



2016 Performance Summary

Economic (in millions)	2016	2015	2014	2013	2012
Sales	5,677	5,350	5,260	5,295	5,172
United States	3,963	3,697	3,557	3,644	3,504
Europe	550	515	575	545	558
Asia Pacific	666	662	636	627	639
Canada and Other	498	476	492	479	471
Cost of sales	4,926	4,197	4,284	4,329	4,375
Science and Technology (R&D) expenses	82	73	76	77	79
Cash paid for income taxes	69	33	19	29	30
Purchases of treasury stock	247	138	44	63	113
Cash paid for interest	118	113	122	126	122
Additions to plant and equipment	373	393	374	311	304
Cash Giving	2	2	2	1	1
Total Assets	7,741	7,326	7,843	7,572	7,491
Long-term debt	2,099	1,702	1,978	2,012	2,064
Total Equity	3,889	3,779	3,730	3,830	3,575

Social	2016	2015	2014	2013	2012
Employees (# permanent personnel in thousands)	15	15	15	15	15
Asia Pacific	3	3	3	3	3
Europe	2	2	2	2	2
Latin America	2	2	2	2	2
North America	8	8	8	8	8
Turnover Rate	15%	13%	12%	14%	14%
Female Employees	18%	18%	18%	18%	18%
Officers	21%	19%	13%	12%	10%
Managers	22%	21%	20%	18%	18%
Staff	36%	34%	34%	34%	34%
Primary	14%	13%	12%	12%	13%
Health & Safety					
Recordable Injury & Illness Rate (RIR)	0.50	0.52	0.56	0.47	0.46
Lost and Restricted Workday Injury Rate (LWIR)	0.26	0.31	0.26	0.26	0.20
Fatalities	0	0	0	0	0

Environmental	2016	2015	2014	2013	2012
Air Emissions					
Greenhouse Gases (millions of metric tons per year)	3.9	3.8	4.1	4.2	4.2
Particulate Matter 2.5 (thousands of metric tons per year)	2.0	2.1	2.2	2.2	2.1
Toxic Air Emissions (metric tons per year)	489	496	488	531	579
Consumption of Natural Resources					
Energy (millions of MWh)	8.5	8.5	8.7	9.0	8.7
Water (millions of cubic meters)	10.2	9.6	10.0	10.5	10.2
Non-Hazardous Waste					
Waste to Landfill (thousands of metric tons per year)	271	259	260	283	288
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