

Required Profile of Applicant

1. Company, Plant/Factory Profile

The story of Owens Corning began in the 1930s when a failed experiment with glass building blocks produced a surprising result – it revealed a way to make glass fibers in commercial quantities. That discovery launched more than a new product. It set in motion a remarkable series of events that included the birth of Owens Corning and the spawning of new industries related to the production of fiber glass materials.

From its inception in 1938, Owens Corning has leveraged the power of innovation to achieve its mission of delivering solutions, transforming markets and enhancing lives. And for nearly 86 years, Owens Corning has led virtually every major technological advance in glass fiber technology.

Through the years, Owens Corning innovations have ranged from military applications during World War II and the Fiberglas™ - reinforced 1954 Chevrolet Corvette to the manufacture of materials for Apollo space suits, insulation of the Trans-Alaska pipeline and the Fiberglas™ roof of the Haj Terminal in Saudi Arabia, to name but a few. This spirit of innovation continues today with revolutionary solutions such as Owens Corning's high-performance EcoTouch™ insulation, introduced in 2011.

Owens Corning Tlaxcala started in 2004. Its primary activity is Manufacturing Roving (Continuous fiber multi-end roving), DUCS (Chopped strand, dry use) and CSM (Chopped strand mat and continuous filament mat) and exports all over the world.

OC Tlaxcala operates 24/7 with a total of 770 employees.

The current achievements and recognitions of the Plant are:

- IATF 16949:2016
- ISO 14001: 2015
- ISO 45001:2015
- More than 423 days without accidents.
- TPM: Award for Excellence in Special TPM Commitment 2022
- Volunteer of the Year OC Corporation 2022
- Red Cross International 2023 Solidarity Company
- Human Rights State Commission Award as Committed Company 2023
- Safety Award; Pedestrian Care OC Corporation 2023
- International Wellness Award, awarded by OC Corporation 2024
- Best Work Environment Company awarded by Tlaxcala State Government 2024

Every new admission, employee, visitor, and contractor must fulfill local safety requirements such as:

- The use of safety protection equipment (safety shoes, earplugs, lenses, and helmet) and cotton made clothes (long sleeves are required inside the production process)

The community involvement is a long –standing corporate objective, and OC Tlaxcala together with United Way and the Red Cross develops social development programs and humanitarian activities in vulnerable communities in the state of Tlaxcala, thus being the best company in Work Environment awarded by the Government of the State of Tlaxcala in 2024

2. Milestone on the Journey of Manufacturing Excellence

Owens Corning delivers value products for its shareholders, competitive and innovative solutions to its customers worldwide, with safe and sustainable processes in order to guarantee environmental well-being and safe work, becoming the first choice of our customers due to the excellent quality and performance of our products and services, achieving end-to-end alignment of the organization, delivering growth and improving productivity. Our operating model, products and processes are recognized as the benchmark in the industry, as are other Owens Corning companies.

OC encourages the development of its talent, inclusion, and diversity. These strategic objectives are expected to be achieved through continuous improvement of processes, systems, products, and organization to achieve excellence in processes and world-class levels.

The TPM methodology allows OC to organize efforts, resources, and people in the best way through its pillar structure, with proven results in several sites including OC Tlaxcala, so its implementation is key for the company in general and for our plant as well. The 8 pillars have been launched and AM step 4 is the minimum required for all areas. This has led us to increase the skills of operators with help of PM who have been working together to achieve the objectives and T&D to foster knowledge in our areas.

Being in step 4 to 7 requires other pillars to get involved with tools and analysis to continue growing and improving to deliver the best product on the market to customers.

The QM and QA matrix are implemented in all areas to ensure consistency in the final product. Component analysis has given us more stable processes and operations. In addition to QM, PM has started to analyze deterioration through a time-based maintenance strategy on critical components, this will avoid quality defects in the final product and possible failures. The focus on critical A equipment remains a priority. Our operation has

deployed consistent efforts involving our AM, PM and T&D pillars to deliver excellent process performance, volume and schedule plan compliance and greatly improved equipment availability and reliability. Talent reviews, career plans and training programs have reduced staff turnover and increased employee engagement, being the company with the best turnover rate between all Owens Corning plants.

Several forums and initiatives have been consolidated over the past 2 years increasing trust, leading our employees to live up to our company values, improving communication and consolidating a trusting and winning culture for our plant.

As a result of that journey, the products and capacity of the Tlaxcala plant, maintain a globally competitive position in the market, with committed personnel, safe and healthy facilities for our employees, socially and environmentally responsible and inclusive with our local communities, a culture of continuous improvement, cost reduction, relentless discipline and first choice for the best experience for our customers with our products and services.

3. Benefits Achieved

The Tlaxcala plant has achieved a significant improvement in process safety throughout its TPM trajectory, standing out in the OC compounds market worldwide with one of the best scores of all the division's plants.

In environmental matters, Tlaxcala has achieved full legal compliance with its level of consistency and is promoting tireless efforts to reduce the environmental footprint by achieving ISO 14001, 45001.

Quality has improved enormously, reducing the cost of non-quality, the number of claims and achieving certification as IATF 16949:2016, receiving 3rd and 2nd party audits such as VDA, IATF, ISO, carried out by clients or certification bodies, and the focus has been on identifying and eliminating the root cause and reducing process variation.

In our operation, a historical record of net efficiency, conversion efficiency and linked to it, cost per kilogram produced; The effort is continuously and systematically directed through our FI pillar, coordinating efforts, and prioritizing through our plant loss trees, productivity agenda and aligning ourselves with the achievement of our KMI and KPI. In 2022 we achieved a historical record in EBIT and volume produced.

4. Key of our Manufacturing Excellence

TPM is key in our company to achieve our 3 main objectives, zero accidents, zero defects and zero losses including efficiencies and competitiveness in the market which drives us to meet quality standards, customer specific requirements, optimization of human resources and production cost.

We have learned to identify our failure modes, where does they start and where do we detect them to reduce risks or eliminate them. Our root cause analysis is based on occurrence, system and detection and this is how we could reduce recurrence of the failure mode detected in operations, going deeper into line, equipment and component.

We optimized preventive maintenance through predictive maintenance, we create a roadmap according to the position for all employees in OC and we strongly keep focus on safety and health of all our teams.

We have confirmed that TPM is totally effective to continue generating autonomous and sequential operations. It is the way OC works and how we improve according to main loss trees per area.

Owens Corning has worked with its suppliers and customers to improve their processes and products, helping them implement TPM tools in their facilities. We are benchmark within Owenscorning facilities but also for customers who visited us and are willing to open their doors to maintain our teams engaged and make our partnership stronger.

So, we can then conclude that OC implementing TPM intends to increase availability and efficiency of equipment, maintain it in an optimal service level and therefore increase their life with minimum resources and process control variation.

We strongly believe that all accident, defect, and loss can be avoid, and we continue in the path to achieve that objective.

5. Achievement Record

TPM Award Assessment Achievement Sheet

TPM Award Assessment Achievement Sheet

| | |
|-----------------------|---|
| Company & plant name | OCV México, S. de R.L. de C.V. |
| TPM Slogan/Objectives | Zero accidents, Zero defects, Zero Losses |

▼ Please fill in the range of data you are collecting ▼

| Category | Index | Unit | BM (TPM Started or last time awarded) | Actual Status | Target |
|------------------|--|--|--|---------------|--------|
| Enter the year → | | | FY 2022 | 2024 | 2024 |
| S | Number of work-related accidents requiring days off work | Cases/ year | 0 | 0 | 0 |
| S | Recordable incident rate "RIR" | # incidentes / worker | 0.089 | 0.000 | 0.000 |
| S | Safety index | Accidents per 1,000,000 operator hours | 0 | 0 | 0 |
| Q | Number of customer complaints | Number/year | 11 | 3 | 8 |
| Q | Cost of non Quality | KUSD | 1119.12 | 268.00 | 784.28 |
| Q | IFR | % | 0.84% | 0.31% | 0.84% |
| P | Productivity for main products (Labor efficiency) | Ton/(direct person.direct hour) | 0.61 | 0.29 | 0.21 |
| P | NE% Total plant | % | 77.00% | 86.20% | 85.50% |
| P | Number of breakdowns | Breakdowns/ year | 7290.5 | 5020.4 | 6627.7 |
| P | MTBF Forming | Hour | 81.0 | 250.0 | 120.0 |
| P | MTTR Forming | Hour | 10.0 | 8.5 | 6.0 |
| C | Cost index | Cost/Unit Cost/Kilogram | 1.13 | 1.06 | 1.03 |
| M | Turnover | % | 13.70% | 1.44% | 2.23% |
| D | Schedule Attainment | % | 84% | 96% | 96% |
| D | Delivery performance | % | 85% | 84% | 90% |

6. Contact

Adriana Avila

Manufacturing Operations & TPM Leader

P: +522414188588 | M: +5212411194529

adriana.avila@owenscorning.com

Gustavo Jardim Sírío

Plant Leader - Tlaxcala

P: +52 (241) 418 8672

gustavo.sirio@owenscorning.com