



2015 Performance Summary

Economic (in millions)	2015	2014	2013	2012	2011
Sales	5,350	5,260	5,295	5,172	5,335
United States	3,697	3,557	3,644	3,504	3,552
Europe	515	575	545	558	619
Asia Pacific	662	636	627	639	674
Canada and Other	476	492	479	471	490
Cost of sales	4,197	4,284	4,329	4,375	4,307
Science and Technology (R&D) expenses	73	76	77	79	77
Cash paid for income taxes	33	19	29	30	24
Purchases of treasury stock	140	44	63	113	138
Cash paid for interest	113	122	126	122	111
Additions to plant and equipment	393	374	311	332	442
Cash Giving	2	2	1	1	1
Total Assets	7,380	7,542	7,647	7,568	7,527
Long-term debt	1,702	1,978	2,024	2,076	1,930
Total Equity	3,779	3,730	3,830	3,575	3,714

Social	2015	2014	2013	2012	2011
Employees (# permanent personnel in thousands)	15	15	15	15	15
Asia Pacific	3	3	3	3	3
Europe	2	2	2	2.2	2.4
Latin America	2	2	2	2	1.6
North America	8	8	8	7.8	8
Turnover Rate (Note 1)	13%	12%	14%	14%	14%
Female Employees	18%	18%	18%	18%	18%
Officers	19%	13%	12%	9.7%	5.4%
Managers	21%	20%	18%	17.8%	18.1%
Staff	34%	34%	34%	33.5%	33.4%
Primary	13%	12%	12%	12.5%	12.6%
Health & Safety					
Recordable Injury & Illness Rate (RIR)	0.52	0.57	0.47	0.45	0.48
Lost and Restricted Workday Injury Rate (LWIR)	0.34	0.25	0.26	0.18	0.33
Fatalities	0	0	0	0	0

Environmental	2015	2014	2013	2012	2011
Air Emissions					
Greenhouse Gases (millions of metric tons per year)	3.7	4.0	4.1	4.2	4.5
Particulate Matter 2.5 (thousands of metric tons per year)	2.1	2.2	2.2	2.1	2.2
Toxic Air Emissions (metric tons per year)	439	443	478	528	627
Consumption of Natural Resources					
Energy (millions of MWh)	8.4	8.6	8.9	8.6	9.0
Water (millions of cubic meters)	9.8	9.8	10.3	10.0	11.2
Non-Hazardous Waste					
Waste to Landfill (thousands of metric tons per year)	261	262	277	264	221
Environmental Compliance					
Significant Environmental Actions (Note 1)	0	0	0	0	0
Cost of Significant Environmental Actions (\$,000)	0	0	0	0	0

Note 1: Significant Environmental Actions are defined by the total cost of fines, capital expenditures, etc. equal to \$100M or greater