Performance Measurement

Management subscribes to the premise that the value of the Company is enhanced if the capital invested in the Company's operations yields a cash return that is greater than that expected by the providers of capital.

Conventional financial statements and measurements, such as earnings per share and return on shareholders' investment, are of less interest to the providers of capital than indicators of cash flow generation and effective capital management. Consequently, we adhere to a measurement of performance that guides operational and corporate management in evaluating current decisions and long-term planning strategies toward the goal of maximizing cash operating returns in excess of the cost of capital. The following table summarizes the results for the three most recent fiscal years (dollars in thousands):

	2001	2000	1999
Return on Operations			
Income from operations	**$ 99,106**	$ 205,229	$ 180,136
Adjust for:			
Other income without interest	**1,363**	14,527	4,666
Increase (decrease) in:			
Bad debt reserves	**55**	28	(21)
LIFO reserves	**5,941**	1,312	(4,200)
Warranty accrual	**1,128**	9,374	7,413
Adjusted operating profit	**107,593**	230,470	187,994
Cash taxes (1)	**16,468**	85,889	65,255
Net adjusted cash operating profit after taxes	**$ 91,125**	$ 144,581	$ 122,739
Weighted Average Capital Employed (2)	**$ 942,811**	$ 820,846	$ 697,887
Economic Return on Capital	**9.7%**	17.6%	17.6%
Cost of Capital (3)	**9.6%**	9.6%	10.3%
Economic Value Added	**$ 615**	$ 65,780	$ 50,857

(1) The reported current tax provision is adjusted for the statutory tax impact of interest income and expense.

(2) Twelve month average of total assets less non-interest bearing current liabilities plus the bad debt, LIFO and warranty reserves, minus future tax benefits.

(3) Management's estimate of the weighted average of the minimum equity and debt returns required by the providers of capital.