



2019 BUSINESS PERFORMANCE SUMMARY

Economic (in millions)	2019	2018	2017	2016
Sales	7,160	7,057	6,384	5,677
United States	4,776	4,647	4,495	3,963
Europe	1,209	1,209	661	550
Asia Pacific	664	656	675	666
Canada and Other	511	545	553	498
Cost of sales	5,551	5,425	4,815	4,300
Science and Technology (R&D) expenses	87	89	85	82
Cash paid for income taxes	58	91	67	69
Purchases of treasury stock	61	236	159	247
Cash paid for interest	131	158	106	118
Additions to plant and equipment	447	537	337	373
Cash Giving	4	4	3	2
Total Assets	10,006	9,771	8,632	7,741
Long-term debt	2,986	3,362	2,405	2,099
Total Equity	4,671	4,324	4,204	3,889

Social	2019	2018	2017	2016
Employees (# permanent personnel in thousands)	19	20	17	15
Asia Pacific	4	4	3	3
Europe	4	5	3	2
Latin America	2	2	2	2
North America	9	9	9	8
Turnover Rate	17%	17%	17%	15%
Female Employees	19%	19%	19%	18%
Officers	27%	22%	18%	21%
Managers	25%	24%	22%	22%
Staff	37%	37%	37%	36%
Primary	13%	13%	13%	14%
Health & Safety				
Recordable Injury & Illness Rate (RIR)	0.65	0.54	0.49	0.51
Lost and Restricted Workday Injury Rate (LWIR)	0.34	0.26	0.28	0.26
Work Related Fatalities (Note 1)	1	1	2	0

Environmental	2019	2018	2017	2016
Air Emissions				
Greenhouse Gases (millions of metric tons per year)	3.7	3.9	3.9	4.3
Particulate Matter 2.5 (thousands of metric tons per year)	2.2	2.3	2.5	2.4
Toxic Air Emissions (metric tons per year)	732	719	797	730
Consumption of Natural Resources				
Energy (millions of MWh)	10.3	10.7	10.4	10.0
Water (millions of cubic meters)	11.1	11.3	11.3	11.1

Environmental (continued)	2019	2018	2017	2016
Waste				
Waste to Landfill (thousands of metric tons per year)	322	373	386	327
Environmental Compliance				
Significant Environmental Actions (Note 2)	1	0	2	0
Cost of Significant Environmental Actions (\$,000)	1,500	0	225	0

Note 1: In 2019 Owens Corning had its first employee work-related fatality since 2006, which occurred off-site

Note 2: Significant Environmental Actions are defined by the total cost of fines, capital expenditures, etc. equal to \$100M or greater