CORNING 175 YEARS

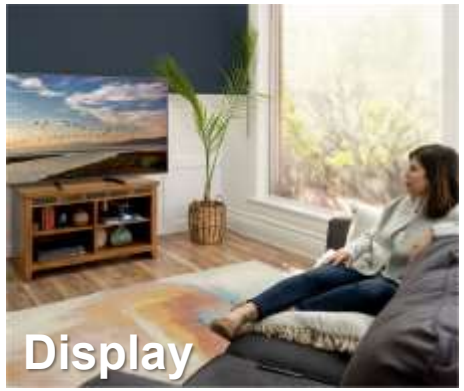
Addressing Real World Challenges in High-Performance Ceramic Materials

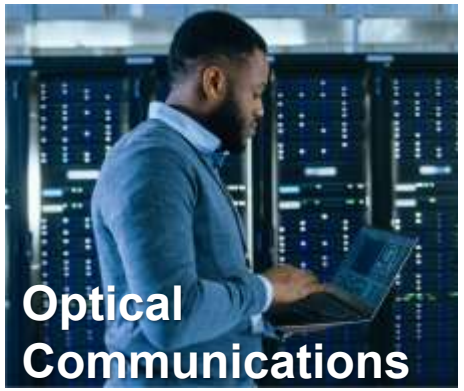
May 6, 2026

Corning's 175-year legacy is built on continuous reinvention and the successful launch of new products

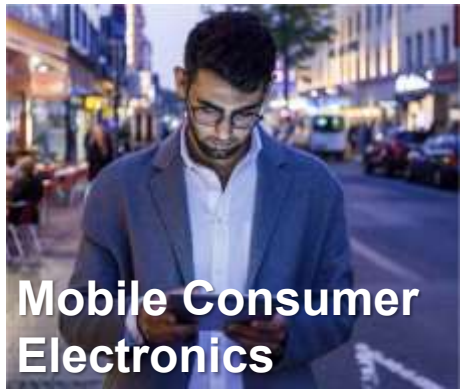
The industries we help shape:













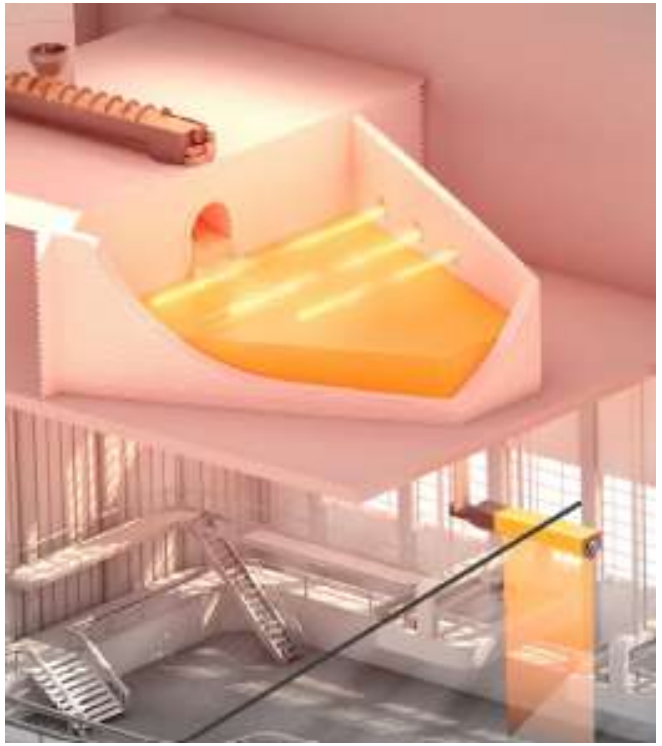
Strong focus on investing in:

- **Capabilities**
  Extremely deep in our chosen areas (glass, ceramics & optical physics)
- **Manufacturing**
  We design unique processes and bespoke equipment
- **Customer relationships**
  Focus on solving critical problems and constantly delivering new solutions

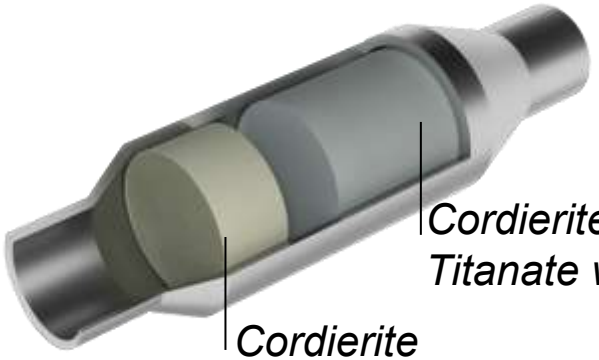
Information Classification: General

We make many ceramic-based products and use ceramics in many of our processes

Ceramics in our processes…



Ceramics in our products…



Cordierite or Aluminum Titanate wall-flow filters

Cordierite flow-through substrates



Ribbon ceramics

SiC Advanced Flow Reactors





Ceramic Shield

Developing, scaling, and commercializing ceramic technology

1.

Existing products
in existing markets

2.

New products
in existing markets

3.

New products
in new markets

Information Classification: General

1. Challenges with existing products in your existing markets

Making a product a few times is relatively easy…

Making a product consistently **millions to hundreds of millions/year**, is the challenge.

Materials and composition

- **Secure supply:** Right material, right specs, right place, right time, from multiple suppliers
- **Manage variation:** Even within spec, materials vary; control it so customers don't suffer
- **Know your levers:** Understand which composition levers matter most

Process

- **Identify process levers:** Figure out how to exercise them effectively
- **Conduct stress test:** Prove the process under realistic high-volume conditions before ramp
- **Build manufacturing rigor:** Execute the basics and consistently deliver results

Problem solving & cost reduction

- **Expect interactions, not single causes:** Issues come from materials, process, equipment, and operating conditions in unique combos
- **Use available tools:** Compositions, characterization, process, equipment, AI/ML, and communicate learning
- **Drive cost down continuously:** Innovate and improve faster than market price declines

2. Challenges with new products in your existing markets

Everything from the previous slide, plus…

Use your experience but adapt

- **Leverage base experience** from existing products. However, process, cost, or specs may no longer be optimal
- **Consider if you should/could adapt things for the new product:** Ask "What/How could/should we do things differently?" It is much easier to change for a new product than for an established one

Manage the ecosystem

- **Use existing relationships** to understand constraints and opportunities
- **Capture synergies** across technology, operations, and commercial
- **Anticipate ecosystem reactions:** Will your new product run counter to the current eco-systems incentives?

Set up the team for success

- **Choose novel leadership:** Perhaps someone capable who "doesn't know they can't succeed"
- **Have the team prioritize the program over their functions:** Team members should optimize for product success, not their function

3. Challenges with new products in new markets

Entering a new market is often the **hardest challenge**. It requires **top-level support without micromanagement.** Set your expectations (and funding) for a **many-year effort**.

Everything from the previous two slides, plus…

Recognize the barriers

- **You start outside the industry:** Limited market knowledge and no incumbent position in the supply chain
- **The status quo resists change:** Customers and partners default to existing solutions
- **Plan for a slower, harder entry** than expected

Build the right leadership & team

- **Leader mindset:** Combine optimism with healthy paranoia
- **Internal effectiveness matters:** Choose someone who can navigate your organization and communicate when “enough is enough”
- **Cover the core functions but act as a team:** Technology, commercial, and manufacturing with strong collaboration (don’t need the dream team to succeed)

Learn fast & adjust as you go

- **Put technical people in front of customers & supply chain:** Build relationships and translate market needs into action for your team
- **Continuously test your assumptions:** Challenge how you will differentiate and sustain advantage

Aids to introducing ceramic material innovations into the marketplace

	Develop	Scale	Commercialize
1. Do what the customer asks, in addition to solving their real problem	☑		
2. Not all attributes are equally weighted & more is not always better (some attributes have thresholds)	☑		
3. You're unlikely to learn what you need to from a single customer – triangulate with multiple customers	☑		☑
4. Remember you are always one of several parallel paths for customers	☑	☑	
5. Don't confuse customer curiosity with interest. Move customers from curiosity →interest →commitment	☑	☑	
6. Understand how your product will be used in the customer's system and demo it in their system	☑	☑	☑
7. Many people will occupy your time & money; find the decision maker	☑	☑	☑
8. Talk to the customer in their own (industry) language, not the language of ceramic science (our jargon)			☑
9. People make decisions (not data), so figure out who to influence and what motivates them			☑
10. Innovation is a team sport, you can't do it alone	☑	☑	☑
11. Innovation takes time (years). Quick hits are very rare in material science	☑	☑	☑
12. Once you are in, incumbency has real power (and provides more insight)	☑		☑
13. Once you have a product in the market, keep innovating (or sell & run away)	☑		☑
14. Getting a product to market takes different skills than running a growing business, so adapt (or hire)			☑

CORNING

175

YEARS