



The Clorox Company

2013 CAGNY Conference
Boca Raton, Florida

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The Clorox Company

Don Knauss
Chairman and Chief Executive Officer

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Safe Harbor Statement

Except for historical information, matters discussed in this document, including statements about the success of the Company's strategy and acquisitions as well as future volume, sales and earnings growth, profitability, costs, cost savings, innovation or expectations, are forward-looking statements based on management's estimates, assumptions and projections. Important factors that could 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 Company's costs, including volatility and increases in commodity and energy costs; unfavorable general economic and marketplace conditions and events, including consumer confidence and consumer spending levels, the rate of economic growth, the rate of inflation and the financial condition of our customers and suppliers; the ability of the Company to implement and generate expected savings from its programs to reduce costs; interest rate and foreign currency exchange rate fluctuations; consumer and customer reaction to price increases; the success of the Company's strategies; risks relating to acquisitions, mergers and divestitures and the costs associated therewith; and the Company's actual cost performance and the success of new products. The Company undertakes no obligation to publicly update or revise any forward-looking statements.

The Company may also use non-GAAP financial measures, which could differ from reported results using Generally Accepted Accounting Principles (GAAP). The most directly comparable GAAP financial measures and reconciliation to non-GAAP financial measures are set forth in the Appendix hereto, the Supplemental Schedules of the Company's quarterly financial results and in the Company's SEC filings, including its Form 10-K and its exhibits furnished to the SEC, which are posted at www.TheCloroxCompany.com in the Investors/Financial Information/Financial Results and SEC Filings sections, respectively.

Key Messages

1. Centennial strategy choices answered four fundamental questions
2. Centennial has delivered strong results
3. Long-term investment case remains strong

Centennial Strategy Choices

Goals & Aspirations

Where to Play

How to Win

How to Configure

5

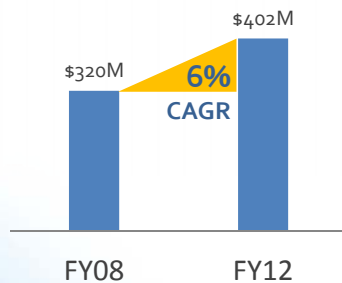
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Centennial Strategy Choices

Goals & Aspirations

Maximize economic profit (EP) across categories, channels and countries



► **Best correlation to stock price**

- ✓ P&L component → net earnings
- ✓ Balance Sheet component → capital deployment
- ✓ Capital market component → cost of capital

► **EP drives management focus & decision making**

- ✓ Determines short-term and long-term compensation

► **EP drives our strategy & choices**

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Note: EP numbers above have been adjusted to exclude Global Auto Care business. Economic Profit figures used for compensation (up to FY12) include Global Auto Care business.

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Centennial Strategy Choices

Goals & Aspirations

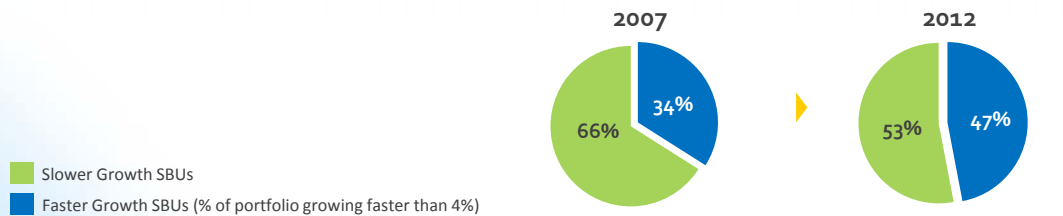
Maximize EP across categories, channels and countries

Where to Play

Acquisitions & Divestitures:

- Acquired Burt's
- Divested Auto
- Acquired Cal Tech, Apicare and HealthLink

Aggressively built professional business in health care channels



■ Slower Growth SBUs
■ Faster Growth SBUs (% of portfolio growing faster than 4%)

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Centennial Strategy Choices

Goals & Aspirations

Maximize EP across categories, channels and countries

Where to Play

M&A: Acquired Burt's, Cal Tech, HealthLink & Apicare; divested Auto
 Aggressively built professional business in Healthcare channels

How to Win

**+3pts
from innovation**

3D Capabilities anchored in product superiority:

- **DESIRE:** Traditional to non-traditional media split is now 60:40 (vs. 80:20 in FY04)
- **DECIDE:** Winning in AMPS (Assortment, Merchandising, Pricing & Shelving) as well as category captaincies
- **DELIGHT:** 60/40 wins on nearly 50% of the portfolio

Superior cost reduction (150+bps annually)

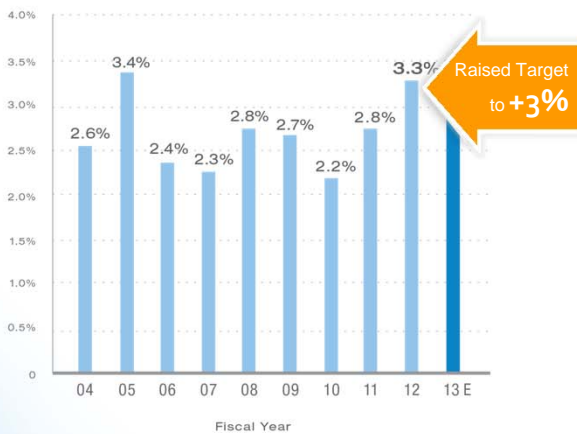
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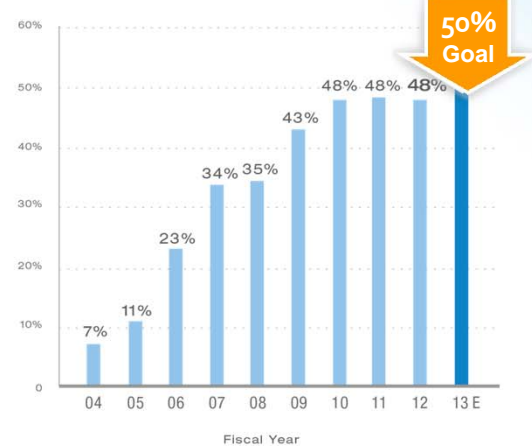
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Strong Track Record of Innovation

Incremental growth from product innovation



Percent of sales with 60:40 product superiority (1)



9 1) We define a 60:40 win as when 60% of consumers prefer a Clorox product over our competitors 2) Includes the launch of Glad ForceFlex line

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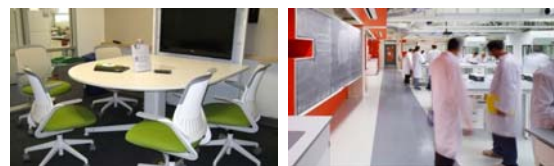
Centennial Strategy Choices

How to Configure

- Created SBU structure (EP and P&L ownership)
- Invest in infrastructure to improve performance (SAP & Innovation Center)



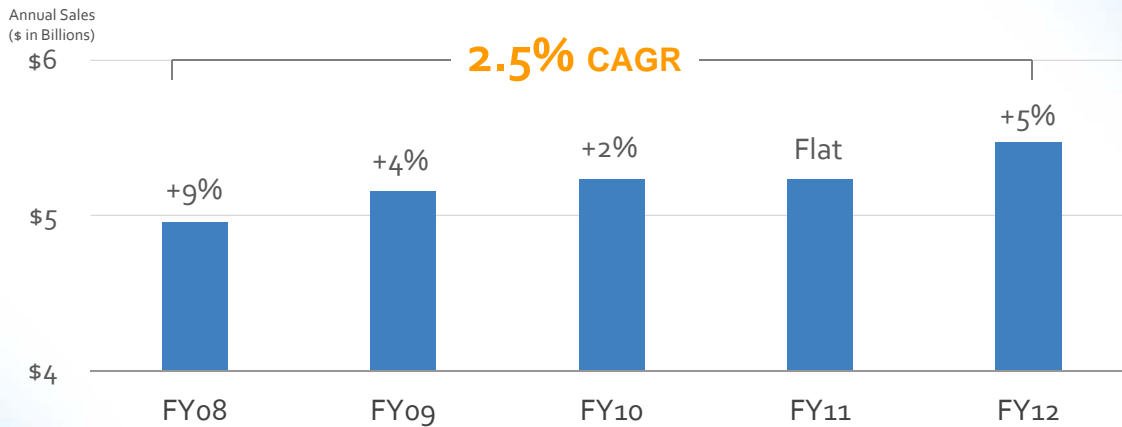
12 LatAm Countries



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And the Strategy is Working – *Consistent Top-Line Growth*



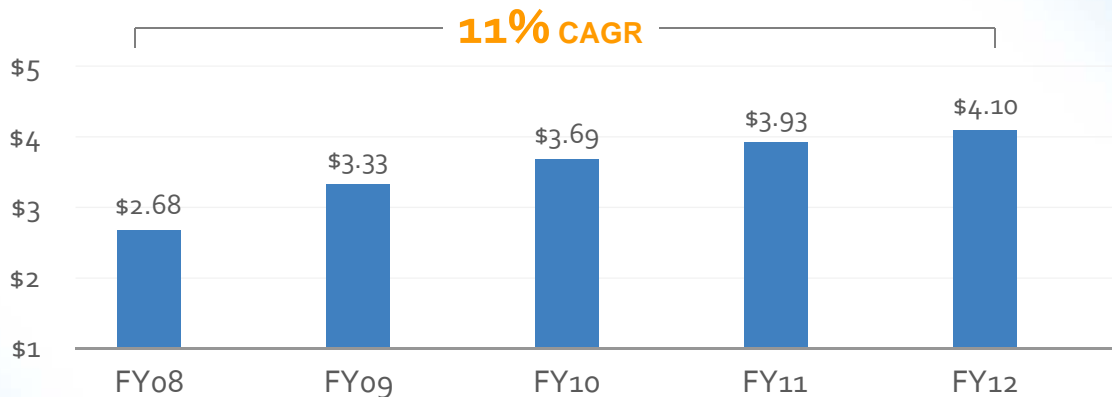
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NOTE: FY08 through FY10 results have been adjusted to exclude the Auto Care businesses. FY13 Outlook are as of Feb 4, 2013 Earnings Call.

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And the Strategy is Working – *Double-Digit EPS Growth*



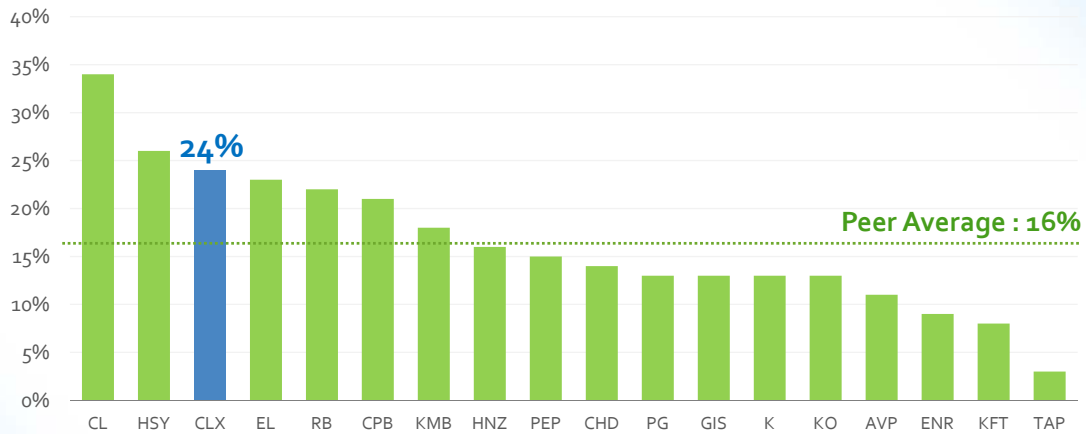
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And the Strategy is Working – *Top-Tier ROIC*

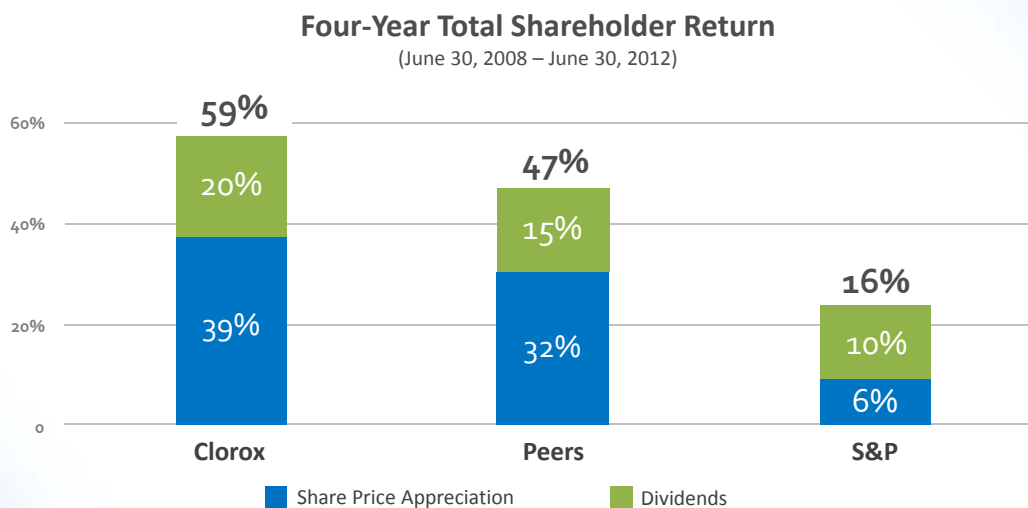


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Return on invested capital (ROIC) a non-GAAP measure is calculated as net earnings tax adjusted, as a percentage of invested capital. CLOROX CONFIDENTIAL/CLOROX TRADE SECRET
 Information on Peer ROIC based on publicly available Fiscal-end data (FactSet) as of 6/30/2012.



And the Strategy is Working – *Strong Shareholder Return*



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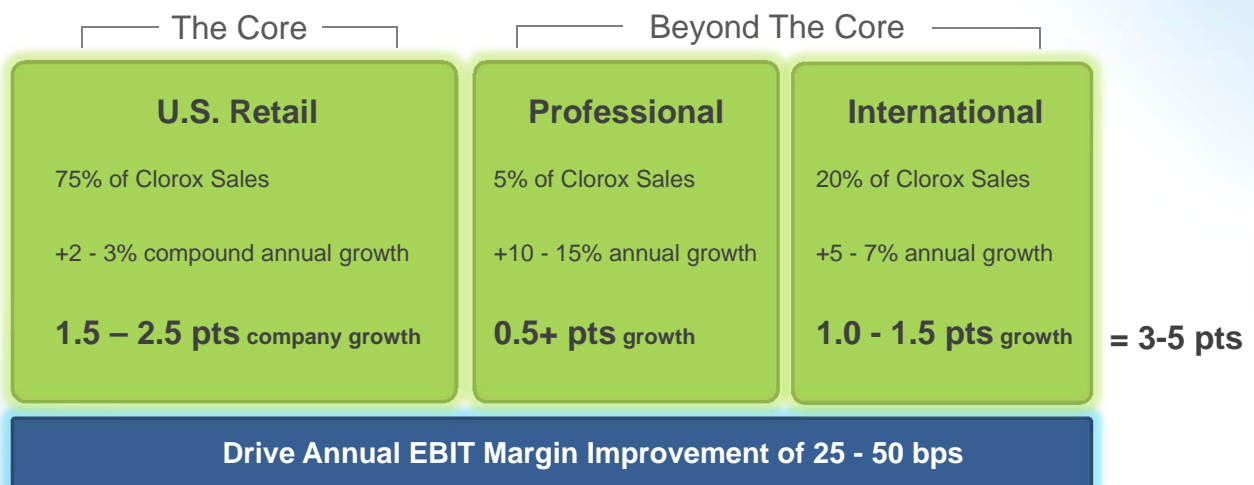


Beyond Centennial Period...

We can achieve our top-tertile TSR aspiration with:

- 3 - 5% top-line growth and
- 25 - 50bps EBIT margin expansion

Algorithm to Achieve Our Long-Term Financial Goals



Leveraging Mega Trends & 3D Capabilities to Drive Top Line

MEGA - TRENDS and CLOROX PLATFORMS



3D INNOVATION ON CORE BRANDS



Leveraging Mega Trends & 3D Capabilities to Drive Top Line

MEGA - TRENDS and CLOROX PLATFORMS



3D INNOVATION ON CORE BRANDS



SUSTAINABILITY

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Green Products

Leveraging Sustainability Mega Trend with Burt's

Lip, Face & Body

Hair Care

*Burt's Bees Beeswax is the number 1 selling Lip Balm based on IRI multi-outlet (excl. Target) data for 52 week ending 12/31/12.
 **Burt's Bees Hibiscus tinted lip balm is the number 1 selling lip color-item based on IRI multi-outlet data for 52 week ending 7/10/12.
 ***Voted number 1 shampoo by "The View".

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SUSTAINABILITY

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Green Products

Driving Burt's Growth with *Winning Innovation*

Global Burt's Bees Sales (FY11 – FY13E)

Fiscal Year	Sales Growth
FY11	+12%
FY12	+9%
FY13 Outlook	>10% (Estimate)

NOTE: The bar chart above shows Net Sales for the Global Burt's Bees business (US and International).

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Leveraging Mega Trends & 3D Capabilities to Drive Top Line

MEGA - TRENDS and CLOROX PLATFORMS



HEALTH & WELLNESS

1

Stop the Spread of Infection

Leveraging SSI Mega Trend & 3D Capabilities



HEALTH & WELLNESS

1
Stop the Spread of Infection

Leveraging SSI Mega Trend & 3D Capabilities

The Core

U.S. Retail

1.5 – 2.5 pts company growth

- Bleach Compaction
- Driving Clorox Disinfecting products during cold/flu

Beyond The Core

Professional

0.5+ pts growth

- Differentiated solutions
- Leveraging M&A and partnerships

International

1.0 - 1.5 pts growth

- Affordable disinfecting & cleaning solutions

= 3-5 pts

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HEALTH & WELLNESS

1
Stop the Spread of Infection

Bleach Compaction Roll Out Going Well

- ▶ Roll out on track for completion in March
- ▶ Significant cost savings

✓ Aug 2012

✓ Oct 2012

✓ Jan 2013

✓ Mar 2013

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HEALTH & WELLNESS

1

Stop the Spread of Infection

Bleach Compaction Roll Out Going Well

Early results very encouraging

- ▲ Bleach category growth is up **+7%** (past 52 weeks as of Dec 23, 2012)
- ▲ Category growth in compacted regions outpaces growth in non-compacted regions by 10pts*

Bleachable Moments campaign working

- ▲ # of Younger new users is up **+6%** (vs. YA)
- ▲ Higher usage reflected in shorter purchase cycle (-2% vs. YA)



*Results based on IRI data for 13 weeks ended 12/23/2012.

**Based on internal study using IRI panel data dated 7/8/12 (100K household sample; comparing FY12 new users to FY11 new users).

New users defined as those who purchased Clorox Liquid Bleach in the past 52 weeks but did NOT purchase in the same time a year ago.

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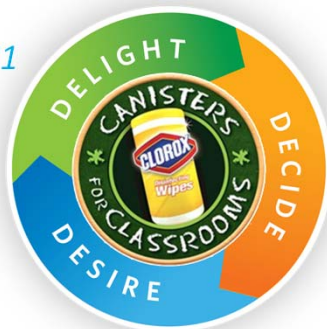
HEALTH & WELLNESS

1

Stop the Spread of Infection

Give Your Home a Flu Shot

Kills **99%**
of viruses that cause
cold & flu, including **H1N1**



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HEALTH & WELLNESS

1

Stop the Spread of Infection

Give Your Home a Flu Shot




Wipes category strong & growth accelerating

- ▲ **+7%** P52 weeks
- ▲ **+13%** P4/5 weeks

Clorox is winning

- ▲ **54.9%** share, **+1.8 pts** P52 weeks
- ▲ **55.2%** share, **+2.1 pts** P4/5 weeks

27 Disinfecting wipes category growth numbers above reflect category dollar change. Clorox share figures are on dollar basis. Both sets of data are as of Jan 20, 2013 based on IRI multi-outlet data.



HEALTH & WELLNESS

1

Stop the Spread of Infection

Leveraging SSI Mega Trend & 3D Capabilities

— The Core —

— Beyond The Core —

U.S. Retail

1.5 – 2.5 pts company growth

- Bleach Compaction
- Driving Clorox Disinfecting products during cold/flu

Professional

0.5+ pts growth

- Differentiated solutions
- Leveraging M&A and partnerships


International

1.0 - 1.5 pts growth

- Affordable disinfecting & cleaning solutions

= 3-5 pts

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HEALTH & WELLNESS

1 Stop the Spread of Infection

Differentiated Solutions to Win in Healthcare

Spores	C.difficile
Mycobacteria	Tuberculosis
Small, Non-Enveloped Viruses	Norovirus
Fungi	Aspergillus, Athletes Foot
Gram-Negative Bacteria	Pseudomonas
Large, Non-Enveloped Viruses	Adenoviruses
Gram-Positive Bacteria	Staph, MRSA
Enveloped Viruses	HIV, Influenza, H1N1

INCREASING Microbial Resistance

Clorox Healthcare™ Germicidal Wipes

Clorox Healthcare™ Hydrogen Peroxide

Clorox Healthcare™ Broad Spectrum

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HEALTH & WELLNESS

1 Stop the Spread of Infection

Leveraging M&A and Partnerships

The most trusted infection control partner

- 15 of the top 16 ranked* hospitals use Clorox
- > 400 new facilities across the US have adopted Clorox bleach-based wipes and sprays

Expanding beyond bleach (Hydrogen Peroxide)

- > 300 new facilities across the US have already adopted Clorox Hydrogen Peroxide wipes and sprays

CALTECH

Integration going well

- In only 7 months in CY2012, Clorox items contributed 3 points of added growth to HealthLink business

HealthLink
A Family of Medical Products

APLICARE

30 * Hospital rankings according to 2012-2013 US News and World Report

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HEALTH & WELLNESS

1
Stop the Spread of Infection

Leveraging SSI Mega Trend & 3D Capabilities

The Core	Beyond The Core	
<p>U.S. Retail</p> <p>1.5 – 2.5 pts company growth</p> <ul style="list-style-type: none"> Bleach Compaction Driving Clorox Disinfecting products during cold/flu 	<p>Professional</p> <p>0.5+ pts growth</p> <ul style="list-style-type: none"> Differentiated solutions Leveraging M&A and partnerships 	<p>International</p> <p>1.0 - 1.5 pts growth = 3-5 pts</p> <ul style="list-style-type: none"> Affordable disinfecting & cleaning solutions

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HEALTH & WELLNESS

1
Stop the Spread of Infection

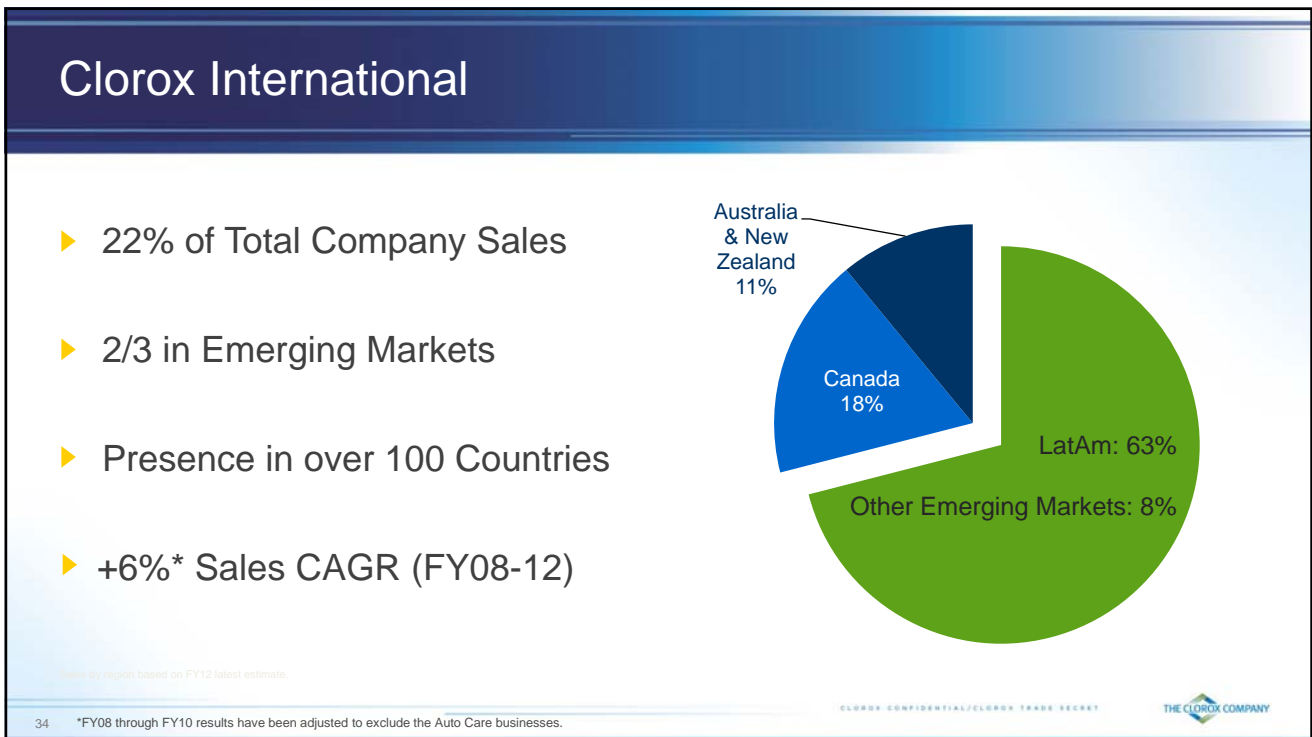
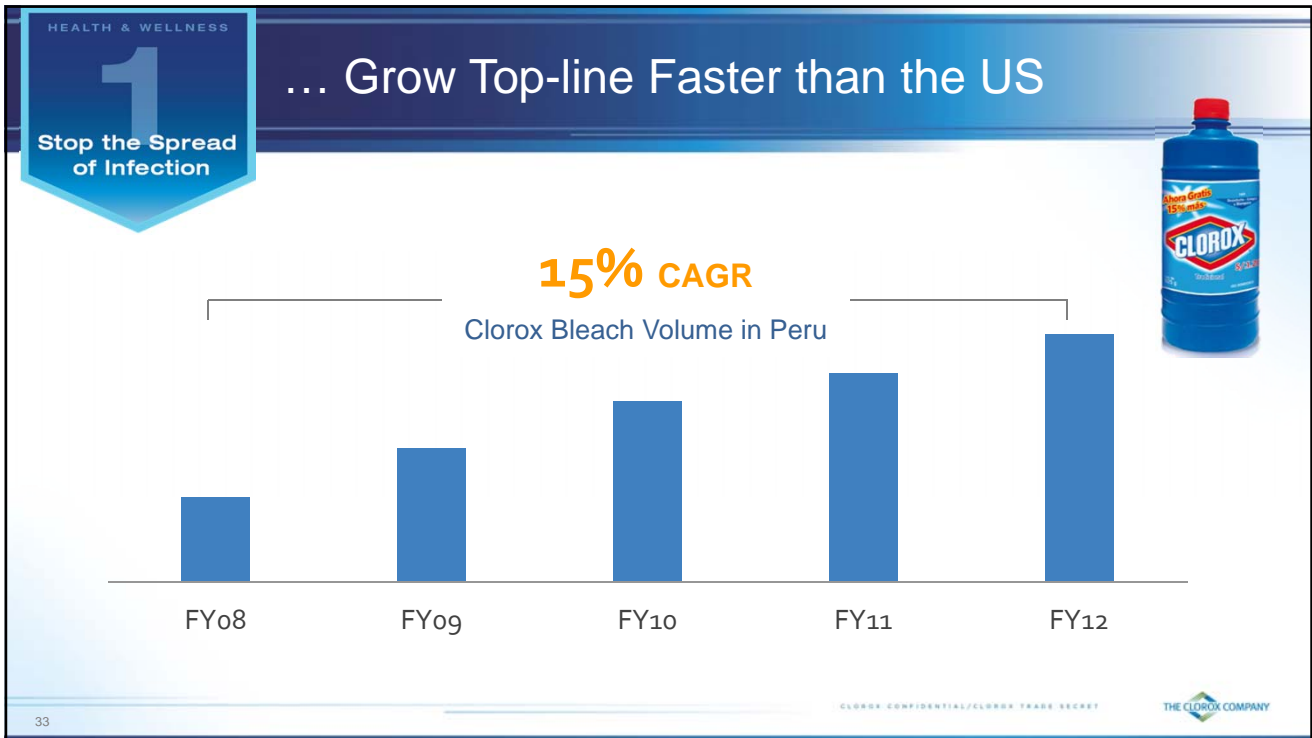
Focus on Current Geographies

Cleaning & Disinfecting

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Challenges in the Short Term ...

- ▶ FX headwinds / devaluation
- ▶ High inflation
- ▶ Price controls / restrictions

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... but Long Term Prospects Remain Healthy

- ▶ Category growth/tailwinds still stronger than the U.S.
- ▶ Strong shares (Latam: Bleach 42%*, Dilutables 19%*)
- ▶ Well-developed bleach habit
- ▶ Aligned with Health & Wellness trend
- ▶ Expect conditions to improve over time



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*Clorox market shares on current USD basis (including impacts of both inflation and pricing) as of Oct/Nov 2012.

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International Value Creation Plan

- ▶ **Grow top-line** faster than in the US
 - ✓ Focus on existing geographies and mid-sized countries
- ▶ **Fix Margin**
 - ✓ Benefits from LatAm SAP investment
 - ✓ Improve mix (via consumer trade-up)

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Benefits from SAP Implementation

- ▶ Successfully implemented SAP across 12 LatAm countries
- ▶ Expected benefits include:
 - Enhance top-line growth:
 - ✓ Higher trade fund efficiencies
 - Improve margin:
 - ✓ Product portfolio optimization
 - ✓ Easier identification of cost savings opportunities
 - Higher cash flow:
 - ✓ Lower working capital

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The Clorox Company

Steve Robb
SVP and Chief Financial Officer

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Key Messages

1. Centennial strategy choices answered four fundamental questions
2. Centennial has delivered strong results
3. Long-term investment case remains strong

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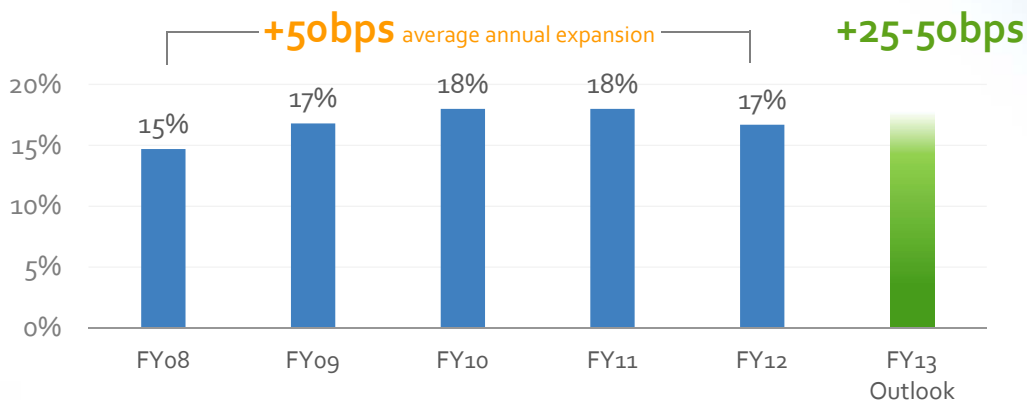


Strong Year-to-Date Results

	1H FY13	Vs. Year Ago	
Sales	\$2,663M	+5%	▲
EBIT Margin	16.8%	+100 bps	▲
EPS	\$1.94	+10%	▲

41 EBIT (a non-GAAP measure) represents earnings from continuing operations before income taxes (a GAAP measure), excluding interest income & interest expense. EBIT margin is a measure of EBIT as a percentage of sales. See reconciliation on our website (<http://files.shareholder.com/downloads/CLX/1214563055x6351456x632541/3e5a0e95-c65f-4ae7-9319-9aeeef4327d6/00 - All Financial Tables.pdf>)

Return to EBIT Margin Expansion



42 NOTE: FY08 through FY10 results have been adjusted to exclude the Auto Care businesses. FY13 Outlook are as of Feb 4, 2013 Earnings Call.

Improved FY13 Outlook

Sales Growth
3% to 5%

- Categories up slightly
- Innovation: 3+ pts
- Successfully executing pricing

EBIT Margin
+25 to +50 bps

- Commodities about flat
- Cost savings of 150+ bps
- Lowered Selling & Admin to <15% of Sales

EPS
\$4.25 to \$4.35

- Venezuela contingency of about 5¢ to 10¢
- Higher tax rate of 33% - 34%

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NOTE: The above Outlook is as of Feb 4, 2013 Earnings Call

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Long-Term Investment Case Remains Strong

▶ Consistent sales growth of +3 - 5%

- Enabled by improving categories, strong innovation & pricing power

▶ Solid EBIT margin expansion of +25 - 50bps

▶ Strong free cash flow of 10 - 12%

- Uses of cash remain shareholder-friendly

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Long-Term Investment Case Remains Strong

Consistent Top-Line Growth

- ▶ **Sales growth of +3 - 5%** enabled by improving categories & strong innovation

Category	+1-2 pts	▲ +1.5pts past 52 weeks
Innovation	+ 3	▲ +3.3pts in FY12 ▲ On track to deliver +3pts in FY13
Price/Mix/FX	+/- 1	▲ >+1pt in FY12 & 1HFY13 ▲ 64 of 66 price increases still in market
+3-5 pts		

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Long-Term Investment Case Remains Strong

Solid Margin Expansion

- ▶ **Sales growth of +3 - 5%** enabled by improving categories & strong innovation

- ▶ **EBIT Margin Expansion of +25 - 50bps:**

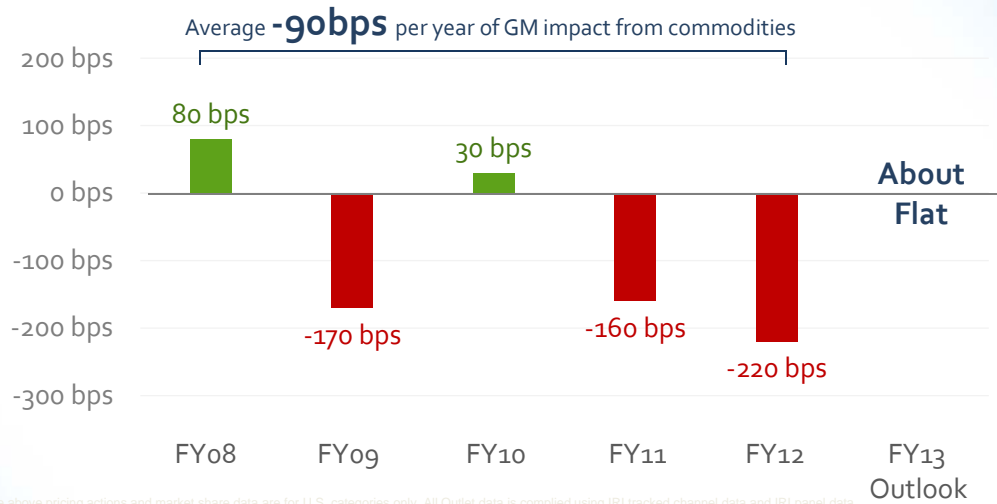
- Commodity environment moderating
- Pricing to offset inflation
- Strong cost savings
- S&A reduction

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Moderating Commodity Environment



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NOTE: FY10 through FY12 commodities impact on Gross margin above have been restated to exclude the Auto Care businesses. FY13 Outlook are as of Feb 4, 2013 Earnings Call.

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Pricing to Offset Inflation

- ▶ Successful track record of pricing
 - ✓ 64 of 66 price increases executed since Jan 2005 still in the market
- ▶ Have become more agile in pricing to recover cost inflation
- ▶ Couple pricing with innovation and marketing support
- ▶ Market shares remain healthy

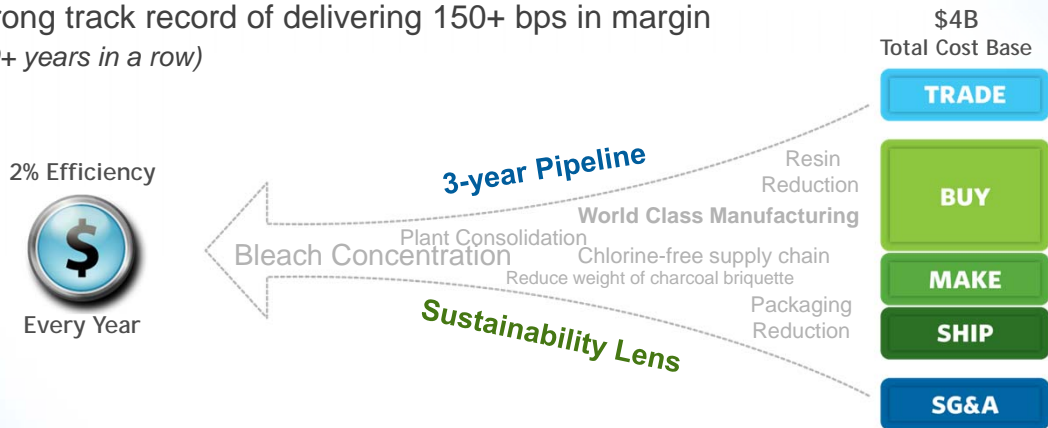
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Continue to Drive Productivity Improvement

- Well-established cost savings program
- Strong track record of delivering 150+ bps in margin (10+ years in a row)



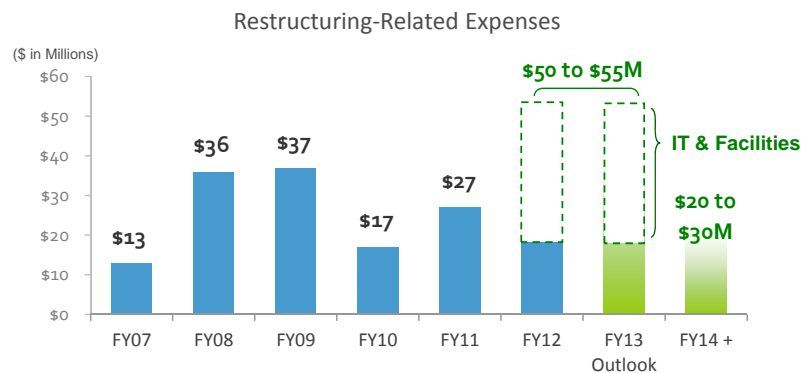
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Investing in Future Productivity

- Annual restructuring-related expense of \$20M to \$30M



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NOTE: In Q1 FY11, the Company reclassified its Auto Care businesses to Discontinued Operations. FY07 through FY09 has not been adjusted to exclude the Auto Care businesses.

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Long-Term Investment Case Remains Strong

Strong Cash Flow Generation

- ▶ Sales growth of +3 - 5% enabled by improving categories & strong innovation
- ▶ EBIT margin expansion of +25 - 50bps
- ▶ Strong Free Cash Flow of 10 - 12%

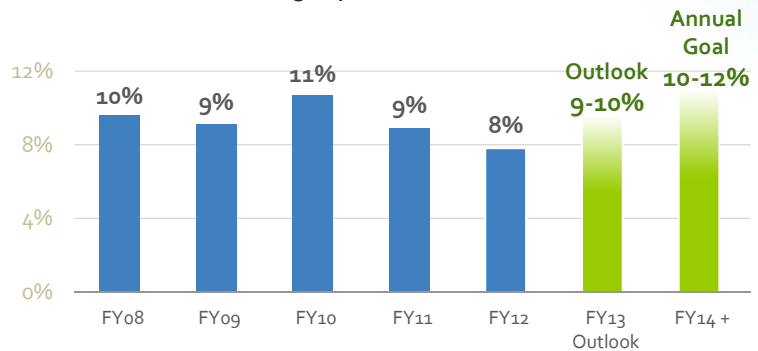
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Strong Free Cash Flow

- ▶ **Goal: 10% to 12% of Sales**
- ▶ Long history of delivering strong cash flow
- ▶ Recent decline driven by strategic investments and margin pressures
- ▶ Cash Flow drivers beyond FY13:
 - CAPEX equal to or less than D&A (post-SAP and facilities investments)
 - Margin improvement



NOTES: Free cash flow is defined as cash flow from operations less capital expenditures.

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FY08 – FY10 numbers have been adjusted to exclude the Auto business sold in Q1 of FY11 and FY13 Outlook is as of Feb 4, 2013 earnings call.

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Uses of Cash Priority Remains the Same

- ▶ Business growth (both organic and inorganic)
- ▶ Support dividend
- ▶ Maintain debt leverage (2.0 to 2.5x Debt/EBITDA)
- ▶ Repurchase shares

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Repurchased ~40% of Shares Outstanding in the Last 7 Years.



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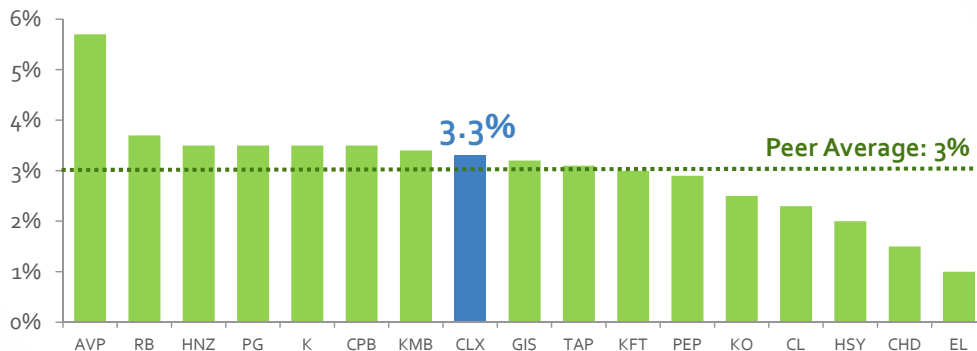
Note: Shares outstanding are basic shares as of each fiscal year end.

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...and Doubled Dividends per Share in Last 5 Years

Dividends have increased each year since 1977 (through FY12)



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NOTE: Clorox's dividend yield of 3.3% calculated using \$2.35 dividend per share (trailing twelve months) and closing stock price as of June 29, 2012.

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Key Messages

1. Centennial strategy choices answered four fundamental questions
2. Centennial has delivered strong results
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The Clorox Company

Q&A