

KEY METRICS

		2019	2018	2017
OVERVIEW				
Economic Performance	Revenue (USD Billions)	\$3.11	\$3.62	\$3.62
	Adjusted EBITDA %	6.5%	10.4%	12.5%
	Free cash flow (USD Millions)	\$360	\$265	\$127
Total Sales by Region	North America	53%	53%	52%
	South America	3%	3%	3%
	Europe	28%	28%	29%
	Asia Pacific	16%	16%	16%
Operations	Number of countries of operation	21	21	20
	Number of facilities	140+	150+	120+
Employees by Region (% Contingent)	North America	43% (7%)	-	-
	South America	6% (0%)	-	-
	Europe	34% (2%)	-	-
	Asia Pacific	17% (1%)	-	-
Innovation	New Customer Programs Launched	271	196	169
	Annual Net New Business (USD Millions)	\$451	\$441	\$453
WINNING IN THE WORKPLACE *Does not include contingent workers				
Employee Retention	Number of employees	27,968	~30,000	~32,000
	% Internal Fill Rate	70.3%	38.2%	55.7%
	% Voluntary employee turnover	14.7%	13.6%	16.7%
	% Total employee turnover	27.9%	23.6%	24.8%
Diversity and Inclusion	% Women in the enterprise (salaried & hourly)	35.9%	35.2%	35.1%
	% Women in leadership (vice president & above)	24%	21.6%	20%
Workforce Demographics (% U.S. Workforce by Ethnicity)	White	82%	86%	84%
	Black	9%	7%	9%
	Hispanic	4%	3%	3%
	Asian	3%	2%	3%
	Other	2%	2%	2%
Workforce Health & Safety	Total Recordable Incident Rate (TRIR) - Employees & Contractors/Workers	0.5	0.6	0.5
	Lost Time Incident Rate (LTIR) - Employees & Contractors/Workers	0.25	0.3	0.2
	% of facilities ISO 45001 certified	24.7%	17%	-
Community Involvement (Since 2013)	Number of charities supported (since 2013)	120+	100+	100+
	Number of countries participating in community engagement	18	18	16
	Annual contributions (millions, approximately half from employee engagement)	\$1.5	\$2	-
	Total contributions (millions, approximately half from employee engagement)	\$13.5	\$12	\$10

		2019	2018	2017
ENHANCING PRODUCT VALUE				
Innovation, Materials & Product Lifecycle	Innovation			
	Number of Patents	23	39	22
	% R&D	3.5%	3.4%	3.5%
	Major innovations introduced to market	11	10	9
	Product Lifecycle			
	% Revenue from products that provide resource efficiency benefits during their use phase	\$424M / \$14%	-	-
% of products with resource-use benefits for customers or consumers	5%	-	-	
Product Quality & Safety	Product Quality			
	Number of Recalls issued	0	1	0
	Number of Units recalled	0	48,990	0
	Number of Voluntary recalls	0	0	0
	Number of Involuntary recalls	0	1	0
	\$ Fines associated with false marketing/advertising	\$0	\$0	\$0
Number of Violations for non-conformance w/ labeling or marketing regulation	0	0	0	
Customer Satisfaction	Customer Scorecards			
	% Negative	7%	-	-
	% Positive	93%	-	-
RESPONSIBLE BUSINESS				
Board of Directors	Total Directors	10	9	9
	Number of Independent Directors	9	7	7
	% Independent Directors	90%	77.8%	77.8%
Energy, Emissions & Waste	ISO Certification			
	% of sites with ISO 14001 certification	84%	81%	80%
	Energy			
	% reduction in energy consumption	2.9%	3.7%	-2.4%
	Total Electric Power Use (MWh)	1,097,434	1,130,255	1,173,414
	Emissions			
	% reduction in Scope 1 and 2 emissions	-9.7%	7.9%	9.6%
	Absolute Scope 1 emissions (tonnes)	81,164	85,262	87,035
	Absolute Scope 2 emissions (tonnes)	290,951	310,662	338,400
	Waste			
	Total manufacturing waste to landfill (U.S./Canada) (Tonnes)	22,055	-	-
	% Hazardous waste (U.S./Canada)	0.4%	-	-
	% Waste recycled (U.S./Canada)	61.3%	-	-
	% of plants reporting >90% diversion rate	62%	47%	35%
Total Waste Generated – U.S./Canada (Tonnes)	56,976	-	-	
Total Waste to Landfill – U.S./Canada (Tonnes)	22,055	-	-	
Total Hazardous Waste – U.S./Canada (Tonnes)	242	-	-	