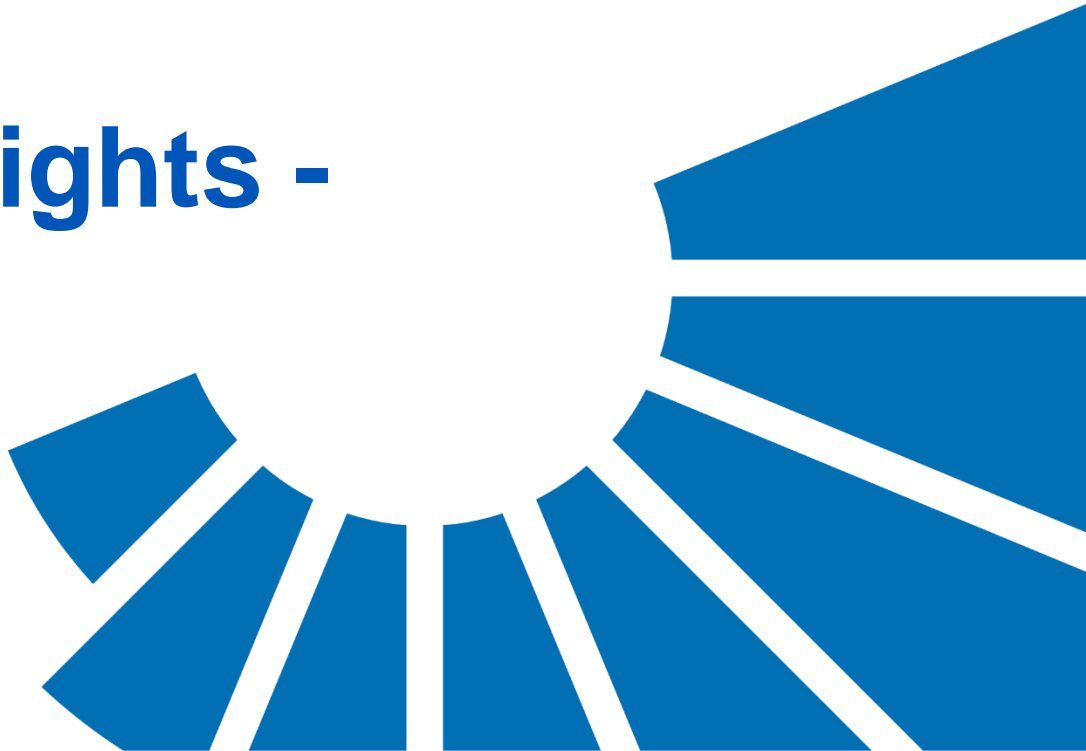


Q1 2021 Highlights - Preliminary

May 4, 2021



Forward Looking Statements

This presentation contains “forward-looking statements,” within the meaning of Section 27A of the Securities Act of 1933, Section 21E of the Securities Exchange Act of 1934 and the Private Securities Litigation Reform Act of 1995. Forward-looking statements may be identified by the context of the statement and generally arise when GCP or its management is discussing its beliefs, estimates or expectations. Such statements generally include the words “believes,” “plans,” “intends,” “targets,” “will,” “expects,” “estimates,” “suggests,” “anticipates,” “outlook,” “continues,” or similar expressions. These statements are not historical facts or guarantees of future performance but instead represent only the beliefs of GCP and its management at the time the statements were made regarding future events which are subject to certain risks, uncertainties and other factors, many of which are outside GCP’s control. Actual results and outcomes may differ materially from what is expressed or forecast in such forward-looking statements. Forward-looking statements include, without limitation, statements about expected financial positions; results of operations; cash flows; financing plans; business strategy; operating plans; strategic alternatives; capital and other expenditures; competitive positions; growth opportunities for existing products; benefits from new technology and cost reduction initiatives, plans and objectives; and markets for securities. Like other businesses, we are subject to risks and uncertainties that could cause our actual results to differ materially from our projections or that could cause other forward-looking statements to prove incorrect. Factors that could cause actual results to materially differ from those contained in the forward-looking statements, or that could cause other forward-looking statements to prove incorrect, include, without limitation, risks related to: the cyclical and seasonal nature of the industries that GCP serves; foreign operations, especially in emerging regions; changes in currency exchange rates; business disruptions due to public health or safety emergencies, such as the novel strain of coronavirus (“COVID-19”) pandemic; the cost and availability of raw materials and energy; the effectiveness of GCP’s research and development, new product introductions and growth investments; acquisitions and divestitures of assets and gains and losses from dispositions; developments affecting GCP’s outstanding liquidity and indebtedness, including debt covenants and interest rate exposure; developments affecting GCP’s funded and unfunded pension obligations; warranty and product liability claims; legal proceedings; the inability to establish or maintain certain business relationships and relationships with customers and suppliers or the inability to retain key personnel; the handling of hazardous materials and the costs of compliance with environmental regulations; extreme weather events and natural disasters. These and other factors are identified and described in more detail in GCP’s Annual Report on Form 10-K, which has been filed with the U.S. Securities and Exchange Commission and is available online at www.sec.gov, and subsequent quarterly reports. Readers are cautioned not to place undue reliance on GCP’s projections and other forward-looking statements, which speak only as of the date thereof. GCP undertakes no obligation to publicly release any revision to its projections and other forward-looking statements contained in this presentation, or to update them to reflect events or circumstances occurring after the date of this presentation.

Non-GAAP Financial Measures

This presentation contains certain “non-GAAP financial measures”. Please refer to the Appendix for definitions of the non-GAAP financial measures used herein and a reconciliation of those non-GAAP financial measures to their most comparable GAAP measures.

Q1 2021 Highlights - Preliminary

Q1 2021 Update

- Announced the relocation of GCP headquarters to the Atlanta metro area
- Implemented a restructuring program to reduce general and administrative costs and consolidation of other regional facilities and offices, including an organizational redesign
- Making progress on our imperatives
 - Focus on the customer and stabilize revenues
 - Reduce operating complexity while lowering operating costs
 - Drive accountability throughout the organization
 - Continue to generate cash

Q1 2021 Preliminary Results

- Revenues of \$222.8 million up 2.8%
- Gross Margins improve 60 basis points
- Adjusted EBIT of \$16.9 million improves 9.7%; Adjusted EBIT margin improves 50 basis points
- Net income \$1.5 million and EPS of \$0.02
- Adjusted EPS of \$0.12 up 20%
- Cash balance totals \$473 million

First Quarter 2021 GAAP Results - Preliminary

\$ in millions

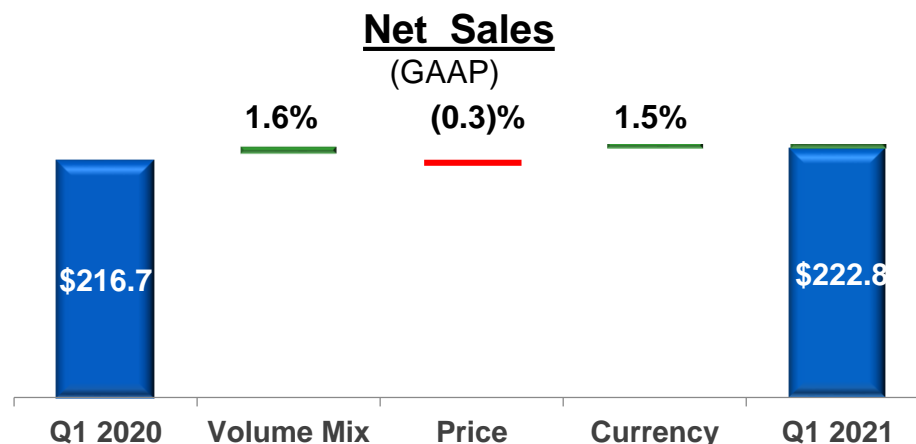
	Q1 2021	Q1 2020	
Net Sales	\$222.8	\$216.7	<ul style="list-style-type: none"> • Net sales increases 3% YoY <ul style="list-style-type: none"> - Strong demand in North America residential roofing, growth in Asia and Latin America - Commercial construction in North America and Europe continues to be challenging - Foreign currency translation favorable
Gross Profit	86.5	82.8	• Gross margin increases 60 bps
Gross Margin	38.8%	38.2%	<ul style="list-style-type: none"> - Improved operational productivity partially offset by unfavorable product and geographic mix
SG&A	66.6	68.1	<ul style="list-style-type: none"> • SG&A decreases 2% <ul style="list-style-type: none"> - Improvement due to lower shareholder activism and employee related costs resulting from restructuring programs
Income from continuing operations attributable to GCP shareholders	1.5	2.0	<ul style="list-style-type: none"> • Income from continuing operations <ul style="list-style-type: none"> - Higher restructuring costs and income tax expense partially offset by higher gross profit and lower general and administrative expenses
Diluted EPS from continuing operations attributable to GCP shareholders	\$0.02	\$0.03	

First Quarter 2021 non-GAAP⁽¹⁾ Results - Preliminary

\$ in millions

	Q1 2021	Q1 2020
Net Sales	\$222.8	\$216.7
Net Sales (constant currency)	219.6	216.7
Adjusted Gross Profit ⁽¹⁾	86.8	83.2
Adjusted Gross Margin ⁽¹⁾	39.0%	38.4%
Adjusted EBIT ⁽¹⁾	16.9	15.4
Adjusted EBIT ⁽¹⁾ as % of Sales	7.6%	7.1%
Adjusted EBITDA ⁽¹⁾	28.2	26.4
Adjusted EBITDA ⁽¹⁾ as % of Sales	12.7%	12.2%
Adjusted EPS ⁽¹⁾	\$0.12	\$0.10

- Net sales increases 3% YoY
 - Strong demand in North America residential roofing, growth in Asia and Latin America
 - Commercial construction in North America and Europe continues to be challenging
 - Foreign currency translation favorable
- Adjusted gross margin increases 60 bps
 - Improved operational productivity partially offset by unfavorable product and geographic mix
- Adjusted EBIT margin increases 50 bps
 - Higher SBM operating income partially offset by lower SCC operating income and higher corporate costs



(1) Refer to Appendix for reconciliations between GAAP and non-GAAP measures.

Specialty Construction Chemicals - Preliminary

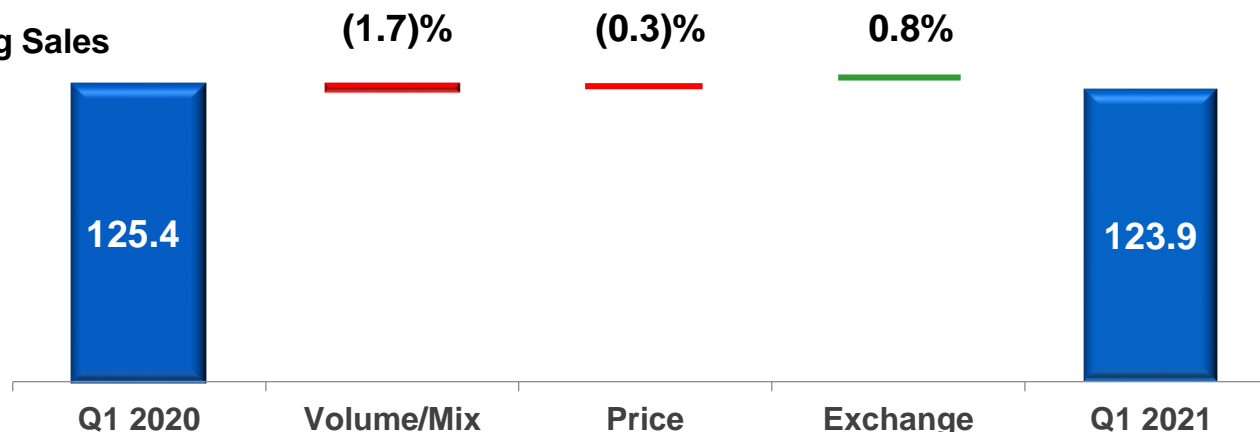
Markets, sells and manufactures concrete admixtures, concrete production management systems and cement additives

\$ in millions.

Q1 2021	2021	2020	Delta YoY
Net Sales	\$123.9	\$125.4	(1.2)%
Net Sales ⁽¹⁾ (Constant Currency)	122.8	\$125.4	(2.1)%
Gross margin	36.6%	38.0%	(140) bps
Segment operating income	\$6.1	\$8.5	(28.2)%
Segment operating margin	4.9%	6.8%	(190) bps

- Net sales decreases 1% YoY
 - Lower sales volumes in North America partially offset by growth in Asia and Latin America
- Gross margin decreases 140 bps
 - Unfavorable product mix partially offset by improved operational productivity
- Segment operating margin declines 190 bps
 - Lower margins attributable to decline in gross margin

Factors Impacting Sales (GAAP)



(1) Refer to Appendix for reconciliations between GAAP and non-GAAP measures.

Specialty Building Materials - Preliminary

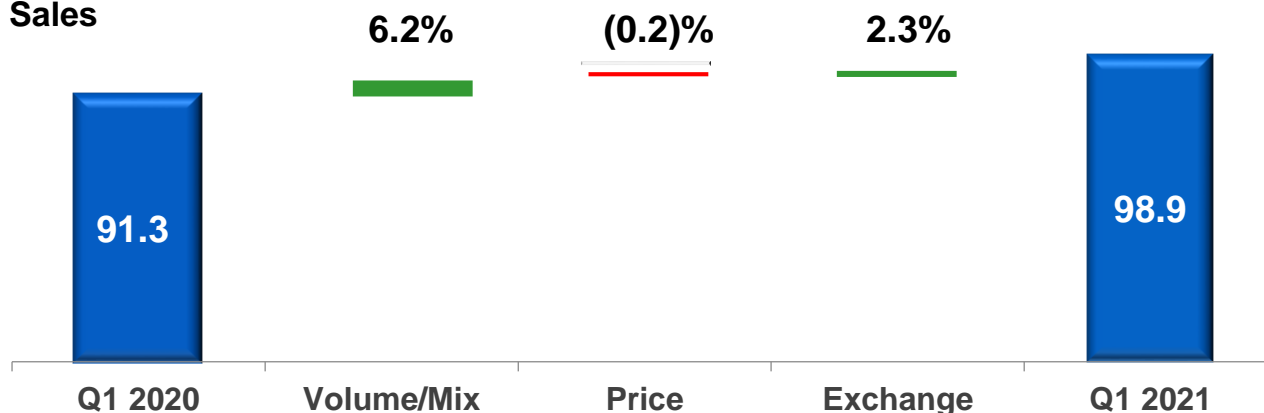
Markets, sells and manufactures building envelope, residential and specialty construction products

\$ in millions

Q1 2021	2021	2020	Delta YoY
Net Sales	\$98.9	\$91.3	8.3%
Net Sales ⁽¹⁾ (Constant Currency)	\$96.8	\$91.3	6.0%
Gross margin	41.9%	39.0%	290 bps
Segment operating income	\$19.4	\$14.1	37.6%
Segment operating margin	19.6%	15.4%	420 bps

- Net sales improves 8% YoY
 - Increase due to residential demand and timing of promotional activity
 - Commercial construction activity remains soft
- Gross margin increases 290 bps
 - Improved productivity related to raw material utilization and higher sales volumes favorably impacting operating leverage
- Segment operating margin increases 420 bps
 - Increase due to higher gross margins

Factors Impacting Sales (GAAP)



(1) Refer to Appendix for reconciliations between GAAP and non-GAAP measures.

Cash and Liquidity

FY 2020

Q1 2020

Q1 2021

~\$483M

Cash balance

~\$871M

Total liquidity with
\$350M revolving
credit facility
Capacity

No near-term
debt maturities

Senior Notes
mature in 2026

~\$36M

Capital
expenditures

~\$73M

Net cash provided by
operating activities
from continuing
operations ^{-a)}

~\$320M

Cash balance

~\$711M

Total liquidity with
\$350M revolving
credit facility
capacity

No near-term
debt maturities

Senior Notes
mature in 2026

~\$9M

Capital
expenditures

~\$14M

Net cash provided by
operating activities
from continuing
operations ^{-a)}

~\$473M

Cash balance

~\$862M

Total liquidity with
\$350M revolving
credit facility
Capacity

No near-term
debt maturities

Senior Notes
mature in 2026

~\$8M

Capital
expenditures

~\$1M

Net cash provided by
operating activities
from continuing
operations ^{-a)}

(-a) Year to date 2020 and 2021

Appendix

GCP Applied Technologies Inc.
Consolidated Statements of Operations (unaudited)

(In millions, except per share amounts)	Three Months Ended March 31,	
	2021	2020
Net sales	\$ 222.8	\$ 216.7
Cost of goods sold	136.3	133.9
Gross profit	86.5	82.8
Selling, general and administrative expenses	66.6	68.1
Research and development expenses	4.5	4.9
Interest expense and related financing costs	5.6	5.7
Repositioning expenses	1.3	2.7
Restructuring expenses and asset write offs	7.6	3.1
Other income, net	(1.7)	(2.2)
Total costs and expenses	83.9	82.3
Income from continuing operations before income taxes	2.6	0.5
(Provision for) benefit from income taxes	(1.0)	1.6
Income from continuing operations	1.6	2.1
Loss from discontinued operations, net of income taxes	—	(0.3)
Net income	1.6	1.8
Less: Net income attributable to noncontrolling interests	(0.1)	(0.1)
Net income attributable to GCP shareholders	\$ 1.5	\$ 1.7
Amounts Attributable to GCP Shareholders:		
Income from continuing operations attributable to GCP shareholders	1.5	2.0
Loss from discontinued operations, net of income taxes	—	(0.3)
Net income attributable to GCP shareholders	\$ 1.5	\$ 1.7
Earnings (Loss) Per Share Attributable to GCP Shareholders		
Basic earnings (loss) per share:⁽²⁾		
Income from continuing operations attributable to GCP shareholders	\$ 0.02	\$ 0.03
Loss from discontinued operations, net of income taxes	\$ —	\$ —
Net income attributable to GCP shareholders ⁽¹⁾	\$ 0.02	\$ 0.02
Weighted average number of basic shares	73.2	72.9
Diluted earnings (loss) per share:⁽²⁾		
Income from continuing operations attributable to GCP shareholders	\$ 0.02	\$ 0.03
Loss from discontinued operations, net of income taxes	\$ —	\$ —
Net income attributable to GCP shareholders ⁽¹⁾	\$ 0.02	\$ 0.02
	73.4	73.0

⁽¹⁾ Amounts may not sum due to rounding. Weighted average number of diluted shares
⁽²⁾ Dilutive effect only applicable to periods where there is net income from continuing operations.

GCP Applied Technologies Inc.

Consolidated Balance Sheets (unaudited)

(In millions, except par value and shares)	March 31, 2021	December 31, 2020
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 472.9	\$ 482.7
Trade accounts receivable, net of allowance for credit losses of \$6.7 million and \$7.0 million, respectively	161.9	169.4
Inventories, net	117.1	98.4
Other current assets	43.9	41.2
Total Current Assets	795.8	791.7
Properties and equipment, net	216.6	225.6
Operating lease right-of-use assets	37.7	40.0
Goodwill	212.8	215.0
Technology and other intangible assets, net	68.1	70.9
Deferred income taxes	9.6	9.6
Overfunded defined benefit pension plans	30.0	29.7
Other assets	35.2	35.1
Total Assets	\$ 1,405.8	\$ 1,417.6
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current Liabilities		
Debt payable within one year	\$ 2.4	\$ 2.8
Operating lease obligations payable within one year	7.6	8.0
Accounts payable	94.0	87.8
Other current liabilities	113.4	125.8
Total Current Liabilities	217.4	224.4
Debt payable after one year	349.0	348.9
Income taxes payable	28.4	28.4
Deferred income taxes	14.8	14.9
Operating lease obligations	25.4	26.2
Unrecognized tax benefits	41.2	41.0
Underfunded and unfunded defined benefit pension plans	63.0	62.9
Other liabilities	16.0	16.8
Total Liabilities	755.2	763.5
Commitments and Contingencies		
Stockholders' Equity		
Preferred stock, par value \$0.01; 50,000,000 shares authorized, no shares issued or outstanding	—	—
Common stock issued, par value \$0.01; 300,000,000 shares authorized; outstanding: 73,251,641 and 73,082,066, respectively	0.7	0.7
Paid-in capital	65.5	61.9
Accumulated earnings	711.8	710.3
Accumulated other comprehensive loss	(118.5)	(110.5)
Treasury stock	(11.4)	(10.7)
Total GCP's Shareholders' Equity	648.1	651.7
Noncontrolling interests	2.5	2.4
Total Stockholders' Equity	650.6	654.1
Total Liabilities and Stockholders' Equity	\$ 1,405.8	\$ 1,417.6

GCP Applied Technologies Inc.
Consolidated Statements of Cash Flows (unaudited)

(In millions)	Three Months Ended March 31,	
	2021	2020
OPERATING ACTIVITIES		
Net income	\$ 1.6	\$ 1.8
Less: Loss from discontinued operations	—	(0.3)
Income from continuing operations	1.6	2.1
Reconciliation to net cash provided by operating activities:		
Depreciation and amortization	11.3	11.0
Amortization of debt discount and financing costs	0.4	0.4
Stock-based compensation expense	1.0	0.8
Unrealized (gain) loss on foreign currency	(2.3)	0.5
Deferred income taxes	(0.2)	(4.9)
Loss (gain) on disposal of property and equipment	1.1	(0.1)
Changes in assets and liabilities, excluding effect of currency translation:		
Trade accounts receivable	5.0	17.4
Inventories	(19.9)	(11.4)
Accounts payable	9.9	6.6
Pension assets and liabilities, net	1.1	1.0
Other assets and liabilities, net	(8.3)	(9.1)
Net cash provided by operating activities from continuing operations	0.7	14.3
Net cash used in operating activities from discontinued operations	—	(0.9)
Net cash provided by operating activities	0.7	13.4
INVESTING ACTIVITIES		
Capital expenditures	(8.1)	(9.2)
Other investing activities	—	0.4
Net cash used in investing activities from continuing operations	(8.1)	(8.8)
FINANCING ACTIVITIES		
Repayments under credit arrangements	(0.3)	—
Payments on finance lease obligations	(0.2)	(0.2)
Payments of tax withholding obligations related to employee equity awards	(0.7)	(0.3)
Proceeds from exercise of stock options	1.8	0.4
Net cash provided by (used in) financing activities from continuing operations	0.6	(0.1)
Effect of currency exchange rate changes on cash and cash equivalents	(3.0)	(9.3)
Decrease in cash and cash equivalents	(9.8)	(4.8)
Cash and cash equivalents, beginning of period	482.7	325.0
Cash and cash equivalents, end of period	\$ 472.9	\$ 320.2
Supplemental disclosure of non-cash investing activities:		
Property and equipment purchases unpaid and included in accounts payable	\$ 3.0	\$ 5.5

Analysis of Operations

The Company has set forth in the tables below GCP's key operating statistics with percentage changes for the three months ended March 31, 2021 and 2020.

Segment operating margin is defined as segment operating income divided by segment net sales. It represents an operating performance measure related to ongoing earnings and trends in GCP operating segments that are engaged in revenue generation and other core business activities. The Company uses this metric to allocate resources between the segments and assess its strategic and operating decisions related to core operations of its business.

In the table, the Company presents financial information in accordance with U.S. GAAP, as well as certain non-GAAP financial measures, which it describes below in further detail. GCP believes that the non-GAAP financial information supplements its discussions about the performance of its businesses, improves period-to-period comparability and provides insight to the information that management uses to evaluate the performance of its businesses. Management uses non-GAAP measures in financial and operational decision-making processes, for internal reporting, and as part of its forecasting and budgeting processes since these measures provide additional transparency to GCP's core operations.

In the table, the Company has provided reconciliations of these non-GAAP financial measures to the most directly comparable financial measures calculated and presented in accordance with U.S. GAAP. These non-GAAP financial measures should not be considered substitutes for financial measures calculated in accordance with U.S. GAAP, and the financial results that the Company calculates and presents in the table in accordance with U.S. GAAP, as well as the corresponding reconciliations from those results, should be carefully evaluated.

The following are the non-GAAP financial measures presented in the table:

1. *Net Sales Constant Currency (a non-GAAP financial measure)*- is defined as current period revenue in local currency translated using prior period exchange rates. GCP uses constant currency in assessing trends in sales excluding the impact of fluctuations in foreign currency exchange rates.
2. *Adjusted EBIT (a non-GAAP financial measure)*- is defined as net income (loss) from continuing operations attributable to GCP shareholders adjusted for: (i) gains and losses on sales of businesses, product lines and certain other investments; (ii) currency and other financial losses in Venezuela; (iii) costs related to legacy product, environmental and other claims; (iv) restructuring and repositioning expenses, and asset write offs; (v) defined benefit plan costs other than service and interest costs, expected returns on plan assets and amortization of prior service costs/credits; (vi) third-party and other acquisition-related costs; (vii) other financing costs associated with the modification or extinguishment of debt; (viii) amortization of acquired inventory fair value adjustments; (ix) tax indemnification adjustments; (x) interest income, interest expense and related financing costs; (xi) income taxes; (xii) shareholder activism and other related costs; (xiii) gain on sale of corporate headquarters, net of related costs; and (xiv) certain other items that are not representative of underlying trends. Adjusted EBIT Margin is defined as Adjusted EBIT divided by net sales. GCP uses Adjusted EBIT to assess and measure its operating performance and determine performance-based employee compensation. The Company uses Adjusted EBIT as a performance measure because it provides improved quarter-to-quarter and year-over-year comparability for decision-making and compensation purposes and allows management to measure the ongoing earnings results of its strategic and operating decisions.

Analysis of Operations

1. *Adjusted EBITDA (a non-GAAP financial measure)*- is defined as Adjusted EBIT adjusted for depreciation and amortization. Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by net sales. GCP uses Adjusted EBITDA as a performance measure in making significant business decisions.
2. *Adjusted Earnings Per Share (a non-GAAP financial measure)*- is defined as earnings per share ("EPS") from continuing operations on a diluted basis adjusted for: (i) gains and losses on sales of businesses, product lines and certain other investments; (ii) currency and other financial losses in Venezuela; (iii) costs related to legacy product, environmental and other claims; (iv) restructuring and repositioning expenses and asset write offs; (v) defined benefit plan costs other than service and interest costs, expected returns on plan assets and amortization of prior service costs/credits; (vi) third-party and other acquisition-related costs; (vii) other financing costs associated with the modification or extinguishment of debt; (viii) amortization of acquired inventory fair value adjustments; (ix) tax indemnification adjustments; (x) shareholder activism and other related costs; (xi) certain discrete tax items; (xii) gain on sale of corporate headquarters, net of related costs; and (xiii) certain other items that are not representative of underlying trends. GCP uses Adjusted EPS as a performance measure to review its diluted earnings per share results on a consistent basis and in determining certain performance-based employee compensation.
3. *Adjusted Gross Profit (a non-GAAP financial measure)*- is defined as gross profit adjusted for: (i) corporate and pension-related costs included in cost of goods sold; (ii) loss in Venezuela included in cost of goods sold; (iii) amortization of acquired inventory fair value adjustment; and (iv) certain other items that are not representative of underlying trends. Adjusted Gross Margin means Adjusted Gross Profit divided by net sales. GCP uses this performance measure to understand trends and changes and to make business decisions regarding core operations.
4. *Adjusted Free Cash Flow (a non-GAAP financial measure)*- is defined as net cash provided by or used in operating activities minus capital expenditures plus: (i) cash paid for restructuring and repositioning, third party and other acquisition-related costs, costs related to legacy product, environmental and other claims, as well as certain other items that are not representative of underlying trends, net of related cash taxes; (ii) capital expenditures related to repositioning; and (iii) accelerated payments under defined benefit pension arrangements. GCP uses Adjusted Free Cash Flow as a liquidity measure to evaluate its ability to generate cash to support its ongoing business operations, to invest in its businesses, to provide a return of capital to shareholders and to determine payments of performance-based compensation.

Adjusted EBIT, Adjusted EBIT Margin, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted EPS, Adjusted Gross Profit and Adjusted Gross Margin do not purport to represent income measures as defined in accordance with U.S. GAAP. These measures are provided to investors and others to improve the quarter-to-quarter, year-to-year, and peer-to-peer comparability of the Company's financial results and to ensure that investors understand the information it uses to evaluate the performance of its businesses.

Analysis of Operations

Adjusted EBIT has material limitations as an operating performance measure because it excludes costs related to income and expenses from restructuring and repositioning activities which historically have been a material component of the Company's net income (loss) from continuing operations attributable to GCP shareholders. Adjusted EBITDA also has material limitations as an operating performance measure because it excludes the impact of depreciation and amortization expense. The Company's business is substantially dependent on the successful deployment of capital, and depreciation and amortization expense is a necessary element of the Company costs. GCP compensates for the limitations of these measurements by using these indicators together with net income (loss) measured in accordance with U.S. GAAP to present a complete analysis of its results of operations. Adjusted EBIT and Adjusted EBITDA should be evaluated together with net income (loss) from continuing operations attributable to GCP shareholders measured in accordance with U.S. GAAP for a complete understanding of its results of operations.

The Company does not provide U.S. GAAP financial information on a forward-looking basis because the Company is unable to estimate with reasonable certainty unusual or unanticipated charges, expenses or gains without unreasonable effort. These items are uncertain, depend on various factors, and could be material to the Company's results computed in accordance with U.S. GAAP.

GCP Applied Technologies Inc.
Analysis of Operations (unaudited)

Analysis of Operations (In millions, except per share amounts)	Three Months Ended March 31,		
	2021	2020	% Change
Net sales:			
Specialty Construction Chemicals	\$123.9	\$125.4	(1.2)%
Specialty Building Materials	98.9	91.3	8.3%
Total GCP net sales	\$222.8	\$216.7	2.8%
Net sales by region:			
North America	\$118.1	\$119.2	(0.9)%
Europe Middle East Africa (EMEA)	44.6	44.3	0.7%
Asia Pacific	46.7	40.3	15.9%
Latin America	13.4	12.9	3.9%
Total net sales by region	\$222.8	\$216.7	2.8%
Net Sales Constant Currency:			
Specialty Construction Chemicals	122.8	\$125.4	(2.1)%
Specialty Building Materials	96.8	91.3	6.0%
Total GCP Net Sales Constant Currency (non-GAAP)	\$219.6	\$216.7	1.3%
Adjusted EBIT (A):			
Specialty Construction Chemicals segment operating income	\$6.1	\$8.5	(28.2)%
Specialty Building Materials segment operating income	19.4	14.1	37.6%
Corporate costs (B)	(7.2)	(5.9)	22.0%
Certain pension costs (C)	(1.4)	(1.3)	7.7%
Adjusted EBIT (non-GAAP)	\$ 16.9	\$ 15.4	9.7 %
Repositioning expenses	(1.3)	(2.7)	(51.9)%
Restructuring expenses and asset write offs	(7.6)	(3.1)	NM
Shareholder activism and other related costs (D)	—	(3.6)	100.0 %
Third-party and other acquisition-related costs	(0.1)	(0.5)	(80.0)%
Interest expense, net	(5.4)	(5.1)	5.9 %
Income tax (provision) benefit	(1.0)	1.6	NM
Income from continuing operations attributable to GCP shareholders	\$ 1.5	\$ 2.0	(25.0)%
Income from continuing operations attributable to GCP shareholders as a percentage of net sales	0.7 %	0.9 %	(0.2) pts
Diluted EPS from continuing operations (U.S. GAAP)	\$ 0.02	\$ 0.03	(33.3)%
Adjusted EPS (non-GAAP)	\$ 0.12	\$ 0.10	20.0 %

GCP Applied Technologies Inc.

Analysis of Operations (unaudited)

	Three Months Ended March 31,		
Analysis of Operations (In millions)	2021	2020	% Change
Adjusted profitability performance measures:			
Gross Profit:			
Specialty Construction Chemicals	\$ 45.4	\$ 47.6	(4.6) %
Specialty Building Materials	41.4	35.6	16.3 %
Adjusted Gross Profit (non-GAAP)	\$ 86.8	\$ 83.2	4.3 %
Corporate costs and pension costs in cost of goods sold (C)	(0.3)	(0.4)	(25.0) %
Total GCP Gross Profit (U.S. GAAP)	\$ 86.5	\$ 82.8	4.5 %
Gross Margin:			
Specialty Construction Chemicals	36.6 %	38.0 %	(1.4) pts
Specialty Building Materials	41.9 %	39.0 %	2.9 pts
Adjusted Gross Margin (non-GAAP)	39.0 %	38.4 %	0.6 pts
Corporate costs and pension costs in cost of goods sold	(0.1) %	(0.2) %	0.1 pts
Total GCP Gross Margin (U.S. GAAP)	38.8 %	38.2 %	0.6 pts
Adjusted EBIT (A)(B)(C):			
Specialty Construction Chemicals segment operating income	\$ 6.1	\$ 8.5	(28.2) %
Specialty Building Materials segment operating income	19.4	14.1	37.6 %
Corporate and certain pension costs	(8.6)	(7.2)	19.4 %
Total GCP Adjusted EBIT (non-GAAP)	\$ 16.9	\$ 15.4	9.7 %
Depreciation and amortization:			
Specialty Construction Chemicals	\$ 6.9	\$ 6.4	7.8 %
Specialty Building Materials	3.8	3.6	5.6 %
Corporate	0.6	1.0	(40.0) %
Total GCP depreciation and amortization	\$ 11.3	\$ 11.0	2.7 %
Adjusted EBITDA:			
Specialty Construction Chemicals	\$ 13.0	\$ 14.9	(12.8) %
Specialty Building Materials	23.2	17.7	31.1 %
Corporate and certain pension costs	(8.0)	(6.2)	29.0 %
Total GCP Adjusted EBITDA (non-GAAP)	\$ 28.2	\$ 26.4	6.8 %
Adjusted EBIT Margin:			
Specialty Construction Chemicals	4.9 %	6.8 %	(1.9) pts
Specialty Building Materials	19.6 %	15.4 %	4.2 pts
Total GCP Adjusted EBIT Margin (non-GAAP)	7.6 %	7.1 %	0.5 pts
Adjusted EBITDA Margin:			
Specialty Construction Chemicals	10.5 %	11.9 %	(1.4) pts
Specialty Building Materials	23.5 %	19.4 %	4.1 pts
Total GCP Adjusted EBITDA Margin (non-GAAP)	12.7 %	12.2 %	0.5 pts

GCP Applied Technologies Inc.
Analysis of Operations (unaudited) (continued)

- (A) GCP segment operating income includes only its share of income of consolidated joint ventures.
- (B) Management allocates certain corporate costs to each operating segment to the extent such costs are directly attributable to the segments.
- (C) Certain pension costs include only ongoing costs, recognized quarterly, which include service and interest costs, expected returns on plan assets and amortization of prior service costs/credits. "Corporate costs and pension costs in cost of goods sold" represent service costs related to GCP manufacturing employees. Corporate costs do not include any amounts for pension expense. Other pension-related costs, including annual mark-to-market adjustments, gains or losses from curtailments and terminations, as well as other related costs, are excluded from Adjusted EBIT. These amounts are not used by management to evaluate the performance of GCP businesses and significantly affect the peer-to-peer and period-to-period comparability of its financial results. Mark-to-market adjustments and other related costs are primarily attributable to changes in financial market values and actuarial assumptions and are not directly related to the operation of GCP businesses.
- (D) Shareholder activism and other related costs consist primarily of professional fees incurred in connection with the actions by certain of GCP shareholders seeking changes in the composition of our Board of Directors and nomination of candidates to stand for election at the 2020 Annual Shareholders' Meeting, as well as other related matters.

Not meaningful

GCP Applied Technologies Inc.
Analysis of Operations (unaudited) (continued)

(In millions)	Three Months Ended March 31,	
	2021	2020
Cash flow measure:		
Net cash provided by operating activities from continuing operations	\$ 0.7	\$ 14.3
Capital expenditures	(8.1)	(9.2)
Cash paid for repositioning	1.4	5.2
Cash paid for restructuring	5.9	1.3
Cash paid for third-party and other acquisition-related costs	0.1	—
Capital expenditures related to repositioning	0.1	1.0
Cash paid for shareholder activism and other related costs ⁽¹⁾	—	1.8
Cash taxes related to repositioning, restructuring, third-party and other acquisition-related costs, shareholder activism and other related costs	(0.5)	(2.1)
Adjusted Free Cash Flow (non-GAAP)	\$ (0.4)	\$ 12.3

Shareholder activism and other related costs consist primarily of professional fees incurred in connection with the actions by certain of GCP shareholders seeking changes in the composition of its Board of Directors and nomination of candidates to stand for election at the 2020 Annual Shareholders' Meeting, as well as other related matters

GCP Applied Technologies Inc.
Analysis of Operations (unaudited) (continued)

(In millions, except per share amounts)	Three Months Ended March 31,							
	2021				2020			
	Pre-Tax	Tax Effect	After-Tax	Per Share	Pre-Tax	Tax Effect	After-Tax	Per Share
Diluted EPS from continuing operations (U.S. GAAP)				\$ 0.02				\$ 0.03
Repositioning expenses	\$ 1.3	\$ 0.3	\$ 1.0	0.01	\$ 2.7	\$ 0.7	\$ 2.0	0.03
Restructuring expenses and asset write offs	7.6	1.9	5.7	0.08	3.1	0.8	2.3	0.03
Shareholder activism and other related costs	—	—	—	—	3.6	0.9	2.7	0.04
Third-party and other acquisition-related costs	0.1	—	0.1	—	0.5	0.1	0.4	0.01
Discrete tax and other items, including adjustments to uncertain tax positions	—	(0.4)	0.4	0.01		2.6	(2.6)	(0.04)
Adjusted EPS (non-GAAP)				<u>\$ 0.12</u>				<u>\$ 0.10</u>