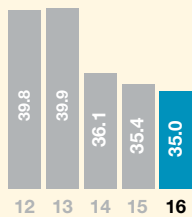


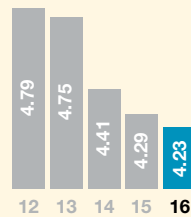
# ECOSMART™ SCORECARD

We are sharing our Year 2020 targets and 2016 ECOSMART™ Scorecard below to highlight our commitment to reduce our environmental impact and contribute to a more sustainable world.

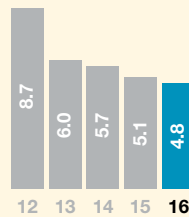
## Environmental Intensities:



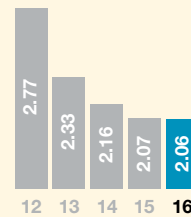
**Energy<sup>(a)</sup>**  
(KBTU / HR)



**Carbon<sup>(a)</sup>**  
(MT / KHR)

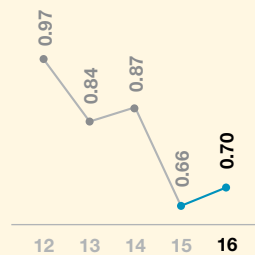


**Water<sup>(b)</sup>**  
(GAL / HR)

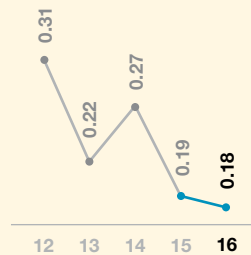


**Waste<sup>(c)</sup>**  
(LBS / HR)

## Safety Injury/Illness Rates:

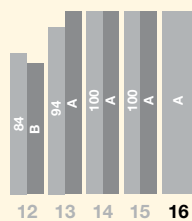


**Total Recordable Rate<sup>(d)</sup>**  
Incidents / 100 Employees

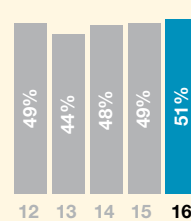


**Lost Time Rate<sup>(d)</sup>**  
Incidents / 100 Employees

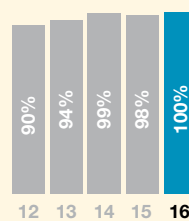
## Management System:



**CDP Scoring<sup>(e)</sup>**  
(Disclosure/Performance)



**Certifications<sup>(f)</sup>**  
(% MFG|DC)



**Audits<sup>(g)</sup>**  
(% MFG|DC)

## Safety Data:

	2016	2015	2014	2013	2012
<b>Total recordable injury   illness</b>	<b>376</b>	356	470	431	496
<b>Lost time injury   illness</b>	<b>99</b>	102	148	113	159
<b>Lost days due injury   illness</b>	<b>4,038</b>	4,090	4,953	3,561	5,322
<b>Work hours in millions</b>	<b>107.7</b>	107.1	108.2	102.9	102.4
<b>Total recordable rate</b>	<b>0.70</b>	0.66	0.87	0.84	0.97
<b>Lost time incident rate</b>	<b>0.18</b>	0.19	0.27	0.22	0.31

(a) Energy intensity in kilo British thermal units demand per work hour; CO<sub>2</sub>e carbon dioxide equivalents intensity in metric tonne emissions per thousand work hours.

(b) Water intensity in withdrawal gallons per work hour.

(c) Waste intensity in total generation pounds per work hour.

(d) Total Recordable Rate and Lost Time Rate = # of applicable incidents per 100 employees per year.

(e) CDP scoring from SBD annual submissions to this sustainability transparency initiative.

(f) Percentage of factories and distribution centers certified to applicable EHS/Sustainability management system standards.

(g) Percentage of factories and distribution centers that underwent an external EHS compliance audit.

## YEAR 2020 TARGETS:

**People:** Drive the prevention of all global injuries with a goal of zero life changing injuries by Year 2020.

**Planet:** Reduce our environmental impacts (energy, water, waste, carbon) by an additional 20% over our 2015 baseline by Year 2020, through reducing our:

- Operational energy consumption by 20%
- Operational water consumption by 20%
- Operational waste generation by 20%. Of the total waste generated by Year 2020, 80% will have a reuse or recycling disposition
- Carbon emissions by 20% and sourcing 10% of global energy demand with renewable energy

**Product:** Set a global standard by achieving external EMS certifications at 65% of our manufacturing and distribution center sites by Year 2020. Improve product sustainability and social accountability with the participation of select partner suppliers in CDP by Year 2020.