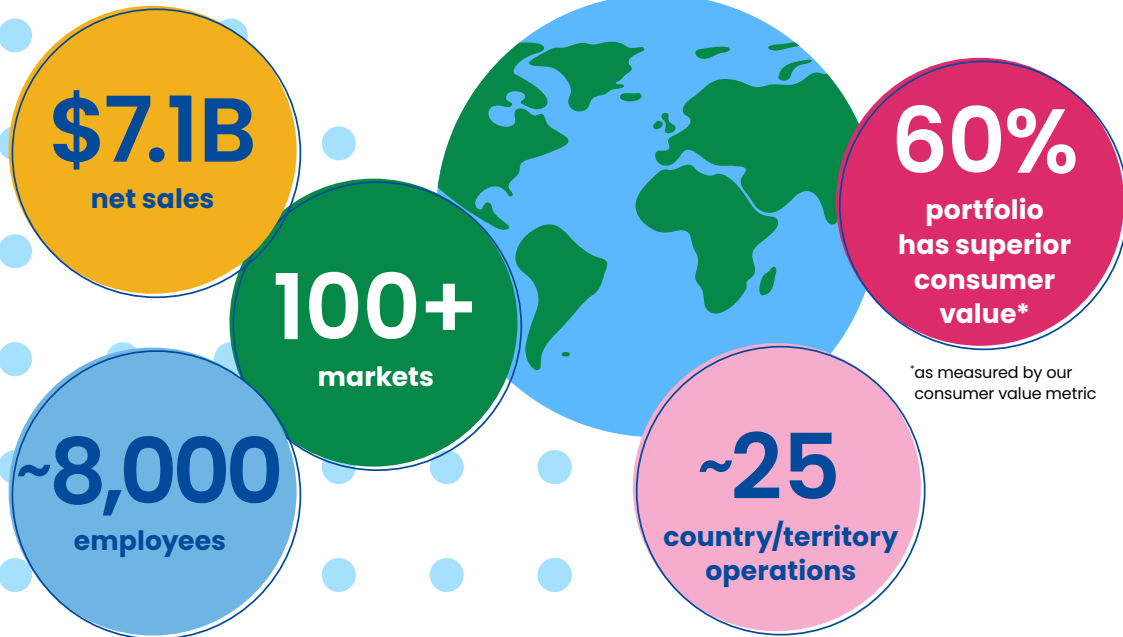


FUTURE FORWARD

2024 INTEGRATED ANNUAL REPORT



FY24 BY THE NUMBERS



Through our IGNITE-led transformation, we are building a stronger, more resilient company for the **FUTURE.**

Our long-term investments and successful execution continue to create stakeholder value and deliver on our purpose to champion people to be well and thrive — every single day.



DEAR STAKEHOLDER,

We entered fiscal year 2024 with strong momentum but soon faced both expected and unexpected complexity as we navigated a challenging macroeconomic environment, a more pressured consumer and the aftermath of our August 2023 cyberattack.

Thanks to the team's steadfast execution, we quickly restored operations, fully rebuilt supply and distribution, and recovered the vast majority of the market share we lost from the cyberattack. This strong recovery reflects the superior value of our brands, supported by consistent investments through both good and challenging times.

In the face of these hurdles, we continued to deliver on our commitment to rebuild margin, expanding gross margin by another 360 basis points, and are on track to return to pre-pandemic gross margins in fiscal year 2025. We also achieved another year of double-digit adjusted earnings per share growth while investing strongly in our brands.

While there is still more work to do, we are now in a position of operational strength as we continue to execute our transformation and focus on delivering superior consumer experiences that win in the market.

RELENTLESS EXECUTION OF OUR IGNITE STRATEGY

Our IGNITE strategy continues to serve us well — guiding us through the uncertainties of today while shaping the Clorox of tomorrow. We have been relentlessly focused on executing this strategy and made progress against our long-term goals, including:

- **Fuel Growth:** We delivered on our hallmark cost-savings program and made strong progress on our commitment to rebuild margins to pre-pandemic levels, supported by our new integrated, holistic margin management toolbox, which enhances our ability to fuel growth.
- **Innovate Experiences:** Innovation is the foundation for success, and we are leveraging data, technology and artificial intelligence (AI) in new ways to accelerate our innovation pipeline. Building off existing product platforms, we launched innovation across our major brands. We also achieved our 2025 goal of knowing

100 million consumers, allowing us to deliver more personalized experiences and deepen engagement to deliver stronger marketing return on investment and support our value superiority ratings.

- **Reimagine Work:** We successfully completed implementation of our streamlined operating model, helping us become more consumer obsessed, faster and leaner, and deliver expected ongoing cost savings of about \$100 million annually. We also completed the first wave of our new enterprise resource planning (ERP) system implementation in Canada and Global Finance. This work will enable a more strategic, integrated environment across supply chain, finance and our business units, improving our agility and ability to grow and operate more efficiently. Our new ERP, along with catalysts such as our integrated business planning tool, is a key part of our five-year program to invest in technologies and processes to accelerate our digital transformation.
- **Evolve Portfolio:** We're evolving our portfolio to strengthen our core, exemplified by the divestiture of our Argentina business. This reflects our commitment to reduce volatility and accelerate sales growth as well as structurally improve our margin in service of driving more consistent and profitable growth over time.

PURPOSE-DRIVEN GROWTH

Our purpose — to champion people to be well and thrive every single day — guides everything we do. This starts with our teammates, who are critical to Clorox's success. Ensuring teammates are compensated fairly, regardless of race, ethnicity or gender, is central to creating an equitable work environment, and we again achieved our pay equity goal. As part of our unwavering commitment to safety, we further advanced our already world-class safety performance by improving the recordable incident rate in our manufacturing facilities by 14.5% to 0.47, which is significantly better than the industry average.

We continue to embed our principles of inclusion, diversity, equity and allyship, what we call IDEA, across our business to create more inclusive brands, performance and talent programs, and global development and leadership training. In support of our IDEA aspirations, we have rolled out actionable, enterprise-wide allyship programs so every teammate can play a role in shaping this culture. Additionally, we continued to increase our spend with diverse suppliers. Creating a workplace where people can be their best selves deepens consumer empathy, stimulates innovation, helps make Clorox a stronger company and accelerates our IGNITE journey.

Fully integrating environmental, social and governance (ESG) goals into our strategy is fundamental to how we drive growth, mitigate risk and create positive value for our brands. We remain committed to being in the top third of ESG industry leaders and continue to support our goals for scopes 1 and 2 emissions reductions and 100% renewable electricity in the U.S. and Canada. More than half of our facilities and almost 80% of our plants have attained zero-waste-to-landfill status, and this year we added two more manufacturing sites to the list, both in Saudi Arabia. We also continued delivering on our commitment to reduce the chemical footprint of our domestic cleaning portfolio. We are proud to be recognized, once again, as a U.S. Environmental Protection Agency Safer Choice Partner of the Year and by Barron's as the most sustainable company in the U.S. for a second consecutive year.

ACCELERATING GROWTH AND TRANSFORMATION FOR OUR FUTURE

Looking ahead, we see an environment where consumers continue to seek value and superior experiences amid ongoing uncertainty in the world around them.

We created our IGNITE strategy to meet those needs. That's why we're focused on delivering superior value through brands that consumers love and trust. We are innovating with clear intent. We are creating a more consumer-obsessed, faster and leaner organization. And we are reinvesting in our business to accelerate growth and transform for the future.

We have been purposeful and balanced in our actions, leaning on IGNITE to execute through every challenge. Led by our values of doing the right thing, putting people at the center and playing to win, we are taking the right steps to navigate the near term and stay true to our goal of being a stronger and more resilient company — one poised to deliver more consistent, profitable growth and enhance long-term shareholder value.

I would like to thank my Clorox teammates for their contributions and dedication to our business throughout the year, and for their courage and commitment to the road ahead.

Thank you for your continued support and interest in Clorox.



Linda Rendle

Chair and Chief Executive Officer



Led by our values of doing the right thing, putting people at the center and playing to win, we are taking the right steps to navigate the near term and stay true to our goal of being a stronger and more resilient company."

COMPANY PURPOSE & STRATEGY

PURPOSE

We champion people to be well and thrive every single day.

VISION

Exceptional innovators who earn people's enduring loyalty.

OBJECTIVE

Deliver purpose-driven growth.



IGNITE

Integrated 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 and use technology to be more consumer obsessed, faster and leaner than ever before.

EVOLVE THE PORTFOLIO

Broaden our playing field in and around our core business, emphasizing consumer megatrends, including sustainability, and continue to lean into enhanced wellness.

INTEGRATED ESG APPROACH

HEALTHY LIVES

Improving people's health and well-being.

CLEAN WORLD

Taking climate action and reducing plastic and other waste.

THRIVING COMMUNITIES

Investing in our people and communities to contribute to a more equitable world.

Strong Governance

Enhancing our leadership in ESG through an unwavering commitment to strong corporate governance, overseen by the board of directors.



TRANSFORMING CLOROX TO FUEL GROWTH

We are leveraging the power of technology, our new streamlined operating model and the benefits of our signature cost-savings program and margin management to transform Clorox and accelerate growth.



FY24 HIGHLIGHTS

- Delivered gross margin improvement for the seventh consecutive quarter thanks to a more integrated, **holistic margin management toolbox**. Using data, technology and a new operating model allows us to see our business more end-to-end and make faster and better decisions.
- Continued to deliver on our **hallmark cost-savings program**, executing strategic pricing in International while maintaining superior value and double-digit adjusted earnings per share growth. We are well on our way to returning to pre-pandemic margins and growing from there.
- Continued to **deliver on our 2030 science-based target** for scopes 1 and 2 greenhouse gas emission reductions with **100% renewable electricity in the U.S. and Canada**, with two virtual power purchase agreements as an integral part of that commitment, supporting the expansion of renewable energy infrastructure in the U.S.^{D7, D8}
- **Achieved zero-waste-to-landfill, or ZWtL, status in two plants** in Dammam and Jeddah in the Kingdom of Saudi Arabia, supporting enterprise resource conservation efforts and our goal to achieve ZWtL status in 100% of our plants by 2025.^{D6}

Clorox's investments in new technology have been a game-changer. We're boosting our efficiency, reducing downtime and meeting growing demands with greater precision and speed."

Donn Lato

Solution Architect, Enterprise Data and Technology





ACCELERATING OUR BUSINESS

In today's ever-evolving market, functional dexterity and consumer obsession are paramount. As part of Clorox's IGNITE journey, we are making transformative changes to our structure, capabilities and the way we invest in our business to create a stronger and more resilient company for the future.

To answer this call for growth, we introduced a new integrated business planning set of capabilities, including a new organizational design, processes, tools and data infrastructure. This new tool is powered by AI that will spark new approaches to demand and supply planning. Linked to an automated data fabric that reduces manual data capture and provides what-if scenario analysis, the tool integrates with financial and commercial planning for collaborative insights and orchestrated navigation through uncertain markets.

This holistic integration of planning helps to synchronize sales, finance, marketing and supply chain teams with unified and enhanced forecasting, while ensuring that our strategies are cohesive, adaptable and aligned toward shared goals. This enables better market execution, benefiting Clorox, our supply and channel partners, and ultimately consumers. We've piloted the new tool and processes within select business units and expect to scale the model across most of our portfolio in the coming year.

DELIVERING MORE VALUE IN EACH DROP

When tasked with finding a simple solution to meet our consumers' evolving expectations for a superior cleaning option that saves them both time and space, our Pine-Sol team delivered a reformulated and more concentrated line of Multi-Surface Cleaners.

Strategic price pack architecture enabled us to optimize product size variations while improving margins, growing category share and continuing to deliver more value to our customers and end consumers. With more cleaning power packed into every ounce, the new offerings use less packaging and last twice as long, making it easier for consumers to do more with less waste while still killing 99.9% of germs* — even when diluted.

This innovation also reduces the amount of water we're shipping per dose, with the goal of reducing our shipping footprint. These Pine-Sol bottles are made with a minimum of 50% post-consumer recycled plastic, contributing to our ESG goal of 50% combined reduction in virgin plastic and fiber packaging by 2030 and giving new life to materials that may otherwise contribute to landfill waste.

This year's launch of the new Multi-Surface Cleaners moves us forward in our innovation journey to adapt to the changing needs of our consumers while delivering high-quality, effective cleaning solutions.

* Pine-Sol Pine only.



DELIVERING INNOVATIVE EXPERIENCES

With a deep understanding of consumer megatrends and utilization of advanced technologies like AI and data clouds, we are driving enduring innovation across our products, supply chain and business operations.



FY24 HIGHLIGHTS

- **Achieved our 2025 goal of knowing 100M consumers**, helping us gain informed insights, deliver greater personalization to consumers and improve marketing return on investment.
- Launched **new collaborations with Walmart and Instacart** to create personalized, more frictionless and farther-reaching shopping experiences.
- **Reduced our cycle time on innovation discovery by 50%** through implementation of **AI- and generative AI-enabled Digital Core** to build bigger ideas faster.
- Introduced **innovation across seven major brands** to meet consumers' needs and support their well-being, including new products from Burt's Bees, Clorox, Glad and more.



New technologies and deeper insights are the key to innovation at Clorox. Modern AI-powered tools are boosting our agility, enabling us to learn from consumers at scale and bring exciting new products to market faster."

Oksana Sobol
Insights Lead

GETTING TO KNOW 100 MILLION CONSUMERS

This year we met and surpassed our goal to know 100 million consumers, enabling better insights so we can meet consumers' needs wherever they are in their journey and whenever they're most receptive to hearing from us. To reach this milestone, we implemented a centralized cloud solution that allows us to store, enrich and activate our first-party data in a privacy-compliant manner. In powerful combination with our new digital asset management tool, the result is more personalized content and effective brand engagement across our entire portfolio of brands.

What does it look like in action? During cold and flu season, our Clorox brand adopted a new approach to authentically connecting with consumers. We leveraged data to gain a nuanced understanding of consumer needs, applying advanced AI algorithms to monitor signals across social media platforms, consumer reviews and market trends. This allowed us to gauge consumer sentiments and to identify their current and emerging needs. Then, we tailored our marketing outreach for maximum relevance and impact, with choiceful decisions about targeted digital advertising, influencer partnerships and how we place products in retail environments.



HARNESSING SUSTAINABLE INNOVATION TO TACKLE PLASTIC WASTE

Minimizing waste is top of mind as we formulate, manufacture and package our products, because delivering value to our consumers means helping them reduce the environmental impact left behind.

While we are proud of our work to reduce packaging waste, we remain realistic about the challenges, including a cyberattack which disrupted near-term plans to advance our 2030 plastic and waste reduction goals. We are taking stock of our goal progress while considering controllable as well as dynamic factors that will impact our ability to achieve them. This includes access to high-quality, post-consumer recycled plastic, limited recycling infrastructure and packaging technology, particularly for film and flexible materials that are not recyclable.

As we re-assess our goals, we continue to integrate sustainability into our business. Our business units have developed plans to enhance the sustainability of packaging for their product portfolios and have tailored sustainability targets that advance our overall enterprise goals. In recent years we also advanced the circularity of our product portfolio by introducing packaging formats across Brita, Clorox and Burt's Bees products that enable consumers to refill and reuse primary packaging.





Recognizing that progress does not happen in a vacuum, our company continues to collaborate and advance solutions with industry groups, including the Association of Plastic Recyclers, CDP, Ellen MacArthur Foundation's New Plastics Economy, rePurpose Global and the U.S. Plastics Pact. We also support Extended Producer Responsibility (EPR), which is critical for advancing waste management globally. We are doing our part to advocate in favor and support EPR through our participation in AMERIPEN, Circular Action Alliance and the Consumer Brands Association.

FY24 INNOVATION HIGHLIGHTS

 Innovation with environmental sustainability attributes

 International




- Brita Refillable System 
Pitcher, Starter Kit,
Filter Refills
- Brita Plus Filter 



- Burt's Bees Lip Sleeping Mask 
Lavender Vanilla, Moonlight Orchard
- Burt's Bees Shea + Mango Collection 
Luxurious Hand & Body Butter
Glowing Body Oil
- Burt's Bees SPF 30 Lip Balm 
Beaches and Cream, Tropic Like It's Hot, Coco Loco
- Burt's Bees Cold Sore Healing Patch 
- Burt's Bees Herbal Blemish Patch 
- Burt's Bees Booster Serums 
Hydrating, Brightening, Antioxidant, Firming
- Burt's Bees Fermented Honey Cleansers 
Facial Cleansing Balm
Gel Cleanser



- Clorox Foaming Toilet Bomb Toilet Bowl Cleaner
Fresh Scent, Lavender Clean
- Clorox Scentiva Disinfecting Mist 
Grapefruit & Orange Blossom, Coconut & Waterlily
- Clorox Scentiva Toilet Bowl Cleaning Gel
Lavender & Jasmine, Coconut & Waterlily



- **Pine-Sol Concentrated Multi-Surface Cleaners** 🌿🌍
U.S. Retail: Original Pine, Lavender Clean, Lemon Fresh, Refreshing Clean
Professional: Original Pine, Lavender Clean, Lemon Fresh, Sparkling Wave
- **CloroxPro Clorox Fraganzia Multi-Purpose Cleaners** 🌿🌍
Spring Scent, Lavender Meadows Scent, Citrus Blossom Scent



- **Hidden Valley Ranch — New Ranch Flavors**
Cheezy, Garlic, Creamy Jalapeno, Spicy Hot Honey, Sizzlin' Nashville Hot, Green Goddess, Parmesan
- **Hidden Valley The Original Ranch Chicken Secret Sauce**
- **Hidden Valley Ranch Lemon Pepper Ranch Premium Recipe Mix**

- **Glad ForceFlex MaxStrength Kitchen Trash Bags**
Bahama Bliss
- **Glad ForceFlex Kitchen Trash Bags** 🌿
Gain Lemon Zest
- **Glad Made Using 50% Recycled Plastic Trash Bags** 🌿🌍
- **Glad Press n' Seal Multipurpose Sealing Wrap** 🌍
New Smaller Size
- **Glad Elastic Fresh Cover** 🌍



- **Natural Vitality FOCUS Memory & Cognition Capsules** 🌿🌍
- **Natural Vitality SLEEP Gummies** 🌿🌍
- **Renew Life Men's Care Probiotic Capsules** 🌿🌍

REIMAGINING HOW WE WORK

We're fostering bolder ways of working that simplify operations and leverage technology to empower today's workforce, all while building on our strong foundation of inclusion and diversity to attract future generations of talent.



FY24 HIGHLIGHTS

- Completed implementation of our **streamlined operating model**, leading to approximately \$100M in expected ongoing cost savings annually, margin improvements, new capabilities and the ability to further invest in business growth.
- Recorded a **teammate engagement score of 82%**, which reflects continued pride in Clorox as a great place to work. This achievement is above the 50th percentile for both Fortune 500 and industry benchmarks.^{D1}
- Continued to advance our work with suppliers who reflect the increasingly diverse consumers of our products, spending **\$202.8M with diverse suppliers in fiscal year 2024** — increasing by \$1.5M from fiscal year 2023.^{D3}
- **Achieved pay equity** for nonproduction teammates for gender globally and race and ethnicity in the U.S.*
- Improved our **recordable incident rate by 14.5% to 0.47**, which is significantly lower than the average for goods-producing manufacturing companies, through enhanced teammate involvement and incident management protocols.^{D1}

* There are no statistically significant differences (at a confidence level of 95%) in pay by gender globally and race/ethnicity in the U.S., accounting for relevant factors such as grade level, location and experience.

I see the tremendous passion and commitment to keep each other safe — not only through best practices, but also through our culture. Making thoughtful decisions every minute of every shift is what sets Clorox apart."

Lalo Calvo

Fairfield Process Department Associate



ELEVATED RESOURCE PLANNING

Fiscal year 2024 marked the third year of a more than \$500 million investment in technologies and processes to accelerate digital transformation across the company over a five-year period. This element of our IGNITE strategy continues to drive new capabilities and improve ways of working across Clorox.

This year we began deploying our highly anticipated enterprise resource planning, or ERP, tool to unlock the potential of a true data-driven culture. The new ERP will modernize the backbone of our supply chain and finance capabilities by shifting them to a more integrated environment. Data that was previously fragmented across systems, geographies, functions and business units will now be centralized, offering immediate transparency and more strategic decision-making. We successfully completed the first wave of our new ERP implementation in Canada and Global Finance and are poised to launch in the U.S. in fiscal year 2026, further improving our agility and ability to grow and operate more efficiently over the long term.



EMPOWERING TEAMMATES TO THRIVE

An engaged and motivated workforce is essential to Clorox's success, which is why we continue to invest in our teammates' personal and professional well-being. This year we launched a new technical upskilling curriculum called Brand & Marketing University, which offers a blended learning approach and end-to-end training to develop the expertise of core functional teams.

We are deeply committed to offering competitive and inclusive benefits that support the total well-being of our employees globally. We understand that a healthy workforce is a productive workforce, and as part of our dedication to this principle, we have continued to enhance the utilization of preventive screenings within our U.S. population. Our initiatives include comprehensive education on the importance of early detection and streamlined access to various health screenings. These efforts have yielded impressive results, with a notable increase in our screening utilization rate that surpasses our industry benchmark. By prioritizing preventive care, we are not only fostering a healthier work environment but also empowering our employees to take proactive steps toward their long-term health.



MORE CONSUMER OBSESSED, FASTER AND LEANER

This year marked the full implementation of our streamlined operating model. We've put our brands closer to the end consumer and are enabling our businesses to make faster decisions with a more consumer-obsessed mindset. We are also further embedding ESG into our business-unit operations and modernizing our capabilities to yield better business outcomes.

We have taken steps to integrate end-to-end across business functions, remove layers for more agile decision-making and centralize many capabilities that can be dynamically deployed into our business units. This is boosting effectiveness and efficiency while enabling our business units to more deeply focus on our consumers and more quickly deliver on our business objectives. These strategic capabilities are essential to becoming a faster, leaner and higher-growth company for the future.



IDEA

Building a diverse workplace where every person can feel respected, valued and fully able to participate in our Clorox community in the years ahead means paving pathways for inclusion, diversity, equity and allyship – what we like to call IDEA.



PUTTING ALLYSHIP INTO ACTION

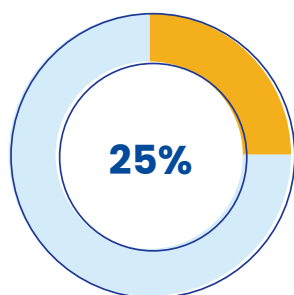
Allyship is a core part of our IDEA journey, providing an actionable framework for teammates to better understand their role in creating a more inclusive workplace in which teammates can do their best work and help meet the diverse needs of the consumers we serve globally. We focus on four behaviors teammates can use to put allyship into practice: Be Curious, Seek to Understand, Show Empathy and Act Courageously.

Through enterprise-wide programming – including our annual IDEAcon event – business unit and functional integration and training, we're taking steps to ensure each teammate can play an active role in shaping a culture of allyship.

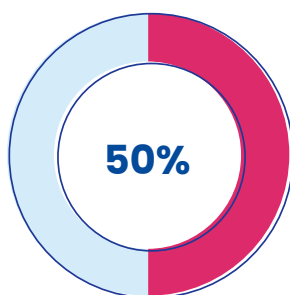
Our 13 employee resource groups are critical to how we bring allyship into our everyday lives. By celebrating our diverse culture, nurturing professional development and giving back to communities through volunteering, these internal networks extend IDEA's impact to all teammates and empower everyone to reach beyond their own lived experiences.

DIVERSE REPRESENTATION^{*}, ^{**}, ^{D10}

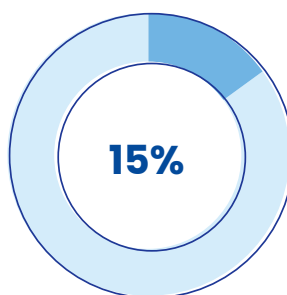
LEADERSHIP & GOVERNANCE



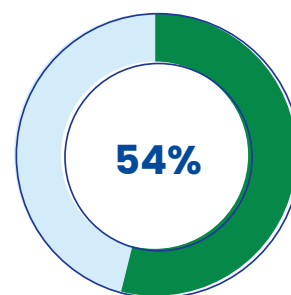
25%
PEOPLE OF COLOR
BOARD MEMBERS
(vs. 25% Fortune 500
average in 2023)^{***}



50%
WOMEN
BOARD MEMBERS
(vs. 32% Fortune 500
average in 2023)^{***}



15%
PEOPLE OF COLOR
CLOROX EXECUTIVE
COMMITTEE MEMBERS



54%
WOMEN
CLOROX EXECUTIVE
COMMITTEE MEMBERS

ACROSS THE COMPANY

People of Color | U.S.

- 42%** total employees (2,526)
- 24%** ♦ senior executives (5)
- 35%** ♦ managers (599)
- 51%** other nonproduction employees (512)
- 44%** production employees (1,409)

Women | Global

- 36%** total employees (2,903)
- 48%** ♦ senior executives (11)
- 50%** ♦ managers (1,147)
- 57%** other nonproduction employees (974)
- 19%** production employees (771)

^{*} For a comprehensive update on our IGNITE ESG goals and metrics, see [pages 40-41](#), and visit our ESG Data Hub at <https://clorox.metrio.net> to view progress over time. References that include a "D" refer to endnotes that can be viewed on [pages 53-54](#).

^{**} As of June 30, 2024.

^{***} "US Public Company Board Diversity in 2023: How Corporate Director Diversity Can Contribute to Board Effectiveness," Harvard Law School Forum on Corporate Governance (November 2023)

SOCIAL IMPACT

We're committed to advancing wellness in our communities around the world with the shared ambition of creating a more equitable and sustainable future.



CLOROX IN THE COMMUNITY

Whether we're contributing to important causes through our workplace giving program, volunteering for local nonprofit organizations or providing products that aid recovery efforts after natural disasters, our teammates play a pivotal role in bringing positive change and creating lasting social impact.

Here are just a few ways this came to life in the last year:



Volunteered with local community improvement causes, including Pleasanton and Oakland, CA; Chicago, IL; Atlanta, GA; Durham, NC, and many more.



Participated in a 5K race in service of The Voices of Rhaiza Vélez Plumey in Puerto Rico, which raises funds to support regional education about cervical cancer.



Celebrated 10th anniversary ride with Bike MS to raise funds that support life-changing breakthroughs for those affected by multiple sclerosis.



Packed food donations to provide more than 62,000 meals for our communities in partnership with food banks, rescue missions and other nonprofit organizations across the U.S.

SOCIAL IMPACT HIGHLIGHTS**

\$43.3M
U.S. corporate product donations^{D12}

50%
participation in employee giving campaign

\$0.5M
U.S. cause marketing

73,000
employee volunteer hours (or \$2.4M) in CY23^{D14}

\$5.3M
foundation & corporate community cash grants

3,950
nonprofit beneficiaries

PARTNERSHIPS FORGED IN PURPOSE

Clorox's success relies on a broad spectrum of partners, including those that distribute and sell our products, as well as those that supply the ingredients and packaging to produce them. That's why we strive to work with partners that share our values. This year, we embedded more robust environmental and social sustainability criteria into our supplier relationship management practices, scorecards and contracts with priority suppliers to further support adherence to the principles set forth in our [Business Partner Code of Conduct](#).

We also continued our collaboration to advance social and environmental impact in our supply chain with organizations like Action for Sustainable Derivatives, AIM-Progress, Earthworm Foundation, Global Shea Alliance, Responsible Mica Initiative and Sustainable Coconut Partnership, among other [nongovernmental organizations and strategic partners](#).



* For a comprehensive update on our IGNITE ESG goals and metrics, see [pages 40-41](#), and visit our ESG Data Hub at <https://clorox.metrio.net> to view progress over time. References that include a "D" refer to endnotes that can be viewed on [pages 53-54](#).

** As of June 30, 2024, unless stated otherwise.

UNLOCKING VALUE BY EVOLVING THE PORTFOLIO

We continue delivering superior value across our family of brands by optimizing our business for growth and profitability while leaning into megatrends to deliver new and innovative products that meet the needs of our modern consumers.



FY24 HIGHLIGHTS

- **60% of our portfolio, including all strategic brands, achieved superior brand value***, a testament to our strong, trusted brands and the benefit they deliver to the consumer.
- Optimized our portfolio for driving growth and profitability, while reducing volatility, by **divesting our Argentina business**.
- Continued delivering on our commitment to reduce the chemical footprint of our domestic cleaning portfolio by **achieving and exceeding our goal to improve the Chemical Footprint Project score** for our domestic cleaning portfolio 35% by 2025 with the long-term goal of improving 50% by 2030.^{D3}
- Recognized once again as a **U.S. EPA Safer Choice Partner of the Year**, which reflects our efforts to meet rising consumer interest in wellness by delivering products with ingredients that are safer for communities and the environment.

* As measured by our consumer value metric.



Clorox teammates are dreamers and agents of change, all with the common goal of defining the difference that we can make for consumers and our businesses. Rather than waiting for something to happen, we take the reins. And that's an organization that's incredibly fun to be a part of."

Yating Wong

Senior Director, Business Administration

EVERYTHING IS BETTER WITH RANCH

We strive to be exceptional trailblazers who win people’s enduring loyalty with our creativity, experimentation and ability to offer groundbreaking products that meet growing consumer fascination with unique flavor combinations and novelty products. With the ascension of Hidden Valley Ranch as one of the most popular condiments in America, the brand continues to surprise and delight with new ways to make favorite foods even better:

Burt’s Bees x Hidden Valley Ranch Dippers Lip Balm 4-Pack* A cross-portfolio venture into personal care with fellow Clorox brand Burt’s Bees.

Hidden Valley Cheezy Ranch & Cheez-It Hidden Valley Ranch Crackers A cross-aisle combination inspiration that takes flavor-pairing prowess to new, savory heights.

Hidden Valley Ranch Chili Crunch* A bold and versatile collaboration with Top Chef winner Stephanie Izard’s brand, This Little Goat.

* Limited time offer.

Hidden Valley Ranch x Hidden Valley Ranch* A playful and attention-grabbing packaging innovation with double the herbs, spices and flavor.

Hidden Valley Ranch Gourmet Popcorn* A zesty combo that brings comfort of at-home snacking to AMC big screens.



SAFER WATER, STRONGER BUSINESS

As a leader in at-home water filtration products for more than 30 years, Brita is committed to providing more equitable access to great tasting, filtered water. That’s why Brita is partnering with cities in need of a lead-filtering product solution for their residents, some of whom are in danger of potential lead exposure from aging water service lines.

By working with cities to supply the lead-reducing Brita Elite filters to impacted communities, Brita is ensuring families aren’t forced to turn to more expensive and wasteful alternatives like single-use plastic bottles while critical, long-term infrastructure projects are underway. With more than 180 partnerships across the U.S., Brita and its lead-reducing Elite filters are helping to provide a cost-effective solution to a growing crisis, while welcoming new households into the Brita family.

COMMITMENT TO STRONG CORPORATE GOVERNANCE

Clorox's governance practices extend to transparency in our disclosures, robust risk management mechanisms, thoughtful board oversight of human capital matters and corporate culture, and proactive engagement with stakeholders.



FY24 HIGHLIGHTS

- Hosted a **global town hall with our board of directors** which allowed them to engage directly with our teammates on a number of topics, including leadership through change.
- Expanded the **scope of assurance for our ESG data** to include the baseline for our science-based target for scope 3 greenhouse gas emissions.
- Completed annual mandatory training for Clorox teammates on our **Clorox Code of Conduct**, which outlines employee and director responsibilities in legal and ethical areas, including human rights and health and safety.



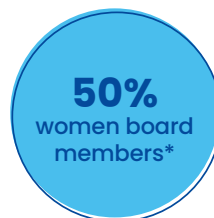
I am inspired to be part of a company that does the right thing and lives its values each and every day. We're committed to not only building a sustainable and lasting business — but also making a meaningful and positive impact on the world around us."

Gabe Martinez
Senior Director of Legal

DIVERSE AND ENGAGED BOARD

We believe our diverse and well-rounded board possesses the appropriate skills to provide meaningful oversight of the company and actively engage with the issues most important to our stakeholders. Through our continuous board succession planning and refreshment, we evaluate overall board composition in light of the company's strategic needs, legal and regulatory requirements, as well as market and corporate governance trends, among other factors.

As part of our board's oversight of human capital and culture matters, the board receives regular updates from executives on IDEA and our employee engagement survey. Additionally, this year, four of our directors, including our lead independent director Matthew J. Shattock, hosted a townhall meeting at our Oakland headquarters, which was broadcast to our teammates in other offices across the U.S. and globally. The townhall focused on the directors' experience with transformation at other organizations and allowed employees to engage directly with our board. We also have strong shareholder-friendly practices, including the right for shareholders to nominate candidates and the right to call a special meeting, assuming certain ownership thresholds and other qualifications are met.



* As of June 30, 2024.

HARNESSING AI FOR GROWTH

Clorox recognizes the transformative potential of AI, as we are exploring and rapidly adopting these evolving capabilities to drive efficiency, foster creativity and support our IGNITE strategy goals. For instance, this year we embedded AI into our innovation discovery process, generating a significant increase in concepts that delight our consumers as well as cutting development time. Team members using AI feel more effective and more efficient, with secure enterprise productivity tools that are now widely available at Clorox, enabling new ways to get work done faster. Additionally, we are starting to use customized AI capabilities that learn from our own data to make our work more consumer-obsessed, streamline the generation of personalized content and deliver predictive integrated business planning.

At the same time, we have implemented guardrails to harness the power of AI in a way that upholds our core values and protects our consumers, customers, teammates and brands. Our responsible approach to leveraging this technology is reinforced by oversight mechanisms and comprehensive cybersecurity measures to monitor deployment and promote compliance with our standards while protecting our systems and data from emerging cyber threats.



CLOROX BOARD OF DIRECTORS



Linda Rendle
Chair and Chief
Executive Officer,
The Clorox Company



Matthew J. Shattock
Lead Independent Director;
former Non-Executive
Chairman, Beam Suntory Inc.



Amy Banse
Venture Partner, Mosaic
General Partnership LLC



Julia Denman
Corporate Vice President
and Head of Internal
Audit, Enterprise Risk
and Compliance,
Microsoft Corporation



Spencer C. Fleischer
Chairman,
FFL Partners LP



Esther Lee
Former Executive Vice
President and Global Chief
Marketing Officer,
MetLife Inc.



A.D. David Mackay
Former President and
Chief Executive Officer,
The Kellogg Company



Paul Parker
Former Vice President,
Strategy and Corporate
Development,
Thermo Fisher Scientific Inc.



Stephanie Plaines
Former Chief Financial
Officer, JCPenney



Kathryn Tesija
Former Executive Vice
President and Chief
Merchandising and Supply
Chain Officer,
Target Corporation



Russell J. Weiner
Chief Executive Officer,
Domino's Pizza Inc.



Christopher J. Williams
Chairman,
Siebert, Williams,
Shank & Co. LLC

As of June 30, 2024.

CLOROX EXECUTIVE COMMITTEE



Linda Rendle
Chair and Chief
Executive Officer



Nina Barton*
Executive Vice President
and Group President —
Care & Connection



Stacey Grier
Executive Vice President and
Executive Chief of Staff



Angela Hilt**
Executive Vice President
and Chief Legal Officer
and Corporate Secretary



Chris Hyder
Executive Vice President
and Group President —
Health & Hygiene



Kevin Jacobsen
Executive Vice President
and Chief Financial Officer



Kirsten Marriner
Executive Vice President
and Chief People and
Corporate Affairs Officer



Eric Reynolds
Executive Vice President
and Chief Operating and
Strategy Officer



Chau Banks
Senior Vice President
and Chief Information
and Data Officer



Shanique Bonelli-Moore
Vice President and Chief
Diversity and Social
Impact Officer



Gina Kelly
Senior Vice President and
Chief Customer Officer



Rick McDonald***
Senior Vice President and
Chief Supply Chain Officer



Michael Ott
Senior Vice President
and Chief Research &
Development Officer



Eric Schwartz
Senior Vice President and
Chief Marketing Officer

* Joined Clorox July 22, 2024.

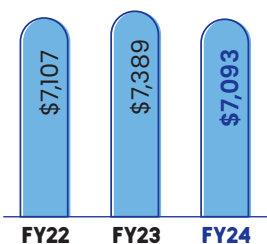
** Assumed the role of Corporate Secretary on August 20, 2024.

*** As of June 30, 2024.

FINANCIAL PERFORMANCE

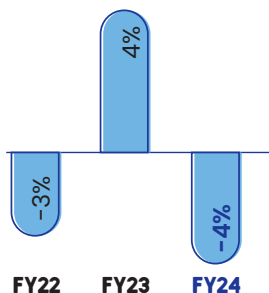
NET SALES

(\$ millions)



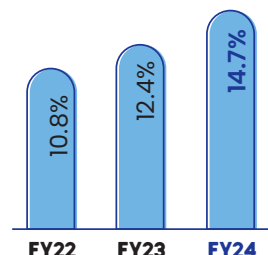
NET SALES GROWTH

(vs. year ago)



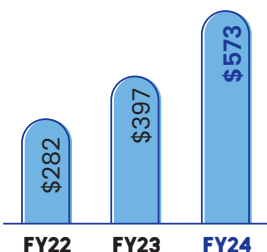
ADJUSTED EBIT MARGIN¹

(as a % of net sales)
(non-GAAP)



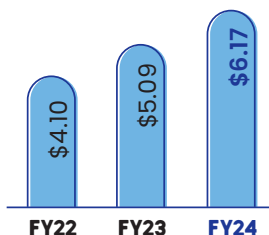
ECONOMIC PROFIT²

(\$ millions)(non-GAAP)



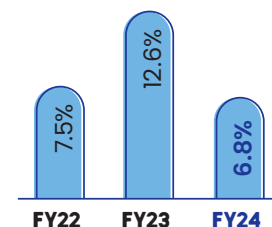
ADJUSTED EPS³

(non-GAAP)

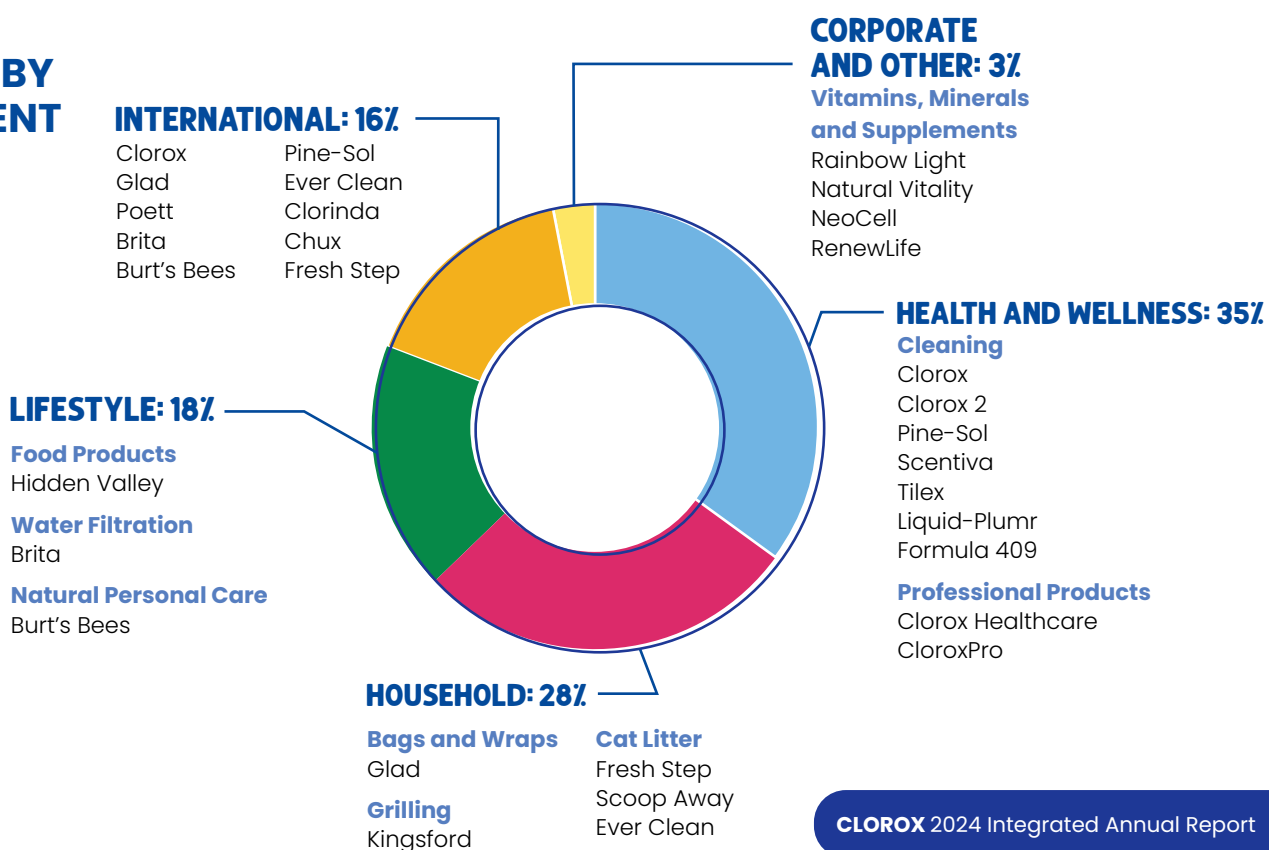


FREE CASH FLOW⁴

(% of net sales)(non-GAAP)



SALES BY SEGMENT



IGNITE FINANCIAL PROGRESS

	ANNUAL GOALS	IGNITE PROGRESS*
Sales Growth	+3 to 5%	2.7% (5-year compound annual growth rate)
Adjusted EBIT Margin Improvement	+25 to 50 Basis Points	-65 basis point (5-year average) ¹
Free Cash Flow % of Sales	11 to 13%	12% (5-year average) ²

* As of June 30, 2024.

¹ Adjusted EBIT (a non-GAAP measure) represents earnings (losses) before income taxes (a GAAP measure), excluding interest income, interest expense and other significant items that are nonrecurring or unusual (such as the pension settlement charge, incremental costs, net of insurance recoveries, related to the cyberattack, asset impairments, charges related to the streamlined operating model, charges related to the digital capabilities and productivity enhancements investment, significant losses/(gains) related to acquisitions / divestitures and other nonrecurring or unusual items). Adjusted EBIT margin is the ratio of adjusted EBIT to net sales. The five-year average adjusted EBIT margin growth/decrease is calculated as the sum of the growth/ decrease in adjusted EBIT margin between each of fiscal years 2019 and 2020, 2020 and 2021, 2021 and 2022, 2022 and 2023 and 2023 and 2024 divided by five.

² Free cash flow (a non-GAAP measure) represents net cash provided by operations less capital expenditures. The five-year average free cash flow is calculated as the average free cash flow as a percentage of net sales for fiscal years 2024, 2023, 2022, 2021 and 2020.

FINANCIAL FOOTNOTES

See footnotes below for descriptions of these not generally accepted accounting principles, or non-GAAP, measures, how management uses them, 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. These non-GAAP financial measures should not be considered in isolation or as a substitute for the comparable GAAP measures; should be read in connection with the company's consolidated financial statements presented in accordance with GAAP; and may not be the same as similar measures provided by other companies due to potential differences in methods of calculation or differences in which items are incorporated into these adjustments. For additional details regarding the reconciliation of GAAP and non-GAAP financial measures below, see the company's Current Reports on Form 8-K filed with the Securities and Exchange Commission and in the Investors section of the company's website www.thecloroxcompany.com.

'SUPPLEMENTAL UNAUDITED RECONCILIATION OF EARNINGS BEFORE INCOME TAXES TO EBITⁱ,ⁱⁱ AND ADJUSTED EBITⁱⁱⁱ

Dollars in millions and percentages based on rounded numbers

	FY24	FY23	FY22
Earnings before income taxes	\$ 398	\$ 238	\$ 607
Interest income	(23)	(16)	(5)
Interest expense	90	90	106
EBIT ⁱⁱⁱ	\$ 465	\$ 312	\$ 708
EBIT margin ⁱⁱⁱ	6.6%	4.2%	10.0%
Loss on divestiture ^{iv}	240	—	—
Pension settlement charge ^v	171	—	—
Cyberattack costs, net of insurance recoveries ^{vi}	29	—	—
VMS impairment ^{vii}	—	445	—
Streamlined operating model ^{viii}	32	60	—
Digital capabilities and productivity enhancements investment ^{ix}	108	100	61
Adjusted EBIT — non-GAAP ⁱⁱⁱ	\$ 1,045	\$ 917	\$ 769
Adjusted EBIT margin ⁱⁱⁱ	14.7%	12.4%	10.8%
Net sales	\$ 7,093	\$ 7,389	\$ 7,107

ⁱ EBIT (a non-GAAP measure) represents earnings before income taxes (a GAAP measure), excluding interest income and interest expense, as reported above. EBIT margin is the ratio of EBIT to net sales.

ⁱⁱ Adjusted EBIT (a non-GAAP measure) represents earnings before income taxes (a GAAP measure), excluding interest income, interest expense and other significant items that are nonrecurring or unusual (such as the pension settlement charge, incremental costs, net of insurance recoveries, related to the cyberattack, asset impairments, charges related to the streamlined operating model, charges related to the digital capabilities and productivity enhancements investment, significant losses/(gains) related to acquisitions / divestitures and other nonrecurring or unusual items as reported above). Adjusted EBIT margin is the ratio of adjusted EBIT to net sales.

ⁱⁱⁱ In accordance with the SEC's Regulation G, this schedule provides the definition of certain non-GAAP measures and the reconciliation to the most closely related GAAP measure. Management believes the presentation of EBIT, EBIT margin, adjusted EBIT and adjusted EBIT margin provides useful additional information to investors about trends in the company's operations and is useful for comparability of performance over time. These non-GAAP financial measures should not be considered in isolation or as a substitute for the comparable GAAP measures. 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. They should be read in connection with the company's consolidated financial statements presented in accordance with GAAP.

^{iv} Represents losses related to the divestiture of the Argentina business.

^v Represents costs related to the settlement of the domestic qualified pension plan.

^{vi} Reflects incremental costs, net of insurance recoveries, related to the cyberattack incurred during fiscal year 2024. These costs relate primarily to third-party consulting services, including IT recovery and forensic experts and other professional services incurred to investigate and remediate the attack, as well as incremental operating costs from the resulting disruption to the company's business operations.

^{vii} Reflects a noncash impairment charge for goodwill and trademarks related to the Better Health Vitamins, Minerals and Supplements (VMS) business.

^{viii} Reflects the restructuring and related costs, net incurred by the company for implementation of the streamlined operating model. These expenses were primarily attributable to employee-related costs and other associated costs.

^{ix} Reflects the operating expenses incurred by the company related to its digital capabilities and productivity enhancements investment. The majority of these expenses relate to external consulting fees. The remaining expenses relate to internal IT project management and supporting personnel costs and other costs.

RECONCILIATION OF ECONOMIC PROFIT (UNAUDITED)¹

Dollars in millions	FY24	FY23	FY22
Earnings before income taxes	\$ 398	\$ 238	\$ 607
Add back:			
Certain U.S. GAAP items ⁱⁱ	580	605	61
Interest expense	90	90	106
Earnings before income taxes, certain U.S. GAAP items and interest expense	1,068	933	774
Less:			
Income taxes on earnings before income taxes, certain U.S. GAAP items and interest expense ⁱⁱⁱ	215	220	174
Adjusted after tax profit	853	713	600
Less: After tax profit attributable to noncontrolling interests	12	12	9
Adjusted after tax profit attributable to Clorox	841	701	591
Average capital employed^{iv}	2,978	3,383	3,428
Less: Capital charge ^v	268	304	309
Economic profitⁱ (Adjusted after tax profit attributable to Clorox less capital charge)	\$ 573	\$ 397	\$ 282

ⁱ Economic profit (EP) is defined by the Company as earnings before income taxes, excluding certain U.S. GAAP items (such as the pension settlement charge, incremental costs, net of insurance recoveries, related to the cyberattack, asset impairments, charges related to implementation of the streamlined operating model, charges related to digital capabilities and productivity enhancements investment, significant losses/(gains) related to acquisitions / divestitures and other nonrecurring or unusual items impacting comparability) and interest expense; less income taxes (calculated based on the Company's effective tax rate excluding the identified U.S. GAAP items), and less after tax profit attributable to noncontrolling interests, 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 Certain U.S. GAAP items include the loss on divestiture, the pension settlement charge, incremental costs, net of insurance recoveries, related to the cyberattack, incremental operating expenses related to the implementation of the Company's digital capabilities and productivity enhancements investment, restructuring and related costs related to implementation of the streamlined operating model and noncash impairment charges related to the VMS business.

ⁱⁱⁱ The tax rate applied is the effective tax rate before the identified U.S. GAAP items and was 20.1%, 23.6% and 22.5% in fiscal years 2024, 2023, and 2022, respectively. The difference between the fiscal year 2024 effective tax rate on earnings of 26.5% is due to the tax rate impact of the FY24 divestiture of the Argentina business, the pension settlement charge, incremental operating expenses recorded related to the implementation of the Company's digital capabilities and productivity enhancements investment, incremental cyberattack costs, net of insurance recoveries, and costs related to the streamlined operating model of (8.6)%, 0.9%, 0.9%, 0.2%, and 0.2%, respectively. The difference between the fiscal year 2023 effective tax rate on earnings of 32.4% is due to the tax rate impact of the FY23 VMS impairment and incremental operating expenses recorded related to the implementation of the Company's digital capabilities and productivity enhancements investment of (8.9)% and 0.1%, respectively. The difference between the fiscal year 2022 effective tax rate on earnings of 22.4% is due to the tax rate impact of the incremental operating expenses recorded related to the implementation of the Company's digital capabilities and productivity enhancements investment of 0.1%.

^{iv} 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 U.S. GAAP items, as applicable, and deduct the current year after tax noncash, nonrecurring gain. 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.

^v 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	FY24	FY23	FY22
Total assets	\$ 5,751	\$ 5,945	\$ 6,158
Less:			
Accounts payable and accrued liabilities ^{vi}	1,473	1,650	1,463
Current operating lease liabilities	84	87	78
Income taxes payable	—	121	—
Long-term operating lease liabilities	334	310	314
Other liabilities ^{vi}	827	804	778
Deferred income taxes	22	28	66
Non-interest bearing liabilities	2,740	3,000	2,699
Total capital employed^{iv}	3,011	2,945	3,459
After tax certain U.S. GAAP items ⁱⁱ	—	362	—
Adjusted capital employed^{iv}	3,011	3,307	3,459
Average capital employed	\$ 2,978	\$ 3,383	\$ 3,428

^{vi} Accounts payable and accrued liabilities and Other liabilities are adjusted to exclude interest-bearing liabilities.



³SUPPLEMENTAL UNAUDITED RECONCILIATION OF ADJUSTED EARNINGS PER SHARE^{vii, viii}

Dollars in millions except per share data	FY24	FY23	% Change
As reported (GAAP)	\$ 2.25	\$ 1.20	88%
Loss on divestiture ⁱ	1.85	—	
Pension settlement charge ⁱⁱ	1.04	—	
Cyberattack costs, net of insurance recoveries ⁱⁱⁱ	0.17	—	
VMS impairment ^{iv}	—	2.91	
Streamlined operating model ^v	0.20	0.37	
Digital capabilities and productivity enhancements investment ^{vi}	0.66	0.61	
As adjusted (Non-GAAP) ^{vii, viii}	\$ 6.17	\$ 5.09	21%

ⁱ During the year ended Jun. 30, 2024, the company incurred approximately \$240 (\$231 after tax) of costs related to the divestiture of the Argentina business.

ⁱⁱ During the year ended Jun. 30, 2024, the company incurred approximately \$171 (\$130 after tax) of costs related to the settlement of the domestic qualified pension plan.

ⁱⁱⁱ During the year ended Jun. 30, 2024, the company incurred approximately \$29 (\$22 after tax) of costs related to the cyberattack, net of insurance recoveries. These costs relate primarily to third-party consulting services, including IT recovery and forensic experts and other professional services incurred to investigate and remediate the attack, as well as incremental operating costs from the resulting disruption to the company's business operations.

^{iv} During the year ended Jun. 30, 2023, noncash impairment charges of goodwill and trademarks were recorded of \$445 (\$362 after tax) related to the VMS business.

^v During the year ended Jun. 30, 2024, and Jun. 30, 2023, the company incurred approximately \$32 (\$25 after tax) and \$60 (\$45 after tax), respectively, of restructuring and related costs, net for implementation of the streamlined operating model.

^{vi} During the year ended Jun. 30, 2024, and Jun. 30, 2023, the company incurred approximately \$108 (\$82 after tax) and \$100 (\$76 after tax), respectively, of operating expenses related to its digital capabilities and productivity enhancements investment.

^{vii} Adjusted EPS is defined as diluted earnings per share that excludes or has otherwise been adjusted for significant items that are nonrecurring or unusual. The income tax effect on non-GAAP items is calculated based upon the tax laws and statutory income tax rates applicable in the tax jurisdiction(s) of the underlying non-GAAP adjustment.

^{viii} Adjusted EPS is supplemental information that management uses to help evaluate the company's historical and prospective financial performance on a consistent basis over time. Management believes that by adjusting for certain items affecting comparability of performance over time, such as the pension settlement charge, incremental costs, net of insurance recoveries, related to the cyberattack, asset impairments, charges related to the streamlined operating model, charges related to the digital capabilities and productivity enhancements investment, significant losses/(gains) related to acquisitions / divestitures and other nonrecurring or unusual items, investors and management are able to gain additional insight into the company's underlying operating performance on a consistent basis over time. However, adjusted EPS may not be the same as similar measures provided by other companies due to potential differences in methods of calculation or differences in which items are incorporated into these adjustments.

⁴RECONCILIATION OF FREE CASH FLOW

Dollars in millions and percentages based on rounded numbers	FY24	FY23	FY22
Net cash provided by operations — GAAP	\$ 695	\$ 1,158	\$ 786
Less: Capital expenditures	212	228	251
Free cash flow — non-GAAPⁱ	\$ 483	\$ 930	\$ 535
<i>Free cash flow as a percentage of net sales — non-GAAPⁱ</i>	6.8%	12.6%	7.5%
Net sales	\$ 7,093	\$ 7,389	\$ 7,107

ⁱ In accordance with the SEC's Regulation G, this schedule provides the definition of certain non-GAAP measures and the reconciliation to the most closely related GAAP measure. Management uses free cash flow and free cash flow as a percentage 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 stock 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. These 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.



CONDENSED CONSOLIDATED STATEMENT OF EARNINGS

YEARS ENDED JUNE 30 DOLLARS IN MILLIONS, EXCEPT PER SHARE DATA	2024	2023	2022
Net sales	\$ 7,093	\$ 7,389	\$ 7,107
Cost of products sold	4,045	4,481	4,562
Gross profit	3,048	2,908	2,545
Selling and administrative expenses	1,167	1,183	954
Advertising costs	832	734	709
Research and development costs	126	138	132
Loss on divestiture	240	—	—
Pension settlement charge	171	—	—
Goodwill, trademark, and other asset impairments	—	445	—
Interest expense	90	90	106
Other (income) expense, net	24	80	37
Earnings before income taxes	398	238	607
Income taxes	106	77	136
Net earnings	292	161	471
Less: Net earnings attributable to noncontrolling interests	12	12	9
Net earnings attributable to Clorox	\$ 280	\$ 149	\$ 462
Net earnings per share attributable to Clorox			
Basic net earnings per share	\$ 2.26	\$ 1.21	\$ 3.75
Diluted net earnings per share	\$ 2.25	\$ 1.20	\$ 3.73
Weighted average shares outstanding (in thousands)			
Basic	124,174	123,589	123,113
Diluted	124,804	124,181	123,906

CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

YEARS ENDED JUNE 30 DOLLARS IN MILLIONS	2024	2023	2022
Net earnings	\$ 292	\$ 161	\$ 471
Other comprehensive (loss) income:			
Foreign currency adjustments, net of tax	206	3	(45)
Net unrealized gains (losses) on derivatives, net of tax	(14)	(22)	100
Pension and postretirement benefit adjustments, net of tax	146	5	12
Total other comprehensive (loss) income, net of tax	338	(14)	67
Comprehensive income	630	147	538
Less: Total comprehensive income attributable to noncontrolling interests	12	12	9
Total comprehensive income attributable to Clorox	\$ 618	\$ 135	\$ 529

CONDENSED CONSOLIDATED BALANCE SHEETS

AS OF JUNE 30 DOLLARS IN MILLIONS, EXCEPT PER SHARE DATA	2024	2023
ASSETS		
Current assets		
Cash and cash equivalents	\$ 202	\$ 367
Receivables, net	695	688
Inventories, net	637	696
Prepaid expenses and other current assets	88	77
Total current assets	1,622	1,828
Property, plant, and equipment, net	1,315	1,345
Operating lease right-of-use assets	360	346
Goodwill	1,228	1,252
Trademarks, net	538	543
Other intangible assets, net	143	169
Other assets	545	462
Total assets	\$ 5,751	\$ 5,945
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities		
Notes and loans payable	\$ 4	\$ 50
Current operating lease liabilities	84	87
Accounts payable and accrued liabilities	1,486	1,659
Income taxes payable	—	121
Total current liabilities	1,574	1,917
Long-term debt	2,481	2,477
Long-term operating lease liabilities	334	310
Other liabilities	848	825
Deferred income taxes	22	28
Total liabilities	5,259	5,557
Commitments and contingencies		
Stockholders' equity		
Preferred stock: \$1.00 par value; 5,000,000 shares authorized; none issued or outstanding	—	—
Common stock: \$1.00 par value; 750,000,000 shares authorized; 130,741,461 shares issued as of June 30, 2024 and 2023; and 124,201,807 and 123,820,022 shares outstanding as of June 30, 2024 and 2023, respectively	131	131
Additional paid-in capital	1,288	1,245
Retained earnings	250	583
Treasury stock, at cost: 6,539,654 and 6,921,439 shares as of June 30, 2024 and 2023, respectively	(1,186)	(1,246)
Accumulated other comprehensive net (loss) income	(155)	(493)
Total Clorox stockholders' equity	328	220
Noncontrolling interests	164	168
Total stockholders' equity	492	388
Total liabilities and stockholders' equity	\$ 5,751	\$ 5,945

CONDENSED CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY

Dollars in millions, except per share data; shares in thousands	Common Stock			Retained Earnings	Treasury Stock		Accumulated Other Comprehensive Net (Loss) Income	Noncontrolling Interests	Total Stockholders' Equity
	Amount	Shares	Additional Paid-in Capital		Amount	Shares			
Balance as of June 30, 2021	\$ 131	130,741	\$ 1,186	\$ 1,036	\$ (1,396)	(7,961)	\$ (546)	\$ 181	\$ 592
Net earnings	—	—	—	462	—	—	—	9	471
Other comprehensive (loss) income	—	—	—	—	—	—	67	—	67
Dividends to Clorox stockholders (\$3.48 per share declared)	—	—	—	(430)	—	—	—	—	(430)
Dividends to noncontrolling interests	—	—	—	—	—	—	—	(17)	(17)
Stock-based compensation	—	—	52	—	—	—	—	—	52
Other employee stock plan activities	—	—	(36)	(20)	75	524	—	—	19
Treasury stock purchased	—	—	—	—	(25)	(152)	—	—	(25)
Balance as of June 30, 2022	\$ 131	130,741	\$ 1,202	\$ 1,048	\$ (1,346)	(7,589)	\$ (479)	\$ 173	\$ 729
Net earnings	—	—	—	149	—	—	—	12	161
Other comprehensive (loss) income	—	—	—	—	—	—	(14)	—	(14)
Dividends to Clorox stockholders (\$4.72 per share declared)	—	—	—	(588)	—	—	—	—	(588)
Dividends to noncontrolling interests	—	—	—	—	—	—	—	(17)	(17)
Stock-based compensation	—	—	73	—	—	—	—	—	73
Other employee stock plan activities	—	—	(30)	(26)	100	668	—	—	44
Balance as of June 30, 2023	\$ 131	130,741	\$ 1,245	\$ 583	\$ (1,246)	(6,921)	\$ (493)	\$ 168	\$ 388
Net earnings	—	—	—	280	—	—	—	12	292
Other comprehensive (loss) income	—	—	—	—	—	—	338	—	338
Dividends to Clorox stockholders (\$4.80 per share declared)	—	—	—	(600)	—	—	—	—	(600)
Dividends to noncontrolling interests	—	—	—	—	—	—	—	(16)	(16)
Stock-based compensation	—	—	74	—	—	—	—	—	74
Other employee stock plan activities	—	—	(31)	(13)	60	381	—	—	16
Balance as of June 30, 2024	\$ 131	130,741	\$ 1,288	\$ 250	\$ (1,186)	(6,540)	\$ (155)	\$ 164	\$ 492

CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

YEARS ENDED JUNE 30 DOLLARS IN MILLIONS	2024	2023	2022
Operating activities:			
Net earnings	\$ 292	\$ 161	\$ 471
Adjustments to reconcile net earnings to net cash provided by operations:			
Depreciation and amortization	235	236	224
Stock-based compensation	74	73	52
Deferred income taxes	(100)	(149)	5
Loss on divestiture	238	—	—
Pension settlement charge	171	—	—
Goodwill, trademark and other asset impairments	—	445	—
Settlement of interest rate derivative contracts	—	—	114
Other	26	38	19
Changes in:			
Receivables, net	(34)	(13)	(84)
Inventories, net	55	58	(18)
Prepaid expenses and other current assets	25	(1)	16
Account payable and accrued liabilities	(140)	157	(47)
Operating lease right-of-use assets and liabilities, net	—	1	(1)
Income taxes payable/prepaid	(147)	152	35
Net cash provided by operations	695	1,158	786
Investing activities:			
Capital expenditures	(212)	(228)	(251)
Proceeds from divestiture, net of cash divested	17	—	—
Other	20	5	22
Net cash used for investing activities	(175)	(223)	(229)

CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

YEARS ENDED JUNE 30 DOLLARS IN MILLIONS	2024	2023	2022
Financing activities:			
Notes and loans payable, net	(45)	(188)	237
Long-term debt repayments	—	—	(1,405)
Long-term debt borrowings, net of issuance costs paid	—	—	1,085
Treasury stock purchased	—	—	(25)
Cash dividends paid to Clorox stockholders	(595)	(583)	(571)
Cash dividends paid to noncontrolling interests	(16)	(15)	(15)
Issuance of common stock for employee stock plans and other	1	33	5
Net cash used for financing activities	(655)	(753)	(689)
Effect of exchange rate changes on cash, cash equivalents, and restricted cash	(26)	—	(6)
Net increase (decrease) in cash, cash equivalents, and restricted cash	(161)	182	(138)
Cash, cash equivalents, and restricted cash:			
Beginning of year	368	186	324
End of year	\$ 207	\$ 368	\$ 186
Supplemental cash flow information:			
Interest paid	\$ 102	\$ 99	\$ 89
Income taxes paid, net of refunds	347	73	100
Noncash financing activities:			
Cash dividends declared and accrued, but not paid	16	16	14

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 at June 30, 2024 and 2023, 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, 2024 and the related notes (collectively referred to as the "consolidated financial statements") (not presented separately herein) and in our report dated August 8, 2024, we expressed an unqualified opinion on those consolidated financial statements. In our opinion, the information set forth in the accompanying condensed consolidated financial statements as of June 30, 2024 and 2023 and for each of the three years in the period ended June 30, 2024 (presented on pages 26 through 31) 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, 2024, 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 8, 2024 (not presented separately herein) expressed an unqualified opinion thereon.

Ernst & Young LLP

San Francisco, California
August 8, 2024

AUDITOR STATEMENT

INDEPENDENT ACCOUNTANTS' REVIEW REPORT



To the Management of The Clorox Company

We have reviewed The Clorox Company's ("Clorox") accompanying selected sustainability indicators noted in the table below and included in Appendix A (the "Subject Matter")

and as presented in the Company's Annual Report identified by the "◆" symbol presented in Clorox's Annual Report for the reporting periods indicated in the table below, based on the criteria also set forth in Appendix A (the "Criteria"). Clorox's management is responsible for the Subject Matter, based on the Criteria. Our responsibility is to express a conclusion on the Subject Matter based on our review.

Subject Matter	Reporting Period
Schedule of Selected Environmental Indicators	For the year ended December 31, 2023
Schedule of Base Year GHG emissions	For the year ended December 31, 2020
Schedule of Selected Quantitative Performance Indicators	For the year ended June 30, 2024

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 based on the Criteria. The procedures performed in a review vary in nature and timing from and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether the Subject Matter is based on the Criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. As such, a review does not provide assurance that we became aware of all significant matters that would be disclosed in an examination. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent of Clorox and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review engagement. Additionally, we have complied with the other ethical requirements set forth in the Code of Professional Conduct and applied the Statements on Quality Control Standards established by the AICPA.

The procedures we performed were based on our professional judgment. Our review consisted 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.

As described in Appendix 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. Furthermore, Scope 3 emissions are calculated based on a significant number of estimations and management assumptions due to the inherent nature of the Greenhouse Gas Protocol Corporate Standard and Technical Guidance for Calculating Scope 3 Emissions criteria.

The information included in The Clorox Company's Annual Report, other than the Subject Matter, has not been subjected to the procedures applied in our review and, accordingly, we express no conclusion on it.

Based on our review, we are not aware of any material modifications that should be made to the accompanying selected sustainability indicators for the periods indicated in the table above in order for them to be based on the Criteria.

Ernst & Young LLP

September 3, 2024

ESG PERFORMANCE NOTES

APPENDIX A:

Schedule of Selected Environmental Indicators for the year ended December 31, 2023¹

INDICATOR NAME	UNIT ²	VALUE	CRITERIA
Scope 1 greenhouse gas (GHG) emissions ^{3,4}	Metric tons carbon dioxide equivalent (tCO ₂ e) ⁵	65,504	The World Resources Institute/World Business Council for Sustainable Development (WRI/WBCSD) Greenhouse Gas (GHG) Protocol Corporate Standard WRI/WBCSD GHG Protocol Corporate Standard, GHG Protocol Scope 2 Guidance
Scope 2 GHG emissions, location-based-method (LBM) ⁴		158,892	
Scope 2 GHG emissions, market-based-method (MBM) ^{4,6}		27,888	
Combined Scope 1 + Scope 2 MBM emissions ^{3,4,6}		93,392	
Change in Scope 1 GHG emissions from 2020 baseline year ⁷	Percent (%)	-13%	
Change in Scope 2 LBM GHG emissions from 2020 baseline year ⁷		-14%	
Change in Scope 2 MBM GHG emissions from 2020 baseline year ⁷		-85%	
Change in combined Scope 1 and Scope 2 MBM GHG emissions from 2020 baseline year ⁷		-64%	
Scope 3 GHG emissions category 1 Purchased Goods and Services ⁸	tCO ₂ e	1,987,757	WRI/WBCSD GHG Protocol Corporate Standard, WRI/WBCSD GHG Protocol Technical Guidance for Calculating Scope 3 Emissions
Scope 3 GHG emissions, category 4 Upstream Transportation and Distribution ⁸		254,857	
Scope 3 GHG emissions, category 6 Business Travel ⁸		5,726	
Scope 3 GHG emissions, category 11 Use of Sold Products ^{3,8}		276,828	
Change in Scope 3 (Category 1 and 11) emissions from 2020 baseline year ⁷	Percent (%)	-13%	
Energy consumption ⁴	Megawatt hours (MWh)	687,341	Total energy consumption, as defined by GRI 302-1e-g ⁹ . Significant contextual information necessary to understand how the disclosed data have been compiled.
Water withdrawal ⁴	Megaliters	2,860	Total water withdrawal as defined by a component of GRI 303-3a ¹⁰ .
Renewable electricity consumption ¹¹	MWh	344,779	Total renewable electricity consumption in the U.S. and Canada.
Percentage of electricity from renewable energy ¹¹	Percent (%)	100%	Total renewable electricity procured from renewable energy sources in the U.S. and Canada divided by the total electricity usage in the U.S. and Canada.

Schedule of Base Year GHG emissions for the year ended December 31, 2020¹²

INDICATOR NAME	UNIT	AMOUNT	CRITERIA
Scope 3 GHG emissions category 1 Purchased Goods and Services ⁸	tCO ₂ e	2,174,083	WRI/WBCSD GHG Protocol Corporate Standard, WRI/WBCSD GHG Protocol Technical Guidance for Calculating Scope 3 Emissions
Scope 3 GHG emissions, category 11 Use of Sold Products ⁸	tCO ₂ e	434,804	

Schedule of Selected Quantitative Performance Indicators for the year ended June 30, 2024

INDICATOR NAME		UNIT	AMOUNT	CRITERIA
Employee Engagement Score		Percent (%)	82%	Total percentage of actively engaged employees, as defined by SASB TC-IM-330a.2 ¹³ . Significant contextual information necessary to understand how the disclosed data have been compiled.
Recordable Incident Rate		Rate of recordable work-related incidents	0.47	Rate of recordable work-related incidents as defined by GRI 403-9a ¹⁴ .
Workforce Representation	Female managers, global	Percent (%)	50%	Global female managers, divided by the total number of global managers.
	Female senior executives, global		48%	Global female senior executives divided by the total number of global senior executives.
	People of Color (POC) managers, United States (U.S.)		35%	U.S. POC ¹⁵ managers, divided by the total number of U.S. managers.
	POC senior executives, U.S.		24%	U.S. POC ¹⁵ senior executives, divided by the total number of U.S. senior executives.
U.S. Product Donations		\$ USD (million)	43.3	Total direct economic value distributed through community investments.

Note on sources of emissions, energy, and water data

INDICATOR NAME	SOURCES AND METHODOLOGIES	ESTIMATIONS AND ASSUMPTIONS
Scope 1 GHG emissions	<ul style="list-style-type: none"> Stationary combustion, mobile combustion, refrigerant use, and process emissions. Process emissions outside of the Kingsford business unit were identified as being immaterial as a source of emissions within Clorox's operational boundary. 	Data is based on actual metered or invoiced data when it is available. When actual data is not available, Clorox utilizes an estimation methodology based on historical data.
Scope 2 GHG emissions, LBM	<ul style="list-style-type: none"> Purchased electricity. 	
Scope 2 GHG emissions, MBM	<ul style="list-style-type: none"> Purchased electricity and contractual instruments. 	
Energy consumption	<ul style="list-style-type: none"> Purchased electricity, onsite solar electricity generation, natural gas, fuel oil, diesel, propane, gasoline, and jet fuel and aligns with the sources included in the calculation of Scope 1 and Scope 2 GHG emissions. 	
Water withdrawal	<ul style="list-style-type: none"> City/municipal, well, lake and river water. 	
Scope 3 GHG emissions category 1 Purchased Goods and Services	<ul style="list-style-type: none"> Emissions are calculated using the average data-method applying 'per unit of good or service' emission factors and spend-based method applying 'per \$' emission factors. Primary data: U.S. raw materials, U.S. services, U.S. packaging, Latin American (LATAM) raw materials, LATAM packaging, LATAM services, Canada raw materials, Canada packaging, AMEA packaging, and Asia packaging. 	For certain sources where primary data is not available, Clorox estimates using a linear ratio calculation. For certain countries where raw material, packaging, and/or services primary data is unavailable, emissions are estimated.
Scope 3 GHG emissions, category 4 Upstream Transportation and Distribution	<ul style="list-style-type: none"> Emissions are calculated using the distance-based method applying 'per ton-mile' emission factors for U.S. domestic finished goods transportation¹⁶. Air transport, rail transport, road transport, and marine transport. 	Not applicable.
Scope 3 GHG emissions, category 6 Business Travel	<ul style="list-style-type: none"> Emissions are calculated using the distance-based method applying 'per vehicle-mile traveled' and 'per passenger-mile traveled' emission factors. Commercial air flights and rental car use by Clorox's employees booked through their selected travel agencies, including BCD and Hertz. 	For a limited number of rental cars booked through non-Hertz rental vehicles, Clorox applies a miles per day average from the actual Hertz data to determine mileage to non-Hertz rental days.
Scope 3 GHG emissions, category 11 Use of Sold Products	<ul style="list-style-type: none"> Emissions are calculated using 'per using direct use-phase emissions from fuels (fuels and feedstocks) method applying 'per fuel or feedstock sold' emission factors. All units of Kingsford Charcoal produced for sale in the reporting year. 	Not applicable.

Note on sources of emissions factors and global warming potentials (GWPs)

INDICATOR NAME	EMISSIONS FACTORS	GWPS
Scope 1 GHG emissions	<ul style="list-style-type: none"> U.S. Environmental Protection Agency (EPA) Center for Corporate Climate Leadership for Greenhouse Gas Inventories (Published in 2024), Table 2 40 CFR Part 98 Table C-1 Title 40 Part 98 Table C-2 	<ul style="list-style-type: none"> 2014 Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report
Scope 2 GHG emissions, LBM	<ul style="list-style-type: none"> 2021 International Energy Agency (IEA), published in 2023 	
Scope 2 GHG emissions, MBM ⁷	<ul style="list-style-type: none"> U.S. EPA Emissions & Generation Resource Integrated (eGRID) Database 2022, published in January 2024 2021 emission factors from 2023 Canada National Inventory Report (NIR) Annex 23 for Ontario 	
Scope 3 GHG emissions category 1 Purchased Goods and Services (2020)	<ul style="list-style-type: none"> Ecoinvent LCA factors U.S. Environmentally-Extended Input-Output (USEEIO) Supply Chain Greenhouse Gas Emission Factors for US Industries and Commodities (2020 publication) 	<ul style="list-style-type: none"> 2007 IPCC Fourth Assessment Report
Scope 3 GHG emissions category 1 Purchased Goods and Services (2023)	<ul style="list-style-type: none"> Ecoinvent LCA factors U.S. EEIO Supply Chain Greenhouse Gas Emission Factors for US Industries and Commodities (2021 publication) 	<ul style="list-style-type: none"> 2014 IPCC Fifth Assessment Report 2021 IPCC Sixth Assessment Report
Scope 3 GHG emissions, category 4 Upstream Transportation and Distribution	<ul style="list-style-type: none"> U.S. EPA Center for Corporate Climate Leadership Emission Factors for Greenhouse Gas Inventories (Published in 2024), Table 8 UK Government GHG Conversion Factors for Company Reporting 2023 Version 2.0, Well-to-Tank (WTT) fuels conversion factors, Department for Environmental and Rural Affairs (DEFRA) 	<ul style="list-style-type: none"> 2014 IPCC Fifth Assessment Report
Scope 3 GHG emissions, category 6 Business Travel	<ul style="list-style-type: none"> U.S. EPA Center for Corporate Climate Leadership Emission Factors for Greenhouse Gas Inventories (Published in 2024), Tables 2,3,4, & 5 UK Government GHG Conversion Factors for Company Reporting 2023 Version 2.0, WTT fuels conversion factors, DEFRA 	
Scope 3 GHG emissions, category 11 Use of Sold Products (2020)	<ul style="list-style-type: none"> 40 CFR U.S. EPA Part 98 Mandatory Greenhouse Gas Reporting Regulations 	<ul style="list-style-type: none"> 2007 IPCC Fourth Assessment Report
Scope 3 GHG emissions, category 11 Use of Sold Products (2023)		<ul style="list-style-type: none"> 2014 IPCC Fifth Assessment Report
Energy consumption	<ul style="list-style-type: none"> Clorox utilizes standard and widely accepted conversion factors for the purposes of calculating their emissions footprint. 	

Note on Methodologies of Selected Quantitative Performance Indicators for the year ended June 30, 2024

INDICATOR NAME		METHODOLOGY
Employee Engagement Score		Employee engagement is measured by four questions within a survey that was administered by a third-party, Perceptyx, Inc. The survey took place from February 26th, 2024, through March 15th, 2024, and 7,451 of about 8,491 Company employees responded to the survey. Responses were scored on a scale of 1 to 5 as follows: 5: Strongly agree, 4: Agree, 3: Neither agree or disagree, 2: Disagree, or 1: Strongly disagree. A response of 5 or 4 is considered a favorable response representing active employee engagement. Employee engagement is based upon employees self-reporting. To the extent that the employees do not respond to the survey, the data would not be included in the employee engagement calculation. Clorox does not expect to receive survey responses from 100% of employees, as it is not mandatory for all employees to complete the survey. As such, the employee engagement score is calculated only from responses to the Company's annual survey. The survey is available to all full time and part time employees excluding contractors and interns.
Recordable Incident Rate		Recordable incident rate, for the fiscal year ended June 30, 2024, is calculated as the sum of all recorded injuries or illnesses multiplied by 200,000 divided by the total labor hours. Recordable incident rate is calculated based upon employees self-reporting work-related injuries or illnesses which may be affected by culture, societal norms, and/or regulations. To the extent a recordable incident is not self-reported, it would not be included in the recordable incident rate calculation. Guidance on the definition of recordable work-related injuries or illnesses is based on the United States Occupational Safety and Health Administration (OSHA), General recording criteria 1904.7. Guidance on work-relatedness is defined by the United States OSHA, Determination of work-relatedness 1904.5.
Workforce Representation	Female managers, global	Percentage of female is calculated based upon employees self-reporting their gender. Percentage of POC is calculated based upon employees self-reporting their race. To the extent that the employees do not self-report, the data would not be included in the diversity calculation. Populations of 5 or less employees are excluded as they are immaterial to the overall calculation. Managers is based on headcount data of employees who reported gender and race. "Manager" is defined as internal grade ranking between "26-31" for U.S. employees and "25-31" for international employees. These internal grade ranks are determined by the Company's Human Resources compensation structure. Senior Executive is based on headcount data of employees who reported gender and race. "Senior Executive" is defined as internal grade ranking of "32" and "EX". These internal grade ranks are determined by the Company's Human Resources compensation structure. All U.S. and global employees, both active and part-time employees (excluding interns, contractors, and fixed-term employees).
	Female senior executives, global	
	POC managers, U.S.	
	POC senior executives, U.S.	
U.S. Product Donations		Fair market value (FMV) of all U.S. product donations used to aid in disaster relief or to support schools, food banks, and other non-profit organizations (defined as 501(c)(3) organizations and equivalents).

Note: Non-financial information is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. Selection of different but acceptable measurement techniques can result in materially different measurements. Precision of different measurement techniques may vary.

- Clorox has selected an organizational boundary for the Subject Matter based on the company's operational control and includes Clorox's plants, research and development facilities, distribution centers, and offices (collectively, "Global Facilities") and Clorox's operated fleet.
- All reported percentage values are rounded to the nearest whole digit.
- Clorox produces biogenic emissions as a result of direct wood pyrolysis. Direct wood pyrolysis is considered to be a carbon neutral process; therefore, there are zero biogenic CO₂ emissions, but CO₂ equivalent emissions from CH₄ and N₂O are included within Clorox's Scope 1 and Scope 3, II Use of Sold Products GHG emissions.
- 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.
- Gases included in the reporting boundary are CO₂, CH₄, N₂O and Hydrofluorocarbons (HFCs). HFCs are used in refrigerants. The majority of the reported CO₂e emissions are from CO₂ with the remainder being composed of CH₄, N₂O, and HFCs.
- Scope 2 MBM emissions utilize various environmental attributes from Renewable Energy Certificates (RECs) associated with two virtual power purchase agreements (VPPAs), RECs purchased on the open market, and International RECs (I-RECs) purchased through an energy service provider. The accounting for these contractual instruments is in alignment with the GHG Protocol Scope 2 Guidance Quality Criteria. These instruments were specific to facilities in the U.S., Canada, and Colombia in the 2023 reporting year. Scope 2 MBM emission sources include purchased electricity and contractual instruments. For Scope 2 MBM emissions, supplier specific and residual mix emission factors were not applied to the Scope 2 MBM emissions calculation. An adjusted emissions factor has not been estimated to account for voluntary purchases as this may result in double counting between electricity consumers.
- Percent change in GHG emissions from the 2020 baseline year utilizes values as of December 31, 2020.
- The vast majority of Scope 3 Category 4 and 6 emissions are using data from suppliers or other value chain partners. Scope 3 emissions outside of the categories listed in the table above are not subject to assurance by EY. Data from suppliers or other value chain partners is not used for Category 1 and Category 11.
- Other criteria included in GRI 302-1 (i.e., total fuel consumption within the organization from non-renewable sources, total fuel consumption within the organization from renewable sources, in joules, watt-hours or multiples, the total

- electricity, heating, cooling and steam consumption, and in joules, watt-hours or multiples, the total electricity, heating, cooling, and steam sold) are excluded. Purchased steam, heating, and cooling, as well as sold electricity, steam, heating, and cooling were not identified as a source within Clorox's operational boundary.
- Other components of GRI 303-3a (i.e., breakout by source) and GRI 303-3 (i.e., water stressed areas and sediment levels) are excluded.
- Clorox's renewable electricity consumption data for the U.S. and Canada includes RECs associated with two VPPAs. RECs from the U.S. and Canada have been or are being certified through the Green-e certification program.
- Clorox has selected a 2020 base year for reporting against their publicly stated goals. Clorox has a recalculation standard, following guidance from Science Based Target Initiative (SBTi), to inform how the company makes adjustments to previously reported metrics for structural changes, calculation methodology updates, the inclusion of additional activity data and improvements in the accuracy of data. Clorox applies a quantitative or qualitative significance threshold criteria to trigger whether a metric needs to be recalculated.
- Other criteria included in TC-IM-330a.2 (i.e., distinct breakouts of the percent of each employee engagement levels including not engaged, passive and actively disengaged.) are excluded.
- Other criteria included in GRI 403-9a (i.e., for all employees, number and rate of fatalities as a result of work-related injuries, number and rate of high consequence work-related injuries, types of work-related injuries, number of hours worked) and other components of GRI 403-9 (i.e., for employees and workers who are not employees but whose work and/or workplace is controlled by the organization, the number and rate of fatalities as a result of work-related injury, the number and rate of high-consequence work-related injuries (excluding fatalities), the number of recordable work-related injuries for employees and both number and rate of recordable work-related injuries for non-employees, the main types of work-related injury, the number of hours worked; work-related hazards that pose a risk of high-consequence injury; any actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls; and whether any workers have been excluded from this disclosure) are excluded.
- POC is defined as any race that is not White (including but not limited to Asian; Black; Latino; Native American; Native Hawaiian; or two or more races).
- Upstream Transportation and Distribution for Latin America, Canada, AMEA, and Asia are excluded.
- For Scope 2 MBM emissions, supplier specific and residual mix emission factors were not applied to the Scope 2 MBM emissions calculation. An adjusted emissions factor has not been estimated to account for voluntary purchases as this may result in double counting between electricity consumers.

HOW WE CREATE VALUE

To achieve our business goals, we need to leverage the unique foundational attributes of our company, manage external factors and optimize our relationships with important partners. We're successful when we create value for our company, employees, consumers, retail and nonretail customers, investors, communities, suppliers and other business partners, the environment and society.

1 INPUTS*

- 💰 Total assets
- 👤 Employees
- 📈 Investments, including five-year, \$560 million-\$580 million strategic investment in digital capabilities and productivity enhancements
- 🏗️ Capital expenditures
- 🏗️ Raw material costs and other expenses
- 🏗️ Cost-savings program
- ⚙️ ~8,000 global employees
- ⚙️ Professional development and training
- 🤝 Supplier contracts and investments
- 🤝 Customer support and engagement
- 🤝 Industry collaborations
- 🌱 Virgin raw materials (including renewable resources)
- ♻️ Reused or recycled materials
- 🌱 Energy (including 100% renewable electricity in U.S. and Canada)
- ♻️ Water (including recycled water)

2 BUSINESS MODEL

Vision: To be exceptional innovators who earn people's enduring loyalty.
Purpose: We champion people to be well and thrive every single day.
Objective: Deliver purpose-driven growth.

IGNITE Strategy:

- Fuel Growth
- Innovate Experiences
- Reimagine Work
- Evolve Portfolio

ESG Priorities:

- Healthy Lives
- Clean World
- Thriving Communities
- Strong Governance

Our Values:

- Do the right thing
- Put people at the center
- Play to win

Functions:

- Finance
- Enterprise Data and Tech
- Environmental, Social and Governance
- Internal Audit
- Legal, Government Affairs and Risk Management
- Marketing
- People (Human Resources and Corporate Affairs)

- Product Supply
- Research & Development
- Sales

Segments:

- Health and Wellness
- Household
- Lifestyle
- International
- Corporate and Other

How we conduct our business:

- Innovative consumer products and services
- Diverse health, well-being and household essentials portfolio
- Retail and professional customer base
- Best in class delivery of end-to-end supply chain solutions
- U.S. focus with presence in key global markets
- Enterprise strategy integrating ESG priorities
- Strong execution
- ESG team driving sustainability strategy

3 OUTPUTS**

- 💰 Sales
- 💰 Transformed financial operations and reporting with automated processes and enhanced planning capabilities
- 📄 Patents
- 🤝 Partner investments
- 🏗️ Product portfolio
- 🏗️ Enhanced technology driving more meaningful connections with consumers
- 🏗️ Enhanced forecasting and manufacturing capabilities to deliver the right product at the right time in the right place
- 🏗️ Meaningful analytics and insights with integrated data across systems and functions
- ⚙️ Inclusive culture
- ⚙️ Diverse representation
- ⚙️ Engaged employees
- ⚙️ Tech-enabled employee experience
- 🤝 Business Partner Code of Conduct supplier compliance program
- 🤝 Responsible sourcing program
- 🌱 Reusable, recyclable or compostable materials
- 🌱 Waste to landfill/energy
- 🌱 Emissions
- 📈 Profit and cash flows
- 📈 Employee professional growth
- 📈 Brand equity

4 OUTCOMES***

- 📈 Innovation
- 📈 Employer brand reputation
- 📈 Consumer obsessed, faster and leaner
- 📈 Shareholder value (stock price and dividends)
- 🤝 Partnerships (industry, ESG, supply chain)
- 📈 Consumer satisfaction
- 📈 Brand loyalty
- 📈 Healthy Lives, Clean World, Thriving Communities, Strong Governance (ESG pillars)

💰 Financial 📄 Innovation 🏗️ Operations ⚙️ Workforce 🤝 Business Partners 🌱 Environment 📈 Internal 📈 External

* Based on principles of integrated reporting, inputs refers to what goes into the development of an organization's key products and services, including byproducts and waste (such as emissions).

** Based on principles of integrated reporting, outputs refers to what's generated by a company's operations, including both positive and negative factors. We focus on material issues and evaluate the opportunities and risks of our actions.

*** Outcomes are the internal and external consequences (positive and negative) for the types of capital (financial, manufactured, intellectual, human, social and relationship, and natural) as a result of an organization's business activities and outputs.

ESG MATERIALITY

By focusing on environmental, social and governance topics that are of greatest importance to our company and stakeholders, we drive long-term business value and help deliver on our purpose and values. We strive to maintain our focus on ESG topics that are most impactful to our business, society and the environment through a formal ESG materiality assessment that we have updated periodically since 2015. In each of these assessments, we considered inputs such as corporate strategic choices, risks and opportunities, emerging and existing regulations, ESG reporting frameworks, ESG raters and peer ESG efforts. We then developed a prioritized list of topics and conducted interviews with internal and external stakeholders to understand their perspectives and validate our findings. We use their input to refine our list, resulting in a prioritization of ESG topics. Finally, we reference these findings against our existing ESG priorities to understand if any adjustments to our work are necessary. We are in the process of refreshing our ESG materiality — which was last updated in 2021 — and expect to share results in the upcoming fiscal year. As stakeholder priorities continue to evolve, we're committed to ongoing dialogue and will remain anchored to our IGNITE strategy to ensure we're focusing on the areas that will generate the most meaningful outcomes.

For more information on our ESG materiality process and stakeholder engagement approach, visit thecloroxcompany.com.

ESG REPORTING

As part of our commitment to transparency, we disclose our ESG progress through voluntary third-party frameworks. For fiscal 2024, we continue to report through the Sustainability Accounting Standards Board standard and the Task Force on Climate-related Financial Disclosures framework because we believe these disclosures represent some of the most meaningful ESG areas of focus for our strategy, our company's social and environmental impact and the interests of Clorox's stakeholders. We also continue to report on progress against the United Nations' Sustainable Development Goals using a principled prioritization process to select those goals that reflect the findings of our recent materiality assessment and that present our greatest risks. Clorox's CEO, CFO and executive vice president — chief legal officer and corporate secretary approve our integrated report, which includes priority sustainability reporting.

In the tables on the next pages, we provide links to reporting platforms that contain more information on our ESG initiatives such as our responses to the CDP questionnaire, the Roundtable on Sustainable Palm Oil, The Clorox Company website and our [ESG Data Hub](#).









FY24

ESG PROGRESS SNAPSHOT

PROGRESS KEY

Achieved: Met IGNITE goal**Achieved/ongoing:** Previously met IGNITE goal; commitment to continue meeting same goal annually through 2030**On track:** Meeting internal milestones to achieve goal**In progress:** Taking action to achieve goal or set targets; however, internal milestones have not yet been met

HEALTHY LIVES

IGNITE ESG GOAL/TARGET	PERFORMANCE (metrics are global and as of June 30, 2024, unless stated otherwise)	STATUS	PROGRESS	ADDITIONAL INFORMATION
Employee well-being: Maintain our recordable incident rate of <1.0 with a comprehensive safety management effort striving for an injury-free workplace ^{D1}	Achieved <1.0 RIR every year since goal was announced. In FY24, RIR was 0.47 	Achieved/ongoing		Overview: Employee rights, safety & well-being
Employee well-being: Enhance health and well-being outcomes as measured by employee utilization of preventive health screenings, with an aspirational composite target of 33% ^{D2}	Composite score of 32% which exceeds UnitedHealthcare's CPG benchmark of 26% as of CY23	On track		FY24 updates: See pages 12 , 13
Product stewardship – Transparency: Increase sales of products with targeted certifications and product transparency affiliations for domestic cleaning product portfolio 100% by 2025 vs. 2020 baseline	66% increase in sales of products with targeted certifications and product affiliations as of CY23	In progress		
Product stewardship – Ingredient management: Improve Chemical Footprint Project survey score for our domestic cleaning portfolio 50% by 2030 with an interim target of 35% by 2025 vs. 2020 baseline ^{D3}	Achieved 2025 interim target to improve score by 35% as of CY23	On track		Overview: What we're made of, Ingredient management, Animal welfare
Product stewardship – Product advocacy: Collaborate with key stakeholders to advance the science behind alternative approaches to animal testing. Our vision for our industry is to eliminate such animal testing requirements for disinfecting products by the U.S. Environmental Protection Agency and replace animal testing with non-animal alternatives	Continued our partnership with research organizations, government entities and peers to advance the acceptance of non-animal alternatives to fulfill U.S. EPA acute toxicity data requirements for antimicrobials; four of six non-animal methods are currently fully or conditionally accepted for most Clorox formulations	On track		FY24 updates: See page 16

CLEAN WORLD

GOAL/TARGET	PERFORMANCE <small>(metrics as of December 31, 2023, unless stated otherwise)</small>	STATUS	PROGRESS	ADDITIONAL INFORMATION
50% combined reduction in virgin plastic and fiber packaging by 2030, per case of product sold vs. 2018 baseline ^{D4}	9% reduction (19% toward 50% goal)	In progress		Overview: Reducing plastic and other waste CY23 updates: See pages 6, 7, 9-11
100% recyclable, reusable or compostable packaging by 2025 ^{D5}	89% of packaging is recyclable, reusable or compostable	In progress		
Double post-consumer recycled plastic in packaging by 2030 (+50% by 2025) vs. 11% 2018 baseline	10% of plastic used in packaging is PCR	In progress		
100% global facilities zero waste to landfill by 2030 (plants by 2025) ^{D6}	79% of plants, 51% of facilities are ZWtL, as of FY24	In progress	Plants Facilities	
Achieve science-based targets by 2030 vs. a 2020 baseline: ^{D7} • 50% scopes 1 and 2 target • 25% scope 3 target for purchased goods and services and use of sold products Achieve net-zero emissions by 2050	64% reduction in scopes 1 and 2 emissions, achieving our target	Achieved/ongoing		Overview: Reducing greenhouse gas emissions CY23 updates: See pages 6, 18
	13% reduction in targeted scope 3 emissions for purchased goods and services and use of sold products	In progress		
100% electricity from renewable energy in the U.S. and Canada ^{D8}	100% ; achieved our target Committed to continue sourcing 100% renewable electricity for U.S. and Canadian operations	Achieved/ongoing		Overview: Energy CY23 updates: See page 6

THRIVING COMMUNITIES

IGNITE ESG GOAL/TARGET	PERFORMANCE <small>(metrics are global and as of June 30, 2024, unless stated otherwise)</small>	STATUS	PROGRESS	ADDITIONAL INFORMATION
Employees: Ensure pay equity across gender globally and races/ethnicities in the U.S. ^{D9}	Achieved pay equity for gender globally and for race/ethnicity in the U.S. based on our annual pay equity analysis for nonproduction teammates after making salary adjustments	Achieved/ongoing		Overview: IDEA — a leadership commitment to our teammates FY24 updates: See pages 12, 14
Employees: Achieve our inclusion index goals: parity across total company, women, people of color ^{D11}	Commitment to continue annually measuring and publicly reporting inclusion scores for three employee groups: • Women (Global): 77% • POC (U.S.): 74% • Total Clorox (Global): 76%	Women: Achieved/ongoing POC: On track	 	

ESG REPORTING

SASB: HOUSEHOLD AND PERSONAL PRODUCTS STANDARD^{D16}

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	<p>◆ 2,860 thousand cubic meters (megaliters) in CY23</p> <p>27% withdrawn from regions with high or extremely high baseline water stress in CY23</p> <p>See CDP Report Section 9</p>
	Description of water management risks and discussion of strategies and practices to mitigate those risks	CG-HP-140a.2	<p>See CDP Report Section 3</p> <p>See Clorox website: Clean World – Water</p>
Product Environmental, Health and Safety Performance	Discussion of process to identify and manage emerging materials and chemicals of concern	CG-HP-250a.3	<p>See Clorox website: Brands – What We're Made Of</p>
Packaging Lifecycle Management	Percentage of packaging made from recycled and/or renewable materials Percentage that is recyclable, reusable, and/or compostable	CG-HP-410a.1	<p>64% of primary and secondary packaging is made from recycled or renewable materials in CY23^{D5}</p> <p>89% of primary packaging is recyclable, reusable and/or compostable in CY23^{D5}</p> <p>See Clorox website: Reducing plastic & other waste</p>
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	CG-HP-410a.2	<p>See Clorox website: Reducing plastic & other waste</p>
Environmental and 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	<p>2,921 metric tons of palm oil and palm derivative ingredients (palm content only) Clorox purchased for its domestic and international businesses in CY23.</p> <p>10% of palm oil and palm derivative ingredients (palm content only) purchased has been third-party certified through the RSPO supply chains in CY23. 99% is certified through the RSPO as mass balance.</p> <p>See RSPO Annual Communication of Progress; Clorox website: Palm Oil Commitments</p>

SASB: HOUSEHOLD AND PERSONAL PRODUCTS STANDARD^{D16} (CONTINUED)

TOPIC	SASB ACCOUNTING METRIC	SASB REFERENCE CODE	LOCATION OR RESPONSE
Energy Management	Total energy consumed, percentage renewable	CG-BF-130a.1	<ul style="list-style-type: none"> ◆ 687,341 global absolute megawatt hours in CY23, of which 50% is renewable in CY23. ◆ Achieved goal for 100% renewable electricity in the U.S. and Canada beginning in January 2021, four years ahead of the original target year. Two virtual power purchase agreements are estimated to fully support this goal beginning in January 2023. ^{D8} <p>See CDP Report Section 7; Clorox website: Energy</p>
Greenhouse Gas Emissions	Gross global scope 1, 2 and 3 emissions	FB-AG-110a.1	<ul style="list-style-type: none"> ◆ Scopes 1 and 2 (market-based method): 93,392 absolute metric tons carbon dioxide equivalent (tCO₂e) in CY23 ^{D7} Scope 3: 3,111,421 absolute metric tons CO₂e in CY23 ◆ Scope 3: Combined categories 4, U.S. finished goods distribution, and 6, employee business travel: 260,583 absolute metric tons CO₂e in CY23 ^{D7} ◆ Combined categories 1, purchased goods and services, and 11, consumer use: 2,264,585 tCO₂e in CY23 ^{D7} <p>See CDP Report Section 7; Clorox website: Reducing greenhouse gas emissions; Climate Action Plan</p>
Greenhouse Gas Emissions Management	Discussion of long- and short-term strategy or plan to manage emissions, emissions reduction targets, and an analysis of performance against those targets	FB-AG-110a.2	See CDP Report Section 7 ; Clorox website: Reducing greenhouse gas emissions
Employee Engagement	Employee engagement as a percentage	TC-IM-330a.2	<ul style="list-style-type: none"> ◆ 82% as of June 30, 2024 ^{D11} <p>See Clorox website: Empowering our teammates to thrive</p>
Activity Metric	Number of manufacturing facilities	CG-HP-000.B	33 as of June 30, 2024 ^{D15}

ESG REPORTING

TCFD FRAMEWORK

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Governance	Board oversight of climate-related risks and opportunities	<p>The full board of directors oversees matters related to environmental, social and governance issues (including climate change and environmental sustainability policies, programs, goals and progress), as well as targets, standards and other metrics used to measure and track ESG performance and progress. The board participates in regular (at least annual) updates on ESG topics, including climate, and as part of its enterprise risk management oversight role, oversees the company's climate-related risks, which have been identified as important external risk factors for the company through the ERM process. See Clorox's Fiscal Year 2024 Proxy Statements and Financial Statements for additional details.</p> <p>Pursuant to its charter, the Nominating, Governance and Corporate Responsibility Committee of the board, comprised exclusively of independent directors, supports the board in reviewing, monitoring and engaging management – typically quarterly – on the development of climate change and environmental policies, programs, goals and progress, and regularly reviewing such matters with the board.</p> <p>See CDP Report section 4</p>
	Management's role in assessing and managing climate-related risks and opportunities	<p>The company's executive vice president – chief legal officer and corporate secretary chairs the ESG Executive Committee which includes Clorox's executive vice president, chief people and corporate affairs officer; executive vice president and group president – Health & Hygiene; and executive vice president and group president – Care & Connection. The ESG Executive Committee is responsible for overseeing the execution of our ESG priorities and ensuring our business strategy considers and optimizes our ESG priorities, including our climate goals. The ESG Executive Committee is tasked with helping to develop and recommend climate ambitions to the CEO, as well as overseeing and assessing progress against the climate goals. The executive vice president – chief legal officer and corporate secretary, as chair of the ESG Executive Committee, along with the vice president and chief sustainability officer, reports quarterly to the NGCRC and annually to the board.</p> <p>See CDP Report section 4</p>
Strategy	Climate-related risks and opportunities	<p>Clorox identifies climate-related risks and opportunities across its products, operations, and supply chain. These are disclosed as part of our annual CDP reporting. The primary risks and opportunities associated with climate change that the company is exposed to and manages include:</p> <ul style="list-style-type: none"> Physical risks associated with extreme weather conditions or water stress due to climate change impacting our business operations, disrupting our supply chain, limiting our access to water, or impacting commodity, operational and distribution costs: short-term (1-2 years). <u>The estimated financial impact to Clorox from a weather event could potentially be in the range of less than one million dollars to tens of millions of dollars.</u> The lower-end financial impact is based on a short-term disruptive weather event and includes cost estimates for testing alternate raw materials and for material pre-build and other logistics costs to ensure supply and continued operation. The higher-end financial impact is based on a major weather event that causes a long-term (three- to four-quarter) disruption to the supply of a major commodity used at multiple manufacturing locations. To mitigate these risks, we have business continuity plans for most locations and all critical functions. Using learnings from recent hurricanes, we have enhanced contingency plans to ensure both work-in-process and finished goods inventories are adequate leading into hurricane season. We also established systems to incorporate hurricane contingency planning into our supply planning and forecasting processes. Transition risks associated with policy and regulations that increase the pricing on greenhouse gas emissions: medium-term (2-5 years). <u>The estimated financial impact to Clorox from such regulations could potentially be in the range of \$10,000 to \$200,000 per year.</u> These estimates are based on our current emissions in countries where regulations currently exist, thus having the potential to impact our business in the future. To mitigate these risks, we are focusing on reducing our GHG emissions as part of our commitment to achieving science-based targets by 2030 and net-zero emissions by 2050.

TCFD FRAMEWORK (CONTINUED)

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Strategy (cont.)	Climate-related risks and opportunities (cont.)	<ul style="list-style-type: none"> Transition risks associated with extended producer responsibility policies and regulations that make producers responsible for the collection, recycling and safe disposal of products after use: medium-term (2-5 years). <u>The estimated financial impact to Clorox from such regulations could potentially be in the range of \$2 million to \$5 million per year in the medium term; \$15 million to \$20 million in the longer term if regulations are expanded to more markets.</u> These programs often include fees or taxes paid by manufacturers or importers to fund recycling and waste management initiatives, with emerging regulations focused heavily on plastic packaging. The financial impact to Clorox is estimated based on potential fees charged to the company for selling packaging, including those made with virgin plastic, a significant contributor to GHG emissions, in the medium-term. To mitigate these risks, we are focusing on reducing our use of virgin plastics as part of our commitment to achieving SBTs by 2030 and net-zero emissions by 2050. Transition risks (medium-term, [2-5 years]) and opportunities (long-term, [5-10 years]) associated with shifts in market preferences as consumers seek products and services from companies that are proactively working to reduce climate change-related impacts and offering less carbon-intensive products. Risks include that the company's innovation cycle may not keep up with consumers' growing demand for products with lower environmental footprints; that the consumer value equation may change with new necessary consumption models (e.g., refills and concentrates may lead to trade-downs or slimmer margins due to decreased convenience or consumer expectations); and that material costs may increase as consumer preferences for sustainably sourced materials, such as forest commodities and postconsumer recycled resin (whose low availability is a short- and long-term risk), increase. <u>The estimated financial impact to Clorox to make substantial increases (around 50%) to our PCR content in plastic packaging plus the cost to procure 100% Roundtable on Sustainable Palm Oil (RSPO)-certified palm oil could potentially be \$3.5 million to \$7 million per year.</u> Opportunities include climate change related awareness and concern for the environment driving long-term demand and creating and expanding opportunities for sustainable products, as well as related product improvements resulting in further cost savings, mostly from decreased product and packaging material used. While we are not able to assign a financial impact, our 2023 proxy statement noted that the company's long-term financial goals reflected in IGNITE include annual net sales growth of 3% to 5%. Transition opportunities associated with reduced operating and product costs resulting from resource efficiency improvements through LED lighting, HVAC, compressor and other manufacturing equipment upgrades, as well as zero-waste-to-landfill program expansion, transportation/logistics improvements and reductions in energy use, water use, waste and material use as a result of product and packaging innovation: medium term (2-5 years). <u>The estimated financial impact to Clorox could potentially be \$50,000 to over \$1,000,000 per year.</u> To capture these opportunities, we have set environmental goals that incorporate resource and material efficiencies in our operations and packaging, and we have a robust enterprise-wide cost reduction program that delivers annual cost savings through efficiency improvements that, in certain instances, also reduce our environmental footprint. <p>See CDP Report section 3</p>
	Impact of climate risks and opportunities on businesses, strategy and financial planning	<p>Climate risks and opportunities that might impact our business strategy and financial planning include:</p> <ul style="list-style-type: none"> Consumer demand for products with lower environmental footprints growing faster than we have allowed for in our innovation investment planning. This is both an opportunity for greater brand value and sales of products with lower environmental impact such as our concentrated bleach and refillable sprays cartridges, as well as a risk if we are unable to meet demand. That risk could entail major investment in manufacturing equipment to process and package more sustainable products, resulting in a low-to-medium impact on capital expenditures over the next 5 to 10 years as our current manufacturing capabilities may not support the processing and packaging requirements of these innovations. Acceleration of infectious disease and pandemics associated with warmer climates, water-borne illness, the potential release of long-dormant viruses by the thawing of permafrost and shifts in the proximity of animals and other sources of diseases with concentrated human populations increasing global demand for disinfecting products and solutions in consumer and business-to-business markets. This is both an opportunity, given our leadership in disinfection, and a risk if we cannot meet demand or sufficiently innovate to meet particular consumer needs.

TCFD FRAMEWORK (CONTINUED)

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Strategy (cont.)	Impact of climate risks and opportunities on businesses, strategy and financial planning (cont.)	<ul style="list-style-type: none"> Low carbon energy sources and material supply chains that cannot keep up with growing industry demand (e.g., for RSPO-certified palm products, postconsumer resin for packaging and renewable energy to power raw material supply chains). This risk may drive up costs or limit our ability to meet our environmental commitments or bring sustainable innovation to market. More frequent and extreme weather events causing supply chain disruption and leading to health and sanitation issues due to flooding and property damage. This is a risk given the potential impact on supply chains (e.g., historical hurricane-related impacts), which is projected to require increased capital expenditures for securing additional production and warehouse storage capacity over the next 10 to 15 years. It is also an opportunity with the potential to increase demand for our disinfection and other household products. More severe and geographically dispersed water stress causing supply chain disruption. Adoption of climate change regulation that might increase our operating costs as described above. Emerging U.S. extended producer responsibility regulations that may help enable or may conflict with our climate goals, depending on how the laws are defined, while increasing our operating costs. Certain investors may choose not to invest in our stock if we do not meet their environmental expectations or their preferences for how to balance near- and long-term costs and benefits, which could negatively impact our share price. Conversely, proactively addressing such investors' interests may be an opportunity to increase investor demand for our stock, and our share price could be positively impacted. <p>See CDP Report section 5</p>
	Scenario planning	<p>Clorox anticipates performing scenario analysis in the future that considers a range of warming scenarios (e.g., at least 2° and 4°C) to better quantify the possible financial and operational impacts of these risks and opportunities, which will help us improve our climate strategy and future TCFD disclosures.</p> <p>See CDP Report section 5</p>
Risk Management	Process for identifying and managing climate risks	<p>Clorox has established and continues to maintain a robust, comprehensive ERM program. Our strong governance practices help drive continued improvement of established processes. The ERM Steering Committee oversees the global program subject to oversight by the board. The steering committee is made up of the following: executive vice president – chief legal officer and corporate secretary (executive co-sponsor for ERM); executive vice president and chief financial officer (executive co-sponsor for ERM); executive vice president and group president – Care & Connection; and executive vice president and group president – Health & Hygiene. The steering committee proactively identifies, assesses, prioritizes and continuously manages enterprisewide risks, including ESG and climate change risks among other top enterprise risks. A supplementary ERM working group provides additional cross-functional support and expertise to key ERM initiatives and other programs which support the operationalizing of ERM within the company.</p> <p>Our dedicated climate team, comprised of sustainability experts, plays a central role in identifying climate-related risks. This team collaborates with external consultants and industry experts to stay abreast of and prioritize emerging trends, regulatory changes, and technological advancements. Their expertise helps raise awareness of and prepare for both current and future climate-related risks.</p> <p>Defining and prioritizing substantive Clorox risks is core to the ERM program and our annual enterprise risk assessment. Clorox uses both quantitative and qualitative information to define the likelihood and potential impact of risks. For example:</p> <ul style="list-style-type: none"> Quantitative definitions include percentage of earnings before income taxes and volatility of Clorox's share price. Given that businesses are not static and can experience growth and contractions, we chose to use a percentage of earnings to identify substantive financial and strategic risks. Qualitative definitions address topics such as reputation/brand equity and customer and consumer impacts.

TCFD FRAMEWORK (CONTINUED)

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Risk Management (cont.)	Process for identifying and managing climate risks (cont.)	<p>Based on these definitions, we rate potential risk impacts from very low to very high. A substantive risk is one where the impact is medium to very high across a number of criteria and, if that risk were to materialize, may disrupt our ability to operate our business.</p> <p>Climate change is an important external risk factor identified by the company. While the time horizon (i.e., decades) may be longer than other risks, climate change remains an enterprise risk due to the degree to potentially impact the organization and our operations.</p> <p>Further, we understand that climate change risks can impact the entire organization over a longer-term horizon, and we act on those risks whether they are considered currently “substantive” or not. Therefore, we advance climate stewardship goals to mitigate climate-related risks and address climate change as part of our overall management strategy. At the corporate level, we identify potential physical, regulatory, reputational, changing consumer trends/awareness and other risk factors associated with climate change (e.g., GHG emissions, energy consumption and water consumption) that might not rise to the level of substantive risk. This is accomplished within the cross-functional ESG steering team and engagement by various internal stakeholders, business units and functional teams as appropriate. This approach helps us proactively manage and mitigate the many aspects of our climate-related risks.</p> <p>See CDP Report section 2</p>
	Integration of climate risk management into company’s overall risk management	<p>As described above, climate risk is integrated into Clorox’s ERM process. To mitigate the risks associated with climate change, Clorox has identified climate stewardship as a key ESG priority integrated into the company’s IGNITE business strategy, building on the progress we have achieved in reducing the carbon footprint of our operations and products for over 10 years..</p> <p>Through IGNITE, Clorox has committed to taking science-based climate action across our value chain. Actions include innovations to reduce the material, water, and transportation footprints of our products, renewable energy procurement, and engagement with our supply chain based on life cycle analyses. These analyses help us identify and address upstream carbon and water footprints, as well as impacts during product use and at end-of-life. For example, life cycle assessments inform the design of new products and packaging, balancing sustainability trade-offs such as the choice between plastic that is often lighter weight to ship and requires less energy to produce than glass or metal but has different recyclability and end-of-life considerations.</p> <p>The ESG steering team, composed of owners and subject matter experts from product stewardship, R&D, procurement, corporate governance, government affairs, and climate/water/energy lead provides strategic leadership and expertise, overseeing the measurement, tracking, and progress of our ESG goals, including those related to climate. The team is led by the vice president and chief sustainability officer and reports to the ESG executive committee, chaired by the executive vice president – chief legal officer and corporate secretary.</p> <p>The presence of the ESG steering team and executive oversight enables us to drive accountability and integrate all aspects of ESG into our business decisions. This structure enhances our ability to impactfully address climate risks and ensures consistent and clear messaging to stakeholders, including customers, suppliers, investors, and employees. By representing various teams and formalizing connections to business units, the ESG steering team supports the advancement of our ESG goals and commitments.</p> <p>Additionally, the ESG steering team is supported by specialized subcommittees with expertise in climate, energy, plastics, and R&D. These support teams provide valuable insights and recommendations, further strengthening our climate risk management and ensuring that our strategies are effectively implemented across the company.</p> <p>See CDP Report section 4</p>

TCFD FRAMEWORK (CONTINUED)

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Metrics and Targets	Metrics used to address climate risks and opportunities	<p>We track, manage and disclose our performance in several areas related to climate risk, including GHG emissions, GHG emissions intensity, energy consumption, energy intensity, water withdrawn, water intensity and water withdrawn from areas of high baseline water stress.</p> <p>GHG emissions were estimated in accordance with The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), Greenhouse Gas Protocol Scope 2 Guidance, and Greenhouse Gas Protocol Technical Guidance for Calculating Scope 3 Emissions.</p> <p>See CDP Report section 7; Clorox website: Taking Climate Action</p>
Scope 1, 2 and 3 GHG emissions D7		<ul style="list-style-type: none"> • Scope 1: ◆ 65,504 metric tons of CO₂e for CY23 and 75,164 for CY20, our baseline year. • Scope 2 (Market Based): ◆ 27,888 metric tons of CO₂e for CY23 and 184,379 for CY20. • Scope 3: 3,111,421 metric tons CO₂e for CY23 and 3,765,938 for CY20. <p>All relevant Scope 3 categories for current year and baseline year:</p> <ul style="list-style-type: none"> • Scope 3 category 1: ◆ 1,987,757 metric tons CO₂e for CY23 and ◆ 2,174,083 for CY20 • Scope 3 category 2: 38,127 metric tons CO₂e for CY23 and 53,962 for CY20 • Scope 3 category 3: 24,158 metric tons CO₂e for CY23 and 49,889 for CY20 • Scope 3 category 4: 371,044 metric tons CO₂e for CY23 and 562,074 for CY20 • Scope 3 category 5: 7,473 metric tons CO₂e for CY23 and 8,754 for CY20 • Scope 3 category 6: 5,726 metric tons CO₂e for CY23 and 1,406 for CY20 • Scope 3 category 7: 14,148 metric tons CO₂e for CY23 and 12,054 for CY20 • Scope 3 category 8: 4,838 metric tons CO₂e for CY23 and 5,088 for CY20 • Scope 3 category 9: 106,589 metric tons CO₂e for CY23 and 168,912 for CY20 • Scope 3 category 11: ◆ 276,828 metric tons CO₂e for CY23 and ◆ 434,804 for CY20 • Scope 3 category 12 (direct): 274,733 metric tons CO₂e for CY23 and 294,912 for CY20 <p>See FY24 Integrated Annual Report, IGNITE ESG progress snapshot, pages 40-41; See CDP Report section 7; Clorox website: Taking Climate Action; ESG Data Hub</p>
GHG emissions targets D7 , D8		<p>Achieve SBTs for scopes 1, 2 and 3 GHG emissions by 2030. Committed to net-zero GHG emissions by 2050: ♻️</p> <ul style="list-style-type: none"> • Scopes 1 and 2: 50% absolute reduction by 2030 vs. 2020 base year. This target is consistent with reductions required to keep warming to 1.5°C. We achieved a 64% reduction in 2023 relative to our 2020 baseline as a result of achieving 100% renewable electricity for our U.S. and Canada locations plus a full year of renewable electricity at our Colombia location. • Scope 3: 25% absolute reduction by 2030 vs. 2020 base year in category 1 — purchased goods and services and category 11 — use of sold products (direct). We achieved a 13% reduction in category 1 and category 11 in 2023 relative to our 2020 baseline, primarily driven by business contraction as the business normalized from the COVID-19 pandemic. • Net-zero emissions across scopes 1, 2 and 3 by 2050. <p>See FY24 Integrated Annual Report, IGNITE ESG progress snapshot, pages 40-41; CDP Report section 7; Clorox website: Taking Climate Action</p>

TCFD FRAMEWORK (CONTINUED)

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Metrics and Targets (cont.)	Energy consumption ^{D8}	<ul style="list-style-type: none"> 687,341 megawatt hours for CY23, 703,893 megawatt hours for CY22 and 730,098 megawatt hours for CY21. <p>See CDP Report section 7; Clorox website: Energy; ESG Data Hub</p>
	Energy targets ^{D8}	<ul style="list-style-type: none"> 100% electricity from renewable energy in U.S. and Canada in 2023. ³ Renewable energy goal was first achieved in January 2021 and is expected to be maintained going forward. As of CY23, the goal is fully met through two VPPAs, supporting the expansion of renewable energy infrastructure in the U.S. <p>Drive continued energy efficiency improvements that achieve or exceed our 2018 baseline levels.</p> <ul style="list-style-type: none"> 5% less energy use per case of product sold in CY23 vs. CY18 base year. <p>See FY24 Integrated Annual Report, IGNITE ESG progress snapshot, pages 40-41; CDP Report section 7; Clorox website: Energy</p>
	Water consumption	<ul style="list-style-type: none"> 2,860 thousand cubic meters (megaliters) of water withdrawn for CY23, 2,922 megaliters for CY22 and 3,136 megaliters for CY21. Clorox reports water consumed as water withdrawn. 784 megaliters withdrawn from regions with high or extremely high baseline water stress in CY23. We utilized Water Resource Institute's Aqueduct tool to assess our facilities for baseline water stress (source: WRI Aqueduct v4.0 accessed in July 2024). <p>See CDP Report section 9; Clorox website: Water; ESG Data Hub</p>
	Water targets	<p>Drive continued water efficiency improvements that achieve or exceed our 2018 baseline levels.</p> <ul style="list-style-type: none"> 10% less water use per case of product sold in CY23 vs. CY18 base year. <p>Advance a more localized approach to water stewardship in high or extremely high baseline water stress areas.</p> <ul style="list-style-type: none"> In 2023, 20 Clorox facilities were located in high to extremely high baseline water stress areas, based on World Resources Institute's Aqueduct Tool, accessed in July 2024. The number of locations increased by 9 over 2022, primarily as a result of updated input data sets in Aqueduct version 4.0. Twelve of the locations are manufacturing facilities, seven of which represented 92% of Clorox's water use in those areas. Four of those locations are implementing localized water action plans which include assessing plant water use and implementing opportunities to be more efficient. For example, last year our Quilicura, Chile plant received a Blue Water Certificate from the Agency for Sustainable Climate Change, a voluntary certification which promotes the sustainable management of water resources in Chile. <p>See CDP Report section 9</p>

ESG REPORTING

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

We report on progress against the UN SDGs using a principled prioritization process to select those goals that reflect the findings of our recent materiality assessment and that present our greatest risks and opportunities to solve the world's most significant challenges.

🔗 **IGNITE GOAL.** For a comprehensive update on our IGNITE ESG goals, metrics and endnotes, see [pages 40-41](#) and [53-54](#).

Visit our ESG Data Hub at <https://clorox.metrio.net> to view progress over time.

Goal 3: Good Health and Well-Being — Ensure Healthy Lives and Promote Well-Being for All at All Ages

TARGETS AND ACTIONS

Good health and well-being is embedded in our purpose to champion people to be well and thrive every single day, including the consumers, employees and communities we serve around the world. We advance this purpose through the strength of our brand portfolio that has contributed to public health for over a century: through products that kill germs, clean water and enhance nutrition.

We also collaborate with [organizations](#) to support public health, infection prevention and access to cleaner water. Through our foundations and brands, we support those impacted by pandemics, hurricanes, earthquakes and other natural disasters.

For our employees, we offer physical and mental health benefits that can be tailored to diverse life paths and needs, including inclusive family-forming benefits, supplemental health benefits for additional financial protection and our global employee assistance program. In FY24, we advanced our educational campaign in the U.S. to increase the use of preventive screenings and help our employees and their families prioritize preventive care by getting annual wellness visits, and completing routine screenings — all of which we expect will contribute to improved health outcomes.

FY24 OUTCOMES AND IMPACTS

- Donated \$43.3 million in products to help with disaster-relief efforts and to support schools, food banks and other nonprofit organizations that serve communities in need.
- Expanded Brita municipality program to over 180+ partnerships across the U.S., helping cities with lead in their drinking water provide their communities with safe and lead-free water using Elite filters while they await the extensive infrastructure replacement scheduled to take place over the next 15+ years.
- Achieved composite score of 32% for employee utilization of preventive health screenings, exceeding consumer packaged goods benchmark of 26%. 🌟 [D2](#)

See FY24 Integrated Annual Report; [Clorox website: Consumer Health & Well-being](#), [Employee Safety & Well-being](#); [The Clorox Company Foundation](#)

UN SDGs (CONTINUED)

Goal 10: Reduced Inequalities — Reduce Inequality Within and Among Countries

TARGETS AND ACTIONS

Clorox values and promotes equal employment opportunity and inclusion and does not tolerate discrimination, intimidation or harassment among employees or business partners, consistent with the United Nations Global Compact Principles on Human Rights. These expectations are outlined in our [Codes of Conduct](#) and [other policies](#) and must be adhered to by all our employees and those who do business with us.

To combat the risk of human rights violations in our supply chain, our responsible sourcing program works with business partners on key issues such as ethical business conduct and practices. We use external monitoring systems to enable suppliers to demonstrate compliance, and we engage third parties to audit higher-risk suppliers. We have also established formal trainings to help identify and address potential risks of slavery and human trafficking in our supply chain. We have grievance mechanisms available, including Clorox's compliance hotline, to ensure that individuals have a forum to raise concerns about compliance with the expectations set out in our codes of conduct. Any significant issues raised via the anonymous hotline are shared with our board of directors.

We believe diverse backgrounds and perspectives create stronger teams, unlock more innovation and ultimately contribute to a stronger society. Our chief diversity and social impact officer leads our work to advance inclusion, diversity, equity and allyship at Clorox. This year, we accelerated this work through programming that ensures each employee can play an active role in shaping a culture of allyship. We also executed our second year of our IDEAcon event and other enterprise-wide programming to further integrate IDEA into our businesses and functions. And we continued to advance our public pay equity and inclusion goals.

Our commitments extend to the communities where Clorox employees live and work to help foster healthy and inclusive communities where everyone has equal opportunity to thrive. Through The Clorox Company Foundation, we focus on advancing health security, targeting initiatives that support equal opportunities for marginalized individuals and communities.

FY24 OUTCOMES AND IMPACTS

Representation:

- Clorox was led by a woman, Linda Rendle, who assumed the role of CEO in 2020 and Chair of the Board in 2024.
- Women represented 50% and people of color 25% of our board.
- Two of our board committees are chaired by POC.
- 54% of the Clorox Executive Committee were women and 15% were POC.
- ♠ POC represented 24% of senior executives and 35% of managers in the U.S. Women represented 48% of senior executives and 50% of managers globally.

Percentage of employees experiencing Clorox as an inclusive workplace: ♠ [DII](#)

- Women (Global): 77%
- POC (U.S.): 74%
- Total Clorox (Global): 76%

Additional:

- We embedded more robust environmental and social sustainability criteria into our supplier relationship management practices, supplier scorecards and contracts with priority suppliers to further support adherence to the principles set forth in our [Business Partner Code of Conduct](#).
- Achieved pay equity for nonproduction teammates for gender globally and for race and ethnicity in the U.S. ♠
- Burt's Bees Shea Collection's latest products reinforce the brand's purpose by raising up women in the sourcing communities of West Africa.
- Offered seven mentoring programs to develop our talent — enrolling 1,091 employees — for general and more specialized audiences, including a group program designed for both our new-in-career and woman-focused employee resource group members.
- Helped drive inclusion through 13 ERGs within Clorox and fostered greater understanding of different backgrounds and perspectives.
- Matched donations through The Clorox Company Foundation to 3,950 organizations that are meaningful to employees, many of which focused on literacy; racial justice; science, technology, engineering and mathematics, or STEM, education and youth development in marginalized communities.

See FY24 Integrated Annual Report; Clorox website: [Codes of Conduct](#), [Human Rights Commitment](#), [Freedom of Association Policy](#), [California Transparency in Supply Chains Act disclosure statement](#), [Modern Slavery Act & Transparency Statement](#); [Empowering our teammates to thrive](#), [Responsible & Sustainable Sourcing](#)

UN SDGs (CONTINUED)

Goal 12: Responsible Consumption and Production — Ensure Sustainable Consumption and Production Patterns

TARGETS AND ACTIONS

We set ambitious targets to reduce plastic and other waste by 2030. These efforts are in conjunction with long-standing efforts to reduce our waste impacts across our value chain, from sourcing our raw materials to within our own manufacturing and operations, as well as during consumer use. We are also focusing on packaging innovations, compaction, light-weighting and other material reductions to reduce inputs and the footprint of products.

As part of our commitment to sustainability, we aim to be transparent about our environmental challenges and opportunities in our annual integrated report, which is approved by Clorox's CEO, CFO and executive vice president — chief legal officer and corporate secretary. We are also committed to reporting to external organizations that we are signatories and members of. And we encourage our business partners — through collaborations such as the CDP Supply Chain program — to report on progress on their own sustainability goals, with a particular focus for select suppliers on GHG emissions, and sustainably sourced raw materials.

FY24 OUTCOMES AND IMPACTS

- 9% combined virgin plastic and fiber packaging reduction, per case of product sold vs. 2018 baseline, as of CY23. ⬆️
- 89% of packaging is recyclable, reusable or compostable, as of CY23. ⬆️
- 10% of plastic used in packaging is post-consumer resin, as of CY23. ⬆️
- 51% of facilities, 79% of plants are zero waste to landfill as of June 30, 2024. ⬆️

FY24 examples of product launches with more sustainable attributes:

- A new line of Pine-Sol concentrated Multi-Surface Cleaners reduces the amount of water shipped per dose, with the goal of reducing our shipping footprint. The bottles are made with a minimum of 50% post-consumer recycled plastic.
- Brita Refillable Filter comes with a reusable plastic shell so only the refills — which are themselves made of coconut husks and can be recycled through Terracycle — get discarded. This results in an 80% reduction in the consumer's plastic usage over three years.
- Burt's Bees Shea Collection's latest products reinforce the brand purpose by advancing financial resiliency and social opportunities with women in sourcing communities of West Africa.
- Poett two liter bottles in Mexico are made with a minimum of 30% PCR plastic.

See FY24 Integrated Annual Report; Clorox website: [Clean World](#); [Responsible Sourcing](#)

Goal 13: Climate Action — Take Urgent Action to Combat Climate Change and Its Impacts

TARGETS AND ACTIONS

Goals on climate action are embedded into our IGNITE strategy because addressing climate change is essential to ensuring our long-term success. We have set science-based targets to reduce greenhouse gas emissions in our operations and across our value chain by 2030, and to source 100% renewable electricity for our U.S. and Canada operations, all in support of our longer-term ambition to achieve net-zero GHG emissions by 2050. These efforts build off our long-standing efforts to reduce GHG and energy impacts within our manufacturing and operations. We have published a [Climate Action Plan](#) that outlines our approach to realizing our scope 3 SBTs.

FY24 OUTCOMES AND IMPACTS

- Achieved 100% ⬆️ electricity from renewable energy in the U.S. and Canada. First achieved in 2021. ⬆️
- Committed to maintaining achievement, using two VPPAs as an integral part of the commitment, supporting the expansion of renewable energy infrastructure in the U.S. This results in a 64% ⬆️ reduction in scope 1 and 2 emissions vs. 2020 baseline, achieving our SBT. ⬆️
- 13% ⬆️ reduction in scope 3 emissions from category 1, purchased goods and services, and category 11, use of sold products (direct) vs. 2020 baseline, the scope 3 categories included in our SBT. ⬆️

See FY24 Integrated Annual Report; Principles 7-8 in [UNGC Communication on Progress](#); Clorox website: [Taking Climate Action](#); [Clorox Climate Action Plan](#)

ESG ENDNOTES

THROUGHOUT REPORT

◆ Reviewed by Ernst & Young LLP. Refer to [pages 33-37](#) for the Review Report and exhibit A: The Clorox Company Schedule of Selected Quantitative Performance Indicators for the Year Ended December 31, 2023, or June 30, 2024.

◆ IGNITE ESG goal

HEALTHY LIVES

D1 Recordable incident rate: Based on industry benchmarking by Clorox, we set a goal for RIR of 1.0 or less. Our FY24 RIR of 0.47 means that for every 100 full-time-equivalent Clorox employees globally 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 3.2. The criteria used to determine RIR follows the U.S. Department of Labor's Occupational Safety and Health Administration guidelines and is applied globally. The RIR does not include workers at offices with fewer than 10 employees, but it does include remote workers.

D2 Employee utilization of preventive screenings: Metric is based on U.S. Clorox employees enrolled in UnitedHealthcare medical plans, representing 82% of eligible U.S. employees. Metric is the weighted average across the four individual screening types. January–December 2023 data was provided by UHC and adjusted based on U.S. Preventive Services Task Force age/gender-appropriate frequency screening guidelines and applicable populations. The consumer packaged goods benchmark of 26% is based on UHC's average across 21 consumer packaged goods employers. The target of 33% is based on the expectation to make reasonable, significant, yet realistic improvement over actual historical results: 31%, 26%, 29% and 29% from 2019, 2020, 2021 and 2022, respectively.

D3 Chemical footprint: Metric is the percentage of the gap closed between Clorox's Chemical Footprint Project 2020 baseline survey score compared to a perfect CFP survey score. Scores are calculated on a calendar year basis.

CLEAN WORLD

D4 Packaging: Percentage reduction in virgin plastic and fiber packaging; percentage of packaging made from recycled and/or renewable materials: Metric is global and includes both primary and secondary fiber and plastic packaging. Domestic, U.S. export and Latin America packaging is based on sales data and includes packaging for all products we sell and produce in the U.S. and LATAM, inclusive of contract manufactured packaging from suppliers that procure packaging materials on our behalf. AMEA and Asia packaging is based on our purchases of packaging for operations in these regions and excludes some data for packaging procured by contract manufacturers on our behalf. AMEA and Asia CY23 data is estimated based on CY18 purchases of packaging, adjusted to account for sales growth in CY23.

D5 Percentage that is recyclable, reusable and/or compostable:

Data has been calculated using the Ellen MacArthur Foundation's recyclability assessment tool and Recycling Rate Survey. Overall methodology was informed by the Association of Plastic Recyclers Design Guide for Plastics Recyclability. Recyclability reporting is based on CY23 U.S. and LATAM sales data and is estimated to reflect global results for this metric.

D6 Zero waste to landfill: Where infrastructure allows. Clorox's criteria includes:

- 1) Have a zero-waste approach to minimizing all waste streams;
- 2) Have processes to reduce, reuse, recycle, compost or send waste to energy recovery, and;
- 3) Pass a corporate audit, following Clorox guidelines for our ZWtL program, which was informed by UL Standard 2799, 3rd Edition (03/22/17).

Metric calculated as a percent to reflect both changes to the number of company-approved ZWtL facilities and changes to the total number of facilities we operate due to acquisitions, divestitures and changing facility needs and vendor capabilities to support our business. Locations where landfill waste diversion infrastructure limits the ability to achieve ZWtL are excluded from this metric unless the residual waste impeded by infrastructure limitations constitutes 5% or less of a site's total waste. If 5% or less, and the location meets all remaining ZWtL criteria, it is included in this metric and counted as a ZWtL location. In cases where inadvertent waste sent to landfill is less than 2% of a site's total waste, but it meets all remaining ZWtL criteria, it is counted as a ZWtL location.

D7 GHG emissions:

- Scope 2 emissions reported using the market-based method are calculated using various environmental attributes from renewable energy credits associated with virtual power purchase agreements, renewable energy certificates purchased on the open market and international RECs purchased through an energy service provider, and RECs purchased on the open market, as needed. In 2023, these instruments were specific to facilities in the U.S., Canada and Colombia.
- Our 2030 science-based targets are focused on scope 3 categories that comprise the largest share of our emissions: category 1, purchased goods and services, and category 11, use of sold products (direct). In prior goal periods, we defined scope 3 to include category 4, U.S. finished goods distribution, and category 6, employee business travel. Categories are defined by the World Resources Institute and World Business Council for Sustainable Development's GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.
- We updated our 2020 baseline for some scope 3 categories based on methodology enhancements, greater alignment with updated Science Based Target initiative criteria, and data refinements. The changes will improve the comparability to 2023 emissions data and allow for more accurate

ESG ENDNOTES

reporting against progress toward our SBTs. Intervening year data were not updated. The 2020 baseline may require future updates, if there are significant structural changes, changes to our methodology, data or guidance, or errors or emissions.

^{D8} **Energy:** Through our first VPPA and other market purchases of RECs, Clorox met our 100% renewable electricity goal beginning in January 2021, four years ahead of the original target date. Our first VPPA for 70 megawatts was executed in 2019 and began producing renewable energy for Clorox in January 2021. Our second VPPA for 47 MW was executed in 2022 and began producing renewable energy for Clorox in January 2023. The two VPPAs are estimated to deliver Clorox's 100% renewable electricity goal for U.S. and Canadian operations annually, under current VPPA operating scenarios and electricity consumption levels.

THRIVING COMMUNITIES

^{D9} **Pay equity:** There are no statistically significant differences (at a confidence level of 95%) in pay by gender globally and race/ethnicity in the U.S., accounting for relevant factors such as grade level, location and experience.

^{D10} **Workforce representation:** Management defines people of color as any race that is not white (Asian, Black, Latino, Native American, Native Hawaiian, or two or more races). Gender and ethnicity information is provided by employees on a voluntary, self-identification basis. To the extent that the employees do not voluntarily report, the data would not be included in the diversity calculation. Management's breakdown of job categories and demographic information provided is as follows: "Senior Executive" is defined as an employee at Grade 32 and above. "Manager" is defined as an employee at grade 26 to 31 for U.S. employees and grade 25 to 31 for international employees. "Other Nonproduction Employee" is defined as an employee who works at an office location and is at grade 25 and below for U.S. employees and grade 24 and below for International employees. "Production Employee" is defined as an employee who works at a production location and is at grade 19 or below. Grade levels are defined by Clorox's compensation structure

^{D11} **Inclusion index and employee engagement:** Inclusion index data is expressed as a percentage of employees experiencing Clorox as an inclusive workplace. Questions about inclusion measured the extent to which employees believe that all employees have the opportunity to be successful at Clorox regardless of diversity characteristics, that their manager practices allyship and encourages diverse perspectives, that senior leadership visibly demonstrates that having a diverse and inclusive workforce is important for Clorox's business success, and that employees believe they can be their

authentic self at work. Engagement is defined as the extent to which 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. Inclusion index and employee engagement data were measured through an FY24 experience survey administered by Perceptyx between February and March 2024, and 7,451 employees participated. Perceptyx's Fortune 500 benchmark is comprised of 99 companies and 8.1 million survey responses from Fortune magazine's annual Fortune Global 500 list. The Perceptyx CPG benchmark comprises employee survey results from organizations that produce consumer goods, including results from 80 companies and 2.6 million survey responses. Employee inclusion and engagement is based upon employees' self-reporting. To the extent that employees do not respond to the survey, the data would not be included in the employee engagement calculation.

^{D12} **Product donations:** U.S. product donations refer to those donations used to aid in disaster relief or to support schools, food banks and other nonprofit organizations. The value is derived from the current-year fair market value of the products donated. U.S. product donations include donations made by the company's U.S. divisions and are for the fiscal year ended June 30, 2024.

^{D13} **Spending with diverse suppliers:** 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.

^{D14} **Employee volunteerism:** Calculated on a calendar year basis and based on an annual employee volunteer survey conducted in January 2024, value is the financial equivalent of number of logged volunteer hours multiplied by the value of volunteer time in current year, determined by IndependentSector.org.

ESG REPORTS

^{D15} **Global manufacturing plants** where we have greater than 50% operational control.

^{D16} **Sustainability Accounting Standards Board standards used:** In addition to reporting against Consumer Goods Sector: Household and Personal Products Standard, to provide greater transparency to our stakeholders we have included select metrics from other SASB industry standards to align with the issues that we consider to be priorities to us, based on a 2021 materiality assessment [Food & Beverage: Agricultural Products Standards; Consumer Goods: Building Products & Furnishings and Technology and Communications industry standards].

ABOUT THIS REPORT

CURRENT PRIORITIES

The Clorox Company's integrated annual report highlights our financial and ESG performance. Unless otherwise noted, fiscal year financial performance is presented in accordance with GAAP in the U.S., which include principles for determining materiality related to financial reporting. For any non-GAAP financial information, we have provided reconciliations to the most comparable GAAP measure starting on page 23. The ESG 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, business partners and other stakeholders; potential ESG impacts; and the importance of the topic to our stakeholders. Key ESG priorities may include, but are not limited to, topics that could have a significant financial impact on our company.

REVIEW OF NONFINANCIAL INFORMATION

We believe voluntary assurance strengthens our reporting process and enhances the credibility of our nonfinancial information. As in past years, we engaged a third party to review the following nonfinancial key performance indicators, selected based on their priority to Clorox: certain GHG emissions, renewable electricity consumption, energy consumption, water consumption, recordable incident rate, employee engagement, diverse representation across the company and among senior leadership, U.S. product donations and percentage of renewable electricity in the U.S. and Canada. Items that underwent assurance are indicated with an ♦ throughout the report.

THIRD-PARTY ESG FRAMEWORKS

This year's report has been developed in alignment with the Sustainability Accounting Standards Board's Household and Personal Products standard and the Task Force on Climate-related Financial Disclosures framework. We also disclose how our priority ESG initiatives support the U.N. Sustainable Development Goals.

- 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.
- TCFD, assumed by the International Sustainability Standard Board, develops consistent climate-related financial risks and opportunities disclosures for companies to provide information to investors and other stakeholders. The International Financial Reporting Standards Sustainability Disclosure Standards build upon the recommendations of the TCFD.
- The U.N. SDGs, adopted by all U.N. member nations, are an ambitious set of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all" by 2030.

While Clorox used the ESG reporting frameworks outlined above for this fiscal year, we continue to evaluate the evolution of nonfinancial data disclosures.

REPORTING PERIOD AND BOUNDARY

Most data in this report covers wholly and majority owned operations for fiscal year July 1, 2023, through June 30, 2024. Data in this report for environmental sustainability — excluding ZWtL metrics — and other metrics, as noted, is for the calendar year period of January 1, 2023, through December 31, 2023.

SHAREHOLDER 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 23, 2024, the number of record holders of Clorox's common stock was 8,435.

TRANSFER AGENT, REGISTRAR AND DIVIDEND DISBURSING AGENT

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

COMPUTERSHARE

P.O. Box 43078
Providence, RI 02940-3078

Overnight correspondence should be sent to:

COMPUTERSHARE

150 Royall Street, Suite 101
Canton, MA 02021
877-373-6374 or 781-575-2726

TDD 800-952-9245 or 312-588-4110
for the hearing impaired

computershare.com/investor

SHAREHOLDER 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 shareholders can purchase additional shares. Nonshareholders 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](#)>[Direct Stock Purchase Plan](#) or contact Computershare.

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, 2024, 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, 2024.

2024 FINANCIAL INFORMATION

Full financial statements are provided in the company's 2024 proxy statements and annual report on Form 10-K. The company's proxy statements and annual report on Form 10-K for the fiscal year ended June 30, 2024, are 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, 2024, 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 August 8, 2024. 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, 2024. 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 6/30/19 in stock or index, including reinvestment of dividends. Fiscal year ending June 30.

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	2019	2020	2021	2022	2023	2024
The Clorox Company	100.00	147.02	123.12	99.22	115.57	102.56
S&P 500	100.00	107.51	151.36	135.29	161.80	201.54
Peer Group	100.00	111.91	125.72	132.55	140.80	157.02

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



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