FY2023 TCFD REPORT

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Governance	Board oversight of climate-related risks and opportunities	The full board of directors oversees matters related to environmental, social and governance issues (including climate change and environmental sustainability policies, programs, goals and progress), as well as targets, standards and other metrics used to measure and track ESG performance and progress. The board participates in regular (at least annual) updates on ESG topics, including climate, and as part of its enterprise risk management oversight role, oversees the company's climate risks, which have been identified as long-term risks for the company through the ERM process. See Clorox's 2022 Proxy Statements and Financial Statements for additional details. Pursuant to its charter, the Nominating, Governance and Corporate Responsibility Committee of the board, comprised exclusively of independent directors, supports the board in reviewing, monitoring and engaging management — typically quarterly — on the development of climate change and environmental policies, programs, goals and progress, and regularly reviewing such matters with the board. In fiscal year 2022, we refreshed our board committee charters to provide further clarity on each committee's roles and responsibilities on ESG oversight and to ensure coordinated coverage of ESG issues across the board and committees. Although the NGCRC has historically overseen the company's sustainability policies, the NGCRC charter now explicitly includes oversight of the company's climate change and environmental policies, programs, goals and progress. See CDP Climate Change Report Sections C1.1-C1.2
	Management's role in assessing and managing climate-related risks and opportunities	The company's executive vice president and chief legal officer chairs the ESG Executive Committee which includes Clorox's executive vice president, chief people and corporate affairs officer, group president — Health & Hygiene and group president — Care & Connection (all Clorox executive team members). The ESG Executive Committee is responsible for overseeing the execution of our ESG priorities and ensuring our business strategy considers and optimizes our ESG priorities, including our climate goals. The ESG Executive Committee is tasked with helping to develop and recommend climate ambitions to the CEO, as well as overseeing and assessing progress against the climate goals. The executive vice president and chief legal officer, as chair of the ESG Executive Committee, along with the vice president and head of sustainability, reports quarterly to the NGCRC and to the board annually. See CDP Climate Change Report Sections C1.1-C1.2
Strategy	Climate-related risks and opportunities	Clorox identifies climate-related risks and opportunities in its products, operations and supply chain, and discloses details as part of our annual CDP reporting. The primary risks and opportunities associated with climate change that the company is exposed to and manages include: • Physical risks associated with extreme weather conditions or water stress due to climate change impacting our business operations, disrupting our supply chain, limiting our access to water, or impacting commodity, operational and distribution costs: short-term (1-2 years). The estimated financial impact to Clorox from a weather event could potentially be in the range of less than one million dollars to tens of millions of dollars. The lower-end financial impact is based on a short-term disruptive weather event and includes cost estimates for testing alternate raw materials and for material pre-build and other logistics costs to ensure supply and continued operation. The higher-end financial impact is based on a major weather event that causes a long-term (three- to four-quarter) disruption to the supply of a major commodity used at multiple manufacturing locations. To mitigate these risks, we have business continuity plans for most locations and all critical functions. Using learnings from recent hurricanes, we have enhanced contingency plans to ensure both work-in-process and finished goods inventories are adequate leading into hurricane season. We also established systems to incorporate hurricane contingency planning into our supply planning and forecasting processes. • Transitional risks associated with policy and regulations that increase the pricing on greenhouse gas emissions: medium-term (2-5 years). The estimated financial impact to Clorox from such regulations could potentially be in the range of $10,000 to $200,000 per year. These estimates are based on our current emissions in countries where regulations currently exist, thus having the potential to impact our business in the future. To mitigate these risks, we are focusing on reducing our GHG emissions as part of our commitment to achieving science-based targets by 2030 and net-zero emissions by 2050.

FY2023 TCFD REPORT (CONTINUED)

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Strategy (cont.)	Climate-related risks and opportunities (cont.)	• Transitional risks associated with extended producer responsibility policies and regulations that make producers responsible for the collection, recycling and safe disposal of products after use: medium-term (2-5 years). The estimated financial impact to Clorox from such regulations could potentially be in the range of $2 million to $5 million per year in the medium term; $15 million to $20 million in the longer term if regulations are expanded nationally. These programs often include fees or taxes paid by manufacturers or importers to fund recycling and waste management initiatives, with emerging regulations focused heavily on plastic packaging. The financial impact to Clorox is estimated based on potential fees charged to the company for selling packaging, including those made with virgin plastic, a significant contributor to GHG emissions, in the medium-term. To mitigate these risks, we are focusing on reducing our use of virgin plastics as part of our commitment to achieving SBTs by 2030 and net-zero emissions by 2050. • Transitional risks (medium-term, [2-5 years]) and opportunities (long-term, [5-10 years]) associated with shifts in market preferences as consumers seek products and services from companies that are proactively working to reduce climate change-related impacts and offering less carbon-intensive products. Risks include that the company's innovation cycle may not keep up with consumers' growing demand for products with lower environmental footprints; that the consumer value equation may change with new necessary consumption models (e.g., refills and concentrates may lead to trade-downs or slimmer margins due to decreased convenience or consumer expectations); and that material costs may increase as consumer preferences for sustainably sourced materials, such as forest commodities and postconsumer recycled resin (whose low availability is a short- and long-term risk), increase. The estimated financial impact to Clorox to make substantial increases (around 50%) to our PCR content in plastic packaging plus the cost to procure 100% Roundtable on Sustainable Palm Oil (RSPO)-certified palm oil could potentially be $3.5 million to $7 million per year. Opportunities include climate change-related awareness and concern for the environment driving long-term demand and creating and expanding opportunities for sustainable products, as well as related product improvements resulting in further cost savings, mostly from decreased product and packaging material used. While we are not able to assign a financial impact, our 2022 proxy statement noted that the company's long-term financial goals reflected in IGNITE include annual net sales growth of 3% to 5%. • Transitional opportunities associated with reduced operating and product costs resulting from resource efficiency improvements through LED lighting, HVAC, compressor and other manufacturing equipment upgrades, as well as zero-waste-to-landfill program expansion, transportation/logistics improvements and reductions in energy use, water use, waste and material use as a result of product and packaging innovation: medium term (2-5 years). The estimated financial impact to Clorox could potentially be $50,000 to over $1,000,000 per year. To capture these opportunities, we have set environmental goals that incorporate resource and material efficiencies in our operations and packaging, and we have a robust enterprisewide cost reduction program that delivers annual cost savings through efficiency improvements that, in certain instances, also reduce our environmental footprint. See CDP Climate Change Report Sections C2.3-C2.4; See CDP Water Security Report Sections W4.2-W4.3; See CDP Forest Report Sections F3.1-3.2
	Impact of climate risks and opportunities on businesses, strategy and financial planning	Climate risks and opportunities that might impact our business strategy and financial planning include: • Consumer demand for products with lower environmental footprints growing faster than we have allowed for in our innovation investment planning. This is both an opportunity for greater brand value and sales of products with lower environmental impact such as our concentrated bleach and refillable sprays cartridges, as well as a risk if we are unable to meet demand. That risk could entail major investment in manufacturing equipment to process and package more sustainable products, entailing a low-to-medium impact on capital expenditures over the next 5 to 10 years as our current manufacturing capabilities may not support the processing and packaging requirements of these innovations. • Acceleration of infectious disease and pandemics associated with warmer climates, water-borne illness, the potential release of long-dormant viruses by the thawing of permafrost and shifts in the proximity of animals and other sources of diseases with concentrated human populations increasing global demand for disinfecting products and solutions in consumer and business-to-business markets. This is both an opportunity, given our leadership in disinfection, and a risk if we cannot meet demand or sufficiently innovate to meet particular consumer needs.

FY2023 TCFD REPORT (CONTINUED)

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Strategy (cont.)	Impact of climate risks and opportunities on businesses, strategy and financial planning (cont.)	• Low carbon energy sources and material supply chains that cannot keep up with growing industry demand (e.g., for RSPO-certified palm products, postconsumer resin for packaging and renewable energy to power raw material supply chains). This is a risk with the potential to drive up costs or limit our ability to meet our environmental commitments or bring sustainable innovation to market. • More frequent and extreme weather events causing supply chain disruption and leading to health and sanitation issues due to flooding and property damage. This is a risk given the potential impact on supply chains (e.g., previous hurricane-related impacts, which we learned from and made improvements in redundancy and inventory and contingency planning), which is projected to require increased capital expenditures for securing additional production and warehouse storage capacity over the next 10 to 15 years. It is also an opportunity with the potential to increase demand for our disinfection and other household products. • More severe and geographically dispersed water stress causing supply chain disruption. • Faster adoption of climate change regulation that might increase our operating costs as described above. • Emerging U.S. extended producer responsibility regulations that may help enable or may conflict with our climate goals, depending on how the laws are defined, while increasing our operating costs. • Certain investors may choose not to invest in our stock if we do not meet their environmental expectations or their preferences for how to balance near- and long-term costs and benefits, which could negatively impact our share price. Conversely, proactively addressing such investors' interests may be an opportunity to increase investor demand for our stock, and our share price could be positively impacted. See CDP Climate Change Report Section C3
	Scenario planning	Clorox anticipates performing scenario analysis in the future that considers a range of warming scenarios (e.g., at least 2° and 4°C) to better quantify the possible financial and operational impacts of these risks and opportunities, which will help us improve our climate strategy and future TCFD disclosures. See CDP Climate Change Report Section C3.2
Risk Management	Process for identifying and managing climate risks	Clorox has established and continues to maintain a robust, comprehensive ERM program. Our strong governance practices help drive continued improvement of established processes. The ERM Steering Committee oversees the global program subject to oversight by the board or any applicable board committees. The steering committee is made up of the following: executive vice president and chief legal officer (executive co-sponsor for ERM); executive vice president and chief financial officer (executive co-sponsor for ERM); group president — Care & Connection; and group president — Health & Hygiene. The steering committee proactively identifies, assesses, prioritizes and continuously manages enterprisewide risks, including ESG and climate change risks among other top enterprise risks. A supplementary ERM working group provides additional cross-functional support and expertise to key ERM initiatives and other programs which support the operationalizing of ERM within the company. Defining and prioritizing substantive Clorox risks is core to the Clorox ERM program and our annual enterprise risk assessment. Clorox uses both quantitative and qualitative information to define the likelihood and potential impact of risks. For example: • Quantitative definitions include percentage of earnings before income taxes and volatility of Clorox's share price. Given that businesses are not static and can experience growth and contractions, we chose to use a percentage of earnings to identify substantive financial and strategic risks. • Qualitative definitions address topics such as reputation/brand equity and customer and consumer impacts.

FY2023 TCFD REPORT (CONTINUED)

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Risk Management (cont.)	Process for identifying and managing climate risks (cont.)	Based on these definitions, we rate potential risk impacts from very low to very high. A substantive risk is one where the impact is medium to very high across a number of criteria and, if that risk were to materialize, may disrupt our ability to operate our business. In 2022, ESG, including climate change, was one of the top risks identified by the company. While the time horizon (i.e., decades) may be longer than other risks, climate change remains an enterprise risk due to the degree to potentially impact the organization and our operations, among other impacts. Further, we understand that climate change risks can impact the entire organization over a longer-term horizon, and we act on those risks whether they are considered currently "substantive" or not. Therefore, we advance climate stewardship goals to mitigate climate-related risks and address climate change as part of our overall management strategy. At the corporate level, we identify potential physical, regulatory, reputational, changing consumer trends/awareness and other risk factors associated with climate change, e.g., GHG emissions, energy consumption and water consumption that might not rise to the level of substantive risk. This is accomplished within the cross-functional ESG steering team and engagement by various internal stakeholders, business units and functional teams as appropriate. This approach helps us proactively manage and mitigate the many aspects of our climate-related risks. See CDP Climate Change Report Section C2.1-C2.2
	Integration of climate risk management into company's overall risk management	As described above, climate risk is integrated into Clorox's ERM process. To mitigate the risks associated with climate change, Clorox has identified climate stewardship as a key ESG priority integrated into the company's IGNITE business strategy, building on the progress it has achieved in reducing the carbon footprint of our operations and products for more than 10 years. Through IGNITE, the company has committed to taking science-based climate action across our value chain, including opportunities in our operations, products and supply chains. Actions include compaction and other innovations to reduce material, water and transportation footprints of our products, renewable energy procurement for our operations and supply chain engagement informed by life cycle analyses to identify and address material upstream carbon and water footprints, as well as impacts of products during consumer use and at the end of life. Life cycle assessments are also employed to inform new products and packaging design to ensure sustainability tradeoffs are considered during the development and commercialization of new products. For instance, plastic packaging is often lighter weight to ship and requires less energy to produce than glass or metal but has different recyclability and end-of-life considerations. In CY22 the company created an ESG steering team, which includes owners and subject matter experts from product stewardship, R&D, procurement, corporate governance, government affairs, as well as the climate/water/energy lead, among others. This group provides thought leadership and expertise to business units and leads the measurement, tracking and progress against our ambitious ESG goals, including climate. The team is led by the vice president and head of sustainability and reports to the ESG executive committee chaired by the executive vice president — chief legal officer. By having an ESG steering team as well as executive oversight, we're able to drive accountability and better integrate all aspects of ESG into our business decisions. That means we can have a bigger impact as well as clearer and more consistent messaging to all our stakeholders — customers, suppliers, investors, employees and more. It also ensures we will continue to deliver against our ESG goals by representing all the various teams who do this work and formalizing a clear connection to the business units. The ESG steering team is supported by various team members and subcommittees with additional expertise around climate, energy, plastic and R&D. These support teams work to inform the steering team who in turn are responsible for helping to drive our ESG-related goals and commitments, including climate. See CDP Climate Change Report Sections C2.1-C2.2

FY2023 TCFD REPORT (CONTINUED)

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Metrics and Targets	Metrics used to address climate risks and opportunities	We track, manage and disclose our performance in several areas related to climate risk, including GHG emissions, GHG emissions intensity, energy consumption, energy intensity, water withdrawn, water intensity and water withdrawn from areas of high baseline water stress. GHG emissions were estimated in accordance with The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition). See CDP Climate Change Report sections C4-C9; Clorox website: Taking Climate Action
	Scope 1, 2 and 3 GHG emissions[1]	• Scope 1: ◈ 65,205 metric tons of CO2e for CY22, 72,784 for CY21 and 75,164 for CY20. • Scope 2 (market based): ◈ 26,682 metric tons of CO2e for CY22, 26,442 for CY21 and 184,379 for CY20. • Scope 3: 3,080,818 metric tons CO2e for CY22, not calculated for CY21 and 3,671,141 for CY20 Assured scope 3 categories: • Scope 3, combined categories 4 — U.S. finished goods distribution and 6 — employee business travel: ◈ 286,073 metric tons CO2e for CY22, 412,547 for CY21 and 370,159 for CY20. Scope 3 categories included in our 2030 SBT: • Scope 3, combined categories 1 — purchased goods and services and 11 — use of sold products (direct): 2,183,125 metric tons CO2e for CY22, not calculated for CY21 and 2,556,932 for CY20 All relevant scope 3 categories: • Scope 3 category 1: 1,833,752 metric tons CO2e for CY22, not calculated for CY21 and 2,122,128 for CY20 • Scope 3 category 2: 36,096 metric tons CO2e for CY22, not calculated for CY21 and 53,962 for CY20 • Scope 3 category 3: 25,408 metric tons CO2e for CY22, not calculated for CY21 and 49,889 for CY20 • Scope 3 category 4: 403,119 metric tons CO2e for CY22, not calculated for CY21 and 502,304 for CY20 • Scope 3 category 5: 7,314 metric tons CO2e for CY22, not calculated for CY21 and 8,754 for CY20 • Scope 3 category 6: 3,250 metric tons CO2e for CY22, 1,161 for CY21 and 1,118 for CY20 • Scope 3 category 7: 12,318 metric tons CO2e for CY22, not calculated for CY21 and 12,054 for CY20 • Scope 3 category 8: 4,736 metric tons CO2e for CY22, not calculated for CY21 and 5,088 for CY20 • Scope 3 category 9: 110,613 metric tons CO2e for CY22, not calculated for CY21 and 150,341 for CY20 • Scope 3 category 11: 349,373 metric tons CO2e for CY22, not calculated for CY21 and 434,804 for CY20 • Scope 3 category 12: 294,839 metric tons CO2e for CY22, not calculated for CY21 and 330,699 for CY20 See FY23 Integrated Annual Report, IGNITE ESG progress table, pages 42-43; CDP Climate Change Report Sections C5 and C6; Clorox website: Taking Climate Action
	GHG emissions targets[1, 2]	Achieve SBTs for scopes 1, 2 and 3 GHG emissions by 2030. Committed to net-zero GHG emissions by 2050. ✪ SBTs submitted to the Science Based Target initiative in June 2021 and were approved by the SBTi in August 2021: • Scopes 1 and 2: 50% absolute reduction by 2030 vs. 2020 base year. This target is consistent with reductions required to keep warming to 1.5°C. We achieved a 65% reduction in 2022 relative to our 2020 baseline as a result of achieving 100% renewable electricity for our U.S. and Canada locations plus a full year of renewable electricity at our Colombia location and a partial year of renewable electricity at our Chile location. • Scope 3: 25% absolute reduction by 2030 vs. 2020 base year in category 1 — purchased goods and services and category 11 — use of sold products (direct). We achieved a 15% reduction in category 1 and category 11 in 2022 relative to our 2020 baseline, primarily driven by business contraction as the business normalized from the COVID-19 pandemic. • Net-zero emissions across scopes 1, 2 and 3 by 2050. See FY23 Integrated Annual Report, IGNITE ESG progress table, pages 42-43; Clorox website: Taking Climate Action; CDP Climate Change Report Section C4.1

FY2023 TCFD REPORT (CONTINUED)

CORE ELEMENT	TCFD DISCLOSURE	THE CLOROX COMPANY DISCLOSURE
Metrics and Targets (cont.)	Energy consumption[2]	703,893 megawatt hours for CY22, 730,098 megawatt hours for CY21 and 762,539 megawatt hours for CY20. See Clorox website: Clean World — Energy
	Energy targets[2]	100% electricity from renewable energy in U.S. and Canada in 2022. • Renewable energy goal was first achieved in January 2021. Maintained to date and expected to be maintained going forward. Drive continued energy efficiency improvements that achieve or exceed our 2018 baseline levels. • 9% less energy use per case of product sold in CY22 vs. CY18 base year. See FY23 Integrated Annual Report, IGNITE ESG progress table, pages 42-43; Clorox website: Clean World — Energy; CDP Climate Change Report Section C4.2
	Water consumption	2,922 thousand cubic meters (megaliters) of water withdrawn for CY22, 3,136 megaliters for CY21 and 3,387 megaliters for CY20. Clorox reports water consumed as water withdrawn. 640 megaliters withdrawn from regions with high or extremely high baseline water stress in CY22, 648 megaliters for CY21 and 630 megaliters for CY20. We utilized Water Resource Institute's Aqueduct tool to assess all our facilities for baseline water stress. See Clorox website: Clean World — Water; CDP Water Security Report, Section 1.2
	Water targets	Drive continued water efficiency improvements that achieve or exceed our 2018 baseline levels. • 14% less water use per case of product sold in CY22 vs. CY18 base year. Advance a more localized approach to water stewardship in high or extremely high baseline water stress areas. • In 2022, 11 Clorox facilities were located in high to extremely high baseline water stress areas, based on World Resources Institute's Aqueduct Tool. Seven of these are manufacturing facilities, four of which represent 92% of Clorox's water use in those areas. Two of these four locations — Mexico City and Quilicura, Chile — are implementing localized water action plans which include assessing plant water use and implementing opportunities to be more efficient. Last year a team in Quilicura applied for a Blue Water Certificate, after reviewing regulatory information and assessing production areas, consumption, water flows, lay out and a plant water balance. Since 2018, we have maintained consistent annual water withdrawals in Mexico City and reduced water use by 25% in Quilicura, on an intensity basis. The two other locations, part of a majority ownership in our Kingdom of Saudi Arabia joint ventures, developed an environmental roadmap that included finding water savings/improvements and establishing an action plan by FY24. See Clorox website: Clean World — Water; CDP Water Security Report, Section 8.1

ESG ENDNOTES

Reviewed by Ernst & Young LLP. Refer to pages 37-39 of FY23 Integrated Annual Report for the Review Report and exhibit A: The Clorox Company Schedule of Selected Quantitative Performance Indicators for the Year Ended December 31, 2022, or June 30, 2023.

IGNITE ESG goal

[1] **GHG emissions:**

- Scope 2 emissions reported are calculated using the market-based method. Beginning in 2021, scope 2 market-based method emissions utilized various environmental attributes from renewable energy credits associated with virtual power purchase agreements, RECs purchased on the open market and International RECs purchased through an energy service provider. These instruments were specific to facilities in the U.S., Canada, Colombia and Chile in 2022. Prior to 2021, the company did not use environmental instruments.
- For our science based targets, we're focusing on different scope 3 categories for our reduction efforts than in our previous goal periods. These include category 1, purchased goods and services, and category 11, use of sold products (direct). In prior goal periods, we defined scope 3 to include category 4, U.S. finished goods distribution, and category 6, employee business travel. Categories are defined by the World Resources Institute and World Business Council for Sustainable Development's GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.
- Our 2020 baseline scope 3 emissions were updated for categories 1, 2, 5, 7, 8, 11 and 12, based on methodology enhancements and refinements of our data to improve the comparability to 2022 data for scope 3 progress reporting against our SBTs and comprehensive scope 3 baseline. There may need to be future baseline updates as we complete our net-zero target submission to the Science Based Target initiative in 2023.

[2] **Energy:** Through our first VPPA and other market purchases of RECs, Clorox met our 100% renewable electricity goal beginning in January 2021, four years ahead of the original target date. Our first VPPA for 70 megawatts was executed in 2019 and began producing renewable energy for Clorox in January 2021. Our second VPPA for 47 MW was executed in April 2022 and began producing renewable energy for Clorox in January 2023, subsequent to the 2022 data reported. Each VPPA is estimated to deliver about half of Clorox's 100% renewable electricity goal for U.S. and Canadian operations annually beginning in 2023.