ROGERS CORPORATION

2023 Analyst & Investor Day

MARCH 30, 2023

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 duration and impacts of the novel coronavirus global pandemic and efforts to contain its transmission and distribute vaccines, including the effect of these factors on our business, suppliers, customers, end users and economic conditions generally; continuing disruptions to global supply chains and our ability, or the ability of our suppliers, to obtain necessary product components; failure to capitalize on, volatility within, or other adverse changes with respect to the Company's growth drivers, including advanced mobility and advanced connectivity, such as delays in adoption or implementation of new technologies; uncertain business, economic and political conditions in the United States (U.S.) and abroad, particularly in China, South Korea, Germany, the United Kingdom, Hungary and Belgium, 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, including trade restrictions on Huawei Technologies Co., Ltd. (Huawei); 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 Information

Non-GAAP Information

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

(1) Adjusted operating margin, which the Company defines as operating income excluding acquisition-related amortization of intangible assets and discrete items, which are acquisition and related integration costs, gains or losses on the sale or disposal of property, plant and equipment, restructuring, severance, impairment and other related costs, UTIS fire and recovery charges, (income) costs associated with terminated merger (collectively, "discrete items"), divided by total net sales;
(2) Adjusted EBITDA margin, which the Company defines as net income excluding interest expense, net, income tax expense, depreciation and amortization, stock-based compensation expense, pension settlement charges and discrete items, divided by total net sales;
(3) Adjusted earnings per diluted share, which the Company defines as earnings per diluted share excluding amortization of acquisition intangible assets, pension settlement charges, discrete items and the related income tax effect on these items, divided by adjusted weighted average shares outstanding - diluted; and
(4) Free Cash Flow, which the Company defines as net cash provided by operating activities less non-acquisition capital expenditures.

Management believes adjusted operating margin, adjusted EBITDA margin and adjusted earnings per diluted share 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.

This presentation also contains forward looking non-GAAP financial measures that are adjusted for certain special items. We are not able to reconcile forward-looking non-GAAP Adjusted Operating Margin, Adjusted EBITDA Margin, Adjusted Earnings per Share and Free Cash Flow to the closest corresponding GAAP measures without unreasonable efforts, because we are unable to forecast certain items required to develop meaningful comparable GAAP financial measures.

Today's Agenda

Time (EDT)	Agenda	Speaker
9:00	*Welcome - Review agenda and logistics*	***Steve Haymore***
9:05	*Rogers' Path Forward*	***Colin Gouveia***
9:30	*Advanced Electronics Solutions*	***Jeff Tsao and Roger Tushingham***
9:55	*Elastomeric Material Solutions*	***Brian Larabee***
10:15	*Break*	
10:25	*Global Operations Strategy*	***Larry Schmid***
10:40	*Financial Review*	***Ram Mayampurath***
10:55	*Q&A*	***All***
11:40	*CEO Wrap Up*	***Colin Gouveia***
11:50	*Conclude Presentations*	

Today’s Speakers

Colin Gouveia
President and Chief Executive Officer

Ram Mayampurath
SVP & Chief Financial Officer

Brian Larabee
VP and GM Elastomeric Material Solutions

Larry Schmid
SVP of Global Operations and Supply Chain

Jeff Tsao
VP and GM Advanced Electronics Solutions

Roger Tushingham
VP and GM Advanced Electronics Solutions

Appendix

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FY2022: Adjusted Operating Margin

	2022(%)
GAAP operating margin	14.9%
Restructuring, severance, impairment and other related costs	7.4%
Acquisition and related integration costs	0.1%
Gain on sale or disposal of property, plant and equipment	0.0%
Utis fire charges	(0.2%)
(Income) costs associated with terminated merger	(12.4%)
Dispositions	0.3%
Asbestos-related charges	0.0%
Total discrete items	(4.9%)
Operating margin adjusted for discrete items	10.0%
Acquisition intangible amortization	1.7%
Adjusted operating margin	11.7%

Note: percentages may not add due to rounding.

FY2022: Adjusted EBITDA Margin

($ in millions)	2022($)
GAAP net income	$ 116.6
Interest expense, net	$ 9.5
Income tax expense	$ 23.8
Depreciation	$ 29.5
Amortization	$ 16.4
Stock-based compensation expense	$ 11.8
Restructuring, severance, impairment and other related costs	$ 70.9
Acquisition and related integration costs	$ 0.8
Gain on sale or disposal of property, plant and equipment	$ 0.5
Utis fire charges	$ (2.4)
Asbestos-related charges	$ 0.1
(Income) costs associated with terminated merger	$ (120.3)
Dispositions	$ 3.2
Pension settlement charges	$ -
Adjusted EBITDA	$ 160.2
Divided by Total Net Sales	$ 971.2
Adjusted EBITDA Margin	16.5%

FY2022: Adjusted Earnings per Share

	2022($)
GAAP earnings per diluted share	$ 6.15
Restructuring, severance, impairment and other related costs	$ 2.90
Acquisition and related integration costs	$ 0.03
Gain on sale or disposal of property, plant and equipment	$ 0.02
Utis fire charges	$ (0.10)
(Income) costs associated with terminated merger	$ (4.88)
Asbestos-related charges	$ 0.00
Dispositions	$ 0.13
Pension settlement charges	$ -
Total discrete items	$ (1.91)
Earnings per diluted share adjusted for discrete items	$ 4.25
Acquisition intangible amortization	$ 0.66
Adjusted earnings per diluted share	$ 4.91

FY2022: Free Cash Flow

($ in millions)	2022($)
Net cash provided by operating activities	$ 129.5
Non-acquisition capital expenditures	$ (116.8)
Free cash flow	$ 12.7

**Net cash provided by operating activities includes regulatory termination fee, net of fees and taxes, received in Q4 2022*

FY2022: Segment adjusted operating income and operating margin reconciliation

($ in millions)	EMS		AES	
	2022 ($)	2022 (%)	2022 ($)	2022 (%)
Operating income and operating margin	$61.7	14.7%	$80.9	15.3%
Restructuring, severance, impairment & other related costs	$26.3	6.3%	$45.1	8.5%
Acquisition and related integration costs	$0.8	0.2%	$0.0	0.0%
Gain on sale of disposal of property, plant and equipment	$0.0	0.0%	$0.4	0.1%
UTIS Fire	($2.5)	(0.6%)	$0.1	0.0%
(Income) costs associated with terminated merger	($32.9)	(7.8%)	($87.5)	(16.5%)
Dispositions	$3.2	0.8%	-	-
Asbestos-related charges	$0.0	0.0%	$0.0	0.0%
Operating income and operating margin, adjusted for discrete items	$56.7	13.5%	$39.1	7.4%
Acquisition intangible amortization	$14.1	3.3%	$2.3	0.4%
Adjusted operating income and operating margin	$70.8	16.9%	$41.4	7.8%