Johnson Johnson			
2021 ESG Performance Data			
2021 L3G Performance Data			
Energy Use1	2021	2020	201
Total energy use (TJ)	11,947	11,954	12,70
From renewable sources	3,355	3,483	2,11
From non-renewable sources	8,593	8,471	10,58
Energy intensity ratio (TJ/billion \$)2	127	145	15
Percentage change in energy intensity compared to 2016 baseline (TJ/billion \$)3	(29)%	(19)%	(13)%
Percent renewable electricity by region North America	67%◊	72%∆	Not reporte
Europe	79%◊	82%Δ	Not reporte
Purchased energy use by type (TJ)1	73700	02 /0A	Not reporte
Electricity	5,885	5,922	6,42
Natural gas	4,480	4,412	4,80
Diesel	507	613	46
Direct heating/cooling	312	265	27
Propane	44	53	5
Biogas	31	28	2
Fuel oil	9	13	1
Total purchased energy	11,267	11,306	12,05
On-site generated energy use by type (TJ)1			
Co-generation	456	418	439
Wind	111	129	97
Solar PV	86	73	78
Geothermal	21	18	(
Fuel cell	4	7	22
Biomass	3	2	
Total on-site generated energy	681	647	643
On-site clean/renewable energy capacity by type4			
Solar PV	44%	37%	39%
Co-generation	29%	32%	31%
Wind	23%	25%	25%
Geothermal	2%	3%	2%
Biomass	2%	2%	2%
Fuel cell	1%	1%	1%
On-site clean/renewable energy technology capacity, (MW)			
	67.2	61.4	
Electricity generated from renewable sources	52%¢	61.4 54%Δ	
Electricity generated from renewable sources	52%◊	54%∆	30%∆
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions	52%¢ 2021	54%Δ 2020	30% <i>L</i>
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions  Scope 1 GHG emissions, total (MT CO2e)5	52%◊	54%∆	30% <i>L</i>
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5	52%0 2021 367,6740	54%Δ 2020 363,686Δ	30% <i>L</i> 2019 426,074 <i>L</i>
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions  Scope 1 GHG emissions, total (MT CO2e)5  Scope 1 GHG emissions by source (MT CO2e)5  Facilities1	52%0 2021 367,6740 264,669	54%Δ 2020 363,686Δ 268,448	30% <i>L</i> 2019 426,074 <i>L</i> 288,200
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions  Scope 1 GHG emissions, total (MT CO2e)5  Scope 1 GHG emissions by source (MT CO2e)5  Facilities1  Sales fleet16	52%0 2021 367,6740 264,669 81,093	54%Δ 2020 363,686Δ 266,448 76,720	30%/2 2015 426,074/2 288,200 114,68°
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17	2021 367,6740 264,669 81,093 13,569	54%Δ 2020 363,686Δ 266,448 76,720 14,139	30% <i>L</i> 2018 426,074 <i>L</i> 288,200 114,68° 12,978
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation	52%0 2021 367,6740 264,669 81,093	54%Δ 2020 363,686Δ 266,448 76,720	30% <i>L</i> 2018 426,074 <i>L</i> 288,200 114,68° 12,978
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions  Scope 1 GHG emissions, total (MT CO2e)5  Scope 1 GHG emissions by source (MT CO2e)5  Facilities1  Sales fleet16  Refrigerants17  Aviation  Scope 2 GHG emissions, facilities (MT CO2e)1, 5	2021 367,6740 264,669 81,093 13,569 8,344	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378	30%/ 2019 426,074/ 288,200 114,68* 12,979 10,218
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation	2021 367,6740 264,669 81,093 13,569	54%Δ 2020 363,686Δ 266,448 76,720 14,139 4,378 610,320Δ	30% <i>L</i> 2018 426,074 <i>L</i> 288,200 114,68* 12,979 10,218
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales filee116 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ	30%/ 201; 426,074/ 288,200 114,68: 12,979 10,215 629,674/ 542,756/
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Markel-based6 Scope 1 + Scope 2 GHG emissions, total (MT CO2e)	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600	54%Δ  2020 363,686Δ  266,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ	30%/ 2019 426,074/ 288,200 114,681 12,979 10,219 629,674/ 542,756/ 968,830/
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales filee116 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ	30%/ 2019 426,074/ 288,200 114,681 12,979 10,219 629,674/ 542,756/ 968,830/
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Scope 1+ Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million 8) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ 9	30%/ 2011 426,074/ 288,200 114,68* 12,979 10,211 629,674/ 542,756/ 968,830/
Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fileet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Market-based6 Group 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million 5) Percentage decrease in GHG emission intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e/million 5)	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600	54%Δ  2020 363,686Δ  266,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ	2018 426,0744 288,200 114,68* 12,976 10,218 629,6744 542,7564 968,8304
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Scope 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue or generated to 2016 baseline (MT CO2e/million \$) Scope 3 GHG emissions, by source (MT CO2e)5, 15	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ 9 44%	30%L 2018 426,074L 288,200 114,68* 12,97\$ 10,218 629,674L 542,756L 968,830L
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Scope 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e/million \$) Scope 3 GHG emissions, by source (MT CO2e/s, 15 Purchased goods and services7	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50%	54%Δ  2020 363,686Δ  266,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ 9  44%  6,244,849Δ	30%L 2019 426,074L 288,200 1114,681 12,979 10,218 629,674L 542,756L 968,830L 12 27% 6,211,425L
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fileel16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Market-based7 Generates Generates (MT CO2e) (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e /million \$) Scope 3 GHG emissions, by source (MT CO2e)5, 15 Purchased goods and services7 Upstream transportation and distribution7	2021 2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50%	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ  9  44%  6,244,849Δ 1,456,295Δ	30%/ 2011 426,074/ 288,200 114,68 12,97 10,215 629,674/ 542,756/ 968,830/ 11 27% 6,211,425/ 1,512,901/
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Scope 3 GHG emissions, by source (MT CO2e)5, 15 Purchased goods and services7 Upstream transportation and distribution7 Business traved7, 8	2021 2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50%	54%Δ  2020 363,686Δ  266,448 76,720 14,139 4,378  610,320Δ 363,480Δ 747,166Δ 9 44%  6,244,849Δ 1,456,295Δ 218,535Δ	30%/ 2011 426,074/ 288,200 114,681 12,979 10,211 629,674/ 542,756/ 968,830/ 12 27% 6,211,425/ 1,512,901/ 757,832/
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Scope 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e)million \$) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e) fillion \$) Scope 3 GHG emissions, by source (MT CO2e), 15 Purchased goods and services7 Upstream transportation and distribution7 Business travel 7, 8 Employee commuting9	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50% 6,605,4160 1,541,6240 225,3170 117,192	54%\( \)  2020 363,686\( \)  268,448 76,720 14,139 4,378  610,320\( \) 383,480\( \) 747,166\( \) 9  44%  6,244,849\( \) 1,456,295\( \) 218,535\( \) 131,128	30%/ 2011 426,074/ 288,200 1114,681 12,979 10,211 629,674/ 542,756/ 968,830/ 11 27% 6,211,425/ 1,512,901/ 757,832/ 267,881
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Markel-based6 Markel-based6 Scope 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e/million \$) Scope 3 GHG emissions, by source (MT CO2e/s, 15 Purchased goods and services7 Upstream transportation and distribution7 Business travel7, 8 Employee commuting9 Capital goods7	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50% 6,605,4160 1,541,6240 225,3170 117,192 207,0600	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ  9 44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128	30%L 2019 426,074L 288,200 114,68* 12,97* 10,215 629,674L 542,756L 968,830L 12 27% 6,211,425L 1,512,901L 757,832L 267,88* 222,883L
Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Market-based6 GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e) million s) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e) million s) Scope 3 GHG emissions, by source (MT CO2e), 15 Purchased goods and services7 Purchased goods and services7 Business travel7, 8 Employee commuting9 Capital goods7 Fuel- and energy-related activities 10	2021 2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50% 6,605,4160 1,544,6240 225,3170 117,192 207,0600 241,0210	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 363,480Δ 747,166Δ 9 44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ	30%/ 2011 426,074/ 288,200 114,681 12,979 10,211 629,674/ 542,756/ 968,830/ 12 27% 6,211,425/ 1,512,901/ 757,832/ 267,881 222,833/ 190,386/
Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Scope 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Scope 3 GHG emissions, by source (MT CO2e) (Scope 1) Scope 3 GHG emissions, by source (MT CO2e) Scope 3	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50% 6,605,4160 1,541,624 225,3170 117,192 207,0800 241,0210 24,6570	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ 9 44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ	30%/ 2011 426,074/ 288,200 114,681 12,978 10,218 629,674/ 542,756/ 968,830/ 11 27% 6,211,425/ 1,512,901/ 757,832/ 267,88 222,883/ 190,386/ 39,630/
Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Scope 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e)million 5) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e/million 5) Scope 3 GHG emissions, by source (MT CO2e)5, 15 Purchased goods and services7 Upstream transportation and distribution7 Business travel7, 8 Employee commuting9 Capital goods7 Fuel- and energy-related activities10 Upstream leased assets11 Waste generated in operations12	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50% 6,605,4160 1,541,6240 225,3170 117,192 207,0600 241,0210 244,6570 8,7590	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ  9  44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ 8,065Δ 8,065Δ	30%L 2019 426,074L 288,200 114,68* 12,97* 10,215 629,674L 542,756L 968,830L 12 27% 6,211,425L 1,512,901L 757,832L 267,88* 222,883L 190,386L 39,830L 3,618L
Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Markel-based6 Markel-based6 Group 1 Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million s) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e/million s) Scope 3 GHG emissions, by source (MT CO2e)5, 15 Purchased goods and services7 Upstream transportation and distribution7 Business travel 7, 8 Employee commuting9 Capital goods7 Fuel- and energy-related activities10 Upstream leased assets11 Waste generated in operations12 Downstream transportation and distribution13	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50% 6,605,4160 1,541,624 225,3170 117,192 207,0800 241,0210 24,6570	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ 9 44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ	30%/ 2011 426,074/ 288,200 114,681 12,979 10,211 629,674/ 542,756/ 968,8300/ 11 27% 6,211,425/ 1,512,901/ 757,832/ 267,832 267,832 21,936/ 39,830/ 3,618/ 31,618/
Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Scope 3 GHG emissions, by source (MT CO2e)5, 15 Purchased goods and services7 Upstream transportation and distribution7 Business travet7, 8 Employee commuting9 Capital goods7 Fuel- and energy-related activities10 Upstream leased assets11 Waste generated in operations12 Downstream transportation and distribution13 Use of sold products17	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50% 6,605,4160 1,541,6240 225,3170 117,192 207,0600 241,0210 24,6570 8,7590 Available 12/22	54%Δ  2020 363,686Δ  266,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ 9 44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ 8,065Δ 55,3320	30%/ 2011 426,074/ 286,200 114,681 12,973 10,211 629,674/ 542,756/ 968,830/ 11 27% 6,211,425/ 1,512,901/ 757,832/ 267,881 222,883/ 190,386/ 39,830/ 3,618/ 58,184/
Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based Market-based Market-based Scope 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million 8) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e)5, 15 Purchased goods and services7 Upstream transportation and distribution7 Business travel7, 8 Employee commuting9 Capital goods7 Fuel- and energy-related activities10 Upstream leased assets11 Waste generated in operations12 Downstream transportation and distribution13 Use of sold products17	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 6,605,4160 1,541,6240 225,3170 117,192 207,0600 241,0210 244,6270 8,7590 Available 12/22	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ  9  44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ 8,065Δ 55,3320	30%/ 2011 426,074/ 288,200 114,68 12,979 10,219 629,674/ 542,756/ 968,830/ 11 27% 6,211,425/ 1,512,901/ 757,632/ 267,88 222,883/ 190,386/ 39,830/ 3,618/ 58,184/
Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Market-based6 George 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based (MT CO2e)2, 5 Location-based (MT CO2e)2, 5 Location-based (MT CO2e)3, 6 Location-based (MT CO2e)3, 7 Lo	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 6,605,4160 1,541,6240 225,3170 117,192 207,0600 241,0210 24,6570 8,7590 Available 12/22	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ  9  44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ 8,065Δ 55,3320  106,165 7,635,771	30%/ 2011 426,074/ 288,200 114,68: 12,97: 10,21! 629,674/ 542,756/ 968,830/ 11: 27% 6,211,425/ 1,512,901/ 757,832/ 267,88: 222,883/ 190,386/ 39,830/ 3,618/ 58,184/ 168,61: 7,248,61: 7,248,61:
Greenhouse Gas (GHC) Emissions  Scope 1 GHG emissions, total (MT CO2e)5  Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Scope 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million 5) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e /million 5) Scope 3 GHG emissions, by source (MT CO2e/million 5) Scope 3 GHG emissions, by source (MT CO2e/million 5) Scope 3 GHG emissions, by source (MT CO2e/million 5) Scope 3 GHG emissions, by source (MT CO2e)5, 15 Purchased goods and services7 Upstream transportation and distribution7 Business travel7, 8 Employee commuting9 Capital goods7 Fuel- and energy-related activities10 Upstream leased assets11 Waste generated in operations12 Downstream transportation and distribution13 Use of sold products17 Direct	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 6,605,4160 1,541,6240 225,3170 117,192 207,0600 241,0210 244,6270 8,7590 Available 12/22	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ  9  44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ 8,065Δ 55,3320	30%/ 2011 426,074/ 288,201 114,68 12,971 10,211 629,674/ 542,756/ 968,830/ 11 279 6,211,425/ 1,512,901/ 757,832/ 267,88 222,883/ 190,386/ 39,830/ 3,618/ 58,184/ 168,611 7,248,611
Greenhouse Gas (GHG) Emissions  Scope 1 GHG emissions, total (MT CO2e)5  Scope 1 GHG emissions by source (MT CO2e)5  Facilities1  Sales fleet16  Refrigerants17  Aviation  Scope 2 GHG emissions, facilities (MT CO2e)1, 5  Location-based  Market-based  Market-based  Scope 1 + Scope 2 GHG emissions, total (MT CO2e)  GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million 8)  Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e)5, 15  Purchased goods and services7  Upstream transportation and distribution7  Business travel7. 8  Employee commuting9  Capital goods7  Fuel- and energy-related activities10  Upstream elased assels11  Waste generated in operations12  Downstream transportation and distribution13  Use of sold products17  Direct  Indirect  End-of-life treatment of sold products14	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50% 6,605,4160 1,541,6240 225,3170 117,192 207,0600 241,0210 24,0570 8,7590 Available 12/22 76,721 8,087,123 223,963	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ  9  44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ 8,065Δ 55,3320  106,165 7,635,771 223,038	30%/ 2011 426,074/ 288,200 114,68 12,979 10,215 629,674/ 542,756/ 968,830/ 11 27% 6,211,425/ 1,512,901/ 757,832/ 267,88 222,883/ 190,386/ 39,830/ 3,618/ 58,184/ 168,612 7,248,612 209,994
Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Markel-based6 Scope 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e) f.15 Purchased goods and services7 Upstream transportation and distribution7 Business travel 7, 8 Employee commuting9 Capital goods 7 Fuel and energy-related activities10 Upstream leased assets11 Waste generated in operations12 Downstream transportation and distribution13 Use of sold products17 Direct Indirect End-of-life treatment of Sold products14  Restatement of Select Scope 3 Categories by Source (MT CO2e)5, 15	\$2%0  2021  367,6740  264,669  81,093  13,569  8,344  616,0930  397,0860  764,7600  8  50%  6,605,4160  1,541,5240  225,3170  117,192  207,0600  241,0210  24,6570  8,7590  Available 12/22  76,721  8,087,123  223,963	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ  9  44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ 8,065Δ 55,3320  108,165 7,635,771 223,038	30%/ 2011 426,074/ 288,200 114,681 12,979 10,211 629,674/ 542,756/ 968,830/ 11 27% 6,211,425/ 1,512,901/ 757,832/ 267,88 222,883/ 190,386/ 3,818/ 58,184/ 168,611 7,248,611 209,994
Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Market-based6 Market-based7 Group 1 Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million s) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e) fillion s) Scope 3 GHG emissions, by source (MT CO2e)5, 15 Purchased goods and services7 Upstream transportation and distribution7 Business travel7, 8 Employee commuting9 Capital goods7 Fuel- and energy-related activities10 Upstream leased assets11 Waste generated in operations12 Downstream transportation and distribution13 Use of sold products17 Direct Indirect End-of-life treatment of sold products14  Restatement of Select Scope 3 Categories by Source (MT CO2e)5, 15 Purchased goods and services7	2021 2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50% 6,605,4160 1,544,6240 225,3170 117,192 207,0600 241,0210 24,6570 8,7590 Available 12/22 76,721 8,087,123 223,963	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ 9  44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ 8,065Δ 55,3320  106,165 7,635,771 223,038	30%/ 2011 426,074/ 288,200 114,68: 12,973 10,211 629,674/ 542,756/ 968,830/ 17 27% 6,211,425/ 1,512,901/ 757,832/ 267,88: 222,833/ 190,386/ 39,830/ 3,6184/ 168,611 7,248,611 209,99*
Electricity generated from renewable sources  Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleet16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Scope 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million \$) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e)5, 15 Purchased goods and services7 Upstream transportation and distribution7 Business travel7, 8 Employee commuting9 Capital goods7 Fuel- and energy-related activities10 Upstream leased assets11 Waste generated in operations12 Downstream transportation and distribution13 Use of sold products17 Direct Indirect End-of-life treatment of sold products14  Restatement of Select Scope 3 Categories by Source (MT CO2e)5, 15 Purchased goods and services7 Upstream transportation and distribution7	2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 8 50% 6,605,4160 1,541,6240 225,3170 117,192 207,0600 241,0210 24,6570 8,7590 Available 12/22 76,721 8,087,123 223,963	54%Δ  2020 363,686Δ  266,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ 9 44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ 8,065Δ 55,3320  108,165 7,635,771 223,038	30%L 2019 426,074L 288,200 114,68* 12,97* 10,215 629,674L 542,756L 968,830C 12 27% 6,211,425L 1,512,901L 757,832L 267,88* 222,883L 190,386L 39,830C 3,618L 58,184L 168,612 209,994 2011 5,937,694 1,384,75*
Greenhouse Gas (GHG) Emissions Scope 1 GHG emissions, total (MT CO2e)5 Scope 1 GHG emissions by source (MT CO2e)5 Facilities1 Sales fleel16 Refrigerants17 Aviation Scope 2 GHG emissions, facilities (MT CO2e)1, 5 Location-based Market-based6 Market-based6 Market-based7 Group 1 + Scope 2 GHG emissions, total (MT CO2e) GHG emissions intensity (Scope 1 + Scope 2) by revenue (MT CO2e/million s) Percentage decrease in GHG emissions intensity (Scope 1 + Scope 2) by revenue compared to 2016 baseline (MT CO2e) f. 15 Purchased goods and services7 Upstream transportation and distribution7 Business travel7, 8 Employee commuting9 Capital goods7 Fuel- and energy-related activities10 Upstream transportation and distribution13 Use of sold products17 Direct Indirect End-of-life treatment of sold products14  Restatement of Select Scope 3 Categories by Source (MT CO2e)5, 15 Purchased goods and services7	2021 2021 367,6740 264,669 81,093 13,569 8,344 616,0930 397,0860 764,7600 8 50% 6,605,4160 1,544,6240 225,3170 117,192 207,0600 241,0210 24,6570 8,7590 Available 12/22 76,721 8,087,123 223,963	54%Δ  2020 363,686Δ  268,448 76,720 14,139 4,378  610,320Δ 383,480Δ 747,166Δ 9  44%  6,244,849Δ 1,456,295Δ 218,535Δ 131,128 201,126Δ 183,087Δ 28,969Δ 8,065Δ 55,3320  106,165 7,635,771 223,038	62.7 30%Δ 2019 426,074Δ 288,200 114,681 12,979 10,215 629,674Δ 542,756Δ 968,830Δ 12 27% 6,211,425Δ 1,512,901Δ 757,832Δ 267,881 222,883Δ 190,386Δ 39,830Δ 3,618Δ 58,184Δ 168,612 7,248,612 209,994 2016 5,937,694 1,384,751 623,256