

Three Months Ended June 30, 2020							
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 Net Sales Growth/ (Decrease) (Non-GAAP) <sup>(2)</sup>	Organic Volume <sup>(3)</sup>
Health and Wellness <sup>(4)</sup>	33%	32%	—%	—%	1%	33%	32%
Household <sup>(4)</sup>	17	12	—	—	5	17	12
Lifestyle <sup>(4)</sup>	16	12	—	—	4	16	12
International	12	17	—	(12)	7	24	17
<b>Total</b>	<b>22%</b>	<b>21%</b>	<b>—%</b>	<b>(2%)</b>	<b>3%</b>	<b>24%</b>	<b>21%</b>

Twelve Months Ended June 30, 2020							
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 Net Sales Growth/ (Decrease) (Non-GAAP) <sup>(2)</sup>	Organic Volume <sup>(3)</sup>
Health and Wellness <sup>(4)</sup>	14%	15%	—%	—%	(1%)	14%	15%
Household <sup>(4)</sup>	1	3	—	—	(2)	1	3
Lifestyle <sup>(4)</sup>	10	9	—	—	1	10	9
International	5	9	—	(10)	6	15	9
<b>Total</b>	<b>8%</b>	<b>10%</b>	<b>—%</b>	<b>(2%)</b>	<b>—%</b>	<b>10%</b>	<b>10%</b>

Three Months Ended March 31, 2020							
Percentage change versus the year-ago period – As Recast <sup>(4)</sup>							
	Reported (GAAP) Net Sales Growth/ (Decrease)	Reported Volume	Acquisitions & Divestitures	Foreign Exchange Impact	Price Mix and Other <sup>(1)</sup>	Organic Net Sales Growth/ (Decrease) (Non-GAAP) <sup>(2)</sup>	Organic Volume <sup>(3)</sup>
Health and Wellness <sup>(4)</sup>	26%	27%	—%	—%	(1%)	26%	27%
Household <sup>(4)</sup>	3	7	—	—	(4)	3	7
Lifestyle <sup>(4)</sup>	14	14	—	—	—	14	14
International	11	16	—	(11)	6	22	16
<b>Total</b>	<b>15%</b>	<b>18%</b>	<b>—%</b>	<b>(2%)</b>	<b>(1%)</b>	<b>17%</b>	<b>18%</b>

Three Months Ended December 31, 2019							
Percentage change versus the year-ago period – As Recast <sup>(4)</sup>							
	Reported (GAAP) Net Sales Growth/ (Decrease)	Reported Volume	Acquisitions & Divestitures	Foreign Exchange Impact	Price Mix and Other <sup>(1)</sup>	Organic Net Sales Growth/ (Decrease) (Non-GAAP) <sup>(2)</sup>	Organic Volume <sup>(3)</sup>
Health and Wellness <sup>(4)</sup>	(1%)	—%	—%	—%	(1%)	(1%)	—%
Household <sup>(4)</sup>	(7)	(4)	—	—	(3)	(7)	(4)
Lifestyle <sup>(4)</sup>	5	5	—	—	—	5	5
International	(2)	(1)	—	(8)	7	6	(1)
<b>Total</b>	<b>(2%)</b>	<b>—%</b>	<b>—%</b>	<b>(2%)</b>	<b>—%</b>	<b>—%</b>	<b>—%</b>

Three Months Ended September 30, 2019							
Percentage change versus the year-ago period – As Recast <sup>(4)</sup>							
	Reported (GAAP) Net Sales Growth/ (Decrease)	Reported Volume	Acquisitions & Divestitures	Foreign Exchange Impact	Price Mix and Other <sup>(1)</sup>	Organic Net Sales Growth/ (Decrease) (Non-GAAP) <sup>(2)</sup>	Organic Volume <sup>(3)</sup>
Health and Wellness <sup>(4)</sup>	(2%)	—%	—%	—%	(2%)	(2%)	—%
Household <sup>(4)</sup>	(13)	(7)	—	—	(6)	(13)	(7)
Lifestyle <sup>(4)</sup>	5	5	—	—	—	5	5
International	—	2	—	(8)	6	8	2
<b>Total</b>	<b>(4%)</b>	<b>—%</b>	<b>—%</b>	<b>(2%)</b>	<b>(2%)</b>	<b>(2%)</b>	<b>—%</b>

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

(2) 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 to net sales growth/ (decrease), the most directly comparable GAAP financial information.

(3) Organic volume represents volume excluding the effect of any acquisitions and divestitures.

(4) In the fourth quarter of fiscal year 2020, the Digestive Health and Dietary Supplements business units were combined into a new Vitamins, Minerals and Supplements business unit, and the Laundry and Home Care business units were combined to create the Cleaning business unit. These newly established business units, along with the Professional Products business unit, now make up the new Health and Wellness reportable segment. Historical segment financial information presented has been recast to reflect this change.

### 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, 2020**  
Percentage change versus the year-ago period

	<b>Health and Wellness<sup>(1)</sup></b>	<b>Household<sup>(1)</sup></b>	<b>Lifestyle<sup>(1)</sup></b>	<b>International</b>	<b>Total</b>
Net sales growth / (decrease) (GAAP)	33%	17%	16%	12%	22%
Add: Foreign Exchange	—	—	—	12	2
Add/(Subtract): Divestitures/Acquisitions	—	—	—	—	—
Organic sales growth / (decrease) (non-GAAP)	33%	17%	16%	24%	24%

**Twelve Months Ended June 30, 2020**  
Percentage change versus the year-ago period

	<b>Health and Wellness<sup>(1)</sup></b>	<b>Household<sup>(1)</sup></b>	<b>Lifestyle<sup>(1)</sup></b>	<b>International</b>	<b>Total</b>
Net sales growth / (decrease) (GAAP)	14%	1%	10%	5%	8%
Add: Foreign Exchange	—	—	—	10	2
Add/(Subtract): Divestitures/Acquisitions	—	—	—	—	—
Organic sales growth / (decrease) (non-GAAP)	14%	1%	10%	15%	10%

**Three Months Ended March 31, 2020**  
Percentage change versus the year-ago period – As Recast<sup>(1)</sup>

	<b>Health and Wellness<sup>(1)</sup></b>	<b>Household<sup>(1)</sup></b>	<b>Lifestyle<sup>(1)</sup></b>	<b>International</b>	<b>Total</b>
Net sales growth / (decrease) (GAAP)	26%	3%	14%	11%	15%
Add: Foreign Exchange	—	—	—	11	2
Add/(Subtract): Divestitures/Acquisitions	—	—	—	—	—
Organic sales growth / (decrease) (non-GAAP)	26%	3%	14%	22%	17%

**Three Months Ended December 31, 2019**  
**Percentage change versus the year-ago period – As Recast <sup>(1)</sup>**

	<b>Health and Wellness <sup>(1)</sup></b>	<b>Household<sup>(1)</sup></b>	<b>Lifestyle<sup>(1)</sup></b>	<b>International</b>	<b>Total</b>
Net sales growth / (decrease) (GAAP)	(1%)	(7%)	5%	(2%)	(2%)
Add: Foreign Exchange	—	—	—	8	2
Add/(Subtract): Divestitures/Acquisitions	—	—	—	—	—
Organic sales growth / (decrease) (non-GAAP)	(1%)	(7%)	5%	6%	—%

**Three Months Ended September 30, 2019**  
**Percentage change versus the year-ago period – As Recast <sup>(1)</sup>**

	<b>Health and Wellness <sup>(1)</sup></b>	<b>Household<sup>(1)</sup></b>	<b>Lifestyle<sup>(1)</sup></b>	<b>International</b>	<b>Total</b>
Net sales growth / (decrease) (GAAP)	(2%)	(13%)	5%	—%	(4%)
Add: Foreign Exchange	—	—	—	8	2
Add/(Subtract): Divestitures/Acquisitions	—	—	—	—	—
Organic sales growth / (decrease) (non-GAAP)	(2%)	(13%)	5%	8%	(2%)

(1) In the fourth quarter of fiscal year 2020, the Digestive Health and Dietary Supplements business units were combined into a new Vitamins, Minerals and Supplements business unit, and the Laundry and Home Care business units were combined to create the Cleaning business unit. These newly established business units, along with the Professional Products business unit, now make up the new Health and Wellness reportable segment. Historical segment financial information presented has been recast to reflect this change.



Supplemental Unaudited Condensed Information – Cash Flow
*For the quarter ended June 30, 2020*

**Capital expenditures for the fourth quarter were \$96 million versus \$71 million in the year-ago quarter. (Fiscal year 2020 = \$254 million)**

Depreciation and amortization expense for the fourth quarter was \$47 million versus \$47 million in the year-ago quarter. (Fiscal year 2020 = \$180 million)

**Net cash provided by operations in the fourth quarter was \$740 million, or 37.3% of net sales. (Fiscal year 2020 = \$1,546 million, or 23.0% 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 2020	Fiscal Year 2019
<b>Net cash provided by operations – GAAP</b>	<b>\$1,546</b>	<b>\$992</b>
Less: Capital expenditures	\$254	\$206
<b>Free cash flow – non-GAAP <sup>(1)</sup></b>	<b>\$1,292</b>	<b>\$786</b>
<i>Free cash flow as a percentage of net sales – non-GAAP <sup>(1)</sup></i>	<i>19.2%</i>	<i>12.6%</i>
Net sales	\$6,721	\$6,214

- (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.

**Supplemental Unaudited Reconciliation of Earnings Before Income Taxes to EBIT<sup>(1)(2)</sup>**
*Dollars in Millions and percentages based on rounded numbers*

	FY 2019					FY 2020				
	Q1 9/30/18	Q2 12/31/18	Q3 3/31/19	Q4 6/30/19	FY 6/30/19	Q1 9/30/19	Q2 12/31/19	Q3 3/31/20	Q4 6/30/20	FY 6/30/20
<b>Earnings before income taxes</b>	\$268	\$224	\$240	\$292	\$1,024	\$258	\$235	\$297	\$395	\$1,185
Interest income	-\$1	\$0	-\$1	-\$1	-\$3	\$0	-\$1	\$0	-\$1	-\$2
Interest expense	\$24	\$24	\$24	\$25	\$97	\$25	\$25	\$24	\$25	\$99
<b>EBIT<sup>(1)(2)</sup></b>	<b>\$291</b>	<b>\$248</b>	<b>\$263</b>	<b>\$316</b>	<b>\$1,118</b>	<b>\$283</b>	<b>\$259</b>	<b>\$321</b>	<b>\$419</b>	<b>\$1,282</b>
<b>EBIT margin<sup>(1)(2)</sup></b>	<b>18.6%</b>	<b>16.8%</b>	<b>17.0%</b>	<b>19.4%</b>	<b>18.0%</b>	<b>18.8%</b>	<b>17.9%</b>	<b>18.0%</b>	<b>21.1%</b>	<b>19.1%</b>
Net sales	\$1,563	\$1,473	\$1,551	\$1,627	\$6,214	\$1,506	\$1,449	\$1,783	\$1,983	\$6,721

(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) 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 and EBIT margin 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.

Supplemental Schedule of recast Net Sales and Earnings (Losses) before Income Taxes of the Company's reportable segments  
for the fiscal years 2020, 2019 and 2018

Fiscal Year 2020								
Net sales <sup>(2)</sup>								
(\$ millions)	Q1		Q2		Q3		Q4	Fiscal Year
	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Reported
<b>Health and Wellness (Formerly Cleaning)<sup>(1)</sup></b>	\$ 562	\$ 633	\$ 501	\$ 575	\$ 671	\$ 736	\$ 805	\$ 2,749
Household <sup>(1)</sup>	381	361	360	342	500	480	612	1,795
Lifestyle <sup>(1)</sup>	322	271	347	291	339	294	298	1,154
International	241	241	241	241	273	273	268	1,023
<b>Total Company</b>	<b>\$ 1,506</b>	<b>\$ 1,506</b>	<b>\$ 1,449</b>	<b>\$ 1,449</b>	<b>\$ 1,783</b>	<b>\$ 1,783</b>	<b>\$ 1,983</b>	<b>\$ 6,721</b>

  

Earnings (Losses) Before Income Taxes <sup>(2)</sup>								
(\$ millions)	Q1		Q2		Q3		Q4	Fiscal Year
	As Reported	As Recast	As Reported	As Recast	As Reported	As Recast	As Reported	As Reported
<b>Health and Wellness (Formerly Cleaning)<sup>(1)</sup></b>	\$ 178	\$ 170	\$ 147	\$ 134	\$ 231	\$ 210	\$ 252	\$ 766
Household <sup>(1)</sup>	25	32	37	44	107	114	157	347
Lifestyle <sup>(1)</sup>	70	71	85	91	66	80	78	320
International	39	39	31	31	36	36	10	116
Corporate	(54)	(54)	(65)	(65)	(143)	(143)	(102)	(364)
<b>Total Company</b>	<b>\$ 258</b>	<b>\$ 258</b>	<b>\$ 235</b>	<b>\$ 235</b>	<b>\$ 297</b>	<b>\$ 297</b>	<b>\$ 395</b>	<b>\$ 1,185</b>

<sup>(1)</sup> In the fourth quarter of fiscal year 2020, the Digestive Health and Dietary Supplements business units were combined into a new Vitamins, Minerals and Supplements business unit, and the Laundry and Home Care business units were combined to create the Cleaning business unit. These newly established business units, along with the Professional Products business unit, now make up the new Health and Wellness reportable segment. Historical segment financial information presented has been recast to reflect this change.

<sup>(2)</sup> Unaudited.



Fiscal Year 2019											
Net sales <sup>(4)</sup>											
(\$ millions)	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	
<b>Health and Wellness (Formerly Cleaning) <sup>(3)</sup></b>	\$ 571	\$ 649	\$ 500	\$ 583	\$ 508	\$ 584	\$ 530	\$ 606	\$ 2,109	\$ 2,422	
<b>Household <sup>(3)</sup></b>	442	416	393	368	489	465	546	525	1,870	1,774	
<b>Lifestyle <sup>(3)</sup></b>	309	257	335	277	309	257	312	257	1,265	1,048	
<b>International</b>	241	241	245	245	245	245	239	239	970	970	
<b>Total Company</b>	<u>\$ 1,563</u>	<u>\$ 1,563</u>	<u>\$ 1,473</u>	<u>\$ 1,473</u>	<u>\$ 1,551</u>	<u>\$ 1,551</u>	<u>\$ 1,627</u>	<u>\$ 1,627</u>	<u>\$ 6,214</u>	<u>\$ 6,214</u>	

  

Earnings (Losses) Before Income Taxes <sup>(4)</sup>											
(\$ millions)	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	
<b>Health and Wellness (Formerly Cleaning) <sup>(3)</sup></b>	\$ 180	\$ 173	\$ 135	\$ 132	\$ 135	\$ 128	\$ 150	\$ 137	\$ 600	\$ 570	
<b>Household <sup>(3)</sup></b>	59	64	46	49	93	97	118	127	316	337	
<b>Lifestyle <sup>(3)</sup></b>	62	64	78	78	51	54	64	68	255	264	
<b>International</b>	28	28	25	25	24	24	19	19	96	96	
<b>Corporate</b>	(61)	(61)	(60)	(60)	(63)	(63)	(59)	(59)	(243)	(243)	
<b>Total Company</b>	<u>\$ 268</u>	<u>\$ 268</u>	<u>\$ 224</u>	<u>\$ 224</u>	<u>\$ 240</u>	<u>\$ 240</u>	<u>\$ 292</u>	<u>\$ 292</u>	<u>\$ 1,024</u>	<u>\$ 1,024</u>	

<sup>(3)</sup> In the fourth quarter of fiscal year 2020, the Digestive Health and Dietary Supplements business units were combined into a new Vitamins, Minerals and Supplements business unit, and the Laundry and Home Care business units were combined to create the Cleaning business unit. These newly established business units, along with the Professional Products business unit, now make up the new Health and Wellness reportable segment. Historical segment financial information presented has been recast to reflect this change.

<sup>(4)</sup> Unaudited, with the exception of the fiscal year as reported amounts.

Fiscal Year 2018											
Net sales <sup>(6)</sup>											
(\$ millions)	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	
<b>Health and Wellness (Formerly Cleaning) <sup>(5)</sup></b>	\$ 559	\$ 586	\$ 472	\$ 502	\$ 513	\$ 538	\$ 516	\$ 597	\$ 2,060	\$ 2,223	
<b>Household <sup>(5)</sup></b>	441	414	410	380	493	468	615	587	1,959	1,849	
<b>Lifestyle <sup>(5)</sup></b>	246	246	268	268	252	252	311	258	1,077	1,024	
<b>International</b>	254	254	266	266	259	259	249	249	1,028	1,028	
<b>Total Company</b>	<u>\$ 1,500</u>	<u>\$ 1,500</u>	<u>\$ 1,416</u>	<u>\$ 1,416</u>	<u>\$ 1,517</u>	<u>\$ 1,517</u>	<u>\$ 1,691</u>	<u>\$ 1,691</u>	<u>\$ 6,124</u>	<u>\$ 6,124</u>	

  

Earnings (Losses) Before Income Taxes <sup>(6)</sup>											
(\$ millions)	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	
<b>Health and Wellness (Formerly Cleaning) <sup>(5)</sup></b>	\$ 172	\$ 170	\$ 121	\$ 119	\$ 135	\$ 129	\$ 146	\$ 132	\$ 574	\$ 550	
<b>Household <sup>(5)</sup></b>	73	75	54	56	88	94	155	159	370	384	
<b>Lifestyle <sup>(5)</sup></b>	64	64	69	69	55	55	55	65	243	253	
<b>International</b>	23	23	23	23	23	23	15	15	84	84	
<b>Corporate</b>	(53)	(53)	(40)	(40)	(59)	(59)	(65)	(65)	(217)	(217)	
<b>Total Company</b>	<u>\$ 279</u>	<u>\$ 279</u>	<u>\$ 227</u>	<u>\$ 227</u>	<u>\$ 242</u>	<u>\$ 242</u>	<u>\$ 306</u>	<u>\$ 306</u>	<u>\$ 1,054</u>	<u>\$ 1,054</u>	

<sup>(5)</sup> In the fourth quarter of fiscal year 2020, the Digestive Health and Dietary Supplements business units were combined into a new Vitamins, Minerals and Supplements business unit, and the Laundry and Home Care business units were combined to create the Cleaning business unit. These newly established business units, along with the Professional Products business unit, now make up the new Health and Wellness reportable segment. Historical segment financial information presented has been recast to reflect this change.

<sup>(6)</sup> Unaudited, with the exception of the fiscal year as reported amounts.