



2020 PROGRESS ON 2020 SUSTAINABILITY GOALS

2020 ENVIRONMENTAL FOOTPRINT REDUCTION GOALS

Primary Energy

2020 Goal: Reduce primary energy intensity by 20% from the 2010 baseline

2020 Progress: 29% intensity reduction

SDG Target Linkage



Consumed Energy

2020 Progress: 21% intensity reduction



Greenhouse Gas Emissions

2020 Goal: Reduce greenhouse gas emissions intensity by 50% from the 2010 baseline

2020 Progress: 53% intensity reduction



Fine Particulate Matter (PM2.5)

2020 Goal: Reduce PM2.5 emissions intensity by 15% from the 2010 baseline 2019

2020 Progress: 39% intensity reduction



Toxic Air Emissions (TAE)

Combination of hexavalent chromium, formaldehyde, manganese, polycyclic aromatic compounds and ammonia emissions

2020 Goal: Reduce TAE intensity by 75% by 2020 from the 2010 baseline

2020 Progress: 56% reduction in toxic air intensity

SDG Target Linkage



Waste to Landfill

2020 Goal: Reduce waste to landfill intensity by 70% from the 2010 baseline 2019

2020 Progress: 27% intensity reduction

SDG Target Linkage



Water Consumption

2020 Goal: Reduce water intensity by 35% from the 2010 baseline

2020 Progress: 43% intensity reduction



PRODUCT SUSTAINABILITY

Priority: Implement continuous improvements

Goal/KPI: Our products will be preferred for applications in sustainable projects and we will not be deselected from projects due to product attributes not meeting sustainable program criteria.

2020 Progress: In 2020, Owens Corning presented innovations across all three of our business.

Roofing

- Duration FLEX® is the only modified-asphalt shingle with SureNail® Technology, with nearly 1.5x the nail-pull strength and 10% better tear strength than standard shingles. It also features improved granule adhesion and meets the highest impact resistance rating. After a successful launch in the U.S., Owens Corning developed a version specifically for the Canadian market. A cross-functional team worked on an accelerated schedule to develop and launch a version of Duration FLEX that meets CSA 123.5 standards as well as UL 2218 Class 4 impact resistance.
- In February 2020, we extended our Cool Roof Collection with the launch of six new colors in the TruDefinition Duration COOL PLUS line, plus two additional

SDG Target Linkage



colors added to our Oakridge line. These shingles meet or exceed the minimum 20 Solar Reflective Index requirements for the Green Building Standards Code of Los Angeles County, California, U.S.

- The European Union's policy requires all plastic packaging in the EU market to be recyclable or reusable by 2030 to support the transition to a circular economy. Owens Corning is partnering with key players in lumber and steel to develop solutions through our expertise in polymer streams, with a goal of achieving these solutions by 2025.

Insulation

- As an important step toward our goal to combat climate change, in 2020 Owens Corning introduced a new product line: FOAMULAR® NGX™ (Next Generation Extruded). The proprietary blowing agent in this new line of extruded polystyrene (XPS) foam products delivers a 90% reduction in global warming potential (GWP) compared to legacy FOAMULAR products, and is optimized to demonstrate a greater than 80% reduction in embodied carbon. The investment in developing a product that meets and exceeds the stringent regulations going into effect in 2021 reflects Owens Corning's commitment to offering smart building materials that merge the highest levels of performance and sustainability.
- The new PAROC® Natura™ line of stone wool insulation uses low-carbon melting technology, green electricity, recycled waste materials, and new technologies to reduce the amount of virgin raw material used and offer a product with very low CO₂ emissions. The remaining emissions are compensated by reducing CO₂ emissions through the purchase of offsets in a Verified Emissions Reduction Scheme. The new product line, which is certified as carbon-neutral by a third-party, offers fire-safe, moisture-proof, durable insulation for the building industry and became available in Finland, Norway, and Sweden at the beginning of 2021.

Composites

- Owens Corning's coated glass facer technology is replacing paper on polyiso insulation boards used on commercial roof decks. The coated glass facer offers superior durability and fire and weather resistance. In 2020, we expanded capacity to supply the market with this solution.
- Working with a key customer, we changed to a formaldehyde-free formulation for the glass-reinforced material they use to make technical insulation for ceilings. The new chemistry delivers technical insulation products that are formaldehyde-free without compromising mechanical performance in hot and humid climates, where better insulation reduces energy spent on cooling. Additionally, the improved chemistry uses fewer chemicals and creates a stronger product.
- Thanks to a new binder technology developed by the science and technology (S&T) team in Apeldoorn, Netherlands, two new products were launched in 2020. The new binder was developed using formaldehyde-free ingredients, and it improves the mechanical performance of the glass composite at elevated temperatures like those typically used in the cushioned vinyl flooring process.

Priority: Create pipeline of sustainable products, and increase the value through sustainability in the innovation process by 2020

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Goal/KPI: We are committed to evaluating each of our innovation programs for their net sustainability gains or losses vs. existing products, measuring the results through our sustainability mapping tool. By 2020, we have committed that 85% of our new products and 85% of our new applications will have net sustainability gains.

2020 Progress: In 2020, 90% of new products have shown a gain or no change to the net sustainability evaluation. (58% of new products have shown net sustainability gains.) 100% of new processes and applications have shown a gain or no change to the net sustainability evaluation. (60% of new processes and 75% of new applications have shown net sustainability gains.) Throughout this tiered process, we measure and verify a product's composition and development at key points, according to desired safety, performance, and sustainability attributes.



SUPPLY CHAIN SUSTAINABILITY

Priority: Set clear expectations for sustainability progress by our suppliers

SDG Target Linkage

Goal/KPI: 100% of suppliers in compliance with our Supplier Code of Conduct annually

2020 Progress: According to our survey results, more than 96% of Owens Corning suppliers who responded are able and willing to comply with all aspects of our Supplier Code of Conduct. Those that could not say they comply are listed as high risk and follow-up management is in place.

Owens Corning also surveys suppliers about their sustainability and safety policies and goals. In 2020, we found that 91% of suppliers have organizational goals and policies for safety, and 80% have organizational goals and policies related to sustainability. Many of the companies report on their goals and policies internally and externally, and some publish their data at least annually. Owens Corning uses the survey data to do the following:

- Learn how companies perform, including areas where they are strong and where additional support may be required.
- Highlight areas that need additional attention and follow-up. For example, questions that a company does not answer are treated as a negative response, which triggers direct follow-up.
- Identify best practices and leading companies that should be considered for an Owens Corning supplier award.



Priority: Use leading-edge sourcing practices

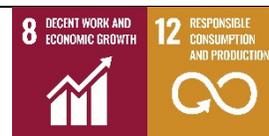
2020 Progress: Our total base of suppliers consists of more than 22,000 organizations with an approximately \$5.4 billion spend. 1,311 suppliers comprise 73% of that spend. We have active management processes in place to evaluate, segment, and engage with all top-spend suppliers. We determine appropriate action items related to each supplier based on the supplier's specific profile.



We utilize an industry standard process for corrective actions with our suppliers. This includes a short-term action and containment plan, root cause analysis, identification and verification of long-term corrective actions, implementation of long-term corrective action, and final verification and sign-off by stakeholders. We typically deliver our written request for corrective action during supplier assessments and at receipt of nonconforming material. In addition, we may also ask suppliers to provide additional inspection data with shipment showing actual measurements for critical characteristics, and sign-offs of management at supplier locations.

Priority: Measure and disclose performance

2020 Progress: Any supplier that is categorized as a Collaborative or Critical supplier is required to complete our supplier performance scorecard and risk mitigation process, which is a detailed worksheet that includes a risk tolerance sheet and prioritized contingency action plans. Additionally, any single-source or sole-source supplier must also go through the risk mitigation process, regardless of their classification.



Another tool used in assessing supplier risk is our Supplier Sustainability Assessment. Our survey is mapped to ESG risk categories, and specific topic areas within the survey include code of conduct, both Owens Corning and supplier, sustainability policies and goals, environmental management system, health and safety policies and goals, labor policies and practices, and raw material.

We have been sending annual supplier sustainability assessments to suppliers, regardless of classification, since 2014. Beginning in 2019, we shifted our focus to key suppliers and sent the assessment only to those suppliers classified as Collaborative, Critical, or Bottleneck. Each supplier is asked if they can comply with the Supplier Code of Conduct, if they are unable to comply, they are asked to provide the reason and offer supporting documentation of their own code of conduct.

In 2020, we contacted 1,283 suppliers from around the world to take our annual supplier sustainability survey, and had a 24% response rate. Of the suppliers that responded, more than 96% are able and willing to comply with all aspects of our Supplier Code of Conduct. In addition:

- 91% have organization goals and policies related to safety.
- 80% have organizational goals and policies related to sustainability.
- 82% of suppliers surveyed have policies in place regarding labor practices and human rights.
- 61% of suppliers surveyed have policies against forced labor.

100% of new suppliers were screened using environmental and social criteria (e.g., human rights and labor practices) in line with the supplier code of conduct.

Screening includes review of suppliers' self-evaluation data or review by an Owens Corning commodity leader. We may also review the financial health of potential and current suppliers to assure their ability to support Owens Corning.

Priority: Expand our training on sustainability to meet the needs of our global sourcing organization

Goal/KPI: 100% of our global sourcing organization will be trained on sustainability through OC Sourcing Way, developed in 2015, and will be required to recertify annually thereafter on practices and expectations.

2020 Progress: The Owens Corning Sourcing Way was written to standardize the process of creating strategies in global sourcing and provides in-depth information on key sustainability categories. When we rolled it out in 2017, all Owens Corning commodity leaders, globally, were trained using this standard. We are continuing to train new employees in global sourcing and work to make improvements to the process to meet the needs of our organization.

Each category leader is responsible for establishing category strategies based upon the output of the segmentation tool, business objectives, market forecast, and more. The strategies may focus on creating dual sources, risk mitigation, innovation, or cost savings initiatives for the business.

In our continuing efforts to reduce risk and bring top value in our supply chain, we have recently implemented Global Sourcing Bi-Annual Category Reviews. The purpose is to review each global strategy in its entirety with the Sourcing Leadership team. Keeping with the OC Sourcing Way, the agenda includes the category profile, industry analysis, supplier segmentation, supplier performance measurement, risk mitigation/contingency plan, value creation, and strategy plan and success measures. This review includes most collaborative and critical suppliers.

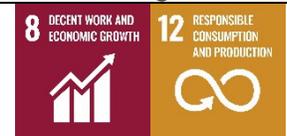
Priority: Enhance our transportation efficiency

Goal/KPI: Convert 12% of transportation miles to natural gas or use alternative fuel savings methods by the year 2020.

2020 Progress: We have maintained our goal of converting 12% of North American transportation miles from diesel fuel to natural gas by 2020, but the reduced cost of diesel fuel has caused efforts to stall as the ROI on equipment conversion has not been favorable for carriers. In addition, economic growth and market demand over the past several years made it difficult for Owens Corning to make the conversion from truck to intermodal equipment. Finally, the capacity of intermodal equipment in our heaviest conversion lanes has been below our level of demand.

We remain optimistic about the prospect of a shift toward electric fleets in transportation. Currently, the demand for electric vehicles outpaces the supply, but we expect to see the possibility for advancement in the coming years. By 2030, we anticipate that electric vehicles will be a considerably more prevalent part of our transportation strategy.

SDG Target Linkage



BUILDING SCIENCE

Priority: Drive net-zero energy building capabilities through building science

Building Science has been a key element in driving our product sustainability. Through sustained partnerships with customers, specifiers, architects, and builders, we hope to drive net-zero energy building capabilities, thereby achieving no net carbon releases. We also aim to expand our building science expertise to educate the building industry, engineers, contractors, and homeowners on safe and efficient building materials.

Goal/KPI: Increase the number of Owens Corning supported net-zero ready buildings year-over-year vs. 2015 baseline of 35.

2020 Progress: In 2015, we set a goal to increase the number of NZE buildings we support year-over-year, compared to a 2015 baseline of 35 buildings.

Through strategic partnerships with several homebuilders, we were supporting more than 400 such homes in 2018. As we developed our 2030 goals in 2019, we reevaluated our work in this area, and going forward we will not set a specific target. We continue to work closely with organizations and contractors who are driving progress in this area.

SDG Target Linkage



SAFETY

We are committed to our company value of Living Safely – both at work and at home.

Goal/KPI: Our safety aspiration is to have a workplace that is free from any injury or illness with our highest focus being on the prevention of Serious Injuries and Fatalities (SIF), which we have defined as injuries that are permanently life altering or life threatening. We have started to deploy metrics to measure our progress on eliminating SIF, but we continue to utilize recordable injury rate (RIR) to monitor year over year improvement. RIR is a ratio of injuries to employee hours worked. Ultimately, what matters is that we are continuously striving to build a workplace that is safe and free of hazardous conditions.

2020 Progress: Our recordable incident rate (number of injuries X 200,000 / total labor hours) in 2020 was 0.62. This is 79% below the industry average, as reported by the U.S. Bureau of Labor Statistics for 2019 (the most recent data available). In addition, 54% of our global facilities were injury-free in 2020. The severity of our incidents, measured by our lost-time injury frequency rate (lost workday cases x 1,000,000/total labor hours) was 1.38.

All incidents, including recordable injuries, first-aid treatments, and near-miss events, are subject to a detailed root-cause analysis in consultation with an occupational health and safety specialist, and the “lessons learned” are shared throughout the organization. The affected employee is encouraged to participate in both the incident investigation and the review process. As a company, we have developed an objective to deliver all projects with zero incidents and a significant reduction in our RIR. We strive for consistent reporting across all facilities to highlight lessons learned from every incident.



EMPLOYEE DEVELOPMENT

We are committed to our employee's development and are committed to lifelong learning to help them reach their full potential.

Goal/KPI: We have committed to an average of 20 hours of training for our primary workforce and 10 hours of training for our non-primary (salaried) workforce, per employee, beyond basic compliance training.

2020 Progress: We recorded an average of 17 hours and 9 hours, respectively, in our learning management system (LMS). Data include any training that was recorded in our LMS for the year, primarily for the formal learning programs conducted across the company. The pandemic led to many changes in our training programs, and some were paused while we worked to create virtual training alternatives, temporarily reducing the availability of these courses. Most of the learning and development activities that take place in Owens Corning are considered informal learning, such as coaching, mentoring, social groups, projects, assignments, and suggested reading, and these are not captured in the LMS.

SDG Target Linkage



COMMUNITY IMPACT

Priority: Safe and Efficient Housing - Advancing Safe & Efficient Housing in Our Communities

Goal/KPI: Increase customer satisfaction and our Net Promoter Score (NPS) through 2022.

2020 Progress: We collected feedback from more than 1,500 respondents, representing a sample of our distinct customer types, contractors, and locations. The survey allows us to measure overall satisfaction and the Net Promoter Score (NPS) as well as to go into more detail across customer touch points to help drive specific improvements. In 2020, the NPS score was 63 for the company, based on an index ranging from -100 to 100.

Social/Environmental Benefit KPI: Increase the number of people benefiting from access to safe and efficient housing in our communities through 2022.

Social/Environmental Benefit KPI Progress: Owens Corning understands that for a variety of reasons some members of our communities find themselves unable to obtain safe and efficient housing and shelter. As a leading global producer of residential and commercial building materials we have the opportunity and expertise to aid in the effort to provide safe and efficient housing and shelter for those who are unable to obtain housing through traditional methods.

By combining our philanthropic activity and volunteerism with our unceasing effort to develop cost effective housing solutions, we are able to enhance access to safe housing and shelter for those members of our communities. Our philanthropic focus on housing and shelter aligns with each of our three identified business drivers. For example, in partnership with Habitat for Humanity, Owens Corning can donate building materials, provide financial support through the OC Foundation, and leverage



employee volunteerism to provide safe and energy efficient housing for those in need in our communities.

Owens Corning has also been able to leverage key business stakeholder relationships by engaging its network of roofing contractors to benefit those in need.

Owens Corning measures the results and impact of each project through items such as the number of builds or renovations in our communities, the number homes that have been re-shingled or insulated through product donation, and the number of volunteer projects completed by our contractors.

Through our partnership with Habitat for Humanity, Owens Corning helped to complete 28 home builds or renovations in 2019 in the United States, Canada, Singapore, and China. This year, the pandemic led Habitat for Humanity to severely restrict volunteer activity, which prohibited nearly all Owens Corning projects. However, the Owens Corning Foundation provided financial support, contributing \$225,000 in 2020, the final installment of a three-year commitment. Owens Corning's in-kind donations to Habitat for Humanity International exceeded \$500,000 in that same timeframe. These gifts include insulation and roofing products to support Habitat for Humanity's affordable housing efforts. Our employees look forward to resuming their volunteer work when possible.

Through our Roof Deployment Program, contractors are given the opportunity to volunteer their services to a veteran in need, while Owens Corning donates the roofing materials. To date, 242 veterans have benefited from the program, thanks to our 600+ Platinum Preferred contractors. In 2020, we worked to create a network of charitable partners, who have expanded access into markets where there is need, making it possible for more of our contractors to participate in the program and helping more veterans. In 2020, we exceeded our goal for the program, and 70 veterans received new roofs, and an 11% increase compared with 2019.

The Owens Corning Foundation entered into a partnership with LISC in 2020, committing \$1 million in a multi-year commitment to create homeownership opportunities for families of color in Toledo. Through this program, Owens Corning and LISC are working to close the racial wealth gap in the areas surrounding our world headquarters.

Key Charitable Partners in 2020 were:

- *The Gary Sinise Foundation (U.S.)*
- *Habitat for Humanity International (Global)*
- *World Vision (Global)*

Priority: Good Health & Well-being - Foster and Promote Health in Our Communities

SDG Target Linkage

Goal/KPI: Increase employee engagement and connection to company. 100% of our facilities engaged by 2022 through community projects

2020 Progress: The year 2020 brought significant impact and changes to our strategy and approach. The global pandemic refocused giving efforts, as many of our normal housing and educational pursuits were temporarily suspended. In response to the pandemic, the Owens Corning Foundation directed nearly \$2 million to support hospitals, food pantries and other basic needs in our global communities. In the meantime, quarantines and social distancing ceased nearly all volunteer activity.



The pandemic dramatically shaped our company-sponsored community outreach, and limited the ways our employees could individually participate. In 2020, Owens Corning employees volunteered 3,247 times, down 61.3% from 2019. They devoted 15,690 hours of volunteer time, a decrease of 49.6% from the 31,152 hours in 2019. The work is valued at \$27.20 per hour, totaling \$426,768. Our facility engagement was 89%, which includes volunteerism and financial support.

The decrease in volunteer hours in 2020 is directly related to restrictions related to COVID-19. Social distancing requirements prevented our employees from gathering to participate in home builds, meal kit packing, and other events at previous years' levels. Even so, we are confident that our people's commitment to making the world a better place will ensure a return to earlier volunteerism levels once restrictions have been lifted.

Social/Environmental Benefit KPI: Increase the number of people benefiting from access to basic health and wellness in our communities through 2022

Social/Environmental Benefit KPI Progress: In our most challenged communities, providing the less fortunate with access to basic health and wellness aligns with two of our business drivers by connecting us with our people and further improving our reputation locally, regionally, and globally and instilling a sense of pride in our workforce. This focus also allows us to go into new communities where our company is expanding and make an immediate positive impact.

Since the onset of the COVID-19 pandemic, the Owens Corning Foundation has distributed more than \$1.95 million in aid to charity partners around the world. A portion of this funding was used for the OC Cares Fund, which is managed by an independent nonprofit.

Owens Corning made significant contributions to communities in India in response to the COVID-19 pandemic. In addition to donations to local hospitals, we donated food and clothing to the families of migrant construction workers who were stranded in cities away from home due to transportation shutdowns and other restrictions.

The advanced manufacturing team at our Science & Technology Center in Granville, Ohio, U.S., worked with area service agencies and 3D printing companies to produce and distribute face shields. This personal protective equipment was donated to a nearby children's hospital, as well as emergency medical service teams and local physician's offices.

Priority: Educational Opportunity - Drive Access to Education in Our Communities

SDG Target Linkage

Goal/KPI: Increase employee engagement and connection to company. 100% of our facilities engaged by 2022 through community projects.

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Social/Environmental Benefit KPI: Increase the number of people benefiting from promoting educational opportunities in our communities through 2022.

Social/Environmental Benefit Progress: In our most challenged communities, providing the less fortunate with access to basic educational opportunity aligns with two of our identified business drivers by connecting us w/the community, further improving our reputation and instilling workforce pride. This also allows us to enter new communities and make a positive impact. Nearly all this activity is guided by the interest and efforts of our employee volunteers.

Highlights from 2020 include:

- Owens Corning has supported the Chase STEMM Academy for 18 years. One hundred percent of the students at Chase come from low-income families and many parents often work two jobs, leaving them with little time to help their children. They appreciate the difference mentors can make in their children's lives. Each year our company also provides, in collaboration with United Way, 700 backpacks filled with school supplies, 60 teacher kits, and 1,000 hygiene kits to students and teachers at the Chase STEMM Academy and the Pickett Academy, another Toledo-area school supported by Owens Corning.
- The Owens Corning Foundation directed a gift of \$1 million to support underrepresented students in the School of the Built Environment within BGSU's College of Technology, Architecture, and Applied Engineering. The gift, to be disbursed over the next five years, will create the Owens Corning Scholars Program for students studying architecture, construction management, or other majors in the building sciences field.
- In 2020, \$199,208 in scholarships awarded to Owens Corning employees and their dependents.

The full Owens Corning 2020 Sustainability Report is available at <http://www.owenscorning.com/corporate/sustainability>