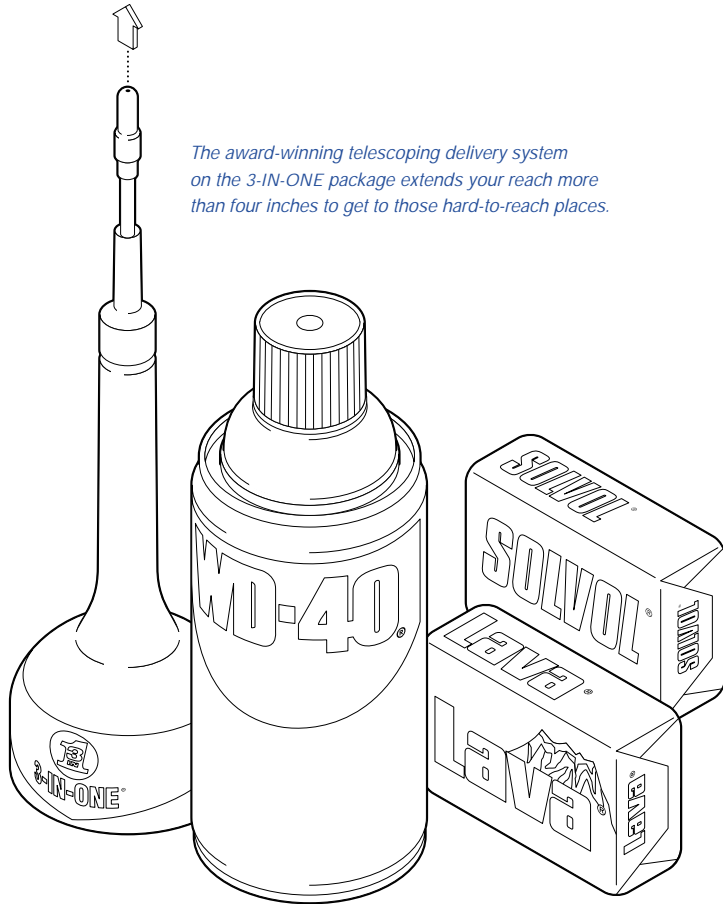

WD-40 BRANDS

Growing a Successful Company
An Owner's Manual

WD-40 BRANDS

Growing a Successful Company
An Owner's Manual

Portfolio of Brands



The award-winning telescoping delivery system on the 3-IN-ONE package extends your reach more than four inches to get to those hard-to-reach places.

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.

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NOTE

This symbol appears in your owner's manual to alert you to important facts about your company. As you read this manual, look for the symbol. It appears at the top of these important callouts.

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.



Garry Ridge
President, Chief Executive Officer

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.

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.

 **NOTE**

Last year, we introduced you to a company that would transition itself from a "brand fortress" to a "fortress of brands." This year we entitled our Annual Report "WD-40 Brands" to articulate the vision and priorities of a newly-focused company that is successfully making that transition.

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 138 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 predict 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

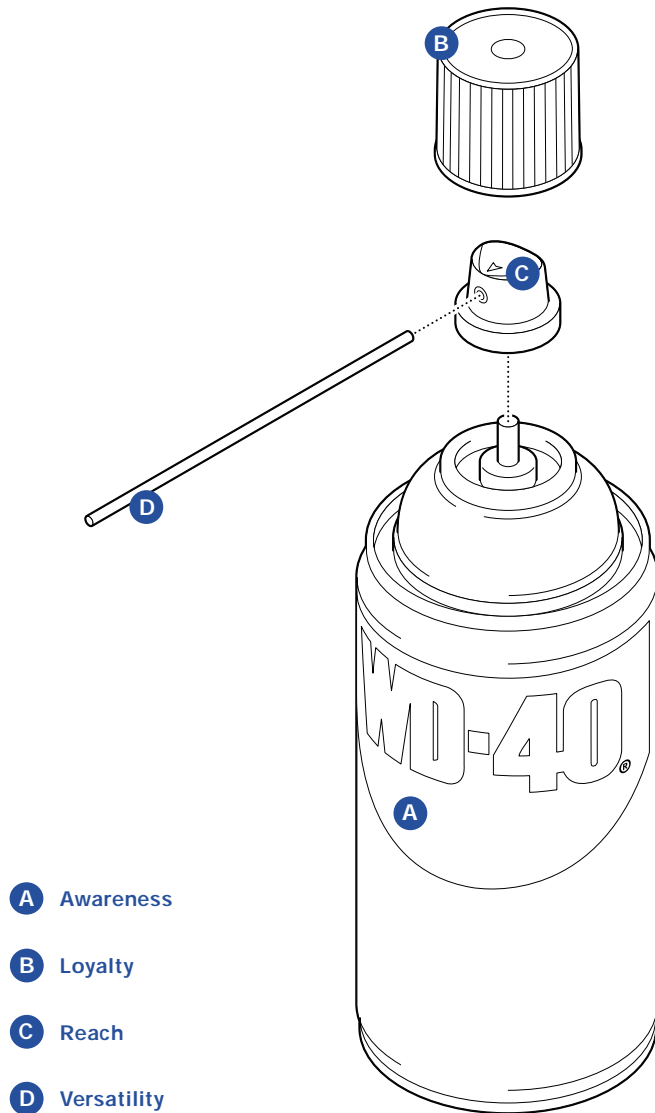
sector. We expect your company will always have some legal exposure.

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,

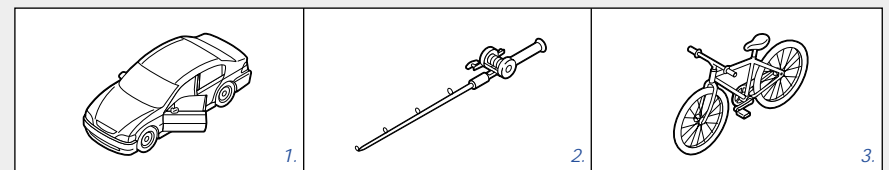


Garry Ridge
President, Chief Executive Officer



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.

WD-40 Brands On The Go



1. Automotive Interiors & Exteriors
2. Fishing Rods & Reels
3. Bicycles & Other Recreational Items

Wherever and whenever people are on the go, chances are they take WD-40 products along with them. WD-40, 3-IN-ONE and Lava have a multitude of uses on boats, trailers, motorcycles, and trucks—for lubrication, cleaning, and protection against the elements, indoors and out.

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% 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—stories of its usage 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.

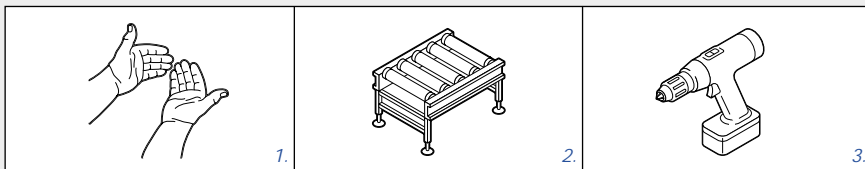
D VERSATILITY

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.

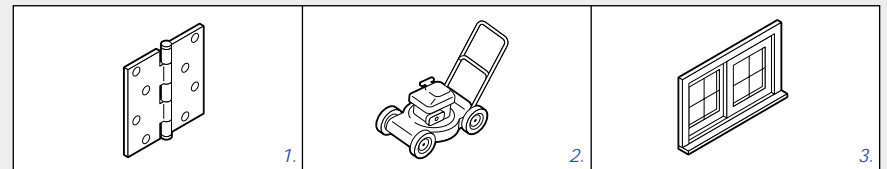
WD-40 Brands At Work



1. Dirty Hands
2. Conveyor 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

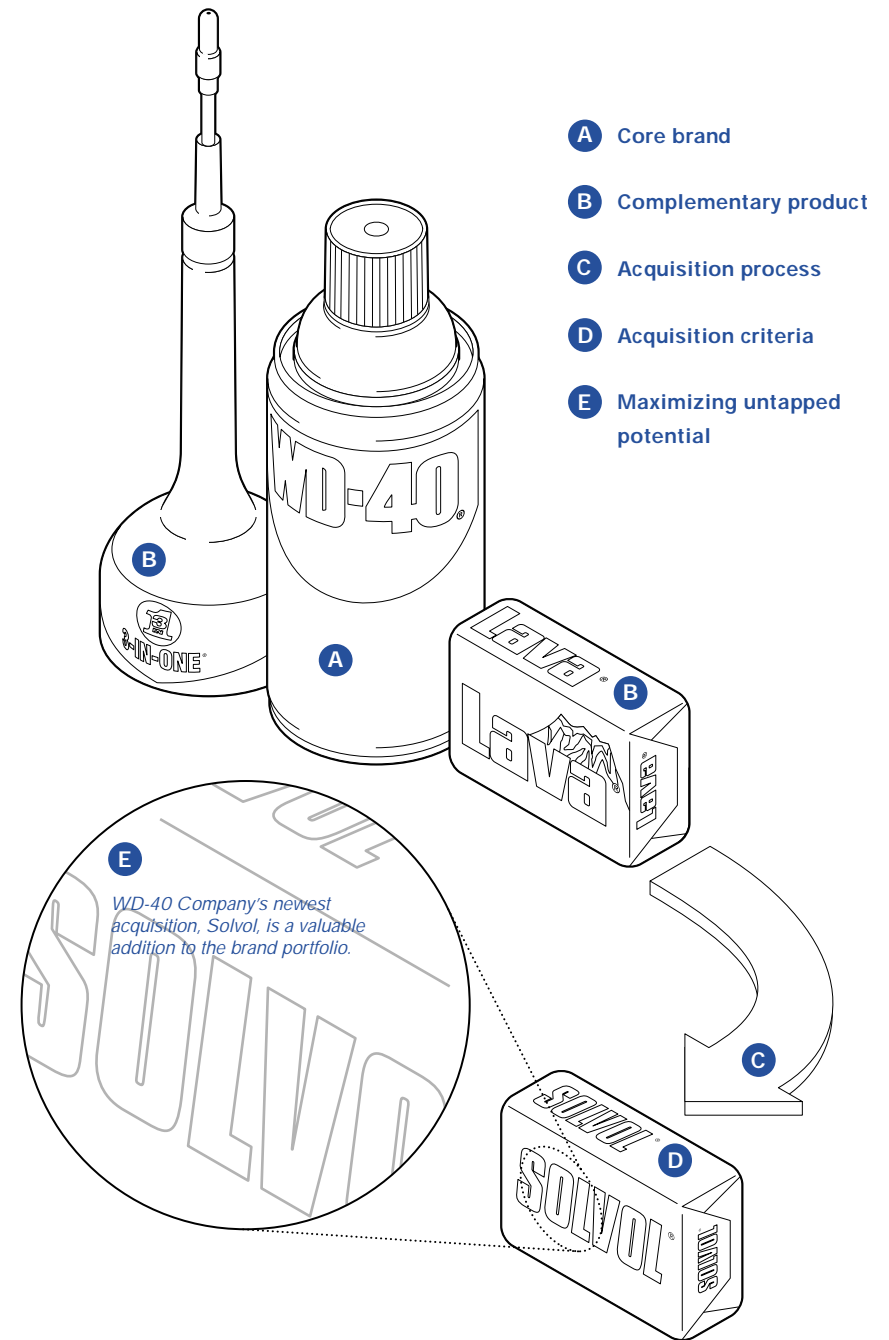


1. Hinges & Metal Parts
2. Lawnmowers & Garden Tools
3. Windows & Sliding Doors

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.



A CORE BRAND

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.

B 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.

C 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*

D ACQUISITION CRITERIA

Product attributes The selection process zeros 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.

NOTE

Lava was a very successful acquisition. Its unique features as a versatile and heavy-duty cleaner make it an excellent complement to our core products. With the addition of the Lava brand, WD-40 Company’s product line now fulfills every do-it-yourselfer’s need to complete even the largest of tasks.

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—whether 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.

E MAXIMIZING UNTAPPED POTENTIAL

The Solvol acquisition This recent acquisition was a strategic move that has allowed WD-40 Company to enter the heavy-duty hand cleaner category in Australia, New Zealand, and the Pacific Islands—a region where the company had already been selling its other brands. The Solvol brand had been in this market since 1936, with 85% brand awareness and 90% market share in the heavy-duty bar soap category. This certainly would have impeded any successful effort to launch the Lava brand in this region.

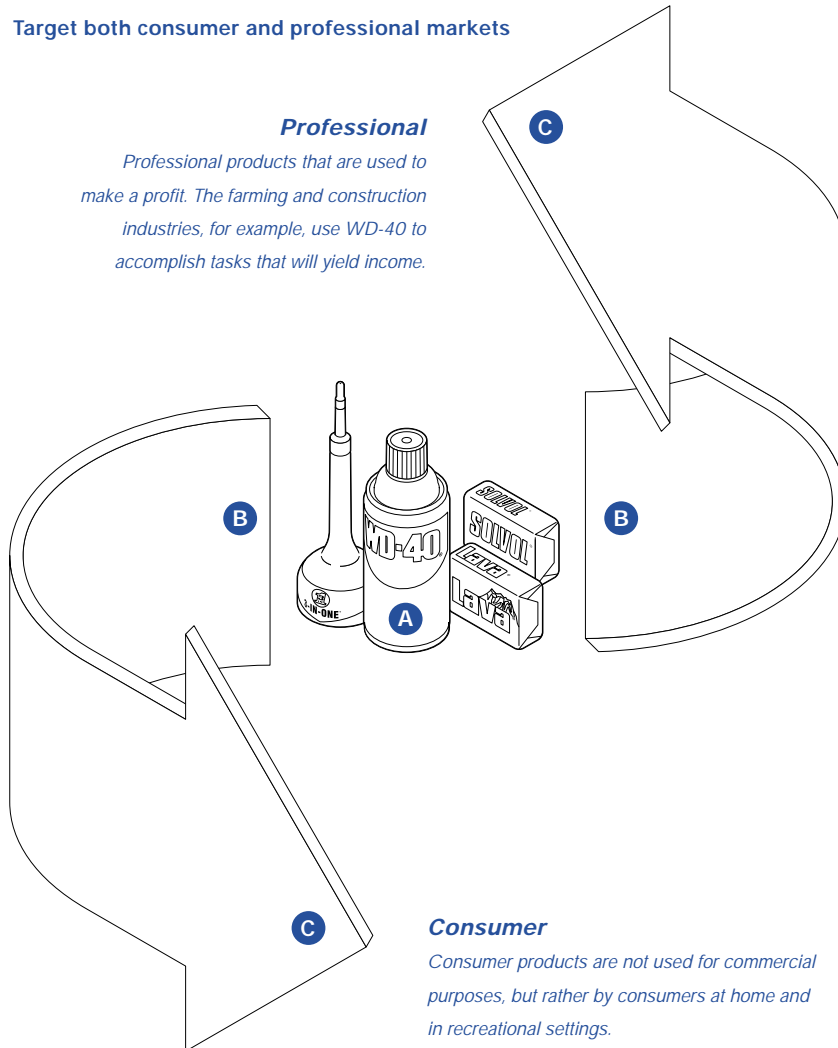
In addition to the Solvol bar soap, WD-40 Company will be introducing the recently acquired brand in two new forms: Solvol Liquid and Solvol Towels, but distribution will remain limited to Australia, New Zealand, and the Pacific Islands. The Lava brand, not Solvol, will be marketed in Asia.

While it is too early to assess the ultimate impact of this move on sales in Australia, New Zealand, and the Pacific Islands, the acquisition has certainly created significant new market opportunities for WD-40 Company in this region of the world.

- A** Leverage leading brand
- B** Utilize 62+ distribution channels
- C** Target both consumer and professional markets

Professional

Professional products that are used to make a profit. The farming and construction industries, for example, use WD-40 to accomplish tasks that will yield income.

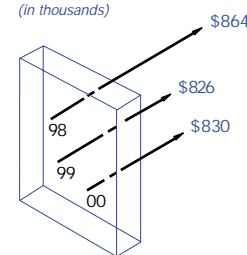


Consumer

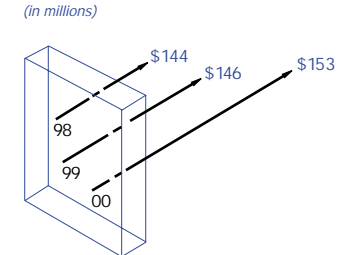
Consumer products are not used for commercial purposes, but rather by consumers at home and in recreational settings.

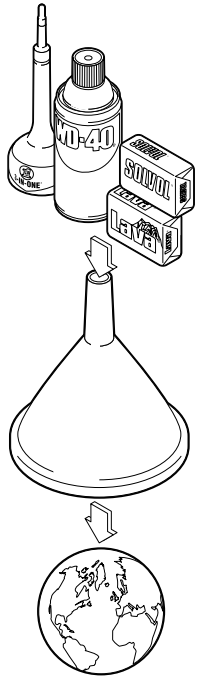
Here's a strategy that really pays off. Use the strong foundation of your distribution channel as a platform upon which to build the remainder of your business. Distribution infrastructure is a core asset that can be leveraged and exploited successfully in order to build a fortress of brands.

Sales per Employee
(in thousands)



Sales
(in millions)





Our distribution channel involves an extensive knowledge of cultures and a massive distribution strategy that utilizes every trade channel. This year our U.S. sales comprised 58% of our total sales, and international sales 42%.

A 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 Innatrack ERP Package 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%.

B 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.

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:

NOTE

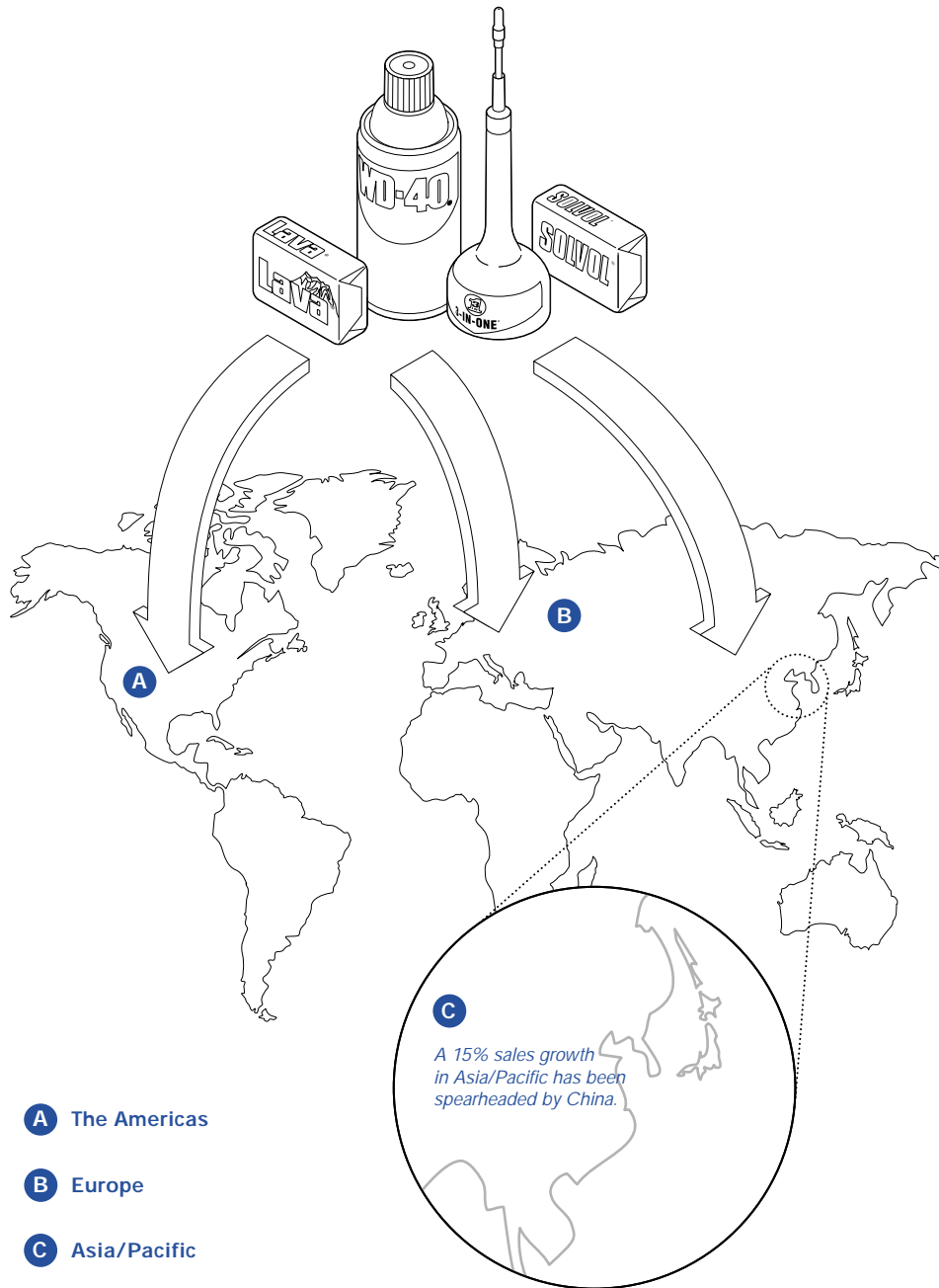
This coming year, the goal is to put Lava in 25% more WD-40 distribution channels in the U.S. and to extend the brand into key European countries.

C 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

Professional	Consumer
Hardware/home improvement (retail/wholesale)	Hardware/home improvement (retail)
	Paint (retail)
Automotive (retail/wholesale)	Mass merchant (retail)
Farm (retail/wholesale)	Sporting goods (retail)
Wholesale clubs	Automotive (retail)
Office supply	Grocery (retail)
Industrial supply	Drug (retail)
Janitorial supply	Farm (retail/wholesale)
Military supply	Wholesale clubs
	Value (retail)
	Military supply
	Convenience (retail)



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.

A 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. Slippage in two of our big 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 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.

Outlook 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.

B 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 down 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 2001. 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 merchandiser 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 campaigns 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.

C 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 product 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.

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.

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.

Ten-year summary

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Net Sales	\$ 89,833,000	\$ 99,964,000	\$ 108,964,000	\$112,166,000	\$ 116,776,000	\$ 130,912,000	\$ 137,893,000	\$ 144,397,000	\$ 146,348,000	\$ 152,698,000
Cost of Product Sold	39,828,000	42,217,000	44,686,000	47,028,000	50,229,000	57,925,000	59,286,000	62,984,000	64,558,000	69,414,000
Gross Profit	50,005,000	57,747,000	64,278,000	65,138,000	66,547,000	72,987,000	78,607,000	81,413,000	81,790,000	83,284,000
Operating Expenses	26,305,000	29,537,000	31,242,000	32,755,000	35,065,000	40,311,000	43,959,000	47,253,000	47,846,000	51,661,000
Interest & Other Income, Net	1,406,000	1,263,000	(1,306,000)	(11,900,000)	1,171,000	736,000	(1,288,000)	96,000	256,000	(495,000)
Income Before Income Taxes	25,106,000	29,473,000	31,730,000	20,483,000	32,653,000	33,412,000	33,360,000	34,256,000	34,200,000	31,128,000
Provision for Income Taxes	9,800,000	11,400,000	12,400,000	7,800,000	12,200,000	12,115,000	11,997,000	12,368,000	12,135,000	10,570,000
Net Income	15,306,000	18,073,000	19,330,000	12,683,000	20,453,000	21,297,000	21,363,000	21,888,000	22,065,000	20,558,000
Earnings per Share (diluted)	1.01	1.19	1.26	.83	1.33	1.38	1.37	1.40	1.41	1.33
Dividends per Share	.86	1.08	1.15	1.15	1.21	1.24	1.25	1.28	1.28	1.28
Total Assets	47,752,000	53,596,000	58,784,000	54,872,000	59,579,000	61,658,000	65,418,000	70,945,000	91,957,000	84,924,000
Number of Employees	134	136	143	144	148	149	165	167	177	184

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 short-fall. The steady rise in oil prices had an impact on margins, as did currency devaluation and retail mergers in Europe.

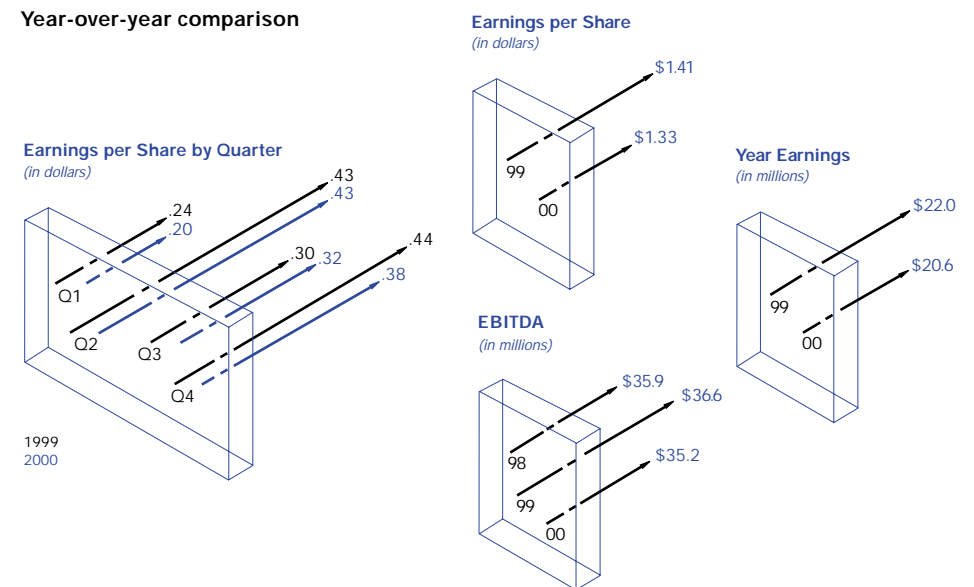
The fiscal year had several high points, however. Results show that in its first year as part of the product lineup Lava grew to be a significant part of business in the U.S., (12% of total U.S. sales) and plans were implemented to launch the brand in Europe during the coming year. Sales in Asia/Pacific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

Profitability ratios

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

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.

Year-over-year comparison



INVESTMENT FEATURES

Corporate Information

Board of Directors

Mario L. Crivello
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. Olson
Investor
Former Chairman and CEO
Proxima Corp.

Garry O. Ridge
President
Chief Executive Officer
WD-40 Company

Gerald C. Schleif
Retired; Former President and
Chief Executive Officer
WD-40 Company

Edward J. Walsh
President
The Sparta Group, Ltd.

Executive Officers

Garry O. Ridge
President
Chief Executive Officer

Graham P. Milner
Senior Vice President
The Americas

Michael L. Freeman
Vice President Operations
Chief Information Officer

Thomas J. Tranchina
Vice President Finance
Chief Financial Officer

Michael J. Irwin
Vice President Marketing
The Americas

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

Geoffrey J. Holdsworth
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
750 B Street, Suite 1800
San Diego, California 92101

Independent Accountants

PricewaterhouseCoopers LLP
750 B Street, Suite 2400
San Diego, California 92101

Transfer Agent & Registrar

ComputerShare Investor Services, LLC
515 S. Figueroa Street, Ste. 1020
Los Angeles, California 90071

Annual Meeting

2:00 PM, December 12, 2000, Mission Valley
Doubletree Hotel 7450 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.

Americas 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
Kiln 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 foreign 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 examination of historical operating trends, data contained in the Company's records, and other data available from fourth parties, but there can be no assurance that the Company's expectations, beliefs, or projections will be achieved or accomplished. The risks and uncertainties are detailed from time to time in reports filed by WD-40 Company with the SEC, including Forms 8-K, 10-K, and readers are urged to carefully review these and other documents.