



# What's in a **BRAND?**



2018 INTEGRATED ANNUAL REPORT



# EVERY





There's no match for THE POWER OF LEADING BRANDS in today's retail landscape. That's why the Clorox portfolio is packed with brands consumers love that are supported by the talents of 8,700 people. Together, they're a formula for long-term growth. What's in a brand? We're glad you asked.



# VALUE

What puts our brands on top?

Products people want or need at the right price. It's no wonder a growing number of consumers say our brands are superior to the competition's, based on price, perception and the products themselves.

**THAT'S THE STRENGTH OF OUR UNIQUE AND DIFFERENTIATED PORTFOLIO.**

# INNOVATION

How do you inspire consumer loyalty?

## ONE BRIGHT IDEA AFTER ANOTHER.

Like how we reinvent our Clorox® brand beyond classic bleach. Creating the Clorox Scentiva® line of cleaners boasting experiential fragrances. Stepping up the performance of bleach through the power of Cloromax®. That same zest for innovation permeates everything we do — from breakthroughs in technology and operational processes to pioneering work in our communities.

THAT'S THE WAY  
CLOROX PEOPLE AND  
BRANDS STAY AHEAD  
OF THE COMPETITION.





# LEADERSHIP

What drives it?

Investing in our people and promoting an inclusive culture where diverse teams are empowered to take bold actions to drive growth. Building trust by adhering to our values, protecting our planet and supporting our communities. A portfolio of purpose-driven brands in new and adjacent categories.

The result?

**GOOD GROWTH™ THAT IS PROFITABLE,  
SUSTAINABLE AND RESPONSIBLE.**



## LETTER TO STAKEHOLDERS

# What's in a **BRAND?**

Everything we need to be fundamentally strong through every type of business environment.



Benno Dorer  
Chair and Chief Executive Officer

**Dear Stakeholder:** For 105 years, we've been passionate brand builders. From our earliest days as a "bleach start-up," creating an iconic new brand that has made a difference in many millions of consumers' lives for more than a century, to today as a builder of modern consumer experiences for a large, diverse portfolio, Clorox has always been motivated by a desire to understand and meet the needs of our consumers through our brands in unique and novel ways.

Why? Because strong, purpose-driven brands drive consumer value. They inspire consumer trust. They stand out and are differentiated from the competition. They deliver long-term shareholder value. At Clorox, we believe in the power of brands. Our brands.

What's more, with the name of our biggest and oldest brand the same as the name that sits atop our headquarters building in Oakland, California, the benefits delivered by our brands — of value, innovation and leadership — carry over to our company as well, with equivalent expectations. Our brands reinforce what we believe in as a company: a commitment to Good Growth — growth that's profitable, sustainable and responsible.

### **STRONG BRAND EQUITY DELIVERS VALUE TO OUR CONSUMERS AND LEADERSHIP TO OUR PORTFOLIO.**

In fiscal year 2018, increasing the value proposition of our brands to consumers remained a centerpiece of our strategy. We are bringing to life our company's mission to "make everyday lives better, every day" through each of our brands by articulating a purpose that expresses their value and meaning in consumers' lives. For example, the Brita business has identified its purpose to make water better for people and the planet.

Today, the majority of our brands are seen by consumers as providing better value. When asked whether our brands are superior or equal to the competition, 80 percent of consumers say "yes"— higher than the number that answered affirmatively four years ago.

### **THE CLEAREST INDICATION OF BRAND VALUE IS SEEN IN THE CONTINUED STRENGTH OF OUR PORTFOLIO.**

Our Clorox Company brands can be found in nine of 10 U.S. households, almost a million more than a year ago. And more than 80 percent of our brands command the No. 1 or No. 2 market share position in their categories in the U.S. and internationally. Just this year, our iconic Burt's Bees® beeswax lip balm vaulted to No. 1 in the overall lip balm category for the first time in its history.<sup>1</sup>

Building on this strength, we acquired dietary supplements maker Nutranext, which encompasses a family of category-leading brands that includes Rainbow Light®, Natural Vitality® and Neocell®. This next generation of brands expands our portfolio even further into the health-and-wellness space, where we see potential for growth as more and more consumers seek a healthier lifestyle.

### **INNOVATION IS THE LIFELOOD OF BRANDS, ENABLING THEM TO THRIVE.**

This fiscal year also brought a continued emphasis on innovation across our portfolio and throughout our business.



### **HEALTH + WELLNESS**

We expanded our health-and-wellness portfolio with the acquisition of Nutranext, a manufacturer and marketer of leading dietary supplement brands in the retail and e-commerce channels.

<sup>1</sup>IRI, 13 weeks ending June 17, 2018.

“ Purpose-driven brands drive consumer value. They inspire consumer trust. They stand out and are differentiated from the competition. They deliver long-term shareholder value. At Clorox, we believe in the power of brands. Our brands.”

In product innovation, we launched Fresh Step Clean Paws® cat litter, Burt’s Bees cosmetics — the largest introduction in that brand’s history — and a reinvention of the brand that started it all, Clorox bleach, by adding the power of Cloromax, which reduces the adhesion of soil to surfaces and makes whites brighter and last longer. In each case, we’ve stretched the potential of these brands through unique product attributes that meet a consumer need. We also built upon last year’s successful introduction of the Clorox Scentiva experiential scent cleaners platform by expanding into new product categories and fragrances.

Innovation at Clorox to strengthen the value proposition of our brands goes well beyond product and also has been integrated into our processes to improve overall operational excellence. Most notably this year, a new 258,000-square-foot manufacturing facility opened just outside Atlanta, Georgia. Featuring one-of-a-kind, state-of-the-art equipment, this facility is intended to enhance our supply chain and support growth in our Home Care business.

We also are innovating how we engage with consumers through the use of technology in all aspects of marketing, tapping the latest digital trends to offer more personalized messaging that delivers on increasingly fragmented consumer needs.



Fresh Step Clean Paws cat litter, along with other new launches in FY18, contributed to incremental sales from product innovation.

This year, our brands deployed artificial intelligence to reinforce their value. Our Kingsford® brand, for example, partnered to provide content for the Google Assistant that answers questions about grilling. Similarly, a chatbot powered by AI was developed for the RenewLife® website to help guide consumers through the buying process.

Another reflection of our emphasis on technology is our industry-leading digital media spend, which in fiscal year 2018 was about 50 percent of our overall media spending for the first time, compared to 45 percent last year.

We’ve also continued to push the bounds on e-commerce, which grew more than 45 percent in the past year and now represents 6 percent of company sales, with projections to reach 8 percent in fiscal year 2019.

## OUR LEADERSHIP POSITION PROVIDES BENEFITS – AND EXPECTATIONS – BEYOND OUR BRANDS TO OUR PEOPLE, PLANET AND COMMUNITIES.

Simply put, building and maintaining leading brands requires people who are motivated to lead and give their best every single day.

In FY18, we matched last year’s all-time-high 88 percent employee engagement rate.



The leadership of our brands shapes the culture at Clorox. We believe this leadership shows in the engagement of our employees. In fiscal year 2018, we matched last year's all-time-high 88 percent employee engagement rate<sup>A</sup>, which remains 7 points ahead of competitors in the Fast-Moving Consumer Goods Sector and even 2 points higher than Global High-Performance Companies, which we consider our benchmark. Representation of women and minorities in our workforce continues to move up, among both overall employees and managers. And, we remain leaders within the Fortune 500 in our representation of women and minorities on our board of directors.

Building on that strong foundation, we continue to invest even more in our employees — all 8,700 strong — to heighten their sense of ownership and empower them to take bold action, using an agile approach to drive growth. As part of that work, we accelerated our inclusion and diversity efforts through new initiatives that included training to help employees recognize and limit the influence of unconscious bias. Our goal is to achieve a more diverse and inclusive workplace so the collective genius and soul of our company can truly shine.

I'm proud that our work has resulted in recognitions by third-party organizations. We were named to two noteworthy indices, the Bloomberg Gender Equality Index and the Thomson Reuters Diversity and Inclusion Index, on which we were ranked No. 28. We again received a perfect score on the Human Rights Campaign's Corporate Equality Index — a recognition we've earned since 2006. In addition, Diversity MBA's list of Top Places for Women and Diverse Managers to Work placed us at No. 5, while Hispanic Network Magazine cited us on its Best of the Best List of Top Employers in 2017-18.

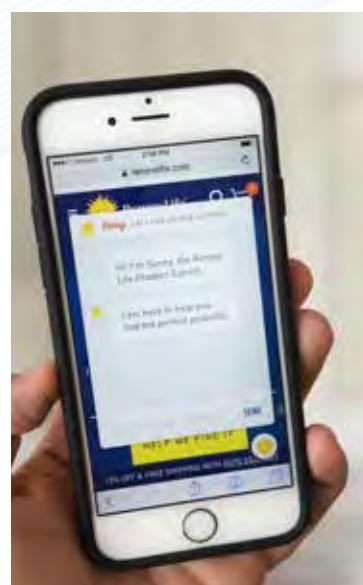
As a brand leader, there's also an expectation of corporate responsibility that we take seriously.

As of the close of calendar year 2017, we've now made environmental sustainability improvements to 49 percent of our product portfolio since our 2011 calendar year baseline<sup>A</sup>, just shy of our 50 percent goal by 2020. We've also exceeded our goal of 20 percent reductions in greenhouse gas emissions, water use and solid-waste-to-landfill and remain on track to meet a similar goal for energy reduction by 2020.

In a year when the planet faced seemingly unprecedented natural disasters from hurricanes to wildfires, we provided support to communities around the world, many of which are places where our own people live and work. I'm especially proud that in fiscal year 2018 we gave a total of \$20 million in combined product donations, foundation cash grants and cash through cause marketing campaigns.

As a signatory to the United Nations Global Compact, we reaffirm our commitment to its Ten Principles by driving our corporate responsibility strategy, a comprehensive set of commitments across our company – from human rights, labor and product

A chatbot powered by artificial intelligence helps guide consumers through the buying process on the RenewLife website.



<sup>A</sup> Reviewed by Ernst & Young LLP. Please refer to pages 49-51 for the Review Report.

+3%  
**SALES GROWTH**  
(total company)

\$113M  
**COST SAVINGS**  
(from productivity gains)

+3 pts  
**INCREMENTAL SALES**  
(from product innovation)

safety to transparency, environmental sustainability and contributions to our communities. We value being a signatory to the UNGC as it provides an opportunity to continue learning from and sharing ideas with key sustainability influencers and other companies.

In recognition of our corporate responsibility work, we were gratified to be ranked No. 9 on Barron's 100 Most Sustainable Companies list and No. 20 on CR Magazine's 100 Best Corporate Citizens list.

While we've made great progress, we're not satisfied. We've already begun planning the next phase of our corporate responsibility strategy and will be looking to raise the bar even higher as we set our new objectives for 2025. This work is a critical part of our goal of Good Growth, helping to drive long-term shareholder value.

### ULTIMATELY, THE STRENGTH OF OUR BRANDS DELIVERS VALUE TO SHAREHOLDERS.

By constantly evolving and investing to meet consumers' needs, our brands were able to deliver ongoing value to shareholders. In fiscal year 2018, we returned \$676 million<sup>1</sup> in cash to our shareholders, including a 14 percent dividend

increase declared three months earlier than originally scheduled due to the benefits of tax reform. This marked the 42nd consecutive year we've increased our dividend. We also initiated a share buyback program of up to \$2 billion, demonstrating our commitment to return cash to Clorox stockholders.

### THE STRENGTH OF OUR BRANDS WILL GUIDE US INTO THE FUTURE.

Our obsession with building and investing in modern and relevant human-centric brands began with Clorox bleach more than a century ago and continues as we enter fiscal year 2019. What do we believe is behind a great brand? It's value. It's innovation. And it's leadership. All instilled with trust and supported by our highly engaged Clorox team of 8,700 people. In our brands is everything we need, today and into the future, to reward our consumers and, ultimately, all our stakeholders.



Benno O. Dorer, Chair and Chief Executive Officer

<sup>1</sup>Total amount reflects \$450 million of cash dividends paid and \$271 million of payments for stock repurchases, less \$45 million related to issuance of common stock for employee stock plans and other.

\$6.26

DILUTED EPS  
(from continuing operations)

+17%

DILUTED EPS INCREASE  
(on top of a +9% increase  
from FY17)

\$974M

NET CASH PROVIDED  
(from continuing operations,  
a +12% increase from FY17)



Emergency supplies are delivered by the American Red Cross to provide some relief to a Northern California neighborhood devastated by wildfires.

Photo by Marko Kokic for The American Red Cross. ©The American Red Cross 2017.  
Used with permission.



# 2020 ST

In its sixth and penultimate year, our 2020 Strategy continued to serve as a guidepost for the company. Value, Innovation and Leadership, hallmarks of our business and corporate responsibility strategies, drive us toward our goal of Good Growth — that's profitable, sustainable and responsible.

## MISSION

We make everyday life better, every day.

## OBJECTIVE

Be the best at building big-share brands in midsized categories.

## COMMITMENT

Leverage environmental, social and governance performance to help drive long-term, sustainable value creation.

## STRATEGIES

BUSINESS	CORPORATE RESPONSIBILITY
01 Engage our people as business owners.	Promote diversity, opportunity and respectful treatment for all people who touch our business.
02 Drive superior consumer value behind strong brand investment, innovation and technology transformation.	Make responsible products responsibly.
03 Accelerate portfolio momentum in and around the core.	Safeguard families through initiatives that promote health, education and safety.
04 Fund growth by reducing waste in our work, products and supply chain.	Shrink our environmental footprint while we grow.

# RATEGY

## ANNUAL LONG-TERM ASPIRATIONS

### GROW

Net Sales By  
**+3-5%**

### EXPAND

EBIT Margin  
**+25-50**  
Basis Points

### DELIVER

Free Cash Flow as a %  
of Net Sales  
**11-13%**

## OPERATING MODEL

### FACTORS DRIVING OUR BUSINESS SUCCESS

To achieve our business goals, we need to leverage the unique attributes of our company; strengthen our relationships with important partners such as our employees, non-retail customers and communities; and manage external factors that can influence our success.



#### FOUNDATION

- ✓ Our Values
  - Do the right thing
  - Stretch for results
  - Take personal ownership
  - Work together to win
- ✓ Our Resources
  - Talented and engaged employees
  - Leading brands
  - Superior brand-building capabilities and innovation
  - Sustained brand investments
  - Strong product portfolio
  - Financial discipline
  - Strong cash flow



#### OUR RELATIONSHIPS

- ✓ Consumers
- ✓ Employees
- ✓ Retail and Non-Retail Customers
- ✓ Suppliers and Other Business Partners
- ✓ Communities
- ✓ Investors
- ✓ Civil Society/NGOs



#### EXTERNAL INFLUENCES

- ✓ Laws and Regulations
- ✓ Global Economy
- ✓ Natural Resources
- ✓ Competition
- ✓ Raw Materials and Other Input Costs

# ENGAGE OUR PEOPLE



## BUSINESS HIGHLIGHTS

Engage our people as business owners.

- Our annual employee engagement survey showed an 88 percent employee engagement rate<sup>A</sup>, far surpassing the norm for competitors in the Fast-Moving Consumer Goods sector (81 percent) and also exceeding the norm for Global High-Performance companies (86 percent).
- We invested in a cross-functional training program for general managers, building skills and business acumen across this critical talent segment.

88%  
**CLOROX EMPLOYEE  
ENGAGEMENT<sup>A</sup>**

<sup>A</sup> Reviewed by Ernst & Young LLP. Please refer to pages 49-51 for the Review Report.



- Our newly launched Global Mentoring Program established nearly 500 mentoring relationships, empowering our employees to develop leadership skills, build relationships and identify growth opportunities.
- As part of our strategy to evolve our growth culture, we rolled out a companywide initiative, “Be BOLD,” to transform how we generate new ideas, pursue product innovation, and drive value for consumers and shareholders.
- Innovent 2.0 – the latest iteration of our longstanding internal crowd-sourcing innovation competition – generated a record number of ideas from employees around the globe, in all eight of our functions, who responded to specific challenges identified by our businesses.

**500  
MENTORING  
RELATIONSHIPS  
FORMED**



## CORPORATE RESPONSIBILITY HIGHLIGHTS

Promote diversity, opportunity and respectful treatment for all people who touch our business.



- We accelerated our inclusion and diversity efforts to align with the CEO Action for Diversity & Inclusion by focusing on three components: 1) implementing new unconscious bias education and expanding it; 2) continuing to cultivate workplaces that support open dialogue on complex conversations about diversity and inclusion; and 3) sharing best practices with our peers.
- We launched a training program on unconscious bias for people managers that was subsequently cascaded throughout the organization. The program aims to lessen the influence of unconscious bias, which can limit our ability to consider all perspectives and prevent us from achieving the best possible outcome. The program is intended to help create a more inclusive workplace that supports our continued growth.

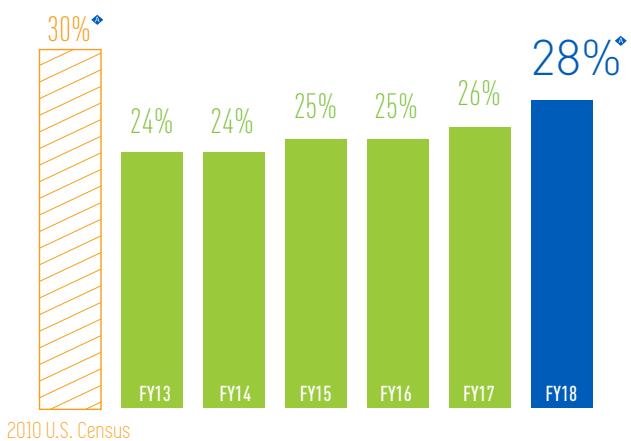
- Twenty-five teams in our Product Supply Organization instituted a "Plus One" initiative, in which individuals with different thinking styles, experience or perspectives are added to teams. The Plus One initiative not only provided more insights to these teams but also helped enhance participants' personal development. Other functions have begun to adopt the concept as well.
- Our African-American employee resource group created a business insights committee to proactively educate our employees and creative agencies about multicultural points of view. The committee has provided insights, feedback and ideas to improve the relevancy of our brands with African-American consumers as well as to protect and grow our standing within this community.
- With safety integrated into our day-to-day operations, the company has consistently achieved world-class recordable incident rates. Especially notable are our Brampton, Ontario, plant in Canada and our Conghua plant in China, which achieved major milestones by reaching seven and 10 years, respectively, without any recordable incidents.
- The company spent nearly \$144 million with diverse suppliers during the fiscal year. We increased our direct supplier spend by approximately \$3.7 million from fiscal year 2017, and we continue to increase our procurement from national diverse suppliers. Diverse suppliers include 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.

**\$144M  
SPENT WITH  
DIVERSE  
SUPPLIERS**

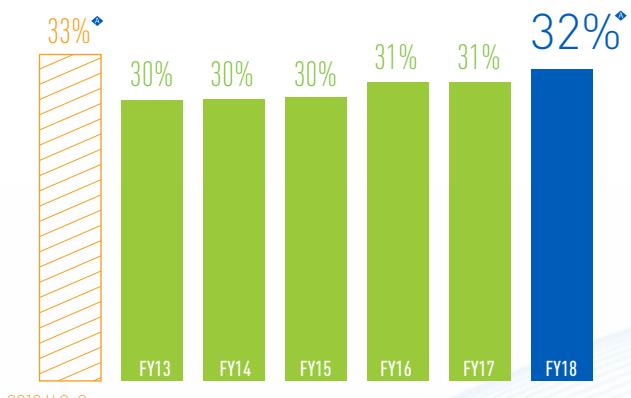
(Up **\$3.7 MILLION**  
from FY17)



## CLOROX U.S. MINORITY NONPRODUCTION MANAGERS



## CLOROX U.S. MINORITY NONPRODUCTION EMPLOYEES



## DIVERSITY REPRESENTATION CONTINUES UPWARD TREND

Inclusion and diversity are strategic priorities, and we continue to make progress in our goal of having more diverse representation in our board and executive leadership as well as within our overall workforce. Minority and female representation on our board has consistently exceeded that of our peers in the Fortune 500. Women continue to assume senior leadership roles, now making up one-third of our Executive Committee, compared with 20 percent four years ago. During the same time frame, representation of U.S. minority nonproduction employees and managers has risen to be at or near industry averages.

Safety is integrated into our day-to-day business operations. While our recordable incident rate increased to 0.82 <sup>A</sup> from 0.60 a year ago, since the beginning of our goal period, it has been consistently less than 1.0, a benchmark we consider to be world-class, and well below industry averages of 3.5.

For us, employee well-being starts with promoting a sense of belonging, ensuring different perspectives are represented and maintaining a safe work environment. These are the cornerstones of an engaged workforce that's focused on growing our business profitably, sustainably and responsibly.

<sup>A</sup> Reviewed by Ernst & Young LLP. Please refer to pages 49-51 for the Review Report.

## DRIVE SUPERIOR CONSUMER VALUE



### BUSINESS HIGHLIGHTS

Drive superior consumer value behind strong brand investment, innovation and technology transformation.

+3%  
**INCREMENTAL SALES FROM PRODUCT INNOVATION**

- Clorox delivered 3 percent of incremental sales behind product innovation — the eighth consecutive year of this achievement. Some of the new products introduced in fiscal year 2018 included the following:
  - Burt's Bees cosmetics, masks, lip treatments and liquid lipsticks
  - Clorox disinfecting wipes (Easy to Pull), Clorox Scentiva bathroom foam cleaner, Clorox bleach with Cloromax
  - Totally Spot-Less Powered by Clorox 2®
  - Kingsford EcoLight charcoal lighter
  - RenewLife probiotics + organic prebiotics (Daily Balance, Women's Daily, Kids Daily, Strong & Ready, Settle & Restore, Return to Regular)



- RenewLife probiotics (Restore; Mood & Stress; Prenatal; Kids Daily Boost; Kids Ear, Nose & Throat; Baby Colic Drops)
- Fresh Step Clean Paws Triple Action and Fresh Step Clean Paws Multi-Cat with the Power of Febreze cat litter
- Glad® ForceFlex Plus, Glad ForceFlex Plus Advanced Protection and Glad OdorShield Gain Moonlight Breeze trash bags; Glad Home Collection containers
- Hidden Valley® Ranch Simply Dinners™ and Hidden Valley Ranch seasoning shakers
- Clorox Clothes ultra stain remover (Middle East)
- Clorox Triple Accion bleach (Latin America)
- Poett® Lov(e)volution® cleaners (Latin America)
- Ever Clean® Fast Acting Odour Control cat litter (Europe)

# STRATEGY 02

Business Highlights continued.

- Our Burt's Bees lip balm assumed the No. 1 13-week market share position in the total lip balm category for the first time in its history, achieving that milestone in the fourth quarter of 2018.<sup>1</sup>
- The Kingsford brand announced a multiyear partnership with Major League Baseball that pairs two of America's favorite pastimes, baseball and barbecuing, around common purposes of connecting with family and friends, enjoying food and fun, and tradition.
- Through a partnership with Google, the Kingsford brand is tapping artificial intelligence (AI) to reach consumers where they are. Consumers can now ask their Google Assistant to "Talk to Kingsford," and the devices will answer questions about everything from grilling to cleaning grates, storing charcoal and firing up perfect meals over a real charcoal flame.
- Hidden Valley Ranch became the first brand to launch an integrated campaign in partnership with a market-leading online recipe site

and the market-leading online retail site, allowing millions of home cooks to purchase Hidden Valley Ranch products and make ranch recipes on the same day.

- With the insight that many consumers listen to their music and even dance while cleaning, the Pine-Sol® brand created a video, "Cleaning Dance Challenge," with Inanna Sarkis, an Syrian-Bulgarian Canadian YouTube sensation with 2.7 million subscribers. The video drove over 3.2 million views and generated a 10 percent lift in brand consideration and favorability, according to a YouTube study.
- To launch Fresh Step Clean Paws litter, the brand partnered with the Humane Society of New York to create the Cats on Glass Gallery, a unique pop-up exhibit that featured adoptable cats frolicking on glass above visitors, showcasing their pristine (and litter-free) paws. The event attracted more than 7,000 attendees and garnered more than 90 million media and social impressions.
- In partnership with our Information Technology function, the RenewLife brand launched the company's first AI chatbot. In its pilot phase, "Sunny"



We built on last year's successful introduction of the Clorox Scentiva experiential scent cleaners platform by expanding into new product categories and fragrances.

The pop-up Cats on Glass Gallery offered an Instagrammable visual of the new Fresh Step Clean Paws low-tracking litter.

To reach consumers where they are, Kingsford developed content for the Google Assistant to help answer questions about grilling.



<sup>1</sup>IRI, 13 weeks ending June 17, 2018.



Our new Atlanta West Home Care facility supports long-term growth.

Our Poett brand partnered with Spotify to build stronger connections with consumers.



is serving as an educational resource to help consumers select the right products on RenewLife.com. It will expand in fiscal year 2019 to include e-commerce and customer service functions. Learnings from the RenewLife chatbot pilot are intended to inform similar AI initiatives across the company.

- We invested in innovation within our supply chain, opening a new, state-of-the-art manufacturing facility in Georgia. Atlanta West is a 258,000-square-foot plant that is using one-of-a-kind technology to capitalize on the momentum behind our Home Care business and support long-term growth.
- With the adoption of more streamlined processes to get products on shelf faster, our Burt's Bees brand was able to shorten the beauty innovation timeline by six to eight months, a vital need in a category heavily driven by trends and rapid innovation.

- To build stronger connections with consumers, our Poett brand partnered with Spotify to develop music playlists for each of our fragrances. The campaign used local influencers to maximize reach. As a result, there was a positive impact on sales as well as a lift in recall of ads when comparing consumers who had and had not seen them.
- We continued to lead the industry with about 50 percent of our media spending now focused on digital, up from 45 percent last year.

**WE CONTINUED  
TO LEAD THE  
INDUSTRY WITH  
ABOUT 50 PERCENT  
OF OUR MEDIA  
SPENDING FOCUSED  
ON DIGITAL**

## CORPORATE RESPONSIBILITY HIGHLIGHTS

Make responsible products responsibly.

- The Brita® brand's line of Stream pitchers — introduced in 2017 featuring Filter-As-You-Pour™ technology, which allows users to fill the pitcher quickly and pour immediately — no longer require water reservoirs, enabling us to use 30 percent less resin than our standard model with equal capacity.
  - The Hidden Valley Ranch brand began an initiative projected to reduce more than 1.5 million pounds of plastic needed for bottles annually while also enhancing the design by replacing the screw-on cap with a flip-cap lid that is easier to open and close.
  - The Kingsford brand addressed the growing consumer interest in products from renewable sources by launching EcoLight charcoal lighter, which is USDA BioPreferred®-certified and made with naturally derived ingredients (corn and soybeans).
  - The Burt's Bees brand collaborated with 18 diverse beauty and personal care companies, retail customers and nonprofit organizations to develop a common tool to evaluate product sustainability.

**BRITA  
INTRODUCED  
TWO PITCHERS  
USING 30 PERCENT  
LESS RESIN**



## WE'RE ON PACE TO MAKE SUSTAINABILITY IMPROVEMENTS TO HALF OUR PORTFOLIO BY 2020

Since our 2011 baseline, the percentage of our product portfolio with sustainability improvements has increased steadily, from 7 percent in our first year to 49 percent<sup>A</sup> in 2017, our most recent available data.

To meet our 2020 goal, we have established four pathways for improving the sustainability of our products and packaging, allowing each brand to consider which approach makes the most sense while delivering superior consumer value. These options include 1) reducing materials; 2) using more sustainable materials; 3) reducing the amount of water or energy required by consumers; and 4) sourcing materials more sustainably.

Most of our product sustainability improvements have been achieved through material reduction in the product or package, or both. This helps minimize the footprint associated with the materials saved and reduce the transportation footprint because we can load more product onto fewer trucks for distribution.

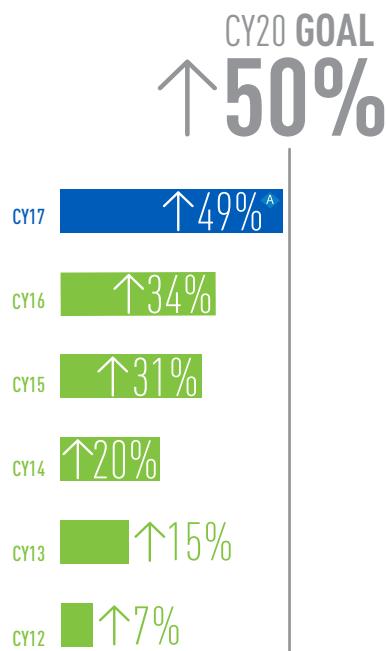
We're just shy of our 2020 goal two years ahead of schedule and expect to meet the goal next year. Looking beyond 2020, we anticipate needing to shift more of our efforts beyond material reduction because opportunities for further material efficiency gains will be more limited.

The new rating system is intended to help retailers make more sustainable personal care products available and promote those attributes to consumers while also providing an incentive for manufacturers to produce more sustainable products.

- The Burt's Bees brand launched the free Recycle On Us program in partnership with TerraCycle to enable consumers to recycle the packaging from Burt's Bees personal care, lip care and beauty care products while raising money for their favorite charitable organization.

### PRODUCT PORTFOLIO WITH SUSTAINABILITY IMPROVEMENTS

(cumulative progress since 2011 base year)



<sup>A</sup> Reviewed by Ernst & Young LLP. Please refer to pages 49-51 for the Review Report.

## ACCELERATE PORTFOLIO MOMENTUM

► WHAT'S NEXT



Natural Vitality, the No. 1 anti-stress and sleep brand in the natural channel,<sup>1</sup> is part of the family of brands acquired as part of the Nutranext acquisition.



As part of our ongoing effort to accelerate growth through acquisitions of leading brands in fast-growing categories, we acquired Nutranext, a health-and-wellness company based in Sunrise, Florida. The company manufactures and markets leading dietary supplement brands, including Rainbow Light, Natural Vitality and Neocell, in retail and e-commerce channels. The acquisition brings significant scale and breadth to our dietary supplements business as we continue to drive portfolio momentum with a focus on health and wellness.

<sup>1</sup>IRI/SPINS, POS retail dollar sales ending Dec. 31, 2017.



## BUSINESS HIGHLIGHTS

Accelerate portfolio momentum in and around the core.

- Building on its strong foundation in natural personal care, our Burt's Bees brand expanded into the color cosmetics category with the introduction of Burt's Bees Beauty. The cosmetics line — foundation, concealer, powder, blush, eyeshadow, eyeliner and mascara made with natural ingredients — is the biggest product launch in the brand's 30-year history.
- The Hidden Valley Ranch brand repositioned its dry products as flavor enhancers, giving consumers even more ways to enjoy the taste of ranch. This, along with expanded distribution of Hidden Valley Ranch seasoning shakers and the launch of Hidden Valley Ranch Simply Dinners™ breading prep kit, is enabling the brand to compete in the larger seasoning category.
- Licensing partnerships that extended our brands into new categories and generated profitable revenue streams included Kingsford spices, Kingsford ribs and entrees, Clorox Fraganzia® laundry care, Brita Pro™ home softeners and filtration systems, and Kingsford wood pellets.
- Sales in the e-commerce channel grew more than 45 percent through partnerships with fast-growing retailers and strategic investments in high-value digital media. E-commerce now represents 6 percent of company sales.
- We further expanded our health-and-wellness portfolio with the acquisition of Nutranext, a leading manufacturer and marketer of vitamins and dietary supplements.
- We shifted investments in our International segment toward more profitable businesses, establishing five growth vectors that are expected to represent approximately 30 percent of our portfolio by 2021.



The introduction of Hidden Valley Ranch seasoning shakers helped the brand expand into the seasoning category.

45%+  
**GROWTH IN  
E-COMMERCE  
SALES**

## CORPORATE RESPONSIBILITY HIGHLIGHTS

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

- In response to disasters such as hurricanes Harvey, Irma and Maria and the California wildfires, we donated more than 55,000 cases of Clorox liquid bleach, Glad trash bags, Clorox disinfecting wipes and Burt's Bees lip balms, working with our partner, the American Red Cross. The Clorox Company Foundation donated an additional \$350,000 to the American Red Cross, our Professional Products Division gave \$20,000 and employees donated \$90,000 through our workplace giving program, which included matching funds from the foundation.
- To help extend the life of food donations, we donated 97 truckloads of Glad food storage products to Feeding America to support 45 of their member food banks nationally.
- Expanding our commitment to health and wellness, we pledged \$1 million in grants over four years to support urban farms. These farms are helping to strengthen disadvantaged communities by addressing food scarcity through nutrition education and by removing barriers to eating nutritious food.

In partnership with Stephen Curry, the Brita brand launched a grant program to provide schools with access to clean, safe and sustainable drinking water.



**55,000+**  
**CASES**  
**OF PRODUCT**  
**DONATED**

Including Clorox liquid bleach, Glad trash bags, Clorox disinfecting wipes and Burt's Bees lip balms.

- The Burt's Bees brand began an initiative to strengthen 10 global supplier communities' capabilities in areas such as access to clean water, women's and children's empowerment, health and safety, and biodiversity by 2020. In Tanzania and Vietnam, we provided protective equipment to nearly 500 beekeepers, while in Burkina Faso we supported training of 3,000 women to build safer, fuel-efficient cookstoves to roast shea butter kernels. An additional 2,600 women received training in the processing of quality kernels, development of cooperatives and establishment of savings associations to improve their economic empowerment.
- Our brands continued to engage in cause-marketing programs that are both consistent with their purpose and meaningful to consumers.
  - The Clorox brand signed a three-year partnership with Evidence Action to supply bleach for its bleach dispenser program in Africa that will provide safe drinking water to up to 4 million people in Kenya and Uganda by 2020. This is an expansion of the Clorox Safe Water Project, which began in 2012 and now reaches 25,000 people in rural Peru.
  - The Brita brand partnered with the Alliance for a Healthier Generation and basketball superstar Stephen Curry to launch Filter for the Future, a grant program that provides schools with access to clean, safe and sustainable drinking water. Through the purchase of specially marked products, consumers are helping support the initiative to equip



Brita Canada expanded its Filter for Good program to provide cleaner drinking water to 120,000 Kenyans.

## OUR PROGRESS

approximately 100 schools with Brita hydration stations that will enable kids to fill up their reusable bottles with filtered water instead of relying on single-use plastic water bottles.

- Brita Canada expanded its Filter for Good™ program to help provide cleaner drinking water to 120,000 people in Kenya by committing to support the completion of a second borehole, a type of well, by the end of our 2019 fiscal year. Through a continued partnership with the global nonprofit WE, the brand's initiative also impacts education, since many young girls who had been responsible for retrieving water for their families will now be able to attend school.
- In New York, the Clorox brand partnered with local nonprofit Thrive Collective and more than 250 volunteers from the local community to clean and transform a former school into a youth arts center. The freshly cleaned space will serve as Thrive Collective's new headquarters and will create new possibilities with arts and mentoring programs for at-risk youth in Harlem.
- The Kingsford brand donated to the Movember Foundation and encouraged men on social media to help support efforts to improve men's health, with support from former professional football player Vince Wilfork.
- Our Clorox brand partnered with DonorsChoose.org to provide Clorox disinfecting wipes to schools in January — when classrooms are low on supplies — in addition to the more traditional fall back-to-school season when cold and flu begins in earnest.

## EVERY YEAR, WE SUPPORT THE COMMUNITIES WHERE WE LIVE AND DO BUSINESS.

Five years into our strategy, we've made substantial contributions to the well-being of our neighbors and our global community. From fiscal years 2013 to 2018, we have given more than \$25 million in foundation and corporate cash grants to support community initiatives, with a particular focus on nonprofit organizations in the areas of K-12 education, youth development, cultural arts organizations, health initiatives and, more recently, urban farming.

During the same time frame, the company made \$44.4 million in product donations, while our brands invested more than \$6 million in cause-marketing campaigns to make a difference in safe drinking water, education and youth leadership, pet adoption and men's health, to name a few projects aligned with their purposes.

From the 2012 to 2017 calendar years, our employees volunteered 644,553 hours of their time to improve their local communities, effort that is valued at nearly \$16 million.

Consistent with our values as a company, we will continue to be committed to the well-being of our communities.

### CLOROX EMPLOYEES

Volunteered

**644,553 hours**

from calendar years 2012-17

### FOUNDATION AND CORPORATE CASH GRANTS

Gave

**\$25M+**

in community support from fiscal years 2013-18

### THE CLOROX COMPANY

Donated

**\$44.4M**

in products from fiscal years 2013-18

## FUND GROWTH



### BUSINESS HIGHLIGHTS

Fund growth by reducing waste in our work, products and supply chain.

- Through a more flexible and responsive manufacturing process, we've been able to increase the number of production orders processed by 33 percent over the last three years. The Kingsford brand, for example, increased production capacity by 16.7 percent without additional capital investment.
- We simplified the planning process for rail car deliveries at our Spring Hill, Kansas, litter plant, resulting in improved rail carrier service and protecting against disruptions.
- By focusing on consumer needs, efficiency and process improvements, we continue to reduce the amount of time required to bring new innovations to market, launching approximately 70 percent of new products in 14 months or less.



An operator at our Atlanta plant prepares cases of our Clorox Commercial Solutions toilet bowl cleaner for distribution.

- Enterprisewide initiatives, including investment in a new manufacturing process for our Glad ForceFlex Plus trash bags, changing to a consumer-preferred substrate for our Clorox disinfecting wipes, and a number of other administrative improvements, contributed to \$113 million in cost savings.
- A redesign of our process, systems and data is enabling us to export U.S. professional products and bring them to global markets faster.
- We eliminated nearly 10,000 hours of effort in our international marketing processes, freeing up employees' time to focus on building the business and better serving our consumers.

- Our Bogota, Colombia, plant upgraded its line equipment to increase production capacity of thick bleach and laundry products, cutting production time and increasing efficiency and flexibility based on demand.
- We made significant investments in our Glad brand's manufacturing process and equipment to reduce resin in Glad ForceFlex Plus trash bags, resulting in a new patent-protected product offering greater value to consumers.
- We developed a world-class distribution center in Peru, upgrading more than 160,000 square feet of our existing facility to eliminate costs of external rental and freight services, increasing storage space and improving product quality through reduced handling.

**ELIMINATED**

**10,000  
HOURS OF EFFORT  
IN INTERNATIONAL  
MARKETING  
PROCESSES**

## CORPORATE RESPONSIBILITY HIGHLIGHTS

Shrink our environmental footprint while we grow.

- Five additional sites achieved zero-waste-to-landfill status — our Tlalnepantla (Mexico City) manufacturing site; Tultipark, Mexico, distribution center; Amherst, Virginia, plant; Willowbrook, Illinois, R&D facility; and Rogers, Arkansas, distribution center — bringing the total number of sites that have achieved this milestone during the current goal period to eight, two shy of the 2020 goal of 10 sites.
- Our plants in Bogota, Colombia, and Quilicura, Chile, developed a solution to manage industrial wastewater that's sustainable and reduces costs. Rather than pump water used to flush residual product in the pipes and tanks to an internal wastewater treatment plant, they now reuse some rinsing water and eliminate rinse cycles in certain production sequences. With less wastewater requiring treatment, we saved \$2 million per facility and lowered disposal costs. The plants also cut annual water use by nearly 10 million gallons.

- After a rigorous audit verifying compliance and validating best practices in environmental risk mitigation, our Tlalnepantla, Mexico, plant received the clean industry certification, the highest environmental recognition offered by Mexico's environmental authority (PROFEPA).
- Using best practices shared from other plants, our Kingsford plant in Belle, Missouri, removed a concrete retaining wall and worn-out pavement, grinding the debris for reuse as a pavement sub-base in a new concrete expansion in front of the plant's warehouses. This kept the material out of landfills, conserved resources by reducing the need for gravel mining and reduced the energy that would have been required to transport new material.
- As part of our ongoing commitment to responsible sourcing of palm oil, we have begun to identify opportunities to improve environmental and social sustainability across our supply chain, with benefits extending to the broader industry. Working with our implementation partner, The Forest Trust, we began supporting Priority Areas for Transformation, a program focused on land-use planning in Indonesia that helps members and other participating stakeholders work together to bring sustainable economic growth while protecting a critical ecosystem.



Our Mexico plant and distribution center became certified as new zero-waste-to-landfill sites.

5

**NEW SITES  
ACHIEVED  
ZERO-WASTE-TO-  
LANDFILL STATUS**



## WE'RE ON TRACK TO DELIVER OUR 2020 GOALS

- We reached out to our top 100 suppliers — representing approximately two-thirds of our spending — to participate in an annual survey disclosing their environmental practices, including measuring and setting goals as well as reporting on greenhouse gas emissions, energy and water use, and solid-waste-to-landfill. This survey enables us to track their progress and is part of a broader effort to improve the sustainability of our upstream supply chain.
- More than 99 percent of paper-based packaging we purchase is now made from recycled or certified sustainable fiber. This was one of our 2020 goals for product and packaging sustainability.

## OUR PROGRESS

### 2020 GOAL



Reduce the environmental impact of our operations and improve the sustainability of our upstream supply chain.

As the sixth year of our footprint reduction goal period comes to a close, we've already exceeded our 2020 goals to reduce solid-waste-to-landfill, water use and greenhouse gas emissions and remain on target to reach our 2020 goals to lower energy use. Our facilities are not energy-intensive or water-intensive, making ongoing progress challenging now that we have already reduced energy and water use by 25 percent and 35 percent, respectively, per case of product sold, since establishing our first sustainability strategy in 2008. We continue to seek innovative ways to reduce our overall operational footprint while mitigating the impact of unexpected external challenges that are limiting our ability to recycle certain plastics in areas that have been reliable outlets in the past.

We began supporting a land-use planning initiative in Indonesia, part of our commitment to responsible sourcing of palm oil.



## ENERGY ON TRACK TO DELIVER 2020 GOAL

### 2020 GOAL



Reduce energy use by  
**↓ 20%**  
 per case of product sold  
 versus a 2011 calendar  
 year baseline.

### RESULTS TO DATE

**↓ 17%**

We continue to make progress to reduce our energy use during this goal period. Based on our current data, we've now cut our energy use by 17 percent and are on track to achieve our 20 percent reduction goal by 2020. Some of the recent reductions in energy use on an intensity basis are due to an increase in product volume and the resulting efficiencies of scale.

At this point in our progress, we've identified and implemented potential efficiencies in some of our most energy-intensive processes. To meet our 2020 goal, we continue to focus on site-specific efficiency improvements — such as installing LED lighting — identified through our Energy Audit Action Plan created a few years ago.

### ENERGY USE

(annual progress versus 2011 base year):



\* Reviewed by Ernst & Young LLP. Please refer to pages 49-51 for the Review Report.

**2020 GOAL**

Reduce greenhouse gas emissions by

**↓ 20%**

per case of product sold versus a 2011 calendar year baseline.

**RESULTS TO DATE****↓ 32%****GHG EMISSIONS REDUCTIONS AHEAD OF 2020 GOAL**

We've now cut our greenhouse gas emissions by 32 percent, exceeding our 20 percent goal three years ahead of plan. Achieving this goal is the result of steady progress throughout the goal period, with the exception of a slight setback in 2014 because of extreme weather that required additional energy use. It also takes into account our restated greenhouse gas emissions.<sup>1</sup>

Similar to our energy use, some of the recent reductions in greenhouse gas emissions on an intensity basis are due to our increase in product volume and the resulting efficiencies of scale. Greenhouse gas emissions were also reduced through facility-based initiatives to install energy-efficient LED lighting.

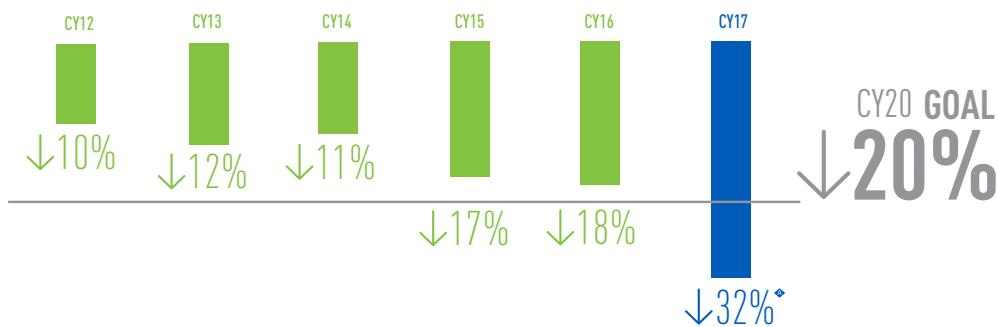
Last year we began using some renewable energy, with solar panels activated at our Fairfield, California, plant and our regional distribution center in Aberdeen, Maryland. Both solar panel arrays were built with a third-party provider as power purchase agreements. That means we didn't spend company money to build these projects, and the facilities buy the solar-produced power from the third party instead of from the utility.



<sup>1</sup>In 2017, we changed our methodology for calculating Scope 3 emissions because the U.S. EPA stopped supporting the methodology we had previously adopted. 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 2018. Emissions from finished goods transportation are calculated using "per ton-mile" emission factors, according to the same guidance. In prior years, Scope 3 emissions were calculated based on fuel usage using the EPA's "btu/ton-mile" and "GHG emissions per unit of fuel" emission factors. For the purposes of our 2020 reduction goal, we've revised the 2011 GHG baseline to apply the same methodology being adopted in 2017 to the baseline year. This increases our 2011 baseline year emissions from 507,216 metric tons CO<sub>2</sub>e to 761,980 metric tons CO<sub>2</sub>e, against which 2017 and future years in our 2020 goal period will be reported. This enables us to accurately compare GHG emissions for 2017 going forward to the 2011 baseline. We haven't revised GHG emissions for 2012 through 2016.

**GHG EMISSIONS**

(annual progress versus 2011 base year)



\* Reviewed by Ernst & Young LLP. Please refer to pages 49-51 for the Review Report.

## WASTE TO LANDFILL REDUCTIONS SURPASS 2020 GOAL

We exceeded our 2020 solid-waste-to-landfill goal just two years into our goal period, but we are still working to build on our progress. In 2017, a major construction project for the new Atlanta West plant and several capital equipment projects resulted in an increase in hard-to-recycle construction demolition and debris. Additionally, once-reliable markets for certain plastics recycling dried up, forcing us to send more material to landfill. Despite these temporary setbacks, we remain well ahead of our 20 percent reduction goal.

As a company, we reused or recycled nearly 90 percent of nonsellable materials in 2017 and are identifying new opportunities to reduce solid-waste-to-landfill, such as the decision by our manufacturing site and distribution center in Mexico to send certain waste to a co-processing facility. With co-processing, waste is used for energy, and the residual material is used as a raw material for a concrete mix. We also made progress toward our goal of 10 zero-waste-to-landfill sites by 2020, bringing the total number to eight.

1 Calendar year 2011 baseline value for solid-waste-to-landfill has been restated to reflect: 1) the removal from the baseline of waste volumes attributed to the Aplicare business, divested by Clorox in calendar year 2017, and 2) the addition of the previously excluded waste stream, cafeteria waste sludge, to the landfill waste volume at our Lima, Peru, manufacturing facility.

### 2020 GOAL



Reduce solid-waste-to-landfill by  
**↓ 20%**  
per case of product sold  
versus a 2011 calendar  
year baseline.<sup>1</sup>

### RESULTS TO DATE

**↓ 33%**

### ZERO-WASTE-TO-LANDFILL SITES

(annual progress versus 2011 base year):



### SOLID-WASTE-TO-LANDFILL

(annual progress versus 2011 base year):



# OUR PROGRESS

## WATER REDUCTIONS REMAIN AHEAD OF 2020 GOAL

### 2020 GOAL



Reduce water use by

↓ **20%**

per case of product sold  
versus a 2011 calendar  
year baseline.

### RESULTS TO DATE

↓ **22%**

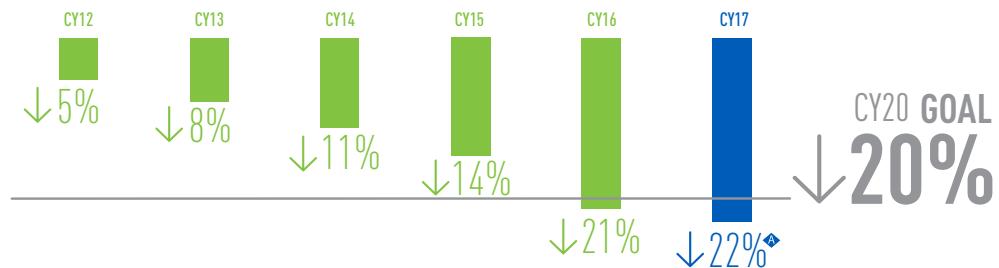
With steady progress throughout the goal period, we surpassed our 20 percent water reduction goal in 2016, four years early. We continued to reduce overall usage in 2017 but noticed increased water usage for equipment cleaning as our plants strived to reduce water use without compromising quality requirements. Water leaks discovered in underground piping at some of our older plants, which required repairs, also affected our progress.

These challenges were offset by our new Atlanta West plant that is designed to generate little wastewater. And we continue to benefit from and implement water-reduction best practices identified through a third-party water audit conducted in 2015 and 2016 for our most resource-intensive plants. These initiatives have enabled us to accelerate our progress from a 14 percent reduction in water use in 2015 to a 22 percent reduction in the current year. Going forward, we believe additional water savings initiatives reporting across the company have the potential to reduce water use by more than 15 million gallons per year, particularly through efficiency, recycling and reuse.



### WATER USE

(annual progress versus 2011 base year):



\* Reviewed by Ernst & Young LLP. Please refer to pages 49-51 for the Review Report.

# 2018 SCORECARD

\$6.1B  
NET SALES

25+  
Country/Territory  
Operations

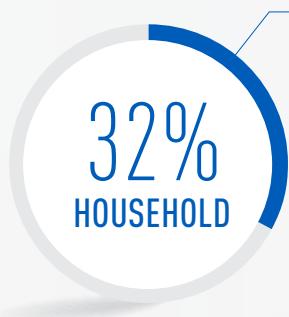
8,700+  
EMPLOYEES

100+  
Markets Around  
the World

## SALES BY SEGMENT AND CATEGORY<sup>1,2</sup>



- 19% HOME CARE**  
(Clorox | Pine-Sol | Tilex | Formula 409 | Liquid-Plumr)
- 9% LAUNDRY**  
(Clorox | Clorox 2)
- 6% PROFESSIONAL PRODUCTS**  
(Clorox Healthcare | Clorox Commercial Solutions)



- 14% BAGS, WRAPS, CONTAINERS**  
(Glad)
- 9% CHARCOAL**  
(Kingsford | Match Light)
- 7% CAT LITTER**  
(Fresh Step | Scoop Away)
- 2% DIGESTIVE HEALTH**  
(RenewLife)



- 9% FOOD PRODUCTS**  
(Hidden Valley | Soy Vay | KC Masterpiece)
- 4% NATURAL PERSONAL CARE**  
(Burt's Bees)
- 3% WATER FILTRATION**  
(Brita)
- 1% DIETARY SUPPLEMENTS<sup>3</sup>**  
(Rainbow Light | Natural Vitality | Neocell)



- 8% LATIN AMERICA**
- 4% CANADA**
- 3% REST OF WORLD**
- 2% AUSTRALIA/NEW ZEALAND**

<sup>1</sup>All brands are registered trademarks of The Clorox Company.

<sup>2</sup>All percentages represent rounded numbers.

<sup>3</sup>Reflects results following April 2018 Nutranext acquisition. This family of brands is expected to contribute approximately 3 points of sales in FY19.

# OUR GLOBAL FOOTPRINT

## NORTH AMERICA

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

## EUROPE

- United Kingdom

## ASIA

- Saudi Arabia
- United Arab Emirates
- China
- South Korea
- Hong Kong
- Philippines
- Malaysia

## SOUTH AMERICA

- Colombia
- Ecuador
- Peru
- Argentina
- Chile

## AFRICA

- Egypt
- Kenya
- South Africa

## AUSTRALIA

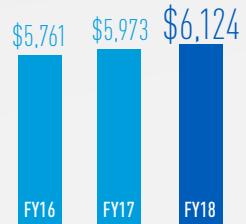
## NEW ZEALAND

# PERFORMANCE

Achieving financial success while investing for the long term.

## NET SALES

( $\$$  Millions)



## EARNINGS FROM CONTINUING OPERATIONS

( $\$$  Millions)



## EBIT MARGIN<sup>1</sup>

(as a % of Net Sales) (non-GAAP)



## ECONOMIC PROFIT<sup>2</sup>

(non-GAAP) ( $\$$  Millions)



## DILUTED NET EARNINGS PER SHARE FROM CONTINUING OPERATIONS

( $\$$  Millions)



## NET CASH PROVIDED BY CONTINUING OPERATIONS

( $\$$  Millions)



## FREE CASH FLOW<sup>3</sup>

(non-GAAP) ( $\$$  Millions)



# PRODUCT

Innovating and making responsible products responsibly.



3%  
INCREMENTAL SALES FROM  
PRODUCT INNOVATION

GOAL  
**50%**  
BY 2020

49%  
PRODUCT PORTFOLIO WITH  
SUSTAINABILITY IMPROVEMENTS<sup>1</sup>♦

# PEOPLE

Promoting diversity, opportunity and respectful treatment for all people who touch our business.

BEST-IN-CLASS  
EMPLOYEE ENGAGEMENT<sup>1</sup>

88%

EMPLOYEE ENGAGEMENT ▲  
(vs. 81% for Consumer Goods  
Companies, 86% for Global  
High-Performance Companies)

WORLD-CLASS  
WORKPLACE SAFETY<sup>2</sup>

0.82

RECORDABLE INCIDENT RATE ▲  
(vs. World-Class Level <1.0)

## DIVERSITY AS A BUSINESS STRENGTH IN THE WORKFORCE

### ETHNIC MINORITIES (U.S.)

28%

NONPRODUCTION MANAGERS ▲  
(vs. 30% U.S. Census Bureau)<sup>3</sup> ▲

32%

NONPRODUCTION EMPLOYEES ▲  
(vs. 33% U.S. Census Bureau)<sup>3</sup> ▲

### WOMEN (GLOBAL)

43%

NONPRODUCTION MANAGERS ▲

51%

NONPRODUCTION EMPLOYEES ▲



## DIVERSITY AS A BUSINESS STRENGTH IN CORPORATE GOVERNANCE

33%

MINORITY BOARD MEMBERS ▲  
(vs. 14% Fortune 500 Average)<sup>4</sup>

33%

FEMALE BOARD MEMBERS ▲  
(vs. 20% Fortune 500 Average)<sup>4</sup>

33%

FEMALE CLOROX EXECUTIVE  
COMMITTEE MEMBERS ▲

# COMMUNITY

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

**\$2.5M<sup>1</sup>**

Or 101,170 EMPLOYEE VOLUNTEER HOURS in CY 2017



**\$4.6M**

FOUNDATION AND CORPORATE COMMUNITY CASH GRANTS<sup>2</sup>

**\$14.4M**

U.S. CORPORATE PRODUCT DONATIONS<sup>△</sup>

**\$673K**

U.S. CAUSE-MARKETING CONTRIBUTIONS

**\$19.7M**

TOTAL IMPACT

# PLANET

Shrinking our environmental footprint while we grow.



## OPERATIONAL FOOTPRINT

### REDUCTION

(CY 2017 vs CY 2011 per case of product sold)

## GOAL

**20%**

BY 2020

**↓32%**

GREENHOUSE GAS EMISSIONS<sup>△</sup>

**↓17%**

ENERGY CONSUMPTION<sup>△</sup>

**↓22%**

WATER CONSUMPTION<sup>△</sup>

**↓33%**

SOLID-WASTE-TO-LANDFILL<sup>2</sup>

## FOOTNOTES

See footnotes below for descriptions of these non-generally accepted accounting principles, or non-GAAP measures, the reasons management believes they are useful to investors, and reconciliations to the most directly comparable financial measures calculated and presented in accordance with U.S. GAAP. The non-GAAP financial measures should not be considered in isolation or as a substitute for the comparable GAAP measures and should be read in connection with the company's consolidated financial statements presented in accordance with GAAP.

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

### Reconciliation of EBIT

Dollars in millions	FY18	FY17	FY16
Earnings from continuing operations before income taxes	\$1,054	\$1,033	\$ 983
Interest income	-6	-4	-5
Interest expense	85	88	88
EBIT — non-GAAP	\$1,133	\$1,117	\$1,066
EBIT margin — non-GAAP	18.5%	18.7%	18.5%
Net sales	\$6,124	\$5,973	\$5,761

### 2. Reconciliation of Economic Profit <sup>(i)</sup>

Dollars in millions and all calculations based on rounded numbers	FY18	FY17	FY16
Earnings from continuing operations before income taxes	\$1,054	\$1,033	\$ 983
Add back:			
Noncash U.S. GAAP restructuring and intangible asset impairment costs	2	4	9
Interest Expense	85	88	88
Earnings from continuing operations before income taxes, noncash U.S. GAAP restructuring and intangible asset impairment charges, and interest expense	\$1,141	\$1,125	\$1,080
Less: Income taxes on earnings from continuing operations before income taxes, noncash U.S. GAAP restructuring and intangible asset impairment charges and interest expense <sup>(ii)</sup>	249	359	368
Adjusted after-tax profit	\$ 892	\$ 766	\$ 712
Average capital employed <sup>(iii)</sup>	\$2,977	\$2,680	\$2,463
Less: Capital charge <sup>(iv)</sup>	\$ 268	\$ 241	\$ 222
Economic profit <sup>(i)</sup> (adjusted after-tax profit less capital charge)	\$ 624	\$ 525	\$ 490

(i) Economic profit (EP) is defined by the Company as earnings from continuing operations before income taxes, excluding noncash U.S. GAAP restructuring and intangible asset impairment charges, and interest expense; less income taxes [calculated utilizing the Company's effective tax rate], and less a capital charge [calculated as average capital employed multiplied by a cost of capital rate]. EP is a key financial metric that the Company's management uses to evaluate

business performance and allocate resources, and is a component in determining employee incentive compensation. The Company's management believes EP provides additional perspective to investors about financial returns generated by the business and represents profit generated over and above the cost of capital used by the business to generate that profit.

(ii) The tax rate applied is the effective tax rate on earnings from continuing operations, which was 21.8%, 31.9% and 34.1% in fiscal years 2018, 2017 and 2016, respectively.

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

Dollars in millions	FY18	FY17	FY16
Total assets <sup>(v)</sup>	\$5,060	\$4,573	\$4,510
Less:			
Accounts payable and accrued liabilities <sup>(vi)</sup>	1,000	1,002	1,032
Income taxes payable	—	—	—
Other liabilities <sup>(vii)</sup>	778	770	784
Deferred income taxes	72	61	82
Non-interest bearing liabilities	1,850	1,833	1,898
Total capital employed	3,210	2,740	2,612
After tax noncash U.S. GAAP restructuring and intangible asset impairment charges	—	2	6
Adjusted capital employed	\$3,211	\$2,742	\$2,618
Average capital employed	\$2,977	\$2,680	\$2,463

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

(v) Amount for the year ended June 30, 2016 has been retrospectively adjusted to conform to the current year presentation of debt issuance costs required by ASU No 2015-03, "Simplifying the Presentation of Debt Issuance Costs."

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

3. Free cash flow is calculated as net cash provided by continuing operations less capital expenditures and was \$780 million, \$640 million and \$596 million for fiscal years 2018, 2017 and 2016, respectively. For fiscal years 2018, 2017 and 2016, net cash provided by continuing operations was \$974 million, \$871 million and \$768 million, respectively, and capital expenditures were \$194 million, \$231 million and \$172 million, respectively. The company's management uses free cash flow and free cash flow as a percent of sales to help assess the cash generation ability of the business and funds available for investing activities, such as acquisitions, investing in the business to drive growth, and financing activities, including debt payments, dividend payments and share repurchases. Free cash flow does not represent cash available only for discretionary expenditures, since the Company has mandatory debt service requirements and other contractual and non-discretionary expenditures. In addition, free cash flow may not be the same as similar measures provided by other companies due to potential differences in methods of calculation and items being excluded.

### PRODUCT FOOTNOTES

1 For the calendar year ended Dec. 31, 2017. All sustainability metrics represent cumulative progress against CY 2011 baseline, with percentage based on net fiscal year customer sales. There are four types of sustainability improvement criteria that can be met either by fully meeting one or partially meeting two or more: 1) a 5 percent or greater reduction in product or packaging materials on a

per-consumer-use basis; 2) an environmentally beneficial change to 10 percent or more of packaging or active ingredients on a per-consumer-use basis; 3) a 10 percent reduction in required usage of water or energy by consumer; or 4) an environmentally beneficial sourcing change to 20 percent or more of active ingredients or packaging on a per-consumer-use basis.

### PEOPLE FOOTNOTES

1 The FY18 engagement survey was open for three weeks, during which time 83 percent of eligible Clorox employees completed the survey (6,350 of 7,611). The Willis Towers Watson Global High-Performance Norm is based on responses from 409,521 employees (weighted N-size of 140,136) at 24 companies. Companies qualify for the norm by meeting two criteria: 1) superior financial performance, defined by a net profit margin and/or return on invested capital that exceeds industry averages; and 2) superior human resources practices, defined by employee opinion scores near the top among the most financially successful companies surveyed by Willis Towers Watson. The Willis Towers Watson Global Fast-Moving Consumer Goods Norm is comprised of employee survey results from a cross-section of organizations that produce fast-moving consumer goods, based on responses from 823,964 employees (weighted N-size of 146,652) at 68 companies.

2 Based on corporate benchmarking by Clorox, we consider a recordable incident rate of 1.0 or less to be world-class. Our FY18 RIR of 0.82 means that for every 100 Clorox employees, we averaged

less than one reportable incident during the past year. According to the latest available data from the U.S. Bureau of Labor Statistics, the average RIR for goods-producing manufacturing companies is 3.6. The criteria used to determine RIR follows the U.S. Department of Labor's Occupational Safety and Health Administration guidelines and is applied globally.

3 U.S. Census Bureau benchmark metrics are based on the U.S. Census Bureau's Equal Employment Opportunity (EEO) Tabulation 2006–2010, American Community Survey 5-year dataset. The benchmarks are modeled using Clorox's workforce as of June 30, 2018. The calculations utilize weighted averages by U.S. Census job code and apply approximate workforce location assumptions based on Clorox's historical workforce locations and headcount trends.

4 "Missing Pieces Report: The 2016 Board Diversity Census of Women and Minorities on Fortune 500 Boards," Deloitte and the Alliance for Board Diversity, 2017.

### COMMUNITY FOOTNOTES

1 Financial equivalent of 101,170 volunteer hours, calculated at \$24.69 per hour, based on the 2017 U.S. value of volunteer time from IndependentSector.org. Less than 5 percent of these hours are by employees outside the U.S., but all are calculated using the U.S. average rate.

2 This metric is based on an updated methodology to better reflect the amount directly benefiting community organizations we support.

### PLANET FOOTNOTES

1 In 2017, we changed our methodology for calculating Scope 3 emissions because the U.S. EPA stopped supporting the methodology we had previously adopted. Scope 3 emissions for business travel are calculated using "per vehicle-mile traveled" and "per passenger-mile traveled" emission factors from the EPA's Center for Corporate Climate Leadership guidance, published in 2018. Emissions from finished goods transportation are calculated using "per ton-mile" emission factors, according to the same guidance. In prior years, Scope 3 emissions were calculated based on fuel usage using the EPA's "btu/ton-mile" and "GHG emissions per unit of fuel" emission factors. For the purposes of our 2020 reduction goal, we've revised the 2011 GHG baseline to apply the same methodology being adopted in 2017 to the baseline year. This increases our 2011 baseline

year emissions from 507,216 metric tons CO<sub>2</sub>e to 761,980 metric tons CO<sub>2</sub>e, against which 2017 and future years in our 2020 goal period will be reported. This enables us to accurately compare GHG emissions for 2017 going forward to the 2011 baseline. We have not revised GHG emissions for 2012 through 2016.

2 Calendar year 2011 baseline value for solid waste-to-landfill has been restated to reflect: 1) the removal from the baseline of waste volumes attributed to the Apticare business, divested by Clorox in calendar year 2017, and 2) the addition of the previously excluded waste stream, cafeteria waste sludge, to the landfill waste volume at our Lima, Peru, manufacturing facility.

# COMPANY RECOGNITIONS

The company brand was broadly recognized for its business and corporate responsibility achievements in fiscal year 2018.



No. 15  
Ranking



No. 15  
U.S. REPTRACK®  
TOP 100 LIST

2018  
BEST OF THE BEST  
LIST OF TOP EMPLOYERS

—Hispanic Network Magazine



PERFECT  
SCORES  
SINCE 2006



No. 36  
Ranking

(among top 100 of  
1,000 companies  
analyzed)

No. 77  
WORLD'S MOST  
INNOVATIVE COMPANIES

(among 100 ranked companies)

—Forbes

2017 THOMSON REUTERS  
DIVERSITY AND INCLUSION INDEX:

No. 28

(among top 100 most diverse and  
inclusive organizations globally)

BARRON'S

2018  
100 Most  
Sustainable  
Companies

No. 9  
Ranking

No. 207

2017 GLOBAL 2000:

Top Regarded Companies

(among 250 ranked global public companies)

—Forbes

No. 178

2017 GLOBAL 2000:

World's Best Employers

(among 500 ranked global public companies)

—Forbes

50 OUT FRONT LIST

No. 5 Ranking  
BEST PLACES FOR WOMEN  
AND DIVERSE MANAGERS  
TO WORK

—Diversity MBA Magazine



CLEAN INDUSTRY  
CERTIFICATION

(Clorox Mexico)

—PROFEPA (Mexican  
Environmental Authority)



No. 20 Ranking  
100 BEST CORPORATE  
CITIZENS 2018

—CR Magazine

2017 SILVER LEVEL AND PLATINUM  
LEVEL PROCESS SAFETY PERFORMANCE

(Caguas, Puerto Rico, Plant)

—The Chlorine Institute

# BRAND RECOGNITIONS

Because of our value, innovation and leadership, our brands were recognized around the globe for their products and marketing campaigns.

**CLOROX PROFESSIONAL**  
**2017 ISSA Innovation of the Year Award**  
(Clorox® Total 360® System)



**CLOROX**

**Cannes Bronze Lion for Brand Experience and Activation**  
(Clorox® Concentrated Bleach, Puerto Rico)

**CLOROX**  
**No. 2 Ranking**  
Digital Genius,  
2018 L2 Digital Report

**POETT**  
**Lápiz de Oro 2017, Editorial Dossier**  
(Poett® Fraganza, Argentina)

**CANNES LIONS BRONZE WINNER**  
  
**GLAD**  
**Cannes Bronze Lion for Brand Experience and Activation**  
(Glad Forceflex Plus Advanced Protection)

**BRITA**  
**2018 Leveraging Digital Marketing Team**  
Large Company Winner, Marketers That Matter Awards



CLOROX

Good Housekeeping  
Research Institute  
2018  
(Clorox Scentiva  
Multi-Surface Spray)

GLAD

National Leading  
Enterprise in Quality of  
Household Products,  
2015-18  
(Mainland China)

BURT'S BEES

No. 1 Brand in U.S.  
2018 Union for Ethical  
BioTrade Biodiversity  
Barometer

Award is based on a survey of U.S. consumers conducted by IPSOS on behalf of UEBT. It is not an opinion of or based on an assessment by UEBT.



RENEWLIFE

2018 Vity Award,  
Vitamin Retailer  
(RenewLife 3-Day  
Cleanse)

BURT'S BEES  
2017 WWD  
Prestige  
Product of the Year  
(Burt's Bees Beauty)



RENEWLIFE

2018 Rated No.1 Probiotic  
Brand in Consumer  
Satisfaction  
ConsumerLab.com



BRITA

Outstanding Merchandising Achievement Award  
General Merchandise — Semipermanent — Gold Award,  
2018 Shop! Association (Brita Stream Target End Cap)

# FINANCIAL STATEMENTS

## Condensed Consolidated Statements of Earnings

Years ended June 30

**Dollars in millions, except share and per share data**

	<b>2018</b>	<b>2017</b>	<b>2016</b>
Net sales	\$ 6,124	\$ 5,973	\$ 5,761
Cost of products sold	3,449	3,302	3,163
Gross profit	2,675	2,671	2,598
Selling and administrative expenses	837	810	806
Advertising costs	570	599	587
Research and development costs	132	135	141
Interest expense	85	88	88
Other (income) expense, net	(3)	6	(7)
Earnings from continuing operations before income taxes	1,054	1,033	983
Income taxes on continuing operations	231	330	335
Earnings from continuing operations	823	703	648
Losses from discontinued operations, net of tax	—	(2)	—
Net earnings	\$ 823	\$ 701	\$ 648
Net earnings (losses) per share			
Basic			
Continuing operations	\$ 6.37	\$ 5.45	\$ 5.01
Discontinued operations	—	(0.02)	—
Basic net earnings per share	<u>\$ 6.37</u>	<u>\$ 5.43</u>	<u>\$ 5.01</u>
Diluted			
Continuing operations	\$ 6.26	\$ 5.35	\$ 4.92
Discontinued operations	—	(0.02)	—
Diluted net earnings per share	<u>\$ 6.26</u>	<u>\$ 5.33</u>	<u>\$ 4.92</u>
Weighted average shares outstanding (in thousands)			
Basic	129,293	128,953	129,472
Diluted	131,581	131,566	131,717

# FINANCIAL STATEMENTS

## Condensed Consolidated Statements of Comprehensive Income

Years ended June 30

Dollars in millions

	<b>2018</b>	<b>2017</b>	<b>2016</b>
Earnings from continuing operations	\$ 823	\$ 703	\$ 648
Losses from discontinued operations, net of tax	—	(2)	—
Net earnings	823	701	648
Other comprehensive income (losses):			
Foreign currency adjustments, net of tax	(28)	(3)	(53)
Net unrealized gains (losses) on derivatives, net of tax	12	7	9
Pension and postretirement benefit adjustments, net of tax	12	23	(24)
Total other comprehensive income (losses), net of tax	(4)	27	(68)
Comprehensive income	\$ 819	\$ 728	\$ 580

# FINANCIAL STATEMENTS

## Condensed Consolidated Balance Sheets

As of June 30

**Dollars in millions, except share and per share data**

	<b>2018</b>	<b>2017</b>
<b>ASSETS</b>		
Current assets		
Cash and cash equivalents	\$ 131	\$ 418
Receivables, net	600	565
Inventories, net	506	459
Prepaid expenses and other current assets	74	72
Total current assets	1,311	1,514
Property, plant and equipment, net	996	931
Goodwill	1,602	1,196
Trademarks, net	795	654
Other intangible assets, net	134	68
Other assets	222	210
Total assets	\$ 5,060	\$ 4,573
<b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>		
Current liabilities		
Notes and loans payable	\$ 199	\$ 404
Current maturities of long-term debt	—	400
Accounts payable and accrued liabilities	1,001	1,005
Total current liabilities	1,200	1,809
Long-term debt	2,284	1,391
Other liabilities	778	770
Deferred income taxes	72	61
Total liabilities	4,334	4,031
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; 158,741,461 shares issued as of June 30, 2018 and 2017; and 127,982,767 and 129,014,172 shares outstanding as of June 30, 2018 and 2017, respectively	159	159
Additional paid-in capital	975	928
Retained earnings	2,797	2,440
Treasury shares, at cost: 30,758,694 and 29,727,289 shares as of June 30, 2018 and 2017, respectively	(2,658)	(2,442)
Accumulated other comprehensive net (losses) income	(547)	(543)
Stockholders' equity	726	542
Total liabilities and stockholders' equity	\$ 5,060	\$ 4,573

# FINANCIAL STATEMENTS

## Condensed Consolidated Statements of Stockholders' Equity

Dollars in millions	Common Stock		Additional Paid-in Capital	Retained Earnings	Treasury Shares		Accumulated Other Comprehensive Net (Losses) Income	Total
	Shares (in thousands)	Amount			Shares (in thousands)	Amount		
<b>Balance as of June 30, 2015</b>	158,741	\$159	\$775	\$1,923	(30,127)	\$(2,237)	\$(502)	\$118
Net earnings				648				648
Other comprehensive income (loss)							(68)	(68)
Accrued dividends				(406)				(406)
Stock-based compensation		45						45
Other employee stock plan activities		48		(2)	2,892	168		214
Treasury stock purchased					(2,151)	(254)		(254)
<b>Balance as of June 30, 2016</b>	158,741	159	868	2,163	(29,386)	(2,323)	(570)	297
Net earnings				701				701
Other comprehensive income (loss)							27	27
Accrued dividends				(421)				(421)
Stock-based compensation		51						51
Other employee stock plan activities		9		(3)	1,164	70		76
Treasury stock purchased					(1,505)	(189)		(189)
<b>Balance as of June 30, 2017</b>	158,741	159	928	2,440	(29,727)	(2,442)	(543)	542
Net earnings				823				823
Other comprehensive income (loss)							(4)	(4)
Accrued dividends				(467)				(467)
Stock-based compensation		53						53
Other employee stock plan activities		(6)		1	1,139	56		51
Treasury stock purchased					(2,171)	(272)		(272)
<b>Balance as of June 30, 2018</b>	158,741	\$159	\$975	\$2,797	(30,759)	\$(2,658)	\$(547)	\$726

# FINANCIAL STATEMENTS

## Condensed Consolidated Statements of Cash Flows

Years ended June 30

**Dollars in millions**

	<b>2018</b>	<b>2017</b>	<b>2016</b>
Operating activities:			
Net earnings	\$ 823	\$ 701	\$ 648
Deduct: Losses from discontinued operations, net of tax	—	(2)	—
Earnings from continuing operations	823	703	648
Adjustments to reconcile earnings from continuing operations to net cash provided by continuing operations:			
Depreciation and amortization	166	163	165
Stock-based compensation	53	51	45
Deferred income taxes	(23)	(35)	5
Other	43	36	1
Changes in:			
Receivables, net	(24)	(1)	(52)
Inventories, net	(21)	(19)	(45)
Prepaid expenses and other current assets	3	(5)	6
Accounts payable and accrued liabilities	(47)	(34)	57
Income taxes payable	1	12	(62)
Net cash provided by continuing operations	974	871	768
Net cash (used for) provided by discontinued operations	—	(3)	10
Net cash provided by operations	974	868	778
Investing activities:			
Capital expenditures	(194)	(231)	(172)
Businesses acquired, net of cash acquired	(681)	—	(290)
Other	16	26	32
Net cash used for investing activities	(859)	(205)	(430)
Financing activities:			
Notes and loans payable, net	(214)	(125)	426
Long-term debt borrowings, net of issuance costs	891	—	—
Long-term debt repayments	(400)	—	(300)
Treasury stock purchased	(271)	(183)	(254)
Cash dividends paid	(450)	(412)	(398)
Issuance of common stock for employee stock plans and other	45	75	210
Net cash used for financing activities	(399)	(645)	(316)
Effect of exchange rate changes on cash and cash equivalents	(3)	(1)	(13)
Net increase (decrease) in cash and cash equivalents	(287)	17	19
Cash and cash equivalents:			
Beginning of year	418	401	382
End of year	\$ 131	\$ 418	\$ 401
Supplemental cash flow information:			
Interest paid	\$ 75	\$ 78	\$ 79
Income taxes paid, net of refunds	245	347	323
Non-cash financing activities:			
Cash dividends declared and accrued, but not paid	123	108	104

# REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM ON CONDENSED FINANCIAL STATEMENTS



Building a better  
working world

## THE BOARD OF DIRECTORS AND STOCKHOLDERS OF THE CLOROX COMPANY

We have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated balance sheets of The Clorox Company as of June 30, 2018 and 2017, 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, 2018, the related notes and the financial statement schedule in Exhibit 99.2 (collectively referred to as the "consolidated financial statements") (not presented separately herein) and in our report dated August 14, 2018, 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, 2018 and 2017 and for each of the three years in the period ended June 30, 2018 (presented on pages 49 through 51) 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, 2018, 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 14, 2018 (not presented separately herein) expressed an unqualified opinion thereon.

*Ernest & Young LLP*

San Francisco, CA  
August 14, 2018

# REPORT OF INDEPENDENT ACCOUNTANTS ON REVIEW OF NONFINANCIAL INFORMATION



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working world

## THE BOARD OF DIRECTORS AND STOCKHOLDERS OF THE CLOROX COMPANY

We have reviewed selected quantitative performance indicators (the "Subject Matter") included in Exhibit A and as identified by the "▲" symbol presented in The Clorox Company's ("Clorox" or "the Company") Annual Report for the year ended June 30, 2018, or otherwise noted, in accordance with the criteria also set forth in Exhibit A (the "Criteria"). The Clorox Company's management is responsible for the Subject Matter included in Exhibit 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) in AT-C section 105, Concepts Common to All Attestation Engagements, and AT-C section 210, Review Engagements. Those standards require that we plan and perform our review to obtain limited assurance about whether any material modifications should be made to the Subject Matter in order for it to be in accordance with the Criteria. A review consists principally of applying analytical procedures, making inquiries of persons responsible for the subject matter, obtaining an understanding of the data management systems and processes used to generate, aggregate and report the Subject Matter and performing such other procedures as we considered necessary in the circumstances. A review is substantially less in scope than an examination, the objective of which is to obtain reasonable assurance about whether the Subject Matter is in accordance with the Criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. A review also does not provide assurance that we became aware of all significant matters that would be disclosed in an examination. We believe that our review provides a reasonable basis for our conclusion.

In performing our review, we have complied with the independence and other ethical requirements of the Code of Professional Conduct issued by the AICPA.

We applied the Statements on Quality Control Standards established by the AICPA and, accordingly, maintain a comprehensive system of quality control.

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

Based on our review, we are not aware of any material modifications that should be made to the selected quantitative performance indicators for the year ended June 30, 2018, or otherwise noted, in order for it to be in accordance with the Criteria.

*Ernst & Young LLP*

San Francisco, CA  
September 21, 2018

## EXHIBIT A: SCHEDULE OF SELECTED QUANTITATIVE PERFORMANCE INDICATORS



Indicator Name	Scope	Unit	Value <sup>1</sup>	Criteria
Scope 1, 2, and 3 greenhouse gas (GHG) emissions <sup>2, 3, 4, 5, 6</sup>	Global	Percentage reduction of tCO2e per stat case sold over baseline year [2011] <sup>7</sup>	-32%	The World Resources Institute ("WRI") / World Business Council for Sustainable Development's ("WBCSD") Greenhouse Gas ("GHG") Protocol Corporate Accounting and Reporting Standard, the GHG Protocol Scope 2 Guidance and the GHG Protocol Corporate Value Chain (Scope 3) Standard
Energy consumption, Scope 1 and 2 <sup>2, 3, 4, 5</sup>	Global	Percentage reduction of MWh per stat case sold over baseline year [2011] <sup>7</sup>	-17%	WRI/WBCSD's GHG Protocol Corporate Accounting and Reporting Standard, the GHG Protocol Scope 2 Guidance
Water consumption <sup>2, 4</sup>	Global	Percentage reduction of gallons of water consumed per stat case sold over baseline year [2011] <sup>7</sup>	-22%	Management's criteria as follows: Water consumption includes water at all global manufacturing sites, offices and research development centers used in 1) products sold to customers 2) the manufacturing process 3) irrigation and 4) water consumed by employees during office hours for personal needs (i.e. restrooms, break rooms). Water sources include city/municipal, well, lake, river and storm water.
Sustainability improvements to product portfolio since January 2012 <sup>8</sup>	Global	Percentage of product portfolio	49%	Management's criteria as follows: There are four types of sustainability improvement criteria that can be met either by fully meeting one or by partially meeting two or more: 1) a 5 percent or more reduction in product or packaging materials on a per-consumer-use basis; 2) an environmentally beneficial change to 10 percent or more of packaging or active ingredients on a per-consumer-use basis; 3) a 10 percent reduction in required usage of water or energy by consumer; or 4) an environmentally beneficial sourcing change to 20 percent or more of active ingredients or packaging on a per-consumer-use basis.
Workforce demographics/diversity metrics <sup>9</sup>	See right for metric scope	Percentage minority nonproduction employees in U.S.	32%	OSHA Regulation 1920.2(d) defines "Employee" as an individual who is employed in a business of his employer which affects commerce. The Equal Employment Opportunity Commission defines "Minority" as any race that is not white (Asian; Black; Latino; Native American; Native Hawaiian; or Two or More).
		Percentage minority nonproduction managers in U.S.	28%	
		Percentage female nonproduction employees globally	51%	
		Percentage female nonproduction managers globally	43%	Management's criteria as follows: "Manager" is defined as an "employee" at Grade 27 or above for U.S. employees and Grade 26 or above for international employees with regards to Clorox's Human Resources (HR) compensation structure. "Production Employee" is defined as an employee at Grade 19 or below with regards to Clorox's HR compensation structure (international and U.S.). "Non-Production Employee" is defined as an employee at Grade 20 or above with regards to Clorox's HR compensation structure (international and U.S.). In certain circumstances, nonproduction employees may be classified below Grade 20 based on type of work performed.
		Percentage female Board of Directors	33%	
		Percentage minority Board of Directors	33%	
		Percentage female Executive Committee members	33%	
		U.S. Census Bureau benchmark percentage for minority non-production managers in the U.S.	30%	U.S. Census Bureau benchmark metrics are based on the U.S. Census Bureau's Equal Employment Opportunity (EEO) Tabulation 2006-2010, American Community Survey 5-year dataset. The benchmarks are modeled using Clorox's workforce as of June 30, 2018. The calculations utilize weighted averages by U.S. Census job code and apply approximate workforce location assumptions based on Clorox's historical workforce locations and headcount trends.
U.S. product donations <sup>7, 10</sup>	U.S. only	Fair market value of products donated in U.S. dollars	\$14.4 million	Management's criteria as follows: 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. Fair Market Value is derived from current year average truckload price of the product donated. Truckload prices are based on volume ordered and shipped.
Total recordable incident rate <sup>11</sup>	Global	Recordable incident rate (RIR)	0.82	Occupational Health and Safety Administration (OSHA) Regulation (Standards – 29 CFR) Part 1904 "Recording and Reporting Occupational Injuries and Illness"
Employee engagement score <sup>12</sup>	Global	Percentage of employee engagement	88%	Management's criteria as follows: Engagement is defined as the intensity of employees' connection to Clorox, marked by committed effort to achieve work goals ('being engaged') in environments that support productivity ('being enabled') and maintain personal well-being ('feeling energized').

Note 1: 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.

- All percentages are rounded to the nearest whole number in the Annual Report.
- For all locations where Clorox maintains operational control and for the calendar year ended Dec. 31, 2017.
- Scope 1 emissions include direct energy used by Clorox in its operations, categorized by stationary combustion, mobile combustion, refrigerant use, direct VOC loss and direct wood pyrolysis. The last two sources relate mainly to Clorox's Kingsford business unit, and wood pyrolysis is considered to be a mostly carbon neutral process; therefore CO2 emissions from wood pyrolysis are not included in total tCO2e, but CO2 equivalent emissions from CH4 and N2O are included. Natural gas emissions, the largest Scope 1 emission source, are calculated using factors from EPA Mandatory GHG Reporting for Stationary Fuel Sources (June 2017) and Global Warming Potential (GWP) rates from the Intergovernmental Panel on Climate Change's (IPCC) Fourth Assessment Report.
- 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.
- Scope 2 includes indirect emissions resulting from Clorox's purchased electricity use and is calculated using the Environmental Protection Agency's (EPA) 2016 eGRID emission factors for U.S. locations and the Energy Information Administration's (EIA) Foreign Electricity Emission Factors published in 2007 for international locations. Clorox applies GWPs from the IPCC's Fourth Assessment Report. For the Scope 2 market-based-method, Clorox contacted its largest utility suppliers, however was unable to obtain supplier specific emission factors. Clorox does not purchase any renewable energy certificates or other contractual instruments and residual mix factors are not currently available in the locations in which Clorox operates. Due to the lack of market-based data available, Clorox's market-based emissions were calculated following the same process as the location-based-method emissions.
- Scope 3 includes finished goods transportation in the U.S. only and global employee business travel. Employee business travel includes emissions from commercial air flights and rental car use by Clorox's employees. Commercial air flights are limited to business travel booked in the

United States, United Kingdom, Hong Kong, Chile, Mexico, Peru and Canada. In 2017, the company changed its calculation methodology for Scope 3 emissions as the U.S. EPA guidance stopped supporting the methodology the company previously adopted. In the current year, 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 2018. Emissions from finished goods transportation are calculated using 'per ton-mile' emission factors, from the same guidance. In prior years, Scope 3 emissions were calculated based on fuel usage, using the EPA's 'btu/ton-mile' and 'GHG emissions per unit of fuel' emission factors. As these factors are no longer being provided by the EPA, Clorox calculated Scope 3 emissions using the revised approach in the current year, and also updated its 2011 baseline in order to accurately compare GHG emissions overtime.

7 A stat case is the number of cases sold or produced multiplied by a stat factor which normalizes case value between brands and provides a common denominator of the revenue generated by cases across various brands.

8 Once a product meets the sustainability improvement criteria, it is reported to the Clorox Eco Team by each business unit and the sustainability improvement percentage is calculated for that product using its fiscal year net customer sales as a percentage of Clorox's total fiscal year net customer sales. The total sustainability improvements percentage represents the summation of all sustainability improvement percentages for products that met the criteria between Jan. 1, 2012 and Dec. 31, 2017.

9 For the fiscal year ended June 30, 2018.

10 U.S. product donations include donations made by any U.S. business unit.

11 Recordable incident rate was determined as of July 9, 2018, for the fiscal year ended June 30, 2018. The recordable incident rate includes all reportable incidents that occurred at Clorox facilities globally. It does not include remote Clorox facilities that have fewer than 30 employees.

12 Clorox adopts Willis Towers Watson's definition of employee engagement in terms of 'sustainable' engagement. Employee engagement is measured by a survey administered March 12, 2018 through March 30, 2018. 6,350 Clorox employees responded to the survey.

# CORPORATE GOVERNANCE

Clorox remains at the forefront of good governance, continually assessing our existing framework to identify new opportunities to deliver Good Growth and provide long-term shareholder value.

Steps taken by the board in fiscal year 2018 reinforced a culture of independence and our leadership in adopting best practices.

- **Shareholder Engagement**

As part of stockholder engagement on environmental, social and governance issues, the board, represented by its independent lead director, collaborated with senior management to meet with significant institutional investors and highlight our progress in areas such as diversity and environmental sustainability, which play a strategic role in long-term growth.

- **Expansion of Board Oversight**

The board took a number of steps in recognition of the importance of greater oversight for certain critical issues:

- The newly renamed Nominating, Governance and Corporate Responsibility Committee now formally includes corporate responsibility matters. The official change is detailed in the committee charter.
- Consistent with best practices, the board amended guidelines to oversee decisions about the company's political contributions.
- Standing cybersecurity updates are now part of the agenda at every meeting of the Audit Committee.

- **Implementation of Individual Director and Peer Assessments**

It's important for the board to include directors who have the right skill sets to meet our evolving business needs, can offer a variety of experiences and backgrounds, and can bring fresh perspectives.

- Individual director and peer assessments, considered a best practice, are now used by the board to help identify areas of opportunity that would make the board composition even stronger. These assessments also support overall board effectiveness and serve to complement the annual board and committee evaluations that were already in place to enhance the performance of these bodies, as well as overall governance practices.

# BOARD OF DIRECTORS



**Benno Dorer**  
Chair and Chief Executive Officer,  
The Clorox Company

**Pamela Thomas-Graham**  
Lead Independent Director



**Amy Banse**  
Managing Director and Head  
of Funds, Comcast Ventures

**Richard H. Carmona,  
M.D., M.P.H., F.A.C.S.**  
Chief of Health Innovations,  
Canyon Ranch; former  
U.S. Surgeon General

**Spencer C. Fleischer**  
Managing Partner,  
FFL Partners



**Esther Lee**  
Executive Vice President —  
Global Chief Marketing  
Officer, MetLife Inc.

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

**Robert W. Matschullat**  
Retired Vice Chairman  
and Chief Financial Officer,  
The Seagram Company Ltd.



**Jeffrey Noddle**  
Retired Executive  
Chairman, SuperValu Inc.  
  
Mr. Noddle will retire from the board of directors  
effective November 2018.

**Matthew J. Shattock**  
Chairman and CEO,  
Beam Suntory Inc.  
  
Mr. Shattock joined the board of directors  
Aug. 1, 2018.

**Carolyn M. Ticknor**  
Retired President,  
Imaging & Printing Systems,  
Hewlett-Packard Company



**Russell J. Weiner**  
Chief Operating Officer and  
President of the Americas,  
Domino's Inc.

**Christopher J. Williams**  
Chairman and Chief Executive  
Officer, The Williams Capital  
Group L.P. and Williams  
Capital Management LLC

# CLOROX EXECUTIVE COMMITTEE

The composition of the Clorox Executive Committee changed in fiscal year 2018 primarily as the result of retirements and business expansion from our Nutranext acquisition. Thanks to strong succession planning, five individuals were tapped from within the organization to lead Finance, International, Product Supply, our Nutranext and RenewLife businesses, and Information Technology. Additionally, two existing CEC members were elevated to executive vice president, with Jon Balousek assuming additional responsibility for Corporate Development and Linda Rendle assuming additional responsibility for Corporate Strategy. With the CEC's expansion to 15 members, women now make up one-third of the senior leadership team at Clorox, with roles overseeing company operations; Legal and Corporate Affairs; Research & Development; Human Resources; and the Cleaning Division, our largest business.

## Seated from left to right:

**Andy Mowery**  
Senior Vice President and Chief Product Supply Officer

**Laura Stein**  
Executive Vice President — General Counsel and Corporate Affairs

**Dawn Willoughby**  
Executive Vice President and Chief Operating Officer

**Denise Garner**  
Senior Vice President and Chief Innovation Officer

**Diego Barral**  
Senior Vice President and General Manager — International Division

**Bill Bailey**  
Senior Vice President — Corporate Business Development

**Kevin Jacobsen**  
Senior Vice President and Chief Financial Officer

**Kirsten Marriner**  
Senior Vice President and Chief People Officer

**Benno Dorer**  
Chair and Chief Executive Officer

**Eric Reynolds**  
Senior Vice President and Chief Marketing Officer

**Linda Rendle**  
Executive Vice President — Cleaning and Strategy

**Jay McNulty**  
Senior Vice President and Chief Information Officer

**Michael Costello**  
Senior Vice President and General Manager — Nutranext and RenewLife

**Jon Balousek**  
Executive Vice President — Specialty and Corporate Development

**Matt Laszlo**  
Senior Vice President and Chief Customer Officer



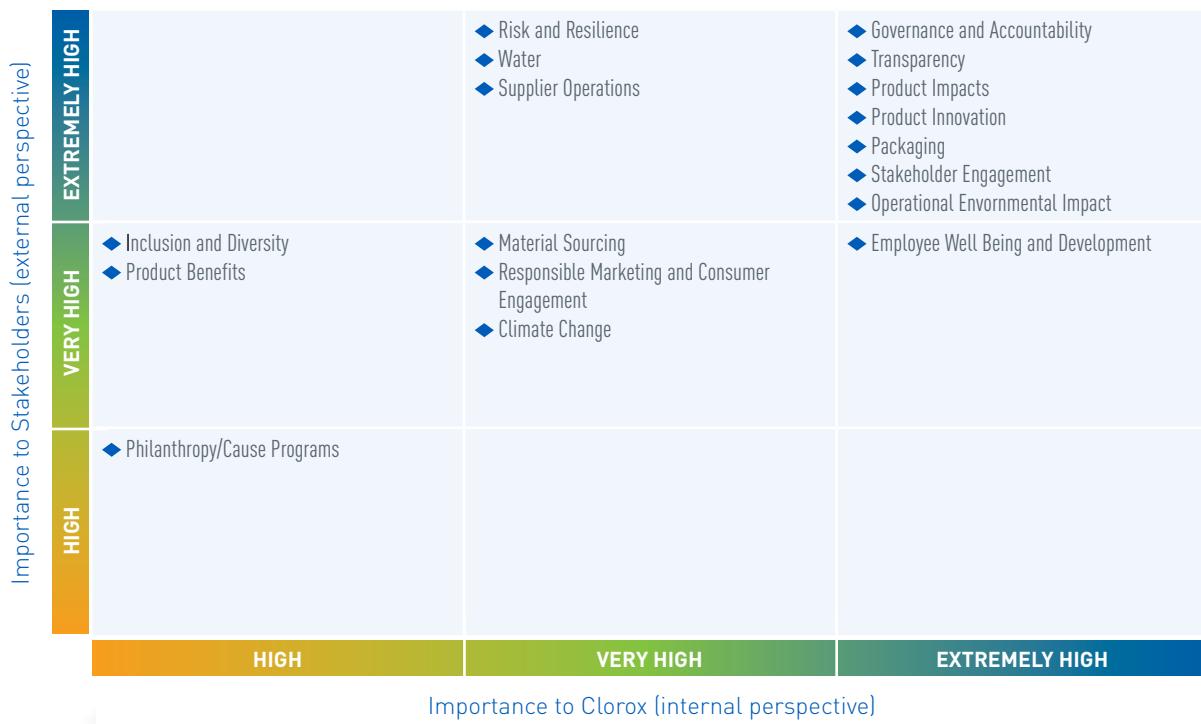
# CORPORATE RESPONSIBILITY PRIORITIES

## PRIORITIES AND MATRIX

We believe that building trust among our stakeholders is important to building successful brands. That's why we conducted a materiality exercise<sup>1</sup> to identify our corporate responsibility priorities.<sup>2</sup> These focus areas and corresponding matrix, developed with guidance from a third party, capture the company's highest corporate responsibility priorities and, therefore, those areas where we should be placing the greatest emphasis. They are based on a review of the company's 2020 Strategy, as well as feedback from Clorox employees and external stakeholders.

The matrix below shows our top 17 corporate responsibility priorities presented in relative importance to each other.

### HIGHEST CORPORATE RESPONSIBILITY PRIORITIES<sup>2</sup>



<sup>1</sup>Based on assessment conducted in 2016.

<sup>2</sup>"Corporate responsibility priorities" is used to avoid confusion with the financial meaning of the term "materiality."

# ABOUT THIS REPORT

## CORPORATE RESPONSIBILITY PRIORITIES

The Clorox Company's integrated annual report presents the company's financial and corporate responsibility performance for fiscal year 2018, as well as our goals for 2020. It highlights fiscal year financial performance in accordance with generally accepted accounting principles in the U.S., which include principles for determining materiality related to financial reporting. Also presented in this report is information about performance related to the company's corporate responsibility priorities. Key corporate responsibility priorities may include, but are not limited to, topics that could have a significant financial impact on the organization.

## VOLUNTARY ASSURANCE 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: U.S. greenhouse gas emissions, U.S. energy consumption, global water consumption, product sustainability improvements, workforce demographics, recordable incident rate, employee engagement and U.S. product donations. Items undergoing assurance are indicated with an  throughout the report. We continue to look for opportunities to provide external review of metrics that provide further insight into how we create value for all our stakeholders.

## USING THE GLOBAL REPORTING INITIATIVE FRAMEWORK

This year's report has been developed in accordance with the Global Reporting Initiative's Sustainability Reporting Standards, which represent a global best practice for reporting on a range of economic, environmental and social impacts. More information on the GRI standards is available at [globalreporting.org](http://globalreporting.org). A full list of our GRI disclosures can be found on pages 57-72 of this report and on our website at [annualreport.TheCloroxCompany.com](http://annualreport.TheCloroxCompany.com).

## REPORTING AGAINST THE UNGC PRINCIPLES

Incorporated into the GRI Sustainability Reporting Standards Index is the Communication on Progress, which describes the company's actions in implementing the Ten Principles of the United Nations Global Compact.

## REPORTING PERIOD AND BOUNDARY

Most data in this report covers wholly and majority-owned operations for July 1, 2017, through June 30, 2018. In some instances, we have included data for a multiyear period to show year-over-year comparisons. Data in this report for environmental sustainability and volunteer hours is for the period of Jan. 1, 2017, through Dec. 31, 2017, and is global unless otherwise stated.

# GRI CONTENT INDEX

## General Disclosures

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
<b>ORGANIZATIONAL PROFILE</b>			
102-1	Name of the organization	The Clorox Company	CEO Letter reinforces Clorox's commitment to the UN Global Compact Ten Principles.
102-2	Activities, brands, products, and services	2018 Scorecard, pages 34-39 2020 Strategy Overview and Progress 10-K: Item: Overview of Business, pages 1-5	
102-3	Location of headquarters	2018 Scorecard, page 35, back cover	
102-4	Location of operations	2018 Scorecard, page 35	
102-5	Ownership and legal form	10-K: Cover page [The Clorox Company; state or other jurisdiction of incorporation of organization: Delaware]	
102-6	Markets served	2018 Scorecard, page 35 10-K: page 3	
102-7	Scale of the organization	2018 Scorecard, pages 34-35	
102-8	Information on employees and other workers	Strategy 1, pages 12-15 2018 Scorecard, page 34, [People section] <a href="#">Clorox Website: Our People</a>	
102-9	Supply chain	Clorox's supply chain reflects the company as a formulator (not a chemical company) with a broad portfolio of products for consumers and professionals. Raw material inputs are varied. <a href="#">Clorox Website: Corporate Responsibility: Supply Chain</a>	UNGC Ten Principles — The Clorox Company Business Partner Code of Conduct includes our expectations of suppliers on business ethics, human rights, labor and environmental compliance and sustainability.
102-10	Significant changes to the organization and its supply chain	Clorox made the following changes to its organization, which also impacted its supply chain: August 2017 divestiture of the Aplicare business, including manufacturing; April 2018 acquisition of the Nutranext business, which added a manufacturing facility in Sunrise, FL.	
102-11	Precautionary Principle or approach	<a href="#">Clorox Website: Brands — What We're Made Of</a>	Principle 7
102-12	External initiatives	CDP, UNGC — See CEO Letter, pages 5-9 IIRC and GRI, About This Report, page 56 <a href="#">Clorox Website: AIM Progress Industry Collaboration</a>	UNGC Ten Principles
102-13	Membership of associations	<a href="#">Clorox Website: Stakeholder Engagement</a>	UNGC Principles 7-9 (See Responsible Sourcing Information)
<b>STRATEGY</b>			
102-14	Statement from senior decision-maker	CEO Letter, pages 5-9	
102-15	Key impacts, risks, and opportunities	2020 Strategy Overview and Progress, pages 10-33 10-K: Item 1.A. Risk Factors, pages 6-18	

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
<b>ETHICS AND INTEGRITY</b>			
102-16	Values, principles, standards, and norms of behavior	<a href="#">Clorox Website: Mission and Values</a>	Principle 10
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Clorox Website: Clorox Code of Conduct and Clorox Business Partner Code of Conduct</a>	Principle 10
<b>GOVERNANCE</b>			
102-18	Governance structure	Corporate Governance, pages 52-53 <a href="#">Clorox Website: Corporate Governance</a> <a href="#">Clorox Website: Governance Guidelines</a>	UNGC Ten Principles
102-19	Delegating authority	Corporate Governance, pages 52-54 <a href="#">Clorox Website: Corporate Governance</a> <a href="#">Clorox Website: Eco Governance</a>	Principles 7-9
102-20	Executive-level responsibility for economic, environmental, and social topics	Corporate Governance, pages 52-54	
102-21	Consulting stakeholders on economic, environmental, and social topics	Corporate Governance, page 52 <a href="#">Clorox Website: Board of Directors</a>	
102-22	Composition of the highest governance body and its committees	Corporate Governance, pages 53-54 <a href="#">Clorox Website: Corporate Governance</a>	
102-23	Chair of the highest governance body	Corporate Governance, page 53 <a href="#">Clorox Website: Corporate Governance</a>	
102-24	Nominating and selecting the highest governance body	<a href="#">Clorox Website: Corporate Governance Committee Charters</a>	
102-25	Conflicts of interest	<a href="#">Clorox Website: Clorox Code of Conduct</a>	Principle 10
102-26	Role of highest governance body in setting purpose, values, and strategy	<a href="#">Clorox Website: Governance Guidelines</a>	UNGC Ten Principles
102-27	Collective knowledge of highest governance body	<a href="#">Clorox Website: Clorox Board of Directors</a>	UNGC Ten Principles
102-28	Evaluating the highest governance body's performance	<a href="#">Clorox Website: Corporate Governance Committee Charters</a>	UNGC Ten Principles
102-29	Identifying and managing economic, environmental, and social impacts	<a href="#">Clorox Website: Governance Guidelines</a>	UNGC Ten Principles

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
102-30	Effectiveness of risk management processes	<a href="#">Clorox Website: Governance Guidelines</a>	UNGC Ten Principles
102-31	Review of economic, environmental, and social topics	The Clorox board of directors meets at least quarterly to review key issues/opportunities impacting the company.	UNGC Ten Principles
102-32	Highest governance body's role in sustainability reporting	Clorox's CEO, CFO and general counsel approve our integrated report.	
102-33	Communicating critical concerns	<a href="#">Clorox Website: Communicating with Clorox Board of Directors</a>	
102-34	Nature and total number of critical concerns	The Clorox board of directors regularly review and address a variety of key issues/opportunities through quarterly updates, strategy meetings and separate committee meetings. The company does not disclose the total number of concerns.	
102-35	Remuneration policies	Clorox Website: SEC Filings 2018 Clorox Proxy — See Compensation Discussion and Analysis, pages 34-62	
102-36	Process for determining remuneration	Clorox Website: SEC Filings 2018 Clorox Proxy — See Compensation Discussion and Analysis, pages 34-62	
102-37	Stakeholders' involvement in remuneration	Clorox Website: SEC Filings 2018 Clorox Proxy — See Compensation Discussion and Analysis, pages 34-62	
102-38	Annual total compensation ratio	Clorox does not disclose, although the company does point to CEO median pay ratio.	
102-39	Percentage increase in annual total compensation ratio	Clorox does not disclose.	
<b>STAKEHOLDER ENGAGEMENT</b>			
102-40	List of stakeholder groups	Corporate Governance, page 52 2020 Strategy, Our Relationships, page 11 <a href="#">Clorox Website: Stakeholder Engagement</a>	
102-41	Collective bargaining agreements	U.S.: 1.90%, International: 23.43%, Total Company: 8.97%	Principle 3
102-42	Identifying and selecting stakeholders	<a href="#">Clorox Website: Stakeholder Engagement</a>	
102-43	Approach to stakeholder engagement	<a href="#">Clorox Website: Stakeholder Engagement</a>	
102-44	Key topics and concerns raised	Corporate Responsibility Priorities, page 55 <a href="#">Clorox Website: Stakeholder Engagement</a>	

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
REPORTING PRACTICE			
102-45	Entities included in the consolidated financial statements	10-K: Financial Information About Foreign and Domestic Operations — Notes to Consolidated Financial Statements in Exhibit 99.1	
102-46	Defining report content and topic Boundaries	About This Report, page 56	
102-47	List of material topics	Corporate Responsibility Priorities, page 55 <a href="#">Clorox Website: Stakeholder Engagement</a>	UNGC Principles 1-10
102-48	Restatements of information	10-K: Five-Year Financial Summary, page 66	
102-49	Changes in reporting	About This Report, page 56	
102-50	Reporting period	About This Report, page 56	
102-51	Date of most recent report	About This Report, page 56	
102-52	Reporting cycle	About This Report, page 56	
102-53	Contact point for questions regarding the report	<a href="mailto:corporate.communications@clorox.com">corporate.communications@clorox.com</a>	
102-54	Claims of reporting in accordance with the GRI Standards	About This Report, page 56	
102-55	GRI content index	<a href="#">About This Report, page 56</a>	
102-56	External assurance	About This Report, page 56 Report of Independent Registered Accounting Firm, pages 49-51	

# GRI CONTENT INDEX

## Topic-Specific Disclosures

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
<b>GRI 200: ECONOMIC</b>			
<b>GRI 201: ECONOMIC PERFORMANCE</b>			
103-1	Explanation of the material topic and its Boundary	CEO Letter, pages 5-9 2020 Strategy, pages 10-11 2018 Scorecard, pages 34-39 Corporate Responsibility Priorities, page 51	
103-2	The management approach and its components	CEO Letter, pages 5-9 2020 Strategy, pages 10-11 2018 Scorecard, pages 34-39 10-K: Part I, Item 1 — Overview of Business, page 1; Part II, Item 7 — Management's Discussion and Analysis of Financial Condition and Results of Operations, page 24	
103-3	Evaluation of the management approach	CEO Letter, pages 5-9 2020 Strategy, pages 10-11 2018 Scorecard, pages 34-39 10-K: Part II, Item 7 — Management's Discussion and Analysis of Financial Condition and Results of Operations	
201-1	Direct economic value generated and distributed	2018 Scorecard, pages 34-39	Principles 7-9
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a> 10-K: Risk Factors, pages 6-19	
201-3	Defined benefit plan obligations and other retirement plans	<a href="#">Clorox Website: Working at Clorox — Benefits &amp; Perks</a>	
<b>GRI 205: ANTI-CORRUPTION</b>			
103-1	Explanation of the material topic and its Boundary	<a href="#">Clorox Website: Clorox and Business Partner Codes of Conduct</a>	Principle 10
103-2	The management approach and its components	<a href="#">Clorox Website: Clorox and Business Partner Codes of Conduct</a>	Principle 10
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Clorox and Business Partner Codes of Conduct</a>	Principle 10
205-2	Communication and training about anti-corruption policies and procedures	100 percent of the company's leaders and employees must go through anti-corruption training. 100 percent of the company's suppliers must adhere to the Business Partner Code of Conduct, which addresses ethical business practices. <a href="#">Clorox Website: Clorox and Business Partner Codes of Conduct</a>	Principle 10

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
<b>GRI 300: ENVIRONMENTAL</b>			
<b>GRI 301: MATERIALS</b>			
103-1	Explanation of the material topic and its Boundary	2020 Strategy Overview, pages 10-11 Strategy 4, Fund Growth, CR Highlights — Shrink our environmental footprint while we grow, pages 28-29 <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>	
103-2	The management approach and its components	2020 Strategy Overview (Good Growth), pages 10-11 Strategy 4, Fund Growth, CR Highlights — Shrink our environmental footprint while we grow, pages 28-29 <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>	
103-3	Evaluation of the management approach	2020 Strategy Overview (Good Growth), pages 10-11 Strategy 4, Fund Growth, CR Highlights — Shrink our environmental footprint while we grow, pages 28-29 <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>	
301-2	Recycled input materials used	We do not currently report a total percentage of materials used that are recycled input materials.	Principles 7-9
<b>GRI 302: ENERGY</b>			
103-1	Explanation of the material topic and its Boundary	Strategy 4, Fund Growth, CR Highlights — Shrink our environmental footprint while we grow, page 30 <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>	
103-2	The management approach and its components	Strategy 4, Fund Growth, CR Highlights — Shrink our environmental footprint while we grow, page 29 <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>	
103-3	Evaluation of the management approach	Strategy 4, Fund Growth, CR Highlights — Shrink our environmental footprint while we grow, page 29 <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>	
302-4	Reduction of energy consumption	2020 Strategy Overview (Good Growth), pages 10-11 Strategy 4, Fund Growth, CR Highlights — Shrink our environmental footprint while we grow, pages 29-30 <a href="#">Clorox Website: Sustainability in Our Facilities — Energy</a>	

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
<b>GRI 303: WATER</b>			
103-1	Explanation of the material topic and its Boundary	Water, page 33 <a href="#">Clorox Website: Sustainability in our Facilities — Water</a>	Principles 7-9
103-2	The management approach and its components	Water, page 33 <a href="#">Clorox Website: Sustainability in our Facilities — Water</a>	Principles 7-9
103-3	Evaluation of the management approach	Water, page 33 <a href="#">Clorox Website: Sustainability in our Facilities — Water</a>	Principles 7-9
303-1	Water withdrawal by source	<a href="#">Clorox Website: Sustainability in our Facilities — Water</a>	
<b>GRI 305: EMISSIONS</b>			
103-1	Explanation of the material topic and its Boundary	Greenhouse Gas Emissions, page 31 <a href="#">Clorox Website: Sustainability in our Facilities — GHG</a> <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>	
103-2	The management approach and its components	Greenhouse Gas Emissions, page 31 <a href="#">Clorox Website: Sustainability in our Facilities — GHG</a> <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>	
103-3	Evaluation of the management approach	Greenhouse Gas Emissions, page 31 <a href="#">Clorox Website: Sustainability in our Facilities — GHG</a> <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>	
305-1	Direct (Scope 1) GHG emissions	<a href="#">Clorox Website: Sustainability in our Facilities — GHG</a> <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>	
305-5	Reduction of GHG emissions	GHG Emissions, page 31 2018 Scorecard, pages 34-39 <a href="#">Clorox Website: Sustainability in our Facilities — GHG</a>	

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES																				
<b>GRI 306: EFFLUENTS AND WASTE</b>																							
103-1	Explanation of the material topic and its Boundary	Waste, page 32 <a href="#">Clorox Website: Sustainability in our Facilities — Waste</a>																					
103-2	The management approach and its components	Waste, page 32 <a href="#">Clorox Website: Sustainability in our Facilities — Waste</a> <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>																					
103-3	Waste by type and disposal method	Waste, page 32 <a href="#">Clorox Website: Sustainability in our Facilities — Waste</a> <a href="#">Clorox Website: Commitments and Progress — Message from the CEO</a>																					
306-2	Waste by type and disposal method	Waste, page 32 2018 Scorecard, pages 34-39 <a href="#">Clorox Website: Footprint Reduction Summary — Waste</a>  We report solid waste disposal, not hazardous waste disposal. The waste disposal method has been determined based on information provided by the waste disposal contractor. Each site reports its annual reuse, recycling, and disposal tonnages using information obtained from its recycling or waste disposal contractor to our corporate office, where it is reviewed and compiled.																					
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Materials (tons)</th><th></th></tr> </thead> <tbody> <tr> <td>Reuse</td><td>41,719</td></tr> <tr> <td>Recycle</td><td>24,711</td></tr> <tr> <td>Compost</td><td>395</td></tr> <tr> <td>Energy Recovery</td><td>494</td></tr> <tr> <td>Incineration</td><td>—</td></tr> <tr> <td>Deep Well</td><td>—</td></tr> <tr> <td>Landfill</td><td>8,111</td></tr> <tr> <td>On-Site Storage</td><td>—</td></tr> <tr> <td>Other</td><td>—</td></tr> </tbody> </table>				Materials (tons)		Reuse	41,719	Recycle	24,711	Compost	395	Energy Recovery	494	Incineration	—	Deep Well	—	Landfill	8,111	On-Site Storage	—	Other	—
Materials (tons)																							
Reuse	41,719																						
Recycle	24,711																						
Compost	395																						
Energy Recovery	494																						
Incineration	—																						
Deep Well	—																						
Landfill	8,111																						
On-Site Storage	—																						
Other	—																						

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
<b>GRI 307: ENVIRONMENTAL COMPLIANCE</b>			
103-1	Explanation of the material topic and its Boundary	10-K: Risk Factors, pages 6-19	
103-2	The management approach and its components	<a href="#">Clorox Website: Environmental Sustainability</a>	
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Environmental Sustainability</a>	
307-1	Non-compliance with environmental laws and regulations	<a href="#">Clorox Website: Clorox and Business Partner Codes of Conduct</a>	
<b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT</b>			
103-1	Explanation of the material topic and its Boundary	<a href="#">Clorox Website: Supply Chain — Responsible Sourcing</a>	Principles 7-9
103-2	The management approach and its components	<a href="#">Clorox Website: Supply Chain — Responsible Sourcing</a> <a href="#">Clorox Website: Clorox Business Partner Codes of Conduct</a>	Principles 7-9
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Supply Chain — Responsible Sourcing</a> <a href="#">Clorox Website: Clorox Business Partner Codes of Conduct</a>	Principles 7-9
308-1	New suppliers that were screened using environmental criteria	Clorox does not track percentage of new suppliers screened using environmental data. The vast majority of new suppliers are informed/expected to adhere to our environmental commitments/practices in our Business Partner Code of Conduct. Clorox has a score-card tracking the environmental practices of our top 100 suppliers (by spend).	
308-2	Negative environmental impacts in the supply chain and actions taken	The company assesses the sustainability performance of its top 100 suppliers, which represent the majority of supplier spend. 100 percent of suppliers, including new suppliers, must adhere to the company's Business Partner Code of Conduct, which addresses sustainability expectations.  <a href="#">Clorox Website: Supply Chain — Supplier Environmental Footprint Score Card</a>	

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
<b>GRI 400: SOCIAL</b>			
<b>GRI 401: EMPLOYMENT</b>			
103-1	Explanation of the material topic and its Boundary	Engage Our People, pages 12-16 <a href="#">Clorox Website: Our People</a> <a href="#">Clorox Website: Careers</a>	
103-2	The management approach and its components	Engage Our People, pages 12-16 <a href="#">Clorox Website: Our People</a> <a href="#">Clorox Website: Clorox Code of Conduct</a>	
103-3	Evaluation of the management approach	Engage Our People, pages 12-16 <a href="#">Clorox Website: Our People</a>	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Clorox Website: Working at Clorox — Benefits &amp; Perks</a>	
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY</b>			
103-1	Explanation of the material topic and its Boundary	Engage Our People — Workplace Safety, page 14 2018 Scorecard, pages 34-39 <a href="#">Clorox Website: Workplace Safety</a>	
103-2	The management approach and its components	Engage Our People — Workplace Safety, page 14 2018 Scorecard, pages 34-39 <a href="#">Clorox Website: Workplace Safety</a>	
103-3	Evaluation of the management approach	Engage Our People — Workplace Safety, page 14 2018 Scorecard, pages 34-39 <a href="#">Clorox Website: Workplace Safety</a>	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Workplace Safety, pages 34-39 <a href="#">Clorox Website: Workplace Safety</a> We track the RIR and LTIR* (lost-time incident rate) for Clorox employees plus supervised workers. LTIR is reported internally on a monthly basis. We follow OSHA 1904 Rules for defining injuries as "reportable" and labor hours to track. The rate calculation is that used by the Bureau of Labor Statistics and OSHA for comparison across industries.	

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
<b>GRI 404: TRAINING AND EDUCATION</b>			
103-1	Explanation of the material topic and its Boundary	<a href="#">Clorox Website: Our People</a> <a href="#">Clorox Website: Clorox Code of Conduct</a>	
103-2	The management approach and its components	<a href="#">Clorox Website: Our People</a> <a href="#">Clorox Website: Clorox Code of Conduct</a>	
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Our People</a> <a href="#">Clorox Website: Clorox Code of Conduct</a>	
404-2	Programs for upgrading employee skills and transition assistance programs	CEO Letter, pages 5-9 Engage Our People, pages 12-15 The company's MyLearning program offers extensive internal and external courses to support professional development and capability- and leadership-building needs.	
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY</b>			
103-1	Explanation of the material topic and its Boundary	Engage Our People — Diversity, pages 12-15 2018 Scorecard, pages 34-39 <a href="#">Clorox Website: Inclusion &amp; Diversity</a>	Principle 6
103-2	The management approach and its components	Engage Our People — Diversity, pages 12-15 2018 Scorecard, pages 34-39 <a href="#">Clorox Website: Inclusion &amp; Diversity</a>	
103-3	Evaluation of the management approach	Engage Our People — Diversity, pages 12-15 2018 Scorecard, pages 34-39 <a href="#">Clorox Website: Inclusion &amp; Diversity</a>	
405-1	Diversity of governance bodies and employees	2018 Scorecard, pages 34-39 <a href="#">Clorox Website: Inclusion &amp; Diversity</a>	
<b>GRI 406: NON-DISCRIMINATION</b>			
103-1	Explanation of the material topic and its Boundary	<a href="#">Clorox Website: Inclusion &amp; Diversity</a> <a href="#">Clorox Website: Codes of Conduct</a>	Principle 6
103-2	The management approach and its components	<a href="#">Clorox Website: Inclusion &amp; Diversity</a> <a href="#">Clorox Website: Codes of Conduct</a>	
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Inclusion &amp; Diversity</a> <a href="#">Clorox Website: Codes of Conduct</a>	
406-1	Incidents of discrimination and corrective actions taken	<a href="#">Clorox Website: Codes of Conduct</a>	

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
<b>GRI 408: CHILD LABOR</b>			
103-1	Explanation of the material topic and its Boundary	<a href="#">Clorox Website: Codes of Conduct</a>	Principles 1-5
103-2	The management approach and its components	<a href="#">Clorox Website: Codes of Conduct</a>	Principles 1-6
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Codes of Conduct</a>	Principles 1-7
408-1	Operations and suppliers at significant risk for incidents of child labor	Suppliers must comply with Clorox's policy on employment of young people where the minimum age of employment shall not be less than the greater of (a) the age of completion of compulsory schooling or (b) 15 years of age (or 14, where the local law of the country permits). Additionally, workers under age 18 should not perform any hazardous work.	Principles 1-8
<b>GRI 409: FORCED OR COMPULSORY LABOR</b>			
103-1	Explanation of the material topic and its Boundary	<a href="#">Clorox Website: Codes of Conduct</a>	
103-2	The management approach and its components	<a href="#">Clorox Website: Codes of Conduct</a>	
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Codes of Conduct</a>	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Clorox Website: Codes of Conduct</a>  Adherence to our Business Partner Code of Conduct — which articulates our expectations regarding human rights and labor, health and safety, the environment, and business conduct and ethics — is required of our suppliers, with certification taking place on a regular basis. This code precludes the use of forced, bonded, or indentured labor or prison labor. As an additional safeguard, the company's Global Strategic Sourcing organization implemented a monitoring program last year using web-crawl technology to monitor all global direct material suppliers for any activities or incidents that would pose risk to the Clorox supply chain. Through an alert system, buyers are notified of any significant findings for appropriate action and/or follow-up. GSS also began annual risk assessments of global suppliers this year based on location, scale, industry and audit history to determine those suppliers at highest risk for social compliance issues, including forced labor and human trafficking. The risk assessment allows us to determine which suppliers should be selected for third-party audits to verify compliance with all principles and standards of the Clorox Business Partner Code of Conduct.	

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
<b>GRI 412: HUMAN RIGHTS ASSESSMENT</b>			
103-1	Explanation of the material topic and its Boundary	<a href="#">Clorox Website: Codes of Conduct</a>	
103-2	The management approach and its components	<a href="#">Clorox Website: Codes of Conduct</a>	
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Codes of Conduct</a>	
412-1	Operations that have been subject to human rights reviews or impact assessments	None of our operations has been subject to human rights reviews/assessments.	
<b>GRI 413: LOCAL COMMUNITIES</b>			
103-1	Explanation of the material topic and its Boundary	Strategy 3, pages 24-25 2018 Scorecard, pages 34-39 <a href="#">Clorox Website: Social Impact</a>	
103-2	The management approach and its components	Strategy 3, pages 24-25 2018 Scorecard, pages 34-39 Corporate Responsibility Priorities, page 51 <a href="#">Clorox Website: Social Impact</a>	
103-3	Evaluation of the management approach	Strategy 3, Safeguard Families Through Initiatives that Promote Health, Education and Safety — Community Support, pages 24-25 2018 Scorecard, pages 34-39 Corporate Responsibility Priorities, page 51 <a href="#">Clorox Website: Social Impact</a>	
413-1	Operations with local community engagement, impact assessments, and development programs	Strategy 3: Safeguard Families Through Initiatives that Promote Health, Education and Safety Community Support, pages 24-25 <a href="#">Clorox Website: Social Impact</a>	
<b>GRI 414: SUPPLIER SOCIAL ASSESSMENT</b>			
103-1	Explanation of the material topic and its Boundary	<a href="#">Clorox Website: Sustainability in Our Supply Chain</a> <a href="#">Clorox Website: Business Partner Code of Conduct</a>	Principles 1-6
103-2	The management approach and its components	<a href="#">Clorox Website: Sustainability in Our Supply Chain</a> <a href="#">Clorox Website: Business Partner Code of Conduct</a>	Principles 1-6

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Sustainability in Our Supply Chain</a> <a href="#">Clorox Website: Business Partner Code of Conduct</a>	Principles 1-6
414-1	New suppliers that were screened using social criteria	<p>100 percent of all suppliers, including new suppliers, must adhere to our Business Partner Code of Conduct, which addresses labor practices.</p> <p>We do not track percentage of new suppliers screened using labor practices criteria. The vast majority of new suppliers are informed and expected to adhere to our human rights and labor commitments through contract language requiring adherence to our Business Partner Code of Conduct. In the absence of a contract, there are other mechanisms to ensure compliance with labor practices criteria for significant purchases.</p>	
<b>GRI 416: CUSTOMER HEALTH AND SAFETY</b>			
103-1	Explanation of the material topic and its Boundary	<a href="#">Clorox Website: What We're Made Of</a> <a href="#">Clorox Website: Social Impact</a>	Principles 7-9
103-2	The management approach and its components	<a href="#">Clorox Website: What We're Made Of</a> <a href="#">Clorox Website: Social Impact</a>	Principles 7-9
103-3	Evaluation of the management approach	<a href="#">Clorox Website: What We're Made Of</a> <a href="#">Clorox Website: Social Impact</a>	Principles 7-9
416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">Clorox Website: What We're Made of</a> The company assesses 100 percent of its products for human and environmental safety.	Principles 7-9
<b>GRI 417: MARKETING AND LABELING</b>			
103-1	Explanation of the material topic and its Boundary	<p><b>Marketing Our Products Responsibly</b></p> <p>We remain committed to providing information about our brands and products in a responsible and truthful manner, adhering to all laws and guidelines of the Federal Trade Commission and other relevant governing bodies. That means communicating the benefits, performance, and attributes of our products accurately and directly, with claims that are substantiated.</p> <p>It's also our policy to create and purchase advertising so we reach our target audiences with maximum efficiency, using advertisements and media that are consistent with the character and values of our company, while upholding relevant local laws and consumer privacy guidelines like the General Data Protection Regulation (GDPR).</p> <p>All company products have the required labeling for safety and usage. Clorox was also the first major CPG company to voluntarily disclose the product ingredients used in our cleaning and disinfecting products in the U.S. and Canada: <a href="http://www.IngredientsInside.com">www.IngredientsInside.com</a>.</p> <p><a href="#">Clorox Website: All About Innovation</a></p>	

# GRI CONTENT INDEX

DISCLOSURE NUMBER	DESCRIPTION	RESPONSE	UNGC PRINCIPLES
103-2	The management approach and its components	<a href="#">Clorox Website: Marketing our Products Responsibility</a> <a href="#">Clorox Website: Ingredients Inside</a>	
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Marketing our Products Responsibility</a> <a href="#">Clorox Website: Ingredients Inside</a>	
417-1	Requirements for product and service information and labeling	100 percent of our products adhere to the appropriate regulations related to safety, caution and usage labeling. <a href="#">Clorox Website: What We're Made Of</a>	
417-3	Incidents of non-compliance concerning marketing communications	We did not have any incidents of noncompliance with regulations or voluntary codes with respect to marketing communications.	
<b>GRI 418: CUSTOMER PRIVACY</b>			
103-1	Explanation of the material topic and its Boundary	<a href="#">Clorox Website: Privacy Policy</a>	
103-2	The management approach and its components	<a href="#">Clorox Website: Privacy Policy</a>	
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Privacy Policy</a>	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	The company has not identified any complaints related to this matter.	Principles 7-9
<b>GRI 419: SOCIOECONOMIC COMPLIANCE</b>			
103-1	Explanation of the material topic and its Boundary	<a href="#">Clorox Website: Clorox Codes of Conduct</a>	
103-2	The management approach and its components	<a href="#">Clorox Website: Clorox Codes of Conduct</a>	
103-3	Evaluation of the management approach	<a href="#">Clorox Website: Clorox Codes of Conduct</a>	
419-1	Non-compliance with laws and regulations in the social and economic area	Clorox has been compliant with all social and economic regulations.	

# STOCKHOLDER INFORMATION

## STOCK LISTING AND NUMBER OF RECORD HOLDERS

The Clorox Company's common stock is listed on the New York Stock Exchange, identified by the symbol CLX. As of July 27, 2018, the number of record holders of Clorox's common stock was 10,422 based on information provided by the company's transfer agent.

## TRANSFER AGENT, REGISTRAR AND DIVIDEND DISBURSING AGENT

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

Computershare

P.O. Box 30170

College Station, TX 77842-3170

Overnight correspondence should be sent to:

Computershare

211 Quality Circle, Suite 210

College Station, TX 77845

877-373-6374 or 781-575-2726

TDD 800-952-9245 or 312-588-4110 for hearing impaired  
computershare.com/investor

## STOCKHOLDER INFORMATION SERVICE

The latest company news is available at [TheCloroxCompany.com](http://TheCloroxCompany.com).

## DIVIDEND REINVESTMENT/ DIRECT STOCK PURCHASE PLAN

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

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

## MANAGEMENT REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

Clorox management, under the supervision and with the participation of the chief executive officer and chief financial officer, has assessed the effectiveness of the company's internal control over financial reporting as of June 30, 2018, 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, 2018.

## 2018 FINANCIAL INFORMATION

Full financial statements are provided in the company's 2018 proxy statement. Detailed financial information is available without charge through the following sources:

- The company's proxy statement is available at [TheCloroxCompany.com](http://TheCloroxCompany.com) and through the SEC's EDGAR database.
- The company's annual report on Form 10-K for the fiscal year ended June 30, 2018, is available at [TheCloroxCompany.com](http://TheCloroxCompany.com) and through the SEC's EDGAR database.

## FORWARD-LOOKING STATEMENTS

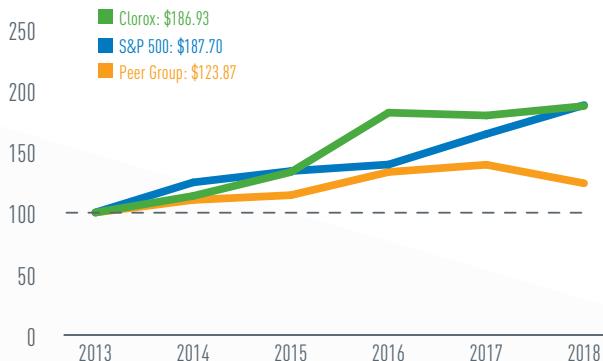
Except for historical information, matters discussed in the annual report are forward-looking statements and are based on management's estimates, assumptions and projections. Actual results could vary materially. Please review the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections in the company's annual report on Form 10-K for the fiscal year ended June 30, 2018, 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. 14, 2018. Clorox has not made updates since then and makes no representation, express or implied, that the information is still current or complete. The company is under no obligation to update any part of this document.

## COMPARATIVE STOCK PERFORMANCE

The graph below compares the cumulative total stockholder return of the Common Stock for the last five fiscal years with the cumulative total return of the Standard & Poor's 500 Stock Index and a composite index composed of the Standard & Poor's Household Products Index and the Standard & Poor's Housewares & Specialties Index (referred to below as the Peer Group) for a five-year period ending June 30, 2018. 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 a Peer Group



\*\$100 invested on 6/30/13 in stock or index, including reinvestment of dividends.  
Fiscal year ending June 30.

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The Clorox Company  
1221 Broadway, Oakland, CA 94612  
[thecloroxcompany.com](http://thecloroxcompany.com)

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**View the multimedia 2018 Integrated Annual Report:**  
[annualreport.thecloroxcompany.com](http://annualreport.thecloroxcompany.com)

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