



# Investor Presentation

MARCH 2024



# Forward-looking statements

## Safe Harbor Statement

Statements included in this presentation that are not a description of historical facts are forward-looking statements. Words or phrases such as “believe,” “may,” “could,” “will,” “estimate,” “continue,” “anticipate,” “intend,” “seek,” “plan,” “expect,” “should,” “would” or similar expressions are intended to identify forward-looking statements, and are based on Rogers’ current beliefs and expectations. This release contains forward-looking statements regarding our plans, objectives, outlook, goals, strategies, future events, future net sales or performance, capital expenditures, future restructuring, plans or intentions relating to expansions, business trends and other information that is not historical information. All forward-looking statements are based upon information available to us on the date of this release and are subject to risks, uncertainties and other factors, many of which are outside of our control, which could cause actual results to differ materially from those indicated by the forward-looking statements. Other risks and uncertainties that could cause such results to differ include the following, without limitation: failure to capitalize on, volatility within, or other adverse changes with respect to the Company’s growth drivers, such as delays in adoption or implementation of new technologies; failure to successfully execute on our long-term growth strategy as a standalone company; uncertain business, economic and political conditions in the United States (U.S.) and abroad, particularly in China, South Korea, Germany, Belgium, England and Hungary, where we maintain significant manufacturing, sales or administrative operations; the trade policy dynamics between the U.S. and China reflected in trade agreement negotiations and the imposition of tariffs and other trade restrictions, as well as the potential for U.S.-China supply chain decoupling; fluctuations in foreign currency exchange rates; our ability to develop innovative products and the extent to which our products are incorporated into end-user products and systems and the extent to which end-user products and systems incorporating our products achieve commercial success; the ability and willingness of our sole or limited source suppliers to deliver certain key raw materials, including commodities, to us in a timely and cost-effective manner; intense global competition affecting both our existing products and products currently under development; business interruptions due to catastrophes or other similar events, such as natural disasters, war, including the ongoing conflict between Russia and Ukraine, terrorism or public health crises; the impact of sanctions, export controls and other foreign asset or investment restrictions; failure to realize, or delays in the realization of anticipated benefits of acquisitions and divestitures due to, among other things, the existence of unknown liabilities or difficulty integrating acquired businesses; our ability to attract and retain management and skilled technical personnel; our ability to protect our proprietary technology from infringement by third parties and/or allegations that our technology infringes third party rights; changes in effective tax rates or tax laws and regulations in the jurisdictions in which we operate; failure to comply with financial and restrictive covenants in our credit agreement or restrictions on our operational and financial flexibility due to such covenants; the outcome of ongoing and future litigation, including our asbestos-related product liability litigation or risks arising from the terminated DuPont Merger; changes in environmental laws and regulations applicable to our business; and disruptions in, or breaches of, our information technology systems. Should any risks and uncertainties develop into actual events, these developments could have a material adverse effect on the Company. For additional information about the risks, uncertainties and other factors that may affect our business, please see our most recent annual report on Form 10-K and any subsequent reports filed with the Securities and Exchange Commission, including quarterly reports on Form 10-Q. Rogers Corporation assumes no responsibility to update any forward-looking statements contained herein except as required by law.



# Non-GAAP and Additional Information

## Non-GAAP Information

This presentation includes the following financial measures that are not presented in accordance with generally accepted accounting principles in the United States of America (“GAAP”):

- (1) Adjusted EBITDA, which the Company defines as net income (loss) excluding interest expense, net, income tax expense (benefit), depreciation and amortization, stock-based compensation expense, pension settlement charges and discrete items, which are acquisition and related integration costs, dispositions, gains or losses on the sale or disposal of property, plant and equipment, restructuring, severance, impairment and other related costs, non-routine shareholder advisory costs, (income) costs associated with terminated merger, UTIS fire (recovery) charges (collectively, “discrete items”);
- (2) Adjusted EBITDA Margin, which the Company defines as the percentage that results from dividing Adjusted EBITDA by total net sales;
- (3) Free Cash Flow, which the Company defines as net cash provided by (used in) operating activities less non-acquisition capital expenditures.

Management believes adjusted operating income, adjusted operating margin, adjusted earnings per diluted share, adjusted EBITDA and adjusted EBITDA margin are useful to investors because they allow for comparison to the Company’s performance in prior periods without the effect of items that, by their nature, tend to obscure the Company’s core operating results due to potential variability across periods based on the timing, frequency and magnitude of such items. As a result, management believes that these measures enhance the ability of investors to analyze trends in the Company’s business and evaluate the Company’s performance relative to peer companies. Management also believes free cash flow is useful to investors as an additional way of viewing the Company’s liquidity and provides a more complete understanding of factors and trends affecting the Company’s cash flows. However, non-GAAP financial measures have limitations as analytical tools and should not be considered in isolation from, or as alternatives to, financial measures prepared in accordance with GAAP. In addition, these non-GAAP financial measures may differ from, and should not be compared to, similarly named measures used by other companies. Reconciliations of the differences between these non-GAAP financial measures and their most directly comparable financial measures calculated in accordance with GAAP are set forth below.



# Company Overview



# Why Invest In Rogers?

## GROWTH FOCUS

*Strong, diversified growth opportunities driven by key secular trends and core markets*

## INNOVATION LEADER

*Proven track record of developing and commercializing unique material solutions for leading-edge applications*

## VALUE CREATION MODEL

*A repeatable customer engagement process that has created a strong competitive advantage and deep relationships*

## FINANCIAL OPPORTUNITY

*Targeting significant revenue growth and EBITDA margin expansion over the next several years*



# Our Strategy

*Rogers' proven strategy remains unchanged*



## MARKET DRIVEN

Implementing a market-driven business by aligning to industries with strong growth trends



## INNOVATION LEADERSHIP

Leveraging our innovation leadership to serve fast growing markets, today and in the future.



## OPERATIONAL EXCELLENCE

Driving operational excellence to ensure efficient and cost-effective service for customers



## SYNERGISTIC M&A

Targeting M&A opportunities with complementary technologies and strong financial profiles

# Rogers At A Glance



~3,300 EMPLOYEES



\$908 MILLION OF REVENUE IN 2023



15 MANUFACTURING FACILITIES  
3 GLOBAL INNOVATION CENTERS



>5,000 CUSTOMERS IN 70 COUNTRIES



# Who We Are

*Rogers' Technologies Solve Complex Challenges*





# Rogers Technology

*Solving our customers' most complex challenges*

HIGHLY ENGINEERED | DIFFERENTIATED OFFERINGS | MARKET LEADERSHIP

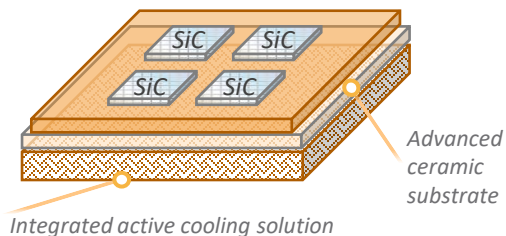
	BRANDS	KEY MARKETS
<p><b>Advanced Electronics Solutions (AES)</b></p> <hr/> <p>Solves design issues such as Radio Frequency (RF) signal integrity, power efficiency, power distribution and thermal management</p>	<p><b>curamik</b> ENABLING POWER EFFICIENCY</p> <p><b>ROLINX</b> MADE FOR POWER</p> <p><b>RF Solutions</b></p>	<p>Metalized ceramic substrates used in power electronics</p> <p>Power interconnects for high current and high voltage applications</p> <p>High frequency circuit materials</p>
		<p>Electric Vehicles</p> <p>ADAS</p> <p>Clean Energy</p> <p>Aerospace &amp; Defense</p>

	BRANDS	KEY MARKETS
<p><b>Elastomeric Material Solutions (EMS)</b></p> <hr/> <p>Extensive selection of high-performance polymers (foams, sponges, tapes, composites and films) made from polyurethane, silicone, and other performance polymers, formulated to meet high reliability</p>	<p><b>poron</b> ALWAYS THERE</p> <p><b>bisco</b> TRUSTED TO THE EXTREME</p> <p><b>eSORBA</b> The Better Acoustical Energy Absorber</p> <p><b>ARLON</b> ELECTRONIC MATERIALS</p> <p><b>DEWAL</b> SHEER QUALITY</p> <p><b>Silicone</b> Engineering Ltd</p>	<p>A broad portfolio of urethane and silicone solutions with superior performance characteristics</p>
		<p>Electric Vehicles</p> <p>Industrial</p> <p>Portable Electronics</p>

# EV Growth Opportunities

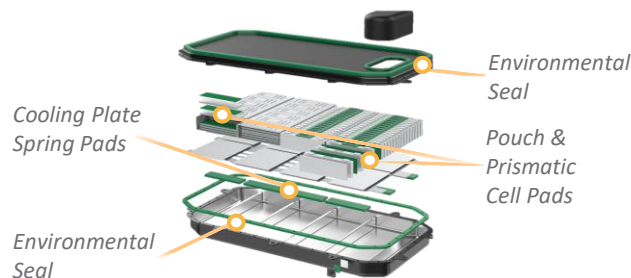
*EV solutions enable improved system performance & lower total cost of ownership*

## Power Substrates



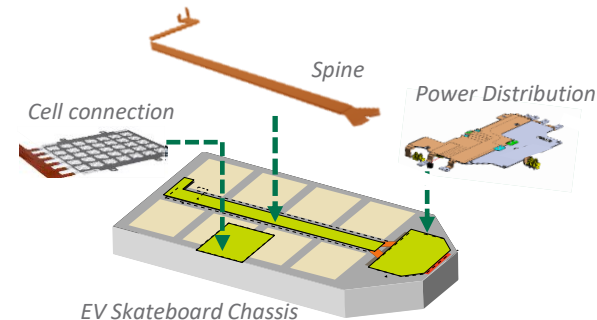
- Advanced packaging for SiC and IGBT Power Modules
- Maximizes potential of SiC chips by efficiently removing heat
- Broad application to BEV & HEV

## EV Battery Solutions



- Ensure efficiency & performance over a lifetime of charge/discharge cycles
- Optimize battery reliability to reduce warranty costs

## Power Interconnects



- Custom-design, low-profile, integrated battery management and safety feature
- Improved reliability through ease of assembly



## Multi-Year Targets



# Multi-Year Financial Targets

*Extending timeline to achieve previously communicated targets beyond 2025*

**Net Sales**

**\$1.2B - \$1.3B**

**Gross Margin**

**38% - 40%**

**Adjusted EBITDA\***

**24% - 26%**

**Adjusted EPS\***

**\$8.50 - \$9.50**

## WHAT HAS CHANGED

- Persistent challenges in the global manufacturing economy, with recovery expected to be gradual
- Lack of near-term visibility to rate of electric vehicle growth as OEMs globally reassess production plans
- Moderated outlook in some high growth & core markets

## WHAT HAS NOT CHANGED

- Long-term growth opportunity in the EV/HEV market
- Leveraging repeatable engagement model to solve customers' most challenging problems
- Leading technology and market positions
- Targeted investments to support growth plans

# Market Growth Expectations Over Multi-Year Period

LOW SINGLE  
DIGIT  
GROWTH RATE

## CORE GROWTH

*Near-term headwinds from macro  
Gradual market stabilization and growth*



Industrial



Wireless  
Infrastructure



Other  
Markets

MID SINGLE  
DIGIT  
GROWTH RATE

## HIGH GROWTH

*Led by A&D and renewable energy markets  
Lower ADAS and portable electronics growth rate*



Renewable  
Energy



Portable  
Electronics



Aerospace  
& Defense



ADAS

HIGH TEENS  
PLUS  
GROWTH RATE

## SIGNIFICANT GROWTH

*Phase 1 of new power substrate factory  
EMS battery pad design wins ramp*



Electric Vehicles

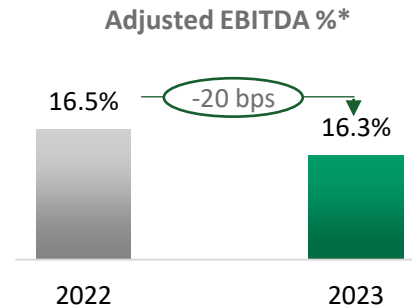
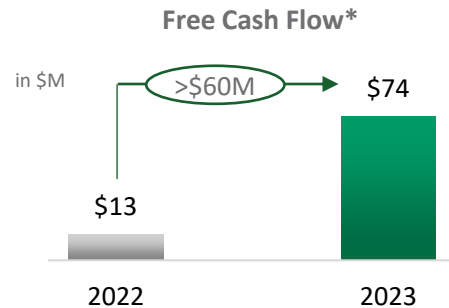
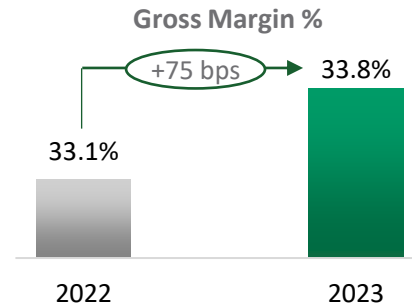
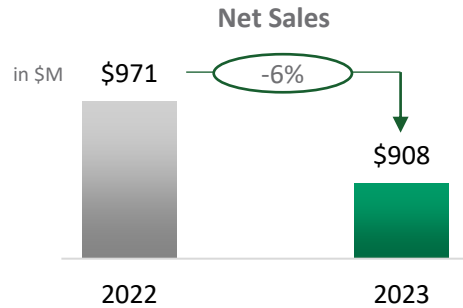
Battery  
Compression  
Pads

Ceramic  
Substrates

Power  
Interconnects

# Financial Overview

# 2023 Results Summary



**IMPROVED GROSS MARGIN AND FCF DESPITE LOWER SALES**

# Recent Results Overview

## Q4 2023 SUMMARY

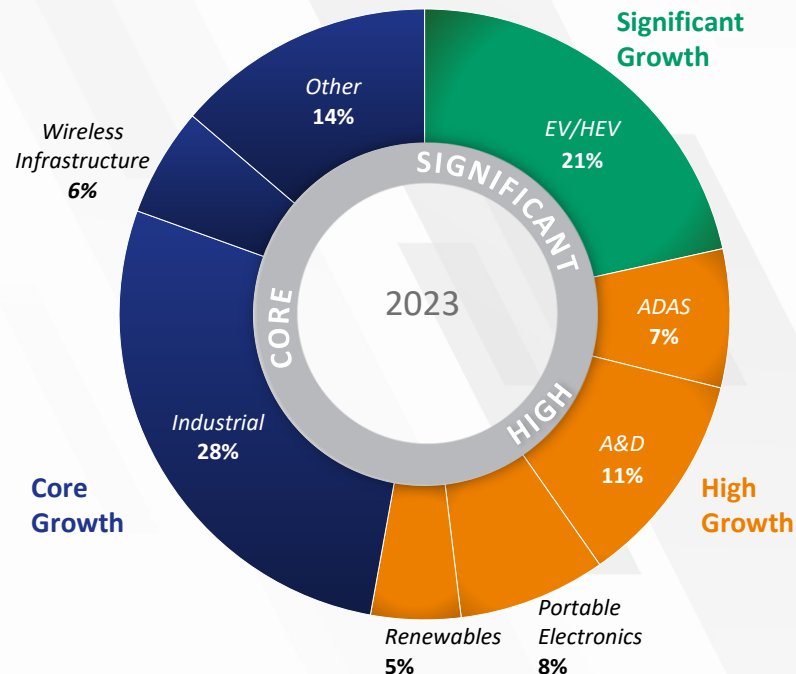
### HIGHLIGHTS

- Higher Q4 EV/HEV market sales versus the prior quarter
- Strong full year sales growth in renewable energy and ADAS markets
- New design wins in EV/HEV, renewable energy and medical markets
- Operational improvement initiatives drove procurement savings

### CHALLENGES

- Global contraction in manufacturing activity continued
- Macro headwinds resulted in further inventory destocking by customers and softness in many end markets
- Lower sales volumes led to a decline in gross margin and more than offset continuing cost improvement actions

## REVENUE BY MARKET SEGMENT



Percentages may not add due to rounding



# Capital Allocation Priorities

## *Drive Organic Growth*

- *Capital expenditures for capacity to support EV market*
- *Investments in R&D, sales and other capabilities to support growth*

## *Debt Management*

- *Maintain efficient capital structure*
- *Flexibility to support growth*

## *Synergistic M&A*

- *Disciplined approach to acquisitions, with accretive, high ROI transactions*
- *Focus on fit with product and regional strategies*

## *Return of Capital*

- *Opportunistic share repurchases*
- *Balance against organic and inorganic growth investments*



# Appendix

## 2023: Adjusted EBITDA and margin reconciliation

(\$ in millions)	2022	2023
<b>GAAP net income</b>	<b>\$116.6</b>	<b>\$56.6</b>
Interest expense, net	\$9.5	\$10.1
Income tax expense	\$23.8	\$19.7
Depreciation	\$29.5	\$37.7
Amortization	\$16.4	\$13.4
Stock-based compensation expense	\$11.8	\$14.3
Acquisitions and divestiture related costs:		
Acquisition and related integration costs	\$0.8	\$0.1
Dispositions	\$3.2	\$1.6
Loss/(gain) on sale or disposal of assets	\$0.5	(\$2.6)
Restructuring, business realignment and other cost saving initiatives:		
Restructuring, severance, impairment and other related costs	\$70.9	\$14.6
Non-routine shareholder advisory costs	\$0.0	\$8.3
(Income) costs associated with terminated merger	(\$120.3)	\$4.0
Utis fire (recovery)/charges	(\$2.4)	(\$30.5)
Asbestos related charges	\$0.1	\$0.2
Pension settlement charges	\$0.0	\$0.1
<b>Adjusted EBITDA</b>	<b>\$160.2</b>	<b>\$147.7</b>
Divided by total net sales	\$971.2	\$908.4
<b>Adjusted EBITDA margin</b>	<b>16.5%</b>	<b>16.3%</b>

## 2023: Free cash flow reconciliation

(\$ in millions)	2022	2023
Net cash provided by operating activities	\$129.5	\$131.4
Non-acquisition capital expenditures	(\$116.8)	(\$57.0)
<b>Free cash flow</b>	<b>\$12.7</b>	<b>\$74.4</b>