CORNING

Tony Tripeny

Executive Vice President
and Chief Financial Officer

Strategy & Capital Allocation Framework

2016 - 2019

Strategy & Growth Framework

2020 - 2023

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Focus Portfolio and Utilize Financial Strength

- Focus Portfolio: Deliver strong financial performance and capital stewardship
  - Improve ROIC
  - Create new sales and profit streams
  - Seek upside for cash distributions, e.g., potential transactions outside focus areas
- Utilize Financial Strength: Deploy $26-30B in cash through 2019
  - Deliver >$12.5B to shareholders including >10% annual dividend increases
  - Invest ~$10B in our growth and sustained leadership
  - Target Debt/EBITDA ≈ 2x

Fully Delivering on Goals

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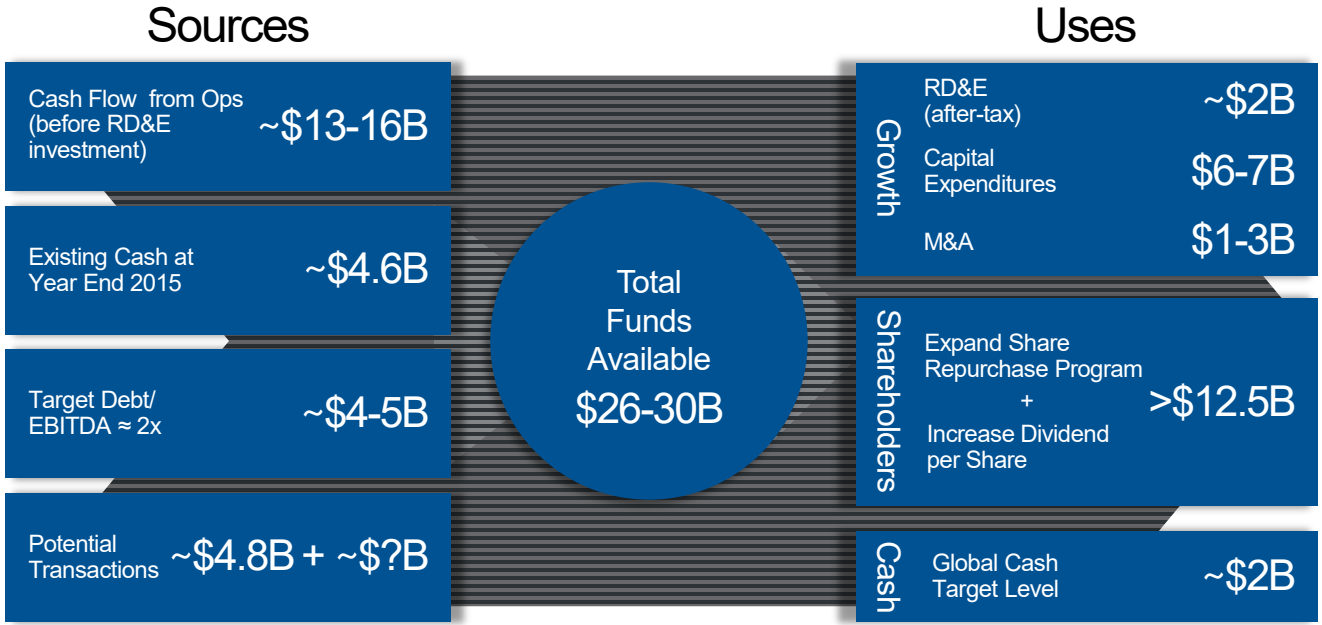
2016-2019 Capital Allocation Model



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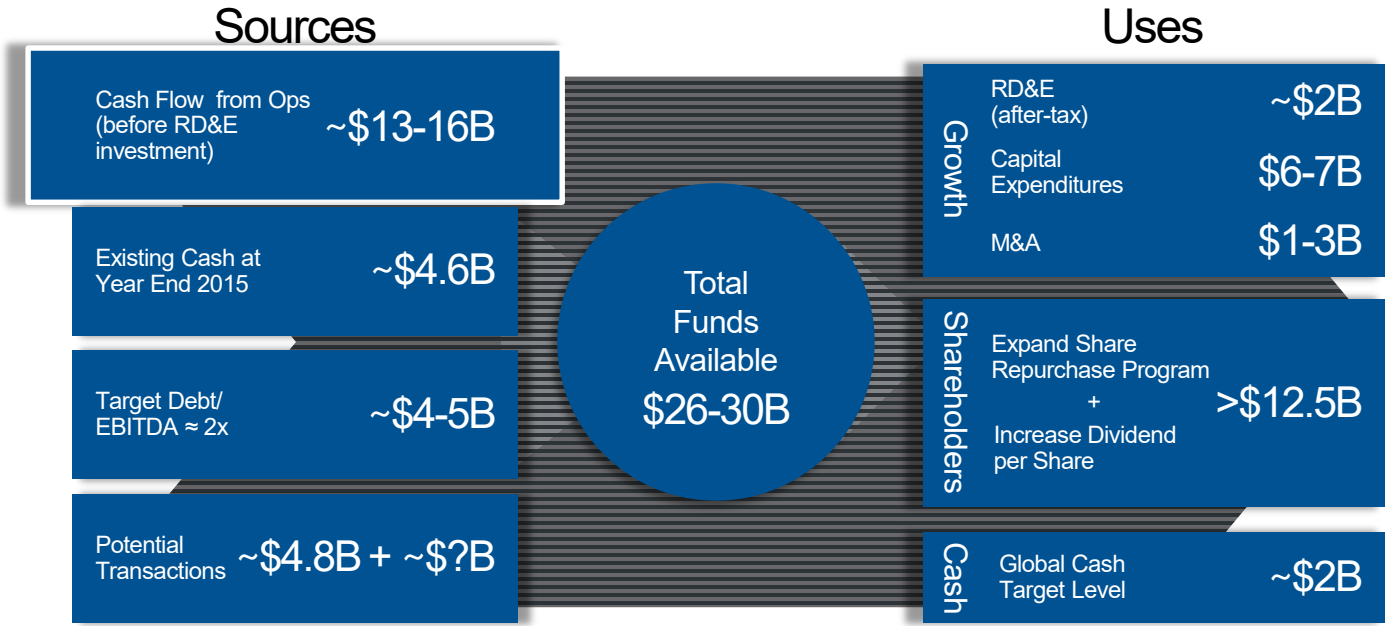

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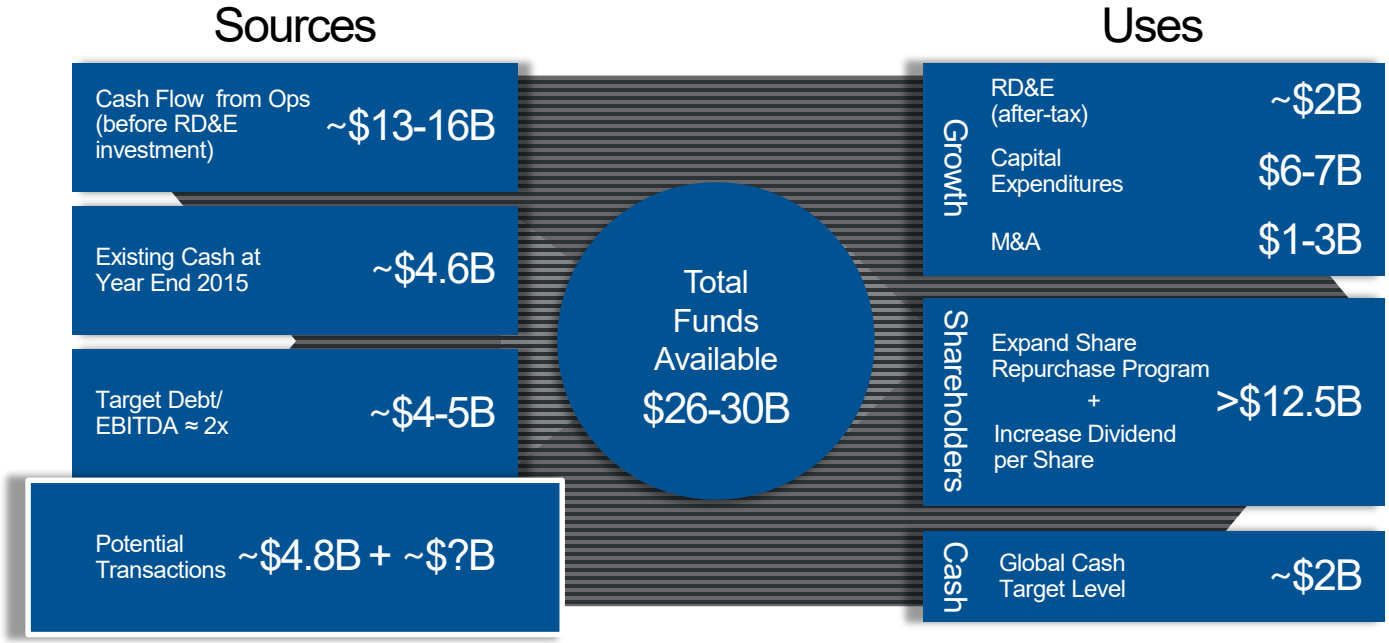

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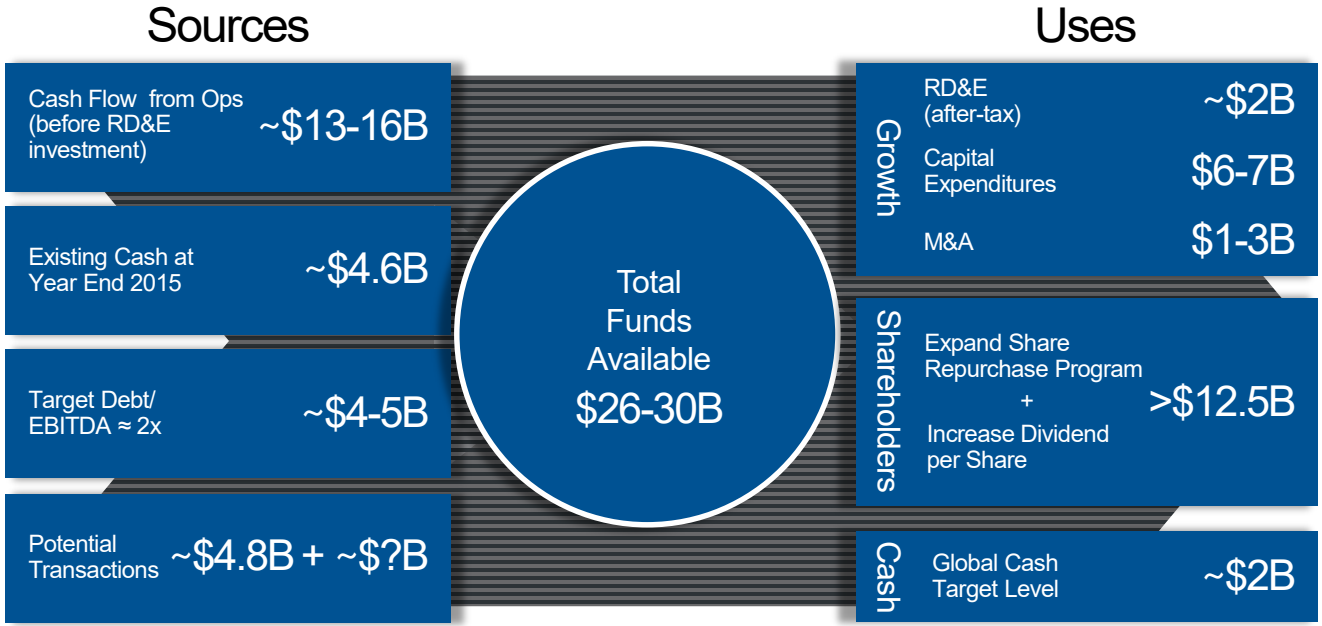

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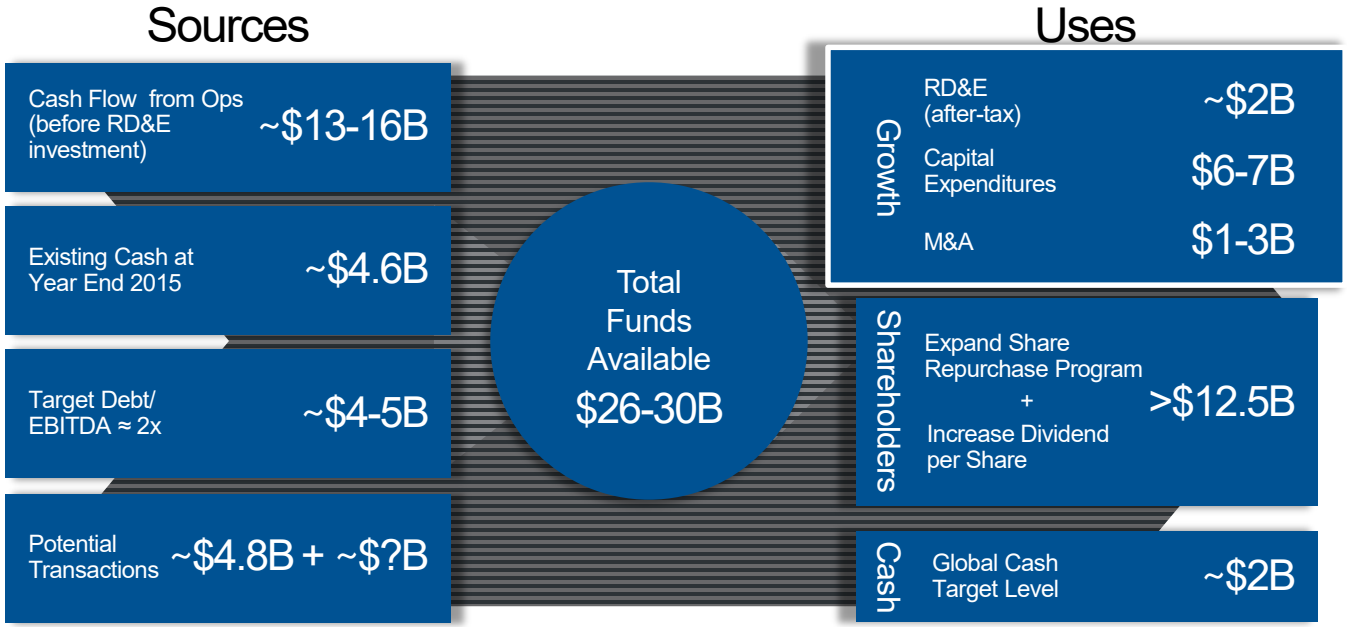

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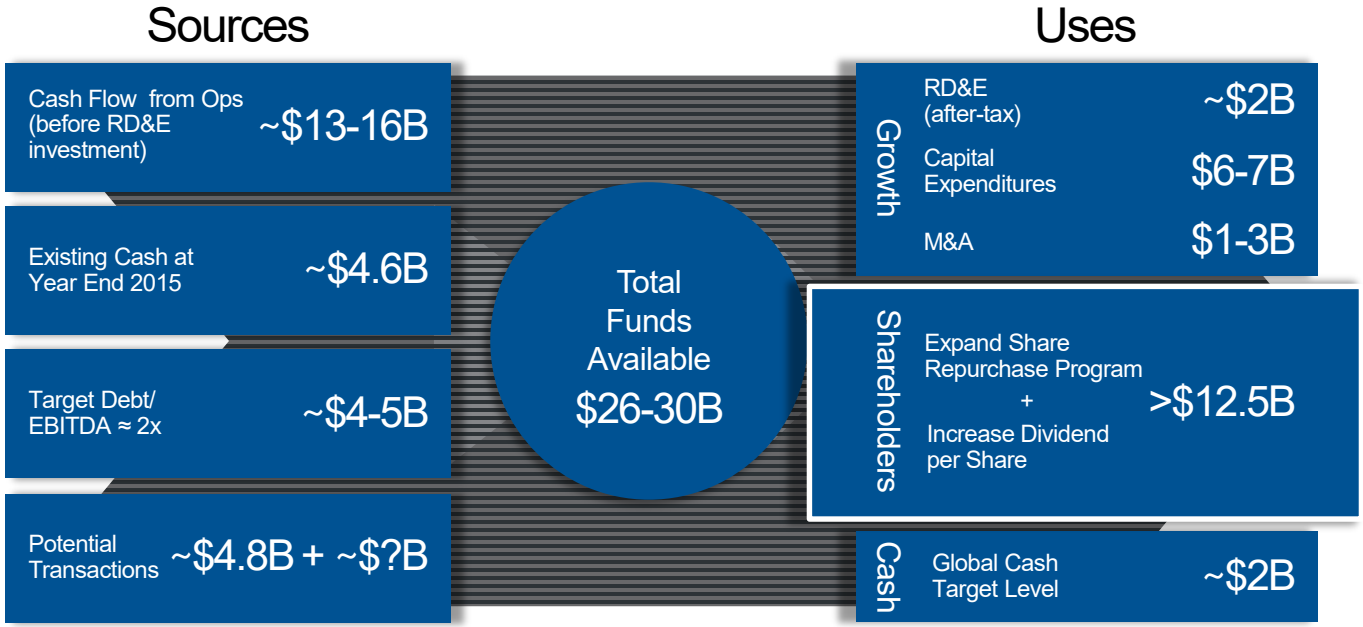

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Returned >$12.5B

>60%
October 2015 Market Cap

67%
Dividend/Share Increase

>37%
Reduction in Shares

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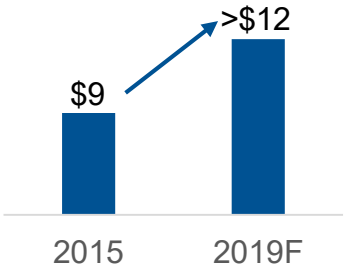
Bigger and Stronger Corning

Sales ($B)



EPS

50%

ROIC

~300 bps

Strong Foundation for Growth

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Strategy & Growth Framework
Leadership Priorities 2020 through 2023

Focus Portfolio and Utilize Financial Strength:

Grow

- Sales CAGR of 6-8%
- EPS CAGR of 12-15%
- Invest $10-12B

Increase Returns

- Increase operating margin and ROIC
- Deliver $8-10B to shareholders, including >10% annual dividend increases

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Strategy & Growth Framework
Leadership Priorities 2020 through 2023

Focus Portfolio and Utilize Financial Strength:



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2020-2023: Market-Access Platform Growth Goals

	Objective	Drivers
Optical Communications	~2X Passive Optical Market Growth	5G and Hyperscale
Automotive	Double Sales by 2023	GPF and Auto Glass Solutions
Mobile Consumer Electronics	Continue on Path to Doubling	More Value per Device
Life Sciences Vessels	>2X Industry Growth and Valor® Glass Franchise Launch	Cell and Gene Therapy; Customer and Regulatory Adoption
Display	Stable Returns	Gen 10.5 and Moderate Price Declines

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Strategy & Growth Framework
Leadership Priorities 2020 through 2023



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Strategy & Growth Framework
Leadership Priorities 2020 through 2023

Focus Portfolio and Utilize Financial Strength:

Operating margin and ROIC 

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Leadership Priorities 2020 through 2023

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Invest $10-12B

Deliver $8-10B to shareholders

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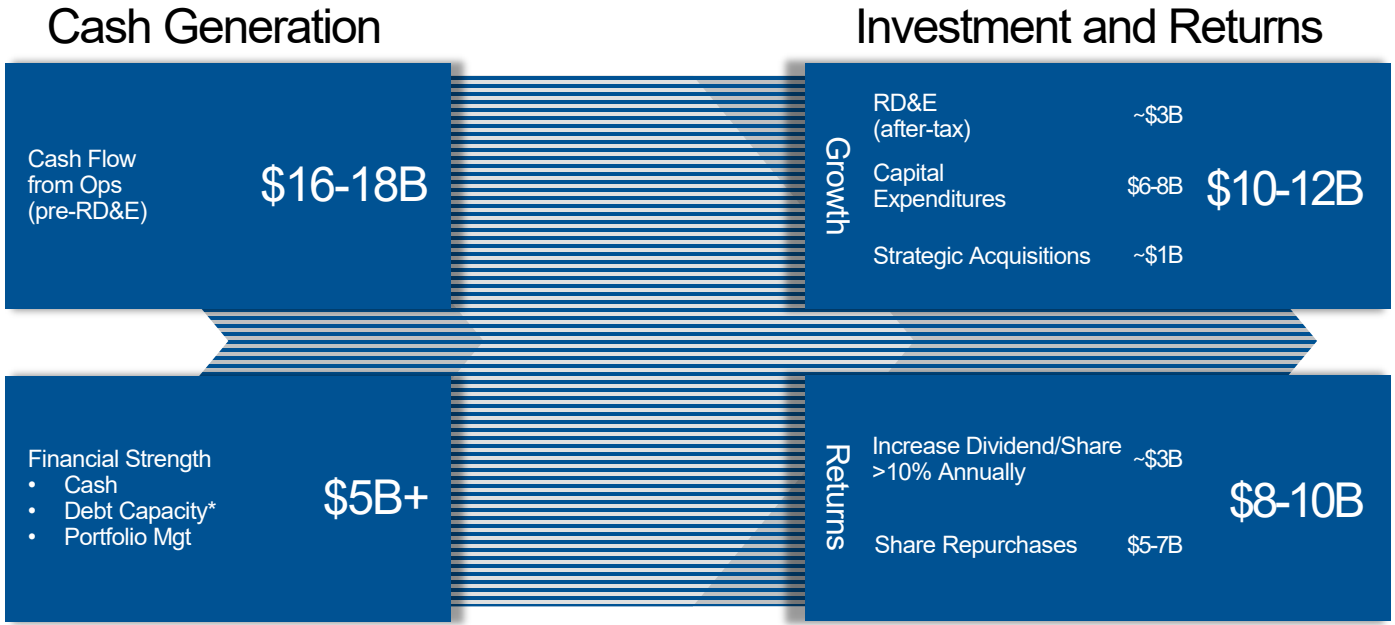
2020-2023 Capital Allocation



*Utilize debt capacity while maintaining strong financial metrics and investment grade rating

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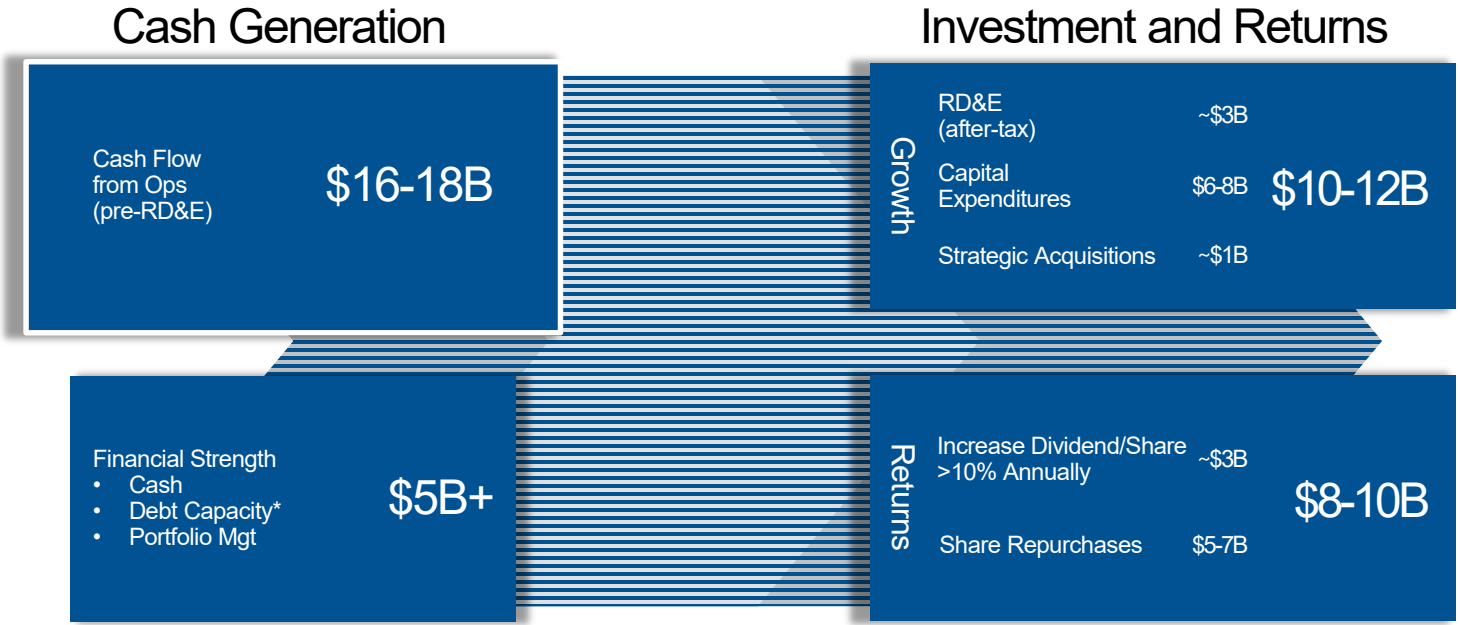
2020-2023 Capital Allocation



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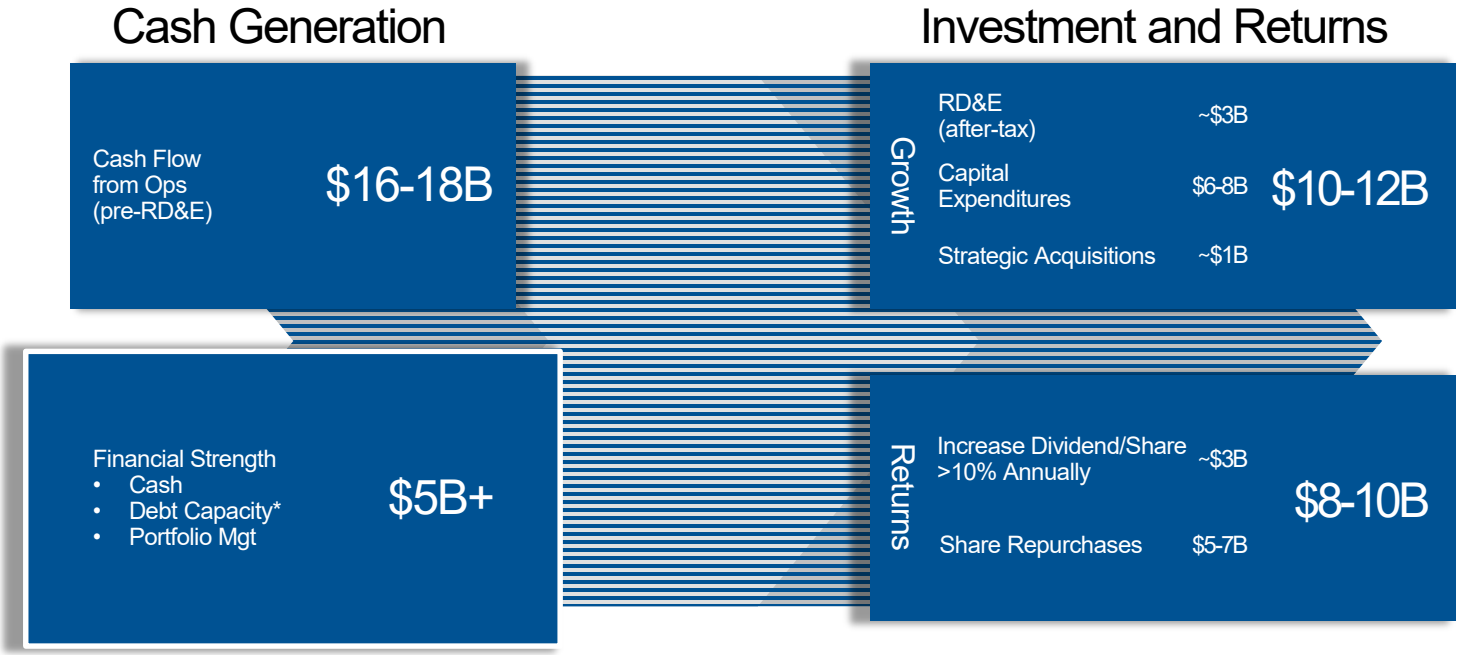

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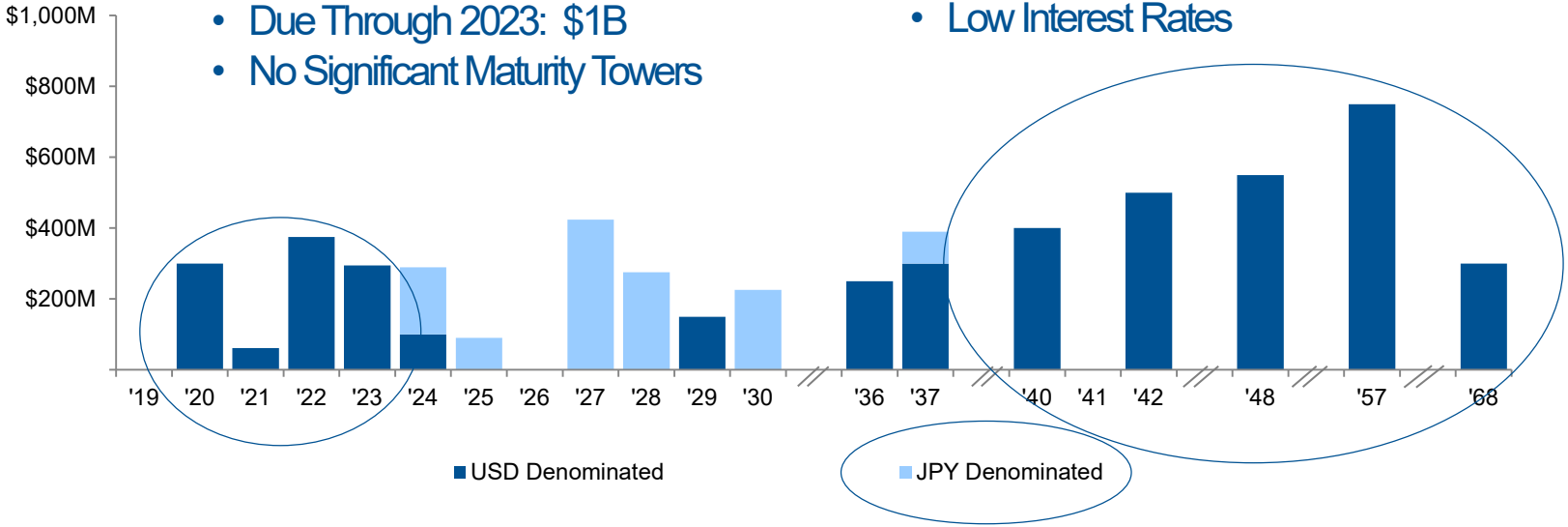
Attractive Debt Maturity Profile

Debt Maturity:

- Avg. Maturity: 18.7 yrs
- Due Through 2023: $1B
- No Significant Maturity Towers

Yen Debt:

- Natural Hedge
- Low Interest Rates



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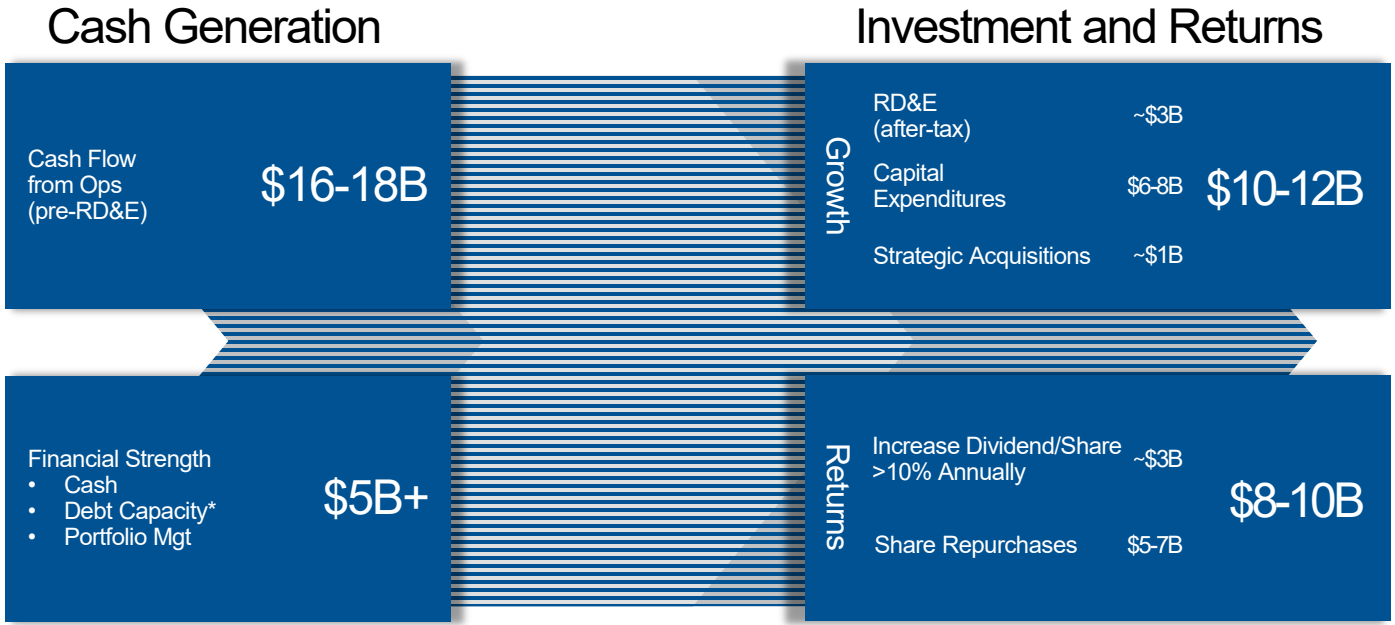

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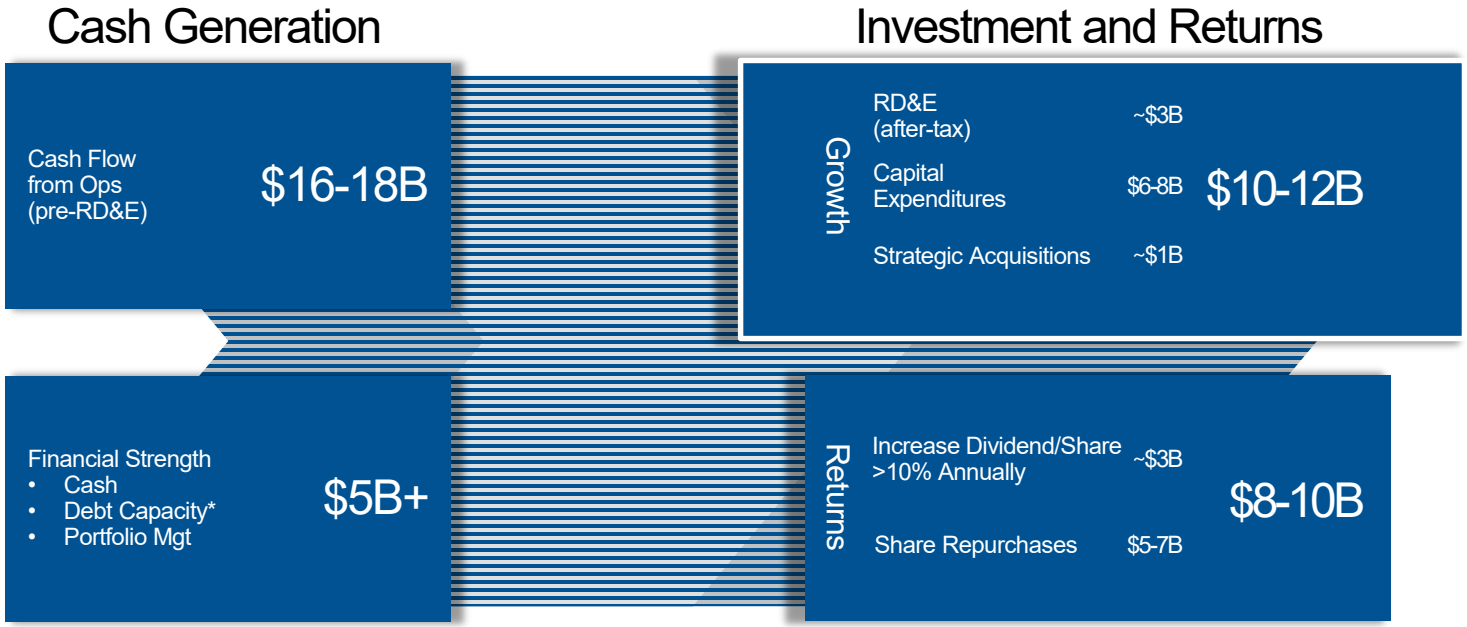

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2020-2023 Capital Spending



Inner Loop

$4B

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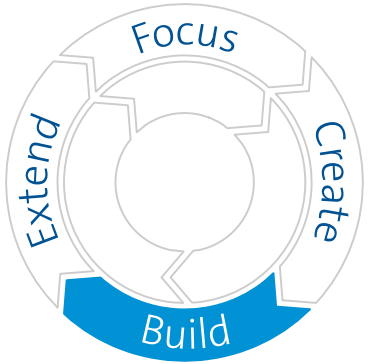
2020-2023 Capital Spending



Build
$2-4B

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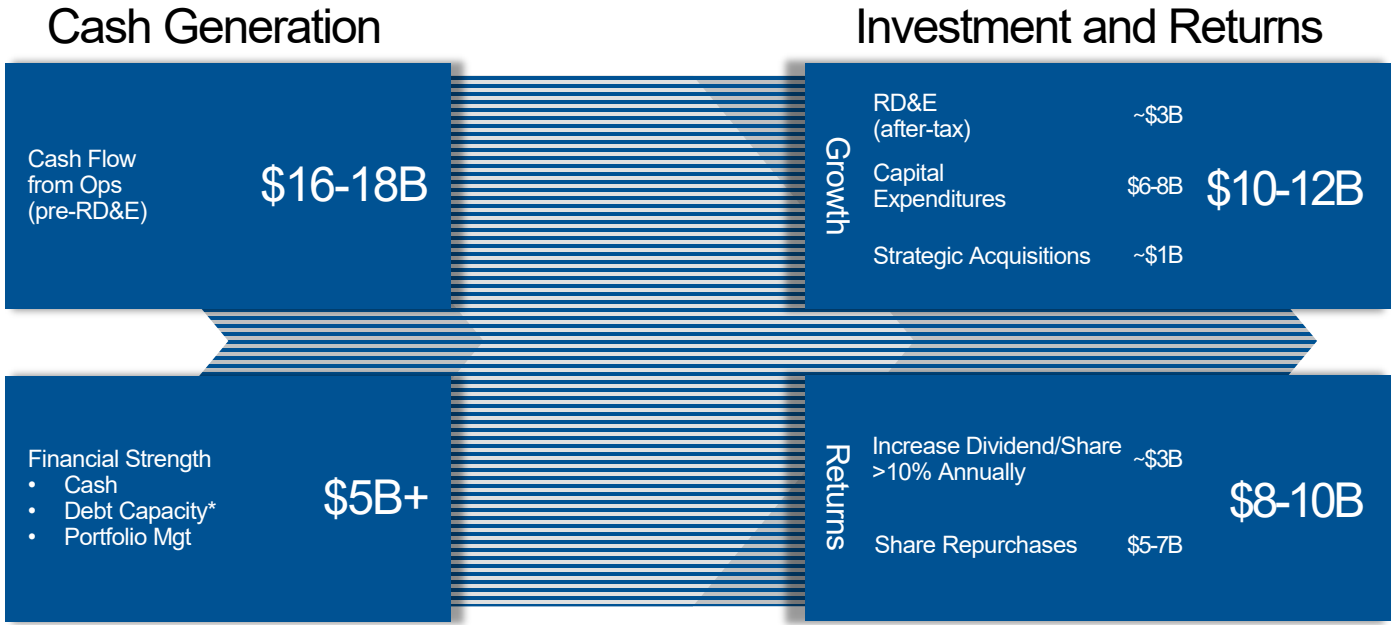

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2020-2023 Capital Allocation

Cash Generation

Cash Flow from Ops (pre-RD&E) $16-18B

Financial Strength
- Cash
- Debt Capacity*
- Portfolio Mgt

$5B+

Investment and Returns

Growth

RD&E (after-tax)	~$3B	$10-12B
Capital Expenditures	$6-8B	
Strategic Acquisitions	~$1B	

Returns

Increase Dividend/Share >10% Annually	~$3B	$8-10B
Share Repurchases	$5-7B	

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Returns

Increase Dividend/Share >10% Annually	~$3B
Share Repurchases	$5-7B

$8-10B

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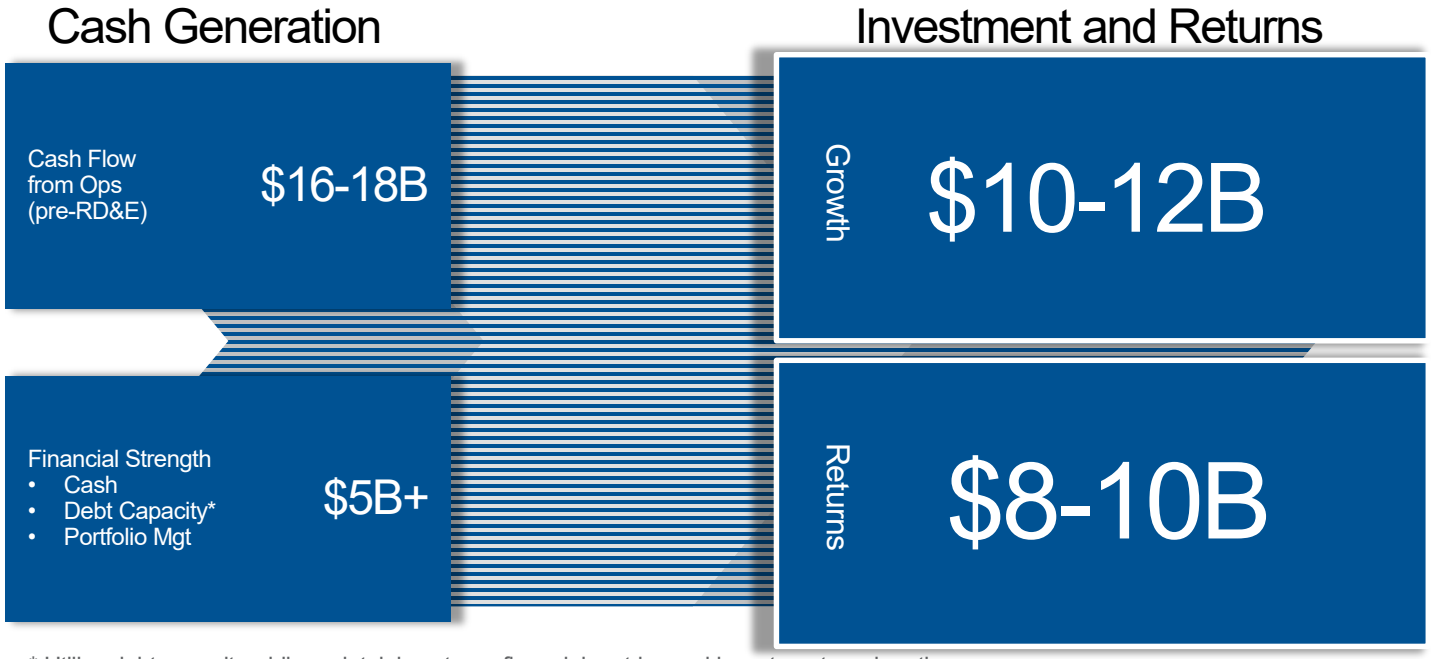

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Bigger and stronger Corning

Well positioned for additional growth

Strong value for shareholders

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