



# Owens Corning Creating Competitive Advantage Through Sustainability

**Frank O'Brien-Bernini**  
Chief Sustainability Officer, Owens Corning



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THE COMPOSITES EXHIBITION AND CONVENTION



# Owens Corning...at a Glance



- Founded in 1938, an industry leader in glass fiber insulation, roofing, asphalt and glass fiber reinforcements
- LTM\* 2010 sales: \$5 billion
- 16,000 employees in 28 countries
- FORTUNE 500 company for 56 consecutive years
- Component of the Dow Jones Sustainability World Index and Newsweek's Greenest Companies
- NYSE: OC

Leading North American Market Positions	Global Leader
<ul style="list-style-type: none"> <li>• Residential Insulation</li> <li>• Commercial &amp; Industrial Insulation</li> <li>• Residential Shingles</li> <li>• Roofing Asphalts</li> </ul>	<ul style="list-style-type: none"> <li>• Composites</li> </ul>



\*As of Q3 2010

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# Sustainability – Macro Trends

- **Strong global macro trends**
  - Energy use & availability
  - Climate change
  - Population / consumption
- **Presenting a massive opportunity in our markets**
  - Soaring interest in energy efficiency...public and private
  - Personal desire to achieve sustainability
  - Green building & renewables demand
- **Winning with green...today!**
  - Pink-is-Green™...our business and communication strategy



**Need: Scalable solutions that address the global challenges**

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pink is green™



# Sustainability – Our Strategy

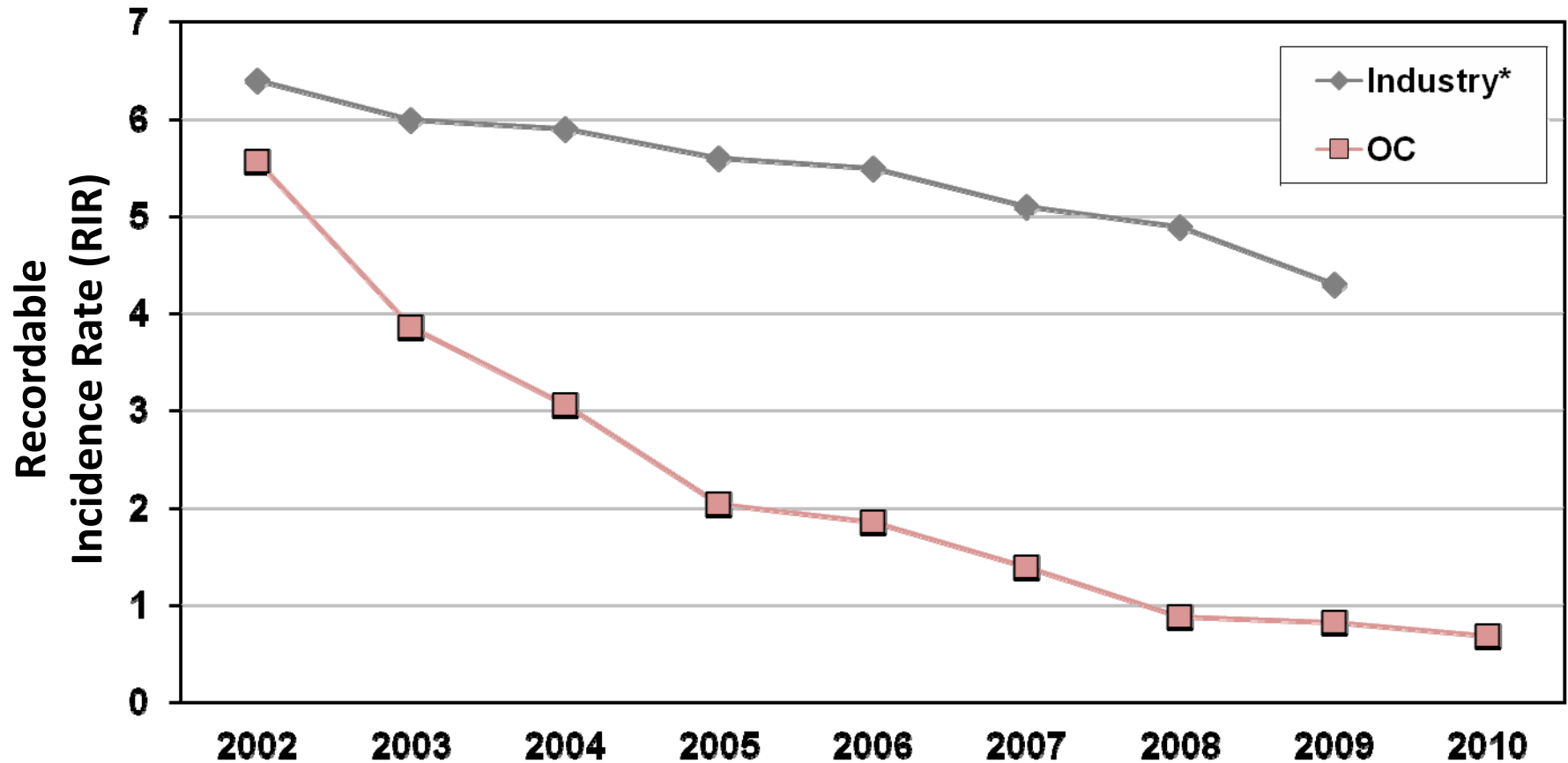
1. Greening our Operations
2. Greening our Products
3. Accelerating energy efficiency and renewables penetration in the built environment



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# It All Starts with Safety



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RIR = Number of employees injured per 200,000 hours worked.  
Injured is defined by OSHA recordability guidelines

*\*Bureau of Labor Statistics - NAICS - Goods Producing*

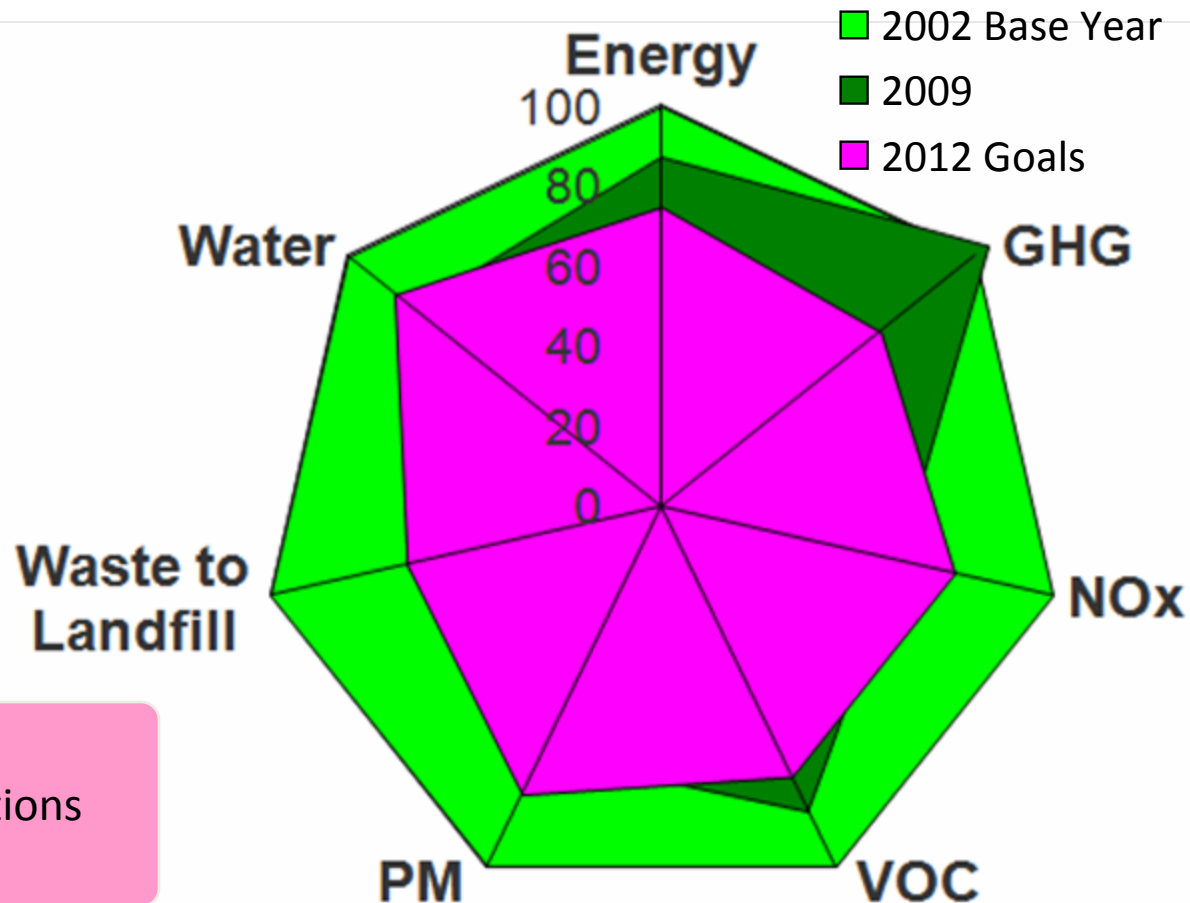


# Greening our Operations

## Global Intensity Goals 2002-2012

Energy	-25%
GHG	-30%
NOx	-25%
VOC	-25%
PM	-20%
Waste	-35%
Water	-15%

1. Engaged employees
2. Capital-light proven solutions
3. Proprietary innovations



Reducing our global environmental footprint



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# Greening our Products

1. Save energy or water
2. Use salvaged, recycled or plant-based content
3. Conserve natural resources through
  - Reducing material usage
  - Exceptional durability or low maintenance
  - Use of rapidly renewable materials
4. Avoid toxic or other emissions
5. Contribute to safe, healthy indoor environment
6. Are reusable or recyclable at end-of-life



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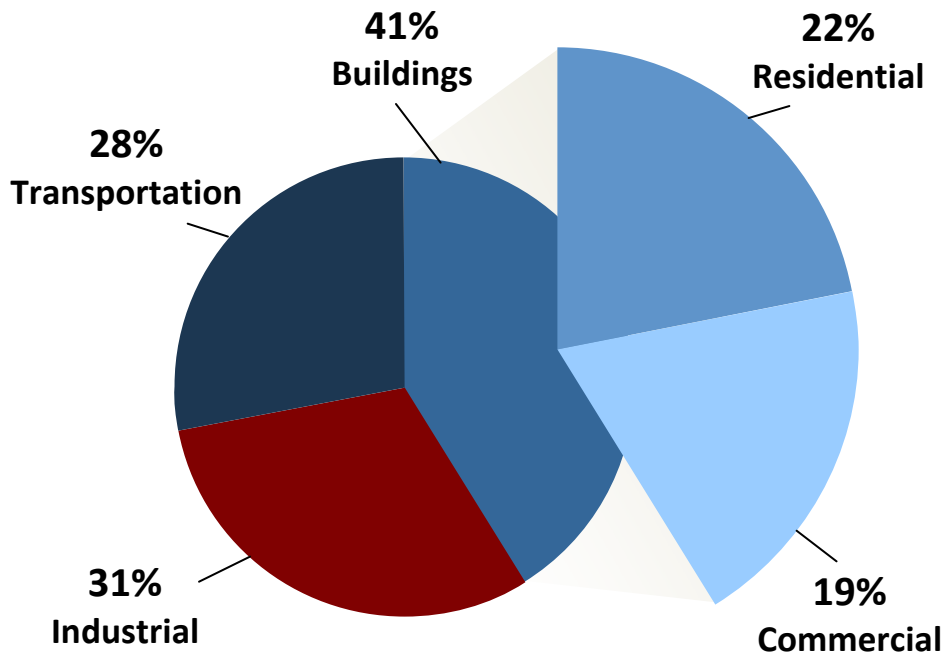


Improving product / application life cycle  
impact

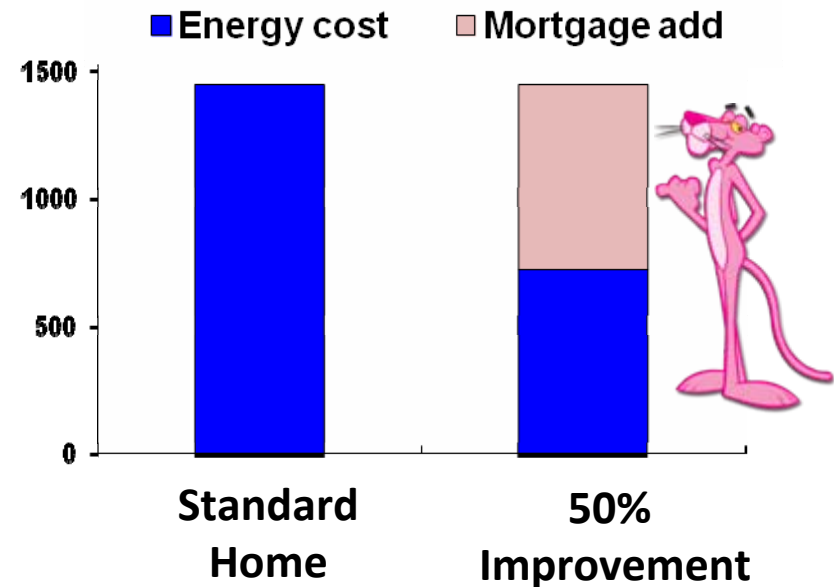


# Accelerating Energy Efficiency and Renewables Penetration in the Built Environment

*Energy consumption by end-use sector*



Heating and Cooling Cost (\$/yr)



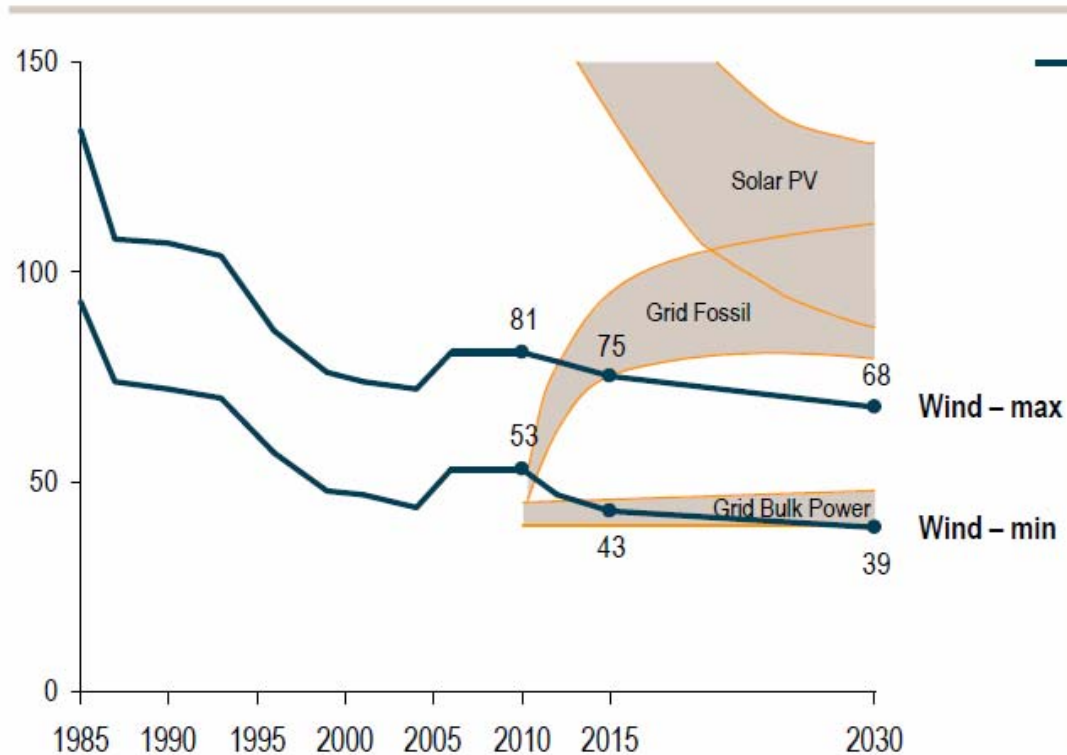
**~\$10,000 available**

Source: U.S. Energy Information Administration  
Annual Energy Review 2008

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# Accelerating Energy Efficiency and Renewables Penetration in the Built Environment

Historic and forecasted energy cost development in Europe 1985-2030 [EUR/MWh]



- The world is seeking low/no carbon energy
- It's all about the base cost, reliability & longevity
- Wind is currently winning
- Composite attributes win (strong/light/durable)
- While incentives continue to support this market, it is real, large, and growing...the innovation game is on to lower cost/MW

Source: EWEA, IEA, RISO, Roland Berger

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# 5 Things We've Learned

1. There are no small voices +/-
2. Use risk processes to yield opportunity
3. Operationalize external communications
4. Outside-in benchmarks are invaluable
5. Aligned partners are awesome

Use the added lens of sustainability to mine new ideas



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# 5 Questions to Ask Yourself

1. What's your sustainability sweet spot?
2. What's your environmental footprint?
3. What's your product / application LCA?
4. What's your “green beauty contest”?
5. What's your plan to:
  - Position / message / leverage your strengths?
  - Improve your weaknesses?

Work LCAs cradle-to-cradle...don't overlook use and end-of-life



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