

Built TO Thrive

FY25 INTEGRATED ANNUAL REPORT

In a world of constant change, we stay grounded in what's helped us prosper for over 100 years and continues to drive us today — delivering superior value and experiences for consumers through our enduring brands.

Our IGNITE-led focus makes us **Built to Thrive** as we continue evolving with purpose, transforming boldly and innovating ahead of tomorrow's needs to unlock new opportunities for growth.



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.



FY25

By the Numbers

112
years in business

\$7.1B
net sales

80%
of sales from brands
that are No. 1 or No. 2
in categories

~100
markets globally

~60%
of portfolio has superior
consumer value*

\$24M
U.S. corporate
product donations^{D12}

100%
zero-waste-to-landfill
in global plants^{D6}



Our growth is powered by our people.

~7,600
employees worldwide

All Employees^{D10}
35% Women (global)
42% People of Color (U.S.)

Board of Directors^{D10}
42% Women (global)
25% People of Color (U.S.)

Clorox Executive Committee^{D10}
54% Women (global)
23% People of Color (U.S.)

*As measured by our consumer value metric.

As of June 30, 2025, unless stated otherwise.

Visit our Sustainability Data Hub at <https://clorox.metrio.net> to view progress over time and additional workforce representation metrics.

Dear Stakeholder,

In fiscal year 2025, our performance reflected resilience in the face of complexity, as we continued to navigate the remaining impacts from the August 2023 cyberattack, macroeconomic and geopolitical uncertainties, and preparation for our Enterprise Resource Planning, or ERP, system transition in the U.S.

Against these headwinds we grew overall market share and organic sales, delivering over 200 basis points of gross margin expansion and solid adjusted EPS growth as we continued to enhance our portfolio of superior leading brands.

We are confident that IGNITE continues to be the right strategy for Clorox. We've stayed sharply focused on execution and made meaningful progress toward our long-term goals, including:

- **Fuel Growth:** By optimizing operations and reducing waste, we're able to invest in our brands and expand margins, ensuring we're ready for the future. We continued to utilize our hallmark cost-savings program and holistic margin management toolbox and returned gross margin to pre-pandemic levels in a challenging operating environment. We also started to scale new systems and capabilities to drive cost savings across our portfolio, enabling reinvestment in strategic growth initiatives.
- **Innovate Experiences:** This year we launched innovations across all major brands, supported by an AI-enabled digital core that accelerated our innovation cycle time by 65% and turned insights into superior experiences across different consumer needs. We bolstered our brands with advertising that reinforced trust and relevance, all while leveraging our personalization strategy to achieve top-quintile return on investment among consumer packaged goods companies.
- **Reimagine Work:** With our digital transformation and operating model acting as catalysts for more efficient and consumer-centered ways of working, we took significant steps to build the skills and culture that empower our teams to move faster, adapt more effectively, and succeed together.

- **Evolve the Portfolio:** We're taking action to strengthen our core and respond to consumer trends to ensure enduring brand relevance. This year's strategic actions — including the completed divestiture of the vitamins, minerals and supplements, or VMS, business and winding down the Glad bags and wraps joint venture with Procter & Gamble by the end of January 2026 — position us for more consistent, profitable growth and a higher structural growth rate.

Living our values as a responsible business remains fundamental to how we champion people to be well and thrive every single day. This approach extends to how we support teammates and communities and foster a workplace where everyone can flourish.

Our ability to meet the needs of a diverse consumer base is what keeps our trusted brands strong over time. That's why we support an inclusive workplace where different experiences, perspectives, and ideas help us grow, adapt, and better serve our consumers. By prioritizing the physical, mental, and financial well-being of our teammates through a combination of benefits, programs, and resources, we create an environment where they can thrive both professionally and personally. Safety remains core to how we work every day, and we maintain a recordable incident rate significantly below industry average. This year, we accelerated leadership development and built the critical capabilities needed to harness transformative technologies and win with consumers through learning initiatives, including in-depth curriculum for growth and key functional roles, global inclusive culture development, and technical AI and ERP training.





When the planet thrives, people thrive. That's why we continue to embed sustainability into our business to unlock value, minimize risk, and strengthen our stewardship of both our brands and the resources that create them. This year, we reached 100% zero-waste-to-landfill, or ZWtL, status across our global plants, underscoring our dedication to reducing waste and managing resources responsibly. We launched the Clorox Climate Partners program to collaborate with key suppliers on tackling shared environmental challenges and identifying new growth opportunities. We also continued to make contributions to the communities where we live and work, including supporting relief efforts after the devastating California wildfires, floods in Texas, and other natural disasters. We will continue to sharpen our focus on areas most critical to our business in the near term while creating lasting value.

As we look to the future, we're focused on driving profitable category growth, maintaining margin discipline, and creating long-term value. At the same time, we remain grounded in the realities of a dynamic environment and heightened consumer expectations. Importantly, consumers continue to seek brands that offer superior experiences and value, and we're meeting that call with greater personalization, speed, and innovation.



Fueled by our IGNITE strategy and guided by our values, we are taking the right steps to position Clorox for the future — all while being more consumer-obsessed, faster, and leaner.



Our digital transformation is accelerating this progress. Most recently, we evolved our marketing approach with a social-first strategy that brings greater efficiency and precision to how we reach and engage with consumers. Additionally, the rollout of our ERP system in the U.S. at the start of fiscal year 2026 lays the foundation to further streamline operations, more effectively grow revenue, and respond to consumer needs with greater agility. While we're early in scaling this work, we're already seeing strong momentum as we build a more adaptive organization capable of delivering on our top- and bottom-line goals.

Fueled by our IGNITE strategy and guided by our values, we are taking the right steps to position Clorox for the future — all while being more consumer-obsessed, faster, and leaner. Our fiscal year 2026 plan sets a strong foundation for new, scalable innovation platforms as we reinvigorate category growth and drive solid margin and earnings performance. Through it all, we are transforming Clorox to deliver more consistent, profitable growth and enhance long-term shareholder value.

To our incredible teammates: thank you for the dedication, grit, and heart you bring to this journey every day. And to our investors and partners: thank you for your trust and partnership as we continue to build a stronger, more resilient company for the future.

Linda Rendle

Chair and Chief Executive Officer



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.

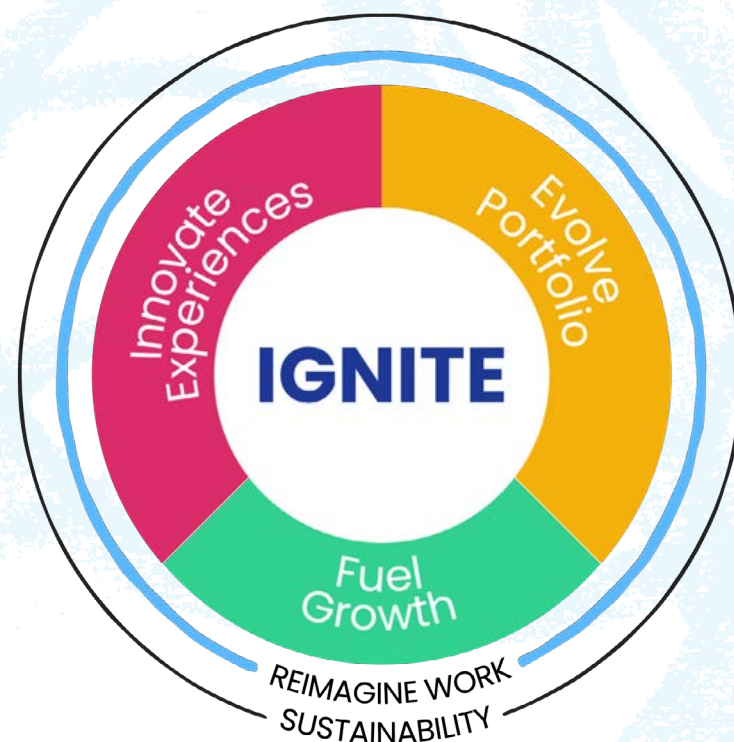


Reimagine Work

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.



Fuel Growth

Powering What's Next

By optimizing operations, we fuel our ability to invest in our brands and expand margins, ensuring we're ready for the future.



Margin Momentum

Delivered gross margin expansion through an integrated, holistic margin management approach that leverages data, technology and an innovative operating model to enable informed and timely decision-making.



Waste Goal Achieved

Achieved zero waste to landfill across all plants, a sustainability milestone that represents cost reduction, efficiency improvements and streamlined supply chain practices.^{D6}



Smarter Shelf Strategy

Continued scaling strategic price pack architecture across Pine-Sol and Kingsford products to optimize size variations while improving margins, growing category share and leading to more value for our customers and consumers.



Integrated Business Planning

Leveraged data and AI to accelerate efficiency and effectiveness in business planning, resulting in reduced operational costs and improved customer service levels through a more agile supply chain, improved forecast accuracy and optimized execution.



Kingsford Blends Flavor, Value and Partnership

Kingsford is fueling growth by focusing on expanding household penetration and usage occasions while creating scaled value through strategic net revenue management. The brand continues to build out a robust innovation pipeline, including seasonal products and co-branded activations that deliver meaningful consumer value while protecting profitability.

At the heart of Kingsford's approach is designing for value. The brand prioritizes consumer-led packaging design and platform innovation that enhances the grilling experience and deepens consumers' emotional connections. Recent high-profile collaborations and dynamic tailgate activations have reignited Kingsford's cultural relevance and reinforced its iconic place in the world of sport and flavor.

Equally important is Kingsford's focus on developing stronger connections with retailers. Moving beyond transactional sales, the brand is building long-term partnerships with major retailers rooted in shared business goals, collaborative planning and joint storytelling. Kingsford has successfully demonstrated the strength of these partnerships with the brand's presence at key internal retailer events, such as immersive activations at annual sales planning conferences.

This integrated approach combines innovation, value and retailer partnership to help Kingsford stay ahead in a competitive category while deepening loyalty with consumers and customers alike.

Innovate Experiences

Designing for Everyday Impact

Unlocking consumer value with modernized capabilities to deliver superior and meaningful experiences across our brands.



Scaling Personalization

Achieved top-quintile return on investment in consumer packaged goods advertising* through personalization, giving us conviction to lean in further and target 50% of media spending for one-on-one consumer engagement.



Accelerating Breakthroughs

Leveraged digital core tools that are aided by AI to reduce innovation cycle time by 65%, drive higher consumer interest and triple our idea pipeline, positioning us to accelerate innovation for years to come.



Innovative Collaborations

Amplified consumer engagement through buzzworthy partnerships. Creative pairings like Hidden Valley Ranch with DiGiorno and Hot Pockets, Kingsford Beercoal with Miller Lite, or Burt's Bees with Mike's Hot Honey, demonstrate how we deliver unique experiences that build loyalty with existing consumers as well as reaching new ones.



Platform Evolution

Delivered superior value through Scentiva's elevated fragrance experience, Fresh Step's odor control technology and Glad's smart solutions for everyday waste and storage needs.



Redefining Category Excellence

Executed impactful integrations with leading retailers and restaurants, like driving Glad's standout performance as the top selling household item on Amazon Prime Day and delivering exciting Hidden Valley Ranch offerings across food and flavor with Burger King and Taco Bell.



*By our own measure.

Clean Feels Good

Clorox's new brand platform redefines the emotional power of clean by connecting everyday cleaning moments to the small but satisfying joys everyone experiences in life. Built on research from global neurotechnology leader Emotiv, the campaign set out to answer one question: how good does clean *really* feel?

In a first-of-its-kind experiment, consumers were monitored using electroencephalography technology to measure brain activity linked to joy, enthusiasm and motivation. The results revealed surprising emotional benefits. For example, 37% of participants reported feeling better cleaning the toilet than petting puppies.* Even more unexpectedly, wiping down the kitchen counter triggered brain responses 6% more positive than getting a massage.



These findings show that it's not just the end result of a clean space that sparks joy — it's the act of cleaning itself. Simple tasks like scrubbing a sink or wiping a surface created uplifting emotional responses comparable to watching a funny video or getting a manicure.

Clorox brought this insight to life through a 360-degree campaign that features real people and real reactions. The work elevated the brand's impact beyond functional benefits, fostering a deeper connection with consumers and strong brand consideration.

*Emotiv 2025 Study: Participants from Jan. 12–14, 2025, to explore how different activities affected brain signatures. Using EEG, the study compared brain activity in response to three cleaning activities and seven feel-good activities.

FY25 Innovations



Brita

Brita Cherry Blossom & Misty Lilac Pitchers

Brita Plus Pitcher & Dispenser System



Clorox & CloroxPro

Clorox EcoClean Disinfecting Wipes

Clorox Scentiva Scented Bleach
Lavender & Jasmine

Clorox Scentiva Toilet Wand Refills
Lavender & Jasmine, Coconut & Waterlily

Poett Multi-Purpose Cleaner
Lavender, Spring, Cotton Softness



Burt's Bees

Birthday Cake Lip Balm 4-Pack
Birthday Cake, Waffle Cone, Strawberry
Shortcake, Cookies & Cream

Burt's Bees Tinted Boosted Lip Balm
Misty Mauve, Rose Knows, Cheeky Cherry

Burt's Bees Rescue Lip Relief
Honey Vanilla, Watermelon, Berry Medley

Burt's Bees x Mike's Hot Honey®
Moisturizing Lip Balm



Pine-Sol

Pine-Sol Multi-Surface Cleaner
Cherry Blossom

FY25 Innovations Continued



Glad

Glad ForceFlex MaxStrength Trash Bags
with 2x Reinforced Top
Fresh Clean, Odor Shield, Gain Original, Gain Lavender



Hidden Valley Ranch

Hidden Valley Ranch — New Ranch Flavors
Blue Cheese, Kickin' Cajun Blackened Ranch, Sweet BBQ,
Cracked Pepper, Cilantro Lime

Hidden Valley Ranch — New Seasoning Flavors
Garlic, Creamy Jalapeño

Cat Litter

Fresh Step Heavy Duty Litter

Ever Clean Senior Cat Litter

Fresh Step Health Monitoring Litter



Kingsford

Beercoal Charcoal Briquets

Reimagine Work

Empowering a Culture of Agility

Simplifying operations and leveraging technology as we invest in and empower our people.



Employer of Choice

Achieved an 83% teammate engagement score, reflecting strong pride in Clorox as a workplace and outperforming benchmarks for Fortune 500 companies and the industry.^{DII}



Workforce Investment

Continued to invest in building teammates' technical and strategic skills through targeted learning in Marketing, R&D, Inclusive Culture and other key areas, while also implementing critical training to support our ERP and integrated business planning initiatives.



Advancing Equity

Achieved pay equity for nonproduction teammates for gender globally and race and ethnicity in the U.S.*



Transforming Service Delivery

Unlocked value with the establishment of Global Business Services, a strategic initiative aimed at delivering skill-based work in a standardized way to gain effectiveness and efficiency, enabling our teams to focus on core capabilities with the greatest business impact.



Leading With Safety

Reported a recordable incident rate of 0.66, which is significantly lower than the average for goods-producing manufacturing companies,** through teammate involvement and preventive procedures.^{DII}



Automating Carbon Accounting

Began implementing a carbon management platform to help automate greenhouse gas emissions measurement and enable product-level insights empowering teams to make data-driven decisions on packaging and ingredient sustainability across the portfolio.



Modernizing Capabilities

The past year marked the fourth in Clorox's five-year digital transformation journey to accelerate advanced technologies and processes — an essential investment in our IGNITE strategy to improve capabilities and ways of working. At the heart of this effort is the rollout of our enterprise resource planning system, or ERP, designed to unify fragmented processes, automate workflows and deliver real-time data across key functions to drive smarter decisions and better results.

Following the successful launch of the system in Canada and Global Finance last year, we advanced preparations to deploy the ERP across Finance, Supply Chain and Sales teams in the U.S. This enterprise-wide initiative involved over 38,000 hours of training as well as business scenario testing with nearly 300 teammates. The U.S. release launched at the start of fiscal year 2026, with additional deployments planned for specific plants in the coming months.

This transformation is already enhancing collaboration, streamlining operations and strengthening operational insight through standardized data and predictive analytics. We are confident this transformation will continue to drive significant improvements in operational efficiency, agility and innovation, positioning us for sustained growth in the years ahead.

* There are no statistically significant differences in pay (at a confidence level of 95%) for gender globally and race/ethnicity in the U.S., accounting for relevant factors such as grade level, location and experience. This outcome reflects our practice of regularly reviewing compensation and addressing any identified disparities.

** Based on the U.S. Bureau of Labor Statistics.

Evolve the Portfolio

Embracing What's Ahead

Nurturing a healthy core while evolving to meet changing consumer needs to unlock opportunity and ensure lasting relevance.



Superior Value

Nearly 60% of our portfolio achieved superior brand value, an increase from pre-IGNITE 54% in 2019 and a testament to our strong, trusted brands and the benefits they deliver to the consumer.



Intentional Ingredients

Received the Chemical Footprint Project Frontrunner award and once again recognized as a U.S. Environmental Protection Agency Safer Choice Partner of the Year, reflecting efforts to meet consumer interest in transparency, wellness and safety.



Unifying Operations

Announced intent to wind down the Glad bags and wraps joint venture with P&G by the end of January 2026, in service of a more simplified operating structure to move faster, better serve customers and our consumers while delivering superior value.



Designing Out Waste

Advanced the circularity of our portfolio by introducing packaging formats across Brita, Clorox and Hidden Valley Ranch products that enable consumers to recycle, refill or reuse products or packaging.



Strategic Streamlining

Optimized our portfolio for driving growth and profitability while reducing volatility by divesting our Better Health Vitamins, Minerals and Supplements business.

Meeting Modern Beauty Trends With Industry-First Automation

Burt's Bees has long been a pioneer in natural beauty, earning its leadership status with the iconic yellow tube lip balm that has become a staple for generations. Today, Burt's Bees continues its lip category leadership by exploring innovative new forms and capabilities to deliver products that delight.

That's why the Burt's Bees manufacturing facility in Morrisville, North Carolina, recently introduced a new fully automated line that doubles production efficiency compared to other lines at the plant. This first-of-its kind, in-house line allows us to seamlessly shift production between 12 different product formats to keep up with increasing consumer demand for personal-care variety. The brand's new Tinted Boosted Balm with a vitamin core marks the first product manufactured and shipped as a result of this line, with more in the pipeline.

The new line represents an important collaboration between our Supply Chain and R&D teams, bringing together operational expertise and cutting-edge formulation science. By working closely, these teams have created a system that is both efficient and able to adapt quickly to changing consumer preferences through end-to-end innovation.



Stewarding Sustainable Growth

Sustainable Supplier Engagement

In fiscal year 2025, we launched Clorox Climate Partners, our supplier engagement program designed to accelerate supplier climate action. With over half of our scope 3 emissions stemming from purchased goods and services, we're working with our most emissions-intensive suppliers — in raw materials, packaging and external manufacturing — to advance us toward our science-based target.

Built to scale and centered on supplier collaboration, Clorox Climate Partners offers clear guidance, practical tools and customized engagement tracks to meet suppliers where they are on their climate journeys. Through strategic partnerships, we're empowering suppliers with the highest manufacturing impacts to our business to create site-specific energy reduction plans. We're also piloting product-level carbon footprint data exchange, which will enable us to embed carbon insights into core business decisions.

By collaborating with our suppliers, we're gaining greater visibility into their reduction action plans and facilitating their alignment with our climate goals. At the same time, we're setting them on a path toward boosting energy efficiency, lowering costs and sparking innovation for better products, while also strengthening our ability to meet emerging regulations and stakeholder expectations.



Eco-Efficient Operations

In a move to improve operational efficiency and reduce our environmental footprint, this year our Clorox manufacturing facility in Aberdeen, Maryland, became our first plant to introduce new electric vehicles, or EVs, for our hosting operations.

In a high-traffic environment, noise reduction is critical for seamless communication. Partnering with our third-party logistics provider, we identified electric hostlers as a solution that cuts emissions while delivering a quieter performance and lower maintenance needs. Unlike traditional diesel vehicles, they eliminate the need for oil changes, engine repairs or transmission work — all of which reduces downtime and drives long-term cost savings.

Since introducing the new hostlers, we've abated more than 33 metric tons of CO₂ emissions. That's equivalent to removing seven gas-powered cars from the road for a year or avoiding the carbon impact of more than 3,600 gallons of diesel fuel.

Additionally, because our Aberdeen facility is powered by 100% renewable electricity,* the move to electric hostlers maximizes the environmental benefits of clean energy, eliminating tailpipe emissions entirely. Electric motors also operate more efficiently, wasting less energy while offering a more comfortable driving experience.

While the transition required infrastructure planning, training and operational adjustments, the collaboration between our team and logistics partners ensured a smooth rollout with learnings that will guide future EV integrations across our enterprise. We are now evaluating opportunities to scale this solution to other manufacturing locations — further reducing emissions and improving operational efficiency companywide.

*Sourced from renewable energy credits and other renewable sources.

Sustainability Priorities

Sustainability is core to how we create value as it helps us manage risk, identify opportunities for innovation and strengthen the resilience of our business and supply chain.

Over the past five years, we've made progress toward our IGNITE sustainability goals, while we further embedded sustainability into our business. As we near the end of our goal period for some of our goals, we are reassessing our sustainability priorities, considering the significant external shifts that have taken place since we launched our goals in 2019.

At the core of this effort is our latest materiality* assessment which prioritizes the areas that could have the greatest risks, impacts or opportunities for our business, society and the environment. We partnered with an independent third party and leveraged AI to provide a data- and stakeholder-informed perspective. The assessment considered a variety of inputs including our enterprise risk assessment; a survey of Clorox executives; regulations; environmental, social and governance raters and standards; media sentiment; as well as investor, customer, supplier and nongovernmental organization priorities.



Of the 24 sustainability topics in our assessment, we identified the following priority areas for Clorox:

- Climate, including risk, resilience, adaptation and GHG emissions
- **Cybersecurity and data privacy**
- Employees, including diversity and inclusion, health, safety and well-being
- **Human and labor rights across the value chain**
- Product and packaging design and life cycle
- Product safety and transparency
- **Responsible sourcing and supply chain management**

While the results were mostly consistent with our previous assessment, the **topics in blue** are newly added to our list of top priorities.

As we revisit our priorities and goals, we will also consider factors such as our business priorities, the regulatory environment, evolutions in sustainability standards and frameworks, as well as industry activity and coalitions to address systemic barriers to sustainability. The underlying intent of this work remains consistent: to ensure we are focusing our resources on the areas that will help us advance near-term priorities and drive long-term value for our company.

The ordering of the topics is alphabetical only.

*Though "materiality" in the U.S. typically refers to financial relevance, our sustainability lens is broader — focusing on topics that could significantly influence our purpose, performance or stakeholder perception, including those with financial implications.

Strong Board Oversight

11 out of 12 **5.7**

independent directors*

years average board tenure*

Our board of directors provides independent oversight of management and plays an essential role in guiding the company's long-term strategy, risk management and organizational culture. In doing so, the board helps promote alignment with Clorox's purpose, values and commitment to delivering sustainable value for shareholders and other stakeholders.

We believe our board of directors is comprised of directors whose skills, backgrounds and perspectives support effective oversight. In order to effectively fulfill this oversight responsibility, the board receives regular updates from management on a number of topics, including sustainability, enterprise risk management and human capital matters, especially on our teammate pulse checks and annual engagement survey. The board also regularly evaluates its own effectiveness through annual assessments and director self-evaluations, which are designed to enhance effectiveness in alignment with evolving best practices in governance. We also maintain shareholder-friendly policies, including proxy access and the right to call special meetings, reinforcing our commitment to transparency and accountability.



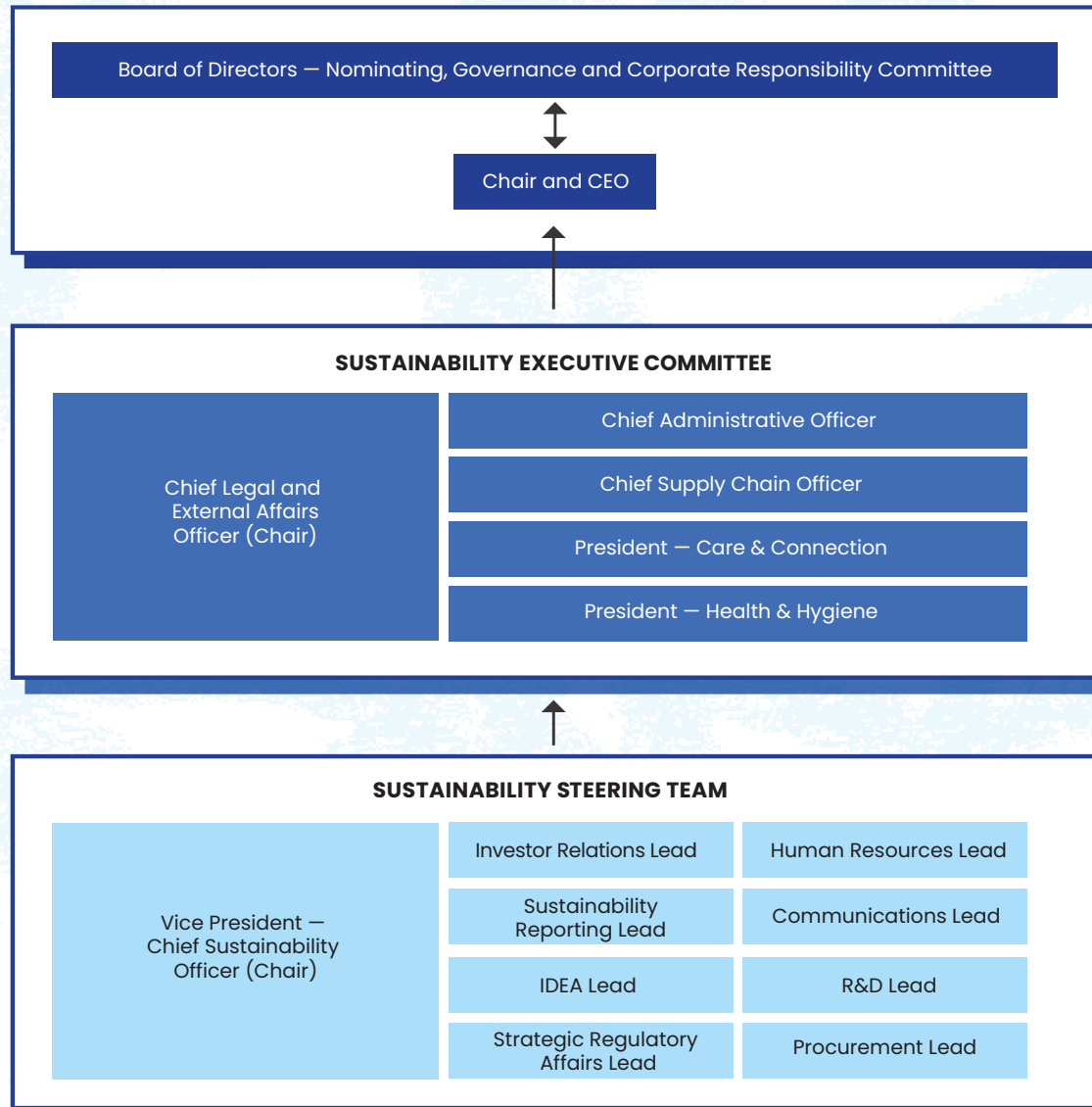
Pictured, from left to right: Russell Weiner, Stephen Bratspies, Gina Boswell, Linda Rendle, Julia Denman, Stephanie Plaines, Pierre Breber, Christopher Williams, A.D. David Mackay, Esther Lee, Matthew Shattock. Spencer Fleischer, who will not be standing for re-election at the 2025 annual meeting of shareholders, is not pictured.

In fiscal year 2025 we welcomed three new directors to the board, Gina Boswell, Stephen Bratspies and Pierre Breber, who bring extensive leadership and operational experience, as well as perspectives that enhance the board's ability to provide effective oversight of the company's strategy. The board also hosted a global town hall with our teammates, where directors shared insights on leadership, resilience and playing to win through challenging times.



*As of June 30, 2025.

Sustainability Governance Structure



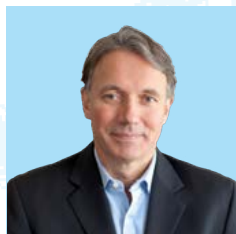
We continue to leverage our sustainability governance model, which we revamped in 2023, to embed sustainability into our business in ways that support both near-term priorities and long-term value. This enables us to reallocate attention and resources toward areas where we can deliver more meaningful, measurable outcomes — helping us better manage risk and unlock opportunity.

Our governance approach reflects a commitment to progress and transparency, as strong governance and board oversight remain central to these efforts and help us stay accountable. We're also enhancing how we integrate sustainability into the core of business planning, with more tools, data and accountability to create more agile, future-ready businesses. We will continue to report regularly through our annual reports, website updates, dashboards and third-party assessments.

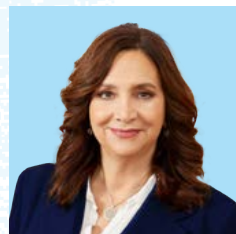
Clorox Board of Directors



Linda Rendle
Chair and Chief
Executive Officer,
The Clorox Company



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



Gina Boswell
Former Chief Executive
Officer, Bath & Body
Works, Inc.



Stephen B. Bratspies
Chief Executive Officer,
Hanesbrands Inc.



Pierre R. Breber
Former Vice President
and Chief Financial
Officer, Chevron
Corporation



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.



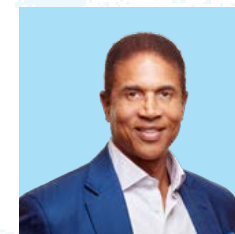
A.D. David Mackay
Retired President and
Chief Executive Officer,
The Kellogg Company



Stephanie Plaines
Former Chief
Financial Officer,
JCPenney



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



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

*Not standing for re-election at the 2025 annual meeting of shareholders.
As of June 30, 2025.

Clorox Executive Committee



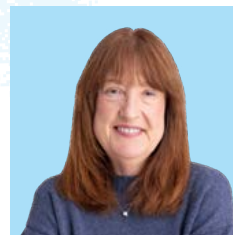
Linda Rendle
Chair and Chief
Executive Officer



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



Luc Bellet
Executive Vice President
and Chief Financial
Officer



Stacey Grier
Executive Vice President
and Executive Chief
of Staff



Angela Hilt
Executive Vice President
and Chief Legal and
External Affairs Officer
and Corporate Secretary



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



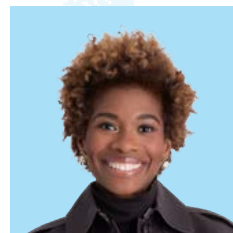
Kirsten Marriner
Executive Vice President
and Chief Administrative
Officer



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



Pascal Montilus
Senior Vice President
and Chief Supply
Chain Officer



Michael Ott*
Senior Vice President
and Chief Research &
Development Officer



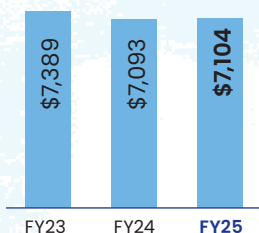
Eric Schwartz
Senior Vice President and
Chief Marketing Officer

*Retired from the company effective July 1, 2025.

Financial Performance

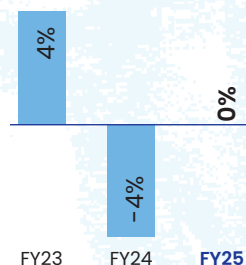
Net Sales

(\$ millions)



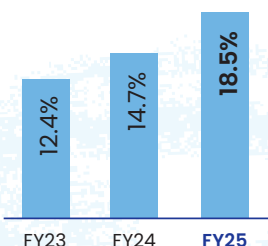
Net Sales Growth

(vs. year ago)



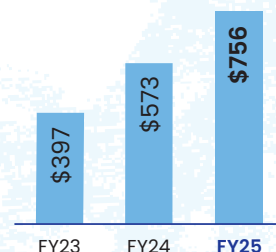
Adjusted EBIT Margin¹

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



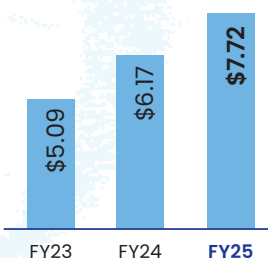
Economic Profit²

(\$ millions) (non-GAAP)



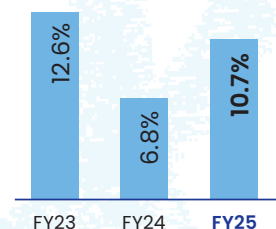
Adjusted EPS³

(non-GAAP)

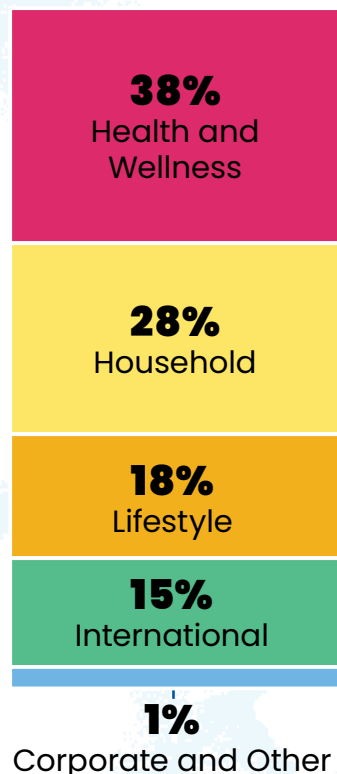


Free Cash Flow⁴

(% of net sales) (non-GAAP)



Sales by Segment



Health and Wellness

Cleaning

Clorox
Clorox 2
Pine-Sol
Scentiva
Tilex
Liquid-Plumr
Formula 409

Professional Products

CloroxPro
Clorox Healthcare

Household

Bags and Wraps

Glad

Cat Litter

Fresh Step
Scoop Away

Grilling

Kingsford

Lifestyle

Food Products

Hidden Valley

Water Filtration

Brita

Natural Personal Care

Burt's Bees

International

Clorox
Glad
Poett
Brita
Burt's Bees
Pine-Sol
Ever Clean
Clorinda
Fresh Step

Corporate and Other

Vitamins, Minerals and Supplements*

Rainbow Light
Natural Vitality
NeoCell
RenewLife

* The company completed the divestiture of its Better Health VMS business on Sept. 10, 2024.

IGNITE Financial Progress

	ANNUAL GOALS	IGNITE PROGRESS*
Sales Growth	+3 to 5%	2.3% (6-year compound annual growth rate)
Adjusted EBIT Margin Improvement	+25 to 50 Basis Points	+8 basis point (6-year average) ⁱ
Free Cash Flow % of Sales	11 to 13%	12% (6-year average) ⁱⁱ

* As of and for the fiscal year ended June 30, 2025.

ⁱ 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, 2023 and 2024, and 2024 and 2025 divided by six.

ⁱⁱ 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 2025, 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.

ⁱSupplemental Unaudited Reconciliation of Earnings Before Income Taxes to EBIT^{i,ii} and Adjusted EBIT^{ii,iii}

Dollars in millions Percentages based on rounded numbers	FY25	FY24	FY23
Earnings before income taxes	\$ 1,078	\$ 398	\$ 238
Interest income	(9)	(23)	(16)
Interest expense	88	90	90
EBIT ^{i,ii}	\$ 1,078	\$ 465	\$ 312
EBIT margin ⁱⁱ	16.3%	6.6%	4.2%
Loss on divestiture ^{iv}	118	240	—
Pension settlement charge ^v	—	171	—
Cyberattack costs, net of insurance recoveries ^{vi}	(70)	29	—
VMS impairment ^{vii}	—	—	445
Streamlined operating model ^{viii}	—	32	60
Digital capabilities and productivity enhancements investment ^{ix}	111	108	100
Adjusted EBIT — non-GAAP ^{ii,iii}	\$ 1,316	\$ 1,045	\$ 917
Adjusted EBIT margin ^{ii,iii}	18.5%	14.7%	12.4%
Net sales	\$ 7,104	\$ 7,093	\$ 7,389

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 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.

ⁱⁱⁱ 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 and insurance recoveries related to the August 2023 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.

^{iv} Represents losses related to the divestitures of the Argentina and Better Health VMS businesses.

^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. 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 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.

2 Reconciliation of Economic Profit (Unaudited)ⁱ

Dollars in millions	FY25	FY24	FY23
Earnings before income taxes	\$ 1,078	\$ 398	\$ 238
Add back:			
Certain U.S. GAAP items ⁱⁱ	159	580	605
Interest expense	88	90	90
Earnings before income taxes, certain U.S. GAAP items and interest expense	1,325	1,068	933
Less:			
Income taxes on earnings before income taxes, certain U.S. GAAP items and interest expense ⁱⁱⁱ	284	215	220
Adjusted after tax profit	1,041	853	713
Less: After tax profit attributable to noncontrolling interests	14	12	12
Adjusted after tax profit attributable to Clorox	1,027	841	701
Average capital employed ^{iv}	3,009	2,978	3,383
Less: Capital charge ^v	271	268	304
Economic profitⁱ (Adjusted after tax profit attributable to Clorox less capital charge)	\$ 756	\$ 573	\$ 397

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 and insurance recoveries related to the August 2023 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 divestitures, the pension settlement charge, incremental costs and insurance recoveries related to the August 2023 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 Better Health VMS business.

ⁱⁱⁱ The tax rate applied is the effective tax rate before the identified U.S. GAAP items and was 21.4%, 20.1% and 23.6% in fiscal years 2025, 2024 and 2023, respectively. The difference between the fiscal year 2025 effective tax rate on earnings of 23.6% is due to the tax rate impact of the FY25 divestiture of the Better Health VMS business, August 2023 cyberattack insurance recoveries and incremental operating expenses recorded related to the implementation of the company's digital capabilities and productivity enhancements investment of (2.3)%, (0.1)% and 0.2%, 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 August 2023 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.

^{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.

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

Dollars in millions	FY25	FY24	FY23
Total assets	\$ 5,561	\$ 5,751	\$ 5,945
Less:			
Accounts payable and accrued liabilities ^{vi}	1,813	1,473	1,650
Current operating lease liabilities	87	84	87
Income taxes payable	—	—	121
Long-term operating lease liabilities	305	334	310
Other liabilities ^{vi}	330	827	804
Deferred income taxes	20	22	28
Non-interest-bearing liabilities	2,555	2,740	3,000
Total capital employed^{iv}	3,006	3,011	2,945
After tax certain U.S. GAAP items ⁱⁱ	—	—	362
Adjusted capital employed^{iv}	3,006	3,011	3,307
Average capital employed	\$ 3,009	\$ 2,978	\$ 3,383

³Supplemental Unaudited Reconciliation of Adjusted Earnings Per Share^{i,ii}

Dollars in millions except per share data	FY25	FY24	FY23
As reported (GAAP)	\$ 6.52	\$ 2.25	\$ 1.20
Loss on divestiture ⁱⁱⁱ	0.94	1.85	—
Pension settlement charge ^{iv}	—	1.04	—
Cyberattack costs, net of insurance recoveries ^v	(0.42)	0.17	—
VMS impairment ^{vi}	—	—	2.91
Streamlined operating model ^{vii}	—	0.20	0.37
Digital capabilities and productivity enhancements investment ^{viii}	0.68	0.66	0.61
As adjusted (non-GAAP) ⁱⁱⁱ	\$ 7.72	\$ 6.17	\$ 5.09

ⁱ 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.

ⁱⁱ 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.

ⁱⁱⁱ During the twelve months ended June 30, 2025, the company incurred an after tax charge of \$118 related to the divestiture of the Better Health VMS business. During the twelve months ended June 30, 2024, the company incurred approximately \$240 (\$231 after tax) of costs related to the divestiture of the Argentina business.

^{iv} During the twelve months ended June 30, 2024, the company incurred approximately \$171 (\$130 after tax) of costs related to the settlement of the domestic qualified pension plan.

^v During the twelve months ended June 30, 2025, the company recognized approximately \$70 (\$53 after tax) of insurance recoveries related to the cyberattack. In the twelve months ended June 30, 2024, the company incurred approximately \$29 (\$22 after tax) of costs related to the cyberattack, net of insurance recoveries. These costs related 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.

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

^{vii} During the twelve months ended June 30, 2024 and 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.

^{viii} During the twelve months ended June 30, 2025, 2024 and 2023, the company incurred approximately \$111 (\$85 after tax), \$108 (\$82 after tax) and \$100 (\$76 after tax), respectively, of operating expenses related to its digital capabilities and productivity enhancements investment.

⁴Reconciliation of Free Cash Flow

Dollars in millions Percentages based on rounded numbers	FY25	FY24	FY23
Net cash provided by operations — GAAP	\$ 981	\$ 695	\$ 1,158
Less: Capital expenditures	220	212	228
Free cash flow — non-GAAPⁱ	\$ 761	\$ 483	\$ 930
<i>Free cash flow as a percentage of net sales — non-GAAPⁱ</i>	10.7%	6.8%	12.6%
Net sales	\$ 7,104	\$ 7,093	\$ 7,389

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 nondiscretionary 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 Statements of Earnings

Years ended June 30 Dollars in millions, except per share data	2025	2024	2023
Net sales	\$ 7,104	\$ 7,093	\$ 7,389
Cost of products sold	3,891	4,045	4,481
Gross profit	3,213	3,048	2,908
Selling and administrative expenses	1,124	1,167	1,183
Advertising costs	770	832	734
Research and development costs	121	126	138
Loss on divestiture	118	240	—
Pension settlement charge	—	171	—
Goodwill, trademark and other asset impairments	—	—	445
Interest expense	88	90	90
Other (income) expense, net	(86)	24	80
Earnings before income taxes	1,078	398	238
Income taxes	254	106	77
Net earnings	824	292	161
Less: Net earnings attributable to noncontrolling interests	14	12	12
Net earnings attributable to Clorox	\$ 810	\$ 280	\$ 149
Net earnings per share attributable to Clorox			
Basic net earnings per share	\$ 6.56	\$ 2.26	\$ 1.21
Diluted net earnings per share	\$ 6.52	\$ 2.25	\$ 1.20
Weighted average shares outstanding (in thousands)			
Basic	123,525	124,174	123,589
Diluted	124,287	124,804	124,181

Condensed Consolidated Statements of Comprehensive Income

Years ended June 30 Dollars in millions	2025	2024	2023
Net earnings	\$ 824	\$ 292	\$ 161
Other comprehensive (loss) income:			
Foreign currency adjustments, net of tax	6	206	3
Net unrealized gains (losses) on derivatives, net of tax	(8)	(14)	(22)
Pension and postretirement benefit adjustments, net of tax	—	146	5
Total other comprehensive (loss) income, net of tax	(2)	338	(14)
Comprehensive income	822	630	147
Less: Total comprehensive income attributable to noncontrolling interests	14	12	12
Total comprehensive income attributable to Clorox	\$ 808	\$ 618	\$ 135

Condensed Consolidated Balance Sheets

As of June 30 Dollars in millions, except per share data	2025	2024
ASSETS		
Current assets		
Cash and cash equivalents	\$ 167	\$ 202
Receivables, net	821	695
Inventories, net	523	637
Prepaid expenses and other current assets	97	88
Total current assets	1,608	1,622
Property, plant and equipment, net	1,267	1,315
Operating lease right-of-use assets	333	360
Goodwill	1,229	1,228
Trademarks, net	502	538
Other intangible assets, net	64	143
Other assets	558	545
Total assets	\$ 5,561	\$ 5,751
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities		
Notes and loans payable	\$ 4	\$ 4
Current operating lease liabilities	87	84
Accounts payable and accrued liabilities	1,828	1,486
Total current liabilities	1,919	1,574
Long-term debt	2,484	2,481
Long-term operating lease liabilities	305	334
Other liabilities	351	848
Deferred income taxes	20	22
Total liabilities	5,079	5,259
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, 2025 and 2024; and 122,694,263 and 124,201,807 shares outstanding as of June 30, 2025 and 2024, respectively	131	131
Additional paid-in capital	1,319	1,288
Retained earnings	432	250
Treasury stock, at cost: 8,047,198 and 6,539,654 shares as of June 30, 2025 and 2024, respectively	(1,404)	(1,186)
Accumulated other comprehensive net (loss) income	(157)	(155)
Total Clorox stockholders' equity	321	328
Noncontrolling interests	161	164
Total stockholders' equity	482	492
Total liabilities and stockholders' equity	\$ 5,561	\$ 5,751

Condensed Consolidated Statements of Stockholders' Equity

Dollars in millions, except per share data; shares in thousands	Common Stock		Additional Paid-in Capital	Retained Earnings	Treasury Stock		Accumulated Other Comprehensive Net (Loss) Income	Noncontrolling Interests	Total Stockholders' Equity
	Amount	Shares			Amount	Shares			
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
Net earnings	—	—	—	810	—	—	—	14	824
Other comprehensive (loss) income	—	—	—	—	—	—	(2)	—	(2)
Dividends to Clorox stockholders (\$4.88 per share declared)	—	—	—	(609)	—	—	—	—	(609)
Dividends to noncontrolling interests	—	—	—	—	—	—	—	(17)	(17)
Stock-based compensation	—	—	81	—	—	—	—	—	81
Other employee stock plan activities	—	—	(50)	(19)	114	753	—	—	45
Treasury stock purchased	—	—	—	—	(332)	(2,260)	—	—	(332)
Balance as of June 30, 2025	\$ 131	130,741	\$ 1,319	\$ 432	\$ (1,404)	(8,047)	\$ (157)	\$ 161	\$ 482

Condensed Consolidated Statements of Cash Flows

Years ended June 30 Dollars in millions	2025	2024	2023
Operating activities:			
Net earnings	\$ 824	\$ 292	\$ 161
Adjustments to reconcile net earnings to net cash provided by operations:			
Depreciation and amortization	219	235	236
Stock-based compensation	81	74	73
Deferred income taxes	(18)	(100)	(149)
Loss on divestiture	112	238	—
Pension settlement charge	—	171	—
Goodwill, trademark and other asset impairments	—	—	445
Other	(26)	26	38
Changes in:			
Receivables, net	(145)	(34)	(13)
Inventories, net	63	55	58
Prepaid expenses and other current assets	(9)	25	(1)
Account payable and accrued liabilities	(124)	(140)	157
Operating lease right-of-use assets and liabilities, net	2	—	1
Income taxes payable/prepaid	2	(147)	152
Net cash provided by operations	981	695	1,158
Investing activities:			
Capital expenditures	(220)	(212)	(228)
Proceeds from divestiture, net of cash divested	128	17	—
Other	(2)	20	5
Net cash used for investing activities	(94)	(175)	(223)

Condensed Consolidated Statements of Cash Flows (continued)

Years ended June 30 Dollars in millions	2025	2024	2023
Financing activities:			
Notes and loans payable, net	—	(45)	(188)
Treasury stock purchased	(332)	—	—
Cash dividends paid to Clorox stockholders	(602)	(595)	(583)
Cash dividends paid to noncontrolling interests	(16)	(16)	(15)
Issuance of common stock for employee stock plans and other	26	1	33
Net cash used for financing activities	(924)	(655)	(753)
Effect of exchange rate changes on cash, cash equivalents and restricted cash	—	(26)	—
Net increase (decrease) in cash, cash equivalents and restricted cash	(37)	(161)	182
Cash, cash equivalents, and restricted cash:			
Beginning of year	207	368	186
End of year	\$ 170	\$ 207	\$ 368
Supplemental cash flow information:			
Interest paid	\$ 97	\$ 102	\$ 99
Income taxes paid, net of refunds	264	347	73
Noncash financing activities:			
Cash dividends declared and accrued, but not paid	16	16	16

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, 2025 and 2024, 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, 2025 and the related notes (collectively referred to as the "consolidated financial statements") (not presented separately herein) and in our report dated August 8, 2025, 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, 2025 and 2024 and for each of the three years

in the period ended June 30, 2025 (presented on pages 23 through 28) 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, 2025, 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, 2025 (not presented separately herein) expressed an unqualified opinion thereon.

Ernst & Young LLP

San Francisco, California
August 8, 2025

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, 2024
Schedule of Base Year GHG Emissions	For the year ended December 31, 2020 (as amended)

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

San Francisco, California
September 16, 2025

Sustainability Performance Notes

Appendix A:

Schedule of Selected Environmental Indicators for the year ended December 31, 2024¹

Indicator Name	Unit	Value	Criteria
Scope 1 greenhouse gas (GHG) emissions ^{2,3}	Metric tons carbon dioxide equivalent (tCO ₂ e) ⁴	69,998	The World Resources Institute/ World Business Council for Sustainable Development (WRI/WBCSD) Greenhouse Gas (GHG) Protocol Corporate Standard.
Scope 2 GHG emissions, location-based-method (LBM) ³		149,168	
Scope 2 GHG emissions, market-based-method (MBM) ^{3,5}		19,729	
Combined scope 1 + scope 2 MBM emissions ^{2,3,5}		89,726	
Scope 3 GHG emissions, category 1 Purchased Goods and Services ⁶	tCO ₂ e	2,208,009	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 ^{2,6}		301,708	
Energy consumption ³	Megawatt hours (MWh)	707,385	Total energy consumption, as defined by GRI 302-1e-g. ⁷ Significant contextual information is necessary to understand how the disclosed data have been compiled.
Renewable electricity consumption ⁸	MWh	354,630	Total renewable electricity consumption in the U.S. and Canada.
Percentage of electricity from renewable energy ⁹	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, 2020 (as amended)^{1,9}

Indicator Name	Unit	Amount	Criteria
Scope 1 GHG emissions ^{2,3}	tCO ₂ e	74,437	WRI/WBCSD GHG Protocol Corporate Standard, GHG Protocol Scope 2 Guidance
Scope 2 GHG emissions, LBM ³ and MBM ⁵		192,046	
Scope 3 GHG emissions, category 1 Purchased Goods and Services ⁶		2,620,714	

Note on sources of emissions and energy data

Indicator Name	Sources and Methodologies	Estimations and Assumptions
Scope 1 GHG emissions	Stationary combustion, mobile combustion, refrigerant loss, 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 recent historical data.
Scope 2 GHG emissions, LBM	Purchased electricity.	
Scope 2 GHG emissions, MBM	Purchased electricity and contractual instruments.	
Energy consumption	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.	
Scope 3 GHG emissions category 1 Purchased Goods and Services	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 and Canada Services.	For certain sources or countries where raw material, packaging, and/or services primary data is unavailable, emissions are estimated. Clorox utilizes internal sales data as a proxy to estimate external manufacturing activity for Brita, LATAM, and US BU's where unavailable.
Scope 3 GHG emissions, category 11 Use of Sold Products	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 (2020 & 2024)	2025 U.S. Environmental Protection Agency (EPA) Center for Corporate Climate Leadership for Greenhouse Gas Inventories, Federal Register EPA; 40 CFR Part 98	Primarily 2021 Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report
Scope 2 GHG emissions, LBM (2020 & 2024)	2024 International Energy Agency (IEA)	
Scope 2 GHG emissions, MBM (2020 & 2024)	2025 U.S. EPA Emissions & Generation Resource Integrated (eGRID) Database 2025 Environment and Climate Change Canada, National Inventory Report 1990–2023: Greenhouse Gas Sources and Sinks in Canada	
Scope 3 GHG emissions, category 1 Purchased Goods and Services (2020 & 2024)	- Ecoinvent LCA factors v3.11 - U.S. Environmentally-Extended Input-Output (USEEIO) Supply Chain Greenhouse Gas Emission Factors for US Industries and Commodities (v1.3 - July 2024 publication) - Carbon Minds - Agribalyse	
Scope 3 GHG emissions, category 11 Use of Sold Products (2024)	40 CFR U.S. EPA Part 98 Mandatory Greenhouse Gas Reporting Regulations	
Energy consumption	Clorox utilizes standard and widely accepted conversion factors for the purposes of calculating their emissions footprint.	

Note: Non-financial information is subject to measurement uncertainties resulting from limitations inherent in 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.

¹ 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. Clorox included the 2024 energy consumption for the divested Argentina and VMS business units within energy consumption for the period of time these business units were under Clorox's operational control, but excluded the Scope 1, 2, and 3 emissions from these business units for the full reporting period to be consistent with the updates made to the 2020 base year emissions.

² Clorox produces biogenic emissions because of direct wood pyrolysis. Direct wood pyrolysis is 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 Category 11 Use of Sold Products GHG emissions.

³ Clorox's natural gas and electricity data for U.S. sites are tracked by Clorox's third-party utility management company. Other sources of energy 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 consumption data is tracked manually and reported annually to Clorox's corporate team.

⁴ Gases included in the reporting boundary are CO₂, CH₄, N₂O and Hydrofluorocarbons (HFCs). HFCs are used in refrigerants. For Scope 1, approximately 78% of emissions are from CO₂ with the remainder being composed of CH₄, N₂O, and HFCs. For Scope 2 LBM and MBM, around 99% of emissions are from CO₂ with the remainder being composed of CH₄, N₂O, and HFCs.

⁵ Scope 2 MBM emissions utilize various environmental attributes from Renewable Energy Certificates (RECs) associated with two virtual power purchase agreements (VPPAs). 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. and Canada for the 2024 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 are not applied to the Scope 2 MBM emissions calculation.

⁶ Data from suppliers or other value chain partners is not used for Category 1 and Category 11.

⁷ 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.

⁸ 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.

⁹ 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 adjusts 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. Clorox has updated the 2020 Scope 1, Scope 2 (LBM & MBM), and Scope 3 Category 1 GHG emissions to account for the divestitures of the Argentina and VMS business units and improvements in the accuracy of emission factor and activity data. The Scope 2 LBM and MBM values are the same for 2020 as no contractual instruments were purchased in 2020 and the Scope 2 location-based data is used as a proxy for Scope 2 market-based emissions. For the base year Scope 2 MBM emissions, supplier specific and residual mix emission factors are not applied to the Scope 2 MBM emissions calculation.

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, \$570 million–\$580 million strategic investment in digital capabilities and productivity enhancements
- 🏗️ Capital expenditures

- 🏗️ Raw material costs and other expenses
- 🏗️ Cost-savings program
- 👤 ~7,600 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

Sustainability 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
- Sustainability
- 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 sustainability priorities
- Strong execution
- Sustainability 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
- 👤 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
- ➡️ Responsible business
- ➡️ Shareholder value (stock price and dividends)
- ➡️ Partnerships (industry, sustainability, supply chain)
- ➡️ Consumer satisfaction
- ➡️ Brand loyalty
- ➡️ Risk mitigation, resilient supply chains

\$ 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.

Sustainability Reporting

As part of our commitment to transparency, we disclose our sustainability progress against our IGNITE sustainability goals and through voluntary third-party frameworks. For fiscal year 2025, 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 sustainability areas of focus for our strategy, our company's social and environmental impact and the interests of Clorox's stakeholders. Clorox's CEO, CFO and executive vice president — chief legal and external affairs 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 sustainability initiatives such as our responses to the CDP questionnaire, the Roundtable on Sustainable Palm Oil, The Clorox Company website and our Sustainability Data Hub.

FY25 Sustainability Performance 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 Sustainability Goal/Target	Performance (metrics are global and as of June 30, 2025, 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 FY25, RIR was 0.66	Achieved/ongoing		Overview: Employee rights, safety & well-being FY25 updates: See page 11
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}	Achieved a composite utilization rate of 34%, exceeding our aspirational target and UnitedHealthcare's CPG benchmark of 26% as of CY24	Achieved/ongoing		
Product stewardship — transparency: Increase sales of products with targeted certifications and product transparency affiliations for domestic cleaning portfolio 100% by 2025 vs. 2020 baseline ^{D3}	58% increase in sales of products with targeted certifications and product affiliations as of CY24	In progress		Overview: Product stewardship FY25 updates: See page 12
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	Achieved 2025 interim target to improve score by 35% as of CY23 (the most recent reporting year)	On track		

Clean World

IGNITE Sustainability Goal/Target	Performance (metrics are global and as of Dec. 31, 2024, unless stated otherwise)	Status	Progress	Additional Information
50% combined reduction in virgin plastic and fiber packaging by 2030, per case of product sold vs. 2018 baseline ^{D4}	13% reduction (26% toward 50% goal)	In progress		
100% recyclable, reusable or compostable packaging by 2025 ^{D5}	89% of packaging is recyclable, reusable or compostable	In progress		Overview: Reducing plastic & other waste
Double post-consumer recycled plastic in packaging by 2030 (+50% by 2025) vs. 11% 2018 baseline	11% of plastic used in packaging is PCR	In progress		CY24 updates: See pages 7 , 12
100% global plants zero waste to landfill by 2025 ^{D6}	100% of plants, as of FY25	Achieved/ ongoing		
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	66% reduction in scopes 1 and 2 emissions (market-based method), achieving our target	Achieved/ ongoing		Overview: Reducing greenhouse gas emissions CY24 updates: See pages 11 , 13
	18% 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 CY24 updates: See page 13

Thriving Communities

IGNITE Sustainability Goal/Target	Performance (metrics are global and as of June 30, 2025, unless stated otherwise)	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. after making salary adjustments based on our annual pay equity analysis for nonproduction teammates	Achieved/ ongoing		Overview: Inclusion, diversity, equity & allyship FY25 updates: See page 11
Employees: Achieve an Inclusion Index score for the company in the top quartile ^{D11}	Achieved an Inclusion Index score for the company of 81.5%, exceeding the Perceptyx CPG top quartile benchmark of 80.7%	Achieved/ ongoing		

SASB: Household and Personal Products Standard^{D14}

Topic	SASB Accounting Metric	SASB Reference Code	Location or Response
Water Management	Total water withdrawn and percentage in regions with High or Extremely High Baseline Water Stress	CG-HP-140a.1	2,703 thousand cubic meters (megaliters) in CY24 29% withdrawn from regions with high or extremely high baseline water stress in CY24 See CDP Report Section 9
	Description of water management risks and discussion of strategies and practices to mitigate those risks	CG-HP-140a.2	See CDP Report Section 3 See Clorox website: Clean World — Water
Product Environmental, Health and Safety Performance	Discussion of process to identify and manage emerging materials and chemicals of concern	CG-HP-250a.3	See Clorox website: Brands — What We're Made Of
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	63% of primary and secondary packaging is made from recycled or renewable materials in CY24 ^{D4} 89% of primary packaging is recyclable, reusable and/or compostable in CY24 ^{D5} ⚡ See Clorox website: Clean World — Reducing plastic & other waste
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	CG-HP-410a.2	See Clorox website: Reducing plastic & other waste
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	2,096 metric tons of palm oil and palm oil ingredients (palm content only) Clorox purchased for its domestic and international businesses in CY24. 17% of palm oil and palm oil ingredients (palm content only) purchased has been third-party certified through the RSPO supply chains in CY24. Of this 17%, 98% is certified through the RSPO as mass balance. See RSPO Annual Communication of Progress ; Clorox website: Palm oil commitments

SASB: Household and Personal Products Standard^{D14} (continued)

Topic	SASB Accounting Metric	SASB Reference Code	Location or Response
Energy Management	Total energy consumed, percentage renewable	CG-BF-130a.1	707,385 global absolute megawatt hours in CY24, of which 50% is renewable in CY24. 100% renewable electricity in the U.S. and Canada beginning in January 2021. Achieved target. ^{D8} See CDP Report Section 7; Clorox website: Energy
Greenhouse Gas Emissions	Gross global scope 1, 2 and 3 emissions	FB-AG-110a.1	Scopes 1 and 2 (market-based method): 89,726 absolute metric tons carbon dioxide equivalent (tCO₂e) in CY24 ^{D7} Scope 3: 3,264,625 tCO₂e in CY24 Combined categories 1, purchased goods and services, and 11, consumer use: 2,509,717 tCO₂e in CY24 ^{D7} See CDP Report Section 7; Clorox website: Reducing greenhouse gas emissions; Climate Action Plan
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	83% as of June 30, 2025 ^{D11} See Clorox website: Empowering our teammates to thrive
Activity Metric	Number of manufacturing facilities	CG-HP-000.B	32 as of June 30, 2025 ^{D13}

TCFD Framework

Core Element	TCFD Disclosure	The Clorox Company Disclosure
Governance	Board oversight of climate-related risks and opportunities	The full board of directors (board) is responsible for oversight of matters related to sustainability 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 sustainability performance and progress. The board participates in regular (at least annual) updates on sustainability 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 2025 Proxy Statement and Financial Statements for additional details. The board also carries out its risk oversight function through delegation to the board committees. 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 to facilitate comprehensive and coordinated oversight by the full board.
	Management's role in assessing and managing climate-related risks and opportunities	The company's executive vice president – chief legal and external affairs officer and corporate secretary chairs the Sustainability Executive Committee which includes Clorox's executive vice president – chief administrative officer; executive vice president and group president – Health & Hygiene; executive vice president and group president – Care & Connection; and senior vice president and chief supply chain officer. The Sustainability Executive Committee reports to the CEO and is designed to provide management direction for and oversight of our sustainability priorities and oversee continued execution against our commitments, and decides on any proposed changes to our sustainability goals and commitments. The executive vice president – chief legal and external affairs officer and corporate secretary, as chair of the Sustainability Executive Committee, along with the vice president – chief sustainability officer, reports quarterly to the NGCRC and/or the full board.
Strategy	Climate-related risks and opportunities	Clorox identifies and manages climate-related risks and opportunities across its products, operations and supply chain over the short, medium and long term with insights disclosed annually to CDP. These include: 1. Transition Risks and Opportunities Governments and regulators are increasingly implementing climate-related policies, including carbon pricing, packaging regulations, and specific incentives designed to promote circularity and support decarbonization. These changes may result in increased costs for Clorox and our consumers, while also presenting opportunities to innovate and lead in sustainable product development. 2. Physical Risks and Opportunities Clorox is exposed to a range of physical climate risks stemming from both acute and chronic environmental changes such as: • Extreme weather events that disrupt our supply chain and ability to procure sufficient raw and packaging materials, and damage infrastructure for our manufacturing operations as well as those of external manufacturers and suppliers. These events can also increase costs, including those related to logistics, warehousing and inventory management. • Water scarcity and deteriorating water quality in key sourcing and manufacturing regions pose risks to operational continuity, product formulation and sanitation efforts. Conversely, as extreme weather and water-related health concerns rise, demand for cleaning and sanitation products may increase, representing a growth opportunity aligned with Clorox's strong position in these categories. Climate change is also expected to accelerate the emergence of infectious diseases and pandemics, driven by factors such as warmer temperatures, increased waterborne illness and the spread of novel pathogens. Heightened global demand for disinfection products may further strengthen our market position and open new growth pathways.

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	Clorox faces increasing regulatory pressures, particularly from expanding extended producer responsibility frameworks that hold producers accountable for end-of-life packaging management. These regulations often include fees linked to packaging recyclability and environmental impact, especially for virgin plastics. As EPR programs become more prevalent, we expect higher compliance costs. In response, Clorox is increasing its focus on packaging redesign and material substitutions to meet evolving regulatory and consumer demands. Climate policies such as carbon taxes and emissions caps may also raise operating costs by placing a price on greenhouse gas emissions. In parallel, new climate disclosure laws — such as those recently introduced in California — are expanding reporting requirements to include broader climate-related impacts. To address this, Clorox is committed to science-based targets for greenhouse gas emissions reductions, focusing on packaging innovation, material efficiency and supply chain partnerships. To address physical climate risks, we assess vulnerable regions for potential impacts from extreme weather on raw materials, pricing and logistics. Our business continuity plans — shaped by past hurricane experiences — are designed to help maintain sufficient inventories and incorporate contingency measures into supply planning. However, these plans may not be sufficient, comprehensive or effective in all scenarios. While our globally dispersed manufacturing network is intended to provide redundancy and reduce the impact of site-level disruptions, localized commodity shortages and other supply chain challenges may still result in operational and financial impacts and may affect customer relationships. The severity of these impacts can vary by event and may include productivity losses, supply chain and manufacturing disruptions, and increased logistics costs. To further strengthen resilience, this year we launched the Clorox Climate Partners Program with 100 key suppliers to promote emissions transparency and climate action across our supply chain. Operationally, Clorox drives efficiency and sustainability by investing in LED lighting, HVAC and equipment upgrades that reduce energy, water, waste and material use. Our zero-waste-to-landfill initiatives and optimized logistics improve both cost efficiency and environmental performance. Product innovation via dematerialization, such as concentrated bleach, meets growing consumer demand for efficient and sustainable solutions. To address water risks, facilities located in high or very high water-stressed areas — identified using World Resource Institute's Aqueduct tool — develop tailored action plans to effectively manage local water challenges. Together, these efforts help Clorox manage climate-related risks and seize opportunities, maintaining operational stability and advancing our broader climate goals.
	Scenario planning	Clorox anticipates performing scenario analysis in the future that considers a range of scenarios 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.

TCFD Framework (continued)

Core Element	TCFD Disclosure	The Clorox Company Disclosure
Risk Management	Process for identifying and managing climate risks	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 and external affairs 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 enterprise-wide risks, including climate-related 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 operationalization of ERM within the company. 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. 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. 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 several criteria and, if that risk were to materialize, may disrupt our ability to operate our business. Climate change is on Clorox's Enterprise Risk Profile, impacting the organization through long-term and short-term effects, including supply chain resilience and business continuity. We advance our SBTs 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 sustainability steering team and with engagement from 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. We recognize the importance of continuing to evolve our climate-related risk management and disclosure practices. In line with emerging regulatory requirements, we are preparing to conduct a more comprehensive TCFD-aligned analysis of climate-related risks and opportunities. This work will enhance our ability to assess potential financial impacts across various time horizons and further integrate climate considerations into our ERM and strategic planning processes.

TCFD Framework (continued)

Core Element	TCFD Disclosure	The Clorox Company Disclosure
Risk Management (cont.)	Integration of climate risk management into company's overall risk management	As described above, climate risk is integrated into Clorox's ERM process. To mitigate the risks associated with climate change, Clorox has identified climate action as a key sustainability 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 more than 10 years. Clorox is committed to advancing science-based climate action through its IGNITE strategy, targeting priority emissions across our value chain. We focus on product innovation and supplier engagement and are guided by life cycle analyses that aim to identify emissions hotspots. This year, we launched the Clorox Climate Partners Program to deepen collaboration with 100 priority suppliers. The program promotes emissions data transparency, encourages science-aligned targets and provides tools to support reductions. The sustainability steering team, composed of owners and subject matter experts from product stewardship, R&D, procurement and sustainability (climate/water/energy) provides strategic leadership and expertise, overseeing the measurement, tracking and progress of our sustainability goals, including those related to climate. The team is led by the vice president and chief sustainability officer and reports to the sustainability executive committee, chaired by the executive vice president — chief legal officer and corporate secretary. The presence of the sustainability steering team, coupled with executive oversight, enables us to drive accountability and integrate all aspects of sustainability into our business decisions. This structure enhances our ability to impactfully address climate risks and facilitates consistent and clear messaging to stakeholders, including customers, suppliers, investors and employees. By bringing together experts and stakeholders from across the company and formalizing connections to business units, the sustainability steering team supports the advancement of our sustainability goals and commitments. Additionally, the sustainability 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.

TCFD Framework (continued)

Core Element	TCFD Disclosure	The Clorox Company Disclosure
Metrics and Targets	Metrics used to address climate risks and opportunities	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. 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.
	Scope 1, 2 and 3 GHG emissions ⁵⁷	In FY25, we updated our 2020 baseline which incorporated certain methodology enhancements, structural changes and data refinements, including: • Use of a new carbon management tool for more consistent and detailed emissions tracking • Adoption of Intergovernmental Panel on Climate Change AR6 global warming potential factors • Removal of emissions associated with divestment of our Argentina and Vitamins, Minerals, and Supplements businesses • Alignment of baseline emissions factors and methodology with 2024 calculations to improve consistency and comparability These updates were intended to improve the accuracy, completeness and usability of our emissions data, thereby enhancing our ability to monitor progress against our SBTs and meet evolving disclosure expectations under frameworks such as the TCFD. Data for intervening years 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 in emissions. • Scope 1: ♦ 69,998 metric tons of carbon dioxide equivalent for CY24 and ♦ 74,437 for CY20, our baseline year. • Scope 2 (market-based method): ♦ 19,729 metric tons of CO₂e for CY24 and ♦ 192,046 for CY20 • Scope 3: 3,264,625 metric tons CO₂e for CY24 and 3,953,247 for CY20. All relevant scope 3 categories for current year and baseline year Scope 3 categories included in our 2030 SBT: • Scope 3, combined categories 1 purchased goods and services and 11 use of sold products (direct): 2,509,717 metric tons CO₂e for CY24, and 3,055,236 for CY20 All relevant Scope 3 categories: • Scope 3 category 1: ♦ 2,208,009 metric tons CO₂e for CY24, and ♦ 2,620,714 for CY20 • Scope 3 category 2: 24,033 metric tons CO₂e for CY24, and 41,571 for CY20 • Scope 3 category 3: 56,665 metric tons CO₂e for CY24, and 61,346 for CY20 • Scope 3 category 4: 222,635 metric tons CO₂e for CY24, and 323,254 for CY20 • Scope 3 category 5: 16,807 metric tons CO₂e for CY24, and 7,877 for CY20 • Scope 3 category 6: 13,405 metric tons CO₂e for CY24, 3,129 for CY20 • Scope 3 category 7: 13,663 metric tons CO₂e for CY24, and 14,746 for CY20 • Scope 3 category 8: 3,426 metric tons CO₂e for CY24, and 3,603 for CY20 • Scope 3 category 9: 96,260 metric tons CO₂e for CY24 and 112,730 for CY20 • Scope 3 category 11: ♦ 301,708 metric tons CO₂e for CY24, and 434,522 for CY20 • Scope 3 category 12: 308,015 metric tons CO₂e for CY24, and 329,754 for CY20

TCFD Framework (continued)

Core Element	TCFD Disclosure	The Clorox Company Disclosure
Metrics and Targets (cont.)	GHG emissions targets D7 , D8	Achieve SBTs for scopes 1, 2 and 3 GHG emissions by 2030. 🔗 - 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 66% reduction in 2024 relative to our 2020 baseline as a result of achieving 100% renewable electricity for our U.S. and Canada operations. - 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 an 18% reduction in category 1 and category 11 in 2024 relative to our 2020 baseline. Our recent emissions profile reflects the evolving dynamics of our business, including the post-COVID-19 stabilization of operations.
	Energy consumption D8	🔗 707,385 megawatt-hours for CY24, 687,341 megawatt-hours for CY23, and 703,893 megawatt-hours for CY22.
	Energy targets D8	🔗 100% electricity from renewable energy in U.S. and Canada in 2024: 🔗 - Renewable energy goal was first achieved in January 2021 and is expected to be maintained going forward. As of CY24, the goal is fully met through two virtual power purchase agreements, supporting the expansion of renewable energy infrastructure in the U.S. Drive continued energy efficiency improvements that achieve or exceed our 2018 baseline levels: 1% less energy use per case of product sold in CY24 vs. CY18 base year
	Water consumption	2,703 thousand cubic meters (megaliters) of water withdrawn for CY24. Clorox reports water consumed as water withdrawn. 787 megaliters withdrawn from regions with high or extremely high baseline water stress in CY24. We utilized WRI's Aqeduct tool to assess our facilities for baseline water stress.
	Water targets	Drive continued water efficiency improvements that achieve or exceed our 2018 baseline levels: 16% less water use per case of product sold in CY24 vs. CY18 base year Advance a more localized approach to water stewardship in high or extremely high baseline water stress areas: - In 2024, 19 Clorox facilities were located in high to extremely high baseline water stress areas, based on WRI's Aqeduct Tool, accessed in July 2025. Ten of the locations are manufacturing facilities, seven of which represented 95% of Clorox's water use in those areas. Four of those locations have developed localized water action plans which include assessing plant water use and implementing opportunities to be more efficient

Sustainability Endnotes

Throughout Report

◆ Reviewed by Ernst & Young LLP. Refer to [pages 30–33](#) for the Review Report and exhibit A: The Clorox Company Schedule of Selected Quantitative Performance Indicators for the Year Ended Dec. 31, 2024 or December 31, 2020 (as amended).

★ IGNITE sustainability 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 FY25 RIR of 0.66 means that for every 100 full-time-equivalent Clorox employees globally we averaged less than one recordable incident during the past year. The average RIR for goods-producing manufacturing companies was 2.8 in 2023, which is the latest available data from the U.S. Bureau of Labor Statistics. 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 83% of eligible U.S. employees. Metric is the weighted average across the four individual screening types. January–December 2024 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.

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/or 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 Latin America, inclusive of contract manufactured packaging from suppliers that procure packaging materials on our behalf. AMEA packaging estimates are calculated by multiplying total sales in the area by packaging weight estimates based on similar material types. Any sales in Argentina or of vitamin, mineral and supplements products have been removed due to the sale of these businesses.

^{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 and How2Recycle labeling. Recyclability reporting is based on CY24 U.S., Canada 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 2024, these instruments were specific to facilities in the U.S. and Canada.
- 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). 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.

Sustainability Endnotes

In fiscal year 2025, we revised our reporting process and updated our 2020 baseline based on methodology enhancements, structural changes, and data refinements, including:

- Use of a new carbon management tool for more consistent and detailed emissions tracking.
- Adoption of IPCC AR6 global warming potential factors.
- Removal of emissions associated with divestment of our Argentina and VMS businesses.
- Refined data and methodology, improving comparability with 2024 emissions and future reporting

These changes support more accurate tracking against our science-based targets. Data for intervening years 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.

^{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 FY25 experience survey administered by Perceptyx between February and March 2025, and 3,170 nonproduction employees participated. Perceptyx's Fortune 500 benchmark is comprised of 95 companies and 8.3 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 81 companies and 2.8 million survey responses.

^{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, 2025.

^{D13} **Global plants** where we have greater than 50% operational control.

^{D14} **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: Food & Beverage: Agricultural Products Standards; Consumer Goods: Building Products & Furnishings and Technology and Communications industry standards.

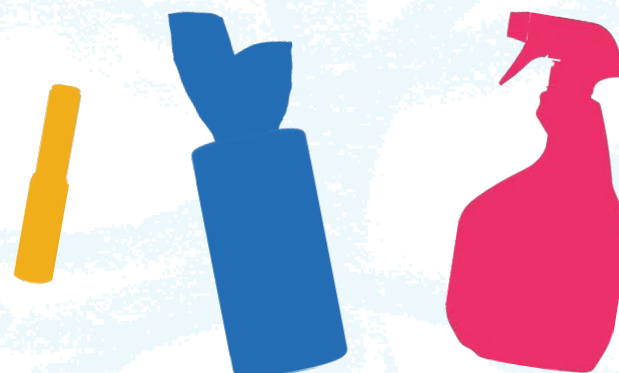
About This Report

Current Priorities

The Clorox Company's integrated annual report highlights our financial and sustainability 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 20. The sustainability information focuses on performance related to the company's identified sustainability 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 sustainability impacts; and the importance of the topic to our stakeholders. Key sustainability 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 and percentage of electricity from renewable energy in the U.S. and Canada. Items that underwent assurance are indicated with an  throughout this report.



Third-Party Sustainability 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.

- SASB's industry-specific standards aim to help businesses identify, manage and report on the sustainability topics that matter most to their investors.
- TCFD, assumed by the International Sustainability Standards Board, provides recommendations on how companies should disclose climate-related financial risks and opportunities to investors and other stakeholders. The International Financial Reporting Standards' Sustainability Disclosure Standards is built upon the recommendations of the TCFD.

While Clorox used the sustainability reporting frameworks outlined above for this fiscal year, we continue to evaluate nonfinancial data disclosure best practices and usefulness to our stakeholders.

Reporting Period and Boundary

Most data in this report covers wholly and majority owned operations for fiscal year July 1, 2024, through June 30, 2025. Data in this report for environmental sustainability — excluding ZWTL metrics — and other metrics, as noted, is for the calendar year period of Jan. 1, 2024, through Dec. 31, 2024.

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, 2025, the number of record holders of Clorox's common stock was 7,960.

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

First Class/Registered/Certified Mail:
P.O. Box 43006
Providence, RI 02940-3078

Courier Services:

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, 2025, and concluded that it is effective. For more information, see Item 9.A. of the company's annual report on Form 10-K for the fiscal year ended June 30, 2025.

2025 Financial Information

Full financial statements are provided in the company's 2025 proxy statement and annual report on Form 10-K. The company's proxy statement and annual report on Form 10-K for the fiscal year ended June 30, 2025, 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, 2025, and subsequent SEC filings for factors that could affect the company's performance and cause results to differ materially from management's expectations. The information in this report reflected management's estimates, assumptions and projections as of Aug. 8, 2025. 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.

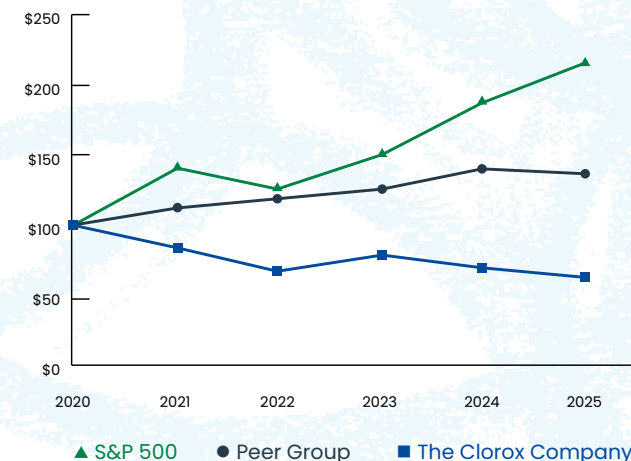
Comparative Stock Performance

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, 2025. 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 6/30/20 in stock or index, including reinvestment of dividends. Fiscal year ending June 30.

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	2020	2021	2022	2023	2024	2025
The Clorox Company	100.00	83.75	67.49	78.61	69.76	63.41
S&P 500	100.00	140.79	125.85	150.51	187.47	215.89
Peer Group	100.00	112.34	118.44	125.81	140.30	137.19

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



The Clorox Company

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