ROGERS CORPORATION

Investor Day

SEPTEMBER 2026

Forward Looking Statements

Safe Harbor Statement

Statements included in this presentation that are not a description of historical facts are “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Such statements are generally accompanied by words or phrases such as “anticipate,” “assume,” “believe,” “could,” “estimate,” “expect,” “foresee,” “goal,” “intend,” “may,” “might,” “plan,” “potential,” “predict,” “project,” “should,” “seek,” “target” or similar expressions that convey uncertainty as to the future events or outcomes. Forward-looking statements are based on assumptions and beliefs that we believe to be reasonable; however, assumed facts almost always vary from actual results, and the differences between assumed facts and actual results could be material depending upon the circumstances. Where we express an expectation or belief as to future results, that expectation or belief is expressed in good faith and based on assumptions believed to have a reasonable basis. We cannot assure you, however, that the stated expectation or belief will occur or be achieved or accomplished. This presentation 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 presentation 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 growth opportunities, such as delays in adoption or implementation of new technologies; our ability to realize the anticipated benefits of our cost reduction, restructuring, manufacturing and site consolidation and operational excellence initiatives; uncertain business, economic and political conditions in the U.S. and abroad, particularly in China, Germany, England, Belgium, South Korea and Hungary, where we maintain significant manufacturing, sales or administrative operations; the global trade policy dynamics between nations reflected in trade agreement negotiations, imposition of tariffs and other trade restrictions, as well as the potential for global supply chain decoupling; fluctuations in foreign currency exchange rates; our ability to develop innovative products and the extent to which they are incorporated into end-user products and systems that 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; business interruptions due to catastrophes or other similar events, such as natural disasters, war, 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; 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. Our forward-looking statements are expressly qualified by these cautionary statements, which you should consider carefully. 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 or revise any forward-looking statements contained herein, whether as a result of new information, future events or otherwise, except as required by law.

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Non-GAAP and Additional Information

Non-GAAP Information

This presentation contains historical non-GAAP financial measures, including Adjusted Operating Expenses, Adjusted EBITDA Margin and Adjusted Earnings per Share. See the Appendix for a description of these financial measures and a reconciliation of all such non-GAAP financial measures to GAAP.

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 Speakers and Agenda

9:00 AM	**Welcome**	**Steve Haymore** Investor Relations
	Building a Higher-Growth, Higher-Performing Rogers	**Ali El-Haj** Chief Executive Officer
	Advanced Electronics Solutions (AES): **Leveraging Proven Capabilities In High-Growth Adjacencies**	**Nate Brese** Sr. Director, AES
	Elastomeric Material Solutions (EMS): **Performance in the Most Demanding Applications**	**Brian Ninness** Vice President, EMS
	Financial Strategy	**Laura Russell** Chief Financial Officer
	Break	
	Q&A	**All Presenters**
11:15 AM	**Concluding Remarks**	**Ali El-Haj** Chief Executive Officer

ALL TIMES EDT

ROGERS CORPORATION

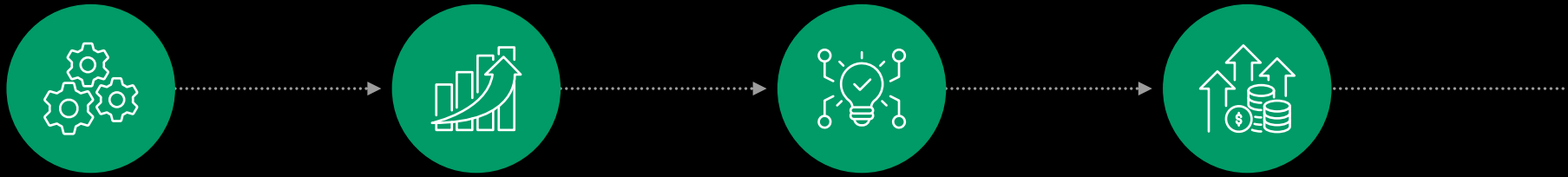
ROGERS CORPORATION

Building a Higher-Growth, Higher-Performing Rogers

Ali El-Haj

President and Chief Executive Officer

A Clear Path to Accelerated Growth and Higher Profitability



Operational Transformation

Building a leaner, faster and higher-growth Rogers

Robust Growth Outlook

Opportunities in core markets and high-growth adjacencies

Extending Proven Capabilities

Leveraging proven products, manufacturing, supply chain and customer relationships

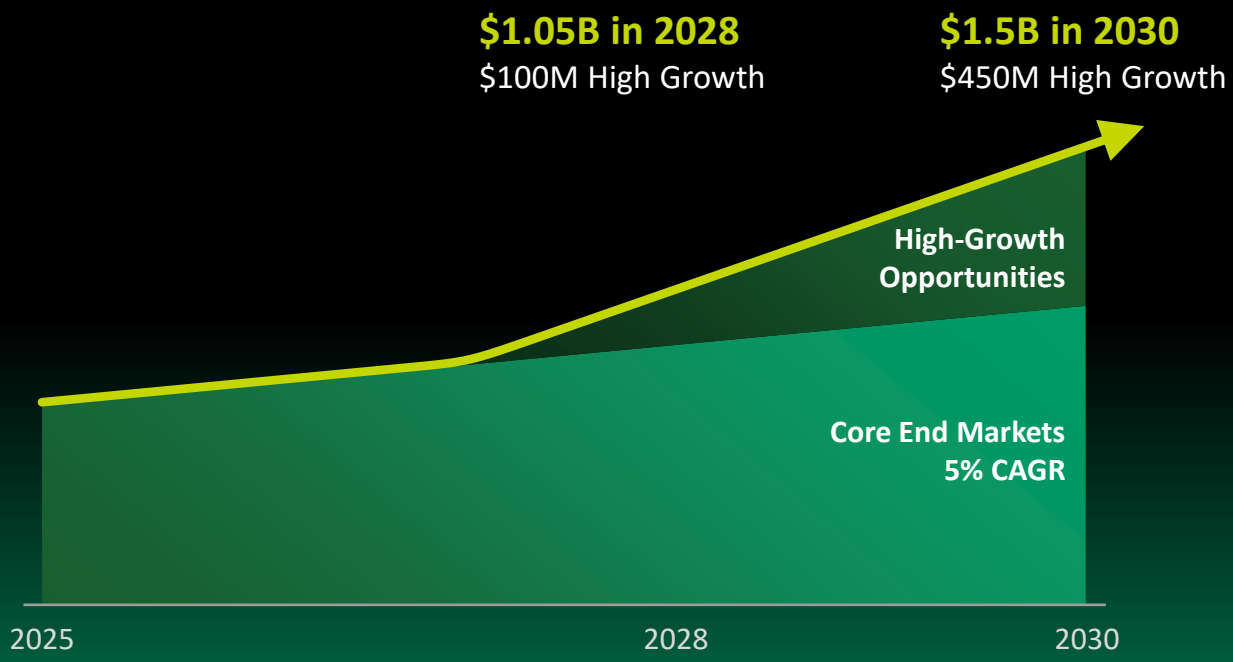
Significant Operating Leverage

Margin and earnings expansion embedded in the business

Rogers is positioned for transformative growth and profitability

ROGERS CORPORATION

Our Plan to Achieve Transformational Growth by 2030



Strategic Pillars

1. Extending established capabilities to adjacent growth opportunities
2. Differentiated performance of adjacent offerings validated by customer testing
3. Expected size of high-growth opportunities are based on active customer engagements

Focused high-growth opportunities accelerate our growth trajectory

ROGERS CORPORATION

A Global Leader in High-Performance Engineered Materials

190+
Years of History

~3,000
Global Employees

$811 Million
of Sales in 2025

~2,800
Customers in 60 Countries

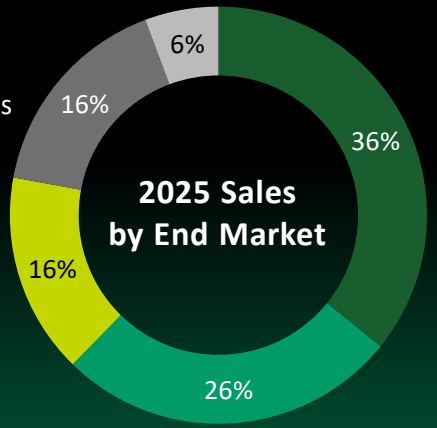
$115 Million
of Adj. EBITDA in 2025

>$70 Million
Free Cash Flow in 2025

DIVERSIFIED, MISSION-CRITICAL END MARKETS

ELECTRONICS & COMMUNICATIONS
- Consumer Electronics
- Wireless Infra.
- All Other

AEROSPACE & DEFENSE
- Defense
- Commercial Aero



INDUSTRIAL
- General Industrial
- Renewable Energy
- Mass Transit

AUTOMOTIVE
- BEV, HEV
- ADAS (xEV & ICE)
- Traditional Auto

Rogers enables leading innovators to achieve greater performance, speed to market and reliability

Note: Figures may not sum due to rounding. Other end market includes consumer footwear and sales not identifiable to specific markets.

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Solving Complex Challenges with Highly Engineered Materials and Products

Operating Segments	ADVANCED ELECTRONICS SOLUTIONS			ELASTOMERIC MATERIAL SOLUTIONS		
	Solving design issues in RF signal integrity, thermal management, power efficiency and complex power handling.			High-performance polymers — foams, sponges, tapes, composites and films, formulated to meet the highest performance and reliability.		
Businesses	**RF Solutions**	**curamik®**	**ROLINX®**	**Polyurethanes**	**Silicones**	**Specialty**
Product / Brands	Copper clad laminates RF Solutions	Ceramic substrates Micro-channel coolers curamik® ENABLING POWER EFFICIENCY	Laminated busbars ROLINX® MADE FOR POWER	Polyurethane foams poron® ALWAYS THERE eSORBA The Better Solution for Energy Control	Silicone foams and sponges bisco® TRUSTED TO THE EXTREME Silicone Engineering Ltd	Silicone and PTFE tapes and films ARLON® ENGINEERED FOR YOU DeWAL® SHEER QUALITY
End Markets	Aerospace & Defense Auto / ADAS Wireless Infrastructure	Auto / EV Industrial	Auto / EV Industrial	Auto / EV Industrial Consumer Electronics	Aerospace & Defense Auto / EV Industrial	Aerospace & Defense Industrial

ROGERS CORPORATION

Why Leading Innovators Choose Rogers



Strong Brand Recognition

Decades of proven performance



Broad Product Portfolio

Solutions tailored to a wide breadth of customer needs



Global Footprint

Operations in North America, Asia and Europe



Application & Development Expertise

Tailored solutions to customer needs



Mission-Critical Reliability

Exceptional field performance

Leveraging unique capabilities to accelerate growth

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Decades of Managing the Toughest Design Challenges

CONNECTIVITY | THERMAL | POWER | PRESSURE

1960s

AEROSPACE & DEFENSE



2000s

AUTOMOTIVE RADAR



WIRELESS BASE STATIONS



2010s

LIQUID COOLING



SMARTPHONES



2020s

RENEWABLE ENERGY



ELECTRIC VEHICLES



DATA CENTERS

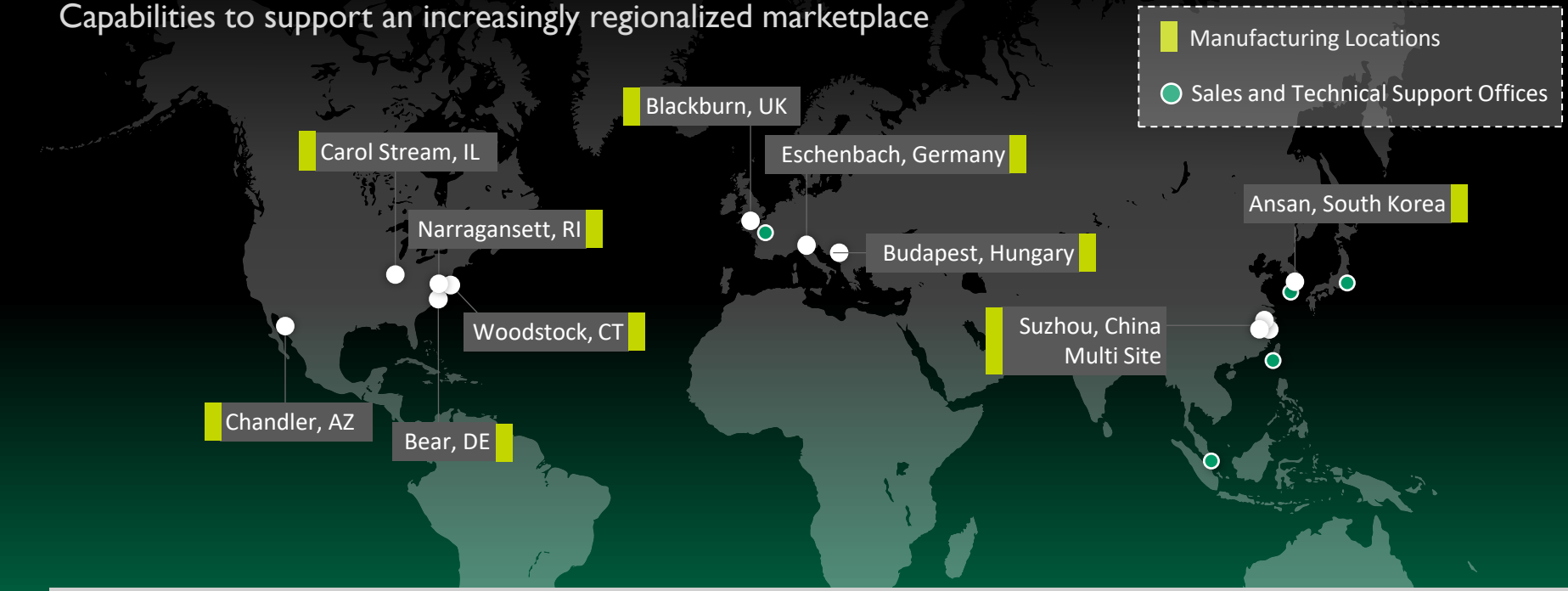


All underpinned by mission-critical reliability

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Global Scale, Local Support

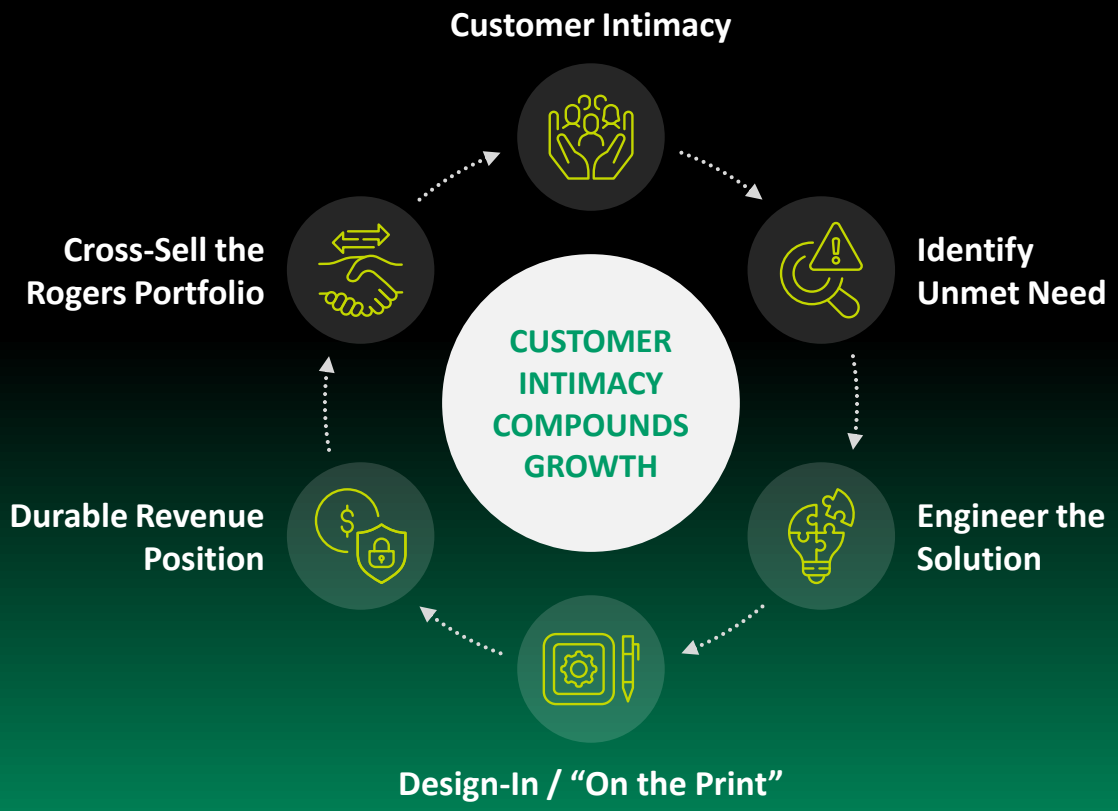
Capabilities to support an increasingly regionalized marketplace



Global footprint enables supply resilience, regional production and local technical capabilities

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Market Strategy Built on Trusted Customer Relationships



IMPROVEMENTS IN PROGRESS

Enhancing cross-selling opportunities

- Aligning capabilities to industry verticals (data center, automotive)
- Improved, cross product line collaboration

Strengthening partnerships with key channel partners

Increasing direct to OEM engagement

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Building on Strengths to Create a Higher-Performing Rogers

Foundational Strengths

- Strong Brand Recognition
- Broad Product Portfolio
- Global Footprint
- Application & Development Expertise
- Mission-Critical Reliability

Areas Of Intensifying Focus

- Customer Engagement
- Accelerated Innovation
- Speed of Execution
- Simplified Organization Structure
- Improved Accountability

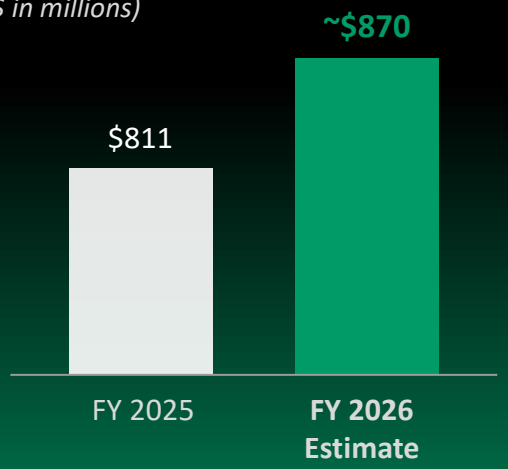


Demonstrating Significant Improvement in 2026 Results

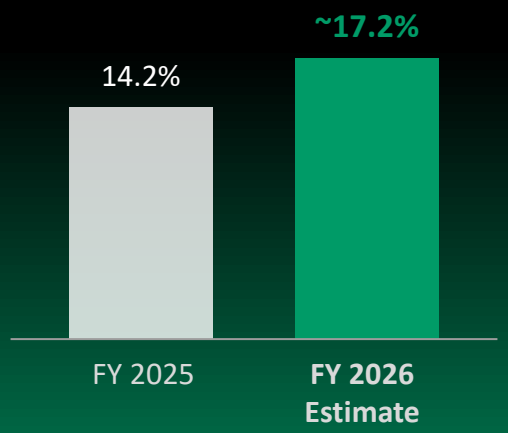
Initial progress towards growth targets

SALES

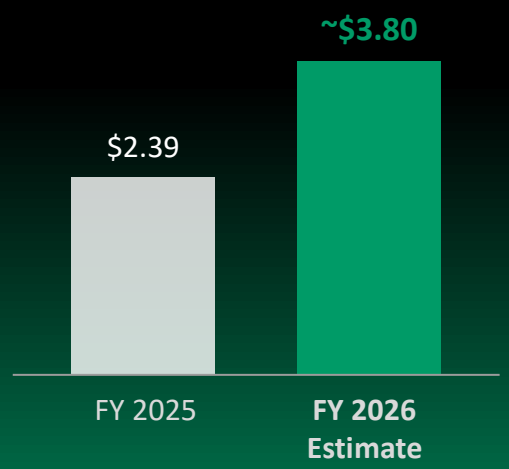
($ in millions)



ADJUSTED EBITDA MARGIN



ADJUSTED EPS



See appendix for additional information on forward looking non-GAAP financial measures and reconciliations of historical non-GAAP measures

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Core Technologies Are Aligned With Secular Growth Trends



AI DATA CENTERS

- Increasing power density
- Rising transmission speeds
- Demanding reliability



ENERGY TRANSITION

- Renewable energy expansion
- Battery storage demand



ELECTRIFICATION

- Rising electric vehicle demand
- Charging station build-out

Connectivity

Thermal

Power

Pressure

AEROSPACE & DEFENSE SUPERCYCLE

- Defense modernization
- Munition replenishment
- Record commercial aero backlogs



INDUSTRIAL TRANSFORMATION

- Supply localization
- Industrial automation



CONSUMER ELECTRONICS

- Increasing complexity
- Evolving form factors



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Attractive Core Markets Drive ~5% Growth Through 2030

	AEROSPACE & DEFENSE	AUTOMOTIVE	INDUSTRIAL	ELECTRONICS & COMMUNICATIONS
End Markets				
Growth Drivers	Defense modernization Record OEM backlogs	Continued xEV growth Increasing levels of vehicle safety	Supply localization Factory automation	Premium smartphones Wireless Infrastructure
Projected Growth Rate	**HSD**	**MSD**	**MSD**	**LSD**

~5% blended rate

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Significant Upside From High-Growth Adjacencies



DATA CENTERS

AI Data Center Solutions

Signal Integrity
Chip Cooling



BATTERY TECHNOLOGY

Energy Storage, EVs

Advanced Solutions for Thermal Runaway Protection (TRP)



EMI SHIELDING

A&D, Auto, Electronics

Leveraging Conductive Elastomer Technology

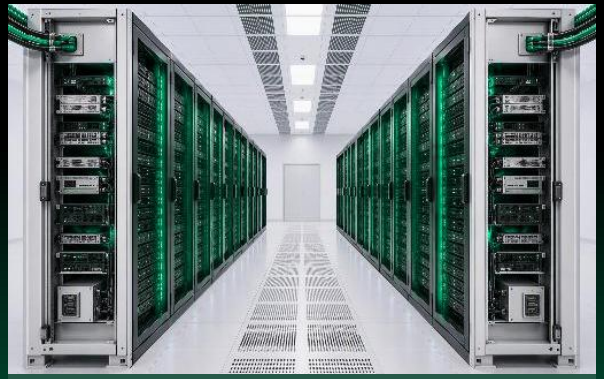
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From Grid to Chip: Enabling Critical AI Data Center Performance

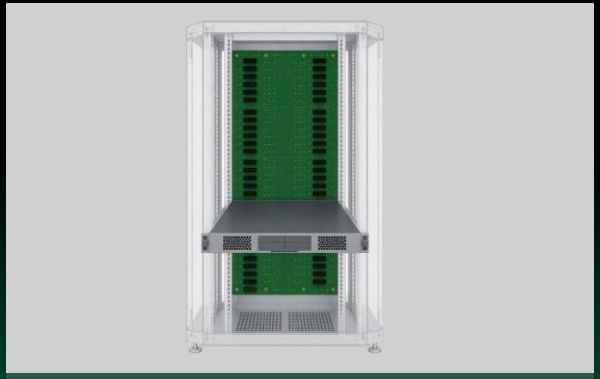
SITE INFRASTRUCTURE → **SERVER ROOM** → **SERVER RACK**



- BESS pressure management
- HVAC sealing and vibration control
- Grid-to-building power conversion



- Environmental seals
- Noise reduction
- Vibration management



- Reducing signal loss
- Direct-to-chip cooling

Highest Content Opportunity

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Battery Solutions Drive the Next Leg of Automotive Growth

Strongest Growth Potential With Solutions Addressing Thermal Runaway Protection

BATTERY SYSTEMS

Thermal runaway protection (TRP) – Cell pads – Sealing systems – Venting

Highest Content and Growth

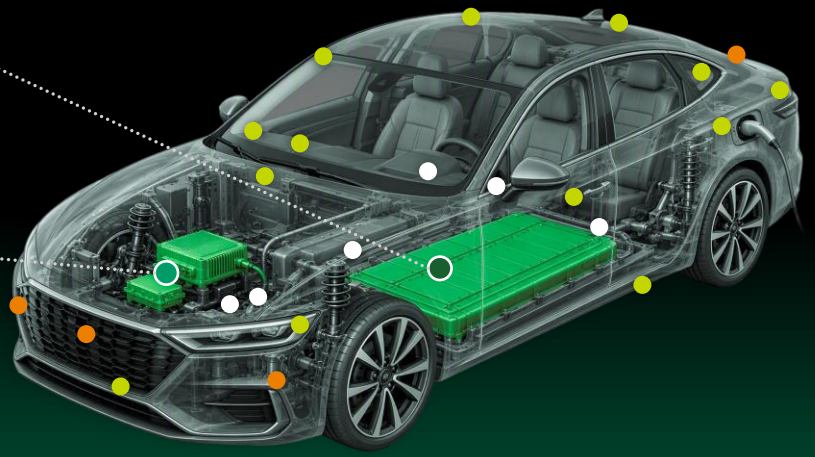
POWER CONVERSION

Traction inverter – DC-AC converter – On-board charger

High Content and Growth

RADAR AND SENSING

Front radar – Corner radar – In cabin radar – Rear camera



SEALING, NVH[1], THERMAL

A/C seals – Dashboard noise control – Headlight seals – Window seals – Sunroof gaskets – Door pads & seals – Tail lamp seal – Rear deck silencer – Front Grill insulation – Heat Shields

CONTROLS, SYSTEMS

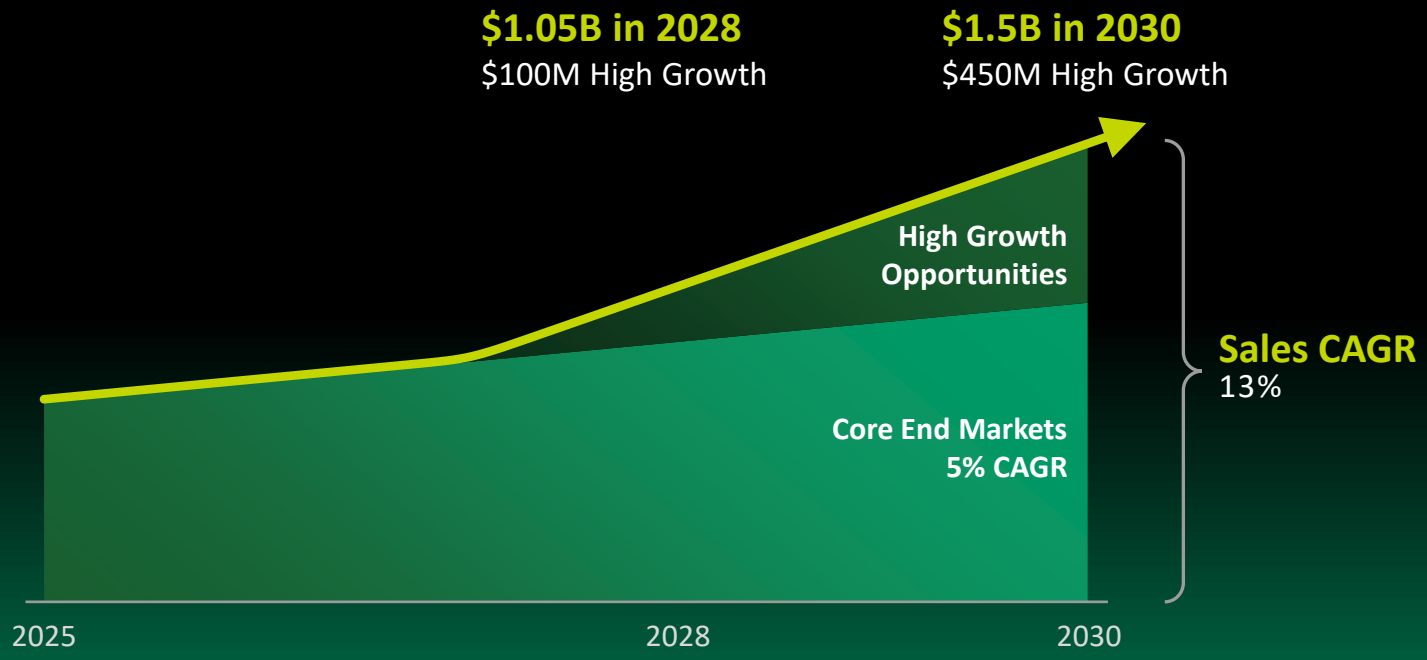
Actuators – Sound system – Airbag sensor – Brake Hydraulic control unit – Battery management system – Electric power steering

Electrification significantly expands Rogers' content per vehicle

[1] Noise, vibration and harshness.

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Our Plan to Achieve Transformational Growth by 2030



Focused high-growth opportunities accelerate our growth trajectory

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2030 Target: Growth and Operating Leverage Drive Transformational Earnings Power



Organic Growth

13%

Revenue CAGR
2025 to 2030

- Core Markets Grow ***at ~5%***
- High-Growth Markets ***Contribute ~$0.5B***

+



Margin Expansion

26%

Adj. EBITDA Margin
in 2030

- Improved utilization
- Operational excellence
- Scaling OpEx

=



Earnings Growth

$14.00

Adj. Earnings per Share
in 2030

- >40% 5 year adjusted EPS CAGR
- FCF, ROIC improve



Inorganic Growth

PERIODIC

- M&A remains key focus area
- Incremental to organic growth targets

UPSIDE POTENTIAL

See appendix for additional information on forward looking non-GAAP financial measures

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Advanced Electronics Solutions

Leveraging Proven Capabilities in High-Growth Adjacencies

Nate Brese, PhD

Senior Director, Advanced Electronics Solutions



Key Messages

1 **DIFFERENTIATED CAPABILITIES**
Track record of innovation in connectivity, thermal management and power electronics

2 **ENTRENCHED POSITIONS**
Strong customer relationships built on materials, applications and systems expertise

3 **ADJACENT GROWTH OPPORTUNITIES**
Leveraging core capabilities to accelerate growth in key areas

Rogers Positioned To Grow In Key Areas:









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AES Operating Segment Overview

SEGMENT HIGHLIGHTS

Solving Design Issues In…

- RF Signal Sensitivity & Integrity
- Power Conversion Efficiency
- Thermal Management
- Complex Power Handling

Competitive Advantages:

- **Decades of Proven Performance**
- **Trusted OEM Relationships**
- **Mission-critical Reliability**
- **Application & Development Expertise**
- **Broad Product Portfolio**
- **Global Manufacturing Footprint**

2025 SALES BY END MARKET

AUTOMOTIVE



- Electric Vehicles
- ADAS

AEROSPACE & DEFENSE



- Primarily Defense

2025 Sales $445M

INDUSTRIAL



- Industrial Power
- Renewable Energy
- Mass Transit

ELECTRONICS & COMMUNICATIONS



- Wireless Infrastructure
- Data Comms

Regional Sales Mix:

45%	35%	20%
Asia	Europe	U.S.

Advantages:

- Supply resilience
- Regional production
- Local technical capabilities

Note: Figures may not sum due to rounding. Regional revenue is reported based on location of the customer.

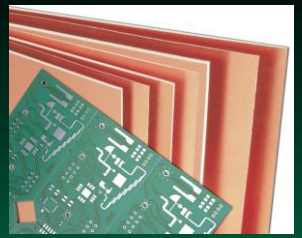
ROGERS CORPORATION

Advancing Next-Generation Communications

Radio Frequency Solutions

WHAT WE MAKE

- Specialty copper clad laminates
  - Highest volume products are RO3000® and RO4000® series laminates
- Focused on applications that require exceptional RF performance, signal fidelity and long-term reliability



WHAT WE ENABLE



Auto Radar
Improved safety



Defense Systems
Enhanced threat detection



Wireless Infra
Reliable communications



Data Comms
High-speed data

WHAT WE SOLVE

- ✔ **Exceptional system range and resolution**
- ✔ **Maximum signal strength**
- ✔ **Proven consistency and reliability**

REPRESENTATIVE CUSTOMERS

- Global Tier 1 Auto Suppliers
- Prime Defense Contractors (U.S. & Europe)
- Telecom Equipment OEMs
- Hyperscalers / AI Infrastructure Suppliers

RFS materials enable mission-critical signal integrity and reliability

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Solving Thermal Management and Efficient Power Conversion

curamik® Substrates And ROLINX® Busbars

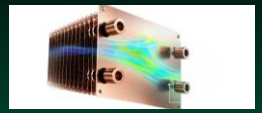
curamik® ENABLING POWER EFFICIENCY ROLINX® MADE FOR POWER

WHAT WE MAKE

- Metalized ceramic substrates
  - Packaging of power semis in modules
- Micro-channel coolers
  - Active cooling solutions
- Laminated busbars
  - Customized, highly specialized designs



Power Substrate
curamik®



Micro-Channel Cooler
curamik®



Laminated Busbar
ROLINX®

WHAT WE ENABLE



Electric Vehicles
Increased range
Faster charging



Renewable Energy
Higher energy conversion
Lower system cost



Industrial
Reliable system performance



Mass Transit
Optimized energy efficiency & reliability

WHAT WE SOLVE

- ✔ **Thermal stability and heat dissipation for power semiconductor packaging**
- ✔ **Liquid cooling for lasers and high-performance computing. Proven technology expanding into higher-power servers**
- ✔ **Efficient power conversion in high-current and high-voltage applications**

REPRESENTATIVE CUSTOMERS

- Power Semi Manufacturers
- Industrial Laser Manufacturers
- Automotive tiers
- Rail OEMs
- Industrial Inverter Manufacturers
- Renewable Energy Producers

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Electrification and ADAS Driving Mid-Single-Digit Growth

Content per vehicle increases with the degree of electrification



POWER CONVERSION

Traction inverter – DC-DC converter – On-board charger

High Content and Growth

RADAR AND SENSING

Front radar – Corner radar – In cabin radar – Rear camera



EV power module utilizing Rogers' ceramic substrates

Radar unit with circuit board utilizing Rogers' laminate materials



TRENDS AND GROWTH DRIVERS



Vehicle Electrification

- 12% CAGR in BEV/PHEV units to 2030[1]
- Higher-voltage architectures



Vehicle Safety

- L2/2+ vehicle safety growing
- Need for higher-resolution systems

ROGERS ADVANTAGE

- **Entrenched Positions** with key OEM and Tier 1 partnerships
- **Strong Brand Recognition** 20+ years of experience and millions of units performing reliably
- **Global Footprint** providing regional supply assurance

1- Global Mobility light vehicle production forecast, August 2026

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A&D: Core Strengths and Secular Tailwinds Lead to High-Single-Digit Growth

TRENDS AND GROWTH DRIVERS

- ✔ Increasing Defense Budget
- ✔ Strong Emphasis on Regionalization
- ✔ Sustained Demand for Inventory Replenishment
- ✔ Increasingly Sophisticated Threat Detection
- ✔ Expanding Space and Satellite Applications

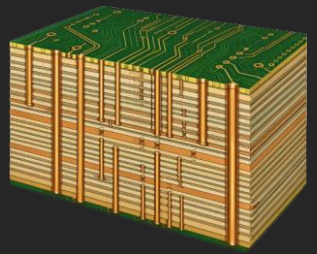
ROGERS ADVANTAGE

- ✔ **Entrenched Positions** with leading prime contractors
- ✔ **Strong Brand Recognition** with 60+ years supplying mission-critical applications
- ✔ **Proven Performance** leading to highly durable design awards

Long qualification cycles, mission-critical reliability results in durable revenues



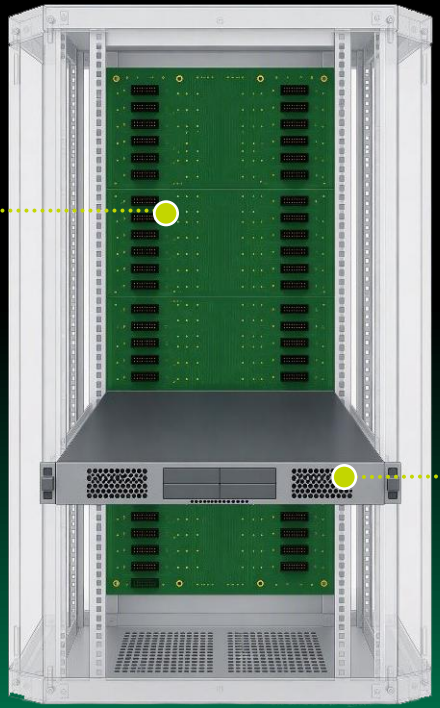
AI Data Centers Create Two Large Content Opportunities



Cross section: multi-layer high speed backplane

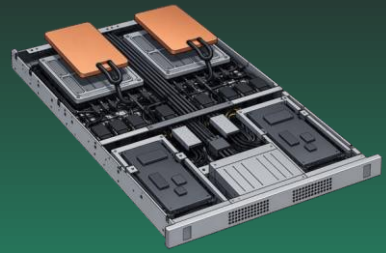
Rogers Solves Signal Loss

- Addresses rapidly emerging signal integrity challenges with low-loss copper clad laminates (CCL)
- High-volume opportunities in mid-plane and backplane



Rogers Solves AI Chip Cooling

- Direct-to-chip cooling solution designed to utilize existing liquid cooling infrastructure
- Coolers customized for each unique chip package within a tray



Server tray with cooling modules

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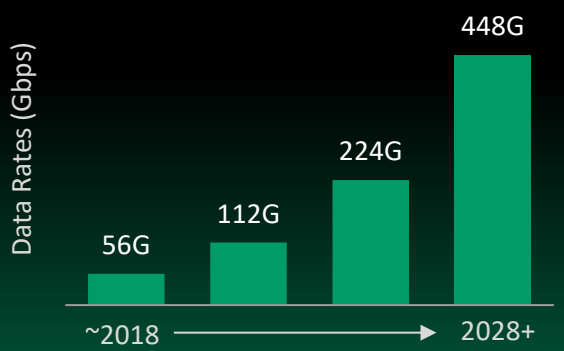
Data Center Signal Integrity Is an Increasing Industry Challenge

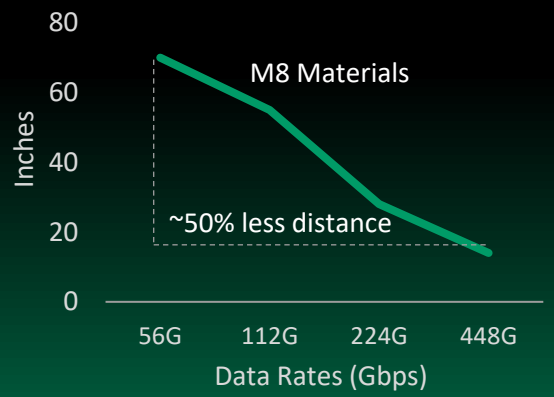
As data rates rise, signal reach declines; forcing a shift to lower-loss materials

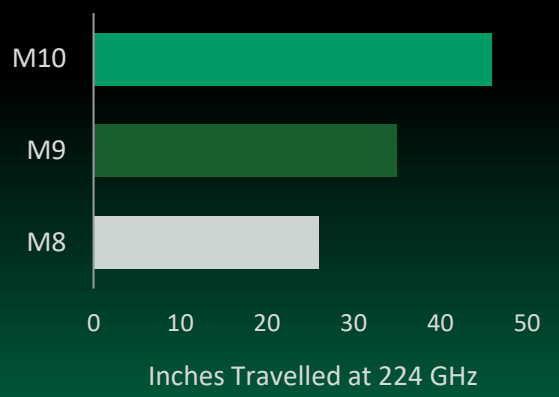
1 **Higher Data Rates Driven By Increasing AI Workloads[1]**

2 **Signal Loss Increases As Dates Rates Rise[2]**

3 **Low-Loss Materials Solve Challenge of Signal Loss**







Rogers is leveraging its expertise in low-loss PTFE laminates to address emerging requirements

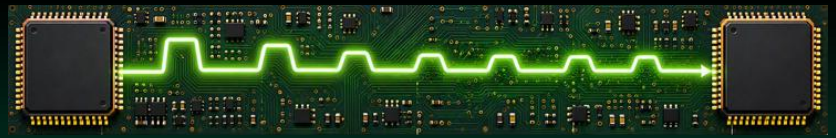
1 – Internal estimates. 2 –Internal estimates, simulated for 30dB loss tolerance. 3- Simulated for M8 loss 1.15 dB/in, M9 0.85, M10 0.65.

Higher-Speed AI Systems Drive Need for Low-Loss Materials

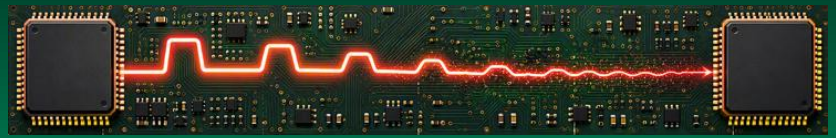
Addressing signal loss as AI system architectures demand higher-performance laminates

ROGERS SOLUTION

- Materials preserve signal across larger, more complex boards
- Combines the electrical performance of PTFE with conventional lamination processing



- Signal degrades in competing materials over the same distance



ROGERS ADVANTAGE

✔ **Performance Advantage**
with outstanding signal fidelity, exceeding M9 performance target with a clear path to M10+. Robust thermo-mechanical properties amenable to high layer-count PCB designs

✔ **Decades of Proven Experience**
with PTFE-based materials, providing deep formulation, manufacturing, processing and application expertise

✔ **Actively Prototyping**
with major industry players

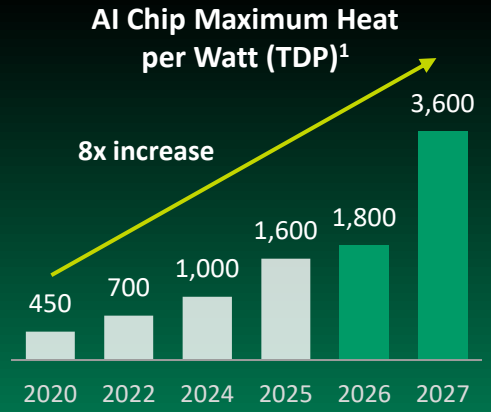
ROGERS CORPORATION

Solving AI Chip Cooling Challenges

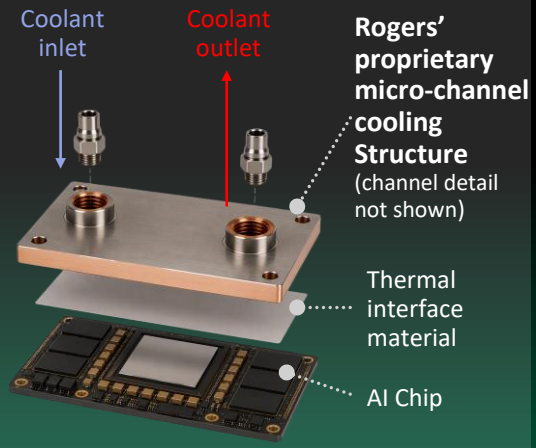
Enabling higher compute density with a more efficient, direct-to-chip cooling solution

INDUSTRY CHALLENGE

- Higher AI chip power density requires improved cooling technology
- Hot spots and overall thermal load challenge the performance of current cooling solutions



ROGERS SOLUTION



Bespoke micro-channel structures for optimized heat removal

ROGERS ADVANTAGE

Proven Micro-Channel Technology Addresses AI's Escalating Cooling Challenge:

- ✔ **Improved Heat Removal** without switching to 2-phase solutions
- ✔ **System Benefits** with better pressure drop at the same flow rate versus competing products
- ✔ **10+** years manufacturing for CPUs
- ✔ **25+** years in high power laser applications
- ✔ **10M+** units shipped
- ✔ **NO** known field failures
- ✔ **Customizable** to GPUs, CPUs, ASICs, memory
- ✔ **Actively Prototyping** with several major industry players

[1] IDTechEx, July 2026.

ROGERS CORPORATION

Conclusion

1. Rogers has durable technology positions in mission-critical applications
2. Automotive and A&D provide attractive growth opportunities, supported by established technology positions
3. AI data centers add two material opportunities for growth

Rogers Positioned To Grow In Key Areas:









ROGERS CORPORATION

ROGERS CORPORATION

Elastomeric Material Solutions

Enabling Performance in the Most Demanding Applications

Brian Ninness, PhD

Vice President, Elastomeric Material Solutions

Key Messages

1 **DIFFERENTIATED CAPABILITIES**
A track record of innovation in sealing, impact protection, pressure management and durability

2 **ENTRENCHED POSITIONS**
Strong customer relationships built on materials, systems and applications expertise

3 **ADJACENT GROWTH OPPORTUNITIES**
Leveraging core capabilities to accelerate growth in TRP[1], EMI[2] shielding

Rogers Positioned To Grow In Key Areas:









ROGERS CORPORATION

1 - Thermal runaway protection. 2 - Electromagnetic interference

EMS Operating Segment Overview

SEGMENT HIGHLIGHTS

Solving Design Issues In…

- Long-Term Durability
- Harsh-Environment Reliability
- Sensitive System Protection
- Thermal Management

Competitive Advantages:

- **Decades of Proven Performance**
- **Trusted OEM Relationships**
- **Mission-critical Reliability**
- **Application & Development Expertise**
- **Broad Product Portfolio**
- **Global Manufacturing Footprint**

2025 SALES BY END MARKET

INDUSTRIAL

- General Industrial
- Mass Transit

ELECTRONICS & COMMUNICATIONS

- Consumer Electronics
- Semiconductor

2025 Sales $350M

AUTOMOTIVE

- Electric Vehicles
- Traditional Auto

AEROSPACE & DEFENSE

- Commercial Aero
- Defense

Regional Sales Mix:



Advantages:

- Supply resilience
- Regional production
- Local technical capabilities

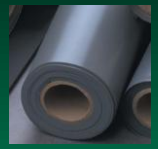
Note: Figures may not sum due to rounding. Regional revenues are reported based on location of the customer.

ROGERS CORPORATION

Setting the Standard for Performance and Reliability

WHAT WE MAKE

- Specialty, custom engineered, and formulated:
  - **Polyurethane** foams
  - **Silicone** foams, sponges, solids
  - **Silicone**, **PTFE**, & **UHMW PE** tapes and films
- Casting, calendaring, extruding and processing polymeric systems into rolls or sheets for direct sale, or for further downstream conversion into specific parts for global OEMs





WHAT WE ENABLE



Industrial
Improved reliability



Consumer Electronics
Better protection and performance



Automotive
Increased vehicle range and safety



Commercial Aerospace
Greater safety and comfort

WHAT WE SOLVE

Applications that require engineered materials to meet stringent performance requirements for:

- **Environmental sealing**
- **Pressure and thermal management**
- **Long-term compression set resistance**
- **Impact protection**
- **Flame and chemical resistance**

ROGERS CORPORATION

Industrial: Secular Tailwinds Across Diverse End Markets Leading to Mid-Single-Digit Growth

SELECT INDUSTRIAL END MARKETS



SEMICONDUCTOR PROCESS CONSUMABLES



MEDICAL DEVICES



HVAC SYSTEMS



INDUSTRIAL ENCLOSURES



WHITE GOODS



WIRE, CABLE & TUBING

MARKET DRIVERS



INDUSTRIAL AUTOMATION

Robotics – Smart factories



AI INFRASTRUCTURE

Data Centers – Power – Cooling



ELECTRIFICATION

Energy Storage – Grid Infrastructure



SUPPLY-CHAIN REGIONALIZATION

Semi Fabs – Battery

Positioned to grow with applications expertise and broad portfolio of differentiated materials

ROGERS CORPORATION

Consumer Electronics: Focus on Premium Devices Leading to Expected Mid-Single-Digit Growth

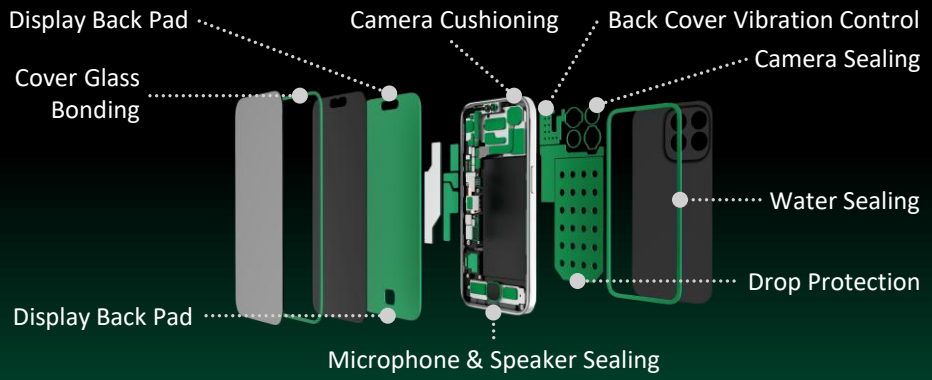
TARGETED DEVICES

- ✔ **Premium Smartphones**
- ✔ **Earbuds**
- ✔ **Smart Watches**
- ✔ **Smart Speakers**

GROWTH DRIVERS

- Premiumization
- On-device GenAI
- Higher content per device

EXAMPLE OF ROGERS CONTENT IN A PREMIUM SMARTPHONE



Premium smartphone market expected to grow at 5-7% CAGR[1]

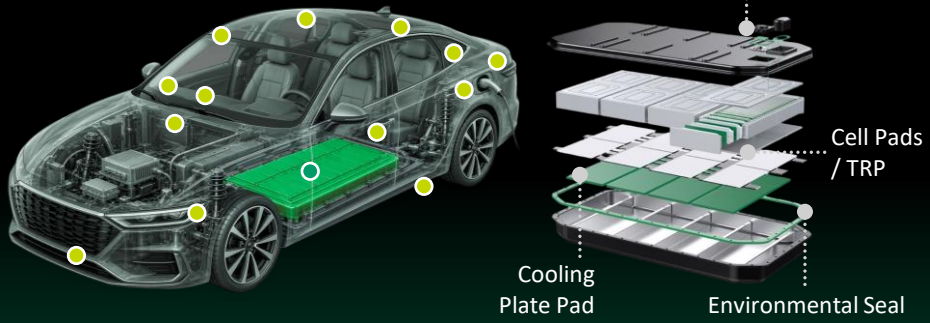
Combining proven solutions and trusted OEM relationships to expand content in growing markets

1 – Counterpoint, Omdia forecasts, August 2026

ROGERS CORPORATION

Automotive: Electrification and Safety Requirements Driving Mid-Single-Digit Growth

Content per vehicle increases with degree of electrification



SEALING, NVH[1], THERMAL

A/C seals – Dashboard noise control – Headlight/Taillight/CHMSL/Sunroof gaskets – Window channels – Door pads & seals – Rear deck silencer – Front Grill insulation – Heat Shields

Strong Base Across All Vehicle Types

BATTERY SYSTEMS

Thermal runaway protection (TRP) – Battery cell pads – Environmental sealing – Module/Pack vents

Highest Content and Growth in BEV and PHEV

TRENDS AND GROWTH DRIVERS



✔ **Vehicle Electrification**

- 12% CAGR in BEV/PHEV units to 2030[2]
- Higher-voltage architectures



✔ **Vehicle Safety**

- EV Battery energy density increasing
- Safety regulations more stringent

ROGERS ADVANTAGE

- ✔ **Entrenched Positions** with key OEM and Tier 1 partnerships
- ✔ **Strong Brand Recognition** with 30+ years of experience reliably supplying the global automotive industry
- ✔ **Global Footprint** providing regional design support & supply assurance

1- Noise, vibration and harshness. 2 - Global Mobility light vehicle production forecast, August 2026

ROGERS CORPORATION

Building On Existing Strengths to Grow in New Applications

Rogers end markets are becoming more thermally and electrically demanding

THERMAL RUNAWAY PROTECTION



Targeting opportunities in **Battery Energy Storage Systems** and **Electric Vehicles**

ROGERS ADVANTAGE

- ✔ **Base materials, already at scale**
  silicone, polyurethane, PTFE
- ✔ **OEM Relationships**
  leveraging established partnerships
- ✔ **Established Route-To-Market**
  existing convertor network amplifies sales reach

EMI SHIELDING MATERIALS



Targeting applications in **A&D**, **Automotive** and **Consumer Electronics**

TRP and EMI shielding materials are a natural extension of our existing capabilities

ROGERS CORPORATION

High-Growth Opportunity: Thermal Runaway Protection (TRP)

Engineered barrier materials are increasingly essential to stop TRP in both EVs and BESS[1]

TARGETED APPLICATIONS

EV BATTERIES

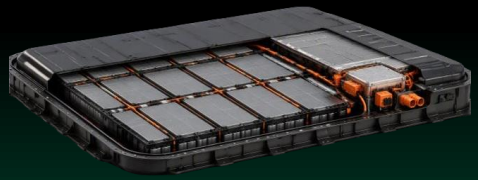
+12% CAGR[2] (2025 to 2030)

BATTERY ENERGY STORAGE

+16% CAGR[3] (2025 to 2030)

SAME CHALLENGE: SUPPRESS CELL-TO-CELL THERMAL RUNAWAY

EV Battery
Focus on Passenger Safety



Battery Energy Storage Systems
Focus on Asset Safety



Distinct design targets, safety and regulatory standards

A compelling adjacency driven by electrification and regulatory changes

1 - Battery Energy Storage System; 2 - S&P Mobility ; 3 – IDTechEx

ROGERS CORPORATION

A Comprehensive Material Solution to Address Battery Performance and TRP

EVERYDAY OPERATION

Pressure Management

COMPRESSION PAD

Maintains controlled pressure as battery cells change during use

- ✔ **Cell breathing**
  Accommodates repetitive dimensional change
- ✔ **Aging swell**
  Manages expansion across the cell's useful life
- ✔ **Consistent force**
  Improves cell performance

ONE BATTERY SYSTEM
TWO CRITICAL JOBS

Manage Change | **Contain Failure**



RARE FAILURE EVENT

Thermal Runaway Protection

FIRE BARRIER

Immediate protection if a battery cell enters thermal runaway

- ✔ **Extreme heat**
  Resists temperatures >800°C
- ✔ **Dielectric integrity**
  Maintains electrical isolation
- ✔ **Mechanical durability**
  Particle-free structural integrity and gap retention

Rogers developing a unique material solution to address TRP and pressure management

ROGERS CORPORATION

High-Growth Opportunity: EMI Shielding Materials

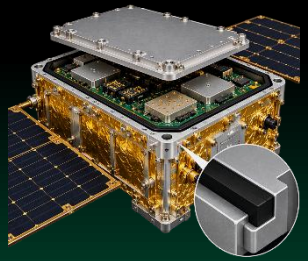
Electrically conductive elastomers for EMI shielding and environmental sealing

TRENDS & DRIVERS

- ✔ **Electrification**
  Higher voltage and faster switching
- ✔ **Connectivity**
  More devices, more data transmission
- ✔ **Electronic Density**
  More electronics in less space
- ✔ **Harsher Environments**
  Shielding moved outdoors and under the hood

SAME CHALLENGE: BLOCK EMI & SEAL AGAINST HARSH ENVIRONMENT

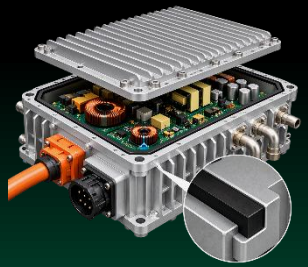
LEO SATELLITE
Electronics Enclosure



BESS
Electronics Enclosure



ON-BOARD CHARGER
EV Charging Module



Distinct design targets & specifications, but solution cuts across markets

A compelling adjacency driven by existing capabilities

ROGERS CORPORATION

A Comprehensive Material Solution for Environmental Sealing and EMI Shielding

SEALING

Protect against harsh environments

- WATER / MOISTURE
- DUST / PARTICULATES
- CHEMICALS / FLUIDS
- AIR / PRESSURE

ONE SYSTEM
TWO CRITICAL JOBS

Protect System | **Block Interference**



EMI SHIELDING

Block electromagnetic interference

- RADIO FREQUENCIES
- WIRELESS SIGNALS
- ELECTRICAL NOISE
- HIGH-SPEED DIGITAL INTERFERENCE

Expanding core strengths in sealing and system protection to EMI shielding

ROGERS CORPORATION

Conclusion

1. Differentiated capabilities and a track record of innovation in sealing, impact protection, pressure management and durability

2. Industrial, consumer electronics and automotive provide attractive growth opportunities, supported by established technology positions

3. Leveraging core capabilities to accelerate growth in TRP and EMI shielding

Rogers Positioned To Grow In Key Areas:









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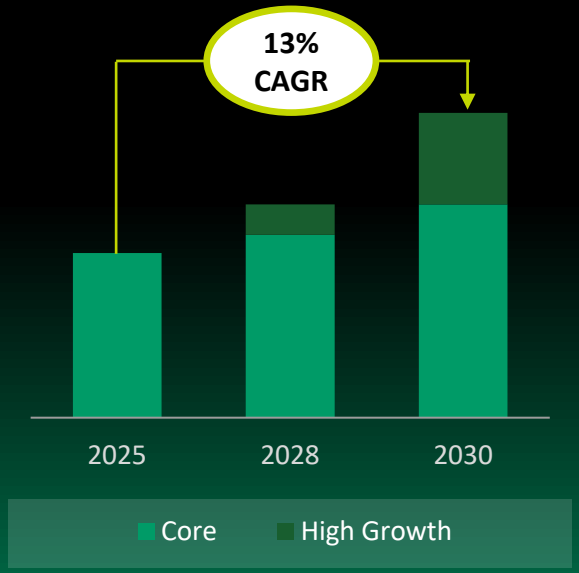
ROGERS CORPORATION

Financial Strategy

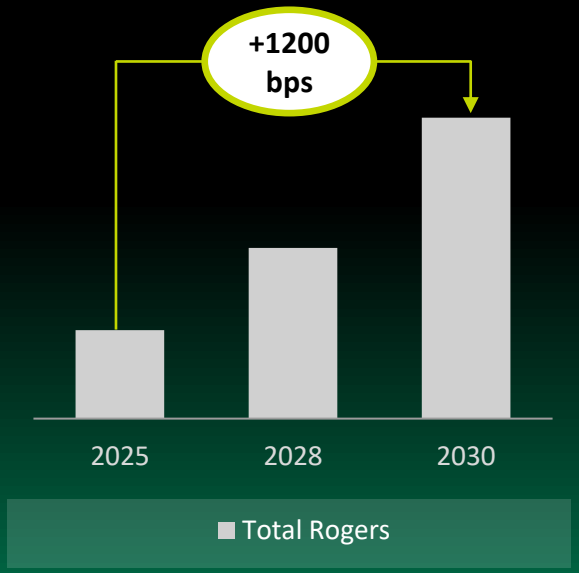
Laura Russell
Senior Vice President,
Chief Financial Officer and Treasurer

Compelling Financial Objectives

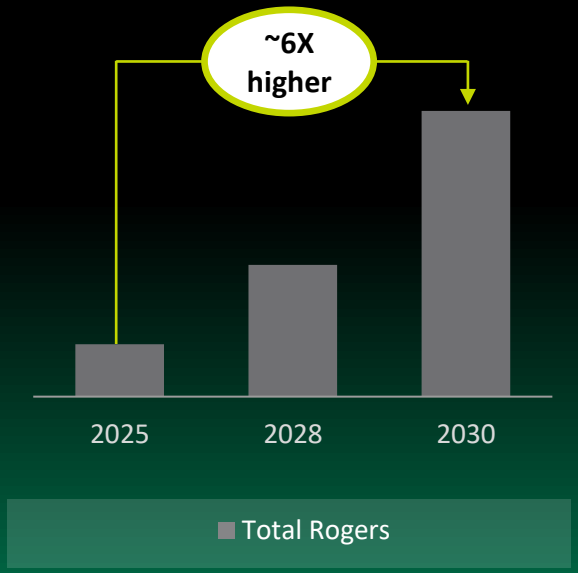
REVENUE $1.5B



ADJ EBITDA 26%



ADJ EPS $14.00



See appendix for additional information on forward looking non-GAAP financial measures and reconciliations of historical non-GAAP measures

ROGERS CORPORATION

Financial Framework

Growth and profitability expand the capacity to reinvest and return capital

01 – GROWTH

Win in attractive markets

- Outperform in core markets
- Apply proven thermal and signal-integrity expertise to new segments

02 – PROFITABILITY

Convert growth into earnings

- Use VoC to sharpen the value proposition
- Drive operational excellence and global footprint leverage

03 – LIQUIDITY

Expand strategic capacity

- Reinvest in organic growth and capacity
- Pursue bolt-ons and opportunistic shareholder returns

REINVEST

Liquidity funds the next cycle of growth

REINVEST

ROGERS CORPORATION

Significant Progress on Cost Reductions

Structural and operational actions are translating into measurable operating leverage

	Gross Margin %	Adjusted OpEx %	Adjusted EBITDA %
Q1'26	**32.2%**	**22.6%**	**16.0%**
YoY Improvement	↑ *230 bps*	↓ *300 bps*	↑ *580 bps*
Q2'26	**32.5%**	**21.7%**	**17.3%**
YoY Improvement	↑ *90 bps*	↓ *430 bps*	↑ *550 bps*
Q3'26	**33.8%**	**19.7%**	**19.7%**
YoY Improvement	↑ *30 bps*	↓ *190 bps*	↑ *250 bps*

Actions supporting sustainable improvement

STRUCTURAL OPTIMIZATION
- Manufacturing consolidation
- R&D site consolidation
- Business reorganization

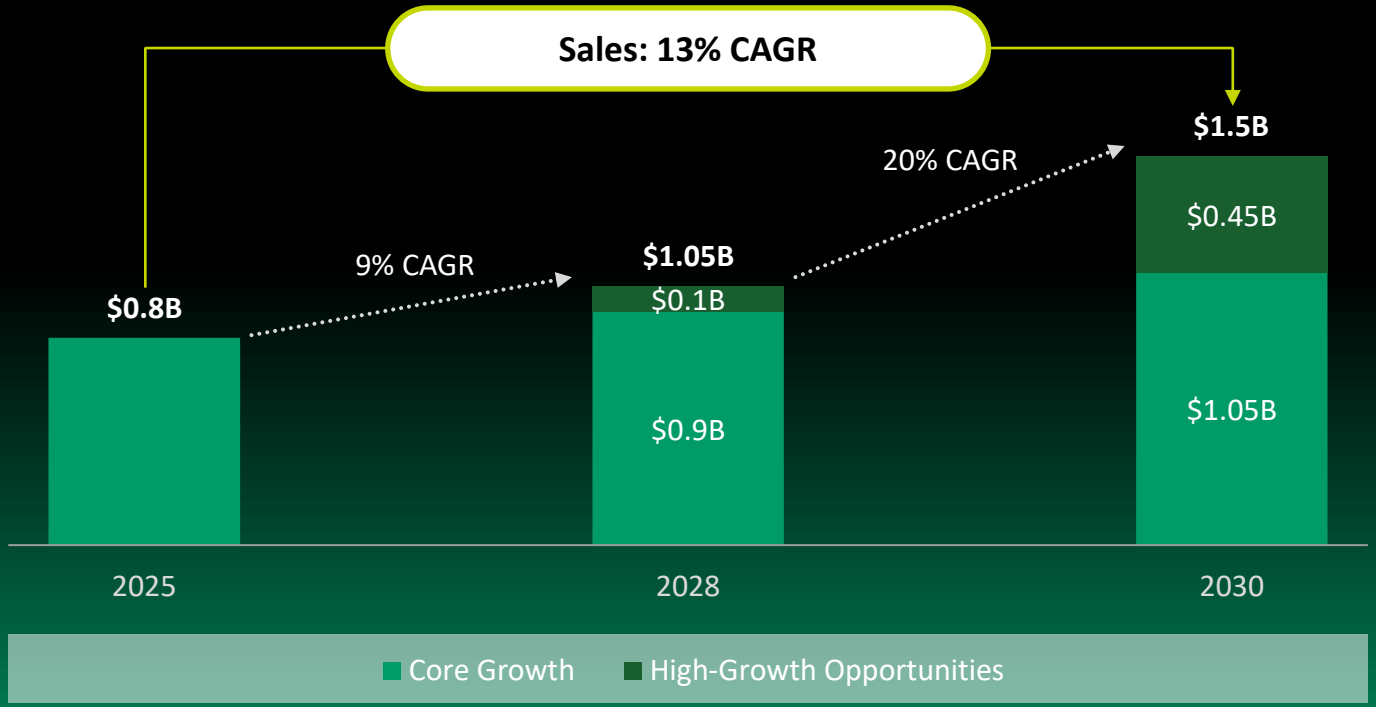
OPERATIONAL EXCELLENCE
- Supplier strategies
- Yield and quality enhancements
- Six Sigma productivity initiatives

PERFORMANCE CULTURE
- Stretch KPIs
- Ownership and accountability
- Sustainable operating discipline

See appendix for additional information on forward looking non-GAAP financial measures and reconciliations of historical non-GAAP measures.
Q3 2026 estimate reflects mid-point of guidance range provided on July 28, 2026 earnings call.

Path To $1.5B In Sales By 2030

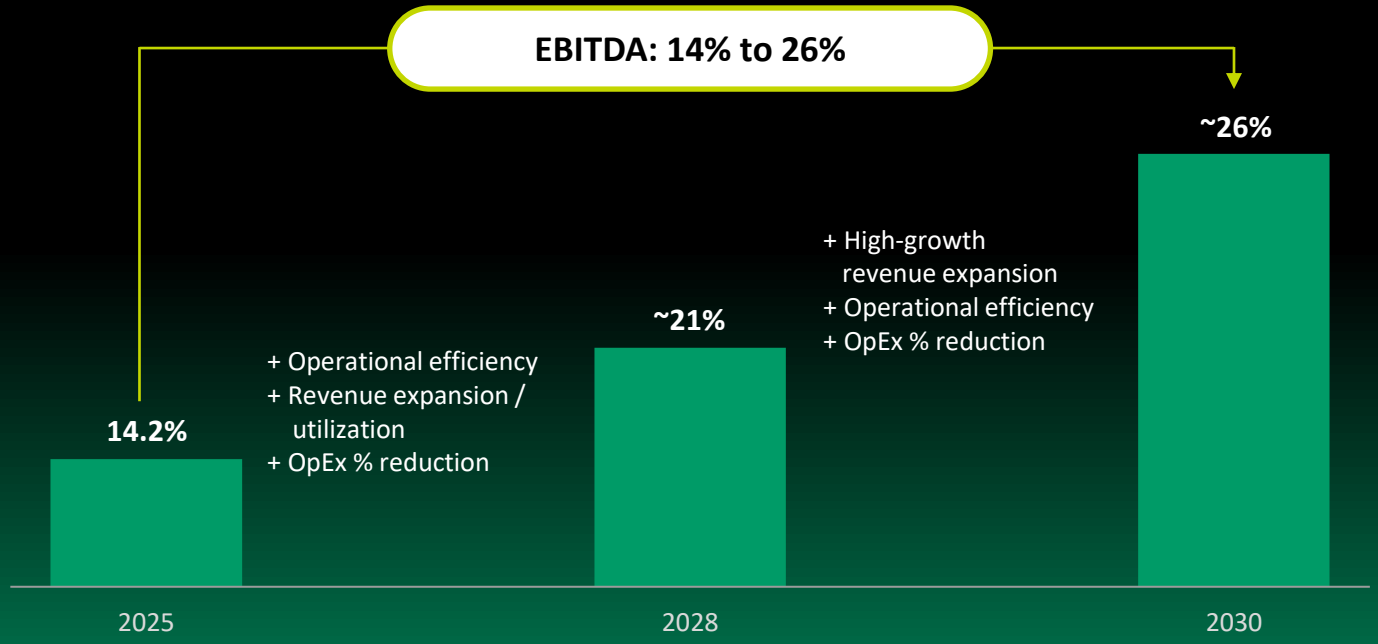
Led by high-growth opportunities as core markets grow at 5% CAGR



Amounts may not sum due to rounding.

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Growth and Innovation Drive EBITDA Margin Expansion



See appendix for additional information on forward looking non-GAAP financial measures and reconciliations of historical non-GAAP measures

ROGERS CORPORATION

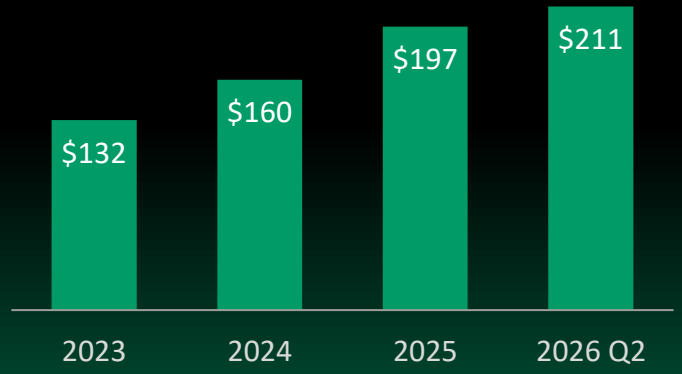
Strong Balance Sheet Provides Financial Flexibility

Financial Summary

($M as of Jun 30, 2026)

Cash & ST Investments	**$211**
Debt	**$0**
Borrowing Capacity Under Revolver	**$450**

CASH & ST INVESTMENTS TREND



Disciplined capital deployment driving cash growth

ROGERS CORPORATION

Disciplined Capital Allocation Supports Sustainable Value Creation



INVEST FOR GROWTH

- Capacity expansion
- Manufacturing scale
- R&D investments



ENHANCE CAPABILITIES

- Strategic M&A
- Adjacent technologies
- Broader market access



MAINTAIN FLEXIBILITY

- Strong liquidity
- Capacity to act through cycles



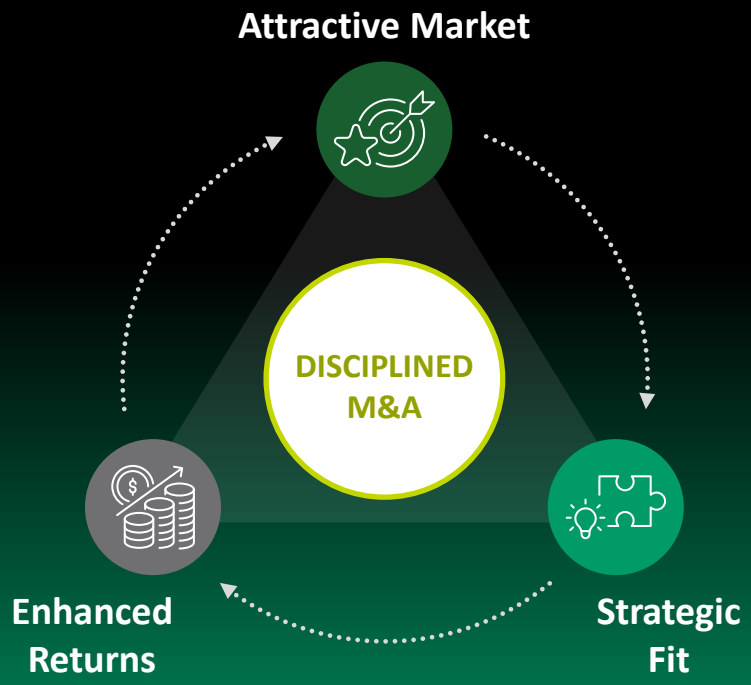
RETURN EXCESS CAPITAL

- Opportunistic repurchases
- Shareholder value creation

ROGERS CORPORATION

Framework for Disciplined, Value-Creating Acquisitions

Targeting bolt-on acquisitions that complement the organic business, and add new capabilities



1 Attractive Target Market

- Existing or adjacent segments
- Market growth meets Rogers' aspirations
- Strong OEM relationships and engineering excellence

2 Strategic Fit of Target Company

- Strengthens existing capabilities and offerings
- Significant synergies and ROI potential
- Aligns with Rogers market and cultural philosophies

3 Enhanced Returns

- Financial accretion
- Maintain financial flexibility
- Targeting appropriate payback

ROGERS CORPORATION

Mid and Long-Term Financial Targets

	2025 RESULTS	2028 TARGETS	2030 TARGETS
Sales	**$0.8B**	**$1.05B** +/- $50M	**$1.5B**
Adjusted EBITDA %	**14.2%**	**20.5%** +/- 50 bps	**26.0%**
Adjusted EPS	**$2.39**	**$6.00** +/- $0.50	**$14.00**

KEY ASSUMPTIONS

- Growth accelerates in 2029 and 2030 with high-growth opportunities
- Core markets grow at mid-single digit rate
- Operating expenses decline to below 20% of sales
- Long-term tax rate in mid-20% range

See appendix for additional information on forward looking non-GAAP financial measures and reconciliations of historical non-GAAP measures

ROGERS CORPORATION

Break

ROGERS CORPORATION

Q&A Session

ROGERS CORPORATION

Building a Higher-Growth, Higher-Performing Rogers

1. **Robust Growth Outlook** built on attractive core markets and high growth adjacencies in data centers, TRP and EMI shielding

2. **Extending Proven Capabilities** in products, manufacturing, supply chain and customer relationships to accelerate growth

3. **Significant Earnings Expansion** opportunity with high growth adjacencies and a leaner operating model

Rogers is positioned for transformative growth and profitability



ROGERS CORPORATION



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Appendix

ROGERS CORPORATION

Speaker Bios



Ali El-Haj

President and CEO

Ali El-Haj was appointed Rogers' President and Chief Executive Officer and a member of the Board of Directors in May 2026. He previously served as Interim President and Chief Executive Officer of the Company from July 2025 to May 2026.

Ali is a seasoned CEO with over 30 years of international experience leading growth, turnarounds, and strategic expansion in the automotive and manufacturing industries. Prior to joining Rogers he guided Techniplas, a Tier 1 supplier, through multiple acquisitions, complex COVID-19 supply chain challenges, and securing several contracts with European OEMs. Previously he served as President and CEO of CAP-CON Automotive Technologies, where he expanded Casco Products into a global leader in sensor and connectivity systems, and simultaneously led ARC Automotive through a major turnaround. Ali holds a master's degree in physics/quantum mechanics from the University of Connecticut and a bachelor's degree in electrical and computer engineering from the University of Bridgeport.

ROGERS CORPORATION

Speaker Bios



Laura Russell

Senior Vice President and CFO

Laura Russell joined Rogers in 2023 as Vice President of Finance. She was appointed Senior Vice President, Chief Financial Officer and Treasurer in 2024. In this role, she is responsible for the company's financial strategy, control and compliance, and investor relations.

Laura has over two decades of multifaceted experience in finance and operations. She most recently served as Vice President of Finance Operations at Wolfspeed, a company focused on silicon carbide and gallium nitride chips for the semiconductor market. There, she was instrumental in helping the company achieve operational efficiency while maintaining financial integrity. Before Wolfspeed, Laura was Vice President of Finance at NXP Semiconductors, where she played a pivotal role in the company's growth strategies.

Laura is a Chartered Management Accountant and holds a degree in Business and Economics from the University of the West of Scotland.

Speaker Bios



Nate Brese, PhD

Senior Director Advanced Electronics Solutions

Nathaniel “Nate” Brese joined Rogers in 2024 with 30 years of experience in electronic materials spanning semiconductor, circuit board, electronic packaging, optics, and display. He leads the AES Marketing organization which focuses on growth strategy, market development, business development and strategic partnerships.

Prior to joining Rogers, Nate was the Director of Mergers, Acquisitions, and Ventures for the Electronic Materials Division at DuPont. Throughout his career, he has held leadership roles spanning research fellow, strategic planning, new business development, sales and marketing at Osram Sylvania, Rohm & Haas, Shipley Ronal, Dow and DuPont.

Nate holds a BA in Integrated Science from Northwestern University and a PhD in Chemistry from Arizona State University. He completed postdoctoral work at the Max-Planck-Institut für Festkörperforschung and Cornell University and earned executive management certification (WMP) from the Wharton School at the University of Pennsylvania.

Speaker Bios



Brian Ninness, PhD

Vice President Elastomeric Material Solutions

Brian Ninness joined Rogers in 2019 as the Director of Strategic Marketing for Elastomeric Materials Solutions. He subsequently held the role of Vice President of Corporate Strategy, prior to his current role as Vice President of Silicones.

Brian has nearly three decades of experience in both technical and commercial roles within the specialty chemical and engineered materials industries. Prior to joining Rogers, Brian was a Director of Strategic Marketing at Eastman Chemical. Previous roles include Business Leader at Asten Johnson, Technical Service and Development Leader at Dow Chemical, and Sr. Scientist and Cofounder of Orono Spectral Solutions.

Brian holds a bachelor's in chemical engineering from the University of Pittsburgh, a master's and doctorate in Chemical Engineering from the University of Maine, and a Master of Business Administration from Michigan State University.

Non-GAAP and Additional Information

Non-GAAP Information

This presentation contains historical non-GAAP financial measures, including Adjusted Operating Expenses, Adjusted EBITDA Margin and Adjusted Earnings per Share. See the Appendix for a description of these financial measures and a reconciliation of all such non-GAAP financial measures to GAAP.

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.

2025: Adjusted Earnings Per Diluted Share Reconciliation

	2025
GAAP Loss Per Diluted Share	($3.40)
Acquisitions and Divestiture Related Costs:	
Intangible Amortization	$0.60
Restructuring, Business Realignment and Other Cost Saving Initiatives:	
Restructuring, Severance, Impairment and Other Related Costs	$5.34
Asbestos-Related Charges	$0.16
Estimated Income Tax Impact of Adjustments	($0.31)
Total Adjustments	$5.78
Adjusted Earnings Per Diluted Share	$2.39

ROGERS CORPORATION

2025: Adjusted EBITDA and Margin Reconciliation

($ in millions)	2025
GAAP Loss	($61.8)
Acquisitions and Divestiture Related Costs:	
Intangible Amortization	$11.0
Restructuring, Business Realignment and Other Cost Saving Initiatives:	
Restructuring, Severance, Impairment and Other Related Costs	$97.1
Interest (Income), net	($0.8)
Income Tax Expense	$16.7
Depreciation	$41.9
Equity Compensation Expense	$10.9
Adjusted EBITDA	$115.0
Divided by Total Net Sales	$810.8
Adjusted EBITDA Margin	14.2%

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Adjusted Operating Expenses Reconciliation

($ in millions)	Q2 2026	Q1 2026	Q3 2025	Q2 2025	Q1 2025
GAAP Operating Expenses	$50.4	$53.9	$56.7	$131.5	$57.3
Intangible Amortization	($2.6)	($2.7)	($2.8)	($2.7)	($2.7)
Restructuring, Severance, Impairment and Other Related Costs	($0.7)	($5.9)	($7.1)	($76.1)	($5.9)
Total Adjustments	($3.3)	($8.6)	($9.9)	($78.8)	($8.6)
Adjusted Operating Expenses	$47.1	$45.3	$46.7	$52.7	$48.7

Divided by Total Net Sales	$216.8	$200.5	$216.0	$202.8	$190.5
Adjusted Operating Expenses as a percentage of sales	21.7%	22.6%	21.6%	26.0%	25.6%

ROGERS CORPORATION

Adjusted EBITDA and Margin Reconciliation

($ in millions)	Q2 2026	Q1 2026	Q3 2025	Q2 2025	Q1 2025
GAAP Net Income (Loss)	$13.6	$4.5	$8.6	($73.6)	($1.4)
Intangible Amortization	$2.6	$2.7	$2.8	$2.7	$2.7
Restructuring, Severance, Impairment and Other Related Costs	$0.7	$5.9	$7.1	$76.1	$5.9
Interest (Income), net	($0.3)	($0.3)	($0.2)	($0.4)	($0.3)
Income Tax (Benefit) Expense	$7.8	$6.8	$7.7	$4.3	($0.2)
Depreciation	$10.6	$10.7	$10.4	$10.5	$9.2
Equity Compensation Expense	$2.6	$1.7	$0.8	$4.3	$3.6
Total Adjustments	$24.0	$27.5	$28.6	$97.5	$20.9
Adjusted EBITDA	$37.6	$32.0	$37.2	$23.9	$19.5
Divided by Total Net Sales	$216.8	$200.5	$216.0	$202.8	$190.5
Adjusted EBITDA Margin	17.3%	16.0%	17.2%	11.8%	10.2%

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