Opening Remarks

BENNO DORER
CHAIR & CHIEF EXECUTIVE OFFICER
SAFE HARBOR

Except for historical information, matters discussed in this presentation, including statements about the Company's future volume, sales, organic sales growth, 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, 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 alternative retail channels and business models, and changing consumer preferences; 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 and the reputation of its brands and products; risks relating to acquisitions, new ventures and divestitures; government regulations; political, legal and tax risks; changes in U.S. tax, immigration or trade policies, including tariffs, and economic 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, uncertainty regarding Brexit, 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, increased focus on sustainability issues, including those related to climate change; the Company's ability to assert and defend its intellectual property rights; and the impacts of potential stockholder activism.

CLOROX MANAGEMENT IN ATTENDANCE

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Benno Dorer</td>
<td>Chair &amp; Chief Executive Officer</td>
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<tr>
<td>Kevin Jacobsen</td>
<td>EVP, Chief Financial Officer</td>
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<tr>
<td>Kirsten Marriner</td>
<td>EVP, Chief People Officer</td>
</tr>
<tr>
<td>Eric Reynolds</td>
<td>EVP, Household &amp; Lifestyle</td>
</tr>
<tr>
<td>Diego Barral</td>
<td>SVP, International</td>
</tr>
<tr>
<td>Troy Datcher</td>
<td>SVP, Chief Customer Officer</td>
</tr>
<tr>
<td>Denise Garner</td>
<td>SVP, Chief Innovation Officer</td>
</tr>
<tr>
<td>Stacey Grier</td>
<td>SVP, Chief Marketing Officer</td>
</tr>
<tr>
<td>Andy Mowery</td>
<td>SVP, Chief Product Supply Officer</td>
</tr>
<tr>
<td>Lisah Burhan</td>
<td>VP, Investor Relations</td>
</tr>
<tr>
<td>Paola Gonzalez</td>
<td>VP, Treasurer</td>
</tr>
<tr>
<td>Angela Hilt</td>
<td>VP, Corporate Secretary &amp; Deputy General Counsel</td>
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</tbody>
</table>
### AGENDA

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Opening</td>
<td>Benno Dorer</td>
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<tr>
<td>New strategy</td>
<td>Linda Rendle, Andy Mowery, Stacey Grier, Troy Datcher, Denise Garner, Eric Reynolds and Kirsten Marriner</td>
</tr>
<tr>
<td>Financial update</td>
<td>Kevin Jacobsen</td>
</tr>
<tr>
<td>Board perspective</td>
<td>Pamela Thomas-Graham</td>
</tr>
<tr>
<td>Closing</td>
<td>Benno Dorer</td>
</tr>
</tbody>
</table>

### DIVERSE, U.S.-CENTRIC PORTFOLIO

- **19% HOME CARE**
- **9% LAUNDRY**
- **6% PROFESSIONAL PRODUCTS**
- **34% CLEANING**

- **30% HOUSEHOLD**
  - **13% BAGS, WRAPS, CONTAINERS**
  - **8% CHARCOAL**
  - **7% CAT LITTER**
  - **2% DIGESTIVE HEALTH**

- **20% LIFESTYLE**
  - **9% FOOD PRODUCTS**
  - **5% NATURAL PERSONAL CARE**
  - **3% WATER FILTRATION**
  - **3% DIETARY SUPPLEMENTS**

- **16% INT'L**
  - **AFRICA**
  - **ASIA**
  - **AUSTRALIA**
  - **EUROPE**
  - **NEW ZEALAND**
  - **SOUTH AMERICA**

**30% HOUSEHOLD**

**$6.2B NET SALES**

**25+ COUNTRY / TERRITORY OPERATIONS**

**8,800 EMPLOYEES**

**100+ MARKETS**
CHOICEFUL, DISCIPLINED PLAYBOOK

**Leading brands** loved by consumers

Deeply rooted discipline sustains operational excellence

Purposeful & targeted in **where we play**

Good growth: ESG integration as a competitive advantage

---

LEADING BRANDS LOVED BY OUR CONSUMERS

- Nearly 80% of our global portfolio from #1 and #2 share brands
- Over half of our portfolio has superior consumer value
- Over two-thirds of our portfolio has stable or growing household penetration
BIG SHARE BRANDS, MID-SIZED CATEGORIES

- Categories that are more rational and less crowded with multi-nationals
- Grow categories with deep consumer insights and world-class capabilities
- Drive profitable growth for Clorox and our customers

OPERATIONAL EXCELLENCE

Our leading brands, world-class capabilities and deeply rooted discipline drive operational excellence

- 3+ pts Sales from Innovation
- +150bps Margin from Cost Savings
- Low Selling & Admin
- Top-Tier ROIC
- Strong Cash Flows
GOOD GROWTH®
PROFITABLE, SUSTAINABLE AND RESPONSIBLE

2020 Strategy
Good Growth
Commitment to Environment, Social, & Corporate Governance (ESG)

ECONOMIC PROFIT IS OUR TRUE NORTH

- Economic Profit (EP) has the best correlation to long term stock price appreciation
- Goal of maximizing EP drives our strategic choices and long-term focus
- EP is the sole performance metric used for management’s long-term compensation
KEY MESSAGES FOR TODAY

• 2020 Strategy delivered strong performance
• New strategy is Innovating for Good Growth
• Confident in our ability to deliver long-term shareholder value

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
STRONG STRATEGIC PROGRESS

Consumer Value
- +20pts increase in brands seen as superior in value
- +3% Sales CAGR from innovation
- Digital: 8% of sales in E-Commerce, higher marketing ROI's

Portfolio Momentum
- Established long-term growth runway in VMS
- Accelerated brand expansions with adjacencies

Waste Reduction
- Enhanced cost savings pipeline
- Improved profitability in International (Go lean)

People
- Best-in-class employee engagement
- Diverse and inclusive Board and workforce

Consumer value measure for US brands only

STRONG FINANCIAL RESULTS
FY14 TO FY19 CAGR

Sales
2.4%

EPS
7.6%

EP
7.5%

NOTE: Earnings per share is from continuing operation. EP refers to Economic Profit and reconciliation can be found in the appendix.
STRONG SHAREHOLDER RETURNS
FY14 TO FY19

![Bar chart showing Clorox's, S&P 500's, and Peers' returns from FY14 to FY19 with percentages: 91% for Clorox, 66% for S&P 500, and 50% for Peers.]

SOURCE: FactSet, Total Share Return as of June 30, 2019. Peers consist of 16 companies: CHD, CL, COTY, CPR, DPS, EL, GS, HSY, K, KHC, KMB, KO, RB-GB, NWL, PEP, and PG.

STRONG VALUE FOR SOCIETY

- **PERFORMANCE**: +3% Sales from innovation, +7.6% EP CAGR (FY14-19), Top-third TSR (FY14-19)
- **PEOPLE**: 87% Employee engagement, Top-tier diversity, World-class safety
- **PRODUCTS**: 58% Products with sustainability improvements, 92% Primary package recyclable
- **PLANET**: 20% reduction by 2020 on track:
  - Waste to landfill
  - Water
  - GHG
  - Energy
- **PURPOSE**: $50M Product donations, $16M in employee volunteer hours, $27M in cash grants

NOTE: Purpose impact is tracked on a cumulative calendar year basis for CY13 - 18.
STRONG RESULTS THE RIGHT WAY

BUSINESS PERSPECTIVE

• Addressing retailer and competitive challenges post pricing with targeted trade spend and cost savings
• These trends are reflected in FY20 Outlook
• Consumer fundamentals remain solid and our new strategy innovates in superior consumer value
CONFIDENT IN OUR ABILITY TO DELIVER STRONG SHAREHOLDER VALUE

- Continued investment in our brands fueled by cost savings creates a virtuous cycle for good growth
- Margin improvement opportunities continue to exist
- Engaged, diverse and inclusive workforce empowered to drive Good Growth
- Strong and consistent cash flow generation, put to work to create value for shareholders

KEY MESSAGES

- 2020 Strategy delivered strong performance
- New strategy is Innovating for Good Growth
- Confident in our ability to deliver long-term shareholder value
IGNITE Strategy
Innovating for Good Growth

LINDA RENDLE
EVP, CLEANING, INTERNATIONAL, STRATEGY & OPERATIONS
DISRUPTIONS SHAPING OUR STRATEGIC CHOICES

Data & analytics

Consumer expectations continue to rise

Dramatic change in retail

Cost & competition landscape shift

WHAT WE BELIEVE
INNOVATION CRITICAL FOR GROWTH

Meet rapidly changing consumer needs

Strengthen leading, relevant brands

Attract and retain the best talent
WHAT WE BELIEVE
MEGATRENDS CREATE GROWTH OPPORTUNITIES

Health & Wellness
Multicultural Millennials
Responsibility
Personalization & Customization

WHAT WE BELIEVE
ESG SHOULD BE FULLY INTEGRATED

Our core value
Good for business
Human-centered

Do the right thing
Relevance
Trust
Cost
Risk
IGNITE CAPITALIZES ON STRENGTHS AND ADDRESSES CHALLENGES

NEAR-TERM STRATEGIC PRIORITIES

• Accelerate organic sales growth
• Continue to balance margin discipline and market share recovery
• Elevate our game in retail execution
KEY MESSAGES

• **IGNITE Strategy** leaps off 2020 Strategy, innovating to strengthen our advantage:
  – Fuel growth
  – Innovate experiences
  – Reimagine work
  – Evolve portfolio

• **IGNITE** fully integrates ESG to drive good growth

CLOROX VISION

Exceptional **innovators**
who earn **people’s**
enduring **loyalty**
LONG HISTORY OF INNOVATION

Reinvented our categories & brands

Industry-leading product innovation

Brand building 2.0
Digital

Anticipated retail shifts faster & better

PEOPLE AT THE CENTER OF EVERYTHING WE DO
BRANDS WITH ENDURING LOYALTY

- Leading brands loved by consumers

INNOVATING WHERE WE HAVE ADVANTAGE

- Purposeful & targeted in where we play
- Deeply rooted discipline sustains operational excellence
- Good growth: ESG integration as competitive advantage

ECONOMIC PROFIT
IGNITE STRATEGY

Vision
Exceptional innovators who earn people’s enduring loyalty

Objectives
Maximize economic profit
Good growth — profitable, sustainable, and responsible

Strategy
Fuel growth in our brands
Innovate brand and shopping experiences of the future
Reimagine how we work
Evolve our portfolio

IGNITE STRATEGY CHOICE

Fuel Growth

- Increase cost savings target to +175bps
- Widening the cost savings funnel, leveraging
  - Digital
  - Integrated design
  - Sustainability
SUSTAINABILITY UNLOCKS COST SAVINGS

From: CARTON  
To: WRAP

IGNITE STRATEGY CHOICE

Innovate Experiences

- Purpose-driven, personalized brands
- Frictionless shopping with retailers
- Bigger, stickier innovation platforms
DRIVING BIGGER, STICKIER PLATFORMS

• Bigger ideas
• Wider net
• Longer focus

IGNITE STRATEGY CHOICE

Reimagine Work

• Inclusive
• Digital
• Fast
INVESTING IN DIGITAL CAPABILITIES
BRAND BUILDING - DATA, ANALYTICS & HUMAN INSIGHT

- Data science expertise
- Predictive analytics
- Data-savvy marketers

IGNITE STRATEGY CHOICE

- Grow the core
- Accelerate International profitable growth
- M&A criteria largely unchanged
ACCELERATE CORE WITH MEGATRENDS

Health & Wellness
Multicultural Millennials
Personalization & Customization
Responsibility

Accelerating the Core

IGNITE STRATEGY INTEGRATED CHOICES

ESG
IGNITE STRATEGY ESG LEADERSHIP AREAS

**PLANET**
Plastic and other waste reduction; science-based climate action

**PRODUCTS**
Responsible product stewardship; enhance industry best practices

**PEOPLE**
Enhance people’s lives through choices that promote well-being

**GOVERNANCE**
Executive compensation tied to ESG goals

PURSUING BOLD 2030 ENVIRONMENTAL GOALS

- **50% Reduction in virgin packaging**
- **Science-based greenhouse gas emission targets across our operations & value chain**
- **100% Recyclable, reusable or compostable packaging by 2025**
- **100% Renewable electricity in US & Canada by 2025**
IGNITE STRATEGY LEAPS OFF 2020 STRATEGY

GOOD GROWTH

Continue:
• ESG focus

IGNITE “leaps”:
• ESG fully integrated in business strategy

IGNITE STRATEGY LEAPS OFF 2020 STRATEGY

SUPERIOR CONSUMER VALUE

Continue:
• Technology
• Brand investment
• Superior products

IGNITE “leaps”:
• Superior consumer experiences
IGNITE STRATEGY LEAPS OFF 2020 STRATEGY PORTFOLIO

**Continue:**
- Evolve around our healthy core
- Disciplined M&A

**IGNITE “leaps”:**
- Evolve International portfolio to accelerate profitable growth

IGNITE STRATEGY LEAPS OFF 2020 STRATEGY FUEL

**Continue:**
- Cost savings focus

**IGNITE “leaps”:**
- Widen cost savings funnel to increase fuel
IGNITE STRATEGY LEAPS OFF 2020 STRATEGY

PEOPLE

Continue:  
• Engagement  
• Diversity

IGNITE “leaps”:  
• Inclusive  
• Digital  
• Faster

KEY MESSAGES

• **IGNITE Strategy** leaps off 2020 Strategy, innovating to strengthen our advantage:
  – Fuel growth
  – Innovate experiences
  – Reimagine work
  – Evolve portfolio

• **IGNITE** fully integrates ESG to drive good growth
IGNITE STRATEGY CHOICE

Fuel Growth

ANDY MOWERY
SVP, CHIEF PRODUCT SUPPLY OFFICER
KEY MESSAGES

• Strong track record of cost savings
• Increasing cost savings target to +175 bps
• Expanding how we fuel growth:
  – Digital
  – Integrated design
  – Sustainability

LONG TRACK RECORD OF COST SAVINGS
MANY YEARS OF +150BPS EBIT MARGIN BENEFIT

FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18 FY19

+150bps Annual Goal

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 net sales. See reconciliation in the supplemental financial schedules located at: https://investors.thecloexecompany.com/investors/financial-information/quarterly-results/default.aspx
CREATING FUEL TO DRIVE GOOD GROWTH

Digital

Brand investments

Innovation

Advertising

Sales promotion

Trade investment

>+2pts since FY14

COST SAVINGS IS IN OUR DNA

TRADE
SKU rationalization

BUY
Center-led strategic sourcing

MAKE
Agile enterprise
Execution excellence
Network balancing

SHIP
Supply chain optimization
Lane density

S&A

Cross functional ownership

Idea generation
Design/develop
Value capture

+150bps
every year

THE CLOROX COMPANY

THE CLOROX COMPANY
**INCREASING FUEL - RAISING TARGET TO +175BPS**

Annual goal for EBIT margin benefit from cost savings program

- **2020 Strategy goal**: +150 bps
- **IGNITE Strategy goal**: +175 bps

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 net sales. See reconciliation in the supplemental financial schedules located at: https://investors.theclorexcompany.com/investors/financial-information/quarterly-results/default.aspx

**INCREASING FUEL - WIDENING THE FUNNEL**

- Cost savings +150bps
- Digital
- Integrated design
- Sustainability
- Supports EBIT margin goals beyond cost savings

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 net sales. See reconciliation in the supplemental financial schedules located at: https://investors.theclorexcompany.com/investors/financial-information/quarterly-results/default.aspx
DIGITAL UNLOCKS VALUE

Digital Supply Network → Higher visibility → More effective → Lower cost

• Wearable technology
• Real-time solutions improving quality and runtime
• Less waste, more efficient, lower costs
INTEGRATED DESIGN LOWERS COMPLEXITY

Full integration of supply chain design to consumer demand **cuts out waste** and **increases speed to market**

- 25% reduction in number of raw materials
- Economies of scale
- Enables better customization faster

**INTEGRATED DESIGN DRIVES MULTIPLE SOURCES OF VALUE**

- Designing for triple win
  - Lower cost
  - Improved consumer experience
  - Reduced environmental footprint
SUSTAINABILITY UNLOCKS COST SAVINGS

2030 Environmental goal highlights

- 50% Reduction in virgin packaging
- 100% Recyclable, reusable or compostable packaging by 2025
- Science-based greenhouse gas emission targets across our operations & value chain
- 100% Renewable electricity in US & Canada by 2025

SUSTAINABILITY UNLOCKS COST SAVINGS
WASTE REDUCTION

From: CARTON
To: WRAP

- Where can we eliminate a box in a box?
- Opportunity is big (300M lbs. of recycled and renewable, fiber-based packaging)
SUSTAINABILITY UNLOCKS COST SAVINGS
PLASTIC AND WATER REDUCTION

• Where can we reduce or eliminate water in products?

• Bleach compaction will reduce our use of
  – Water by 33%
  – Corrugate by 25%
  – Plastic by 15%

SUSTAINABILITY UNLOCKS COST SAVINGS
TRANSPORTATION REDUCTION

Current

Future
SUSTAINABILITY UNLOCKS COST SAVINGS
TRANSPORTATION REDUCTION

New Litter supply chain eliminates:

~7,000,000 over the road miles
~1,000,000 gallons of diesel fuel
~23,000 metric tons of CO$_2$e

SOURCE: Internal annual estimate

KEY MESSAGES

• Strong track record of cost savings
• Increasing cost savings target to +175 bps
• Expanding how we fuel growth:
  – Digital
  – Integrated design
  – Sustainability
KEY MESSAGES

Innovate in consumer experiences for superior value

- Purpose-driven, personalized brands
- Frictionless shopping with retailers
- Bigger, stickier innovation platforms
74% Agree
“If a product is made by a company I trust, I’ll buy it even if it’s slightly more expensive”
CLOROX BRANDS MATTER

CLOROX BRANDS ARE STRONG
MAJORITY OF OUR PORTFOLIO HAS SUPERIOR VALUE

54%
of portfolio has Superior Value

34%  54%
FY14  FY19

SOURCE: Internal; Consumer Value Measure for Clorox US brands only
CLOROX BRANDS ARE STRONG
9 OUT OF 10 US HOUSEHOLDS HAVE A CLOROX PRODUCT

SOURCE: IRI Panel Data, Total U.S. All Outlets, NBD Weighted, 52 we 6/16/2019

CLOROX BRANDS ARE STRONG
LOYALTY - MAJORITY STABLE TO GROWING

SOURCE: National Consumer Panel, Total US All Outlets, 52 weeks ending August 11, 2019, NBD Dollars
BRANDS WITH PURPOSE MATTER MORE

“I like brands that have a point of view and stand for something”

<table>
<thead>
<tr>
<th>Group</th>
<th>Centennials</th>
<th>Millennials</th>
<th>Middle Age</th>
<th>Aging</th>
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</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>61%</td>
<td>61%</td>
<td>53%</td>
<td>47%</td>
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</tbody>
</table>

SOURCE: Kantar

BRANDS WITH PURPOSE MATTER MORE

Our purpose-driven brands grow 3X faster*

- More human
- More relevant
- More differentiated

*Than Clorox brands without purpose activation
BRANDS WITH PURPOSE MATTER MORE

PURPOSE: Cleaner world where people thrive.
BRANDS WITH PURPOSE MATTER MORE

PURPOSE: Cleaner world where people thrive.

4.8x
ROI increase
BRANDS WITH PURPOSE MATTER MORE

PURPOSE:
Spark people to create food joy in their own original ways

Hidden Valley Ranch

BRANDS WITH PURPOSE MATTER MORE
BRANDS WITH PURPOSE MATTER MORE

PURPOSE: Make water better for people & the planet

BRITA
GREAT TASTING WATER

THE CLOROX COMPANY
BRANDS WITH PURPOSE MATTER MORE
ALL MAJOR BRANDS ACTIVATED WITH PURPOSE IN FY20
PERSONALIZED BRANDS ARE THE FUTURE
CONSUMER EXPECTATIONS CONTINUE TO RISE

81% of consumers want brands to understand them better and know when and when not to approach them — Accenture

42% of consumers are annoyed when content isn’t relevant to me or my situation — Adobe

PERSONALIZED BRANDS ARE THE FUTURE
IGNITE STRATEGY GOAL - 100M KNOWN USERS

5x

From

To

- New talent and training
- Strong value exchange with consumers
- Brand building activities that drive new known consumers
PERSONALIZED BRANDS ARE THE FUTURE
DATA, ANALYTICS & HUMAN INSIGHT

PERSONALIZED BRANDS ARE THE FUTURE
POISED TO LEAD IN DIGITAL

Investing over 50% in digital media

+15% ROI vs FY14
PERSONALIZED BRANDS ARE THE FUTURE
POISED TO LEAD IN DIGITAL

Gartner L2 Digital IQ Rankings – U.S. 2019

Home Care: U.S. 2019 (82 Brands)

PERSONALIZED BRANDS ARE THE FUTURE
POISED TO LEAD IN DIGITAL

Gartner L2 Digital IQ Rankings – U.S. 2019

Top 10 Personal Care Brands in Digital
PERSONALIZED BRANDS ARE THE FUTURE
MASTERING THE FORMULA

Receptive audiences  Contextual relevance  Personalized persuasion

PERSONALIZED BRANDS ARE THE FUTURE
HIGHER ENGAGEMENT
PERSONALIZED BRANDS ARE THE FUTURE
HIGHER ENGAGEMENT

40% incremental sales from 2+ page views
PERSONALIZED BRANDS ARE THE FUTURE
HIGHER ENGAGEMENT

PERSONALIZED BRANDS ARE THE FUTURE
LEADING EDGE USE OF DATA, ANALYTICS & INSIGHT

1st party data + Wipes purchase data + Search results
PERSONALIZED BRANDS ARE THE FUTURE
BROAD AND DEEP PARTNER ECOSYSTEM

KEY MESSAGES

Innovate in consumer experiences for superior value

- Purpose-driven, personalized brands
- Frictionless shopping with retailers
- Bigger, stickier innovation platforms
NEAR TERM PRIORITIES

- Build on success

- Elevate our game with focus on the fundamentals
WINNING WITH CONSUMERS IN TIMES OF RETAIL DISRUPTION

EARLY E-COMMERCE INVESTMENT PAYING OFF

+43% Sales CAGR

$500M

FY16  FY17  FY18  FY19
FRICTION IN SHOPPING EXPERIENCES

Make it easy for me to:
• Find products I’m looking for
• Buy anytime and anywhere
• Work within my budget

RETAILERS ADDRESSING DISRUPTION
IMPLICATIONS TO CPG

<table>
<thead>
<tr>
<th>FORMAT</th>
<th>RETAILER DIFFERENTIATION</th>
<th>IMPLICATIONS</th>
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<tbody>
<tr>
<td>Physical stores</td>
<td>Store experience</td>
<td>Limited assortment</td>
</tr>
<tr>
<td></td>
<td>Sync digital &amp; physical experience</td>
<td>Omni-channel demand creation</td>
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<tr>
<td>E-Commerce</td>
<td>Last mile delivery</td>
<td>Flexible &amp; integrated supply network</td>
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OUR LEADING BRANDS & WORLD-CLASS INSIGHTS

Leading Brands

Physical & Digital Capabilities

- Insights
- Category management
- Demand creation
- Retail operations
- Supply chain

PARTNERING FOR FRICTIONLESS SHOPPING

PHYSICAL STORES

Leading brands

Easy to find

Value

SUPERIOR CONSUMER VALUE
PARTNERING FOR FRICTIONLESS SHOPPING
OMNI-CHANNEL

Leading brands
Easy to find
Easy pick up or delivery

E-COMMERCE

Leading brands
Right content
Easy to receive

74% share of Search at Amazon*

345M impressions

Amazon Locker
WINNING FRICTIONLESS SHOPPING
MASTERING THE FORMULA

Key Messages

Innovate in consumer experiences for superior value

- Purpose-driven, personalized brands
- Frictionless shopping with retailers
- Bigger, stickier innovation platforms
Bigger, Stickier Innovation Platforms

DENISE GARNER
SVP, CHIEF INNOVATION OFFICER

STRONG TRACK RECORD OF INNOVATION

- Hidden Valley Dips and Blast Ranch Condiments
- Fresh Step Clean Paws & Febreze
- Glad Trash Platform
- Neocell - Collagen
- Scentiva Floor Wipes
- Home Care - Wipes Platform
- Burt's Bees Face Care Expansion
- Brita Premium Filtering Bottle
- PPD Expansion
STRONG TRACK RECORD OF INNOVATION

BIGGER size of prize

BETTER innovation processes

FASTER to market

RECOGNIZED INNOVATOR

IRI Rising Star

• Platform launched in FY18
• Highest repeat rate in category among new products over past 2 years
• #2 SKU in Fresh Step portfolio
• Added 2 extensions
RECOGNIZED INNOVATOR

IRI Pacesetter

• Designed to meet Gen Z & Millennial needs
• 75% Incremental
• 12 Patents

RECOGNIZED INNOVATOR

IRI Pacesetter

• Over indexes with Hispanics and Millennials
• 70% incremental
• Drove ~1/3 of Homecare BU sales growth in FY18/FY19
DRIVING BIGGER, STICKIER INNOVATION

• Bigger ideas: larger, incremental need spaces
• Wider net: innovating product and beyond
• Longer focus: multi-year innovation and spending

INNOVATE ON LARGER CONSUMER NEED SPACES

- HEALTH & WELLNESS
  “Help me be well”
- MULTICULTURAL MILLENNIALS
  “Recognize our changing needs”
- RESPONSIBILITY
  “Help me act responsibly”
- PERSONALIZATION & CUSTOMIZATION
  “Personalize for me”
DRIVING BIGGER, STICKIER INNOVATION
BURT’S BEES HEMP & CBD PLATFORM

DRIVING BIGGER, STICKIER INNOVATION
GLAD DUAL LAYER AND SUSTAINABILITY PLATFORM
DRIVING BIGGER, STICKIER INNOVATION
CLOROX COMPOSTABLE WIPES PLATFORM

DRIVING BIGGER, STICKIER INNOVATION
CLOROX BLEACH COMPACTION
DRIVING BIGGER, STICKIER INNOVATION
PRODUCT & BEYOND

Good
Better
Best

SENSITIVE
RENEWAL
DRIVING BIGGER, STICKIER INNOVATION
MULTI-YEAR FOCUS DRIVES GROWTH

All Purpose Cleaners

Bathroom Cleaners + Scent Expansion

Disinfecting Mopping Cloths + Scent Expansion

2017 2018 2019

ROBUST INNOVATION ACROSS PORTFOLIO

FY20

And beyond

BRITA

BURT’S BEES

NEOCELL

RenewLife

GLAD

KINGSFORD
INNOVATE IN CONSUMER EXPERIENCES FOR SUPERIOR VALUE

• Purpose-driven, personalized brands
• Frictionless shopping with retailers
• Bigger, stickier innovation platforms

*Household penetration

Kingsford Update

ERIC REYNOLDS
EVP, HOUSEHOLD & LIFESTYLE
GRILLING CATEGORY MOMENTUM

Grilling category sales ($B) (All Outlet)*

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales ($B)</th>
<th>Change vs. YA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1.0%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>-4.0%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>2.9%</td>
<td></td>
</tr>
</tbody>
</table>

Lump & Pellets in the last two years

- Grew +36% in retail sales to $235M
- Increased share of category +6.3 pts to 20%
- Delivered nearly 100% of the growth in the category

*Category is U.S. Total Grilling Retail Sales (Briquets, Lump, Pellets, Lighter Fluid and Additives). Source = IRI All Outlet Panel, NBD $. 52 weeks ending Aug 11 2019.
KINGSFORD UNDERPERFORMANCE

Grilling share (All Outlet)*

Last three years

59.9%
54.2%

Household Penetration*

Last three years

15.2%
12.5%

* Category is U.S. Total Grilling Retail sales (Briquets, Lump, Pellets, Lighter Fluid and Additives). Source = IRI All Outlet Panel, NBD $52 weeks ending Aug 11 2019.

KINGSFORD STRATEGY: FY14–FY19

$ per Kingsford user
PEOPLE AT THE CENTER OF EVERYTHING
Exceptional **innovators** who earn people’s enduring **loyalty**

**INNOVATE THE KINGSFORD EXPERIENCE**

**PURPOSE-DRIVEN & PERSONALIZED**

**FEED HUMAN CONNECTIONS**

**BE THE CATALYST FOR GREAT FOOD EXPERIENCES**
INNOVATE THE KINGSFORD EXPERIENCE
PARTNER WITH RETAILERS TO WIN

CATEGORY VISION: BRING NEW PEOPLE INTO CATEGORY

COLLABORATE WITH OUTDOOR LEADERS

PRICING & PROMOTION STRATEGY

KINGSFORD FRICTIONLESS SHOPPING
PERSONALIZED, DIGITAL & PHYSICAL, FAST
INNOVATE THE KINGSFORD EXPERIENCE
INNOVATION CRITICAL FOR GROWTH – CY20 & BEYOND

Superior Consumer Value

Broaden portfolio

Bigger, stickier innovation platforms

BRING A FOOD GENERATION INTO GRILLING
INNOVATE THE KINGSFORD EXPERIENCE
INNOVATION CRITICAL FOR GROWTH

“MAKE IT EASY FOR ME”

REINVENTING KINGSFORD FOR GOOD GROWTH

- Bring a food generation into grilling by putting people at the center
- Innovate in consumer experiences for superior value
  - Purpose-driven and personalized
  - Category vision and frictionless shopping
  - Broaden portfolio and bigger, stickier innovation platforms
KEY MESSAGES

• Our highly engaged people drive strong results

• Reimagining how we work drives our competitive advantage, by being:
  – Inclusive
  – Digital
  – Fast

PEOPLE ARE AT THE CENTER OF OUR STRATEGY
WORLD-CLASS ENGAGEMENT

87% 86% 81%

CLOROX Global High Performance Companies Fast Moving Consumer Goods

2019

+6pts vs. fast moving consumer goods companies

+1pt vs. global high performing companies

SOURCE: Willis Towers Watson

RECOGNIZED AS A GREAT PLACE TO WORK

45%

Lower turnover than industry average\(^1\)

World-class workplace safety\(^2\)

\(^1\) SOURCE: CLC Global Consumer Goods Industry Turnover Benchmark
\(^2\) Recordable incident rate of 0.86 vs World-Class level (1).
REIMAGINING HOW WE WORK TO WIN

Enabling our team to do their best work:

• Inclusive
• Digital
• Fast

DIVERSITY CREATES ADVANTAGE

“Higher diversity on the senior executive team correlates to higher EBIT”


“Companies with above-average total diversity have higher innovation revenue and higher EBIT margins”

– BCG, HBR article “How and Where Diversity Drives Financial Performance,” Jan 30, 2018
### STRONG PROGRESS BUILDING DIVERSITY

<table>
<thead>
<tr>
<th>BOARD</th>
<th>EXECUTIVES</th>
<th>EMPLOYEES</th>
<th>SUPPLIERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>33% Female Board members</td>
<td>36% Female members of the Clorox Executive Committee</td>
<td>51% Female non-production employees</td>
<td>$136M spent with diverse suppliers</td>
</tr>
<tr>
<td>33% Minority Board members</td>
<td></td>
<td>33% Minority non-production employees</td>
<td></td>
</tr>
</tbody>
</table>

### INCLUSION CREATES ADVANTAGE

Organizations with inclusive cultures are:

- **2x** more likely to meet financial goals
- **3x** more likely to be high-performing
- **6x** more likely to be innovative and agile

CREATING AN INCLUSIVE CULTURE WHERE EVERYONE THRIVES

83% Inclusion index
- Breaking bias mindset
- Employee resource groups
- Global days of understanding

SOURCE: Willis Towers Watson

INVESTING IN DIGITAL CAPABILITY
DATA, ANALYTICS & HUMAN INSIGHT

- Data science expertise
- Predictive analytics
- Data-savvy marketers
INVESTING IN DIGITAL CAPABILITY

AUTOMATION

Higher quality, faster and lower cost:

- Augmented intelligence
- Modeling/simulation
- Material and sales planning

INVESTING IN DIGITAL CAPABILITY

DIGITAL INCREASES SPEED AND UNLOCKS VALUE

Robotics  Modeling & simulation  High throughput screening
FAST ORGANIZATION, INTEGRATED SYSTEM

• Decision rights
• Fewer layers
• Operating rhythms

KEY MESSAGES

• Our highly engaged people drive strong results
• Reimagining how we work drives our competitive advantage, by being:
  – Inclusive
  – Digital
  – Fast
IGNITE STRATEGY CHOICE

Evolve Portfolio

LINDA RENDLE
EVP, CLEANING, INTERNATIONAL, STRATEGY & OPERATIONS
KEY MESSAGES

• Portfolio evolution continues to focus on growing the core
• Accelerate International sales growth by
  – Evolving to a more stable and profitable portfolio
  – Doubling-down on faster-growing segments and geographies
• M&A criteria largely unchanged
  – Remains U.S.-centric

STRONG AND STABLE PORTFOLIO WITH CONTINUED GROWTH OPPORTUNITIES

**US-centric** portfolio with minimal impact from global volatility

**Leading brands** loved by consumers during growth and recessions

Strong tailwinds from **consumer-relevant megatrends**

**Relevant and healthy categories**
PORTFOLIO EVOLUTION TO STRENGTHEN CORE

- Leveraging capabilities to unlock more growth opportunities in the U.S.
- Applying consumer megatrends to increase relevance and differentiation
- Expanding into adjacencies and leveraging the right ecosystem of partners

---

PORTFOLIO EVOLUTION TO STRENGTHEN CORE

**BURT’S BEES**

Trends  |  Adjacencies  |  Partnerships
INTERNATIONAL FUNDAMENTALS REMAIN HEALTHY

- Leading brands
- Midsized countries
- Faster category growth
- Strong operational performance

MORE PROFITABLE INTERNATIONAL BUSINESS

+13% Profit CAGR

NOTE: Profit refers to earnings (losses) from continuing operations before income taxes
Evolving to a More Stable and Profitable International Portfolio

- FX and inflation have been significant headwinds
- Go-lean strategy stabilizing the core and creating fuel-evolving to asset-light
- Invest in our healthy core, where brands are strong and categories are growing

Accelerate International Sales Growth

- Double-down on more profitable, faster-growing segments and geographies
M&A REMAINS A STRATEGIC LEVER ...

• Consistent with 2020 Strategy, M&A is space-driven:
  – Enhanced wellness and natural personal care
  – Deprioritize food enhancers

• IGNITE Strategy applies megatrends to our M&A lens

• Remains U.S.-centric

...AND CRITERIA LARGELY UNCHANGED

<table>
<thead>
<tr>
<th>Strong brands</th>
<th>Consumer megatrend tailwinds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margin accretive</td>
<td>Strategic fit and leverages capabilities</td>
</tr>
</tbody>
</table>
KEY MESSAGES

• Portfolio evolution continues to focus on growing the core

• Accelerate International sales growth by
  – Evolving to a more stable and profitable portfolio
  – Doubling-down on faster-growing segments and geographies

• M&A criteria largely unchanged
  – Remains U.S.-centric

Financial Update

KEVIN JACOBSEN
EVP, CHIEF FINANCIAL OFFICER
KEY MESSAGES

• Strong track record of delivering value for shareholders

• Confident our IGNITE strategic choices support delivering strong financial performance

• Remain confident in our ability to drive long-term shareholder value

LONG TRACK RECORD OF DELIVERING VALUE
TOTAL SHAREHOLDER RETURN (20 YEAR)

SOURCE: FactSet, 20 Year Total Share Return as of June 30, 2019.
STRONG U.S. SALES PARTIALLY OFFSET BY FX

US sales
Goal: 2-4%

Performance: 3.4%

FY14: $4.5B
FY19: $5.3B

International sales
Goal: 5-7%

Performance: -2.3% (FX: -10%)

FY14: $1.0B
FY19: $0.9B

Total sales
Goal: 3-5%

Performance: 2.4% (FX -2%)

FY14: $5.5B
FY19: $6.2B

*FX: Average annual foreign currency exchange impact to segment and total company sales from FY14 through FY19

GREW MARGIN DESPITE INFLATIONARY HEADWINDS

FY14: 17.8%
FY19: 18.0%

• Highly inflationary environment last 2 years with ~400 bps of cost headwinds
• Recent pricing actions create a base to grow from

Cost headwinds refer to commodities and increased supply chain inflation
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 net sales. See reconciliation in the supplemental financial schedules located at: https://investors.thecloroxcompany.com/investors/financial-information/quarterly-results/default.aspx
DELIVERED STRONG FREE CASH FLOW

- Company generates consistent strong free cash flow
- Increased annual free cash flow by +20% since FY14
- Raised our annual goal to 11% to 13% of net sales

Free Cash Flow (a non-GAAP measure) represents Net Cash 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

FY20 OUTLOOK
UPDATED FOR LATEST FX ASSUMPTIONS

<table>
<thead>
<tr>
<th></th>
<th>August 1 Outlook</th>
<th>Updated Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (vs year ago)</td>
<td>Flat to +2% (OSG 1% - 3%)*</td>
<td>Down LSD to +1% (OSG 1% - 3%)</td>
</tr>
<tr>
<td>Gross margin (vs year ago)</td>
<td>Flat to down slightly</td>
<td>Down slightly</td>
</tr>
<tr>
<td>Diluted EPS (vs year ago)</td>
<td>$6.30 to $6.50 (Flat to +3%)</td>
<td>$6.05 to $6.25 (-4% to -1%)</td>
</tr>
</tbody>
</table>

*Updated Organic sales growth outlook reflects about 2 percentage points of positive impact from the exclusion of unfavorable foreign exchange rate.

Organic sales growth is defined as GAAP net sales growth excluding the effect of foreign exchange rate changes and any acquisitions and divestitures. Management believes that the presentation of organic sales growth outlook is useful to investors because it excludes the Company’s estimate of the impact of foreign exchange rate changes, which are difficult to predict, and out of the control of the Company and management. However, organic sales growth outlook may not be the same as similar measures provided by other companies due to potential differences in methods of calculation and items being excluded.
NEAR-TERM PRIORITIES

• Strengthen core business growth with focus on Kingsford and Glad
• Address deteriorating currency environment
• Deliver another strong year of innovation
• Deliver another strong year of cost savings

IGNITE STRATEGY FINANCIAL GOALS
TARGETING ACCELERATED FINANCIAL PERFORMANCE

<table>
<thead>
<tr>
<th></th>
<th>FY14 to FY19</th>
<th>IGNITE (Annual goals)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>US</strong> (~80% of Clorox sales)</td>
<td>+3% CAGR</td>
<td>+2% to 4%</td>
</tr>
<tr>
<td><strong>International</strong> (~20% of Clorox sales)</td>
<td>-2% CAGR</td>
<td>+1% to 4%</td>
</tr>
<tr>
<td><strong>Total company</strong></td>
<td>+2% CAGR</td>
<td>+2% to 4%</td>
</tr>
<tr>
<td><strong>EBIT margin improvement</strong></td>
<td>~+5 bps avg</td>
<td>+25 to 50 bps</td>
</tr>
<tr>
<td><strong>Free cash flow % of sales</strong></td>
<td>12% avg</td>
<td>11% to 13%</td>
</tr>
</tbody>
</table>

**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 Net Cash provided by 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
ACCELERATING INNOVATION

• Building on strong track record of results
• Leaning in to bigger and stickier innovation platforms
• Committed to sustained investments behind big ideas

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

INCREASING FUEL TO DRIVE GROWTH
RAISING COST SAVINGS TARGET TO +175BPS

• Leaning into sustainability
• Leveraging integrated design
• Reimagining how we work drives admin productivity
MORE OPPORTUNITY TO DRIVE S&A PRODUCTIVITY
REIMAGINING HOW WE WORK TO CREATE FUEL FOR GROWTH

% of Sales

13.8%

CLX

S&A % of Sales as of latest fiscal year end for CLX as of June 30, 2019. Peers consist of 16 companies: CHD, CL, COTY, CPF, DRS, EL, GIS, HSY, K, KHC, KMB, KO, RB-GB, NWL, PEP, and PG

DISCIPLINED USES OF CASH

1. Business growth (includes targeted M&A)
2. Support dividend
3. Debt leverage\(^1\) (Target: 2.0 – 2.5x)
4. Stock repurchases

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
LONG TRACK RECORD OF DIVIDEND GROWTH
DIVIDENDS PER SHARE

JUN '00: $0.81, $1.08, $1.31, $1.66, $2.05, $2.25, $2.44, $2.56, $2.87, $3.11
JUN '09: $0.84, $1.11, $1.15, $1.88, $2.05, $2.25, $2.44, $2.56, $2.87, $3.11
JUN '19: $0.85, $1.11, $1.15, $2.05, $2.25, $2.44, $2.56, $2.87, $3.11, $3.60

SOURCE: FactSet

STRONG CASH RETURNED TO SHAREHOLDERS

- ~2X increase in annual cash returned to shareholders
- Initiated up to $2B repurchase program in May 2018
- +60% growth in FY19 on top of +21% growth in FY18

*Cash returned to stock holders is defined as cash dividends paid plus treasury stock purchased as outlined in the statements of cash flows.
RELENTLESS FOCUS ON ECONOMIC PROFIT DRIVES TOP-TIER ROIC

ROIC as of Fiscal Year Ending June 30, 2019

*Return on invested capital (ROIC), a non-GAAP measure, is calculated as earnings from continuing operations before income taxes (a GAAP measure) 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 7/31/19. See reconciliation on 64 and 65. Peers consist of 16 companies: CHD, CL, COTY, CP, EPS, EL, GIS, HSY, K, KHC, KMB, KO, RB-GB, NWL, PEP, and PG.

LONG-TERM INVESTMENT CASE REMAINS SOLID

Investing behind leading brands to grow categories and share
- Increasing expected value from innovation
- Healthy category and brand building investments, including digital/E-Commerce

Fueled by cost savings and admin productivity
- Pursuing margin accretive innovation
- Leaning into cost savings through enhanced margin management
- Transforming how we work

Strong cash flow generation
- Financial capacity to invest for the long-term
- Announced +10% dividend increase May 2019, on top of +14% in Feb 2018
- Initiated up to $2B open market stock purchase program (May 2018)
KEY MESSAGES

• 2020 Strategy delivered strong performance
• IGNITE strategy is Innovating for Good Growth
• Confident in our ability to deliver long-term shareholder value

STRONG SHAREHOLDER RETURNS
FY14 TO FY19

91% 66% 50%
Clorox S&P 500 Peers
STRONG VALUE FOR SOCIETY

PERFORMANCE
+3% Sales from innovation
+7.6% EP CAGR (FY14-19)
Top-third TSR (FY14-19)

PEOPLE
87% Employee engagement
Top-tier diversity
World-class safety

PRODUCTS
58% Products with sustainability improvements
92% Primary package recyclable

PLANET
20% reduction by 2020 on track:
• Waste to landfill
• Water
• GHG
• Energy

PURPOSE
$50M Product donations
$16M in employee volunteer hours
$27M in cash grants

NOTE: Purpose impact is tracked on a cumulative calendar year basis for CY13 - 18

NEAR-TERM STRATEGIC PRIORITIES

• Accelerate organic sales growth
• Continue to balance margin discipline and market share recovery
• Elevating our game in retail execution
IGNITE STRATEGY

**Vision**
Exceptional innovators who earn people’s enduring loyalty

**Objectives**
Maximize economic profit
Good growth – profitable and responsible

**Strategy**
- **Fuel growth** in our brands
- **Innovate** brand and shopping **experiences** of the future
- **Reimagine** how we **work**
- **Evolve** our **portfolio**

IGNITE IS INNOVATING FOR GOOD GROWTH
IGNITE STRATEGY DRIVES ESG LEADERSHIP

- **PLANET**: Plastic and other waste reduction; science-based climate action
- **PRODUCTS**: Responsible product stewardship; enhance industry best practices
- **PEOPLE**: Enhance people's lives through choices that promote well-being
- **GOVERNANCE**: Executive compensation tied to ESG goals

PURSING BOLD 2030 ENVIRONMENTAL GOALS

- **50% Reduction in virgin packaging**
- **Science-based greenhouse gas emission targets across our operations & value chain**
- **100% Recyclable, reusable or compostable packaging by 2025**
- **100% Renewable electricity in US & Canada by 2025**
CONFIDENT IN OUR ABILITY TO DELIVER STRONG SHAREHOLDER VALUE

• Continued investment in our brands fueled by cost savings creates a virtuous cycle for good growth

• Margin improvement opportunities continue to exist

• Engaged, diverse and inclusive workforce empowered to drive Good Growth

• Strong and consistent cash flow generation, put to work to create value for shareholders

Free Cash Flow (a non-GAAP measure) represents Net Cash from Continuing Operations less Capital Expenditures. See reconciliation in the supplemental financial schedules located at:

OUR EFFORTS BROADLY RECOGNIZED
PEOPLE AT THE CENTER OF EVERYTHING WE DO

CLOROX VISION

Exceptional innovators who earn people’s enduring loyalty
Thank You