The update contains certain “forward-looking statements,” within the meaning of the federal securities laws, with respect to anticipated future performance (including sales and earnings), expected growth, future business plans and other matters. These statements may be identified by the use of words and phrases such as "believe," "expect," "may," "will," "should," "project," "could," "plan," "goal," "potential," "seek," "intend" or "anticipate" or the negative thereof or comparable terminology. These 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 our control that could cause actual results to differ materially from such statements and from our historical results and experience. These risks, uncertainties and other factors include such things as: general business conditions, strengths of retail and manufacturing economies and the growth in the coatings industry; changes in raw material and energy supplies and pricing; changes in our relationships with customers and suppliers; our ability to successfully integrate past and future acquisitions into our existing operations, including Valspar, as well as the performance of the businesses acquired; risks inherent in the achievement of anticipated cost synergies resulting from the acquisition of Valspar and the timing thereof; competitive factors, including pricing pressures and product innovation and quality; the nature, cost, quantity and outcome of pending and future litigation and other claims, including the lead pigment and lead-based paint litigation, and the effect of any legislation and administrative regulations relating thereto; adverse weather conditions and natural disasters; and other risks, uncertainties and factors described from time to time in our 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 we undertake no obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.
### Executive Summary

#### Company Overview
- Committed to building long-term, sustainable shareholder value

#### Corporate Governance
- Experienced Board comprised of diverse thought and business leaders
- 10 of 11 directors are independent

#### Executive Compensation
- Program designed to create “pay-for-performance” culture that rewards leadership for delivering results

#### Environmental & Social Responsibility
- Core values embedded in Sherwin-Williams’ culture and business practices
COMPANY OVERVIEW

SHERWIN-WILLIAMS
Why SHW?

- GROWTH OPPORTUNITIES
- GREAT BRAND PORTFOLIO
- DISTRIBUTION & SERVICE
- WORLD CLASS SUPPLY CHAIN
- INNOVATIVE PRODUCTS
- BALANCE SHEET & CASH GENERATION
- ATTRACTIVE RETURNS
- INTEGRATION SUCCESS
- EXPERIENCED MGMT & TALENT PIPELINE
- RESPONSIBLE CORPORATE CITIZEN
OVERVIEW

GLOBAL FOOTPRINT

120+ COUNTRIES
~4,700 STORES

2018 REVENUES
$17.5 billion

60,000+ EMPLOYEES

The Americas Group
Consumer Brands Group
Performance Coatings Group
Corporate headquarters
Sells one of the industry’s most recognized portfolios of branded and private-label products through retailers across North America and in parts of Europe, China, Australia and New Zealand. Also operates our highly efficient global supply chain.

The Americas Group
Operates the exclusive outlets for Sherwin-Williams® branded paints, stains, and supplies in the United States, Canada and the Caribbean. Also sells across Latin America through company-operated stores, dedicated dealers and selected retailers.

Consumer Brands Group
Sells a broad range of coatings and finishing solutions to general industrial, industrial wood, protective and marine, automotive, packaging and coil & extrusion customers in 120+ countries.

Performance Coatings Group
Sells one of the industry’s most recognized portfolios of branded and private-label products through retailers across North America and in parts of Europe, China, Australia and New Zealand. Also operates our highly efficient global supply chain.
Financial Highlights

Sales (In Millions)

- 10 Year CAGR 8.2%
- 2008: $7,979.7
- 2018: $17,534.5

Net Income from Continuing Operations (In Millions)

- 10 Year CAGR 8.8%
- 2008: $476.9
- 2018: $1,108.7

GAAP Diluted net income per common share from cont. operations

- 10 Year CAGR 11.3%
- 2008: $4.00
- 2018: $11.67

Net Operating Cash (In Millions)

- 10 Year CAGR 8.3%
- 2008: $876.2
- 2018: $1,943.7

* Valspar Corporation acquired June 1, 2017
### Consistent Capital Allocation

**CONSISTENT CAPITAL ALLOCATION PHILOSOPHY:**

*WE WILL NOT HOLD CASH*

<table>
<thead>
<tr>
<th>CAPEX Investment</th>
<th>Dividend</th>
<th>Strategic M&amp;A</th>
<th>Share Repurchase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Modest Requirements</td>
<td>Target 30% of PY GAAP Earnings</td>
<td>Clearly Defined Criteria</td>
<td>Absent Strategic M&amp;A</td>
</tr>
</tbody>
</table>

- **<2.0%** Target as % of Sales
- **40** Consecutive Years of Increases
- **14** Acquisitions in Last Decade
- **40** Million Shares Purchased in Last Decade
Comparison of Cumulative Five-Year Total Return


Assumes $100 invested on December 31, 2013 and reinvestment of dividends.
CORPORATE GOVERNANCE

SHERWIN-WILLIAMS.
Sound Corporate Governance

HIGH ETHICAL STANDARDS IN THE BEST INTEREST OF OUR SHAREHOLDERS

- Annual election of all directors
- Majority voting standard and director resignation policy for directors in uncontested elections
- Independent lead director has significant governance responsibilities
- 10 of 11 directors are independent
- Board committees are comprised entirely of independent directors
- Mandatory retirement age of 72 for directors
- Annual board and committee self-assessment evaluations (Conducted by an outside independent advisor in 2018)
- Executive sessions of independent directors are held at each regular board meeting
- Directors have complete access to management
- Stringent restrictions on pledging and hedging of our stock
- Significant director and executive stock ownership guidelines
- Board oversight of risk management
- Proxy access rights available to 3-year, 3% shareholders for up to 20% of Board
Board of Directors:  
Diverse group providing valuable insight and effective oversight.

KERRII B. ANDERSON  
Retired, Former CEO & President  
Wendy’s International  
Director of Sherwin-Williams since 2019

JOHN G. MORIKIS  
Chairman & CEO  
Sherwin-Williams  
Director of Sherwin-Williams since 2015

ARTHUR F. ANTON  
Chairman & CEO  
Swagelok Company  
Director of Sherwin-Williams since 2006

CHRISTINE A. POON  
Executive in Residence, The Max M. Fisher College of Business - The Ohio State University  
Director of Sherwin-Williams since 2014

JEFF M. FETTIG  
Retired, Former Chairman & CEO  
Whirlpool Corporation  
Director of Sherwin-Williams since 2019

MICHAEL H. THAMAN  
Chairman, President & CEO  
Owens Corning  
Director of Sherwin-Williams since 2017

DAVID F. HODNIK  
Retired, Former President & CEO  
Ace Hardware Corporation  
Director of Sherwin-Williams since 2005

MATTHEW THORNTON III  
Exec. V.President & COO, FedEx Freight  
FedEx Corporation  
Director of Sherwin-Williams since 2014

RICHARD J. KRAMER  
Chairman of the Board, CEO & President  
The Goodyear Tire & Rubber Company  
Director of Sherwin-Williams since 2012

STEVEN H. WUNNING - Lead Director since 2019  
Retired, Former Group President  
Caterpillar Inc.  
Director of Sherwin-Williams since 2015

SUSAN J. KROPF  
Retired, Former President & COO  
Avon Products, Inc.  
Director of Sherwin-Williams since 2003

COMMITTEES

- COMPENSATION & MANAGEMENT DEVELOPMENT
- AUDIT
- NOMINATING & CORPORATE GOVERNANCE
### Board of Directors:
Experiences, Qualifications, Attributes and Skills

<table>
<thead>
<tr>
<th>Experience</th>
<th>Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>SENIOR MANAGEMENT EXPERIENCE</td>
<td>11</td>
</tr>
<tr>
<td>INDEPENDENCE</td>
<td>10</td>
</tr>
<tr>
<td>FINANCIAL EXPERTISE</td>
<td>9</td>
</tr>
<tr>
<td>MANUFACTURING; DISTRIBUTION</td>
<td>11</td>
</tr>
<tr>
<td>TECHNICAL; RESEARCH &amp; DEVELOPMENT</td>
<td>9</td>
</tr>
<tr>
<td>INTERNATIONAL OPERATIONS</td>
<td>11</td>
</tr>
<tr>
<td>MARKETING; SALES</td>
<td>11</td>
</tr>
<tr>
<td>RETAIL OPERATIONS</td>
<td>4</td>
</tr>
<tr>
<td>DIVERSITY</td>
<td>4</td>
</tr>
</tbody>
</table>
Risk Management and Oversight

**AUDIT COMMITTEE**
- Integrity of financial statements
- Internal controls effectiveness
- Independent auditor performance
- Internal audit performance
- Legal & regulatory compliance

**NOMINATING & CORPORATE GOVERNANCE COMMITTEE**
- Future Board member identification
- Board and committee composition
- Governance guidelines & practices
- Annual Board self-assessment
- ESG

**COMPENSATION & MANAGEMENT DEVELOPMENT**
- Executive compensation
- Nonemployee director compensation
- Succession planning

- Code of Conduct
  - Anti-Bribery
  - Anti-Corruption
- Global Ethics Hotline
- Annual ERM Risk Assessment
- Global Internal Audit & Loss Prevention Function
- Regional & Corporate Ethics Committees
- 150 Professionals
- Meet Quarterly
Responsible Executive Compensation Practices

WHAT WE DO

- Performance-Based Pay
- Independent Compensation Committee
- Independent Compensation Consultant
- Balanced Compensation Structure
- Target Median
- Responsibly Administered Incentive Compensation Programs
- Clawback and Recapture Policy
- Double-Trigger Change in Control
- Significant Stock Ownership Requirement
- Annual Say on Pay Vote

WHAT WE DON’T DO

- No Employment Agreements*
- No Dividend Equivalents for Unvested RSU Awards
- No Repricing or Replacing of Underwater Stock Options
- No Hedging
- No Pledging
- No Speculative Trading
- No Excessive Perquisites
- No Excessive Risk-Taking
- No Above-Market Earnings on Deferred Compensation

*One exception related to Valspar acquisition, expiring August 1, 2019
Compensation Components Foster Pay-For-Performance Culture

<table>
<thead>
<tr>
<th>Component</th>
<th>Key Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Salary</td>
<td>• Provides base compensation for day-to-day performance of job responsibilities.</td>
</tr>
<tr>
<td>Annual Cash Incentive Compensation</td>
<td>• Rewards performance based on the achievement of annual performance goals. • Based on performance metrics including Sales, EPS, Free Cash Flow, Return on Net Assets Employed and Business Unit specific targets.</td>
</tr>
<tr>
<td>Long-Term Equity Incentive Compensation</td>
<td>• Encourages improvement in the long-term performance of our company. • Aligns the financial interests of our executives and our shareholders. • Serves as an executive retention tool. • Stock Options (40% allocation). • Performance-based RSUs – EPS metric (40%). • Performance-based RSUs – RONAE metric (20%).</td>
</tr>
</tbody>
</table>

• The Compensation Committee utilizes a peer group of companies to assess whether our executive compensation program is competitive in the market. • Our peer group now consists of the following 23 companies:

<table>
<thead>
<tr>
<th>Company</th>
<th>Company</th>
<th>Company</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Products and Chemicals, Inc.</td>
<td>Eastman Chemical Company</td>
<td>Johnson Controls International plc</td>
<td>Newell Brands Inc.</td>
</tr>
<tr>
<td>Akzo Nobel N.V.</td>
<td>Eaton Corporation plc</td>
<td>Kimberly-Clark Corporation</td>
<td>PPG Industries, Inc.</td>
</tr>
<tr>
<td>Ball Corporation</td>
<td>Ecolab Inc.</td>
<td>Linde plc</td>
<td>Stanley Black &amp; Decker, Inc.</td>
</tr>
<tr>
<td>Colgate-Palmolive Company</td>
<td>Honeywell International Inc.</td>
<td>LyondellBasell Industries N.V.</td>
<td>3M Company</td>
</tr>
<tr>
<td>Cummins Inc.</td>
<td>Huntsman Corporation</td>
<td>Masco Corporation</td>
<td>Whirlpool Corporation</td>
</tr>
</tbody>
</table>
ENVIRONMENTAL & SOCIAL RESPONSIBILITY

Sherwin-Williams
The Company We Keep

Active engagement with organizations that value sustainable practices as much as we do.

- American Coatings Association
- British Coatings Federation
- CLEARCorps USA
- ECOLABEL - European Union
- EcoVadis
- EPA SmartWay® Fuel Efficient Transportation Program
- GREENGUARD Certification from UL Environment
- Household & Commercial Products Association (HCPA)
- National Association of Home Builders (NAHB) National Green Building Program™
- NSF International
- PaintCare® Program
- UL Environmental
- The Carbon Disclosure Project™
- The Coatings Care® Program
- The Global Alliance to Eliminate Lead in Paint
- The Green Chemistry in Commerce Council (GC3)
- The U.S. Green Building Council® (USGBC) LEED™ Program
- The Sustainability Accounting Standards Board SASB
- Water Disclosure Project
## S-W Cares: Our Corporate Responsibility Philosophy

### The Employer
- **Providing a Safe & Inclusive Work Environment**
  - OHSAS 18001 Certified Sites
  - OSHA Voluntary Protection Program (VPP) Certified Sites
  - Safety Recordable Rate
  - S-W Fleet Accidents Per Million Miles
  - Diversity in Management Training Program

### The Citizen
- **Making a Difference in Our Communities**
  - Tracked Contributions
  - Volunteer Hours / Non Profit Board Service
  - Number of US Employees on Military Leave
  - Supplier Code of Conduct
  - Anti-Human Trafficking Policy

### The Steward
- **Growing Our Business with Care**
  - Sustainable Products
  - Carbon Performance (CO₂e)
  - Non Hazardous Solid & Liquid Waste Performance
  - Electricity Performance
  - Hazardous Waste Performance
Safety Recordable Rate

Recordable Case Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2.45</td>
</tr>
<tr>
<td>2014</td>
<td>2.22</td>
</tr>
<tr>
<td>2015</td>
<td>1.97</td>
</tr>
<tr>
<td>2016</td>
<td>1.58</td>
</tr>
<tr>
<td>2017</td>
<td>1.32</td>
</tr>
<tr>
<td>2018</td>
<td>1.38</td>
</tr>
</tbody>
</table>

62 GSC Sites Achieved Zero Recordables in 2018

Manufacturing Sites Recognized for Safety & Health Management Systems

Number of Sites

<table>
<thead>
<tr>
<th>Year</th>
<th>OSHA VPP STAR</th>
<th>OHSAS 18001</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>13.0</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>12.0</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>12.0</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>12.0</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>14.0</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>14.0</td>
<td></td>
</tr>
</tbody>
</table>

Reportable Fleet Accidents per Million Miles

Accidents per Million Miles

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>0.57</td>
</tr>
<tr>
<td>2014</td>
<td>0.43</td>
</tr>
<tr>
<td>2015</td>
<td>0.51</td>
</tr>
<tr>
<td>2016</td>
<td>0.49</td>
</tr>
<tr>
<td>2017</td>
<td>0.45</td>
</tr>
<tr>
<td>2018</td>
<td>0.55</td>
</tr>
</tbody>
</table>

Data reflects the United States Department of Transportation Reportable Accident Rate.

2018 Industry Benchmark Data not available at time of production.

*2018 Industry Benchmark Data not available at time of production.
Culture Building Activities in Action:
- Joined CEO Action on Diversity & Inclusion Coalition
- Conscious Inclusion Education & Training
- CEO Forums on Inclusion
- Employee Networks
- Engagement & Inclusion Index
Charitable Giving

- Operating Divisions Donations
- Sherwin-Williams Foundation Grants
- Employee Matching Fund Submission
- Employee Pledge Campaign Donations

2010: $3,752,465
2011: $3,691,174
2012: $3,879,019
2013: $4,876,612
2014: $5,636,657
2015: $5,240,827
2016: $7,698,622
2017: $6,637,749
2018: $8,178,038
National Painting Week

Every year, our employees from more than 4,300 neighborhood Sherwin-Williams stores across North America partner with local organizations to find projects that could use a fresh coat of paint. In 2018 alone, Sherwin-Williams donated 9,000 gallons of paint and its employees volunteered nearly 34,000 hours of their time to make a colorful impact in their communities.

HomeWork Program

As a company, we look for ways to help the community at every turn, utilizing the skills of our people and the performance of our products. One of our flagship endeavors is the nationally recognized HomeWork Program, started at Sherwin-Williams in 2004 and staffed nationally by a team of S-W retirees. As of December 2018, more than 7,056 people have been trained and 66.8 percent of those trainees secured employment following completion of the HomeWork Program.

The Sherwin-Williams’ HomeWork Program Provides:

• Professional painter training for minorities and low-income housing residents
• Job placement assistance with local contractors & unions
• EPA Renovate, Repair & Painting (RPP) Certification instruction
• Since April 2010, we have sponsored RRP Training and Certified over 43,000 contractors and their workers
• Deeply discounted materials to expand healthy homes & lead-safe property maintenance
### Electricity Consumption

<table>
<thead>
<tr>
<th>Year</th>
<th>Global Supply Chain</th>
<th>Sales/Admin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>10.9</td>
<td>5.8</td>
</tr>
<tr>
<td>2014</td>
<td>10.6</td>
<td>5.7</td>
</tr>
<tr>
<td>2015</td>
<td>10.2</td>
<td>5.6</td>
</tr>
<tr>
<td>2016</td>
<td>9.7</td>
<td>5.3</td>
</tr>
<tr>
<td>2017</td>
<td>8.5</td>
<td>3.1</td>
</tr>
<tr>
<td>2018</td>
<td>8.3</td>
<td>3.1</td>
</tr>
<tr>
<td>2019</td>
<td>5.0</td>
<td>2.9</td>
</tr>
</tbody>
</table>

**2020 Goal:** 7.9

**HISTORIC S-W**

### CO₂e Emissions

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Indirect</th>
<th>Total Direct</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>26.7</td>
<td>13.1</td>
</tr>
<tr>
<td>2014</td>
<td>26.1</td>
<td>13.0</td>
</tr>
<tr>
<td>2015</td>
<td>24.8</td>
<td>12.1</td>
</tr>
<tr>
<td>2016</td>
<td>23.3*</td>
<td>11.4</td>
</tr>
<tr>
<td>2017</td>
<td>22.5</td>
<td>12.0</td>
</tr>
<tr>
<td>2018</td>
<td>20.9</td>
<td>12.5</td>
</tr>
<tr>
<td>2019</td>
<td>11.3</td>
<td>9.9</td>
</tr>
</tbody>
</table>

**2020 Goal:** 21.2

**HISTORIC S-W**

### Hazardous Waste: Treatment & Disposal

<table>
<thead>
<tr>
<th>Year</th>
<th>Treatment &amp; Disposal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>0.71</td>
</tr>
<tr>
<td>2014</td>
<td>0.70</td>
</tr>
<tr>
<td>2015</td>
<td>0.71</td>
</tr>
<tr>
<td>2016</td>
<td>0.63**</td>
</tr>
<tr>
<td>2017</td>
<td>0.63**</td>
</tr>
<tr>
<td>2018</td>
<td>0.88</td>
</tr>
<tr>
<td>2019</td>
<td>0.94</td>
</tr>
<tr>
<td>2020</td>
<td>0.81***</td>
</tr>
</tbody>
</table>

**2020 Goal:** 0.81

**HISTORIC S-W**

### Hazardous Waste: Reuse & Recycle

<table>
<thead>
<tr>
<th>Year</th>
<th>Reuse &amp; Recycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1.28</td>
</tr>
<tr>
<td>2014</td>
<td>1.17</td>
</tr>
<tr>
<td>2015</td>
<td>1.06</td>
</tr>
<tr>
<td>2016</td>
<td>1.08</td>
</tr>
<tr>
<td>2017</td>
<td>0.98**</td>
</tr>
<tr>
<td>2018</td>
<td>0.76*</td>
</tr>
<tr>
<td>2019</td>
<td>0.71</td>
</tr>
</tbody>
</table>

**2020 Goal:** 0.76

**HISTORIC S-W**

* Sherwin-Williams acquired Valspar on June 1, 2017. Hazardous waste data from all GSC facilities were included.

** The non-hazardous solid waste generation rate from the historic Sherwin-Williams GSC facilities was 0.63 pounds per 100 pounds of production. ** The 2020 goal is based on a 2.5% annual reduction from the new 2017 baseline value.

---

* Sherwin-Williams acquired Valspar on June 1, 2017. Hazardous material data from all GSC facilities were included.

** The hazardous material reuse & recycle rate from the historic Sherwin-Williams GSC facilities was 0.98 pounds per 100 pounds of production.
The Steward: Growing our business with innovative products

- **EcoSelect®**
  - Zero VOC
  - Interior Latex

- **AquaGuard®**
  - Coating Solutions
  - Zinc-Free & Water-Based

- **ProMar® 200 HP**
  - Zero VOC
  - Interior Latex

- **Harmony®**
  - Zero VOC
  - Interior Acrylic Latex

- **SuperDeck®**
  - Waterborne
  - Exterior Solid Color Deck Stain

- **Ultra 9K™**
  - Waterborne
  - Basecoat System

- **ProMar® 400**
  - Zero VOC
  - Primer

- **valPure® V70**
  - Non-BPA Epoxy

- **Zinc-Free & Water-Based valPure®**

- **Waterborne valPure®**
A Culture of Excellence

The Sherwin-Williams Code of Principles

1. To win on our merits.
2. To be the best and largest concern of the kind in the world.
3. To be broad and liberal as well as aggressive in our policy and methods.
4. To take a pride in our institution.
5. To be loyal to the Company and to each other.
6. To foster good fellowship among ourselves, and to take pleasure as well as profit out of our work.
7. To strive constantly for the improvement and advancement of the business and ourselves.
8. To be considerate, polite and courteous in all our dealings within and without the Company.
9. To be high toned in everything, everywhere.
10. To grow in knowledge and character as well as in size.

Efficiency — Make the most of the business by making the most of yourself.

Merit begets confidence.
Confidence begets enthusiasm.
Enthusiasm conquers the world.

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Additional Resources

ESG Investor Download

2018 Corporate Social Responsibility Report

GRI Sustainability Report Index