

FY19 Q3 Investor Presentation



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, beliefs, 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; impact of the changing retail environment, including the growth of e-commerce retailers, hard discounters and other alternative channels; 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; information technology security breaches or cyber attacks; the Company's business reputation; risks relating to acquisitions, including as a result of the Nutranext acquisition, new ventures and divestitures; government regulations; political, legal and tax risks; 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; product liability claims, labor claims and other legal proceedings; the success of the Company's business strategies; the venture agreement with P&G related to the Company's Glad® business; the Company's ability to attract and retain key personnel; supply disruptions; environmental matters; the Company's ability to assert and defend its intellectual property rights; the on-going effects of the Tax Cuts and Jobs Act and the impacts of potential stockholder activism.



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Who We Are

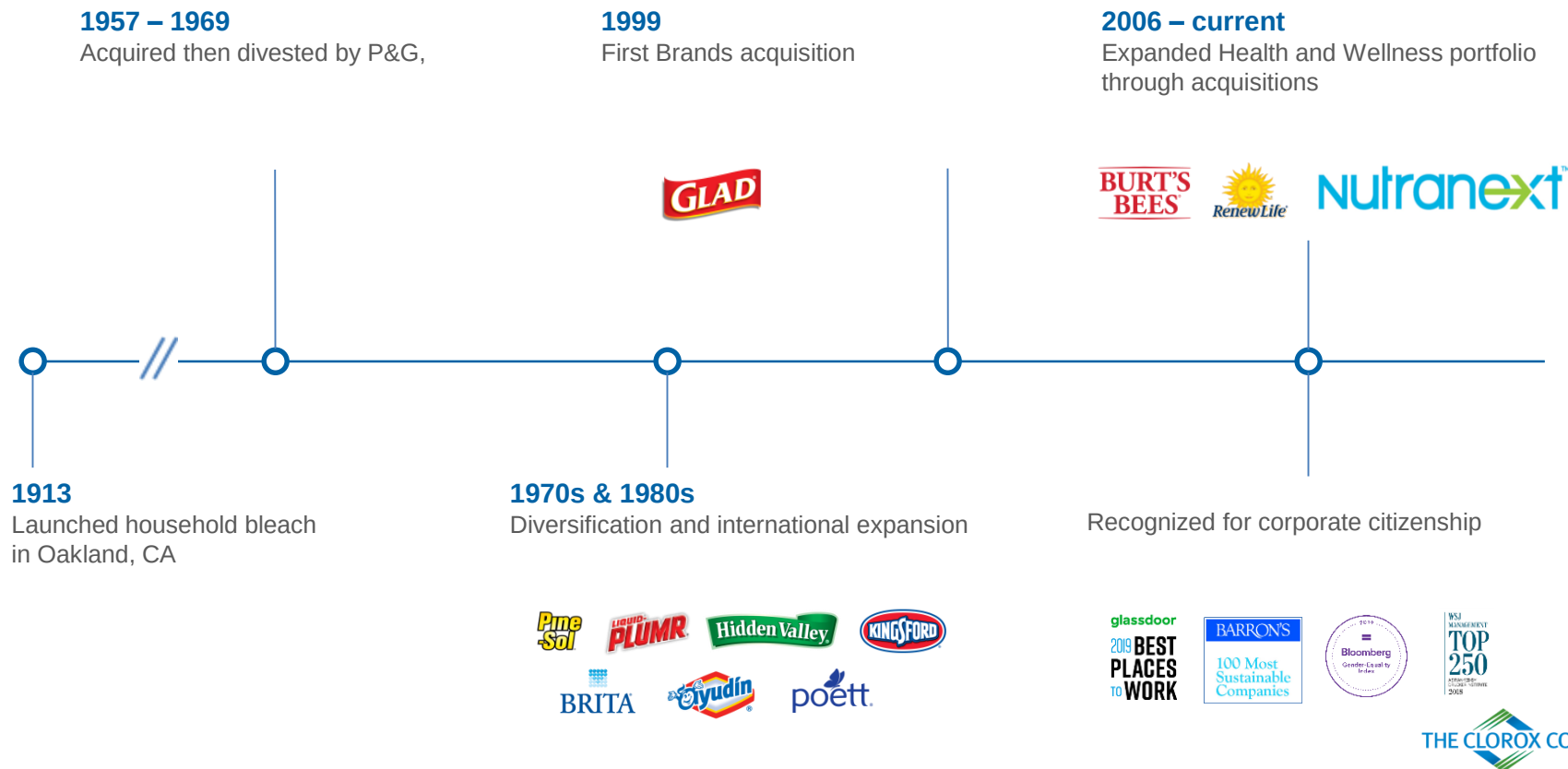


1913



2019

A Foundation and Future in Health and Wellness



A Proven Value Creation Model



Leading Brands

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



	United States	Share Position
	Disinfecting Wipes	#1
	Bleach	#1
	Toilet Bowl Cleaner	#1
	Dilutable Cleaners	#1
	Drain Care	#2
	Charcoal	#1
	Salad Dressing	#1
 	Cat Litter	#2
	Premium Trash Bags	#1
	Food Wraps	#1
	Natural Lip Care	#1
	Water Filtration	#1
	Probiotics – Natural Channel	#2

	International	Share Position
	Argentina Bleach	#1
	Saudi Arabia Bleach	#1
	Malaysia Bleach	#1
	Peru Bleach	#1
	Hong Kong Wipes	#1
	Chile	#1
  	Canada	#1
	Canada	#1
	Australia	#1
	Argentina	#2
	Chile	#1
	Canada Trash Bags	#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

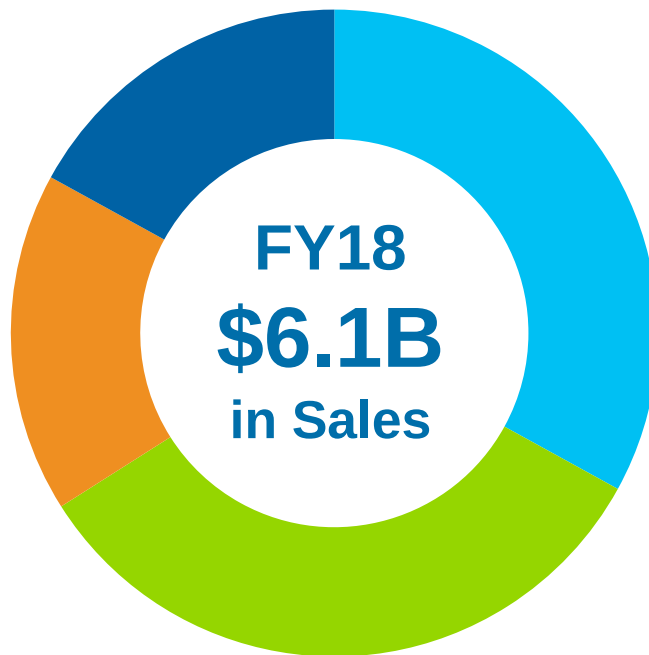
Mid-Sized Categories

International: 17%

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

Lifestyle: 17%

	Food	9%
	Natural Personal Care	4%
	Water Filtration	3%
	Dietary Supplements	1%*



Cleaning: 34%

	Home Care	19%
	Laundry	9%
	Professional	6%

Household: 32%

	Bags/Wraps	14%
	Charcoal	9%
	Cat Litter	7%
	Digestive Health	2%

THE CLOROX COMPANY

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



Operational Excellence



Good Growth: Profitable, Sustainable, Responsible



PERFORMANCE



PEOPLE



PRODUCTS



PLANET



PURPOSE

Our Efforts Are Broadly Recognized



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

Long-Term Growth Algorithm



U.S. Domestic
(~80% of Clorox Sales)

+2 to 4pts
annual growth

International
(~20% of Clorox Sales)

+5 to 7pts
annual growth

Total Company

+3 to 5pts
annual growth

Annual EBIT Margin Improvement:

Annual Free Cash Flow % of Sales:

+25 to +50 bps

11% to 13%

EBIT (a non-GAAP measure) represents earnings from continuing operations before income taxes (a GAAP measure), excluding interest income & interest expense.

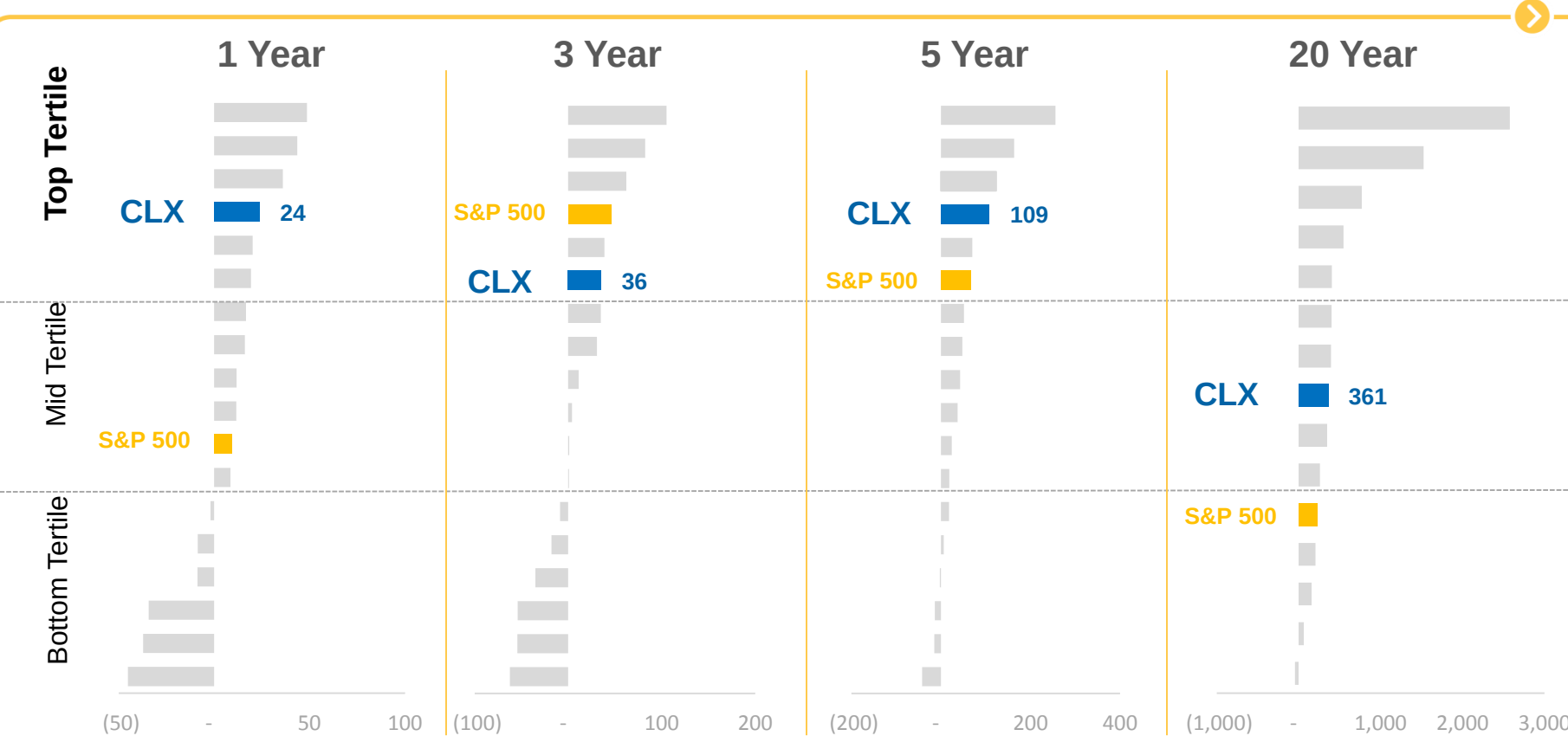
EBIT margin is a measure of EBIT as a percentage of sales.

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>



Consistent Track Record of Strong Shareholder Return



Financial Performance



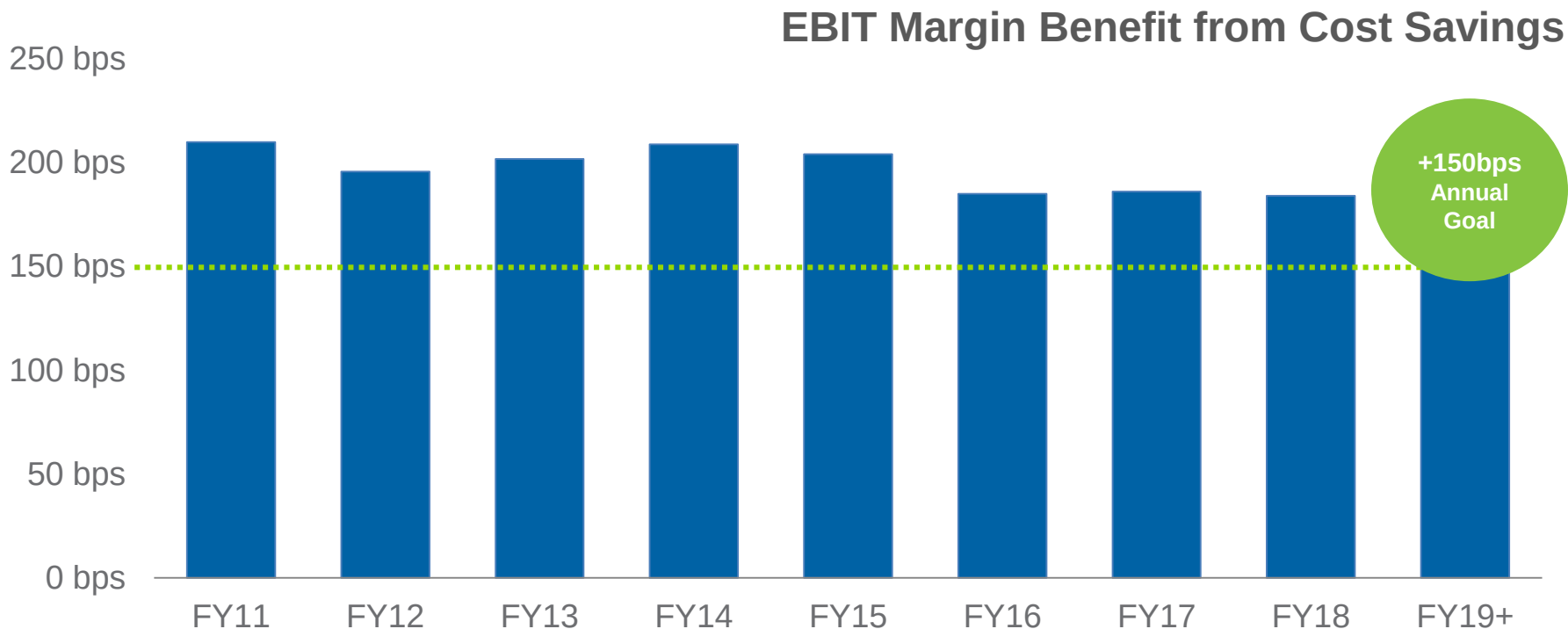
YTD FY19 Performance & FY19 Outlook



	<u>YTD FY19</u> (9 months)	<u>FY19 FY Outlook</u> (May 1 earnings call)	
Sales (vs Year Ago)	\$4.6B (+3%)	~ 2% to 3%	Innovation: ~ +3% Nutranext Acq. & Aplicare Div.: ~ +3% F/X: ~ -3%
Diluted EPS from cont. ops (vs Year Ago)	\$4.45 (-3%)*	\$6.25 to \$6.35 (-0% to +1%)	Gross Margin: about flat Selling and Admin: ~14% of Sales Adv & Promo: ~10% of Sales Provisional Effective Tax Rate: ~20%-21%

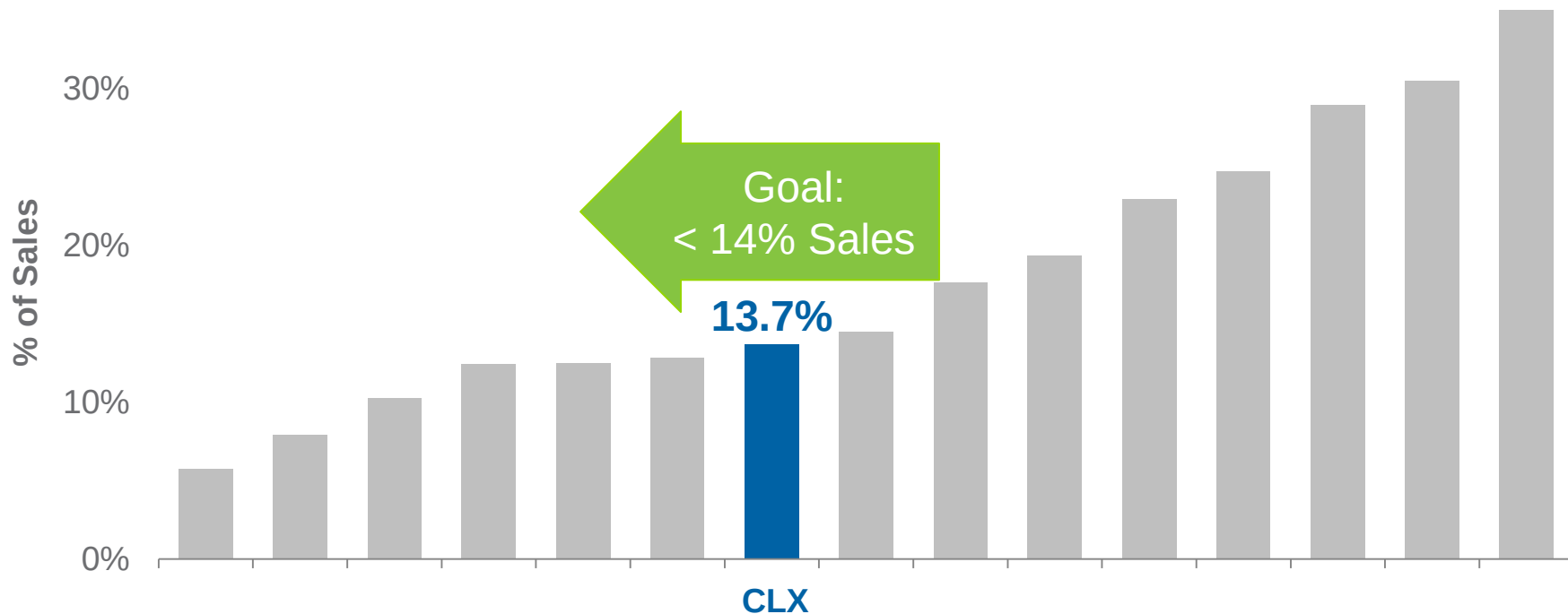
*Reflect lapping one-time benefit of 40 cents from year ago US Tax Reform

Strong Track Record of Cost Savings



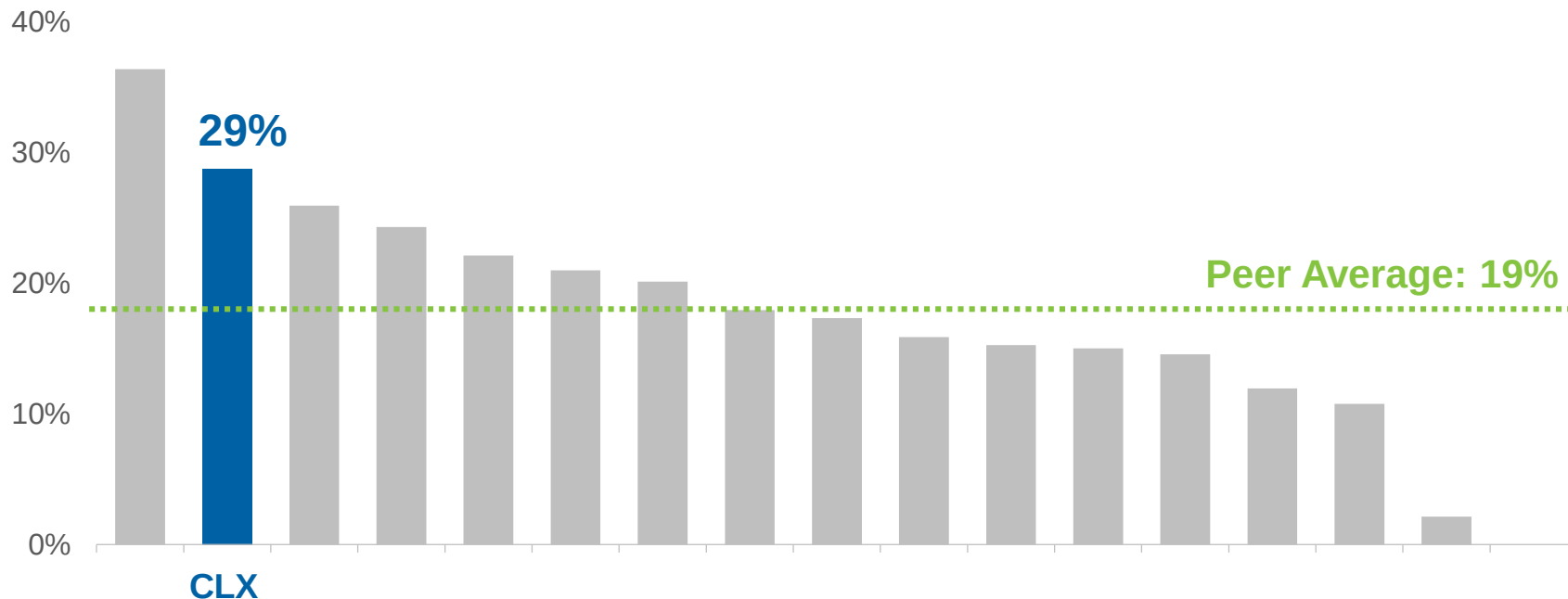
Continued Discipline on SG&A

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 publicly available fiscal-end data from FactSet. Data pulled on 8/1/18. See reconciliation on 71 and 72. Peers consist of 16 companies: CHD, CL, COTY, CPB, DPS, EL, GIS, HSY, K, KHC, KMB, KO, RB-GB, NWL, PEP, and PG.



Strong Free Cash Flow

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

Free Cash Flow % of Sales:

11%

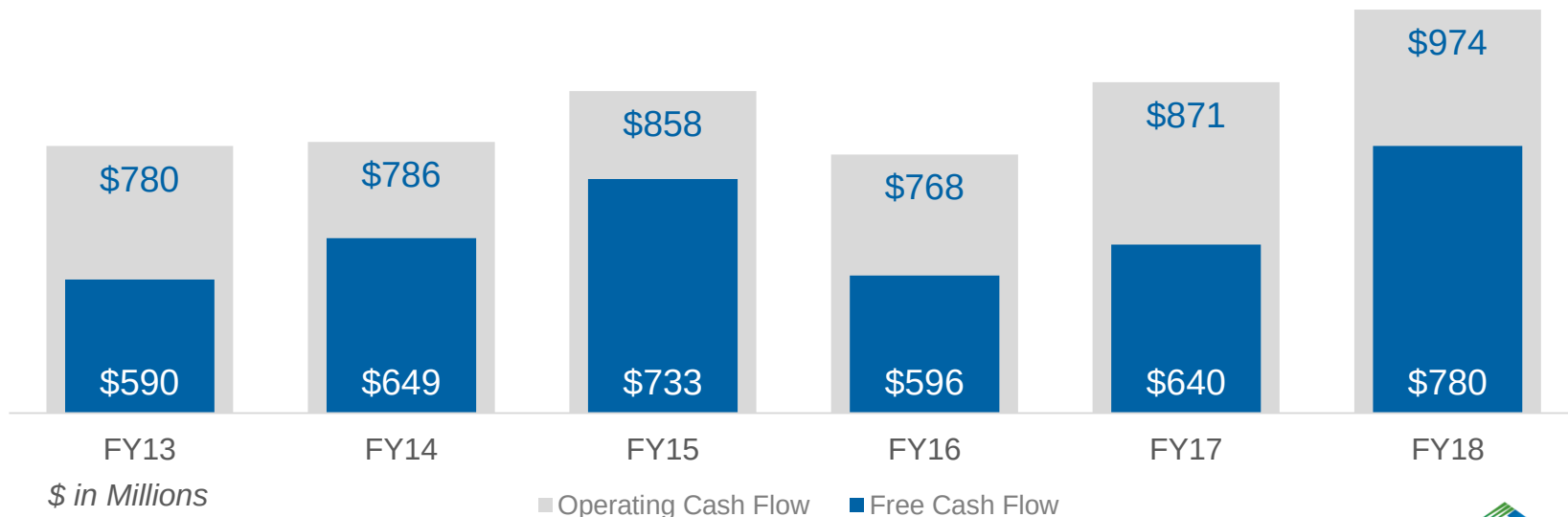
12%

13%

10%

11%

13%

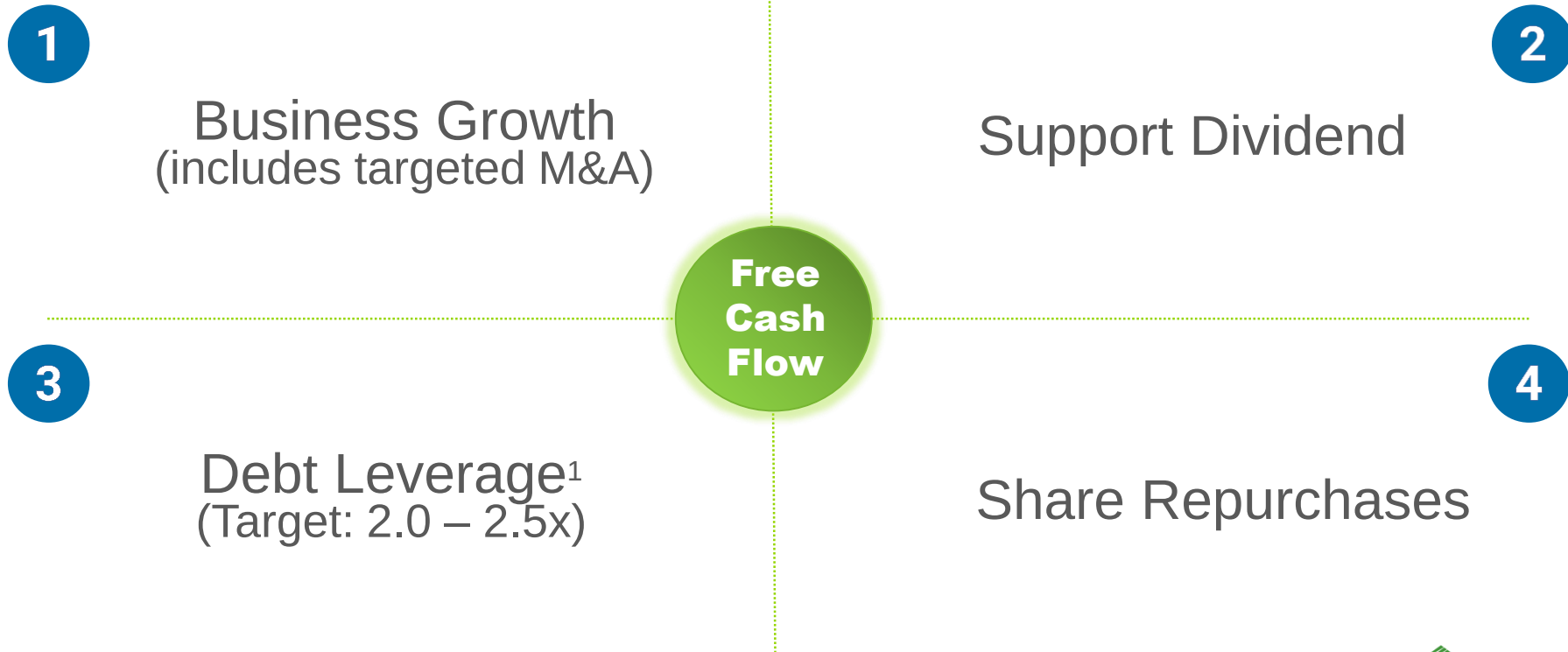


Free Cash Flow (a non-GAAP measure) represents Operating Cash Flow from Continuing Operations less Capital Expenditures.

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



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

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.

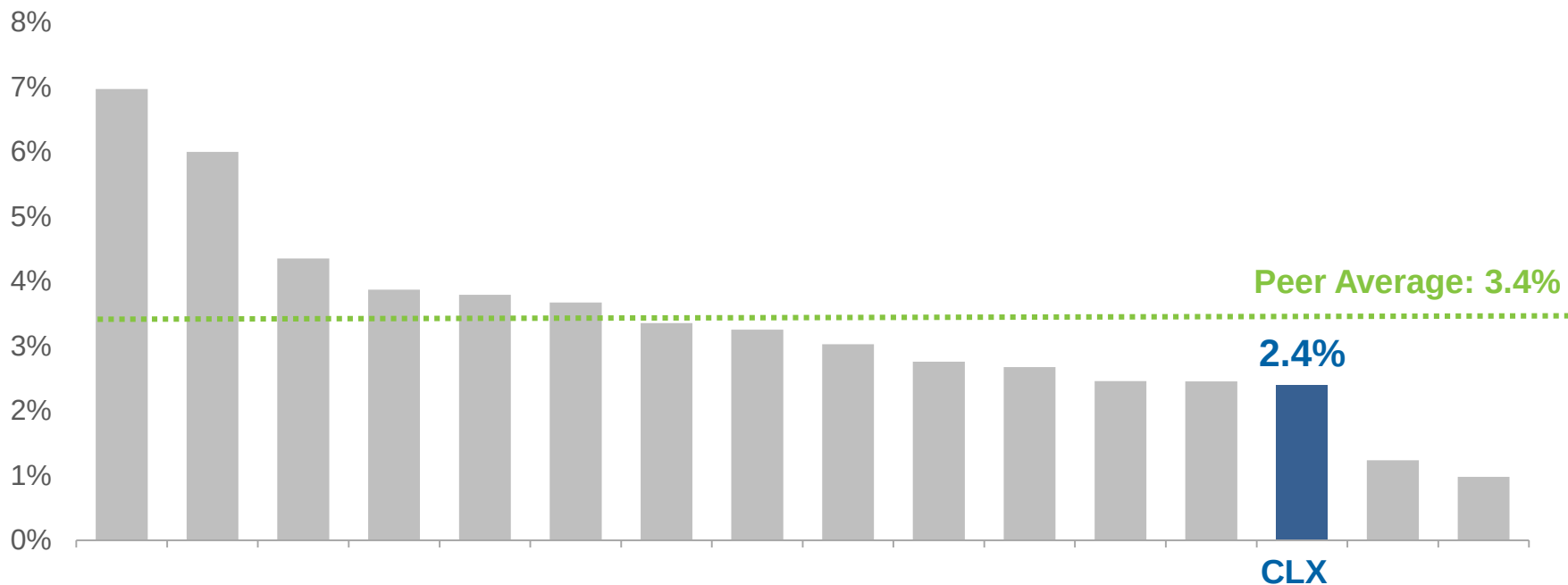
DTC: Direct to Consumer

Healthy Dividend Growth...

Dividends Have Increased Each Year Since 1977



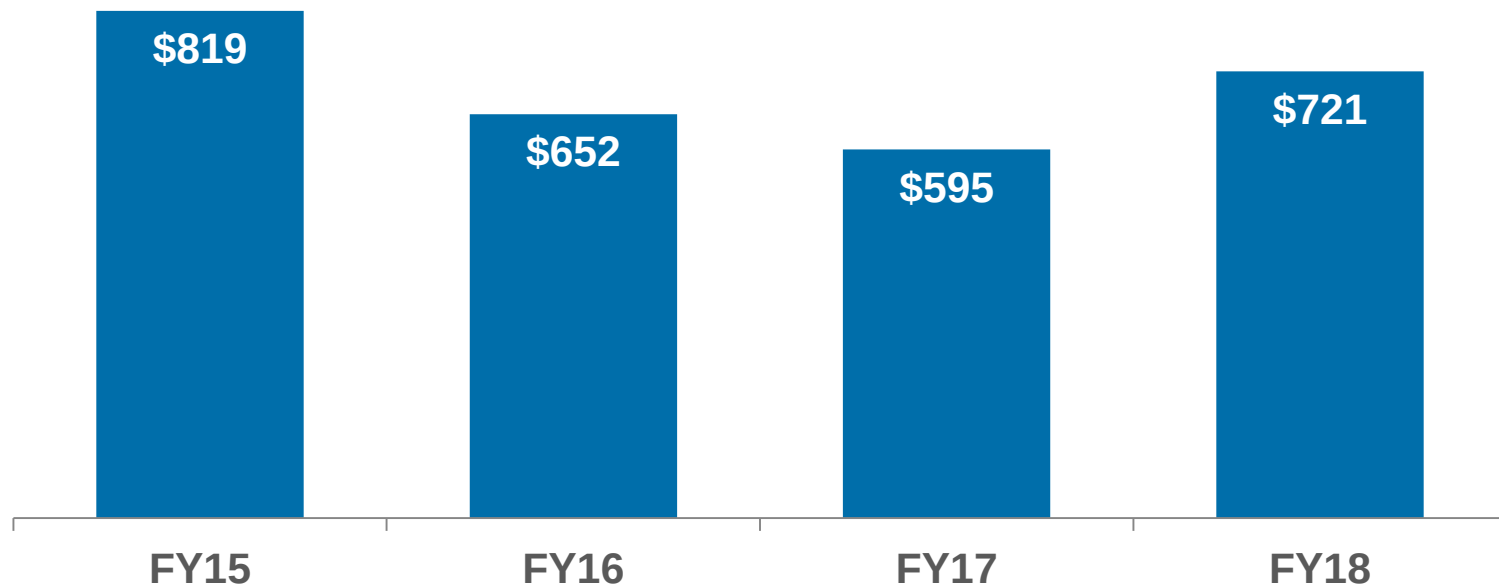
Dividend Yield as of March 31, 2019



Over \$2B Returned to Stockholders 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)



2020 Strategy



2020 Strategy



Mission

- We make everyday life better, every day

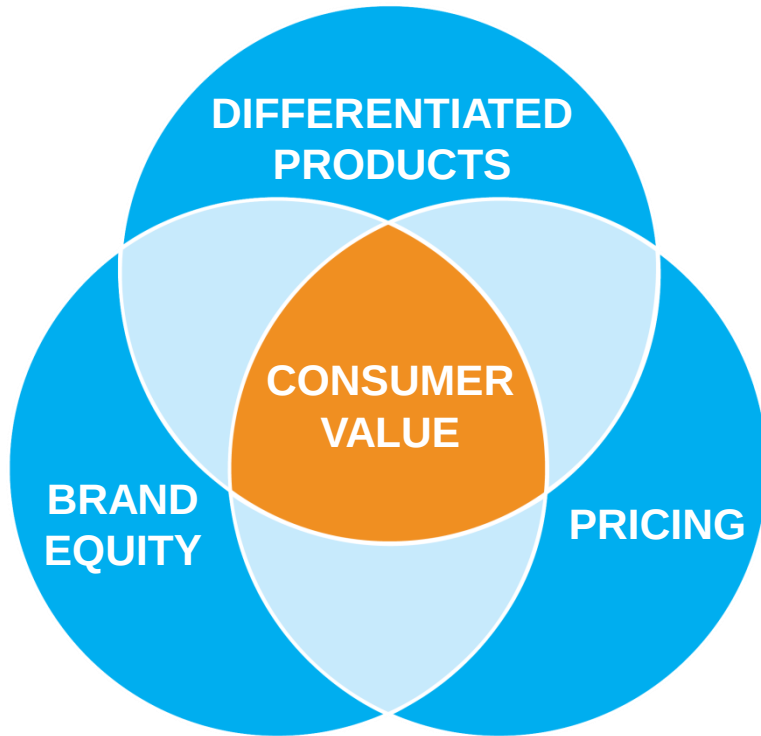
Objectives

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

Strategy

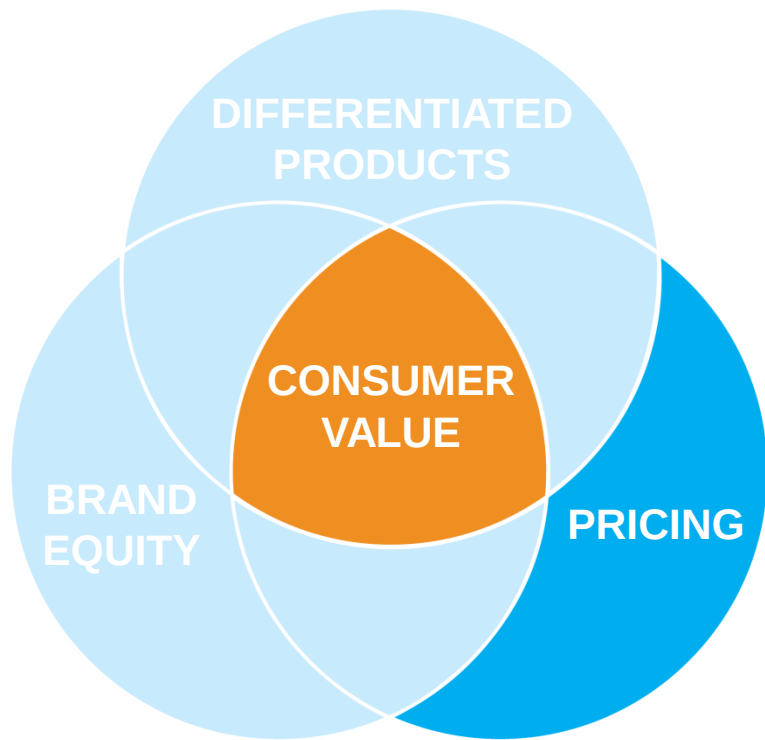
- Drive superior consumer value behind strong brand investment, innovation and technology transformation
- Accelerate portfolio momentum in and around the core
- Fund growth by reducing waste in our work, products and supply chain
- Engage our people as business owners

Driving Superior Consumer Value



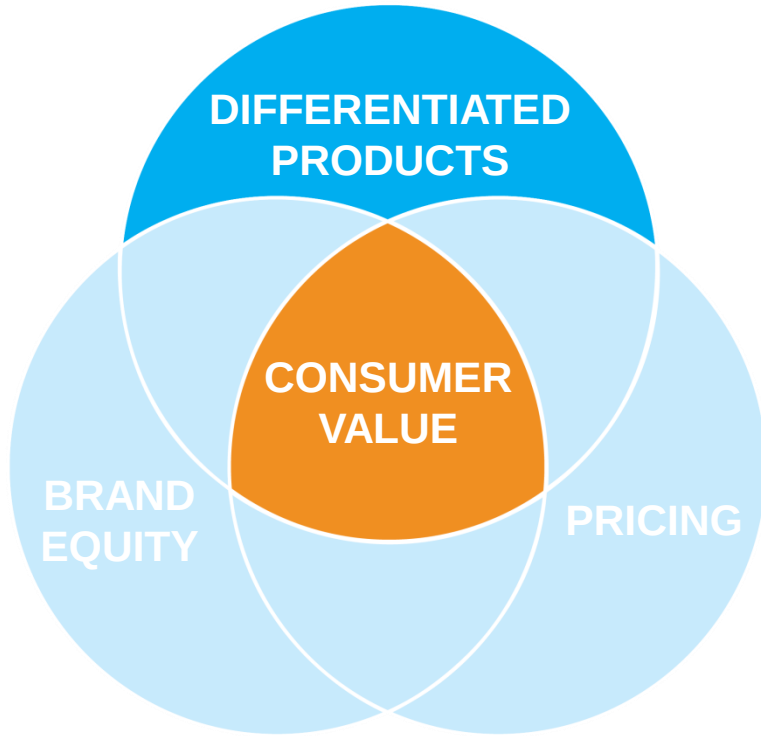
- Value is an outcome of:
 - The right pricing
 - Differentiated products
 - Great brand equity

FY19 Pricing Executed and Generally On Track



- Price for value, considering all elements of consumer value
- FY19 pricing on ~50% of portfolio
- Drove gross margin expansion to fuel innovation investments

Investing in Differentiated Products

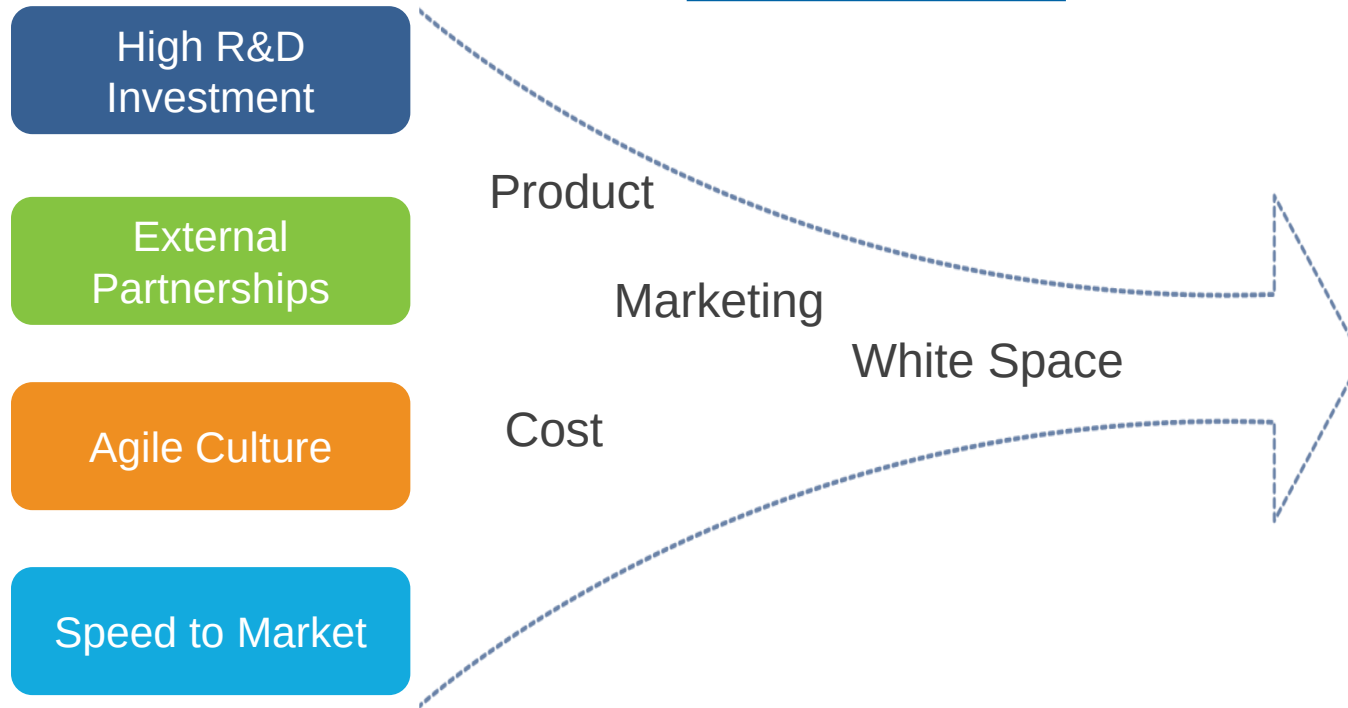


- Value is an outcome of:
 - The right pricing
 - **Differentiated products**
 - Great brand equity

Innovation Built Into Our DNA



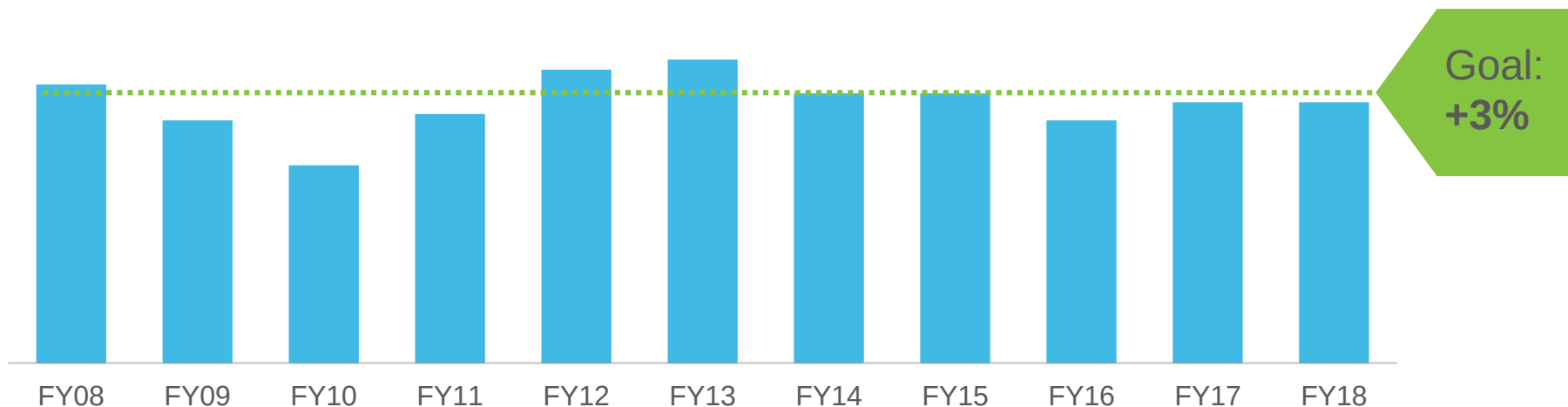
3-Year Pipeline



3%
Growth*

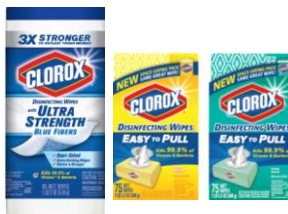
Innovation: Strong Track Record

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



Scentiva® Disinfecting Wet Mopping Cloths

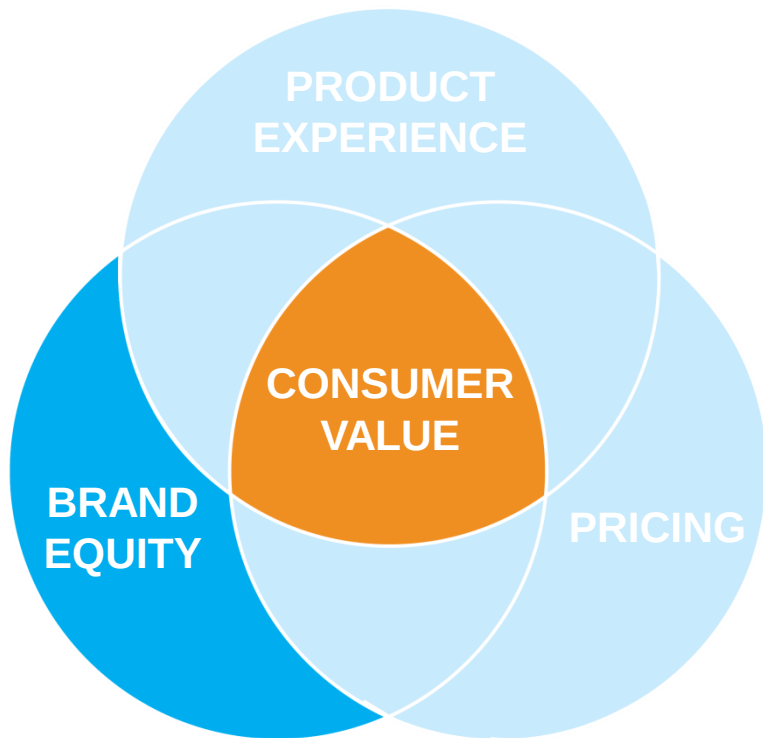


Brita Premium Filtering Water Bottle



HVR Ready-to-Eat Dips

Driving Superior Consumer Value



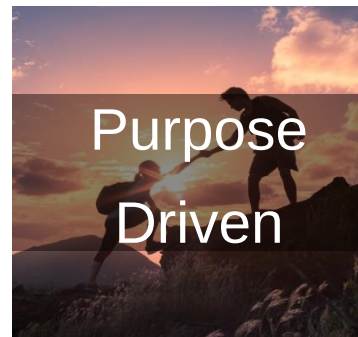
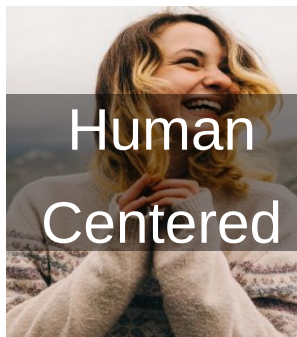
- Value is an outcome of:
 - The right pricing
 - Differentiated products
 - **Great brand equity**

Building Brand Equity

Evolving how we build Brands



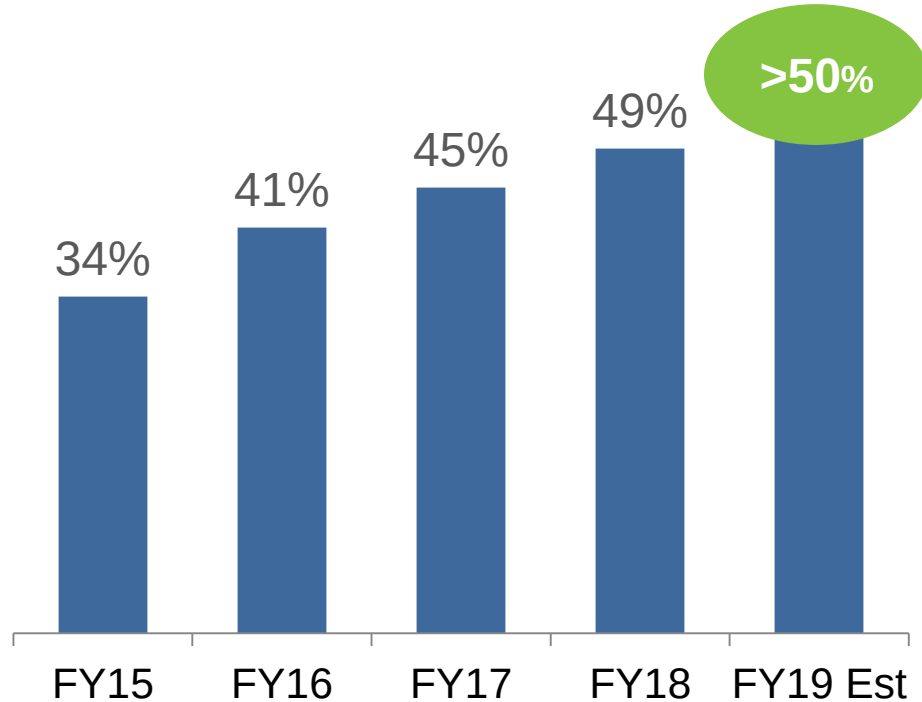
Building Brands with Purpose



Technology Enabled: Leaning Into Digital



Expect to invest
over 50%
of media in digital

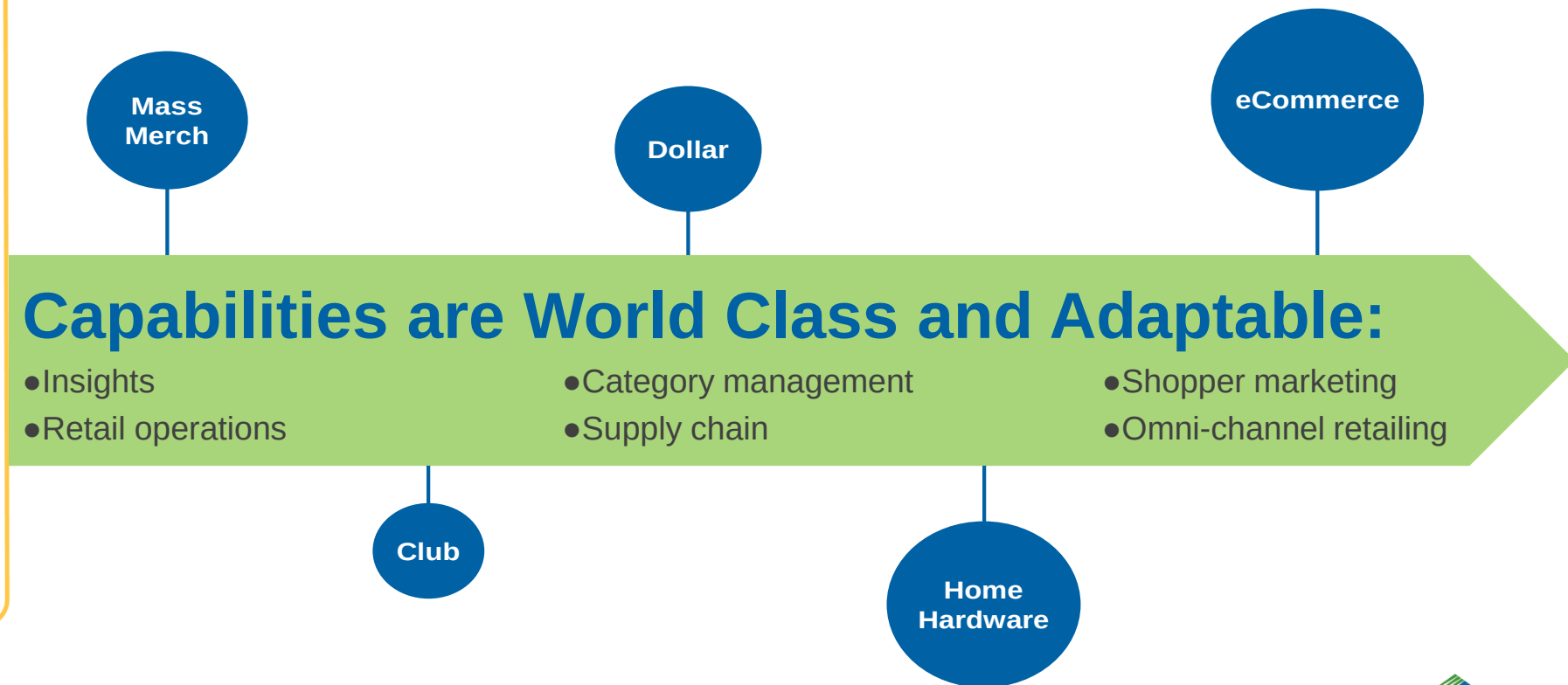


Our Partners Help Build World-Class Digital

Select Partners:

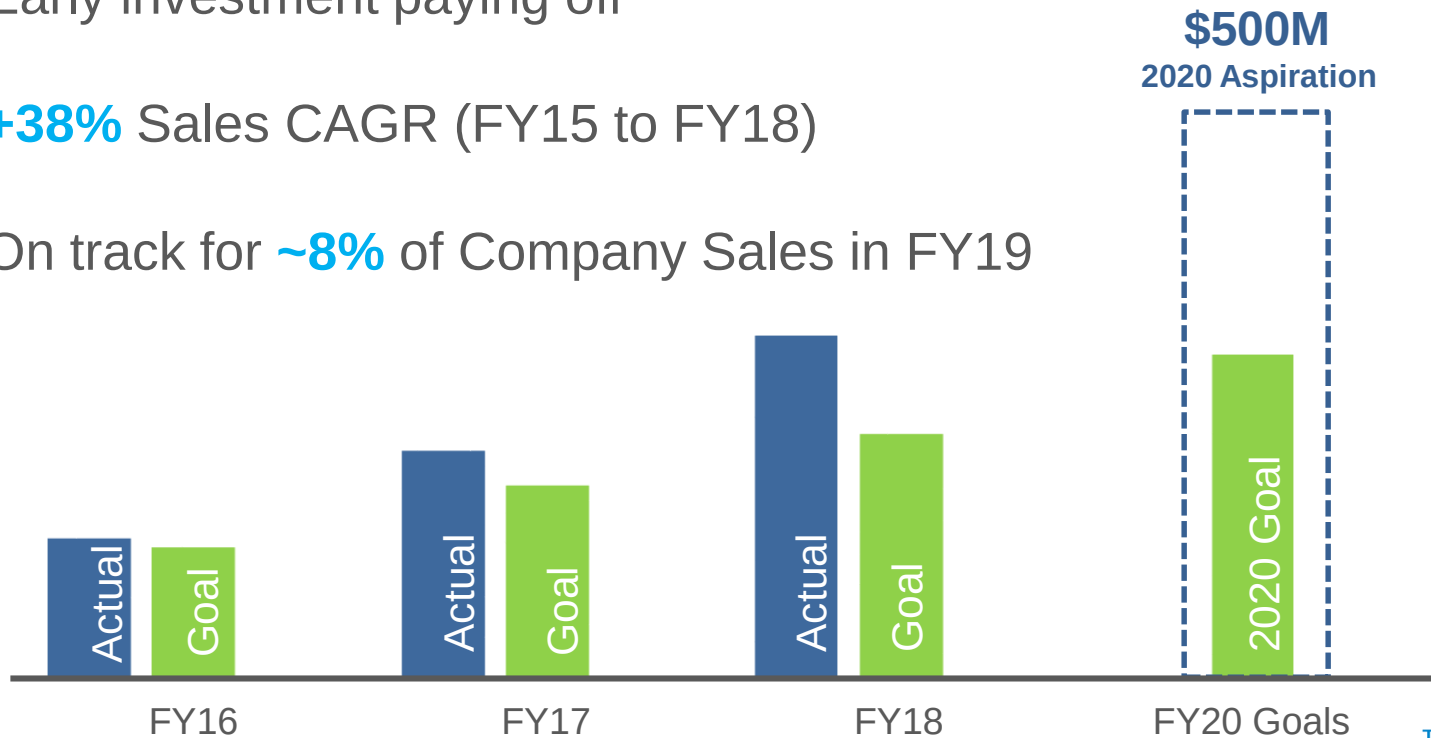


Strong Capabilities and Long History of Retail Success



eCommerce Sales Well Ahead of 2020 Goals

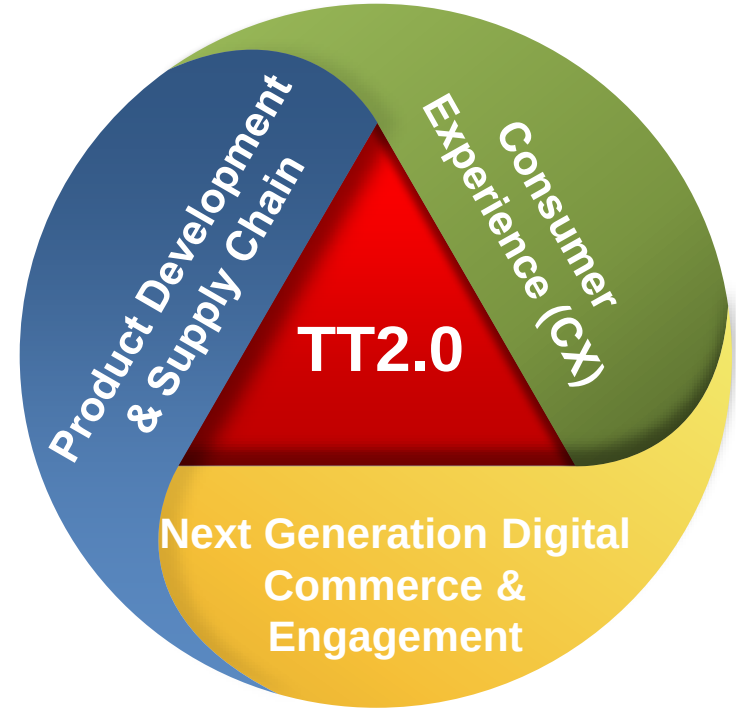
- Early investment paying off
- **+38%** Sales CAGR (FY15 to FY18)
- On track for **~8%** of Company Sales in FY19



Tech Transformation 1.0 to 2.0

eCommerce

Digital Marketing



2020 Strategy: Accelerate Portfolio Momentum

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

Portfolio Segmentation

High

FUEL

GROWTH

Profit Margin Potential



**BURT'S
BEES®**

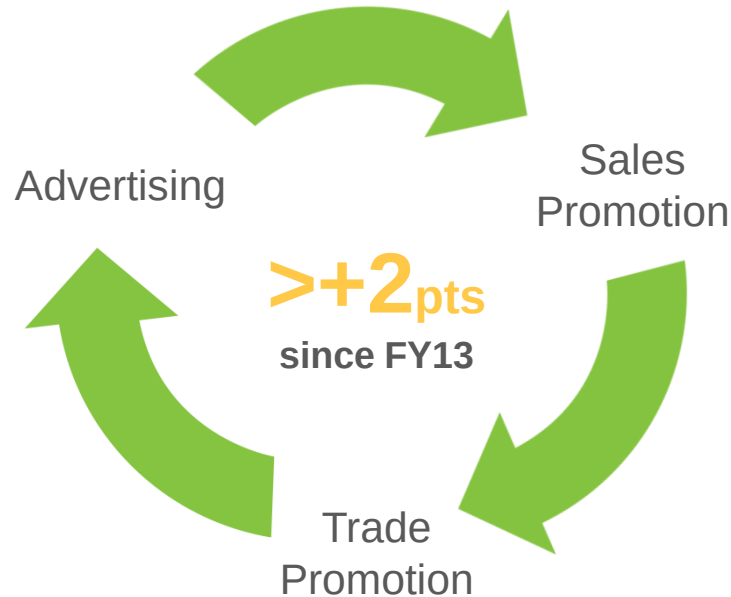
Low

Sales Growth Potential

High

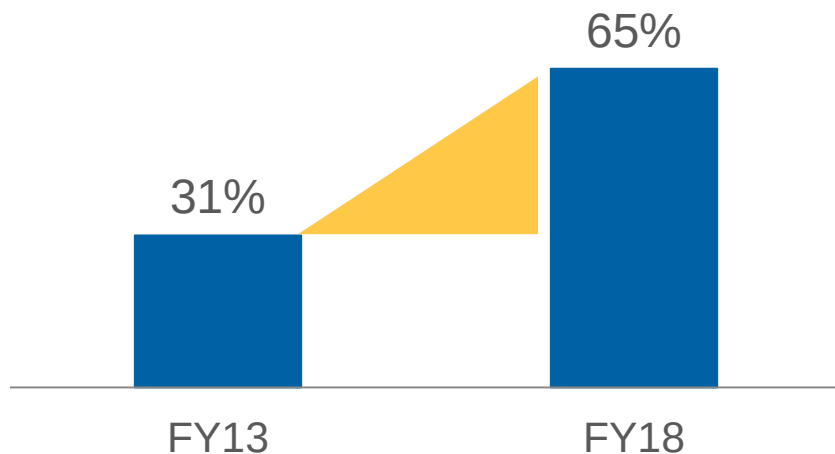
Fuel Brands Create Investment Dollars

Increasing demand spend



Investments Drive Household Penetration

% Sales with
Growing/Stable HH Pen



65%
of portfolio has
growing or stable
household penetration

2020 Strategy: Fuel Growth by Reducing Waste

Mission

- We make everyday life better, every day

Objectives

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

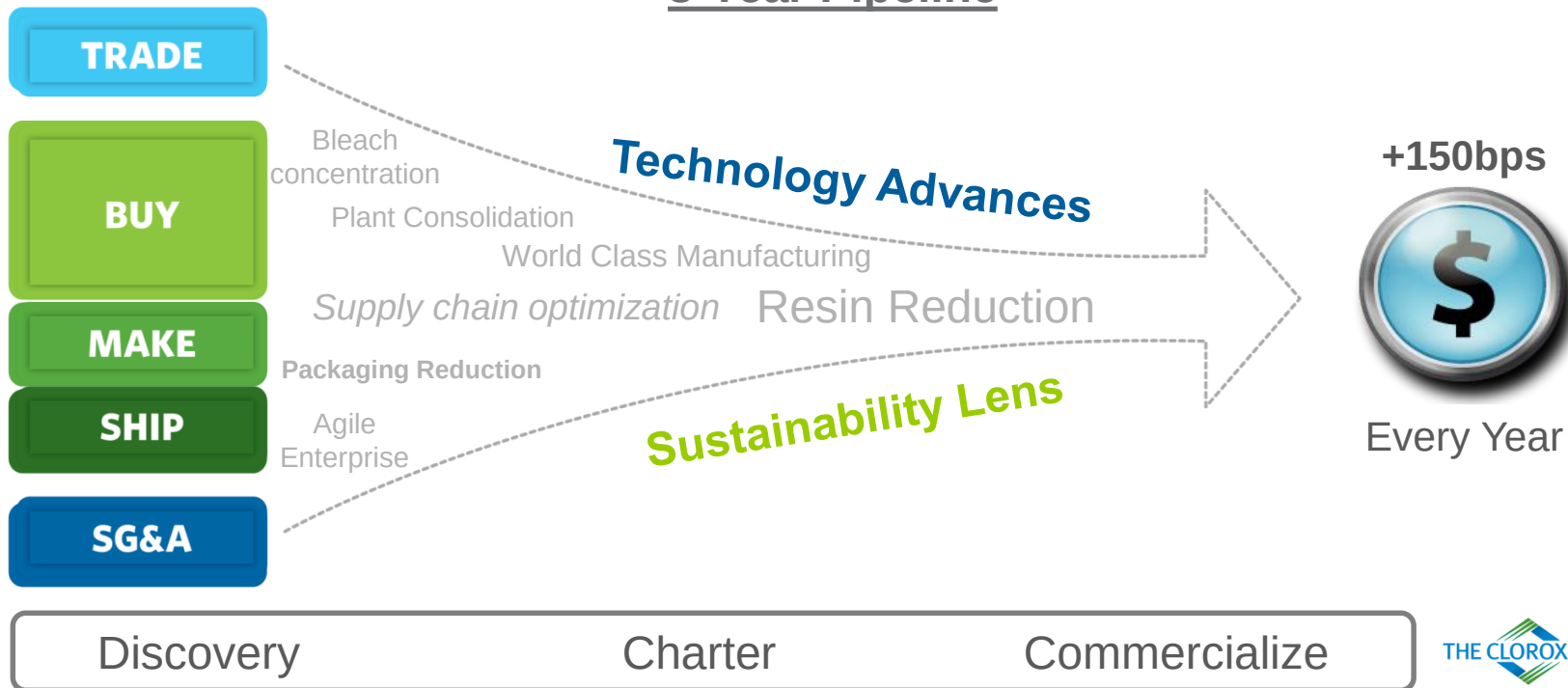
Strategy

- Drive superior consumer value behind strong brand investment, innovation and technology transformation
- Accelerate portfolio momentum in and around the core
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Cost Savings is in our DNA

Over 10 years of +150bps EBIT Margin Benefit from Cost Savings

3-Year Pipeline



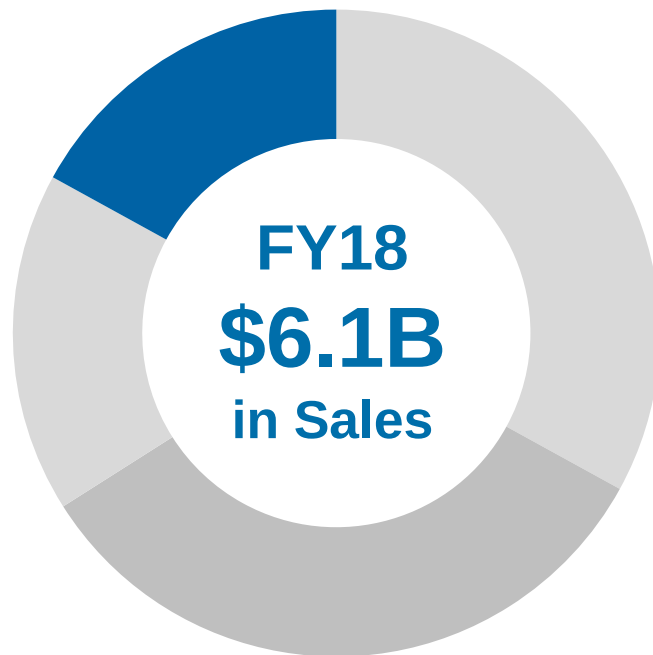
Mid-Sized Categories

International: 17%

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

Lifestyle: 17%

	Food	9%
	Natural Personal Care	4%
	Water Filtration	3%
	Dietary Supplements	1%*



Cleaning: 34%

	Home Care	19%
	Laundry	9%
	Professional	6%

Household: 32%

	Bags/Wraps	14%
	Charcoal	9%
	Cat Litter	7%
	Digestive Health	2%

Leading Brands in International



>80% of our brands in International are #1 or #2 in their market

Selected Countries/Categories:

	Country	Share Position
	Argentina Bleach	#1
	Argentina Laundry Additives	#1
	Hong Kong Bleach	#2
	Costa Rica Bleach	#1
	Malaysia Bleach	#1
	Saudi Arabia Bleach	#1
	Mexico Bleach	#2
	Peru Bleach	#1
	Colombia Bleach	#2
	Chile	#1

	Country	Share Position
	Argentina	#2
	Chile	#1
	Canada Trash Bags	#2
	Canada Food Wraps	#1
	New Zealand Food Protection	#1
	China* Food Protection	#1
	Hong Kong Food Protection	#1
	Canada	#1
	Canada	#1
	Australia	#1
	Canada Natural Lip Care	#1

International “Go-Lean” Strategy is Working



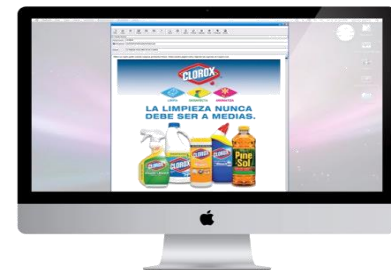
**Pricing
Maximization**



**Focus on
Cost Savings**



**Right-Size
Infrastructure**



**Optimize Demand
Creation**

2020 Strategy: Engage our People as Business Owners

Mission

- We make everyday life better, every day

Objectives

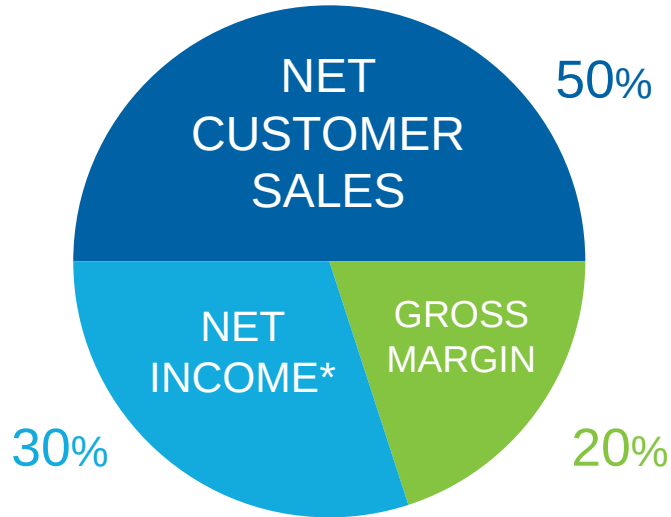
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Employees Share in Rewards for Delivering Results

Short-term Incentives



*Continuing operations

Long-term Incentives



*Metric for Performance Share Units

People Strategy Building a Competitive Advantage



Strong sustainable **engagement** results are generally associated with:

- **3x** higher operating margin¹
- **6.5** fewer days lost¹
- **41%** lower retention risk¹

Inclusion and diversity lead to **better outcomes**:

- **+6%** greater revenue, **+15%** more customer wins, significantly higher market share²
- **Gender-diverse** companies are **+15%** more likely to **outperform peers**³
- **Ethnically-diverse** companies are **35%** more likely to **outperform peers**³
- Diverse and **inclusive company cultures** are **45%** more likely to **improve market share**, and have greater discretionary effort from employees and **lower turnover**⁴

Sources:

1 Willis Towers Watson

2 Why Diversity and Inclusion Has Become a Business Priority, Josh Bersin, December 7, 2015

3 Diversity Matters, Vivian Hunt, Dennis Layton and Sara Prince, February 2, 2015

4 Why Diversity Can Be Bad For Business (And Inclusion Is The Answer), Sebastian Bailey, May 20, 2014

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

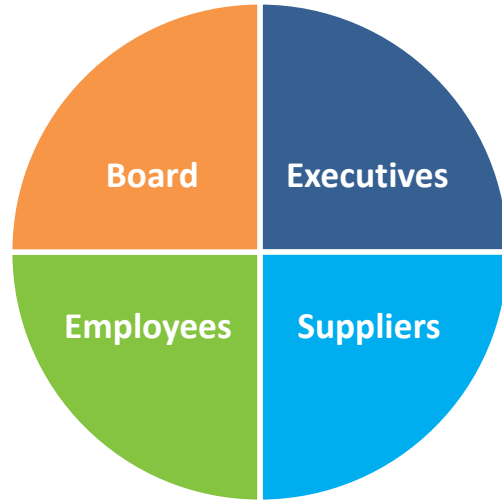
*Statistically Significant

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.

We Cultivate Diversity Broadly to Generate Value



33%

Female Clorox Executive Committee Members

33%

Female Board Members

33%

Minority Board Members

Clorox Employee Resource Groups



AFRICAN-AMERICAN
EMPLOYEE RESOURCE GROUP



ELEBRASIA
UNITY IN DIVERSITY



gay, lesbian, bisexual & transgender
employee resource group



SHOW
ERG
support, hear & opportunity for women



Good Growth: Profitable, Sustainable, Responsible



PERFORMANCE



PEOPLE



PRODUCTS



PLANET



PURPOSE

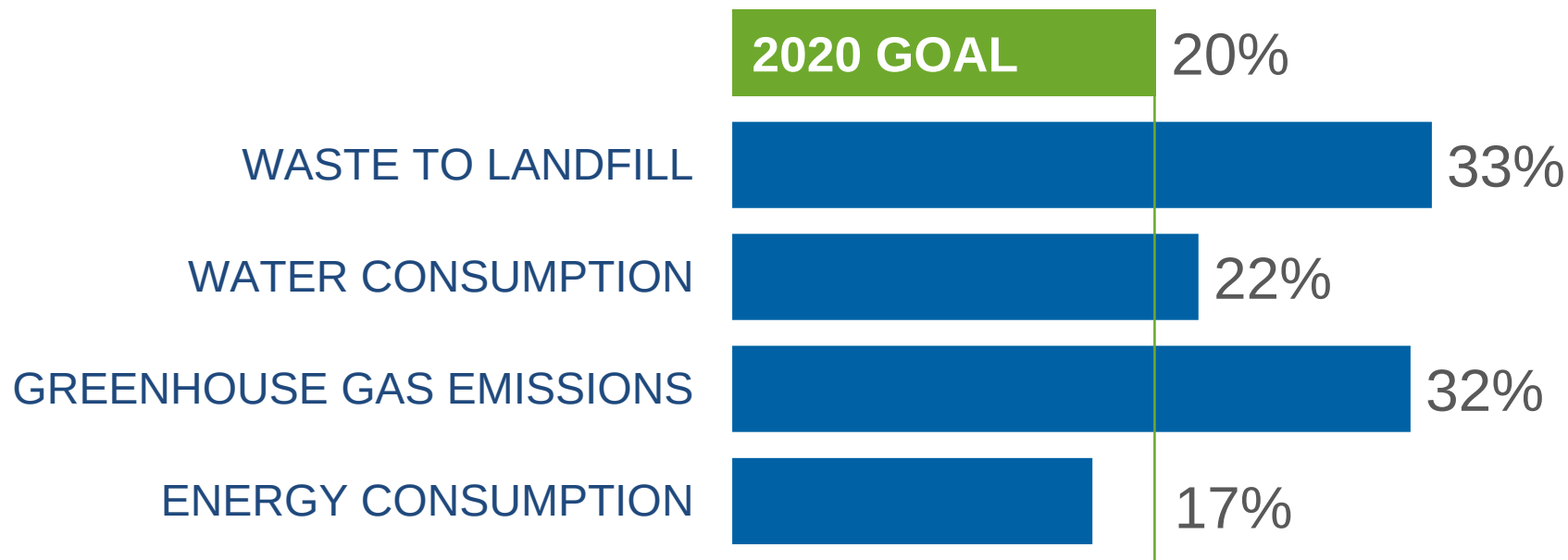
Making Our Products More Sustainable

Sustainability improvements to **49% of the portfolio***



On track to meet our goal of 50% product portfolio by 2020

Reducing Our Environmental Footprint



On track to meet or beat our goal of 20% reduction by 2020

Safeguarding Families and Communities

**\$69
MILLION**

Total Cash Grants and
Donations
FY13 to FY18

**\$16
MILLION**

Cash Equivalent
Volunteer Hours
CY12 to CY17



Appendix



Key Credit Metrics

\$ in B	FY13	FY14	FY15	FY16	FY17	FY18
EBITDA	\$1.2	\$1.1	\$1.2	\$1.2	\$1.3	\$1.3
Total Debt / EBITDA	2.1x	2.0x	1.8x	1.9x	1.7x	1.9x
EBITDA Interest Coverage	9.5x	11.3x	11.9x	14.0x	14.5x	15.3x
EBIT / Interest	8.0x	9.6x	10.2x	12.1x	12.7x	13.3x
Free Cash Flow / Debt	25%	28%	33%	26%	29%	31%
FCF after Dividends / Debt	10%	12%	16%	9%	10%	13%
FCF as % of sales	10%	12%	13%	10%	11%	13%
FCF after Dividends as % of Sales	4%	5%	6%	3%	4%	5%
Long Term Credit Ratings	BBB+ /Baa1	BBB+/Baa1	BBB+/Baa1	A- / Baa1	A-/Baa1	A-/Baa1
CP Ratings	A-2/P-2	A-2/P-2	A-2/P-2	A-2/P-2	A-2/P-2	A-2/P-2

Note: EBIT, EBITDA, FCF are Non-GAAP measures with reconciliations available in the supplemental financial schedules located at: <https://investors.thecloroxcompany.com/investors/financial-information/quarterly-results/default.aspx>

Gross Margin Reconciliation

Driver	Gross Margin Change vs. Prior Year (basis points)							
	FY18					FY19		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Cost Savings	+160	+170	+140	+120	+140	+130	+140	+170
Price Changes	+40	+30	+50	+50	+40	+90	+220	+240
Market Movement (commodities)	-90	-110	-160	-130	-130	-130	-120	-50
Manufacturing & Logistics	-80	-240	-220	-110	-160	-280	-190	-190
All other ^(1,2)	+20	-20	+70	-100	+10	+40	+20	-110
Change vs prior year	+50	-170	-120	-170	-100	-150	+70	+60

Gross Margin (%)

44.9%

43.0%

42.8%

44.0%

43.7%

43.4%

43.7%

43.4%

(1) In Q4 of fiscal year 2018, "All other" includes about -60bps of negative impact from costs related to the Nutranext acquisition.

(2) In Q3 of fiscal year 2019, "All other" includes about -70bps of negative impact from foreign exchange.

Reportable Segments (unaudited)

Dollars in Millions

	Net sales		
	Three Months Ended		
	3/31/2019	3/31/2018	% Change ⁽¹⁾
Cleaning	\$ 508	\$ 513	-1%
Household	489	493	-1%
Lifestyle	309	252	23%
International	245	259	-5%
Corporate	-	-	0%
Total	<u>\$ 1,551</u>	<u>\$ 1,517</u>	<u>2%</u>

	Net sales		
	Nine Months Ended		
	3/31/2019	3/31/2018	% Change ⁽¹⁾
Cleaning	\$ 1,579	\$ 1,544	2%
Household	1,324	1,344	-1%
Lifestyle	953	766	24%
International	731	779	-6%
Corporate	-	-	0%
Total	<u>\$ 4,587</u>	<u>\$ 4,433</u>	<u>3%</u>

	Earnings (losses) from continuing operations before income taxes		
	Three Months Ended		
	3/31/2019	3/31/2018	% Change ⁽¹⁾
	\$ 135	\$ 135	0%
	93	88	6%
	51	55	-7%
	24	23	4%
	(63)	(59)	7%
Total	<u>\$ 240</u>	<u>\$ 242</u>	<u>-1%</u>

	Earnings (losses) from continuing operations before income taxes		
	Nine Months Ended		
	3/31/2019	3/31/2018	% Change ⁽¹⁾
	\$ 450	\$ 428	5%
	198	215	-8%
	191	188	2%
	77	69	12%
	(184)	(152)	21%
Total	<u>\$ 732</u>	<u>\$ 748</u>	<u>-2%</u>

⁽¹⁾ Percentages based on rounded numbers.

Return on Invested Capital (ROIC) Reconciliation

Dollars in millions and all calculations based on rounded numbers

	FY18
Earnings from continuing operations before income taxes	\$ 1,054
Interest expense	85
Earnings from continuing operations before income taxes and interest expense	\$ 1,139
Income taxes on earnings from continuing operations before income taxes and interest expense ⁽²⁾	\$ (249)
Adjusted after-tax profit	\$ 890
Average invested capital ⁽³⁾	\$ 3,095
Return on invested capital ⁽¹⁾	29%

(1) In accordance with SEC's Regulation G, this schedule provides the definition of a non-GAAP measure and the reconciliation to the most closely related GAAP measure. 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. Management believes ROIC provides additional information to investors about current trends in the business. ROIC is a measure of how effectively the company allocates capital. ROIC should not be considered in isolation or as a substitute for the comparable GAAP measures and should be read in connection with the company's consolidated financial statements presented in accordance with GAAP.

(2) The tax rate applied is the effective tax rate on continuing operations, which was 31.9%.

(3) Average invested capital represents a five quarter average of total assets less non-interest bearing liabilities.

Return on Invested Capital (ROIC) Reconciliation

Dollars in millions and all calculations based on rounded numbers

(Amounts shown below are five quarter averages)

	FY18
Total assets	\$ 4,887
Less: non-interest bearing liabilities	(1,792)
Average invested capital	\$ 3,095

Cash Returned to Stockholders Reconciliation

Cash Returned to Stockholders is defined as Cash Dividends paid plus Treasury Stock Purchased as outlined in the Statement of Cash Flows

Dollars in millions

	FY 2018	FY 2017	FY 2016	FY 2015
Treasury stock purchased [*]	\$271	\$183	\$254	\$434
Cash dividends paid [*]	\$450	\$412	\$398	\$385
Cash Returned to Stockholders	\$721	\$595	\$652	\$819