



ROGERS
CORPORATION

Global Operations Strategy

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SVP GLOBAL OPERATIONS AND SUPPLY CHAIN



Rogers Global Operational Strategy



Global Footprint Proven global manufacturing and supply chain capabilities.



Access Markets Competitively Proximity to customers and capabilities to support regional growth.



Flexible Operations Multi-site product and supply-chain qualifications.



Driving Value Leverage scale and drive supply chain efficiencies.



Manufacturing Optimization Cost, yields, and throughput improvements coupled with timely expansions to capitalize on growth.



Historical Challenges We Faced

GLOBAL CHALLENGES

- *COVID-19 dislocations*
- *China lockdowns*
- *Disruptions to customer demand*
- *Labor market constraints*
- *Strained logistics resulting in long and highly variable lead times*
- *Raw material availability*
- *Freight and packaging costs*



COMPANY SPECIFIC CHALLENGES

- *Demand disruptions drove lower asset utilization*
- *Shifting product mix*
- *Limitations of certain people dependent systems*
- *Employee retention, added workload from proposed DuPont transaction*



Operational Excellence Journey



Restore
2023

ACTIONS TAKEN

- *Optimized manufacturing footprint*
- *Adjusted cost structure to match demand*
- *Yield, throughput, process automation, cost improvements*

HUMAN CAPITAL DEVELOPMENT

- *Investing in talent*
- *Management systems*
- *Operational discipline focus*
- *Organizational structure and effectiveness*

IMPROVE PROCESSES & TOOLS

- *Integrated Business Planning (IBP) process*
- *Robust work processes*
- *Strategic procurement capabilities*
- *Raw material sourcing flexibility*



Operational Excellence Journey



Accelerate

2024-2025

ACTIONS TAKEN

- *Optimized manufacturing footprint*
- *Adjusted cost structure to match demand*
- *Yield, throughput, process automation, cost improvements*

HUMAN CAPITAL DEVELOPMENT

- *Investing in talent*
- *Management systems*
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IMPROVE PROCESSES & TOOLS

- *Integrated Business Planning (IBP) process*
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SUPPORT BUSINESS GROWTH

- *Unlock 'free capacity' by increasing throughput*
- *Measured investments in new lines and capabilities*
- *Ongoing alignment with customer and market shifts*



Rogers Operational Goals – Going Forward

Help Achieve Breakthrough Growth and Profitability By Driving...



MANUFACTURING EXCELLENCE AND OPERATIONAL DISCIPLINE



INTEGRATED BUSINESS PLANNING



IMPROVED SOURCING STRATEGIES



SUPPORT GROWTH (THROUGHPUT IMPROVEMENTS, NEW CAPACITY)