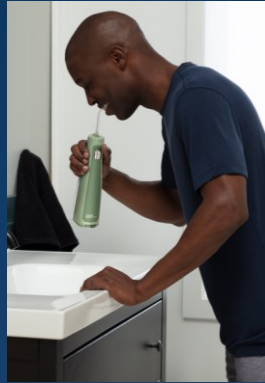


CHURCH & DWIGHT CO., INC.



dbAccess Global Consumer Conference 2026





SAFE HARBOR STATEMENT

This presentation contains forward-looking statements, including, trade and marketing spending; marketing expenses as a percentage of net sales; among others, statements relating to net sales and earnings growth; the impact of tariffs; gross margin changes; sufficiency of cash flows from operations; earnings per share; the impact of new accounting pronouncements; cost savings programs; recessionary conditions; interest rates; inflation; 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; and capital expenditures. Other forward-looking statements in this presentation may be identified by the use of such terms as "may," "could," "expect," "intend," "believe," "plan," "estimate," "outlook," "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 of new regulations and legislation and change in regulatory priorities; 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; increased or changing regulation regarding the Company's products and its suppliers in the United States and other countries where it or its suppliers operate; the impact on the global economy of the Russia/Ukraine war and conflict in the Middle East, including the impact of export controls and other economic sanctions; potential recessionary conditions or economic uncertainty; the impact of continued shifts in consumer behavior, including accelerating shifts to on-line shopping; unanticipated increases in raw material and energy prices, including as a result of the Russia/Ukraine war, conflict in the Middle East or other inflationary pressures; delays and increased costs in manufacturing and distribution; increases in transportation costs; labor shortages; the impact of price increases for our products; the impact of inflationary conditions; the impact of supply chain and labor disruptions; the impact of severe or inclement weather on raw material and transportation costs; adverse developments affecting the financial condition of major customers and suppliers; competition; 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 or on-line share of private label and retailer-branded products or other changes in the retail environment; impairment charges or other negative impacts to the value of the Company's assets; consumer and competitor reaction to, and customer acceptance of, new product introductions and features; the Company's ability to complete the

announced strategic alternatives for certain of our businesses and realize the intended benefits; the risk that the announcement of strategic alternatives could have an adverse effect on the Company; 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; the Company's borrowing capacity and ability to finance its operations and potential acquisitions; higher interest rates; foreign currency exchange rate fluctuations; 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; integrations of acquisitions or divestiture of assets; the outcome of contingencies, including litigation, pending regulatory proceedings and environmental matters; and changes in the regulatory environment in the countries where we do business.

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.

Who We Are



Strong TSR Performance Among Peers



Note: TSR as of 05.22.26

*Ranked among peers consisting of Newell Brands, Edgewell, Clorox, Colgate, Energizer, Reckitt, P&G, Unilever, Kimberly Clark



Evergreen Model

Organic Sales

+4%

Domestic: 3%
International: 8%
SPD: 5%

Gross Margin

+25 to +50 bps

Marketing

~11%

SG&A

-25 to 0 bps

Operating Margin

+50 bps

Adjusted EPS Growth

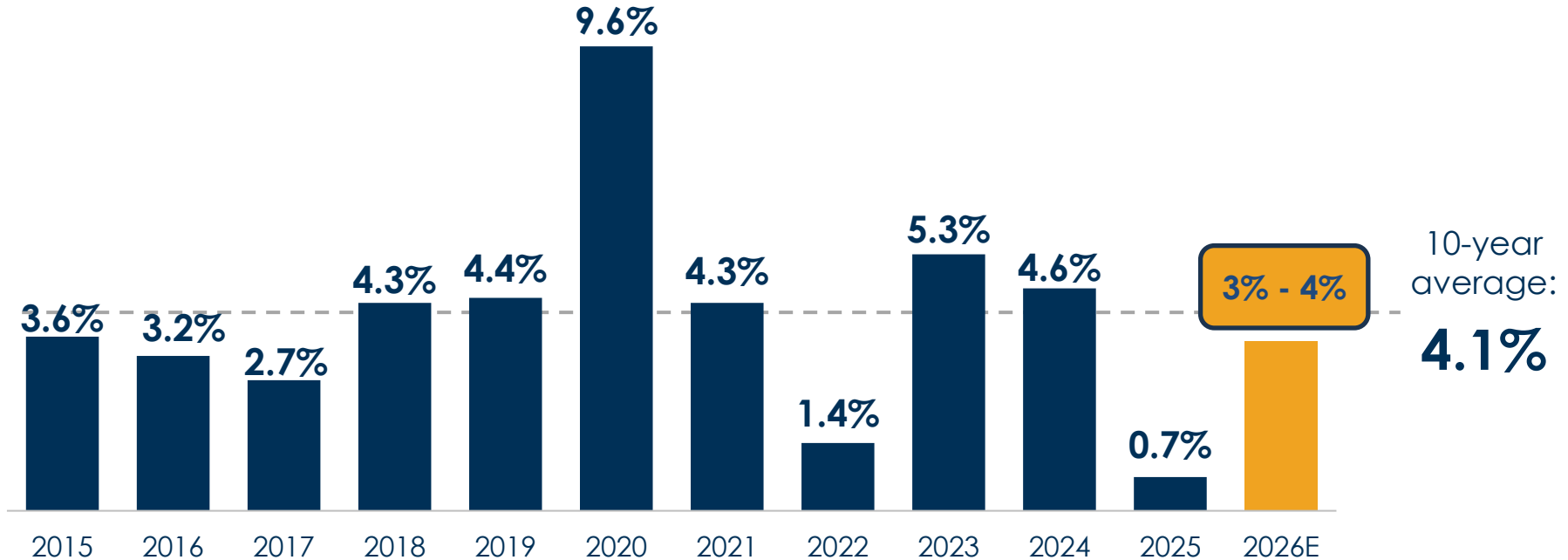
+8%

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



2026 Organic Sales Growth Outlook

Evergreen Target: 4.0%

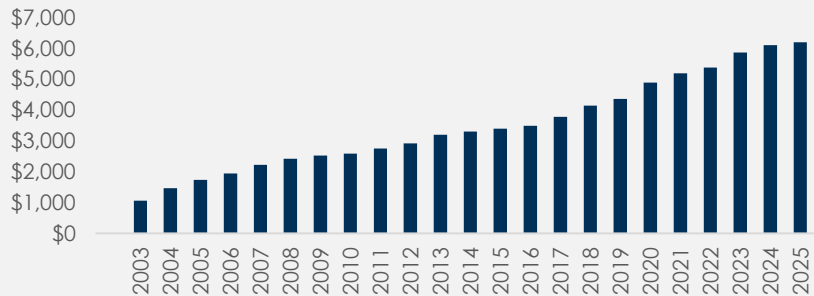


Organic sales is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most directly comparable GAAP measures.

Church & Dwight is Unique – Strong Organic and M&A Capability Combined

Net Sales (\$MM)

2003 - 2025 CAGR: 9.2%



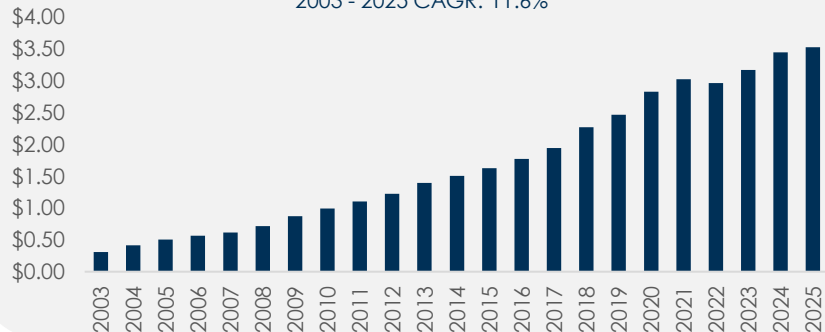
Organic Sales

2007 - 2025 CAGR: 4.1%



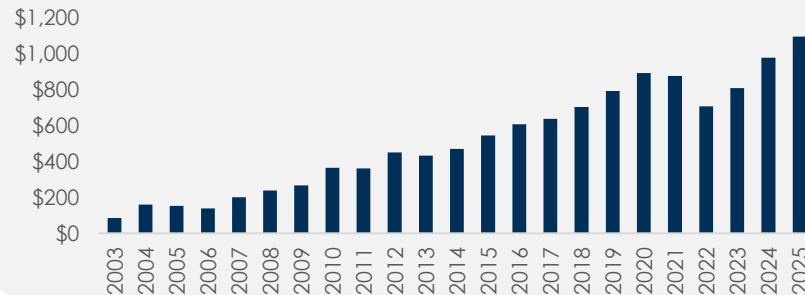
EPS

2003 - 2025 CAGR: 11.6%



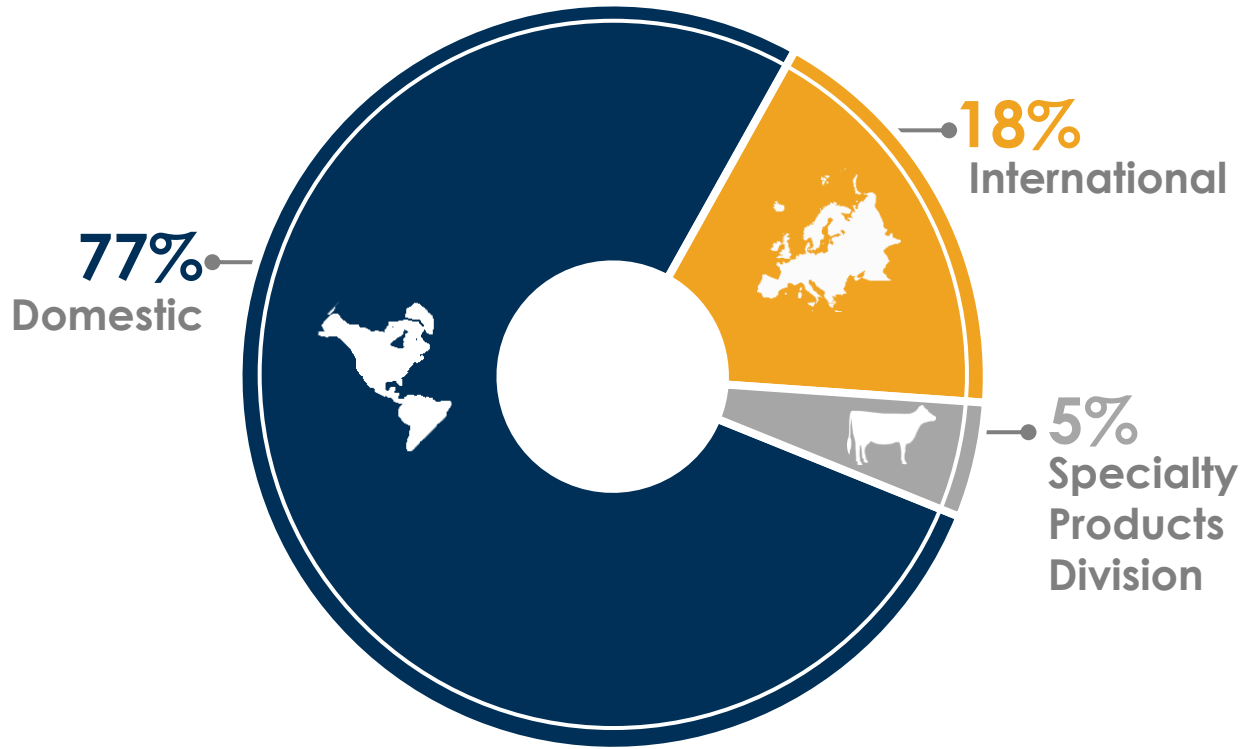
FCF (\$MM)

2003 - 2025 CAGR: 11.9%





Church & Dwight's Business Segments



2025
Total Company
Net Sales:
\$6.2B

TheraBreath.

Hero.
touchland



waterpik

Batiste

Oxi
CLEAN

POWER BRANDS

more than
75%

of sales & profits are
represented by these

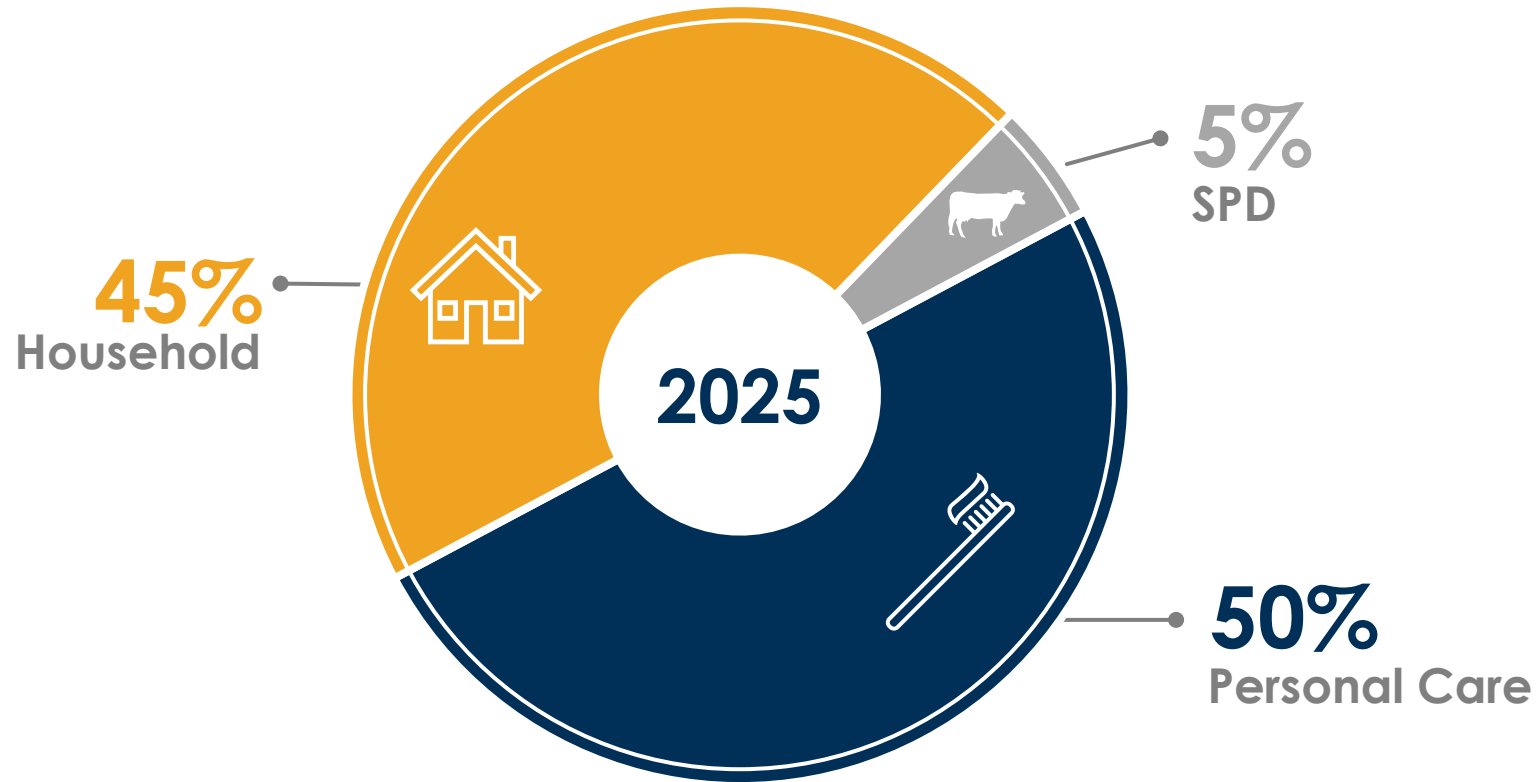
7 POWER BRANDS

We Have a Winning Formula

- 1 A Balanced and Diversified Portfolio
- 2 Low Private Label Exposure
- 3 Online Success
- 4 Strong, Consistent, Category Leading Innovation
- 5 Acquisitive Company



1. A Balanced and Diversified Portfolio





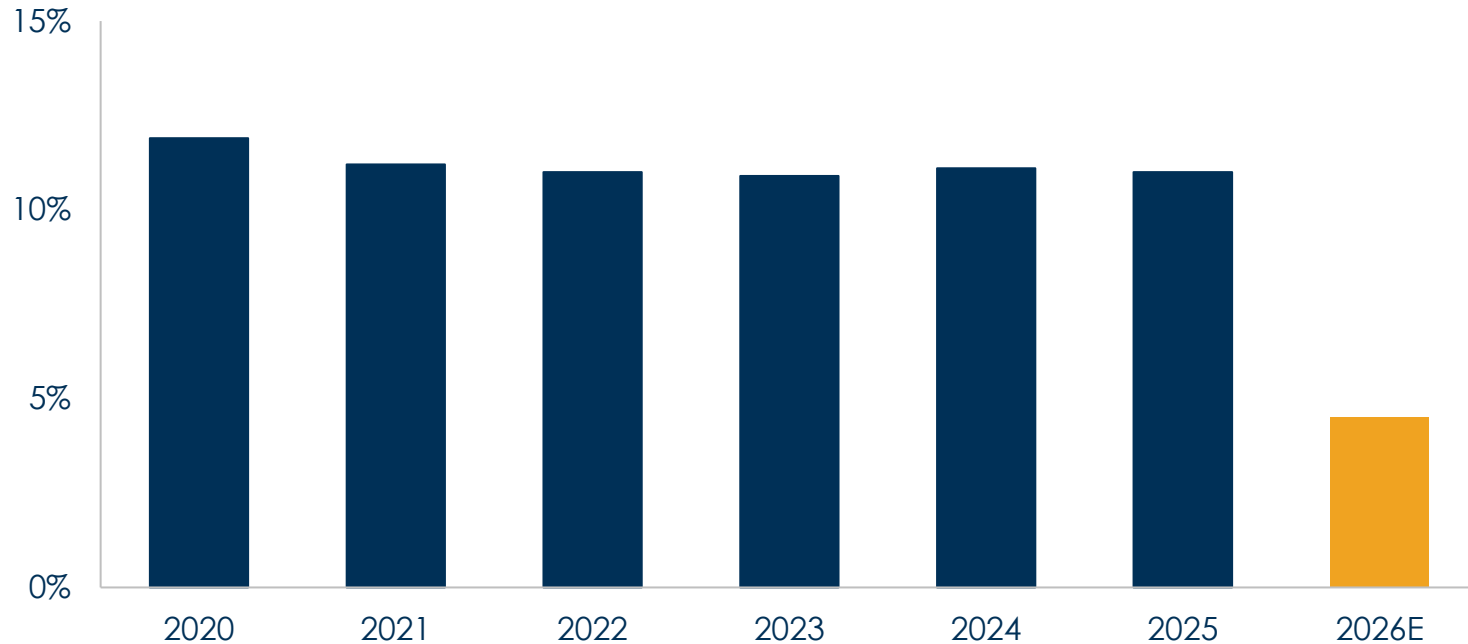
Product Portfolio of Both Value and Premium Products





2. Low Private Label Exposure

Weighted Average Private Label Share of Our Categories

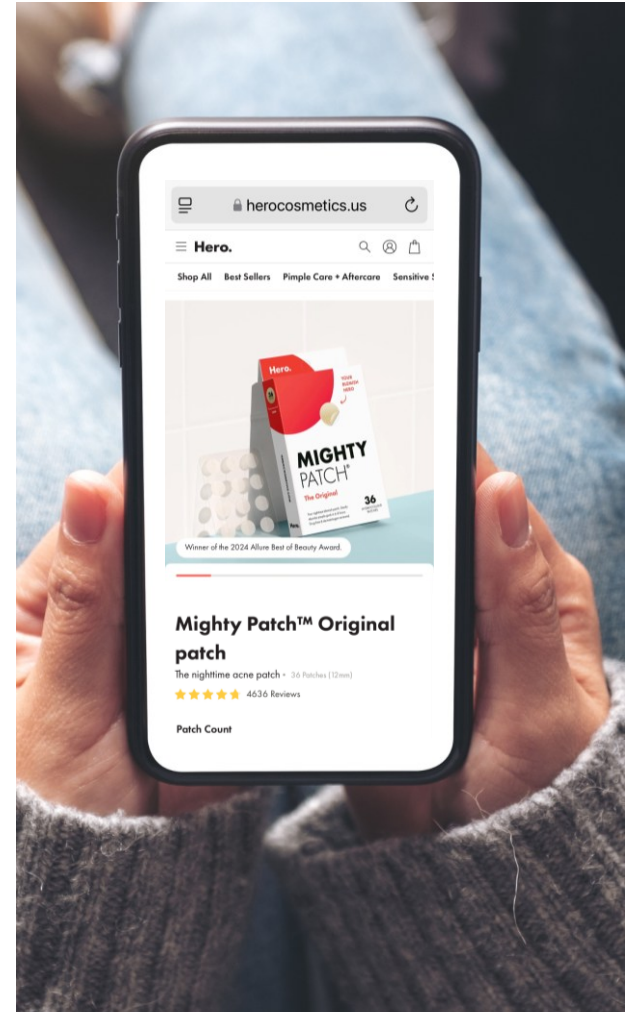
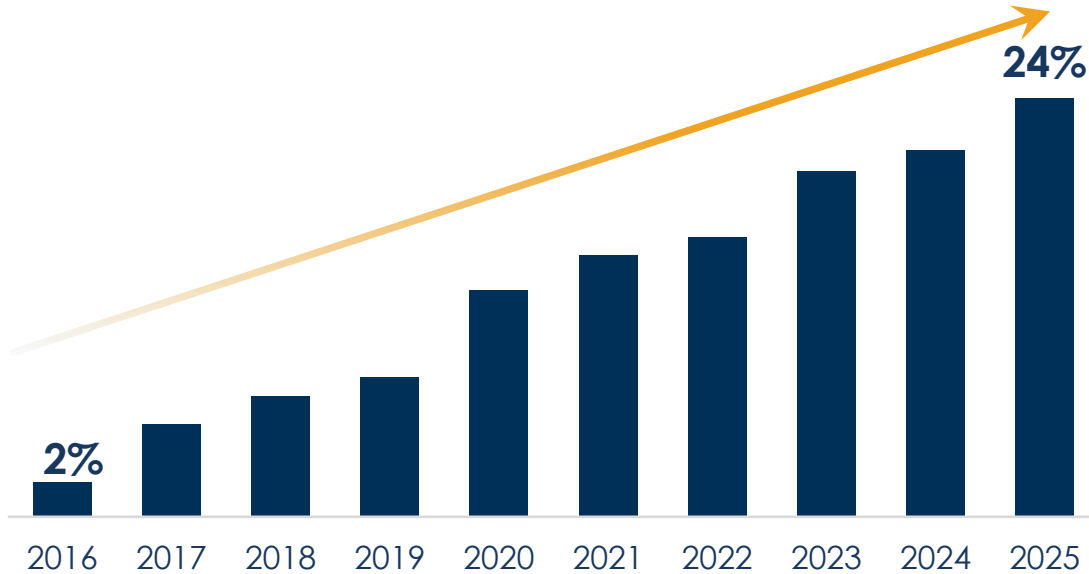


Source: Circana; Total US – MULO+.



3. Online Success

% of Global Church & Dwight Consumer Net Sales





4. Strong, Consistent, Category Leading Innovation

New products fuel the Company's
organic growth each year.





5. Acquisitive Company

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
Church & Dwight
manufacturing,
logistics and
purchasing

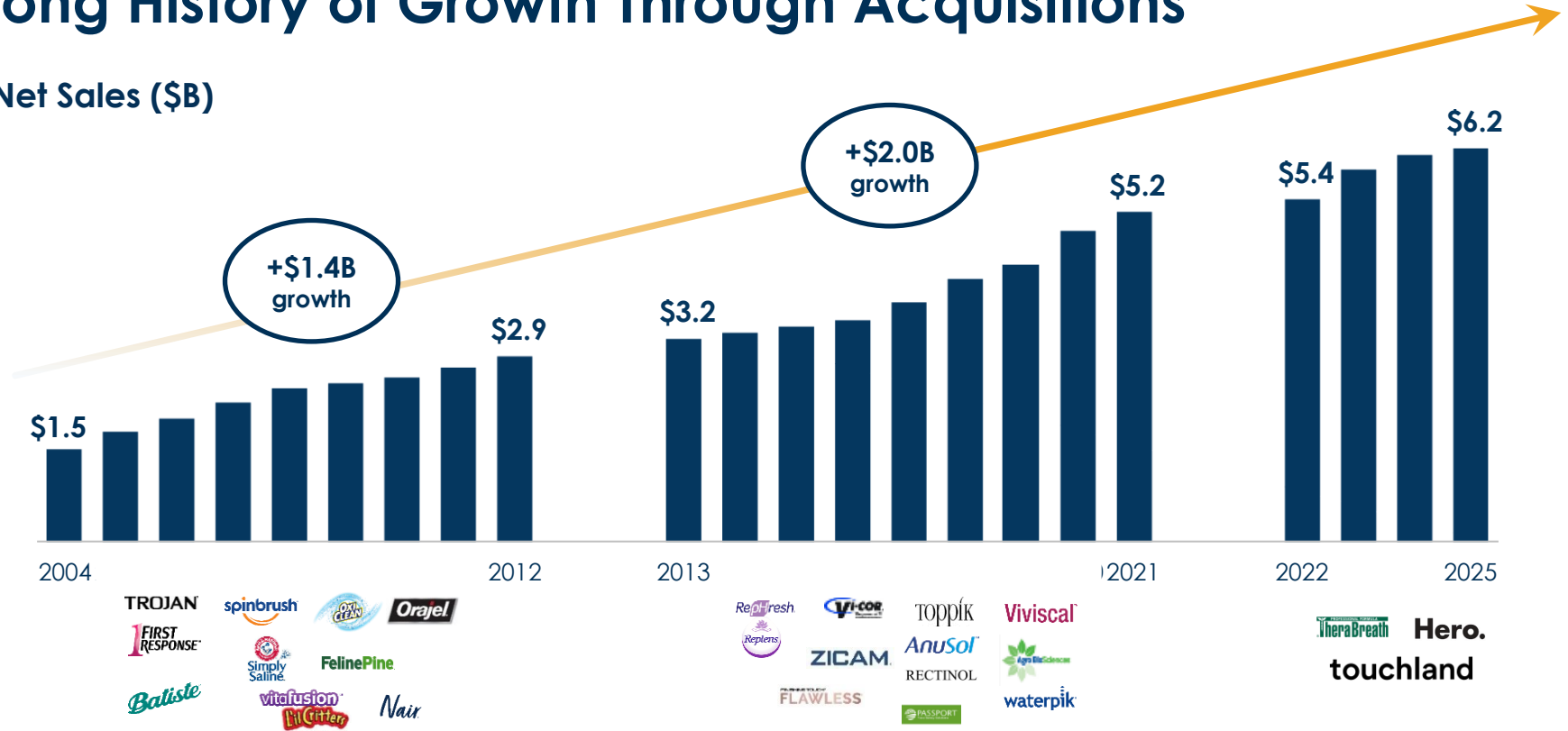


Deliver
sustainable
competitive
advantage



Long History of Growth Through Acquisitions

Net Sales (\$B)



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

Acquisition Updates

miss mouth's®



miss mouth's®

- Purchase price: \$325MM, <10x with tax shield
- 2025 Full Year Net Sales of \$80MM
- #1 stain remover brand on Amazon
- Over indexes to Millennial and Gen Z
- \$1.2 Billion Stain Fighting category
- ACV 35% compared to category of 80%+
- Household penetration: 2% compared to category of ~50%
- Brand awareness single digits



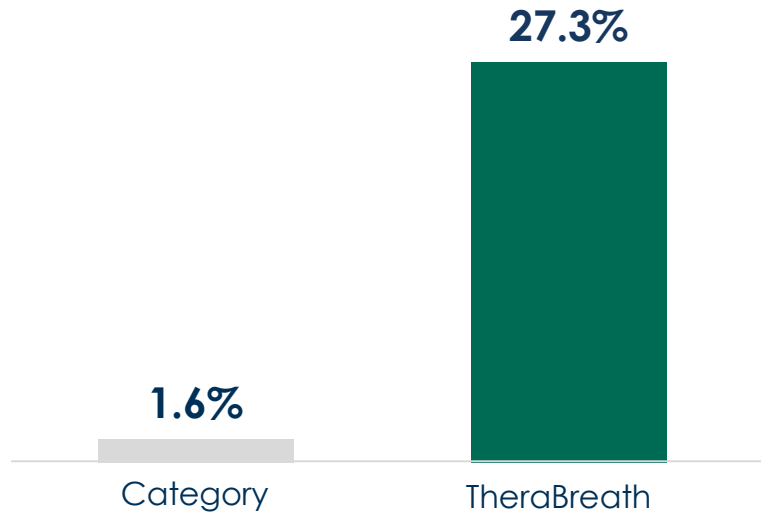
 **TheraBreath™**





TheraBreath is Strongly Outpacing Category

\$ Consumption Change vs. YAG
2025



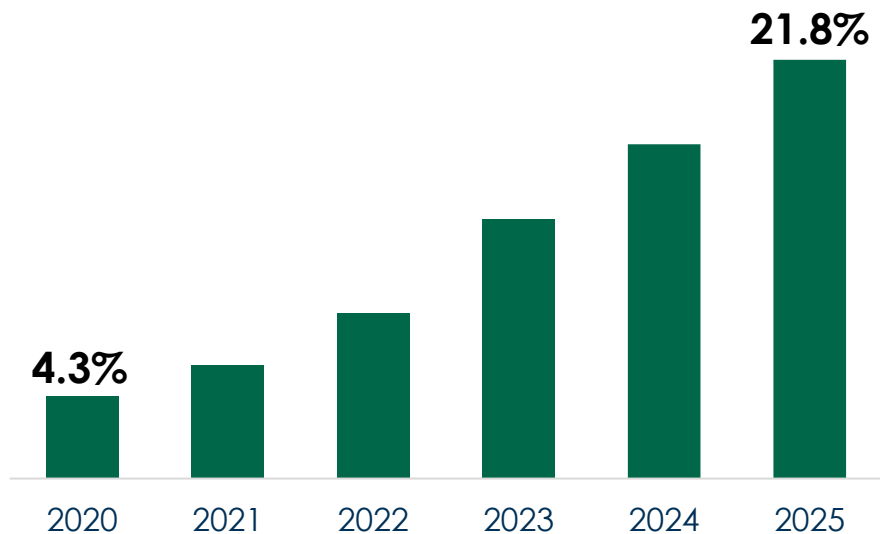
Source: Circana; Total US – Multi Outlet+; YTD 12.21.25





All Time Share High Achieved in 2025

Total Mouthwash Dollar Share
2020 - 2025



Source: Circana: Total US – Multi Outlet+; Total Mouthwash, 2025 Dollar Share as of 12.21.2025

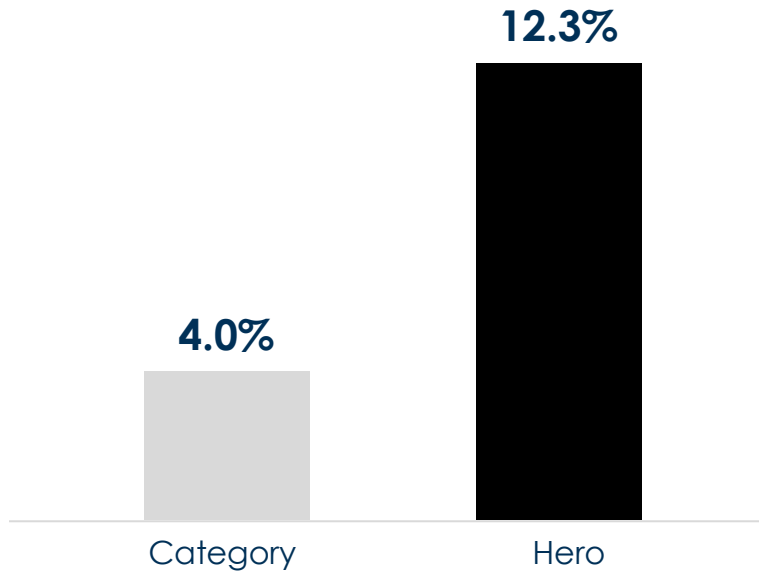


Hero.



Total Acne

\$ Consumption Change vs. YAG
2025



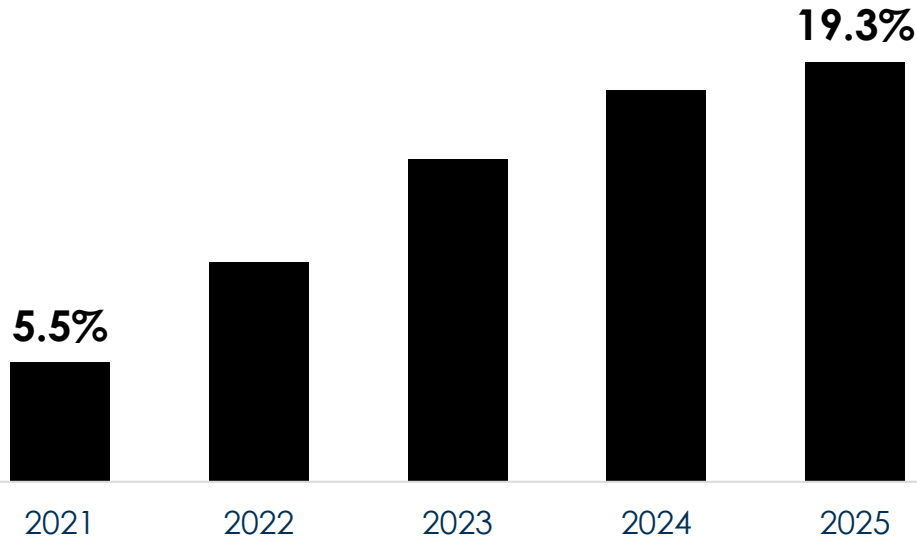
Source: Circana: Total US – Multi Outlet+; L52 WE 12.21.25



Hero.

All Time Share High Achieved in 2025

Total Acne Dollar Share
2021 - 2025



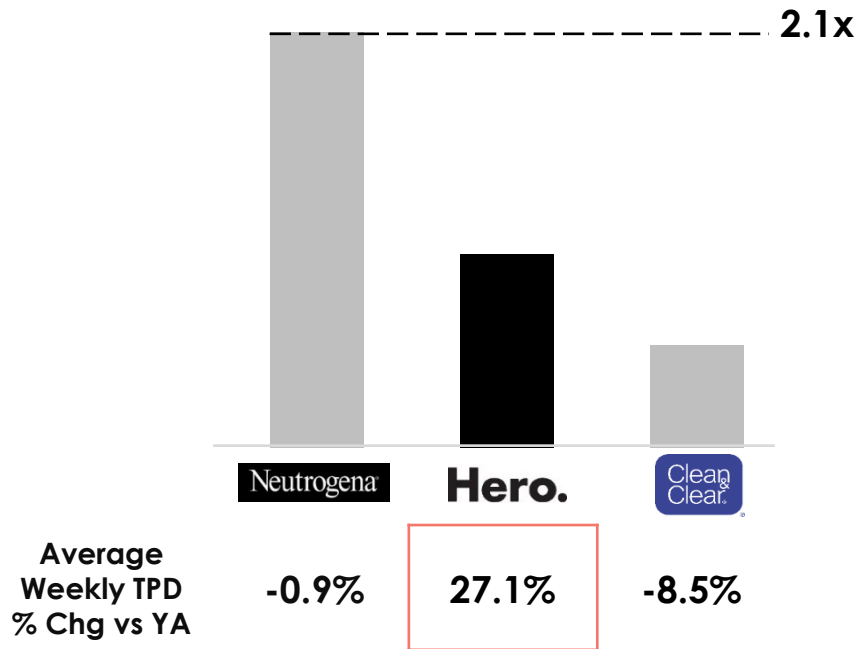
Source: Circana: Total US – Multi Outlet+ Total Acne. 2025 Dollar Share as of 12.21.25





Hero Still Has A Lot Of Room To Run

Average Weekly TDP



Household Penetration

	Acne Treatment Category	Hero.
2021	21.8%	3.1%
2022	21.7%	4.7%
2023	23.9%	7.3%
2024	25.5%	8.7%
2025*	28.8%	9.0%

Sources: L: Circana: Total US – Multi Outlet+ L52 WE 12.21.25; Numerator Insights; *12ME 11.30.25, Rolling



Growth Potential Across The Acne Life Cycle



**Blackheads,
Clogged Pores, Oil
Buildup**

**First Signs/
Early Pimples**


Whiteheads

Pimple Aftermath

Scarring & Texture



touchland





Touchland Runway



US Opportunity

- #1 premium hand sanitizer brand
- HHP U.S. Touchland 6.1% v. Category 45.8%
- Retail distribution opportunities and new category expansion
- Marketing investments to support deeper brand awareness



International Rollout

- Successfully launched in Canada and UAE
- UK, China, and Australia launches in 2026
- Rolling out to 20+ countries early 2027

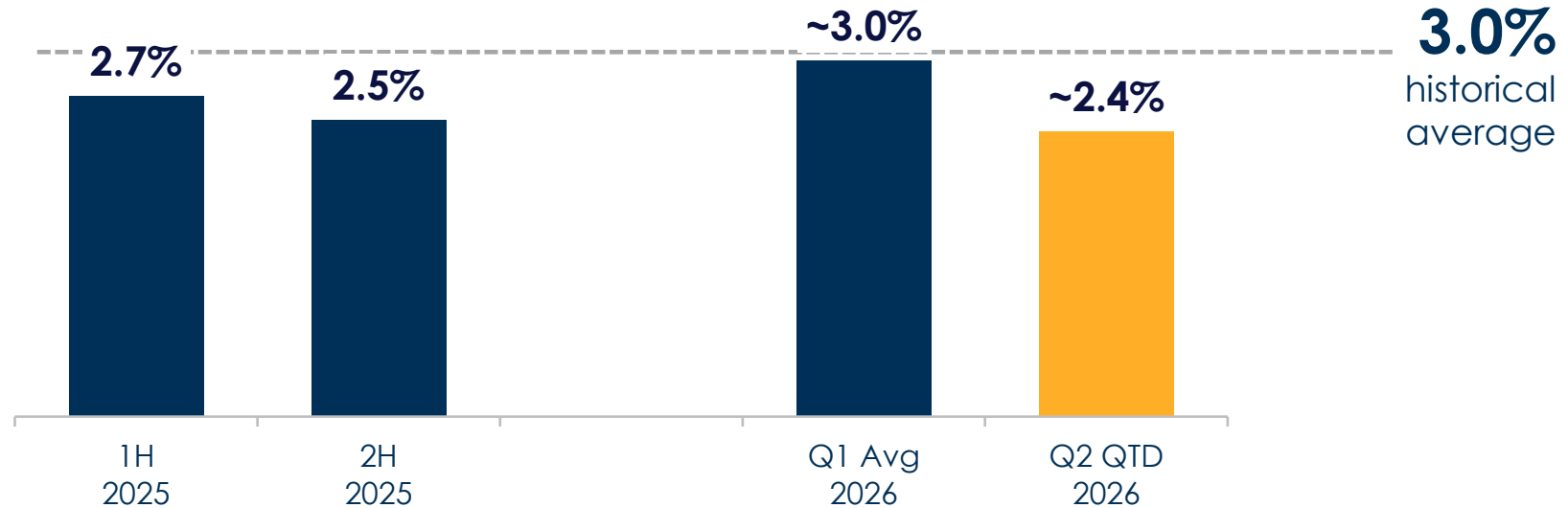


Growth Initiatives



1Q-26 US Category Growth Trends

CHD U.S. Measured Channel Category Growth Improved in 1Q-26

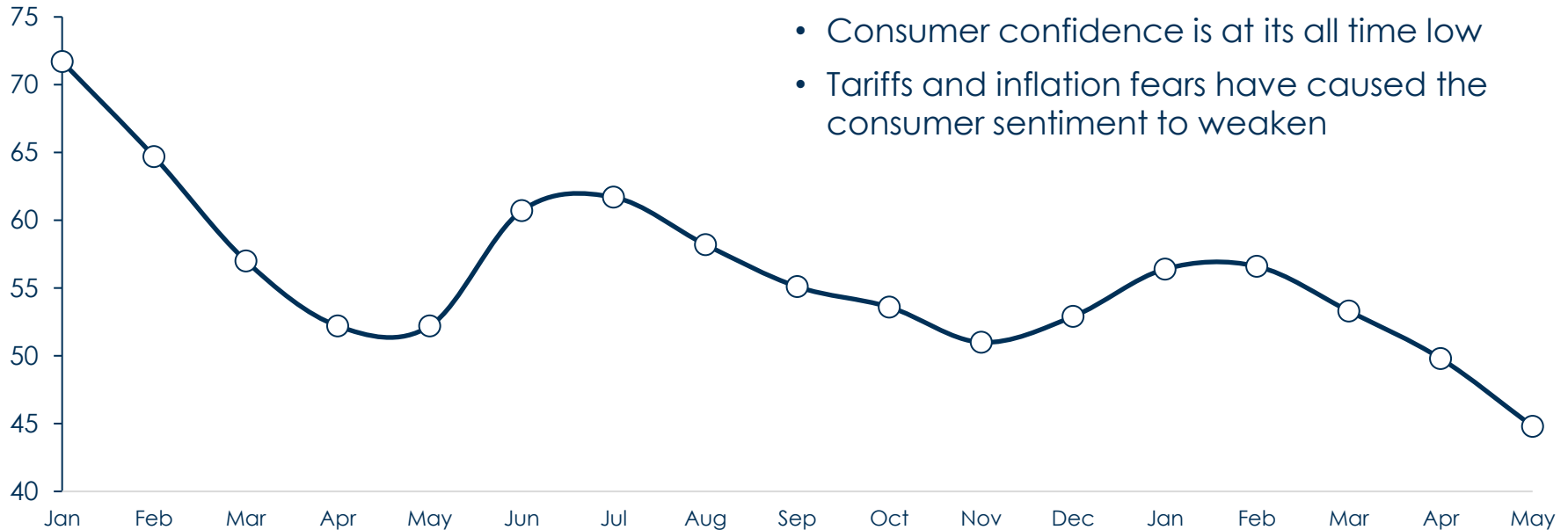


Source: Circana; Total US – MULO+ 5.17.26



Consumer Sentiment Continues to Be Weak

Michigan Consumer Sentiment Index (Jan 2025 – present)





Focused on Growth Initiatives



Grow **Arm & Hammer** from \$2B to \$3B of Net Sales
(Core Growth, Good · Better · Best, In-house Licenses, New Categories)



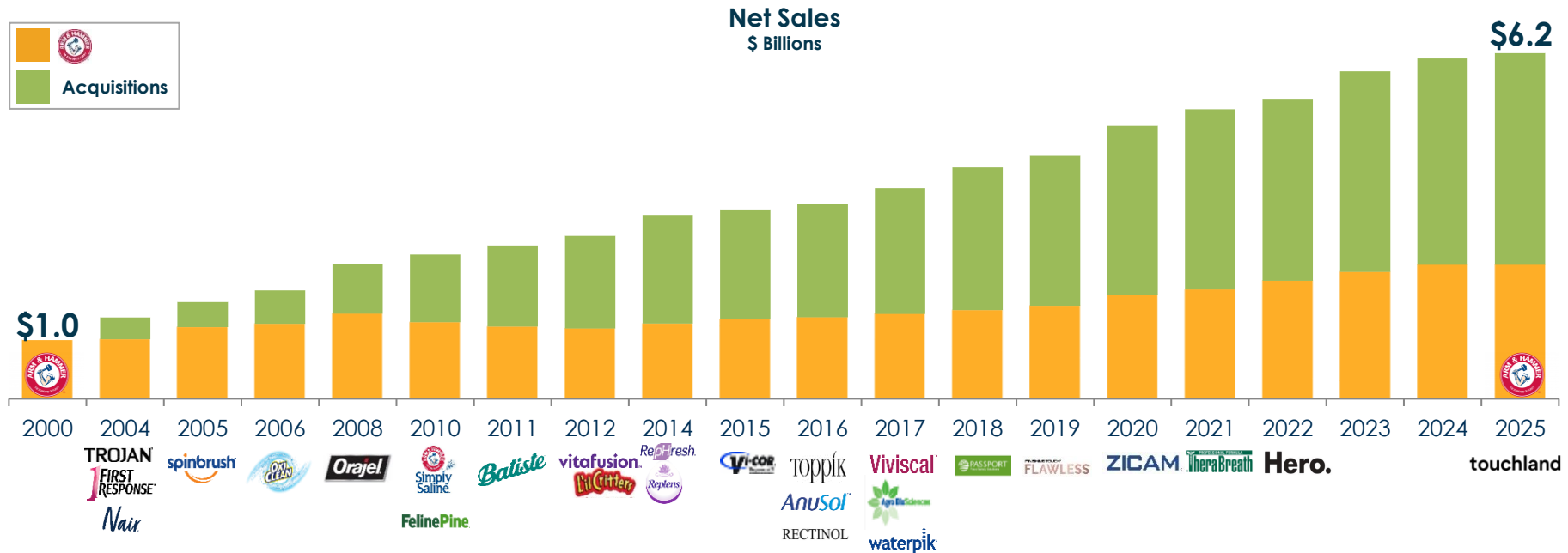
Drive **Oral Care Expansion** Through TheraBreath
from \$1.0B to \$1.5B



Scale **International** Business & Invest to Drive
Accelerated Growth with **Focus on M&A** from \$1B
to \$2B



We Have a Strong Track Record of Growth Behind A&H and Acquired Brands...and Expect to Continue to Grow the Core

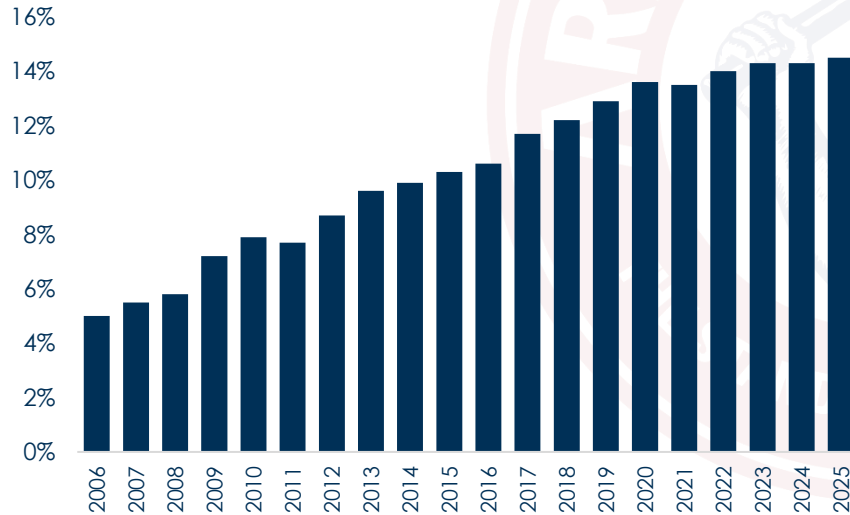


Note: Trojan, Nair and First Response acquired in two parts – 2001 and 2004.

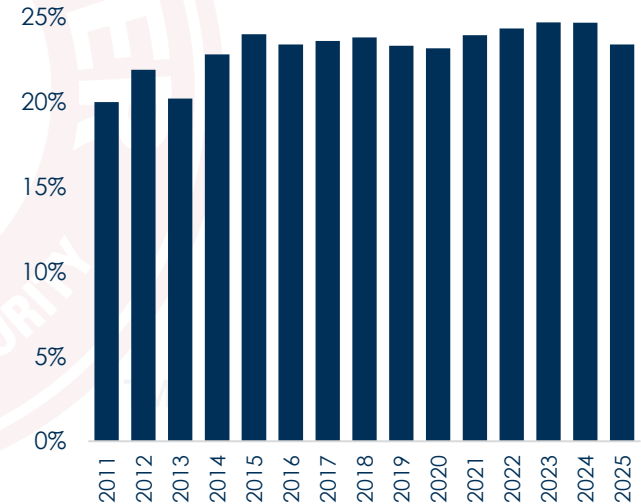


How We Grow Arm & Hammer from \$2B to \$3B of Net Sales: Grow the Core

Liquid Laundry Dollar Share
2006 - 2025



Clumping Litter Dollar Share
2011 - 2025





Grow Arm & Hammer from \$2B to \$3B of Net Sales: Reasons to Believe

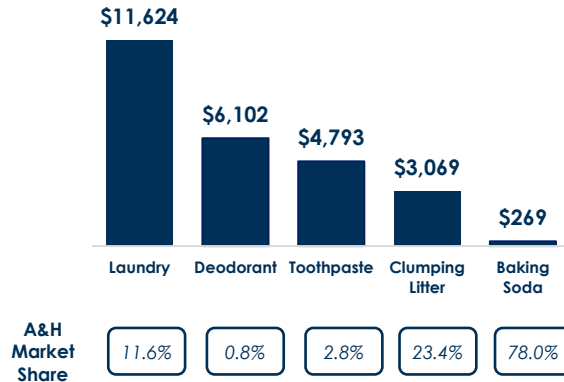
Proven that the A&H Equity can go Across Categories



Category	A&H Launch Year
Baking Soda	1846
Laundry	1970
Toothpaste	1987
Deodorant	1990
Litter	1992

Proven Ability to Win in Large Categories

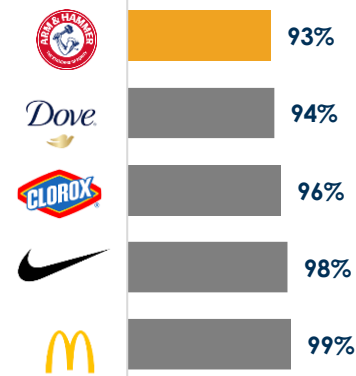
A&H Category Size (\$MM)



Source: Circana Mulo+ L52W as of 12.28.25.

A&H Masterbrand has Strong Equity with Consumers

Brand Awareness



A&H Advertising Halo Effect



Arm & Hammer is *ALREADY* a Brand that Goes Across Categories

cleaning

laundry

cooking & baking

premium

household



health & home remedies

pet deodorization

value

deodorizing & refreshing

personal care



Grow Arm & Hammer from \$2B to \$3B of Net Sales

1. Grow the Core



2. Good · Better · Best

	Good	Better	Best
Laundry LLD	█	█	█
Laundry UD	█	█	█
Sheets	█	█	
Scent Booser		█	
Laundry Rinse		█	
Clumping Litter	█	█	
Cat Additives	█	█	█
Carpet Deo	█	█	
Baking Soda	█	█	
Toothpaste		█	█

3. New Categories



4. In-House Licensed Brands



Drive Oral Care Expansion Through TheraBreath





As We Grow, We Will Focus Our Resources on Large Categories that Can Accelerate Our Growth

Power Brand Category Size (\$MM)



Church & Dwight Key Brands

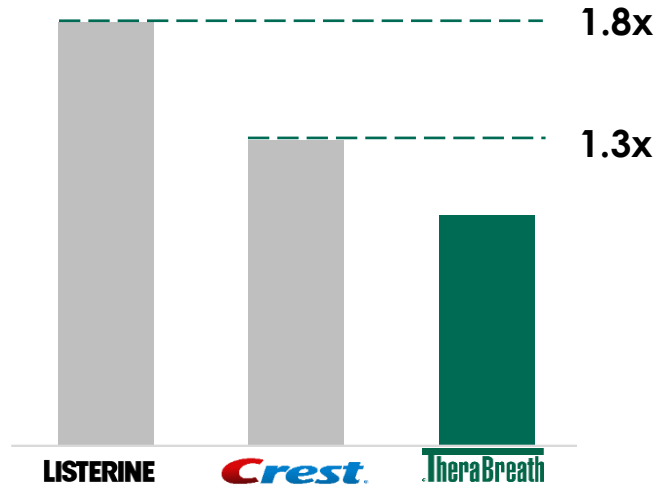


Source: Circana Mulo+ L52W as of 12.28.25.



Room To Run In Rinse

Average Weekly TDP



Average Weekly TDP% Chg vs YA

3.9%

-5.6%

34.3%

Household Penetration

	Mouthwash Category	TheraBreath™
2020	67.2%	2.7%
2021	65.9%	3.3%
2022	64.2%	4.7%
2023	64.1%	7.7%
2024	65.6%	10.3%
2025*	65.4%	12.5%

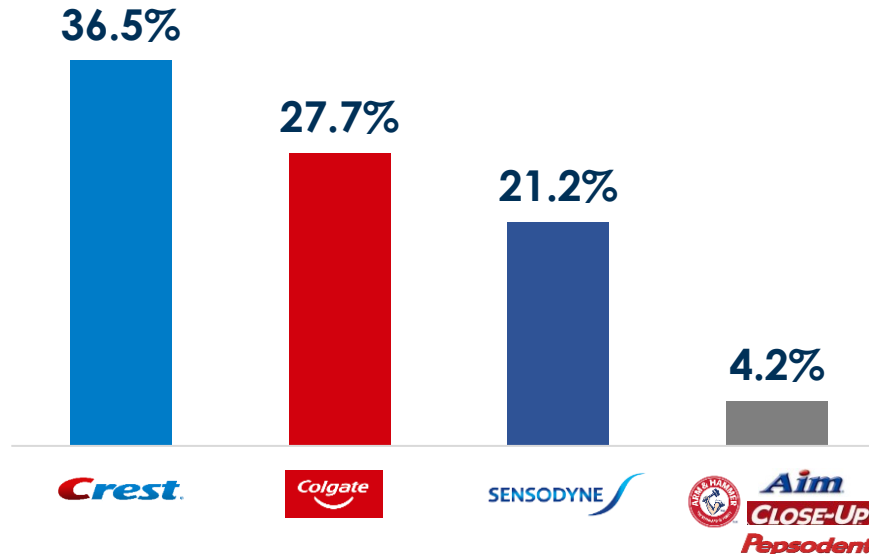
Sources: L: Circana; Total US – Multi Outlet+ YTD WE 12.21.25; R: Numerator Insights; *12ME 11.30.25, Rolling



Drive TheraBreath Oral Care Expansion

Expand into Toothpaste (\$3.8B Category)

Toothpaste Market Share





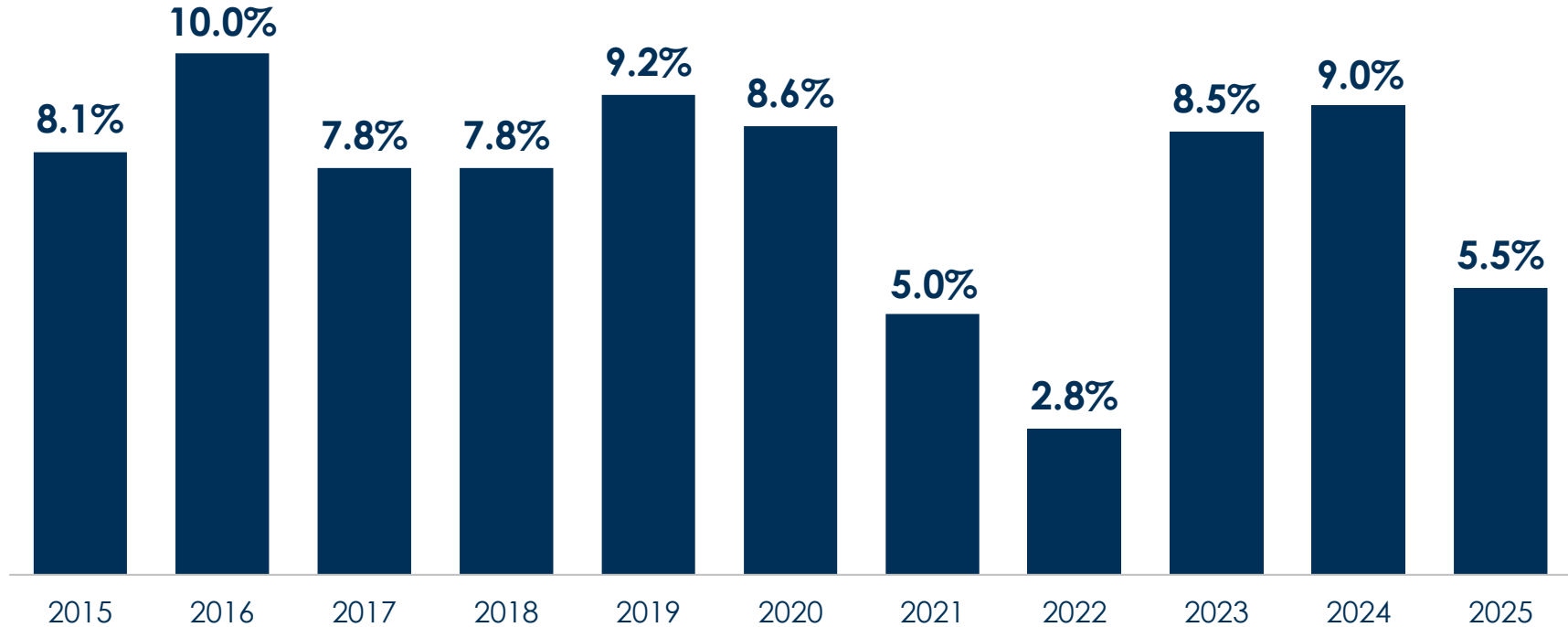
Drive TheraBreath Oral Care Expansion into Toothpaste



International Growth with Focus on M&A



International Consumer Organic Sales



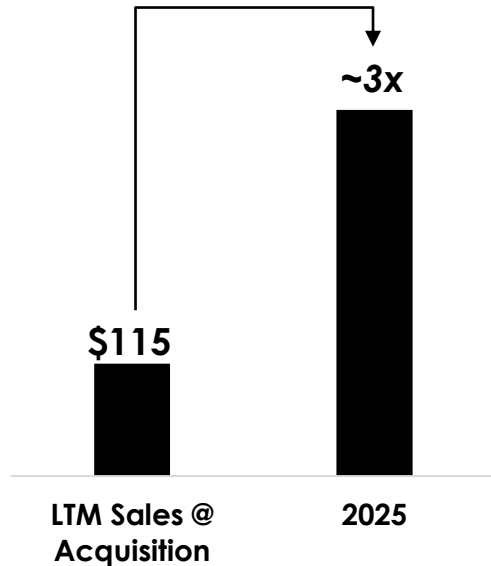
Organic sales growth is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most directly comparable GAAP measure.



Track Record of Success Growing Acquired Brands

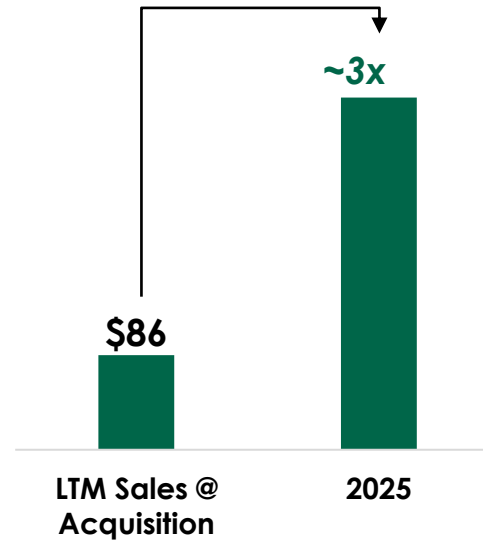
Hero.

Sales (\$MM)



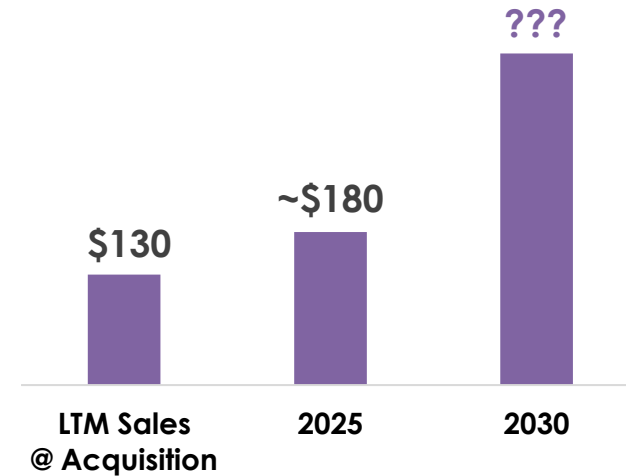
TheraBreath™

Sales (\$MM)



touchland

Sales (\$MM)





Accelerate International Growth



**Enter
New Markets
Faster**

**Establish Subsidiary Markets
in Select Asian Countries**



**Accelerate
Build Out
of Capabilities**

**Accelerate Investment in
Local Manufacturing &
Local Innovation**



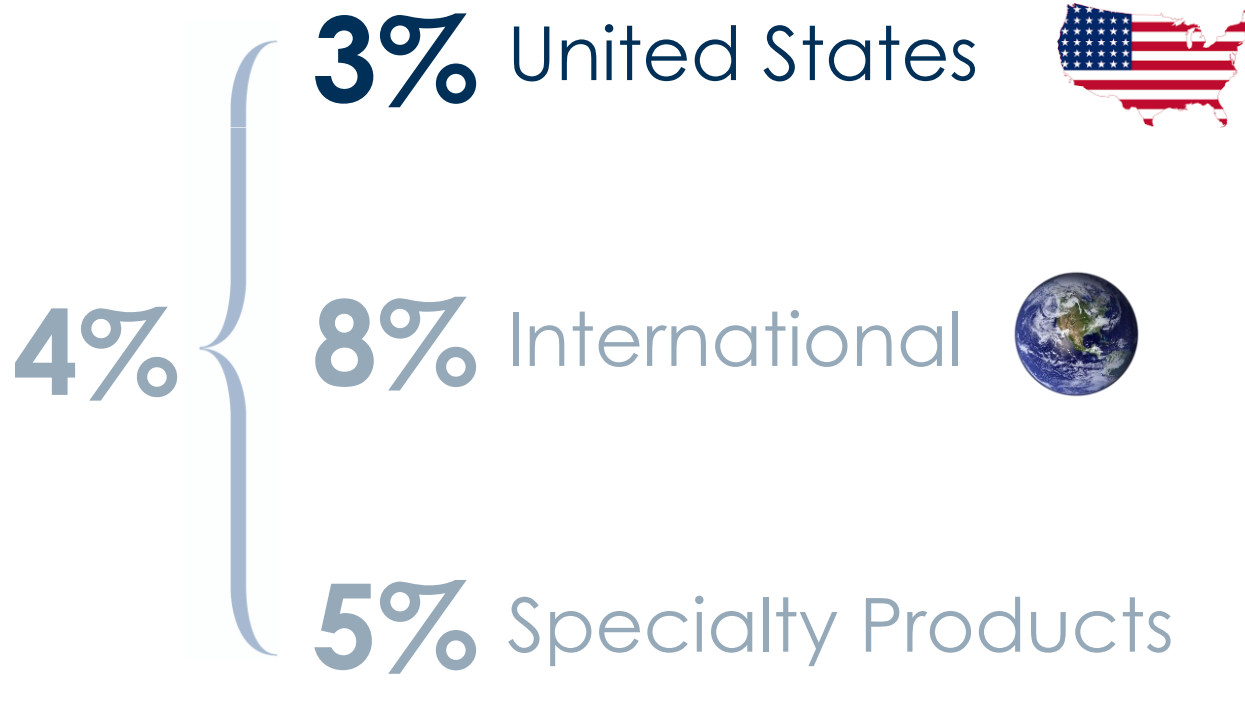
**Execute
Accretive
M&A**

**Acquire capabilities, brands
& infrastructure**

Categories & Brands



US Domestic Sales Evergreen Target: +3%



Our 7 Power Brands Fuel Our Growth



TheraBreath.

touchland



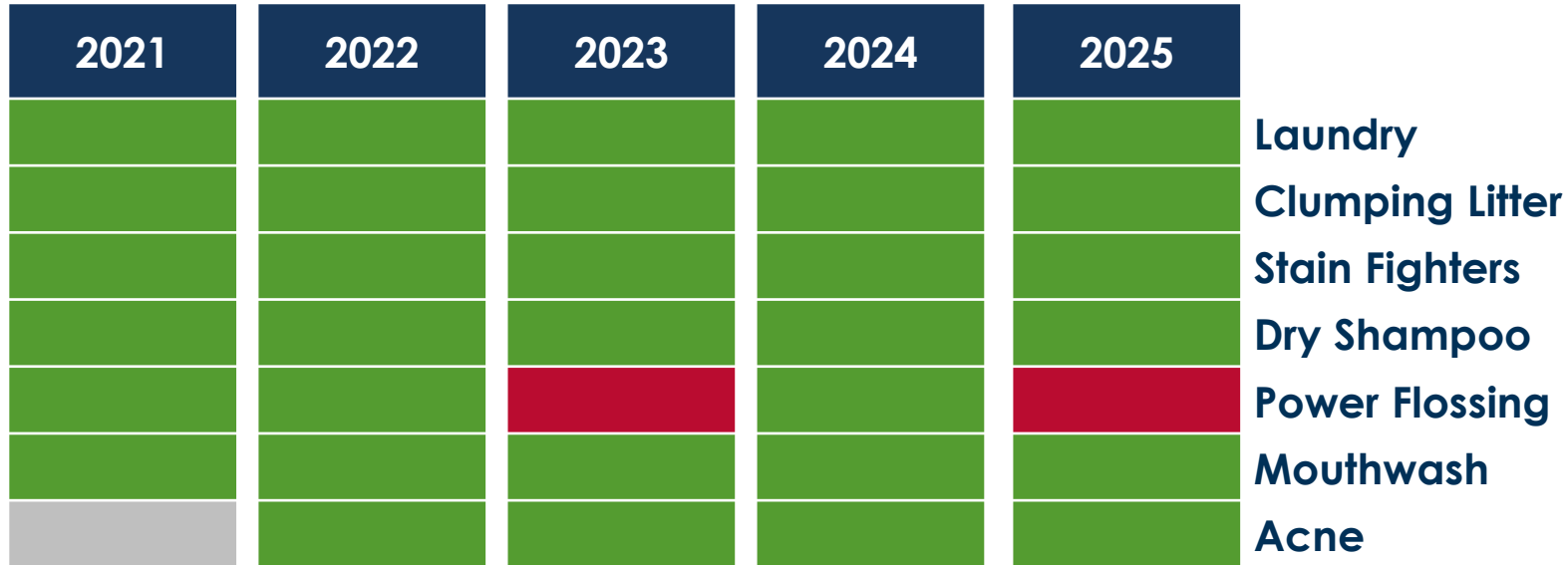
Batiste

Hero.

waterpik



We Play in Healthy, Growing Categories



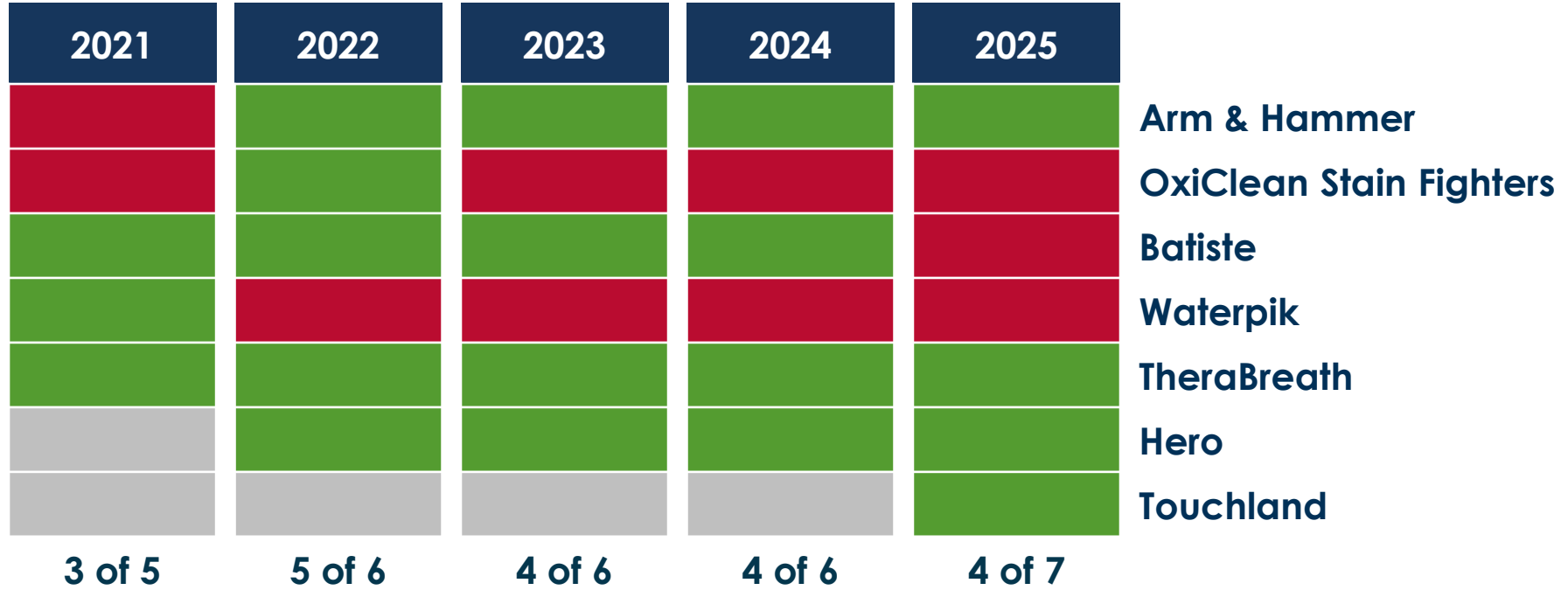
2025
weighted
average:
~2.6%

Source: Circana; Total US – MUO+; YTD 2025 data through 12.21.2025



Brand Scorecard 4 of 7 Gaining Share in 2025

Gaining Share 2/3's of the Time Across our Largest Brands

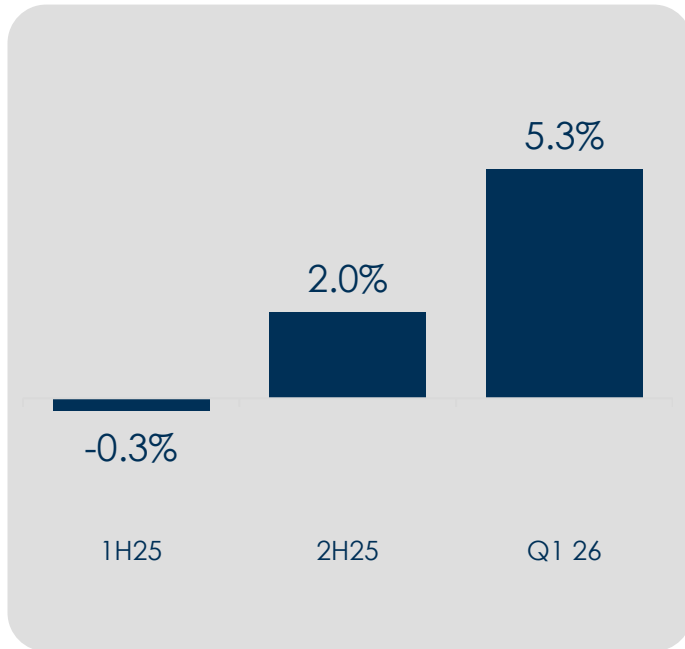


Source: Circana; Total US – MULO+; YTD 2025 data through 12.21.2024; Waterpik includes Amazon 3P ('23 – '25)

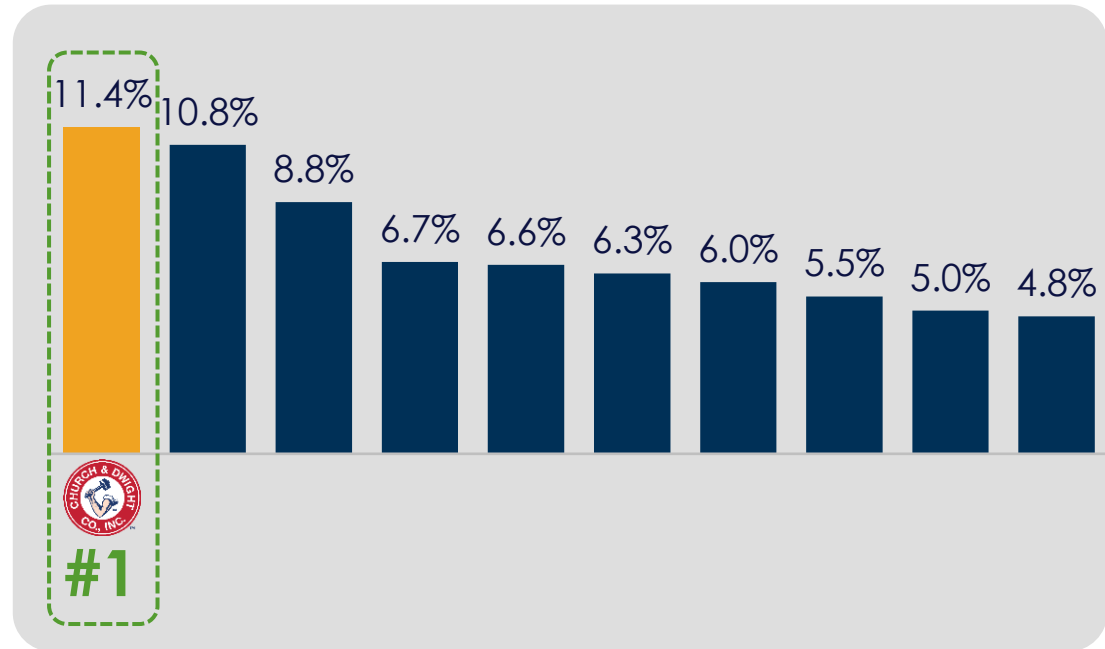


Building on 2025 Momentum: Strong Results Already in 2026

Volume Growth Trend



TDP Growth (CHD vs. Peers)



Circana, Total US MULO +, L13W ending 3/29/26
*Top CPG Companies Ranker Data Report

New Product Innovation

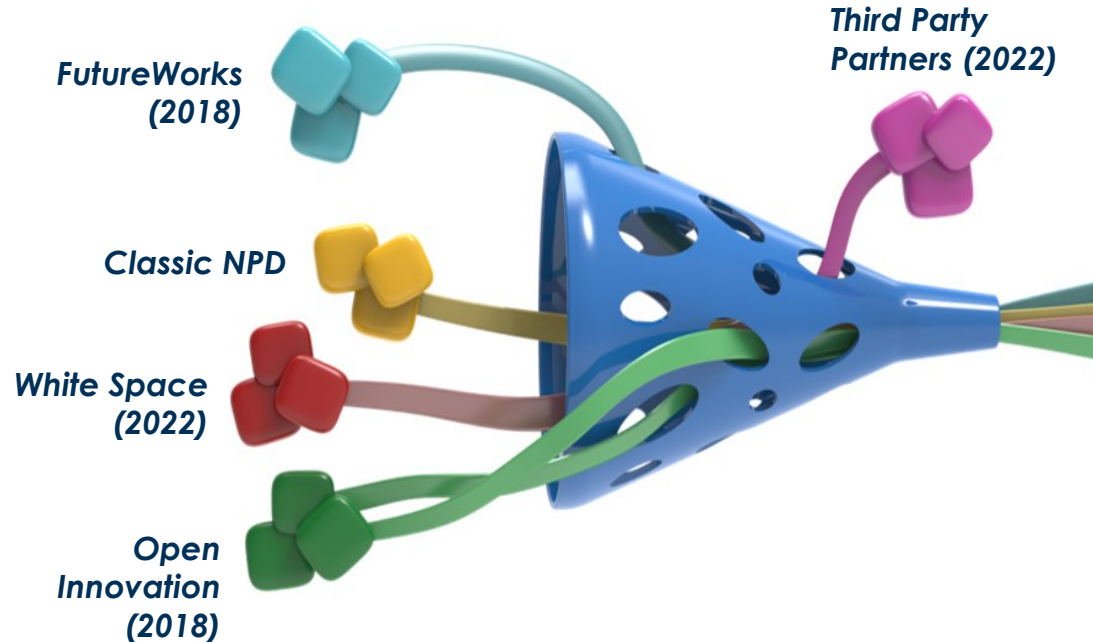


Continued New Product Success from our **UNIQUE,** Integrated Innovation Source Strategies

Five Paths to Innovation

Connect Diverse
Competencies

New Sources contribute
more than 50%
Pipeline





2026 is Another Strong Innovation Year Driving High Incremental Net Sales

Accelerating INS

1.5% - 2.0%

(historically 1.0% - 1.5%)

50% of organic growth

Incremental Net Sales as a % of Sales

1.0% - 1.5%



Pre-2023

1.5% - 2.0%



2024+



New Product Innovation



TheraBreath
Toothpaste



Hero
Invisible
Liquid Patch



Hero
Cleansers



Trojan
G.O.A.T.



New Product Innovation



Arm & Hammer
Baking Soda
Fresh Laundry
Detergent



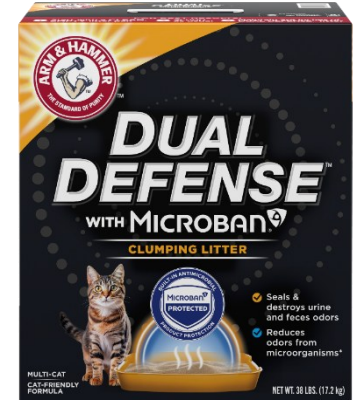
Arm & Hammer
Odor Blasters
Deep Rinse &
Revitalize



Arm & Hammer
Power Sheets
PLUS OxiClean



OxiClean
Max Force



Arm & Hammer
Dual Defense

International & SPD

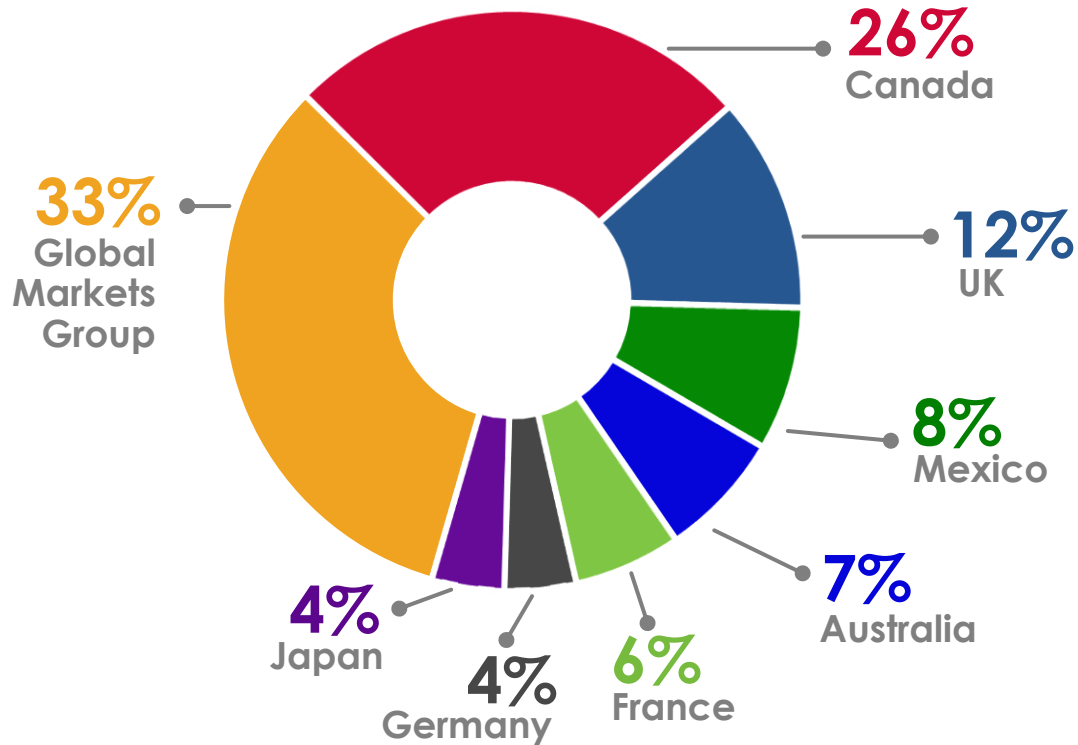


International Organic Sales Evergreen Target: +8%





International Sales Mix

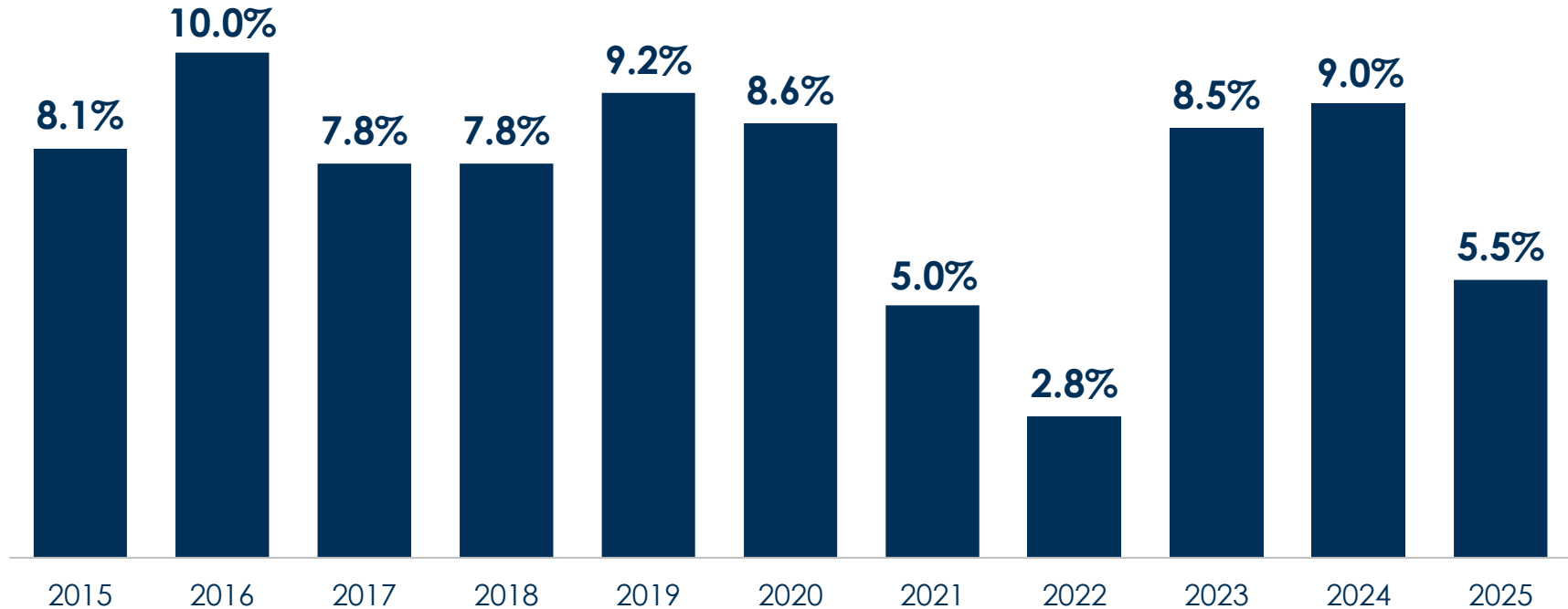


2025
International
Net Sales:
\$1.1B

- 7 core subsidiaries
- ~400 distributors
- 100+ countries
- 5 regional offices



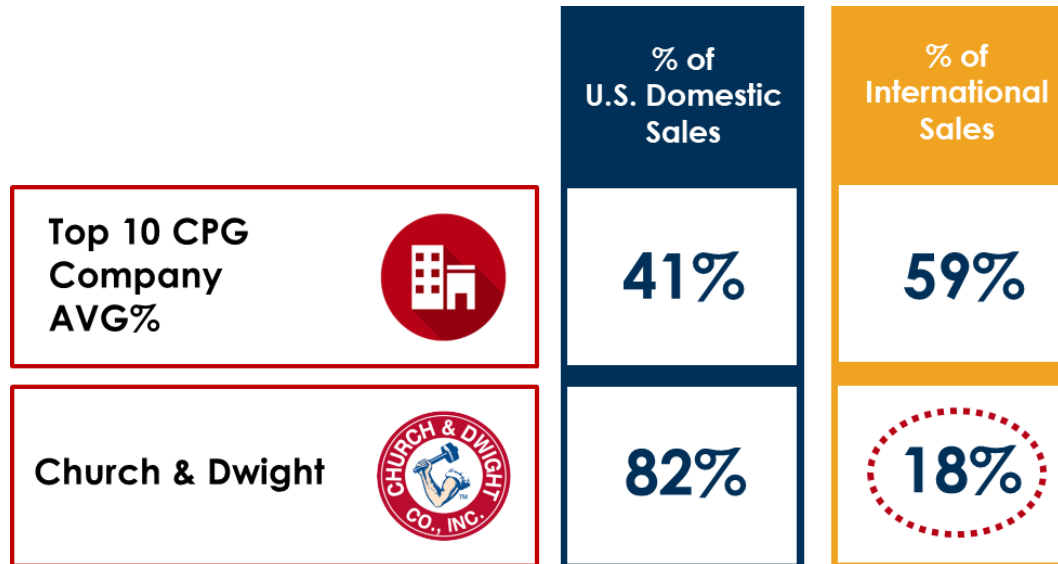
International Consumer Organic Sales



Organic sales growth is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most directly comparable GAAP measure.



Geographic Expansion...International Runway Ahead





Brands Consumers Love that Travel the Globe



U.S. Brand and
Leveraging
NPD



International
OTC &
Personal Care



Acquisition
Rapid Global
Expansion



Hero.

- **Distributed** in more than **75 countries** in 2025
- **#1 acne patch brand** in **6 core subsidiary markets**





touchland

Next in Line for Global Expansion



lisawilliamsonauthor 4w

If only you'd come to the uk!! I'm dying to get my hands on these! Touchland please come to Britain!! 🇬🇧❤️



kathrinx1 5w

We also need some in Austria and Germany 🇦🇹🇩🇪



victoriiaeavans 1w

When will the international shipping to Spain be available? 🇪🇸🙏



skibidialicia 22w

PLS COME TO SWEDENS SEPHORA!!! IM BEGGINH ITS MY DREAM!! 🇸🇪

Domestically **Loved**, Internationally **Desired**.





Local Consumer Insights and Regionally Led Innovation



CHINA & JAPAN: Harmonized relaunch to compete more effectively with softer fragrance, smaller size, less intense spray speed, and less white residue.

Batiste[™]



JAPAN: New Liquid formulation and formats launched in 2024 and will extend to other liquid focused markets.





Focused on International M&A

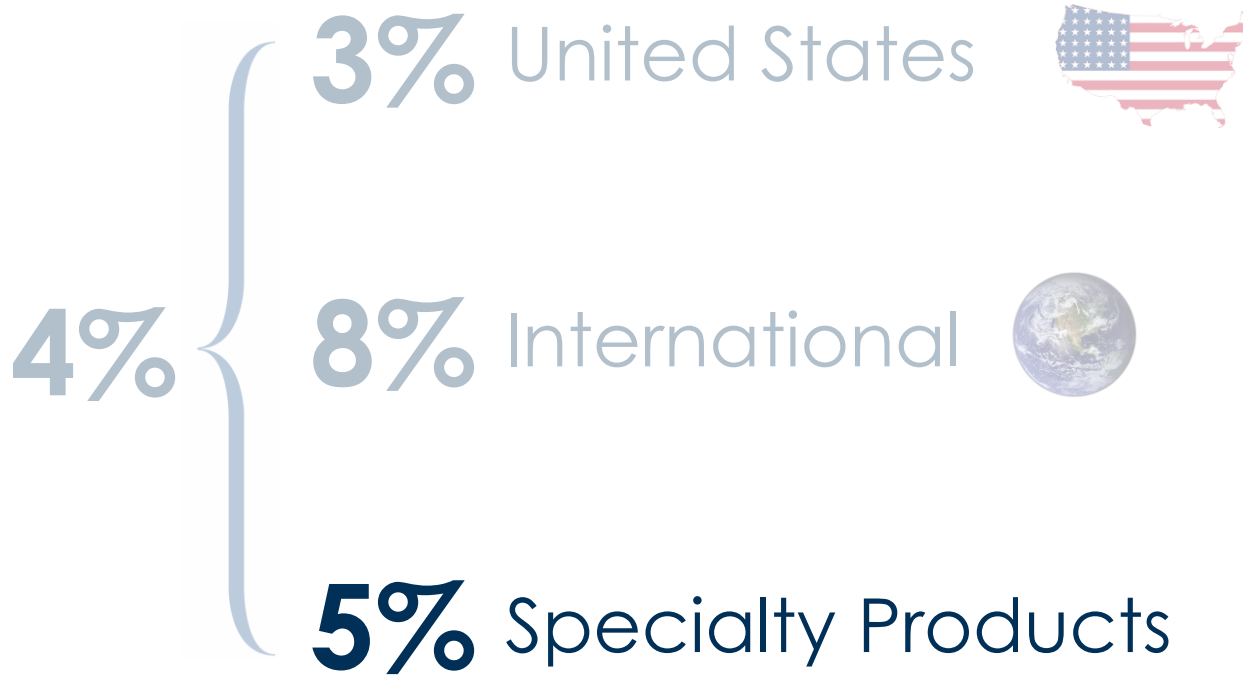
Putting resources and commitment behind International acquisitions to help scale key markets and enter newly desirable geographies.



Specialty Products

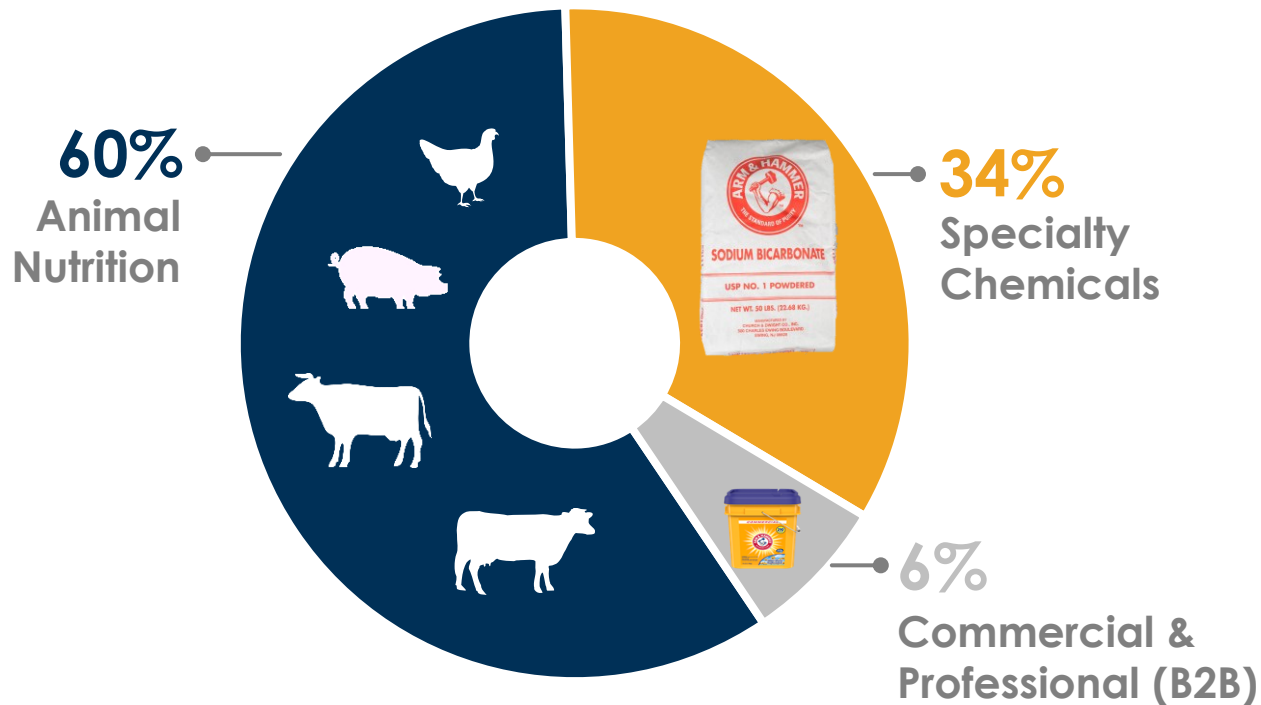


SPD Organic Sales Evergreen Target: +5%





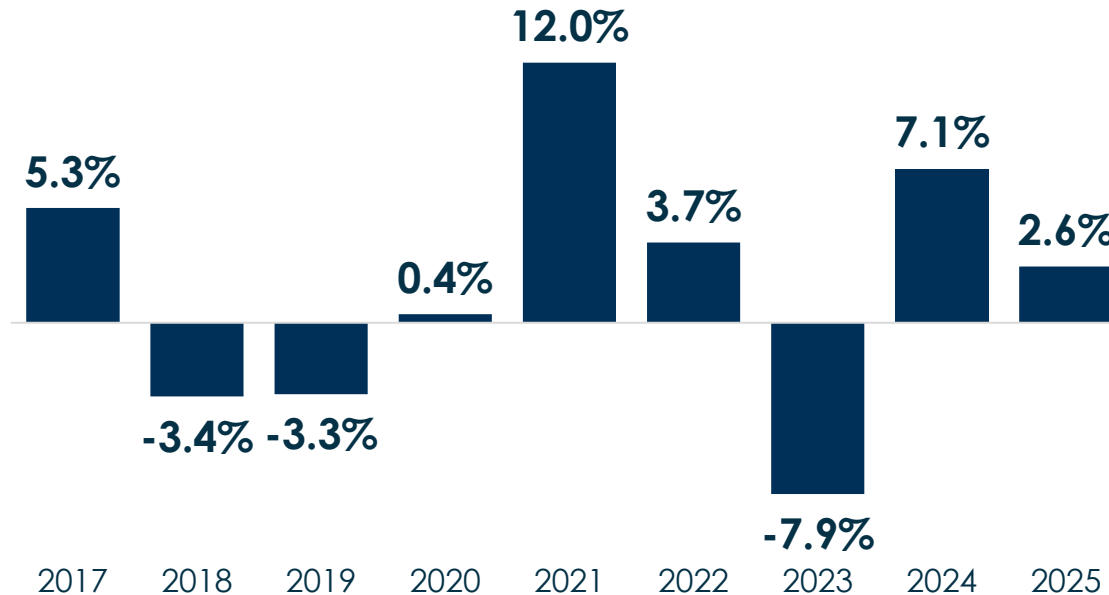
Specialty Products Division (SPD)



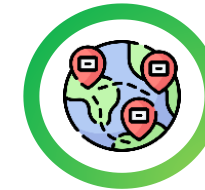
2025
SPD Net Sales:
\$300MM



SPD Organic Sales



Portfolio
Strategy



Global
Expansion



Marketing &
Innovation

Financials



Our Evergreen Model

Organic Sales

+4%

{ Domestic: 3%
International: 8%
SPD: 5%

Gross Margin

+25 to +50 bps

Marketing

~11%

SG&A

-25 to 0 bps

Operating Margin

+50 bps

Adjusted EPS Growth

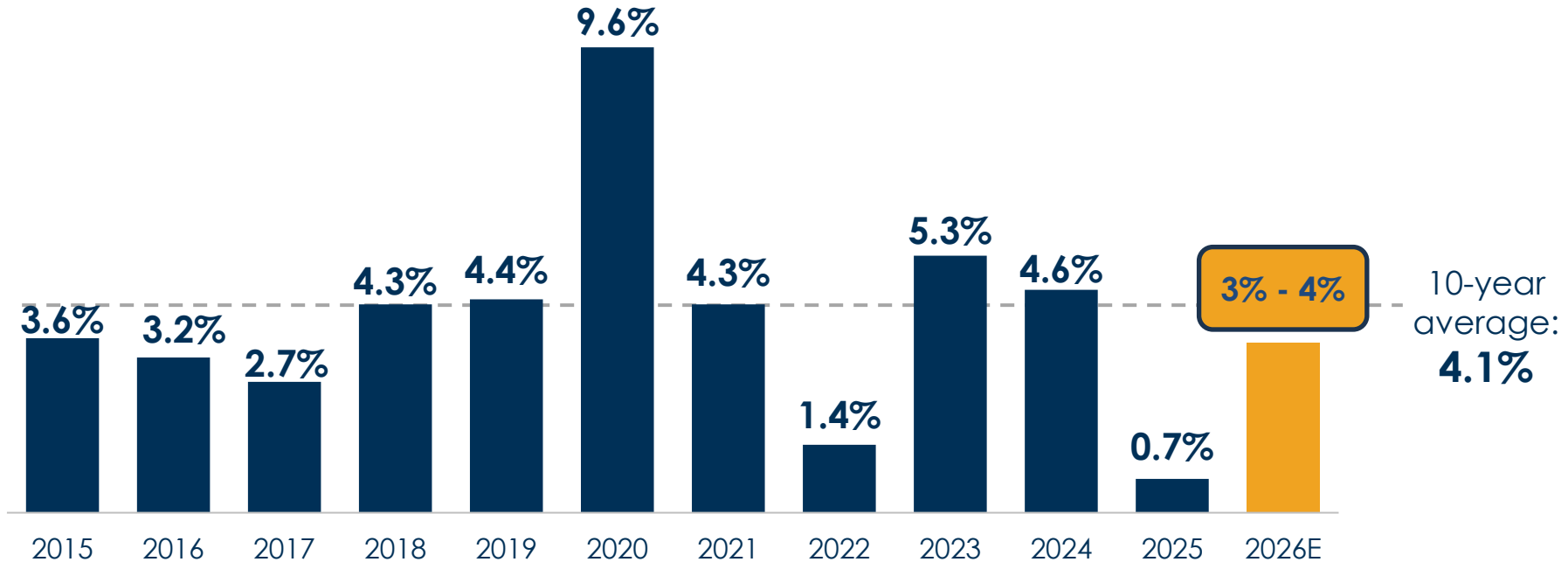
+8%

The Evergreen Model Continues to Serve as the Foundation of Our Business



2026 Organic Sales Growth Outlook

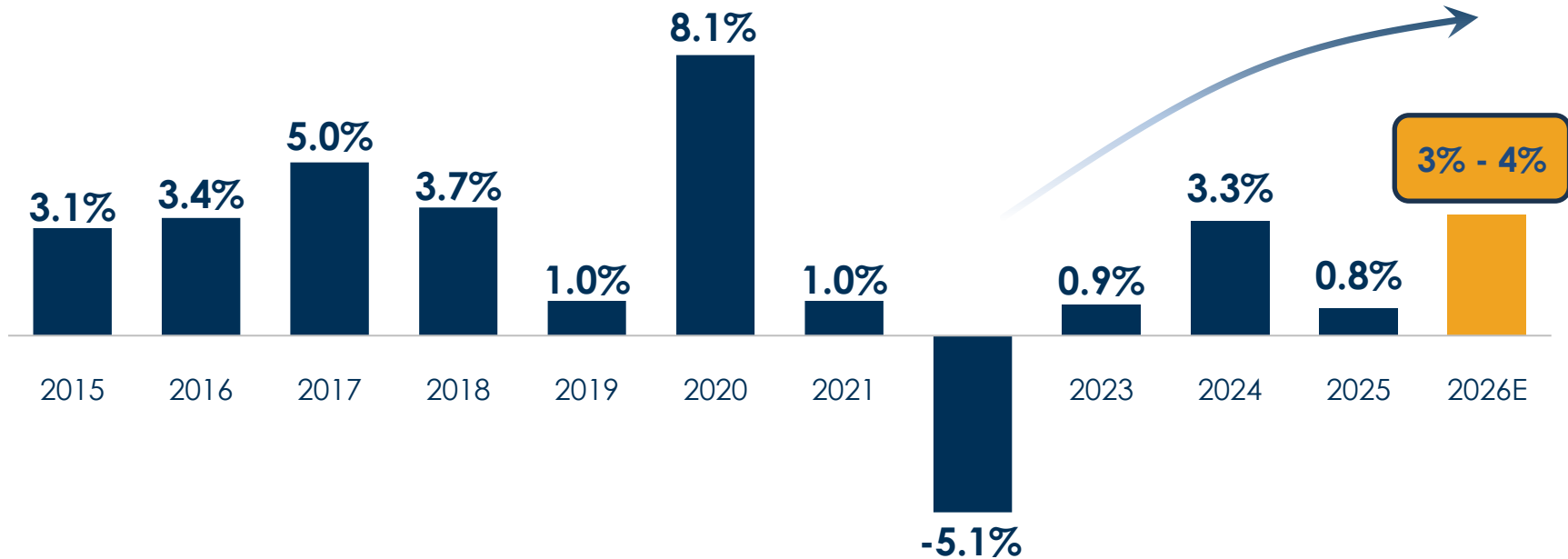
Evergreen Target: 4.0%



Our 10 Year Organic Growth Scorecard Reflects Sustained Evergreen Execution



2026 Volume Sales Growth Outlook

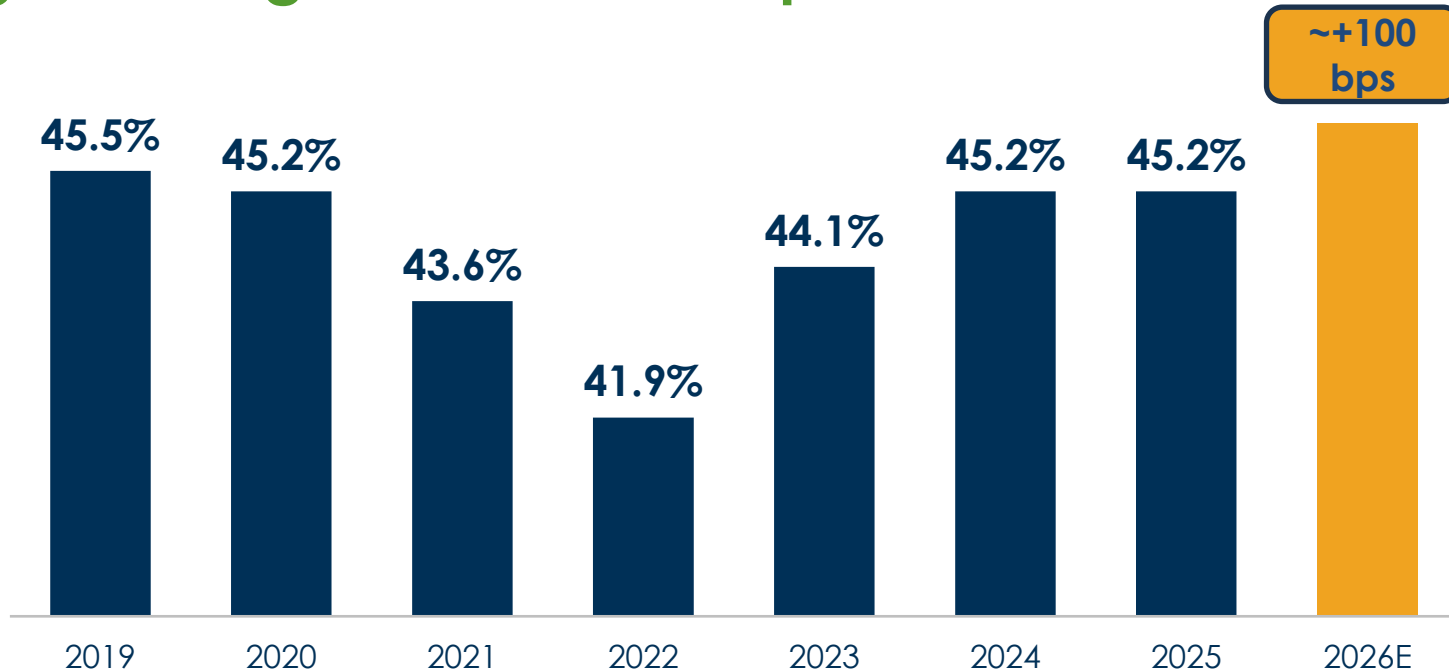


Our Organic Growth Performance is Fueled By Volume Growth



2026 Adjusted Gross Margin Outlook

Evergreen Target: +25 to +50 bps



Our Evergreen Focus On Gross Margins Has Protected/Expanded Margins



Key Gross Margin Growth Drivers

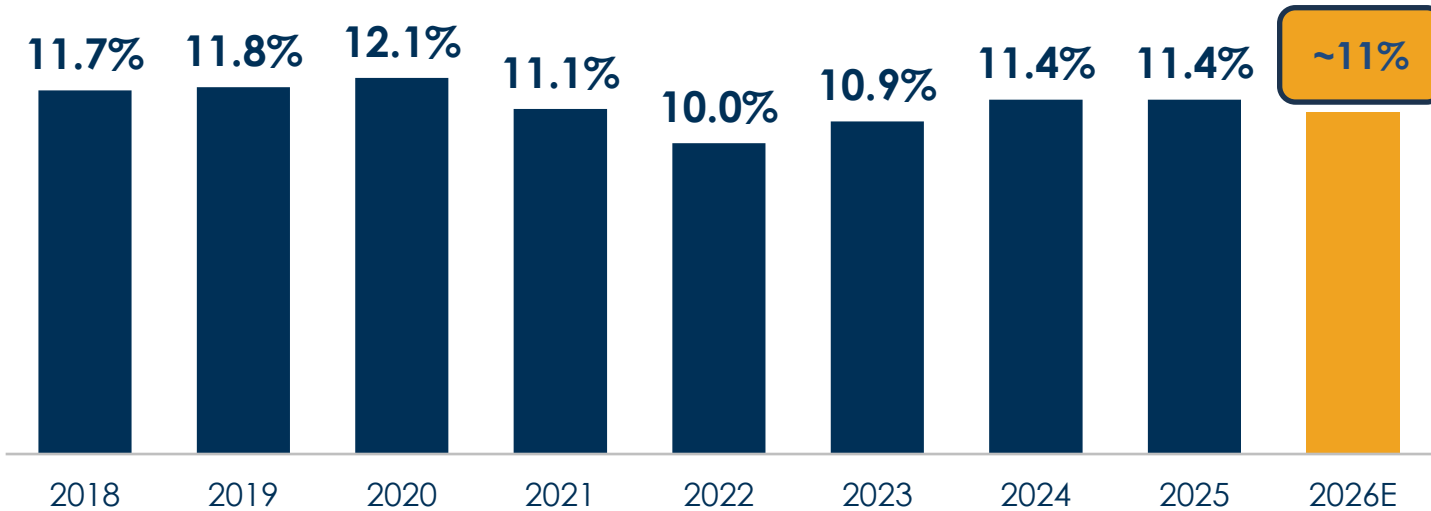


Cross-Functional Focus on Delivering Evergreen Gross Margin Expansion



2026 Marketing Spend Target

Evergreen Target: ~11%

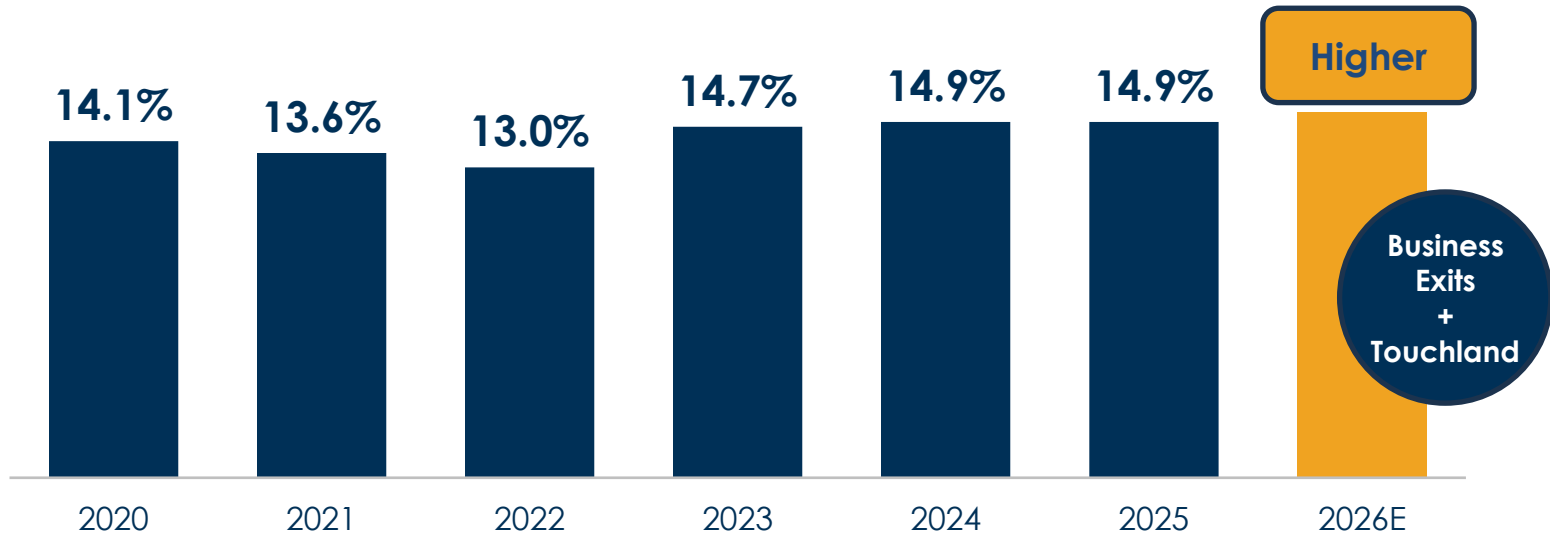


We Fuel Our Brands With A Significant & Steady Commitment to Marketing



2026 Adjusted SG&A Outlook

Evergreen Target: -25 to 0 bps

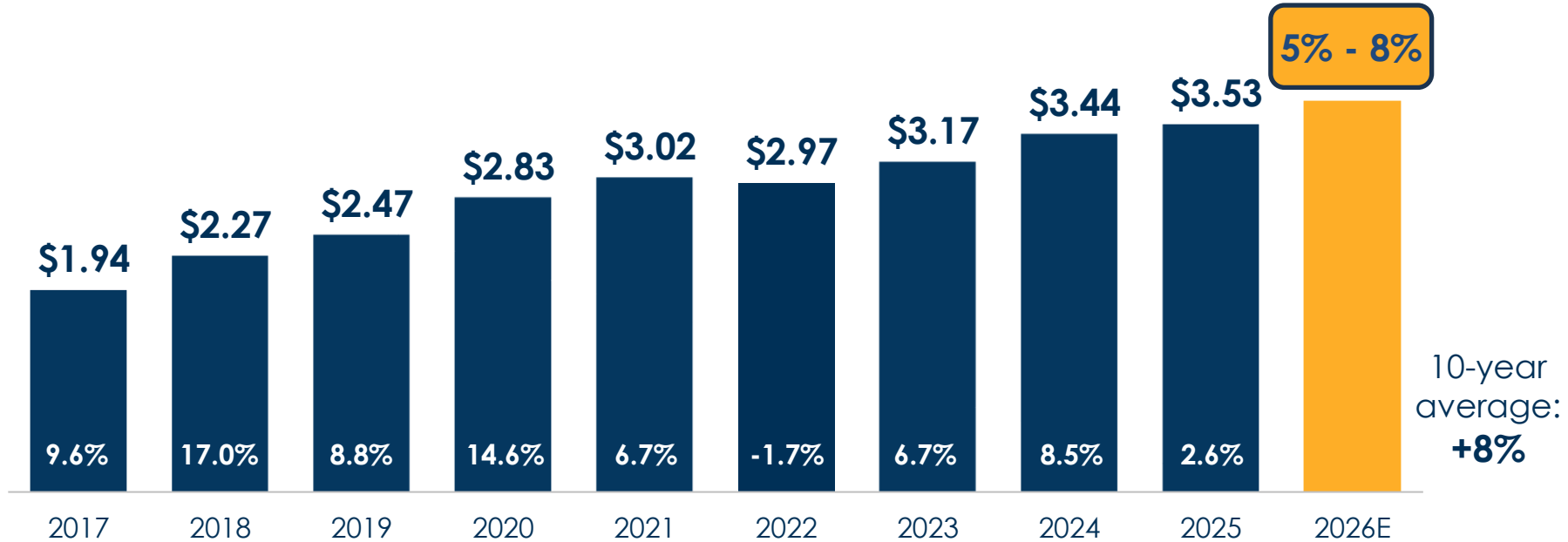


We Continue To Invest In Growth & Drive Leverage Opportunities



2026 Adjusted EPS Growth Outlook

Evergreen Target: +8%



Our 10 Year EPS Growth Scorecard Reflects Sustained Evergreen Execution

Note: Adjusted EPS growth is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most comparable GAAP measures. Outlook as of May 1, 2026.



2026 Financial Outlook

As of May 1, 2026

Organic Sales Growth	+3% to +4%
Adjusted Gross Margin	~100 bps
Marketing %	~11%
Adjusted SG&A	higher
Effective Tax Rate	~21.5%
Adjusted EPS Growth	+5% to +8%
Cash from Operations	~1.15B

2026 Financial Outlook of ~3%-4% Organic Growth & ~5%-8% Adjusted EPS Growth



FY 2026 Financial Outlook

Tailwinds

- Power Brands & New Product Development
- Portfolio Realignment Impact
- TOUCHLAND
- New Growth Initiatives
 - ARM & HAMMER
 - THERABREATH
 - International
- 2H25 Sales, Margin, Cash Flow Momentum
- *Additional G2G Execution*

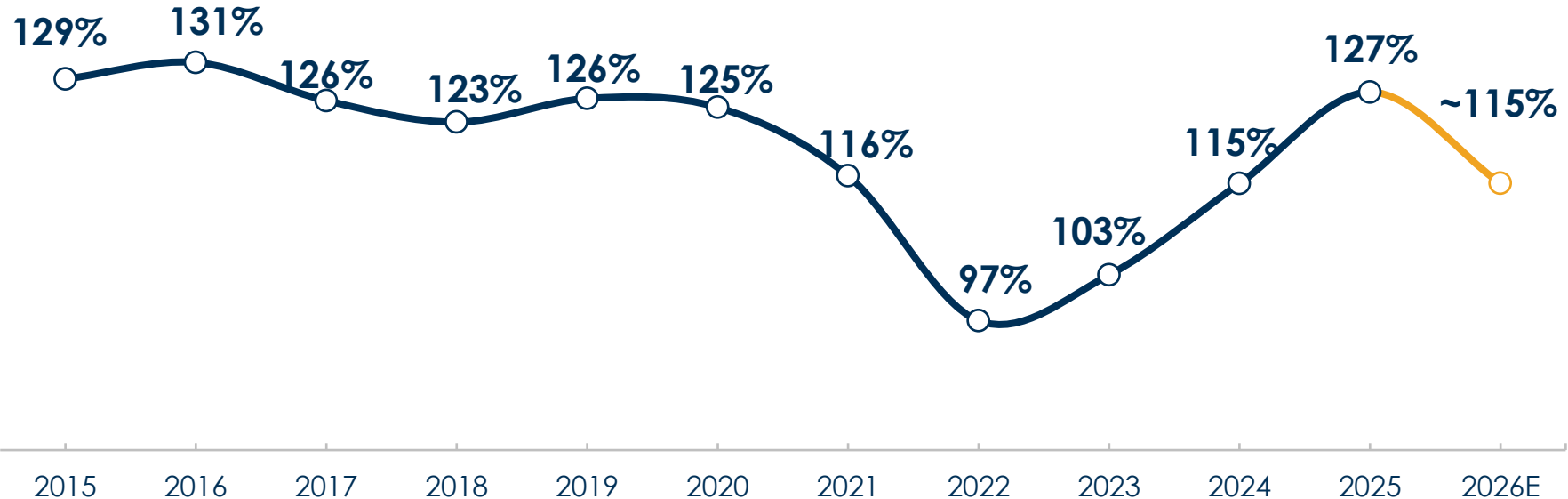
Headwinds

- Slower US Category Growth
- Stranded Costs From \$400M of Business Exits
- Continued Inflation & 1H26 Tariff Headwinds
- Growth Investments
- *Middle East Impact (Inflation & Market)*

We Reiterated Our 2026 Financial Outlook On May 1, 2026



Free Cash Flow Conversion

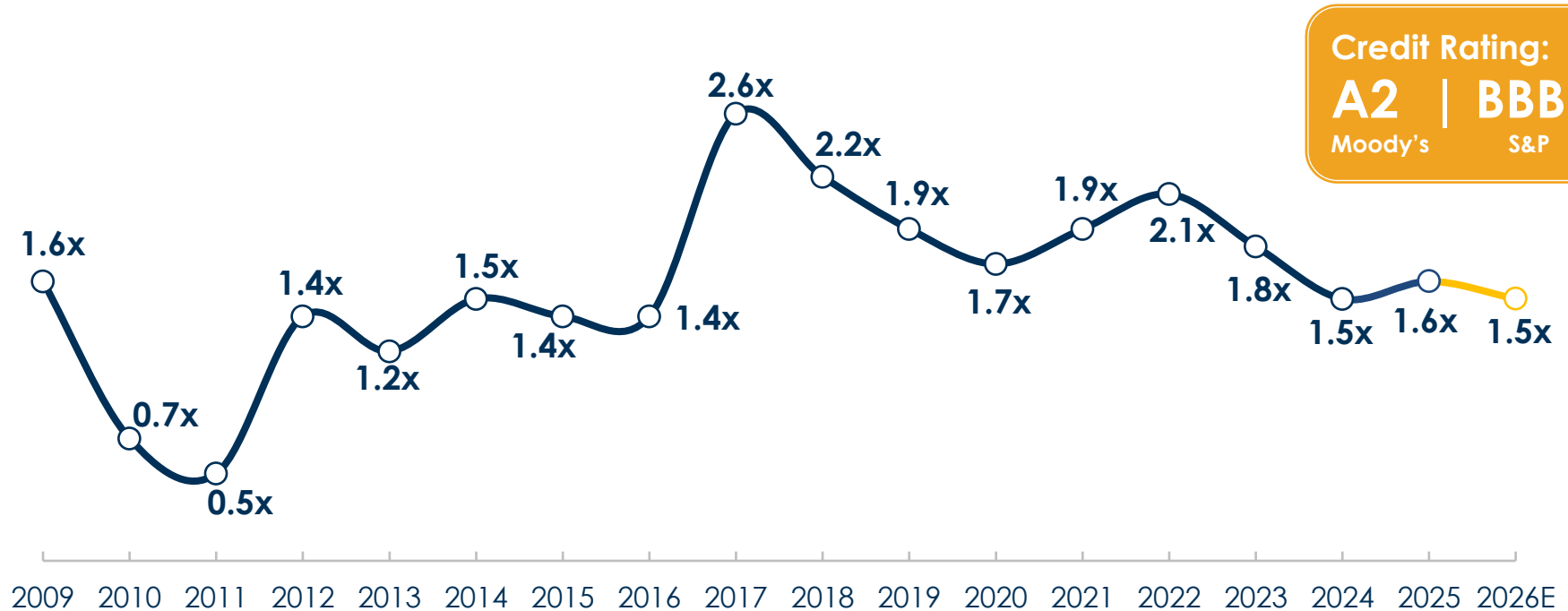


We have Delivered “Best In Class” FCF Conversion Average of 119%



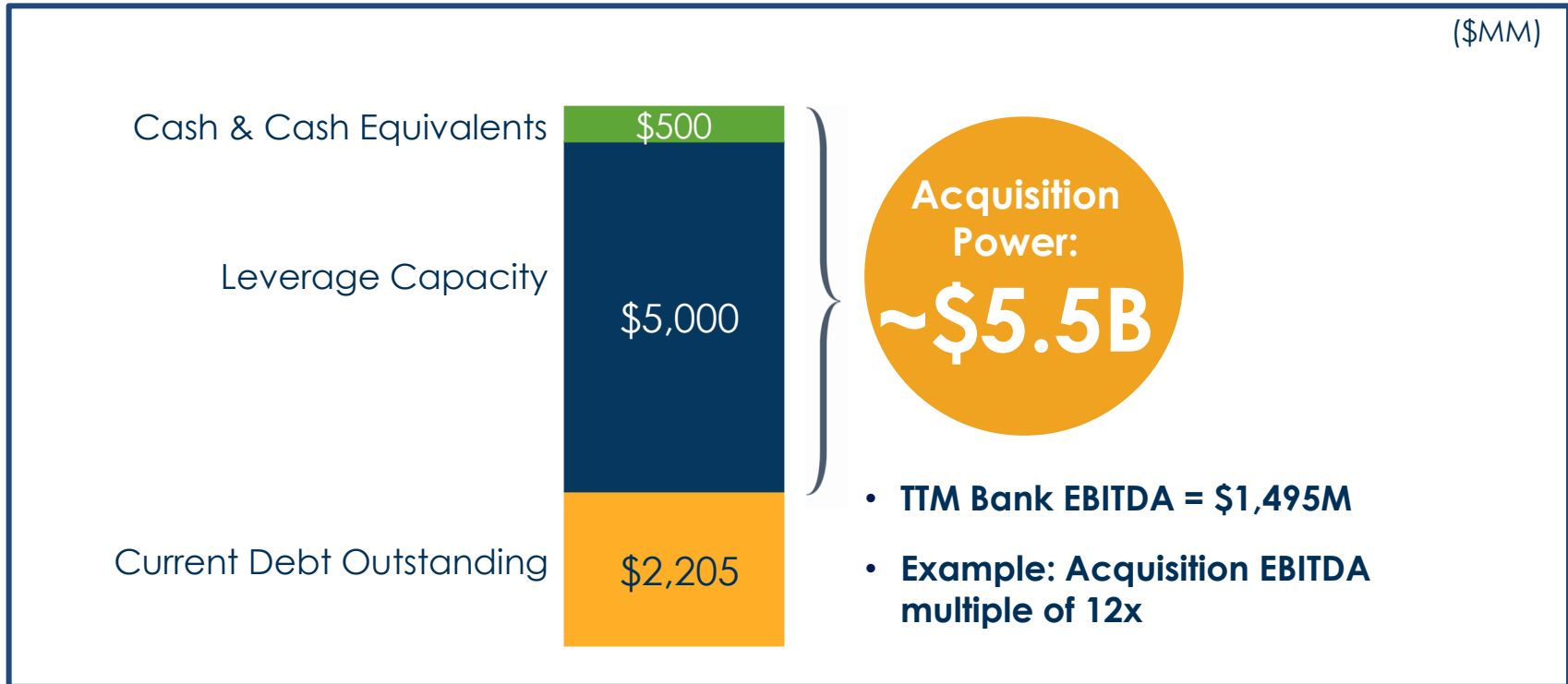
Total Debt/Bank EBITDA

Our Strong Balance Sheet Provides Us Tremendous Flexibility





Church & Dwight Financial Capacity



As We Look Forward, We Have Extensive Financial Capacity



Church & Dwight 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 Shareholders**



Dividend Track Record



125

Consecutive years of dividends



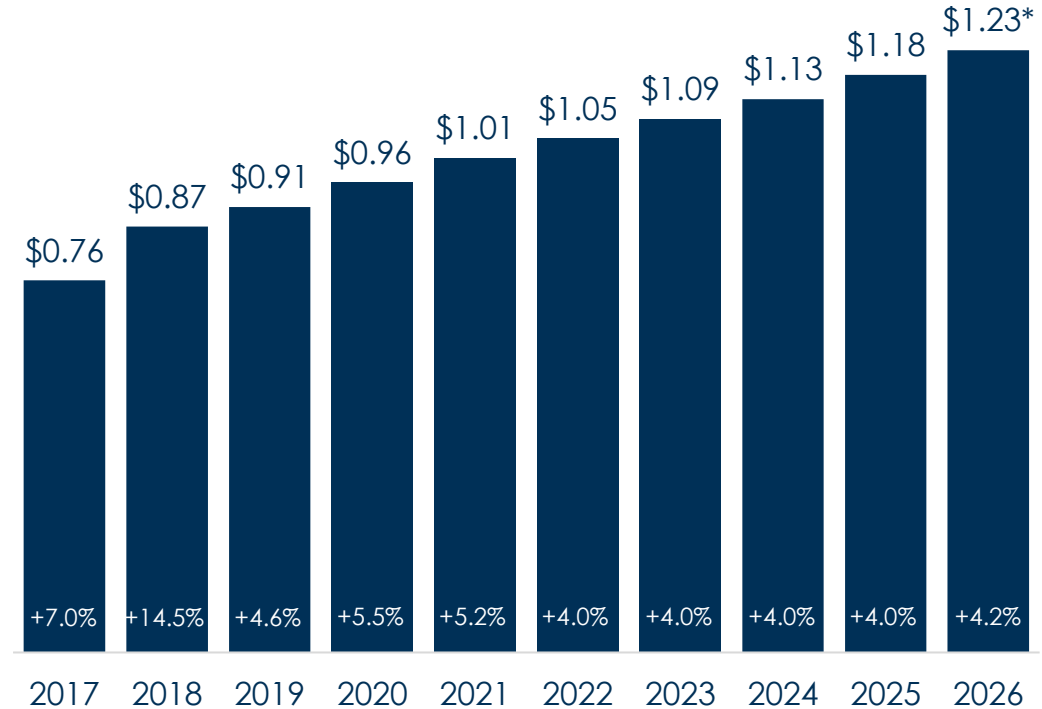
30

Consecutive years of increases



+4.2%

2026 dividend increase







We Have Confidence In Our Future

 **Brand portfolio** enters 2026 even stronger

 **Driving share gains enhanced by Growth Initiatives**

 **Therabreath, Hero & Touchland** continue to deliver growth

 **Online channel** experiencing steady growth

 **Innovation** remains a key driver of success

 **International business** continues to grow and represents a large opportunity

 **Balance sheet** provides tremendous capital allocation flexibility

 Confident about the fundamentals of the **Evergreen Model**



Batiste

TheraBreath

Hero.

touchland

waterpik



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 Gross Margin, (3) Adjusted SG&A, (4) Adjusted EPS, (5) Free Cash Flow and Free Cash Flow Conversion, and (6) Total Debt to Bank EBITDA. 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, excluding the impact of acquisitions, divestitures, and foreign exchange rate changes that are out of the control of, and do not reflect the performance of the Company and management.

TOTAL COMPANY

Year	Reported	FX	Acquisitions &	
			Divestitures	Organic
2025	1.6%	0.0%	-0.9%	0.7%
2024	4.1%	0.0%	0.5%	4.6%
2023	9.2%	0.0%	-3.9%	5.3%
2022	3.6%	1.0%	-3.2%	1.4%
2021	6.0%	-0.9%	-0.8%	4.3%
2020	12.3%	0.1%	-2.8%	9.6%
2019	5.1%	0.5%	-1.2%	4.4%
2018	9.8%	0.0%	-5.5%	4.3%
2017	8.1%	0.0%	-5.4%	2.7%
2016	2.9%	1.2%	-0.9%	3.2%



Reported & Adjusted Non-GAAP Reconciliations

This presentation provides information regarding adjusted SG&A, namely, SG&A calculated in accordance with GAAP, as 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 SG&A expense.

Adjusted SG&A Reconciliation

	For the year ending December 31,					
	<u>2025</u>	<u>2024</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>
SG&A - Reported	15.9%	21.0%	15.2%	20.8%	11.7%	12.1%
Brazil Charge	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Flawless Earnout Adjustment	0.0%	0.0%	0.0%	0.0%	1.9%	1.9%
Flawless Intangible Assets Impairment	0.0%	0.0%	0.0%	-7.7%	0.0%	0.0%
Passport Earnout Reversal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Sale of International Brand	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Restricted Stock Issued in Hero Acquisition	-0.1%	-0.3%	-0.5%	-0.1%	0.0%	0.0%
Restricted Stock Issued in Touchland Acquisition	-0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
VMS Asset Impairments	0.0%	-5.8%	0.0%	0.0%	0.0%	0.0%
Business Exit Related Impairments	-0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
ERP Project Costs	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Touchland Earn out Adjustment	-0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
SG&A Adjusted (Non-GAAP)	<u>14.9%</u>	<u>14.9%</u>	<u>14.7%</u>	<u>13.0%</u>	<u>13.6%</u>	<u>14.1%</u>



Reconciliation of Non-GAAP Measures

Earnings Per Share

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:

2025: Excludes a \$0.14 charge related to business exit impairments, a \$0.02 charge related to ERP project costs, a \$0.01 charge related to Waterpik restructuring, a \$0.03 charge related to restricted stock issued in the HERO acquisition, a \$0.05 charge related to restricted stock issued in the TOUCHLAND acquisition, a \$0.08 charge related to the TOUCHLAND earnout, and a \$0.18 charge related to the VMS divestiture

2024: Excludes a \$1.10 VMS impairment charge, a \$0.08 charge related to restricted stock issued in the HERO acquisition and a (\$0.11) benefit from tariff refunds.

2023: Excludes a \$0.12 charge related to restricted stock issued in the HERO acquisition.

2022: Excludes a \$1.26 FLAWLESS impairment charge and a \$0.03 charge related to restricted stock issued in the HERO acquisition.

2021: Excludes a \$0.30 per share positive impact from the FLAWLESS acquisition earn-out estimate.

2020: Excludes a \$0.28 per share positive impact from the FLAWLESS acquisition earn-out estimate and a \$0.01 per share positive impact from the gain on sale of an international brand.

2019: Excludes a \$0.02 positive impact from an earn-out reversal from the acquisition of Passport Food Safety Solutions, Inc., \$0.03 negative impact from the loss on the sale of the consumer Brazil business, and \$0.02 negative impact from the FLAWLESS acquisition earn-out estimate.

2017: Excludes a (\$0.12 per share) charge associated with the settlement of a foreign pension plan, a (\$0.01 per share) charge associated with the sale of the Company's chemical business in Brazil, a tax benefit of \$0.03 per share from a prior year joint venture impairment charge and a one-time tax benefit (non-cash) of \$1.06 per share to adjust deferred tax accounts and reflect deemed repatriation of foreign subsidiary earnings as a result of the Tax Cuts and Jobs Act (TCJA).

2016: Excludes the impact of a plant impairment charge of \$4.9 million at the Company's Brazilian subsidiary.



Reported & Adjusted Non-GAAP Reconciliations

Adjusted EPS Reconciliation

	For the year ending December 31,								
	2025	2024	2023	2022	2021	2020	2019	2018	2017
EPS - Reported	\$ 3.02	\$ 2.37	\$ 3.05	\$ 1.68	\$ 3.32	\$ 3.12	\$ 2.44	\$ 2.27	\$ 2.90
Pension Settlement Charge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.12
Brazil Charge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.03	\$ -	\$ 0.01
Joint Venture Impairment Tax Benefit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (0.03)
Tradenname and other Asset Impairments	\$ 0.14	\$ 1.10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tariff Ruling	\$ -	\$ (0.11)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
U.S. TCIA Tax Reform	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1.06)
Gain on Sale of International Brand	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (0.01)	\$ -	\$ -	\$ -
Passport Earn-out Reversal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (0.02)	\$ -	\$ -
Flawless Earn-out Adjustment	\$ -	\$ -	\$ -	\$ -	\$ (0.30)	\$ (0.28)	\$ 0.02	\$ -	\$ -
Flawless Impairment	\$ -	\$ -	\$ -	\$ 1.26	\$ -	\$ -	\$ -	\$ -	\$ -
Hero Restricted Stock	\$ 0.03	\$ 0.08	\$ 0.12	\$ 0.03	\$ -	\$ -	\$ -	\$ -	\$ -
ERP Project	\$ 0.02	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waterpik Restructuring	\$ 0.01	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Touchland Restricted Stock	\$ 0.05	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Touchland Earnout	\$ 0.08	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
VMS Divestiture	\$ 0.18	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EPS - Adjusted (Non-GAAP)	\$ 3.53	\$ 3.44	\$ 3.17	\$ 2.97	\$ 3.02	\$ 2.83	\$ 2.47	\$ 2.27	\$ 1.94



Reconciliation of GAAP and Non-GAAP Financial Measures

Free Cash Flow

Free cash flow (a non-GAAP measure) is defined as cash from operating activities (a GAAP measure) less capital expenditures (a GAAP measure). Management views free cash flow as an important measure because it is one factor in determining the amount of cash available for dividends and discretionary investment.

Free Cash Flow as a Percent of Net Income (Free Cash Flow Conversion)

Free cash flow as percent of net income is defined as the ratio of free cash flow to net income. Management views this as a measure of how effective the Company manages its cash flow relating to working capital and capital expenditures.



Reconciliation of GAAP and Non-GAAP Financial Measures

Total Debt to Bank EBITDA

Total Debt to Bank EBITDA is a ratio used in our debt agreements. Bank EBITDA (a non-GAAP measure) is a form of adjusted EBITDA, and represents earnings from Income (a GAAP measure), excluding interest income, interest expense, and before income taxes, depreciation, and amortization (EBITDA) and certain other adjustments per the Company's Credit Agreement.

Total Debt is defined as short- and long-term debt as defined by GAAP, plus items that are classified as debt by the Company's credit agreement. These items include Letters of Credit, Capital and Synthetic Lease Obligations, and certain Guarantees.

Management believes the presentation of Total Debt to Bank EBITDA provides additional useful information to investors about liquidity and our ability to service existing debt.

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Total Debt as Presented ⁽¹⁾	\$ 2,205.1	\$ 2,204.6	\$ 2,406.0	\$ 2,673.6	\$ 2,596.9	\$ 2,163.9	\$ 2,063.1	\$ 2,107.1	\$ 2,374.3	\$ 1,120.1
Other Debt per Covenant ⁽²⁾	193.3	-	43.4	43.3	1.0	1.5	15.9	56.7	59.2	75.1
Total Debt per Credit Agreement	\$ 2,398.4	\$ 2,204.6	\$ 2,449.4	\$ 2,716.9	\$ 2,597.9	\$ 2,165.4	\$ 2,079.0	\$ 2,163.8	\$ 2,433.5	\$ 1,195.2
Net Cash from Operations	\$ 1,205.6	\$ 1,164.4	\$ 1,039.7	\$ 885.2	\$ 993.8	\$ 990.3	\$ 864.6	\$ 763.6	\$ 681.5	\$ 655.3
Interest Paid	94.6	94.4	111.9	86.0	51.8	58.8	70.6	74.9	33.3	25.6
Current Tax Provision	234.3	176.2	225.6	109.4	204.2	162.2	152.2	139.8	186.9	222.0
Change in Working Capital and other Liabilities	9.8	(8.3)	(9.2)	186.6	95.0	37.3	(33.2)	(14.2)	(0.8)	30.0
Other Adjustments, Net	(49.7)	91.5	9.2	41.2	31.6	46.2	17.9	-	50.2	(74.4)
Adjusted EBITDA (per Credit Agreement)	\$ 1,494.6	\$ 1,518.2	\$ 1,377.2	\$ 1,308.4	\$ 1,376.4	\$ 1,294.8	\$ 1,072.1	\$ 964.1	\$ 951.1	\$ 858.5
Ratio	1.6	1.5	1.8	2.1	1.9	1.7	1.9	2.2	2.6	1.4

Notes:

⁽¹⁾ Net of Deferred Financing Costs per ASC 2015-03, "Simplifying the Presentation of Debt Issuance Costs"

⁽²⁾ Includes Letters of Credit, Capital and Synthetic Lease Obligations, Acquisition Liabilities and certain Guarantees.



Total Debt to Bank EBITDA, Continued

Total Debt to Bank EBITDA is a ratio used in our debt agreements. Bank EBITDA (a non-GAAP measure) is a form of adjusted EBITDA, and represents earnings from Income (a GAAP measure), excluding interest income, interest expense, and before income taxes, depreciation, and amortization (EBITDA) and certain other adjustments per the Company's Credit Agreement.

Total Debt is defined as short- and long-term debt as defined by GAAP, plus items that are classified as debt by the Company's credit agreement. These items include Letters of Credit, Capital and Synthetic Lease Obligations, and certain Guarantees.

Management believes the presentation of Total Debt to Bank EBITDA provides additional useful information to investors about liquidity and our ability to service existing debt.

	2015	2014	2013	2012	2011	2010	2009
Total Debt as Presented ⁽¹⁾	\$ 1,050.0	\$ 1,086.6	\$ 797.3	\$ 895.6	\$ 246.7	\$ 333.3	\$ 816.3
Other Debt per Covenant ⁽²⁾	83.5	88.0	90.3	79.1	45.9	11.7	16.5
Total Debt per Credit Agreement	\$ 1,133.5	\$ 1,174.6	\$ 887.6	\$ 974.7	\$ 292.6	\$ 345.0	\$ 832.8
Net Cash from Operations	\$ 606.1	\$ 540.3	\$ 499.6	\$ 523.6	\$ 437.8	\$ 428.5	\$ 400.9
Interest Paid	29.0	25.7	26.4	9.7	9.2	29.3	35.6
Current Tax Provision	201.0	198.3	192.3	179.5	125.6	108.7	125.6
Excess Tax Benefits on Option Exercises	15.8	18.5	13.1	14.6	12.1	7.3	5.0
Change in Working Capital and other Liabilities	(38.6)	(13.5)	16.1	(75.4)	11.0	(31.6)	(35.4)
Adjustments for Significant Acquisitions/Dispositions (net)	-	-	-	46.8	3.9	6.8	(22.9)
Adjusted EBITDA (per Credit Agreement)	\$ 813.3	\$ 769.3	\$ 747.5	\$ 698.8	\$ 599.6	\$ 549.0	\$ 508.8
Ratio	1.4	1.5	1.2	1.4	0.5	0.7	1.6

Notes:

⁽¹⁾ Net of Deferred Financing Costs per ASC 2015-03, "Simplifying the Presentation of Debt Issuance Costs"

⁽²⁾ Includes Letters of Credit, Capital and Synthetic Lease Obligations, Acquisition Liabilities and certain Guarantees.

