

## Clorox Presenters

<b>Don Knauss</b>	Chairman and Chief Executive Officer
<b>Larry Peiros</b>	EVP – Chief Operating Officer
<b>Frank Tataseo</b>	EVP – Strategy, Professional Products & Information Technology
<b>Benno Dorer</b>	SVP – Cleaning Division
<b>George Roeth</b>	SVP – Specialty Division
<b>Wayne Delker</b>	SVP – Chief Innovation Officer
<b>Steve Robb</b>	SVP – Chief Financial Officer
<b>Michael Costello</b>	VP / GM – International
<b>Craig Stevenson</b>	VP / GM – Professional Products

## Other Clorox Attendees

<b>James Foster</b>	SVP – Chief Product Supply Officer
<b>Grant LaMontagne</b>	SVP – Chief Customer Officer
<b>Laura Stein</b>	SVP – General Counsel
<b>Steve Austenfeld</b>	VP – Investor Relations
<b>Chip Conradi</b>	VP – Tax & Treasury
<b>Chris Lamson</b>	VP – Walmart Team
<b>Nick Vlahos</b>	VP / GM - Burt's Bees
<b>Dawn Willoughby</b>	VP / GM - Glad

3



## Agenda

### Welcome and Introduction

Growing the Core

Accelerating Innovation

Steering the Mothership to Growth

Building the Hidden Valley Franchise

Break

Accelerating Growth: Clorox Professional Products

Accelerating Growth: International

Reshaping the Portfolio

Centennial Performance and Outlook

Close

**Don Knauss**

Larry Peiros

Wayne Delker

Benno Dorer

George Roeth

Craig Stevenson

Michael Costello

Frank Tataseo

Steve Robb

Don Knauss

4



## Safe Harbor

Except for historical information, matters discussed in the attached 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 previously announced Centennial Strategy; 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 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](http://www.TheCloroxCompany.com) in the Investors/Financial Information/Financial Results and SEC Filings sections, respectively.

5



## Key Messages

**The Goals and Aspirations, Where to Play, How to Win and How to Configure choices in the Centennial strategy were largely successful in a very difficult environment.**

- Delivered solid Economic Profit (EP) and TSR growth against our goals
- Our 3D capability drove share - only branded player to gain share over the last four years

**We can achieve our aspiration of top tertile TSR with 3% - 5% topline growth, margin improvement, and an evolution of the Centennial strategy.**

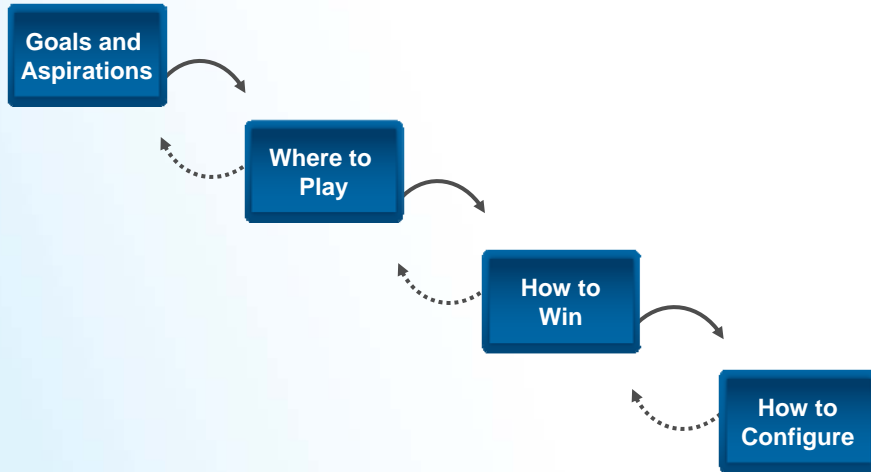
<b>U. S. Core</b>	Drive 3D innovation/adjacency efforts (1.5-2.5 points of total company sales growth)
<b>Professional</b>	Focus our healthcare business in acute care channels (0.5+ pts)
<b>International</b>	Drive strong growth, focusing on current geographic footprint (1.0-1.5 pts) Capture value from our international I.T. investments.
<b>Margins</b>	Enhance margins with mix, cost savings, pricing, trade spending and admin spending

**In 2013, we will be refreshing our strategy to extend the horizon to 2020.**

6



## Centennial Strategy Focused on Addressing Four Questions



7

THE CLOROX COMPANY

## Centennial Strategy Mission and Objectives

### MISSION

We make everyday life better, everyday

### OBJECTIVES

- Maximize economic profit across categories, customers and countries
  - Be best at building big-share brands in economically-attractive midsized categories

8

THE CLOROX COMPANY

## Centennial Strategy Choices

### Goals & Aspirations

- 3-5% annual sales growth
- Grow market share
- Double-digit EP growth
- Top-third TSR

### Where to Play

- Acquired Burt's
- Divested auto care
- Acquired Cal Tech, Apicare and HealthLink
- Expanded Clorox equity and Hidden Valley franchises
- Aggressively built professional business in health care channels
- Repositioned Brita
- Reconfigured Glad

### How to Win

- 60/40 wins on almost 50% of the portfolio
- Record levels of innovation (+3.5 pts in FY12)
- All-time high with 3D innovation
- Superior cost reduction (>150 basis points annually)

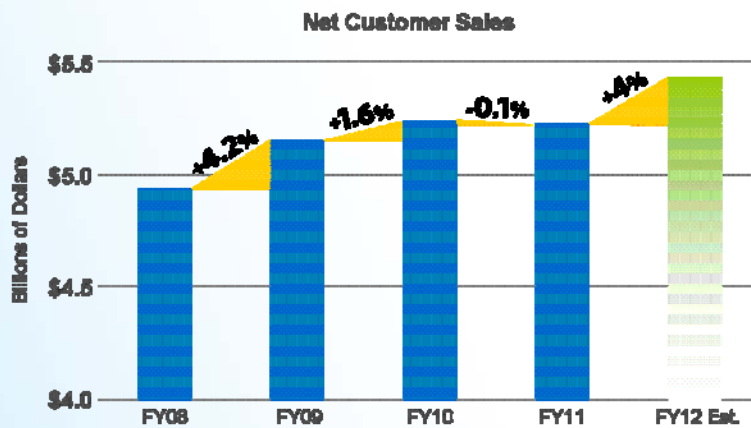
### How to Configure

- Company is now more SBU-led
- Globalizing functions and improving international business coordination
- Investing in I.T. systems and innovation facilities

9

THE CLOROX COMPANY

## Solid Sales Performance Despite Recession



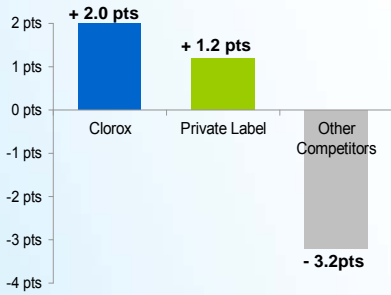
10

THE CLOROX COMPANY

## Record-level Market Shares

### Historical Share Gains

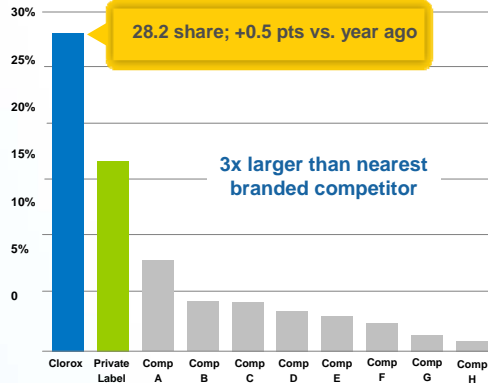
All Outlet Market Share Change vs. CY2007 ending 4/22/12



NOTE: All Outlet data is compiled using IRI tracked channel data and IRI panel data.

### All-Time Record Share

U. S. All Outlet Dollar Share for 52 weeks ending 4/22/12



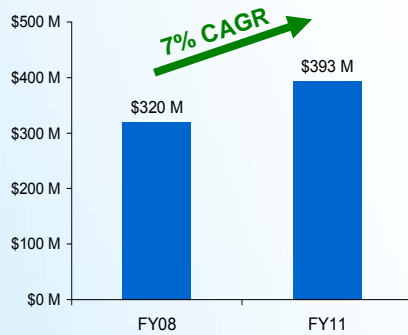
SOURCE: Symphony IRI POS scanner and panel data - 52 weeks ended March 25, 2012

11

THE CLOROX COMPANY

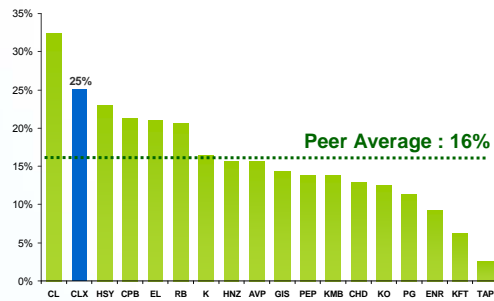
## Healthy Return on Investment

### Solid EP Growth <sup>(1)</sup>



### Top-Tier ROIC <sup>(2)</sup>

(12 months ending June 30, 2011)



(1) Excluding Global Auto Care business. Economic Profit figures used for compensation include Global Auto Care business.

(2) Return on invested capital (ROIC) a non-GAAP measure is calculated as net earnings tax adjusted, as a percentage of invested capital

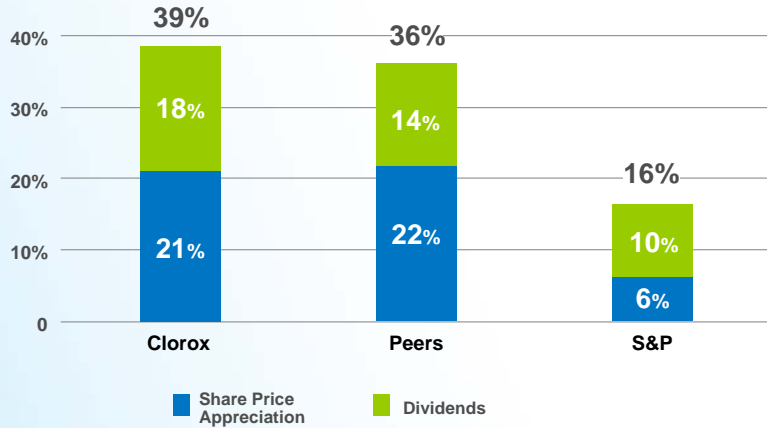
12

THE CLOROX COMPANY

## Strong Shareholder Returns

### Four-Year Total Shareholder Return

(March 31, 2008 – March 31, 2012)



13

THE CLOROX COMPANY

## Algorithm to Achieve Our Financial Goals: 3% - 5% Topline Growth

### THE CORE

#### U.S. Retail

- 75% of Clorox sales
- 2-3% compound annual sales growth
- **1.5-2.5 pts of total company growth**

- Drive growth thru 3D innovation and adjacency expansion
- Continue to grow share in flattish categories

### BEYOND THE CORE

#### Professional

- 5% of Clorox sales
- 10-15% annual sales growth
- **0.5+ pts of total growth**

- Build professional business in health care
- Continue to pursue bolt-on acquisitions

#### International

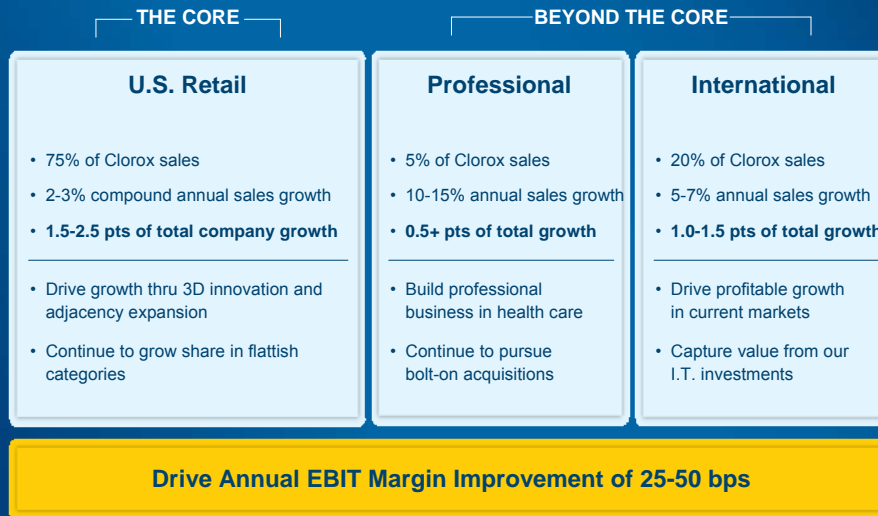
- 20% of Clorox sales
- 5-7% annual sales growth
- **1.0-1.5 pts of total growth**

- Drive profitable growth in current markets
- Capture value from our I.T. investments

14

THE CLOROX COMPANY

## Algorithm to Achieve Our Financial Goals: Margin Improvement



15

THE CLOROX COMPANY

## Agenda

Welcome and Introduction	Don Knauss
<b>Growing the Core</b>	<b>Larry Peiros</b>
Accelerating Innovation	Wayne Delker
Steering the Mothership to Growth	Benno Dorer
Building the Hidden Valley Franchise	George Roeth
<b>Break</b>	
Accelerating Momentum: Clorox Professional Products	Craig Stevenson
Accelerating Momentum: International	Michael Costello
Reshaping the Portfolio	Frank Tataseo
Centennial Performance and Outlook	Steve Robb
Close	Don Knauss

16

THE CLOROX COMPANY





# Growing the Core: U.S. Retail

**Larry Peiros**

EVP and Chief Operating Officer

## Growing the Core: U.S. Retail

U.S. Retail	Professional	International
75% of Clorox Sales	5% of Clorox Sales	20% of Clorox Sales
+2-3% compound annual growth	+10-15% annual growth	+5-7% annual growth
<b>1.5 – 2.5 pts</b> company growth	<b>0.5+ pts</b> growth	<b>1.0 - 1.5 pts</b> growth

18

## Key Messages

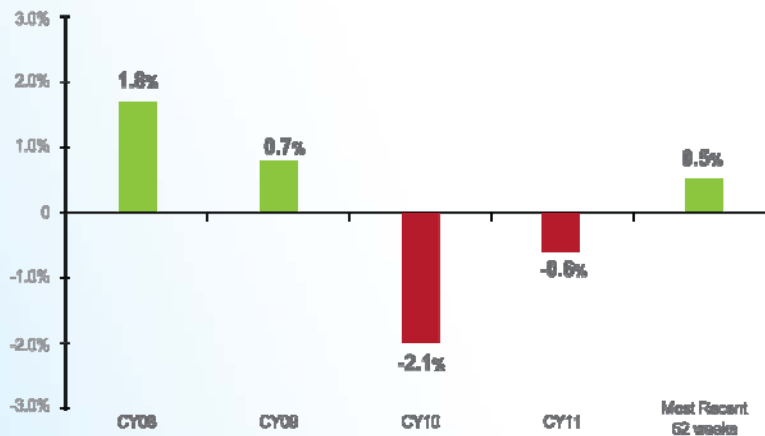
- 1) Our U.S. categories are healthier
- 2) Our track record on building share is unsurpassed
- 3) Our 3D capabilities are the key to our success
  - Delight (product)
  - Desire (driving demand)
  - Decide (purchase)
- 4) Success comes with **creative ideas** that are **integrated** across all three Ds

19



## Our U.S. Categories are Healthier

Clorox U. S. All Outlet Category Growth



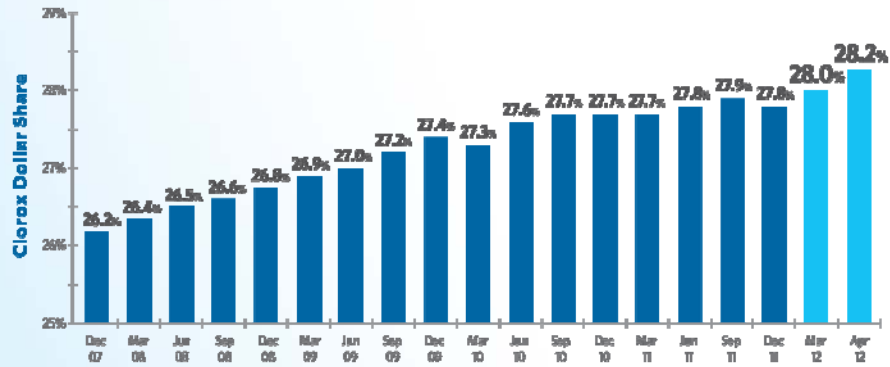
Based on dollar sales across all US retail outlets in categories in which Clorox participates (excluding Burt's Bees) as measured by SymphonyIRI, including POS and panel data on a 52 week basis

20



## We Are Building Share

### Clorox U. S. All Outlet Market Share



Based on dollar market share for sales across all US retail outlets in categories in which Clorox participates (excluding Burt's Bees) as measured by SymphonyIRI, including POS and panel data on a 52 week basis.

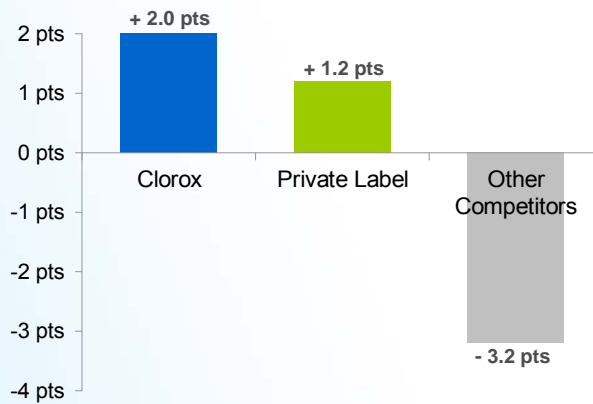
21



## Our Track Record on Building Share is Unsurpassed

### Historical Share Gains

All Outlet Market Share Change vs. CY2007 ending 4/22/12



Based on market share for sales across all US retail outlets in categories in which Clorox participates (excluding Burt's Bees) as measured by SymphonyIRI, including POS and panel data on a 52 week basis for 4.3 years ending 4/22/12.

22



## Growing the Core With 3D Capabilities

### Product



### Driving Demand



### Purchase



23

THE CLONDA COMPANY

## Growing the Core With 3D Capabilities: Creative Ideas



24

THE CLONDA COMPANY

## Growing the Core With 3D Capabilities: Integration



25

THE CLOROX COMPANY

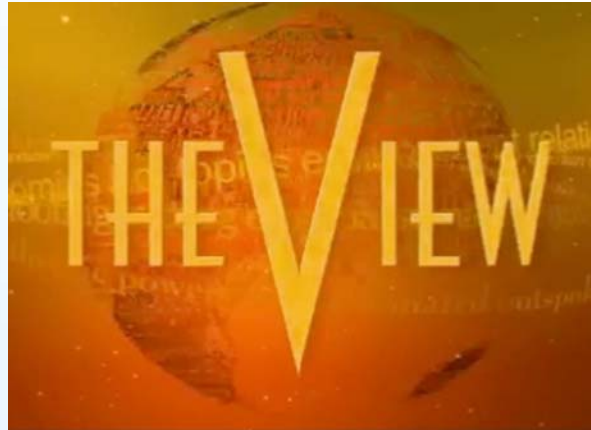
## DELIGHT – Brita Kids' Bottles On the Go



26

THE CLOROX COMPANY

## DELIGHT – güd from Burt's Bees



27

THE CLOROX COMPANY

## DECIDE – Clorox Disinfecting Products in Pharmacies

Two ways to help protect against the flu virus...

### Clorox® Clean-Up® Cleaner and flu shots.

Wiping out cold and flu germs is nothing to sneeze at. Clorox® disinfecting products kill 99.9% of the germs that cause the flu, including H1N1.

Flu shots now available.

- Now including protection from H1N1
- No prescription needed for ages 14+
- No Charge for Medicare Part B
- Flexible spending accounts accepted

Don't wait! Ask your H-E-B Pharmacist for your flu shots now or to schedule an appointment.



28

THE CLOROX COMPANY

## DECIDE – Pop-Up Stores



29

THE CLOROX COMPANY

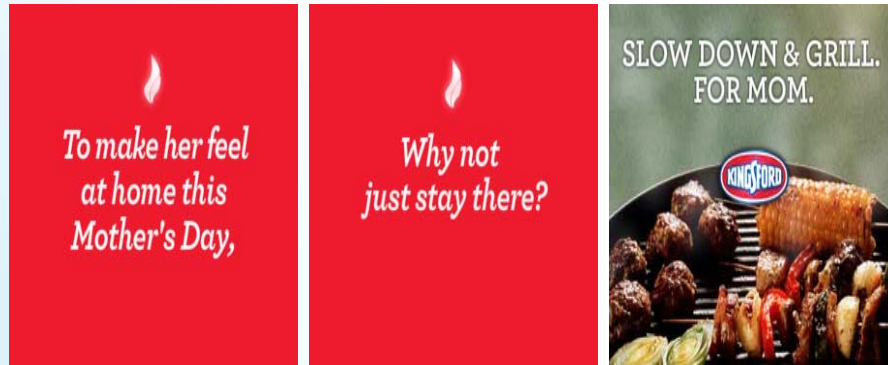
## DESIRE – Glad: There's an App for That



30

THE CLOROX COMPANY

## DESIRE – Kingsford Mother's Day



31

THE CLOROX COMPANY

## DESIRE – Kingsford Mother's Day



32

THE CLOROX COMPANY



## Growing the Core With 3D Capabilities: Creative Ideas

 Kids' Bottles

 Hair Care Products





Pharmacy Placements

Pop-Up Stores

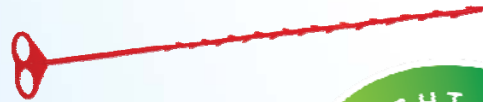
 There's An App for That

 Mother's Day

33

THE CLOROX COMPANY

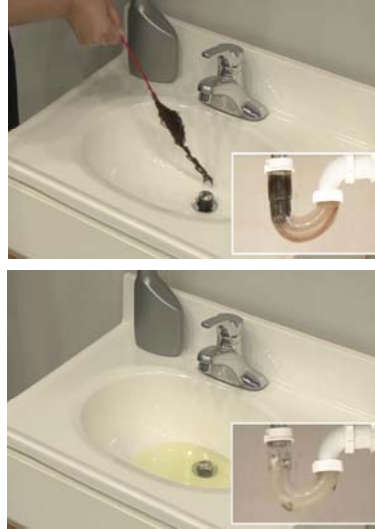
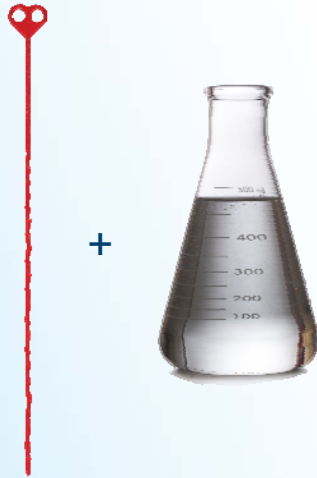
## 3D Integration: Liquid-Plumr Double Impact



34

THE CLOROX COMPANY

## Delight – A Simple Snake Delivers!



35

THE CLOUTIER COMPANY

## Decide – Compelling Packaging and Shelf Set



36

THE CLOUTIER COMPANY

## Desire – Advertising that Sparked Interest



37

THE CLOROX COMPANY

## Desire – Advertising that Created Buzz



38

THE CLOROX COMPANY

## Desire – Social Media Impressions

YouTube  
Official Liquid-Plumr Double Impact Commercial

liquidplumr Subscribe 9 videos

0:00 / 1:01

Like Share

1,707,378 views

5,540 likes, 129 dislikes

Uploaded by liquidplumr on Feb 9, 2012  
Liquid-Plumr presents the two sexiest plumbers ever. Introducing new Liquid-Plumr Double Impact Snake + Gel System.

39

THE CLOROX COMPANY

## 3D Integration: Liquid-Plumr Double Impact

DELIGHT

DECIDE

DESIRE

LIQUID-PLUMR DOUBLE IMPACT

GUARANTEED TO CLEAR CLOGS THE FIRST TRY

40

THE CLOROX COMPANY

## Bottom Line: Driving Sales and Category Growth



### Performance Since Launch

Liquid-Plumr Retail Sales	▲	+ 6 %
Drain Care Category Sales	▲	+ 4 %
Liquid Plumr Share	▲	+ 0.5 pts

Based on retail dollar sales and market share for sales within the Drain Care Category across FDMx, s measured by SymphonyIRI, for the 9 month period ending 4/22/12 versus year ago.

41

THE CLOROX COMPANY

## Key Messages

- 1) Our U.S. categories are healthier
- 2) Our track record on building share is unsurpassed
- 3) Our 3D capabilities are the key to our success
  - Delight (product)
  - Desire (driving demand)
  - Decide (purchase)
- 4) Success comes with **creative ideas** that are **integrated** across all three Ds

42

THE CLOROX COMPANY

## Growing the Core: U.S. Retail

Innovation in the 3Ds

Larry Peiros  
Chief Operating Officer

**Accelerating Innovation**

**Wayne Delker**  
SVP – Chief Innovation Officer

Steering the Mothership to Growth

Benno Dorer  
SVP – Cleaning Division

Building the Hidden Valley Franchise

George Roeth  
SVP – Specialty Division



## Accelerating Innovation

**Wayne Delker**  
SVP and Chief Innovation Officer

44

## Innovation Drives Our Brands and Categories

### Focused by trends and business strategy

#### We have a disciplined process that iterates between three key questions

- What **problem** are we trying to solve?
- What **insight** do we have that suggests we can solve it better than competitors?
- What **technology** can we draw on to create a superior product?

#### We have a strong track record of success

- Nearly 50% of the portfolio has significant (60/40) product superiority over competitors
- Have delivered at least 2 points of incremental growth from innovation for 10+ years

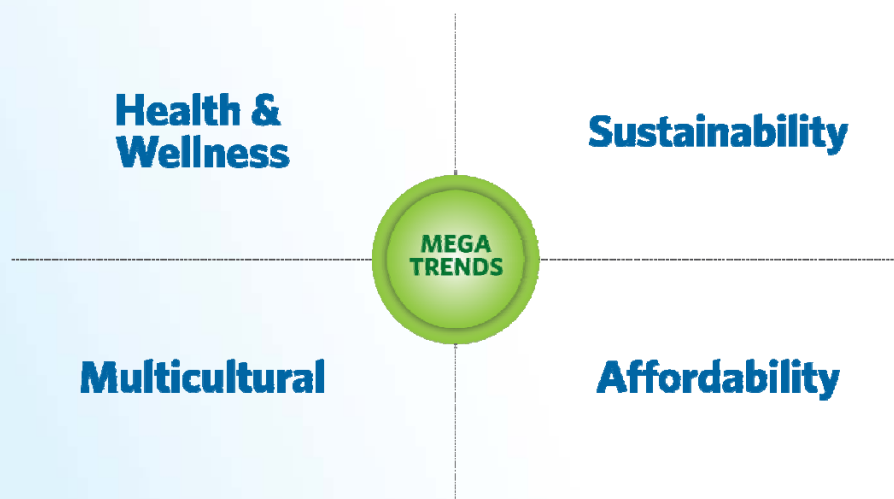
#### We are raising the bar

- Increasing innovation goal to 3 points
- Have restructured our innovation groups and redesigned our Discovery process
- New Innovation Center will connect people, insights and ideas

45

THE CLORIX COMPANY

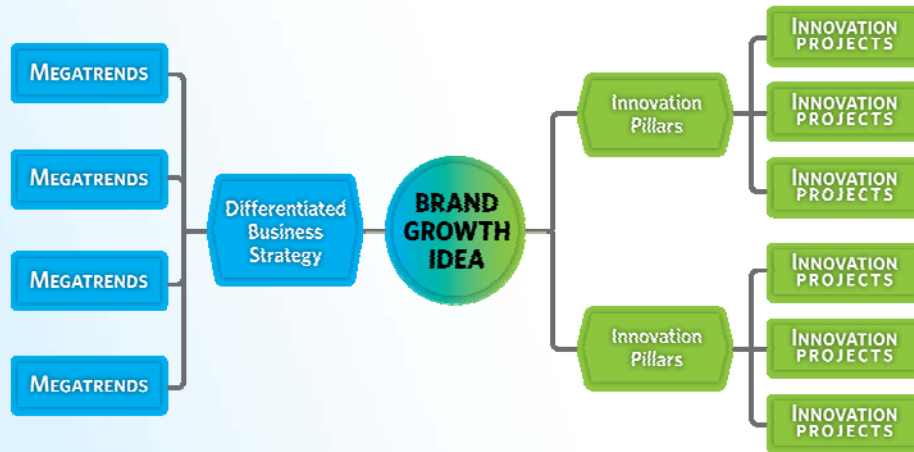
## Leverage Consumer Megatrends to Take Advantage of Tailwinds



46

THE CLORIX COMPANY

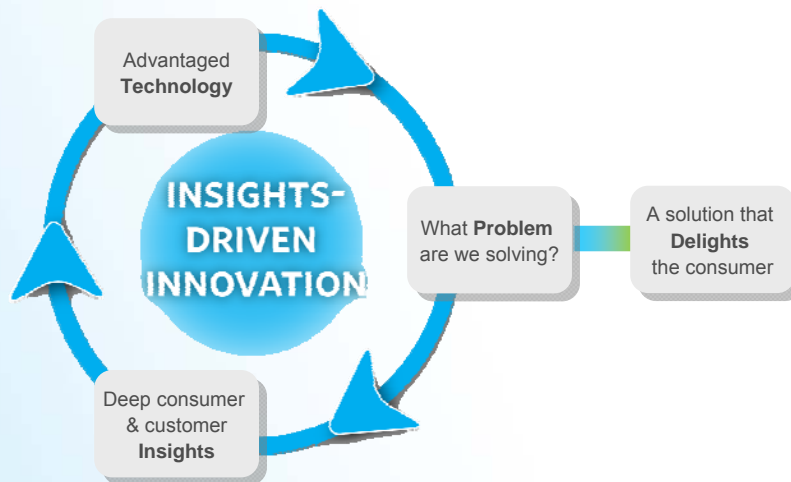
## Innovation Projects Are Always Driven By Business Strategy



47

THE CLOROX COMPANY

## Disciplined, Insights-Driven Innovation Process

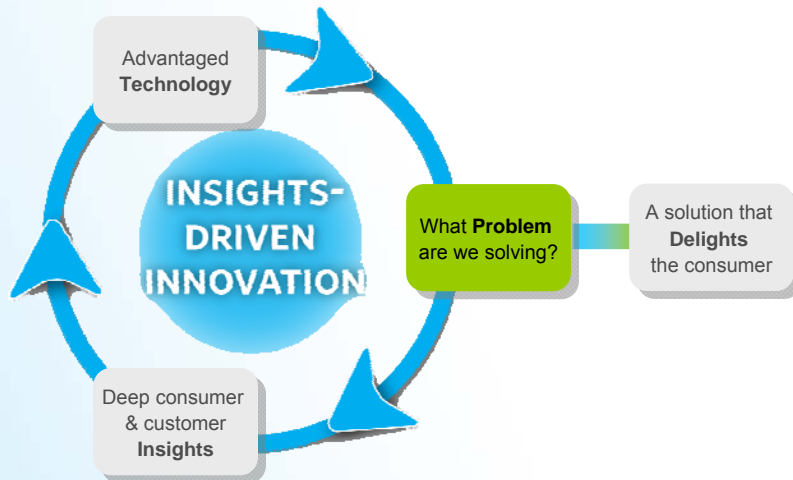


48

THE CLOROX COMPANY



## Insights-Driven Innovation: Define the Right Problems



49

THE CLOROX COMPANY

## Problems to be Solved



The spread of infection in healthcare facilities causes nearly 100,000<sup>(1)</sup> deaths (US) and wastes billions of dollars.



I won't compromise on my bag strength, but want to do my part for the environment



I like natural products but won't compromise on performance and fun



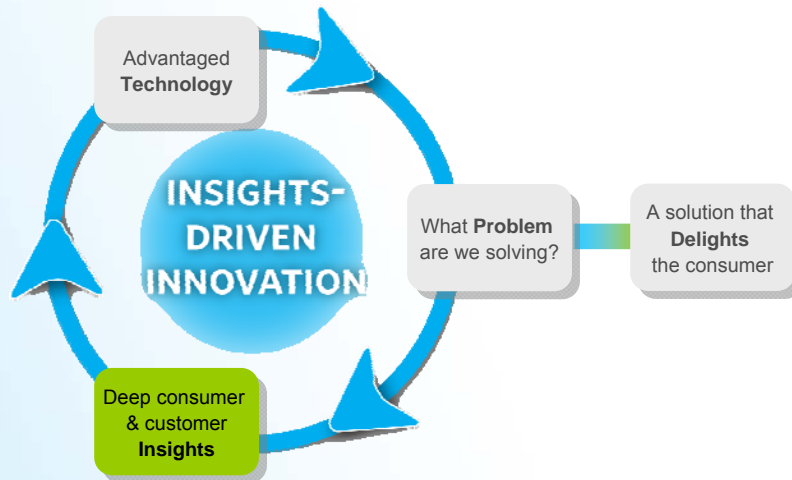
I want great-tasting water without the expense and waste of plastic bottles

(1) Source: Public Health Reports, March-April 2007 V122

50

THE CLOROX COMPANY

## Insights Driven Innovation: Exploring Solutions

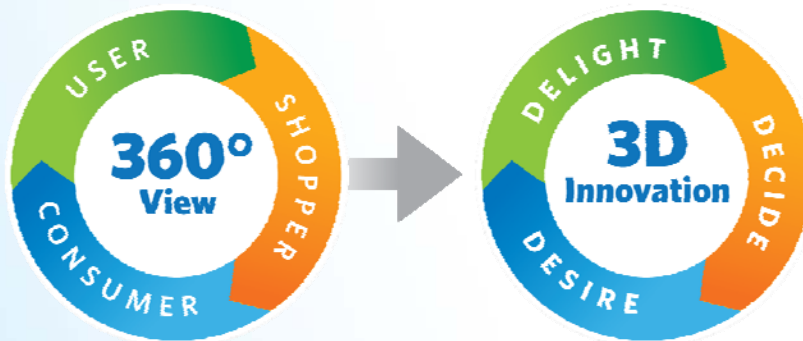


51

THE CLORIX COMPANY

## Discovery Process Clarifies the Problem and Explores Solutions

1) Integrate insights



52

THE CLORIX COMPANY

## Discovery Process Clarifies the Problem and Explores Solutions

- 1) Integrate insights
- 2) Use a disciplined multi-function process to “listen” and drive design



53

THE CLONIA COMPANY

## Discovery Process Clarifies the Problem and Explores Solutions

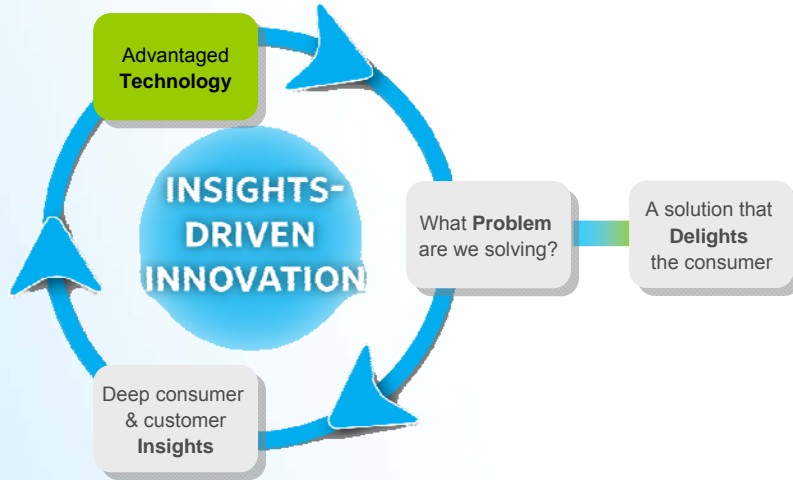
- 1) Integrate insights
- 2) Use a disciplined multi-function process to “listen” and drive design
- 3) Use prototypes and simulations to rapidly build and test options



54

THE CLONIA COMPANY

## Insights-Driven Product Innovation: Solving the Problem



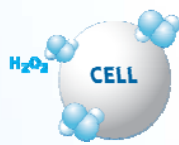
55

THE CLOROX COMPANY

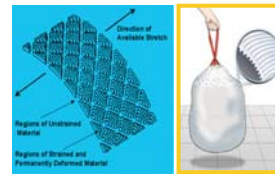
## Advantaged Technologies: Creating Superior Solutions



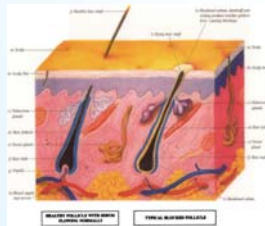
Enhanced Disinfectants



Stretchable Films



Natural Products



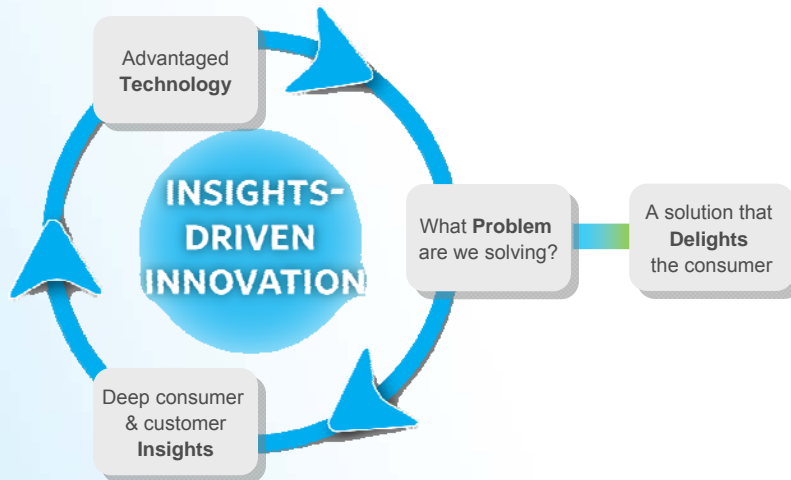
Portable Filtration



56

THE CLOROX COMPANY

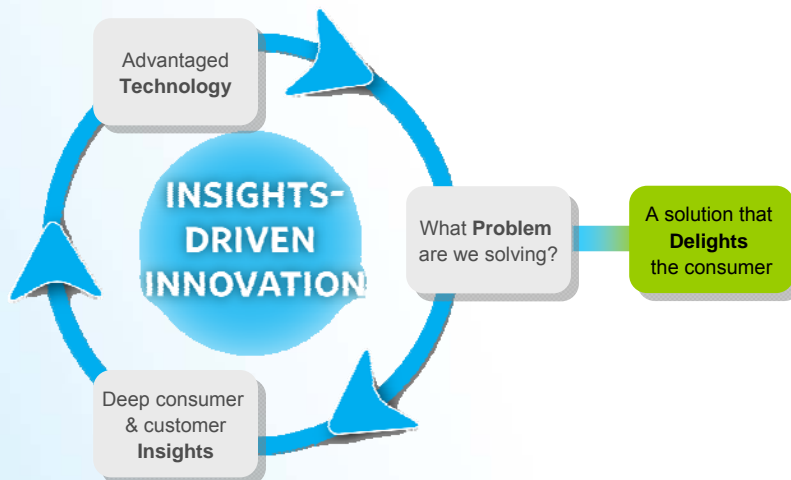
## Can Start Anywhere: Problems, Insights or Technology



57

THE CLOROX COMPANY

## Sustainable Innovation: Creating a Solution that Delights the Consumer



58

THE CLOROX COMPANY

## Creating a Solution that Delights the Consumer

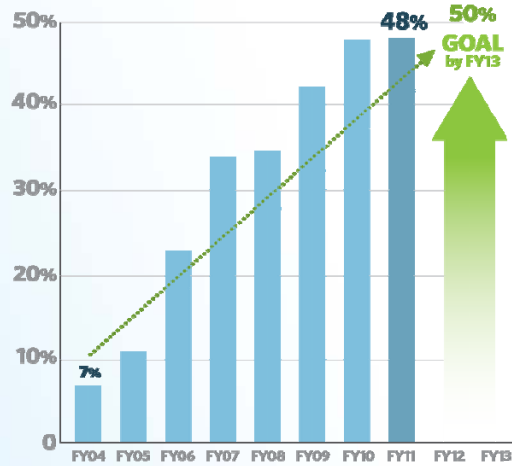


59

THE CLOROX COMPANY

## Strong Track Record: Product Superiority

% of Sales with 60:40 Product Superiority

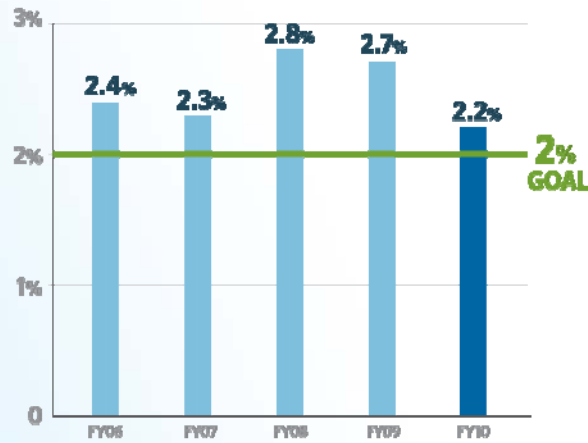


60

THE CLOROX COMPANY

## Strong Track Record: Incremental Growth from Innovation

Incremental Sales Growth from Product Innovation



61

THE CLORIX COMPANY

## Innovation Changes to Drive Greater Growth

### GOAL

RAISED innovation goal to 3 points per year

### PROCESS

REDESIGNED the front-end discovery process to build larger ideas

### STRUCTURE

- CONSOLIDATED Global Insights organization
- CREATED Corporate Innovation Group
- EXPANDED Open Innovation Group to build partnerships

### PEOPLE

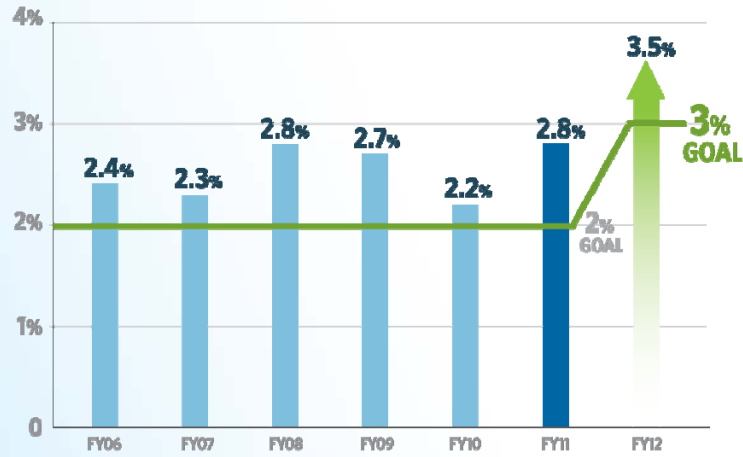
FOCUS: World-class innovation talent and leverage collaboration

62

THE CLORIX COMPANY

## Expect to Exceed the Higher 3 Point Goal in FY12

Incremental Sales Growth from Product Innovation



63

THE CLONEX COMPANY

## New Innovation Center Will Connect People, Insights and Ideas



64

THE CLONEX COMPANY



## Innovation Drives Our Brands and Categories

### Focused by trends and business strategy

#### We have a disciplined process that iterates between three key questions

- What **problem** are we trying to solve?
- What **insight** do we have that suggests we can solve it better than competitors?
- What **technology** can we draw on to create a superior product?

#### We have a strong track record of success

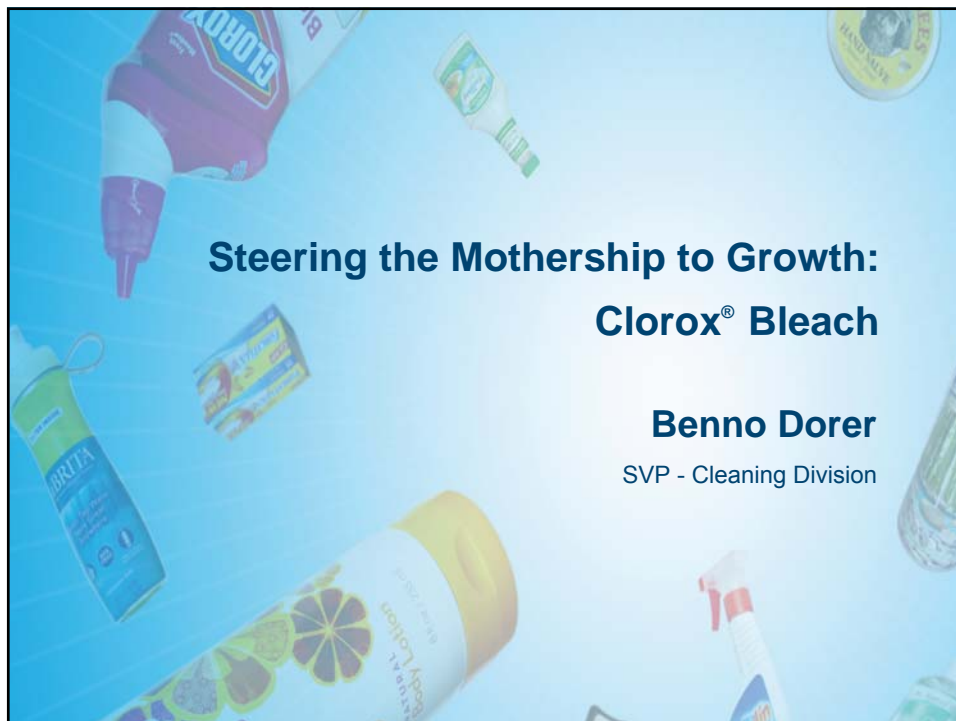
- Nearly 50% of the portfolio has significant (60/40) product superiority over competitors
- Have delivered at least 2 points of incremental growth from innovation for 10+ years

#### We are raising the bar

- Raising innovation goal to 3 points
- Have restructured our innovation groups and redesigned our Discovery process
- New Innovation Center will connect people, insights and ideas

65

THE CLOROX COMPANY



## Steering the Mothership to Growth: Clorox® Bleach

**Benno Dorer**  
SVP - Cleaning Division

## Key Messages

- We are restoring sales growth on bleach-based Clorox® products
- We are implementing a focused plan with 3 growth platforms:
  1. Re-vitalize Clorox® Liquid Bleach
  2. Expand Bleach forms in Home Care
  3. Grow Bleach with Hispanics
- After two consecutive quarters of sales growth in Q2 and Q3 FY12, we expect continued growth in FY13

67

THE CLOROX COMPANY

## Clorox® : 99 Years of Leadership and Innovation

### LAUNDRY



### HOME CARE



68

THE CLOROX COMPANY

An Iconic, Modern Brand

**98%**  
BRAND  
Awareness

**53%**  
↓  
U.S. Household  
Penetration

**Unit Mover**  
**#2** Non-Edible item  
in Grocery



**50%**  
of white washloads  
use Clorox® Bleach



**WINNER!**

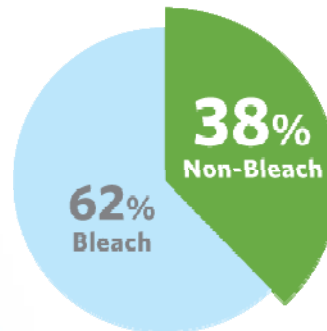
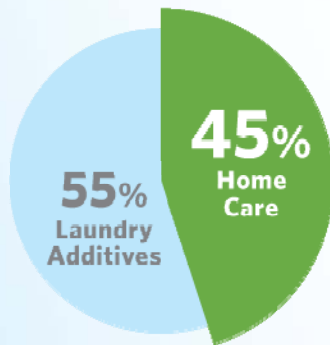
2012 Appy Award  
for  
"Best Branded Content"  
app for mystain

**+700,000**  
facebook fans

69

THE CLOROX COMPANY

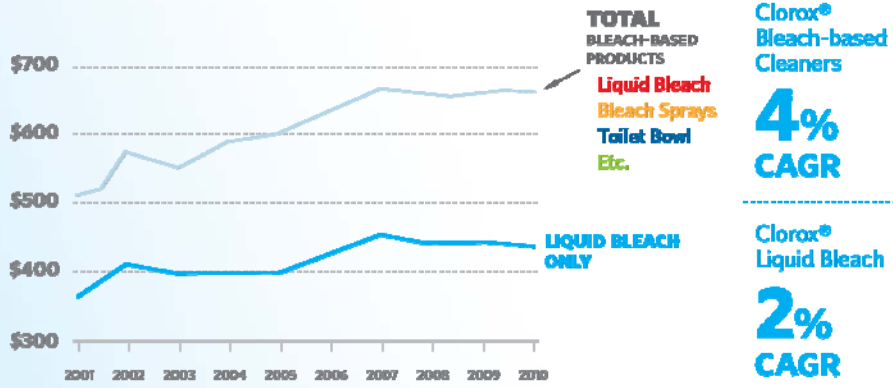
\$1B in Sales in US Today



70

THE CLOROX COMPANY

## Total Clorox® Bleach-Based Products Growing



71

THE CLOROX COMPANY

## Clorox® Bleach Growth Platforms

Re-Vitalize Clorox®  
Liquid Bleach

Expand Home  
Care Bleach  
Forms

Grow Bleach  
With  
Hispanics

72

THE CLOROX COMPANY

## Clorox® Bleach Growth Platforms

Re-Vitalize Clorox®  
Liquid Bleach

Expand Home  
Care Bleach  
Forms

Grow Bleach  
With  
Hispanics

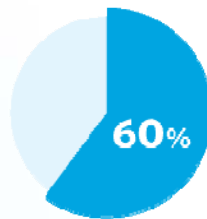
73

THE CLOROX COMPANY

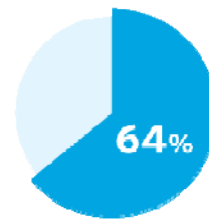
## Continued Strong Consumer Involvement

Bleach-involved consumers:

2005



2011



SOURCE: Clorox Laundry Insights National Trackers, 2005 and 2011

74

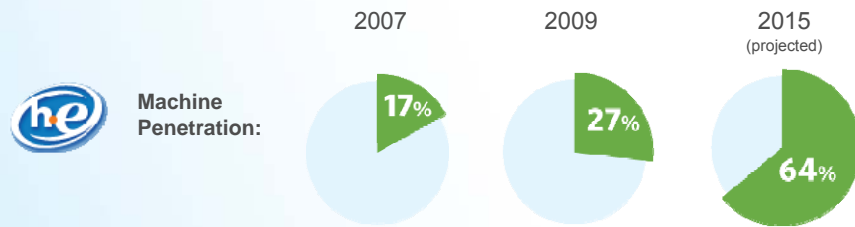
THE CLOROX COMPANY

## Clear Usage Barriers to Address

### 1/3 of Volume Loss due to Lower Household Penetration

- Inconvenience
- Lack of awareness how to use among younger HH's

### 2/3 of Volume Loss due to Under-Dosing



75

THE CLOROX COMPANY

## Engaging a New Generation of Bleach Users

### new & young parents



**REDUCE**  
Barriers to Usage

### in behavior-changing life stages



new baby



new home



young kids

**DRIVE**  
Moments of High Need

### similar needs for bleach



disinfecting



stain & odor removal



whitening

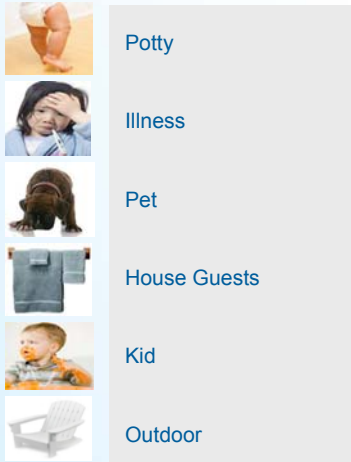
**LEVERAGE**  
Openness to Change

76

THE CLOROX COMPANY

## Bleachable Moments Campaign

Everyday but extreme moments when Clorox® Liquid Bleach is the ONLY solution!



Versatile Whitens

**DISINFECTS**



Removes what you cannot see

77

THE CLOROX COMPANY

## Bleachable Moments



78

THE CLOROX COMPANY

## Creating an Engaging, Two-Way Conversation

### Solution Content



2012 **CLIO** AWARDS Winner

### PR / Sponsorships



Bethenny shares her Bleachable moments

### Social Media + Digital



### TV



### User-Generated Content



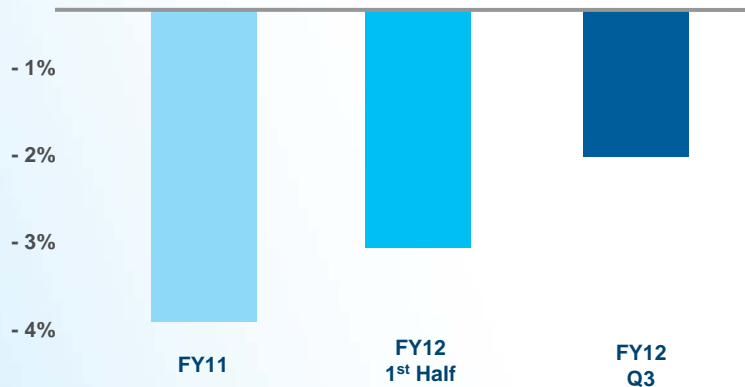
Win prizes and vote for the moment of the year!

79

THE CLOROX COMPANY

## Encouraging Initial Consumption Trends Despite 12% Pricing

### Clorox® Liquid Bleach Base Velocities (Volume)



SOURCE: Clorox Brand Drivers Analysis, data through March 25, 2012. Base volume represents about 70% of total volume.

80

THE CLOROX COMPANY



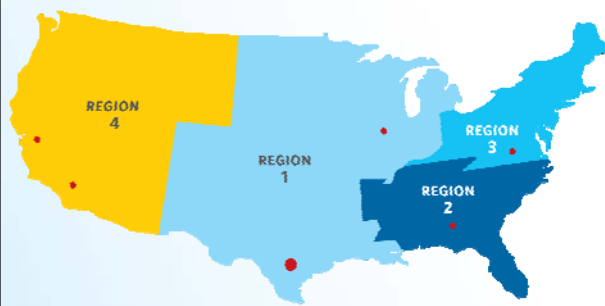
## Introducing A New Generation of Clorox® Bleach



81

THE CLOROX COMPANY

## Roll-out Plan: 8 Months, 4 Regions



■ Aug 2012     ■ Jan 2013  
■ Oct 2012     ■ Mar 2013

Regional Marketing Plan  
\$80M spend in Year 1: +30%

Advertising

In-Store

Digital

PR

82

THE CLOROX COMPANY

## A Big Win-Win

### CONSUMER

- Improved whitening performance
- New “Kills Norovirus” claim
- Bottle is consumer-preferred: Smaller, lighter, easier to handle and dose
- Formulated to meet HE dosing requirements (1/2 cup)

### CUSTOMER

- Higher sales
- Lower logistics costs
- Improved in-stock levels and fewer lost sales

### CLOROX

- Higher sales
- Lower logistics costs
- Significant environmental footprint reduction

83

THE CLOROX COMPANY

## Strong Plans to Address Growth Barriers

DESIRE

Bleachable Moments Campaign



DECIDE

At-Shelf Messaging



Expanded Shelf Holding Power



DELIGHT

New, Concentrated Bleach



84

THE CLOROX COMPANY

## Clorox® Bleach Growth Platforms



85

THE CLOROX COMPANY

## Source of Accelerated Historical Growth

Historical Sales of Clorox® Franchise (\$M)

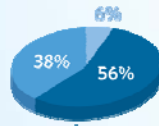


86

THE CLOROX COMPANY

## Significant Future Growth Potential

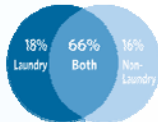
### Enter Through Laundry



**56% Bleach Users**

Initially start using Bleach for laundry

### Start to Use Around the House



**66% Bleach Users**

Use for both laundry and cleaning

**6 out of 10**

bleach tasks are cleaning oriented

Cleaning tasks utilize

**30% more product**

per occasion than laundry

SOURCE: LINT, Claimed 2010; ShopperGenetics\* frequent shopper database, 52 weeks ending 12/10

87

THE CLOROX COMPANY

## Strong Home Care Bleach Product Portfolio

### Around The House Cleaning



### Toilet Care



88

THE CLOROX COMPANY

## Leveraging The Power of Clorox® Bleach



89

THE CLOROX COMPANY

## Strong, Integrated Demand Plans

DESIRE

DECIDE

DELIGHT

### Advertising – TV, Print, Online, Social



### Hispanic – TV, Print, Online



### Improved Packaging Graphics



### In-Store Marketing



### Merchandising



### New Benefits

Bleach Foamer Bathroom & Kitchen



JAN 2011 NEW! JUL 2012

### Line Extension

Clean-Up Citrus



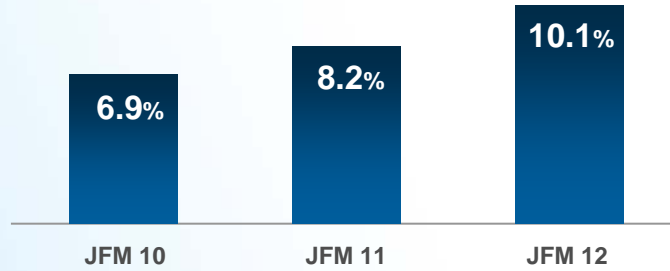
JUL 2011

90

THE CLOROX COMPANY

## All-Time-High Market Shares

### Clorox® Bleach-Based Sprays Tracked Channel Dollar Share



SOURCE: IRI Food, Drug, Kmart and Target Shares, 13 week data ending March 25 of 2010, 2011 and 2012

91

THE CLOROX COMPANY

## Clorox® Bleach Growth Platforms

Re-Vitalize Clorox®  
Liquid Bleach

Expand Home  
Care Bleach  
Forms

Grow Bleach  
With  
Hispanics

92

MAY 2012 ANALYST DAY

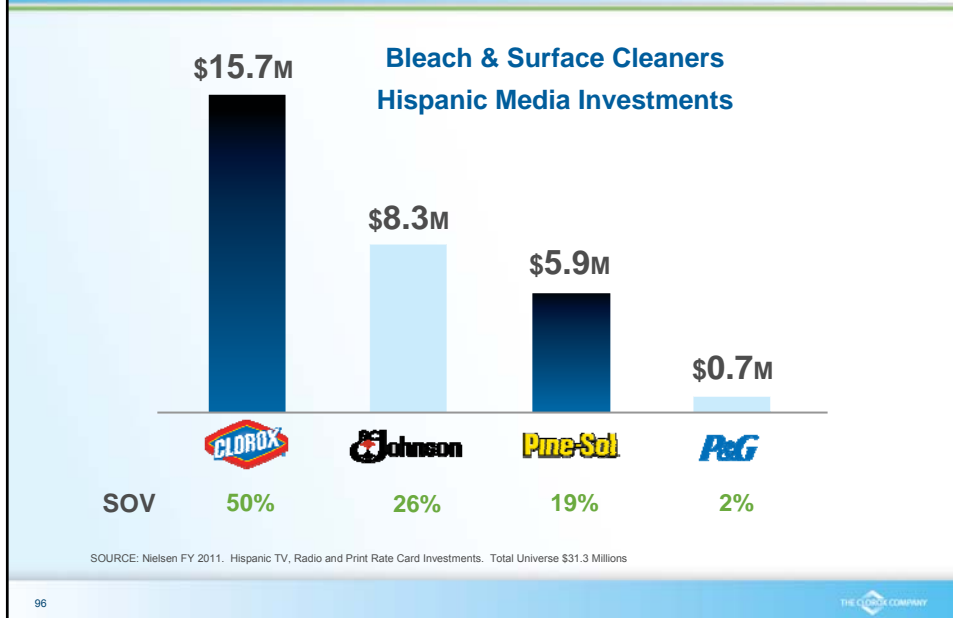
THE CLOROX COMPANY



## Creating a Loyal Hispanic Following



## Investing to Win





## Clear #1 Hispanic Share Position in All Segments

	Sodium Hypochlorite Bleach	Disinfecting Wipes	Automatic Toilet Bowl Cleaner	Manual Toilet Bowl Cleaner	Spray Cleaners
					
Dollar Share (%)	65.7	50.2	23.7	43.5	18.3
Gap vs. #2 (pts.)	36.5	31.9	8.0	2.5	3.0

SOURCE: IRI InfoScan Hispanic Topline 52 Weeks Ending 3/25/12

97

THE CLOROX COMPANY

## Clorox® Bleach Growth Platforms

Re-Vitalize Clorox®  
Liquid Bleach

Expand Home  
Care Bleach  
Forms

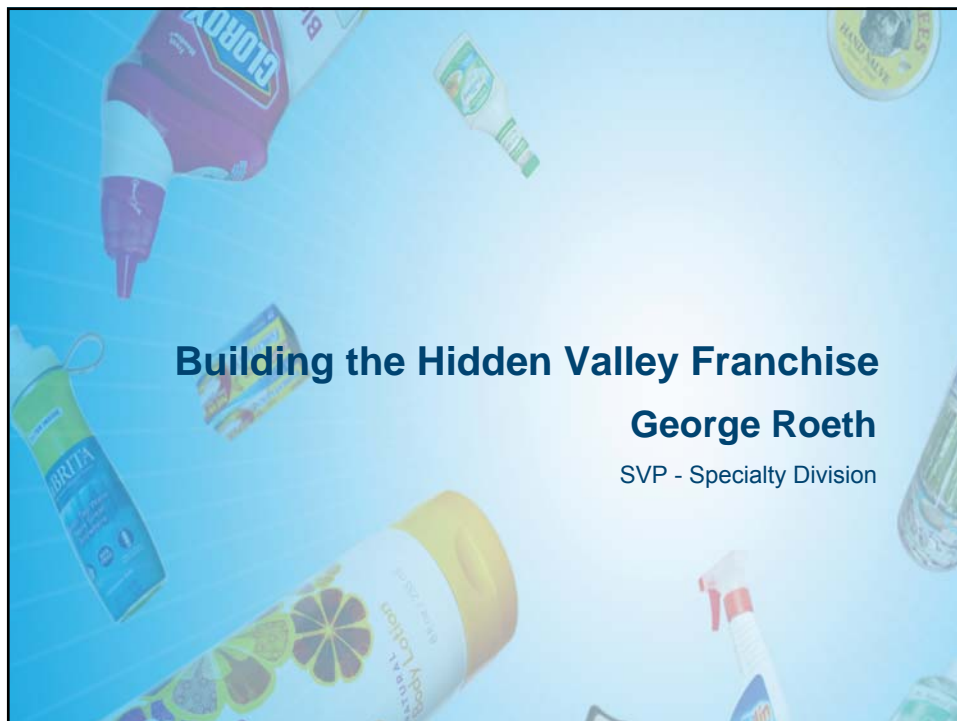
Grow Bleach  
With  
Hispanics

98

THE CLOROX COMPANY

## Key Messages

- We are restoring sales growth on bleach-based Clorox® products
- We are implementing a focused plan with 3 growth platforms:
  1. Re-vitalize Clorox® Liquid Bleach
  2. Expand Bleach forms in Home Care
  3. Grow Bleach with Hispanics
- After two consecutive quarters of sales growth in Q2 and Q3 FY12, we expect continued growth in FY13
- New, concentrated Bleach will be key value driver during the next 12 months



**Building the Hidden Valley Franchise**

**George Roeth**  
SVP - Specialty Division

## Key Messages

- ▶ Hidden Valley has a strong right to win
- ▶ Executed a broadened growth strategy across the 3Ds with excellence
- ▶ Future growth potential of Hidden Valley is significant

101

THE CLOROX COMPANY

## Building the Hidden Valley Franchise

**Hidden Valley  
Ranch Salad  
Dressings**

**Non-Ranch  
Dressings  
& Other  
Enhancers**

**Hispanics**

102

THE CLOROX COMPANY

## Hidden Valley Ranch



103

THE CLONAL COMPANY

## Hidden Valley Ranch

- Powerful Equity
- Consistent Strategic Focus
- Unique Go-To-Market Model



104

THE CLONAL COMPANY

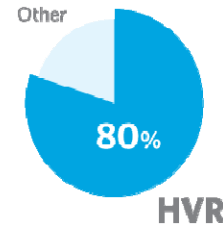
## Hidden Valley's Winning Formula



Consumer  
Blind Test Winner

~25-50%

Premium  
Price<sup>(1)</sup>



Dominant Share  
of Voice – 80%<sup>(2)</sup>

NOTES

(1) Premium price of ~25% to 50% is calculated from the average price vs competitors (FDKT 13 week as of April 2012).

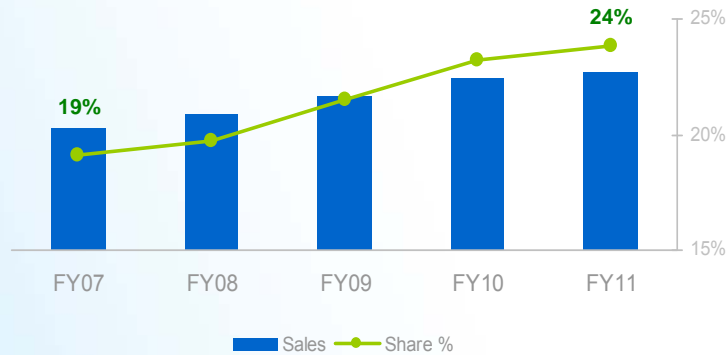
(2) Source: OMD Competitive Share of Spend Report, FY08 - FY11

105

THE CLOROX COMPANY

## Strong Growth Trajectory

10% Sales CAGR  
+5pts Share Growth



SOURCE: All Outlet Share; Share Data as of Dec 2007; FY12 Share Data as of Mar 2012

106

THE CLOROX COMPANY

## Growth Idea

Broaden usage to all salad & vegetable occasions  
by convincing consumers Hidden Valley  
makes **vegetables taste great!**



107

THE CLOROX COMPANY

## Hidden Valley Growth Platforms

**Hidden Valley  
Ranch Salad  
Dressings**

**Non-Ranch  
Dressings  
& Other  
Enhancers**

**Hispanics**

108

THE CLOROX COMPANY



## Decide – Expandable Consumption



111

THE CLOUTIER COMPANY

## Delight – Superior Product that Delivers



- Strong consumer preference
- Increases vegetable consumption by 15%<sup>(1)</sup>

(1) SOURCE: The influence of flavor enhancer and nutrition education activities on vegetable intake in school children (ENFP)  
University of California Cooperative Extension Expanded Food & Nutrition Education Program [Unpublished collaborative research study] . Davis, CA – Aug06

112

THE CLOUTIER COMPANY



## Hidden Valley Growth Platforms

Hidden Valley  
Ranch Salad  
Dressings

Non-Ranch  
Dressings  
& Other  
Enhancers

Hispanics

113

THE CLORIX COMPANY

## Expanding the Hidden Valley Equity beyond Ranch



Current Farmhouse dressings

New Farmhouse Italian



114

THE CLORIX COMPANY

## Other Food Enhancers from Hidden Valley



115

THE CLOROX COMPANY

## Hidden Valley Growth Platforms

Hidden Valley  
Ranch Salad  
Dressings

Non-Ranch  
Dressings  
& Other  
Enhancers

Hispanics

116

THE CLOROX COMPANY

## Hidden Valley Ranch Hispanic Commercial

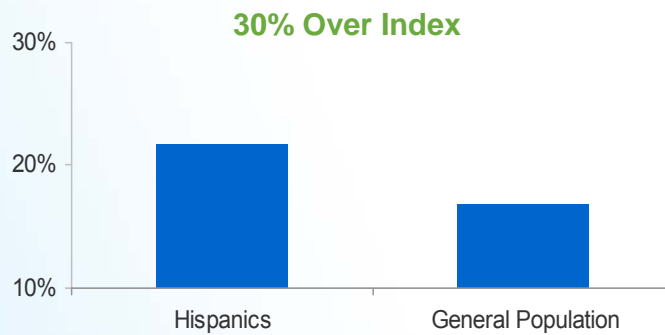


117

THE CLOROX COMPANY

## Winning with Hispanic Consumers

### Market Share



SOURCE: FDMX 52 weeks ending March 25, 2012

118

THE CLOROX COMPANY

## Building the Hidden Valley Franchise



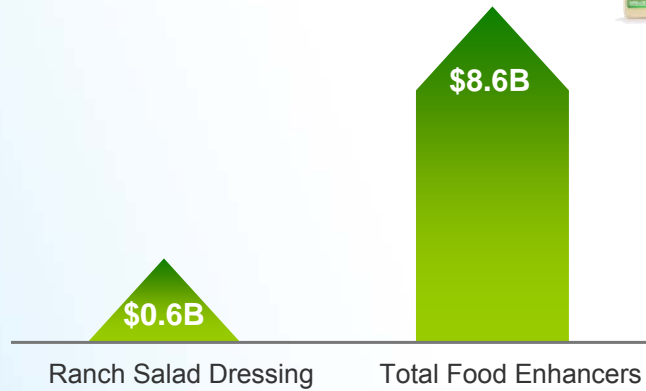
← Broaden Growth Idea →

119

THE CLORIX COMPANY

## Significant Growth Potential

### Category Size



SOURCE: Category dollars are for past 52 weeks ending March 18, 2012 for F/D/Mx

120

THE CLORIX COMPANY

## Broaden the Growth Idea

Drive household penetration by convincing consumers  
Hidden Valley's taste and **versatility**  
enhance the simple goodness of foods



121

THE CLOROX COMPANY

## Broaden Usage of Hidden Valley



122

THE CLOROX COMPANY

## Dry Hidden Valley Ranch Growth

	\$ Growth vs. YA	Share Chg. vs. YA
DHV Salad Dressing	+19%	+0.4 pts.
DHV Dip	+7%	+0.4 pts.



SOURCE: All Outlet 52 weeks ending March 25, 2012

123

THE CLOUTIER COMPANY

## Desire & Delight – Hidden Valley Enhancers

THE WALL STREET JOURNAL

Thursday, April 5, 2012 | D3

### STYLE & TRAVEL

#### MARKETING DECODER | The New 'Ketchup'

## Ranch Dressing Thickens Up, Takes on Ketchup

Hidden Valley Foods is after your burger, fries and wings. A new thicker, creamier version of its famous Hidden Valley Ranch Dressing has arrived in a bid to get people to use ranch like they do ketchup.

The company isn't making subtle comparisons. "The New 'Ketchup'" proclaims the label. It is affixed to a "retro-style" ketchup bottle to signal, "hey, this is ketchup," says Jon Balousek, vice president and general manager for the food, charcoal and cat-litter businesses at Clorox Co., which owns Hidden Valley.

The company hopes the topping and dip, called Hidden Valley for Everything, will be "as ubiquitous as ketchup on restaurant tables and in consumers' kitchens," says Mr. Balousek.

The idea hit when an executive watched his college-age daughter "bath her entire salmon in ranch dressing" at the dinner table. The company suspected a specific product for this purpose might appeal to people, especially younger consumers, says Grant LaMontagne, senior vice president and chief customer officer for Clorox. (His daughter is the salmon eater.)

Americans already eat a lot of ranch dressing. It is the most often used salad dressing in the U.S. Consumers use ranch twice as often as other salad-dressing flavors like Italian and French and its popularity is continuing to grow, according to NPD Group, a market research

firm. About 15% of ranch dressing is used on foods other than salad and vegetables, says Hidden Valley. The most popular are chicken, potatoes (including french fries), sandwiches, chips, and pizza, according to NPD.

The company's goal was to create a product that would be thick enough to form a rounded dollop on top of a hamburger and didn't leave "just a wet wing," after dipping, mimicking the thickness and stickiness of ketchup, says Mr. LaMontagne. The company won't give details on the new, thicker recipe, but says the calorie count per serving is the same.

The term "ranch" refers to a dressing created by

the owners of Hidden Valley Ranch, a dude ranch in California in the 1950s, says Hidden Valley. The dressing became popular and the owners started selling a dry seasoning version that could be shipped to customers. Clorox bought the brand and recipe in 1972, creating a shelf-stable bottled version and a dry seasoning version that is mixed with milk and mayonnaise. Today, ranch dressing and flavored foods are sold by companies from Kraft to Frito-Lay.

To get the new product on restaurant tables everywhere depends on a food-science breakthrough. Currently, Hidden Valley for Everything needs to be refrigerated after opening. The company is working on a nonperishable recipe, Mr. Balousek says. —Sarah Nassauer



Hidden Valley Foods' new product.

124

THE CLOUTIER COMPANY

Hidden Valley Ranch

**America's #1  
Salad  
Dressing**

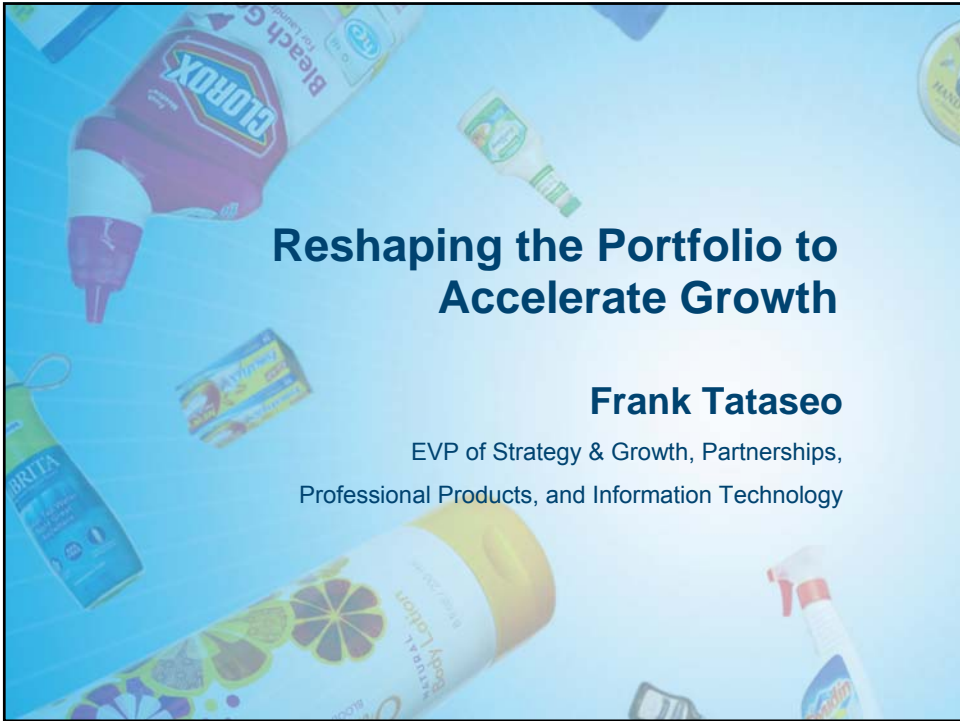


125

THE CLOROX COMPANY



**BREAK**



# Reshaping the Portfolio to Accelerate Growth

**Frank Tataseo**

EVP of Strategy & Growth, Partnerships,  
Professional Products, and Information Technology

Agenda	
Welcome and Introduction	Don Knauss
Growing the Core	Larry Peiros
Accelerating Innovation	Wayne Delker
Steering the Mothership to Growth	Benno Dorer
Building the Hidden Valley Franchise	George Roeth
Break	
<b>Accelerating Growth: Clorox Professional Products</b>	<b>Craig Stevenson</b>
<b>Accelerating Growth: International</b>	<b>Michael Costello</b>
<b>Reshaping the Portfolio</b>	<b>Frank Tataseo</b>
Centennial Performance and Outlook	Steve Robb
Close	Don Knauss



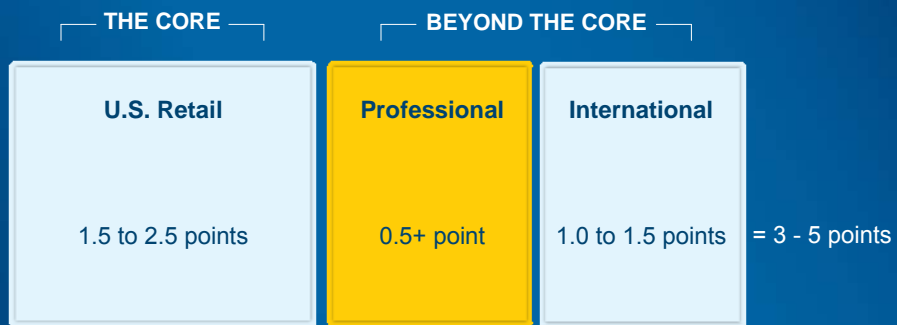
## Sales Growth Algorithm



129

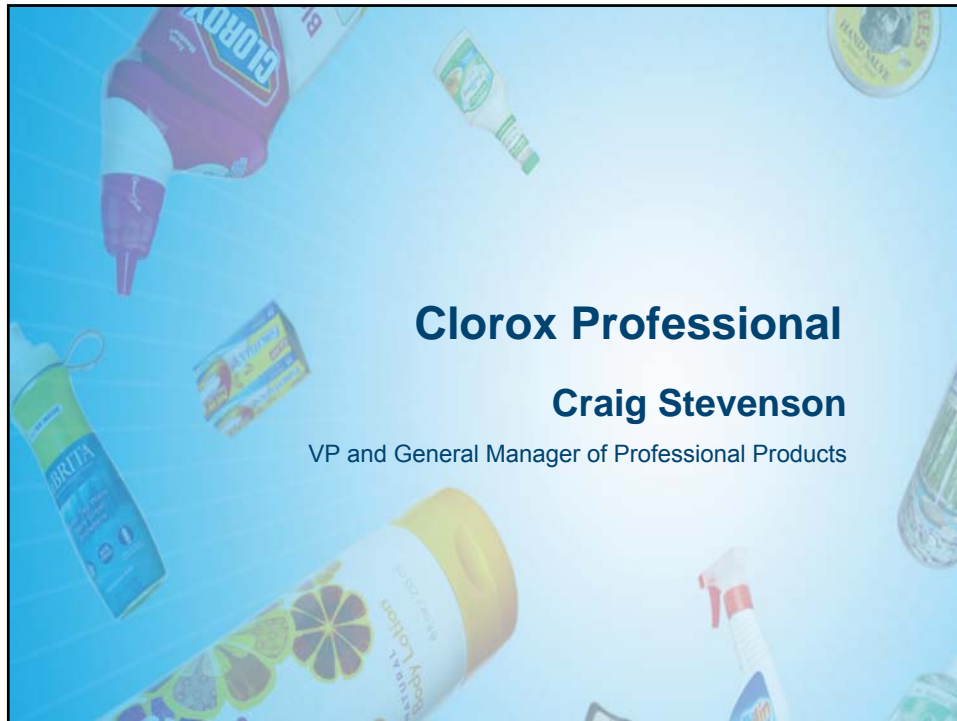
THE CLOROX COMPANY

## Sales Growth Algorithm



130

THE CLOROX COMPANY



## Clorox Professional

**Craig Stevenson**

VP and General Manager of Professional Products

### Key Messages

- ▶ Our mission is to save lives by preventing Healthcare-acquired infections
- ▶ Infection Prevention is an attractive business that is strategic for Clorox
- ▶ We have a differentiated right to win in this area
- ▶ Our goal is to drive profitable double-digit growth for the company

## Clorox Professional Products Division

Goal : \$500M in Sales (5 years)

### Healthcare



### Cleaning / Sanitation



### Food Service



133

THE CLOROX COMPANY

## Clorox Healthcare

Goal : \$300M in Sales (5 years)

### Healthcare



- **Stop the Spread of Infection** global megatrend
- **Infection prevention is a large (\$2.5B+) and growing (+5% CAGR) market** with strong tailwinds
- Clorox has a differentiated **Right to Win** (strong equity, technologies and 3D capabilities)
- **Strong organic pipeline** complemented with **bolt-on acquisitions**

134

THE CLOROX COMPANY

## Strong Tailwinds

### ▶ Large and growing market

- \$2.5B infection control market
- 5+% annual category growth

### ▶ Aging population is driving demand for healthcare services:

- Age 65+ expected to double by 2050, accounting for >20% of total U.S. population
- Surgical procedures on the rise

### ▶ Increased regulatory and cost pressures to reduce Healthcare-acquired Infections (HAIs)

- Medicare (CMS) not reimbursing for HAIs
  - Nearly 100,000 deaths a year and >\$10B total cost to healthcare institutions
- Hospitals required to disclose HAI rates

### ▶ Strong incentive for healthcare facilities to prevent infection

Sources of information for figures cited above: [www.cdc.gov](http://www.cdc.gov), [www.ncbi.nlm.nih.gov](http://www.ncbi.nlm.nih.gov), [www.hospitalinfection.org/legislation](http://www.hospitalinfection.org/legislation) and [www.sodhec.gov](http://www.sodhec.gov)

135

THE CLOROX COMPANY

## Differentiated Right To Win



- The Right Equity
- Proprietary Technology
- Strong 3D Capabilities
- Robust Organic Pipeline  
Complemented with Bolt-on  
Acquisitions

136

THE CLOROX COMPANY

## Differentiated Right To Win

### *The Right Equity*



- Century old heritage
- Trusted Equity
- Synonymous with disinfection

137

THE CLOROX COMPANY

## Differentiated Right To Win

### *Strong 3D Capabilities*

DESIRE

DECIDE

DELIGHT

Demand Creation  
& Influence



Regulatory and industry partnerships



Scientific Advisory Board



Marketing programs  
to end users and distributors

Direct Healthcare  
Selling Capabilities



Highly trained sales force



Strong relationships with  
Medical Distributors



Group Purchasing Organization Contracts

R&D and Innovation



Expanded claims on bleach-based business



Complete line of non-bleach disinfectants

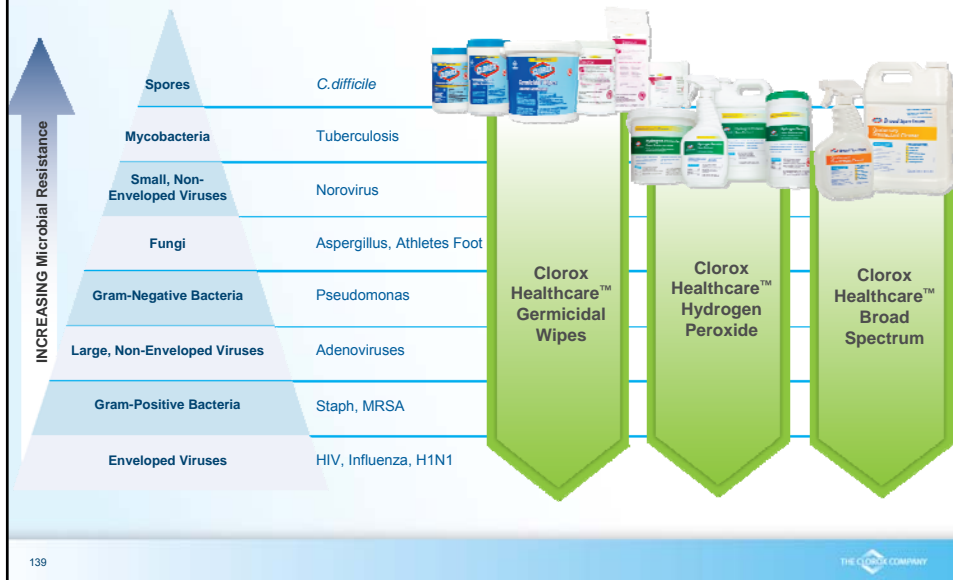


Strong partnership network

138

THE CLOROX COMPANY

## Differentiated Right To Win Robust Organic Pipeline



## Differentiated Right To Win Robust Organic Pipeline Complemented with Bolt On Acquisitions



- Acquired in 2010 to strengthen our stronghold in bleach
- Doubled our presence in hospitals
- Obtained a highly trained sales force and R&D capability



- Acquired in January to gain immediate entry into skin antiseptics
- Obtained superior manufacturing and regulatory capability
- Gained access to the OEM channel

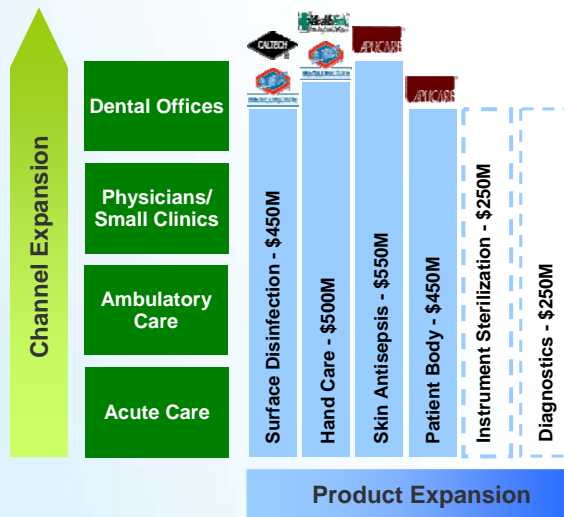


- Acquired in January to gain immediate entry into the physicians channel
- Obtained superior distributor relationships and a very strong sales force
- Bought the #1 Hand Care line sold in the physicians channel

140

THE CLOROX COMPANY

## Product and Channel Expansion



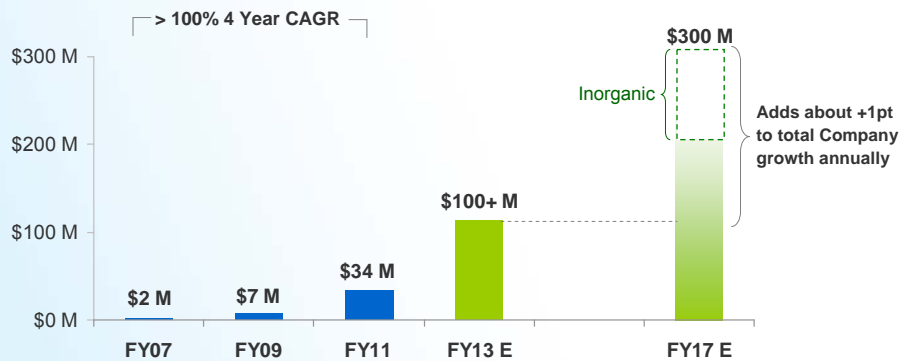
- **Surface disinfection** is our heritage enabled by our **Caltech** acquisition
- Expansion into **hand care** and the **physician's channel** enabled by our **Healthlink** acquisition
- **Aplicare** expanded our portfolio to **skin antisepsis**
- There are still **many expansion opportunities**

141

THE CLONIA COMPANY

## Path to \$300M in Sales

- Expand the portfolio and broaden channel reach
- Build scale by leveraging existing capabilities



142

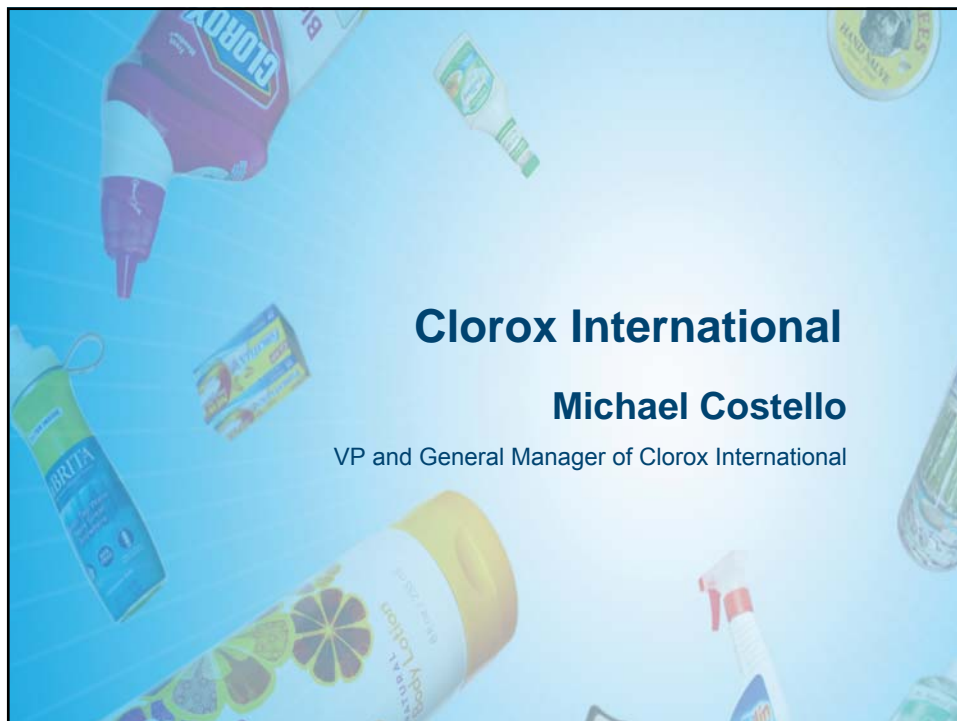
THE CLONIA COMPANY

## Summary

- ▶ Our mission is to save lives by preventing Healthcare-acquired infections
- ▶ Infection Prevention is an attractive business that is strategic for Clorox
- ▶ We have a differentiated right to win in this area
- ▶ Our goal is to drive profitable double-digit growth for the company

143

THE CLOROX COMPANY





## Sales Growth Algorithm



145

THE CLOROX COMPANY

## Key Messages

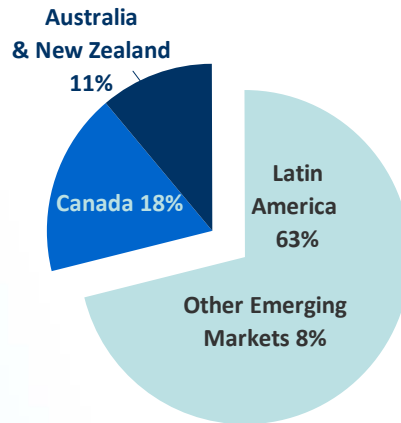
- International has been a strong contributor to Company sales growth
- Expect International sales growth to continue outpacing domestic growth . . . with a focus on current geographies and categories
  - Entering BRIC countries NOT a strategic focus
- Recent profit decline driven by inflationary pressures and SAP investment . . . focused on profit growth while continuing to drive solid sales growth
- Beyond FY13, expect profit growth to outpace sales growth

146

THE CLOROX COMPANY

## Clorox International Portfolio - Geography

- ▶ 21% of Total Company Sales
- ▶ 2/3 in Emerging Markets
- ▶ Presence in over 100 Countries



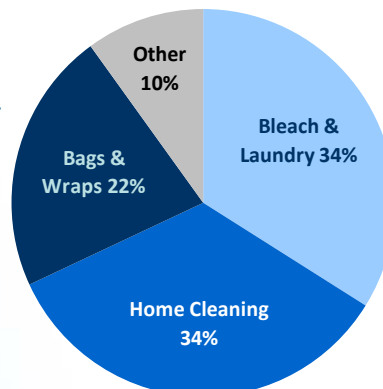
Sales by region based on FY12 latest estimate.

147

THE CLOROX COMPANY

## Clorox International Portfolio - Segments

- ▶ Nearly 90% of our brands have #1 and #2 market shares
- ▶ We compete in categories similar to Domestic



Sales by segment based on FY11 actuals.

148

THE CLOROX COMPANY

## Very Strong Market Shares

BLEACH & LAUNDRY			HOME CLEANING			BAGS & WRAPS		
Clorox – Saudi Arabia	#1	95%	Poett - Peru	#1	60%	Glad (Food Wraps) – Canada	#1	64%
Clorox – Puerto Rico	#1	76%	Poett - Chile	#1	44%	Glad – Hong Kong	#1	60%
Clorox – Panama	#1	64%	Green Works – Canada	#1	42%	Glad – New Zealand	#1	39%
Clorox - Peru	#1	64%	Handy Andy – New Zealand	#1	57%	Glad – Australia	#1	27%
Clorox – Egypt	#1	43%	Mistolin – Panama	#1	26%	Glad (Trash) – Canada	#2	46%
Clorox – Hong Kong	#1	38%	Poett – Costa Rica	#1	30%			
Ajax - Ecuador	#1	79%	Mistolin – Venezuela	#1	23%			
Ajax – Dominican Republic	#1	76%	Handy Andy – Australia	#1	26%			
Ayudin – Argentina	#1	73%	Poett - Argentina	#2	25%			
Los Conejos – Costa Rica	#1	51%	Pine Sol – Canada	#2	22%			
Clorinda - Chile	#1	40%	Clorox Wipes – Canada	#2	20%			
Agua Jane - Uruguay	#1	53%	Mistolin – Puerto Rico	#2	17%			
Nevox - Venezuela	#1	45%						
Clorox - Canada	#1	24%						
Clorox - Chile	#2	30%						
Clorox - Colombia	#2	24%						
Clorox - Mexico	#2	14%						

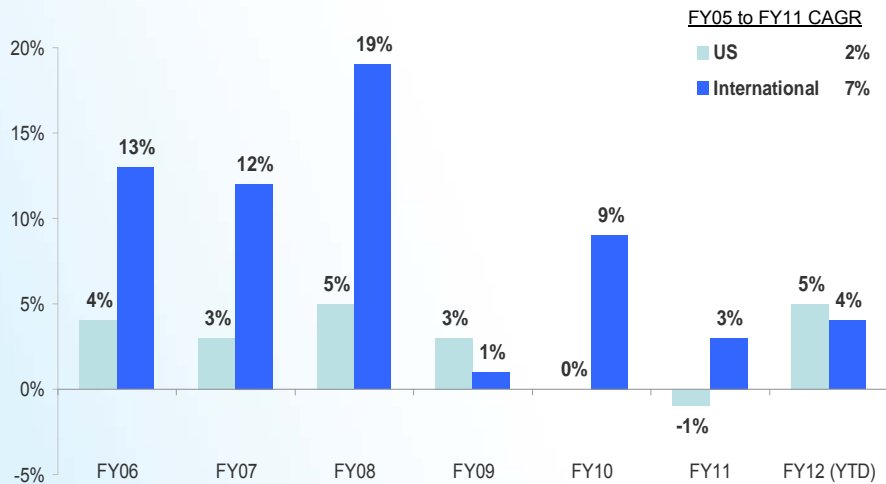
OTHER		
Brita – Canada	#1	93%

Source: Nielsen, IRI, Howarth, or Aztec (depending on country) for latest 8 weeks (varies by country)

149

THE CLOROX COMPANY

## International Sales Growth Has Outpaced U.S.



Note: In Q1 FY11, the Company reclassified its Auto Care business to Discontinued Operations. FY06 and FY07 information above has not been adjusted to exclude the Auto Care business. The above figures for International include Canada.

150

THE CLOROX COMPANY

## Future Growth

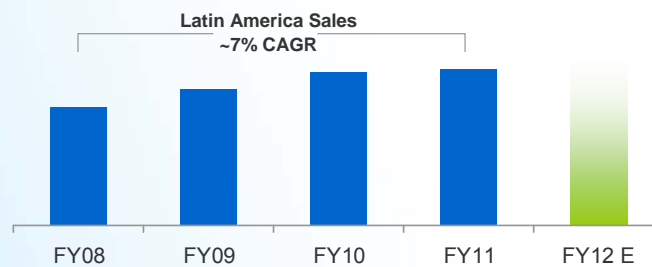
- ▶ Expect International top-line growth to outpace the U.S.
- ▶ Expect International to accelerate profit growth post-SAP investment
- ▶ Focus on current geographies and categories where we have scale and leading shares
  - Core emerging markets where we have scale (Latin America)
  - Driving Stop the Spread of Infection (“SSI”) platform globally

151



## Clorox Latin America

- 2/3 of International business
- Healthy categories
- Share up +1.7pts (FY08 to FY12)
- Apply the same 3D Demand Building Model in International as we do in the U.S.

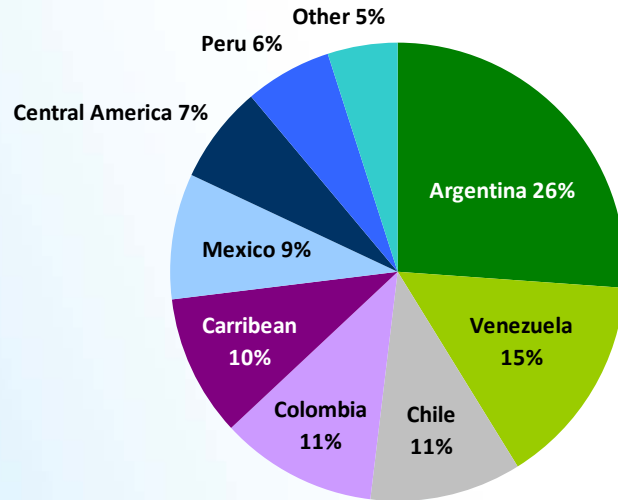


Note: Category growth figures are sourced from IRI/Nielsen also on current dollar basis and for 3 Fiscal Years (CAGR) ended Apr/May 2011.

152



## Breakdown of Latin America Sales



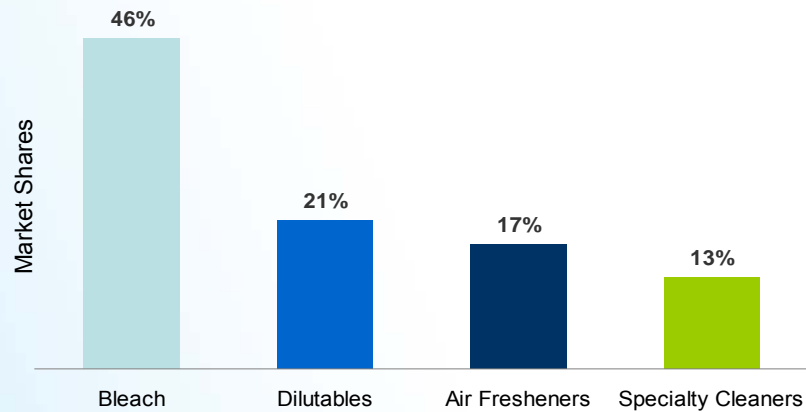
Sales by region based on FY12 latest estimate.

153

THE CLOXCO COMPANY

## Latin America Portfolio Today - Strong Shares in Healthy Categories

Category Growth (3 Year CAGR*)	+7%	+5%	+12%	+12%
--------------------------------	-----	-----	------	------



Note: Clorox market shares are on current dollar basis and for Fiscal Year to date ended Dec-11/Jan-12. Category growth figures are sourced from IRI/Nielsen also on current dollar basis and for 3 Fiscal Years (CAGR) ended Apr/May 2011.

154

THE CLOXCO COMPANY

Apply the Same 3D Demand Building Model as We Do in the U.S.



155

THE CLOROX COMPANY

## Poett / Mistolin Brand Evolution

FROM



TO



▶ 12% CAGR (FY07 – FY11)

▶ #1 and #2 Dilutables Brand in Latin America

156

THE CLOROX COMPANY

## Poett / Mistolin : 3D Execution



**GROWTH IDEA:** Meet consumer's strong fragrance affiliation by transforming her environment with holistic sensorial experiences



- Longer lasting fragrance
- Makes cleaning enjoyable
- Recognized expert in fragrance
- Poett/Mistolin is "modern, happy & positive"

Multi-category  
Merchandising Platform  
("Casa Poett")



157

THE CLOROX COMPANY

## Poett Commercial



158

THE CLOROX COMPANY

## Future Growth

- ▶ Expect International top-line growth to outpace the U.S.
- ▶ Expect International to accelerate profit growth post-SAP investment
- ▶ Focus on current geographies and categories where we have scale and leading shares
  - Core emerging markets where we have scale (Latin America)
  - **Driving Stop the Spread of Infection (“SSI”) platform globally**

159

THE CLOROX COMPANY

## Driving the Stop the Spread of Infection (“SSI”) / Bleach Platform

### **Strategic focus on Clorox bleach platform expansion, leveraging:**

- Bleach-based cleaning is a strong tailwind in our current geographies
- Stop the Spread of Infection is a growing global concern
- Strong disinfecting equity
- 3D Capabilities

160

THE CLOROX COMPANY



## Clorox Brand – Building a Cleaning and Disinfecting Portfolio

FROM



TO



161

THE CLOROX COMPANY

## Clorox : 3D Execution

DESIRE

DECIDE

DELIGHT



Strong Cleaning and Disinfection in one Brand



- High shelf visibility
- Family merchandising and display



- Investing in demand creation
- Innovation at the right value
- Disinfecting solution for every domain

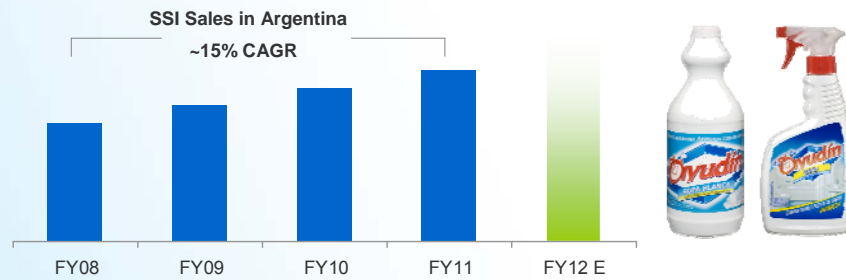
***Building Consumer Lifetime Loyalty***

162

THE CLOROX COMPANY

## Building a Cleaning and Disinfecting Portfolio : Argentina

- Ayudín has the highest household penetration of any consumer brand in Argentina
- 7 out of 10 Argentine households have an Ayudín product in them



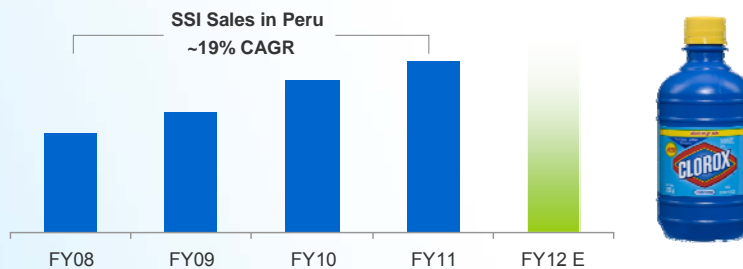
SSI Sales includes: bleach as well as disinfecting wipes and sprays.

163

THE CLOROX COMPANY

## Building a Cleaning and Disinfecting Portfolio : Peru

- Solid growth in Peru targeting low income consumers with affordable products
- Clorox is the #1 Bleach brand in Peru with 64% market share



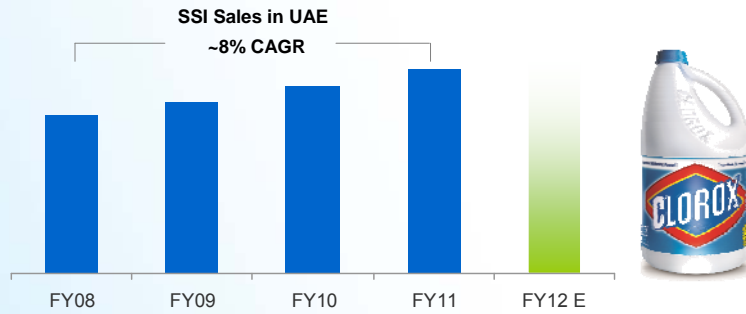
SSI Sales includes: bleach as well as disinfecting wipes and sprays.

164

THE CLOROX COMPANY

## Building a Cleaning and Disinfecting Portfolio : UAE

- Bleach-usage habit is the same as in Latin America
- Strong bleach category growth (7% CAGR last 3 years)
- Clorox is the #1 bleach brand with 89% market share



SSI Sales includes: bleach as well as disinfecting wipes and sprays.

165

THE CLOROX COMPANY

## Clorox SSI Commercial - Peru



166

THE CLOROX COMPANY

## Clorox SSI Commercial - UAE



167

THE CLOROX COMPANY

## Key Messages

- International has been a strong contributor to Company sales growth
- Expect International sales growth to continue outpacing domestic growth . . . with a focus on current geographies and categories
  - Entering BRIC countries NOT a strategic focus
- Recent profit decline driven by inflationary pressures and SAP investment . . . focused on profit growth while continuing to drive solid sales growth
- Beyond FY13, expect profit growth to outpace sales growth

168

THE CLOROX COMPANY

## Recent Pressures on Margin

### FY08 to FY11:

- Sales up 13%
- Operating Margin down ~300bps

### Margin Drivers:

Pricing	▲	Commodities & Other Inflation	▼
Cost Savings	▲	Country Mix	▼
		SAP Investment	▼

169

THE CLOROX COMPANY

## Path to Margin Recovery

- ▶ Pricing to recover commodities and other inflation
- ▶ Significant Cost-ovation opportunities
- ▶ Launch margin accretive new products
- ▶ Capture value from SAP implementation

170

THE CLOROX COMPANY

## Investing in SAP Platform for International Business

### What we are doing:

- ▶ Implementing SAP in Latin America
- ▶ Up and running in 5 of 12 countries
- ▶ Targeted for completion by end of FY13

### Expected benefits include:

- ▶ Can support future growth more efficiently
- ▶ Better decision making (higher visibility on operating cost)
- ▶ Improve cash flow management (including lower working capital)

171

THE CLORIX COMPANY

## Summary

- ▶ Expect International to outpace total company with mid- to high-single digit top-line, contributing about 1.0 to 1.5pts to total company growth
- ▶ Focus on current geographies and categories where we have scale and leading shares
- ▶ Accelerate profit growth post SAP implementation

172

THE CLORIX COMPANY



### Key Messages

- ▶ Made meaningful progress in reshaping our portfolio
- ▶ Regularly apply tools to optimize portfolio growth
- ▶ Clear strategic growth priorities have been defined for both In and Beyond The Core

## Portfolio Reshaping to Accelerate Growth Momentum

### THE CORE

#### U.S. Retail

- Acquired Burt's Bees
- Sold Auto Care business
- Repositioned Brita
- Reconfigured Glad
- Expanded Clorox equity
- Expanded Hidden Valley franchise

### BEYOND THE CORE

#### Professional

- Build Healthcare Business (SSI)
- Acquired Cal-Tech, HealthLink and Apicare

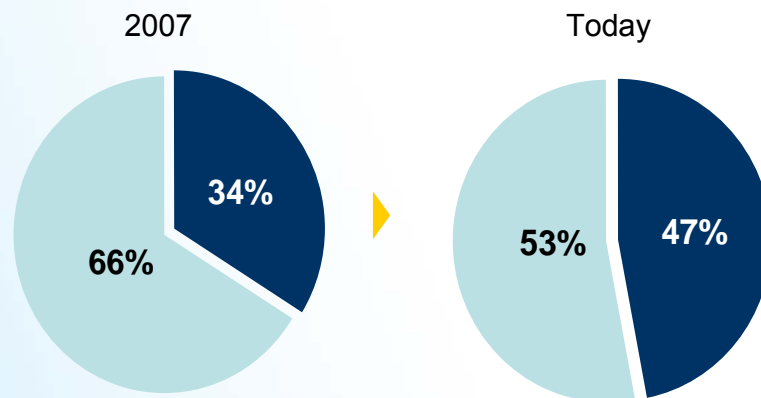
#### International

- Core markets & categories
- Acquired Colgate bleach brands
- Driving SSI Platform

175

THE CLOROX COMPANY

## Positioning Our Portfolio for Long-Term Growth



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

176

THE CLOROX COMPANY



## Tools to Assess Our Portfolio

- ▶ Consumer Megatrends
- ▶ Adjacency Mapping
- ▶ Portfolio Segmentation

177

THE CLORIX COMPANY

## Consumer Megatrends

**Health &  
Wellness**

**Sustainability**

**MEGA  
TRENDS**

**Multicultural**

**Affordability**

178

THE CLORIX COMPANY

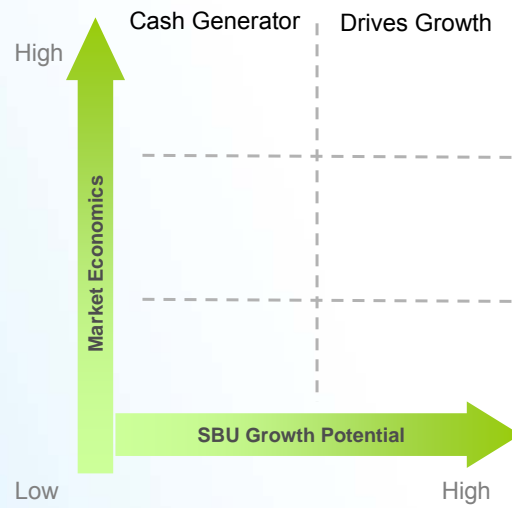
## Adjacency Mapping to Identify Growth Opportunities



179

THE CLOROX COMPANY

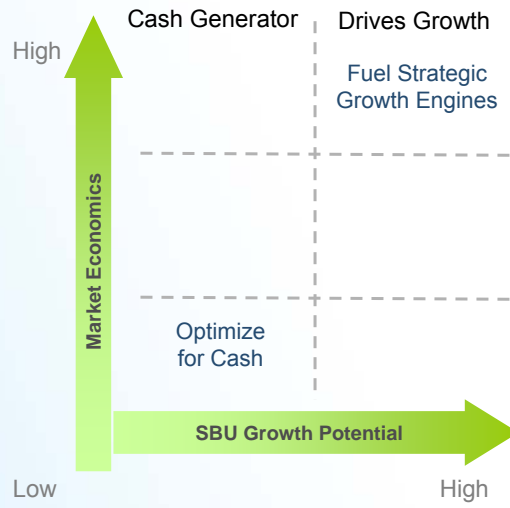
## Portfolio Segmentation



180

THE CLOROX COMPANY

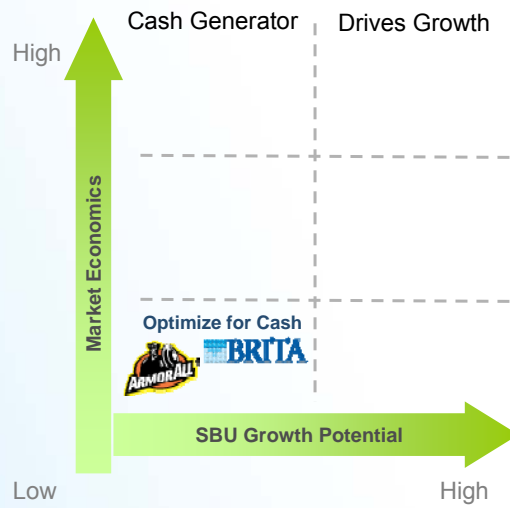
## Portfolio Segmentation



181

THE CLORIX COMPANY

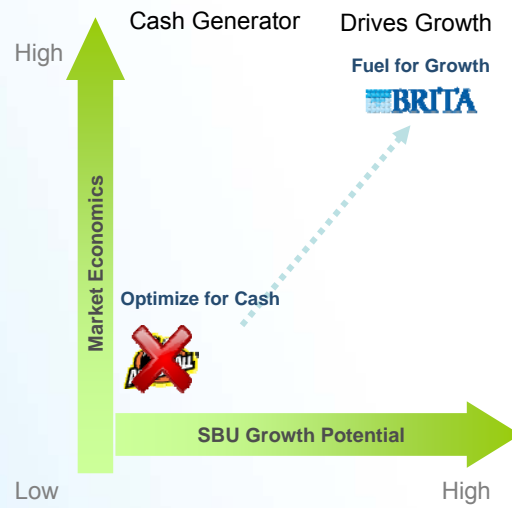
## Portfolio Segmentation



182

THE CLORIX COMPANY

## Portfolio Segmentation



183

THE CLOROX COMPANY

## Strategic Growth Priorities

### THE CORE

#### U.S. Retail

- Stopping the Spread of Infection (SSI)
- Natural Personal Care & Natural Cleaning
- Water Filtration

### BEYOND THE CORE

#### Professional

- SSI Healthcare

#### International

- SSI
- Natural Personal Care

3D Innovation

184

THE CLOROX COMPANY

## Summary

- ▶ Made meaningful progress in reshaping our portfolio
- ▶ Regularly apply tools to optimize portfolio growth
- ▶ Clear strategic growth priorities have been defined for both In and Beyond The Core



## Driving Profitable Growth

**Steve Robb**  
SVP and Chief Financial Officer

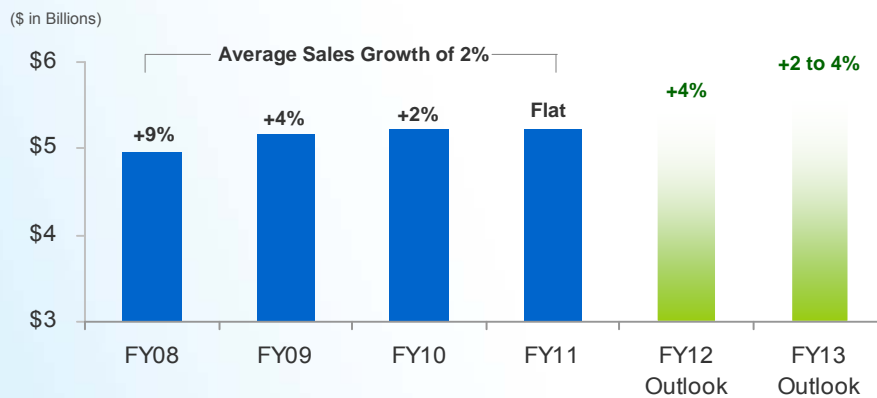
## Key Messages

- ▶ Delivered solid growth in tough environment
- ▶ Focus on rebuilding margins
- ▶ Use of cash remains shareholder-friendly

187

THE CLOROX COMPANY

## Consistent Top-Line Growth in Challenging Environment...

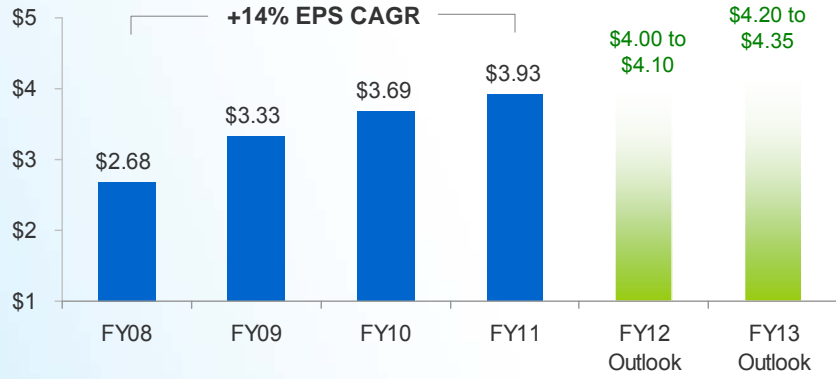


NOTE: In Q1 FY11, the Company reclassified its Auto Care businesses to Discontinued Operations.  
FY08 through FY10 results have been adjusted to exclude the Auto Care businesses. FY12 and FY13 Outlook are as of May 2, 2012 Earnings Call.

188

THE CLOROX COMPANY

## ...Solid EPS Performance



NOTE: In Q1 FY11, the Company reclassified its Auto Care businesses to Discontinued Operations. FY08 through FY10 results have been adjusted to exclude the Auto Care businesses. FY12 and FY13 Outlook are as of May 2, 2012 Earnings Call.

189

THE CLOROX COMPANY

## FY12 Outlook

**Sales Growth**  
About 4%

- Categories: About flat
- Innovation: 3+ pts
- Year to date growth of +5%

**Gross Margin**  
-125 to -150 bps

- Commodities impact of \$140 to \$150M
- Other inflationary pressures of \$40 to \$50M
- Cost savings of \$90 to \$100M
- Unfavorable mix

**EPS**  
\$4.00 to \$4.10

- Selling and Admin of about 15% of Sales
- Restructuring-related expenses of about \$50M to \$55M
- Tax rate of 32% to 33%

NOTE: The above outlook is as of May 2, 2012 Earnings Call

190

THE CLOROX COMPANY

## FY13 Outlook

**Sales Growth**  
2% to 4%

- Categories: Flat to +1 pt.
- Innovation: About 3 pts
- Pricing/Mix about flat

**EBIT Margin**  
About Flat

- Modest gross margin improvement
- Cost savings of about 150 bps
- Unfavorable mix
- Selling & Admin about 15%
- Restructuring-related expenses of about \$50M to \$55M

**EPS**  
\$4.20 to \$4.35

- One time gain of 5¢ to 7¢ related to real estate optimization
- Higher tax rate of about 34% (7¢ to 8¢ diluted EPS impact)

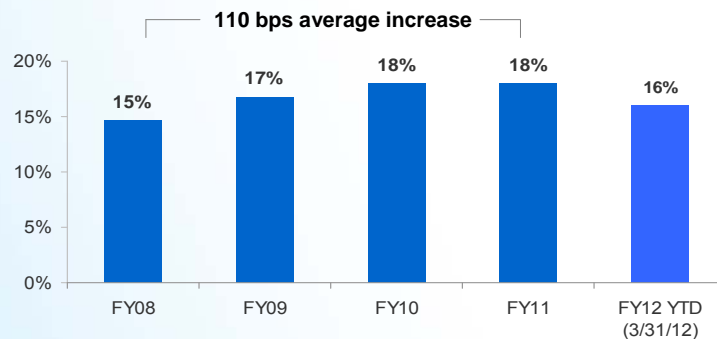
NOTE: The above outlook is as of May 2, 2012 Earnings Call

191

THE CLOROX COMPANY

## EBIT Margin Trends

- Strong margin growth FY08 - FY10
- Recent decline driven by commodity costs, mix and infrastructure investments



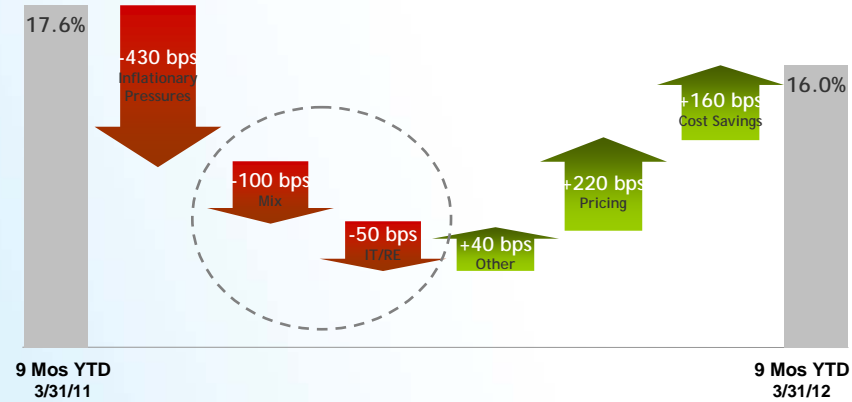
NOTE: In Q1 FY11, the Company reclassified its Auto Care businesses to Discontinued Operations. FY08 through FY10 has been adjusted to exclude the Auto Care businesses.

THE CLOROX COMPANY



## EBIT Margin – FY12 YTD

EBIT Margin drivers are cumulative  
(change from YTD 3/31/11 to YTD 3/31/12)



NOTE: The above gross margins have been adjusted to account for sale of the Auto Care business in Q1 of FY11. "Other" includes Trade, Mix, FX, S&A, A&SP and Other Income/Expense.

THE CLOROX COMPANY

## Path to EBIT Margin Expansion (+25bps to +50bps)

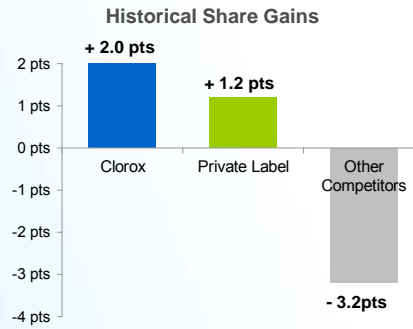
- ▶ Take pricing to offset commodity and other inflation
- ▶ Reduce S&A to historical levels
- ▶ Improve mix
- ▶ Continue driving cost savings

194

THE CLOROX COMPANY

## U.S. Pricing and Share

- Successful track record (61 of 63 price increases executed since Jan 2005 still in the market)
- Took pricing on about 70% of the U.S. portfolio
- Steady market share gains, reaching record-highs in April 2012



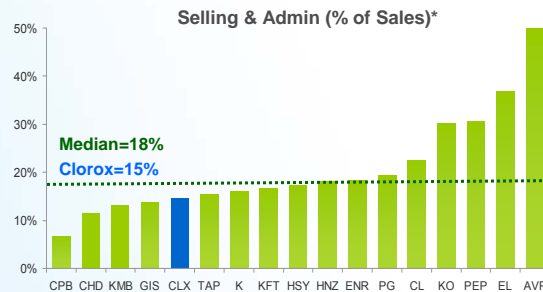
NOTE: The above pricing actions and market share data are for U.S. categories only. All Outlet data is compiled using IRI tracked channel data and IRI panel data.

195



## Lean Operating Structure

- Portfolio synergies and disciplined overhead management
- Strategic investments increase current S&A level but will help drive future efficiencies
- Goal: Reduce S&A to historical levels (14% or less)



\*CLX: Based on FY12 Outlook. Peers: Based on each companies year end numbers from SEC filings and FactSet.

196



## Actions to Improve Mix

- ▶ Drive trade-up through innovation
- ▶ Reshape the portfolio
  - Grow higher margin products faster
- ▶ Improve margin on larger-size value items
  - Cost-o-vation
  - Active price curve management
- ▶ Continue to optimize trade spending



197

THE CLOROX COMPANY

## Cost Savings is in Our DNA

- Well-established program
- Strong track record of delivering 150+ bps in margin
- Continue to invest in future productivity
  - \$20M to \$30M in restructuring-related expenses every year



198

THE CLOROX COMPANY

## Recent Examples of Cost Savings

### BUY

Global Supply	Leverage global purchasing power
Charcoal Redesign	Add grooves; Better performance & reduced materials
Clorox Liquid Bleach	Formula concentration
Litter Package	Pails to bags; improved user experience & reduced materials

### MAKE

WCM	World Class Manufacturing – Operating efficiencies
LATAM	Leverage growing scale/bring in-house, reduce packaging/waste

### SHIP

Atlanta HUB	Consolidated Homecare network at Atlanta
Logistics	Streamlined truckload bidding
WCD	World Class Distribution – Interplant freight & warehouse network

### SG&A

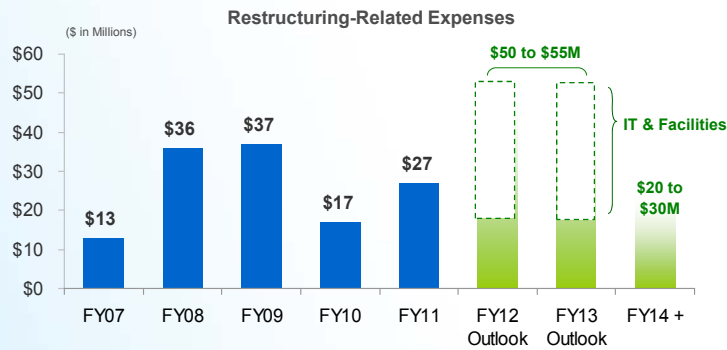
IT	Outsource IT activities
Ad Agency	Integrated structure with increased efficiency
Operating Model	Enables better/faster execution of our Centennial Strategy

199

THE CLOROX COMPANY

## Investing in Future Productivity

- Annual restructuring-related expense of \$20M to \$30M
- Incremental investments to upgrade decision-making capability
- Investment expected to decline to historical levels in FY14 (S&A 14% or less)



THE CLOROX COMPANY

## Expected Benefits from Strategic Investments

### SAP Investment

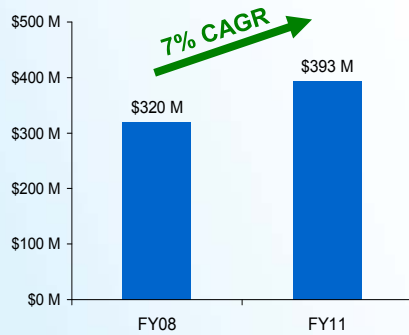
- Enable future growth
- Improve decision making (better visibility)
- Enhance cash flow (including lower working capital)

### Innovation Facilities

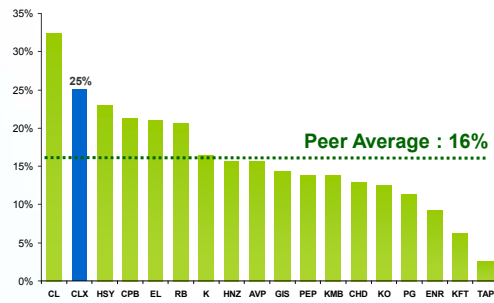
- Improve cross-functional collaboration
- Faster speed-to-innovation
- Better asset utilization

## Delivered Solid Results: EP and ROIC

### Solid EP Growth <sup>(1)</sup>



### Top-Tier ROIC <sup>(2)</sup> (12 months ending June 30, 2011)

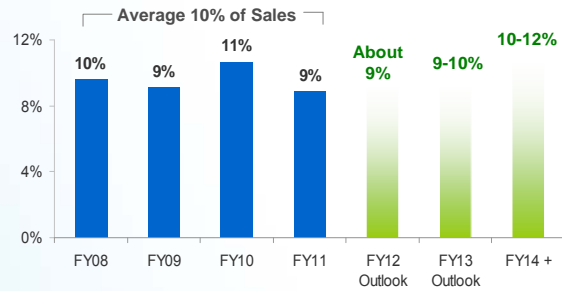


(1) Excluding Global Auto Care business. Economic Profit figures used for compensation include Global Auto Care business.

(2) Return on invested capital (ROIC) a non-GAAP measure is calculated as net earnings tax adjusted, as a percentage of invested capital

## 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 FY14:
  - CAPEX equal to or less than D&A (post-SAP and facilities investments)
  - Margin improvement



NOTE: Free cash flow is defined as cash flow from operations less capital expenditures. FY08 – FY10 numbers have been adjusted to exclude the Auto business sold in Q1 of FY11.

201

THE CLORIX COMPANY

## Uses of Cash

### Use 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

202

THE CLORIX COMPANY

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



Shares Outstanding **214M** 180M 154M **130M**

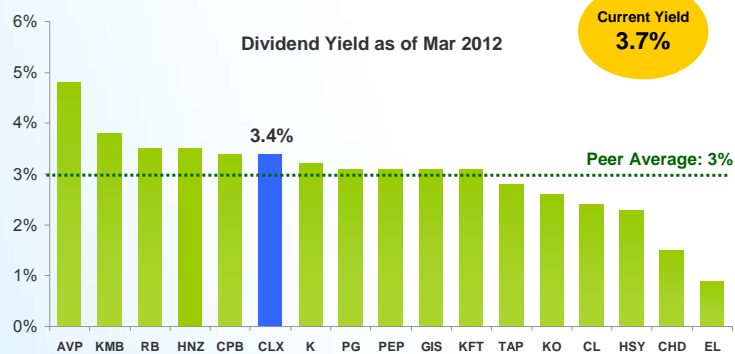
Shares outstanding are basic shares as of each fiscal year end.

203

THE CLOROX COMPANY

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

- Dividends have increased each year since 1977
- Recent increase of nearly 7% announced in May 2012



NOTES:

Clorox's dividend yield of 3.4% calculated using \$2.35 dividend per share (trailing twelve months) and closing stock price as of Mar 31, 2012 (~\$69). The current yield of 3.8% annualizes the latest quarterly dividend of \$0.64/share and the closing stock price as of Mar 31, 2012 (~\$69).

204

THE CLOROX COMPANY

## Expectations Beyond FY13

### Sales Growth of 3% to 5%

- Slow category recovery (Flat to +1pt)
- Raised target to 3pts from innovation
- Flat to +1pt: Price / Mix / FX

### EBIT Margin Expansion (+25bps to +50bps)

- Gross Margin recovery
- Reduced Selling & Admin expense as FY12/FY13 investments taper off

### Strong Free Cash Flow Supports Shareholder Returns

- CAPEX returns to historical average by FY14
- Use of cash priorities continue to be shareholder-friendly

205



## Key Messages

- ▶ Delivered solid growth in tough environment
- ▶ Focus on rebuilding margins
- ▶ Use of cash remains shareholder-friendly

206







## Don Knauss

Chairman and Chief Executive Officer

### Key Messages

**The Goals and Aspirations, Where to Play, How to Win and How to Configure choices in the Centennial strategy were largely successful in a very difficult environment.**

- Delivered solid Economic Profit (EP) and TSR growth against our goals
- Our 3D capability drove share - only branded player to gain share over the last four years

**We can achieve our aspiration of top tertile TSR with 3% - 5% topline growth, margin improvement, and an evolution of the Centennial strategy.**

- U. S. Core** Drive 3D innovation/adjacency efforts (1.5-2.5 points of total company sales growth)
- Professional** Focus our healthcare business in acute care channels (0.5+ pts)
- International** Drive strong growth, focusing on current geographic footprint (1.0-1.5 pts)  
Capture value from our international I.T. investments.
- Margins** Enhance margins with mix, cost savings, pricing, trade spending and admin spending

**In 2013, we will be refreshing our strategy to extend the horizon to 2020.**

## Why Invest in Clorox?

### Very solid performance in a difficult economic environment

- Grew market share during recession (+2.0 pts since 2007)
- Double-digit EPS growth (FY08 through FY11)

### Leading brands - well positioned to benefit as the economy improves

- Brand strength: nearly 90% of portfolio has #1 or strong #2 market share
- Raising innovation growth goal from 2 points to 3 points annually

209



## Why Invest in Clorox?

### Margin improvement opportunity

- Track record of delivering cost savings and committing to continue 150+bp annual benefit
- Brands have demonstrated pricing power
- Conclusion of current strategic investments (IT and R&D) will improve margins

### Committed to creating long-term stockholder value

- Strong free cash flow generation continues
- 35 years of dividend increases (doubled annual dividend per share from FY07 to FY11)
- History of returning cash to shareholders (\$2.7 billion from FY07 to FY11)

210

