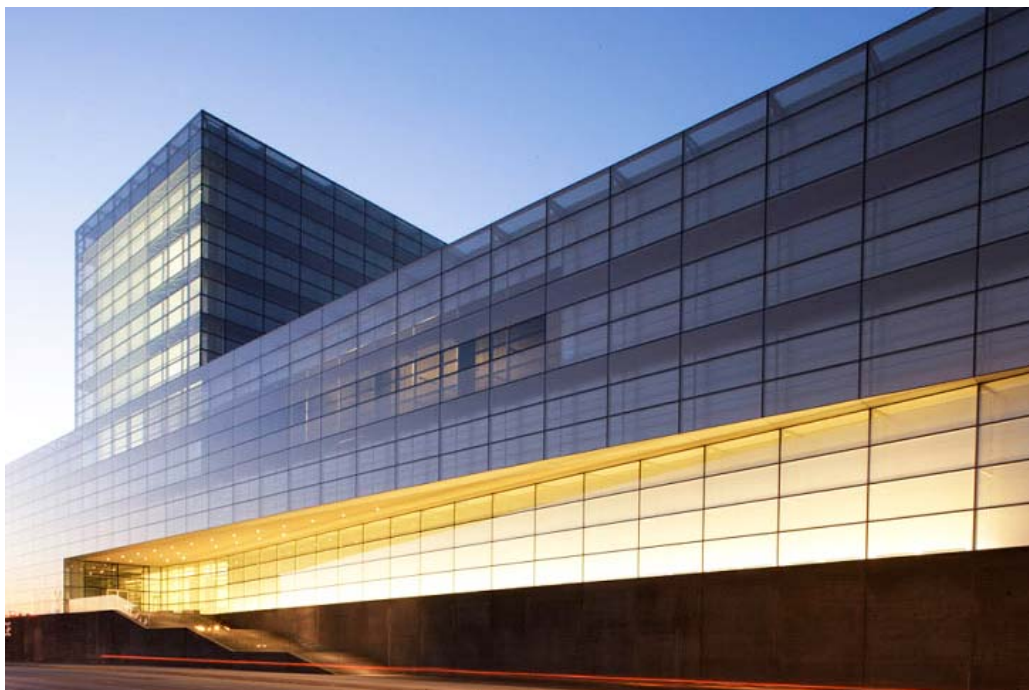


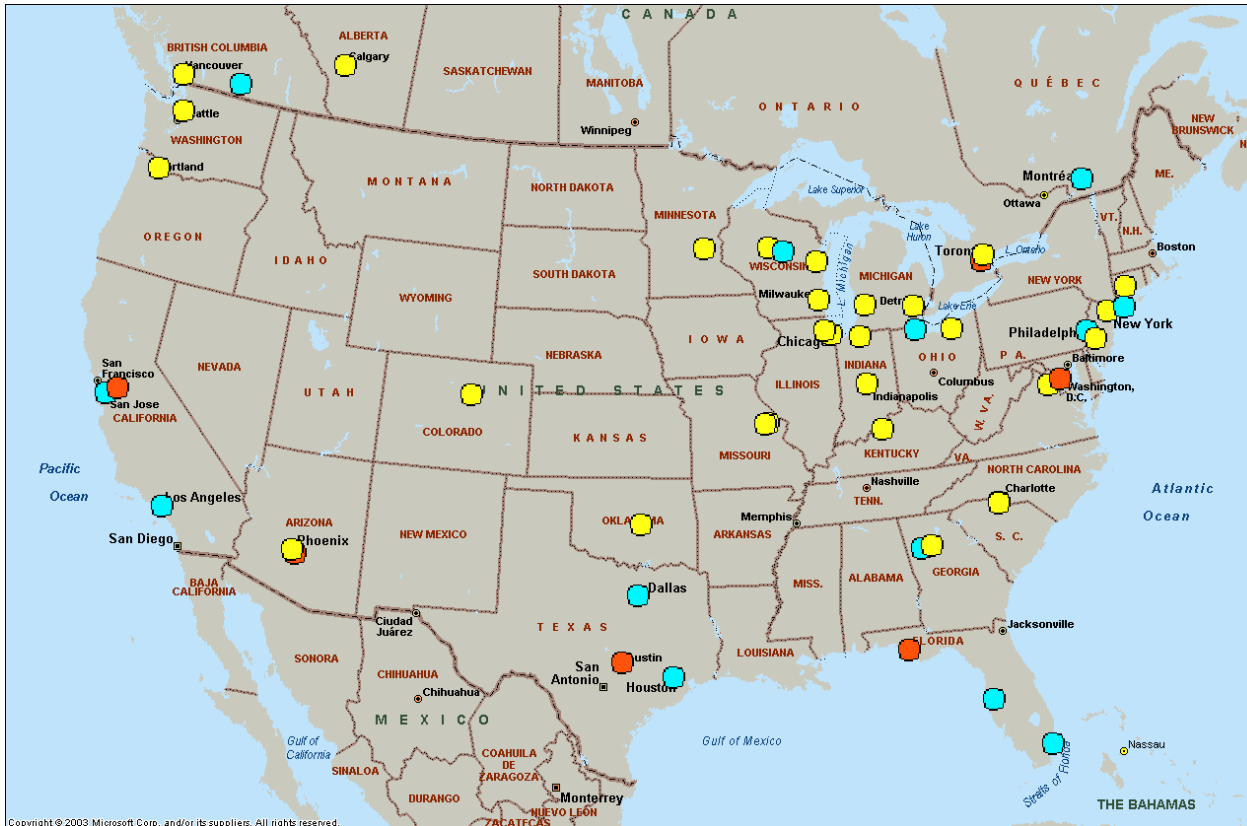
# Oldcastle Glass

**Ted Hathaway**  
**CEO**



Figge Art Museum  
Davenport, Iowa

# Overview



**\$0.5bn Sales (2004)**  
**8% 5-yr Sales CAGR**  
**~13% Op. Margin**

**48 Locations**  
**22 US States**  
**4 Can. Provinces**  
**+3,700 Employees**

**20 : 80 Res/Non-res**  
**55 : 45 New/RMI**

**50+ Tempering Furnaces**  
**19 Automatic IG Lines**  
**14 Laminating Lines**  
**24 CNC Drilling Centers**

**● Glass Fabrication**  
**● Glass Fab (w/ Lam)**  
**● Engineered Products**

**#1 North American Architectural Glass Fabricator**

# Architectural Glass Products



Heat-treated



Structural Glass



Glass Entrance



Bent tempered



Laminated



Insulating



Blast Mitigation



Fire-rated



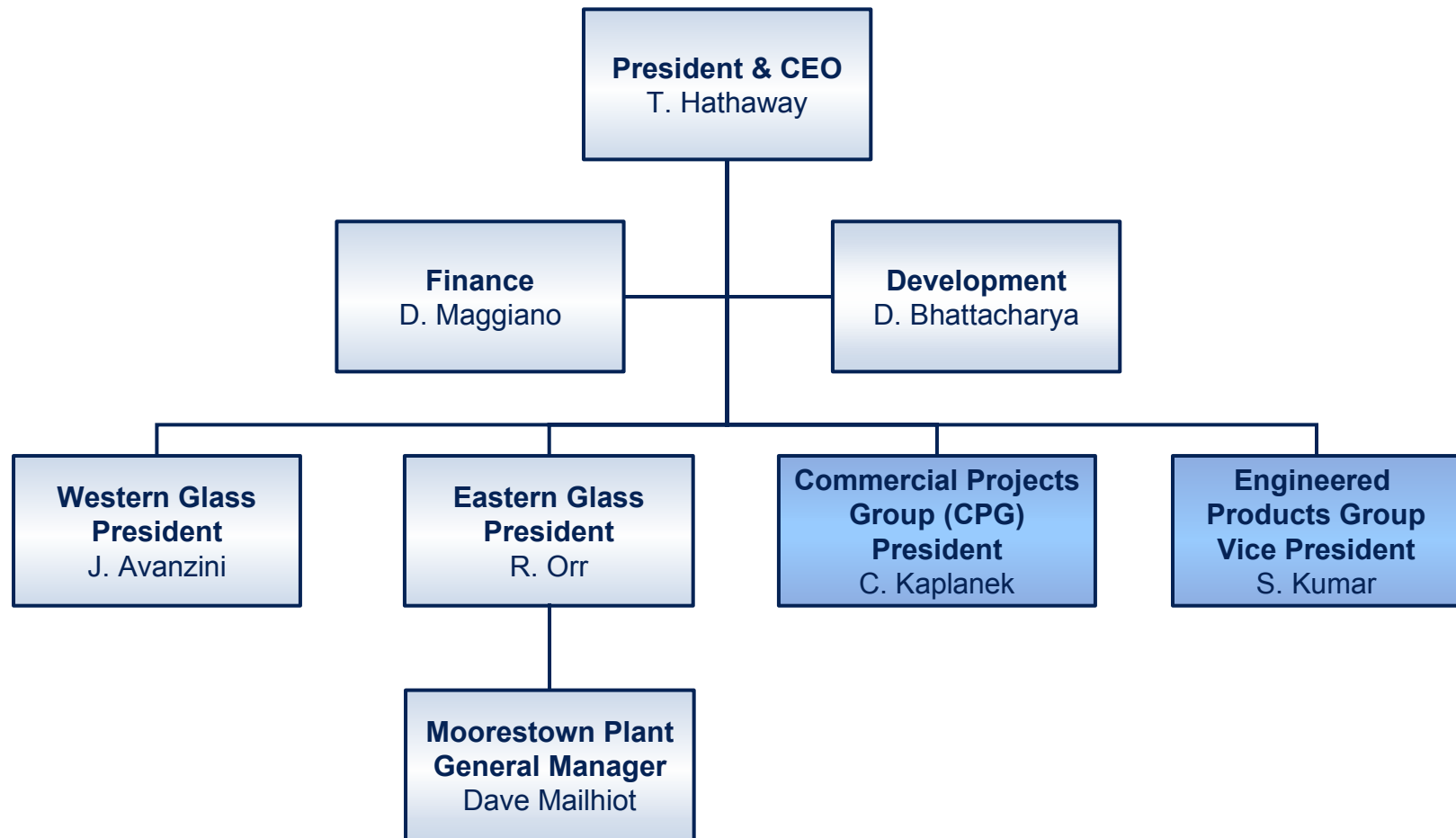
Acoustic



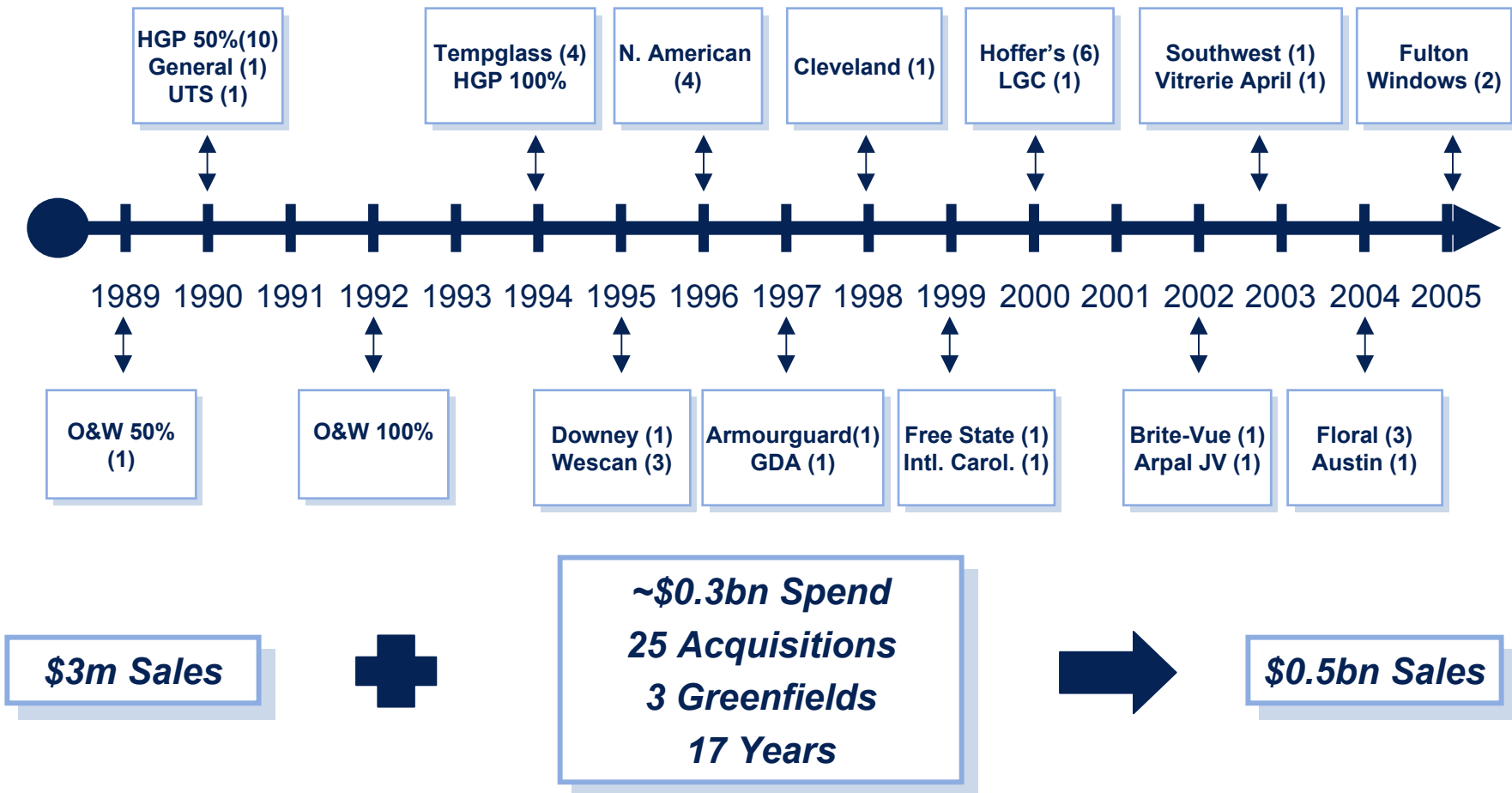
Hurricane

**Primary customers are contract glaziers**

# Organization



# Development History



# Building Market Leadership



# Develop National Brand





# High-Performance, Branded Products

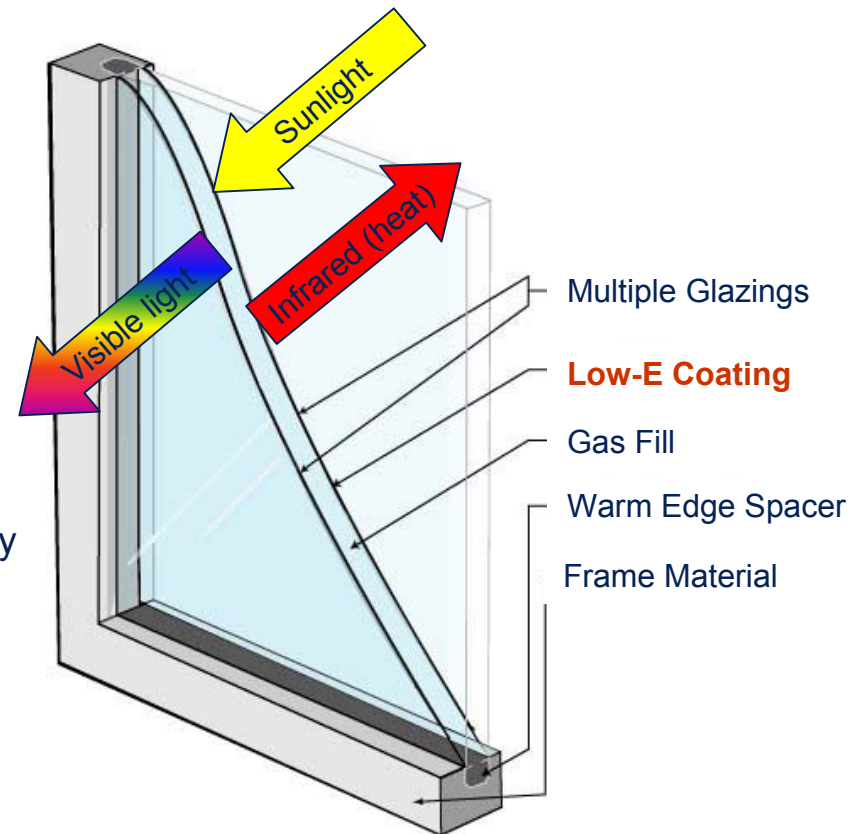
- ArmorProtect™ Security Glass
- Bentemp® Bent Tempered Glass
- BriteVue® Glass Entrance Systems
- Finwall™ Structural Glass Walls
- Montage™ Visual Effects Glass
- Oldcastle-Arpal Blast-Mitigation Systems
- PPG Solarban® Certified Fabricator
- Pyroguard Fire-rated Glass
- Guardian Sun-Guard®
- Solutia Vanceva™
- Stackwall™/Vision Vue® Structural Glass Walls
- StormGlass™ Hurricane-resistant Glass





# Solar-control Glass Coatings

- Growing demand for solar-efficient products
  - Soaring energy costs
  - Tangible tax credits under 2005 Energy Bill
- Technological advances in “Low-E” coatings
  - Microscopically thin metallic film (“Soft-coat”)
  - **Reflects** solar infrared heat, **passes** visible solar radiation (“Spectrally-selective”)
  - Cost-effective method to improve energy-efficiency
  - No aesthetic penalty
- Well positioned to grow share - PPG Solarban®  
Certified Fabricator (15 out of 31 licenses)



# Award-winning Print Advertising




## turn up the heat

With our countless glass solutions your next hot building can stay nice and cool—whatever glass look and color you're dreaming about! How do we do it? We're not a manufacturer, but the largest independent glass tint/color in North America. So, we can work with any manufacturer's glass. We then employ the most technologically advanced fabrication processes to bend, silk-screen, laminate, heat-treat, insulate and even offer structural glass wall systems, blast resistant glass and more. Our professional team of experienced architectural glass specialists can help you achieve just about anything you can imagine. For more information or to speak with an architectural specialist, call 1-866-859-2279 or visit us at the new [www.oldcastle-glass.com](http://www.oldcastle-glass.com).



The Glass Torch  
Built into the Oldcastle  
Lighting Design, Inc. and  
Manufactured by Oldcastle Glass  
Company, Inc. in the  
United States.

 **Oldcastle Glass** Where glass becomes architecture™

# Competitive Advantage From IT

- GlasSelect™; On-line glass specification tool
- Sales Force Automation; Real-time wireless access to critical customer information
- e-Track™ and E-commerce; On-line order tracking and order entry
- Camera Measurement; Tape-less building opening measurement tool
- Truck Delivery System; Real-time GPS trucking, routing and delivery confirmation system

**TRUCK ROUTE**

User: Fred Jones

Customer Name: Abbot Glass of Framptonville

Pieces	Weight	Est Dlv	Act Dlv
35	27	9:15	9:07
Trainer Fine Glass			
215	394	10:25	
Best Glazers			
97	215	12:37	
Brian's Glass			
17	15	14:37	
Scott's Glass			
217	215	15:37	

**ROUTE MAP**

From: Trainer  
543 210th Ave NE  
Fallfield, IL 54327-2100

To: Abbott Glass of Framptonville  
123 456th Street  
Fallfield, IL 54321-0000

Directions:

1. Start out going NORTH on 456th Street

**CONFIRM**

Customer: Abbot Glass of Framptonville

VIEW SUMMARY

VIEW ITEMS

Initials: \_\_\_\_\_

COD: ☐ \$2500 Recieved?

Fax: ☐ Fax confirmation?

Email: ☐ Email confirmation?

SIGN

**Order → Delivery = 24 hrs**

# Building Envelope Solutions

Unitized Curtain Wall



Operable Windows



Curtain Wall



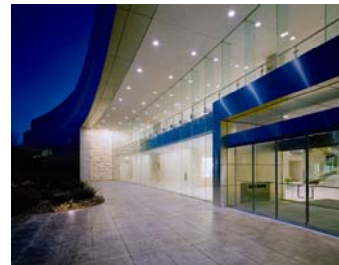
Old: Architectural Glass

New: Building Envelope Solutions  
(Glass + Engineered Products)

Skylights



Structural Glass Walls



Storefronts & Doors

# Strategic Priorities

- Offset rising input costs
  - Value-added products that command price premium
  - Increase efficiencies through Best Practices
- Gain market share in growth segments
  - Solar-control (Low-E) glass
  - High-performance laminated glass (hurricane and blast-resistant)
  - Large commercial projects and multi-story condominiums (> 25K sq.ft., >\$100K)
- Maintain competitive advantage
  - Information technology
  - Develop national brand; gain architectural specification
  - New platform in Engineered Products (e.g. operable windows, curtain wall, skylights)
  - Product/service bundling
  - Building Envelope Solutions

# Compelling Business Proposition

- Reduce risks inherent in building construction
  - Coordinate multiple vendors
  - Minimize procurement delays and errors
  - Avoid inadequate, incomplete or poor engineering and design
- Minimize cost to complete building projects
  - “Close” the building envelope more quickly and efficiently
  - Time to close the building envelope is “value” critical

**Differentiated Product/Service Bundle**  
**=**  
**Source of Competitive Advantage**