



## 2021 BUSINESS PERFORMANCE SUMMARY

Economic (in millions)	2018	2019	2020	2021
<b>Sales</b>	<b>7,057</b>	<b>7,160</b>	<b>7,055</b>	<b>8,498</b>
United States	4,647	4,776	4,741	5,696
Europe	1,209	1,209	1,146	1,384
Asia Pacific	656	664	664	746
Canada and Other	545	511	504	672
<b>Cost of sales</b>	<b>5,425</b>	<b>5,551</b>	<b>5,445</b>	<b>6,281</b>
<b>Science and Technology (R&amp;D) expenses</b>	<b>89</b>	<b>87</b>	<b>82</b>	<b>91</b>
Cash paid for income taxes	91	58	78	244
Purchases of treasury stock	236	61	318	570
Cash paid for interest	158	131	135	133
Additions to plant and equipment	537	447	307	416
Cash Giving	4	4	5	5
<b>Total Assets</b>	<b>9,771</b>	<b>10,006</b>	<b>9,481</b>	<b>10,015</b>
<b>Long-term debt</b>	<b>3,362</b>	<b>2,986</b>	<b>3,126</b>	<b>2,960</b>
<b>Total Equity</b>	<b>4,324</b>	<b>4,671</b>	<b>3,941</b>	<b>4,335</b>

Social	2018	2019	2020	2021
<b>Employees (# permanent personnel in thousands)</b>	<b>20</b>	<b>19</b>	<b>19</b>	<b>20</b>
Asia Pacific	4	4	4	4
Europe	5	4	4	4
Latin America	2	2	2	2
North America	9	9	8	9
<b>Turnover Rate</b>	<b>17%</b>	<b>17%</b>	<b>16%</b>	<b>20%</b>
<b>Female Employees</b>	<b>19%</b>	<b>19%</b>	<b>19%</b>	<b>19%</b>
Officers	22%	27%	29%	32%
Managers	24%	25%	26%	25%
Staff	37%	37%	38%	38%
Primary	13%	13%	13%	13%
<b>Health &amp; Safety</b>				
Recordable Injury & Illness Rate (RIR)	0.53	0.66	0.63	0.59
Lost-Time Injuries Frequency Rate (LTIFR) - Employees	1.34	1.76	1.52	1.69
Work Related Fatalities	0	1	0	0

Environmental	2018	2019	2020	2021
<b>Air Emissions</b>				
Greenhouse Gases - Scope 1 & 2 (millions of metric tons per year)	3.9	3.7	3.4	3.4
Particulate Matter 2.5 (thousands of metric tons per year)	2.3	2.2	2.1	2.4
<b>Consumption of Natural Resources</b>				
Energy (millions of MWh)	10.7	10.3	9.7	10.5
Water (millions of cubic meters)	11.3	11.1	10.0	11.2
<b>Waste</b>				
Waste to Landfill (thousands of metric tons per year)	372	323	293	346
<b>Environmental Compliance</b>				
Significant Environmental Actions (Note 1)	0	1	0	0
Cost of Significant Environmental Actions (\$,000)	0	1,500	0	0

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