

SELECTED FINANCIAL DATA

(in millions, except per share data and number of employees)

	2003	2002	2001	2000	1999
Operating trends					
Net sales	\$ 8,811.3	\$ 8,304.1	\$ 7,548.4	\$ 6,088.7	\$ 6,158.5
Gross profit as a % of net sales	44.4%	45.0%	44.2%	44.1%	45.2%
Depreciation	359.8	346.9	331.0	275.6	273.6
Amortization	13.0	3.0	10.6	15.0	14.4
Advertising expense	698.9	688.7	519.2	604.2	674.1
Research and development expense	126.7	108.4	130.2	118.4	104.1
Operating profit (a) (b)	1,544.1	1,508.1	1,162.9	989.8	828.8
Operating profit as a % of net sales	17.5%	18.2%	15.5%	16.3%	13.5%
Interest expense	371.4	391.2	351.5	137.5	118.8
Earnings before cumulative effect of accounting change (a) (b) (c)	782.1	726.9	459.6	587.7	338.3
Average shares outstanding:					
Basic	482.9	408.4	406.1	405.6	405.2
Diluted	418.5	411.5	482.2	405.8	405.7
Earnings per share before cumulative effect of accounting change (a) (b) (c):					
Basic	1.63	1.77	1.17	1.45	.83
Diluted	1.92	1.75	1.36	1.45	.83
Cash flow trends					
Net cash provided from operating activities	\$ 1,171.8	\$ 998.9	\$ 1,132.0	\$ 880.8	\$ 796.2
Capital expenditures	242.2	253.5	276.5	230.9	266.2
Net cash provided from operating activities reduced by capital expenditures (a)	929.6	745.4	855.5	650.0	529.0
Net cash used in investing activities	(219.0)	(188.8)	(4,343.8)	(379.3)	(244.2)
Net cash provided from (used in) financing activities	(938.4)	(944.4)	3,040.2	(441.8)	(522.8)
Interest coverage ratio (c)	5.1	4.8	4.5	9.4	7.9
Capital structure trends					
Total assets	\$10,236.8	\$ 10,219.3	\$10,368.6	\$ 4,886.0	\$ 4,808.7
Property, net	2,788.2	2,840.2	2,952.8	2,526.9	2,648.9
Short-term debt	888.9	1,197.3	595.6	1,386.3	521.5
Long-term debt	4,265.4	4,519.4	5,619.0	709.2	1,812.8
Shareholders' equity	1,443.2	895.1	871.3	857.5	813.2
Share price trends					
Stock price range	\$ 28-38	\$ 29-37	\$ 25-34	\$ 21-32	\$ 30-42
Cash dividends per common share	1.010	1.010	1.010	.995	.960
Number of employees	25,250	25,676	26,424	75,196	15,051

(a) Operating profit for 2001 includes restructuring charges, net of credits, of \$20.5 (\$15.5 after tax or \$1.39 per share). Operating profit for 2002 includes restructuring charges of \$98.0 (\$84.2 after tax or \$1.10 per share). Operating profit for 2000 includes restructuring charges of \$244.9 (\$180.4 after tax or \$1.40 per share). Earnings before cumulative effect of accounting change for 1999 includes disposition-related charges of \$268.0 (\$211.3 after tax or \$1.07 per share).

(b) Earnings before cumulative effect of accounting change for 2001 exclude the effect of a change of \$1.0 after tax to adjust SFAS No. 102 "Accounting for Derivative Instruments and Hedging Activities." Results for 2001 have been restated to reflect the after-tax of SFAS No. 140 in 2002 concerning the income statement classification of losses from debt prepayment. The net loss of \$174 occurred in 2001, which was originally classified as an extraordinary loss, has been reclassified to Earnings before cumulative effect of accounting change. Refer to Note 1 within Notes to Consolidated Financial Statements for further information.

(c) Interest coverage ratio is calculated based on earnings before interest expense, income taxes, depreciation and amortization, divided by interest expense.

(d) Results for 2001 include \$120.0 (\$85.8 after tax or \$1.21 per share) of amortization which has been discontinued by SFAS No. 142 on a pro forma basis. Amortization in pre-2001 years was insignificant. Refer to Note 1 within Notes to Consolidated Financial Statements for further information.

(e) The Company uses this non-GAAP financial measure to focus management and investors on the amount of cash available for debt repayment, dividend distributions, acquisition opportunities, and other expenditures.



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Recent Trends in U.S. Services Trade, 2004 Annual Report, Inv. 332-345 , *Express Delivery Services: Competitive Conditions Facing U.S.-based Firms in Foreign Markets, Inv. 332-456* , **Annual Report** Uganda Human Rights Commission,2004 Managing by Values S. Dolan,S. Garcia,B. Richley,2006-07-28 This book develops a new framework Management by Values MBV for strategic and competitive advantage Through its step by step guide to implementation it serves as a necessary strategic leadership tool whose practical application will mine market potential through its relevance to individual organizational members **The Tyranny of the Market** Joel WALDFOGEL,Joel Waldfogel,2009-06-30 Economists have long counseled reliance on markets rather than on government to decide a wide range of questions in part because allocation through voting can give rise to a tyranny of the majority Markets by contrast are believed to make products available to suit any individual regardless of what others want But the argument is not generally correct In markets you can t always get what you want This book explores why this is so and its consequences for consumers with atypical preferences **Annual Report** Industrial Development Corporation of South Africa,2002 Minerals Yearbook ,2006 **The Palgrave Handbook on Art Crime** Saskia Hufnagel,Duncan Chappell,2019-06-27 This handbook showcases studies on art theft fraud and forgeries cultural heritage offences and related legal and ethical challenges It has been authored by prominent scholars practitioners and journalists in the field and includes both overviews of particular art crime issues as well as regional and national case studies It is one of the first scholarly books in the current art crime literature that can be utilised as an immediate authoritative reference source or teaching tool It also includes a bibliographic guide to the current literature across interdisciplinary boundaries Apart from legal criminological archeological and historical perspectives on theft fraud and looting this volume contains chapters on iconoclasm and graffiti underwater cultural heritage the trade in human remains and the trade theft and forgery of papyri The book thereby hopes to encourage scholars from a wider variety of disciplines to contribute their valuable knowledge to art crime research **Grants** Jean M. Fromm,2007 Grants are available from thousands of sources both private and public To the grantseeker however this wealth of sources appears like an impenetrable jungle Where are the grants I need and what do I need to do to submit my ideas and proposals This book is designed to answer these questions by aiming the grantseeker to both the grant givers and by providing a bibliography of book for further research Soft Or Hard Borders? Joan DeBardeleben,2017-07-05 Bringing together leading European and North American experts this timely volume answers questions about the implications and management of the new external borders of the European Union following another phase of enlargement Implications of the EU s new external border especially its eastern border with Russia and Ukraine will be a key issue for the new member countries for the EU and for the new neighbouring regions The contributors address this emerging question from two perspectives They examine whether an expanded Europe will create a new dividing line in Europe between insiders and

outsiders and also consider the concrete problems of border management and how the issues will be handled The book will be of particular value to those concerned with European politics and the expansion of Europe and to those with an interest in political sociology

The Miseducation of English Learners Grace P. McField, 2014-01-01 Sometimes you need to hear the story from the beginning The Miseducation of English Learners examines the initial policy impact of Structured English Immersion SEI an English only program mandated for English Learners ELs in California Arizona and Massachusetts in the United States The book features analyses of the legal context and parameters of SEI research history on SEI SEI language policy and policy implementation according to situated context and the educational priorities and legal rights of ELs The book examines the history of SEI in the educational research literature and as it has been interpreted in the context of the legal requirement for schools to take appropriate action to meet the needs of ELs following the historic Lau v Nichols 1974 court decision The Miseducation of English Learners also presents and considers the implementation of SEI in comparative contexts from various perspectives including teacher education the classroom and legal In several of the chapters SEI implementation is examined in concert with other factors that have effected the teaching and progress of ELs such as Senate Bill 2042 2001 that overhauled the teacher education process in California and the federal No Child Left Behind legislation signed into law on January 8 2002 Moreover the book provides implications and recommendations for teaching research advocacy and policy change The Miseducation of English Learners addresses and invites the readers to consider the following key questions How appropriate is the mandated SEI program for ELs both in substance and in the one year duration as specified in the three voter initiated propositions Proposition 227 Proposition 203 and Question 2 What issues themes and patterns can be noted in the implementation of SEI in California Arizona and Massachusetts Why might the student outcomes not show the desired results in measures such as achievement test scores or dropout rates What necessary changes are called for in order to enhance or in some cases supplant the SEI programs and services in place for ELs Are ELs parents and other stakeholders able to thoughtfully select desired and optimal instructional programs and participate meaningfully in the educational process of language minority students under the SEI mandates

Logistic Services: An Overview of the Global Market and Potential Effects of Removing Trade Impediments, Inv. 332-463 , Status of Coral Reefs in the Southwest Pacific, 2004 Reuben Sulu, 2007 Coral reefs are one of the most diverse and biologically productive ecosystems in the world They play an integral part in the lives of the people of the South Pacific South Pacific coastal communities depend on them for subsistence and income generation Some of the South Pacific economies to large extent are also dependent on coral reefs especially through the tourism sector Foreword

Harnessing Synthetic Nanotechnology-Based Methodologies for Sustainable Green Applications G  rard Eddy Jai Poinern, Suraj Tripathy, Derek Fawcett, 2023-07-24 Nanotechnology is at the forefront of many of the latest developments across science and technology but to generate and deploy these applications macroscopic levels of nanoscale materials have to be carefully generated whilst

remaining cost effective These materials need to be reliable consistent and safe and as a general principle industries should consider green sustainable methods in the synthesis of these material and their applications as well This book introduces readers to the field of green nanotechnologies and their possible applications to create a safer world This accessible and practical guide will be a useful resource for material scientists engineers chemists biotechnologists and scientists working in the space of nanomaterials in addition to graduate students in physics chemistry biomedical sciences and engineering THIS BOOK Presents an accessible introduction to the topic in addition to more advanced material for specialists in the field Covers a broad spectrum of topics in this new field Contains exciting case studies and examples such as quantum dots bionanomaterials and future perspectives Dr G rard E J Poinern holds a Ph D in Physics from Murdoch University Western Australia and a Double Major in Physics and Chemistry Currently he is an Associate Professor in Physics and Nanotechnology in the School of Engineering and Information Technology at Murdoch University He is the director of Murdoch Applied Innovation and Nanotechnology Research Group Murdoch University In 2003 he discovered and pioneered the use of an inorganic nanomembrane for potential skin tissue engineering applications He is the recipient of a Gates Foundation Global Health Grand Challenge Exploration Award for his work in the development of biosynthetic materials and their subsequent application in the manufacture of biomedical devices He is also the author of the 2014 CRC Press experimental textbook A Laboratory Course in Nanoscience and Nanotechnology Associate Professor Suraj Kumar Tripathy is Associate Dean of the School of Chemical Technology at Kalinga Institute of Industrial Technology Bhubaneswar India He currently leads the Chemical Bioprocess Engineering Lab CBEL at KIIT which focuses on achieving sustainability in materials processing and utilization CBEL explores opportunities in valorization of waste materials secondary resources and investigate their applications in catalysis water treatment and biomedical systems CBEL also works closely with industries to develop suitable waste management and resource recycling strategies to optimize the potential of circular economy model Dr Derek Fawcett is the Defence Science Centre research fellow at Murdoch University Australia His research involves the investigation and development of new advanced materials and their use in innovative engineering systems He has published over seventy peer reviewed research papers in international journals and is the co author of four book chapters on applied nanotechnology

Annual Report United States. Western Area Power Administration, *Annual Report* India. Department of Commerce,2005 *Strategic Management* Adrian Haberberg,Alison Rieple,2008 This student focused text provides an emphasis on skills development Packed with real life examples of what can go wrong with even the most well conceived strategies there is a focus on realism throughout With a highly accessible writing style this text it is an invaluable learning tool for all students in this area **The Future of Russian Gas and Gazprom** Jonathan P. Stern,2005 The Russian gas industry provides 50% of Russian domestic energy supplies a substantial proportion of CIS gas supplies and around 20% of European gas demand Declines in production at existing fields mean that Gazprom will face increasingly difficult decisions

about moving to higher cost fields on the Yamal Peninsula The alternative will be increasing imports from Central Asian countries and allowing other Russian gas producers to increase their role in the industry Russian exports to Europe will gradually increase and deliveries of Russian LNG will commence to Asia and the both coasts of North America Pipeline gas deliveries to East Asian countries may have a longer time horizon Export projects aimed at new markets will depend crucially on the maintenance of oil and gas prices at the levels of 2003 05 European exports will also depend on the pace of EU market liberalisation and Gazprom's ability to agree mutually acceptable terms for transit principally with Ukraine and Belarus Reform liberalisation and restructuring of the Russian gas industry have been more substantial than has generally been recognised Most important has been price reform which in 2005 allowed Russian industrial customers to become profitable to serve at regulated prices Price increases may significantly reduce future increases in domestic gas demand The increasing need for production from companies other than Gazprom will ensure that liberalised access to networks expands considerably over the next decade In the 2000s Gazprom reclaimed its CIS gas business from intermediaries while maintaining its de facto monopoly of exports to Europe and establishing a similar degree of authority over future exports to Asia The merger of Gazprom and Rosneft will provide the potential to become a force in the domestic and international oil markets particularly given the authority that the president has conferred on the company in terms of Russian energy policy

Community Care Practice and the Law Michael Mandelstam, 2008-10-15 This fourth edition of Community Care Practice and the Law has been fully updated to reflect the rapid and continuing legal policy and practice changes affecting community care It provides comprehensive and jargon free explanations of community care legislation as well as other areas of law directly relevant to practitioners *EBOOK: Basic Marketing* William Perreault, Joseph Cannon, E. Jerome McCarthy, 2013-04-16 Built on a strong foundation Basic Marketing 18e with ConnectPlus and LearnSmart provides an integrated teaching and learning solution for presenting the four Ps framework and managerial orientation with a strategy planning focus The Perreault franchise was the pioneer of the four Ps in the introductory marketing course The unifying focus of Basic Marketing has always been on how to make marketing decisions in deciding what customers to focus on and how best to meet their needs Consistent with our belief in continuous quality improvement this edition has been critically revised updated and rewritten to reflect new concepts new examples recent best practices and to tightly integrate the best digital tools in the industry for ensuring that students are prepared to engage in classroom lectures and pursue future business and marketing careers

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Table of Contents Ups Annual Report 2003

1. Understanding the eBook Ups Annual Report 2003
 - The Rise of Digital Reading Ups Annual Report 2003
 - Advantages of eBooks Over Traditional Books
2. Identifying Ups Annual Report 2003
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Ups Annual Report 2003
 - User-Friendly Interface
4. Exploring eBook Recommendations from Ups Annual Report 2003
 - Personalized Recommendations
 - Ups Annual Report 2003 User Reviews and Ratings
 - Ups Annual Report 2003 and Bestseller Lists
5. Accessing Ups Annual Report 2003 Free and Paid eBooks
 - Ups Annual Report 2003 Public Domain eBooks
 - Ups Annual Report 2003 eBook Subscription Services
 - Ups Annual Report 2003 Budget-Friendly Options

6. Navigating Ups Annual Report 2003 eBook Formats
 - ePub, PDF, MOBI, and More
 - Ups Annual Report 2003 Compatibility with Devices
 - Ups Annual Report 2003 Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Ups Annual Report 2003
 - Highlighting and Note-Taking Ups Annual Report 2003
 - Interactive Elements Ups Annual Report 2003
8. Staying Engaged with Ups Annual Report 2003
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Ups Annual Report 2003
9. Balancing eBooks and Physical Books Ups Annual Report 2003
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Ups Annual Report 2003
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Ups Annual Report 2003
 - Setting Reading Goals Ups Annual Report 2003
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Ups Annual Report 2003
 - Fact-Checking eBook Content of Ups Annual Report 2003
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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