CHURCH & DWIGHT CO., INC.

stockholders' meeting

2024

May 2, 2024

SAFE HARBOR STATEMENT

This presentation contains forward-looking statements, including, among others, statements relating to net sales and earnings growth; gross margin changes; trade, marketing, and SG&A spending; sufficiency of cash flows from operations; earnings per share; cost savings programs; consumer demand and spending; the effects of competition; the effect of product mix; volume growth, including the effects of new product launches into new and existing categories; the impact of acquisitions (including earn-outs); and capital expenditures. Other forward-looking statements in this release may be identified by the use of such terms as "may," "could," "expect," "intend," "believe," "plan," "estimate," "forecast," "project," "anticipate," "to be," "to make" or other comparable terms. 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 could 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); including those relating to the outbreak of contagious diseases; the impact on the global economy of the Russia/Ukraine and the increase conflict in the Middle East; the impact of continued shifts in consumer behavior, including accelerating shifts to online shopping; unanticipated increases in raw material and energy prices or other inflationary pressures; delays and increased costs in manufacturing or distribution; increases in transportation costs; labor shortages; the impact of price increases for our products; the impact of supply chain disruptions; the impact of inclement weather on raw material and transportation costs; adverse developments affecting the financial condition of major customers and suppliers; 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; the Company's ability to maintain product quality and characteristics at a level acceptable to our customers and consumers; disruptions in the banking system and financial markets; foreign currency exchange rate fluctuations; transition to, and shifting economic policies in the United States; potential changes in export/import and trade laws, regulations and policies of the United States and other countries, including any increased trade restrictions or tariffs, including the actual and potential effect of tariffs on Chinese goods imposed by the United States; increased or changing regulation regarding the Company's products in the United States and other countries where it or its suppliers operate; market volatility; issues relating to the Company's information technology and controls; the impact of natural disasters, including those related to climate change, on the Company and its customers and suppliers, including third party information technology service providers; the integration of acquisitions 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 and quarterly reports on Form 10-Q. The Company undertakes no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by the U.S. federal securities laws. You are advised, however, to consult any further disclosures the Company makes on related subjects in its filings with the United States Securities and Exchange Commission.

This presentation also contains non-GAAP financial information. Management uses this information in its internal analysis of results and believes that this information may be informative to investors in gauging the quality of the Company's financial performance, identifying trends in its results and providing meaningful period-to-period comparisons. The Company has included reconciliations of these non-GAAP financial measures to the most directly comparable financial measure calculated in accordance with GAAP. See the end of this presentation for these reconciliations. These non-GAAP financial measures should not be considered in isolation or as a substitute for the comparable GAAP measures. In addition, these non-GAAP financial measures may not be the same as similar measures provided by other companies due to potential differences in methods of calculation and items being excluded. They should be read in connection with the Company's financial statements presented in accordance with GAAP.

We have confidence in our future.

Steady U.S. growth ahead

Sustainable high International growth rate

Consistent innovation

Digitally savvy

New Evergreen model is healthy

Strong 2024 fundamentals

CHURCH & DWIGHT:
Who We Are

We started with
ARM & HAMMER
baking soda

We Are A $5.9 Billion Company

FABRIC CARE
- ARM & HAMMER
- OXI CLEAN
- XTRA

HOME CARE
- ARM & HAMMER
- KABOOM
- Orange GLO

HEALTH & WELL-BEING
- vitafusion
- L'il Critters
- ZICAM
- TROJAN
- FIRST RESPONSE

HAIR & SKIN CARE
- Batiste
- Hero.
- Viviscal
- Toppik
- FINISHING TOUCH FLAWLESS
- Nair

PERSONAL CARE
- ARM & HAMMER
- PROFESSIONAL FORMULA TheraBreath
- spinbrush
- Orajel
- Simply Saline

WATERPIK
- waterpik

INTERNATIONAL
- ARM & HAMMER
- Batiste
- waterpik
- STÉRIMAR
- femfresh INTIMATE SKIN CARE
- Gravol

SPECIALTY PRODUCTS
- ARM & HAMMER

7 POWER BRANDS

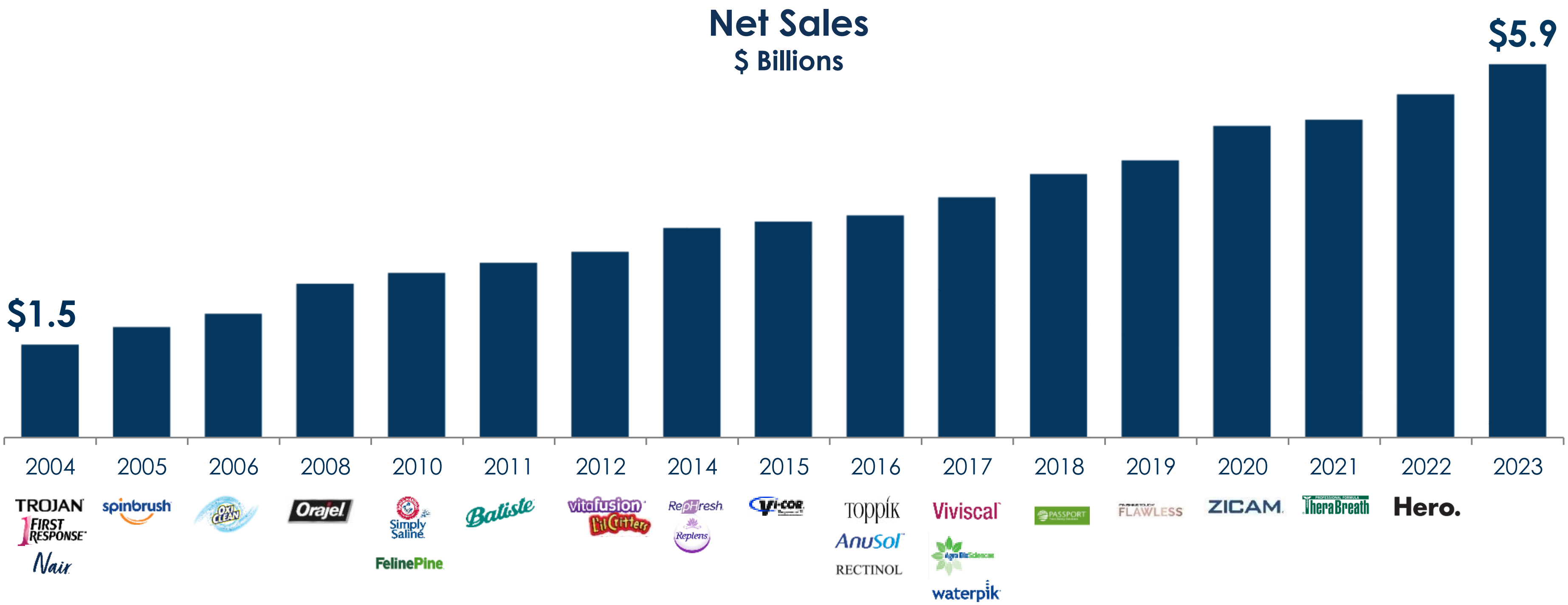
more than

70%

of sales & profits are represented by these

7 POWER BRANDS

Long History of Growth Through Acquisitions



Note: Trojan, Nair and First Response acquired in two parts – 2001 and 2004.

We Have Clear Acquisition Criteria

Primarily #1 or #2 share brands

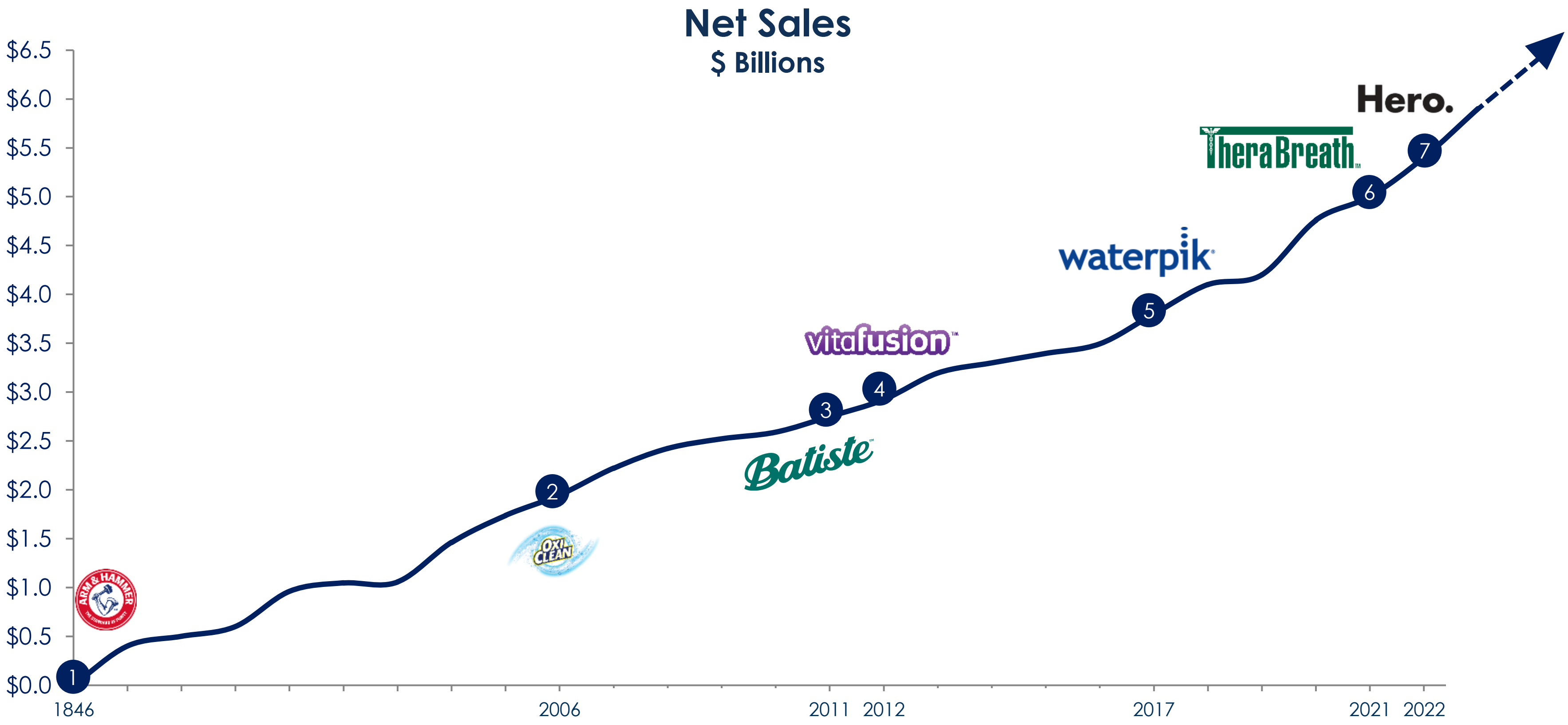
High growth and high margin brands that are fast moving consumables

Asset light

Leverage C&D manufacturing, logistics and purchasing

Deliver sustainable competitive advantage

7 Power Brands Today and More to Come



How We Run the Company

Evergreen Model

Organic Sales	+4%
Gross Margin	+25 to +50 bps
Marketing	FLAT %, Higher $
SG&A	(25) to 0 bps
Operating Margin	+50 bps
EPS Growth	+8%

Prioritized Uses Of Free Cash Flow

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

We Have Five Operating Principles

1

Leverage Brands

Brands consumers love around the world

2

Friend of the Environment

Long history of being a friend to the environment

3

Leverage People

Highly productive people in a place where people matter

4

Leverage Assets

We strive to be asset light

5

Leverage Acquisitions

Good shareholder returns become **great** shareholder returns

1888: Promoting the Importance of Preserving the Environment

Church & Dwight's Environmental Heritage

1888
Company introduces **pro-environmental** wall charts and trading cards as product promotion.

1907
Company institutes the use of **recycled paperboard** to package household products.

1970s
Sole sponsor of **first Earth Day**.

Launches **first non-polluting, phosphate-free laundry detergent**.

2017
Partnering with the **Arbor Day Foundation** to plant millions of trees in the Mississippi River Valley.

2018
100% of global electricity demand offset by green energy.

2021
Commitment to **Science Based Targets**

2023
Commenced projects for **Science Based Targets**

Our ESG Scores Continue to Improve

MSCI

2020	CCC	B	BB	**BBB**	A	AA	AAA
2021	CCC	B	BB	BBB	**A**	AA	AAA
2022	CCC	B	BB	BBB	A	**AA**	AAA
2023	CCC	B	BB	BBB	A	**AA**	AAA

Financials

FY 2023 Financial Highlights

Reported Sales Growth	+9.2%
Organic Sales Growth	+5.3%
Gross Margin	+220 bps
Reported EPS	+82%, $3.05
Adjusted EPS	+6.7%, $3.17
Cash from Operations	$1.03B

Domestic: 5.3%
International: 8.5%
SPD: -7.9%

Organic sales and adjusted EPS are non-GAAP measures. Refer to the Appendix for a reconciliation to the most directly comparable GAAP measures.

First Quarter 2024 Highlights

Organic Sales Growth	5.2%
Gross Margin	45.7%, +220 bps
Marketing %	10.1%, +150 bps
Adjusted SG&A	14.8%, +80 bps
Adjusted EPS Growth	12.9%, $0.96
Cash from Operations	$263MM

Domestic	+4.3%
International	+8.8%
SPD	+7.2%

Organic sales, Adjusted SG&A and adjusted EPS are non-GAAP measures. Refer to the Appendix for a reconciliation to the most directly comparable GAAP measures.

FY 2024 Financial Outlook

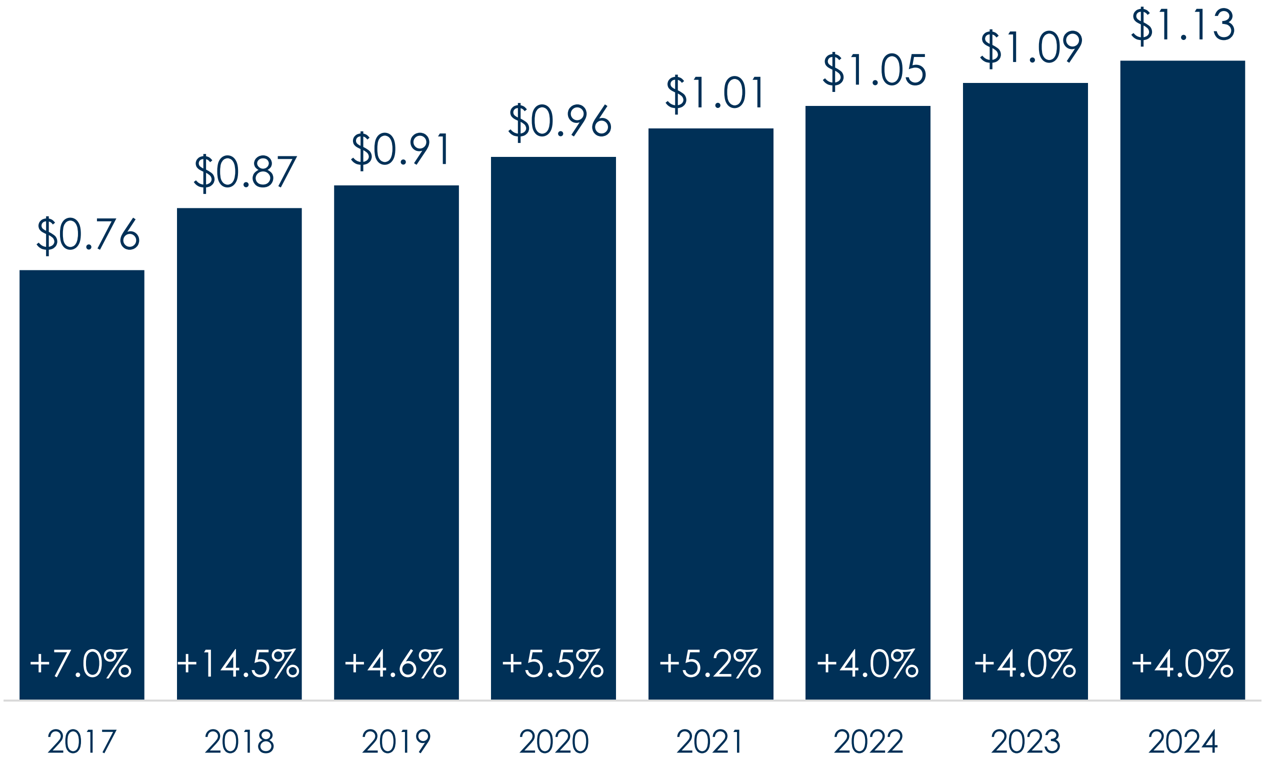
	FY OUTLOOK (as of February 2)	FY OUTLOOK (as of May 2)
Reported Sales Growth	4% to 5%	4% to 5%
Organic Sales Growth	4% to 5%	4% to 5%
Gross Margin	+50 to +75 bps	+75 bps
Marketing	Flat %, Higher $	+11%
SG&A	Leverage	Flat
Effective Tax Rate	23%	23%
Adjusted EPS Growth	7% to 9%	8% to 9%
Cash from Operations	$1B+	$1.05B

Organic sales, Adjusted SG&A and adjusted EPS are non-GAAP measures. Refer to the Appendix for a reconciliation to the most directly comparable GAAP measures.

4% Dividend Increase In 2024

123

consecutive **years** of dividends



Q & A

Reconciliations

www.churchdwight.com

RECONCILIATION OF NON-GAAP MEASURES

CHURCH & DWIGHT CO., INC.'s Reconciliation of Non-GAAP Measures:

The following pages provide definitions of the non-GAAP measures used in this presentation and reconciliations of these non-GAAP measures to the most directly comparable GAAP measures. These non-GAAP financial measures should not be considered in isolation from or as a substitute for the comparable GAAP measures, but rather as supplemental information to more fully understand our business results. The following non-GAAP measures may not be the same as similar measures provided by other companies due to differences in methods of calculation and items and events being excluded.

The non-GAAP measures provided are (1) Organic Sales Growth, (2) Adjusted SG&A, and (3) Adjusted EPS. We believe these measures provide useful perspective of underlying business trends and results and provide a more comparable measure of year over year results.

RECONCILIATION OF NON-GAAP MEASURES

ORGANIC SALES GROWTH:

The presentation provides information regarding organic sales growth, namely net sales growth excluding the effect of acquisitions, divestitures and foreign exchange rate changes, 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, without the effect of changes that are out of the control of, or do not reflect the performance of, management.

TOTAL COMPANY

Year	Reported	FX	Acquisitions & Divestitures	Organic
1Q 24	5.1%	-0.3%	0.4%	5.2%
2023	9.2%	0.0%	-3.9%	5.3%

RECONCILIATION OF NON-GAAP MEASURES

Adjusted SG&A:

This presentation discloses the Company's SG&A expenses as a percent of net sales. Adjusted SG&A, as used in this presentation, is defined as selling, general and administrative expenses excluding significant one-time items that are not indicative of the Company's period-to-period performance. We believe that this metric further enhances investors' understanding of the Company's year-over-year expenses, excluding certain significant one-time items. These excluded items are as follows:

	Q1'24	2023
Adjusted SG&A Reconciliation		
SG&A - Reported	15.3%	15.2%
Retricted Stock Issued in Hero Acquisition	-0.5%	-0.5%
SG&A Adjusted (Non-GAAP)	**14.8%**	**14.7%**

RECONCILIATION OF NON-GAAP MEASURES

Adjusted EPS:

This presentation discloses reported EPS excluding the following, namely, earnings per share calculated in accordance with GAAP adjusted to exclude significant one-time items that are not indicative of the Company's period-to-period performance. We believe that this metric provides investors a useful perspective of underlying business trends and results and provides useful supplemental information regarding our year-over-year earnings per share growth. The excluded items are as follows:

	Q1'24	2023
Adjusted EPS Reconciliation		
EPS - Reported	$ 0.93	$ 3.05
Hero Restricted Stock	$ 0.03	$ 0.12
EPS - Adjusted (Non-GAAP)	**$ 0.96**	**$ 3.17**

RECONCILIATION OF NON-GAAP MEASURES - OUTLOOK

Reported and Organic Forecasted Sales Reconciliation

	For the Quarter Ended 30-Jun-24	For the Year Ended 31-Dec-24
Reported Sales Growth	4.5%	4.5%
Megalac	0.7%	0.5%
FX / Other	-0.2%	-0.3%
Organic Sales Growth	5.0%	4.7%

Reported and Adjusted Diluted Earnings Per Share - Outlook

	For the quarter ended June 30, 2024	For the quarter ended June 30, 2023	Change
Adjusted Diluted Earnings Per Share Reconciliation (Forecasted)			
Diluted Earnings Per Share - Reported	$ 0.80	$ 0.89	-10.1%
Hero Restricted Stock	0.02	0.03	
Diluted Earnings Per Share - Adjusted (non-GAAP)	$ 0.82	$ 0.92	-10.9%

2024: Excludes an $0.08 charge related to restricted stock issued in the HERO acquisition.