

The Clorox Company Global Staples Forum



Safe Harbor



Except for historical information, matters discussed in this presentation, including statements about the success of the Company's future volume, sales, costs, cost savings, earnings, earnings per share, diluted earnings per share, margins, foreign currencies, foreign currency exchange rates, tax rates, cash flows, plans, objectives, expectations, growth or profitability, are forward-looking statements based on management's estimates, assumptions and projections. Important factors that could affect performance and cause results to differ materially from management's expectations are described in the Company's most recent Form 10-K filed with the SEC, as updated from time to time in the Company's SEC filings. Those factors include, but are not limited to, risks related to competition in the Company's markets; volatility and increases in commodity, energy, transportation and other costs; the Company's ability to drive sales growth and increase market share; dependence on key customers; increase in sales of consumer products through alternative retail channels; information technology security breaches or cyber attacks; government regulations; political, legal and tax risks; risks relating to acquisitions, new ventures and divestitures; economic and financial market conditions; international operations and international trade, including price controls, foreign currency fluctuations, labor claims and labor unrest, and potential harm and liabilities from use, storage and transportation of chlorine in certain markets; the ability of the Company to innovate, to develop commercially successful products and to implement cost savings; the success of the Company's business strategies; the Company's business reputation; the effects of the Tax Cuts and Jobs Act; the venture agreement with P&G related to the Company's Glad® business; supply disruptions; product liability claims, labor claims and other legal proceedings; the Company's ability to attract and retain key personnel; environmental matters; the Company's ability to assert and defend its intellectual property rights; and the impacts of potential stockholder activism.

Key Messages

- US-centric company - leading brands in mid-sized categories, consistently generated strong cash flow
- 2020 Strategy and focus on Tech Transformation allow us to lead through digital disruption
- Early investment in digital and eCommerce is delivering wins

Technology is Center to 2020 Strategy

Mission

- We make everyday life better, every day

Objectives

- Maximize economic profit
- Big-share brands in mid-sized categories and countries

Strategy

- Drive superior consumer value behind strong brand investment, innovation and technology transformation
- Accelerate portfolio momentum in and around the core
- Fuel growth by reducing waste in our work, products and supply chain
- Engage our people as business owners

Strong Progress on Tech Transformation

eCommerce

Integrate the Physical and Digital Retail Worlds to Meet Shopper Needs



Product & Packaging



Winning the Algorithm



Enhanced Content

Digital Marketing

Leverage Data, Technology and Analytics to Drive Consumer Engagement



More Targeted



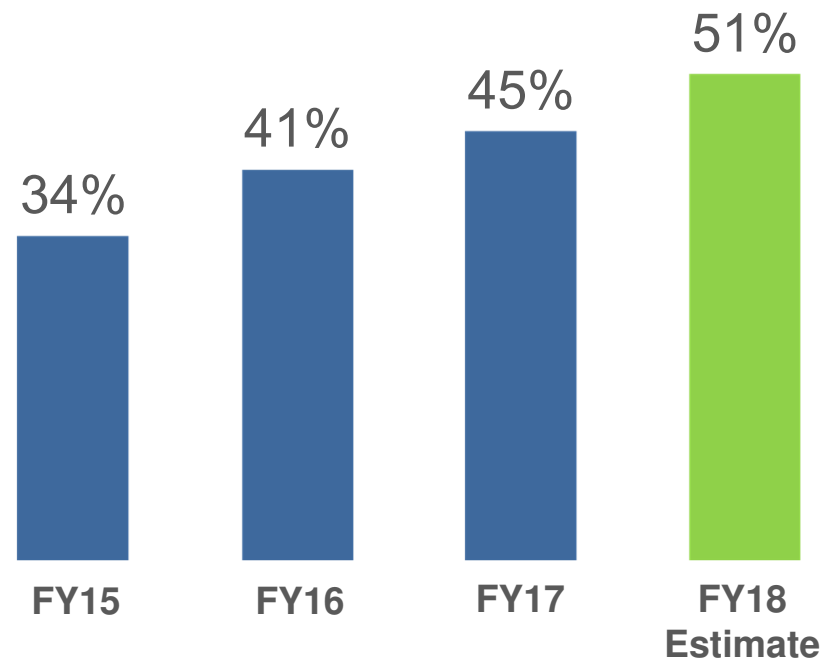
More Personalized



More Real-Time

We Continue to Lean Into Digital Engagement

ROI based discipline
resulting in **over 50%**
of our media in digital



Accelerating Growth in eCommerce

- Early investment in eCommerce is paying off
- Adapting Clorox capabilities to a digital application
- Leveraging our strength in category management and shopper marketing



amazon

chewy

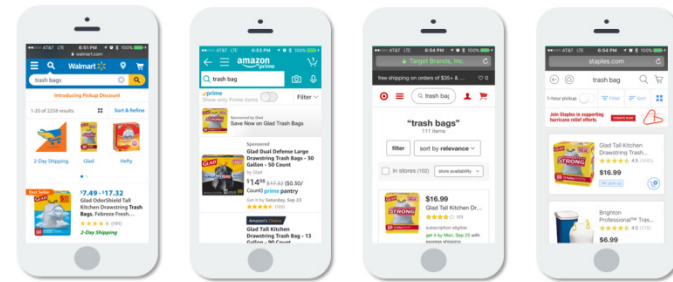
STAPLES

jet

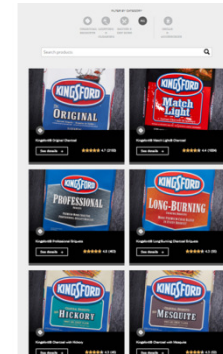
Walmart

Applying Clorox Capabilities to Digital

- Category Management: Top of the page' is online equivalent of eye-level shelving



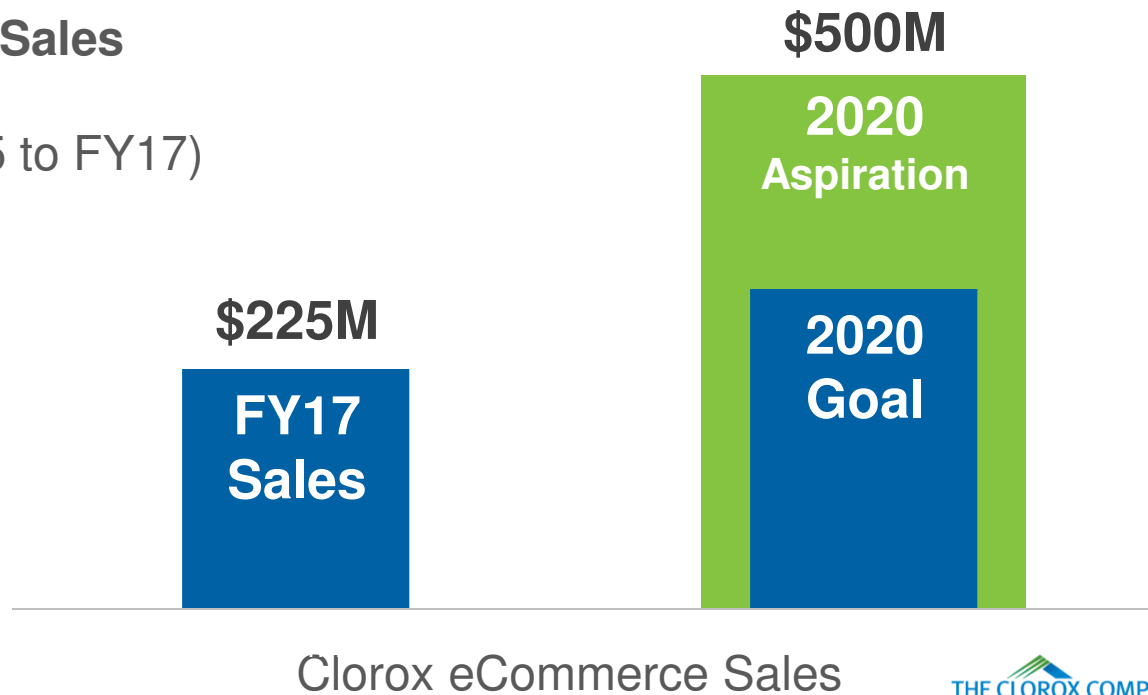
- Shopper Marketing: Engaging shoppers online with relevant and customized content



Closing in on 2020 \$500M Aspiration



- Early investment in eCommerce is paying off
- ~4% of Total Company Sales
- 37% Sales CAGR (FY15 to FY17)



FY17 include eCommerce sales from RenewLife acquisition



Examples of Recent Wins



amazon.com

Burt's Bees
Holiday Campaign

Walmart

Spring Cleaning
Omnichannel Event



Renew Life
Share Growth

天猫 Tmall.com

Burt's Bees
Store



Our Partners Help Build World-Class Digital

Select Partners:



Q&A

