



CAGNY 2023

Linda Rendle

Chief Executive Officer

Kevin Jacobsen

EVP & Chief Financial Officer

Safe Harbor



Except for historical information, matters discussed in this presentation, including statements about the Company's future volume, sales, organic sales growth, costs, cost savings, earnings, earnings attributable to the Company, earnings per share, diluted earnings per share, margins, foreign currencies, foreign currency exchange rates, tax rates, cash flows, plans, objectives, expectations, growth or profitability, are forward-looking statements based on management's estimates, beliefs, assumptions and projections. Important factors that could affect performance and cause results to differ materially from management's expectations are described in the Company's most recent Form 10-K filed with the SEC, as updated from time to time in the Company's SEC filings. Those factors include, but are not limited to, the impact of the changing retail environment, including the growth of alternative retail channels and business models, and changing consumer preferences; volatility and increases in the costs of raw materials, energy, transportation, labor and other necessary supplies or services; the ability of the Company to drive sales growth, increase prices and market share, grow its product categories and manage favorable product and geographic mix; risks related to supply chain issues, product shortages and disruptions to the business; the ongoing COVID-19 pandemic and related impacts; intense competition in the Company's markets; unfavorable general economic and political conditions; risks related to the Company's use of and reliance on information technology systems; the ability of the Company to implement and generate cost savings and efficiencies; dependence on key customers; the Company's ability to attract and retain key personnel; the Company's ability to maintain its business reputation; government regulations; risks related to international operations and international trade; the impact of Environmental, Social, and Governance (ESG) issues; the ability of the Company to innovate and to develop and introduce commercially successful products; product liability claims and other legal proceedings; risks relating to acquisitions, new ventures and divestitures; the venture agreement with P&G related to the Company's Glad business; environmental matters; and the Company's ability to assert and defend its intellectual property rights.

Well Positioned To Rebuild Earnings & Create Long-Term Shareholder Value



- Advantaged portfolio and IGNITE strategy position us well to navigate the short and long-term
- Committed to maintaining topline momentum while rebuilding margin and investing in our brands and capabilities
- Confident in our ability to deliver consistent profitable growth over time and create long-term shareholder value

The left side of the slide features two large, overlapping geometric shapes. The top shape is a light teal color and has a curved top edge. The bottom shape is a darker green color and has a curved bottom edge. Both shapes are partially cut off by the left edge of the frame.

Who We Are



Global Portfolio Of Leading Brands Trusted & Loved By Our Consumers

- 37% HEALTH & WELLNESS
- 28% HOUSEHOLD
- 18% LIFESTYLE
- 17% INTERNATIONAL





Choiceful, Disciplined Playbook

Creates Competitive Advantage & Shareholder Value

Leading brands loved by consumers

Purposeful & targeted in where we play

**ECONOMIC
PROFIT**

World class capabilities to drive **operational excellence**

Purpose-driven growth with integrated ESG goals

Portfolio Of Leading Brands Loved By Consumers



>80%

of portfolio is #1
or #2 share
brands

9 of 10

U.S. homes have
our products

76%

of portfolio has
superior
consumer value

Stable
Shares

despite
unprecedented
pricing actions⁽¹⁾

5%

3-Year CAGR⁽²⁾



⁽¹⁾ Reflects dollar market share, IRI MULOP 13 weeks ending December 25, 2022

⁽²⁾ 3-year CAGR sales growth as of June 30, 2022

IGNITE Strategy



Purpose

We champion people to be well & thrive every single day

Vision

Exceptional innovators who earn people's enduring loyalty

Objectives

Maximize economic profit
Purpose-driven growth

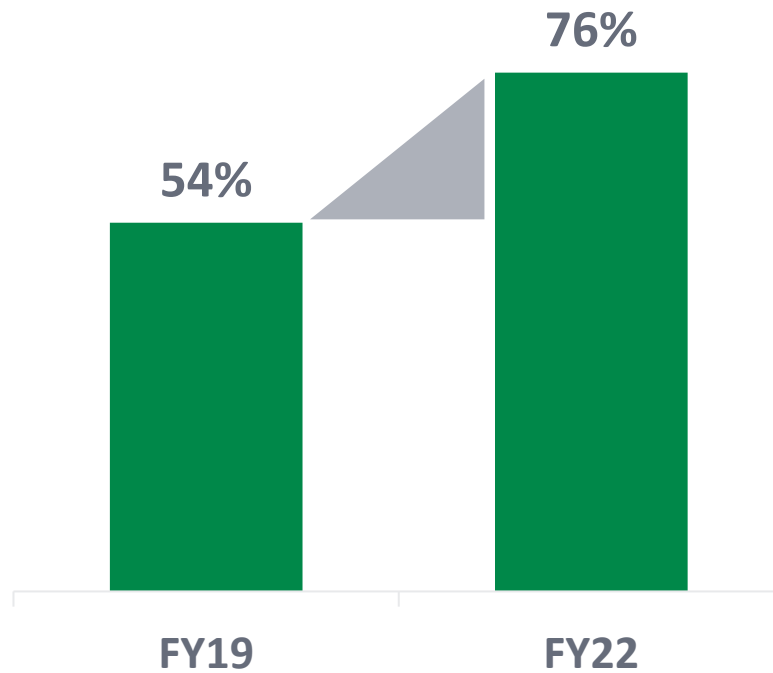
Strategy

Fuel growth in our brands
Innovate brand & shopping experiences of the future
Reimagine how we work
Evolve our portfolio

Majority Of Our Portfolio Has Superior Value



76%
of portfolio has
Superior Consumer Value



Continuing To Make Strategic Investments to Strengthen Our Brands & Drive Future Growth



- Accelerate topline momentum
- Strengthen competitive moat
- Build greater agility & resilience for the long-term



Strategic Progress Update

Progress On IGNITE Strategic Choices



Fuel Growth

- Implementing record level of pricing actions
- Delivered our highest cost savings in the past 10 years, exceeding IGNITE strategy goal of 175bps

Innovate Experiences

- 50% higher net impact from innovation
- All-time high media ROI (achieved 75% of our goal of getting to know 100M consumers)

Reimagine Work

- Accelerating digital transformation
- Streamlining operating model to be consumer obsessed, leaner & faster
- Reducing S&A to 13% of sales over time

Evolve Portfolio

- Strengthening the core, achieving all-time high consumer value measure of 76%
- M&A remains a strategic lever

Progress On IGNITE Strategic Choices



Reimagining How We Work To Win

Investing In Our Capabilities To Create Long-Term Advantage



- Implementing a streamlined operating model to drive growth and efficiency by putting us closer to the consumer and customers
- Accelerating our digital transformation to increase speed and unlock value
- Reducing S&A to 13% of sales over time

Innovate Consumer Experiences For Superior Value



- Bigger, stickier innovation platforms
- Frictionless shopping with retailers
- Purpose-driven, personalized brands supported by strong investments



Driving Bigger, Stickier Innovation

Innovating On Larger Consumer Need Spaces



IGNITE Leverages Four Consumer Megatrends

- Health & wellness
- Multicultural millennials
- Responsibility
- Personalization & customization

Creates Long-Term Growth Platforms Across Our Portfolio

“Help me feel
healthier every day”

“Help me create
joyful experiences”

“Help me act
responsibly”



Start Clean

**Here's to clean slates
and new beginnings.**



Are You Ready To Start Clean?



Clorox Disinfecting Mist Delivers A Modern, Approachable Experience



**Spray & go
on hard & soft surfaces***



Counters



Couches



Backpacks



Car Interiors

*Use as directed. Rinse required on incidental food-contact surfaces.



Building On Early Success



\$25M
in Sales over
the past year



2 of top 5
new items in
the category



35%
incremental
to category

Investing Behind A Multi-Year Innovation Platform



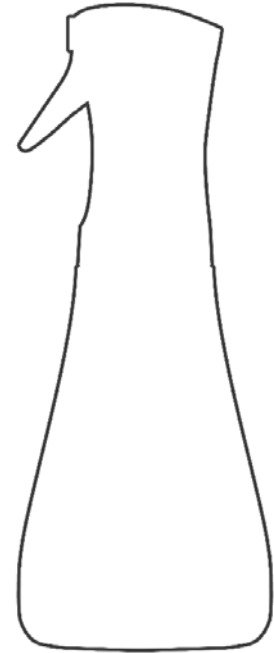
FY22



FY23



FY24+



Cats Add Joy To The Lives Of People



But What Gets In The Way Of That Enjoyment?



The Dreaded Litter Box





OUTSTRETCH™



Fresh Step Outstretch Transforms Your Experience



“Amazing Litter!”

From YEARS of litter buying, this is amazing and actually lasts longer than any I have used!

.....

“Best on the market.”

I have tried quite a few and this is the best by a landslide!

.....

“Really does last longer!”

I love the way this litter clumps... I don't have to change the entire litter box as often!

.....

“Great litter for my feline friend.”

I've tested A LOT of cat litters over the years and can honestly say this is my favorite.

Building On Early Wins



\$46M

in Sales over
the past year



#5 SKU

for Fresh Step
Clay Clumping



49%

repeat
(& growing)

Investing Behind A Multi-Year Innovation Platform



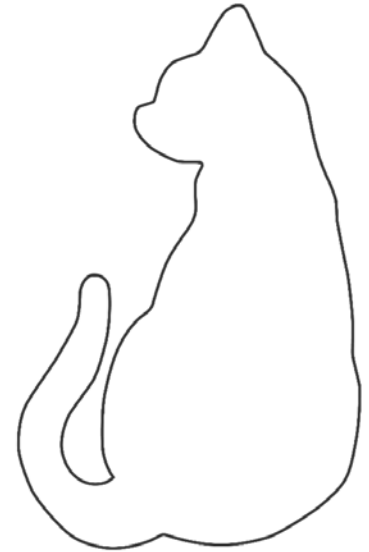
FY22



FY23



FY24+





Superior Protection From The Visible & Invisible Ick



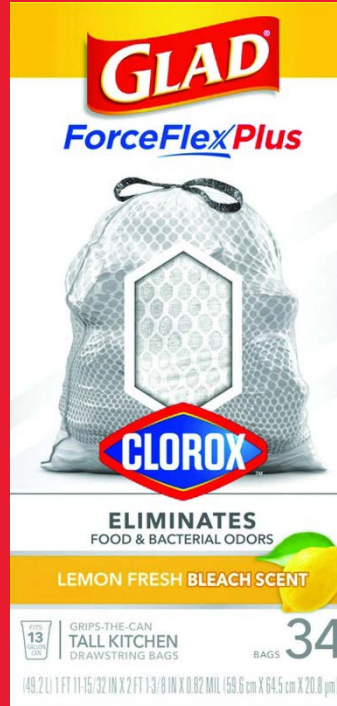
Clorox™ Odor Protection

Eliminate food and bacterial odors with Clorox protection



Superior Strength*

Prevent messes with the stretchable strength of ForceFlexPlus



Leak Protection

Two layer design with hex pattern channels liquids between layers, away from can



Drawstring Grips-the-Can

The 3-ply drawstring grips the can so the bag stays in place

Consumer Delight Evident in Strong Business Results



\$120M

in Sales over
the past year



45%

incremental to
the category



36%

repeat
(& growing)

Investing Behind A Multi-Year Innovation Platform



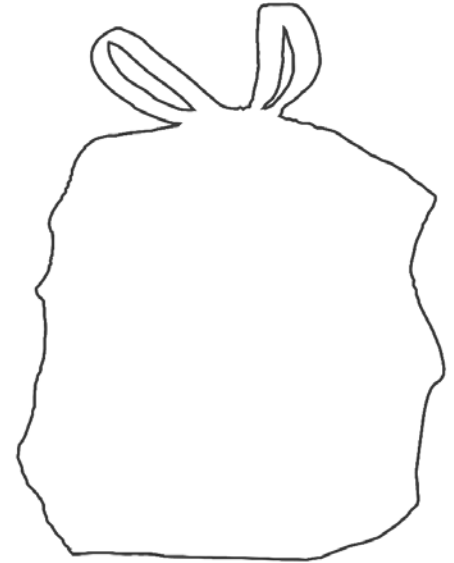
FY22



FY23



FY24+



Innovate Consumer Experiences For Superior Value



- Bigger, stickier innovation platforms
- Frictionless shopping with retailers
- Purpose-driven, personalized brands supported by strong investments



Restoring Strong Fundamentals At Retail



- Reached the highest service level since the pandemic
- Continue to restore distribution
- Return to strong merchandising
- Continue to strengthen partnership with our retailers



Winning In eCommerce



chewy Search 24/7 help your account your cart

shop pharmacy brands chewy picks give back today's deals valentine's shop Free 1-3 day shipping over \$49

Fresh Step® CAT LITTER

Find the right litter for you and your feline.

- Fresh Step Triple Action Scented Clumping Clay Cat Litter, 10.5-lb bag, pack of 4**
More Choices Available
★★★★☆ 1,140
\$14.99
- Fresh Step Febreze Scented Non-Clumping Clay Cat Litter, 35-lb bag**
More Choices Available
★★★★☆ 949
\$15.29 ~~\$17.59~~
- Fresh Step Multi-Cat Scented Clumping Clay Cat Litter, 25-lb box**
More Choices Available
★★★★☆ 1,574
\$14.68 ~~\$18.69~~
- Fresh Step Simply Unscented Clumping Clay Cat Litter, 25-lb box**
More Choices Available
★★★★☆ 854
\$16.49 ~~\$18.69~~

- #1 Share litter brand on Chewy.com

- 17% 3-year CAGR at Chewy.com

BURT'S BEES®

LEO X WADE



Partnering For Frictionless Shopping Experience



Only at 



- **No. 1** most giftable lip brand
- **20%** increase in retail sales for Target Holiday Program
- **90%+** Sell-through rate

Innovate Consumer Experiences For Superior Value



- Bigger, stickier innovation platforms
- Frictionless shopping with retailers
- Purpose-driven, personalized brands supported by strong investments



Building Brands With Enduring Loyalty



76%

of portfolio
have superior
value

100%

of our major
brands have
purpose

75%

to our goal of
getting to know
100M consumers

BURT'S BEES

Pine-Sol

KINGSFORD

Hidden Valley
THE ORIGINAL
Ranch

CLOROX

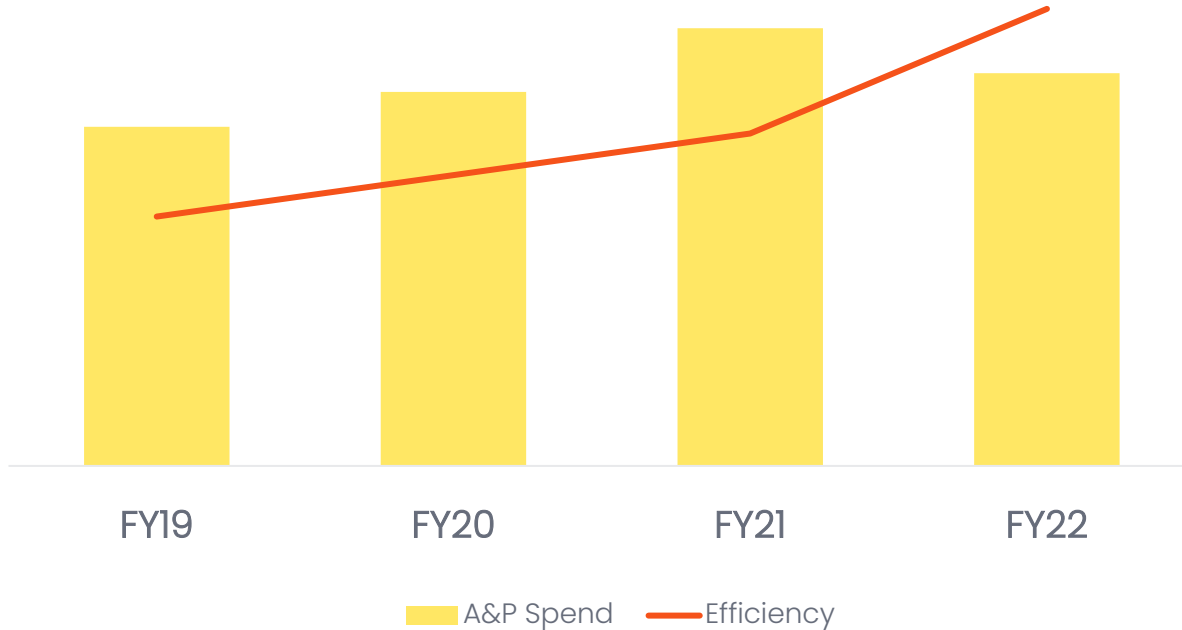
Fresh Step

BRITA

GLAD

poett

Consistent & Strong Support Behind Our Brands



All-Time High
Media ROI*

+45%

(*) +45% increase in advertising return on investment (ROI) from FY19 to FY22

Confident Our Choices Position Us Well To Deliver Consistent, Profitable Growth Over Time



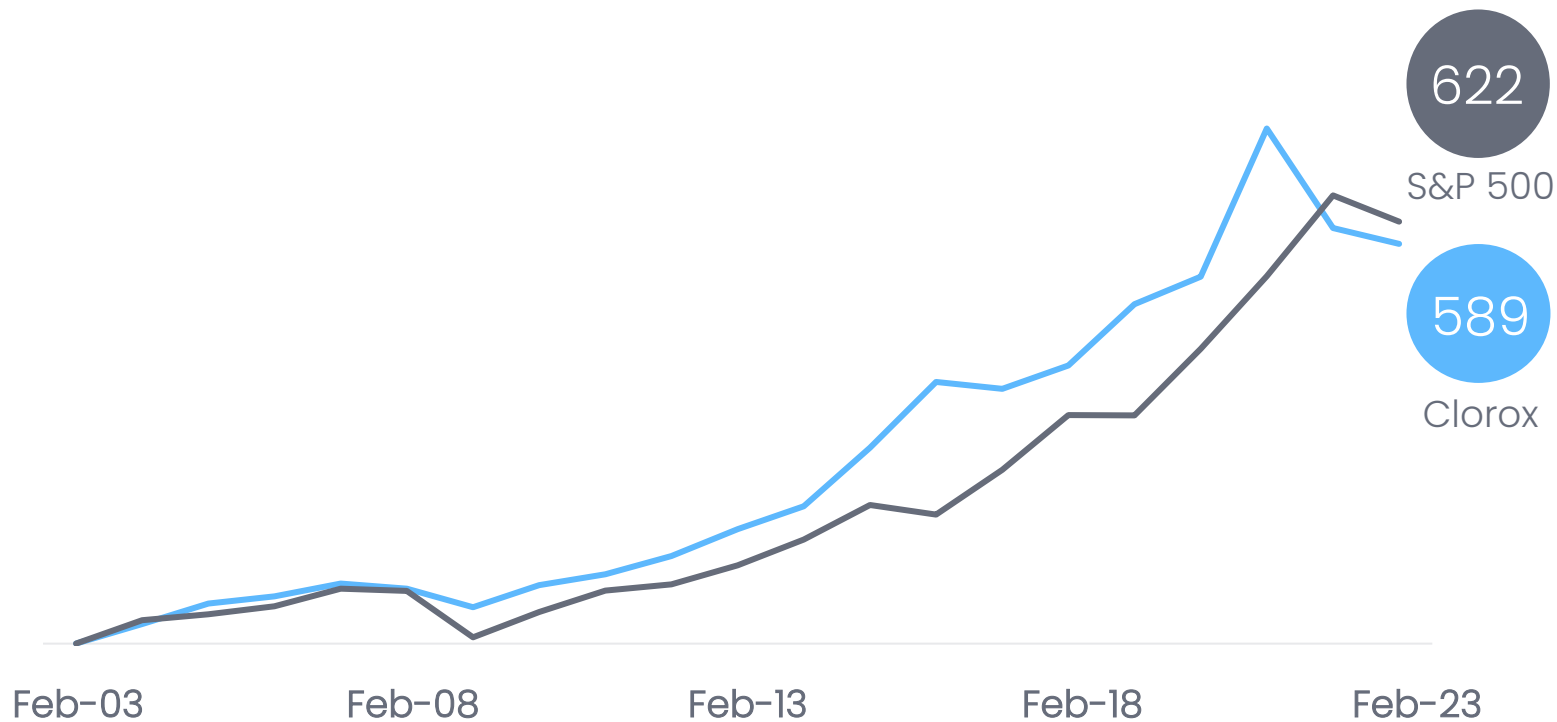
- Innovating to accelerate growth
- Consistently supporting our brands to earn enduring consumer loyalty
- Rebuilding margin by pulling all the levers within our control
- Transforming our capabilities to create long-term advantage
- Returning to consistent, profitable growth over time to create shareholder value



Long Track Record Of Creating Shareholder Value



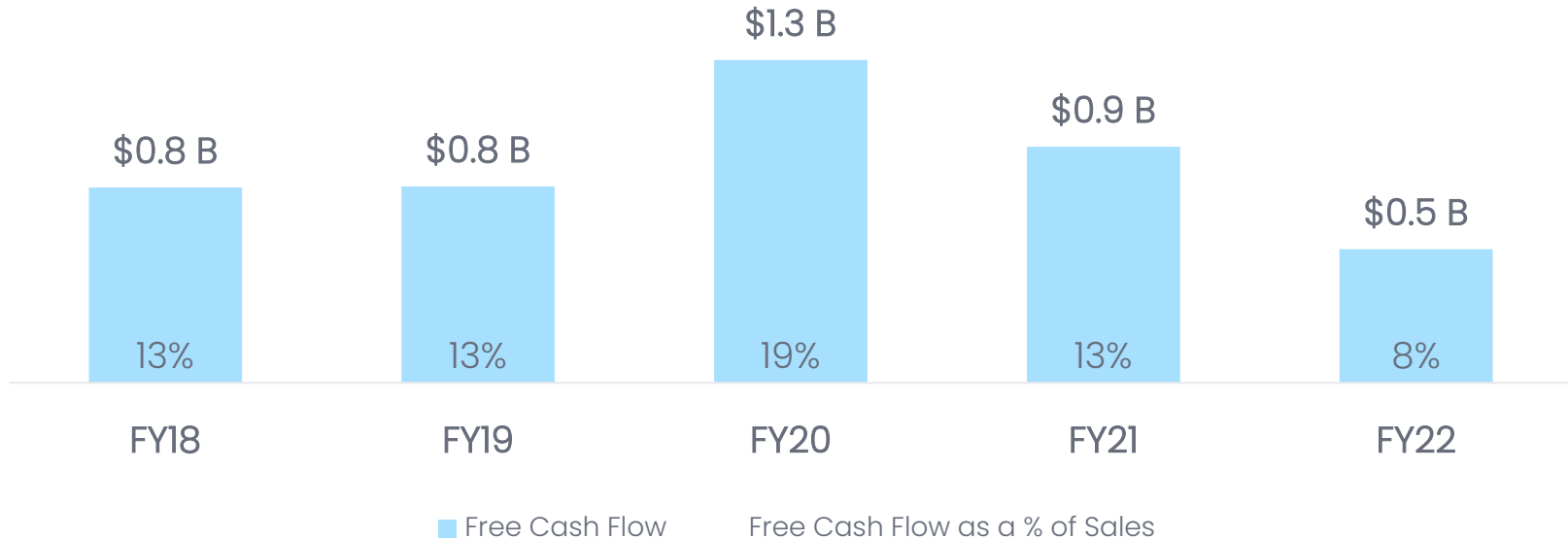
20-Year TSR (as of 2/3/2023)





Healthy Cash Flow Generation Fueling Business Reinvestment & Cash Return To Shareholders

Average 13% Free Cash Flow as % of Sales (last 5 years)





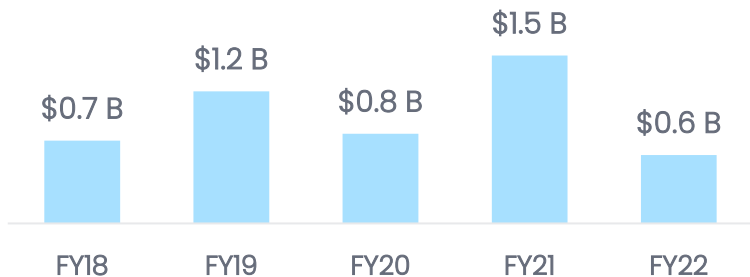
Disciplined Uses Of Cash

Strong Reinvestment (Last 3 Years)



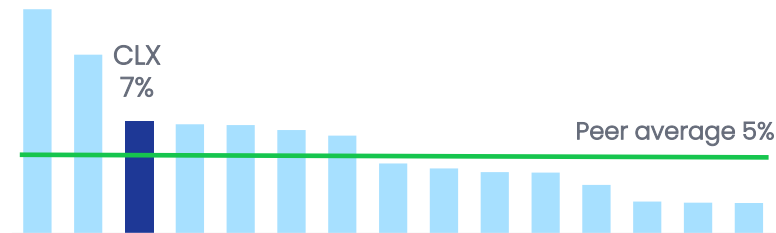
Cash Returned to Shareholders⁽²⁾

Nearly \$5 Billion Returned Over the Last 5 Years



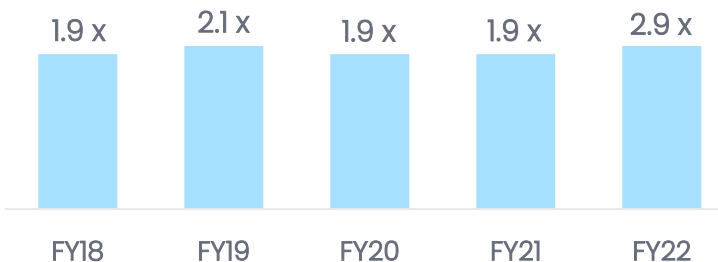
Top-Tier Dividend Growth ⁽¹⁾

20 Consecutive Years of Dividend Increase



Debt Leverage⁽³⁾

Target: 2.0 – 2.5x

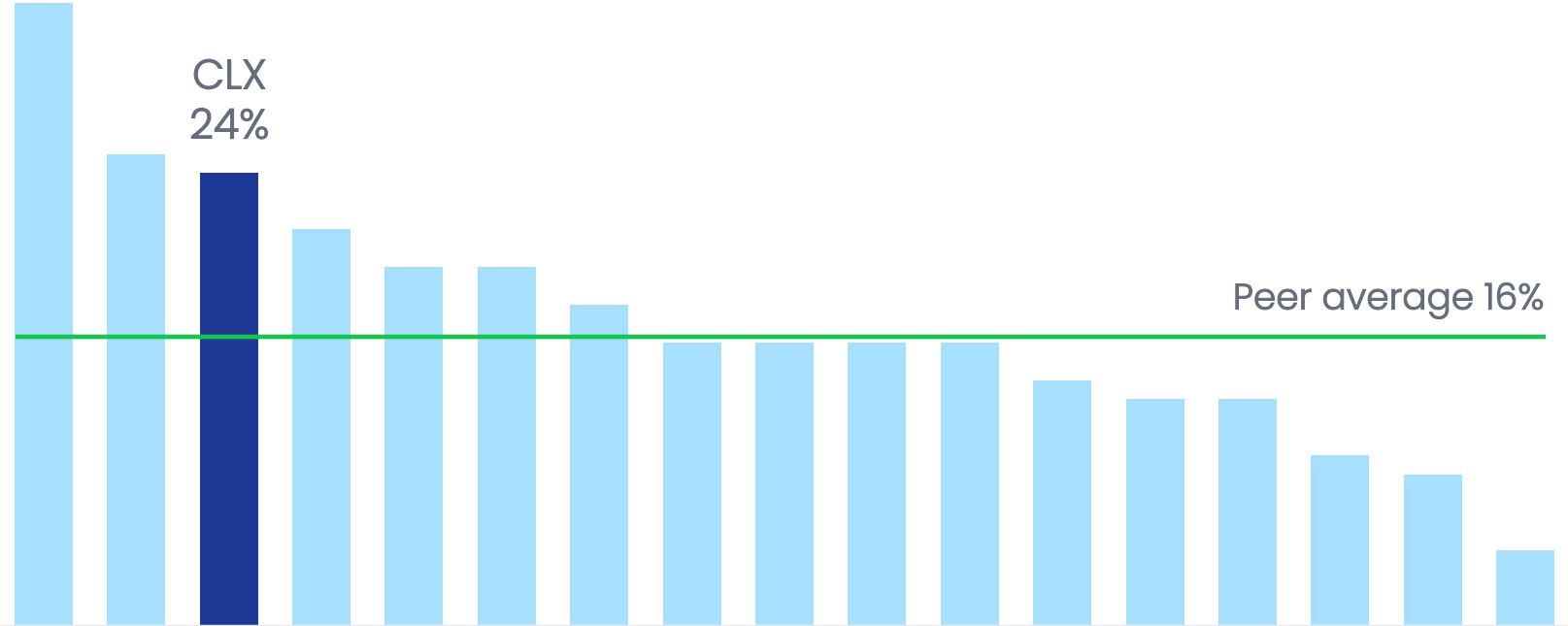


⁽¹⁾ Average annual increase in dividends paid FY18-FY22. Source: Factset. Peers consists of 16 companies: CHD, CL, EL, GIS, HSY, K, KHC, KMB, KO, MDLZ, NESN, PEP, PG, RB-GB, REYN, ULVR. Peer companies with negative growth rates are excluded. Based on reporting company's fiscal year.

⁽²⁾ Cash returned to shareholders is defined as cash dividends paid plus treasury stock purchased as outlined in the statements of cash flows.

⁽³⁾ Debt leverage (a non-GAAP measure) represents total debt divided by adjusted EBITDA for the trailing four quarters. See reconciliation on page 52

Disciplined Uses Of Cash Driving Top-Tier ROIC



Return on invested capital (ROIC) 3-yr average as of fiscal year ending June 30, 2022.

ROIC (a non-GAAP measure) is calculated as earnings before income taxes (a GAAP measure) and interest expense, computed on an after-tax basis as a percentage of average invested capital. Average invested capital represents a five-quarter average of total assets less non-interest bearing liabilities. ROIC is a measure of how effectively the company allocates capital. Information on the Peer ROIC is based on latest publicly available fiscal-end data from FactSet. Data as of June 30, 2022. See reconciliation on page 54. Peers consists of 16 companies: CHD, CL, EL, GIS, HSY, K, KHC, 20 KMB, KO, MDLZ, NESN-CH, REYN, RKT-GB, PEP, PG and ULVR-GB. Peer companies with data unavailable to us are excluded.

Remain Focused On Delivering Accelerated Financial Performance



	Annual Goals	IGNITE Progress*
Sales Growth	+3 to 5%	+5% (3-yr CAGR)
Adj. EBIT Margin Improvement	+25 to 50bps	-240bps (3-yr avg) ⁽¹⁾
Free Cash Flow % of Sales	11 to 13%	13% (3-yr avg) ⁽²⁾

* As of June 30, 2022.

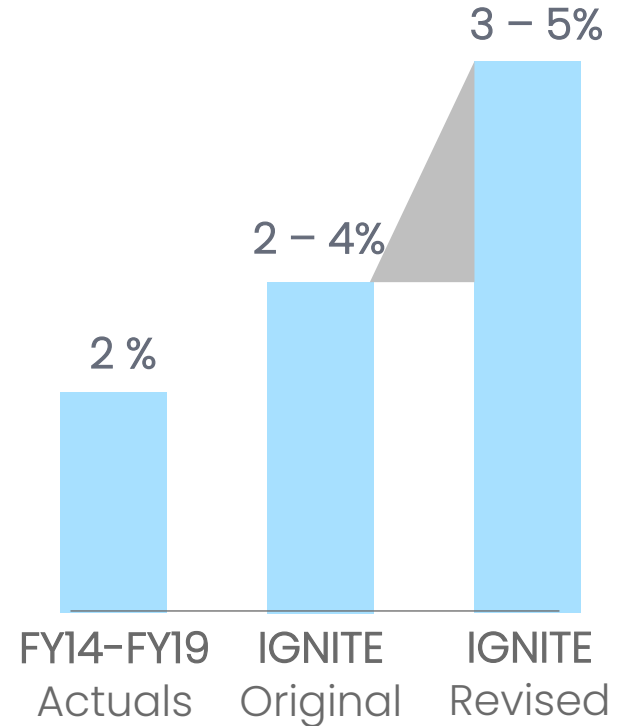
⁽¹⁾ Adjusted EBIT (a non-GAAP measure) represents earnings before income taxes (a GAAP measure), excluding interest income, interest expense and other significant items that are nonrecurring or unusual (such as asset impairments, charges related to the streamlined operating model, charges related to 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. The three-year average adjusted EBIT margin growth/(decrease) is calculated as the sum of the growth/(decrease) in adjusted EBIT margin between each of fiscal years 2019 and 2020, 2020 and 2021, and 2021 and 2022, divided by three.

⁽²⁾ Free cash flow (a non-GAAP measure) represents net cash less capital expenditures. The three-year average free cash flow is calculated as the average free cash flow as a percentage of net sales for fiscal years 2022, 2021 and 2020.

Accelerating Growth Through IGNITE Strategy...



- Focusing on bigger, stickier innovation platforms
- Creating a more stable and profitable International portfolio
- Capitalize on changing consumer behaviors as a result of the pandemic
- Advancing our ESG initiatives



... While Rebuilding Margins



- Taking record level of pricing actions
- Driving our cost savings program
- In-housed production
- Optimizing our Supply chain
- Reducing S&A to 13% of sales over time



Long-Term Investment Case Remains Attractive



- Strengthening competitive advantage
- Attractive business model that delivers strong cash flow
- Disciplined uses of cash supporting long-term value creation



CAGNY 2023 Q&A

February 23, 2023

CAGNY 2023

APPENDIX



Free Cash Flow Reconciliation



Dollars in millions & percentages based on rounded numbers

	Fiscal Year 2018 ⁽²⁾	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Net cash provided by operations – GAAP	\$976	\$992	\$1,546	\$1,276	\$786
Less: Capital expenditures	\$194	\$206	\$254	\$331	\$251
Free cash flow – non-GAAP ⁽¹⁾	\$782	\$786	\$1,292	\$945	\$535
<i>Free cash flow as a percentage of net sales – non-GAAP ⁽¹⁾</i>	12.8%	12.6%	19.2%	12.9%	7.5%
Net sales	\$6,124	\$6,214	\$6,721	\$7,341	\$7,107

⁽¹⁾ 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.

⁽²⁾ Net cash provided by continuing operations and free cash flow have been adjusted to reflect the retrospective adoption of Accounting Standards Update No. 2016-18, "Statement of Cash Flows (Topic 230): Restricted Cash," effective July 1, 2018.

Debt to Adjusted EBITDA Reconciliation (Debt Leverage)



Dollars in millions & percentages based on rounded numbers

	FY 6/30/18	FY 6/30/19	FY 6/30/20	FY 6/30/21	FY 6/30/22
Earnings before income taxes	\$ 1,054	\$ 1,024	\$ 1,185	\$ 900	\$ 607
Interest income	-\$6	-\$3	-\$2	-\$5	-\$5
Interest expense	\$85	\$97	\$99	\$99	\$106
EBIT ⁽¹⁾⁽⁵⁾	\$1,133	\$1,118	\$1,282	\$994	\$708
<i>EBIT margin ⁽¹⁾⁽⁵⁾</i>	18.5%	18.0%	19.1%	13.5%	10.0%
Digital Capabilities and productivity enhancements investment (cash) ⁽¹¹⁾					61
Saudi JV acquisition gain ⁽⁶⁾	0	0	0	-82	0
VMS impairment ⁽⁷⁾	0	0	0	329	0
Professional Products supplier charge ⁽⁸⁾	0	0	0	28	0
Adjusted EBIT ⁽²⁾⁽⁵⁾	\$1,133	\$1,118	\$1,282	\$1,269	\$769
<i>Adjusted EBIT margin ⁽²⁾⁽⁵⁾</i>	18.5%	18.0%	19.1%	17.3%	10.8%
Depreciation and amortization	\$166	\$180	\$180	\$211	\$224
Adjusted EBITDA ⁽⁴⁾⁽⁵⁾	\$1,299	\$1,298	\$1,462	\$1,480	\$932
<i>Adjusted EBITDA margin ⁽⁴⁾⁽⁵⁾</i>	21.2%	20.9%	21.8%	20.2%	13.1%
Net sales	\$ 6,124	\$ 6,214	\$ 6,721	\$ 7,341	\$ 7,107
Total debt ⁽⁹⁾	\$2,483	\$2,683	\$2,780	\$2,784	\$2,711
Debt to Adjusted EBITDA ⁽⁵⁾⁽¹⁰⁾	1.9	2.1	1.9	1.9	2.9

^(*) Refer to the next slide for footnotes.



Debt to Adjusted EBITDA Reconciliation (Debt Leverage)

- ⁽¹⁾ EBIT (a non-GAAP measure) represents earnings before income taxes (a GAAP measure), excluding interest income and interest expense, as reported above. EBIT margin is the ratio of EBIT to net sales.
- ⁽²⁾ Adjusted EBIT (a non-GAAP measure) represents earnings before income taxes (a GAAP measure), excluding interest income, interest expense and other noncash charges (such as noncash asset impairment charges and other noncash, nonrecurring gains or losses), as reported above. Adjusted EBIT margin is the ratio of adjusted EBIT to net sales.
- ⁽³⁾ EBITDA (a non-GAAP measure) represents earnings from before income taxes (a GAAP measure), excluding interest income, interest expense, depreciation and amortization, as reported above. EBITDA margin is the ratio of EBITDA to net sales.
- ⁽⁴⁾ Adjusted EBITDA (a non-GAAP measure) represents earnings from income taxes (a GAAP measure), excluding interest income, interest expense and other noncash charges (such as noncash asset impairment charges and other noncash, nonrecurring gains or losses), depreciation and amortization, as reported above. Adjusted EBITDA margin is the ratio of Adjusted EBITDA to net sales.
- ⁽⁵⁾ 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, EBITDA, EBITDA 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 period-over-period comparisons. 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.
- ⁽⁶⁾ On July 9, 2020, the company increased its investment in each of the two entities comprising its joint venture in the Kingdom of Saudi Arabia (Saudi joint venture). As a result of this transaction, a noncash nonrecurring net gain was recognized of \$82 (\$76 after tax) in Other (income) expense, net in the quarter ended September 30, 2020, primarily due to the remeasurement of the carrying value of the company's previously held equity investment to fair value.
- ⁽⁷⁾ During the quarter ended March 31, 2021, noncash impairment charges of goodwill, trademarks and other assets were recorded of \$329 (\$267 after tax).
- ⁽⁸⁾ During the quarter ended June 30, 2021, noncash charges of \$28 (\$21 after tax) were recorded on investments and related arrangements made with a Professional Products SBU supplier.
- ⁽⁹⁾ 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.
- ⁽¹⁰⁾ Debt to Adjusted EBITDA (a non-GAAP measure) represents total debt divided by Adjusted EBITDA for the trailing four quarters.
- ⁽¹¹⁾ 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.

Return on Invested Capital Reconciliation

Dollars in Millions and percentages based on rounded numbers



	FY20	FY21	FY22
Earnings before income taxes (GAAP measure)	\$ 1,185	\$ 900	\$ 607
Add back:			
Noncash U.S. GAAP charges ⁽²⁾		\$ 357	\$ 61
Interest expense	\$ 99	\$ 99	\$ 106
Less:			
Saudi JV acquisition gain ⁽⁵⁾		\$ (82)	
Earnings before income taxes and interest expense	\$ 1,284	\$ 1,274	\$ 774
Income taxes before income taxes and interest expense adjusted for other nonrecurring or unusual items ⁽³⁾	\$ (267)	\$ (264)	\$ (174)
Adjusted after-tax profit	\$ 1,017	\$ 1,010	\$ 600
Less: after tax profit attributable to noncontrolling interests		\$ 9	\$ 9
Adjusted after-tax profit attributable to Clorox	\$ 1,017	\$ 1,001	\$ 591
Adjusted Average invested capital⁽⁴⁾	\$ 3,437	\$ 3,858	\$ 3,462
Return on invested capital⁽¹⁾	30%	26%	17%

(Amounts shown below are five quarter averages)

	FY20	FY21	FY22
Total assets	\$ 5,607	\$ 6,524	\$ 6,256
Less: non-interest bearing liabilities	(2,170)	(2,716)	(2,822)
Average invested capital	\$ 3,437	\$ 3,808	\$ 3,434
After tax non-recurring or unusual items ⁽²⁾		\$ 50	28
Adjusted average invested capital⁽⁴⁾	\$ 3,437	\$ 3,858	\$ 3,462

⁽¹⁾ Refer to the next slide for footnotes.

Return on Invested Capital Reconciliation



⁽¹⁾ In accordance with SEC's Regulation G, this schedule provides the definition of a non-GAAP measure and the reconciliation to the most closely related GAAP measure. Return on invested capital (ROIC), a non-GAAP measure is calculated as earnings before income taxes and interest expense, adjusted for other nonrecurring or unusual items, computed on an after-tax basis as a percentage of average invested capital. Management believes ROIC provides additional information to investors about current trends in the business. ROIC is a measure of how effectively the company allocates capital. ROIC 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.

⁽²⁾ Fiscal year 2022 includes \$61 of incremental operating expenses primarily recorded within selling and administrative expenses related to the implementation related to the Company's digital capabilities and productivity enhancements investment, which are recorded within the Corporate segment. Fiscal Year 2021 Includes non-cash charges of \$28 (\$21 after tax) on investments related to the exit of a PPD SBU supplier relationship recorded during fiscal year 2021. Includes impairment charges of \$329 (after tax \$267) recorded during the fiscal year 2021, of which \$228, \$86, and \$15 related to the goodwill of the VMS reporting unit, certain indefinite-lived trademarks and other assets, respectively

⁽³⁾ Effective tax rate on earnings is 22.5% in Fiscal Year 2022, 20.7% in Fiscal Year 2021 and 20.8% in Fiscal Year 2020.

⁽⁴⁾ Adjusted average invested capital represents a five-quarter average of total assets less non-interest bearing liabilities adjusted for other nonrecurring or unusual items.

⁽⁵⁾ On July 9, 2020, the company increased its investment in each of the two entities comprising its joint venture in the Kingdom of Saudi Arabia (Saudi joint venture). As a result of this transaction, a non-cash nonrecurring net gain was recognized of \$82 (\$76 after tax) in Other (income) expense, net in the quarter ended September 30, 2020, primarily due to the remeasurement of the carrying value of the company's previously held equity investment to fair value.