

2017 Performance Summary

Economic (in millions)	2017	2016	2015	2014	2013	2012
Sales	6,384	5,677	5,350	5,260	5,295	5,172
United States	4,495	3,963	3,697	3,557	3,644	3,504
Europe	661	550	515	575	545	558
Asia Pacific	675	666	662	636	627	639
Canada and Other	553	498	476	492	479	471
Cost of sales	4,812	4,926	4,197	4,284	4,329	4,375
Science and Technology (R&D) expenses	85	82	73	76	77	79
Cash paid for income taxes	67	69	33	19	29	30
Purchases of treasury stock	159	247	138	44	63	113
Cash paid for interest	106	118	113	122	126	122
Additions to plant and equipment	337	373	393	374	311	304
Cash Giving	3	2	2	2	1	1
Total Assets	8,632	7,741	7,326	7,843	7,572	7,491
Long-term debt	2,405	2,099	1,702	1,978	2,012	2,064
Total Equity	4,204	3,889	3,779	3,730	3,830	3,575

Social	2017	2016	2015	2014	2013	2012
Employees (# permanent personnel in thousands)	17	15	15	15	15	15
Asia Pacific	3	3	3	3	3	3
Europe	3	2	2	2	2	2
Latin America	2	2	2	2	2	2
North America	9	8	8	8	8	8
Turnover Rate	17%	15%	13%	12%	14%	14%
Female Employees	19%	18%	18%	18%	18%	18%
Officers	18%	21%	19%	13%	12%	10%
Managers	22%	22%	21%	20%	18%	18%
Staff	37%	36%	34%	34%	34%	34%
Primary	13%	14%	13%	12%	12%	13%
Health & Safety						
Recordable Injury & Illness Rate (RIR)	0.50	0.51	0.52	0.56	0.47	0.46
Lost and Restricted Workday Injury Rate (LWIR)	0.28	0.26	0.31	0.26	0.26	0.20
Work Related Fatalities at Company Manufacturing Locations	2	0	0	0	0	0

Environmental	2017	2016	2015	2014	2013	2012
Air Emissions						
Greenhouse Gases (millions of metric tons per year)	3.5	4.0	4.0	4.2	4.2	4.4
Particulate Matter 2.5 (thousands of metric tons per year)	2.2	2.1	2.2	2.3	2.2	2.2
Toxic Air Emissions (metric tons per year)	530	489	497	488	532	579
Consumption of Natural Resources						
Energy (millions of MWh)	9.3	9.0	9.0	9.2	9.5	9.2
Water (millions of cubic meters)	11.0	10.8	10.5	10.8	11.1	10.8
Non-Hazardous Waste						
Waste to Landfill (thousands of metric tons per year)	333	291	271	270	294	295
Environmental Compliance						
Significant Environmental Actions (Note 1)	2	0	0	0	0	0
Cost of Significant Environmental Actions (\$,000)	225	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