

BUILT TO SUSTAIN

OWENS CORNING 2025 SUSTAINABILITY REPORT



Photo submitted by:

Valerie Pitzen | Toledo, Ohio, U.S.
Stained glass daisy made using only reclaimed glass.

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In February 2024, Owens Corning announced that the company decided to review strategic alternatives for its global Glass Reinforcements (GR) business. The decision to explore alternatives for the GR business is consistent with the company's strategy to focus on building and construction materials. On Feb. 13, 2025, the company entered into a definitive agreement for the sale of our global Glass Reinforcements business, and the transaction was completed on May 1, 2026. The sale completed Owens Corning's review of strategic alternatives for the business, and strengthens Owens Corning as a focused building products leader in North America and Europe.



INTRODUCTION

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Photo submitted by:

Tricia Your | Toledo, Ohio, U.S.
Fjord, Harstad, Norway



A MESSAGE FROM OUR CEO & CSO

Senior Vice President and Chief Sustainability Officer (CSO) David Rabuano (left) and Chair and Chief Executive Officer Brian Chambers (right).

This year marks an important milestone for Owens Corning: the publication of our 20th Sustainability Report. For two decades, we have shared our progress, our challenges, and our conviction that sustainability is fundamental to how we build a strong, enduring company. That commitment continues to guide us today as we operate in a dynamic environment.

2025 brought evolving market conditions, reinforcing the importance of operating with discipline and focus. Our teams remained committed to working safely, operating efficiently, and strengthening the foundation of the enterprise. The results we delivered this year reflect that focus and demonstrate the value of embedding sustainability into how we operate every day.

Delivering Results Together

In 2025, our colleagues delivered meaningful progress across our most important sustainability priorities, guided by consistent operating frameworks and a shared sense of ownership.

Safety remained our top priority.

- Through our **Safer Together** operating framework, we achieved a recordable incident rate of 0.66 with about half of our sites operating injury free.

We also continued to reduce the environmental impact of our operations while strengthening our cost position. During the year, our teams made progress in several key areas, including:

- **Reducing waste to landfill by 9%**, reinforcing progress toward our 2030 goal while embedding waste reduction into daily operations and strengthening productivity across our manufacturing network.
- **Lowering Scope 1 and 2 greenhouse gas emissions by 8%**, keeping us on track toward our 2030 goal through improved efficiency and disciplined energy management.

These outcomes reinforce that when sustainability is executed well, it improves productivity, reduces risk, and strengthens profitability through better margins, cash generation, and long-term value creation.

Evolving Our Strategy: Built to Sustain

As we mark our 20th Sustainability Report, we also recognize how our approach has evolved. This year, we brought greater clarity and cohesion to our sustainability strategy under a single enterprise platform: Built to Sustain.

Built to Sustain reflects the evolution of our sustainability journey over the past 20 years, moving from setting ambition, to embedding action, to delivering measurable performance that strengthens the enterprise.

The platform organizes our work across three pillars: People, Product, and Planet. It reinforces our belief that caring for our people enables performance; that our products help customers win and support long term growth; and that efficient, low waste operations strengthen our cost position and resilience. Most importantly, Built to Sustain embeds sustainability into decisions, operating frameworks, and daily work as a driver of profitability, performance, and long-term value.

Looking Ahead

While near-term market conditions are likely to remain challenging, our direction is clear. We will continue to execute with discipline, invest in the unique capabilities that differentiate Owens Corning and power The OC Advantage™, and make progress against our sustainability goals in ways that strengthen performance over the long term.

The progress outlined in this report reflects the commitment, care, and capability of our people. As we share our 20th Sustainability Report, we are proud of how far we have come and confident in the foundation we have built. Built to Sustain is not a destination. It is how we operate today and how we will continue to build a company that outperforms and creates value for all our stakeholders.

Brian Chambers
Chair and Chief Executive Officer

David Rabuano
Senior Vice President and Chief Sustainability Officer



ABOUT OWENS CORNING

Owens Corning is a branded building products leader with three complementary market-leading businesses providing roofing, insulation, and doors primarily for residential markets in North America and Europe. The company operates with an integrated go-to-market strategy and a unique set of OC Advantages™ — including its iconic brand, unparalleled commercial strength, leading technology, and winning cost position — to help customers win and grow in the market. Owens Corning is committed to helping build better and achieve more through winning partnerships, leading performance, and engaging people. Founded in 1938 and headquartered in Toledo, Ohio, U.S. Owens Corning is listed on the New York Stock Exchange (NYSE: OC). For more information, visit www.owenscorning.com.

Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.
Detail of our world headquarters in Toledo, Ohio, U.S.

Across the enterprise we are guided by the following principles:

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.

Caring

- We keep each other safe and healthy.
- We offer an inclusive environment where diverse perspectives are valued and appreciated.
- We actively support our communities and protect our environment.

Curious

- We challenge the status quo for greater impact and innovation.
- We listen and learn from one another's different skill sets and experiences.
- We relentlessly pursue solutions that exceed customer expectations.

Collaborative

- We work together in an open, transparent, and respectful way.
- We foster highly connected teams across the global enterprise.
- We partner with our customers and other stakeholders to drive the best outcomes.

Committed

- We are accountable to deliver financial and operational results that outperform the market.
- We empower our people to make decisions and act like owners.
- We remain resilient to achieve our goals and best serve our purpose.

OWENS CORNING BUSINESS SEGMENTS

Roofing

Roofing products and systems help protect and preserve homes and commercial buildings while enhancing curb appeal.

Our primary products in this segment are laminate and strip asphalt roofing shingles. Additional products in this segment include roofing components and oxidized asphalt.

Owens Corning® shingles and roofing components are sold mainly through distributors, home centers, and lumberyards in the U.S., while oxidized asphalt is a significant input used in the production of our roofing shingles.

We are vertically integrated and have manufacturing facilities that process asphalt for use in our roofing shingle manufacturing. In addition, we sell processed asphalt to other shingle manufacturers, to contractors for built-up roofing asphalt systems, and to manufacturers in other industries such as automotive, chemical, rubber, and construction.

Insulation

Insulation products help conserve energy while improving acoustics and fire resistance in the places where we work, live, and play.

Our insulation segment includes a diverse portfolio of high-, mid-, and low-temperature products; a market mix of residential, commercial, industrial, and other markets; and a channel mix of retail, contractor, and distribution.

Our products in the residential channel include thermal and acoustical batts, loosefill insulation, spray foam, and foam sheathing accessories. In the commercial and industrial channel, our products include glass fiber pipe insulation, energy-efficient flexible duct media, bonded mineral wool insulation, cellular glass insulation, and foam insulation used in above- and below-grade construction applications.

We sell our insulation products primarily to insulation installers, home centers, lumberyards, retailers, and distributors largely in North America and Europe.

Doors

Doors make life and living better by meeting human needs for comfort, safety, convenience, and style.

Our primary products in the Doors segment are residential interior and exterior doors made of wood, glass, fiberglass, and metal, and door components such as frames, sills, weatherstripping, hinges, and locks. Other products in this segment are aluminum-framed glass doors and window solutions for luxury homes. Our door products and systems provide comfort, safety, and style for the interior and exterior of homes.

We serve the needs of the residential repair, remodel, and new construction markets in the United States, Canada, and the United Kingdom. Doors are sold through wholesale and retail distribution channels.



Owens Corning has manufacturing and research and development facilities in 31 countries around the world.



Photo submitted by:
Lindsay Drake | Toledo, Ohio, U.S.
Nugget Falls flows into Mendenhall Lake, Juneau, Alaska, U.S.

Our world headquarters is located at:

1 Owens Corning Parkway
Toledo, Ohio, 43659, U.S.

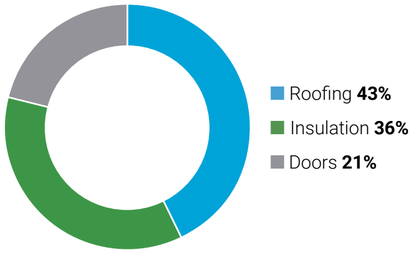
We aim to capitalize on our position as market leaders, delivering substantial free cash flow and sustainable shareholder value.

Owens Corning posted 2025 net sales of $10.1 billion*, and we have been a Fortune 500 company for 71 consecutive years.

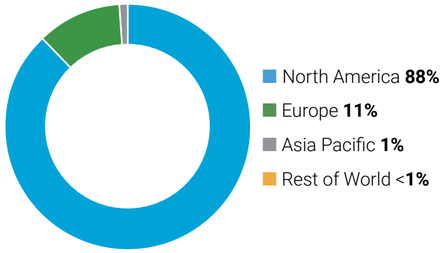
Owens Corning is a publicly traded company on the New York Stock Exchange. Beneficial ownership entities can be found in our Proxy Report.

More information about our businesses can be found in the Owens Corning Annual Report on Form 10-K.

2025 Revenue by Segment*



2025 Revenue by Region*



*These financial values do not include our discontinued Glass Reinforcements (GR) operations.

CORPORATE AWARDS & DISTINCTIONS

Owens Corning believes that working toward the greater good is its own reward. Even so, we are grateful for the accolades we have received for our efforts, as they demonstrate our leadership in corporate citizenship and inspire companies everywhere to remain committed to sustainability. The following are among the awards and distinctions Owens Corning received in 2025.

Best Corporate Citizens List

Owens Corning has been ranked among the top 10 of 3BL Media's 100 Best Corporate Citizens for eight consecutive years.

CDP Lists

In 2025, Owens Corning earned thematic scores of A- for both the Water Security and Climate questionnaires.

S&P Global's 2025 Corporate Sustainability Assessment

Owens Corning has been recognized by S&P Global as a Top 1% performer in the Sustainability Yearbook 2026 for the Building Products industry. Owens Corning's distinction reflects our relative performance within the Building Products industry, based on a 2025 CSA Score of 81 out of 100, as of February 11, 2026.

EcoVadis

In 2025, Owens Corning received a score of 78/100, earning us a Silver rating with EcoVadis, a company that provides holistic sustainability ratings for businesses worldwide. Owens Corning ranked among the top 6% of all companies.

ENERGY STAR®

Our world headquarters in Toledo, Ohio, U.S., earned the Environmental Protection Agency's ENERGY STAR® rating for 2025.

Fortune 500

As of 2025, Owens Corning has been recognized as a Fortune 500 company for 71 consecutive years. We placed No. 387 on the list.

JUST Capital

Owens Corning has been ranked among the Top 100 in the 2025 America's Most Just Companies from JUST Capital and CNBC, measuring priorities for business behavior.

MSCI Ratings Report

In 2026, Owens Corning was recognized as the industry leader among 90 building products companies and received an AAA rating from MSCI, which measures a company's resilience to long-term, financially relevant sustainability-related risks.

Sustainalytics

Sustainalytics Peer Performance Insights provide analysis of a company's sustainability-related strengths and weaknesses within its industry. In August 2025, Owens Corning received a risk score of 18.1, ranking us 9th among building products manufacturers.

WSJ Management Top 250

Owens Corning has made the WSJ Management list since its inaugural year in 2017, and ranked No. 73 in the 2025 Management Top 250 from the Wall Street Journal and the Drucker Institute.

Corporate Equality Index

Owens Corning has received a score of 100 on the Human Rights Campaign Foundation's 2026 Corporate Equality Index, an annual assessment measuring corporate policies and practices related to workplace inclusion.



STAKEHOLDER ENGAGEMENT & MATERIAL SUSTAINABILITY TOPICS

Owens Corning is committed to objectively identifying material topics and evaluating their impact across our value chain. In support of this, we complete a double materiality assessment on a five-year cycle. In 2025, we completed our first double materiality assessment in accordance with AA1000 methodology, Corporate Sustainability Reporting Directive (CSRD), and European Financial Reporting Advisory Group (EFRAG) guidance. This assessment also received independent assurance from SCS Global Services.

Photo submitted by:

Brian Shaeffer | Granville, Ohio, U.S.
Small bee on the cliffs of La Jolla Shores, San Diego, California, U.S.

Stakeholder Engagement

Owens Corning interacts with a wide range of stakeholders on a regular basis, including investors, customers, suppliers, community members, trade associations, and non-governmental organizations (NGOs). Through these engagements, we have an opportunity to present information about our efforts accurately and transparently, listen to stakeholder concerns, and work together to achieve solutions. These stakeholders and the methods we use to engage with them are outlined in the table below.

	CUSTOMERS	SUPPLIERS	NGOs	GOVERNMENTAL AGENCIES	EMPLOYEES	INVESTORS	TRADE AND INDUSTRY ASSOCIATIONS	MEDIA	COMMUNITIES	POTENTIAL EMPLOYEES
Social media	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Website information	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Meetings and conference calls	✔	✔	✔	✔	✔	✔	✔	✔		
Conferences, speaking engagements	✔	✔	✔	✔	✔	✔	✔	✔	✔	
Surveys, focus groups	✔	✔	✔		✔		✔		✔	
Visits and account management	✔	✔				✔				
Education/summits	✔	✔			✔					✔
Internal communications					✔					
Volunteer and community projects	✔	✔	✔		✔				✔	
Memberships, sponsorship, board service, or project support			✔				✔		✔	
1-800-GET-PINK and GETTECH@owenscorning.com	✔	✔							✔	

Stakeholder Consultation and Communication

To better understand our stakeholders' expectations and priorities, we actively engage and consult with individuals, groups, and organizations that are impacted by our business operations. We rely on stakeholder guidance and direction to choose our business strategies and priorities, and from them we learn what is and is not working. We invite stakeholders to communicate with us on any economic, environmental, or social topic related to our business. We get feedback from investors that we incorporate into our business decisions, including what we communicate and how we communicate. The collective stakeholder input helps inform the Board's identification and management of economic, environmental, and social matters, as well as their impacts and opportunities, to help the Board fulfill its oversight duties.

We also invite all our stakeholders and other interested parties to communicate with our Board on any critical concerns they might have about our business. Interested parties may communicate with the Lead Independent Director or any other Non-management Director by sending an email to non-managementdirectors@owenscorning.com. All such communications are promptly reviewed for evaluation and appropriate follow-up by our General Counsel. A summary of all communications is reported to the Non-management Directors. This does not include communications considered to be advertisements or other types of "spam" or "junk" messages unrelated to the Board's duties or responsibilities, which are discarded without further action.

In addition, stakeholders and other interested parties may communicate sustainability concerns with the Senior Vice President, Chief Sustainability Officer (CSO) via our sustainability email address or telephone number. See page 244 for contact information. All business-appropriate inquiries are handled by the CSO directly, or they are passed on to Corporate Communications, Legal, or another company function for appropriate action or response.

Complaints regarding business conduct policies, corporate governance matters, accounting controls, or auditing are managed and reported in accordance with our existing Audit Committee Complaint Policy or Business Conduct Complaint Procedure, as appropriate.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Owens Corning's sustainability aspirations are rooted in the Sustainable Development Goals (SDGs) established by the United Nations (U.N.) in 2015. The SDGs serve as a framework that can be used by governments, businesses, and individuals as they come together to address the world's most pressing issues, including the fight against climate change. For more information about each SDG, see the U.N. SDG Index.

The 17 U.N. SDGs are:



NO POVERTY[3]

End poverty in all its forms everywhere.



QUALITY EDUCATION[2]

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



AFFORDABLE AND CLEAN ENERGY[1]

Ensure access to affordable, reliable, sustainable, and modern energy for all.



REDUCED INEQUALITIES[2]

Reduce inequality within and among countries.



CLIMATE ACTION[1]

Take urgent action to combat climate change and its impacts.



PEACE, JUSTICE, AND STRONG INSTITUTIONS[2]

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.



ZERO HUNGER[3]

End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.



GENDER EQUALITY[1]

Achieve gender equality and empower all women and girls.



DECENT WORK AND ECONOMIC GROWTH[1]

Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.



SUSTAINABLE CITIES AND COMMUNITIES[2]

Make cities and human settlements inclusive, safe, resilient, and sustainable.



LIFE BELOW WATER[3]

Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.



PARTNERSHIPS FOR THE GOALS[1]

Strengthen the means of implementation and revitalize the global partnership for sustainable development.



GOOD HEALTH AND WELL-BEING[1]

Ensure healthy lives and promote well-being for all at all ages.



CLEAN WATER AND SANITATION[1]

Ensure availability and sustainable management of water and sanitation for all.



INDUSTRY, INNOVATION, AND INFRASTRUCTURE[1]

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.



RESPONSIBLE CONSUMPTION AND PRODUCTION[1]

Ensure sustainable consumption and production patterns.



LIFE ON LAND[2]

Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.

Definitions taken from the Global Goals for Sustainable Development website.

1 SDGs for which we believe we have the most direct impact or influence through our core business competencies.

2 SDGs for which we believe we have less direct impact, but which nonetheless reflect our values, policies, and outreach work. These may also have a significant impact on stakeholders' decisions and perceptions about our company.

3 SDGs for which we perceive the least direct influence or impact, although these SDGs do have some overlap with others, our sustainability efforts, and our business. We do still measure and report on some of the indicators.



Sustainability Reporting Topics

We have selected the following as our sustainability reporting topics. They were selected after close review of the company's prior work in sustainability materiality, research into best practices, examination of peer companies within our industry, surveys, and interviews with subject matter experts. We worked with an external consultant to map our existing material sustainability topics to the EFRAG guidance under European Sustainability Reporting Standards (ESRS), which resulted in an updated list of sustainability reporting topics for Owens Corning. Each topic is addressed in detail throughout this report. More information about how we conducted the double materiality assessment can be found in this chapter. Learn more about the SDGs on page 313.

Photo submitted by:

Zachary Bastien | Toledo, Ohio, U.S.
Flowers at Disney World's EPCOT inside the Living With the Land attraction, Orlando, Florida, U.S.

Environment

TOPICS AND DEFINITIONS	CHAPTER	MOST RELEVANT SDGs
Air Quality Management The impacts of operations and manufacturing throughout the value chain on local air quality. This includes the impacts related to any non-GHG (greenhouse gas) air pollutants, including any adverse impacts on local populations and their right to life and health.	**Air Quality Management**	7, 12, 13
Climate Risk and Resilience* Operational or financial risks and opportunities that result from climate change — such as more frequent extreme weather events or carbon pricing policies — and the organization's ability to absorb related impacts and recover quickly, while enabling an equitable climate transition for stakeholders.	**Combating Climate Change**	7, 12, 13
Energy Strategy* Energy supply, demand, cost, and reliability at the site, region, or corporate level, including both traditional and alternative sources of energy.	**Energy Efficiency & Sourcing Renewable Energy**	7, 12, 13
GHG Emissions* Greenhouse gas emissions across the operations and supply chain that contribute to climate change.	**Combating Climate Change**	7, 12, 13
Nature The impacts and dependencies of operations and supply chain on natural processes and ecosystems. Includes impacts related to soil (e.g., soil erosion, soil pollution), biodiversity (e.g., impacts on biologically sensitive areas or timber harvesting), and land use change (e.g., land use changes required to mine resources or build new facilities).	**Protecting Biodiversity**	6, 12, 13, 14, 15
Product Circularity Circularity refers to a model of production and consumption that aims to eliminate waste, reduce raw material extraction, and extend the life of products through practices and processes such as life cycle analysis, reuse, repair, recycling, remanufacturing, and the redesign of business models that align with circular ideals. This may include extending the life of products or materials and managing the product end-of-life process to improve used products' recyclability.	**Circular Economy**	7, 9, 12, 13, 17
Waste The reduction of the quantity or type of waste generated in product or facilities and the proper handling and disposal of any waste that remains from facilities. This includes improved material efficiency as well as management, proper handling, or elimination of any hazardous materials.	**Waste Management**	9, 12, 17
Water Use The sustainable use of water and the proper management and reduction of wastewater and water effluent throughout the value chain to minimize impacts on local water systems and water quality, particularly in regions that are water-stressed. This includes preserving the local community's right to clean water and sanitation.	**Responsible Water Sourcing & Consumption**	6, 12

**Material sustainability topics from the double materiality assessment*

Social

TOPICS AND DEFINITIONS	CHAPTER	MOST RELEVANT SDGs
Access to Basic Goods and Services The availability and pricing of Owens Corning's goods and services that contribute to basic human rights, such as the right to affordable housing.	**About Owens Corning; Community Engagement**	
Community Engagement Engaging with local stakeholders and communities to ensure their feedback is adequately reflected in company policies and actions that directly impact them. This includes respecting the civil and political rights of local and Indigenous communities, such as their land rights, existing community rights and customs, and their right to freedom of expression or assembly.	**Community Engagement; Safeguarding Human Rights**	
Employee Wellness The mental, physical, and financial well-being of the organization's employees.	**Health & Wellness**	
Fair Treatment of Workers* The treatment, wages, and working hours of all workers at facilities and throughout the value chain. This includes workers' rights elucidated by the International Labour Organization (ILO) and U.N. Guiding Principles on Business and Human Rights (UNGPs), including the issues of child labor and forced labor throughout the value chain. Forced labor is coerced work through the use of violence, intimidation, or subtle means such as accumulated debt, retention of identity papers, or threats of denunciation to immigration authorities. Child labor is work that deprives children of their childhood, potential, and dignity, and that is harmful to their physical or mental development.	**Employee Experience; Safeguarding Human Rights**	
Freedom of Association Workers' rights to form and join trade unions of their own choosing, bargain collectively, and engage in peaceful assembly. This also includes the right to refrain from such activities.	**Employee Experience; Upholding Ethical Standards**	
Inclusion and Diversity The commitment to create a workforce that is diverse and inclusive at every level, and is free of discrimination. This may include policies to ensure equal pay, healthcare coverage that meets the needs of diverse communities, and diversity goals that seek to better align the company's workforce with the diversity of the local population.	**Inclusion & Diversity**	
Talent Retention Attracting, retaining, and developing the best talent through policies and practices related to employees and employee engagement.	**Employee Experience**	
Training and Skills Development Development of skills that prepare employees to successfully perform job functions, adapt to changing organizational needs, advance within the organization and job tasks specific to innovation and tools, and succeed in future opportunities outside the company.	**Employee Experience; Sustainable Growth**	
Worker Health and Safety* Respect for workers' rights to life, health, and safety, and minimizing workers' exposure to potential health and safety hazards at Owens Corning facilities and throughout the value chain.	**Safer Together; Safeguarding Human Rights**	

Governance

TOPICS AND DEFINITIONS	CHAPTER	MOST RELEVANT SDGs
Cybersecurity and Data Privacy Risks to society and the human right to privacy related to the use or misuse of consumer data collected by Owens Corning® products (e.g., smart doors), the disruption of customer operations or services, and/or the loss or compromise of data due to cyberattacks.	**Risk Management; Upholding Ethical Standards**	
Local and Diverse Suppliers The diversification of company procurement relationships to include traditionally underrepresented or marginalized groups, including women-owned businesses, minority-owned businesses, locally owned businesses, or small and medium enterprises.	**Responsible Supply Chain**	
Management of Supplier Relationships The ethical management, selection, and continued engagement with suppliers to ensure they are complying with all local laws and requirements, respecting human rights, and helping to achieve progress toward priority sustainability goals, such as climate, worker safety, or water use.	**Responsible Supply Chain; Safeguarding Human Rights**	
Policy Engagement Efforts to influence legislation, policy, or administrative decisions toward prioritizing industry advantage over public needs. Influence may occur through channels such as direct engagement, trade associations, political donations, or in-kind gifts.	**Leadership & Advocacy**	
Positive Product Impact* Any positive impacts related to the use of Owens Corning® products, such as reductions in energy use, improved resilience to extreme weather, or speeding up the transition to a renewable future.	**Product Innovation; Sustainable Growth**	
Product Quality and Safety* Creating products that are safe, reliable, and consistent with all product quality control and product safety requirements and promises. Ensuring the use of safe chemicals and reducing hazardous substances contained in products.	**Product Stewardship; Product Transparency**	
Responsible Business Conduct The standards, policies, and sets of values and norms that uphold ethical business practices and ensure compliance with all relevant laws. This includes any efforts to prevent corruption, bribery, extortion, antitrust and other anti-competitive practices, fraud, and other unethical behavior.	**Upholding Ethical Standards; Safeguarding Human Rights**	

Material sustainability topics from the double materiality assessment



STAKEHOLDER ENGAGEMENT & MATERIAL SUSTAINABILITY TOPICS

2025 IN REVIEW

Photo submitted by:

Anthony Sanders | Rockford, Illinois, U.S.

OUR DOUBLE MATERIALITY ASSESSMENT

In early 2025, Owens Corning concluded a double materiality assessment. We conduct an assessment every five years to ensure we are tracking and reporting on the most relevant sustainability topics as our business evolves. Double materiality refers to both the impact a topic has on the enterprise itself and its impact on the outside world. The assessment is done to evaluate and contextualize our material topics and SDGs in conjunction with requirements of the CSRD.

The double materiality assessment was done with the support of an external consultant. It was kicked off with the creation of an action plan, review of the current state, identification of key stakeholders, and development of assessment resources. Research was also carried out to understand the topics at both regional and global levels and to evaluate Owens Corning's position within the broader industry landscape.

From this first stage, sustainability topics, definitions, and impacts, risks, and opportunities (IRO) statements were developed to create a starting point for the double materiality assessment.

Our team conducted interviews and developed surveys to gather perspectives from both internal and external stakeholders on all the sustainability topics and IRO from each topic. All answers were evaluated and used to complete the assessment. The consultant ranked the most severe IRO statements from each of the sustainability topics.

Finally, we conducted a validation of the findings from the process to be sure everyone had a mutual understanding of the outcomes. Owens Corning will keep tracking our sustainability topics and will transparently report on them in future disclosures.

For more details on our full double materiality assessment, see our Sustainability Materiality Assessment paper on our website.

MATERIAL TOPICS AS DETERMINED BY DOUBLE MATERIALITY ASSESSMENT	
Climate Risk and Resilience	Positive Product Impact
Energy Strategy	Product Quality and Safety
Fair Treatment of Workers	Worker Health and Safety
GHG Emissions	

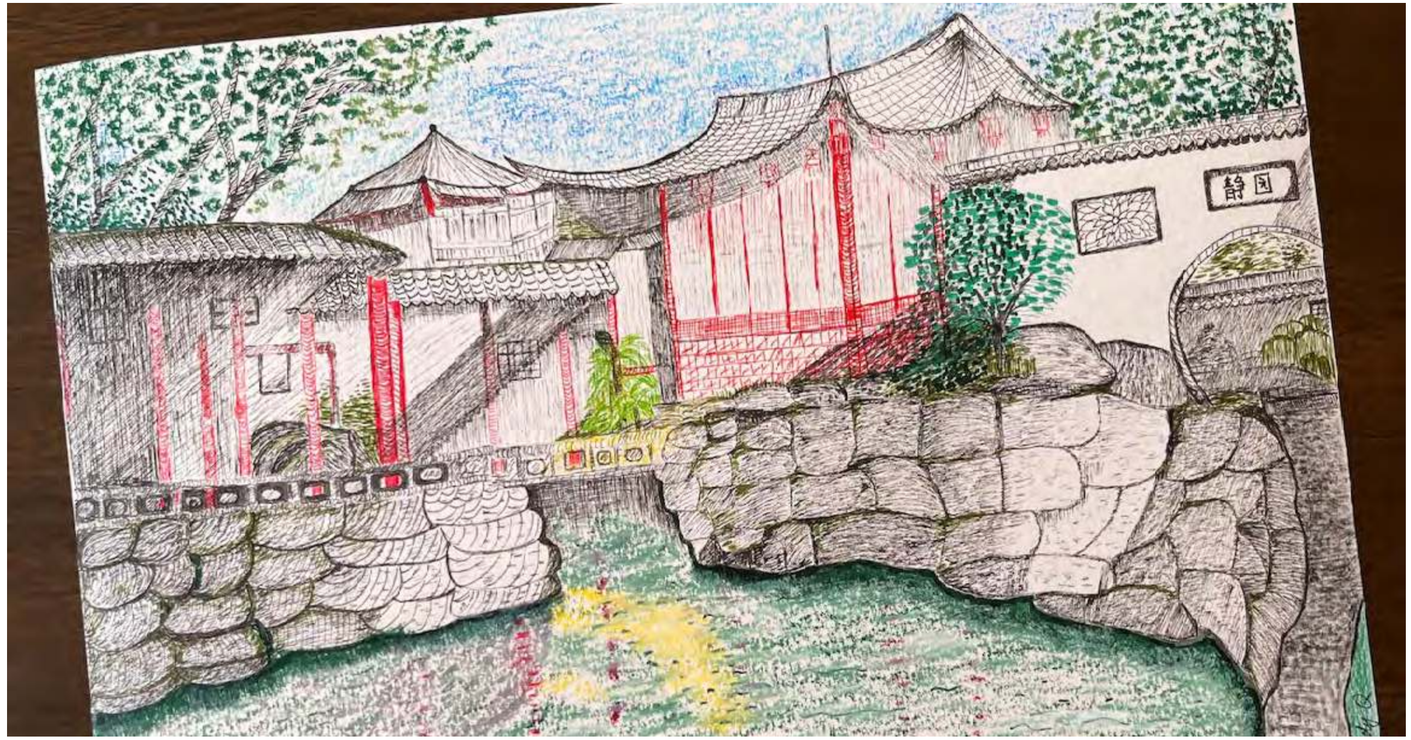


Photo submitted by:

Cindy Qu | Remote
"Quiet Balance," a quiet balance between architecture and nature, emphasizing coexistence and sustainability.

MATERIALITY REFRESH

Each year, Owens Corning conducts a refresh of our most recent materiality assessment. Through this process, we seek to confirm the continued relevance of the existing material sustainability topics and their relative positioning within materiality matrices. In each materiality assessment, the refresh and review process consists of three steps:

- Reassess scopes and input data of material sustainability topics.
- Refresh the AI-driven aspects of the assessment to incorporate new benchmark, regulatory, policy, and media data from our industry and peers into the models.
- Perform a sustainability review to determine if the most recent materiality assessment continues to accurately represent our sustainability strategy, impacts, and goals, or if changes have been significant enough to the company, strategy, or model inputs to require further revisions.

As a result of the 2025 refresh, which was conducted at the end of the year, it was determined that no change to our company's sustainability materiality was required, and the topic list and relative positioning were assessed and deemed to be accurate representations of sustainability themes. Additionally, Owens Corning's material sustainability topics remain unchanged following the Glass Reinforcements (GR) business divestiture. While GR's exit may reduce revenue from energy-saving products, key topics such as GHG emissions, climate risk, energy strategy, safety, and positive product impact continue to be material for our business and brand. View our full 2024 Materiality Assessment here.

STAKEHOLDER ENGAGEMENT EVENTS

Throughout the year, we host and attend many events to engage with our stakeholders. Many of these events are covered in our report. Here are some highlights.

Sustainable Construction Forum, Mexico City, Mexico.

Since 2015, the team in Mexico City has been bringing together sustainability experts in the construction industry. This year, more than 310 attendees gathered to discuss sustainable construction trends and the goals we at Owens Corning have set forth.

Manufacturing Appreciation Month, various North America and Europe sites.

Members of the Executive Committee (EC) traveled across North America and Europe to visit manufacturing sites spanning our businesses. These visits allow the EC to engage with and thank the employees who are creating our products every day.

Europe Energy Efficiency Day, Brussels, Belgium.

Owens Corning participated in the European Energy Efficiency Day hosted by The European Alliance to Save Energy. This is the second year we have had representation at the event. The purpose of the event is to bring together policymakers and business leaders to discuss energy efficiency as a driver for European competitiveness, innovation, energy efficiency, and energy security.

Investor Day, World Headquarters, Toledo, Ohio, U.S.

In May, we hosted Investor Day. The event included presentations by members of the EC and opportunities for investors to ask questions. There were 285 total attendees at the 2025 event, including those attending virtually and in-person. The event is a chance for us to communicate our long-term financial goals, highlight the key drivers of our success, and explain our strategy.











BOARD LEADERSHIP

Owens Corning employees are driven by a shared purpose — in which our people and our products make the world a better place. Our commitment to sustainability can be found at every level of the organization, starting with our Board of Directors. The individuals who serve on the Board are dedicated to helping us achieve our guiding aspirations for sustainability: increasing the positive impacts of our products, reducing the negative impacts of our operations, protecting our people, advancing inclusion and diversity, and having a positive impact in the communities where we serve.

Photo submitted by:

William Loomans | Irving, Texas, U.S.
Hiking in the Peruvian Andes.

Current Leadership Structure

Owens Corning's Board of Directors (referred to as the Board) consists of one Executive Director and eight Independent Non-executive Directors.

The Board has five committees, each with its own responsibilities:

- Audit Committee
- Compensation Committee
- Executive Committee
- Finance and Technology Committee
- Governance and Nominating Committee

Information about these committees and their responsibilities can be found in the Board and Committee Membership section in our most recent Proxy Statement and on the Owens Corning website.

The Board has complete access to the company's management, with an ongoing ability to review the Board's leadership structure and make changes as it deems necessary and appropriate. This gives them the flexibility to meet varying business, personnel, and organizational needs over time.

All Board members, other than our Board Chair and CEO, are independent under all applicable legal, regulatory, and stock exchange requirements. Average tenure on the Board is currently 8.4 years. The Board believes that the current and future leadership structure is appropriate for Owens Corning considering our company's governance structure, current needs, and business environment, as well as the unique talents, experiences, and attributes of the individuals in these roles. More information about the individual Board members and their competencies can be found in our most recent Proxy Statement.

Nomination and Selection of Qualified Board Members

The Board is responsible for nominating candidates to the Board, who are then elected by stockholders. They also fill vacancies that may occur between annual meetings of stockholders.

Owens Corning has formal procedures in place for the nomination and selection of potential Board members. The Governance and Nominating Committee is authorized to recommend only those candidates who meet our Director Qualification Standards, which are used to assist in determining Director independence. Nominees for Director are selected on a wider range of criteria, including understanding our business environment, willingness to devote adequate time and efforts to Board responsibilities, ability to make independent analytical inquiries, and professional and personal diversity of, among other things, experience, knowledge, skills, and expertise. Nominees for Director should demonstrate mature judgment, acumen, character, and integrity.

As outlined in our bylaws, each Board member is elected individually on an annual basis and must receive a majority of votes cast for that Director. All our current Non-executive Directors have no more than four additional mandates to public boards and no more than two additional public boards for Directors that are employed full time as an executive, as required by our Corporate Governance Guidelines.

The Governance and Nominating Committee examines principal skills to evaluate an individual's experience and qualifications to serve as Director. The effectiveness of this process is assessed annually by the full Board as part of its self-evaluation. With respect to sustainability, the committee assesses experience in or management responsibility for furthering sustainable business practices that address environmental, social, or ethical issues.

Pursuant to its charter and the Corporate Governance Guidelines, the Governance and Nominating Committee is responsible for identifying and recommending director nominees consistent with the director qualification criteria described above so as to enhance the Board's ability to manage and direct the affairs and business of the Company. In addition, the Governance and Nominating Committee is committed to including, in each third-party search for independent director candidates, qualified candidates who reflect diverse backgrounds, including, but not limited to, diversity of gender, race, and ethnicity. The Committee considers diversity expansively against the charter standard of enhancing the Board's ability to manage and direct the affairs and business of the Company.

Board Education

New Directors undergo an orientation program covering a wide range of topics, including strategic plans and significant issues related to finance, accounting, and risk management, to ensure they are fully knowledgeable about our company. They also review compliance programs, conflict policies, codes of business conduct and ethics, and Corporate Governance Guidelines. The orientation also includes opportunities to become familiar with principal officers, internal auditors, and independent auditors, and receive briefings from the CEO and management.

Following the orientation process, Directors are expected to continue learning about our business and related issues, enabling them to maintain the necessary expertise and competency to perform their responsibilities. This continued learning includes consultations with our executive officers, reviews of relevant materials, visits to offices and plants, and participation in third-party educational programs. The Board and its committees regularly participate in education sessions presented by outside advisors, including periodic updates on environmental, social, and governance issues.

Board and Committee Evaluation

Our Corporate Governance Guidelines specify that each year, the Governance and Nominating Committee administers the annual self-evaluation process to assess the effectiveness of the Board, its committees, and the Board Chair and CEO. The evaluation process is as follows:

- The Board and its committees complete annual written self-evaluation questionnaires to solicit candid feedback on a variety of topics, including meeting content, conduct, format and schedule, culture, leadership structure, composition, accessibility to management, potential skills gaps for Board refreshment, and committee effectiveness.
- The Lead Independent Director conducts one-on-one discussions with each director to discuss their feedback and perspectives.
- Each committee and the full Board review the results of their respective evaluations in executive sessions. The Board discussion is led by the Lead Independent Director. The committee discussions are led by each individual committee chair.



Photo submitted by:

Zachary Bastien | Toledo, Ohio, U.S.
Glass art display at the Bellagio Hotel in Las Vegas, Nevada, U.S.

Conflicts of Interest

We have written policies and procedures in place related to avoiding, managing, and disclosing conflicts of interest by Directors, officers, employees, and members of their immediate families.

As indicated in our Directors' Code of Conduct, a Director who has an actual or potential conflict of interest must disclose the following to the Board Chair and the Chair of the Governance and Nominating Committee:

- The existence and nature of the actual or potential conflict of interest.
- All facts known to the individual regarding the transaction that may be material to a judgment about whether to proceed with the transaction.

Directors wishing to make transactions related to company shares must first request and receive approval. In our annual Proxy Statement, we disclose transactions between Board members and their immediate families. For related-party transactions (RPTs) that are subject to the Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) Topic 850, we comply with additional disclosure requirements. We also disclose with suppliers and other stakeholders all other conflicts of interest, such as the existence of controlling shareholders, cross-board membership, and cross-sharing.

Management Oversight of Sustainability

According to our Directors' Code of Conduct, sustainability includes the following concepts:

- Environmental compliance
- Product stewardship
- Personal safety
- The environmental and social impacts of our global operations and the products we make and sell

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

In addition, the Board committees maintain oversight of management's responsibilities for issues relevant to their respective areas. These include the following:

- **Audit Committee:** oversight of legal and regulatory compliance
- **Governance and Nominating Committee:** oversight of Board structure and stockholder rights

The Board committees periodically provide reports concerning these sustainability matters to the entire Board.

In addition, the Audit Committee and the Board as a whole retain some oversight responsibility for environmental, health, and safety (EHS) risks. Directors are expected to provide oversight, guidance, and direction on sustainability issues and opportunities that potentially impact our reputation and long-term economic viability. This includes such sustainability issues as energy reduction, renewable energy, water scarcity, and waste reduction. The Board is responsible for overseeing risk for Owens Corning; as such, they are also responsible for oversight of climate-related issues and opportunities. From a management perspective, we have a sustainability governance structure to discuss and make decisions on all issues related to economic, environmental, and social aspects.

Owens Corning created the position of Chief Sustainability Officer (CSO) in 2007 to underscore the essential role of sustainability in our overall operations. The CSO reports directly to the CEO and is responsible for our compliance with legal and company requirements related to sustainability topics. In addition, Owens Corning employs a sustainability organization made up of approximately 63 employees, reporting to the CSO. The team has a wide range of responsibilities, including:

- Circular economy
- Value chain sustainability
- Sustainability analytics and reporting
- Product sustainability and transparency
- Sustainability insights, research, and engagement
- Corporate environmental and operations sustainability
- Corporate health and wellness
- Corporate safety
- Decarbonization

The CEO and CSO also create vision and values related to sustainability, and they develop, maintain, and promote sustainability strategy and policies. In addition, they redefine targets and goals as needed.

The CSO and the Sustainability organization are responsible for monitoring and reporting performance. We use the EcoStruxure™ Resource Advisor system from Schneider Electric to monitor our environmental metrics and data. Data is entered into the system, where it can be reviewed and analyzed. The Sustainability Leadership Team meets regularly to:

- Review initiatives and performance against metrics.
- Debate current trends in the market.
- Evaluate the transparency of our product attributes and the level of information needed to satisfy customers.
- Understand increasing stakeholder expectations.

Climate-related issues are addressed through our risk management process. They are included in our risk registers, which are developed by the business unit and legal teams from the plant level up. Learn more about risk registers on page 23.

Oversight of Sustainability

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
- Chief Sustainability Officer
- Director, Enterprise Environmental
- Director, Enterprise Medical, Health & Wellness
- Director, Enterprise Safety
- Senior Director, Sustainability
- Vice President, Circularity & Decarbonization

Members of the Extended Sustainability Leadership Team
- Human Resources
- Finance
- Legal
- Communications

Responsibilities
- 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

Environment & Safety Leadership Council

Members
- Chief Sustainability Officer
- Director, Enterprise Environmental
- Director, Enterprise Safety
- Director, EHS – Insulation
- Director, EHS – Roofing & Asphalt
- Director, Regulatory Law
- Director, Human Resources
- Vice President, EHS – Doors

Responsibilities
- Determines the critical priorities and strategic direction of environmental and safety initiatives globally
- Ensures alignment in strategy with operations
- Maintains risk matrices and their respective aspects, including the risk assessment, mitigation plans, and communication of updates
- Ensures comprehensive integration of initiatives at different organizational levels and communicates relevant initiatives, objectives, and priorities
- Provides legal counsel for global environmental safety laws and regulations

Healthy Living Leadership Council

Members
- Executive Committee Sponsor
- Chief Sustainability Officer
- Vice President, Business Unit Operations (Roofing, Insulation, Doors)
- Director, Benefits
- Senior Lead, Benefits

Responsibilities
- Enterprise-wide oversight for Global Healthy Living program
- Establishes Healthy Living program goals, priorities, and metrics for the enterprise
- Ensures that the comprehensive integration of Healthy Living program initiatives occurs at the business unit level
- Commissions working groups to develop recommendations/proposals to address current/emerging trends and/or needs in the wellness space
- Supports Wellness Champion and volunteer network within facilities

Sustainability Ambassadors and Champions

Members
- Site-level employees

Responsibilities
- Report on the delivery of goals and targets
- Lead site-level sustainability initiatives



Photo submitted by:

Stijn Vanschoonbeek | Tessenderlo, Belgium
Terhills in Maasmechelen, Belgium

The Owens Corning Board of Directors

As of the 2026 Annual Meeting of Stockholders, Owens Corning's Board of Directors (the "Board") consists of one Executive Director and eight Independent Non-executive Directors.

NAME	SIGNIFICANT POSITIONS & COMMITMENTS	AGE	INITIAL YEAR AS A DIRECTOR	ROLE
Mr. Brian D. Chambers^	President, CEO, and Chair of the Board for Owens Corning; Director of Lincoln Electric Holdings, Inc.	59	2019	Executive
Ms. Michelle T. Collins	Former Senior Audit Partner of Deloitte & Touche LLP; Director of Deluxe Corporation and Albemarle Corporation	64	2024	Independent Non-executive Director
Mr. Eduardo E. Cordeiro^	Former Executive Vice President, CFO of Cabot Corporation; Director of FMC Corporation	58	2019	Independent Non-executive Director
Ms. Adrienne D. Elsner^	Former CEO of Benson Hill, Inc.; Former President, CEO, and Director of Charlotte's Web Holdings, Inc.; Former President of U.S. Snacks, Kellogg Company	63	2018	Independent Non-executive Director
Mr. Alfred E. Festa^	Former Operating Advisor at Clayton, Dubilier & Rice; Former Chairman and CEO of W.R. Grace & Company; Director of NVR, Inc.	66	2020	Independent Non-executive Director; Lead Independent Director
Mr. Edward F. Lonergan^	Former Executive Chairman of Zep Inc.; Former CEO of Chiquita Brands International, Inc.; Former Chairman of DRB Systems Inc.; Former Director of The Schwan Food Company	66	2013	Independent Non-executive Director
Mr. Paul E. Martin^	Former Senior Vice President and Chief Information Officer of Baxter International Inc.; Director of Unisys Corporation and STERIS plc	68	2021	Independent Non-executive Director
Ms. Suzanne P. Nimocks^	Former Senior Partner of McKinsey & Company; Director of Brookfield Infrastructure Partners and Rockpoint Gas Storage, Inc.	67	2012	Independent Non-executive Director
Mr. John D. Williams^	Advisor for Domtar Corporation; Former President and CEO and Director of Domtar Corporation	71	2011	Independent Non-executive Director

^ Denotes Board members who demonstrate skill in furthering sustainable business practices.

Eight of our current Board members demonstrate experience in or management responsibility for furthering sustainable business practices that address environmental, social, or ethical issues. The Board also continues to demonstrate a commitment to diversity, with 22% of Directors identifying as people of color and 33% identifying as women.

During 2025, the Board met five times. Each of our Directors attended at least 75% of the meetings of the Board and Board committees on which he or she served, with the overall average attendance being 98% for 2025. In 2025, the Non-executive Directors met in executive session at all regularly scheduled Board meetings. Our Lead Independent Director (LID) presides over all executive sessions of the Board's meetings attended by the LID.



RISK MANAGEMENT

Owens Corning identifies and manages risk across economic, environmental, and social domains. Our forward-thinking, all-encompassing approach to managing risk enables us to make effective business decisions that help us achieve long-term financial goals and shape our future success.

Sustainability Reporting Topic

Cybersecurity and Data Privacy

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

Photo submitted by:

Stefan Messmer | Nephi, Utah, U.S.
Grand Teton National Park, Wyoming, U.S.

Oversight and Management

Enterprise Risk Management (ERM) is owned by executive management at Owens Corning, which delegates its management to the Risk Committee. Our executive management then oversees the Risk Committee's management of ERM, culminating in a final review by the Audit Committee of the Board of Directors.

The Risk Committee is responsible for overseeing and monitoring our risk assessment and mitigation actions. The Risk Committee is not a Board committee — it is a cross-functional group that includes members with many areas of expertise. This committee identifies risks and mitigation strategies, and it provides key updates to the Executive Committee and the Audit Committee.

The Risk Committee's membership is designed to ensure diversity of thought and perspective related to risk, including a range of functions and geographic representation. The committee's permanent members represent the following corporate functions: Internal Audit, Legal, Treasury, Corporate Strategy and Financial Planning, Sourcing and Supply Chain, and Information Technology. Additional members represent each of the businesses as well as Operations, Human Resources, Commercial Strategy, and Science and Technology. Safety and environmental concerns are captured in the enterprise register, which increases the extent to which sustainability issues are embedded in the enterprise-wide risk process.

The Risk Committee reports to executive management, and it is specifically sponsored by both the Chief Financial Officer and General Counsel, who are themselves members of our executive management. In support of these efforts, the independent corporate audit function systematically addresses risk throughout the enterprise. Audit results are reviewed with the Audit Committee, which has primary responsibility for assisting the Board's oversight of risk.

The Audit Committee's responsibilities include:

- Discussion of guidelines and policies that govern the process by which senior management and relevant departments assess and manage the company's exposure to risk.
- Annual review of and quarterly updates on Owens Corning's key risks, major financial exposures, and related mitigation plans.
- Oversight of our management of the key risks and major financial exposures that fall within the Audit Committee's specific purview.
- Assurance that the Board and its committees oversee our management of key risks and major financial exposures within their respective purviews.
- Quarterly evaluation of the effectiveness of the above-referenced process of oversight.

Both the Board of Directors and its Audit Committee retain some oversight responsibility for environmental, health, and safety risks. In addition, Board members are expected to provide oversight, guidance, and direction on sustainability issues and opportunities that have potential impacts on our reputation and long-term economic viability.

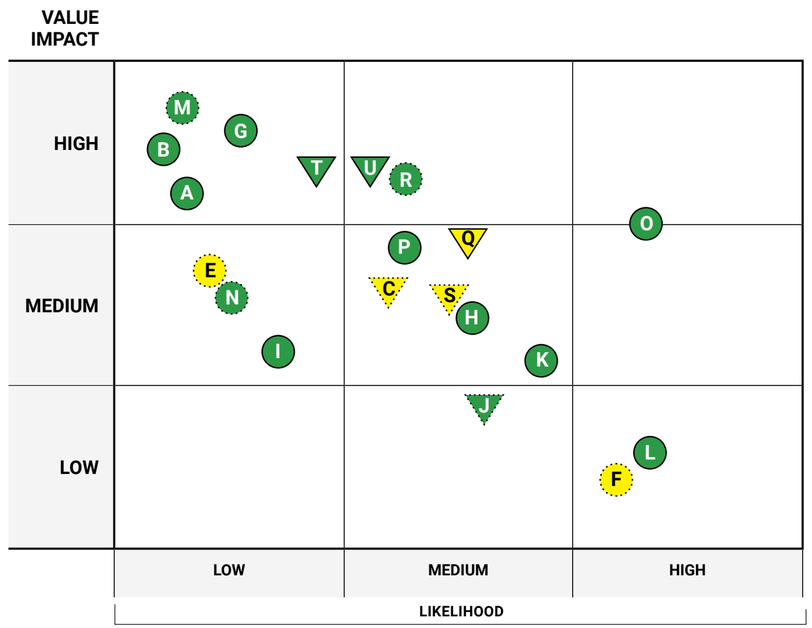
In addition to the ERM process, three Board committees — the Compensation Committee, the Finance and Technology Committee, and the Governance and Nominating Committee — review and evaluate risks associated with their respective areas. Each Board committee reports on its respective risk management activities, and the Board then considers such reports.

The business stakeholders review their business's sub-registers, and the Risk Committee meets quarterly to discuss any applicable updates. The Audit Committee and executive management also review risk registers quarterly, regardless of any planned updates, to ensure that the Risk Committee has identified all potential risks. Any material updates made are then reviewed with the executive management and the Audit Committee.



Photo submitted by:

Megan Moore | Ontario, Canada
Brandywine Falls Provincial Park, British Columbia, Canada.



LEGEND

TREND

- Improving
- Stable
- Worsening

RISK ACCEPTABILITY
(after the impact of existing actions)

- Risk level acceptable
- Execution of management plan
- Management of risk needs improvement

- No Change
- New Risk
- Change

Example of a risk register for demonstration purposes.

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 different shapes (for trending information) offer a fuller understanding of the potential risks. We also include the concept of risk velocity in our conceptualization of risk, describing the potential rate at which a risk could impact our businesses. While risk velocity is not depicted on the risk register in an infographic manner, the concept is described in conjunction with the overall register narrative, giving us a better understanding of impending impacts and enabling us to be proactive in our approach.

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

Risk on a Page

Owens Corning uses Risk on a Page to encourage active learning through risk mapping. This model requires each enterprise-level risk to be presented separately, with dedicated team members playing an active role in managing each individual risk. The tool is used to describe key information about the risk such as risk trend, risk velocity, mitigating actions, and the way this information links to the strategic plan. It also includes a map of the risk that depicts its status, from inherent risk to residual risk, pictorially representing the impact of mitigating actions, as well as the final mitigated position of the risk for the sub-register or the enterprise register.

Each risk has a Risk Committee sponsor, a risk owner, and a subject matter expert, while executive management sponsors the overall program. The risk owner and subject matter expert are also responsible for ensuring that we have mitigating actions in place for each risk, and that we are making consistent progress toward the acceptable/desired risk level. Risk owners are also responsible for the overall management of the risk and cross-functional and vertical communication through the organization, ensuring visibility of the risk in all elements of strategic planning. This approach enables us to drive updates to the risk register, as sub-register risks roll up to the enterprise level. Extra training on the use of the tool is required, and it is refreshed for new stakeholders each year.

Risk Mitigation Framework

Risk Management Training

Our ERM function — and the philosophy behind it — is dispersed throughout Owens Corning. To ensure that risk registers remain up to date, we assign a risk liaison to each sub-register. Risk liaisons are responsible for facilitating updates to their respective sub-register. They receive thorough training in our approach to ERM from the Risk Management Leader, and they provide guidance to subject matter experts and risk owners in their respective businesses or corporate areas. Additionally, the Legal department initiates global annual training on our Code of Conduct and antitrust policies to broadly address key compliance risks.

Risk Management and Human Resources

Effective risk management is considered in our Human Resources processes for employees who are responsible for identifying and continuously advancing mitigation strategies for risk in their daily job responsibilities. This is evidenced by our risk management process, which includes the development of risk registers at the enterprise and business unit levels, as well as finance and compliance functions. In support of our efforts to reduce risk in Human Resources, Owens Corning has implemented a review of executive management, which details talent health, leadership succession, hiring and developing, retention, and inclusion and diversity progress.

Engaging Employees in Risk Management

Owens Corning employees at every level are encouraged to identify new risks to the organization. Potential risks regarding a range of topics, including environmental concerns, safety, sourcing, and human resources, are raised at the plant level, and the results of forum discussions are shared across the company and evaluated at the leadership team level in each facility. When appropriate, the feedback is compiled into risk registers at the business unit level. Once within the risk register, processes are established and appropriate employees are trained. Focused, web-based loss control training is also available for plant personnel.

In keeping with our culture of safety, employees are encouraged to be proactive in their management of risk. An example of this can be found in our integration of Total Productive Maintenance (TPM) into our operations. TPM emphasizes proactive and preventive activities to maintain, manage, and improve production. All employees are involved in maintaining their own process during production, which creates a shared responsibility for equipment and increases involvement from everyone. In addition, hazard recognition and near-miss reporting are significant tools within our safety culture and throughout the plant network.

This emphasis on risk also extends to new acquisitions. As part of our due diligence in the acquisition process, we evaluate the risk associated with such items as environmental issues, safety, finance, information technology, product stewardship, human resources, and sourcing.

SUMMARY OF KEY SUSTAINABILITY RISKS

Owens Corning is subject to a diverse array of risks, which vary greatly in impact and likelihood. Some are directly related to the competitive nature of our business and our operations, while others are the result of external forces, including weather-related phenomena. Using correlation analysis, we assess the likelihood of an event occurring within a specific period and the potential impact on the organization, then prioritize and develop strategic plans accordingly. We apply this analysis to our key external business drivers, such as housing starts and other severe weather conditions such as hurricanes.

For example, our analysis indicates that the North American building insulation business is highly correlated to new home starts. Based on actual and forecasted home starts, the business develops its strategic plan and makes the appropriate tactical maneuvers to right-size our capacity and workforce. Additionally, energy, commodity, and foreign currency hedging programs are routinely evaluated to provide inputs into our correlation analysis.

For purposes of this report, we will highlight potential risks that are specific to our sustainability efforts, as well as potential long-term risks that may be of interest to investors. A full summary of additional risks that directly impact our operations can be found in our most recent Annual Report on Form 10-K, and in our Form 10-Q quarterly reports. These documents are available on our investor website.

Emerging Sustainability Risks

Development, Integration, and Use of Artificial Intelligence (AI)

We increasingly develop, integrate, and use AI technology in our operations, including to drive productivity and data analytics. While we aim to develop, integrate, and use AI responsibly, including attempting to identify and mitigate ethical or legal issues presented by its use, we may ultimately be unsuccessful in identifying or resolving issues, such as accuracy issues, cybersecurity risks, unintended biases, and discriminatory outputs, before they arise. AI is a relatively new and emerging technology in early stages of commercial use and presents a number of risks inherent in its use by us, our customers, suppliers, and other business partners and third-party providers, or through the use of third-party hardware and software. These risks include, but are not limited to, ethical considerations, public perception, intellectual property protection, regulatory compliance, privacy concerns, and data security, all of which could have a material adverse effect on our business, results of operations, and financial position. As a result, we cannot predict future developments in AI and related impacts to our business and our industry. If we are unable to successfully and accurately develop, integrate, and use AI technology, as well as address the risks and challenges associated with AI, our business, results of operations, and financial position could be negatively impacted. Additionally, if the content, analyses, or recommendations that AI applications assist in producing are or are alleged to be deficient, inaccurate, or biased, our reputation, business, financial condition, and results of operations may be materially adversely affected.

In 2024, Owens Corning included additional guidance on AI in our Use of Electronic Systems Policy. The Global Information Services team and our Responsible AI Governance team continue to evaluate the adoption and use of AI in conjunction with operational leadership and other stakeholders.

Climate Change and Associated Transitional Risks

Owens Corning is subject to or has chosen to voluntarily participate in Emissions Trading Schemes (ETS) around the world, such as the Alberta Technology Innovation and Emissions Reduction, the EU Emissions Trading System, the Ontario Emissions Performance Standards program, and Québec's Cap-and-Trade Greenhouse Gas (GHG) Emissions System. Expansions of these schemes could impact us by reducing our carbon allowances, thus increasing our operating costs in those countries. For example, with the further reductions in allowances through Phase 4 of the European ETS, our annual allowances were reduced, which requires us to purchase credits.

The Phase 4 period began in 2021 and will continue through to 2030. Volatility in carbon market pricing creates additional risk. Our course of action in managing these risks involves interacting with the commission in charge of defining the new allocation rules (in reviewing the rules under EU ETS Phase 4, we determined that the Mineral Wool sector qualifies to continue receiving free allowances until 2030); pursuit of research and development initiatives involving a change in material composition or in manufacturing processes to enable emissions reductions; and implementation of energy and greenhouse gas reduction projects.

Owens Corning has strategies in place to mitigate these risks. Chief among them is our commitment to the circular economy model, in which we work to avoid the use of virgin raw materials whenever possible, manufacture products to deliver the least negative environmental impact, and ensure that materials used in our products remain in the economy indefinitely. More information about our circular economy approach can be found in the Circular Economy chapter.

Top risks at Owens Corning, regardless of their relation to sustainability, are addressed through our ERM program. Each business regularly reviews its risk register to identify new or materially changed risks and address them accordingly with appropriate risk mitigation plans. Opportunities are addressed through the long-range planning process, which has a horizon of three years forward.

Mandatory Sustainability Reporting Risks

Laws or Regulations Aimed at Addressing Climate Change

Foreign, federal, state, and local regulatory and legislative bodies have enacted or proposed various legislative and regulatory measures relating to increased transparency and standardization of reporting matters that may include climate change, regulating GHG emissions, water usage, deforestation, recycling of plastic materials, and energy policies, including waste tax, and other governmental charges and mandates. As a result, we could be subject to overlapping, yet distinct, climate-related disclosure requirements in multiple jurisdictions. Compliance with foreign, federal, state and local legislation and regulations concerning climate-related disclosures, including compliance with the European Commission's Corporate Sustainability Reporting Directive, may result in additional costs and capital expenditures, and the failure to comply with such legislation and regulations could result in fines to us and could affect our business, financial condition, results of operations and cash flows. In addition, judicial decisions or executive actions limiting the authority of regulatory agencies, or decisions impacting current regulations and policies implemented by such agencies, could create uncertainty regarding the regulatory landscape and impact the Company's ability to plan for future investments. We could also face increased costs related to defending and resolving legal claims and other litigation related to climate change and the alleged impact of our operations on climate change. In addition, energy prices could increase as a result of climate change legislation or other environmental mandates, which could have an adverse effect on our results of operations.

In addition, from time to time, we establish targets, strategies and expectations related to climate change and other environmental matters. Our ability to achieve any such targets, strategies or expectations is subject to risks and uncertainties, many of which are outside of our control. These risks and uncertainties include, but are not limited to, our ability to execute our strategies and achieve our goals within the currently projected costs and expected timeframes, availability, use and success of on- and off-site renewable energy, evolving regulatory and other standards, processes, and assumptions, the pace of scientific and technological developments, increased costs and availability of requisite financing, market trends that may alter business opportunities, the conduct of third-party manufacturers and suppliers, constraints or disruptions to our supply chain, and changes in carbon markets. There are no assurances that we will be able to successfully execute our strategies and achieve our targets. Failures or delays (whether actual or perceived) to achieve our targets or strategies related to climate change and other environmental matters could damage our reputation, customer and investor relationships, adversely affect our business, operations and increase risk of litigation.



Photo submitted by:

Jelaina Williams | Russellville, Arkansas, U.S.
Lake Dardanelle, Russellville, Arkansas, U.S.

Additional Risks

Cybersecurity Risk

We have a range of security measures that are designed to protect against the unauthorized access to and misappropriation of our information, corruption of data, intentional or unintentional disclosure of confidential information, or disruption of operations. These security measures include controls, security processes, and monitoring of our manufacturing systems. We have cloud security and other tools and governance processes designed to assess, identify, audit, and manage material risks from cybersecurity threats. In addition, we maintain an information security training program designed to address phishing and email security, password security, data handling security, cloud security, operational technology security processes, and cybersecurity incident response and reporting processes.

Our cybersecurity strategy includes defense in depth, zero trust, and standards-based controls intended to protect our information technology systems. We perform incident response tabletop exercises that include members of the Owens Corning's senior management team to validate, test, and assess the effectiveness and adequacy of certain roles and decision-making processes in the event of a cybersecurity incident. We also assess, identify, and manage cybersecurity risk associated with divestiture and merger and acquisition activities.

We use third-party service providers to execute certain business processes, maintain certain information systems and infrastructure, evaluate defenses and implement recommendations. We periodically have external information security assessments performed by third parties to analyze our information technology systems and to stay informed of information security risks. Additionally, we have a supplier validation process, which provides for review and approval by our cybersecurity group for material cloud services.

Although we experience cybersecurity events and incidents from time to time as part of our operations, we have not identified any risks from cybersecurity threats, including as a result of previous cybersecurity incidents, that have had or are reasonably likely to have, a material impact on our business strategy, results of operations, or financial condition. Any breach of our security measures, or those of our third-party service providers, could result in unauthorized access to and misappropriation of our information, corruption of data, or disruption of systems, operations, or transactions, any of which could have a material adverse effect on our business strategy, results of operations, or financial condition. See Item 1A. Risk Factors in our most recent Annual Report on Form 10-K for further discussion of the risks related to cybersecurity threats.



UPHOLDING ETHICAL STANDARDS

We believe that a clear set of guiding principles is essential to effective corporate citizenship. To achieve our aspirations, we have established a wide range of policies and procedures that apply to everyone at Owens Corning.

We are dedicated to the ethical infrastructure we have put in place, and we realize that the true advantage of acting with integrity is the confidence it provides to the people who work for us as employees, with us as partners, and around us in the communities we serve.

Sustainability Reporting Topics

Responsible Business Conduct; Cybersecurity and Data Privacy; Freedom of Association

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals



Photo submitted by:

Ann Halverson | Tampa, Florida, U.S.
Honolulu skyline, Honolulu, Hawaii, U.S.



Photo submitted by:

Lindsay Drake | Toledo, Ohio, U.S.
Purple Rockcress flowers from the Betty Ford Alpine Gardens in Vail, Colorado, U.S.

The Owens Corning Code of Conduct

Our Code of Conduct is a foundational document that guides our entire approach to business. It contains the principles that guide our conduct, ensuring that we act with integrity and uphold the values that drive our behavior as a company.

- We care about health, safety, the environment, and each other.
- We are committed to lawful and high-integrity conduct.
- We are collaborative, respectful, and transparent.
- We are curious innovators, and we protect our company secrets and assets.

The policies outlined in the Code of Conduct apply to every employee at Owens Corning, regardless of position, country, business unit, or subsidiary. Our teams began integrating Doors employees into our ethics processes and programs in 2024, and the process was complete as of April 1, 2025. Our Code of Conduct now applies to all employees across all our businesses.

The Code of Conduct and guiding principles are inspired by and aligned with the United Nations Global Compact (UNGC), the Universal Declaration of Human Rights, the U.S. Foreign Corrupt Practices Act (FCPA), the U.K. Bribery Act, and the Organisation for Economic Cooperation and Development (OECD) Anti-Bribery Convention.

Owens Corning has established and chartered a group to ensure worldwide compliance with these policies, currently known as the Ethics & Compliance Committee. This group is sponsored by the EVP, Chief Administrative Officer & General Counsel and chaired by the VP Deputy General Counsel. Additionally, the legal and compliance teams report results of the investigations and outcomes to the Audit Committee of the Board of Directors, which provides oversight.

Owens Corning maintains a confidential helpline and other mechanisms for receiving employees' questions and concerns about the Code of Conduct. Issues raised through the helpline are reviewed by the Audit Committee of the Board of Directors. Further investigation and follow-up may be conducted by the Internal Audit team, other internal teams, or external consultants, depending on the nature of the issue.

As part of our comprehensive corporate ethics and compliance program, we have specific policies that apply to our Chief Executive Officer (CEO), senior financial officers, and members of the Board of Directors. Other business conduct policies apply to all employees on specific compliance topics.

Applying Our Values and Principles to Our People

In addition to the Code of Conduct, the policies that guide us in all our interactions can be found in these documents:

- Director's Code of Conduct
- Ethics Policy for Chief Executive and Senior Financial Officers
- Supplier Code of Conduct
- Non-Discrimination and Non-Harassment Policy
- Human Rights Policy
- Data Privacy and Data Protection Policies
- Insider Trading Policy

Our approach to ethics covers all full-time employees, part-time employees, contractors, and temporary staff of Owens Corning, the entities we own, the entities in which we hold a majority interest (including joint ventures), the facilities we manage, our franchises, and branded operations.

We also work with our suppliers, customers, and other business partners to uphold our ethical standards. We expect them to adopt similar policies within their businesses and extend the same protections to their various stakeholders. In addition to helping us review and evaluate our locations and acquisitions, our Code of Conduct and Supplier Code of Conduct are used to guide our interactions with suppliers and other business partners.

OWENS CORNING ETHICS POLICIES

As part of our commitment to ethical business practices, it is our policy to make full, fair, accurate, timely, and understandable disclosures in all reports and documents the company files with, submits, or furnishes to the U.S. Securities and Exchange Commission (SEC) and in all our other public communications. Our public disclosures are in compliance with all applicable laws, rules, and regulations. The ethics policies outlined here demonstrate how we have established a solid foundation upon which we build our culture of integrity with our stakeholders around the world.

Senior Officer Policies

Ethics Policy for Chief Executive and Senior Financial Officers

Our ethics policy for senior officers sets forth policies to guide the performance of the CEO, Chief Financial Officer (CFO), and Controller. These officers are held to legal and ethical standards even beyond those of our other employees.

Reporting on Violations

Senior officers are required to report any suspected legal and ethical violations to our legal department or corporate audit services or as otherwise described in our ethics policy for senior officers. We also maintain a confidential reporting system for receiving advice and concerns from our employees, described in more detail later in this section.

Conflicts of Interest

No senior officer shall make any investment, accept any position or benefits, participate in any transaction or business arrangement, or otherwise act in a manner that creates or appears to create a conflict of interest with the company, unless the senior officer makes full disclosure of the facts and circumstances to, and obtains the prior written approval of, the Board's Governance and Nominating Committee. Conflicts of interest requirements also apply to members of our Board of Directors.

Executive Compensation

Owens Corning continually monitors the evolution of compensation best practices and reviews the relationship between company performance and compensation and the goals and targets that we set. Individual goals and targets are designed to ensure that Owens Corning meets its financial and environmental goals while operating as an ethical company. In addition, Owens Corning has fully independent voting members of the Compensation Committee.

Base salary and other fixed elements of compensation are essential to any compensation program and enable the recruitment and retention of top talent. However, we believe that variable compensation for our most senior executives should significantly outweigh compensation from base salaries.

For a more detailed discussion of executive compensation, including ways we apply internal and external financial success metrics, please see the Executive Compensation section of our latest Proxy Statement.

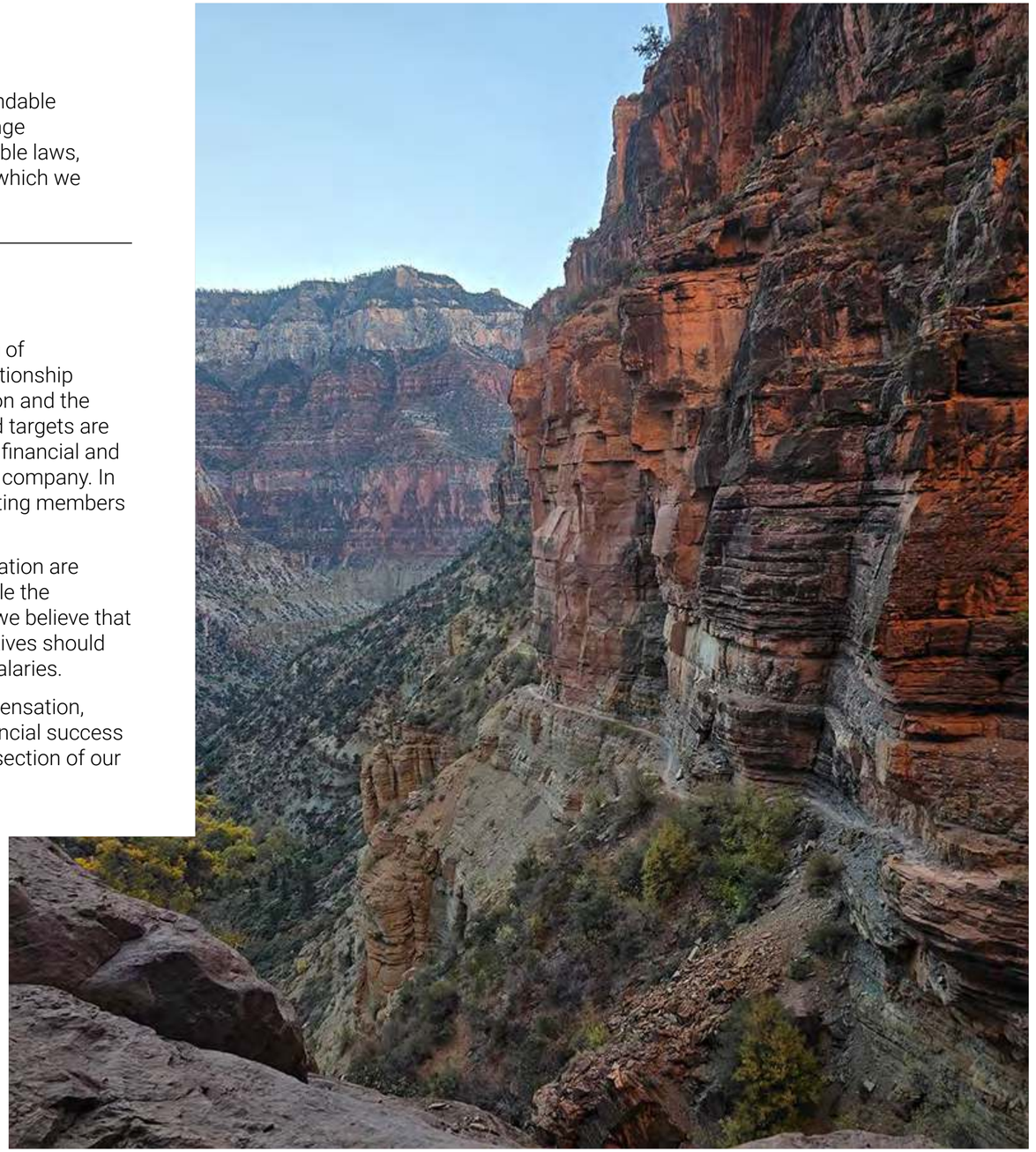


Photo submitted by:

James Gregory | Toledo, Ohio, U.S.
Hiking trail in Grand Canyon National Park, Arizona, U.S.

Ethics Policies Throughout Owens Corning

Speaking Up and Internal Investigations

Owens Corning ensures that all employees are aware of our company policies, including our Code of Conduct, and wants them to trust in our investigation processes. Promoting a culture where we are all comfortable speaking up through multiple channels is one way we do this. Our reporting process enables employees to voice their concerns about suspected misconduct, including harassment, discrimination, and other ethical issues. All employees are encouraged to report suspicions about violations of law or policy and are expected to cooperate in the investigation of potential wrongdoing per our Code of Conduct. They can do so without fear of retaliation, which is strictly prohibited by Owens Corning. No hardship, loss of benefits, nor penalty may be imposed on an employee as punishment for good-faith reporting of suspected misconduct, responding to a concern of suspected misconduct, appearing as a witness in the investigation of a report, serving as an investigator, or otherwise cooperating in a workplace investigation. Retaliation or attempted retaliation is a violation of our Code of Conduct, and anyone who engages in retaliation may be subject to discipline, up to and including termination.

Employees are encouraged to report their concerns to any manager, member of Human Resources or the Law department, or any member of our Ethics & Compliance Committee. Employees may also submit their concerns (anonymously, if desired) through a confidential Owens Corning Helpline (1-844-787-0337) or web portal, which are operated by a third-party service provider. Employees can also report their concerns using a designated email address or a dedicated postal mailbox.

Owens Corning takes all reports of misconduct seriously. Any concern brought to the company's attention is thoroughly reviewed and investigated. We make every effort to ensure that investigations are consistent, comprehensive, and confidential. If a report is substantiated, the company will respond as it deems appropriate or necessary consistent with laws, internal procedures, and best practices, and we will act swiftly to correct the problem and deter future occurrences. Depending on the circumstances, this may include training and/or disciplinary action up to and including termination. Individuals suspected of being in violation of the law may also be subject to civil or criminal prosecution. Significant breaches of our business conduct policies on the part of certain senior executives are escalated to the Audit Committee of the Board of Directors. The Audit Committee would determine the manner of investigation of any such reports, and they would disclose as applicable by law.

Internal investigations are reviewed for trends and opportunities at least quarterly and further discussed with senior business leaders. The Audit Committee receives a periodic report along with an update on the compliance program in general, including any breach of applicable law. Compliance operations will report significant highlights from the reporting process to all employees annually, which may include the number of reported concerns received, the number of substantiated concerns, the percentage of anonymous reports, and the number of employees who were terminated for such concerns.

Assessment of Our Compliance Program

Owens Corning reviews the effectiveness of our compliance program consistent with guidance from the U.S. Department of Justice. Our review assesses how our program is designed and resourced, and how it works in practice, in multiple ways, including:

- An Enterprise Risk Management (ERM) compliance risk sub-register, which contains the catalog of our compliance risks that are assessed based on the potential likelihood and impact of a compliance failure along with key mitigating actions to prevent, detect, and respond to such risk potential.
- External audit of one high-risk compliance area. In the past several years, these high-risk areas have included, but are not limited to, antitrust, anti-corruption, anti-bribery, trade compliance, and data privacy/general data protection regulation (GDPR). Gaps and opportunities identified in the internal assessment or external audits are assigned to the appropriate subject matter risk owner and tracked for completion as part of the compliance risk sub-register and/or compliance program annual strategic plan.



Employees working at the Kearny, New Jersey, U.S., plant.

Employment Standards, Compensation, and Working Conditions

We provide employees with compensation, benefits, and working-hour schedules in compliance with all laws and collective agreements. We support mechanisms for employee grievances and resolution of disputes that protect employees' privacy, allow for anonymous reporting, and protect employees against retaliation.

Industrial Relations

Owens Corning makes use of various formal and informal processes to address and resolve labor issues at each facility. All labor practice concerns raised by employees are resolved, typically through a peer review or grievance process at the local level. Occasionally, local grievances require additional input at the divisional or corporate level. Any grievance that remains unresolved is definitively decided by a neutral arbitrator. Although the company does not compile the annual number of grievances or complaints filed by employees/unions at each plant, it is not unusual for each facility to resolve dozens of such labor concerns each year.

In the unfortunate event that one of the above mechanisms of resolution is unsuccessful, an employee may choose to proceed with legal action or file a complaint with a local agency. These are handled through our Legal department following the same guidelines of investigation, remediation, and non-retaliation policies as helpline investigations.

Employee Compensation

We are proud to offer a compensation and benefits package that is performance-driven, market-competitive, and equitable. Our base and variable pay programs reward individual and collective contributions. To learn more about compensation and benefits offered at Owens Corning, see the Employee Experience chapter.

Data Governance

Owens Corning's approach to data privacy helps the company manage information and meet its commitments to privacy, personal safety, and conducting business with integrity. We have established global principles and standards that our employees, contractors, vendors, suppliers, and others must follow when processing personal data on our behalf. This allow us to: (i) comply with applicable laws; (ii) protect personal data; and (iii) instill confidence in our operations as we innovate.

To address data privacy and protection, Owens Corning works to:

- Minimize data collection.
- Protect and safeguard data collected.
- Limit access to personal data only to appropriate personnel.
- Train system owners and data handlers on global privacy laws.
- Respond to data subjects' rights requests.
- Continuously improve our processes to mitigate the effects of cybersecurity incidents.

We also strive to strengthen our data privacy and protection program. In recent years, we have:

- Raised awareness of data privacy throughout our organization.
- Applied our data protection standards globally.
- Built privacy considerations into business processes.
- Leveraged a cross-functional team to administer, maintain, and mature our data privacy and protection program.

We have also implemented enhanced security measures designed to protect against misappropriation or corruption of our systems, intentional or unintentional disclosure of confidential information, or disruption of our operations. And as Owens Corning grows, we assess the IT environment and technical security systems of companies we acquire, ensuring that data collection and processing comply with our existing policies and standards.

We have a range of security measures that are designed to protect against the unauthorized access to and misappropriation of our information, corruption of data, intentional or unintentional disclosure of confidential information, or disruption of operations. External assessments of our security controls are conducted at least twice a year to validate the effectiveness of the controls and identify areas of continuous improvement. Owens Corning's world headquarters operates an Information Security Management System, which complies with ISO 27001:2022 and was certified in 2024. In 2025, 74% of Owens Corning sites operated with and were certified to ISO 27001 standards. We also assess, identify, and manage cybersecurity risk associated with divestiture and merger and acquisition activities.

Digital Transition

As part of our commitment to sustainable innovation and operational excellence, Owens Corning has launched a digital transition program designed to equip our workforce with the skills needed to thrive in a rapidly evolving industrial and climate landscape. Through initiatives like the Generative AI Basic Training (GenAI 101), we are introducing employees to the fundamentals and practical applications of emerging technologies such as generative AI, with a focus on enhancing productivity and enabling smarter workflows using tools like Copilot Chat.

In addition to AI training, our Digital Manufacturing Transformation (DMT) organization — formed by integrating the Manufacturing Digital Transformation and Global Information Services teams — drives enterprise-wide digital enablement. This includes identifying manufacturing challenges, standardizing digital solutions, and promoting innovation across our operations.

We recognize that industrial transitions can present challenges for our workforce. That's why we are committed to providing training and reskilling opportunities that mitigate potential negative impacts, ensuring our employees are prepared for the future of work and empowered to contribute to Owens Corning's long-term success.

Environmental, Health, Safety, (EHS) and Product Stewardship Policy

We work toward continuous improvement in our environmental, health, and safety (EHS) performance. The Product Stewardship Center of Excellence at Owens Corning owns the health, safety, and environmental impact of our products to ensure they are safe to make and use, and that they perform as expected. Through these efforts, we work to ensure that Owens Corning® products are evaluated for health, safety, environmental codes and regulations, quality, and performance. More information about our approach to product stewardship begins on page 135 of this report.

Non-Harassment Policies

Owens Corning intends for all employees to work in an environment free from harassment on any basis, including but not limited to race, color, sex, age, national origin, veteran or military status, pregnancy status, sexual orientation, gender identity, cultural affiliation, religion, genetic information, physical or mental disability, personal characteristics or circumstances, or any other characteristic protected by applicable law. Harassment is defined as any conduct that threatens, intimidates, or coerces another person. Regardless of whether it is committed by a co-worker, a manager, or even a non-employee, harassment will never be tolerated at Owens Corning. Employees at all our worldwide locations and at all levels have the responsibility to avoid any act or actions that suggest harassment in the workplace or in a work setting. This includes interactions with contractors, vendors, consultants, customers, and other non-employees, such as visitors, who are involved with Owens Corning.

Owens Corning also has management training in place to help prevent harassment. This includes our leadership development program, Leading Pink, which helps ensure that managers are aware of non-harassment policies and better equips them to enforce the policies when they see potential violations. Our company actively investigates allegations of harassment, evaluates the conduct and the context of the alleged behavior, and takes appropriate action.

Anti-Corruption

Owens Corning uses many safeguards to prevent corruption within our businesses — including corruption on the part of any of our employees, members of our Board of Directors, and business partners such as third parties and independent agents. Our anti-corruption policy is overseen by our Audit Committee. This policy and other related policies align with applicable anti-corruption laws, including but not limited to the U.S. Foreign Corrupt Practices Act of 1977 (FCPA), the U.K. Bribery Act, and the OECD Convention on Combating Bribery.

Specific controls exist within the Owens Corning treasury policies and procedures to review vendors and assess appropriateness before payments are processed. These controls are reviewed regularly by the Internal Audit team based on audit scoping. In addition, sensitive transactions, including gifts, travel, and entertainment, are reviewed using business analytics tools, as well as by our third-party business partner, to ensure compliance with Owens Corning policies. Additionally, Internal Audit performs a periodic review of travel and expenses to assess policy compliance, sensitive transactions, and potential misuse or abuse.

Anti-Competitive Behavior

In general, Owens Corning discourages employee contact with competitors. When contact does occur, the employee must report their contact to the Law department, even if business is not discussed.

- Before a scheduled meeting or call with a competitor, the Law department must review the purpose of the meeting, the written agenda, a list of participants, and any documents or information that will be shared.
- After any contact with a competitor, scheduled or unscheduled, employees must file a report with the Law department.

Owens Corning has established controls related to potential contact with competitors. These controls may be reviewed as part of a periodic audit process. We have created a mobile-friendly app to simplify reporting these interactions.



UPHOLDING ETHICAL STANDARDS

2025 IN REVIEW

Employee on the plant floor, Cabrero, Chile.

Anti-Corruption

In 2025, our anti-corruption efforts resulted in the following outcomes:

- 100% of the members of our Board of Directors received communication on our anti-corruption policies, procedures, and compliance efforts.
- 100% of employees required to abide by our Code of Conduct and policies in 2025 received communications on our anti-corruption policies and procedures, and 100% of staff employees, which is approximately 34% (8,214) of all employees, completed training and received certification.
- Our internal supplier onboarding process calls for all new suppliers to receive a copy of our Supplier Code of Conduct, which includes anti-corruption expectations.
- 100% of our business was assessed for corruption risks, per an annual assessment cycle. Significant risks identified and assessed included customers, independent third parties (including facilitation payments), direct and indirect interactions with government officials (including gifts and entertainment), anti-money laundering, politically exposed persons, and bribery.
- Owens Corning received no fines, penalties, or settlements in relation to corruption in 2025. Furthermore, no employees were disciplined or dismissed due to non-compliance with anti-corruption policies in 2025, and there were no incidents related to insider trading. There were no confirmed incidents of corruption, termination of contracts with business partners, or public legal cases against Owens Corning or its employees related to corruption.
- In 2025, Owens Corning had zero substantiated instances of money laundering and had no substantiated reports of conflicts of interest that resulted in employee personal gain.

Anti-Competitive Behavior

In 2025, we undertook an antitrust audit of our Doors business with assistance from outside legal counsel. This audit continued our trend of not finding any employee conduct or business behavior that could be considered violations of antitrust laws. It also revealed a strong culture of compliance and a program well-tailored to address inherent risks.

Freedom of Association and Collective Bargaining*

We do not restrict the rights of workers to exercise freedom of association or collective bargaining in any of our operations. Independent trade unions represent 60.9% of our primary employees, who are also covered by collective bargaining agreements. To support employees' rights to exercise freedom of association and collective bargaining, we had 74 formal consultations (and many informal consultations) or negotiations with trade unions as of the end of 2025. These talks have included discussions on a wide variety of issues relative to our unions, including extensive negotiations regarding wages, benefits, hours, and other terms of employment. We also extend these principles to our suppliers, as outlined in our Supplier Code of Conduct.

In 2025, we had one labor concern across Owens Corning's U.S. operations that required the use of an arbitrator to reach a final disposition (i.e., grievance withdrawn, granted, or settled).

*This data includes metrics from our discontinued Glass Reinforcements (GR) operations.

Executive Compensation

Owens Corning continually monitors the evolution of compensation best practices and reviews the relationship between company performance and compensation realized against the company and individual performance objectives that are established. To ensure appropriate governance, Owens Corning has fully independent voting members of the Compensation Committee. Our CEO and our named executive officers (NEOs) have substantial "pay at risk," with 90% of our CEO's and 80% of our NEOs' target compensation being tied to annual and long-term incentives (as opposed to base salaries). Actual annual incentives and long-term incentive awards are subject to the achievement of pre-established performance requirements and designed to align with stockholder value. For more information on our executive compensation programs, please see the most recent Proxy Statement.

Employee Training

Annually, our employees are trained on all aspects of our Code of Conduct. This is the cornerstone of all our training on compliance and offers employees clear insight into how we do business. In 2025, 9,364 employees (38%) took this training.

We also offer several other training courses to targeted parts of our workforce based on their needs. The topics in these trainings include but are not limited to fraud, harassment, cybersecurity and knowledge security, workplace violence, and privacy. Included in our harassment course is an enhanced module for people leaders to reinforce the elevated expectations we have for managers.

Non-Harassment

A total of 11 Helpline reports of harassment were reviewed and investigated in 2025. Corrective actions and improvements were taken as applicable.

This year, six reported equal opportunity concerns were reviewed and investigated. Corrective actions and improvements were taken as applicable. None of the six concerns resulted in a substantiated finding of discrimination, and three of the six resulted in remedial actions.

Helpline Reporting Process

There were no substantiated reports that had an actual or potential material financial impact on the company in 2025. Most reported concerns reviewed were employee-related matters. Fewer than 15% of the reports resulted in a finding of substantiated policy violations. Even if reports were not substantiated, many presented opportunities for improvements in management systems. Identified trends led to enterprise-level changes, including policy updates, targeted training, and improved communication. Since no concerns reported in 2025 were critical, no concerns advanced through our escalation process, nor was the Board of Directors called upon to respond.

Data Governance

Although we experience cybersecurity events and incidents from time to time as part of our operations, we have not identified any risks from cybersecurity threats, including as a result of previous cybersecurity incidents, that have had or are reasonably likely to have, a material impact on our business strategy, results of operations, or financial condition.



ENVIRONMENTAL MANAGEMENT & COMPLIANCE

As a company with operations in 31 countries, Owens Corning is subject to a wide range of environmental laws and regulations. Even as these legal requirements vary from region to region, we are committed to achieving a level of compliance that is in keeping with our position as a leader in corporate sustainability. In fact, in situations where there is a difference between an external requirement and an internal requirement, it is our policy to follow the requirement that is the more stringent of the two.

We are able to accomplish this with policies and procedures designed to ensure that we are acting in accordance with our principles and those of the jurisdictions where we operate. This includes our Environmental, Health, Safety, and Product Stewardship Policy, as well as our Environmental Management System.

Photo submitted by:

Stefan Messmer | Nephi, Utah, U.S.
Antelope Canyon, Arizona, U.S.

Environmental, Health, Safety, and Product Stewardship Policy

Owens Corning is committed to the safety and health of our employees, the principles of environmental sustainability, and product stewardship. To ensure an ongoing commitment to these principles, Owens Corning is dedicated to continuous improvement of EHS (environmental, health, and safety) management systems, EHS performance, and meeting the aspirations outlined below. The full Environmental, Health, Safety, and Product Stewardship Policy can be found on our website.



Safety and Health

- Providing safe working conditions
- Promoting the health and well-being of our employees
- Consulting with primary and staff employees and encouraging their participation with management in EHS committees and a variety of safety and wellness teams
- Developing and prioritizing action plans at each site to eliminate or reduce its top risks



Environmental Protections and Sustainability

- Creating environmental awareness while conserving resources
- Preventing waste
- Reducing greenhouse gases
- Protecting the environment and local communities
- Continuously improving our EHS performance and pollution-prevention efforts



Product Stewardship

- Owning the health, safety, and environmental impact of our products to ensure they are safe to make and use and that they perform as expected
- Requiring that every product is evaluated for health, safety, and environmental codes and regulations, quality, and performance
- Supporting our commitment to sustainability by collecting data and internally reporting on our products' carbon impact, use of recycled content, and end-of-life impact

Environmental Management System

Our Environmental Management System (EMS) is designed to support adherence to the principles in our Environmental, Health, Safety, and Product Stewardship Policy, and to ensure our compliance with the national, regional, and local laws and regulations to which our facilities are subject. These include laws and regulations related to the protection of the environment, such as presence and management of hazardous materials, air emissions, discharges to water, handling and disposal of solid wastes, and remediation of contaminated sites.

The EMS is a collection of policies and procedures regarding the management of environmental performance in our facilities, including compliance and impact reduction. It is based on the principles of ISO 14001 and helps our facilities track progress toward our long-term sustainability goals. Through our EMS, we can set and review the environmental objectives and targets that drive corrective actions, support continuous environmental improvement, and ensure compliance with regulations. All our facilities are required to implement the system and track their progress.

Our EMS includes the following elements:

- EHS policies that provide a framework for setting and reviewing our environmental objectives, as well as a commitment to continuous improvement and pollution prevention
- An action plan to achieve objectives and targets based on our policies and environmental aspects and impacts
- Identification of legal and other obligations, including regulatory requirements, Owens Corning standards, and other needs, such as ISO certifications
- A system wherein all required environmental tasks are assigned to appropriate personnel and completed correctly and on time
- An organizational structure that identifies specific environmental authorities and responsibilities
- Assurances that personnel have the training and competency needed to carry out assigned work related to environmental impacts
- Procedures that outline how environmental information is communicated internally and externally
- Processes for the storage, retrieval, and retention of environmental records
- Operating procedures to control environmental impacts, updated according to the Management of Change process
- Documented emergency procedures and plans for responding to known and potential emergency situations that could impact the environment, in alignment with an EHS Emergency Response Plan
- A process for identifying, reporting, investigating, and correcting nonconformities
- Periodic assessments to ensure the effectiveness of the EMS and its progress toward meeting environmental objectives and targets

Environmental Risk and Remediation Actions

Owens Corning defines significant environmental actions as those in which the total cost of fines or penalties are equal to or greater than $300,000 USD.

Regulatory environmental activities of particular importance for our operations include those addressing the management of air pollution, water pollution, waste, and chemical control.

We continuously monitor new environmental regulations that may impact our manufacturing operations and ensure that we have evaluated any new laws, regulations, and/or activities that could potentially have a material adverse effect on our current operations, financial condition, or long-term strategy. In support of these efforts, we continue to make progress in the reduction of our footprint.

As part of Storm Water Pollution Prevention and Spill Prevention Control and Countermeasure in the U.S., and according to local legal requirements, we train our employees on best practices for avoiding and addressing spills, the appropriate storage of materials, and housekeeping procedures. Response procedures for managing spills, as well as other emergencies, are in place for our facilities. In the event of an incident, we recognize our responsibility to complete environmental remediation, maintain remediated sites, and provide funding support at multi-party disposal facilities.

Sustainability Toward a Common Purpose

With the systems and policies we have in place, we are well positioned to meet the various requirements in place around the world. These systems and policies also prepare us for the future as governing bodies continue to evolve environmental regulations.

We recognize the responsibility we have to people, the planet, and the future, and that recognition drives the work we are doing every day to create a sustainable future. We continue to integrate these ideas into our operations, working toward robust community engagement on issues of environmental concern — learn more on page 100.



Photo submitted by:

Shivee Gupta | Granville, Ohio, U.S.
Original abstract acrylic painting created with recycled paper and repurposed packaging materials. Inspired by ocean waves and the movement from darkness to light, this piece reflects a commitment to sustainability and reducing landfill waste.



ENVIRONMENTAL MANAGEMENT & COMPLIANCE

2025 IN REVIEW

Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.
Earth Goddess, Atlanta Botanical Garden, Atlanta, Georgia, U.S.

Our Environmental Management System

In 2025, we continued work on our Environmental Permit Compliance Plans. This is part of our work to standardize our Environmental Permit Management System. We also increased Dakota EHS software utilization for regulatory applicability and compliance calendars in the U.S. region. Preparations began for expansion and updates to our digitization systems that will unify all businesses, completing the integration of the Doors business. This is to include an update to the Incident Management process and improved data tracking efforts to drive world-class environmental performance.

The Insulation business continues to implement Environmental Foundations, which is a framework to supplement EMS by creating impactful tools, systems, and knowledge in layers. Collectively, Environmental Foundations is designed to drive sustainability in how we meet our environmental regulatory obligations and lead to world-class environmental performance. The Insulation business is committed to this as a multi-year journey.

In 2025, the Insulation business continued to build upon its compliance assurance practices, including ongoing focus on preventive maintenance activities for air pollution control devices, and development of tools to be used by our facilities to promote better understanding of regulatory requirements and opportunities for improvement. In 2025, all U.S. Insulation plants completed hazardous waste management compliance self-assessments. These assessments helped to identify opportunities to strengthen environmental management systems around hazardous waste management and to share best practices for waste management among plants.

EMS Assessments

In 2025, we performed our annual enterprise-wide EMS assessment, which enables us to assess the corrective actions needed to improve our EMS. Though facilities are required to perform a self-assessment, this enterprise-wide view of our EMS will aid in prioritizing our focus and resources in the future. The 2025 assessment was the first to include our Doors business.

At the end of 2025, 19% of our facilities were certified to the ISO 14001 for EMS, which accounts for approximately 24% of our employees. In addition, 73% of our facilities use our internal Owens Corning EMS, accounting for approximately 69% of our employees. Therefore, 92% of our facilities have an EMS, accounting for approximately 93% of our employees. Further, 23% of our facilities were certified to the ISO 9001 standard for a Quality Management System (QMS), representing approximately 24% of our employees.

ENVIRONMENTAL MANAGEMENT SYSTEM		
	LOCATIONS	EMPLOYEES
ISO 14001 Certification	19%	24%
Internal Owens Corning EMS	73%	69%
Environmental Management System	**92%**	**93%**

Environmental Actions and Remediation

There were zero significant environmental actions reported in 2025. The company has not experienced a material adverse effect on our capital expenditures or competitive position as a result of environmental control legislation and regulations.

We continue to invest in equipment and process modifications to remain in compliance with applicable environmental laws and regulations.

At the end of 2025, Owens Corning was involved in remedial activities at 25 sites worldwide. None of the liabilities for these sites are individually significant to Owens Corning. The Company's involvement in these sites generally arises from government action or in connection with business acquisitions, including under the U.S. Federal Superfund law and similar state or local laws related to the management and remediation of hazardous materials and petroleum.

Environmental Violations*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY2025
Number of violations of legal obligations/regulations	1	0	0	2	2	1
Amount of fines/penalties related to the above	$69,900	$0	$0	$130,302	$48,589	$160,000

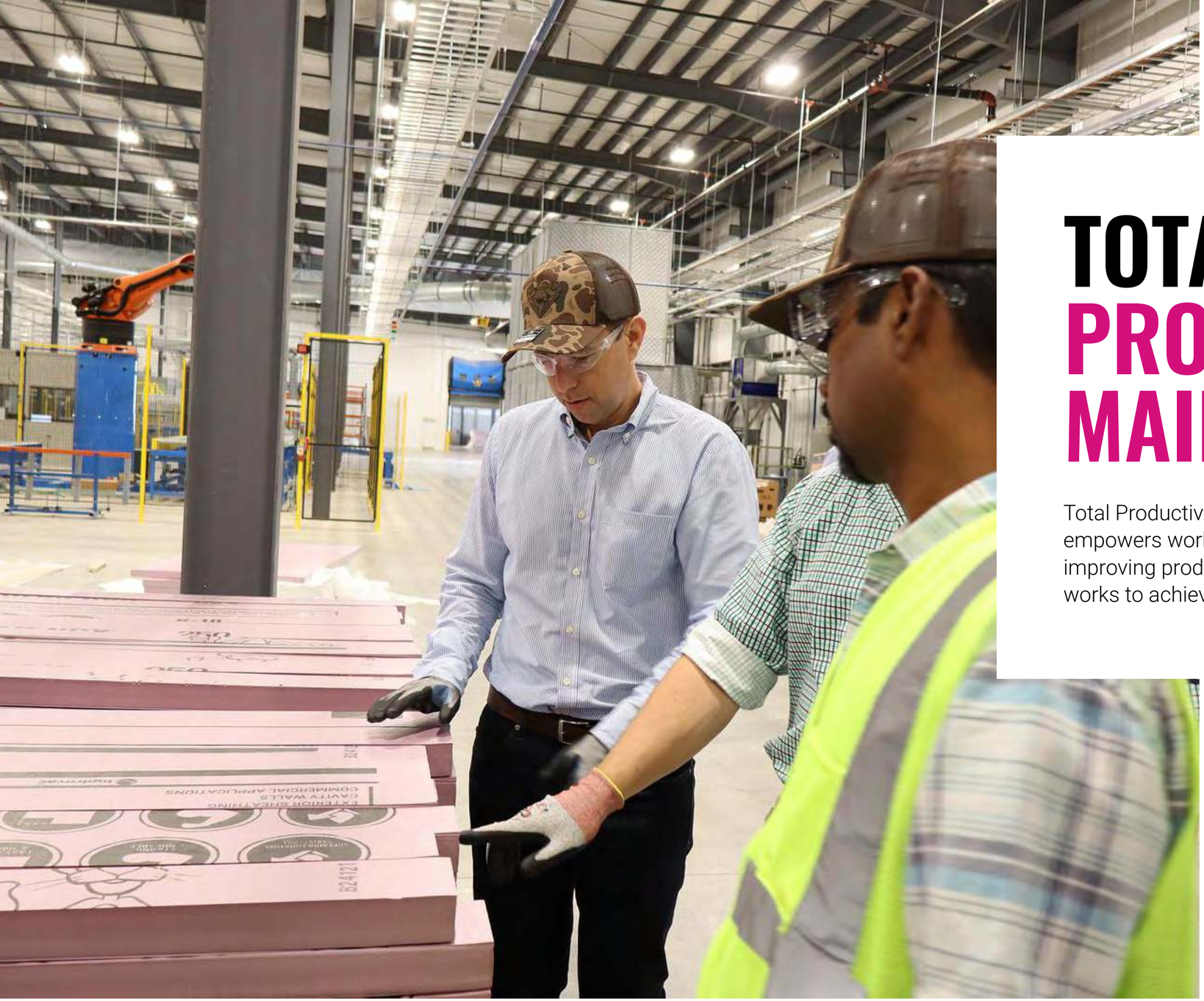
Note: Violations included in this table are those that exceed $10,000 USD.
**This data includes metrics from our discontinued Glass Reinforcements (GR) operations.*



Photo submitted by:

Jessica Lyczkowski | Tampa, Florida, U.S.

A pier stretches into the ocean under a dramatic sky, where dark clouds meet powerful waves. This image reflects resilience and the importance of sustainable coastal infrastructure to withstand nature's forces.



TOTAL PRODUCTIVE MAINTENANCE

Total Productive Maintenance (TPM) is a management system that empowers workers to take an active role in maintaining, operating, and improving production. TPM has been instrumental as Owens Corning works to achieve zero accidents, zero defects, and zero losses.

Photo submitted by:

JD Malone | Granville, Ohio, U.S.
R&D leaders visiting the Russellville, Arkansas, U.S., plant to see investments in growth for nonwovens and insulation.

The Principles of TPM

TPM is based on eight pillars. A multifunctional group for each pillar implements processes, provides training and coaching, leads cases, and assesses adherence to methodologies.

Training and Development (T&D)

- Employees are given the knowledge and skills to carry out their responsibilities safely and effectively as a member of an autonomous team.
- Skills assessments are used to identify gaps.
- Employee skills are improved through training and sharing of best practices.

Autonomous Maintenance (AM)

- Activities are created to restore equipment to its optimum condition and improve safety, quality, and productivity.
- Employees are involved in the daily management of their equipment and processes.
- Employees are empowered to prevent or fix problems, slow deterioration, and drive change throughout our culture and operations.

Focused Improvement (FI)

- TPM teams identify and quantify losses throughout the plant, and then prioritize ways to eliminate losses and assign the right resources to these tasks.
- Methodologies are deployed to address issues and ensure continuous improvement across our operations.

Planned Maintenance (PM)

- This pillar, combined with AM, encourages proactive behavior and facilitates stable and reliable operations.
- Supporting systems and processes enable employee engagement and data-driven continuous improvement.
- Planned maintenance enables us to extend the life of our equipment.

Early Management (EM)

- This pillar facilitates the development of user-friendly, sustainable equipment.
- Effective design and development of new equipment, processes, and products reduce the potential for losses and abnormalities.
- Time between development and launch is reduced, as are costs over products' life cycles.

Quality Maintenance (QM)

- Optimal equipment conditions are established and maintained, helping prevent losses in quality.
- Employees receive the systems, tools, and skills needed to achieve zero defects in our operations.

Office and Administration (O&A)

- Activities are stressed that increase the quality, usefulness, and timeliness of information for internal and external customers.
- Improvements are facilitated, and administrative resources are aligned with performance needs.

Environmental, Health, and Safety (EHS)

- TPM activities are combined with EHS programs, fostering a culture of safety, health, and wellness among all employees.

These eight pillars provide a systematic way to look for the abnormalities that can lead to problems over time, enabling them to take corrective action if issues arise.

As our plants implement TPM in their operations, they follow a strategic approach that starts with a preparation plan and focuses on daily management. This includes an analysis of baseline key performance indicators that drive accountability and results, including:



We survey employees to help plant leaders understand their teams' readiness for TPM and identify opportunities to improve knowledge and skills. Based on this information and best practice examples, plants independently create training workshops and team-building opportunities appropriate for their stage in the journey.

THE PRINCIPLES OF 5S

TPM builds upon the principles of 5S, which are designed to ensure that processes remain organized, disciplined, and efficient. There are five basic steps to 5S:

Sort
Remove all unnecessary items from the work area.

Set in Order
Organize the remaining items.

Shine
Clean and inspect the work area.

Standardize
Create standards that will ensure consistency going forward.

Sustain
Maintain a culture of continuous improvement.



Photo submitted by:

Jaskaran Gill | Toronto, Ontario, Canada
TPM Bootcamp at the Toronto plant.

TPM AND SUSTAINABILITY

With its emphasis on empowering employees to take necessary steps to improve conditions, TPM offers a helpful framework for ensuring sustainability throughout our operations. We implement the principles of TPM in several ways as we work toward our goals.

TPM and Environment

We encourage our employees to use TPM to prevent and fix problems, which leads to greater efficiency in our processes. This includes measures that can lead to more efficient use of water and energy. TPM has helped us develop processes for using production waste in the manufacturing of composite materials, helping us divert more waste from landfills. In addition, TPM enables us to eliminate losses in manufacturing, which helps ensure that less waste is produced in general.



Read about a water-savings project driven by TPM methodologies on page 217 of our Responsible Water Sourcing and Consumption chapter.

TPM and Health

We have also been employing the principles of TPM to support our Healthy Living initiatives, helping employees connect TPM to health and wellness in the same way they connect it to safety issues. Sites are using TPM to build strategies and identify opportunities to make gains in employee engagement around health and wellness.

Our training of local wellness teams and wellness champions includes the principles of TPM, and regional TPM leaders help drive this work. We seek to drive continuous improvement by making TPM pillars central to discussions within our plants. We have worked to expand this approach to plants and regions around the world whenever possible.

Our global employee training and development efforts are rooted in TPM methodology, which we use to guide the capture and transfer of health and wellness knowledge and provide employees with the skills they need to improve their overall well-being. Our programming includes one-point lessons, 3D diagramming, hands-on test-and-learns, and one-on-one coaching and mentoring.

Wellness-based TPM workshops use the following structure:

- Focused Improvement (FI) exercise
- Identification of two or three workstreams for improvement
- Initial State/Future State, using actual plant data
- Creation of key performance indicators and key activity indicators
- Timelines and activities, including dates and owners
- Establishment of a governance system
  - Place on pillar board
  - Discuss at daily meetings and huddles
  - Recruit local and regional TPM coordinators to continue process
  - Follow up periodically to ensure success

TPM and Safety

TPM has also strengthened our approach to safety throughout the company. We have assigned a senior EHS leader to each enterprise-wide TPM pillar team, ensuring that safety is an integral part of our approach to each pillar. As employees in the plants perform their daily work, for example, they are constantly monitoring the equipment and the environment for indications that maintenance or other intervention is needed. With TPM, all employees are accountable for identifying developing safety hazards.

One example of a TPM-driven practice is safety tagging:

- Equipment is inspected and audited.
- Tags are placed where safety issues are spotted, making them immediately apparent.
- Open tags can be tracked to completion, ensuring that issues are resolved.

JIPM Excellence Awards

The Japan Institute of Plant Maintenance (JIPM), the organization that first proposed TPM and continues to advocate for its implementation around the world, has awarded several Owens Corning facilities JIPM Excellence Awards.

To be eligible for the Award for TPM Excellence, a plant must meet the following requirements:

- A minimum of two years of achievement using TPM
- The ability to demonstrate activity based on eight pillars of TPM by all staff members
- The completion of Step 4 for Autonomous Maintenance activity
- An infrastructure for TPM activity and obtained tangible and intangible achievements

Once a plant has received this Level 1 Award and has been active in TPM for an additional two years, they are eligible for the Level 2 Award for Excellence in Consistent TPM Commitment.

Our plants that have achieved the JIPM Excellence Award can be found on page 47.





Top: Leadership visits the FOAMULAR® plant at Russellville, Arkansas, U.S.
Bottom: Autonomous Maintenance continues momentum in the nonwovens plant in Danville, Illinois, U.S.



TOTAL PRODUCTIVE MAINTENANCE

2025 IN REVIEW

Photo submitted by:

Jorge Goulart | Aiken, South Carolina, U.S.
TPM International Assessment, Gastonia, North Carolina, U.S.

BRINGING TPM TO DOORS

Launching the TPM methodology at our Doors sites is an ongoing process. Previously, Doors facilities were using a continuous improvement method called M-Vantage. The teams are building on the foundations of M-Vantage to ease the transition.

In 2025, there was considerable work done to transition Doors to TPM, including:

- TPM pilots at six global Doors facilities: Walkerton, Indiana, U.S.; Pittsburg, Kansas, U.S.; Stokesdale, North Carolina, U.S.; Lawrenceville, Georgia, U.S.; Monterrey, Nuevo Leon, Mexico; and Barnsley, South Yorkshire, United Kingdom.
- A TPM organization was staffed to facilitate implementation, including both regional and site-specific resources at pilot plants.
- These pilot plants are focusing on TPM Foundations, including training, policy deployment, 5S, and daily management.
- Over 100 EHS-related Kaizen events took place across all Doors facilities.
- 20 Doors participants (including the Operations Leadership Team) graduated from the TPM Academy.

Read more about our progress at the Walkerton plant on this page.

PLANT INITIATIVES

Throughout the year, Owens Corning facilities apply TPM methodologies to various activities. The following are some of the initiatives in 2025.

- **Liversedge, West Yorkshire, United Kingdom** The team in Liversedge used the TPM tool known as Gemba walks to identify projects around their facility. A Gemba walk is a walkthrough on the shop floor to observe processes in real time. Through this practice, the team identified and completed two projects in 2025 that help reduce the plant's water consumption and therefore reduce costs. One project involved installing new equipment so water can be reused through a cooling system. Read more about this project in the Responsible Water Sourcing and Consumption chapter. The team also completed a large-scale project to install an automatic belt cleaning system, which uses less water. This system also eliminates a safety risk as there is no need for operator control.

> "Through the Gemba walks, the team at Liversedge took the time to listen, learn, and reflect on how we work, strengthening our culture of continuous improvement and ensuring TPM, sustainability, and cost reduction improvements are driven by people who know the site best."
>
> **Kimberly Horsfield**
> *EHSQ Leader*

- **Walkerton, Indiana, U.S.** In late 2024, the Walkerton team faced a critical challenge to meet the evolving needs of a strategic Doors customer. To deliver breakthrough improvements in quality, reliability, and customer service, the plant launched a TPM pilot targeting loss elimination in the trim saw and lay-up areas.

  Under the leadership of the Site Leader, and in close collaboration with operators, maintenance teams, and TPM/CI resources, the plant initiated Autonomous Maintenance (AM) on the critical P2 trim saw. The team began by building foundational knowledge in equipment operation, safety, and risk identification. They then restored the equipment to optimal condition by identifying and correcting abnormalities, establishing operator-owned cleaning and inspection standards, and addressing contamination and difficult-to-perform tasks to reduce deterioration and maintenance time.

  By using TPM methodologies, the team significantly improved unplanned downtime and quality performance. In the lay-up area, the application of TPM and Lean Manufacturing tools led to enhanced product quality and throughput. These efforts resulted in a 50% reduction in both downtime and door rejects/rework, directly supporting improved customer-facing quality and on-time delivery.

  The TPM initiative has fostered a culture of engagement and collaboration. Operators in the trim saw area are now more empowered to manage their equipment and processes, with support from leadership and maintenance. Going into 2026, the Walkerton team is planning to scale TPM efforts across the site.





Employees at the Lakeland, Florida, U.S., Insulation plant.

- **Russellville, Arkansas, U.S.** The team at the new Russellville facility has been operating under TPM principles since day one, and they are making progress across multiple pillars. Working in close collaboration with Capital Delivery and Engineering, the Russellville team is using the EM equipment acceptance process to be sure new equipment meets performance and sustainability standards. Additionally, EHS, AM, and T&D pillar bootcamps were held in early 2025 to strengthen our workforce capability and focus on maintaining safe, optimal conditions. The team has developed and trained employees on 150 standard work sheets, 30 one-point lessons, and dozens of Clean, Inspect, Lubricate, and Tightening standards for 20 pieces of equipment.
- **Lakeland, Florida, U.S.** In Lakeland, TPM methodologies have been the driving force behind several major performance improvements. Two of the facility's biggest losses were water consumption and fiberglass waste, but an improvement project utilizing the Focused Improvement principle in the basement level of the plant has produced meaningful results. The team saw a 50% reduction in water consumption and created the capacity to recycle out-of-spec product at a rate of about 2.4 million pounds annually. In addition, the Lakeland team has used FI actions to extend the average spinner life from 75 days to 90+ days. This has resulted in annual savings of $600,000 and reduced alloy usage in the process.
- **Klášterec, Czech Republic** Through a policy deployment exercise aimed at linking long-term objectives to near-term actions, the Klášterec team identified two key priorities: reducing the energy intensity of produced materials and minimizing waste-to-landfill. Using TPM, the team was able to make structured, incremental improvements that led to a meaningful impact. Using the FI principle and Kaizens, which are a continuous improvement tool, they were able to mitigate losses such as start-up scrap, minor stoppages, idle running, leaks, and thermal inefficiencies. The team has also been enacting the AM and PM principles to sustain equipment conditions, reduce breakdowns and variability, and stabilize process energy demand. Actions taken from the QM and EHS pillars have resulted in less defect and scrap and stronger waste segregation, both of which have reduced landfill tonnage. Monthly reviews of energy intensity and waste metrics allow the team to cite opportunities for improvement and decide on measures that convert small steps into visible year-over-year improvements. Read more about our energy-saving efforts in Klášterec in the Combating Climate Change chapter.

Owens Corning JIPM Certifications

The Owens Corning locations listed below have received JIPM Excellence Award recognition:

Excellence Award (Level 1)

- Apeldoorn, Netherlands
- Charleston, South Carolina, U.S.
- Fort Smith, Arkansas, U.S.
- Gastonia, North Carolina, U.S.
- Jackson, Tennessee, U.S.
- Mexico City, Mexico
- Silvassa, India
- Yantai, China

JIPM Advancement in Tessenderlo

The TPM team in Tessenderlo, Belgium, achieved recognition from JIPM in 2025 during their Excellence Award Stage 1 assessment. In their JIPM assessment, the team emphasized the importance of sustainability in their operations and linked sustainability goals to the other pillars of TPM. They have identified areas of improvement, such as readiness for decarbonization, and plan to use the principles of TPM to work toward their goals.



In 2025, the Tessenderlo, Belgium, plant became the first Owens Corning® Insulation plant in Europe to complete Stage 1 of the JIPM TPM Excellence Award.



PEOPLE

Safer Together 49
Health & Wellness 68
Employee Experience 80
Inclusion & Diversity 93
Community Engagement 100
Safeguarding Human Rights 114



SAFER TOGETHER

At Owens Corning, safety is about more than just guidelines and standards. Our Safer Together operating framework has made safety a part of everything we do, and communication is always encouraged. We are consistently working toward our goals so that our employees can go home safely at the end of each day.

Sustainability Reporting Topic

Worker Health and Safety*

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

The data in this chapter was independently assured to a moderate level by SCS Global Services. For more information on the assurance process see About the Report, and for our verification statement please see Appendix L.

This chapter does not include data from our discontinued Glass Reinforcements (GR) operations. For relevant chapter data for GR, please see Appendix K.

*Denotes a material topic. Learn more at the link above.

Photo submitted by:

Mateusz Grzechowiak | Trzemeszno, Poland
A workshop being held at our Trzemeszno site.

2030 GOALS FOR SAFETY

By 2030, we aspire to:

- **Ensure everything we do is aimed at eliminating injuries.**
  We apply the hierarchy of controls to first eliminate risks before they are able to exist by modifying designs and processes. When we have minimized baseline levels of risk through elimination, we can look to substitute out the risk by using a safer alternative to the source of the hazard. When a hazard cannot be eliminated and an engineering solution is not possible, we will evaluate and implement appropriate controls. These include administrative controls, which establish work practices to reduce the duration, frequency, or intensity of exposure to hazards through policies, processes, procedures, and more.
- **Achieve a level of safety at least equivalent to the rest of Owens Corning within one year at new or newly acquired sites**.
  In recent years, Owens Corning has acquired several companies. We are working diligently to ensure that these sites adhere to our standards and apply our safety processes to their operations. This involves ensuring that these sites have environmental, health, and safety (EHS) leaders on staff, either by hiring for the position or assigning EHS responsibilities to existing personnel. Proven safety systems and processes are also deployed where gaps exist at the acquired sites.
- **Emphasize the elimination of risks that could lead to the most serious injuries, rather than concentrate only on the most frequently occurring risks.**
  We aspire to eliminate all employee, contractor, and visitor injuries and occupational illnesses at work and at home, beginning with those that have the most serious consequences. This includes a focus on serious injuries and fatalities (SIF).

OUR COMMITMENT TO SAFETY BEGINS WITH OUR LEADERSHIP

Throughout our operations, the principles of safety are led by teams of dedicated professionals, diligently working to ensure that we continue to make progress on our safety aspirations.

Owens Corning Safety Organization

Leadership accountability for safety sits with the Chief Sustainability Officer, who leads a team of safety professionals as an enterprise-wide function and across all our businesses. All our manufacturing sites have a designated safety leader who is responsible for site-based implementation of our strategy. Ultimately, though, responsibility for safety is shared among our approximately 25,000 employees worldwide.

Environmental, Health, and Safety (EHS) Committees

Owens Corning recognizes the need to actively engage employees in the promotion of safety and in identifying and reducing the risk of injury. We have established a range of EHS initiatives at our plants around the world — designed to meet the specific tasks performed at different plants — and we encourage all employees and management to take part in them. Every Owens Corning manufacturing location, regardless of size, has an EHS professional on site.

Initiatives include the following:

- Safety committees (joint health and safety committees at select sites)
- Behavior-based safety observation teams
- Hazard recognition teams
- SIF prevention initiatives
- Environmental teams
- Employee wellness teams

Representative Safety teams at each plant communicate employee concerns, then review and roll out plant safety programs. The Safety team is responsible for communicating plant leadership's responses to safety concerns and programs that have been brought through the safety committee. The team is also responsible for sharing best practices at their plant, so they can be communicated and implemented across the enterprise.

SAFER TOGETHER: OUR SAFETY IDENTITY

Our Safer Together identity creates awareness and serves as a rallying point for our people. The phrase Safer Together not only came from our people, but it calls upon their strength and their dedication to keeping themselves, and each other, safe.

With Safer Together, we are highlighting our safety culture and inspiring employees to actively engage in safety, making even greater strides on our path to zero injuries. Our Principles of Safety Leadership offer guideposts for employees to bring safety into their daily work.

As part of our Safer Together initiatives, we launched Global Safety Week in 2025. Read more about this event on page 65. We also brought Safer Together to all of our Doors facilities. Learn more about our continued Doors integration efforts on page 63.

The Principles of Safety Leadership



Be a safety role model.



Seek out feedback and ideas.



Speak up for safety.



Approach safety with a caring attitude.



Global Safety Week, Toledo, Ohio, U.S.

OUR SAFER TOGETHER OPERATING FRAMEWORK

Since implementing our Safer Together identity and framework, we have dramatically improved our safety performance. We have outlined two workstreams to help create an environment where accidents, work-related illnesses, and other safety incidents are minimized and eventually eliminated.

Creating a Culture of Safety

We believe that every accident is preventable, and safety is every employee's responsibility. All employees should see themselves in our safety efforts and understand the difference they can make in keeping themselves — and one another — safe and healthy.

- **Leadership development.** We believe that employees at all levels must act and make decisions aligned with our unwavering commitment to safety as a core personal and business value — weaving it into the fabric of who we are as individuals and as an organization. All employees should ask themselves why safety is important to them and who the people are that inspire them to remain safe.
- **Voice of employee.** We have been working with a third-party safety expert to gain a deeper understanding of our current safety culture, which will enable us to continue to evolve and improve. We conduct this survey every other year to gauge our progress and realign on future action items. The next survey will go out company-wide in 2026.
- **Safety commitment and engagement.** Our team has refreshed our approach to communicating the importance of safety. This approach is informed by the voice of our employees, as they communicate with us not only how they stay safe, but also why they stay safe. By including the emotional dimension of safety in our discussion, we believe we can have an even greater impact among our people.



Enhancing Safety Processes and Systems

We have a range of protocols in place to provide insights that can help us reduce the potential for injuries throughout our operations. By strengthening these protocols and employing the principles of Total Productive Maintenance (TPM), we can be better equipped to prevent accidents going forward.

- **Data-driven intervention.** One area where we recognize the need for improvement is in the injury rates among new employees. Injury data has indicated that there was a need for a centralized process that includes a greater focus on safety training during onboarding and training. Our team is modernizing our approach, transforming the new hire experience by integrating the latest learning methods for new employees while normalizing for higher turnover.
- **SIF audits.** Formal safety audits or process checks are completed by the Corporate Safety team, Finance audit team, or Security team every three to five years, depending on the risk at the location and prior audit performance. We continuously review our safety processes to eliminate SIF risks and incorporate learnings from recent incidents. All Roofing and Insulation sites complete SIF program self-assessments each year.
- **Metrics/leading indicators.** Using data from the last 10 years, we have created a list of the 19 leading indicators that could reduce or eliminate injury potential. These have been incorporated into our Safety Key Indicators of Health Dashboard.

These guidelines provide us with the direction needed to achieve our 2030 goals for safety and our overall objective of eliminating injuries.

BUILDING ON THE FUNDAMENTALS OF SAFETY

Our efforts to eliminate injury and work-related illness from our workplaces are rooted in our understanding of best practices in employee safety.

Preventing Serious Injuries and Fatalities

As part of our 2030 safety goals, we focus a great deal of attention on preventing SIF. The factors contributing to SIF injuries are often complex and deep — because of this, the time and effort spent investigating and responding to SIF injuries will not only serve to reduce/eliminate these incidents, but they will also reduce many of the less severe injuries that may share common causes or contributing factors with SIF injuries. We have tracked incidents with high SIF potential as a separate category since 2018.

This focus on severity also requires us to work to eliminate precursors to SIF, even when no injury has occurred. As safety incidents — both injuries and near misses — are reported, we conduct risk assessments to evaluate how severe the injuries were or might have been. The results of these assessments are used to create and prioritize corrective actions that can help prevent future incidents.

Our SIF standards are as follows:

- Automobile safety
- Confined space
- Contractor management
- Electrical safety
- Hot work safety
- Line breaking
- Lock-tag-try
- Machine guarding
- Powered industrial vehicles (PIV)
- Warehouse safety
- Working from heights

We employ a SIF assessment tool across all of our businesses. This tool uses a proctored self-assessment to facilitate reviews and discussions that identify strengths and challenges while serving as a basis for action plans that can help drive improvement over time.

SIF Incidents Among Our Businesses

Through our SIF tracking and analysis, we have learned that while many of our most frequent safety incidents are business-specific, SIF-potential incidents are not. Regardless of the business-specific risk level, the potential for SIF incidents exists across all our businesses.

With this in mind, each business's Safety team reviews high-frequency, low-severity incidents separately, allowing the cross-business team to spend more time reviewing SIF-potential incidents. SIF or SIF-potential cases are reviewed each week by a cross-business team of EHS leaders who share learnings from those incidents within their respective businesses and implement corrective actions to prevent similar occurrences.

At the local level, incidents are reviewed during each shift's daily meeting. These meetings, which are a regular part of our operations, allow the team to share and discuss topics ranging from plant production metrics to participation in health and wellness activities. The incoming workers are briefed on current working conditions, including safety concerns or investigations that are in progress, and they have the opportunity to ask questions and provide suggestions. At the enterprise level, we have established several key workstreams on a range of topics including global standards development, audit and assessment processes, safety technology, safety training, and data and modeled analytics.

Preventing Common Injuries

While SIF incidents are a priority, we are also working to reduce our most frequently occurring injury types. These include the following:



- **Hand injuries.** Our Hand Safety Improvement team determines the best practices to reduce the risk of these injuries, which are frequently related to handling materials and using hand tools. A team is working to identify factors that contribute to these injuries and implement practices to prevent them. Through the development of a company standard and improved protective gloves, we have been able to significantly reduce these injuries.



- **Slips, trips, and falls.** This category of injuries is covered in an onboarding training module, then again during periodic refresher trainings. Protection against slips, trips, and falls is also included in pre-job hazard assessments and on pre-task planning forms.



- **Musculoskeletal injuries.** Repetitive movements done by our employees, particularly our Doors employees, can cause injuries to joints, the back and neck, and other areas. We are advancing automation of some processes and machine assistance to ease these issues. Read more about our automation efforts on page 63. Expansion of programs to condition employees for their work is also underway. Read more about this effort on page 78.

Machine Guarding Implementation

Our operations require employees to work with and around industrial equipment. These machines' moving parts, hot surfaces, high pressures, or pinch-points represent significant risk potential for injuries such as hand injuries, amputations, burns, or eye injuries.

Recognizing the importance of machine guarding to SIF prevention, we conduct full machine guarding risk assessments at every location globally. As we identified improvement opportunities, we have developed, shared, and implemented corrective actions.

This work is leading to machine guarding improvements throughout our operations. In addition, several of our employees across our operations have become certified as machine safety experts, making them better equipped to assess machine guarding and helping us see increased benefits in the future.

Using Data to Improve Safety

Owens Corning's Safety team relies on a range of data — historical data, current data, and key performance indicators — to track our performance, identify trends, and tap into the real-time metrics that can help us eliminate the potential for incidents. We continue to focus on SIF incidents with cross-business review of learnings to facilitate deployment of actions globally.

Data allows us to refine processes and make decisions with greater efficiency. We continue to explore insights from data and analytics to strengthen our safety programs and reduce the potential for incidents across our operations. For example, safety data supports the monitoring of SIF near-miss frequency rates and potential indicators of risk, such as excessive overtime, safety corrective action closure rates and days to closure, number of employees new to Owens Corning or new to their role, and more. Metrics such as these offer a continually updated picture of our safety. Monthly data collection and analysis give local leadership visibility into the changing level of risk, as well as the opportunity to intervene and reduce that risk before an incident occurs. Based on what we learn, we regularly review and update the metrics and scoring system.

Safety-related data is collected and analyzed in a manner consistent with applicable data privacy laws and Owens Corning's internal data-protection standards. Information is used for defined safety purposes, limited to what is relevant, and, where appropriate, aggregated or de-identified to support trend analysis and risk management.

Through data analysis, exposure reconstruction, statistical analysis, corrective action tracking, and more, we can use incident reporting to generate insights and support our work toward safety standards. The machine guarding implementation described previously is an example of this, as is our work involving powered industrial vehicles.

In addition, data has indicated that new employees — those who have been at Owens Corning for less than one year — experience injuries at a higher rate than more experienced employees. This has led to improvements to our onboarding process, described in detail on page 61.



Photo submitted by:

Katy Platek | Fort Mill, South Carolina, U.S.
Fort Mill celebrated Global Safety Week with an emphasis on fire safety.

Modeled Analytics

Using modeled analytics, we are able to use current and historical data to model potential rises in risk factors, providing enough lead time to take actions that help reduce the risk and prevent injuries before they occur. For example, we have been using modeled analytics to create a mathematical model that can help identify the relationship between factors and the risk of injuries. This can help plants mitigate their risks, which can serve as an important step in reaching our goal of bringing our injury rate down to zero.

We are working to develop new ways to leverage our data, including the development of scorecards based on leading indicator information. These scorecards will enable us to use existing data more effectively without requiring sites to generate information each month. One example is our Safety Key Indicators of Health Dashboard that utilizes safety, operations, maintenance, and human resources metrics as part of a model that correlates an increase of risk based on historical data for these metrics.

Health and Safety Assessments

Owens Corning has the following process in place for gauging the health and safety of our sites:

- The site answers a series of self-assessment questions related to safety initiatives and protocols.
- Assessors review the results prior to an on-site visit.
- During the site visit, assessors check on a sampling of responses to confirm that the information matches the assessment.

At Owens Corning we have safety and health risk assessments performed at all levels of the organization: site level, sub-business unit level, business unit level, and enterprise (corporate) level. There are common risk assessments performed by all sites across the company, and some business unit specific assessments. Looking across the spectrum of the assessments performed, 100% of Owens Corning's sites have one or more safety and health risk assessments each year.

One method being used to boost the message of Safer Together at our EU facilities is cross auditing, a practice where teams evaluate each other to offer insight, measure success, and increase collaboration.

The purpose of cross audits is to measure where our facilities stand with their progress toward safety goals and identify opportunities to learn from each other and improve conditions for everyone.

To further help identify safety risks and hazards in our facilities, we also provided training to non-safety Audit teams to use when visiting our sites. We developed a basic safety observation checklist that focuses on various topics, such as information covered during the visitor safety orientation, PPE requirements, life safety, the working environment, and powered industrial vehicles. By utilizing these groups to help assess our sites, we can continually increase the number of sites having some form of external safety assessment to augment the various self-assessments and internal risk assessment.

Incident Reporting and Investigations

Our policy states that employees are expected to receive — and are empowered to insist on — safety training before starting any job. As a result, employees are also expected to stop and report unsafe behavior or any work procedure that puts themselves or others at risk.

When an incident does occur, our procedure is as follows:



Occupational Health and Safety Management

Our safety goals require participation from every individual affiliated with Owens Corning — employees, contractors, and visitors alike — in our manufacturing facilities, offices, warehouses, laboratories, and other properties. Employees influence health and safety processes and protocols by providing input through:

- Safety teams and committees
- All-plant communication meetings
- Crew meetings
- Shift huddles
- Training teams and sessions
- Subject-specific Safety teams or committees
- Hazard reporting

Owens Corning identifies and avoids hazards through qualitative and quantitative surveys and a corrective and preventive action process. Our approach to health and safety uses several tools, including:

- Job hazard analysis and risk assessments
- Structured hazard assessments
- Comprehensive industrial/occupational hygiene assessments and surveys
- Product hazard analysis
- Failure mode and effects analysis
- Permitting processes
- Pre-job hazard analysis
- Stop-Think-Act-Review (STAR) cards

Our collective bargaining agreements contain provisions that support local-level use of these tools and procedures for resolving issues that impact workplace safety.

Owens Corning has developed and deployed global safety standards and controls that integrate with our global occupational health and industrial hygiene process. We work to understand, control, and eliminate — whenever possible — the potential for exposure to work-related hazards that pose a risk to employee health.

Exposure potentials are assessed and evaluated against established exposure limits to ensure risk is quantified and understood. This understanding drives efforts in mitigating, reducing, and eliminating these risks. Where exposure can be feasibly eliminated through substitution and engineering controls, those actions are implemented. Where substitution and engineering controls are infeasible, or while such controls are yet to be deployed, interim controls (lower on the hierarchy of control) are used to ensure employees are protected. These often include some combination of administrative controls and personal protective equipment. The following are the primary and most broadly applicable hazards associated with our manufacturing operations that could pose a risk of ill health, and examples of controls we have deployed:

- **Heat stress (potential for heat-related illnesses).** During hot weather and where high-heat processes take place, Owens Corning provides ambient cooling where feasible. We also focus on heat-stress prevention measures, hydration, shade, hats, and cooling vests, as well as work/rest ratios to allow workers time to work in air-conditioned areas versus ambient temperatures near equipment.
- **Use of materials that present a potential for exposure to Respirable Crystalline Silica (RCS).** Chronic and/or overexposure to RCS can lead to development of lung disease (silicosis). Owens Corning has applied the recent Occupational Safety and Health Administration (OSHA) RCS standard globally, including banned housekeeping practices (per OSHA) and application of RCS Exposure Control Plans (ECP) and ECP standards.
- **Industrial noise (potential for noise-induced hearing loss).** Owens Corning manages site-specific programs, designed to ensure that all locations comply with applicable noise requirements and align with our global standard to protect employees from the potentially damaging effects of noise exposure. This includes eliminating noise exposure where necessary and requiring the use of effective hearing protection. Our industrial hygiene process includes noise exposure assessments at our sites every other year, including employee exposure assessments (noise dosimetry) and area sound level surveys.

Access to Non-Occupational Health Services

We go beyond occupational health to support the well-being of our employees through our Healthy Living program, described in detail in our Health & Wellness chapter. The program combines coaching, interactive health risk assessments and biometric screenings, incentives, and rewards. By encouraging our employees to focus on their physical, emotional, financial, and mental well-being, we can help them enjoy improved health, productivity, and happiness.

Contractors do not have access to any of our non-occupational employee health benefit programs, including voluntary health promotion services and programs offered to employees to address major personal health risks, as these services and programs are considered a benefit. Occupational health is different, however. Anyone, including any contractor, who works at our facilities is protected from occupational injuries via adherence to the same Owens Corning employee safety practices (prevention of injuries) and protection from occupational illnesses via Owens Corning's employee exposure control procedures that safeguard against biological, chemical, and physical hazards.

Crisis Management

Owens Corning's crisis management plan provides a comprehensive framework for responding to a wide range of crises. The plan is a simple, fit-for-purpose process that's easy to understand and follow, and it aligns with our natural business structure and function. The Corporate Crisis Management Team conducts training and exercises on a regular basis.

The plan addresses three primary types of crises:

Emerging Issues

Situations that may threaten the company's reputation or its organizational, legal, or financial stability. These include:

- Environmental or regulatory concerns
- Product liability
- Leadership or management issues
- Trade restrictions
- Social issues
- Protests and demonstrations
- Theft or loss of intellectual property
- Loss or breach of data privacy

Business Interruptions

Incidents that disrupt manufacturing or other processes essential to the mission of the company. These include:

- Critical utility outages
- IT system failures and disruptions
- Labor action or strikes

Emergencies

Incidents that threaten human life, safety, health, property, or the environment. These include:

- Workplace violence
- Natural disasters
- Terrorism
- Chemical/environmental spills or hazards
- Kidnapping and ransom
- Fire and explosion
- Widespread disease outbreak

Owens Corning uses a Send Word Now process to initiate a conference call for relevant parties to connect in the moment to support a response to a crisis.

Emergency Preparedness Procedures

The emergency response standard applies to all sites where Owens Corning has management control. An emergency is defined as a serious, unexpected, and often dangerous event that poses an immediate risk to health, life, property, or environment, and which requires a coordinated and rapid response.

Emergencies are typically handled at the local level. If any of our employees are assigned to a site where we do not have management control, Owens Corning conducts a safety review of that site, including emergency procedures. As with all safety matters, our employees are instructed to speak up if they feel their work environment isn't safe.

In addition, our emergency response standard requires that each location conduct an assessment to identify potential emergencies that are reasonably foreseeable or credible for their location, taking into consideration a list of emergency scenarios such as fire and explosions, weather emergencies and natural disasters, spills, violence, utility failures, and more. That assessment is documented and used to evaluate internal and external emergency response capabilities. The assessment is also reviewed annually, as operational or organizational changes occur, or following an incident.

Each Owens Corning facility has an Emergency Response team (ERT) that is prepared for and can respond to a local emergency, such as a natural disaster or an interruption of business operations. Specific employee assignments are required for different scenarios, and each site's plan must include employee training to ensure a safe and orderly evacuation, as well as developing procedures for employees who stay behind to conduct critical plant operations before they evacuate. Drills, inspections, and testing protocols ensure that the emergency response plan and equipment are adequate.

Each site also has a specific Emergency Response Plan (ERP) that addresses all emergency scenarios identified as reasonably foreseeable or credible. At minimum, each site's ERP must address the following emergency scenarios:

- Medical emergencies
- Environmental spills/releases
- Fire/explosions
- Bomb threats
- Suspicious packages/devices

Our emergency lockdown guidelines provide Owens Corning plants with information needed in the event of an active assailant on the premises, workplace violence, or unrest — anything that threatens employees in the workplace and would require an immediate shutdown of the plant while keeping the people on-site safe.

Developing and Sharing Action Plans

Each site develops action plans to eliminate or reduce its top risks.

- Business unit managers regularly discuss work-related risks.
- These discussions are then shared among our EHS teams, the Executive Management team, and the Board of Directors on a quarterly basis, resulting in additional action plans for the entire organization.
- Quarterly formal business-unit reviews of our safety model are then used to develop a continuous improvement program.
- Our regional leaders conduct periodic plant inspections and provide support and growth opportunities to each of their plants. In some cases, regional leaders collaborate across divisions to help eliminate hazards.
- The EHS Assessment team thoroughly reviews EHS processes at each site, typically on a four- to five-year cycle. We review the list of sites regularly and schedule assessments based on the time elapsed since their last assessment (or sites that have not yet been assessed), site risk, and special requests from the businesses.

When required by our customers, we also obtain third-party safety certifications, such as ISO 45001. Our global safety and environmental organization verifies and documents the status of management systems during scheduled audits. After assessments are completed, we obtain a published report. All items identified for improvement in the report are incorporated into the facility improvement plan. Critical items are called out and directed to the Vice Presidents of Sustainability and Operations for review, and to senior EHS leaders for further action.

Risk Assessment and Safety Controls

To help eliminate risks that could lead to injuries, we must recognize, understand, and assess the risks our employees could face on the job. Owens Corning ranks safety risks based on the following criteria:

- Frequency of exposure
- Potential severity of an injury
- Likelihood of an accident
- Levels of control in place

This risk ranking system helps us prioritize projects, identify resource requirements, and allocate capital investment across the company. We also use the system to measure risk reduction at all levels — plant, business unit, and corporate. The measurements enable us to hold leaders accountable for reduction targets and allocate our resources in ways that deliver the greatest risk reduction benefits.

Risk identification is an ongoing process that includes the following steps:

- Detailed risk assessments prior to a new task
- Detailed risk assessments of high-risk conditions within the facility
- Root cause investigations in the event of an incident
- Corrective actions to prevent incidents from reoccurring
- Learnings shared across the site and between sites, as appropriate

Risk assessments are conducted to predict and address potential health and safety issues in new facilities and on operations within existing facilities. In doing so, we can help prevent new hazards from occurring at our sites while also understanding and addressing risks at new facilities.

Our SIF risk assessment calculator tool generates a risk score based on the complex relationships between severity and the hierarchy of controls. In addition to traditional risk assessment calculations that multiply frequency by severity, our scoring system removes frequency from our calculations when evaluating SIF risks. This helps us evaluate how to avoid situations in which a minor but common hazard might be scored higher than one that is more serious but less common. This is in keeping with our commitment to SIF prevention.

After identifying a risk, assessors take the following steps:

- Rate the potential severity of the risk: SIF, significant, or minor.
- Rate their confidence in the effectiveness of each control type: passive engineering solutions, warnings, administrative measures, or personal protective equipment (PPE).
- Weight and score each selection: one score for controls, another for severity, and a total risk score.
- Categorize the risk based on these scores: low, acceptable, unacceptable, or dangerous.

If the risk is categorized as unacceptable or dangerous, a mitigation plan is required. If incidents do occur, learning is shared within the businesses after the investigation is complete, and between the businesses if same or similar risks may exist.

Within our Insulation business, these risk assessments are aggregated to create plant risk profiles, and annual risk reduction targets are set. Additionally, risk scores are used to prioritize safety capital investment and optimize the amount of risk reduction per safety capital dollar spent.

Owens Corning has systems in place to help us recognize, understand, and effectively mitigate potential occupational exposure to hazards throughout our operations. We achieve this through our comprehensive and rigorous focus on exposure control, as well as a traditional approach to employee health screening where appropriate.

We also work to understand and control exposure to hazards that might cause injury. Safety procedures are in place for specific hazards, including handling chemicals or hazardous substances.

Partnerships in Safety

Owens Corning is fully engaged with our industry partners to help influence safety and regulatory standards. This commitment has a global impact and reinforces our position as a leader in safety. Through our active involvement and leadership in trade associations' Industrial Hygiene or Safety committees, we provide our industry with occupational-exposure monitoring data to aid in evaluating the potential impacts of regulatory activity and framing trade association input to developing standards. For decades, Owens Corning has been conducting regular industrial hygiene monitoring to assess and quantify the risks our employees may be exposed to and ensure that exposure is controlled to safe levels.

We also participate in the Industrial Hygiene/Occupational Health committees that exist independently as part of both the Asphalt Roofing Manufacturers Association (ARMA) and the North American Insulation Manufacturers Association (NAIMA). We are one of the leading contributors of data to those associations. The aggregate data is used in trade association efforts to represent Owens Corning and our industry rule making and, through published articles, serve as a source of information to the industry customer base and the scientific community. The committees help define protocols for data collection and maintain data sets that our customers, contractors, and installers rely on in their everyday operations.

OSHA VPP Star Designation

The Occupational Safety and Health Administration's Voluntary Protection Programs (VPP) recognize the health and safety accomplishments of companies and organizations whose injury and illness rates are below Bureau of Labor Statistics averages for their respective industries. A number of Owens Corning sites have received the VPP Star designation, OSHA's highest level of recognition. To earn this designation, plants must undergo a rigorous on-site evaluation by a team of OSHA safety and health professionals. Read about our OSHA VPP Star Designation on page 67.

The Campbell Institute

Owens Corning has been an active member of the National Safety Council (NSC) since 1943, and we are a charter member of the NSC's Center for Excellence, the Campbell Institute. Many representatives of our company serve on steering teams, working groups, and advisory committees. In addition, we are active with the American Society of Safety Professionals, the Voluntary Protection Programs Participants' Association (VPPPA), and other organizations that promote safety solutions.



Celebrating Safer Together in Sedalia, Missouri, U.S.

DIGITAL TOOLS FOR ENSURING SAFETY COMPLIANCE

As Owens Corning works to eliminate injuries and illnesses — while also meeting our environmental compliance requirements — we recognize the need to have strong fundamentals in place that enable us to comply with applicable standards and regulations. One foundational element of these efforts is ensuring that we are able to do the following:

- Maintain a clear understanding of the complex rules and regulations that apply to each of our global operations.
- Identify gaps in compliance with the applicable regulations.
- Act with urgency to implement corrective actions.

To facilitate our understanding and assessment, we have implemented a digital tool that enables us to identify the regulations that apply to each site. Using this tool, our sites can self-assess their compliance with the requirements that apply to them, both regulatory and Owens Corning standards. If sites are found to be non-compliant, we have established a corrective action process to close any gaps that have been identified.

ADVANCING SAFETY WITH TECHNOLOGY

Owens Corning has a vision for a safer future at our plants, one that takes full advantage of the right cutting-edge technologies and enables every team member to work safely. Our Future of EHS team, made up of cross-functional representatives from across Owens Corning, is helping to advance safety through sound and scalable technology solutions. This unified approach has provided solutions in the following areas:

Safeguarding interactions between powered industrial vehicles and pedestrians.

Powered industrial vehicles, including forklifts, are a significant contributor to workplace injuries and deaths. Even with the best training, and an aware driver, there are always risks. To minimize these risks and to find ways to fail safe, we are deploying Visual Artificial Intelligence (VAI) technology on our forklifts, which can provide benefits including:

- **Minimize line of sight issues.** Computer vision systems can monitor the operator's line of sight in real time, alerting them to any obstructions. This helps prevent collisions with objects, equipment, or pedestrians.
- **Provide blade/mast height position monitoring.** AI can continuously monitor the height of forklift blades and alert operators when they are positioned unsafely, reducing the risk of tipping accidents.
- **Identify overhead load hazards.** Computer vision can detect the proximity of overhead structures and warn operators before collisions occur, ensuring safer load handling practices.
- **Prevent pinned-by hazards.** Advanced detection algorithms can differentiate between inanimate objects and people, providing timely alerts and automated slowing/stopping mechanisms to protect workers from being pinned.

Reducing or eliminating high-risk inspections.

- Inspections of melters are traditionally carried out manually by plant personnel. These manual inspections require downtime and people accessing a space that is characterized by potential thermal and trip hazards. This limits the frequency of inspections and is also subjective to the person doing the work and the information that is captured. The Future of EHS team is supporting a solution developed by the Manufacturing Digital Transformation group that removes people from the hazardous environment and improves the frequency and quality of data capture. This autonomous solution will measure the temperatures of the refractory throughout the area beneath melters utilizing LiDAR (Light Detection and Ranging) and 3D cameras that allow the robot to safely navigate the space, measuring the thermal profile of the area ceiling without the need for downtime.
- Owens Corning's AI-Enabled EHS Coach augments our safety culture by providing 24/7 guidance directly from corporate EHS standards and other documents, including specific business unit and facility documentation. Every question is answered with a summary and provides all relevant standards, plants, forms, and source citations. When a question involves higher risk activities or needs clarification, the system can engage a human safety expert so the user gets a trustworthy answer backed by strong safeguards and ongoing learning. The coach helps frontline leaders and associates quickly find critical information, reduces time-to-proficiency, and closes knowledge gaps that contribute to incidents, advancing our Safer Together commitment with responsible AI practices.

Improving training and proficiency, hazard recognition, and learning from incidents.

- Computer vision, combined with machine learning and AI, is incredibly useful for risk management and safety in manufacturing. It can analyze images and videos utilizing affordable off-the-shelf camera systems to provide insights. These technologies can be the first line of defense, alerting site managers to unsafe conditions, reducing accidents, and saving lives.

Strengthening Owens Corning's safety culture by utilizing advanced analytics to proactively engage our entire team.

- **Incident prevention:** Highlighting areas where preventive measures are needed, reducing the likelihood of accidents.
- **Hazard identification:** Monitoring maintenance schedules and safety audits can help identify potential hazards before they cause harm.
- **Regulatory compliance:** Monitoring leading indicators ensures compliance with regulatory bodies, helping to avoid penalties and improve overall safety standards.
- **Operational efficiency:** Helping streamline safety processes, reduce downtime due to accidents, and improve overall productivity.
- **Employee well-being:** Demonstrating our commitment to employee safety and well-being, fostering a positive safety culture and increasing employee morale and engagement.

Enabling teams to safely use new and emerging technologies through the creation and updating of policies.

In the past, policies were put in place that dissuaded our manufacturing operations from leveraging technology on the shop floor. In today's workplace, not only do our employees expect technology, we know that technology is an enabler to safer operations. These policies help define safe ways to use technology that can reduce risk and keep people from doing dangerous tasks. Examples include:

- **Mobile device policies:** Establish minimum requirements to be applied to the safe use of mobile electronic devices in operational areas for business-related activities. Read more about these policies on page 61.
- **Drone use policy:** Ensures people are following company and government regulations, so they don't put the company and people at risk.

  Drones can improve safety, increase efficiency, reduce costs, and provide more frequent, higher-quality data. For instance, plant employees can inspect site stacks, sales employees can take a close look at a roof, and engineers can inspect production lines.

TRAINING AND EMPOWERING EMPLOYEES FOR SAFETY

Across Owens Corning facilities, our people are given the training they need to perform their duties safely. We encourage our employees and contractors to take an active role in making their workplaces as safe as possible. Employees are required to stop and report unsafe behavior, and they are required to report any work procedure that requires them to work unsafely and insist that it is changed.

Hazard Recognition and Control (HRC)

Spotting hazards is a learned skill, and the HRC program teaches employees to break the human tendency to overlook familiar objects and situations, which can cause people to miss risks. Through the program, which is available both on-site and virtually, employees learn specific techniques to identify hazards, quantify risks, and develop effective ways to minimize or eliminate them.

Lock-Tag-Try Training

In addition to our virtual HRC training, we continue to provide lock-tag-try training to our employees. Lock-tag-try, also known as "lockout, tagout," is a procedure that ensures power to a machine is cut off before maintenance can occur.

Workplace Violence Training

Owens Corning has set a standard whereby all people leaders and staff globally are required to undergo workplace violence training. Training is available through our learning management system or in a classroom setting, which is how it is usually delivered to frontline employees.

Safety at Non-Owens Corning Sites

Employees who are assigned to work at facilities not controlled by Owens Corning assess the risk of their tasks and in the general work environment. If the level of risk is not acceptable, they will discontinue their activities until risk-mitigating actions are completed by the owner of the facility. If necessary, our EHS personnel visit these facilities to assist with risk assessment and help develop risk mitigation strategies in partnership with the site owners. By empowering our staff to take action for their own safety, Owens Corning ensures that our employees are safe no matter where they are, and they can model good safety practices for others.

Contractor Management

Contractors in our facilities are expected to adhere to the same safety standards as Owens Corning employees. To ensure their compliance and understanding of the required standards, Owens Corning makes available appropriate safety trainings to contractors and their employees. Additionally, we partner with our contractors to conduct behavior-based observations, walk-through inspections, and audits to ensure the continued health and safety of our workplace. We also have consistent processes for prequalifying and measuring contractor performance associated with large-scale projects within our facilities, and for contractors we directly manage.

Our Contractor Management Standard establishes the minimum requirements to prequalify, select, orient, monitor, and evaluate contractors who perform higher-risk work at Owens Corning sites globally.

To enhance and streamline the process of verifying that contractors are compliant with Owens Corning standards, we use ISN's platform ISNetworld to facilitate the establishment and management of contractor qualification requirements. As part of Owens Corning's ISN process, contractors must submit their applicable SIF prevention processes for review to determine if they meet minimum expectations for working at an Owens Corning facility. If it is determined that they do not meet expectations, the contractor is provided with feedback so they can strengthen their programs for resubmittal and reconsideration. Additionally, any contractor company that has had a fatality within the last three years is automatically eliminated from consideration for work at an Owens Corning facility until they submit acceptable information detailing how the fatality occurred and what actions were taken to prevent this or similar events in the future.

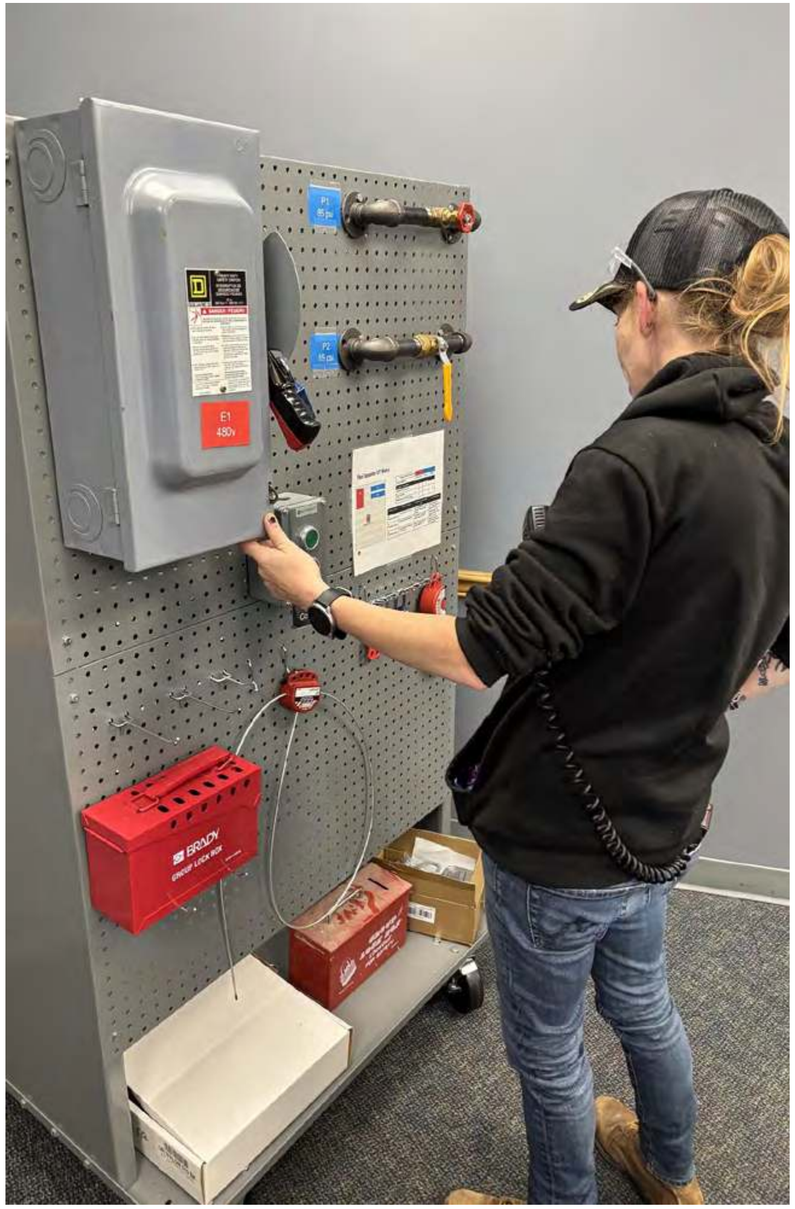


Photo submitted by:

Katlyn Tolliver | Mount Vernon, Ohio, U.S.
Business partner Angela Baldwin competing in the Lock-Tag-Try challenge.



Plant employee, Fort Smith, Arkansas, U.S.

Contractor Safety Video

Contractors are held to the same standards as employees, and our contractor safety video is helping to further expand the message of safety across our business units and at all of our facilities. Topics such as SIF and check-in procedures are covered, and viewing it is mandatory for all contractors working at our facilities. The video is available in 14 languages and features employees from several locations. It is a complement to other contractor materials and site-specific orientation.

Contractor Safety Handbook

All contractors receive a Contractor Safety Handbook, and it is their duty to ensure they are aware of and current with EHS laws as well as Owens Corning policies and expectations. Owens Corning also provides training to ensure that contractors understand that their commitment to working safely must be unconditional. This handbook has been translated from English into 17 languages.

Mobile Device Policies

The ubiquity of mobile devices continues to present a safety issue, and countless studies have shown the extent to which mobile device users are distracted. Whether our employees are busy in production work areas, taking the stairs in our facilities, or walking or driving in parking lots, we have very specific rules about the use of mobile devices.

We instituted a ban on the use of mobile devices in our sites' parking lots and when driving as part of company business. At most sites, signs about device use are posted at strategic locations so employees are reminded that these are safety rules, not mere suggestions, and that every individual is responsible for ensuring we are successful in our efforts toward zero injuries.

New Hire Training

Owens Corning begins training our employees on safety from the very beginning. Our orientation of new hires includes a mentoring process designed to help reduce injuries among new hires or employees who are new to their position. This is especially important, given that the data we have indicates a higher injury rate among new employees. To address this concern, we use onboarding and training processes offering consistent, comprehensive safety and on-the-job training to help new employees perform their tasks safely from the start.

In the onboarding experience, employees are trained on human performance indicators, including task demand, individual capability, work environment, and human nature. It is a more comprehensive approach addressing all potential errors and offering a better understanding of the various types of incidents and losses.

- We are focusing on new hire connection and engagement with all leaders — frontline, EHS, and plant leadership teams — across the employee's first year. Using the Positive Safety Interaction approach, leaders observe and interact with employees while they perform their tasks. Afterward the leaders provide positive feedback based on their observation and follow up with the employee if any concerns are noticed. Together they can then address any potential issues.
- Facilities are working on operator qualification and skill validation as well. This helps ensure that safety is more thoroughly built into the ways we provide job training for employees and coach them for success.

Training continues throughout an employee's tenure, with activities such as daily safety huddles, scheduled monthly sessions, and annual refresher courses. All employees regularly receive training based on employee health and safety standards.

Annual Training Matrix

We develop an annual training matrix, and our facilities use a web-based platform with standard training modules and supplemental, site-specific education through our global corporate intranet. This system is fully integrated with our talent management structure and provides the ability to customize learning plans for individuals. Additionally, each business unit hosts periodic meetings with our EHS leaders to review strategies, share best practices, and provide technical training.



SAFER TOGETHER

2025 IN REVIEW

Paroc plant employees, Parainen, Finland.

Safer Together Honored with Board of Directors' Cup

In March 2025, the Safer Together team was named the winner of the Owens Corning Board of Directors' Cup. The award is the company's highest honor. It recognizes a team — with members from different regions, businesses, or functions — who made a difference for customers, employees, and shareholders. This marks 28 years for the award.

The team was selected based on activities demonstrating employee engagement, leadership commitment and engagement, and the combination of culture with processes and systems. Such activities included employee surveys, an executive alignment workshop to understand the organization's needs, and creation of the Safer Together operating framework.

As part of the honor, the team was awarded $15,000, which they donated back to the OC Cares Fund. The Owens Corning Foundation matched that, bringing the total donation to the OC Cares Fund to $30,000.



"What makes this very, very special is when we submitted the nomination, it was on behalf of every single employee of Owens Corning…We could not peel apart any individual group because there were thousands and thousands of people who were part of creating this."

David Rabuano
Senior Vice President and Chief Sustainability Officer

Bringing Safer Together to Doors

In early 2025, we successfully launched the Safer Together identity at all our Doors sites. The initiative was received with positivity, and teams brought creativity and enthusiasm to each site's launch. This effort served to further integrate our Doors employees into Owens Corning's culture as a whole and reinforce that we are all working together to keep each other safe. In turn, Owens Corning adopted the Doors business's long-standing Global Safety Week tradition. Read more on page 65.

Our safety integration team took several actions in 2025 to boost the safety of operations at our Doors facilities. EHS teams visited special focus sites, or those with the highest recordable injuries, to set up action plans. Additionally, lock-tag-try validations were completed at the majority of locations and machine guarding assessments were completed on specific pieces of equipment. We are implementing VAI technology systems to comply with the PIV SIF standard as well.

The Doors safety team has developed a SIF standard integration deployment master plan. In 2025, we rolled out the automobile safety standard (mobile device policy), PIV, and warehouse safety standard. Moving into 2026, we are working with Doors Risk Level 1 contractors to meet the contractor safety management standard, fulfilling their ISN subscription requirement by the end of the year.

In 2025, several high-impact automation projects were started in the Doors business including:

- The Laurel, Mississippi, U.S., woodyard project is a large-scale capital project that completely replaces our woodyard with safer and significantly more efficient lumber processing equipment that allows processing of long wood as opposed to processing chipwood with bulldozers. Among the numerous safety benefits is the elimination of chip tunnels, which were used as shelters by venomous snakes in the area. Additionally, log trucks can now unload from one designated position with a fixed crane rather than requiring the relocation of equipment. This project is scheduled to conclude in 2027.
- The Heritage de-stacker process was installed and was in testing phase as of Dec. 31, 2025. The project removed a heavy manual door lifting process required for the Interior Heritage Door assembly process. The new process eliminates the physical strain of the manual task.
- The first phase of fiberglass skin press automation was completed in mid-2025. This upgrade eliminated the need for manual placement of material into large presses and door skin edge clean-up using hand tools. The second phase is planned for completion in mid-2026.
- The first automated brickmold nailing system was completed in Lawrenceville, Georgia, U.S., in 2025, removing the risk exposure for employees who performed this process manually. The system is planned to be replicated in many of the retail door plants in 2026.







Design Hazard Elimination

Design Hazard Elimination (DHE) is a program run by our Roofing R&D teams in Granville, Ohio, U.S., and Summit, Illinois, U.S. The program goal is to document and share hazard elimination efforts within the team. Employees are asked to share a before and after photo and a brief description of the change that was made. Program coordinators hope that by recognizing and sharing these efforts, everyone can learn from them and address concerns in their own areas of work.

Some program highlights for 2025 include:

- **Hot Water Tank Upgrade.** Upgrading aging hot water tanks has eliminated hot water exposure for employees. New loading/unloading equipment to go along with the hot water tanks has also eliminated risk of ergonomic injury by providing lift assist operation. This project was awarded as the 2025 DHE of the Year.
- **Forklift Safety Improvement.** A red zone eco warning light added to forklifts shines a red light on the floor indicating where it is safe to stand near the vehicle. Also, a load leveler allows the driver to increase productivity while reducing product, rack, and pallet damage.
- **Underlayment Roll Lifter and Roll Carts.** A custom-designed machine eliminates the need for manual lifting of heavy, tall underlayment material rolls. The machine comes with two-factor clamp release, electric-over-hydraulic lift assist, and audible alarms and warning lights. New carts for the rolls allow for easier transportation. This project dramatically reduces SIF risk.

> “Recognition plays a crucial role in motivating the team and showcasing the value of their contributions to overall safety.”
>
> **Bethany Nicklas**
> *Research Technician*

Collaboration Leads to Customized Solution

After a comprehensive guarding assessment in 2024, the team at our Cortland, Illinois, U.S., facility discovered that they would need to find a solution to guard exposed pump shafts. An off-the-shelf guard proved inadequate, so they needed a custom solution to the problem. They approached the Granville S&T team to explore the option of 3D printing a custom guard. Within two weeks, there was a guard on its way from the iLab in Granville to the facility in Cortland. The guard was made using measurements from the Granville and Cortland teams and the pump manufacturer. After EHS approval, 15 more guards were made to be installed at Cortland, solving a safety issue and taking the guarding risk score from 100 to just 0.125. The iLab in Granville makes it possible for the team there to design and 3D print end-use parts and prototypes from a variety of metal and polymer materials.



Global Safety Week

Adopted from our Doors business, Global Safety Week was launched for all of Owens Corning in 2025. This planned annual event will be used to strengthen and build on our safety culture and emphasize the messaging of our Safer Together identity. Planning team members for the 2025 event represented all business units and every region where we operate.

From June 9–13, employees engaged in safety activities to bring our Safer Together operating framework to life, received recognition and rewards, and heard open communication about why employees stay safe.

For 2025, the theme was “See Something, Say Something,” which is one of our Principles of Safety Leadership. The theme demonstrated our commitment to creating a culture where everyone feels empowered to speak up about potential risks, hazards, or unsafe behaviors.







2025 PERFORMANCE AND INJURY REPORTING

Our commitment to safety is unconditional. Over 20 years ago, this statement became the cornerstone of our safety culture. We reinforce our dedication to safety through three basic beliefs:

- All accidents are preventable.
- Safety is everyone's responsibility.
- Working safely is a condition of employment.

We have made incredible progress in the years since this original declaration was made. In 2002, our recordable incident rate (RIR) was 5.74. In 2025 it was 0.66, inclusive of our Doors business.

Formal safety audits or process checks were completed by the Corporate Safety team, Internal Audit team, or Security team at 34 sites in 2025, in addition to the routine visits sites receive from their business and regional EHS leaders. Safety self-assessments were completed at 59 locations.

In 2025, there were 148 recordable injuries among Owens Corning employees, our supervised contractors, or temporary employees. Quantitative occupational health and safety performance metrics for full-time employees and contractors can be found in Appendix B.

As a result of our comprehensive and rigorous focus on exposure control, as well as a traditional approach to employee health screening where appropriate, none of our worker groups are associated with a high incidence of occupational disease.

Safety Performance

In 2025, our **recordable incident rate** (the number of injuries x 200,000/total labor hours) was

0.66

This is

76%

below the industry average, as reported by the U.S. Bureau of Labor Statistics for 2024 (the most recent data available).

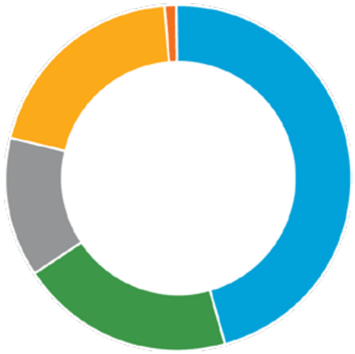
48%

of our global facilities were injury-free in 2025.

The severity of our incidents, measured by our lost time injury frequency rate (lost workday cases x 1,000,000/total labor hours), was

1.80

2025 Recordable Injuries by Affected Body Part



- Arms/Hands **46%**
- Back/Shoulders **20%**
- Head/Face/Eyes **13%**
- Legs/Feet **20%**
- Multiple/Other **1%**

Our Doors business has improved their recordable injury rate by 44% since joining Owens Corning.



ARMA RECOGNIZES ROOFING SITES FOR SAFETY

In June 2025, the Asphalt Roofing Manufacturers Association (ARMA) recognized several U.S. Owens Corning® Roofing and asphalt plants for their commitment to safety. The trade association honored the facilities as part of its annual accident prevention contest, which recognizes manufacturers for achieving low safety incident rates.

A perfect score means that zero safety incidents were recorded. The following Owens Corning® asphalt plants received the Perfect Employee Safety Certificate for achieving a perfect score in the reporting year.

- Atlanta, Georgia*
- Denver, Colorado*
- Kearny, New Jersey
- Linnton, Oregon*
- Medina, Ohio
- Memphis, Tennessee*
- Minneapolis, Minnesota*
- Oklahoma City, Oklahoma

**Also received the Award of Excellence for achieving a perfect score for three consecutive years.*

The following shingle plants received a Certificate of Safety Improvement for demonstrating an improvement of at least 25% over their previous year's performance.

- Brookville, Indiana
- Irving, Texas
- Kearny, New Jersey
- Jacksonville, Florida
- Portland, Oregon
- Summit, Illinois

Facilities were judged based on ARMA criteria derived from the standards set by OSHA, and information was gathered through quarterly safety data reports from the past calendar year.

Safety Certification in 2025

Owens Corning has continued to make strides in the certification of our people and our sites.

- We obtain third-party safety certifications, such as ISO 45001, when required by our customers. These certifications cover approximately 10% of our sites.
- 10 Owens Corning sites have VPP Star designation, OSHA's highest level of recognition, from undergoing a rigorous on-site evaluation by a team of OSHA safety and health professionals.

Updating Our Digital Tools in 2025

Acquisitions and other actions resulting in growth have resulted in multiple systems being used across Sustainability, Environment, and Safety. In 2024, we began evaluating various software vendors to determine if we could move to a singular system or reduce the number of systems in use. After completing the evaluation and deciding on a vendor, we spent the majority of 2025 performing blueprinting to focus on the user experience for our employees. We are preparing for implementation in 2026.

Contractor Management in 2025

Through our contractor management program, over 8,155 individual safety programs have been reviewed, and in 2025, 3,836 insurance certificates were reviewed in the U.S., Canada, and Mexico. This work helps us understand gaps and standardize how we manage risk when working with our contractors. It ensures that all contractors performing work with moderate or high SIF potential at Owens Corning sites in the U.S., Mexico, and Canada have been verified to our standards through an external party.

In 2025, we also updated our contractor management safety program to include ISN's RAVS 360™ Plus process. Through this process our contractors and a sampling of their employees participate in an interview process to verify the effectiveness of their safety programs and their employee training process.

Updates to Safety Training

In 2025, we developed a new information system called AI EHS Coach. This new tool allows frontline supervisors and site leadership to quickly find answers on any safety topic. This system is linked to all corporate safety standards, programs, guides, and training packages. When someone asks a question, the EHS Coach scans all relevant information, providing an answer and all relevant documentation. In 2026, we plan to expand the information set to include site-specific information.

In 2026, we plan to refresh our training methods and content with digital enablement tools, such as microlearning and virtual reality, with a renewed focus on hand safety. We plan to also work to segment training based on job assignments to minimize overload while improving learning and retention. We plan to have an emphasis on forklift operator training with new materials and improved forklift train-the-trainer opportunities.

The yearly mandatory Workplace Violence Prevention and Reaction training was successfully reestablished in 2025 and included all three of our business divisions. Workplace Violence Prevention training was also conducted with Plant Managers and Operations Leaders of the Roofing division and will continue in 2026 with the Insulation and Doors divisions.



HEALTH & WELLNESS

Just as we seek to create a culture of safety, we work to keep our people healthy. Our approach to wellness is all-encompassing and is designed to touch employees around the world. We do this because we realize that achieving our mission requires everyone on our global team to be at their optimal state of wellness — physically, mentally, and emotionally.

Sustainability Reporting Topic

Employee Wellness

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

Photo submitted by:

Sylwia Kaszynska | Trzemeszno, Poland
Football players on a hot summer evening.

2030 GOALS FOR HEALTH & WELLNESS

Our well-being approach encompasses all aspects of health and empowers people with access to prevention, programming, and care so they are healthier, in mind and body, because of Owens Corning.

- **By 2030, 50% of Owens Corning facilities will have achieved a status of Level 3 on our well-being matrix.**

OUR APPROACH TO HEALTH AND WELLNESS

Owens Corning is working to achieve our goals using accessible data, health science, and behavioral science to define metrics that can inform our strategies and tactics. We do this in accordance with privacy laws and local expectations. We also measure aggregate employee health outcomes, guided by the frameworks established by U.S. Healthy People 2030 and the World Health Organization Global Action Plan. Each framework is based on indicators that measure both health risks and the burden of disease around the world.

The workplace environment is critical to achieving good employee health outcomes; therefore, we also focus on maximizing each facility's ability to help every employee achieve their best state of wellness. We have created a roadmap to excellence for our facilities, which they can use to gauge their progress on their journey and help them achieve our goals. Our Healthy Living Matrix will also help us accomplish our aspirations, and we will integrate our Healthy Living program objectives with the principles of Total Productive Maintenance (TPM) at each facility, leading to sustained program progress and continuous improvement.

HEALTHY LIVING PILLARS

The Owens Corning Healthy Living program has two pillars and six elements.

BODY			MIND		
					
Know Your Numbers	**Nutrition**	**Physical Activity**	**Tobacco Free**	**Healthy Mind**	**Financial Health**
We will enable all Owens Corning employees and their families to obtain their appropriate preventive health screenings and immunizations annually and understand their personal biometric health numbers.	*We aspire to help all Owens Corning employees and their families eliminate key health risks that may result from poor nutritional education and unhealthy food choices.*	*We will enable all Owens Corning employees and their families to be active and to counter the negative health consequences of low physical activity and lack of movement on and off the job.*	*We aspire to be a company that helps our employees and their families lead tobacco-free lives.*	*We aspire to help all Owens Corning employees enjoy meaningful work and life experiences in an environment that supports and inspires them. We believe that it is everyone's responsibility — especially our leaders' — to foster that environment.*	*We will help our employees confidently manage their financial lives today, while preparing for the future and dealing with the unexpected.*

THE SIX KEY ELEMENTS OF HEALTH & WELLNESS

Our approach to health and wellness builds on two pillars with six key elements, each of which addresses a specific element of overall well-being.

Body

Know Your Numbers

Biometric screenings are available to all employees and their covered dependents at no cost. Employees can receive screenings at on-site events in the U.S. and several global locations, with their personal physician using preventive care benefits, and through third-party labs in their local communities.

These screenings help people:

- Learn whether they are achieving their appropriate health targets.
- Understand the health consequences related to their personal biometric numbers.
- Discover actions they can take as needed.

We also offer a wide array of free, preventive care screenings to employees and covered family members. At our world headquarters in Toledo, Ohio, U.S., and other Ohio locations, we provide on-site care and biometric screenings in partnership with healthcare provider ProMedica. This collaboration allows employees to easily access care providers, establish a primary care physician, and schedule appropriate related services.

Nutrition

Unhealthy food choices can lead to serious health risks. We are in the midst of a nutrition pilot program with the goal of improving access to healthy, affordable meals and snacks while offering valuable nutrition education and support. Read more about this progress on page 78.

Physical Activity

We educate our employees about the benefits of physical activity and give them access to tools, resources, and incentives that promote daily movement. Several facilities have an on-site fitness center, offer physical training, and sponsor fitness challenges such as run/walk events. In addition, employees can earn points by recording their steps, sleep, workouts, and other health metrics through our Healthy Living mobile platform.

Mind

Tobacco Free

Owens Corning offers many resources to help our employees become tobacco free, including tobacco cessation coaching, small group discussions, nicotine replacement therapy, and medication.

Healthy Mind

To help our employees balance the demands of a fulfilling career and personal life, we offer broad, comprehensive counseling through the Employee Assistance Program, EAP+ Resources for Living. The program is available to all our employees, even those not enrolled in an Owens Corning health plan, and those who live in their household.

Employees and their household members can have up to eight free counseling sessions, per calendar year, per issue. Counseling sessions can take place confidentially in person, by phone, text, or video. These sessions offer an opportunity to speak with a professional about topics such as grief and loss, relationships, stress, and substance abuse. They also have access to the following:

- Work-life resources and support for daily living, including solutions for child care, elder care, pet care, home/auto repair, relationships, nutrition, relocation, and concierge resources
- Financial and legal resources, including budgeting, debt management, wills and trusts, and other topics
- Tobacco cessation, personalized for individuals to help ensure success
- Mobile access via an app designed to help manage everyday issues and life events
- Manager consultation to help leaders with challenging employee issues

In addition, a growing number of Owens Corning employees are certified as EAP Navigators, voluntarily providing support for peers who may be in crisis. EAP Navigators are not licensed mental health professionals and do not give medical or clinical advice, but they are certified in Mental Health First Aid™, which helps them recognize depression and mood disorders, anxiety disorders, trauma, psychosis, and substance abuse disorders. EAP Navigators help employees and their household members to get the best use of their EAP+ benefits. EAP Navigator training also covers risk factors for mental health and substance use problems, experiential activities that build understanding of the impact of mental illness on individuals and families, and action plans that participants can use when responding to crisis and non-crisis situations.

Financial Health

We seek to raise awareness of company financial benefits available to our employees. This includes planning tools and resources such as financial, legal, and retirement counseling through our external partners, and the implementation of site visits and online tools with banking partners in our plant and office communities.

Owens Corning has established a dashboard that measures the extent to which people are taking advantage of our financial health services, including health savings accounts. By collecting aggregate data on this information, we can provide education as needed to help promote these services.

OUR INFRASTRUCTURE FOR HEALTH & WELLNESS

From Owens Corning leadership to local employees sharing their passion for wellness, together we are working to create a culture that emphasizes the well-being of our people, helping them prioritize health and wellness in their lives and in the lives of their families.

Wellness Champion Network

To achieve our health and wellness goals, we must work to engage our employees at the local level, and our Wellness Champion Network has been an essential component of our outreach. The Wellness Champion Network consists of employees who are passionate about helping others embrace healthy lifestyles and are committed to increasing participation in our health and wellness programs. Wellness Champions help ensure that our Healthy Living platform is locally driven and has broad support among our people. In addition, Wellness Champions encourage others at their locations to join the Wellness Champion Network, which expands our influence across our locations.

Wellness Champions have access to a range of materials for each of our wellness elements, so they have the tools needed to involve their co-workers in wellness activities. In addition, we work to make certain that our Wellness Champions have support from our leadership, which helps drive further employee engagement with our health and wellness programs.

Sites in different countries and regions have the ability to adopt their own wellness goals and aspirations, ensuring that their activities and areas of focus align with the needs and realities of their people. The teams we have created include leaders from global business and corporate function groups, as well as regional leadership councils, to direct the execution of our global wellness strategy in each region.

Opioid Prescriptions

In response to the U.S. opioid crisis, Owens Corning's policy limits short-acting opioid prescriptions to a three-day supply. Any pills dispensed beyond the three-day limit must be authorized. This policy decision, initiated in 2018, was informed by a report from the Centers for Disease Control and Prevention indicating that addiction rates to a prescribed opioid can double after four to five days of continued use.

Flu Shots

Owens Corning continues to stress the importance of flu shots as a way to help prevent the spread of the illness, and we remind employees that most Owens Corning sites around the world offer flu vaccines. Given the differences in healthcare distribution in different countries, flu shot campaigns are organized locally throughout our regions.



Photo submitted by:

Asa Eriksson | Hällekis, Sweden
Friluftsfrämjandet Kinnekulle obstacle course, Hällekis, Sweden.

USING DATA TO PROMOTE BETTER HEALTH

We use aggregated employee data to better understand the health and wellness needs of our employees. This data is obtained from voluntary participation in employee wellness programs and through claims data from U.S. employee health plans.

To protect employee privacy, all the data we use for health trend analysis has been de-identified and obtained in the aggregate. Although the availability of comprehensive aggregate health data is affected by employee privacy expectations and cultural differences and sensitivities regarding health and well-being, our historical focus has helped us establish a solid foundation for developing key health metrics. The data we have aggregated has given us a deep understanding of potential health risks among our employees, which in turn helps us offer services that are truly beneficial.

As a U.S.-based company, we can analyze our U.S. data to connect participation in our wellness programs to improved health measures. By knowing which programs make a difference for our U.S. employees, we can develop tools to benefit our entire global workforce. Through these efforts, we are working to establish metrics that fully represent the needs of all our employees globally.

Healthy Living Platforms

Owens Corning helps our employees improve their healthy habits through our Healthy Living digital platforms. Through a website and mobile apps, the platforms link thousands of employees to our wellness resources, enables them to track their progress, and provides them with daily reminders about their fitness goals.

The platforms combine coaching, interactive health risk assessments, biometric screenings, and incentives and rewards to go beyond occupational health, providing an all-encompassing approach that includes employees' everyday physical, emotional, mental, and financial well-being. As a result, we can help our people see improvements in their health, productivity, and happiness.

In addition to tracking steps, movement, weight, and eating habits on the apps, employees can track how many hours they sleep, and that information is sent directly to the platform. This information helps individuals monitor the effects of healthy habits.

The Healthy Living platform makes it easier for employees to take part in many of our health and wellness initiatives. It also provides us with opportunities to offer a range of incentives for enrollment and participation, including cash and other rewards based on employees' daily activities. When users record their steps or track healthy eating habits, for example, they receive points, which can be redeemed for rewards. Employees can create weekly step and habit challenges and invite others on the platform to join them. There is also an annual company-sponsored step challenge that includes raffle prizes for top steppers. One of the more popular financial incentives allows employees on U.S. health plans to make contributions directly into their health savings accounts (HSAs).

While the Healthy Living platform was initiated in the U.S., we continue to increase our international engagement. In Latin America and Europe, we have created regionally appropriate, fit-for-purpose systems parallel to those we have in the U.S., further driving achievement across all six elements of the program.

Healthy Living Matrix

The Healthy Living Matrix is a continuous improvement tool. The matrix includes metrics we use to measure how a site is progressing through the Healthy Living Master Plan. Metrics in the matrix include things like whether a site has defined targets in our Healthy Living pillars, whether employees are utilizing a primary care physician, and a site's tobacco cessation progress. Site teams self-report on these metrics.

Progress is measured using levels. Sites can move up from level one to five as their metrics improve. Aggregated data can be viewed using our Power BI Dashboard. Learn more below. Read more about some of our Healthy Living metrics on page 73.

Power BI Healthy Living Dashboards

We have been using Power BI since 2018 to capture key metrics related to platform participation by location, including the percent of employees enrolled in the platform, the percent completing biometrics screenings, levels of engagement with the platform, and average steps synced to the platform. The dashboard aggregates each site's self-disclosed progress related to the health metrics in our Healthy Living Matrix.

Wellness Champions can use this dashboard to discuss progress, identify opportunities for improvement or growth, and set health and wellness goals for the site. Over the past few years, we have added new views to support our elements of health, including views for EAP+ data as well as EAP Navigators listed by region and location. In North America, we have financial health metrics through a partner company's reporting to show sites how their Wellness employees are maximizing their financial savings options, including 401(k) contributions, HSA utilization and contributions, and percent of loans against their 401(k). All information within the dashboard is anonymized and aggregated — no individual information is shared. The dashboards help to identify key areas that Wellness Champion teams can focus on for continuous improvement opportunities, and we are able to view detailed results of the Healthy Living Matrix tool.

Reporting Healthy Living Metrics

We monitor our progress toward our Health and Wellness goals through three categories of metrics: action based, health risk factors, and disease related. These metrics are all included in our Healthy Living Matrix, which offers a way to measure progress in our Healthy Living Master Plan.

We maintain a high-level dashboard to centralize our data management and keep aggregated action-based and health-risk-factor metrics. This dashboard is updated weekly and is available to all Owens Corning employees, while aggregated disease related data is available to a limited group of health professionals.

Our health programs are designed to help employees understand how the three categories address the health issues that can impact their lives, as well as the lives of their families. Our goal is to have programs that change behaviors and bring sustained benefits to employees' lives inside and outside Owens Corning.



As part of Mental Health Awareness Month in May, the Healthy Minds Wellness Champions hosted the PAWS event at world headquarters alongside Toledo Animal Rescue. Employees were able to meet adoptable dogs and cats and donate items for the shelter.

ACTION-BASED METRICS

act as leading indicators for tracking program success.

Our key metrics include:

- Percentage of employees enrolled in the Healthy Living mobile platform
- Percentage of employees engaged or highly engaged in the Healthy Living mobile platform
- Percentage of employees completing their health-risk assessment and biometric screenings
- Average number of steps taken at each facility per employee every week
- All corporate and regional activity-based campaigns and challenges

HEALTH-RISK-FACTOR METRICS

look at health risk factors that contribute to chronic disease, along with primary preventive measures such as immunizations and appropriate screening tests that help prevent illness.

Our key metrics include:

- Tobacco use rates among employees
- Percentage of employees with appropriate body mass index (BMI)
- Percentage of employees receiving appropriate cancer screenings for their age and gender
- Percentage of employees receiving their key appropriate immunizations

DISEASE-RELATED METRICS

track actual disease and illness statistics in the aggregate within our program population.

Relevant lifestyle-related morbidities include:

- Diabetes
- Atherosclerotic coronary vascular disease (ASCVD)
- High blood pressure
- Certain cancers

Disease-related metrics are longer term, and their success will be measured over years. If action-based and health-risk-factors metrics are successful, health science gives us confidence that disease-related metrics will improve well into the future.



HEALTH & WELLNESS

2025 IN REVIEW

Photo submitted by:

Tricia Fletcher | Toronto, Ontario, Canada
Members of the Toronto Wellness team.

PROGRESS TOWARD OUR 2030 GOALS

Metrics Dashboards

Our metrics dashboards track our facilities' success and provide up-to-date information on programs, offering transparency about our health and wellness efforts and enabling us to implement policies that, in conjunction with our pillars and wellness teams, help drive better health among our employees.

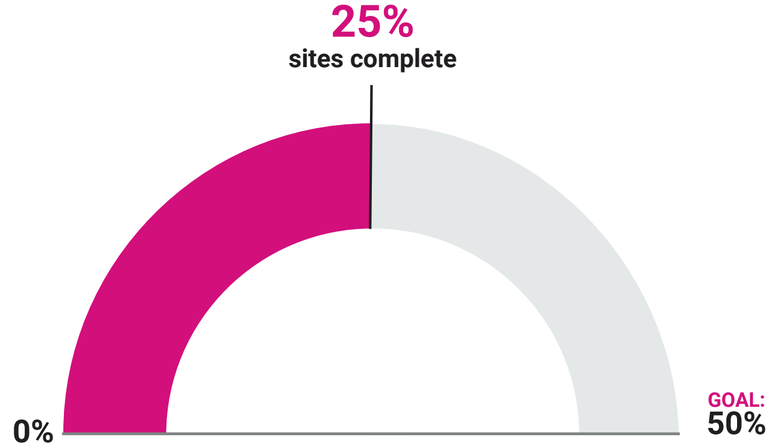
In 2025, our site leaders were given Healthy Living goals to drive biometric participation and mental health awareness. Some examples of the goals are highlighted in the table below:

	2024 TOTALS*+	2025 TOTALS*+	GOAL
Platform enrollment	82%	83%	80%
Platform engagement — earning >12,000 points	39%	34%	60% or 10% improvement over 2024 results
Health risk assessment questionnaire completion	49%	47%	60% or 10% improvement over 2024 results
Biometrics screening completion	54%	57%	60% or 10% improvement over 2024 results
Average steps per day for employees enrolled in the program	2,298	1,741	5,000
Average steps per day for employees who are enrolled and tracking	6,943	6,340	9,000
Employees reporting they are tobacco free (2024-2025 open enrollment data)	85%	86%	N/A

*This data does not include our Doors business.
+This data includes our discontinued Glass Reinforcements (GR) operations.

All Owens Corning locations prohibit the use of tobacco products on Company property, this includes Company owned or leased vehicles, with the exception of Doors facilities. We have the goal of getting all Doors locations to this same status by 2028.

Owens Corning facilities that have achieved Level 3 status on our well-being matrix



This data does not include our discontinued Glass Reinforcements (GR) operations. For relevant chapter data for GR, please see Appendix K.

ENCOURAGING HEALTHY LIVING AMONG OUR PEOPLE

Lighten Up! Weight-Loss Challenge

Each year, Owens Corning hosts the Lighten Up! Challenge, aimed at helping employees shed extra weight. In 2025, the challenge took place from Jan. 20 through April 21, and employees all over the world participated. Winners are selected based on weight lost and body fat reduction. The sites with the most pounds lost and body fat loss are also awarded.

In total:

1,363
PARTICIPATING EMPLOYEES

7,208
COMBINED POUNDS LOST

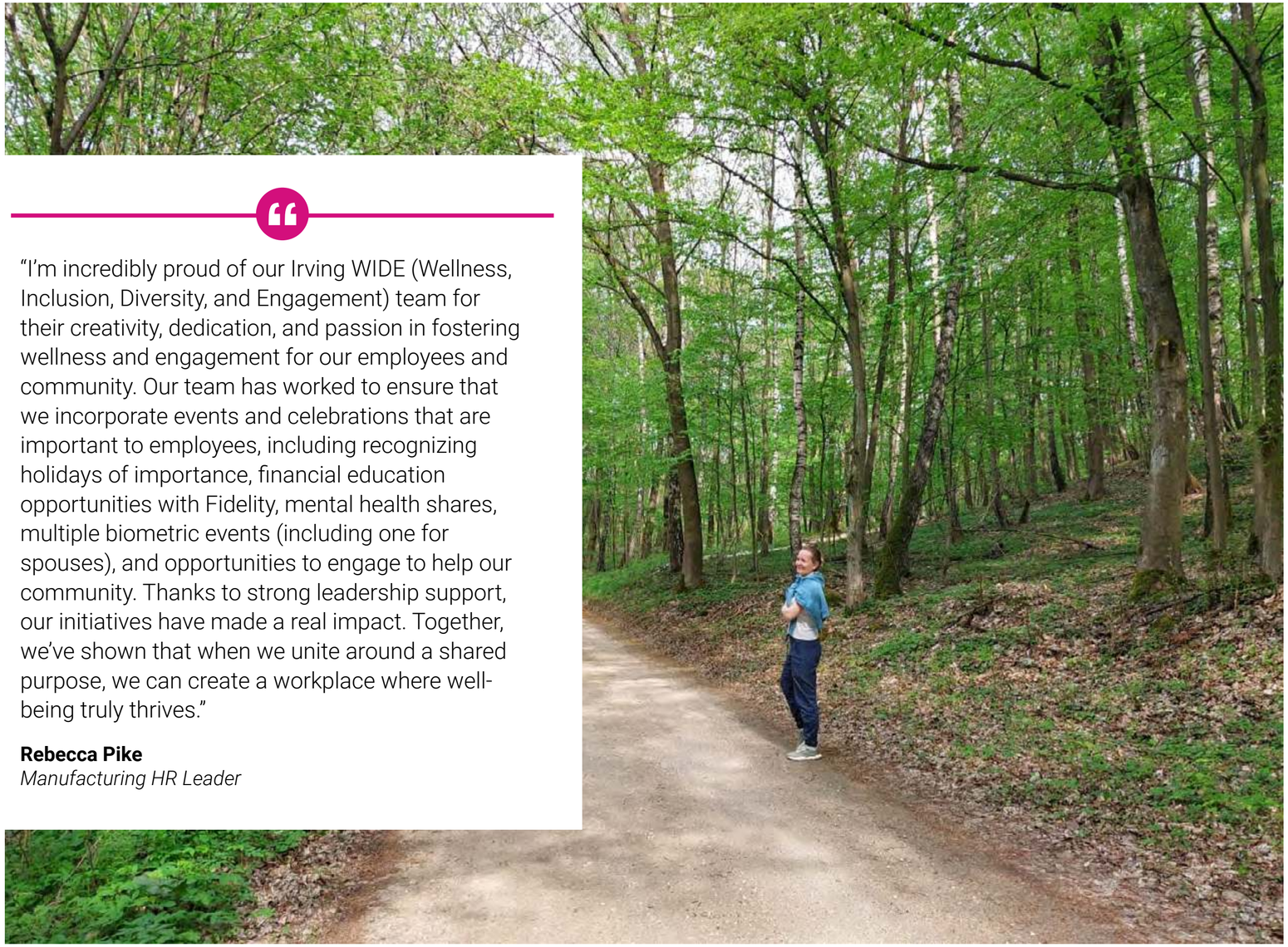
The challenge combines principles from every element of the Body pillar of our platform. Employees are encouraged to get more physical activity, eat nutritious meals, and get in touch with their biometric numbers.

Healthy Living Awards

The Healthy Living Awards are given annually to the plants that lead the way in carrying out our key pillar principles. Winners are chosen by the Wellness Committee based on criteria such as leadership engagement, evidence of a robust wellness culture, community involvement, integration of programming into TPM, and more.

In 2025, four Roofing facilities in the U.S. were awarded for their efforts. In the top spot was the Irving, Texas, plant. Minneapolis, Minnesota, was given second place. Savannah, Georgia, and Memphis, Tennessee, came in third and fourth, respectively. The winning facilities were awarded a cash prize to donate to the charity of their choice.

The Science and Technology Center in Granville, Ohio, U.S., took the most improved award. They are the first corporate site to meet the baseline criteria for the Wellness Awards.



"I'm incredibly proud of our Irving WIDE (Wellness, Inclusion, Diversity, and Engagement) team for their creativity, dedication, and passion in fostering wellness and engagement for our employees and community. Our team has worked to ensure that we incorporate events and celebrations that are important to employees, including recognizing holidays of importance, financial education opportunities with Fidelity, mental health shares, multiple biometric events (including one for spouses), and opportunities to engage to help our community. Thanks to strong leadership support, our initiatives have made a real impact. Together, we've shown that when we unite around a shared purpose, we can create a workplace where well-being truly thrives."

Rebecca Pike
Manufacturing HR Leader

Photo submitted by:
Sylwia Kaszynska | Trzemeszno, Poland

Focusing on Mental Health

Gold Bell Seal Award

Owens Corning was given the Gold Bell Seal for Workplace Mental Health in 2025. The program is run by Mental Health America, and designation is granted to U.S.-based employers that show commitment to the mental health of employees.

This is the second year in a row that Owens Corning has earned the seal. Evaluation for the seal takes into account benefits, compliance, culture, and wellness, and Owens Corning scored an 85%. Several company initiatives throughout the year contributed to earning the seal: our three-year Healthy Mind roadmap outlining planned or current programs, benefits, systems, and communications to support employee mental health.

Disruptive Event Management Training

Our EAP+ team put together a new disruptive event management training for people leaders in the U.S. and Canada in 2025. Disruptive events can be occurrences such as a national disaster or the death of a coworker. The goal is for leaders to be equipped with the guidance and resources to assist employees and support our Mind and Body pillars. With this training and accompanying materials created by our team, such as the Crisis Guide for Leaders, managers can be ready to lead with confidence and care.

Suicide Prevention Awareness Month

September is Suicide Prevention Awareness Month. The Benefits team put together a toolkit of resources to educate employees on how they can play a part in preventing suicide. EAP Navigators, Wellness Champions, and employees in Human Resources received resources directly, but all materials are available to all employees. Included in the toolkit are tipsheets available in several languages with information on depression, anxiety, stress, and suicide prevention specifically. “Talk Saves Lives,” an online training developed by the American Foundation for Suicide Prevention, is also available to educate employees on how to recognize and respond to concerning behaviors, and more.

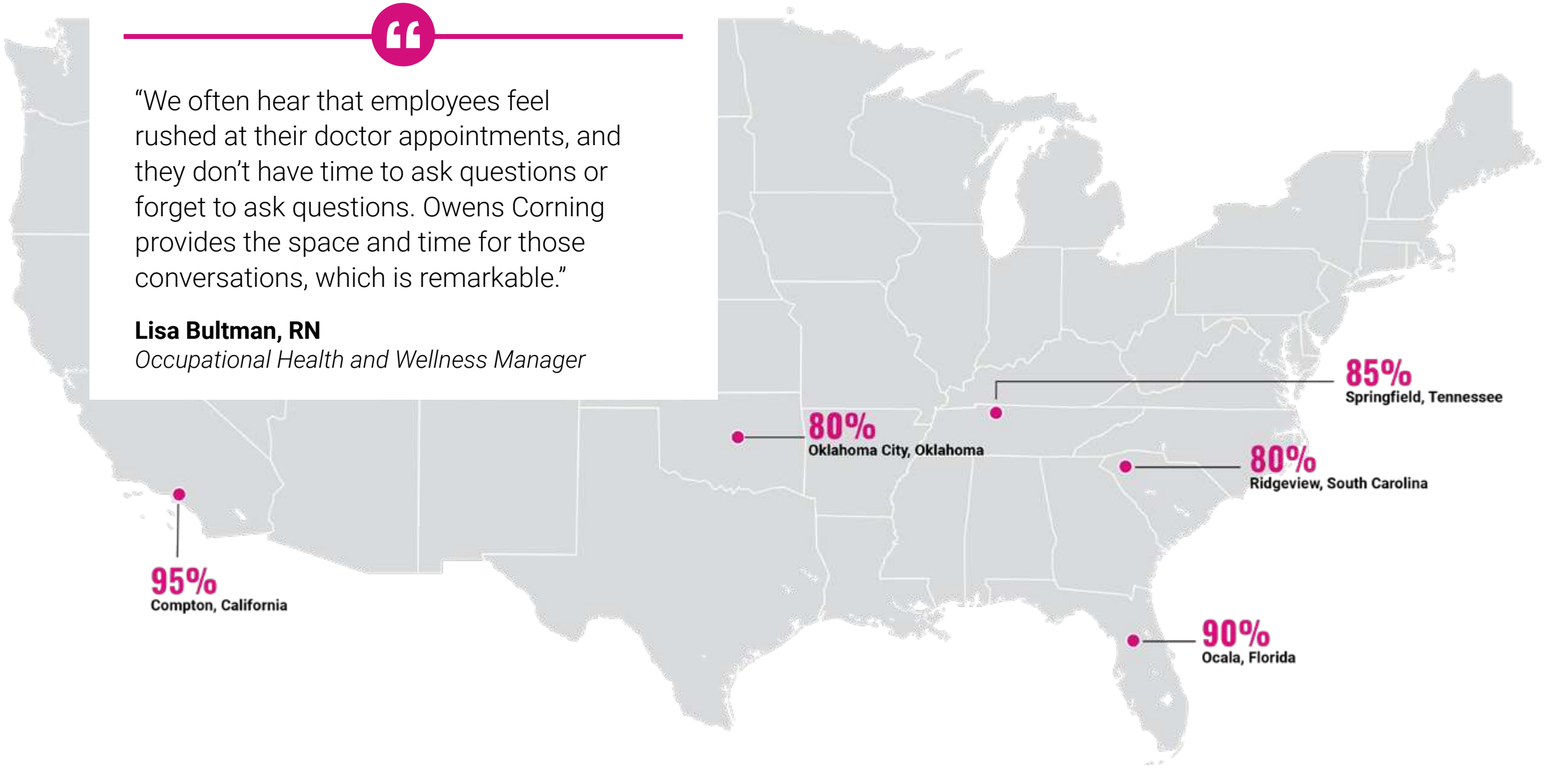
Making Connections With Biometric Events

Many Owens Corning locations in the U.S. host on-site biometric events, which supports our Know Your Numbers element. Employees and their spouses are welcome to participate in the events where they can learn their numbers. Along with getting the chance to learn more about their health, employees can also have one-on-one discussions with a nurse supporting the site.

In 2025, there were 180 events completed at 50 U.S. locations with a total of 5,252 employees participating. The events are a joint effort between plant leadership and the Occupational Health team. Some sites have the help of an on-site nurse, while others have a regional member of the team come assist with the event. Participants can get access to their biometric numbers, get advice from the Occupational Health staff or medical case managers, and learn more about what they can do to improve their health and well-being. Additionally, some employees obtained their biometric numbers off-site. In 2025, 167 employees went to a local Labcorp, 35 went to a CVS Pharmacy, and 63 used an at-home test kit to complete biometric screenings.

Leading Sites for On-Site Biometric Event Participation

> “We often hear that employees feel rushed at their doctor appointments, and they don’t have time to ask questions or forget to ask questions. Owens Corning provides the space and time for those conversations, which is remarkable.”
>
> **Lisa Bultman, RN**
> *Occupational Health and Wellness Manager*



WELLNESS CHAMPION NETWORK

The Wellness Champion Network works throughout the year to develop initiatives, tackle health and wellness issues, and improve well-being for all employees. In September 2025, 45 employees gathered for Wellness Champion training at the Doors business headquarters in Tampa, Florida, U.S. The two-day event focused on supporting open enrollment efforts and engaging fellow employees about wellness and overcoming barriers. Wellness Champions heard from the Healthy Living and Medical teams and were informed on new initiatives being piloted.

Keep reading to learn more about what the Wellness Champion Network undertook in 2025.

Nutrition Pilot Program

A nutrition pilot program launched in 2024 continued in 2025, focused on U.S. locations in Fairburn, Georgia; Delmar, New York; and Kansas City, Kansas. The program is in support of the Nutrition element of our overall Health and Wellness approach. The goal is to increase healthy food options for employees and encourage more engagement with health and wellness programs.

As part of the pilot, 10 employees from Fairburn received prepared meals directly to their home to encourage healthier eating habits. The program took place alongside the Lighten Up! challenge and measurable improvements in weight, body fat, and nutrition awareness were shown. In Kansas City, nutrition education was offered through registered dietitians and food sampling events took place to boost engagement and awareness of Health and Wellness program offerings. The team supporting the Delmar site used TPM methodologies and tracking technology on cash registers to understand the food purchasing habits of the plant population there. The data collected is being used to determine how best to offer subsidies for employees.

Mind and Body Approach

The Mind and Body approach continues to take shape at facilities across the U.S. This program is combining facets of both the Mind and Body pillars to create a healthy and resilient workforce. Monthly educational calls for participating facilities were established where participants received training to help guide their sites and identify areas of improvement. Select locations have begun implementing dynamic and active warm-ups, ergonomic training, and biomechanics education. The program also promotes the importance of physical fitness. Going forward, we are looking to scale the approach based on site needs and interest, with options such as a professional onsite resource at a single site or sharing a resource between locations.

Bringing EAP+ to Doors Facilities

We continued efforts to integrate our Doors employees in 2025. Employees from the Doors business were given access to the EAP+ Resources for Living program in January 2025, following educational sessions at the end of 2024.

At the end of 2025, 30% of Doors locations had at least one EAP Navigator, and utilization of the program was at 5.5%. Both numbers exceeded the goals we set at the beginning of the year, and we are excited to continue integration efforts in 2026.

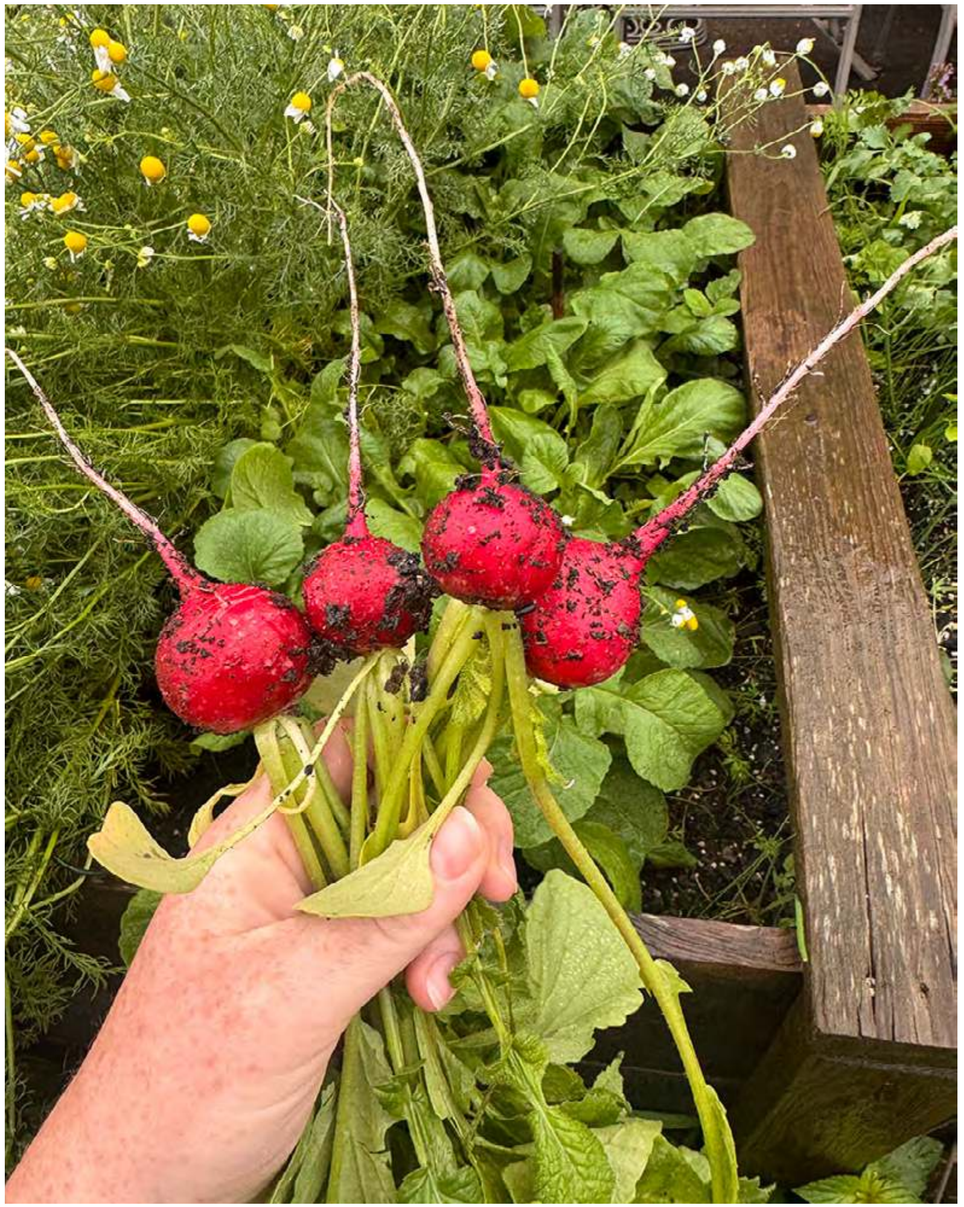


Photo submitted by:

Valerie Pitzen | Toledo, Ohio, U.S.

EHS SUMMIT HIGHLIGHTS











In October, members of the Owens Corning Environmental, Health, and Safety (EHS) team gathered to connect, collaborate, and advance the company's enterprise strategy. The agenda included several speakers and highlighted the achievements of the team throughout the year. Team activities, such as a networking event and blanket making for Fleece & Thank You, fostered collaboration on future projects and conversation about our strategy going forward.



EMPLOYEE EXPERIENCE

We know what it takes to make the world a better place through material innovation — a great team of dedicated people and a work environment that cultivates their talents, empowers them to grow, and fosters the creativity that will lead to the next breakthrough. We are continuously striving to find and nurture talented individuals and ensure that they feel connected throughout their time with us.

Sustainability Reporting Topics

Fair Treatment of Workers*; Talent Retention; Training and Skills Development; Freedom of Association

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

The data in this chapter marked with a ^ was independently assured to a high level by SCS Global Services. All other data in this chapter was independently assured to a moderate level. For more information on the assurance process see About the Report, and for our verification statement please see Appendix L.

*Denotes a material topic. Learn more at the link above.

Data in this chapter includes metrics from our discontinued Glass Reinforcements (GR) operations.

Office employee working at world headquarters, Toledo, Ohio, U.S.

2030 GOALS FOR TALENT STRATEGY

By 2030 we will make continuous improvements in recruiting, retention, training and development, mentorship and sponsorship, professional growth, and employee engagement.

To that end, we have established a number of specific targets to measure the effectiveness of our talent strategy.

- 100% retention of high-potential talent between annual talent reviews.
- 75%–85% internal fill rate for leadership roles.
- Two "ready now" internal succession candidates for key leadership roles.
- >80% of our employees report feeling engaged in their work.^
- >70% of our global workforce shares their voice each year through our employee listening program.^

RECRUITING & ONBOARDING GREAT PEOPLE

Owens Corning recognizes the need to present ourselves as an attractive option for prospective employees. We do this by demonstrating the many advantages that Owens Corning has to offer, from competitive salaries and benefits to a collaborative culture.

We are also working to broaden our outreach, seeking out the best possible candidates from a wide range of backgrounds.

Hiring and Empowerment at the Local Level

Local hiring is a key component of our overall recruitment strategy. Not only does it help us optimize costs and efficiencies, but it also helps support economic growth in the areas where we operate.

In addition, we work to empower our local teams and leadership, encouraging them to take ownership of their operations. As they are knowledgeable about the nearby community, our people report that they are able to respond to the needs of their customers faster and more effectively, which leads to greater success for Owens Corning as a whole.

Internships and Early Career Programs

In addition to providing college and university students with valuable work experience, our internship program is an essential part of our recruitment strategy. Giving students an opportunity to learn about our business ensures we remain top of mind as they begin to enter the workforce. Through our Early Career programs, we can foster new talent — often directly after their graduation from a college or university. These new hires are a constant source of invigoration for our team, as their diverse approaches and backgrounds provide us with exciting new perspectives. In addition, Early Career programs enable us to establish long-term plans for a pipeline of future leaders.

Improving the Experience for New Hires

The onboarding process for a new hire at an Owens Corning facility begins the moment they accept an offer, though it can be hard to make a new hire feel like part of the team before they have arrived. The Manufacturing Talent Council put together a preboard and HR orientation program to tailor the onboarding experience for primary employees in the U.S.

Tenets of the program are centered around the new hire and how to help them feel prepared at key touchpoints. For instance, before they begin, new hires are given swag and documentation to help acquaint them with important Owens Corning programs, like Safer Together. There is also a buddy system put in place so that new hires have a tenured employee who can answer questions or offer camaraderie while the new employee gets integrated.



Photo submitted by:

Lisa Anderson | Toledo, Ohio, U.S.
Sierra Pacific Industries conifer nursery and seed center visit, Grenada, California, U.S.

HELPING OUR PEOPLE GROW IN THEIR CAREERS

Creating an environment where employees feel valued and appreciated is imperative. It not only helps ensure the well-being of the people upon whom we rely, but it also creates stability within our organization as employees are motivated to remain with us.

We strive to provide a culture of appreciation throughout Owens Corning, and we have established a number of specific targets aimed at retaining top talent and assessing employee engagement. The successes we have seen in this area are detailed in this section, and they are a testament to the effectiveness of our initiatives.



AI in Action open house, Toledo, Ohio, U.S.

Engaging Employees Throughout Their Careers

Owens Corning invests in our people at every stage of their careers, from early career development and mid-career advancement to executive-level cohort learning. Our learning and development initiatives are aligned to our business strategies, and they have proven highly beneficial for both our company and our people.

- **CareerHub** is a one-stop, customized career development experience that facilitates growth in an employee's current role and helps them prepare for future roles. CareerHub enables employees to track and refine their career development plan with support from their leaders, as well as measure their progress along the way. Employees partner with their direct leader to assess their knowledge, skills, and behaviors against what's required in their current roles or other roles of interest. Once employees understand where to focus their development, they can access curated learning resources and connect with a mentor who can help them on their career journey.
- **Leading Pink** helps strengthen the skills of current people leaders, as well as prepare individuals who are interested in advancing into leadership positions. The program combines self-paced e-learning, individual reflection, and interactive virtual classroom sessions focused on a variety of leadership topics, all rooted in our leadership model.
- **Coaching for Growth** is an accessible, scalable, modular leadership training program that combines on-demand learning with a collaborative virtual classroom. The program offers a space for employees to practice their skills and receive feedback from their peers.
- **Enhanced Learning** delivers learning resources to support our global staff employees' unique development goals. The Enhanced Learning platform offers personal and professional development tools, skills training, continuing education, and professional certification preparation. These learning modules cover a broad range of topics, from leadership skills to technical or data analysis skills.
- **Leadership Development Through Cohorts-Based Programs** encompasses a wide range of programs designed to provide our people with opportunities for advancement, including the OC Leadership Program and the Leading at the Next Level program. These high-touch programs provide accelerated coaching, development, and exposure to small cohorts of senior and emerging leaders.

Special Assignments and Training

We use the data recorded in our learning management system (LMS) to track the progress of our formal learning and development activities across the company. Each facility reports participation in such formal learning programs as classes, e-learning courses, and structured on-the-job activities.

Any training recorded in the LMS is recorded as data for the year. This primarily consists of formal learning programs conducted across the company. In recent years, many of our programs were rebuilt as virtual training opportunities. Many other learning and development initiatives at Owens Corning are considered informal learning — coaching, mentoring, social groups, projects, assignments, and suggested reading. Although these informal learning experiences are not captured in the LMS, they represent excellent opportunities for our employees to grow and develop during their time at Owens Corning.

Measuring Our Training Effectiveness

We use the Kirkpatrick model to evaluate the effectiveness of much of our training. This model uses four tiers to measure the extent to which participants benefit from learning opportunities. We ask the following to gauge the success of the training:

- **Reaction.** Did the participants enjoy the training?
- **Learning.** Did the participants gain new knowledge?
- **Behavior.** Will the participants apply the learning to their everyday experience?
- **Results.** What impact has the training had on performance metrics?

TPM and Employee Training

Our global training and development efforts are rooted in Total Productive Maintenance (TPM) methodology. By empowering employees to participate actively in continuous improvement on the job, these initiatives are designed to guide the capture and transfer of knowledge. As a result, they provide employees with the skills they need for success. Our programming includes one-point lessons, 3D diagramming, hands-on test-and-learn activities, and one-on-one coaching and mentoring.

Critical Thinking Skills

In addition to providing employees with tangible skills, we also seek to advance people's ability to think critically and strategically. Employees hone these skills through workshops and projects focused on customer-inspired growth, product management, human-centered design, organizational design, and strategy execution.

Performance Reviews

Through our review process, Owens Corning provides an opportunity for employees and leaders to collaborate on performance and development throughout the year. Employees and leaders work together to establish annual goals at the start of the year, and employee self-reviews and leader evaluations are then formally documented at midyear and year-end.

These formal reviews are supplemented throughout the year with agile check-ins where employees receive continuous feedback regarding progress toward their goals. While not part of the formal annual process, leaders are encouraged to gather performance input from others where applicable, through 360-degree feedback and other methods.

Mentor Platform

Owens Corning is proud of our long-standing emphasis on mentoring and our ability to adapt our programs as needed. Our program pairs up employees with mentors who can foster meaningful relationships and increase employee engagement.

The playbook for this enhanced program includes a reverse mentoring component, in which junior employees have an opportunity to provide insights into the organization from their perspective, which can help senior employees lead more effectively. The playbook includes checkpoints at three, six, nine, and 12 months, offering recommendations for what should be occurring between the mentor and the mentee.

This approach has received an overwhelmingly positive response, and to expand on the opportunities provided here, we have invested in a platform that uses algorithms that pair up the ideal individuals for these mentoring relationships. The OC Mentoring program is closely aligned to our CareerHub career development toolset, providing salaried employees with a platform to connect with a mentor based on their individual needs. In addition to traditional mentoring for career growth, OC Mentoring emphasizes the ability to upskill leadership capabilities and make the connections needed to better understand another business or functional area.

By tracking and encouraging interactions between mentors and mentees, the program adds structure to an already strong mentoring program and encourages retention throughout Owens Corning. In addition, we are integrating the five drivers of our inclusion and diversity approach into our programming, which will provide further guidance for mentoring conversations.

Digital Worker

Digital tools are transforming the workplace, helping us organize work and collaborate better. The Digital Worker program focuses on improving the day-to-day digital experience by building a clearer understanding of how employees work, where friction exists, and how digital tools support — or hinder — effective collaboration and execution.

Today, the Digital Worker program is centered on establishing shared visibility into digital employee experience. This includes combining employee feedback, technology signals, and workflow understanding to move beyond anecdotal views of digital work. By developing a more consistent picture of how digital work is experienced across roles and functions, the program helps surface patterns, highlight opportunities, and inform where improvements may have the greatest impact.

Digital Worker emphasizes foundational insights to inform large-scale transformation. By making digital experience more visible and easier to discuss, the Digital Worker program supports more informed conversations about how tools, processes, and ways of working evolve over time. This includes:

- **Understanding Digital Work.** We are building clearer insight into how employees experience digital work across roles and functions. This includes identifying common workflows, understanding how work flows across systems, and recognizing where digital interactions create friction or slow progress.
- **Reducing Digital Friction.** We are improving visibility into recurring sources of digital friction — such as access challenges, reliability issues, and workflow interruptions — and beginning to describe technology health in terms of its impact on everyday work.
- **Informing Better Choices.** By making the digital employee experience easier to see and talk about, the Digital Worker program supports more thoughtful consideration of experience alongside other factors when planning improvements or introducing change.
- **Supporting Productivity Over Time.** Digital Worker insights are increasingly connected to broader business outcomes, including productivity. Over time, experience insights help provide context for understanding how digital work contributes to overall business performance.
- **Modernizing Our Manufacturing.** We are working continuously to modernize our plants and provide digital tools to our workers. Investing in digital solutions can help us to reduce or eliminate hazards and inefficiencies. Read about one of our transformative program pilots on page 92.
- **Use of AI.** Owens Corning committed in 2025 to developing an AI-ready enterprise by upskilling employees and building enthusiasm and expertise in AI. We are amplifying employee productivity and removing barriers to adopt new ways of working efficiently. That work fuels our business process transformation, which is re-imagining end-to-end business processes to simplify, standardize, and automate the way work gets done across the company. Ultimately, this will be the power behind how we strengthen our market-leading positions, leverage our enterprise scale, and expand into new project categories.

EFFECTIVE & EQUITABLE SUCCESSION STRATEGIES

Owens Corning is committed to future success through the development and nurturing of a pipeline of talent. As we watch talented people emerge throughout the organization, we seek to provide opportunities and projects that help them thrive. In addition, we look at how many employees are part of our career succession plan and how we can prepare them for even greater opportunities.

Each year, we implement a three-phase strategy to anticipate staffing needs and develop succession plans:

1. **Strategy Planning.** In the third quarter of each year, business leaders from across the company come together to discuss our company's goals and how we will reach them. This in-depth look at the company allows our Human Resources department to anticipate long-term staffing needs.
2. **Operational Planning.** In this phase, we closely examine our budgets, schedules, and near-term needs. This enables our Human Resources department and company leaders to anticipate specific talent needs and cultivate the pipeline for upcoming positions.
3. **Talent Planning.** This final phase identifies our strengths, as well as the gaps in the talent pipeline, including succession at the senior leader level. Critical discussions center on development and business growth. As we proceed through the evaluation process, we ask ourselves the following questions:
    - What capabilities are required in the future that we do not have today?
    - Is it possible to grow these capabilities internally?
    - Are there any retention concerns?
    - What is the existing talent pipeline?
    - What key development needs should our learning and development efforts address?

As part of this process, we evaluate our employees' overall readiness for future roles and experiences. At the same time, we develop plans for our employees' growth, ensuring that the next steps are in place for their career development.

High-Performing People

Owens Corning is dedicated to promoting an exceptional environment, with top talent coming together in a shared commitment to excellence — one rooted in clear objectives, effective performance management, and a structure that includes talent review, succession planning, development, and compensation. We view performance management as an opportunity for employees to discuss their performance with leaders in a consistent, ongoing dialogue.

Our process for selecting and cultivating our top talent pipeline is based on key insights from our internal analyses. The process is designed to ensure clear criteria for selection, individual development plans to guide the growth experience, and resource collection to help leaders guide meaningful development. We also continue to measure the impact of these improvements against our desired outcomes.

COMPENSATION & BENEFITS AT OWENS CORNING

One of the key elements of our employee value proposition is our compensation and benefits package, which is performance-driven, market-competitive, and equitable. Through base and variable pay programs, we seek to reward both individual and collective contributions based on our business results. Base salaries are determined by the following factors:

- Job responsibility
- Benchmarking data on market competitiveness and internal equity
- Individual competencies
- Job performance

The design, application, and administration of our global compensation programs adhere to a consistent philosophy — one that ensures equitable treatment for employees, regardless of gender, age, or ethnicity.

Base pay is determined by job responsibility level and targets the market median (the 50th percentile of comparable companies with whom Owens Corning competes for talent). Base pay rates are reviewed and updated annually, based on the job performed and the local market wages for similar skills, to ensure we are providing fair wages. We currently compensate our people at or above all established minimum wage requirements. For Owens Corning, minimum wages are generally not relevant, as most entry-level Owens Corning positions require a higher level of skill or knowledge than jobs at which the minimum wage would apply. See our Human Rights Policy for more information about compensation.

Pay Equity

Recognizing the importance of pay equity, our company has established a comprehensive and progressive program that underscores our unwavering commitment. This program is designed to assure equal pay for equal work regardless of race, ethnicity, or gender. By investing in these programs, we aim to eliminate any disparities and ensure that all employees receive fair compensation. This program encompasses a series of rigorous processes and controls, executed during the annual merit review and embedded within compensation recommendations. Further, the company has implemented processes and policies to avoid inheriting unequal pay bias of prior employers when creating external offers to candidates. To ensure the success of this program, we perform a global pay equity review of our salaried workforce semi-annually with the assistance of an external consulting partner.

Variable Incentive Plan

In addition to base pay, most hourly employees are eligible to participate in Owens Corning's Variable Incentive Plan (VIP) at the plant level, which is dependent on individual and plant results. This compensation program provides above market total cash compensation leading to a competitive structure overall.

Corporate Incentive Plan and Sales Incentive Plan

Owens Corning's compensation philosophy is to use all elements of compensation effectively, aligning employees with the goals of the company and its businesses by encouraging our employees to meet and exceed desired performance objectives. Most staff employees are eligible to receive a cash incentive through the Corporate Incentive Plan (CIP), based on the company's year-end results and/or their individual performance. The corporate component is determined through actual adjusted earnings before interest, taxes, depreciation, and amortization results against pre-determined targets. The individual component is based on each employee's annual performance. Salaried employees in the sales function are eligible to participate in the sales incentive plan (SIP). Each business designs a sales incentive plan, aligned to their strategy and objectives. These incentive plans are used to drive results and reward employees for meeting business and individual goals.

Long-Term Incentives

Our long-term incentive (LTI) program is an equity-based program that uses a combination of Restricted Stock Units (RSUs) and Performance Share Units (PSUs), dependent upon the level within the company. This program provides an opportunity to retain key talent, build wealth, and recognize extraordinary performance while aligning with shareholder interests. Owens Corning offers these incentives to senior management and a select group of employees below the director level. Employees below the senior management level who receive RSUs encompass about 7% of our staff employees. Vice presidents receive a mix of RSUs and PSUs tied to the enterprise objectives of Total Shareholder Return (TSR), Return On Capital (ROC), and Free Cash Flow Conversion (FCFC). Directors receive only RSUs.

Full-Time Employee Benefits at Select Sites

In addition to providing fair compensation for our employees, Owens Corning offers an array of benefits designed to attract and retain a workforce that is committed to excellence. At Owens Corning, all full-time benefits begin on day one of employment. Benefits are made available to regular, full-time employees and some part-time employees working at least 24 hours per week. These benefits vary by country, business unit, and work location. Not all benefits are available at all locations. These benefits include retirement savings plans, insurance, educational benefits, job security initiatives for redeployment, and more. The benefits highlighted here pertain to our U.S. workforce. A more complete list can be found in Appendix D.

Flexible Work Arrangements

We have long seen flexible work arrangement as a key part of helping people achieve work/life balance. These arrangements include the following:

- **Part-time:** Fewer hours than a full-time schedule.
- **Job sharing:** A special form of part-time work where two employees share the responsibility of one full-time role.
- **Flexplace:** In which an employee works a full-time schedule but works off-site for a portion of or all of the time.
- **Flextime:** In which an employee works a full-time schedule in the office but start and end times fluctuate. This occurs within the guidelines determined by management and ensures the employee works within core hours every day.
- **Compressed work schedule:** In which an employee performs a full-time job in fewer days than a typical work week.

These arrangements are temporary or permanent depending on the employee's needs. Owens Corning continues to work diligently to be cognizant of the needs of our employees.

Labor Practices

Owens Corning has several programs we use to ensure overtime is managed appropriately including a PowerBI dashboard allowing us to monitor working hours on a regular basis and ensure sites are managing a balanced workload. All employees will receive a pay statement for each pay period that clearly outlines the components of their compensation, including hours worked, overtime, benefits received, and any deductions. Payments are managed through our Kronos/UKG system, which ensures employees are paid for overtime work.

Ensuring Paid Leave for Our Employees

Owens Corning has implemented a structured global program to encourage employees take their full paid annual leave entitlements each year. This originates from our commitment to employee well-being and responsible labor practices, and it supports our broader sustainability objectives by promoting work-life balance and preventing burnout. These policies comply with local regulations.

In many countries where we operate, our Human Resources teams proactively manage this program by issuing regular reminders throughout the year. These communications encourage employees to schedule and use their vacation days within the designated timeframe. In many locations, the program is reinforced by a "use-it-or-lose-it" policy, under which unused leave may be forfeited if not taken on time. This mechanism is designed to incentivize timely leave usage and ensure employees benefit from their full entitlements. To maintain flexibility, the program allows for limited exceptions. In rare cases — such as during major projects or personal circumstances — employees may carry over unused days into the following year. However, these exceptions are tightly controlled to preserve the program's core objective: full and timely use of annual leave.

By embedding this program into our global HR practices, Owens Corning demonstrates its commitment to sustainable workforce management and the long-term health and engagement of our employees.

Benefits to Assist in Building a Family

Our current U.S. health plan provides coverage for fertility enhancement. It includes a lifetime medical benefit of up to $15,000 and a $5,000 annual prescription benefit, as well as comprehensive and advanced treatments within IRS guidelines for Aetna self-insured medical plans.

For U.S. and Canadian employees who are looking to adopt a child under 18 years of age, we now offer expanded benefits that can be put toward the expenses related to adoption, including legal fees. These benefits are $10,000 per event, with a lifetime limit of $20,000. In addition, the benefit includes coverage for expenses related to surrogacy, as well as egg and sperm donation and freezing.

Relocation Assistance

New hires and employees relocating from one site to another or on a special assignment may be eligible for relocation assistance. This may include home sale assistance, lease cancellation, household goods move, reimbursement of miscellaneous moving expenses, and tax assistance.

Career Transition Assistance Programs

Our goal is to help employees through every level of their career. For example, Owens Corning seeks to help employees prepare for retirement with on-site planning workshops. Owens Corning has studied its retirement program to ensure it fully supports employees throughout this transition.

To that end, Owens Corning maintains a program through which employees nearing retirement are given the opportunity to work part time while still receiving full-time benefits. Both Owens Corning and individual employees have benefited from this program, as transitions are made easier overall and employees can retire confidently, knowing their legacy will be preserved.

For employees who leave the company due to job eliminations and will be pursuing careers elsewhere, Owens Corning partners with a third-party organization to offer a variety of career transition programs. Individuals benefit from a personalized approach to career transition with flexible access, state-of-the-art technology, and connections to critical resources. Career transition assistance is not available for employees who are terminated for cause.

Labor Agreements

The specific language and scope of our labor agreements vary from site to site, but all are structured to recognize the importance Owens Corning and our workers place on health and safety as a guiding principle and core value. In all our facilities, employees are trained to understand, appreciate, and mitigate risk in the interest of their own safety and health, the safety and health of those around them, and of the organization overall. Other elements that are in these agreements, in addition to employee safety and health, include working conditions, discrimination or harassment, training, and career management.

Notice Periods for Operations Changes

The company uses a variety of methods to ensure that workers are informed of operations changes. These include our global intranet site, email communications, and leadership meetings with team members.

Owens Corning provides at least the minimum notice required, which varies by local legislation and collective bargaining agreements in the regions where we operate. In many jurisdictions, our union and self-represented employees enjoy similar notice periods because of strong employee relations and labor practices, as well as applicable regulations.

U.S. Leave of Absence Policies

In the U.S., Owens Corning grants up to 12 weeks of leave, as specified by the Family and Medical Leave Act (FMLA). An additional, unpaid leave of absence for personal reasons may be granted when approved by the appropriate management. Maximum leave for personal reasons is 60 days, unless approved by the business unit or process area Vice President of Human Resources.

Personal reasons may include education, family issues, and more. Additionally, U.S. salaried employees are allowed up to four weeks of bereavement leave in the event of the death of a spouse or a child under the age of 18. For other immediate family members (siblings, parents, grandparents, and children over the age of 18), five days of paid time off is provided.

Since 2023, all new parents receive four weeks of paid time off. A new parent is defined as anyone welcoming a child into their family through birth, adoption, or surrogacy. Delivering parents are eligible for eight weeks of medical leave regardless of the delivery type, meaning the delivering parent is now eligible for a total 12 paid weeks of time off. Parental leave can be used in increments of at least one week anytime in the first six months after welcoming a new child. Non-delivering parents receive four weeks of paid time off after the birth of the child, as do employees who have adopted a child. Our policies for routine leave, such as sick leave, personal days, and standard paid time off, vary by region, according to local customs, regulations, and laws. In the U.S., the amount of annual standard paid time off granted to salaried employees is determined by an employee's length of professional experience.

Outside the U.S., Owens Corning adheres to federal leave of absence laws in the countries in which we operate. In addition, we offer benefits to provide income protection for disability leaves and leaves of absence that occur for other reasons.

Employee Support Programs

Owens Corning's Commitment to Employee Health and Well-being

At Owens Corning, we are dedicated to fostering the health and well-being of our employees through comprehensive support programs. Our commitment extends beyond traditional parental leave to include paid family or care leave, ensuring our employees can care for their loved ones during times of need. See our Sick Leave Policy below for more details. Read about more of our programs in the Health and Wellness chapter.

Sick Leave Policies

We provide 24 hours of sick time per year to our hourly Roofing and Insulation employees, which can also be utilized to care for sick immediate family members. Additionally, our salaried employees benefit from flexible time off, allowing them to attend to the health needs of their immediate family members. This policy aligns with our dedication to supporting employees in managing both their professional and personal responsibilities.



Photo submitted by:

Michelle Wilson | Toledo, Ohio, U.S.

ACTIVELY LISTENING TO OUR EMPLOYEES

One of the most important ways we live our core values is by valuing and appreciating diverse perspectives — and that means listening to our people. Owens Corning leverages a holistic employee listening strategy that enables us to receive input from all our employees around the world, at all points in their Owens Corning career. We also continue to quantify our employees' attitudes about their work as a whole. We offer surveys designed to gauge employee engagement across a number of metrics, including their job satisfaction, their happiness while on the job, work-related stress levels, and the degree to which they feel their work has a clear sense of purpose.

Engagement Survey: The foundation of our employee listening strategy is the Engagement survey. This semiannual check-in helps HR teams and people leaders stay more current on bright spots, thoughts, and concerns of their people, plus provides suggestions for focused action. It is translated into all relevant languages and includes all employees, including frontline plant workers.

Moments That Matter: Beyond the consistent pulse check, we leverage "life cycle" surveys. These automated surveys gather input at moments that matter — those key points in an employee's time with us when it's especially important that their voice is heard, from their hiring process and onboarding, through annual reviews, and right up to their exit interview.

360 Feedback: We also offer additional on-demand tools, such as the Leadership 360 feedback platform. Through this tool, employees can gather feedback that helps improve their leadership behaviors, replacing the periodic surveys that had been centrally administered with an opportunity to seek feedback on-demand.

Caring Conversations: We have designed a quarterly series of gatherings to create a safe forum for learning and listening, with the intent to foster mutual understanding, respect, and empathy, driving a culture of workplace belonging and increased employee engagement.

Strategic Research: Beyond these core listening products, we also leverage in-house experts to conduct ad hoc employee research initiatives, as dictated by strategic needs.

Through all of these initiatives, we have received many compelling insights that have led to changes, big and small, across the enterprise.

As we continue to build upon our roadmap for employee listening, we will abide by our guiding principles. So, we will be:

- **Accessible.** All employees have opportunities for sharing their voice without barriers.
- **Inclusive.** All employees feel their voice is not just heard, but also welcomed and valued.
- **Practical.** We apply useful, targeted insights to make things better.
- **Strategic.** We remain focused on business outcomes and strategic needs.

Above all, we will continue to use the perspective gained from our listening to demonstrate our core value of caring and to provide better experiences for employees. In alignment with this, we will invest in leadership growth and training programs that empower leaders to model these guiding principles. By strengthening leadership capabilities, we create an environment where every decision reflects care, fosters trust, and supports the development of our people.



Photo submitted by:

Asa Eriksson | Skövde, Sweden
The new office in Skövde offers a modern workspace located adjacent to the technical workshop.



EMPLOYEE EXPERIENCE

2025 IN REVIEW

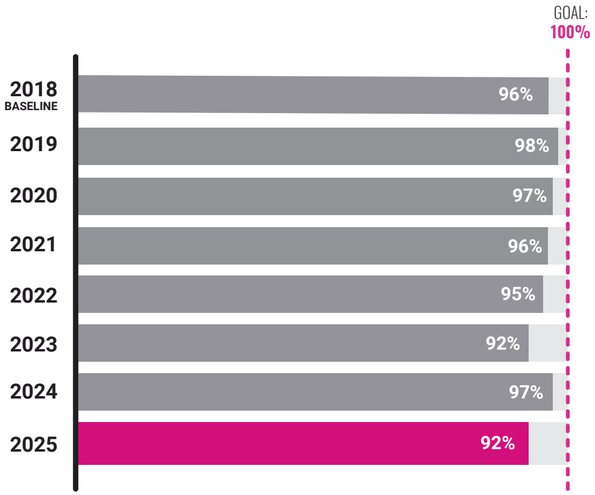
Photo submitted by:

Clint Price | Russellville, Arkansas, U.S.
Manufacturing Appreciation Week.

PROGRESS TOWARD OUR 2030 GOALS

By 2030, our goal is to retain 100% of our high-potential talent between annual talent reviews.

Percentage of High-Potential Talent Retained



In 2025, 75% of our employees participated in our most recent employee engagement survey, with 77% of them reporting that they are engaged in their work.^

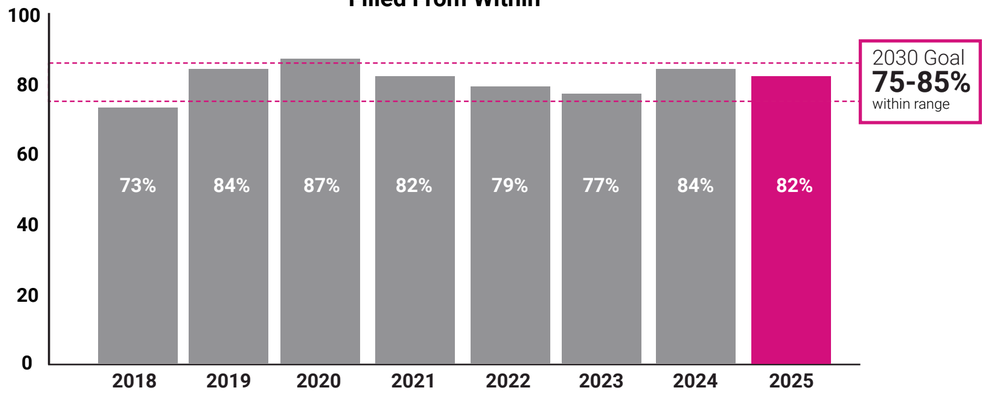


We have also set targets for succession planning that we intend to achieve by 2030:

Internal fill rate of 75%–85% for leadership roles.

We aspire to have mid-level, director, and vice president level roles filled by Owens Corning employees, either through promotion or as a lateral move, as a percentage of all internal fills and external hires for these roles.

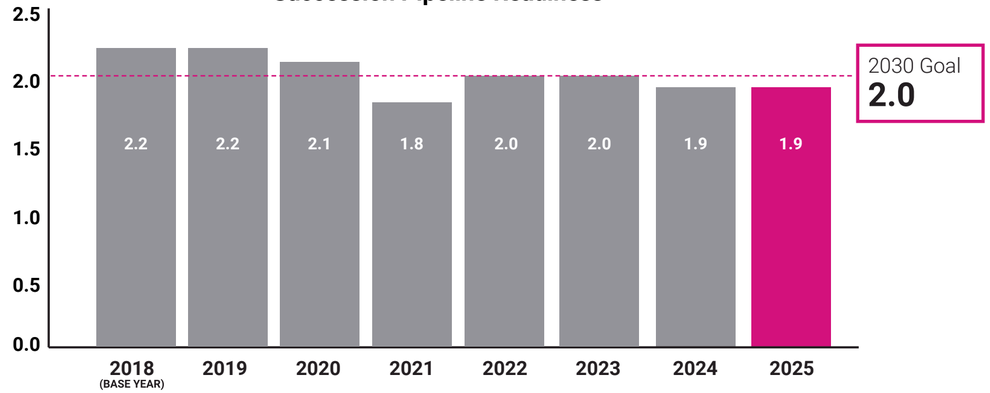
Percentage of Leadership Roles Filled From Within



Ensure two "ready now" internal succession candidates for key leadership roles.

We calculate this by taking the number of unique candidates who are ready for promotion into the key leadership role divided by the number of succession roles in that business unit. Although strong candidates may be on multiple succession lists, each individual is counted only once.

Succession Pipeline Readiness



Review and Appraisal Percentages

	2022	2023	2024	2025
Men	99.8%	99.5%	99.8%	99.0%
Women	99.9%	99.6%	100.0%	98.9%
TOTAL	**99.9%**	**99.6%**	**99.9%**	**99.0%**

Of the 1% of staff employees who did not receive reviews, most were either on leave during the year, recently promoted into a staff role, or hired after November 1, 2025. Employees are not required to undergo a review until after three months of employment.

Employee Milestones

Owens Corning employs approximately 25,000 individuals, many of whom have been with the company for most of their careers. As of December 31, 2025, over 4,300 employees had served 20 years or more with Owens Corning, with the longest term being 53 years for two employees. We believe the years of service that so many of our employees have dedicated to our company are a testament to our success in fostering a positive employee experience.

Average Workforce Tenure by Region (in Years)+



REGION	ALL EMPLOYEES	PRIMARY	STAFF	NUMBER OF EMPLOYEES SERVING OVER 20 YEARS
Asia Pacific	10	10	13	375
Europe	12	12	12	1,061
Latin America	8	8	9	445
North America	9	8	10	2,488

"I've worked at this company since May 22, 1972, and started at 18 years old. I grew up in this company and felt a part of this company since day one. I appreciate the company for providing me with a way to make a living for my family as well as programs to help employees in different situations outside of the workplace and benefits and health coverage for my family and me."

Jose Hermosillo
Mat Attendant, Summit Roofing,
53 years of service

Learning and Development

2025 Participation in Learning and Development Programs

PROGRAM	2025 PARTICIPATION	TOTAL PARTICIPATION TO DATE
Leading Pink	44	523
CareerHub Profile Assessments	308	4,419
OC Mentoring Connected Employees	350	1,287

In 2025, 7.5% of our full-time staff employees participated in leadership development.

As of 2025, 7.3% of our full-time staff employees are either enrolled in or have graduated from the Early Career Development program. In addition, as of 2025, we have retained 92% of Early Career Development program participants after one year, and 65% of participants after five years. This is in comparison to benchmark retention rates obtained from LDP Connect (Leadership Development Program), whose 2024 data indicates 96% retention after one year and 61% after five years.

In 2025, our primary workers recorded an average of 12 hours in our learning management system (LMS), and our salaried workers recorded an average of 6 hours.

"Owens Corning has not only given me the opportunity to grow as a professional, but also as a person. With only 20 years of age and a third grade education, Owens Corning took a chance on me — a chance that has brought my family and me financial stability and has served as the key factor of my work knowledge...To all the employees and Owens Corning, thank you for a remarkable experience."

Eliodoro Villarreal
Production Supervisor, Trumbull Asphalt,
53 years of service

Turnover Rates

As we look at issues related to retention, we realize that people's decisions are often based on factors beyond our control. Our turnover rates are consistent with global trends, including the U.S. labor shortage and a highly competitive market for talent globally.

Turnover Rates

	2024	2025
Staff	18%	14%
Primary	30%	29%
TOTAL	**26%**	**25%**

Retirement Benefits Liabilities

We are committed to providing all employees with comprehensive retirement benefits. Generally, we offer these benefits via defined contributions arrangements. However, defined benefit plans may be provided in accordance with local custom to ensure a competitive overall benefits package.

Of our defined benefit obligations, 96% are payable through a fund held and maintained separately from the resources of the organization. The Canadian qualified plan is 143% funded, as determined by actuarial valuation within the past 12 months. The U.S. plan is funded 100% and the U.K. plan is funded 90%, also based on actuarial valuation within the past 12 months. These three plans represent 83% of our defined benefit liabilities.

Our strategy for the U.S. plan is to contribute at least the minimum required amount each year and ensure that the plan is funded at 80% or greater. Other plans are funded to fully comply with local requirements. Approximately 95% of eligible U.S. employees participate in voluntary retirement savings (defined contribution) programs. Owens Corning provides an automatic 2% contribution based on salary to all U.S. employees' 401(k) plans. The company also matches up to 6% based on individual contributions; thus, employees who maximize the company match will save 14% of their salary toward retirement. New U.S. hires are automatically enrolled in our 401(k) plan. Our 401(k) plans represent approximately 95% of our contributory savings plans globally.

Scholarships

Employees who have worked at Owens Corning for at least one year are eligible to apply for the Owens Corning Employee Scholarship for a higher education degree. Recipients are selected based on manager recommendations, statement of career goals, demonstrated leadership, and past academic performance.

To promote our goal of access to education and academic excellence, the Dependent Employee Scholarship was established as an enduring gift for dependents of Owens Corning employees, helping those who demonstrate scholastic aptitude and financial need reach their fullest potential. In 2025, Owens Corning employees and their dependents were awarded $285,117 in scholarships.

In addition, full-time employees seeking to participate in a graduate program while continuing their employment with Owens Corning may be eligible for education reimbursement.

Labor Relations

Owens Corning prides itself on being a good corporate citizen and respecting the rights of our employees. This includes the rights to exercise freedom of association and collective bargaining. In addition, we seek to partner with suppliers who share this philosophy.

Approximately 60.9% of Owens Corning primary employees are covered by collective bargaining agreements. This includes relationships with unions, work councils, and employee associations around the world.

Employee Development Programs

In addition to the broad portfolio of on-demand professional and career development learning provided to all staff through our Learning Management System, we offer development pipelines and programs focused on leadership development, including our Succession & Emerging Talent pipeline and the Leading at the Next Level program. They both target high-runway talent with the express purpose of retaining top talent and preparing them for senior leadership roles. We aspire to have director- and vice president-level roles filled by Owens Corning employees, either through promotion or as a lateral move, as a percentage of all internal fills and external hires for these roles.

Of these internal fills, 65.6% were graduates of one of our leadership development cohorts or pipelines. There is also a retention savings. In 2025, we averaged 87.2% retention of staff. The 2025 Succession & Emerging Talent pipeline had a 92% retention rate, with 28.5% receiving a promotion or new role. This shows benefits to Owens Corning as our best performers continue to have opportunities to grow their career and drive improvements and benefits to the company.

Helping Employees Manage Their Time

Two initiatives were delivered in 2025 to help our employees better manage their timekeeping and scheduling. The first initiative was a new cloud-based timekeeping system launched in February 2025. The new system, which allowed us to leverage more modern technology, is now up and running at all North American plants, and enhancements to the system are ongoing.

Our teams also introduced a labor schedule system test-and-learn after receiving feedback from employees who wanted flexibility to see and manage their own shifts. Seven plants underwent a test-and-learn using the new system that gives employees more autonomy in managing their schedules. The system makes it easy for employees to swap shifts with co-workers and enhances supervisor ability to fully staff shifts.

The seven plant test-and-learns concluded in 2025, and we are evaluating learnings to broaden the scope of the program.

Connected Frontline Worker

To help our manufacturing sites operate more efficiently, we introduced the Connected Frontline Worker program. In 2025, we completed pilots of this program at four U.S. locations: Portland, Oregon; Gresham, Oregon; Russellville, Arkansas; and Tiffin, Ohio. The Springfield, Tennessee, U.S., plant also conducted a pilot in 2025, which was delivered in early 2026. The program aims to bring mobility and accessibility of digital tools and applications to the frontline worker population in our plants. We're enabling this mobility with handheld devices (tablets) that are loaded with various applications utilized by the plants. These applications are generally managed and supported by others within Global Information Systems, particularly within the Digital Manufacturing Transformation (DMT) organization.

The pilots focused on three key capabilities:

- Knowledge Management
- Digital TMP Enablement
- Productivity

The program team continues to integrate feedback from our pilot plants while working with business and operation leads to identify additional sites and capabilities for deployment.

Continued Integration of Our Doors Employees

Throughout 2025, we continued the integration of our Doors employees into the Owens Corning culture. A cross-functional team of leaders was formed in 2024 with a dedicated focus on the 3Cs of integration: culture, change, and communication. The 3C team delivered high-touch support during key transitions, ensuring a smooth path toward harmonization. As we move into steady-state operations, fostering a sense of belonging remains a top priority.

To bring our teams together in 2025, we:

- Sent 39 issues of the weekly Uniting People Unlocking Possibilities email, which serves to provide company knowledge, share updates, and be transparent about what employees can expect in the coming weeks and months as they integrate.
- Produced 20 episodes of the Coffee, Culture, and Connection video series where Owens Corning leaders discuss integration or business-related topics that enhance company culture.
- Completed harmonization efforts that brought Doors employees onto Owens Corning systems, platforms, and initiatives, such as the Employee Stock Purchase Plan, Talent Center for HR functions and processes, the company intranet and IT service portal, the enterprise cloud storage solution for file collaboration, etc.

We are excited to further merge the strong legacy of Doors with the culture here at Owens Corning in 2026.





Employees at five U.S. sites took part in Connected Frontline Worker program pilots.



INCLUSION & DIVERSITY

Owens Corning is committed to attracting and retaining the best talent in the world to support the growth and success of our global company. We believe that having an inclusive workplace for all employees helps us achieve that goal.

We value our broad and global representation of employees who work together to execute our enterprise strategy and deliver value for our workforce, customers, and investors. An inclusive workplace for all employees is critical to achieving our business goals, and we remain committed to moving forward on our inclusivity journey.

It takes all of us to build an inclusive environment, which is why our approach is "Built for Everyone, Powered by Everyone."

Sustainability Reporting Topic

Inclusion and Diversity

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

The data in this chapter marked with a ^ was independently assured to a high level by SCS Global Services. All other data in this chapter was independently assured to a moderate level. For more information on the assurance process see About the Report, and for our verification statement please see Appendix L.

This chapter contains data from our discontinued Glass Reinforcements (GR) operations.

Photo submitted by:

Alka Gupta | Toledo, Ohio, U.S.
Festival of Colors (Holi) celebrated by Owens Corning employees and colleagues from Tata Consultancy Services in Toledo, Ohio, U.S., on March 16.

A GLOBAL APPROACH TO INCLUSION AND DIVERSITY

Our approach to inclusion is about supporting the whole person and offering opportunities for everyone to share their thoughts. We want to create a diverse workforce that takes into account all the traits that make a person who they are. That means all dimensions of diversity are considered — culture, age, race, religion, gender, work experience, sexual orientation, abilities, and many others. The I&D centralized team connects regularly with regions and business partners to drive a collaborative approach and unified strategy across the globe.

We support programs where our employees can celebrate who they are. We provide various methods of communication to suit different learning styles and offer continuous training for those at all stages of their careers, among other resources. These are just some of the ways we demonstrate our commitment to a culture of appreciating differences.



Women in Operations, kickoff event, March 26, Trzemeszno, Poland.

I&D DEVELOPMENT AND PROGRAMMING AT OWENS CORNING

Inclusivity is a critical leadership capability for growth, and is necessary for leader success and advancement. Our inclusive leadership learning track supports consistent growth in this capability across the employee life cycle.

Included in our I&D programming are opportunities for all employees to engage with and learn from others. Read about two of our offerings below.

Caring Conversations Series

A quarterly series designed to create a safe forum for learning and listening, with the intent to foster mutual understanding, respect, and empathy, driving a culture of workplace belonging and increased employee engagement.

Appreciating Differences

As representatives of Owens Corning, all our employees can be a part of our commitment to inclusion and diversity, talent retention, and a culture of appreciation. One way we empower people to join our commitment is through our Appreciating Differences Workshops. This program empowers our people by providing them with tools to lead in ways that align with our values. These workshops are delivered to employees at all levels, from leadership to hourly employees. The training is rooted in the idea that when employees from different backgrounds and experiences are brought together in a setting where each person feels a sense of belonging, the result is a workforce built to outperform.



Photo submitted by:

Barbara Rodas | Memphis, Tennessee, U.S.
A Women in Operations event focused on learning about self-care and discussing improvements for the Memphis site.

ENGAGING EMPLOYEES IN INCLUSION & DIVERSITY

Owens Corning is proud to have a wide range of opportunities for employees to be their most authentic selves at work — and to express themselves in ways that can deepen understanding among our people.

Enterprise Resource Groups

Owens Corning sponsors a wide range of employee-led enterprise resource groups (ERGs) that are home to over 1,500 employees across regions, creating inclusive communities that reflect our diverse workforce. They drive recruitment and retention of a growing and diverse talent base, strengthening employee engagement and expanding our reach in the marketplace. We also have regional and local chapters that fit the needs of the employee community.

Owens Corning sponsors the following employee-led enterprise resource groups, which all employees are welcome to voluntarily join and participate in.

Abilities

The Abilities enterprise resource group provides a community within Owens Corning that fosters the inclusion and growth of employees impacted either directly or indirectly by both seen and unseen physical or mental health disabilities.

African American Resource Group

The mission of the African American Resource Group (AARG) is to advance excellence through attracting, acclimating, retaining, and accelerating career growth, thus enhancing Owens Corning's business performance while leveraging the strength of a diverse workforce.

Connections

Connections strives to engage employees by building relationships at Owens Corning and within the local community. The group aspires to create fulfillment by offering a sense of belonging and encouraging inclusivity.

Harmony

The Harmony enterprise resource group shares their unique Asian voices and viewpoints to shape our culture through education, connection, and influence. The group aims to help Owens Corning build, grow, and retain top talent who aspire to build a more inclusive, diverse, and sustainable company.

HOLA

The Hispanic Origin and Latin American (HOLA) enterprise resource group's objectives are to build a platform for the Hispanic and Latin American community within Owens Corning; create intentional and focused content that engages, educates, and empowers employees; and connect with our local communities and industry partners to build stronger relationships in all communities.

Interfaith Exchange

Interfaith Exchange serves to provide a path for employees to share their beliefs with each other in a way that allows each distinct voice to be included, appreciated, and valued.

OUTreach

OUTreach serves as a network to advance an environment that celebrates and appreciates LGBTQIA+ employees for who they are through policy change, education, allyship, and in support of the broader LGBTQIA+ community.

RISE

RISE strives to build an inclusive network for all employees new to their careers by leveraging the collective voice to excel career growth at Owens Corning through providing professional development tools, community partnership, and connection.

Salute

The Salute enterprise resource group, a community of Owens Corning employees, is focused on accelerating the inclusion and recognition of our current and former military members through the employment life cycle at Owens Corning.

Women's Inclusion Network

The Women's Inclusion Network (WIN) is a group of highly engaged, empowered, and compassionate people committed to developing outstanding women through professional development and community involvement.



INCLUSION & DIVERSITY

2025 IN REVIEW

Photo submitted by:

Vicky Ferris | Toledo, Ohio, U.S.
Owens Corning's HOLA ERG hosted a vibrant multicultural event that served as a dual celebration — the conclusion of Hispanic Heritage Month and the traditional Día de los Muertos (Day of the Dead).

GLOBAL I&D ACTIVITY IN 2025

Each global region has taken a unified approach to driving inclusion.

Global Survey Results for Engagement, Belonging, Satisfaction, and Intent to Stay

Engagement

Scores equal to or above 75% indicate Engagement is **strong**.^

77%

Belonging

Scores equal to or above 75% indicate Belonging is **strong**.

80%

Satisfaction

Scores equal to or above 75% indicate Satisfaction is **strong**.

79%

Intent to Stay

Scores equal to or above 75% indicate Intent to Stay is **strong**.

84%

Europe

In 2025, the I&D team in Europe created a new operating model. This new model is focused on specialized European ERGs operating year-round, monthly, and ad hoc Caring Conversations, monthly council meetings, execution and review of I&D plans, and EU Leadership team sponsorship. As part of this work, four regional EU ERG chapters were created: Cross Cultures, Genders, Abilities, and Generations.

Latin America

In 2025, the Latin America group hosted several key initiatives and events to advance I&D efforts in the region. Leaders were trained on conducting unbiased interviews and other skills to ensure a fair assessment for all candidates. Individuals were honored for exceptional inclusivity efforts at the Orgullo ROSA & I&D Awards. Other activities also took place to celebrate cultural holidays, such as Day of the Kings, Semana Santa, Valentine's Day, and the various independence days of countries in the region.

North America

In 2025, our North America I&D team assessed ways to improve the employee experience at all stages, from standardizing inclusive onboarding materials to developing a dynamic framework to support career growth and development. We evolved our Caring Conversations series as well by adjusting our approach and launching a global quarterly series. The Appreciating Differences workshop was utilized across NA operations, resulting in increased employee survey scores. Other activities included enhancing ERGs to further drive business impact and using Stay Conversations, a targeted form of engagement to help with retention.



The kickoff gathering of the new I&D Council in Europe.

ENTERPRISE RESOURCE GROUP
HIGHLIGHTS

"ERG events have transformed my work life by energizing me and creating spaces where belonging feels real. They help me bring my authentic self to work and connect across teams. What I love most is watching people grow as they lead these events — building confidence and skills that ripple into their day jobs and strengthen our culture."

Megan Moore
Sustainability Lead, OUTreach Co-Lead









Top Left: OUTreach at the 2025 Columbus Pride Parade, June 14, Columbus, Ohio, U.S.

Top Right: SALUTE Tampa chapter, Coast Guard Air Station baked goods drop-off, May 22, Clearwater, Florida, U.S.

Center Right: Cultural Immersion Day with representation from all ERGs, Aug. 21, world headquarters, Toledo, Ohio, U.S.

Bottom: Abilities ERG, a day of learning at The Ability Center, Aug. 21, Sylvania, Ohio, U.S.



COMMUNITY ENGAGEMENT

Our team inspires us every day as they show their capacity for caring. We see it at work, as employees care for one another, and we see it whenever our people take time to make the world a better place in the communities where they live and work. Backed by the philanthropic efforts of Owens Corning and the Owens Corning Foundation, our people are showing the world that everyone can play a role in improving people's quality of life.

Sustainability Reporting Topics

Access to Basic Goods and Services; Community Engagement

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

Photo submitted by:

Lexi Clopton | Tampa, Florida, U.S.
Volunteers work together to bus tables at Trinity Café, a soup kitchen providing fresh meals to those in need, hosted by Feeding Tampa Bay.

2030 GOALS FOR COMMUNITY ENGAGEMENT

By 2030, 100% of our employees will be actively engaged in their communities through company-sponsored activities.

Our approach to community engagement is rooted in our core values.

- We are **caring**, so our community engagement efforts seek to improve people's quality of life in the areas where we live and work.
- We are **curious**, so our efforts seek to determine the true needs of all the communities we serve.
- We are **committed**, so we provide opportunities to increase participation throughout our entire organization.
- We are **collaborative**, so we forge partnerships that can deliver the greatest impacts for communities around the world.

While our dedication to core values does not change, the times in which we live do. Therefore, we remain agile to respond to unforeseen crises, such as war or natural disasters.

The support we provide generally falls within the key priorities aligning with certain United Nations (U.N.) Sustainable Development Goals: Safe & Efficient Housing, Basic Health & Wellness, and Educational Opportunity. In response to the changing times and interest expressed by our employees, we have sought to focus on events and issues outside those parameters. Our full range of support is highlighted here, and we hope it serves as an inspiration for corporate citizenship around the world.

BUILDING STRONGER COMMUNITIES TOGETHER

Our community initiatives are structured around three key priorities, which are aligned with specific U.N. Sustainable Development Goals (SDGs) that relate to our global communities.



Safe & Efficient Housing

SDG #11: Sustainable Cities and Communities

As a producer of residential and commercial building materials, we are well-positioned to help those who are unable to obtain shelter through traditional means.





Basic Health & Wellness

SDG #3: Good Health and Well-Being
SDG #6: Clean Water and Sanitation

We seek to extend our culture of wellness beyond the workplace and into the communities where we serve.



Educational Opportunity

SDG #4: Quality Education

By encouraging learning around the world, we can nurture the next generation of leaders and further our goals far into the future.

Whenever possible, we combine our philanthropic activity with employee volunteerism, encouraging our teams to be fully engaged with their communities. In addition, we call upon our network of contractors to join us in our efforts, and we rely upon their expertise as we aim to extend our reach and deliver benefits for people everywhere.

The Owens Corning Foundation

The Owens Corning Foundation was established in 1978 to enhance lives through charitable contributions. The Foundation supports Owens Corning's stakeholder communities globally through strategic partnerships and engages employees through programs that encourage volunteerism and giving.

The President of the Foundation also serves as the Director of Community Affairs and is responsible for developing and implementing our companywide corporate citizenship strategy. This position reports to the Executive Vice President, Chief Administrative Officer & General Counsel, with additional oversight from the Foundation Board.

In addition, the Director of Community Affairs reports each year to the Executive Committee. This helps ensure that the Foundation's efforts are aligned with and in support of our overall approach to corporate citizenship and philanthropy. Each year, our program is benchmarked against Giving in Numbers, a survey established by Chief Executives for Corporate Purpose® to promote best practices in corporate giving and employee engagement among the world's largest companies. Budgets and programs are then planned accordingly, with a constant focus on meeting our 2030 goal of 100% employee engagement.

Our Approach to Community Engagement

Our approach to corporate citizenship empowers our employees to support their communities in truly meaningful ways, and our metrics-driven approach helps us effectively gauge our impact.

The Owens Corning Foundation provides financial support through strategic partnerships with nonprofit organizations that align with our corporate citizenship strategies and key business drivers. These partnerships frequently involve financial contributions from the Foundation, product donations, and employee volunteerism. We also provide support through employee matching gift programs.

Our approach to community engagement includes:

- **Assessing local community needs.** Many of our partnerships address findings from community needs assessments, which help us identify needs, look for synergies with our operations, and determine opportunities for volunteering. For more information on community needs assessments, see our environmental community engagement section on page 120.

- **Engaging our employees.** In addition to their overall fit with our areas of focus, projects are chosen based on potential volunteer opportunities for our employees.

- **Measuring our impact.** To ensure that our corporate citizenship program is both business-relevant and meaningful to communities, we regularly gauge its impact and verify its alignment with our key business drivers. Our metrics include:
  - Facility engagement in community service projects
  - The number of volunteer hours and other employee engagement metrics
  - Completion of contractor-related projects
  - The number of homes built or renovated in each community
  - The number of homes roofed or insulated through product donations or other work with strategic partners
  - The number of individuals who have received vocational training or scholarships
  - The number of individuals who have benefited from clean water or sanitation

Global Charitable Partners

Owens Corning works with Myriad USA, which specializes in helping corporate foundations make grants in countries outside the U.S. This organization helps us to identify appropriate charities in our various regions around the world, perform due diligence as required by the U.S. Internal Revenue Service, and transfer funds. Examples of the contributions we have made based on this guidance can be found throughout this chapter.





Photo submitted by:

Ben Waugh | Danville, Illinois, U.S.
Sustainability Champions participated in a Build for Biodiversity event in Danville by building cat towers for the local humane society.

COMMUNITY ENGAGEMENT

2025 IN REVIEW



Employees from world headquarters in Toledo, Ohio, U.S., participate in a full-house build with Habitat for Humanity.



Employee Volunteerism in 2025

Our employees tell us that working for a company that supports volunteerism is important to them, and that is reflected in their support for our activities throughout the year — both at individual and site levels.

In 2025, Owens Corning employees volunteered 12,250 times, up 3.5% from 2024. While our ability to track and measure employee volunteerism improves every year, we are currently only able to track the number of volunteer experiences and not individual volunteers. This number, however, provides us with a valuable reference as we expand our reach to all global sites. Volunteerism at Owens Corning-sponsored events totaled 44,043 hours. The work is valued at $34.79 per hour, totaling $1,532,239.

At the facility level, we are proud to have achieved engagement at 88% of our sites in North America and 85% of our sites globally. This engagement includes both volunteerism and financial support.

Our employees' dedication to volunteerism is still a driving force in our financial support. In 2025, 39% of our donations were charitable contributions and 61% were community investments. Cash contributions totaled $7,115,775. In-kind giving totaled $1,511,246 including $1,459,147 in product donations.

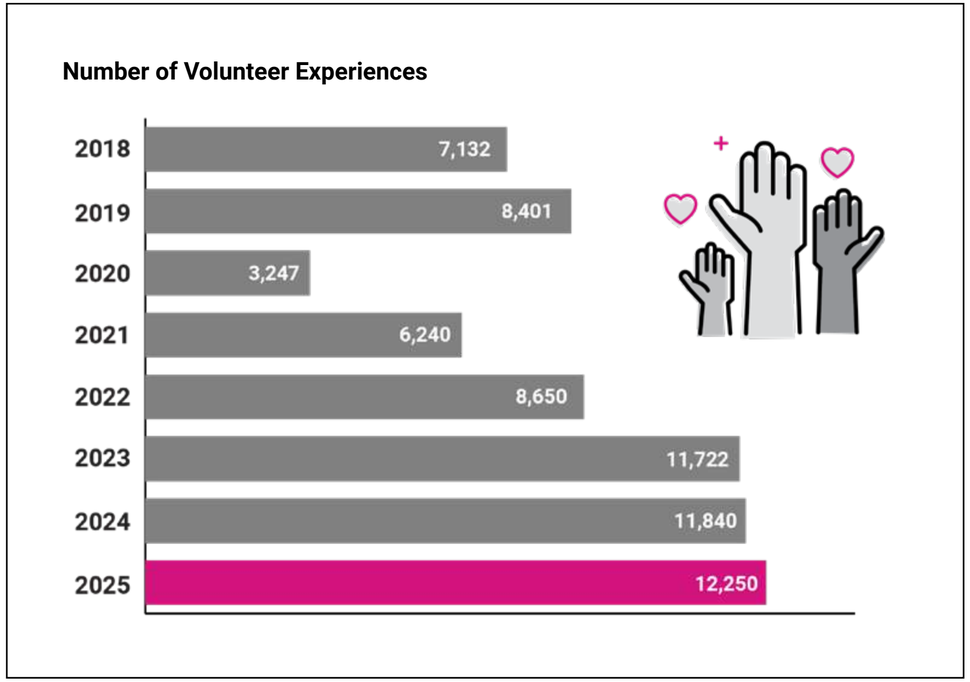


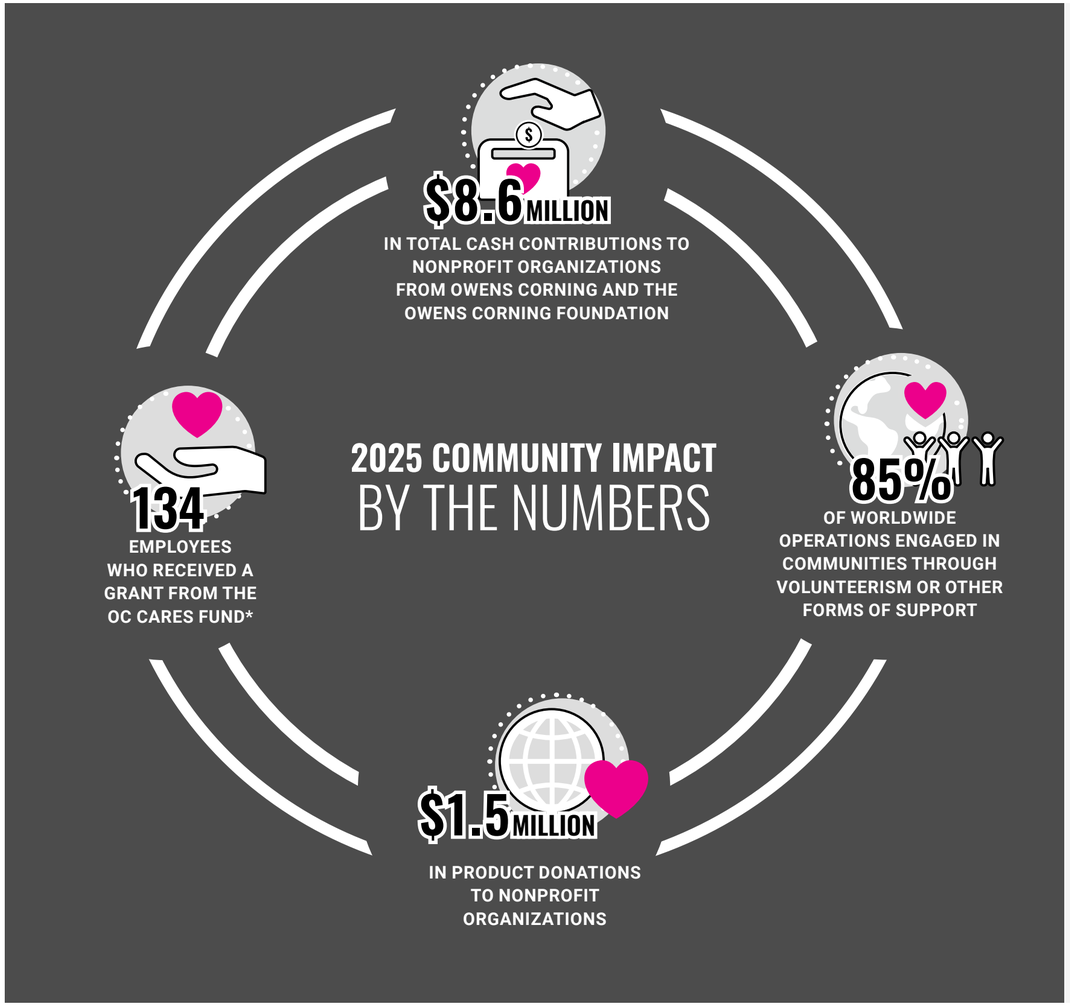
Photo submitted by:

Lexi Clopton | Tampa, Florida, U.S.
Volunteers support daily operations at Trinity Café, helping Feeding Tampa Bay expand access to meals and care for neighbors across the community.

IMPROVING LIVES
AROUND THE WORLD



An employee at world headquarters writes personalized notes that accompany the hygiene kits built as part of Martin Luther King Jr. Day of Service events.



**The OC Cares Fund was created to help Owens Corning employees who are in need of immediate financial assistance following an unforeseen disaster or personal hardship.*

SINCE 2016:

781
new roofs provided to veterans and first responders through Platinum Gives Back

1,099
home builds, renovations, or improvements in the U.S., Canada, and China through Habitat for Humanity

8,149
people provided with access to clean water

2,145,451
meals packed and served globally by Owens Corning volunteers

27,098
children provided with access to computers

188,847
hygiene or supply kits packed

COMMUNITY ENGAGEMENT INITIATIVES

Throughout 2025, our people — backed by Owens Corning and the Owens Corning Foundation — have taken action to improve the lives of people around the world, all in keeping with the key priorities we have set for housing, health, and education. Some of the most prominent examples are discussed here.

Beyond the partnerships outlined in this section, we offer our financial support, products, and volunteers to benefit communities where we work and live. Our contributions help in the following areas:

- Building and rehabilitating safe, efficient housing
- Neighborhood revitalization projects
- Disaster relief

Like many companies, we are frequently approached with requests from charitable organizations. A substantial number of requests for one-time donations come from the Toledo, Ohio, U.S., area, the location of our world headquarters. As the sole Fortune 500 company in the city, we recognize the importance of maintaining a significant presence — therefore, we often sign on as a corporate sponsor at events and fundraisers throughout the region. We often donate used office furniture and building materials to local charities. These donations are all provided directly from Owens Corning, rather than through the Owens Corning Foundation.

Safe and Energy Efficient Housing

As a global building and construction materials leader, Owens Corning is dedicated to expanding access to safe, energy-efficient housing. By partnering with organizations whose missions are compatible with ours, we are building and repairing houses everywhere, providing people in need with a place they can truly call home.

Habitat for Humanity

Owens Corning's partnership with Habitat for Humanity encompasses financial support, the in-kind contribution of building materials, and opportunities for volunteering among our employees. Throughout 2025, Owens Corning helped build, renovate, and improve 110 homes.

This year, 33 employees participated in Maumee Valley Habitat for Humanity's Women Build. A team led by five vice presidents — all women — constructed a home for a woman in the Toledo area who was accepted into the Habitat for Humanity Homeownership Program.

World Vision

Owens Corning collaborates with World Vision, an organization dedicated to serving children, their families, and their communities. Through our work with World Vision, we are able to donate products that benefit people whose homes need significant repairs. In 2025, we contributed enough material to roof or insulate 182 homes.

Historic South Initiative

The Old South End of Toledo, established in the 1840s, is a historical, ethnically diverse neighborhood that connects downtown Toledo to the nationally renowned Toledo Zoo and begins just one mile away from Owens Corning world headquarters. Many families in the area live in homes that are more than 100 years old and have fallen into disrepair.

The Historic South Initiative began in 2014 to support revitalization of the Old South End to make it a more attractive neighborhood for families and businesses. In 2025, the Owens Corning Foundation pledged $300,000 over two years to Historic South Initiative's Home Repair Program to support their efforts to allow more families to remain in safe, stable, and dignified housing. In addition to this financial commitment, Owens Corning provided an in-kind donation of construction materials to further support the work. Through their partnerships with other charitable organizations, such as Maumee Valley Habitat for Humanity and Local Initiatives Support Corporation (LISC) Toledo, they will be able to continue work on roof replacements, lead abatement, and other repairs for nearly 30 homeowners.

EXTENDING OUR GLOBAL REACH

In 2025, Owens Corning entered into or continued a number of partnerships with organizations around the world, enabling us to increase our outreach in Latin America and Europe. The following are among our most notable initiatives outside the U.S.

Stichting Present Apeldoorn

The Owens Corning Foundation provided funding for this organization near our Apeldoorn, Netherlands, facility, which works to strengthen local communities by connecting people through practical help and meaningful encounters. Our support helped fund two initiatives: the Buurtkoffie Bus, a mobile meeting place where older adults who may otherwise feel isolated connect over free coffee and warm conversation, and the annual Christmas lunch, which brings community members facing barriers together during the holidays for connection and inclusion.

Antes de Partir

Also known as Hummingbird House, Antes de Partir is a Mexico-based organization dedicated to providing support to terminally ill pediatric patients and their families through palliative care. Owens Corning provided support for a program designed to improve 135 young patients' mental and physical health through play therapy sessions carried out by specially trained professionals. In addition, employees from our Mexico City plant volunteered with the organization.

Friluftsfrämjandet

Friluftsfrämjandet is a national, nonprofit outdoor organization in Sweden that has promoted outdoor life, public health, and respect for nature and allemansrätten since 1892. Recently, two new play areas — the Hällekis IF pumptrack bicycle course and the Friluftsfrämjandet Kinnekulle obstacle course — opened near our Hällekis factory with support from the Owens Corning Foundation. Rooted in Sweden's long tradition of outdoor life, these spaces promote health, joy, and togetherness for local children and families.

Improving the Lives of Veterans and Their Families

Owens Corning believes in recognizing the profound sacrifices made by the men and women who served in the U.S. Armed Forces, and our employees have made it clear that they seek to honor our veterans as well. The partnerships we have forged with organizations across the U.S. have helped provide veterans and their families with housing and educational opportunities — and demonstrated our gratitude for their service to our country.

The Gary Sinise Foundation

Founded by actor and philanthropist Gary Sinise, the organization supports U.S. defenders, first responders, veterans, and their loved ones. Our partnership directly supports the R.I.S.E. (Restoring Independence, Supporting Empowerment) program, which builds specially adapted homes for severely wounded U.S. military members and their families.

We donate insulation and roofing products for homes built through the program and work with contractors who volunteer in the construction of those homes. Our commitment to supporting safe, efficient housing for people in need makes R.I.S.E. a perfect fit for Owens Corning. As these homes are completed, Owens Corning employees are asked to contribute words of thanks and support, which are included in a coffee table book that is presented to the recipient following the dedication ceremony. Over the next five years, Owens Corning has committed to giving $1.5 million to the Gary Sinise Foundation, with our first contribution made in 2024.

We also support the Gary Sinise Foundation's Snowball Express, which serves the surviving spouses and children of fallen heroes. They are committed to year-round programming and support that helps families honor their fallen hero, encourages them to make new memories, and provides opportunities to connect with others who understand their experience. They show appreciation to and love for families and the children who continue to bear the ultimate meaning of service and sacrifice.

Platinum Gives Back

Since 2016, Owens Corning has partnered with our Platinum Preferred roofing contractors in the Roof Deployment Project. Through this program, contractors are given the opportunity to volunteer their services to a veteran in need, while Owens Corning donates the roofing materials. Our network of charitable partners has enabled us to expand our access into more areas in need. In 2025, 131 veterans received new roofs, bringing the total number of recipients to 781 since we entered into this program. Beginning in 2025, Owens Corning has partnered with our Platinum Preferred roofing contractors in the Roof Responders Project. This program runs similarly to the Roof Deployment Project, but for the benefit of first responders. We completed four new roofs for this program in 2025.

Purple Heart Homes

Owens Corning works in partnership with Purple Heart Homes, an organization dedicated to honoring those who have served in the U.S. military by providing housing solutions for veterans who have been disabled in the line of service, including wheelchair ramps, accessible restrooms, and new roofs. As part of this partnership, Owens Corning worked with Purple Heart Homes to identify veterans who were eligible for new roofs through the Roof Deployment Project. In addition, ambassadors from Purple Heart Homes have spoken at Owens Corning events throughout the year, connecting the organization with contractors who can provide additional services to U.S. veterans.



Owens Corning, in partnership with the Gary Sinise Foundation, honored U.S. Marine Corps Corporal Brad Ivanchan with a custom home specialized to accomodate his unique needs.



A group of employees participate in warehouse sorting at Feeding Tampa Bay as part of a Martin Luther King Jr. Day of Service volunteer event.

"Volunteering with Feeding Tampa Bay means turning compassion into action – every hour spent brings hope to a neighbor in need and strength to our community."

Lindsay Velez
Material Planning Specialist

Basic Health and Wellness

Our commitment to health and wellness is represented in our key sustainability reporting topics, as we seek to promote well-being among our employees and their families and the communities where we operate. We believe that, through partnerships with organizations around the world, we can provide healthy meals, necessary medical supplies, and basic needs such as clean water and sanitation.

Connecting Kids to Meals

Owens Corning provides support for Connecting Kids to Meals, an organization that provides free, healthy meals to children in low-income and underserved areas throughout the Toledo area. Since beginning operations in 2002, Connecting Kids to Meals has served over 9 million meals to children in need.

Islamic Food Bank of Toledo

Part of the Islamic Center of Greater Toledo, the Islamic Food Bank of Toledo and its Mobile Food Bank initiative engage in a range of food distribution programs throughout Toledo and northwest Ohio. These include food baskets containing a week's worth of food for a family of four, weekender food bags for at-risk elementary school students, and a Ramadan meal program. In total, 378 Owens Corning employees volunteered 695 hours packing food bags for the organization throughout 2025.

Clean Water and Sanitation in India

Access to clean water and sanitation is one of our primary community outreach priorities, in alignment with the U.N. SDGs. One area of focus is in India, where our support efforts are linked to the study conducted by United Way of Mumbai to assess the most urgent needs in the villages near our plants. The report pointed specifically to health, education, and access to safe drinking water. To help address this need, Owens Corning has set up 29 sanitation stations benefiting 112 individuals in villages near our plants, and clean water systems benefiting 21 individuals attending schools located around our plants. For girls reaching puberty, the addition of bathroom facilities goes beyond basic sanitation needs — it makes it possible for them to remain in school. By continuing their education, they have greater opportunities for independence and success as adults.

Feeding Tampa Bay

Feeding Tampa Bay collaborates with schools, hospitals, food pantries, and other organizations to help provide multifaceted solutions for citizens facing food insecurity. Owens Corning has been supporting Feeding Tampa Bay for three years. In 2025, 61 employees volunteered 155 hours with the organization's various programs, including the Trinity Café, a free, full-service restaurant for those in need. Additionally, Tampa-area employees gave time by stocking the pantry at a local elementary school, sorting food for local food banks, and working a drive-through food distribution event during the U.S. government shutdown.

Educational Opportunities

Providing access to opportunities for advancement can lead to greater opportunities for people everywhere — especially those from underserved populations. We are proud to support schools and organizations that deliver education and career training to help people grow and succeed.

Jill of All Trades

Encouraging women to consider the skilled trades offers great benefits, both for young women looking for rewarding career options and for the industry as a whole, where there remains a great need for workers. Per CBC News, women make up only about 5% of the Canadian skilled trades workforce, representing a significant opportunity for growth.

To address this opportunity, Conestoga College in Kitchener, Ontario, Canada, has established the Jill of All Trades program, providing hands-on experience for girls and young women in grades 9 to 12 through a variety of skilled trades workshops. Owens Corning has made yearly commitments to serve as lead supporter for the program.

Through our support, Jill of All Trades has been able to expand the program across Canada and the U.S. This partnership also provides a cost-effective way to serve as an inclusion and diversity leader in Canada, enabling us to potentially fill essential positions at Owens Corning and for our customers in the building materials industry.

National Center for Construction Education and Research

Owens Corning supports the National Center for Construction Education and Research (NCCER), an organization that provides construction education for the industry, as well as career and technical education programs. The funding we provide goes toward a program that brings graduating students and former military personnel into the trades. We will gauge the program's success by determining the number of people who complete the program and enter the trades.

Vocational Training in India

Owens Corning supports non-formal education and vocational training programs in Silvassa, India, designed to help women and young people develop knowledge and skills that prepare them to support themselves and their families while instilling greater self-reliance.

In 2025, 1,020 students participated in a computer literacy program. In addition, 242 students benefited from non-formal education. Summer camp and educational visits were organized for 180 students, and 163 students were recognized through educational scholarships. Vocational training was also provided to 20 women and youth.

Toledo Excel

Toledo Excel is a scholarship incentive program at the University of Toledo that helps students prepare for success in college. Through pre-college academic programs, student members have the chance to increase their self-esteem, cultural awareness, and civic involvement. Excel serves high school students from across the Toledo area through Saturday school, summer institutes, tutoring, academic retreat weekends, campus visits, advising for strategic admissions and financial aid, and more. Since 2021, Owens Corning has sponsored the Annual Aspiring Youth Conference. In existence since 1983, the conference is free to the community and offers students a chance to hear from and interact with well-known keynote speakers. The success of the conference is what led to the creation of the Toledo Excel program.

In 2025, the Owens Corning Foundation pledged an investment over a five-year period of over $800,000 that will support both high school students attending the summer institutes and college students with scholarships.



Home-School Perpetuo Socorro

For several years, the Owens Corning Foundation has supported the Home-School Perpetuo Socorro in Mexico City, Mexico, which provides housing and education for young girls taken from homes affected by domestic violence. The Owens Corning Foundation continued to provide financial support to the school in 2025, funding doctors, psychologists, teachers, drivers, and basic needs such as food. In addition, Owens Corning employees host a range of events throughout the year that benefit this school.

Hillsborough Education Foundation

The Hillsborough Education Foundation works to support the children, teachers, and public schools of Hillsborough County, Florida, U.S. by providing supplies, scholarships, professional development resources, and more. Over the next two years, Owens Corning has pledged $10,000 to support the Classroom Grants Program, which provides teachers with funding for innovative projects to enhance student learning. As part of this commitment, seven Tampa-based employees meet to review and select grant proposals. Examples of funded projects include STEM kits, an interactive literacy lab for sixth grade English Language Learner students, and items to support sensory regulation and improved focus for students with Autism Spectrum Disorder, Attention Deficit Hyperactivity Disorder, and other developmental delays. Owens Corning has also donated more than 160 laptops to students and volunteered in events throughout the year.

Commitment to Strong Communities

Owens Corning has made the advancement of inclusion and diversity one of our primary sustainability aspirations, and our commitment extends beyond our work environment to include the communities where we serve. Through these partnerships, we are doing even more to live our core values.

Local Initiatives Support Corporation Toledo

In Toledo, families of color are half as likely as white families to own their own home. In an effort to close the racial gap and expand homeownership opportunities, the Owens Corning Foundation has invested $1.2 million in LISC Toledo, a community development financial institution.

This commitment also supports Core City Rehabilitation projects, in which LISC collaborates with neighborhood partners to renovate homes throughout downtown Toledo and nearby neighborhoods. The homes are then sold to owner-occupants, which helps increase property values and stability in these communities. Among the homeowners who benefit from this project, 64% are people of color, 51% have a woman as the head of the household, and their average gross household income is $47,000. The most recent data available on median home sales, which is from 2022, showed an increase in median home prices in all four target neighborhoods. In addition, our commitment will fund efforts to grow the capacity of small contracting businesses owned by women and members of other underrepresented groups, as well as invest in civic and community engagement projects.

Art Tatum Zone

The Art Tatum Zone is based in Toledo in the Junction neighborhood, a predominantly African American community that has endured depopulation, disinvestment, blight, and redlining. The neighborhood is located less than 2 miles from the Owens Corning world headquarters.

In 2025, the Owens Corning Foundation provided a $100,000 grant to fund after-school programming for the 2025–2026 school year and the pilot of a summer program designed to help 25 elementary students strengthen foundational math skills through kinesthetic, movement-based learning. 76 students participated in the eight-week pilot program. Pre- and post-program assessments indicated growth equivalent to half a grade level among participants who attended at least 75% of the sessions. These students demonstrated measurable improvement in math fluency, increased accuracy in solving foundational math problems, showed greater understanding of number relationships and operations, and improved spatial awareness and geometry comprehension. Additionally, program staff reported increased willingness to attempt challenging problems and improved math confidence among previously hesitant learners.

City Year Denver

In late 2024, Owens Corning entered a partnership with City Year Denver to support Manual High School in Denver, Colorado, U.S. City Year is an organization that operates across the United States to help high school students succeed and graduate on time. City Year AmeriCorps Mentors work in the schools every day to provide students with the encouragement, resources, and additional help they need to achieve their full potential.

The Owens Corning partnership with City Year Denver has been hosted by the Denver facility team and has included a one-time $50,000 pledge for the program in 2024 that continues to fund programs, including in 2025. Through this partnership, Owens Corning Denver team members toured Manual High School, participated in a teacher appreciation event, and took part in a networking session for the professional development of AmeriCorps Mentors. Also, City Year Denver staff and AmeriCorps Mentors toured the Owens Corning Denver facility and learned about careers in a manufacturing environment.

For the 2024–2025 school year, 56 Manual High School students identified by teachers as requiring extra support participated in 2,174 intervention sessions with AmeriCorps Mentors. In the school year, 41% of enrolled students improved one letter grade and 100% of students grew in at least two social, emotional learning competencies.



CRAFTING FOR COMMUNITY

A team from our Jackson, Tennessee, U.S., facility participated in a local charity event to gather food for those in need. The 20th annual Canstruction event was put on by the Regional Inter-Faith Association (RIFA) of Jackson, and participants were challenged to create artistic displays using canned or boxed food items. The Owens Corning team built a Minecraft®-themed display using approximately 1,600 cans. RIFA is a charity organization in Jackson that works to supply food to the community through programs such as a food bank, food co-op, soup kitchen, a mobile cafe, and more.







"We are honored to work for Owens Corning, a company that actively supports and encourages employees to give back to their communities. Through the Canstruction event, we not only contributed food to those in need but also helped raise awareness about the ongoing challenges of hunger in our area."

Aaron Sorrell
Jackson Plant Leader

MINECRAFT is a registered trademark, owned by Microsoft Corporation.

Investments in the Toledo Area

Owens Corning is proudly based in Toledo, Ohio, U.S., and our world headquarters is an iconic part of the downtown region. We are pleased to partner with many of the institutions that make Toledo a great city to live and work in.



Toledo Center for Live Arts

Owens Corning's leadership gift in 2025 ignited the creation of the Toledo Center for Live Arts, setting the foundation for what has become a vibrant home for creativity, collaboration, and cultural education as the headquarters for Live Arts Toledo. As the first major investor, Owens Corning helped transform a long-dormant Masonic Temple into a dynamic campus where musicians, dancers, and young artists now learn, rehearse, and discover their talents every single day.

Bringing together the Toledo Symphony, Toledo Ballet, Toledo Jazz Orchestra, Toledo Symphony School of Music, and Toledo Symphony Youth Orchestras, Live Arts Toledo presents more than 200 live performances annually. Under one roof, this home unites all artistic and educational activity, including concerts, classes, rehearsals, and administrative operations. 700 students move through the Center each week, filling its studios and halls with energy and purpose. Our investment continues to ripple outward in the form of new opportunities for youth, expanded access to arts education, and a stronger cultural ecosystem for our region.



Glass City Metropark and Riverwalk

The Owens Corning Foundation has expanded its commitment to support the completion of the Glass City Metropark and Riverwalk. This new amenity, running along the banks of the Maumee River in downtown Toledo, provides high-quality greenspace for the entire community. The Riverwalk links six different neighborhoods across the city, connecting them in new ways and providing greater access and experiences for all Toledo residents. Phase 1 of Glass City Metropark, including a pavilion and sledding hill, opened in 2020. The new amenities, now open through Phase 2, include a restaurant, a trail for roller skating and ice skating, nature-themed children's play areas, art installations, and three miles of trails. The opening celebration took place in June 2023, with our CEO Brian Chambers speaking on behalf of Owens Corning and other businesses and community donors. Owens Corning is recognized on a plaque at the entrance to Beacon Tower Plaza, an area of the park that features a 50-foot-tall glass structure paying tribute to Toledo's glass industry.

The Foundation's most recent commitment of $2 million over four years began in 2025 and will support Phase 3 and transform the area formerly known as International Park, which is located directly across the River from Owens Corning's World Headquarters building.



Toledo Museum of Art

In 2025, the Owens Corning Foundation made a four-year, $2 million commitment to support the Toledo Museum of Art's recently announced reinstallation project. This significant undertaking will transform the visitor experience, shaping a model museum for the 21st century. Guests will enjoy refreshed spaces, a completely new installation of artwork, upgraded amenities, and abundant opportunities for deeper connection.

MARTIN LUTHER KING JR. DAY OF SERVICE

In the U.S., the third Monday in January is Martin Luther King Jr. Day, a federal holiday that represents an ideal opportunity for community engagement. In 2025, Owens Corning employees once again rose to the occasion, giving their financial support — and their time — to worthwhile organizations in their communities.

Employees from 88% of sites participated, totaling 4,660 volunteer hours. With that effort, we were able to impact over 239,000 people through blood donations, care cards, and more, including:

MORE THAN
111,750
meals packed

12,080
hygiene kits built

445
tie blankets made

2,448
foster care kits assembled

1,997
school tool kits prepared

The plants with the highest participation rate based on plant headcount for 2025 were Charleston, South Carolina; Dickson, Tennessee; Greenville, Texas; and Waxahachie, Texas.



2025 VOLUNTEERS OF THE YEAR

The strength of our community initiatives around the world is due in large part to the dedication of our people. We are pleased to recognize those individuals and teams whose generous spirit inspires us all. We honor select volunteers in two categories: individual employees and employee teams. These are the 2025 honorees. Volunteer honorees are given the opportunity to direct a $15,000 donation from the Owens Corning Foundation to the charity of their choice.

Team Volunteer of the Year

Charlotte Doors

Charlotte, North Carolina, U.S.

The Charlotte Doors team earned the title of Team Volunteer of the Year for 2025. The team dedicated time and energy to a wide range of efforts in the Charlotte community, with a special focus on housing and shelter.

Their work with the Salvation Army Center of Hope in Charlotte was especially impactful. The team regularly cooked and served meals for the shelter's residents, painted hallways, and donated essential items like food, pillows, and school supplies. The Center of Hope provides over 293,000 meals annually.

The team sorted food donations at Second Harvest Food Bank of Metrolina, which distributes over 54 million pounds of food across 24 counties in North and South Carolina. They also packed over 14,000 meals for malnourished children through Feed the Hunger, Inc., helping feed 61 children for an entire year.



"Serving the Charlotte area through Owens Corning makes me feel connected to something bigger than my day-to-day work. It's a fulfilling reminder that I'm part of a company that values its employees and the community we call home."

Heather Black
Global Category Manager

Employee Volunteer of the Year

Min. Michael Jones II

Environmental Technician, Jackson, Tennessee, U.S.

Min. Michael Jones II, an 18-year Owens Corning employee, founded Pride Athletics, Inc. in 2010 to serve his community in Jackson. Through football and cheerleading, Jones is helping to provide a safe and nurturing space for at-risk youth.

Michael, an environmental technician at the Jackson plant, and a dedicated group of volunteers and coaches work together to run Pride Athletics, Inc. Michael contributes by coaching multiple teams, managing logistics, and organizing game days to help offset program costs. His efforts have significantly reduced participation fees, with a goal to make the program entirely free so that no child is excluded because of financial barriers.

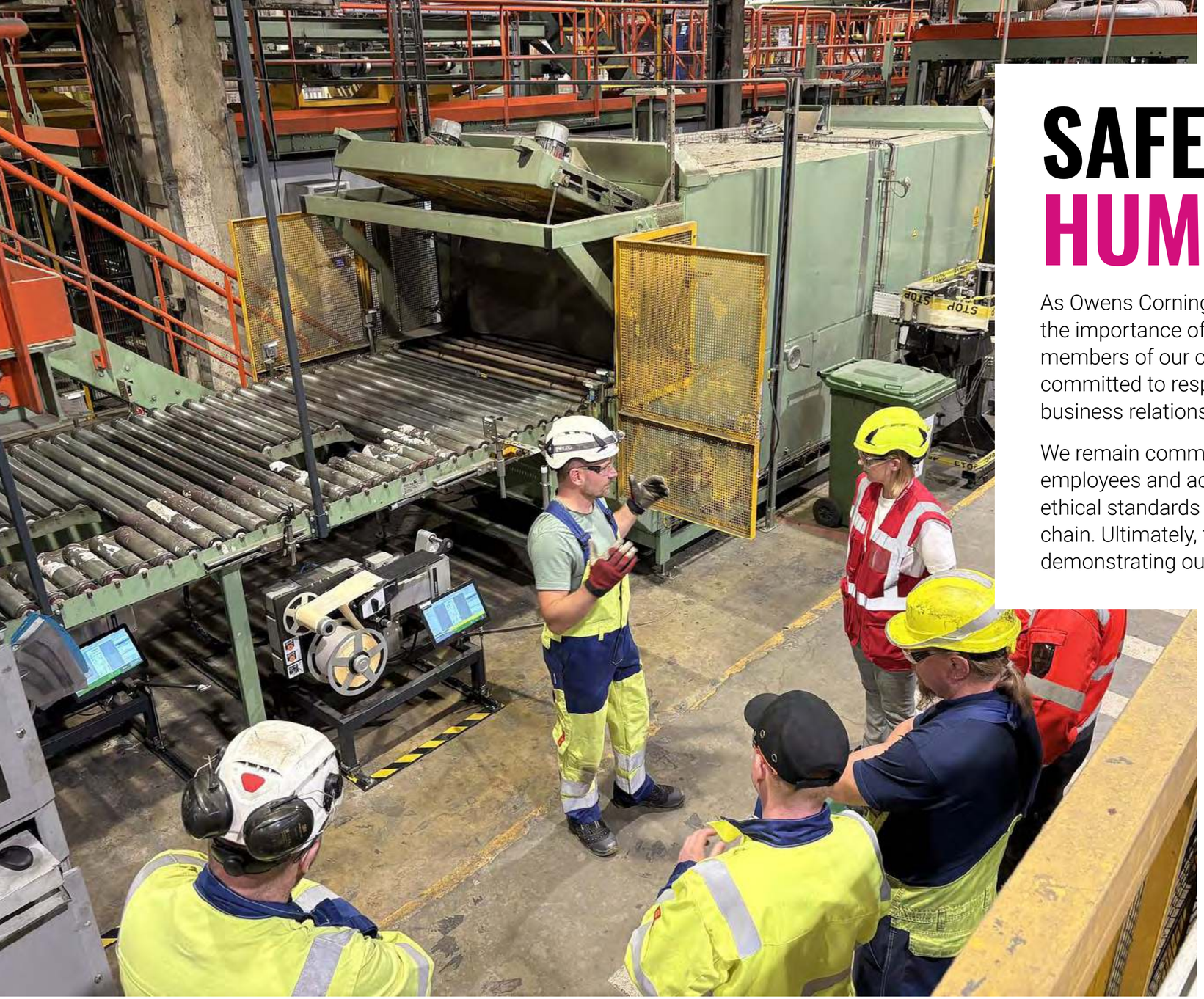
Michael also serves as a youth pastor and mentor, integrating spiritual guidance and life skills workshops into the program. His holistic approach has led to improved academic performance, reduced risky behaviors, and notable athletic achievements. Several participants have gone on to play Division 1 and Division 2 college football, with one program standout even declaring for the 2025 NFL Draft.

As part of his Volunteer of the Year designation, the Owens Corning Foundation has awarded Michael a $15,000 grant to support the continued mission of Pride Athletics.



"When you see a need, move without hesitation, but never forget the power of trust and timing. We teach our youth that we never lose, we learn, and that what we need will arrive exactly when it's meant to. Owens Corning and the Owens Corning Foundation proved that truth by stepping in at the perfect moment to make a lasting difference in our community."

Min. Michael Jones II
Environmental Technician



SAFEGUARDING HUMAN RIGHTS

As Owens Corning employees interact with people all over the globe, we recognize the importance of treating people everywhere — including our employees and members of our communities — with dignity and respect. Therefore, we are committed to respecting the rights of people where we operate and through our business relationships throughout our value chain.

We remain committed to reinforcing our human rights approach, both among our employees and across our value chain. This is tied to our goals for upholding our ethical standards within our organization and maintaining a responsible supply chain. Ultimately, they are all essential to improving people's quality of life and demonstrating our commitment to caring — one of our core values.

Sustainability Reporting Topics

Community Engagement; Fair Treatment of Workers*; Worker Health and Safety*; Management of Supplier Relationships; Responsible Business Conduct

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals



This chapter does not include data from our discontinued Glass Reinforcements (GR) operations. For relevant chapter data for GR, please see Appendix K.

*Denotes a material topic. Learn more at the link above.

Vilnius, Lithuania, plant employees conduct a review on the new printers that were being installed on the production line.

HUMAN RIGHTS GOVERNANCE

Our approach to human rights is intentionally broad and inclusive. It helps us codify the expectations we have for all our full-time employees, part-time employees, and temporary staff. These expectations also apply to the entities we own and the entities in which we hold a majority interest.

Policies and Governing Documents

We have built our approach to protecting human rights on the following globally recognized documents:

- The Ten Principles of the United Nations (U.N.) Global Compact
- The United Nations Universal Declaration of Human Rights
- The United Nations Guiding Principles on Business and Human Rights (UNGPs)
- The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work

These documents have informed the Owens Corning Code of Conduct, including the human rights policies referenced therein, designed to ensure we uphold ethical standards. Our ethics policies are described in detail in the Upholding Ethical Standards chapter. Our Human Rights Policy commitments were approved by our General Counsel and our Chief Sustainability Officer.

Owens Corning seeks to partner with businesses that share our commitment to human rights. We work with our value chain — suppliers, customers, and other business partners — to uphold our human rights principles. We expect them to adopt similar policies and extend the same protections to their stakeholders. Our Code of Conduct and Supplier Code of Conduct provide the guidance necessary to prioritize human rights protections in their own operations. The Owens Corning Supplier Code of Conduct applies to our suppliers and is aligned with the expectations and commitments in our overarching Human Rights Policy.

Organizational Structure and Responsibilities

It is every employee's responsibility to respect human rights, and there are key functions that have specific ownership and accountability. Owens Corning's Senior Vice President and Chief Sustainability Officer and Executive Vice President, Chief Administrative Officer & General Counsel are responsible for the detailed implementation processes related to human rights management, including risk assessments, audits, and training. Both report directly to the Chief Executive Officer and are responsible for our legal and regulatory compliance with legal and company requirements related to environmental, safety, health, and sustainability including human rights.

We have strengthened our human rights governance by clearly defining accountability across three core functions:

- **Human Resources** leads on people processes, hiring practices, and working conditions.
- **Legal** oversees compliance, governance, and due-diligence requirements.
- **Sustainability** is responsible for human rights risk assessment, enterprise oversight, and transparent reporting.

Together, this cross-functional structure enhances our ability to identify, prevent, and address human rights risks across our operations and value chain.

OUR APPROACH TO HUMAN RIGHTS DUE DILIGENCE

Owens Corning undertakes ongoing due diligence in alignment with the UNGPs and the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises to identify, prevent, mitigate, and account for actual or potential adverse impacts on human rights and decent working conditions and provide for or cooperate in remediation where required. This due diligence is accomplished through internal audits, supplier evaluation and surveys, and environmental, social, and governance (ESG) risk scoring and screening of suppliers.

Internal Audits

Our environmental, health, and safety (EHS) audit processes include on-site assessments, in which our team proactively evaluates facilities for a range of risks, including those that affect human rights. In addition to their standard audit process, our Internal Audit team also conducts visual inspections covering forced labor, child labor, unsafe working conditions, and other human rights issues in their on-site assessments. This helps ensure that our workplaces reflect the highest human rights standards, as well as best practices for health and safety for our employees, contractors, and visitors.

New Supplier Screenings

During the onboarding process, new suppliers are screened for a range of issues, including environmental and social criteria such as human rights and labor practices. Several subscriptions and memberships are used to identify country-level risks related to human rights and are used as part of our supplier evaluation process. More information can be found in the Responsible Supply Chain chapter.

Ad Hoc Due Diligence

This reactive process occurs when a specific human rights concern is identified or a risk is escalated. Unlike ongoing due diligence, which is systematic and proactive, ad hoc reviews are triggered by incidents, such as reports of discrimination or forced labor from stakeholders. These targeted assessments help us quickly investigate the issue, evaluate its severity, and implement corrective actions to protect human rights and uphold our commitment to responsible business practices.

Supplier Visits and Evaluations

Owens Corning sourcing and supply chain professionals evaluate existing and potential suppliers using either on-site visits and/or supplier assessment surveys. Both evaluations include questions about the Owens Corning Supplier Code of Conduct, which includes our expected standards on a range of social criteria, including discrimination, child labor, forced labor, human trafficking, the right to collective bargaining, and the right to freedom of association, as well as safety and environmental policies. Owens Corning does not currently employ independent third parties or conduct unannounced audits but is evaluating these options as our supply chain sustainability program evolves. Owens Corning also surveys suppliers about their policies and goals related to sustainability and safety. In India, the Owens Corning Sourcing team also has a Supplier Quality Engineer, whose role involves auditing supplier operations, specifically looking for aspects such as product quality and safety in the supplier's workplace.

Targeted Risk Assessments

Every year we undertake a risk-based mapping of our supply chain to conduct further due diligence activities. We also do targeted risk-based assessments of our own operations depending on detected risks. Guided by our corporate human rights assessment, topics, industries, geographies, and specific products are selected for additional due diligence, including review of human rights criteria. Information on this annual due diligence can be found in the Responsible Supply Chain chapter.

Salient Human Rights Issues

Owens Corning engaged a consulting company to conduct a corporate human rights assessment of Owens Corning's value chain. The scope of this assessment included upstream suppliers, transportation providers, Owens Corning's operations, and downstream customers and contractors.

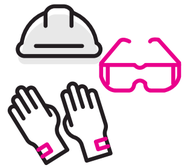
The assessment used the UNGPs as the foundation for mapping relevant risks and prioritizing salient topics based on the scope, scale, remediability, and likelihood of the potential impacts on rights holders. Interviews were conducted with internal and external stakeholders representing perspectives from North America, Europe, and Asia Pacific, as well as insights from global human rights related non-governmental organizations (NGOs). From this assessment we prioritized 12 possible salient risks that could be present in our value chain, and they will be the focus of our human rights work moving forward. Five of these 12 risks were noted as most impactful for Owens Corning. See the table below for more information.

We are committed to respecting internationally recognized human rights throughout our operations in line with the UNGPs. We place specific efforts on those rights that are at risk of the most severe negative impact through our activities and business relationships.

We conduct enterprise-level human rights risk assessments and prioritization, internal and external stakeholder engagement, and ongoing due diligence to identify human rights priority focus areas. Our highest priority, or salient, topics are:

- Forced labor, modern slavery, and human trafficking
- Child rights, child labor, and juvenile work
- Workplace health and safety
- Working conditions
- Discrimination and harassment
- Community rights and engagement
- Indigenous Peoples' rights and land rights
- Clean, healthy, and sustainable environment
- Privacy for employees and stakeholders
- Bribery and corruption
- Freedom of association and collective bargaining
- Access to grievance mechanisms and remedy

Of our 12 salient issues, the following five issues have been identified as most impactful to our operations and through our business relationships.



Workplace Health and Safety

This topic is focused on ensuring that individuals have access to safe and healthy living and working environments. This includes protection from hazards, access to healthcare, and measures to prevent accidents and injuries.



Forced Labor, Modern Slavery, and Human Trafficking

This topic encompasses various forms of exploitation where individuals are trapped and controlled to work against their will.



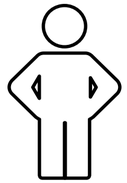
Access to Grievance Mechanisms and Remedy

This topic focuses on ensuring that individuals have the means to report and seek redress for violations of their rights. This includes access to legal systems, complaint procedures, and mechanisms for obtaining justice and compensation.



Working Conditions

This topic refers to the environment and terms under which people work, including fair wages, reasonable working hours, safe workplaces, and the right to rest and leisure.



Child Rights, Child Labor and Juvenile Work

This topic refers to the employment of children in any work that deprives them of their childhood, interferes with their education, and is harmful to their physical and mental development.

STAKEHOLDER ENGAGEMENT ON HUMAN RIGHTS

Owens Corning interacts with a wide range of stakeholders on a regular basis including investors, customers, suppliers, community members, trade associations, and NGOs, to name a few. Through these engagements, we seek to communicate accurately and transparently, understand concerns, and work together for solutions. To better understand our stakeholders' expectations and priorities, we actively engage and consult with individuals, groups, and organizations that are impacted by our business operations. Learn more in the Stakeholder Engagement and Material Sustainability Topics chapter.

We invite stakeholders to communicate with us on any economic, environmental, or social topics related to our business. Owens Corning leverages a variety of channels to receive feedback from stakeholders, including several options available on our website to submit questions or concerns related to company products and activities. Stakeholders can submit their concerns of potential misconduct (anonymously, if desired) to our confidential Owens Corning Helpline via phone (1-844-787-0337) or web portal, both of which are operated by a third-party service provider.

Within Our Operations

Creating an environment that respects human rights begins with the individuals at our sites around the world. The tools we have in place ensure that our people carry our dedication forward into all their business dealings.

Training Employees on Human Rights

To help ensure that our people have a full understanding of our policies, 100% of our staff employees receive training on the Code of Conduct at the time of their hiring. Training on the updated Human Rights Policy was rolled out in early 2026. This training is focused on employees interacting with our priority human rights topics. This includes our Global Human Resources, Legal, Supply Chain, and Sustainability teams. They also receive training on anti-corruption and anti-bribery policies, and they are required to certify their compliance with the Code of Conduct annually, at which time they are given an opportunity to disclose non-conformance.

Our Code of Conduct and Business Conduct Policies are extensions of our corporate values, and we require 100% compliance. These documents are provided to all employees, and they are available in 16 languages on our company intranet. When a new plant is acquired, the Integration team distributes the documents to the staff, even before they have access to Owens Corning online systems. The Code of Conduct may be distributed via email or through an existing intranet site, or physical copies may be disseminated. We also expect our facilities to display materials that highlight our human rights policies.

Managers are expected to lead by example and ensure that these policies are incorporated into employees' daily interactions with colleagues, customers, suppliers, and the public.

Human Rights and Acquisitions, Partnerships, and Investments

Our Human Rights Policy has become part of our due diligence for potential acquisitions, partnerships, and investments, which are a key element of our growth strategy. This process involves reviewing labor and human rights policies and practices and assessing risks, including evaluating any potential impacts on vulnerable populations such as tribal lands and Indigenous Peoples.

Across Our Value Chain

To achieve our aspirations for safeguarding human rights, Owens Corning recognizes the importance of collaboration with all the companies with which we do business. We focus on enforcing the principles set forth in our human rights policies and managing the known risks that may exist among our suppliers.

Upholding High Standards for Suppliers

The Supplier Code of Conduct applies to our suppliers and is aligned with the expectations and commitments in our overarching Human Rights Policy. Owens Corning seeks to partner with businesses that share our commitment to human rights. We require our suppliers, customers, and other businesses we work with around the world to uphold the principles in our Human Rights Policy. We also expect them to adopt similar policies in their business practices and within their own relationships with subcontractors and others. We are guided by the following principles, which are the basis of our Supplier Code of Conduct:

- Business is conducted ethically and with integrity in compliance with laws and regulations.
- Everyone is treated equally with respect and dignity.
- Human and labor rights, including the safety, health, and well-being of all workers, are respected.
- Work is voluntary, done over reasonable hours by individuals of appropriate age.
- Work is based on mutually agreed-upon and documented terms of employment, and all workers are paid fair wages.
- Sustainability is integrated into business activities to reduce negative environmental and community impacts.
- Management systems are implemented that govern performance and drive continuous improvement.

Managing Additional Areas of Concern

We monitor our suppliers for environmental and human rights conduct, especially in the following areas of potential concern:

- **Conflict Minerals.** In 2025, Owens Corning strengthened its commitment to ethical mineral sourcing with a new Minerals Sourcing Policy. Aligned with the OECD Due Diligence Guidance and the UNGPs, the policy expands our conflict minerals approach into a broader human rights due diligence framework. It reinforces our expectation that tantalum, tin, tungsten, and gold are sourced without contributing to conflict, human rights abuses, corruption, or environmental harm.

  Consistent with our Human Rights Policy, suppliers must demonstrate systematic human rights due diligence — identifying, preventing, mitigating, and reporting actual or potential rights impacts in their operations and supply chains. We prohibit sourcing from or transporting through Conflict Affected and High-Risk Areas where risks of violence or exploitation are elevated. Suppliers are also required to map their supply chains, address high-risk findings, train relevant personnel, and cascade these standards through sub tiers. Through annual public reporting and collaboration with industry initiatives, we advance responsible mineral sourcing that protects people and promotes transparency across the value chain.

- **Wood Sourcing.** Human rights in responsible wood sourcing involves ensuring that the entire supply chain respects and upholds the rights of all individuals involved. This includes providing safe and fair working conditions, prohibiting forced and child labor, and ensuring that local communities are not exploited. Additionally, it involves respecting land rights and ensuring that Indigenous Peoples and local communities have a say in decisions that affect their lands and livelihoods. Access to grievance mechanisms and remedies for any violations is also crucial to uphold human rights in this sector.

  The sourcing of wood products for our Doors business is a key area of focus for sustainability and responsible sourcing work, given the nature of the locations where wood is harvested and the extraction and processing techniques.







Photo submitted by:

Alexis Alvarez | Tampa, Florida, U.S.
Forest Stewardship Council® certified taeda pine from a wood supplier in Southern Brazil.



SAFEGUARDING HUMAN RIGHTS

2025 IN REVIEW

Doors plant in Cabrero, Chile.

Updating Our Human Rights Policy

In 2025, we updated our global Human Rights Policy to reflect stronger alignment with global standards and a broader scope of responsibility. The updated policy explicitly references the UNGPs, OECD Guidelines, and U.N. Global Compact, and establishes clear governance with defined roles and CEO-level accountability. Key enhancements include prioritization of 12 salient human rights issues based on risk assessment and stakeholder engagements and distinguishing the five most impactful issues to our operations. See a full list of these issues on page 116. We expanded commitments to protect young workers, ensure equal pay, and uphold Indigenous rights through free, prior, and informed consent. Additionally, environmental protection is now recognized as a fundamental human right.

The policy now includes information about our ongoing due diligence, audits, and supplier assessments, alongside a formal remediation framework. Employees and suppliers will be regularly trained on the policy to develop and strengthen knowledge, while annual reviews and public reporting will continue to ensure transparency. These changes underscore our commitment to respecting human rights across our value chain and engaging stakeholders in meaningful dialogue.

Human Rights Assessments

Our EHS audit processes include on-site assessments, in which our team proactively evaluates facilities for a range of risks, including human rights elements. In our last EHS audits, conducted in 2025, we performed human rights assessments on 11 sites, examining documented evidence and observing operations where needed. These human rights assessments included U.S. sites representing two of Owens Corning's business units. All the sites assessed had some type of mitigation plan to address health and safety. High-risk findings are tracked to completion in a corporate findings repository. All risk findings are required to be closed. There were no material findings related to human rights identified through EHS audits in 2025.

In addition to their standard audit process, our Internal Audit team also conducts visual inspections covering forced labor, child labor, unsafe working conditions, and other human rights issues in their on-site assessments. These internal audit assessments can sometimes cover the same sites as our EHS assessments. This helps ensure that our workplaces reflect the highest human rights standards, as well as best practices for health and safety for our employees, contractors, and visitors. In 2025, the Internal Audit team conducted 17 internal audits that included a review of human rights risk.



Between our EHS assessments and internal audits, Owens Corning evaluated 25 of our sites for human rights risks in 2025.

ENVIRONMENTAL COMMUNITY ENGAGEMENT

Owens Corning seeks to build a sustainable future, which means increasing the positive aspects our operations have while reducing potential negative effects. We are committed to listening to our employees and community members regarding any concerns related to our operations.

In recent years, our commitment to listening to our communities has been an increasingly central part of our overall sustainability journey. We formed a cross-functional committee to evaluate best practices and determine how we could integrate environmental community engagement into our operations. In different locations, we piloted community assessments to improve our understanding of relevant community concerns and engagement opportunities. These assessments will inform how we engage stakeholders as we expand our work into other communities throughout the U.S.

To support our sites with community engagement efforts, the committee developed an environmental community engagement toolkit to pilot at four facilities. The toolkit follows the "plan, do, check, act" cycle to create an action-oriented, site-specific plan for meaningful, proactive engagement with community stakeholders regarding concerns about potential environmental impacts of our operations. Workshops were held to train the local team on how to use and apply the toolkit in practice. Feedback from the sessions and pilots will be used to further refine the toolkit as we roll it out to more locations.

Owens Corning recognizes the responsibility we have to the people who work for us, as well as their families, friends, and everyone in the community. By introducing environmental community engagement into our operations, we can strengthen relationships with the stakeholders and decision makers in the communities we depend on for our continued success.

Progress on Our Salient Human Rights Issues

Safety and Health

In 2025, we launched Global Safety Week, a planned annual event to spread awareness of our Safer Together identity to all our employees. This event was adopted from our Doors business, and all our sites are encouraged to find their own ways to participate. See more about how Global Safety Week was celebrated in the Safer Together chapter.

Our Health and Wellness teams continued their focus on mental health in 2025. Our Doors employees were integrated into our Employee Assistance Program, and we launched Disruptive Event Management Training for people leaders in the U.S. and Canada. Read more about our Health and Wellness initiatives starting on page 68.

Working Conditions

Owens Corning continues to evolve and roll out a Talent Metrics Dashboard to provide insights to a number of human resources metrics, including overtime statistics. This dashboard tool can be viewed by corporate, business unit, and plant-level leaders to monitor and manage overtime usage and trends and maintain balanced workloads.

Forced Labor, Modern Slavery, and Human Trafficking

In mid-2025, Owens Corning identified that incarcerated individuals had been contracted as temporary labor at a Masonite facility in the United States prior to Owens Corning's acquisition of Masonite in May 2024. Components produced at this facility were subsequently imported into Canada for assembly into finished doors.

Both Owens Corning's current Human Rights Policy and Masonite's previous policy strictly prohibit the use of convict or incarcerated labor. Upon discovery of this non-conformance, Owens Corning initiated a comprehensive investigation, which included:

- Verification with site-level human resources confirming the nature of the program, its discontinuation, and that standard wages were paid.
- A corporate review of vendor records to ensure no active suppliers were associated with incarcerated labor enterprise wide.
- Examination of all 2024–2025 spending on contract and temporary labor, with site-level attestations confirming compliance and engagement with major service providers to validate safeguards against forced and incarcerated labor.

The investigation concluded that the use of incarcerated labor was an isolated occurrence limited to one Masonite site prior to acquisition.

Child Labor

To reinforce our commitment to responsible employment practices, Owens Corning has introduced a new Young Worker Guidance Document to support compliance with our Human Rights Policy. While we strictly prohibit child labor and will not engage with any entity that employs it, we allow the employment of young workers (ages 16–17) under specific conditions, including participation in approved apprenticeship programs, adherence to legal requirements, and performance of low-risk, supervised work during daytime hours without interfering with education. The guidance document provides practical tools for implementation, including an overarching compliance checklist, a pre-hire risk assessment for seasonal or temporary roles, and a dedicated orientation checklist for young and new workers. These resources ensure consistent application of standards across all sites and safeguard the well-being of young workers.

There were zero cases of child labor detected in 2025. Monthly reports pulled from our system alerted us where young workers (ages 16–17) were hired, and follow-up was conducted with Human Resources managers to ensure young workers were protected and complying with our Human Rights Policy. A total of 25 young workers across our businesses were detected in 2025 through this process, and we ensured their roles aligned with our Human Rights Policy.

Human Rights Training

In North and South America, 100% of security personnel, including those employed by third-party companies, had received formal human rights training as of Dec. 31, 2025.

In 2025, 9,364 employees, which make up about 38% of our employees worldwide, collectively received 4,682 hours of human rights training.

Engagements were held with our global Human Resources Center of Excellence team (over 245 employees) on the updates to the human rights policy, specific responsibilities of HR, and how to use the new Young Worker Guidance Document.

We conduct annual human rights assessments via a survey for our key suppliers. Since the launch of our 2025 supplier survey, 222 suppliers were assessed for their impacts on society and labor practices. None of these suppliers were found to have potential or actual significant negative impacts on society, human rights, labor practices, or the environment.

In 2025, as part of the rollout of the updated Wood Sourcing Policy, 100% of our Wood Sourcing Leaders were trained on the new policy which includes specific mention to several human rights commitments in our wood sourcing activities. Engagements with our wood suppliers also took place on these changes and can be found in the Protecting Biodiversity chapter.

Remedy Framework

Following the completion of our Human Rights Saliency Assessment, we have begun to create a remedy framework. Our Human Rights Remedy Framework is designed to guide how we address and manage human rights impacts across our operations and value chain. It provides practical examples for responding to situations where we cause, contribute to, or are directly linked to adverse impacts. This framework ensures that we take appropriate action to prevent harm, mitigate risks, and provide remedies where needed. By embedding this tool into our processes, we strengthen our ongoing management of human rights issues and reinforce our commitment to respecting human rights throughout our business relationships.



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RESPONSIBLE SUPPLY CHAIN

At Owens Corning, our responsible supply chain strategy is global in scope and human in scale. We're helping to shape a global supply chain centered on shared value by protecting the environment, respecting people, and empowering communities, while enhancing the competitiveness of our business. From reducing carbon emissions and minimizing waste to ensuring fair labor practices and ethical sourcing, supply chain sustainability is a key driver for competitiveness, reputation, and long-term viability. With over 14,800 suppliers providing essential goods and services required to make our products, we are taking additional steps to create shared value in our supply chain.

Sustainability Reporting Topics

Management of Supplier Relationships; Local and Diverse Suppliers

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

The data in this chapter was independently assured to a moderate level by SCS Global Services. For more information on the assurance process see About the Report, and for our verification statement please see Appendix L.

This chapter does not include data from our discontinued Glass Reinforcements (GR) operations.

Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.
Incline railway, Pikes Peak, Colorado, U.S.

RESPONSIBLE SUPPLY CHAIN STRATEGY

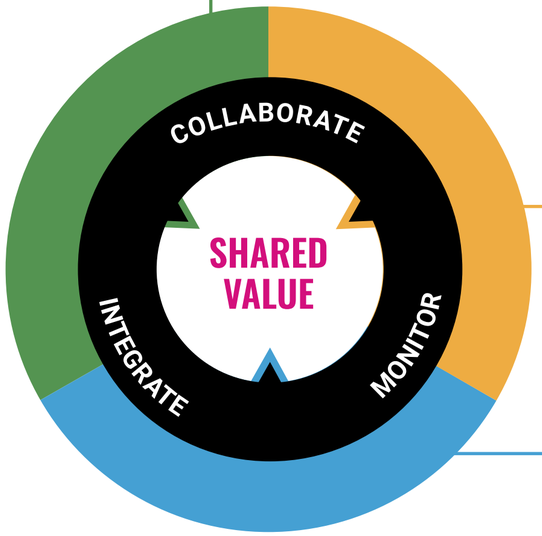
Owens Corning's responsible supply chain strategy is centered around the objective of shared value, where our business activities not only benefit the company economically but also contribute positively to society. Our strategy is structured around three core pillars: Protecting the Environment, Empowering Communities, and Caring for People. Addressing potential environmental and social risks among our suppliers can help minimize supply chain disruptions and safeguard against potential liabilities. In alignment with our purpose, we integrate new processes and systems, collaborate with stakeholders, monitor our process, and adjust our actions where necessary. Our Responsible Supply Chain Steering Committee oversees implementation of our strategy.

MISSION:

At Owens Corning, our responsible supply chain strategy is global in scope and human in scale. We're helping to shape a global supply chain centered on shared value by protecting the environment, caring for people, and empowering communities, while enhancing the competitiveness of our business.

PURPOSE:

To create, protect, and grow long-term environmental, social, and economic value for all stakeholders involved in our supply chain.



Protecting the Environment

- Climate change and decarbonization
- Resource efficiency
- Waste management and circularity
- Water
- Biodiversity

Empowering Communities

- Social impact management
- Increasing community resilience
- Local procurement and hiring
- Education and training
- Community health and well-being

Caring for People

- Worker health and safety
- Operating ethically
- Labor practices
- Diversity, equity, and inclusion
- Human rights

Responsible Supply Chain Governance

Achieving our long-term aspirations for supply chain sustainability will require a great deal of collaboration across our entire organization. The following structure is being strengthened to provide governance, accountability, and collaboration.

Responsible Supply Chain Steering Committee

Made up of leaders from our Sourcing, Legal, and Sustainability teams, the Steering Committee meets quarterly to provide expertise, insight, and guidance on relevant topics. In 2025, the focus of discussions and associated working groups was related to:

- Scope 3 decarbonization and supplier engagement
- Supplier due diligence
- Responsible supply chain technology system review — supply chain mapping, engagement, and decarbonization systems
- Responsible wood sourcing

Working Groups

Day-to-day management and oversight of supply chain sustainability are provided by a range of working groups who coordinate among functions throughout Owens Corning and participate in the development of appropriate policies and tools. Each group consists of two to five members and reports to the Steering Committee. These working groups can change based on the priorities of the organization.

Operational Facilitators

Leaders of the working groups will be determined based on the subject of each working group and may include individuals from various functions of the enterprise to support and implement these initiatives at the operational level. These facilitators hold a range of roles, including:

- Site-level leads
- Business leads
- External consultants

With this structure in place, we are now even better equipped to meet the goals we have set for maintaining a responsible supply chain.

2030 GOALS FOR RESPONSIBLE SUPPLY CHAIN

By 2030, 100% of our suppliers will meet our Supplier Code of Conduct requirements, with special attention to human rights issues such as safety and forced labor.

We calculate our progress toward this goal through a supplier sustainability survey, administered to our segmented suppliers around the world.

100% of our Global Sourcing team will be trained and recertified annually on sustainability.

We have standardized our training process for all global sourcing used to facilitate all global sourcing strategies. Our intranet site also provides the Global Sourcing team with the latest information on shared suppliers, such as evaluations, sustainability surveys, segmentation, and risk mitigation plans. Housing all informational materials in one location helps category leaders more easily complete supplier performance reports, supplier segmentation, and more.

THE SUPPLIER CODE OF CONDUCT

Our Supplier Code of Conduct outlines the expectations we have set for suppliers and contributes to our commitment to the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, the Core Conventions of the International Labour Organization (ILO), as well as the United Nations Global Compact, Sustainable Development Goals, and Guiding Principles for Business and Human Rights.

The Supplier Code of Conduct states the requirements that our suppliers are to follow related to these topics:

- Legal compliance
- Anti-corruption
- Conflicts of interest, gifts, and entertainment
- Antitrust and competition laws
- Trade and import restrictions
- Sourcing and physical goods supply
- Equality, respect, and dignity
- Harassment and abuse
- Child labor
- Modern slavery
- Fair compensation
- Reasonable hours of work
- Freedom of assembly and of association
- Land rights
- Access to grievance mechanisms and remedies
- Health and safety
- The environment

Detailed discussions about each of these topics can be found in the Supplier Code of Conduct. We have a number of ways to determine a supplier's compliance with the Supplier Code of Conduct. It is provided to all new suppliers during the onboarding process, and a compliance covenant is included in all base contracts. The Code is also a part of the annual supplier sustainability survey which includes select segmented suppliers.

The Code aligns with our Human Rights Policy, Wood Sourcing Policy, and Minerals Sourcing Policy and includes expectations related to modern slavery. More information about this policy can be found in the Safeguarding Human Rights chapter.

In all the areas outlined above, Owens Corning expects suppliers to adhere to the standard with the highest expectations — whether that is national or local legislation, international norms explicitly referenced in the Code, or Owens Corning-specific policies and documents.

Wood Sourcing

Our Wood Sourcing Policy reinforces our commitment to sourcing products and materials responsibly and outlines how we define responsibly sourced wood. This policy is distributed to our wood suppliers along with our wood sourcing survey. We categorize countries with a low, medium, and high risk classification which prioritizes third-party certification for areas with the highest deforestation risk. Due to the high risks of labor, social, environmental, and health and safety issues, which are associated with wood sourcing, we conduct a multistep due diligence process for our wood suppliers that includes supplier engagement, data collection, and review of open-source risk information. Our Responsible Wood Sourcing program is managed by a working group, which reports up through our Responsible Sourcing Steering Committee. For more details, see the Protecting Biodiversity chapter.

SUPPLIER SELECTION

To achieve our goals for a responsible supply chain, we must work closely with all our suppliers, presenting our priorities and detailing the expectations we have for them throughout our relationship.

In addition to sustainability risk exposures and the requirements detailed in the Supplier Code of Conduct, supplier selection depends on many other considerations, including quality performance, innovation, delivery performance, cost, and financial viability.

Local Sourcing

Location of the supplier relative to our locations is a factor we consider for supplier selection. Local procurement is an important part of supply chain sustainability as it reduces carbon emissions associated with transportation, supports the local economies where we operate, and fosters community engagement, all of which align with the strategic pillars of our responsible supply chain strategy. We define local as within a 250-mile radius of our plants.

Inclusive Supplier Program

Owens Corning's Inclusive Supplier Program creates strong business partnerships, strengthens economic development in the communities where we serve, and supports the viability of small, local businesses across all aspects of our supply chain.

ONBOARDING SUPPLIERS

We seek to ensure that suppliers share our commitment to sustainability, and our supplier validation process plays a vital role in achieving this. New suppliers of Owens Corning in North America and Europe undergo a validation process, facilitated through our Coupa supplier information management (SIM) system, which is as follows:

Supplier Validation Process

SUPPLIER SELECTION

- Supplier should adhere to and acknowledge the Supplier Code of Conduct before being assigned a vendor record.
- Supplier also undergoes a World-Check screening, cyber security evaluation, and ad hoc due diligence on topics such as modern slavery and working conditions.

SUPPLIER ONBOARDING

- Supplier is verified through Refinitiv World-Check System for global or governmental sanctions.
- Supplier is reviewed through internal controls and security at Owens Corning to determine if they will have access to Owens Corning databases.
- Owens Corning to confirm they meet acceptable standards of business and initiate the vendor-requisition ID process in our enterprise resource planning system.

SUPPLIER VALIDATION

- Supplier self-assessments, on-site surveys, or both may be conducted for raw material, capital, and facility suppliers.
- The Treasury team is brought in to reach privately held companies.
- Category Leads maintain ongoing information updates.

Acquisitions and Supply Chain Sustainability

Acquisitions are part of our enterprise strategy for growth. With acquisitions come new suppliers of various sizes and geographic regions. Whenever we consider acquiring another company, we exercise due diligence to evaluate supply chain risk. It is important that the target company's current suppliers are high quality, capable, safe, and able to meet our standards.

Soon after a transaction is completed, we engage with each acquired business to set expectations and implement a consistent structure for supplier relationships. We provide extensive training to ensure that the acquired business understands our Supplier Code of Conduct and how to administer it. In addition, our Commodity Leaders spend time getting to know the acquired company's key suppliers, explaining the Supplier Code of Conduct, following up on issues of concern, and, if necessary, identifying alternative potential suppliers.

SUPPLIER COLLABORATION

Supplier collaboration is a critical component to our supply chain strategy. Throughout the year we engage with our suppliers through surveys, events, trainings, and other actions. We believe that working alongside our suppliers is important to furthering our business and sustainability goals. For example, in 2025, we transitioned to an online software solution for our Scope 3 greenhouse gas measurement and supplier engagement. Before rolling out the platform to a wider audience, we selected a handful of suppliers in North America and Europe to test the system and user interface. Through collaboration, suppliers provided their input that we are working to incorporate into the larger rollout to our supply base in 2026. Read more about our supplier collaboration activities in this chapter. Information about other efforts can be found in the Safeguarding Human Rights, and Combating Climate Change chapters.

SUPPLIERS AND RISK MANAGEMENT

Once a supplier has been onboarded, Owens Corning employs various methods of supplier risk management including our periodic segmentation process and ongoing supplier management activities. Suppliers are assessed against various risk categories including human, information technology, legal, quality, reputational, and operational risks.

Scoring Suppliers for Sustainability

We consider sustainability risks when prioritizing how to manage relationships with our suppliers. This allows us to emphasize the importance of sustainability throughout our value chain. We have developed a sustainability risk scoring framework based on the risk atlas developed by S&P Global Ratings. Suppliers receive a rating during the segmentation process, and risk mitigation recommendations are made for high-risk suppliers.

In this approach, we assign a sector risk score based on the commodity that the company supplies to Owens Corning. This score encompasses associated environmental and social risk criteria. In addition, a regional risk score, embodying governance characteristics, is assigned to a supplier's country. These scores are then combined to determine an overall sustainability risk score. For suppliers that provide multiple commodities to Owens Corning, and therefore have multiple sustainability risk scores, we select the highest of their risk scores to ensure a more conservative representation of these suppliers.

Additional resources such as media scans, public disclosures, and studies of risk factors may be used when additional potential risk is identified.

Supplier Segmentation

Owens Corning seeks to develop a complete understanding of our supply chain and how suppliers could affect our operations. Our supplier segmentation tool enables our Global Sourcing team to assess and classify primary suppliers.

Suppliers included in the segmentation process make up the top ~80% of overall global sourcing managed spend plus all single- or sole-sourced suppliers.

The supplier segmentation tool compiles an overall score using the following criteria:

- Five questions related to risk, weighted based on their importance to Owens Corning
- Six questions related to impact, weighted based on their importance to Owens Corning
- The supplier's sustainability risk score

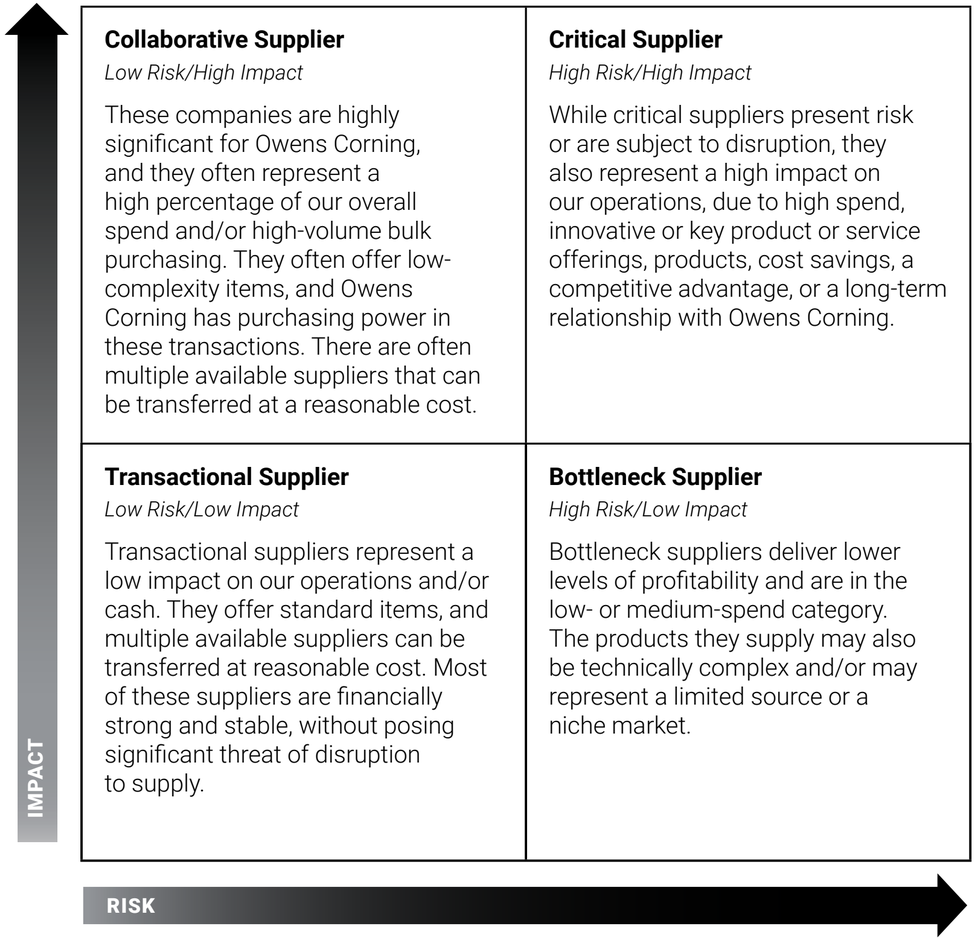
The assessment we have developed reflects our emphasis on risk mitigation, our need to address single- and sole-source suppliers, and our emphasis on developing strategies in each commodity category.

Supplier impact and risk scores are based on the following:

- **Impact scores** capture the potential for a supplier to assess the company's bottom line. The impact questions determine the degree to which a supplier can influence the competitive advantage of our products, how we serve our customers and our overall business results.
- **Risk scores** capture the potential instability that a supplier may cause. Risk questions determine the degree to which alternatives are available, allowing continued supply with equivalent service, quality, and safety metrics.

Once scores have been assigned, the suppliers are placed in one of four categories. Using this classification, we are able to recommend supplier relationship strategies that are optimized, increase the overall impact on our business, and mitigate our risk.

Characteristics of Different Supplier Segments and Action Plans



Collaborations for Risk Assessment

We use various subscriptions and memberships to assist in our risk assessment of suppliers, market conditions, and the competitive landscape while making sourcing decisions.

Reducing Risk from Single- and Sole-Source Suppliers

While raw materials usually come from more than one supplier, Owens Corning has some single- or sole-source supplier relationships that provide unique, value-added product and service capabilities. Such companies fall into the critical supplier category in our supplier segmentation tool, and they are subject to close monitoring, engagement, and collaboration with the Sourcing team.

Our Sourcing team assesses single- or sole-source suppliers on an annual basis through the segmentation process, our category strategies, and risk mitigation.

Global Sourcing Category Reviews

To reduce risk and ensure the integrity of our supply chain, our Sourcing Leadership team conducts Global Sourcing Category Reviews and Contract Review Boards, which help address all facets of our global sourcing strategy. In these reviews, Sourcing Leaders and their teams provide a comprehensive overview of category performance to leadership and business partners, allowing for visibility, alignment, and strategic input. The Contract Review Boards take place as part of category reviews or as needed based on contract life cycle to review new and expiring contracts, which offers an opportunity to discuss contract negotiations and provide leadership with a better line of sight on our contract processes.

EXECUTIVE SUMMARY AND CATEGORY OVERVIEW	High-level spend review and sub-category analysis.
CONTRACT REVIEW	Contracts at or above Sourcing VP's level of authority.
RISK MITIGATION AND SEGMENTATION	Visibility to the risk mitigation plan for critical and bottleneck constraints.
VALUE CREATION AND INNOVATION	Strengthening partnerships through buy better, spend better initiatives.
SUSTAINABILITY	Continuing to advance our roadmap for achieving Scope 3 target by 2030.

Contractor Management

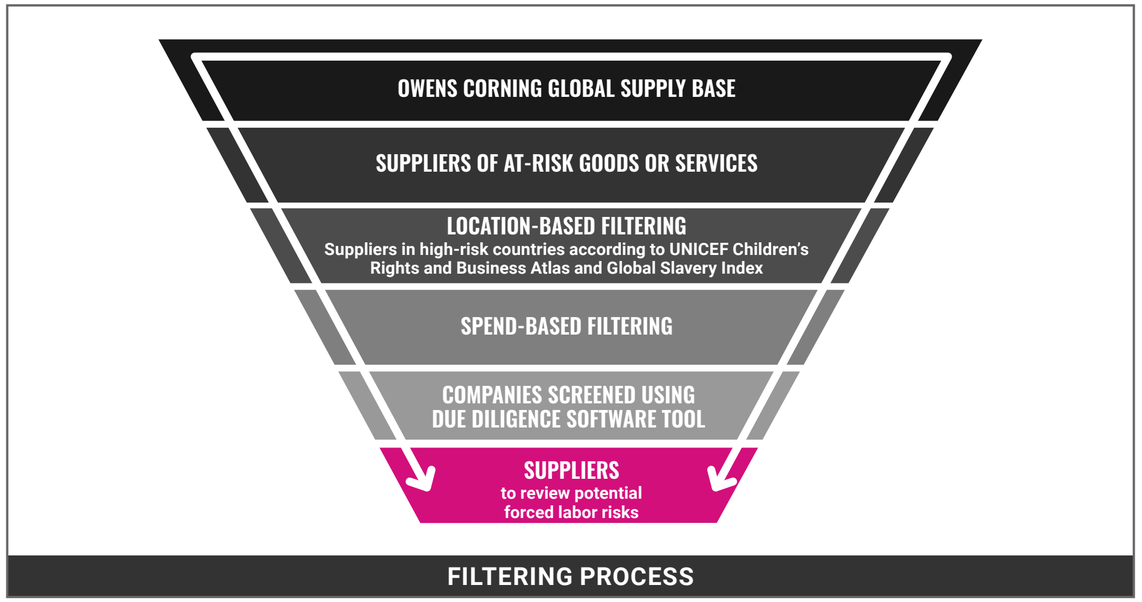
We include the companies that provide contract employees among our suppliers. Our contractor management standard requires that all contract employees working at Owens Corning sites meet certain standards before proceeding with any work. There are currently over 3,800 contractors registered through ISN, our external partner that certifies contractors for Owens Corning. Each contractor who performs medium-risk and high-risk work in North America must submit appropriate documentation and achieve an acceptable grade by ISN prior to being awarded any job. Examples of documentation include a certificate of insurance, copies of specific safety programs, OSHA forms, and questionnaire responses pertaining to its environmental, health, and safety and sustainability programs. Owens Corning and individual contractors pay for membership to ISN; the cost to the contractor is based on the number of the employees. We have also provided ISN with our Supplier Code of Conduct, which contractors receive and are asked to sign as they undergo our review process. Read more about this effort in the Safer Together chapter.

Supplier Mapping and ESG Due Diligence

Owens Corning undertakes ongoing due diligence in alignment with the U.N. Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. This process is to identify, prevent, mitigate, and account for actual or potential adverse impacts on human rights and decent working conditions and provide for or cooperate in remediation where required. Owens Corning utilizes several mechanisms to assess potential and actual impacts on the environment and society including engagements, risk assessments, surveys, and impact assessments.

As part of these due diligence efforts, Owens Corning completes an annual supplier mapping process. We filter our base of more than 14,800 suppliers by information such as location, product, or service provided, and annual spending to determine the focus for annual due diligence. We also leverage the results from our company-wide human rights saliency assessment to determine priority. Owens Corning's recurring prioritized due diligence topics are modern slavery/forced labor, child labor, health and safety, and legal wood sourcing and deforestation. In addition to these topics, we also incorporate any ad hoc topics that are elevated due to increased risks, incidents, regulatory requirements, or customer requests throughout the year. We utilize various tools to support our due diligence filtering including external risk indexes, regulatory guidelines, and technology tools that leverage AI to search for risks amongst publicly available data such as import trade records, company ownership registries, and watchlist reports.

Sourcing also works with the Sustainability team to evaluate various ESG topics and enhance due diligence in pertinent risk areas. We also evaluate survey results to assess where there may be need for additional risk assessments. Read about this year's assessments on page 134.





RESPONSIBLE SUPPLY CHAIN

2025 IN REVIEW

Representatives from Owens Corning's Insulation business accept a National Preferred Partner award from David Weekley Homes, a home builder based in Houston, Texas, U.S.

Strategies and Governance for a Responsible Supply Chain

Aligned with our roadmap for our responsible supply chain strategy, the focus for 2025 was to further strengthen our governance mechanisms, continue the integration of Doors into our global sourcing organization, and build new processes for data tracking and engagement.



Employees at the Doors plant in Cabrero, Chile.

OWENS CORNING SUPPLY CHAIN
2025 OVERVIEW BY THE NUMBERS

14,800+
Owens Corning suppliers worldwide

77%
Response rate in 2025 to the supplier survey

791
COMPANIES
included in our segmentation process

$6.5B
annual spend in supply chain

17 COUNTRIES
Represent >97% of spend



80%
of Scope 3 emissions relate to focus areas in our supply chain

(Focus areas refer to Scope 3 categories 1, 3, and 4.)

3 YEARS
Average length of contract with suppliers

- **Supplier Onboarding and Validation.** Over 1,500 new suppliers were onboarded and 100% were evaluated for a range of issues, including environmental and social criteria such as human rights and labor practices.
- **Local Sourcing.** In 2025, 29% of Owens Corning's purchases were made locally for North America, which includes materials sourced and transported by truck or rail to our manufacturing facilities.
- **Contractor Management.** Over 8,000 trainings were completed by contractors via the ISN Online Training Tool. In 2025, we engaged our suppliers on site-specific topics such as plant policies and safety protocols.
- **Supplier Segmentation.** We conduct periodic segmentation of our supply base covering approximately 80% of total spend, evaluating each supplier based on their impact and risk to the business. Suppliers identified as Critical (high impact/high risk) and Bottleneck (low impact/high risk) are a key focus and prioritized within our responsible sourcing efforts given their elevated risk profiles.
- **Wood Sourcing.** In 2025, we released an updated Wood Sourcing Policy to enhance our commitment to responsible wood sourcing. The new policy updates the countries of harvest into three risk categories and defines how we will engage with suppliers on nonconformance issues.

  Following the release of the updated Wood Policy, we surveyed >99% of our wood suppliers by spend to understand conformance with the policy. For the suppliers in non-conformance, Owens Corning collaboratively works with the suppliers to develop and implement corrective action plans.

PROGRESS TOWARD OUR 2030 GOALS

In 2025, the focus of our annual supplier sustainability survey was a customized approach for material and service providers to Owens Corning. The survey asked specific questions to each supplier based on whether they are a material or service provider and if they confirmed their commitment to the Owens Corning Supplier Code of Conduct. This helped to optimize the time required to complete the survey to streamline our reporting.

Supplier Sustainability Assessments

We evaluate supplier risk through our supplier sustainability assessment, a survey mapped to specific sustainability categories. This survey addresses topics such as Owens Corning and supplier codes of conduct, sustainability policies and goals, environmental management, health and safety performance and management, human rights and labor policies and practices, and raw material evaluations. The process also evaluates the supplier's treatment of contracted labor, women, and children.

We began distributing these assessments in 2014, and over the years, we have refined our approach in identifying and prioritizing the key suppliers that we will assess. Criteria for supplier scope included a high-risk sustainability rating, as well as all single- and sole-source suppliers and segmented critical and collaborative suppliers. This strategic approach ensures that we are focusing our efforts on gaining a better understanding of the most impactful and critical suppliers in our network. The information gained from these assessments is an important element in our decision making process when awarding business to a supplier.



In addition, this survey assesses the effectiveness of suppliers' own sustainability efforts. Through the data collected in this survey, we are able to:

- 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, an answer given by a supplier may warrant a follow-up engagement.
- Identify best practices and leading companies that should be considered for an Owens Corning supplier award.

Of the 289 suppliers surveyed in 2025, we received 222 responses, with an overall response rate of 77%, a 23% improvement from 2024. Of the suppliers that responded over this period:

- 94% of suppliers surveyed reported that they meet the standards set by our Supplier Code of Conduct. Those that could not say that they comply are listed as high risk, and follow-up management is in place. This percentage also includes manual research into suppliers' codes of conduct. Owens Corning also surveys suppliers about their policies and goals related to sustainability and safety.
- 87% of suppliers surveyed have written labor policies. Many companies have topics such as human rights, anti-discrimination, harassment prevention, and responsible recruitment initiatives included in their policies.
- 48% of suppliers surveyed conduct internal risk assessments or audits to identify and mitigate risks related to forced labor.
- 56% of suppliers surveyed have policies in place that prohibit forced or child labor.
- 19% of respondent supplier operations are covered by a certified ISO 14001 or Eco-Management and Audit Scheme (EMAS) environmental management system.

In India, the Owens Corning Sourcing team also has a Supplier Quality Engineer, whose role involves auditing supplier operations, specifically looking for aspects such as product quality and safety in the supplier's workplace. In 2025, seven supplier quality audits were carried out.

As part of our efforts to integrate responsible supply chain practices across Owens Corning, we rolled out the Supplier Code of Conduct to our Doors business and updated our Wood Sourcing Policy. Learn more about those and other policies here.

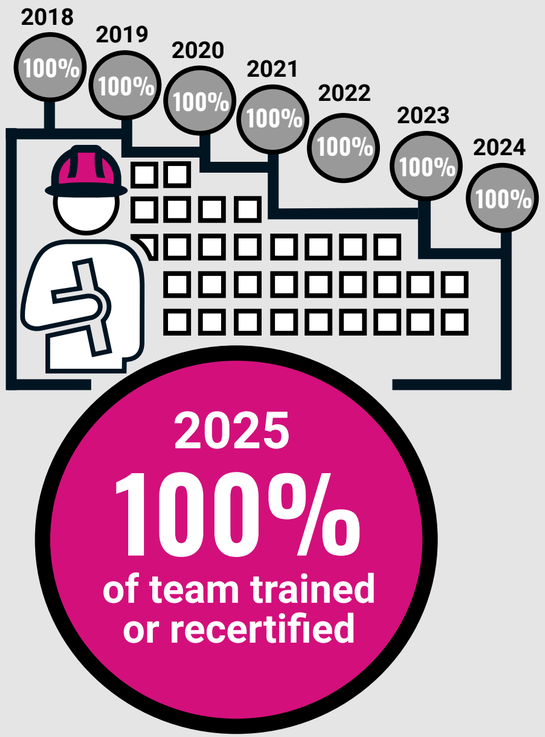
Engaging Suppliers on Sustainability

Owens Corning has multiple pathways to build suppliers' capacity related to sustainability. This includes direct engagement with suppliers on human rights, wood sourcing, and Scope 3 emissions, as well as engagement on Scope 3 emissions reductions and safety through our annual supplier symposium. In 2025, the number of suppliers engaged through one or more of these measures was over 550.

Supply Chain Training

100% of our Global Sourcing team will be trained and recertified annually on sustainability.

In 2025, 100% of our Global Sourcing team members completed training through an online learning module.



Through the annual sustainability training, participants learned to:

- Understand why it is important to track and report on our value chain's greenhouse gas emissions.
- Empower all employees to support company greenhouse gas reduction targets.

Additionally, our Doors Sourcing team members were trained on topics related to responsible wood sourcing this year. The training outlined expectations for responsibly sourcing wood through countries and regions of low, medium, and high risk, along with expansion of certification requirements for risk categories and alignment to the Owens Corning Supplier Code of Conduct.

2025 Share of Supplier Count by Country

COUNTRY	PERCENT OF ADDRESSABLE SPEND	PERCENT OF SUPPLIER BASE BY COUNT
U.S.	73.1%	45.0%
Canada	6.4%	5.5%
India	4.2%	3.2%
China	2.2%	4.3%
Poland	1.6%	2.8%
Mexico	1.4%	4.8%
Belgium	1.3%	4.2%
Germany	1.3%	4.0%
Italy	1.2%	0.5%
South Korea	1.1%	1.4%
Sweden	0.9%	4.5%
France	0.8%	2.0%
UAE	0.6%	0.1%
Finland	0.5%	4.0%
Brazil	0.4%	0.3%
Netherlands	0.4%	3.0%
Czech Republic	0.3%	2.6%
Other	2.3%	8.0%

Inclusive Supplier Program

Owens Corning began our Inclusive Supplier Program in 2020 with Tier 1 suppliers and in 2022 expanded the program to include Tier 2 diverse spend through quarterly surveying select Tier 1 suppliers.

Inclusive Supplier Spotlight Series

In 2025, we hosted a few strategic supplier partners at our world headquarters to spotlight how they are giving back to their communities and driving impact. This spotlight was a collaboration between the Sourcing team and our employee-led enterprise resource groups.

Global Sourcing Supplier Event

Owens Corning hosts an annual global sourcing supplier event at the world headquarters in Toledo, Ohio, U.S. At the 2025 event, about 290 attendees representing 180 suppliers from around the world and across the Owens Corning enterprise were present as we honored several suppliers in a variety of categories. The event included a supplier symposium that featured joint Owens Corning and supplier panels focused on The OC Advantage™, economic outlook, enterprise scale, and digital initiatives.

At the event, Millwood, Inc. was named Supplier of the Year. Safety Award winners were Graycor Construction Co., Inc., The Boldt Company, and Copeland Electric Co., LLC.

RXO Logistics was honored with the Sustainability Award. To earn this award, a supplier must demonstrate their commitment to our Supplier Code of Conduct and improve the life cycle impact of Owens Corning's products.

Attendees also learned about the life-changing work of the Owens Corning Foundation and its partnership with The Gary Sinise Foundation, supporting U.S. veterans and their families. The Gary Sinise Foundation's R.I.S.E program is focused on building mortgage-free smart homes for severely wounded veterans. Read more about their mission in the Community Engagement chapter. A fundraiser was held for the Owens Corning Foundation at the event. Together with our suppliers, we raised nearly $1.8 million.

Updating Our Responsible Minerals and Wood Sourcing Policies

In our consistent effort to strengthen our supply chain sustainability, we undertook two policy-related projects in 2025. We have created a Minerals Policy and made updates to our existing Wood Sourcing Policy. Both policies help us comply with regulations where we operate, such as the U.S. Dodd-Frank Act Section 1502 and the Lacey Act. They also align our company with ESG standards and supplier requirements.

Beyond compliance, these policies solidify our position with regard to important topics and strengthen our relationships with our suppliers, customers, and other external stakeholders. These policies reduce our risk and help to maintain brand reputation while demonstrating our commitment to human rights and ethical practices.

INTERTAPE POLYMER GROUP NAMED TOP INCLUSIVE SUPPLIER

At our annual global supplier event, we celebrate our business partners and recognize those who are especially instrumental in helping us achieve our goals. This includes an award for the year's top inclusive supplier, and this year the award went to Intertape Polymer Group (IPG), a global provider of packaging and protective solutions across a diversified set of geographies and end markets based in Sarasota, Florida, U.S.

IPG develops, manufactures, and sells a variety of products including building envelope solutions, structure fabrics, geomembrane solutions, as well as paper and film-based pressure-sensitive and water-activated tapes, stretch and shrink films, protective packaging, and packaging machinery.

IPG earned the Inclusive Supplier Award for delivering exceptional service at a competitive cost while maintaining strong cross functional collaboration with Owens Corning. As a business with significant community impact initiatives, they exemplify the inclusive values this award recognizes.



"Sustainability is a key element in achieving our vision and mission. Prioritizing positive impacts, doing more good, is what turns that 'key' to unlock operational excellence."

Jay Bolus
VP Sustainability, IPG

Supplier Mapping Process and Due Diligence

Owens Corning undertakes ongoing due diligence in alignment with the U.N. Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. This process is to identify, prevent, mitigate, and account for actual or potential adverse impacts on human rights and decent working conditions and provide for or cooperate in remediation where required. Owens Corning utilizes several mechanisms to assess potential and actual impacts on the environment and society including audits, risk assessments, surveys, and impact assessments.

Owens Corning undertook a supplier mapping process in 2025 to define the focus for the due diligence. Using the Owens Corning Human Rights Saliency Assessment results, the topics of modern slavery/forced labor, health and safety, and responsible wood sourcing were prioritized in 2025. Using a multi-criteria analysis of industries, filters were applied to the more than 14,800 suppliers in the Owens Corning supplier base to sort by geography, industry, and products. We enhanced our due diligence methodology in 2025 to establish clear risk criteria, engagement actions, and suggested mitigations once suppliers are flagged in the screening process.

Following the prioritization process, 65 suppliers were identified. Leveraging a third-party supplier due diligence tool, 30 goods suppliers were screened to support mapping of supply chains related to the products Owens Corning purchases. Through this process, some suppliers were not identified as presenting forced labor risks, while 16 goods suppliers were identified as requiring additional information. These goods suppliers, together with 25 service providers, were shortlisted for further engagement by the Global Sourcing organization to discuss the potential risks identified in the assessment and determine if further actions are required. There were also 10 wood suppliers engaged in their implementation of corrective actions to comply with our Wood Sourcing Policy.

DUE DILIGENCE FOCUS FOR 2025	
TOPICS	■ Modern slavery, child labor ■ Health and safety ■ Legal wood sourcing/deforestation
INDUSTRY	■ Mining ■ Manufactured goods ■ Wood and forestry
GEOGRAPHY	■ UNICEF Children's Rights and Business Atlas ■ Global Slavery Index
PRODUCTS	■ U.S. Department of Labor/Bureau of International Labor Affairs (ILAB) list of goods produced by forced labor ■ Aluminium
SERVICES	■ ILO High-Risk Service Industries

Digital Tools for Supplier Management

An online Scope 3 management tool was implemented in 2025 that will measure our Scope 3 emissions as well as engage with suppliers to drive impact toward decarbonization. This software solution replaced the tool we had previously been using, which was developed in-house. This new tool helps us measure, manage, and reduce Scope 3 emissions — particularly those originating from upstream suppliers. The new platform streamlines the full Scope 3 workflow by combining granular emissions measurements, supplier engagement tools, and action-oriented insights into one system. This will help us execute on plans to achieve our 2030 goals.

We also began implementation of a wood sourcing tool to support compliance with the EU Deforestation Regulation (EUDR). This new tool streamlines due diligence, improves supplier coordination, and ensures traceability across forest-risk commodity supply chains.

Finally, we also implemented a new tool to support our supplier due diligence efforts. This tool analyzes global business, trade, and ownership data to help us uncover upstream suppliers, map relationships, and detect potential exposure to risks such as forced labor, sanctions, and adverse media. This tool is part of a broader due diligence approach and is one of the tools we are leveraging to manage risk within our supply chain.



Photo submitted by:

Stefan Messmer | Nephi, Utah, U.S.
Arches National Park, Utah, U.S.



PRODUCT STEWARDSHIP

Our Product Stewardship Center of Excellence (PSCOE) helps us improve our product performance, quality, and sustainability focus, year after year.

Sustainability Reporting Topic

Product Quality & Safety*

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals



*Denotes a material topic. Learn more at the link above.

The Klášterec team implemented a new cleaning process and installed a permanent vacuum system along a production line.

2030 GOALS FOR PRODUCT STEWARDSHIP

By 2030, we intend to offer the most recognized and preferred products.







PRODUCT STEWARDSHIP CENTER OF EXCELLENCE

The global PSCOE serves as a natural complement to our enterprise strategy. The function oversees product safety, product design, product quality, and product compliance for our products as the company works to build a sustainable future through material innovation.

Our Product Stewardship Center of Excellence Purpose

Product Stewardship at Owens Corning owns the health, safety, and environmental impact of our products to ensure that they are safe to make and use and that they perform as expected. This requires that every product is evaluated for:

- Health, Safety, and Environmental Codes and Regulations
- Quality
- Performance

Our Product Stewardship Approach

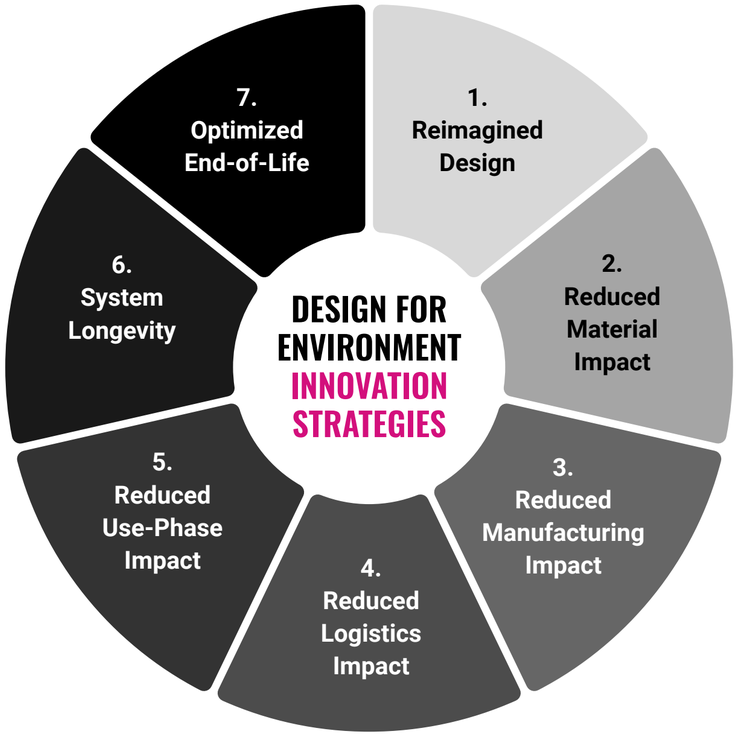
Owens Corning's approach to product stewardship is a truly collaborative effort. Individuals across our organization bring their collective expertise together to achieve our purpose. The PSCOE provides counsel, guidance, and direction to our global businesses and oversees a product review board that is the governing body for new and modified products.

Product Stewardship Review Process

Our dedication to product stewardship reflects our commitment to our employees, customers, and communities. The product stewardship review process is an important part of how we define, pursue, and achieve success, living up to our strong reputation as a supplier, employer, and community partner. Our PSCOE directly enables the mission, purpose, and values that guide our work at Owens Corning.

The Ecodesign Strategy Wheel

We encourage project teams to consider sustainable product design at the earliest stages of product development. This is done by using available resources, such as consultation with sustainability experts and the Owens Corning Ecodesign Strategy Wheel. The tool divides a product's life cycle into seven stages from design to end-of-life and provides strategies to raise awareness and suggest areas for improvement. This helps project teams drive toward the development of responsible products.



Product Compliance

Owens Corning is committed to ensuring that our products are designed, manufactured, and sold in compliance with all governmental laws and regulations. The following represent some of the key areas where we work to ensure the safety of our products.

Managing Substances of Concern

All Owens Corning manufacturing facilities and the products manufactured under our control are governed by our efforts to manage input materials used in production that are or may be classified as substances of concern (SOC). To ensure the identification and replacement of any regionally banned or future banned chemicals, all our businesses are required to comply with the SOC list.

Our Product Compliance professionals monitor governmental laws and regulations and update our SOC list as necessary. The SOC list is published on our intranet along with relevant guidelines.

By observing these guidelines, we can:

- Manage the use of chemicals, polymers, and other materials.
- Comply with laws and regulations in the places where we make and sell our products.
- Ensure our products are safe to make and use.
- Ensure product transparency through certification or as requested by customers.

We have also developed a template for our suppliers to verify that all materials used in the manufacturing of our products or products sold to us were sourced in compliance with all applicable environmental laws, regulations, and legal requirements, per our Supplier Code of Conduct.

Fiber Safety

Owens Corning has been a pioneer in the science of fiber safety, and we continue to provide industry-leading expertise. We ensure that all our fiber-based products are safe to manufacture and use. We do this by:

- Engineering our continuous filament fibers to be too large to be inhaled.
- Controlling the composition of the raw materials we use to make our insulation wool.

Owens Corning has an internal product stewardship guide regarding fibrous material usage, which states that we will not knowingly manufacture or use any fiber or fiber-containing material unless the fibers are shown to be non-respirable or biosoluble, or unless use of the material generates insignificant exposure as shown by measurements in the manufacturing and end-use environments. Compliance with this guideline is verified during product reviews.

The safety of Owens Corning® insulation products is supported by a 2001 decision by the International Agency for Research on Cancer, which classified fiberglass wool as “not classifiable as to its carcinogenicity to humans.” In addition, the U.S. National Toxicology Program (NTP) removed soluble glass wool fibers from its list of substances “reasonably anticipated to be a human carcinogen.” The decision was released in a 2012 report to the U.S. Congress. In 2011, soluble glass fibers were removed from the California Prop 65 list. Owens Corning® mineral wool products were never listed by NTP or Prop 65. We perform regular composition audits to ensure the fibrous insulation products produced in our plants have the correct composition to meet our standards and those of various regulatory agencies. We also provide educational training to help our employees understand our fiber health program and the kind of fibers we produce and use.

Product Quality Programs

To ensure high standards of product quality and minimize the risk of product recalls, Owens Corning has implemented various aspects of a quality management framework that includes the following key processes:

Preventive Measures for Defective Products

Quality control procedures are in place throughout the production life cycle to detect and address product defects. These include in-process inspections, product testing, and root cause analysis for any identified issues.

Internal Audits of the Quality Management System (QMS)

Facilities with ISO 9001 certifications regularly conduct internal audits to evaluate the effectiveness and compliance of the QMS. These audits help identify areas for improvement and ensure that quality protocols are consistently followed.

Training for Internal Stakeholders

At facilities with ISO 9001 certifications, all relevant internal stakeholders receive ongoing training on their specific roles and responsibilities within the QMS. This ensures that staff are equipped to uphold quality standards and respond effectively to quality-related issues.

Mechanisms for External Stakeholder Feedback

Owens Corning has established various mechanisms for external stakeholders, including customers and suppliers, to submit complaints or concerns about products. This includes the customer service hotline 1-800-GET-PINK® or email GETTECH@owenscorning.com.

PRODUCT INNOVATION

Our commitment to building a sustainable future starts with material science innovation. With a solid foundation of product stewardship in place, Owens Corning strives to deliver innovations that positively impact our product portfolio — and those of our customers — across all our businesses.

The following represent some of our recent product innovations as we work toward our 2030 goal of offering the most recognized and preferred products.

Sustainability Reporting Topic

Positive Product Impact*

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

*Denotes a material topic. Learn more at the link above.

Leadership makes a visit to the Research and Development Center in Apeldoorn, Netherlands.

A FOUNDATION OF SUSTAINABLE INNOVATIONS

Insulation

- **PINK Next Gen® Fiberglas™** is a preformed, flexible fiberglass blanket insulation that provides reliable thermal and sound control for a comfortable space. In addition, it has earned Underwriters Laboratories (UL) GREENGUARD® Gold certification for low volatile organic compounds.
- **FOAMULAR® NGX®** insulation contains a proprietary blowing agent blend that demonstrates a greater than 80% reduction[1] in global warming potential compared to legacy FOAMULAR® insulation products.
- **Thermafiber® Fire & Sound Guard® Plus** mineral wool batt insulation provides thermal performance, noise control, and fire resistance[2] in residential and light commercial construction applications. It contains a minimum of 70% recycled content[3], and we have issued an environmental product declaration and published a Health Product Declaration® for this product.
- **Thermafiber® RainBarrier® Dark®** is an extension of our RainBarrier® line, featuring a black veil that provides aesthetic benefits along with performance. This product contains a minimum of 70% recycled content[3] and contributes to credits in LEED® and Green Globes® certification.
- **PAROC® Pro Wired Mat LE** is a heavy-duty, non-combustible stone wool wired mat insulation with low-emission binder technology and metal mesh for industrial applications. It contributes to credits in LEED® certification.

Roofing

- **Duration® Series** shingles with SureNail® Technology provide a unique triple layer of reinforcement in the nailing zone when the patented tough, engineered fabric overlays the common bond of the shingle layers, offering outstanding fastener holding power. All Duration® Shingles offer at least UL 2218 Class 3[4] impact resistance, with two product lines meeting UL 2218 Class 4[5]. These products also meet high performing industry standards for wind, fire, and tear resistance in the U.S. and Canada.
- **The Cool Roof Collection** uses a reflective granule technology that is designed to reflect the sun's rays, keeping roofs cooler and reducing air conditioning levels. Owens Corning offers a wide array of shingle choices that meet or exceed a three-year aged Solar Reflectance Index (SRI) of 20 — the current SRI minimum required for the Green Building Standards Code of Los Angeles County and Los Angeles City Cool Roofs Ordinance.
- **The Solar PROtect®** Program educates contractors on installing solar panels on top of Owens Corning® roofing products. Solar panels can sometimes compromise the roof of a home, but this program offers warranty protection for certified installers and allows them to install the best products for their customers. The Solar PROtect™ Program goes hand-in-hand with the Owens Corning® Total Protection Roofing System®.

Doors

- **Masonite® Molded Interior Doors** demonstrate a commitment to responsible craftsmanship, and we utilize recycled material in their construction. Molded interior doors are produced with pre-consumer recycled wood chips as a key ingredient in interior molded door facings as well as the structural frame materials. Some of our solid core interior cores are made with residual wheat straw, which is straw that is left over after wheat is harvested for flour or beer. Standard hollow core door cores are made using corrugated material from recycled paper.

1 Environmental Product Declaration – Optimization Summary – FOAMULAR® NGX® XPS Insulation.

2 Unfaced only per ASTM E2307.

3 Verified by ICC-ES to contain a minimum of 70% recycled content. See ICC-ES Evaluation Report VAR-1025 at icc-es.org. LEED® is a registered trademark of the U.S. Green Building Council.

4 Duration® Series Shingles are tested in a laboratory setting and classified as a UL 2218 and FM 4473 Class 3 Impact-Resistant shingle.The results of this test do not guarantee that the shingle will resist all weather conditions. Hail damage is specifically excluded from coverage under the terms of its warranty.

5 ImpactRidge® Hip & Ridge Shingles are required to complete UL 2218 and/or FM 4473 Class 4 Impact-Resistant Roof System. Due to the variability in real storm conditions, a Class Rating on any product does not guarantee that it will withstand damage from hailstorms or other acts of God. Owens Corning® shingles are not covered under a warranty for hail damage.

INNOVATION CENTER OF EXCELLENCE

Owens Corning's Innovation Leadership structure is anchored by the Executive Vice President and Chief Innovation Officer (CIO), who reports directly to the Chair and Chief Executive Officer and serves on the Executive Committee. The CIO leads a centralized Innovation Center of Excellence that provides enterprise-wide direction and governance for product innovation, ensuring strong alignment with the company's strategy, customer needs, and long-term sustainability goals. This structure reinforces Owens Corning's commitment to organic growth through innovation and to maintaining market-leading positions in building products by consistently delivering differentiated, high-performance solutions.

The Innovation Leadership organization is accountable for advancing product stewardship, accelerating core process and product innovation, delivering enterprise capital projects, and developing new applications that expand Owens Corning's reach in attractive markets. By integrating innovation leadership across research and development, capital delivery, and quality, the structure enables disciplined execution while embedding sustainability considerations into product design, materials, and performance. This integrated approach strengthens Owens Corning's ability to create durable value for customers and stakeholders while advancing progress against its sustainability priorities.

PRODUCT INNOVATION

2025 IN REVIEW



Nonwovens and Components Workshop at the Science and Technology Center in Granville, Ohio, U.S.

PRODUCT INNOVATIONS

Across all our businesses, we offer an extensive portfolio of products that can help our customers save energy and lower emissions. In 2025, 34% of our revenue came from this category of products. To supplement this calculation and using a new portfolio level calculation that assesses customer benefit alignment across our product categories, we estimate that in 2025 approximately 95% of our total revenue was associated with product categories that provide defined customer benefits, including improved energy and thermal performance, durability and longevity, material efficiency, and lower life cycle resource demands.

- Our European stone wool (EUSW) teams are actively working through product conversions to a **new binder formulation** targeted to address 2026 regulations around formaldehyde emissions. One EUSW plant was converted in late 2024 and another followed in late 2025. The remaining three EUSW plants are scheduled for 2026.
- In 2025, our Research and Development team finished a years-long development process on our new structural insulated sheathing product, **EZSheath™**. The product is applicable to both retrofits and new construction. EZSheath™ is designed to be a four-in-one product that replaces the oriented strand board for shear strength on the home. It additionally provides the thermal barrier, air barrier, and water-resistant barrier for the home. The product can be cut and fastened with traditional tools, and it is lightweight, making it possible for just one person to install. Learn more about this product and the process to develop it on page 169.
- We continue to invest in innovation that enhances roof system resilience and performance. Announced in 2025, the **VentSure® RidgeProwler™ 30 Rolled Ridge Vent** improves attic airflow and moisture management through curved baffles and debris reducing side vents, while **Woodcrest®** and **Woodmoor®** shingles added durability with UL 2218 Class 4 impact resistance and a 130 MPH Wind Resistance Limited Warranty* — together providing stronger protection, energy efficiency, and long-lasting performance.

Measuring Our Success With Product Vitality Index

In 2025, Owens Corning introduced its Product Vitality Index (PVI). This index measures the percentage of revenue from new or improved products launched in the past three years. In 2025, Owens Corning achieved a PVI of more than 20%, which is on par with industry leaders in the building products industry. In 2025, we launched 30 new or improved products.

PVI is a clear signal of how Owens Corning is delivering value through innovation. By focusing on products that are new or significantly improved, PVI reflects how well the company is meeting evolving customer needs and anticipating future ones. This metric supports Owens Corning's strategic priority to strengthen the core and is a proof point of The OC Advantage™. It demonstrates the company's ability to commercialize innovation year after year — helping customers win and grow.











* See actual warranty for complete details, limitations and requirements. Woodcrest® and Woodmoor® are tested in a laboratory setting and classified as a UL 2218 Class 4 Impact-Resistant shingle. The results of this test do not guarantee that the shingle will resist all weather conditions. Hail damage is specifically excluded from coverage under the terms of its warranty.

Research and Development “Year of Pilot Lines”

Owens Corning has ambitious growth and productivity goals as part of its long-range plan. Innovation can be difficult as it requires operational disruptions, trial time, and line stoppages to test and learn. To transform product and process innovation, the team needed access to pilot lines that enable safer, faster, and more cost-effective learning without jeopardizing ongoing production.

The team developed pilot lines that replicate current operations while providing flexibility to incubate new technologies, materials, and processes with accelerated learning cycles.

In 2025, R&D commissioned five new pilot lines in the U.S.:

1. **Roofing Pilot Line** – Granville, Ohio
2. **Insulation Pilot Line** – Salt Lake City, Utah
3. **Nonwovens Coating Center** – Granville, Ohio
4. **Insulation/EZSheath™ Pilot Line** – Granville, Ohio
5. **Circular Economy Recycling Technology Innovation Laboratory** – Granville, Ohio

These pilot lines are accelerating design validation, customer feedback, and process optimization — delivering capital avoidance, productivity gains, and sustainability advancements while reducing risk and speeding time-to-market for leading technologies. More than 150 employees, contractors, and external partners collaborated to safely design, build, and launch these lines. Success required significant cross-functional teamwork across R&D, Operations, Sourcing, Legal/IP, HR, and GIS.





Top: The Circular Economy Recycling Technology Innovation Laboratory in Granville, Ohio, U.S.
Bottom: Nonwovens Coating Center of Excellence grand opening.





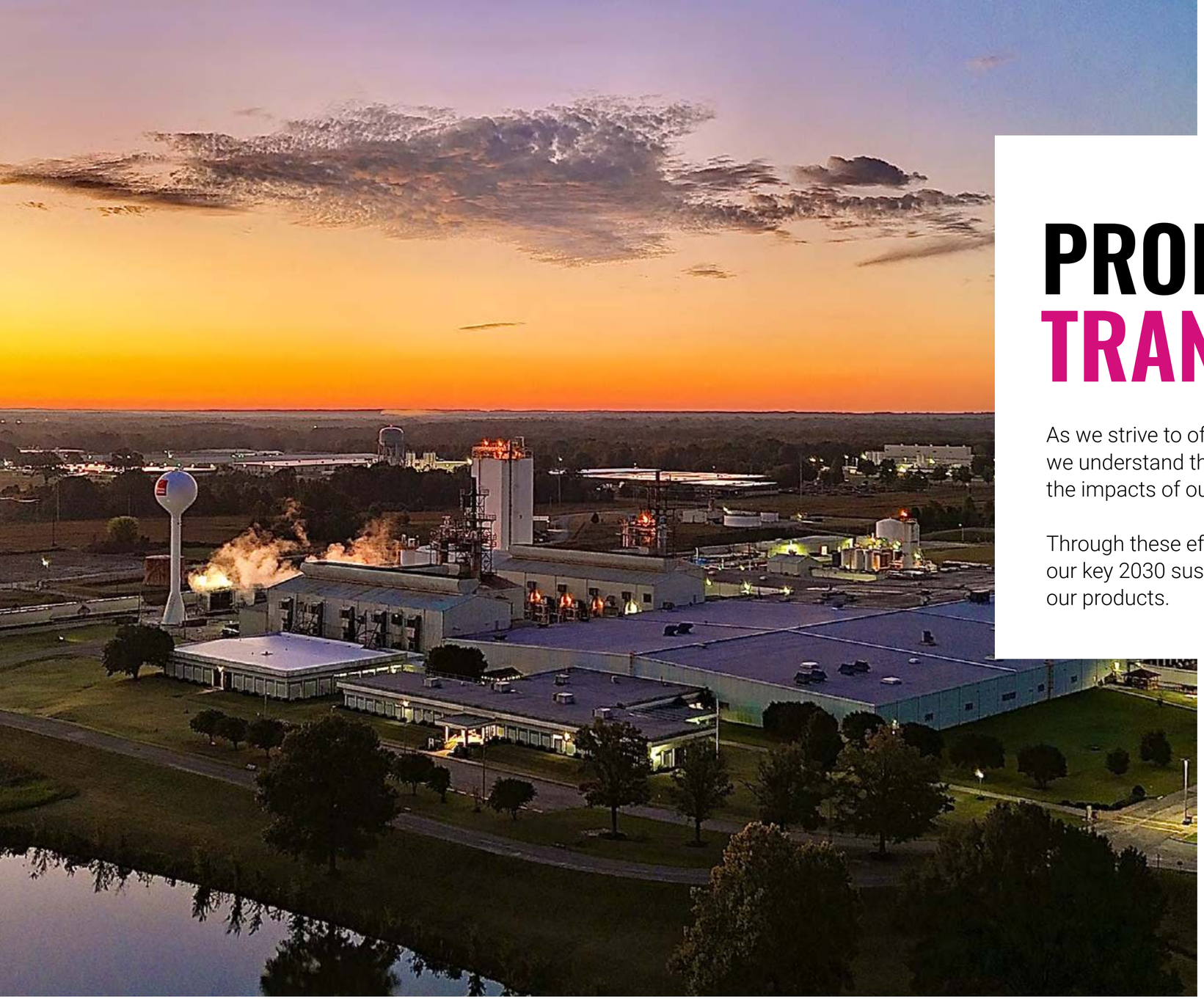
Powering Innovation With People, Recognition and Connection

At Owens Corning, innovation is an enterprise-wide activity fueled by our people and reinforced with recognition and opportunities for collaboration and connection. The Innovation Awards, held in honor of pioneering Owens Corning scientists, Games Slayter and Al Marzocchi, celebrate teams and individuals whose work is critical to our success. The awards reflect the dynamic and varied markets and businesses we compete in with a focus on sustainability, advancing fundamental science, accelerating growth, serving customers, early career work, external partnerships, and developing and protecting intellectual property. Open to all Owens Corning employees, the Innovation Awards are a showcase of the diversity of ideas shaping innovation and driving success across the enterprise.

The Innovation Summit complements this recognition by creating space for connection, learning, and shared direction among Owens Corning's senior technical leaders. The summit brings together experts from across businesses and geographies to strengthen community, exchange ideas, and explore emerging capabilities shaping the future of innovation at the company.

Through team-building sessions and education on transformative topics such as artificial intelligence, the summit fosters a culture of continuous improvement that helps teams move faster, leverage knowledge, and address complex challenges with greater confidence and scale. Together, the Innovation Awards and Innovation Summit are opportunities to recognize and empower the great work of our people while reinforcing our values: Caring, Curious, Collaborative, and Committed.

Top: Innovation Award winners.
Bottom: Innovation week session.



PRODUCT TRANSPARENCY

As we strive to offer the most recognized and preferred products in the market, we understand the importance of providing comprehensive information about the impacts of our products over the course of their entire life cycle.

Through these efforts, we demonstrate our commitment to fulfilling one of our key 2030 sustainability aspirations — increasing the positive impact of our products.

Sustainability Reporting Topic

Product Quality & Safety*

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

*Denotes a material topic. Learn more at the link above.

Photo submitted by:

Kevan Young | Jackson, Tennessee, U.S.
Sunrise at the Jackson plant.

Product Certifications and Disclosures

To support our approach to transparency, we have adopted a methodology that demonstrates the complete environmental impacts of our products:

- Conduct a **life cycle assessment** (LCA) according to the ISO 14040 and ISO 14044 standards. As applicable, the LCAs also align with ISO 14025, ISO 21930, and EN 15804. A third-party review is conducted to verify compliance with these standards when shared externally.
- When appropriate, summarize the results of the LCA to develop an **environmental product declaration** (EPD).

Through this methodology, we are able to show our commitment to sustainability from, when applicable, the extraction of our raw materials, production, use, and end of life. We can also leverage our LCA results to guide process improvements and other investments, which can help lower the environmental impacts of our products. We are also dedicated to collaborating with our supply chain partners and customers to facilitate the adoption of a transparent value chain. Learn more about our commitment to a responsible supply chain starting on page 123.

We use third-party organizations to test and certify certain product attributes and to disclose their environmental impacts. We also perform regular follow-up testing to maintain our certifications. More information about these certifications and disclosures can be found on our product transparency website.

Life Cycle Assessments

As we work toward our aspiration to decarbonize, it is important to fully understand the environmental impacts of our products. LCAs help provide that understanding by providing a detailed look at the life cycle of a product, including:

- Extraction of virgin raw materials or use of secondary recycled materials
- Transportation of raw materials to our plants
- Utilities used, as well as emissions and waste generated as a result of processing raw materials into final products in our plants

Some LCAs also consider:

- Use of products during their lifetime
- End-of-life of the product, including any disassembling process and transportation to landfill or recycling facilities

By using LCAs, we can understand which parts of a product's life cycle have significant contributions to its overall environmental footprint, so we can effectively focus our resources. It also ensures that we do not shift the burden from one life cycle stage or impact category to another. LCAs also help us share footprint information with our customers.

LCAs have helped us identify many opportunities for improvement in our processes and products. For example, we have identified high-impact raw materials, enabling us to work with suppliers to reduce their impact — in turn, helping us to reduce ours.

Environmental Product Declarations

An EPD is an independently verified and registered document that communicates transparent information about a product's environmental impact throughout its life cycle. These important marketing documents allow us to share our product environmental footprints with our customers with the utmost transparency. Through the issuance of EPDs, we disclose the environmental impacts of our core building products.

Recycled Content

Owens Corning is a prominent user of recycled glass. In 2025, we used over 1 billion pounds of curbside consumer containers and pre-consumer recycled glass. This decreases community landfill waste, and it lowers our energy use when manufacturing insulation, as starting with raw materials, such as sand, requires more energy.

As an organization, we have been able to maintain consistent use of recycled glass for the past several years. Our leadership is committed to maintaining use of cullet and finding ways to increase use of recycled content as well, where appropriate. Learn more about our cullet and other recycled content efforts in the Leadership and Advocacy and Circular Economy chapters.

Material Health

In accordance with our Environmental, Health, Safety, and Product Stewardship Policy, we provide information about all our products, their performance, and safe use best practices. Content and disposal information is included on safety data sheets or safe use instruction sheets. Additional product content information can be found on product labels, EPDs, Health Product Declarations® (HPDs), and other transparency documents such as Declare labels, GREENGUARD®, and formaldehyde-free certifications. Currently, 60% of our products are covered by product content information found in EPDs, HPDs, and Declare labels.

Health Product Declarations®

HPDs are an effective way to report on the chemical makeup of a product and disclose potential hazard concerns using a stringent set of guidelines set by the Health Product Declaration Collaborative® (HPDC). Potential hazards are screened based on the GreenScreen® for Safer Chemicals guidelines and additional guidance from other agencies.

HPDs enable architects, builders, and specifiers to evaluate and specify products with a comprehensive understanding of the product composition and potential hazards. Our HPDs are available for download from the HPD Public Repository.

Declare Labels

Many Owens Corning® products have received Declare label certifications from the International Living Future Institute (Living Future)™. Declare labels demonstrate that these products are compliant with the Living Building Challenge criteria and allow them to be specified for such projects.

GREENGUARD® and GREENGUARD® Gold

Underwriters Laboratory (UL) awards GREENGUARD® and GREENGUARD® Gold certification to products that meet comprehensive indoor air quality standards for low emissions of volatile organic compounds (VOCs). GREENGUARD® Gold certification has stricter standards and includes health-based criteria for additional chemicals. Products meeting GREENGUARD® Gold requirements are qualified for use in environments such as schools and healthcare facilities. GREENGUARD® Gold-certified products must also meet the requirements of the State of California's Department of Public Health "Standard Method for the Testing and Evaluation of Volatile Organic Chemical Emissions from Indoor Sources Using Environmental Chambers, Version 1.2 (2017)" (also known as California Section 01350).

A list of all Owens Corning® GREENGUARD® Gold-certified products can be found on the UL SPOT website.

Formaldehyde-Free Claim Verification

Claims that a product does not contain formaldehyde (or formaldehyde precursors) are validated by UL Environment, based on auditing raw material inputs and testing chemical emissions from the product. Products with formaldehyde-free claim verification must also maintain UL GREENGUARD® Gold certification.

A list of all Owens Corning® formaldehyde-free products can be found on the UL SPOT website and on page 221.

USDA BioPreferred®

The United States Department of Agriculture (USDA) biobased labeling initiative is an element of the U.S. Farm Bill that focuses on increasing the purchase and use of biobased products made from renewable agricultural materials. To receive USDA certification, vendor products must undergo biobased product testing by an accredited laboratory. Our certified products are listed in the USDA's BioPreferred® Program Catalog, and they are eligible for preferred federal purchasing.

Paroc Product Assessment and Declaration Schemes

For most products sold by Paroc, the company has made some form of self-declaration of environmental properties. Our declarations also form part of the assessment basis when a large number of products have been assessed by external organizations in the Nordics. You can read more about these declarations and the organizations that carry out the assessments on the Paroc Environmental Documents website.



Photo submitted by:
Anthony Sanders | Rockford, Illinois, U.S.



PRODUCT TRANSPARENCY

2025 IN REVIEW

Team members at our Doors facility in Lawrenceville, Georgia, U.S.

At Owens Corning, we continuously work to ensure compliance with regulations and voluntary codes concerning the labeling, marketing, or advertising of our products and material services. In 2025, Owens Corning had no material incidents of non-compliance with such regulations or voluntary codes, and no material incidents of non-compliance concerning the health and safety of our products.

We have conducted full LCAs on 60% of our products, including spray foam, shingles, fiberglass, mineral wool, cellular glass, extruded polystyrene (XPS) foam insulation, and nonwoven mats.

EU's Green Claims Directive

The European Union's (or EU's) Green Claims Directive seeks to ensure environmental claims made by companies are reliable, comparable, and verifiable. This aligns with the broader goals of the EU's agenda to achieve climate neutrality by 2050. It is also crucial for helping consumers make informed choices and promoting genuine sustainability efforts. Owens Corning continues to work to ensure that our claims are accurate and verifiable.

We have conducted LCAs and issued EPDs for the following products:

- PINK Next Gen® Fiberglas™ insulation
- EcoTouch® insulation for flexible duct and metal building products
- Metal Building Insulation (MBI)
- Loosefill insulation
- FOAMULAR® XPS insulation
- FOAMULAR® NGX® XPS insulation
- FOAMGLAS® cellular glass insulation
- Natural Polymers® Open and Closed Cell Spray Foam
- PAROC® stone wool insulation
- Thermafiber® mineral wool insulation
- Thermafiber® formaldehyde-free mineral wool insulation
- Owens Corning® asphalt roofing shingles
- Fiberglas™ pipe insulation
- 700 Series Fiberglas™ insulation
- QuietR® duct board
- SOFTR® duct wrap
- Aislhogar® insulation

In 2025, we updated our LCAs and EPDs for Fiberglas™ Pipe Insulation and Owens Corning® asphalt roofing shingles. We performed an LCA and issued two EPDs for Natural Polymers® Spray Foam.

Owens Corning updated, as necessary, and renewed all HPDs and Declare labels prior to their expiration dates.

The current list of Owens Corning product transparency certifications and disclosures is available through the Owens Corning Product Transparency web page.



In 2025, our first LCAs were kicked off for Doors products. We are continuing to evaluate the Doors portfolio for additional product transparency opportunities.

QUANTIFYING INSULATION ENERGY SAVINGS

Owens Corning has developed a methodology for quantifying the energy savings benefits of our building insulation products. This methodology supports Owens Corning's 2030 sustainability aspirations to increase the positive impact of our products.

The methodology leverages product-specific primary sales volume and location data, mapped to geographic climate zones to assign Heating Degree Days (HDD) and Cooling Degree Days (CDD). Energy consumption for a baseline wall assembly without insulation is modeled and compared to energy consumption for an insulated configuration. The calculations incorporate product-specific R-values, heating and cooling system efficiencies, and regional usage statistics. This methodology is limited in scope to products that have a third-party verified EPD, which allows us to adjust energy savings results to account for the energy footprint required to produce the products. This methodology has been externally verified by SCS Global Services.

Through this methodology, we've estimated that our fiberglass building insulation sold in the United States in 2025 will save more than 1,000 TWh of energy over its lifetime.*

We are continuing to expand the scope of our product-level energy performance assessments. Calculations for additional building insulation products and regions are in progress along with establishing a consistent methodology for assessing energy savings associated with technical insulation applications.

*Use-phase energy savings was estimated using third-party, location-specific climate data and primary Owens Corning sales data. It was assumed that insulation products were installed in the locations they were shipped to. Additionally, assumptions for building heating and cooling demands and system efficiencies were used in the calculations.



CIRCULAR ECONOMY

As of today, the linear model of manufacturing has been predominant — raw materials are extracted from the earth, products are made, and they are discarded when they are no longer needed. We are seeing negative impacts from natural resource depletion, environmental impacts of production, and limitations on disposal in landfills. That's why we have set ambitious goals to establish circular economy business models by 2030.

Sustainability Reporting Topic

Product Circularity

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

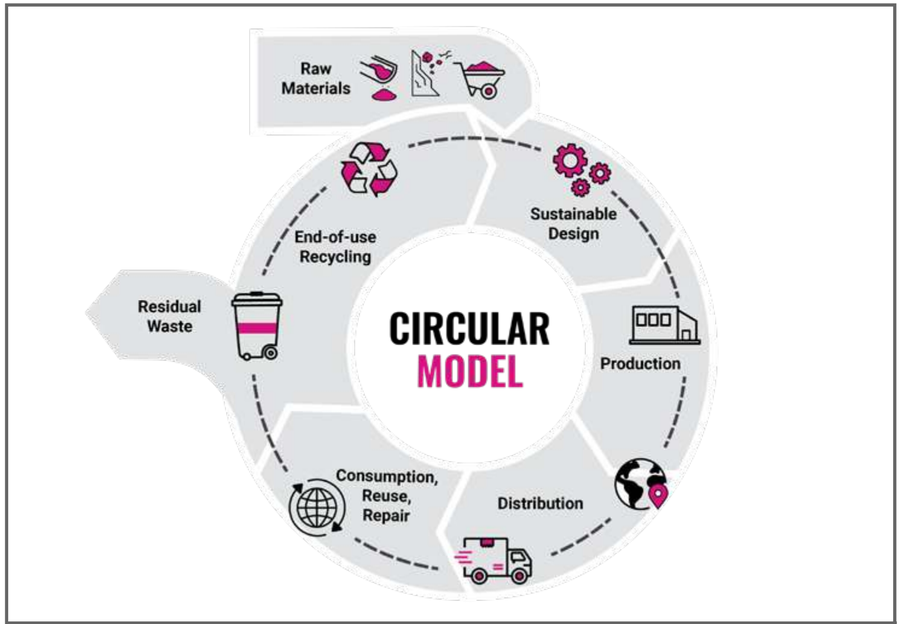
Photo submitted by:

Kathya Mahadevan | Granville, Ohio, U.S.
Waste footprint team at Laurel, Mississippi, U.S.

2030 GOALS FOR THE CIRCULAR ECONOMY

By 2030, we will develop viable circular economy business models involving our materials and how they are used. We will accomplish this by:

- Increasing recycled content and decreasing virgin raw materials used in our products.
- Developing technical solutions and practical business models for our products and packaging so they can be used for beneficial purposes even after they are no longer used for their original purpose or at product end-of-life.
- Collaborating across the value chain with customers, suppliers, communities, academics, policymakers, government entities, and other organizations to drive improvements to circularity.



Circularity in Practice

Less virgin raw materials, less waste-to-landfill, less energy & greenhouse gas emissions

In a circular economy, sustainable choices are made throughout every product's life cycle. In order to achieve this model, we must:

- Reduce the use of virgin raw material in the manufacturing of our products in favor of recycled, recyclable, and biobased materials inputs.
- Reduce or limit waste throughout the manufacturing process.
- Promote the recycling of manufacturing waste, the use of post-industrial and post-consumer waste materials, and other end-of-life materials that keep products in the economy indefinitely.
- Enable circular economy business models, working with different partners throughout the value chain.

At Owens Corning, we are coordinating efforts throughout the organization to turn this aspiration into execution. Throughout this chapter, we demonstrate the progress we have made.

DRIVEN BY DEDICATED LEADERSHIP

Owens Corning has a Circular Economy team in place to define goals and prioritize projects that accelerate our circular economy aspirations. Led by our Sustainability Footprint Vice President, the team is leading the strategy and integration of action across the business.

Our Circular Economy team is composed of sustainability professionals who define enterprise roadmaps and required technology programs, as well as evaluate new circular economy business models. Our scientists and engineers are developing new technologies and capabilities that enable Owens Corning to reduce the amount of waste generated, recycle more of our manufacturing waste back into our production processes, and incorporate more externally sourced recycled materials. We incubate new projects and technology with partners, and we work with our teams to embed those capabilities into our manufacturing plants.

As we continue to develop new technologies and capabilities, we enhance our ability to provide solutions beyond our manufacturing plants. Our product end-of-life experts work on partnering with our customers and other stakeholders to create circular business models and technology solutions for products that are at the end of their useful lives. In some cases, Owens Corning may be able to use materials claimed at end-of-life, or we may find other parties who find those materials even more valuable. These circular models are at the core of what it means to be committed to keeping raw materials, once extracted, in the economy indefinitely.

At the same time, we recognize the importance of operationalizing the circular economy model throughout our company, and we will do this by eventually embedding the technologies and capabilities we develop into the core of our business. This lets our employees know that this initiative goes beyond our Sustainability team — it is a challenge, an opportunity, and a goal shared by all of Owens Corning's businesses and functions in all the communities where we operate.

INTEGRATED THROUGHOUT
OUR OPERATIONS

At every stage in a product's life cycle, we examine methods to contribute to the circular economy model — reducing virgin raw materials, recycling waste streams, and developing more durable products and circular solutions.

Incorporating Recycled Content

Owens Corning uses a wide range of materials in the manufacturing of our products, and we are always looking for ways to increase recycled materials and decrease our use of virgin raw materials.

Glass Cullet

There are many benefits to using crushed post-consumer glass (glass bottles, window panes, etc.) — also known as cullet — in our operations. In addition to decreasing community landfill waste, the use of cullet requires less energy than raw materials like sand. In fact, according to the Glass Packaging Institute, energy costs drop by about 2–3% for each additional 10% of cullet used in manufacturing. Reducing energy consumption also reduces greenhouse gas emissions, which supports our decarbonization agenda.

While we strive to increase the amount of recycled glass in our insulation products, there are a number of challenges involved in supplying cullet. According to the U.S. Environmental Protection Agency, only 31.3% of all glass containers were recycled in the U.S. in 2018 (the last year for which data is published). In addition, many U.S. municipalities have removed glass from their curbside recycling programs, further threatening cullet supply.

Despite these challenges, we believe the availability of high-quality recyclable glass is critical to our environmental ambitions and our overall growth strategy. Our primary focus is on promoting glass recycling at the regional and local level, as shipping recycled glass is expensive and can negate the energy and emissions benefits. Therefore, we support glass recycling efforts that will result in more good quality glass being recycled.

As part of these efforts, Owens Corning works with other companies and organizations to support the glass recycling industry and supply chain as a whole. The Glass Recycling Coalition (GRC) and the North American Insulation Manufacturers Association (NAIMA) are two of our key partners. Together with these groups, we are focused on promoting glass recycling in several regions throughout the U.S.

We also worked with NAIMA to form a glass cullet task force with the following objectives:

- Improve communication on end-use of glass containers used to make fiberglass
- Increase glass container recycling rates
- Improve glass cullet quality
- Protect current recycling programs at the state and local levels

Learn more about some of these efforts in the Leadership & Advocacy chapter.

Additional Recycled Content Sources

Our Paroc facilities use recycled content in the form of external waste to make products. We collect both pre-consumer and post-consumer materials for production. One of our most used external sources is slag, which is stony waste matter that is separated from metals during smelting or refining of ore. We also use olivine sand, a by-product in the production of steel, and diabase, which comes from quarrying activities. See page 155 for data on how much of these sources we used in 2025.

Eliminating Waste in Manufacturing

Preventing waste throughout the life cycle of our products is an important commitment of Owens Corning. Our circular economy ambitions are closely tied to the approach we have set for achieving our zero waste-to-landfill goal — reducing, diverting, or recycling waste. We participate in a number of initiatives that repurpose manufacturing waste for alternate applications, extending the life of the materials and diverting waste from the landfill. Learn more about these initiatives in the Waste Management chapter of this report. Additionally, more information about our approach to product stewardship can be found starting on page 135.

Partnering to Ensure Responsible Use and Consumption

We are proud to collaborate with other companies and consortium partners to develop innovations that bring the element of circularity to products that are already inherently sustainable. Across all our businesses, we are involved with organizations that help us drive circularity forward throughout the building materials industry. In 2025, Owens Corning employees held leadership positions in external circularity-focused groups, such as:

- **Co-Chair of ISO Technical Committee 323 – Circular Economy, for the US delegation in 2025.** This group collaborates with delegations from other countries to create standards that promote implementation of sustainable, circular business practices worldwide. Involvement ensures products and services will be compliant, interoperable, and safe, which builds trust with customers.
- **Advisory Board member for the Sustainability & the Built Environment program (SBE) at the University of Florida's (UF) College of Design, Construction, and Planning.** UF's SBE graduate and undergraduate program educates the next generation of architects, builders and contracting firms, interior designers, and urban planners in the fields of sustainable design and construction practices. Our involvement aligns with our mission to build a sustainable future through material innovation.

CLOSING THE LOOP AT END-OF-LIFE

In a successful circular economy model, products that have reached the end of their use, or end-of-life, would not be sent to the landfill. Ideally, the materials they're made of would remain in the economy indefinitely. As leaders in innovative materials, we recognize the role we play in diverting post-consumer waste. Among other things, diversion reduces a product's impact on the environment and enables us and our customers to address changing environmental imperatives around the world.

In Europe, for example, end-of-life solutions are already the subject of a strong legislative drive, and Owens Corning is working to meet and anticipate increasingly stringent regulations. This involves establishing business models with partnerships, technical solutions, and applications in which our products can be reused in new products or repurposed.

The following initiatives are central to our product end-of-life endeavors.



Photo submitted by:

Ismo Kuokkanen | Parainen, Finland
New technology for customer waste recycling in use at the Paroc stone wool factory in Finland.

Take-Back Models

Collecting used materials or product scrap from customers, a process known as a take-back model, is an essential component of the circular economy. For Owens Corning, this includes waste generated during fabrication and installation. We are actively working to include take-back models in our strategies, beginning with the examples included here.

FOAMULAR® Take-Back

Our take-back program in Gresham, Oregon, U.S., was established to meet customer demand for recycling clean XPS material. Following the initial success of a trial program, an official take-back partnership was established in October 2022. The material is transported between our facility and our partner's facility by a logistics company in regularly scheduled loads, where it is then ground and introduced into our manufacturing process. Having established the feasibility of the take-back model, the FOAMULAR team is looking into ways to help more customers and expand circular solutions in the future.

Paroc REWOOL Take-Back System

The Paroc REWOOL customer waste take-back and recycling system is an important part of our work to achieve a circular economy and a sustainable future. With the REWOOL system, the stone wool offcuts from construction and production sites can be effectively sorted, transported, and recycled.

For customers, the REWOOL take-back and recycling system has many advantages. It reduces the amount of waste sent to landfill, which can also reduce the cost of waste management. In addition, recycling offcuts from construction and production sites — instead of throwing them away — can help contribute points toward green building rating systems such as LEED® and BREEAM®.

At Paroc factories, offcuts redeemed by the REWOOL system can be recycled and manufactured into blowing wool or stone wool fiber, giving the offcut material a whole new life.

The first Paroc REWOOL system was introduced in Sweden in 1996, before Paroc was acquired by Owens Corning. Since then, the program has been developed and expanded to include the latest technology and customized solutions for a broader market. Since 2020, the REWOOL system has also been in place in Finland, where customers' offcuts are recycled in cooperation with partner companies. Our REWOOL program enables efficient reuse of stone wool offcuts for a circular economy. In addition, the program is available for specific customers in Poland, and an open-loop solution is in place in Germany. In total, the program is operational in nine countries, with some in the testing phase.

Advocating for Shingle Recycling

At Owens Corning, we aspire to divert 2 million tons of shingles annually from U.S. landfills. To help promote recycling among roofing contractors, our Roofing business has created a campaign designed to highlight the benefits of recycling. This campaign has been designed to meet increased customer demand for sustainable products, especially as younger generations enter into homeownership, and works to ensure compliance with regulations and limits on allowable volumes of building waste sent to landfills. To support contractors in this campaign, we have developed a range of marketing materials they can use to differentiate themselves from the competition and demonstrate their commitment to sustainability. While our ability to fully implement this campaign remains contingent on the availability of shingle recycling sites near the contractor, we are confident that uniting with contractors to divert these materials from landfills can be an important component of our shingle recycling initiatives in the future.

We are addressing construction, repair, and renovation waste through our work with industry organizations and regulatory agencies. Owens Corning has a leadership role with the Asphalt Roofing Manufacturers Association (ARMA) Asphalt Roofing Recycling Committee and Asphalt Institute Foundation (AIF). We are also involved in AIF's research. We also are involved in the Construction and Demolition Recycling Association (CDRA) to share best practices and collaborate on programs that promote the development of sustainable practices at the intersection of industry and state policy.

We are evaluating additional market sectors that can incorporate recycled asphalt shingles (RAS), including roofing products, industrial asphalts, and specialty paving applications. Asphalt pavement is one of the clearest demonstrations of the circular economy in practice — it's the most recycled material in the United States, with nearly all end-of-life asphalt reclaimed and reused in new pavement. RAS is increasingly utilized in paving mixes, where processed shingles can enhance asphalt performance, reduce material waste, and contribute to more sustainable infrastructure.

Circular Economy Recycling Technology Innovation Laboratory

Recycling processes start with the ability to convert material waste into a convenient form, which requires cutting, shredding, and grinding capabilities. Without the capability to perform these initial processes internally, they are typically done by third parties, which results in significant inefficiencies, such as shipping samples back and forth in multiple iterations of specification and process development. In order to accelerate our internal recycling capabilities, we have built our first Circular Economy Recycling Technology Innovation Laboratory at our Science & Technology Center in Granville, Ohio, U.S., bringing these capabilities in-house. In addition to material handling and particle sizing, we are building out pilot capabilities for new recycling processes. As we develop and learn from these programs, we will industrialize these capabilities into our production environment and into our asset network across the globe, which will be a significant lever in our overall strategy to reduce waste-to-landfill to zero. In addition, the recycling capabilities developed in this lab will be the foundation that will enable us to build out more elaborate take-back programs and end-of-life solutions for our customers.

Contractor Network Shingle Recycling Pledge

Owens Corning has established a roofing contractor program for recycling asphalt shingle roof tear-offs. Through a national strategic alliance with Earth911, we connect contractors with convenient recycling facilities. As part of the program, we ask contractors to help the environment and promote sustainable business practices by pledging to recycle their shingle tear-offs.

While increasing the number of contractors in our network who recycle shingles is one of our priorities, market forces continue to present obstacles. In the U.S., the volume of shingles that are recycled continues to decline every year due to factors such as recycling centers closing or discontinuing their shingle recycling operation, restrictions from Departments of Transportation on the use of recycled asphalt shingles (RAS) in hot mix asphalt paving, existing stockpiles of material, and difficulties getting asphalt companies to take the material. This further reinforces the need in the marketplace for advanced recycling solutions.



Shingle recycling at the plant in Irving, Texas, U.S.



CIRCULAR ECONOMY

2025 IN REVIEW

Photo submitted by:

Crystal May | Granville, Ohio, U.S.
Our team is consistently working to improve our recycling programs, including the recycling of cutoff mat, as pictured.

Recycled Content in Insulation Products

Owens Corning is a leader in the use of recycled content, and we are committed to using recycled content in our products, including the following:

- A weighted average of 70% recycled content in our Thermafiber® mineral wool insulation[1]
- A weighted average of 55% recycled content in our North American residential faced fiberglass insulation[2]
- A minimum of 63% recycled content in our North American residential unfaced fiberglass insulation[2]
- A weighted average of 53% recycled content in our commercial and industrial fiberglass insulation[2]
- A weighted average of 65%–68% recycled content in our Canadian-made fiberglass products[2]
- A weighted average of 17% recycled content in our Mexican FOAMULAR® Extruded Polystyrene Insulation[2]
- A weighted average of 20% recycled content in our North American FOAMULAR® NGX® Extruded Polystyrene Insulation[2]
- A weighted average of over 50% recycled content in our Foamglas products[3]
- A weighted average of 6.5–35% recycled content in our Paroc products[3]

1 Validated by the International Code Council Evaluation Service (ICC-ES).
2 Certified by SCS Global Services.
3 Certified by SGS.



Owens Corning is one of the world's largest consumers of recycled glass. In 2025, we consumed more than 1 billion pounds of recycled glass globally.

Recycled Content in Roofing Products

In 2025, we introduced two products as the first glass nonwovens made with recycled content. These products were launched onto the EU market and represent an important step forward in our circular economy goals. These products also enable energy savings at the customer level, as they align with our ambition to support lower total cost of ownership over the product life cycle, depending on customer application and use. All of this was achieved while also increasing product performance. We also delivered incremental sustainability improvements in existing EU products, such as gypsum facers, where increased solids content and higher line speeds were implemented. These changes are expected to contribute positively to greenhouse gas reduction.

Additionally, we have attained GreenCircle Recycled Content certifications for the following shingles products made in our Portland, Oregon, U.S., facility:

GREENCIRCLE RECYCLED CONTENT CERTIFICATIONS

	U.S.	CANADA
Oakridge®	7%	8%
Duration® Designer	8%	8%
Duration®	8%	8%

These certifications are based on pre-consumer content and are shared on the GreenCircle website.

Paroc Recycled Material in 2025

In 2025, Paroc used a variety of external waste as recycled content in products.

MATERIAL	METRIC TONS
Slag (EAF, LD, ladle)	21,000
2nd Olivine sand	1,900
2nd Diabase	31,000
Wool waste*	28,900
Melt waste**	17,000
Stone undersize**	4,000
TOTAL	**103,800**

*Internal waste treated by external partner, and customer takeback waste (REWOOL).
**Internal waste treated by external partner, e.g. briquetted.

Packaging Initiatives in 2025

In Europe, Owens Corning is preparing for compliance with the Packaging and Packaging Waste Regulation (PPWR), which entered into force in early 2025 and will apply progressively beginning in 2026. The PPWR covers all packaging, regardless of the material used, and all packaging waste, regardless of its origin. It also establishes 2030 and 2040 minimum recycled-content targets for certain plastic packaging applications, which will drive changes in the design and composition of packaging placed on the EU market over time.

Packaging Recycling Partnership

In 2024, Owens Corning began partnering with various recycling companies to find solutions for difficult-to-recycle packaging products in order to divert them from the landfill. Through these continued partnerships, we were able to divert over 359 metric tons of obsolete or discontinued plastic and paper packaging from landfills in 2025. This material, which came from several Owens Corning plants, was recycled, avoiding over $58,000 in disposal and hauling costs and earning over $24,000 in payments for the material.

Paroc Introduces Easier-to-Recycle Packaging

Around the globe, Owens Corning teams are looking at ways to reduce our environmental impact throughout the life cycle of our products. In response to the Swedish Extended Producer Responsibility (EPR) policy, we examined ways to make our packaging easier to recycle. The EPR states that plastics need to be 100% uncolored and with less than 60% print to be recycled. This meant changing the packaging for our Paroc materials coming out of Sweden.

A new look was developed using clear plastic with a small printed area, rather than the overall red and white stripe plastic used before. In 2025, we completed this change for our facilities in Hällekis and Hässleholm, Sweden, and Parainen, Finland. The change is underway in Trzemeszno, Poland, and Vilnius, Lithuania.

Recycled Packaging to Impact Scope 3 Emissions

Owens Corning is actively advancing post-consumer recycled content (PCR) packaging across multiple businesses, with successful early-stage trials in Insulation and Roofing underway. Implementation is not yet full-scale and business-case validation remains in progress.

This packaging transition helps both our circularity and our Scope 3 goals. By shifting from 100% virgin material to PCR-based polyethylene packaging, this initiative decreases demand for new fossil-based plastics. This helps close material loops and enhances our circularity efforts.

Lower emission factors associated with recycled polyethylene packaging provide a direct Scope 3 Category 1 reduction. Preliminary analysis shows an estimated greater than 10% emissions reduction when shifting from 100% virgin to PCR-based polyethylene (dependent on percentage of recycled content used). Additionally, Formal LCAs/EPDs for recycled content products are under development by suppliers, which would be applied to our data. This supports our Scope 3 supplier-aligned decarbonization efforts, improving quality of primary data and accelerating maturity within our value chain.

This PCR packaging initiative is a credible and strategically important Scope 3 decarbonization and circularity lever. While early trials demonstrate technical feasibility, we continue to work through the broader business case development as we analyze the full circularity impact.

Shingle Recyling in 2025

Each year, approximately 13 million tons of shingle waste is generated. Less than 10% of that is manufacturing waste, and the remaining balance consists of shingles removed at the end of their life. Over the years, Owens Corning has taken varied approaches to address this issue, in collaboration with other players in the Roofing business value chain, and we continue to advance toward our aspiration to create a circular shingle economy and divert waste from landfills.

In 2025, we continued our progress on two key shingle recycling workstreams, which are essential as we seek to reach our aspiration of recycling 2 million tons of shingles per year in the U.S.

- **Recycling used shingles into new shingles.** In 2025, Owens Corning hit another significant milestone in our recycled shingle journey. At our site in Summit, Illinois, U.S., a second commercial-scale trial to make new shingles out of asphalt extracted from recycled shingles was completed. After announcing the initiative in 2022, we have made considerable progress in using deconstructed components of post-consumer and post-industrial shingles into new shingle products. This progress supports Owens Corning's aspiration to divert shingle waste from landfills.
- **Recycling used shingles into asphalt pavement.** Owens Corning also remains committed to accelerating the use of recycled shingles in asphalt paving applications. To support this effort, we have partnered with the National Center for Asphalt Technology (NCAT) and Oklahoma State University (OSU) to conduct research studies on the use of recycled shingles in pavement.

  Working with NCAT, we are evaluating the performance of asphalt mixtures made with a balanced mix design using RAS. Alongside OSU, we are evaluating the performance of Stone Matrix Asphalt (SMA) mixtures using RAS. We have performed life cycle assessment estimates for the states included in these research studies. This information can be published in industry-wide guidelines to educate asphalt contractors across the U.S., with the goal of promoting the use of RAS in the future.

Take-Back Models in 2025

Paroc REWOOL Take-Back System

Through the REWOOL program, Paroc takes back stone wool offcuts from construction and production sites, where they can be sorted, transported, and recycled. The program also offers recycling of stone wool waste from manufacturing and original equipment manufacturer customers. In 2025, take-back volume for the program increased by 27% compared to 2024.

A new waste receiving station was implemented at our Parainen, Finland, site. This project was designed to recycle customer stone wool waste into Paroc products. This enables us to drive our circular economy goals with no negative impact on product quality. Through this new station, our teams can take back up to 2,000 tons of customer stone wool waste each year.

The project in Parainen was the result of cross-functional collaboration that allowed us to develop and implement a technically robust recycling solution that was successfully integrated into regular production. The team in Parainen continuously works with customers to meet their evolving stone wool waste recycling needs, supporting their sustainability targets as well as our own.

FOAMGLAS Take-Back Learnings

Our teams performed a take-back test for FOAMGLAS® cellular glass insulation in Germany, and we evaluated the results to form a plan. The experience gained from the test and the feedback from the markets and our customers has led us to focus on end-of-life waste solutions for FOAMGLAS. We continue to develop our strategy for sustainability of this product.

FOAMULAR® Take-Back

Our FOAMULAR take-back program processed roughly 5 metric tons of material from our customer in 2025. We are exploring ways to expand the program in 2026 based off this continued success.

Reusable Pallet Program

Wooden pallets, especially those of non-standard sizes, often cannot be reused by customers, so there is a greater possibility for them to end up in a landfill. To address this, a cross-functional team from Logistics, Sourcing, and Marketing established the Reusable Pallet Program. Customers set aside their Owens Corning pallets to be picked up by a third party. We take back the pallets and make any necessary repairs to keep them in use for as long as possible. Through this program, customers are also able to reduce costs related to storage, handling, and disposal.

The initiative began in 2022, and all Paroc plants are now part of this process. In 2025, the proportion of pallets reused was 23%. The program has saved over $4 million annually.

Work has begun on a second stream in the project, aiming to implement a deposit solution starting in the Swedish market to further expand circularity in Europe.





LEADERSHIP & ADVOCACY THROUGHOUT OUR INDUSTRY

At Owens Corning, we believe in setting an example for our industry — promoting our core values and supporting initiatives that help build a sustainable future through material innovation.

Sustainability Reporting Topic

Policy Engagement

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals



Photo submitted by:

Javier Quezada | Minneapolis, Minnesota, U.S.
Representatives from the Finance team in Toledo, Ohio, U.S. visited the Insulation plant in Mexico City, Mexico.

GOVERNMENT AFFAIRS

The Government Affairs strategy is to drive Owens Corning's growth strategy through targeted engagement with key government officials, regulatory bodies, and codes and standards organizations. This allows us to influence and advance strategic priorities from an enterprise-first perspective.

As part of our approach to advocacy, our Government Affairs team oversees our interactions with industry and trade associations, ensuring that our engagement is aligned with our mission, purpose, and values, including our climate statement. We regularly review language and activities with both the External Affairs and Sustainability departments, and we conduct legal reviews of external communications, including letters, testimony, and interactions with outside advocates or non-governmental organizations (NGOs).

The Government Affairs team develops advocacy strategies in partnership with businesses that align with our enterprise strategic priorities. We also work with external consultants at the state and federal level to develop targeted strategies. We are focused on lobbying and education in key areas of glass cullet and recycling, recycled asphalt and shingle recycling, and energy efficiency tax credits to promote home ownership. This includes advocating for building energy-efficient measures and improvements to building code development and adoption. Our efforts in this area can be seen in our education campaigns, code advocacy, attention to legislation, regulation, and "reach codes" related to building decarbonization.

Corporate Political Advocacy

Owens Corning engages in political advocacy to support public policies that align with its core principles, sustainability commitments, and long-term business objectives. Lobbying activities are conducted directly through an internal registered lobbyist and external consultants, and indirectly through trade associations that advocate on behalf of their members.

Our political advocacy objectives support initiatives and global public policies that align with our core principles and strategic business objectives. These include but are not limited to the following:

- Government actions to address climate change
- Measures to increase the energy efficiency of buildings
- Efforts that drive the development and adoption of building energy codes

We also work in conjunction with the National Association of Manufacturers, the Business Roundtable, and similar industry organizations to advocate for affordable housing.

Owens Corning Better Government Fund

Owens Corning previously offered employees and shareholders the option to participate in political giving through the Owens Corning Better Government Fund, a nonprofit, unincorporated committee operating as a separate, segregated fund of Owens Corning. The fund prohibited direct or indirect contributions from Owens Corning or any other corporation or political action committee.

In 2024, the Better Government Fund had no disbursements, and in 2025 Owens Corning officially dissolved the political action committee following acceptance of its termination by the Federal Election Commission and the State of Ohio.

Government Affairs Initiatives

Glass Cullet & Recycling

Alongside the North American Insulation Manufacturers Association (NAIMA), Owens Corning is promoting policies, research, and demonstration projects in target states that promote glass recycling initiatives and result in increased and persistent availability of recycled glass (glass cullet). These policies promote energy efficiency, conservation of certain raw materials, environmental benefits, and the circular economy.

Glass cullet plays a crucial role in the manufacturing of fiberglass insulation and the sustainability of our operation. It can also help reduce our overall environmental impact. The recycling and processing of glass has additional benefits such as:

- Manufacturing plants that use cullet can decrease energy use typically required for processing raw materials. The use of glass cullet reduces the need for the extraction, transportation, and processing of raw materials like sand, soda ash, and limestone.
- The use of recycled glass can help conserve natural resources while also reducing carbon.
- Recycling helps divert glass away from landfills and can extend the useful life of landfills.
- Glass can be recycled endlessly without any degradation in quality or purity.



Photo submitted by:

Kelly Al-sorghali | Toledo, Ohio, U.S.

Promoting New Home & Multifamily Energy Efficiency Through Voluntary Tax Credits

In the United States, Owens Corning has supported state tax credits for builders and developers of new homes and multifamily buildings that met the Inflation Reduction Act's federal tax credit (45L) to drive increased market penetration of above-code building practices.

As part of the One Big Beautiful Bill, the 45L program and its associated incentives expired in 2025, along with Section 25C homeowner tax credits for residential energy efficiency improvements. While these federal programs are phased out, Owens Corning continues to advocate at both the state and federal levels for policies that encourage energy-efficient construction and retrofit incentives for homeowners. This advocacy is critical to maintaining momentum for energy efficiency and driving market transformation even as federal incentives have ended.

We remain committed to promoting recognized pathways such as ENERGY STAR® and Zero Energy Ready in state and local codes, including reach codes focused on building decarbonization. We also encourage improvements to the Environmental Protection Agency's ENERGY STAR® Homes program and the Department of Energy's Zero Energy Ready Homes program to make them more market friendly. These programs remain important benchmarks for high-performance building practices, even as federal incentives have expired.

Looking ahead, Owens Corning strongly supports future federal legislation to reinstate or create similar tax incentives that accelerate adoption of energy-efficient building practices.

Recycled Asphalt Shingles (RAS)

Owens Corning is committed to advancing circular economy practices through enhanced shingle recycling efforts, aiming to divert 2 million tons of shingles from landfills annually. The company is focused on accelerating the use of recycled shingles in asphalt paving applications through research and development around Balanced Mix Design (BMD), which provides a performance-based framework for optimizing the use of RAS in asphalt mixtures.

Owens Corning supports policy changes to accelerate the adoption of RAS technologies in pavements. The company advocates for "Buy-Clean" programs, federal and state collaborative initiatives, and incentives to increase RAS usage and lower greenhouse gas emissions in asphalt mixtures. These efforts align with industry goals to reduce landfill disposal of asphalt-based roofing materials to 50% by 2035 and approach 0% by 2050.

Partnerships With Industry Organizations

We collaborate with a range of organizations, providing opportunities to collectively advocate for our industry, promoting growth, and offering invaluable insights into improving our sustainability capabilities. Owens Corning employees work with trade associations and research institutions, as well as the regulatory agencies that set specifications for the products and buildings where our materials are used. Our experts often participate as board and committee members in these organizations, and their leadership helps reinforce our emphasis on sustainability in their work.

Some of our notable industry associations include:

- **North American Insulation Manufacturers Association** is made up of companies that manufacture fiberglass, rock wool, and slag wool insulation. Its members produce the majority of the insulation products used in the United States, Canada, and Mexico. NAIMA is primarily focused on promoting energy efficiency and resilience through an insulation-first approach, preserving the environment, and ensuring the safe production and use of its members' products.
- **European Insulation Manufacturers Association (EURIMA)** was established to create a favorable business environment for mineral wool insulation and promote improved standards for insulation materials. EURIMA is a research-driven organization whose industry members, including Owens Corning Paroc, produce a wide range of mineral wool products for thermal and acoustic insulation, providing fire protection of domestic and commercial buildings and industrial facilities while offering innovative growing media and green-roofing solutions.
- **Asphalt Roofing Manufacturers Association (ARMA)** represents both manufacturers and the companies that supply their raw materials. ARMA is dedicated to the advancement of the asphalt roofing industry through the collective expertise of its member companies. The organization is also a resource for building and code officials as well as regulatory agencies and allied trade groups. Our employees have leadership positions within this organization, including the positions of president and chairing the Technical Committee and Asphalt Roofing Recycling Committee.
- **American Chamber of Commerce to the European Union (AmCham EU)** provides education, advocacy, and representation for American companies committed to Europe on trade, investment, and competitiveness issues. It aims to ensure a growth-orientated business and investment climate in Europe. AmCham EU facilitates the resolution of transatlantic issues that impact business and plays a role in creating better understanding of EU and U.S. positions on business matters.
- **Windows & Doors Manufacturing Association** promotes, protects, and advances the use of high-performance, high-quality windows, doors, and skylights through advocacy, education, standards, and certification. Our employees have leadership positions within this organization.
- **The Asphalt Institute** is an international trade association that promotes the use, benefits, and performance of petroleum asphalt through education, engineering, technical development, environmental stewardship, and marketing leadership. Owens Corning employees are active participants in the organization, as well as the Asphalt Institute Foundation and the Asphalt Institute Roofing Technical Committee.
- **The Joint Center for Housing Studies of Harvard University** has a mission to improve access to affordable housing through research, education, accessible information, outreach, and consultation with a variety of stakeholders. Owens Corning CEO Brian Chambers is on the Policy Advisory Board of the Center.
- **The National Association of Manufacturers (NAM)** represents 14,000 member companies to promote its four values: free enterprise, competitiveness, individual liberty, and equal opportunity. NAM was founded in 1895, and today has member companies from every industrial sector. Brian Chambers serves on the Board of Directors for NAM.

For a full list of organizations with which we work, see Appendix D.



LEADERSHIP & ADVOCACY THROUGHOUT OUR INDUSTRY

2025 IN REVIEW

Photo submitted by:

Brian Shaeffer | Granville, Ohio, U.S.
Garden fountain, Balboa Park, San Diego, California, U.S.

Corporate Political Advocacy

In 2025, our advocacy-related expenses totaled $1,274,062. Those overall expenditures include direct and indirect lobbying expenses totaling $779,144. Our three largest trade association or lobbying expenses totaled $2,020,155, for the following:

- NAIMA
- Flywheel Government Solutions
- Business Roundtable

In 2025, energy efficiency advocacy accounted for approximately $152,000 in related expenses, and expenses in support of improved building energy codes totaled approximately $70,000, with some overlap of spending between these areas. Owens Corning does not permit the use of corporate funds to support any political candidate, political organization, or campaign.

Political Advocacy and Trade Expenditures

TYPE OF CONTRIBUTION	2022	2023	2024	2025
Lobbying, interest representation, or similar	$689,090	$614,776	$626,242	$779,144
Local, regional, or national political campaigns/organizations/ candidates	0	0	0	0
Trade associations or tax-exempt groups (e.g. think tanks)	$2,976,509	$3,088,592	$5,172,584	$3,657,973
Other (e.g. spending related to ballot measures or referendums)	0	0	0	0
TOTAL CONTRIBUTIONS AND OTHER SPENDING	**$3,665,599**	**$3,703,368**	**$5,798,826**	**$4,437,117**
Data Coverage (as % of denominator)	**100%**	**100%**	**100%**	**100%**

GOVERNMENT AFFAIRS 2025 HIGHLIGHTS

ENTERPRISE-ALIGNED ADVOCACY STRATEGY

In 2025, Owens Corning's Government Affairs team advanced an enterprise-first advocacy strategy aligned with long-term business priorities and climate aspirations. The team worked closely with Sustainability and internal stakeholders to review advocacy positions and communications, ensuring consistency with Owens Corning's values, legal requirements, and governance standards while engaging policymakers, regulators, and industry organizations.

Glass Recycling and Circular Economy Advocacy

Owens Corning continued targeted advocacy to expand glass recycling through collaboration with NAIMA. In 2025, this work supported state-level policies, research, and demonstration projects that increase the availability of recycled glass cullet, advancing circular economy objectives while reducing energy use, conserving natural resources, and diverting material from landfills.

Energy-Efficient Building Codes and Voluntary Incentives

During 2025, Owens Corning supported policies that promote high-performance, energy-efficient buildings through voluntary incentives and building code alignment. The Government Affairs team advocated for recognition of ENERGY STAR® and Zero Energy Ready Homes as compliance pathways under the federal 45L tax credit in state and local codes, including reach codes focused on building decarbonization.

Recycled Asphalt Shingles Policy Engagement

In 2025, Owens Corning continued advancing policies that support the use of recycled asphalt shingles in paving applications. Advocacy efforts focused on incentive-based legislation, research, and performance standards, including Balanced Mix Design approaches and "Buy-Clean" programs, to reduce landfill disposal, lower greenhouse gas emissions, and support circular economy goals.

Political Advocacy Governance

Owens Corning formally dissolved the Owens Corning Better Government Fund in 2025 following acceptance by the Federal Election Commission and the State of Ohio.

Industry Leadership and Association Engagement

Throughout 2025, Owens Corning employees continued to hold leadership and committee roles across key domestic and international industry organizations, contributing technical expertise and policy leadership to advance energy efficiency, sustainability, and standards development across the built environment and infrastructure sectors.



SUSTAINABLE GROWTH

As we deliver innovative products and systems that benefit stakeholders, we recognize the importance of prioritizing sustainability throughout our operations. By designing our products with consideration for recycling, reuse, and reducing impacts over their life cycle, we are better positioned for our products to be recognized and preferred throughout our industry.

Sustainability Reporting Topics

Positive Product Impact*; Training and Skills Development

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals



*Denotes a material topic. Learn more at the link above.

Photo submitted by:

Megan Vandecaveye | Toledo, Ohio, U.S.
An Owens Corning University event, which focuses on areas to help contractors grow their businesses — such as sales, leadership, marketing, and navigating insurance.

2030 GOALS
FOR SUSTAINABLE GROWTH

By 2030, we will design our products for recycling or reuse to optimize the impact of our products over their entire life cycle from raw materials to disposal.



At the OCU Live! Business Building Day in Columbia, Maryland, U.S., roofing contractors came together to access practical resources, education, and industry knowledge designed to support long term business growth.

Addressing Key Secular Trends in Our Industry

Owens Corning is committed to meeting the needs of our customers around the world. Increasingly, there appears to be an emphasis on products that are manufactured with sustainability considerations, such as using recycled content, lowering embodied carbon, and supporting energy efficiency and circularity initiatives. At the same time, we are monitoring additional trends that are shaping our industry. Some of these are industry-specific, such as modular building trends and a shortage of skilled labor. Others are more generalized, including digital acceleration and customer and channel consolidation. In either case, our continued leadership depends on our ability to meet these trends — and be aware of further trends as they emerge.

The following are among the primary trends we are monitoring:

- **Demand for sustainable solutions.** Homeowners are becoming increasingly knowledgeable about sustainable building solutions, and this awareness is informing their decisions as they build or renovate homes. In addition to energy efficiency, homeowners are prioritizing greenhouse gas reductions and renewable energy sources. At the same time, many governments are requiring increasingly stringent standards for sustainability, which is driving new specifications throughout the industry. One example is the Energy Performance in Buildings Directive (EPBD), an important directive aimed at regulating buildings across the European Union (EU). The goal of the EPBD is to promote energy efficiency and accelerate the deployment of renewable energy sources in buildings. Another EU initiative, the energy efficiency directive, as an instrument of the renovation wave, has the goal of doubling annual energy renovation rates in the EU by 2030. Additionally, customers value products that offer higher recycled content and offer circular capabilities at the end of their life cycle.
- **Changing construction practices.** Labor shortages have continued to impact construction practices and cycles. As a result, we are seeing a continued demand for multi-material and prefabricated construction solutions that can drive efficiencies, both in terms of the labor required for installation and the energy savings they can deliver. We expect this trend will continue as the labor market remains tight, especially as it relates to skilled labor. Since 2021, we have had commercial and technical teams in place to outline business opportunities and determine the best ways to move forward in this space.
- **Meeting building product resilience needs.** Weather of all kinds can impact our customers, from high winds, extreme heat, torrential rain, and very severe hail. We continue research and development efforts to create solutions for customers in various climates and make products that perform at a high level across weather patterns.



Photo submitted by:

Valerie Pitzen | Toledo, Ohio, U.S.
Northern lights seen from Perrysburg, Ohio, U.S.

DIGITAL INITIATIVES TO DRIVE GROWTH

Our digital transformation is accelerating growth while advancing sustainability across every channel we serve. By leveraging innovative tools and platforms, we're reducing environmental impact, improving efficiency, and empowering our partners and customers to make informed, sustainable choices.

Distributors & Dealers

We've enhanced our Customer Portal to streamline online ordering and order management, reducing paper-based processes and improving supply chain efficiency. These digital solutions strengthen partnerships by providing information that is available at any time.

Contractors

Through the OCConnect® Resource Center, contractors can access tools and resources digitally, eliminating printed materials and enabling smarter business growth.

New calculators launched on our website this year help reduce waste and energy consumption:

- QuietZone® Calculator highlights embodied carbon reductions and improved energy efficiency.
- Lumber Takeoff Calculator promotes optimized material usage and durability for longer product life.
- Residential R-Value Calculator supports insulation choices that lower energy demand and greenhouse gas emissions. We also introduced VR training, reducing the need for physical mock-ups and travel, cutting carbon footprint while enhancing safety.

Architects & Specifiers

Our digital tools empower sustainable design:

- CO_2 Calculators provide transparency on embodied carbon.
- A fully digital Technical Resource Library reduces paper and shipping emissions.
- Building Information Modeling Library integrates sustainability data into 3D models for informed design decisions.
- New Perimeter Fire Containment Tool and UpCodes collaboration support compliance with green building standards.

Homeowners

Digital platforms like owenscorning.com guide homeowners through their journey with resources that promote resilience and renewable energy adoption, including:

- FORTIFIED Roof™ Program for storm-resistant, long-lasting roofs.
- Solar PROtect® Program supporting solar installations with Owens Corning-backed warranties.

Unified Digital Experiences

Following our acquisition of Doors, we've unified digital identities and enhanced security through a shared login experience, creating a seamless, sustainable digital ecosystem across the Owens Corning value chain.

Each of our digital initiatives is designed to deliver value while reducing environmental impact — helping our customers, partners, and communities build a sustainable future.

THE BUILDING SCIENCE SOLUTION CENTER

Our experts continuously research and deploy building science solutions to serve architects, building owners, occupants, and the environment. The Owens Corning Building Science Solution Center is a 24/7 online portal connecting architects to emerging research, best practices, and thought leadership across a spectrum of building disciplines.

The Building Science Solution Center provides education for construction professionals on energy efficiency, moisture performance, life safety of building occupants, acoustics, and indoor air quality. We provide practical insights into the diverse challenges architects experience and provide access to certification documentation to meet building program requirements. The portal's resources include content drawing on more than 40 years of experience pioneering perimeter fire containment assemblies, as well as information gained from WUFI® analysis, which helps architects predict moisture and thermal performance across a range of climates.

Building science is also promoted within Owens Corning through an internal team that engages industry partners, architects, engineers, and builders. Through lunch-and-learns, webinars, in-person and virtual seminars, workshops, and trade shows, our team helps drive the use of our energy-saving products in more sustainable building applications, maximizing their performance and helping them achieve certifications such as LEED®. Energy-efficient solutions continue to be a focus of our product and system innovations, and through our industry collaborations, our cradle-to-grave evaluation of embodied carbon impacts will now be at the center of that innovation.

Our focus on successfully engaging high-impact architects, engineers, and construction customers in supporting builders is crucial. We believe this support structure can have a ripple effect on sustainable revenue as these professionals promote practices and specifications that bring awareness of our products to a broader network. For example, if a major architectural firm begins to specify an Owens Corning® insulation product, that approach may be shared with satellite locations as well, and impact of the engagement will be magnified.

Our metrics track customers' building science engagement, including the number of people reached and events held. In 2025, Owens Corning held more than 100 building science engagement events and reached over 7,000 architects, engineers, and builders.

Certified Energy Experts®

The Owens Corning® Certified Energy Expert® (CEE) program provides contractors with training on thermal performance, moisture prevention, and more — information that they can then pass along to their customers. With their advanced understanding of building science, they offer their customers an expertise that makes them a trusted ally throughout the building process. In doing so, they have helped grow sales of Owens Corning® insulation while facilitating the construction of energy-efficient buildings. Owens Corning supports these contractors with local marketing materials that promote both our brand and that of the contractor. In addition, our limited lifetime warranty includes CEE workmanship as well as our products.

Historically, CEE members grow at approximately 10% above market. As of Dec. 31, 2025, there were 103 insulation contractors in this elite group. To remain in the CEE program, contractors must adhere to Grade 1 insulation installation as well as complete all certifications and training, as defined by program requirements. Members of the program install different types of insulation and operate with different business models, from new construction and renovation of single-family homes to light commercial buildings, such as multifamily units.





Photo submitted by:

Drew Clausen | Springfield, Tennessee, U.S.
Left: AIA National Conference
Right: Technical Education Event



SUSTAINABLE GROWTH

2025 IN REVIEW

Photo submitted by:

Teno Boone | Granville, Ohio, U.S.
In 2025, we took on several automation projects to improve safety, productivity, and the employee experience. Read more in this chapter.

AUTOMATING PROCESSES
TO IMPROVE THE EMPLOYEE EXPERIENCE

In 2025, automation of processes became an even greater emphasis as we look to improve safety, increase productivity, and create more engaging manufacturing jobs for our workforce. Our Material Movement program was a major effort focused on addressing serious injury and fatality risk, particularly as it relates to powered industrial vehicles, such as forklifts.

Our Enterprise Automation team worked with the team at our Memphis Roofing facility to implement automation in end-of-line activities, including the replacement of manual forklifts with Automated Guided Vehicles and the automation of handling empty pallets and labeling.

In our Doors business, there is opportunity to improve safety as well as eliminate some of the dull, dirty, dangerous, and potentially distracting jobs in the process. There is also an interest in upskilling employees to more advanced tasks.

Read more about our automation efforts and the results we've seen in the Safer Together chapter.

"Automation for us is trying to create employment opportunities that people actually want. We want work in our facilities that is exciting and engaging."

Teno Boone
Senior R&D Leader





In 2025, Owens Corning revenues were $10.1 billion. At the same time, we were recognized as one of the 100 Best Corporate Citizens by 3BL Media. We placed in the top 10 for the eighth consecutive year and ranked second in the capital goods industry.



SUSTAINABLE GROWTH OPPORTUNITIES IN 2025

We are continuously working to improve the sustainability of not only our own products and processes, but the building materials industry at large. Enterprise teams and those across our three businesses work to make product improvements, delve into research and innovation, and improve the training and development we provide internally and externally to meet our sustainability goals. Here are some of the opportunities we explored in 2025.

Opportunities in Insulation

Improving Home Efficiency With Insulation Solutions

In 2025, we continued work on our cost-effective buried ducts solution to create more efficient and comfortable homes. It is estimated that 65–70% of new construction homes built today are on slab foundations. The ductwork that supplies air from a furnace or air conditioning unit sometimes runs through drop-down soffits through what's called the conditioned space of the home. Most often, though, it is run through an unconditioned attic. The air temperature in that attic can vary dramatically from season to season. In the summer months, for example, an attic can see temperatures in the 120–140° Fahrenheit range, even up to 200°F. An air conditioning unit will create 55°F conditioned air used to cool a house, but hot attic temperatures can negatively impact the cold air in the ducts. As a result, the rooms farthest away from the air distribution box will be receiving air that is much warmer, sometimes in the 70-79° F range. That means the house is not cooled evenly, and the unit must work harder and run longer to make up the difference.

Issues like this can occur because of thermal exchange and duct leakage. Thermal exchange, or the outside air temperature affecting the delivered air temperature inside a duct, can happen when a duct is too exposed to hot or cold unconditioned air. Duct leakage is common in both older homes and new ones, and it causes lost thermal energy (BTUs) as the unit works harder to cool or heat the home. These issues cost homeowners money and put extra pressure on heating and air conditioning units. Lost BTUs also impact the environment as energy is wasted.

The Research and Development team worked with the University of Central Florida and Florida Solar Energy Center to complete efficacy research, including work in eight houses and in our testing lab. Our research has shown that the buried duct solution is the most cost-effective way to get ducts into conditioned space, and it is suitable for both new builds and retrofits of existing homes. Builders using this solution can achieve a 2- to 4-point HERS/ERI score reduction, which is a measure of energy efficiency. Home occupants can expect a more comfortable living space and lower monthly operating costs compared to traditional vented attics with hanging ducts.

This solution is now written into ICC codes, and we continue advocating for market adoption. Our teams began work with four major builders in the United States to develop training and solutions to commercialization, and trials with those builders continue into 2026. We are also working with the North American Insulation Manufacturers Association, the National Laboratory of the Rockies/United States Department of Energy (DOE), the National Association of Home Builders, Leading Builders of America and other industry stewards as well to drive efforts for standardization and market adoption.

EZSheath™ Structural Insulated Sheathing

The adoption of continuous insulation on above-grade exterior walls has historically come with challenges. It can be more costly compared to other energy efficiency measures, and there are complexities in both design and labor. However, continuous insulation is one of the most effective ways to address thermal bridging, reduce air leakage, save energy, and maintain long-term durability of the exterior envelope on a home. Owens Corning is developing a solution that can make this type of insulation easy, cost-effective, and beneficial for homeowners.

In 2025, our Research and Development team finished a years-long development process, confirmed efficacy, and ran trials with builders for our new structural insulated sheathing product, EZSheath™. These trials included practical application on homes, including both onsite builds and offsite built homes. The product is applicable to both retrofits and new construction. EZSheath™ is designed as a four-in-one structural insulated sheathing solution that combines structural performance with continuous insulation and integrated air and weather barriers when used as part of a complete wall system with sealed and taped joints, including Owens Corning® EasySealR® and FlashSealR® tape. The product can be cut and fastened with traditional tools, and its lightweight design reduces handling demands and can help crews install panels more efficiently compared to traditional sheathing.

This continuous insulation option allows builders to address condensation control in cold climates while still using 2x4 construction. By reducing thermal bridging and providing continuous insulation, EZSheath™ can contribute to improved building envelope performance, which may help reduce heating and cooling demand when incorporated into a well-designed wall assembly.

FOAMULAR® EDGELOCK® Insulation

EDGELOCK® is a patented XPS insulation that interlocks boards together. This product is designed to prevent thermal breaks and insulate roads in areas where permafrost is vulnerable to melting, which is a practical factor in infrastructure projects in these regions. The unique design of EDGELOCK® insulation allows installers to use one layer of insulation without sacrificing the thermal performance typically achieved through two layers of insulation. This results in fast installation, low labor hours, and less carbon emissions from equipment.

This product is available as FOAMULAR® NGX® EDGELOCK® insulation. This version is manufactured with a proprietary blowing agent that demonstrates a greater than 80% reduction in embodied carbon compared to legacy FOAMULAR® insulation.

Opportunities in Roofing

Owens Corning® Lumber

Owens Corning® Lumber consists of three GLAS-POWERED® outdoor living product lines that enable rotproof, rustproof, and longer-lasting builds. These products are 100% wood-free. With superior performance and service life through category-leading durability, we allow for longer-lasting builds that outperform the elements. All OC Lumber products are made in the U.S. and are Build America, Buy America compliant.

- Our Marine Grade Decking® product line is Made For Water® and engineered to outperform traditional wood and other composite decking across all types of weather and seasons.
- Our structural framing and posts are a modern alternative to today's underperforming pressure-treated lumber and enable longer-lasting builds with a more favorable build time and labor experience without exposure to Copper Azole-based chemicals.

Our sustainability position is rooted in longer-lasting performance that requires no maintenance and no treating or cleaning chemicals. This approach enables a build-it-once experience, whereas traditional pressure-treated decking lumber has a much shorter safe service life span.

PFAS Elimination in Our Nonwovens

Throughout 2025, we continued our ongoing efforts to eliminate PFAS from our products and portfolio. As of the end of 2025, we successfully eliminated PFAS from 83% of our nonwoven ceiling product by both SKU and volume. We plan to deliver 100% PFAS elimination for our nonwoven products by mid-2027.

Engagement with Roofing Contractors

Through our Owens Corning Contractor Network program, we are connecting with roofing contractors to educate and inform about best practices and the latest information on products. During the 2025 Owens Corning University Business Building Day event in Savannah, Georgia, U.S., contractors were given the opportunity to learn about sales lead generation, marketing, and more. Additionally, attendees got the chance to tour our Savannah Roofing plant and gain an in-depth understanding of the products they are promoting. This is just one of the 120+ events Owens Corning Roofing hosts for contractors each year.

Another opportunity for contractors is the Owens Corning Contractor Roofing Application Fundamentals Training, or OCCRAFT, in-person training, which is offered in both English and Spanish. The training covers the latest application and installation best practices, which can help reduce workmanship claims and limit the risk of application errors on the jobsite. These efforts all help to reinforce our Quality Assurance program. A VR initiative for Platinum-level contractors was introduced as well. This allows the contractors to learn through hands-on experiences in a safe environment.

Recycled Shingles Into Asphalt Paving

Owens Corning has long recognized the potential for recycling shingles into asphalt paving, and we continue to work closely with trusted industry laboratories, academic partners, and industry groups to advance solutions that meet transportation specifications and performance requirements. During the reporting period, we expanded research evaluating the use of recycled asphalt shingles (RAS) through Balanced Mix Design (BMD) approaches across additional state mix designs, building on prior multi-state work. We also shared research findings broadly through industry forums to help inform best practices for incorporating recycled materials while maintaining pavement quality and performance, and partnered with industry groups to support policy frameworks that enable the responsible use of RAS in paving applications. More information on our work in this area can be found in the Circular Economy chapter.

Opportunities in Doors

Doors Honors Projects for 20 Years

The Doors Environmental Excellence Award program launched in 2005. For 20 years, the program has been recognizing Doors projects and initiatives that lessen the impact on the environment, while creating positive business outcomes. Nominated projects are judged based on:

- Sustainability
- Innovation
- Impact on the environment, employees, and community
- Team effort and presentation

One winning project is selected in each of five categories: DorFab & Distribution; Interior; Entry & Stile/Rail; Components; and Collaboration.

Each of the five winners receive an award plaque, and project team members receive a certificate of recognition. Six honorable mention projects are also named.

Several projects nominated for these awards are highlighted throughout this report. Winning projects include the Laurel, Mississippi, U.S., compressed air optimizations (page 182) and VOC reduction at our Fleetwood, Corona, California, U.S., plant (page 226). Honorable mentions went to several projects, including the pallet recycling collaboration between the Lawrenceville, Georgia, U.S., and Pittsburg, Kansas, U.S. sites (page 205) and energy saving optimizations in Carrick-on-Shannon, Leitrim, Ireland (page 183).

EU Construction Product Regulation

In the EU, the Construction Product Regulation is the cornerstone of the CE (Conformité Européenne) marking that certifies that a product has met EU health, safety, and environmental requirements. The text for this regulation is now approved and entered into force. Mandatory sustainability indicators will be included in the regulation's declaration of performance and conformity for all manufacturers of construction products. The regulation will serve as a driver for products with low embodied carbon.

Owens Corning is prepared to meet the demands of the markets where this regulation is in effect. Across our product portfolio and facilities, we have been working to decarbonize. Read about some of our decarbonization efforts in the Combating Climate Change chapter. We are also working alongside trade associations to learn how we can adapt quickly to meet the needs of our building partners.

Partnerships and Engagements Driving Industry Sustainability

Northwest Ohio Innovation Consortium

As part of our ongoing efforts to drive innovation globally and locally, Owens Corning is a member of the Northwest Ohio Innovation Consortium (NOIC). NOIC is a not-for-profit organization working to further innovation and research in northwest Ohio to develop technology commercialization, create new employment, boost entrepreneurship, and catalyze sustainable manufacturing.

Following on from work in 2024, which included a $31 million grant, NOIC facilitated collaboration between local industries, education partners, and workforce development organizations. In 2025, among other activities, NOIC:

- Organized glass recycling events and collected several tons of clean container glass as part of the Glass Recycling in Toledo (GRIT) Initiative.
- Developed local talent by hosting 130 K-12 students at seven summer camps and organizing internships for 74 STEM students.
- Provided resources and funding to develop AI controls for sustainable glass furnace operations and created a chatbot for glass melting innovations.
- Started a Glass Science and Technology department at the University of Toledo in Toledo, Ohio, U.S.

Engagement With Building Professionals

Collaborative work across our businesses is key to driving our sustainability efforts. In 2025, the Enterprise Research and Development team developed a better approach to working alongside our Sales team to help scale and commercialize innovative products so builders can be best equipped to use them. Additionally, we are engaging with builders to understand their unmet needs and biggest problems to help lead us into development and implementation of transformational innovations and solutions that deliver on affordability, durability, sustainability, and constructability through current or new methods.

We engaged with eight builders in the United States and Canada to understand their unmet needs and challenges, and as of the end of 2025, five of those builders continued work with the team on trials and conversions to more sustainable solutions. There are plans to accelerate this work with more builders in 2026 and beyond.

BEST Center

Owens Corning became a full member of the Building Energy Smart Technologies (BEST) Center in 2025. BEST is a partnership between the University of Colorado Boulder and City College of New York with a mission to transform the building industry through the development and adoption of sustainable and intelligent technologies. The center uses the National Science Foundation's Industry-University Cooperative Research Center model, which facilitates collaboration between the building industry and university research.

Glass Manufacturing Industry Council

Owens Corning is a founding member of the Glass Manufacturing Industry Council (GMIC), which was incorporated as a nonprofit trade association in 1998. The mission of GMIC is to facilitate, organize, and promote the interests, economic growth, and sustainability of the glass industry through education and cooperation in the areas of technology, productivity, innovation, and the environment. In 2024, the GMIC received a $3 million grant from the U.S. DOE to fund a project called "Advanced Electric Melting to Decarbonize Commercial Glass." In 2025, progress was made on the project objectives to develop electric melting, a key pillar of the glass industry's strategy for decarbonized manufacturing. Owens Corning is on the steering committee of the project and helps guide project topics and the overall approach. In September 2025, Owens Corning hosted the U.S. DOE project team at our Ohio facilities in Newark and Granville.



PLANET

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Photo submitted by:

Brian Schaeffer | Granville, Ohio, U.S.
Roots of the Moreton Bay Fig tree in Balboa Park, San Diego, California, U.S.



ENERGY EFFICIENCY & SOURCING RENEWABLE ENERGY

Owens Corning is working to achieve sustainability in energy on two fronts: using less energy and increasing the level of renewable energy that we source. We are investing in electrification projects and new technologies to reduce the energy needed in our processes, and our people continue to identify new opportunities to reduce our energy usage.

At the same time, our Energy Sourcing team is working diligently to increase our ability to use electricity that comes from renewable sources. In doing so, we are reducing our dependence on fossil fuels, which in turn helps us with our aspirations for decarbonization and the elimination of greenhouse gas emissions from our manufacturing. Therefore, our energy sourcing work is essential to our efforts to combat climate change.

Sustainability Reporting Topic

Energy Strategy*

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

The data in this chapter was independently assured to a high level by SCS Global Services. For more information on the assurance process see About the Report, and for our verification statement please see Appendix L. For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on page 242 in About the Report.

This chapter does not include data from our discontinued Glass Reinforcements (GR) operations. For relevant chapter data for GR, please see Appendix K.

*Denotes a material topic. Learn more at the link above.

Photo submitted by:

Marie-Josee Gagne | Remote
Sunrise in Stanley, Virginia, U.S.

2030 GOALS FOR ENERGY EFFICIENCY & SOURCING RENEWABLE ENERGY

By 2030, we intend to achieve the following:

- **Reduce our energy use by 20% over our baseline year of 2018. This includes both renewable and non-renewable electricity, as well as other forms of non-renewable energy.***
- **Source 100% renewable electricity and work to reduce emissions from our processes.**

*Non-renewable energy includes, but is not limited to, natural gas, fuel oil, gasoline, diesel, propane, and liquefied petroleum gas.

THE ROADMAP TO OUR 2030 GOALS

The following strategies are part of Owens Corning's plan to increase energy efficiency and source renewable electricity.

SHORT-TERM STRATEGIES

- Increase renewable electricity coverage from power purchase agreements (PPAs), virtual power purchase agreements (VPPAs), and other contractual instruments.
- Continue reducing the energy intensity of our operations through low-cost/no-cost improvements and energy efficiency projects.
- Pursue additional renewable energy opportunities on a global basis, including longer-term PPAs.

MEDIUM-TERM STRATEGIES

- Consider additional renewable energy opportunities on a global basis, including longer-term PPAs, and consider PPAs in other regions where we operate, such as Latin America and Asia Pacific.
- Drive continued electrification of processes where feasible to reduce fossil fuel usage.
- Through capital projects and sourcing, switch to 100% renewable electricity and improve energy efficiency by 20% by 2030.

LONG-TERM STRATEGIES

- Begin implementing alternative technologies that enable us to increase our use of renewable energy.
- Drive innovation within our research and development portfolio to enable further conversion from fossil fuels to carbon-neutral and renewable energy to power our processes.

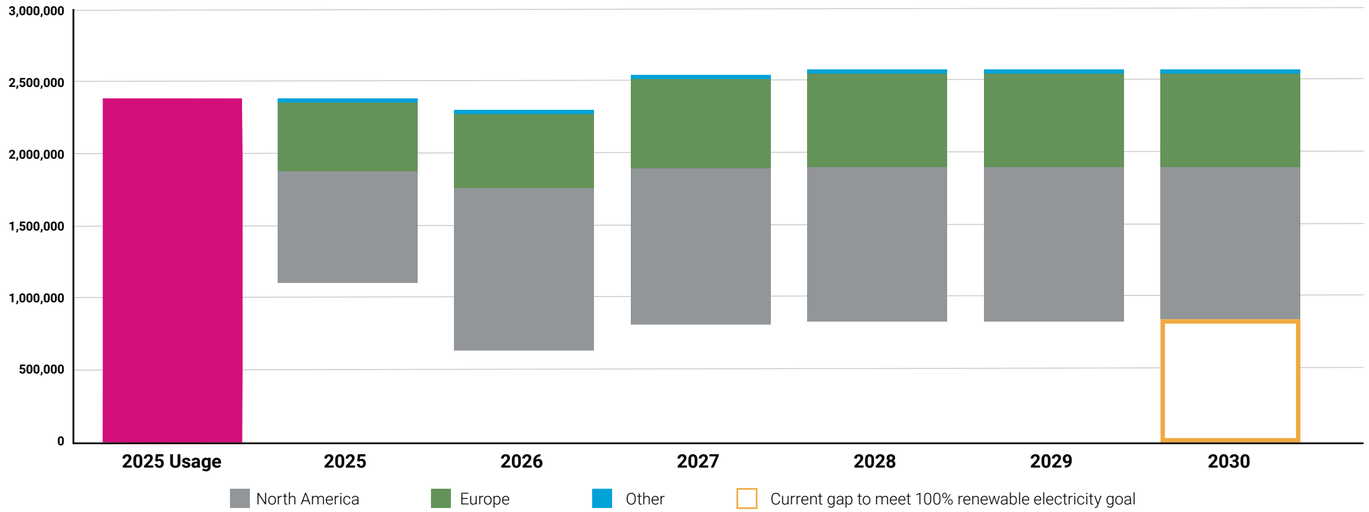
Tracking and Monitoring

Owens Corning tracks and monitors our performance against key energy-related indicators across our operations.

- Our plants report on the indicators that measure performance against our goals, which helps us stay current on data and spot variations that may require corrective action.
- Designated energy leaders oversee the implementation of energy management activities across our network of plants and help identify areas for improvement. In addition, they conduct assessments, facilitate continuous improvement Kaizen and Total Productive Maintenance (TPM) activities, develop projects, and provide technical support.
- Energy team members participate in monthly calls, which offer opportunities for collaboration that help us coordinate our global efforts more effectively.

ENERGY WATERFALLS
LOOKING TO 2030

Illustrative Waterfall of Expected Contracted Renewable Electricity Coverage, 2025-2030

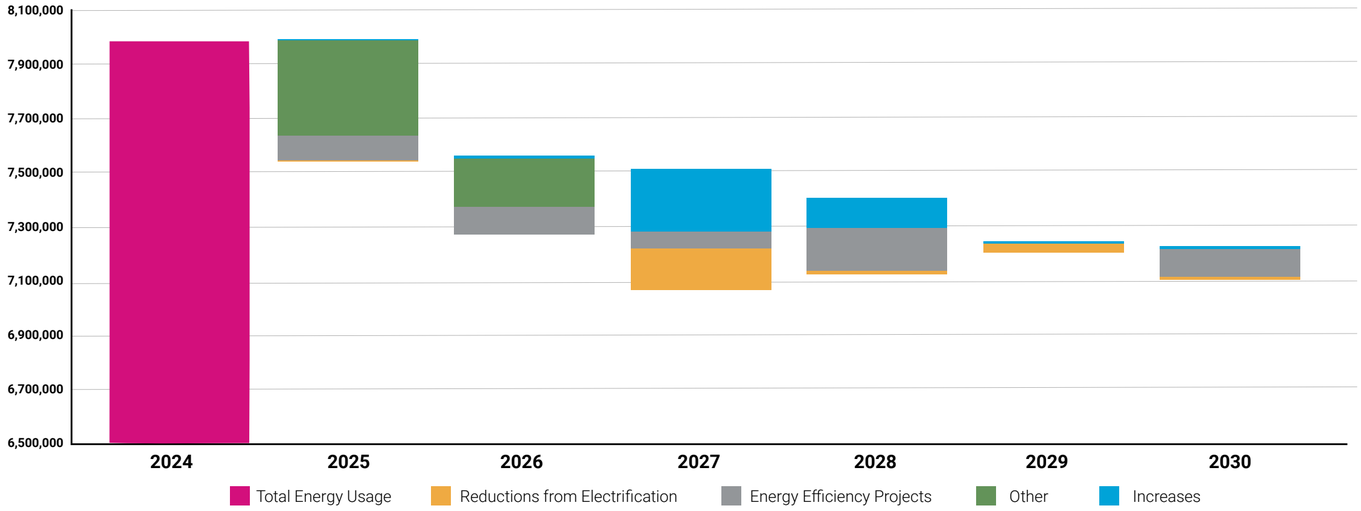


Based on our waterfall analysis for renewable electricity, we expect to have a gap to 100% coverage in 2030.

To quantify estimated changes in contracted renewables coverage from 2026 through 2030, assumptions were made about future operating conditions and the size and timing of our renewable electricity sourcing strategy. Assumptions were also employed around the impacts of efficiency projects and process transformations which can reduce or increase demand for electricity. This projection reflects Owens Corning sites at the time of the publication of this report: Glass Reinforcements sites are excluded. Changes to sites through acquisitions or divestments would impact this waterfall as well.

This graphic represents Owens Corning's current expectations for sourced renewable electricity through 2030. This graphic necessarily includes assumptions about future agreements, market conditions, and renewables generation, all of which are subject to change over time. Contracts that increase renewables coverage may be selected that further shrink the gap to 100% coverage that are not shown here.

Illustrative Waterfall of Expected Changes in Energy Consumption, 2025-2030



Based on our waterfall analysis for energy consumption, we expect to exceed our 20% reduction goal by 2030.

To quantify estimated changes in energy usage from 2026 through 2030, assumptions were made about future operating conditions, timing of electrification efforts and the size and timing of our implementation strategy. Assumptions were also employed around the impacts of efficiency projects and process transformations which can reduce energy demand. This projection reflects Owens Corning sites at the time of the publication of this report: Glass Reinforcements sites are excluded. Changes to sites through acquisitions or divestments would impact this waterfall as well.

This graphic represents Owens Corning's current expectations for reductions in energy consumption through 2030. This graphic necessarily includes assumptions about future production, market conditions, efficiency project impacts and more, all of which are subject to change over time.

SOURCING RENEWABLE ELECTRICITY

For every megawatt hour (MWh) of electricity generated from a contracted renewables agreement, such as a PPA or VPPA, we receive one energy attribute certificate (EAC), which we then apply to the manufacturing of our products. While a company seeking to reduce its carbon footprint can simply purchase EACs, we believe that we have a direct responsibility for bringing more renewable electricity into the grid. In addition to entering into renewables agreements, we retire all EACs generated by them, which reduces our environmental impact as well as the embodied carbon in our products. Different types of EACs include renewable energy credits (RECs), international renewable energy credits (IRECs), and guarantees of origin (GOs).

Better Plants®
U.S. DEPARTMENT OF ENERGY

Better Plants Program

Owens Corning is a participant in the Department of Energy (DOE) Better Plants Program. Through this program, select Owens Corning sites in the U.S. are able to take part in Energy Treasure Hunts, In-Plant Trainings (INPLTs), and similar initiatives. INPLTs are on-site, three-day workshops facilitated by DOE-approved experts to identify, implement, and replicate energy-savings projects. An Energy Treasure Hunt is an on-site event where cross-functional teams walk through specified areas of a facility during production and non-production hours to look for opportunities to increase energy efficiency.

Also, as a Better Plants Challenge Partner, we have set a target of a 28% energy efficiency improvement by 2030, among other targets. Learn about one of our INPLT events for 2025 on page 182.



Biomass at Our Doors Facilities

At our Doors facilities, wood is not only used to create our products, but it also generates energy at six of our manufacturing facilities. When we compare biomass energy to fossil fuel alternatives, specifically propane and natural gas, it is considered a low carbon solution and reduces our overall greenhouse gas emissions. Our biomass feedstock includes the low-value material from forestry operations and residual wood fiber from the manufacturing process.

Benefits of using biomass include:

- Locally sourced: Sourcing biomass feedstock from the local community reduces the emissions from transport and distribution.
- Waste reduction: Using sanding sawdust and wood shavings from the manufacturing process diverts this waste from the landfill.

As we seek more ways to reduce our impact on the environment, Owens Corning will continue to look at opportunities to leverage energy available in biomass. We will utilize energy audits and employ new technologies through capital improvements to optimize energy production. This is just one of the innovative ways in which we serve as good stewards of our resources.



ENERGY EFFICIENCY & SOURCING RENEWABLE ENERGY

2025 IN REVIEW

Photo submitted by:

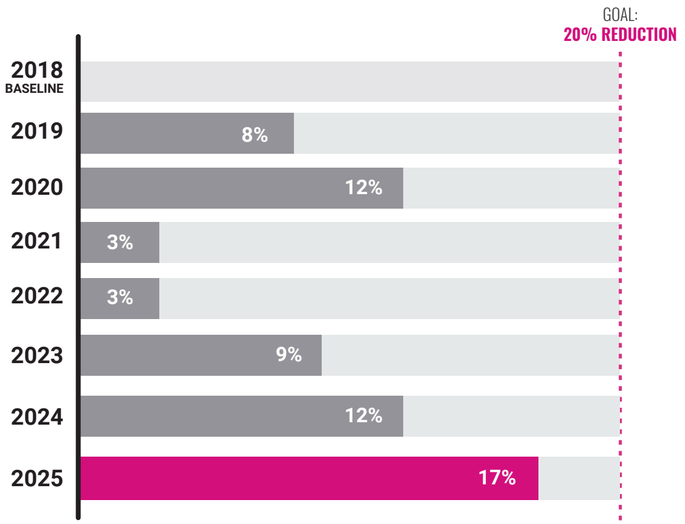
Don Scarsella | Granville, Ohio, U.S.
Team in Laurel, Mississippi, U.S.

PROGRESS TOWARD OUR 2030 GOALS

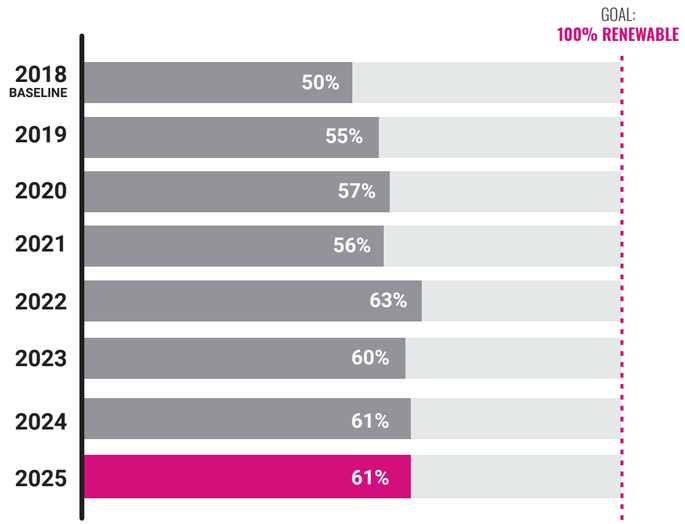
Reduce our energy use by 20% over our baseline year of 2018. This includes both renewable and non-renewable electricity, as well as other forms of non-renewable energy.+

Source 100% renewable electricity and work to reduce emissions from our processes.+

2030 Energy Efficiency (MWh)



2030 Renewable Electricity



+Non-renewable energy includes, but is not limited to, natural gas, fuel oil, gasoline, diesel, propane, and liquefied petroleum gas.



Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.
Pawnee National Grassland, Colorado, U.S.

OPERATIONALIZING ENERGY EFFICIENCY

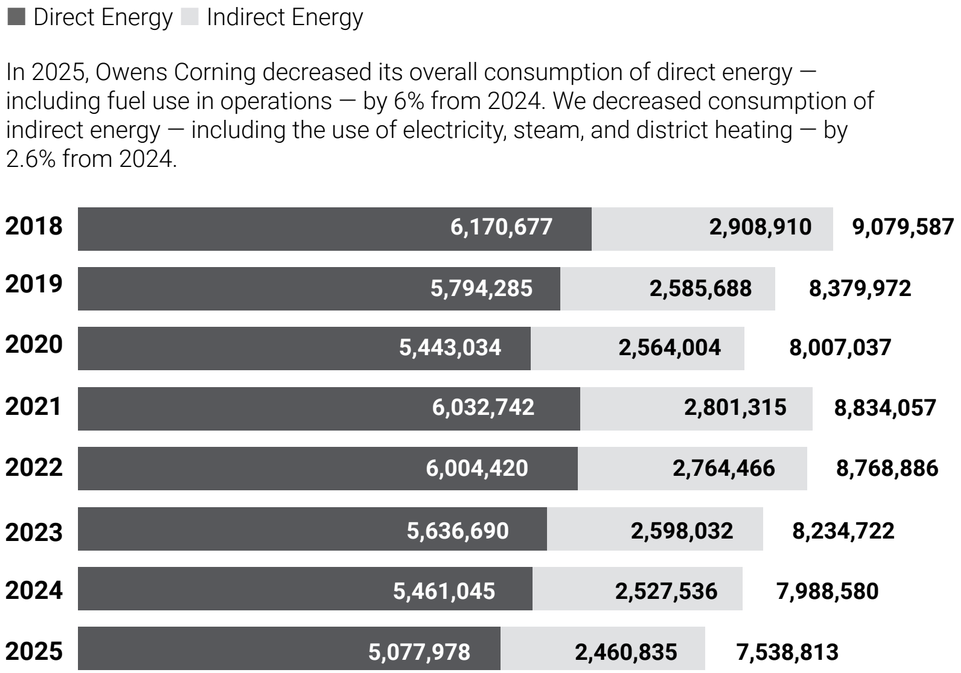
2025 Energy Conservation Projects

Since 2006, Owens Corning has implemented over 950 energy-use efficiency and reduction projects around the world. The result has been a reduction in estimated usage by approximately 1.2 million MWh per year. These projects include lighting retrofits, heat recovery, insulation improvements, solar installations, and process optimizations. In 2025, we implemented 14 projects, generating annual energy savings of 14,447 MWh and reducing greenhouse gas emissions by 3,180 metric tons (MT) per year.

2025 Energy Conservation Projects

DESCRIPTION OF ACTIVITY	NUMBER OF PROJECTS	MT CO_2E SAVINGS/ YEAR	MWH SAVINGS/ YEAR	ANNUAL SAVINGS (USD)	INVESTMENT REQUIRED (USD)	PAYBACK	LIFETIME
Waste heat recovery projects	2	1,416	4,818	$231,250	$500,000	1–3 Years	Varies by Project
Efficient lighting projects	2	113	290	$73,080	$25,200	1–3 Years	Varies by Project
Projects impacting our processes, resulting in improved energy efficiency, including right-sizing of systems, efficient coating systems, and other process optimizations	4	1,053	6,376	$478,369	$620,350	1–3 Years	Varies by Project
Replacing Equipment with more energy-efficient technologies	5	581	2,867	$297,784	$777,800	1–3 Years	Varies by Project
Solar photovoltaics projects	1	17	95	$26,250	$105,000	3–6 Years	Varies by Project
TOTAL	**14**	**3,180**	**14,447**	**$1,106,733**	**$2,028,350**		

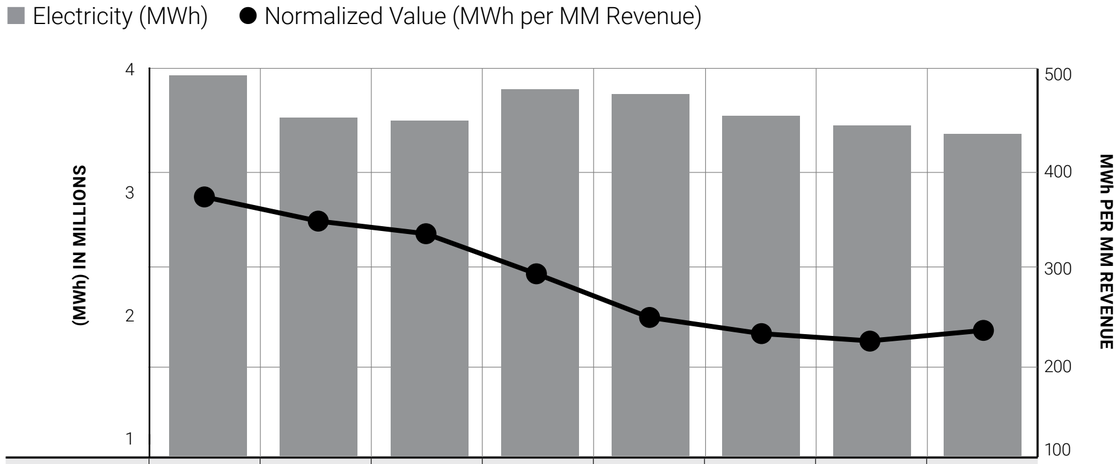
Energy Consumption (in MWh)



In 2025, Owens Corning decreased its overall consumption of direct energy — including fuel use in operations — by 6% from 2024. We decreased consumption of indirect energy — including the use of electricity, steam, and district heating — by 2.6% from 2024.

Normalized Electric Power

Our operations are all in the high climate impact sector of manufacturing, thus this sector is used to determine energy intensity.

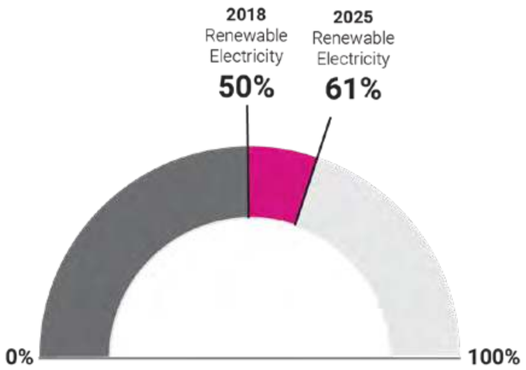


	2018	2019	2020	2021	2022	2023	2024	2025
Electricity (MWh)	2,903,734	2,580,924	2,558,959	2,795,278	2,759,662	2,592,609	2,522,401	2,454,814
Normalized Value (MWh per MM Revenue)	384	340	335	297	253	243	239	246

Please note that all metrics normalized by revenue over time are based on adjusted revenue values to account for acquisitions and divestments which differ from standard financial reporting. For more information on this methodology, please see our About the Report section.

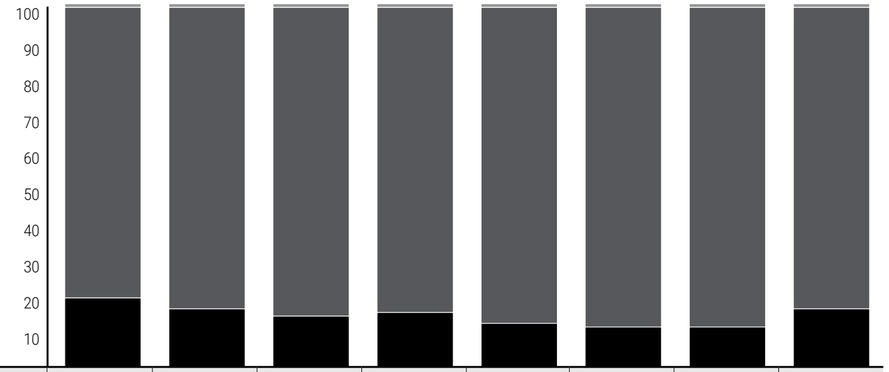
Indirect Energy — Percent of Renewable Electricity

In 2025, approximately 61% of our electricity came from renewable sources, which represents sustained progress toward our goal.



2025 Renewable Electricity by Type

As we make progress toward our 2030 goal for 100% renewable electricity, we track inputs from a number of types of sources, all of which contribute to our total 2025 renewable electricity consumptions of 1,492,908 MWh, equal to 61% of our total electricity consumption.



	2018	2019	2020	2021	2022	2023	2024	2025
Behind-the-Meter Renewable Installations: Renewable installations that are directly consumed by Owens Corning without coming from the grid	14,393	15,633	16,334	13,648	14,260	15,024	13,978	13,337
Site-Specific Energy Attribute Certificates and PPAs: Energy Attribute Certificates associated with PPAs, VPPAs, and unbundled GOs	1,166,684	1,190,933	1,239,771	1,314,896	1,525,940	1,373,789	1,363,399	1,246,152
Residual Grid Mix Renewables: Renewable electricity blends found in the electricity grids where we operate	277,466	224,902	208,246	228,436	205,533	179,160	171,740	238,074
TOTAL	**1,453,451**	**1,426,171**	**1,459,054**	**1,552,031**	**1,740,702**	**1,563,191**	**1,544,616**	**1,492,908**



Doors plant, Chillán, Chile.

SOURCING RENEWABLE ENERGY IN 2025

Owens Corning recognizes the need to increase the amount of renewable electricity available, and we continue to seek out and implement renewable energy projects with this aspiration in mind. Our team is exploring all market opportunities ranging from smaller on-site renewable installations to utility-scale virtual power purchase agreements. A diversified approach is necessary in order to achieve our sustainability goals.

Owens Corning has procured on-site renewable electricity at several of our sites globally. We currently have seven on-site projects, totaling ~10.4-MW (megawatts) of installed capacity. Locations with on-site renewable generation include:

- 0.5-MW solar array at our Roofing facility in Kearny, New Jersey, U.S., providing approximately 2% of the power to the site.
- 2.7-MW solar array at our Insulation facility in Delmar, New York, U.S., providing approximately 7% of the power to the site.
- 2.4-MW solar array at our Toledo, Ohio, U.S., world headquarters, providing approximately 18% of the power to the site.
- 3.3-MW wind energy at our Insulation facility in Tessenderlo, Belgium, providing approximately 12% of the power to the site.
- 0.4-MW solar array at our Roofing facility in Sayli, India, providing approximately 4% of the power to the site.
- 1-MW solar array at our Insulation facility in Fairburn, Georgia, U.S., saving an estimated 4,266 metric tons of CO_2e emissions.
- 0.1-MW solar array at the Doors facility in Carrick-on-Shannon, Leitrim, Ireland, which was constructed at the end of 2024 and delivered 94.8 MWh in 2025.

Additionally, we have entered into direct power purchase agreements for some facilities to increase our renewable electricity coverage. Agreements are in place for our Doors facilities in the U.K. and Chile.

To expand our renewable energy platform, we have entered into six VPPAs that have added 426.3 MW of annual capacity. These include:

- 125 MW of wind energy in Texas, U.S.
- 125 MW of wind energy in Oklahoma, U.S.
- 43 MW of wind energy in Finland.
- 48 MW of wind energy in Sweden.
- 81.9 MW of solar energy in Spain.
- 3.4 MW of solar energy in New Jersey, U.S.

Owens Corning aspires to have contracts in place covering 100% of our global enterprise electricity in the coming years, with those contracts operational by 2030.

Sourcing Renewable Electricity: On-Site and Off-Site Programs

Globally, approximately 61% of our electricity across our portfolio came from renewable sources, including wind, hydro, solar, and geothermal energy in 2025. This metric is defined as the renewable electricity sourced from the grid and the energy enabled by our PPAs and VPPAs, including on-site generation.

In 2025, approximately 47.2% of the electricity used in our U.S. facilities came from renewable sources: wind (41.2%), hydro (2.6%), solar (2.5%), biomass (0.8%), and geothermal (0.1%). This overall percentage includes renewable electricity sourced from the grid as well as energy enabled by our PPAs and VPPAs. In fact, of our total U.S. electricity consumption, 37% is directly attributable to our renewable energy programs. As we increasingly shift to renewable sources, we evaluate global opportunities and invest in on-site renewable programs.

OPERATIONALIZING ENERGY EFFICIENCY

In-Plant Training at Laurel

In May 2025, our Doors facility in Laurel, Mississippi, U.S., was awarded a compressed air In-Plant Training (INPLT) through the Department of Energy (DOE) Better Plants Program®. The three-day event focused on compressed air systems and strategies to reduce waste to increase savings and equipment reliability.

To lead initiatives such as the INPLT and drive improvements toward our energy savings goals, a Plant Energy Engineer role at Laurel was created and filled in 2025. This role is critical in identifying opportunities to improve our energy efficiency at the site and deliver on our Waste Nothing framework. Learn more about Waste Nothing in the Waste Management chapter.

To prepare for the event, the team gathered information about problem areas and equipment types and collected two weeks of data. An expert from the DOE educated the team on the systems at the facility and ways to improve operations. Additionally, a representative from the Oak Ridge National Laboratory gave a presentation on software to help model potential savings from compressed air reduction efforts. In total, 23 people participated in the training, including 13 from the Laurel site.

By the end of 2025, projects influenced by the INPLT are delivering over $185,000 in annual savings, with an additional $375,000 per year achievable through future capital projects.

Alongside the training, the team also conducted an Energy Treasure Hunt (ETH) to identify leaks, pipe sizing issues, air dryer concerns, and opportunities for zero-loss drains and blower replacements. The ETH revealed several low-cost/no-cost opportunities, many of which were swiftly implemented.

Some key efforts that have come out of the training include:

- Zero-loss drains installed for receiver tanks
- Replaced compressed air blow-off applications with electric fans
- Electrified air mixers
- Fixed cooling tower issues to prevent compressor shutdowns during the summer, reducing risk of production loss and costly pneumatic failures
- Installed a low-cost data logging solution

In 2025, the team in Laurel delivered annualized energy savings of roughly 55,000 MWh in primarily low-cost/no-cost improvements.





"Through this event, we identified actions that will cut 1,058 tons of CO_2 and save 2,314 MWh annually. Beyond the numbers, it reinforced that sustainability is a core part of how we operate and helps drive reliability and cost savings while moving us closer to our goals."

Ben Armour
Plant Energy Engineer

PLANT INITIATIVES

Tessenderlo, Belgium

The team in Tessenderlo added an extra section to production line 9, building on the success of a similar project on line 11. This extra section, added at the end of 2024, enables the preheating of the molds entering the cellulating furnace using exhaust gas. The design of the new section, which reduces air coming in and gases going out, contributes to a 10% reduction in natural gas usage. In 2025, the first full year of operation with these modifications, the team realized 2,100 MWh of annual energy savings. We expect these annual savings to continue year over year.

Trzemeszno, Poland

In 2025, the team in Trzemeszno worked on two heat recovery projects at the facility. Heat recovery projects repurpose heat that may otherwise go to waste. This can reduce energy consumption and air emissions. Modernization of the heat recovery system from one cupola at the facility is ongoing, with installation scheduled for completion in early 2026. Meanwhile, the installation of an additional heat exchanger was completed, and the unit is expected to be up and running in early 2026. These efforts will allow heat to be used in the central heating system, which results in less heat purchased from an external supplier. In the summer, there are plans to use the recovered heat from water heating. Both heat recovery projects will save roughly 2,350 MWh annually.



Low-Cost/No-Cost Improvements

One element of the roadmap to our energy goals involves making efficiency improvements at the plant level that can be performed for low or no cost to the company. We define low-cost/no-cost improvements as follows:

- Energy improvement measures for which the implementation cost of the measure is low enough to be counted as an expense rather than as a capital expenditure.
- Energy improvement measures that are plant-related capital projects, and the annualized savings are three times the required investment with a less than four-month simple payback.

This does not include energy capital expenditure projects or any measures funded by a rebuild project. Throughout our operations, we have seen employees take steps to reduce energy usage. The following is a key example, but you can find others in this chapter:

- **Carrick-on-Shannon, Leitrim, Ireland.** A low-cost/no-cost project at Carrick-on-Shannon resulted in significant energy savings for the facility. Two first-stage dryers were optimized in January 2025, leading to over 300 MWh saved annually. The dryer area was a target for improvement as it uses roughly 33% of the plant's total electricity. The project took time to plan, analyze, and iterate incremental changes. It was a team effort involving the Production, Maintenance, Planning, Purchasing and Technical departments who looked at the data and made educated proposals to improve the efficiency of the process. Improvements and optimizations were made to plant equipment to improve heat-up times, maximize heat, and shorten production time but not output, and production teams were energized to start up and shut down production as efficiently as possible.

Assessments Yield Results

Our U.S. plants have access to a wealth of resources thanks to our involvement in the Better Plants Program®. For instance, in 2024, two plants submitted for energy assessments sponsored by the DOE. The assessments were carried out by the Industrial Training and Assessment Center at our Doors facility in Greenville, Texas, and an Insulation plant in Springfield, Tennessee. In 2025, they each implemented suggested improvements that came out of the assessments.

- **Greenville, Texas, U.S.** Implemented operational energy savings, including increasing the office thermostat setpoint, resulting in total annual savings of about 65 MWh and more than $4,500.
- **Springfield, Tennessee, U.S.** Replaced high-pressure sodium lamps on building exterior with more energy-efficient LED lamps to take advantage of an incentive offered through the Tennessee Valley Authority's Energy Right program for a total annual savings of around 28 MWh and nearly $3,000.

More projects discovered in these assessments are planned to generate more energy and cost savings.



COMBATING CLIMATE CHANGE

As temperatures are rising globally and weather patterns are changing, some companies are recognizing the need to reduce the greenhouse gas emissions (GHG) that contribute to climate change. Regulatory imperatives and consumer expectations regarding sustainable products are changing the way business is done. We remain fully committed to decarbonization across our own operations and our value chain. This commitment reflects our ambition to reduce emissions across our full footprint, from direct activities to the broader impacts associated with our products and value chain activities. Our people are collaborating across regions, businesses, and functions as we seek to combat climate change and ensure a resilient future.

Sustainability Reporting Topics

Climate Risk and Resilience*; GHG Emissions*

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

The Scope 1 and 2 data in this chapter marked with a ^ sign was independently assured to a high level by SCS Global Services. Scope 3 data was all reviewed to a moderate level. For more information on the assurance process see About the Report, and for our verification statement please see Appendix L.

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on page 243 in About the Report.

This chapter does not include data from our discontinued Glass Reinforcements (GR) operations. For relevant chapter data for GR, please see Appendix K.

*Denotes a material topic. Learn more at the link above.

Photo submitted by:

Sara Akbarian-Tefaghi | Granville, Ohio, U.S.

2030 GOALS FOR COMBATING CLIMATE CHANGE

We intend to achieve the following by 2030:

A 50% reduction in absolute Scope 1 and Scope 2 market-based GHG emissions from the base year of 2018.

- Scope 1 includes the direct emissions from our own manufacturing operations.
- Scope 2 includes indirect emissions from the generation of purchased energy.

A 30% reduction in absolute Scope 3 emissions, compared to the base year of 2018.

- Scope 3 refers to other indirect emissions, primarily those from our supply chain.

To achieve these goals, we must reduce embodied carbon, which refers to the total amount of greenhouse gases (GHGs) associated with the manufacturing of our products at each stage of their entire cycle, including:

- Extraction of raw materials
- Transportation of raw material to manufacturing sites
- Manufacturing process
- Transportation to construction sites
- Use phase of the product
- End-of-life

The process of eliminating embodied carbon requires consideration of the total impact of our products at every step of their life cycle, beginning at the design phase and continuing on to the end of their use. It demands cross-functional teamwork as we work to build a circular economy for our products, improve our supply chain logistics, and foster partnerships to drive decarbonization throughout our industry.



Our Approach to Combating Climate Change

To maximize our efforts to reduce greenhouse gas emissions and embodied carbon in our products, a new 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. In addition, a new Vice President role, with a special focus on circularity and decarbonization, was created in December 2023, aiming to connect sustainability, strategy, and science. Based in Europe, this Vice President reports to our Chief Sustainability Officer and has a dedicated team and budget to manage decarbonization. In 2025, a new Decarbonization Program Manager role was created and filled, reporting to the Vice President. This manager develops strategy and roadmaps to reduce Scope 1, 2, and 3 emissions by working cross-functionally across the organization, and oversees the energy efficiency programs.

Owens Corning is acting in accordance with the Intergovernmental Panel on Climate Change (IPCC), which has established that temperature increases must be held to less than 1.5° C above preindustrial levels in order to avoid the worst impacts of climate change. Our 2030 Scope 1 and Scope 2 goals have been approved by the Science Based Targets initiative (SBTi) as meeting these standards. Concurrently, the SBTi has approved our Scope 3 GHG reduction goal as being aligned with the IPCC's pathway to achieve well below 2.0° C temperature increases. Aligning our goals with SBTi ensures that our goals will be impactful, achievable, rooted in science, objective, and comparable to other targets.

We follow the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) protocol to account for Scope 1, Scope 2, and Scope 3 emissions. Hydrochlorofluorocarbon (HCFC) and hydrofluoroolefin (HFO) emissions are optionally included in our Scope 1 calculations in addition to the gases covered by the Kyoto Protocol (carbon dioxide, methane, and others). These are outlined in Appendix C.

Photo submitted by:

Andrew Davis | Granville, Ohio, U.S.
First light snow of the year shown sticking on roses that are still in bloom in Westerville, Ohio, U.S.

2030 ROADMAP TO GHG REDUCTION (SCOPE 1 & SCOPE 2)

Our plan to reduce Scope 1 and Scope 2 GHG emissions includes the following strategies:

SHORT-TERM STRATEGIES

- **Continue converting our network to renewable sources of energy** via power purchase agreements (PPAs), virtual power purchase agreements (VPPAs), and other contractual instruments, which will impact Scope 2 emissions. Learn more about our approach to PPAs and VPPAs on page 181.
- **Explore circular economy business models** that would reduce overall GHG emissions. Learn more in the Circular Economy chapter of this report.
- **Optimize energy** by following energy intensity strategies we have established for energy reduction and energy recovery, discussed in detail beginning on page 174.
- **Adjust operating process conditions** by increasing electrical energy ratio in hot processes, such as electrical boosting (e-boosting) of melting to reduce use of natural gas.
- **Electrify fossil fuel processes** through equipment conversions.

MEDIUM-TERM STRATEGIES

- **Ensure systematic knowledge** sharing across our network of facilities.
- **Consider additional renewable energy opportunities** on a global basis, including longer-term agreements.
- **Reduce the global warming potential (GWP) of blowing agent blends** even further through research and development innovations.
- **Continue maximizing opportunities for usage of renewable energy in our glass melting**, through processes such as e-boosting, while switching to 100% renewable electricity.
- **Energy reduction through equipment investment:** Reduce fossil fuels by electrifying our natural gas processes (for example, converting to electric melters and dryers in nonwovens production) and supplying them with renewable electricity or by using other innovative technologies such as hydrogen or biomethane, which could provide benefits across all of our businesses.
- **Use Total Productive Maintenance and improvements** to our production processes to reduce our energy use by 20% by 2030, compared to our base year of 2018.
- **Continue to develop circular innovations** within our research and development portfolio.

LONG-TERM STRATEGIES

- **Drive innovation in manufacturing technologies** to provide alternatives to gas combustion melting technology and curing, such as maximizing electrification, or evaluating hydrogen combustion and biogas options.
- **Work to develop and implement last-mile solutions** for remaining operational emissions through exploration of new equipment, processes, and still-emerging renewable fuel technologies.

2030 ROADMAP TO SCOPE 3 GOALS

Our plan to reduce Scope 3 GHG emissions includes the following strategies:

SHORT-TERM STRATEGIES

- **Governance:** Develop a governance framework to promote collaboration and visibility of data and progress. This includes implementing new systems for data collection and analysis specifically on Categories 1, 3, and 4.
- **Supplier Engagement:** Engage with our highest impact suppliers to understand their decarbonization roadmaps and how their actions can influence progress toward our goals. Collection of supplier-provided emissions factors to further refine our Scope 3 calculations.
- **Materials and Process Innovation:** Collaborate with suppliers and our product teams to use different lower embodied carbon input materials, including recycled content, in our products.
- **Further optimize logistics operations to reduce emissions from the inbound and outbound transportation fleet and leverage a third-party partner** to identify opportunities to partner with carriers to transition to less carbon-intensive fuels.

MEDIUM-TERM STRATEGIES

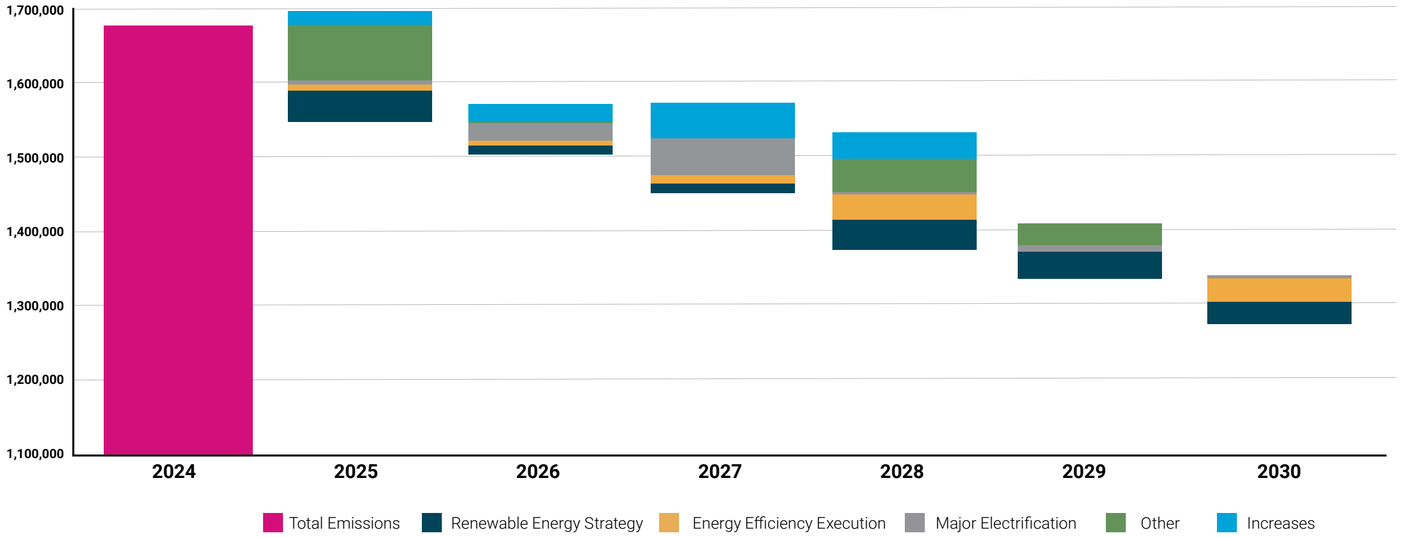
- **Develop and industrialize** XPS products using lower GWP blowing agents.
- **Continue to pursue circular initiatives to reduce upstream emissions** from raw material inputs in manufacturing.
- **Increase use of renewable electricity and reduce upstream Scope 3 emissions** from sourcing and processing of coke and natural gas by electrifying assets such as glass furnaces, coke cupolas, and material handling equipment.

LONG-TERM STRATEGIES

- **Continue to transparently engage with suppliers** to reduce value chain emissions wherever feasible.
- **Identify partnership opportunities** to invest in decarbonization technologies.
- **Identify and implement substitute materials** through research and development.

GHG IMPACT WATERFALLS
LOOKING TO 2030

Illustrative Waterfall of Expected Scope 1 and 2 Market-Based GHG Impacts, 2025-2030

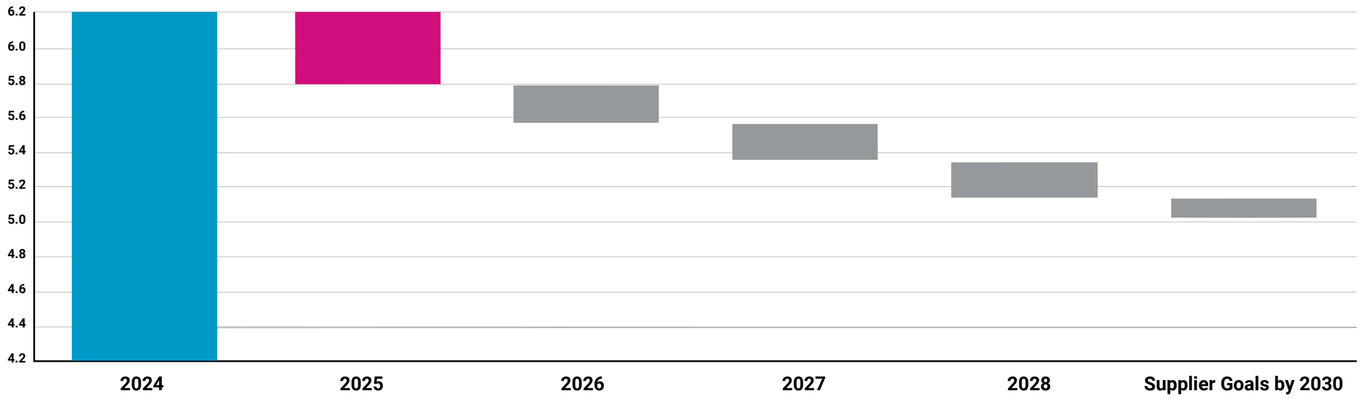


Based on our waterfall analysis for Scope 1 and 2 emissions, we expect to exceed our 50% reduction goal by 2030.

To quantify estimated changes in Scope 1 and 2 emissions from 2026 through 2030, assumptions were made about future operating conditions, timing of electrification efforts and the size and timing of our renewable electricity sourcing strategy. Assumptions were also employed around the impacts of efficiency projects and process transformations which can reduce emissions. This projection reflects Owens Corning sites at the time of the publication of this report: Glass Reinforcements sites are excluded. Changes to sites through acquisitions or divestments would impact this waterfall as well.

This graphic represents Owens Corning's current expectations for Scope 1 and 2 market-based emissions through 2030. This graphic necessarily includes assumptions about future production, market conditions, renewables generation, project impacts and more, all of which are subject to change over time.

Illustrative Waterfall of Expected Scope 3 GHG Impacts, 2025-2030



Based on this waterfall, we have line of sight to achieving our 30% reduction goal, dependent on suppliers' ability to meet their own GHG reduction goals by 2030.

To quantify estimated changes in Scope 3 emissions from 2026 through 2030, assumptions were made about future operating conditions and the impacts of sourcing transformations which can reduce Category 1 (Purchased Goods and Services) and Category 4 (Upstream Transportation and Distribution) emissions. The Supplier Goals by 2030 bar represents the suppliers we've engaged with thus far and does not include all supplier goals: the scope primarily represents suppliers in the Chemical and Minerals category and the expected reduction in our Scope 3 emissions by 2030 which we might expect if they meet their own commitments for emissions reductions. This projection reflects Owens Corning sites at the time of the publication of this report: Glass Reinforcements sites are excluded. Changes to sites through acquisitions or divestments would impact this waterfall as well.

This graphic represents Owens Corning's current expectations for Scope 3 emissions through 2030. This graphic necessarily includes assumptions about future sourcing decisions, market conditions, project impacts and more, all of which are subject to change over time.



Photo submitted by:

Jennifer Sauber | Toledo, Ohio, U.S.
Simpson Garden Park, Bowling Green, Ohio, U.S.

Strategies for Reducing GHG Emissions by Scope

We are committed to taking direct actions to accomplish our emissions reduction goals. The following represent a scope-specific breakdown of our strategies.

Reduction of Scope 1 GHG Emissions

Historically, the biggest contributors to our Scope 1 emissions have been the blowing agent used in our extruded polystyrene (XPS) foam production process, as well as fossil fuel consumption across the company. Converting the blowing agent, electrifying our assets, and employing additional efficiency measures are among the strategies for Scope 1 emission reduction.

Reduction of Scope 2 GHG Emissions

In support of our efforts to reduce our Scope 2 GHG emissions, we have expanded our renewable energy portfolio. A few examples are shared in this chapter — more information about our work in this area can be found on page 181 in the Energy Efficiency & Sourcing Renewable Energy chapter.

In that chapter, we discuss the importance of PPAs/VPPAs, large-scale projects that inject renewable power directly into the grid. For every MWh generated by the PPA/VPPA, we receive one energy attribute certificate (EAC), an overarching term for renewable energy credits (RECs), international RECs (IRECs), and guarantees of origin (GOs). This also includes site-specific EACs, which are GOs that cover all electricity demand for a site.

We also measure emissions reductions that come from behind-the-meter renewable installations, which generate power that Owens Corning consumes directly without coming from the grid. Our reductions are outlined on the following page.

We do not invest in carbon offset programs or carbon capture technologies as a way to reduce our GHG emissions. Instead, we prefer to take direct action — such as making significant changes to our operations and driving change in the electricity grid — to reduce our Scope 1 and Scope 2 emissions.

Reduction of Scope 3 GHG Emissions

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, as well as 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. To read more about our engagements with suppliers on decarbonization activities, see page 124.

Another area of focus is the transportation of materials and products across our value chain (Category 4). While electrified transportation fleets are becoming more common, Owens Corning continues to focus on improving efficiencies in the planning and movement of our goods. This includes identifying logistical and sourcing strategies that leverage sustainable solutions. For instance, our warehouse shuttle program introduced additional electric vehicles to our operations in 2025.

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 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.

We use a range of analytics to leverage available data and identify further opportunities for improvement. For example, we can use analytics to determine which carriers, modes, and routes can deliver the efficiencies and results needed to reduce our Scope 3 emissions.

Another area of focus is on energy efficiencies in our own operations. Working to reduce input fuels, such as natural gas, will generate positive improvements in Categories 1, 3, and 4.

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).

Finally, we are also focusing on activities that help create awareness and a culture around decarbonization. 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). Looking at ways to work with travel providers to prioritize e-vehicles and implementing new policies to promote non-stop flights are positively impacting our overall Scope 3 total.

Scope 3 Emissions

We calculate our Scope 3 emissions as follows. Please note that some emission category types are not listed here because they have been determined to be not relevant to our business.

CATEGORY 1

Purchased goods and services

DEFINITION

The representative raw material inputs used to manufacture products across our portfolio, from cradle to supplier gate.

CALCULATION

Chemicals, minerals, facing materials, and packaging: We have revamped our calculations to incorporate verified supplier-provided emissions data when available to better represent our true impact. Invoiced quantities or total spend from our financial spend data of supplied commodities are multiplied by a material or industry-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.

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.

CATEGORY 2

Capital goods

DEFINITION

Our assets, including manufacturing equipment, construction equipment, and land.

CALCULATION

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

DEFINITION

This includes both upstream and downstream emissions.

Upstream emissions stem from the activities required to produce purchased fuels and generate electricity, such as the extraction, processing, and transportation of fuels.

Downstream emissions apply to purchased electricity and are the result of generation-to-consumption activities, including those produced when additional electricity needs to be generated to compensate for line losses that occur during transmission and distribution.

CALCULATION

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.

CATEGORY 4

Upstream transportation and distribution — inbound

DEFINITION

The transportation involved in sourcing raw materials.

CALCULATION

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.

CATEGORY 4

Upstream transportation and distribution — outbound

DEFINITION

The outbound distribution of finished goods.

CALCULATION

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

DEFINITION

Emissions from third-party disposal and treatment of our waste generated in Doors operations.

CALCULATION

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

DEFINITION

Rental car mileage and commercial air travel, as well as employee vehicle reimbursement related to business mileage.

CALCULATION

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

DEFINITION

Emissions related to our employees traveling to and from work.

CALCULATION

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 10

Processing of sold products

DEFINITION

The downstream processing that is common with our intermediate products, such as our nonwovens products.

CALCULATION

GHG emissions from this category come from our nonwovens products and from our doors components products. For our nonwovens products, GHG emissions are determined by correlating the revenue from our nonwovens operations to the GHG emissions of industry sectors that represent our nonwovens 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.

CATEGORY 11

Use of sold products

DEFINITION

Emissions from the polyurethane foam core of steel doors during useful life.

CALCULATION

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. Any remaining blowing agent in the door at the end of life is added to Category 12.

CATEGORY 12

End-of-life treatment of sold products

DEFINITION

Emissions from the disposal and end-of-life treatment of the products we sell.

CALCULATION

Scope 3 end-of-life emissions are calculated for fiberglass insulation, XPS insulation, and residential wood doors to account for GHG emissions associated with their disposal at end of life. For fiberglass and XPS insulation, emissions are estimated by assuming that all glass wool and XPS foam produced by Owens Corning's North American facilities during 2025 is disposed of in landfills. End-of-life emission factors for these insulation products are derived from cradle-to-grave environmental product declarations (EPDs) and their underlying LCAs, which were internally conducted and third-party verified. These factors are applied to 2025 production volumes to estimate emissions from landfill disposal. End-of-life emissions for residential wood doors are estimated separately by multiplying annual sales volumes by the average weight of a wood door and an emissions factor for landfilled dimensional lumber sourced from the U.S. EPA's GHG Emissions Factors Hub, assuming landfill disposal as the end-of-life treatment pathway.

Power BI Dashboard

We have developed dashboards that display a range of useful views of all aspects of our environmental footprint data using sophisticated visualizations. In 2025, we launched the dashboards to the sustainability teams and plant sustainability and environmental, health, and safety organizations and leadership. We provided three training sessions to over 100 employees focused on using the dashboards to gain real-time visibility to our progress on environmental targets. Our intentions with building and distributing the dashboards is to increase engagement with our sustainability mission, to provide transparency to employees, and to empower our employees who are closest to our operations to identify opportunities for improvements that will help achieve our sustainability goals. As of Dec. 31, 2025, close to 100 employees have accessed the dashboards, and we plan to expand the role that the dashboards play in providing real-time reporting to internal stakeholders.

REDUCING EMBODIED CARBON THROUGHOUT OUR ORGANIZATION

Decarbonization in the Design Phase

With the Ecodesign Strategy Wheel, our project teams are able to reduce embodied carbon even before products are manufactured. Through this brainstorming tool, teams are able to ensure responsible production throughout the project development process — reimagining design, choosing materials wisely, and reducing our manufacturing impacts. By empowering designers to consider sustainability at every stage, we can identify ways to reduce our overall impact, including GHG emissions. Learn more about the Ecodesign Strategy Wheel on page 136.

In addition, our Insulation business now includes insights into carbon emissions in its capital delivery process. The revised process requires us to take GHG emissions into account for any new product or process.

Operationalizing Decarbonization

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 other strategies designed to move us toward our aspirations for decarbonization too, such as waste heat recovery.

Increasing Electrification in Our Operations

One key strategy involves the transition away from fossil fuels toward electrifying our processes when feasible. For example, we are shifting to all-electric furnaces to melt glass in our Insulation businesses.

Where process or technology constraints make a complete shift to electrification unfeasible, we still look for ways to power our processes using electricity to the greatest possible extent. For example, by modifying electrode count and locations, we are increasing electrical power supplied to the furnaces. Significant research and development will be required to mitigate the impact of this approach on the life of the furnace.

Another example of this is our work to transition from coke cupolas to electric melters. We are also integrating low- and no-carbon technologies into our operations, which will further reduce the embodied carbon in our products. In addition to melting processes, we are investigating similar approaches for glass delivery, drying, and curing.

Exploring Renewable Fuel Sources

Where combustion is required, we are making efficiency improvements by swapping air for oxygen, and we are exploring alternate fuels such as hydrogen and biogas. These options offer opportunities for decarbonization, as their combustion emits water rather than carbon dioxide. We seek to integrate hydrogen combustion technologies into our manufacturing processes while ensuring product quality. Our work with the H2GLASS consortium, discussed further on page 193, will help us achieve our hydrogen aspirations.

Transitioning to 100% Renewable Electricity

As we electrify our processes, it is also important that our electricity demand is covered by renewable sources. 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 have contractual agreements in place for 100% of our electricity demand to be covered by renewable sources. We are vetting various technologies to achieve this, and our progress has been encouraging. More information about these strategies can be found beginning on page 181.

Electrifying our processes using renewable sources and reducing our demand for combustion will enable us to improve efficiencies and reduce carbon dioxide-equivalent (CO_2e) emissions, which refers to the number of metric tons of CO_2 emissions with the same global warming potential as one metric ton of another greenhouse gas.

PARTNERING TO COMBAT CLIMATE CHANGE

Owens Corning works with a range of consortiums, universities, and companies to help combat climate change. These alliances provide technical capabilities, help develop new technologies, and share information and investments in infrastructure. Through our collaboration, we are able to save time, cost, and risk as we work together for a more sustainable future.

To further drive decarbonization across our businesses, Owens Corning is a part of H2GLASS, a consortium of 23 partners across eight European countries. These members represent research institutions and major manufacturers from the glass and aluminum industries. The goal of H2GLASS is to develop technology that allows for natural gas to be replaced by hydrogen combustion. The consortium is committed to accelerating the decarbonization of the glass industry through new hydrogen technologies and demonstrating the application of those technologies to other industries. The project was launched in January 2023 by Horizon Europe and is funded through the European Union.

To help our customers reduce their embodied carbon, Owens Corning was a Methodology Partner in the development of the Embodied Carbon in Construction Calculator (EC3), a tool designed to help designers and specifiers look at a project's overall embodied carbon emissions, enabling the specification and procurement of low-carbon options.

We engage with a number of external parties with whom we can leverage our expertise and our products. Together, we can do even more to combat climate change and advance sustainability throughout our industry. Learn more about our lobbying efforts in the Leadership & Advocacy chapter. These partnerships include the following:

- **Trade groups.** These partnerships enable us to expand our reach to consumers and industry professionals, so we can do more to promote energy efficiency and renewable energy practices. A complete list of trade groups with whom we engage begins on page 273 in Appendix D. We also participate at the board level in many strategically relevant organizations, such as the North American Insulation Manufacturers Association (NAIMA), and the Building Performance Institute (BPI). In addition, Owens Corning employees participate on committees and working groups within these organizations.
- **Policymakers.** Owens Corning supports legislation and regulatory efforts aimed at reducing global GHG emissions in line with the IPCC's recommendations to limit warming to 1.5° C, and we engage with policymakers to further those aspirations. Our Government Affairs team collaborates globally with our Legal, Regulatory Affairs, Corporate Affairs, Finance, Sourcing, Science & Technology, and Sustainability functions to support activities aligned with our climate objectives.
- **Non-governmental organizations (NGOs).** We actively partner with organizations that drive forward-thinking programs across a range of topics, including advanced standards for energy efficiency and the durability of buildings. This includes our membership in the American Center for Life Cycle Assessment, the National Association of State Energy Officers, and the Carbon Leadership Forum.

Green Power Partnership

Owens Corning is a member of the Green Power Partnership, which was established by the U.S. Environmental Protection Agency to provide expert advice and technical assistance to companies and organizations seeking to increase their renewable electricity use.

To qualify for participation, partners must meet annual electricity use standards and meet a minimum percentage of their annual electricity use in the U.S. from renewable sources. As a member of the Green Power Partnership, Owens Corning has access to a range of tools and resources, as well as valuable assistance as we work toward our 2030 target for renewable electricity.

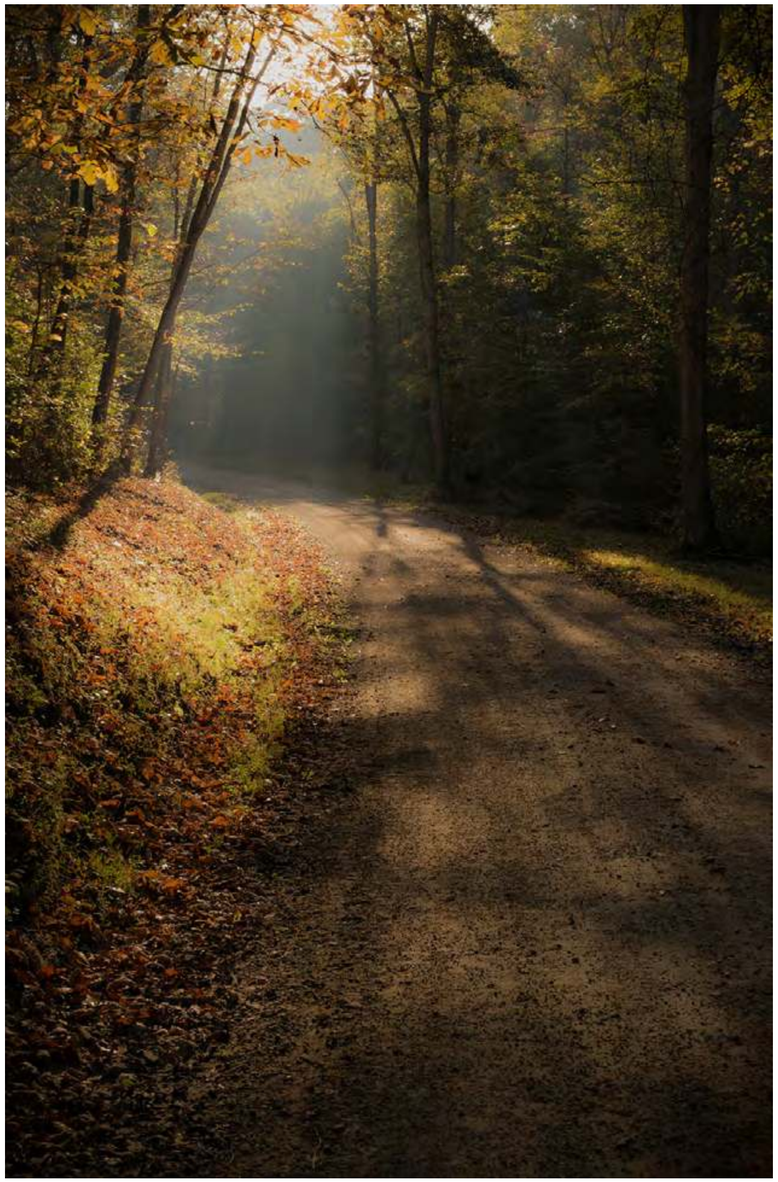


Photo submitted by:

Brian Shaeffer | Granville, Ohio, U.S.
Zaleski State Forest, Zaleski, Ohio, U.S.



COMBATING CLIMATE CHANGE

2025 IN REVIEW

Photo submitted by:

Tricia Your | Toledo, Ohio, U.S.
Northern lights, Austvågøya Island, Norway.



Photo submitted by:
Valerie Pitzen | Toledo, Ohio, U.S.

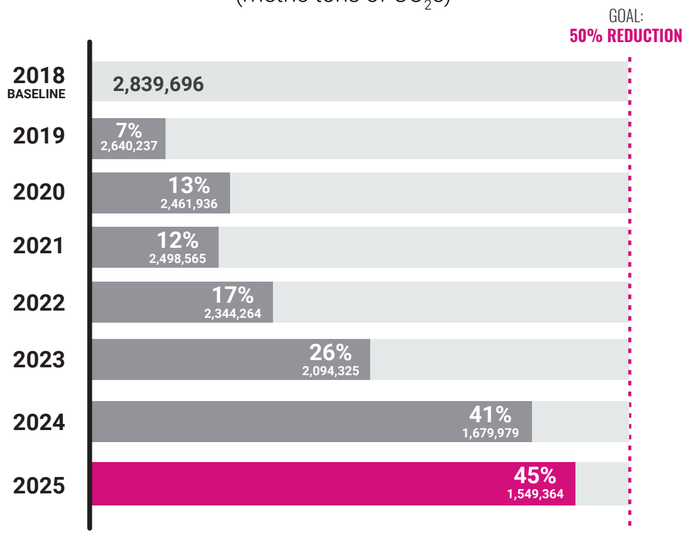
PROGRESS TOWARD OUR 2030 GOALS

43%
ABSOLUTE REDUCTION IN
SCOPE 1 EMISSIONS^

Historically, most of our Scope 1 emissions have been attributable to the blowing agent used in our XPS foam production process, as well as fossil fuel combustion across the company. Innovations such as our FOAMULAR® NGX® insulation are critical to our strategy. It should also be noted that changes in production output could cause increases or decreases in our emissions, given the shifts in the use of raw materials and energy.

45%
ABSOLUTE REDUCTION IN
SCOPE 1 AND MARKET-BASED SCOPE 2 EMISSIONS^

Absolute Scope 1 and Scope 2 (Market-Based) Greenhouse Gas Emissions^
(metric tons of CO_2e)



^ Assured to a high level by SCS Global Services

52%
ABSOLUTE REDUCTION IN MARKET-BASED
SCOPE 2 EMISSIONS^

Electricity from utility providers is the major source of our market-based Scope 2 emissions. We use monthly invoices to capture end-to-end consumption at an enterprise level. As required through the WRI and WBCSD GHG Corporate Accounting and Reporting Standard and GHG Protocol Scope 2 Guidance, we calculate our market-based GHG emissions by tracking:

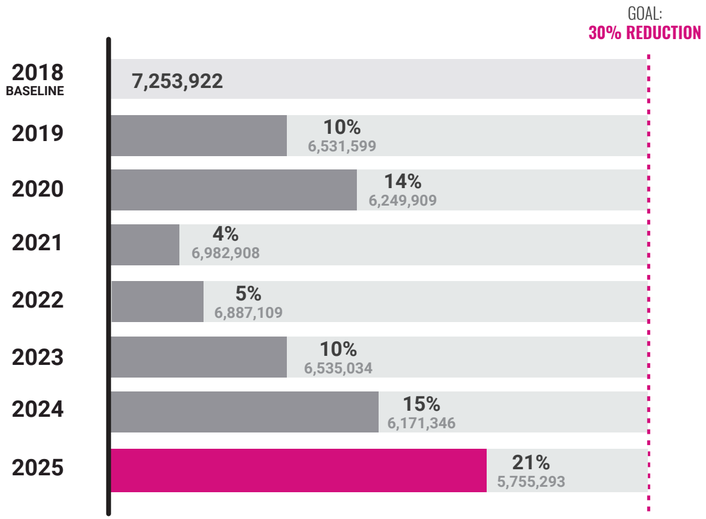
- Energy attribute certificates (including renewable energy credits)
- Contracts
- Supplier/utility emission factors
- Residual mix (where appropriate)

In 2025, we used the 2025 eGrid factors to measure location-based emissions from electricity for U.S. locations, as well as the 2025 Green-e® Residual Mix factors to measure market-based emissions from U.S. locations. For Europe, we also used the 2024 AIB European Residual Mix factors for market-based electricity emissions. For select international market-based calculations and all international location-based electricity calculations, we used IEA factors released in 2024. It should be noted that for 67.9% of our facilities, we calculate emissions using supplier/utility emissions factors, which means we can make these calculations more accurately than through standard regional estimates. In these cases, suppliers provide information about the specific power sources used. These calculations may reflect the sources that make up the grid supply after renewable energy has been sold to specific users, meaning that other users are charged for the residual mix of sources.

PROGRESS TOWARD OUR 2030 GOALS

21%
ABSOLUTE REDUCTION IN
SCOPE 3 EMISSIONS

Absolute Scope 3 Greenhouse Gas Emissions (metric tons of CO_2e)



We further refined our modeling and calculations for purchased asphalt, which also resulted in progress improvements.

Due to operational improvements such as the blowing agent conversion to a lower global warming potential alternative, our end-of-life emissions (Category 12) have been reduced.

Through engagements with our high-impact suppliers, we received updated product specific emissions factors that reflect benefits from their decarbonization activities. These improvements positively impacted our emissions from supplied materials (Category 1). For more information on our Scope 3 engagements with suppliers see page 124.

2025 Scope 3 GHG Emissions



- Purchased goods and services **62%**
- Capital goods **3%**
- Fuel- and energy-related activities (not included in Scope 1 or Scope 2) **7%**
- Upstream transportation and distribution — Inbound **11%**
- Upstream transportation and distribution — Outbound **10%**
- Waste generated in operations **<1%**
- Business travel **<1%**
- Employee commuting **<1%**
- Processing of sold products **3%**
- Use of sold products **<1%**
- End-of-life treatment of sold products **3%**



Photo submitted by:

Megan Moore | Ontario, Canada
Taylor Meadows, Garibaldi Provincial Park, British Columbia, Canada

INITIATIVES TO REDUCE EMBODIED CARBON

2025 RENEWABLE PROGRAMS FOR GHG REDUCTIONS BY TYPE*

	MWh	EMISSIONS REDUCTION, IN MT CO_2e
Behind-the-Meter Renewables Installations	13,337	2,085
Site-Specific Energy Attribute Certificates and PPAs	1,246,152	523,663
TOTAL	**1,259,489**	**525,748**

*GHG reduction type descriptions can be found on page 180.

- In 2025, we sourced 436,720 MWh of electricity through guarantees of origin for renewable electricity across 16 of our European sites, which translates to 176,654 metric tons of avoided carbon dioxide equivalent (CO_2e) emissions.
- Our facility in Gastonia, North Carolina, U.S., is powered with 100% nuclear electricity, which emits no direct greenhouse gases during generation.
- Through our PPAs and VPPAs, Owens Corning retired 1,246,152 RECs, for a total of 523,663 metric tons of avoided CO_2e in 2025.

In December 2023, the final text of the Industrial Emission Directive was adopted in the EU, which sets the tone on the decarbonization of industrial facilities. As the emissions limit values range for the installations will be directly linked to the best available technique, the next few years will be crucial for the decarbonization of our activities.



In 2025, the reduction of greenhouse gas emissions from our peak year of 2006 is about 76%, and we are expected to be at 78% by 2030 based on modeling.

- **Hällekis, Sweden.** The plant in Hällekis, Sweden, broke ground in August 2024 on a project aimed at helping reduce greenhouse gas emissions from the facility. The plant is installing an electric melter to take the place of the coke-fired furnaces being used for manufacturing insulation. The project is expected to reduce the plant's Scope 1 and 2 emissions by 80%.

  Two cupolas will be replaced with one electric melter at the facility. A new 7,500-meter facility is being constructed with two buildings. One building will house the melter and the other will be for raw materials handling and filtration processes.

  In 2025, construction of a new filter house was completed. This filter house will be used for the environmental cleaning of process gases. The entire project is expected to be up and running in 2027.

Finansieras av Europeiska unionen
NextGenerationEU

The Hällekis insulation plant conversion project receives support from the Industrial Leap (Industriklivet), the Swedish Energy Agency's program to support the Swedish industry's transition to fossil-free.

- **Hässleholm, Sweden.** In late 2023, the plant in Hässleholm began using an electrical blast air heater in its cupola. The project has led to a total decrease in coke consumption in the production of stone wool of about 18–20% since being installed. Building on initial success, a new curing oven heater was started up in Q4 2024, which means the curing oven is now heated electrically. This new concept reduces liquified petroleum gas usage at the plant, which further reduces GHG emissions.

  Trials including alternative batch materials and make ups were completed in 2025. The trials are planned to continue in 2026, with an aim to eliminate or reduce high emitting materials usage in the batch, which will also further reduce the GHG emissions at the plant. Planning and investigation into new and alternative fuels is ongoing and will likely lead to further trials exploring ways to reduce coke and dolomite use in stone wool production. There are also plans to roll out successful strategies to other stone wool production sites, helping to decarbonize our production across the business.

- **Klášterec, Czech Republic.** Owens Corning's Klášterec plant is undergoing an upgrade with its next generation project, an important step in the company's European decarbonization strategy. This initiative focuses on increasing production efficiency while also reducing reliance on traditional natural gas, utilizing innovative heating technologies and cooling processes.

  The project advanced through engineering and construction in 2025, and is on track with installation and phased startup scheduled for 2026. Once complete, this project is expected to deliver enduring benefits for both energy reduction and manufacturing performance, supporting Owens Corning's commitment to improve the emissions intensity of our operations.

- **Doors Sites in the U.S.** As part of an efficiency and cost savings project, four Doors sites across the U.S. completed electrification projects in 2025, converting forklifts to battery-powered vehicles. Electric forklifts, powered by lithium-ion batteries, are more cost effective, efficient, and generate fewer emissions than lead-acid battery or propane-powered forklifts.
  - **Walkerton, Indiana.** Upgraded their fleet of 17 units from lead-acid to lithium power.
  - **Moreno Valley, California.** Added nine electric units to replace propane units.
  - **Stanley, Virginia.** Added six electric units to replace propane units.
  - **Laurel, Mississippi.** Added six electric forklifts in early 2025, to replace propane units.

  In total, these initiatives offer an annual savings of over $104,000.

ENGAGING OUR SUPPLIERS AROUND SCOPE 3 EMISSIONS

In 2025, we continued our targeted engagement with our high-impact suppliers on their contribution to our Scope 3 emissions data. The purchased goods and services category represents the majority of our Scope 3 emissions, and we continued our engagement with chemical and mineral suppliers as they make up the majority of our emissions. Since the start of our supplier engagement in 2023, we've met with over 70 suppliers.

Each interaction has expanded our understanding of our suppliers' decarbonization maturity as well as provided education for our suppliers on Owens Corning values related to decarbonization and our efforts to reduce the carbon footprint of our products. Suppliers have shared the progress being made to reduce GHG emissions within their organizations, and they've also shared emissions documentation that led to future roadmap discussions. We validated 12 factors from six suppliers from this process in 2024, and have a further 10 factors from nine suppliers being currently validated. Once validation is complete, we use these supplier factors to replace industry average emissions factors, which further refines our Scope 3 calculations to be more robust. We will continue engaging with our suppliers to incorporate their product-specific emissions factors moving forward as part of our roadmap to meet our 2030 goal.

The results of our 2025 engagements were shared with Commodity Leaders and the Responsible Supply Chain Steering Committee to continue developing processes and embedding sustainability into our supplier engagements in order to advance toward our 2030 Scope 3 goal. Learn more about our supplier engagement, including the launch of a Scope 3 management tool, in the Responsible Supply Chain chapter.

UNDERSTANDING THE COST OF EMISSIONS

Owens Corning has established an internal price for carbon emissions — a best practice used by many companies to envision the financial impacts of CO_2 emissions. Doing so helps us make smart decisions about our GHG emissions reduction initiatives, as it enables us to frame challenges and opportunities in monetary terms, which are often more broadly understood than the concept of tons of emissions.

In implementing an internal carbon price, we consider Scope 1 and 2 emissions — the total impact of our operations. This internal carbon price is a planning and scenario-analysis tool and does not represent a forecast, prediction, or estimate of future regulatory costs or liabilities. We have internally and externally published reduction goals, which are aligned to drive strategy and action. We do not internally utilize a carbon tax or carbon price in our businesses, but we do leverage the cost of carbon emissions to build business cases for decarbonization investments.

Quantifying the cost of carbon emissions with an internal carbon price helps us plan future scenarios and make informed business decisions. Our internal carbon price varies by region and considers a range of potential forecasted costs, ranging from $95 to $185 per metric ton, depending on the location. A regional approach to internal carbon pricing allows us to be more accurate as we estimate and evaluate the cost of carbon for capital project planning in regions with varying carbon prices. It also places value on reducing carbon emissions in regions that do not yet have taxes or trading schemes. This carbon price window enables us to estimate low- and high-end cost impacts of CO_2 emissions and the financial impact of decarbonization projects.

We also quantified our current total risk in the event of an efficient, economy-wide carbon tax, and we can see how dramatically we have reduced that risk since 2006, our peak GHG emissions year. This approach allows us to value our future forecasted emissions reductions as we work toward our 2030 goals. Our current 2030 goal is to reduce by an additional 50% of CO_2 equivalent emissions versus the 2018 baseline. Achieving this target will position Owens Corning on the trajectory to reduce by approximately 78% CO_2 equivalent emissions versus 2006.

EUROPEAN DECARBONIZATION AND ENERGY WORKING GROUP

In 2025, Owens Corning established a European Decarbonization and Energy Working Group, bringing together multiple teams to collaborate on opportunities for energy reduction, energy source replacement, and overall decarbonization. This group approaches these challenges from the perspectives of sourcing, operations, supply chain, and sustainability management.

One of the key topics discussed this year was the introduction of new technologies to support decarbonization initiatives. Notably, the group explored the emerging availability of biogas as a potential replacement for liquified petroleum gas at select manufacturing facilities, to support decarbonization initiatives by evaluating lower-carbon fuel alternatives.

As we move into 2026 and beyond, we look forward to the continued discussions, discoveries, and collaborative efforts of this working group as they drive innovative solutions for energy and sustainability across our European operations.



WASTE MANAGEMENT

Our waste reduction strategy relies on three pillars: reduction, recycling, and diversion. Throughout our operations, we are working to reduce waste through operational efficiency improvements, increase internal recycling by developing new technologies and capabilities, and establish external partnerships to divert waste to alternate applications.

Sustainability Reporting Topic

Waste

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

The waste data in this chapter was independently assured to a moderate level by SCS Global Services.

For more information on the assurance process see About the Report, and for our verification statement please see Appendix L.

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on page 243 in About the Report.

Photo submitted by:

Zachary Power | Granville, Ohio, U.S.
Members of the global Sustainability Footprint team, the Kansas City, Kansas, U.S., plant team, and the Insulation Center of Excellence executed multiple trials demonstrating the recycling of wet scrap.

This chapter focuses on the many ways we are reducing waste-to-landfill. Managing waste remains one of our top strategic priorities for sustainability, and we remain committed to achieving our waste-to-landfill ambitions. Waste is generated at our sites from various manufacturing processes, such as doors and shingle manufacturing waste and glass fiber. Other waste streams include commodities used to transport and package raw materials and general site trash. We are guided by our Waste Nothing framework, introduced in 2025. Learn more about this renewed focus on waste reduction on page 207. The goals we have set here go hand-in-hand with our circular economy aspirations, which are described in detail beginning on page 149.

2030 GOALS FOR WASTE MANAGEMENT

We aspire to send zero waste-to-landfill by 2030.

We have made waste management one of our top strategic priorities for sustainability, and we have established a three-pillar approach to achieve it. This goal is not required by legislation and is a voluntary target.



THE ROADMAP TO OUR 2030 GOALS

We have established a range of strategies to achieve our zero waste-to-landfill goal.

SHORT-TERM STRATEGIES

- **Reduce waste intensity by improving operational efficiency and process design.** By improving process performance, we can reduce the amount of waste generated.
- **Identify and implement reuse and recycle solutions** to reintroduce waste back into our processes.
- **Divert our waste** into other applications and markets through external partnerships.
- **Continually drive waste reduction** through focused management efforts.
- **Utilize our Waste Nothing framework** to identify actions that can be implemented quickly and with minimal resources.

MEDIUM-TERM STRATEGIES

- **Internally recycle scrap materials** within existing processes.
- **Continue to find new external outlets** for specific waste streams.
- **Conduct research and development on glass fiber recycling technologies**, which can reduce the demand for raw materials and energy.
- **Assess substantial changes that may require more planning and investment**, such as establishing comprehensive segregation and recycling programs.

LONG-TERM STRATEGIES

- **Invest in next-generation manufacturing technologies** and design a waste-free process.
- **Invest in technologies and processes** to recycle various waste glass fibers into raw materials, so they are of sufficient quality to be put back into production.
- **Collaborate with strategic partners** to support the recycling of glass and other waste streams.
- **Identify large-scale projects** that align with our overall strategic goals for industrializing recycling technologies.

Internal Processes and Accountability

Zero waste-to-landfill requires a cross-functional approach across our enterprise — people at all levels and positions taking action to drive reductions. Our Environmental Management System (EMS) is a collection of policies and procedures regarding the management of our environmental performance in our facilities. Among other things, the EMS ensures compliance with all regulatory requirements related to waste and adherence to our Environmental, Health, Safety, and Product Stewardship Policy. More information about the EMS can be found on page 36.

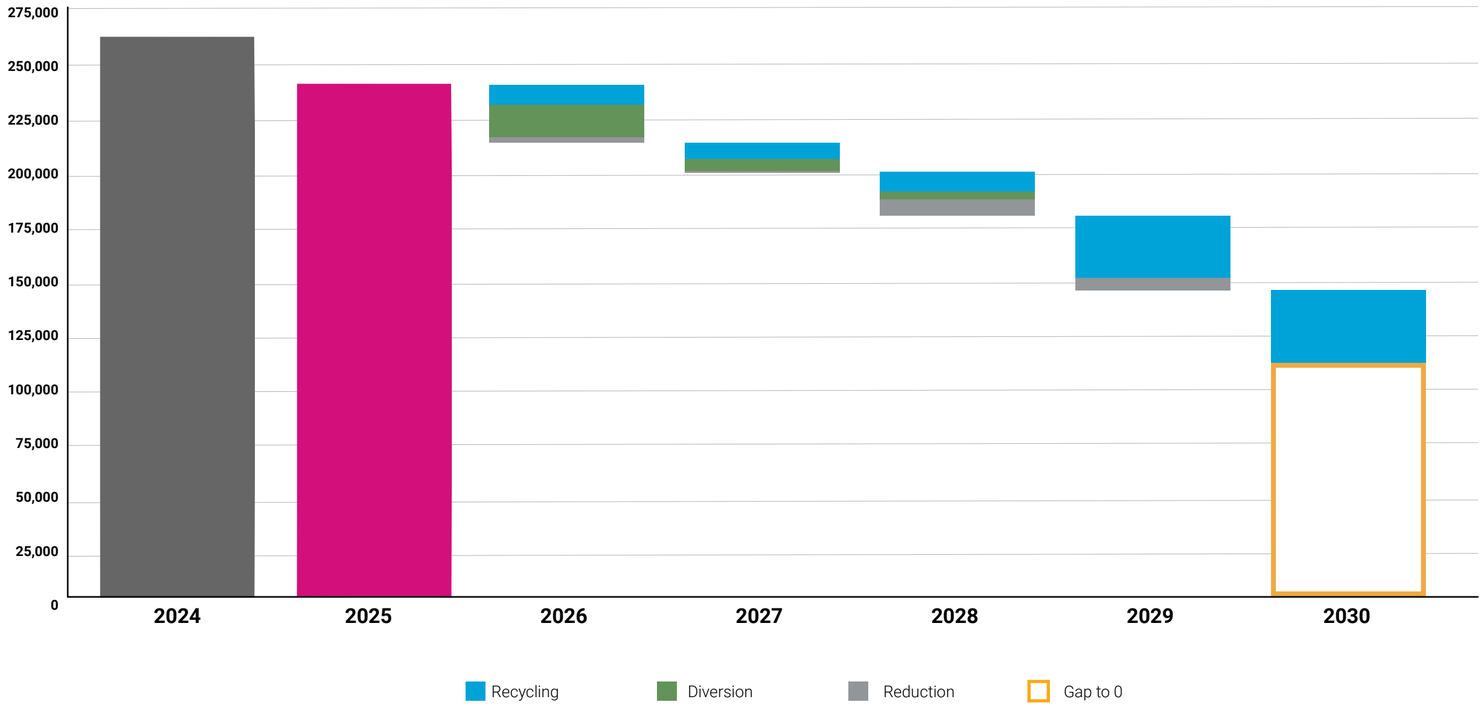
Our Circular Economy team is also responsible for driving waste reductions and fostering relationships with internal and external stakeholders across all our businesses to achieve our goals. The team conducts periodic reviews to assess progress, and they take necessary corrective actions to help mitigate waste.

Waste that cannot be recycled in our own plants often has uses in other applications, and our Waste Diversion team works on identifying and qualifying those types of outlets. We have three key levers for eliminating our waste-to-landfill: reducing the amount of waste we produce, recycling internally, and diverting externally. Our Waste Diversion team is responsible for using these levers to design a roadmap that ultimately leads us to our goal.

Although all our waste programs are subject to enterprise-level leadership review and reporting, many of our waste reduction initiatives begin at our manufacturing facilities, where our people's dedication and ingenuity have helped identify opportunities for improvements. In the next section of this chapter, we will demonstrate the ways we are operationalizing waste management.

WASTE-TO-LANDFILL REDUCTION WATERFALLS
LOOKING TO 2030

Illustrative Waterfall of Expected Reductions in Waste-to-Landfill, 2025-2030



Based on our waterfall analysis for waste-to-landfill, we expect to not meet our goal of sending zero waste to the landfill by 2030, with further reductions needed to meet the goal.

To quantify estimated changes in waste-to-landfill from 2026 through 2030, assumptions were made about future operating conditions, the changes to external diversion outlets, internal recycling projects, and process transformations which can reduce waste generation. This projection reflects Owens Corning sites at the time of the publication of this report: Glass Reinforcements sites are excluded. Changes to sites through acquisitions or divestments would impact this waterfall as well.

This graphic represents Owens Corning's current expected reductions in waste-to-landfill through 2030. This graphic necessarily includes assumptions about future waste diversion outlets, reduction initiatives, and market and operating conditions, all of which are subject to change over time.



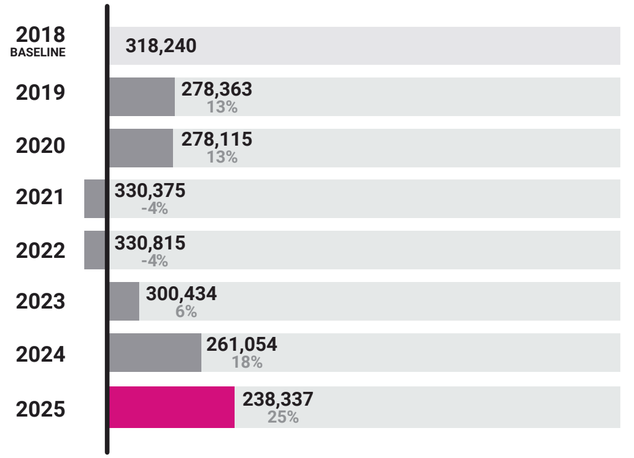
WASTE MANAGEMENT

2025 IN REVIEW

The team in Hällekis, Sweden, hosted a TPM workshop to investigate ways we can reduce production losses, including a walk around the facility to get hands-on training.

PROGRESS TOWARD OUR 2030 GOALS

Waste-to-Landfill in Metric Tons by Year



Drivers of Progress Toward Our 2030 Goal

Growth in our footprint through the acquisition of assets, optimization of existing assets, and changing market conditions leading to shifts in product mix, along with a strong focus on reduction, recycling, and diversion have resulted in progress toward our 2030 goal. Our plants continue to lower their waste intensity through improvements in overall productivity and operational efficiency. In 2025, the Roofing and Insulation businesses accelerated diversion to external applications. Our Insulation business made progress on scrap reduction through intentional actions to recycle more material internally. The Doors business, now aligned with Owens Corning's waste governance requirements, is driving scrap reduction and diversion programs.

OPERATIONALIZING WASTE MANAGEMENT

To deliver our waste goals, we rely on waste reduction efforts at the plant level, the deployment of recycling solutions through collaborative efforts between our R&D and engineering teams, and the diversion of waste to alternate applications through external partnerships achieved through the efforts of our Waste Diversion team.

In 2025, Owens Corning successfully diverted 59% of our waste generated away from landfill. Offtake customers have found value in waste materials, and multiple external partnerships and offtake agreements have been established for waste from our Roofing and Insulation businesses. Even so, Owens Corning continues to have waste streams that are being landfilled. This waste has value to Owens Corning as a majority is glass fiber. We are actively working to reduce these streams through improvements to plant operational efficiency and integration of waste management into our Total Productive Maintenance processes. We are also making progress on industrializing our recycling solutions through multiple pilot projects.

Waste Mapping

To identify waste flows within our processes at our top waste-generating plants, our Circular Economy team has undertaken a waste mapping initiative that applies the principles of value stream mapping used in Lean Management. The goal of this initiative is to increase the understanding of material efficiency in the process and to identify processes that are wasteful. The waste maps are developed through collaboration between various teams — Operations, Environmental, Health and Safety, and Logistics within the plant. Through the process, the teams have identified opportunities to reduce costs, improve production flows, reduce inventory, and improve performance. In addition, several plants have incorporated waste as a key performance indicator (KPI) within their daily management systems. In 2025, the mapping process was completed at our Waxahachie, Texas, U.S., site and initiated at our Doors facilities, with the Yulee, Florida, U.S., plant being the first completed. The team in Waxahachie also completed an In-Plant Training event with the U.S. Department of Energy. Read more on page 204.

- **Yulee, Florida, U.S.** The Yulee door fabrication facility completed a comprehensive waste assessment and mapping exercise to better understand material losses and landfill drivers across operations. The assessment identified 1,200–1,500 metric tons of waste sent to landfill annually, with key streams including pallets, cardboard, plastics, scrap doors, wood dust, fiberglass, paint, and general plant trash. Material loss and disposal costs were estimated, with scrap doors and pallets representing the largest cost and volume opportunities.

  As a result, multiple new diversion and recycling opportunities were identified, including cardboard, plastics, banding, wood dust, fiberglass, and steel cutouts, representing an estimated landfill reduction potential of 20–30% and associated annual savings. Owens Corning continues to deploy structured waste assessments, combined with cross-functional collaboration and external recycling partnerships, to unlock meaningful waste reduction, cost savings, and progress toward circular economy goals.



In-Plant Training for Waste Reduction

Through our involvement in the Better Plants Program®, we are able to participate in In-Plant Training (INPLT) events to drive our sustainability goals. Read more about the Better Plants Program® and our other 2025 INPLT in the Energy Efficiency chapter.

In 2025, our Waxahachie team, and others, spent two days focused on identifying opportunities for waste reduction and building executable roadmaps to complete projects. A cross-functional group of technical engineers, quality engineers, operational staff, Environmental, Health, and Safety staff, and subject matter experts from Sustainability and Research and Development participated. United States Department of Energy experts led discussions and offered their expertise to train in-house resources. Topics of discussion included:

- Our goals, strategy, and waste hierarchy
- Best practices in waste management
- Development of the plant's waste loss map and value analysis
- Identification of waste reduction opportunities and their potential impact
- Development of a roadmap

The event focused on walking through the plant to verify that data was collected and evaluated, identify potential solutions to issues, and engage directly with in-line operators. Additionally, the team completed a waste map for the Waxahachie site during the event.



WASTE MANAGEMENT INITIATIVES

The following are among our key waste management initiatives throughout our operations:

- **Roofing and Nonwovens Plants, North America.** In 2025, Owens Corning continued to expand nonwoven glass mat and paper core recycling across its Roofing and Nonwoven plants. Practices for diverting this material have been standardized. Paper cores contain residual mat and glue, which makes them hard to recycle. However, working with our recycler, we are able to divert this material baled and/or bundled. In 2025, the program diverted approximately 4,500 metric tons of material from 16 plants across the country.



- **Portland, Oregon, U.S.** Following initial planning, the plant adapted its waste management approach to maintain recycling operations by transitioning to an experienced hauler familiar with the facility's processes, ensuring continued delivery of waste shingles to the asphalt manufacturer. In 2025, the plant also started recycling sand waste. The combined impact of these diversion efforts was approximately 3,500 metric tons.
- **Danville, Illinois, U.S.** Throughout 2025, the team in Danville continued to look for opportunities for waste diversion, including hard-to-dispose-of-materials. By seeking out recycling opportunities, utilizing strong organization skills, and practicing excellent communication, the facility was able to divert approximately 35% of their waste from the landfill to recycling outlets.
- **Joplin, Missouri, U.S.** In 2025, the Joplin Diversion program continued to deliver strong waste-to-landfill reductions, building on its successful scale-up and remaining a key contributor to company-wide waste performance. The program sustained diversion of Joplin's highest-volume streams, including fly ash and shot waste, which have been fully diverted through established construction and roadway applications.

  During 2025, Joplin also significantly expanded diversion of tap melt material, supported by improved processing capability and dedicated on-site resources, enabling the diversion of millions of pounds of material from landfill on an ongoing basis.
- **Kansas City, Kansas, U.S.** A wet insulation waste recycling process implemented at our loosefill insulation manufacturing line in Kansas City more effectively recovers and separates waste fibers from process water streams. This effort has reduced the waste-to-landfill from the Kansas City plant by 15%, while providing ancillary benefits of reduced water intensity and increased manufacturing productivity. Operating at scale and demonstrating continuous operation reliability, this process is planned to be deployed at two additional fiberglass manufacturing facilities in 2026.
- **Lawrenceville, Georgia, U.S., and Pittsburg, Kansas, U.S.** The Lawrenceville Dorfab plant and the Pittsburg entry door plant coordinated efforts to implement a patio glass pallet return program. Within the program, Pittsburg ships patio glass to Lawrenceville on pallets, and Lawrenceville returns the pallets to Pittsburg for reuse. The project has resulted in nearly 3,000 pallets being reused in 2025, saving both waste-to-landfill and the cost of purchasing new pallets.
- **Edmonton, Canada.** The Edmonton Plant has implemented a dry fiber recycling system, a major step forward in our waste recycling strategy. This innovative system will recycle over 1,800 metric tons of fiber waste annually, transforming it into saleable, full-quality product. The results will include:
  - Significant reduction in environmental footprint
  - Increased production output and resource efficiency

  This achievement not only strengthens our recycling expertise but also establishes a scalable platform for expansion across our global network, accelerating progress toward our sustainability goals.





- **Irving, Texas, U.S.** In 2025, the Irving Roofing plant reinstated and expanded its recycling capabilities by launching a comprehensive program with Paragon Resource Management Inc. and Certified Recycling LLC. The program will allow the team in Irving to recycle 100% of their scrap shingles and asphalt-coated mat, their largest waste streams, after losing this capability during the COVID-19 pandemic. The plant implemented additional improvements, including enhanced staff training, new signage, reorganized staging areas, and upgraded equipment to strengthen recycling of pallets, mat, cores and cardboard, and poly. Together, these initiatives reduced the plant's landfill waste by over 25% in 2025 and positioned it for further reduction in 2026.

"There is no question that asphalt coated shingles are a highly recyclable material. Across North America, the Roofing business has and continues to make strides in relation to ensuring this material is not placed in landfills. It was a great privilege this year to observe the Irving team work rigorously to successfully deploy a program to recycle 100% of their waste shingles. After experiencing firsthand the positive environmental impacts of the program, the team expanded their goals and drove to initiate and improve several other programs to recycle pallets, cardboard/cores, poly, and scrap mat. We are looking forward to sharing the safety, environmental, and personal gains realized from these projects."

Crystal May
Sustainability Lead

Sustainability Champions Celebrate Earth Month

Our Sustainability Champions take up causes throughout the year to spread awareness and encourage engagement with our sustainability goals. In 2025, Sustainability Champions from the Doors business used assessments and hands-on activities to amplify our zero waste-to-landfill goal during Earth Month. Throughout the month, more than 2,200 Doors employees from 32 facilities submitted 380 activity sheets.

As a result of this effort, the Stokesdale, North Carolina, U.S., site organized a sitewide recycling competition and diverted about half a metric ton of waste from the landfill in just one week. The activity was so successful that site leaders were able to launch a permanent recycling system at the facility. Additional ideas came from all across the Doors business for ways to educate and act on waste diversion.

> "Waste is not just a cost — it is an untapped potential for environmental, financial, and competitive value."

Anne Berthereau
VP Sustainability

Excellence in Waste Diversion

Owens Corning facilities are committed to managing waste, and we are proud to recognize their accomplishments. We use an internal rating system comparing diversion from landfill to total waste generated. In 2025, 31 plants diverted more than 80% of their waste from the landfill.



- Vilnius



- Dapada
- Khadoli
- Ridgeview
- Trzemeszno
- Windsor
- Yantai



- Charlotte
- Chillán
- Colfax
- Gresham
- Hällekis
- Hässleholm
- Joplin
- Kearny
- Medina
- Monterrey Foam
- Mount Vernon
- Nacogdoches
- Parainen
- Portland Asphalt
- Portland Roofing
- Rockford
- Sayli
- Springfield
- Stanley
- Stokesdale
- Tallmadge
- Tessenderlo
- Tiffin
- Valleyfield

WASTE NOTHING OPERATING FRAMEWORK

When it comes to waste, our ambition is simple and bold: waste nothing. To turn this ambition into action, we developed a new operating framework in 2025. We want to create a culture that connects people and processes so that everyone sees waste reduction as part of their daily job. The Waste Nothing framework was launched to bring a focus on all types of waste, from material waste to energy and water, and how we can all contribute to our zero waste-to-landfill goal.

As part of the Waste Nothing process, a standardization approach has been designed, building on the waste mapping methodology. This requires focus on:

- **Identifying** waste
- **Tracking** waste losses
- **Segregating** waste
- **Collaborating** to reduce, recycle, or divert waste

Facilities are leveraging existing Total Productive Maintenance methodologies to maximize the effectiveness of the Waste Nothing approach. Wherever our people are located, and in whatever function, there is a way to contribute to our zero waste-to-landfill goal.

Composting at World Headquarters

As part of our Waste Nothing efforts, composting options were made available to employees at our world headquarters. Green labeled waste bins were added to waste stations around the building, as well as additional signage to support proper waste sorting. The cafeteria staff began back-of-house composting as well, so all food prep waste is captured in the program. Most packaging in the cafeteria and café areas was transitioned to be compostable as well.

Compostable items include:

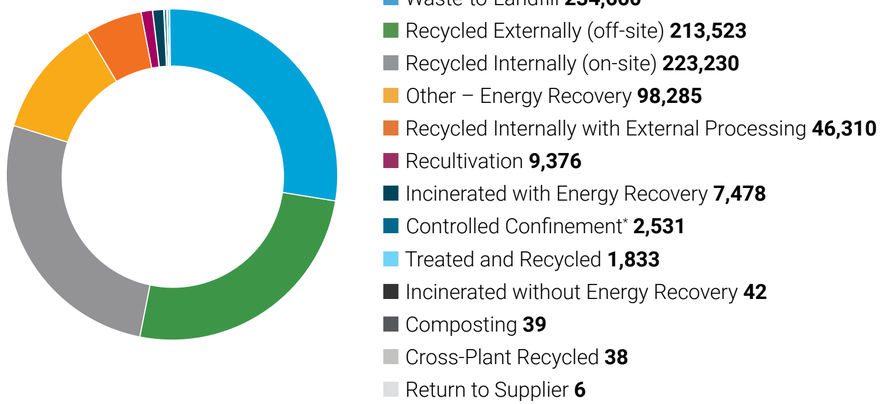
- Paper towels and napkins
- Compostable packaging and service ware
- Food waste
- Coffee grounds
- Wooden chopsticks
- Wooden coffee stirrers

The Environment, Health, and Safety team has partnered with GoZERO to manage compost services and composted a total of over 5 metric tons in 2025. Additionally, in most office facilities, individual trash bins at each desk have been removed in favor of global bins with waste sorting signage.

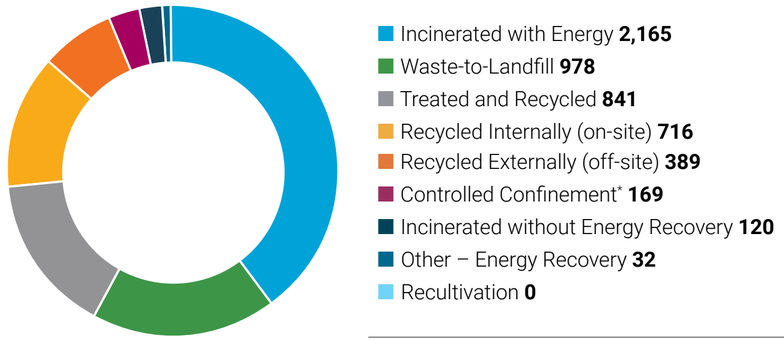
Waste Management Performance

Owens Corning uses absolute waste to measure our performance toward our 2030 waste management goals. We continue to evaluate and improve upon the methods and mechanisms used to track how waste streams are recycled, reused, or landfilled. When available, we use invoices from waste management or recycling companies in our data reporting; otherwise, we rely on on-site weight scales. In the absence of scales, we use calculated estimates to determine the weights of our shipments. We assess our performance based on the final disposition of each material.

2025 Non-hazardous Waste by Disposal Method
(Metric Tons)



2025 Hazardous Waste by Disposal Method
(Metric Tons)



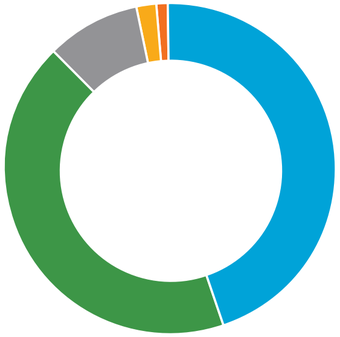
*Owens Corning considers Controlled Confinement as Waste-to-Landfill for reporting purposes.

Total Waste Generation and Disposal

The majority of waste generated in Owens Corning facilities is either diverted or sent to landfill. Depending on the type of waste, we use such diversion methods as commercial composting and returning waste to supplier.

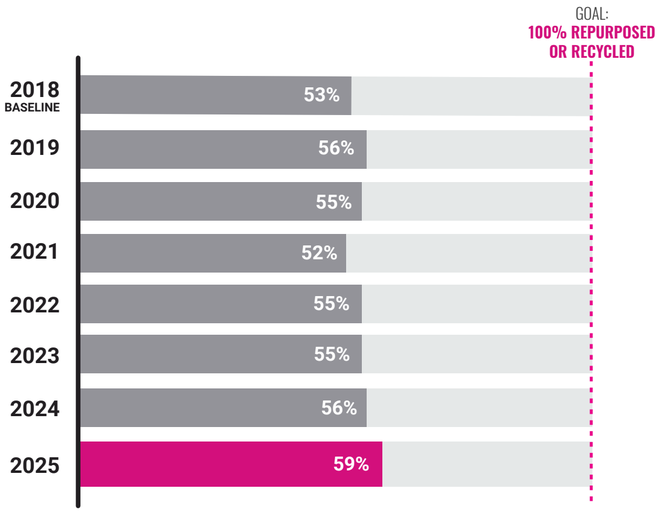
In 2025, Owens Corning generated 842,760 metric tons of waste, compared to 875,216 metric tons in 2024. We separate waste into hazardous and non-hazardous categories. In 2025, the overwhelming majority, 837,350 metric tons, was non-hazardous waste. More information about our approach to hazardous waste can be found in the Environmental Management and Compliance Chapter.

2025 Waste Diversion by Disposal Method



Waste Diversion 2018–2025

Our overall waste diversion rate for 2025 was 59%, compared to 56% in 2024 and 53% in 2018.





RESPONSIBLE WATER SOURCING & CONSUMPTION

Abundant fresh water is essential to life on Earth. Owens Corning recognizes the need to balance our own needs with those of the people and wildlife in the communities around our facilities — especially in areas with a lack of access to usable water. That's why we're actively working to reduce our water withdrawal in ways that deliver tangible results, both for our company and for the people with whom we share this scarce resource.

Sustainability Reporting Topic

Water Use

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

The data in this chapter was independently assured to a moderate level by SCS Global Services. For more information on the assurance process see About the Report, and for our verification statement please see Appendix L.

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on page 243 in About the Report.

This chapter does not include data from our discontinued Glass Reinforcements (GR) operations. For GR data, please see Appendix K.

Photo submitted by:

Kristin Bell | Toledo, Ohio, U.S.
Dream Lake, Colorado, U.S.

2030 GOALS FOR RESPONSIBLE WATER SOURCING & CONSUMPTION

By 2030, we will cut in half the amount we take from local water supplies in places where water is limited in quantity or quality. In addition, we intend to ensure that our other facilities remain at the same water intensity as our base year of 2018, or lower when aggregated.

We have established the following voluntary goals to guide our water conservation efforts:

- At high water-stress sites, achieve a 50% aggregate intensity reduction of water withdrawal, compared with the base year 2018.
- In all other locations, maintain or reduce aggregate water withdrawal intensity, compared to the base year 2018.

THE ROADMAP TO OUR 2030 GOALS

To achieve our voluntary goals for responsible water sourcing and withdrawal, Owens Corning has established the following strategies:

SHORT-TERM STRATEGIES

- **Conduct annual water risk assessments, identifying areas of high water stress for all our sites.** More information about our approach to water risk assessments can be found on page 212.
- **Increase water efficiency through equipment and maintenance optimization.** This includes leak detection, meter installation, water mapping, and more. These initiatives have lowered operating costs and further reduced our dependence on local and regional water sources. Many of the reductions we have made since 2018 can be attributed to low- or no-cost efficiency efforts, in addition to more significant capital investment projects.
- **Engage employees to raise awareness of best water use practices.** We empower our employees to use the principles of Total Productive Maintenance (TPM) to prevent and fix problems, including issues related to water efficiency, as well as the guidelines set for the U.S. Department of Energy's Better Plants Program®.
- **Assess our operations for additional reuse and recycling opportunities.** One pillar of TPM, Focused Improvement (FI), encourages our teams to identify and address issues and ensure continuous improvement across our operations, including ways we can source water even more responsibly.

MEDIUM-TERM STRATEGIES

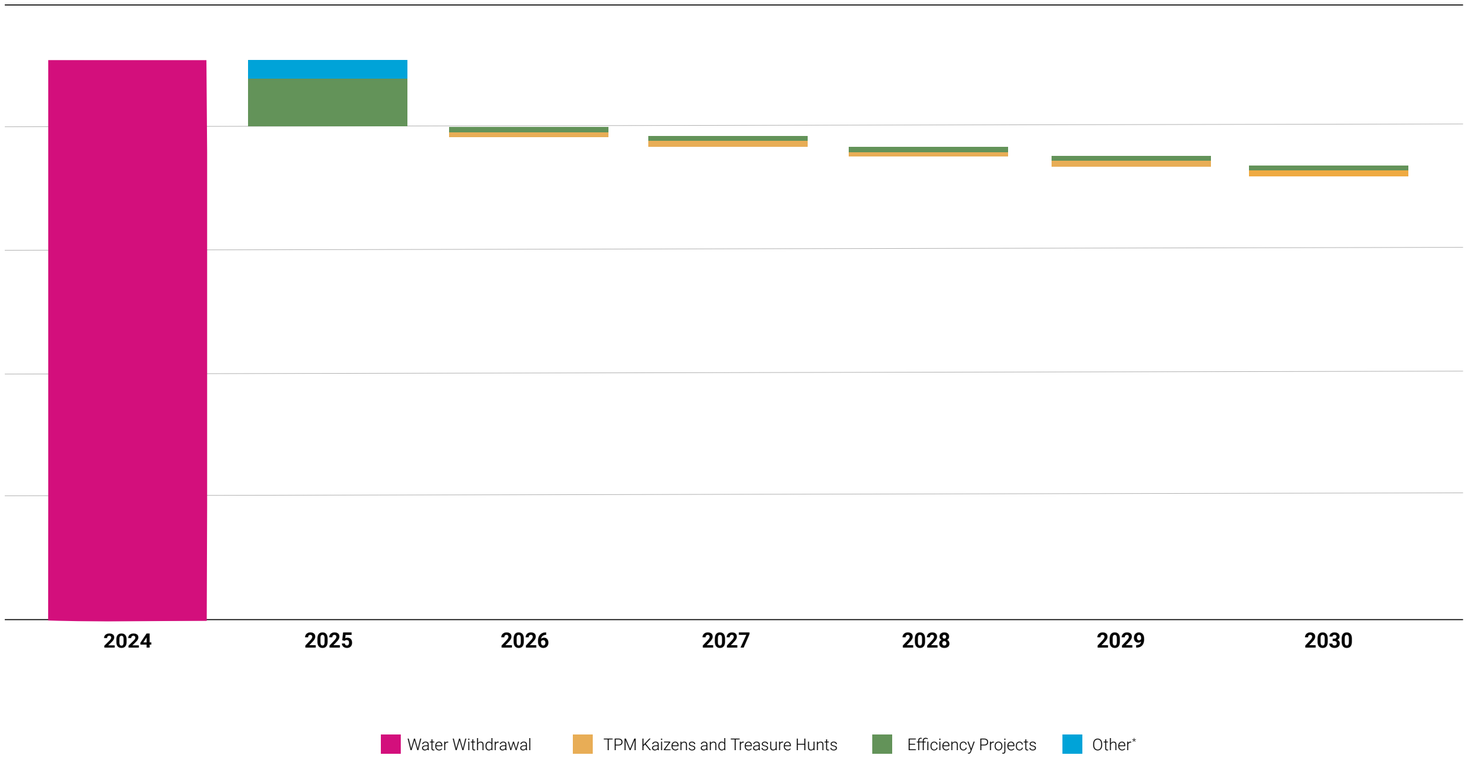
- **Deepen our understanding of our water usage through water balances.** A water balance looks at the amount of water going into our processes, the amount of water going out, and what we do with it in between. By understanding where we are using water, we can find opportunities to reduce our overall withdrawal. Our understanding can be shaped through loss analysis and the use of TPM's FI tools.
- **Explore and test innovative water recycling and recirculating technologies.** Owens Corning seeks to increase water recycling and recirculation practices throughout our operations. Learn more about these efforts starting on page 213.
- **Engage with suppliers to understand water use and risk in the value chain.** We conduct an annual supplier survey, which includes information about whether select Tier 1 suppliers have goals to reduce water usage and strategies for water management in water-stressed areas. These suppliers are selected based on a high-risk country-based environmental, social, and governance (ESG) rating, single- and sole-source supplier status, and/or critical supplier status.

LONG-TERM STRATEGIES

- **Continue to explore and proceed with key investments in infrastructure.** Since we have increased water efficiency through equipment maintenance and optimization in the short term, we are committed to finding more opportunities for increased water efficiency and improvements in water quality in the long term.
- **Continue internal and external stakeholder engagement to raise awareness of best water use practices within our operations.** We work to establish positive relationships within the communities where we operate. To mitigate any future conflicts, we proactively engage with local stakeholders when we build, expand, or update our facilities. Stakeholder engagement at all levels helps us to identify local water challenges and implement solutions that reduce withdrawal and minimize waste.

HIGH WATER-STRESS IMPACT WATERFALLS
LOOKING TO 2030

Illustrative Waterfall of Expected Reductions in High Water-Stress Sites Withdrawal, 2025-2030



*Other includes shifts in product mix, production efficiency improvements, and general water equipment repairs and replacements.

This illustrative model projects us to meet 2030 goal of 50% aggregate intensity reduction of water withdrawal, at high water-stress sites, by 2030.

To quantify estimated changes in water withdrawal from 2026 through 2030, assumptions were made about future operating conditions, the impacts of efficiency projects and process transformations which can reduce water demand. This projection reflects Owens Corning sites at the time of the publication of this report: Glass Reinforcements sites are excluded. Changes to sites through acquisitions or divestments would impact this waterfall as well.

This graphic represents Owens Corning's current expected reductions in withdrawal from high water-stress sites through 2030. This graphic necessarily includes assumptions about future efficiency projects, market conditions, and operating conditions, all of which are subject to change over time.

WATER RISK ASSESSMENTS AT OWENS CORNING

Water-related risks and availability of supply vary across our geographies, processes, and product lines. To minimize the impact of these challenges at our locations, we perform regular risk assessments using the World Resources Institute (WRI) Aqueduct Water Risk Atlas.

Using this tool, in conjunction with our internal knowledge, we gain the information needed for a framework to develop our goals and measure our progress.

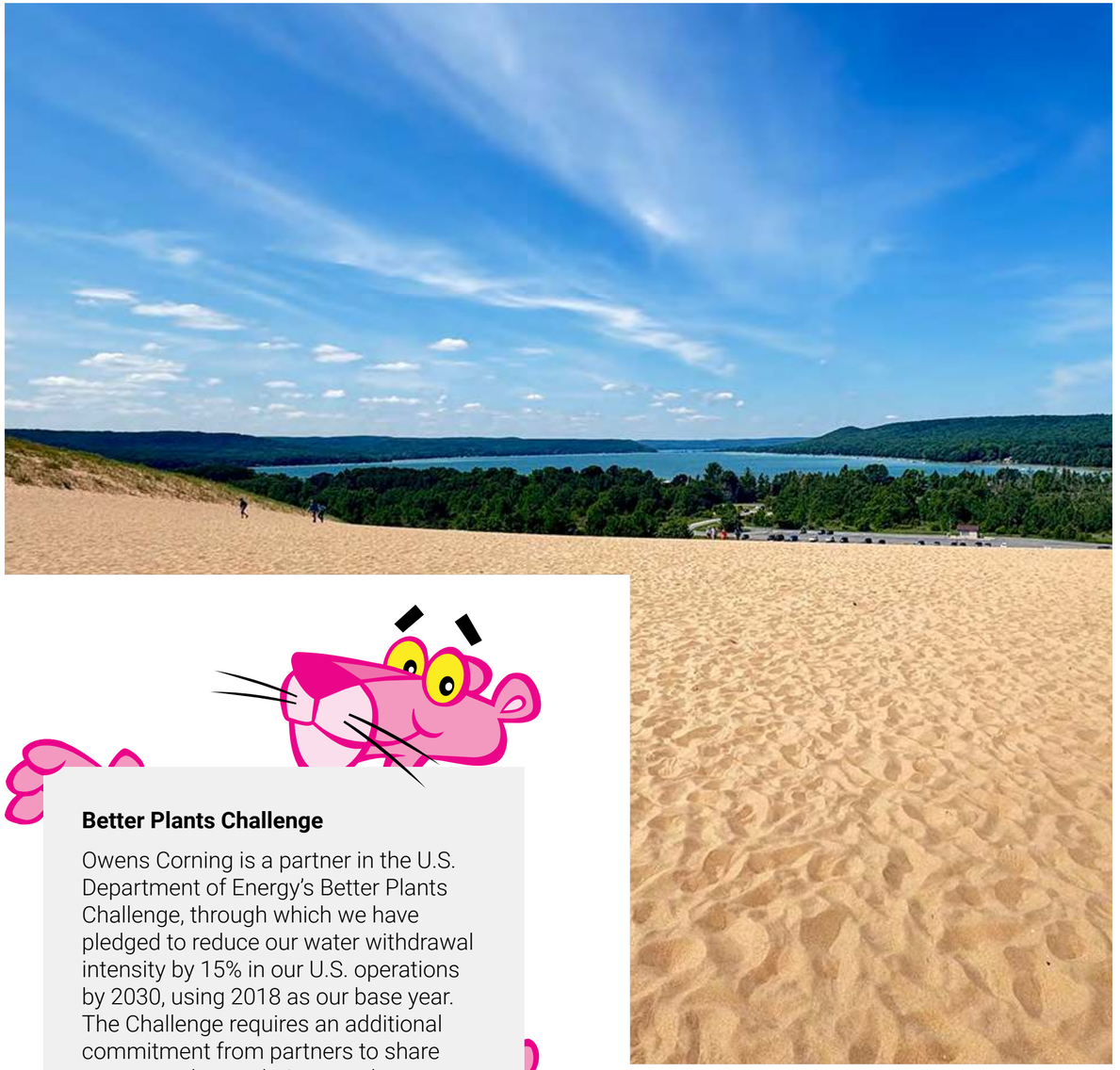
The WRI Aqueduct Water Risk Atlas features 13 indicators that address the quantity and quality of physical risk, as well as regulatory and reputational risks. As we look at these indicators, we seek to determine the following:

- Which indicators could have a direct impact on our ability to withdraw water
- Which indicators could be impacted by our water withdrawal
- Which indicators would be affected by a 50% decrease in our water withdrawal intensity

Based on those considerations, we selected seven indicators that have the highest relevance to our operations. They are categorized as follows:

- **Significantly relevant.** These indicators are emphasized in our internal evaluation and in the scoring of our facilities.
  - **Baseline Water Stress** compares the water withdrawn to the water available in a given subbasin. Each subbasin is part of a larger basin that drains into an ocean or lake at a single point. Since water demand is usually local, the WRI Aqueduct Water Risk Atlas measures water withdrawal at the subbasin level.
  - **Baseline Water Depletion** is similar to baseline water stress, but rather than considering total withdrawals, it is calculated based only on the amount of water consumption.
  - **Drought Risk** measures the probability that drought will occur, as well as the magnitude of its impact based on the exposure and vulnerability of the affected population and assets.
- **Relevant to our operations.** We also consider these indicators in our water risk assessments.
  - **Interannual Variability** refers to the variations in available water supply from year to year.
  - **Seasonal Variability** refers to the average variations within a year, including both renewable surface water and groundwater supplies.
  - **Unimproved/No Drinking Water** areas are those where people have less access to safe drinking water. This measurement only measures the proportion of the population without access to treated drinking water, rather than the availability of water or the actual quality of water.
  - **Peak RepRisk** is a third-party index that quantifies business risk exposure to ESG issues in a given country.

Since 2018, we have measured our water risk using WRI Aqueduct Indicators and our annual water data, which serve as a strong proxy for all aspects of water risk to a business's operations. This metric takes into account the supply and demand stress of regional water withdrawal, providing us with a more complete understanding of water-stressed areas.





Better Plants Challenge

Owens Corning is a partner in the U.S. Department of Energy's Better Plants Challenge, through which we have pledged to reduce our water withdrawal intensity by 15% in our U.S. operations by 2030, using 2018 as our base year. The Challenge requires an additional commitment from partners to share corporate data, solutions, and successes to help guide other industrial companies.

Photo submitted by:

Lauren Diehl | Toledo, Ohio, U.S.
Sleeping Bear Dunes National Lakeshore, Empire, Michigan, U.S.

Location-Based Goals

We have developed voluntary location-based goals to address our potential impact on water conditions around the world. Location-based goals address both our need for water, as well as the needs of the communities where we operate.

Our goals are based on a score for each facility, which is derived through calculations based on the WRI Aqueduct indicators previously listed. A site is included in our list of high water-stress areas if it meets the following criteria:

- The facility has an extremely high risk score in at least one of the three significantly relevant indicators.
- The facility has a high total score based on all seven indicators.

We also have a watchlist for all sites that do not meet the threshold for being a high water-stressed site, but do have a high score in a high relevance indicator. Each year, we evaluate all sites according to these indicators, and location-based goals will be added as needed to address high water-stressed areas. See our 2025 location-based goals here.

Water Recycling and Recirculation

- **Recycled water** refers to water that is used in a production process, pulled out of that process, mechanically and/or chemically treated, and returned to the same process. It can also refer to water that is pulled out of a production process and then used in a different production or nonproduction-related process, either treated or not.
- **Recirculated water** refers to water that is used in a closed-loop system in the production of prime product. This water only exits the recirculating system when it evaporates or when the recirculating system is flushed or cleaned.

At the site level, we track recycled and recirculated water monthly, along with water withdrawal and water discharge. Most of our withdrawal data comes from invoices and meter readings, which are supplemented by calculations based on process knowledge and production levels. All sites are required to follow our detailed water governance documentation to ensure standardization and accuracy. We have taken steps to increase recirculation and recycling of water at our plants, which decreases costs related to intake, treatment, and discharge. In several manufacturing facilities, for example, process water is recycled and used for cooling towers and landscaping. At various sites, we have increased water recirculation percentages where processes support using recirculated water.

As a result, we have seen a decrease in water withdrawal, despite increased production in these plants. This reduces our footprint in the communities where we operate while also benefiting our company financially.

Discharge Compliance

Owens Corning facilities comply with national, state, and local regulations and permits regarding water withdrawal and wastewater discharge.

Our businesses use water in different regions with different regulations and in different processes. As a result, our water management approach is tailored to the site level.

At applicable sites, we actively monitor relevant effluent data, including chemical oxygen demand (COD), biochemical oxygen demand (BOD), and total suspended solids (TSS). We also collaborate with external organizations to verify our discharge information. Where it is necessary to meet discharge requirements, we treat accordingly prior to discharge. Most of our sites are charged for their water discharge, and all our sites are expected to comply with local regulations.

Discharges to the environment around our facilities are controlled through permits and required monitoring. In addition, several of our facilities have achieved a zero-discharge level, other than water discharged for irrigation. Unauthorized discharges and runoff must be reported to our Environmental and Legal departments, and corrective action must be taken. Employees are subject to disciplinary action for knowingly failing to comply with legally required environmental reporting.

Impact on Local Water Bodies

We evaluate all our facilities to determine their proximity to sites listed as ecologically sensitive or significantly important to maintaining biodiversity. Aquatic evaluations are also completed at the corporate level to determine if any of our facilities are located near rare, threatened, or endangered species; sensitive habitats; or species on the International Union for Conservation of Nature (IUCN) Red List of Threatened Species. Water withdrawals from our facilities do not exceed volume thresholds, as we do not extract from Ramsar Wetlands sites or other highly sensitive water resources based on our knowledge of suppliers and sources.

More information about these efforts can be found in the Protecting Biodiversity chapter of this report.



RESPONSIBLE WATER CONSUMPTION

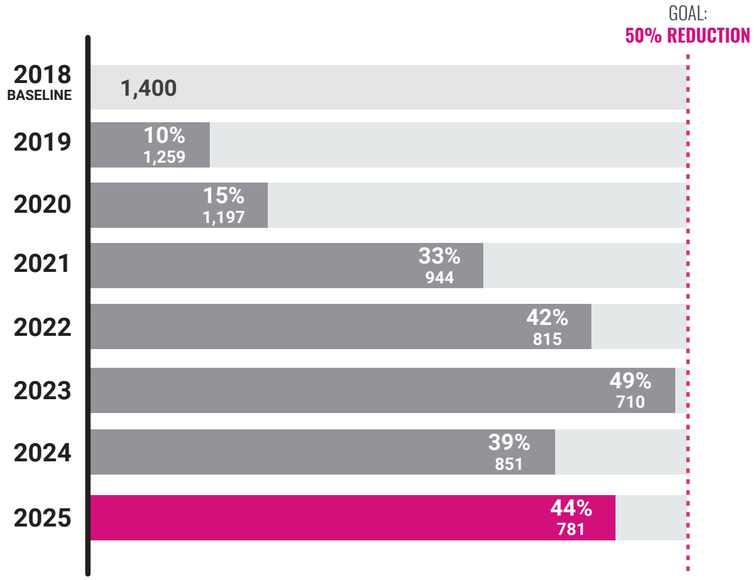
2025 IN REVIEW

Artwork submitted by:

Melissa Rub | Rockford, Illinois, U.S.
"Water and Land — Harmony Working Together," original acrylic paint on canvas.

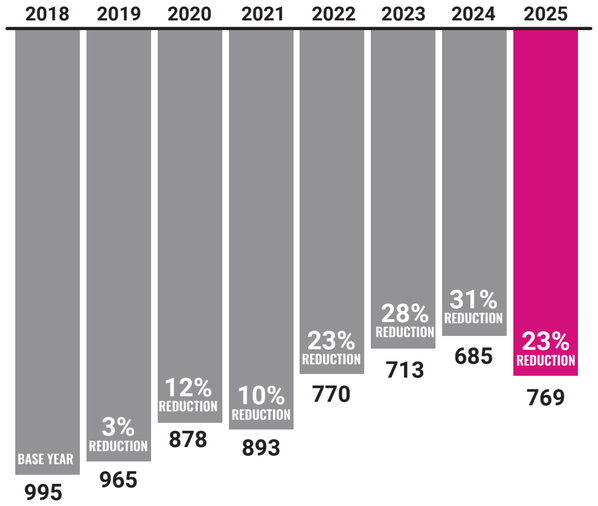
PROGRESS TOWARD OUR 2030 GOALS

High Water-Stress Sites
Water Withdrawal Intensity*
(cubic meters normalized by revenue, in millions)



All Other Sites Water Withdrawal Intensity*
(cubic meters normalized by revenue, in millions)

GOAL: REMAIN FLAT OR REDUCE



The progress we have made toward these voluntary goals is due to our work to promote continued water efficiencies through prioritizing fixture upgrades and repairs.

*Please note that all metrics normalized by revenue over time are based on adjusted revenue values to account for acquisitions and divestments which differ from standard financial reporting. For more information on this methodology, please see our About the Report section.

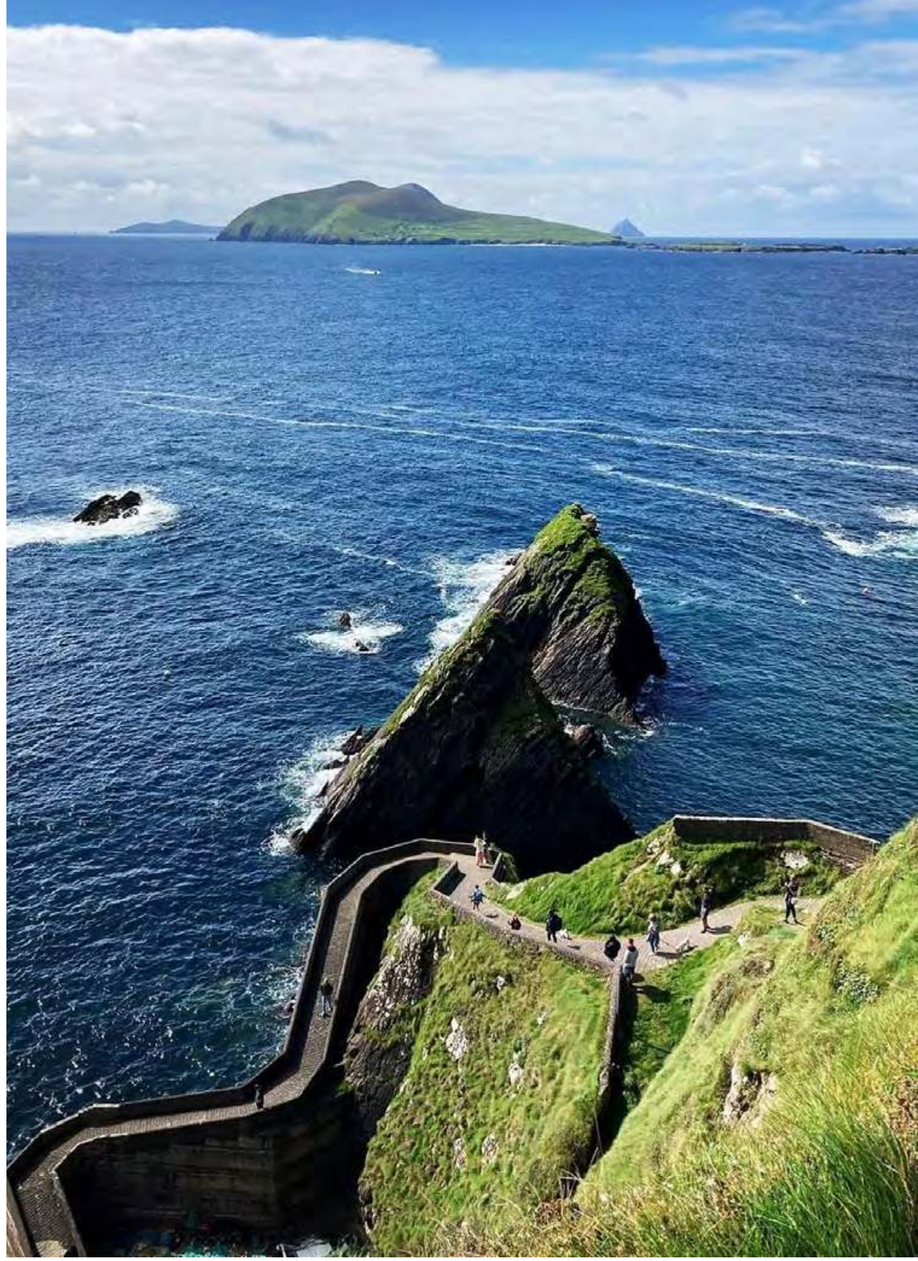


Photo submitted by:

Beth O'Sullivan | Amsterdam, Netherlands
Dingle Peninsula, Kerry, Ireland

ADDITIONAL PROGRESS IN WATER CONSERVATION

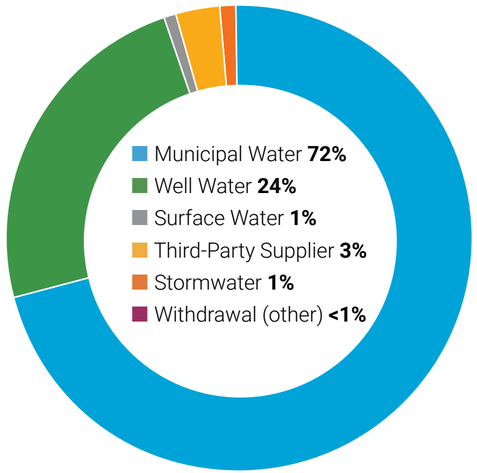
Using a metric based on multiple factors taken from the WRI Aqueduct Indices, our water-stress analysis indicates that, of our sites that were active in 2025, 29 were in water-stressed areas. Our facilities at these sites accounted for 26% of our overall water withdrawal in 2025, as well as 37% of our overall water discharge.

In 2025, Owens Corning facilities:

- Recycled 52,239 cubic meters — 1% of water withdrawn.
- Recirculated 170,141,769 cubic meters — 2,206% of water withdrawn.

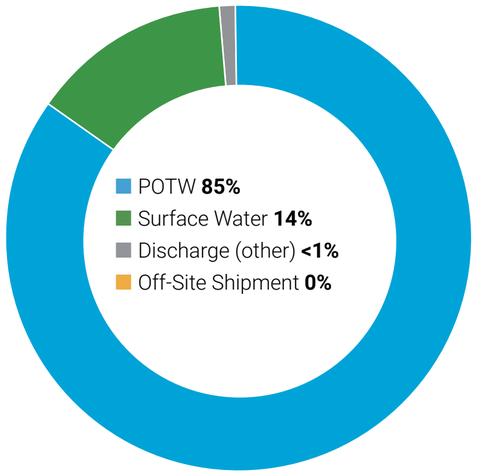
Since 2018, our conservation and efficiency efforts have avoided more than 1.7 million cubic meters of water, saving more than $1.3 million in water intake related costs — and enough drinking water for about 1.4 million people for a year.

2025 Water Withdrawal by Source*



We source water for our operations from the sources listed in the accompanying chart. This year, we withdrew 7,712,888 cubic meters of water, a 6% absolute decrease compared to the base year 2018.

2025 Water Discharge by Destination*



In 2025, we discharged a total of 3,728,191 cubic meters of water, which represents a 22% reduction from the base year of 2018. This includes discharges to publicly owned treatment works (POTW), surface water sites, off-site shipment, and other destinations.

*This data does not include our discontinued Glass Reinforcements (GR) operations. For GR data, please see Appendix K.

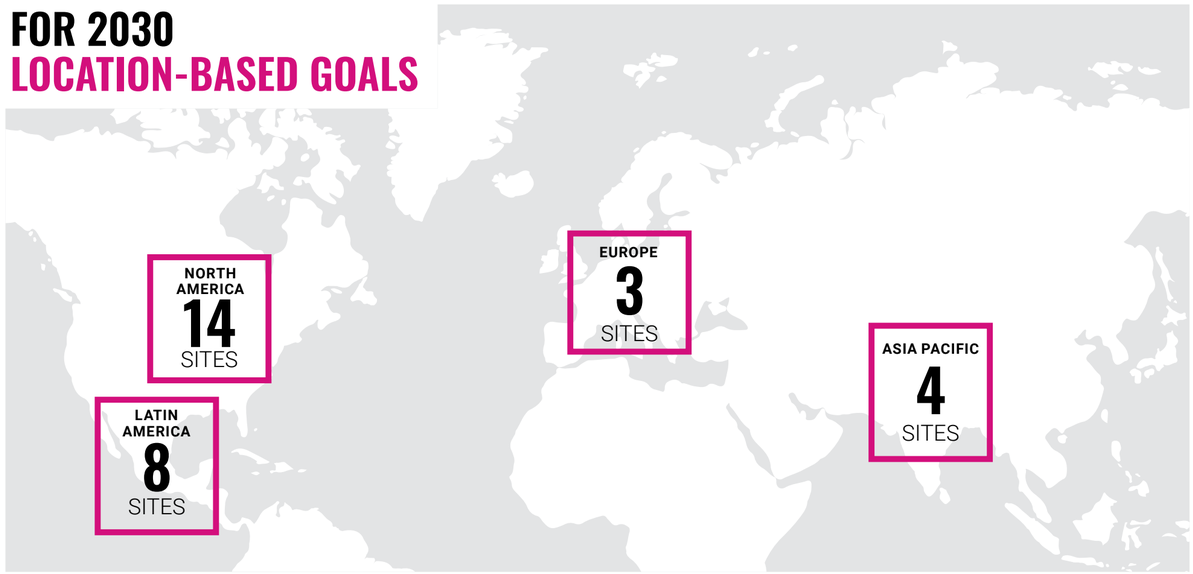
Water Risk Assessments in 2025

Using the water risk assessment approach described earlier, Owens Corning conducted our 14th annual water risk assessment in 2025 — our eighth year using multiple water-stress factors taken from the WRI Aqueduct Indices to define our metric. We used the findings from this analysis in conjunction with our sites' 2025 water intake and discharge statistics. Collectively, this assessment informs the development of our water management plans to optimize water efficiency at facilities in water-stressed regions with high water demand.

Location-Based Goals in 2025

We have identified 29 location-based goals with our 2025 annual water risk assessment. Although the sites currently on our list serve as the baseline for our 2030 goals, we also have a watchlist for all sites that do not meet the threshold for being a high water-stressed site but do have a high score in a high-relevance indicator. Each year, we evaluate all sites according to these indicators, and location-based goals will be added as needed to address high water-stressed areas.

FOR 2030 LOCATION-BASED GOALS



OPERATIONALIZING WATER CONSERVATION

Sedalia, Missouri, U.S.

In 2025, the Environmental, Health, and Safety (EHS) team in Sedalia reviewed areas of water use and was able to identify two significant water savings opportunities. The review was prompted when the city was investigating wastewater volumes from the area where the site is located.

An opportunity for efficiency improvement was identified in the pan repair area. Through engagement with employees in the area, the EHS team confirmed that a continuously running hose could be shut off without adversely affecting operations. Implementing this adjustment contributed to improved water withdrawal and water discharge performance.

To build on this progress, the EHS department partnered with the TPM Lead to conduct a Kaizen workshop focused on identifying additional improvement opportunities. Through water mapping and analysis of high-impact areas, the team identified an optimization opportunity in one of the mills used for grinding batch ingredients. The review confirmed that the mill was not connected to the facility's water recirculation system and that water was flowing continuously, including during periods when the mill was not in operation.

As an immediate corrective action, water flow was shut off when the mill was not in use, and a control step to manage water on/off status was formally incorporated into the mill's start-up and shutdown procedures. A capital project to connect the mill to the facility's water recirculation system was completed in early 2026.

These projects together are saving about 115 cubic meters of water per day at the site. This not only saves money and resources, but also reduces our impact on the city's wastewater treatment system. The proactive approach and cross-functional collaboration demonstrated the value of continuous improvement and environmental stewardship.



"The investigation improved efficiency and reduced cost within our operations. This exercise brought welcomed focus to our operations team on over consumption and challenged us to focus on identifying new processes to reduce water usage."

Ryan Durrill
Sedalia Plant Leader

World Headquarters, Toledo, Ohio, U.S.

The Facilities Management team at the Toledo headquarters implemented a targeted system upgrade to optimize irrigation water use across the approximately 40-acre site. This improvement involved replacing the irrigation system controller with an upgraded model integrated with a rain sensor that automatically disables irrigation during wet weather conditions. The enhanced system also enables remote monitoring and real-time adjustments, allowing the team to more effectively manage irrigation based on site conditions. Preliminary estimates indicate that these improvements resulted in an approximately 33% reduction in irrigation water consumption from 2024 to 2025.

Liversedge, U.K.

After observing higher-than-usual wastewater discharge levels, the team in Liversedge, U.K., conducted a Gemba walk, a walkthrough to observe water usage at the facility in real time. This process revealed that there was clean water being sent to the wastewater system that could be reused and reduced. A few changes were implemented, such as reducing pressure to mechanical seals, installing a recirculation system, and upgrading a pump to a model that doesn't require seal water. Together, these changes have reduced water withdrawal by approximately 4,500 cubic meters per year. This equates to about 15% of the 2024 water consumption for the plant. Further opportunities have been identified, and the team plans to make more changes to the system in 2026.

Laurel, Mississippi, U.S.

Challenging the status quo helped our team at the Laurel Doors site realize water savings on the production line. Belts in the cut coat system are used to push door skins through spray booths, and each belt needs its own water line. The existing booths had seven belts each, but it was discovered that a new booth with only four belts was operating correctly. The team discussed and decided to slowly take belts from the other booths until each was down to four. By the end of 2025, the team removed 26 belts and capped their respective water lines. The project is planned to continue into 2026 and will result in a projected 40% reduction of belt water usage when completed.

Newark, Ohio, U.S.

In March of 2025, the team in Newark installed a new centrifuge to use in a wash-water system. The centrifuge keeps water cleaner by removing solids, which in turn keeps storage tanks and other equipment cleaner. Since installing the new centrifuge, the team has cut system cleanings in half. The benefits include contract labor savings, reduced waste to landfill, and reduced water withdrawal. The project will save an estimated $50,000 and 230 cubic meters of city water every year. It also reduces waste to landfill by almost 50 metric tons annually.

Denver, Colorado, U.S.

The Denver Roofing team significantly cut water withdrawal and boosted efficiency with an improvement to the single pass cooling system. A glycol chiller was installed for the drum cooling process, replicating a setup other Roofing facilities are using. This allows for cooling water to be recirculated through the system rather than discharged. Eliminating single pass cooling wastewater discharge has resulted in a 70% withdrawal reduction, or about 76,000 cubic meters of water saved per year.



Photo submitted by:

Michael Kennedy | Charlotte, North Carolina, U.S.
A glycol chiller was installed for the drum cooling process at the Denver Roofing site.



AIR QUALITY MANAGEMENT

We are dedicated to ensuring cleaner air in all the communities where we operate. That means installing new equipment and making upgrades to minimize the impact our facilities have on the air around them.

We have set goals to reduce volatile organic compounds and fine particulate matter by 2030. Additionally, we are monitoring several other emissions and consistently looking for ways to reduce our environmental impact at all steps of the manufacturing process.

Sustainability Reporting Topic

Air Quality Management

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

The air data in this chapter was independently assured to a moderate level by SCS Global Services. For more information on the assurance process see About the Report, and for our verification statement please see Appendix L.

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more on page 243 in About the Report.

This chapter does not include data from our discontinued Glass Reinforcements (GR) operations. For relevant chapter data for GR, please see Appendix K.

Photo submitted by:

Dave Lancaster | Granville, Ohio, U.S.
Mount Mansfield, Vermont, U.S.

2030 GOALS FOR AIR QUALITY MANAGEMENT

By 2030, we will reduce the aggregate intensity of the emissions of volatile organic compounds (VOCs) and fine particulate matter ($PM_{2.5}$) by 50%.

A 50% aggregate intensity reduction in VOC emissions (metric tons normalized by revenue, in millions) from the base year of 2018.

VOCs are certain carbon compounds that evaporate into the air at room temperature and contribute to ground level ozone formation. They are found in manufacturing processes and are used in many types of products, including building materials. VOCs represent a broad category of emissions, including formaldehyde and other toxic air emissions.

A 50% aggregate intensity reduction in $PM_{2.5}$ emissions (metric tons normalized by revenue, in millions) from the base year of 2018.

$PM_{2.5}$ refers to tiny, inhalable particles that can be released during chemical reactions and mechanical processes, including those that can occur in the manufacturing process. The number denotes the aerodynamic diameter of the particulate matter, in this case 2.5 microns or less.

THE ROADMAP TO OUR 2030 GOALS

Our plan to reduce air emissions includes the following strategies:

SHORT-TERM STRATEGIES

- **Maximize efficiency through equipment and maintenance optimization.** Our employees use the principles of Total Productive Maintenance to ensure that the equipment we use to control emissions — incinerators, dust collectors, scrubbers, etc. — are operating as reliably and efficiently as possible.
- **Design material handling equipment for powdered raw materials to avoid dust and sand emissions to the environment.** At our glass melting plants, completely closed conveyors are used to convey batch material without generating dust emissions.
- **Leverage principles of product stewardship when developing new products or improving existing ones.** More information about these strategies for sustainable innovation can be found beginning on page 135 of this report.

MEDIUM-TERM STRATEGIES

- **Explore and implement process changes to lower manufacturing-related emissions.** Owens Corning's experts act in partnership with our business units and plants to ensure that we understand the impact of potential changes to our processes and plan accordingly for future events.
- **Drive innovations that reduce emissions from our products.** During the product development process, we will continue to use the principles of product stewardship to evaluate impacts during the use phase.
- **Explore and test technologies to control air emissions.** To ensure consistency of testing for air emissions, our experts oversee testing at our facilities and review and verify the results and findings.

LONG-TERM STRATEGIES

- **Design products with low emissions from both the manufacturing process and product use phase.** We have seen the impact of this strategy with our residential EcoTouch® insulation. The product uses a starch-based formaldehyde-free binder and has reduced our $PM_{2.5}$ emissions.

We also manage, track, and report against nitrogen oxide (NO_x) and sulfur oxide (SO_x) air emission requirements.

- NO_x refers to gases that contribute to air pollution, including smog and acid rain.
- SO_x refers to gases that contribute to air pollution and can harm plant life, contribute to acid rain, and can cause health impacts in humans.

The ways we measure and control NO_x and SO_x vary by location and local regulatory requirements. Combustion is a significant source of these emissions.

We use combustion-related factors to calculate our footprint where practical. We also perform testing in some facilities to directly measure emissions, depending on equipment, regulatory requirements, and processes.

We follow industry best practices to control emissions from combustion processes. In addition to routinely inspecting and tuning boilers and burners, we work to ensure ideal fuel mixtures to promote optimal air quality.

Formaldehyde-Free Products

As part of our overall approach to air quality management, Owens Corning is working to eliminate formaldehyde from our product formulations. Historically, formaldehyde has been used in the binder that holds fibers together in many insulation and nonwoven composite products. By developing formaldehyde-free binder technologies, we are able to reduce emissions from our manufacturing processes and eliminate formaldehyde emissions.



FORMALDEHYDE-FREE CLAIM VALIDATION

UL validates claims that a product does not contain formaldehyde (or formaldehyde precursors). Current products that have received this certification include:

- PINK Next Gen® Fiberglas™ Insulation
- PROPINK® Loosefill Insulation — US & Canada
- AttiCat® Loosefill Insulation — US & Canada
- ProCat® Loosefill Insulation
- QuietZone® PINK® FIBERGLAS™ Acoustic Batt Insulation with PureFiber® Technology — US & Canada
- QuietZone® Acoustic Floor Mat
- EcoTouch® PINK® FIBERGLAS™ Batt Insulation with PureFiber® Technology — US & Canada
- EcoTouch® PINK® FIBERGLAS™ Roll Insulation with PureFiber® Technology
- EcoTouch® Insulation for Metal Building with PureFiber® Technology
- EcoTouch® Insulation for MBI Plus with PureFiber® Technology
- EcoTouch® Insulation for Metal Utility Blanket with PureFiber® Technology
- EcoTouch® Certified R Metal Building Insulation with PureFiber® Technology
- EcoTouch® RA Series Insulation
- EcoTouch® Thermal Insulation
- EcoTouch® Insulation for Flexible Duct
- SOFTR® Duct Wrap FRK
- Duct Wrap LF R-5 — Mexico
- Thermafiber® FireSpan® 120 Formaldehyde Free
- Thermafiber® FireSpan® 90 Formaldehyde Free
- Thermafiber® FireSpan® 40 Formaldehyde Free
- Thermafiber® Safing™ Formaldehyde Free
- Thermafiber® Fire & Sound Guard® Plus Formaldehyde Free
- Thermafiber® SAFB™ Formaldehyde Free
- SelectSound® — FF Black Acoustic Board — Mexico
- SelectSound® — FF Black Acoustic Blanket — Mexico

All Owens Corning® products verified to be formaldehyde free by UL can be found on UL SPOT by signing up for a free account and searching for “Owens Corning” in the product search field.



AIR QUALITY MANAGEMENT

2025 IN REVIEW

Photo submitted by:

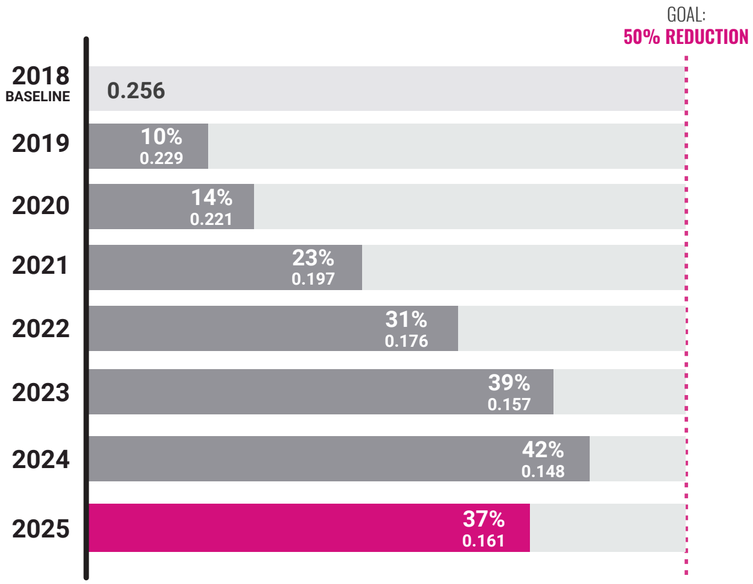
Stefan Messmer | Nephi, Utah, U.S.
Grand Teton National Park, Wyoming, U.S.

PROGRESS TOWARD OUR 2030 GOALS

Reduce the aggregate intensity in volatile organic compounds (VOC) emissions by 50% from the base year of 2018.

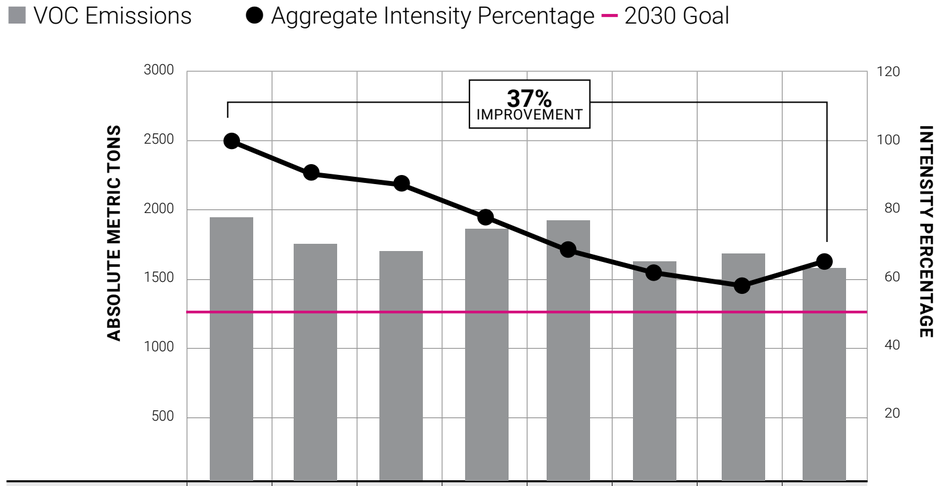
VOC Emissions Intensity*

(metric tons normalized by revenue, in millions)



This improvement of 37% is due to equipment upgrades and improved efficiencies.

VOC Footprint*



	2018	2019	2020	2021	2022	2023	2024	2025
Absolute Metric Tons	1,938	1,742	1,686	1,853	1,914	1,671	1,564	1,612
Aggregate Intensity Percentage	100%	90%	86%	77%	69%	61%	58%	63%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.256	0.229	0.221	0.197	0.176	0.157	0.148	0.161



Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.
Bald Mountain, Colorado, U.S.

*Please note that all metrics normalized by revenue over time are based on adjusted revenue values to account for acquisitions and divestments which differ from standard financial reporting. For more information on this methodology, please see our About the Report section.



Photo submitted by:

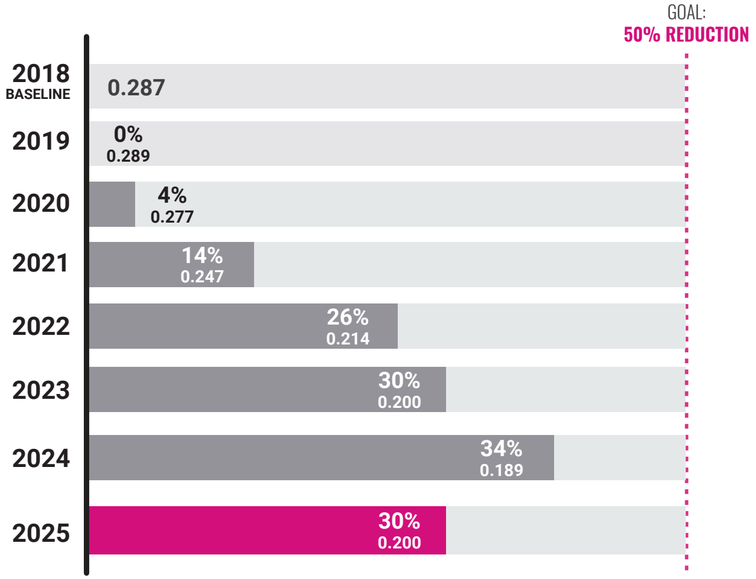
Lindsay Drake | Toledo, Ohio, U.S.
Mount Denali, Alaska, U.S.

PROGRESS TOWARD OUR 2030 GOALS

Reduce the aggregate intensity of fine particulate matter ($PM_{2.5}$) emission by 50% from the base year of 2018.

$PM_{2.5}$ Emissions Intensity*

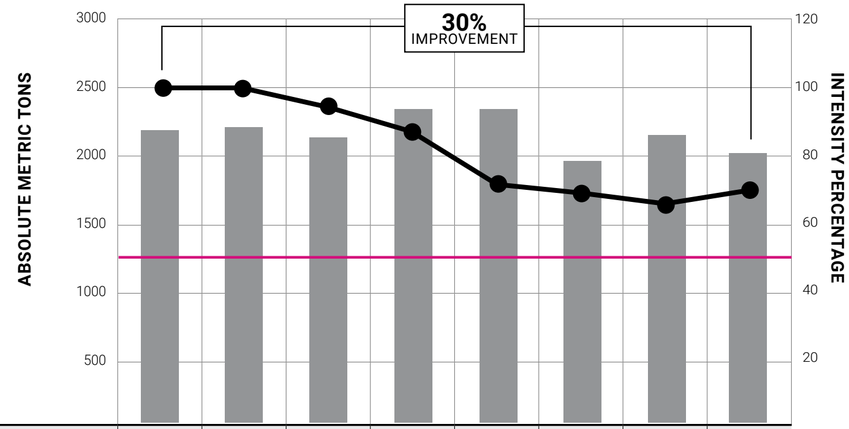
(metric tons normalized by revenue, in millions)



This improvement of 30% is due to equipment upgrades and improved efficiencies.

$PM_{2.5}$ Footprint*

$PM_{2.5}$ Emissions ● Aggregate Intensity Percentage — 2030 Goal



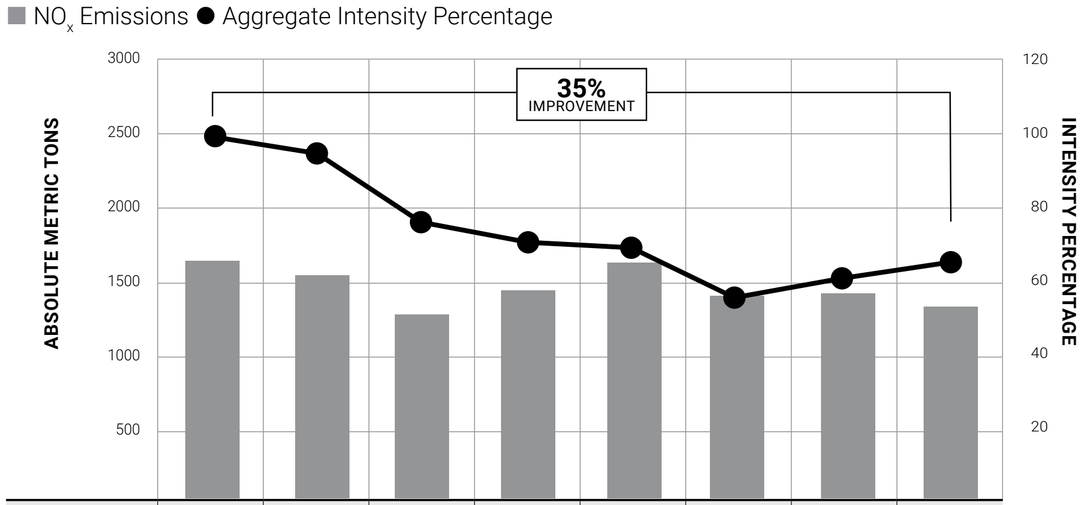
	2018	2019	2020	2021	2022	2023	2024	2025
Absolute Metric Tons	2,173	2,192	2,118	2,330	2,330	2,138	2,001	1,944
Aggregate Intensity Percentage	100%	100%	96%	86%	74%	70%	66%	70%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.287	0.289	0.277	0.247	0.214	0.200	0.189	0.200

*Please note that all metrics normalized by revenue over time are based on adjusted revenue values to account for acquisitions and divestments which differ from standard financial reporting. For more information on this methodology, please see our About the Report section.

PROGRESS TOWARD OUR 2030 GOALS

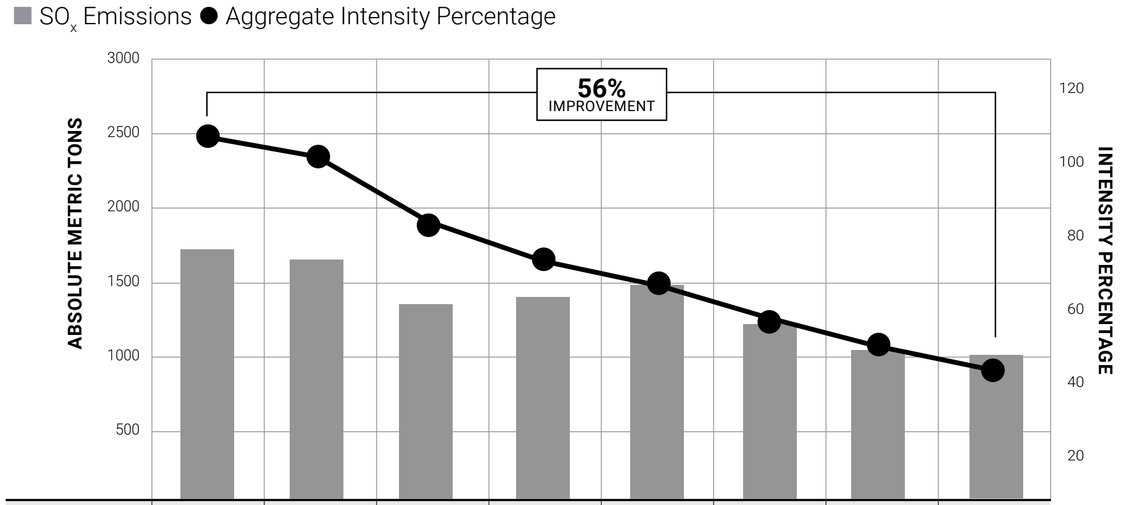
Management, tracking, and reporting against nitrogen oxide (NO_x) and sulfur oxide (SO_x) air emission requirements.

NO_x Emissions Footprint*



	2018	2019	2020	2021	2022	2023	2024	2025
Absolute Metric Tons	1,603	1,507	1,241	1,406	1,594	1,294	1,386	1,369
Aggregate Intensity Percentage	100%	94%	77%	70%	69%	57%	62%	65%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.212	0.198	0.162	0.149	0.146	0.121	0.131	0.137

SO_x Emissions Footprint*



	2018	2019	2020	2021	2022	2023	2024	2025
Absolute Metric Tons	1,716	1,646	1,339	1,389	1,471	1,203	1,022	988
Aggregate Intensity Percentage	100%	95%	77%	65%	60%	50%	43%	44%
Aggregate Intensity (Metric Tons Normalized by Revenue, in Millions)	0.2269	0.2167	0.1752	0.1474	0.1350	0.1127	0.0967	0.0989

*Please note that all metrics normalized by revenue over time are based on adjusted revenue values to account for acquisitions and divestments which differ from standard financial reporting. For more information on this methodology, please see our About the Report section.

OPERATIONALIZING
AIR QUALITY MANAGEMENT

At a number of Owens Corning sites, we have made significant investments toward air quality improvements. The following are some examples of the ways that we are leveraging technologies across our facilities to lower air emissions associated with our manufacturing activities. By investing in emission reduction technologies, we demonstrate our commitment to reducing our air emissions footprint and potential environmental impacts.

Kansas City, Kansas, U.S.

In September 2025, the Kansas City team broke ground on a new fiberglass insulation line. This line will utilize the most advanced air pollution control devices, which provide greater than 95% control on sources of particulate matter emissions from the new line. These devices will significantly reduce emissions, especially particulate matter. As part of the design and permitting process, the team collaborated with community partners, including the Kansas Department of Health and Environment (KDHE). Working with KDHE helped to ensure a smooth permitting process and reinforce our commitment to reducing our environmental impact. The line is expected to be fully operational in 2027.

> "This new line and groundbreaking ceremony marks the beginning of an exciting journey and represents Owens Corning's commitment to the Kansas City community and the North America fiberglass market…The leadership and collaboration of our people alongside our local partners played a crucial role in making this milestone a reality. We look forward to the positive impact this development will have on our community, employees, and customers."
>
> **Jose Canovas**
> *President of Insulation*



Delmar, New York, U.S.

Delmar operates two insulation manufacturing lines with glass furnaces, each equipped with dry electrostatic precipitators (DEP) to control air emissions. Whenever a DEP is offline for scheduled maintenance, emissions would normally be uncontrolled as allowed by regulations and the facility's air permit.

To address this, the site implemented equipment modifications that enable each furnace to connect to either DEP. This improvement ensures that when one DEP is undergoing maintenance, emissions will be routed through the other control device. As a result, particulate emissions are significantly reduced during maintenance activities, malfunctions, or emergencies.

Beyond reducing emissions, this change provides the maintenance team with more time to complete work thoroughly, improving DEP reliability, performance, and longevity.

Walkerton, Indiana, U.S.

At the Walkerton Doors plant, a collaboration with the facility's paint spray booth vendor led to significant upgrades in the booth's filter and filter housing. These enhancements have reduced the booth's particulate emissions by about 95%. Beyond the environmental benefits, the updated equipment has also improved operational performance by reducing the frequency of maintenance, extending the equipment's lifespan, and increasing overall efficiency.

Next year, the team is planning to install a new dust collector. This investment will further reduce particulate emissions and reinforce the plant's proactive approach to air quality management.

Corona, California, U.S.

In 2025, our Fleetwood facility eliminated the use of solvent thinner, a high-VOC content material, and replaced it with water-based cleaners with much lower VOCs. VOC emissions to the outdoor atmosphere were reduced by 99%. This change also improved workplace safety by significantly reducing hazardous chemical exposure and lowering the risk associated with handling and storing flammable and toxic substances.

Yarrow, British Columbia, Canada

The team at the Yarrow Doors facility upgraded the dust collector on site in 2025 after salvaging a gently used model from a facility that was no longer operational. The new collector has a higher airflow than the previous equipment, allowing for improved indoor air quality at the plant by reducing dust emissions.

Apeldoorn, Netherlands

A new scrubber was installed at the facility in Apeldoorn to mitigate ammonia (NH_3) emissions. The scrubber has a minimum NH_3 removal efficiency of 97%. The improvement will also help reduce environmental impacts on a forest that is adjacent to the site. Installation of the scrubber took place in 2025 and was in the testing phase in early 2026.













PROTECTING BIODIVERSITY

Nature is a vital component to a stable economy. According to the World Economic Forum (WEF), over $58 trillion of the global GDP depends on resources like clean water, fertile soil, and pollinators. Owens Corning relies on healthy ecosystems for key materials, such as wood for doors, sand for insulation, and copper for roofing. The WEF Global Risks Report ranks biodiversity loss and ecosystem collapse as the second most severe long-term risk. Therefore, our responsibility to the biodiversity around our facilities is one we take very seriously, not just for our operations, but for the surrounding communities as well.

Sustainability Reporting Topic

Nature

For a definition of this topic and more information, see the Stakeholder Engagement & Material Sustainability Topics chapter.

Relevant United Nations Sustainable Development Goals

Photo submitted by:

Megan Moore | Ontario, Canada
The Stawamus Chief, Squamish, British Columbia, Canada.

2030 GOALS
FOR PROTECTING BIODIVERSITY

Consistent with our commitment to establish 2030 biodiversity goals by 2025, we have now delivered on this commitment by setting goals that address impacts in our operations and across our value chain.

Owens Corning is committed to protecting biodiversity by embedding sustainability into our operations, advancing responsible sourcing, and engaging employees in meaningful action.

- **Establish a Biodiversity Framework:** Owens Corning will create a comprehensive Protecting Biodiversity Framework for our operations by 2030.
- **Site-Level Action Plans:** Develop Biodiversity Action Plans for all high-priority sites by 2030.
- **Employee Engagement:** Ensure employees at sites identified as high- and medium-priority actively participate in biodiversity protection projects by 2030.
- **Supplier Collaboration:** Prioritize engagement with suppliers of commodities that pose high biodiversity impacts to strengthen responsible sourcing practices.



In 2015, we released our Biodiversity Statement to share our initial understanding and our approach to managing biodiversity impacts. We remain committed to:

- Integrate biodiversity assessments into current and proposed activities.
- Work with governmental agencies at each of our operating locations to obtain appropriate clearances and information to operate and, if necessary, take appropriate measures to protect the environment, including sensitive ecosystems.
- Encourage and support facilities to participate in local initiatives that protect and restore biodiversity.
- Publicly report on biodiversity impacts and activities in a timely, consistent, and transparent manner.
- Understand and positively influence the impact of our supply chain on biodiversity.

Since the release of the Biodiversity Statement, Owens Corning has been learning from our biodiversity management strategy and developing a holistic nature strategy. This strategy set us up to finalize our biodiversity goals.

Photo submitted by:

Valerie Pitzen | Toledo, Ohio, U.S.
Garden chives in a home garden, Toledo, Ohio, U.S.

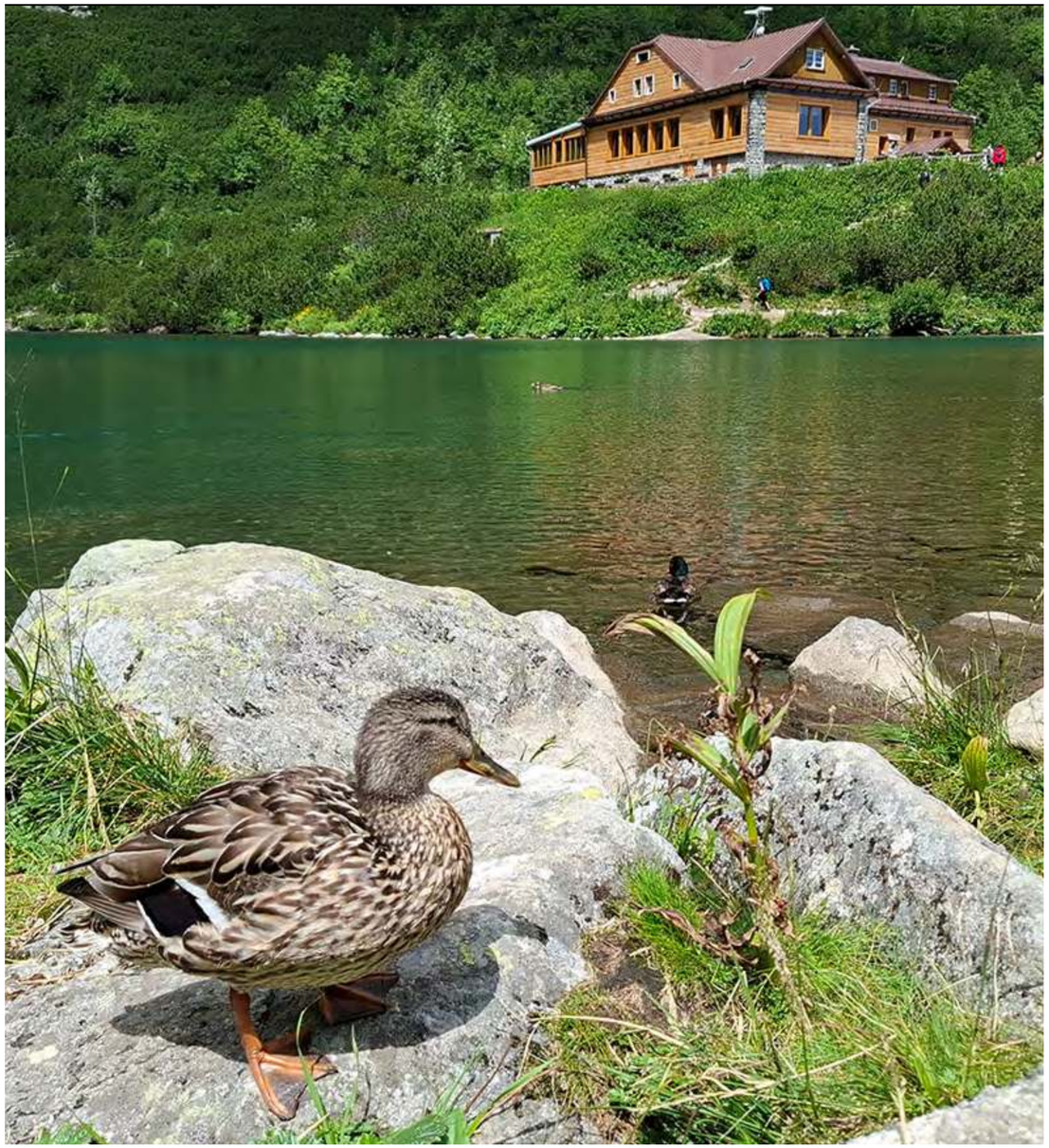


Photo submitted by:

Sylwia Kaszynska | Trzemeszno, Poland
A pond in the Tatra Mountains.

SCREENING OUR LOCATIONS AROUND THE WORLD

Owens Corning performs a location screening for all our facilities using the Integrated Biodiversity Assessment Tool (IBAT) explained below. Owens Corning also uses ArcGIS online to inform our goal progress on a deeper level using information from the IBAT tool with more actionable and detailed data that can be shared across our business. Sites located in close proximity to protected and high-value biodiversity habitat areas may pose a higher risk for impacts to biodiversity.

We compare each of our site locations to the following lists of the most protected and highly valued areas:

- United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Sites and Biosphere Reserves
- Sites designated by the Ramsar Convention of Wetlands
- Sites designated by the Alliance for Zero Extinction, an organization dedicated to conserving the world's most threatened species
- Key Biodiversity Areas (KBA), referencing the 2016 International Union for Conservation of Nature (IUCN) Global Standard Report
- Natura 2000 sites, as applicable to Europe
- Nationally listed nature and wildlife protected areas
- UNEP "Likely" Critical Habitat

Integrated Biodiversity Assessment Tool

IBAT is a web-based mapping and reporting assessment tool developed and maintained by the IBAT Alliance, a consortium of organizations made up of BirdLife International, Conservation International, IUCN, and the U.N. Environment World Conservation Monitoring Centre. IBAT is designed to help users make informed, data-driven decisions in their biodiversity policies and practices. We upload site coordinates and polygons of our sites' property boundaries into IBAT to help us obtain information about a facility's proximity to nationally and regionally protected areas, key bird and biodiversity areas, and endangered or threatened species.

IBAT provides access to the following global biodiversity datasets:

- IUCN Red List of Threatened Species Spatial Data
- World Database of Protected Areas and Other Effective Area-based Conservation Measures
- World Database of Key Biodiversity Areas (KBA)

Sites that are determined to be within a protected area and key biodiversity area are prioritized to assess potential adverse impacts, and plans are established to assess the remaining sites. IBAT provides us with a greater awareness of our sites' proximity to protected high-value biodiversity areas and enables us to act with greater transparency.



COLLABORATING TO SAFEGUARD SPECIES

As we advance our goals to protect biodiversity, we rely on the guidance and expertise from organizations dedicated to best practices for saving species. Additionally, Owens Corning collaborates with conservation groups, arboretums, schools, and others to find appropriate solutions to the specific needs of the communities around our facilities. Read about some of our projects from 2025 throughout the Year-in-Review section of this chapter.

Science Based Targets Network

Owens Corning is a member of and has been actively participating in the Corporate Engagement Program (CEP) with the Science Based Targets Network (SBTN), which is part of the Global Commons Alliance. The SBTN includes international environmental nonprofit organizations, agencies, and mission-driven entities. Its goal is to empower companies to become stewards of the environment using science-based targets — measurable, actionable, and time-bound objectives based on the best available science. The SBTN aims to develop methods and tools that help companies set goals and actions toward understanding and preventing negative impacts on nature and biodiversity by expanding on the successes of the Science Based Targets initiative (SBTi). This, in turn, fosters an atmosphere that builds momentum toward our collective goals.

Maintaining this membership positions us to align our efforts with a wide range of nature-related sustainability goals established by the United Nations, and the Convention on Biological Diversity, such as the Kunming-Montreal Global Biodiversity Framework. These goals address a range of global concerns, including threatened ecosystems, extinction risks, land degradation, climate change, and sustainable development. Our participation in the SBTN Corporate Engagement Program will enable us to further support sustainable development and contribute to the advancement of target-setting methodologies that can be adopted throughout the private sector.

Mining, Quarries, and Wood Sourcing

We recognize that our own operations are only a part of the impact that our business has on biodiversity. For example, our glass production requires a high grade of sand, which generally comes from mines and quarries rather than riverbeds or shorelines. In 2025, our sand consumption was approximately 765,000 metric tons, with 71% coming from North America. We are confident in the integrity and continuity of our sand supply base. In addition, our commitment to glass recycling can help reduce our reliance on sand in the production of fiberglass insulation. Environmental, social, and governance risk exposures are part of our overall approach to prioritizing suppliers. Details can be found in the Responsible Supply Chain chapter of this report. We operate a number of quarries that extract industrial rock from the earth, and we purchase materials extracted by other companies as part of our global supply chain.

We also understand the importance of the world's forests and the positive impact they have on human health, ecological systems, biodiversity, and climate change. In our Doors business, wood is the primary raw material for our products, and ensuring we source wood in a responsible way is of the utmost importance. See more details on our Wood Sourcing Policy and Wood Supplier Survey in the Responsible Supply Chain chapter of this report. To assess and continuously improve the sustainability of each product, we need to thoroughly understand and be able to influence or manage the product's footprint.

As part of our approach to biodiversity, we encourage our suppliers to embed sustainability practices across their operations that aim to:

- Reduce the generation of waste and achieve zero waste-to-landfill.
- Reduce greenhouse gas emissions and implement carbon neutral solutions.
- Reduce the consumption of water.
- Protect and enhance nature and biodiversity.

Artwork submitted by:

Shivee Gupta | Granville, Ohio, U.S.
A delicate watercolor of a fawn adorned with vibrant blossoms, symbolizing innocence, harmony, and the quiet beauty of nature intertwined with gentle elegance.

Environmental Impacts of Our Quarries

In contrast to many traditional mining operations, all industrial rock sourced from our quarries is used in some capacity. In fact, we ensure that there are solutions in place for all materials extracted from the quarries.

- Fine granules that are not directly relevant to stone wool production are either sold into the glass industry, used in construction, or compacted into briquettes, which can then be used as inputs for stone wool production.
- Usable stone is sent to our manufacturing sites to create stone wool.
- Rock that is not suitable for stone wool, known as "country rock," is used to provide infrastructure for the quarry, to shore up topsoil embankments, and as aggregate material for building projects.

In addition to managing stone waste, we manage our quarries' soil and water impacts. Topsoil moved in the development of a quarry is kept on-site. Most becomes part of the landscape again, as grass and trees grow in, while some is used as filler in quarry infrastructure.

Our ownership of Owens Corning Paroc and the rights to mining concessions in Finland includes sources of direct mineral extractions and industrial minerals. Following our acquisition of these quarries in 2018, Owens Corning implemented our own internal auditing standards on the sites, seeking to protect local habitats and gauge any potential environmental impact. Consistent with our other initiatives, our approach has sought to extend beyond mere compliance. To this end, the management systems at each active quarry are third-party verified to ISO 14001 (2015) and ISO 9001 (2015), ensuring systems are in place that integrate consideration of environmental impacts into operations.

Responsible Wood Sourcing

Owens Corning's Responsible Wood Sourcing Working Group is comprised of functions from sourcing, sustainability, and trade compliance. The working group oversees our responsible wood sourcing program, including our Wood Sourcing Policy, and reports up through our Responsible Sourcing Steering Committee on a quarterly basis.

In 2025, we updated our Wood Sourcing Policy. The updated policy was distributed to our wood suppliers, along with training to ensure understanding. The policy outlines how we define responsibly sourced wood and the expectations of our wood suppliers. We commit to source wood products that:

- Come from a known source.
- Are legally harvested and traded and comply with all relevant regulations.
- Do not threaten high conservation value.
- Do not come from deforestation or other ecosystem conversion leading to biodiversity loss, including that of rare, threatened, and endangered species.
- Are harvested and produced in a way that recognizes and upholds the rights, titles, and customs of Indigenous Peoples and local communities.
- Are harvested and produced ensuring that human and worker rights are protected, including decent and humane working conditions and no forced or child labor.

The Wood Sourcing Policy follows a risk-based approach. The wood harvested from countries that are most susceptible to deforestation and ecosystem conversion, which we identify as "High Risk," are required to carry the Forest Stewardship Certification.

We strive to ensure that all regulatory reporting requirements are met when importing materials from our wood suppliers and required compliance data are provided prior to importation. We request that some of our suppliers complete a Certificate of Harvest document annually. The Certificate of Harvest includes an attestation of compliance with the United States Lacey Act, in addition to foreign government regulations regarding wood compliance. We use the completed wood supplier surveys to perform a risk analysis based on country of harvest, wood species, spend, supplier procurement policies, and third-party responsible sourcing certifications, such as the Forest Stewardship Council's chain of custody certifications. Based on the results of our risk analysis, we perform audits on select wood suppliers.

At our United Kingdom and Ireland facilities, we are preparing our suppliers to adhere to the EU Deforestation Regulation requirements. We are also ensuring our systems are prepared to respond to new and emerging regulations.

Sustainable Forestry Certifications

Sustainable forestry certifications provide a way to help protect the future of forests while providing our customers with the best possible products. They also demonstrate to our customers that the products they receive from Owens Corning® Doors are from responsibly managed forests. We are part of several sustainable forestry programs. Our primary wood certifications are the Forest Stewardship Council® (FSC®), Programme for the Endorsement of Forest Certification (PEFC), and Sustainability Forestry Initiative (SFI). Our facility in Laurel, Mississippi, U.S., holds a Fiber Sourcing certificate with SFI. This certification shows our customers that the raw material we use comes from legal and responsible sources, whether or not the forests are certified.



PROTECTING BIODIVERSITY

2025 IN REVIEW

Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.
Green Jay, Laguna Atascosa National Wildlife Refuge, Texas, U.S.

Integrated Biodiversity Assessment Tool Findings

The following chart contains information about Owens Corning sites that are prioritized in our management of biodiversity as a sustainability reporting topic. Key Biodiversity Areas (KBA) are "sites contributing significantly to the global persistence of biodiversity in terrestrial, freshwater, and marine ecosystems." These areas are crucial for maintaining the health of our planet and ensuring various species can survive. By mapping KBAs and protected areas, we gain insight into locations where biodiversity considerations may be relevant to land-use planning and development decisions. Sites located within one kilometer of KBA boundaries are identified for further review as part of our approach to understanding potential environmental sensitivities. The sites listed below represent active operational manufacturing and innovation office locations across our global footprint.

LOCATION*	BIODIVERSITY TRIGGERS	DETAIL ON PROXIMITY
Apeldoorn, Netherlands	Special Protection Area (Birds Directive)	Within 1 km
Brüggen, Germany	Bird species with most of their range restricted to a region, regionally important congregations, species threatened at the European Union level (IBA status B2, B3, and C6)	Within 1 km
Doors Technology Centre, West Chicago, Illinois, U.S.	Breeding area for one bird listed as Near Threatened on IUCN Red List: Henslow's Sparrow	Within 1 km
Fort Smith, Arkansas, U.S.	Threatened Bird Species Population Breeding Area (IBA status A1)	Within 1 km
Hällekis, Sweden	Sarmatic mixed forests, National Protected Areas, Natura 2000 Site, UNESCO Biosphere Reserve	Within 1 km
Lake Charles, Louisiana, U.S.	Migratory birds/congregations, one resident bird species listed as Near Threated on IUCN Red List: Buff-breasted Sandpiper	Within the KBA boundaries

*Active sites listed only. More details in Appendix C.

Goal Setting in 2025

In alignment with our stated intention to define 2030 biodiversity goals by 2025, Owens Corning has delivered on this commitment by establishing goals that address impacts across our own operations and throughout our value chain.

Over the past five years, we have developed these goals by drawing on elements of Science Based Targets Network (SBTN) methodologies, adapting that guidance to reflect the realities of our global operations. While SBTN served as our primary reference, we also considered direction from other leading organizations and emerging voluntary and mandatory biodiversity standards such as Taskforce on Nature-related Financial Disclosures and the Nature Positive Initiative. To ensure our goals reflect both scientific rigor and operational feasibility, we conducted extensive cross-functional engagement. In collaboration with environmental, operations, sourcing, and business leaders across the company, we translated nature-related frameworks into practical, actionable goals for Owens Corning.

Owens Corning is committed to protecting biodiversity by embedding sustainability into our operations, advancing responsible sourcing, and engaging employees in meaningful action. To support this commitment, we will establish a comprehensive Protecting Biodiversity Framework for our operations by 2030. Our biodiversity goals follow a three-pronged approach. First, site-level Biodiversity Action Plans will be developed for all sites identified as high-priority by 2030. Second, our employees will actively participate in biodiversity protection projects at high- and medium- priority sites by 2030. Third, we will prioritize engagement with suppliers of commodities that pose high biodiversity impacts to strengthen our responsible sourcing practices.

We are enhancing traceability across our global supply chain to deepen our understanding of biodiversity impacts and to better manage related risks and opportunities. Across our operations and businesses, we are advancing these biodiversity objectives by engaging key teams, strengthening internal processes, and integrating biodiversity considerations into relevant decision-making.

In 2025, we explored restoration opportunities and potential local initiatives to advance our protecting biodiversity actions at our high-priority biodiversity sites. We also categorized our medium- and low-priority sites based on the state of nature, environmental pressures, and biodiversity-sensitive areas in those regions. This work directly supports our goal to develop Biodiversity Action Plans for all high-priority sites by 2030. Looking ahead, we are conducting field baseline studies for high-priority sites to ground-truth restoration scenarios and inform the development of site-level action plans aligned with our long-term nature strategy and 2030 goals.

Our employees support efforts to consider biodiversity impacts at our facilities, as described throughout this chapter of the Sustainability Report. We look forward to sharing our Protecting Biodiversity Framework and related training to focus biodiversity protection projects across all high- and medium-priority sites by 2030.

As we look ahead, we will continue to draw on leading science-based frameworks and emerging best practices as we work toward achieving our 2030 biodiversity goals.

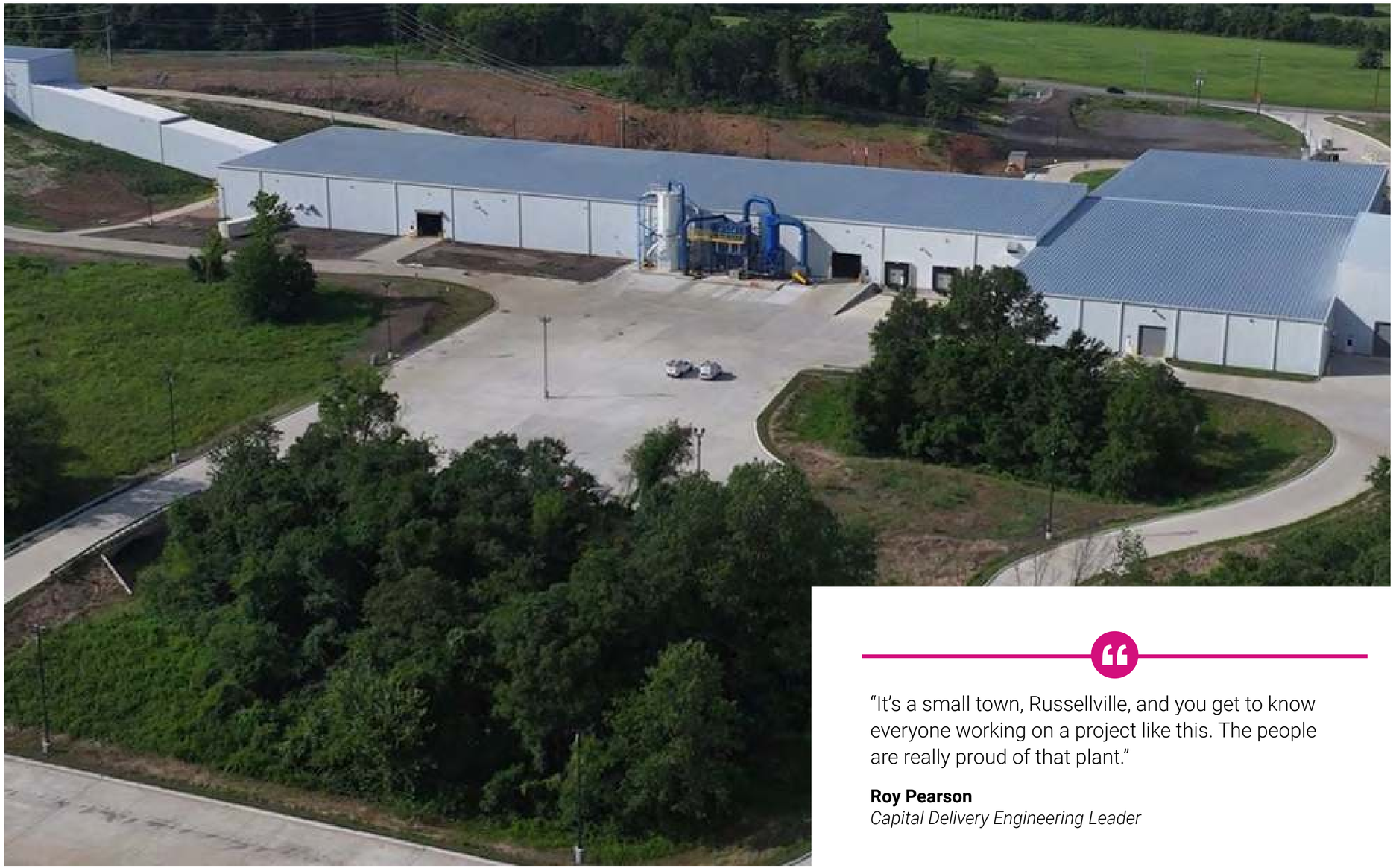
PROTECTING BIODIVERSITY AT OUR FACILITIES AND SURROUNDING COMMUNITIES

Our impact on the world extends far beyond the walls of our facilities, which is why we continue to assess our dependencies, impacts, and risks in relation to biodiversity on a global scale.

Locally, our teams are taking action to develop projects that positively impact the flora and fauna around them and make lasting change in their communities.

Russellville, Arkansas, U.S.

The site for the XPS Foam plant in Russellville was carefully designed to minimize impacts on jurisdictional wetlands and waterways. The project team worked closely with engineering partners and regulatory agencies to ensure full compliance, while optimizing the site layout for operational efficiency, demonstrating a strong commitment to sustainable and responsible site development.

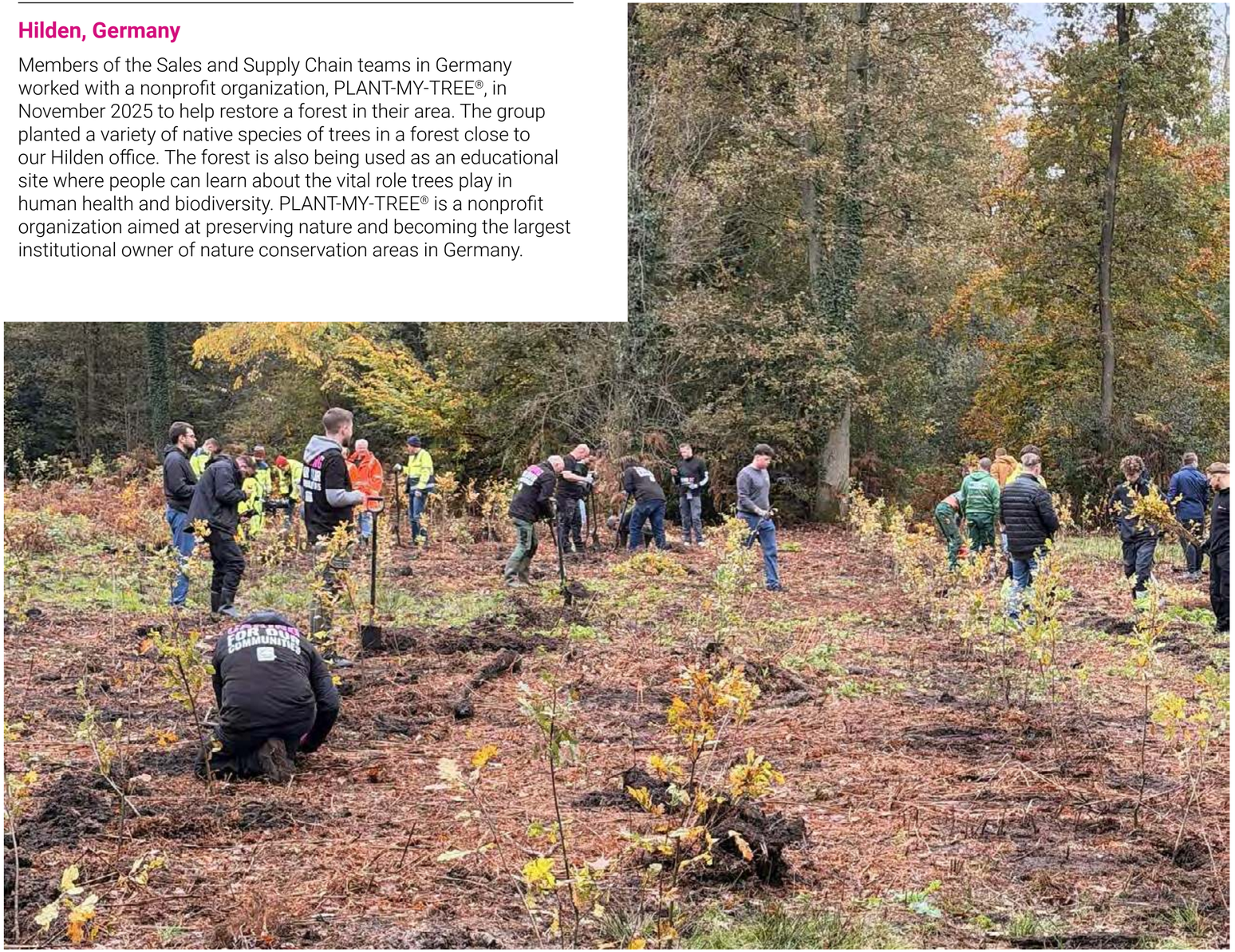


"It's a small town, Russellville, and you get to know everyone working on a project like this. The people are really proud of that plant."

Roy Pearson
Capital Delivery Engineering Leader

Hilden, Germany

Members of the Sales and Supply Chain teams in Germany worked with a nonprofit organization, PLANT-MY-TREE®, in November 2025 to help restore a forest in their area. The group planted a variety of native species of trees in a forest close to our Hilden office. The forest is also being used as an educational site where people can learn about the vital role trees play in human health and biodiversity. PLANT-MY-TREE® is a nonprofit organization aimed at preserving nature and becoming the largest institutional owner of nature conservation areas in Germany.



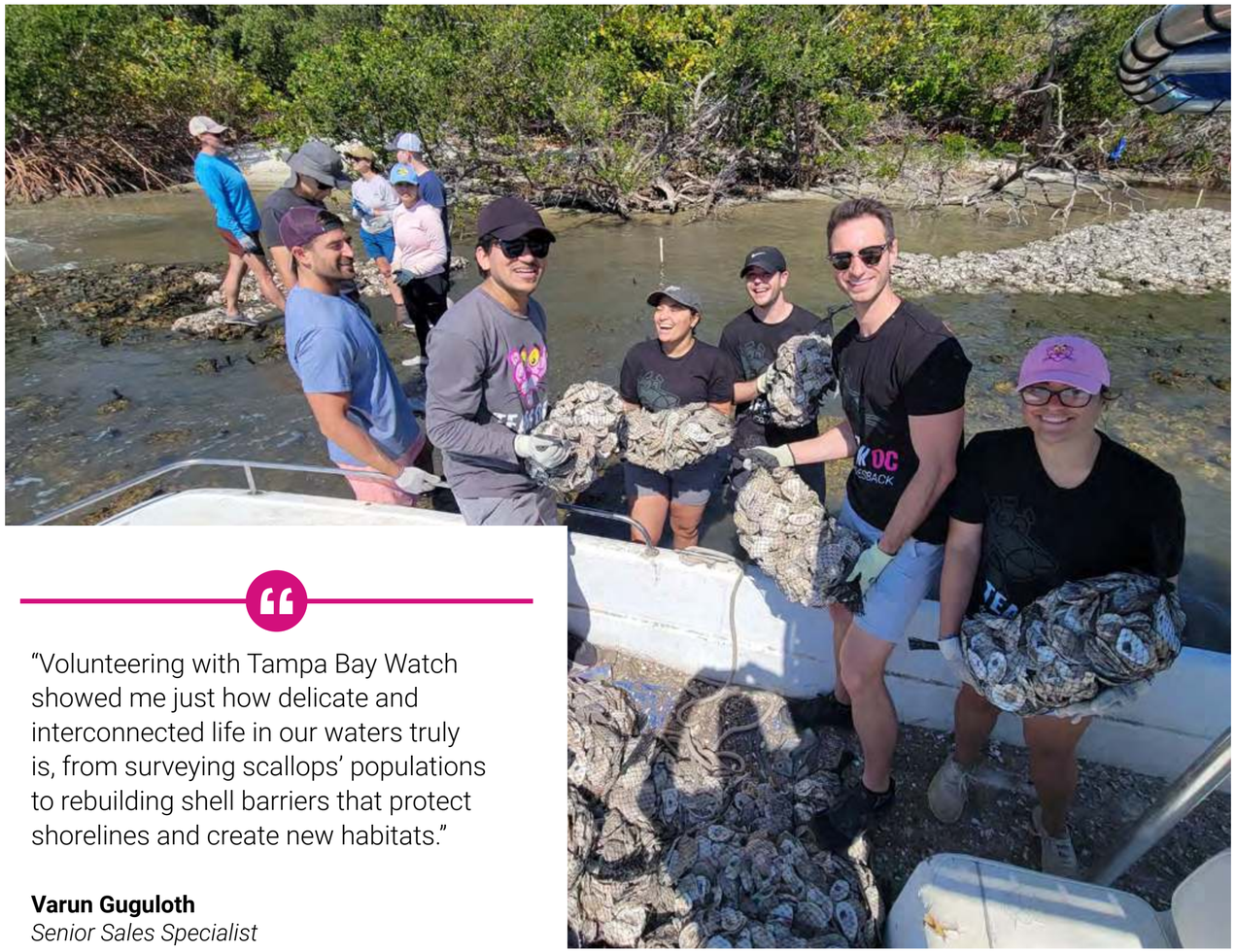


Barnsley, South Yorkshire, United Kingdom

The team in Barnsley arranged activities in 2025 to help increase their understanding of the biodiversity around the facility. Employees went on a nature walk around the site to increase awareness of native species. They also made planters out of scrap materials to fill with seasonal bulbs. To celebrate Victory in Europe Day in May, the team planted Flanders Fields poppy seeds, to attract more bees and butterflies to the area. During exploration of the site, the first inhabitants of the hedgehog houses made in 2024 were spotted, as well.

Tampa, Florida, U.S.

In Tampa, Doors employees have been helping to create habitats for oysters through a variety of volunteer activities. Team members have been involved with the Tampa Bay Watch organization's Living Shorelines to combat erosion of shorelines and help restore coastal habitats for marine life. Some activities have included building reef balls and installing shell bars. In April 2025, we supported Tampa Bay Watch's Earth Day initiative by spending two days at MacDill Air Force Base. At the event, volunteers installed 20 tons of shell, helping to stabilize eroding shoreline by providing hard-bottom habitats for fish and wildlife. These activities benefit marine life and promote water quality improvements in the Tampa Bay ecosystem.



"Volunteering with Tampa Bay Watch showed me just how delicate and interconnected life in our waters truly is, from surveying scallops' populations to rebuilding shell barriers that protect shorelines and create new habitats."

Varun Guguloth
Senior Sales Specialist

Granville, Ohio, U.S.

The Granville site carries out nest box monitoring activities to be sure native, cavity-nesting birds have access to proper habitats. Bluebirds, Swallows, Chickadees, and Wrens are among the species of birds that are welcome to use the bird boxes. Non-native species, such as House Sparrows and Starlings, making nests in the boxes can have negative impacts on the native populations, so they are evicted. There are 20 boxes on-site that are checked weekly during nesting season, Spring through mid-September.



Laurel, Mississippi, U.S.

In March 2025, a Senior Buyer from our Doors business worked with elementary schools near the Laurel facility to celebrate Arbor Day. Third graders watched as our employee planted a tree outside the school and spoke about the benefits of our forests, our needs for trees, and how everything in the environment works together. Students were then given the chance to ask questions to learn more. The lesson and demonstration ties into Sustainable Forestry Initiative and the part we play in reducing deforestation. This program is a collaboration with the Jones County Forestry Association and the Mississippi State University Extension.

SUSTAINABILITY CHAMPIONS WORKING TO PROTECT BIODIVERSITY

Our Sustainability Champions act as liaisons for sustainability engagement for sites in all the regions where we operate. The program was adopted from our Doors business, and in 2025, five plants were selected to bring our Roofing and Insulation businesses onboard. Each quarter the Sustainability Champions focus on a different topic within sustainability, such as waste reduction and safety. Champions are then given information about that topic and an opportunity to develop activities to bring awareness of the topic to their own site. Read about some of the waste reduction activities our Sustainability Champions developed in our Waste Management chapter. Through their efforts, Champions are not just helping to focus on sustainability topics, but they are also strengthening leadership and communication skills and developing a stronger network across facilities and functions.

In the fourth quarter of 2025, our Champions were focused on biodiversity projects. The group attended a presentation to learn about the Owens Corning biodiversity program and where they could play a part. The attendees were given information about biodiversity protected areas and endangered species in proximity to their own sites. Ideas for biodiversity events were given as inspiration, such as building habitats for species in their areas or going on nature walks to discover the flora and fauna near their facilities.

Building Bat Boxes, Irving, Texas, U.S.





Roadrunner Habitat Set-up, Nacogdoches, Texas, U.S.





Biodiversity Photoshoot, Laurel, Mississippi, U.S.



Shutter Safari, Mexico City, Mexico



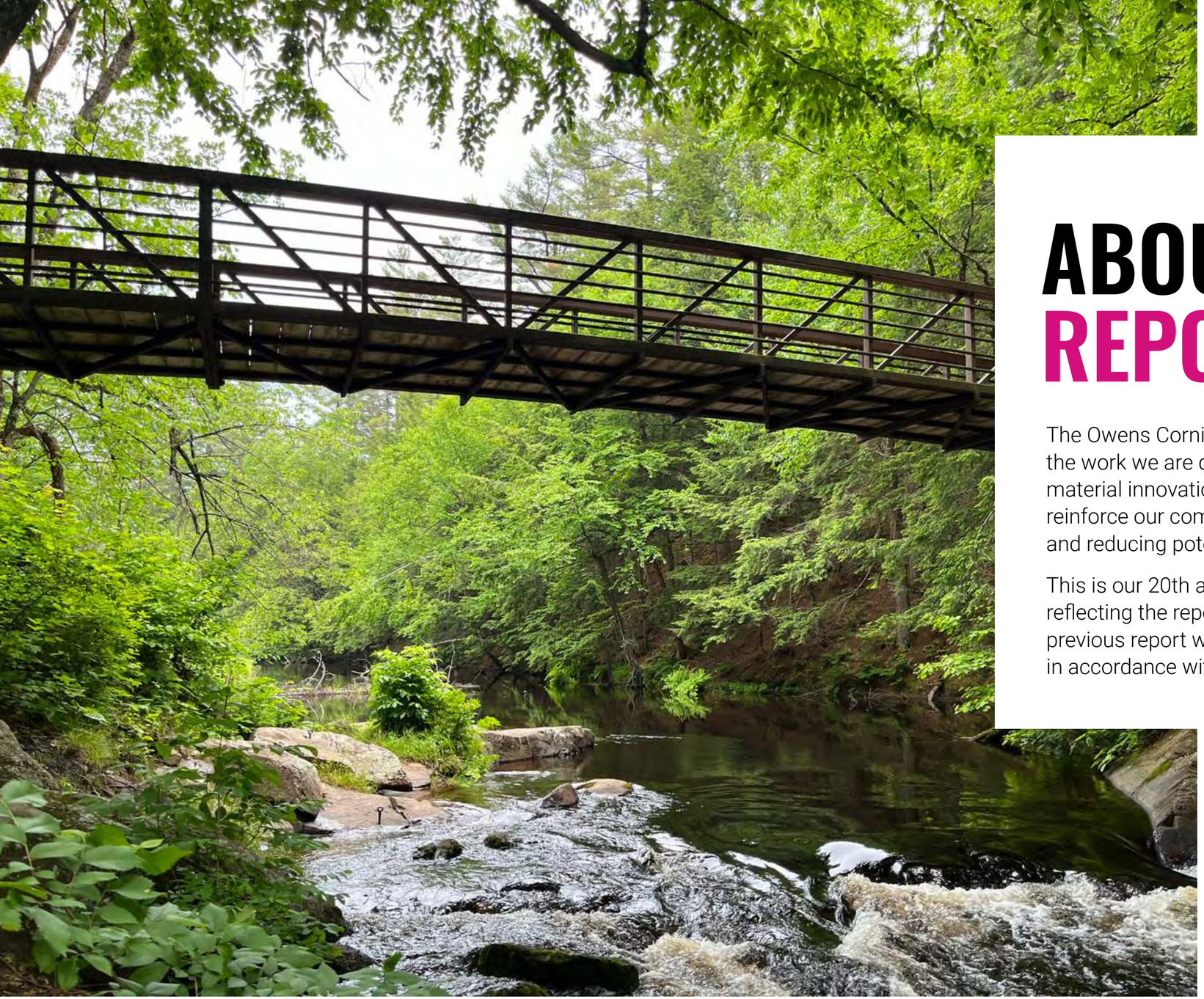


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Photo submitted by:

Nathaniel Bauer | Denver, Colorado, U.S.
Crabapple blossom, Denver, Colorado, U.S.



ABOUT THE REPORT

The Owens Corning Sustainability Report gives us an opportunity to demonstrate the work we are doing to fulfill our mission: to build a sustainable future through material innovation. It provides stakeholders with data and information that reinforce our commitment to increasing our positive impacts around the world and reducing potential negative impacts.

This is our 20th annual Sustainability Report, published on May 27, 2026, reflecting the reporting period from January 1, 2025, to December 31, 2025. Our previous report was published on April 22, 2025. This is our ninth report prepared in accordance with the Global Reporting Initiative (GRI) Standards.

Photo submitted by:

Megan Moore | Ontario, Canada
Huntsville, Ontario, Canada



Artwork submitted by:

Liesbeth Beckers | Tessenderlo, Belgium

REPORTING AND DISCLOSURES

We prepare our report in accordance with the Global Reporting Initiative (GRI) Standards. We have chosen to provide a comprehensive picture of the most significant impacts on the economy, environment, and people, including impacts on their human rights and how we manage these impacts. We report at this level because we believe that transparency is an essential component of any sustainability effort. In addition, this report addresses disclosures and material issues related to CDP (formerly the Carbon Disclosure Project), the S&P Global Corporate Sustainability Assessment (CSA), the United Nations Sustainable Development Goals (SDGs), and the U.N. Global Compact Communication on Progress. We also address other stakeholders' requests, including the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). Newly in this report, we have also prepared an Index based on the International Financial Reporting Standards' International Sustainability Standards Board (ISSB). This approach enables us to provide an integrated, comprehensive view of our commitments, progress, and activities related to sustainability and social responsibility.

We focus on creating robust business and reporting strategies that effectively align with the needs and priorities of our company and our stakeholders. We do this by investing substantial time and effort into understanding, prioritizing, and addressing material topics — and reporting on them accurately and transparently. To achieve this, we have developed our materiality matrix to address different stakeholder needs as well as our involvement with the impacts of material topics. To remain informed about changing business contexts, stakeholder requirements, and emerging trends, we regularly review our list of material topics and their relative priority and update them when appropriate. A discussion of our ongoing stakeholder engagement can be found on page 8.

SCOPE AND BOUNDARIES

For this report, the content and boundaries of material topics were developed and determined based on their impacts — economic, environmental, and/or social. We report on ways that we have caused or contributed to impacts in our material topics, as well as the ways our activities, projects, and services are directly linked to these topics through our business relationships. This includes relationships with entities that we do not control and might not have the leverage needed to effect change in their impacts.

- In summary, the boundaries of all impacts cover all our sites around the world, including Asia Pacific, Europe, and the Americas. We consider all our operations to be significant locations of operation. Internal boundaries include all sites owned or leased by Owens Corning, including plants, offices, distribution centers, warehouses, and manufacturing facilities. The external boundary includes supplier locations, communities, and customer locations where Owens Corning does business.
- In February 2024, Owens Corning announced that the company decided to review strategic alternatives for its global Glass Reinforcements (GR) business. The decision to explore alternatives for the GR business is consistent with the company's strategy to focus on building and construction materials. On Feb. 13, 2025, the company entered into a definitive agreement for the sale of our global Glass Reinforcements business, and the transaction was completed on May 1, 2026. The sale completed Owens Corning's review of strategic alternatives for the business, and strengthens Owens Corning as a focused building products leader in North America and Europe. This report has excluded Glass Reinforcements data from most chapters, with exceptions due to data constraints identified via footnotes. This report also contains a set of Glass Reinforcements-specific data, found in Appendix K.

Significant Changes in Scope

In addition to the Glass Reinforcements sale in 2025, Owens Corning announced the divestment of its building materials facilities located within the Asia-Pacific region, as well as the Prineville Doors site. In accordance with World Resources Institute (WRI) protocols, we removed these sites' utility and production data back to our base year of 2018 or the year the sites opened for the sites that have not had operations since the base year. The revenue denominator we use to calculate our 2030 environmental sustainability goals has been updated to include the divestments back to the base year of 2018. All locations from these sales are excluded in the environmental baseline and metrics provided in this report. This change in scope is applicable across all material topics addressed in our report. The boundaries of our material topics have not otherwise changed.

In this report, Glass Reinforcements data has been excluded from all chapters, with the exception of the Employee Experience and Inclusion & Diversity chapters, as these chapters include information on employees who may join or leave the Glass Reinforcements business prior to the divestment being completed. Environmental footprint and safety data also exclude Glass Reinforcements sites for all prior years between our base year of 2018 and 2024. For all data where Glass Reinforcements data was not able to be removed due to data collection constraints, this has been noted with footnotes throughout the report. Select Glass Reinforcements-only data has been included in Appendix K.

Key External Initiatives Adopted by Owens Corning

INITIATIVE	ADOPTION DATE	WHERE APPLIED	STAKEHOLDER DEVELOPMENT	REQUIRED BY LAW/ VOLUNTARY
U.N. Global Compact	2010	Companywide	Multi-stakeholder approach to development	Voluntary
U.N. Environmental Programme	2010	Companywide	Supplier Code of Conduct	Voluntary
Supplemental Convention of the Abolition of Slavery, the Slave Trade, and Institutions and Practices Similar to Slavery	2010	Companywide	Supplier Code of Conduct	Voluntary
Protocol to Prevent, Suppress, and Punish Trafficking in Persons, Especially Women and Children, Supplementing the United Nations Convention Against Transnational Organized Crime	2010	Companywide	Supplier Code of Conduct	Voluntary
U.N. Sustainable Development Goals	2016	Companywide	Multi-stakeholder approach to development	Voluntary
Science Based Targets Initiative	2016	Companywide	Multi-stakeholder approach to development	Voluntary
CEO Action for Diversity & Inclusion	2019	Companywide	Multi-stakeholder approach to development	Voluntary
Science Based Targets Network	2020	Companywide	Multi-stakeholder approach to development	Voluntary
ISO 14000, ISO 50001, and ISO 45001/OHSAS 18001	Varies by site	All EMS systems are in alignment with ISO standards. Select sites worldwide are certified.	Multi-stakeholder approach to development	Voluntary
ISO 9001	Varies by site	Select sites worldwide are certified.	Multi-stakeholder approach to development	Voluntary

PRECAUTIONARY APPROACH AND ALIGNMENT WITH OTHER UNITED NATIONS INITIATIVES

Since 2010, Owens Corning has been a signatory to the United Nations Global Compact (UNGC), a strategic, voluntary policy initiative for businesses committed to aligning their operations with 10 universally accepted principles in the areas of human rights, labor, environment, and anti-corruption.

Principle 7 of the UNGC states that, “businesses should support a precautionary approach to environmental challenges.” The precautionary principle or approach was originally introduced in the 1992 Rio Declaration of Environment and Development. Principle 15 of the Rio Declaration explains, “where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.”

The precautionary approach calls upon us to diligently assess and manage environmental, health, and safety risks, so we can take appropriate action to prevent harm. We ensure that our products and technology comply with or exceed all applicable laws, regulations, and approval standards to protect the environment and human life and health. In addition, our product stewardship programs are designed to ensure the integrity of our products and the processes used to develop, produce, and manage them. Owens Corning is confident that these efforts are consistent with the expectations of the precautionary approach. More information is available in our Environmental, Health, Safety, and Product Stewardship Policy, found on our sustainability website. As we discuss in detail on page 313, we align our activities with the U.N.’s 17 SDGs. In addition, Owens Corning is guided by the Ten Principles of the United Nations Global Compact, the Universal Declaration of Human Rights, the U.N. Guiding Principles on Business and Human Rights, and the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work.

Owens Corning is committed — in both belief and action — to the 10 principles of the Global Compact and the 30 articles of the Universal Declaration of Human Rights. This commitment extends beyond making our products and operations more sustainable. It involves the broader objectives of sustainability, balancing economic growth with social progress, and environmental stewardship. In short, we believe that what is good for people and good for our planet is also good for Owens Corning. Our Human Rights Policy was updated and expanded in October 2025 and informs our Supplier Code of Conduct, all in accordance with the principles of the UNGC and the Universal Declaration of Human Rights.

REPORTING METHODOLOGY

Owens Corning follows the World Resources Institute (WRI) Corporate Accounting and Reporting Standard for defining and accounting for our baseline structure. In 2025, we included over 100 sites in the scope and boundary of our 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 base year to current year. This process of updating the baseline is completed for both the numerator (aspect) and denominator (sales or production) of our calculations. This approach was implemented to ensure a meaningful and consistent comparison of emissions over time, including for the current year.

Please note that the numbers have been rounded. Some totals have been affected as a result.

Defining Workers

For purposes of this report, Owens Corning defines "workers" as our employees globally across all facilities in which we operate. In the chapter on safety, we also report on contractors over whom we have direct supervision, as well as those for our large capital projects.

Environmental Methodology

For the organizational and geographical boundaries of the inventory, we have used, owned, and leased facilities globally under Owens Corning's operational control. The physical infrastructure, activities, and/or technologies of the inventory are understood as the internal boundaries mentioned on page 241, as well as other contributors to emissions, including fleet vehicles, our corporate jets, and employee travel. Emissions resulting from explosives, fire extinguishers, refrigerants, and welding gases have been excluded as de minimis.

In 2025, Owens Corning began using a digital tool to calculate Scope 3 Category 1 Purchased Good and Services emissions from chemicals, minerals, packaging, and facing materials. This new method applies a new spend-based approach to packaging and facing materials, and was applied to 2018 through 2025 as well. As part of further integrating the Doors business environmental data, we assessed and updated their reporting methodology for waste, biomass, and foam blowing agent data to align both with GRI and our internal reporting standards, and re-baselined Doors data back to the base year using the updated reporting methodology. While continuing to integrate Doors data into Scope 3 emissions, in 2025 Scope 3 Category 12 End-of-Life Treatment of Sold Products emissions were updated to include additional End-of-Life emissions for residential wood doors, and Category 1 Purchased Good and Services emissions were updated to include the materials used to produce steel doors.

The greenhouse gas (GHG) sources identified are purchased electricity, heat, steam, cooling, natural gas, diesel, jet fuel, gasoline, propane, CO_2, coke, fuel oils, kerosene, liquefied petroleum gas (LPG), biomass, blowing agents, and emissions from the processing of asphalt, dolomite, limestone, and soda ash.

All GHGs declared in the Kyoto Protocol (CO_2, CH_4, N_2O, HFCs, PFCs, NF_3) are included in the evaluation. Hydrochlorofluorocarbon (HCFC) and hydrofluoroolefin (HFO) emissions are optionally included in Scope 1 emissions, in addition to the Kyoto gases, and are outlined on page 256.

Verification of Data

Invoices are entered electronically into our system and subjected to several audits to check both the completeness and the validity of the data. Before data is made available in our EcoStruxure™ Resource Advisor system from Schneider Electric, invoices are reviewed for missing data, potential overlaps, or collisions with existing data, and whether the data should be tracked by a third party. Once posted, the invoice data is reviewed in the context of the surrounding account to verify data entry, charge accuracy, and the overall trend in cost and consumption. Invoices with suspect data are elevated for further review and resolution, also by the third party. Where necessary, detailed estimates may be used when invoiced or directly measured data is not available. These estimates leverage existing data such as monthly production levels, and they are subject to the same checks for validity and completeness as all of our data.

Data that is put into our system goes through two variance tests. The first is to check if the currently entered value is >2 standard deviations over the average value entered (the period for the average is 12 months prior to the current month and 12 months after the current month). The second variance test is to check that the unit of measure is consistently used month over month.

In addition to the measures associated with invoice- and user-provided data, our third-party partner provides 24 hours per month of support for data management and quality assurance of global data. The purpose of this ongoing quality assurance/quality control is to identify anomalies when reviewing long-term trending and analyses in a further effort to ensure data accuracy and integrity.

These boundaries are applicable to all GRI Standards topics, including:

- General disclosures
- Management approach
- Economic
- Environmental
- Social

EXTERNAL ASSURANCE

To enhance the reliability of our recorded data, Owens Corning works to ensure transparency in disclosure on all matrices, key performance indicators (KPIs), and mechanisms of assurance. As we move forward, we will externally assure additional topics, prioritizing based on availability of data and importance to stakeholders, as observed through our materiality assessment. SCS Global Services (SCS) performed the assurance of Owens Corning's 2025 Sustainability Report against the AA1000 Assurance Standard (AA1000AS V3). In addition, SCS evaluated the report for adherence to the Global Reporting Initiative (GRI) Standards. Specific performance data were assessed using internationally recognized standards, which included, but are not limited to, the following:

- World Resources Institute's (WRI) Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004, along with Scope 2 and Scope 3 Guidance
- ISO 14064–3:2006 Specification with guidance for the validation and verification of GHG assertions

To view the assurance statement, please see Appendix L.

For additional information on the economic and social metrics verified through SCS Global Services, see our Verification Statements document.

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



Photo submitted by:

Valerie Pitzen | Toledo, Ohio, U.S.

EMPLOYEE DATA

The social data in this appendix were independently assured to a moderate level by SCS Global Services. For more information or to see the verification statement, please go to page 333.

2025 Global Workforce Composition (Gender and Age)

AGE GROUPS	POSITION	WOMEN	MEN	TOTAL
Number of employees in the age group <30 years by gender within employee categories	Manager	28	50	78
	Primary	585	2,802	3,387
	Staff	293	371	664
TOTAL <30 AGE GROUP		**906**	**3,223**	**4,129**
Number of employees in the age group 30–50 years by gender within employee categories	Manager	439	1,063	1,502
	Senior Executive/Vice President	12	15	27
	Primary	1,467	7,582	9,049
	Staff	1,036	1,552	2,588
TOTAL 31–50 AGE GROUP		**1,918**	**10,212**	**13,166**
Number of employees in the age group >50 years by gender within employee categories	Manager	198	658	856
	Senior Executive/Vice President	5	32	37
	Primary	642	4,093	4,735
	Staff	530	1,019	1,549
TOTAL >50 AGE GROUP		**1,375**	**5,802**	**7,177**
GRAND TOTAL		**5,235**	**19,237**	**24,472**

Please note that the numbers have been rounded. Some totals have been affected as a result.

WORKFORCE DATA | EMPLOYEE DATA

Number of Global Employees by Employment Contract (by Gender and Region)

REGION	WOMEN		MEN		TOTAL		GRAND TOTAL
	REGULAR	TEMPORARY	REGULAR	TEMPORARY	REGULAR	TEMPORARY	
Asia Pacific	328	0	1,935	0	2,263	0	2,263
Europe	803	2	3,813	11	4,616	13	4,629
Latin America	741	0	2,272	0	3,013	0	3,013
North America	3,361	0	11,205	1	14,566	1	14,567
TOTAL	**5,233**	**2**	**19,225**	**12**	**24,458**	**14**	**24,472**

Number of Global Employees by Employment Type (by Gender)

	WOMEN	MEN	TOTAL
Full Time	5,150	19,156	24,306
Part Time	85	81	166
TOTAL	**5,235**	**19,237**	**24,472**

Employee Training by Gender

CATEGORY	HOURS SUM		COUNT		HOURS AVERAGE		TOTALS		
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	HOURS	COUNT	HRS AVG
Senior Executive/ Vice President	52	134	17	47	3	3	186	64	3
Manager	3,455	9,477	665	1,771	5	5	12,932	2,436	7
Staff	9,182	15,793	1,859	2,942	5	5	24,976	4,801	7
Primary	9,189	61,418	2,694	14,477	3	4	70,608	17,171	6
TOTAL	**21,879**	**86,822**	**5,235**	**19,237**	**4**	**5**	**108,701**	**24,472**	**6**

	2025
Average amount in USD spent per FTE on training and development	$371

Data in the table above represents 100% of employees.

North American Staff Who Took Parental Leave in 2025

	WOMEN	MEN	TOTAL
U.S.	56	68	124
Canada	2	1	3
TOTAL	**58**	**69**	**127**

Parental Leave in 2025 in the U.S.*

	WOMEN	MEN
Total number of employees who took parental leave, by gender	51	60
Total number of employees who returned to work in the reporting period after parental leave ended, by gender	50	60
Total number of employees who returned to work after parental leave ended who were still employed 12 months after their return to work, by gender	32	37
Total number of employees returning from parental leave in the prior reporting periods	35	44
Return to work rates of employees who took parental leave, by gender	98%	100%
Retention rates of employees who took parental leave, by gender	91%	93%

Please note that the numbers have been rounded. Some totals have been affected as a result.

**Leave data displayed in this table includes only those in the U.S. who have had the opportunity to return in the 2025 reporting year.*

WORKFORCE DATA | EMPLOYEE DATA

2025 Global Workforce Composition (Gender and Country)

COUNTRY	WOMEN	MEN	TOTAL
Austria	0	3	3
Belgium	76	378	454
Brazil	60	385	445
Canada	207	918	1,125
Chile	56	384	440
China	157	306	463
Czech Republic	58	236	294
Denmark	1	5	6
Estonia	2	4	6
Finland	50	181	231
France	104	344	448
Germany	34	135	169
Hong Kong	2	1	3
India	149	1,359	1,508
Ireland	24	111	135
Italy	25	237	262
Japan	3	8	11
Korea, Republic of	8	222	230
Latvia	1	6	7
Lithuania	52	215	267
Mexico	625	1,503	2,128
Netherlands	18	168	186
Norway	0	5	5
Poland	92	598	690
Singapore	9	39	48
Slovakia	0	2	2
Spain	33	44	77
Sweden	79	329	408
Switzerland	2	13	15
United Kingdom	154	810	964
United States	3,154	10,288	13,442
GRAND TOTAL	**5,235**	**19,237**	**24,472**

Please note that the numbers have been rounded. Some totals have been affected as a result.

Number of Employees Joining the Organization in 2025*

	2022	2023	2024	2025	2025 RATE
Total Employees	4,205	3,078	4,780	4,580	19%
BY AGE GROUP					
<30 Years	1,870	1,336	2,067	2,214	17%
30 to 50 Years	1,940	1,464	2,230	476	7%
>50 Years	395	278	483	1,890	46%
BY GENDER					
Men	3,200	2,474	3,678	3,447	18%
Women	1,005	604	1,101	1,133	22%
BY REGION					
Asia Pacific	400	172	266	216	10%
Europe	469	234	282	383	8%
Latin America	747	626	1,006	996	33%
North America	2,589	2,046	3,226	2,985	21%
OTHER METRICS					
% of Open Positions Filled by Internal Candidates	28%	29%	32%	31%	–
Average Hiring Cost/FTE in USD	$5,500	$5,375	$3,847	$12,001	–

**Average Hiring Cost/FTE does not include primary or directors or above. It is U.S. only. It is calcuated by taking U.S. recruiting agency costs divided by total band 4-8 US hires.*

Number of Employees Leaving Employment in 2025

	2022	2023	2024	2025	2025 RATE
Total Employees	5,225	4,387	6,790	6,255	24.7%
BY AGE GROUP					
<30 Years	1,689	1,414	1,924	3,106	22.7%
30 to 50 Years	2,596	2,208	3,211	1,326	18.2%
>50 Years	940	765	1,657	1,823	41.8%
BY GENDER					
Men	4,079	3,483	5,139	4,786	24.0%
Women	1,146	904	1,651	1,469	27.1%
BY REGION					
Asia Pacific	838	893	395	842	32.6%
Europe	1,129	374	525	454	9.8%
Latin America	731	921	1,009	1,262	40.1%
North America	2,527	2,199	4,863	3,697	24.7%

Total Employee Turnover Rate

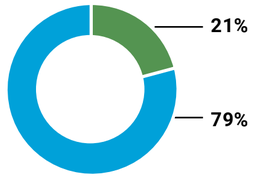
	2022	2023	2024	2025
Total Employee Turnover Rate	26%	24%	26%	25%
Voluntary Employee Turnover Rate	14%	13%	11%	13%

WORKFORCE DATA | EMPLOYEE DATA

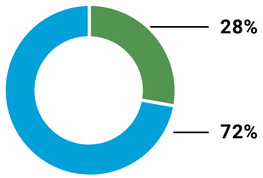
Percentage of Roles Across the Company by Gender

Women Men

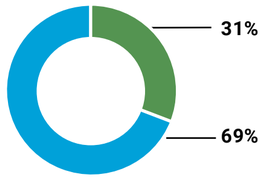
Total organization



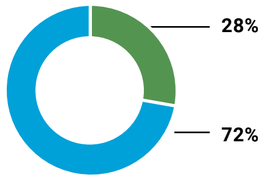
Total management workforce



Management positions in revenue-generating functions

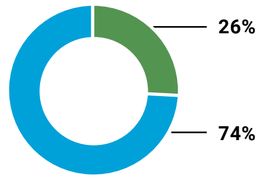


Top management positions*

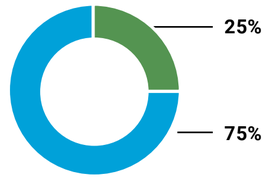


*Maximum two levels away from the CEO or comparable position

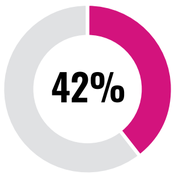
Total junior management workforce



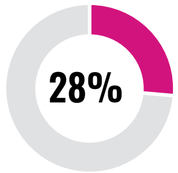
STEM-related positions



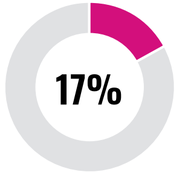
Percentage of Roles in the U.S. Filled by People of Color (POC)



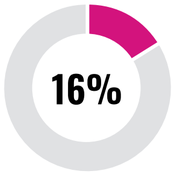
POC in the organization (U.S. only)



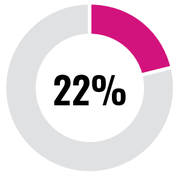
POC in junior management positions out of total junior management workforce (U.S. only)



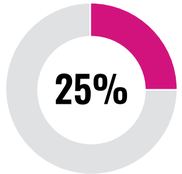
POC in management positions in revenue-generating functions (U.S. only)



POC in top management positions (maximum two levels away from the CEO or comparable position) out of total top management workforce (U.S. only)



POC in management positions out of total management workforce (U.S. only)



POC in STEM-related positions (as a percentage of total STEM positions)

Please note that the numbers have been rounded. Some totals have been affected as a result.

SAFETY DATA

The safety data in this appendix were independently assured to a moderate level by SCS Global Services. For more information or to see the verification statement, please go to page 333.

ACRONYM	DEFINITION	FORMULA
LWIR	Lost Workday Injury Rate	Lost Workday Cases x 200,000/Total Labor Hours
LTIFR	Lost Time Injuries Frequency Rate	Lost Workday Cases x 1,000,000/Total Labor Hours
RIR	Recordable Incident Rate	Number of Injuries x 200,000/Total Labor Hours
OIFR	Occupational Illness Frequency Rate	Number of Illnesses x 1,000,000/Total Labor Hours
TRIFR	Total Recordable Injury Frequency Rate	Number of Injuries x 1,000,000/Total Labor Hours
LWD	Lost Workday Rate	Lost Workdays x 200,000/Total Labor Hours

Occupational Illness by Region

REGION	METRIC	2022	2023	2024	2025
North America	Women	0	0	0	0
	Men	1	0	1	0
	TOTAL	**1**	**0**	**1**	**0**

There were no occupational illnesses in South America, Europe, or Asia Pacific in the last four years.

WORKFORCE DATA | SAFETY DATA

Recordable Injuries

REGION	METRIC	2022	2023	2024	2025
Asia Pacific	Total Labor Hours	6,887,000	6,045,595	5,149,395	3,618,858
	Women (Count)	0	0	0	0
	Women (Rate)	0.00	0.00	0.00	0.00
	Men (Count)	6	4	1	0
	Men (Rate)	0.17	0.13	0.04	0.00
	Not Specified (count)	0	0	0	0
	Not Specified (rate)	0.00	0.00	0.00	0.00
Asia Pacific Total (Count)		6	4	1	0
ASIA PACIFIC RIR		**0.17**	**0.13**	**0.04**	**0.00**
Europe	Total Labor Hours	5,798,312	5,364,670	7,054,460	7,133,613
	Women (Count)	0	1	0	0
	Women (Rate)	0.00	0.04	0.00	0.00
	Men (Count)	6	14	14	12
	Men (Rate)	0.21	0.52	0.40	0.34
	Not Specified (Count)	0	0	0	0
	Not Specified (Rate)	0.00	0.00	0.00	0.00
Europe Total (Count)		6	15	14	12
EUROPE RIR		**0.21**	**0.56**	**0.40**	**0.34**
North America	Total Labor Hours	19,213,656	19,681,589	34,627,252	33,372,532
	Women (Count)	16	23	48	44
	Women (Rate)	0.17	0.23	0.28	0.26
	Men (Count)	98	72	139	89
	Men (Rate)	1.02	0.73	0.80	0.53
	Not Specified (Count)	2	1	4	0
	Not Specified (Rate)	0.02	0.01	0.02	0.00
North America Total (Count)		116	96	191	133
NORTH AMERICA RIR		**1.21**	**0.98**	**1.10**	**0.80**
South America	Total Labor Hours	158,576	157,450	1,206,951	885,525
	Women (Count)	0	0	1	0
	Women (Rate)	0.00	0.00	0.17	0.00
	Men (Count)	0	0	2	3
	Men (Rate)	0.00	0.00	0.33	0.68
South America Total (Count)		0	0	3	3
SOUTH AMERICA RIR		**0.00**	**0.00**	**0.50**	**0.68**
GRAND TOTAL RECORDABLE INJURIES		**128**	**115**	**209**	**148**
RECORDABLE INCIDENT RATE (RIR)		**0.80**	**0.74**	**0.87**	**0.66**
TOTAL RECORDABLE INJURIES FREQUENCY RATE (TRIFR)		**3.99**	**3.68**	**4.35**	**3.29**

Please note that the numbers have been rounded. Some totals have been affected as a result.

WORKFORCE DATA | SAFETY DATA

Region/Gender/Injury Type

ASIA PACIFIC	2022	2023	2024	2025
MEN				
Arms/Hands	4	1	1	0
Back/Shoulders	0	1	0	0
Head/Face/Eyes	0	1	0	0
Legs/Feet	2	1	0	0
TOTAL	**6**	**4**	**1**	**0**
ASIA PACIFIC TOTAL	**6**	**4**	**1**	**0**

EUROPE	2022	2023	2024	2025
WOMEN				
Legs/Feet	0	1	0	0
TOTAL	**0**	**1**	**0**	**0**
MEN				
Arms/Hands	5	9	6	7
Head/Face/Eyes	1	1	1	1
Legs/Feet	0	4	6	4
Multiple/Other	0	0	1	0
TOTAL	**6**	**14**	**14**	**12**
EUROPE TOTAL	**6**	**15**	**14**	**12**

NORTH AMERICA	2022	2023	2024	2025
WOMEN				
Arms/Hands	7	7	18	17
Back/Shoulders	1	8	15	8
Head/Face/Eyes	1	1	5	6
Legs/Feet	6	7	9	13
Multiple/Other	1	0	1	0
TOTAL	**16**	**23**	**48**	**44**
MEN				
Arms/Hands	36	32	62	42
Back/Shoulders	26	16	29	22
Head/Face/Eyes	20	11	21	12
Legs/Feet	13	8	19	13
Multiple/Other	4	6	9	0
TOTAL	**99**	**73**	**140**	**89**
UNSPECIFIED				
Arms/Hands	1	0	2	0
Back/Shoulders	0	1	0	0
Legs/Feet	1	0	2	0
Total	**2**	**1**	**4**	**0**
NORTH AMERICA TOTAL	**117**	**97**	**192**	**133**

SOUTH AMERICA	2022	2023	2024	2025
WOMEN				
Multiple/Other	0	0	1	0
TOTAL	**0**	**0**	**1**	**0**
MEN				
Arms/Hands	0	0	0	2
Legs/Feet	0	0	1	0
Multiple/Other	0	0	1	1
TOTAL	**0**	**0**	**2**	**3**
SOUTH AMERICA TOTAL	**0**	**0**	**3**	**3**

REGION	2022	2023	2024	2025
Asia Pacific	6	4	1	0
Europe	6	15	14	12
North America	117	97	192	133
South America			3	3
GRAND TOTAL	**129**	**116**	**210**	**148**

Please note that injuries include both occupational illnesses and recordable injuries.

Please note that the numbers have been rounded. Some totals have been affected as a result.

WORKFORCE DATA | SAFETY DATA

Employee Lost Time Injury Frequency Rate (LTIFR)

REGION	METRIC	2022	2023	2024	2025
Asia Pacific	Total Labor Hours	6,887,000	6,045,595	5,149,395	3,618,858
	Women (Count)	0	0	0	0
	Women (Rate)	0.00	0.00	0.00	0.00
	Men (Count)	5	2	1	0
	Men (Rate)	0.15	0.07	0.04	0.00
Asia Pacific Total (Count)		5	2	1	0
ASIA PACIFIC LWIR		**0.15**	**0.07**	**0.04**	**0.00**
ASIA PACIFIC LTIFR		**0.73**	**0.33**	**0.19**	**0.00**
Europe	Total Labor Hours	5,798,312	5,364,670	7,054,460	7,133,613
	Women (Count)	0	1	0	0
	Women (Rate)	0.00	0.04	0.00	0.00
	Men (Count)	6	11	11	7
	Men (Rate)	0.21	0.41	0.31	0.20
	Not Specified (Count)	0	0	0	0
	Not Specified (Rate)	0.00	0.00	0.00	0.00
Europe Total (Count)		6	12	11	7
EUROPE LWIR		**0.21**	**0.45**	**0.31**	**0.20**
EUROPE LTIFR		**1.03**	**2.24**	**1.56**	**0.98**
North America	Total Labor Hours	19,213,656	19,681,589	34,627,252	33,372,532
	Women (Count)	9	15	21	26
	Women (Rate)	0.09	0.15	0.12	0.16
	Men (Count)	49	41	56	45
	Men (Rate)	0.51	0.42	0.32	0.27
	Not Specified (Count)	1	1	2	0
	Not Specified (Rate)	0.01	0.01	0.01	0.00
North America Total (Count)		59	57	79	71
NORTH AMERICA LWIR		**0.61**	**0.58**	**0.46**	**0.43**
NORTH AMERICA LTIFR		**3.07**	**2.90**	**2.28**	**2.13**
South America	Total Labor Hours	158,576	157,450	1,206,951	885,525
	Women (Count)	0	0	1	0
	Women (Rate)	0.00	0.00	0.17	0.00
	Men (Count)	0	0	0	3
	Men (Rate)	0.00	0.00	0.00	0.68
South America Total (Count)		0	0	1	3
SOUTH AMERICA LWIR		**0.00**	**0.00**	**0.17**	**0.68**
SOUTH AMERICA LTIFR		**0.00**	**0.00**	**0.83**	**3.39**
GRAND TOTAL		**70**	**71**	**92**	**81**

Lost Time Injuries Frequency Rate (LTIFR) – Employees	2022	2023	2024	2025
TOTAL LABOR HOURS	**32,057,544**	**31,249,304**	**48,038,058**	**45,010,528**
LTIFR	**2.18**	**2.27**	**1.92**	**1.80**

Please note that the numbers have been rounded. Some totals have been affected as a result.

Lost Workday Rate (LWD)

REGION	METRIC	2022	2023	2024	2025
Asia Pacific	Total Labor Hours	6,887,000	6,045,595	5,149,395	3,618,858
	Women (Count)	63	0	0	0
	Women (Rate)	1.83	0.00	0.00	0.00
	Men (Count)	143	3	0	0
	Men (Rate)	4.15	0.10	0.00	0.00
	Unspecified (Count)	0	0	0	0
	Unspecified (Rate)	0.00	0.00	0.00	0.00
Asia Pacific Total Workdays Lost		206	3	0	0
ASIA LWD RATE		**5.98**	**0.10**	**0.00**	**0.00**
Europe	Total Labor Hours	5,798,312	5,364,670	7,054,460	7,133,613
	Women (Count)	0	41	0	0
	Women (Rate)	0.00	1.53	0.00	0.00
	Men (Count)	597	286	578	105
	Men (Rate)	20.59	10.66	16.39	2.94
	Unspecified (Count)	0	0	0	0
	Unspecified (Rate)	0.00	0.00	0.00	0.00
Europe Total Workdays Lost		597	327	578	105
EUROPE LWD RATE		**20.59**	**12.19**	**16.39**	**2.94**
North America	Total Labor Hours	19,213,656	19,681,589	34,627,252	33,372,532
	Women (Count)	1021	1944	1973	2729
	Women (Rate)	10.63	19.75	11.40	16.35
	Men (Count)	5254	3706	7319	5839
	Men (Rate)	54.69	37.66	42.27	34.99
	Unspecified (Count)	0	0	141	0
	Unspecified (Rate)	0.00	0.00	0.81	0.00
North America Total Workdays Lost		6275	5650	9433	8568
NORTH AMERICA LWD RATE		**65.32**	**57.41**	**54.48**	**51.35**
South America	Total Labor Hours	158,576	157,450	1,206,951	885,525
	Women (Count)	0	0	180	0
	Women (Rate)	0.00	0.00	29.83	0.00
	Men (Count)	0	0	0	215
	Men (Rate)	0.00	0.00	0.00	48.56
South America Total Workdays Lost		0	0	180	215
SOUTH AMERICA LWD RATE		**0.00**	**0.00**	**29.83**	**48.56**
GRAND TOTAL – TOTAL WORKDAYS LOST		**7,078**	**5,980**	**10,191**	**8,888**
TOTAL LWD RATE		**44.16**	**38.27**	**42.43**	**39.49**

WORKFORCE DATA | SAFETY DATA

Contractor Safety Statistics*

BUSINESS	METRIC	2022	2023	2024	2025
Legacy Insulation	Recordable	3	0	4	1
	Total Labor Hrs	480,302	458,113	465,389	577,500
	Number LWD Cases	0	0	0	0
	LWIR	0	0	0	0
	RIR	1.25	0	1.72	0.35
	Fatalities	0	0	0	0
Reinforcements	Recordable	0	0	0	0
	Total Labor Hrs	0	0	109,110	0
	Number LWD Cases	0	0	0	0
	LWIR	0	0	0	0
	RIR	0	0	0	0
	Fatalities	0	0	0	0
Legacy Roofing	Recordable	0	0	0	1
	Total Labor Hrs	71,696	84,748	143,257	285,140
	Number LWD Cases	0	0	0	0
	LWIR	0	0	0	0
	RIR	0	0	0	0.70
	Fatalities	0	0	0	0
Nonwovens	Recordable	1	2	0	1
	Total Labor Hrs	275,721	507,702	242,582	129,824
	Number LWD Cases	0	0	0	0
	LWIR	0	0	0	0
	RIR	0.73	0.79	0	1.54
	Fatalities	0	0	0	0
TOTAL	Recordable	4	2	4	3
	Total Labor Hrs	827,719	1,050,563	960,338	992,464
	Number LWD Cases	0	0	0	0
	LWIR	0	0	0	0
	RIR	0.97	0.38	0.83	0.60
	Fatalities	0	0	0	0

Contractor Lost Time Injury Frequency Rate (LTIFR)*

	2022	2023	2024	2025
Contractor Labor Hours	827,719	1,050,563	960,338	992,464
Lost Workday Cases	0	0	0	0
LTIFR Contractors	0	0	0	0
Data Coverage: % of total contractors	100	100	100	100

*This data does not include our Doors business

Please note that the numbers have been rounded. Some totals have been affected as a result.

Serious Injuries and Fatalities (SIF)

SIF FIRST AIDS					
REGION	**METRIC**	**2022**	**2023**	**2024**	**2025**
Asia Pacific	Total Labor Hours	6,887,000	6,045,595	5,149,395	3,618,858
	SIF First Aid (Count)	0	0	0	0
	SIF First Aid (Rate)	0.00	0.00	0.00	0.00
Europe	Total Labor Hours	5,798,312	5,364,670	7,054,460	7,133,613
	SIF First Aid (Count)	0	1	1	0
	SIF First Aid (Rate)	0.00	0.04	0.03	0.00
North America	Total Labor Hours	19,213,656	19,681,589	34,627,252	33,372,532
	SIF First Aid (Count)	6	4	11	2
	SIF First Aid (Rate)	0.06	0.04	0.06	0.01
South America	Total Labor Hours	158,576	157,450	1,206,951	885,525
	SIF First Aid (Count)	0	0	0	0
	SIF First Aid (Rate)	0.00	0.00	0.00	0.00
GRAND TOTAL SIF FIRST AID		**6**	**5**	**12**	**2**
TOTAL SIF FIRST AID RATE		**0.04**	**0.03**	**0.05**	**0.01**

SIF NEAR MISS					
REGION	**METRIC**	**2022**	**2023**	**2024**	**2025**
Asia Pacific	Total Labor Hours	6,887,000	6,045,595	5,149,395	3,618,858
	SIF Near Miss (Count)	1	0	0	0
	SIF Near Miss (Rate)	0.03	0.00	0.00	0.00
Europe	Total Labor Hours	5,798,312	5,364,670	7,054,460	7,133,613
	SIF Near Miss (Count)	3	3	3	4
	SIF Near Miss (Rate)	0.10	0.11	0.09	0.11
North America	Total Labor Hours	19,213,656	19,681,589	34,627,252	33,372,532
	SIF Near Miss (Count)	44	44	35	47
	SIF Near Miss (Rate)	0.46	0.45	0.20	0.28
South America	Total Labor Hours	158,576	157,450	1,206,951	885,525
	SIF Near Miss (Count)	0	0	0	0
	SIF Near Miss (Rate)	0.00	0.00	0.00	0.00
GRAND TOTAL SIF NEAR MISSES		**48**	**47**	**38**	**51**
TOTAL SIF NEAR MISS RATE		**0.30**	**0.30**	**0.16**	**0.23**

SIF RECORDABLE					
REGION	**METRIC**	**2022**	**2023**	**2024**	**2025**
Asia Pacific	Total Labor Hours	6,887,000	6,045,595	5,149,395	3,618,858
	SIF Recordable (Count)	1	0	0	0
	SIF Recordable (Rate)	0.03	0.00	0.00	0.00
Europe	Total Labor Hours	5,798,312	5,364,670	7,054,460	7,133,613
	SIF Recordable (Count)	2	1	0	1
	SIF Recordable (Rate)	0.07	0.04	0.00	0.03
North America	Total Labor Hours	19,213,656	19,681,589	34,627,252	33,372,532
	SIF Recordable (Count)	2	2	7	2
	SIF Recordable (Rate)	0.02	0.02	0.04	0.01
South America	Total Labor Hours	158,576	157,450	1,206,951	885,525
	SIF Recordable (Count)	0	0	0	0
	SIF Recordable (Rate)	0.00	0.00	0.00	0.00
GRAND TOTAL SIF RECORDABLES		**5**	**3**	**7**	**3**
TOTAL SIF RECORDABLE RATE		**0.03**	**0.02**	**0.03**	**0.01**

Employee Fatalities

REGION	**METRIC**	**2022**	**2023**	**2024**	**2025**
Asia Pacific	Total Labor Hours	6,887,000	6,045,595	5,149,395	3,618,858
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	TOTAL FATALITIES	**0**	**0**	**0**	**0**
Europe	Total Labor Hours	5,798,312	5,364,670	7,054,460	7,133,613
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	TOTAL FATALITIES	**0**	**0**	**0**	**0**
North America	Total Labor Hours	19,213,656	19,681,589	34,627,252	33,372,532
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	1	0	0
	TOTAL FATALITIES	**0**	**1**	**0**	**0**
South America	Total Labor Hours	158,576	157,450	1,206,951	885,525
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	TOTAL FATALITIES	**0**	**0**	**0**	**0**
GRAND TOTAL FATALITIES		**0**	**1**	**0**	**0**

Please note that the numbers have been rounded. Some totals have been affected as a result.

BIODIVERSITY DATA

Integrated Biodiversity Assessment Tool Findings

LOCATION/ACREAGE*	BIODIVERSITY SENSITIVE AREA	TYPE OF BIODIVERSITY SENSITIVE AREA	BIODIVERSITY TRIGGERS	NUMBER OF SPECIES WITH POTENTIAL HABITATS WITHIN 1KM OF SITE**	DETAIL ON PROXIMITY
Apeldoorn, Netherlands 7.73 acres	Veluwe	Key Biodiversity Area: Important Bird and Biodiversity Areas	Special Protection Area (Birds Directive)	CR-6, EN-13, VU-64, NT-63, LC-953	Within 1km
Brüggen, Germany Heidhausen 81: 6.08 acres Christenfeld 24: 3.1 acres	Schwalm-Nette-Platte and Grenzwald	Key Biodiversity Area: Important Bird and Biodiversity Areas	Bird species with most of their range restricted to a region, Regionally important congregations, Species threatened at the European Union level (IBA status B2, B3, and C6)	CR-4, EN-11, VU-61, NT-60, LC-842	Within 1km
Doors Technology Center, West Chicago, Illinois, U.S. 11.36 acres	Pratt's Wayne/Phillip State Park Grassland Complex	Key Biodiversity Area: Important Biodiversity Area	Breeding area for one bird listed as Near Threatened on IUCN Red List: Henslow's Sparrow	CR-7, EN-14, VU-26, NT-34, LC-908	Within 1km
Fort Smith, Arkansas, U.S. 5520 Planters Rd.: 38.07 acres 5401 Excelsior Rd.: 33.51 acres	Fort Chaffee	Key Biodiversity Area: Important Biodiversity Area	Threatened Bird Species Population (IBA status A1)	CR-4, EN-10, VU-27, NT-37, LC-813	Within 1km
Hällekis, Sweden 35.83 acres	Hönsäters sjöskog, Djurgården, Kinnekulle, Lake Vänern Archipielago	National Protected Areas, Natura 2000 Site, UNESCO Biosphere Reserve	Sarmatic mixed forests	CR-2, EN-8, VU-62, NT-64, LC-724	Within 1km
Lake Charles, Louisiana, U.S. 8.98 acres	Coastal Prairie	Key Biodiversity Area: Important Biodiversity Area	Migratory birds/congregations, one resident bird species listed as Near Threated on IUCN Red List: Buff-breasted Sandpiper	CR-15, EN-24, VU-55, NT-45, LC-1547	Within the IBA boundaries

*Active sites listed only

**Species are listed in the order of Critically endangered (CR), Endangered (EN), Vulnerable (VU), Near threatened (NT), Least concern (LC).

Please note that the numbers have been rounded. Some totals have been affected as a result.

APPENDIX C: ENVIRONMENTAL DATA

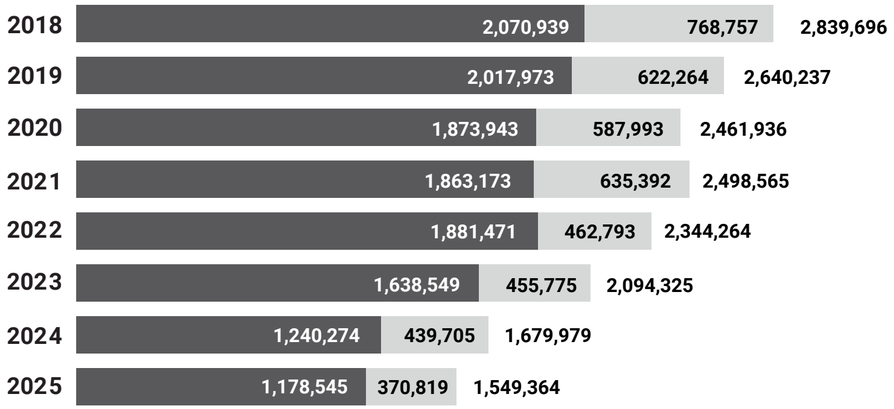
EMISSIONS DATA

The Scope 1 and 2 data in this appendix marked with a ^ were independently assured to a high level by SCS Global Services. All other data, including Scope 3 data, was assured to a moderate level. For more information or to see the verification statement, please go to page 333.

Hydrochlorofluorocarbon (HCFC) emissions are optionally included in Scope 1 emissions, in addition to the Kyoto gases, and the associated emissions are outlined in the table Ozone-Depleting Substances. Hydrofluoroolefin (HFO) emissions are also optionally included in Scope 1 emissions.

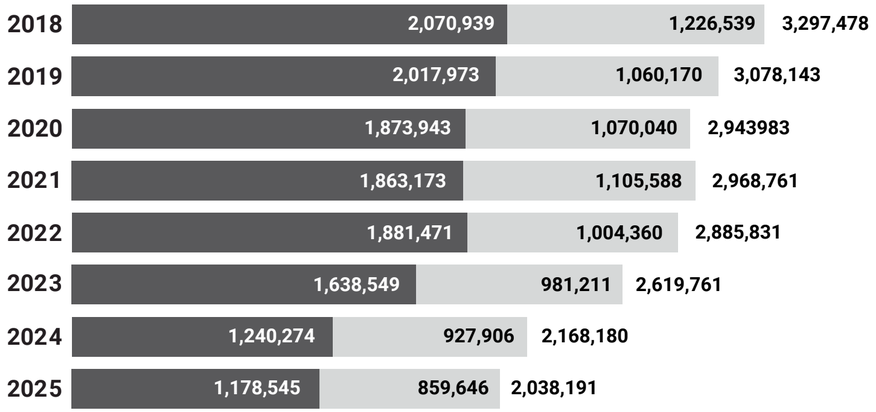
Direct and Indirect Emissions (Metric Tons CO_2e)^

Scope 1 and 2 Emissions using **Market-Based** method. Direct (Scope 1) Indirect (Scope 2)

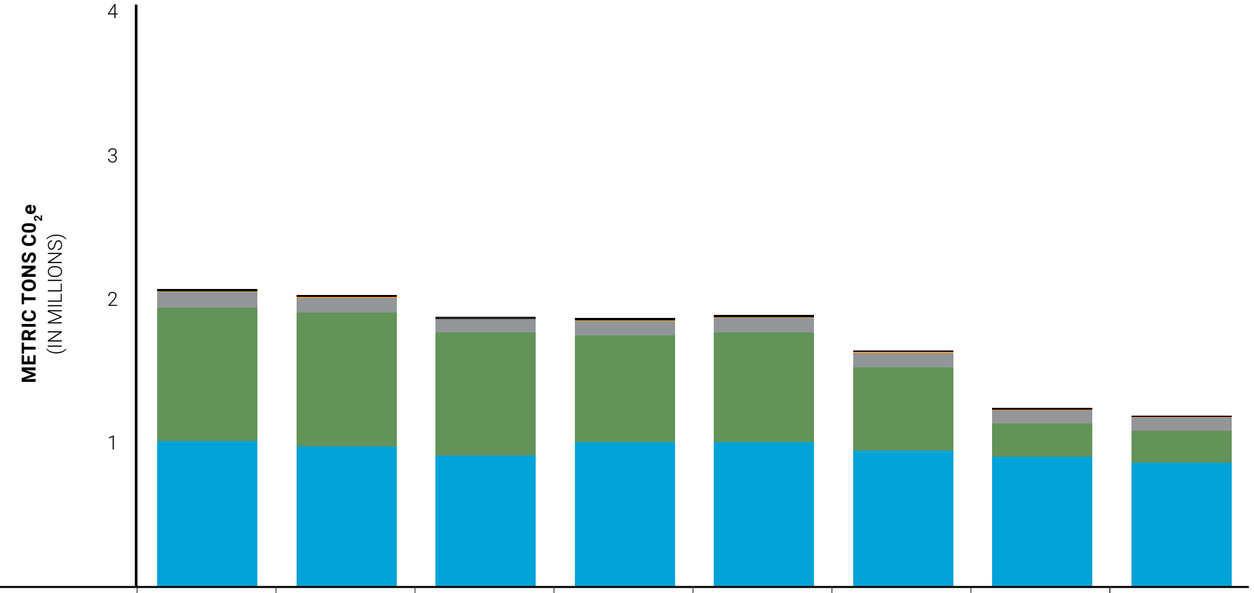


Direct and Indirect Emissions (Metric Tons CO_2e)^

Scope 1 and 2 Emissions using **Location-Based** method. Direct (Scope 1) Indirect (Scope 2)



Scope 1 Emissions Breakdown^



	2018	2019	2020	2021	2022	2023	2024	2025
Fossil Fuel Combustion	1,019,542	972,303	910,516	998,245	1,002,943	943,070	900,237	856,941
Foam Blowing Agent Emissions	922,605	926,346	848,419	740,294	761,538	583,554	229,772	217,089
Process Emissions	106,436	98,271	97,321	103,836	101,004	96,897	94,008	90,802
Leased Corporate Aircraft	3,107	2,785	1,066	2,229	2,602	2,447	2,621	2,165
Leased Corporate Fleet	3,048	3,286	2,327	2,609	3,106	3,413	3,661	3,959
Biomass Non-Excluded Emissions	16,202	14,982	14,294	15,960	10,278	9,167	9,975	7,589
TOTAL	**2,070,939**	**2,017,973**	**1,873,943**	**1,863,173**	**1,881,471**	**1,638,549**	**1,240,274**	**1,178,545**

Scope 1 Total Direct GHG Emissions (Metric Tons CO_2e)^

	2018	2019	2020	2021	2022	2023	2024	2025
Total Direct GHG Emissions (Scope 1)	2,070,939	2,017,973	1,873,943	1,863,173	1,881,471	1,638,549	1,240,274	1,178,545
Data Coverage (% of units of production)	100%	100%	100%	100%	100%	100%	100%	100%

Scope 2 Total Indirect GHG Emissions – Market-Based (Metric Tons CO_2e)^

	2018	2019	2020	2021	2022	2023	2024	2025
Total Indirect GHG Emissions (Scope 2)	768,757	622,264	587,993	635,392	462,793	455,775	439,705	370,819
Data Coverage (% of units of production)	100%	100%	100%	100%	100%	100%	100%	100%

Scope 3 Total GHG Emissions (Metric Tons CO_2e)

CATEGORIES	2018	2019	2020	2021	2022	2023	2024	2025
Purchased goods and services	3,915,784	3,654,666	3,578,153	4,128,081	4,137,781	3,774,092	3,712,242	3,552,020
Capital goods	212,587	158,727	120,873	72,696	89,218	90,590	182,849	174,313
Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	716,369	678,227	575,726	615,860	555,521	514,460	499,936	430,436
Upstream transportation and distribution — Inbound	800,637	595,589	612,759	620,648	572,746	751,885	709,982	644,290
Upstream transportation and distribution — Outbound	659,411	623,871	622,131	712,260	693,505	623,535	651,112	594,015
Waste generated in operations	28,364	30,355	27,471	36,536	32,385	25,744	22,125	29,101
Business travel	14,917	15,111	7,448	8,267	12,321	12,223	11,613	7,809
Employee commuting	25,882	25,093	23,941	25,711	24,810	23,543	22,569	21,314
Processing of sold products	152,173	139,279	133,260	145,096	143,012	152,937	151,689	153,321
Use of sold products	130,231	60,321	587	7,380	665	589	533	473
End-of-life treatment of sold products	597,568	550,361	547,560	610,375	625,145	565,436	206,695	148,200
TOTAL	**7,253,922**	**6,531,599**	**6,249,909**	**6,982,908**	**6,887,109**	**6,535,034**	**6,171,346**	**5,755,293**

2025 Direct GHG Emissions – Market-Based (Metric Tons CO_2e)^

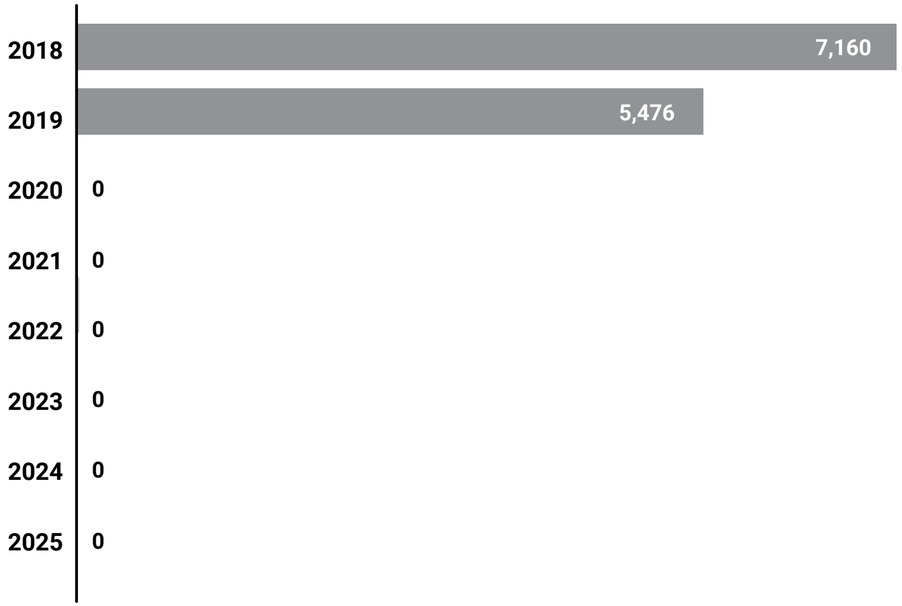
	NORTH AMERICA	OUTSIDE NORTH AMERICA	TOTAL
Direct GHG Emissions	916,298	262,247	1,178,545
Emissions Normalized by Metric Tons of Product Produced	–	–	0.1561

2025 Indirect GHG Emissions – Market-Based (Metric Tons CO_2e)^

	NORTH AMERICA	OUTSIDE NORTH AMERICA	TOTAL
Indirect GHG Emissions	323,998	46,821	370,819
Emissions Normalized by Metric Tons of Product Produced	–	–	0.0491

Please note that the numbers have been rounded. Some totals have been affected as a result.

Ozone-Depleting Substances – HCFCs (Absolute Metric Tons CO_2e)^



Owens Corning optionally chooses to report our hydrochloroflourocarbon (HCFC) and Hydrofluoroolefin (HFO) emissions within our Scope 1 for transparency.

Emissions of Ozone-Depleting Substances – Metric Tons of CFC-11 Equivalent (GRI 305-6)

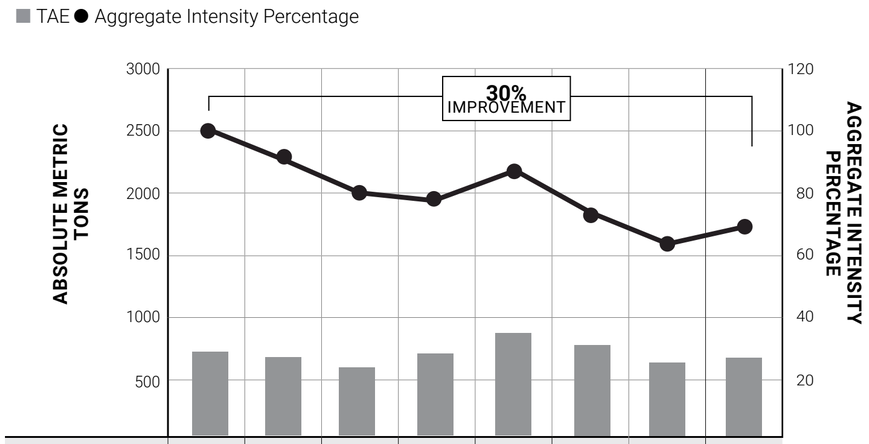


CFC-11 is not directly emitted by Owens Corning. This is a calculation of CFC-11 Equivalents in MT from the MT of HCFC blowing agents used and EPA conversion factors to answer GRI 305-6.

Particulate Matter 10 Micrometers or Less in Diameter (PM_{10})

	2018	2019	2020	2021	2022	2023	2024	2025
Sum of Metric Ton Usage	2,543	2,544	2,458	2,712	2,702	2,445	2,301	2,232

Toxic Air Emissions Footprint*



	2018	2019	2020	2021	2022	2023	2024	2025
Sum of Metric Ton Usage	686	640	557	671	839	742	598	638
Aggregate Intensity Percentage	100%	93%	80%	79%	85%	77%	62%	70%
Aggregate Intensity (metric tons normalized by revenue, in millions)	0.091	0.084	0.073	0.071	0.077	0.069	0.057	0.064

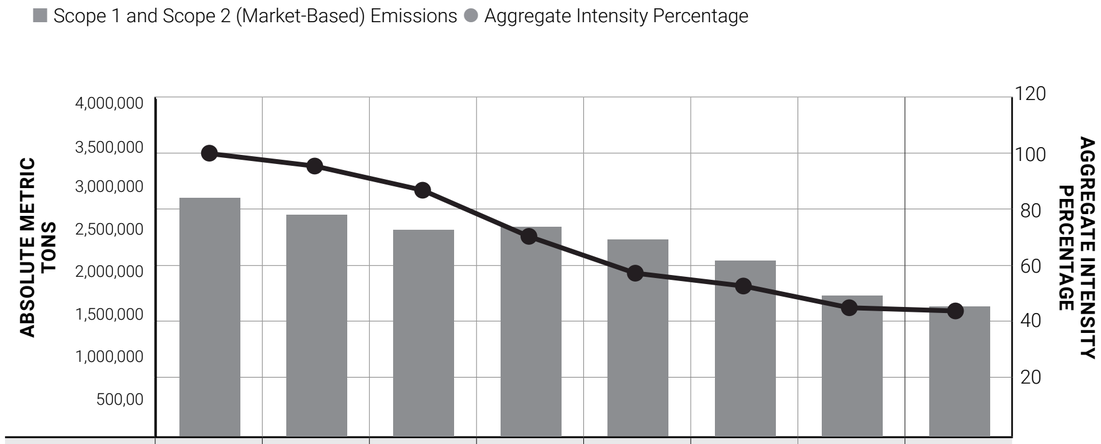
Owens Corning defines toxic air emissions to include ammonia and certain HAPs, including hexavalent chromium, formaldehyde, manganese, and polycyclic aromatic compounds.

Biomass Emissions Excluded from Scope 1^

Year	Biomass Energy Consumed Onsite (MWh)	GHG Emissions from CO_2 ($MT\ CO_2e$)
2018	1,075,799	378,133
2019	958,522	336,911
2020	925,186	325,194
2021	1,054,852	371,183
2022	976,107	343,092
2023	853,584	298,754
2024	881,212	308,424
2025	659,898	230,964

The emissions reported here represent emissions from CO_2 combusted during burning of biomass at select Doors locations worldwide. The CH_4 and N_2O emissions are included in Scope 1 emissions, and the CO_2 emissions are excluded, per GHG Protocol Guidance on reporting biomass.

GHG Scope 1 and Scope 2 Intensity*



	2018	2019	2020	2021	2022	2023	2024	2025
Scope 1 and Scope 2 (Market-Based) Emissions	2,839,696	2,640,237	2,461,936	2,498,565	2,344,264	2,094,325	1,679,979	1,549,364
Aggregate Intensity Percentage	100%	93%	86%	71%	57%	52%	42%	41%
Aggregate Intensity ($MT\ CO_2e$ normalized by revenue in millions)	375	348	322	265	215	196	159	155

*Please note that all metrics normalized by revenue over time are based on adjusted revenue values to account for acquisitions and divestments which differ from standard financial reporting. For more information on this methodology, please see our About the Report section.

Source of GHG Emissions Factors

TYPE	LOCATIONS	CALENDAR YEAR	SOURCE
Natural Gas	All locations	All Years	US EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Distillate fuel oil No 1	All locations	All Years	US EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Distillate fuel oil No 2	All locations	All Years	US EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Distillate fuel oil No 6	All locations	All Years	US EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Propane	All locations	All Years	US EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Coke	All locations	2018	The Climate Registry: 2018 Gen. Reporting Protocol - USA Industrial
Coke	All locations	2019	The Climate Registry: 2019 Gen. Reporting Protocol - USA Industrial
Coke	All locations	2020	The Climate Registry: 2020 Gen. Reporting Protocol - USA Industrial
Coke	All locations	2021–2022	The Climate Registry: 2021 Gen. Reporting Protocol - USA Industrial
Coke	All locations	2023	The Climate Registry: 2023 Gen. Reporting Protocol - USA Industrial
Coke	All locations	2024	The Climate Registry: 2024 Gen. Reporting Protocol - USA Industrial
Coke	All locations	2025	The Climate Registry: 2025 Gen. Reporting Protocol - USA Industrial
Diesel/Gas Oil	All locations	All Years	US EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Motor Gas	All locations	All Years	US EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Liquified Petroleum Gas (LPG)	All locations	All Years	US EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Liquified Natural Gas (LNG)	All locations	2018	The Climate Registry: 2018 Gen. Reporting Protocol - USA Transport
Liquified Natural Gas (LNG)	All locations	2019	The Climate Registry: 2019 Gen. Reporting Protocol - USA Transport
Liquified Natural Gas (LNG)	All locations	2020	The Climate Registry: 2020 Gen. Reporting Protocol - USA Transport
Liquified Natural Gas (LNG)	All locations	2021–2022	The Climate Registry: 2021 Gen. Reporting Protocol - USA Transport
Liquified Natural Gas (LNG)	All locations	2023	The Climate Registry: 2023 Gen. Reporting Protocol - USA Transport
Liquified Natural Gas (LNG)	All locations	2024	The Climate Registry: 2024 Gen. Reporting Protocol - USA Transport
Liquified Natural Gas (LNG)	All locations	2025	The Climate Registry: 2025 Gen. Reporting Protocol - USA Transport
Kerosene	All locations	All Years	US EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
Jet Fuel	All locations	2018	The Climate Registry: 2018 Gen. Reporting Protocol - USA Transport
Jet Fuel	All locations	2019	The Climate Registry: 2019 Gen. Reporting Protocol - USA Transport
Jet Fuel	All locations	2020	The Climate Registry: 2020 Gen. Reporting Protocol - USA Transport
Jet Fuel	All locations	2021–2022	The Climate Registry: 2021 Gen. Reporting Protocol - USA Transport
Jet Fuel	All locations	2023	The Climate Registry: 2023 Gen. Reporting Protocol - USA Transport
Jet Fuel	All locations	2024	The Climate Registry: 2024 Gen. Reporting Protocol - USA Transport
Jet Fuel	All locations	2025	The Climate Registry: 2025 Gen. Reporting Protocol - USA Transport
Limestone	All locations	All Years	IPCC Mineral Industry Emissions Chapter 2 V3 publication 2006
Dolomite	All locations	All Years	IPCC Mineral Industry Emissions Chapter 2 V3 publication 2006
Soda Ash	All locations	All Years	IPCC Mineral Industry Emissions Chapter 2 V3 publication 2006
Steam Purchased	All locations	All Years	US EPA MRR: Final Rule (40 CFR 98) - Industrial Sector 2013
District Heating	All locations	All Years	US EPA Climate Leaders - Indirect Emissions - 80% Boiler Efficiency, Natural Gas
Blowing Agents	All locations	2018–2022	IPCC Fifth Assessment Report (AR5): Climate Change 2014

Source of GHG Emissions Factors

TYPE	LOCATIONS	CALENDAR YEAR	SOURCE
Blowing Agents	All locations	2023–2025	IPCC Sixth Assessment Report (AR6): Climate Change 2023
Blowing Agents – Isopentane	All locations	2023–2025	Industry average factor
Biomass	All locations	2018	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2018
Biomass	All locations	2019	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2019
Biomass	All locations	2020	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2020
Biomass	All locations	2021	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2021
Biomass	All locations	2022	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2022
Biomass	All locations	2023	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2023
Biomass	All locations	2024	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2024
Biomass	All locations	2025	UK Department for Environment, Food and Rural Affairs (DEFRA) - 2025
Electricity - Market - Utility Emission Factors	Select Locations	2018–2025	Provided factors vary by energy supplier by site and year
Electricity - Market Residual Mix	EU Countries	2025	Association of Issuing Bodies (AIB): European Residual Mix 2024 v1.0
Electricity - National Sources	ROW*	2025	International Energy Agency (IEA): CO2 Emissions from Fuel Combustion 2024-Year 2022
Electricity - Market Residual Mix	US	2025	2024 Green-e Residual Mix (2022 certified sales) v2
Electricity - Location - Regional Sources	US	2025	US EPA eGRID 2025 (w/2023 Data)
Electricity - Market Residual Mix	EU Countries	2024	Association of Issuing Bodies (AIB): European Residual Mix 2023 v1.0
Electricity - National Sources	ROW*	2024	International Energy Agency (IEA): CO2 Emissions from Fuel Combustion 2023-Year 2021
Electricity - Market Residual Mix	US	2024	2023 Green-e Residual Mix (2021 certified sales)
Electricity - Location - Regional Sources	US	2024	US EPA eGRID 2024 (w/2022 Data)
Electricity - Market Residual Mix	EU Countries	2023	Association of Issuing Bodies (AIB): European Residual Mix 2022 v1.0
Electricity - National Sources	ROW*	2023	International Energy Agency (IEA): CO2 Emissions from Fuel Combustion 2022-Year 2020
Electricity - Market Residual Mix	US	2023	2022 Green-e Residual Mix (2020 certified sales)v2
Electricity - Location - Regional Sources	US	2023	US EPA eGRID 2023 (w/2021 Data)
Electricity - Market Residual Mix	EU Countries	2022	Association of Issuing Bodies (AIB): European Residual Mix 2021 v1.0
Electricity - National Sources	ROW*	2022	International Energy Agency (IEA): CO2 Emissions from Fuel Combustion 2022-Year 2020
Electricity - Market Residual Mix	US	2022	2022 Green-e Residual Mix (2020 certified sales)v2
Electricity - Location - Regional Sources	US	2022	US EPA eGRID 2022 (w/2020 Data)
Electricity - Market Residual Mix	EU Countries	2021	Association of Issuing Bodies (AIB): European Residual Mix 2020 v1.0
Electricity - National Sources	ROW*	2021	International Energy Agency (IEA): CO2 Emissions from Fuel Combustion 2020-Year 2018

*ROW (Rest of World) includes EU countries when using the location-based approach. Residual mix data from AIB is used in market-based emissions calculations only.

Source of GHG Emissions Factors

TYPE	LOCATIONS	CALENDAR YEAR	SOURCE
Electricity - Market Residual Mix	US	2021	2021 Green-e Residual Mix (2019 certified sales)
Electricity - Location - Regional Sources	US	2021	US EPA eGRID 2021 (w/2019 Data)
Electricity - Market Residual Mix	EU Countries	2020	Association of Issuing Bodies (AIB): European Residual Mix 2019 v1.0
Electricity - National Sources	ROW*	2020	International Energy Agency (IEA): CO2 Emissions from Fuel Combustion 2020-Year 2018
Electricity - Market Residual Mix	US	2020	2020 Green-e Residual Mix (2018 certified sales)
Electricity - Location - Regional Sources	US	2020	US EPA eGRID 2020 v2 (w/2018 Data)
Electricity - Market Residual Mix	EU Countries	2019	Association of Issuing Bodies (AIB): European Residual Mixes 2018
Electricity - National Sources	ROW*	2019	International Energy Agency (IEA): CO2 Emissions from Fuel Combustion 2019-Year 2017
Electricity - Market Residual Mix	US	2019	2019 Green-e Residual Mix (2017 certified sales)
Electricity - Location - Regional Sources	US	2019	US EPA eGRID 2018 (w/2016 data)
Electricity - Market Residual Mix	EU Countries	2018	Association of Issuing Bodies (AIB): European Residual Mixes 2018
Electricity - National Sources	ROW*	2018	International Energy Agency (IEA): CO2 Emissions from Fuel Combustion 2018-Year 2016
Electricity - Market Residual Mix	US	2018	2018 Green-e Residual Mix (2016 certified sales)
Electricity - Location - Regional Sources	US	2018	US EPA eGRID 2018 (w/2016 data)
Leased Facilities	Warehouse	2019-2025	ENERGY STAR Portfolio Manager - U.S. Energy Use Intensity by Property Type; publication 8/2018
Leased Facilities	Office/Other	2019-2025	ENERGY STAR Portfolio Manager - U.S. Energy Use Intensity by Property Type; publication 8/2018
Leased Facilities	Warehouse	2018	ENERGY STAR Portfolio Manager - ENERGY STAR Score for Warehouses in the United States; publication 7/13
Leased Facilities	Office/Other	2018	ENERGY STAR Portfolio Manager - Energy Use in Office Buildings; publication 10/2012

*ROW (Rest of World) includes EU countries when using the location-based approach. Residual mix data from AIB is used in market-based emissions calculations only.

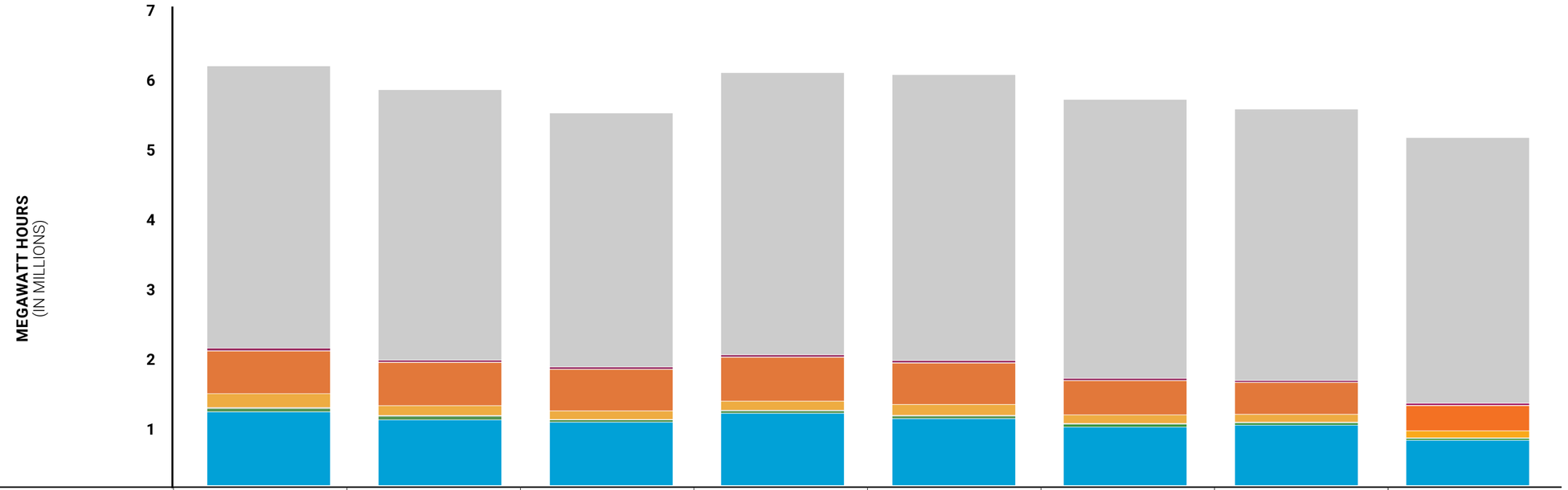
APPENDIX C: ENVIRONMENTAL DATA

ENERGY DATA

The energy data in this appendix were independently assured to a high level by SCS Global Services. Other data were independently assured to a moderate level by SCS Global Services. For more information or to see the verification statement, please go to page 333.

For the data in this section, baseline adjustments were made following the World Resources Institute (WRI) protocols. Read more in About the Report.

Direct Energy by Fuel Type

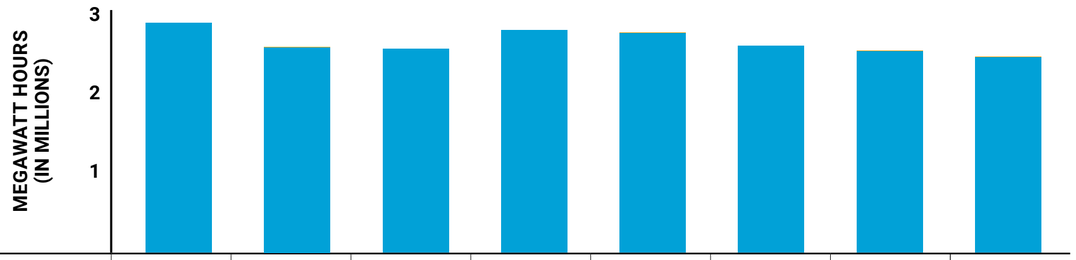


	2018	2019	2020	2021	2022	2023	2024	2025
Biomass	1,075,799	958,522	925,186	1,054,852	976,107	853,584	881,212	659,898
Gasoline & Diesel	50,515	54,302	35,271	35,433	38,893	43,068	33,873	28,300
Jet Fuel (Jet A or A–1)	12,503	11,197	4,290	8,970	10,473	9,848	10,548	8,711
Propane & LPG	203,758	142,400	124,661	132,883	158,458	125,133	113,866	101,357
Coke	621,448	631,256	606,433	640,675	603,624	499,887	464,944	368,753
Fuel Oil No. 1 and 2	3,677	2,415	2,581	3,402	4,562	2,685	2,639	4,190
Liquefied Natural Gas (LNG)	39,982	32,202	34,088	34,481	34,894	31,655	28,556	31,468
Natural Gas	4,162,448	3,961,505	3,710,424	4,121,998	4,177,238	4,070,698	3,925,307	3,875,196
TOTAL	**6,170,130**	**5,793,800**	**5,442,934**	**6,032,695**	**6,004,249**	**5,636,559**	**5,460,945**	**5,077,873**

Please note that the numbers have been rounded. Some totals have been affected as a result.

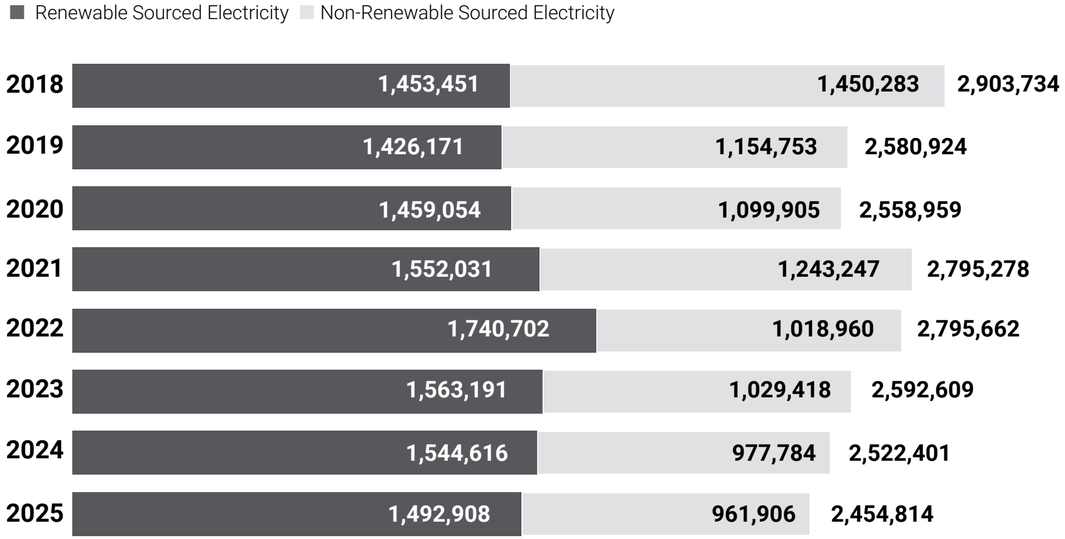
ENVIRONMENTAL DATA | ENERGY DATA

Indirect Energy by Source



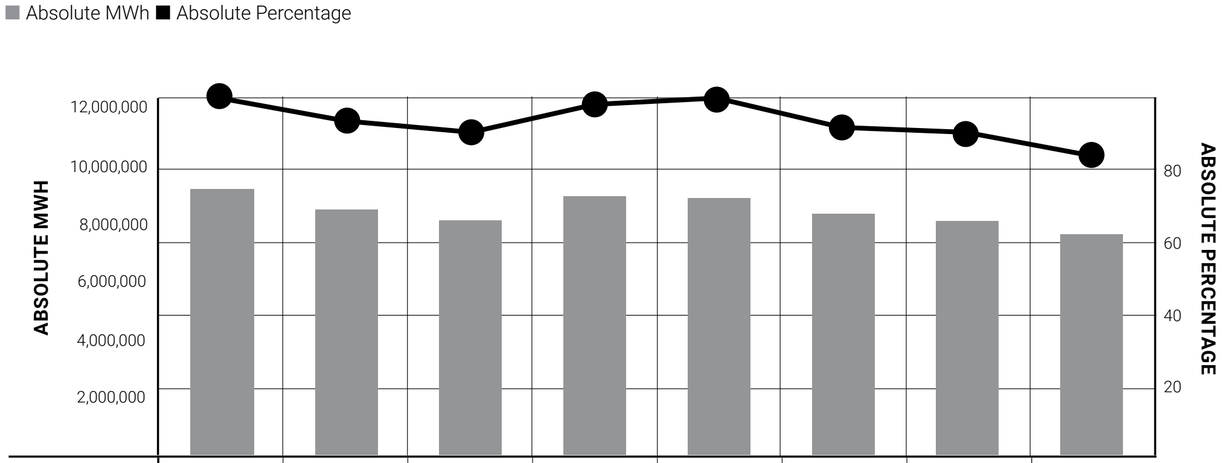
	2018	2019	2020	2021	2022	2023	2024	2025
Electricity	2,903,734	2,580,924	2,558,959	2,795,278	2,759,662	2,592,609	2,522,401	2,454,814
Steam, District Heat, Cooling	5,176	4,764	5,045	6,037	4,804	5,423	5,135	6,021
TOTAL	**2,908,910**	**2,585,688**	**2,564,004**	**2,801,315**	**2,764,466**	**2,598,032**	**2,527,536**	**2,460,835**

Electricity Consumption by Source (in Megawatt Hours)



Please note that the numbers have been rounded. Some totals have been affected as a result.

Energy Usage Intensity



	2018	2019	2020	2021	2022	2023	2024	2025
Absolute MWh	9,079,587	8,379,972	8,007,037	8,834,057	8,768,886	8,234,722	7,988,580	7,538,813
Absolute Percentage	100%	92%	88%	97%	97%	91%	88%	83%
Aggregate Intensity (MWh Normalized by Revenue – in Millions)	1,200	1,103	1,047	937	805	772	756	754

Please note that all metrics normalized by revenue over time are based on adjusted revenue values to account for acquisitions and divestments which differ from standard financial reporting. For more information on this methodology, please see our About the Report section.

ENVIRONMENTAL DATA | ENERGY DATA

Energy Portfolio (in Megawatt Hours)*

DIRECT ENERGY								
Non-Renewable								
	2018	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Asia Pacific	120,947	118,406	51,866	22,729	17,831	22,450	17,832	21,277
Canada	207,113	173,095	168,643	221,040	228,710	215,374	204,136	208,303
Europe	1,030,574	947,033	893,560	961,139	989,586	915,168	777,360	697,615
Latin America	145,213	106,336	104,669	113,171	104,133	108,162	110,840	110,145
United States	3,591,032	3,490,891	3,299,110	3,659,811	3,688,052	3,521,952	3,469,664	3,380,740
Renewable								
	2018	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Canada	74,423	56,335	57,497	50,416	54,014	56,931	60,553	90,697
Europe	199,708	356,923	312,072	427,537	362,617	255,280	280,304	140,268
Latin America	128,859	114,448	125,719	132,236	123,043	129,966	119,062	105,311
United States	672,808	430,817	429,898	444,662	436,433	411,406	421,294	323,621
INDIRECT ENERGY								
Non-Renewable								
	2018	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Asia Pacific	91,185	88,140	80,972	78,952	53,108	53,745	53,278	43,047
Canada	152,067	109,804	15,385	10,493	10,819	21,526	8,465	22,400
Europe	281,995	185,349	210,903	238,912	6,406	6,637	6,058	6,877
Latin America	62,025	41,915	42,852	47,400	32,913	40,367	30,460	35,909
United States	868,187	734,309	754,837	873,527	920,518	912,565	884,659	859,694
Renewable								
	2018	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Asia Pacific	27,144	27,181	26,908	25,520	16,706	16,213	16,276	12,342
Canada	103,413	94,738	204,092	255,999	265,144	247,739	251,029	230,738
Europe	180,667	253,839	251,890	272,688	500,724	465,282	419,185	445,235
Latin America	21,476	17,691	17,285	19,683	32,991	35,846	35,685	35,959
United States	1,120,751	1,032,722	958,879	978,140	925,136	798,111	822,442	768,634
Overall Energy Usage								
	2018	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Renewable	2,529,250	2,384,693	2,384,240	2,606,883	2,716,809	2,416,775	2,425,828	2,152,805
Non-Renewable	6,550,337	5,995,279	5,622,797	6,227,174	6,052,077	5,817,947	5,562,752	5,386,008
TOTAL ENERGY USE	**9,079,587**	**8,379,972**	**8,007,037**	**8,834,057**	**8,768,886**	**8,234,722**	**7,988,580**	**7,538,813**
PERCENT ENERGY FROM RENEWABLE SOURCES	**27.9%**	**28.5%**	**29.8%**	**29.5%**	**31.0%**	**29.3%**	**30.4%**	**28.6%**

Please note that the numbers have been rounded. Some totals have been affected as a result.

Renewable and Non-Renewable Electricity Consumption by Region (in Megawatt Hours)*

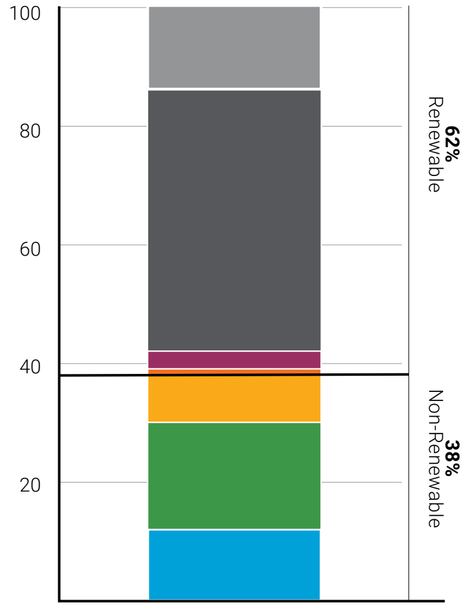
	2018	2019	2020	2021	2022	2023	2024	2025
Renewable								
Asia Pacific	27,144	27,181	26,908	25,520	16,706	16,213	16,276	12,342
Canada	103,413	94,738	204,092	255,999	265,144	247,739	251,029	230,738
Europe	180,667	253,839	251,890	272,688	500,724	465,282	419,185	445,235
Latin America	21,476	17,691	17,285	19,683	32,991	35,846	35,685	35,959
United States	1,120,751	1,032,722	958,879	978,140	925,136	798,111	822,442	768,634
TOTAL RENEWABLE	**1,453,451**	**1,426,171**	**1,459,054**	**1,552,031**	**1,740,702**	**1,563,191**	**1,544,616**	**1,492,908**
Non-Renewable								
Asia Pacific	91,185	88,140	80,972	78,952	53,108	53,745	53,278	43,047
Canada	152,067	109,804	15,385	10,493	10,819	21,526	8,465	22,400
Europe	276,818	180,585	205,859	232,875	1,603	1,214	923	856
Latin America	62,025	41,915	42,852	47,400	32,913	40,367	30,460	35,909
United States	868,187	734,309	754,837	873,527	920,518	912,565	884,659	859,694
TOTAL NON-RENEWABLE	**1,450,283**	**1,154,753**	**1,099,905**	**1,243,247**	**1,018,960**	**1,029,418**	**977,784**	**961,906**

2025 Renewable and Non-Renewable Energy Summary by Region (in Megawatt-hours)*

REGION	RENEWABLE	NON-RENEWABLE	TOTAL BY REGION
Asia Pacific	12,342	64,324	76,665
Canada	321,434	230,703	552,138
Europe	585,503	704,492	1,289,995
Latin America	141,270	146,055	287,325
United States	1,092,256	4,240,434	5,332,690
TOTAL	**2,152,805**	**5,386,008**	**7,538,813**

*Owens Corning reports our biomass usage as renewable, in accordance with GRI and SASB standards.

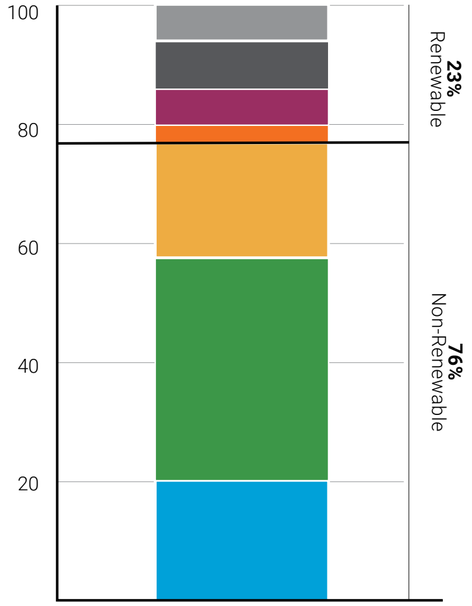
Global Electricity Mix: Market-Based



CATEGORY	SOURCE	U.S.	NON-U.S.	GLOBAL
Renewable	Hydro	3%	36%	14%
	Wind	41%	49%	44%
	Solar	3%	3%	3%
	Biomass	1%	1%	1%
	Geothermal	0%	0%	0%
	Other Renewable	0%	0%	0%
Non-Renewable	Coal	10%	5%	8%
	Oil	0%	0%	0%
	Gas	25%	4%	18%
	Other Fossil	0%	0%	0%
	Nuclear	17%	2%	12%
	Other Unknown/ Purchased Fuel	0%	0%	0%
	TOTAL	**100%**	**100%**	**100%**

Please note that the numbers have been rounded. Some totals have been affected as a result.

Global Electricity Mix: Location-Based*



CATEGORY	SOURCE	U.S.	NON-U.S.	GLOBAL
Renewable	Hydro	3%	12%	6%
	Wind	8%	7%	8%
	Solar	3%	13%	6%
	Biomass	1%	7%	3%
	Geothermal	0%	0%	0%
	Other Renewable	0%	0%	0%
Non-Renewable	Coal	19%	21%	19%
	Oil	0%	1%	0%
	Gas	43%	25%	37%
	Other Fossil	0%	1%	0%
	Nuclear	23%	13%	20%
	Other Unknown/ Purchased Fuel	0%	0%	0%
	TOTAL	**100%**	**100%**	**100%**

*Owens Corning reports our biomass usage as renewable, in accordance with GRI and SASB standards.

2025 Total Energy Consumed in Our Value Chain (in Megawatt Hours)*

CATEGORY	ROOFING	INSULATION	TOTAL
Coal (MWh)	1,841,192	2,663,829	4,505,021
NatGas (MWh)	2,877,229	1,982,999	4,860,228
Petrol (MWh)	2,516,607	1,341,760	3,858,367
Bio/Waste (MWh)	616,873	490,068	1,106,941
NonFossElec (MWh)	736,532	595,597	1,332,129
TOTAL ENERGY (MWH)	**8,588,434**	**7,074,252**	**15,662,686**

*This does not include our Doors business; we are working to integrate Doors into our data in the future.

Energy consumption outside of the organization is determined using an economic input-output life cycle assessment-based (EIO-LCA) method. The calculation is performed using the EIO-LCA online tool developed by Carnegie Mellon University. It is based on the respective North American Industry Classification System (NAICS) manufacturing industry sectors associated with Owens Corning's business operations. Net sales figures in the 2025 Owens Corning Annual Report on Form 10-K were used as indicators of, and inputs for, economic activity in each of the three respective sectors. The reported value is reflective of only Scope 3 upstream use for each of our businesses.

Energy Disclosures Based on SASB Definitions and Metrics

DISCLOSURE REQUEST	VALUE
Total energy consumed in gigajoules (GJ)	27,139,705
Percentage of energy consumed that was supplied from grid electricity	33%
Percentage of energy consumed that was from alternative sources value	0
Percentage of energy consumed that is renewable energy*	25%

*Excluding renewable electricity from residual grid mix data. Owens Corning reports our biomass usage as renewable, in accordance with GRI and SASB standards.

2025 Estimated Savings from Energy Investments by Region

LOCATION	ESTIMATED ANNUAL SAVINGS (METRIC TONS CO_2e)	ANNUAL MONETARY SAVINGS (USD)	INVESTMENT REQUIRED (USD)
North America	291	241,999	313,000
Outside North America	2,889	864,734	1,715,350
TOTAL	**3,180**	**1,106,733**	**2,028,350**

Global Electricity Mix Factors

TYPE	LOCATIONS	CALENDAR YEAR	SOURCE
Electricity	Canada	2025	Statistics Canada Electric Power Annual Generation Data (w/ 2023 data)
Electricity	EU Countries	2025	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2024 data)
Electricity	ROW*	2025	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2023 data)
Electricity	Singapore	2025	International Energy Agency (IEA): Data and Statistics (w/2022 data)
Electricity	US	2025	US EPA eGRID 2025 (w/2023 data)
Electricity	Canada	2024	Statistics Canada Electric Power Annual Generation Data (w/ 2022 data)
Electricity	EU Countries	2024	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2023 data)
Electricity	ROW*	2024	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2022 data)
Electricity	Singapore	2024	International Energy Agency (IEA): Data and Statistics (w/ 2022 data)
Electricity	U.S.	2024	U.S. EPA eGRID 2024 (w/ 2022 data)
Electricity	Canada	2023	Statistics Canada Electric Power Annual Generation Data (w/ 2021 data)
Electricity	EU Countries	2023	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2022 data)
Electricity	ROW*	2023	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2021 data)
Electricity	Singapore	2023	International Energy Agency (IEA): Data and Statistics (w/ 2020 data)
Electricity	U.S.	2023	U.S. EPA eGRID 2023 (w/ 2021 data)
Electricity	Canada	2022	Statistics Canada Electric Power Annual Generation Data (w/ 2021 data)
Electricity	EU Countries	2022	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2021 data)
Electricity	ROW*	2022	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2020 data)
Electricity	Singapore	2022	International Energy Agency (IEA): Data and Statistics (w/ 2020 data)
Electricity	U.S.	2022	U.S. EPA eGRID 2022 (w/ 2020 data)
Electricity	Canada	2021	Statistics Canada Electric Power Annual Generation Data (w/ 2019 data)
Electricity	EU Countries	2021	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2020 data)
Electricity	ROW*	2021	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2018 data)
Electricity	Singapore	2021	Singapore Government Energy Market Authority (w/ 2018 data)
Electricity	U.S.	2021	U.S. EPA eGRID 2021 (w/ 2019 data)
Electricity	Canada	2020	Statistics Canada Electric Power Annual Generation Data (w/ 2018 data)
Electricity	EU Countries	2020	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2019 data)
Electricity	ROW*	2020	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2018 data)
Electricity	Singapore	2020	Singapore Government Energy Market Authority (w/ 2018 data)
Electricity	U.S.	2020	U.S. EPA eGRID 2020v2 (w/ 2018 data)
Electricity	Canada	2019	Statistics Canada Electric Power Annual Generation Data (w/ 2018 data)
Electricity	EU Countries	2019	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2018 data)
Electricity	ROW*	2019	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2017 data)
Electricity	Singapore	2019	Singapore Government Energy Market Authority (w/ 2018 data)
Electricity	U.S.	2019	U.S. EPA eGRID 2018 (w/ 2016 data)
Electricity	Canada	2018	Statistics Canada Electric Power Annual Generation Data (w/ 2017 data)
Electricity	EU Countries	2018	Association of Issuing Bodies (AIB): European Residual Mixes (w/ 2017 data)
Electricity	ROW*	2018	International Energy Agency (IEA): Month Electricity Statistics Data (w/ 2016 data)
Electricity	Singapore	2018	Singapore Government Energy Market Authority (w/ 2017 data)
Electricity	U.S.	2018	U.S. EPA eGRID 2018 (w/ 2016 data)

*ROW: Countries besides the U.S., Canada, Singapore, and the EU.

WASTE DATA

The waste data in this appendix were independently assured to a moderate level by SCS Global Services. For more information or to see the verification statement, please go to page 333.

Non-hazardous Waste by Disposal Method (Metric Tons)



	2018	2019	2020	2021	2022	2023	2024	2025
Waste-to-Landfill	316,302	277,071	275,255	326,102	326,026	295,864	256,964	234,660
Recycled Internally (on-site)	295,951	247,559	223,044	240,454	269,799	247,264	216,569	223,230
Recycled Externally (off-site)	214,254	215,390	200,416	227,269	237,970	192,561	202,564	213,523
Other - Energy Recovery	149,333	133,194	134,566	150,605	131,178	111,150	114,476	98,285
Recycled Internally with External Processesing	18,182	42,204	54,224	53,466	46,356	49,010	48,659	46,310
Recultivation	7,841	13,836	27,163	14,821	7,122	8,081	18,589	9,376
Incinerated with Energy Recovery	3,873	3,699	6,346	7,878	5,941	5,337	6,424	7,478
Controlled Confinement*	549	259	949	2,094	2,707	2,622	2,599	2,531
Treated and Recycled	3,884	4,393	3,716	2,832	2,574	2,335	2,206	1,833
Incinerated without Energy Recovery	725	14	3	4	3	8	13	42
Composting	107	105	41	43	39	71	45	39
Cross Plant Recycle	1,116	1,089	93	–	–	445	386	38
Return to Supplier	29	17	19	19	21	19	14	6
TOTAL	**1,012,144**	**938,829**	**925,833**	**1,025,587**	**1,029,736**	**914,769**	**869,507**	**837,350**

*Owens Corning considers Controlled Confinement as Waste-to-Landfill for reporting purposes.

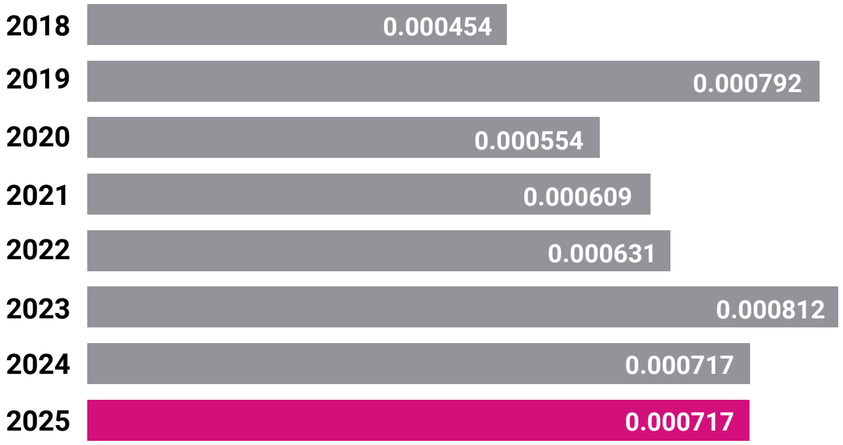
Please note that the numbers have been rounded. Some totals have been affected as a result.

ENVIRONMENTAL DATA | WASTE DATA

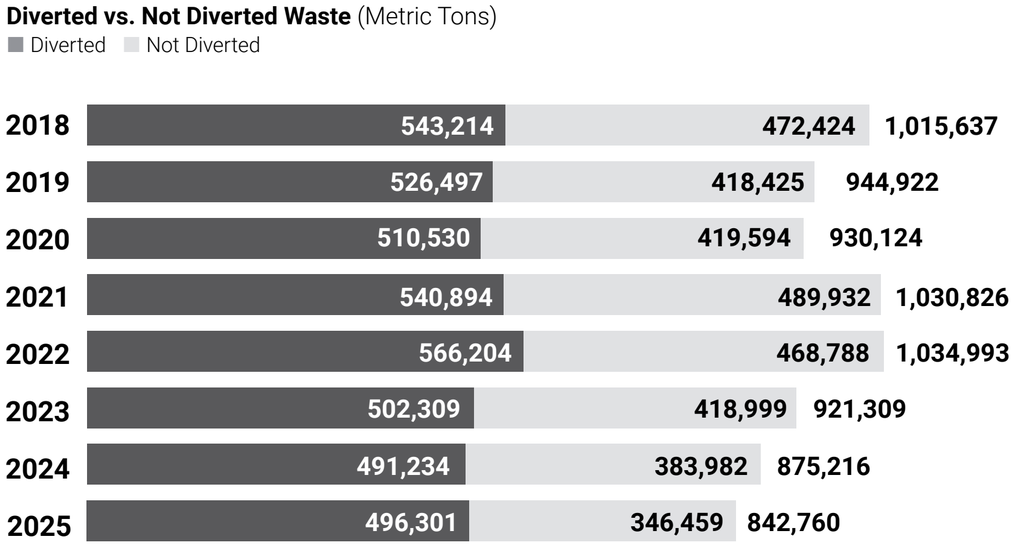
Non-hazardous Waste by Business (Metric Tons)

	2018	2019	2020	2021	2022	2023	2024	2025
Roofing	122,382	123,363	121,360	132,340	128,476	139,757	152,050	144,406
Insulation	597,818	548,667	534,440	594,110	576,059	539,092	498,508	495,282
Doors	284,473	262,855	269,046	298,315	324,465	235,113	218,155	196,830
Corporate	7,472	3,944	988	822	737	806	793	831
TOTAL	**1,012,144**	**938,829**	**925,833**	**1,025,587**	**1,029,736**	**914,769**	**869,507**	**837,350**

Hazardous Waste Intensity
(Normalized by Metric Tons of Product Produced)



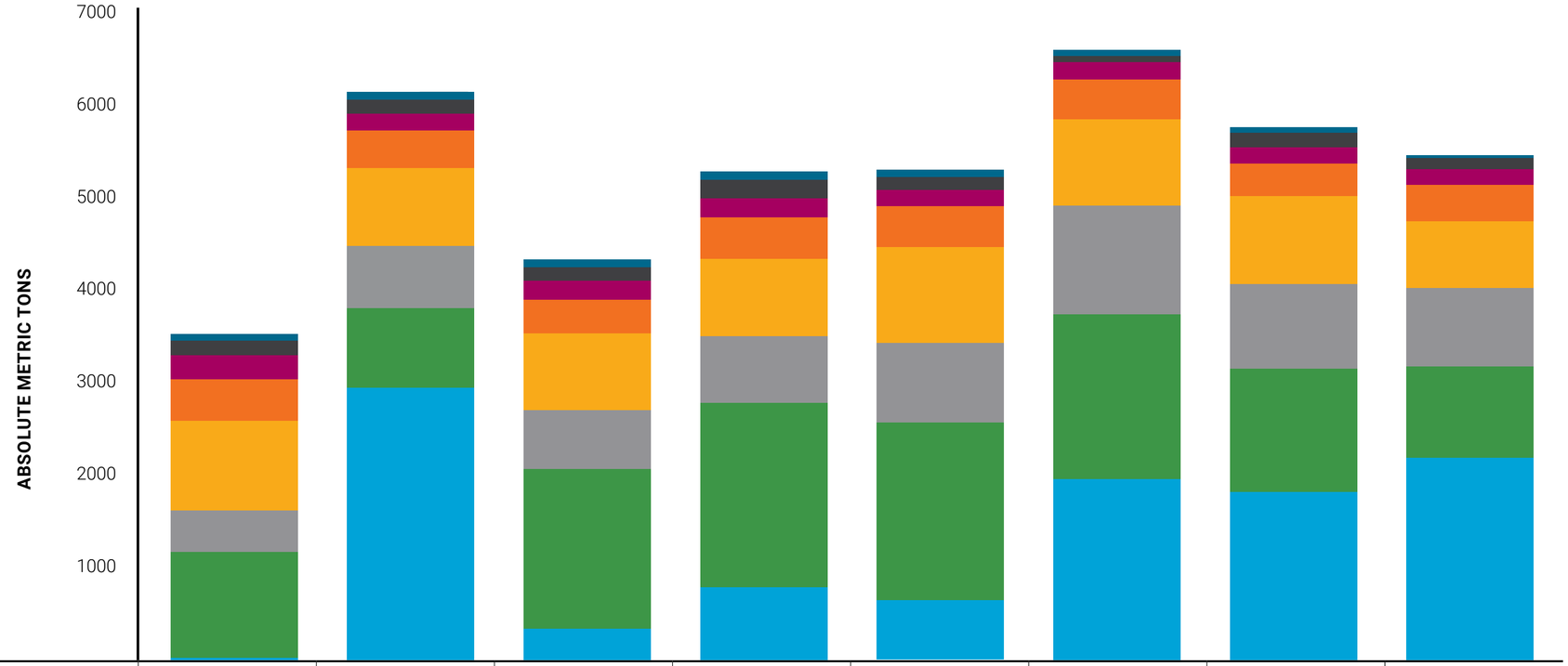
Diverted vs. Not Diverted Waste (Metric Tons)



In 2025, 56% of our total waste generated was recycled. This includes the categories Recycled Internally (on-site), Recycled Externally (off-site), Recycled Internally with External Processing, Treated and Recycled, and Cross-Plant Recycle for both hazardous and non-hazardous waste.

Please note that the numbers have been rounded. Some totals have been affected as a result.

Hazardous Waste by Disposal Method (Metric Tons)



	2018	2019	2020	2021	2022	2023	2024	2025
Incinerated with Energy Recovery	25	2,916	338	777	637	1,938	1,798	2,165
Waste-to-Landfill	1,132	854	1,707	1,973	1,907	1,763	1,322	978
Treated and Recycled	441	666	631	720	849	1,169	907	841
Recycled Internally (on-site)	961	834	822	825	1,033	924	942	716
Recycled Externally (off-site)	448	403	363	446	437	429	354	389
Controlled Confinement	258	180	204	206	175	184	169	169
Incinerated without Energy Recovery	152	150	144	196	136	67	158	120
Other - Energy Recovery	77	89	82	96	79	65	58	32
Recultivation	–	–	–	–	4	–	–	–
TOTAL	**3,493**	**6,093**	**4,290**	**5,239**	**5,256**	**6,539**	**5,709**	**5,410**

Please note that the numbers have been rounded. Some totals have been affected as a result.

ENVIRONMENTAL DATA | WASTE DATA

In 2025, we generated 5,410 metric tons of hazardous waste, which is only 0.64% of the total waste generated. A total of 1,147 metric tons of hazardous waste was sent to landfill, which includes waste disposed of through controlled confinement.

Hazardous Waste by Business (Metric Tons)

	2018	2019	2020	2021	2022	2023	2024	2025
Roofing	135	137	167	370	300	282	418	348
Insulation	2,472	5,009	3,041	3,641	3,693	5,169	4,295	4,100
Doors	847	933	1,074	1,222	1,262	1,083	993	959
Corporate	40	13	9	6	2	6	3	3
TOTAL	**3,493**	**6,093**	**4,290**	**5,239**	**5,256**	**6,539**	**5,709**	**5,410**

2025 Input Material by Weight (Metric Tons)*

	2018	2019	2020	2021	2022	2023	2024	2025
Total weight of material	7,695,265	8,208,112	6,812,476	8,416,366	9,131,607	7,354,622	6,078,369	5,812,958
Total weight of recycled input materials	804,389	722,650	708,905	840,253	841,660	745,132	588,811	579,456
Percent of recycled content	10%	9%	10%	10%	9%	10%	10%	10%

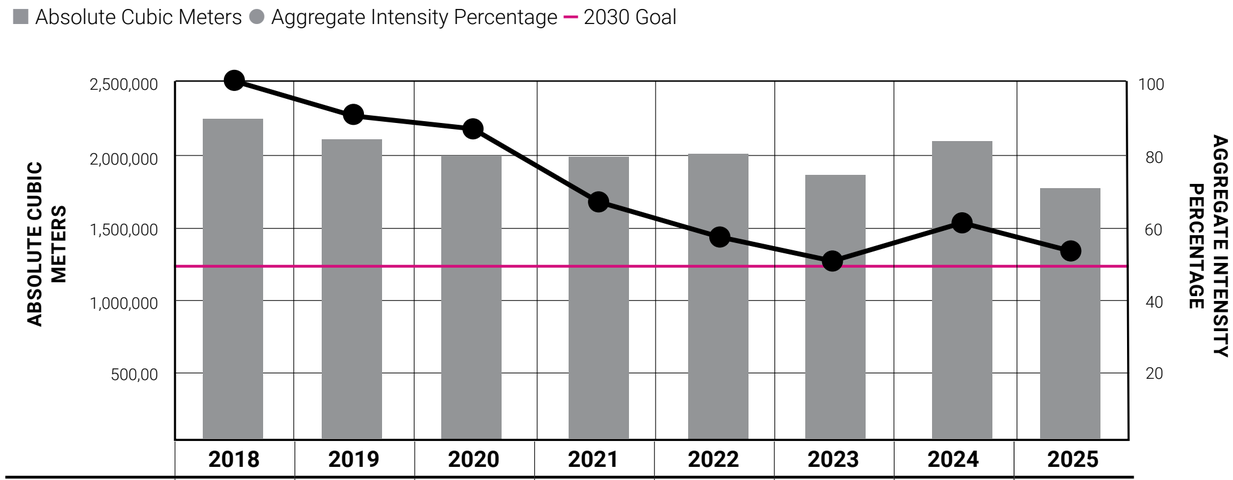
*This data does not include data from Doors, and excludes internally recycled materials.

Please note that the numbers have been rounded. Some totals have been affected as a result.

WATER DATA

The water data in this appendix were independently assured to a moderate level by SCS Global Services. For more information or to see the verification statement, please go to page 333.

Water Withdrawal Intensity High Water-Stress Sites*



	2018	2019	2020	2021	2022	2023	2024	2025
Absolute Cubic Meters	2,432,353	2,276,031	2,154,591	2,143,456	2,166,567	1,905,074	2,263,183	2,007,165
Aggregate Intensity Percentage	100	90	85	67	58	51	61	56
Aggregate Intensity (Cubic Meters Normalized by Revenue, in Millions)	1,400	1,259	1,197	944	815	710	851	781

Water Withdrawal Intensity All Remaining Sites*

	2018	2019	2020	2021	2022	2023	2024	2025
Absolute Cubic Meters	5,801,780	5,590,510	5,132,012	6,387,964	6,343,431	5,698,028	5,421,257	5,705,723
Aggregate Intensity Percentage	100	97	88	90	77	72	69	77
Aggregate Intensity (Cubic Meters Normalized by Revenue, in Millions)	995	965	878	893	770	713	685	769

Water Consumption (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024	2025
Withdrawal	8,234,133	7,866,541	7,286,603	8,531,420	8,509,998	7,603,102	7,684,440	7,712,888
Discharge	4,768,897	4,622,196	4,141,632	4,460,688	4,421,118	3,863,633	4,152,974	3,728,191
CONSUMPTION	**3,465,237**	**3,244,345**	**3,144,971**	**4,070,732**	**4,088,880**	**3,739,469**	**3,531,466**	**3,984,697**

Water Withdrawal by Source (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024	2025
Municipal Water	5,352,168	5,346,526	4,897,212	5,732,451	5,575,291	5,251,502	5,421,903	5,541,264
Well Water	2,559,090	2,197,824	1,999,455	2,420,378	2,554,268	2,034,118	1,915,060	1,854,961
Surface Water	68,599	64,735	77,569	60,711	65,161	48,502	57,041	58,549
Third-Party Supplier Water	182,998	181,658	243,680	235,427	240,659	189,132	205,966	197,509
Stormwater	71,277	75,798	68,687	82,453	74,619	79,848	78,459	51,874
Withdrawal (other)	–	–	–	–	–	–	6,012	8,731
TOTAL	**8,234,133**	**7,866,541**	**7,286,603**	**8,531,420**	**8,509,998**	**7,603,102**	**7,684,440**	**7,712,888**

*Please note that all metrics normalized by revenue over time are based on adjusted revenue values to account for acquisitions and divestments which differ from standard financial reporting. For more information on this methodology, please see our About the Report section.
Please note that the numbers have been rounded. Some totals have been affected as a result.

ENVIRONMENTAL DATA | WATER DATA

Water Withdrawal by Business (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024	2025
Roofing	1,861,599	2,036,120	1,773,689	1,967,206	1,907,321	1,804,496	1,738,093	1,853,194
Insulation	4,582,054	4,064,787	3,773,292	4,475,548	4,532,418	4,029,348	4,273,287	4,155,831
Doors	1,460,198	1,546,958	1,630,817	1,978,719	1,951,369	1,673,671	1,584,075	1,624,899
Corporate	330,282	218,676	108,804	109,946	118,890	95,586	88,985	78,965
TOTAL	**8,234,133**	**7,866,541**	**7,286,603**	**8,531,420**	**8,509,998**	**7,603,102**	**7,684,440**	**7,712,888**

Water Discharge by Destination (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024	2025
POTW	3,552,285	3,559,890	3,192,532	3,526,293	3,518,514	3,178,415	3,477,174	3,186,876
Surface Water	1,174,522	1,035,031	923,737	914,894	887,349	669,336	661,451	536,218
Discharge (other)	37,331	21,719	21,455	16,860	14,190	14,769	14,349	5,096
Off-Site Shipment	4,759	5,556	3,908	2,640	1,065	1,114	–	–
TOTAL	**4,768,897**	**4,622,196**	**4,141,632**	**4,460,688**	**4,421,118**	**3,863,633**	**4,152,974**	**3,728,191**

2025 Water Consumption Areas with Water Stress (Cubic Meters)

	ALL SITES	HIGH WATER-STRESS SITES
Withdrawal	7,712,888	2,007,165
Discharge	3,728,191	1,395,326
CONSUMPTION	**3,984,697**	**611,840**

2025 Water Withdrawal by Source with Freshwater Breakdown (Cubic Meters)

	ALL SITES	HIGH WATER-STRESS SITES
WITHDRAWAL BY SOURCE	**WITHDRAWAL**	**WITHDRAWAL**
Municipal Water	**5,541,264**	**1,590,591**
Freshwater	5,541,264	1,590,116
Other Water	–	–
Well Water	**1,854,961**	**200,491**
Freshwater	1,854,961	200,491
Other Water	–	–
Surface Water	**58,549**	**18,574**
Freshwater	58,549	18,574
Other Water	–	–
Third-Party Supplier Water	**206,241**	**197,509**
Freshwater	206,241	197,509
Other Water	–	–
Stormwater	**51,874**	**–**
Freshwater	51,874	–
Other Water	–	–
TOTAL	**7,712,888**	**2,007,165**
Freshwater	7,712,888	2,007,165
Other Water	–	–

2025 Water Discharge by Destination with Freshwater Breakdown (Cubic Meters)

	ALL SITES	HIGH WATER-STRESS SITES
DISCHARGE BY DESTINATION	**DISCHARGE**	**DISCHARGE**
POTW	**3,186,876**	**1,184,461**
Freshwater	3,186,876	1,184,461
Other Water	–	–
Surface Water	**536,218**	**210,865**
Freshwater	536,218	210,865
Other Water	–	–
Discharge (Other)	**5,096**	**–**
Freshwater	5,096	–
Other Water	–	–
Off-Site Shipment	**–**	**–**
Freshwater	–	–
Other Water	–	–
TOTAL	**3,728,191**	**1,395,326**
Freshwater	3,728,191	1,395,326
Other Water	–	–

Please note that the numbers have been rounded. Some totals have been affected as a result.

Water Discharge by Location (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024	2025
North America	3,339,996	3,324,905	3,059,353	3,287,088	3,322,335	2,946,531	3,242,034	3,002,582
Outside North America	1,428,900	1,297,290	1,082,279	1,173,600	1,098,783	917,102	910,940	725,609
TOTAL	**4,768,897**	**4,622,196**	**4,141,632**	**4,460,688**	**4,421,118**	**3,863,633**	**4,152,974**	**3,728,191**

2025 WRI Extremely High/High Baseline Water Stress Withdrawal in Accordance with GRI and CDP

WITHDRAWAL BY SOURCE	WITHDRAWAL (CUBIC METERS)
Municipal Water	1,997,481
Well Water	205,277
Surface Water	18,574
Third-Party Supplier Water	63,853
Stormwater	–
Withdrawal (other)	475
TOTAL	**2,285,660**

Average Discharge Quality by Effluent Type

WATER QUALITY	2025
Effluent – BOD	72.40
Effluent – COD	433.97
Effluent – TSS	110.79

In average milligrams of effluent per liter of water.

Estimated Water Savings (2018–2025)

	CUBIC METERS	USD
Total	1,679,002	1,351,029

2025 WRI Extremely High/High Baseline Water Stress Discharge in Accordance with GRI and CDP

DISCHARGE BY DESTINATION	DISCHARGE (CUBIC METERS)
POTW	1,050,785
Surface Water	149,228
Off-Site Shipment	–
Discharge (Other)	1,663
TOTAL	**1,201,675**

Please note that the numbers have been rounded. Some totals have been affected as a result.

EMPLOYEE BENEFITS

Owens Corning offers a wide range of competitive benefits, allowing our employees to choose what best fits their individual needs. Benefits are made available to regular, full-time employees and some part-time employees working at least 24 hours per week. These benefits vary by country, business unit, and work location, and not all benefits are available at all locations.

Health and Wellness Benefits

- Medical insurance
  - Employee healthcare
  - Family healthcare, including domestic partners
  - Dental
  - Vision
- Short-term and long-term disability
- Employee Assistance Program
- Fertility, surrogacy, and adoption benefits
- Wellness and fitness programs
- On-site fitness facilities (at some locations)
- Wellness credits and access to health improvement programs
- Preventive healthcare programs
- Retirement healthcare benefits (for employees hired before 1/1/2006)

Financial and Retirement Benefits

- Bonus/incentive pay
- 401(k) financial education
- 401(k) match
- Health savings account
- Matching gift programs
- Life insurance
- Business travel accident protection
- Employee stock purchase programs
- Retirement savings plans

Employment Opportunity and Security Benefits

- Recall rights for laid-off employees
- Job security initiatives for redeployment, including retraining, relocation, work-sharing, and outplacement services
- Matching gift programs
- Education benefits for employees and their families
- Mentoring programs
- Employee recognition programs
- Workforce training, skills, and leadership development programs
- Tuition reimbursement (other than career training)

Work/Life Support Programs

- Maternity and/or paternity leave
- Flexible work schemes and work sharing
- Paid and unpaid leaves of absence
- Bereavement leaves
- Paid vacation and holidays
- Short-term disability
- Long-term disability
- Survivor benefits

Trend of Employee Well-Being

	2018	2019	2020	2021	2022	2023	2024	2025
Employee Engagement	88%	74%	74%	89%	89%	70%	78%	77%
% of Employees Responding	62%	84%	85%	73%	73%	70%	71%	75%

This table includes the results of both our primary and staff employee engagement surveys.

MISCELLANEOUS

Customer Satisfaction

We collected feedback from nearly 800 respondents, representing three of our integrated businesses (Roofing, Insulation, and Composites), their distinct customer types, contractors, and locations. The survey allows us to measure overall satisfaction and the Net Promoter Score (NPS), as well as go into more detail across customer touch points to help drive specific improvements. In 2023, the most recent year we issued a survey, the NPS score was 59 for the company, based on an index ranging from -100 to 100.

Product Recalls

	FY 2022	FY 2023	FY 2024	FY 2025
Number of recalls issued	0	3	0	0
Number of products recalled with various specifications	0	1	0	0

2025 Financial Assistance

Owens Corning receives financial assistance in the form of various tax credits, which are reflected in the table below. All figures are in U.S. dollars.

COUNTRY	TAX RELIEF AND TAX CREDITS	SUBSIDIES	GRANTS	AWARDS	ROYALTY HOLIDAYS	ECA ASSISTANCE	FINANCIAL INCENTIVES	OTHER GOVERNMENT BENEFITS
France	$-	$-	$-	$-	$-	$-	$-	$-
Ireland	$-	$-	$1,622,375	$-	$-	$-	$-	$-
Italy	$-	$-	$-	$-	$-	$-	$-	$-
Belgium	$-	$-	$1,172,049	$-	$-	$-	$-	$-
Czech Republic	$-	$-	$445,678	$-	$-	$-	$-	$-
Finland	$-	$617,877	$-	$-	$-	$-	$-	$-
Germany	$-	$-	$-	$-	$-	$-	$-	$-
Lithuania	$-	$-	$3,245,500	$-	$-	$-	$-	$-
Netherlands	$-	$265,005	$-	$-	$-	$-	$-	$-
Poland	$-	$-	$3,537,059	$-	$-	$-	$-	$-
Sweden	$-	$-	$7,098,954	$-	$-	$-	$-	$-
United States	$1,973,976	$-	$3,561,169	$-	$-	$-	$-	$9,018,649
Canada	$-	$-	$-	$-	$-	$-	$-	$-
China	$-	$6,085	$764,692	$-	$-	$-	$226,469	$-
Japan	$-	$-	$-	$-	$-	$-	$-	$-
South Korea	$-	$-	$-	$-	$-	$-	$-	$-
India	$-	$-	$-	$-	$-	$-	$-	$-
Singapore	$-	$-	$-	$-	$-	$-	$-	$-
TOTAL	**$1,973,976**	**$888,968**	**$21,447,475**	**$-**	**$-**	**$-**	**$226,469**	**$9,018,649**

NOTES:
- Grants consist of government assistance received in connection with industrial investment incentives, emissions rights, and other similar grant programs.
- Tax relief and tax credits represent property tax abatements provided by local taxing authorities.
- Other government benefits primarily relate to government incentives associated with the new Prattville facility.

Tax

Owens Corning's tax strategy is guided by the following principles:

1. Ensure that all tax filings and payments are made accurately and in a timely manner.
2. Build and maintain transparent and collaborative relationships with tax authorities.
3. Evaluate and mitigate risk through rigorous review processes and controls, including by external auditors.
4. Implement only those tax initiatives that are consistent with the company's business objectives and risk profile.

The company has a global team of tax professionals in many of its operating jurisdictions. Each location manages their respective tax affairs in accordance with Owens Corning's Code of Conduct, global tax strategy, policies, and procedures. The Chief Financial Officer has the ultimate responsibility for Owens Corning's tax strategy. The Vice President of Tax oversees the day-to-day operations of the tax function, including the execution of the company's tax objectives and policies. Tax matters are reported to the Board's Audit and Finance Committees on a regular basis.

Information about Owens Corning's taxes is provided in Note 21 of the company's Form 10-K filed with the SEC. The information is categorized in accordance with ASC 2023-09, which the Company has elected to apply on a prospective basis. The management discussion and analysis (MD&A) section of Form 10-K provides a reconciliation of the U.S. statutory rate of 21% to the Company's effective rate, as well as, the amount of income taxes paid (net of refunds received) in each of the jurisdictions where such taxes paid exceeded five percent of the Company's total income taxes paid in accordance with the guidance in ASU 2023-09.

Risk management is a critical part of Owens Corning's tax function. The tax function has rigorous processes and controls in place to identify, assess, and measure known, new, and emerging risks. The company's public disclosures related to tax are reviewed by an external audit firm as part of the company's quarterly and annual audit process. The risk of tax law changes is regularly monitored and analyzed using research software, trade and news publications, and active participation in tax associations. The company tracks proposed tax law changes globally to determine which changes could potentially have an impact on the company's tax position, including the utilization of its tax attributes. Appropriate measures are then taken to mitigate the negative impact of such changes.

In addition, the tax function works very closely with the company's Corporate Financial Planning & Analysis (FP&A) and Business Finance and Operational teams to understand both the short-term and the long-term trends of our global operations. Tax planning and operational initiatives are identified, analyzed, and implemented to support and complement these business objectives.

Lastly, Owens Corning seeks to develop and maintain open and constructive relationships with all stakeholders. The tax function collaborates with the company's Government Affairs group, as well as other tax and trade organizations, to advocate public policy and legislative matters as they relate to tax. The company also strives to resolve disputes through mutual transparency and collaboration, always behaving in the utmost professional and ethical manner with tax authorities.

KEY PARTNERSHIPS

Our Partnerships and Collaborations with Organizations/Governing Bodies

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
COMMUNITIES					
Association of Corporate Citizenship Professionals				✔	✔
Charities Aid Foundation				✔	✔
ConnecToledo		✔	✔	✔	✔
Gary Sinise Foundation			✔	✔	✔
Habitat for Humanity - Local and International			✔	✔	✔
Jill of All Trades				✔	
Local Initiatives Support Corporation Toledo		✔	✔	✔	✔
Metroparks Toledo Foundation		✔	✔	✔	✔
Myriad USA				✔	✔
National Center for Construction Education and Research				✔	✔
Purple Heart Homes				✔	✔
Toledo Classic		✔	✔	✔	✔
Toledo Public School Foundation		✔		✔	✔
Toledo Museum of Art		✔	✔	✔	
Toledo Zoo		✔	✔	✔	
United Way of Greater Toledo			✔	✔	✔
GOVERNMENT					
DOE's Better Plants Program	✔				✔
EPA's ENERGY STAR	✔				✔
EPA's Green Power Partnership	✔				✔
Florida Building Commission	✔				✔
National Institute for Standards and Technology		✔	✔		✔
Transportation Research Board	✔				
NON-GOVERNMENT ORGANIZATIONS					
American Association of State Highway Transportation Officials	✔		✔		✔
American Ceramic Society		✔	✔		✔

GENERAL DISCLOSURES | KEY PARTNERSHIPS

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
NON-GOVERNMENT ORGANIZATIONS					
American Center for Life Cycle Assessment		✔	✔		✔
Asphalt Roofing Manufacturer Association		✔	✔		✔
American Society of Civil Engineers (ASCE)	✔				
American Society of Heating, Refrigerating and Air-Conditioning Engineers		✔	✔		✔
American Society of Safety Professionals	✔		✔		
American Society of Testing and Materials International		✔	✔		✔
Building Performance Institute	✔	✔	✔		✔
Business Roundtable (BRT)-National		✔	✔		✔
Carbon Leadership Forum	✔				
Energy Efficiency Business Coalition		✔	✔		✔
Fire Safe North America		✔	✔		✔
Glass Manufacturing Industry Council		✔	✔		✔
Glass Recycling Coalition	✔				✔
Glasstrend		✔	✔	✔	✔
Health Product Declaration Collaborative		✔	✔		✔
Insurance Institute for Business & Home Safety	✔				✔
International Living Future Institute (ILFI)	✔		✔		✔
Institute of Packaging Professionals		✔	✔		✔
Midwest Energy Efficiency Alliance	✔				✔
North American Insulation Manufacturers Association (NAIMA)		✔	✔	✔	✔
Northeast Energy Efficiency Partnerships	✔				✔
National Fire Protection Agency (NFPA)			✔		✔
National Safety Council (NSC) (Campbell Institute is included)			✔		
Ohio Business Roundtable		✔	✔		
Rainscreen Association in North America	✔		✔		✔
Residential Energy Services Network (RESNET)		✔	✔		✔
Science Based Target Network	✔		✔		✔
International Association for the Engineering Modelling, Analysis and Simulation Community		✔	✔		✔
Spray Foam Coalition		✔	✔		✔
Underwriters Laboratory (UL)			✔		✔

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	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/ COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
INDUSTRY ASSOCIATIONS					
Air Barrier Association of America	✔				✔
Air Duct Council			✔		✔
American Composites Manufacturing Association (ACMA)		✔	✔		
American Concrete Institute (ACI)	✔		✔		✔
American Forest and Paper Association			✔		✔
American Institute of Architects (AIA)	✔		✔		✔
American Wood Council			✔		✔
Asphalt Institute		✔	✔		✔
Asphalt Institute Foundation	✔	✔	✔		✔
Association for Materials Protection and Performance	✔				
Association of National Advertisers			✔		✔
British Standards Institution	✔		✔		✔
Architectural and Specialist Door Manufacturers Association	✔		✔		✔
British Woodworking Federation		✔	✔		✔
British Woodworking Federation Fire Door Alliance		✔	✔	✔	✔
Center for the Integration of Composites into Infrastructure		✔	✔		✔
Chilean Chamber of Construction in Concepción			✔		✔
Chilean Chamber of Production and Commerce in Concepción	✔				✔
Chilean Wood Corporation	✔		✔		✔
Coalition of Millwork Producers	✔				
Composite Panel Association			✔		✔
Construction & Demolition Recycling Association			✔		
Construction Products Association Industry Principle Council	✔		✔		✔
Construction Products Association Technical Expert Panel	✔		✔		✔
Construction Specifiers Institute	✔	✔	✔	✔	✔
Eastern States Insulation Contractors Association		✔	✔		✔
Extruded Polystyrene Foam Association		✔	✔	✔	✔

GENERAL DISCLOSURES | KEY PARTNERSHIPS

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/ COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
INDUSTRY ASSOCIATIONS (CONTINUED)					
Federation of Interior Specialists	✔		✔		✔
Fenestration & Glazing Industry Alliance	✔				✔
Fenestration Manufacturers Association			✔		✔
Firesafe North America		✔	✔		✔
Firestop Contractors International Association	✔		✔	✔	✔
Guild of Architectural Ironmongery	✔		✔	✔	✔
Harvard Joint Center for Housing, Policy Advisory Board		✔			
Heating, Air-Conditioning & Refrigeration Distributors International	✔				✔
Innovation Research Interchange			✔		✔
Institute for Advanced Composites Manufacturing Innovation	✔				
Insulation Contactors of America Association			✔	✔	✔
International Code Council	✔				✔
International Firestop Council (IFC)		✔	✔		✔
International Institute for FRP's in Construction	✔	✔	✔		
International Institute of Ammonia Refrigeration	✔				
International Institute of Building Enclosure Consultants	✔	✔	✔		
Manufacturers Alliance for Productivity and Innovation	✔		✔		✔
National Association of Manufacturers		✔	✔	✔	✔
National Council for Air and Stream Improvement, Inc. (NCASI) - US & Canada Memberships			✔		✔
National Fenestration Rating Council			✔		✔
National Fire Protection Association (NFPA)			✔		✔
National Insulation Association (NIA)	✔		✔		✔
National Women in Roofing		✔	✔	✔	✔
North American Modern Building Alliance (NAMBA)			✔		✔
Polyisocyanurate Insulation Manufacturers Assoc. (PIMA)			✔		✔
Region IV Voluntary Protection Program Participants Association (VPPPA)		✔	✔		

GENERAL DISCLOSURES | KEY PARTNERSHIPS

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/ COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
INDUSTRY ASSOCIATIONS (CONTINUED)					
Regional Institute of Business Management		✔	✔		✔
Southwest Energy Efficiency Project (SWEEP)			✔		✔
Spray Polyurethane Foam Alliance			✔		✔
Western Insulation Contractors Association	✔				
Window & Door Manufacturers Association		✔	✔		✔
World Millwork Alliance	✔				
EDUCATION					
Bowling Green State University				✔	✔
Brigham Young University				✔	✔
Florida A&M University			✔	✔	✔
Lehigh University		✔	✔	✔	✔
Michigan State University				✔	✔
North Carolina A&T University				✔	✔
Ohio State University			✔		✔
Penn State			✔	✔	✔
Purdue University			✔	✔	✔
University of Michigan			✔		✔
University of Toledo - Toledo Excel		✔	✔	✔	✔
Western Michigan University - Bronco Challenge			✔		
INTERNATIONAL ASSOCIATIONS					
EUROPE					
Association for Nonprofit Housing Developers	✔				
Association française des toitures et façades végétales	✔				
Association of construction products	✔				
Association Romande des Physiiciens	✔		✔		
Associazione delle Imprese di Impermeabilizzazione Italiane	✔		✔		

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/ COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
EUROPE (CONTINUED)					
Associazione Nazionale per l'Isolamento Termico e acustico	✔				
Belgian construction material products	✔				
Belgian Facility Association	✔				
Beratungsstelle für Gussasphaltanwendung e.V. Bonn	✔				
Beroepsvereniging	✔				
BEROEPSVERENIGING ARCHITECTEN	✔				
Berufsförderungswerk des Dachdeckerhandwerks, Andreasberg			✔		
Berufsörderungswerk des Bayerischen Dachdeckerhandwerks e.V., München			✔		
Bundesverband GebäudeGrün e. V.	✔				
CAP CONSTRUCTION	✔				
Chambre Syndicale Française de l'Etanchéité	✔				
Cluster Eco-Construction ASBL	✔				
Czech Waterproofing Society	✔				
Deutsche Gesellschaft für Nachhaltiges Bauen (Germany)	✔				
EMBUILD CONNECT-COMMUNICATIE	✔				
EURIMA	✔				
Förderkreis der Dachdecker-Innung für Ostfriesland e.V., Leer			✔		
Forum Energie Zürich	✔				
GEBÄUDEHÜLLE SCHWEIZ	✔				
Gemeinnütziges Berufsförderungswerk des thüring. Dachdeckerhandwerks e.V., Dachdeckerschule Lehesten, Brotterode-Trusetal			✔		
Groupement Technique Français contre l'Incendie	✔				
Hållbart byggande i Syd	✔				
IG Passivhus	✔				
IHK Düsseldorf			✔		
IHK Suhl			✔		
INFOSTEEL VZW	✔				

GENERAL DISCLOSURES | KEY PARTNERSHIPS

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/ COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
EUROPE (CONTINUED)					
Institut für Flachdachbau	✔				
Interessensgemein-schaft Bauschaden-prävention	✔				
Landesinnung des Dachdeckerhandwerks Berlin - BgA Gasgtmitglieder, Berlin			✔		
LIQUID ROOFING & WATERPROOFING	✔				
MASTIC ASPHALT COUNCIL	✔				
National Federation of Roofing Contractors	✔				
NEDERLANDSE KAMER V.KOOPHANDEL	✔				
Netzwerk Nach-haltiges Bauen Schweiz	✔				
Parkeer Netwerk Nederland	✔				
Passivhaus Institut, Darmstadt	✔				
Stichting Industrieel Bouwen			✔		
Stichting Nationaal Dakenplan (NDP)	✔				
Stitching Rooftop Revolution	✔				
Syndicat national de l'isolation (FR)	✔				
Syndicat national the l'isolation	✔				
The Water Supply and Sewerage Association of the Czech Republic	✔				
Top 100 Gebäudehülle Network	✔				
UNI Ente Italiano Normazione	✔		✔		
Varmeisoleringsforeningen			✔		
VEREIN MINERGIE	✔				
VEREIN POLYBAU	✔				
VEREIN TRÄGERSCHAFT GEBÄUDEHÜLLENPLANER	✔				
Verein zur Förderung des deutschen Brandschutzes, Münster	✔				
VIBE VZW	✔				
Wissenschaftlich-Technische Arbeitsgemeinschaft für Bauwerkserhaltung und Denkmalpflege, Karlsruhe	✔				

GENERAL DISCLOSURES | KEY PARTNERSHIPS

	MEMBER ONLY	POSITION IN GOVERNANCE BODIES	PARTICIPATES IN PROJECTS/ COMMITTEES	PROVIDES SUBSTANTIVE FUNDS BEYOND ROUTINE MEMBERSHIP	VIEWS RELATIONSHIP AS STRATEGIC
BRAZIL					
Abifibra	✔		✔		✔
Bradesco Pension Fund Administration	✔	✔			✔
Committee on the Hydrographic Basins of Piraciacaba, Capivari and Jundiai Rivers	✔				✔
Composites Materials Latin American Association	✔	✔			✔
Glass Industry Federal Union	✔				✔
National Glass Industry Association	✔		✔		✔
State of São Paulo Industry Association	✔				✔
CANADA					
Canadian Association of Consulting Energy Advisors			✔		✔
Canadian Green Building Council			✔		✔
Canadian Home Builders Association		✔	✔		✔
Canadian Roofing Contractors Association					
Chemistry Industry Association of Canada		✔	✔		✔
EnerQuality		✔	✔		✔
Fenestration Canada	✔		✔		✔
Metal Cladding Contractors Association (Quebec)			✔		✔
Natural Resources Canada	✔				✔
North American Insulation Manufacturers Association	✔	✔	✔	✔	✔
Passive House Instituite Canada			✔		✔
Quebec Building Envelope Coucil		✔	✔		✔
Quebec Construction Association					✔
Quebec Home Builders Association (APCHQ)			✔		✔
Toronto Industry Network			✔		✔
Royal Architecture Institute of Canada			✔		✔

APPENDIX E

TCFD CLIMATE RISKS & OPPORTUNITIES

As we assess our climate change risks and opportunities, we monitor a range of factors that may impact our operations or our planning. These include the physical risks of climate change and other climate-related variations, as well as transition risks such as changing environmental regulations, new technologies, and changes in the overall marketplace.

We are also committed to managing the market and reputational risks that arise from the impacts of climate change. This commitment informs our goals and our approach to reducing greenhouse gas emissions through both our products and our processes.

Governance

Board Oversight of Climate-Related Risks and Opportunities

According to our Directors' Code of Conduct, sustainability includes the following concepts:

- Environmental compliance
- Product stewardship
- Personal safety
- The environmental and social impacts of our global operations and the products we make and sell

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

In addition, the Board committees maintain oversight of management's responsibilities for issues relevant to their respective areas. These include the following:

- **Audit Committee:** oversight of legal and regulatory compliance
- **Governance and Nominating Committee:** oversight of Board structure and stockholder rights

The Board committees periodically provide reports concerning these sustainability matters to the entire Board.

In addition, the Audit Committee and the Board as a whole retain some oversight responsibility for environmental, health, and safety (EHS) risks. Directors are expected to provide oversight, guidance, and direction on sustainability issues and opportunities that potentially impact our reputation and long-term economic viability. This includes such sustainability issues as energy reduction, renewable energy, water scarcity, and waste reduction. The Board is responsible for overseeing risk for Owens Corning; as such, they are also responsible for oversight of climate-related issues and opportunities. From a management perspective, we have a sustainability governance structure to discuss and make decisions on all issues related to economic, environmental, and social aspects.

Managerial Responsibility for Climate Risks and Opportunities

Along with our Board of Directors, our CEO and Chief Sustainability Officer (CSO) have oversight on our progress toward our climate and sustainability goals, and our CEO's compensation is tied to progress toward our sustainability goals (see page 29 for more information). The CSO reports directly to the CEO and is responsible for our compliance with legal and company requirements related to sustainability topics. In addition, Owens Corning employs a sustainability organization made up of approximately 56 employees, reporting to the CSO. The team has a wide range of responsibilities, including:

- Circular economy
- Value chain sustainability
- Sustainability analytics and reporting
- Product sustainability and transparency
- Sustainability insights, research, and engagement
- Corporate environmental and operations sustainability
- Corporate health and wellness
- Corporate safety
- Decarbonization

Climate-related issues are addressed through our risk management process. They are included in our risk registers, which are developed by the business unit and legal teams from the plant level up. The Risk Committee is responsible for overseeing and monitoring our risk assessment and mitigation actions. Safety and environmental concerns are captured in the enterprise register, which increases the extent to which sustainability issues are embedded in the enterprise-wide risk process. The Risk Committee reports to executive management, and it is specifically sponsored by both the Chief Financial Officer and General Counsel, who are themselves members of our executive management.

Strategy

Identification of Climate-Related Risks

Owens Corning's risk committee meets with functional and business leaders throughout the organization to discuss identified risks, dependencies, and impacts, including climate risks, and manage corresponding action plans. Risks are considered by the committee for all ranges of time horizons, and in all aspects of the value chain. At the asset level, our business units (BUs) create business-specific risk registers which are used in their Strategic and Operational Planning processes. In creating these registers, the BUs identify internal and external factors that could pose threats and opportunities to their business. They evaluate the potential impact and likelihood and then establish management plans to mitigate each risk.

Each risk has a Risk Committee sponsor, a risk owner, and a subject matter expert, while executive management sponsors the overall program. The risk owner and subject matter expert are also responsible for ensuring that we have mitigating actions in place for each risk, and that we are making consistent progress toward the acceptable/desired risk level. Risk owners are also responsible for the overall management of the risk and cross-functional and vertical communication through the organization, ensuring visibility of the risk in all elements of strategic planning.

Of the risks that we monitor, Owens Corning has established three levels for value impact, which have several different factors which can be used to qualify a risk into one of the three levels. The lowest level risks are those where the company can absorb the financial impact, and the reputational impact is relatively non-existent. The next risk level is medium impact, with a potential to be known by the public or to damage our reputation. The highest level of impact can be qualified by factors such as a material financial impact, long-term reputational damage, or serious injury, among other factors, with the potential to be catastrophic to the organization. Each risk is assessed to our impact and likelihood scales and is then categorized appropriately. All three levels of risks have been determined important to monitor, but those in the moderate and significant levels are defined as having substantive financial impact.

Risk horizons are defined as follows:

- Short-term (1–3 years)
- Medium-term (3–6 years)
- Long-term (6–100 years)

Owens Corning has recognized numerous risks specifically related to climate change, and we have strategies in place to mitigate them. Those risks are outlined in this appendix.

Risk: Increased Severity and Frequency of Extreme Weather Events

Some of Owens Corning's products are only made at a small number of facilities, where disruption could lead to delayed fulfillment of customer orders. These facilities could be materially damaged by natural disasters such as floods, etc. We have experienced flooding at multiple plants. Owens Corning could incur uninsured losses and liabilities which increase direct costs such as loss of physical assets, as well as disruptions in production capacity which could increase indirect costs such as lost sales, and additional indirect cost incurred through higher insurance premiums to cover a site which is seen as at-risk after a flooding event.

In addition, natural disasters pose a significant threat to the safety of our employees, contractors, and customers. We engage with our third-party loss prevention engineering firm to equip our locations to have minimal losses from natural disasters. As climate change occurs, these risks could become more likely also causing insuring these risks to be less feasible. For example, at one Owens Corning facility the company experienced a catastrophic flood approximately 13 years ago. The 190,000 square foot building, located in New Jersey, is flood prone. As such, continuing to purchase flood insurance for this facility has become challenging and we must engage multiple providers to retain adequate coverage. Other natural disasters could also impact Owens Corning locations in a similar manner.

Risk: Enhanced Emissions-Reporting Obligations

Many of Owens Corning's products are made from heavy manufacturing processes that generate carbon emissions. 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. Expansions to these schemes or similar trading schemes being set up in other nations could impact Owens Corning by increasing our operating costs in those countries by reducing our carbon allowances. Facilities under EU ETS continue to improve their energy and GHG efficiency. However, allowances are decreasing year on year by a flat rate without consideration of production increase. This explains the emissions being higher than allowances.

With further reductions in allowances through Phase 4 of the European ETS, our annual allowances were reduced, which requires us to purchase credits. Phase 4 applies to the period 2021 to 2030.

Our course of action in managing these risks involves: interacting with the commission regarding the implementation of the EU Green Deal and Fit-for-55 package; pursuit of R&D initiatives involving a change in material composition or in manufacturing processes to enable emissions reductions; and implementation of energy and GHG reduction projects.

Owens Corning has strategies in place to mitigate these risks. Chief among them is our commitment to the circular economy model, in which we work to avoid the use of virgin raw materials whenever possible, manufacture products to deliver the least negative environmental impact, and ensure that materials used in our products remain in the economy indefinitely.

We had 10 plants in 2025 that were impacted by emissions trading schemes (ETSs), all within our Insulation division: Hällekis, Hässleholm, Klášterec, Parainen, Tessenderlo, Trzemeszno, and Vilnius locations within the EU ETS Program, Edmonton within the Alberta TIER ETS, Toronto within the Ontario EPS ETS, and Valleyfield within the Québec CaT ETS. Insulation production creates GHG emissions. In 2025, 20.7% of our Scope 1 emissions fell under emissions limiting regulations.

Identification of Climate-Related Opportunities

In addition to the risks outlined above, conditions related to climate change can present opportunities for our business. While these opportunities offer some potential for growth, Owens Corning remains committed to our sustainability goals. Opportunities are addressed through our long-range planning process.

Opportunity: Increased Demand for Roofing Materials

Demand for products in our roofing business is generally driven by both residential repair and remodeling activity and by new residential construction. As the effects of climate change are felt in the increased frequency and severity of storms, Owens Corning as a building materials company may see an increased demand for our products in our roofing business due to storm-related roof damage.

As a company with the majority of our roofing business located within the United States, we are therefore affected by the effects of weather in the U.S., which vary by region. Storms are one of the drivers of roofing product sales, along with renovation and new home builds. Because of this, we are in a position to increase sales of roofing products when seasonal storms such as hail and hurricanes affect the U.S., especially the South which is prone to severe weather, and increases in these weather events would lead to higher sales. All our architectural laminate shingles are designed to protect against high winds seen in these conditions. In addition, the entire Duration® series meets Class 3 Impact Resistance standards (UL 2218 and FM 4473), and our TruDefinition® Duration FLEX®, and TruDefinition® Duration STORM® shingles possess some of the highest Impact Resistance Ratings possible: UL 2218 and FM 4473 Class 4 and are preferred products in many hail-prone regions. With elevated storm activity, our entire shingle product line could see increased revenues.

Impact of Climate-Related Risks and Opportunities on Our Strategies

Owens Corning has developed a range of strategies to address the continued rise of climate-related risks and opportunities. These strategies have had a major impact of the way we conduct our business.

- **Products and Services.** In response to the identified risk of potential for increased energy efficiency and emissions regulations and standards, Owens Corning has made dramatic improvements to its product lines across the enterprise, such as PINK Next Gen® Fiberglas™, released in 2021, which has earned UL GREENGUARD® Gold certification for low volatile organic compounds.

  In addition, we are always working to develop new products to comply with climate-related regulations and reduce emissions. The validation of new, lower-GWP blowing agent formulation, such as those used in Foamular® NGX®, is one example of a new product with significantly lower global warming potential, and reduced Scope 1 emissions in production. The successful development of this product also addresses a short-term climate transition risk, by helping the company to stay ahead of regulations of this sort elsewhere.

  In 2024, all Owens Corning® XPS insulation production in the U.S. and Canada was converted to FOAMULAR® NGX®. This conversion supports our efforts to reduce Scope 1 and 2 emissions to help meet our 2030 sustainability goals, as well as help Owens Corning stay ahead of environmental regulations on blowing agents. In 2021, Owens Corning launched Duration® COOL Plus Midnight color providing a new dark color offering in this energy saving line. Owens Corning offers a wide array of shingle choices that meet or exceed an aged SRI of 20 — the current aged Solar Reflectance Index minimum required for the Green Building Standards Code of Los Angeles County and Los Angeles City Cool Roofs Ordinance. Another example of an environmental opportunity affecting our strategy can be seen in our Solar PROtect® Program, which educates contractors on installing solar panels on top of Owens Corning® roofing products. Solar panels can sometimes compromise the roof of a home, but this program offers warranty protection for certified installers and allows them to install the best products for their customers. The Solar PROtect® Program goes hand-in-hand with the Owens Corning® Total Protection Roofing System®. These innovations help our customers save energy and avoid emissions.

- **Supply Chain.** We believe transportation of materials and engagement with a supplier can be done more efficiently if the supplier is nearby, which enhances sustainability across the supply chain and minimizes the impact of storms and natural disasters. Another example of how we manage climate-related risks in the value chain can be seen through our regional shingle strategy. Hurricane Katrina led to a surge in demand for replacement shingles due to storm damage. As a result, shingles from different plants within the same region needed their coloring to be completely interchangeable, so if shingles from two or more different plants end up on the same roof, they would match color as intended. This resulted in the development of “regional shingles,” which is a shingle produced at different manufacturing facilities, tested and proven to be color-matched to allow mixing between all or some of the producing manufacturing facilities in a specific region.

  With state-of-the-art technology and stringent testing requirements, Owens Corning® Roofing is able to provide regional shingles that allow more efficient service during storm surge demand, more flexibility for multiple locations, and easy inventory management. We developed and rolled out the regional shingle approach for our roofing locations in 2005 and maintain this strategy today. As a result, our regional shingle gives us the flexibility to have a competitive advantage in storm reaction time, as shingle demand can be met from multiple sites, should severe weather lead to a surge in demand.

  Another way in which climate-related risks and opportunities influence our strategy in the value chain can be seen in the development of our 2030 sustainability goals. Our 2025 Sustainability Double Materiality Assessment yielded “climate risk and resilience and GHG emissions” as material topics: these two areas combine to inform our 2030 goal to reduce Scope 3 emissions from our supply chain 30% by 2030 against a 2018 base year. The SBTi has approved our Scope 3 GHG reduction goal as being aligned with the IPCC’s pathway to achieve well below 2.0° C temperature increases.

- **Research and Development (R&D).**
Owens Corning has invested in energy-efficient, performance-driven products such as Cool Roof Collection shingles and PINK Next Gen® Fiberglas™. Currently, Owens Corning is investing substantially in R&D to respond to the climate-related risks and opportunities that have been identified through our ERM process. We intend to produce new processes and products in response to these risks and opportunities in the short term through the long term, as the world transitions to increased climate action.

  The risk management process has had a moderate impact on how funds are invested in R&D, as the risk management process often leads to mitigation needs and identified business opportunities. An example of climate-related R&D with near term implications is the development of Foamular® NGX®, a foam insulation with a greater than 80% reduction in global warming potential (GWP), compared to legacy FOAMULAR® insulation products. NGX® was developed to comply with expected and actual blowing agent regulation, such as a phaseout in Canada that went into effect in 2021, and in several U.S. states (CA, NY, NJ, MA, WA, VT, MD, and CO) that have enacted similar regulations to Canada. Foamular® NGX® is available in Canada and all U.S. states affected by the anticipated regulation, managing the transition risk. The investment in developing a product that meets and exceeds the stringent regulations reflects Owens Corning's continued commitment to offering building materials that merge the highest levels of performance and our corporate sustainability goals.

  Another example is our shingle products' resistance to storm damage. Storms are one of the drivers of roofing product sales, and seasonal storms such as hail and hurricanes affect the U.S., especially the South, which is prone to severe weather. All our architectural laminate shingles are designed to protect against high winds seen in these conditions. In addition, the entire Duration® Series meets Class 3 Impact Resistance standards (UL 2218 and FM 4473), and our TruDefinition® Duration FLEX® and TruDefinition® Duration STORM® shingles possess some of the highest Impact Resistance Ratings possible: UL 2218 and FM 4473 Class 4 and are preferred products in many hail-prone regions.

- **Operations.** Identified climate-related risks and opportunities have had a significant impact for Owens Corning. To help meet our 2030 Science-Based Target for a 50% Scope 1 and 2 GHG reduction, which was developed in response to climate risks for our company, we have made major investments in renewable energy. In 2015, Owens Corning signed power purchase agreements for renewable electricity totaling 250 megawatts. In Q4 of 2016, two wind farms came online and are now providing renewable energy into the grid, impacting emissions and renewable energy in 2021. Furthermore, in 2021, we entered into two wind VPPAs, one in Finland and one in Sweden, which bring in 43 MW and 48 MW of renewable electricity capacity, respectively.

  We have also entered into a VPPA in Spain that involves three separate VPPAs with a contracted capacity of 81.9 MW, which are collectively expected to produce 223 GWh per year. Owens Corning continues to look for opportunities to expand our renewable portfolio in the short term, reviewing several on-site and off-site programs as we work toward our goal of 100% renewable electricity by 2030, and a 50% reduction in Scope 1 and 2 emissions in the same timeframe.
  In addition to growing our renewable electricity portfolio, in support of our goal of sourcing 100% renewable electricity by 2030, we are also changing our operations strategy in response to climate risks and opportunities through the electrification of assets. A recent example can be seen with construction of a new energy-efficient electric arc furnace (EAF) in Hällekis, Sweden. In August 2024, the plant in Hällekis, Sweden, broke ground on a project aimed at helping reduce greenhouse gas emissions from the facility. The plant is installing an electric melter to take the place of the coke-fired furnaces being used for manufacturing insulation. The project is expected to reduce the plant's Scope 1 and 2 emissions by 80%. Two cupolas will be replaced with one electric melter at the facility. A new 7,500-meter facility is being constructed with two buildings. One building will house the melter and the other will be for raw materials handling and filtration processes. In 2025, construction of a new filter house was completed. This filter house will be used for the environmental cleaning of process gases. The entire project is expected to be up and running in 2027.

Impact of Climate-Related Risks and Opportunities on Our Financial Planning

- **Revenues.** Owens Corning has incorporated climate risks and opportunities into our financial planning process. Our new product developments are factored into our forecasting, as previous climate-related products, like EcoTouch® PINK® Insulation, were when they were being developed. Across all our businesses, we also offer an extensive portfolio of products that can help our customers save energy and lower emissions. In 2025, 34% of our revenue came from this category of products.
- **Direct Costs.** Owens Corning incorporates the impact of the identified risks into its direct operating costs for financial planning models based on several factors including the likelihood, timeframe, and magnitude of the financial impact of the risk or opportunity. For example, in the event of reduced production capacity due to climate-related increases in storm activity and severity, Owens Corning would potentially see increased (Direct) Operating Costs with substantial magnitude of impact in the affected regions. The increase would be due to cleanup costs, as well as alternate transportation costs, increased maintenance, increased sourcing costs due to supply chain strain, and likely increased production costs as the repaired line is brought back up to production. This estimated impact would be included in the financial planning process in various scenarios and analyses. When Hurricane Sandy damaged our Kearny, New Jersey, U.S., Roofing plant, we had a good example to use to adjust our planning estimates for future potential severe weather events and their impact on operating costs. Additionally, expenses associated with water use, treatment, and discharge are standard operating costs of our manufacturing processes. To accurately plan for financial requirements, we need to include water-related costs. Our business and financial objectives are to implement practices and technologies that reduce water use and provide financial performance which, at a minimum, provides a neutral return on the investment. For example, we have implemented chiller plant control systems at several of our sites, allowing more water to be reused, thereby reducing intake volumes and consumption. Our long-term strategy is to continue to explore and proceed with key investments in infrastructure. Since we have increased water efficiency through equipment maintenance and optimization in the short term, we are committed to finding more opportunities for increased water efficiency and improvements in water quality in the long term.

- **Indirect Costs.** Indirect costs like insurance have been influenced by climate and water-related risks, such as extreme weather events and their increased likelihood. A recent example is that at one Owens Corning facility the company experienced a catastrophic flood approximately 13 years ago. In the years since the flood, continuing to purchase flood insurance for this facility has become challenging and we must engage multiple providers to retain adequate coverages. This indirect cost not only became more difficult to purchase, but the available protection capacity was also altered entirely due to the increased likelihood of climate-related weather events like flooding. This example influences indirect cost financial planning in any Owens Corning site with similar natural disaster risk. Additionally, expenses associated with water use, treatment, and discharge are standard operating costs of our manufacturing processes. To accurately plan for financial requirements, we need to include water-related costs. Our business and financial objectives are to implement practices and technologies that reduce water use and provide financial performance which, at a minimum, provides a neutral return on the investment.
- **Capital Expenditures (CapEx).** CapEx is influenced by climate risks and opportunities. A recent example can be seen at our Hällekis, Sweden, site, where Owens Corning broke ground in 2024 to install an electric melter to take the place of the coke-fired furnaces being used for manufacturing insulation. The project is expected to reduce the plant's Scope 1 and 2 emissions by 80%. Two cupolas will be replaced with one electric melter at the facility. A new 7,500-meter facility is being constructed with two buildings. One building will house the melter and the other will be for raw materials handling and filtration processes. In 2025, construction of a new filter house was completed. This filter house will be used for the environmental cleaning of process gases. The entire project is expected to be up and running in 2027. Our response to identified climate related risks and opportunities like these has had a substantial impact on our financial planning of capital allocation. Expenses associated with water use, treatment, and discharge are standard operating costs of our manufacturing processes. To accurately plan for financial requirements, we need to include water-related costs. Our business and financial objectives are to implement practices and technologies that reduce water use and provide financial performance which, at a minimum, provides a neutral return on the investment. Water projects are included with all capital budget reviews and allocated by business. This process includes business impact, payback, ROI, risk, sustainability impact, and metering opportunities. Individuals from each plant, finance, and sustainability evaluate potential projects such as chiller upgrades, wash-water system upgrades, and implementation of wastewater treatment facilities. For example, we have implemented chiller plant control systems at several of our sites, allowing more water to be reused, reducing intake volumes and consumption. Throughout the year, each project is tracked through a stage-gate process to ensure the project is yielding the expected deliverables. This strategy has worked well, as is evident in our ambitious goals and reported attainment. Our long-term strategy is to continue to explore and proceed with key investments in infrastructure. Since we have increased water efficiency through equipment maintenance and optimization in the short term, we are committed to finding more opportunities for increased water efficiency and improvements in water quality in the long term.
- **Acquisitions and Divestments.** Identified climate and water risks and opportunities have had a moderate impact on our financial planning for acquisitions and divestments. Over the last several years, acquisitions have been an important part of our growth strategy. We look for acquisition opportunities with businesses that meet specific criteria: they must provide stable and attractive margins and strong synergies, address our target growth areas, and meet our strategic objectives. We evaluate our acquisition candidates through multiple lenses, including sustainability, and we ask a critical question: Will this business be better with us as its owner? As sustainability guides our operations, we want to be confident that we can improve the environmental, health, and safety (EHS) performance, employee experience, customer experience, and community impact of the companies that join us. Can we bring a new perspective on safety and health? Can we improve energy and water efficiency and lower waste in operations? Owens Corning has purchased several companies in the last four years. The acquired businesses successfully expand the capabilities and global reach of our business segments, most recently with the introduction of our Doors business segment after acquiring Masonite in 2024. Improving EHS performance and enhancing employee experience are critical elements in our acquisition integration process. The identified climate change-related opportunities, including more aggressive building codes, increased building materials demand due to potentially increased storm activity and severity, and improved demand for existing products due to our reputation for sustainable products were all factors in our acquisitions to expand our product lines. These opportunities continue to be involved in our financial planning process as we continue to evaluate and analyze additional acquisition targets for the medium and long term.
- **Assets and Liabilities.** Climate risks and opportunities have had a moderate impact on our financial planning for assets and liabilities, primarily through our acquisitions. Owens Corning has purchased several companies in the last six to seven years, including Paroc, Vliepa, Natural Polymers, Weardeck, and most recently Masonite in 2024. With these acquisitions, Owens Corning reported $12.98 billion in total assets as of Dec. 31, 2025. These companies were determined to be important to expand our portfolio of energy-saving and performance-driven products, an opportunity we consider in the long-term horizon. These opportunities continue to be involved in our financial planning process as we continue to evaluate and analyze additional acquisition targets.

Resilience of Owens Corning Strategy in Climate-Related Scenarios

Owens Corning has developed resilient strategies related to different climate-related scenarios, including science-based targets. Our actions to reduce GHG emissions have always been informed by the latest science-based methodologies. Owens Corning has set targets aligned with the latest findings from the Intergovernmental Panel on Climate Change (IPCC). To avoid the worst impacts of climate change, the IPCC urges that temperature rise should be held below 1.5° C. As we seek to reduce our Scope 1 and Scope 2 greenhouse gas emissions by 50% by 2030, we will use this metric — representing the latest in climate science — as our guide.

Owens Corning has assessed potential risks associated with climate change, giving us a full understanding of the many ways in which climate-related risks can impact operations across our entire value chain. As weather conditions shift, severe storms can have a significant impact on the markets for residential and commercial construction, repair, and improvement, as well as a material adverse impact on our results of operations.

Among our customers, severe weather conditions could slow or limit residential or commercial construction activity, which in turn could adversely affect demand for our products. Within our own operations, extreme weather can lead to disruptions in our manufacturing capacities, as damages to our facilities may occur. In addition, as weather-based disruptions become more common, we anticipate potential difficulties in obtaining affordable insurance.

Assessing Climate Scenarios in Partnership

Physical Risks and Opportunities Engagement With The Ohio State University

In 2020, Owens Corning began work with The Ohio State University (OSU) 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). The scenario analyses focused on “Shared Socioeconomic Pathways” (SSPs), which reference NDCs found in IEA APS, for the scenario analysis: SSP1-2.6, SSP2-4.5, and SSP5-8.5. The use of these SSP models aligns our analyses with the most recent 2021 IPCC sixth assessment report (AR6).

These initial analyses referenced time horizons of the current period, 2036, and 2051. The initial scenario analysis work focused on two areas: physical climate risks posed to our company locations, and potential impacts of climate change on demand for our roofing products influenced by severe weather activity.

In the first project, OSU conducted a climate scenario analysis for physical climate risk across facilities over the same emission pathways and time horizons. The findings will be incorporated into our risk assessment for our plants. Variables assessed included factors like winds, cyclones and severe weather, flood risk, drought risk, and maximum temperature. Each of these factors can change for each facility in response to different climate scenarios, and awareness of these potential changes at the site level is a key step to ensuring preparedness at the enterprise level. We are currently evaluating more detailed analysis for specific facilities.

For the second scenario analysis, OSU was able to model the potential changes to U.S. roofing product demand by region for each emission pathway and time horizon. This analysis will help us evaluate how drivers of roofing shingle demand potentially change as variables like wind, tropical cyclones, and hail fluctuate in different climate scenarios. Outcomes of this analysis will provide Owens Corning the ability to ensure our production capability can adapt to climate change and ensure we successfully serve our markets as their demand for roofing products changes due to climate change. We are still evaluating how best to incorporate these findings within our business units’ decision-making process

Assessing Transition-Related Risks and Opportunities

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 an assessment of our businesses, and then a second analysis was done 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 transitions.

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 risk 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.

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. This work is also a key input into Owens Corning’s desire to develop a climate transition plan, which will be a focus area in the coming years.

Risk Management

Owens Corning's risk committee meets with functional and business leaders throughout the organization to discuss identified risks, dependencies, and impacts, including climate risks, and manage corresponding action plans. Risks are considered by the committee for all ranges of time horizon, and in all aspects of the value chain. At the asset level, our business units (BUs) create business-specific risk registers which are used in their Strategic and Operational Planning processes. In creating these registers, the BUs identify internal and external factors that could pose threats and opportunities to their business. They evaluate the potential impact and likelihood, and then establish management plans to mitigate each risk. Risks are retained (risk exposure is accepted without further mitigation), reduced/ transferred (risk exposure is reduced, transferred, or consequences are reduced) or avoided (risk exposure eliminated entirely, e.g., through ceasing a business).

The Risk Committee considers significant risk to the corporation. They have a process where they:

1. **Review the Owens Corning Risk Register substantiated by business and functional reviews.** 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 different shapes (for trending information) offer a fuller understanding of the potential risks. We also include the concept of risk velocity in our conceptualization of risk, describing the potential rate at which a risk could impact our businesses. While risk velocity is not depicted on the risk register in an infographic manner, the concept is described in conjunction with the overall register narrative, giving us a better understanding of impending impacts and enabling us to be proactive in our approach.
2. **Align key mitigation programs.** Based on the risk assessment register outputs, the risk committee identifies the various mitigation actions to be taken and a planned approach is taken toward implementing them through the businesses.
3. **Meet quarterly.** The risk committee meets quarterly to review the risk registers and their potential impact to Owens Corning. They review the existing risk aspects, add any new risks being identified from internal or external sources, and update any risks which are no longer considered applicable to the businesses. The risk committee also reviews the mitigation actions and outputs for the annual cycle. Annually the business reviews emerging risks for the company and partners with the Strategic Growth Council to ensure these are contemplated in strategic planning cycle for the company.
4. **Review the risk registers with the Executive Committee.** All risk assessment results and outputs are reviewed by the executive committee, and feedback received is incorporated in the action register and reflected in the mitigation planning.
5. **Provide quarterly updates to the Audit Committee of the Board of Directors.**

Managing Climate-Related Risks and Opportunities

As part of our process for identifying and managing opportunities within the business, we have a variety of activities in marketing, R&D, and across the company, including climate-related opportunities. As an example, tech scouting is a business strategy aligned with our corporate innovation team, and it is designed to continuously fuel Owens Corning business pipelines with technology-based opportunities that enable growth or mitigate threats. Our tech scouting team is integrated with each business unit, finding and assessing business opportunities that match our needs and strategy, and sourcing the most suitable technologies and partners. Any new products developed must go through our product stewardship process, and each product is evaluated through our Ecodesign Strategy Wheel. Recycling, in the context of the circular economy, will be a key focus of the tech scouting team. Opportunities are also addressed through our long-range planning, as part of our strategic planning process.

Recognizing Climate Risks and Opportunities Through Building Science

Owens Corning's experts continually research and deploy building science to serve architects, buildings, occupants, and the environment. One of the primary ways Building Science is promoted within the company is through an internal team who specialize in engaging architects, engineers, and builders through informational sessions. This team uses engagement to educate actual and potential customers and architects about how to optimally use Owens Corning's energy-saving products to maximize their performance and contribute to green buildings. Engaging Architects, engineers, and construction customers around Building Science is crucial, as customers who are engaged around Building Science can have a "ripple effect" on sustainable revenue. This is because the company prioritizes engaging with high-impact architects and engineers who, if successfully engaged, can spread practices and specifications that use Owens Corning® products to a broader network. For example, if a major architecture firm is engaged and begins to specify using an Owens Corning® insulation product as a result, that firm may share their approach with their satellite locations and other architectural firms in their region, magnifying the impact of the engagement.

Owens Corning also engages with customers around climate through direct and indirect outreach. When we engage with a customer around sustainability and climate, we share details with them about our company's sustainability commitment, and how we are working to reduce our climate and environmental impact. To support this, we may also help them understand and use our life cycle assessment (LCA) data, which gives them more context on the climate impacts of our products, with the rationale that transparency can be an advantage for customers who want value chain climate impact data. Some customers may seek to understand our climate and sustainability commitments through our EcoVadis scorecards as well.

Another way that we engage insulation customers around climate is through our Certified Energy Expert® (CEE) program, which provides contractors with training on thermal performance, moisture prevention, and more — information that they can then pass along to their customers. With their advanced understanding of building science, they offer their customers an expertise that makes them a trusted ally throughout the building process. In doing so, they have helped grow sales of Owens Corning® insulation while facilitating the construction of energy-efficient buildings. Owens Corning supports these contractors with local marketing materials that promote both our brand and that of the contractor. In addition, our limited lifetime warranty includes CEE workmanship as well as our products.

Metrics & Targets

Reducing Our Emissions in Line With a 1.5° World

The Intergovernmental Panel on Climate Change (IPCC) has established that temperature increases must be held to below 1.5°C above preindustrial levels in order to avoid the worst impacts of climate change. By 2030, our goal is a 50% reduction in absolute Scope 1 and Scope 2 market-based GHG emissions from the base year of 2018. We also have a goal for 2030 to reduce absolute Scope 3 emissions by 30%, compared to the base year of 2018. Our 2030 Scope 1 and Scope 2 goals have been approved by the Science Based Targets initiative (SBTi) as meeting these standards. Concurrently, the SBTi has approved our Scope 3 GHG reduction goal as being aligned with the IPCC's pathway to achieve well below 2.0°C temperature increases.

In 2025, our absolute Scope 1 and Scope 2 market-based emissions were 45% lower than our 2018 base year. Progress toward our GHG emissions goal is made possible through several key programs, including:

- Implementation of energy-efficiency initiatives across our enterprise
- Implementation of heat recovery projects
- Expansion of renewable sources to replace grid electricity
- Conversion of blowing agents

In 2025, our Scope 3 emissions were 21% lower than our base year of 2018. Further progress toward our goal for reducing Scope 3 emissions will require us to continue collaboration across our supply chain.

Linking Executive Compensation to Climate-Related Performance

Monetary rewards for the CEO and the corporate executive team are based in part on progress to a selection of our 2030 goals, one of which is progress toward meeting our 2030 science-based target to cut absolute Scope 1 and Scope 2 emissions by 50%. This is a formal part of our executive compensation program; further details can be found in our Proxy Statement. This applies to our CEO and Chairman of the Board, and our other named executive officers, which include our CFO, Chief Administrative Officer and General Counsel, and the Presidents of our Roofing and Doors businesses.

Understanding the Cost of Emissions

Owens Corning has established an internal price for carbon emissions — a best practice used by many companies to envision the financial impacts of CO_2 emissions. Doing so helps us make smart decisions about our GHG emissions reduction initiatives, as it enables us to frame challenges and opportunities in monetary terms, which are often more broadly understood than the concept of tons of emissions.

In implementing an internal carbon price, we consider Scope 1 and 2 emissions — the total impact of our operations. We have internally and externally published reduction goals, which are aligned to drive strategy and action. We do not internally utilize a carbon tax or carbon price in our businesses, but we do leverage the cost of carbon emissions to build business cases for decarbonization investments.

Quantifying the cost of carbon emissions with an internal carbon price helps us plan future scenarios and make informed business decisions. Our internal carbon price varies by region and considers a range of potential forecasted costs, ranging from $95 to $185 per metric ton, depending on the location. A regional approach to internal carbon pricing allows us to be more accurate as we estimate and evaluate the cost of carbon for capital project planning in regions with varying carbon prices. It also places value on reducing carbon emissions in regions that do not yet have taxes or trading schemes. This carbon price window enables us to estimate low- and high-end cost impact of CO_2 emissions and financial impact of decarbonization projects.

We also quantified our current total risk in the event of an efficient, economy-wide carbon tax, and we can see how dramatically we have reduced that risk since 2006, our peak GHG emissions year. This approach allows us to value our future forecasted emissions reductions as we work toward our 2030 goals. Our current 2030 goal is to reduce by additional 50% of CO_2 equivalent emissions versus 2018 baseline. Achieving this target will position Owens Corning on the trajectory to reduce by approximately 78% CO_2 equivalent emissions versus 2006.

Addressing Emerging Climate-Related Risks and Opportunities

Our commitment to sustainability starts with our passion for developing energy-saving products, such as insulation and durable products that significantly reduce energy use and associated emissions. A significant portion of global greenhouse gas emissions come from the combustion of fossil fuels; therefore, energy savings, or avoided energy consumption, are directly tied to a quantifiable amount of avoided emissions. More information about our sustainable product portfolio and approach is included in this report, beginning on pages 135–148.

APPENDIX F

TCFD INDEX

Governance

Disclose the organization's governance around climate-related risks and opportunities.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Describe the Board's oversight of climate-related risks and opportunities.	Risk Management	22	Oversight and Management
	Board Leadership	18	Management Oversight of Sustainability
Describe management's role in assessing and managing climate-related risks and opportunities.	Risk Management	21–26	
	Board Leadership	18	Management Oversight of Sustainability
	Combating Climate Change	185	Our Approach to Combating Climate Change

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Describe the climate-related risks and opportunities the organization has identified over the short-, medium-, and long-term.	Risk Management	24–26	Summary of Key Sustainability Risks
	Combating Climate Change	186–188; 192	Emissions Reductions Roadmaps and Strategies; Expected Impacts 2025-2030; Reducing Embodied Carbon Thoughout Our Organization
	TCFD Climate Risks & Opportunities	286-293	Identification of Climate-Related Risks; Identification of Climate-Related Opportunities
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Risk Management	21–26	
	TCFD Climate Risks & Opportunities	286–293	
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2° C or lower scenario.	Combating Climate Change	184–198	
	TCFD Climate Risks & Opportunities	286–293	

Risk Management

Disclose how the organization identifies, assesses, and manages climate-related risks.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Describe the organization's processes for identifying and assessing climate-related risks.	Risk Management	21–26	
	TCFD Climate Risks & Opportunities	286–293	
Describe the organization's processes for managing climate-related risks.	Risk Management	21–26	
	TCFD Climate Risks & Opportunities	286–293	
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Risk Management	21–26	
	TCFD Climate Risks & Opportunities	286–293	

Metrics & Targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

DISCLOSURE	CHAPTER	PAGE	ADDITIONAL INFORMATION
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Planet Section	172–238	Owens Corning discloses GHG, energy, water, waste, and air quality metrics in their respective chapters in the Planet section of the report. We also discuss other metrics in our TCFD Climate Risk section.
	TCFD Climate Risks & Opportunities	286–293	
	Appendix C - Environmental Data	255–274	Detailed emissions data
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Combating Climate Change	184–198	
	Appendix C - Environmental Data	255–274	Detailed emissions data
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Planet Section	172–238	Owens Corning discloses GHG, energy, water, waste, and air quality targets in their respective chapters in the Planet section of the report, along with 2025 performance against those targets.
	Appendix C - Environmental Data	255–274	Detailed emissions data
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Planet Section	172–238	Owens Corning discloses GHG, energy, water, waste, and air quality targets in their respective chapters in the Planet section of the report, along with 2025 performance against those targets.

APPENDIX G

SASB INDEX

DISCLOSURE NUMBER	TOPIC	ACCOUNT METRIC	CHAPTER	PAGE NUMBER
EM-CM-110a.1	Greenhouse Gas Emissions	Gross global Scope 1 emissions	Appendix C - Environmental Data	256-257
EM-CM-110a.1	Greenhouse Gas Emissions	Percentage of gross global Scope 1 emissions covered under emissions-limiting regulations	Appendix E - TFCD Climate Risks & Opportunities	287
EM-CM-110a.2	Greenhouse Gas Emissions	Description of long-term and short-term strategies or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis	Combating Climate Change	186-189
EM-CM-120a.1	Air Quality	Air emissions of the following pollutants: (1) NO_x (excluding N_2O), (2) SO_x, (3) particulate matter (PM_{10}), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclicaromatic hydrocarbons (PAHs), and (7) heavy metals	Air Quality Management, Appendix C - Environmental Data	223-225, 259
EM-CM-130a.1	Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative, (4) percentage renewable	Appendix C - Environmental Data	266
EM-CM-140a.1	Water Management	(1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with High or Extremely High Baseline Water Stress	Responsible Water Sourcing & Consumption Appendix C - Environmental Data	216, 273
EM-CM-150a.2	Waste Management	Amount of waste generated, percentage hazardous, percentage recycled	Waste Management, Appendix C - Environmental Data	208, 268-271
EM-CM-160a.1	Biodiversity Impacts	Description of environmental management policies and practices for active sites	Protecting Biodiversity	228-238, 255
EM-CM-160a.2	Biodiversity Impacts	Terrestrial acreage disturbed, percentage of impacted area restored	Protecting Biodiversity	228-238, 255
EM-CM-320a.1	Workforce Health & Safety	(1) Total Recordable Injury Rate (TRIR) and (2) Near Miss Frequency Rate for (a) full-time employees and (b) contract employees	Safer Together, Appendix B - Workforce Data	66, 250-254
EM-CM-320a.2	Workforce Health & Safety	Number of reported cases of silicosis	Zero cases of silicosis in 2025	N/A
EM-CM-410a.1	Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Product Stewardship, Product Innovation, Product Transparency	135-148
EM-CM-410a.2	Product Innovation	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Product Innovation, Sustainable Growth	141, 207-208
EM-CM-520a.1	Pricing Integrity & Transparency	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and antitrust activities	Upholding Ethical Standards	34

Note: SASB is part of the IFRS Framework

APPENDIX H

IFRS INDEX

IFRS Sustainability Disclosure Index – Basis of Preparation

This index has been prepared based on the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards and is intended to assist readers in understanding how Owens Corning's sustainability disclosures align with relevant IFRS concepts and disclosure topics. The index does not constitute a statement of compliance with, or reporting in accordance with, IFRS. Certain disclosures are not included where information is not yet available or where the Company has elected to defer disclosure until required under applicable standards. Owens Corning expects to continue to expand its alignment with IFRS over time.

IFRS STANDARD/ OTHER SOURCE		DISCLOSURE	CHAPTER	PAGE NUMBER/ RESPONSE
			LOCATION	
IFRS S2 CLIMATE-RELATED DISCLOSURES				
GOVERNANCE				
2025 SUSTAINABILITY REPORT & 2025 CDP	S2-6	The governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities	2025 CDP, Board Leadership, Risk Management	a = 2025 CDP, pages 78-86, 85-87 b = 18-19, 22
STRATEGY				
2025 SUSTAINABILITY REPORT & 2025 CDP	S2-9	Strategy for managing climate-related risks and opportunities	Risk Management, TCFD Climate Risks & Opportunities	a = 287-290 b = 291 d = 21-26, 287-290 e = 291-292
	S2-10	Climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	TCFD Climate Risks & Opportunities	a= 287-288 b= 286, 291 c= 287-288 d= 287
	S2-13	Current and anticipated effects of climate-related risks and opportunities on the business model and value chain	2025 CDP, TCFD Climate Risks & Opportunities	a = 2025 CDP, page 124-126 b = 286-293
	S2-14	Effects of climate-related risks and opportunities on strategy and decision-making	Energy Efficiency & Sourcing Renewable Energy, Combating Climate Change, TCFD Climate Risks & Opportunities	a = 179-198, 287-290 b = 179-198 c = 179-198
	S2-15	Current and anticipated effects of climate-related risks and opportunities on financial position, financial performance and cash flows	2025 CDP	a= 289-290, 2025 CDP page 132 b= 286-291, 2025 CDP pages 11,132
	S2-16	Current and anticipated effects of climate-related risks and opportunities on financial position, financial performance and cash flows	2024 CDP, Energy Efficiency & Sourcing Renewable Energy, TCFD Climate Risks & Opportunities	a= pages 289-291 c= 179, 2025 CDP pages 131, 300 d= 179, 286-287, 2025 CDP pages 37-38
	S2-22	Resilience of the entity's strategy and business model to climate-related changes, developments and uncertainties, assessed through climate-related scenario analysis using an approach that is commensurate with the entity's circumstances	2025 CDP, TCFD Climate Risks & Opportunities	a= 291-292, 2025 CDP pages 55-56, 66-67, 124-126 b= 291-292, 2025 CDP page 114

IFRS STANDARD/ OTHER SOURCE		DISCLOSURE	CHAPTER	PAGE NUMBER/ RESPONSE
			LOCATION	
RISK MANAGEMENT				
2025 SUSTAINABILITY REPORT & 2025 CDP	S2-25	Processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process	2025 CDP, TCFD Climate Risks & Opportunities	a= 286-292, 2025 CDP pages 16-17, 32 b= 286-292 c= 291-292
METRICS & TARGETS				
2025 SUSTAINABILITY REPORT & 2025 CDP	S2-29	Absolute gross greenhouse gas emissions generated by Scope 1, Scope 2, and Scope 3	2025 CDP, Combating Climate Change	a = 190-191, 195-196, 241-243, 256-257, 332-334, 2025 CDP pages 157-211 d = 2025 CDP pages 49-50 f = 2025 CDP pages 134-137 g = 2026 Proxy pages 17-19, 32-33, 37-38, 2025 CDP pages 85-87
	S2-33	Quantitative and qualitative climate-related targets set to monitor progress toward achieving strategic goals, and any targets required to meet by law or regulation, including any greenhouse gas emissions targets	Combating Climate Change	a= 195-196 b= 185, 195-196 c-e= 195-196 g= 195-196
	S2-34	Approach to setting and reviewing each target, and how it monitors progress against each target	2025 CDP, Combating Climate Change	a= 2025 CDP page 274 b= 2025 CDP pages 85-87 c= 195-196, 203
	S2-35	Performance against each climate-related target and an analysis of trends or changes in performance	Combating Climate Change	195-196
	S2-36	Greenhouse gas emissions targets	Combating Climate Change	a= 185 b= 195-196 e= 189

APPENDIX I

GRI INDEX

Statement of Use	**Owens Corning has reported in accordance with the GRI Standards for the period January 1, 2025 and December 31, 2025.**
GRI 1 Used	**GRI 1: Foundation 2021**
Applicable GRI Sector Standard(s)	**None**

GRI Standard

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
GRI STANDARD							
GRI 2: General Disclosures 2021	2-1	Organizational details	About Owens Corning, Appendix B - Workforce Data: Global Workforce Composition	a = Owens Corning b & c = 7 d = 7, 247			
2025 Sustainability Report & 2025 Proxy Statement & Form 10-K & Human Rights Policy	2-2	Entities included in the organization's sustainability reporting	Form 10-K: Item 2 Properties, About the Report: Scope and Boundaries, Reporting Methodology	a = Form 10-K, page 20 b = 241 c = 241, 243			
	2-3	Reporting period, frequency, and contact point	About the Report: External Assurance, Form 10-K	a = 240 b = Form 10-K page 1, 240 c = 240 d = 244			
	2-4	Restatements of information	About the Report, Energy Efficiency & Sourcing Renewable Energy, Combating Climate Change	a.i. = 241 a.ii = 240-244, 178, 195-196, 256-257, 263-245			
	2-5	External assurance	Appendix L: Assurance Statement	a = See comment b = 330-332			The Senior Director and CSO educate the executive committee on all components of the reporting process, including assurance.
	2-6	Activities, value chain, and other business relationships	About Owens Corning: Business Segments, Responsible Supply Chain, Form 10-K: Item 1. Business Segment Overview, Appendix D - General Disclosures: Key Partnerships, About the Report: Significant Changes in Scope	a = 5, 6 b = 6, 123-134 c = Form 10-K page 1-3, 278-285 d = Form 10-K page 1, 241			
	2-7	Employees	Appendix B - Workforce Data, Employee Experience	a = 245 b = 246 c.i. = In headcount c.ii. = Reporting period d = 80-92 e = N/A			
	2-8	Workers who are not employees			2-8 a & b	Information unavailable / incomplete	Data not available

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION			OMISSION	
2025 Sustainability Report & 2025 Proxy Statement & Form 10-K & Human Rights Policy	2-9	Governance structure and composition	Board Leadership, Proxy Statement	a = 17 b = 18-19 c = 20, Proxy Statement page 3-18			
	2-10	Nomination and selection of the highest governance body	Board Leadership: Nominating and Selection of Qualified Board Members, Stakeholder Engagement & Material Sustainability Topics, Proxy Statement	a = 17 b = 9, 17, Proxy Statement page 3-22			
	2-11	Chair of the highest governance body	Board Leadership: Current Leadership Structure, Conflicts of Interest, Proxy Statement	a = 17 b = 18, Proxy Statement page 20			
	2-12	Role of the highest governance body in overseeing the management of impacts	Board Leadership, Stakeholder Engagement & Material Sustainability Topics, Proxy Statement	a = 18-19 b = 9, 18-19, Proxy Statement pages 17-20 c = 9, 18-19, Proxy Statement pages 17-20			
	2-13	Delegation of responsibility for managing impacts	Board Leadership, Proxy Statement	a & b = 18-19, Proxy Statement page 18			
	2-14	Role of the highest governance body in sustainability reporting	Stakeholder Engagement & Material Sustainability Topics, Board Leadership	a = 11-14, 18-19 b = N/A, See comment			The highest governing body is responsible for reviewing and approving the reported information
	2-15	Conflicts of interest	Board Leadership, Proxy Statement	a & b = 18, Proxy Statement pages 20, 27, 34			
	2-16	Communication of critical concerns	Upholding Ethical Standards, Proxy Statement	a = 29, Proxy Statement pages 17-20 b = 34, Proxy Statement pages 17-20			
	2-17	Collective knowledge of the highest governance body	Board Leadership: Board Education, Proxy Statement	a = 17-19, Proxy Statement pages 4, 16, 17,			
	2-18	Evaluation of the performance of the highest governance body	Board Leadership: Board and Committee Evaluation, Proxy Statement	a, b, c = 17, Proxy Statement pages 16, 18			
	2-19	Remuneration policies	Upholding Ethical Standards: Executive Compensation, Proxy Statement	a & b = 29, Proxy Statement pages 30-51			
	2-20	Process to determine remuneration	Upholding Ethical Standards, Proxy Statement	a = 29, Proxy Statement pages 30-51 b = Proxy Statement pages 32-33			
	2-21	Annual total compensation ratio	Proxy Statement	a, b, c = Proxy Statement page 57			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
2025 Sustainability Report & 2025 Proxy Statement & Form 10-K & Human Rights Policy	2-22	Statement on sustainable development strategy	Message from our CEO and CSO	a = 4			
	2-23	Policy commitments	Safeguarding Human Rights, About the Report, Upholding Ethical Standards	a = 114-121, 242 b = 115, 241 c = 28, 115 d, e, f = 114-118			
	2-24	Embedding policy commitments	Safeguarding Human Rights	a = 115-117			
	2-25	Processes to remediate negative impacts	Upholding Ethical Standards, Stakeholder Engagement & Material Sustainability Topics, Human Rights Policy	a, b, c = 28-34 d = 9, 240-244, Human Rights Policy e = 28-34			
	2-26	Mechanisms for seeking advice and raising concerns	Upholding Ethical Standards	a = 29-30			
	2-27	Compliance with laws and regulations	Environmental Management & Compliance	a, b, c, d = 39			
	2-28	Membership associations	Appendix D - General Disclosures	a = 278-285			
	2-29	Approach to stakeholder engagement	Stakeholder Management & Material Sustainability Topics	a = 8-15			
	2-30	Collective bargaining agreements	Upholding Ethical Standards, Employee Experience	a & b = 34, 91			
MATERIAL TOPICS							
GRI 3: Material Topics 2021/2025 Sustainability Report	3-1	Process to determine material topics	Stakeholder Management & Material Sustainability Topics	a & b = 8-15			
	3-2	List of material topics	Stakeholder Management & Material Sustainability Topics, About the Report	a = 13-16 b = 11-14, 241			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
ECONOMIC PERFORMANCE							
GRI 3: Material Topics 2021	3-3	Management of material topics	Risk Management, Sustainable Growth, Combating Climate Change, Appendix D - General Disclosures, Appendix E - TCFD Climate Risks & Opportunities, 2025 CDP Corporate Questionnaire, Form 10-K				
2025 Sustainability Report & 2025 CDP Corporate Questionnaire & Form 10-K	201-1	Direct economic value generated and distributed			201-1 a & b	Confidentiality constraints	Owens Corning provides in the Form 10-K to the SEC required financial disclosures - P&L, Balance Sheet, Statement of Cash Flows. Other financial measures are considered confidential to the company.
	201-2	Financial implications and other risks and opportunities due to climate change	Risk Management: Summary of Sustainability Risks, Sustainable Growth, Combating Climate Change, Appendix E - TCFD Climate Risks & Opportunities, 2025 CDP Corporate Questionnaire: 5.3, Form 10-K	a = 24-26, 163-171, 184-198, 294-295, CDP page 123-132, Form 10-K page 12			
	201-3	Defined benefit plan obligations and other retirement plans	Employee Experience	a, b, c, d, e = 91			
	201-4	Financial assistance received from government	Appendix D - General Disclosures	a & b = 276 c = 159, See comment	201-4 c	Not applicable	Financial assistance from government is not present in the shareholding structure.
MARKET PRESENCE							
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Experience, Inclusion & Diversity				
2025 Sustainability Report	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Employee Experience		202-1 a, b, c, d	Not applicable	201-1 a, b, c, d = are immaterial to Owens Corning
	202-2	Proportion of senior management hired from the local community	Inclusion & Diversity	a = 100% b = Presidents and Vice Presidents c = Work Country d = All our operations			
INDIRECT ECONOMIC IMPACTS							
GRI 3: Material Topics 2021	3-3	Management of material topics	Community Engagement				
2025 Sustainability Report	203-1	Infrastructure investments and services supported	Community Engagement	a, b, c = 100-113			
	203-2	Significant indirect economic impacts	Community Engagement	a & b = 100-113			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/ RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
PROCUREMENT PRACTICES							
GRI 3: Material Topics 2021	3-3	Management of material topics	Responsible Supply Chain, About the Report				
2025 Sustainability Report	204-1	Proportion of spending on local suppliers	Responsible Supply Chain: Local Sourcing, About the Report	a = 126, 130 b = 126 c = 241			
ANTI-CORRUPTION							
GRI 3: Material Topics 2021	3-3	Management of material topics	Upholding Ethical Standards, Responsible Supply Chain				
2025 Sustainability Report	205-1	Operations assessed for risks related to corruption	Upholding Ethical Standards: Anti-corruption	a & b = 34			
	205-2	Communication and training about anti-corruption policies and procedures	Upholding Ethical Standards: Anti-corruption, Responsible Supply Chain	a, b, d, e = 34 c = 34, 126, 130-131			
	205-3	Confirmed incidents of corruption and actions taken	Upholding Ethical Standards	a, b, c, d = 34			
ANTI-COMPETITIVE BEHAVIOR							
GRI 3: Material Topics 2021	3-3	Management of material topics	Upholding Ethical Standards				
2025 Sustainability Report	206-1	Legal actions for anti- competitive behavior, antitrust, and monopoly practices	Upholding Ethical Standards	a & b = 32-34			
TAX							
GRI 3: Material Topics 2021	3-3	Management of material topics	Appendix D - General Disclosures, Appendix L - Assurance Statement				
2025 Sustainability Report	207-1	Approach to Tax	Appendix D - General Disclosures	a = 277			
	207-2	Tax governance, control, and risk management	Appendix D - General Disclosures, Appendix L - Assurance Statement	a & b = 277 c = 277, 330-332			
	207-3	Stakeholder engagement and management of concerns related to tax	Appendix D - General Disclosures	a = 277			
	207-4	Country-by-country reporting	Appendix D - General Disclosures	See Comment	207-4, a, b & c	Confidentiality constraints	All pertinent tax information of the company is disclosed in its quarterly and annual filings with the SEC. The company considers the information included in the company's country-by-country report to be confidential and proprietary in nature.
MATERIALS							
GRI 3: Material Topics 2021	3-3	Management of material topics	Circular Economy				
2025 Sustainability Report	301-1	Materials used by weight or volume	Circular Economy	a = 155, See Comment	301-1 a	Information unavailable/ incomplete	Owens Corning does not currently classify our input materials used into renewable and non-renewable. We are in the process of classifying our input materials by this methodology in the short term.
	301-2	Recycled input materials used	Circular Economy	a = 155-157			
	301-3	Reclaimed products and their packaging materials	Circular Economy	a = 152, See Comment	301-3 a	Information unavailable / incomplete	We're in the process of putting together the system to track our reclaimed materials data in the short term.

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/ RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
ENERGY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Energy Efficiency & Sourcing Renewable Energy, About the Report, Appendix C - Environmental Data				
2024 Sustainability Report	302-1	Energy consumption within the organization	Energy Efficiency & Sourcing Renewable Energy, About The Report, Appendix C - Environmental Data: Global Electricity Mix Factors	a = 263-264 b, c = 179-180, 263-264 d = None e = 179 f = 243 g = 267			
	302-2	Energy consumption outside of the organization	Appendix C - Environmental Data: Total Energy Consumed in Our Value Chain	a & b = 266 c = 267			
	302-3	Energy intensity	Appendix C - Environmental Data: Energy Usage Intensity	a, b, c, d = 264			
	302-4	Reduction of energy consumption	Energy Efficiency & Sourcing Renewable Energy, Appendix C - Environmental Data	a, b, c, d = 178-183, 243			
	302-5	Reductions in energy requirements of products and services			302-5 a, b & c	Not Applicable	Owens Corning does not manufacture any products that require energy to use.
WATER AND EFFLUENTS							
GRI 3: Material Topics 2021	3-3	Management of material topics	Responsible Water Sourcing & Consumption, Appendix C - Environmental Data				
2025 Sustainability Report	303-1	Interactions with water as a shared resource	Responsible Water Sourcing & Consumption	a = 209-218 b = 212, 216 c = 209-218 d = 210-216			
	303-2	Management of water discharge-related impacts	Responsible Water Sourcing & Consumption	a = 213, 274			
	303-3	Water withdrawal	Responsible Water Sourcing & Consumption, Appendix C - Environmental Data	a = 216 b & c = 273 d = 243			
	303-4	Water discharge	Responsible Water Sourcing & Consumption, Appendix C - Environmental Data	a = 216 b & c = 273 d = 274 e = 243			303-4 d. In addition to page 90, Our discharges are monitored and controlled to local requirements. We defer to local regulation, ordinances, and codes. Any violation of discharge limits would be recorded as an Environmental Nonconformity (ENC) in our internal database.
	303-5	Water consumption	Responsible Water Sourcing & Consumption, Appendix C - Environmental Data	a & b = 272-273 c = See Comment d = 243	303-5 c	Not Applicable	Water storage is not identified as having a significant water-related impact

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
BIODIVERSITY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Protecting Biodiversity, Appendix C - Environmental Data, Responsible Supply Chain				
2025 Sustainability Report	101-1	Policies to halt and reverse biodiversity loss	Protecting Biodiversity, Biodiversity Statement	a, b, c = 229 & Biodiversity Statement pages 1-2			
	101-2	Management of biodiversity impacts	Protecting Biodiversity, Biodiversity Statement, Appendix C - Environmental Data: Biodiversity Data	a = 228-238, Biodiversity Statement pages 1-2 b = 255 d = 255, 229, 234 e = 235-238	101-2 b, c, d, e, f	Information unavailable / incomplete	Owens Corning has not yet completed a comprehensive biodiversity framework or site-level biodiversity action plans covering all high priority locations. As a result, certain elements of the referenced GRI requirements are not currently available for reporting. The company is in the process of further developing its approach to biodiversity management, including assessment and planning activities for selected sites.
	101-3	Access and benefit-sharing	Protecting Biodiversity		101-3 a & b	Not applicable	Owens Corning does not operate in sectors subject to access and benefit sharing regulations applicable to biological resources as contemplated under this GRI disclosure. Accordingly, the requirements of this disclosure do not apply to the company's operations.
	101-4	Identification of biodiversity impacts	Protecting Biodiversity, Responsible Supply Chain	a = 231-234, 124-125, 130-134			
	101-5	Locations with biodiversity impacts	Protecting Biodiversity, Appendix C - Environmental Data: Biodiversity Data	a, b, c = 255 d = 231-232			
	101-6	Direct drivers of biodiversity loss	Protecting Biodiversity		101-6 a - f	Information unavailable / incomplete	Owens Corning has not yet completed a comprehensive biodiversity framework or site-level biodiversity action plans covering all high priority locations. As a result, certain elements of the referenced GRI requirements are not currently available for reporting. The company is in the process of further developing its approach to biodiversity management, including assessment and planning activities for selected sites.
	101-7	Changes to the state of biodiversity	Protecting Biodiversity		101-7 a & b	Information unavailable / incomplete	Owens Corning has not yet completed a comprehensive biodiversity framework or site-level biodiversity action plans covering all high priority locations. As a result, certain elements of the referenced GRI requirements are not currently available for reporting. The company is in the process of further developing its approach to biodiversity management, including assessment and planning activities for selected sites.
	101-8	Ecosystem services	Protecting Biodiversity		101-8 a & b	Information unavailable / incomplete	Owens Corning has not yet completed a comprehensive biodiversity framework or site-level biodiversity action plans covering all high priority locations. As a result, certain elements of the referenced GRI requirements are not currently available for reporting. The company is in the process of further developing its approach to biodiversity management, including assessment and planning activities for selected sites.

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
EMISSIONS							
GRI 3: Material Topics 2021	3-3	Management of material topics	Combating Climate Change, Appendix C – Environmental Data, About the Report, Air Quality Management, Energy Efficiency & Sourcing Renewable Energy				
2025 Sustainability Report	3-3	Management of material topics	Combating Climate Change, Appendix C - Environmental Data, About the Report, Air Quality Management, Energy Efficiency & Sourcing Renewable Energy				
	305-1	Direct (Scope 1) GHG emissions	Combating Climate Change, Appendix C - Environmental Data, About the Report	a = 195, 256-257 b = 243 c = 256, 259, 261 d, f, g = 241, 243 e = 260-262			
	305-2	Energy indirect (Scope 2) GHG emissions	Combating Climate Change, Appendix C - Environmental Data, About the Report	a & b = 195, 256-257 c = 243 d, f, g = 241, 243 e = 260-262			
	305-3	Other indirect (Scope 3) GHG emissions	Combating Climate Change, Appendix C - Environmental Data, About the Report	a = 196, 257 b = 243 c = 196, 257 d = 185, 187, 189-191, 198 e, g = 241, 243 f = 260-262			
	305-4	GHG emissions intensity	Appendix C - Environmental Data, About the Report	a, b, c = 259 d = 243			
	305-5	Reduction of GHG emissions	Energy Efficiency & Sourcing Renewable Energy, About the Report, Combating Climate Change	a = 179, 322 b, c, e = 243 d = Scopes 1 & 2			
	305-6	Emissions of ozone- depleting substances (ODS)	Appendix C - Environmental Data, Air Quality Management	a & b = 258 c = 260-262 d = 241, 243			CFC-11 equivalent was calculated by taking the MT used of each ozone-depleting substance and multiplying by the corresponding Class II factor for that substance found at the EPA location below. Source.
	305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Air Quality Management	a = 223-225, 258 b = The majority of our significant air emissions are calculated using either direct measurement, site-specific data, or published emissions factors/ methodology based on the level and quality of data available for each location and as required by law. A small portion of data is estimated using emission results from comparable process units within the company c = 241, 243	305-7 a. iii.	Not applicable	POP's are not significant for our operations.

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
WASTE							
GRI 3: Material Topics 2021	3-3	Management of material topics	Waste Management, Circular Economy, Appendix C - Environmental Data				
2025 Sustainability Report	306-1	Waste generation and significant waste-related impacts	Circular Economy, Waste Management	a = 149-157, 199-208			
	306-2	Management of significant waste-related impacts	Circular Economy, Waste Management	a = 149-157 b = See comments c = 200, 203, 243	306-2 b.	Information unavailable / incomplete	All our contracts allow for auditing to ensure that material is being handled properly. We always have the option to audit our third parties as well.
	306-3	Waste Generated	Waste Management, Appendix C - Environmental Data	a = 203, 208, 268-271 b = 199-208, 268-271			
	306-4	Waste diverted from disposal	Waste Management, Appendix C - Environmental Data	a, b, c = 208, 268-271 d = 268-271 e = 199-208			
	306-5	Waste directed to disposal	Waste Management, Appendix C - Environmental Data	a, b, c = 208, 268-271 d = 268-271 e = 199-208			
SUPPLIER ENVIRONMENTAL ASSESSMENT							
GRI 3: Material Topics 2021	3-3	Management of material topics	Responsible Supply Chain, Safeguarding Human Rights				
2025 Sustainability Report	308-1	New suppliers that were screened using environmental criteria	Responsible Supply Chain	a = 126, 130			
	308-2	Negative environmental impacts in the supply chain and actions taken	Safeguarding Human Rights, Responsible Supply Chain	a, b, c, d, e = 115-118, 130-134			
EMPLOYMENT							
GRI 3: Material Topics 2021	3-3	Management of material topics	Appendix B - Workforce Data, Appendix D - General Disclosures				
2025 Sustainability Report	401-1	New employee hires and employee turnover	Appendix B - Workforce Data: Number of Employees Joining the Organization	a = 247 b = 91, 247			
	401-2	Benefits provided to full- time employees that are not provided to temporary or part-time employees	Appendix D - General Disclosures: Employee Benefits	a = 275 b = 241			
	401-3	Parental leave	Appendix B - Workforce Data: Parental Leave	a, b, c, d, e = 246			
LABOR/MANAGEMENT RELATIONS							
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Experience				
2025 Sustainability Report	402-1	Minimum notice periods regarding operational changes	Employee Experience: Notice Periods for Operations Changes	a & b = 86			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
OCCUPATIONAL HEALTH AND SAFETY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safer Together				
2025 Sustainability Report	403-1	Occupational health and safety management system	Safer Together	a. i. = No, 52, 55, 67 a. ii. = Yes, 52, 55, 67 b = 50-61			
	403-2	Hazard identification, risk assessment, and incident investigation	Safer Together, Upholding Ethical Standards	a = 50-65 b, c, d = 50-61, 31-37			
	403-3	Occupational health services	Safer Together	a = 50-57, 60-61			
	403-4	Worker participation, consultation, and communication on occupational health and safety	Safer Together	a = 49-67 b = 50			
	403-5	Worker training on occupational health and safety	Safer Together	a = 60-61			
	403-6	Promotion of worker health	Health & Wellness, Appendix D: General Disclosures: Health & Wellness Benefits	a & b = 68-79, 275			
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safer Together	a = 49-67			
	403-8	Workers covered by an occupational health and safety management system	Safer Together	a = 62-67 b = None excluded c = 55, 60, 241, 243			
	403-9	Work-related injuries	Safer Together, Appendix B - Workforce Data	a & b = 249-254 c & d = 49-67 e = 249 f = No workers excluded g = 241, 243, 249			
	403-10	Work-related ill health	Safer Together, Appendix B - Workforce Data	a & b = 249-254 c = 66, 253 d = None e = 241, 243, 249			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
TRAINING AND EDUCATION							
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Experience, Appendix B - Workforce Data				
2025 Sustainability Report	404-1	Average hours of training per year per employee	Employee Experience, Appendix B - Workforce Data: Employee Training by Gender	a = 246			
	404-2	Programs for upgrading employee skills and transition assistance programs	Employee Experience: Learning and Development, Employee Development Programs, Career Transition Assistance Programs	a, b = 80-87, 90, 107			
	404-3	Percentage of employees receiving regular performance and career development reviews	Employee Experience: Review and Appraisal Percentages	a = 83, 87, 89			
DIVERSITY AND EQUAL OPPORTUNITY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Board Leadership, Employee Experience, Appendix B - Workforce Data				
2025 Sustainability Report	405-1	Diversity of governance bodies and employees	Board Leadership, Appendix B - Workforce Data	a = 20 b = 245-248			
	405-2	Ratio of basic salary and remuneration of women to men	Employee Experience: Pay equity	a = 84 b = 241	405-2 a	Confidentiality Constraint	Owens Corning has concerns that disclosure may make it possible to estimate pay ranges for roles that we don't disclose or to identify compensation for specific individuals.
NON-DISCRIMINATION							
GRI 3: Material Topics 2021	3-3	Management of material topics	Upholding Ethical Standards				
2025 Sustainability Report	406-1	Incidents of discrimination and corrective actions taken	Upholding Ethical Standards: Non-Harassment	a & b = 34			
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING							
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Experience, Safeguarding Human Rights, Upholding Ethical Standards				
2025 Sustainability Report	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Employee Experience, Safeguarding Human Rights, Upholding Ethical Standards, Responsible Supply Chain, Supplier Code of Conduct	a = 34, 55, 86, 91, 116, Supplier Code of Conduct page 6 b = 34			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
CHILD LABOR							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safeguarding Human Rights, Responsible Supply Chain				
2025 Sustainability Report	408-1	Operations and suppliers at significant risk for incidents of child labor	Safeguarding Human Rights, Responsible Supply Chain	a = 115-121 b = 115-121, 125, 131, 134 c = 115-121			
FORCED OR COMPULSORY LABOR							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safeguarding Human Rights, Responsible Supply Chain				
2025 Sustainability Report	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Safeguarding Human Rights, Responsible Supply Chain	a & b = 115-121, 128, 131, 134			
SECURITY PRACTICES							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safeguarding Human Rights, Upholding Ethical Standards				
2025 Sustainability Report	410-1	Security personnel trained in human rights policies or procedures	Safeguarding Human Rights, Upholding Ethical Standards	a & b = 121			
RIGHTS OF INDIGENOUS PEOPLES							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safeguarding Human Rights				
2025 Sustainability Report	411-1	Incidents of violations involving rights of Indigenous Peoples	Safeguarding Human Rights	a =115-121, 232 b = None			
LOCAL COMMUNITIES							
GRI 3: Material Topics 2021	3-3	Management of material topics	Community Engagement, Safer Together, Safeguarding Human Rights				
2025 Sustainability Report	413-1	Operations with local community engagement, impact assessments, and development programs	Community Engagement, Safer Together, Safeguarding Human Rights	a = 127–146, 56, 154	413–1 a.	Information unavailable/ incomplete	Owens Corning is in the process of conducting community needs assessments at select company locations around the world gathering this information, but has not completed assessments at all locations. Owens Corning plans to assess sustainable community engagement needs in a systematic manner for U.S. facilities within the next 5 years that will include these topics. Owens Corning tracks all Environmental Nonconformities and Notices of Violation.
	413-2	Operations with significant actual and potential negative impacts on local communities	Community Engagement	a = 127–146		Information unavailable/ incomplete	Owens Corning is in the process of conducting community needs assessments at select company locations around the world gathering this information, but has not completed assessments at all locations. Owens Corning plans to assess sustainable community engagement needs in a systematic manner for U.S. facilities within the next 5 years that will include these topics. Owens Corning tracks all Environmental Nonconformities and Notices of Violation.

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
SUPPLIER SOCIAL ASSESSMENT							
GRI 3: Material Topics 2021	3-3	Management of material topics	Safeguarding Human Rights, Responsible Supply Chain				
2025 Sustainability Report	414-1	New suppliers that were screened using social criteria	Responsible Supply Chain	a = 126-131			
	414-2	Negative social impacts in the supply chain and actions taken	Safeguarding Human Rights, Responsible Supply Chain	a & b = 115-121, 125-134 c = 134 d = None e = None			
PUBLIC POLICY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Leadership & Advocacy Throughout Our Industry, Appendix D - General Disclosures				
2025 Sustainability Report	415-1	Political contributions	Leadership & Advocacy Throughout Our Industry, Appendix D - General Disclosures	a = 159, 162 b = None. We do not provide in-kind political contributions.			Owens Corning does not permit the use of corporate funds to support any political candidate, political organization, or campaign.
CUSTOMER HEALTH AND SAFETY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Product Transparency				
2025 Sustainability Report	416-1	Assessment of the health and safety impacts of product and service categories	Product Transparency	a = 144-148			
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Transparency	a = None b = 148			

GRI STANDARD/OTHER SOURCE	DISCLOSURE #	DISCLOSURE	CHAPTER	PAGE NUMBER/RESPONSE	GRI REQUIREMENT(S) OMITTED	REASON	EXPLANATION/ADDITIONAL COMMENTS
			LOCATION		OMISSION		
MARKETING AND LABELING							
GRI 3: Material Topics 2021	3-3	Management of material topics	Product Transparency				
2025 Sustainability Report	417-1	Requirements for product and service information and labeling	Product Transparency	a = 144-148 b = 146			See our HPD public repository SDS's, SUIS's, Product data sheets, installation guides, etc. on our product compliance and product transparency websites.
	417-2	Incidents of non-compliance concerning product and service information and labeling	Product Transparency	a = None b = 148			
	417-3	Incidents of non-compliance concerning marketing communications	Product Transparency	a = None b = 148			
CUSTOMER PRIVACY							
GRI 3: Material Topics 2021	3-3	Management of material topics	Upholding Ethical Standards				
2025 Sustainability Report	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Upholding Ethical Standards	a, b, c = 29 - 34			

APPENDIX J

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs) ALIGNMENT

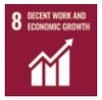
Below, we detail our progress on the SDGs where we believe we have the most direct impact. More information can be found throughout the report.

SDGs		SDG TARGETS		OWENS CORNING APPROACH	RELEVANT CHAPTERS	RELEVANT PAGE NUMBERS
	**Good Health and Well-Being** We are committed to the idea that our people can be healthier because they work for Owens Corning. Our goals and aspirations reflect this, and our efforts align with many of the following SDG targets.	3.4	By 2030, reduce by one-third premature mortality from noncommunicable diseases through prevention and treatment, and promote mental health and well-being.	Our Healthy Living program is designed with features that help all employees take care of their health, such as mental health awareness and weight loss education. In Latin America, Europe, and Asia Pacific, regionally appropriate, fit-for-purpose systems have been developed, which are parallel to those we have in the U.S.	Health & Wellness; Community Engagement	68–79; 101
		3.5	Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.	In response to the U.S. opioid crisis, Owens Corning's policy limits short-acting opioid prescriptions to a three-day supply. This policy decision, initiated in 2018, was informed by a report from the Centers for Disease Control and Prevention indicating that addiction rates to a prescribed opioid can double after four to five days of continued use.	Health & Wellness	71
		3.6	By 2030, halve the number of global deaths and injuries from road traffic accidents.	We continue to implement our policy banning cell phone use while driving for company business, and we encourage employees and their families to avoid distracted driving.	Safer Together	61
		3.8	Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all.	Within Owens Corning facilities around the world, we promote participation in our Healthy Living program. In addition, we offer flu shots at select Owens Corning locations.	Heath & Wellness; Employee Experience; Appendix D - General Disclosures	71; 80–92; 275
		3.9	By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.	We continue to make progress on our goals to reduce our environmental footprint worldwide. In addition, our product stewardship process helps ensure that every product is evaluated for health, safety, environmental codes and regulations, quality, and performance.	Product Stewardship; Combating Climate Change; Responsible Water Sourcing & Consumption; Air Quality Management; Environmental Management & Compliance; Waste Management; Circular Economy	35–39; 135–137; 149–157; 184–198; 199–208; 209–218
		3.a	Strengthen implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate.	We are working to make all of our sites tobacco-free and offer our employees tobacco-cessation resources, including on-site group coaching, small group discussions, nicotine replacement therapy, and medication.	Health & Wellness	69–70

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs) ALIGNMENT

SDGs		SDG TARGETS		OWENS CORNING APPROACH	RELEVANT CHAPTERS	RELEVANT PAGE NUMBERS
	**Gender Equality** We gauge our progress toward gender equality across our workforce, and our inclusion and diversity efforts include programs for ensuring equity and increasing the participation of women in our business, including efforts that align with the following targets.	5.1	End all forms of discrimination against all women and girls everywhere.	Owens Corning has a number of programs throughout our operations designed to promote equity in our workplaces and in the communities where we serve. We have also implemented a robust pay equity gap review to remediate all identified and substantiated pay gaps through pay increases.	Inclusion & Diversity; Employee Experience; Upholding Ethical Standards	27–34; 84; 93–99
		5.2	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.	We continue to strengthen our processes to ensure our Human Rights Policy is implemented worldwide. Owens Corning does not and will not employ forced, slave, convict, or bonded labor and all employees will work in an environment free from harassment on any basis.	Safeguarding Human Rights; Responsible Supply Chain	114–121; 125
		5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life.	In keeping with our commitment to creating an inclusive and diverse work environment, Owens Corning operates programs that foster gender equality throughout our operations.	Inclusion & Diversity; Community Engagement; Upholding Ethical Standards	27–34; 93–99; 109
	**Clean Water and Sanitation** We are working to ensure we source and use water responsibly, so there is enough for nearby communities and the species with which we coexist. Our efforts align with these specific SDG targets.	6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.	By 2030, we aim to cut in half the amount we take from local water supplies in places where water is limited in quantity or quality. In addition, we intend to ensure that our other facilities remain at the same water intensity as our base year of 2018, or lower when aggregated.	Responsible Water Sourcing & Consumption	209–218
		6.6	Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers, and lakes.	Owens Corning is committed to protecting biodiversity by embedding sustainability into our operations, advancing responsible sourcing, and engaging employees in meaningful action. Owens Corning will create a comprehensive Protecting Biodiversity Framework for our operations by 2030. Owens Corning will develop Biodiversity Action Plans for all high-priority sites by 2030. Owens Corning will ensure employees at sites identified as high- and medium-priority actively participate in biodiversity protection projects by 2030. Owens Corning will prioritize engagement with suppliers of commodities that pose high biodiversity impacts to strengthen responsible sourcing practices.	Protecting Biodiversity	228–238
		6.b	Support and strengthen the participation of local communities in improving water and sanitation management.	Part of our prioritization of basic health and wellness includes ensuring clean water and sanitation. In Mumbai, India, we have worked to set up sanitation and clean water stations, which benefit migrant children attending schools located around our plants. In our model, a community's access to drinking water is one of the factors in determining water stress, and as such we will reduce our water withdrawal intensity in stressed regions 50% by 2030.	Community Engagement; Responsible Water Sourcing & Consumption	105, 108; 212–216

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs) ALIGNMENT

SDGs		SDG TARGETS		OWENS CORNING APPROACH	RELEVANT CHAPTERS	RELEVANT PAGE NUMBERS
	**Affordable and Clean Energy** By improving our efficiency across our operations and sourcing more renewable electricity, we can achieve our ultimate goal of eventually eliminating our use of fossil fuels. Our efforts align with the following SDG targets.	7.2	By 2030, increase substantially the share of renewable energy in the global mix.	Owens Corning is working to bring more renewable electricity into the grid through power purchase agreements (PPAs) or virtual power purchase agreements (VPPAs), which support the development of large renewable energy projects. As we work to cut our greenhouse gas emissions in half, purchasing energy only from renewable sources is essential. In addition, we must work to reduce emissions from our processes and improve energy efficiency.	Energy Efficiency & Sourcing Renewable Energy; Air Quality Management	173–183; 219–227
		7.3	By 2030, double the global rate of improvement in energy efficiency.	We are working to reduce energy use from both renewable and non-renewable electricity, as well as other forms of non-renewable energy. Additionally, we offer an extensive portfolio of products that can help our customers save energy and avoid emissions.	Energy Efficiency & Sourcing Renewable Energy; Product Innovation	138–143; 173–183
		7.a	By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency, and advanced and cleaner fossil fuel technology, and promote investment in energy infrastructure and clean energy technology.	We are committed to sourcing renewable electricity across our portfolio from sources such as wind, hydro, solar, biomass, and geothermal.	Energy Efficiency & Sourcing Renewable Energy; Combating Climate Change; Sustainable Growth	173–183; 184–198; 163–171
	**Decent Work and Economic Growth** Our vision for a sustainable enterprise includes attention to environmental and social progress, human rights, and an employee experience that provides an environment with a healthy balance of challenge and optimism.	8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.	To promote technological innovation, Owens Corning has 11 Science & Technology Centers located in key markets around the world. These facilities play a vital role in the development of solutions that meet customer needs and address global concerns regarding sustainability. In addition, we are committed to the digital transformation throughout our operations. We have developed a digital framework to address some of our key aspirations, enabling us to improve manufacturing, drive efficiency, and generate revenue. Across our portfolio, we have made innovations that help end users meet their own sustainability goals.	Sustainable Growth; Community Engagement; Product Innovation	138–143; 163–171; 100–113;
		8.4	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.	Owens Corning is pursuing opportunities to transform our operations to a circular economy model, one in which virgin raw materials, waste, energy, and emissions are minimized through smart design, renewable and recycled input, energy-efficient production, and recycling of products at the end of their life cycles. In doing so, we are better positioned to achieve more sustainable economic growth.	Circular Economy; Product Innovation	138–143; 149–157;
		8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	We ensure equitable treatment for all employees through a consistent philosophy in the design, application, and administration of total compensation programs globally. We conduct biannual pay reviews to ensure that our employees are paid equitably. Specific to the treatment of individuals with disabilities, we sponsor an enterprise resource group, Abilities, that provides a community within Owens Corning to foster the inclusion and growth of employees impacted either directly or indirectly by both seen and unseen physical or mental health disabilities.	Employee Experience; Inclusion & Diversity; Safeguarding Human Rights; Upholding Ethical Standards	27–34; 84, 95, 116
		8.7	Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms.	Our Human Rights Policy outlines our commitments to these goals and the standards to which we hold all of our people. Our Supplier Code of Conduct describes how we expect all entites in our value chain to respect these commitments.	Safeguarding Human Rights; Responsible Supply Chain; Safer Together; Community Engagement; Upholding Ethical Standards	27–34; 49–67; 100–113; 114–121; 125
		8.8	Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.			

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs) ALIGNMENT

SDGs		SDG TARGETS		OWENS CORNING APPROACH	RELEVANT CHAPTERS	RELEVANT PAGE NUMBERS
	**Industry, Innovation, and Infrastructure** All three Owens Corning businesses engage in research and innovation to deliver products and services that bring performance and durability to infrastructure and the built environment.	9.1	Develop quality, reliable, sustainable, and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.	We develop materials and systems that create resilient buildings and infrastructure. Owens Corning manufactures several products designed for sustainable upgrades to infrastructure.	Safer Together; Sustainable Growth; Product Stewardship; Product Transparency	50–67; 135–137; 144–148; 163–171
		9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.			
		9.5	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.	We have established Science & Technology Centers in key markets worldwide. Our global Science & Technology Centers employ scientists and engineers with expertise in a wide range of disciplines, including glass science, chemical engineering, fundamental chemistry, and much more.	Circular Economy; Sustainable Growth; Product Innovation; Waste Management; Product Stewardship; Product Transparency	135–137; 138–143; 144-148; 149–157; 163–171; 199–208
	**Responsible Consumption and Production** The sustainability practices we have in place throughout our operations and supply chain reflect the attention to product sustainability and reducing our manufacturing footprint.	12.4	By 2030, achieve environmentally sound management of chemicals and all wastes throughout their life cycle in accordance with agreed international frameworks and significantly reduce their release to air, water, and soil to minimize adverse impacts on human health and the environment.	At the end of 2025, 19% of our facilities were certified to the ISO 14001 for EMS, which accounts for approximately 24% of our employees. In addition, 73% of our facilities use our internal Owens Corning EMS, accounting for approximately 69% of our employees. Therefore, 92% of our facilities have an EMS, accounting for approximately 93% of our employees.	Environmental Management & Compliance; Responsible Supply Chain; Protecting Biodiversity; Combating Climate Change; Air Quality Management; Product Stewardship; Product Transparency; Product Innovation; Waste Management; Energy Efficiency & Sourcing Renewable Energy	35–39; 123–134; 135–137; 144–148; 138–143; 173–183; 184–198; 199–208; 219–227; 228–238
		12.5	By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.	Our goal is to send zero waste to landfill by 2030. We have a two-part plan to achieve this. First, we aim to reduce waste intensity by improving efficiency and process design. We will then repurpose or recycle the remaining waste, as well as recycle waste back into our own processes wherever possible.	Waste Management; Sustainable Growth; Circular Economy	149–157; 163–171; 199–208

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs) ALIGNMENT

SDGs		SDG TARGETS		OWENS CORNING APPROACH	RELEVANT CHAPTERS	RELEVANT PAGE NUMBERS
	**Climate Change** Owens Corning recognizes the importance of taking action to mitigate the impacts of climate change through improving energy efficiency, increasing our use of renewable energy, and reducing greenhouse gas emissions. Our efforts are aligned with the following targets.	13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	Owens Corning is committed to decarbonization. Our 2030 goals for greenhouse gas emissions have been approved by the Science Based Targets initiative as being aligned to the IPCC's recommendation. For more details on our approach to climate change mitigation and adaptation, see our 2025 CDP disclosure.	Combating Climate Change; Air Quality Management; Circular Economy; Product Innovation; Sustainable Growth; Protecting Biodiversity; Responsible Supply Chain	184–198; 219–227; 149–157; 138–143; 163–171; 229–234; 124, 130, 132, 134
		13.3	Improved education, awareness raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.	Owens Corning has made sustainability central to our corporate identity, beginning with our mission statement, "Building a sustainable future through material innovation."	Energy Efficiency & Sourcing Renewable Energy; Combating Climate Change	173–183; 184–198
	**Partnerships for the Goals** To fulfill our mission of building a sustainable future, Owens Corning relies on collaboration throughout our entire value chain, and through our growth we are able to improve the lives of people around the world.	17.3	Mobilize additional financial resources for developing countries from multiple sources.	We work with several global charitable partners to identify appropriate charities in our regions around the world, perform necessary due diligence as required by the U.S. Internal Revenue Service, and then distribute the funds.	Community Engagement	100–113
		17.6	Enhance North-South, South-South, and triangular regional and international cooperation on and access to science, technology, and innovation, and enhance knowledge sharing on mutually agreed terms, in particular at the United Nations level, and through a global technology facilitation mechanism.	Owens Corning is a global corporation with facilities in 31 countries and a base of suppliers located all around the world, and these partnerships have made it possible for us to engage and collaborate with a wide range of stakeholders. We have used this opportunity to facilitate the transformation to a circular economy model, which includes a great deal of collaboration, with customers, suppliers, communities, academics, policymakers, government entities, and other organizations. We have also set ambitious goals for the reduction of our Scope 3 greenhouse gas emissions, the indirect emissions that come primarily from our supply chain.	Responsible Supply Chain; Inclusion & Diversity; Waste Management; Circular Economy; Product Innovation	123–134; 93–99; 199–208; 149–157; 138–143
		17.16	Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.			
		17.17	Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships.			

INTRODUCTION

Carrying Forward a Proud Legacy of Material Innovation & Sustainability Solutions

Owens Corning's Glass Reinforcements (GR) business is a leading global provider of solutions matching the differentiated needs of the growing composites industry. Founded in 1938, Owens Corning has a long history of developing glass fiber materials and related products used across building materials and composite applications.

The GR business delivers high-performance materials that enable lighter, stronger, and more durable solutions across a wide range of applications. Leveraging a powerful combination of material science, manufacturing excellence, and deep market and customer knowledge, our solutions respond to evolving market expectations and sustainability challenges. In doing so, our products primarily serve the global wind, building and construction, thermoplastic compounding, and composites specialty markets.

In 2024, Owens Corning initiated a strategic review of the GR business and one year later announced an agreement to sell the business to India-based Praana Group. Alongside the announcement of its sale, Owens Corning designated the Glass Reinforcement business as "discontinued operation" in early 2025.

As the business separates from Owens Corning, we do not just carry forward a proud legacy, but also a commitment to sustainability as a core element of redefining what is possible for customers, the industry, and the communities in which we live and work.

Sustainability: Core to the GR Business, Values, and Customer Proposition

For GR, sustainability is not only a core business objective; it is our license to operate and grow. Therefore, it forms a core part of our identity, influences our values, and drives our capacity to create unique products and solutions.

Glass Reinforcements Mission, Values & More

Our **mission** is to be the leading global provider of glass reinforcement solutions meeting the differentiated needs of a growing composites industry. This ambition is powered by a culture grounded in shared values that guide how we think, act, and work together every day.

Our **values of passion, ownership, and team spirit** combine the legacy that helped pioneer the glass fiber industry with the collaborative entrepreneurial approach that our employees channel every day in our facilities, with our customers, and in our work.

And the "**more**" leads with a combination of our market and customer knowledge, our technical expertise across the full composites value chain supporting innovation and performance, and our manufacturing excellence ensuring quality, reliability, and consistency across our global footprint. Together, these **capabilities** enable us to translate our ideas and efforts into tangible results at scale.

Our culture is equally reflected in our **customer proposition**. We are dedicated to building strong local partnerships leveraging our global expertise and resources. Customer centric innovation remains a defining strength, enabling us to deliver solutions tailored to real world applications. And our relentless pursuit of sustainability solutions supports customers in achieving their own environmental and performance objectives.

Underlying everything we do are the **enduring elements of our strategy**: an uncompromising focus on safety and quality, a deep commitment to sustainability, inclusive leadership that values a range of perspectives, and continuous investment in talent development and recognition.

DISCONTINUED OPERATIONS – GLASS REINFORCEMENTS ONLY | INTRODUCTION

Safety & Environmental Excellence: Our Operational Foundation

Underlying the GR business is an unconditional commitment to **our people, safety, and environmental management**. Safety is embedded in decision making and operational governance across our global footprint, reflecting our belief that strong performance begins with protecting our people. While we are proud to share strong safety results, we remain resolute about our safety ambitions. In our view, the only acceptable objective is **zero injuries**. Guided by our Safer Together approach, we believe protecting people is a shared responsibility.

Environmental considerations are integrated into how we operate across our footprint. From energy and water management to emissions, waste, and product design, our approach reflects the scope and complexity of our operations. We focus on improving operational practices, manufacturing processes, and product design over time, with the objective of supporting customer value creation.

Within this broad approach, two priorities stand out as strategic: decarbonization and waste reduction. These focus areas are where we believe we can make the most meaningful difference for the environment and long-term impact of our business.

Decarbonization is key to our environmental journey. We focus our operations on improving energy efficiency, optimizing industrial processes, increasing the use of renewable energy sources, and carbon considerations into decision making. This is a multifaceted transformation requiring discipline, innovation, and sustained commitment across our global operations.

In the area of energy and decarbonization, we are also exploring breakthrough technologies. Building on successful pilots in 2024 and 2025, we continued the **hydrogen** furnace melting trial at our L'Ardoise glass fiber manufacturing site in France. The furnace underwent an initial five-day industrial trial in 2025 using a 50% renewable energy and 50% hydrogen mix. Building on these results, extended industrial trials over several months, with green hydrogen produced on site, are ongoing in 2026. These trials, conducted with a strong focus on safety, operational reliability, and learning, reflect our long term ambition to decarbonize hard to abate processes while progressing responsibly.

In parallel, **waste reduction and circularity** are reshaping how we think about materials. We are working to minimize waste at the source, increase diversion from landfills, and transform byproducts into resources. Beyond operational improvements, circularity is increasingly driven by product innovation, enabling circular material solutions with customers and reducing reliance on virgin raw materials. By treating waste as a value stream rather than an endpoint, we are helping build a more resilient and resource efficient value chain. Circularity is moving from ambition to execution. With the launch of Bronzini, a new recycling project, we are building the capability to transform customer take back materials and internal production waste into valuable resources and advancing a more circular glass fiber value chain.

Together, these efforts reflect a clear mindset: act broadly, focus deliberately, and progress continuously. By addressing environmental performance in a structured and systematic way, while prioritizing decarbonization and waste as key drivers, we are laying the foundation for long-term sustainable growth.

Advancing Circularity Through Innovation & Sustainable Products

Circularity is a key pillar of the GR sustainability strategy, embedded both in operational practices and product innovation. In 2025, the GR business expanded its **SUSTAINA®** glass fiber portfolio, integrating post-industrial and post-consumer circular content through ISCC PLUS certified mass balance processes. This momentum was further strengthened with the launch of **SUSTAINA® LOOP**, a breakthrough solution made from reclaimed customer waste that is remelted in a furnace to produce high-performing Advantex® glass, enabling a circular material approach. These innovations reduce reliance on virgin raw materials and enable customers to advance their own sustainability goals, demonstrating how GR products contribute to a more circular and resource-efficient value chain.

Guided by our values and strengthened by our heritage, Glass Reinforcements continues to embrace these challenges, transforming experience into innovation and ambition into action, to **Make More Possible™**.

SAFETY

The safety data in this appendix were independently assured to a moderate level by SCS Global Services. For more information or to see the verification statement, please go to page 333.

Recordable Injuries

REGION	METRIC	2022	2023	2024	2025
Asia (including Pacific)	Total Labor Hours	4,064,651	3,976,524	3,751,962	3,570,344
	Women (Count)	0	2	0	0
	Women (Rate)	0.00	0.10	0.00	0.00
	Men (Count)	1	2	1	2
	Men (Rate)	0.05	0.10	0.05	0.11
	Not Specified (count)	0	0	0	0
	Not Specified (rate)	0.00	0.00	0.00	0.00
Asia Pacific Total (Count)		1	4	1	2
ASIA PACIFIC RIR		**0.05**	**0.20**	**0.05**	**0.11**
Europe	Total Labor Hours	2,352,424	1,606,255	1,548,552	1,484,852
	Women (Count)	1	0	0	1
	Women (Rate)	0.09	0.00	0.00	0.13
	Men (Count)	2	1	0	1
	Men (Rate)	0.17	0.12	0.00	0.13
	Not Specified (Count)	1	0	0	0
	Not Specified (Rate)	0.09	0.00	0.00	0.00
Europe Total (Count)		4	1	0	2
EUROPE RIR		**0.34**	**0.12**	**0.00**	**0.27**
North America	Total Labor Hours	3,747,161	2,876,344	2,590,493	2,655,813
	Women (Count)	1	0	0	0
	Women (Rate)	0.05	0.00	0.00	0.00
	Men (Count)	9	7	1	1
	Men (Rate)	0.48	0.49	0.08	0.08
	Not Specified (Count)	0	0	0	0
	Not Specified (Rate)	0.00	0.00	0.00	0.00
North America Total (Count)		10	7	1	1
NORTH AMERICA RIR		**0.53**	**0.49**	**0.08**	**0.08**
South America	Total Labor Hours	1,262,086	1,061,358	959,208	922,885
	Women (Count)	0	0	1	0
	Women (Rate)	0.00	0.00	0.21	0.00
	Men (Count)	0	0	0	4
	Men (Rate)	0.00	0.00	0.00	0.87
South America Total (Count)		0	0	1	4
SOUTH AMERICA RIR		**0.00**	**0.00**	**0.21**	**0.87**
GRAND TOTAL RECORDABLE INJURIES		**15**	**12**	**3**	**9**
RECORDABLE INCIDENT RATE (RIR)		**0.26**	**0.25**	**0.07**	**0.21**
TOTAL RECORDABLE INJURIES FREQUENCY RATE (TRIFR)		**1.31**	**1.26**	**0.34**	**1.04**

Lost Workday Rate (LWD)

REGION	METRIC	2022	2023	2024	2025
Asia (including Pacific)	Total Labor Hours	4,064,651	3,976,524	3,751,962	3,570,344
	Women (Count)	0	23	0	0
	Women (Rate)	0.00	1.16	0.00	0.00
	Men (Count)	3	242	2	0
	Men (Rate)	0.15	12.17	0.11	0.00
	Unspecified (Count)	0	0	0	0
	Unspecified (Rate)	0.00	0.00	0.00	0.00
Asia Pacific Total Workdays Lost		3	265	2	0
ASIA LWD RATE		**0.15**	**13.33**	**0.11**	**0.00**
Europe	Total Labor Hours	2,352,424	1,606,255	1,548,552	1,484,852
	Women (Count)	14	0	0	0
	Women (Rate)	1.19	0.00	0.00	0.00
	Men (Count)	18	9	0	0
	Men (Rate)	1.53	1.12	0.00	0.00
	Unspecified (Count)	0	0	0	0
	Unspecified (Rate)	0.00	0.00	0.00	0.00
Europe Total Workdays Lost		32	9	0	0
EUROPE LWD RATE		**2.72**	**1.12**	**0.00**	**0.00**
North America	Total Labor Hours	3,747,161	2,876,344	2,590,493	2,655,813
	Women (Count)	180	0	0	0
	Women (Rate)	9.61	0.00	0.00	0.00
	Men (Count)	276	473	95	68
	Men (Rate)	14.73	32.89	7.33	5.12
	Unspecified (Count)	0	0	0	0
	Unspecified (Rate)	0.00	0.00	0.00	0.00
North America Total Workdays Lost		456	473	95	68
NORTH AMERICA LWD RATE		**24.34**	**32.89**	**7.33**	**5.12**
South America	Total Labor Hours	1,262,086	1,061,358	959,208	922,885
	Women (Count)	0	0	0	0
	Women (Rate)	0.00	0.00	0.00	0.00
	Men (Count)	0	0	0	151
	Men (Rate)	0.00	0.00	0.00	32.72
South America Total Workdays Lost		0	0	0	151
SOUTH AMERICA LWD RATE		**0.00**	**0.00**	**0.00**	**32.72**
GRAND TOTAL – TOTAL WORKDAYS LOST		**491**	**747**	**97**	**219**
TOTAL LWD RATE		**8.59**	**15.69**	**2.19**	**5.07**

Please note that the numbers have been rounded. Some totals have been affected as a result.

DISCONTINUED OPERATIONS – GLASS REINFORCEMENTS ONLY | SAFETY & PRODUCT

2025 Serious Injuries and Fatalities (SIF)

SIF FIRST AIDS

REGION	METRIC	2022	2023	2024	2025
Asia Pacific	Total Labor Hours	4,064,651	3,976,524	3,751,962	3,570,344
	SIF First Aid (Count)	1	0	2	0
	SIF First Aid (Rate)	0.05	0.00	0.11	0.00
Europe	Total Labor Hours	2,352,424	1,606,255	1,548,552	1,484,852
	SIF First Aid (Count)	0	0	0	0
	SIF First Aid (Rate)	0.00	0.00	0.00	0.00
North America	Total Labor Hours	3,747,161	2,876,344	2,590,493	2,655,813
	SIF First Aid (Count)	2	1	0	0
	SIF First Aid (Rate)	0.11	0.07	0.00	0.00
South America	Total Labor Hours	1,262,086	1,061,358	959,208	922,885
	SIF First Aid (Count)	0	0	0	0
	SIF First Aid (Rate)	0.00	0.00	0.00	0.00
GRAND TOTAL SIF FIRST AID		**3**	**1**	**2**	**0**
TOTAL SIF FIRST AID RATE		**0.05**	**0.02**	**0.05**	**0.00**

SIF NEAR MISS

REGION	METRIC	2022	2023	2024	2025
Asia Pacific	Total Labor Hours	4,064,651	3,976,524	3,751,962	3,570,344
	SIF Near Miss (Count)	1	2	2	1
	SIF Near Miss (Rate)	0.05	0.10	0.11	0.06
Europe	Total Labor Hours	2,352,424	1,606,255	1,548,552	1,484,852
	SIF Near Miss (Count)	0	2	2	4
	SIF Near Miss (Rate)	0.00	0.25	0.26	0.54
North America	Total Labor Hours	3,747,161	2,876,344	2,590,493	2,655,813
	SIF Near Miss (Count)	3	2	1	1
	SIF Near Miss (Rate)	0.16	0.14	0.08	0.08
South America	Total Labor Hours	1,262,086	1,061,358	959,208	922,885
	SIF Near Miss (Count)	0	0	0	1
	SIF Near Miss (Rate)	0.00	0.00	0.00	0.22
GRAND TOTAL SIF NEAR MISSES		**4**	**6**	**5**	**7**
TOTAL SIF NEAR MISS RATE		**0.07**	**0.13**	**0.11**	**0.16**

SIF RECORDABLE

REGION	METRIC	2022	2023	2024	2025
Asia (including Pacific)	Total Labor Hours	4,064,651	3,976,524	3,751,962	3,570,344
	SIF Recordable (Count)	0	0	0	0
	SIF Recordable (Rate)	0.00	0.00	0.00	0.00
Europe	Total Labor Hours	2,352,424	1,606,255	1,548,552	1,484,852
	SIF Recordable (Count)	0	1	0	0
	SIF Recordable (Rate)	0.00	0.12	0.00	0.00
North America	Total Labor Hours	3,747,161	2,876,344	2,590,493	2,655,813
	SIF Recordable (Count)	0	1	0	0
	SIF Recordable (Rate)	0.00	0.07	0.00	0.00
South America	Total Labor Hours	1,262,086	1,061,358	959,208	922,885
	SIF Recordable (Count)	0	0	1	0
	SIF Recordable (Rate)	0.00	0.00	0.21	0.00
GRAND TOTAL SIF RECORDABLES		**0**	**2**	**1**	**0**
TOTAL SIF RECORDABLE RATE		**0.00**	**0.04**	**0.02**	**0.00**

Please note that the numbers have been rounded. Some totals have been affected as a result.

Employee Fatalities

REGION	METRIC	2022	2023	2024	2025
Asia (including Pacific)	Total Labor Hours	4,064,651	3,976,524	3,751,962	3,570,344
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	TOTAL FATALITIES	**0**	**0**	**0**	**0**
Europe	Total Labor Hours	2,352,424	1,606,255	1,548,552	1,484,852
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	TOTAL FATALITIES	**0**	**0**	**0**	**0**
North America	Total Labor Hours	3,747,161	2,876,344	2,590,493	2,655,813
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	TOTAL FATALITIES	**0**	**0**	**0**	**0**
South America	Total Labor Hours	1,262,086	1,061,358	959,208	922,885
	Women Fatalities (Count)	0	0	0	0
	Men Fatalities (Count)	0	0	0	0
	TOTAL FATALITIES	**0**	**0**	**0**	**0**
GRAND TOTAL FATALITIES		**0**	**0**	**0**	**0**

SITES WITH HEALTH AND SAFETY ASSESSMENTS COMPLETED	
Percentage of sites assessed	100%

APPENDIX K: DISCONTINUED OPERATIONS GLASS REINFORCEMENTS ONLY

PRODUCT

Product Transparency Metrics	
Percent of Products covered by Life Cycle Assessments (LCAs)	99.94%

SUSTAINA® Products

In 2025, Owens Corning expanded our SUSTAINA® glass fiber product portfolio with new offerings from our Besana, Italy, facility containing up to 50% post-industrial circular content through an ISCC PLUS certified mass balance process. These composite products include SUSTAINA® MER (Multi-End Roving), SUSTAINA® CSM (Chopped Strand Mat), SUSTAINA® CFM (Continuous Filament Mat) and SUSTAINA® BMC DUCS (Bulk Molding Compound Dry Used Chopped Strands). Additionally we launched our first products containing post-consumer circular content (up to 70% via an ISCC PLUS certified mass balance approach) from our Kimchon, South Korea, facility.

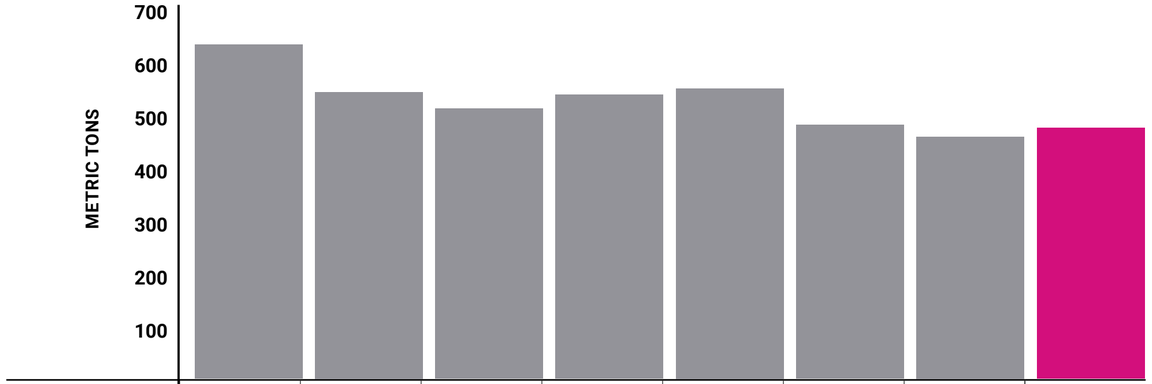
Also, in 2025 at our L'Ardoise, France, facility, Owens Corning officially launched our new SUSTAINA® Loop product. SUSTAINA® Loop is made from reclaimed pre-consumer waste from our customers and remelted into brand-new product through an ISCC PLUS certified mass balance process, which allows us to claim it as a 100% circular glass fiber. This product is one of the first glass fibers globally to replace raw materials with waste from customers, reducing both waste-to-landfill and the need to extract new materials from the earth.

Please note that the numbers have been rounded. Some totals have been affected as a result.

ENVIRONMENTAL

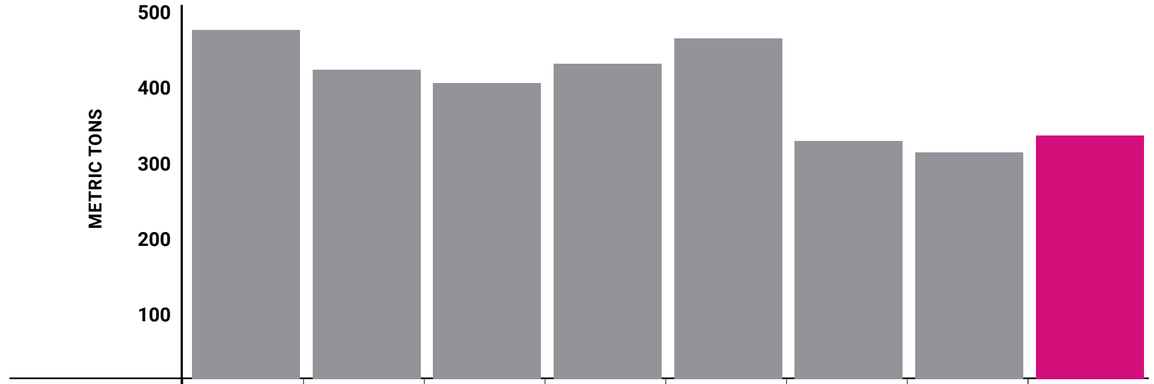
The Environmental data in this appendix marked with a ^ were independently assured to a high level by SCS Global Services. All other data were assured to a moderate level. For more information or to see the verification statement, please go to page 333.

Volatile Organic Compounds Emissions



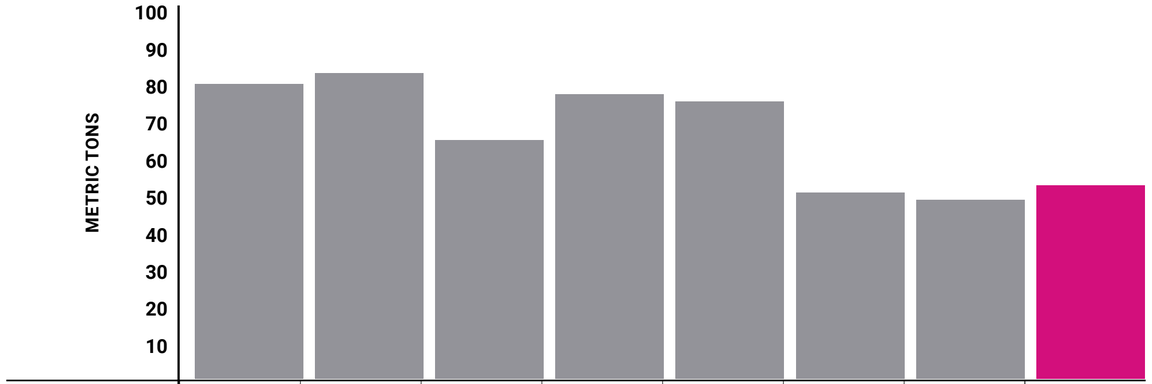
	2018	2019	2020	2021	2022	2023	2024	2025
Sum of Metric Ton Usage	636	546	514	541	553	483	461	478

NO_x Emissions



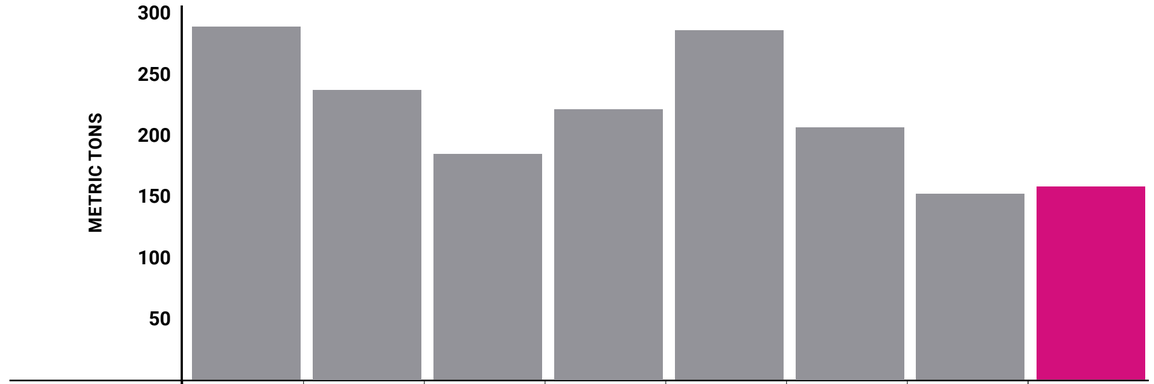
	2018	2019	2020	2021	2022	2023	2024	2025
Sum of Metric Ton Usage	472	418	400	426	460	322	306	329

$PM_{2.5}$ Emissions



	2018	2019	2020	2021	2022	2023	2024	2025
Sum of Metric Ton Usage	84	87	68	81	79	53	51	55

SO_x Emissions

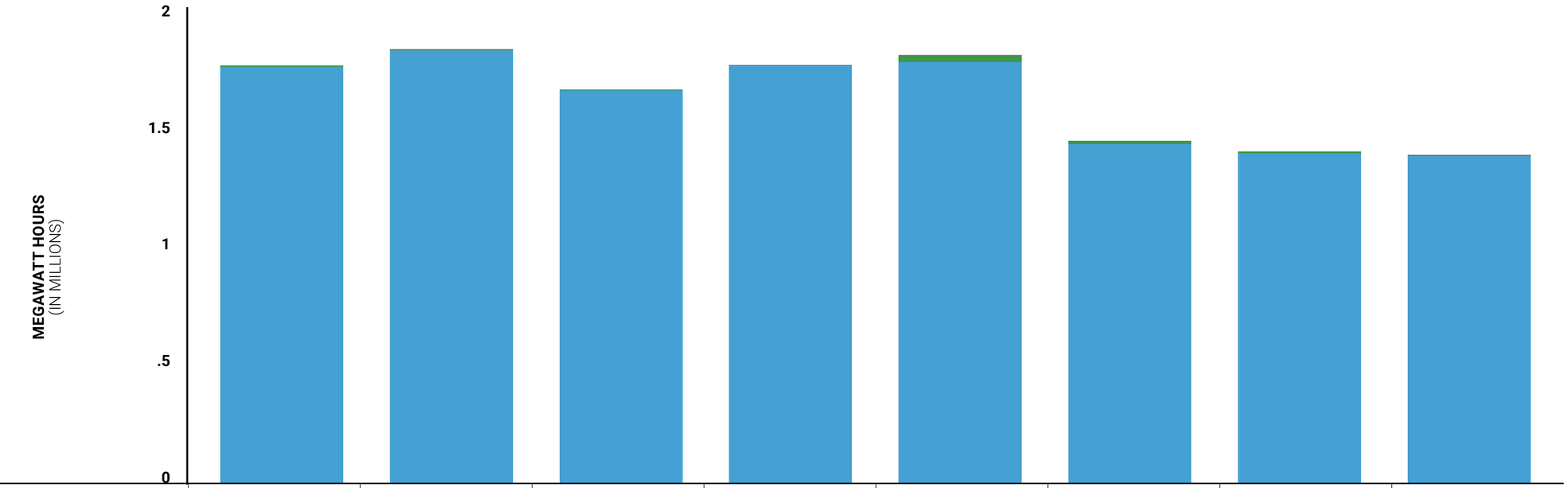


	2018	2019	2020	2021	2022	2023	2024	2025
Sum of Metric Ton Usage	291	239	186	223	288	208	153	159

Please note that the numbers have been rounded. Some totals have been affected as a result.

DISCONTINUED OPERATIONS – GLASS REINFORCEMENTS ONLY | ENVIRONMENTAL

Direct Energy by Fuel Type^



	2018	2019	2020	2021	2022	2023	2024	2025
Gasoline & Diesel	1,457	1,576	1,205	1,260	1,228	843	1,082	928
Propane & LPG	4,116	4,511	3,159	3,910	29,304	13,752	6,933	5,446
Natural Gas	1,802,446	1,873,127	1,699,555	1,805,772	1,823,474	1,468,171	1,428,128	1,414,808
TOTAL	**1,808,018**	**1,879,213**	**1,703,920**	**1,810,942**	**1,854,006**	**1,482,766**	**1,436,143**	**1,421,181**

Direct Energy by Fuel Type^

	2018	2019	2020	2021	2022	2023	2024	2025
Electricity	825,795	859,718	785,530	866,629	871,460	768,143	769,128	800,993
District Heating	—	—	—	—	—	—	—	—
TOTAL	**825,795**	**859,718**	**785,530**	**866,629**	**871,460**	**768,143**	**769,128**	**800,993**

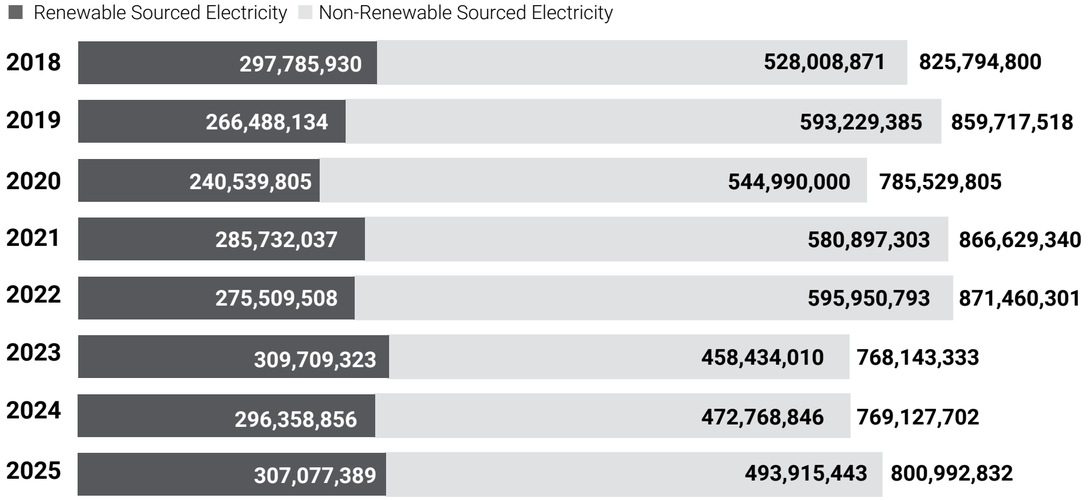
Please note that the numbers have been rounded. Some totals have been affected as a result.

DISCONTINUED OPERATIONS – GLASS REINFORCEMENTS ONLY | ENVIRONMENTAL

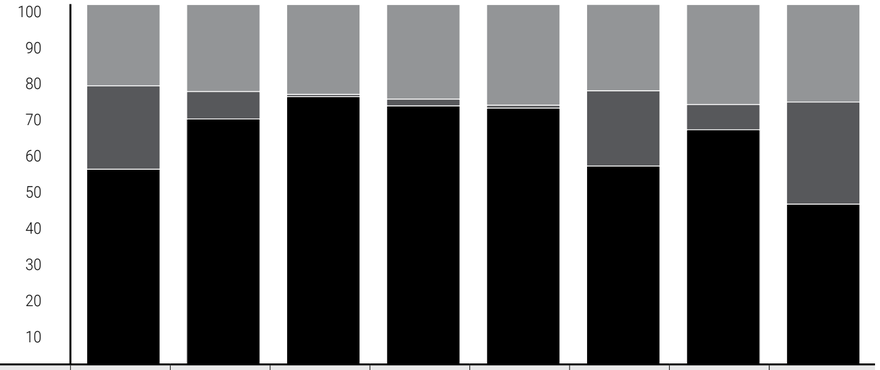
2025 Renewable and Non-Renewable Energy Summary by Region (in Megawatt-hours)^

REGION	RENEWABLE	NON-RENEWABLE	TOTAL BY REGION
Asia Pacific	63,922	782,485	846,408
Canada	6,742	75,156	81,897
Europe	108,693	378,743	487,436
Latin America	98,207	453,953	552,160
United States	29,514	279,944	309,458
TOTAL	**307,077**	**1,970,281**	**2,277,359**

Electricity Consumption by Source (in Megawatt Hours)^



2025 Renewable Electricity by Type^



	2018	2019	2020	2021	2022	2023	2024	2025
Behind-the-Meter Renewable Installations: Renewable installations that are directly consumed by Owens Corning without coming from the grid	67,402	64,499	60,155	75,038	77,040	74,043	82,985	83,296
Site-Specific Energy Attribute Certificates and PPAs: Energy Attribute Certificates associated with PPAs, VPPAs, and unbundled GOs	69,021	20,303	1,353	5,559	2,170	64,748	20,873	87,135
Residual Grid Mix Renewables: Renewable electricity blends found in the electricity grids where we operate	161,363	181,685	179,032	205,135	196,299	170,036	194,811	136,646
TOTAL	**297,786**	**266,488**	**240,540**	**285,732**	**275,510**	**308,827**	**298,669**	**307,077**

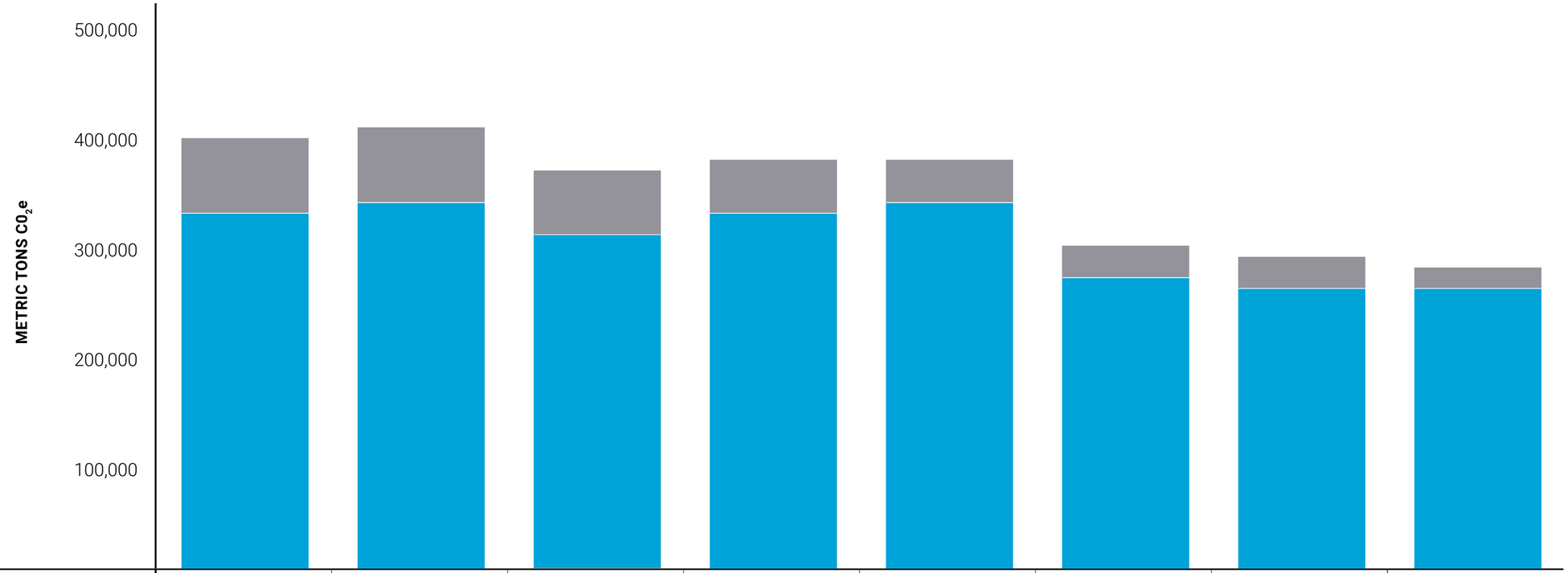
2025 Energy Conservation Projects^

DESCRIPTION OF ACTIVITY	NUMBER OF PROJECTS	MT CO_2E SAVINGS/YEAR	MWH SAVINGS/YEAR	ANNUAL SAVINGS (USD)	INVESTMENT REQUIRED (USD)	PAYBACK	LIFETIME	SCOPE
Waste heat recovery projects	3	818	4,200	$154,940	$363,892	1–3 Years	Varies by Project	2
Projects impacting our processes, resulting in improved energy efficiency, including right-sizing of systems, efficient coating systems, and other process optimizations	1	139	187	$19,562	$32,198	1–3 Years	Varies by Project	1 and 2
Replacing equipment with more energy efficient technologies	3	258	421	$40,894	$200,417	1–3 Years	Varies by Project	1 and 2
TOTAL	**7**	**1,215**	**4,807**	**$215,396**	**$596,507**			

Please note that the numbers have been rounded. Some totals have been affected as a result.

DISCONTINUED OPERATIONS – GLASS REINFORCEMENTS ONLY | ENVIRONMENTAL

Scope 1 GHG Emissions Breakdown^



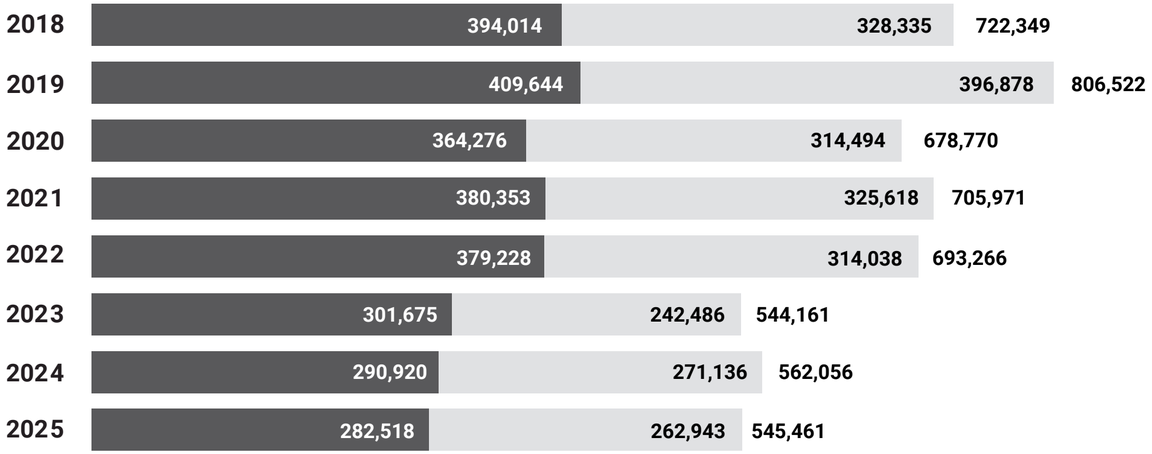
	2018	2019	2020	2021	2022	2023	2024	2025
Fossil Fuel Combustion	327,988	340,988	309,135	328,542	337,191	269,363	260,661	257,883
Foam Blowing Agent Emissions	0	0	0	0	0	0	0	0
Process Emissions	66,026	68,657	55,141	51,811	42,037	32,312	30,258	24,635
Leased Corporate Aircraft	0	0	0	0	0	0	0	0
Leased Corporate Fleet	0	0	0	0	0	0	0	0
Biomass Non-Excluded Emissions	0	0	0	0	0	0	0	0
TOTAL	**394,014**	**409,644**	**364,276**	**380,353**	**379,228**	**301,675**	**290,920**	**282,518**

Please note that the numbers have been rounded. Some totals have been affected as a result.

DISCONTINUED OPERATIONS – GLASS REINFORCEMENTS ONLY | ENVIRONMENTAL

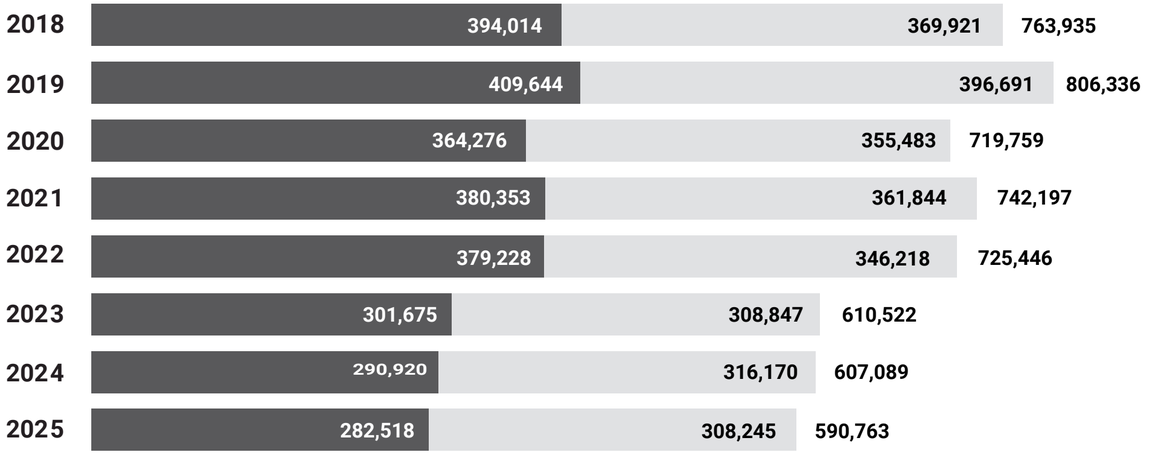
Direct and Indirect GHG Emissions (Metric Tons CO_2e)^

Scope 1 and 2 Emissions using **Market-Based** method. Direct (Scope 1) Indirect (Scope 2)



Direct and Indirect GHG Emissions (Metric Tons CO_2e)^

Scope 1 and 2 Emissions using **Location-Based** method. Direct (Scope 1) Indirect (Scope 2)

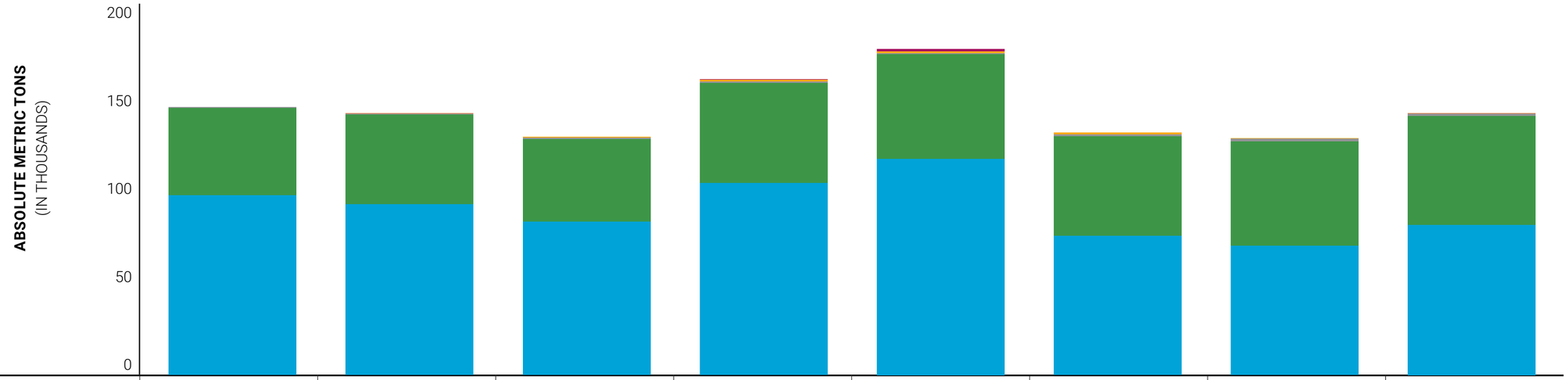


Scope 3 Total GHG Emissions (Metric Tons CO_2e)

CATEGORIES	2018	2019	2020	2021	2022	2023	2024	2025
Purchased goods and services	392,430	408,323	359,673	421,383	514,849	402,814	312,173	344,898
Capital goods	7,384	6,046	8,669	19,519	5,596	12,307	30,374	12,818
Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	263,829	302,746	283,267	304,814	327,938	279,240	278,417	257,977
Upstream transportation and distribution — Inbound	4,964	4,808	3,571	4,027	4,414	3,143	2,966	2,577
Upstream transportation and distribution — Outbound	181,552	177,762	160,242	173,903	177,696	176,453	152,272	139,234
Waste generated in operations	—	—	—	—	—	—	—	—
Business travel	3,577	3,845	897	1,061	2,894	2,706	1,550	1,423
Employee commuting	7,434	7,569	7,209	6,881	7,787	7,005	6,692	4,745
Processing of sold products	238,173	249,257	241,417	271,966	290,620	231,955	180,860	174,913
Use of sold products	—	—	—	—	—	—	—	—
End-of-life treatment of sold products	—	—	—	—	—	—	—	—
TOTAL	**1,099,344**	**1,160,355**	**1,064,944**	**1,203,554**	**1,331,794**	**1,115,623**	**965,305**	**938,585**

Please note that the numbers have been rounded. Some totals have been affected as a result.

Non-hazardous Waste by Disposal Method (Metric Tons)

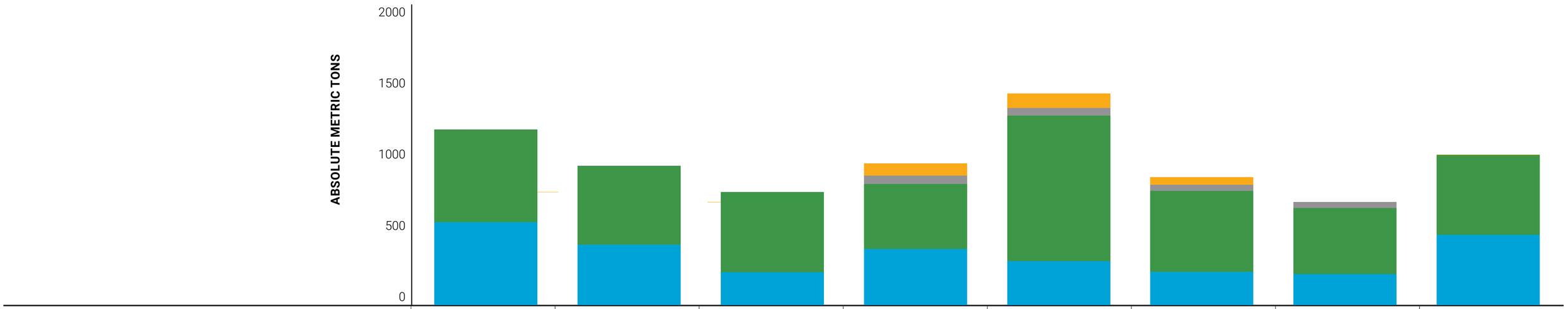


	2018	2019	2020	2021	2022	2023	2024	2025
Waste-to-Landfill	92,504	87,960	78,874	98,885	111,361	71,698	66,589	77,336
Recycled Externally (off-site)	44,991	46,115	42,665	51,708	53,919	51,270	53,810	55,942
Incinerated with Energy Recovery	506	549	622	650	606	910	1,363	1,317
Incinerated without Energy Recovery	0	172	502	877	894	983	147	172
Composting	11	3	13	13	14	13	13	15
Recycled Internally (on-site)	55	110	357	388	1,228	920	145	0
TOTAL	**138,067**	**134,909**	**123,033**	**152,520**	**168,023**	**125,794**	**122,068**	**134,782**

Please note that the numbers have been rounded. Some totals have been affected as a result.

DISCONTINUED OPERATIONS – GLASS REINFORCEMENTS ONLY | ENVIRONMENTAL

Hazardous Waste by Disposal Method (Metric Tons)



	2018	2019	2020	2021	2022	2023	2024	2025
Recycled Externally (off-site)	467	341	185	316	248	186	173	397
Waste-to-Landfill	524	444	452	367	823	459	375	450
Incinerated without Energy Recovery	1	2	1	49	42	34	33	1
Incinerated with Energy Recovery	0	0	0	68	83	44	0	1
Treated and Recycled	0	2	1	1	1	0	0	0
TOTAL	**992**	**789**	**639**	**801**	**1,197**	**723**	**581**	**850**

Sum of Metric Ton Total Usage

	2018	2019	2020	2021	2022	2023	2024	2025
Hazardous	992	789	639	801	1,197	723	581	850
Nonhazardous	138,067	134,909	123,033	152,520	168,023	125,794	122,068	134,782
TOTAL	**139,059**	**135,698**	**123,672**	**153,321**	**169,220**	**126,517**	**122,648**	**135,632**

Total Waste

	2018	2019	2020	2021	2022	2023	2024	2025
Diverted	45,524	46,571	43,221	52,426	55,411	52,389	54,142	56,354
Not Diverted	93,536	89,127	80,451	100,895	113,809	74,128	68,507	79,278
TOTAL	**139,059**	**135,698**	**123,672**	**153,321**	**169,220**	**126,517**	**122,648**	**135,632**
% Diverted	33%	34%	35%	34%	33%	41%	44%	42%

Please note that the numbers have been rounded. Some totals have been affected as a result.

DISCONTINUED OPERATIONS – GLASS REINFORCEMENTS ONLY | ENVIRONMENTAL

Water Withdrawal by Source (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024	2025
Municipal Water	2,299,281	2,615,042	2,267,701	2,520,568	2,593,626	2,144,221	2,430,963	2,171,139
Well Water	972,331	978,437	912,673	952,484	1,091,423	994,948	1,064,180	976,714
Surface Water	342,686	379,167	375,929	346,996	353,269	307,019	332,548	295,398
Third-Party Supplier Water	–	–	–	–	–	–	–	–
Stormwater	–	–	–	–	–	–	–	–
Withdrawal (other)	–	–	–	–	–	–	–	–
TOTAL	**3,614,298**	**3,972,646**	**3,556,303**	**3,820,048**	**4,038,318**	**3,446,188**	**3,827,691**	**3,443,251**

Water Discharge by Destination (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024	2025
POTW	1,130,774	1,312,904	1,238,703	1,305,359	1,416,303	1,124,304	1,159,797	1,213,206
Surface Water	867,177	901,515	839,172	652,817	596,919	482,615	568,754	622,766
Discharge (other)	1,145	–	–	–	–	–	–	–
Off-Site Shipment	–	–	–	–	–	–	–	–
TOTAL	**1,999,096**	**2,214,419**	**2,077,875**	**1,958,176**	**2,013,222**	**1,606,919**	**1,728,551**	**1,835,972**

Water Consumption (Cubic Meters)

	2018	2019	2020	2021	2022	2023	2024	2025
Withdrawal	3,614,298	3,972,646	3,556,303	3,820,048	4,038,318	3,446,188	3,827,691	3,443,251
Discharge	1,999,096	2,214,419	2,077,875	1,958,176	2,013,222	1,606,919	1,728,551	1,835,972
CONSUMPTION	**1,615,202**	**1,758,227**	**1,478,427**	**1,861,872**	**2,025,096**	**1,839,269**	**2,099,140**	**1,607,279**

Please note that the numbers have been rounded. Some totals have been affected as a result.

DISCONTINUED OPERATIONS – GLASS REINFORCEMENTS ONLY | ENVIRONMENTAL

ISO Certification Coverage by Site and Headcount

CERTIFICATION	PERCENTAGE OF LOCATIONS	PERCENTAGE OF HEADCOUNT
ISO 14001	61%	86%
Internal EMS only	39%	14%
ISO 14001 or Internal EMS	100%	100%
ISO 45001/OHSAS 18001	61%	86%
ISO 9001	78%	73%

Integrated Biodiversity Assessment Tool Findings

LOCATION/ACREAGE*	KEY BIODIVERSITY AREA (KBA)	TYPE OF KBA	BIODIVERSITY TRIGGERS	NUMBER OF SPECIES WITH POTENTIAL HABITATS WITHIN 1KM OF SITE**	DETAIL ON PROXIMITY
San Vicente, Spain 6.33 acres	Mountains of Barcelona	Important Biodiversity Area	Vulnerable Species, migratory birds/ congregations, Important area for species characteristic of the Mediterranean region, and cliff nesting species	CR-16, EN-37, VU-98, NT-114, LC-1,203	Within the IBA region

*Active sites listed only

**Species are listed in the order of Critically endangered (CR), Endangered (EN), Vulnerable (VU), Near threatened (NT), Least concern (LC).

Please note that the numbers have been rounded. Some totals have been affected as a result.

ETHICS

Percentage of employees covered by formally-elected employee representatives or collective agreements	67.3%
Percentage of operational sites assessed for human rights impact or risks	0%
Percentage of all sites assessed or audited internally for corruption risks	100%
Number of identified discrimination or harassment incidents	3
Number of reports related to our whistleblower procedure	17
Number of confirmed corruption incidents	Zero
Information security incidents	Although we experience cybersecurity events and incidents from time to time as part of our operations, we have not identified any risks from cybersecurity threats, including as a result of previous cybersecurity incidents, that have had or are reasonably likely to have, a material impact on our business strategy, results of operations, or financial condition

Please note that the numbers have been rounded. Some totals have been affected as a result.

APPENDIX L

ASSURANCE STATEMENT

SCSglobal SERVICES
Setting the standard for sustainability

To Owens Corning's Stakeholders

SCS Global Services (SCS) has been engaged by Owens Corning to provide independent assurance on information contained in the Owens Corning EY2025 Sustainability Report published on the Owens Corning website using the AA1000 Assurance Standard AA1000AS v3 (2020). SCS conducted a moderate level of assurance on the full report in adherence to AccountAbility's Principles of Inclusivity, Materiality, Responsiveness, and Impact. In addition, SCS provided verification for a selection of consolidated environmental, social, and governance KPIs at different levels of assurance described in the Scope section below. The verification assessment and resulting verification opinion are based on an evaluation of underlying records, interviews with staff, and other procedures described in the methodology section below.

Objective

The objective of this assurance engagement is as follows:

- Evaluate the organization's assurance indicators and report for material discrepancies based upon the specified level of assurance
- Evaluate the organization's assurance indicators and that the report is in conformance with the specified verification criteria

Scope

The scope of Owens Corning's 2025 Sustainability Report and this assurance engagement include the following boundaries:

Reporting Period: EY2025 (Jan 1, 2025 – Dec 31, 2025)

Geographic Boundary: Global

Facilities, physical infrastructure, activities, technologies, and processes: Owens Corning owns multiple manufacturing facilities globally.

Boundary Method: Operational Control

AA1000 Engagement Type: 2

Indicators/Level of Assurance:

Owen's Corning emissions and sustainability indicators assessed as high include Scope 1 emissions; Scope 2 emissions (both location-based and market-based); direct energy consumption (Scope 1); indirect energy consumption (Scope 2); Progress towards employee engagement goal >80% of our employees report feeling engaged in their work, progress towards employee engagement goal >70% of our global workforce shares their voice each year through our employee listening program, and gender pay indicators.

All other measured categories fall into the moderate level of assurance. These include Scope 3 Categories 1 (Purchased Goods and Services), 2 (Capital Goods), 3 (Fuel and Energy-Related Activities), 4 (Upstream Transportation and Distribution), 5 (Waste Generated in Operations), 6 (Business Travel), 7 (Employee Commuting), 10 (Processing of Sold Products), 11 (Use of Sold Products) and 12 (End-of-Life Treatment). Waste measures—both waste to landfill and waste diverted—were also assured to a moderate level, as were air emissions ($PM_{2.5}$, PM_{10}, total particulate matter, NO_x, SO_x, and VOCs). Water metrics, including withdrawal, discharge, and consumption, similarly fall into the moderate category. Workforce and social indicators such as workforce breakdown by specific parameters; hiring metrics; employee turnover; fatalities; lost-time injury frequency rates for employees and contractors; gender diversity across the workforce, management, and board of directors; training and development investments; and other related employee measures were assured to a moderate level of assurance. All other data, including but not limited to, performance data and progress towards 2030 goals were assured to a moderate level (limited level). In addition, SCS evaluated the Report's adherence to Global Reporting Initiative's (GRI) Consolidated Set of Sustainability Reporting Standards (2021). A complete list of indicators assured can be found in the final assurance report delivered to Owens Corning by SCS Global Services.

Owens Corning has selected a type 2 engagement. A type 2 engagement under AA1000 is the most comprehensive level. It requires the assurance provider to assess the organization's compliance with AA1000's AccountAbility Principles (Inclusivity, Responsiveness, and Impact) as well as to verify the reliability and accuracy of specified sustainability performance, which is information agreed upon for review. This added verification of data reliability is the distinction between a type 1 and type 2 engagement.

Materiality: +/-5% quantitative threshold separately applied to GHG inventory scopes or other specified verification indicator total (if applicable), qualitative based upon requirements specified within referenced criteria.

ASSURANCE STATEMENT

Standards and Criteria

SCS performed assurance of Owens Corning's 2025 Sustainability Report against the AA1000 Assurance Standard AA1000AS v3 (2020). Specific performance data were assessed utilizing internationally recognized standards, frameworks, conventions, and guidelines which included, but are not limited to the following:

- AA1000 Accountability Principles (2018)
- World Resources Institute's Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004 along with Scope 2 and Scope 3 Guidance
- ISO 14064-3:2019 Specification with guidance for the validation and verification of GHG assertions
- Consolidated Set of GRI Sustainability Reporting Standards 2021
- S&P Global Corporate Sustainability Assessment (CSA) 2023
- Internal Owens Corning Governance Documents (Air, Waste, Water, GHG, Energy)

Responsibilities

Owens Corning is responsible for the preparation and fair presentation of the assurance statement within its public disclosures in accordance with the reporting requirements found within the referenced criteria. It is the responsibility of the client for the preparation of background documentation and assurance information.

SCS Global Services is responsible for expressing an opinion on the assurance statement and indicators based on the results and conclusions of the verification process in accordance with the levels of assurance specified.

Methodology

The following techniques were applied to obtain objective evidence as part of the verification process. The results of these techniques form the basis for the verification opinion:

- **Observation –** Observation of emission sources, metering devices, procedural documents
- **Inquiry –** Seeking information of knowledgeable persons inside or outside the entity
- **Interviews –** Interviews are conducted with key management and staff
- **Confirmation –** Obtaining direct communications from a 3rd party
- **Recalculation –** Repeating emission calculations, data aggregations, and/or conversions
- **Tracing / Retracing –** Following data trails from primary data inputs to GHG calculation outputs and vice versa
- **Control Testing –** Tests of controls through inquiry, observation, reperformance, and/or inspection of control records
- **Sampling –** Selection of less than 100% of items within a population for inspection (e.g. invoices)
- **Estimate Testing –** Testing of independent estimates to evaluate the reasonableness of assumptions applied in estimations.
- **Cross-Checking –** Use of a different methodology or data from those originally used to compare results
- **Reconciliation –** Compares two sets of records to check that figures are correct and in agreement

Limitations

During the verification the following limitations were identified:

- **Diversity of emission sources and business unit types** – The entity has many sites with diverse fuels, business activities, and risks. While sampling each combination of emission sources and business units is not possible in the timeframe of the audit, sites were strategically sampled to review processes for a wide range of business units and fuels.
- **Diversity of data collection methodologies** – The entity has different pipelines for data entry across business units, increasing the complexity of control risk identifications. Examination and identification of different systems was appropriate to reduce risk.
- **Manual calculation methodologies** – Throughout the inventory, several manual workbooks are used to arrive at estimations, increasing the risk for data transcription and formula errors. Documents from different sites were examined to avoid these risks.

Adherence to the AA1000 Principles

Considering the above scope, methodology, and criteria, the following findings and conclusions concerning adherence to the AA1000 AccountAbility Principles of inclusivity, materiality, responsiveness, and impact are summarized below:

Inclusivity

The evidence gathered shows Owens Corning has a robust materiality assessment that is designed to engage key stakeholders and use their feedback in developing material topics. Owens Corning conducts a transparent Double Materiality process, which includes investors, customers, employees, suppliers, facilities, governmental agencies, trade associations and community partners through various means. Beyond reporting on material topics, Owens Corning also conducts internal employee engagement surveys, and Enterprise Resource Groups meetings to discuss sustainability topics.

As part of their communication and engagement with stakeholders, Owens Corning publishes crucial documents about organizational practices, such as their Human Rights Policy, Code of Conduct documents for suppliers and internal employees, Governance documents, and non-discrimination policies. In addition, Owens Corning clearly labels avenues for reporting concerns both internally and externally. Internal interviews showed that sites have anonymous reporting systems, and sites from similar business units. The organization provides opportunities for employee and supplier engagement internally with Caring Conversation and externally with an Annual Supplier Summit. Several Owens Corning sites participate in Total Productive Maintenance (TPM), integrating sustainability throughout plant operations and allowing employees to communicate with management on important topics. The integration of sustainability reaches throughout the organization, as higher level compensation for members of the C-suite is linked to performance on sustainability indicators.

By determining material topics through stakeholder engagement, transparently publishing their policies, and providing opportunities for stakeholders to give feedback, Owens Corning demonstrates inclusivity as described by the AA1000 criteria.

Materiality

The process for the Owens Corning's Double Materiality Assessment is publicly documented in their sustainability report and auxiliary documents on their website. The company measures and reports on identified impacts using metrics and key performance indicators in line with the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), The Greenhouse Gas (GHG) Protocol, and the ISO 14000 and 45001 series standards. In addition, the company is aligning to CSRD, EFRAG and ESRS Guidance and Standards.

In 2024, Owens Corning acquired a new business unit, Masonite. In 2025, Owens Corning divested their Building Materials Asia Pacific division as well as a Doors location Prineville, Oregon. The acquisition and divestment corresponded with a reassessment on material sustainability topics. The Asia Pacific divestment was internally assessed, indicating the impacts on material topics and reported indicators remain relevant to the sustainability disclosure. Owens Corning also announced, in 2025, that they would divest their Glass Reinforcements business, with the sale slated for completion in 2026. This planned divestment was also internally assessed for impacts on material topics, and reported indicators remain relevant to the sustainability disclosure. The organization also follows consistent baseline recalculation policies to maintain consistency of goals throughout acquisitions and divestments.

As a global corporation, sustainability concerns differ by region. In addition to reporting total organization indicators, the organization provides reporting on a site, or regional basis depending on government regulations. Different business units have specific concerns relevant to their division, such as sustainable wood sourcing in the Doors division. Each global site participates in sustainability goals for material topics by creating their own initiatives and projects, which are united by the broader corporate-wide goals.

Based on this review, SCS confirmed that Owens Corning conforms to the AA1000 principles of materiality.

Responsiveness

The process of collecting data for material topics (GHG, waste, water, air, energy) is standardized by enterprise-wide governance documents designed to provide consistent reporting throughout the organization. The governance documents are updated regularly to represent changes to site activities, calculation differences, and external changes to relevant standards which are used to guide data collection. When new topics are identified, such as biodiversity, the organization embarks on a process of understanding how to accurately measure and report on these additions.

Owens Corning annually reports on key performance indicators in their Owens Corning Sustainability Report. They showcase relevant financial disclosures on their website and provide updates to other auxiliary documents, such as materiality assessments or codes of conduct, as needed. Internally, sustainability data is made available to the global operating sites on a more frequent basis. The Owens Corning sustainability team provides resources and impact analysis to the sites based on their goals.

Owens Corning has different mechanisms for engaging with stakeholders and tries to be proactive in identifying potential issues. As an example, the Supplier Code of Conduct and supplier onboarding creates a process of identifying potential supply chain issues before entering an engagement. For time-sensitive issues, such as on-site safety, near misses are documented for each site and shared between sites of similar operations. Piloting Total Productive Maintenance (TPM) at several sites also increases the responsiveness of the organization, as it allows for goals and the impacts of projects to be prominently displayed.

Based on this review, Owens Corning demonstrates the principle of responsiveness as described in the AA1000 Principles.

Impact

Owens Corning has established and maintained processes for identifying, monitoring, measuring, evaluating, and managing their most material environmental impacts. Their progress is disclosed in their sustainability report against the 2018 baseline year. Progress towards sustainability goals is consistently adjusted to be relevant to the organization's acquisitions and divestments. Many indicators within the disclosure are interdependent on each other. The organization performs life cycle analyses of their products and examines the impact of site projects across the entire site to assess the nuance of different stainability topics. The organization undergoes the assurance process, documented in this statement to ensure conformance with internal governance documents and external standards. See the list of assured indicators above in subparagraph, "Indicators/Level of Assurance."

Based on the evidence and information presented in this disclosure, Owens Corning meets the principle of impact as defined by AA1000.

Conclusions

This Verification Statement documents that SCS Global Services has conducted verification activities in conformance with AA1000 Assurance Standard AA1000AS v3 (2020) for the following indicators based on a moderate (otherwise known as limited level) of assurance. Based on the methodology and activities performed within the scope of this assessment, nothing has come to our attention to suggest the following indicators were not prepared in all material respects to the reporting criteria:

- Nothing has come to our attention to suggest Owens Corning's reporting of 2025 Scope 3 greenhouse gas emissions, water metrics, waste data, air emissions, environmental, social, and economic key performance indicators, and progress towards 2030 sustainability goals are not materially correct;
- Nothing has come to our attention to suggest the 2025 Sustainability Report does not adhere to the principles of Inclusivity, Materiality, Responsiveness, and Impact in its operations as per the AA1000 Accountability Principles (2018);
- Nothing has come to our attention to suggest the underlying management systems, governance documents, data collection methods, and KPI calculations are not appropriate for the reported information or have material errors per the AA1000 Accountability Principles (2018);
- Nothing has come to attention to suggest Owens Corning's 2025 Sustainability Report does not adhere with the consolidated set of GRI Sustainability Reporting Standards (2023).

For the following indicators, the AA1000 verification criteria were applied to achieve a high level of assurance (otherwise known as reasonable assurance). The following indicators were prepared in all material respects with the reporting criteria.

- Greenhouse gas emissions for Scope 1 and 2;
- Supplemental Biomass Emissions (Doors);
- Energy use; and
- The KPIs of Employee engagement (% responding and % actively engaged) and Gender Pay.

ASSURANCE STATEMENT

Reliability and Quality: Where a Type 2 engagement has been carried out the verifier makes the following statement on reliability:

- **Reliability –** The reliability of the organization was assessed through an evaluation of the data controls, application of governance documents, and review of processes to estimate values. The process of assessing reliability involved interviews at multiple levels of the organization and reconciliation of data between different areas of the inventory. From this, SCS has good confidence in the reliability of the inventory.
- **Quality –** The quality of the data within the inventory was assessed through strategic sampling, recalculation, and comparison with other methodologies. This process involved the calculation of quantitative and qualitative materiality for all indicators according to the governance documents. From this, SCS has good confidence in the quality of the inventory.

Observations

SCS found that hydrochlorofluorocarbon (HCFC) and hydrofluoroolefin (HFO) emissions were included in 2025 Scope 1 emissions as they have been in prior years. These emissions are not covered by the Kyoto Protocol GHG emissions and the WRI Greenhouse Gas Protocol states that these emissions should be reported as “optional emissions” outside of Scope 1 reporting. It is therefore noted that the Scope 1 emissions reported herein include current and historical HCFC and HFO emissions back to the base year instead of being reported separately as “optional emissions” under WRI requirements. In addition, SCS found that Scope 3 has omissions that would increase the accuracy of the statement. In Scope 3, Category 1, certain types of spend such as input materials, and purchased services have not been quantified. For Scope 3, Category 5 and Category 11 are only applicable to the Doors division and do not include other emissions. In Scope 3, Category 12 emissions from inert materials have not been quantified. In addition, a more formalized approach to de minimis calculations for Scope 3 decreases risk for omissions identified during the verification process. These omissions were determined to not be material the overall Scope 3 emissions.

Throughout the verification, several findings were issued related to transcription errors from manual processes. These issues were corrected and are not viewed to be material to the verification; however, the inventory could benefit from automation and digitization efforts to prevent data from being improperly manually transcribed.

Independence, Impartiality and Competence

SCS Global Services complies with independence, impartiality, quality control, and competency requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior. SCS Global Services assurance team has the relevant professional and technical competencies and experience to conduct an assurance to the AA1000 Assurance standard. The assessment team qualifications are available upon request.

SCS Global Services maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

SCS Global Services is an independent and internationally accredited conformance assessment body. SCS Global Services conducts a limited number of independent assessments and product certifications for Owens Corning annually which do not compromise our independence or impartiality.
In conducting our engagement, SCS Global Services confirms the company satisfies the criteria for assurance providers as set out in the AA1000 Assurance Standard v3 (2020) to carry out the assurance engagement.

Declaration



Christie Pollet-Young
Vice President – Climate
SCS Global Services
Emeryville, California
May 11, 2026

SCSglobal SERVICES
Setting the standard for sustainability

AA1000
Licensed Assurance Provider
000-246

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