



32nd Annual Strategic Decisions Conference

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Steve Robb – Chief Financial Officer

June 2nd, 2016

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, foreign currencies, and foreign currency exchange 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; economic conditions and financial market volatility; the Company's ability to drive sales growth and increase market share; international operations, including price controls, foreign currency fluctuations, labor claims and labor unrest, potential harm and liabilities from use, storage and transportation of chlorine in certain markets and discontinuation of operations in Venezuela; volatility and increases in commodity, energy and other costs; supply disruptions; dependence on key customers; government regulations; political, legal and tax risks; information technology security breaches or cyber attacks; risks relating to acquisitions, new ventures and divestitures; the success of the Company's business strategies and products; product liability claims, labor claims and other legal proceedings; the Company's business reputation; environmental matters; the Company's ability to assert and defend its intellectual property rights; and the impacts of potential stockholder activism.

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

Key Messages

- **Strategy 2020** is continuing to produce **strong shareholder returns**
- Strong **progress on Strategy Accelerators** and **investments in profitable growth**
- **Long-term investment case remains solid**

Advantaged Portfolio

Over 80% of Sales From #1 or #2 Share Brands

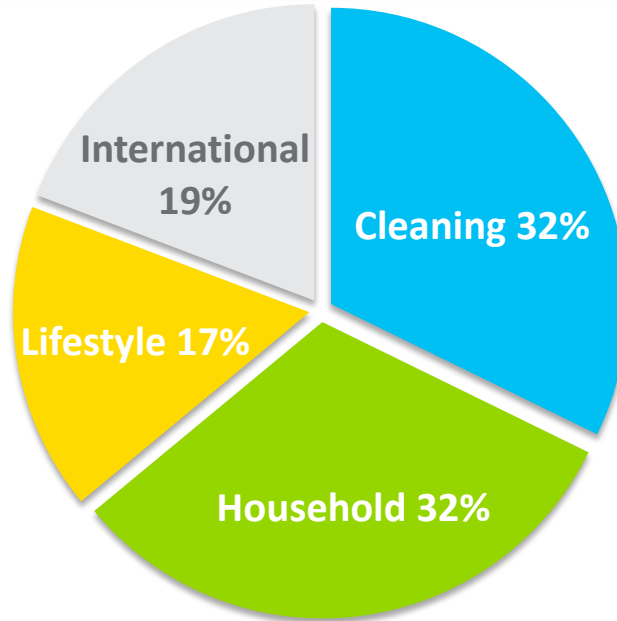
International: 19%

- Latin America – 12%
- Canada – 3%
- Australia / NZ – 2%
- Rest of World – 2%




Lifestyle: 17%

-  9%
-  4%
-  4%





FY15 Company Sales: \$5.7B



Cleaning : 32%

-  Home Care – 17%
-  Laundry – 10%
-  Professional – 5%

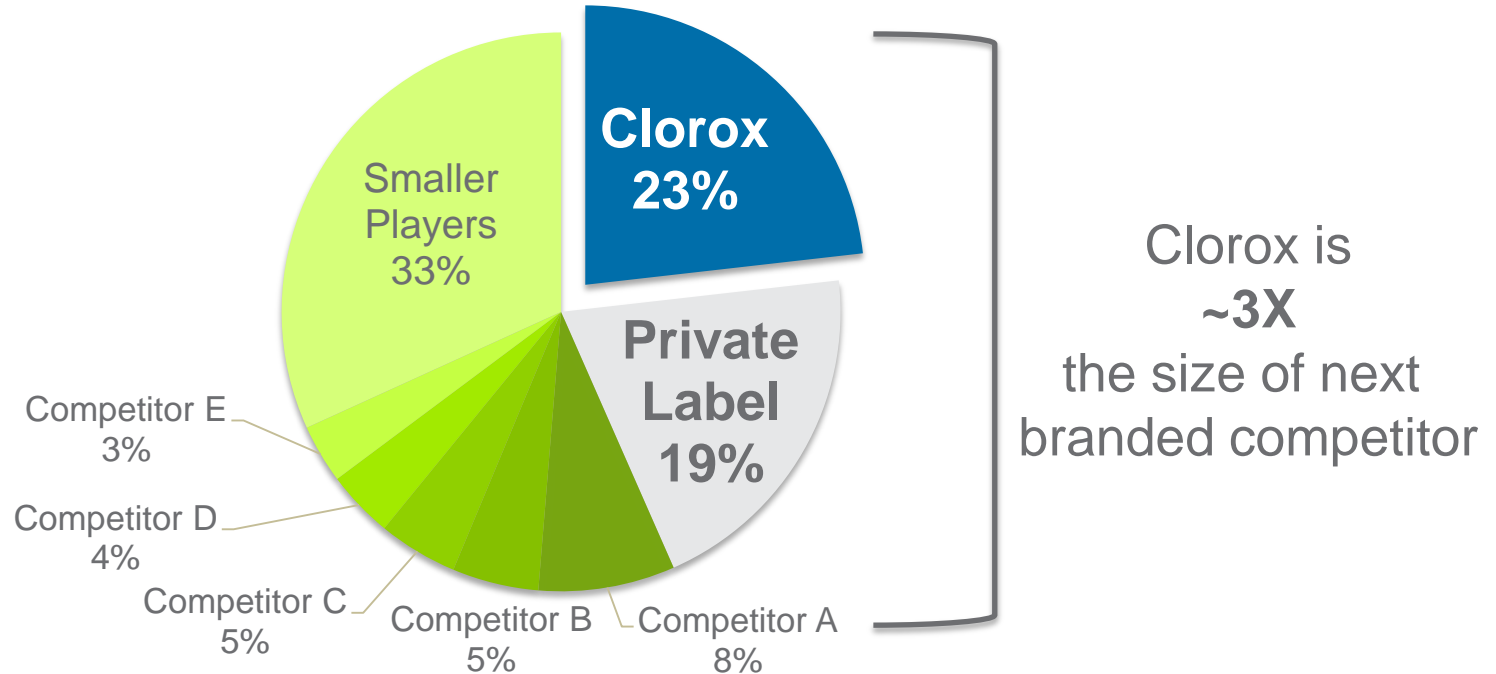
Household : 32%

-  15%
-  11%
-  6%
-  2%

NOTE: Renew Life Acquisition is expected to add 2pts of growth in FY17 on a pro forma basis. Remaining Clorox Business' are based on actual FY15 Results

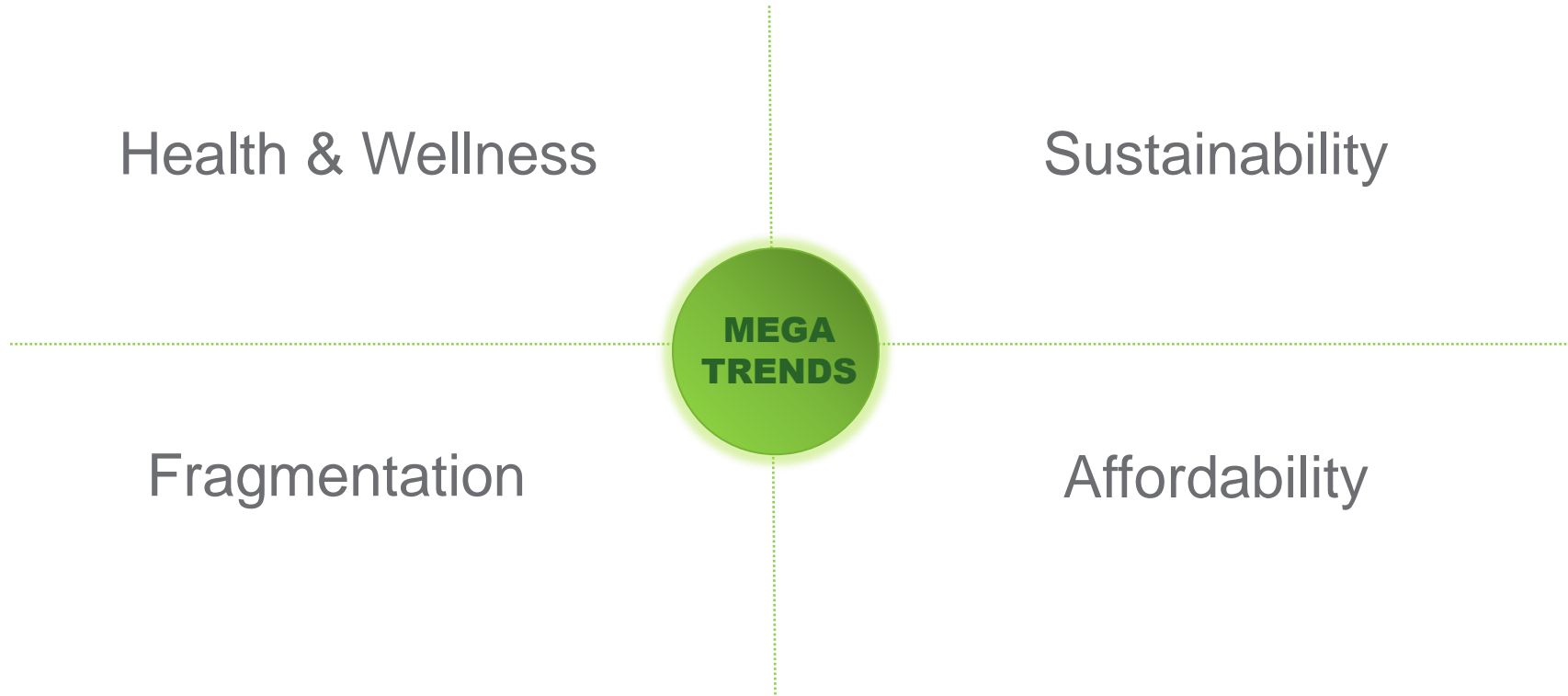
Advantaged Portfolio

Big Share Brands in Mid-Sized Categories



Source: IRI Infoscan Data - Total U.S. Multi-Outlet (Food/Drug/Mass + Walmart + Sam's + BJ's + Family Dollar + Dollar General + Fred's + DeCA.) for 52 weeks ending 3/31/2016

Advantaged Portfolio Supported by Consumer Megatrends



Advantaged Portfolio

Driving Significant Synergies



(1) As of June 30th, 2015, Clorox's S&A/Sales was ~14% vs. peer average of 21% . 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 (Kimberly-Clark, Reckitt-Benckiser). Peer group consists of CHD, CL, PG, NWL, CPB, GIS, HSY, K, KHC, DPS, KO, PEP, COTY, EL, KMB, RB-GB.

Strategy Accelerators → Drive Profitable Growth

**3D Technology
Transformation**

3D Innovation

**Portfolio
Momentum**

Growth Culture

Strong Progress Across Strategy Accelerators



3D Technology
Transformation

New, Digital-Led
Creative Agency Partners



3D Innovation

Cutting Speed to Market by 50%



Portfolio
Momentum

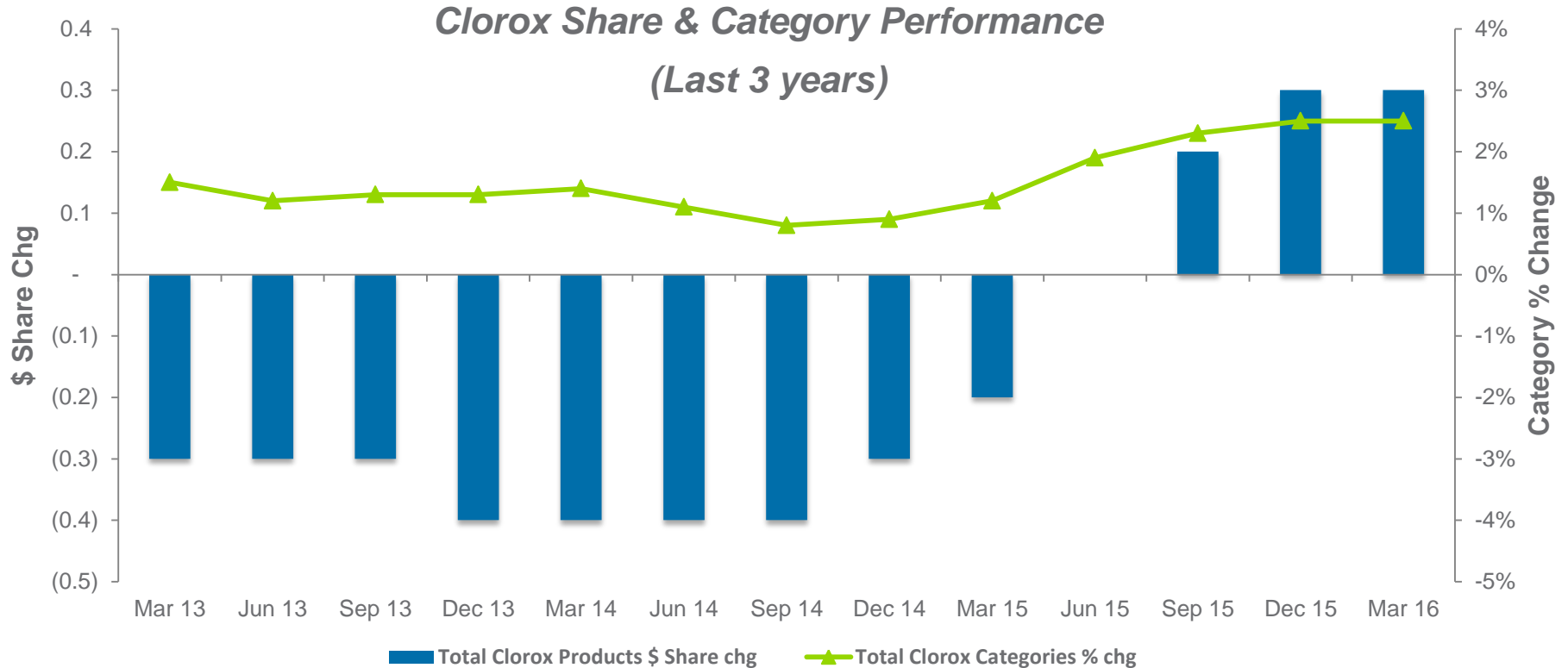
Investing Behind Growth
Brands to Accelerate Top-line



Growth Culture

FY16 Record-High Engagement

Strong U.S. Category Growth & Share Momentum



Increasing Investments in Profitable Growth



Focus on Core

Increased Demand Investment

Investments in Innovation

Strong Product & Commercial Innovation



Glad with Clorox Antimicrobial



Clorox Clothes (International)



Burt's Natural Lipsticks



Clorox Wipes with Micro-Scrubbers



Fresh Step with Febreze



Stephen Curry Partnership



Brita Infinity "Connected" Pitcher



Hidden Valley with Greek Yogurt



Clorox Bleach Crystals

FY16 YTD Performance (Q3)

	<u>YTD FY16</u>	<u>Vs. Year Ago</u>
Sales	\$4.2B	+2% (+5% FX Neutral)
EBIT Margin	19.1%	+190 bps
Diluted EPS (cont. ops)	\$3.67	+17%

EBIT (a non-GAAP measure) represents earnings from continuing operations before income taxes (a GAAP measure), excluding interest income & interest expense. EBIT margin is a measure of EBIT as a percentage of sales. See reconciliation on our website (<http://investors.thecloroxcompany.com/results.cfm?q=3>)

FY16 Outlook

Based on May 3rd Earnings Call

Sales

+1% to +2%

- Categories: +1% to +2%
- Innovation: +3pts
- FX: about -3pts
- Trade/Other: Flat

EBIT Margin

about +50bps

- Gross Margin: about +150bps
- Selling & Admin: about 14% of Sales
- Advertising & Sales Promotion: about 10% of Sales

Diluted EPS

\$4.85 to \$4.95

(+6% to +8%)

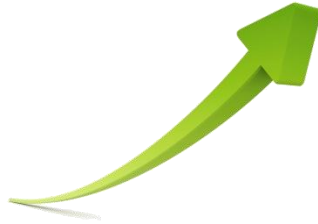
- Raised from \$4.75 to \$4.90 to \$4.85 to \$4.95
- Includes -\$0.03 to -\$0.05 impact from Renew Life Acquisition
- Reflects impact from higher advertising in Q4
- Tax rate: 34% to 35%

Renew Life Acquisition

- Closed May 2, 2016
- Purchase Price – \$290M (2.5x Sales)
- Calendar 2015 Sales – About \$115M
- #1 Brand in probiotics and herbal cleansing products in Natural Channel



Renew Life: An Attractive Category



+15% growth expected
from probiotic segment



Two-thirds of US consumers
experience digestive health issues

50% of purchases are based
on a Doctor recommendation



Renew Life: Strong Strategic Fit



**Health &
Wellness**

US Centric

**Clear Plan for
Value Creation**

Areas We Are Watching Carefully

- Expect an improving, but material impact from F/X of about -2pts in FY17
- Starting in Q4 FY16, we expect gross margins to expand at a slower rate due to less commodity benefit and continued trade investment
- Consistent with Strategy 2020, expect EBIT Margin to expand by +25bps to +50bps in FY17

Long-Term Growth Algorithm Remains Unchanged

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

= +3 to +5pts
company
growth

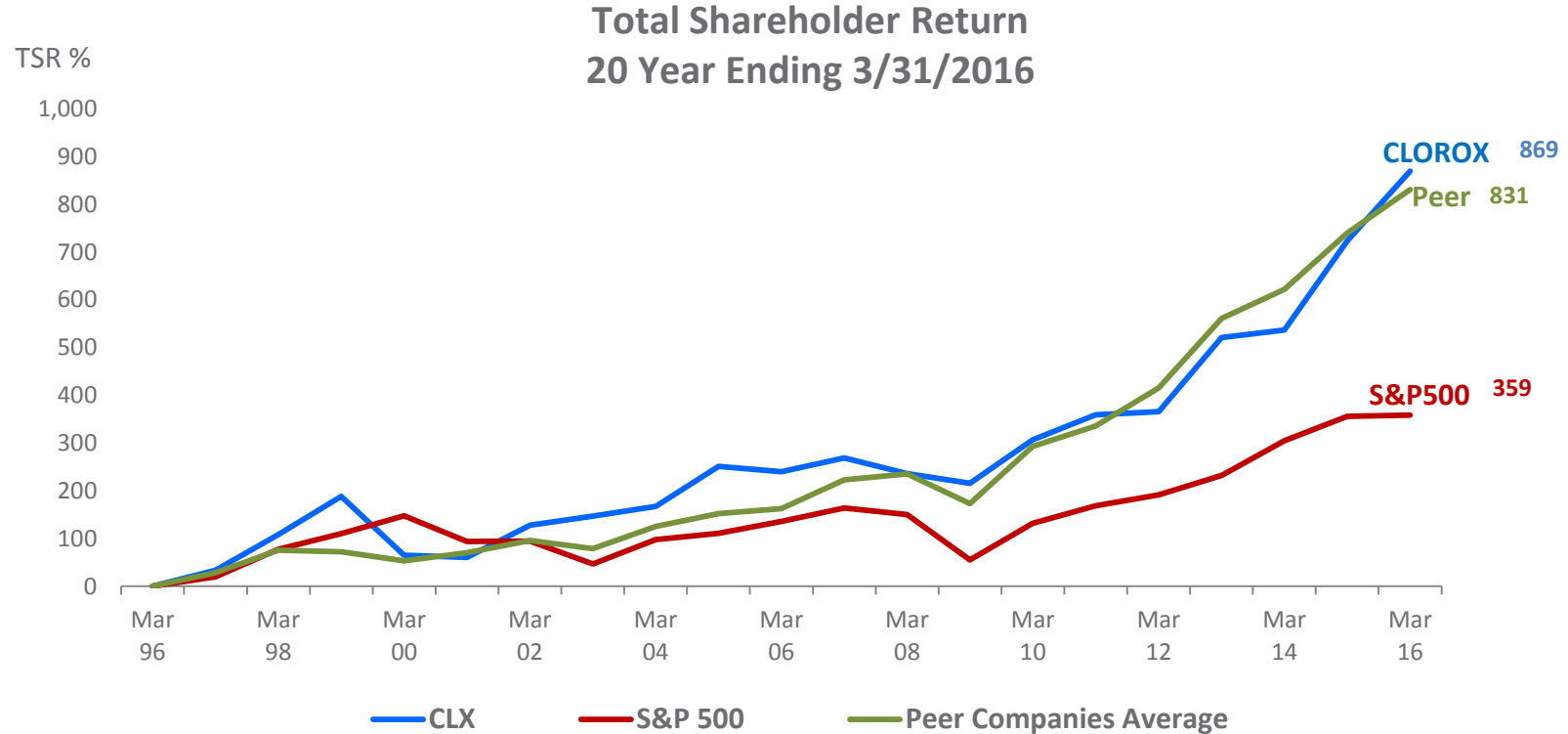
Annual EBIT Margin Improvement: +25 to +50 bps

Annual Free Cash Flow: 10% to 12% of Sales

Long-Term Investment Case Remains Solid

- Investing behind leading brands to grow categories and share
 - 3%+ annual growth from innovation
 - Advertising projected at about 10% of Sales in FY16
- Margin improvement opportunities continue to exist
 - Strong cost savings track record
 - Driving SG&A to below 14% of sales
- Strong cash flow generation
 - Goal to generate Free Cash Flow of 10-12% of sales
 - Recently announced +4% dividend increase

Strong Shareholder Return



Peer includes 13 companies: CPB, KMB, K, RB-GB, KO, GIS, NWL, EL, PEP, CHD, CL, PG and HSY

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