

IT HAS BEEN A YEAR



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COVER ART

The illustrations on the cover and throughout the report, created by Bay Area-based artist John Mavroudis, represent our attempt to put into words a year that defied description. The cover artwork is made up of actual phrases from a diverse set of stakeholders — from healthcare professionals to consumers to employees — describing how Clorox provided support to them through the global pandemic.

LIKE NO OTHER.



Dear Stakeholder,
There are no words to describe 2020. It's been a year like none other in modern times. We're in the midst of a global pandemic that has impacted millions of people, cost hundreds of thousands of lives and caused a deep recession. And a racial and cultural awakening about the pain caused by a long history of racial injustice. Amid this landscape, our essential values have never been more important. >>>

 **BENNO DORER**
CHAIR AND CHIEF EXECUTIVE OFFICER

Consistent with our commitment to Good Growth, we're proud to have delivered strong results for our shareholders, achieved the right way:

+8%

SALES GROWTH (TOTAL COMPANY)

+16%

DILUTED EPS INCREASE

+170BPS

GROSS MARGIN EXPANSION

\$1.5B

NET CASH PROVIDED BY OPERATIONS
(+56%)

I'd like to focus my letter this year on our values and how this confluence of challenging conditions has provided the impetus for Clorox to live out our values when it counted most. And we were rewarded by consumers and stakeholders, leading to a strong financial performance — including solid fundamentals, growth and increased shareholder value — which you will see throughout this report. We're proud that what we've achieved this year has been Good Growth — growth that's done the right way.

In a year of turmoil, the Clorox family has remained strong because of our values — particularly integrity, fair dealing and ethical practices that are the underpinnings of our focus on doing the right thing. These are values that have guided our predecessors for 107 years and are even more relevant to the challenges brought on by COVID-19. Our character is both internally embedded and externally recognized, as the Axios Harris Poll 100 ranked us No. 1 in corporate reputation, and Forbes rated Clorox one of America's Best Employers for Diversity. In this unique moment in time, The Clorox Company has become essential to the health and well-being of our society. And in this year, fueled by our IGNITE strategy, which enabled us to serve more communities and

consumers, we continued our commitment to delivering value to all our stakeholders.

SUPPORTING PEOPLE THROUGH THE PANDEMIC

Clorox is a health and wellness company at heart, and during COVID-19 our mission has never been clearer. Since our founding in 1913, we've been an ally to communities and the government in times of need, including health crises and natural disasters, starting with World War II, when bleach was used to disinfect wounds, neutralize enemy gases and purify water. And whether it was the Ebola outbreak in West Africa, the swine flu or

Hurricane Katrina, The Clorox Company has been there to lend a hand with both product and monetary donations, in collaboration with the American Red Cross and many other organizations in the U.S. and internationally. We've learned how important it is to act quickly to help. With COVID-19, we activated our teams across the company in January to increase supply to protect public health and people. We identified three priorities:

1) Protecting the health, safety and well-being of our employees. We care deeply about the safety >>>

A VERY DIFFERENT LETTER FOR A VERY DIFFERENT YEAR

HOW WE'RE EXECUTING OUR IGNITE STRATEGY

PEOPLE AT THE CENTER

Putting people at the center of everything we do — a focus of our IGNITE strategy — was key in enabling us to serve our consumers and communities during the pandemic. In order for our teams to address unprecedented demand for our products, we needed to focus on their safety and well-being. We enhanced benefits for all our teammates, including a \$1 million Employee Emergency Relief Fund covering incremental child care and medical expenses and an emergency time-off program to help parents navigate school closures and other absences related to COVID-19. At all our facilities worldwide, we rolled out enhanced infection prevention measures and offered increased pay and special incentives to our on-site teams who continued to make and ship our products during shelter-in-place orders. Based on survey results, 88% of employees felt their health and well-being were top priorities for the company.



FUEL GROWTH



Despite the pandemic, we proceeded with plans to convert cleaning plants for the production of a new concentrated formula of Clorox® bleach, completing the process for three of four facilities. This innovation gives consumers more disinfecting power per drop and reduces plastic packaging and water usage in manufacturing, contributing to record cost savings for the year, allowing us to reinvest that money back into the business.

ENHANCE SHOPPING EXPERIENCES

Prior to COVID-19, our e-commerce team laid the groundwork for growth by focusing on creating a frictionless online shopping experience for consumers at each stage of the purchase process — from search to delivery. This growth only accelerated as COVID-19 prompted more consumers to purchase our products online, and as a result e-commerce accounted for 12% of total company sales in FY20 compared to 8% in FY19.



BUILD PURPOSE-DRIVEN, PERSONALIZED BRANDS

During our COVID-19 response, our Clorox brand purpose — “Champion a cleaner world where everyone thrives” — took on new meaning as we responded to public health needs. We helped get our disinfecting products where they were needed most, like frontline healthcare workers and facilities, and educated consumers on how to use our products effectively and safely. And we partnered with Nextdoor on a “Neighbors Helping Neighbors” program, connecting people who wanted to provide care, such as picking up groceries, medications and other essentials, with those who needed some extra help via the Nextdoor Help Map.



and well-being of our global workforce and their families. Our team that makes and ships essential household products did an outstanding job in the face of extraordinary circumstances. Their health and well-being is top of mind, and we are grateful for their dedication.

2) Maximizing supply to get our products

where they're needed. As a company, we remain focused on doing everything feasible to maximize the supply of disinfecting products to serve consumers, healthcare workers and our communities in the face of demand that at times increased 500%. This is unprecedented for us or any consumer goods company.

3) Supporting caregivers and people most

impacted by COVID-19. The Clorox Company Foundation and our brands committed more than \$14 million globally in product and monetary donations to relief efforts in the fight against COVID-19. In addition, starting in April we prioritized our hospital-grade disinfectants, increasing production significantly to help healthcare facilities fight the spread of infection.

GUIDED BY OUR STRATEGY

Our IGNITE strategy was a beacon in helping us navigate through this uncharted period in fiscal year 2020. At the time it was created, we didn't know how prescient the strategy would be. And integrating environmental, social and governance goals into IGNITE provided a grounding to help us pivot quickly, in a number of ways.

Our ability to Reimagine Work during the pandemic, to keep our plants running 24/7

and not lose productivity, coupled with the agility and adoption of new technology with which we shifted to a remote workforce globally, enabled us to thrive under very trying circumstances.

In addition, IGNITE gave us the framework to make the right decisions to lead the company through this unique moment. Those decisions supported our strategic focus Fuel Growth, allowing us to cultivate a lot more communities with our essential products in new ways during the pandemic and lighting the path to serve society as people move about beyond their homes. Partnerships with United Airlines, AMC Theatres, Uber Technologies and Cleveland Clinic are testament to that. And we will not be hesitant to invest in more of these opportunities to bring our essential products to new places, expanding our disinfection efficacy, our influence and our footprint. Innovating for Good Growth was the guiding principle of IGNITE, and it was the catalyst to a resurgence for the company even prior to the pandemic. It will propel our actions going forward.

CONTINUED COMMITMENT TO ESG

Our focus on environmental, social and governance priorities furthered our vision of earning people's enduring loyalty and creating long-term value creation for all stakeholders. The time when a mysterious pathogen suddenly gripped the entire planet was precisely the time we most needed our team's loyalty, work ethic, innovative thinking, teamwork and long-term focus — the foundation of ESG. And during this time, we don't want to take our eye off the ball of sustainability. >>>

HOW WE'RE EXECUTING OUR IGNITE STRATEGY

DELIVER BIGGER, STICKIER INNOVATION PLATFORMS

In a year when we delivered successful innovation like Kingsford® pellets and Clorox fabric sanitizers—even in the midst of a pandemic — innovation platforms like Clorox Scentiva® cleaning and disinfecting products and Fresh Step Clean Paws® cat litter products also continued to deliver strong growth in their third year after launch.



EVOLVE PORTFOLIO



In Australia and New Zealand, our Glad® brand launched “Glad to be Green,” a range of sustainable food protection and trash bag products including 50% plant-based bags and wraps, compostable trash bags¹ and trash bags made from 95% recycled material.² The food protection range also uses packaging made from 70% recycled material and is 100% recyclable. Each product has a beginning-of-life or end-of-life benefit, making it a more sustainable option for consumers that delivers on the quality promise of Glad — strength in trash bags and freshness in food protection.

PLANET: CLIMATE STEWARDSHIP

We signed a 12-year, 70-megawatt virtual power purchase agreement with Enel Green Power for the purchase of renewable energy beginning in 2021. This VPPA represents about half of our 100% renewable electricity goal for our operations in the U.S. and Canada and is expected to help us accelerate achieving this goal in 2021, four years ahead of our original plan.



Photo courtesy of Enel Green Power.

PLANET: PLASTIC AND OTHER WASTE



The company signed the Ellen MacArthur Foundation's New Plastics Economy Global Commitment, which sets a vision of a circular economy for plastic. As part of our signatory status, we pledged aggressive plastic waste reduction and other packaging goals, including a 50% combined reduction in virgin plastic and fiber packaging by 2030. Bleach compaction — a conversion process that went forward despite the pandemic, demonstrating our commitment to sustainability — and a move to 100% recycled fiber cartons in Glad are projected to contribute approximately 15% of our reduction target.

¹ Certified home compostable to AS5810 and certified industrial compostable to AS4736.

² Made from 95% pre-consumer recycled material.

Our commitment to the **environment** — the “**E**” in ESG — shows up in all parts of our business every day. And the pandemic has made it more evident how important sustainability is. We set an ambitious target of 50% combined reduction in virgin plastic and fiber packaging and remain committed to this today.

Our IGNITE strategy starts with putting **people** — or the “**Social**” in ESG — at the center of everything we do. Not only has the pandemic made this even more significant, the racial reckoning that we experienced this spring triggered by the unjust death of Black men and women has been deeply dispiriting, and sadly they are not anomalies. Clorox stands against racism, inequality and injustice. And we stand with the Black community to confront the systemic racial injustices that have plagued our nation for generations yet feel even more palpable right now. We know we need to do more. It is a time for action and also a time for healing and rebuilding. We have started that process, with significant action toward racial justice and equality in our communities in the U.S. and within our company.

Inclusion and diversity is at the heart of this effort. If we want employees who come together in a crisis, who contribute innovative approaches based on their diverse backgrounds, who instinctively prioritize allocating supplies to front-line workers, who volunteer for long hours in scary times, and who provide perspective that balances our biases in the face of inequality, we need to genuinely value these attributes. I&D has never been more important nor its value more evident.

How we are **structured and operate** — or the “**Governance**” in ESG — has always mattered, but the pandemic demonstrated another way it’s important. We’ve never experienced a pandemic like this that spread globally almost overnight. Through it all, Clorox has been able to maintain its R&D operations; large teams of talented people; strong supply chains and distribution networks; and adaptable manufacturing and testing facilities.

In addition, we’re committed to enhancing our leadership in ESG through an unwavering commitment to strong corporate governance and ESG performance overseen by our board of directors. Executive compensation awards reflect achievement of our ESG goals for members of the Clorox Executive Committee, including for me.

Finally, we’re in alignment with key ESG reporting frameworks, including the Sustainability Accounting Standards Board and the Task Force on Climate-Related Financial Disclosures. As a signatory to the United Nations Global Compact, we also reaffirm our commitment to its Ten Principles by driving a strategy that imagines a brighter future for our people and the world around us.

GIVING BACK TO OUR COMMUNITIES

In a year when the need was greater than ever, we provided both foundation and corporate cash grants, U.S. product donations and cash for cause marketing totaling more than \$25 million to support COVID-19 relief and community-building in Oakland, Atlanta and other places where we have facilities and our people live and work. >>>

HOW WE'RE EXECUTING OUR IGNITE STRATEGY

PLANET: CLIMATE STEWARDSHIP

We've committed to setting and achieving science-based targets to reduce greenhouse gas emissions in our operations (Scope 1 and 2) and across our value chain (Scope 3). These reduction targets ensure our plans for carbon reduction are in line with the latest climate science and the goals of the 2015 Paris Agreement.



PRODUCT: TRANSPARENCY COMMITMENTS

We transitioned ingredient listings for our U.S. cleaning products to the online industry portal SmartLabel, where users will now find ingredient information as well as directions for use and safety data sheets. We also announced a commitment to voluntarily list ingredients on the labels of our household disinfecting products, which goes above and beyond the labeling law requirement that will take effect in 2021.

PEOPLE: EMPLOYEES

We continued to invest in our No. 1 resource — our people — through wellness initiatives, including enhanced benefits to support our employees' total well-being and goals that support their physical, social, professional and financial well-being, including employee safety, inclusion and engagement in the workplace, gender and ethnic minority representation, and retirement readiness.



PEOPLE: CONSUMERS

To enhance consumer well-being, we increased the number of our wellness-related product categories in U.S. homes by 6.5 million compared to fiscal year 2019, leveraging the power of our portfolio of natural personal care; vitamins, minerals and supplements; water filtration and hydration; and cleaning brands to promote health and wellness.

We pledged an additional \$2.5 million toward racial justice initiatives. Our employees volunteered in their communities as well, giving approximately 102,000 hours of their own time in calendar year 2019 — the financial equivalent of about \$2.8 million.

DELIVERING ESSENTIAL VALUE

Thanks to the heroic work of our people, our performance in fiscal year 2020 was very strong, delivering sales growth of 8%. And organic sales were up 10%, our highest organic sales growth on record. We also delivered total company gross margin expansion, and a 16% increase in diluted EPS. Importantly we expanded our household penetration and increased the share of our brands in the U.S. and internationally. And I'm proud that the percentage of our U.S. portfolio seen by consumers as delivering superior value has risen to an all-time high, positioning our brands well in this recession, because value is king, especially during difficult times.

Consumers trust our brands and are choosing our brands, and we will continue to build long-term loyalty by investing in our relationship with them. And we're already making progress against an ambitious set of ESG goals.

With a name that's synonymous with the words "clean" and "trust," Clorox is uniquely positioned to expand the base of consumers, communities and people we serve beyond the pandemic.

Our 2020 fiscal year was a year when lives and livelihoods depended on the care with which we did our jobs. It's what makes us essential, and I take that responsibility to heart.

Finally, as I step down from my role as CEO of Clorox, I want to say that it has been my great privilege to carry forward the legacy of generations of strong Clorox leaders in my pursuit of Good Growth — growth that's profitable, sustainable and responsible. The idea of Good Growth was based on the belief that companies can deliver great results the right way; that serving employees, communities and the planet is as important as serving shareholders; and that how we generate profit matters. I feel good about the progress we've made in delivering on that promise and look forward to continuing to serve the company as executive chair of the board.

I'm leaving Clorox in a good position and in great hands, with Linda Rendle taking over the reins as CEO. I've worked with Linda for 13 years, and from the beginning I knew she was a special talent. She's an exceptional leader with an excellent track record. I think our industry needs leaders with courage — not only to do the right thing but to envision the future and make bold decisions. And that's exactly who Linda is. She's the right leader at the right time for this company.

I'm proud of her and every member of our team of 8,800 strong. Today more than ever.



Benno O. Dorer
Chair and Chief Executive Officer

OUR COMMITMENT TO FIGHT FOR A BETTER WORLD

Just as it's hard to adequately describe the impact of the global pandemic, we're equally at a loss for words to capture the intense societal pain that's come to the surface this year.

At Clorox, we've stood strongly against racism, inequality and injustice. But the very visible tragedies that have occurred recently have forced us to ask ourselves whether we've done enough. They show us we must fight even harder for a better world and stand stronger for the Black community

to confront the systemic racial injustice that has plagued the U.S. for generations and been present elsewhere, too.

We will do more. And we will hold each other accountable. We'll also ask our stakeholders to hold us accountable as we share our progress over time. As with the pandemic, our core value, Do the Right Thing, will guide our work, in order to create a more just and equitable world.

A large graphic of a raised fist silhouette, filled with various phrases and words in different sizes and orientations. The background is a textured blue. The words include "WE WILL DO MORE", "BLACK YOUTH", "OAKLAND", "ACCESS TO JUSTICE", "VOLUNTEER", "FIGHT FOR EQUALITY", "CRUISING UNDER SERVED COMMUNITIES", "MINORITY", "BUSINESSES", "ATLANTA", "REFORM", "TO CRIMINAL JUSTICE", "DO THE RIGHT THING", "ACCOUNTABLE", "PROGRESS", "PAIN", "TRAGEDIES", "RACISM", "INEQUALITY", "INJUSTICE", "SYSTEMIC RACIAL INJUSTICE", "PLAGUED THE U.S.", "GENERATIONS", "PRESENT ELSEWHERE", "TOO", "HOLD EACH OTHER ACCOUNTABLE", "STAKEHOLDERS", "SHARE OUR PROGRESS", "OVER TIME", "CORE VALUE", "ORDER TO CREATE A MORE JUST AND EQUITABLE WORLD".

At Clorox, we've stood strongly against racism, inequality and injustice. But the very visible tragedies that have occurred recently have forced us to ask ourselves whether we've done enough. They show us we must fight even harder for a better world and stand stronger for the Black community

We will do more. And we will hold each other accountable. We'll also ask our stakeholders to hold us accountable as we share our progress over time. As with the pandemic, our core value, Do the Right Thing, will guide our work, in order to create a more just and equitable world.



IGNITE STRATEGY

Building on our previous 2020 Strategy, IGNITE aims to strengthen our advantage through strategic business choices and fully integrated environmental, social and governance goals to drive Good Growth. With people at the center, the IGNITE strategy is focused on driving growth and delivering value for both shareholders and society.



VISION

Exceptional innovators who earn
people's enduring loyalty



OBJECTIVE

Deliver Good Growth — profitable,
sustainable and responsible

IGNITE STRATEGY ANNUAL FINANCIAL GOALS

GROW

Net Sales +2% to 4%

EXPAND

EBIT Margin +25 to 50 Basis Points

DELIVER

Free Cash Flow as %
of Sales 11% to 13%



STRATEGIC CHOICES



FUEL GROWTH

Widen the funnel on how we deliver cost savings, leveraging technology and sustainability to generate fuel for growth.



INNOVATE EXPERIENCES

Turn data into insights to build purpose-driven, personalized brands and deliver bigger, stickier innovation platforms while enhancing consumer shopping experiences — allowing us to better serve people.



REIMAGINE WORK

Galvanize our people with a bolder, more inclusive workplace in which we simplify our operations, tap technology and move more quickly to drive growth.



EVOLVE PORTFOLIO

Broaden our playing field in and around our core business, emphasizing consumer megatrends, and continue to lean in to enhanced wellness and natural personal care.

INTEGRATED ESG GOALS



PLANET

AMBITION: Be a leader in environmental sustainability, with a focus on plastic and other waste reduction and science-based climate action.

GOALS:

Plastic and Other Waste

- 50% combined reduction in virgin plastic and fiber packaging by 2030.
- 100% recyclable, reusable or compostable packaging by 2025.
- Double plastic PCR in packaging by 2030 (+50% by 2025).
- 100% global facilities zero waste to landfill by 2030 (plants by 2025).*

Climate Stewardship

- Set and achieve science-based targets to reduce greenhouse gas (GHG) emissions in our operations (Scope 1 and 2) and across our value chain (Scope 3).†
- 100% renewable electricity in the U.S. and Canada in 2021.

* Where infrastructure allows.

† Will set science-based targets (SBTs) for GHG emissions in coordination with and to be approved by the SBT Initiative by October 2021.



PRODUCT

AMBITION: Be a leader in responsible product stewardship, with a focus on progressive actions to enhance our own and consumer packaged goods industry practices.

GOALS:

Product Advocacy

- Advance the science behind alternative approaches to animal testing, with the vision of eliminating EPA testing requirements for disinfecting products and replacing them with non-animal alternatives.

Ingredient Management

- Reduce the chemical footprint of cleaning products, with progress detailed through annual reporting.
- Share restricted substances list for domestic retail cleaning products.

Transparency Commitments

- Increase reach of SmartLabel tool and expand scope of consumer-meaningful information.
- Aggressively increase third-party product certifications.



GOVERNANCE

AMBITION: Enhance our leadership in ESG through an unwavering commitment to strong corporate governance and ESG performance overseen by the board of directors.

GOALS:

- Tie executive compensation awards to select ESG goals.



PEOPLE

AMBITION: Help our consumers and employees through purpose-led choices that enhance well-being.

GOALS:

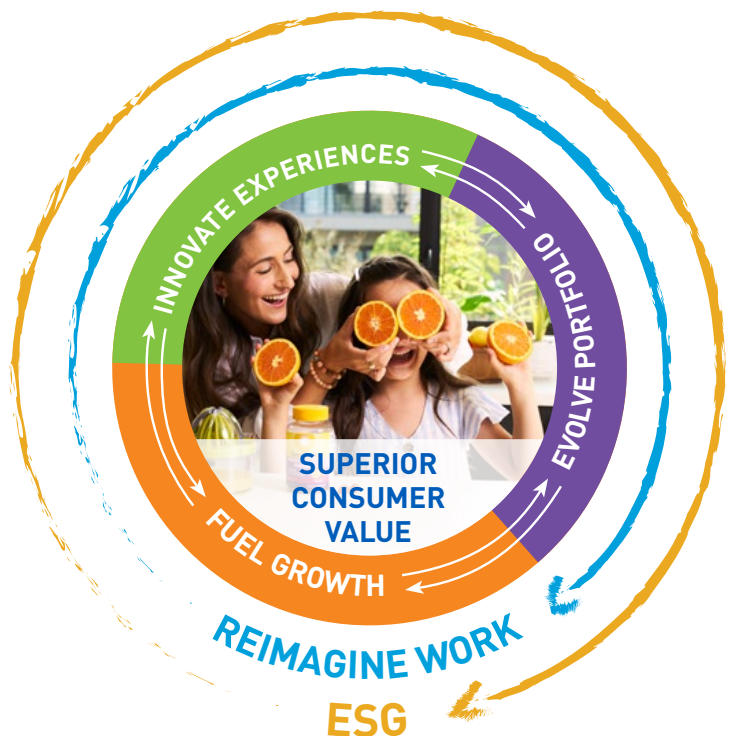
Consumers

- Increase well-being (measure: number of our wellness-related product categories in U.S. homes).

Employees

- Enhance financial literacy to enable better planning and superior retirement readiness (measure: income replacement ratio).
- Set targets related to manager capabilities, working environment, and health and wellness outcomes.
- Maintain recordable incident rate of <1.0 with a comprehensive safety management effort striving for an injury-free workplace.
- Ensure gender and ethnic pay equity.
- Achieve gender and ethnic minority representation targets.
- Achieve inclusion index* targets.

* A composite score for a set of survey questions we ask our employees, benchmarked against industry and/or other norms.



COVID-19: HOW WE'RE ADAPTING THE SUPPLY CHAIN TO ADDRESS DEMAND



Even before the declaration of a global pandemic in March, we were already taking steps to streamline our operations and increase inventory to help meet the anticipated spike in demand for our products. This effort has involved mobilization of response teams from across the company, harnessing innovation and elbow grease to spark an unprecedented transformation of our supply chain. We've been working hard but realize there's a lot more left to do. As we address this critical business priority, we're guided by our IGNITE strategy, with a relentless focus on reimagining work so it's simpler, faster and bolder; driving innovation through superior consumer insights about rising expectations; and rapidly deploying new technologies to meet near-term needs while at the same time laying the groundwork for the future.

KEEPING OUR PEOPLE SAFE

- Implement contact tracing and enhanced pay/sick leave policies.
- Adopt preventive detection through noncontact temperature checks and questionnaires administered by third-party medical provider.
- Clean and sanitize around the clock; acquire additional personal protective equipment for where close contact required.
- Adapt work schedules to reduce exposure during commutes and at shift changes.
- Retain services of epidemiologist to advise on plant practices and procedures.

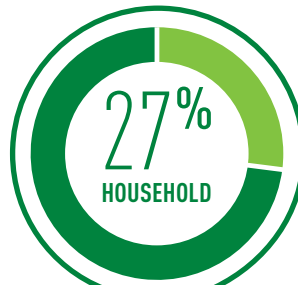
MAXIMIZING SUPPLY

- Focus manufacturing on disinfecting products that could be supplied most quickly, simplifying overall product offering to accelerate production.
- Increase production of disinfecting products in the U.S. in FY20 by 100 million units, or 50%.
- Invest in second manufacturing line within existing wipes plant to double in-house production by 2021.
- Prioritize hospital-grade disinfectants, increasing production significantly to help healthcare facilities fight the spread of infection.
- Develop alternative ingredient formulations to get product on shelf faster while maintaining high quality, safety and efficacy.

COLLABORATING WITH RETAILERS AND SUPPLIERS

- Refine product mix to focus on most relevant retail partner and consumer needs.
- Identify new raw material sources to enhance our shared supply chains.
- Manage a dynamic, volatile transportation market, using analytics to evaluate and implement most effective shipping options.
- Added more than 10 new third-party manufacturers.

FY20 Sales BY SEGMENT^{1,2,3}



\$6.7B
NET SALES

30% **CLEANING**
[Clorox, Clorox Scentiva, Pine-Sol, Tilex, Formula 409, Liquid-Plumr]

7% **PROFESSIONAL PRODUCTS**
[Clorox Healthcare, CloroxPro, Clorox Total 360]

4% **VITAMINS, MINERALS AND SUPPLEMENTS**
[Rainbow Light, Natural Vitality, NeoCell, Stop Aging Now, RenewLife]

12% **BAGS & WRAPS**
[Glad]

8% **GRILLING**
[Kingsford, Kingsford Match Light]

7% **CAT LITTER**
[Fresh Step, Scoop Away, Ever Clean]

8,800
EMPLOYEES



25+
COUNTRY/TERRITORY OPERATIONS

[Clorox, Ayudin, Clorinda, Poett, Pine-Sol, Glad, Brita, RenewLife, Ever Clean, Burt's Bees]

LATIN AMERICA

CANADA

ASIA

MIDDLE EAST / NORTH AFRICA

EUROPE / SUB-SAHARAN AFRICA

AUSTRALIA / NEW ZEALAND

9% **FOOD PRODUCTS**
[Hidden Valley]

4% **NATURAL PERSONAL CARE**
[Burt's Bees]

4% **WATER FILTRATION**
[Brita]

100+
MARKETS

¹ All brands are registered trademarks of The Clorox Company.

² All percentages represent rounded numbers.

³ A new Health and Wellness reportable segment was formed in FY20. It incorporates the previous Digestive Health and Dietary Supplements business units, which were combined into a new Vitamins, Minerals and Supplements business unit, and the previous Laundry and Home Care business units, which were combined to create a new Cleaning business unit. These newly established business units, along with the Professional Products business unit, make up this new segment.

Our Global FOOTPRINT



NORTH AMERICA

				United States
				Canada
				Mexico
				Dominican Republic
				Puerto Rico
				Panama
				Costa Rica

SOUTH AMERICA

				Colombia
				Ecuador
				Peru
				Argentina
				Chile
				Uruguay

EUROPE

	United Kingdom
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AFRICA

	Kenya
	South Africa

AUSTRALIA

--	--

NEW ZEALAND

--	--

MIDDLE EAST

	Egypt
	Saudi Arabia
	United Arab Emirates

ASIA

		China	
			South Korea
		Hong Kong	
		Philippines	
		Malaysia	



Global headquarters



Plants



Administrative/sales offices



Joint ventures

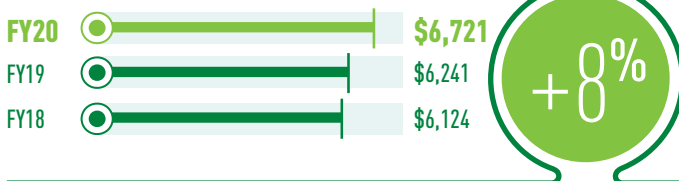


R&D facilities

PERFORMANCE

Achieve financial success while investing for the long term.

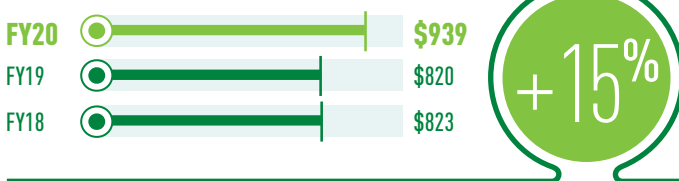
NET SALES (\$ MILLIONS)



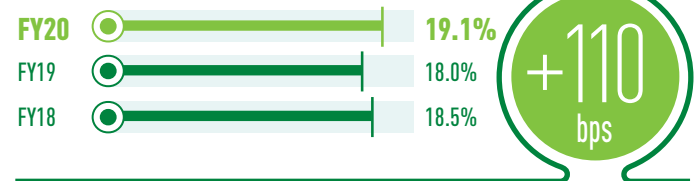
EARNINGS BEFORE INCOME TAXES (\$ MILLIONS)



EARNINGS (\$ MILLIONS)



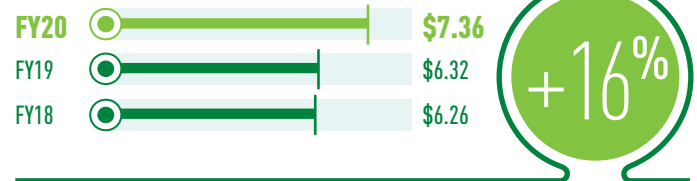
EBIT MARGIN¹ (AS A % OF NET SALES) (NON-GAAP)



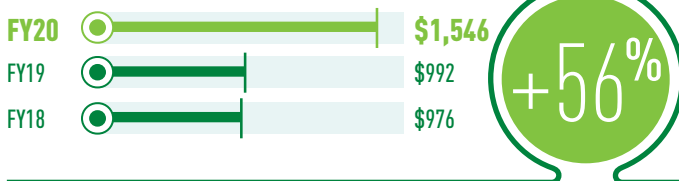
ECONOMIC PROFIT² (\$ MILLIONS) (NON-GAAP)



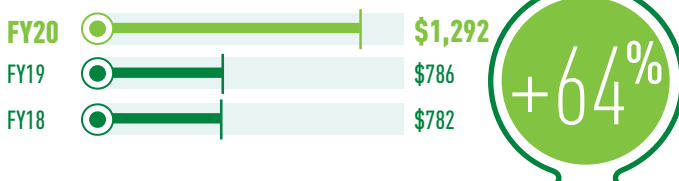
DILUTED NET EARNINGS PER SHARE (\$)



NET CASH PROVIDED BY OPERATIONS (\$ MILLIONS)



FREE CASH FLOW³ (NON-GAAP) (\$ MILLIONS)



PEOPLE

Help our consumers and employees through purpose-led choices that enhance well-being.

EMPLOYEE WELL-BEING

PHYSICAL

World-Class Workplace Safety¹

0.58

RECORDABLE INCIDENT RATE 
[vs. world-class level<1.0]

SOCIAL

Best-in-Class Employee Engagement²

88%

EMPLOYEE ENGAGEMENT
[vs. 75th percentile benchmarks of 84% for consumer goods companies and 85% for Fortune 500 companies]

Parity Inclusion Across the Company

80%

WOMEN (GLOBAL)
Inclusion Index³

75%

ETHNIC MINORITIES (U.S.)
Inclusion Index³

78%

TOTAL CLOROX (GLOBAL)
Inclusion Index³

The inclusion index measures the percentage of Clorox employees who feel a sense of inclusion at work, with the goal of parity across the company. As a new goal within the IGNITE strategy, the inclusion index in FY20 should be considered a baseline measurement.

PROFESSIONAL

Workforce Diversity

ETHNIC MINORITIES (U.S.)

30%

NONPRODUCTION MANAGERS 
[vs. 30% U.S. Census Bureau]⁴

34%

NONPRODUCTION EMPLOYEES 
[vs. 33% U.S. Census Bureau]⁴

WOMEN (GLOBAL)

44%

NONPRODUCTION MANAGERS 

51%

NONPRODUCTION EMPLOYEES 

Diversity in Corporate Governance

33%

MINORITY BOARD MEMBERS 
[vs. 14% Fortune 500 average]⁵

33%

FEMALE BOARD MEMBERS 
[vs. 20% Fortune 500 average]⁵

43%

FEMALE CLOROX EXECUTIVE COMMITTEE MEMBERS 

21%

MINORITY CLOROX EXECUTIVE COMMITTEE MEMBERS

FINANCIAL

Retirement Readiness⁶

64%

INCOME REPLACEMENT RATIO [vs. 75% Vanguard target benchmark]

To determine retirement readiness, we measure the income replacement ratio for U.S. employees participating in the Clorox 401(k) program. As a new goal within the IGNITE strategy, the income replacement ratio in FY20 should be considered a baseline measurement.

CONSUMER WELL-BEING

Enhanced Well-Being Through Our Brands

+6.5_M

NUMBER OF OUR WELLNESS-RELATED PRODUCT CATEGORIES IN U.S. HOMES VS. FY19⁷



SOCIETAL WELL-BEING

\$147_M

SPENDING WITH DIVERSE SUPPLIERS⁸



Note: To see a more comprehensive set of ESG goals and progress, visit thecloroxcompany.com.

 Reviewed by Ernst & Young LLP. Please refer to pages 21-22 for the Review Report.

PLANET

Be a leader in environmental sustainability, with a focus on plastic and other waste reduction and science-based climate action.

PLANET and COMMUNITY

PLASTIC AND OTHER WASTE

VIRGIN PACKAGING REDUCTION¹

15% vs. goal of 50% combined reduction in virgin plastic and fiber packaging by 2030.

OF TARGET

ZERO WASTE TO LANDFILL²

38% vs. goal of 100% of plants achieving zero waste to landfill by 2025.

OF PLANTS

CLIMATE STEWARDSHIP



GREENHOUSE GAS EMISSIONS⁴

519_K **↓9%**
METRIC TONS CO₂e

ENERGY CONSUMPTION⁵

666_K **↓6%**
MEGAWATT HOURS

SCIENCE-BASED TARGETS³

GOAL: Set and achieve science-based targets for greenhouse gas emissions.

WATER CONSUMPTION⁵

2,904 **↓5%**
MEGALITERS

RENEWABLE ENERGY⁶

70
MW SOLAR
Virtual Power Purchase Agreement
GOAL: 100% renewable electricity in the U.S. and Canada in 2021.

COMMUNITY

Safeguarding families through initiatives that promote health, education and safety.

\$9.7_M

FOUNDATION AND CORPORATE
COMMUNITY CASH GRANTS

>

\$13.4_M

U.S. CORPORATE
PRODUCT DONATIONS

>

\$2.4_M

U.S. CAUSE
MARKETING

>>

\$25.5_M

TOTAL FY20
IMPACT

\$2.8¹_M

OR 101,908 EMPLOYEE
VOLUNTEER HOURS IN CY19

\$14.4²_M

COVID-19
RELIEF

Note: To see a more comprehensive set of ESG goals and progress, visit thecloroxcompany.com.

 Reviewed by Ernst & Young LLP. Please refer to pages 21-22 for the Review Report.

FOOTNOTES

See footnotes below for descriptions of these non-generally accepted accounting principles, or non-GAAP measures, the reasons management believes they are useful to investors, and reconciliations to the most directly comparable financial measures calculated and presented in accordance with U.S. GAAP. The non-GAAP financial measures should not be considered in isolation or as a substitute for the comparable GAAP measures and should be read in connection with the company's consolidated financial statements presented in accordance with GAAP. In addition, these non-GAAP financial measures may not be the same as similar measures provided by other companies due to potential differences in methods of calculation and items being excluded.

1. EBIT represents earnings before income taxes, interest income and interest expense. EBIT margin is the ratio of EBIT to net sales. The company's management believes these measures provide useful additional information to investors to enhance their understanding about trends in the company's operations and are useful for period-over-period comparisons.

Reconciliation of EBIT

Dollars in millions	FY20	FY19	FY18
Earnings before income taxes	\$1,185	\$1,024	\$1,054
Interest income	-2	-3	-6
Interest expense	99	97	85
EBIT — non-GAAP	\$1,282	\$1,118	\$1,133
EBIT margin — non-GAAP	19.1%	18.0%	18.5%
Net sales	\$6,721	\$6,214	\$6,124

2. Reconciliation of Economic Profit⁽ⁱ⁾

Dollars in millions and all calculations based on rounded numbers	FY20	FY19	FY18
Earnings before income taxes	\$1,185	\$1,024	\$1,054
Add back:			
Noncash U.S. GAAP restructuring and intangible asset impairment charges	2	2	2
Interest expense	99	97	85
Earnings before income taxes, noncash U.S. GAAP restructuring and intangible asset impairment charges, and interest expense	\$1,286	\$1,123	\$1,141
Less: Income taxes on earnings before income taxes, noncash U.S. GAAP restructuring and intangible asset impairment charges and interest expense ⁽ⁱⁱ⁾	267	222	249
Adjusted after-tax profit	\$1,019	\$901	\$892
Average capital employed ⁽ⁱⁱⁱ⁾	\$3,478	\$3,231	\$2,977
Less: Capital charge ^(iv)	\$313	\$291	\$268
Economic profit ⁽ⁱ⁾ [adjusted after-tax profit less capital charge]	\$706	\$610	\$624

⁽ⁱ⁾ Economic profit (EP) is defined by the company as earnings before income taxes, excluding noncash U.S. GAAP restructuring and intangible asset impairment charges, and interest expense; less income taxes (calculated utilizing the company's effective tax rate), and less a capital charge (calculated as average capital employed multiplied by a cost of capital rate). EP is a key financial metric that the company's management uses to evaluate business performance and allocate resources, and is a component in determining employee incentive compensation. The company's management believes EP provides additional perspective to investors about financial returns generated by the business and represents profit generated over and above the cost of capital used by the business to generate that profit.

⁽ⁱⁱ⁾ The tax rate applied is the effective tax rate on net earnings, which was 20.8%, 19.8% and 21.8% in fiscal years 2020, 2019 and 2018, respectively.

⁽ⁱⁱⁱ⁾ Total capital employed represents total assets less non-interest-bearing liabilities. Adjusted capital employed represents total capital employed adjusted to add back current year after tax noncash U.S. GAAP restructuring and intangible asset impairment charges. Average capital employed is the average of adjusted capital employed for the current year and total capital employed for the prior year, based on year-end balances. See below for details of the average capital employed calculation.

^(iv) Capital charge represents average capital employed multiplied by a cost of capital, which was 9% for all fiscal years presented. The calculation of capital charge includes the impact of rounding numbers.

Dollars in millions	FY20	FY19	FY18
Total assets	\$6,213	\$5,116	\$5,060
Less:			
Accounts payable and accrued liabilities ^(v)	1,327	1,033	1,000
Current operating lease liabilities	64	—	—
Income taxes payable	25	9	—
Long-term operating lease liabilities	278	—	—
Other liabilities ^(vi)	755	774	778
Deferred income taxes	62	50	72
Non-interest-bearing liabilities	2,511	1,866	1,850
Total capital employed	3,702	3,250	3,210
After tax noncash U.S. GAAP restructuring and intangible asset impairment charges	2	1	1
Adjusted capital employed	\$3,704	\$3,251	\$3,211
Average capital employed	\$3,478	\$3,231	\$2,977

^(v) Accounts payable and accrued liabilities and Other Liabilities are adjusted to exclude interest-bearing liabilities.

3. Reconciliation of Free Cash Flow

Dollars in millions	FY20	FY19	FY18
Net cash provided by operations (GAAP)	\$1,546	\$ 992	\$ 976
Less: capital expenditures	(254)	(206)	(194)
Free cash flow (non-GAAP)	1,292	786	782
Free cash flow as a percentage of net sales (non-GAAP)	19.2%	12.6%	12.8%
Net sales	\$6,721	\$6,214	\$6,124

The company's management uses free cash flow and free cash flow as a percent of net sales to help assess the cash generation ability of the business and funds available for investing activities, such as acquisitions, investing in the business to drive growth, and financing activities, including debt payments, dividend payments and share repurchases. Free cash flow does not represent cash available only for discretionary expenditures, since the company has mandatory debt service requirements and other contractual and non-discretionary expenditures. In addition, free cash flow may not be the same as similar measures provided by other companies due to potential differences in methods of calculation and items being excluded.

PEOPLE FOOTNOTES

- 1 Based on industry benchmarking by Clorox, we consider a recordable incident rate of 1.0 or less to be world-class performance. Our FY20 RIR of 0.58 means that for every 100 Clorox employees globally, not including workers at offices with fewer than 30 employees but including remote workers, we averaged less than one reportable incident during the past year. According to the latest available data from the U.S. Bureau of Labor Statistics, the average RIR for goods-producing manufacturing companies is 3.4. The criteria used to determine RIR follows the U.S. Department of Labor's Occupational Safety and Health Administration guidelines and is applied globally.
- 2 The FY20 engagement survey was open for three weeks, during which time 84% of eligible Clorox employees completed the survey. The engagement survey was administered by Perceptyx. Engagement is defined as the extent that employees have pride in the company, intend to stay, get intrinsic motivation from their work and would recommend the company as a good place to work. Performance is compared to the Perceptyx Fortune 500 and CPG benchmarks. Perceptyx's Fortune 500 benchmark is comprised of 72 companies from Fortune magazine's annual Fortune Global 500 list and includes 6.14 million survey responses. The Perceptyx CPG benchmark comprises employee survey results from organizations that produce consumer goods, including results from 33 companies and 1.46 million survey responses.
- 3 Expressed as a percentage of employees experiencing Clorox as an inclusive workplace, measured across the company overall (global) and among female (global) and ethnic minority (U.S. only) employee subgroups. The inclusion index was measured through an FY20 engagement survey, administered by Perceptyx, in which 84% of eligible Clorox employees participated. Inclusion is defined as the extent that employees feel their manager encourages diverse perspectives, that senior leadership visibly demonstrates that having a diverse and inclusive workforce is important for Clorox's business success, that teams openly discuss differing opinions in reaching decisions, and the ability to be one's authentic self at work.

PLANET FOOTNOTES

- 1 Projected contribution to target based on major projects launched in FY20.
- 2 Where infrastructure allows.
- 3 To reduce GHG emissions in our operations (Scope 1 and 2) and across our value chain (Scope 3); targets to be set in coordination with and approved by the SBT Initiative by October 2021.
- 4 CY19 footprint that includes Scope 1, 2 and 3 emissions and percentage change versus CY18 baseline.

COMMUNITY FOOTNOTES

- 1 Financial equivalent of 101,908 volunteer hours, calculated at \$27.20 per hour, based on the 2020 U.S. value of volunteer time from IndependentSector.org. Less than 5% of these hours are by employees outside the U.S., but all are calculated using the U.S. average rate.

- 4 U.S. Census Bureau benchmark metrics are based on the U.S. Census Bureau's Equal Employment Opportunity (EEO) Tabulation 2006-2010, American Community Survey 5-year dataset. The benchmarks are modeled using Clorox's workforce as of June 30, 2018. The calculations utilize weighted averages by U.S. Census job code and apply approximate workforce location assumptions based on Clorox's historical workforce locations and headcount trends.
- 5 "Missing Pieces Report: The 2018 Board Diversity Census of Women and Minorities on Fortune 500 Boards," Deloitte and the Alliance for Board Diversity, 2019.
- 6 Retirement income available as a percentage of pre-retirement income, calculated by Vanguard for U.S. employees participating in the Clorox 401(k) program (95% of U.S. employees). Based on Clorox 401(k) and estimated Social Security income at retirement (age 67); excludes outside income sources or personal savings outside of Clorox 401(k) (unless provided to Vanguard by participant). 64% income replacement ratio reported as of June 25, 2020. Vanguard's target benchmark of 75% is defined as the percentage of pre-retirement income required to maintain one's lifestyle at retirement.
- 7 Metric reflects increase in the number of our wellness-related categories in U.S. homes, including cleaning; natural personal care; vitamins, minerals and supplements; and water filtration and hydration.
- 8 Metric reflects spending with diverse suppliers, including minority, women, service-disabled and veteran-owned business enterprises as well as gay, lesbian, bisexual and transgender business owners in the U.S. and Puerto Rico.

- 5 CY19 footprint and percentage change versus CY18 baseline.

- 6 70-megawatt Virtual Power Purchase Agreement executed in November 2019. Purchases under this VPPA are expected to support about 50% of Clorox's 100% renewable electricity goal for U.S. and Canada operations beginning in January 2021.

- 2 COVID-19 relief donations are a subset of overall community giving.



CLEAR PRIORITIES FOR A DEFINING MOMENT

This is such an important time to be CEO of The Clorox Company. It is the challenge and opportunity of a lifetime. And it is an honor to take over from Benno Dorer and work to fulfill the legacy of great Clorox CEOs.

We are facing an incredibly difficult moment in the U.S. and around the world. We know that people are counting on all of our products, and particularly our disinfectants. My No. 1 priority this year is to get more of our disinfecting products into homes and healthcare facilities so we can help people through this health crisis and beyond it. As a health and wellness company, we take this responsibility very seriously.

Our IGNITE strategy helped drive our agility during COVID-19 and will set us up for success in the future. I have three priorities moving forward:

1) Maximizing the Supply of Our Disinfecting Products to ensure that all people have access to them. We don't know what turns this pandemic will take or what lies in the distance, but I have a singular focus on applying all resources necessary to bring our products to people and communities.

2) Living Our Values by continuing to put people at the center of everything we do. We will lean into this through the culture we create with our own employee base. We recognize the importance of building an even more diverse and inclusive workforce. And that diverse thinking will influence our external actions.

3) Accelerating Our Impact in the world as a company. We will be on "100% offense" to make that happen. We recognize the magnitude of the moment and will leverage our brands and corporate resources to help people adjust to the rapidly changing and challenged world around them. That is Good Growth at its core. Our IGNITE strategy will drive innovation by employing superior insights about rising consumer expectations and deploying rapidly advancing technology to earn long-term loyalty among our stakeholders. And our ESG commitments will guide how we show up for people and society.

None of this can be accomplished without the remarkable team we have at Clorox. All of us are committed to making a difference for people every day with our brands, support of our communities and mission of Good Growth.

Linda Rendle
Incoming Chief Executive Officer

Board of DIRECTORS



Benno Dorer¹

CHAIR AND CHIEF EXECUTIVE OFFICER



Linda Rendle²

INCOMING CHIEF EXECUTIVE OFFICER



Amy Banse

MANAGING DIRECTOR AND HEAD OF FUNDS,
COMCAST VENTURES; EXECUTIVE VICE
PRESIDENT, COMCAST CORPORATION



**Richard H. Carmona,
M.D., M.P.H., F.A.C.S.**

CHIEF OF HEALTH INNOVATIONS, CANYON RANCH



Spencer C. Fleischer

MANAGING PARTNER, FFL PARTNERS



Esther Lee

EXECUTIVE VICE PRESIDENT — GLOBAL CHIEF
MARKETING OFFICER, METLIFE INC.



A.D. David Mackay

RETIRED PRESIDENT AND CHIEF EXECUTIVE
OFFICER, KELLOGG COMPANY



Robert W. Matschullat³

RETIRED VICE CHAIRMAN AND CHIEF FINANCIAL
OFFICER, THE SEAGRAM COMPANY LTD.



Matthew J. Shattock

NON-EXECUTIVE CHAIRMAN OF THE BOARD,
BEAM SUNTORY INC.



Kathryn Tesija⁴

FORMER EXECUTIVE VICE PRESIDENT AND
CHIEF MERCHANDISING AND SUPPLY CHAIN
OFFICER, TARGET CORPORATION



**Pamela Thomas-
Graham**

LEAD INDEPENDENT DIRECTOR



Russell J. Weiner

CHIEF OPERATING OFFICER AND PRESIDENT
OF THE AMERICAS, DOMINO'S PIZZA INC.



Christopher J. Williams

CHAIRMAN, SIEBERT, WILLIAMS
AND SHANK LLC

¹ Assumed role as executive chair of the board effective Sept. 14, 2020.

² Assumed CEO role and became member of the board effective Sept. 14, 2020.

³ Will retire from the board of directors effective November 2020.

⁴ Elected to the board effective May 2020.

Executive COMMITTEE



Benno Dorer¹
CHAIR AND CHIEF EXECUTIVE OFFICER



Linda Rendle²
INCOMING CHIEF EXECUTIVE OFFICER



Kevin Jacobsen
EXECUTIVE VICE PRESIDENT AND
CHIEF FINANCIAL OFFICER



Kirsten Marriner
EXECUTIVE VICE PRESIDENT AND
CHIEF PEOPLE OFFICER



Eric Reynolds³
EXECUTIVE VICE PRESIDENT —
HOUSEHOLD AND LIFESTYLE



Laura Stein
EXECUTIVE VICE PRESIDENT — GENERAL
COUNSEL AND CORPORATE AFFAIRS



Bill Bailey
SENIOR VICE PRESIDENT —
CORPORATE AND BUSINESS DEVELOPMENT



Chau Banks⁴
SENIOR VICE PRESIDENT AND
CHIEF INFORMATION OFFICER



Diego Barral
SENIOR VICE PRESIDENT AND GENERAL
MANAGER — INTERNATIONAL DIVISION



Michael Costello⁵
SENIOR VICE PRESIDENT AND GENERAL
MANAGER — NUTRANEXT AND RENEWLIFE



Troy Datcher
SENIOR VICE PRESIDENT AND
CHIEF CUSTOMER OFFICER



Denise Garner
SENIOR VICE PRESIDENT AND
CHIEF INNOVATION OFFICER



Stacey Grier⁶
SENIOR VICE PRESIDENT AND
CHIEF MARKETING OFFICER



Andy Mowery
SENIOR VICE PRESIDENT AND
CHIEF PRODUCT SUPPLY OFFICER

¹ Transitioned off CEC and into role of executive chair of the board effective Sept. 14, 2020.

² Assumed CEO role effective Sept. 14, 2020.

³ Assumed new role as executive vice president and chief operating officer effective Sept. 14, 2020.

⁴ Assumed new role as senior vice president and chief information and enterprise analytics officer effective Sept. 14, 2020.

⁵ Retiring effective Oct. 3, 2020.

⁶ Assumed new role as senior vice president and chief marketing and strategy officer effective Sept. 14, 2020.

As part of our commitment to transparency, we disclose against voluntary frameworks to communicate our environmental, social and governance performance. For our new strategy period, our reporting practices have evolved, and we have chosen to report through the Sustainability Accounting Standards Board, the Task Force on Climate-Related Financial Disclosures and the United Nations Global Compact's Ten Principles. Clorox's CEO, CFO and general counsel approve our integrated report, which includes our sustainability reporting.

For our disclosures against TCFD and UNGC, view our full report at annualreport.thecloroxcompany.com

ESG REPORTING

SASB REFERENCE TABLE: HOUSEHOLD AND PERSONAL PRODUCTS STANDARD¹

TOPIC	SASB ACCOUNTING METRIC	SASB REFERENCE CODE	LOCATION OR RESPONSE
Water Management	Total water withdrawn and percentage in regions with High or Extremely High Baseline Water Stress	CG-HP-140a.1	2,904 thousand cubic meters in CY19 14% withdrawn from regions with High or Extremely High Baseline Water Stress CDP Water Security Report See exhibit A: The Clorox Company Schedule of Selected Quantitative Performance Indicators for the Year Ended Dec. 31, 2019, or June 30, 2020, page 22
	Description of water management risks and discussion of strategies and practices to mitigate those risks	CG-HP-140a.2	CDP Water Security Report Clorox Website: Sustainability in Our Facilities — Water
Product Environmental, Health and Safety Performance	Discussion of process to identify and manage emerging materials and chemicals of concern	CG-HP-250a.3	Clorox Website: Brands — What We're Made Of
Packaging Lifecycle Management	Percentage of packaging made from recycled and/or renewable materials	CG-HP-410a.1	63% of primary and secondary plastic and fiber packaging purchased is made from recycled or renewable materials ² 79% of primary packaging is recyclable, reusable and/or compostable ³ Clorox Website: Sustainability in Our Products and Packaging
	Percentage that is recyclable, reusable, and/or compostable		
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	CG-HP-410a.2	Clorox Website: Sustainability in Our Products and Packaging
Environmental & Social Impacts of Palm Oil Supply Chain	Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance, or (d) Book & Claim	CG-HP-430a.1	2,137 metric tons of palm oil and palm oil ingredients (palm content only) Clorox purchased for its domestic and international businesses in CY19 32.6% of palm oil and palm oil ingredients (palm content only) purchased has been third-party certified through the Roundtable on Sustainable Palm Oil supply chains RSPO Annual Communication of Progress , Clorox Website: Supply Chain — Responsible Sourcing, Forest Commodities
Activity Metric	Number of manufacturing facilities	CG-HP-000.B	32
Energy Management	Total energy consumed, percentage renewable	CG-BF-130a.1	666,112 global absolute megawatt hours (MWh) in CY19 Goal to achieve 100% renewable electricity in the U.S. and Canada in 2021. 70-megawatt Virtual Power Purchase Agreement executed in November 2019. Purchases under this VPPA are expected to support about 50% of Clorox's 100% renewable electricity goal for U.S. and Canada operations beginning in January 2021; the renewable energy we receive under the VPPA along with other market purchases of renewable energy credits mean Clorox is expected to meet its 100% renewable electricity goal beginning in 2021, four years ahead of the original plan See exhibit A: The Clorox Company Schedule of Selected Quantitative Performance Indicators for the Year Ended Dec. 31, 2019, or June 30, 2020, page 22 CDP Climate Change Report , Clorox Website: Sustainability in Our Facilities — Energy
Greenhouse Gas Emissions	Gross global Scope 1, 2 and 3 emissions	FB-AG-110a.1	Scope 1 and 2: 234,854 absolute metric tons carbon dioxide equivalent (tCO2e) in CY19 Scope 3: 283,651 absolute metric tons CO2e in CY19 See exhibit A: The Clorox Company Schedule of Selected Quantitative Performance Indicators for the Year Ended Dec. 31, 2019, or June 30, 2020, page 22. CDP Climate Change Report , Clorox Website: Sustainability in Our Facilities — GHG Emissions

¹ In addition to reporting against Consumer Goods Sector: Household and Personal Products Standard, we have included select metrics on GHG emissions and energy management from other SASB sector frameworks [Food & Beverage: Agricultural Products Standards, Consumer Goods: Building Products & Furnishings Standards].

² Metric has been calculated based on CY19 purchases of primary and secondary packaging for global operations, and excludes data from contract manufactured product packaging from suppliers that procure packaging materials on our behalf.

³ Data has been calculated using the Ellen MacArthur Foundation's recyclability assessment tool, which is based on the findings of its New Plastics Economy 2020 Recycling Survey and the Ellen MacArthur Foundation's definition of recyclable packaging. Recyclability reporting is based on CY18 U.S. sales data and is estimated to reflect global results for this metric. We believe CY18 sales data is representative of CY19 sales given there were no material changes in the company's product mix during this time period.

Auditor STATEMENT

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM ON CONDENSED FINANCIAL STATEMENTS



To the Stockholders and the Board of Directors of The Clorox Company

We have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated balance sheets of The Clorox Company as of June 30, 2020 and 2019, the related consolidated statements of earnings, comprehensive income, stockholders' equity and cash flows for each of the three years in the period ended June 30, 2020, and the related notes (collectively referred to as the "consolidated financial statements") (not presented separately herein) and in our report dated August 13, 2020, we expressed an unqualified opinion on those consolidated financial statements. Our report included a paragraph emphasizing that The Clorox Company changed its method of accounting for leases, effective July 1, 2019, using the modified retrospective approach upon adoption of Accounting Standards Update ("ASU") No. 2016-02, Leases (Topic 842). In our opinion, the information set forth in the accompanying condensed consolidated financial statements as of June 30, 2020 and 2019 and for each of the three years in the period ended June 30, 2020 (presented on pages 30 through 34) is fairly stated, in all material respects, in relation to the consolidated financial statements from which it has been derived.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the effectiveness of The Clorox Company's internal control over financial reporting as of June 30, 2020, based on criteria established in Internal Control - Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework), and our report dated August 13, 2020 (not presented separately herein) expressed an unqualified opinion thereon.

Ernst & Young LLP

San Francisco, CA
August 13, 2020

REPORT OF INDEPENDENT ACCOUNTANTS ON REVIEW OF NONFINANCIAL INFORMATION



To the Board of Directors and Stockholders of The Clorox Company

We have reviewed the schedule of selected quantitative performance indicators (the “Subject Matter”) included in Exhibit A and as identified by the “◆” symbol presented in The Clorox Company’s (“Clorox” or “the Company”) Annual Report (the “Report”) for the year ended December 31, 2019 or June 30, 2020, in accordance with the criteria also set forth in Exhibit A (the “Criteria”). We did not review all information included in the Report. We did not review the narrative sections of the Report, except where they incorporated the Subject Matter. The Clorox Company’s management is responsible for the Subject Matter included in Exhibit A and as also presented in the Report, in accordance with the Criteria. Our responsibility is to express a conclusion on the Subject Matter based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) AT-C section 105, Concepts Common to All Attestation Engagements, and AT-C section 210, Review Engagements. Those standards require that we plan and perform our review to obtain limited assurance about whether any material modifications should be made to the Subject Matter in order for it to be in accordance with the Criteria. A review consists principally of applying analytical procedures, making inquiries of persons responsible for the subject matter, obtaining an understanding of the data management systems and processes used to generate, aggregate and report the Subject Matter and performing such other procedures as we considered necessary in the circumstances. A review is substantially less in scope than an examination, the objective of which is to obtain reasonable assurance about whether the Subject Matter is in accordance with the Criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. A review also does not provide assurance that we became aware of all significant matters that would be disclosed in an examination. We believe that our review provides a reasonable basis for our conclusion.

In performing our review, we have also complied with the independence and other ethical requirements set forth in the Code of Professional Conduct and applied the Statements on Quality Control Standards established by the AICPA.

As described in Exhibit A, the Subject Matter is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Based on our review, we are not aware of any material modifications that should be made to the selected quantitative performance indicators for the year ended December 31, 2019 or June 30, 2020 in order for it to be in accordance with the Criteria.

Ernst & Young LLP

San Francisco, CA
October 6, 2020

Performance NOTES

EXHIBIT A: THE CLOROX COMPANY SCHEDULE OF SELECTED QUANTITATIVE PERFORMANCE INDICATORS FOR THE YEAR ENDED DEC. 31, 2019, OR JUNE 30, 2020

INDICATOR NAME	SCOPE	UNIT	VALUE ¹	CRITERIA
Scope 1 Greenhouse Gas (GHG) Emissions ^{2,3,4}	Global		64,484	The World Resources Institute/ World Business Council for Sustainable Development (WRI/WBCSD) Greenhouse Gas (GHG) Protocol Corporate Standard
Scope 2 GHG Emissions, location-based-method ^{2,4,5}	Global	Absolute metric tonnes carbon dioxide equivalent (tCO ₂ e)	170,370	WRI/WBCSD GHG Protocol Corporate Standard, GHG Protocol Scope 2 Guidance
Scope 2 GHG Emissions, market-based-method ^{2,4,5}	Global		170,370	
Scope 3 GHG Emissions ^{2,6}	See footnote ⁶		283,651	WRI/WBCSD GHG Protocol Corporate Value Chain (Scope 3) Standard
Energy consumption ^{2,4}	Global	Absolute megawatt hours (MWh) 2019	666,112	Refer to criteria for Scope 1 & 2 GHG Emissions above
Water consumption ^{2,4}	Global	Absolute megaliters of water consumed 2019	2,904	Global Reporting Initiative (GRI) Standard 303 and Management's criteria as follows: Water consumption includes water at all global manufacturing sites, offices and research development centers used in 1) products sold to customers, 2) the manufacturing process, 3) irrigation and 4) water consumed by employees during office hours for personal needs (e.g., restrooms, break rooms). Water sources include city/municipal, well, lake, river and stormwater.
Workforce demographics/ diversity metrics ⁷	See right for metric scope	Percentage minority non-production employees in U.S. ⁸	34%	OSHA Regulation 1920.2(d) and Equal Employment Opportunity Commission (EEOC) — Instruction Booklet EEO-1 and EEO Terminology defines "Employee" as an individual who is employed in a business of his employer which affects commerce. The Equal Employment Opportunity Commission defines "Minority" as any race that is not white (Asian; Black; Latino; Native American; Native Hawaiian; or Two or More). Management's criteria as follows: "Manager" is defined as an "employee" at Grade 27 or above for U.S. employees and Grade 26 or above for international employees with regard to Clorox's Human Resources (HR) compensation structure. "Production Employee" is defined as an employee at Grade 19 or below with regard to Clorox's HR compensation structure (international and U.S.). "Non-Production Employee" is defined as an employee at Grade 20 or above with regard to Clorox's HR compensation structure (international and U.S.). In certain circumstances, nonproduction employees may be classified below Grade 20 based on type of work performed.
		Percentage minority non-production managers in U.S. ⁸	30%	
		Percentage female non-production employees globally ⁸	51%	
		Percentage female non-production managers globally ⁸	44%	
		Percentage female Board of Directors	33%	
		Percentage minority Board of Directors	33%	
		Percentage female Executive Committee members	43%	
U.S. product donations ⁹	U.S. Only	Value of products donated in U.S. dollars	\$13.4 million	GRI 201-1a ii. Economic value distributed (community investments) Management's definition as follows: U.S. product donations refer to those donations used to aid in disaster relief or to support schools, food banks and other nonprofit organizations. Value is derived from current-year average truckload price of the product donated. Truckload prices are based on volume ordered and shipped.
Recordable incident rate ¹⁰	Global	Recordable incident rate (RIR)	0.58	Occupational Health and Safety Administration (OSHA) Regulation (Standards – 29 CFR) Part 1904 "Recording and Reporting Occupational Injuries and Illness"

Note 1: Nonfinancial information is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

1 All percentages are rounded to the nearest whole number in the Annual Report.

2 For all locations where Clorox maintains operational control and for the calendar year ended December 31, 2019.

3 Scope 1 emissions include direct energy used by Clorox in its operations, categorized by stationary combustion, mobile combustion, refrigerant use, direct VOC loss and direct wood pyrolysis. The last two sources relate mainly to Clorox's Kingsford business unit, and wood pyrolysis is considered to be a mostly carbon neutral process; therefore, CO₂ emissions from wood pyrolysis are not included in total tCO₂e, but CO₂ equivalent emissions from CH₄ and N₂O are included. Natural gas emissions, the largest Scope 1 emission source, are calculated using factors from the EPA (Environmental Protection Agency) Mandatory GHG Reporting for Stationary Fuel Sources, Title 40 Part 98 Table C-1 and C-2 (December 2016) and Global Warming Potential (GWP) rates from the Intergovernmental Panel on Climate Change's (IPCC) Fourth Assessment Report. For Scope 1 emissions related to wood pyrolysis, Clorox is using the Wood & Wood Residuals emission factors under Title 40 Part 98 Table C-2.

4 Clorox's natural gas, electricity and municipal water consumption data for U.S. sites are tracked by Clorox's third-party utility management company. Other sources of energy and water consumption in the U.S. are tracked manually on a site by site basis and reported to Clorox's corporate team on an annual basis. For international sites, all energy and water consumption data is tracked manually and reported annually to Clorox's corporate team.

5 Scope 2 includes indirect emissions resulting from Clorox's purchased electricity use and is calculated using the EPA's 2018 eGRID emission factors (published in March 2020) for U.S. locations and the International Energy Agency's (IEA) 2017 emission factors (published in 2019) for international locations, with the exception of Canada. For Canadian locations, Clorox uses 2017 emission factors from the 2019 Canada National Inventory Report (NIR) part 3. Clorox applies GWPs from the IPCC's Fourth Assessment Report. For the Scope 2 market-based-method, Clorox contacted its largest utility suppliers, however, was unable

to obtain reliable supplier specific emission factors. Clorox's renewable energy certificates are not retired and other contractual instruments and residual mix factors are not available in the locations in which Clorox operates. Due to the lack of market-based data available, Clorox's market-based emissions were calculated following the same process as the location-based-method emissions.

6 Scope 3 includes finished goods transportation in the U.S. only and global employee business travel. Employee business travel includes emissions from commercial air flights and rental car use by Clorox's employees. Commercial air flights are limited to business travel booked in the United States, United Kingdom, Hong Kong, Argentina, Chile, Mexico, Peru and Canada. Scope 3 emissions for business travel are calculated using 'per vehicle-mile traveled' and 'per passenger-mile traveled' emissions factors from the EPA's Center for Corporate Climate Leadership guidance (published in 2020). Emissions from finished goods transportation are calculated using 'per ton-mile' emission factors, from the same guidance.

7 For the fiscal year ended June 30, 2020.

8 Based on headcount data of employees with reported gender and ethnicities. The total headcount data used for workforce/diversity metrics excludes Nutranex employees as they were acquired in FY18 and are not yet included in Clorox's headcount system.

9 U.S. product donations include donations made by U.S. businesses (Brita, Cat Litter, Charcoal, Food Products, Glad, Home Care, Laundry Care, Natural Personal Care and Renew Life).

10 Recordable incident rate was determined as of July 10, 2020, for the fiscal year ended June 30, 2020. The recordable incident rate includes all reportable incidents that occurred at Clorox facilities globally. It does not include workers at offices with fewer than 30 employees, but it does include remote workers.

About this REPORT



MATERIALITY AND ESG PRIORITIES

The Clorox Company's integrated annual report highlights the company's financial and environmental, social and governance performance for fiscal year 2020 or the most recent ESG reporting periods. Fiscal year financial performance is presented in accordance with generally accepted accounting principles in the U.S., which include principles for determining materiality related to financial reporting.

The information focuses on performance related to the company's identified ESG priorities. For purposes of this reporting, prioritization is based on how much a topic influences our business success, including alignment with our corporate strategy and purpose; potential impact on our operations, consumers and business partners; potential economic, social and environmental impacts; and the importance of the work to our stakeholders. Key ESG priorities may include, but are not limited to, topics that could have a significant financial impact on the organization.



REVIEW OF NONFINANCIAL INFORMATION

We believe voluntary assurance strengthens our reporting process and enhances the credibility of our nonfinancial information. We engage a third party to review the following nonfinancial key performance indicators: greenhouse gas emissions, energy consumption, water consumption, workforce demographics, recordable incident rate and U.S. product donations. Items undergoing assurance are indicated with an "◆" throughout the report.



THIRD-PARTY ESG FRAMEWORKS

This year we've evolved our report to focus on the Sustainability Accounting Standards Board's Household and Personal Products standard, the Task Force on Climate-Related Financial Disclosures and the United Nations Global Compact's Ten Principles.

- SASB's industry-specific standards aim to help businesses around the world identify, manage and report on the sustainability topics that matter most to their investors. Progress toward reporting in accordance with SASB's Household and Personal Products standards can be found on page 19 of this executive summary or in our full report.
- TCFD develops voluntary, consistent climate-related financial risk disclosures for companies to provide information to investors and other stakeholders. Please see our TCFD disclosure in our full report, which can be found at annualreport.thecloroxcompany.com.
- As a signatory to the United Nations Global Compact, our Communication on Progress describes our actions against the UNGC Ten Principles, which can be found at annualreport.thecloroxcompany.com.



REPORTING PERIOD AND BOUNDARY

Most data in this report covers wholly and majority-owned operations for July 1, 2019, through June 30, 2020. In some instances, we have included data for a multiyear period to show year-over-year comparisons. Data in this report for environmental sustainability and volunteer hours is for the period of Jan. 1, 2019, through Dec. 31, 2019, and is global, unless otherwise stated.

Stockholder INFORMATION

STOCK LISTING AND NUMBER OF RECORD HOLDERS

The Clorox Company's common stock is listed on the New York Stock Exchange, identified by the symbol CLX. As of July 28, 2020, the number of record holders of Clorox's common stock was 9,947.

TRANSFER AGENT, REGISTRAR AND DIVIDEND DISBURSING AGENT

Inquiries relating to stockholder records, change of ownership, change of address and the dividend reinvestment/direct stock purchase plan should be sent to:

Computershare
P.O. Box 505005
Louisville, KY 40233-5005

Overnight correspondence should be sent to:

Computershare
462 South 4th Street Suite 1600
Louisville, KY 40202
877-373-6374 or 781-575-2726
TDD 800-952-9245 or 312-588-4110 for the hearing impaired
computershare.com/investor

STOCKHOLDER INFORMATION SERVICE

The latest company news is available at TheCloroxCompany.com.

DIVIDEND REINVESTMENT/DIRECT STOCK PURCHASE PLAN

Clorox has authorized Computershare to offer a dividend reinvestment/direct stock purchase plan. Registered stockholders can purchase additional shares. Nonstockholders may join the plan with an initial investment, lump sum or bank debit. Most fees are paid by Clorox.

For more information or plan materials, visit TheCloroxCompany.com > [Investors](#) > [Investor Resources](#) > [Online Document Library](#) or contact Computershare (see above).

MANAGEMENT REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

Clorox management, under the supervision and with the participation of the chief executive officer and chief financial officer, has assessed the effectiveness of the company's internal control over financial reporting as of June 30, 2020, and concluded that it is effective. For more information, see Item 9.A. of the company's Form 10-K for the fiscal year ended June 30, 2020.

2020 FINANCIAL INFORMATION

Full financial statements are provided in the company's 2020 proxy statement and annual report on Form 10-K. Detailed financial information is available without charge through the following sources:

- The company's proxy statement is available at TheCloroxCompany.com and through the SEC's EDGAR database.
- The company's annual report on Form 10-K for the fiscal year ended June 30, 2020, is available at TheCloroxCompany.com and through the SEC's EDGAR database.

FORWARD-LOOKING STATEMENTS

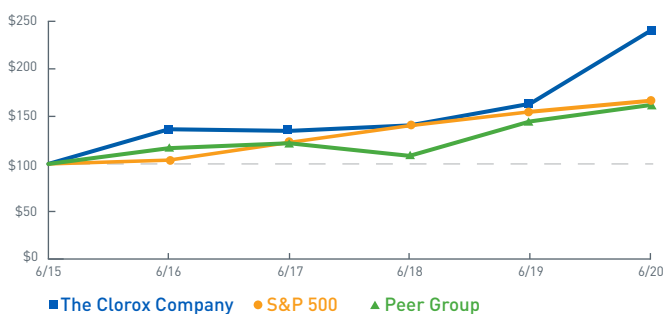
Except for historical information, matters discussed in the annual report are forward-looking statements and are based on management's estimates, assumptions and projections. Actual results could vary materially. Please review the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections in the company's annual report on Form 10-K for the fiscal year ended June 30, 2020, and subsequent SEC filings, for factors that could affect the company's performance and cause results to differ materially from management's expectations. The information in this report reflected management's estimates, assumptions and projections as of Aug. 13, 2020. Clorox has not made updates since then and makes no representation, express or implied, that the information is still current or complete. The company is under no obligation to update any part of this document.

COMPARATIVE STOCK PERFORMANCE

The graph below compares the cumulative total stockholder return of the Common Stock for the last five fiscal years with the cumulative total return of the Standard & Poor's 500 Stock Index and a composite index composed of the Standard & Poor's Household Products Index and the Standard & Poor's Housewares & Specialties Index (referred to below as the Peer Group) for a five-year period ending June 30, 2020. The composite index is weighted based on market capitalization as of the end of each quarter during each of the last five years. The graph lines merely connect the prices on the dates indicated and do not reflect fluctuations between those dates.

Comparison of Five-Year Cumulative Total Return*

Among The Clorox Company, the S&P 500 Index and Peer Group



*\$100 invested on 6/30/15 in stock or index, including reinvestment of dividends. Fiscal year ending June 30.

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	6/15	6/16	6/17	6/18	6/19	6/20
The Clorox Company	100.00	136.47	134.74	140.53	163.26	240.02
S&P 500	100.00	103.99	122.60	140.23	154.83	166.45
Peer Group	100.00	116.57	121.76	108.49	144.68	161.92

The stock price performance included in this graph is not necessarily indicative of future stock price performance.



A note of appreciation to all our stakeholders — our suppliers, our customers and others — who provided critical support to us and enabled us to get our products where they were needed most during this unprecedented year. Special thanks to our consumers for their patience as we worked diligently to ramp up supply and meet the unprecedented demand for our products. We feel privileged to be in a position to help. Most of all, thank you to our employees, whose extraordinary dedication to helping others and strong execution are critical to our success.



The Clorox Company
1221 Broadway, Oakland, CA 94612

thecloroxcompany.com

View the 2020 Multimedia Integrated Annual Report:
annualreport.thecloroxcompany.com

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Produced with the highest regard for the planet and its ecosystems, this report is the result of an extensive, collaborative effort of Clorox and its supply chain partners. Exceptional care was taken to utilize environmentally sustainable materials and responsible manufacturing processes to ensure a minimized environmental impact. This report was printed at Mittera Group using low-impact manufacturing principles. These practices include lean manufacturing, green chemistry principles, the recycling of residual materials and the use of UV inks and coatings, which do not release any VOCs (volatile organic compounds) into the atmosphere.

^{*}These estimated environmental impacts were calculated using the Environmental Paper Network's Paper Calculator www.papercalculator.org. FSC is not responsible for any calculation on savings resources by choosing this paper.