

As of the fourth quarter of fiscal year 2023, Health and Wellness is composed of the Cleaning and Professional Products businesses. The Vitamins, Minerals and Supplements (VMS) business, previously within Health and Wellness, is now included in Corporate and Other and reported within Total Company. Organic sales for all periods presented has been recast to reflect this change.

Three months ended June 30, 2023							
Percentage change versus the year-ago period							
	Reported (GAAP) Net Sales Growth/ (Decrease)	Reported Volume	Acquisitions & Divestitures	Foreign Exchange Impact	Price Mix and Other <sup>(1)</sup>	Organic Sales Growth/ (Decrease) (Non-GAAP) <sup>(2)</sup>	Organic Volume <sup>(3)</sup>
Health and Wellness <sup>(5)</sup>	14%	(2)%	—%	—%	16%	14%	(2)%
Household	14	(3)	—	—	17	14	(3)
Lifestyle	14	(1)	—	—	15	14	(1)
International	4	—	—	(10)	14	14	—
<b>Total Company <sup>(4)</sup></b>	<b>12%</b>	<b>(2)%</b>	<b>—%</b>	<b>(2)%</b>	<b>16%</b>	<b>14%</b>	<b>(2)%</b>

Twelve months ended June 30, 2023							
Percentage change versus the year-ago period <sup>(5)</sup>							
	Reported (GAAP) Net Sales Growth/ (Decrease)	Reported Volume	Acquisitions & Divestitures	Foreign Exchange Impact	Price Mix and Other <sup>(1)</sup>	Organic Sales Growth/ (Decrease) (Non-GAAP) <sup>(2)</sup>	Organic Volume <sup>(3)</sup>
Health and Wellness <sup>(5)</sup>	4%	(16)%	—%	—%	20%	4%	(16)%
Household	6	(7)	—	—	13	6	(7)
Lifestyle	7	(4)	—	—	11	7	(4)
International	—	(5)	—	(11)	16	11	(5)
<b>Total Company <sup>(4)</sup></b>	<b>4%</b>	<b>(10)%</b>	<b>—%</b>	<b>(2)%</b>	<b>16%</b>	<b>6%</b>	<b>(10)%</b>

<sup>(1)</sup> This represents the net impact on net sales growth / (decrease) from pricing actions, mix and other factors.

<sup>(2)</sup> Organic sales growth/ (decrease) is defined as net sales growth / (decrease) excluding the effect of any acquisitions and divestitures and foreign exchange rate changes. See "Non-GAAP Financial Information" below for reconciliation of organic sales growth/ (decrease) to net sales growth/ (decrease), the most directly comparable GAAP financial information.

<sup>(3)</sup> Organic volume represents volume excluding the effect of any acquisitions and divestitures.

<sup>(4)</sup> Total company includes Corporate and Other.

<sup>(5)</sup> As of the fourth quarter of fiscal year 2023, the Health and Wellness reportable segment is composed of the Cleaning and Professional Products businesses. The VMS business, previously within Health and Wellness, is now included in Corporate and Other and reported within Total Company.

## Non-GAAP Financial Information

Management believes that the presentation of organic sales growth / (decrease) is useful to investors because it excludes sales from any acquisitions and divestitures, which results in a comparison of sales only from the businesses that the company was operating throughout the relevant periods, and the impact of foreign exchange rate changes, which are out of the control of the company and management. However, organic sales growth / (decrease) may not be the same as similar measures provided by other companies due to potential differences in methods of calculation and items being excluded.

Three months ended March 31, 2023							
Percentage change versus the year-ago period - as recast <sup>(5)</sup>							
	Reported (GAAP) Net Sales Growth/ (Decrease)	Reported Volume	Acquisitions & Divestitures	Foreign Exchange Impact	Price Mix and Other <sup>(1)</sup>	Organic Sales Growth/ (Decrease) (Non-GAAP) <sup>(2)</sup>	Organic Volume <sup>(3)</sup>
Health and Wellness <sup>(5)</sup>	8%	(17)%	—%	—%	25%	8%	(17)%
Household	2	(12)	—	—	14	2	(12)
Lifestyle	15	—	—	—	15	15	—
International	1	(7)	—	(13)	21	14	(7)
<b>Total Company <sup>(4)</sup></b>	<b>6%</b>	<b>(11)%</b>	<b>—%</b>	<b>(2)%</b>	<b>19%</b>	<b>8%</b>	<b>(11)%</b>

Three months ended December 31, 2022							
Percentage change versus the year-ago period - as recast <sup>(5)</sup>							
	Reported (GAAP) Net Sales Growth/ (Decrease)	Reported Volume	Acquisitions & Divestitures	Foreign Exchange Impact	Price Mix and Other <sup>(1)</sup>	Organic Sales Growth/ (Decrease) (Non-GAAP) <sup>(2)</sup>	Organic Volume <sup>(3)</sup>
Health and Wellness <sup>(5)</sup>	—%	(19)%	—%	—%	19%	—%	(19)%
Household	9	3	—	—	6	9	3
Lifestyle	2	(6)	—	—	8	2	(6)
International	(3)	(8)	—	(12)	17	9	(8)
<b>Total Company <sup>(4)</sup></b>	<b>1%</b>	<b>(10)%</b>	<b>—%</b>	<b>(3)%</b>	<b>14%</b>	<b>4%</b>	<b>(10)%</b>

Three months ended September 30, 2022							
Percentage change versus the year-ago period - as recast <sup>(5)</sup>							
	Reported (GAAP) Net Sales Growth/ (Decrease)	Reported Volume	Acquisitions & Divestitures	Foreign Exchange Impact	Price Mix and Other <sup>(1)</sup>	Organic Sales Growth/ (Decrease) (Non-GAAP) <sup>(2)</sup>	Organic Volume <sup>(3)</sup>
Health and Wellness <sup>(5)</sup>	(3)%	(21)%	—%	—%	18%	(3)%	(21)%
Household	(4)	(14)	—	—	10	(4)	(14)
Lifestyle	(3)	(10)	—	—	7	(3)	(10)
International	(1)	(4)	—	(9)	12	8	(4)
<b>Total Company <sup>(4)</sup></b>	<b>(4)%</b>	<b>(15)%</b>	<b>—%</b>	<b>(2)%</b>	<b>13%</b>	<b>(2)%</b>	<b>(15)%</b>

<sup>(1)</sup> This represents the net impact on net sales growth / (decrease) from pricing actions, mix and other factors.

<sup>(2)</sup> Organic sales growth/ (decrease) is defined as net sales growth / (decrease) excluding the effect of any acquisitions and divestitures and foreign exchange rate changes. See "Non-GAAP Financial Information" below for reconciliation of organic sales growth/ (decrease) to net sales growth/ (decrease), the most directly comparable GAAP financial information.

<sup>(3)</sup> Organic volume represents volume excluding the effect of any acquisitions and divestitures.

<sup>(4)</sup> Total company includes Corporate and Other.

<sup>(5)</sup> As of the fourth quarter of fiscal year 2023, the Health and Wellness reportable segment is composed of the Cleaning and Professional Products businesses. The VMS business, previously within Health and Wellness, is now included in Corporate and Other and reported within Total Company.

## Non-GAAP Financial Information

Management believes that the presentation of organic sales growth / (decrease) is useful to investors because it excludes sales from any acquisitions and divestitures, which results in a comparison of sales only from the businesses that the company was operating throughout the relevant periods, and the impact of foreign exchange rate changes, which are out of the control of the company and management. However, organic sales growth / (decrease) may not be the same as similar measures provided by other companies due to potential differences in methods of calculation and items being excluded.

The following table provides a reconciliation of organic sales growth / (decrease) (non-GAAP) to net sales growth / (decrease) (GAAP), the most comparable GAAP measure:

**Three months ended June 30, 2023**  
**Percentage change versus the year-ago period**

	<b>Health and Wellness <sup>(1)</sup></b>	<b>Household</b>	<b>Lifestyle</b>	<b>International</b>	<b>Total Company <sup>(2)</sup></b>
Net sales growth / (decrease) (GAAP)	14%	14%	14%	4%	12%
Add: Foreign Exchange	—	—	—	10	2
Add/(Subtract): Divestitures/Acquisitions	—	—	—	—	.
Organic sales growth / (decrease) (non-GAAP)	14%	14%	14%	14%	14%

**Twelve months ended June 30, 2023**  
**Percentage change versus the year-ago period**

	<b>Health and Wellness <sup>(1)</sup></b>	<b>Household</b>	<b>Lifestyle</b>	<b>International</b>	<b>Total Company <sup>(2)</sup></b>
Net sales growth / (decrease) (GAAP)	4%	6%	7%	—%	4%
Add: Foreign Exchange	—	—	—	11	2
Add/(Subtract): Divestitures/Acquisitions	—	—	—	—	—
Organic sales growth / (decrease) (non-GAAP)	4%	6%	7%	11%	6%

**Three months ended March 31, 2023 - as recast <sup>(1)</sup>**  
**Percentage change versus the year-ago period**

	<b>Health and Wellness <sup>(1)</sup></b>	<b>Household</b>	<b>Lifestyle</b>	<b>International</b>	<b>Total Company <sup>(2)</sup></b>
Net sales growth / (decrease) (GAAP)	8%	2%	15%	1%	6%
Add: Foreign Exchange	—	—	—	13	2
Add/(Subtract): Divestitures/Acquisitions	—	—	—	—	—
Organic sales growth / (decrease) (non-GAAP)	8%	2%	15%	14%	8%

**Three months ended December 31, 2022 - as recast <sup>(1)</sup>**  
**Percentage change versus the year-ago period**

	<b>Health and Wellness <sup>(1)</sup></b>	<b>Household</b>	<b>Lifestyle</b>	<b>International</b>	<b>Total Company <sup>(2)</sup></b>
Net sales growth / (decrease) (GAAP)	—%	9%	2%	(3)%	1%
Add: Foreign Exchange	—	—	—	12	3
Add/(Subtract): Divestitures/Acquisitions	—	—	—	—	—
Organic sales growth / (decrease) (non-GAAP)	—%	9%	2%	9%	4%

**Three months ended September 30, 2022 - as recast <sup>(1)</sup>**  
**Percentage change versus the year-ago period**

	<b>Health and Wellness <sup>(1)</sup></b>	<b>Household</b>	<b>Lifestyle</b>	<b>International</b>	<b>Total Company <sup>(2)</sup></b>
Net sales growth / (decrease) (GAAP)	(3)%	(4)%	(3)%	(1)%	(4)%
Add: Foreign Exchange	—	—	—	9	2
Add/(Subtract): Divestitures/Acquisitions	—	—	—	—	—
Organic sales growth / (decrease) (non-GAAP)	(3)%	(4)%	(3)%	8%	(2)%

<sup>(1)</sup> As of the fourth quarter of fiscal year 2023, the Health and Wellness reportable segment is composed of the Cleaning and Professional Products businesses. The VMS business, previously within Health and Wellness, is now included in Corporate and Other and reported within Total Company.

<sup>(2)</sup> Total company includes Corporate and Other.

## Supplemental Unaudited Condensed Information – Gross Margin Drivers

The table below provides details on the drivers of gross margin change versus the year-ago period.

Driver	Gross Margin Change vs. Prior Year (basis points)									
	FY22					FY23				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Cost Savings	+90	+80	+100	+160	+110	+180	+170	+150	+210	+180
Price Changes	+50	+100	+170	+330	+160	+530	+680	+750	+670	+660
Market Movement (commodities)	-550	-510	-410	-350	-460	-330	-240	-230	-230	-260
Manufacturing & Logistics	-470	-640	-570	-290	-490	-350	-100	-120	-140	-180
All other <sup>(1) (2) (3) (4)</sup>	-210	-270	-50	+150	-100	-140	-190	+40	+50	-40
<b>Change vs prior year</b>	<b>-1,090</b>	<b>-1,240</b>	<b>-760</b>	<b>0</b>	<b>-780</b>	<b>-110</b>	<b>+320</b>	<b>+590</b>	<b>+560</b>	<b>+360</b>

<i>Gross Margin (%)</i>	37.1%	33.0%	35.9%	37.1%	35.8%	36.0%	36.2%	41.8%	42.7%	39.4%
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<sup>(1)</sup> In Q1 and Q2 of fiscal year 2022, "All other" includes the positive impact from volume growth and mix and assortment.

<sup>(2)</sup> In Q4 of fiscal year 2022, "All Other" includes the positive impact from lower trade promotion spending.

<sup>(3)</sup> In Q1 of fiscal year 2023, "All other" includes the negative impact from lower shipment volumes.

<sup>(4)</sup> In Q2 of fiscal year 2023, "All other" includes the negative impact from mix and assortment.

## Supplemental Unaudited Condensed Information – Cash Flow

For the quarter ended June 30, 2023

**Capital expenditures for the fourth quarter were \$84 million versus \$79 million in the year-ago quarter (Fiscal year 2023 = \$228 million).**

Depreciation and amortization expense for the fourth quarter was \$62 million versus \$57 million in the year-ago quarter (Fiscal year 2023 = \$236 million).

**Net cash provided by operations in the fourth quarter was \$430 million, or 21.3% of net sales (Fiscal year 2023 = \$1,158 million, or 15.7% of net sales).**

## Supplemental Unaudited Condensed Information – Free Cash Flow Fiscal Year Free Cash Flow Reconciliation

Dollars in Millions and percentages based on rounded numbers

	Fiscal year 2023	Fiscal year 2022
<b>Net cash provided by operations – GAAP</b>	<b>\$1,158</b>	<b>\$786</b>
Less: Capital expenditures	\$228	\$251
<b>Free cash flow – non-GAAP <sup>(1)</sup></b>	<b>\$930</b>	<b>\$535</b>
<i>Free cash flow as a percentage of net sales – non-GAAP <sup>(1)</sup></i>	12.6%	7.5%
Net sales	\$7,389	\$7,107

<sup>(1)</sup> In accordance with the SEC's Regulation G, this schedule provides the definition of certain non-GAAP measures and the reconciliation to the most closely related GAAP measure. Management uses free cash flow and free cash flow as a percentage of net sales to help assess the cash generation ability of the business and funds available for investing activities, such as acquisitions, investing in the business to drive growth and financing activities, including debt payments, dividend payments and stock repurchases. Free cash flow does not represent cash available only for discretionary expenditures since the Company has mandatory debt service requirements and other contractual and non-discretionary expenditures. In addition, free cash flow may not be the same as similar measures provided by other companies due to potential differences in methods of calculation and items being excluded. These non-GAAP financial measures should not be considered in isolation or as a substitute for the comparable GAAP measures and should be read in connection with the company's consolidated financial statements presented in accordance with GAAP.

## Supplemental Unaudited Reconciliation of Earnings Before Income Taxes to EBIT<sup>(1)(3)</sup> and Adjusted EBIT<sup>(2)(3)</sup>

Dollars in millions and percentages based on rounded numbers

	FY 2021					FY 2022					FY 2023				
	Q1 9/30/20	Q2 12/31/20	Q3 3/31/21	Q4 6/30/21	FY 6/30/21	Q1 9/30/21	Q2 12/31/21	Q3 3/31/22	Q4 6/30/22	FY 6/30/22	Q1 9/30/22	Q2 12/31/22	Q3 3/31/23	Q4 6/30/23	FY 6/30/23
<b>Earnings (losses) before income taxes</b>	\$526	\$332	-\$59	\$101	\$900	\$185	\$93	\$200	\$129	\$607	\$116	\$130	-\$245	\$237	\$238
Interest income	(1)	(1)	(1)	(2)	(5)	(1)	(1)	(1)	(2)	(5)	(2)	(3)	(4)	(7)	(16)
Interest expense	25	24	25	25	99	25	23	21	37	106	22	23	24	21	90
<b>EBIT<sup>(1)(3)</sup></b>	<b>\$550</b>	<b>\$355</b>	<b>-\$35</b>	<b>\$124</b>	<b>\$994</b>	<b>\$209</b>	<b>\$115</b>	<b>\$220</b>	<b>\$164</b>	<b>\$708</b>	<b>\$136</b>	<b>\$150</b>	<b>-\$225</b>	<b>\$251</b>	<b>\$312</b>
<b>EBIT margin<sup>(1)(3)</sup></b>	<b>28.7%</b>	<b>19.3%</b>	<b>-2.0%</b>	<b>6.9%</b>	<b>13.5%</b>	<b>11.6%</b>	<b>6.8%</b>	<b>12.2%</b>	<b>9.1%</b>	<b>10.0%</b>	<b>7.8%</b>	<b>8.7%</b>	<b>-11.7%</b>	<b>12.4%</b>	<b>4.2%</b>
VMS impairment <sup>(4)</sup>	—	—	329	—	329	—	—	—	—	—	—	—	445	—	445
Professional Products supplier charge <sup>(5)</sup>	—	—	—	28	28	—	—	—	—	—	—	—	—	—	—
Saudi JV acquisition gain <sup>(6)</sup>	(82)	—	—	—	(82)	—	—	—	—	—	—	—	—	—	—
Streamlined operating model <sup>(7)</sup>	—	—	—	—	—	—	—	—	—	—	19	4	21	16	60
Digital capabilities and productivity enhancements investment <sup>(8)</sup>	—	—	—	—	—	12	15	15	19	61	20	25	28	27	100
<b>Adjusted EBIT – non-GAAP<sup>(2)(3)</sup></b>	<b>\$468</b>	<b>\$355</b>	<b>\$294</b>	<b>\$152</b>	<b>\$1,269</b>	<b>\$221</b>	<b>\$130</b>	<b>\$235</b>	<b>\$183</b>	<b>\$769</b>	<b>\$175</b>	<b>\$179</b>	<b>\$269</b>	<b>\$294</b>	<b>\$917</b>
<b>Adjusted EBIT margin<sup>(2)(3)</sup></b>	<b>24.4%</b>	<b>19.3%</b>	<b>16.5%</b>	<b>8.4%</b>	<b>17.3%</b>	<b>12.2%</b>	<b>7.7%</b>	<b>13.0%</b>	<b>10.2%</b>	<b>10.8%</b>	<b>10.1%</b>	<b>10.4%</b>	<b>14.0%</b>	<b>14.6%</b>	<b>12.4%</b>
Net sales	\$1,916	\$1,842	\$1,781	\$1,802	\$7,341	\$1,806	\$1,691	\$1,809	\$1,801	\$7,107	\$1,740	\$1,715	\$1,915	\$2,019	\$7,389

- (1) EBIT (a non-GAAP measure) represents earnings (losses) before income taxes (a GAAP measure), excluding interest income and interest expense, as reported above. EBIT margin is the ratio of EBIT to net sales.
- (2) Adjusted EBIT (a non-GAAP measure) represents earnings (losses) before income taxes (a GAAP measure), excluding interest income, interest expense and other significant items that are nonrecurring or unusual (such as asset impairments, charges related to the streamlined operating model, charges related to the digital capabilities and productivity enhancements investment, significant losses/(gains) related to acquisitions and other nonrecurring or unusual items as reported above) Adjusted EBIT margin is the ratio of adjusted EBIT to net sales.
- (3) In accordance with the SEC's Regulation G, this schedule provides the definition of certain non-GAAP measures and the reconciliation to the most closely related GAAP measure. Management believes the presentation of EBIT, EBIT margin, adjusted EBIT and adjusted EBIT margin provides useful additional information to investors about trends in the company's operations and is useful for comparability of performance over time. These non-GAAP financial measures should not be considered in isolation or as a substitute for the comparable GAAP measures. In addition, these non-GAAP financial measures may not be the same as similar measures provided by other companies due to potential differences in methods of calculation and items being excluded. They should be read in connection with the company's consolidated financial statements presented in accordance with GAAP.
- (4) Reflects goodwill and trademarks impairment charges recorded during the third quarter of fiscal year 2021 and third quarter of fiscal year 2023 related to the VMS business. Refer to the Non-GAAP Financial Information within the earnings release for further discussion.
- (5) Represents noncash charges of \$28 on investments and related arrangements made with a Professional Products business supplier.
- (6) Represents an \$82 noncash net gain from the remeasurement of the Company's previously held investment in its Saudi joint venture.
- (7) Reflects the restructuring and related costs, net incurred by the company for implementation of the streamlined operating model. These expenses were primarily attributable to employee-related costs and other associated costs. Refer to the Non-GAAP Financial Information within the earnings release for further discussion.
- (8) Reflects the operating expenses incurred by the company related to its digital capabilities and productivity enhancements investment. The majority of these expenses relate to external consulting fees. The remaining expenses relate to internal IT project management and supporting personnel costs and other costs. Refer to the Non-GAAP Financial Information within the earnings release for further discussion.

## Supplemental Unaudited Reconciliation of Adjusted Earnings Per Share <sup>(6)(8)</sup> and Adjusted Effective Tax Rate <sup>(7)(8)</sup>

(Dollars in millions except per share data)

	Diluted earnings per share			Effective tax rate	
	Three months ended June 30			Three Months Ended June 30	
	2023	2022	% Change	2023	2022
As reported (GAAP)	\$ 1.42	\$ 0.81	75%	23.8 %	19.0 %
Streamlined operating model <sup>(2)</sup>	\$ 0.09	—		0.1 %	—
Digital capabilities and productivity enhancements investment <sup>(3)</sup>	0.16	0.12		0.1 %	0.6 %
As adjusted (Non-GAAP) <sup>(6)(7)(8)</sup>	\$ 1.67	\$ 0.93	80%	24.0%	19.6%

	Diluted earnings per share			Effective tax rate	
	Twelve Months Ended June 30			Twelve Months Ended June 30	
	2023	2022	% Change	2023	2022
As reported (GAAP)	\$ 1.20	\$ 3.73	(68)%	32.4 %	22.4%
VMS impairment <sup>(1)</sup>	2.91	—		(8.9)%	—
Streamlined operating model <sup>(2)</sup>	0.37	—		0.0 %	—
Digital capabilities and productivity enhancements investment <sup>(3)</sup>	0.61	0.37		0.1 %	0.1 %
As adjusted (Non-GAAP) <sup>(6)(7)(8)</sup>	\$ 5.09	\$ 4.10	24%	23.6%	22.5%

### Full Year 2024 Outlook (Estimated Range)

	Diluted earnings per share	
	Low	High
As estimated (GAAP)	\$ 4.65	\$ 4.95
Streamlined operating model <sup>(4)</sup>	0.25	0.25
Digital capabilities and productivity enhancements investment <sup>(5)</sup>	0.70	0.70
As adjusted (Non-GAAP) <sup>(6)(7)(8)</sup>	\$ 5.60	\$ 5.90

- <sup>(1)</sup> During the year ended June 30, 2023, noncash impairment charges of goodwill and trademarks were recorded of \$445 (\$362 after tax) related to the VMS business.
- <sup>(2)</sup> During the three and twelve months ended June 30, 2023, the company incurred approximately \$16 (\$11 after tax) and \$60 (\$45 after tax), respectively, of restructuring and related costs, net for implementation of the streamlined operating model. Refer to the Non-GAAP Financial Information within the fourth quarter of fiscal year 2023 earnings release for further discussion.
- <sup>(3)</sup> During the three and twelve months ended June 30, 2023, the company incurred approximately \$27 (\$21 after tax) and \$100 (\$76 after tax), respectively, and during the three and twelve months ended June 30, 2022, the company incurred approximately \$19 (\$15 after tax) and \$61 (\$47 after tax), respectively, of operating expenses related to its digital capabilities and productivity enhancements investment. Refer to the Non-GAAP Financial Information within the fourth quarter of fiscal year 2023 earnings release for further discussion.
- <sup>(4)</sup> In FY24, the company expects to incur approximately \$30-\$40 (\$23-\$30 after tax) of restructuring and related costs, net for implementation of the streamlined operating model.
- <sup>(5)</sup> In FY24, the company expects to incur approximately \$100-\$120 (\$76-\$91 after tax) of operating expenses related to its digital capabilities and productivity enhancements investment.
- <sup>(6)</sup> Adjusted EPS is defined as diluted earnings per share that excludes or has otherwise been adjusted for significant items that are nonrecurring or unusual. The income tax effect on non-GAAP items is calculated based upon the tax laws and statutory income tax rates applicable in the tax jurisdiction(s) of the underlying non-GAAP adjustment.
- <sup>(7)</sup> Adjusted ETR is defined as the effective tax rate that excludes or that has otherwise been adjusted for significant items that are nonrecurring or unusual.
- <sup>(8)</sup> Adjusted EPS and adjusted ETR are supplemental information that management uses to help evaluate the company's historical and prospective financial performance on a consistent basis over time. Management believes that by adjusting for certain items affecting comparability of performance over time, such as asset impairments, charges related to the streamlined operating model, charges related to the digital capabilities and productivity enhancements investment, significant losses/(gains) related to acquisitions and other nonrecurring or unusual items, investors and management are able to gain additional insight into the company's underlying operating performance on a consistent basis over time. However, adjusted EPS and adjusted ETR may not be the same as similar measures provided by other companies due to potential differences in methods of calculation or differences in which items are incorporated into these adjustments.



Supplemental Recast of Net Sales and Earnings (Losses) Before Income Taxes to Segment Adjusted Earnings (Losses) Before Interest and Income Taxes for Fiscal Year 2023 <sup>(1)(2)</sup>

Dollars in millions

Segment	Net sales <sup>(1)</sup>								
	Q1		Q2		Q3		Q4		Fiscal Year
	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Reported	
Health and Wellness <sup>(2)</sup>	\$ 712	\$ 657	\$ 635	\$ 577	\$ 707	\$ 647	\$ 651	\$ 2,532	
Household	423	423	462	462	550	550	663	\$ 2,098	
Lifestyle	320	320	332	332	353	353	333	\$ 1,338	
International	285	285	286	286	305	305	305	\$ 1,181	
Corporate and Other <sup>(3)</sup>	—	55	—	58	—	60	67	\$ 240	
<b>Total</b>	<b>\$ 1,740</b>	<b>\$ 1,740</b>	<b>\$ 1,715</b>	<b>\$ 1,715</b>	<b>\$ 1,915</b>	<b>\$ 1,915</b>	<b>\$ 2,019</b>	<b>\$ 7,389</b>	

Segment	Segment Adjusted Earnings (Losses) Before Interest and Income Taxes <sup>(1)(3)</sup>								
	Q1		Q2		Q3		Q4		Fiscal Year
	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Reported	
Health and Wellness <sup>(2)</sup>	\$ 115	\$ 133	\$ 103	\$ 124	\$ (290)	\$ 161	\$ 176	\$ 594	
Household	22	22	44	44	99	99	143	308	
Lifestyle	60	60	74	74	83	83	67	284	
International	23	23	24	24	15	27	15	89	
Corporate and Other <sup>(3)</sup>	(104)	(63)	(115)	(87)	(152)	(101)	(107)	\$ (358)	
<b>Total</b>	<b>\$ 116</b>	<b>\$ 175</b>	<b>\$ 130</b>	<b>\$ 179</b>	<b>\$ (245)</b>	<b>\$ 269</b>	<b>\$ 294</b>	<b>\$ 917</b>	
Interest income	—	2	—	3	—	4	7	16	
Interest expense	—	(22)	—	(23)	—	(24)	(21)	(90)	
VMS impairment <sup>(3)</sup>	—	—	—	—	—	(445)	—	(445)	
Streamlined operating model <sup>(3)</sup>	—	(19)	—	(4)	—	(21)	(16)	(60)	
Digital capabilities and productivity enhancements investment <sup>(3)</sup>	—	(20)	—	(25)	—	(28)	(27)	(100)	
<b>Earnings (losses) before income taxes</b>	<b>\$ 116</b>	<b>\$ 116</b>	<b>\$ 130</b>	<b>\$ 130</b>	<b>\$ (245)</b>	<b>\$ (245)</b>	<b>\$ 237</b>	<b>\$ 238</b>	

<sup>(1)</sup> Unaudited

<sup>(2)</sup> As of the fourth quarter of fiscal year 2023, the Health and Wellness reportable segment is composed of the Cleaning and Professional Products businesses. The VMS business, previously within Health and Wellness, is now included in Corporate and Other and reported within Total Company.

<sup>(3)</sup> Refer to the Non-GAAP Financial Information within the earnings release for further discussion.

Supplemental Recast of Net Sales and Earnings (Losses) Before Income Taxes to Segment Adjusted Earnings (Losses) Before Interest and Income Taxes for Fiscal Year 2022 <sup>(1)(2)</sup>

Dollars in millions

Net sales <sup>(1)</sup>										
Segment	Q1		Q2		Q3		Q4		Fiscal Year	
	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast
Health and Wellness <sup>(2)</sup>	\$ 745	\$ 680	\$ 648	\$ 579	\$ 662	\$ 597	\$ 635	\$ 571	\$ 2,690	\$ 2,427
Household	442	442	423	423	539	539	580	580	1,984	1,984
Lifestyle	331	331	324	324	306	306	292	292	1,253	1,253
International	288	288	296	296	302	302	294	294	1,180	1,180
Corporate and Other <sup>(3)</sup>	—	65	—	69	—	65	—	64	—	263
<b>Total</b>	<b>\$ 1,806</b>	<b>\$ 1,806</b>	<b>\$ 1,691</b>	<b>\$ 1,691</b>	<b>\$ 1,809</b>	<b>\$ 1,809</b>	<b>\$ 1,801</b>	<b>\$ 1,801</b>	<b>\$ 7,107</b>	<b>\$ 7,107</b>

Segment Adjusted Earnings (Losses) Before Interest and Income Taxes <sup>(1)(3)</sup>										
Segment	Q1		Q2		Q3		Q4		Fiscal Year	
	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast
Health and Wellness <sup>(2)</sup>	\$ 105	\$ 123	\$ 56	\$ 79	\$ 84	\$ 101	\$ 55	\$ 78	\$ 300	\$ 381
Household	36	36	10	10	92	92	96	96	234	234
Lifestyle	93	93	80	80	66	66	41	41	280	280
International	30	30	19	19	31	31	17	17	97	97
Corporate and Other <sup>(3)</sup>	(79)	(61)	(72)	(58)	(73)	(55)	(80)	(49)	(304)	(223)
<b>Total</b>	<b>\$ 185</b>	<b>\$ 221</b>	<b>\$ 93</b>	<b>\$ 130</b>	<b>\$ 200</b>	<b>\$ 235</b>	<b>\$ 129</b>	<b>\$ 183</b>	<b>\$ 607</b>	<b>\$ 769</b>
Interest income	—	1	—	1	—	1	—	2	—	5
Interest expense	—	(25)	—	(23)	—	(21)	—	(37)	—	(106)
Digital capabilities and productivity enhancements investment <sup>(3)</sup>	—	(12)	—	(15)	—	(15)	—	(19)	—	(61)
<b>Earnings (losses) before income taxes</b>	<b>\$ 185</b>	<b>\$ 185</b>	<b>\$ 93</b>	<b>\$ 93</b>	<b>\$ 200</b>	<b>\$ 200</b>	<b>\$ 129</b>	<b>\$ 129</b>	<b>\$ 607</b>	<b>\$ 607</b>

<sup>(1)</sup> Unaudited

<sup>(2)</sup> As of the fourth quarter of fiscal year 2023, the Health and Wellness reportable segment is composed of the Cleaning and Professional Products businesses. The VMS business, previously within Health and Wellness, is now included in Corporate and Other and reported within Total Company.

<sup>(3)</sup> Refer to the Non-GAAP Financial Information within the earnings release for further discussion.

Supplemental Recast of Net Sales and Earnings (Losses) Before Income Taxes to Segment Adjusted Earnings (Losses) Before Interest and Income Taxes for Fiscal Year 2021 <sup>(1)(2)</sup>

Dollars in millions

Segment	Net sales <sup>(1)</sup>									
	Q1		Q2		Q3		Q4		Fiscal Year	
	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast
Health and Wellness <sup>(2)</sup>	\$ 813	\$ 734	\$ 817	\$ 747	\$ 680	\$ 610	\$ 670	\$ 599	\$ 2,980	\$ 2,690
Household	500	500	411	411	510	510	560	\$ 560	1,981	1,981
Lifestyle	318	318	317	317	293	293	290	\$ 290	1,218	1,218
International	285	285	297	297	298	298	282	282	1,162	1,162
Corporate and Other <sup>(3)</sup>	—	79	—	70	—	70	—	71	—	290
<b>Total</b>	<b>\$ 1,916</b>	<b>\$ 1,916</b>	<b>\$ 1,842</b>	<b>\$ 1,842</b>	<b>\$ 1,781</b>	<b>\$ 1,781</b>	<b>\$ 1,802</b>	<b>\$ 1,802</b>	<b>\$ 7,341</b>	<b>\$ 7,341</b>

Segment	Segment Adjusted Earnings (Losses) Before Interest and Income Taxes <sup>(1)(3)</sup>									
	Q1		Q2		Q3		Q4		Fiscal Year	
	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast
Health and Wellness <sup>(2)</sup>	\$ 251	\$ 267	\$ 247	\$ 275	\$ (183)	\$ 163	\$ (10)	\$ 43	\$ 305	\$ 748
Household	109	109	60	60	97	97	109	109	\$ 375	375
Lifestyle	102	102	89	89	68	68	61	61	\$ 320	320
International	124	42	30	30	30	30	17	17	\$ 201	119
Corporate and Other <sup>(2)</sup>	(60)	(52)	(94)	(99)	(71)	(64)	(76)	(78)	(301)	(293)
<b>Total</b>	<b>\$ 526</b>	<b>\$ 468</b>	<b>\$ 332</b>	<b>\$ 355</b>	<b>\$ (59)</b>	<b>\$ 294</b>	<b>\$ 101</b>	<b>\$ 152</b>	<b>\$ 900</b>	<b>\$ 1,269</b>
Interest income	—	1	—	1	—	1	—	2	—	5
Interest expense	—	(25)	—	(24)	—	(25)	—	(25)	—	(99)
VMS Impairment <sup>(3)</sup>	—	—	—	—	—	(329)	—	—	—	(329)
Professional Products supplier charge <sup>(3)</sup>	—	—	—	—	—	—	—	(28)	—	(28)
Saudi JV acquisition gain <sup>(3)</sup>	—	82	—	—	—	—	—	—	—	82
<b>Earnings (losses) before income taxes</b>	<b>\$ 526</b>	<b>\$ 526</b>	<b>\$ 332</b>	<b>\$ 332</b>	<b>\$ (59)</b>	<b>\$ (59)</b>	<b>\$ 101</b>	<b>\$ 101</b>	<b>\$ 900</b>	<b>\$ 900</b>

<sup>(1)</sup> Unaudited

<sup>(2)</sup> As of the fourth quarter of fiscal year 2023, the Health and Wellness reportable segment is composed of the Cleaning and Professional Products businesses. The VMS business, previously within Health and Wellness, is now included in Corporate and Other and reported within Total Company.

<sup>(3)</sup> Refer to the Non-GAAP Financial Information within the earnings release for further discussion.

## Supplemental Unaudited Reconciliation of Earnings Before Income Taxes to EBIT<sup>(1)(4)</sup>, Adjusted EBIT<sup>(2)(4)</sup>, Adjusted EBITDA<sup>(3)(4)</sup> and Debt to Adjusted EBITDA<sup>(9)</sup> (Debt Leverage)

Dollars in millions and percentages based on rounded numbers

	FY23 6/30/23	FY22 6/30/22
<b>Earnings before income taxes</b>	\$238	\$607
Interest income	\$(16)	\$(5)
Interest expense	\$90	\$106
<b>EBIT</b>	<b>\$312</b>	<b>\$708</b>
<i>EBIT margin<sup>(1)(4)</sup></i>	4.2%	10.0%
VMS impairment <sup>(5)</sup>	\$445	\$—
Streamlined operating model (cash) <sup>(6)</sup>	\$60	\$—
Digital capabilities and productivity enhancements investment (cash) <sup>(7)</sup>	\$100	\$61
<b>Adjusted EBIT<sup>(2)(4)</sup></b>	<b>\$917</b>	<b>\$769</b>
<i>Adjusted EBIT margin<sup>(2)(4)</sup></i>	12.4%	10.8%
Depreciation and amortization	\$236	\$224
<b>Adjusted EBITDA<sup>(3)(4)</sup></b>	<b>\$993</b>	<b>\$932</b>
<i>Adjusted EBITDA margin<sup>(3)(4)</sup></i>	13.4%	13.1%
Net sales	\$7,389	\$7,107
Total Debt <sup>(8)</sup>	\$2,527	\$2,711
<b>Debt to Adjusted EBITDA<sup>(9)</sup></b>	<b>2.5</b>	<b>2.9</b>

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

(2) Adjusted earnings (losses) before interest and income taxes (adjusted EBIT) represents earnings (losses) excluding interest income, interest expense, income taxes and other significant items that are nonrecurring or unusual (such as asset impairments, charges related to the streamlined operating model, charges related to the digital capabilities and productivity enhancements investment, significant losses/(gains) related to acquisitions and other nonrecurring or unusual items impacting comparability). Adjusted EBIT margin is the ratio of adjusted EBIT to net sales.

(3) Adjusted EBITDA (a non-GAAP measure) represents earnings from income taxes (a GAAP measure), excluding interest income, interest expense and other significant items that are nonrecurring or unusual (such as asset impairments, charges related to the streamlined operating model, charges related to digital capabilities and productivity enhancements investment, significant losses/(gains) related to acquisitions and other nonrecurring or unusual items impacting comparability), depreciation and amortization, as reported above. For purposes of calculating a liquidity measure, the impacts of charges or liabilities that require cash settlement were included in the calculation of Adjusted EBITDA. Adjusted EBITDA margin is the ratio of Adjusted EBITDA to net sales.

(4) In accordance with the SEC's Regulation G, this schedule provides the definition of certain non-GAAP measures and the reconciliation to the most closely related GAAP measure. Management believes the presentation of EBIT, EBIT margin, Adjusted EBIT, Adjusted EBIT margin, Adjusted EBITDA, Adjusted EBITDA margin and debt to Adjusted EBITDA provides useful additional information to investors about trends in the company's operations and is useful for comparability of performance over time. These non-GAAP financial measures should not be considered in isolation or as a substitute for the comparable GAAP measures. In addition, these non-GAAP financial measures may not be the same as similar measures provided by other companies due to potential differences in methods of calculation and items being excluded. They should be read in connection with the company's consolidated financial statements presented in accordance with GAAP.

(5) During the quarter ended March 31, 2023, noncash impairment charges of goodwill, trademarks and other assets were recorded of \$445 (\$362 after tax) related to the VMS business.

(6) Reflects the restructuring and related implementation costs, net incurred by the company as part of the streamlined operating model. These expenses were primarily attributable to employee-related costs, as well as implementation and other associated costs. Refer to the Non-GAAP Financial Information within the earnings release for further discussion.

(7) Reflects the operating expenses incurred by the company related to its digital capabilities and productivity enhancements investment. The majority of these expenses relate to external consulting fees. The remaining expenses relate to internal IT project management and supporting personnel costs and other costs. Refer to the Non-GAAP Financial Information within the earnings release for further discussion.

(8) Total debt represents the sum of notes and loans payable, current maturities of long-term debt and long-term debt. Current maturities of long-term debt and long-term debt are carried at face value net of unamortized discounts, premiums and debt issuance costs.

(9) Debt to Adjusted EBITDA (a non-GAAP measure) represents total debt divided by Adjusted EBITDA (excluding cash charges) for the trailing four quarters.

**THE CLOROX COMPANY**  
**RECONCILIATION OF ECONOMIC PROFIT (UNAUDITED) <sup>(1)</sup>**

Dollars in millions	FY23	FY22	FY21
<b>Earnings before income taxes</b>	<b>\$ 238</b>	<b>\$ 607</b>	<b>\$ 900</b>
Add back:			
Certain U.S. GAAP charges <sup>(2)</sup>	605	61	357
Interest expense	90	106	99
Less:			
Saudi JV acquisition gain <sup>(2)</sup>	—	—	(82)
<b>Earnings before income taxes, certain U.S. GAAP items and interest expense</b>	<b>933</b>	<b>774</b>	<b>1,274</b>
Less:			
Income taxes on earnings before income taxes, certain U.S. GAAP items and interest expense <sup>(3)</sup>	220	174	264
<b>Adjusted after tax profit</b>	<b>713</b>	<b>600</b>	<b>1,010</b>
Less: After tax profit attributable to noncontrolling interests	12	9	9
<b>Adjusted after tax profit attributable to Clorox</b>	<b>701</b>	<b>591</b>	<b>1,001</b>
<b>Average capital employed <sup>(4)</sup></b>	<b>3,383</b>	<b>3,428</b>	<b>3,655</b>
Less: Capital charge <sup>(5)</sup>	304	309	329
<b>Economic profit <sup>(1)</sup> (Adjusted after tax profit attributable to Clorox less capital charge)</b>	<b>\$ 397</b>	<b>\$ 282</b>	<b>\$ 672</b>

- (1) Economic profit (EP) is defined by the Company as earnings before income taxes, excluding certain U.S. GAAP items (such as asset impairments, charges related to implementation of the streamlined operating model, charges related to digital capabilities and productivity enhancements investment, significant losses/(gains) related to acquisitions and other nonrecurring or unusual items impacting comparability) and interest expense; less income taxes (calculated based on the Company's effective tax rate excluding the identified U.S. GAAP items), and less after tax profit attributable to noncontrolling interests, and less a capital charge (calculated as average capital employed multiplied by a cost of capital rate). EP is a key financial metric that the Company's management uses to evaluate business performance and allocate resources, and is a component in determining employee incentive compensation. The Company's management believes EP provides additional perspective to investors about financial returns generated by the business and represents profit generated over and above the cost of capital used by the business to generate that profit.
- (2) Certain U.S. GAAP charges includes incremental operating expenses related to the implementation of the Company's digital capabilities and productivity enhancements investment, restructuring and related implementation costs related to implementation of the streamlined operating model, noncash impairments related to the Vitamins, Minerals and Supplements (VMS) business, noncash charges on investments and related arrangements made with a Professional Products business supplier and a noncash nonrecurring net gain related to the Company's increased investment in each of the two entities comprising its joint venture in the Kingdom of Saudi Arabia (Saudi JV). Refer to the Non-GAAP Financial Information within the earnings release for further discussion.
- (3) The tax rate applied is the effective tax rate before the identified U.S. GAAP items was 23.6%, 22.5% and 20.7% in fiscal years 2023, 2022, and 2021, respectively. The difference between the fiscal year 2023 effective tax rate on earnings of 32.4% is due to the tax rate impact of the FY23 VMS impairment and incremental operating expenses recorded related to the implementation of the Company's digital capabilities and productivity enhancements investment of (8.9)% and 0.1%, respectively. The difference between the fiscal year 2022 effective tax rate on earnings of 22.4% is due to the tax rate impact of the incremental operating expenses recorded related to the implementation of the Company's digital capabilities and productivity enhancements investment of 0.1%. The difference between the fiscal year 2021 effective tax rate on earnings of 20.1% is due to the tax rate impact of the Professional Products supplier charge, FY21 VMS impairment, and Saudi JV acquisition gain of 0.1%, (0.4)%, and 0.9%, respectively.
- (4) Total capital employed represents total assets less non-interest bearing liabilities. Adjusted capital employed represents total capital employed adjusted to add back current year after tax U.S. GAAP items, as applicable, and deduct the current year after tax noncash, nonrecurring gain. Average capital employed is the average of adjusted capital employed for the current year and total capital employed for the prior year, based on year-end balances. See below for details of the average capital employed calculation.
- (5) Capital charge represents average capital employed multiplied by a cost of capital, which was 9% for all fiscal years presented. The calculation of capital charge includes the impact of rounding numbers.

Dollars in millions	FY23	FY22	FY21
Total assets	\$ 5,945	\$ 6,158	\$ 6,334
Less:			
Accounts payable and accrued liabilities <sup>(6)</sup>	1,650	1,463	1,670
Current operating lease liabilities	87	78	81
Income taxes payable	121	—	—
Long-term operating lease liabilities	310	314	301
Other liabilities <sup>(6)</sup>	804	778	819
Deferred income taxes	28	66	67
Non-interest bearing liabilities	3,000	2,699	2,938
<b>Total capital employed <sup>(4)</sup></b>	<b>2,945</b>	<b>3,459</b>	<b>3,396</b>
After tax certain U.S. GAAP items <sup>(2)</sup>	362	0	212
<b>Adjusted capital employed <sup>(4)</sup></b>	<b>\$ 3,307</b>	<b>\$ 3,459</b>	<b>\$ 3,608</b>
<b>Average capital employed</b>	<b>\$ 3,383</b>	<b>\$ 3,428</b>	<b>\$ 3,655</b>

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