

Table of Contents



- I. <u>Investment Narrative</u>
- II. <u>Industry Overview</u>
- III. Company Overview
- IV. <u>Investment Thesis</u>
- V. <u>Valuation</u>
- VI. <u>Appendix</u>





Investment Narrative

Owens Corning Inc: Manufacturing Upside Since 1938







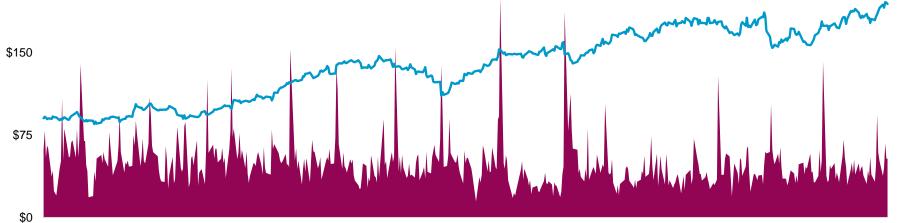
Market Cap	\$16.64B
11/15 Close	\$193.99
Average Volume	707.79K
52 Week Range	\$128.79 – \$193.10
NTM EV/EBITDA	7.89x
EBITDA Margin	23.12%

Recommendation: **LONG** with a **PT of \$271.73**, representing a upside of 40% from 11/15/24 close

Investment Thesis Introduction

- The Street underappreciates OC's acquisition of DOOR, dismissing synergy credibility and becoming distracted by the election and severe weather tailwinds
- Roofs installed during the housing bubble (1997-2006) are rapidly nearing replacement age, sustaining OC's pricing power through CIMG's holding period
- 3. Management consistently returns >50% of free cash flow to shareholders, and recent M&A activity indicates that more effective uses for that capital are on the horizon
- Despite a dominant market position, OC trades at the lowest valuation of all building product companies, representing an entry point for the long-term shareholder





Nov-22 Nov-23 Nov-24



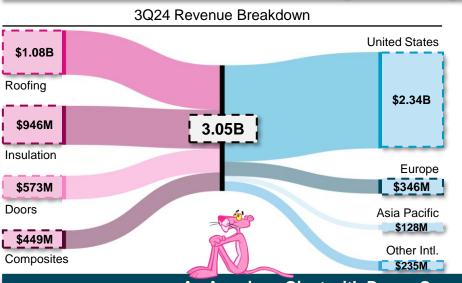


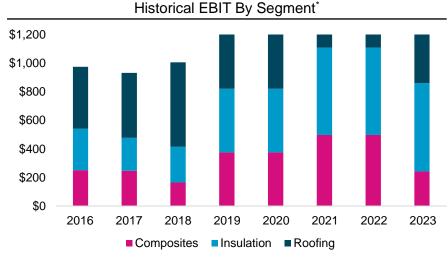
Company Overview

Market Leader in Four Unique Segments

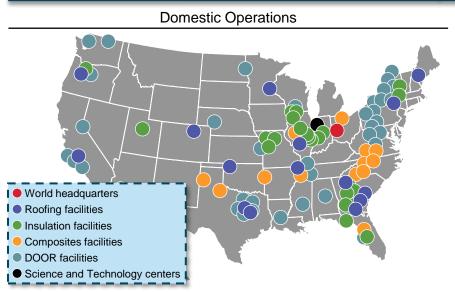


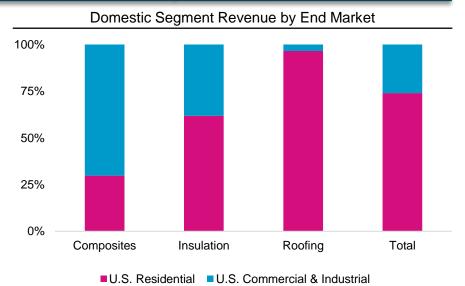






An American Giant with Dense Operations In Hurricane-Exposed States





JELD OC

8 Largest Private Comps







\$200

1Q15

1Q17

1Q19

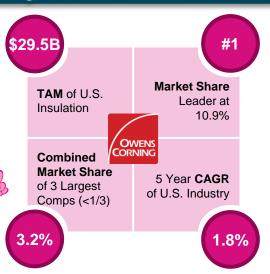
1Q21

1Q23

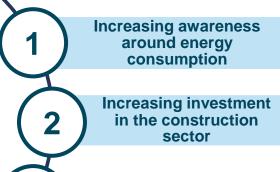
Segment Overview: Insulated from Competition



Largest Global Insulation Producer



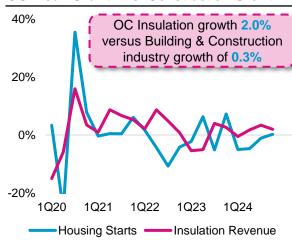
Insulation Market Drivers





OC Insul. Outgrows The Industry





Glass Reinforcements Business

Sale

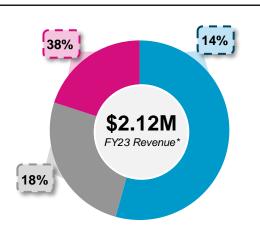
Date

Time

(days)

Key Markets for Composites

FY23 Revenue Breakdown for End Markets



■Building & Construction ■ Renewable Energy ■ Infrastructure

Composites Market Drivers

Emphasis on high value applications & key geographies	

Significant price gains on high industrial capacity utilization

Focused on key growth accounts and valuable customer partnerships

(1)

Division

Name

Glass

Glass

03/14/24 ??? 246 Reinforce DUCS 10/29/21 07/01/22 245 **Business** Masonry 03/02/11 07/01/11 121 **Products** NA Siding 02/21/07 07/17/07 146 Solutions Specialty 02/15/96 09/21/96 219

Review

Date

(3)

Average 183 Day Difference





Industry Overview

Roofing and Insulation Deserve Your Hard-Earned Capital



Roofing Market has High Barriers to Entry

There is very **little new capacity** and **new players** in roofing"

— Former Executive, OC⁽¹⁾

Supply chain issues have given the major players dominate pricing power

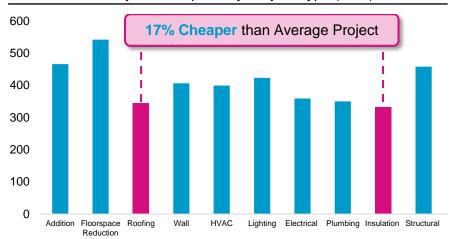
Asphalt inputs cost Have risen 41% since 2020

Costly plants and long ramp up times prevent popup entrants

Major Insurers are leaving FL, TX, and CA, mandating flexible maintenance plans

OC Supports the Least Energy Intensive Projects

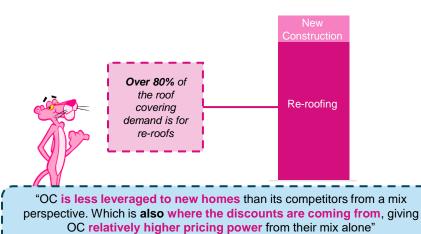
Electricity Consumption By Project Type (kWh)(2)



OC's Roofing Business Removed from Housing Risk

Roofing Revenue by End Market

Former Director Global Sourcing/Supply Chain



OC PINK™ Represents the Industry-Standard(1)



"You look at insulation, it's Pink Panther or it's all these other guys from a product standpoint"

- Tegus Expert

"Where there's high performance where you need either strong brand and stuff to stand behind the product quality, the performance, if there's a warranty issue or whatever, then people are much more likely go to Owens Corning versus others"



- Former Executive at OC



"The Pink Panther or the Pink brand, it's such a distinctive brand that it helps the pull-through now, it's almost impossible to figure out, hey, 3% of my sales were incremental because I had the Pink Panther."

- Former VP of Marketing and Strategy, Insulation at OC

OC is an Outlier With a Flexible Balance Sheet



OC Looks Cheap Relative to Peers

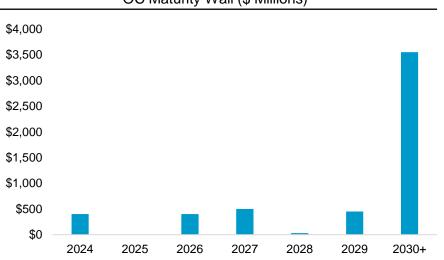
(in millions of \$)

	Equity Value	Book EV	Market EV	x23A Rev	xLTM Rev	x24E Rev	x25E Rev	x23A EBITDA	XLTM EBITDA	x24E EBITDA	x25E EBITDA	x23A P/E	xLTM P/E	x24E P/E	x25E P/E	Book LR	Mkt LR
ОС	16,643	21,699	21,465	2.2x	2.1x	2.0x	1.8x	10.0x	8.9x	8.0x	7.6x	13.9x	16.1x	12.2x	11.7x	2.3x	2.2x
AWI	7,329	7,846	7,846	6.1x	5.6x	5.5x	5.1x	23.1x	20.9x	16.1x	14.9x	32.7x	29.4x	27.0x	24.8x	1.6x	1.6x
JELD	862	1,875	1,858	0.4x	0.5x	0.5x	0.5x	6.1x	10.0x	6.8x	5.9x	13.8x	n.m.	11.9x	8.8x	6.6x	6.5x
MAS	16,978	19,284	18,927	2.4x	2.4x	2.4x	2.4x	12.5x	12.7x	12.5x	11.9x	18.7x	20.4x	19.0x	17.9x	2.0x	1.7x
MHK	8,858	10,504	10,473	0.9x	1.0x	1.0x	0.9x	7.3x	6.8x	7.4x	6.8x	n.m.	15.7x	14.5x	12.8x	1.3x	1.3x
SHW	97,007	106,909	106,909	4.6x	4.6x	4.6x	4.4x	25.2x	24.3x	23.7x	21.6x	40.6x	37.9x	33.8x	30.4x	2.3x	2.3x
TREX	7,314	7,372	7,372	6.7x	6.2x	6.4x	6.0x	22.6x	19.8x	21.0x	19.3x	35.6x	30.7x	33.0x	30.9x	0.2x	0.2x
BLDR	20,297	23,711	23,564	1.4x	1.4x	1.4x	1.4x	8.6x	10.0x	10.2x	10.1x	13.2x	16.4x	14.8x	14.9x	1.6x	1.5x
FBIN	9,215	11,675	11,675	2.5x	2.5x	2.5x	2.4x	13.4x	12.0x	12.0x	11.4x	22.8x	20.6x	17.6x	16.3x	2.9x	2.9x
WHR	6,192	7,217	7,217	0.4x	0.4x	0.4x	0.4x	4.9x	6.2x	5.6x	4.8x	12.9x	11.1x	9.3x	9.7x	1.8x	1.8x

Average	2.8x	2.7x	2.7x	2.5x	13.4x	13.1x	12.3x	11.4x	22.7x	22.0x	19.3x	17.8x	2.3x	2.2x
Median	2.8x	2.7x	2.7x	2.5x	13.4x	13.1x	12.3x	11.4x	22.7x	22.0x	19.3x	17.8x	2.3x	2.2x

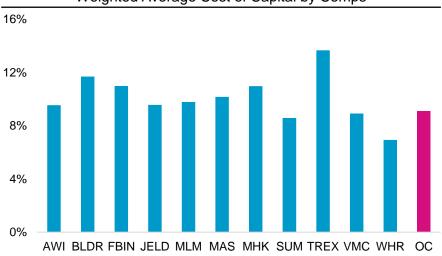
Flexibility with Refinancings

OC Maturity Wall (\$ Millions)*



OC Can Raise New Capital Cheaper than Peers

Weighted Average Cost of Capital by Comps







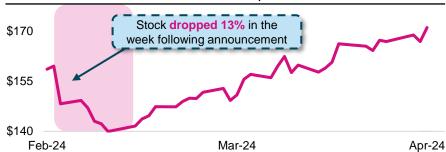
Investment Thesis

Street Underappreciates DOOR Acquisition



Acquisition was Dumb Until it Wasn't

OC Share Price Since DOOR Acquisition Announcement



"The strategic rationale behind the deal is **not immediately clear**...and investors are likely to **question the capital allocation** decision" – Matthew Bouley (2/12/24)⁽¹⁾ **Downgrade** to Equal Weight and **Lower PT by 9%**

Election and Storm Tailwinds Masked DOOR Doubts

Indexed Performance of OC Shares Relative to SPY and ITB



Since Hurricane Helene, OC has outperformed the SPY and ITB by 2% and 5%, respectively

Why OC is the Perfect Owner for DOOR

Owens Corning

\$50 Billion TAM

Masonite International

\$27 Billion TAM

One of the strongest brands with America doors and door systems with and contractors

Market leader in North America doors and door systems with vertical integration

A MARKET LEADER in Residential Materials

A \$77 Billion TAM plus an operator with best in-class brands, shared customer & channel knowledge, and sustainable synergies across a complimentary suite of residential products

Breakdown of Achievable Run-Rate Synergies

Sourcing and Supply Chain

~\$125mm

SG&A

Expect to realize majority of synergies in year 2 post-close

"We have captured early wins through sourcing synergies, including price harmonization for general equipment and maintenance parts, lateralizing volume discounts with shared suppliers and leveraging the strength of our network to improve transportation costs"

-Management; Q2 2024

Unprecedented Future Roofing Demand Solidifies Pricing Power

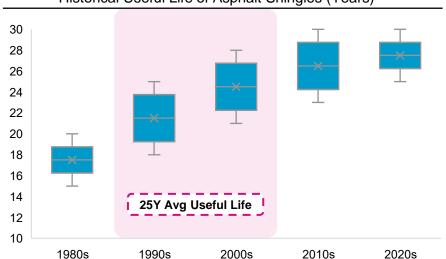




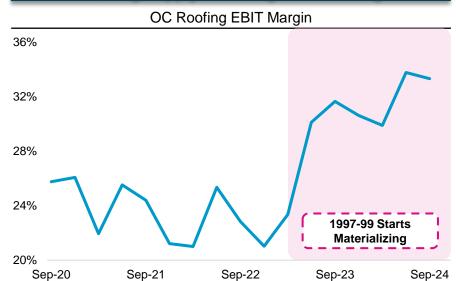


... That Are All Beginning to Need New Roofs...

Historical Useful Life of Asphalt Shingles (Years)(2)

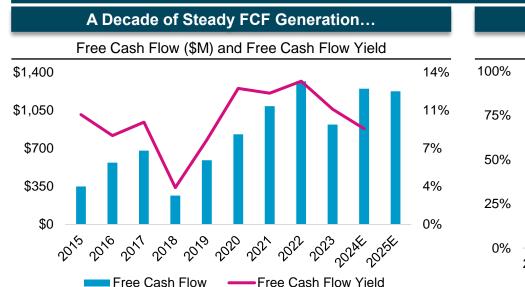


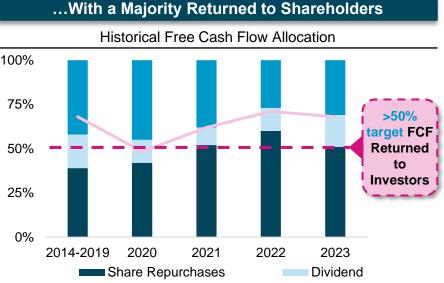
...Constraining Supply Resulting in OC Pricing Power



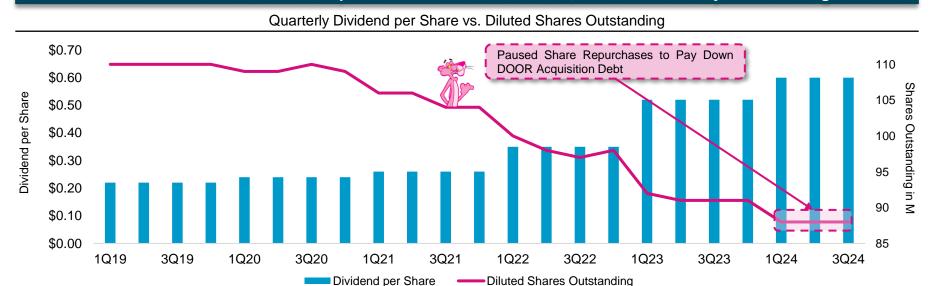
IIIII

Getting Paid to Wait: More Efficient Uses of Cash Ahead...





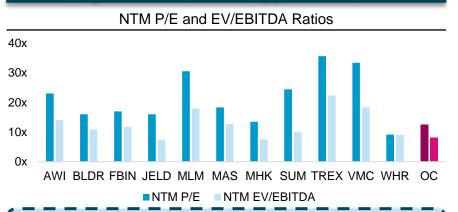
Recent M&A Indicates More Effective Capital Allocation on the Horizon, with Resumed Buybacks Serving as a Call



How is this thing so cheap?



Largest Market Share = Biggest Discount?



"You got to be asking, why is the valuation so low, it is literally the lowest valuation of all the building products companies."

— Former Executive at OC⁽¹⁾

Sell-Side Credits Elevated Storms for Elevated Margins

-What Street Thinks-

"Recent storm activity has **artificially increased pricing** power, with **no structural change**"

- Michael Rehaut, J.P. Morgan⁽²⁾

"OC will face **substantial margin contraction** if lack of storms materializes a softer pricing market"

- Rafe Jadrosich, Bank of America⁽³⁾

What We Think

OC pricing power will be sustained in our holding period due to structurally higher demand from the housing boom

Consensus Mismodeling of the Sum of the Parts

Bank of America Implied Non-Roofing Segments Valuation(3)

Bank of America Implied Valuation (NTM)									
Current EV	22,258.2								
Roofing % of EV	80%								
Roofing EV	17,806.6								
Consensus Roofing EBITDA	1,398.1								
Implied Roofing Multiple	12.74x								
Consensus Rest of Business EBITDA	1,523.3								
Implied RoB NTM Multiple	2.92x								

InE SOTP Valuation

<u>2 00 11 va</u> .	dation
Roofing	
NTM EBITDA	1,473
Target Multiple	13.05>
Composites	
NTM EBITDA	369
Target Multiple	6.00x
Insulation	
NTM EBITDA	942
Target Multiple	7.00>
Doors	
NTM EBITDA	437
Target Multiple	6.76
Implied Enterprise Value	28,170
Less: Debt	5,465
Plus: Cash	499
Implied Equity Value	23,204
Diluted Shares Outstanding	88
Implied Share Price	\$ 264.13
Upside / (Downside)	36%



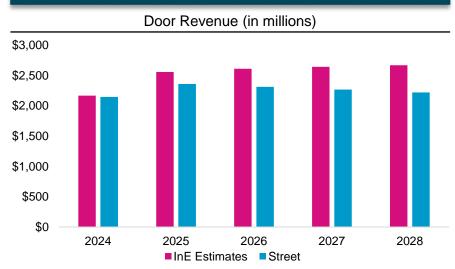


Valuation

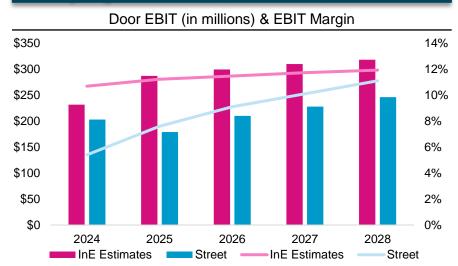
Thesis in Model



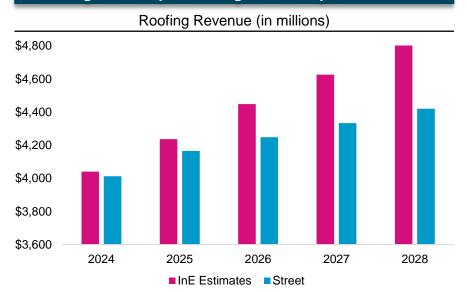
Door Revenue Increases with Pref. Contractor Network



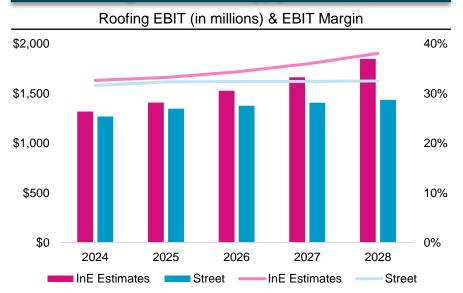
Synergies Materialize Earlier than Consensus



Roofing Rev Outperforming as R&R Spend Increases



Pricing Power from Supply Constraints



DCF Cover



3-Statement Cover

SOTP	
Roofing	
NTM EBITDA	1,473
Target Multiple	13.05
Composites	
NTM EBITDA	369
Target Multiple	6.00
Insulation	
NTM EBITDA	942
Target Multiple	7.00
Doors	
NTM EBITDA	437
Target Multiple	6.76
Implied Enterprise Value	28,170
Less: Debt	5,465
Plus: Cash	499
Implied Equity Value	23,204
Diluted Shares Outstanding	88
Implied Share Price	\$ 264.13
Upside / (Downside)	369

Blended Valuation	
Implied Share Price - LTGR	\$ 277.82
Weight	50%
Weighted Value	\$ 138.91
Implied Share Price - SOTP	\$ 265.64
Weight	50%
Weighted Value	\$ 132.82
Implied Average Share Price - InE	\$ 271.73
Upside / (Downside)	40%

Long Term Growth Rate Met	hod	
Terminal Value		
PV of Terminal Value		13,908
PV of Free Cash Flow		15,464
Implied Enterprise Value		29,373
Less: Debt		5,465
Plus: Cash		499
Implied Equity Value		24,407
Diluted Shares Outstanding		88
Implied Share Price	\$	277.82
Upside / (Downside)		43%
Implied NTM EBITDA Multiple		9.07x



SOTP Multiple Justification

Roofing

13.05x Implied BofA Valuation of Roofing Segment

Composites Pioni Industrias

7x-10x Biani Industries acquires 3B-Fiberglass
Plastpro 2000 Inc. acquires Mohawk Fine Papers

Insulation

6x-12x IBP acquires Wholesale Insulation Supply, Inc.
TopBuild acquires Specialty Products & Insulation

Doors

6.76x Current JELD-WEN NTM EV/EBITDA

Model Assumptions

Assumptions	Assumptions									
Model Date	1	1/17/2024								
Today's Date	1	1/17/2024								
Discount Rate		10.0%								
Long Term Growth Rate		2.0%								
Terminal Multiple		8.00x								
Diluted Shares Outstanding		87.9								
Current Share Price	\$	193.99								
Cash		499								
Restricted Cash		-								
Debt		5,465								
Tax Rate		25%								





Appendix

Appendix Table of Contents



Main Deck

- I. <u>Title Slide</u>
- II. Table of Contents
- **III.** Investment Narrative
- IV. Company Overview
- V. <u>Industry Overview</u>
- VI. Thesis 1: DOOR
 Acquisition
- VII. Thesis 2: HOUST Timing
- VIII. Thesis 3: Effective
 Cash Returns
- IX. Thesis 4: Why now?
- X. Thesis in the Model
- XI. Valuation

Appendix

- I. Management
- II. Geographic Overview
- **III.** Masonite Acquisition

Model Appendix

- I. DCF
- II. Variance

Management



Wouldn't be an InE Pitch without the Classic Management Slide

Delivering Strong Results with New Leadership Team



Brian Chambers Chair & CEO



Gina Beredo EVP, General Counsel, Corporate Secretary



Todd FisterExecutive Vice President, CFO



Jose Mendez-Andino EVP, Chief Research, Development Officer



Frank O'Brien-Bernini SVP, Chief Sustainability Officer



Chris Ball President, Doors



Paula Russell
Chief Human Resources Officer



Marcio Sandri President, Composites



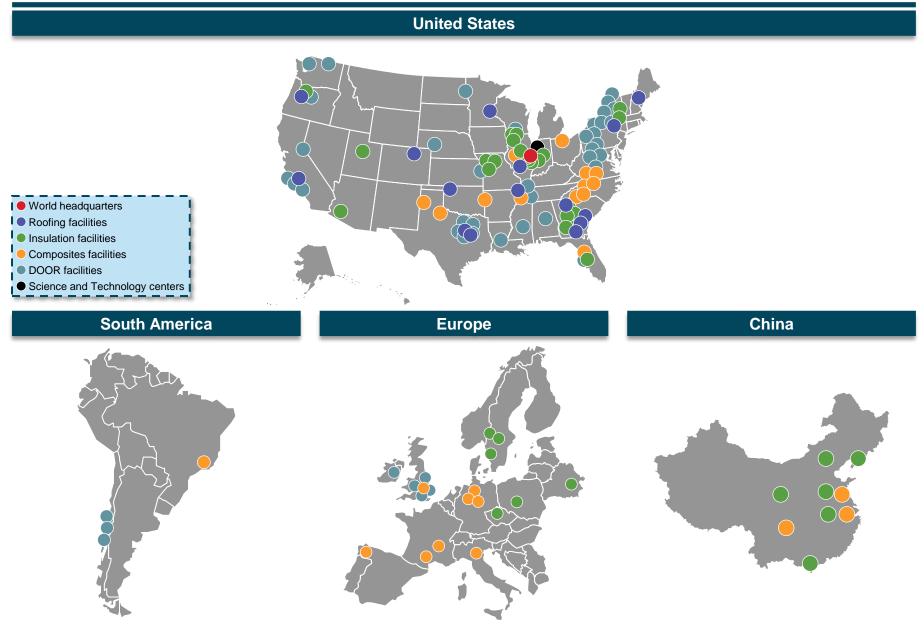
Gunner Smith President, Roofing



Nicolas Del Monaco President, Insulation

Geographic Summary





Source: Company Filings.

Masonite Acquisition



Transaction Details

Purchase price: \$133/share

Implied EV: \$3.9B

Implied multiple: ~8.6x FY23 EBITDA

Synergized multiple: ~6.8x including \$125M cost synergies

Pro forma revenue: \$12.5B

Adj. EBITDA of \$2.9B (23% adj. EBITDA margins)

Transaction announced: 2/9/2024
Transaction closed: 5/15/2024

Debt: \$3B (financed by Morgan Stanley)

Cash: **\$900M**

Strategic Rationale

1

Expands OC's leadership position in branded residential building products

2

Creates scalable new growth platform leveraging combined commercial and operational capabilities

3

Enhances OC's already attractive financial profile





Model Appendix

Cover Sheet



in millions USD																	
Calendar ended	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec	31-Dec
Fiscal Year Ended	2019	2020	2021	2022	2023	2024	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Fiscal Year Efficed	FY19 A	FY20 A	FY21 A	FY22 A	FY23 A	1Q24-3Q24 A	4Q24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Revenue	9,303	9,400	11,120	12,597	12,870	8,135	3,219	12,821	13,101	13,424	13,782	14,122	14,437	14,708	14,978	15,221	15,411
Operating Expenses	6,373	7,193	7,060	8,047	7,941	6,766	2,701	10,390	10,528	10,688	10,825	10,880	10,877	10,813	11,368	11,696	11,915
EBIT	2,896	2,221	4,070	4,559	4,784	1,370	517	2,432	2,573	2,736	2,957	3,242	3,559	3,896	3,609	3,525	3,497
Taxes	186	129	319	373	401	318	129	608	643	684	739	811	890	974	902	881	874
NOPAT	2,710	2,092	3,751	4,186	4,383	1,052	388	1,824	1,930	2,052	2,218	2,432	2,670	2,922	2,707	2,644	2,623
(+) D&A	457	493	502	531	609	483	215	834	966	1,073	1,101	1,042	977	905	921	936	948
(-) Capex	(447)	(307)	(416)	(446)	(526)		(181)	(677)	(786)	(873)	(896)	(847)	(794)	(735)	(749)	(761)	(771)
(-) Change in NWC		-	846	(24)	(19)	114	(670)	(552)	(46)	(56)	(50)	652	258	280	(81)	(53)	(37)
UFCF							(248)	1,429	2,064	2,195	2,373	3,279	3,110	3,371	2,798	2,766	2,763
Discounted UFCF							(245)	1,331	1,747	1,689	1,660	2,085	1,798	1,771	1,337	1,201	1,091
Discount Period							0.125	0.75	1.75	2.75	3.75	4.75	5.75	6.75	7.75	8.75	9.75
EBITDA	3,353	2,714	4,572	5,090	5,393	1,853	732	3,266	3,539	3,808	4,058	4,284	4,536	4,800	4,531	4,461	4,445
EBITDA Margin	36.0%	28.9%	41.1%	40.4%	41.9%	22.8%	22.7%	25.5%	27.0%	28.4%	29.4%	30.3%	31.4%	32.6%	30.2%	29.3%	28.8%
EBITDA Margin Y/Y Change (BPS)		(716.70)	1,224.18	(70.97)	149.73	(1,912.42)	(3.22)	272.59	154.52	135.17	107.86	89.01	108.26	121.50	(238.69)	(93.98)	(46.84)

Variance from Street



in millions USD

Calendar Ended	31-Mar	30-Jun	30-Sep	31-Dec	31-Mar	30-Jun	30-Sep	31-Dec	31-Dec
		202	24			2026			
Fiscal Year Ended	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25	FY26
	A	А	А	E	E	E	E	Е	I
Revenue									
Model	2,300	2,789	3,046	3,219	3,073	3,316	3,164	3,268	13,101
Street	2,300	2,789	3,046	2,856	3,015	3,087	3,105	2,796	12,204
Variance			,	13%	2%	7%	2%	17%	79
EBIT									
Model	403	458	509	517	582	674	629	547	2,573
Street	403	458	509	405	492	632	584	444	2,245
Variance				28%	18%	7%	8%	23%	159
EBITDA									
Model	534	625	694	732	785	883	839	759	3,539
Street	534	625	694	596	685	825	776	635	3,014
Variance				23%	15%	7%	8%	20%	179
Net Income									
Model	299	285	321	325	392	459	426	367	1,903
Street	299	285	321	254	344	449	412	307	1,581
Variance				28%	14%	2%	3%	19%	209