

## Consolidated Income Statement

| for the year ended November 30 (millions except per share data) | 2010      | 2009      | 2008      |
|---|-----------|-----------|-----------|
| Net sales   | \$3,336.8 | \$3,192.1 | \$3,176.6 |
| Cost of goods sold  | 1,919.1   | 1,864.9   | 1,888.4   |
| Gross profit  | 1,417.7   | 1,327.2   | 1,288.2   |
| Selling, general and administrative expense                     | 907.9     | 846.6     | 870.6     |
| Impairment charge   | —         | —         | 29.0      |
| Restructuring charges   | —         | 13.7      | 12.1      |
| Operating income  | 509.8     | 466.9     | 376.5     |
| Interest expense  | 49.3      | 52.8      | 56.7      |
| Other income, net   | 2.2       | 2.4       | 18.0      |
| Income from consolidated operations before income taxes         | 462.7     | 416.5     | 337.8     |
| Income taxes  | 118.0     | 133.0     | 100.6     |
| Net income from consolidated operations                         | 344.7     | 283.5     | 237.2     |
| Income from unconsolidated operations                           | 25.5      | 16.3      | 18.6      |
| Net income  | \$ 370.2  | \$ 299.8  | \$ 255.8  |
| Earnings per share—basic  | \$ 2.79   | \$ 2.29   | \$ 1.98   |
| Earnings per share—diluted                                      | \$ 2.75   | \$ 2.27   | \$ 1.94   |

See Notes to Consolidated Financial Statements, pages 40–57.

# Consolidated Balance Sheet

| at November 30 (millions)  | 2010      | 2009      |
|--|-----------|-----------|
| <b>Assets</b>  |           |           |
| Cash and cash equivalents  | \$ 50.8   | \$ 39.5   |
| Trade accounts receivable, less allowances of \$2.9 for 2010 and \$4.5 for 2009  | 386.7     | 365.3     |
| Inventories  | 477.6     | 457.6     |
| Prepaid expenses and other current assets  | 100.8     | 108.1     |
| Total current assets   | 1,015.9   | 970.5     |
| Property, plant and equipment, net   | 488.0     | 489.8     |
| Goodwill   | 1,417.4   | 1,479.7   |
| Intangible assets, net   | 232.5     | 237.3     |
| Investments and other assets   | 265.9     | 210.5     |
| Total assets   | \$3,419.7 | \$3,387.8 |
| <b>Liabilities</b>   |           |           |
| Short-term borrowings  | \$ 0.2    | \$ 101.2  |
| Current portion of long-term debt  | 100.2     | 14.9      |
| Trade accounts payable   | 302.7     | 298.7     |
| Other accrued liabilities  | 431.7     | 403.4     |
| Total current liabilities  | 834.8     | 818.2     |
| Long-term debt   | 779.9     | 875.0     |
| Other long-term liabilities  | 342.3     | 351.1     |
| Total liabilities  | 1,957.0   | 2,044.3   |
| <b>Shareholders' equity</b>  |           |           |
| Common stock, no par value; authorized 320.0 shares; issued and outstanding: 2010—12.5 shares, 2009—12.3 shares              | 282.7     | 235.1     |
| Common stock non-voting, no par value; authorized 320.0 shares; issued and outstanding: 2010—120.6 shares, 2009—119.5 shares | 473.8     | 398.9     |
| Retained earnings  | 700.9     | 591.5     |
| Accumulated other comprehensive (loss) income  | (3.7)     | 109.1     |
| Non-controlling interests  | 9.0       | 8.9       |
| Total shareholders' equity   | 1,462.7   | 1,343.5   |
| Total liabilities and shareholders' equity   | \$3,419.7 | \$3,387.8 |

See Notes to Consolidated Financial Statements, pages 40–57.

# Consolidated Cash Flow Statement

| for the year ended November 30 (millions)   | 2010     | 2009     | 2008     |
|---|----------|----------|----------|
| <b>Operating activities</b>   |          |          |          |
| Net income  | \$ 370.2 | \$ 299.8 | \$ 255.8 |
| Adjustments to reconcile net income to net cash provided by operating activities: |          |          |          |
| Depreciation and amortization   | 95.1     | 94.3     | 85.6     |
| Stock-based compensation  | 11.9     | 12.7     | 18.2     |
| Loss (gain) on sale of assets   | (0.1)    | 0.3      | (22.9)   |
| Impairment charge   | —        | —        | 29.0     |
| Deferred income taxes   | 10.5     | 24.0     | (8.8)    |
| Income from unconsolidated operations   | (25.5)   | (16.3)   | (18.6)   |
| Changes in operating assets and liabilities:                                      |          |          |          |
| Trade accounts receivable   | (38.2)   | 45.8     | (7.7)    |
| Inventories   | (26.8)   | 15.6     | (26.8)   |
| Trade accounts payable  | 10.5     | 3.4      | 40.8     |
| Other assets and liabilities  | (38.1)   | (74.7)   | (43.4)   |
| Dividends received from unconsolidated affiliates                                 | 18.0     | 10.9     | 13.4     |
| Net cash provided by operating activities   | 387.5    | 415.8    | 314.6    |
| <b>Investing activities</b>   |          |          |          |
| Acquisitions of businesses and joint venture interests                            | (46.9)   | —        | (693.3)  |
| Capital expenditures  | (89.0)   | (82.4)   | (85.8)   |
| Proceeds from sale of business  | —        | —        | 14.0     |
| Proceeds from sale of property, plant and equipment                               | 6.2      | 0.6      | 18.1     |
| Net cash used in investing activities   | (129.7)  | (81.8)   | (747.0)  |
| <b>Financing activities</b>   |          |          |          |
| Short-term borrowings, net  | (99.6)   | (201.8)  | 156.5    |
| Long-term debt borrowings   | —        | —        | 503.0    |
| Long-term debt repayments   | (14.4)   | (50.4)   | (150.4)  |
| Proceeds from exercised stock options   | 73.6     | 35.8     | 48.8     |
| Common stock acquired by purchase   | (82.5)   | —        | (11.0)   |
| Dividends paid  | (138.2)  | (125.4)  | (113.5)  |
| Net cash (used in) provided by financing activities                               | (261.1)  | (341.8)  | 433.4    |
| Effect of exchange rate changes on cash and cash equivalents                      | 14.6     | 8.4      | (8.0)    |
| Increase (decrease) in cash and cash equivalents                                  | 11.3     | 0.6      | (7.0)    |
| Cash and cash equivalents at beginning of year                                    | 39.5     | 38.9     | 45.9     |
| Cash and cash equivalents at end of year  | \$ 50.8  | \$ 39.5  | \$ 38.9  |

See Notes to Consolidated Financial Statements, pages 40–57.

## Consolidated Statement of Shareholders' Equity

| (millions)   | Common<br>Stock<br>Shares | Common<br>Stock<br>Non-Voting<br>Shares | Common<br>Stock<br>Amount | Retained<br>Earnings | Accumulated<br>Other<br>Comprehensive<br>(Loss) Income | Non-controlling<br>Interest | Total<br>Shareholders'<br>Equity |
|--|---------------------------|---|---------------------------|----------------------|--|-----------------------------|----------------------------------|
| Balance, November 30, 2007   | 12.8                      | 115.0                                   | \$501.0                   | \$ 323.8             | \$ 260.3   | \$ 9.9                      | \$1,095.0                        |
| Comprehensive income:  |                           |   |                           |                      |  |                             |                                  |
| Net income   |                           |   |                           | 255.8                |  |                             | 255.8                            |
| Net loss attributable to non-controlling interest                  |                           |   |                           |                      |  | (0.3)                       | (0.3)                            |
| Currency translation adjustments                                   |                           |   |                           |                      | (240.4)  | (2.1)                       | (242.5)                          |
| Change in derivative financial instruments,<br>net of tax of \$4.9 |                           |   |                           |                      | 10.0   |                             | 10.0                             |
| Unrealized components of pension plans,<br>net of tax of \$7.4     |                           |   |                           |                      | 18.2   |                             | 18.2                             |
| Comprehensive income   |                           |   |                           |                      |  |                             | 41.2                             |
| Dividends  |                           |   |                           | (116.7)              |  |                             | (116.7)                          |
| Adjustment for new tax accounting                                  |                           |   |                           | (12.8)               |  |                             | (12.8)                           |
| Stock-based compensation   |                           |   | 18.2                      |                      |  |                             | 18.2                             |
| Shares purchased and retired                                       | (0.7)                     | (0.2)                                   | (10.9)                    | (24.7)               |  |                             | (35.6)                           |
| Shares issued, including tax benefit of \$14.4                     | 2.4                       | 0.8                                     | 73.5                      |                      |  |                             | 73.5                             |
| Equal exchange   | (2.2)                     | 2.2                                     |                           |                      |  |                             | —                                |
| Balance, November 30, 2008   | 12.3                      | 117.8                                   | \$581.8                   | \$ 425.4             | \$ 48.1  | \$ 7.5                      | \$1,062.8                        |
| Comprehensive income:  |                           |   |                           |                      |  |                             |                                  |
| Net income   |                           |   |                           | 299.8                |  |                             | 299.8                            |
| Net income attributable to non-controlling interest                |                           |   |                           |                      |  | 0.6                         | 0.6                              |
| Currency translation adjustments                                   |                           |   |                           |                      | 187.0  | 0.8                         | 187.8                            |
| Change in derivative financial instruments,<br>net of tax of \$1.8 |                           |   |                           |                      | (4.6)  |                             | (4.6)                            |
| Unrealized components of pension plans,<br>net of tax of \$55.8    |                           |   |                           |                      | (121.4)  |                             | (121.4)                          |
| Comprehensive income   |                           |   |                           |                      |  |                             | 362.2                            |
| Dividends  |                           |   |                           | (128.5)              |  |                             | (128.5)                          |
| Adjustment for new pension accounting                              |                           |   |                           | (1.5)                |  |                             | (1.5)                            |
| Stock-based compensation   |                           |   | 12.7                      |                      |  |                             | 12.7                             |
| Shares retired   | (0.1)                     | —                                       | (3.1)                     | (3.7)                |  |                             | (6.8)                            |
| Shares issued, including tax benefit of \$7.2                      | 1.3                       | 0.5                                     | 42.6                      |                      |  |                             | 42.6                             |
| Equal exchange   | (1.2)                     | 1.2                                     |                           |                      |  |                             | —                                |
| Balance, November 30, 2009   | 12.3                      | 119.5                                   | \$634.0                   | \$ 591.5             | \$ 109.1   | \$ 8.9                      | \$1,343.5                        |
| Comprehensive income:  |                           |   |                           |                      |  |                             |                                  |
| Net income   |                           |   |                           | 370.2                |  |                             | 370.2                            |
| Net income attributable to non-controlling<br>interest             |                           |   |                           |                      |  | 0.6                         | 0.6                              |
| Currency translation adjustments                                   |                           |   |                           |                      | (108.5)  | 0.1                         | (108.4)                          |
| Change in derivative financial instruments,<br>net of tax of \$1.2 |                           |   |                           |                      | (0.1)  |                             | (0.1)                            |
| Unrealized components of pension plans,<br>net of tax of \$3.6     |                           |   |                           |                      | (4.2)  |                             | (4.2)                            |
| Comprehensive income   |                           |   |                           |                      |  |                             | 258.1                            |
| Dividends  |                           |   |                           | (141.3)              |  |                             | (141.3)                          |
| Dividends attributable to non-controlling interest                 |                           |   |                           |                      |  | (0.6)                       | (0.6)                            |
| Stock-based compensation   |                           |   | 11.9                      |                      |  |                             | 11.9                             |
| Shares purchased and retired                                       | (1.5)                     | (2.3)                                   | (38.8)                    | (119.5)              |  |                             | (158.3)                          |
| Shares issued, including tax benefit of \$17.5                     | 3.8                       | 1.3                                     | 149.4                     |                      |  |                             | 149.4                            |
| Equal exchange   | (2.1)                     | 2.1                                     |                           |                      |  |                             | —                                |
| Balance, November 30, 2010   | 12.5                      | 120.6                                   | \$756.5                   | \$ 700.9             | \$ (3.7)   | \$ 9.0                      | \$1,462.7                        |

See Notes to Consolidated Financial Statements, pages 40–57.