

Fiscal 2022 First-Quarter Results

Frank C. Sullivan
Chairman and CEO

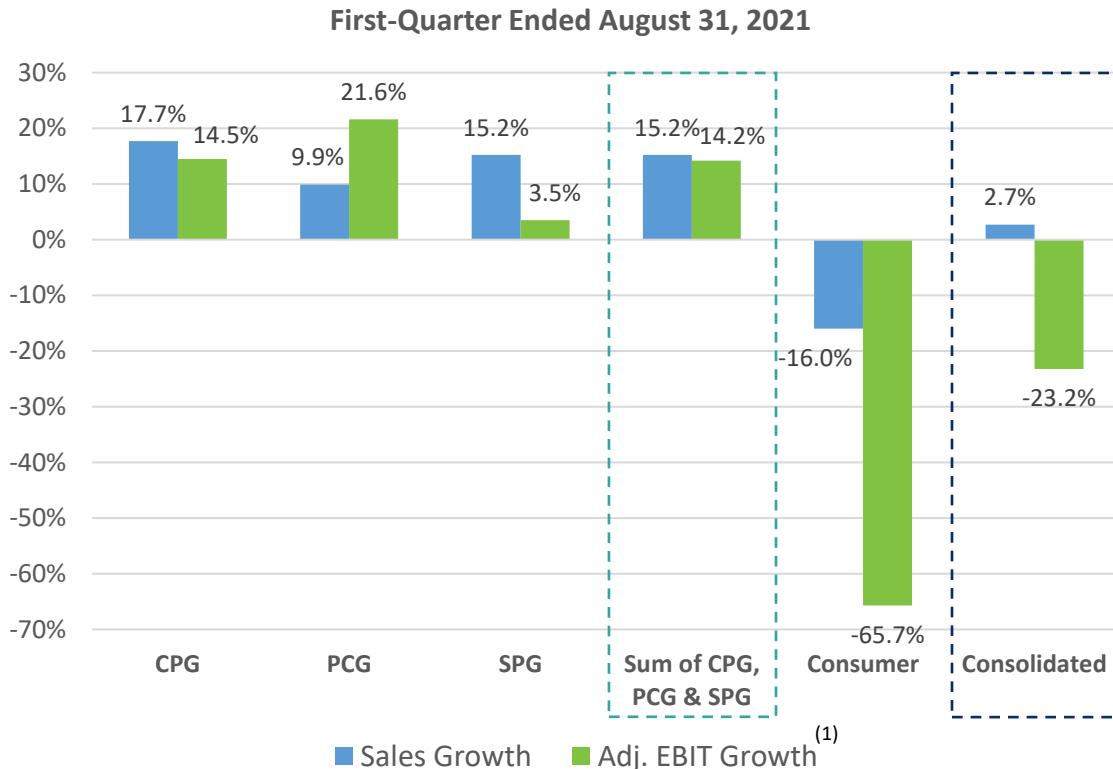
October 6, 2021

Forward-Looking Statements & Regulation G



This presentation contains “forward-looking statements” relating to our business. These forward-looking statements, or other statements made by us, are made based on our expectations and beliefs concerning future events impacting us and are subject to uncertainties and factors (including those specified below), which are difficult to predict and, in many instances, are beyond our control. As a result, our actual results could differ materially from those expressed in or implied by any such forward-looking statements. These uncertainties and factors include (a) global markets and general economic conditions, including uncertainties surrounding the volatility in financial markets, the availability of capital and the effect of changes in interest rates, and the viability of banks and other financial institutions; (b) the prices, supply and availability of raw materials, including assorted pigments, resins, solvents, and other natural gas- and oil-based materials; packaging, including plastic and metal containers; and transportation services, including fuel surcharges; (c) continued growth in demand for our products; (d) legal, environmental and litigation risks inherent in our construction and chemicals businesses and risks related to the adequacy of our insurance coverage for such matters; (e) the effect of changes in interest rates; (f) the effect of fluctuations in currency exchange rates upon our foreign operations; (g) the effect of non-currency risks of investing in and conducting operations in foreign countries, including those relating to domestic and international political, social, economic and regulatory factors; (h) risks and uncertainties associated with our ongoing acquisition and divestiture activities; (i) the timing of and the realization of anticipated cost savings from restructuring initiatives and the ability to identify additional cost savings opportunities; (j) risks related to the adequacy of our contingent liability reserves; (k) risks relating to the Covid pandemic; (l) risks related to adverse weather conditions or the impacts of climate change and natural disasters; and (m) other risks detailed in our filings with the Securities and Exchange Commission, including the risk factors set forth in our Annual Report on Form 10-K for the year ended May 31, 2021, as the same may be updated from time to time. We do not undertake any obligation to publicly update or revise any forward-looking statements to reflect future events, information or circumstances that arise after the date of this presentation.

This presentation includes certain company data that do not directly conform to generally accepted accounting principles, or GAAP, and certain company data that has been restated for improved clarity, understanding and comparability, or pro forma. All non-GAAP data in this presentation are indicated by footnote. Tables reconciling such data with GAAP measures are available through our website, www.rpminc.com under Investor Information/Presentations.



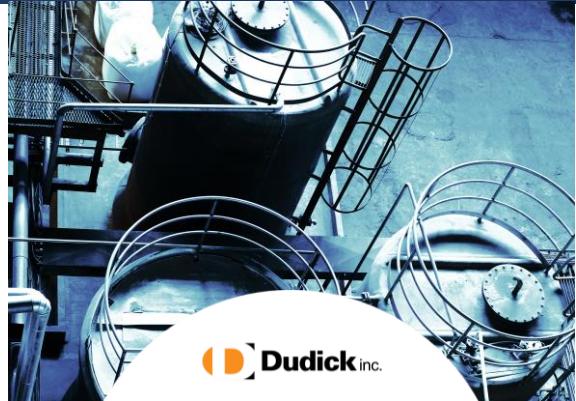
(1) Adjusted EBIT Growth is a non-GAAP financial measure. Refer to Appendix for reconciliations between GAAP and non-GAAP measures.

HIGHLIGHTS

- In spite of raw material shortages, supply chain disruptions and inflation, 3 of 4 operating segments generated good growth during Q1-F22
- Consumer Group dip is temporary and based upon tough prior-year comparison and acute supply chain challenges

Strategic Investments to Drive Growth and Efficiency

RPM



Good Position in Technology End Markets

Date Acquired	6/7/21
Acquired By	Carboline (PCG)
Overview	Provider of high-performance coatings, flooring systems and tank linings
Growth Opportunity	Strengthens Carboline's position in secondary containment linings market and opens door to expanded sales growth worldwide



New Platform for Building Maintenance

Date Acquired	8/2/21
Acquired By	Tremco (CPG)
Overview	Provider of indoor air quality control solutions
Growth Opportunity	Leverage Tremco's NA sales force, strategic partnerships and operational infrastructure



Emblematic of New RPM Culture

Date Purchased	9/7/21
Purchased By	Tremco (CPG)
Overview	Chemical manufacturing facility located on 120 acres in Corsicana, TX
Growth Opportunity	Provides flexibility to meet customer demand and strengthens RPM's supply chain

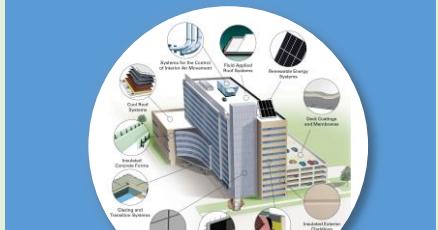
MARKET OPPORTUNITIES



Infrastructure



Abrasives &
Wall Paint



Building
Envelope



Wall
Systems

INDUSTRY TRENDS



Nesting



Schools Reopening



Energy Efficiency



Single-Source
Construction

Fiscal 2022 First-Quarter Financial Results | Consolidated

Earnings challenged by supply disruption and inflation



(\$ in millions, except per share amounts)	1Q 2022	1Q 2021	1Q 2020	% Change	
				F22 vs F21	F22 vs F20
Sales	\$1,650	\$1,607	\$1,473	+2.7%	+12.1%
EBIT ¹	\$197	\$250	\$166	-21.4%	+18.7%
Adjusted EBIT ¹	\$207	\$269	\$193	-23.2%	+7.4%
Adjusted EBIT Margin ¹	12.5%	16.8%	13.1%	-430 bps	-60 bps
Net Income	\$135	\$181	\$106	-25.5%	+26.7%
Diluted EPS	\$1.04	\$1.39	\$0.82	-25.2%	+26.8%
Adjusted Diluted EPS ¹	\$1.08	\$1.44	\$0.95	-25.0%	+13.7%

(1) EBIT, Adjusted EBIT, Adjusted EBIT Margin and Adjusted Diluted EPS are non-GAAP financial measures. Refer to Appendix for reconciliations between GAAP and non-GAAP measures.

HIGHLIGHTS

- Sales increased 2.7% to a first-quarter record \$1.65 billion
- Consolidated adjusted EBIT decreased 23.2% to \$206.8M due to supply chain challenges, inflation and the Consumer Group's difficult comparison to record results in the prior-year period
- As expected, the year-over-year shortfall in consolidated adjusted EBIT was driven by the Consumer Group's decline of 66% versus a tough comparison in Q1-F21 when the segment's adjusted EBIT was up 122% due to unprecedented demand during the pandemic
- On a "double-stack" basis, comparing fiscal Q1-22 to pre-pandemic Q1-20, sales, EBIT, net income and diluted EPS all show growth

Fiscal 2022 First-Quarter Financial Results

CPG generated strong growth across nearly all businesses

RPM

CONSTRUCTION PRODUCTS GROUP



(\$ in millions, except per share amounts)	1Q	1Q	1Q	% Change	
	2022	2021	2020	F22 vs F21	F22 vs F20
Sales	\$644	\$548	\$536	+17.7%	+20.2%
EBIT ¹	\$116	\$100	\$85	+15.7%	+37.2%
Adjusted EBIT ¹	\$117	\$102	\$87	+14.5%	+34.8%
Adjusted EBIT Margin ¹	18.2%	18.7%	16.2%	-50 bps	+200 bps

- Nearly all CPG businesses experienced strong top-line growth: roofing systems, concrete admixtures and repair products, and ICFs (Nudura)
- European ops generated double-digit top-line growth compared to last year's first quarter when shelter-in-place requirements were most severe
- 15% organic growth was impressive considering that non-residential construction put-in-place, a relevant market indicator was -11.6% YTD
- Earnings increased due to market share gains, operational improvements, cost controls and selling price increases to offset material cost inflation
- Unique, new Pure Air platform focused on HVAC restoration and indoor air quality is growing

(1) EBIT, Adjusted EBIT, and Adjusted EBIT Margin are non-GAAP financial measures. Refer to Appendix for reconciliations between GAAP and non-GAAP measures.

Fiscal 2022 First-Quarter Financial Results

PCG rebounding from pandemic as worksites reopen and energy markets recover

RPM

PERFORMANCE COATINGS GROUP



(\$ in millions, except per share amounts)	1Q	1Q	1Q	% Change	
	2022	2021	2020	F22 vs F21	F22 vs F20
Sales	\$286	\$260	\$297	+9.9%	-3.9%
EBIT ¹	\$35	\$29	\$28	+22.6%	+24.2%
Adjusted EBIT ¹	\$38	\$31	\$37	+21.6%	+1.6%
Adjusted EBIT Margin ¹	13.1%	11.9%	12.4%	+120 bps	+70 bps

- Sales increased at nearly all of PCG's major business units
- Sales were strong in the recent Bison acquisition (a manufacturer of raised flooring systems), emerging markets and in industrial maintenance outside of the energy sector
- Decision support tools helping sales team win more jobs and improve mix
- Earnings outpaced sales and were boosted by improved pricing, incremental savings from operating improvement initiatives and 2 recent acquisitions

(1) EBIT, Adjusted EBIT, and Adjusted EBIT Margin are non-GAAP financial measures. Refer to Appendix for reconciliations between GAAP and non-GAAP measures.

Fiscal 2022 First-Quarter Financial Results

New leadership and emphasis on growth drives top-line

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SPECIALTY PRODUCTS GROUP



(\$ in millions, except per share amounts)	1Q	1Q	1Q	% Change	
	2022	2021	2020	F22 vs F21	F22 vs F20
Sales	\$182	\$158	\$160	+15.2%	+13.7%
EBIT ¹	\$25	\$21	\$23	+19.8%	+5.5%
Adjusted EBIT ¹	\$25	\$24	\$29	+3.5%	-12.9%
Adjusted EBIT Margin ¹	13.7%	15.2%	17.9%	-150 bps	-420 bps

- Generating strong top-line growth were businesses providing marine coatings, powder coatings, wood stains and sealers, and disaster restoration equipment
- Furniture, cabinet, and RV markets are growing and favorably impacting OEM business
- Loss of margin is due to: (1) supply issues impacting mix and manufacturing efficiencies, and (2) investments in long-term growth initiatives
- Continuing to implement price increases during Q2-F22

(1) EBIT, Adjusted EBIT, and Adjusted EBIT Margin are non-GAAP financial measures. Refer to Appendix for reconciliations between GAAP and non-GAAP measures.

Fiscal 2022 First-Quarter Financial Results

Demand is strong, but material shortages limit sales growth; inflation challenges bottom line

RPM

CONSUMER GROUP



(\$ in millions, except per share amounts)	1Q	1Q	1Q	% Change	
	2022	2021	2020	F22 vs F21	F22 vs F20
Sales	\$538	\$641	\$479	-16.0%	+12.3%
EBIT ¹	\$46	\$133	\$59	-65.5%	-22.6%
Adjusted EBIT ¹	\$47	\$137	\$62	-65.7%	-24.0%
Adjusted EBIT Margin ¹	8.7%	21.3%	12.9%	-1,260 bps	-420 bps

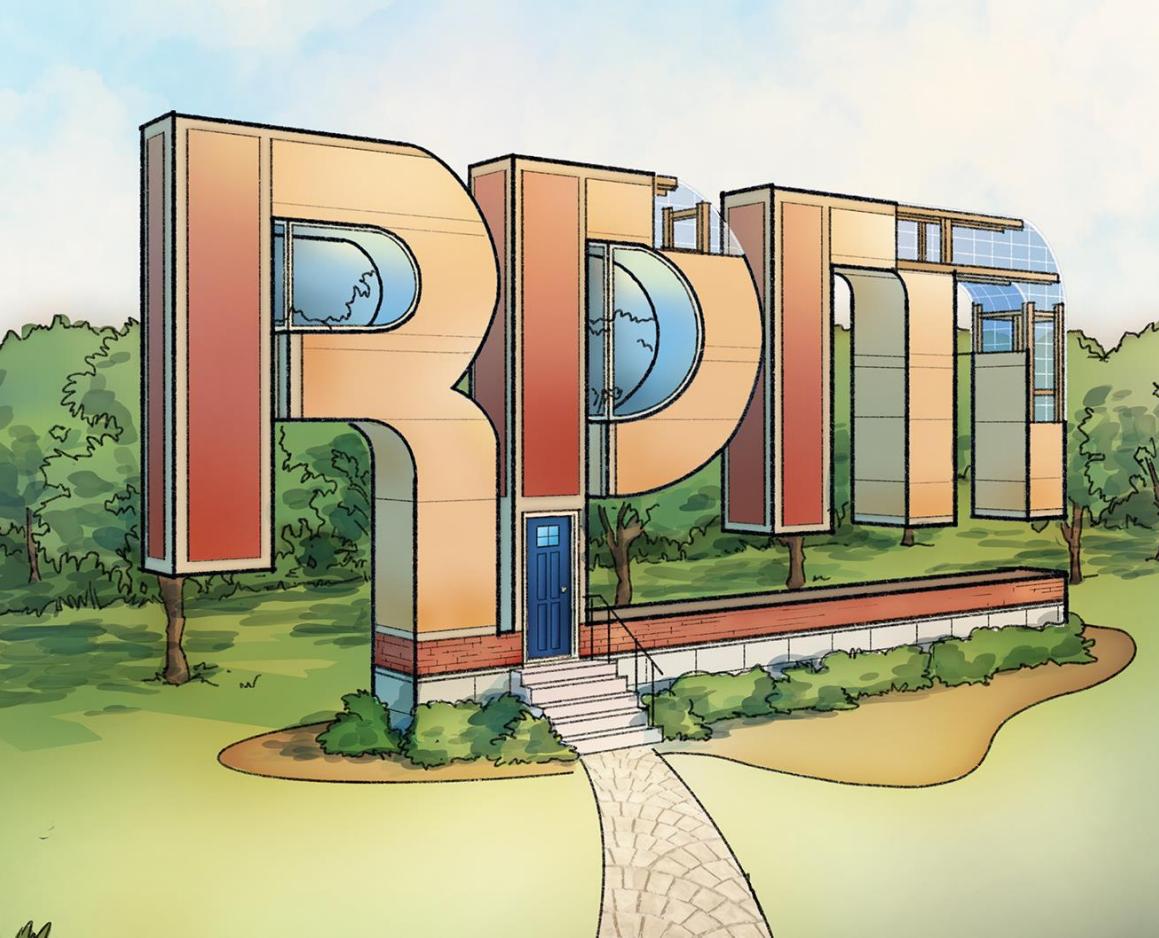
- Segment faced tough prior-year comparisons when sales and earnings reached unprecedented record levels driven by pandemic-related demand
- Demand remains strong due to a broader user base, but raw material shortages negatively impacted sales by roughly \$100M in Q1-F22; expect sales to be recovered when conditions normalize
- On a “double-stack” basis Q1-F22 sales are up 12.3% over Q1-F20
- Margins impacted by material, freight and labor inflation, as well as inefficiencies caused by supply outages and outsourcing
- Securing additional price increases during Q2-F22 and proactively qualifying new sources for raw materials

(1) EBIT, Adjusted EBIT, and Adjusted EBIT Margin are non-GAAP financial measures. Refer to Appendix for reconciliations between GAAP and non-GAAP measures.

CATEGORY	OUTLOOK (YOY)
SALES Consolidated	Increase mid-single digits
Construction Products Group	Increase double digits
Performance Coatings Group	Increase double digits
Specialty Products Group	Increase double digits
Consumer Group	Decrease double digits vs. difficult prior-year comparison when growth was +21%; Q2-22 will be above pre-pandemic level
ADJUSTED EBIT Consolidated	Decrease 15-25% vs. difficult prior-year comparison when adjusted EBIT increased 30%

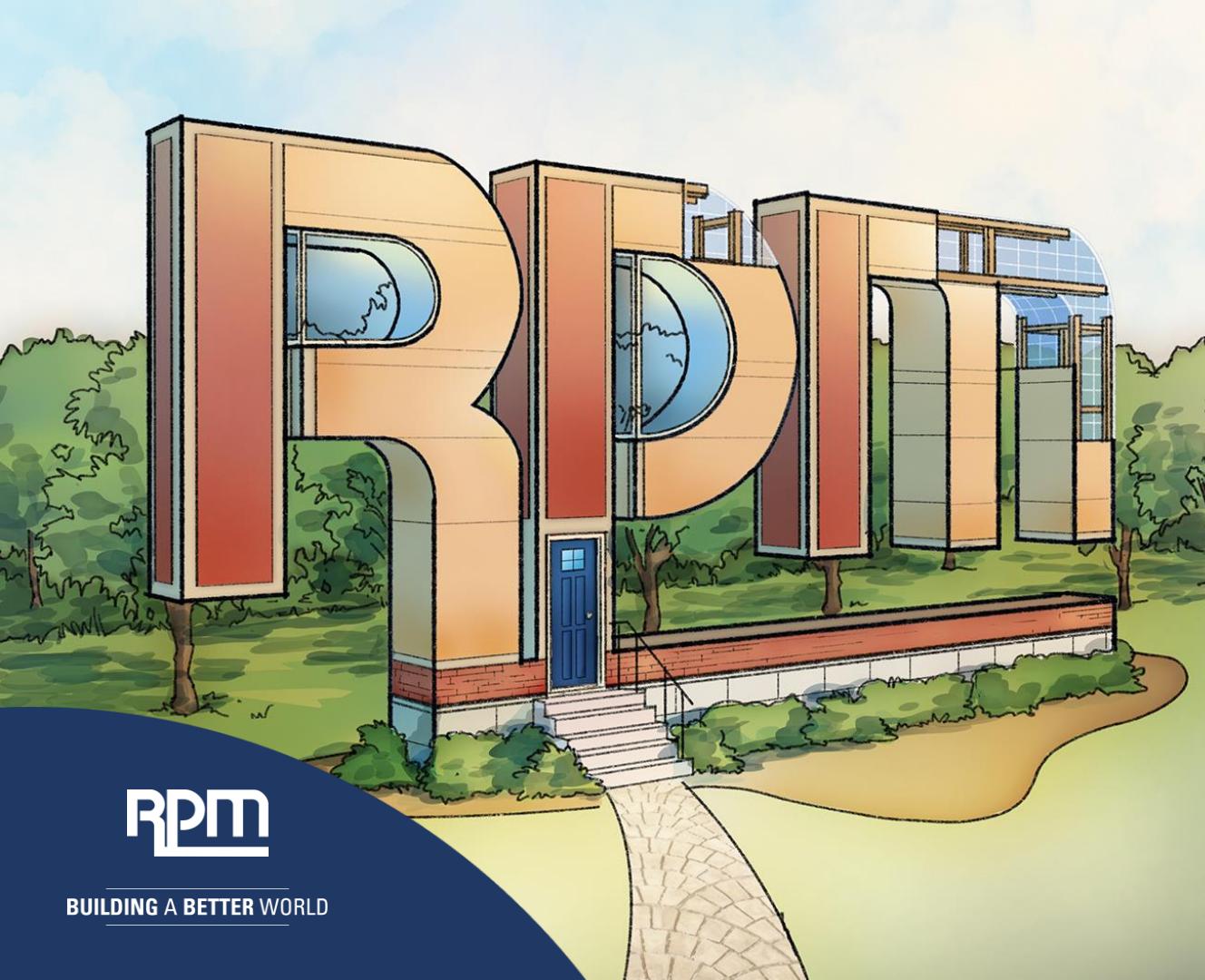
Factors Expected to Impact 2Q22 Results

- (+) Price increases rolling out to protect margins
- (-) Raw material, freight, & wage inflation
- (+) More MAP to Growth savings
- (-) Supply challenges and impact on productivity and sales
- (+) Greater efficiencies through continuous improvement culture
- (-) High prior-year comparisons
- (+) Capitalizing on market opportunities and industry trends



Go-Forward Strategy

- Maintain positive MAP to Growth momentum and complete remaining projects
- Leverage resources across RPM to manage supply chain challenges and meet customer needs
- Identify new operational improvement program opportunities through continuous improvement culture
- Make internal investments in growth opportunities, including capacity expansion (e.g. Texas manufacturing center of excellence)



APPENDIX

Reconciliations of
Non-GAAP to
GAAP Measures

October 6, 2021

RPM

BUILDING A BETTER WORLD

Consolidated Statements of Income



(\$ in thousands, except per share and percent data)
(Unaudited)

	Three Months Ended August 31,				
	2021	%	2020	%	% Change
Net Sales	\$ 1,650,420		\$ 1,606,670		2.7
Cost of Sales	1,037,069	62.8	953,015	59.3	
Gross Profit	613,351	37.2	653,655	40.7	
SG&A	418,850	25.4	395,953	24.6	
Restructuring Expense	1,010	0.1	4,233	0.3	
Other (Income) Expense, Net	(3,339)	(0.2)	3,118	0.2	
EBIT** (non-GAAP measure)	196,830	11.9	250,351	15.6	(21.4)
Interest Expense	21,109	1.2	21,745	1.4	
Investment (Income), Net	(5,750)	(0.3)	(12,763)	(0.8)	
Income Before Taxes	181,471	11.0	241,369	15.0	
Provision for Income Taxes	46,676	2.8	60,584	3.8	
Net Income	134,795	8.2	180,785	11.3	(25.4)
Less: Net Income Attributable to Noncontrolling Interests	213	0.0	190	0.1	
Net Income Attributable to RPM Stockholders	\$ 134,582	8.2	\$ 180,595	11.2	(25.5)
Diluted EPS	\$ 1.04		\$ 1.39		(25.2)

NOTE – Refer to “Non-GAAP Financial Measures” slide for definition of EBIT.

The following are the non-GAAP financial measures used in this presentation:

***Interest (Income) Expense, Net** includes the combination of interest (income) expense and investment (income) expense, net.

****EBIT** is defined as earnings (loss) before interest and taxes. Management uses EBIT, as defined, as a measure of operating performance, since interest (income) expense, net, essentially relates to corporate functions, as opposed to segment operations.

*****Adjusted EBIT** is defined as earnings (loss) before interest and taxes, adjusted for items that management does not consider to be indicative of ongoing operations. Management uses Adjusted EBIT, as defined, as a measure of operating performance, since interest expense, net, essentially relates to corporate functions, as opposed to segment operations. Tables reconciling this non-GAAP data with GAAP measures are available in the appendix of this presentation.

- (a) Charges recorded in Cost of Goods Sold that inventory write-offs in connection with restructuring activities at our Consumer, Construction Products and Performance Coatings segments, partially offset by subsequent recoveries and revisions of accrual estimates.
- (b) Reflects restructuring charges, including headcount reductions, closures of facilities and related costs, and accelerated vesting of equity awards, all in relation to our Margin Acceleration Plan (“MAP to Growth”) and other cost-savings related initiatives.
- (c) Accelerated costs, including depreciation and amortization expense related to the shortened useful lives of facilities and equipment, ERP systems, and intangibles that are currently in use, but are in the process of being retired associated with various MAP to Growth initiatives including facility closures, exiting a business, and ERP consolidation.
- (d) Reflects subsequent collections of amounts previously written off to our allowance for doubtful accounts as a result of a change in market and leadership strategy.
- (e) Includes implementation costs associated with our ERP consolidation plan and decision support tools.
- (f) Comprises professional fees incurred in connection with our MAP to Growth.
- (g) Acquisition costs reflect amounts included in gross profit for inventory step-ups.
- (h) Reflects unusual compensation costs that resulted from executive departures related to our MAP to Growth, including stock and deferred compensation plan arrangements, offset by subsequent revisions of accrual estimates.
- (i) Reflects unusual compensation costs, net of insurance proceeds that resulted from executive departures unrelated to our MAP to Growth.
- (j) Reflects gains incurred upon divestiture of a business and/or assets.
- (k) Reflects subsequent recoveries of previously recorded charges related to the discontinuation of a product line targeting OEM markets and related prepaid asset and inventory write-off. This resulted from ongoing product line rationalization efforts in connection with our MAP to Growth.
- (l) Investment returns include realized net gains and losses on sales of investments and unrealized net gains and losses on equity securities, which are adjusted due to their inherent volatility. Management does not consider these gains and losses, which cannot be predicted with any level of certainty, to be reflective of the company's core business operations.

Reconciliation of "Reported" to "Adjusted" EPS



(Unaudited)

Reconciliation of Reported Earnings per Diluted Share to Adjusted Earnings per Diluted Share (All amounts presented after-tax):

	Three Months Ended	
	August 31, 2021	August 31, 2020
Reported Earnings per Diluted Share	\$ 1.04	\$ 1.39
Restructuring expense (b)	0.01	0.03
Accelerated expense - other (c)	-	0.01
ERP consolidation plan (e)	0.01	0.01
Professional fees (f)	0.03	0.05
Unusual costs triggered by executive departures (h)	-	0.02
Unusual executive costs, net of insurance proceeds (i)	0.01	-
Investment returns (n)	(0.02)	(0.07)
Adjusted Earnings per Diluted Share****	\$ 1.08	\$ 1.44

****Adjusted EPS is provided for the purpose of adjusting diluted earnings per share for items impacting earnings that are not considered by management to be indicative of ongoing operations.

NOTE – Refer to “Adjustments Detail” slide for further information on adjustments outlined above.

EBIT** (Non-GAAP Measure): RPM Consolidated



(\$ in thousands, except per share and percent data)
(Unaudited)

	Three Months Ended August 31,	
	2021	2020
Net Income	\$ 134,795	\$ 180,785
Provision for Income Taxes	46,676	60,584
Income Before Income Taxes	181,471	241,369
Interest Expense	21,109	21,745
Investment (Income), Net	(5,750)	(12,763)
EBIT** (non-GAAP measure)	196,830	250,351
Inventory-related (recoveries) charges (a)	(71)	660
Restructuring expense (b)	1,607	4,694
Accelerated expense - other (c)	378	1,535
Receivable (recoveries) (d)	(28)	(137)
ERP consolidation plan (e)	1,097	1,370
Professional fees (f)	4,701	8,277
Acquisition-related costs (g)	339	-
Unusual (credits) costs triggered by executive departures (h)	(8)	2,832
Unusual executive costs, net of insurance proceeds (i)	1,983	7
Divestitures (j)	(22)	(8)
Discontinued product line (k)	-	(375)
Adjusted EBIT*** (non-GAAP measure)	\$ 206,806	\$ 269,206
Net Sales	\$ 1,650,420	\$ 1,606,670
Adj EBIT*** as a % of Net Sales (non-GAAP measure)	12.5%	16.8%

NOTE – Refer to “Non-GAAP Financial Measures” slide for definitions of non-GAAP measures identified (*) in the table above and “Adjustments Detail” slide for further information on adjustments outlined above.

EBIT** (Non-GAAP Measure): Construction Products Segment



(\$ in thousands, except per share and percent data)
(Unaudited)

	Three Months Ended August 31,	
	2021	2020
Income Before Income Taxes	\$ 114,357	\$ 98,349
Add: Interest Expense, Net*	1,870	2,110
EBIT** (non-GAAP measure)	116,227	100,459
Inventory-related (recoveries) (a)	(75)	(51)
Restructuring expense (b)	220	1,046
Accelerated expense - other (c)	244	697
ERP consolidation plan (e)	498	117
Professional fees (f)	83	65
Divestitures (j)	(18)	(8)
Adjusted EBIT*** (non-GAAP measure)	\$ 117,179	\$ 102,325
Net Sales	\$ 644,362	\$ 547,690
Adj EBIT*** as a % of Net Sales (non-GAAP measure)	18.2%	18.7%

NOTE – Refer to “Non-GAAP Financial Measures” slide for definitions of non-GAAP measures identified (*) in the table above and “Adjustments Detail” slide for further information on adjustments outlined above.

EBIT** (Non-GAAP Measure): Performance Coatings Segment



(\$ in thousands, except per share and percent data)
(Unaudited)

	Three Months Ended August 31,	
	2021	2020
Income Before Income Taxes	\$ 35,077	\$ 28,514
Add: Interest (Income) Expense, Net*	(82)	31
EBIT** (non-GAAP measure)	34,995	28,545
Inventory-related charges (a)	-	36
Restructuring expense (b)	889	1,356
Accelerated expense - other (c)	7	685
Receivable (recoveries) (d)	(28)	(137)
ERP consolidation plan (e)	600	129
Professional fees (f)	728	257
Acquisition-related costs (g)	339	-
Adjusted EBIT*** (non-GAAP measure)	\$ 37,530	\$ 30,871
Net Sales	\$ 285,595	\$ 259,788
Adj EBIT*** as a % of Net Sales (non-GAAP measure)	13.1%	11.9%

NOTE – Refer to “Non-GAAP Financial Measures” slide for definitions of non-GAAP measures identified (*) in the table above and “Adjustments Detail” slide for further information on adjustments outlined above.

EBIT** (Non-GAAP Measure): Specialty Products Segment



(\$ in thousands, except per share and percent data)
(Unaudited)

	Three Months Ended August 31,	
	2021	2020
Income Before Income Taxes	\$ 24,556	\$ 20,449
Add: Interest Expense, Net*	35	82
EBIT** (non-GAAP measure)	24,591	20,531
Restructuring expense (b)	192	808
Accelerated expense - other (c)	152	131
ERP consolidation plan (e)	-	1,110
Professional fees (f)	-	1,449
Unusual (credits) costs triggered by executive departures (h)	(8)	45
Adjusted EBIT*** (non-GAAP measure)	\$ 24,927	\$ 24,074
Net Sales	\$ 182,055	\$ 158,024
Adj EBIT*** as a % of Net Sales (non-GAAP measure)	13.7%	15.2%

NOTE – Refer to “Non-GAAP Financial Measures” slide for definitions of non-GAAP measures identified (*) in the table above and “Adjustments Detail” slide for further information on adjustments outlined above.

EBIT** (Non-GAAP Measure): Consumer Segment



(\$ in thousands, except per share and percent data)
(Unaudited)

	Three Months Ended August 31,	
	2021	2020
Income Before Income Taxes	\$ 45,915	\$ 132,722
Add: Interest (Income) Expense, Net*	(75)	62
EBIT** (non-GAAP measure)	45,840	132,784
Inventory-related charges (a)	4	675
Restructuring expense (b)	306	1,485
Accelerated (credits) expense - other (c)	(25)	22
ERP consolidation plan (e)	-	14
Professional fees (f)	9	123
Unusual costs triggered by executive departures (h)	-	2,000
Unusual executive costs, net of insurance proceeds (i)	764	-
Divestitures (j)	(4)	-
Discontinued product line (k)	-	(375)
Adjusted EBIT*** (non-GAAP measure)	\$ 46,894	\$ 136,728
Net Sales	\$ 538,408	\$ 641,168
Adj EBIT*** as a % of Net Sales (non-GAAP measure)	8.7%	21.3%

NOTE – Refer to “Non-GAAP Financial Measures” slide for definitions of non-GAAP measures identified (*) in the table above and “Adjustments Detail” slide for further information on adjustments outlined above.