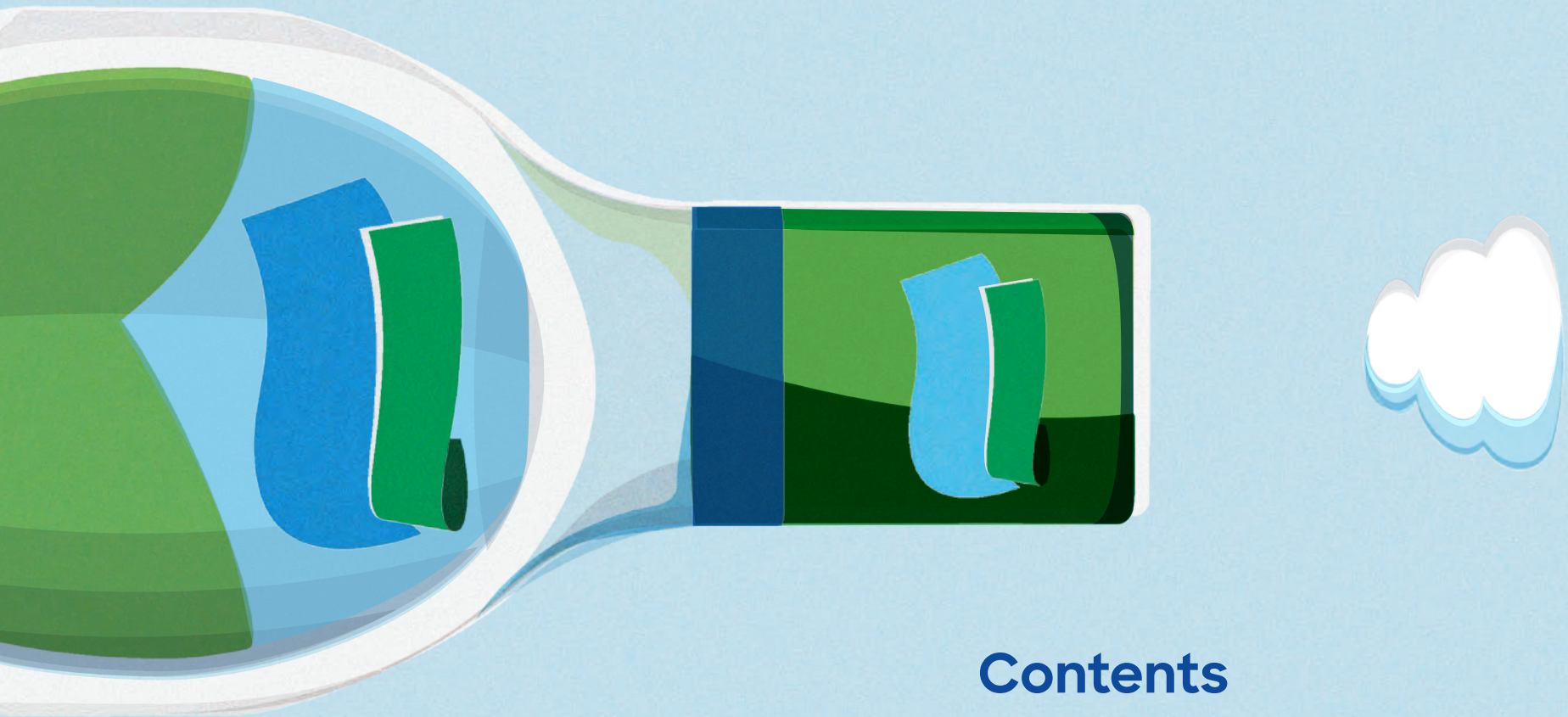




The Clorox Company

2022 INTEGRATED ANNUAL REPORT



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CHAMPIONING PEOPLE TO BE WELL AND THRIVE.

The strength and resilience of Clorox brands continues to benefit our business, creating value for our stakeholders. We're building on that momentum by investing further in our brands, people and capabilities – all to ensure we fulfill our purpose to champion people to be well and thrive.





Dear Stakeholder,

Linda Rendle, Chief Executive Officer

The past year brought ongoing volatility and challenges, yet we maintained a relentless focus on living our purpose and investing in our people, brands and capabilities to navigate this tough environment and build a stronger, more resilient company for the long term. Our IGNITE strategy, which has served us well over the past three years, remains as relevant as ever in these conditions – strengthening our advantages, accelerating profitable growth, and fully integrating environmental, social and governance considerations into our business to mitigate risks, maximize opportunities and effect positive change overall.

A year of extraordinary challenges

Against the backdrop of record-high input cost inflation, ongoing demand normalization and supply chain disruptions, we continued to execute on what we could control and made progress on our priorities to drive growth and rebuild margin.

Net sales decreased 3% compared to 9% growth in the prior year. While demand has come down from what we saw at the start of the pandemic, particularly in our cleaning and disinfecting portfolio, we're a bigger business today than prior to the pandemic, and our cleaning and disinfecting portfolio remains healthy with sales well above pre-pandemic levels. Importantly, our brands are stronger today than ever before. A record-high 75% of our portfolio was deemed superior by consumers as measured by our consumer value metric.

We're leveraging the strength of our brands to take advantage of demand-driven tailwinds – higher awareness of health and hygiene, spending more time at home, reinforced by enduring hybrid work and digital adoption

acceleration – which are creating long-term growth opportunities across our portfolio. Relative to fiscal year 2019, our three-year average net sales growth was 5% for fiscal year 2022, in line with our long-term goal of 3% to 5%. This demonstrates the strength of our diverse portfolio of well-loved brands and the resilience of our categories.

We responded to higher manufacturing and logistics costs and commodity costs by implementing multiple rounds of pricing across the portfolio, driving our hallmark cost savings program and optimizing our supply chain to remove COVID-related costs built up during the pandemic. While our actions helped to partially offset these headwinds, the severity and persistence of cost pressures significantly impacted our gross margin, resulting in a 43% decrease in our fiscal year 2022 adjusted EPS. We are resolutely focused on improvement.

Strengthening our advantages to drive profitable growth

There's no question that the environment will remain difficult in the year ahead as many of the challenges we faced in fiscal year 2022 endure and consumers adapt to unprecedented inflation. That said, we are well positioned to make further progress on IGNITE, balancing margin recovery with top-line momentum. With an advantaged portfolio of strong brands and household essentials poised to benefit from lasting consumer trend



Our brands are stronger today than ever before. A record-high 75% of our portfolio was deemed superior by consumers as measured by our consumer value metric.

tailwinds, I continue to have high conviction in our ability to deliver on our 3% to 5% long-term sales growth because of the broad set of actions we're taking and all the investments we're making to position ourselves for success over the long run. These include:

- **Operating with discipline:** We'll continue to drive operational excellence and our hallmark cost savings program that, in conjunction with pricing and the new streamlined operating model we'll begin implementing in fiscal year 2023, supports our commitment to rebuild margins.
- **Delivering bigger, stickier innovation platforms:** We're taking advantage of consumer behavior shifts to create platform-based innovations that win in the market and deliver multiyear value. We introduced innovations across 28 categories in fiscal year 2022, including new products in our Clorox, Fresh Step and Glad brands. Coupled with our robust innovation pipeline, this sets us up well to drive growth for years to come.
- **Building purpose-driven, personalized brands:** Consumers increasingly expect highly personalized and customized interactions with our brands, and we're more than 75% of the way toward our 2025 goal of knowing 100 million consumers. We're using this to better personalize paid media and owned channel activations, which is contributing to greater efficiencies and higher engagement.
- **Accelerating our digital transformation:** We're upgrading our digital infrastructure and capabilities, including transitioning to a new global ERP, over the next five years through a \$500 million investment. This investment will better position us for the long term in supply chain, digital commerce, innovation and brand building, while also driving important efficiency benefits and ensuring our ability to maintain momentum beyond our IGNITE strategy period.
- **Reimagining how we work:** To further support our objectives of driving both growth and productivity, we'll begin implementing a streamlined operating model in the first quarter of fiscal year 2023 to create a simpler, faster company. The changes, which complement our digital transformation initiatives, will bring us closer to our consumers and customers so we can more effectively anticipate what's coming and better meet their increasing expectations, all while driving incremental annual cost savings.

Building a more sustainable and inclusive world

Our purpose – to champion people to be well and thrive every single day – drives everything we do, including how we approach our work and the impact it has on the world around us, which is why our ESG goals are integrated into our business strategy and operations. We’re mobilizing our people and brands to advance our ESG commitments, including proactively addressing challenges in our industry, in collaboration with other stakeholders, with an eye toward better risk management and long-term stakeholder value creation. Importantly, we recognize the connection between significant ESG issues and our company’s financial performance.

Supporting people’s well-being starts with our own teammates, who are a critical enabler of Clorox’s success. We strive to be an employer of choice and are constantly evolving our practices and regularly engaging with our teammates to understand how we can create a more rewarding work experience. In fiscal year 2022, we continued to enhance our benefits and programs to support the physical, mental and financial well-being of our people, including implementing a new flexible time off policy, announcing enhanced family-forming benefits and providing a health savings account option to our U.S. teammates. Importantly, as employee safety is central to our values, I’m pleased to say that we maintained a recordable incident rate significantly below our target and the industry average.

In addition, we continue to take steps to advance inclusion, diversity, equity and allyship, or IDEA. Of note, at the start of the 2023 fiscal year, I was proud to announce Clorox’s first-ever chief diversity and social impact officer, Shanique Bonelli-Moore, to lead all our important IDEA initiatives underway as well as the new ones ahead. This will ensure we further drive systemic and lasting change to build an even more people-centered, purpose-driven culture at Clorox.

We also made progress on our long-term environmental sustainability goals in fiscal year 2022. Building on our accomplishment of reaching 100% renewable electricity in the U.S. and Canada last year, we’re 84% of the way toward achieving our goal to have 100% recyclable, reusable or compostable packaging by 2025; we’ve attained zero-waste-to-landfill status in nearly half of our facilities and more than three-quarters of our plants; and we met our 2030 science-based target to reduce our absolute scope 1 and 2 GHG emissions by 50% by 2030 – several years ahead of schedule.

Recognizing that most of our emissions are generated through our value chain, or scope 3, we know that collaboration with our stakeholders is crucial to accelerate our emissions reductions. We recently published a climate action plan that outlines our approach to achieving net zero emissions by 2050, which includes collaborating with others and leveraging new technologies and innovations as they become available to deliver on our goals.

As a signatory to the United Nations Global Compact, we reaffirm our commitment to its Ten Principles by driving ESG initiatives like these that are part of a strategy that prioritizes building a more sustainable and inclusive world.

A brighter future ahead

As the world around us continues to rapidly change and macroeconomic uncertainty continues, I’m confident that we’re taking the necessary actions to better position Clorox to not only navigate this environment but to also drive consistent and profitable growth over time; build a stronger, more resilient company; and create long-term value for stakeholders. Clorox has succeeded over the last 109 years by evolving and adapting as challenges and opportunities have presented themselves, and I have no doubt that our best years lie ahead.

My heartfelt gratitude goes out to all my Clorox teammates for their hard work, commitment and exceptional resilience in the face of uncertainty and change.

Thank you for your continued support and interest in Clorox.



Linda Rendle
Chief Executive Officer



Company purpose and strategy

Throughout the 2022 fiscal year, our purpose and IGNITE strategy served as valued guideposts to help us navigate a tough environment and take important steps to build a stronger, more resilient company for the long term.

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

Vision
Exceptional innovators who earn people’s enduring loyalty.

Objective
Deliver purpose-driven growth.

IGNITE strategy

Integrated strategic choices

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.

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



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

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

Integrated ESG goals

Healthy Lives
Improving people’s health and well-being.

Clean World
Taking climate action and reducing plastic and other waste.

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

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

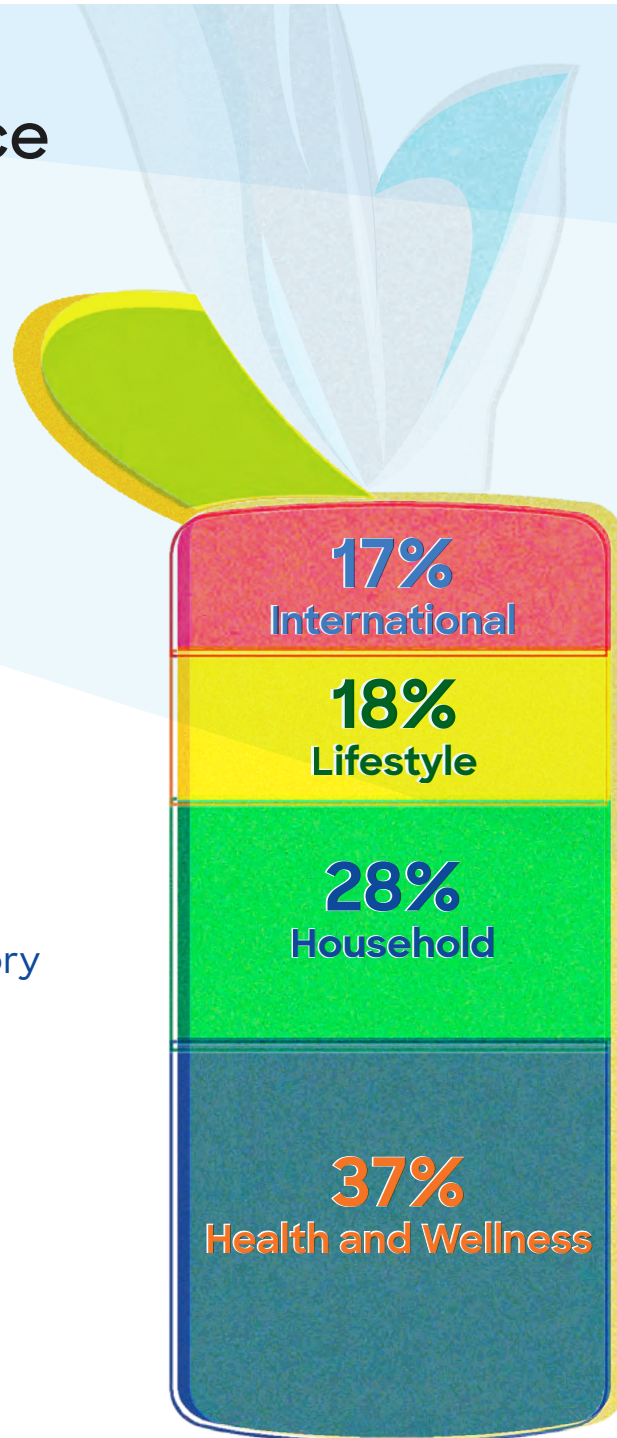
Our business: FY22 at a glance

 **\$7.1B** net sales

 **9,000** employees

 **100+** markets

 **25** country/territory operations



Sales by segment

37%
Health and Wellness

29%
Cleaning
Clorox
Clorox 2
Scentiva
Pine-Sol
Liquid-Plumr
Tilex
Formula 409

4%
Professional Products
Clorox Healthcare
CloroxPro

4%
Vitamins, Minerals and Supplements
Rainbow Light
Natural Vitality
NeoCell
RenewLife

28%
Household
12%
Bags and Wraps
Glad

8%
Grilling
Kingsford

8%
Cat Litter
Fresh Step
Scoop Away
Ever Clean

18%
Lifestyle
10%
Food Products
Hidden Valley

4%
Natural Personal Care
Burt's Bees

4%
Water Filtration
Brita















17%
International
Clorox
Ayudin
Clorinda
Poett
Pine-Sol
Glad
Brita
RenewLife
Ever Clean
Burt's Bees

Our global footprint*


-  Administrative/Sales Office
-  Plants
-  R&D Facilities
-  Joint Ventures
-  Global Headquarters



● North America

- United States     
- Canada  
- Mexico  
- Puerto Rico  
- Panama 
- Costa Rica  

● South America

- Colombia  
- Ecuador 
- Peru  
- Argentina   
- Chile  
- Uruguay 






● Europe

- United Kingdom 

● Africa

- Kenya 
- South Africa 

● Middle East

- Egypt 
- Saudi Arabia   
- United Arab Emirates 


● Australia



● New Zealand



● Asia

- China  
- South Korea  
- Hong Kong 
- Philippines  
- Malaysia 

* Excludes third-party manufacturers and copackers.

Growth & Transformation

Investing for the long term to build a stronger, more profitable company


FY22 achievement highlights

- Leveraged data and analytics to get the right Kingsford product to the right place at the right time, reducing shipping costs by close to \$3 million in the first year as well as improving customer service and minimizing environmental impact.
- After using data and custom analytics to confirm hypothesis that new movers are more likely to purchase Brita products, launched personalized creative that drove incremental sales increases at two large retailers.
- Fast-tracked a partnership that allowed us to go from charter to production in just six months to be first to market in Australia-New Zealand with a Glad trash bag that incorporates plastic waste at risk of becoming ocean pollution.
- Introduced new Clorox Disinfecting Mist innovation platform to transform the current disinfecting aerosol category with a nonaerosol format that kills germs on hard surfaces, sanitizes fabrics and eliminates odors, and that is offered with a reusable trigger and convenient refills.



IGNITE progress snapshot

Despite a very challenging operating environment in fiscal year 2022, including record-high input cost inflation and ongoing pandemic-driven volatility, our results for three-year net sales growth and free cash flow continued to meet the long-term financial goals laid out in our IGNITE strategy, and we continued to make sequential improvements to return to gross margin expansion.

LONG-TERM GOAL	PROGRESS*
Financial	
Grow net sales 3%-5%	5% (three-year CAGR)
 Expand adjusted EBIT margin +25 to +50 basis points	-240 basis points (three-year average) ¹
Deliver free cash flow as percentage of net sales 11% to 13%	13% (three-year average) ⁴

* As of June 30, 2022, unless stated otherwise.



28
categories where we've
launched innovation



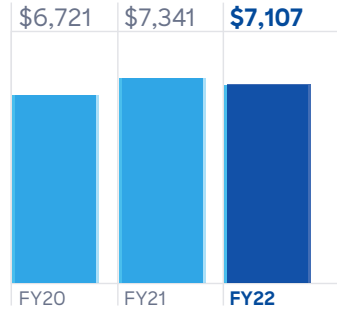
50%
higher net impact from innovation
vs. pre-IGNITE strategy



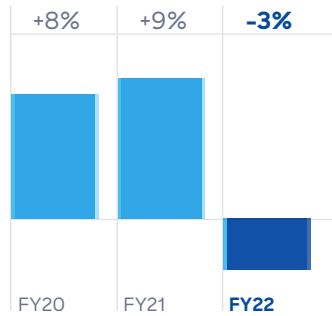
3/4
of the way toward 2025
goal of getting to know
100 million consumers

Financial performance

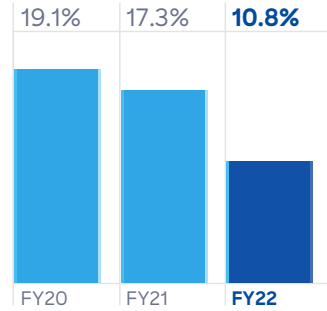
Net Sales
(\$ millions)



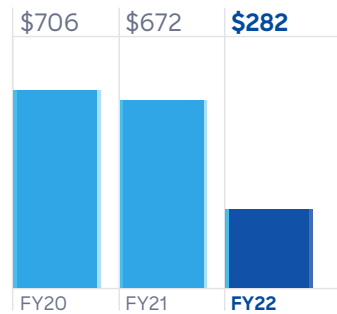
Net Sales Growth
(vs year ago)



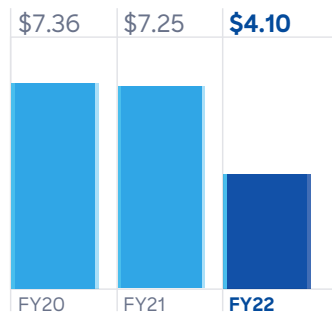
Adjusted EBIT Margin¹
(as a % of Net Sales)
(non-GAAP)



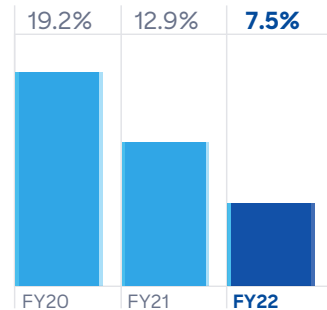
Economic Profit²
(\$ millions)
(non-GAAP)



Adjusted EPS³
(non-GAAP)



Free Cash Flow⁴
(% of Net Sales)
(non-GAAP)



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 SEC and in the Investors section of the company's website www.thecloroxcompany.com.

'Reconciliation of EBIT and Adjusted EBIT'^{i,ii,iii}

Dollars in millions and percentages based on rounded numbers	FY22	FY21	FY20
Earnings before income taxes	\$ 607	\$ 900	\$ 1,185
Interest income	(5)	(5)	(2)
Interest expense	106	99	99
EBIT ⁱⁱⁱ	\$ 708	\$ 994	\$ 1,282
EBIT margin ⁱⁱⁱ	10.0%	13.5%	19.1%
Saudi JV acquisition gain ^{iv}	\$ 0	\$ (82)	\$ 0
VMS impairment ^v	0	329	0
Professional Products supplier charge ^{vi}	0	28	0
Digital capabilities and productivity enhancements investment ^{vii}	61	0	0
Adjusted EBIT – non-GAAP ^{ii,iii}	\$ 769	\$ 1,269	\$ 1,282
Adjusted EBIT margin ^{ii,iii}	10.8%	17.3%	19.1%
Net sales	\$ 7,107	\$ 7,341	\$ 6,721

- ⁱ EBIT (a non-GAAP measure) represents earnings before income taxes (a GAAP measure), excluding interest income and interest expense, as reported above. EBIT margin is the ratio of EBIT to net sales.
- ⁱⁱ Adjusted EBIT (a non-GAAP measure) represents earnings before income taxes (a GAAP measure), excluding interest income, interest expense and other significant items that are nonrecurring or unusual, such as asset impairments, charges related to digital capabilities and productivity enhancements investment, significant losses/(gains) related to acquisitions, and other nonrecurring or unusual items, as reported above. Adjusted EBIT margin is the ratio of adjusted EBIT to net sales. The three-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, and 2021 and 2022, divided by three.
- ⁱⁱⁱ 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.

- ^{iv} On July 9, 2020, the company increased its investment in each of the two entities comprising its Saudi joint venture. As a result of this transaction, a noncash, nonrecurring net gain was recognized of \$82 (\$76 after tax) in Other (income) expense, net in the quarter ended Sept. 30, 2020, primarily due to the remeasurement of the carrying value of the company's previously held equity investment to fair value.
- ^v During the quarter ended March 31, 2021, noncash impairment charges of goodwill, trademarks and other assets were recorded of \$329 (\$267 after tax) related to the VMS business.
- ^{vi} During the quarter ended June 30, 2021, noncash charges of \$28 (\$21 after tax) were recorded on investments and related arrangements made with a Professional Products business supplier.
- ^{vii} Fiscal year 2022 includes \$61 (\$47 after tax) of incremental operating expenses primarily recorded within selling and administrative expenses related to implementation of the company's digital capabilities and productivity enhancements investment, which are recorded within the Corporate segment. The expenses relate to the following:

12 Months Ended June 30, 2022	
External consulting fees ^a	\$ 43
IT project personnel costs ^b	11
Other ^c	7
Total	\$ 61

- ^a Comprised of third-party consulting fees incurred to assist in the project management and the preliminary project stage of this transformative investment. The company relies on consultants for certain capabilities required for these programs that it does not maintain internally. These costs support the implementation of these programs incremental to the company's normal IT costs and will not be incurred following implementation.
- ^b Comprised of labor costs associated with internal IT project management teams that are utilized to oversee the new system implementations. Given the magnitude and transformative nature of the implementations planned, the necessary project management costs are incremental to the historical levels of spend and will no longer be incurred subsequent to implementation. As a result of this long-term strategic investment, the company does not consider these costs to be reflective of the ongoing costs to operate its business.
- ^c Comprised of various other expenses associated with the company's new system implementations, including company personnel dedicated to the project that have been backfilled with either permanent or temporary resources in positions that are considered part of normal operating expenses.

²Reconciliation of Economic Profit¹

Dollars in millions	FY22	FY21	FY20
Earnings before income taxes	\$ 607	\$ 900	\$ 1,185
Add back:			
Certain U.S. GAAP charges ⁱⁱⁱ	61	357	2
Interest expense	106	99	99
Less:			
Saudi JV acquisition gain ^{iv}	—	82	—
Earnings before income taxes, certain U.S. GAAP items and interest expense	\$ 774	\$ 1,274	\$ 1,286
Less:			
Income taxes on earnings before income taxes, certain U.S. GAAP items and interest expense ^v	174	264	267
Adjusted after-tax profit	\$ 600	\$ 1,010	\$ 1,019
Less:			
After-tax profit attributable to noncontrolling interest	9	9	—
Adjusted after-tax profit attributable to Clorox	591	1,001	1,019
Average capital employed ^{vi}	\$ 3,428	\$ 3,655	\$ 3,478
Less:			
Capital charge ^{vii}	\$ 309	\$ 329	\$ 313
Economic profit ⁱ (Adjusted after-tax profit attributable to Clorox less capital charge)	\$ 282	\$ 672	\$ 706

ⁱ Economic profit, or EP, is defined by the company as earnings before income taxes, excluding certain U.S. GAAP items (such as asset impairments, charges related to digital capabilities and productivity enhancements investment, significant losses/ (gains) related to acquisitions and other nonrecurring or unusual items) 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 Fiscal year 2022 includes \$61 (\$47 after tax) of incremental operating expenses primarily recorded within Selling and administrative expenses related to implementation of the company's digital capabilities and productivity enhancements investment. Refer to the above Reconciliation of EBIT and Adjusted EBIT, footnote vii, for more information.

ⁱⁱⁱ Fiscal year 2021 includes impairment charges of \$329 (after tax \$267) of which \$228, \$93 and \$8 related to the goodwill of the VMS reporting unit, certain indefinite-lived trademarks and other assets, respectively, and noncash charges of \$28 (\$21 after tax) on investments and related arrangements made with a Professional Products business supplier.

- ^{iv} On July 9, 2020, the company increased its investment in each of the two entities comprising its Saudi joint venture. As a result of this transaction, a noncash, nonrecurring net gain was recognized of \$82 (\$76 after tax) in Other (income) expense, net in the quarter ended Sept. 30, 2020, primarily due to the remeasurement of the carrying value of the company's previously held equity investment to fair value.
- ^v The tax rate applied is the effective tax rate before the identified U.S. GAAP items was 22.5%, 20.7% and 20.8% in fiscal years 2022, 2021 and 2020, respectively. The difference between the fiscal year 2022 effective tax rate on earnings of 22.4% is due to the tax rate impact of the incremental operating expenses recorded related to the implementation of the company's digital capabilities and productivity enhancements investment of 0.1%. The difference between the fiscal year 2021 effective tax rate on earnings of 20.1% is due to the tax rate impact of the Professional Products supplier charge, VMS impairment and Saudi JV acquisition gain of 0.1%, (0.4)% and 0.9%, respectively.
- ^{vi} Total capital employed represents total assets less noninterest-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.
- ^{vii} Capital charge represents Average capital employed multiplied by a cost of capital, which was 9% for all fiscal years presented. The calculation of capital charge includes the impact of rounding numbers.

Dollars in millions	FY22	FY21	FY20
Total assets	\$ 6,158	\$ 6,334	\$ 6,213
Less:			
Accounts payable and accrued liabilities ^{viii}	1,463	1,670	1,327
Current operating lease liabilities	78	81	64
Income taxes payable	—	—	25
Long-term operating lease liabilities	314	301	278
Other liabilities ^{viii}	778	819	755
Deferred income taxes	66	67	62
Noninterest-bearing liabilities	2,699	2,938	2,511
Total capital employed ^{vi}	3,459	3,396	3,702
After tax certain U.S. GAAP items ^{iii,iv}	0	212	2
Adjusted capital employed ^{vi}	\$ 3,459	\$ 3,608	\$ 3,704
Average capital employed	\$ 3,428	\$ 3,655	\$ 3,478

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

³Reconciliation of Adjusted EPS^{i,ii}

Dollars in millions except per share data	FY22	FY21	FY20
As reported (GAAP)	\$ 3.73	\$ 5.58	\$ 7.36
Digital capabilities and productivity enhancements investment ⁱⁱⁱ	0.37	—	—
Professional Products supplier charge ^{iv}	—	0.17	—
VMS impairment ^v	—	2.10	—
Saudi JV acquisition gain ^{vi}	—	(0.60)	—
As adjusted (Non-GAAP) ⁱⁱⁱ	\$ 4.10	\$ 7.25	\$ 7.36

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 asset impairments, charges related to the streamlined operating model, charges related to Digital capabilities and productivity enhancements investment, significant losses/(gains) related to acquisitions, 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.

ⁱⁱⁱ Fiscal year 2022 includes \$61 (\$47 after tax) of incremental operating expenses primarily recorded within Selling and administrative expenses related to implementation of the company's Digital capabilities and productivity enhancements investment. Refer to the above Reconciliation of EBIT and Adjusted EBIT, footnote vii, for more information.

^{iv} During the quarter ended June 30, 2021, noncash charges of \$28 (\$21 after tax) were recorded on investments and related arrangements made with a Professional Products business supplier.

^v During the year ended June 30, 2021, noncash impairment charges of goodwill, trademarks and other assets were recorded of \$329 (\$267 after tax) related to the VMS business.

^{vi} On July 9, 2020, the company increased its investment in each of the two entities comprising its Saudi joint venture. As a result of this transaction, a noncash, nonrecurring net gain was recognized of \$82 (\$76 after tax) in Other (income) expense, net in the quarter ended Sept. 30, 2020, primarily due to the remeasurement of the carrying value of the company's previously held equity investment to fair value.

⁴Reconciliation of Free Cash Flow

Dollars in millions and percentages based on rounded numbers	FY22	FY21	FY20
Net cash provided by operations – GAAP	\$ 786	\$ 1,276	\$ 1,546
Less:			
Capital expenditures	251	331	254
Free cash flow – non-GAAP	\$ 535	\$ 945	\$ 1,292
Free cash flow as a percentage of net sales – non-GAAP	7.5%	12.9%	19.2%
Net sales	\$ 7,107	\$ 7,341	\$ 6,721

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. The three-year average free cash flow is calculated as the average free cash flow as a percentage of net sales for fiscal years 2022, 2021 and 2020.

Reinventing how we connect with consumers

Through a \$500 million strategic investment over a five-year period that started in fiscal year 2022, we're transforming our digital capabilities and culture to drive purpose-driven growth.

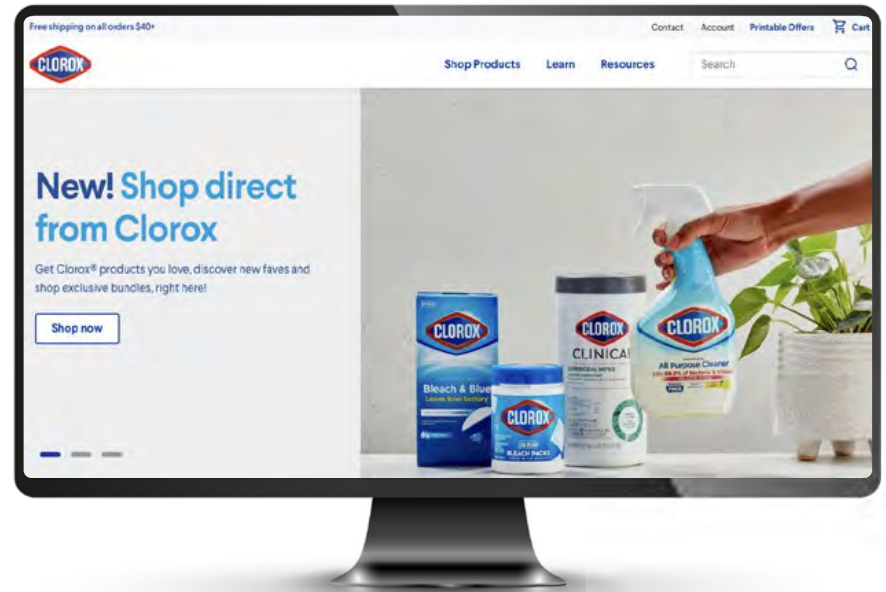
One of the investment pillars within our digital transformation initiative is focused on accelerating our IGNITE strategy with data and leading-edge technology to build stronger relationships with consumers and customers. Here are some highlights of our investments to date:

Personalized, data-driven consumer messaging

To better serve our consumers, we need to know more about them – who they are, what they value and where they shop, while also being respectful of people's privacy. We continued to make progress against our goal of getting to know 100 million consumers, which we're using to better personalize paid media and owned channel activations, contributing to greater efficiencies. We're also implementing both a consumer database and a digital asset management platform in order to centralize and improve access to data and content across brands and functions.

Streamlined digital commerce

As we create personalized consumer experiences, we're also providing new options for consumers to buy online. This includes making our products available on more third-party marketplaces and launching new direct-to-consumer sites to ship directly to consumers. As the culmination of months of work during the 2022 fiscal year, our first Clorox.com cleaning direct-to-consumer site launched in July, offering personalization of consumer bundles to meet individual cleaning needs.



Strategic management of trade promotions

Trade promotion management is an important way we create value together with our retail partners. To help us optimize the efficiency of our trade promotion spending, we've begun to reimagine our end-to-end trade promotions process. Through a new technology platform, we're using data and analytics to shift the trade discussion to be more data-driven for long-term strategic planning, highlighting the value we create and ultimately fueling growth for our categories and brands through trade spending on the right promotions at the right time with the right customers.

When it comes to next-generation commercial investments, data and technology are just the start. Our teams are transforming how they work, building new capabilities and collaborating in new ways to grow and create value.

Innovation across our brands

From our leading, trusted brands that consumers have loved for decades to emerging brands that are still growing in awareness, innovation is critical in every part of our business. Innovation helps us address unmet consumer needs, keeps our brands top of mind and brings joy to life's everyday moments in new ways.

Innovation takes many forms. We're further leveraging "scaled agile," an approach that involves being in a constant beta mode, tweaking concepts

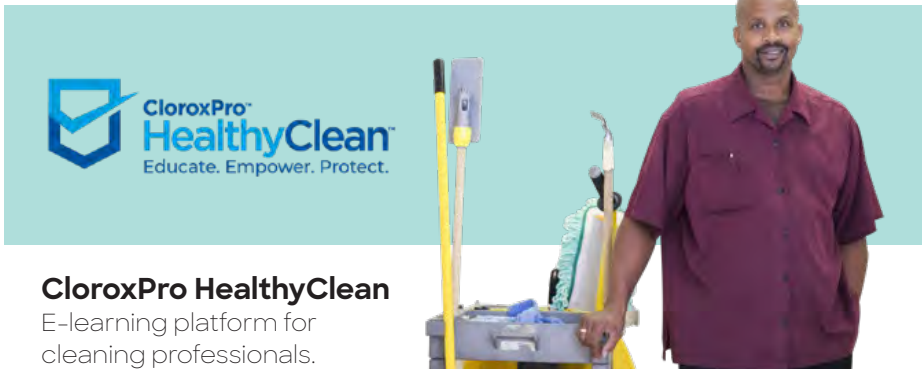
while continuing to move forward with bigger ideas. In fiscal year 2022, for example, we began testing the use of Clorox Disinfecting Mist in convenient travel size at hotel locations in Florida and Hawaii, making weekly adjustments based on feedback. Learnings from this test will inform whether alternative channels provide additional ways to reach consumers with a new business model. Pivoting quickly to the latest trends is especially critical in our Natural Personal Care and Vitamins, Minerals and Supplements, or Better Health VMS, businesses. Our Better Health VMS



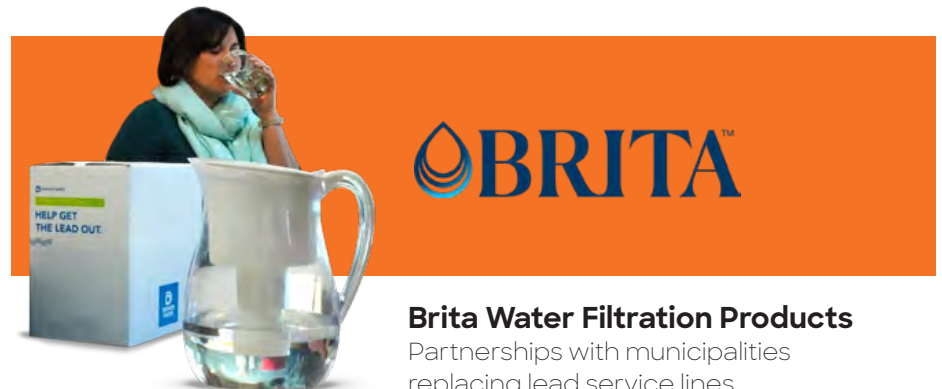
Clorox Disinfecting Mist
Testing trial and travel sizes at hotel locations.



Burt's Bees Throwback Lip Balm Tins
Throwback packaging brought to life the nostalgia of Burt's Bees loved by consumers through rad graphics and an old-school recyclable tin package.



CloroxPro HealthyClean
E-learning platform for cleaning professionals.



Brita Water Filtration Products
Partnerships with municipalities replacing lead service lines.

Credit: Denver Water

business applies trend sensing to understand the landscape of macro-benefits spaces, category-growth forms and trending ingredients that are shaping consumer demand. The business then develops quick-to-scale products based on these trends, including online test and learns, and collaboration with leading-edge retailers to scale rapidly based on results.

For more transformational innovation, our Seed to Scale team partners with our business units to create seeds of ideas and build on them using consumer insight, marketplace trends, external partnerships and feedback from experiments in the real world. The team’s goal is to generate and screen ideas quickly by putting out prototypes as fast as possible, weeding out unsuccessful ideas and building upon the ideas that work. A concept that arose from the work of the Seed to Scale team was our Brita partnership program with municipalities replacing lead service lines. Launched in fiscal year 2021, this partnership expanded this year to include over 30 communities, which we provide with cost-effective, short-term filtration solutions while longer-term infrastructure improvements are being made – and contributing to the brand’s newly expanded goal to deliver clean water to 5 million households in need by the year 2030.

Embedding many of these approaches into our businesses is the Experience Collaborative, an important new tool in our arsenal. Known as XC10, this fully integrated team combines design, open innovation, scaled agile framework and multitype innovation. In fiscal year 2022, XC10’s design thinkers and open innovation experts helped Hidden Valley develop “Ranch Night!” – an innovation platform intended to increase market share by unlocking new occasions, thus growing the core business – and worked with our Better Health VMS business on a discovery sprint to rapidly generate consumer insights.



FY22 product innovation highlights

Clorox introduced innovation throughout the year encompassing new channels, partnerships, experiences and products. New products were launched in 28 categories in different markets around the world. Shaping brands takes vision and courage, and we're proud of the progress we've made to continue to earn consumers' love and trust.



- Burt's Bees Rapid Rescue Cold Sore Treatment
- Burt's Bees Sensitive Solutions line (SPF 30 Calming Day Lotion, Calming Serum, Calming Night Cream, Calming Eye Cream)
- Burt's Bees Sensitive Healing Body Cream and Hand Lotion
- Burt's Bees Sun Care Tinted Lip Balm SPF 30, (Wild Peony and Sienna Rose shades)
- Burt's Bees After Sun Soother Lip Balm
- Burt's Bees Marula Melt Lip Conditioner



Fresh Step Outstretch Concentrated Clumping Litter



- Clorox Disinfecting Mist
- Clorox Multi-purpose Refillable Cleaner
- Clorox Multi-purpose Cleaner Concentrate packaging
- Perforated labels for Clorox spray bottles
- Clorox Hygiene Wet Wipes VE Aloe Vera (高氏®生湿巾芦荟配方)
- Clorox Scentiva Dilutables
- Clorox Dilutables
- Clorox Expert Aerosols
- Clorox Expert Sprays



- Glad Cling'N Seal 50% Plant-Based Food Wrap
- Glad ForceFlex Plus with Clorox Trash Bags (Eucalyptus and Peppermint scent)
- Glad ForceFlexPlus Trash Bags (Cherry Blossom scent)
- Glad to Be Green 50% Ocean Bound Plastic Recycled Trash Bags
- Glad Drawstring Compost Trash Bags



Brita Elite Filter relaunch
Brita Tahoe Pitcher



Hidden Valley Ranch Night! Dinner Packets
Hidden Valley Ranch Plant Powered Dressing (Spicy)



Kingsford Signature Flavors Briquets and Pellets
(Basil, Sage and Thyme; Cumin Chili; and Garlic, Onion and Paprika)
Kingsford Signature Flavors Flavor Boosters
(Basil, Sage and Thyme; Cumin Chili; and Garlic, Onion and Paprika)



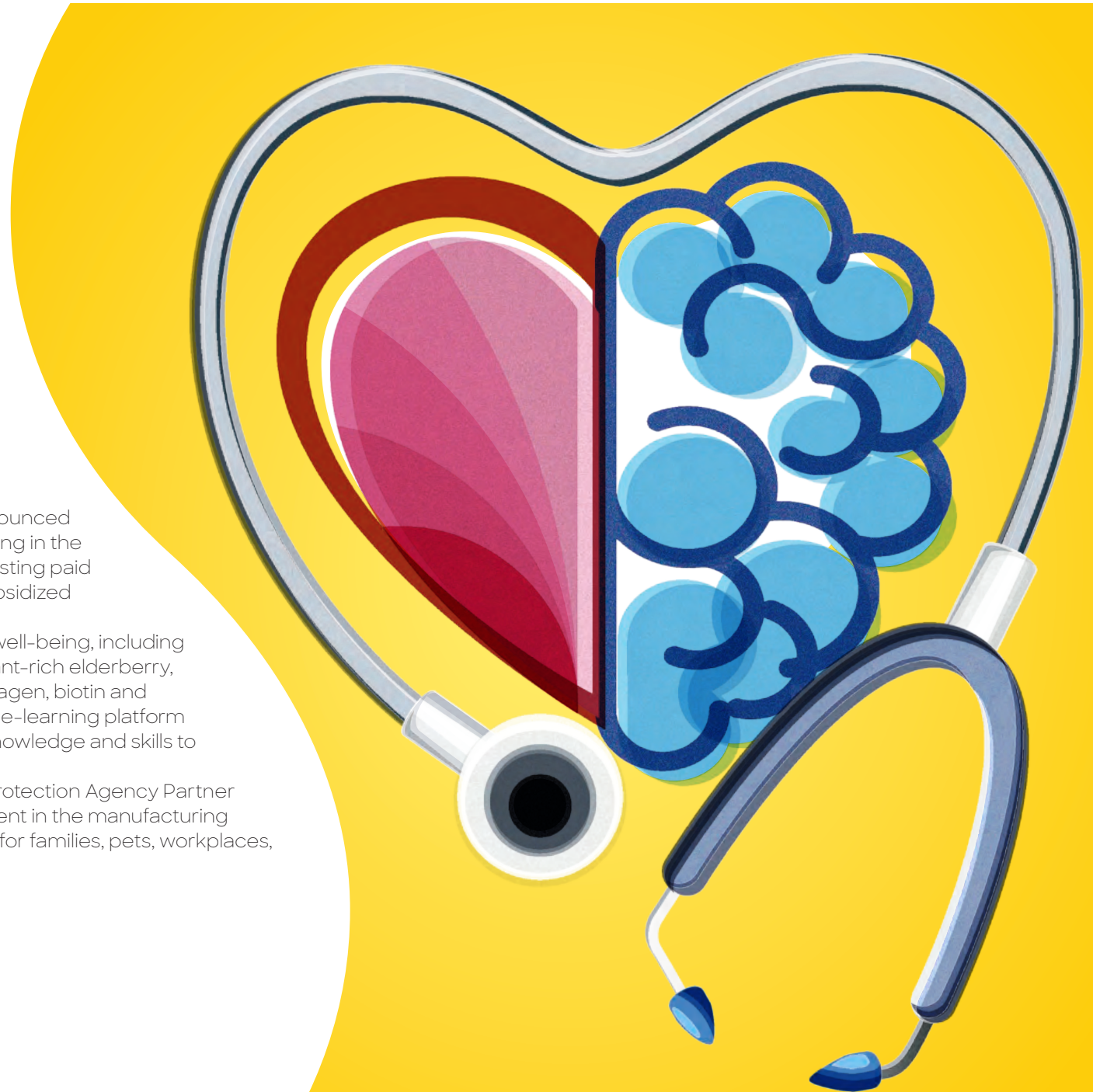
RenewLife Probiotic Gummies –
Women’s Care, Extra Care, Kids, Immune Health
Natural Vitality CALM Magnesium Capsules
NeoCell Beauty Builder Gummies with Collagen
Rainbow Light High Potency Vitamin C Gummies

Healthy Lives




Improving people's health and well-being

FY22 achievement highlights

- Introduced flexible time off policy and announced enhanced family-forming benefits beginning in the 2023 calendar year, supplementing our existing paid parental leave, adoption resources and subsidized caregiving for teammates.
- Launched products to enhance people's well-being, including Burt's Bees Rescue Lip Balm with antioxidant-rich elderberry, NeoCell Beauty Builder Gummies with collagen, biotin and vitamin C, and CloroxPro HealthyClean, an e-learning platform to give cleaning professionals additional knowledge and skills to create healthier shared spaces.
- Named Safer Choice U.S. Environmental Protection Agency Partner of the Year 2021 for outstanding achievement in the manufacturing of products with ingredients that are safer for families, pets, workplaces, communities and the environment.



IGNITE progress snapshot*

GOAL/TARGET	PERFORMANCE	PROGRESS**
Product Stewardship		
Collaborate to advance the science behind alternative approaches to animal testing	Full approval of two of six methods	On track
Improve Chemical Footprint Project survey score for domestic cleaning portfolio <u>50%</u> by 2030 with interim target of <u>35%</u> by 2025***,1	Set targets in FY22; public reporting to begin in CY23	New target
 Publicly share Clorox restricted substances lists	Completed for domestic Professional Products and Cleaning business units	Achieved
Increase reach of SmartLabel and expand our scope of consumer-meaningful information	Expanded SmartLabel sustainability attributes through industry initiatives	On track N/A†
Increase sales of products with targeted certifications and product transparency affiliations 100% by CY25, compared to CY20 baseline***	Set initial goal focus on the development of cleaning products with U.S. EPA Safer Choice program and Design for the Environment certifications and/or USDA BioPreferred Program affiliation	New target
Employees		
Maintain our recordable incident rate of <1.0 ²	<u>0.56</u>	Achieved/ongoing
 Enhance employee financial literacy as measured by income replacement ratio exceeding Vanguard 401(k) client average of 55%, with aspiration of 75% stated target ³	• Overall employees: <u>64%</u>	
	• Production employees: <u>69%</u>	In progress
	• Nonproduction employees: <u>58%</u>	
Enhance health and well-being outcomes as measured by employee utilization of preventive health screenings exceeding UnitedHealthcare's CPG benchmark, with aspiration of 33% composite target***,4	<u>29%</u>	New target
Consumers		
 Increase our consumer well-being as measured by number of wellness-related product categories in U.S. homes vs. FY19 baseline (IRI panel data)	-0.2%, or -0.2 million vs. FY19; +1.5 million vs. FY21	In progress

Achieved: Met IGNITE goal | **Achieved/Ongoing:** Met IGNITE goal this fiscal year; 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 | **New target:** Target established this fiscal year

* See [pages 53-54](#) for a comprehensive update on our IGNITE ESG goals and [pages 68-69](#) for ESG metric endnotes; visit our [ESG Data Hub](#) to view progress over time.

** As of June 30 2022, unless stated otherwise.

*** As of Dec. 31, 2021.

† As of FY22, this qualitative goal has no measurable 2030 outcomes.

Taking care of our teammates

We take a holistic approach to caring for our people, with benefits and programs designed to support physical, mental and financial well-being.

With the digitization of metrics related to safety and the environment, we continued to make safety personal by implementing and monitoring a monthly education program in the continental U.S. In 2022, the program was expanded internationally in four languages. With an increase in complexity, attrition and cumulative fatigue of the broader labor force, we reported a recordable incident rate, or RIR, of 0.56 in the fiscal year. Although an increase from the previous year, our RIR is still significantly lower than our goal of 1.0 and the 3.1 RIR for goods-producing manufacturing companies in 2020, which is the latest available data from the U.S. Bureau of Labor Statistics.

Advancing our IGNITE commitment to employee health and well-being, in fiscal year 2022 we set a target to measure and encourage employee utilization of preventive screenings in the areas of adult wellness, mammography, cervical cancer and colon cancer to contribute to improved health outcomes.

Recognizing the prolonged effects of the pandemic, we've also focused increasingly on supporting mental health. We enhanced our offering to provide quicker access and more comprehensive care by launching a partnership with a new employee assistance program partner that enables coverage globally.

To help our people be better prepared for retirement, we continued to advance our goal of enhancing financial literacy, as measured by a metric called the income replacement ratio. We accomplished that by offering third-party financial planning services and a 401(k) plan that's above market relative to the industry average, with the company contributing up to 10% of an employee's annual salary.

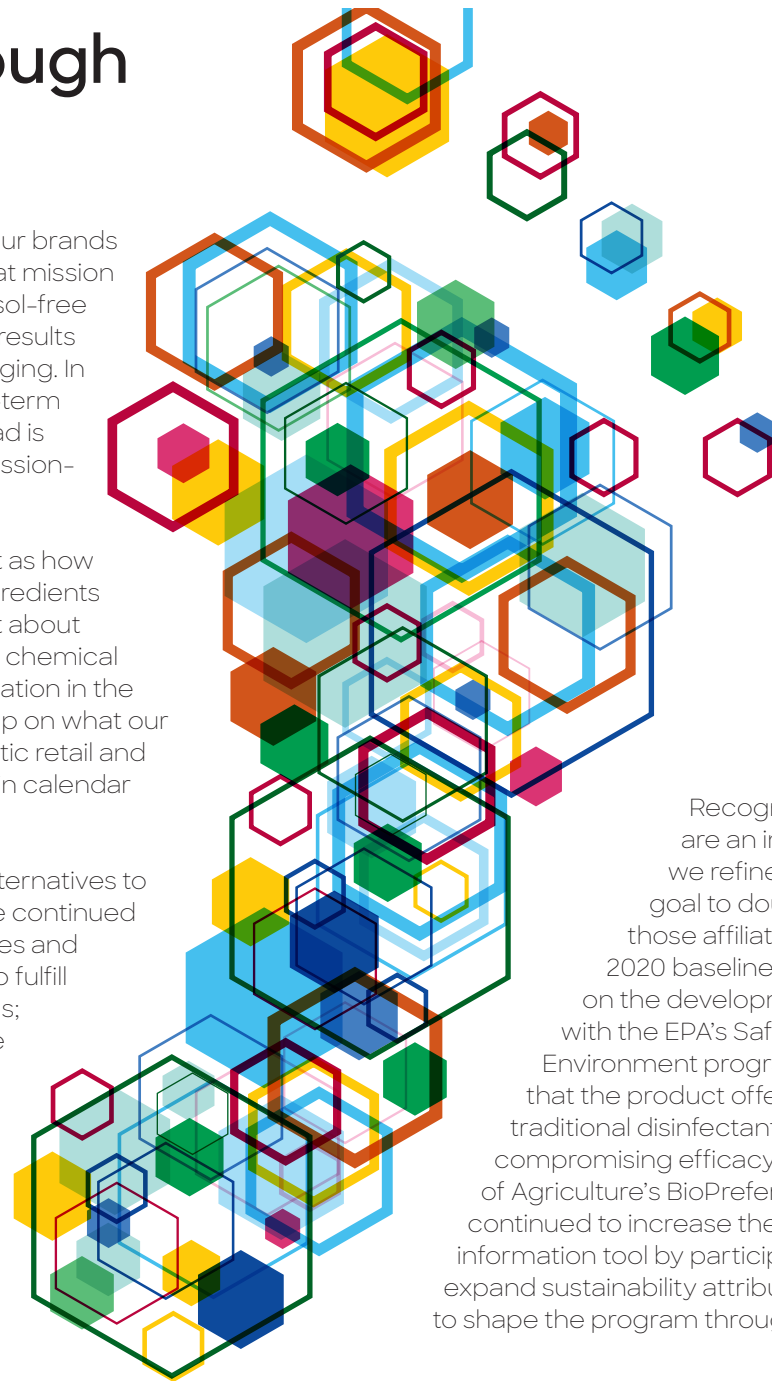


Advancing health through a focus on purpose

As a health and wellness company, we use the power of our brands to contribute to a healthier world where people thrive. That mission has never been clearer, as our new bleach-free and aerosol-free Clorox products deliver trusted cleaning and disinfecting results while making it easy to reduce waste with reusable packaging. In addition, our Brita filters are providing a sustainable, short-term solution to protect public health in communities where lead is detected in the water supply – just one example of the mission-focused priorities of our brands.

We know that what goes into our products is as important as how our product performs, which is why we focus on using ingredients that are both effective and safe, and on being transparent about them. In support of our public commitment to reduce the chemical footprint of our cleaning products, we built on our participation in the Chemical Footprint Project by committing to close the gap on what our organization designates as a perfect score for our domestic retail and professional products. We'll begin reporting our progress in calendar year 2023.

Additionally, Clorox remained a leader in advocating for alternatives to federal animal testing requirements. In fiscal year 2022, we continued to partner with research organizations, government entities and peers to advance the acceptance of nonanimal options to fulfill U.S. EPA acute toxicity data requirements for antimicrobials; to date two of six methods remain fully approved with one additional method now being accepted by the EPA on a case-by-case basis.



Recognizing that third-party certifications are an important validation for consumers, we refined our IGNITE transparency goal to double sales of products with those affiliations by 2025, compared to a 2020 baseline. In fiscal year 2022, we focused on the development of cleaning products with the EPA's Safer Choice and Design for the Environment program certifications, which indicate that the product offers safer ingredient alternatives to traditional disinfectants and cleaning products without compromising efficacy, and with the U.S. Department of Agriculture's BioPreferred Program affiliation. We also continued to increase the reach of the SmartLabel product information tool by participating in industry initiatives to expand sustainability attributes in the platform and continuing to shape the program through our industry trade group.

Clean World


Taking climate action and reducing plastic and other waste

FY22 achievement highlights

- Launched products with reduced or alternative packaging, including Glad Cling'N Seal 50% Plant-Based Food Wrap made from sugarcane resin and Burt's Bees Rescue Lip Balm, in a hybrid tube made of 50% post-consumer recycled and plant-based plastic.
- As part of ongoing Glad Recyclops partnerships to expand recycling to more municipalities, developed unique color-coded bags for Recyclops customers to place at their curbs, making it easy to identify what's inside.
- Added eight new sites meeting Clorox's zero-waste-to-landfill status, including four U.S. Kingsford plants that collaborated to reach the goal together – an unprecedented event in our ZWtL journey. It also marked achievement of the milestone across all Kingsford facilities two years ahead of plan.



IGNITE progress snapshot*

GOAL/TARGET	PERFORMANCE	PROGRESS**
Plastic and Other Waste		
50% combined reduction in virgin plastic and fiber packaging by 2030, per case of product sold vs. 2018 baseline ⁵	<u>13%</u>	On track
 100% recyclable, reusable or compostable packaging by 2025 ⁶	<u>84%</u>	In progress
Double post-consumer recycled plastic in packaging by 2030 (+50% by 2025) vs. 2018 baseline	Early stage	In progress
100% global facilities zero waste to landfill by 2030 (plants by 2025) ^{***, 7}	<ul style="list-style-type: none"> Plants: <u>76%</u> Facilities: <u>47%</u> 	On track
Climate Stewardship		
Achieve science-based targets by 2030 vs. a 2020 baseline:	Scopes 1 and 2: <u>62%</u>	Achieved/ongoing
<ul style="list-style-type: none"> 50% scopes 1 and 2 target 25% scope 3 target for purchased goods and services and use of sold products 	Scope 3: <u>Early stage</u>	In progress
Achieve net-zero emissions by 2050 ⁸		
100% electricity from renewable energy in the U.S. and Canada ⁹	<u>100%</u>	Achieved/ongoing

Zero waste to landfill achieved in FY22⁷



United States

- Kingsford plant, Beryl, WV
- Kingsford plant, Summer Shade, KY
- Kingsford plant, Burnside, KY
- Kingsford plant, Glen, MS
- Kingsford plant, Belle, MO



Argentina

- Cleaning plant, Aldo Bonzi
- R&D facility, Aldo Bonzi



Puerto Rico

- Cleaning plant, Caguas

Achieved: Met IGNITE goal | **Achieved/Ongoing:** Met IGNITE goal this fiscal year; 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 | **New target:** Target established this fiscal year

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** As of Dec. 31, 2021, unless stated otherwise.

*** As of June 30, 2022.

Our ambition to net zero

Including 2030 science-based targets for scope 1, 2 and 3 emissions to accelerate progress*



Goal: Achieve science-based targets by 2030**

- Reduce absolute scope 1 and 2 GHG emissions by 50%
- Reduce absolute scope 3 GHG emissions from purchased goods and services and use of sold products by 25%



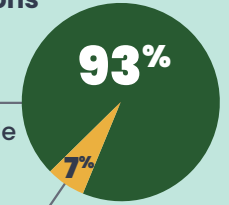
Goal: Achieve net-zero emissions by 2050**

Follow SBTi net-zero guidance for emissions reductions, carbon removals and restricted use of carbon offsets

2020 emissions baseline

Scope 3
Largely outside direct control

Scope 1 and 2
Direct control



2019

Committed to setting 2030 SBTs

End of 2023

Plan to submit 2050 net-zero targets to SBTi for approval

Medium term: by 2030

SBT – scope 3 abatement levers:

- Changing product/package composition
- Reducing upstream supplier/partner emissions
- Incorporating regenerative agriculture in supplier practices
- Reducing consumer use emissions in our Kingsford business
- Transitioning composition of cleaning and disinfecting wipes

Long term: by 2050

Net zero – scope 1 and 2 abatement levers:

- Expanding renewable electricity to international
 - Sourcing green fuel for global operations
- Net zero – scope 3 abatement levers:
- Changing product/package composition
 - Reducing upstream supplier/partner emissions
 - Incorporating regenerative agriculture in supplier practices
 - Optimizing efficiency of distribution and logistics
 - Deploying next-generation technology/business model innovations
 - Shifting to electric or hydrogen vehicles in distribution

2010

2007-18

Achieved emissions reduction targets primarily through dedicated efficiency measures

Reduced absolute scope 1 and 2 emissions by 29%
Reduced absolute scope 3 emissions from U.S. finished goods transportation and global business travel by 47%

2020

2021

Announced approved 2030 science-based targets and commitment to net zero

2030

Near term: by 2025

SBT – scope 1 and 2 abatement lever:

- Sourcing 100% renewable electricity for U.S. and Canada operations
- Achieved 100% renewable electricity goal for U.S. and Canada in 2021, four years ahead of original target date
- Achieved scope 1 and 2 science-based target through achievement of renewable electricity goal***

2040

2050

NET ZERO

* This plan is based on Clorox management's best judgment, contains forward-looking statements and is subject to uncertainty, assumptions and limitations. Please see page 12 of Climate Action Plan: Sources of Uncertainty, Data Assumptions, and Limitations.

** Emissions baseline is 2020.

*** U.S. and Canada electricity drove ~60% of global scope 1 and 2 baseline emissions.

Laying the groundwork for climate action

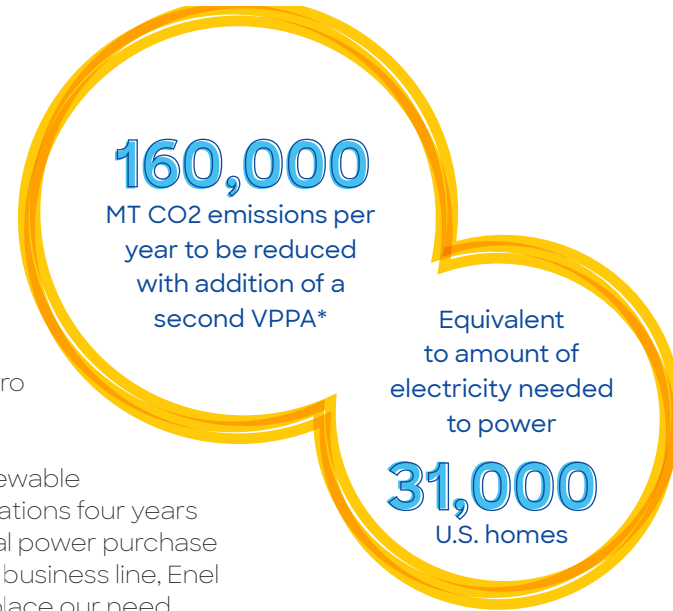
Addressing climate change is a collective effort that requires all of us to act. Clorox is making steady progress toward commitments to reduce emissions by our company and across our value chain.

Now that our IGNITE strategy goals to reduce carbon emissions by 2030 were approved last year by the Science Based Targets initiative and we have committed to achieve net-zero emissions by 2050, it's time for action.

A critical way we're driving a transition to a more sustainable energy system is through renewable electricity. After meeting the 100% renewable electricity goal for our U.S. and Canada operations four years ahead of our original plan in 2021, in 2022 we announced a new 12-year, 47-megawatt virtual power purchase agreement for a new wind farm in Oklahoma with Enel North America's renewable energy business line, Enel Green Power, beginning in 2023. When it goes into effect, we expect this agreement to replace our need to purchase RECs from the open market, create over 350 local jobs during development and support the expansion of renewable energy infrastructure in the U.S.

Since only 7% of the emissions in our value chain are directly attributed to our operations, we realize strong action is needed to address the remaining 93% of emissions that are generated through our supply chain, distribution, consumer use, and material and design choices of our products and packaging. That's why we created an internal roadmap and published a [climate action plan](#) for our net-zero goal and interim science-based targets. In our climate action plan, we've detailed our approach to addressing these challenges, including influencing and collaborating with our stakeholders and leveraging new technologies and innovations as they become available.

While we know our path forward will be challenging, Clorox is committed to delivering on our climate goals to create a more sustainable future for all.



* Based on 2020 electricity consumption.



Addressing global plastic waste through collaboration and innovation

As a company whose products can be found in about nine out of 10 U.S. households, we understand our responsibility to be good stewards of the limited resources available to us on this planet. Achieving our ambitious waste reduction goals will require an unprecedented level of industry collaboration and discovery to identify solutions.

In fiscal year 2022, we continued this work at the enterprise and business unit level, led by our Sustainability Center, a group of cross-functional leaders overseen by our head of sustainability. We also continued to join forces with peers as a signatory to the Ellen MacArthur Foundation's New Plastics Economy Global Commitment and a founding activator of the U.S. Plastics Pact.

Overcoming barriers

The recycling market is complicated and changing rapidly, with many factors outside of our control. We're working to address these challenges in a number of ways.

For example, shrink labels are used on many of our bottled retail cleaning products and cannot be recycled at scale in most municipalities. Continuing an initiative that began in 2021, we're adding perforations for easy removal of these shrink labels on all Clorox spray bottles – which are themselves recyclable – and have plans to add perforations to bottles of Clorox Toilet Bowl Cleaner and Liquid-Plumr. These small changes have the potential to unlock the recyclability of approximately 21 million pounds of plastic every year.

Credit: The Recycling Partnership

Another recycling barrier involves small-format packaging. To address this size constraint affecting much of the Burt's Bees portfolio, in fiscal year 2022 the brand joined forces with The Sustainability Consortium to form a new coalition. As part of this work, we're assessing the recyclability of packaging at our own facilities and contributing to a study to determine whether it is economically viable for recycling companies to upgrade their facilities to capture small-format materials.



Our businesses are also looking to innovative partnerships to address global recycling challenges. For example, to fulfill its commitment to become net-zero plastic to nature, our Burt's Bees business is investing in social enterprises in India and Ghana to incentivize collection of recyclables and support local entrepreneurs through a partnership with [rePurpose Global](#). Burt's Bees is also funding infrastructure improvements in U.S. municipal recycling systems through The Recycling Partnership. Through these two partnerships, the brand expects to recover and transform 1.5 million pounds of recyclables per year by 2025, at least as much as the brand's plastic footprint.

We'll continue to seek out new partners and novel opportunities across our brands to make our products and packaging more sustainable at end of life.

Exploring circular economy business models

As part of our New Plastics Economy Global Commitment, we pledged to pilot new ways to advance the circular economy by enabling consumers to refill and reuse primary packaging.

Terracycle Loop retail pilot program:

Clorox disinfecting wipes were part of a Kroger pilot in Portland, Oregon, giving us valuable insights into consumer interest in reuse models.



Innovation with environmental sustainability attributes:

Introduced products to further test the consumer appetite for refill models, including Clorox Bathroom Foamer Refillable Cleaner and Clorox Multi-purpose Refillable Cleaner, which use concentrated pods that can be refilled up to 30 times, using 80% less plastic, and which are recyclable compared to small-format alternatives.



Thriving Communities

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





FY22 achievement highlights

Advanced responsible sourcing through multistakeholder engagement:

- Joined Guidehouse's Supplier Leadership on Climate Transition consortium with peers to engage our priority suppliers in capability building to measure emissions and set science-based targets.
- Established a formal grievance monitoring system with Earthworm Foundation to advance human rights in our palm supply chains, and joined Action for Sustainable Derivatives, a collaborative initiative driven by palm derivative users to transform their supply chains by increasing transparency, monitoring risks, engaging the sector and generating on-the-ground impacts.
- Launched the SheKeeper partnership between Burt's Bees and the U.S. Agency for International Development – one of nearly 20 collaborations supporting the brand's ingredient supply chains – training women producers of shea to become beekeepers, diversifying income and crops with beeswax and honey in Ghana, West Africa.



IGNITE progress snapshot*

GOAL/TARGET	PERFORMANCE	PROGRESS**
Employees		
Ensure pay equity across gender globally and races/ethnicities in the U.S. ¹⁰	Confirmed in <u>FY22</u>	Achieved/ongoing 
 Achieve gender and race/ethnicity representation target ¹¹	<u>Commitment to establishing targets in FY23</u>	In progress 
	Achieve inclusion index goals: Parity across total company (76% ¹² in FY22) vs. women and people of color ^{***, 12}	<ul style="list-style-type: none"> • Women (global): <u>78%</u> • POC (U.S.): <u>72%</u>
Set targets related to manager capabilities and workforce experience	Evaluating potential targets	In progress 



Achieved: Met IGNITE goal | **Achieved/Ongoing:** Met IGNITE goal this fiscal year; 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 | **New target:** Target established this fiscal year

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** As of June 30, 2022.

***Based on survey conducted February-March 2022.

Investing in our people and culture

An emphasis on employee well-being is critical to our efforts to drive growth and deliver on our corporate purpose. Like many other companies, we experienced elevated turnover in fiscal year 2022. To retain top talent, we regularly assess employee sentiment and retention risk as well as develop and execute related action plans.

Prioritizing career growth and leadership development is central to our approach. Our investments include a suite of educational resources for people managers to help them become more effective coaches and better leaders. We've also expanded our summer internship, co-op and full-time equivalent rotational programs for college hires. A robust talent review and leader succession planning process conducted annually helps ensure a strong pipeline for key roles as well.

Evolving our ways of working: Core beliefs

As the pandemic evolves and we move to new ways of working, we've anchored to a set of core beliefs: 1) there's value in being together – some of the time; 2) the future of work is hybrid; and 3) the Clorox experience must be good for our people and our business. These beliefs influenced the design of our hybrid work experience implemented in fiscal year 2022. Instead of specifying on-site hours, we're being intentional about the quality moments that matter, such as coming together for strategic planning, problem-solving and culture-building moments. Our focus is on the employee experience: technology-enabled for both how we work and where we work, and seamless regardless of location.

Strengthening inclusion and diversity

Cultivating teams that bring a diversity of backgrounds, experiences and perspectives makes our company stronger. Diverse teams enable us to unlock innovation, better connect with global consumers, improve risk management, and drive growth and deliver value for shareholders.



Clorox took a number of steps to further advance inclusion and diversity in fiscal year 2022. Key among them was creating a new chief diversity and social impact officer role to lead our I&D strategy development and execution beginning in fiscal year 2023. This individual is serving as a member of the Clorox Executive Committee and reporting to our chief executive officer. CEC members also participated in training to equip and inspire them to foster inclusive environments built on mutual respect and trusting relationships. Building on the foundational work of our employee resource groups that have been dedicated to promoting a greater sense of belonging for all teammates for more than a decade, we established NATIV, representing the native and indigenous community, bringing us to a total of 14 ERGs at Clorox. We also continued to offer new programming to our teammates such as Change Makers, spotlighting those actively creating a more inclusive culture, and Cups of Understanding and DiversiTea, learning opportunities that encourage open dialogue about I&D.

Ensuring pay equity

Ensuring every Clorox teammate is compensated fairly, regardless of race, ethnicity or gender, is central to creating an equitable work environment. As part of that commitment, we continue to conduct pay equity analyses annually for our nonproduction teammates, partnering with a third-party labor economist to review potential inconsistencies in our pay practices. After making adjustments to certain teammates' compensation, we again achieved pay equity in fiscal year 2022 for gender globally and for race and ethnicity in the U.S., meaning that after taking into account relevant factors that appropriately explain differences in pay, such as position, location and experience, there are no statistically significant differences in pay by gender (globally) or race/ethnicity (in the U.S.). We continue to invest in this work, implementing new technology to streamline our annual process.

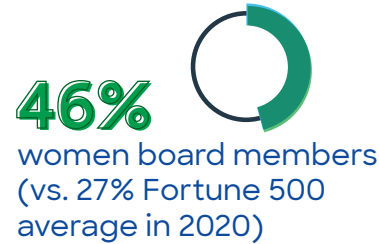
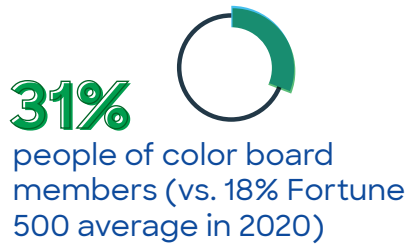


Seeking feedback for continuous improvement

As part of a continuous improvement mindset, we conduct an ongoing listening strategy to gauge teammates' perceptions of Clorox as a place to work as well as understand their views of leadership, our IGNITE strategy and their sense of inclusion. In fiscal year 2022, our employee engagement score was 82%, down 5 points from the previous year, directionally consistent with trends across industries. This puts us in the 50th percentile compared to other Fortune 500 companies but below our 75th percentile target.

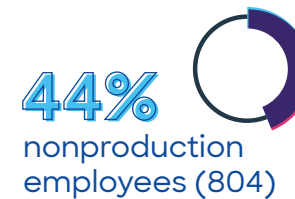
Diverse representation across Clorox*, 11

Leadership & governance**

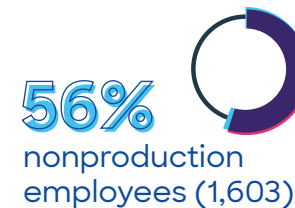


Across the company**

People of color - U.S.



Women - global



* See pages 68-69 for ESG metric endnotes, and visit our [ESG Data Hub](#) to view progress over time.

** As of June 30, 2022.

Giving back to our communities so all can thrive

Being a good global corporate citizen has been part of our DNA for 109 years. It's just another way we can fulfill our purpose to champion people to be well and thrive every single day.

Advancing environmental justice

As an extension of that vision, The Clorox Company Foundation coalesced around a signature theme of health security, based on the belief that health and wellness is a basic human right. The foundation is addressing this signature theme through a focus on programs in three areas: 1) community wellness, 2) disease prevention and 3) disaster relief and preparedness. Using this framework, our foundation is bringing our purpose to life in new and innovative ways, such as the launch this year of the Healthy Parks Project, an environmental justice campaign with an initial \$200,000 investment in parks organizations where we have large employee bases. The project involved volunteer events, employee giving seeded by donations from the foundation and online education about environmental justice.

Supporting well-being through donations

Our product donations provide us with another tool to support community well-being. To help with recovery efforts from the severe 2021 hurricane season, our Professional Products business partnered with Convoy of Hope to donate and distribute 7,000 Clorox TurboPro Handheld Electrostatic Sprayers, which are specially engineered to disinfect large spaces quickly and easily. The business also deployed hundreds of truckloads of CloroxPro disinfectants across multiple impacted states, including ready-to-use bleach products that clean, kill, and control mold and mildew. To support COVID relief and protect against secondary infections, the company also partnered with The Center for Disease Dynamics, Economics & Policy to provide Clorox disinfecting products and cash to hospitals in India. We continued to donate cash and products to support disaster relief efforts, including through our longtime partnerships with [American Red Cross](#) and [Americares](#).



Community impact highlights*

\$4M
U.S. cause marketing

\$5M
Foundation and corporate community cash grants

\$80M¹³
U.S. corporate product donations

\$182M¹⁴
spending with diverse suppliers

\$3M¹⁵
or 102,500 employee volunteer hours (CY21)

* See [pages 68-69](#) for ESG metric endnotes, and visit our [ESG Data Hub](#) to view progress over time.

Strong Governance

Adhering to strong corporate governance practices to enhance risk management and deliver long-term value to stakeholders

FY22 achievement highlights

- Further enhanced board and committee oversight of ESG matters through benchmarking and increased connectivity across committees on ESG issues; directors engaged in “deep dive” educational sessions with external experts and stakeholders on ESG and other emerging topics.
- As part of ongoing commitment to board refreshment and diverse board composition, added two women directors, including one person of color, to the Clorox board of directors.



IGNITE progress snapshot*

GOAL/TARGET	PERFORMANCE	PROGRESS**
Governance		
Executive compensation awards tied to elements of our ESG goals for members of the Clorox Executive Committee, including for the CEO.	Executives' individual performance assessments and short-term incentive awards are tied to ESG goal achievement. Additional detail disclosed in the company's proxy statement.	Achieved/ongoing 



2/3
people of color
committee chairs**



100%
independent directors
(excluding CEO)**



5 years
average board tenure**



46%
women board
members**

* See [pages 53-54](#) for a comprehensive update on our IGNITE ESG goals and [pages 68-69](#) for ESG metric endnotes; visit our [ESG Data Hub](#) to view progress over time.

** As of June 30, 2022, unless stated otherwise.

Building on a foundation of strong corporate governance

With strong, diverse skill sets, our board of directors is committed to providing meaningful oversight to the company in the development and execution of its strategy.

Our governance practices extend to transparency in our disclosures, robust oversight mechanisms and board visibility into our corporate culture as well as a commitment to hearing perspectives from our many stakeholders. The following are some of the measures in place:

- Regular board refreshment, with average tenure of slightly less than five years. Focus on seeking diverse skills that support the company's strategy, which results in a diverse board with a mix of longer-tenured and newer directors.
- Strong shareholder-friendly practices, including the right for shareholders to nominate directors to our board and the right to call a special meeting, assuming certain ownership thresholds and other qualifications are met.
- Consideration of stakeholder feedback, with subsequent enhancements to our governance processes, including launch of a central repository for our key ESG disclosures, resources and reporting approach, public disclosure of EEO-1 data and reporting to show the levels of diversity within our organization, and public disclosure in alignment with stakeholder-preferred reporting frameworks (see pages 55-67).

Through active engagement, our directors stayed informed of the issues that are most important to our investors.



Clorox Board of Directors



Matthew J. Shattock
Independent Chair,
Former Non-Executive Chairman,
Beam Suntory Inc.



Amy Banse
Venture Partner,
Mastry Inc.



**Richard H. Carmona,
M.D., M.P.H., F.A.C.S.**
Chief of Health Innovations,
Canyon Ranch



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 –
Global Chief Marketing Officer,
MetLife Inc.



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



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



Stephanie Plaines
Chief Financial Officer,
JCPenney



Linda Rendle
Chief Executive Officer,
The Clorox Company



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



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



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

Clorox Executive Committee*



Linda Rendle
Chief Executive Officer



Stacey Grier
Executive Vice President and Chief Growth and Strategy Officer



Kevin Jacobsen
Executive Vice President and Chief Financial Officer



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



Eric Reynolds
Executive Vice President and Chief Operating Officer



Chau Banks
Senior Vice President and Chief Information and Enterprise Analytics Officer



Diego Barral
Senior Vice President and General Manager – International Division



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



Rebecca Dunphey
Senior Vice President and General Manager – Specialty



Matt Gregory
Senior Vice President and Chief Customer Officer



Angela Hilt
Senior Vice President and Chief Legal Officer



Chris Hyder
Senior Vice President and General Manager – Cleaning and Professional Products



Rick McDonald
Senior Vice President and Chief Supply Chain Officer



Michael Ott
Senior Vice President and Chief Research & Development Officer



Eric Schwartz
Senior Vice President and Chief Marketing Officer

* As of June 30, 2022, except where stated otherwise.
** Joined CEC effective July 11, 2022.

Condensed Consolidated Statement of Earnings

Years ended June 30

Dollars in millions, except per share data

	2022	2021	2020
Net sales	\$ 7,107	\$ 7,341	\$ 6,721
Cost of products sold	4,562	4,142	3,658
Gross profit	2,545	3,199	3,063
Selling and administrative expenses	954	1,004	969
Advertising costs	709	790	675
Research and development costs	132	149	145
Goodwill, trademark and other asset impairments	—	329	—
Interest expense	106	99	99
Other (income) expense, net	37	(72)	(10)
Earnings before income taxes	607	900	1,185
Income taxes	136	181	246
Net earnings	471	719	939
Less: Net earnings attributable to noncontrolling interests	9	9	—
Net earnings attributable to Clorox	\$ 462	\$ 710	\$ 939
Net earnings per share attributable to Clorox			
Basic net earnings per share	\$ 3.75	\$ 5.66	\$ 7.46
Diluted net earnings per share	\$ 3.73	\$ 5.58	\$ 7.36
Weighted average shares outstanding (in thousands)			
Basic	123,113	125,570	125,828
Diluted	123,906	127,299	127,671

See Notes to Consolidated Financial Statements

Condensed Consolidated Statements of Comprehensive Income

Years ended June 30
Dollars in millions

	2022	2021	2020
Net earnings	\$ 471	\$ 719	\$ 939
Other comprehensive (loss) income:			
Foreign currency adjustments, net of tax	(45)	47	(36)
Net unrealized gains (losses) on derivatives, net of tax	100	39	5
Pension and postretirement benefit adjustments, net of tax	12	8	(7)
Total other comprehensive (loss) income, net of tax	67	94	(38)
Comprehensive income	538	813	901
Less: Total comprehensive income attributable to noncontrolling interests	9	9	–
Total comprehensive income attributable to Clorox	\$ 529	\$ 804	\$ 901

See Notes to Consolidated Financial Statements

Condensed Consolidated Balance Sheets

As of June 30

Dollars in millions, except per share data

	2022	2021
ASSETS		
Current assets		
Cash and cash equivalents	\$ 183	\$ 319
Receivables, net	681	604
Inventories, net	755	752
Prepaid expenses and other current assets	106	154
Total current assets	1,725	1,829
Property, plant and equipment, net	1,334	1,302
Operating lease right-of-use assets	342	332
Goodwill	1,558	1,575
Trademarks, net	687	693
Other intangible assets, net	197	225
Other assets	315	378
Total assets	\$ 6,158	\$ 6,334
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities		
Notes and loans payable	\$ 237	\$ —
Current maturities of long-term debt	—	300
Current operating lease liabilities	78	81
Accounts payable and accrued liabilities	1,469	1,675
Total current liabilities	1,784	2,056
Long-term debt	2,474	2,484
Long-term operating lease liabilities	314	301
Other liabilities	791	834
Deferred income taxes	66	67
Total liabilities	5,429	5,742
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, 2022, and 2021; and 123,152,132 and 122,780,220 shares outstanding as of June 30, 2022, and 2021, respectively	131	131
Additional paid-in capital	1,202	1,186
Retained earnings	1,048	1,036
Treasury stock, at cost: 7,589,329 and 7,961,241 shares as of June 30, 2022, and 2021, respectively	(1,346)	(1,396)
Accumulated other comprehensive net (loss) income	(479)	(546)
Total Clorox stockholders' equity	556	411
Noncontrolling interests	173	181
Total stockholders' equity	729	592
Total liabilities and stockholders' equity	\$ 6,158	\$ 6,334

See Notes to Consolidated Financial Statements

Condensed Consolidated Statement of Stockholders' Equity

Dollars in millions, except per share data	Common Stock		Additional Paid-in Capital	Retained Earnings	Treasury Stock		Accumulated Other Comprehensive Net (Loss) Income	Noncontrolling interests	Total Stockholders' Equity
	Amount	Shares (000)			Amount	Shares (000)			
Balance as of June 30, 2019	\$ 159	158,741	\$ 1,046	\$ 3,150	\$ (3,194)	(33,055)	\$ (602)	\$ –	\$ 559
Cumulative effect of accounting changes ¹	–	–	–	22	–	–	–	–	22
Net earnings	–	–	–	939	–	–	–	–	939
Other comprehensive (loss) income	–	–	–	–	–	–	(38)	–	(38)
Dividends to Clorox stockholders (\$4.29 per share declared)	–	–	–	(544)	–	–	–	–	(544)
Stock-based compensation	–	–	50	–	–	–	–	–	50
Other employee stock plan activities	–	–	41	–	121	2,043	–	–	162
Treasury stock purchased	–	–	–	–	(242)	(1,531)	–	–	(242)
Balance as of June 30, 2020	\$ 159	158,741	\$ 1,137	\$ 3,567	\$ (3,315)	(32,543)	\$ (640)	\$ –	\$ 908
Net earnings	–	–	–	710	–	–	–	9	719
Other comprehensive (loss) income	–	–	–	–	–	–	94	–	94
Dividends to Clorox stockholders (\$4.49 per share declared)	–	–	–	(564)	–	–	–	–	(564)
Dividends to noncontrolling interests	–	–	–	–	–	–	–	(26)	(26)
Business combinations including purchase accounting adjustments	–	–	–	–	–	–	–	198	198
Stock-based compensation	–	–	50	–	–	–	–	–	50
Other employee stock plan activities	–	–	(1)	(37)	156	1,340	–	–	118
Treasury stock purchased	–	–	–	–	(905)	(4,758)	–	–	(905)
Treasury stock retirement	(28)	(28,000)	–	(2,640)	2,668	28,000	–	–	–
Balance as of June 30, 2021	\$ 131	130,741	\$ 1,186	\$ 1,036	\$ (1,396)	(7,961)	\$ (546)	\$ 181	\$ 592
Net earnings	–	–	–	462	–	–	–	9	471
Other comprehensive (loss) income	–	–	–	–	–	–	67	–	67
Dividends to Clorox stockholders (\$3.48 per share declared)	–	–	–	(430)	–	–	–	–	(430)
Dividends to noncontrolling interests	–	–	–	–	–	–	–	(17)	(17)
Stock-based compensation	–	–	52	–	–	–	–	–	52
Other employee stock plan activities	–	–	(36)	(20)	75	524	–	–	19
Treasury stock purchased	–	–	–	–	(25)	(152)	–	–	(25)
Balance as of June 30, 2022	\$ 131	130,741	\$ 1,202	\$ 1,048	\$ (1,346)	(7,589)	\$ (479)	\$ 173	\$ 729

¹ As a result of adopting ASU No. 2016-02, "Leases (ASC 842)," on July 1, 2019, the company recorded a cumulative effect of initially applying the new guidance as an adjustment to the fiscal year 2020 opening balance of Retained earnings. See Notes to Consolidated Financial Statements

Condensed Consolidated Statement of Cash Flows

Years ended June 30
Dollars in millions

	2022	2021	2020
Operating activities:			
Net earnings	\$ 471	\$ 719	\$ 939
Adjustments to reconcile net earnings to net cash provided by operations:			
Depreciation and amortization	224	211	180
Stock-based compensation	52	50	50
Deferred income taxes	5	(32)	(2)
Goodwill, trademark and other asset impairments	–	329	–
Settlement of interest rate derivative contracts	114	–	–
Other	19	10	30
Changes in:			
Receivables, net	(84)	82	(27)
Inventories, net	(18)	(282)	50
Prepaid expenses and other current assets	16	(30)	2
Account payable and accrued liabilities	(47)	311	291
Operating lease right-of-use assets and liabilities, net	(1)	(2)	19
Income taxes payable/prepaid	35	(90)	14
Net cash provided by operations	786	1,276	1,546
Investing activities:			
Capital expenditures	(251)	(331)	(254)
Businesses acquired, net of cash acquired	–	(85)	–
Other	22	(36)	2
Net cash used for investing activities	(229)	(452)	(252)

See Notes to Consolidated Financial Statements

Years ended June 30
Dollars in millions

	2022	2021	2020
Financing activities:			
Notes and loans payable, net	237	–	(396)
Long-term debt repayments	(1,405)	–	–
Long-term debt borrowings, net of issuance costs paid	1,085	–	492
Treasury stock purchased	(25)	(905)	(248)
Cash dividends paid to Clorox stockholders	(571)	(558)	(533)
Cash dividends paid to noncontrolling interests	(15)	(31)	–
Issuance of common stock for employee stock plans and other	5	103	162
Net cash used for financing activities	(689)	(1,391)	(523)
Effect of exchange rate changes on cash, cash equivalents and restricted cash	(6)	12	(5)
Net increase (decrease) in cash, cash equivalents and restricted cash	(138)	(555)	766
Cash, cash equivalents and restricted cash:			
Beginning of year	324	879	113
End of year	\$ 186	\$ 324	\$ 879
Supplemental cash flow information:			
Interest paid	\$ 89	\$ 89	\$ 89
Income taxes paid, net of refunds	100	303	241
Noncash financing activities:			
Cash dividends declared and accrued, but not paid	14	156	140



See Notes to Consolidated Financial Statements

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, 2022 and 2021, 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, 2022 and the related notes (collectively referred to as the "consolidated financial statements") (not presented separately herein) and in our report dated August 10, 2022, 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, 2022 and 2021 and for each of the three years in the period ended June 30, 2022 (presented on pages 41 through 46) 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, 2022, 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 10, 2022 (not presented separately herein) expressed an unqualified opinion thereon.

Ernst & Young LLP

San Francisco, CA
August 10, 2022

Auditor statement

Independent Accountants' Review Report



To the Management of The Clorox Company

We have reviewed The Clorox Company's ("Clorox" or the "Company") accompanying Schedule of Selected Quantitative Performance Indicators 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 in Appendix A in accordance with the Criteria. Our responsibility is to express a conclusion on the Subject Matter based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform our review to obtain limited assurance about whether any material modifications should be made to the Subject Matter in order for it to be in accordance with the Criteria. 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 in accordance with 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 Value Chain (Scope 3) Accounting and Reporting Standard criteria.

The information included in the 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 Schedule of Selected Quantitative Performance Indicators for the periods indicated in the table below, in order for it to be in accordance with the Criteria.

Ernst & Young LLP

September 1, 2022

Performance notes

Appendix A: The Clorox Company Schedule of Selected Quantitative Performance Indicators

Indicator Name	Scope ¹	Unit	Value ¹⁹	Criteria
Scope 1 greenhouse gas (GHG) emissions ^{2, 3, 14}	Global	Metric tons carbon dioxide equivalent (tCO ₂ e)	72,784	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, 4, 14}			166,307	
Scope 2 GHG emissions, market-based-method (MBM) ^{3, 4, 5, 14}			26,442	
Combined Scope 1 + Scope 2 MBM emissions ^{2, 3, 4, 5, 14}			99,226	
Change in Scope 1 GHG emissions from 2020 baseline year ^{2, 3, 6, 14}	Global	Percent (%)	-3%	WRI/WBCSD GHG Protocol Corporate Standard, GHG Protocol Scope 2 Guidance
Change in Scope 2 LBM GHG emissions from 2020 baseline year ^{3, 4, 6, 14}			-10%	
Change in Scope 2 MBM GHG emissions from 2020 baseline year ^{3, 4, 5, 6, 14}			-86%	
Change in combined Scope 1 and Scope 2 MBM GHG emissions from 2020 baseline year ^{2, 3, 4, 5, 6, 14}			-62%	
Scope 3 (Category 4 and Category 6) GHG emissions ^{7, 8, 14}	See footnote ⁷	tCO ₂ e	412,547	WRI/WBCSD GHG Protocol Corporate Value Chain (Scope 3) Standard
Energy consumption ^{3, 14}	Global	Megawatt hours (MWh)	730,098	Global Reporting Initiative (GRI) Standard 302-1a
Renewable electricity consumption ^{9, 14}	U.S. and Canada	MWh	375,248	GRI Standard 302-1b
Percentage of electricity from renewable energy ^{9, 14}	U.S. and Canada	Percent (%)	100%	GRI Standard 302-3 RE100 Technical Criteria
Water withdrawal ^{3, 10, 14}	Global	Megaliters	3,136	GRI Standard 303-3a
Female managers, international ^{11, 15, 16}	Global	Percent (%)	47%	GRI Standard 405-1a.i., GRI Standard 405-1a.iii., GRI Standard 405-1b.i., GRI Standard 405-1b.iii.
Female senior executives, international ^{11, 15, 16}			46%	
People of Color (POC) Managers, U.S. ^{11, 15, 17}			32%	
POC Senior Executives, U.S. ^{11, 15, 17}			17%	
Total recordable incident rate ^{12, 15}	Global	Rate of recordable work-related injuries	0.56	GRI Standard 403-9a.iii. Occupational Safety and Health Administration (OSHA) Regulation (Standards-29 CFR), Part 1904 "Recording and Reporting Occupational Injuries and Illness" defines recordable work-related injuries.
Employee engagement ^{13, 15}	Global	Percent (%)	82%	Sustainability Accounting Standards Board (SASB) TC-IM-330a.2.
U.S. product donations ^{15, 18}	U.S. Only	\$ USD	\$80 million	GRI Standard 201-1a.ii. Economic value distributed (community investments)

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

1. For locations where Clorox maintains operational control.
2. Scope 1 emissions include direct energy used by Clorox in its operations, categorized by stationary combustion, mobile combustion, refrigerant use, direct volatile organic compound (VOC) loss and direct wood pyrolysis. The last two sources relate mainly to Clorox's Kingsford business unit, and wood pyrolysis is considered to be a mostly carbon neutral process; therefore, CO2 emissions from wood pyrolysis are not included in total tCO2e, but CO2 equivalent emissions from CH4 and N2O are included. For Scope 1 emissions related to wood pyrolysis, Clorox is using the Wood & Wood Residuals emission factors under Title 40 Part 98 Table C-2. For all other Scope 1 emission sources, emissions are calculated using factors from the EPA (Environmental Protection Agency) Mandatory GHG Reporting for Stationary Fuel Sources, Title 40 Part 98 Table C-1 and C-2 (December 2016) and Global Warming Potential (GWP) rates from the Intergovernmental Panel on Climate Change's (IPCC) Fourth Assessment Report.
3. Clorox's natural gas, electricity and municipal water consumption data for U.S. sites are tracked by Clorox's third-party utility management company. Other sources of energy and water consumption in the U.S. are tracked manually on a site by site basis and reported to Clorox's corporate team on an annual basis. For international sites, all energy and water consumption data is tracked manually and reported annually to Clorox's corporate team.
4. Scope 2 includes indirect emissions resulting from Clorox's purchased electricity use and is calculated using the EPA's 2020 eGRID emission factors (published in January 2022) for U.S. locations and the International Energy Agency's (IEA) 2019 emission factors (published in 2021) for international locations, with the exception of Canada. For Canadian locations, Clorox uses 2019 emission factors from the 2021 Canada National Inventory Report (NIR) part 3. Clorox applies GWPs from the IPCC's Fourth Assessment Report.
5. Scope 2 market-based-method emissions utilize various environmental attributes from Renewable Energy Credits (RECs) associated with virtual power purchase agreements (VPPAs), RECs purchased on the open market, and International RECs (I-RECs) purchased through an energy service provider. The accounting for these contractual instruments is in alignment with the GHG Protocol Scope 2 Guidance Quality Criteria. These instruments were specific to facilities in the U.S., Canada, and Colombia in the 2021 reporting year.
6. Percent change in GHG emissions from the 2020 baseline year utilizes values as reported in Clorox's 2021 Annual Report.
7. Scope 3 includes Category 4, finished goods transportation, in the U.S. only, and Category 6, global employee business travel. Category 4 emissions is 411,386 tCO2e and Category 6 emissions is 1,161 tCO2e of the consolidated Scope 3 Category 4 and Category 6 Emissions. Category 6 - Employee business travel includes emissions from commercial air flights and rental car use by Clorox's employees. Commercial air flights are limited to business travel booked in the United States, United Kingdom, Hong Kong, Argentina, Chile, Mexico, Peru and Canada. Scope 3 emissions for business travel are calculated using 'per vehicle-mile traveled' and 'per passenger-mile traveled' emissions factors from the EPA's Center for Corporate Climate Leadership guidance (published in 2022). Emissions from finished goods transportation are calculated using 'per ton-mile' emission factors, from the same guidance.
8. Scope 3 emissions outside of Scope 3 Category 4 and Category 6 emissions are not subject to assurance by EY.
9. Clorox's renewable electricity consumption data for the U.S. and Canada includes various contractual instruments, including RECs associated with VPPAs and RECs purchased on the open market. RECs from the U.S. and Canada have been or are being certified through the Green-e certification program. The Company calculates the percentage by dividing total renewable electricity procured from renewable energy sources in the U.S. and Canada by total electricity usage in the U.S. and Canada.
10. Water withdrawal includes water at all global manufacturing sites, offices, and research development centers used in 1) products sold to customers, 2) the manufacturing process, 3) irrigation and 4) water withdrawn by employees during office hours for personal needs (e.g., restrooms, break rooms). Water sources include city/municipal, well, lake and river water.
11. Based on headcount data of employees with reported gender and ethnicities. "Manager" is defined as an employee at Grade 27 or above for U.S. employees and Grade 26 or above for international employees with regards to the Company's Human Resources compensation structure. "Senior Executive" is defined as employee at Grade 32 or Grade EX for both U.S. employees and international employees.
12. Recordable incident rate ("RIR") was determined as of July 12, 2022, for the fiscal year ended June 30, 2022. The RIR includes all reportable incidents that occurred at the Company facilities globally and remote workers. The RIR excludes workers at offices with fewer than 10 employees. Recordable incident rate is calculated based upon employees self-reporting work related injuries or illnesses which may be affected by culture, societal norms, and/or regulations. To the extent a recordable incident is not self-reported, it would not be included in the recordable incident rate calculation.
13. Employee engagement is measured by four questions within a survey that was administered by a third-party, Perceptyx, Inc. The survey took place from February 25, 2022 through March 18, 2022 and 6,527 Company employees responded to the survey. Responses were scored on a scale of 1 to 5 as follows: 5: Strongly agree, 4: Agree, 3: Neither agree or disagree, 2: Disagree, or 1: Strongly disagree. A response of 5 or 4 is considered a favorable response representing active employee engagement. The employee engagement percentage is then calculated as the weighted average of actively engaged responses across the four survey questions. Employee engagement is based upon employees self-reporting. To the extent that the employees do not respond to the survey, the data would not be included in the employee engagement calculation.
14. As of the calendar year ended December 31, 2021.
15. As of the fiscal year ended June 30, 2022.
16. Percentage of female is calculated based upon employees self-reporting their gender. To the extent that the employees do not self-report, the data would not be included in the diversity calculation.
17. POC is defined as any race that is not White (Asian; Black; Latino; Native American; Native Hawaiian; or two or more races). Percentage of people of color is calculated based upon employees self-reporting their race. To the extent that the employees do not self-report, the data would not be included in the diversity calculation.
18. U.S. product donations refer to those donations used to aid in disaster relief or to support schools, food banks, and other non-profit organizations. Value is derived from current year average truckload price of the product donated. Truckload prices are based on volume ordered and shipped. U.S. product donations include donations made by the Company's U.S. divisions and were determined based on available documentation as of July 31, 2022, for the fiscal year ended June 30, 2022.
19. All percentages are rounded to the nearest whole number in the Annual Report.



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, \$500 million strategic investment in digital capabilities and productivity enhancements
- 🏗️ Capital expenditures
- 🏗️ Raw material costs and other expenses
- 🏗️ Cost-savings program

- 🔧 9,000 global employees
- 🔧 Professional development and training
- 🔧 Supplier contracts and investments
- 🔧 Customer support and engagement
- 🔧 Industry collaborations
- 🌱 Virgin raw materials (including renewable resources)
- 🌱 Reused or recycled materials
- 🌱 Energy (including 100% renewable electricity in U.S. and Canada)
- 🌱 Water

2 BUSINESS MODEL

Vision: To be exceptional innovators who earn people's enduring loyalty.

- IGNITE Strategy:**
- Innovate Experiences
 - Fuel Growth
 - Evolve Portfolio
 - Reimagine Work
 - ESG Priorities:
 - Healthy Lives
 - Clean World
 - Thriving Communities
 - Strong Governance

- Our Values:**
- Do the right thing
 - Put people at the center
 - Play to win

Purpose: We champion people to be well and thrive every single day

- Functions:**
- Finance
 - Enterprise Data and Tech
 - Legal, Government Affairs and Internal Audit
 - Marketing
 - People (Human Resources and Corporate Affairs)
 - Product Supply
 - Research & Development
 - Sales

- Segments:**
- Health and Wellness
 - Household
 - Lifestyle
 - International

Objective: Maximize economic profit and deliver purpose-driven growth.

- 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
 - Enterprisewide strategy integrating ESG priorities
 - Strong execution
 - Sustainability Center embedding ESG into business units

4 OUTCOMES***

- 📈 Profit and cash flows
- 📈 Employee professional growth and engagement
- 📈 Brand equity
- 📈 Innovation
- 📈 Employer brand reputation
- 📈 Simpler, faster, bolder and more inclusive way of working
- 📈 Shareholder value (stock price and dividends)
- 📈 Partnerships (industry, ESG, supply chain)
- 📈 Consumer satisfaction
- 📈 Brand loyalty
- 📈 Healthy Lives, Clean World, Thriving Communities, Strong Governance (ESG pillars)

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
- 🏗️ Radically enhanced forecasting and manufacturing capabilities to deliver the right product at the right time in the right place
- 🏗️ Meaningful analytics and insights with integrated data across systems and functions
- 🔧 Inclusive culture
- 🔧 Diverse representation
- 🔧 Engaged employees
- 🔧 Seamless, tech-enabled employee experience
- 🔧 Supplier adherence to Business Partner Code of Conduct
- 🔧 Responsible sourcing program
- 🔧 Reusable, recyclable or compostable materials
- 🔧 Waste to landfill/energy
- 🔧 Wastewater
- 🔧 Emissions

\$ 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) that need to be discussed depending on their materiality.
 ** 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 capitals (financial, manufactured, intellectual, human, social and relationship, and natural) as a result of an organization's business activities and outputs.

ESG materiality

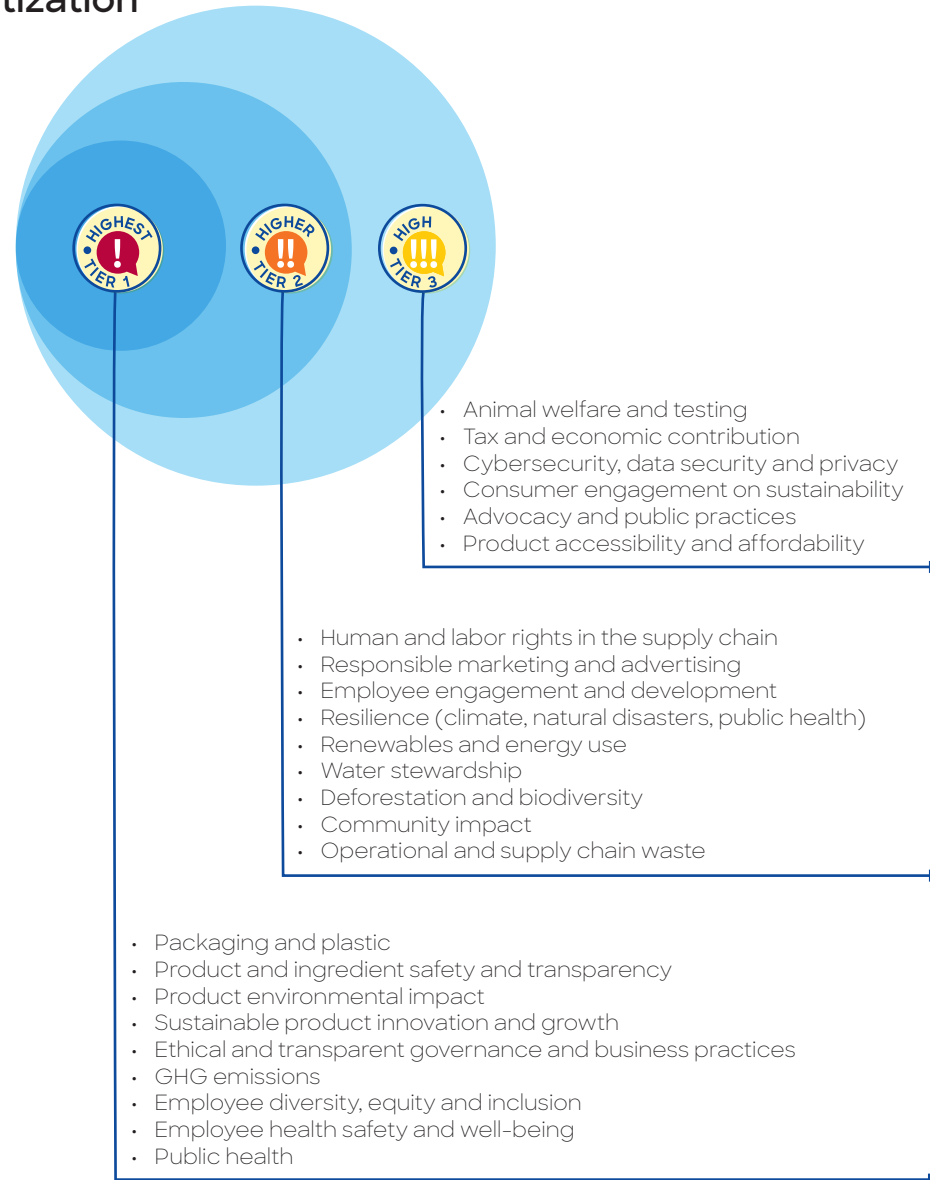
ESG is strategically important to our business because it creates value for all our stakeholders and is essential to delivering on our purpose and values. We're committed to focusing on ESG topics that are most important to our business and our stakeholders, so throughout fiscal year 2022 we engaged a third party in an ongoing stakeholder listening approach to ensure we were directing resources effectively, given how quickly the ESG space and stakeholder expectations are evolving.

This approach was grounded in the foundation we built through our formal materiality assessment in fiscal year 2021, an abridged materiality assessment when we developed our IGNITE ESG goals in 2019 and a full materiality assessment in 2015. During these assessments, we considered inputs such as corporate strategic choices, ESG reporting frameworks, ESG raters and peer ESG efforts. We developed an initial prioritized list of topics, then conducted interviews with internal and external stakeholders to share their perspectives and validate our findings. We then refined the list based on their input, resulting in a prioritization of ESG topics.

Finally, we referenced these findings against our existing ESG priorities to understand if any adjustments to our work were necessary. As stakeholder priorities continue to evolve, we're committed to ongoing dialogue and will remain anchored to our IGNITE strategy to ensure we're focusing on the areas that will have the most meaningful outcomes.

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

Clorox's overall ESG issue prioritization



ESG reporting

FY22 IGNITE ESG progress table: Healthy Lives

IGNITE ESG goal/target	Progress (metrics are global and as of June 30, 2022, unless stated otherwise)
Employee well-being: Maintain our recordable incident rate of <1.0 with a comprehensive safety management effort striving for an injury-free workplace ²	Achieved <1.0 RIR every year since goal was announced. In FY22, RIR was 0.56 ◆
Employee well-being: Enhance health and well-being outcomes as measured by employee utilization of preventive health screenings exceeding UnitedHealthcare’s CPG benchmark, with aspiration of 33% composite target ⁴	Composite score of 29% exceeded CPG benchmark of 26% while we are still working to achieve target
Employee well-being: Enhance financial literacy of our employees to enable better planning and superior retirement readiness as measured by income replacement ratio, with a target of 75% (Vanguard’s stated target) ³	All employee groups exceeded Vanguard 401(k) client average of 55%, while still aspiring to achieve target: <ul style="list-style-type: none"> • Overall employee average: 64% • Production employees: 69% • Nonproduction employees: 58%
Consumer well-being: Increase our consumer well-being as measured by the number of our wellness-related product categories in U.S. homes, including natural personal care; vitamins, minerals and supplements; water filtration and hydration; and cleaning products	Number of wellness-related product categories in U.S. homes decreased by 0.2%, or 0.2 million, compared to FY19 baseline, but increased 1.5 million vs. FY21 (IRI panel data)
Product stewardship – Transparency: Increase the reach of the SmartLabel product information tool and expand our scope of consumer-meaningful information	Participated in industry initiative – completed in FY22 – to expand SmartLabel sustainability attributes. Continued to shape SL program through participation in various Consumer Brands Association SL task forces and working groups
Product stewardship – Transparency: Increase sales of products with targeted certifications and product transparency affiliations 100% by CY25, compared to CY20 baseline	Set initial goal focus on the development of cleaning products that obtain U.S. EPA Safer Choice program and Design for the Environment certifications and/or USDA BioPreferred Program affiliation
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 ¹	Targets set in FY22; will begin publicly reporting progress in CY23
Product stewardship – Ingredient management: Publicly share Clorox restricted substances list for domestic retail cleaning products by calendar year 2020 and additional categories by 2025	Published restricted substances lists for domestic Professional Products (FY22) and Cleaning (CY20) business units
Product stewardship – Product advocacy: Collaborate with key stakeholders to advance the science behind alternative approaches to animal testing. Our vision for our industry is to eliminate such animal testing requirements for disinfecting products by the U.S. Environmental Protection Agency and replace animal testing with non-animal alternatives	Continued our partnership with research organizations, government entities, and peers, to advance the acceptance of non-animal alternatives to fulfill U.S. EPA acute toxicity data requirements for antimicrobials; to date two of six methods remain fully approved with one additional method now being accepted by EPA on a case-by-case basis

FY22 IGNITE ESG progress table: Clean World

IGNITE ESG goal/target	Progress (metrics are global and as of Dec. 31, 2022, unless stated otherwise)
Plastic and other waste: 50% combined reduction in virgin plastic and fiber packaging by 2030 per case of product sold vs. 2018 baseline ⁵	13% reduction (27% of goal)
Plastic and other waste: 100% recyclable, reusable or compostable packaging by 2025 ⁶	84% of packaging is recyclable, reusable or compostable
Plastic and 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, which is unchanged from baseline

FY22 IGNITE ESG progress table: Clean World (continued)

IGNITE ESG goal/target	Progress (metrics are global and as of Dec. 31, 2021, unless stated otherwise)
Plastic and other waste: 100% global facilities zero-waste-to-landfill by 2030 (plants by 2025) ⁷	47% of facilities, 76% of plants are ZWtL, as of June 30, 2022
Climate: Achieve science-based targets to reduce greenhouse gas emissions by 2030 vs. a 2020 baseline: <ul style="list-style-type: none"> • 50% scope 1 and 2 (operations) reduction target • 25% scope 3 (purchased goods and services and use of sold products) reduction target Achieve net-zero emissions by 2050 ⁸	<ul style="list-style-type: none"> • 62% ◆ reduction in scope 1 and 2 emissions, achieving our target • Created internal roadmap and published climate action plan for net-zero and science-based targets; plan includes working with key business units and engaging supply chain to reduce scope 3 emissions
Climate: 100% electricity from renewable energy in the U.S. and Canada by 2021 ⁹	<ul style="list-style-type: none"> • 100% ◆; achieved goal in 2021 • Committed to continue sourcing 100% renewable electricity for U.S. and Canadian operations

FY22 IGNITE ESG progress table: Thriving Communities

IGNITE ESG goal/target	Progress (metrics are global and as of June 30, 2022, unless stated otherwise)
Employees: Ensure pay equity across gender globally and races/ethnicities in the U.S. ¹⁰	Made salary adjustments to achieve pay equity for gender globally and for race/ethnicity in the U.S. based on annual pay equity analysis for nonproduction teammates
Employees: Achieve our gender and race/ethnicity representation targets	Commitment to establishing representation targets in FY23. See page 34 for our inclusion and diversity snapshot and visit our ESG Data Hub to view progress over time
Employees: Achieve our inclusion index goals: parity across total company, women, people of color ^{11,12}	Commitment to continue annually measuring and publicly reporting inclusion scores for three employee groups: <ul style="list-style-type: none"> • Women (Global): 78% • POC (U.S.): 72% • Total Clorox (Global): 76%
Employees: Set targets related to manager capabilities and workforce experience	Evaluating potential targets

FY22 IGNITE ESG progress table: Strong Governance

IGNITE ESG goal/target	Progress (metrics are global and as of June 30, 2022, unless stated otherwise)
Executive compensation awards tied to elements of our ESG goals for members of the Clorox Executive Committee, including for the CEO	Executives' individual performance assessments and short term incentive awards are tied to ESG goal achievement. Additional detail disclosed in the company's proxy statement

ESG reporting

As part of our commitment to transparency, we disclose our ESG progress through voluntary third-party frameworks. For fiscal year 2022, we continue to report through the Sustainability Accounting Standards Board standard and the Task Force on Climate-Related Financial Disclosures framework because we believe these disclosures represent some of the most meaningful ESG areas of focus for our strategy, our company’s social and environmental impact and the interests of Clorox’s stakeholders. We also continue to report on the Ten Principles of the United Nations Global Compact, which aim to make significant progress on global economic, social and environmental challenges, and on progress against the United Nations’ Sustainable Development Goals using a principled prioritization

process to select those goals that align with our greatest risks and opportunities to solve the world’s most significant challenges. Clorox’s CEO, CFO and chief legal officer approve our integrated report, which includes our sustainability reporting.

In the tables below, we provide links to reporting platforms that contain more information on our ESG initiatives such as our responses to the CDP Climate Change, Forest and Water Security questionnaires, the Roundtable on Sustainable Palm Oil, Annual Communication on Progress report, The Clorox Company website and our new Clorox ESG Data Hub.

SASB: Household and Personal Products Standard¹⁷

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	3,136 thousand cubic meters (megaliters) in CY21 21% withdrawn from regions with high or extremely high baseline water stress ¹⁸ See CDP Water Security Report Section W1.2
	Description of water management risks and discussion of strategies and practices to mitigate those risks	CG-HP-140a.2	CDP Water Security Report Sections W4.2-W4.3 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 Healthy Lives section: pages 20-23 ; Clorox website: Brands – What We’re Made Of
Packaging Lifecycle Management	Percentage of packaging made from recycled and/or renewable materials	CG-HP-410a.1	62% of primary and secondary packaging purchased is made from recycled or renewable materials ⁵
	Percentage that is recyclable, reusable and/or compostable		84% of primary packaging is recyclable, reusable and/or compostable ⁶ See Clorox website: Clean World – Reducing plastic & other waste
	Discussion of strategies to reduce the environmental impact of packaging throughout its life cycle	CG-HP-410a.2	See Clean World section: pages 24-29 ; Clorox website: Clean World – 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 supply chains as (a) Identity preserved, (b) Segregated, (c) Mass balance, or (d) Book and claim	CG-HP-430a.1	2,483 metric tons of palm oil and palm oil ingredients (palm content only) Clorox purchased for its domestic and international businesses in CY21 29% of palm oil and palm oil ingredients (palm content only) purchased has been third-party certified through the Roundtable on Sustainable Palm Oil supply chains See RSPO Annual Communication of Progress ; Clorox website: Supply Chain – Palm Oil Commitments

*Metrics are as of Dec. 31, 2021, unless stated otherwise.

SASB: Household and Personal Products Standard¹⁷ (continued)

Topic	SASB accounting metric	SASB reference code	Location or response*
Activity Metric	Number of manufacturing facilities	CG-HP-000.B	34 as of June 30, 2022. ¹⁶
Energy Management	Total energy consumed, percentage renewable	CG-BF-130a.1	<p>◆ 730,098 global absolute megawatt hours in CY21</p> <p>Achieved goal for 100% renewable electricity in the U.S. and Canada beginning in January 2021, four years ahead of the original target year. A 70-megawatt virtual power purchase agreement that came into effect in January 2021 supported about half of this goal; other market purchases of renewable energy credits support the remaining half. ⁹</p> <p>See Clean World section: pages 24-29; CDP Climate Change Report Section C6.5, C8.2; Clorox website: Clean World – Energy</p>
Greenhouse Gas Emissions	Gross global scope 1, 2 and 3 emissions	FB-AG-110a.1	<p>◆ Scope 1 and 2 (market-based method): 99,226 absolute metric tons carbon dioxide equivalent (tCO₂e) in CY21⁸</p> <p>◆ Scope 3 (categories 4 and 6): 412,547 tCO₂e in CY21</p> <p>See Clean World section, pages 24-29; CDP Climate Change Report Sections C6.10; Clorox website: Clean World – Reducing greenhouse gas emissions⁸</p>
Employee Engagement	Employee engagement as a percentage	CG-EC-330a.1	<p>◆ 82% as of June 30, 2022¹²</p> <p>See Thriving Communities section: pages 30-35</p>

*Metrics are as of Dec. 31, 2021, unless stated otherwise.

ESG reporting

TCFD framework

Core element	TCFD disclosure	The Clorox Company disclosure
Governance	Board oversight of climate-related risks and opportunities	<p>The board of directors' Nominating, Governance and Corporate Responsibility Committee oversees Clorox's environmental matters and compliance and is updated at least quarterly on ESG priorities, including those related to climate change. The committee's responsibilities include reviewing, monitoring and engaging with management on the development of climate change and environmental policies, programs, goals and progress, and regularly reviewing such matters with the full board.</p> <p>Clorox's Enterprise Risk Management Steering Committee, which is composed of members of Clorox's senior management, chaired by the vice president of global risk management and overseen by our chief financial officer and chief legal officer, has identified climate risk as one of Clorox's top enterprise risks and reports to the full board of directors as part of its regular (at least annual) risk discussion. The board is apprised of the status of Clorox's strategic ESG priorities, including the development of Clorox's science-based targets and goal to achieve net-zero emissions by 2050, and the company's plans for and progress toward achieving its climate targets and goal.</p> <p>See CDP Climate Change Report Sections C1.1-C1.2</p>
	Management's role in assessing and managing climate-related risks and opportunities	<p>The Clorox Executive Committee is responsible for overseeing the execution of our corporate strategy, called IGNITE, which integrates ESG goals related to climate stewardship, such as SBTs to reduce GHG emissions and renewable energy targets. Our ESG Executive Committee, comprised of Clorox's chief people and corporate affairs officer, chief legal officer and general manager – Specialty, has executive oversight of ESG, ensuring our business strategy considers and optimizes our ESG priorities, including those related to climate change. Our progress and climate change management is enabled by a cross-functional Sustainability Center led by Clorox's head of sustainability and driven by our business units.</p> <p>See CDP Climate Change Report Sections C1.1-C1.2</p>
Strategy	Climate-related risks and opportunities	<p>Clorox identifies climate-related risks and opportunities in our products, operations and supply chain, and discloses details as part of our annual CDP reporting. The primary risks and opportunities associated with climate change the company is exposed to and manages include:</p> <ul style="list-style-type: none"> Physical risks associated with extreme weather conditions or water stress due to climate change impacting our business operations, disrupting our supply chain, limiting our access to water, or impacting commodity, operational and distribution costs: short-term (1-3 years). <u>The estimated financial impact to Clorox from a weather event could potentially be in the range of \$500,000-\$50 million.</u> The lower-end financial impact is based on a short-term disruptive weather event and includes cost estimates for testing alternate raw materials and for material pre-build and other logistics costs to ensure supply and continued operation. The higher-end financial impact is based on a major weather event scenario that causes a long-term (three- to four-quarter) disruption in the supply of a major commodity used at multiple manufacturing locations. To mitigate these risks, we have business continuity plans for most locations and all critical functions. Using learnings from recent hurricanes, we have enhanced contingency plans to ensure both work in process and finished goods inventories are adequate leading into hurricane season. We also have systems in place to incorporate hurricane contingency planning into our supply planning and forecasting process. Transitional risks associated with policy and regulations that increase the pricing on GHG emissions: medium-term (3-6 years). <u>The estimated financial impact to Clorox from such regulations could potentially be in the range of \$10,000 to \$80,000 per year.</u> These estimates are based on our current emissions in countries where regulations currently exist, should these regulations change (potentially doubling in price over 10 years) to impact our business. To mitigate these risks, we are focusing on reducing our GHG emissions as part of our commitment to achieving SBTs by 2030 and net-zero emissions by 2050.

TCFD framework (continued)

Core element	TCFD disclosure	The Clorox Company disclosure
Strategy (cont.)	Climate-related risks and opportunities (cont.)	<ul style="list-style-type: none"> • Transitional risks (medium term) and opportunities [(long term, (6-10 years))] associated with shifts in market preferences as consumers seek products and services from companies that are proactively working to reduce climate change-related impacts and offering less carbon-intensive products. Risks include that the company’s innovation cycle may not keep up with consumers’ growing demand for products with lower environmental footprints; that the consumer value equation may change with new necessary consumption models (e.g., refills and concentrates may lead to trade-downs or slimmer margins due to decreased convenience or consumer expectations); and that material costs may increase as consumer preferences for sustainably sourced materials, such as forest commodities and PCR resin (whose low availability is a short- and long-term risk), increase. <u>The estimated financial impact to Clorox to make substantial increases (a 50% targeted increase by 2025) to our PCR content in plastic packaging plus the cost to procure 100% Roundtable on Sustainable Palm Oil-certified palm oil could be in the range of \$2 million-\$4.5 million annually.</u> Opportunities include climate change-related awareness and concern for the environment driving long-term demand and creating and expanding opportunities for sustainable products, and related product improvements resulting in further cost savings, mostly from decreased product and packaging material used. <u>The estimated financial impact to Clorox of potential incremental sales revenue due to continued sustainability improvements could be in the range of 1% to 5% of gross revenues per year. This translates to a potential impact of \$70 million-\$350 million annually.</u> To mitigate these risks and capture these opportunities, we are integrating sustainability into all of our business units, requiring strategic sustainability plans that cascade enterprise environmental targets and establish business unit priorities to enhance the sustainability and market performance of our brands and products. • Transitional opportunities associated with reduced operating and product costs resulting from resource efficiency improvements through LED lighting, HVAC, compressor and other manufacturing equipment upgrades, zero-waste-to-landfill program expansion, transportation/logistics improvements and product and packaging innovation driving reductions in energy use, water use, waste and material use: [medium term (3-6 years)]. <u>The estimated financial impact to Clorox is currently \$0 as efficiency gains/savings are assumed to be neutralized by the increase in energy usage due to the growth of our business (increased production) and the impact of new business acquisitions being included in our environmental footprint.</u> To capture these opportunities, we have set environmental goals that incorporate resource and material efficiency in our operations and packaging, and have a robust enterprisewide cost-reduction program that delivers annual cost savings through efficiency improvements that also reduce our environmental footprint. <p>See CDP Climate Change Report Sections C2.3-C2.4; See CDP Water Security Report Sections W4.2-W4.3</p>

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	<p>Climate risks and opportunities that might impact our business strategy and financial planning include:</p> <ul style="list-style-type: none"> • Consumer demand for products with lower environmental footprints growing faster than we have allowed for in our innovation investment planning. This is both an opportunity for greater brand value and sales from our lower environmental impact products such as our increasingly concentrated bleach or refillable sprays cartridges, developed through our ongoing sustainability-focused investment in R&D, and a risk if we cannot meet demand. That risk could entail major investment in manufacturing equipment to process and package the sustainable products, entailing a low to medium impact on capital expenditures over the next five to 10 years, as our current manufacturing capabilities may not support the processing and packaging of these innovations. • Acceleration of infectious disease and pandemics associated with warmer climates, water-borne illness, the potential release of long-dormant viruses by the thawing of permafrost, and shifts in the proximity of animals and other sources of diseases with concentrated human populations, increasing global demand for disinfecting products and solutions in consumer and business-to-business markets – this is both an opportunity given our leadership in disinfection and a risk if we cannot meet demand or sufficiently innovate to meet particular consumer needs. • Low-carbon energy sources and raw material supply chains that cannot keep up with growing industry demand (e.g., for RSPO-certified palm products, PCR resin for packaging and renewable energy to power raw material supply chains), driving up costs or limiting our ability to meet our environmental commitments or bring sustainable innovation to market. • More frequent and extreme weather events causing supply chain disruption and leading to health and sanitation issues due to flooding and property damage. This is a risk given the potential impact on supply chains (as with recent hurricanes in the U.S., learnings from which assisted our general improvements in redundancy, and inventory and contingency planning), which is projected to require increased capital expenditures for securing additional production and warehouse storage capacity over the next 10 to 15 years for redundancy. It is also an opportunity with the potential increase in demand for our disinfection and other household products. • More severe and geographically dispersed water stress causing supply chain disruption. • Faster adoption of climate change regulation that might increase our operating costs as described above. • Certain investors may choose not to invest in our stock if we do not meet their environmental expectations or their preferences for how to balance near- and long-term costs and benefits, which could negatively impact our share price. Conversely, proactively addressing such investors' interests may be an opportunity to increase investor demand for our stock, and our share price could be positively impacted. <p>See CDP Climate Change Report Section C3</p>
	Scenario planning	<p>Clorox anticipates performing scenario analysis in the future that considers a range of warming scenarios (e.g., at least 2°C and 4°C) to better quantify the possible financial and operational impacts of these risks and opportunities, which will help us improve our climate strategy and future TCFD disclosures.</p> <p>See CDP Climate Change Report Section C3.2</p>

TCFD framework (continued)

Core element	TCFD disclosure	The Clorox Company disclosure
Risk Management	Process for identifying and managing climate risks	<p>Clorox identifies opportunities and potential physical, regulatory, reputational, changing consumer trends/awareness and any other risk factors associated with climate change, GHG emissions, energy consumption and water consumption. This is done at the corporate level with the cross-functional ESG and sustainability team and cascaded to various internal stakeholders, business and functional units as appropriate.</p> <p>Further, the Clorox ERM Steering Committee, consisting of senior leaders across the organization, was established to provide a sustainable framework to proactively identify, understand, assess, prioritize, articulate and continuously manage risks, both existing and emerging, across the entire organization, including climate risks. The ERM Steering Committee has responsibilities related to monitoring risks and opportunities related to climate issues. The process includes identifying potential risks, assessing exposures and quantifying the value at risk to the company. The evaluation considers level of potential impact, the overall vulnerability to an event based on the time and the capacity to react and adapt, and the likelihood of an occurrence. The ERM Steering Committee identified climate risk as one of Clorox's top enterprise risks because of the degree to which it could impact the organization and our operations over long time horizons (multiple decades) and the likely significant financial impacts associated with rising global temperatures on our operations, the habits of customers and consumers, the steps taken by regulators and other impacts. The ERM Steering Committee reports to the Clorox board of directors and provides the board key ERM updates, including regarding climate change, at least annually.</p> <p>See CDP Climate Change Report Sections C2.1-C2.2</p>
Integration of climate risk management into company's overall risk management	Integration of climate risk management into company's overall risk management	<p>As described above, climate risk is integrated into Clorox's ERM process. In order to mitigate the risks associated with climate change, Clorox has identified climate stewardship as a key ESG priority integrated into the company's IGNITE business strategy, building on the progress it has achieved in reducing the carbon footprint of our operations and products for more than 10 years. Through IGNITE, the company has committed to taking science-based climate action across our value chain, including opportunities in our operations, products and supply chains. Actions include compaction and other innovations to reduce material, water and transportation footprints of our products; and renewable energy procurement for our operations and supply chain engagement informed by life cycle analyses to identify and address material upstream carbon and water footprints, as well as impacts of products during consumer use and at the end of life. LCAs are also employed to inform new product and packaging design to ensure sustainability tradeoffs are considered during the development and commercialization of new products. For instance, plastic packaging is often lighter weight to ship and requires less energy to produce than glass or metal but has different recyclability and end-of-life considerations.</p> <p>To accelerate progress, and as noted above, Clorox has a cross-functional Sustainability Center responsible for defining, driving and tracking progress against Clorox's environmental sustainability approach, including Clorox's climate stewardship ambitions and performance. Each business unit leadership team is responsible for defining and achieving a strategic sustainability plan for its portfolio of brands that will help deliver corporate IGNITE ESG goals and advance its brands toward becoming a sustainable business. The Sustainability Center acts as a corporate function to enable cross-enterprise synergies, help identify, quantify and manage cross-enterprise sustainability risks and opportunities and drive integrated enhancements across our business units. Business unit strategic sustainability plans are also integrated into the company's long-range planning process, with accountability to the Clorox Executive Committee.</p> <p>See CDP Climate Change Report Sections C2.1-C2.2</p>

TCFD framework (continued)

Core element	TCFD disclosure	The Clorox Company disclosure
Metrics and Targets	Metrics used to address climate risks and opportunities	<p>We track, manage and disclose our performance in a number of areas related to climate risk, including GHG emissions, GHG emissions intensity, energy consumption, energy intensity, water withdrawn, water intensity and water withdrawn from areas of high baseline water stress.</p> <p>GHG emissions were estimated in accordance with The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).</p> <p>See CDP Climate Change Report sections C4-C9; Clorox website: Taking Climate Action</p>
	Scope 1, 2 and 3 GHG emissions ⁸	<p>Scope 1: ♦ 72,784 metric tons CO₂e for CY21, 75,164 for CY20 and 64,484 for CY19. Scope 2 (market based): ♦ 26,442 metric tons CO₂e for CY21, 184,379 for CY20 and 170,370 for CY19. Scope 3, combined categories 4 and 6: ♦ 412,547 metric tons CO₂e for CY21, 370,159 for CY20 and 283,651 for CY19. Scope 3, category 4 U.S. finished goods distribution: 411,386 metric tons CO₂e for CY21, 369,042 for CY20 and 276,768 for CY19. Scope 3, category 6 employee business travel: 1,161 metric tons CO₂e for CY21, 1,117 for CY20 and 6.883 for CY19. Scope 3, category 1 purchased goods and services, is reported as relevant, but not calculated for CY19 and CY21 and calculated as part of a corporate LCA we conducted to establish a CY20 baseline and targets for our SBT. Based on this LCA, category 1 emissions were 2,117,075 metric tons CO₂e for CY20 and are included in our Scope 3 SBT. Scope 3, category 11, use of sold products (direct), is reported as relevant, but not calculated for CY19 and CY21 and reported as 455,271 metric tons CO₂e for CY20. Emissions for category 11 were calculated as part of a corporate LCA we conducted to establish a CY20 baseline and targets for our SBT and are included in our scope 3 SBT.</p> <p>See Clean World section, page 25; IGNITE ESG progress table, pages 53-54; CDP Climate Change Report Sections C6.1-C6.3, & C6.5; Clorox website: Taking Climate Action</p>
	GHG emissions targets ^{8,9}	<p>Set and achieve SBTs for scopes 1, 2 and 3 GHG emissions for 2030, by October 2021. Committed to net-zero GHG emissions by 2050. ♦ SBTs submitted to the SBTi in June 2021 and were approved by the SBTi in August 2021:</p> <ul style="list-style-type: none"> • Scopes 1 and 2: 50% absolute reduction by 2030 vs. 2020 base year. This target is consistent with reductions required to keep warming to 1.5°C. We achieved a 62% reduction in 2021 relative to our 2020 baseline as a result of achieving 100% renewable electricity for our U.S. and Canada locations plus a partial year of renewable electricity at our Colombia location. • Scope 3: 25% absolute reduction by 2030 vs. 2020 base year in category 1, purchased goods and services and category 11, use of sold products (direct). We did not calculate our 2021 emissions for these categories because we are in the process of developing tools and procedures to report this data on an ongoing basis in future years. • Net-zero emissions across scopes 1, 2 and 3 by 2050. <p>See Clean World section, pages 24-29; IGNITE ESG progress table, pages 53-54; Clorox website: Taking Climate Action; CDP Climate Change Report Section C4.1;</p>

TCFD framework (continued)

Core element	TCFD disclosure	The Clorox Company disclosure
Metrics and Targets (cont.)	Energy consumption ⁹	<p>◆ 730,098 megawatt hours for CY21, 762,539 megawatt hours for CY20 and 666,112 megawatt hours for CY19. See Clorox website: Clean World – Energy</p>
	Energy targets ⁹	<p>◆ 100% electricity from renewable energy in U.S. and Canada in 2021. ⚡</p> <ul style="list-style-type: none"> Renewable energy goal first achieved in January 2021. Maintained to date and expected to be maintained going forward. <p>Drive continued energy efficiency improvements that achieve or exceed our 2018 baseline levels.</p> <ul style="list-style-type: none"> 13% less energy use per case of product sold in CY21 vs. CY18 base year. <p>See Clean World section, pages 24–29; IGNITE ESG progress table, pages 53–54; Clorox website: Clean World – Energy; CDP Climate Change Report Section C4.2</p>
	Water consumption ¹⁸	<p>◆ 3,136 thousand cubic meters (megaliters) of water withdrawn for CY21, 3,387 megaliters for CY20 and 2,904 megaliters for CY19. Clorox reports water consumed as water withdrawn. 648 thousand cubic meters (megaliters) withdrawn from regions with high or extremely high baseline water stress for CY21, 630 megaliters for CY20 and 410 megaliters for CY19. We utilized Water Resource Institute’s Aqeduct tool to assess all our facilities for baseline water stress.</p> <p>See Clorox website: Clean World – Water</p>
	Water targets ¹⁸	<p>Drive continued water efficiency improvements that achieve or exceed our 2018 baseline levels.</p> <ul style="list-style-type: none"> 15% less water use per case of product sold in CY21 vs. CY18 base year. <p>Advance a more localized approach to water stewardship in high or extremely high baseline water stress areas.</p> <ul style="list-style-type: none"> In 2021, 14 facilities were located in high to extremely high baseline water stress areas, based on World Resources Institute’s Aqeduct Tool. Seven of these are manufacturing facilities, four of which represent 90% of Clorox’s water use in those areas. Two of these four locations – Mexico City and Quilicura, Chile – are implementing localized water action plans which include assessing plant water use and implementing opportunities to be more efficient. Since 2018, we have reduced water use by 11% in Mexico City and 4% in Quilicura, on an intensity basis. Water use at the two other locations, part of a majority ownership in our Kingdom of Saudi Arabia joint ventures, is being assessed to develop site-specific water action plans. <p>See Clorox website: Clean World – Water; CDP Water Security Report Section 8.1</p>

ESG reporting

FY 2022 UNGC communication on progress

Category	Principle	Clorox policies and FY22 performance
Human Rights	<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and</p> <p>Principle 2: make sure that they are not complicit in human rights abuses.</p>	<p>The Clorox Code of Conduct documents the ethical and legal standards of behavior and business practices that are required of all our directors, executives and employees around the world. We require all board members and employees to complete annual training and certify compliance with our code.</p> <p>Business partners are expected to comply with our Business Partner Code of Conduct and our Responsible and Sustainable Sourcing Policy and Standards. Both documents detail our expectations regarding adherence to and processes for enforcing our Human Rights Commitment and other expectations related to human rights and labor, health and safety, the environment, and business conduct and ethics. This code precludes the use of forced, bonded, or indentured labor or prison labor.</p> <p>As an additional safeguard, the company’s formal risk assessment and auditing program for our direct material suppliers helps to identify higher-risk suppliers and address concerns regarding adherence to our Business Partner Code of Conduct. As part of the program, our annual assessment uses several criteria to identify suppliers at higher risk for social and/or environmental sustainability issues. We leverage our membership in Sedex, a nonprofit organization with a globally recognized audit methodology, to audit higher-risk suppliers. The audits, conducted by an independent third party, assess suppliers’ activities in the areas of labor rights, health and safety, environmental sustainability and business ethics. For a supplier to remain in good standing with Clorox, it must appropriately address any noncompliances identified during an audit in a timely and satisfactory manner.</p> <p>See Clorox website: Responsible Sourcing and Sustainability; Empowering Our Employees to Thrive</p>
Labor	<p>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</p> <p>Principle 4: the elimination of all forms of forced and compulsory labor;</p> <p>Principle 5: the effective abolition of child labor; and</p> <p>Principle 6: the elimination of discrimination in respect of employment and occupation.</p>	<p>Our responsible sourcing and sustainability program covers how we work with our business partners on key issues such as ethical business conduct and practices. This program sets out our expectations with regard to respect for the human rights, including labor rights, of the workers in our extended supply chain, as these are all integral to the long-term success of our company and our partners. We also have grievance mechanisms available, including the Clorox compliance hotline, to ensure that individuals have a forum to raise concerns about compliance with the standards set out in our Codes of Conduct. And, in support of the UK Modern Slavery Act, Australian Modern Slavery Act and California Transparency in Supply Chains Act, we have established formal trainings for our Global Product Supply and Global Strategic Sourcing teams to help them identify and address potential risks of slavery and human trafficking in our supply chain. As described above, our risk assessment and auditing program enables suppliers to demonstrate compliance with our standards.</p> <p>Inclusion and diversity is also embedded in our IGNITE strategy. We continue to focus on increasing the diversity of our people and driving a stronger culture of inclusion. We also have made a commitment to ensuring pay equity and conducting annual reviews to ensure equitable pay among genders and racial/ethnic groups.</p> <p>We respect the rights of workers to freely associate, organize and bargain collectively in accordance with applicable laws and the customs of the countries in which they are employed, as outlined in our Policy on Employee Freedom of Association. Employees covered in collective bargaining agreements: U.S.: 0%, International: 28%, Total company: 7%</p> <p>See Thriving Communities section, pages 30–35; Clorox website: Responsible Sourcing and Sustainability; Empowering Our Employees to Thrive</p>

FY 2022 UNGC communication on progress (continued)

Category	Principle	Clorox policies and FY22 performance
Environment	<p>Principle 7: Businesses should support a precautionary approach to environmental challenges;</p> <p>Principle 8: undertake initiatives to promote greater environmental responsibility; and</p> <p>Principle 9: encourage the development and diffusion of environmentally friendly technologies.</p>	<p>Environmental goals are embedded in our IGNITE strategy. These include achieving science-based targets to reduce greenhouse gas emissions in our operations and across our value chain by 2030, sourcing 100% renewable electricity for our U.S. and Canada operations – achieved in 2021, achieving net-zero GHG emissions by 2050, and achieving targets to reduce plastic and other waste by 2030 ^{8,9}. These efforts are in conjunction with long-standing efforts to reduce our GHG, energy, water and waste impacts across our value chain, from sourcing our raw materials to within our own manufacturing and operations, as well as during consumer use, such as our participation in TerraCycle’s Loop and recycling programs, and the Glad brand’s partnership with Recyclops. We are also focusing on packaging innovations, compaction, light-weighting and other material reductions to reduce inputs and the footprint of products. Our commitment to environmental sustainability also includes working to ensure our products do not cause harm to the environment. We assess 100% of our product portfolio for both human and environmental safety.</p> <p>To accelerate our progress in environmental responsibility, in 2019 we established a Sustainability Center responsible for defining, driving and tracking progress against Clorox’s enterprisewide environmental goals as well as driving ESG integration into our business units. This cross-functional team serves as an enabling organization, building capability and supporting business units and functions in delivering both corporate and business unit goals. We have also dedicated resources within our corporate and business development functions to help businesses evaluate and execute on strategic partnerships that help further our sustainability goals. As a signatory to the United Nations Global Compact, our sustainability commitments reflect our belief in and support of sustainable development. We are also signatories of the Ellen MacArthur Foundation and UNEP’s New Plastics Economy Global Commitment and a founding activator of the U.S. Plastics Pact.</p> <p>As part of our commitment to sustainability, we aim to be transparent about our environmental challenges and opportunities. We report on sustainability in our integrated annual report, and Clorox’s CEO, CFO and chief legal officer approve our integrated annual report.</p> <p>See Clean World section, pages 24-29; Clorox website: Clean World</p>
Anti-corruption	<p>Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.</p>	<p>At Clorox, our values are an intrinsic part of who we are as a company and as individuals. Clorox strictly forbids giving, soliciting, offering and accepting bribes, kickbacks and other prohibited payments by its employees, directors and business partners. We abide by anticorruption laws everywhere we do business in the world, without exception. These laws include the U.S. Foreign Corrupt Practices Act and the UK Bribery Act 2010, as well as all applicable anti-corruption and anti-bribery laws in each country in which we do business. 100% of the company’s leaders and employees must go through anti-corruption training. 100% of the company’s suppliers must adhere to the Business Partner Code of Conduct, which addresses ethical business practices.</p> <p>The Clorox board of directors meets at least quarterly to review key issues and opportunities impacting the company. See Clorox website: Purpose and Values, Corporate Governance Guidelines, Policies and Practices</p>

ESG reporting



United Nations Sustainable Development Goals

Targets and actions	FY22 outcomes and impacts
Goal 3 – Good Health and Well-Being – Ensure Healthy Lives and Promote Well-Being for All at All Ages	
<p>Good health and well-being is embedded in our purpose to champion people to be well and thrive every single day. We advance this purpose through the strength of our brand portfolio that has contributed to public health for over a century through products that kill germs, clean water, enhance nutrition and harness nature. In fiscal year 2019, we set a goal to increase people’s (consumer) well-being as measured by the number of our wellness-related product categories in U.S. homes, including natural personal care; vitamins, minerals and supplements; water filtration and hydration; and cleaning products. We collaborate with leading organizations looking to create safer, cleaner experiences for people reentering public and shared spaces. And through our foundations and brands, we support those impacted by pandemics, hurricanes, earthquakes and other natural disasters.</p> <p>We also continued to enhance the physical and mental health benefits offered to our employees. This included introducing a flexible time off policy and announcing enhanced family-forming benefits beginning in CY23, supplementing our existing paid parental leave, adoption resources and subsidized childcare. And we set a target to measure and promote employee utilization of preventive screenings. Recognizing the prolonged effects of the pandemic, we’ve also focused increasingly on supporting mental health through a partnership with a new global employee assistance program that enables global coverage. This supplements our ongoing benefits and commitment to support our employees’ retirement readiness.</p>	<ul style="list-style-type: none"> • Number of Clorox wellness-related product categories in U.S. homes decreased by 0.2 million, or 0.2%, vs FY19 baseline, but increased 1.5 million vs. FY21. • To help with recovery efforts from the severe 2021 hurricane season, Clorox donated and distributed through Convoy of Hope 7,000 Clorox TurboPro Handheld Electrostatic Sprayers, which are specially engineered to disinfect large spaces quickly and easily. • Donated \$80 million in products to help with disaster-relief efforts and to support schools, food banks and other nonprofit organizations that serve communities in need¹³. • Expanded Brita partnership program with municipalities replacing lead service lines to include over 30 communities that have been provided with cost-effective, short-term solutions while longer-term infrastructure improvements are being made. These efforts contributed to the brand’s expanded goal to deliver clean water to 5 million households in need by 2030. • Supported financial well-being, achieving 64% employee income replacement ratio, including U.S. employees participating in Clorox 401(k) program.³

See Healthy Lives section, [pages 20-23](#), and Thriving Communities section, [pages 30-35](#); Clorox website: [Consumer Health & Well-being](#), [Employee Safety & Well-being](#)



United Nations Sustainable Development Goals (continued)

Targets and actions	FY22 outcomes and impacts
<p>Goal 10 – Reduced Inequalities – Reduce Inequality Within and Among Countries</p>	
<p>Clorox values and promotes equal employment opportunity and inclusion and does not tolerate discrimination, intimidation or harassment among employees or business partners, consistent with the United Nations Global Compact Principles on Human Rights on page 63. These expectations are outlined in our Codes of Conduct and other policies and must be adhered to by all our employees and those who do business with us.</p> <p>To combat the risk of human rights violations in our supply chain, our responsible sourcing and sustainability program works with our business partners on key issues such as ethical business conduct and practices. We use external monitoring systems to enable suppliers to demonstrate compliance with our standards, and we engage a third party to audit higher-risk suppliers. We have also established formal trainings to help identify and address potential risks of slavery and human trafficking in our supply chain. And we have grievance mechanisms available, including the Clorox compliance hotline, to ensure that individuals have a forum to raise concerns about compliance with the standards set out in our Codes of Conduct. The reports from the anonymous hotline are shared with our board of directors.</p> <p>We believe diverse backgrounds and perspectives create stronger teams, unlock more innovation and ultimately contribute to a stronger society. We created a new chief diversity and social impact officer role to lead inclusion and diversity strategy development and execution, including focusing on ensuring strong representation among gender and people of color, and measuring people’s sense of inclusion in the workplace. We’ve also identified pay equity as a key area of focus, continuing our ongoing practice of conducting compensation analysis annually. Our focus on I&D extends to how our brands support consumers through their brand purpose.</p>	<p>Representation¹¹:</p> <ul style="list-style-type: none"> • Led by a woman, Linda Rendle, who assumed the role of CEO in 2020. • Added two women directors, including one person of color. Women represented 46% and POC 31% of board, with two of the three committee chairs POC. • 43% of the Clorox Executive Committee were women and 14% were POC. • POC represented 17% ♦ of senior executives and 32% ♦ of managers in the U.S. Women represented 46% ♦ of senior executives and 47% ♦ of managers globally. <p>Percentage of employees experiencing Clorox as an inclusive workplace: ♦</p> <ul style="list-style-type: none"> • Women (Global): 78% • POC (U.S.): 72% • Total Clorox (Global): 76%¹² <p>Additional:</p> <ul style="list-style-type: none"> • Achieved pay equity ♦ for gender globally and for race/ethnicity in the U.S. based on annual pay equity analysis for nonproduction employees. • Through the third year of the “Build Your Legacy” contest, our Pine-Sol brand funded Black women entrepreneurs who are creating a positive economic impact in their communities. • Kingsford brand’s Preserve the Pit program provided fellowships to aspiring Black barbecue professionals.

See Thriving Communities section, [pages 30–35](#); Clorox website: [Codes of Conduct](#), [Human Rights Commitment](#), [Freedom of Association Policy](#), [California Transparency in Supply Chains Act disclosure statement](#), [UK Modern Slavery Act transparency statement](#); [Empowering Our Employees to Thrive](#), [Responsible & Sustainable Sourcing](#)



United Nations Sustainable Development Goals (continued)

Targets and actions	FY22 outcomes and impacts
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Goal 12 – Responsible Consumption and Production – Ensure Sustainable Consumption and Production Patterns

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

As part of our commitment to sustainability, we aim to be transparent about our environmental challenges and opportunities in our annual integrated report, which is approved by Clorox’s CEO, CFO and chief legal officer. We are also committed to reporting to external organizations that we are signatories and members of. And we encourage our business partners – through collaborations such as Guidehouse’s Supplier Leadership on Climate Transition – to report on progress on their own sustainability goals, with a particular focus for select suppliers on GHG emissions, and sustainably sourced raw materials.

- 13% combined virgin plastic and fiber packaging reduction, per case of product sold vs. 2018 baseline, as of CY21⁵ ⬆️
 - 84% of packaging is recyclable, reusable or compostable, as of CY21⁶ ⬆️
 - 11% (unchanged from 2018 baseline) of plastic used in packaging is PCR, as of CY21. ⬆️
 - 47% of facilities, 76% of plants are zero waste to landfill as of June 30, 2022 ⬆️ 7.
 - 37% reduction in waste sent to landfill, per case of product sold between 2018 baseline and 2021⁹.
- FY22 examples of product launches with more sustainable attributes:
- Clorox Multi-purpose Refillable Cleaners, offered in concentrated pods that can be refilled up to 30 times, using 80% less plastic
 - Glad to be Green Kitchen Liners made from 50% recycled ocean plastic
 - Burt’s Bees Home-Certified Compostable Facial Towelettes

See Clean World section, [pages 24-29](#); Principles 7-8 in UNGC COP, [page 63](#); [Clorox website: Clean World](#)

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

Goals on climate action are embedded into our IGNITE strategy because addressing climate change is essential to ensuring our long-term success. We have set science-based targets to reduce greenhouse gas emissions in our operations and across our value chain by 2030, source 100% renewable electricity for our U.S. and Canada operations in 2021 and beyond and achieve net-zero GHG emissions by 2050. These efforts are in conjunction with long-standing efforts to reduce our GHG and energy impacts within our manufacturing and operations.

- 100% electricity from renewable energy in the U.S. and Canada. ⬆️ ⬆️ First achieved beginning January 2021 through power purchased through a 70 MW solar virtual power purchase agreement and market purchases of renewable energy credits in CY21⁹.
- 62% ⬆️ reduction in scope 1 and 2 emissions, achieving our SBT. ⬆️
- Created internal roadmap and published climate action plan for net-zero and science-based targets; plan includes working with key business units and engaging supply chain to help us achieve our scope 3 SBT.

See Clean World section, [pages 24-29](#); Principles 7-8 in UNGC COP, [page 63](#); [Clorox website: Taking Climate Action](#)

ESG endnotes

Throughout report

- Reviewed by Ernst & Young LLP. Refer to [pages 48–50](#) for the Review Report and exhibit A: The Clorox Company Schedule of Selected Quantitative Performance Indicators for the Year Ended Dec. 31, 2021, or June 30, 2022.
- IGNITE ESG goal

Healthy Lives

- Chemical footprint:** Metric is the percentage of the gap closed between Clorox’s CFP 2020 baseline survey score compared to a perfect CFP survey score. Scores are calculated on a calendar year basis.
- Recordable Incident Rate:** Based on industry benchmarking by Clorox, we set a goal for RIR of 1.0 or less. Our FY22 RIR of 0.56 means that for every 100 full-time equivalent Clorox employees globally we averaged less than one reportable incident during the past year. 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.
- Retirement income:** Available as a percentage of preretirement income, calculated by Vanguard for U.S. employees participating in the Clorox 401(k) program (94% of U.S. employees). Based on Clorox 401(k) and estimated Social Security income at retirement (age 67); excludes outside income sources or personal savings outside of Clorox 401(k) (unless provided to Vanguard by participant). Vanguard’s target benchmark of 75% is defined as the percentage of preretirement income required to maintain one’s lifestyle at retirement.
- 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 average across the four individual screening types. January–December 2021 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 CPG 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% and 29% from 2019–2021, respectively.

Clean World

- Packaging:** Percentage reduction in virgin plastic and fiber packaging; Percentage of packaging made from recycled and/or renewable materials: Metric is global and includes both primary and secondary fiber and plastic packaging. Domestic and U.S. export packaging is based on U.S. sales data and includes packaging for all products we sell and produce in the U.S., inclusive of contract manufactured packaging from suppliers that procure packaging materials on our behalf. International packaging is based on our purchases of packaging for international operations and excludes some data for packaging procured by contract manufacturers on our behalf. International CY21 data is estimated based on CY18 purchases of packaging, adjusted to account for sales growth in CY21.

- 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, and the Association of Plastic Recyclers Design Guide for Plastics Recyclability. Recyclability reporting is based on CY21 U.S. sales data and is estimated to reflect global results for this metric.
- 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 to energy recovery, and;
 - 3) Pass a corporate audit, following Clorox guidelines for our zero-waste-to-landfill 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 zero-waste-to-landfill 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.

- GHG emissions:** Total global scope 1 and 2 GHG emissions for 2018 (the baseline year for our interim measurement period between our last goal period and our future SBTs) were recalculated to reflect GHG emissions associated with the acquisition of a majority share of our joint ventures in the Kingdom of Saudi Arabia in 2020. Data for 2019 were not recalculated.
 - Scope 2 emissions reported are calculated using the market-based method. Beginning in 2021, scope 2 market-based method emissions utilized various environmental attributes from renewable energy credits associated with virtual power purchase agreements, RECs purchased on the open market and International RECs purchased through an energy service provider. These instruments were specific to facilities in the U.S., Canada and Colombia in 2021. Prior to 2021, the company did not use environmental instruments.
 - For our SBTs, we’re focusing on different scope 3 categories for our reduction efforts than in our previous goal periods. These include category 1, purchased goods and services, and category 11, use of sold products (direct). In prior goal periods, we defined scope 3 to include category 4, U.S. finished goods distribution, and category 6, employee business travel. Categories are defined by the World Resources Institute and World Business Council for Sustainable Development’s GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.
 - Our 2020 baseline scope 3 category 1 emissions were recently updated, based on refinement of our raw material data; no other categories were modified. We have engaged with the Science Based Targets initiative regarding this update to our original baseline.

ESG endnotes

⁹ **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 April 2022 and is expected to begin producing renewable energy for Clorox in January 2023. Each VPPA is estimated to deliver about half of Clorox's 100% renewable electricity goal for U.S. and Canadian operations annually.

- Total global energy consumption for 2018 (the baseline year for our energy efficiency goal) was recalculated to reflect the energy consumption associated with acquisition of a majority share in our Kingdom of Saudi Arabia joint ventures in 2020. Data for 2019 were not recalculated.

Thriving Communities

¹⁰ **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.

¹¹ **Workforce representation:** Management defines people of color as any race that is not white (Asian; Black; Latino; Native American; Native Hawaiian; or two or more races). Gender and ethnicity information is provided by employees on a voluntary, self-identification basis. To the extent that the employees do not voluntarily report, the data would not be included in the diversity calculation. Management's breakdown of job categories and demographic information provided is as follows: "Senior Executive" is defined as an employee at Grade 32 and above. "Manager" is defined as an employee at Grade 27 to 31 for U.S. employees and Grade 26 to 31 for international employees. "Other Nonproduction Employee" is defined as an employee who works at an office location and is at Grade 26 and below for U.S. employees and Grade 25 and below for International employees. "Production Employee" is defined as an employee who works at a production location and is at Grade 19 or below (International and U.S.). Grade levels are defined by Clorox's compensation structure.

¹² **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 encourages diverse perspectives, that senior leadership visibly demonstrates that having a diverse and inclusive workforce is important for Clorox's business success, that teams openly discuss differing opinions in reaching decisions, and that 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 FY22 engagement survey administered by Perceptyx between February and March 2022, and 6,527 employees participated. Perceptyx's Fortune 500 benchmark is comprised of 98 companies and 9.1 million survey responses from Fortune magazine's annual Fortune Global 500 list. The Perceptyx CPG benchmark comprises employee survey results from organizations that produce consumer goods, including results from 43 companies and 2 million survey responses. Employee inclusion and engagement is based upon employees' self-reporting. To the extent that employees do not respond to the survey, the data would not be included in the employee engagement calculation.

¹³ **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. Value is derived from current-year average truckload price of the product donated. Truckload prices are based on volume ordered and shipped. U.S. product donations include donations made by the company's U.S. divisions and were determined based on available documentation as of July 31, 2022, for the fiscal year ended June 30, 2022. In FY22, Clorox's value of product donations was higher than in previous years, primarily in connection with one-time donations made in connection with exiting a supplier relationship.

¹⁴ **Spending with diverse suppliers:** Metric reflects spending with diverse suppliers, including minority, women, service-disabled and veteran-owned business enterprises as well as gay, lesbian, bisexual and transgender business owners in the U.S. and Puerto Rico.

¹⁵ **Employee volunteerism:** Calculated on a calendar year basis. Financial equivalent of number of volunteer hours multiplied by the value of volunteer time in current year, determined by IndependentSector.org. Less than 5% of these hours are by employees outside the U.S., but all are calculated using the U.S. average rate.

ESG reports

¹⁶ Global manufacturing plants where we have greater than 50% operational control.

¹⁷ **SASB standards used:** In addition to reporting against Consumer Goods Sector: Household and Personal Products Standard, to provide greater transparency to our stakeholders we have included select metrics from other SASB industry standards to align with the issues that we consider to be priorities to us, based on a 2021 materiality assessment [Food & Beverage: Agricultural Products Standards; Consumer Goods: Building Products & Furnishings Standards and Industry E-commerce].

¹⁸ **Water:** Total global water withdrawals for 2018 (the baseline year for our water efficiency goal) were recalculated to reflect the water withdrawals associated with acquisition of a majority share in our Kingdom of Saudi Arabia joint ventures in 2020. Data for 2019 were not recalculated.

¹⁹ **Waste:** Total global waste for 2018 (the baseline year for our waste efficiency goal) were recalculated to reflect the waste associated with acquisition of a majority share in our Kingdom of Saudi Arabia joint ventures in 2020. Data for 2019 were not recalculated.

About this report




Content priorities

The Clorox Company’s integrated annual report highlights our financial and environmental, social and governance performance. Unless otherwise noted, fiscal year financial performance is presented in accordance with generally accepted accounting principles in the U.S., which include principles for determining materiality related to financial reporting. For any non-GAAP financial information, we have provided reconciliations to the most comparable GAAP measure starting on [page 11](#).

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

Review of nonfinancial information

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

Third-party ESG frameworks

This year’s report has been developed in alignment with the Sustainability Accounting Standards Board’s Household and Personal Products standard, the Task Force on Climate-Related Financial Disclosures and the United Nations Global Compact’s Ten Principles. We also disclose how our priority ESG initiatives support the U.N. Sustainable Development Goals.

- SASB’s industry-specific standards aim to help businesses around the world identify, manage and report on the sustainability topics that matter most to their investors.
- TCFD develops voluntary, consistent climate-related financial risk disclosures for companies to provide information to investors and other stakeholders.
- The Communication on Progress describes the company’s actions in implementing the Ten Principles of the U.N. Global Compact.
- The U.N. Sustainable Development Goals, adopted by all U.N. member nations, are an ambitious set of 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all” by 2030.

While Clorox used the ESG reporting frameworks outlined above for this fiscal year, we continue to monitor ongoing changes in the ESG reporting industry as SASB, International Integrated Reporting Council and Value Reporting Foundation prepare for their consolidation into the IFRS Foundation to support the new International Sustainability Standards Board and drive connectivity to financial statements. We’ll continue to evaluate the evolution of nonfinancial data disclosures and potential related changes in ESG reporting frameworks.

Reporting period and boundary

Most data in this report covers wholly and majority-owned operations for July 1, 2021, through June 30, 2022. In some instances, we have included data for a multiyear period to show year-over-year comparisons. Data in this report for environmental sustainability – excluding zero-waste-to-landfill metrics – and other metrics, as noted, is for the period of Jan. 1, 2021, through Dec. 31, 2021.

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 25, 2022, the number of record holders of Clorox's common stock was 9,300.

Transfer agent, registrar and dividend disbursing agent

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

Computershare

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

Overnight correspondence should be sent to:

Computershare

150 Royall Street, Suite 101,
Canton, MA 02021
877-373-6374 or 781-575-2726
TDD 800-952-9245 or 312-588-4110
for the hearing impaired
computershare.com/investor

Shareholder information service

The latest company news is available at TheCloroxCompany.com.

Dividend reinvestment/direct stock purchase plan

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

For more information or plan materials, visit thecloroxcompany.com > [Investors>Investor Resources>Direct Stock Purchase Plan](#) or contact Computershare.

Management report on internal control over financial reporting

Clorox management, under the supervision and with the participation of the chief executive officer and chief financial officer, has assessed the effectiveness of the company's internal control over financial reporting as of June 30, 2022, and concluded that it is effective. For more information, see Item 9.A. of the company's Form 10-K for the fiscal year ended June 30, 2022.

2022 financial information

Full financial statements are provided in the company's 2022 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, 2022, is available at TheCloroxCompany.com and through the SEC's EDGAR database.

Forward-looking statements

Except for historical information, matters discussed in the annual report are forward-looking statements and are based on management's estimates, assumptions and projections. Actual results could vary materially. Please review the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections in the company's annual report on Form 10-K for the fiscal year ended June 30, 2022, and subsequent SEC filings for factors that could affect the company's performance and cause results to differ materially from

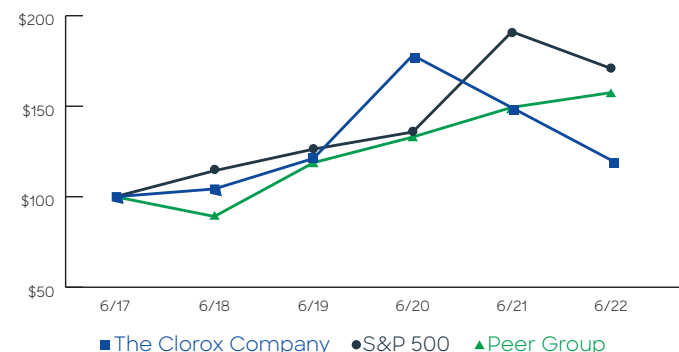
management's expectations. The information in this report reflected management's estimates, assumptions and projections as of Aug. 10, 2022. Clorox has not made updates since then and makes no representation, express or implied, that the information is still current or complete. The company is under no obligation to update any part of this document.

Comparative stock performance

The graph below compares the cumulative total shareholder return of Clorox's 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, 2022. 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 6/30/17 in stock or index, including reinvestment of dividends. Fiscal year ending June 30.
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	6/17	6/18	6/19	6/20	6/21	6/22
The Clorox Company	100.00	104.30	121.17	178.14	149.19	120.23
S&P 500	100.00	114.37	126.29	135.77	191.15	170.86
Peer Group	100.00	89.10	118.83	132.98	149.39	157.51

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



Inside this report:

Thank you to our Clorox teammates at our Glad plant in Rogers, Arkansas – the company's largest manufacturing facility – and sales office in Bentonville, Arkansas, who are featured throughout this report.

