CHURCH & DWIGHT

BARCLAYS BACK TO SCHOOL CONFERENCE

SEPTEMBER 2015



SAFE HARBOR STATEMENT

This presentation contains forward-looking statements, including, among others, statements relating to expected future financial and operating results, including earnings per share, reported net sales growth and organic sales growth, volume growth, including the effects of new product launches into new and existing categories, gross margin, operating margin and net cash from operating activities; category trends; the effect of product mix; impairments and other charges; consumer demand and spending, including consumer response to new product launches; the effects of competition; gross margin changes; trade and marketing spending; marketing expense as a percentage of net sales; cost savings programs; the impact of foreign exchange and commodity price fluctuations; the impact of acquisitions; capital expenditures; the effective tax rate; the effect of the credit environment on the Company's liquidity and capital expenditures; the Company's fixed rate debt; sufficiency of cash flows from operations; payment of dividends; and category trends. These statements represent the intentions, plans, expectations and beliefs of the Company, and are based on assumptions that the Company believes are reasonable but may prove to be incorrect. In addition, these statements are subject to risks, uncertainties and other factors, many of which are outside the Company's control and could cause actual results to differ materially from such forward-looking statements. Factors that might cause such differences include a decline in market growth, retailer distribution and consumer demand (as a result of, among other things, political, economic and marketplace conditions and events); unanticipated increases in raw material and energy prices; adverse developments affecting the financial condition of major customers and suppliers; competition, including The Procter & Gamble Company's participation in the value laundry detergent category; changes in marketing and promotional spending; growth or declines in various product categories and the impact of customer actions in response to changes in consumer demand and the economy, including increasing shelf space of private label products; consumer and competitor reaction to, and customer acceptance of, new product introductions and features; disruptions in the banking system and financial markets; foreign currency exchange rate fluctuations; the impact of natural disasters on the Company and its customers and suppliers, including third party information technology service providers; the acquisition or divestiture of assets; the outcome of contingencies, including litigation, pending regulatory proceedings and environmental matters; and changes in the regulatory environment. For a description of additional factors that could cause actual results to differ materially from the forward looking statements, please see Item 1A, "Risk Factors" in the Company's annual report on Form 10-K.

AGENDA

- WHO WE ARE
- TRENDS
- HOW WE DELIVER
- CHURCH & DWIGHT EVERGREEN MODEL
- FINANCIALS
- Q&A

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- **WHO WE ARE**
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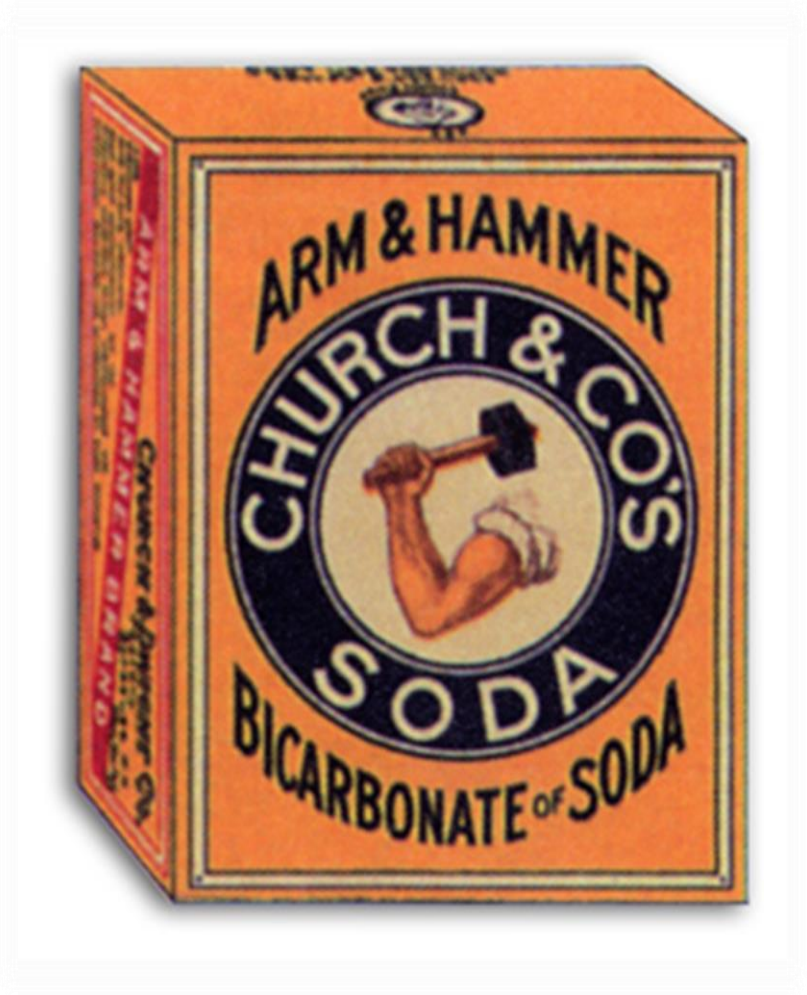
Who is Church & Dwight?

Founded in 1846



Started with Arm & Hammer Baking Soda



“TRUSTED AND LOVED BY GENERATIONS”

armandhammer.com



play commercial


ARM & HAMMER
Works Even When You Can't Scoop!
ULTRA LAST
BAKING SODA COATED Clumping Litter
LONGER LASTING FRESH ALL DAY
ADVANCED Odor Control
DOUBLE DUTY
ELIMINATES BOTH
FECES ODORS
URINE ODORS
TROJAN LUBRICANTS
FIRST RESPONSE OVULATION
Daily Ovulation Test
TROJAN VIBRATIONS
vitafusion
MultiVites
CRYSTAL BURST
Nair
MOISTURIZING BIKINI CREAM
vitafusion
B-12
D3
Biotin
Melatonin
Baby Orajel Naturals
Li'l Critters
GUMMY VITES COMPLETE
Sensitive Orajel
Freshening
NEW!
50% LIGHTER
CLUMP & SEAL
Ultra Lightweight
ODOR SEALING LITTER
GUARANTEED 7 DAY ODOR-FREE HOME
FRESH LIGHT SCENT
PUPPY PADS
ULTRA ABSORBENT
6 DAYS BEFORE
FIRST RESPONSE
AdvanceWhite
Breath Freshening
Baking Soda & Frosted Mint
Vivid WOW WHITES
OXI CLEAN
White Revive
batiste
OXI CLEAN
White Revive
FIRST RESPONSE
Reproductive Health Support
FIRST RESPONSE
PreNatal & PostNatal
TROJAN LUBRICANTS
Tonight
IT TAKES 2 TO PLAY
Spinbrush
Truly Radiant
MAGNUM
BARESKIN
Pure Baking Soda
Simply Saline
Nasal Relief
Cameo
COPPER, BRASS & PORCELAIN CLEANER
TROJAN LUBRICANTS
H2O
Closer
TROJAN LUBRICANTS
H2O
Sensitive
Orange GLO
Hardwood Floor
Everyday Cleaner
OXI CLEAN
Plus Odor Smart
TROJAN
STUDDED BARESKIN
Nair MEN
SPRAY
ULTRA MAX
OXI CLEAN
4X EXTREME
Orajel
TRAINING TOOTHPASTE
ULTRA POWER
Orajel
Instant Pain Relief
FOR COLD SORES
ONE DAY, ONE DOSE, HEALING BEGINS.
SINGLE DOSE
Orajel
Instant Pain Relief
FOR TOOTHACHE
MAXIMUM STRENGTH
TROJAN
Pure ECSTASY
WHITENING BOOSTER
Replens
Fresh'n Soft
Rain Drops
Water Softener
SNO BOL
OXI CLEAN
MAXFORCE
XTRA
Truly Radiant
OXI CLEAN
VERSATILE
OXI CLEAN
ODOR BLASTERS
Essentials
OXI CLEAN
DISHWASHING BOOSTER
RepHresh
VAGINAL GEL
SCRUB FREE
Bathroom Cleaner
PARSONS
ALL-PURPOSE CLEANER
KABOOM
No Drip Foam

9 Brands Drive Our Results











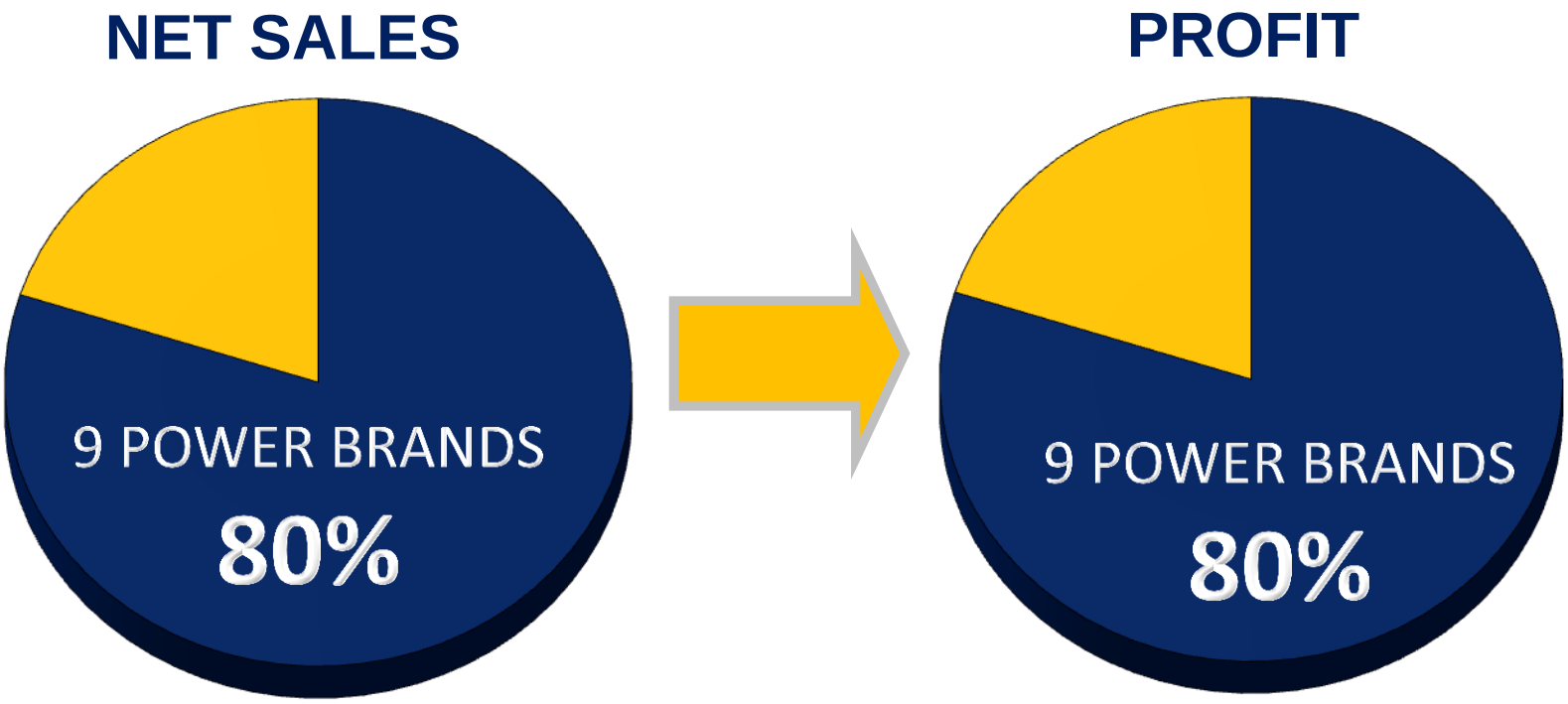








Power Brands Represent 80% of Sales and Profits



CHD's 4 Mega Brands

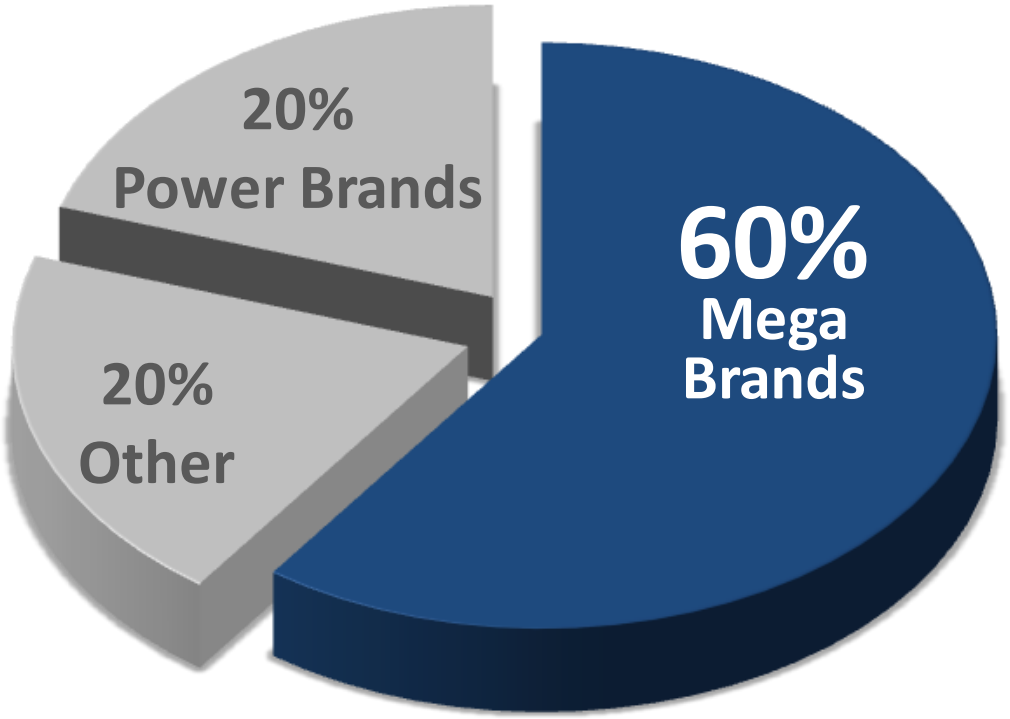








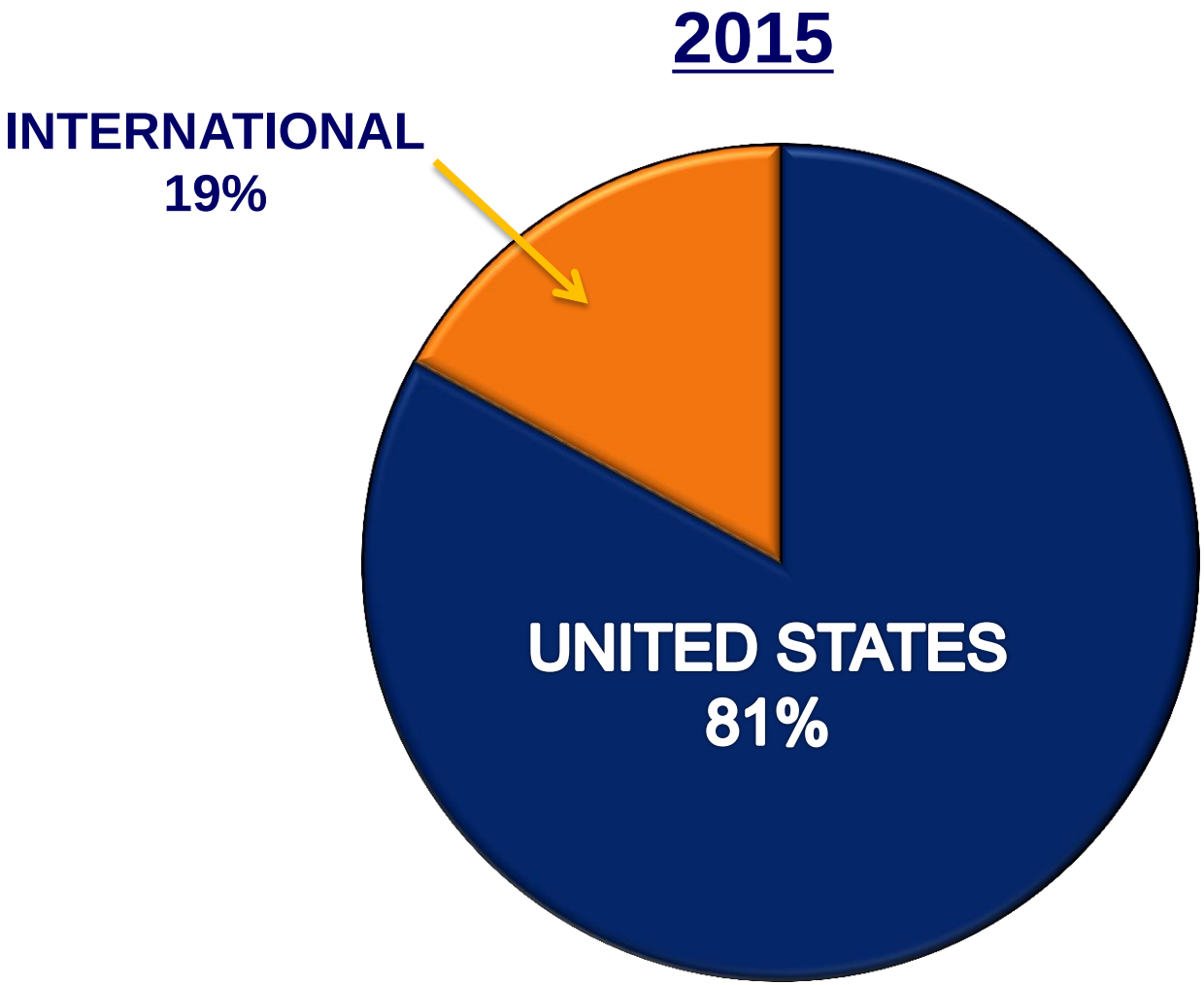
Mega Brands Represent 60% of Sales & Profits



We Are a Serial Acquirer

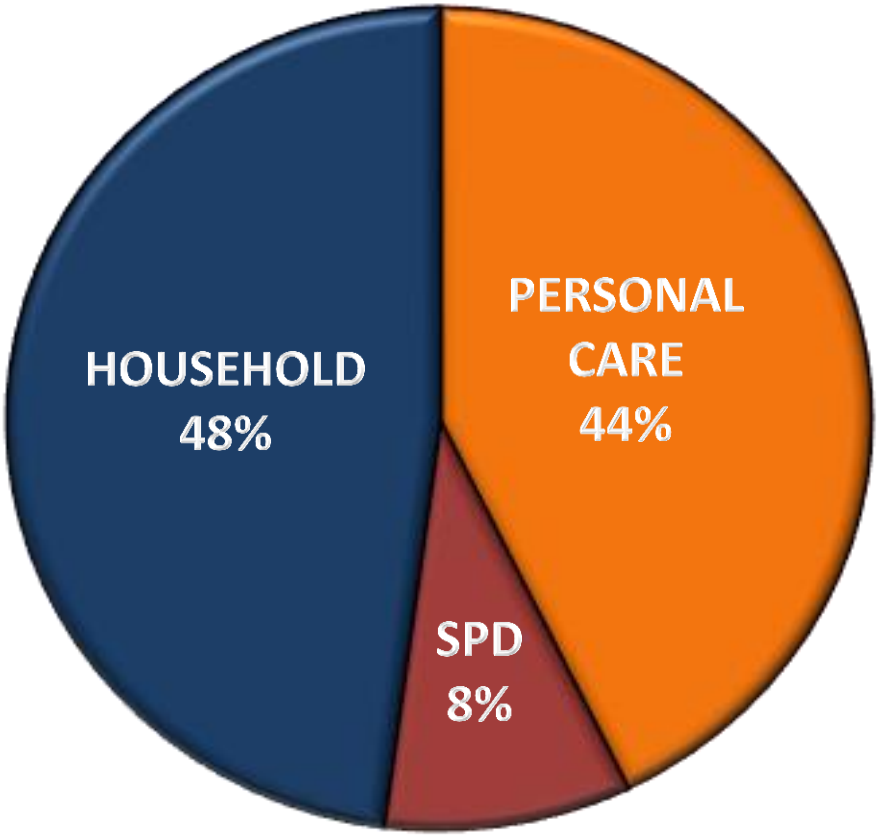
		YEAR ACQUIRED
Arm & Hammer	$1 Billion Brand	---
Trojan	#1 Condom Brand	2001
XTRA	#1 Extreme Value Laundry Detergent	2001
First Response	#1 Pregnancy Kit Brand	2001
Nair	#1 Depilatory Brand	2001
Spinbrush	#1 Battery Powered Toothbrush Brand	2005
OxiClean	#1 Laundry Additive Brand	2006
Orajel	#1 Oral Care Pain Relief Brand	2008
Avid	#1 Adult & Kids Gummy Vitamin	2012

We Are Primarily a U.S. Company



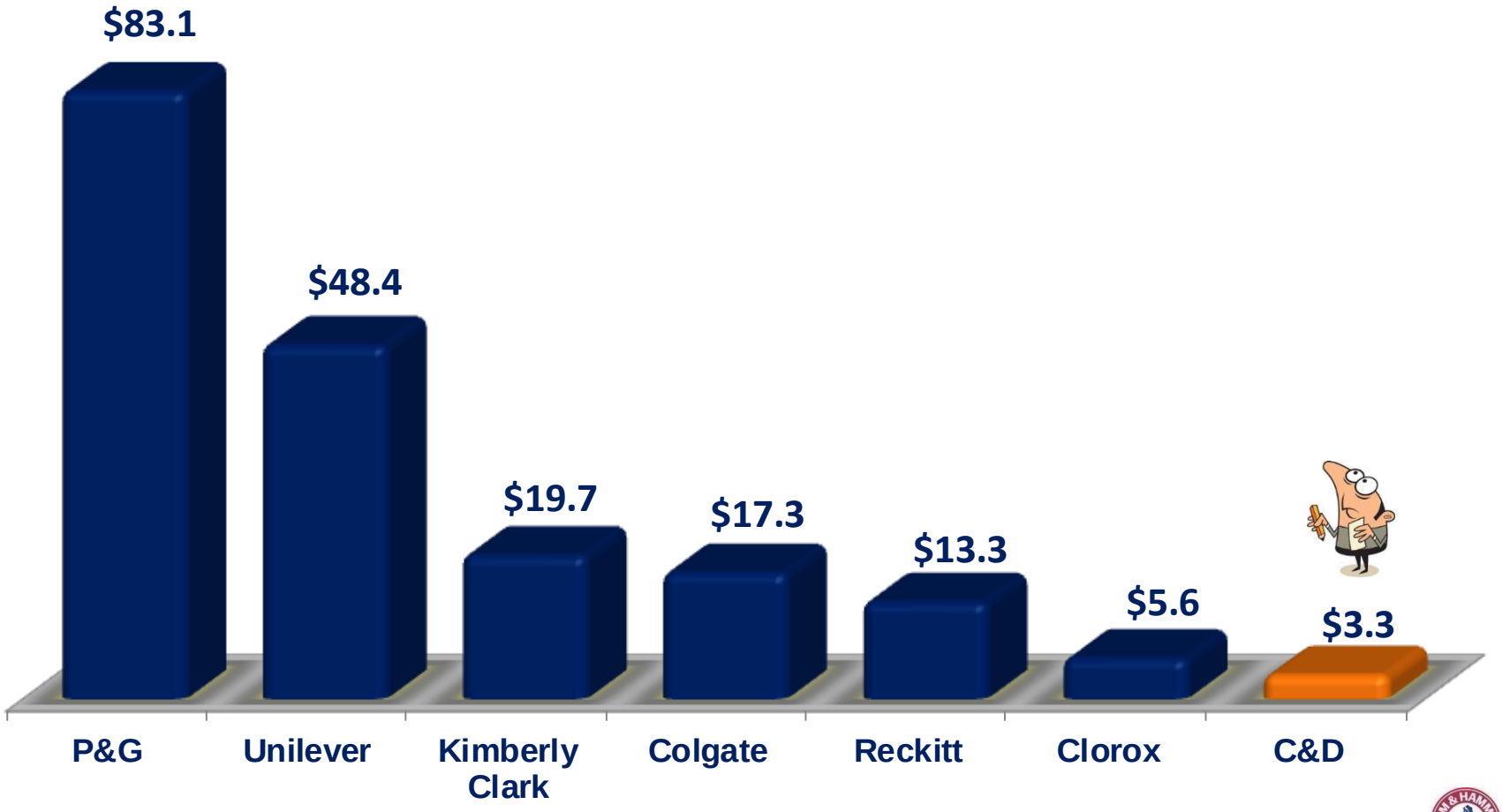
Our Portfolio Is Balanced

A Well-balanced Portfolio Of Household And Personal Care



Land Of The Giants

2014 Net Sales ($ billions)



Source: 2014 SEC Filings

Outstanding Returns to Our Shareholders

YTD:*	1 YEAR:	3 YEAR:	5 YEAR:	10 YEAR:
11.5%	21.1%	22.1%	23.1%	18.1%

YTD as of 8/28/2015

Outperformed All Major CPG Companies



Total Shareholder Return CAGR

	2014A	3 Year (2012-2014)	5 Year (2010-2014)	10 Year (2005 – 2014)
Church & Dwight	**21.1%**	**22.1%**	**23.1%**	**18.1%**
Ranking:	**#1**	**#1**	**#1**	**#1**
Energizer	**20.9%**	**20.3%**	**17.1%**	**10.5%**
Kimberly Clark	**18.9%**	**21.9%**	**17.9%**	**10.1%**
Clorox	**15.9%**	**20.0%**	**15.0%**	**9.0%**
P&G	**15.4%**	**14.5%**	**11.9%**	**8.1%**
Reckitt	**11.7%**	**21.6%**	**12.8%**	**15.9%**
Colgate	**8.4%**	**17.1%**	**13.7%**	**13.0%**
Unilever	**1.9%**	**10.3%**	**8.8%**	**10.3%**
Avon	**(44.5%)**	**(16.7%)**	**(19.3%)**	**(10.9%)**

Source: Bloomberg

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U.S. Demographics

"Demographics is destiny." – Bill Clinton

Population Growth: 1.5%

Median Household Income: $51,939

Largest US Population Segment: Millennials *(85 million ages 18 to 39)*

Fastest Growing Ethnicity: Hispanics 22% of population by 2040

Percentage of Asian Immigrant Arrivals: 35% 30% for Hispanics

U.S. Demographics

Life Expectancy at Birth: 79

65 or Older: 13% 19% by 2030



What Percentage of the Population Lives in Urban Areas? 80%

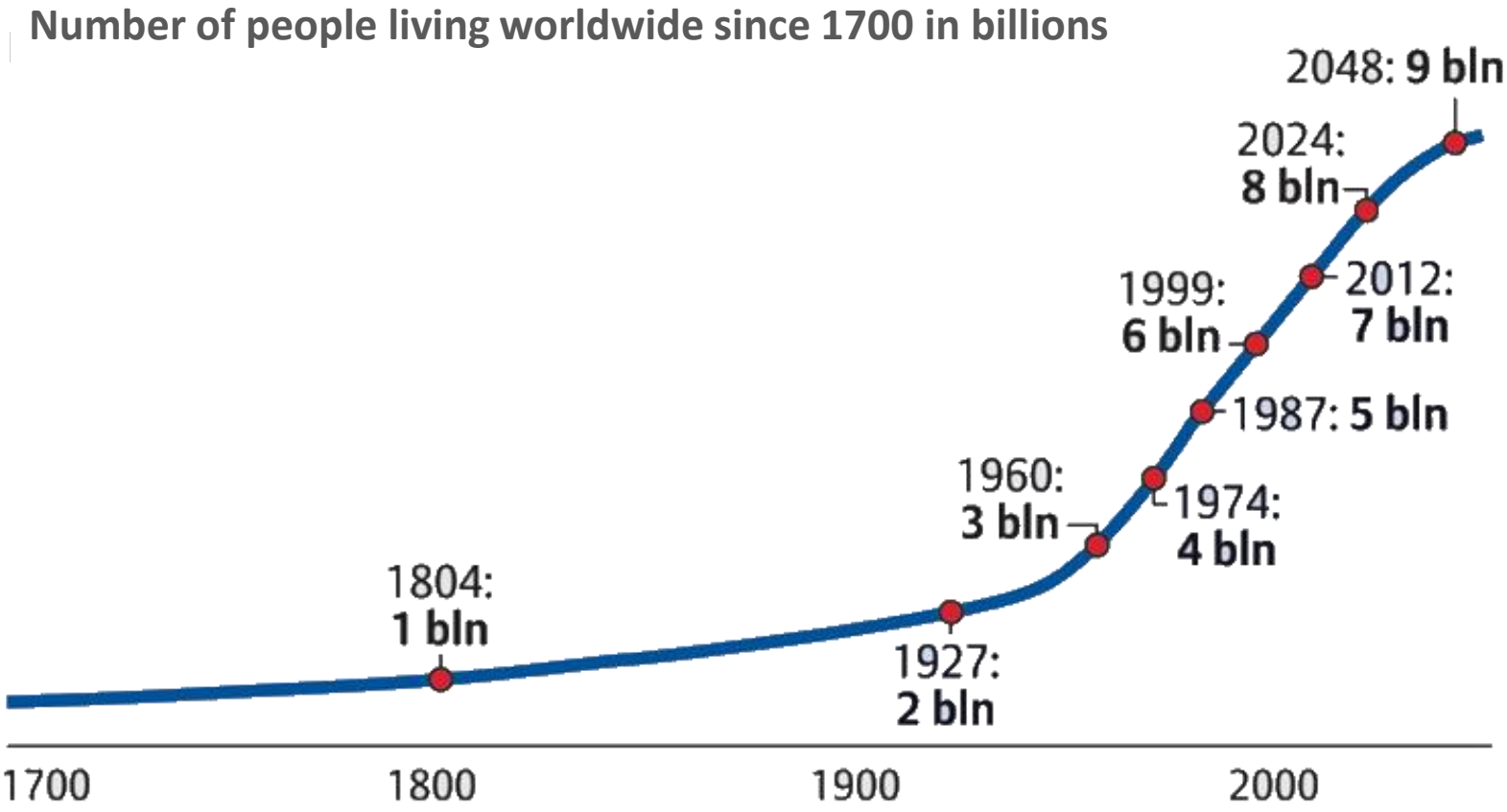


What Percentage of Households are Single? 27%



55% of Hispanics Live Where? Texas & California

World Population is Growing Exponentially

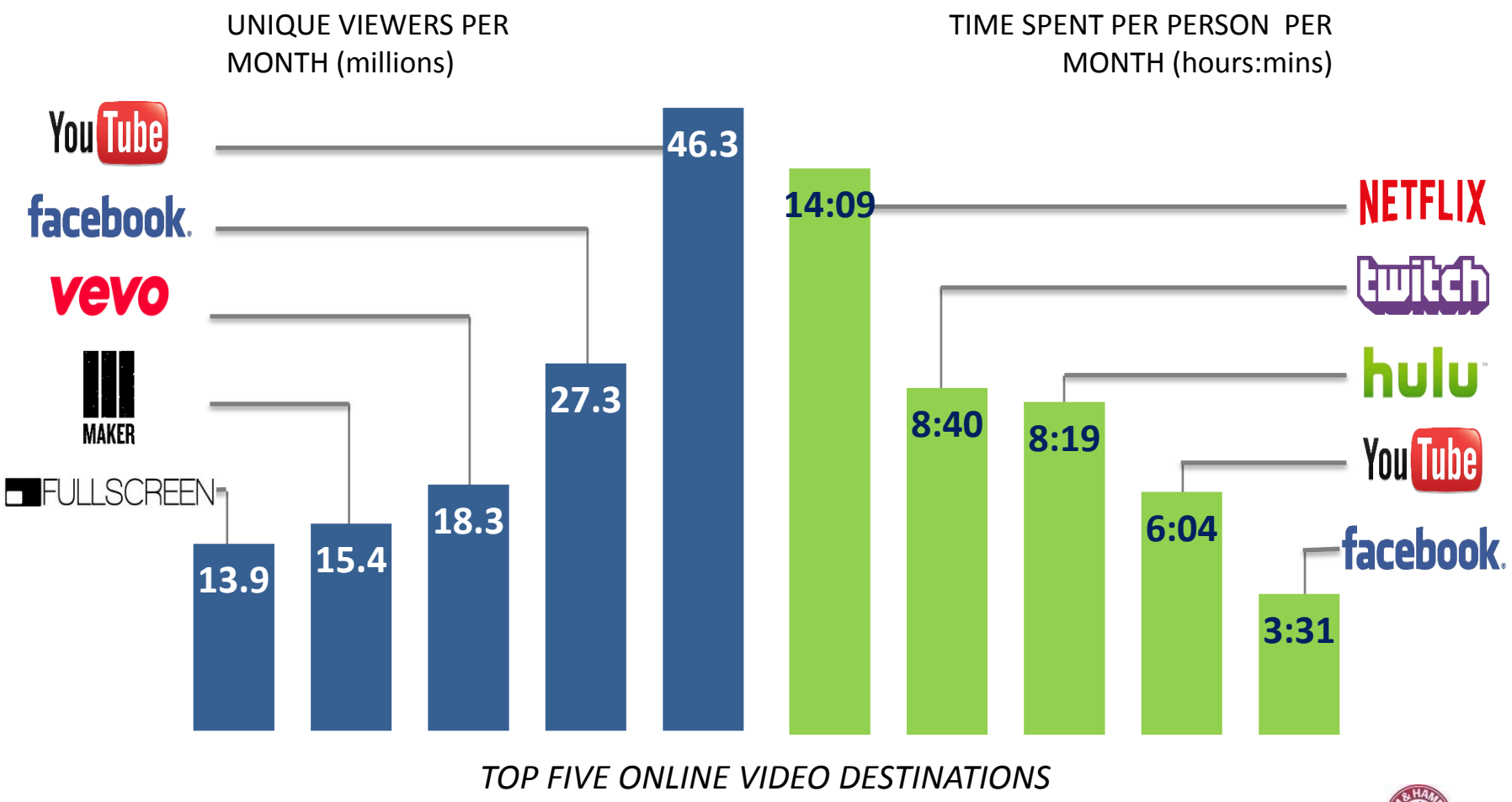


On-line COT is Growing Rapidly

- ✓ Amazon first pure-play eRetailer to enter top-10 US retail sales list (#9)
- ✓ Target reports 30% growth in US e-commerce
- ✓ Walmart takes aim at Amazon, launching Shipping Pass ($50), and offering features similar to Amazon Prime ($99), for lower cost

Source: Forrester Research, Online Sales Forecast, 2014

YouTube Dominates For Size Of Audience; Netflix Dominates In Time Spent On a Channel



TOP FIVE ONLINE VIDEO DESTINATIONS

Source: Comscore, A18-34 Video Metrix Key Measures Report, February 2015

Implications to CHD

Key Trend	Implication
Value is driving purchase interest (a function of price and performance)	• Price points • Smaller pack sizes • Do It Yourself (DIY) • Focus on “Convenience” • Coupons
Media consumption shifts	• TV remains the mass reach medium • On-line ratings are a trusted source • Targeted print remains viable • Radio influential among all segments -- and hyper-local • Hispanic media growth (bi/trilingual packaging)
Retailing shifts and shopping behavior	• E-commerce • “Omni-channel” availability of our products
Pets as “Children”	• Pet Personal Care • Pet Household Products
Focus on Personal Health	• Self-care • Elder-care • Products for issues related to weight, nutrition, and allergies

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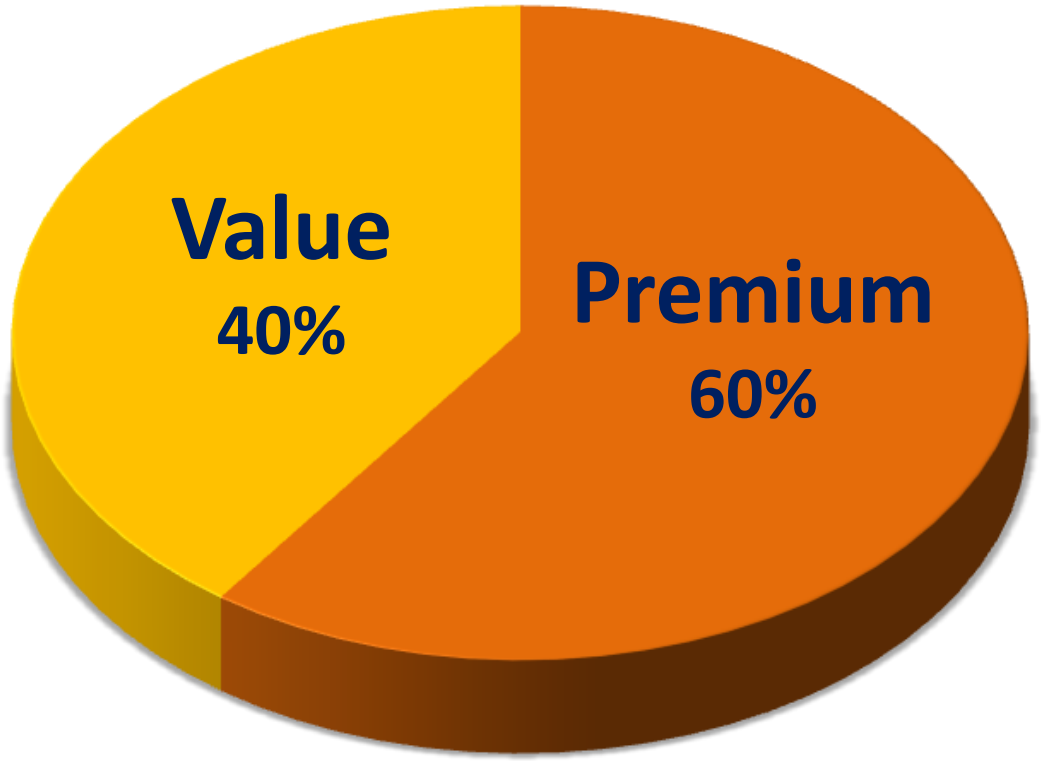
Top 10 TSR Drivers

1. Recession Resistant Product Portfolio
2. Build Power Brand Shares
3. Ferociously Defend Our Brands
4. Driving International Growth
5. Focus on Gross Margin
6. Growth Through Acquisitions
7. “Best in Class” Free Cash Flow Conversion
8. Superior Overhead Management
9. Expert Management Team
10. TSR Junkies

1. Recession Resistant Product Portfolio

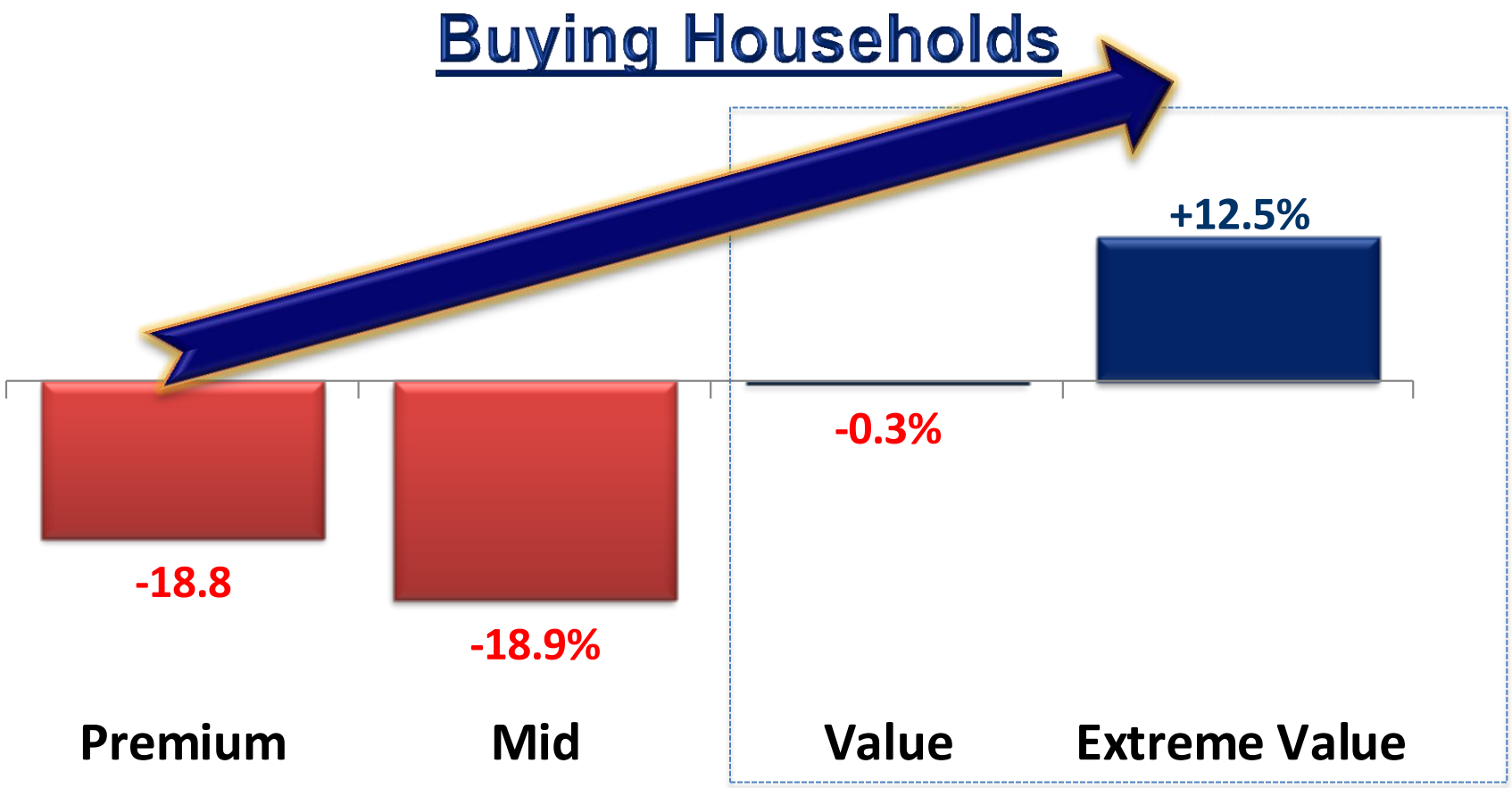
Our Unique Product Portfolio Has Both Value and Premium Products



CHD's Value Products Offer Meaningful $ Savings vs. Competitors Premium Brands

Category	Brands	Price vs. Premium Brands
Laundry Detergent		50-65% lower than Tide
Fabric Softener Sheets		Over 50% lower than Bounce
Toothpaste		50% lower than Crest / Colgate
Cleaners		45% lower than Scrubbing Bubbles
Vitamins		45% lower than One-A-Day gummies

Recessionary Pressures Have Driven the Shift From Premium / Mid-Tier to Value Brands



Pre-2008 Recession vs. 52 Weeks Ending Dec 2014

Source: Nielsen Homescan Panel 52 Weeks Ending 6/28/08 vs. 52 Weeks Ending 12/27/14.

The Value Laundry Tier Has Now Passed the Mid-Priced Tier to Become the #2 Price Tier

	% Laundry Detergent $ Share	
Price Tiers	**2009**	**2014**
Premium	41.1%	42.0%
Mid-Priced	28.9%	26.6%
Value	26.6%	28.7%
Private Label	3.5%	2.7%

Source: C&D Custom Nielsen Scanning CY 2009 vs 52 wks end 12/27/14

2. Build Power Brand Shares

Consistent Share Growth Formula

Innovative New Products



Increased Marketing Spending



Increased Distribution



Share Growth on Power Brands

Innovative New Products



Increased Marketing Spending



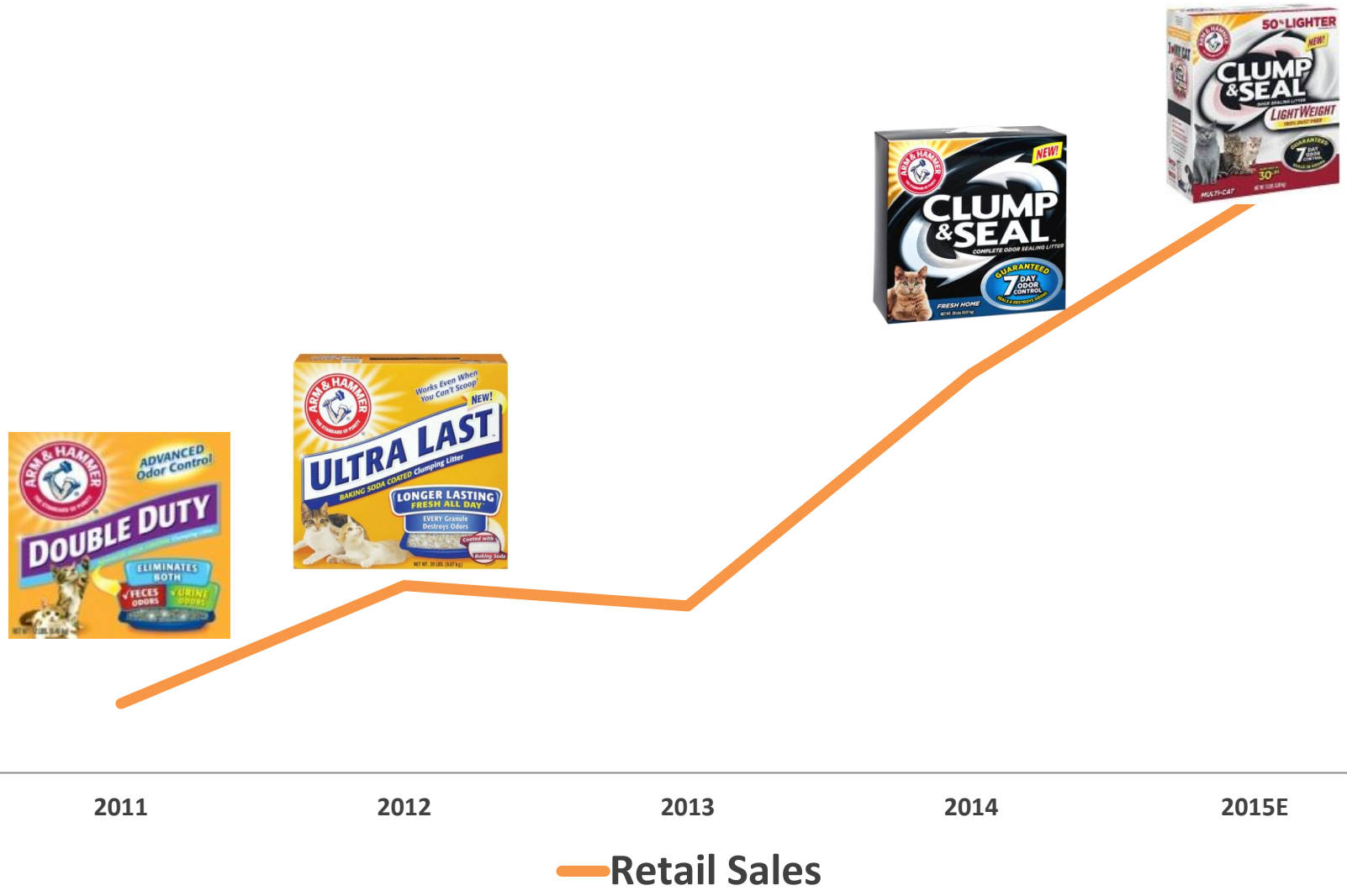
Increased Distribution



Share Growth on Power Brands

C&D is an Innovation Leader in Cat Litter

Driven by Consumer Insights, Attributes Drive “News”, Easy to Read Architecture



Source: Neilson Retail Sales for 2011 -2014, Retail Sales for 2015 based on estimate

ARM & HAMMER Clump & Seal

Drive Premium Litter Offerings Across All Growth Segments



2014 Results:

- Clump & Seal was the most successful Litter new product launch
- Major contributor to category growth of 8%

2015:

- Extending premium line of Clump & Seal to both Lightweight and Naturals



armandhammer.com

play commercial

2015 ARM & HAMMER Launches

Expanding the Clean Scentsations Platform in Fast-Growing Scent Booster Category

Powerfully Clean. Vibrantly Fresh.



Arm & Hammer Clean Scentsations Liquid Detergents

New for 2015



In-Wash Freshness Boosters

Unique Proposition Builds on Successful 2014 Launch:

- New entry in $290MM Scent Booster category
- Long-lasting, vibrant scents inspired by nature's wonders!
- The only scent booster with the freshening power of Pure ARM & HAMMER Baking Soda

2015 OXICLEAN Launches

Increase Shelf Presence in Bleach; Expand into Detergent

Bleach-like whitening without the risk of chlorine damage!





Stain Remover Powder & Paks

New for 2015



Liquid Additive



Laundry Detergent

Unique Proposition Builds on Successful 2014 Launch:

- Revives dingy whites
- Safe for colors; none of the perceived damaging effects of chlorine bleach
- No harsh chemical smell or fumes

2015 VITAMIN Launches



Vitafusion
Extra Strength Line



First Response
Reproductive Health

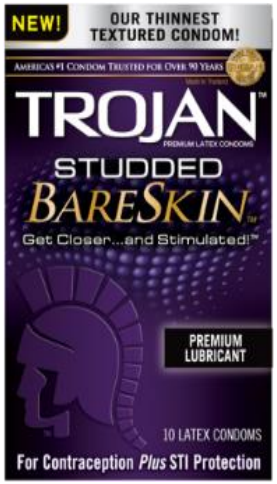
2015 TROJAN Launches



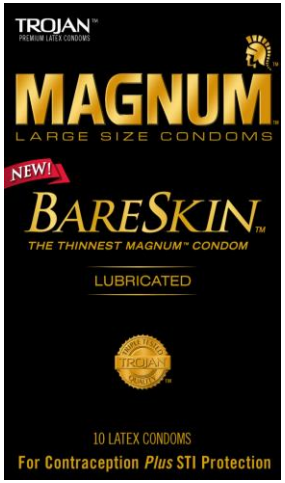
TROJAN H_2O Closer & Sensitive Lubricant



TROJAN H_2O Closer & Sensitive Lubricant



TROJAN Studded Bareskin Condom



TROJAN Magnum Bareskin Condom



TROJAN Vibrating Bullet

Innovative New Products



Increased Marketing Spending



Increased Distribution



Share Growth on Power Brands

CHD is 13th Largest U.S. Advertiser

13. Church & Dwight

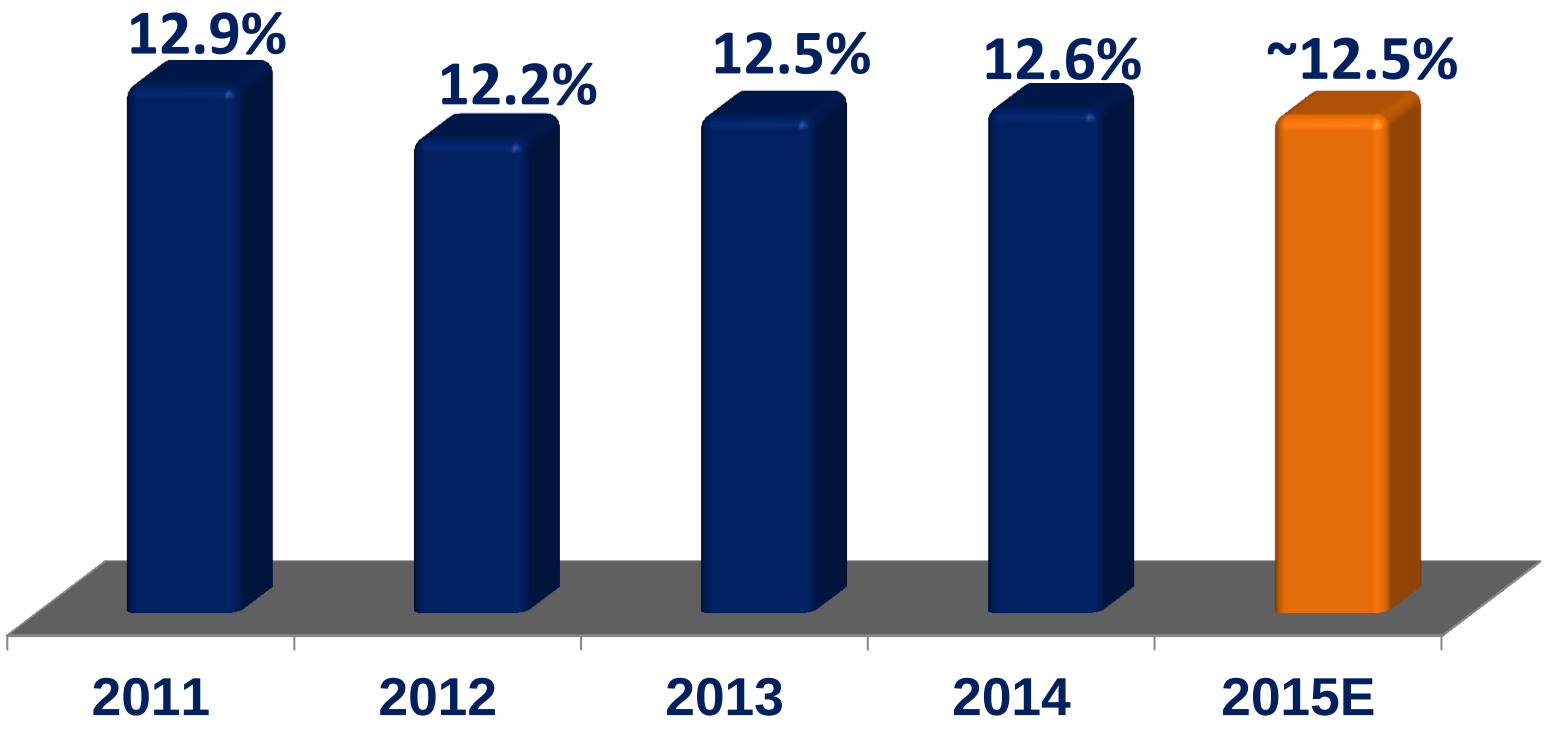
14. Coca-Cola
17. Campbell Soup
18. Clorox
20. Kimberly-Clark
22. GlaxoSmith Kline
26. S.C. Johnson
27. Colgate-Palmolive



Source: Syndicated Media Research (Dec. 2012 – Nov. 2014)

Consistent Marketing % of Net Revenue

Marketing support over recent years has been constant



Stronger Digital Presence

- 70% Television



- 20% Digital



- 10% Print



Innovative New Products



Increased Marketing Spending



Increased Distribution



Share Growth on Power Brands

New Products + Increased Marketing = Increased Distribution

	Change in All Distribution Channels	
	2009 Index	2014 Change vs. 2009 Index
A&H Liquid Detergent	100	196 ↑
A&H Clumping Litter	100	184 ↑
Trojan Condoms	100	118 ↑
First Response Diag.	100	112 ↑
XTRA Liquid Detergent	100	135 ↑
Nair Dep/Wax/Bleach	100	103 ↑
Spinbrush Toothbrushes	100	148 ↑
OxiClean Stainfighter	100	154 ↑

Source: Nielsen AOC 52 Weeks Ending 12/27/14 vs. 12/26/09 Total ACV Points

Innovative New Products



Increased Marketing Spending



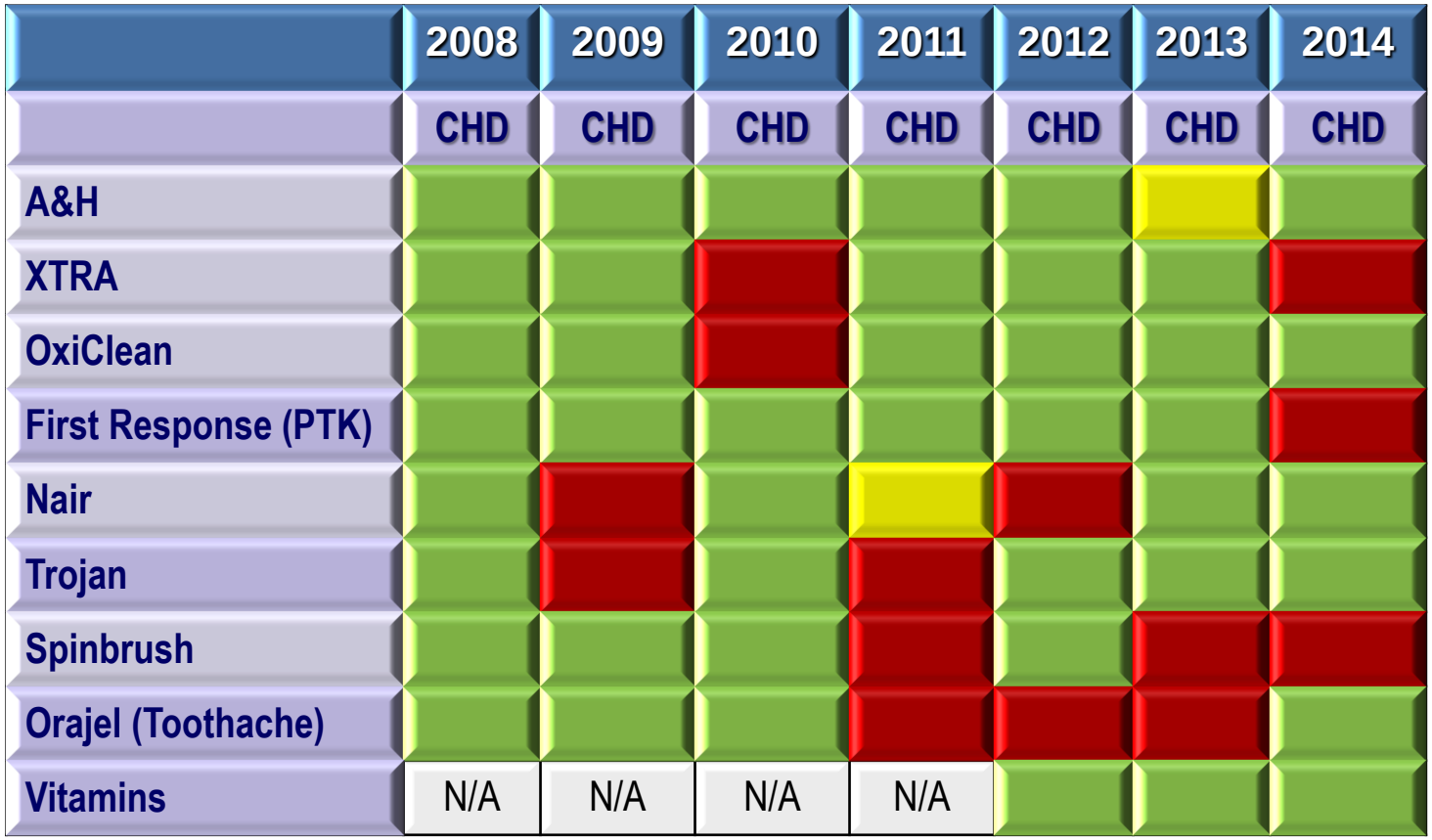
Increased Distribution



Share Growth on Power Brands

CHD Consistent Share Growth Formula Worked!

Power Brands Met or Exceeded Category Growth 75% of Time Over Last 7 Years



Source: Nielsen All Outlet YE 2007, 2008, 2009, 2010, 2011 2012, 2013, 2014 All Outlet

3. Ferociously Defend Our Brands



In 2014, the #1 Laundry Brand Attacked the Value Laundry Detergent Category With a Major New Product Launch

CHD Ferociously Defended With Innovative New Products

OxiClean Laundry Detergent



A&H Clean Scentsations



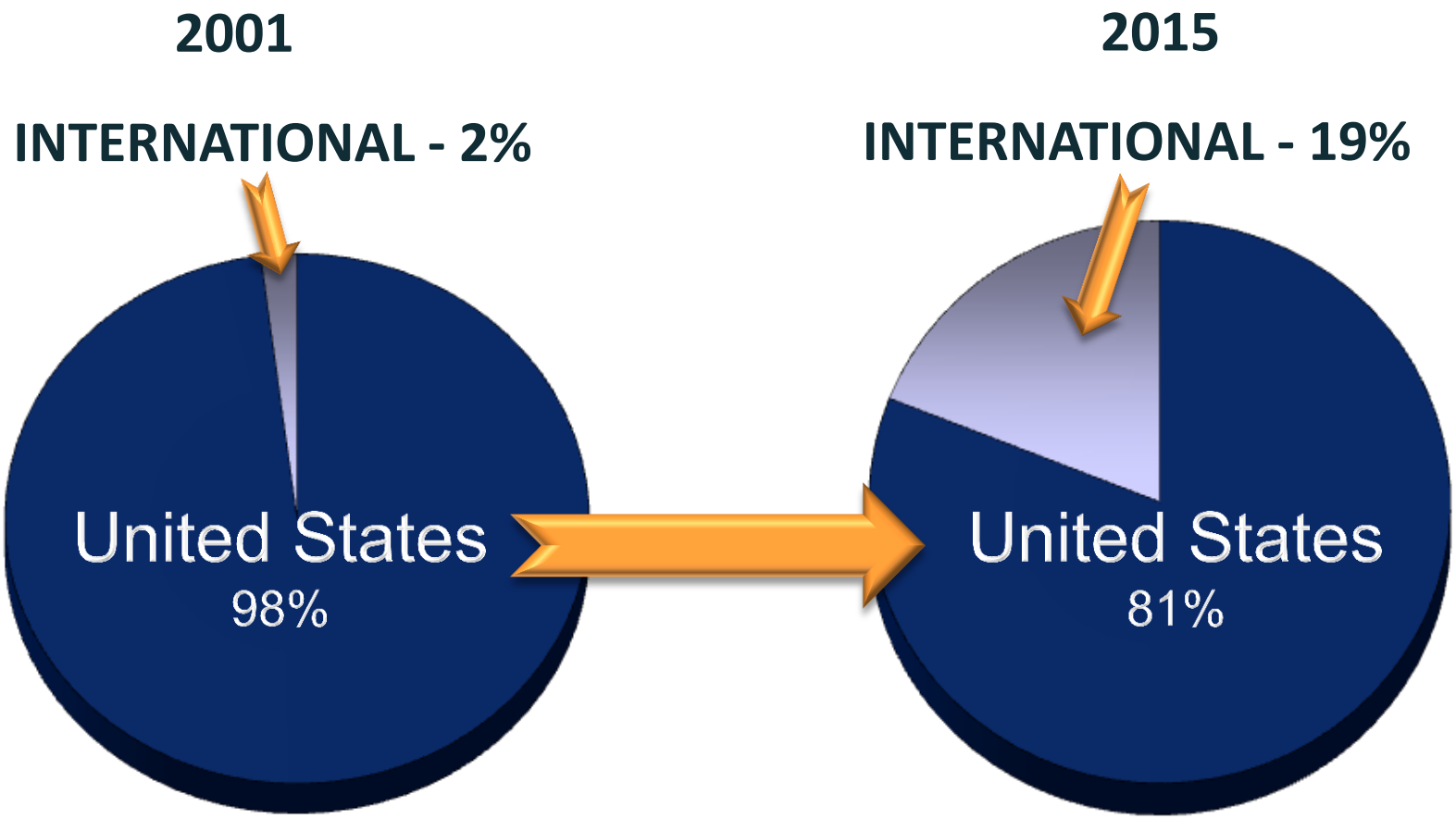

+ 5%
Increase in
Ad & Trade
Spending

CHD Grew Its Share of Total Laundry Detergent to 14.2% - a Strong #2 Position

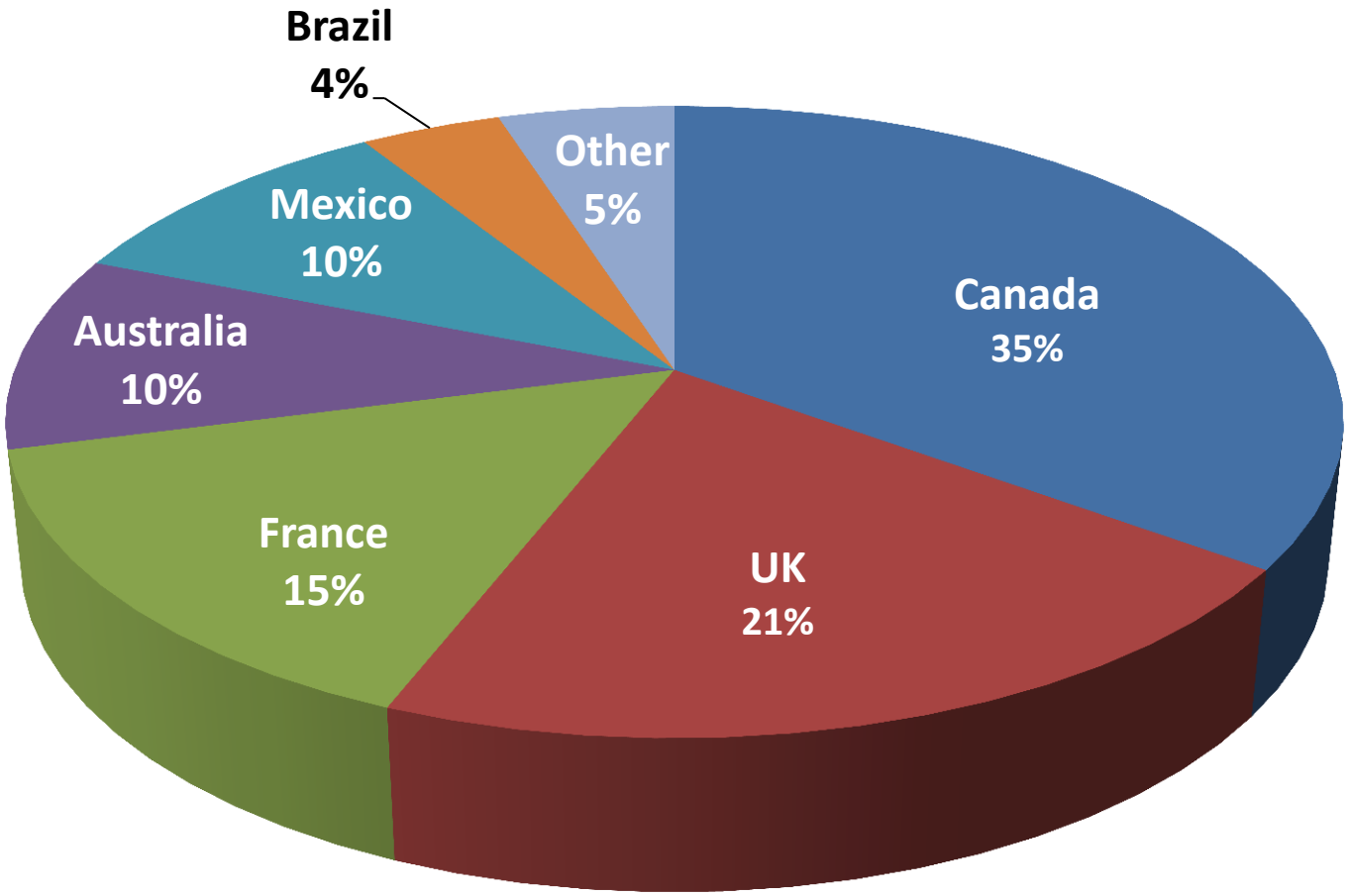
Total Laundry Detergent Market Share

	2013	2014	Change
P&G	59.3	59.8	+0.5
CHD	14.0	14.2	+0.2
Sun	12.8	12.5	-0.3
Henkel	6.6	6.3	-0.3

4. Driving International Growth



International Net Revenues in 2014 Were >$500 Million With 95%* in 6 Countries

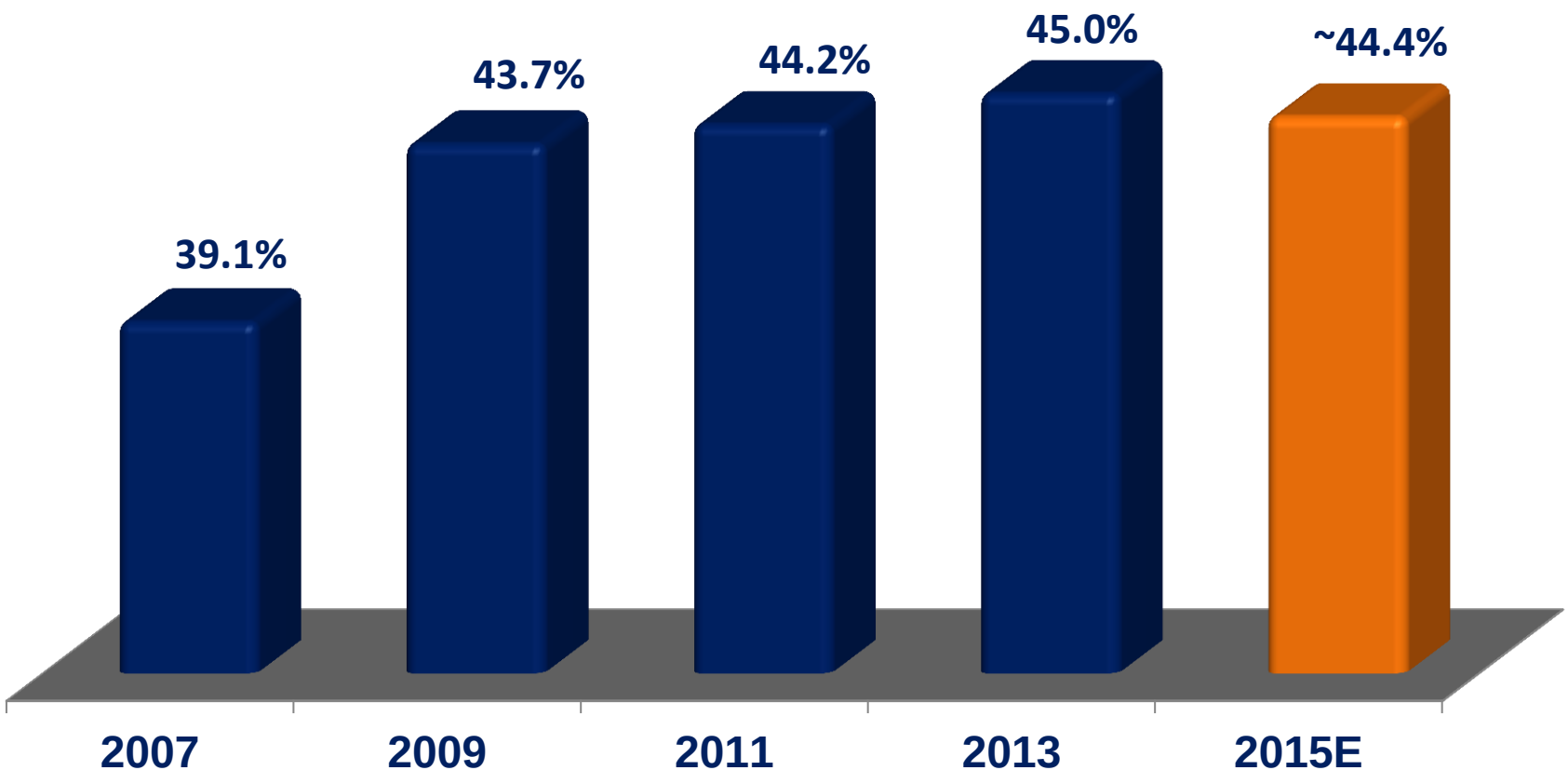


* Includes exports from these subsidiaries to over 100 countries.

5 Out of 6 Subsidiaries Have Good Long-Term Net Sales Growth Records

	2007 vs. 2014 CAGR
Australia	+9%
England	+8%
Mexico	+7%
Canada	+6%
Brazil	+6%
France	+1%

5. Focus on Gross Margin



Key Gross Margin Growth Drivers

Actions	Examples
• Good to Great Cost Optimization Program	• Reformulation, Reduce Packaging, Reduce SKUs, Laundry Compaction, Hedges
• Supply Chain Restructuring	• New Laundry & Cat Litter Plants - York, PA (2008) - Victorville, CA (2012)
• Acquisition Synergies	• Acquire Higher Margin Brands • Implement Cost Synergies
• Price / Mix	• Launch Higher Margin New Products

All CHD Employees Focus on Gross Margin



25% of All Employees Annual Bonus



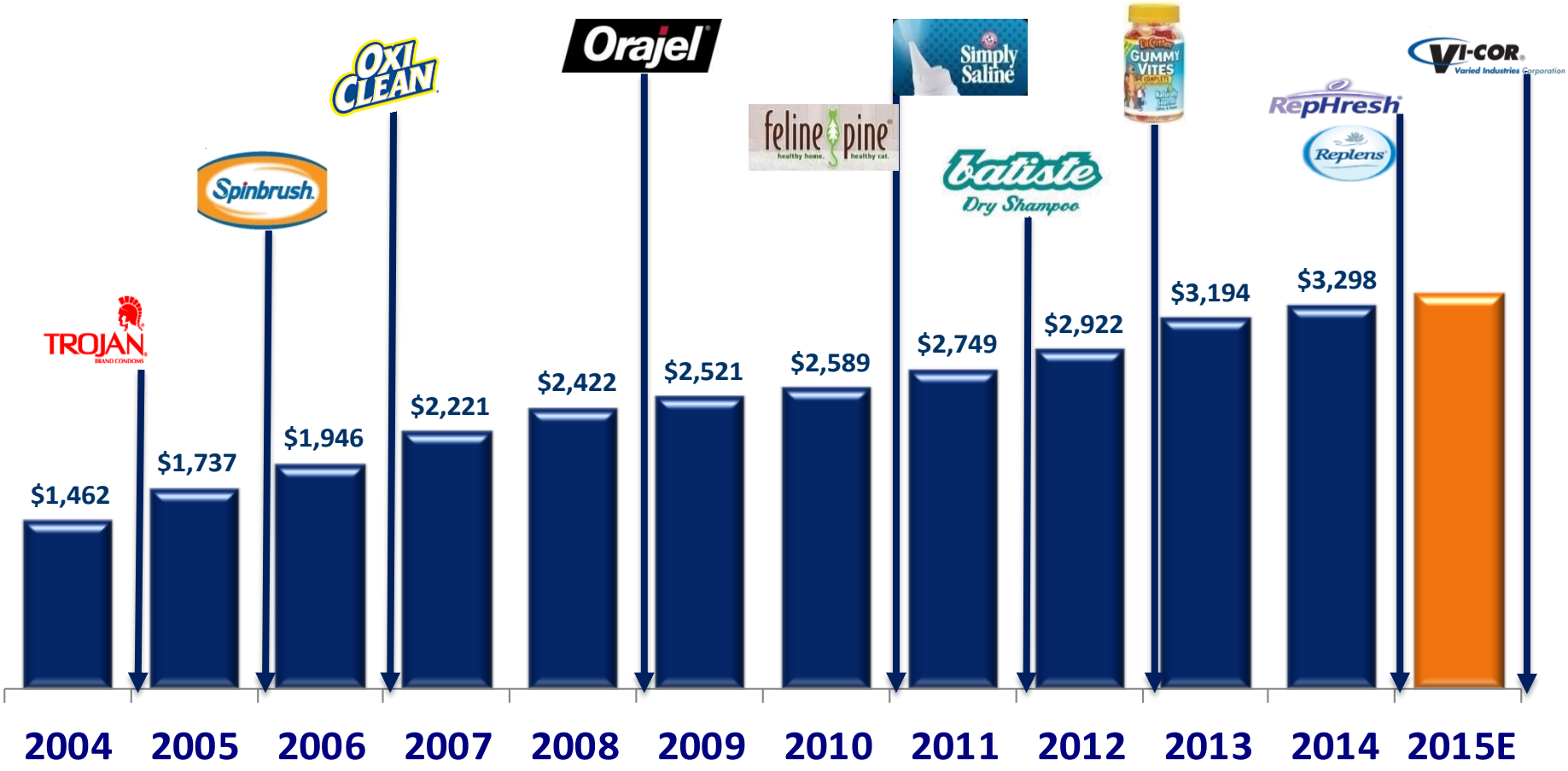
6. Growth Through Acquisitions

CHD Has Clear Acquisition Guidelines to Ensure Accretive Acquisitions

Criteria:

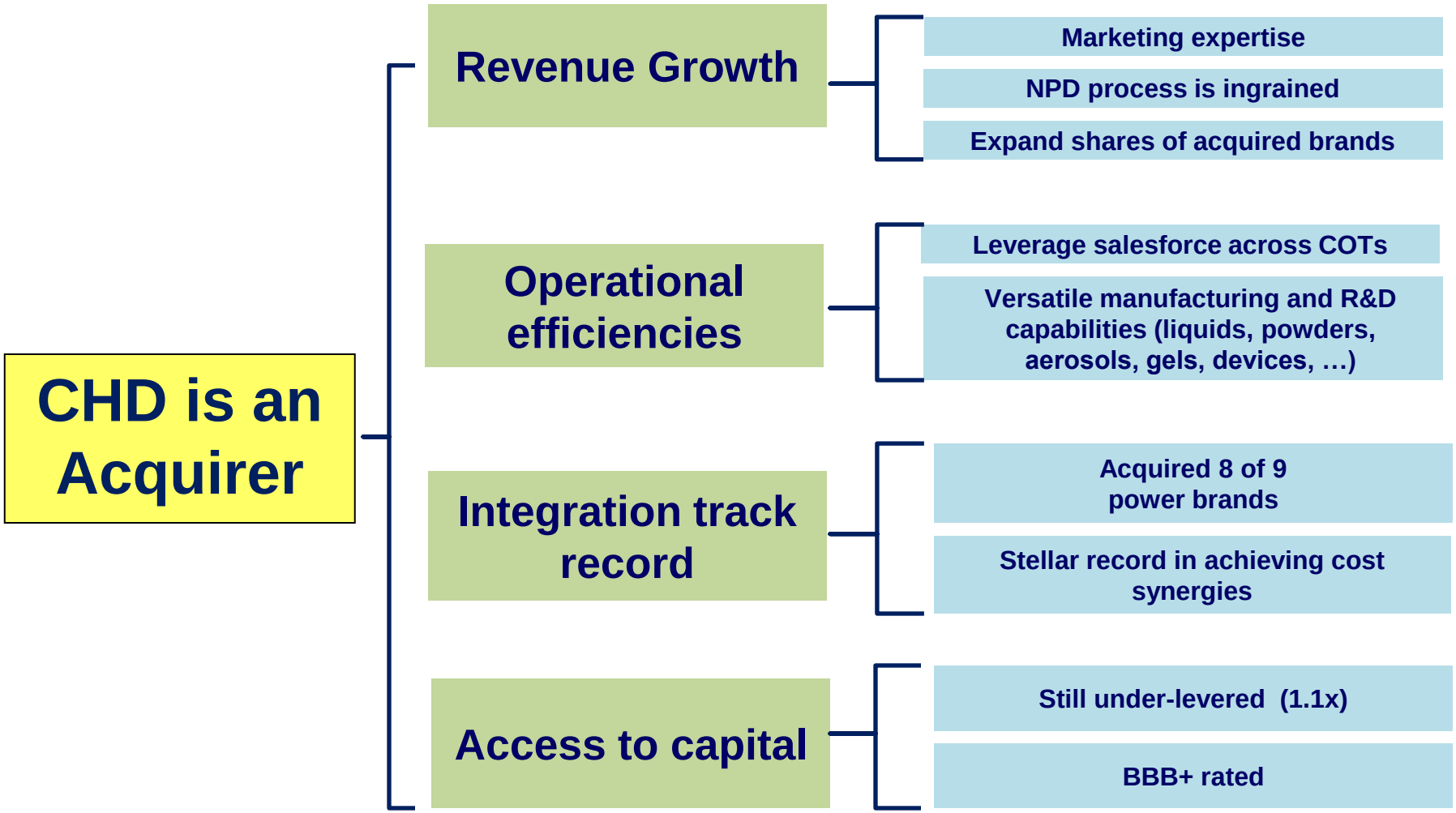
- Primarily #1 or #2 Share Brands
- Higher Growth, Higher Margin Brands
- Asset Light
- Leverage CHD Capital Base in Manufacturing, Logistics and Purchasing
- Deliver Sustainable Competitive Advantage

Long History of Growth Through Acquisitions



$ in millions

Strength in Processes and Functions



Post-Acquisition Share Growth

	Year Acquired	Pre-Acquisition Share	1H 2015 Share	
Trojan	2001	68.9%	76.5%	↑
XTRA	2001	5.1%	5.8%	↑
First Response	2001	12.0%	30.5%	↑
Nair	2001	22.8%	57.3%	↑
Spinbrush	2005	30.1%	35.7%	↑
OxiClean	2006	26.1%	44.5%	↑
VMS	2012	2.7%	3.7%	↑

Nielsen All Outlet Scanning Share for 2012
1H Share: 52 we 06/20/15
Nielsen FDMx Share for 2005 and Later
IRI FDMx Share prior to 2005

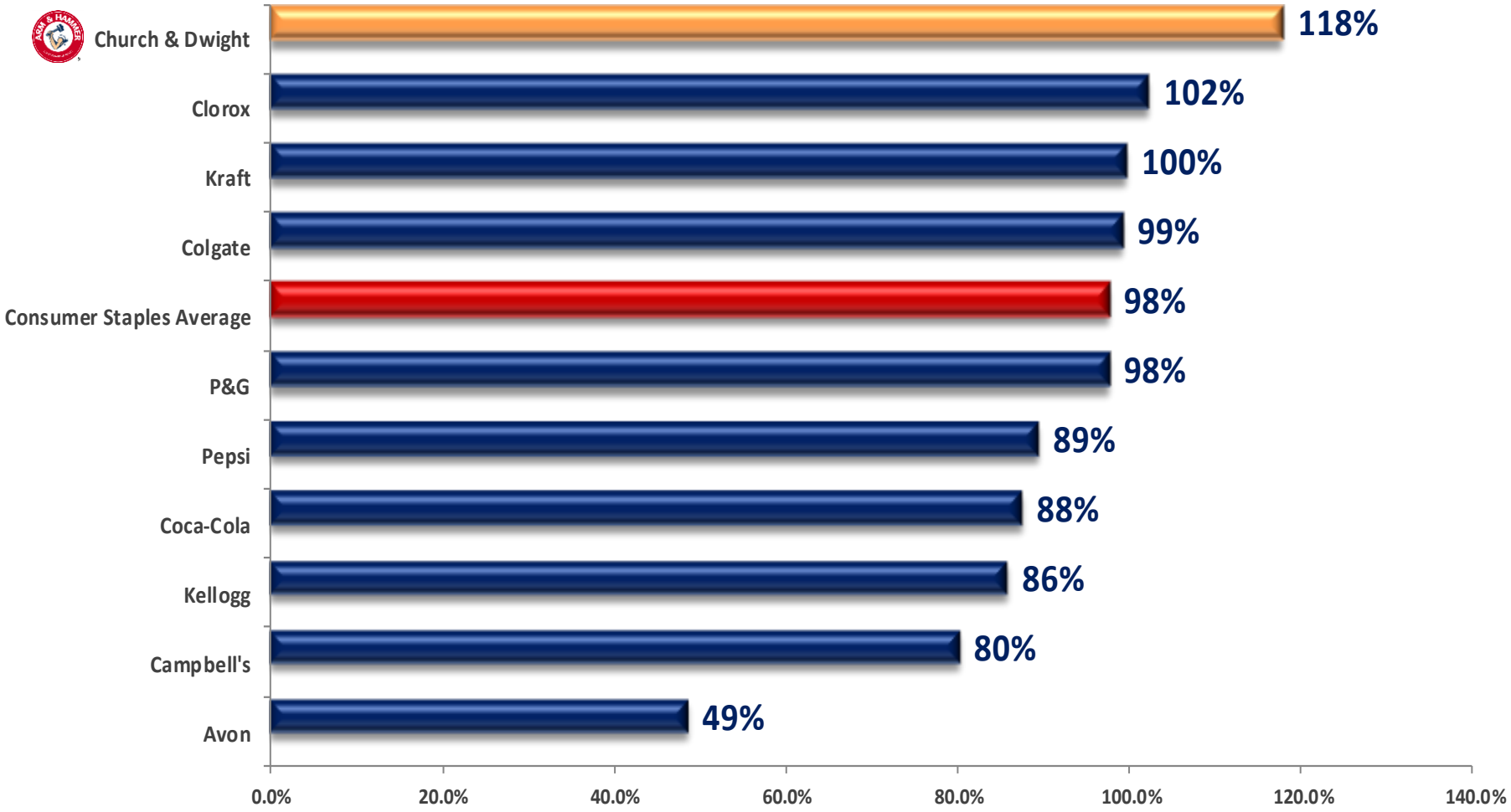
Allocation of Capital

$275MM Cash Flow Available for Acquisitions "Annually"

CFO	$570+
Capex	(70)
FCF	500+
Dividends	(175)
Stock Options	50
Share Creep	(100)
Available for Acquisitions	$275+

7. "Best in Class" Free Cash Flow Conversion

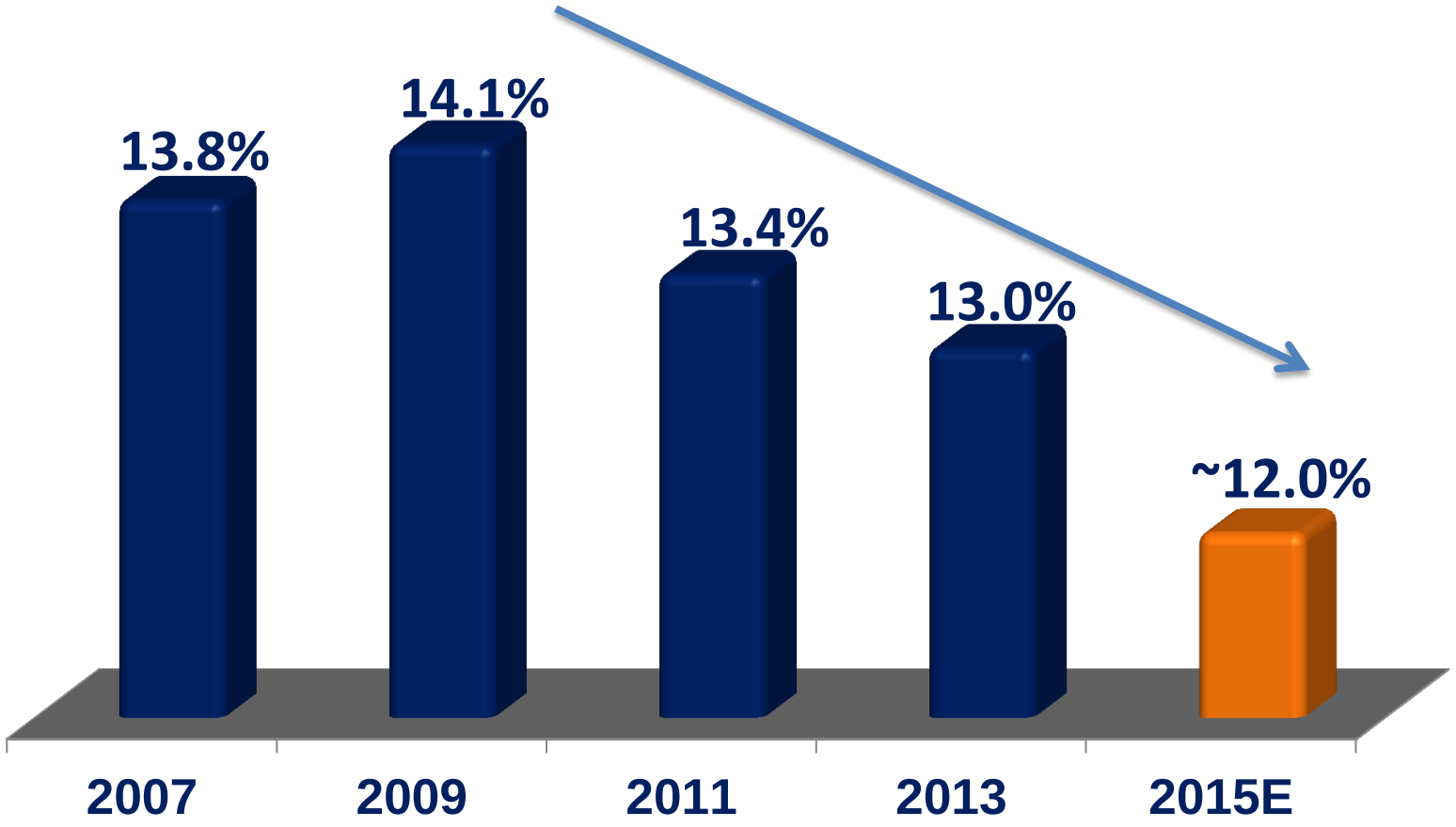
Year Average 2007-2014



Source : Bloomberg

8. Superior "SG&A" Management

Sales Growth Sustains SG&A Trend



Note: 2015 adjusted for a pension settlement

Highest Revenue Per Employee in CPG

	Employees	Revenue ($MM)	Revenue Per Employee
Church & Dwight (Total)	4,150	$3,298	$794,700
Clorox	7,700	$5,591	$726,100
Procter & Gamble	118,000	$83,062	$703,900
Colgate	37,700	$17,277	$458,300
Kimberly Clark	43,000	$19,724	$458,700
Avon	33,200	$8,616	$259,500
Heinz	24,500	$10,922	$445,800
InBev	155,000	$47,063	$303,600

Source: 2014 SEC Filings

9. Expert Management Team

Domestic

- Fabric Care
- Home Care
- Oral Care
- Sexual Health
- Women's Health
- VMS

Average experience: 24 years

International

- Canada
- Australia
- Mexico
- United Kingdom
- France
- China

Average experience: 27 years

Specialty Products

- Animal Nutrition
- Performance Products

Average experience: 25 years

10. TSR Junkies

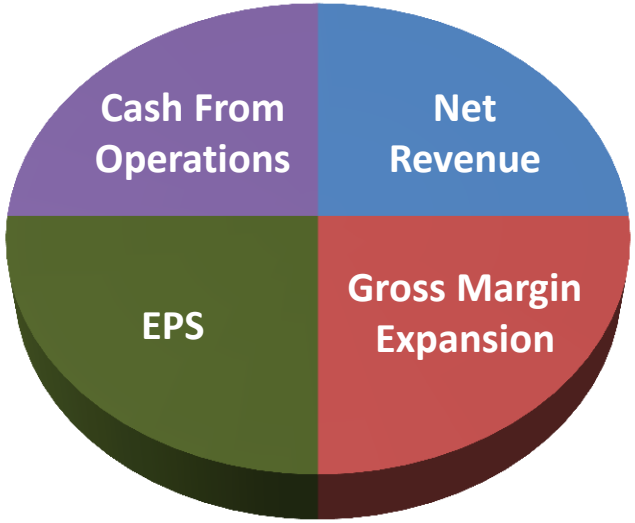
CHD Has Delivered Consistent Outstanding Returns to Our Shareholders

YTD:*	1 YEAR:	3 YEAR:	5 YEAR:	10 YEAR:
11.5%	21.1%	22.1%	23.1%	18.1%

**YTD as of 8/28/2015*

Simple Incentive Compensation Plan

1. **Bonuses Tied 100% to Business Results:**



2. **Equity Compensation is 100% Stock Options**

3. **Management Required to be Heavily Invested in Company Stock**

AGENDA

- WHO WE ARE
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- **CHURCH & DWIGHT EVERGREEN MODEL**
- FINANCIALS
- Q&A

Evergreen Model

	TSR Model
Organic Net Sales Growth	+3.0%
Gross Margin	+25 bps
Marketing @ 12.5%	Flat
SG&A	-25 bps
Op Margin Δ	+50 bps
EPS Growth	8%

We Have 3 Operating Principles

Leverage People	**Highly Productive Employees**
Leverage Assets	**Asset Light**
Leverage Acquisitions	**GOOD shareholder returns become GREAT shareholder returns**

We Have an Explicit Operating System

Our Business is Governed By 4 Key Strategies:

GEOGRAPHIC FOCUS	EVERGREEN ANNUAL BUSINESS MODEL	ACQUISITION GUIDELINES	ALLOCATION OF CAPITAL
• North America	• 3% Organic NR Growth	• Primarily #1 or #2 Share Brands	• TSR Accretive M&A
• Secondarily: -Europe -Asia	• +25 bps GM	• Higher Growth Rate	• New Product Development
	• OP Margin +50 bps	• Higher Gross Margin	• Capex For Organic Growth & G2G
	• Operating Income Growth 6%	• Asset Light	• Return Of Cash to Shareholders – 40% payout
	• EPS Growth 8%	• Deliver Sustainable Competitive Advantage	• Debt Reduction
	• TSR 10%		

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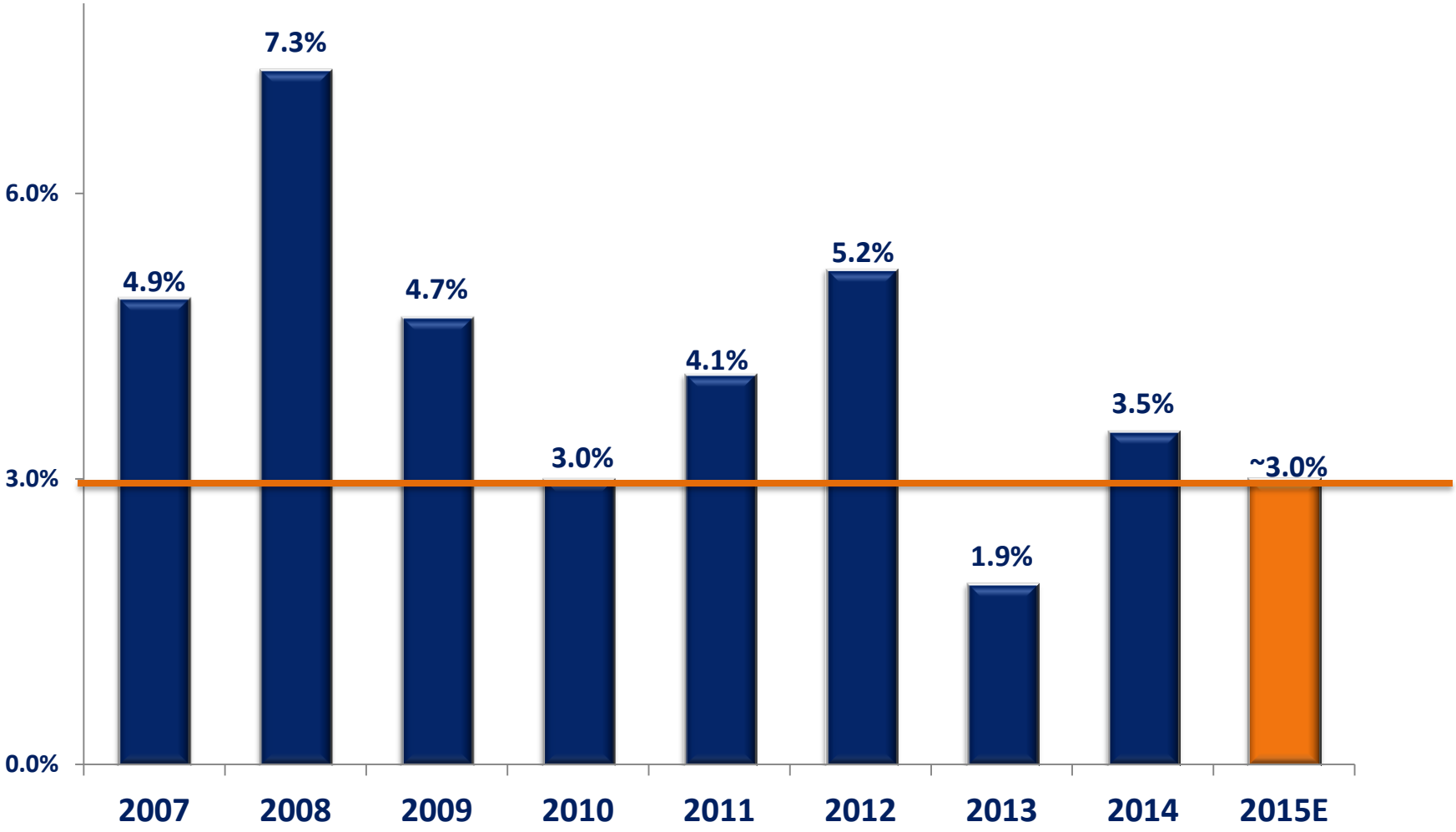
Consistent Strong Adjusted EPS Growth

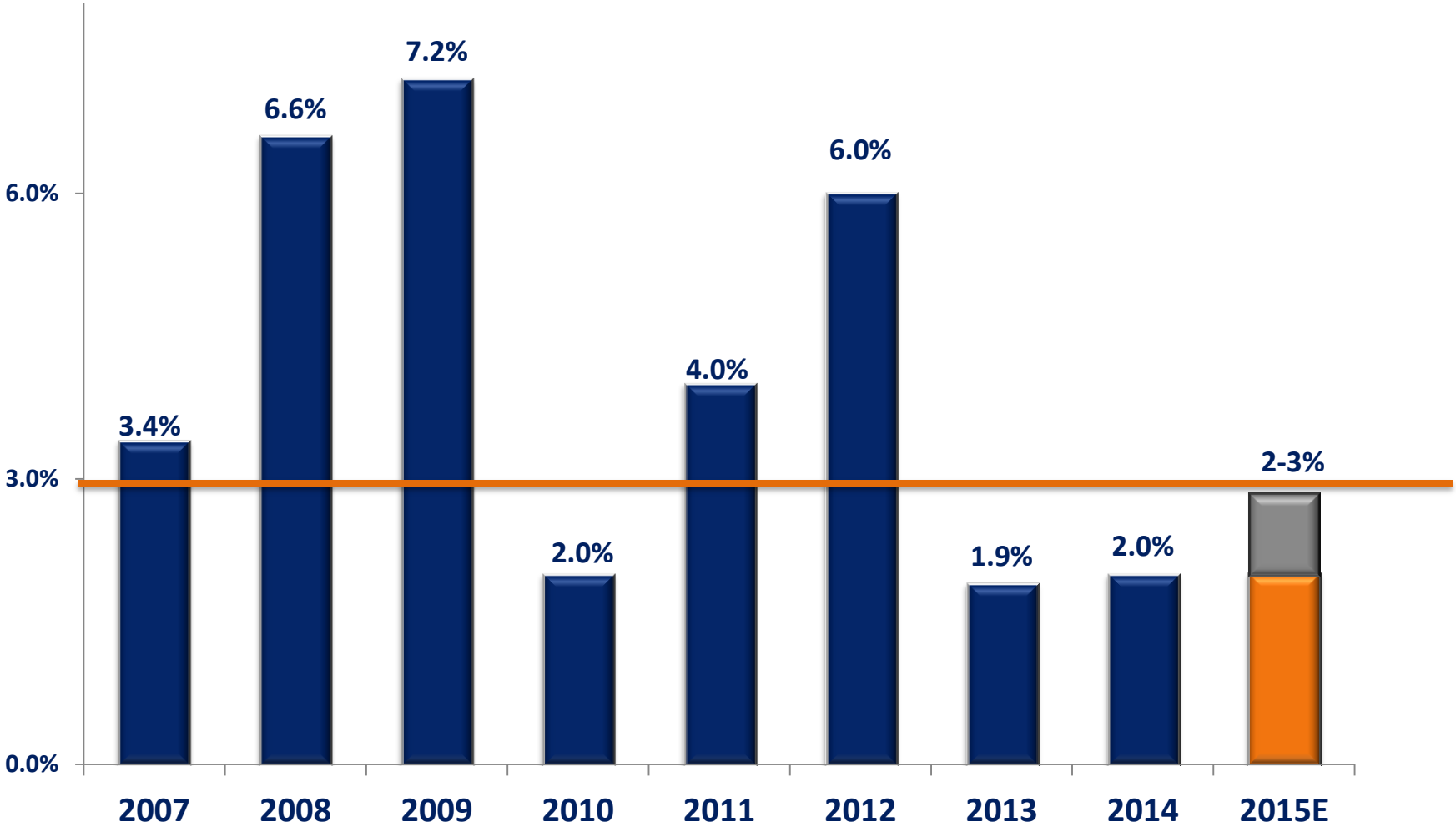


2015 adjusted for a pension settlement and an impairment charge

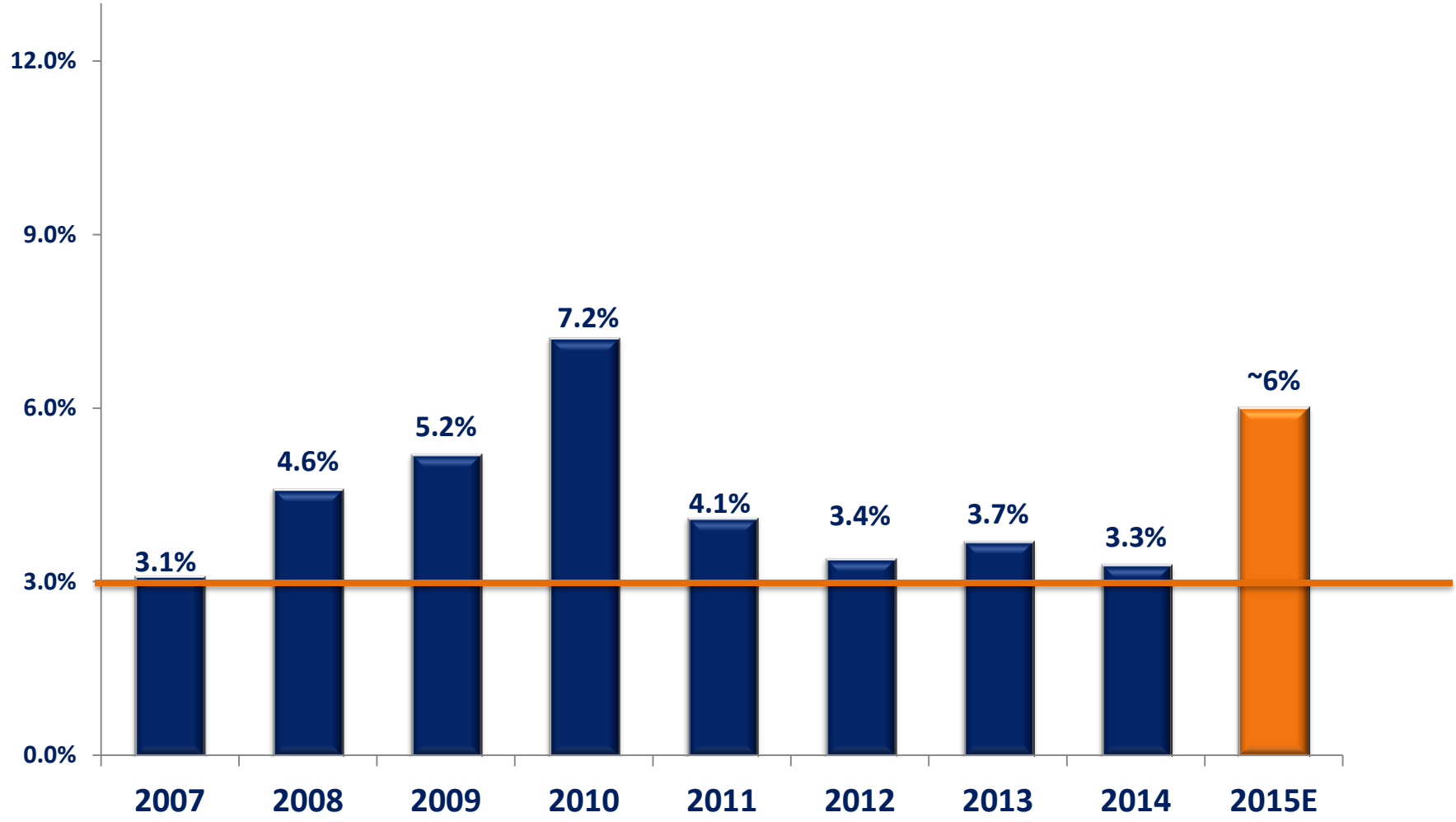
CHD Consistent Solid Organic Growth



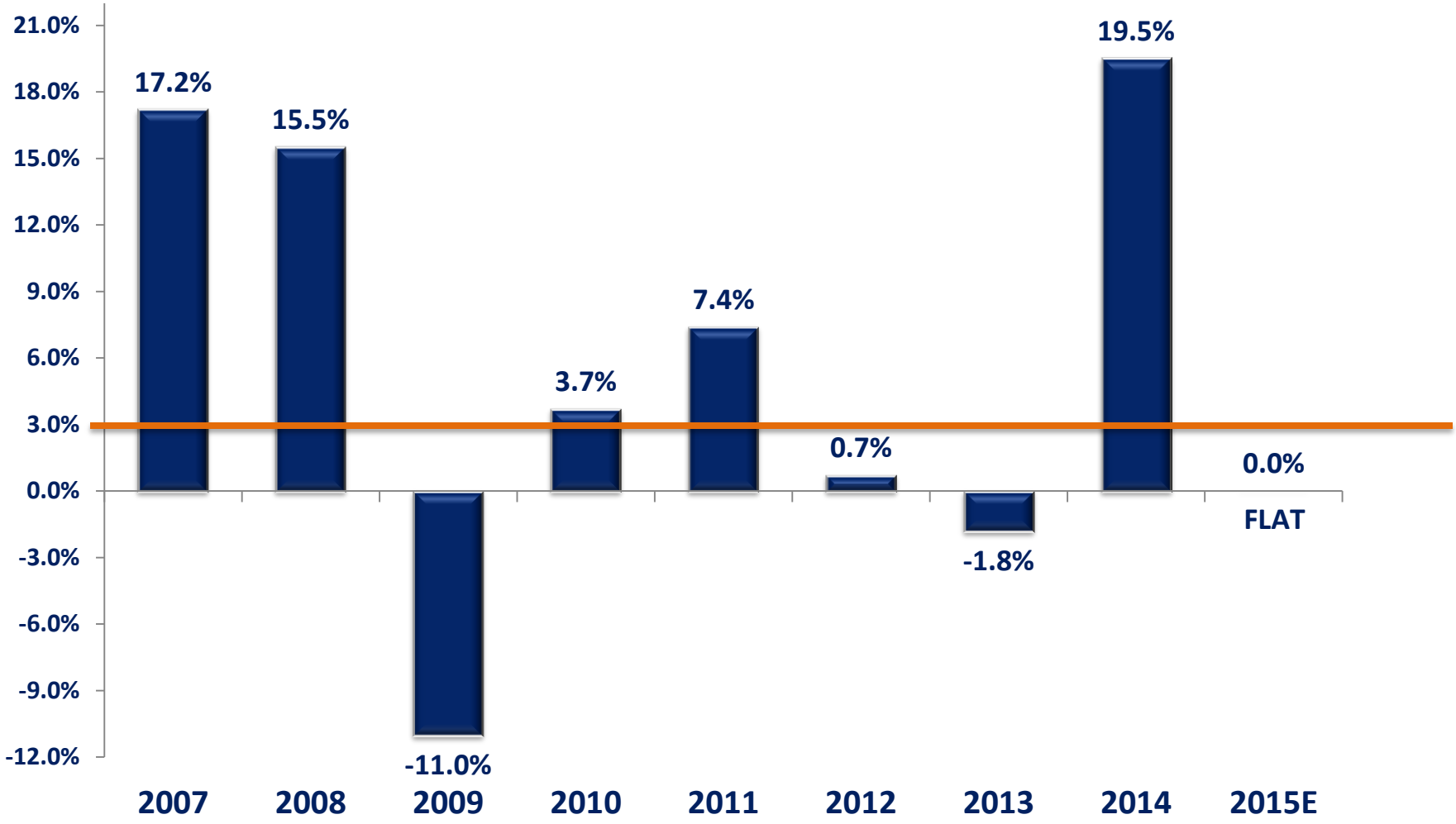
U.S. Organic Growth



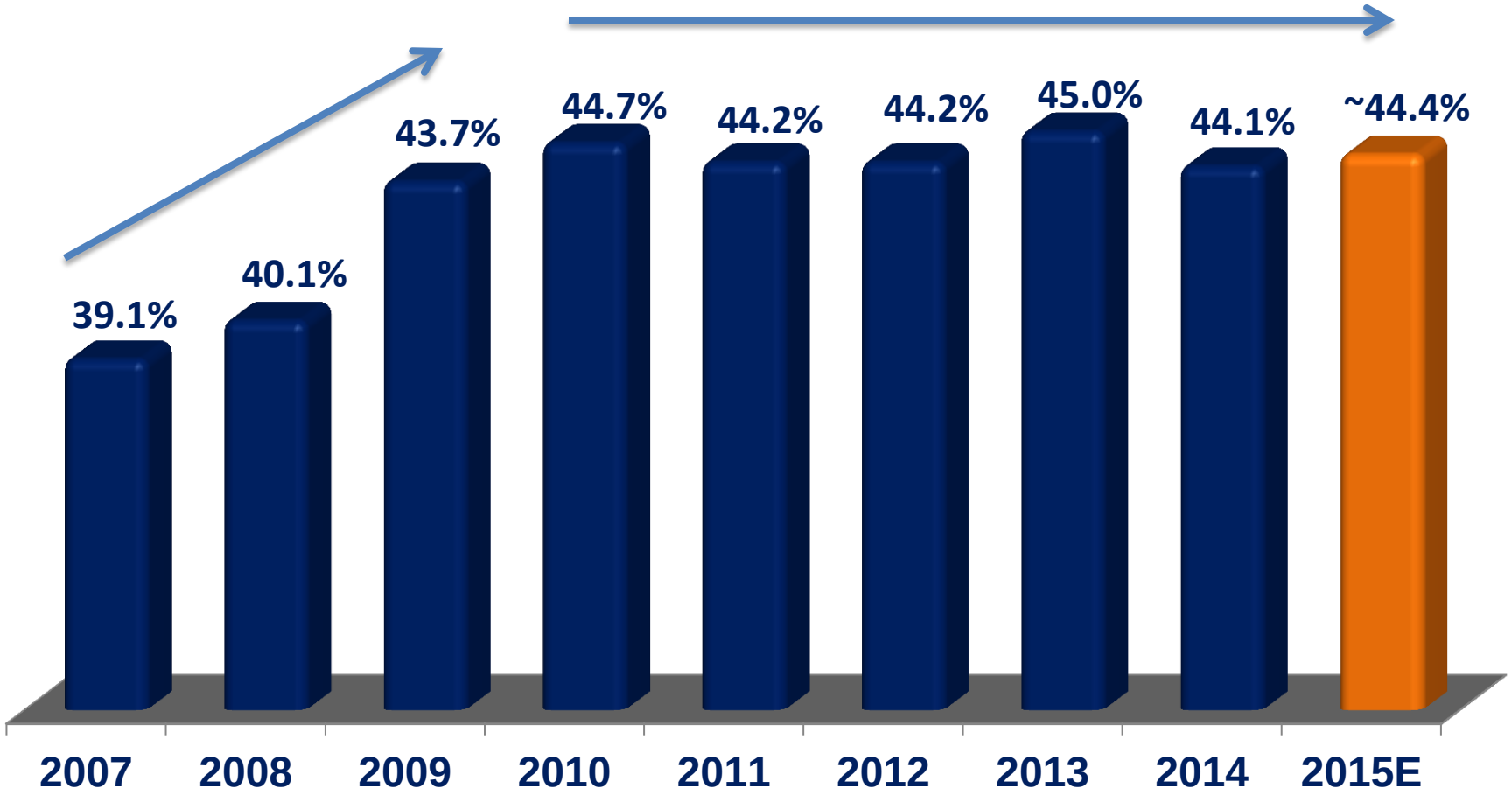
International Organic Growth Has Been Steady



SPD Organic Growth Has Been Cyclical

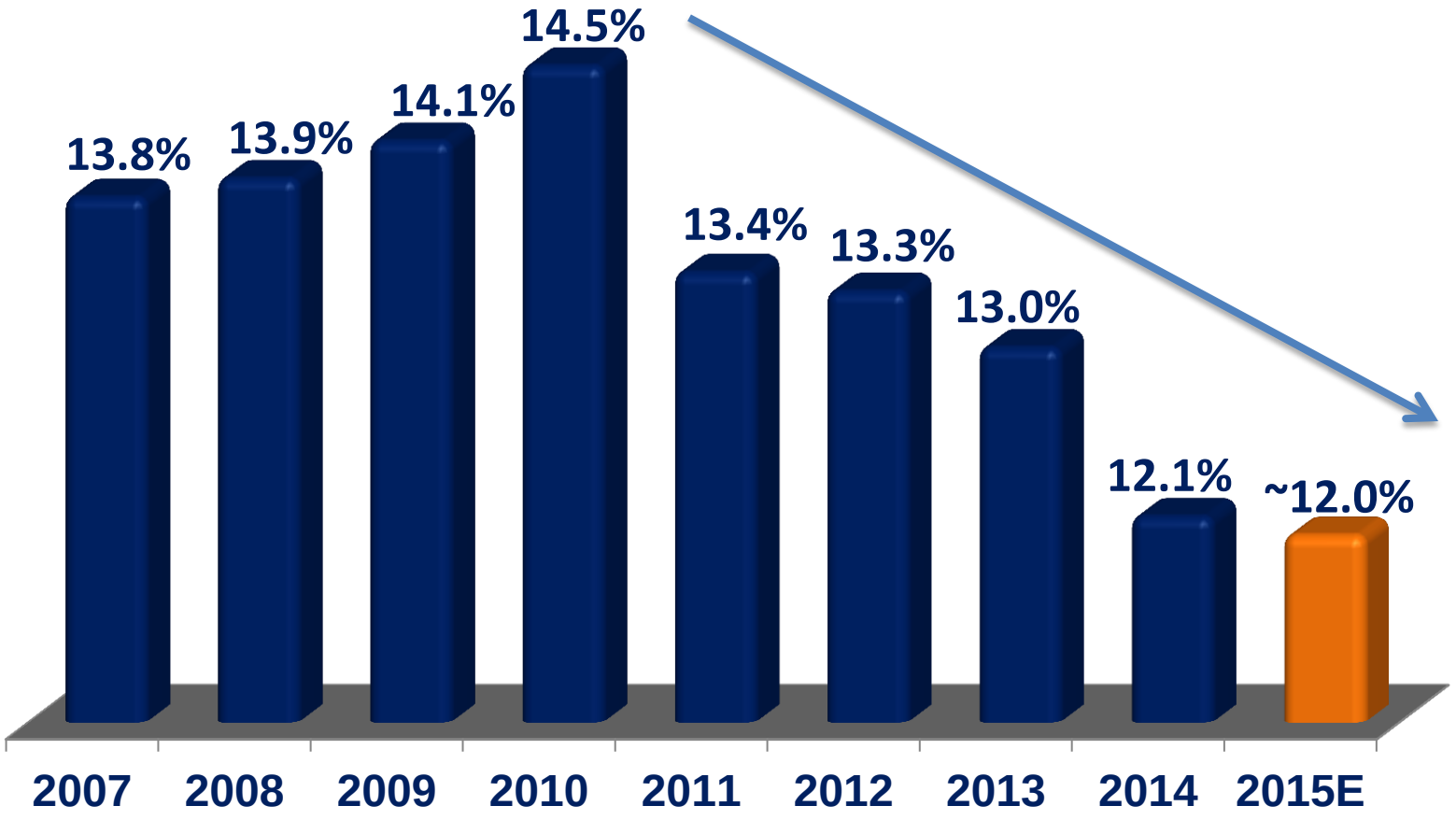


Focus on Gross Margin



Superior “SG&A” Management

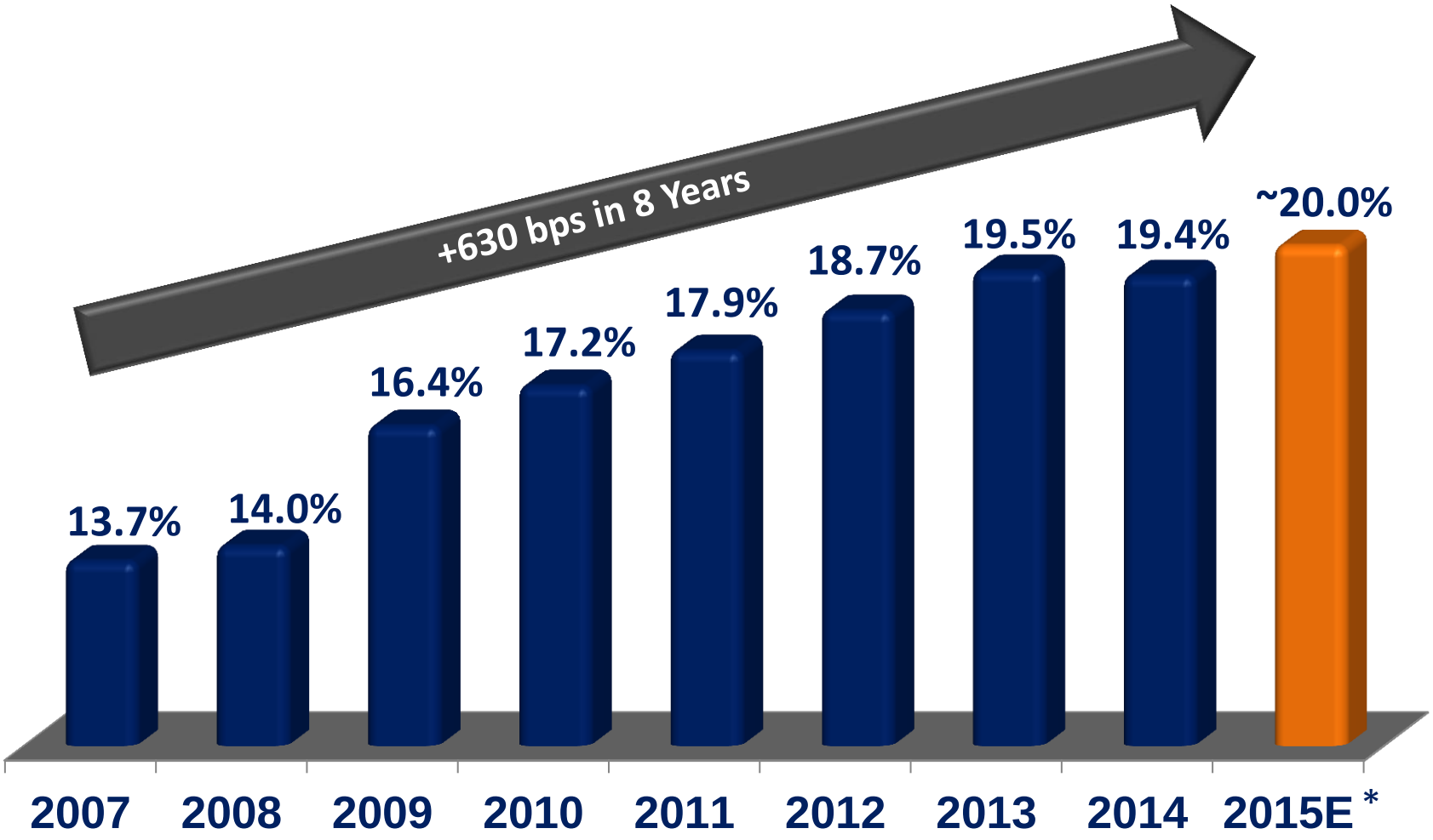
Sales Growth Sustains SG&A Trend



2015 adjusted for a pension settlement

Operating Profit % of Net Revenue

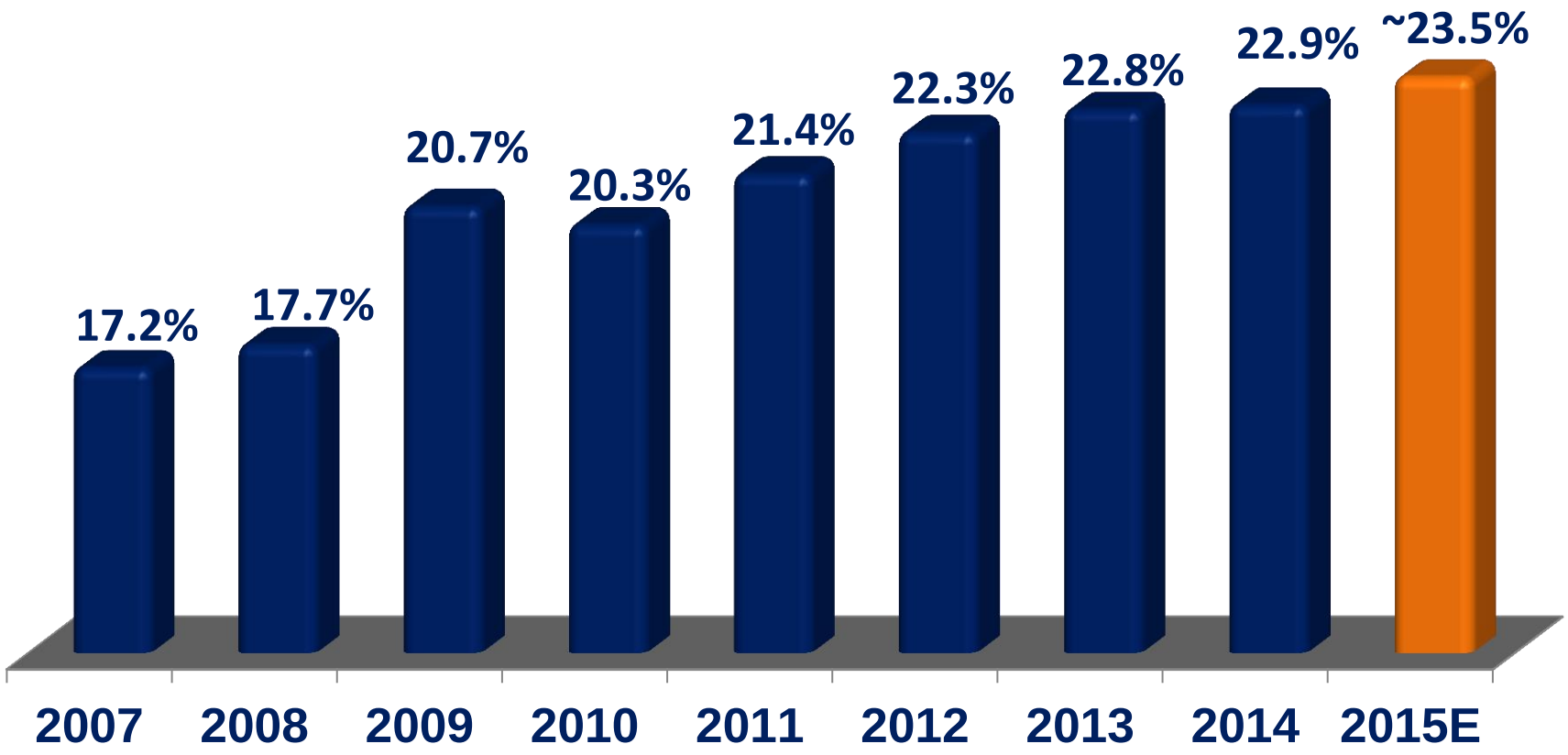
Operating Profit Expansion driven by SG&A control and focus on Gross Margin



2015 is adjusted for pension settlement and asset impairment

EBITDA Margin %

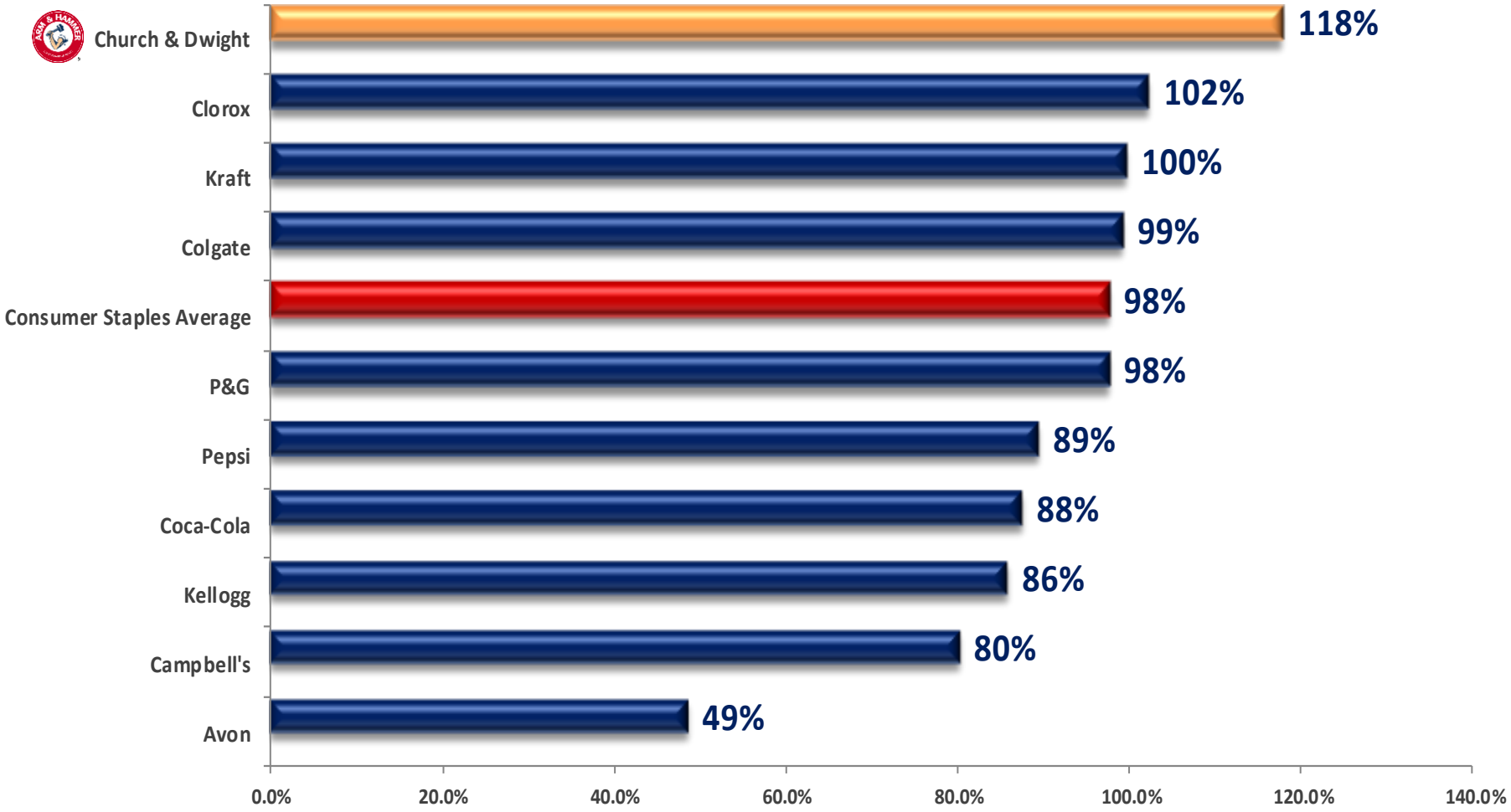
Steady EBITDA Margin growth driven by proven recipe



EBITDA margin is a non-GAAP measure defined as Net Income + (Interest, Taxes, Depreciation, Amortization and non-cash compensation and charges)

“Best in Class” FCF Conversion

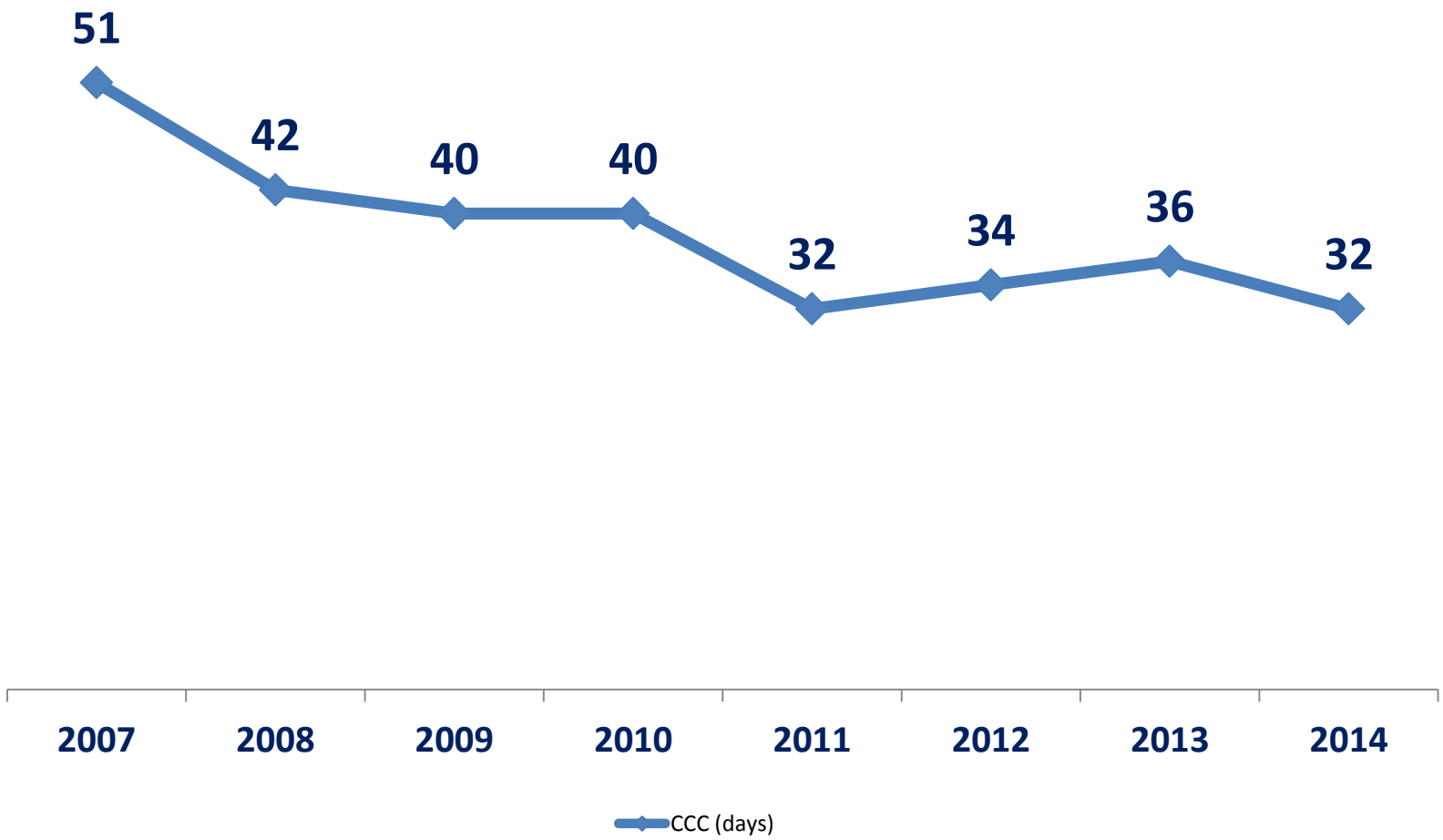
Year Average 2007-2014



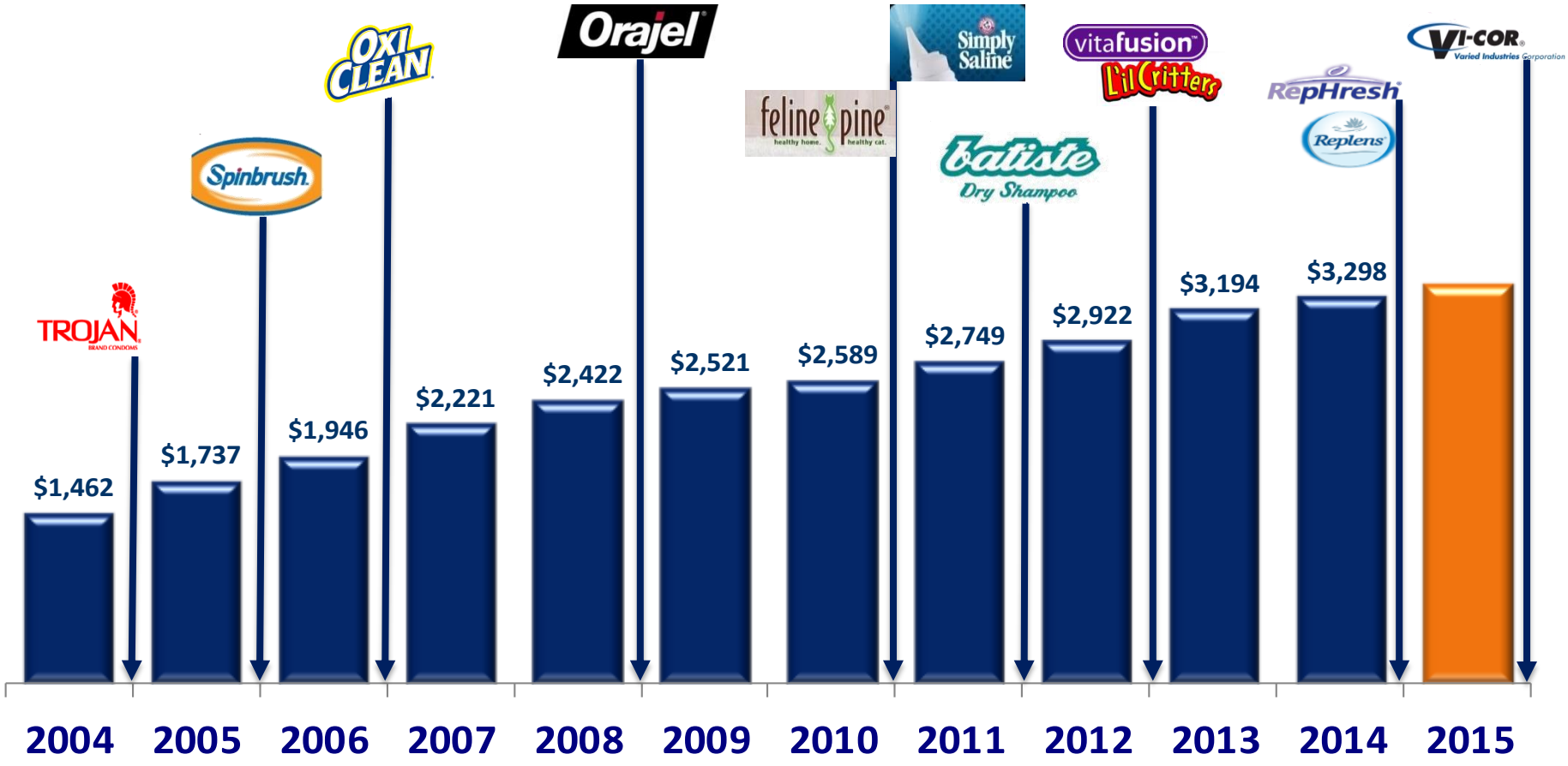
Source : Bloomberg

Cash Conversion Cycle

Tight Control of Working Capital drives CCC improvement



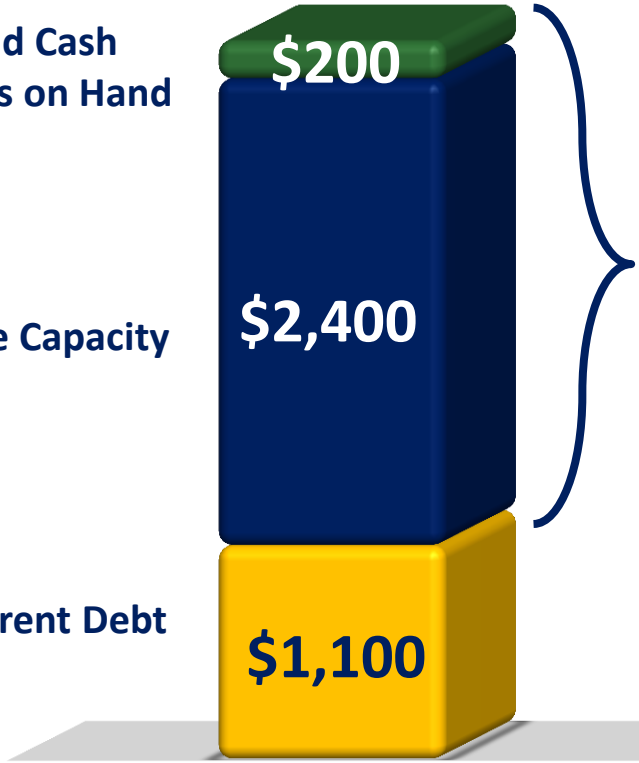
Growth Through Acquisitions



$ in millions

Significant Financial Capacity

As of Q2 2015 (in $millions)



ACQUISITION POWER

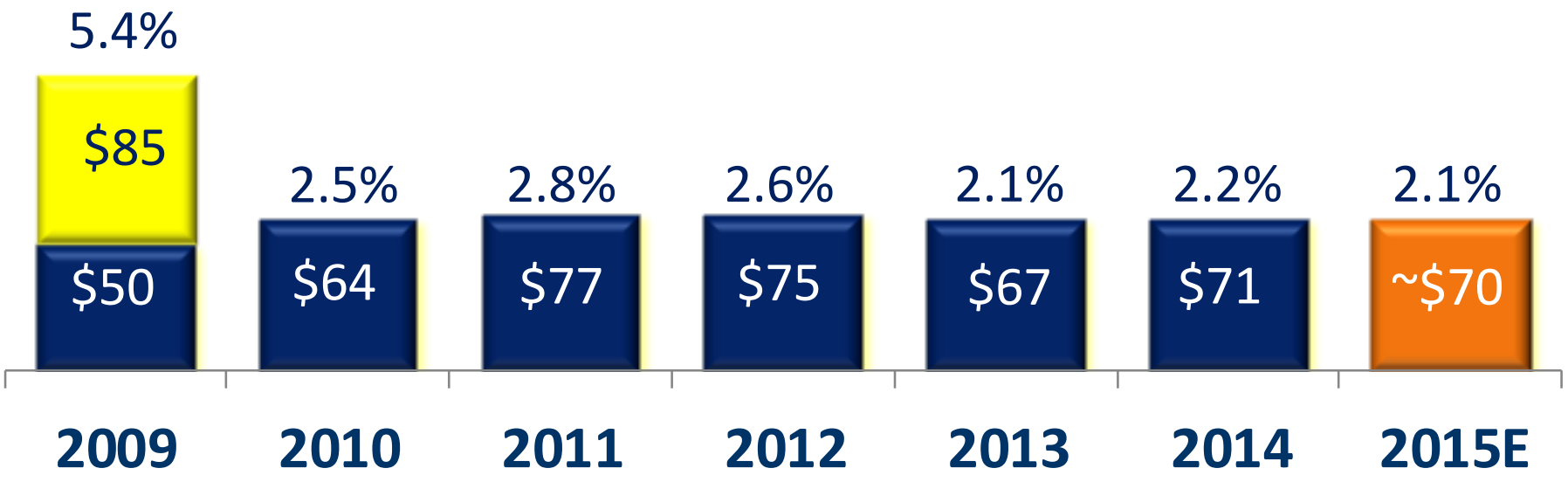
$2.6B

Credit Rating
BBB+/Baa1

- 2015 TTM Q2 Bank EBITDA = $789M
- Leverage capacity to 3.50x EBITDA
- Acquisition EBITDA multiple of 12x

Minimal Capital Investment

Capital Expenditures as % of Sales



Base Business

New Laundry Plant

Prioritized Uses of Free Cash Flow

1. TSR-Accretive M&A

5. New Product Development

   Capex For Organic Growth & G2G

   Return Of Cash To Shareholders

   Debt Reduction



Prioritized Uses of Free Cash Flow

1. TSR-Accretive M&A
2. New Product Development
3. Capex For Organic Growth & G2G
4. Return Of Cash To Shareholders
5. Debt Reduction

2015 Outlook

	2015 Outlook	
	Feb	August
Organic Sales	+2-3%	+3%
Gross Margin	+25 bps	+25-35 bps
Marketing	~12.5%	~12.5%
SG&A	leverage	leverage
Operating Margin	+50 bps	+50-60 bps
Adjusted EPS	+7-9%	+7-9%

Outlook as of August 4, 2015

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CHURCH & DWIGHT

BARCLAYS BACK TO SCHOOL CONFERENCE

SEPTEMBER 2015

Appendix

Reconciliations

- The following pages address the non-GAAP measures used in this presentation and reconciliations of non-GAAP measures to the most directly comparable GAAP measures:

- Non-GAAP measures: Organic Sales Growth.

Organic Sales Reconciliation

Year	Reported	FX	Acq/Div	Disc. Ops.	System Upgrade	Calendar/ Other	Shipping Terms	Organic
Q215	4.8	2.7	-2.4	0.0	0.0	0.0	0.0	5.1
Q115	3.9	2.2	-2.5	0.0	0.0	0.0	0.0	3.6
2014	5.2	1.2	-1.2	0.0	0.0	0.0	0.0	5.2
2013	9.3	0.5	-7.6	0.0	-0.3	0.0	0.0	1.9
2012	6.3	0.8	-3.1	0.0	0.6	0.6	0.0	5.2
2011	6.2	-1.0	-1.2	0.8	-0.3	-0.6	0.2	4.1
2010	2.7	-1.1	0.5	0.0	0.0	0.0	0.9	3.0
2009	4.1	2.0	-1.2	0.0	0.0	-0.2	0.0	4.7

Organic Sales Growth

The presentation provides information regarding organic sales growth, namely net sales growth excluding the effect of acquisitions, divestitures, the change in customer shipping arrangements, foreign exchange rate changes, the impact of an information systems upgrade, a discontinued product line and the change in the fiscal calendar for three foreign subsidiaries, from year-over-year comparisons. Management believes that the presentation of organic sales growth is useful to investors because it enables them to assess, on a consistent basis, sales trends related to products that were marketed by the Company during the entirety of relevant periods excluding the change in customer shipping arrangements and the SAP Conversion, without the effect of the change in the fiscal calendar and foreign exchange rate changes that are out of the control of, and do not reflect the performance of, management.

Reconciling Item 2009-2014

	2014	2013	2012	2011	2010	2009
Net Sales	NA	NA	NA	NA	2,589.2	2,520.9
Rpt Gross Margin	NA	NA	NA	NA	NA	43.7%
Adjustment	NA	NA	NA	NA	NA	-28.4
Adj Gross Margin	NA	NA	NA	NA	NA	44.8%
Rpt SG&A	NA	NA	NA	NA	374.8	
Rpt Patent Settlement						20.0
Adjustment	NA	NA	NA	NA	-24.3*	-20.0
Adj SG&A					350.5	
Adj Patent Settlement						0.0
Reported Op Margin	NA	NA	NA	NA	17.2%	16.4%
Adj Op Margin					18.1%	16.7%
Rpt Taxes	NA	NA	NA	185.0	NA	NA
Adjustment				-12.8		
Adj Taxes				172.2		
Effective Tax Rate	NA	NA	NA	37.4%	NA	NA
Adjusted Tax Rate				34.8%		
Rpt EPS	$3.01	$2.79	$2.45	$2.12	$1.87	$1.70
EPS YOY Change	8%	14%	16%	13%	10%	23%
Adj EPS	$3.01	$2.79	$2.45	$2.21	$1.98	$1.74
ADJ EPS YOY Change	8%	14%	11%	12%	14%	22%

*2010 Pension Plan Termination

Reconciling Item 2009-2014

The presentation provides information regarding the Company's earnings per share and gross margin adjusted to exclude restructuring charges related to plant closing expenses, proceeds of the litigation settlement, and the pension settlement charge. Management believes that the presentation of adjusted earnings per share and gross margin is useful to investors because it enables them to assess the Company's historical performance exclusive of extraordinary events that do not reflect the Company's day-to-day operations.

This presentation provides information regarding the Company's free cash flow. Free cash flow is net cash from operating activities less capital expenditures. Free cash flow is used by the Company's management, and management believes it is useful to investors, to help assess funds available for investing activities, such as acquisitions and financing activities, including debt payments, dividend payments and share repurchases. Free cash flow also is one of the measures used in determining management's annual incentive award. Free cash flow does not represent cash available only for discretionary expenditures, since the Company has mandatory debt service requirements and other contractual and non-discretionary expenditures.