| TIMELINESS $\mathbf{2}$ Raised 215/13 <br> SAFETY $\mathbf{2}$ Lowered 4/1400 <br> TECHNICAL 3 Lowered 1055/12 <br> BETA $60 \quad(1.00=$ Market $)$  |  |  |  | High: Low: | $\begin{array}{r} 47.9 \\ 31.9 \end{array}$ | $\begin{aligned} & 49.2 \\ & 37.4 \end{aligned}$ | $\begin{aligned} & 59.4 \\ & 46.5 \end{aligned}$ | $\begin{aligned} & \hline 66.0 \\ & 52.5 \end{aligned}$ | $\begin{aligned} & \hline 66.0 \\ & 56.2 \end{aligned}$ | $\begin{aligned} & 69.4 \\ & 56.2 \end{aligned}$ | $\begin{aligned} & 65.3 \\ & 47.5 \end{aligned}$ | $\begin{aligned} & 63.1 \\ & 45.7 \end{aligned}$ | $\begin{aligned} & 69.0 \\ & 59.0 \end{aligned}$ | $\begin{aligned} & 75.4 \\ & 60.6 \end{aligned}$ | $\begin{aligned} & 76.7 \\ & 66.4 \end{aligned}$ | $\begin{aligned} & 85.3 \\ & 73.5 \end{aligned}$ |  |  | Target Price $2016 \mid 2017$ | Range 2018 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  | ```LEGENDS - \(16.0 \times\) "Cash Flow" \(p\) sh Otio Options: Yes Shaded areas indicate recessions``` |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $-200$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | -160 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | 6-18 PRO | JECTIO |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | A | '1 Total |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Price | Gain |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | -80 |
| High |  | 55\%) |  |  |  |  |  |  |  |  |  |  |  | , |  |  |  |  |  | 60 |
| Low |  | 10\%) | 7\% |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Insider Decisions |  |  |  |  | 4H |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 40 |
| N | $J$ J | A S O | D J | 兄 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 30 |
| to Buy | 0 | 0 | 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Options to Sell | 120 | 2 1 <br> 6 1 | 1 1 1 <br> 3 3  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | -20 |
| Institut | tional D | Decision |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | \% TOT | T. RETURN 2/13 |  |
|  | 202012 | 302012 | 402012 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\begin{aligned} & \text { THIS } \\ & \text { VTOCKARITH } \\ & \text { INDEX } \end{aligned}$ |  |
| to Buy | 231 | 246 | 266 |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 1 yr . | 28.6 | - |
| to Sell | 272 | 234 | 267 |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 3 yr . | 51.648 .2 |  |
| Hldd's(000) | 79583 | 89938 | 91630 |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 5 yr . | $70.8 \quad 64.7$ |  |
| 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | © VAL | JJE LINE PUB. LLC | 16-18 |
| 12.27 | 13.32 | 17.01 | 17.35 | 16.49 | 18.21 | 19.39 | 20.30 | 28.93 | 30.69 | 32.05 | 38.20 | 39.16 | 39.88 | 39.91 | 42.20 | 43.80 | 46.00 | Sales | rsh A | 52.80 |
| 1.82 | 2.12 | 2.52 | 2.64 | 2.57 | 2.30 | 3.30 | 3.49 | 4.66 | 4.17 | 4.55 | 4.82 | 5.22 | 5.68 | 3.51 | 5.56 | 5.80 | 6.20 | "Cash | low" per sh | 8.15 |
| 1.21 | 1.41 | 1.63 | 1.75 | 1.63 | 1.37 | 2.33 | 2.55 | 2.88 | 2.89 | 3.23 | 3.24 | 3.81 | 4.24 | 2.07 | 4.10 | 4.35 | 4.70 | Earning | per sh ${ }^{\text {B }}$ | 6.30 |
| . 58 | . 64 | . 72 | . 80 | . 84 | . 84 | . 88 | 1.08 | 1.10 | 1.14 | 1.31 | 1.66 | 1.88 | 2.05 | 2.25 | 2.44 | 2.61 | 2.81 | Div'ds | Decl'd per sh C■ | 3.40 |
| . 46 | . 48 | . 75 | . 67 | . 81 | . 79 | . 96 | . 81 | 1.00 | 1.19 | . 97 | 1.23 | 1.42 | 1.46 | 1.74 | 1.48 | 1.60 | 1.75 | Cap'IS | ending per sh | 2.00 |
| 5.02 | 5.27 | 6.67 | 7.62 | 8.03 | 6.07 | 5.69 | 7.23 | d3.65 | d1.03 | 1.13 | d2.68 | d1.26 | . 60 | d. 66 | d1.04 | . 40 | 1.50 | Book V | lue per sh D | 6.60 |
| 206.33 | 205.74 | 235.31 | 235.36 | 236.69 | 223.01 | 213.68 | 212.99 | 151.68 | 151.30 | 151.26 | 138.04 | 139.16 | 138.76 | 131.07 | 129.56 | 130.00 | 128.00 | Comm | Shs Outst'g E | 125.00 |
| 22.4 | 27.5 | 33.2 | 25.0 | 22.6 | 29.6 | 18.2 | 18.8 | 19.8 | 20.1 | 19.7 | 18.5 | 14.5 | 14.4 | 31.9 | 16.7 | Bold figu | ures are | Avg An | 'I P/E Ratio | 18.0 |
| 1.29 | 1.43 | 1.89 | 1.63 | 1.16 | 1.62 | 1.04 | . 99 | 1.05 | 1.09 | 1.05 | 1.11 | . 97 | . 92 | 2.00 | 1.05 |  |  | Relativ | P/E Ratio | 1.20 |
| 2.1\% | 1.7\% | 1.3\% | 1.8\% | 2.3\% | 2.1\% | 2.1\% | 2.3\% | 1.9\% | 2.0\% | 2.1\% | 2.8\% | 3.4\% | 3.4\% | 3.4\% | 3.6\% |  |  | Avg An | 'l Div'd Yield | 3.0\% |
| CAPITAL STRUCTURE as of 12/31/12 |  |  |  |  |  | 4144.0 | 4324.0 | 4388.0 | 4644.0 | 4847.0 | 5273.0 | 5450.0 | 5534.0 | 5231.0 | 5468.0 | 5695 | 5890 | Sales ( | mill) A | 6600 |
| Total Debt $\$ 2674$ mill. Due in 5 Yrs $\$ 2025$ mill. LT Debt $\$ 2169$ mill. LT Interest $\$ 120$ mill. |  |  |  |  |  | 25.2\% | 24.7\% | 23.0\% | 20.8\% | 21.8\% | 20.7\% | 22.2\% | 23.1\% | 20.9\% | 19.8\% | 20.5\% | 21.0\% | Operati | g Margin | 24.5\% |
|  |  |  |  |  |  | 191.0 | 197.0 | 190.0 | 188.0 | 192.0 | 205.0 | 190.0 | 185.0 | 173.0 | 178.0 | 185 | 185 | Depre | ation (\$mill) | 210 |
| (Total interest coverage: 8.2 x ) |  |  |  |  |  | 514.0 | 546.0 | 517.0 | 443.0 | 496.0 | 461.0 | 537.0 | 603.0 | 287.0 | 543.0 | 570 | 610 | Net Pro | it (\$mill) | 810 |
| Leases, Uncapitalized Annual rentals $\$ 38$ mill. |  |  |  |  |  | 35.9\% | 35.0\% | 29.1\% | 32.2\% | 33.2\% | 33.5\% | 33.8\% | 34.8\% | 49.0\% | 31.4\% | 33.5\% | 33.5\% | Income | Tax Rate | 34.0\% |
| Pension Assets-6/12 \$394 mill. Oblig. $\$ 646$ mill. Pfd Stock None |  |  |  |  |  | 12.4\% | 12.6\% | 11.8\% | 9.5\% | 10.2\% | 8.7\% | 9.9\% | 10.9\% | 5.5\% | 9.9\% | 10.0\% | 10.4\% | Net Pro | it Margin | 12.3\% |
|  |  |  |  |  |  | d500.0 | d225.0 | d258.0 | d123.0 | d395.0 | d412.0 | d757.0 | d523.0 | d86.0 | d685.0 | d300 | d100 | Worki | Cap'I (\$mill) | 100 |
| Common Stock 130,962,056 shs. as of $1 / 31 / 13$ |  |  |  |  |  | 495.0 | 475.0 | 2122.0 | 1966.0 | 1462.0 | 2720.0 | 2151.0 | 2124.0 | 2125.0 | 1571.0 | 2150 | 2100 | Long-T | rm Debt (\$mill) | 1200 |
|  |  |  |  |  |  | 1215.0 | 1540.0 | d553.0 | d156.0 | 171.0 | d370.0 | d175.0 | 83.0 | d86.0 | d135.0 | 50.0 | 190 | Shr. Eq | uity (\$mill) | 825 |
|  |  |  |  |  |  | 30.7\% | 27.8\% | 35.2\% | 27.3\% | 33.6\% | 22.5\% | 30.0\% | 29.8\% | 16.8\% | 40.6\% | 28.5\% | 29.5\% | Return | on Total Cap'l | 41.0\% |
| MARKET CAP: \$11.1 billion (Large Cap) |  |  |  |  |  | 42.3\% | 35.5\% | -- | -- | 290.1\% | -- | -- | 726.5\% | NMF | NMF | NMF | NMF | Return | on Shr. Equity | NMF |
| CURRENT POSITION(\$MILL.).)Cash Assets |  |  | $2011$$259.0$ | 20121 | 12/31/12 | 26.4\% | 20.6\% | -- | -- | 183.0\% | -- | -- | 386.7\% | NMF | NMF | NMF | NMF | Retaine | to Com Eq | 46.0\% |
|  |  |  | 38\% |  |  | 42\% | 39\% | 39\% | 37\% | 49\% | 48\% | 47\% | 106\% | 58\% | 60\% | 60\% | All Div' | s to Net Prof | 54\% |

Receivables Inventory (LIFO) Othe
Current Assets
Accts Payable
Debt Due
Other
Current Liab.

| ANNUAL RATES | Past | Past | Est'd '10-'12 |
| :--- | ---: | ---: | ---: |
| of change (per sh) | 10 Yrs. | 5 Yrs. | to '16-'18 |
| Sales | $9.0 \%$ | $6.0 \%$ | $4.5 \%$ |
| "Cash Flow" | $7.0 \%$ | $2.0 \%$ | $9.0 \%$ |
| Earnings | $8.0 \%$ | $3.0 \%$ | $10.5 \%$ |
| Dividends | $10.5 \%$ | $13.5 \%$ | $7.0 \%$ |
| Book Value | -- | -- | NMF |


|  | 576.0 | 0511.0 |
| :---: | :---: | :---: |
| 382.0 | 384.0 | - 444.0 |
| 113.0 | 149.0 | - 152 |
| 1279.0 | 1376.0 | 1552.0 |
| 423.0 | 412.0 | - 365.0 |
| 459.0 | 1150.0 | . 505.0 |
| 483.0 | 499.0 | 9 503.0 |
| 1365.0 | 2061.0 | . 1373.0 |
| Past | Past Est | Est'd '10-1 |
| 0 Yrs. | 5 Yrs . | to '16.'18 |
| 9.0\% | 6.0\% | 4.5\% |
| 7.0\% | 2.0\% | 9.0\% |
| 8.0\% | 3.0\% | 10.5\% |
| 10.5\% | 13.5\% | 7.0\% |
|  |  | NMF |

Fiscal QUARTERLY SALES (\$ mill.) A Full | Year |
| :--- | :--- | :--- | :--- |
| Ends | Sep. 30 Dec. 31 Mar. 31 Jun. \(30 \begin{gathered}Fisca \\

Year\end{gathered}\)

| 2010 | 1372 | 1279 | 1366 | 1517 | 5534.0 |
| :--- | :--- | :--- | :--- | :--- | :--- |
| 2011 | 1266 | 1179 | 1304 | 1482 | 5231.0 |
| 2012 | 1305 | 1221 | 1401 | 1541 | 5468.0 |
| 2013 | 1338 | 1325 | 1437 | 1595 | 5695 |
| 2014 | 1390 | 1347 | 1493 | 1660 | 5890 | | 2014 | 1390 | 1347 | 1493 | 1660 | 5890 |
| :--- | :--- | :--- | :--- | :--- | :--- | Fiscal EARNINGS PER SHARE A B $\quad$ Full Year

Ends Sep. 30 Dec. 31 Mar. 31 Jun. $30 \begin{gathered}\text { Fiscal } \\ \text { Year }\end{gathered}$

|  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 2010 | 1.11 | . 77 | 1.16 | 1.20 | 4.24 |
| 2011 | . 98 | d1.17 | 1.02 | 1.26 | 2.07 |
| 2012 | . 98 | . 79 | 1.02 | 1.32 | 4.10 |
| 2013 | 1.01 | . 93 | 1.06 | 1.35 | 4.35 |
| 2014 | 1.09 | . 97 | 1.16 | 1.48 | 4.70 |

$\left.\begin{array}{c|ccc|c|}\hline \begin{array}{c}\text { Cal- } \\ \text { endar }\end{array} & \begin{array}{c}\text { QUARTERLY DVIVENDS PAID Ca } \\ \text { Mar. } 31\end{array} & \text { Jun. } 30 & \text { Sep. } 30 & \text { Dec. } 31\end{array}\right)$ Year

| 2009 | .46 | .46 | .50 | .50 | - |
| :--- | ---: | ---: | ---: | ---: | ---: |
| 2010 | .50 | .50 | .55 | .55 | 2.10 |
| 2011 | .55 | .55 | .60 | .60 | 2.30 |
| 2012 | .60 | .60 | .64 | .64 | 2.48 |
| 2013 | 64 |  |  |  |  |

BUSINESS: The Clorox Co. operates in four segments. Cleaning consists of laundry, home care, and professional products ( $31 \%$ of 12 sales and $36 \%$ of pretax income). Lifestyle consists of food products, water filtration systems and filters, and personal care lines ( $16 \%, 25 \%$ ). Household consists of charcoal, cat litter, plastic bags, wraps and containers ( $31 \%$, $28 \%$ ). International ( $22 \%, 11 \%$ ).
Clorox's share price has reached a new peak in the company's centennial year. Like its household products peers, investors seemingly prefer defensive stocks selling basic everyday needs. Clorox's $10 \%$ rise since our December report was aided by its strong Decemberquarter results highlighted by disinfecting products helping to combat a severe cold and flu season. Another plus was a rollout of a new concentrated bleach line, allowing Clorox to maintain its shelf space.
Second-half earnings gains will likely be modest. For starters, top-line results will be compared against a solid yearearlier period. On the expense side, Clorox will spend more on advertising than in the corresponding 2012 period. The company made allowances for a Venezuela devaluation (likely \$0.05-\$0.10 a share), and possibly similar Argentinian action. Also, the tax rate will be higher. We project fiscal 2014 share profits will rise $8 \%-9 \%$ to the \$4.70-\$4.75 level.

## The company is seeing less pressure

 on commodity costs. These are seen as being flat to up slightly this year after rising $\$ 120$ million in 2012. That suggestsLargest products: liquid bleach $14 \%$, trash bags, $13 \%$, and charcoal $11 \%$. Acq'd First Brands (1/99), Burt's Bees (11/07). Has 8,400 empls. Off. \& dir. own $2.2 \%$ of common stock; Three institutions 15.7\%; Icahn Related Entities, 9.51\%. (9/11 proxy). Chrmn. and CEO.: Donald R. Knauss. Inc.: CA. Add.: 1221 Broadway, Oakland, CA 94612. Telephone: 510-271-7000. Internet: www.clorox.com.
Clorox will have few price hikes, but will have to sell more products to boost sales.
Clorox is aiming for 3\%5\% Iong-term sales growth. The company breaks this down through three sales categories: U.S. Retail (75\%), Professional, selling to healthcare facilities (5\%), and International (20\%). These sectors are likely to report annual sales growth of $2 \%-3 \%, 10 \%-15 \%$, and $5 \%-7 \%$, respectively. Domestic operations are likely to grow by introducing innovative products and through line extensions. Note: The company has the number one or two position in $90 \%$ of its U.S. products. In the Professional arena, Clorox will use bolt-on acquisitions to help it grow from $\$ 125$ million to $\$ 300$ million. Clorox aims to drive overseas profits by using IT more effectively.
These shares are ranked 2 (Above Average) for Timeliness. They have edged steadily upward since the start of 2012. As such, the valuations are somewhat on the rich side for our taste. Aggressive long-term investors may want to switch to stocks with greater price appreciation potential to 2016-2018.
J erome H. Kaplan
March 29, 2013

[^0]
[^0]:    (A) Fscl. yr. ends June 30. (B) Based on avg. recur. impairment loss '11, (\$1.85). Earnings May, Aug., Nov. ■ Div'd reinvest. plan avail-
    shrs. outstndg. though '97; dil. thereafter. Excl. may not sum due to rounding and/or changes able. (D) Incl. intang. At 6/30/12: \$1754 mill. nonrecur. gain (loss): '99, (\$0.60); '00, (\$0.11); in share count. Next earnings report due early $\$ 13.54 / \mathrm{sh}$. (E) In mill., adj. for stk. split. '01, (\$0.16); '03, (\$0.10); '04, \$0.01. Incl. non- May. (C) Div'd historically paid in mid-Feb.,

    Company's Financial Strength
    Stock's Price Stability
    Price Growth Persistence
    Earnings Predictability

