

Task Force on Financial Disclosures (TCFD) Report – FY 2026

Core Element	TCFD Disclosure	The Clorox Company Disclosure
Governance	Board oversight of climate-related risks and opportunities	The full board of directors (board) is responsible for oversight of matters related to sustainability 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 sustainability performance and progress. The board receives at least annual updates on sustainability topics, including climate, and as part of its enterprise risk management (ERM) oversight role, oversees the company's climate-related risks, which have been identified as important external risk factors for the company through the ERM process. See Clorox's Fiscal Year 2026 Proxy Statement and Financial Statements for additional details. The board also carries out its risk oversight function through delegation to the board committees. Pursuant to its charter, the Nominating, Governance and Corporate Responsibility Committee (NGCRC) of the board, composed 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, as well as regularly reviewing such matters with the board to facilitate comprehensive and coordinated oversight by the full board. The Audit Committee discusses and reviews updates from management regarding the company's sustainability-related risks.
	Management's role in assessing and managing climate-related risks and opportunities	The company's executive vice president, chief legal and external affairs officer and corporate secretary chairs the Sustainability Executive Committee which includes Clorox's executive vice president and chief administrative officer; executive vice president and chief operating officer; executive vice president, chief growth and strategy officer; senior vice president and chief supply chain officer; and senior vice president and chief R&D officer. The Sustainability Executive Committee reports to the board chair and CEO and is designed to provide management direction for and oversight of our sustainability priorities, oversee continued execution against our commitments and decide on any proposed changes to our sustainability goals and commitments. The executive vice president, chief legal and external affairs officer and corporate secretary, as chair of the Sustainability Executive Committee, along with the vice president and chief sustainability officer, reports regularly to the NGCRC and/or the full board.
Strategy	Climate-related risks and opportunities	Clorox identifies and manages climate-related risks and opportunities across its products, operations and supply chain over the short, medium and long term, with insights disclosed annually to CDP. These include: 1. Transition Risks and Opportunities Emerging policies and regulations focused on packaging circularity, extended producer responsibility and decarbonization may increase costs through compliance requirements, evolving material specifications and demand for lower-impact materials. These changes also present opportunities to accelerate innovation, improve packaging sustainability and deliver products that meet evolving regulatory and stakeholder expectations. 2. Physical Risks and Opportunities Clorox is exposed to a range of physical climate risks stemming from both acute and chronic environmental changes such as: • Extreme weather events that could disrupt our supply chain and ability to procure sufficient raw and packaging materials, and could damage infrastructure for our manufacturing operations as well as those of external manufacturers and suppliers. These events can also increase costs, including those related to logistics, warehousing and inventory management. • Water scarcity and deteriorating water quality in key sourcing and manufacturing regions could pose risks to operational continuity, product formulation and sanitation efforts. These risks also reinforce opportunities to strengthen business resilience through innovation, resource efficiency, supply chain optimization and investments that improve the long-term adaptability of our operations, products, and value chain.

TCFD Report (continued)

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Strategy (cont.)	Impact of climate risks and opportunities on businesses, strategy and financial planning	Clorox faces evolving regulatory requirements related to packaging sustainability, including extended producer responsibility programs that increase producer accountability for end-of-life packaging management. These requirements can impact packaging costs, material choices, reporting obligations and product design decisions. In response, Clorox continues to advance packaging redesign, material optimization and circularity initiatives to support compliance while meeting evolving regulatory, customer and consumer expectations. Evolving climate-related regulations, including emissions-reduction requirements, climate disclosure obligations and potential carbon pricing mechanisms, may increase compliance costs, reporting requirements and expectations for emissions management. In response, Clorox continues to advance its science-based targets and climate action plan, with a focus on operational efficiency, renewable electricity, packaging innovation, material efficiency and supplier engagement. To address physical climate risks, we assess vulnerable regions for potential impacts from extreme weather on raw materials, pricing and logistics. Our business continuity plans — shaped by weather-related impacts — are designed to help maintain sufficient inventories and incorporate contingency measures into supply planning. However, these plans may not be sufficient, comprehensive or effective in all scenarios. While our globally dispersed manufacturing network is intended to provide redundancy and reduce the impact of site-level disruptions, localized commodity shortages and other supply chain challenges may still result in operational and financial impacts and may affect customer relationships. The severity of these impacts can vary by event and may include productivity losses, supply chain and manufacturing disruptions, and increased logistics costs. To further strengthen resilience, Clorox's Climate Partners program engages more than 150 priority suppliers to improve emissions transparency and advance climate action across our value chain. Insights generated through the program help identify emissions reduction opportunities, inform supplier engagement and decarbonization strategies, and improve our understanding of climate-related transition risks, including areas where emissions reductions may be more complex or require longer implementation timelines. Operationally, Clorox advances efficiency and resilience by integrating sustainability considerations into procurement, manufacturing, logistics, packaging and product innovation processes. We continue to invest in projects that reduce energy, water, waste and material use across our operations while improving operational performance. Recent initiatives include transportation and logistics optimization, expanded use of electric vehicles in manufacturing operations, packaging redesign efforts that reduce material use and the integration of sustainability impact assessments into product development and innovation processes. These efforts help identify opportunities to reduce emissions, improve resource efficiency, manage regulatory risks and deliver products that meet evolving customer and consumer expectations. To address water risks, facilities located in high or very high water-stressed areas develop tailored action plans to effectively manage local water challenges. Together, these efforts help Clorox manage climate-related risks and seize opportunities, maintaining operational stability and advancing our broader climate goals.
	Scenario planning	Clorox recognizes the value of scenario analysis as a tool for enhancing its understanding of potential climate-related risks and opportunities across different time horizons. The company continues to evolve its climate risk management and disclosure practices and is evaluating approaches to further assess the potential operational and financial impacts of climate-related risks, including physical and transition risks. Insights from this work are expected to inform future climate strategy, risk management processes and disclosures.

TCFD Report (continued)

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Risk Management	Process for identifying and managing climate risks	Climate change is on Clorox's Enterprise Risk Profile, impacting the organization through long-term and short-term effects, including supply chain resilience and business continuity. We advance our science-based targets 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 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 Sustainability Integration Committee and with engagement from various internal stakeholders, business units and functional teams as appropriate. This approach helps us proactively identify, manage and mitigate the many dimensions of climate-related risk. Sustainability impact assessments are embedded within the innovation process to identify and elevate sustainability-related risks and opportunities during product development, including climate, emissions, packaging and regulatory considerations. These assessments are reviewed through established stage-gate processes and help inform product formulation, packaging and material decisions across the business. Risks and opportunities identified through this process are incorporated into project planning and decision-making, helping ensure climate-related considerations are evaluated before products and packaging are commercialized. Climate-related risks and opportunities are evaluated through a combination of ERM processes, climate program governance, supplier engagement activities, business continuity planning, and product and packaging innovation processes. This includes assessing potential impacts associated with evolving regulations, material transitions, supply chain resilience, resource availability and emissions reduction strategies. These activities help inform strategic decision-making and further integrate climate considerations into business planning across the organization.
	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 action as a sustainability priority integrated into the company's IGNITE business strategy, building on the progress we have achieved in working to reduce the carbon footprint of our operations and products for more than 10 years. Clorox is committed to advancing science-based climate action through its IGNITE strategy, targeting priority emissions across our value chain. We focus on product innovation and supplier engagement and are guided by life cycle analyses that aim to identify primary emissions drivers. In 2025, we launched the Clorox Climate Partners program to deepen collaboration with priority suppliers and have since onboarded more than 150 suppliers. The program promotes emissions data transparency, encourages science-aligned targets and provides tools to support reductions. As we continue to integrate sustainability further into the business, we are evolving our sustainability governance structure to include a Sustainability Integration Committee, composed of owners and subject matter experts from product stewardship, R&D, procurement and sustainability (climate/water/energy), which provides strategic leadership and expertise, overseeing the measurement, tracking and progress of our sustainability goals, including those related to climate. The team is led by the vice president and chief sustainability officer and reports to the Sustainability Executive Committee, chaired by the executive vice president, chief legal and external affairs officer and corporate secretary. The presence of the Sustainability Integration Committee, coupled with executive oversight, enables us to drive accountability and integrate all aspects of sustainability into our business decisions. This structure enhances our ability to impactfully address climate risks and facilitates consistent and clear messaging to stakeholders, including customers, suppliers, investors and employees. By bringing together experts and stakeholders from across the company and formalizing connections to business units, the Sustainability Integration Committee supports the advancement of our sustainability goals and commitments.

TCFD Framework (continued)

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Metrics and Targets	Water metrics and targets	Clorox monitors water stress exposure as part of its broader approach to managing operational resilience and physical climate-related risks. Clorox conducts annual water risk assessments using WRI's Aqueduct Water Risk Atlas and advances a localized approach to water stewardship in areas of high or extremely high baseline water stress. In 2025, 19 Clorox facilities were located in high to extremely high baseline water stress areas. At selected manufacturing facilities, localized water action plans have been implemented to assess water use, identify efficiency opportunities and address site-specific water risks. Across the broader manufacturing network, Clorox also pursues projects and infrastructure improvements that support operational resilience.											
	Climate metrics and targets	★ Clorox has established science-based GHG emissions reduction targets approved by the Science Based Targets initiative (SBTi): • Reduce absolute scope 1 and scope 2 GHG emissions 50% by 2030 from a 2020 baseline year. • Reduce absolute scope 3 GHG emissions from purchased goods and services and direct use of sold products 25% by 2030 from a 2020 baseline year. • Maintain 100% renewable electricity across U.S. and Canada operations. Clorox measures progress against these targets using GHG emissions data and related operational metrics, including renewable electricity sourcing and energy consumption, which help identify opportunities to improve operational efficiency, manage energy-related costs and reduce emissions. Achievement of these targets is supported by our climate action plan, which focuses on operational efficiency, renewable electricity, supplier engagement, product innovation and packaging and material improvements across our value chain. GHG emissions are calculated in accordance with the Greenhouse Gas Protocol Corporate Standard, Scope 2 Guidance and Scope 3 Technical Guidance for Calculating Scope 3 Emissions. To support robust climate data governance and disclosure, Clorox obtains independent assurance over its scope 1 and scope 2 GHG emissions inventory annually. <table> <tr> <th>GHG emissions (metric tons CO₂e)</th><th>CY25</th><th>CY20 Baseline</th></tr> <tr> <td>Scope 1</td><td>★ 80,735</td><td>74,437</td></tr> <tr> <td>Scope 2 (market-based)</td><td>★ 24,202</td><td>192,046</td></tr> <tr> <td>Scope 3</td><td>3,338,649</td><td>3,953,247</td></tr> </table> Additional information regarding GHG emissions methodologies, scope 3 categories and other environmental performance metrics is available on Clorox's Sustainability Data Hub.	GHG emissions (metric tons CO ₂ e)	CY25	CY20 Baseline	Scope 1	★ 80,735	74,437	Scope 2 (market-based)	★ 24,202	192,046	Scope 3	3,338,649
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★ Reviewed by Ernst & Young LLP. Refer to pages 28–30 of the [FY26 Integrated Annual Report](#) for the Review Report and exhibit A: The Clorox Company Schedule of Selected Quantitative Performance Indicators for the Year Ended Dec. 31, 2025.

★ IGNITE sustainability goal