



Executive Message

Message from Chris O’Herlihy, vice chairman



All of us at ITW are guided by the ITW Business Model, which is rooted in our shared values: Integrity, Respect, Trust, Shared Risk and Simplicity. Our commitment to corporate social responsibility (CSR) is a natural extension of those values and an integral part of how we do business with our customers and interact with all of our stakeholders around the globe. In fact, effective implementation of the ITW Business Model makes our CSR efforts more impactful.

Under our 80/20 management process, we focus on the products, markets and customers where we can add the most value. Operating with a high degree of responsibility is “in our 80” as a business necessity, in addition to being the right thing to do. Through customer-back innovation, we use our expertise to help solve unique customer problems in areas such as sustainability, environmental responsibility and supply chain efficiency.

Our decentralized, entrepreneurial culture enables and inspires members of the ITW team around the globe to do the right thing and give back in a variety of ways that have a direct positive impact on all of our stakeholders. At the same time, we are also *One Company, One Team*, an attitude you will see demonstrated throughout this report. There are numerous examples of ITW team members **working together** – with each other and also with customers, suppliers, community organizations and others – to make the world a better place.

I invite you to read more about our commitments and impact. To all of our stakeholders, thank you for your interest in our CSR efforts. I also wish to thank ITW’s talented team members for embodying our values and culture each and every day. Working together, we can achieve excellence.

Christopher A. O’Herlihy

Vice Chairman