

# Key Indicators

| Financial Highlights  |                            | 2007     | 2008     | Change/Trend | Better/Worse        |
|---|----------------------------|----------|----------|--------------|---------------------|
| Worldwide sales (\$ million)  |                            | 18,633.5 | 20,378.0 | 9.4%         | Better              |
| • U.S. sales  |                            | 10,145.5 | 10,934.4 | 7.8%         | Better              |
| • Europe  |                            | 4,731.8  | 5,334.9  | 12.7%        | Better              |
| • Other foreign country sales   |                            | 4,108.7  | 3,756.2  | -8.6%        | Worse               |
| Stock price (\$ year-end)   |                            | 52.10    | 40.27    | -22.7%       | Worse               |
| Research and development  |                            | 3,486.7  | 3,840.9  | 10.2%        | Better              |
| Product donations (\$ million)  |                            | 240      | 295      | 22.9%        | Better              |
| Cash contributions (\$ million)   |                            | 73       | 53       | -29.3%       | Worse               |
| Total contributions (\$ million) <sup>1</sup>   |                            | 315      | 350      | 11.1%        | Better              |
| Key Indicators  | Goal <sup>2</sup>          | 2007     | 2008     | Change/Trend | Better/Worse        |
| Total energy consumed (billion megajoules) <sup>3</sup>                                   |                            | 14.98    | 14.50    | -3.2%        | Better              |
| Energy density (megajoules/square foot of facility space) <sup>4</sup>                    | 15% reduction <sup>5</sup> | 611      | 607      | -0.7%        | Better              |
| Greenhouse gas emissions (thousand metric tonnes CO <sub>2</sub> equivalent) <sup>6</sup> |                            | 2,271    | 2,176    | -4.2%        | Better              |
| Greenhouse gas emission density (kg/square foot) <sup>7</sup>                             | 15% reduction <sup>8</sup> | 99       | 96       | -3.0%        | Better              |
| Total water intake (billion liters)   | 25% reduction              | 34       | 31       | -8.8%        | Better              |
| Total solid waste generated (million kg)  |                            | 115      | 104      | -9.6%        | Better              |
| Waste to landfill   | 40% reduction              | 33.2     | 22.5     | -32%         | Better              |
| Total volatile organic compound emissions (thousand kg)                                   |                            | 546      | 582      | 6.6%         | Worse               |
| Serious injury and illness rate (per 100 employees)                                       | 50% reduction              | 1.44     | 1.17     | -18.8%       | Better              |
| Serious ergonomic injury rate (per 100 employees)   |                            | 0.61     | 0.41     | -32.8%       | Better              |
| Lost-time cases (per 100 employees)   | 50% reduction              | 0.62     | 0.59     | -4.8%        | Better              |
| Fleet safety: Global <sup>9</sup> (collisions per million miles driven)                   | 50% reduction              | 11.1     | 12.0     | 8.1%         | Worse <sup>10</sup> |

1 The contributions total includes \$2 million in in-kind contributions for 2007 and 2008.

2 Goal period is 2009 to 2013. Baseline is 2007.

3 Energy consumption and energy density values do not include fuel usage by the worldwide sales fleet.

4 See footnote 3

5 In 2008 we set a new, more aggressive energy and greenhouse gas reduction goal based on energy usage and greenhouse gas emissions per square foot of facility space rather than normalized to sales. The data formerly reported has been updated with the new metric.

6 Greenhouse gas emissions and greenhouse gas emission density values include greenhouse gas emissions from worldwide sales fleet.

7 See footnote 2

8 Reduction in GHG emissions related to energy use.

9 We are now tracking and reporting on global fleet safety rather than U.S.

10 The primary reason for the increase in the global collision rate is improved reporting from sales offices around the world.