Investor Presentation

MARCH 2026

Forward-Looking Statements

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

Except for the historical information contained herein, this presentation contains “forward-looking statements” within the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995. Our forward-looking statements are generally identified with words such as “believe,” “expect,” “intend,” “plan,” “project,” “could,” “may,” “aim,” “anticipate,” “target,” “estimate” and similar expressions. 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.

These forward-looking statements include, but are not limited to, discussions about future financial and operating results, including: expected benefits from any divestiture transaction; disruption to the parties’ business as a result of the announcement or completion of any divestiture transaction; the Company's ability to successfully complete any planned divestiture; expected timing for the closing of any divestitures; expected proceeds from any divestiture; the intended use of proceeds by the Company from any divestiture transaction; impact of any divestiture transaction on the Company's stock price or EPS; 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; changes in the political conditions or relations between the United States and other nations; changes in trade policies and tariffs and the impact therefrom; the impacts from inflationary trends; the impacts from supply chain constraints and supply chain disruptions; changes in interest rates; and forecasted foreign currency exchange rates and commodity prices. We undertake no obligation to revise or update any forward-looking statements. These forward-looking statements are generally identified with words such as “believe,” “expect,” “intend,” “plan,” “project,” “could,” “may,” “aim,” “anticipate,” “target,” “estimate” and similar expressions. We undertake no obligation to revise or update any forward-looking statements.

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 materially differ 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, 2025 which the Company filed with the SEC on October 27, 2025, and in the Company’s Quarterly Report on Form 10-Q for the period ended November 30, 2025, which the Company expects to file with the SEC on January 8, 2026.

All forward-looking statements included in this presentation should be considered in the context of these risks. These statements reflect the Company’s expectations as of January 8, 2026, and the Company undertakes no obligation to update or revise any such statements, whether as a result of new information, future events or otherwise. Investors and prospective investors are cautioned not to place undue reliance on these forward-looking statements.

Due to rounding, numbers presented throughout this presentation may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

Who We Are

A Compelling Investment Opportunity

1. Sustainable competitive advantages underpin our consistent, proven business model

2. Iconic global brand and category leadership provides foundation for our resilient and dependable earnings growth

3. Significant cash flow generation, asset-light strategy, and strong balance sheet maximize stockholder returns

4. Highly engaged culture with deep organizational talent enables significant growth opportunities

WD-40 Company's Origins

In the 1950s, 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

1953 - 1958
WD-40® Multi-Use Product is used by aerospace industry and on the SM-65 Atlas missile

1958
WD-40® Multi-Use Product makes appearance on store shelves in San Diego

1970
The name WD-40 Company is adopted

1973
WD-40 Company goes public on the NASDAQ

1993
Total sales surpass $100M for the first time

2005
WD-40 Smart Straw® successfully launched

2008
International sales exceed domestic sales for the first time

2015
WD-40 EZ-REACH® successfully launched

2021
WD-40 Specialist® product line successfully transitioned to new brand architecture

2022
Steve Brass named president and CEO and Sara Hyzer named VP and CFO

2025
WD-40® Multi-Use Product more popular than ever, available in 176+ countries and territories worldwide

Strong Foundation and Gaining Momentum

In 2026 and Beyond

Building On A Foundation Of Success…

- Consistent growth over time
- Resilient business with strong stockholder returns
- One of the world's most iconic and widely distributed brands

…To Drive Continued Growth and Profitability

- Leverage Four-by-Four Strategic Framework to accelerate revenue growth
- Continue to strengthen the culture and brand
- Deliver strong through-cycle stockholder returns

WD-40 Company's Purpose, Mission, Values

PURPOSE

Creating positive lasting memories in everything we do, solving problems, making things work smoothly, and creating opportunities

HOW WE DO IT

Cultivating a culture of learning and teaching for highly engaged workforce who live our values every day

MISSION

Delivering unique, high value, and easy-to-use solutions for a wide variety of maintenance needs across multiple trade channels globally

Our Values

- Doing the Right Thing
- Creating Positive Lasting Memories in All Our Relationships
- Making it Better Than It is Today
- Succeeding Together While Excelling as Individuals
- Owning It and Passionately Acting On It
- Sustaining the WD-40 Company Economy

World Class, Global Brand Provides Foundation for Value Creation

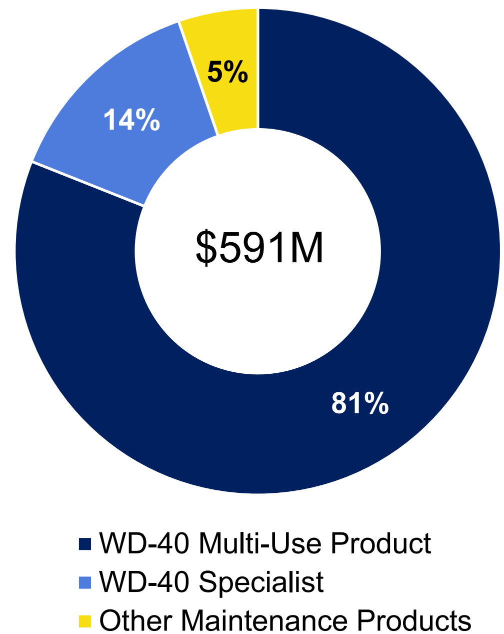
Maintenance Products

- Currently make up **~95% of net sales**
- Core strategic focus and primary growth engine

Homecare & Cleaning Products

- Only available in niche segments and geographies
- Currently exploring options to divest of Americas homecare and cleaning product portfolios

FY25 Maintenance Products Net Sales



1. As of FY25, ended 8/31/25.
2. The Company sold its homecare and cleaning product brands in the EIMEA segment during the fourth quarter of fiscal year 2025. These brands generated $6.2 million in net sales for FY25, representing approximately 1% of total global net sales. They are included in the fiscal 2025 financial results but will not be reflected in fiscal 2026 results.

Products for a Wide Range of Applications

WD-40® Multi-Use Product All-Purpose Tool

WD-40 Specialist® For Specialty Applications

Energized Team with a Track Record of Strong Execution

Steve Brass
President & CEO
Joined: 1991

Christophe Cloëz
Managing Director, EIMEA
1996

Sara Hyzer
VP, Finance & CFO
2021

Phenix Kiamilev
VP, General Counsel & Chief Compliance Officer
2021

Jeff Lindeman
Chief People, Culture & Capability Officer
2016

Patricia Olsem
Division President, Americas
2005

Doug Cyphers
VP, Global Information & Technology
2017

Alina Darragh, Ph.D.
Global Environmental Programs Director
2011

Claudia Fenske
VP, Global Brand & Innovation
2012

Nick Green
VP, Global Supply Chain Strategy
2019

Roxanne Johnson
VP, Global Organizational Learning
2005

Wendy Kelley
VP, Stakeholder & Investor Engagement
2014

Preston Ley
Managing Director, Asia-Pacific
1998

Meghan Lieb, Ph.D.
VP, Global Research & Development
2004

Laura Meikle
VP, Global Quality Strategy & EIMEA Technical
2016

Executive Officers indicated in **blue**

Experienced leadership with 200+ years of WD-40 Company experience

Engaged and Diversified Board of Directors

Steve Brass

President & CEO
WD-40 Company
Joined: 2022

Cynthia Burks

Former SVP & Chief People and Culture Officer
Genentech, Inc.
2022

Daniel Carter

Former EVP & CFO
BevMo! Inc.
2016

Eric Etchart

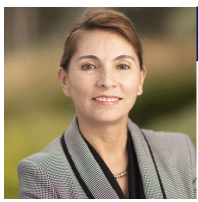
Former SVP
Manitowoc Company, Inc.
2016

Lara Lee

Former President
Orchard Supply Hardware
2020

Edward Magee, Jr.

VP Strategic Operations
Belmont University
2022



Graciela Monteagudo

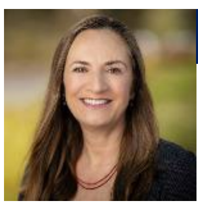
Former President & CEO
Lala U.S., Inc.
2020

David Pendarvis

Former CAO, Global General Counsel & Secretary ResMed Inc.
2017

Ken Plunk

Former CFO & SVP IT
J&J Foods
2026



Anne Saunders

Former President US
nakedwines.com
2019

BOARD ATTRIBUTES

~63 Years
Average Age

~90%
Independent Directors

~30%
Ethnic Diversity

~40%
Gender Diversity

SKILLS MATRIX

International Business	80%
Finance	40%
Operations	40%
Marketing	40%

WD-40 COMPANY

Sustainable Competitive Advantages

Characteristics Supporting Our Right To Win

- **World Class Brand**
- **Best-in-Class End User Loyalty**
- **Values-Driven Culture**
- **Multi-Channel Distribution**
- **Global Infrastructure**

Accelerated by scale, learning velocity, and long-term horizon

Iconic Brand Provides a Foundation of Strength

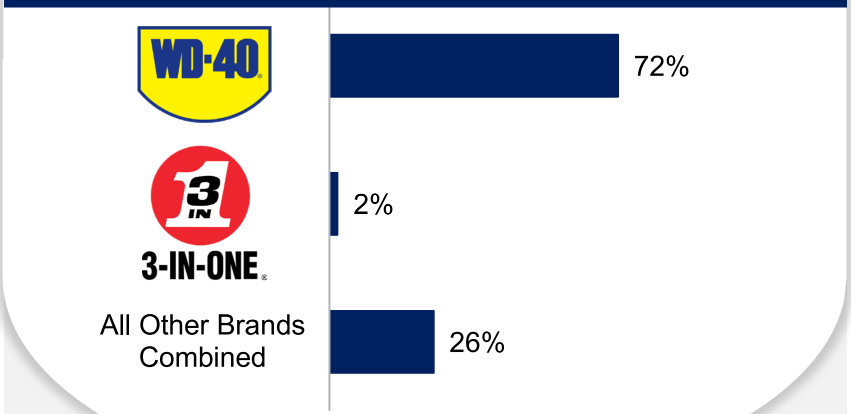
Brand is memorable, easily recognizable, and well known for its superior performance and exceptional value

Like Coca-Cola, Kentucky Fried Chicken, and Google, the original formula for **WD-40®** **Multi-Use Product** is a protected trade secret

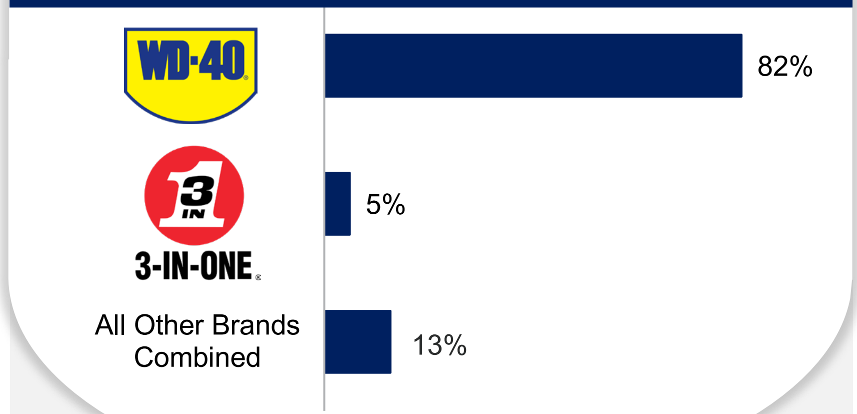
WD-40® Multi-Use Product has more than 2,000 documented uses – the ubiquitous nature of the product uniquely positions the brand

Commanding Top-tier End User Loyalty in Leading Markets

Market Share Of Work User In Australia



Market Share Of Home User In Australia



MAINTENANCE, REPAIR, & OVERHAUL

CONSTRUCTION & SKILLED TRADES

PASSIONATE HOBBYIST

AT HOME NON-ENTHUSIAST

~70% of product volumes are used by professionals in workshops and factories

Market share data based on Ipsos Brand Value Creator model. BVC looks at the ability to create strong brand resonance with target audience and how well market effects are managed to translate into actual purchase. These factors translate into a proxy for market share. Based on multi-purpose lubricant market data in Australia in 2023.

Values-Driven Culture

"Remain an employer of choice, with high performing, resilient, and highly engaged employees who perform meaningful work with a sense of belonging

How We Measure Cultural Success

Industry Leading Employee Engagement

- Employees making ongoing, discretionary contributions in their role, beyond what is expected of them

Employee Retention

- Creating a place where people love to work

Better Together Score

- Individuals responding positively to diversity, equity, inclusion, and belonging

"

In the ever-evolving landscape of our global organization, we purposefully cultivate our culture. We flourish by harnessing the power of our diverse perspectives, maintaining strategic alignment, and continuously challenging ourselves to foster innovation and adaptability.

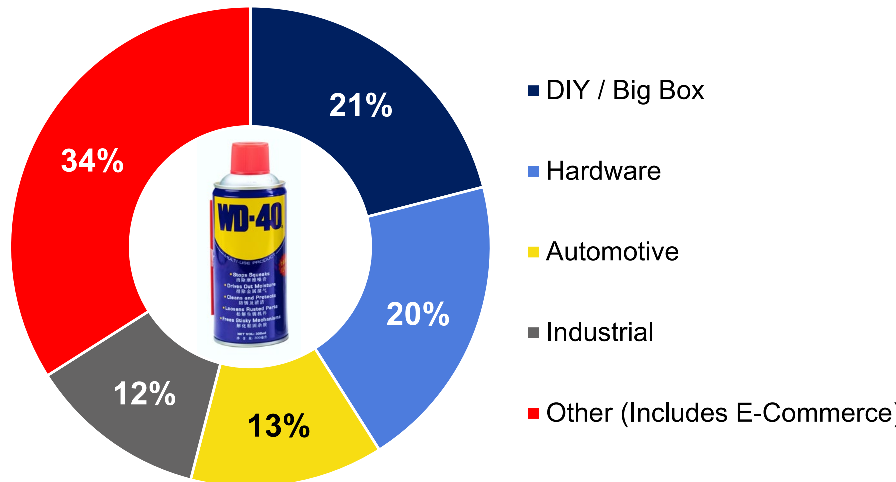
Tricia Tanton
Director, Global Culture Engagement & Analytics

Differentiated Multi-Channel Distribution Offers Unique Competitive Advantage

Diversified Distribution

- **Powerful Brands**
- **Multiple Trade Channels**
- **Global Reach**

Global Sales by Direct Channel[1]



Key Highlights

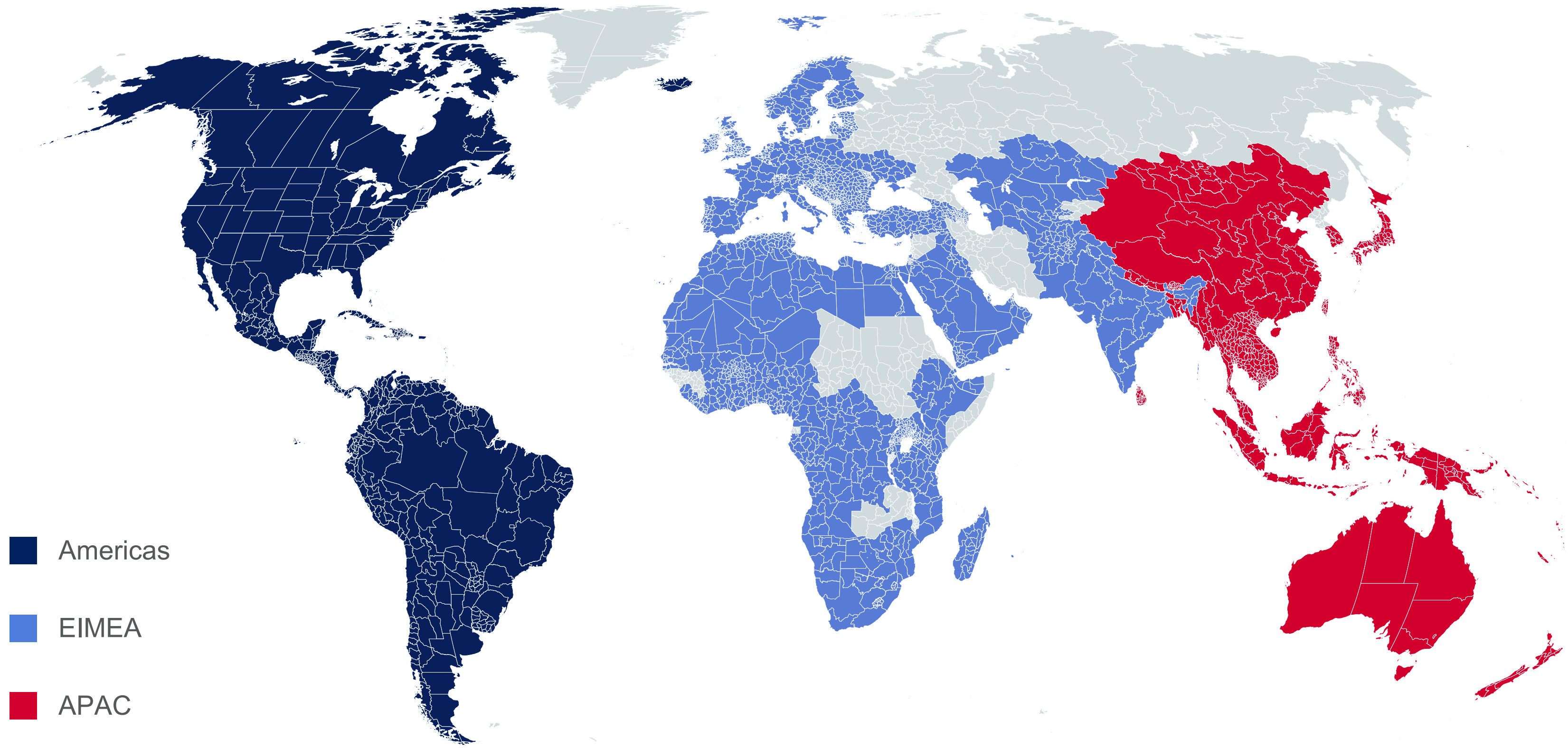
Strong diversification by geography, market, and trade channel reduces risk	Outsourced manufacturing adds efficiency, flexibility, and enhances scale	Balanced omni-channel platform to meet shifting consumer demands	Highly focused SKU strategy - take a few products many places

Diversified distribution makes products easy to FIND and easy to BUY

1. Global sales by distribution channel for FY2025. Market distributor channels not included.

Broad Global Infrastructure

176 Countries and Territories | 62 Unique Trade Channels | Global Diversification



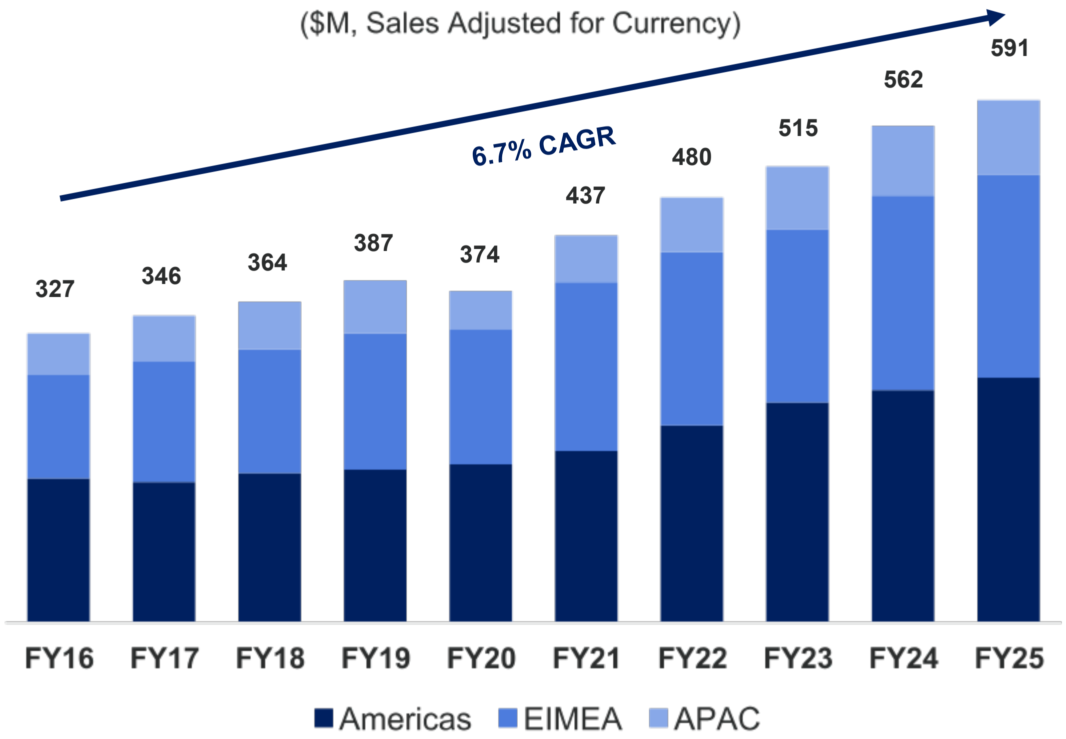
Expanded distribution opportunities in both developed and emerging markets

Growth Aspirations

Consistent Historical Growth with Long Runway Ahead

Maintenance Product Net Sales[1]

($M, Sales Adjusted for Currency)



Maintenance Products 10-year Net Sales CAGR

7.8%
EIMEA

6.6%
APAC

6.0%
AMERICAS

1. FY25 maintenance product net sales presented as reported; all prior years adjusted for currency using FY25 foreign currency exchange rates. See appendix for descriptions and reconciliations of this non-GAAP measure. Maintenance product net sales compound annual growth rate (CAGR) targets calculated from FY15 baseline maintenance product sales, adjusted for currency using FY25 foreign currency exchange rates, of $308M.

Long-Term Growth Targets for Maintenance Products
Non-GAAP Currency Adjusted

Long-Term Growth Ambition By Segment

Americas	EIMEA	APAC	Total Company
47% of global net sales*	**38%** of global net sales*	**15%** of global net sales*	CAGR Target **mid-to-high single digits**
CAGR Target **5-8%**	CAGR Target **8-11%**	CAGR Target **10-13%**	

* Percentage of total net sales for FY25, which ended August 31, 2025. See appendix for descriptions and reconciliations of this non-GAAP measure.
Note: Compound annual growth rate (CAGR) targets associated with our trade blocs are on a non-GAAP currency adjusted basis and reflect our long-term growth expectations, which may not always align with short-term trends and results.

Our Four-by-Four Strategic Framework

Four Must-Win Battles

01 Lead Geographic Expansion

02 Accelerate Premiumization

03 Drive WD-40 Specialist® Growth

04 Turbo-Charge Digital Commerce

Four Strategic Enablers

01 Ensure a People-First Mindset

02 Build a Sustainable Business For the Future

03 Achieve Operational Excellence in Supply Chain

04 Drive Productivity Through Enhanced Systems

01 | Lead Geographic Expansion
Growth Opportunity – WD-40 Multi-Use Product

25%
of our benchmarked opportunity

$1.9B
Benchmarked Sales Opportunity

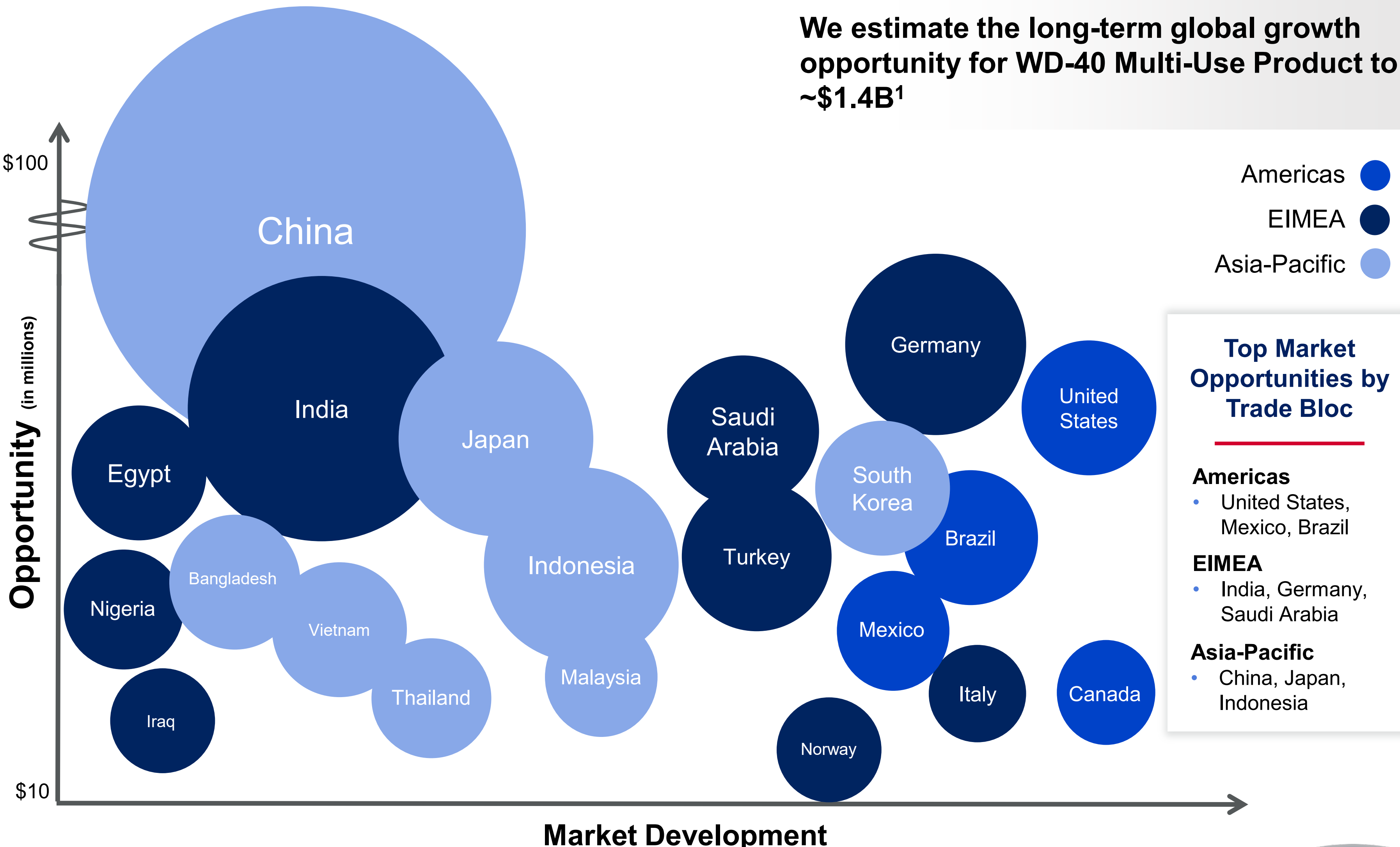
~$1.4B
Growth Opportunity

$478M
FY25 MUP net sales

1. Based on Industrial Value Added (IVA) / Purchase Price Parity (PPP) 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.

01 | Lead Geographic Expansion
Utilize Proven Playbook to Extend Market Position Across Regions

We estimate the long-term global growth opportunity for WD-40 Multi-Use Product to be ~$1.4B[1]



Top Market Opportunities by Trade Bloc

Americas
- United States, Mexico, Brazil

EIMEA
- India, Germany, Saudi Arabia

Asia-Pacific
- China, Japan, Indonesia

1. Based on Industrial Value Added (IVA) / Purchase Price Parity (PPP) 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.

01 | Lead Geographic Expansion
Spotlighting Market Performance

CHINA
BUILDING TRUST AND LOYALTY ENSURES FUTURE GROWTH AND RESILIENCE

China 5-year Net Sales CAGR

16%

INDIA
STRONG DISTRIBUTOR RELATIONSHIPS ARE ESSENTIAL FOR SUCCESS

India 5-year Net Sales CAGR

35%

INDONESIA
UNLOCKING THE MANY GROWTH OPPORTUNITIES IN INDONESIA

Indonesia 5-year Net Sales CAGR

29%

BRAZIL
DIRECT OPERATIONS IN BRAZIL DRIVE 5X GROWTH IN SIX MONTHS

Grew net sales from $2M to $15M in 2-years by shifting to a direct market model*

MEXICO
DRIVING GROWTH THROUGH GEOGRAPHICAL REACH AND PREMIUMIZATION

Mexico 5-year Net Sales CAGR*

51%

Getting More Cans in More Hands

*WD-40 Company began selling direct in Mexico in 2020 and Brazil in 2024.

WD-40 COMPANY

02 | Accelerate Premiumization
Improve End User Experience, Drive Sales Growth, Expand Margins

Accelerate growth in priority growth markets

Boost growth in developing market distributor markets

Create global value proposition to better communicate end user benefit

Optimize product sizes to maximize premium pricing strategy

Expand manufacturing

Classic Can

Next Generation Smart Straw®

EZ-Reach® Flexible Straw

Premiumized Products 5-year Net Sales CAGR[1]

9.4%

Targeting a compound annual growth rate for net sales of premiumized products of >10%

1. Premiumized products are defined as WD-40 Multi-Use Product products with Smart Straw, Next Generation Smart Straw, or EZ-REACH Flexible Straw delivery systems installed on them. Premiumized products 5-year CAGR calculated from FY20 baseline premiumized product sales of $163M and FY25 premiumized product sales of $256M. Premiumized product net sales in reported currency.

03 | Drive WD-40 Specialist® Growth
Attain Leading Global Position Among Multi-Purpose Maintenance Products

Category Leadership by Leveraging the Core through Range Extension

- WD-40 Specialist® is geared towards one use rather than multi-use, and is incremental to revenue
- Allows for additional market share capture
- Modernizes and refreshes the brand

WD-40 Specialist® 5-year Net Sales CAGR[1]

14.4%

Targeting a compound annual growth rate for WD-40 Specialist® of >10%

1. WD-40 Specialist net sales 5-year CAGR calculated from FY20 baseline WD-40 Specialist product sales of $42M and FY25 WD-40 Specialist product sales of $82M. WD-40 Specialist net sales in reported currency.

03 | Drive WD-40 Specialist® Growth
Development Opportunity – WD-40 Specialist

12%
of our benchmarked opportunity

$665M
Benchmarked Sales Opportunity

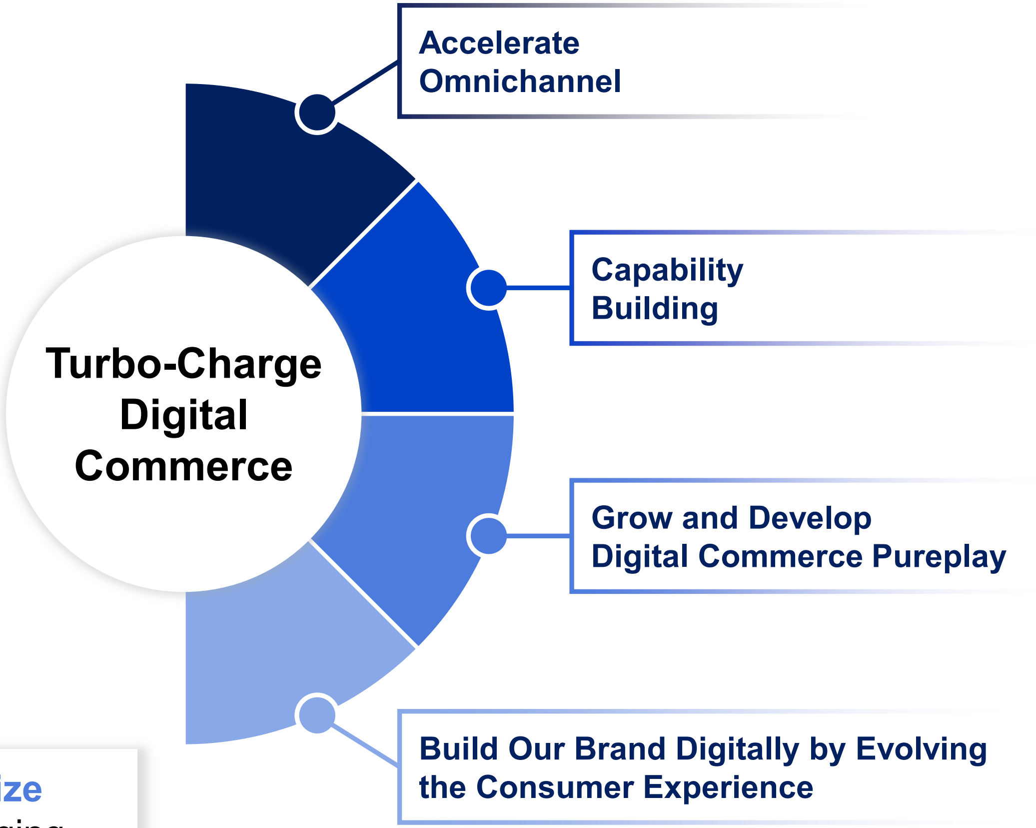
~$583M
Growth Opportunity

$82M
FY25 Net Sales

1. Based on Industrial Value Added (IVA) / Purchase Price Parity (PPP) 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.

04 | Turbo-Charge Digital Commerce

Leverage Digital as an Accelerant of All Must-Win Battles



Expand digital brand building and **maximize global presence**, effectively reaching, engaging, and converting existing and new end users at scale

Increase brand awareness and engagement online

Enabler #1 | Ensure a People-First Mindset

Attract, Develop, and Engage Outstanding Talent

KEY METRICS

>90% Employee Engagement[1]

8 years Average Employee Tenure

>89% Employee Retention Rate

By building and nurturing an **inclusive** and **diverse**, **purpose-driven**, **learning** and **teaching** organization, we will **succeed together** while **excelling as individuals**

Be an employer of choice where people feel purpose and belonging

1. The common definition of "engagement" is when an employee makes ongoing discretionary contributions in their role, beyond what is expected of them.

Enabler #2 | Build an Enduring Business for the Future

OUR 2030 PLAN: ACTION AREAS

- Reduce GHG emissions from our operations
- Scale up our supplier engagement program
- Reduce the GHG intensity of our products
- Reduce the GHG intensity of our key chemical ingredients
- Rethink our packaging for circularity
- Reduce our negative environmental impact

*vs. baseline

OUR TARGETS

50%*

Absolute reduction in Scope 1 and 2 GHG emissions

10-20%*

Absolute reduction in Scope 3 GHG emissions

100%

Engagement of key suppliers on GHG emission reduction

Simplifying portfolio innovation with sustainability

1. See our 2024 ESG Report for more information on our environmental impact plan.

Enabler #2 | Build an Enduring Business for the Future

CITIZENSHIP

WD-40 Company's citizenship program is a strategic expression of our **social mission**, grounded in our people-first culture, core values, and brand purpose. Driven by our commitment to building a better future, the program brings that mission to life through three supporting initiatives that create a meaningful impact in the communities where we live, work, and do business.

PURPOSE: Empower Doers Around The World to Build a Better Future

THREE PRIORITIES

TRAINING

We Create Opportunities

We support technical education and hands-on training for trades professionals. Through partnerships and funding, we create opportunities and help close the skilled trades gap.

PREPARATION

We Make Things Run Smoothly

We help reduce the impact of disasters by supporting communities in preparing for and recovering from storms, floods, and other crises. Through partnerships, we provide tips, tools, donations, and education on disaster preparedness and recovery.

RESTORATION

We Solve Problems

By repairing products and extending their useful life, we reduce waste and unnecessary replacements. We partner with organizations focused on repair, reuse, and restoration to cut consumption and landfill waste.

Enabler #3 | Achieve Operational Excellence in Supply Chain

BUILD BALANCED GLOBAL OUTSOURCED SUPPLY CHAIN

- Support volume growth plans with production capacity
- Foster culture of operational excellence in global Supply Chain

PROGRESS ESG IN THE GLOBAL SUPPLY CHAIN

- Standardize suite of sustainability and emissions measures
- Partner with suppliers on joint sustainability goals

INTEGRATED END-TO-END PLANNING

- Increase forecast accuracy through enhanced global processes
- Achieve on-time delivery of >95%
- Achieve inventory on hand of <90 days

GROW WITH COMMERCIAL INNOVATION

- Support customer experience in different segments through differentiated service offerings
- Agile capabilities in developing processes

People, capacity, and capabilities to drive sustainable profitable growth

WD-40 COMPANY

Enabler #4 | Drive Productivity Through Enhanced Systems

FOCUS

Simple, scalable, agile & resilient global digital infrastructure

INTELLIGENT IT

Transform business through data & AI-driven business solutions

GLOBAL, RESILIENT & INTELLEGENT IT

SECURE

Enhance cyber resilience while navigating regulatory shifts

SERVICE AND PEOPLE

Optimize IT service delivery & empower our digital workforce

Enabling global growth, operational resilience, and intelligent AI-driven solutions

Financial Performance

FY25 Results

($M except EPS, gross margin and % change)

Financial Results As reported	**FY25**	**FY24**	**% Change**
Net Sales	$620.0	$590.6	5%
Gross Margin	55.1%	53.4%	+170 bps
Operating Income	$103.8	$96.4	8%
Net Income	$91.0	$69.6	31%
EPS (Diluted)	$6.69	$5.11	31%

- Net sales of maintenance products were $591 million, up 6% vs. prior year
- Translation of the Company's foreign subsidiaries' results from their functional currencies to U.S. dollars had an unfavorable impact on net sales of approximately $1.5 million
  - Excluding currency impacts, net sales were $621.5 million, reflecting an increase of 5% over prior year
- Net income was positively impacted by $11.9 million in the second quarter from a one-time tax income adjustment
  - Excluding this one-time benefit, net income would have increased 12% over prior year
- Diluted EPS was positively impacted by $0.87 in the second quarter from a one-time income tax adjustment
  - Excluding this one-time benefit, adjusted diluted EPS would have increased 14% over prior year

Few Things. Many Places. Bigger Impact.

~ Unlocking Efficiencies Through Leveraging Global Synergies ~

Core Products

- ✓ Focus on high-value core products
- ✓ Divest a portion of our non-core homecare and cleaning product portfolio
- ✓ Regularly review and rationalize our product portfolio
- ✓ Bigger reach – continued expansion of our distribution channels

Global Systems

- ✓ System consolidation – reducing the number of disparate systems and applications
- ✓ Centralizing data storage and management
- ✓ Streamlining IT operations by focusing on core systems
- ✓ Implementing scalable solutions that can be deployed across multiple locations
- ✓ Rationalizing IT assets to drive costs savings

Standardized Processes

- ✓ Process simplification – reducing the number of complex and redundant processes
- ✓ Standardized processes across multiple locations – driving best practices
- ✓ Centralized process management
- ✓ Culture of continuous improvement

Financial Value Drivers and Outcomes

Financial Value Drivers	Outcomes
Growth Platforms Supported By Strong Brands	• High ROIC (target 25%+) • Reduced risk through global diversification • Long runway of growth ahead
Efficient Business Model With Asset-Light Strategy	• Average annual CAPEX of 1-2% of net sales • Outsourced manufacturing and distribution • Sales per employee of $0.86M in FY25
Solid Financial Foundation	• Strong balance sheet • Predictable free cash flow[1] • Strong liquidity and access to capital

We invest in brands and people, not factories and warehouses

1. Free cash flow was negatively impacted in fiscal year 2022 due to investments made in our United States supply chain.

Our Business Model Enables Long-term Value Creation

GDP+	Generate Mid-to-High-Single Digit Revenue Growth
50→55%	Achieve Gross Margin Target
35→30%	Manage Cost Of Doing Business[1]
20→25%	Drive Adjusted EBITDA Margin[1]
Low Capital Requirements	Invest in Brands and People

ROIC 25%+

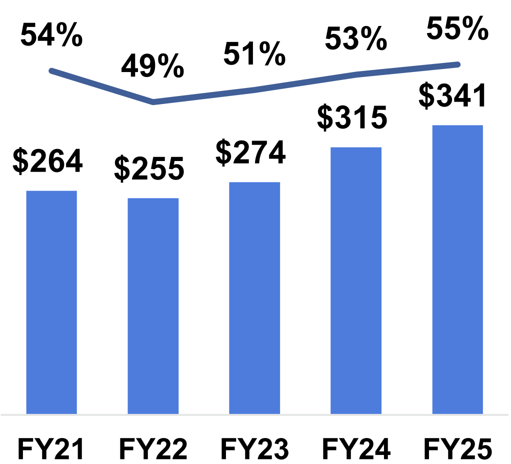
Annual dividends targeted at >50% of earnings

1. Due to the financial impact of the divestiture of the Company's homecare and cleaning brands in the U.K. and the potential divestiture of its homecare and cleaning brands in the Americas, progress on these aspects of the Company's 55/30/25 business model will be temporarily impacted.

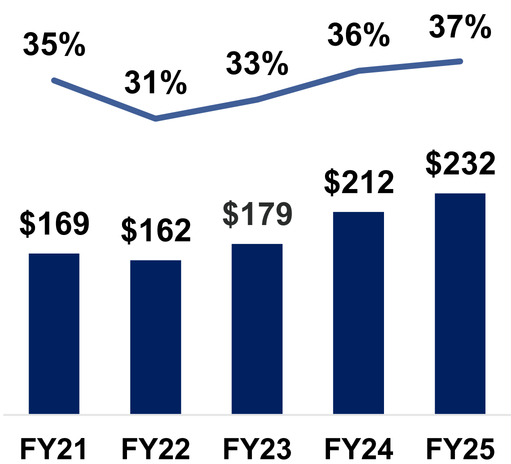
See appendix for descriptions and reconciliations of these non-GAAP measures.

Historical Performance | Business Model

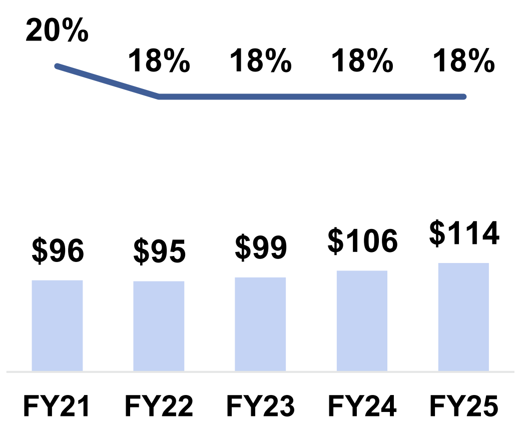
Gross Margin
($M)



Cost of Doing Business[1]
($M)



Adj. EBITDA[2]
($M)



Key Drivers

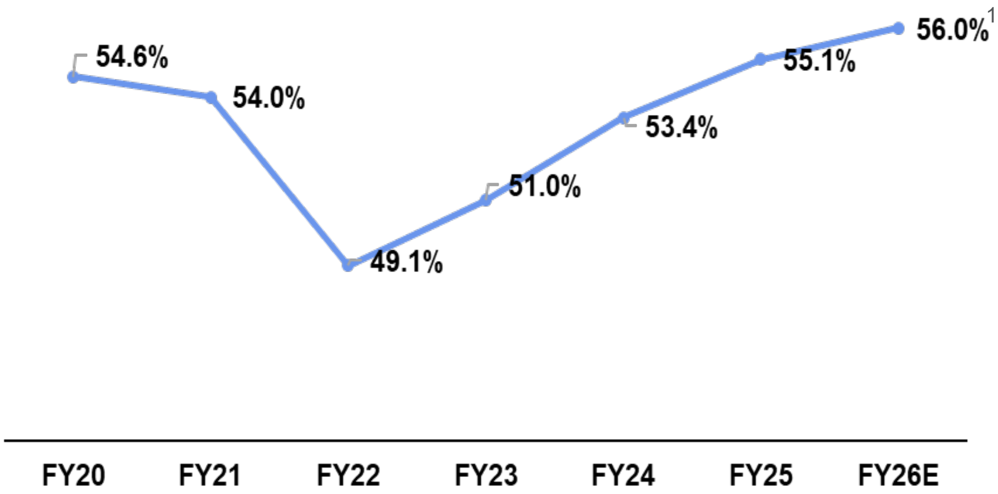
- Solid growth of WD-40® Multi-Use and WD-40 Specialist® products
- Tactical price increases across products and regions partially offset inflationary headwinds
- In FY26, gross margin enhancement remains a key priority for senior leaders
- Continued investments in people, products, processes, productivity, and planet

1. Total operating expenses less amortization of definite-lived intangible assets, impairment charges related to intangible assets, and depreciation in operating departments.
2. Beginning in fiscal year 2024, the company modified its definition of EBITDA. “Adjusted EBITDA” is defined as net income before interest, income taxes, depreciation, amortization of definite-lived intangible assets, and cloud computing amortization.

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

Our Four-by-Four Strategic Framework Drives Improvements to Gross Margin

~ Historical and Estimated Gross Margin (6-Year View) ~



Actions to improve gross margin:

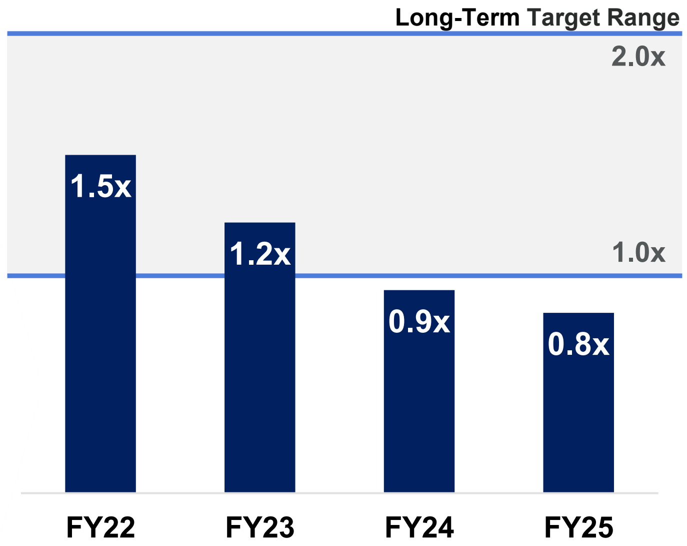
- Premiumization
- Geographic expansion
- Market mix
- Product mix
- Cost optimization
- Tactical price increases

1. The estimate is based on the midpoint of management's gross margin guidance for fiscal year 2026, which is projected to range between 55.5% and 56.5%, as communicated on January 8, 2026. This guidance represents management's current expectations and is provided in good faith. It reflects anticipated results on a pro forma basis and excludes the full fiscal year financial impact of homecare and cleaning products classified as assets held for sale.

Balance Sheet

Capital Summary & Financial Highlights *($M, As of 8/31/2025)*	
Cash & Cash Equivalents	**$58.1**
Total Assets	**$475.8**
Debt[1]	**$87.0**
Total Stockholders' Equity	**$268.2**
Debt to Adjusted EBITDA[2]	**0.8x**
Available Credit Under Revolving Credit Facility	**$104.0**
Total Available Liquidity	**$162.1**

Debt To Adjusted EBITDA[2]



Strong balance sheet enables flexibility, while returning capital to stockholders

1. Defined as short-term borrowings plus long-term borrowings.
2. Defined as short-term borrowings plus long-term borrowings divided by Adjusted EBITDA. See appendix for descriptions and reconciliations of this non-GAAP measure.

Clear Capital Allocation Priorities

01 | Long-Term Growth

- Target revenue and earnings growth in the mid-to-high single digits
- CAPEX of 1-2% of net sales per fiscal year[1]

02 | Balance Sheet Optimization

- Strong balance sheet and available lines of credit
- Adequate liquidity to support growth

03 | Consistently Strong Payout Ratio

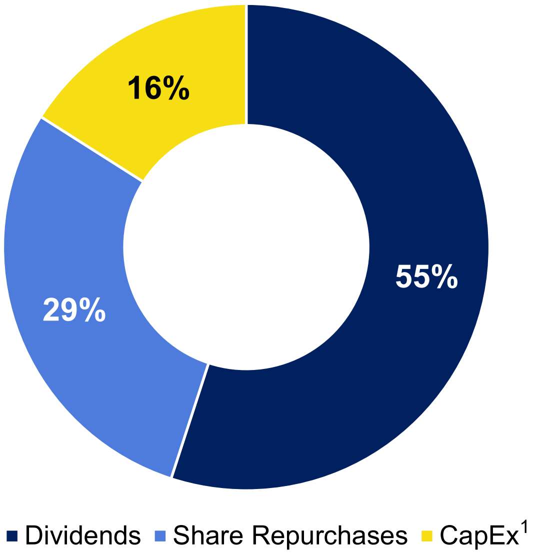
- Annual dividends targeted at >50% of earnings

04 | Highest Return Alternative

- Excess capital allocated to organic growth initiatives, acquisitions, and share repurchases
- Aim for return on invested capital of 25%+

Historical Capital Allocation

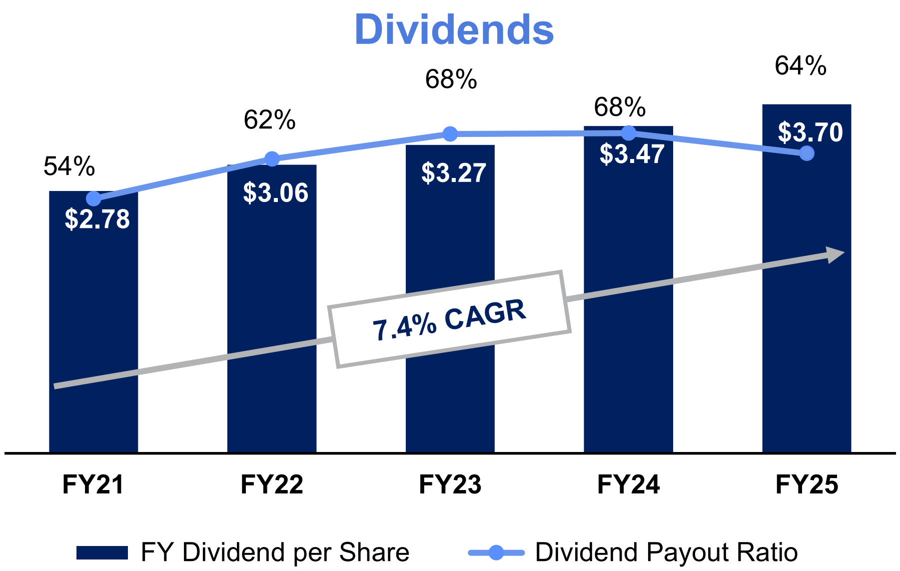
(FY16 – FY25)



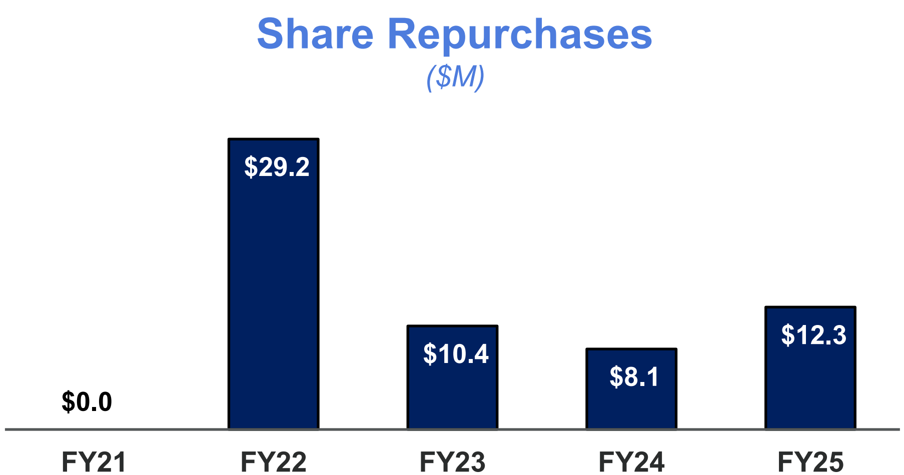
Strong capital optionality supported by consistent free cash flow generation

1. Fiscal years 2017 – 2021 include capital investments above this range due to investments the Company has made in new office facilities and new manufacturing equipment to increase capacity of and make improvements to its proprietary delivery systems.

Cash Returns to Stockholders

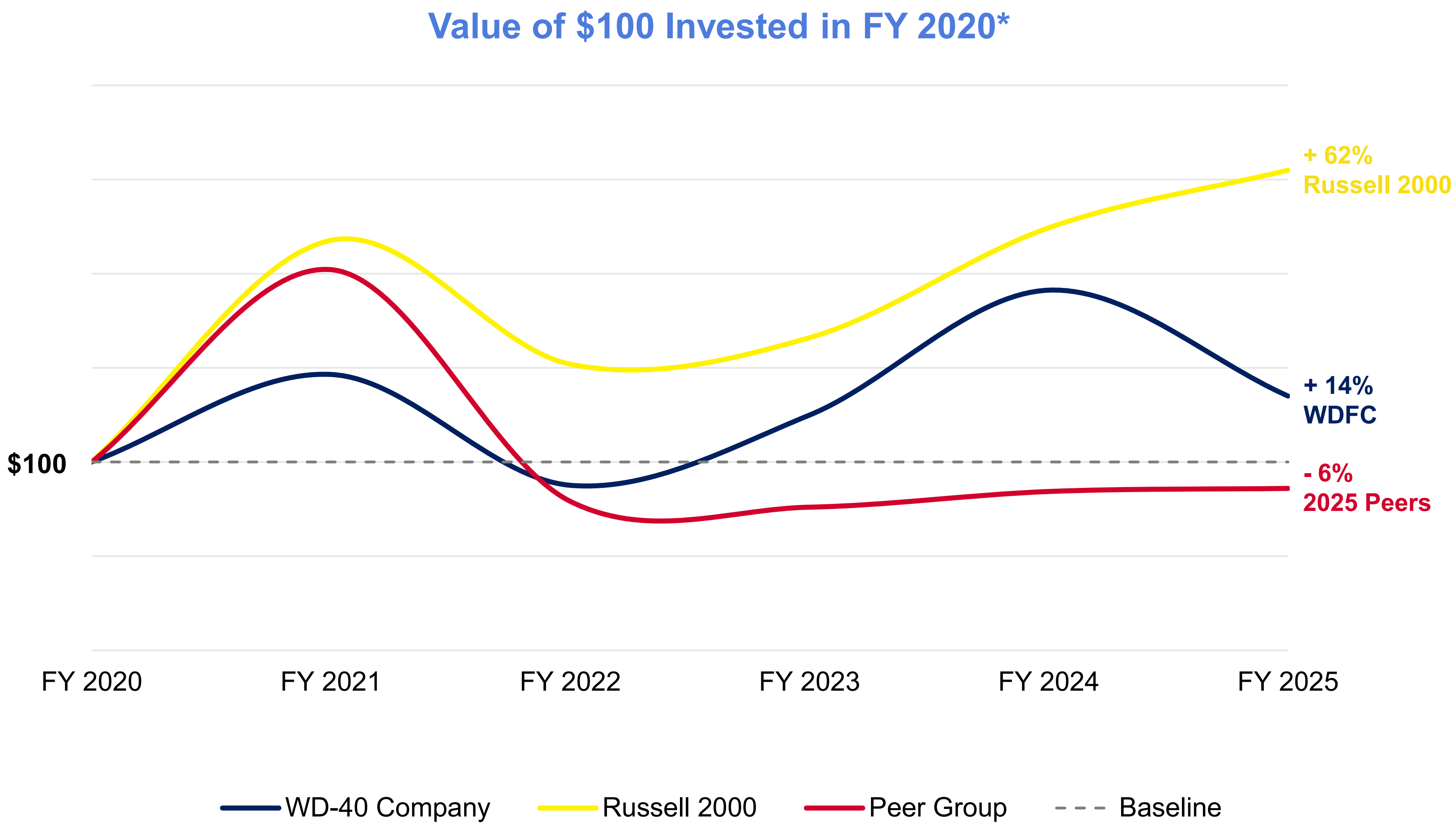


- Company has paid dividends without interruption for over 40 years
- In December 2025, board of directors raised dividend by more than 8%
- Annual dividends are targeted at >50% of earnings



- Board approved extension of current share repurchase plan through end of FY26
- $30M remaining under current authorization
- Management plans to accelerate buybacks and fully utilize remaining authorization in FY26

5-Year Comparison of Total Stockholder Return



*$100 invested on 8/31/20 in stock or index, including reinvestment of dividends.
Fiscal year ending August 31.Peers are listed in the 2025 proxy statement.

Compelling Investment Opportunity

Sustainable competitive advantages empower simple and easy to understand business model

Iconic brand and category leadership provides foundation for resilient and sustainable profitable growth

Significant cash flow generation, asset-light strategy, and strong balance sheet maximize stockholder returns

Highly engaged culture with deep organizational talent enables significant growth opportunities

Key Financial Benefits

Mid- to - High-Single Digit
Revenue Growth

ROIC of 25%+
Asset Light Strategy

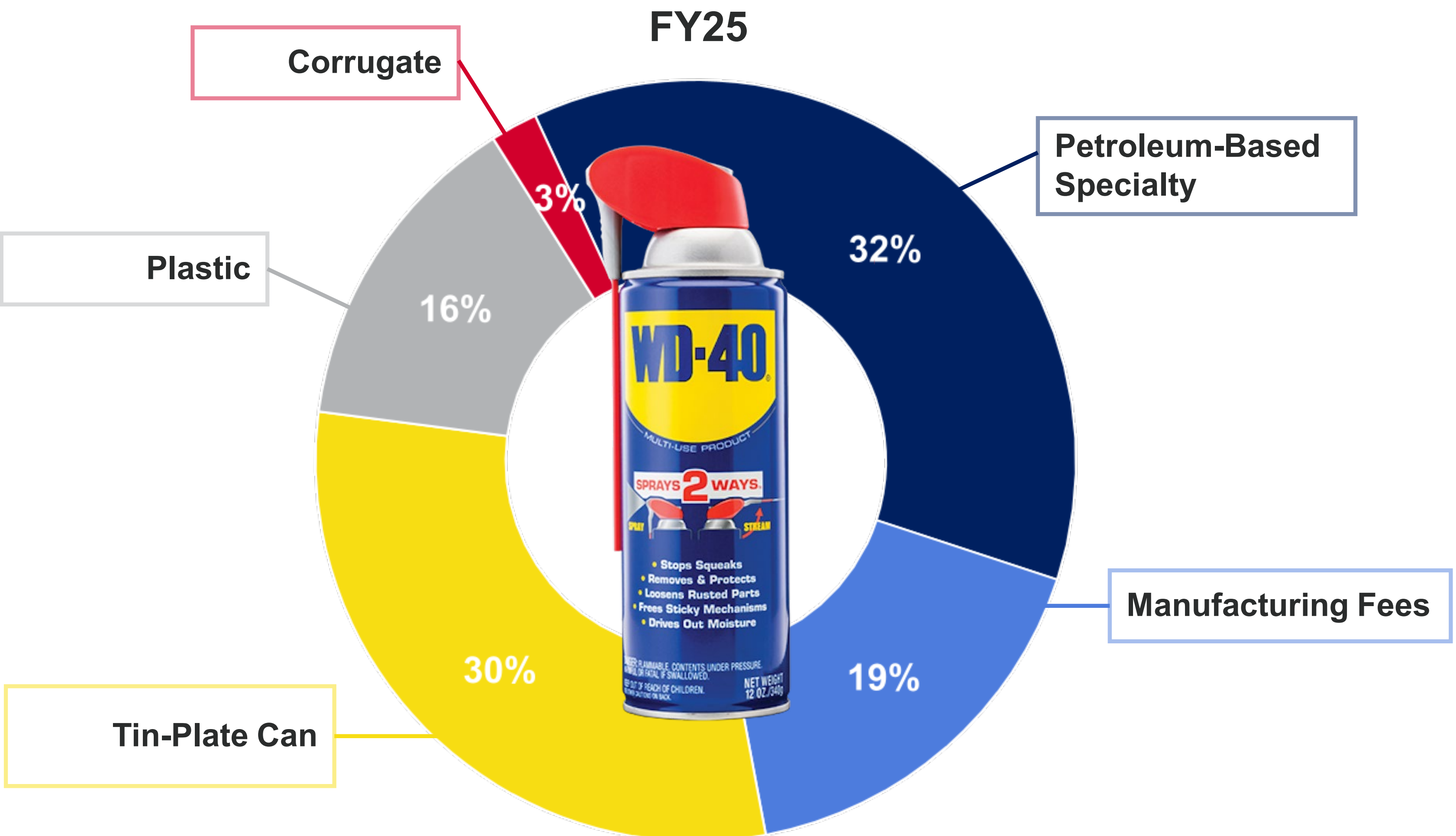
Dividend Aristocrat
Dividends at >50% of net income

We deliver unique, high value, and easy-to-use solutions for a wide variety of maintenance needs in workshops, factories, and homes

Appendix

What Makes Up the Cost of a Can?

Approximate Cost Breakdown Of A Typical Can Of WD-40® Multi-Use Product Manufactured in the United States



Data as of August 2025. Represents average input costs over 8-month period (Jan-Aug/2025) of a typical 12 ounce can of WD-40 Multi-Use Product manufactured in the United States. Current manufacturing fees and input costs typically take approximately 90-150 days to be reflected in the Company's consolidated statement of operations due to production and inventory lifecycles.

Sales Impact – Consolidated Net Sales Changes

Changes from Prior Year Fiscal Period

($ in millions)

Price, Volume and FX Impact	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25	FY25
Increase (decrease) in average selling price[1]	$ 1.2	$ 0.1	$ 4.1	$ 0.2	$ 5.6
Increase in sales volume[1]	$ 10.4	$ 11.8	$ (0.7)	$ 3.7	$ 25.2
Currency impact on current period – non-GAAP	$ 1.5	$ (4.9)	$ (1.6)	$ 3.6	$ (1.4)
Increase in net sales	$ 13.1	$ 7.0	$ 1.8	$ 7.5	$ 29.4

- In FY25, 82% of Non-GAAP constant currency net sales growth was driven by an increase in sales volume.

1. Management's estimates of changes in net sales attributable to volumes and the average selling price of our products are impacted by differences in sales mix related to products, markets and distribution channels from period to period.

Non-GAAP Reconciliation

Non-GAAP Reconciliation

This presentation contains certain non-GAAP (generally accepted accounting principles 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) the cost of doing business, and constant currency are supplemental in nature and should not be considered in isolation or as alternatives to net sales, 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:

	Fiscal Year Ended August 31,				
Cost of Doing Business:	2025	2024	2023	2022	2021
Total operating expenses - GAAP	$ 237,550	$ 218,876	$ 184,496	$ 167,435	$ 174,898
Amortization[1](in operating departments)	(1,868)	(2,327)	(1,005)	(1,434)	(1,449)
Depreciation (in operating departments)	(3,634)	(4,112)	(4,147)	(4,369)	(4,311)
Cost of doing business - non-GAAP	$ 232,048	$ 212,437	$ 179,344	$ 161,632	$ 169,138
Net sales	$ 619,985	$ 590,557	$ 537,255	$ 518,820	$ 488,109
Cost of doing business as a percentage of net sales - non-GAAP	37%	36%	33%	31%	35%

	Fiscal Year Ended August 31,				
Adj. EBITDA:	2025	2024	2023	2022	2021
Net income - GAAP	$ 90,994	$ 69,644	$ 65,993	$ 67,329	$ 70,229
Provision for income taxes	10,632	21,864	19,170	16,779	16,270
Interest income	(517)	(474)	(231)	(102)	(81)
Interest expense	3,441	4,287	5,614	2,742	2,395
Amortization (1) (2)	2,254	2,327	1,005	1,434	1,449
Depreciation (2)	7,622	8,350	7,146	6,860	5,570
Adj. EBITDA	$ 114,426	$ 105,998	$ 98,697	$ 95,042	$ 95,832
Net sales	$ 619,985	$ 590,557	$ 537,255	$ 518,820	$ 488,109
Adj. EBITDA as a percentage of net sales - non-GAAP	18%	18%	18%	18%	20%

1. Includes amortization of definite-lived intangible assets and cloud computing amortization.
2. Includes amortization and depreciation presented in both cost of products sold and operating departments.

Note: Percentages may not aggregate to Adj. 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 Adj. EBITDA calculation.

Non-GAAP Reconciliation

In order to show the impact of changes in foreign currency exchange rates on our results of operations, we have included currency adjusted disclosures, where necessary, in this presentation. Currency adjusted disclosures represent the translation of our current fiscal year revenues from the functional currencies of our subsidiaries to U.S. Dollars using the exchange rates in effect for the corresponding period of the prior fiscal year. Results on a currency adjusted basis are not in accordance with accounting principles generally accepted in the United States of America (“non-GAAP”) and should be considered in addition to, not as a substitute for, results prepared in accordance with U.S. GAAP. We use results on a currency adjusted basis as one of the measures to understand our net sales results and evaluate our performance in comparison to prior periods in order to enhance the visibility of the underlying business trends, excluding the impact of translation arising from foreign currency exchange rate fluctuations. Management believes this non-GAAP financial measure provides investors with additional financial information that should be considered when assessing our underlying business performance and trends. However, reference to currency adjusted basis should not be considered in isolation or as a substitute for other financial measures calculated and presented in accordance with U.S. GAAP.

U.S GAAP to Currency Adjusted (Non-GAAP) Reconciliation
FY25 Weighted Average Foreign Exchange Rates Applied to Prior Year Net Sales
(in millions)

	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
MP Net Sales U.S. GAAP	**$ 333.3**	**$ 340.0**	**$ 342.3**	**$ 372.4**	**$ 386.6**	**$ 369.4**	**$ 448.8**	**$ 485.3**	**$ 503.6**	**$ 558.0**	**$ 591.0**
Favorable (Unfavorable) Impact using FY25 Rates	$ (24.9)	$ (12.6)	$ 4.2	$ (8.4)	$ 0.1	$ 4.6	$ (11.9)	$ (5.1)	$ 11.4	$ 4.0	$ —
MP Net Sales – Non-GAAP (using FY25 rates)[1]	$ 308.4	$ 327.4	$ 346.5	$ 364.0	$ 386.8	$ 374.0	$ 436.9	$ 480.2	$ 514.9	$ 562.0	$ 590.9

1. Changes in foreign currency exchange rates impact year-over-year changes in net sales. FY25 maintenance product ("MP") net sales presented as reported; all years prior to FY25 presented on a currency adjusted basis using weighted average FY25 foreign currency exchange rates to translate such prior years’ local currency results.

Non-GAAP Pro Forma Reconciliation

This presentation contains certain non-GAAP (generally accepted accounting principles in the United States of America) measures, that management believes provide our stockholders with additional insights into WD-40 Company's results of operations and how it runs its business. The Company announced in fiscal year 2025 our intent to divest of the U.S. and U.K. homecare and cleaning product portfolios. In the fourth quarter of fiscal year 2025 we successfully divested the U.K. portfolio and the timing of a transaction for the U.S. is currently unknown. As a result, the Company is providing guidance for fiscal year 2026 excluding the financial impact of these brands. To assist with modeling and comparing the business period over period, these Pro Forma results have been prepared for both fiscal year 2025 and 2024 excluding the financial impact of these brands. Reconciliations of these non-GAAP pro forma financial measures to the WD-40 Company financials as prepared under U.S. GAAP are as follows:

	Twelve Months Ended August 31, 2024		
	As Reported	HCCP*	Pro Forma
NET SALES	$ 590,557	$ 23,837	$ 566,720
COST OF PRODUCTS SOLD	275,330	14,260	261,070
GROSS PROFIT	315,227	9,577	305,650
OPERATING EXPENSES:			
SELLING, GENERAL & ADMINISTRATIVE	183,859	1,400	182,459
ADVERTISING & SALES PROMOTION	33,911	709	33,202
AMORTIZATION OF DEFINITE-LIVED INTANGIBLE ASSETS	1,106	908	198
TOTAL OPERATING EXPENSES	218,876	3,017	215,859
INCOME FROM OPERATIONS	96,351	6,560	89,791
OTHER INCOME (EXPENSE):			
INTEREST INCOME	474	-	474
INTEREST EXPENSE	(4,287)	-	(4,287)
OTHER INCOME (EXPENSE), NET	(1,030)	-	(1,030)
INCOME BEFORE INCOME TAXES	91,508	6,560	84,948
PROVISION FOR INCOME TAXES	21,864	1,570	20,294
NET INCOME	$ 69,644	$ 4,990	$ 64,654
Diluted EPS	$ 5.11	$ 0.37	$ 4.74

*Represents the financial results of the U.K. homecare and cleaning brands that we divested of in Q4 FY25 and the Americas homecare and cleaning brands currently held as assets for sale.

Non-GAAP Pro Forma Reconciliation

This presentation contains certain non-GAAP (generally accepted accounting principles in the United States of America) measures, that management believes provide our stockholders with additional insights into WD-40 Company's results of operations and how it runs its business. The Company announced in fiscal year 2025 our intent to divest of the U.S. and U.K. homecare and cleaning product portfolios. In the fourth quarter of fiscal year 2025 we successfully divested the U.K. portfolio and the timing of a transaction for the U.S. is currently unknown. As a result, the Company is providing guidance for fiscal year 2026 excluding the financial impact of these brands. To assist with modeling and comparing the business period over period, these Pro Forma results have been prepared for both fiscal year 2025 and 2024 excluding the financial impact of these brands. In addition, management is adjusting out the one-time non-cash tax benefit recorded in the second quarter of fiscal year 2025. Reconciliations of these non-GAAP pro forma financial measures to the WD-40 Company financials as prepared under U.S. GAAP are as follows:

	Twelve Months Ended August 31, 2025			
	As Reported	HCCP*	UTP**	Pro Forma
NET SALES	$ 619,985	$ 19,980	$ -	$ 600,005
COST OF PRODUCTS SOLD	278,642	12,485	-	266,157
GROSS PROFIT	341,343	7,495	-	333,848
OPERATING EXPENSES:				
SELLING, GENERAL & ADMINISTRATIVE	199,936	1,228	-	198,708
ADVERTISING & SALES PROMOTION	37,431	524	-	36,907
AMORTIZATION OF DEFINITE-LIVED INTANGIBLE ASSETS	183	-	-	183
TOTAL OPERATING EXPENSES	237,550	1,752	-	235,798
INCOME FROM OPERATIONS	103,793	5,743	-	98,050
OTHER INCOME (EXPENSE):				
INTEREST INCOME	517	-	-	517
INTEREST EXPENSE	(3,441)	-	-	(3,441)
OTHER INCOME (EXPENSE), NET	757	-	-	757
INCOME BEFORE INCOME TAXES	101,626	5,743	-	95,883
				-
PROVISION FOR INCOME TAXES	10,632	1,270	(11,923)	21,285
NET INCOME	$ 90,994	$ 4,473	$ 11,923	$ 74,598
Diluted EPS	$ 6.69	$ 0.32	$ 0.87	$ 5.50

*Represents the financial results of the U.K. homecare and cleaning brands that we divested of in Q4 FY25 and the Americas homecare and cleaning brands currently held as assets for sale.

**This represents the impact of the release of the one-time toll tax UTP which is deemed unusual and infrequent in nature.


WD-40
COMPANY
WD-40
SPECIALIST
WHITE LITHIUM GREASE
CONTACT CLEANER
GEL LUBE
DRY LUBE
SILICONE
PENETRANT
EZ-REACH