

We supply our customers from 50 locations in 24 countries.

## 2013 HIGHLIGHTS

### Financial Highlights

For the year ended November 30 (millions except per share data)

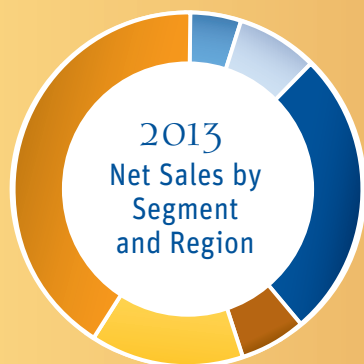
	2013	2012	% Change
Net sales	\$4,123.4	\$4,014.2	2.7%
Gross profit	1,665.8	1,617.8	3.0%
Gross profit margin	40.4%	40.3%	
Operating income	550.5	578.3	(4.8%)
Operating income margin	13.4%	14.4%	
Net income	389.0	407.8	(4.6%)
Earnings per share—diluted	2.91	3.04	(4.3%)
Dividends paid	179.9	164.7	9.2%
Dividends paid per share	1.36	1.24	9.7%

We are providing below certain non-GAAP financial results excluding items affecting comparability. The details of these adjustments are provided in the Non-GAAP Financial Measures of the Management's Discussion & Analysis on pages 32 and 33.

	2013	2012	% Change
Adjusted operating income	\$590.8	\$578.3	2.2%
Adjusted operating income margin	14.3%	14.4%	
Adjusted net income	418.2	407.8	2.6%
Adjusted earnings per share—diluted	3.13	3.04	3.0%

#### CONSUMER BUSINESS

- 41.3% Americas
- 14.0% Europe, Middle East and Africa
- 6.3% Asia/Pacific



#### INDUSTRIAL BUSINESS

- 26.3% Americas
- 7.4% Europe, Middle East and Africa
- 4.7% Asia/Pacific

### Passion Points

15%

Sales in emerging markets accounted for 15% of total company sales in 2013, up from 10% of sales just two years ago.

9%

Innovation is a key growth initiative and new products launched in the past three years accounted for 9% of 2013 sales.

30%

We are proud of our safety record, which has improved by 30% since 2010 and is ahead of industry averages.

>2x

Digital marketing is one of our most effective ways to drive sales of our brands. In 2013, our digital marketing spending rose to \$30 million, more than double the amount spent in 2011.

1/3

As evidence of the increasing interest in health and wellness, one-third of industrial new product projects included a wellness attribute this year.