RPM International Inc.

Five-Year Strategic Plan
2020 Vision
Entrepreneurial Operating Philosophy
Competitive Advantage of Leading Brands
Balance Between Consumer and Industrial Markets
Growth Strategy Balanced Between Internal Investment and Acquisitions

Consumer Segment
$1.6 bb (35%)

Industrial Segment
$3.0 bb (65%)

$4.6 billion
5/31/15
2005 vs. 2015 Sales Results

Dollars in millions

<table>
<thead>
<tr>
<th>Region</th>
<th>2005</th>
<th>2015</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>$2,202</td>
<td>$3,195</td>
<td>86%</td>
</tr>
<tr>
<td>Europe</td>
<td>$251</td>
<td>$942</td>
<td>10%</td>
</tr>
<tr>
<td>South/Latin America</td>
<td>$42</td>
<td>$251</td>
<td>1.7%</td>
</tr>
<tr>
<td>Africa/Middle East</td>
<td>$34</td>
<td>$86</td>
<td>1.3%</td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td>$27</td>
<td>$121</td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$2,556</td>
<td>$4,595</td>
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</table>
Balanced Business = Steady Growth

### Consolidated

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</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>+10.8%</td>
<td>+17.7%</td>
<td>+11.0%</td>
<td>+9.1%</td>
<td>(7.6%)</td>
<td>+1.3%</td>
<td>+8.5%</td>
<td>+11.7%</td>
<td>+8.1%</td>
<td>+7.2%</td>
<td>+5.0%</td>
</tr>
<tr>
<td>Net Income</td>
<td>+8.9%</td>
<td>+8.8%</td>
<td>+18.1%</td>
<td>+17.2%</td>
<td>(42.1%)</td>
<td>+39.4%</td>
<td>+16.1%</td>
<td>+11.5%</td>
<td>+14.5%</td>
<td>+20.9%</td>
<td>+10.7%</td>
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### Industrial

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</thead>
<tbody>
<tr>
<td>Sales</td>
<td>+13.3%</td>
<td>+23.8%</td>
<td>+14.7%</td>
<td>+12.6%</td>
<td>(4.3%)</td>
<td>(1.7%)</td>
<td>+11.3%</td>
<td>+12.2%</td>
<td>+4.1%</td>
<td>+5.0%</td>
<td>+8.0%</td>
</tr>
<tr>
<td>EBIT</td>
<td>+19.9%</td>
<td>+16.3%</td>
<td>+17.8%</td>
<td>+11.3%</td>
<td>(26.6%)</td>
<td>+15.7%</td>
<td>+15.4%</td>
<td>+17.5%</td>
<td>(0.7%)</td>
<td>+11.1%</td>
<td>+5.6%</td>
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### Consumer

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<tbody>
<tr>
<td>Sales</td>
<td>+7.1%</td>
<td>+8.3%</td>
<td>+4.5%</td>
<td>+3.2%</td>
<td>(13.6%)</td>
<td>+8.4%</td>
<td>+3.4%</td>
<td>+10.7%</td>
<td>+16.1%</td>
<td>+11.4%</td>
<td>(0.2)%</td>
</tr>
<tr>
<td>EBIT</td>
<td>+1.9%</td>
<td>+12.1%</td>
<td>(5.8%)</td>
<td>+4.4%</td>
<td>(33.7%)</td>
<td>+44.2%</td>
<td>(0.9%)</td>
<td>+9.7%</td>
<td>+31.2%</td>
<td>+19.5%</td>
<td>+9.1%</td>
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<thead>
<tr>
<th></th>
<th>Acquisitions</th>
<th>Dividends</th>
<th>Capex</th>
<th>Asbestos</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>Dollars (k)</td>
<td>$1,226,622</td>
<td>$1,054,367</td>
<td>$673,215</td>
<td>$575,096</td>
<td>$3,529,300</td>
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</table>

(dollars in thousands)
Consistent Financial Performance: Superior Shareholder Return

Comparison of Cumulative Total Return
Among RPM International Inc., the S&P 500 Index and a Peer Group

Ten-year comparison based on $100 invested on 5/31/05 in stock or index — including reinvestment of dividends. Fiscal year ending May 31.

(Peer Group includes Akzo Nobel N.V., Ferro Corporation, H.B. Fuller Company, Masco Corporation, PPG Industries, Inc., The Sherwin-Williams Company and The Valspar Corporation.)

Comparison of Cumulative Total Return
Outperform:
S&P 500 by 86%
Peers by 17%

05 06 07 08 09 10 11 12 13 14 15
$450
$400
$350
$300
$250
$200
$150
$100
$50
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<td>109.55</td>
<td>138.24</td>
<td>154.37</td>
<td>101.69</td>
<td>137.38</td>
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<td>S&amp;P 500</td>
<td>100.00</td>
<td>108.64</td>
<td>133.40</td>
<td>124.47</td>
<td>83.93</td>
<td>101.54</td>
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<td>162.11</td>
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<td>100.00</td>
<td>113.38</td>
<td>145.66</td>
<td>130.48</td>
<td>88.57</td>
<td>118.63</td>
<td>156.37</td>
<td>162.32</td>
<td>243.22</td>
<td>288.93</td>
<td>346.07</td>
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The RPM Advantage
Unique Entrepreneurial Operating Philosophy and Structure

FY 2005

Consumer Segment

- DAP
- Bondo
- Phenoseal
- Rust-Oleum CBG
- Rust-Oleum IBG
- Martin Mathys
- Rust-Oleum Europe
- Zinsser
- Thibaut
- Mantrose Haeuser
- Okon

Industrial Segment

- Chemspec
- Day-Glo
- Radiant Color
- Dryvit
- Kop-Coat
- RPM Belgium
- TCI
- Testor
- Wood Finishes
- Ecoloc
- Tremco
- Tremco Europe
- Tremco Roofing
- Tremco Sealants
- Tremco Barrier Solutions
- Euclid Chemical
- Boral
- Compact Technology
- illbruck
- Stonhard
- Carboline/Plasite
- Fibergrate
- StonCor Europe
- NBFS
- AD Fire
Entrepreneurial Operating Philosophy
Competitive Advantage of Leading Brands
Balance between Consumer and Industrial Businesses
Balanced Growth Strategy between Internal Investment and Acquisitions
Fiscal 2016 & Beyond: Competing & Winning in the Market by Continuing our Industry-Leading Acquisition Program

Key requirements:
- Niche market leaders
- Strong GP margins
- Retain entrepreneurial management team

Acquisition Focus:
- Geographic expansion
- New markets
- New products

Key Takeaways:
- 150+ acquisitions
- Few divestitures
- Less than 1% impairment charge in history of RPM
Consistent Financial Performance:
Superior Shareholder Return

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Among RPM International Inc.,
the S&P 500 Index and a Peer Group

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01/06/16
Macroeconomic Assumptions

- U.S. GDP growth of 2-3% (no recession)
- Stable-to-improving economies in Europe & Latin America
- Stable capital markets / normal access to capital
- Stable oil prices
- Stable global currency market vs. U.S. dollar

RPM Growth Goal Assumptions

- 5-year consolidated net sales CAGR of 8.5%
  - 5.0% organic
  - 3.5% acquisitions
- Debt/capital structure <60%
- Incremental interest costs @ ≤5% pre-tax
- Consolidated tax rate @ 30-31%
- Steady EBIT margin improvement over five year period
2020 Vision: Competing & Winning in the Market

1. RPM Acquisition Advantage: attracting entrepreneurial companies and integrating product lines


3. Accelerating Capital Expansion Investments

4. Connections Creating Value: a model for success in the developing world; leveraging shared technologies; shared manufacturing and distribution

- **Tremco Roofing**
  - AlphaGuard

- **Kirker**
  - U.S. bottling and UK expansion

- **Euclid**
  - Tuf-Strand macro fibers

- **Euclid Latin Am.**
  - Construction chemicals

- **Viapol**
  - Brazilian platform for Euclid, Tremco, Flowcrete and Carboline
2020 Vision: Building Billion Dollar Brands
2020 Vision: Continuing Cash Flow Discipline to Drive Dividend Growth

- Driving shareholder value with 42 consecutive years of cash dividend increases
- Only 45 of all 19,000 U.S. publicly traded companies have an equal or better record
- The compounding benefit of reinvesting a growing cash dividend first envisioned by a $25 mm company in 1973 continues today in a $4.6 bb company paying out +$135 mm per year

Acquired | Yield on Original Investment
--- | ---
Today | 2.6%
10 yrs. | 5.9%
25 yrs. | 17.7%

$1.8 billion Paid

+ 5.8% 10/8/15
1 = Vision

Sustainable Global Growth driven by Entrepreneurial Leadership through The Value of 168

6 = Key Strategic Drivers

- Entrepreneurial Operating Philosophy
- Competitive Advantage of Leading Brands
- Balance Between Consumer and Industrial Markets
- Growth Strategy Balanced Between Internal Investment and Acquisitions
- Connections Creating Value
- Sustainable Shared Value

8 = Characteristics of The Value of 168

The Value of 168

I am entrepreneurial fast, nimble, innovative and passionate.
I foster an environment of empowerment, accountability, opportunity and respect.
I am committed to my fellow employees, customers and RPM stockholders.
I am relentlessly persistent in executing our plan and achieving growth.
I act with integrity to achieve results the right way, for the right reasons.
I seek connections to other RPM companies that create greater opportunities for all.
I use my time wisely – at work, with family and in service to my community.
I am a cathedral builder, creating something great and leaving a lasting legacy.
The Value of 168®

“Hire the best people you can find. Create an atmosphere that will keep them. Then let them do their jobs.”

Frank C. Sullivan, 1947
RPM International Inc.

Five-Year Strategic Plan
2020 Vision