive level, our Chief Executive Officer (CEO) and Chief Sustainability Officer (CSO) have oversight of our progress toward our climate and sustainability goals.

5.2 Board Oversight of Sustainability Matters

Oversight, guidance, and direction on sustainability matters, including Owens Corning's 2030 sustainability goals, are provided by the Board of Directors, which oversees management's execution of the company's sustainability strategy. In addition, Board committees maintain oversight of management's responsibilities for issues relevant to their respective areas. These include oversight of legal and regulatory compliance through the Audit Committee and oversight of Board structure and stockholder rights through the Governance and Nominating Committee. The Board committees periodically provide reports concerning these matters to the Board. The Audit Committee and the Board retain oversight responsibility for environmental, health, and safety risks, including climate-related matters.

5.3 Executive Accountability and Leadership Oversight

At a management level, our CEO and CSO have oversight of our progress toward our climate and sustainability goals. The Chief Sustainability Officer (CSO) is responsible for overseeing sustainability-related compliance with applicable legal and company requirements, reports directly to the CEO, and leads the sustainability organization in advancing progress toward our 2030 climate goals.

At the executive level, our CEO and CSO are accountable for creating sustainability vision and values, our sustainability strategy and policies, redefining targets or goals, and performance monitoring and reporting.

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5.4 Sustainability Leadership Team and Supporting Governance Structures

Owens Corning has established a Sustainability Leadership Team (SLT), which includes our CSO and other leaders responsible for leading the corporate sustainability strategy and supporting delivery and reporting on sustainability goals and targets.

The responsibilities of the SLT include:

- Providing subject matter expertise
- Leading the corporate sustainability strategy
- Leading and reporting on the delivery of sustainability goals and targets
- Advancing best practices on the sustainability agenda and activities
- Developing innovative solutions that advance existing priorities
- Strategizing new sustainability practices and challenges
- Identifying and communicating on emerging sustainability topics
- Promoting extensive awareness and education on sustainability inside and outside the company
- Supporting, engaging, and fostering collaboration across the company as well as up and down the value chain

Additionally, to maximize impact in our efforts to reduce greenhouse gas emissions and embodied carbon, a governance model has been implemented through the establishment of our Decarbonization Committee. The committee currently operates at the business level, with plans to develop a regional focus, beginning in Europe and expanding into our other regions.

Board of Directors	**Responsibilities** • Oversight responsibility for EHS risks • Guidance and direction on sustainability issues and opportunities
Chief Executive Officer (CEO) **Chief Sustainability Officer (CSO)**	**Responsibilities** • Creating sustainability vision and values • Sustainability strategy and policies • Redefining targets or goals • Performance monitoring and reporting

SUSTAINABILITY LEADERSHIP TEAM

Members	**Members of the Extended Sustainability Leadership Team**	**Responsibilities**
• Chief Sustainability Officer • Director, Enterprise Environmental • Director, Enterprise Medical, Health, and Wellness • Director, Enterprise Safety • Senior Director, Sustainability • Vice President, Circularity and Decarbonization	• Human Resources • Finance • Legal • Communications	• Provides subject matter expertise • Leads the corporate sustainability strategy • Leads and reports on the delivery of sustainability goals and targets • Advances best practices on the sustainability agenda and activities • Develops innovative solutions that advance existing priorities • Strategizes new sustainability practices and challenges • Identifies and communicates on emerging sustainability topics • Promotes extensive awareness and education on sustainability inside and outside the company • Supports, engages, and fosters collaboration across the company as well as up and down the value chain

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5.5 Integration with Enterprise Risk Management and Internal Decision Processes

Owens Corning integrates climate-related risks into our risk management procedures, which include regular assessments of operational, strategic, and financial risks associated with climate change. Climate-related risks are included in our risk registers, developed by our business segments and legal teams, ensuring that climate-related issues are monitored, assessed, and addressed systematically.

Owens Corning's business units proactively analyze risks and create risk registers specific to our businesses and functions, which are then rolled up into our enterprise risk register. Risks are prioritized based on value impact and likelihood, and we also include the concept of risk velocity in our conceptualization of risk. The Risk Committee conducts quarterly reviews, and the Audit Committee reviews our enterprise risk management process quarterly to ensure it remains relevant and proactive.

5.6 Skills, Competencies, and Training to Support Delivery

Owens Corning recognizes the importance of developing relevant climate competencies and skills throughout our organization that assist our company in planning, monitoring, and carrying out our Climate Transition Plan ambitions. We have invested in upskilling initiatives, including:

- Partnering with over 250 like-minded organizations in the U.S. Department of Energy's Better Plants Program to provide our energy leaders with tools, training, and technical assistance.
- Creating a full suite of training courses, complemented by on-site maintenance workshops, related to the electrostatic precipitator, a type of control equipment that uses an electric charge to reduce air emissions, improve equipment operating efficiency, and extend operating duration.
- Conducting on-site air quality management training for members of Insulation plants.
- Providing Supplier Code of Conduct training for the Global Sourcing Team.

Owens Corning encourages innovation and progress against our climate goals by recognizing employee contributions through company-wide performance and recognition programs aligned with sustainability priorities.

In addition to internal expertise, Owens Corning leverages external learning opportunities, including sustainability webinars, industry conferences, and peer-to-peer forums, to expand climate-related skills and knowledge across its sustainability and leadership community. These activities support informed oversight and effective implementation of the Climate Transition Plan as expectations, technologies, and regulatory requirements evolve.

5.7 Monitoring, Reporting Cadence, and Accountability Mechanisms

To track progress against our 2030 climate goals, Owens Corning employs various Key Performance Indicators (KPIs) that are monitored and reported externally on an annual basis in our Sustainability Report to maintain transparency in our sustainability efforts. The CSO and the Sustainability team are responsible for monitoring and reporting performance, utilizing key software tools to monitor our environmental metrics and data. The Sustainability Leadership Team meets regularly to review initiatives and performance against metrics and incorporates such metrics into an internal decarbonization roadmap that forecasts emissions reduction impacts through 2030.

Owens Corning is committed to transparency and accuracy in our reporting practices. Using AccountAbility's AA1000 Principles (2018), SCS Global Services assures our GHG emissions covering Scope 1 emissions, Scope 2 emissions (location- and market-based), and energy use to a high (reasonable) level, and assures other data, including performance data and progress toward goals, to a moderate (limited) level. Our annual Sustainability Report includes a full assurance statement.

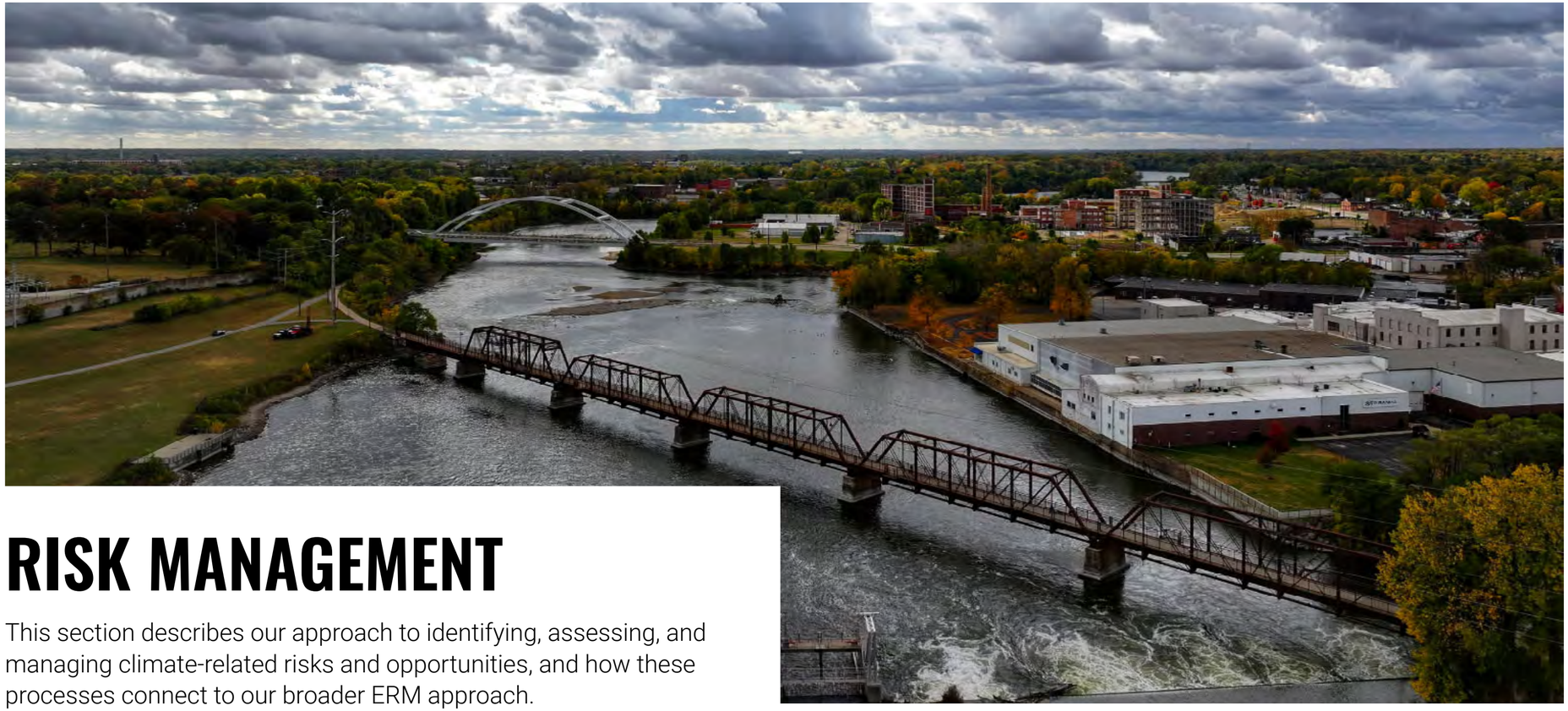
Owens Corning continues to monitor evolving climate-related disclosure requirements and regulatory expectations across jurisdictions and is building capabilities to support compliance with emerging mandatory climate reporting frameworks over time, informed by our existing sustainability reporting and governance processes.

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RISK MANAGEMENT

This section describes our approach to identifying, assessing, and managing climate-related risks and opportunities, and how these processes connect to our broader ERM approach.

6.1 Overview: How Owens Corning Manages Climate-Related Risks and Opportunities

Owens Corning recognizes the potential impacts of climate-related risks and opportunities on our business operations. We integrate climate-related risks into our risk management procedures, which include regular assessments of operational, strategic, and financial risks associated with climate change.

This Climate Transition Plan describes how we identify, assess, and manage climate-related risks and opportunities, and how these processes support effective execution of our climate strategy.

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6.2 Enterprise Risk Management (ERM) and Risk Registers

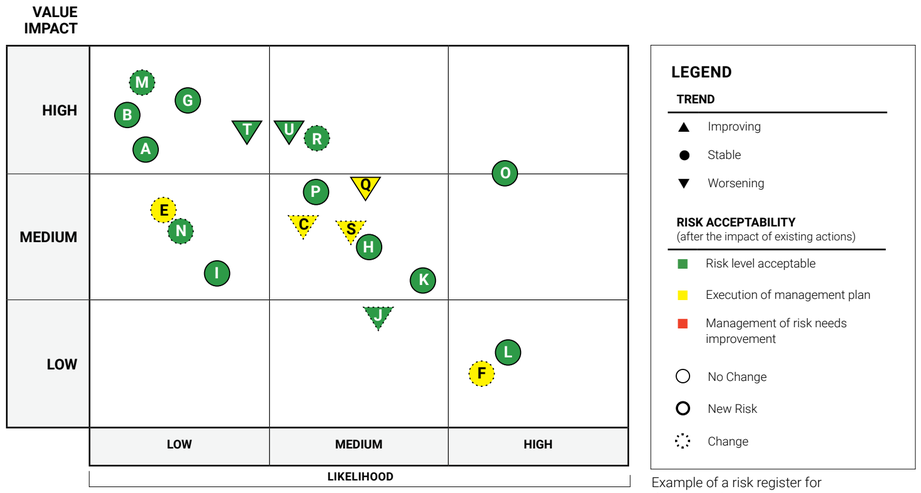
Owens Corning's business units proactively analyze risks and create risk registers specific to our businesses and functions. We currently have a risk register for each of our businesses and our compliance and finance functions, which are then rolled up into our enterprise risk register. This enables business units and the Risk Committee to facilitate strategic and operational planning processes while mitigating sustainability and other risks.

Risks are prioritized based on their placement in the risk register. The Y-axis ("Impact") represents the potential financial, reputational, compliance, or health and safety impact to Owens Corning, while the X-axis ("Likelihood") represents the probability of occurrence. Color coding (for risk acceptability) and trending indicators offer a fuller understanding of potential risks. We also include the concept of risk velocity, which is the potential rate at which a risk could impact our businesses.

To identify new risks — and update risks that are no longer considered important — the Risk Committee conducts quarterly reviews of results and outputs of risk assessments. The Risk Committee's quarterly meetings enable review and reporting on mitigation plans across businesses and corporate functions. The Audit Committee also reviews our ERM process quarterly to ensure it remains relevant and proactive.

Owens Corning evaluates climate-related risks within our broader ERM approach, alongside other risks, using our standard risk management processes and criteria, including consideration of impact, likelihood, and risk velocity.

To learn more about Owens Corning's risk management strategy, please see the Risk Management chapter in our latest Sustainability Report.



Example of a risk register for demonstration purposes.

6.3 Identifying Climate-Related Risks and Opportunities

In order to ensure the robustness of our Climate Transition Plan, we have completed climate risk scenario analyses, developed contingency plans, and monitored climate risks through enterprise risk management (ERM) processes. Through these efforts, we continue to assess our resilience and adapt our strategies so that we can effectively navigate the challenges posed by climate change while achieving our climate ambitions.

Owens Corning has conducted climate risk scenario analyses to understand both the possible business impacts of a transition to a lower-carbon economy and the physical risks of failing to achieve a lower- carbon future.

We categorize climate-related risks and opportunities in ways that reflect both physical and transition drivers:

- **Physical Risks** include acute and chronic climate impacts that may threaten facilities and operations or influence demand patterns.
- **Transition Risks** include policy and legal risks (e.g., carbon pricing, emissions trading), market risks (e.g., input availability and cost), and technology risks (e.g., R&D and technology investment needs).
- **Opportunities** include market opportunities driven by regulation, building codes and standards, and customer demand trends.

In addition to identifying risks to our business, Owens Corning assesses the impact of our operations on the world — society, the environment, and the economy — through a CSRD-aligned Double Materiality Assessment (DMA). In early 2025, Owens Corning concluded a double materiality assessment and identified seven material sustainability topics. The assessment evaluates sustainability matters from both financial and impact materiality perspectives and is designed to support sustainability strategy and reporting. Materiality within the DMA framework should not be interpreted as a ranking of Owens Corning's enterprise risks, nor does it determine whether a topic is disclosed as a principal risk factor in SEC filings, which are evaluated through separate governance and disclosure processes. As our company evolves, we continue to evaluate potential risks or areas that could impact our sustainability goals through stakeholder engagement that incorporates feedback from internal and external groups.

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6.4 Summary of Climate-Related Risks and Opportunities

The following climate-related risks and opportunities are evaluated through Owens Corning's enterprise risk management framework alongside other business risks. These examples are illustrative and should not be interpreted as a ranking of enterprise risks.

Physical risks

- **Winds, tropical cyclones and severe weather, precipitation and flood risk, drought, and maximum temperature:** varying frequency and intensity of events across facilities may threaten Owens Corning's facilities and operations.
- **Storm events:** severe weather activity (wind, tropical cyclones, hail) may influence demand for U.S. roofing products.
- **Water stress:** increased water scarcity may increase the likelihood of local conflicts over water availability and result in higher operating costs.

Transition risks

- **Costs of carbon pricing regulation:** increased compliance costs associated with new and existing carbon pricing schemes across operations and supply chain, including potential passthrough costs from suppliers.
- **Demand and costs of recycled glass:** decreased availability may cause the cost of recycled glass to increase with demand.
- **Costs of asphalt in economic transitions:** asphalt costs may increase due to decreased production or increased demand for fossil fuels, resulting in higher virgin material costs.
- **Procurement costs to deliver products with responsibly sourced wood (e.g., FSC-certified raw materials):** reduced availability may increase input prices.
- **Costs of Emissions Trading Schemes (ETS):** Owens Corning is subject to or has chosen to voluntarily participate in Emissions Trading Schemes (ETS) around the world, including in Europe, Canada, and the United States, and renewable energy credits are used as part of our renewable electricity procurement strategy, consistent with applicable accounting and reporting standards. Under these schemes, emissions allowances typically decline over time, which may increase compliance costs and, in some cases, require the purchase of additional allowances. While Owens Corning continues to pursue emissions reduction initiatives to mitigate this exposure, changes in regulatory design, allowance availability, and market pricing may affect operating costs in certain regions.
- **Research and development investment to meet customer demand:** increased demand for lower-emissions or lower-embodied carbon products may increase R&D needs.

Opportunities

- **Regulation driving demand for lower-embodied-carbon insulation:** changes in building codes and efficiency requirements may increase demand for insulation.
- **Sales of climate-resilient roofing:** increased customer demand for climate-resilient roofing products may increase sales.
- **Sales of energy-efficient exterior doors:** increased demand driven by changes in regulations, building codes and standards, and efficiency requirements.

6.5 Integrating Scenario Analysis into Risk Management

In order to facilitate easier alignment between climate risks and opportunities and other risks and opportunities assessed and tracked by our enterprise risk team, transition risks and opportunities modeled in our scenario analysis have also been assessed for their potential impact, likelihood, and velocity.

Insights from scenario analysis are considered alongside other inputs within Owens Corning's enterprise risk management processes to inform the ongoing identification, prioritization, and monitoring of climate-related risks and opportunities.

Additional information on the scenarios assessed and the methodologies used is provided in Section 7 of this Climate Transition Plan.

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6.6 Challenges, Constraints, and Assumptions

In pursuing our climate goals, we have identified several challenges in our business operations that may delay progress toward our strategic ambitions. For instance, our strategies include developing circular business models, which use recycled materials and avoid waste. High-quality recycled glass (cullet) is a critical input to our insulation products, and the supply of high-quality recycled glass at a cost appropriate for our operations has not been sufficient to meet our demand, impacting circularity progress.

Regional differences in regulation and regulatory changes over time can restrict the ability to apply a consistent strategic approach throughout our enterprise. For example, the price and supply of renewable electricity can influence our transition to clean energy solutions in different regions.

We continue to invest in research and development to design products in ways that enable emissions and waste reductions, and we have found reducing product waste without compromising product quality to be difficult. Alternative binding agents and chemicals that enable separation and recycling after use may not currently meet material standards. High capital costs related to electrifying operations and higher operating costs of cleaner production methods can pose direct challenges to the pace of transition.

To achieve our climate goals, our Climate Transition Plan is based on the following global assumptions:

- Societies will likely continue to prioritize sustainability and decarbonization in research, regulation, and investment.
- Advances in technology may enable additional emissions reductions.
- The supply of local, furnace-ready recycled glass (cullet) will be sufficient.
- The IPCC's estimations of future levels of warming based on current trajectories are generally accurate.
- Physical impacts of climate change could disrupt our business.
- In North America, renewable energy will be available and may be similarly priced to non-renewable energy.
- In North America, customers and suppliers will likely increasingly focus on sustainability and resilience to climate change.
- Owens Corning's planned projects are expected to produce emissions reductions in line with forecasts (i.e., emissions reductions waterfalls are accurate).

As stated in our 10-K, there are no assurances that we will be able to successfully execute our strategies and achieve our goals, and failures or delays could adversely affect business and operations and increase the risk of litigation.

6.7 Resiliency Planning (How We Prepare for Physical Risk and Transition Uncertainty)

Our Climate Transition Plan is focused on reducing our impact on the environment, but it also outlines our climate resiliency efforts. As we plan for a low-carbon future, we account for key risks — both physical impacts and transition risks — to our business.

In addition to mitigation actions, we implement adaptation measures to enhance site resilience and business continuity in locations exposed to physical climate risks, informed by risk assessments and scenario analysis; these measures may include water-stress response planning, infrastructure and maintenance enhancements, and operational continuity planning tailored to local conditions.

Owens Corning integrates climate-related risks into risk management procedures, including regular supplier assessments that help identify and mitigate risks associated with our supply chain. Climate-related risks are included in risk registers developed by our business segments and legal teams, ensuring that climate-related issues are monitored, assessed, and addressed systematically.

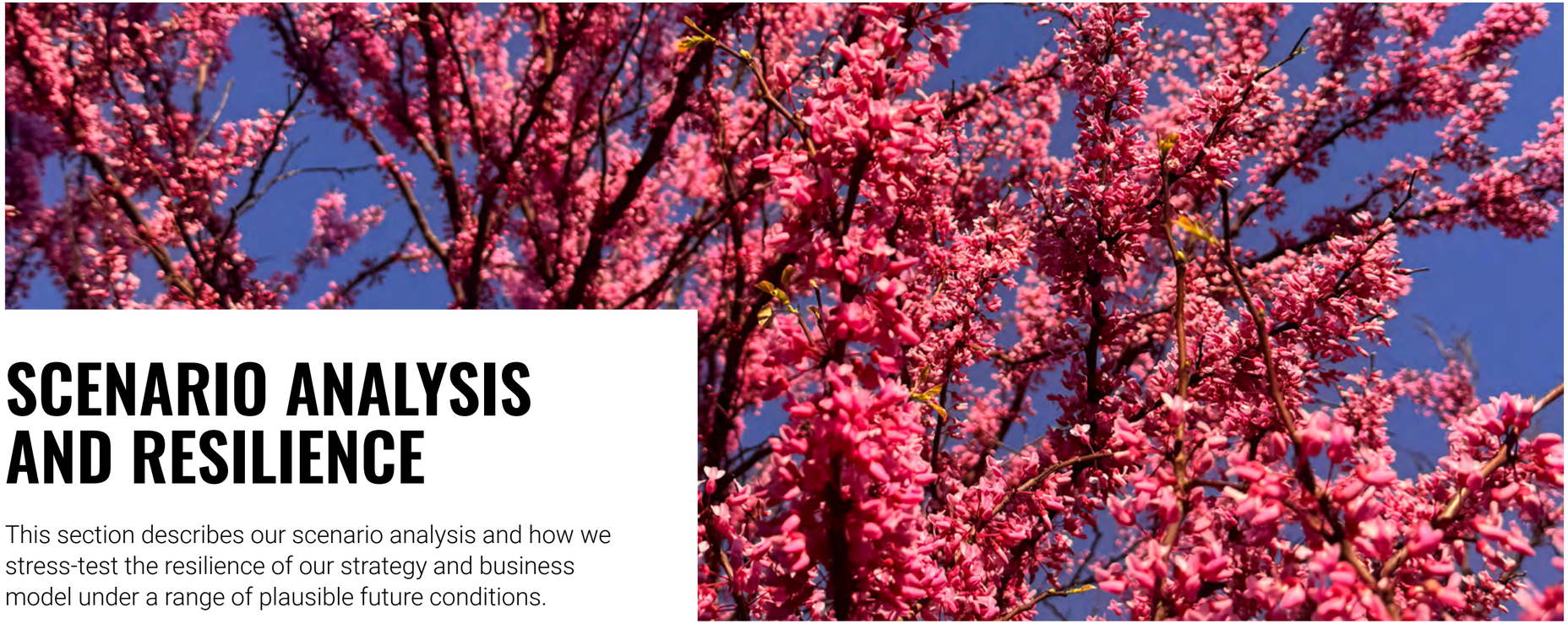
Our climate goals further support business resilience to a changing climate. As we focus on reducing the impact of inputs on our emissions, we are preparing for a future resource- constrained economy in which inputs like water and energy may come at increased costs. An increased focus on circularity and energy efficiency can also mitigate risks by reducing reliance on the supply of new materials.

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SCENARIO ANALYSIS AND RESILIENCE

This section describes our scenario analysis and how we stress-test the resilience of our strategy and business model under a range of plausible future conditions.

7.1 Purpose and Approach

In order to ensure the robustness of our Climate Transition Plan, we have completed climate risk scenario analyses (see Section 7.7), developed contingency plans, and monitored climate risks through enterprise risk management processes. Through these efforts, we continue to assess our resilience and adapt our strategies so that we can effectively navigate the challenges posed by climate change while achieving our climate ambitions.

Owens Corning recognizes the potential impacts of climate-related risks and opportunities on our business operations. We have conducted climate risk scenario analyses to understand both the possible business impacts of a transition to a lower-carbon economy in addition to the physical risks of failing to achieve a lower-carbon future.

While the effects of climate change are being felt globally, the risks associated can vary across geographical regions depending on external factors, including both the region's actual climate and the ability of its infrastructure to absorb the impacts. Owens Corning is committed to understanding the climate risk at each of our sites around the world.

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7.2 Physical Climate Scenario Analysis (Methodology and Scope)

In 2020, Owens Corning began work with The Ohio State University to assess the resilience of our strategies against a range of climate-related scenarios and time horizons.

Climate models are continually developed, updated, and refined, and Owens Corning recognizes this continuous evolution as we advance our understanding of relevant physical processes and biogeochemical cycles. Climate modeling groups coordinate their projections of future climate conditions through a Coupled Model Intercomparison Project (CMIP).

Each of the climate models in the most recent release of climate model projections — CMIP6 — has been developed independently, and they are used collectively to characterize projected changes in the climate system in various emissions scenarios. An aggregate model is preferable to a single climate model, as it maximizes the signal and limits the noise, providing a more robust prediction of future climate conditions.

The coarse resolution of global climate models such as CMIP6 does not allow local factors and conditions to be represented in model projections. Actual values may deviate from the projections based on regional geography and climatology. However, employing global climate models is a reasonable approach for maximizing consistency across all variables and all sites around the globe, and is the optimal approach for the time scale of this project.

Global climate models account for the primary natural (e.g., volcanoes, solar forcing) and anthropogenic (e.g., greenhouse gases and aerosols) factors that affect the climate. In addition, models use standard emissions pathways to describe greenhouse gas (GHG) emission rates in the future. Several emissions pathways have been developed to describe the potential impact of a range of human behaviors on the global climate. The pathways upon which the CMIP6 models are built are called Shared Socioeconomic Pathways (SSPs). We use the models to create climate projections for the following scenarios:

- **SSP1-2.6 (model mean warming: 2.0°C by 2100):** Substantial efforts are taken to limit global temperature increase to <2°C. Rates of emissions are reduced below historical levels through gradual shifts in development, management, and education that accelerate demographic transition.
- **SSP2-4.5 (model mean warming: 3.0°C by 2100):** Uneven development and growth slow progress toward sustainable goals. Greenhouse gas emissions peak in 2024 and decline through 2100.
- **SSP5-8.5 (model mean warming: 5.0°C by 2100):** Rapid technological development is coupled with intensive fossil fuel usage, leading to rapid global economic growth and declining population by 2100.

For each of the variables in this report, magnitude of the variable is calculated for the historical period (1951–1970), averaged across several models from CMIP6. Projected magnitude is then calculated in the same models for three future 20-year time periods, named by the center year: 2026 (2016–2035), 2036 (2026–2045), and 2051 (2041–2060). Deviations from this approach are described for each variable, where applicable.

7.3 Physical Risk Indicators Assessed

The models enable us to assess specific indicators of climate risk, based on the different climate change scenarios described by the SSPs. The following indicators were selected for this analysis because of their potential impact on Owens Corning facilities, both in terms of their frequency and severity:

- **Temperature.** We assess: sites with the highest maximum temperature; number of days exceeding 90°F; number of freeze days.
- **Precipitation and flood risk.** We assess: maximum one-day precipitation; maximum five-day precipitation; number of very heavy precipitation days.
- **Drought.** We measure the frequency of both extreme and moderate drought using thresholds established by the U.S. National Drought Mitigation Center and indicators including the Standard Precipitation Index.
- **Severe weather.** We measure changes in frequency, including the number of severe weather days and number of hail days.
- **Wind.** We assess the magnitude of maximum wind and number of very windy days.
- **Tropical cyclones.** Predicting exact future locations and strengths is beyond current modeling capabilities; however, we assess relative frequency changes by identifying sites reasonably expected to be impacted and comparing relative frequency between baseline and future periods.

Owens Corning's recognition of the physical risks posed by climate change to both our operations and the communities we serve is at the heart of our climate goals related to reducing our environmental footprint. We set these goals based on science, and we use scientific models to help us measure our risk and performance.

Physical climate risk modeling will help us track our progress against these goals and help us evaluate the impact of climate risk on our business. The CMIP provides a valuable approach to ensuring that the latest scientific consensus informs our risk assessment, guiding our efforts at both the local, plant level, and across our operations.

We are currently evaluating the scope, frequency, and methods to update our physical climate scenario analyses.

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7.4 Physical Climate Opportunity Assessment

In addition to the physical risk analysis described in section 7.3, Owens Corning also assessed a physical climate opportunity as part of the project scope. In this second analysis, OSU was able to model the potential changes to U.S. roofing product demand by region for each emission pathway and time horizon. Additionally, the relationship between sales of climate-resilient roofing products and climate change was further assessed in a transition scenario analysis in 2024.

7.5 Transition Climate Scenario Analysis (Overview, Scenarios, and Time Horizons)

In 2024, Owens Corning engaged in another round of climate-related scenario analysis with a leading external consultant to understand how risks and opportunities related to climate transition scenarios may impact Owens Corning into the future. This work was conducted in two phases. First, we completed an assessment of our businesses, followed by an analysis specific to our newly acquired Doors business to ensure we had a broad range of understanding of how our different businesses may be impacted by climate transition scenarios.

Owens Corning assessed a total of eight risks and opportunities, covering market, technology, policy, and legal risk areas, as well as assessing market opportunities. Time horizons included short term (2025), medium term (2030), and long term (2050). The prioritized climate-related transition risks and opportunities were assessed under three climate pathways and three time horizons, in alignment with TCFD recommendations.

The climate-related transition risks and opportunities were assessed using the following climate pathway scenarios:

- **Low Carbon Economy:** including specific scenarios of IEA net zero "NZE," IPCC SSP-1, RCP2.6, and NGFS Net Zero 2050.
- **Moderate Carbon Economy:** including specific scenarios of IEA announced pledges "APS," IPCC SSP2-4.5, and NGFS NDCs.
- **High Carbon Economy:** including specific scenarios of IEA currently stated policies "STEPS," IPCC SSP5-RCP8.5, and NGFS current policies.

The eight risks and opportunities assessed were selected from a larger pool of potential risks and opportunities. The ones selected for advanced modeling and visualization were determined through data reviews, industry and policy research, and stakeholder engagement with subject matter experts, as described in Section 6 and Appendix C.

Each of the above risks and opportunities was then assessed using modeling techniques for potential financial impacts in low, medium, and high carbon economy transition scenarios. Specific financial results of modeling are not shared publicly as they are still being assessed internally, but the results identified impact areas and potentially impacted strategies related to the risks and opportunities.

Owens Corning is still in the process of interpreting the learnings from these analyses and engaging internally to ensure appropriate consideration of the results of this work. Management of the identified risks and opportunities modeled will be integrated into our overall enterprise management systems for risks and opportunities.

7.6 How Scenario Analysis Informs Resilience and Transition Planning

We use insights from scenario analysis, along with enterprise risk management (ERM) processes and internal planning, to inform strategy, evaluate resilience, and strengthen our readiness for a low carbon and climate-resilient economy.

Scenario analysis helps us identify which physical and transition factors could be most relevant across time horizons and geographies, and it informs the prioritization of resilience planning and mitigation actions across our operations and value chain. Insights may be used to support site-level contingency planning and business continuity considerations, to focus value-chain engagement where risks and dependencies are greatest, and to inform our understanding of potential demand changes for relevant product categories.

Management continues to interpret learnings from these analyses and integrate them into our broader ERM processes for risks, opportunities, capital allocation, and long-range planning.

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7.7 Cautionary Statement Regarding Scenario Analysis

In this Climate Transition Plan, scenario analysis is used to test the resilience of our strategy and business model under a range of plausible physical and transition conditions over different time horizons.

Per the Task Force on Climate-related Financial Disclosures (TCFD): "A scenario describes a path of development leading to a particular outcome. Scenarios are not intended to represent a full description of the future, but rather to highlight central elements of a possible future and to draw attention to the key factors that will drive future developments. It is important to remember that scenarios are hypothetical constructs; they are not forecasts or predictions, nor are they sensitivity analyses." This use of scenario analysis is also consistent with emerging ISSB and ESRS expectations regarding the use of scenarios to assess resilience rather than to predict outcomes.

Scenario analysis is a tool to support preparedness across a range of potential climate futures, including both lower-carbon and higher-carbon outcomes that may be associated with different societal, policy, market, and technology conditions.

Results are sensitive to underlying assumptions, data availability, and methodological choices, and outcomes may differ across geographies, business segments, and time horizons. Scenario analysis does not capture all possible risks, opportunities, or externalities, and it may not account for all potential interactions among climate drivers (e.g., policy, markets, technology, and physical impacts) or for compounding or systemic effects.

Our scenario analysis and related risk and opportunity assessment work is ongoing. As we continue to refine inputs, improve data, and evolve methodologies, conclusions and resulting assessments may change over time. We expect to update the scope, frequency, and methods of our scenario analyses as our capabilities develop and as external science, tools, and stakeholder expectations evolve.

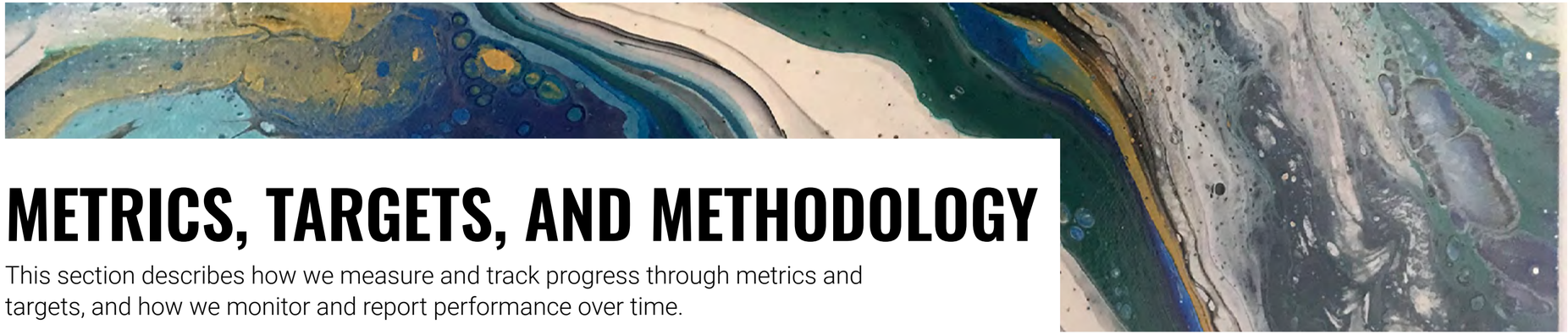
Insights from scenario analysis are considered alongside other inputs in ERM, resilience planning, and strategic and operational decision making. These insights may inform prioritization, contingency planning, and engagement across our operations and value chain; however, scenario analysis is not used as a prediction of future conditions or outcomes.

Disclosures related to climate-related risks and opportunities identified through scenario analysis are necessarily forward-looking. These forward-looking statements are subject to risks, uncertainties, and other factors, and actual outcomes may differ materially from those implied by the scenarios.



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METRICS, TARGETS, AND METHODOLOGY

This section describes how we measure and track progress through metrics and targets, and how we monitor and report performance over time.

8.1 Overview: How We Measure Progress

To track progress against our climate goals, Owens Corning employs various Key Performance Indicators (KPIs) that are monitored to measure performance and are reported externally on an annual basis in our Sustainability Report to maintain transparency in our sustainability efforts.

We continuously assess our environmental footprint, measuring and reporting greenhouse gas (GHG) emissions across Scope 1, Scope 2, and Scope 3 categories in our annual Sustainability Report and CDP response.

We follow the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD)'s GHG Protocol Corporate Accounting and Reporting Standard to account for Scope 1, Scope 2, and Scope 3 emissions.

8.2 Climate-Related Targets (2030)

Our Climate Transition Plan is centered around our 2030 emissions reduction goals: we aim to reduce Scope 1 and market-based Scope 2 emissions by 50% and Scope 3 emissions by 30% relative to a 2018 baseline.

Our 2030 Scope 1 and Scope 2 emissions reduction goal has been approved by the Science Based Targets initiative (SBTi) as meeting the IPCC's 1.5°C standards. Concurrently, the SBTi has approved our Scope 3 GHG reduction goal as aligned with the IPCC's pathway to achieve well below 2.0°C temperature increases.

Aligned with SBTi guidance, Owens Corning undertakes regular reviews of our 2030 goals; if changes in our baseline emissions result in updated reduction targets, we will communicate this change via our sustainability reporting.

In addition to our emissions reduction goals, Owens Corning has established other 2030 climate goals that support our emissions reduction strategies, including goals related to air emissions (volatile organic compounds and PM2.5), energy use, renewable electricity, waste, water, supplier compliance, employee training, and circular business practices.

The complete list of 2030 climate goals and measurement definitions is included in Section 1 and summarized in Table 1-1.

8.3 Key Metrics: Emissions Sources

While Owens Corning's Scope 1, 2, and 3 emissions have evolved over time and will continue to shift while we work to meet our goals, generally our emissions come from a few major sources.

- **Scope 1:** Our largest sources of GHG are natural gas, followed by foam blowing agent emissions, and process emissions from carbonates used as raw materials in the manufacturing of product. These sources continue to be areas which we aim to reduce through process and product innovations.
- **Scope 2:** Our Scope 2 market-based emissions come nearly entirely from sourced electricity. A very small portion of Scope 2 emissions also come from purchased heat at a small set of sites.
- **Scope 3:** Scope 3 emissions are our largest share of total GHG emissions. Within Scope 3, emissions are primarily concentrated in Category 1 (Purchased Goods and Services), followed by Category 4 (Upstream Transportation and Distribution) and Category 3 (Fuel- and Energy-Related Activities).

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8.4 How Owens Corning Calculates GHG Emissions (Scope 1, Scope 2, and Scope 3)

In 2025, we included over 100 sites within the scope and boundary of our emissions reporting. The data for divested facilities are excluded from our company environmental footprint; however, the data for closures are included in our reporting. We review all structural changes such as mergers, acquisitions, and divestments on an annual basis, in keeping with WRI's guideline for baseline adjustments.

Per the stated protocol, the data of mergers or acquisitions greater than 10% are reviewed for accuracy and integrity and then integrated into our reporting inventory from the base year to the current year. This process of updating the baseline is completed for both the numerator (aspect) and denominator (sales or production) of our calculations.

8.4.1 Scope 1 and Scope 2 Calculation (Site-Level Processes)

To calculate Scope 1 and 2 greenhouse gas emissions, we utilize software that tracks electricity and fuel consumption at the plant level and applies site-specific emission factors based on location and supplier. The data are normalized on a unit of production basis to evaluate variations and trends. If risks are identified, mitigation plans are developed. The plant-level emissions data are then aggregated at a business-unit and corporate level.

Future Scope 1 and 2 emissions are also regularly forecasted based on estimated future production and known projects impacting emissions in the future.

8.4.2 Scope 3 Calculation (Category-Level Processes)

Scope 3 emissions are calculated using category-level processes consistent with the GHG Protocol. Scope 3 calculations for the Doors business reflect post-acquisition integration, with methodologies continuing to evolve as Owens Corning further aligns data systems and expands the availability of supplier-specific information. Our approach incorporates a combination of activity data and emissions factors, including supplier specific information when available, to better represent our value chain impact over time. We continue to engage suppliers to improve the availability and quality of supplier-provided emissions data and to refine our Scope 3 estimates.

The Scope 3 target boundary (included and excluded categories), calculation approaches by category, and exclusion rationales are provided in Appendix B.

8.5 Scope 3 Categories Included in Our Scope 3 Target Boundary (and Exclusions)

Details about the Scope 3 categories included in our Scope 3 emissions reduction goal are provided in our sustainability reporting and summarized in this Climate Transition Plan.

(See Appendix B for the included and excluded categories, exclusion rationales, and category-level calculation approaches.)

8.6 Monitoring, Reporting, and Assurance

Owens Corning obtains independent third-party assurance over selected climate-related metrics to support the reliability and consistency of reported data. Using AccountAbility's AA1000 Principles (2018), SCS Global Services provides assurance over greenhouse gas emissions and selected environmental metrics.

Specifically, reasonable (high) assurance is provided over Scope 1 greenhouse gas emissions, Scope 2 greenhouse gas emissions (both location-based and market-based), and energy use. Limited (moderate) assurance is provided over other selected performance indicators and progress toward sustainability goals.

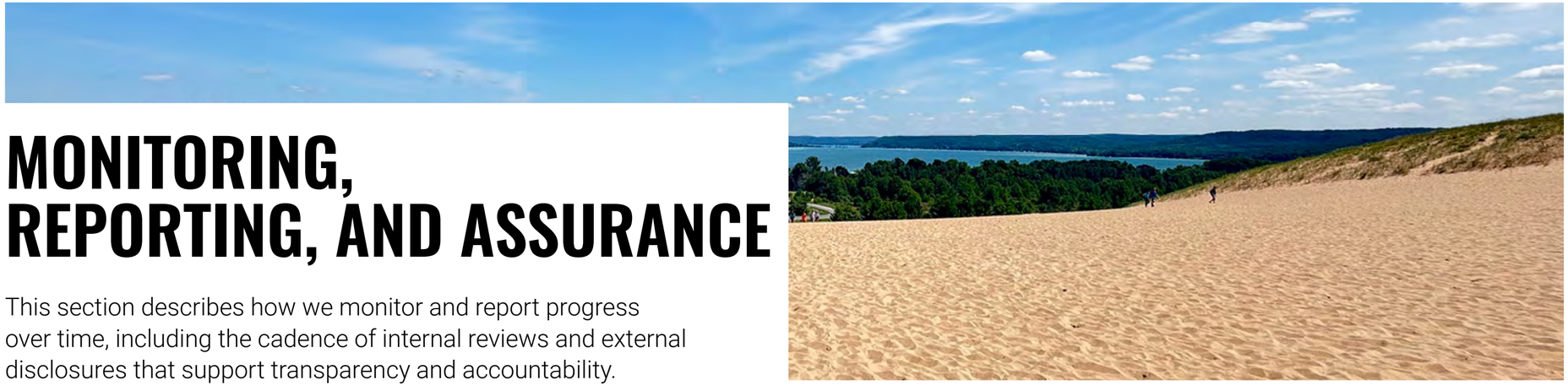
The scope of assured metrics and the associated assurance statement are disclosed through Owens Corning's annual sustainability reporting.

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MONITORING, REPORTING, AND ASSURANCE

This section describes how we monitor and report progress over time, including the cadence of internal reviews and external disclosures that support transparency and accountability.

9.1 Overview: How We Track and Communicate Progress

Owens Corning is committed to transparency and accountability in our climate transition efforts. We monitor progress against our climate goals through defined Key Performance Indicators (KPIs), internal review processes, and external reporting, ensuring that performance information is useful for decision making purposes and comparable over time.

Our Climate Transition Plan complements our annual Sustainability Report and CDP response, which provide detailed disclosures on performance, metrics, and progress toward our 2030 climate goals.

9.2 Monitoring Progress Against Climate Goals

To track progress against our climate goals, Owens Corning employs KPIs that are monitored throughout the year and reviewed as part of internal management processes. These KPIs are aligned with our 2030 climate goals and are used to assess performance across operations and the value chain.

The Sustainability team is responsible for monitoring climate-related KPIs and coordinating data collection across businesses and regions. Environmental and energy data are collected at the site level using standardized systems and are aggregated at the business and enterprise levels to support internal decision making and reporting.

As Owens Corning continues to develop our capabilities and strategies for managing climate-related risks and opportunities, one key focus area has been to improve the connection between GHG emissions and site- and company-level initiatives and technologies.

9.3 Internal Forecasting, Review Cadence, and Corrective Actions

In support of effective execution of our Climate Transition Plan, Owens Corning has developed internal forecasts that track expected progress toward our emissions reduction goals at regular intervals throughout the year. These forecasts link planned initiatives and projects to anticipated emissions impacts and are used to assess whether progress is tracking as expected.

This forecasting process enables management to identify potential gaps between expected performance and targets and to determine whether changes in strategy, timing, or execution are necessary to maintain progress toward our goals. Results are reviewed with relevant leadership forums and incorporated into ongoing planning and prioritization processes.

In addition to annual performance tracking, Owens Corning has developed internal tools, including emissions-reduction “waterfall” analyses, to support longer-term planning toward 2030. These tools help management understand the cumulative impact of planned actions and identify areas where additional initiatives may be required.

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9.4 External Reporting and Disclosures

Owens Corning communicates climate-related performance, progress, and related information through multiple external reporting channels designed to meet different stakeholder needs.

Our annual Sustainability Report and CDP response provide detailed, year-specific disclosures on greenhouse gas emissions, energy use, progress against targets, and related methodologies. These disclosures serve as the primary sources for quantitative performance data, trends, and assurance statements.

This Climate Transition Plan is intended to complement those disclosures by providing an integrated view of our climate ambitions, strategy, governance, risk management, and transition actions. It is designed to remain evergreen and to support stakeholder understanding of how we plan to achieve our climate goals over time.

9.5 Assurance of Climate-Related Data

Owens Corning is committed to the accuracy and reliability of our climate-related disclosures. Using AccountAbility's AA1000 Principles (2018), SCS Global Services provides independent third-party assurance over selected climate and sustainability metrics.

Specifically, SCS Global Services provides:

- **Reasonable (high) assurance** over Scope 1 greenhouse gas emissions, Scope 2 greenhouse gas emissions (both location-based and market-based), and energy use; and
- **Limited (moderate) assurance** over other data, including selected performance indicators and progress toward sustainability goals.

The scope of assurance and the associated assurance statement are disclosed annually in our Sustainability Report.

9.6 Review and Update Cycle for the Climate Transition Plan

Owens Corning views this Climate Transition Plan as a living document. We plan to review and update the Climate Transition Plan every three years to reflect:

- Progress made toward our climate goals
- Changes in business structure or strategy
- Advances in climate science, technology, and data availability
- Evolving regulatory and stakeholder expectations

In the periods between updates to the Climate Transition Plan, we will continue to provide annual updates on performance and progress through our Sustainability Report and CDP response.

9.7 Progress Snapshot

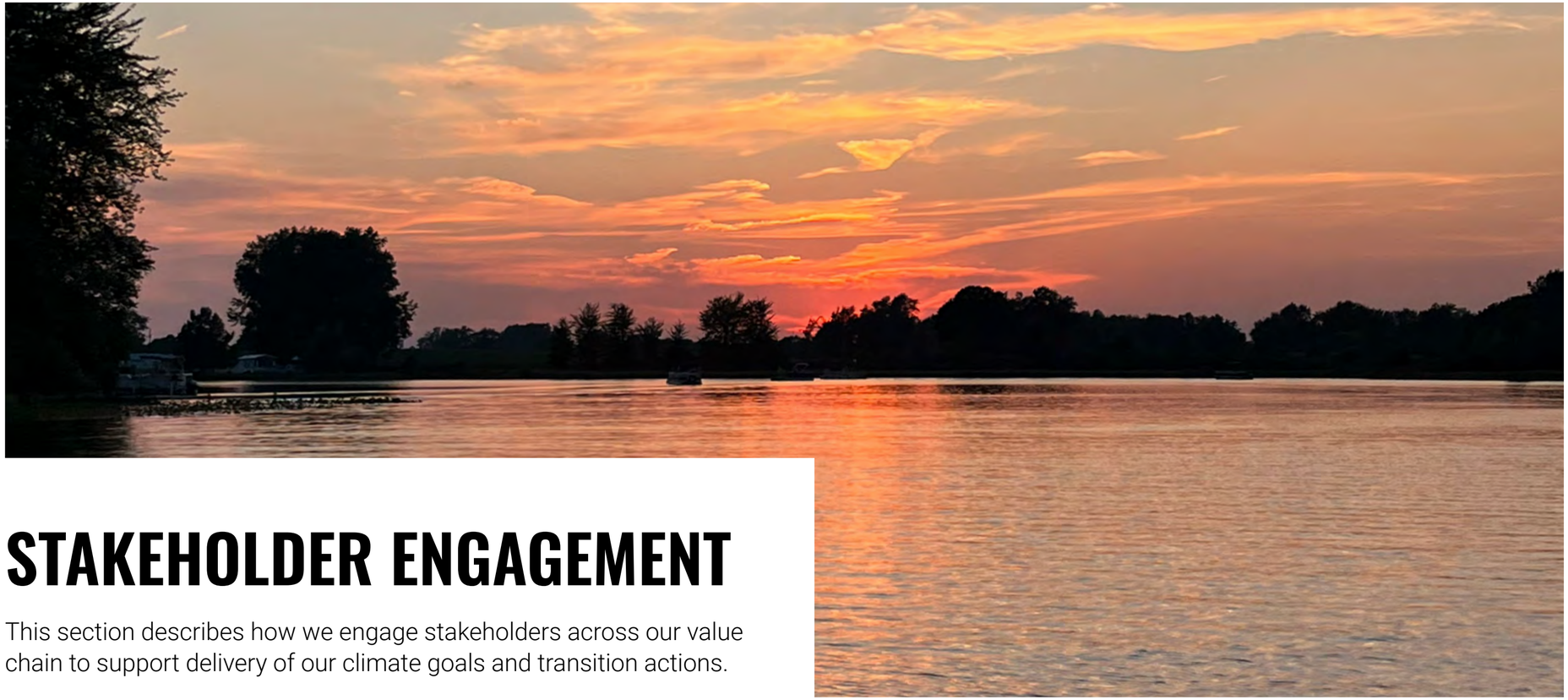
Owens Corning discloses climate performance annually through our Sustainability Report and CDP response, which provide the most current year results, trends, and assurance statements. This Climate Transition Plan is designed to remain evergreen; it describes our strategy, governance, and approach for achieving our goals, while our annual reporting provides the year-specific performance outcomes and updates.

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STAKEHOLDER ENGAGEMENT

This section describes how we engage stakeholders across our value chain to support delivery of our climate goals and transition actions.

10.1 Overview: The Role of Stakeholder Engagement in Our Transition

Owens Corning recognizes that achieving our climate goals requires collaboration across our value chain and engagement with a wide range of stakeholders. Stakeholder engagement is an integral part of our climate transition strategy and supports effective implementation of our emissions reduction goals, risk management activities, and resilience planning.

We engage with stakeholders to better understand expectations, identify risks and opportunities, improve data quality, and advance practical solutions that support our transition to a lower-carbon and more resilient business.

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10.2 Supplier Engagement and Value Chain Collaboration

Given that a significant portion of Owens Corning's greenhouse gas emissions occur in our value chain, supplier engagement is a critical component of our Climate Transition Plan. We engage suppliers to improve transparency, reduce embodied emissions in purchased materials, and strengthen resilience across our supply chain.

Suppliers are required to meet all legal and regulatory requirements and to acknowledge and comply with Owens Corning's Supplier Code of Conduct. We conduct supplier sustainability assessments to understand supplier performance, identify climate-related risks and opportunities, and prioritize engagement with suppliers that have the greatest potential impact on our Scope 3 emissions.

As part of our Scope 3 strategy, we engage with emissions-intensive suppliers to:

- Improve availability and quality of supplier-specific emissions data.
- Understand suppliers' decarbonization roadmaps and transition plans.
- Identify opportunities to reduce emissions through material substitution, increased recycled content, and greater use of renewable electricity.
- Encourage alignment with science-based targets and industry best practices over time.

Supplier engagement is coordinated through our Global Sourcing organization and supported by cross-functional collaboration with sustainability, operations, and product teams.

Prior to starting a new supplier partnership, Owens Corning screens potential suppliers to assess climate-related and sustainability risks. Suppliers are required to meet all applicable legal and regulatory requirements and to acknowledge and comply with Owens Corning's Supplier Code of Conduct. Once suppliers are onboarded, Owens Corning conducts regular supplier sustainability assessments to understand climate performance, identify risks and improvement opportunities, and prioritize engagement with suppliers that have the greatest potential impact on our Scope 3 emissions.

In 2025, Owens Corning implemented a centralized, online Scope 3 management system that supports supplier-level greenhouse gas data collection, engagement, and corrective-action tracking. This system replaced prior, more decentralized approaches and provides a common platform for managing supplier emissions information, monitoring progress over time, and informing value-chain decarbonization efforts. Information from supplier assessments and engagements is reviewed by the Sourcing organization and relevant responsible supply-chain governance bodies to inform prioritization, escalation, and follow-up actions, including requests for corrective action where appropriate.

Owens Corning also uses supplier segmentation tools to assess relative impact and risk, identify relationship owners, and track engagement actions. In addition, the company hosts an annual global sourcing supplier event to encourage collaboration, share expectations, and recognize supplier contributions toward our climate and sustainability goals.

10.3 Customer Engagement and Product Transparency

Owens Corning engages customers to support emissions reductions across the value chain and to respond to evolving market demand for lower-carbon and climate-resilient products. Our product portfolio includes solutions that help customers save energy, improve building efficiency, and enhance resilience to physical climate risks.

We provide product-level information, including life cycle assessment (LCA) data and environmental product declarations (EPDs), to help customers understand the environmental impacts of our products and make informed decisions. We also collaborate with customers to identify opportunities to reduce life cycle emissions through product selection, installation practices, and end-of-life considerations.

Customer engagement informs our innovation priorities and supports development of products with lower embodied carbon, improved circularity, and enhanced performance under changing climate conditions.

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10.4 Employee Engagement, Training, and Culture

Owens Corning recognizes that employee engagement and capability building are essential to successful execution of our climate transition plan. We engage employees across functions and regions to build awareness, develop skills, and empower action in support of our climate goals.

We provide training and education related to energy efficiency, emissions reduction, air quality management, and sustainability practices. Targeted training programs support key roles, including site leaders, energy managers, and the Global Sourcing team, to ensure climate considerations are embedded into day-to-day decision making.

We also encourage innovation and recognize employee contributions that advance our sustainability objectives through internal recognition and incentive programs. These efforts help foster a culture of accountability and continuous improvement aligned with our climate ambition.

10.5 Engagement with Policymakers, Industry Groups, and External Initiatives

Owens Corning engages with policymakers, regulators, industry associations, and external initiatives to help advance enabling conditions that support emissions reduction, climate resilience, and market-ready solutions across the built environment. Our policy engagement is guided by an enterprise first approach and is aligned with our mission, values, and climate strategy. Engagement activities are coordinated across Sustainability, Government Affairs, and External Affairs functions, with appropriate legal review, to help ensure consistency with our climate commitments and governance standards.

A core focus of Owens Corning's policy engagement is advancing energy efficiency and building performance through support for energy-efficient building codes, standards, and voluntary programs. We advocate for the development and adoption of building codes and policies that promote energy efficiency and building decarbonization while remaining market-ready and scalable. This includes engagement related to high-performance building pathways, such as ENERGY STAR® and Zero Energy Ready Homes, and broader efforts to encourage energy-efficient construction and retrofit practices across residential and commercial buildings. These activities help accelerate downstream emissions reductions and support market transformation aligned with our climate transition goals.

Owens Corning also engages in policy and industry initiatives that support the circular economy and materials decarbonization, particularly where these efforts can reduce emissions across the value chain. This includes advocacy to expand glass recycling infrastructure and increase the availability of recycled glass cullet used in insulation manufacturing, which can reduce energy use, conserve raw materials, and lower life cycle emissions. In addition, Owens Corning supports policies and collaborative initiatives that advance the use of recycled asphalt shingles in paving and construction applications, helping divert material from landfills, reduce greenhouse gas emissions, and promote circular material flows.

Through participation and leadership roles in industry associations, research institutions, and standards-setting organizations, Owens Corning contributes technical expertise and policy leadership to advance energy efficiency, sustainability, and climate-aligned standards across the building materials and construction sectors. These engagements enable collaboration with peers, regulators, and other stakeholders to improve measurement, support innovation, and help scale climate solutions beyond our direct operations, reinforcing broader progress toward a lower-carbon and more resilient built environment.

See Table 10.1 for a list of selected industry memberships that support our climate transition. For additional value-chain engagement, including suppliers and customers, see Sections 10.2 and 10.3.

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10.6 Investor and Broader Stakeholder Engagement

Owens Corning engages with investors and other stakeholders to communicate our climate strategy, goals, and progress. We provide climate-related disclosures through our Sustainability Report, CDP response, and this Climate Transition Plan to support transparency and informed dialogue.

Feedback from investors, customers, suppliers, and other stakeholders helps shape our climate disclosures, refine our strategy, and identify areas for improvement. We view stakeholder engagement as an ongoing, iterative process that supports accountability and continuous advancement of our climate transition efforts.

10.7 How Stakeholder Engagement Supports Delivery of Our Climate Goals

Stakeholder engagement supports delivery of our climate goals by:

- Improving data quality and visibility across the value chain
- Enabling collaboration on emissions reduction solutions
- Strengthening resilience to physical and transition climate risks
- Informing innovation, capital allocation, and strategic decision making

Through engagement across our value chain and broader stakeholder ecosystem, Owens Corning aims to accelerate progress toward our 2030 climate goals and support a credible, durable transition to a lower-carbon economy.

10.8 Community Engagement

Owens Corning recognizes that the transition to a lower-carbon economy occurs within the communities where we operate. We engage with local stakeholders to support safe operations, understand local environmental and resilience considerations, and contribute to community priorities that are aligned with our business and sustainability strategy. Community engagement may include dialogue related to site-level environmental performance, resilience planning, emergency preparedness, workforce considerations, and local partnerships that support long-term community well-being.

Consistent with our Sustainability Report, Owens Corning views stakeholder engagement as an ongoing, two-way process. We encourage feedback from community members and other stakeholders to help inform our disclosures, strengthen transparency, and continuously improve our sustainability and climate-related efforts.

Questions About the Report?

Any questions regarding our reporting process or this report can be directed to our Chief Sustainability Officer:

David Rabuano
Senior Vice President and Chief Sustainability Officer

Phone: 1-419-248-8000

Email: sustainability@owenscorning.com

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CLOSING

11.1 Closing: Collaboration and Continuous Improvement

Addressing climate change requires sustained effort, innovation, and collaboration across value chains. Owens Corning views this Climate Transition Plan as a living framework that supports transparency, accountability, and long-term value creation as we progress toward our 2030 climate goals and beyond.

We will continue to engage with customers, suppliers, policymakers, researchers, and other stakeholders to inform our transition efforts and to strengthen the resilience and effectiveness of our strategy over time.

Global Note:

Information and data included in this Climate Transition Plan reflect Owens Corning's position as of the date of publication and may not reflect subsequent updates to performance, data, assumptions, or methodologies.

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FRAMEWORK ALIGNMENT — TPT/ESRS

Table A-1. Alignment of the Climate Transition Plan with the TPT Disclosure Framework and ESRS E1-1 mapping

TPT ELEMENT	TPT SUB-ELEMENT	ESRS E1-1 MAPPING (PARA REFS)	RELEVANT CTP SECTION(S)
Ambition	1.1 Strategic ambition	14, 15, 16(a)	1. Ambition, Targets, and 2030 Climate Goals; 7. Scenario Analysis and Resilience
Ambition	1.2 Business model and value chain	16(h)	2. Our Business Model and Value Chain
Ambition	1.3 Key assumptions and external factors	Not applicable	6. Risk Management; 7. Scenario Analysis and Resilience
Action — Implementation Strategy	2.1 Business operations	16(b), 16(d)	3. Implementation Strategy
Action — Implementation Strategy	2.2 Products and services	16(b)	2. Our Business Model and Value Chain; 3. Implementation Strategy
Action — Implementation Strategy	2.3 Policies and conditions	16(d)	4. Financial Planning, Policies, and Controls; 10. Stakeholder Engagement
Action — Implementation Strategy	2.4 Financial planning	16(b), 16(c), 16(h)	4. Financial Planning, Policies, and Controls
Action — Engagement Strategy	3.1 Engagement with value chain	Not applicable	3. Implementation Strategy; 10. Stakeholder Engagement
Action — Engagement Strategy	3.2 Engagement with industry	Not applicable	10. Stakeholder Engagement
Action — Engagement Strategy	3.3 Engagement with government, public sector, communities, civil society	Not applicable	10. Stakeholder Engagement
Accountability — Metrics and Targets	4.1 Governance, engagement, business and operational metrics and targets	16(j)	1. Ambition, Targets, and 2030 Climate Goals; 8. Metrics, Targets, and Methodology; 9. Monitoring, Reporting, and Assurance
Accountability — Metrics and Targets	4.2 Financial metrics and targets	16(j)	4. Financial Planning, Policies, and Controls; 8. Metrics, Targets, and Methodology
Accountability — Metrics and Targets	4.3 GHG metrics and targets	16(j)	1. Ambition, Targets, and 2030 Climate Goals; 2. Our Business Model and Value Chain; 8. Metrics, Targets, and Methodology
Accountability — Metrics and Targets	4.4 Carbon credits	Not applicable	1. Ambition, Targets, and 2030 Climate Goals; 2. Our Business Model and Value Chain; 3. Implementation Strategy
Accountability — Governance	5.1 Board oversight and reporting	16(i)	5. Governance and Accountability
Accountability — Governance	5.2 Management roles, responsibility, and accountability	Not applicable	5. Governance and Accountability
Accountability — Governance	5.3 Culture	Not applicable	5. Governance and Accountability; 10. Stakeholder Engagement
Accountability — Governance	5.4 Incentives and remuneration	Not applicable	5. Governance and Accountability
Accountability — Governance	5.5 Skills, competencies, and training	Not applicable	5. Governance and Accountability

Note: Framework mappings are based on Owens Corning's interpretation of the TPT Disclosure Framework and ESRS E1-1 requirements as of the date of publication.

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APPENDIX B:

SCOPE 3 CATEGORIES — TARGET BOUNDARY + CALCULATION APPROACH

SCOPE 3 CATEGORY (GHG PROTOCOL)	INCLUDED IN SCOPE 3 TARGET BOUNDARY?	DEFINITION	CALCULATION APPROACH/NOTES (OR EXCLUSION RATIONALE)
CATEGORY 1: **Purchased goods and services**	Included	The representative raw material inputs used to manufacture products across our portfolio, from cradle to supplier gate.	Chemicals and minerals: We have revamped our calculations to incorporate verified supplier-provided emissions data when available to better represent our true impact. Invoiced quantities from our financial spend data of supplied commodities are multiplied by a material-specific emissions intensity factor using material mappings developed from procurement data taxonomy. Over the sustainability reporting goal period, we will track progress by continuing to engage suppliers, so we can replace the material-specific emissions intensity factor with information supplied by the supplier. Our practices require us to track progress from our base year forward for supplier impact. Facing materials, packaging, and doors: Based on manufacturer-specific life cycle assessments (LCAs), we calculate the GHG emissions of these raw materials by combining annual production data with corresponding life cycle modules. Bespoke calculation using product-based methodology: Given the impact and size of the outsourced production for one product line in Asia Pacific, Owens Corning calculated emissions using an existing process with representative, industry-average emission factors for the unique blend of input materials. This enables us to account for additional material sources of Scope 3 emissions from purchased goods and services not otherwise included. In previous years, this impact would have been visible in our Scope 1 emissions.
CATEGORY 2: **Capital goods**	Included	Our assets, including manufacturing equipment, construction equipment, and land.	We determine the representative industry sector associated with each asset class's economic activity. GHG emissions are calculated using the annual expenses incurred within the asset class and the GHG emissions generated per unit of economic activity within its industry sector. Determination of Scope 3 emissions associated with capital goods was performed using an economic input-output life cycle assessment-based (EIO-LCA) method and calculated using the EIO-LCA online tool developed by Carnegie Mellon University. Primary data were collected internally on total spend for capital expenditure. This category does not include emissions from the Doors business's capital goods.
CATEGORY 3: **Fuel- and energy-related activities**	Included	Includes both upstream and downstream emissions related to purchased fuels and electricity, including transmission and distribution losses.	GHG emissions from this category are calculated using life cycle impact assessment factors from the ecoinvent database for purchased fuels and electricity. For electricity, geographic-specific unit processes for high-voltage production are combined with emission rate data from the U.S. Environmental Protection Agency's eGRID (for U.S. facilities) and IEA (for non-U.S. facilities). For U.S. facilities, data for downstream transmission and distribution line losses were calculated using eGRID. For non-U.S. facilities, we used IEA data sets for the calculation.

Note: Scope 3 category inclusion and calculation approaches for the Doors business reflect post-acquisition integration and Owens Corning's current enterprise methodologies, consistent with those described in this report.

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SCOPE 3 CATEGORY (GHG PROTOCOL)	INCLUDED IN SCOPE 3 TARGET BOUNDARY?	DEFINITION	CALCULATION APPROACH/NOTES (OR EXCLUSION RATIONALE)
CATEGORY 4: **Upstream transportation and distribution**	Included	Transportation involved in sourcing raw materials and outbound distribution of finished goods.	**Inbound:** We determine the weight of supplied raw materials and the corresponding distances transported by each major transportation mode using data from our transportation systems. After combining this activity data with the respective GHG emissions factor for each mode, we can estimate the GHG emissions from the inbound transportation of supplied input materials. **Outbound:** Primary data for these product shipments is collected internally from Owens Corning logistics management systems. From the data sets collected, we combine activity data — consisting of the weight of products shipped, distance transported, and transportation mode — with mode-specific emissions factors to calculate GHG emissions.
CATEGORY 5: **Waste generated in operations**	Included	Emissions from third-party disposal and treatment of our waste generated in Doors operations.	For waste generated in Doors operations, after identifying and classifying all waste streams, we calculate emissions by multiplying emission factors from the U.S. Environmental Protection Agency (EPA) GHG Emission Factor Hub by each waste stream as applicable and summing the results.
CATEGORY 6: **Business travel**	Included	Rental car mileage and commercial air travel, as well as employee vehicle reimbursement related to business mileage.	This data is received from our travel vendor. For employee vehicle reimbursement related to business mileage, Owens Corning uses an extract of miles from our travel system and determines emissions based on a standard emissions rate, which is provided by the U.S. EPA Greenhouse Gas Emissions from a Typical Passenger Vehicle Guide.
CATEGORY 7: **Employee commuting**	Included	Emissions related to our employees traveling to and from work.	Emissions are calculated using a simplified version of the Scope 3 GHG Protocol's average-data method. To estimate employee commuting, we use the U.S. EPA's guide to determine an estimate of grams of carbon dioxide per mile, as well as the average number of days worked per year. We believe this estimate is overstated, as our calculations do not take into account telecommuting, public transportation, carpooling, business travel days that would be accounted for separately, or other methods of commuting.
CATEGORY 8: **Upstream leased assets**	Excluded	(Excluded from Scope 3 target boundary)	Exclusion rationale: All our relevant leased assets have been accounted for under Scope 2 emissions.
CATEGORY 9: **Downstream transportation and distribution**	Excluded	(Excluded from Scope 3 target boundary)	Exclusion rationale: Emissions historically counted under Category 9 have been reclassified as outbound emissions under Category 4.
CATEGORY 10: **Processing of sold products**	Included	Downstream processing common with certain intermediate products and doors components pathways.	GHG emissions from this category come from our glass-fiber reinforcement products and from our doors components products. For our glass fiber reinforcement products, GHG emissions are determined by correlating the revenue from our Composites business to the GHG emissions of industry sectors that represent our glass fiber reinforced plastic (GFRP) customers. Our doors components products are processed downstream by door assembly and fabrication and distribution customers, which are analogous to our own residential doors and residential distribution sites. We therefore use the Scope 1 and 2 emissions from these sites and the number of units produced to create emissions factors, which were then multiplied by the units of doors components and prefabricated doors sold to customers to arrive at our emissions total for Doors.

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SCOPE 3 CATEGORY (GHG PROTOCOL)	INCLUDED IN SCOPE 3 TARGET BOUNDARY?	DEFINITION	CALCULATION APPROACH/NOTES (OR EXCLUSION RATIONALE)
CATEGORY 11: **Use of sold products**	Included	Emissions from the polyurethane foam core of steel doors during useful life.	For Masonite steel doors, we calculate Scope 3 emissions from the use of sold products by looking at the greenhouse gases released from the foam core used inside the doors. We start by identifying the types of foam blowing agent used in our doors. Then, we use data on how much blowing agent is in each door and estimate that 1% of this agent is released each year. We calculate the greenhouse gas emissions based on the global warming potential of each blowing agent and add them up to get the total annual emissions. Finally, we multiply this annual total by the door's 80-year lifespan to estimate the total emissions over its useful life.
CATEGORY 12: **End-of-life treatment of sold products**	Included	Emissions from disposal and end-of-life treatment of products we sell.	Scope 3 end-of-life (EoL) emissions are determined for fiberglass and XPS insulation by calculating the GHG emissions when all the glass wool and XPS foam produced by our North American facilities for 2024 is sent to the landfill. Pertaining to our fiberglass and XPS insulation, EoL emission factors are determined from cradle-to-grave environmental product declarations (EPDs), and the LCAs upon which they are based. The third-party-verified LCAs were internally conducted for these products in 2017 and 2018, respectively. These factors are used in conjunction with 2024 production volumes for these two insulation materials to determine the Scope 3 emissions when the production volume quantities are disposed of as waste-to-landfill.
CATEGORY 13: **Downstream leased assets**	Excluded	(Excluded from Scope 3 target boundary)	Exclusion rationale: Owens Corning does not have any downstream leased assets.
CATEGORY 14: **Franchises**	Excluded	(Excluded from Scope 3 target boundary)	Exclusion rationale: Owens Corning does not have any franchises.
CATEGORY 15: **Investments**	Excluded	(Excluded from Scope 3 target boundary)	Exclusion rationale: Owens Corning is not a private or public financial institution, and all investments in new businesses are accounted for under Scope 1 or Scope 2.

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APPENDIX C:

TRANSITION SCENARIO ANALYSIS — MODELED RISKS AND OPPORTUNITIES

TYPE OF IMPACT	TCFD-ALIGNED CATEGORY	RELEVANT OC BUSINESS	DESCRIPTION OF RISK/OPPORTUNITY	POTENTIAL AREA OF IMPACT	POTENTIALLY IMPACTED STRATEGIES
Risk	Policy, Legal	All Businesses	Costs of carbon pricing regulation: Increased compliance costs associated with new and existing carbon pricing schemes across operations (Scope 1 & 2) and supply chain (scope 3 category 1 and 2). Supply chain carbon costs consider the possibility of increased passthrough costs in Owens Corning's purchased goods and services due to increased carbon prices faced by Owens Corning's suppliers.	Operations	Decarbonization efforts, compliance strategy for carbon pricing mechanisms
Risk	Market	Insulation	Demand and costs of recycled glass: Availability and costs of recycled glass for Owens Corning may increase with increased demand.	Products and services, supply chain, operations	New product development, sourcing
Risk	Market	Roofing and Asphalt	Costs of asphalt in economic transitions: Material cost of asphalt may increase due to decreased production or increased demand of fossil fuels and result in higher virgin material costs to manufacture Owens Corning roofing products.	Products and services, supply chain, operations	New product development, sourcing
Risk	Market, Technology	All Businesses	R&D investment to meet customer demand for reduced embodied-carbon products: Increased customer demand for low-emissions insulation products may increase R&D costs, thus requiring greater investment in R&D.	Products and services, investment in R&D	New product development, R&D funding
Risk	Market	Doors	Procurement costs to deliver products with FSC-certified wood and timber: Reduced availability of FSC-certified raw materials may increase price of wood, thus requiring greater material costs to deliver products with FSC-certified wood and timber.	Products and services, investment in R&D	New product development, sourcing
Opportunity	Market	Insulation	Sales of lower-embodied-carbon insulation: Changes in building codes and efficiency requirements may lead to an increased demand for insulation, thus leading to increased sales.	Products and services, investment in R&D, operations	New product development, R&D funding
Opportunity	Market, Policy	Roofing and Asphalt	Sales of climate-resilient roofing: Increased customer demand for climate-resilient roofing products may lead to increased Owens Corning sales.	Products and services, investment in R&D, operations	New product development, R&D funding
Opportunity	Market, Policy	Doors	Sales of energy-efficient exterior doors: Increased demand for energy-efficient exterior doors driven by changes to regulations, building codes and standards, and efficiency requirements.	Products and services, investment in R&D, operations	New product development, sourcing









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