



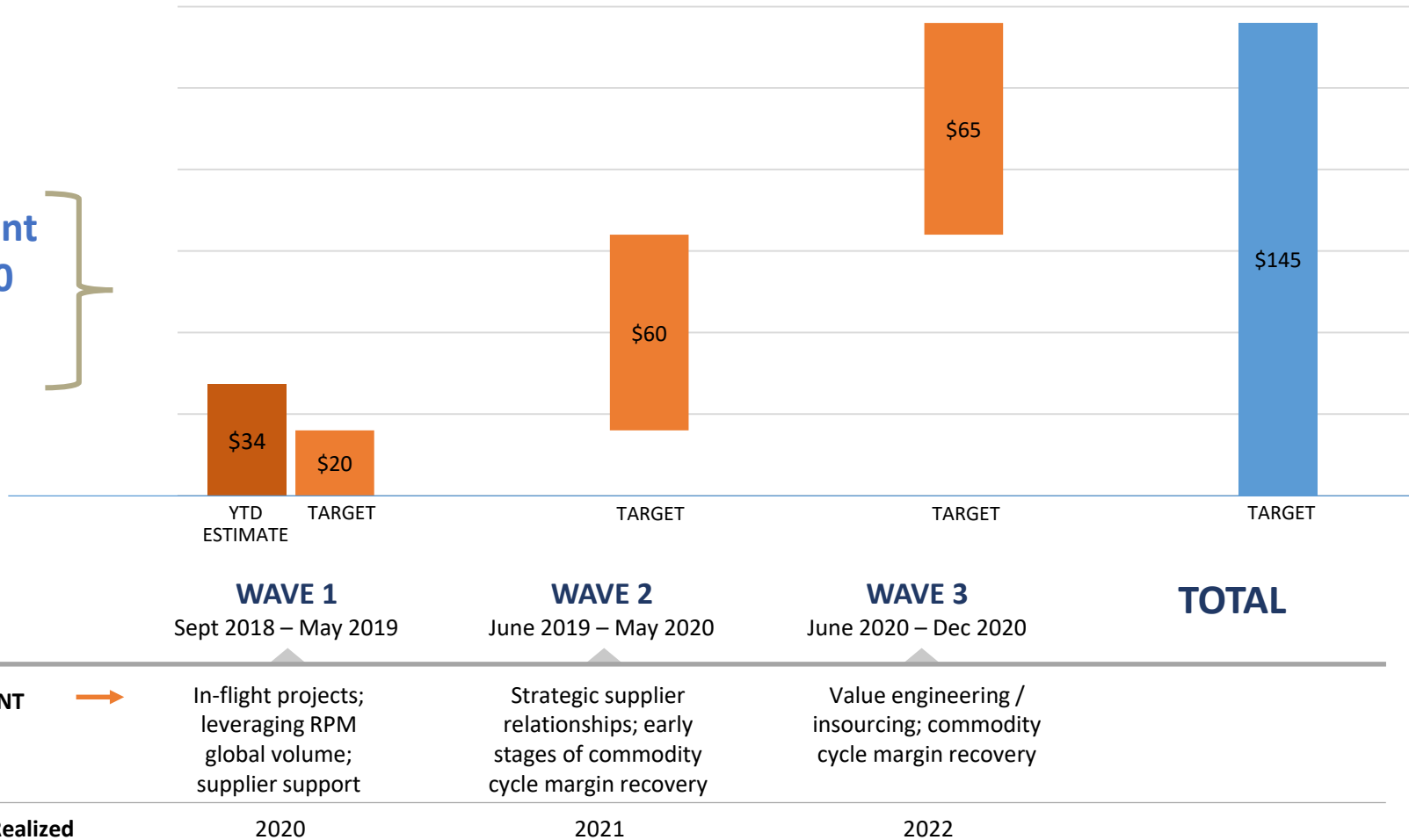
RPM International Inc.

## Fiscal 2019 Third Quarter Supplemental Information April 4, 2019

# Accumulated Savings: Procurement

## Procurement MAP 2020

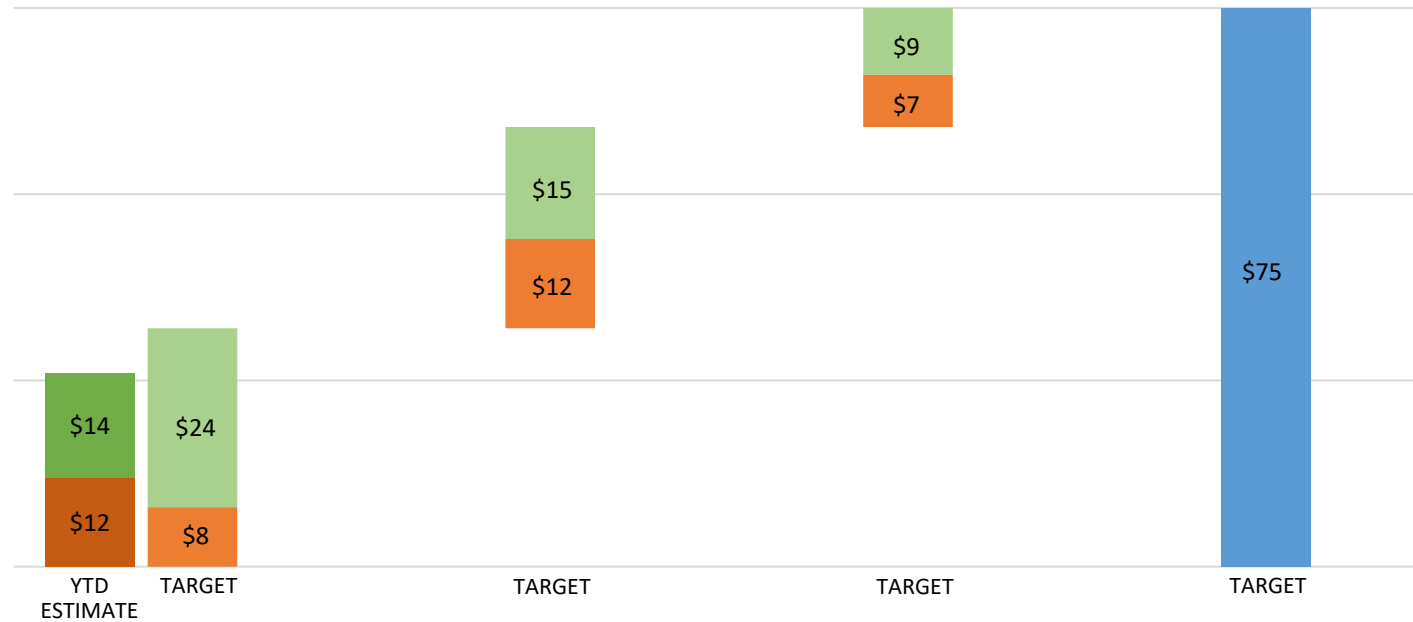
Annualized  
Savings  
\$ in millions



# Accumulated Savings: Manufacturing

## Manufacturing MAP 2020

Annualized Savings  
\$ in millions



**WAVE 1**  
Sept 2018 – May 2019

**WAVE 2**  
June 2019 – May 2020

**WAVE 3**  
June 2020 – Dec 2020

**TOTAL**

**OEE AND ZBY IMPLEMENTATION** →

Introduced into 18 plants

Introduced into 24 plants

Complete remaining plants

**ASSET OPTIMIZATION** →

Consolidate 12 plants and associated warehouses

Consolidate 10 plants and associated distribution

Consolidate 9 plants and associated distribution

Fiscal Years Realized

2020

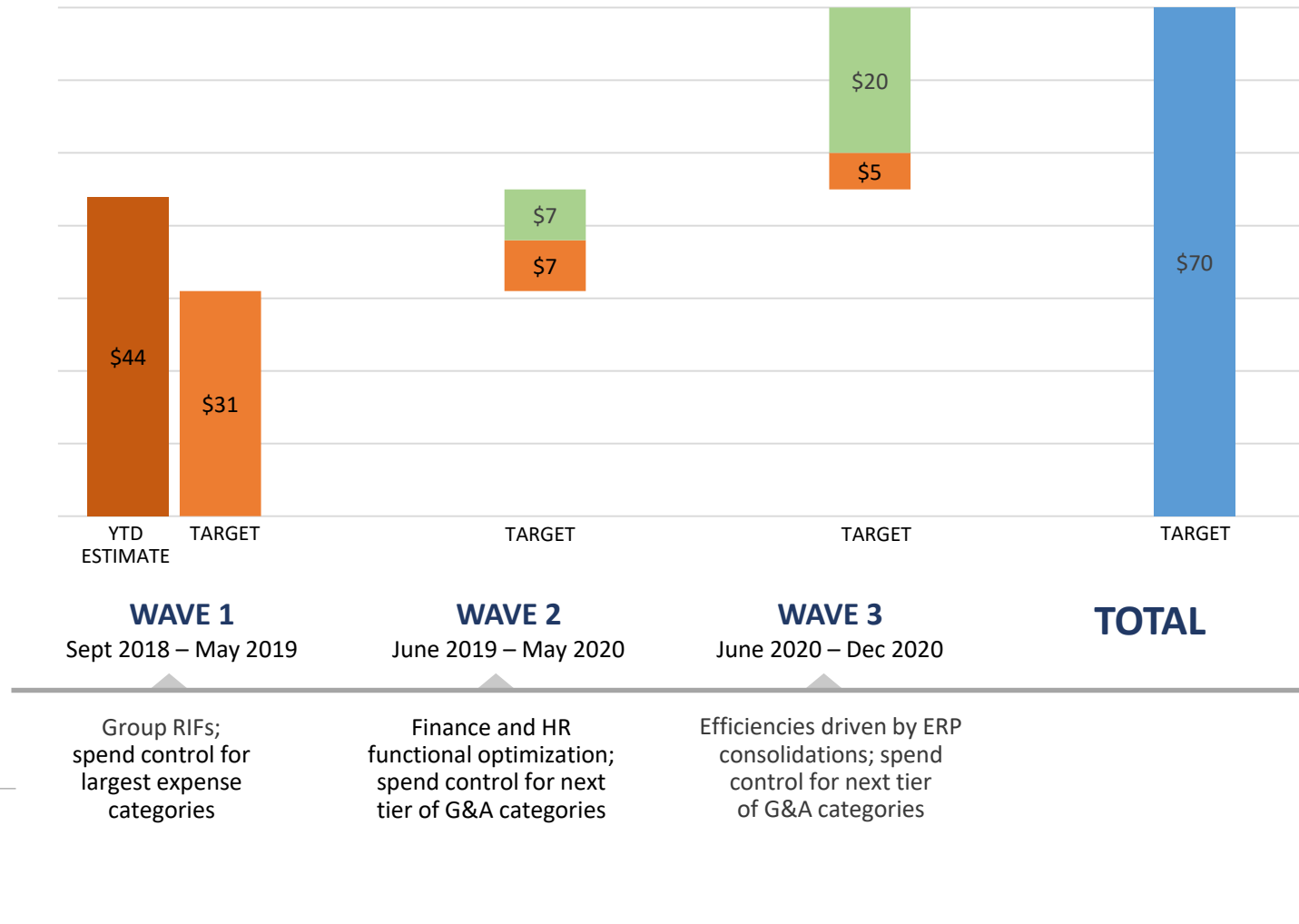
2021

2022

# Accumulated Savings: SG&A

## SG&A MAP 2020

Annualized  
Savings  
\$ in millions



We have developed a detailed Implementation Roadmap organized into logical waves

## Waves Plan MAP 2020

### Annualized Run Rate

\$ in millions



Category	Wave 1 (Sept 2018 – May 2019)	Wave 2 (June 2019 – May 2020)	Wave 3 (June 2020 – Dec 2020)
<b>MANUFACTURING</b>	<b>Scope:</b> 14 In-flight Initiatives underway, ZBY & OEE implementation large plants and Asset Optimization: Validation and Risk analysis	<b>Scope:</b> 6 In-flight Initiatives, ZBY & OEE Implementation next plants and Asset Optimization: Prep & Execution	<b>Scope:</b> Asset Optimization remaining plants and Asset Optimization Execution
<b>PROCUREMENT</b>	<b>Scope:</b> In-flight Initiatives, Chemicals	<b>Scope:</b> Chemicals, Packaging and MRO; early stages of commodity cycle margin recovery	<b>Scope:</b> Chemicals, Packaging and Insourcing; commodity cycle margin recovery
<b>G&amp;A</b>	<b>Scope:</b> Group RIFs; spend control for largest expense categories	<b>Scope:</b> Finance and HR functional optimization; spend control for next tier of G&A categories	<b>Scope:</b> R&D Centers of Excellence; RIFs driven by ERP consolidations; spend control for next tier of G&A categories