

## Key Performance Data<sup>1</sup>

	2015	2016	2017	2018	2019
<b>GRAINGER AT A GLANCE</b>					
Net Sales, \$ billion	10	10.1	10.4	11.2	<b>11.5</b>
Suppliers	4,800	5,100	5,200	5,000	<b>5,000</b>
Products Stocked, million	1.4	1.6	1.7	1.7	<b>1.6</b>
Active Customers, million	3	3.2	3.5	3.5	<b>3.8</b>
<b>ETHICS &amp; GOVERNANCE</b>					
<b>Business Ethics</b>					
Team Members Trained on Business Conduct Guidelines, percent	100	100	100	100	<b>100</b>
<b>Board Diversity</b>					
Female Directors, percent <sup>2</sup>	11	11	18	18	<b>27</b>
Racially and Ethnically Diverse Directors, percent	22	22	27	27	<b>27</b>
<b>SOLUTIONS &amp; STEWARDSHIP<sup>3</sup></b>					
North American Energy Consumption, million kilowatt hours	430	401	371	344	<b>316</b>
North American Facility CO <sub>2</sub> e Emissions, million metric tons	0.14	0.13	0.11	0.10	<b>0.10</b>
GHG Intensity (MTCO <sub>2</sub> e/Revenue)	15.1	14.7	12.5	10.9	<b>10.6</b>
North American Water Use, million cubic meters	0.64	0.51	0.47	0.51	<b>0.47</b>
Renewable Energy Produced, thousand kilowatt hours	5.77	5.47	5.87	6.73	<b>6.80</b>
U.S. Distribution Center Network Recycling Rate, percent	84.1	84.7	84.8	86.0	<b>89.7</b>
LEED Certified Space, million square feet	3.6	4.2	5.5	6.7	<b>8.1</b>
Environmentally Preferable Products, percent revenue	6.8	5.4	5.1	5.3	<b>5.9</b>
<b>PEOPLE &amp; PURPOSE</b>					
<b>Safety</b>					
Lost Time Incident Rate <sup>4</sup>	0.3	0.3	0.4	0.3	<b>0.3</b>
Total Recordable Incident Rate	1.1	1.3	1.4	1.4	<b>1.2</b>
<b>Workforce Demographic</b>					
U.S. Workforce (Total), percent women	—	—	37.4	38.0	<b>38.1</b>
U.S. Workforce (Leaders), percent women	—	—	29.6	31.0	<b>32.7</b>
U.S. Workforce (Total), percent racially and ethnically diverse	—	—	31.8	32.7	<b>34.5</b>
U.S. Workforce (Leaders), percent racially and ethnically diverse	—	—	23.3	20.3	<b>21.6</b>
<b>Community Engagement</b>					
Matching Gifts Contributions, \$ million	2.7	2.2	2.2	2.0	<b>2.0</b>
Volunteer Corps, volunteer hours	—	—	9,000	8,500	<b>8,000</b>

<sup>1</sup> For further information on data boundaries and assurance, please see "Boundary" on [page 11](#) and "Assurance" on [page 18](#). <sup>2</sup> This information reflects the April 2020 Grainger shareholder election of all the nominees. <sup>3</sup> Carton-to-order reflects multiple factors such as shifts in product mix and average order value; this makes interpretation difficult without additional context and is therefore no longer included. <sup>4</sup> Per 100 employees; cases with one or more days away from work per 200,000 hours.