

# PPG Organic Growth Innovation Deep Dive

Global Coatings Innovation Center  
Allison Park, PA

June 12, 2025



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beautify the world®

# Forward-Looking Statements

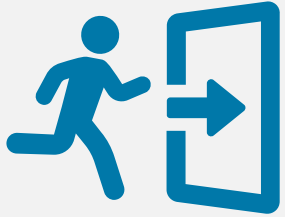
This presentation contains forward-looking statements that reflect the Company's current views with respect to future events and financial performance. You can identify forward-looking statements by the fact that they do not relate strictly to current or historic facts. Forward-looking statements are identified by the use of the words "aim," "believe," "expect," "anticipate," "intend," "estimate," "project," "outlook," "forecast" and other expressions that indicate future events and trends. Any forward-looking statement speaks only as of the date on which such statement is made, and the Company undertakes no obligation to update any forward-looking statement, whether as a result of new information, future events or otherwise. You are advised, however, to consult any further disclosures we make on related subjects in our reports to the Securities and Exchange Commission. Also, note the following cautionary statements:

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# Safety & Security



In the event of an evacuation,  
**remain with your PPG hosts,**  
who will assist you in exiting the building



## Emergency numbers

PPG wall phone: 5222

Cell phone: 412-492-5222



**No pictures or recording**  
(phones, laptops, smart glasses, etc.)



**No weapons**



**No tobacco**

# Agenda

- 8:00 AM Welcome  
**Alex Lopez**
- 8:10 AM Innovation Driving PPG Growth  
**Tim Knavish**
- 8:30 AM Foundation of Innovation at PPG  
**David Bem**
- 9:00 AM Sustainability: A Competitive Advantage for PPG  
**Peter Votruba-Drzal**
- 9:30 AM Q&A
- 9:45 AM Rest of Day Overview  
**David Bem**
- 9:50 AM Break
- 10:00 AM Tour
- 11:30 AM Closing Comments
- 11:45 AM Adjourn / Bus to Oakmont or Airport

**Tim Knavish**

Chairman and  
Chief Executive Officer



**David Bem**

Senior Vice President,  
Science and Technology and  
Chief Technology Officer



**Peter Votruba-Drzal**

Vice President,  
Global Sustainability



# PPG Organic Growth Innovation Deep Dive

## Objective

*Provide a deeper understanding of how innovation shapes the coatings industry and drives growth for PPG*

## A PPG Deep Dive is NOT

- An investor day
- An update on the quarter or current business conditions
- A strategic update



# Innovation Driving PPG Growth

Tim Knavish

Chairman and Chief Executive Officer



# Key Takeaways



## Differentiated Customer Value

Providing advantaged technology through research and development to support our customers' needs

## PPG Innovation

Delivering productive and sustainable solutions both inside and outside of the can

## Growth Enabling Culture

Innovation is a catalyst for accelerated organic growth

# PPG is Positioned Well in Global End-use Markets

Position by Coatings Vertical



Global Position	Global Position	Architectural			Aerospace	Auto Refinish	Protective & Marine	Traffic Solutions	Auto OEM	Industrial	Packaging
		EMEA	LA	AP							
PPG	#2	#2	#1	#3+	#1	#2	#3+	#1	#1	#2	#2
Sherwin-Williams	#1										
AkzoNobel	#3										
Nippon	#4										
RPM	#5										
Axalta	#6										
BASF	#7										

■ Meaningful Presence

□ No Current Meaningful Presence



# PPG is Positioned to Capitalize on Megatrends



## Operational Efficiency

Digital and automation  
Artificial intelligence  
Application



## Electrification and Alternative Energy

EV builds  
Urban mobility  
Legislation



## Sustainability

Customer pull  
Emerging regulations  
Circular economy

## PPG Products Provide Improved

- ✓ Functionality
- ✓ Productivity
- ✓ Light-weighting
- ✓ Asset protection
- ✓ Customer experience

# PPG Pillars of Growth

Innovation with our customers is key to driving organic growth above market

## Customer Intimacy

Established, mutually beneficial relationships focused on value delivery

## Innovation

Continuous pipeline of new products that anticipate and solve customer challenges

## Operational Excellence

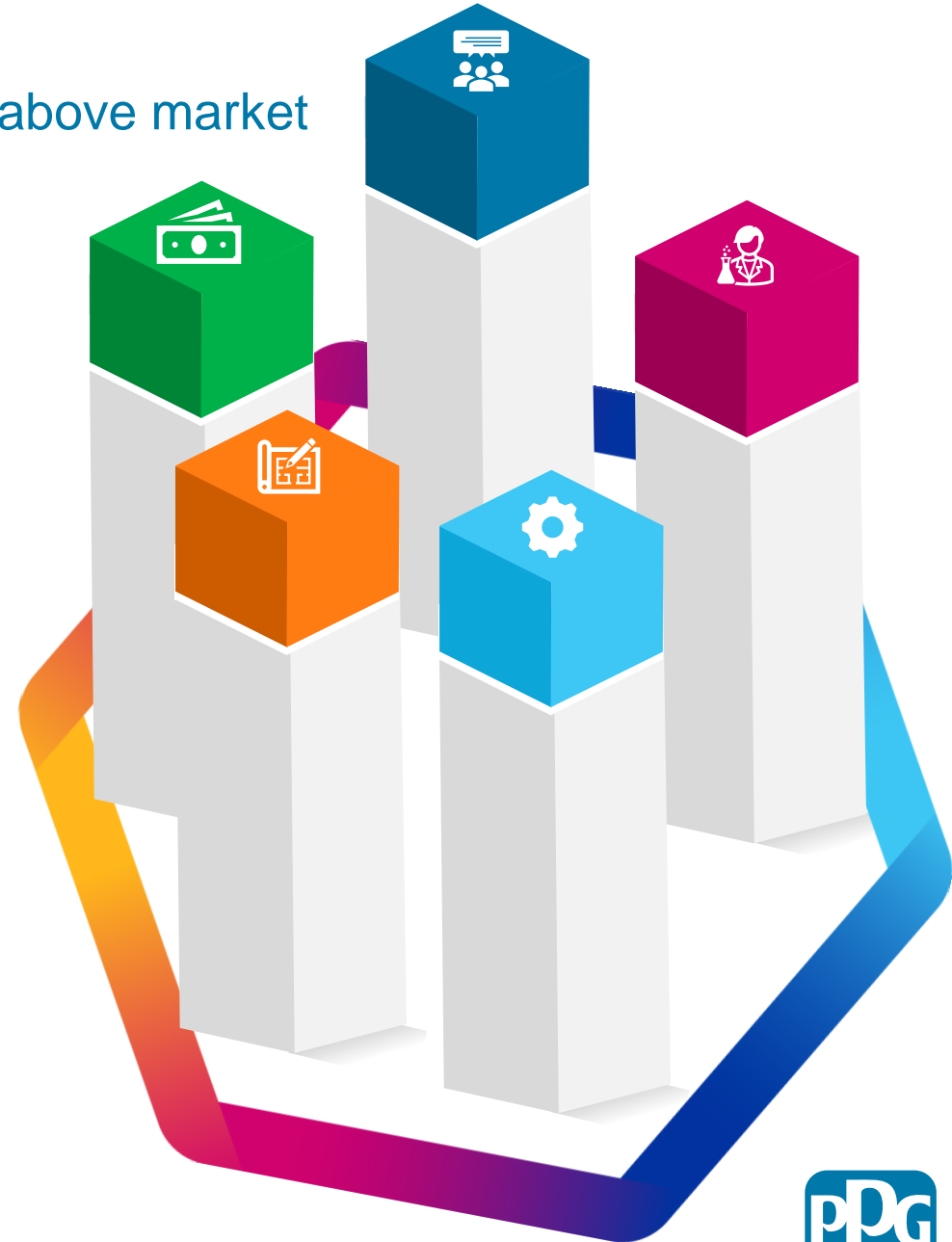
Dynamic and aggressive supply chain management

## Portfolio Management

Maintain rigor to ensure continued shareholder value creation

## Cash Deployment

On-going, accretive, disciplined cash uses



# PPG's Growth-Enabling Culture – Inverted Pyramid

Customer needs drive increased sales and organic growth

**Customers**

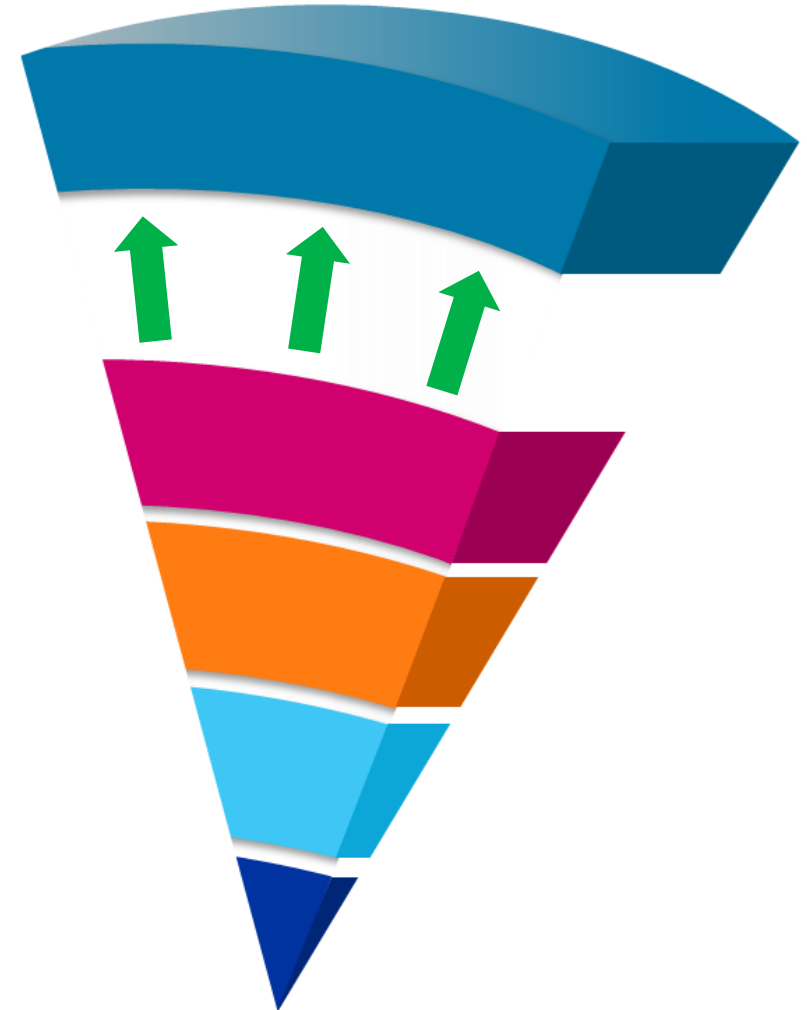
**Innovate, Formulate, Buy-Make-Ship, Sell, Field Service**

**Front Line Support, Plant & Distribution Center Managers, Sales Managers, Lab Managers, Procurement**

**Leadership Teams and Corporate Functions**

**Operating Committee**

**CEO**



# Foundation of Innovation at PPG

David Bem

Senior Vice President,  
Science and Technology and  
Chief Technology Officer



# PPG Delivers Productive and Sustainable Solutions by...

Innovating for productivity that positively impacts the total cost of applying coatings



Innovating for solutions that enable our customers' sustainability goals



Capturing value by partnering with our customers to deliver impact from our innovation focused on organic growth



Differentiating and creating customer value inside and outside the can



# PPG is Innovating...

Chemistry  
innovations

**Inside the Can** AND **Outside the Can**

Process/delivery  
innovations

Refinish  
Coatings



PPG LINQ® and  
MOONWALK®  
systems

Aerospace  
Coatings and  
Sealants



PPG SEMKIT®  
packages

PMC  
Anti-fouling  
Coatings



PPG  
SIGMAGLIDE®  
electrostatic  
application

# Innovation Outside the Can Supports Strong Coatings Systems

Providing digital solutions and business models that simplify buying and improve productivity

## 1 Digital Customer Experience

Always-on, frictionless experiences for our customers



## 2 Improve Customer Productivity

Couple our products with digital solutions and workflows



## 3 Drive Efficiencies and Effectiveness

Add AI/ML into manufacturing and R&D processes



# Innovation Outside the Can – Refinish LINQ System

## Traditional Process

- Digitized | Automated process step | Job done by non-painter
- Job done by the painter



## Reengineered Process

Saving painter labor through digitization and de-skilling



PPG DigiMatch™

PPG VisualizID™

PPG LINQ™ Color

PPG MoonWalk®

PPG LINQ™ Inventory

PPG MagicBox™

PPG Mix'n'Shake



# PPG's Global Innovation Process

Well-defined and scalable



# PPG's Global Technical Footprint

Research and development strategically placed to service customers locally

**3,500**

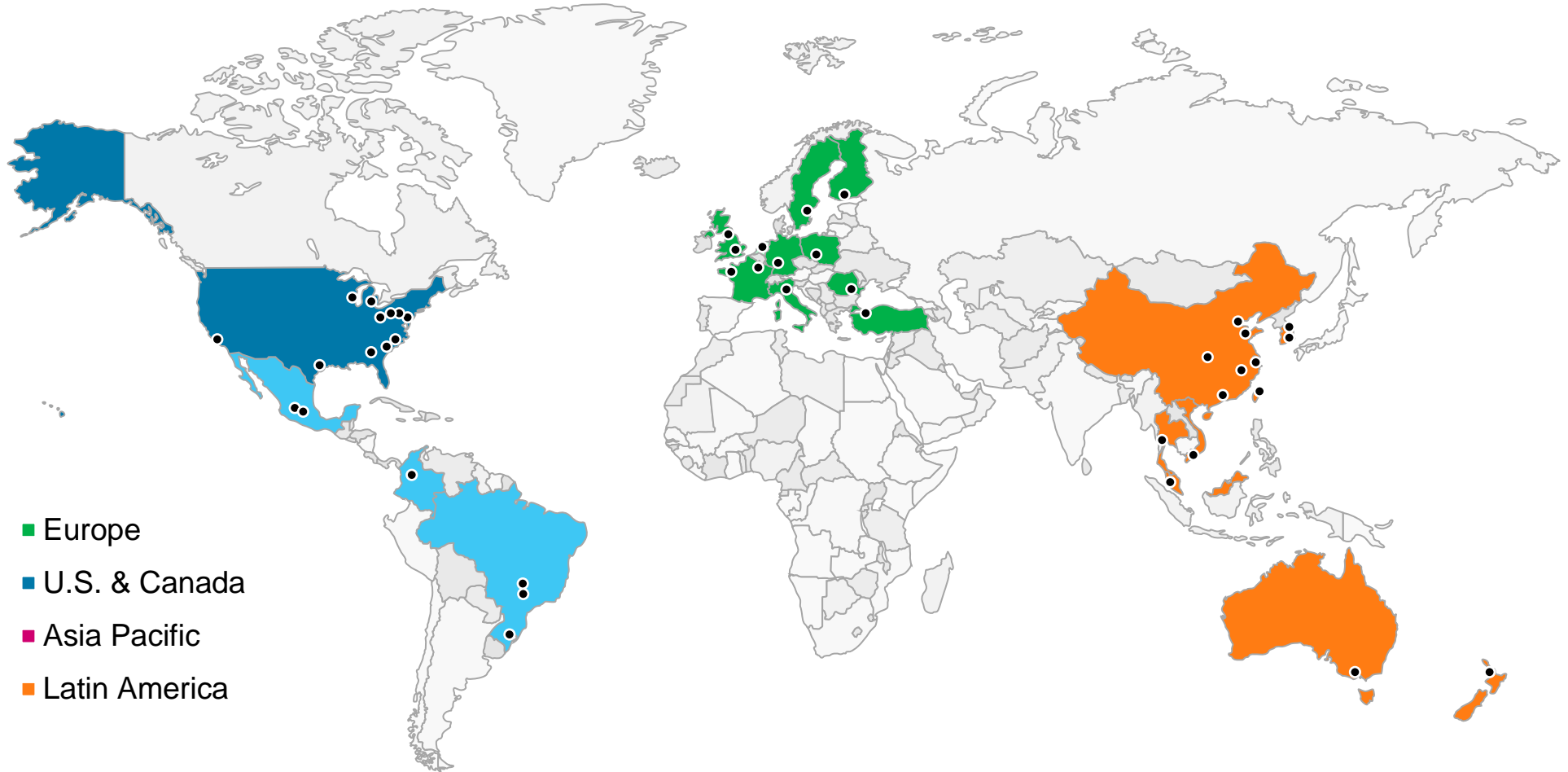
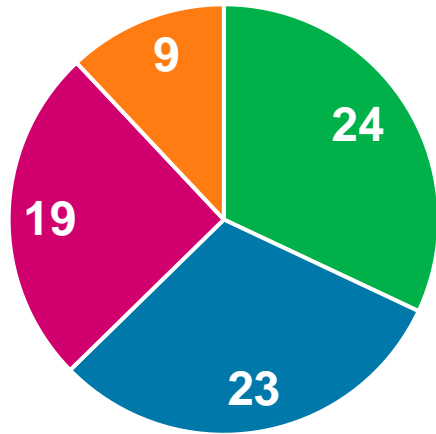
Employees Innovating in

**75**

Locations in

**22**

Countries



# We Partner with Customers to Create Mutual Value

PPG aids OEMs and battery manufacturers to advance automotive energy storage solutions

## Flint, MI, USA

Validate new layering strategies through process pilot and prototype vehicles



**Customer Partnership**

## Marly, France

UV curing for 3D objects and EV batteries



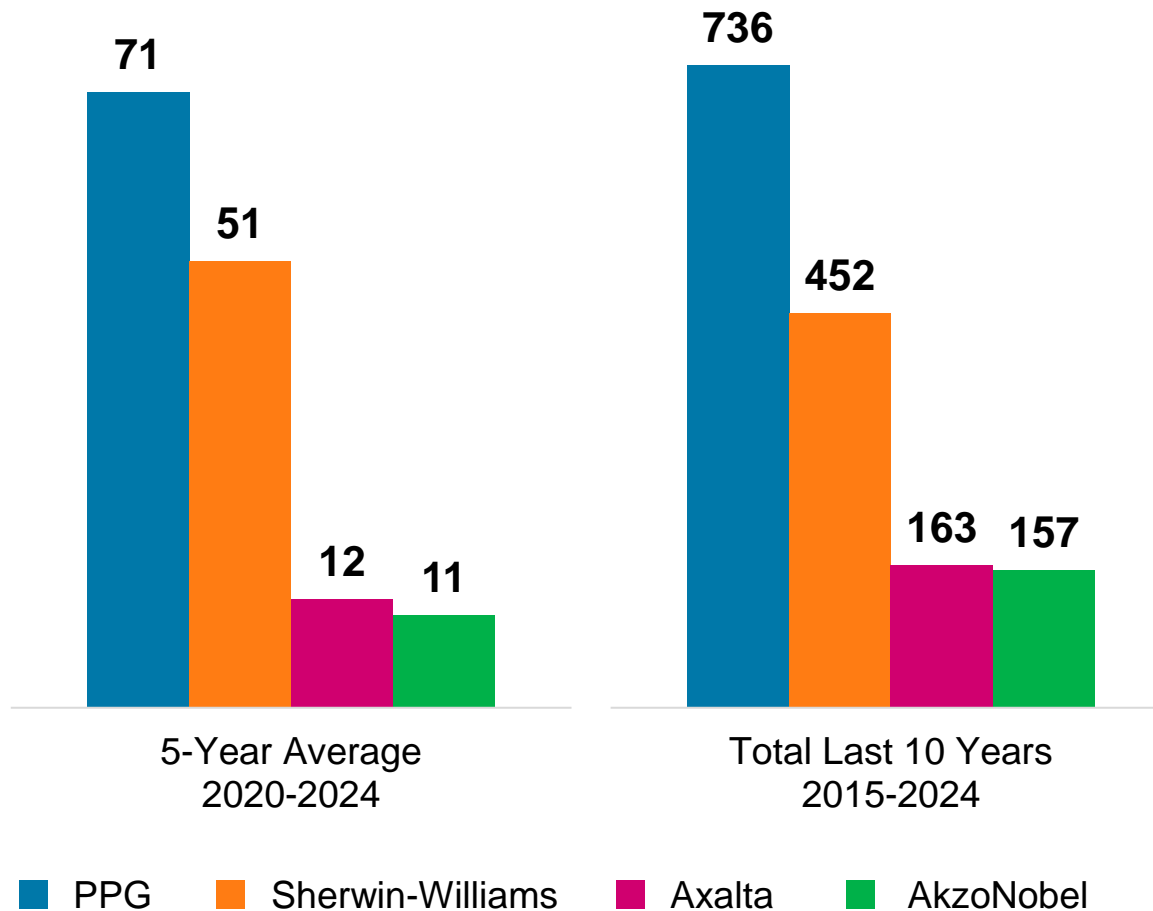
## Tianjin, China

Application testing for powder coatings, fire protection coatings, dielectric coatings, adhesives and sealants, surface pre-treatment, and e-coat



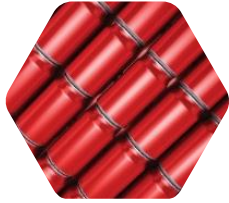
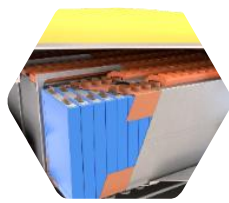








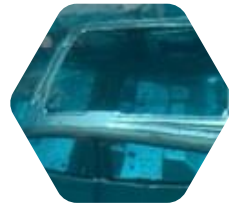
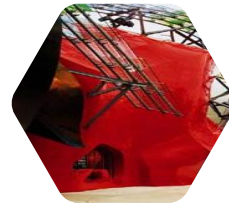




# PPG is a Leading Developer of Advantaged Coatings Technology

## Granted U.S. Coatings Patents



# PPG History of Sustainable, Game-changing Customer Solutions

1960-90s	2000s	2010s	2020s
 <p><b>1963</b> Developed electrocoat (E-coat) technology, the gold standard in auto OEM paint shops around the world.</p>	 <p><b>2000</b> <b>ENVIRO-PRIME®</b> global lead-free electrocoat launched.</p>	 <p><b>2014</b> BPA-NI needs met with <b>INNOVEL HPS®</b> coatings for beverage cans.</p>	 <p><b>2020</b> Introduced Passive Fire Protection coatings for electric vehicles.</p>
 <p><b>1967</b> Introduces <b>DURANAR®</b> coil coatings to China.</p>	 <p><b>2006</b> Introduced our B1:B2 process, revolutionizing the traditional automotive paint process.</p>	 <p><b>2018-2019</b> Introduced paints and coatings that enable and enhance the future of autonomous, electric and shared vehicles.</p>	 <p><b>2021</b> Launched virus-killing <b>PPG COPPER ARMOR™</b> and <b>COMEX® VINIMEX®</b> paints – proven to kill bacteria and viruses on the painted surface.</p>
 <p><b>1986</b> Created the industry's first waterborne refinish system.</p>	 <p><b>2007</b> Launched the industry's first electrochromic passenger windows.</p>	 <p><b>2018</b> <b>LTC</b> low-temperature cure decorative painting cycle for automotive.</p>	 <p><b>2022</b> <b>ENVIRO-PRIME® EPIC 300</b> expanded bake-window electrocoat provides substrate-level protection for heavy frame vehicles (EVs, trucks), delivering energy savings and productivity gains.</p>
 <p><b>1998</b> <b>NUPAL®</b> non-chromic universal pretreatment for aluminum</p>	 <p><b>2009</b> Introduced <b>DURANAR®</b> powder coatings.</p>	 <p><b>2019</b> Launched the <b>MOONWALK™</b> automated refinish tint mixing system.</p>	 <p><b>2023</b> Introduced <b>Seigneurie Pantex</b> and <b>Guittet Odyssee</b> paints by PPG, providing mass market access to low-carbon, bio-based paints.</p>



# Sustainability: A Competitive Advantage for PPG

Peter Votruba-Drzal

Vice President, Global Sustainability



# PPG is a Recognized Industry Leader in Sustainability & Innovation

Supporting customers' productivity and sustainability ambitions

**BARRON'S**

100 Most Sustainable  
Companies 2025

**MSCI**  
ESG RATINGS



CCC B BB BBB A AA **AAA**

**CATERPILLAR**<sup>®</sup>

2024 Supplier Excellence Award



THE WALL STREET JOURNAL  
**WSJ**

Best Managed Companies  
2024



Sustainability  
Leadership  
AWARD

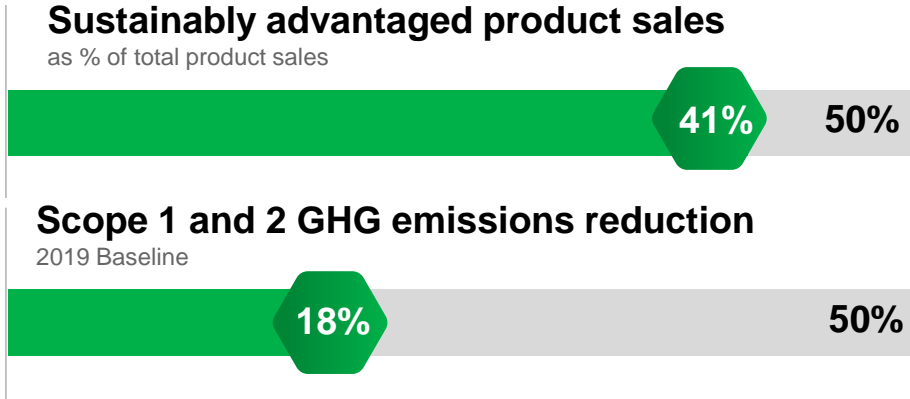
American Chemistry Council  
Sustainability Leadership Award  
**ENVIROPRIME<sup>®</sup> EPIC 300**  
electrocoat



**CLEAN200**<sup>™</sup>  
2024

# In 2024, PPG Continued Making Sustainability Progress

Continued progress towards our 2030 goals



**\$18MM**  
Global Giving in 2024

**6%↓**  
Scope 3 GHG emissions reduction

**28%↓**  
Reduction in water intensity at priority sites in water scarce communities

**48%**  
Process Waste Sent to Reuse, Recycle and Recovery

**98%**  
Key Suppliers Assessed to Sustainability and Social Responsibility Criteria

Note: Measured against 2030 targets with a 2019 baseline year unless otherwise noted.



# Sustainability Levers at PPG Drive Competitive Advantages

We are enabling customer sustainability and productivity in all aspects of coatings use



**Energy Reduction**



**Circularity**



**Water Savings**



**Waste Reduction**



**Substances of Concern Reduction**



**Productivity**



**Superior Performance**



**Safety**

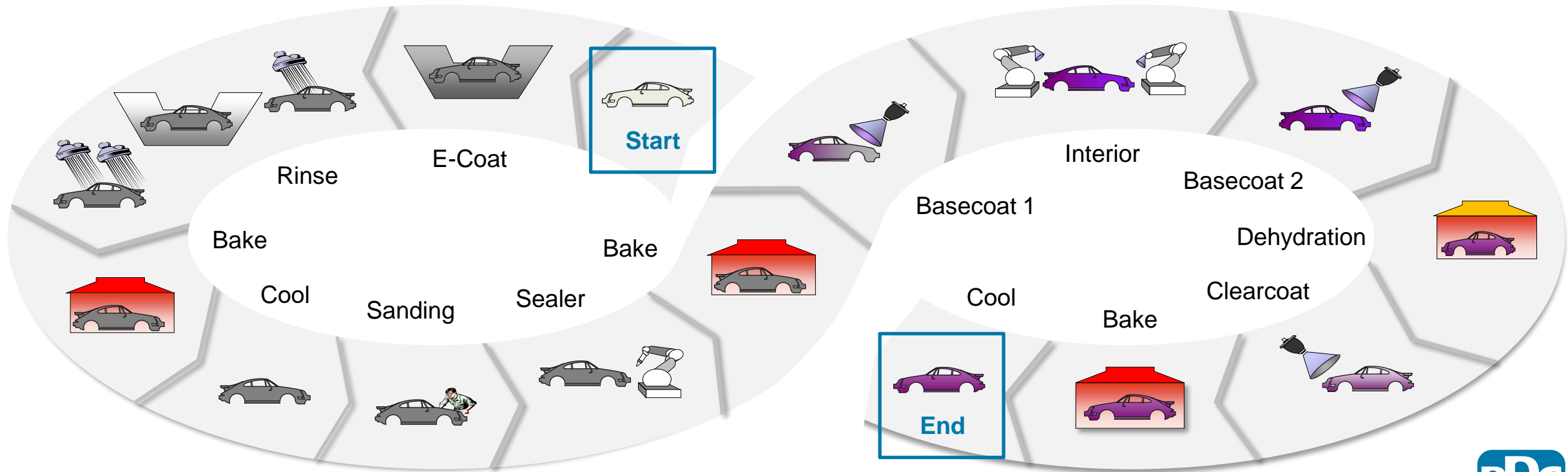
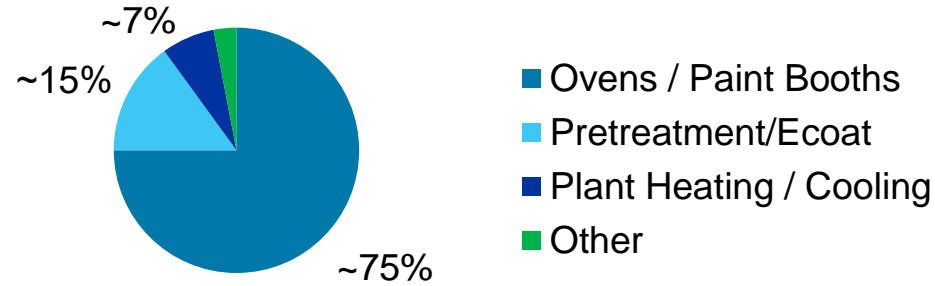
# Industrial Segment: Paint Shop Energy Intensity

PPG improves productivity by reducing auto OEM energy consumption

## Paint Shop Application Process

**~70%**

of total energy cost



# Examples of PPG's Advantaged Technology

## Industrial Coatings Segment

1



Precision Application

2



4-Layer Wet-on-Wet Process

3



Low-Temperature,  
Expanded-Bake Electrocoat

## Performance Coatings Segment

4



PPG STEELGUARD 951®

5



PPG NUTRISHIELD® MAX

## Global Architectural Coatings Segment

6



Architectural Products

# 1 Differentiating Technology: Precision Application

## Traditional Spraying Process



## Precision Application



*Sustainably-advantaged,  
high-resolution  
technology that improves  
customer productivity*

## PPG Differentiators

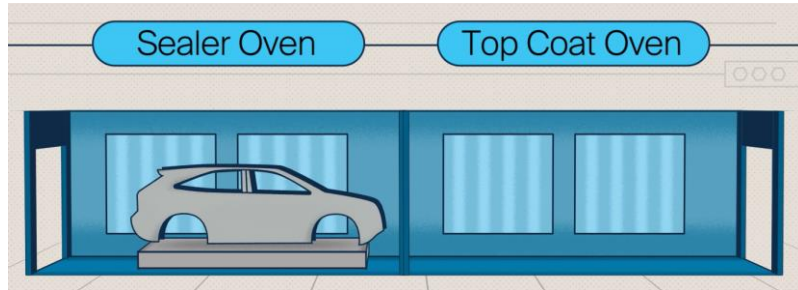
- Award-winning overspray-free coating system
- >98% Transfer efficiency
- Used by premium auto OEM
- New content just for PPG
- Collaboration with Dürr's EcoPaintJet

## Value to Customers – **Inside** and **Outside** the Can

- ✔ Requires 20% less coating material
- ✔ Reduces energy consumption ~14%
- ✔ Removes need for disposable masking materials
- ✔ Reduces paint shop time by ~20% for a two-tone vehicle
- ✔ Eliminates need for extra cleaning and removal of overspray

# Differentiating Technology: 4-Wet Compact Process

## Traditional OEM Paint Process



## 4-Wet: Single oven cure



**PPG CORASEAL® and  
CORASHIELD® 4-Wet Advantage**

*cures in 1 step,  
eliminating up to 2 ovens*

## PPG Differentiators

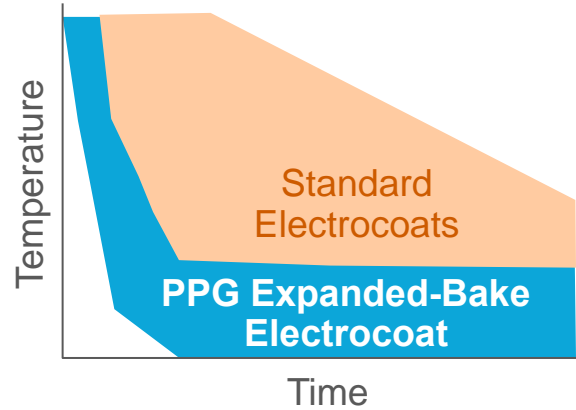
- >5 Years experience with 4-Wet process
- Used by premium auto OEMs
- Compatible with both water and solvent base coats
- Low-temperature, expanded curing profile

## Value to Customers – Inside and Outside the Can

- ✓ Trusted sag, chip and corrosion resistance
- ✓ Reduced energy consumption ~8%
- ✓ Reduced CO<sub>2</sub> emissions ~5%
- ✓ Low density options for light-weighting
- ✓ Excellent wettability regardless of basecoat method

### 3 Differentiating Technology:

## Low-Temperature, Expanded-Bake Electrocoat



*Sustainably-advantaged technology with process versatility that improves customer productivity*

### PPG Differentiators

- Global leader in electrocoat technology
- >60 Years of award-winning technology
- Technology is applied across businesses

### Value to Customers – **Inside** and **Outside** the Can

- ✓ Enhanced corrosion resistance with multi-metal parts
- ✓ Improved edge corrosion and topcoat appearance
- ✓ Reduced energy consumption and CO<sub>2</sub> emissions ~10%
- ✓ Reduced usage of water ~70% and biocide ~10%
- ✓ Improved productivity with faster curing of higher mass parts

# Differentiating Technology: PPG STEELGUARD® 951



*Sustainably-advantaged, durable  
and flexible technology that  
improves customer productivity*

## PPG Differentiators

- Patented flexible technology
- Exceeds industry durability requirements
- Rapid cure for off-site or field application
- Superb weather and corrosion resistance

## Value to Customers – **Inside** and **Outside** the Can

- ✓ Global product meeting fire and corrosion standards
- ✓ Low VOC / low odor
- ✓ Improved productivity through rapid cure and fast overcoating
- ✓ Up to 50% less rework for delivery / installation damage
- ✓ Up to 10% savings in applied cost by eliminating sanding

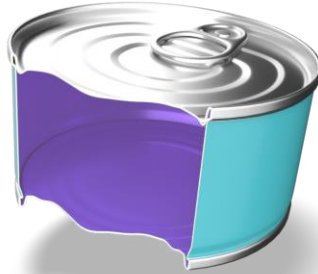
# 5 Differentiating Technology: PPG NUTRISHIELD® MAX



Certain Competitors  
2 components



PPG  
1 component



*Sustainably-advantaged,  
1-component internal  
coating that improves  
customer productivity*



## PPG Differentiators

- World's leading non-BPA inside spray solution
- 1 product acceptable for human and pet foods
- 1-component technology
- Meets PVC-free requirement

## Value to Customers – Inside and Outside the Can

- ✓ Non-BPA coating, compliant with U.S. FDA and EU regulations
- ✓ Protects against high pH levels
- ✓ Productivity savings from reduced changes and cleaning
- ✓ Applicable to a variety of can types and sizes
- ✓ Globally available, with regionalized manufacturing facilities

# Differentiating Technology: PPG Architectural Products

*Meeting increased expectations from customers, regulators and green building certification requirements across trade and consumer segments*



## PPG Differentiators

- Strong #1 or #2 in >15 countries
- Sustainable brand recognition in all regions
- Global innovation and formulation tools
- World-class distribution networks
- Advanced water-based product portfolio

## Value to Customers – **Inside** and **Outside** the Can

- ✓ Up to 60% lower VOC, improving indoor air quality
- ✓ Use of recycled and bio-based materials tailored by country
- ✓ Reduced carbon footprint ~20%
- ✓ Enhanced performance and productivity

# Innovation is a Catalyst for Accelerated Organic Growth



**Enabling customers** to realize sustainability goals and meet regulatory requirements



Providing innovation and **digital solutions** that enhance **customer productivity**



**Delivering** gross margin premium



**Supporting** organic sales and earnings growth

## Building on 140 Years of innovation leadership

**41%**

of 2024 sales from **sustainably-advantaged products**

**24%**

of 2024 sales from **new products**

# Question & Answer



# Rest of Day Overview

David Bem

Senior Vice President,  
Science and Technology and  
Chief Technology Officer



# Remaining Agenda

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# PPG's Global R&D Headquarters – The Coatings Innovation Center



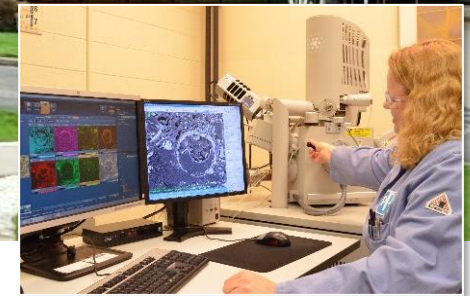
**Polymer Synthesis**  
Generate competitive advantage



**Product Formulation**  
Formulate to customer needs



**Coatings Applications**  
Improve product robustness and improve productivity



**Material Science and Analytical Technologies**  
Advance coatings systems fundamentals and performance

# Tour Summary



1

**PPG Marine Coatings**



2

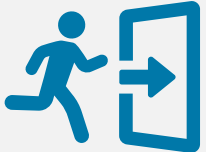
**PPG Refinish Digital Ecosystem**



3

**PPG Powder Platform**

# Tour - Safety / Logistics



In the event of an evacuation, **remain with your PPG hosts**, who will assist you in exiting the building



**Emergency numbers**  
5222 (PPG wall phone)  
412-492-5222 (cell phone)

## Required laboratory attire:



**Closed-toe shoes** with a flat heel (no mesh)



**Pants** that entirely cover legs down to the shoes



**Safety glasses** provided



**Lab coats** provided



Eyewear required in all labs (not hallways)



No food or drink in labs



No photos or recordings





We protect and beautify the world®

# Appendix



# Definitions

**Additive manufacturing** – The application of the 3D printing process to manufacture three dimensional parts and products.

**Additives** – Materials added to coatings that impart desired properties such as flow, light stability, and sag control to the coating formulation.

**Bake oven** – Oven used to thermally “cure” or “dry” a coating system.

**Basecoat** – The “color layer” of multilayer coatings stacks. Often a primer is beneath the basecoat and a clearcoat over it.

**BPA Non-intent (NI)** – Coatings or other products that do not intentionally contain “bisphenol A”, a chemical that has come under increasing global regulatory scrutiny.

**Compact process** – Any process that reduces the complexity of an existing painting process. An example is the removal of 1 of 3 ovens from the automotive coating process.

**Cure** – The process of “setting” a coatings formulation on a surface.

**Electrocoat (E-coat)** – Process for applying coatings to electrically conductive substrates. An electrical charge is applied to the substrate causing deposition of the coating.

**Intelligent surfaces** – Any surface that is capable of responding to a stimulus in its environment (pressure, light, heat, etc.).

**Low energy cure** – Enabling curing of coatings at temperatures lower than 100 degrees Celsius.

**NOx** – Nitrogen oxides. Common air pollutants that result from high temperature burning of fossil fuels.

**Pigment** – Particles used to impart color to coatings

**Polymer** – A large molecule that is built from smaller “monomer” units. Often synonymous with “resin”.

**Polyurea** – A type of coating chemistry that cures rapidly at room temperature and results in a coating with extreme toughness and strength.

**Pretreatment** – The first layer often applied to metallic substrates during coating operations to provide corrosion protection and adhesion of other coatings.

**Primer** – Coating layer that is on top of the pretreatment or E-coat to “even-out” substrate roughness, provide added corrosion protection and damage resistance.

**Resin** – Polymeric “binder” that holds all coatings components together in the final film. Properties such as flexibility, adhesion and corrosion depend on this component.

**Rheology** – The viscosity of a coating under a given set of conditions.

**Sealant** - Substance used to block the passage of gas or fluids.

**Solid content** – The portion of a coatings formulation that becomes the final coatings product after cure.

**Solventborne** – Coatings that use organic solvents as the primary liquid medium.

**Substrate** – The part or material that is being coated.

**Synthesis** – Making new molecules that are useful either as binders or additives in coatings formulations.

**Waterborne** – Coatings that use water as the primary liquid medium.

**VOC** – “volatile organic compound” – a “solvent” released during application and cure of a coating.



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