



# CORPORATE OVERVIEW

April 2022



# FORWARD-LOOKING STATEMENTS

Historical financial and operating data in this presentation reflect the consolidated results of WD-40 Company, its subsidiaries and its legal entities. WD-40 Company markets maintenance products (“MP”) under the WD-40®, 3-IN-ONE®, and GT85® brand names. Currently included in the WD-40 brand are the WD-40 Multi-Use Product and the WD-40 Specialist®, and WD-40 BIKE® product lines. WD-40 Company markets the following homecare and cleaning (“HCCP”) brands: X-14® automatic toilet bowl cleaners, 2000 Flushes® automatic toilet bowl cleaners, Carpet Fresh® and no vac® rug and room deodorizers, Spot Shot® aerosol and liquid carpet stain removers, 1001® household cleaners and rug and room deodorizers and Lava® and Solvol® heavy-duty hand cleaners.

Except for the historical information contained herein, this presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements reflect the Company’s current expectations with respect to currently available operating, financial and economic information. These forward-looking statements are subject to certain risks, uncertainties and assumptions that could cause actual results to differ materially from those anticipated in or implied by the forward-looking statements.

Our forward-looking statements include, but are not limited to, discussions about future financial and operating results, including: growth expectations for maintenance products; expected levels of promotional and advertising spending; anticipated input costs for manufacturing and the costs associated with distribution of our products; plans for and success of product innovation, the impact of new product introductions on the growth of sales; anticipated results from product line extension sales; expected tax rates and the impact of tax legislation and regulatory action; the length and severity of the current COVID-19 pandemic and its impact on the global economy and the Company’s financial results; the impacts from inflationary trends and supply chain constraints; and forecasted foreign currency exchange rates and commodity prices. Our forward-looking statements are generally identified with words such as “believe,” “expect,” “intend,” “plan,” “could,” “may,” “aim,” “anticipate,” “target,” “estimate” and similar expressions.

The Company’s expectations, beliefs and forecasts are expressed in good faith and are believed by the Company to have a reasonable basis, but there can be no assurance that the Company’s expectations, beliefs or forecasts will be achieved or accomplished.

Actual events or results may differ materially from those projected in forward-looking statements due to various factors, including, but not limited to, those identified in Part I—Item 1A, “Risk Factors,” in the Company’s Annual Report on Form 10-K for the fiscal year ended August 31, 2021 which the Company filed with the SEC on October 22, 2021 and in the Company’s Quarterly Report on Form 10-Q for the period ended November 30, 2021 which the Company filed with the SEC on January 6, 2022.

All forward-looking statements included in this presentation should be considered in the context of these risks. All forward-looking statements reflect the Company’s expectations as of January 6, 2022, and we undertake no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Investors and prospective investors are cautioned not to place undue reliance on our forward-looking statements.





**WHO WE ARE**



# WHAT DOES A GOOD BUSINESS LOOK LIKE?

- Strong and highly engaged culture
- Simple and easy to understand business model
- Brand leader in its industry
- Superior returns on capital
- Sustainable competitive advantage
- Significant cash flow generation
- Strong balance sheet
- Growth opportunities
- Proven management team

# PLANNED LEADERSHIP TRANSITION

- Last month, we began the execution of a planned leadership transition
- Garry Ridge has announced his retirement from the role of CEO effective 8/31/22
- Steve Brass was named as Garry's successor and has been appointed to serve on the Board of Directors
- Steve will become CEO effective 9/1/22
- Garry will remain chairman of the board until 12/12/22
- Thereafter, he will be bestowed with the honorary title of Chairman Emeritus
- Once Garry steps down as CEO, he will continue to serve as a strategic advisor to the Company in a consulting capacity until 6/30/23



Garry Ridge



Steve Brass

# WD-40 COMPANY'S ORIGINS

*In the 1950's a chemist in San Diego set out to create a compound that would prevent rust and corrosion. It took him **40 attempts to get the water displacing formula right**, but the result became the original secret formula for WD-40® Multi-Use Product.*



**1953**

Rocket Chemical Company Incorporated

**1958**

WD-40 Multi-Use Product makes appearance on store shelves in San Diego

**1973**

WD-40 Company goes public on the NASDAQ; stock increases 61% on first trading day

**2008**

International sales exceed domestic sales for the first time in Company's history

**2015**

WD-40 EZ-REACH successfully launched

**1953 - 1958**

WD-40 Multi-Use Product is used by aerospace industry and on the SM-65 Atlas missile

**1970**

The name WD-40 Company was adopted

**1997**

Garry Ridge named president and CEO

**2005**

WD-40 Smart Straw successfully launched

**2011**

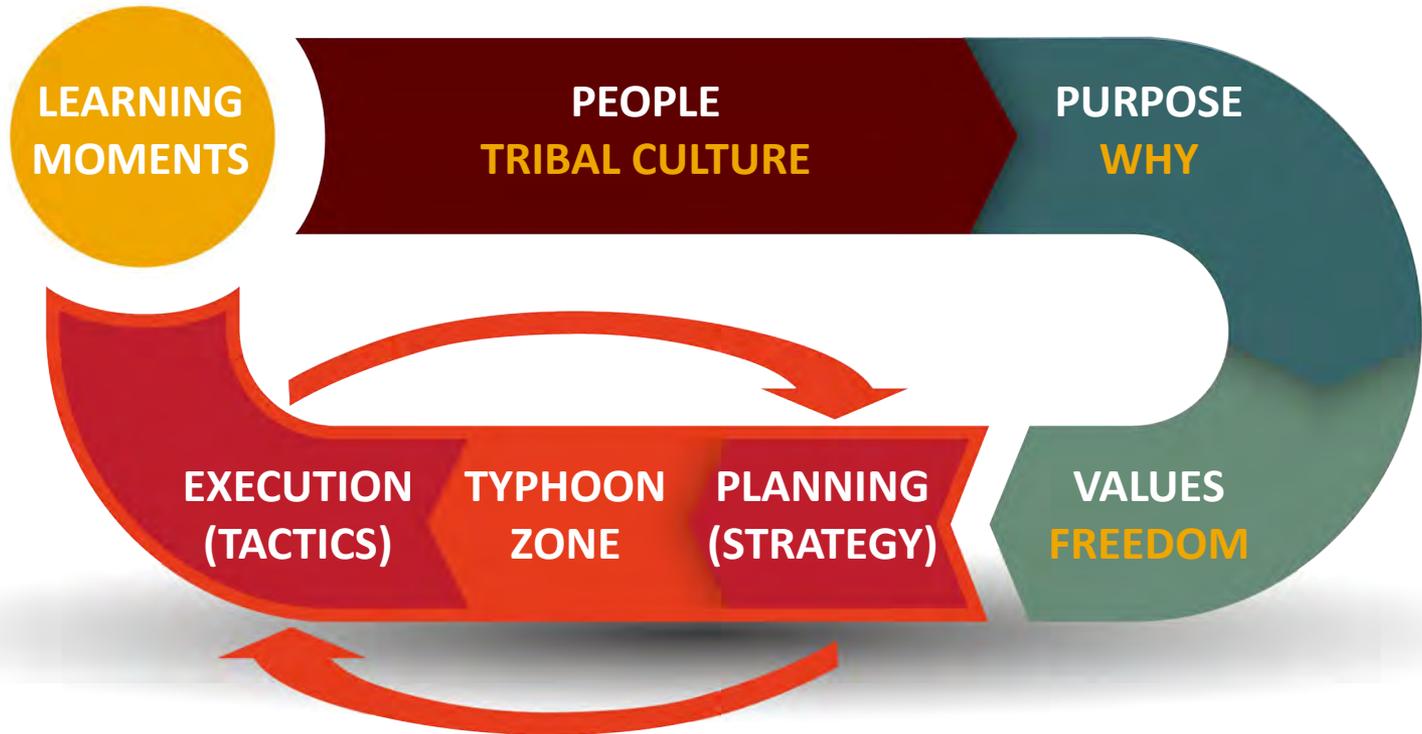
WD-40 Specialist product line successfully launched

**In 2021...**

Company celebrated its 68<sup>th</sup> anniversary, flagship WD-40 Brand is more popular than ever, achieved over \$488 million in net sales, and products are available in more than 176 countries and territories worldwide



# PEOPLE PURPOSE PASSION PRODUCTS



CARE - CANDOR - ACCOUNTABILITY - RESPONSIBILITY

## **OUR PURPOSE “WHY”**

We exist to create positive lasting memories in everything we do. We solve problems. We make things work smoothly. We create opportunities.

## **HOW WE DO IT “HOW”**

We create positive lasting memories by cultivating a tribal culture of learning and teaching, which produces a highly engaged workforce who live our Company’s values every day.

## **OUR MISSION “WHAT”**

We deliver unique, high value and easy-to-use solutions for a wide variety of maintenance needs in workshops, factories and homes. We market and distribute our brands across multiple trade channels in countries all over the world.

# OUR VALUES

WE VALUE  
**DOING**  
THE RIGHT  
**THING.**

WE VALUE  
CREATING POSITIVE  
**LASTING**  
MEMORIES  
IN ALL OUR  
RELATIONSHIPS.

WE VALUE  
MAKING IT  
**BETTER**  
THAN IT IS  
**TODAY.**

WE VALUE  
SUCCEEDING AS  
**A TRIBE**  
**WHILE**  
EXCELLING AS  
INDIVIDUALS.

WE VALUE  
OWNING IT  
AND PASSIONATELY  
**ACTING**  
**ON IT.**

WE VALUE  
SUSTAINING  
THE WD-40  
COMPANY  
ECONOMY.

# ENVIRONMENT, SOCIAL AND GOVERNANCE (“ESG”)

- The Company believes that taking an integrated approach to ESG enhances the sustainability of its business and protects the long-term interests of its stakeholders
- The Company’s inaugural ESG Report covers practices and activities related to material issues focusing primarily on three areas: tribe, products, and sourcing & supply chain
- Subsequent to the publication of the inaugural report, the Company began to focus on the following ESG initiatives to be completed in the next two-year reporting period:
  - Measuring and reporting the Company’s carbon footprint
  - Improving the understanding of, and performance related to, the circular supply chain
  - Developing a sustainability lens for tribe members to use in decision-making
  - Making the organization more diverse, equitable and inclusive than it is today
- The Company expects its next ESG report will be published early in fiscal year 2023



The Company’s ESG report can be downloaded [here](#).



# CIRCLE OF COMPETENCE



# OUR CIRCLE OF COMPETENCE



This intense focus on playing to his strengths — and largely ignoring everything else — lies at the heart of Buffett's success. He once remarked: "You have to stick within what I call your **circle of competence**. You have to know what you understand and what you don't understand. It's not terribly important how big the circle is. But it's terribly important that you know where the perimeter is."

- Warren Buffett

# BRAND EQUITY

*The “shield” carries with it positive brand equity - the brand is memorable, easily recognizable, and known for its superiority in quality and reliability.*



*Similar to Coca-Cola, Kentucky Fried Chicken and Google, the formula for WD-40 Multi-Use Product is a trade secret so protected that there was never a patent filed for it.*



# 2022 EMPLOYEE ENGAGEMENT SURVEY RESULTS

Question	Result
<b>Average of all questions</b>	<b>93.5</b>
I love to tell people that I work for WD-40 Company.	98.3
I understand how my job contributes to achieving WD-40 Company's goals.	98.1
I feel my opinions and values are a good fit with the WD-40 Company culture.	97.2
I respect my coach.	97.0
I am clear on the company's goals.	96.7
I know what results are expected of me.	96.3
WD-40 Company encourages employees to continually improve in their job.	94.2
My coach encourages me to find new and innovative solutions and better ways of doing things.	93.9
I am excited about WD-40 Company's future direction.	93.7
WD-40 Company's "Why," "How," and "What" motivates me to help the company succeed.	93.6
My coach keeps me informed about decisions and events that affect my job.	93.2
I feel like I am a valued member of my functional team.	93.0

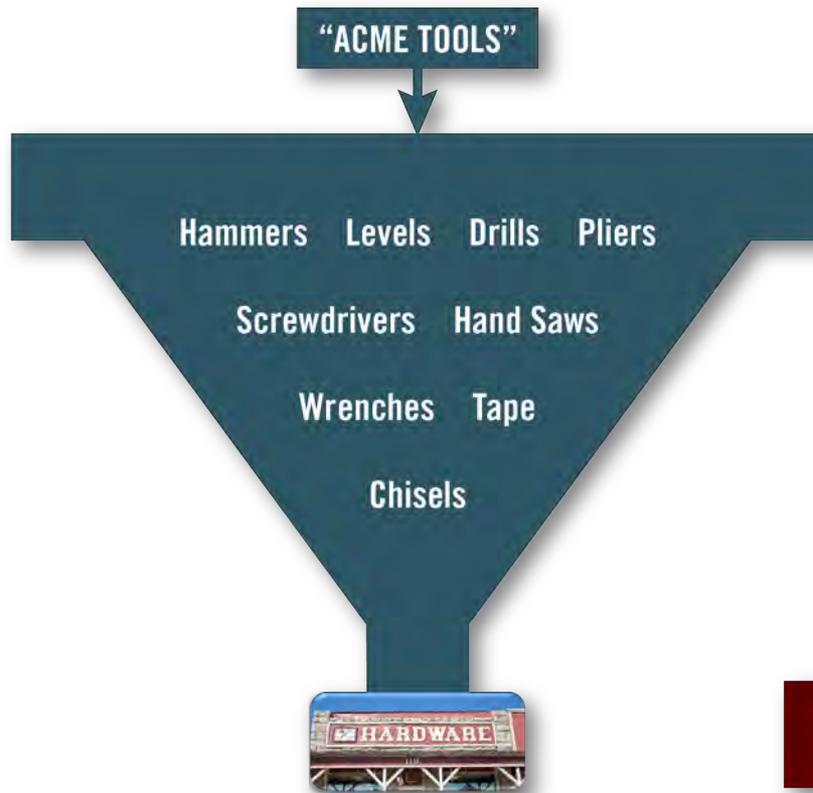


"What I value most about being a part of the WD-40 Company tribe is the mutual respect and admiration we have for each other. Our leaders inspire us to stay positive, choose our battles wisely, and always strive to better ourselves."

- Lisa Wright, Customer Relations Specialist, United States



# UNIQUE APPROACH TO DISTRIBUTION



**One brand,  
one trade channel,  
multiple products**



**Multiple brands,  
62 unique trade channels,  
multiple products**

# BROAD GLOBAL INFRASTRUCTURE

*Our products are currently available in more than 176 countries and territories worldwide and in over 62 unique trade channels*

- Aircraft Supplies
- Appliance Repair
- Automotive
- Bicycle
- Big Box
- Body Shop
- Building Supplies
- Chemicals
- Drug Store
- E-Commerce
- Electrical Equipment
- Farming Equipment
- Grocery
- Hardware
- HVAC
- Industrial Supplies
- Janitorial
- Lawn and Garden
- Locksmith
- Marine
- Motorcycle
- Office Supplies
- Plumbing
- Refrigeration
- Sporting Goods
- Welding Equipment

# MARKET SHARE OF END USERS IN DEVELOPED MARKETS

## MAINTENANCE, REPAIR & OVERHAUL



## CONSTRUCTION & SKILLED TRADES



## PASSIONATE HOBBYIST



## AT HOME NON-ENTHUSIAST



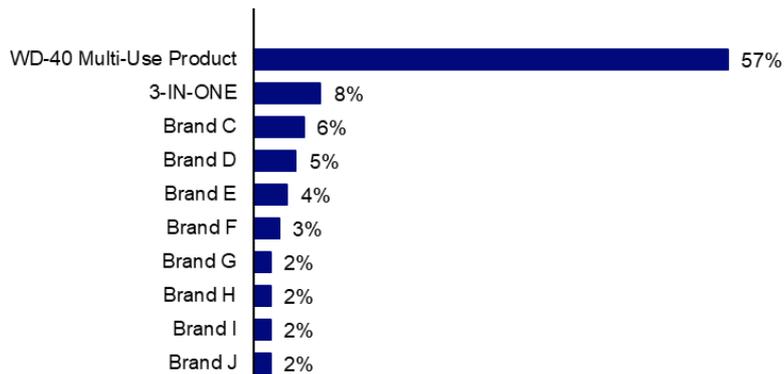
\$70.00 per year



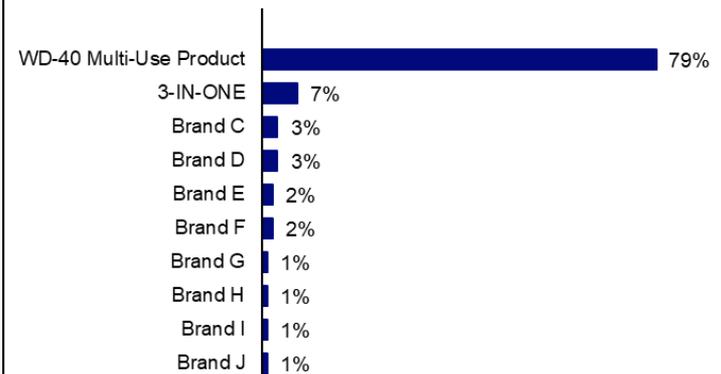
\$0.40 per year

Annual usage amounts vary dramatically among our end-users

### Market Share of Work User in United States



### Market Share of Home User in United States



# DEVELOPED MARKET DISTRIBUTION

*Though e-commerce (included in 'other' category) makes up only a small % of our global sales, it has been our fastest growing channel for the past 4 years.*



*We estimate ~60% of our product volumes are used by professionals in workshops and factories*



**MAINTENANCE,  
REPAIR & OVERHAUL**



**CONSTRUCTION &  
SKILLED TRADES**



**PASSIONATE  
HOBBYIST**



**AT HOME NON-  
ENTHUSIAST**





# GROWTH ASPIRATIONS





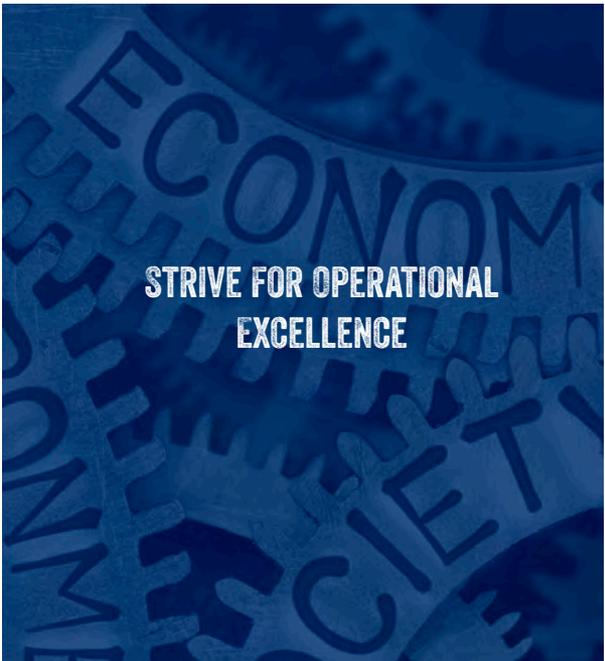
**BUILD A BUSINESS FOR THE  
FUTURE**

**HOW**

**WHAT**



**ATTRACT, DEVELOP AND  
ENGAGE OUTSTANDING  
TRIBE MEMBERS**



**STRIVE FOR OPERATIONAL  
EXCELLENCE**



**GROW WD-40® MULTI-USE  
PRODUCT**



**GROW THE WD-40  
SPECIALIST® PRODUCT  
LINE**



**EXPAND AND SUPPORT  
PORTFOLIO OPPORTUNITIES  
THAT HELP US GROW**

# STRATEGIC INITIATIVES



## 1. Build a Business for the Future

Build an enduring business that we will be proud to pass onto the next generation. By using our purpose and values as a decision-making filter, we will make infinite-minded decisions that create and protect long-term stakeholder value.

### Desired Outcome<sup>(1)</sup>

*Fully integrate ESG factors into our business*



## 2. Attract, Develop and Engage Outstanding Tribe Members

We know our people make us great. By building and nurturing an inclusive and diverse, purpose-driven, learning and teaching organization, our tribe members will succeed together while excelling as individuals.

*Grow employee engagement to greater than 95 percent*



## 3. Strive for Operational Excellence

Foster a culture of continuous improvement in which operational excellence is the responsibility of every tribe member. Operational excellence means optimizing collaboration, resources, systems and processes as well as prioritizing the use of our time, talent, treasure and technology.

*Execute the 55/30/25 business model*



## 4. Grow WD-40® Multi-Use Product

Grow the WD-40 Multi-Use Product line through continued geographic and digital expansion, increased market penetration, educating end-users about new uses, and the development of new and unique delivery systems that make the product easier to use.

*Grow WD-40 Multi-Use Product to ~\$525 million in net sales by 2025*



## 5. Grow the WD-40 Specialist® Product Line

Leverage the WD-40® Brand by developing new products and categories which build and reinforce the core brand positioning and create growth through continued geographic and digital expansion.

*Grow WD-40 Specialist to ~\$125 million in net sales by 2025*



## 6. Expand and Support Portfolio Opportunities that Help Us Grow

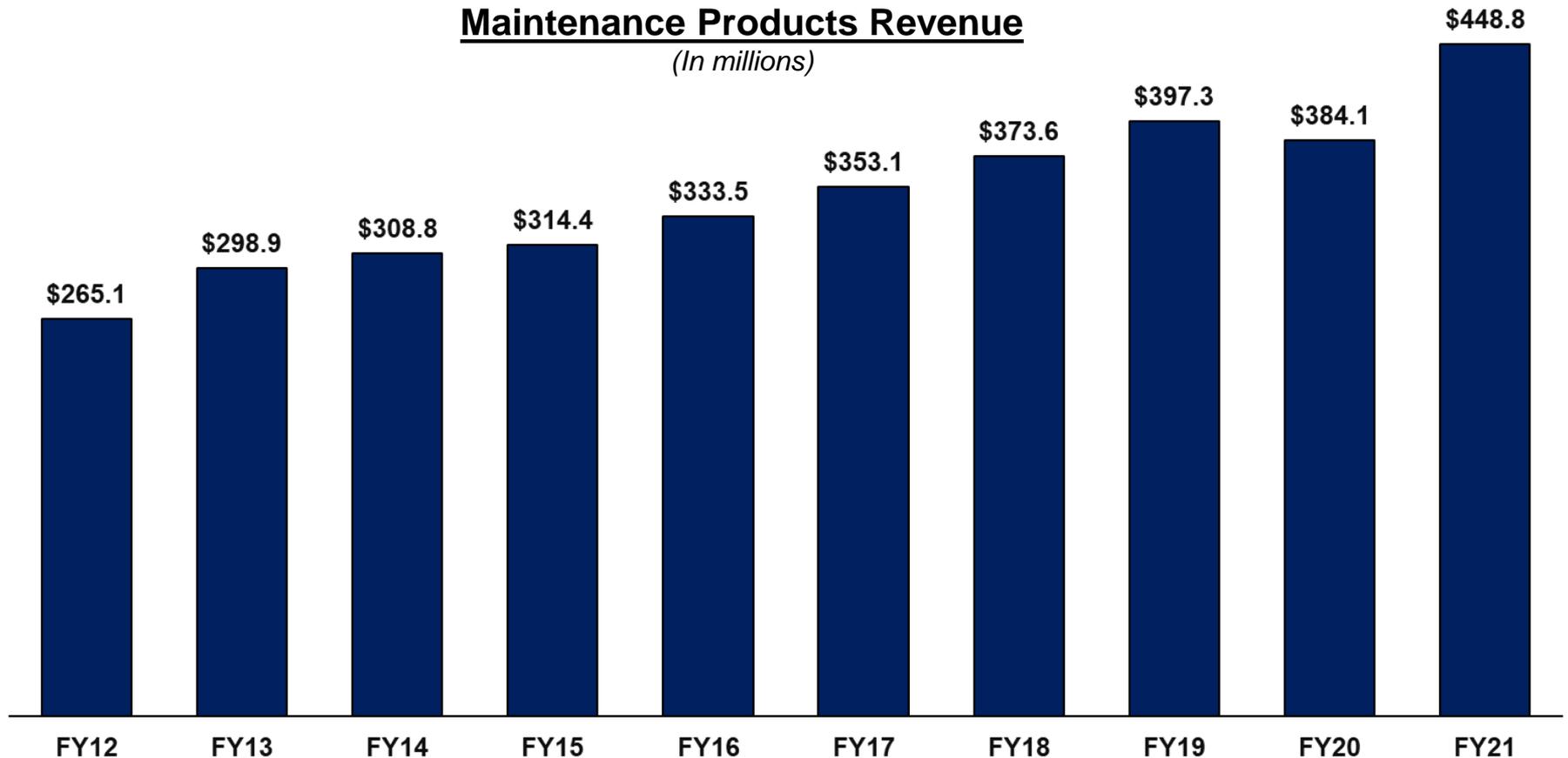
Expand 3-IN-ONE, GT85 or future maintenance brands with portfolio opportunities that fit well within our unique multi-channel distribution network. Support homecare and cleaning brands that provide healthy profit returns.

*Grow to ~\$50 million in net sales by 2025*

# 10-YEAR MAINTENANCE PRODUCT SALES

*Our maintenance products have grown at a compounded annual growth rate of 5.8% over the last 10-years*

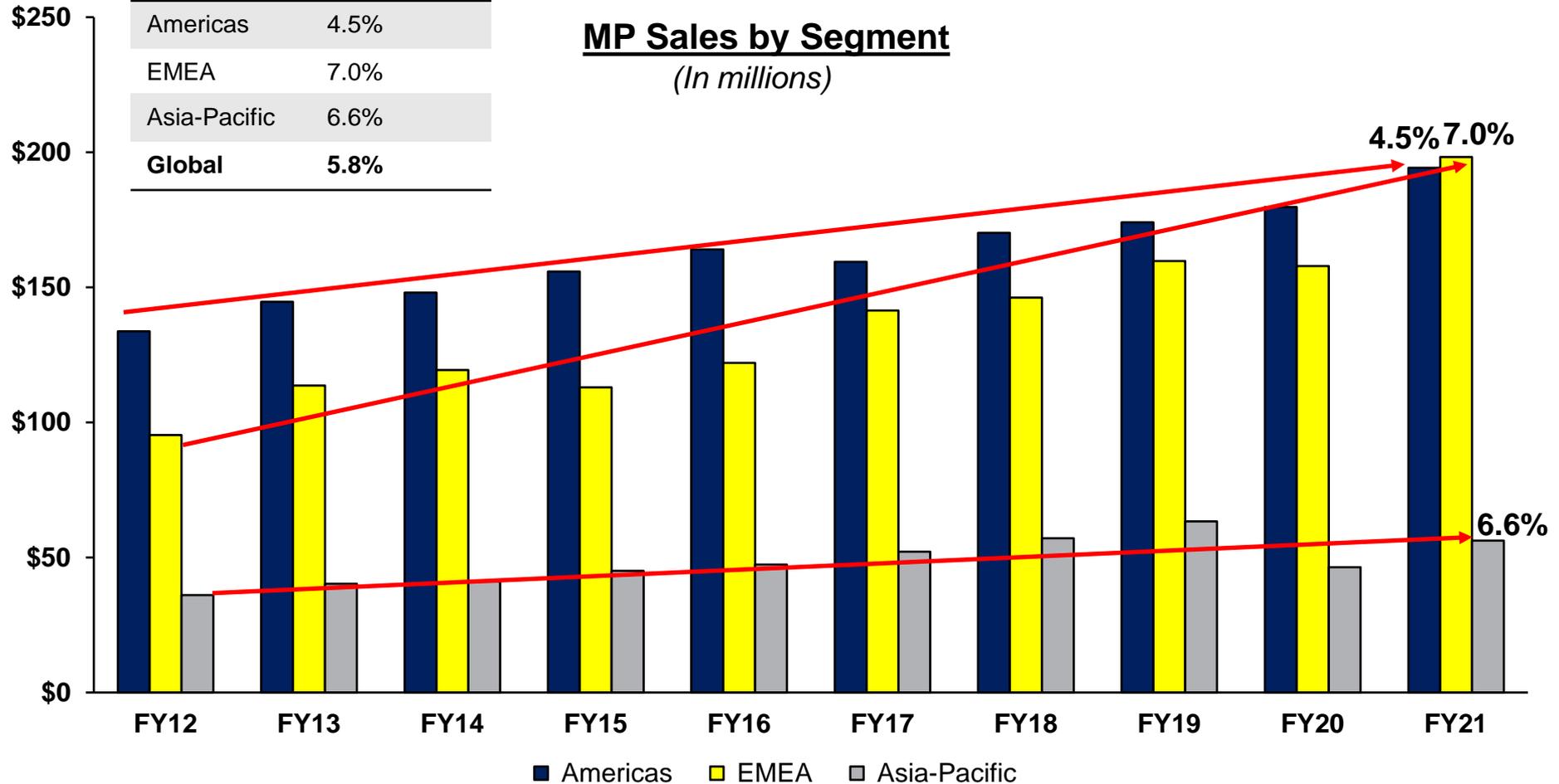
## Maintenance Products Revenue (In millions)



# 10-YEAR MAINTENANCE PRODUCT SALES BY SEGMENT

Maintenance Products 10-Year CAGR	
Americas	4.5%
EMEA	7.0%
Asia-Pacific	6.6%
<b>Global</b>	<b>5.8%</b>

**MP Sales by Segment**  
(In millions)

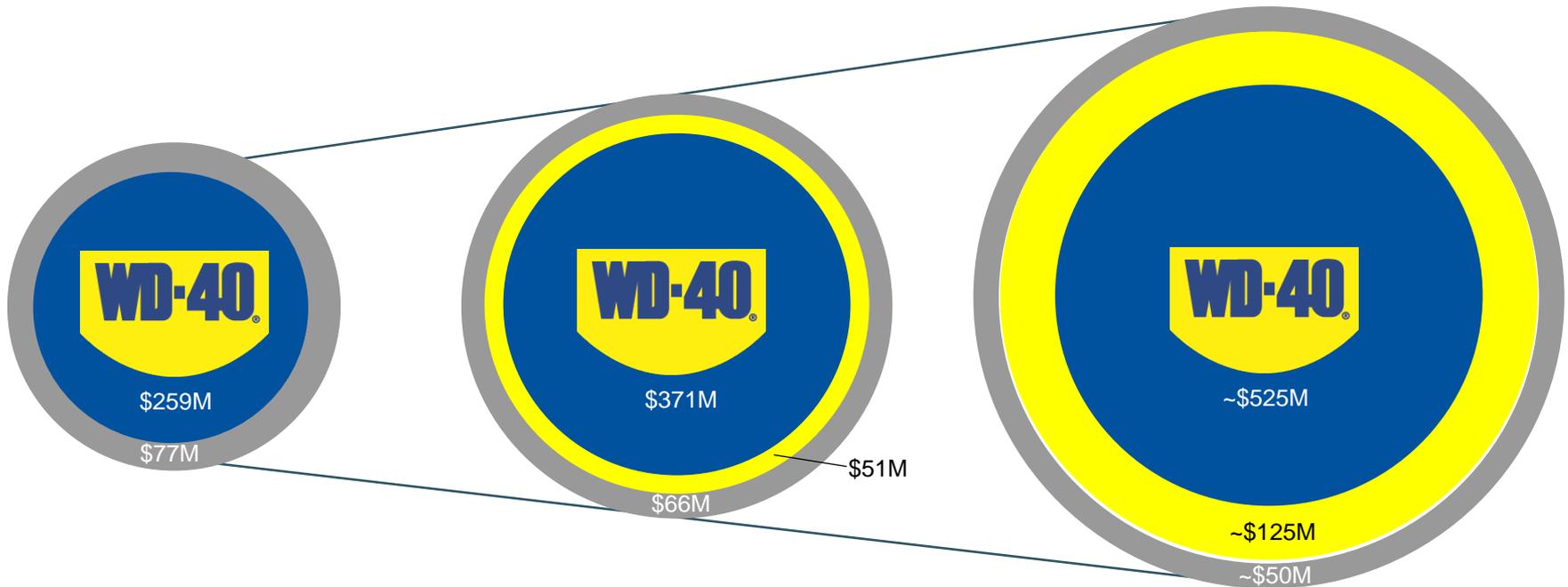


# REVENUE GROWTH ASPIRATIONS

**FY 2011**  
**Reported Revenue**  
**\$336M**

**FY 2021**  
**Reported Revenue**  
**\$488M**

**2025 Growth Aspirations**  
**Anticipated Revenue Target**  
**\$650M – \$700M<sup>(1)</sup>**



■ Revenue Generated by WD-40 Multi-Use Product

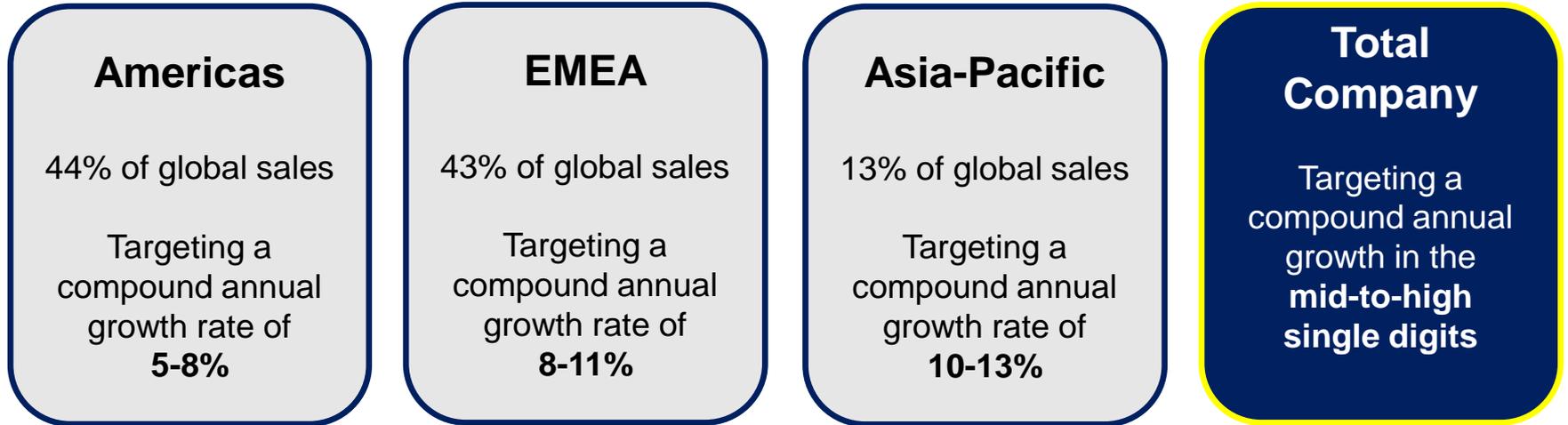
■ Revenue Generated by WD-40 Specialist<sup>(2)</sup>

■ Revenue Generated by Strategic Initiative #6<sup>(3)</sup>

- 1) Our growth aspirations for revenue are based on the Company's current expectations, beliefs and forecasts to strive to meet the higher end of our anticipated 2025 revenue targets. They are expressed in good faith and are believed by the Company to have a reasonable basis, but there can be no assurance that they will be achieved or accomplished. Historical revenue numbers have not been adjusted for changes in foreign currency exchange rates.
- 2) Beginning in Q4FY21, the Company combined revenue from WD-40 BIKE into the FY2021 reported revenue and future revenue projections for WD-40 Specialist.
- 3) Strategic Initiative #6 includes WD-40 Company products under the following brands: 3-IN-ONE, GT85, no vac, Spot Shot, 1001, X-14, Carpet Fresh, 2000 Flushes, Lava and Solvol.



# GROWTH AMBITION BY SEGMENT



## Primary Growth Drivers:

- Geographic expansion of WD-40 Multi-Use Product
- Premiumization through conversion to Smart Straw Next Generation and EZ-REACH
- Increased penetration of WD-40 Specialist
- Heightening focus on digital commerce

\* Percentage of sales number for the year ending of 8/31/21.



**MUST-WIN BATTLES**



# OUR MUST-WIN BATTLES

Must-Win Battle  
#1

Geographic  
Expansion

Must-Win Battle  
#2

Premiumization

Must-Win Battle  
#3

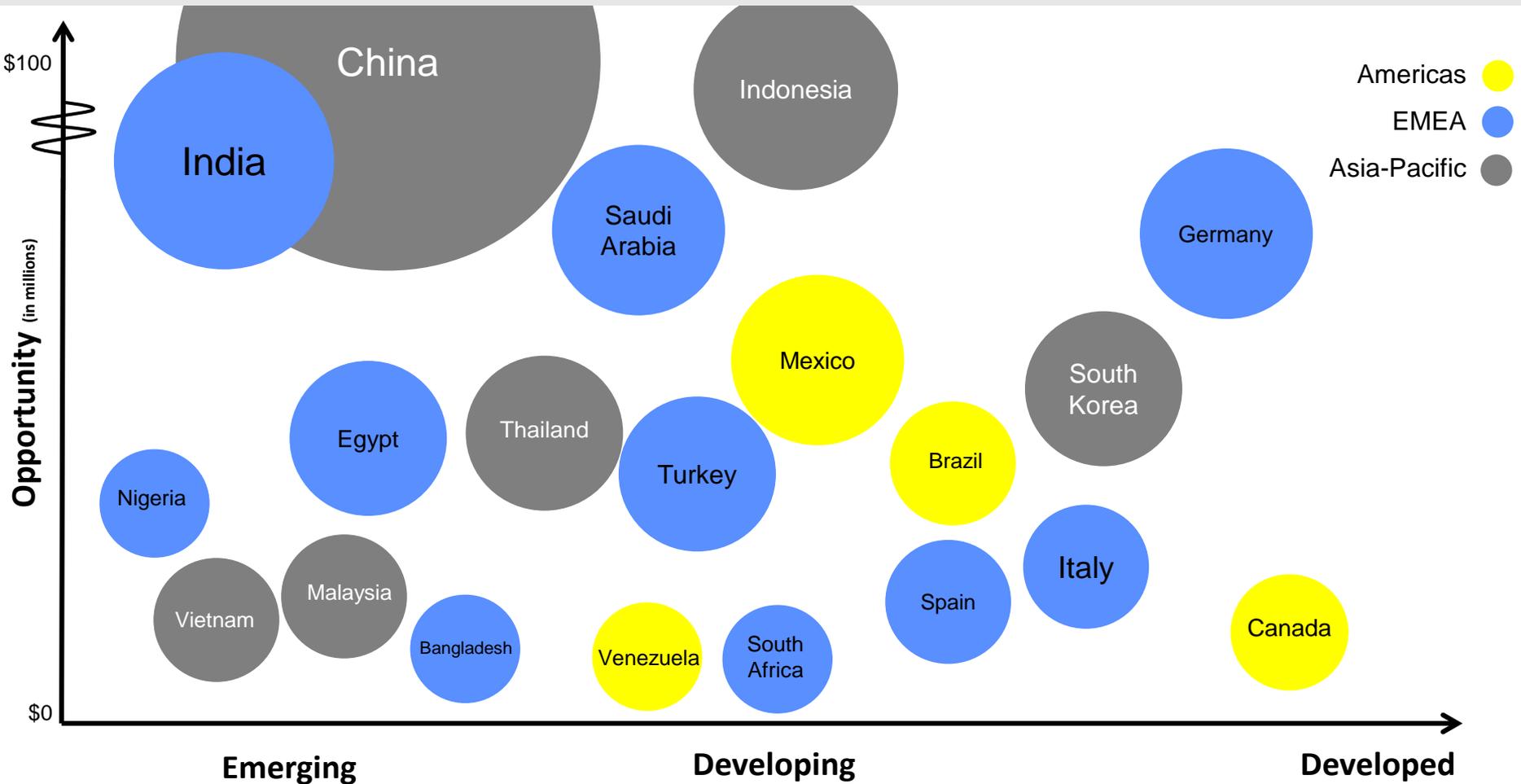
Drive WD-40  
Specialist Growth

Must-Win Battle  
#4

Digital  
Commerce

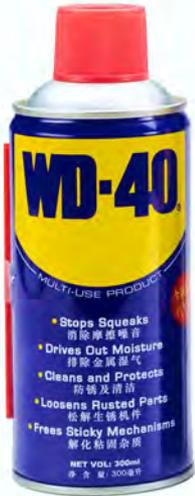
# MUST-WIN BATTLE #1 - GEOGRAPHIC EXPANSION

We estimate the potential global market opportunity for WD-40 Multi-Use Product to be ~\$1.0B <sup>(1)</sup>



29 1) Based on Industrial Value Added (IVA) / Purchase Price Parity (PPP) third-party benchmarking. WD-40 Company's estimated IVA/PPP figure is calculated using country GDP (PPP) data, which is a country's GDP converted into 'international dollars' using the PPP index, then multiplied by the country's IVA (% GDP) figure.

# MUST-WIN BATTLE #2 - PREMIUMIZATION



Classic Can



Smart Straw®



Next Generation  
Smart Straw®



EZ-Reach®  
Flexible Straw

- At the end of FY21, sales of premiumized products represented 49% WD-40 Multi-Use Product global sales
- Our objective is to grow Smart Straw penetration to >60% of WD-40 Multi-Use Product global sales

Premiumization of the blue and yellow can with the little red top creates opportunities for revenue growth and gross margin expansion

# MUST-WIN BATTLE #3 – WD-40 SPECIALIST



Our new WD-40 Specialist packaging creates a stronger brand presence for both WD-40 Multi-Use Product and WD-40 Specialist, aligning them as the blue and yellow **brand** with the little red top

# WD-40 SPECIALIST PRODUCT CATEGORIES



# MUST-WIN BATTLE #4 – DIGITAL COMMERCE

Our **global digital ambition** is to engage with end-users at scale, becoming the global leader in our category on the digital platforms they use, making it easy to access, learn about, and purchase our brands online.

Creating positive lasting memories....**ONLINE**



# FINANCIAL PERFORMANCE



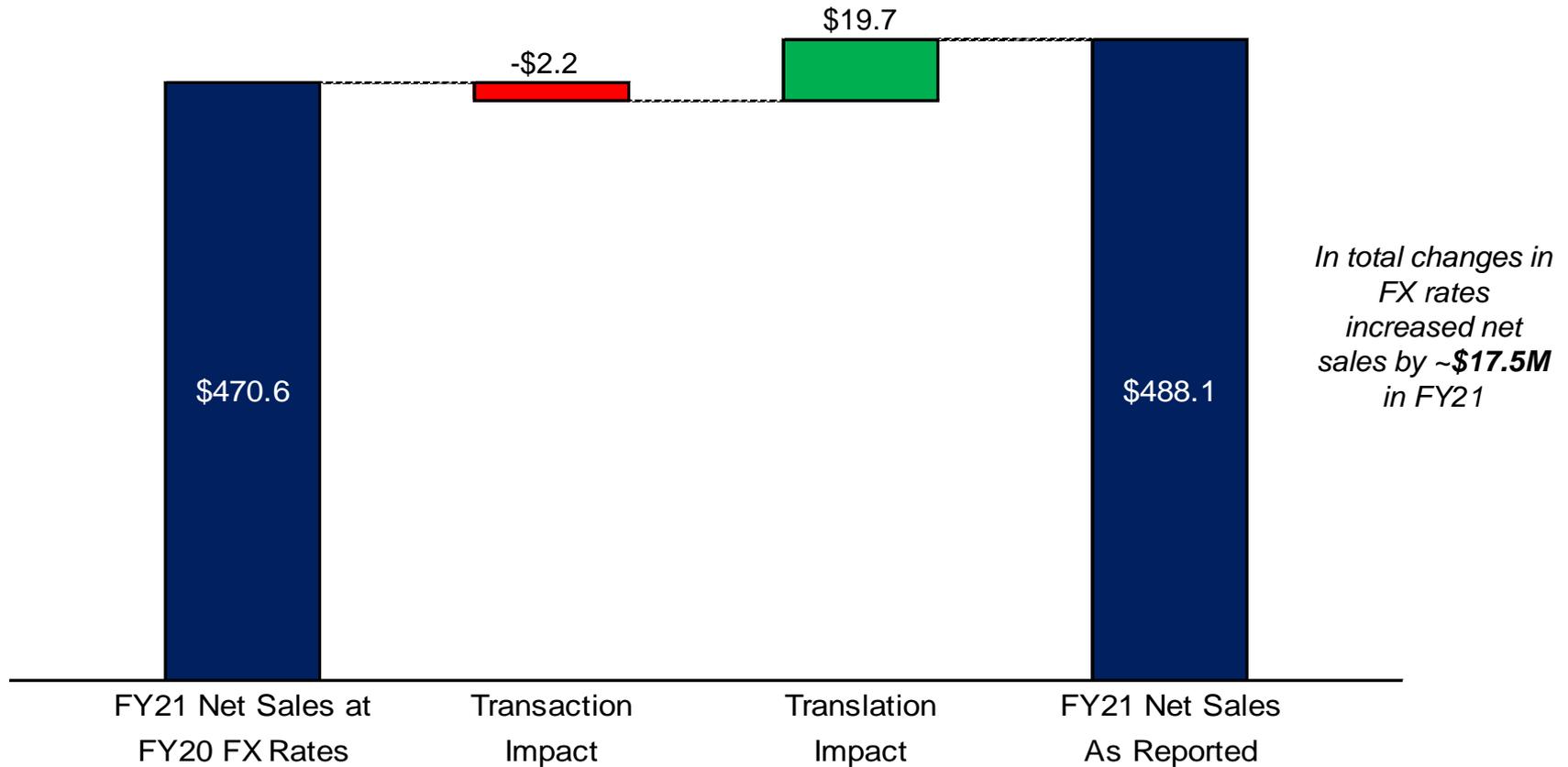
# FY21 RESULTS

<i>(\$ in millions; except EPS, gross profit and % change)</i>	<b><u>FY21</u></b>	<b><u>FY20</u></b>	<b><u>% Change</u></b>
Net Sales	\$488.1	\$408.5	19%
Gross Profit (%)	54.0%	54.6%	-60 bp
Operating Income	\$88.8	\$77.2	15%
Net Income	\$70.2	\$60.7	16%
EPS (Diluted)	\$5.09	\$4.40	16%

- Net sales were up significantly in FY21 primarily due to a higher level of renovation and maintenance activities by end-users during the pandemic, recoveries in many markets due to improvements in public health and safety standards related to the pandemic, and increased distribution and sales within the e-commerce channel.
- Overall, changes in foreign currency exchange rates had a favorable impact on net sales in FY21.
- When you take both translation (or “constant currency”) and transaction exposure into consideration, the impacts of foreign currency exchange rates increased our total net sales by approximately \$17.5 million.

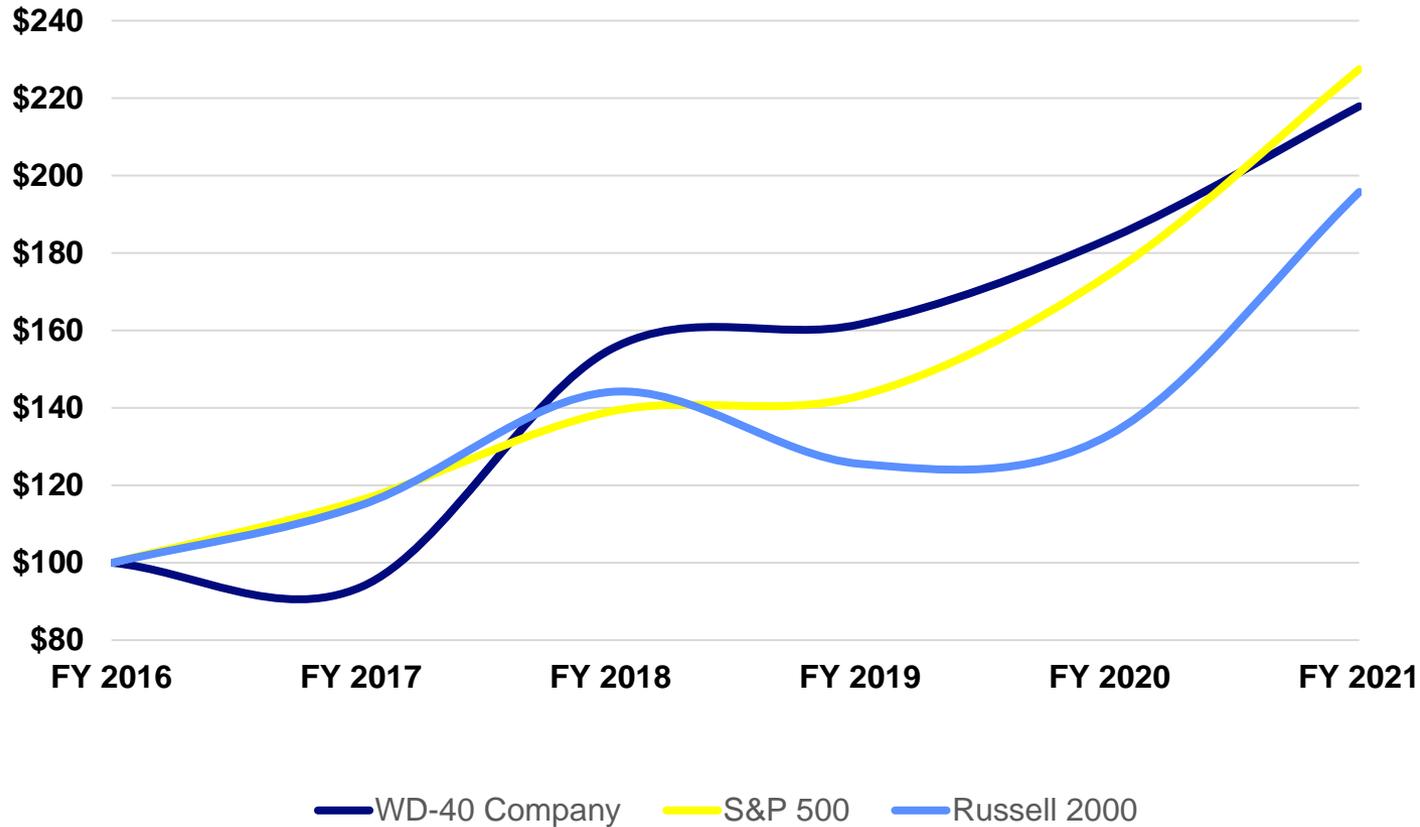
# FY21 FOREIGN CURRENCY EXCHANGE IMPACT

## FY21 Net Sales (In millions)



# 5-YEAR COMPARISON OF TOTAL STOCKHOLDER RETURN

Value of \$100 Invested on August 31, 2016



\*\$100 invested on 8/31/16 in stock or index, including reinvestment of dividends.  
Fiscal year ending August 31.

Copyright© 2021 Standard & Poor's. All rights reserved.  
Copyright© 2021 Russell Investment Group. All rights reserved.



# WHAT DROVE THE PERFORMANCE?

## SOLID FINANCIAL FOUNDATION

- Strong balance sheet
- Predictable free cash flow
- Strong liquidity & access to capital

## FOCUSED ON CREATING VALUE

- High Returns on Invested Capital
  - ROIC was 31% in FY18, 27% in FY19, 32% in FY20, and 35% in FY21
- Employee earned incentives tied to EBITDA growth

## EFFICIENT BUSINESS MODEL WITH ASSET-LIGHT STRATEGY

- Average annual maintenance CAPEX needs of about 1% to 2% of net sales<sup>(1)</sup>
- Outsourced manufacturing and distribution
- Sales per employee of \$0.9M in FY21

## GROWTH PLATFORM SUPPORTED BY STRONG BRANDS

- Brand portfolio includes many well-known brands and products
- Global diversification reduces risk
- Long runway of growth ahead

*We invest in brands and people, not factories and warehouses*

(1) Fiscal years 2017 – 2021 include capital investments above this range due to investments the Company has made in new facilities in San Diego, Milton Keynes and Pine Brook. In addition, the Company has been making investments in new manufacturing equipment to increase capacity and make improvements to its proprietary delivery systems.



# 55/30/25 BUSINESS MODEL



# THE 55/30/25 BUSINESS MODEL

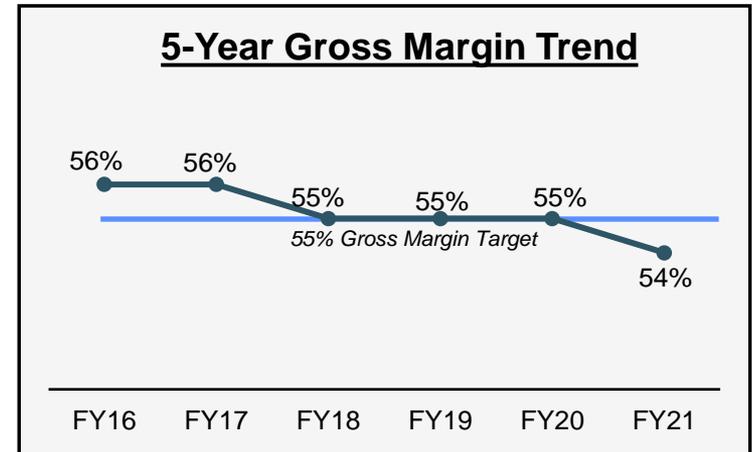
*WD-40 Company's business is guided by the 55/30/25 business model  
We target gross margin above 55%, cost of doing business of 30%, and EBITDA of 25%*

<b>55</b>	<b>Gross Margin</b> 55% of net sales
<b>30</b>	<b>Cost of Doing Business<sup>(1)</sup></b> 30% of net sales
<b>25</b>	<b>EBITDA<sup>(1)</sup></b> 25% of net sales

# GROSS MARGIN

## Actions we are taking to improve gross margin:

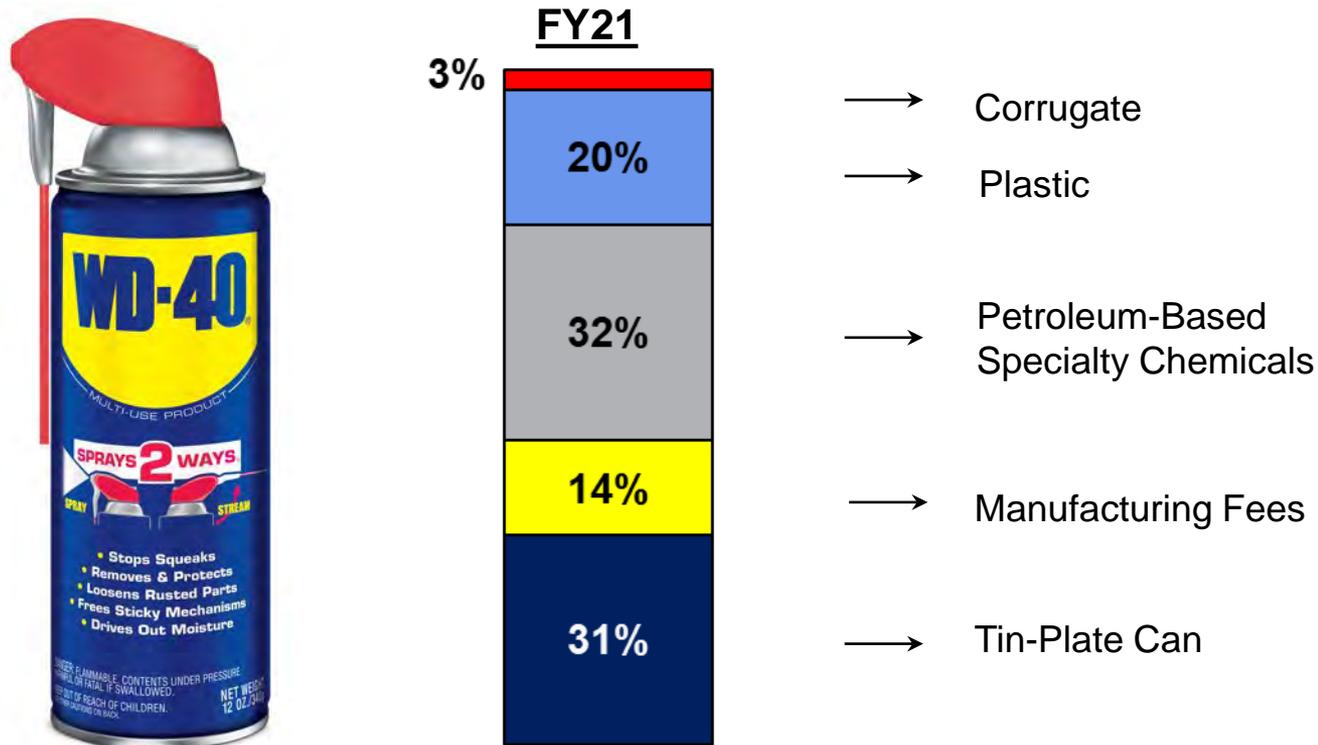
- Prices increases all markets and geographies (tactical)
- Geographic expansion (strategic)
- Premiumization (strategic)
- Product mix (strategic)



*Gross margin can be temporarily impacted positively or negatively by things not under the Company's control like fluctuating foreign currency exchange rates and changing commodity prices.*

# WHAT MAKES UP THE COST OF A CAN?

## Approximate Cost Breakdown of a Typical Can of WD-40 MUP Manufactured in the United States



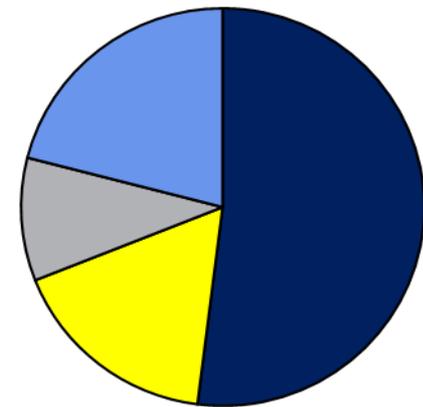
Data as of September 2021. Represents average input costs over 6-month period of a typical 12 ounce can of WD-40 Multi-Use Product manufactured in the United States. Current manufacturing and input costs typically take approximately 90-120 days to be reflected in the Company's consolidated statement of operations due to production and inventory lifecycles.



# THE “30” - COST OF DOING BUSINESS

- FY21 cost of doing business was 35% compared to 34% in FY20
- Cost of doing business comes from three primary areas:
  - People costs, including earned incentive accruals
  - Marketing, advertising and promotion
  - Freight costs to get products to customers
- Investments in digital commerce, research and development, brand awareness, innovation, intellectual property protection, information systems, and regulatory and quality assurance remain a high priority.

## Cost of Doing Business



■ People ■ A&P Investment ■ Freight ■ Other

*Revenue growth is the most important factor in achieving the “30” target*

# 55/30/25 RESULTS

<b>55/30/25 Business Model</b>	<b>Target</b>	<b>FY21 Actuals</b>	<b>FY20 Actuals</b>	<b>FY19 Actuals</b>
Gross Margin	55%	54%	55%	55%
Cost of Doing Business	30%	35%	34%	34%
EBITDA	25%	20%	21%	21%

\* See appendix for descriptions and reconciliations of these non-GAAP measures.

Note: Percentages may not aggregate to EBITDA percentage due to rounding and because amounts recorded in other income (expense), net on the Company's consolidated statement of operations are not included as an adjustment to earnings in the Company's EBITDA calculation.

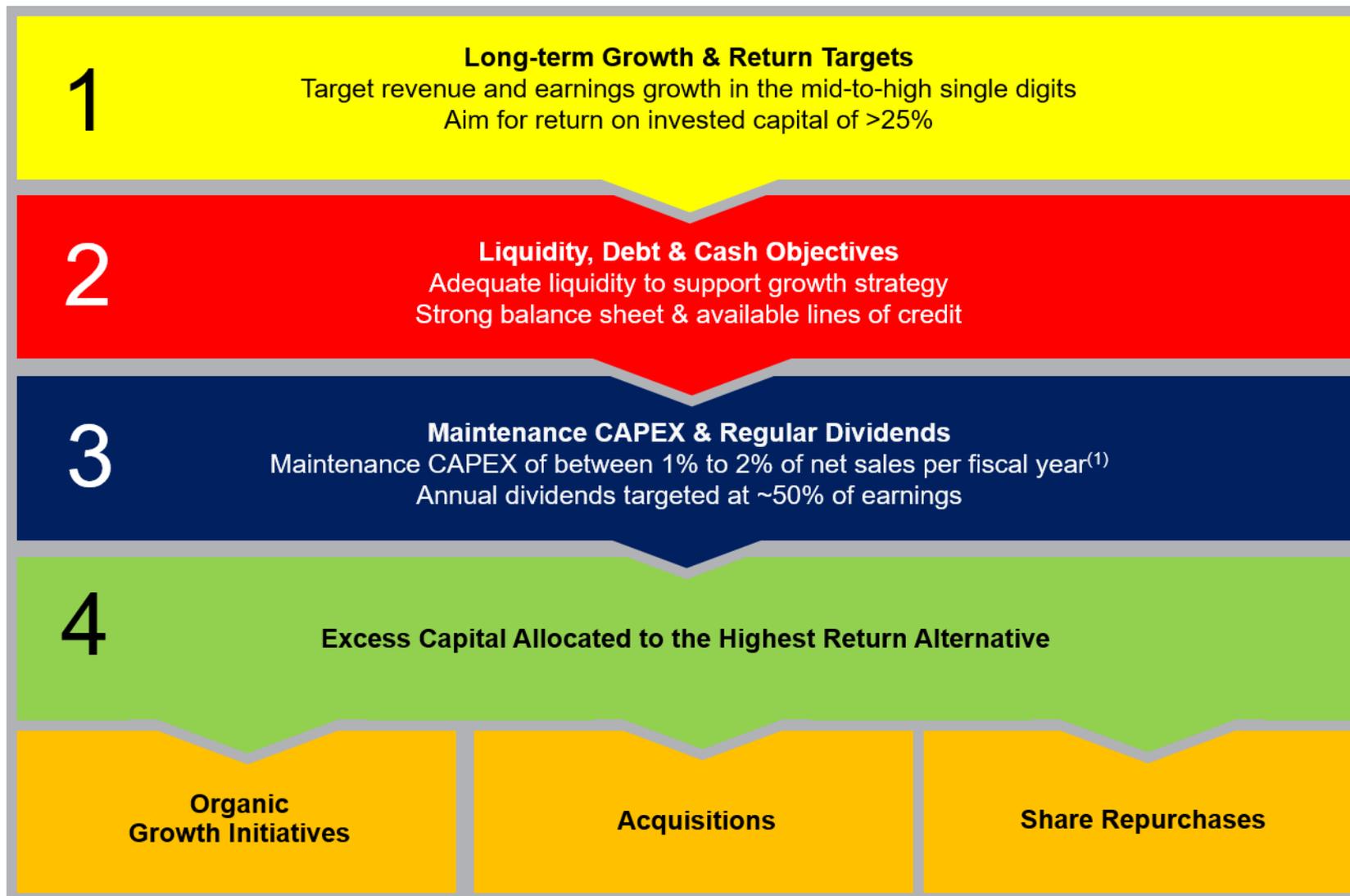




# CAPITAL ALLOCATION STRATEGY



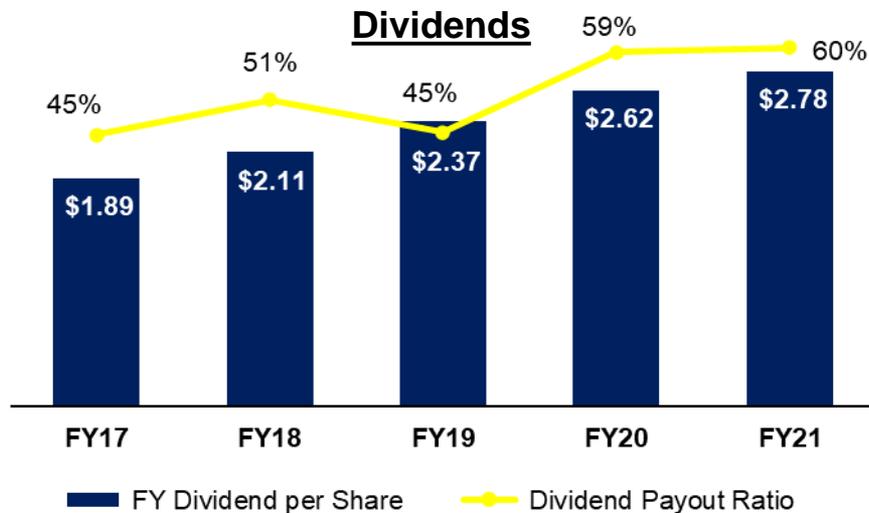
# CAPITAL ALLOCATION STRATEGY



(1) Fiscal years 2017 – 2021 include capital investments above this range due to investments the Company has made in new facilities in San Diego, Milton Keynes and Pine Brook. In addition, the Company has been making investments in new manufacturing equipment to increase capacity of and make improvements to its proprietary delivery systems.



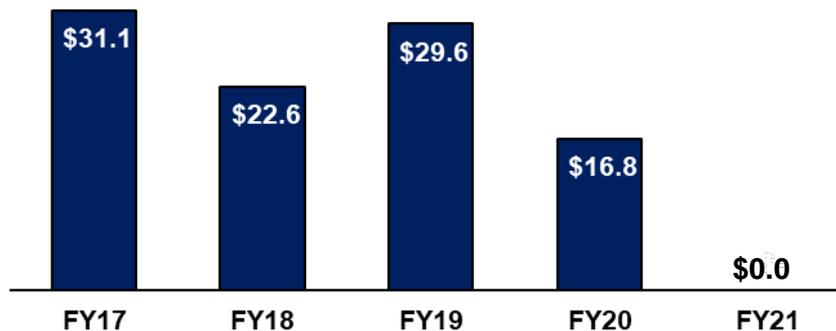
# CASH RETURNS TO STOCKHOLDERS



- Company has paid dividends without interruption for over 40 years
- In December 2021, our board of directors raised our dividend by more than 8%
- Future increases expected to grow in-line with earnings over-time

## Share Repurchases

(in millions)



- In 2020, in response to COVID-19 health crisis, management elected to suspend purchases under share buy-back plan in order to preserve cash
- In October of 2021, the Company's board of directors approved a new share repurchase plan which became effective November 1, 2021



**FINAL THOUGHTS**



# WHAT ARE OUR BIGGEST RISKS?

- Global volatility, uncertainty, complexity, ambiguity
- Not continuing to live our values or enriching our tribal culture
- Loss of focus – not executing against our strategic drivers or Must-Win Battles
- Not successfully managing the complexity of operating a business that markets and sells in 176 countries and 62 trade channels
- Misaligned compensation – moving away from ‘pay for performance’
- Not being deliberate and focused – deviating away from best-in-class products that generate positive lasting memories for our end-users
- Temptation to ‘di-worsify’ – bad capital allocation
- Developing products that need more support than our business model allows
- Targeting end-users that don’t fit our existing distribution model

# WHERE DOES OUR FOCUS NEED TO BE?

- Continue to live our values and enrich our tribal culture
- High levels of employee engagement
- Steady sales growth of WD-40 Brand products across all markets
- Innovation and premiumization to support growth
- Continuous commitment to raising our digital IQ
- Continue to integrate ESG factors into our business
- Restore gross margin to 55% or greater
- Manage cost of doing business as a % of revenue towards 30%
- Protect “the power of the shield” and mitigate regulatory impact



# APPENDIX



## FOREIGN CURRENCY TRANSLATION IMPACT OR “CONSTANT CURRENCY”

(\$ in millions; except EPS, gross profit and % change)

<b>Financial Results</b> As reported	<b><u>FY21</u></b>	<b><u>FY20</u></b>	<b><u>% Change</u></b>
Net Sales	\$488.1	\$408.5	19%
Gross Profit (%)	54.0%	54.6%	-30 bp
Operating Income	\$88.8	\$77.2	15%
Net Income	\$70.2	\$60.7	16%
EPS (Diluted)	\$5.09	\$4.40	16%
<b>Financial Results</b> Constant currency basis	<b><u>FY21 CC</u></b>	<b><u>FY20</u></b>	<b><u>% Change</u></b>
Net Sales	\$468.4	\$408.5	15%
Operating Income	\$84.3	\$77.2	9%
Net Income	\$66.6	\$60.7	10%
EPS (Diluted)	\$4.83	\$4.40	10%

Note: FY21 results translated at FY20 foreign currency exchange rates.

# NON-GAAP RECONCILIATION

(1) This presentation contains certain non-GAAP (accounting principles generally accepted in the United States of America) measures, that our management believes provide our stockholders with additional insights into WD-40 Company's results of operations and how it runs its business. Our management uses these non-GAAP financial measures in order to establish financial goals and to gain an understanding of the comparative performance of the Company from year to year or quarter to quarter. The non-GAAP measures referenced in this presentation, which include EBITDA (earnings before interest, income taxes, depreciation and amortization) and the cost of doing business, are supplemental in nature and should not be considered in isolation or as alternatives to net income, income from operations or other financial information prepared in accordance with GAAP as indicators of the Company's performance or operations. Reconciliations of these non-GAAP financial measures to the WD-40 Company financials as prepared under GAAP are as follows:

	<b>Fiscal Year Ended August 31,</b>		
	<b>2021</b>	<b>2020</b>	<b>2019</b>
<b>Total operating expenses - GAAP</b>	\$ 174,898	\$ 145,797	\$ 149,958
Amortization of definite-lived intangible assets	(1,449)	(2,211)	(2,706)
Depreciation (in operating departments)	(4,311)	(4,095)	(3,829)
Cost of doing business - non-GAAP	<u>\$ 169,138</u>	<u>\$ 139,491</u>	<u>\$ 143,423</u>
Net sales	\$ 488,109	\$ 408,498	\$ 423,350
Cost of doing business as a percentage of net sales - non-GAAP	35%	34%	34%

## EBITDA:

	<b>Fiscal Year Ended August 31,</b>		
	<b>2021</b>	<b>2020</b>	<b>2019</b>
<b>Net income - GAAP</b>	\$ 70,229	\$ 60,710	\$ 55,908
Provision for income taxes	16,270	14,805	24,862
Interest income	(81)	(93)	(155)
Interest expense	2,395	2,439	2,541
Amortization of definite-lived intangible assets	1,449	2,211	2,706
Depreciation	5,570	5,490	4,886
EBITDA	<u>\$ 95,832</u>	<u>\$ 85,562</u>	<u>\$ 90,748</u>
Net sales	\$ 488,109	\$ 408,498	\$ 423,350
EBITDA as a percentage of net sales - non-GAAP	20%	21%	21%

Note: Percentages may not aggregate to EBITDA percentage due to rounding and because amounts recorded in other income (expense), net on the Company's consolidated statement of operations are not included as an adjustment to earnings in the Company's EBITDA calculation.

#1

**BUILD**  
A BUSINESS  
FOR THE  
**FUTURE**



#4 GROW  
**WD-40**<sup>®</sup>  
MULTI-USE  
PRODUCT

#2 ATTRACT,  
DEVELOP,  
& ENGAGE  
OUTSTANDING  
**TRIBE**  
MEMBERS

#5 GROW  
THE WD-40  
SPECIALIST<sup>®</sup>  
PRODUCT LINE

#3

STRIVE FOR  
OPERATIONAL  
EXCELLENCE

#6 EXPAND  
& SUPPORT  
PORTFOLIO  
OPPORTUNITIES  
THAT HELP US  
**GROW**

