



Barclays Global Consumer Staples Conference

Benno Dorer

Chairman and Chief Executive Officer

Kevin Jacobsen

Chief Financial Officer



September 2018

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, including as a result of the Nutranext acquisition, 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, including as a result of the Nutranext acquisition, new ventures and divestitures; changes in U.S. tax, immigration or trade policies, including tariffs, and financial market conditions; international operations and international trade, including price controls, foreign currency fluctuations and devaluations and foreign currency exchange rate controls, 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

- Continued confidence in our 2020 Strategy
- Solid progress behind decisive actions to address near-term headwinds
- Maintaining focus on long term profitable growth and long term investment case remains solid

How We Create Value



Leading Brands

Over 80% of Global Sales from #1 or #2 Share Brands

Selected Countries/Categories:

	United States	Share Position		International	Share Position
	Disinfecting Wipes	#1		Argentina Bleach	#1
	Bleach	#1		Saudi Arabia Bleach	#1
	Toilet Bowl Cleaner	#1		Malaysia Bleach	#1
	Dilutable Cleaners	#1		Peru Bleach	#1
	Drain Care	#2		Hong Kong Wipes	#1
	Charcoal	#1		Chile	#1
	Salad Dressing	#1		Canada	#1
	Cat Litter	#2		Canada	#1
	Premium Trash Bags	#1		Australia	#1
	Food Wraps	#1		Argentina	#2
	Natural Lip Care	#1		Chile	#1
	Water Filtration	#1		Canada Trash Bags	#2
	Probiotics – Natural Channel	#2		Canada Food Wraps	#1
				China* Food Protection	#1
				Hong Kong Food Protection	#1
				Canada Natural Lip Care	#1

-US share position: dollar market share, IRI MULOP 52 weeks ending 6/17/18
 -International share : dollar market share 52 weeks endings Mar 2018, Nielsen Retail Measurement for International geographies except; IRI for Australia. *Guangzhou market



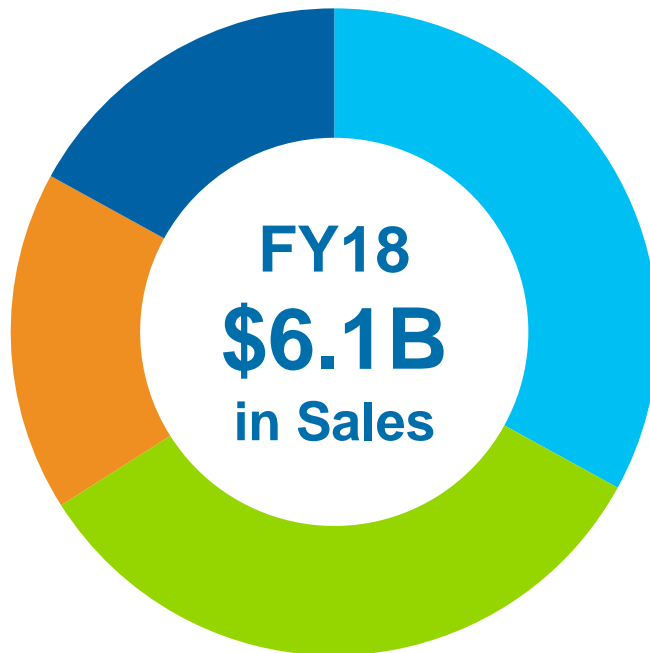
Mid-Sized Categories

International: 17%

Latin America	8%
Canada	4%
Australia / NZ	2%
Rest of World	3%

Lifestyle: 17%

 Hidden Valley	9%
 BURT'S BEES	4%
 BRITA	3%
 Nutranext	1%*



Cleaning: 34%

 Pine Sol	Home Care	19%
 CLOROX	Laundry	9%
 CLOROX HEALTHCARE	Professional	6%

Household: 32%

 GLAD	14%
 KINGSFORD	9%
 Fresh Step	7%
 Renew Life	2%

* Note: Reflects results following April 2018 acquisition. Expect Nutranext to contribute ~3pts of sales in FY19.



Evolving our Portfolio with Nutranext Acquisition



#2 in
Natural



#1 in
Natural

NEOCELL
the true science of collagen

#1 in
All Channels



Leading
DTC Brand

- Fast growing sub-segments within vitamins, minerals and supplement category
- Leading brands
- Attractive margins
- Leverages Clorox capabilities

Notes:

Share Source: SPINS Natural Latest 52 w/e 8 12 18; IRI MULO Latest 52 w/e 8 12 18.

NeoCell #1 position in Collagen is MULO + Natural Channel combined.

DTC: Direct to Consumer

Operational Excellence



8 *As of June 30th, 2018, Clorox's S&A/Sales was ~13.7% vs. peer average of 18% . This number does not include R&D or marketing expenses and excludes peers that do not disclose S&A separately from SG&A in their reported financial statements (Coca-Cola, Reckitt-Benckiser). Peer group consists of CHD, CL, PG, NWL, CPB, GIS, HSY, K, KHC, KDP, KO, PEP, COTY, EL, KMB, RB-GB.

Good Growth: Profitable, Sustainable, Responsible



PERFORMANCE



PEOPLE



PRODUCTS



PLANET

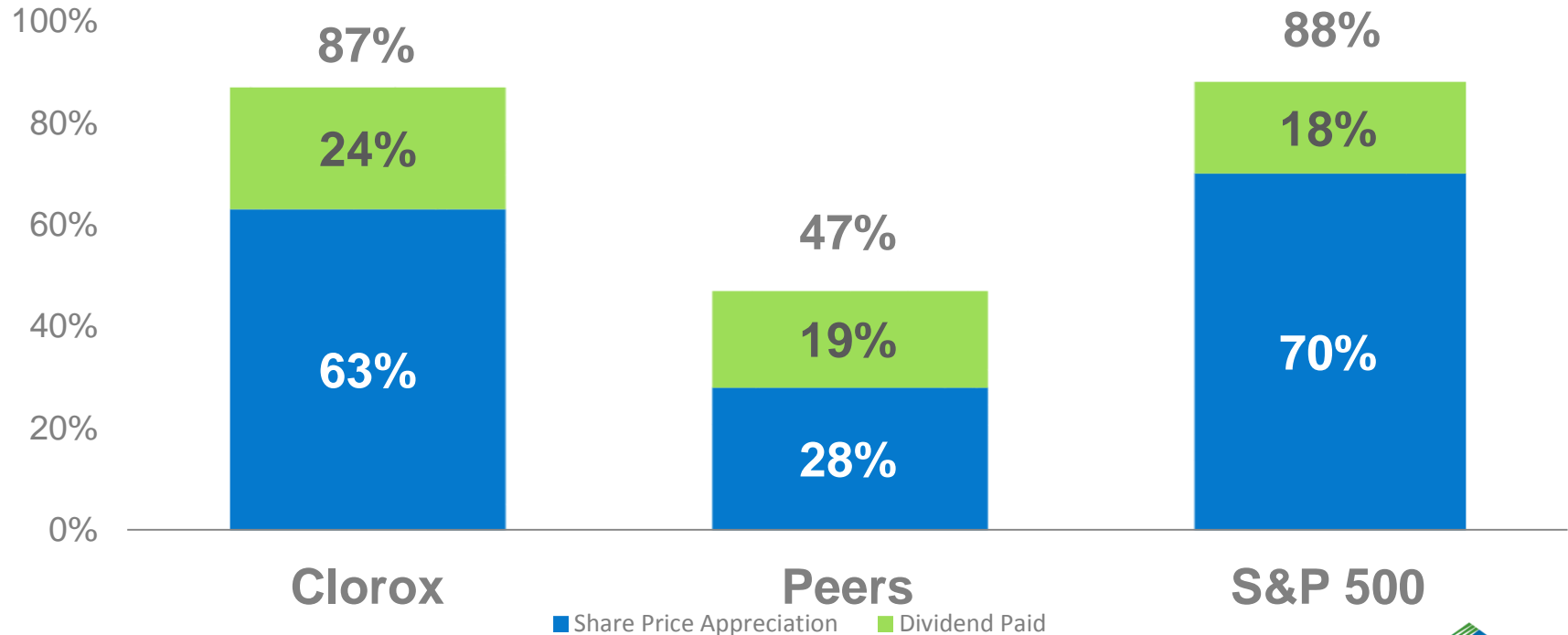


PURPOSE



Strong Shareholder Return behind 2020 Strategy

Total Shareholder Return - 5 Years Ending 6/30/2018



Peers consist of 16 companies: CHD, CL, COTY, CPB, KDP, EL, GIS, HSY, K, KHC, KMB, KO, RB-GB, NWL, PEP, and PG

Leading Through Strategic Change in CPG

Digital



>50% of Advertising

Retail



Growing with Top Retailers, eCom

Consumer Value



>50% Superior

Rising Costs



Cost Savings & Pricing

Currency Headwinds



Go Lean

2020 Strategy

Mission

- We make everyday life better, every day

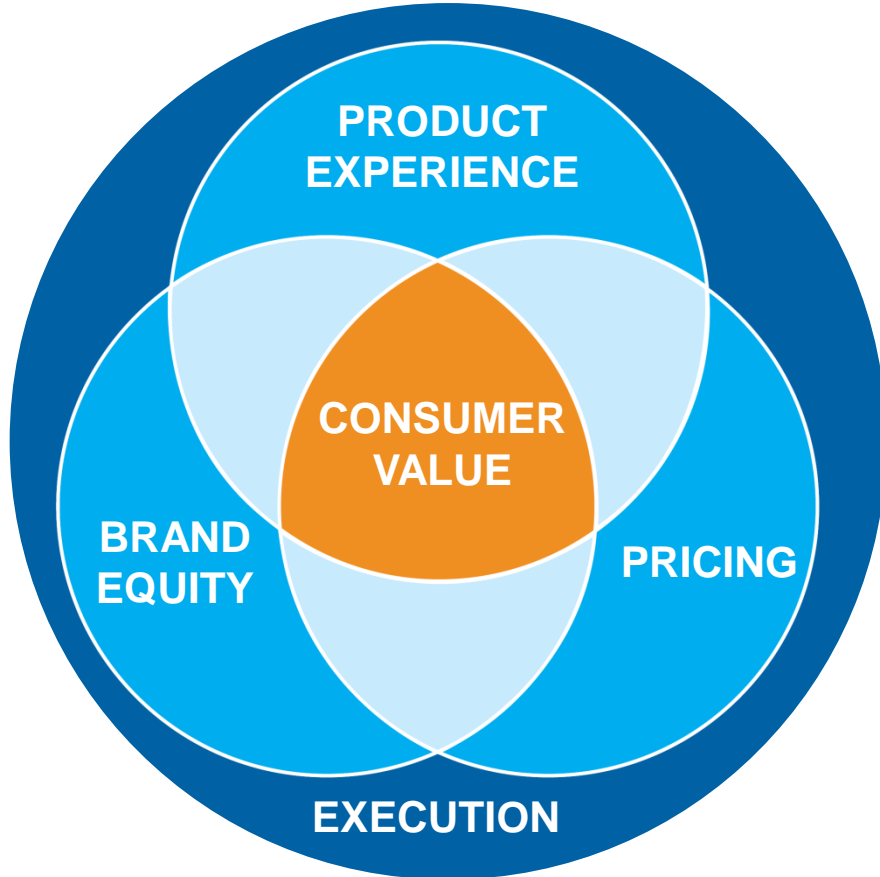
Objectives

- 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
- Fund growth by reducing waste in our work, products and supply chain
- Engage our people as business owners

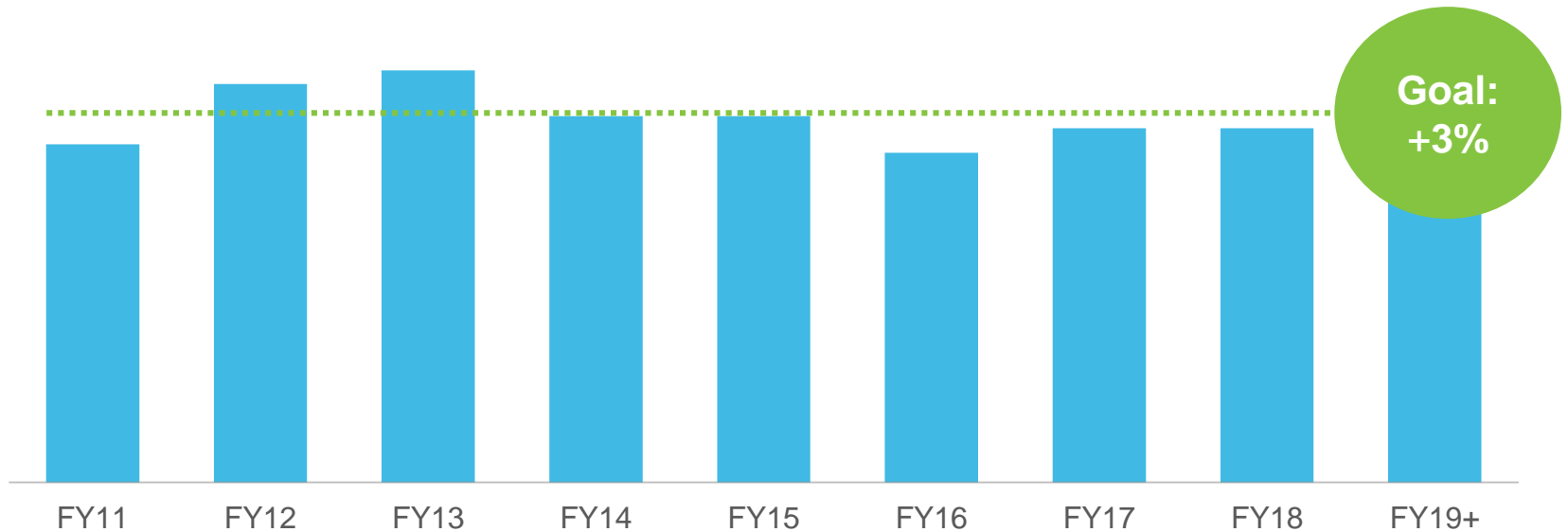
Driving Superior Consumer Value



- Value is an outcome of:
 - Great brand equity
 - Differentiated products
 - The right pricing
- Executing with excellence in-store and online

Innovation: Strong Track Record

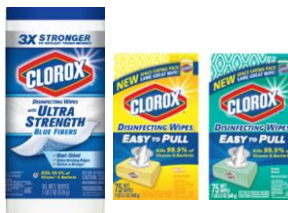
Incremental Sales Growth from Product Innovation
(Last 12 months)



Solid Pipeline to Continue the Momentum



FY18



Clorox Disinfecting Wipes: Ultra Strength & Easy to Pull



Burt's Bees Cosmetics



Glad ForceFlex Plus Advanced Protection



Clorox Performance Bleach with Cloromax



Clean Paws Low Track Litter



Scentiva New Scents & Bathroom Cleaners

FY19 FH



Burt's Bees Charcoal Face Mask



Burt's Bees Liquid Lipstick



Burt's Bees Body Wash



Scentiva™: Fresh Brazilian Blossom

FY19 BH

More to come...



Innovation Spotlight: Scentiva™ Platform



FY17: Hawaiian Sunshine

Launched March 2017

- Cleans, Disinfects and Deodorizes
- Delivers experiential custom scents from fine fragrance houses



FY17: Tuscan Lavender & Jasmine

Reinventing Scent Experience in Home Care



FY18: Pacific Breeze and Coconut

- 2 New Fragrances
- 5 new forms
(Aerosol Foam Cleaner, Toilet Cleaning Gel, Disinfection Foamer Spray, and Toilet Wand)



FY19: Fresh Brazilian Blossom





PRESENTS

Scentiva Results Driving Profitable Growth



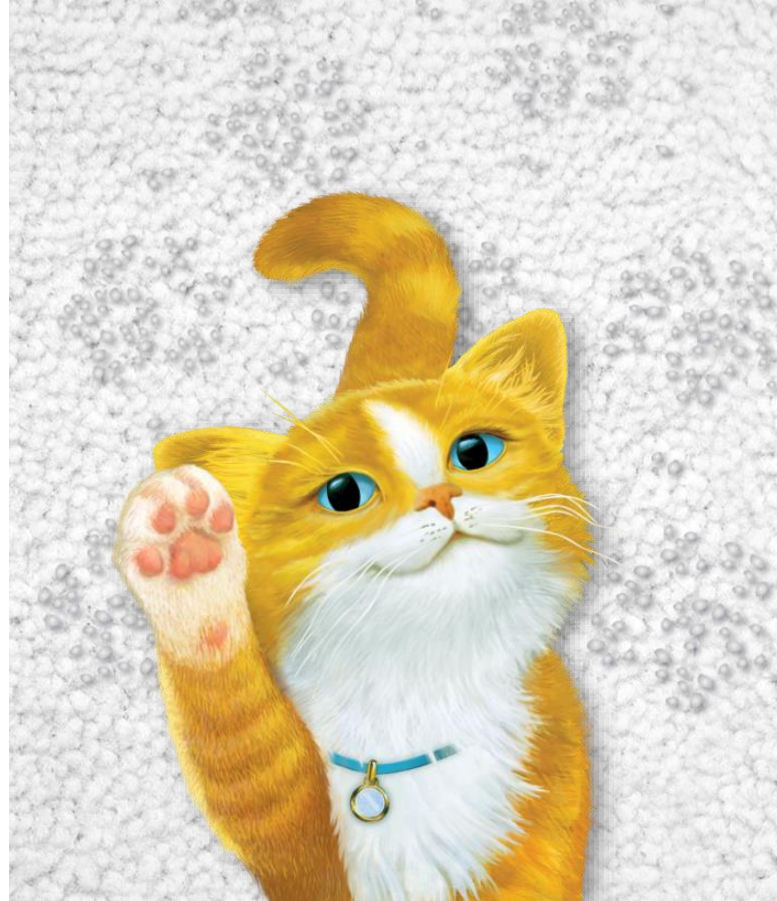
- Largest Home Care launch in 10 years¹
- Wipes double digit volume growth in FY18
- Home Care 4th consecutive year of share growth²
- Executing Pricing: Wipes (FY18), Sprays (FY19)

1: +5pts Household Penetration in 18 months

2. Share source IRI MULOP for 52 weeks ending 6/17/2018.

Innovation Spotlight: Fresh Step Clean Paws

- Tracking is biggest dissatisfier with Litter
- **Fresh Step Clean Paws** introduced in January 2018
 - **Larger Particles**
 - **Low Dust Formula**



Let's Start Fresh



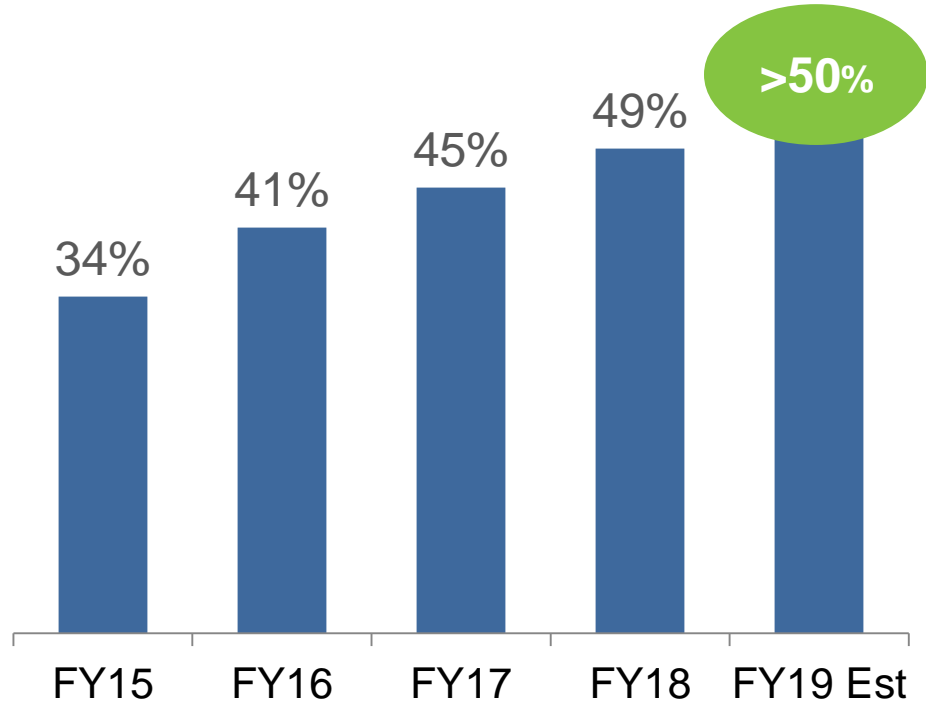
Clean Paws Results Driving Profitable Growth



- #1 new item in litter category in 2018
- Clean Paws +2.6 dollar share in FY18
- Litter mid-digit volume growth in FY18
- Litter 7th consecutive quarter of share gains
- Executing Pricing on Litter in FY19

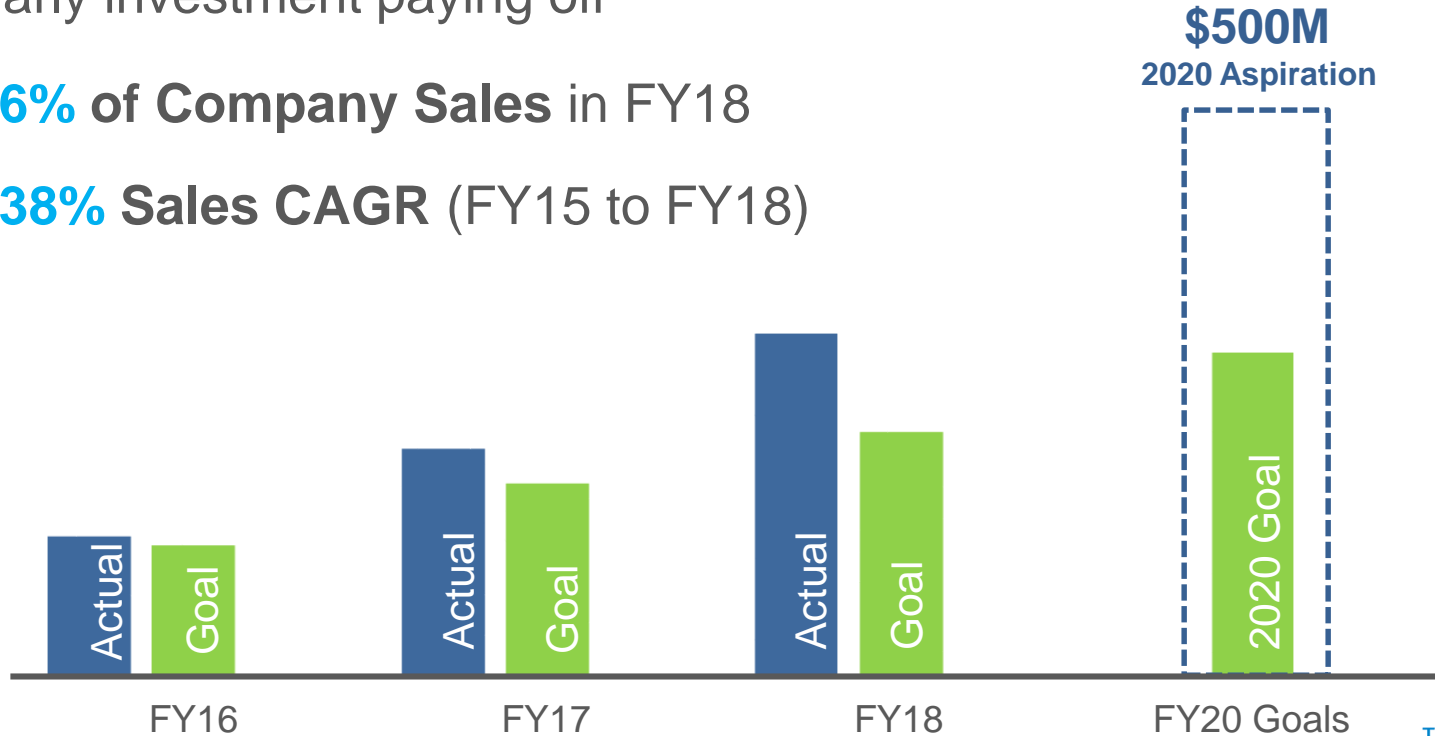
Leaning Into Digital Engagement

Expect to invest
over 50%
of media in digital



eCommerce Sales Well Ahead of Goals

- Early investment paying off
- **~6%** of Company Sales in FY18
- **+38%** Sales CAGR (FY15 to FY18)



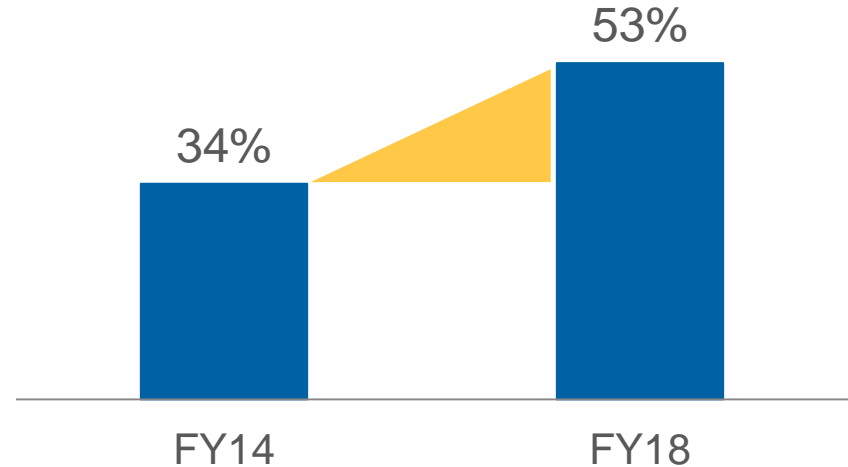
A Majority of our Portfolio is Value Advantaged



53%

of portfolio has superior consumer value.

% Sales Superior Consumer Value



Funding Growth by Reducing Waste

- Agile Enterprise transformation: **faster, more efficient** and **more consumer focus**
- Goal: **Deliver consumer value** with little or no unnecessary use of resources and time

\$25 million +

ROI annual
admin savings

196,000

Hours saved
through FY18

14

Avg. months to market
for new products
(vs 22 previously)

Superior Employee Engagement

SUSTAINABLE ENGAGEMENT



88%
(favorable score)

World Class Levels

vs. Fast Moving
Consumer Goods

vs. Global High
Performing Companies

+7*

+2*

Higher than Peers

87%
2016

88%
2017

88%
2018

Growing over time

Source: Willis Towers Watson

FMCG Norm: Based on responses from more than 160,000 employees globally.

Global High Performing Companies: Companies meeting two criteria: (a) superior financial performance, defined by a net profit margin and/or return on invested capital that exceeds industry averages; and (b) superior human resource practices, defined by employee opinion scores near the top among the most financially successful companies surveyed by Willis Towers Watson. Includes responses from over 140,000 employees at dozens of global organizations.

*Statistically Significant

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Financial Performance



Long-Term Growth Algorithm

U.S. Domestic

~80% of Clorox Sales
+2-4% annual growth

1.5 - 3.0 pts
company growth

International

~20% of Clorox Sales
+5-7% annual growth

1.0 - 1.5 pts
company growth

Total Company

annual growth
= +3 to 5pts

Annual EBIT Margin Improvement:

Annual Free Cash Flow:

+25 to +50 bps

11% to 13% of Sales

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.

Free Cash Flow (a non-GAAP measure) represents Operating Cash Flow from Continuing Operations less Capital Expenditures.

See reconciliation in the supplemental financial schedules located at: <https://investors.thecloroxcompany.com/investors/financial-information/quarterly-results/default.aspx>



FY18 Performance & FY19 Outlook



Sales
(vs Year Ago)

FY18
(12 months)

\$6.1B
(+3%)

FY19 Full Year Outlook
(Aug 2 earnings call)

~ 2% to 4%

Innovation: ~ +3pts
 Nutranext Acquisition
 & Aplicare Divestiture: ~+2.5pts
 FX: ~-2pts

**Diluted EPS
from cont. ops**
(vs Year Ago)

\$6.26
(+17%)

\$6.32 to \$6.52
(+1 to +4%)

Gross Margin: Flat to up modestly
 Selling & Admin: ~14% of Sales
 Adv. & Promo: ~10% of Sales
 EBIT Margin: ~ Flat
 Effective Tax Rate: ~23%-24%

Addressing Near-term Headwinds with Decisive Actions

- Rising input costs putting near-term pressure on margins
- Committed to keeping our business fundamentally strong and healthy through decisive and principled actions



Pricing



Cost Savings



**Margin Accretive
Innovation**



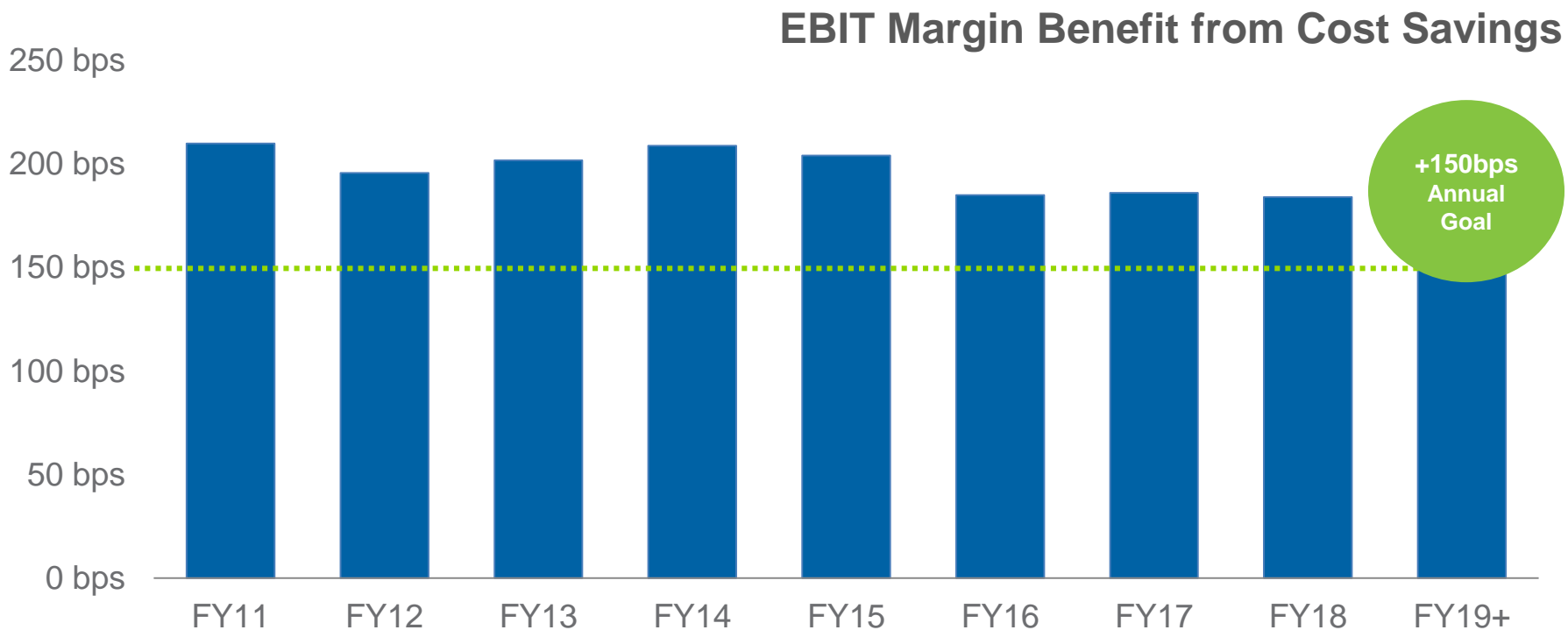
Go Lean

Executing Pricing in Support of Profitable Growth



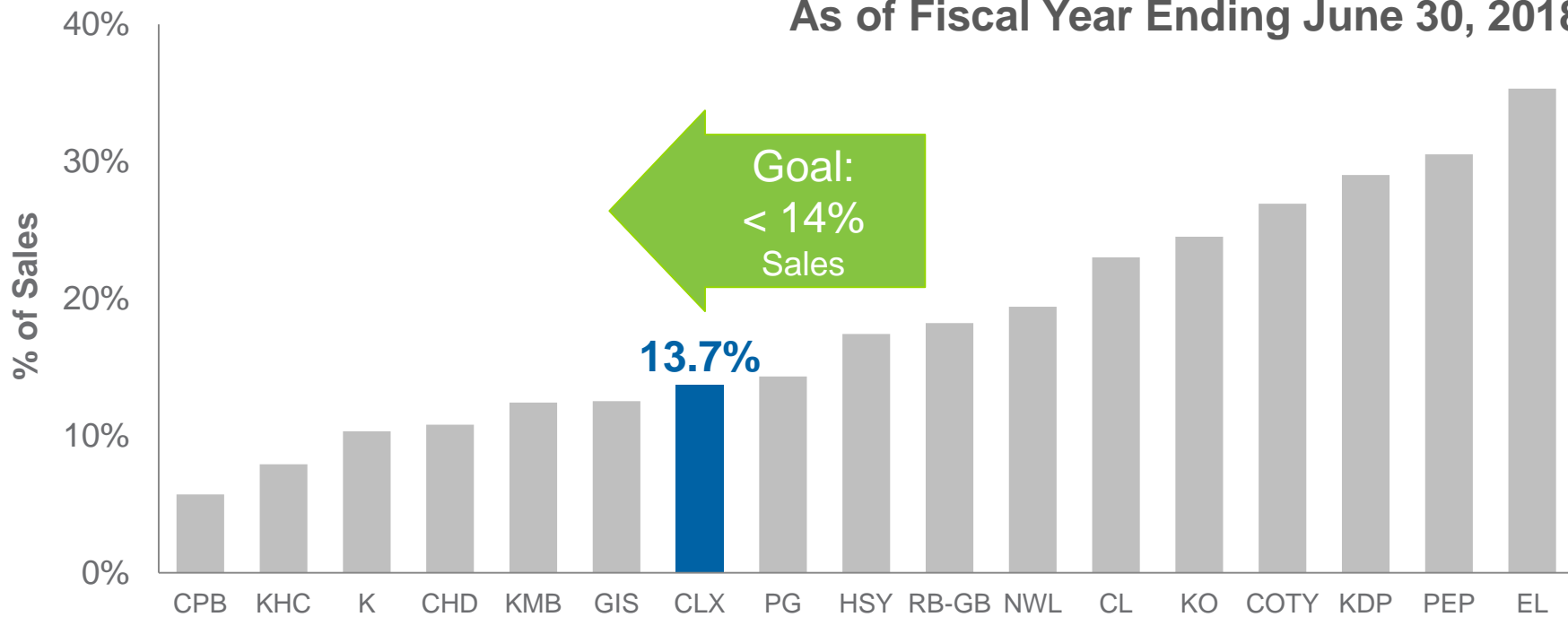
- Pricing 50% of portfolio
- In-line with expectations

Strong Track Record of Cost Savings



Continued Discipline on SG&A

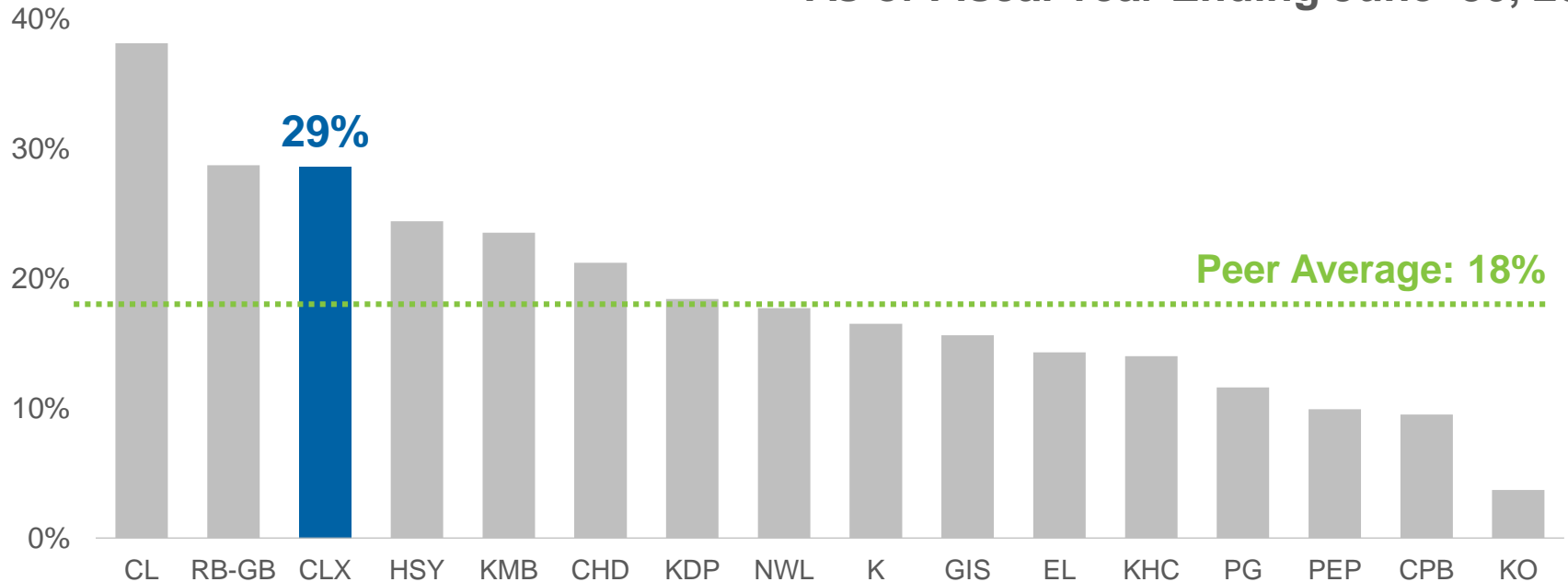
As of Fiscal Year Ending June 30, 2018



Delivering Top-Tier ROIC



As of Fiscal Year Ending June 30, 2018



Return on invested capital (ROIC), a non-GAAP measure, is calculated as earnings from continuing operations before income taxes and interest expense, computed on an after-tax basis as a percentage of average invested capital. Average invested capital represents a five quarter average of total assets less non-interest bearing liabilities. ROIC is a measure of how effectively the company allocates capital. Information on the Peer ROIC is based on latest publically available fiscal-end data from FactSet . Data pulled on 8/1/18. See reconciliation in the supplemental financial schedules located at: <https://investors.thecloroxcompany.com/investors/financial-information/quarterly-results/default.aspx>



Strong Free Cash Flow

Annual Free Cash Flow Goal raised to 11%-13% of Sales

Free Cash Flow % of Sales:

11%

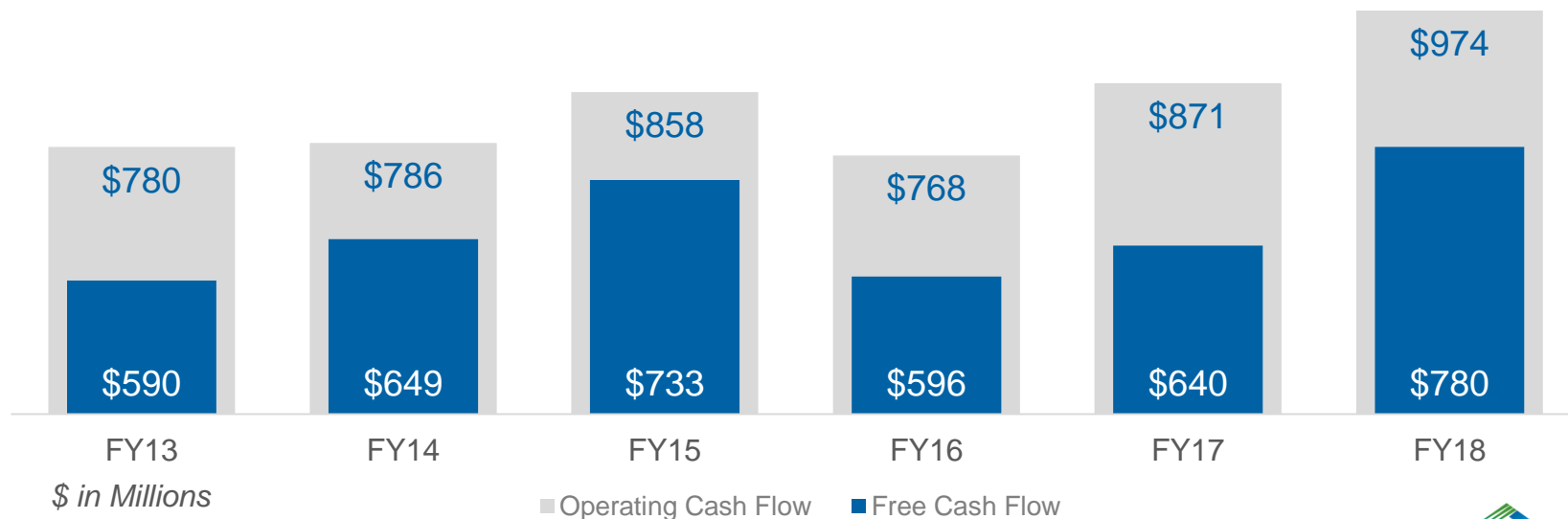
12%

13%

10%

11%

13%



Free Cash Flow (a non-GAAP measure) represents Operating Cash Flow from Continuing Operations less Capital Expenditures.

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Use of Cash Priorities



1. Debt Leverage = Gross Debt / EBITDA. EBITDA is a non-GAAP measure. See reconciliation in the supplemental financial schedules located at: <https://investors.thecloroxcompany.com/investors/financial-information/quarterly-results/default.aspx>

M&A Focus Unchanged

Strong Fit with
Strategy & Capabilities

Strong, US
Centric Brands

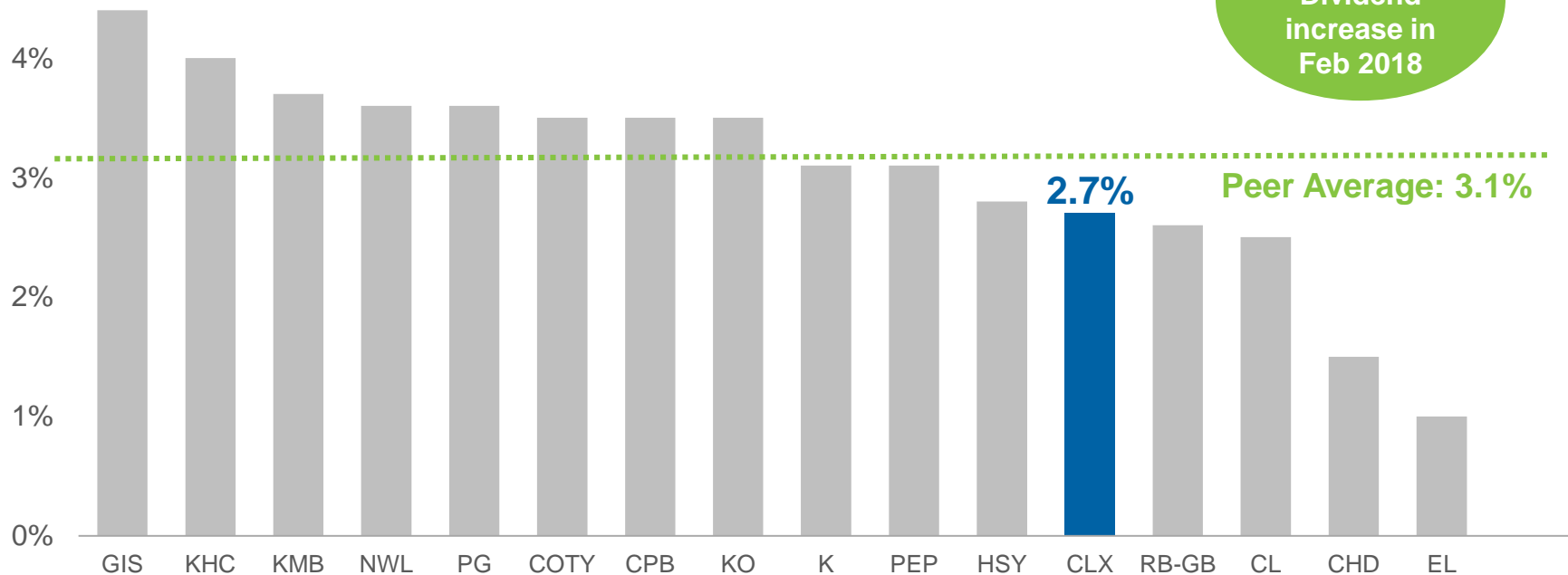
Fast Growing

Margin Accretive

Healthy Dividend Growth...

Dividends Have Increased Each Year Since 1977

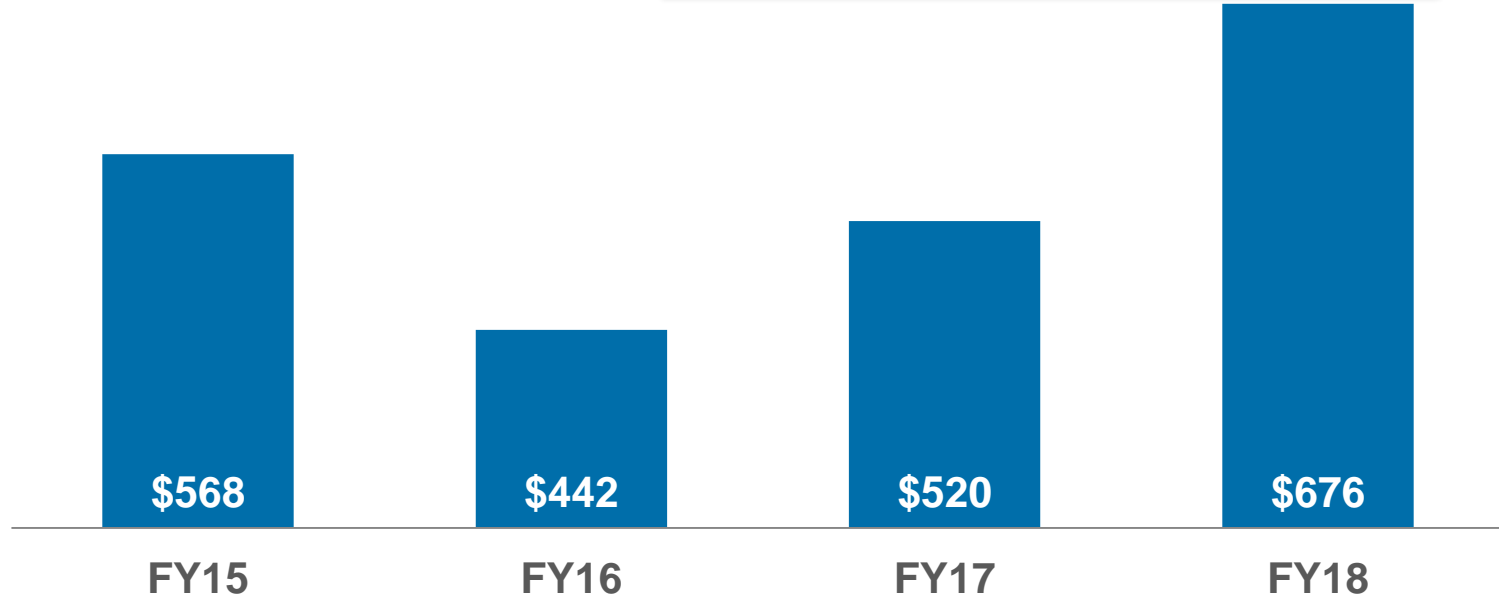
Dividend Yield as of June 30, 2018



Over \$2B Returned to Shareholders in the Last 4 Years

\$ in Millions

Initiated up to \$2B share repurchase program in May 2018



■ Cash Returned to Shareholders

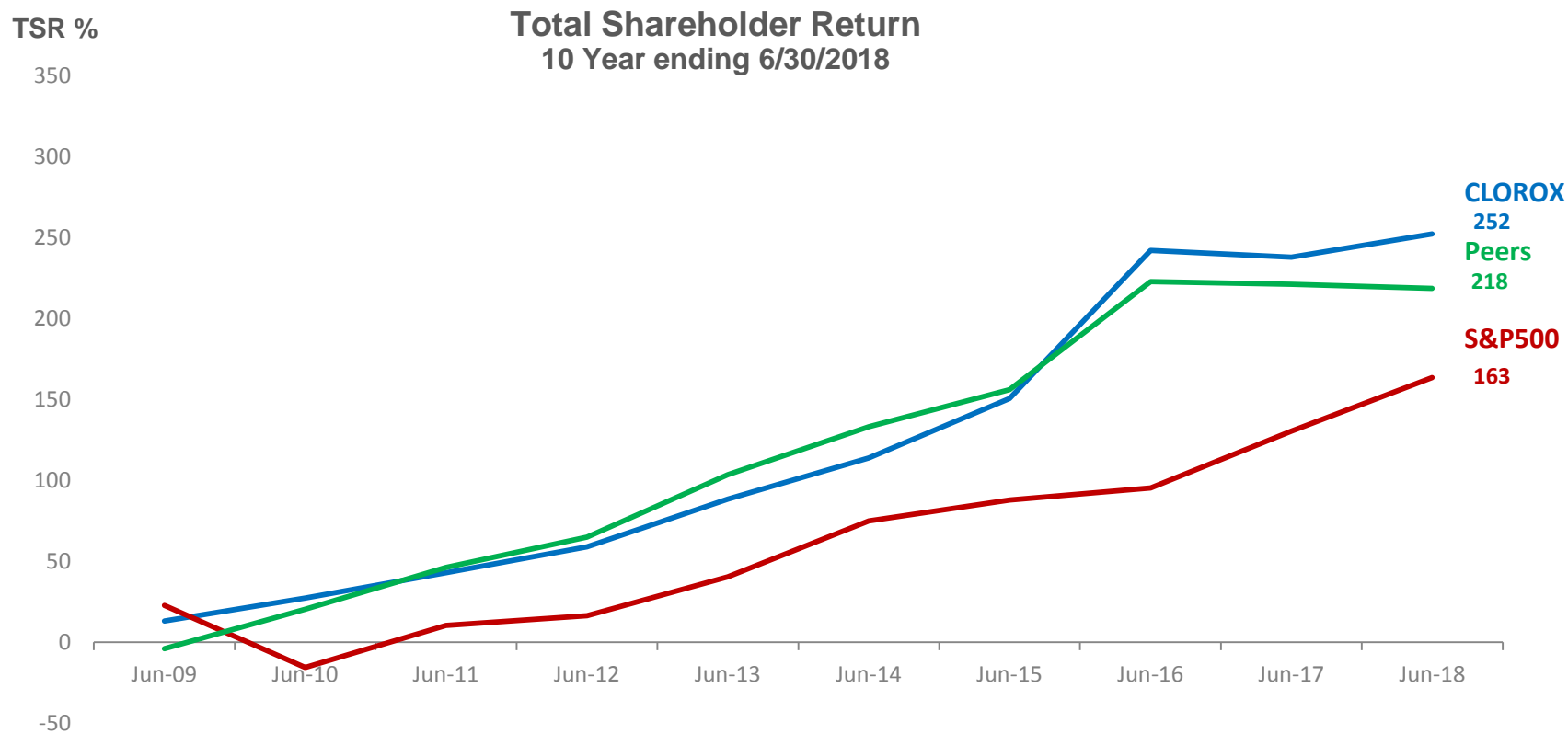


Long-Term Investment Case Remains Solid

- **Investing behind leading brands to grow categories and share**
 - 3%+ annual growth from innovation
 - Healthy brand building investments, including digital/eCommerce
- **Margin improvement opportunities continue to exist**
 - Leverage pricing power to mitigate input cost
 - Strong cost savings track record
 - SG&A below 14% of sales
- **Strong cash flow generation**
 - Goal to generate Free Cash Flow of 11% to 13% of sales
 - Announced +14% dividend increase (Feb 2018) and initiated up to \$2B share repurchase program (May 2018)



Strong Shareholder Return



Key Messages

- Continued confidence in our 2020 Strategy
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- Maintaining focus on long term profitable growth and long term investment case remains solid

Q&A

