

# CLOROX CO /DE/

## FORM 10-K (Annual Report)

Filed 9/28/1995 For Period Ending 6/30/1995

Address	THE CLOROX COMPANY 1221 BROADWAY OAKLAND, California 94612-1888
Telephone	510-271-7000
CIK	0000021076
Industry	Personal & Household Prods.
Sector	Consumer/Non-Cyclical
Fiscal Year	06/30

# UNITED STATES SECURITIES AND EXCHANGE COMMISSION

WASHINGTON, D.C. 20549

## FORM 10-K

(Mark One)

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE  
SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended June 30, 1995

OR  TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF  
THE SECURITIES EXCHANGE ACT OF 1934

For the transmission period from to

\_\_\_\_\_  
*Commission file number 1-07151*

## THE CLOROX COMPANY

(Exact name of registrant as specified in its charter)

DELAWARE	31-0595760
(State or other jurisdiction of incorporation or organization)	(I.R.S. Employer Identification No.)

1221 Broadway, Oakland, CA	94612-1888
(Address of principal executive offices)	(Zip Code)

Registrant's telephone number,  
including area code (510) 271-7000

### Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Name of each exchange on which registered
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Common Stock, \$1 par value	New York Stock Exchange Pacific Stock Exchange

Securities registered pursuant to Section 12(g) of the Act: NONE.

Indicate by check mark whether the registrant (1) has filed

all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.

Yes  No

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Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K.

Aggregate market value of voting stock held by non-affiliates of the registrant at July 31, 1995: \$2,410,890,628.

Number of shares of common stock outstanding at July 31, 1995: 52,437,995.

#### **DOCUMENTS INCORPORATED BY REFERENCE**

Portions of the registrant's Annual Report to Stockholders for the Year Ended June 30, 1995 are incorporated by reference into Parts I, II and IV of this Report. Portions of the registrant's definitive Proxy Statement for the Annual Meeting of Stockholders to be held on November 15, 1995, which will be filed with the United States Securities and Exchange Commission within 120 days after the end of the registrant's fiscal year ended June 30, 1995, are incorporated by reference into Part III of this Report.

### **PART I**

#### **ITEM 1. BUSINESS**

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(a) GENERAL DEVELOPMENT OF BUSINESS.

The Company (the term "Company" as used herein includes the registrant identified on the facing sheet, The Clorox Company, and its subsidiaries, unless the context indicates otherwise) was originally founded in Oakland, California in 1913 as the Electro-Alkaline Company. It was reincorporated as Clorox Chemical Corporation in 1922, as Clorox Chemical Co. in 1928, and as The Clorox Company (an Ohio corporation) in 1957, when the business was acquired by The Procter & Gamble Company. The Company was fully divested by The Procter & Gamble Company in 1969 and, as an independent company, was reincorporated in 1973 in California as The Clorox Company. In 1986, the Company was reincorporated in Delaware.

The Clorox Company Annual Report for the Year Ended June 30, 1995 ("Annual Report") to its stockholders is included in this Form 10-K. Portions of the Annual Report are incorporated herein by specific reference.

During fiscal year 1995, the Company continued the implementation of a new strategy for its domestic business.

The Company continued to focus on expanding the business through internal development of new products and line extensions of existing products. The Company introduced 16 new products in the U.S. during fiscal year 1995. It also continued its strategy of considering strategic acquisitions and, in that regard, acquired "Black Flag" brand of aerosol insecticides in September 1995. The Company also acquired Canada-based Brita International Holdings, Inc. as a geographic expansion of the Company's

"Brita" brand water filtration systems.

Internationally, the Company continued the implementation of its strategy of expanding its laundry, household cleaning and insecticide businesses to markets where these categories are not yet fully developed, but where high potential exists. The Company made eight international acquisitions in fiscal year 1995, increased its ownership in three additional businesses, and established businesses in eight new countries, including Brazil, **Peru, the Czech Republic, the Slovak Republic and the People's Republic of China.** In addition, the Company introduced 22 new products or line extensions in previously established international operations.

(b) FINANCIAL INFORMATION ABOUT INDUSTRY SEGMENTS.

The Company's operations are predominantly in one segment -- non-durable household consumer products. Such operations include the production and marketing of non-durable consumer products sold primarily through grocery and other retail stores. Financial information for the last three fiscal years attributable to the Company's operations is set forth in the Consolidated Financial Statements, pages 20 through 29 of the Annual Report, incorporated herein by this reference.

(c) NARRATIVE DESCRIPTION OF BUSINESS.

**PRINCIPAL PRODUCTS.** Products currently marketed in the United States and certain foreign countries are listed on page 36 of the Annual Report, incorporated herein by this reference.

**PRINCIPAL MARKETS - METHODS OF DISTRIBUTION.** Most non-durable household consumer products are nationally advertised and

sold within the United States to grocery stores through a network of brokers that was reduced through consolidation during fiscal year 1995, and to mass merchandisers, warehouse clubs, military and other retail stores primarily through a direct sales force. The Company also sells, within the United States, institutional versions of specialty food and non-food products. Outside the United States, the Company sells consumer products through subsidiaries, licensees, distributors and joint venture arrangements with local partners.

**SOURCES AND AVAILABILITY OF RAW MATERIALS. The Company has**

obtained ample supplies of all required raw materials and packaging supplies, which, with a few exceptions, were available from a wide variety of sources during fiscal year 1995. Contingency plans have been developed for single sourced supplier materials. No supply problems are presently anticipated.

**PATENTS AND TRADEMARKS.** Although some products are covered by patents, the Company does not believe that patents, patent licenses or similar arrangements are material to its business. Most of the Company's brand name consumer products are protected by registered trademarks. Its brand names and trademarks are extremely important to its business and the Company pursues a course of vigorous action against apparent infringements.

**SEASONALITY.** The only portions of the operations of the Company which have any significant degree of seasonality are the marketing of charcoal briquets and insecticides. Most sales of these product lines occur in the third and fourth fiscal quarters. Working capital to carry

inventories built up in the off-season and to extend terms to customers is generally provided by internally generated funds plus commercial paper lines of credit.

**CUSTOMERS AND ORDER BACKLOG.** During fiscal years 1994 and 1995, revenue from the Company's sales of its products to Wal-Mart Stores, Inc. and its affiliated companies exceeded 10% of the Company's gross consolidated revenues. Except for this relationship, the Company is not dependent upon any other single customer or a few customers. Order backlog is not a significant factor in the Company's business.

**RENEGOTIATION.** None of the Company's operations is subject to renegotiation or termination at the election of the Federal government.

**COMPETITION.** The markets for consumer products are highly competitive and most of the Company's products compete with other nationally advertised brands within each category, and with "private label" brands and "generic" non-branded products of grocery chains and wholesale cooperatives.

Competition is encountered from similar and alternative products, many of which are produced and marketed by major national concerns having financial resources greater than those of the Company. Depending on the competitor, the Company's products compete with competitive products on price, quality or other benefits to consumers.

A newly introduced consumer product (whether improved or newly developed) usually encounters intense competition requiring substantial expenditures for advertising and sales promotion. If a product gains consumer acceptance, it normally requires continuing advertising and promotional

support to maintain relative market position.

**RESEARCH AND DEVELOPMENT.** The Company's operations incurred expenses of approximately \$44,819,000 in fiscal year 1995, \$44,558,000 in fiscal year 1994, and \$42,445,000 in fiscal year 1993 on research activities relating to the development of new products or the maintenance and improvement of existing products. None of such research activity was customer sponsored.

**ENVIRONMENTAL MATTERS.** The Company does not anticipate making material capital expenditures in the future for environmental control facilities or to comply with environmental laws and regulations. However, in general, the Company does anticipate spending increasing amounts annually for facility upgrades and for environmental programs. The amount of capital expenditures for environmental compliance was not material in fiscal year 1995 and is not expected to be material in the next fiscal year.

In addition, the Company is involved in certain other environmental matters, as follows:

(i) The Company sold its architectural coatings business in fiscal year 1990. In connection with the disposition of those manufacturing facilities, the Company retained responsibility for certain environmental obligations. The financial reserve established at the time of the sale is expected to be adequate to cover the financial responsibilities for environmental matters which may arise in the future.

(ii) The Company has been named as a potentially responsible party ("PRP") by the Environmental Protection Agency

pursuant to the Spill Compensation and Control Act, the Sanitary Landfill Closure and Contingency Fund Act, and a section of the Solid Waste Management Act, for a site in New Jersey. Based on the Company's experience and because the Company's level of involvement is extremely limited, the Company does not expect that this matter will represent a material cost to the Company in the future. The Company settled a similar matter for another site in New Jersey during fiscal year 1995 and does not expect such settlement to represent a material cost in the future.

(iii) The Company sold its Jersey City, New Jersey manufacturing facility during fiscal year 1994. In connection with the disposition of this manufacturing facility, the Company retained responsibility for certain environmental obligations. The Company does not expect that the cost of any future environmental liability in connection with the sale of this facility will be material.

(iv) The Company operates a water treatment operation at its former Oakland, California manufacturing location and may undertake additional remediation in the future to recondition such property for sale. A financial reserve established in an earlier year is considered by management to be adequate to cover the future costs or liability in connection with this manufacturing location.

(v) During fiscal year 1995, the Company entered into a "de minimis" settlement relating to its alleged involvement at the American Chemical Services site in Griffith, Indiana. The Company does not expect the settlement to represent a material cost in the future.

(vi) The Company has been identified as a PRP by the

**Environmental Protection Agency for a site in Johnson**

County, Kansas. The Company is continuing to negotiate a settlement of this matter, which is not expected to represent a material cost to the Company.

(vii) In fiscal year 1994, the Company incurred environmental remediation costs at one of its facilities in Chicago, Illinois, which were not material. In fiscal year 1995, the Company received partial reimbursement of these costs from an adjacent property owner.

(viii) The Company has announced that it contemplates the sale of its Frederick, Maryland manufacturing facility.

Customary environmental investigations are being conducted in conjunction with the contemplated sales of these sites. The Company does not expect that material environmental liabilities will be identified, and accordingly has not recorded any loss contingencies. During fiscal year 1995, the Company sold its Dyersburg, Tennessee manufacturing facility, but the Company does not expect any future environmental liability in connection with such sale.

(ix) The Company has been named in a private action by a party seeking contribution by the Company for remediation costs relating to a site that the Company may have formerly been associated with in Dickinson County, Michigan. Although the parties are currently in the discovery process and the basis for the Company's potential liability has not yet been clearly identified, the Company does not expect that this matter will represent a material cost in the future.

(x) A former subsidiary of the Company has been named as a

**PRP by the Environmental Protection Agency for a site**

in Tulalip, Washington in connection with the Company's former architectural coatings business. Pursuant to the terms of the agreement by which the Company sold such architectural coatings business, the Company has been responding to this matter. Based on the Company's experience and because the Company's level of involvement is extremely limited, the Company does not expect that this matter will represent a material cost to the Company in the future.

Although the potential cost to the Company related to the above ongoing environmental matters is uncertain due to such factors as: the unknown magnitude of possible pollution and clean-up costs; the complexity and evolving nature of governmental laws and regulations and their interpretations; and the timing, varying costs and effectiveness of alternative clean-up technologies; based on its experience and without offsetting for expected insurance recoveries or discounting for present value, the Company does not expect that such costs individually and in the aggregate will represent a material cost to the Company or affect its competitive position.

NUMBER OF PERSONS EMPLOYED. At the end of fiscal year 1995, approximately 4,700 persons were employed by the Company's continuing operations.

(d) **FINANCIAL INFORMATION ABOUT FOREIGN AND DOMESTIC OPERATIONS AND EXPORT SALES.**

Net sales, pretax earnings and identifiable assets related to foreign operations and export sales are each below

10% of the respective consolidated amounts for the Company for fiscal year 1995 and have been below these levels for the two preceding fiscal years, but may not be indicative of future levels due to the Company's strategy to expand its international operations.

## **ITEM 2. PROPERTIES**

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**PRODUCTION FACILITIES.** The Company operates production and major warehouse facilities for its operations in 17 locations throughout the United States, and in 21 locations internationally. The vast majority of the space is owned. Some space, mainly for warehousing, is leased. The facility in Dyersburg, Tennessee was sold during fiscal year 1995. The Frederick, Maryland facility was closed in August 1994. As part of the acquisition of S.O.S in fiscal year 1994, the Company acquired two facilities, one in the United States and the other in Canada. The Canadian S.O.S facility was closed in fiscal year 1995.

The Company acquired a production facility in Argentina in August 1995. The Company considers its manufacturing and warehousing facilities to be adequate to support its business.

**OFFICES AND TECHNICAL CENTER.** The Company's general office building is owned and is located in Oakland, California. The Company also occupies leased office space in Oakland one block from its general office building. However, the lease will terminate and the Company plans to vacate such leased office space in Oakland during fiscal year 1996. The Company's Technical Center and Data Center are owned and are located in Pleasanton, California.

Leased sales and other office facilities are located at a

number of manufacturing and other locations.

ENCUMBRANCES. None of the Company's owned facilities are

encumbered to secure debt owed by the Company, except that

the manufacturing facilities in Wheeling, Illinois and

Belle, Missouri secure industrial revenue bond indebtedness

incurred in relation to the construction or upgrade thereof.

**ITEM 3. LEGAL PROCEEDINGS**



None.

**ITEM 4. SUBMISSION OF MATTERS TO A VOTE OF SECURITY HOLDERS**



None.

**EXECUTIVE OFFICERS OF THE REGISTRANT**

The names, ages and current positions of the executive officers of the Company are set forth below:

Name (Age) and Year Elected to	Current Position Current Position(s)	Title and
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G. C. Sullivan (55) Board, Chief Executive Officer	1992	Chairman of the  and President
W. F. Ausfahl (55) President and Chief	1983	Group Vice  Financial Officer
E. A. Cutter (56) President-General Counsel	1992	Senior Vice  and Secretary
N. P. DeFeo (49) President-U.S. Operations	1993	Group Vice

R. A. Llenado President-Technical	(48)	1992	Group Vice
P. N. Louras, Jr. President	(45)	1992	Group Vice
A. W. Biebl President-Manufacturing, Engineering and	(45)	1992	Vice  Distribution
R. H. Bolte President-Corporate Marketing Services	(55)	1995	Vice
J. M. Brady President-Human Resources	(41)	1993	Vice
J. O. Cole President-Corporate Affairs	(54)	1992	Vice
R. T. Conti President-International	(40)	1992	Vice
C. M. Couric President-Brita Products	(48)	1995	Vice
L. Griffey President-International Manufacturing	(59)	1993	Vice
G. E. Johnston President-Kingsford Products Division	(48)	1993	Vice
R. C. Klaus President-Professional Products	(50)	1990	Vice
D. C. Murray President-Household Products	(59)	1989	Vice
L. S. Peiros President-Food Products Division	(40)	1995	Vice
K. M. Rose President-Treasurer	(46)	1993	Vice
H. J. Salvo, Jr. President-Controller	(47)	1991	Vice
B. A. Sudbury President-Research and	(48)	1992	Vice  Development

F. A. Tataseo President-Sales	(41)	1994	Vice
C. E. Williams President-Information Services	(46)	1993	Vice

There is no family relationship between any of the above named persons, or between any of such persons and any of the directors of the Company or any persons nominated for election as a director of the Company. See Item 10 of Part III of this Form 10-K.

The current term of office of each officer is from the date of the officer's election to the date of the first Board of Directors' meeting following the next Annual Meeting of Stockholders or until the officer's successor is elected, subject to the power of the Board of Directors to remove any officer at any time.

W. F. Ausfahl, R. C. Klaus and D.C. Murray have been employed by the Company for at least the past five years in the same respective positions as listed above. The other executive officers have held the respective positions described below for at least the past five years:

G. C. Sullivan joined the Company in 1971 in the sales department of Household Products. Prior to his election as **Chairman of the Board, Chief Executive Officer and President** in 1992, he was Group Vice President from 1989 through 1992 and Vice President-Household Products from 1984 through 1989.

E. A. Cutter joined the Company in June 1983 as Vice President-General Counsel and Secretary. He held this position through June 1, 1992, when he was elected Senior **Vice President-General Counsel and Secretary, with** additional responsibility for the Company's government

affairs and community affairs functions.

N. P. DeFeo joined the Company in June 1993 as Group Vice President-U.S. Operations. Previously, he had been with The Procter & Gamble Company for 25 years. His last position there was as Vice President and Managing Director of Worldwide Strategic Planning, Laundry and Cleaning

**Products.**

R. A. Llenado joined the Company in September 1991 as Group Vice President. Prior to joining the Company, he was Vice President, Research and Development, L & F Products, Inc. (formerly Lehn & Fink Products Group, a subsidiary of Eastman Kodak Co.) from 1988 to 1991.

P. N. Louras, Jr. joined the Company in April 1980 as

**Manager, Analysis and Control, Kingsford Products.**

Prior to his election as Group Vice President effective

**June 1, 1992, he was Vice President-International from**

August 1990 through May 1992, Vice President-Controller from July 1988 through August 1990 and Controller, Household Products from 1987 through July 1988.

A. W. Biebl joined the Company in 1981 as Manufacturing Manager, Food Service. Prior to his election as Vice

**President-Manufacturing, Engineering and Distribution**

effective June 1, 1992, he was Vice President-Kingsford

Products from 1989 through May 1992 and Vice

President-Food Service Products from 1985 through 1989.

R. H. Bolte joined the Company in April 1982. Prior to his election as Vice President-Corporate Marketing

**Services in July 1995, he was Director of Advertising**

and Promotion from June 1993 through June 1995 and

Director of Media Services from May 1982 through May 1993.

J. M. Brady joined the Company in 1976 as a brand assistant in Marketing, Household Products. From November 1991 until her election as Vice President-Human Resources in September 1993, she was Vice President-Corporate Marketing Services. She was director of Corporate Marketing Services from August 1991 through November 1991, **Director of Marketing, Kingsford Products from 1989 through August 1991** and held various marketing positions for Household Products and Kingsford Products from 1987 through 1989.

J. O. Cole joined the Company in 1973 as an attorney in its Legal Services Department. He has served in numerous capacities in that Department and was named Associate General Counsel in 1992. In November 1992, he was elected to the position of Vice President-**Corporate Affairs.**

R. T. Conti joined the Company in 1982 as Associate Region Sales Manager, Household Products. Prior to his election as Vice President-International effective June 1, 1992, he was Area General Manager-International for Europe, Middle East and Africa from 1990 through May 1992 and Manager of Sales Planning for Household Products from 1987 through 1990.

C. M. Couric joined the Company in 1973 as a Brand Assistant in the Household Products marketing organization. Prior to his election in July, 1995 as Vice President-Brita Products, he had served as Director, Brita Operations from 1988 through **June 1995 and as a Manager of Business Development from 1984 through 1988.**

G. E. Johnston joined the Company in July 1981 as Regional Sales Manager-Special Markets. Prior to his election as

Vice President-Kingsford Product Division effective

**November 17, 1993, he was Vice President-Corporate**

Development from June 1992 through November 16, 1993, and

Director of Corporate Development from 1991 through May

**1992, and Director of Business Development from September**

1989 through 1991.

L. S. Peiros joined the Company in 1982 and was elected

Vice President-Food Products Division effective July 1995.

From September 1993 until his election to his current

position he was Vice President-Corporate Marketing Services.

From June 1992 through August 1993 he was Director of

Marketing-Household Products and from August 1991 through

**June 1992 he was Director of Marketing-Kingsford Products.**

Prior to that he had served in various marketing positions

in both Household Products and Kingsford Products.

K. M. Rose joined the Company in 1978 as a financial analyst.

Prior to her election as Vice President-Treasurer effective

**July 15, 1992, she was Controller, Household Products from**

July 1988 through July 1992. Beginning October 1, 1994, she

also assumed responsibility for the Company's investor

relations and risk management functions.

H. J. Salvo, Jr. joined the Company in 1972 as a staff

accountant. Prior to his election as Vice President-Controller

in November 1990, he was Director of Business Development

from October 1989 through September 1990 and had served as

Controller for three of the Company's operating units from

1983 through September 1989.

B. A. Sudbury joined the Company in 1978 as Project Leader

in Research and Development. Prior to his election as Vice

President-Research and Development effective June 1, 1992,

he was Director of Research and Development, Household

Products from 1985 through May 1992.

F. A. Tataseo joined the Company in October 1994 as Vice

President-Sales. Previously, he was employed by The

**Pillsbury Company (Division of Grand Metropolitan Inc.)**

as Vice President, Sales (March - September 1994), and

as Vice President, Direct Sales Force (June 1993 -

**February 1994); and by The Procter & Gamble Company as**

**Sales Merchandising Division Manager, Soap Sector**

(May 1992 - May 1993); as Division Sales Manager, Laundry

**Products Category (November 1990 - April 1993); and as**

**Division Sales Manager, Fabric Care Category (July 1988 -**

October 1990).

C. E. Williams joined the Company in May 1993 as Vice

President-Information Services. From 1987 until he joined

the Company, Mr. Williams was Director of Information

**Services of the Fritz Companies, Inc.**

## **PART II**

### **ITEM 5. MARKET FOR REGISTRANT'S COMMON EQUITY AND RELATED**

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#### **STOCKHOLDER MATTERS**

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##### **(a) MARKET INFORMATION.**

The principal markets for Clorox Common Stock are the New

York and Pacific Stock Exchanges. The high and low sales

prices quoted for New York Stock Exchange-Composite

Transactions Report for each quarterly period during the

past two fiscal years appears under "Quarterly Data," page

32 of the Annual Report, incorporated herein by this

reference, and on July 31, 1995, the closing price for

the Company's stock was \$65.625 per share.

**(b) HOLDERS.**

The approximate number of record holders of Clorox Common Stock as of July 31, 1995 was 13,056 based on information provided by the Company's transfer agent.

**(c) DIVIDENDS.**

The amount of quarterly dividends paid with respect to Clorox Common Stock during the past two fiscal years appears under "Quarterly Data," page 32 of the Annual Report, incorporated herein by this reference.

**ITEM 6. SELECTED FINANCIAL DATA**

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This information appears under "Financial Summary," pages 30 and 31 of the Annual Report, incorporated herein by this reference.

**ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL**

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**CONDITION AND RESULTS OF OPERATION**

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This information appears under "Management's Discussion and Analysis," pages 18 and 19 of the Annual Report, incorporated herein by this reference.

**ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA**

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These statements and data appear on pages 20 through 28 and 32 of the Annual Report, incorporated herein by this reference.

**ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON**

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**ACCOUNTING AND FINANCIAL DISCLOSURE**

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None.

## **ITEM 10. DIRECTORS AND EXECUTIVE OFFICERS OF THE**

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### **REGISTRANT**

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Information regarding each nominee for election as a director, including those who are executive officers of the Company, appears under "Nominees for Election as Directors" of the definitive Proxy Statement of the Company, which will be filed with the United States Securities and Exchange Commission within 120 days after the end of the registrant's fiscal year ended June 30, 1995 ("Proxy Statement"), incorporated herein by this reference.

Pursuant to Instruction 3 to Item 401(b) of Regulation S-K, information regarding the executive officers of the registrant is reported in Part I of this Report.

The information required by Item 405 of Regulation S-K appears under "Compliance with Section 16(a) of the Exchange Act" of the Proxy Statement, incorporated herein by this reference.

### **ITEM II. EXECUTIVE COMPENSATION**

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The information required by Item 402 of Regulation S-K appears under "Organization of the Board of Directors," "Employee Benefits and Management Compensation Committee Report on Compensation," "Summary Compensation Table," "Options and Stock Appreciation Rights," "Comparative Stock Performance," "Pension Plan," and "Supplemental Executive Retirement Plan" of the Proxy Statement, all incorporated herein by this reference.

## ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS

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### AND MANAGEMENT

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#### (a) SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS.

Information concerning the only entity or person known to the Company to be the beneficial owner of more than 5% of its Common Stock appears under "Beneficial Ownership of Voting Securities" of the Proxy Statement, incorporated herein by this reference.

#### (b) SECURITY OWNERSHIP OF MANAGEMENT.

Information concerning the beneficial ownership of the Company's Common Stock by each nominee for election as a director appears under "Nominees for Election as Directors" of the Proxy Statement and by all directors and executive officers as a group appears under "Beneficial Ownership of Voting Securities" of the Proxy Statement, both incorporated herein by this reference.

## ITEM 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS

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Information concerning transactions with directors, nominees for election as directors, management and the beneficial owner of more than 5% of the Company's Common Stock appears under "Beneficial Ownership of Voting Securities" of the Proxy Statement, incorporated herein by this reference.

## PART IV



for the year ended June 30, 1994)

1987,  
Long-Term Compensation Program dated October 21,  
amended 11/17/93 (Exhibit 10(ii) to Annual Report on  
Form 10-K  
for the year ended June 30, 1994)

Officer Employment Contract (form) (Exhibit 10(ix)  
to Annual Report  
on Form 10-K for the year ended June 30, 1993)

Supplemental Executive Retirement Plan dated July  
17, 1991 (Exhibit 10(x)  
to Annual Report on Form 10-K for the year ended  
June 30, 1993)

(b) Current Reports on Form 8-K during the fourth quarter of  
fiscal year 1995:

None.

(c) Exhibits:

Index to Exhibits follows.

(d) (Not applicable)

Index to Exhibits

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(2) (Not applicable)

(3) (i) Certificate of Incorporation dated October 22, 1986  
(filed as Exhibit (3)(i) to Annual Report on

Form 10-K for the year ended June 30, 1987,  
incorporated herein by this reference)

(ii) Bylaws dated November 18, 1992 (restated) (filed as  
Exhibit 3(ii) to Quarterly Report on Form 10-Q

for the quarter ended December 31, 1992,  
incorporated herein by this reference)

(4) (i) Form of Indenture between the Company and Wachovia  
Bank & Trust Company, N.A. as Trustee, regarding

\$200,000,000 in 8.8% Notes due 2001 (filed as  
Exhibit 4 to Registration Statement on Form S-3

No. 33-4083 dated May 24, 1991, incorporated herein  
by this reference)

(ii) Prospectus Supplement (to Prospectus dated July 9, 1991) giving terms of the Indenture referenced in

Exhibit 4 (i) above (filed on July 18, 1991, supplementing the Registration Statement on

Form S-3 No. 33-4083 dated May 24, 1991, and incorporated herein by this reference)

(9) (Not applicable)

(10) Material contracts:

(i) Stock Option Plan (1977) (Amended 10/16/80, 7/21/82, 6/21/83, 10/19/83, 9/18/85, 11/20/85, 7/15/87 and

11/17/93) (Exhibit 10(i) to Annual Report on Form 10-K for the year ended June 30, 1994, incorporated

herein by this reference)

(ii) Long-Term Compensation Program dated October 21, 1987 (filed as Exhibit 10(ii) to Annual Report on Form 10-K

for the year ended June 30, 1994, incorporated herein by this reference)

(iii) Agreement between Henkel KGaA and the Company dated June 18, 1981 (filed as Exhibit (10)(v) to Form 8

dated August 11, 1983, incorporated herein by this reference)

(iv) Agreement between Henkel GmbH (now Henkel KGaA) and the Company dated July 31, 1974 (filed as Exhibit (10)

(vi) to Form 8 dated August 11, 1983, incorporated herein by this reference)

(v) Agreement between Henkel KGaA and the Company dated November 16, 1981 (filed as Exhibit (10)(vii) to

Form 8 dated August 11, 1983, incorporated herein by this reference)

(vi) Agreement between Henkel KGaA and the Company dated July 16, 1986 (filed as Exhibit B to Current Report on

Form 8-K for March 19, 1987, incorporated herein by this reference)

(vii) Agreement between Henkel KGaA and the Company dated March 18, 1987 (filed as Exhibit A to Current

Report on Form 8-K for March 19, 1987, incorporated herein by this reference)

(viii) Agreement between Henkel KGaA and the Company dated January 16, 1992 (filed as Exhibit 10(xi) to Annual

Report on Form 10-K for the year ended June 30, 1992, incorporated herein by this reference)

(ix) Officer Employment Contract (form) (filed as Exhibit 10(ix) to Annual Report on Form 10-K for the year

ended June 30, 1994, incorporated herein by this reference)

(x) Supplemental Executive Retirement Plan dated July 17, 1991 (filed as Exhibit 10(x) to Annual Report on

Form 10-K for the year ended June 30, 1993, incorporated herein by this reference)

(xi)1993 Directors' Stock Option Plan dated November 17, 1993 (filed as Exhibit 10(xi) to Annual Report on

Form 10-K for the year ended June 30, 1994, incorporated herein by this reference)

(11) (Not applicable)

(12) (Not applicable)

(13) Annual Report, following the Financial Statement Schedules of this Form 10-K

(16) (Not applicable)

(18) (Not applicable)

(21) Subsidiaries of the registrant, following Exhibit 13 of this Form 10-K

(22) (Not applicable)

(23) Independent Auditors' Consent, following Exhibit 21 of this Form 10-K

(24) (Not applicable)

(26) (Not applicable)

(27) Financial Data Schedule, following Exhibit 23 of this Form 10-K

(28) (Not applicable)

## **SIGNATURES**

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

### **THE CLOROX COMPANY**

Date: September 20, 1995

By: /s/G. C. Sullivan

G. C. Sullivan,

**Chairman of the**

**Board and Chief**

**Executive Officer**

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by

the following persons on behalf of the registrant and in the capacities and on the dates indicated.

Signature	Date	Title
/s/G.C. Sullivan	September 20, 1995	Chairman of the Board & Director

- ----- (Chief Executive Officer)

G. C. Sullivan

/s/W. F. Ausfahl	September 20, 1995	Group Vice President & Director
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- ----- (Principal Financial Officer)

/s/D. Boggan, Jr.	September 20, 1995	Director
-------------------	--------------------	----------

- -----

D. Boggan, Jr.

/s/J. W. Collins	September 20, 1995	Director
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- -----

J. W. Collins

/s/U. Fairchild	September 20, 1995	Director
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- -----

U. Fairchild

(signatures continue)

/s/J. Krautter                    Director  
                                  September 20, 1995

- -----  
J. Krautter

/s/J. Manchot                    Director  
                                  September 20 1995

- -----  
J. Manchot

/s/D. O. Morton                  Director  
                                  September 20, 1995

- -----  
D. O. Morton

/s/E. L. Scarff                  Director  
                                  September 20, 1995

- -----  
E. L. Scarff

/s/L. R. Scott                    Director  
                                  September 20, 1995

- -----  
L. R. Scott

/s/F. N. Shumway                 Director  
                                  September 20, 1995

- -----  
F. N. Shumway

/s/J. A. Vohs                    Director  
                                  September 20, 1995

- -----  
J. A. Vohs

/s/C. A. Wolfe                   Director  
                                  September 20, 1995

- - - - -

C. A. Wolfe

/s/H. J. Salvo, Jr.            Vice President-Controller  
                                 September 20, 1995

- - - - -                            (Principal Accounting Officer)

H. J. Salvo, Jr.

## **APPENDIX**

(to Form 10-K)

The following items have been filed under cover of Form SE:

1. Middle of Page 18 - Bar Chart entitled "Clorox Value Measure",

showing the economic value measurement of the Company over

the period of the last five fiscal years.

2. Middle of Page 19 - Bar Chart entitled "Cash Provided,

Continuing Operations."

## MANAGEMENT'S DISCUSSION AND ANALYSIS

### Results of Operations

Continuing operations again achieved record unit volume in 1995, after record years in 1994 and 1993. The gain in 1995 volume was principally due to a full year's ownership of the S.O.S business, which was acquired in mid 1994, growth in the Brita water filtration business in the United States, and record volumes for Combat insecticides, Clorox liquid bleach, Clorox Clean-Up dilutable cleaner, Tilex soap scum remover, Clorox toilet bowl cleaner, professional strength Formula 409 cleaner, Pine-Sol cleaner, and the Kingsford line of charcoal briquets. The increase in unit volume for 1994 was principally due to the S.O.S acquisition, the consolidation of an Argentine subsidiary in which our interest increased to 90 percent in June 1993, and the introduction of new products including Liquid-Plumr buildup remover, Clorox Stain Out soil and stain remover, Clorox toilet bowl cleaners, Tilex soap scum remover, and Hidden Valley Ranch kids' dressings. Net sales increased 8 percent in 1995 following increases of 12 percent in 1994 and 6 percent in 1993. This year's growth was primarily driven by the S.O.S acquisition and the record volumes described above. Price increases on a few established brands were offset by a price decrease on Tilex in 1995 and by a price decrease on Pine-Sol in 1994, and by increased incentive trade promotions in 1995. Cost of products sold was 45 percent of net sales in both 1995 and 1994, and 44 percent in 1993. Research and Development (R&D) expense was up slightly over 1994, after increasing 5 percent over 1993. This was the third consecutive record year for new product introductions and reflects efficiencies achieved in the R&D function that began in 1993 and were realized in 1994 to bring new products to

market faster and at lower overall costs. R&D activities are anticipated to continue at current levels as a percent of sales.

We expect to continue to shorten development times and further improve cost efficiencies while maintaining a high level of new product activity in 1996. Selling, delivery, and administration (SD&A) expenses increased 16 percent over 1994 and as a percentage of net sales increased by 1.4 percentage points.

The increase in 1995 is principally attributable to the strategic growth of our International business where we have increased our overhead infrastructure through acquisitions or through expanding our marketing activities in Latin America, the Caribbean, Canada, the Pacific Rim, and Central Europe.

In addition, we incurred transition costs related to the implementation of our new logistics strategy, and our new Customer Interface project that will improve customer service.

SD&A increased approximately 10 percent in 1994 over 1993 principally due to the 1994 acquisition of S.O.S, and the consolidation of our Argentine subsidiary. We continue to focus on improving our cost structure and anticipate continued spending during 1996 on our international infrastructure and the Customer Interface initiative. Total marketing spending, which includes trade promotions, consumer promotions and advertising, increased 3 percent over 1994. Media advertising levels increased while sales promotion, primarily couponing, decreased in 1995 versus 1994. Advertising expense increased 18 percent from 1993 to 1994 principally due to heavy introductory spending on new products in 1994. Interest expense, the majority of which relates to long-term financing, increased \$6,696,000 in 1995 over 1994 due to additional borrowing in 1995 to finance the acquisition of Brita International Holdings,

Inc., expanded International activities financed by local borrowings, and the effect of higher short-term interest rates on commercial paper borrowings. The effective tax rates were 40.6, 41.3, and 39.0 percent in 1995, 1994, and 1993, respectively. The decrease in 1995 was principally due to the effect in 1994 of the retroactive 1 percent increase in the federal statutory tax rate that was reflected in 1994 earnings.

The 1995 increase over 1993 was due primarily to the ongoing effect of the higher statutory tax rate. Earnings per share from continuing operations increased \$.43 in 1995 over 1994, a 13 percent increase, and \$.28 in 1994 over 1993, both of which were driven by the volume growth described above, and shares repurchased in 1995 and 1994 under the share repurchase program.

Net earnings per share decreased in 1995 from 1994 due to the inclusion in 1994 of \$.59 per share earnings from discontinued operations.

## Financial Position and Liquidity

Cash flow from continuing operations was \$290,849,000 in 1995 and resulted from record earnings and our continued focus on efficient utilization of resources driven by the Clorox Value Measure (CVM) economic value measurement system implemented in 1994. CVM was up 26 percent in 1995 over 1994 following two consecutive years of 18 percent growth, versus our average long-term target of 12 percent. The 1995 increase in accounts receivable is attributable to the acquisition of Brita International Holdings, Inc. and other International acquisitions and new ventures. Higher sales of Combat insecticides, Kingsford charcoal, Brita water filtration systems, and our business in the Republic of Korea also contributed to the increase. Higher levels of inventories and accounts payable were principally due to International acquisitions and new ventures. At June 30, 1995, we had available a \$350,000,000 credit agreement with a syndication of banks which expires on May 31, 2000. We believe we have access to additional bank credit and the public debt markets should the need arise. During 1995, \$97,651,000 was used to invest in new businesses, all of which were outside the United States. The largest single investment was Brita International Holdings, Inc., of Canada. On January 1, 1994, the S.O.S products business was acquired for \$116,488,000. Also, during 1994, additional foreign investments of \$25,949,000 were made. In 1993, we acquired a controlling interest in our joint venture in Argentina that was previously accounted for on the equity basis and as of June 30, 1993 was consolidated. Capital expenditures were \$62,911,000, \$56,627,000, and \$77,637,000 in 1995, 1994, and 1993, respectively. Spending

generally has been for expanded capacity, process improvements, and environmental programs and initiatives. Dividends paid in 1995 were \$102,272,000, or \$1.92 per share. In July 1995, we announced a 10.4 percent increase in the quarterly dividend rate to \$.53, from \$.48 per share for a new annual rate of \$2.12 per share.

In 1995, 1994, and 1993, cash flow from operations has exceeded cash needs for capital expenditures, dividends, and scheduled debt service. We anticipate similar strong cash flow again in 1996. Proceeds from the sale of discontinued operations generated

cash of \$159,293,000 in 1994. We recently completed the stock repurchase program initiated in 1989. Through June 30, 1995,

5,000,000 shares were repurchased, of which 1,325,485 shares at a cost of \$78,270,000 were acquired during 1995. In July 1995, our Board of Directors authorized an additional \$100,000,000 for a share repurchase program planned to be completed during 1996.

These shares will be purchased on the open market. Reacquired shares are held as treasury shares and are available for reissuance for corporate uses. In order to manage the impact of interest rate movements on interest expense and interest income, we have approved the use of interest rate derivative instruments, such as interest rate swaps. These instruments have the effect of converting fixed rate interest to floating, or floating to fixed.

Conditions under which derivatives can be used are set forth in a Company Policy Statement, and include a restriction on the amount of such activity to a designated portion of existing debt, a limit on the term of any derivative transaction, and a specific prohibition of the use of any leveraged instrument. Other derivative instruments used to hedge assets and anticipated transactions include foreign currency contracts. These contracts were not material in either 1995 or 1994. We are committed to an ongoing

program of comprehensive, long-term environmental assessment of our facilities. This program is implemented by the Company's Department of Health, Safety and Environment, with guidance from legal counsel. During each facility assessment, compliance with applicable environmental laws and regulations is evaluated and the facility is reviewed in an effort to identify possible future environmental liabilities. Although not material, at June 30, 1995 and 1994, expected costs have been accrued for the probable future costs of environmental liabilities without offset for expected insurance recoveries, or discounting for present value.

Statements of Consolidated Earnings

The Clorox Company

Years ended June 30

95                                      94                                      93

In thousands, except per-share amounts.

Net Sales				\$
1,984,170	\$	1,836,949	\$	1,634,171

-----  
-----  
Costs and Expenses

Cost of products sold			
892,172		820,434	724,753
Selling, delivery and administration			
416,392		359,360	328,088
Advertising			
271,730		286,666	242,528
Research and development			
44,819		44,558	42,445
Interest expense			
25,120		18,424	18,856
Other (income) expense, net			
(3,957)		874	2,316

-----  
-----  
Total costs and expenses

1,646,276		1,530,316		1,358,986
-----------	--	-----------	--	-----------

-----  
-----  
Earnings Before Income Taxes

337,894		306,633		275,185
---------	--	---------	--	---------

-----  
-----  
Income Taxes

137,062		126,640		107,267
---------	--	---------	--	---------

-----  
-----  
Earnings from Continuing Operations

200,832		179,993		167,918
---------	--	---------	--	---------

-----  
-----  
Earnings (Losses) from Discontinued Operations

-		32,064		(867)
---	--	--------	--	-------

-----  
-----  
Net Earnings

200,832	\$	212,057	\$	167,051	\$
---------	----	---------	----	---------	----

=====  
=====

Earnings (Losses) per Common Share

Continuing Operations					\$
3.78	\$	3.35	\$	3.07	

Discontinued Operations					
-		0.59		(0.02)	

-----  
-----

Net Earnings					\$
3.78	\$	3.94	\$	3.05	

=====  
=====

Weighted Average Shares Outstanding					
53,147		53,800		54,698	

See Notes to Consolidated Financial Statements.

<CAPTION

Consolidated Balance Sheets

The Clorox Company

Years ended June 30

95 94

In thousands, except share and per-share amounts.

Assets

Current Assets

Cash and short-term investments		
\$ 137,330		\$ 115,922
Accounts receivable, less allowance		
311,868		249,843
Inventories		
121,095		105,948
Deferred income taxes		
11,495		18,548
Prepaid expenses		
18,543		14,014

-----  
-----  
Total current assets  
600,331 504,275

-----  
-----  
Property, Plant and Equipment - Net  
524,972 532,600

-----  
-----  
Brands, Trademarks, Patents and Other Intangibles - Net  
592,792 520,042

-----  
-----  
Investments in Affiliates  
96,385 83,368

-----  
-----  
Other Assets  
92,192 57,284

-----  
-----  
Total  
\$1,906,672 \$1,697,569

=====  
=====  
Liabilities and Stockholders' Equity

Current Liabilities

Accounts payable  
\$ 122,763                      \$ 97,728

Accrued liabilities  
234,595                      227,197

Income taxes payable  
6,283                      7,599

Commercial paper  
115,303                      42,916

Current maturities of long-term debt  
379                      392

-----  
-----

Total current liabilities  
479,323                      375,832

-----  
-----

Long-term Debt  
253,079                      216,088

-----  
-----

Other Obligations  
85,129                      63,187

-----  
-----

Deferred Income Taxes  
145,228                      133,045

-----  
-----

Stockholders' Equity

Common stock - authorized,  
175,000,000 shares, \$1 par value  
55,422                      55,422

Additional paid-in capital  
108,347                      106,554

Retained earnings  
971,380                      876,832

Treasury shares, at cost  
(168,217)                      (107,146)

Cumulative translation adjustments and other  
(23,019)                      (22,245)

-----  
-----

Stockholders' equity  
943,913                      909,417

-----  
-----

Total  
\$1,906,672                      \$1,697,569

=====  
=====

See Notes to Consolidated Financial Statements.

Statements of Consolidated Stockholders' Equity

The Clorox Company

		Cumulative			
In thousands, except share		Common Stock			
Additional		Treasury Shares	Translation		
In thousands, except shares		-----			
Paid-in	Retained	-----		Adjustments	
and per-share amounts		Shares	Amount		
Capital	Earnings	Shares	Amount	and Other	
Balance, June 30, 1992		55,422,297	\$55,422	\$	
105,249	\$ 690,018	(877,204)	\$ (35,025)	\$ (1,923)	
Net earnings					
167,051					
Dividends (\$1.71 per share)					
(93,509)					
Employee stock plans					
and other					
234	(1,398)	305,049	11,668		
Translation adjustments					
				(18,493)	
-----					
-----					
Balance, June 30, 1993		55,422,297	55,422		
105,483	762,162	(572,155)	(23,357)	(20,416)	
Net earnings					
212,057					
Dividends (\$1.80 per share)					
(97,095)					
Employee stock plans					
and other					
1,071	(292)	405,414	16,121		
Treasury stock acquired					
(1,883,300)		(99,910)			
Translation adjustments					
				(1,829)	
-----					
-----					
Balance, June 30, 1994		55,422,297	55,422		
106,554	876,832	(2,050,041)	(107,146)	(22,245)	
Net earnings					
200,832					
Dividends (\$1.92 per share)					
(102,272)					
Employee stock plans					
and other					

1,793 (4,012) 355,211 17,199 (1,187)

Treasury stock acquired  
(1,325,485) (78,270)

Translation adjustments  
413

-----  
-----

Balance, June 30, 1995 55,422,297 \$55,422 \$  
108,347 \$ 971,380 (3,020,315) \$(168,217) \$(23,019)

=====  
=====

See Notes to Consolidated Financial Statements.

Statements of Consolidated Cash Flows

The Clorox Company

Years ended June 30

95 94 93

In thousands.

Operations:

Earnings from continuing operations  
 \$ 200,832 \$ 179,993 \$ 167,918

Adjustments to reconcile to net cash provided by

continuing operations:

Depreciation and amortization  
 103,866 94,120 83,607

Deferred income taxes  
 15,386 15,985 32,378

Other  
 7,498 25,985 9,412

Effects of changes in:

Accounts receivable  
 (58,314) (18,299) (36,266)

Inventories  
 (11,723) 5,691 (7,892)

Prepaid expenses  
 (1,892) 2,355 (2,850)

Accounts payable  
 21,771 13,485 (18,071)

Accrued liabilities  
 15,630 (8,134) 2,849

Income taxes payable  
 (2,205) (12,741) 3,498

-----  
 -----

Net cash provided by continuing operations  
 290,849 298,440 234,583

Net cash (used for) provided by discontinued operations  
 - (31,658) 10,877

-----  
 -----

Net cash provided by operations  
 290,849 266,782 245,460

Investing Activities:

Property, plant and equipment  
 (62,911) (56,627) (77,637)

Net proceeds from sales of businesses  
 - 159,293 15,000

Businesses purchased  
 (97,651) (142,437) (31,547)

Disposal of property, plant and equipment  
 8,707 11,264 3,759

Other

(54,437)	(22,046)	(24,938)
-----		
-----		
Net cash used for investment		
(206,292)	(50,553)	(115,363)
-----		
-----		
Financing Activities:		
Long-term borrowings		
47,298	13,000	299
Long-term debt repayments		
(2,806)	(741)	(1,236)
Short-term borrowings (repayments), net		
62,115	3,430	(42,469)
Cash dividends		
(102,272)	(97,095)	(93,509)
Treasury stock acquired		
(78,270)	(99,910)	-
Employee stock plans		
10,786	9,845	8,958
-----		
-----		
Net cash used for financing		
(63,149)	(171,471)	(127,957)
-----		
-----		
Net increase in cash and short-term investments		
21,408	44,758	2,140
Cash and short-term investments:		
Beginning of year		
115,922	71,164	69,024
-----		
-----		
End of year		
\$ 137,330	\$ 115,922	\$ 71,164
=====		
=====		
Cash paid for:		
Interest (net of amounts capitalized)		
\$ 25,479	\$ 18,267	\$ 18,616
Income taxes		
106,821	128,210	61,052
Noncash transactions:		
Liabilities arising from business purchased		
\$ 25,047	\$ 7,200	\$ -

See Notes to Consolidated Financial Statements.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

### 1 Significant Accounting Policies

#### **Principles of Consolidation**

The Company is principally engaged in the production and marketing of nondurable consumer products to grocery stores and other retail outlets. The consolidated financial statements include the statements of the Company and its majority-owned subsidiaries. All significant intercompany transactions and accounts are eliminated in consolidation.

#### **Short-term Investments**

Short-term investments consist of money market and other high quality instruments with an initial maturity of three months or less and are stated at cost which approximates market value.

#### **Inventories**

Inventories are stated at the lower of cost or market. Cost of the majority of inventories is determined on the last-in, first-out (LIFO) method. Cost for the remainder of the inventories is determined generally on the first-in, first-out (FIFO) method.

#### **Property, Plant and Equipment**

Property, plant and equipment are stated at cost. Depreciation is calculated by the straight-line method over the estimated useful lives of the depreciable assets.

#### **Brands, Trademarks, Patents and Other Intangibles**

Brands, trademarks, patents and other intangible assets arising from transactions after October 30, 1970 are amortized over their estimated useful lives up to a maximum of 40 years.

Carrying values are reviewed periodically and a determination of impairment is made based on estimates of future cash flows, undiscounted and without interest charges.

**Investments in Affiliates**

The Company holds minority investments in foreign entities which are accounted for under the equity method. The most significant investment is a 20 percent equity ownership in Henkel Iberica, S.A. of Spain.

**Income Taxes**

The Company uses the liability method to account for income taxes, in accordance with Statement of Financial Accounting Standards (SFAS) No. 109, "Accounting for Income Taxes".

**Foreign Currency Translation**

Foreign currency assets and liabilities are translated using the exchange rates in effect at the balance sheet date. Income and expenses are translated at the average exchange rates during the year. Translation gains and losses are reported in stockholders' equity; transaction gains and losses are included in net earnings.

**Earnings per Common Share**

Earnings per common share are computed by dividing net earnings by the weighted average number of common shares outstanding during each year. The potential dilution from the exercise of stock options is not material.

**Major Customer**

Sales to the Company's largest customer, Wal-Mart Stores, Inc. and affiliates, were 13% and 12% of consolidated net sales in 1995 and 1994, respectively.

**Derivative Financial Instruments**

The use of financial instruments is limited to purposes other than trading and includes management of interest rate movements (interest rate swaps), and foreign currency exposure (forward contracts) related to supply contracts and accounts receivable.

Both categories of financial instruments are treated as off-balance sheet financial instruments. Gains or losses on hedges of existing assets are included in the carrying amounts and are recognized in earnings when those assets are liquidated. Gains or losses arising from hedges of firm commitments and anticipated transactions are deferred and recognized in earnings or as an adjustment of carrying amounts when the hedged transaction occurs.

**2 Discontinued Operations**

The Company sold its bottled water and frozen foods businesses during 1994 for \$159,293,000. The sale of these businesses resulted in a net gain of \$31,430,000. In June 1993, the Company sold its Prince Castle business which did not result in a material gain or loss. Results of discontinued operations are classified separately in the Statements of Consolidated Earnings and include

(in thousands):

94	93	
Net sales		\$
18,700	\$ 173,291	
=====		
Earnings (losses) from operations		
before income taxes		\$
1,043	\$ (1,437)	
Income tax (expense) benefits		
(409)	570	
-----		
Net earnings (losses) from		
discontinued operations		
634	(867)	
-----		
Gain on sale of businesses		
42,177	-	
Income taxes		
10,747	-	
-----		
Net gain on sale of businesses		

31,430 -

-----  
-----  
Earnings (losses) from

discontinued operations  
32,064 \$ (867)

\$

### 3 Acquisitions

Acquisitions in 1995, totaling \$97,651,000, were funded from cash and other obligations and included Brita International Holdings, Inc., a Canadian-based manufacturer and marketer of Brita water filtration systems, and eight foreign investments, all of which were accounted for as purchases. Approximately \$96,337,000 of the acquisition cost has been allocated to brands, trademarks and other intangibles to be amortized over estimated lives up to 40 years. Such purchases also included at fair value, assets of \$26,361,000, and the assumption of liabilities of \$25,047,000.

On January 31, 1994, the Company acquired the S.O.S products business of Miles Inc., which was accounted for as a purchase.

The \$116,488,000 acquisition included the S.O.S brand of soap pads and other cleaning products in the United States and

Canada, manufacturing facilities, and certain items of working capital. Approximately \$98,850,000 of the purchase price has been allocated to brands, trademarks and other intangibles to be amortized over an estimated life of 40 years. The purchase included, at fair value, current assets of \$9,200,000; property, plant and equipment of \$15,600,000;

the assumption of current liabilities of \$5,300,000, and a postretirement health-care liability of \$1,900,000. The acquisition was funded from cash and short-term borrowings.

Results of operations after the S.O.S acquisition date are included in the 1994 Statement of Consolidated Earnings. The

following pro forma information has been prepared assuming that this acquisition had taken place at the beginning of the respective periods. The pro forma information includes adjustments for interest expense that would have been incurred to finance the purchase, additional depreciation based on the fair market value of the property, plant, and equipment acquired and the amortization of intangibles arising from the transaction. The pro forma financial information is not necessarily indicative of the results of operations as they would have been had the transactions been effected on the assumed dates.

Year ended June 30		
94		93
In thousands, except per share amounts (unaudited)		

Net sales			\$
1,884,362	\$	1,722,845	
Earnings from continuing operations			\$
177,070	\$	169,991	
Net earnings			\$
209,134	\$	169,124	
Earnings per common share from			
continuing operations			\$
3.29	\$	3.11	
Net earnings per common share			\$
3.89	\$	3.09	

In addition, 1994 acquisitions included various foreign investments of \$25,949,000. During 1993, the Company purchased an additional 39 percent interest in its joint venture in Argentina bringing total ownership to 90 percent.

#### 4 Inventories

The major classes are (in thousands):

		95	94
Finished goods and work in process	\$	71,102	\$ 69,280
Raw materials and supplies		49,993	36,668
-----			

Total	\$121,095	\$105,948
-------	-----------	-----------

=====

Had the cost of inventories been determined using the FIFO method, inventories would have been higher by approximately **\$14,218,000 at June 30, 1995 and \$14,843,000 at June 30, 1994.**

The LIFO method was used to value 74 percent of the inventory at June 30, 1995 and 85 percent at June 30, 1994.

### 5 Property, Plant and Equipment

The major classes are (in thousands):

	95	94
Land and improvements	\$ 60,083	\$ 59,005
Buildings	263,509	261,964
Machinery and equipment	534,660	495,903
Construction in progress	31,622	33,650
- - - - -		
Total	889,874	850,522
Less accumulated depreciation	364,902	317,922
- - - - -		
Net	\$524,972	\$532,600

=====

Depreciation expense was \$66,886,000 in 1995, \$61,660,000 in 1994 and \$51,532,000 in 1993.

### 6 Brands, Trademarks, Patents and Other Intangibles - Net

The major classes are (in thousands):

	95	94
Brands and trademarks	\$ 583,902	\$ 484,574
Patents and other intangibles	129,076	129,076
Accumulated amortization	(120,186)	(93,608)
- - - - -		
Net	\$ 592,792	\$ 520,042

Brands and trademarks includes \$41,708,000 of continuing value arising from transactions prior to October 31, 1970.

### 7 Accrued Liabilities

Advertising costs included in accrued liabilities at June 30,

1995 and 1994 were \$126,268,000 and \$126,725,000, respectively.

## 8 Long-term Debt

The principal components are (in thousands):

	95	94
8.8% Non-callable notes due August 1, 2001, includes net unamortized premium of \$208 and \$243, respectively	\$200,208	\$200,243
Other debt	53,250	16,237
-----		
	253,458	216,480
Less: current maturities	379	392
-----		
Long-term debt	\$253,079	\$216,088

Fair values of the 8.8 percent notes at June 30, 1995 and 1994 were approximately \$222,500,000 and \$212,250,000, respectively, based upon quoted market prices for similar debt. The Company has a \$350,000,000 credit agreement with a syndication of banks which expires on May 31, 2000. The credit agreement requires maintenance of a minimum net worth of \$704,000,000. At June 30, 1995, the credit agreement is available for general corporate purposes and for the support of additional commercial paper issuance.

## 9 Financial Instruments

In order to manage the impact of interest rate movements, the Company has entered into interest rate swap agreements. The transactions effectively convert a portion of the Company's interest rate exposure on its 8.8 percent fixed rate non-callable notes to a floating rate. The effect of the swap agreements on the 8.8 percent fixed rate notes reduced interest expense by \$573,000 and \$1,803,000, and resulted in effective borrowing rates of 8.5 percent and 7.9 percent

in years 1995 and 1994, respectively. Under the terms of these agreements, the Company agrees with other parties to exchange, at specified intervals, the difference between fixed-rate and floating-rate interest amounts as calculated by reference to agreed notional principal amounts. LIBOR is used as the variable rate index for calculation. Exposure to counterparty credit risk has been minimized by entering into these agreements only with major financial institutions that are expected to fully perform under the terms of the swap agreements. The fair value of these instruments, shown at the top of the next column, was determined based upon market prices for similar instruments.

Notional amounts outstanding and weighted average rates at

**June 30 are (in thousands):**

	95	94
Received fixed/pay floating -		
notional amounts	\$100,000	\$100,000
Weighted average receive rate	6.6%	6.6%
Weighted average pay rate	6.6%	3.9%
Pay fixed/received floating -		
notional amounts	\$ 50,000	\$ -
Weighted average pay rate	6.3%	-
Weighted average receive rate	6.6%	-

Fair value of interest rate swaps

(unrealized loss) \$ (3,539) \$ (8,422)

At June 30, 1995 the Company had four outstanding interest rate swap agreements under which fixed rates are received and two interest rate swap agreements under which fixed rates are paid.

At June 30, 1994, the Company had four outstanding interest rate swap agreements under which fixed rates were received. Original terms to maturity ranged from 7 3/4 to 8 1/2 years where fixed

rates are received and at June 30, 1995 the remaining term for these agreements was approximately 6 years. Original terms to maturity where fixed rates are paid were 1 3/4 to 2 years and at June 30, 1995 the remaining term for these agreements was approximately 1 3/4 years. Foreign currency forward contracts are used periodically to manage foreign exchange risks associated with export sales and purchases from foreign suppliers denominated in foreign currency. At June 30, 1995, outstanding foreign currency forward contracts to hedge purchases denominated in Canadian dollars were approximately \$17,937,000 and had fair values based upon quoted market prices of approximately \$18,363,000 with an unrealized gain of approximately \$426,000.

**10 Stockholders' Equity**

<CAPTION

In addition to common stock, the Company is authorized to issue 5,000,000 shares of preferred stock with a par value of \$1 per share, none of which is outstanding. The Company has a stock option plan under which options to purchase shares of common stock may be granted to key employees. The plan provides that the option price shall not be less than the fair market value of the shares on the date of grant and that no portion of the option may be exercised beyond ten years from that date. Options which were outstanding at June 30, 1995 become exercisable cumulatively over one, two or three years from the grant date. At June 30, 1995, 1,572,538 shares were available for the granting of additional options or other stock compensation awards. A summary of changes in common stock options during 1995 and 1994 is:

Shares	Price per Share	Number of
		1,884,923
Outstanding at June 30, 1993		1,884,923

	\$13.69 - \$43.75	
Granted		907,768
	51.13 - 63.50	
Exercised		(296,849)
	13.69 - 43.75	
Cancelled		(137,722)
	20.00 - 52.94	
-----		
-----		
Outstanding at June 30, 1994		2,358,120
	13.81 - 63.50	
Granted		386,897
	48.88 - 57.20	
Exercised		(330,140)
	13.81 - 54.63	
Cancelled		(35,114)
	40.50 - 52.94	
-----		
-----		
Outstanding (held by 203 optionees)		
at June 30, 1995		2,379,763
	\$20.00 - \$63.50	
=====		
=====		
Options exercisable at:		
June 30, 1995		1,328,838
June 30, 1994		1,163,598

## 11 Leases

The Company leases transportation equipment and a limited number of its manufacturing, warehousing and office facilities. Most leases are classified as operating leases and will expire over the next five years. Future minimum lease payments are \$8,532,000, and do not exceed \$4,300,000 in any one year. Rental expense for continuing operations was \$11,424,000 in 1995, \$11,875,000 in 1994 and \$14,365,000 in 1993.

Space not occupied by the Company in its headquarters building is let to other tenants under operating leases expiring through 1998.

Future minimum rentals to be received are \$2,312,000 and do not exceed \$1,500,000 in any one year.

## 12 Other Expense (Income), Net

The major components are (in thousands):

	94	93	95
Amortization of intangibles			\$ 26,582
	\$ 23,896	\$ 22,058	
Equity in earnings of affiliates			(4,441)
	(5,926)	(9,979)	
Interest income			(7,796)
	(5,292)	(2,931)	
Royalty income			(7,110)
	(8,850)	(7,361)	
Other, net			(11,192)
	(2,954)	529	
-----			
-----			
Total			\$ (3,957)
	\$ 874	\$ 2,316	
=====			
=====			

### 13 Income Taxes

Income tax expenses are (in thousands):

	94	93	95
Current			
Federal			\$ 96,444
	\$ 86,686	\$ 57,776	
State			19,778
	17,562	13,815	
Foreign			5,454
	3,569	3,651	
-----			
-----			
Total current			121,676
	107,817	75,242	
-----			
-----			
Deferred			
Federal			12,232
	16,416	26,635	
State			688
	1,173	4,147	
Foreign			2,466
	1,234	1,243	
-----			
-----			
Total deferred			15,386
	18,823	32,025	
-----			
-----			
Total expense			\$137,062
	\$126,640	\$107,267	

=====		
Effective income tax rate		
		40.6%
41.3%	39.0%	
The reconciliation between the Company's effective income tax rate and the statutory federal income tax rate is as follows:		
94	93	95
Federal statutory rate		
		35.0%
35.0%	34.0%	
State income taxes,		
net of federal tax benefit		
		3.9
3.9	4.2	
Taxes on foreign earnings		
		1.5
1.1	1.2	
Retroactive effect of federal		
rate increase		
		-
1.0	-	
Other		
		0.2
0.3	(0.4)	
-----		
Effective income tax rate		
		40.6%
41.3%	39.0%	
=====		

The net deferred income tax liabilities (assets), both current and non-current at June 30, result from the tax effects of the following temporary differences (in thousands):

	95	94
Amortization/depreciation	\$ 52,515	\$ 64,268
Safe harbor lease agreements	29,401	32,145
Unremitted foreign earnings	45,473	35,057
Restructuring expense	(3,676)	(12,812)
Post employment benefits	(17,712)	(19,873)
Other	27,732	15,712
-----		
Net	\$133,733	\$114,497

#### 14 Employee Benefit Plans

##### Retirement Income Plans

The Company has defined benefit pension plans for substantially

all its domestic employees. Benefits are based on either employee years of service and compensation or stated dollar amount per year of service. The Company is the sole contributor to the plans, in amounts deemed necessary to provide benefits, and to the extent deductible for federal income tax purposes. Assets of the plans consist primarily of stocks and bonds. The components of pension expense are (in thousands):

	95	94	93
Service cost - benefits earned			
in current year	\$ 6,944	\$ 5,970	\$ 5,646
Interest on projected benefit obligation	8,913	7,753	6,552
Return on plan assets:			
Actual gain	(19,347)	(2,762)	(9,750)
Deferral of the actual gain in excess of (less than) the assumed rate of 8%	9,702	(6,029)	1,766

Other gains, including amortization

over 15 years of the net pension

transition asset at July 1, 1985 (701) (790) (1,245)

---

Total pension expense \$ 5,511 \$ 4,142 \$ 2,969

The plan's funded status at June 30 is as follows (in thousands):

	95	94
Actuarial present value of the accumulated benefit obligation, including vested benefits of \$95,410 in 1995 and \$84,027 in 1994	\$101,580	\$ 89,531
=====		
Plans' assets at market value	141,385	119,100
Projected benefit obligation, determined using a discount rate of 8% and including the effect of an assumed annual increase in future compensation levels of 4.5% in 1995 and 1994	124,119	111,846

Excess of plans' assets over		
pension obligation	17,266	7,254
Less deferrals:		
Remaining unamortized balance of		
net pension transition asset at		
July 1, 1985	(8,691)	(10,338)
Prior service cost	4,734	5,748
Other net losses	6,072	14,330
Accrued pension asset included in		
other assets	\$ 19,381	\$ 16,994

The Company has defined contribution plans for most of its domestic employees not covered by collective bargaining agreements, to which it contributes based on its earnings or participants' contributions. The Company also participates in multi-employer pension plans for certain of its hourly-paid production employees and contributes to those plans based on collective bargaining agreements. The aggregate cost of the defined contribution and multi-employer pension plans was \$12,427,000 in 1995, \$12,753,000 in 1994 and 11,570,000 in 1993.

### **Retirement Health Care**

The Company provides certain health care benefits for employees who meet age, participation and length of service requirements at retirement. The plans pay stated percentages of covered expenses after annual deductibles have been met. Benefits paid take into consideration payments by Medicare. The plans are not prefunded and the Company has the right to modify or terminate certain of these plans. Postretirement health care expense consists of the following (in thousands):

in the current year	\$2,643	\$2,823	\$2,898
Interest on projected			
benefit obligation	3,041	2,881	2,749
-----			
Total postretirement			
health care expense	\$5,684	\$5,704	\$5,647

Benefits paid were \$1,191,000, \$1,058,000 and \$1,060,000 in fiscal years 1995, 1994 and 1993, respectively. The accumulated postretirement benefit obligation (APBO) includes the following at June 30 (in thousands):

	95	94
Retirees	\$12,086	\$10,260
Active employees	31,109	28,707
Deferral of net gains	5,425	6,599
-----		
Total unfunded accrued benefit		
obligation included in other		
obligations	\$48,620	\$45,566

The assumed health care cost trend rate used in measuring the APBO was 11.3 percent for 1995, gradually declining to 5.5 percent over the next nine years. Changes in these rates can have a significant effect on amounts reported. A one percentage point increase in the trend rates would increase the June 30, 1995 accumulated postretirement benefit obligation by \$6,958,000 and increase 1995 expense by \$1,360,000. The discount rate used to determine the APBO was 8 percent.

### Discontinued Operations

As a result of the Company's decision to discontinue operations of its bottled water and frozen foods businesses, a curtailment gain of \$2,104,000 for pension benefits and \$1,228,000 for retirement health-care was recognized in 1994.

The Company is subject to various lawsuits and claims arising out of its businesses which include contracts, environmental issues, product liability, patent and trademark matters, and taxes. In the opinion of management, after consultation with counsel, the disposition of these matters will not have a material adverse effect, individually or in the aggregate, on the Company's financial position, results of operations, or liquidity.

### **Responsibility for Consolidated Financial Statements**

The management of the Company is responsible for the integrity and objectivity of the financial statements included in this Annual Report. In fulfilling this responsibility, management maintains an effective system of internal accounting controls and supports a comprehensive internal audit program.

The Board of Directors has an Audit Committee consisting of independent directors. The Audit Committee meets regularly with management, internal auditors and Deloitte & Touche LLP, independent certified public accountants. Deloitte & Touche LLP and the internal auditors have full authority to meet with the Audit Committee, either with or without management representatives present. Deloitte & Touche LLP have completed their audit of the accompanying consolidated financial statements.

Their report appears below.

### **Independent Auditors' Report**

**[DELOITTE & TOUCHE LOGO]**

### **The Stockholders and Board of Directors of**

### **The Clorox Company:**

We have audited the accompanying consolidated balance sheets of The Clorox Company and its subsidiaries (the companies)

as of June 30, 1995 and 1994, and the related statements of consolidated earnings, consolidated stockholders' equity and consolidated cash flows for the years ended June 30, 1995, 1994, and 1993. These financial statements are the responsibility of the companies' management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, such consolidated financial statements present fairly, in all material respects, the financial position of the companies at June 30, 1995 and 1994, and the results of their operations and their cash flows for the years ended June 30, 1995, 1994 and 1993 in conformity with generally accepted accounting principles.

*/s/ Deloitte & Touche LLP*

*Deloitte & Touche LLP*

*Oakland, California*

*August 9, 1995*

Financial Summary

The Clorox Company

Years ended

June 30	95	94	93	92	91
	89	88	87	86	

In thousands,

except

per-share data.

Operations

Net sales	\$1,984,170	\$1,836,949	\$1,634,171	\$1,547,057	
	\$1,468,370	\$1,309,019	\$1,199,293	\$1,033,747	\$ 934,985 \$ 893,699

-----  
-----

Percent

change	8.0	12.4	5.6	5.4	
12.2	9.1	16.0	10.6	4.6	2.4

Cost of

products

sold	892,172	820,434	724,753	678,504	
672,405	601,322	548,434	450,527	422,149	415,542

Operating

expenses	732,941	690,584	613,061	612,074	
677,468(d)	498,084	458,085	396,910	356,065	326,531

Other	21,163	19,298	21,172	17,382	
21,315	(30,755)	(28,189)	(10,897)	(17,588)	(5,356)

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-----

Total costs

and

expenses	1,646,276	1,530,316	1,358,986	1,307,960	
1,371,188	1,068,651	978,330	836,540	760,626	736,717

-----  
-----

Earnings

before

income taxes	337,894	306,633	275,185	239,097	
97,182	240,368	220,963	197,207	174,359	156,982

Income taxes	137,062	126,640	107,267	97,903	
37,361	87,456	79,718	73,460	75,394	70,389

-----  
-----

Earnings from

continuing

operations	200,832	179,993	167,918	141,194
59,821	152,912	141,245	123,747	98,965
				86,593

Earnings

(losses)

from discon-

tinued

operations	-	32,064(a)	(867)	(23,429)(b)
(7,075)	714	(17,101)(e)	8,823	5,934
				9,017

Cumulative

effect

of accounting

change	-	-	-	(19,061)(c)
-	-	-	-	-

-----

Net earnings \$	200,832	\$ 212,057	\$ 167,051	\$ 98,704	\$
52,746	\$ 153,626	\$ 124,144	\$ 132,570	\$ 104,899	\$ 95,610

=====

Percent change,

continuing

operations	11.6	7.2	18.9	136.0
(60.9)	8.3	14.1	25.0	14.3
				8.4

Common Stock

Weighted average

shares

outstanding(f)	53,147	53,800	54,698	54,366
54,063	54,873	55,333	55,127	54,652
				54,268

Earnings (losses)

per common

share:

Earnings from

continuing

operations	\$3.78	\$3.35	\$3.07	\$2.60
\$1.11(d)	\$2.79	\$2.55	\$1.82	\$1.60

Earnings

(losses) from

discontinued

operations	-	0.59(a)	(0.02)	(0.43)(b)
(0.13)	0.01	(0.31)(e)	0.16	0.11
				0.17

Cumulative

effect of

accounting

	change	-	-	-	(0.35) (c)
-	-	-	-	-	-
Net earnings	\$3.78	\$3.94	\$3.05	\$1.82	
\$0.98	\$2.80	\$2.24	\$1.93	\$1.77	

=====

Dividends	\$1.92	\$1.80	\$1.71	\$1.59
\$1.47	\$1.29	\$1.09	\$0.79	\$0.70

Stockholders'

equity at

end of year

(per share)	18.01	17.04	16.03	14.92
14.47	15.00	14.19	11.51	10.31

Other Data

Continuing

operations

Working

capital

(defic-

iciency)	\$ 121,008	\$ 128,443	\$ 160,208	\$ (25,322)
115,626	\$ 151,602	\$ 265,569	\$ 145,780	\$ 225,596
				\$ 198,290

Property,

plant

and

equipment

- net	524,972	532,600	538,101	508,629
441,794	441,681	348,526	312,068	207,712
				193,503

Property

additions	62,911	56,627	72,141	114,353
89,009	134,099	66,551	135,702	48,630
				59,408

Long-term

debt	253,079	216,088	204,000	203,627
405,341	5,807	5,192	20,739	24,513
				33,626

Percent

return on

	net sales	10.1	9.8	10.3	9.1
4.1	11.7	11.8	12.0	10.6	9.7
Current					
	ratio	1.3	1.3	1.4	0.9
1.3	1.7	1.9	1.5	2.3	2.2
Total assets					
1,906,672	1,697,569	1,649,230	1,589,993		
1,656,872	1,124,147	1,189,894	1,121,232	911,097	825,748
Stockholders'					
	equity	943,913	909,417	879,294	813,741
784,276	810,514	786,176	712,854	616,447	549,793
Percent return					
on average					
stockholders'					
	equity	21.7	24.2	19.8	12.3
6.4	19.1	16.4	19.9	18.0	18.5

(a) Includes net gain on the sale of discontinued business

of \$31,430 or \$.58 per share.

(b) Includes special charges for the revaluation of certain

intangible assets.

(c) Nonrecurring charge to recognize the accumulated

postretirement health benefit obligation at July 1,

1991, resulting from the adoption of SFAS No. 106.

Operating results preceding 1992 were not restated

for the adoption of this new standard.

(d) Includes a charge for restructuring of \$125,250 or

\$1.45 per share.

(e) Includes net loss on the disposal of Olympic HomeCare

Products of \$20,000, or \$.36 per share.

(f) Weighted average shares outstanding and earnings per

share from 1986 through 1989 assume full dilution

from a note converted during 1989.

Quarterly Data

The Clorox Company

	2nd	3rd	4th	1st
--	-----	-----	-----	-----

In thousands, except per-share amounts.

Quarter	Quarter	Quarter	Quarter	Year
---------	---------	---------	---------	------

Year ended June 30, 1995

Net Sales				\$476,367
\$414,454	\$499,060	\$594,289	\$1,984,170	
Cost of Products Sold				210,134
183,963	225,997	272,078	892,172	
Net Earnings				53,181
34,095	54,034	59,522	200,832	

Per Common Share

Net Earnings				\$1.00
\$0.64	\$1.02	\$1.13	\$3.78	

Dividends				0.48
0.48	0.48	0.48	1.92	

Market Price (NYSE)

High				52 3/4	59
1/2	62 3/8	65 3/4	65 3/4		

Low				47 3/4	51
1/4	55 1/4	56	47 3/4		

Year-end

65 1/4

Price/earnings ratio, year end

17

Year ended June 30, 1994

Net Sales				\$449,744
\$370,844	\$481,928	\$534,433	\$1,836,949	

Cost of Products Sold				193,828
163,386	211,964	251,256	820,434	

Earnings from

Continuing Operations				46,314
30,586	49,515	53,578	179,993	

Discontinued Operations

-	-	32,064(a)	32,064(a)	-
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Net Earnings				\$ 78,378	\$
30,586	\$ 49,515	\$ 53,578	\$ 212,057		

Per Common Share

Net Earnings				\$1.44(a)
\$0.57	\$0.93	\$1.00	\$3.94(a)	

Dividends				0.45
0.45	0.45	0.45	1.80	

Market Price (NYSE)					
	High			55 3/8	55
1/4	55 3/4	52 1/4	55 3/4		
	Low			47 1/8	51
1/2	47 1/4	47	47		
	Year-end		48 7/8		
	Price/earnings ratio, year end		12		

(a) Includes net gain on the sale of discontinued businesses of

\$31,430 or \$.58 per share.

## THE COMPANY'S PRINCIPLE RETAIL BRANDS

### United States

BBQ Bag	Single-use, lightable bag of charcoal briquets
Brita	Water filter systems
Clorox	Regular, Fresh Scent and Lemon Fresh liquid bleach
Clorox	Toilet bowl cleanser and automatic toilet bowl cleaner
Clorox	Dilutable household cleaner, spray cleaner and Clean-Up gel
Clorox 2	Regular and Lemon Fresh dry and liquid all-fabric bleaches
Combat	Insecticides: ant and roach bait stations; ant granules and stakes; roach gel; ant and roach aerosols and fogger
Control	Cat litter

### Formula 409 All-purpose spray cleaner, Regular and Professional

	Strength; glass and surface cleaner
Fresh Step	Cat litter
Fresh Step	
Scoop	Scoopable cat litter
Hidden	Bottled salad dressing, dry salad dressing and party dip mixes; bottled fat-free salad dressing;
Valley	
Ranch	ready-to-eat dips

### Hidden Seasoned mini-cROUTONS

#### Valley

#### Ranch

#### Salad

#### Crispkins

K.C.	Barbecue sauce
Master-	
piece	
Kingsford	Charcoal briquets, charcoal briquets with mesquite, charcoal lighter and wood smoke chips
Kitchen	
Bouquet	Browning and seasoning sauce and gravy aid
Liquid-	Drain opener, Regular and Professional

Plumr	Strength; buildup remover; and septic system treatment
Match	Instant lighting charcoal briquets
Light	
Pine-Sol	Cleaner, Regular and Lemon Scent; spray cleaner
Soft Scrub	Mild abrasive liquid cleanser: regular, with bleach, and with lemon; and gel
S.O.S	Steel wool soap pads: regular, lemon scent and juniors; home cleaning products
Stain Out	Soil and stain remover; liquid and spray
SuperBait	Insecticides: roach bait stations
Tackle	Household cleaner disinfectant
Tilex	Instant mildew remover; soap scum remover
Tuffy	Mesh scrubber

## PROFESSIONAL PRODUCTS

Clorox	Germicidal bleach
Clorox	Toilet bowl cleanser
Clorox	Professional system products; food service degreaser, floor cleaner, drain build-up remover, pot and pan detergent
Clorox	Dilutable cleaner
Clean-Up	
Combat	Insecticides

Formula 409 All-purpose spray cleaner and glass & surface

	cleaner
Hidden	Salad dressings
Valley	
Ranch	
K.C.	Barbecue sauce
Master-	
piece	
Kitchen	Browning and seasoning sauce and gravy aid
Bouquet	
Liquid-	Drain opener
Plumr	
Maxforce	Professional insecticides; ant and roach baits, roach gel
Pine-Sol	Cleaner
Tilex	Instant mildew remover

## **PRINCIPAL INTERNATIONAL MARKETS**

**Argentina Brazil Canada Chile Colombia Costa Rica Czech**

**Republic Dominican Republic Egypt Hong Kong Hungary**

**Japan Malaysia Mexico Panama People's Republic of China**

**Peru Poland Puerto Rico Republic of Korea**

**Saudi Arabia/Gulf States Slovak Republic Uruguay**

**Venezuela Yemen Arab Republic**

**EXHIBIT 21**

(to Form 10-K)

**THE CLOROX COMPANY**

**SUBSIDIARIES OF THE REGISTRANT**

(100% owned unless otherwise indicated)

Subsidiaries	Jurisdiction of Incorporation
American Sanitary Company S.A.	Costa Rica
American Sanitary Company (Overseas) Inc. (51%)	Grand Cayman, British West Indies
Amesco Ltd. (49%)	Grand Cayman, British West Indies

**The Brita Products Company Delaware**

Brita (Canada) Inc. Canada

**Clorox Argentina S.A. (90%) Argentina**

Clorox do Brasil Ltda.	Brasil
The Clorox Company of Canada, Ltd.	Canada

Clorox (Cayman Islands) Ltd. Cayman Islands

Clorox Chile S.A. Chile

Clorox (Far East) Ltd. (50%)	Hong Kong
The Clorox (Guangzhou) Company Ltd.	People's Republic of China
The Clorox International Company	Delaware
Clorox Korea Ltd.	Korea
Clorox (Malaysia) Industries Sdn. Bhd.	Malaysia

Clorox de Mexico, S.A. de C.V. Mexico

**Clorox del Pacifico S.A. (80%) Peru**

Clorox de Panama S.A. Panama

Clorox del Peru S.A. Peru

The Clorox Professional  
Products Company Delaware

The Clorox Company of  
Puerto Rico Delaware

Clorox Uruguay S.A. Uruguay

Corporacion Clorox de  
Venezuela, S.A. Venezuela

Henkel Iberica, S.A. (20%) Spain

**The Household Cleaning Products Egypt**

**Company of Egypt, Ltd. (49%)**

The HVR Company Delaware

The Kingsford Products  
Company Delaware

(doing business in certain jurisdictions as

"Combat Insect Control Systems" and in certain

jurisdictions as "Maxforce Insect Control

Systems")

**Mohammed Ali Abudawood and Saudi Arabia**

**Company for Industry (30%)**

**National Cleaning Products Saudi Arabia**

**Company Limited (30%)**

Productos Del Hogar,

C. por A. (49%)

Dominican Republic

Tecnoclor, S.A. (49%)

Colombia

United Cleaning Products

Mfg. Co. Ltd. (33%)

Yemen Arab Republic

Yuhan-Chlorox Co., Ltd. (50%)

Korea

**EXHIBIT 21 TO FORM 10-K**

[Deloitte & Touche LLP Letterhead]

**INDEPENDENT AUDITORS' CONSENT**

We consent to the incorporation by reference in The Clorox

Company Registration Statements No. 33-4083 on Form S-3,

**Nos. 33-41131, 33-41277, 2-88106 (Post-Effective Amendment  
No. 2), 33-24582, 33-56565 and 33-56563 on Form S-8 of our**

reports dated August 9, 1995, appearing in and incorporated

by reference in this Annual Report on Form 10-K of The Clorox

Company for the year ended June 30, 1995.

*/s/Deloitte & Touche LLP*

*San Francisco, California*

*September 28, 1995*

## ARTICLE 5

THIS SCHEDULE CONTAINS SUMMARY FINANCIAL INFORMATION FROM THE FINANCIAL STATEMENTS OF THE CLOROX COMPANY FOR THE FISCAL YEAR ENDED JUNE 30, 1995, AS PRESENTED IN THE CLOROX COMPANY'S FORM 10-K FILED FOR SUCH PERIOD, AND IS QUALIFIED IN ITS ENTIRETY BY REFERENCE TO SUCH FINANCIAL STATEMENTS.

MULTIPLIER: 1000

PERIOD TYPE	12 MOS
FISCAL YEAR END	JUN 30 1995
PERIOD START	JUL 01 1994
PERIOD END	JUN 30 1995
CASH	38174
SECURITIES	99156
RECEIVABLES	313389
ALLOWANCES	1521
INVENTORY	121095
CURRENT ASSETS	600331
PP&E	889874
DEPRECIATION	364902
TOTAL ASSETS	1906672
CURRENT LIABILITIES	479323
BONDS	253079
COMMON	55422
PREFERRED MANDATORY	0
PREFERRED	0
OTHER SE	888491
TOTAL LIABILITY AND EQUITY	1906672
SALES	1984170
TOTAL REVENUES	1984170
CGS	892172
TOTAL COSTS	1625113
OTHER EXPENSES	(3957)
LOSS PROVISION	0
INTEREST EXPENSE	25120
INCOME PRETAX	337894
INCOME TAX	137062
INCOME CONTINUING	200832
DISCONTINUED	0
EXTRAORDINARY	0
CHANGES	0
NET INCOME	200832
EPS PRIMARY	3.78
EPS DILUTED	0

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