WD-40 BRANDS
Growing a Successful Company
An Owner's Manual

Save this 2000 Annual Report for Future Reference.
WD-40 BRANDS
Growing a Successful Company
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Our mission is to leverage and build the brand fortress of WD-40—a unique relationship with a broad and identifiable group of end users and trade channels around the world. We will acquire brands where a value gap exists between their current position and our fortress.

WD-40 Company will encourage and foster a business climate where the development of our people and the continual evaluation and improvement of process will ensure we maximize the value we deliver to our end users and the return to our stakeholders.

THANK YOU FOR YOUR INTEREST IN WD-40 COMPANY.

WD-40 Company is being managed to attain the highest levels of dependability, flexibility, and growth. Properly cared for, it will give you years of valuable performance.
Dear Shareholders:

It has been an exciting year. Strategically, we have become stronger and more focused than ever. While building our platform will take time and investment, we have made significant progress this year toward achieving our long-term strategic goals.

Garry Ridge
President, Chief Executive Officer

Financial results

WD-40 Company recorded net worldwide sales of $152.7 million, up 4.3 percent over last year’s $146.3 million, but less than the 10% growth we had anticipated.

Sales in Europe were down, due to continued mergers in the retail segment that stalled our ability to implement promotional programs successfully in the United Kingdom and France. We also experienced a resurgence of trademark infringements in the Middle East as well as the strengthening of the U.S. dollar and the weakening of the Euro against the pound. Despite these factors, we continue to see significant growth potential in the European market over the long term.

Overall, sales in the Americas were up 7.8%. As expected, WD-40® sales in the U.S. were flat—it is a dominant brand in a mature market. However, we did achieve 5% growth in Latin America and 2% in Canada. Lava® sales in the U.S. grew 216% over last year. In fact, we grew Lava distribution into 35% of the U.S. WD-40 customer base. Sales of 3-IN-ONE® were up by 26% in the U.S. and 10% in Canada, as a result of the introduction of new display programs, increased distribution in trade channels, and the launch of a new, award-winning delivery system.

Sales in Asia/Pacific were up 15%—a new record. The Asian region appears to have fully recovered from the crisis of the past few years. Although last year we had hoped for record earnings, our net income for the year was $20.6 million, a 6.8 percent decrease over $22.1 million last year. The rise in oil prices had an impact on our margins—they have increased the cost of one of the base ingredients we use to manufacture WD-40 product.

Our decision to invest more heavily in marketing, which we believe is necessary to ensure long term growth, also affected our earnings. Despite this decrease in income, however, we still paid dividends of $1.28 per share.

Strong values are important to this company, and this is reflected in our commitment to improving the economic development and overall quality of life in the areas we serve. For over twenty years, we have supported a broad array of programs and organizations that help build and develop the local community where we are headquartered. In the past two years, we have extended such efforts to local areas around the world.
Looking ahead. Our future performance will depend on our ability to defend the WD-40 brand in mature markets, build the WD-40 brand in developing markets, and leverage the strength of the WD-40 brand to develop and promote other brands. We are focused on these core strategies and have a clear understanding of how to achieve them.

The WD-40 brand continues to deliver above expectation performance at extremely good value, as well as provide excellent value to the end user through promotions and product enhancements. We will also continue to defend the WD-40 brand by introducing new applications through the “2000 Uses” promotion and the introduction of the official WD-40 fan club, two programs designed to strengthen the “consumer glue” that bonds the end user to the brand.

Finally, we are successfully leveraging the strength of the WD-40 brand to build and develop other brands. For example, last year Lava became a significant part of our U.S. business: 12% of our total U.S. sales. We also laid the groundwork for the future success of Lava in Europe, launching the brand in the United Kingdom in September 2000. This past year, we opened a new office in Italy, and added 135 new accounts during the first nine months of operation. We opened more than 1,000 new accounts in the United Kingdom, Germany, France, Spain, and Italy. Sales grew by 4% in distributor markets in Europe. Sales in Germany also grew by 10%.

A strong infrastructure is an integral factor in realizing our “Fortress of Brands” vision. We are preparing to implement a new supply and distribution model. Meanwhile, our new ERP software system in North America is on target and scheduled for the end of this year. And our successful acquisition of the Solvol ® brand resulted in providing a base for the development of this heavy-duty hand cleaner market in Australia and New Zealand.

A new emphasis. While fiscal 2000 was a year of planning, 2001 will be a year of investment and diversification. Our focus is now external—the company’s reach has become global. Our motivation is to build through a multi-brand strategy, while never compromising quality. Our operations are moving toward virtual integration.

In the U.S., we will increase marketing efforts for Lava, maintain stable sales of WD-40 product and grow the market for 3-IN-ONE through a new delivery system in Latin America, we expect continued growth for WD-40. In Europe, we anticipate growth of WD-40 product as we continue to build the brand in Germany, France, Spain, Italy, Russia, Poland, and other distributor markets. The launch of Lava in the U.K., is the first step in our development of the heavy-duty hand cleaner market in Europe.

In Asia/Pacific we anticipate continued growth for WD-40 and the creation of a heavy-duty hand cleaner market in Australia through Solvol.

While we expect overall growth in sales, we anticipate earnings will be flat due to the significant investments we are making. However, we see this as necessary for growth over the long-term. Dividends will continue to be maintained. Business is not without risk, so you should be aware of some of the areas that could affect your company. Changing policies of key accounts could have either a positive or negative effect on our global business. Dealing with litigation has become a reality to your company, as it has to the entire international business sector. We expect your company will always have some legal exposure.

In closing, I want to thank our team of 184 global employees for their determination and dedication. I also want to thank our team of loyal partners who help market and distribute our products and our loyal shareholders for their support. Finally, I thank the millions of consumers around the world who use our products everyday. They make all of this possible.

Sincerely,

Garry Ridge
President, Chief Executive Officer
Chapter 2: Components of a Successful Brand

There are many components of a successful brand, but four that are essential. These four components—awareness, loyalty, reach, and versatility—must be present to ensure a brand’s long-term success in the marketplace. Only brands that have these components achieve widespread acceptance and popularity and stand the test of time. They are the cornerstones of brand dominance and ubiquity.
COMPONENTS OF A SUCCESSFUL BRAND

A AWARENESS

WD-40 Company provides top-quality, multi-purpose products. “WD-40” is a household word—a brand name people trust to clean, protect, penetrate, drive out moisture, and lubricate just about anything. Research shows that 3-IN-ONE’s brand awareness in the U.S. ranks as high as 69% for men and 51% for women; no other drip oil even comes close. Lava, too, enjoys 89% awareness—the best known brand in its category.

B LOYALTY

A successful brand has a loyal following. It earns feelings of confidence, satisfaction, and even pride among its users. WD-40 has earned and maintained customer loyalty for over forty years. No other brand comes close to emulating its success. Right now, with 82% of American households owning a can of WD-40, it holds a market share fourteen times the size of its nearest competitor. The brand’s success has spread all over the world: its sales are part of local folklore. A bus driver in Asia, for example, used it to remove a python from under a bus. And police officers used it to remove a burglar trapped in an air conditioning vent. Trusted favorites for generations, 3-IN-ONE and Lava also inspire fierce customer loyalty. They continue to be the strongest brands in their categories. And now Solvol is Australia/New Zealand’s most popular brand in its category.

C REACH

In today’s global economy, successful brands touch people everywhere. WD-40 brands are no exception. WD-40 Company now markets its products in more than 160 countries worldwide, and the distribution channels are as varied as the products’ applications. WD-40 products are sold everywhere—from hardware stores to pharmacies.

D VERSATILITY

Successful brands have multiple applications. Their versatility is key to their popularity. Take WD-40, for example—a multi-purpose product in every sense of the word. WD-40 can act as a lubricant, a cleaner, a rust preventative, a penetrant, and a moisture displacer—at home and in industrial settings. The same can be said for the other brands. As its name applies, 3-IN-ONE is more than a lubricant. It lubricates, cleans, and protects against corrosion in everything from garden tools to sports equipment. And Lava, the original heavy-duty hand cleaner—now available in bar, liquid, and towels—has earned a reputation as the brand to use on even the dirtiest hands after virtually any kind of chore. Grease, oil, tar, ink, paint, adhesives, caulk, lubricants—Lava cleans it all.

WD-40 Brands At Work

1. Dirty Hands
2. Conveyer Belts
3. Drills & Power Tools

Whatever the line of work, WD-40 products are handy tools to have around the workplace—in offices, factories, and warehouses, for lubrication, repair, and clean-up. Whether you’re working with heavy machines or delicate instruments, WD-40 products can help you get the job done.

WD-40 Brands At Home

1. Hinges & Metal Parts
2. Lawnmowers & Garden Tools
3. Windows & Sliding Doors

WD-40 brands are at home in every room of the house. They can be used for everything from simple repairs and tune-ups to spring cleaning and winterizing. WD-40 and 3-IN-ONE work great on window and door hinges, sewing machines and power tools. And no job is complete until you’ve cleaned up with Lava.
Once a successful brand has been identified, a plan must be put in place to incorporate it into the existing brand family. An important consideration is how the new brand will relate to the existing brands. Are their applications similar? Do they complement one another? What about the methods and channels of their distribution? There are many other factors to consider as well. Successful acquisition is more of a science than art—it demands careful analysis.

Each brand must complement the other, creating a whole that is greater than the sum of its parts. The brands in the family must be more alike than different, yet different enough to maintain a distinct value proposition.
Building the brand fortress. The WD-40® brand was born in 1953 when it was first developed by Rocket Chemical Company, which was renamed “WD-40 Company” in 1969. It has since become one of the world’s most powerful brands—a household name people all over the world have learned to trust for cleaning, protecting, and lubricating just about anything. Building on this history and loyal following, WD-40 acquired 3-IN-ONE® Oil in 1995 from Reckitt & Colman. 3-IN-ONE® is a 100-year-old trusted brand that is a complementary product to WD-40®. The result: a powerful duo that has virtually every lubrication need covered.

In 1999, WD-40® added yet another new member to the brand family: Lava®, the original heavy-duty hand cleaner, that has earned a reputation as the brand of choice for cleaning even the dirtiest of hands. Together, the full line of WD-40® Company products now fulfills every do-it-yourselfer’s need to complete even the largest and toughest of tasks.

COMPLEMENTARY PRODUCT

The Lava acquisition. This has proved to be a very successful and highly complementary product acquisition. It presented an ideal opportunity for WD-40 Company to realize synergies and efficiencies from its existing sales and marketing organization as well as its highly efficient distribution and administrative infrastructure. In short, the Lava brand leverages the “core competencies” that WD-40 Company has developed over time while further strengthening the global brand portfolio for the long-term. The company has already developed new Lava products, such as Lava Liquid Hand Soap and Lava Heavy Duty Hand Cleaner Towels, to maximize untapped potential. Lava sales increased 19% in the U.S. in 2000 as a result of the company’s aggressive product development and marketing efforts.

ACQUISITION PROCESS

The selection process. WD-40® Company management is committed to delivering one new acquisition per year. To ensure that every acquisition “rides on the back” of the existing relationships the current WD-40® brands have with end users, the process follows a carefully thought out, step-by-step process:

1. Identify appropriate target candidates
2. Evaluate the candidates
3. Evaluate the parameters of the potential transaction
4. Execute the transaction
5. Successfully integrate the new brand

ACQUISITION CRITERIA

Product attributes. The selection process zeroes in on branded household or industrial products with premium or value brand positioning. Ideal candidates are established and highly effective brand leaders in their respective category or market.

Financial performance. Favorable acquisition targets demonstrate consistent sales growth, attractive long-term profit potential, and healthy margins.

Channels of distribution. Favorable acquisition targets should be likely candidates for distribution in auto, home center, hardware, industrial, mass merchant, and club stores (channels where WD-40 already has a distribution infrastructure). The brands should already have strong distribution in at least two of these channels and—with their current distribution—is on the regional or national level—they must have strong potential for global distribution.

Geography. In addition to meeting all the above criteria, desirable acquisitions should be able to add value by taking advantage of WD-40® Company’s presence in a world of countries.
Here’s a strategy that really pays off. Use the strong foundation of your distribution channel as a platform upon which to build the remainder of your business. Distribution infrastructure is a core asset that can be leveraged and exploited successfully in order to build a fortress of brands.
LEVERAGE LEADING BRAND

Building on a strong foundation In addition to leveraging the strong brand heritage and widespread awareness enjoyed by its flagship product, WD-40 Company has found it to be a highly effective strategy worldwide to leverage its extensive distribution infrastructure in the marketing of 3-IN-ONE and Lava. Since WD-40, 3-IN-ONE, and Lava users often tend to be one and the same, the purchase of one brand can actually spur the purchase of another.

The company has also initiated some important programs to make its outstanding distribution infrastructure even better. For example, implementation of the InVatrack ERPPackage system by the end of this year will significantly improve the supply chain in the areas of inventory control, purchasing, and warehousing management. The installation of a new computer system in North America has improved order processing and tracking, resulting in an impressive on-time shipping record of 99%.

UTILIZE 62+ DISTRIBUTION CHANNELS

A diverse network The WD-40 distribution network includes more than 62 channels and extends all over the world. The company now thinks in terms of a “world of countries,” and has structured its distribution network around three major trading blocs—the Americas, Europe, and Asia/Pacific. While thinking globally, however, the company acts locally, zeroing in on the best market channel with which to launch a particular brand in a particular country. For example, while WD-40 was first marketed in sporting goods stores in the U.S., the brand was launched in hardware stores in Germany and in industrial supply stores in China.

TARGET BOTH CONSUMER AND PROFESSIONAL MARKETS

Unique distribution The ubiquity of WD-40 brands is a logical extension of the products themselves. Their wide variety of applications are universal—they transcend national boundaries. As a result of this versatility, WD-40 brands are not limited to a few trade or distribution channels like most other products. On the contrary, WD-40 brands are sold in a wide variety of environments, including professional markets and consumer markets.

A global vision WD-40 Company’s strategic vision is to guard and continue to promote the brand fortress in developed countries and mature markets while aggressively building it in developing markets. Specific product initiatives for 2001 center around the Lava brand. The company intends to launch Lava in Europe and extend it in the U.S. (Lava is currently in only 35% of WD-40 distribution channels in the U.S.—the goal for the coming year is to increase this to 60%).

Realizing the global vision will not only require major planning and foresight, but flexibility as well. The company’s management team understands that the global market is dynamic and volatile and that the only constant is change.

WD-40 brands are currently sold in these distribution channels:

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<tr>
<th>Professional</th>
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<td>Industrial supply</td>
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<td>Drug (retail)</td>
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<tr>
<td>Military supply</td>
<td>Farm (retail/wholesale)</td>
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<td>Value (retail)</td>
<td>Wholesale clubs</td>
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<tr>
<td>Military supply</td>
<td>Convenience (retail)</td>
</tr>
</tbody>
</table>

NOTE

This coming year, the goal is to put Lava in 25% more WD-40 distribution channels in the U.S. and to extend the brand into key European countries.
WD-40 Company is organized around three distinct trading blocs. WD-40 understands the unique economic and social challenges each region presents and is continually assessing the competitive climate each brand will face as it progresses. In the following pages, you will learn how your company operates in the Americas, Europe, and Asia/Pacific.

**The Americas**
- **36 Countries/11 Languages**
- **Regional Population:** 808 million
- **Brands Sold:** WD-40, 3-IN-ONE, and Lava
- **Percentage of Sales:** 68%

**Highlights**
- We achieved record sales this year, due primarily to the addition of the Lava brand into our product line. In the U.S., Lava sales were up 216% over the previous year.
- We gained distribution in 35% of our account base, so significant growth potential remains.
- WD-40 brand sales were flat compared with last year. Sales in two of our biggest accounts hindered an otherwise strong performance at the local and national account levels. 3-IN-ONE sales grew 26%, the third consecutive year of double-digit growth.

The results were similar in Canada. Sales of WD-40 were flat—a downturn in three accounts masked solid growth in other areas. Similar to the U.S., 3-IN-ONE grew by double-digits.

In Latin America, WD-40 sales rose 5% despite the economic challenges faced by many countries in the region. 3-IN-ONE sales were down dramatically as we transitioned to local production and royalty-based income from a U.S.-made product.

**People and process**
- We implemented our new U.S. sales structure. We continue to invest more time in our national accounts and in-store merchandising where our efforts directly impact sales. The restructuring continues, and we now have three regional offices instead of four, giving us better focus and efficiency.
Lava will continue to fuel our growth in the U.S. Better account penetration and aggressive promotion will be key to continued double-digit growth. The Telescoping Spout launch should result in continued double-digit growth for 3-IN-ONE in the U.S. and Canada. WD-40 will show flat to modest growth in Latin America, local production of 3-IN-ONE should result in double-digit growth, reversing the recent sales slide. WD-40 sales gains will be modest overall, depending on the economic stability of individual countries.

EUROPE

123 Countries/52 Languages
Regional Population: 1.6 billion
Brands Sold: WD-40, 3-IN-ONE, and Lava
Percentage of Sales: 23%

Highlights
Although sales and profits did not reach expectations, the growth and structure of our business are still very solid. The lackluster results hide key successes. Germany, for example, again had a fabulous year—growing 26% in local currency. The Russian and Polish markets also did well, as did other distributor markets in Eastern Europe. Our other continental distributors grew more than 10%, close to expectations. The opening of an office and the creation of a sales team in Italy were executed successfully, and monthly sales are now tracking above initial expectations. Our move into Austria was also a success. The U.K., however, was done significantly—our three largest national accounts experienced the most decline—as was France. Results in the Middle East were adversely affected by knock-off products and pricing pressures, both of which reduced the confidence of wholesalers and retailers. We have since taken counter-measures and have turned around market sales over the past quarter.

People and process
Our Italian team is now firmly in place and, if sales continue as expected, we will add a third salesperson in fiscal 2003. We have added a National Account Manager in Germany to focus on the wholesale side of our business, and we are in the process of doing the same in France. A key move over the past quarter has been to realign the sales effort according to the changing dynamics of the retail business. We added a second merchandise in the U.K. to support sales and build prominent displays at major retailers. The sales merchandisers will also be instrumental in the development of Lava at the point-of-sale.

Our relationship with the Portuguese distributor ended this year and we plan to take the country direct, with a local salesperson reporting to our Spanish Brand Support Centre.

Outlook
After twelve months of planning and development by the marketing team, we are now in the process of launching Lava and 3-IN-ONE telescoping delivery system in the U.K., as well as working to restore sales growth back to or exceeding the level we have experienced in previous years. The initial response from the market has been very positive. However, considerable work needs to be done to build distribution prior to the media campaign that will start late this year. We are also rolling out Lava in eight of our distributor markets, including Switzerland, Russia, Poland, Israel, Holland, and Sweden. We will continue to invest considerable time and effort in Russia and Poland so that we can see continued growth in these two markets. The French team is now back on target, and we believe that the goals we have set for Germany, while ambitious, are achievable.

ASIA/PACIFIC

28 Countries/51 Languages
Regional Population: 3.6 billion
Brands Sold: WD-40, 3-IN-ONE, and Solvol
Percentage of Sales: 9%

Highlights
We had record sales in Asian distributor markets and in Australia. This is particularly noteworthy after the difficulties we had. Asia recorded growth of 19% over the previous year—to $11.5 million—while Australia remained stable in a mature market. Growth in Asia has been led by China, a country that continues to grow at a rate of 19% annually. Our Chinese distributor is building market presence throughout the country, while our people are building relationships with both trade and industrial customers.

China is not the only market where we are building the Brand Fortress. The Philippines, Malaysia, and Taiwan all recorded growth in excess of 20%, while Indonesia had another vigorous year growing 54% over 1999. This past year, we once again pursued counterfeit products in China, where our people are ever-vigilant in defending our brand. This year also saw the successful launch of a bilingual can in South Korea.

Outlook
Previous years of downturn in the Asian markets provided WD-40 an opportunity to cement our place in many distribution channels. These markets, however, continue to undergo change brought about by political, economic, or environmental legislation. Our focus on the business environment in this dynamic market ensures that our organization is flexible enough to adjust to change. We have extremely competent people in both Australia and Asia, whose focus and dedication should pay off with another strong year.

We continue to persevere in our strategy to build brands through sampling, trade awareness, and strengthening relationships across all markets. Challenges from economic uncertainty and civil unrest will no doubt extend into next year. However, our base of distribution should continue to serve us well.

People and process
We are always reviewing opportunities to manufacture WD-40 in Asian countries. While we currently assemble product in Australia, it is only for the Australian and New Zealand markets. Product supplied to Asia comes from the U.S., where quality and timeliness of delivery are of paramount importance. We also work closely with our marketing distributors across Asia, establishing the WD-40 brand in various markets and industries. Our people continue to build on their competencies through external education programs and hands-on learning.
Financial results. Although WD-40 Company announced record sales in 2000—$152.7 million worldwide—and had anticipated record earnings, net income for the year was $20.6 million, down 6.8% from 1999. Several factors contributed to the shortfall. The steady rise in oil prices had an impact on margins, as did currency devaluation and retail mergers in Europe.

The fiscal year had several high points, however. Results show that in its first year as part of the product lineup Lava grew to be a significant part of business in the U.S. (12% of total U.S. sales) and plans were implemented to launch the brand in Europe during the coming year. Sales in Asia/Pacific were up 15%, setting a new record. Clearly, the brand diversification strategy is paying off.

### Ten-year summary

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<th>Year</th>
<th>Net Sales</th>
<th>Cost of Product Sold</th>
<th>Gross Profit</th>
<th>Operating Expenses</th>
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### Profitability ratios

- Return on Equity: 38%
- Return on Assets: 23%
- Return on Sales: 13%

### Year-over-year comparison

The graphs shown to the right highlight WD-40 Company’s financial performance over the past year, compared to 1999. What the graphs do not tell, however, are the many important initiatives that made 2000 such a pivotal year for the company.
INVESTMENT FEATURES

Corporate Information

Board of Directors
Mario L. Cisello
Investor

Daniel W. Derbes
Chairman of the Board
WD-40 Company
President
Signal Ventures

Harlan F. Harmsen
Retired Attorney
Secretary
WD-40 Company

Jack L. Heckel
Retired, Former President and
Chief Operating Officer
GenCorp

Gary L. Luick
President and CEO
ClickGarden Inc.

Kenneth E. Olsson
Investor
Former Chairman and CEO
Proelma Corp.

Garry O. Ridge
President
Americas Brand Support Centre

Gerald C. Schieff
Retired, Former President and
Chief Executive Officer
WD-40 Company

Executive Officers
Edward J. Walsh
President
The Sparta Group, Ltd.

Garry O. Ridge
President
Chief Executive Officer

Graham P. Milner
Senior Vice President
Chief Information Officer

Michael L. Freeman
Vice President Operations
Chief Information Officer

Thomas J. Tranchina
Vice President Finance
Chief Financial Officer

Michael J. Irvin
Vice President Marketing
The Americas

William B. Noble
Managing Director Europe
WD-40 Company Ltd. (U.K.)

Geoffrey J. Hindsworth
Managing Director Asia/Pacific
WD-40 Company (Australia) Pty Ltd.

Officers
Diane L. Gazzola
President
WD-40 Products (Canada) Ltd.

Steven E. Schwab
Vice President Sales
United States of America

General Counsel
Harmsen, Carpenter, Sidell & Olson
A Law Corporation

Independent Accountants
PricewaterhouseCoopers LLP

Transfer Agent & Registrar
ComputerShare Investor Services, LLC

Annual Meeting
2:00 PM, December 12, 2000, Mission Valley
Doubletree Hotel 750 Hazard Center Drive,
San Diego, California 92108
619-297-5466

Web Site
www.wd40.com

Corporate Brand Support Centre
WD-40 Company
1061 Cudahy Place
San Diego, CA 92110
619-275-1400

Subsidiaries
WD-40 Company Ltd. (U.K.)
WD-40 Products (Canada) Ltd.
WD-40 Company (Australia) Pty Ltd.

Americans Brand Support Centre
WD-40 Company
1061 Cudahy Place
San Diego, California 92110

European Brand Support Centre
WD-40 Company (United Kingdom) Ltd.
Brick Close
Klin Farm, Milton Keynes MK11 3LJ
United Kingdom

Asia/Pacific Brand Support Centre
WD-40 Company (Australia) Pty Ltd.
Suite 23, 2nd Floor
41 Rawson Street
Epping, N.S.W. 2121
Australia

Listed
Nasdaq National Market System
Symbol: WDFC
Industry Sector: Consumer Goods
The Environment—A Fundamental Commitment In Our Business
WD-40 Company has long been committed to protecting the environment. Through the use of our lubricant products to extend the life of tools and equipment, we help to save natural resources and reduce the accumulation of solid waste.
All of our products are responsibly manufactured, with recycled materials used in many packaging components. As technology allows, we will continue to explore additional processes that reflect our long-standing commitment to the environment.
Over the years, we have consistently made changes to benefit the environment. It is a responsibility that we take very seriously. We consider the environment itself to be one of our stakeholders, and increasing the value we return to our stakeholders has always been WD-40 Company's primary corporate mission.

Copy of Form 10-K
Beneficial owners may obtain without charge a copy of WD-40 Company's annual report on Form 10-K, filed with the Securities and Exchange Commission for 2000, by writing to the Secretary, WD-40 Company, P.O. Box 80607, San Diego, California 92138-0607

This annual report contains forward-looking statements concerning WD-40 Company's outlook for sales, earnings, dividends, and other financial results. These statements are based on an assessment of a variety of factors, contingencies, and uncertainties considered relevant by WD-40 Company. Forward-looking statements involve risks and uncertainties that may cause actual results to differ materially from the forward-looking statements, including sales of specific brands, the impact of new packaging and displays, the acquisition of brands, and impacts of currency. The Company's expectations, beliefs, and projections are expressed in good faith and are believed by the Company to have a reasonable basis, including without limitation management's consideration of historical operating trends, data contained in the Company's records, and other data available from third parties, but there can be no assurance that the Company's expectations, beliefs, or projections will be achieved or accomplished. The Company advises all investors to the extent permitted by law, to consult any other reports or statements that the Company makes, whether written or oral, as well as other reports and statements that the Company has filed with the SEC. Any statements included in this annual report that are not historical facts are forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Exchange Act of 1934. Forward-looking statements involve a number of assumptions, risks, uncertainties, and other factors that could cause actual results to be materially different from those expressed or implied by such forward-looking statements.