

## 2021 Key Performance Data<sup>1</sup>

	2016	2017	2018	2019	2020
<b>Grainger at a Glance</b>					
Net Sales, \$ billion	10.1	10.4	11.2	11.5	<b>11.8</b>
Suppliers	5,100	5,200	5,000	5,000	<b>4,500</b>
Products Stocked, million	1.6	1.7	1.7	1.6	<b>1.5</b>
Active Customers, million	3.2	3.5	3.5	3.8	<b>5.0</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	18	18	27	<b>31</b>
Racially and Ethnically Diverse Directors, percent	22	27	27	27	<b>31</b>
<b>Sustainability &amp; Stewardship</b>					
North American Energy Consumption, million kilowatt hours	401	371	344	316	<b>300</b>
North American Facility CO <sub>2</sub> e Emissions, million metric tons	0.13	0.11	0.10	0.10	<b>0.09</b>
GHG Intensity (MTCO <sub>2</sub> e/Revenue)	14.7	12.5	10.9	10.6	<b>9.6</b>
North American Water Use, million cubic meters	0.51	0.47	0.51	0.47	<b>0.41</b>
Renewable Energy Produced, thousand kilowatt hours	5.47	5.87	6.73	6.80	<b>6.0</b>
U.S. Distribution Center Network Recycling Rate, percent	84.7	84.8	86.0	89.7	<b>88.9</b>
LEED Certified Space, million square feet	4.2	5.5	6.7	8.1	<b>8.1</b>
Environmentally Preferable Products, percent revenue	5.4	5.1	5.3	5.9	<b>6.0</b>
<b>People &amp; Purpose</b>					
<b>Safety</b>					
Lost Time Incident Rate <sup>3</sup>	0.3	0.4	0.3	0.3	<b>0.4</b>
Total Recordable Incident Rate	1.3	1.4	1.4	1.2	<b>1.2</b>
<b>Workforce Demographic</b>					
Global Workforce (Total)	25,600	25,700	24,600	25,300	<b>23,100</b>
U.S. Workforce	16,900	16,400	17,000	17,400	<b>17,300</b>
U.S. Workforce (Total), percent women	—	37.4	38.0	38.1	<b>38.5</b>
U.S. Workforce (Leaders), percent women	—	29.6	31.0	32.7	<b>34.1</b>
U.S. Workforce (Total), percent racially and ethnically diverse	—	31.8	32.7	34.5	<b>35.2</b>
U.S. Workforce (Leaders), percent racially and ethnically diverse	—	23.3	20.3	21.6	<b>23.3</b>
<b>Community Engagement</b>					
Matching Gifts Contributions, \$ million	2.2	2.2	2.0	2.0	<b>2.25</b>
Volunteer Corps, volunteer hours	—	9,000	8,500	8,000	<b>8,750</b>

<sup>1</sup> For further information on data boundary, scope and assurance, please see "Boundary" on page 11, "Scope" on page 11 and "Assurance" on page 44. <sup>2</sup> This information reflects the April 2021 Grainger shareholder election of all the nominees. <sup>3</sup> Per 100 employees; cases with one or more days away from work per 200,000 hours.