COMPANY OVERVIEW

JOHN MORIKIS
CHAIRMAN, PRESIDENT
AND CHIEF EXECUTIVE OFFICER
Forward-Looking Statements

This presentation contains certain "forward-looking statements," as defined under U.S. federal securities laws. These statements can be identified by the use of forward-looking terminology such as "believe," "expect," "may," "will," "should," "project," "could," "plan," "goal," "target," "potential," "seek," "intend," "aspire" or "anticipate" or the negative thereof or comparable terminology. These forward-looking statements are based upon current expectations, predictions, 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 performance 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.

INDUSTRY DATA: In addition, industry information included in this presentation is not intended to be comprehensive. The coatings industry is global and diversified. The Company believes the multiple data sources cited in connection with industry market sizes, segments and other information are directionally helpful as of the date of this presentation, but may not be comprehensive, including from an absolute volume or industry size standpoint or otherwise. Generally, these sources tend to understate the size of the industry for all geographies.
ABOUT US

SHERWIN-WILLIAMS®

61,000+

EMPLOYEES

1866

FOUNDED IN

2020 REVENUES

$18.4 billion

SALES BY GEOGRAPHY

80% US / CANADA

20% REST OF WORLD (ROW)

THE AMERICAS GROUP

PERFORMANCE COATINGS GROUP

CONSUMER BRANDS GROUP

57%

16%

27%

2020 REVENUES

$18.4 billion

SALES BY GEOGRAPHY

120+

COUNTRIES

4,770+

STORES

137

MANUFACTURING & DISTRIBUTION FACILITIES

INDUSTRY-LEADING PORTFOLIO OF BRANDS
The Americas Group

Heidi Petz
President, The Americas Group

Just Getting Started

- Market trends support long-term growth
- Favorable long-term demographics
- Innovative new product stream
- Multi-decade new store runway
- Share of wallet and new accounts
- Differentiated digital experience
- Robust management trainee program
- Continuous improvement and margin enhancement
Just Getting Started

- Aligned with the right retail partners
- Portfolio of hero brands
- Further expansion with DIY customers
- Significant "Pros who Paint" growth opportunity
- International growth and profitability improvement

Brian Padden
President, Consumer Brands Group
PERFORMANCE COATINGS GROUP

Just Getting Started

- Positioned in the right segments
- Capitalize on economic recovery
- Share of wallet and new accounts
- Innovative new product streams
- Scale/optimization in Europe and Asia
- Complexity/SKU reduction
- Leverage global blending facilities
- High-quality bolt-on acquisitions
- Confidence in attaining long-term margin targets
Built to Thrive

Diverse Portfolio Designed to Drive Performance in Multiple Environments

**DEFENSIVE**
- Packaging
- Residential Repaint
- DIY
- Auto Refinish
- Property Management

**GROWTH**
- Packaging
- Residential Repaint
- DIY
- Auto Refinish
- Property Management
- General Industrial
- Industrial Wood
- Coil Coating
- New Residential
- Commercial
- Protective & Marine
Corporate Purpose

We inspire and improve the world by coloring and protecting what matters.
Providing Unique and Differentiated Solutions for Our Customers
Solutions: Customer Productivity

Relentless Customer Focus Through:

- Identifying Unmet Customer Needs
- Partnerships
- Listening to Customer Insights
- Improving Customer Profitability
Solutions: Industry Leading Innovation

Innovative Industry Technologies:

- Industry Knowledge & Expertise
- Leveraging Best Practices
- Innovative Technologies & Platforms
- Game Changing Solutions
- Sustainability
Solutions: Service

Responsiveness, Agility & Speed:

- Local Stores & Reps
- Field & Tech Support
- Targeted Training
- Customization
- Flexible Service Model
- Digital Resources
- Blending Facilities
Solutions: Differentiated Distribution

Global Scale with Local Support:

- Direct Relationship with Customer & End User
- Controlled Distribution & Transportation
- Effective & Efficient Delivery Capabilities
- End-to-End Global Supply Chain
Solutions: Winter Storm Uri

Minimizing Customer Disruption

- Prioritized key product manufacturing
- Product experts near every job
- National and local support
- Using our fleet to expedite products
- Strong relationships with raw material suppliers
- Deep and experienced procurement team

*Keep our customers supplied with paint and on the job*
Our Greatest Solution is Our People

**Innovative Management Training Program**

<table>
<thead>
<tr>
<th>1,500</th>
<th>10,000</th>
<th>70%</th>
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<tbody>
<tr>
<td>College grads recruited annually</td>
<td>Program graduates throughout the company</td>
<td>Of TAG leadership are graduates of the program</td>
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<thead>
<tr>
<th>39</th>
<th>26</th>
<th>6</th>
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<tbody>
<tr>
<td>Years of operation</td>
<td>SVPs and VPs have gone through the program</td>
<td>Group and division presidents have gone through the program</td>
</tr>
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<tr>
<td>Our current CEO is a program graduate</td>
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A Culture Where People Stay

- **80%**
  Of TAG and Industrial Reps have 5 or more years of service

- **7,000**
  Of our employees have 20+ years of service

- **7-8%**
  Average voluntary turnover

- **5-6%**
  Average turnover of store managers and sales reps
## Deep and Experienced Leadership Team

### 36 Years of Service
- **John Morikis**
  - Chairman, President & Chief Executive Officer

### 31 Years of Service
- **Al Mistysyn**
  - SVP, Finance & Chief Financial Officer

### 29 Years of Service
- **Joe Sladek**
  - President, Global Supply Chain

### 35 Years of Service
- **Pete Ippolito**
  - SVP, Strategic Initiatives

### 37 Years of Service
- **Tom Gilligan**
  - SVP, Human Resources

### 27 Years of Service
- **Brian Padden**
  - President, Consumer Brands Group

### 24 Years of Service
- **Justin Binns**
  - President, Performance Coatings Group

### 8 Years of Service
- **Heidi Petz**
  - President, The Americas Group

### 7 Years of Service
- **Mary Garceau**
  - SVP, Secretary & General Counsel

### 37 Years of Service
- **Jane Cronin**
  - SVP, Corporate Controller

### 5 Years of Service
- **Bryan Young**
  - SVP, Strategy, Corporate Planning & Development

### 31 Years of Service
- **Jim Jaye**
  - SVP, Investor Relations & Corporate Communications

### 3 Years of Service
- **Joe Sladek**
  - President, Global Supply Chain

### 37 Years of Service
- **Mary Garceau**
  - SVP, Secretary & General Counsel

### 31 Years of Service
- **Jane Cronin**
  - SVP, Corporate Controller

### 3 Years of Service
- **Joe Sladek**
  - President, Global Supply Chain

### 37 Years of Service
- **Tom Gilligan**
  - SVP, Human Resources

### 5 Years of Service
- **Bryan Young**
  - SVP, Strategy, Corporate Planning & Development

### 37 Years of Service
- **Tom Gilligan**
  - SVP, Human Resources

### 37 Years of Service
- **Tom Gilligan**
  - SVP, Human Resources

### Over 200 Years of Combined SHW Service
Today’s Featured Speakers

Steve Revnew
Sr. Marketing Vice President, Product Innovation
The Americas Group
33 Years of SHW Service
33 Years of Experience

Bob Israel, Ph.D.
Vice President, Global Sustainability
9 Years of SHW Service
37 Years of Experience

Chris Piazza
Sr. Vice President, Research & Development
Performance Coatings Group
6 Years of SHW Service
28 Years of Experience

Yentil Rawlinson
Vice President, Inclusion, Diversity & Equity
2 Years of SHW Service
10 Years of Experience