



## Supplemental Information – Balance Sheet

(Unaudited)

As of June 30, 2008

### Working Capital Update

	Q4		Change (\$ millions)	Days <sup>(5)</sup> FY 2008	Days <sup>(5)</sup> FY 2007	Change
	FY 2008 (\$ millions)	FY 2007 (\$ millions)				
Receivables, net	\$505	\$460	\$45	29	30	-1 day
Inventories, net	\$384	\$309	\$75	42	39	+3 days
Accounts payable <sup>(1)</sup>	\$418	\$329	\$89	41	39	+2 days
Accrued liabilities	\$440	\$507	-\$67			
Total WC <sup>(2)</sup>	\$129	-\$3	\$132			
Total WC % net sales <sup>(3)</sup>	2.2%	-0.1%				
Average WC <sup>(2)</sup>	\$150	\$34	\$116			
Average WC % net sales <sup>(4)</sup>	2.5%	0.6%				

- Receivables increased primarily as a result of the acquisition of Burt's Bees and higher sales.
- Inventories increased primarily as a result of the acquisition of Burt's Bees, higher commodity costs, and inventory build for restructuring of the supply chain.
- Accounts payable increased mainly due to the acquisition of Burt's Bees and increased commodity and transportation costs.
- Accrued liabilities decreased primarily due to the adoption of FASB Financial Interpretation No. 48 which resulted in income tax contingency accruals being reclassified from accrued liabilities to income taxes payable and long-term liabilities. This was partially offset by higher accruals related to the acquisition of Burt's Bees and interest expense.

## Supplemental Information – Cash Flow

(Unaudited)

For the quarter and year ended June 30, 2008

**Capital expenditures for the fourth quarter were \$67 million (full year = \$170 million)**

**Depreciation and amortization for the fourth quarter was \$51 million (full year = \$205 million)**

### Cash provided by operations

Net cash provided by operations in the fourth quarter was \$254 million, compared with \$282 million provided by operations in the year-ago quarter. The year-over-year decrease was primarily due to the timing of tax payments.

(1) Days of accounts payable is calculated as follows: average accounts payable / [(cost of products sold + change in inventory) / 90].

(2) Working capital (WC) is defined in this context as current assets minus current liabilities excluding cash and short-term debt, based on end of period balances. Average working capital represents a two-point average of working capital.

(3) Represents working capital at the end of the period divided by annualized net sales (current quarter net sales x 4).

(4) Represents a two-point average of working capital divided by annualized net sales (current quarter net sales x 4).

(5) Days calculations based on a two-point average.