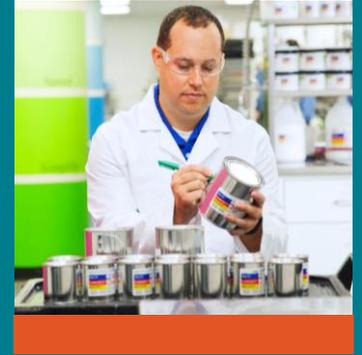
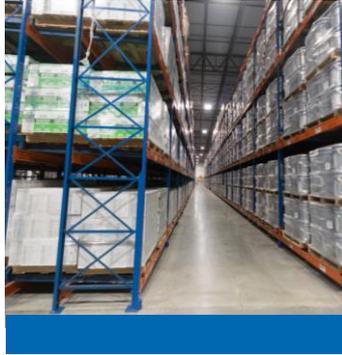




SHERWIN-WILLIAMS®



2020 FINANCIAL COMMUNITY PRESENTATION

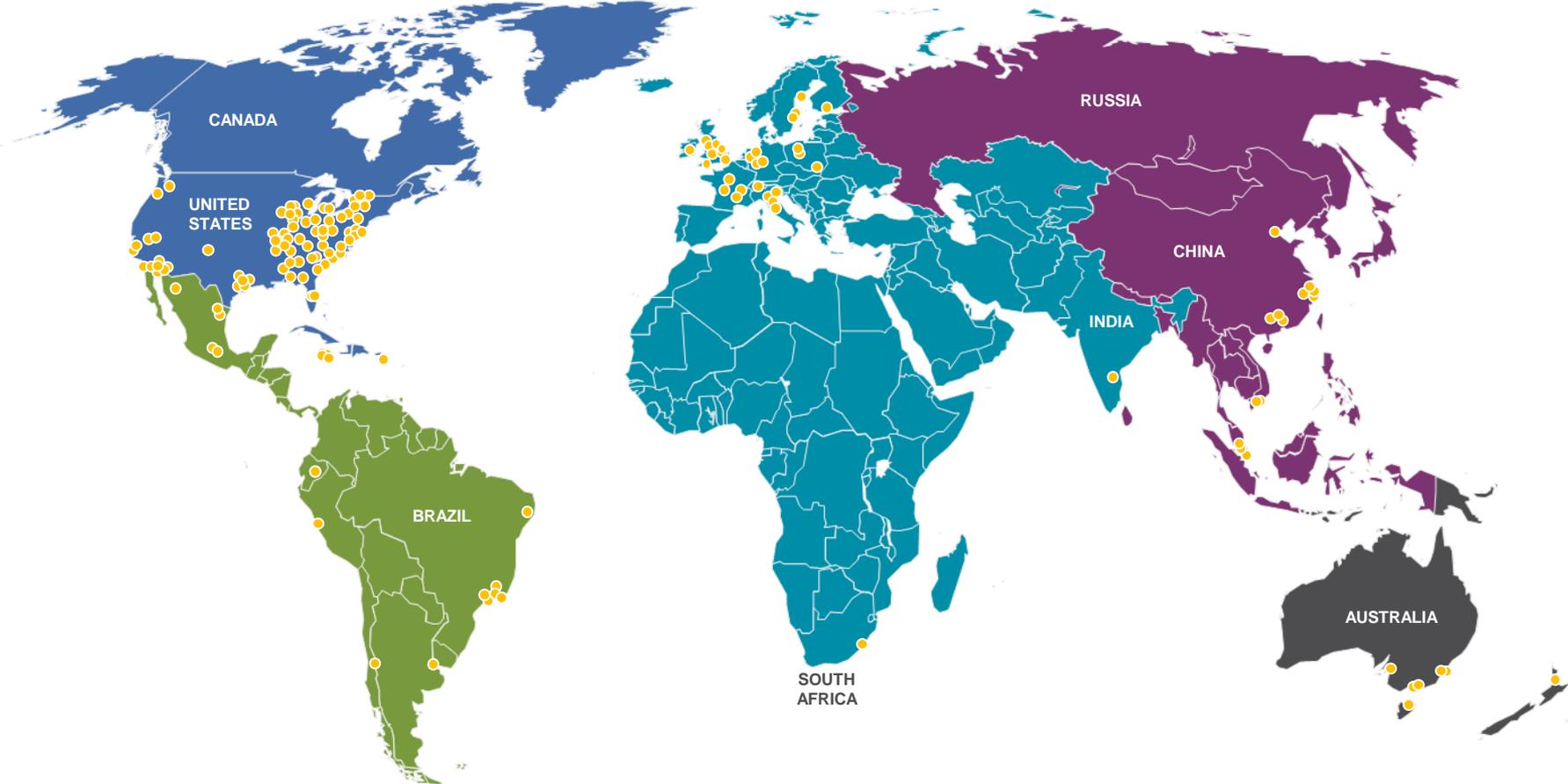
GLOBAL SUPPLY CHAIN

JOEL BAXTER

PRESIDENT & GENERAL MANAGER,
GLOBAL SUPPLY CHAIN

This presentation may contain certain "forward-looking statements," as defined under U.S. federal securities laws. These forward-looking statements are based upon management's current expectations, estimates, assumptions and beliefs concerning future events and conditions. Readers are cautioned not to place undue reliance on any forward-looking statements. Forward-looking statements are necessarily subject to risks, uncertainties and other factors, many of which are outside the control of the Company that could cause actual results to differ materially from such statements and from the Company's historical results and experience. These risks, uncertainties and other factors include such things as: general business and economic conditions; the Company's ability to successfully integrate past and future acquisitions into its existing operations, as well as the performance of the businesses acquired; strengths of retail and manufacturing economies and the growth in the coatings industry; changes in the Company's relationships with customers and suppliers; changes in raw material availability and pricing; adverse weather conditions or impacts of climate change, natural disasters and public health crises, including the COVID-19 pandemic; the duration, severity and scope of the COVID-19 pandemic and the actions implemented by international, federal, state and local public health and governmental authorities to contain and combat the outbreak and spread of COVID-19, which may exacerbate one or more of the aforementioned and/or other risks, uncertainties and factors more fully described in the Company's reports filed with the Securities and Exchange Commission (SEC); and other risks, uncertainties and factors described from time to time in the Company's reports filed with the SEC. Since it is not possible to predict or identify all of the risks, uncertainties and other factors that may affect future results, the above list should not be considered a complete list. Any forward-looking statement speaks only as of the date on which such statement is made, and the Company undertakes no obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

Global Footprint



One Focused Organization

Share Best Practices Worldwide

End-to-End Supply Chain



Global Supply Chain

SHERWIN-WILLIAMS®



END-TO-END SUPPLY CHAIN



Research &
Development



Global
Procurement



Supply Chain
Management



Manufacturing



Distribution



Transportation



Customer

DRIVE CONTINUOUS IMPROVEMENT

Management
Review

Continuous
Improvement

Accelerated
Root Cause

Time
Management

End-to-End Supply Chain



Continuous Improvement Culture

Leveraged Globally

Sustainable Results

OPERATIONAL EXCELLENCE FOCUS AREAS



SAFETY



QUALITY



SERVICE



COST



PEOPLE

Recordable Case Rate

Consistent Focus on Employee Safety

- Paint & Coatings Industry
- S-W

Goal = Zero



2019

Source: The North American Industry Classification System (NAICS)

COVID-19 Response

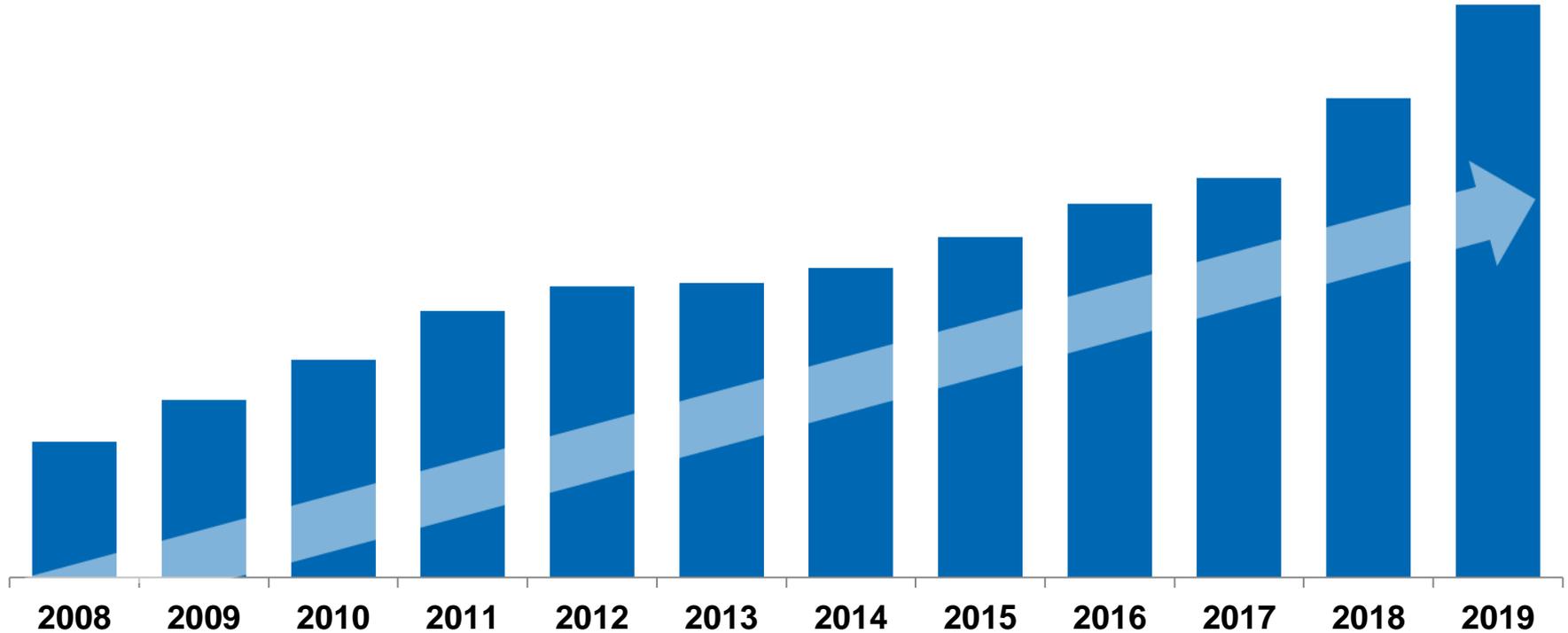
Manufacture Hand Sanitizer for Internal Use & Donations



Focus on Safety

Operational Excellence Savings

SHERWIN-WILLIAMS®



10+ Years of Increase in Operational Excellence Savings



***Assured
Supply***



***Global
Visibility***



***Internal
Development***



***Raw Material
Efficiency***

Global Procurement Focus Areas

Architectural New Product Launches Customer Solutions

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23

2013



2014



21



40

2015



2016

24



25

2016



2017

33



39

2019



2020

35+



Over 10+ Years of Consecutive Double-Digit New Architectural Product Launches

INDUSTRY LEADING INNOVATION

Customer Solutions

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STAGE 1
Concept Definition

STAGE 2
Technology Assessment

STAGE 3
Technology Development

STAGE 4
Commercialization

Maintenance & Durability



Visual Appearance



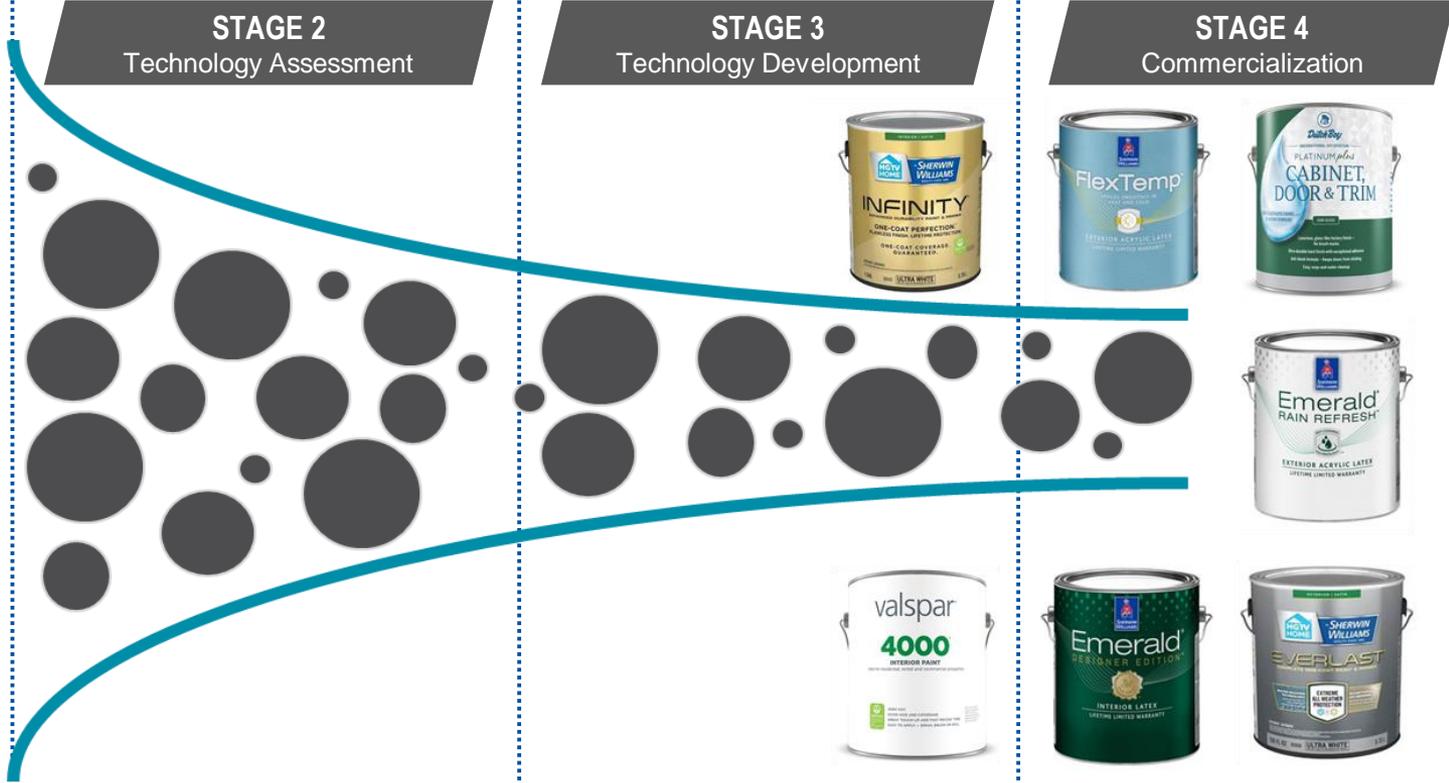
Customized Solutions



Sustainability



The Painting Process
Time & Labor



Market Differentiating Innovations

GLOBAL SUPPLY CHAIN Customer Solutions

SHERWIN-WILLIAMS®



Capacity



**valPure® V70
non-BPA Epoxy
Coatings**



**Technology
Transfer**



**FIRETEX®
M90/03**



**Global
Footprint**



Optimization



**Differentiated
Distribution**



**Sherwin-Williams
Fleet**

Global Supply Chain Capabilities Aligned with Business Units & Geography

DIFFERENTIATED DISTRIBUTION Customer Solutions

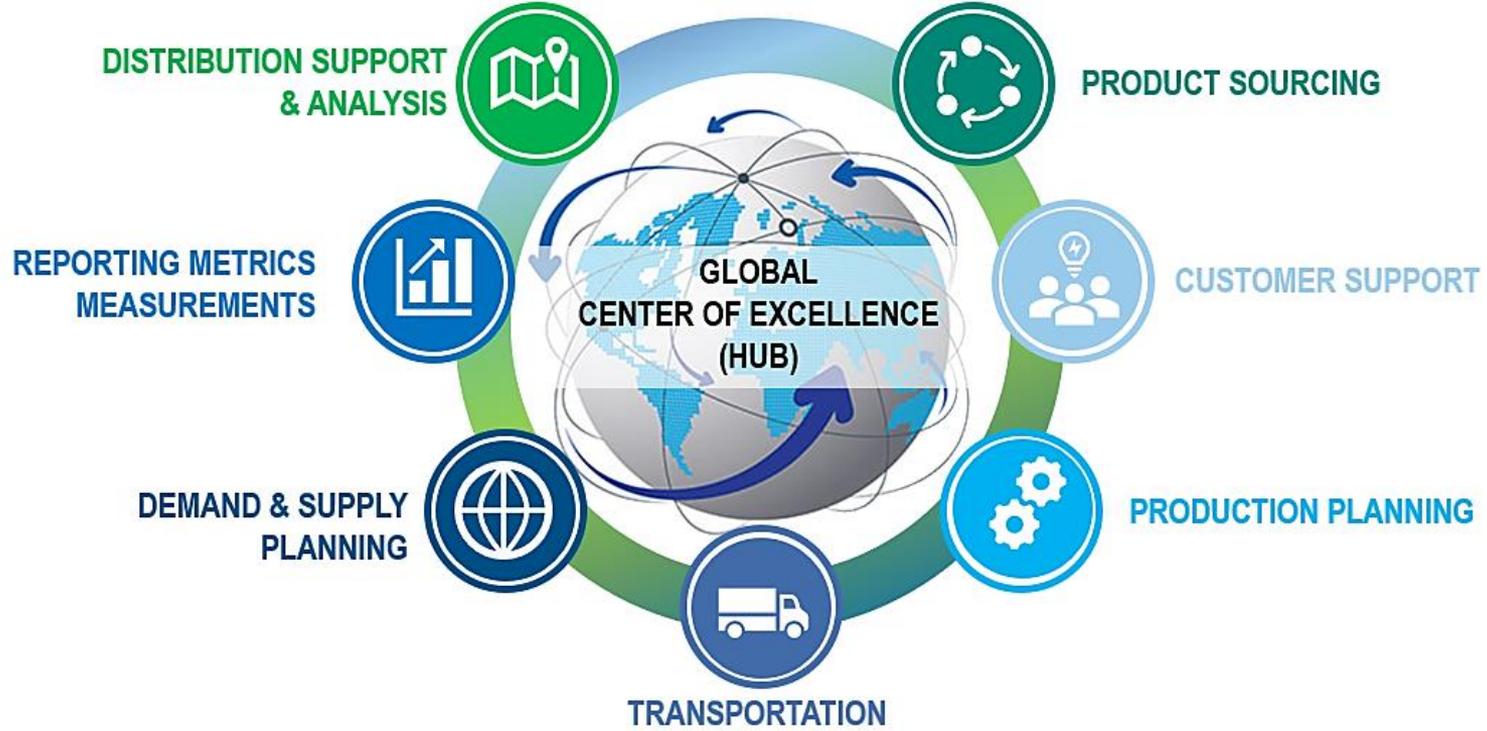
SHERWIN-WILLIAMS



Fast, Efficient, Touchless Deliveries

WORLD CLASS SUPPLY CHAIN MODEL

Customer Solutions



Delivering The Right Customer Experience



AUTOMATION

DIGITAL
TRANSFORMATION

COLLABORATION

EMPLOYEE
ENGAGEMENT

Operations of the Future



Focused Global Supply Chain Organization

Leveraging Systems, Tools & Processes

Deliver Best in Class Service

Future of Work