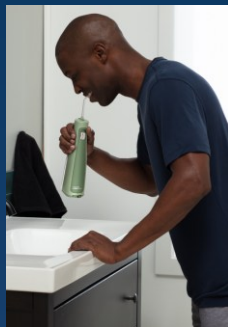
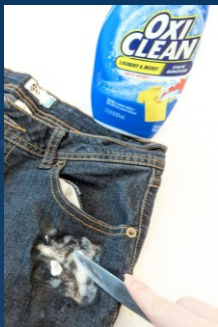




CHURCH & DWIGHT CO., INC.



Barclays Global Consumer Staples Conference

September 9, 2026

SAFE HARBOR STATEMENT

This presentation contains forward-looking statements, including, among others, statements relating to net sales and earnings growth; the impact of tariffs; gross margin changes; trade and marketing spending; marketing expense as a percentage of net sales; 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; our 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

CHURCH & DWIGHT CO., INC.

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%	

Strong TSR Performance Among Peers

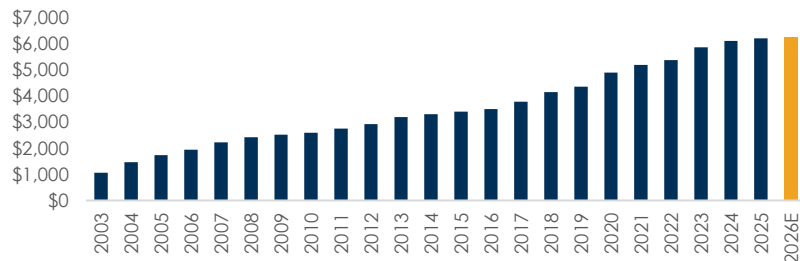


* TSR as of 09.04.26. Ranked among peers consisting of Newell Brands, Edgewell, Clorox, Colgate, Energizer, Reckitt, P&G, Unilever and Kimberly Clark

Unique Combination of Organic Growth and M&A

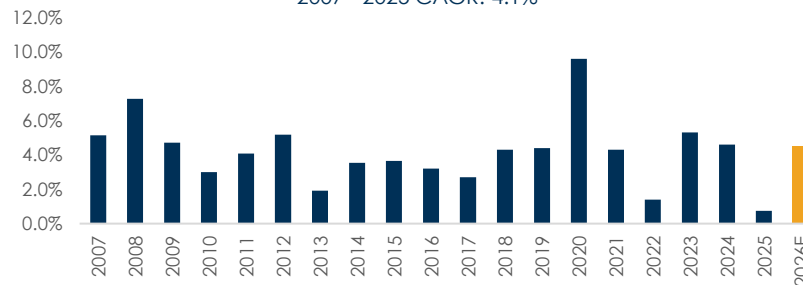
Net Sales (\$MM)

2003 - 2025 CAGR: 9.2%



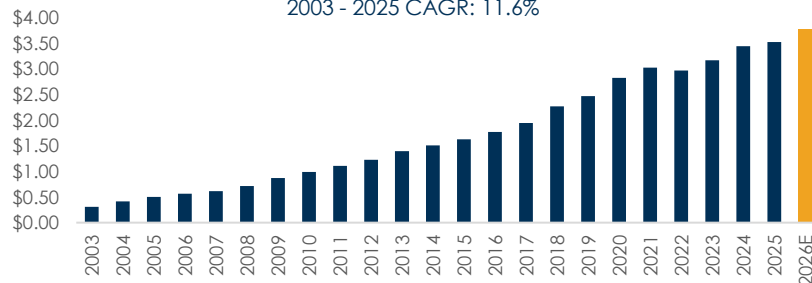
Organic Sales

2007 - 2025 CAGR: 4.1%



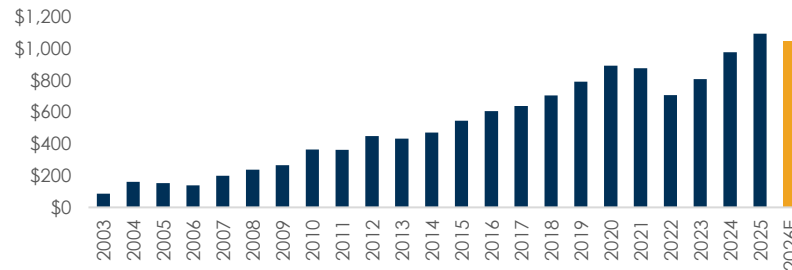
EPS

2003 - 2025 CAGR: 11.6%



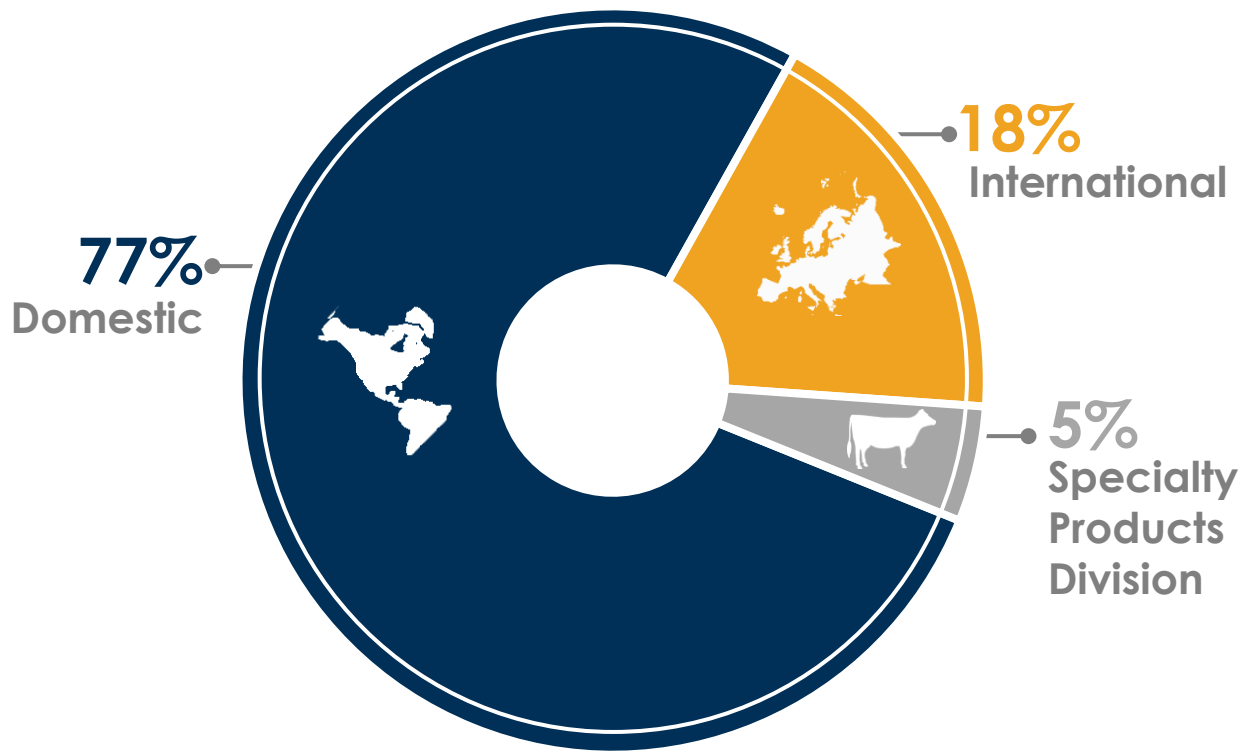
FCF (\$MM)

2003 - 2025 CAGR: 11.9%



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

Church & Dwight's Business Segments



2025
Total Company
Net Sales:
\$6.2B

TheraBreath.

Hero.
touchland



waterpik

Batiste



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

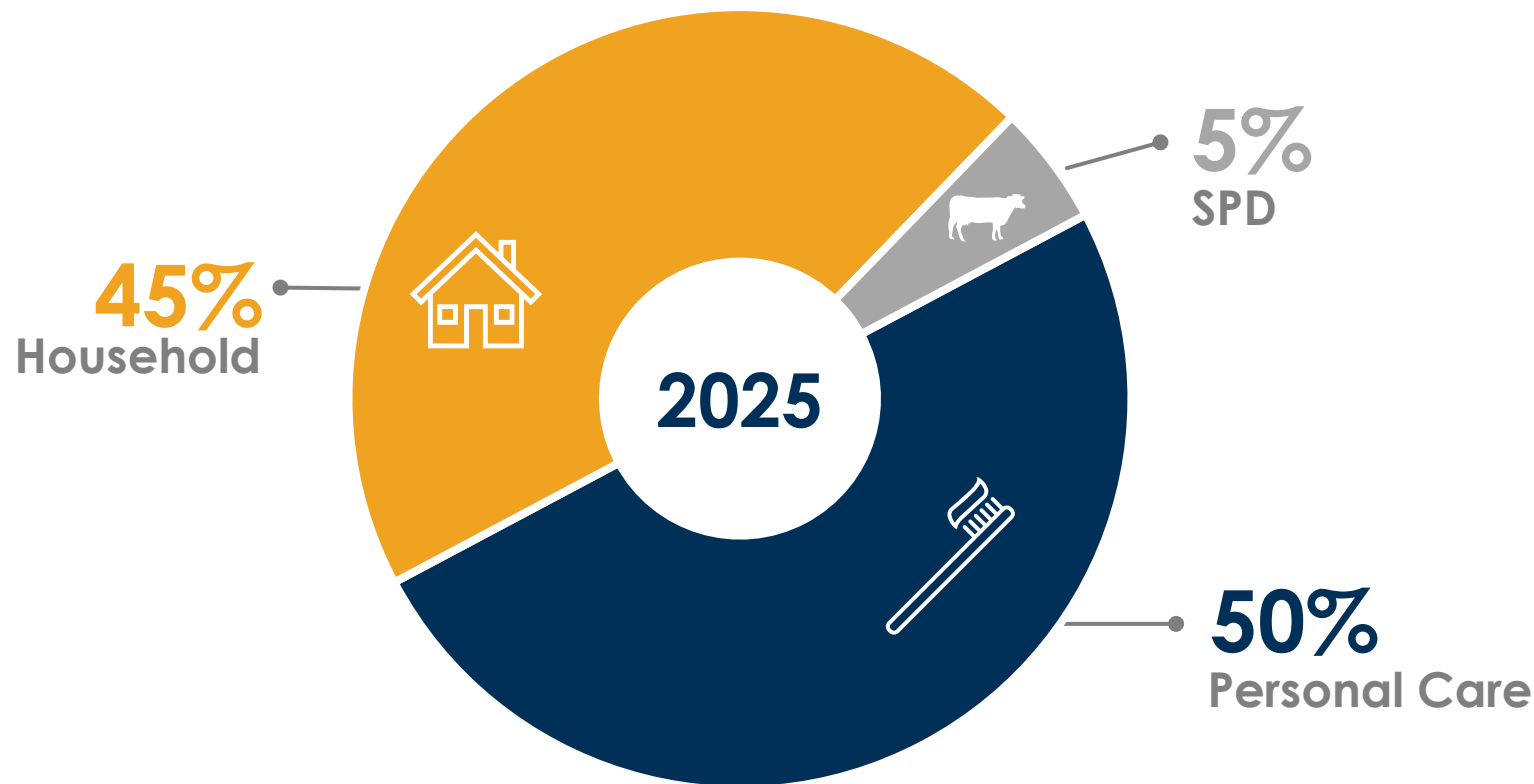
4

Strong,
Consistent,
Category
Leading
Innovation

5

Acquisitive
Company

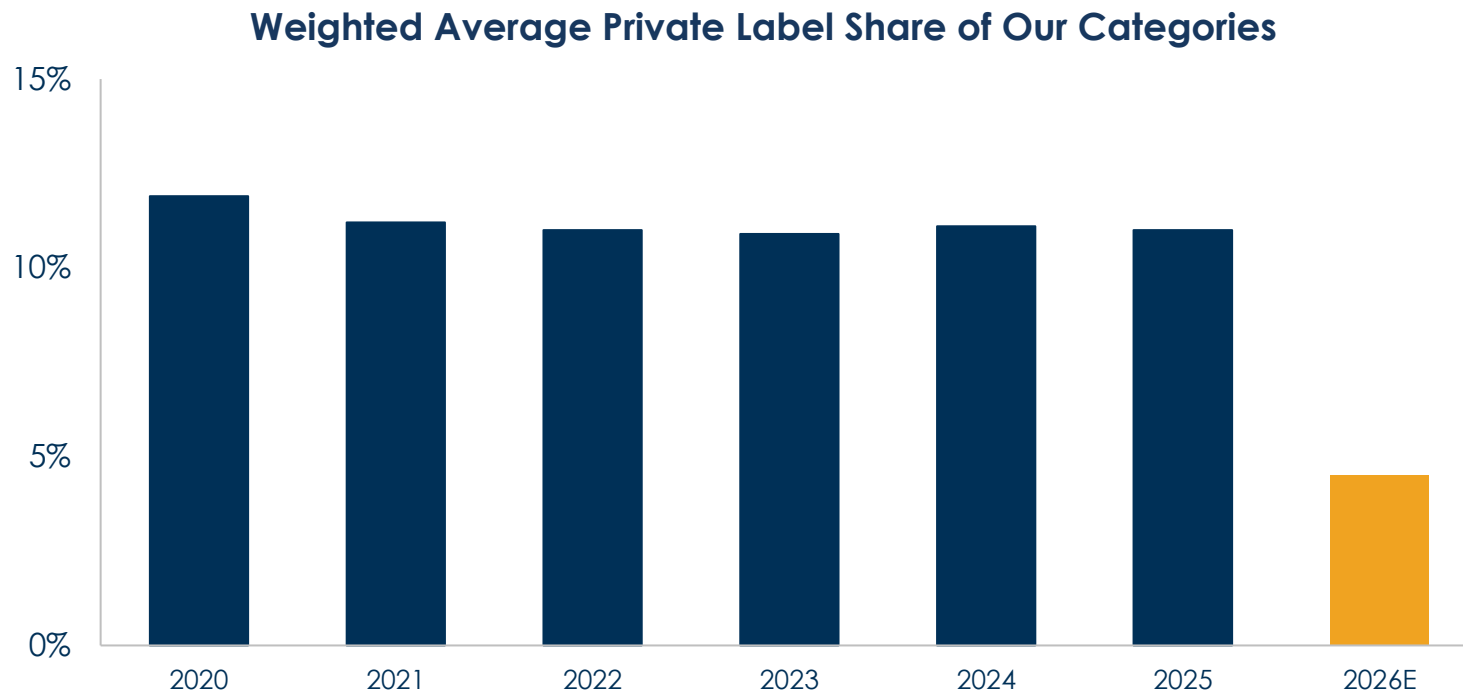
1. A Balanced and Diversified Portfolio



Product Portfolio of Both Value and Premium Products



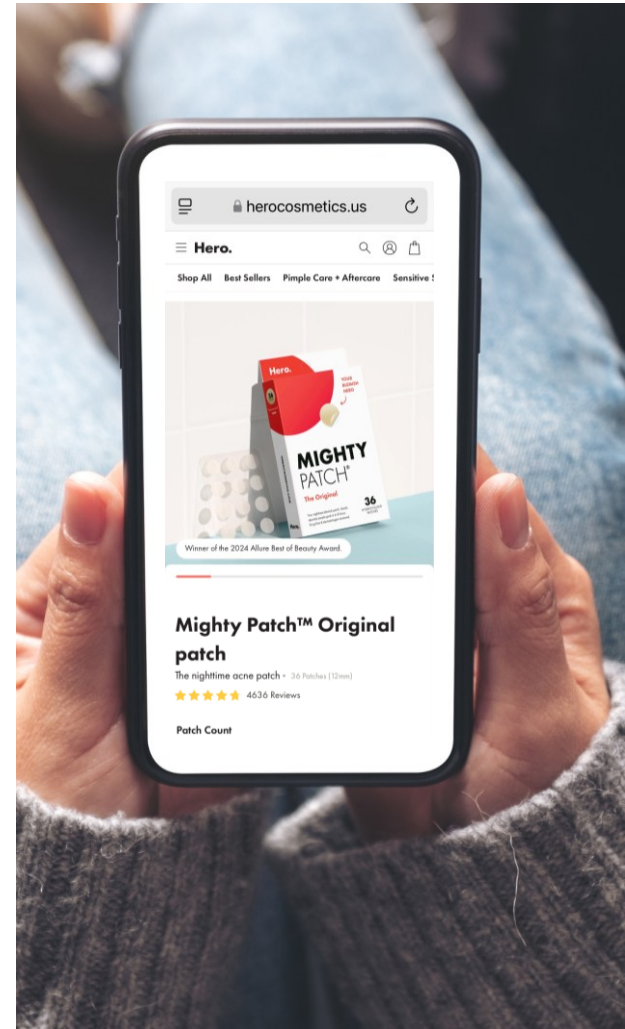
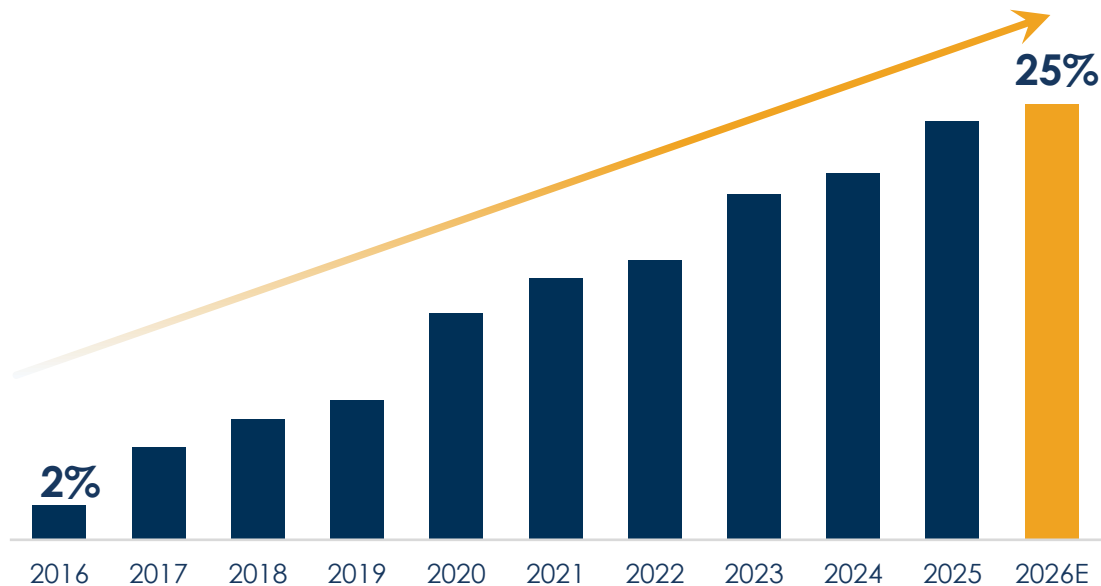
2. Low Private Label Exposure



Source: Circana; Total US – MUO+.

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



TheraBreath
Toothpaste



Hero
Invisible Liquid
Patch



Hero
Cleansers



Trojan
G.O.A.T.



A&H
Baking Soda
Fresh Laundry
Detergent



A&H
Odor Blasters
Deep Rinse &
Revitalize



A&H
Power sheets
plus OxiClean



OxiClean
Max Force



A&H
Dual Defense

5. Acquisitive Company



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

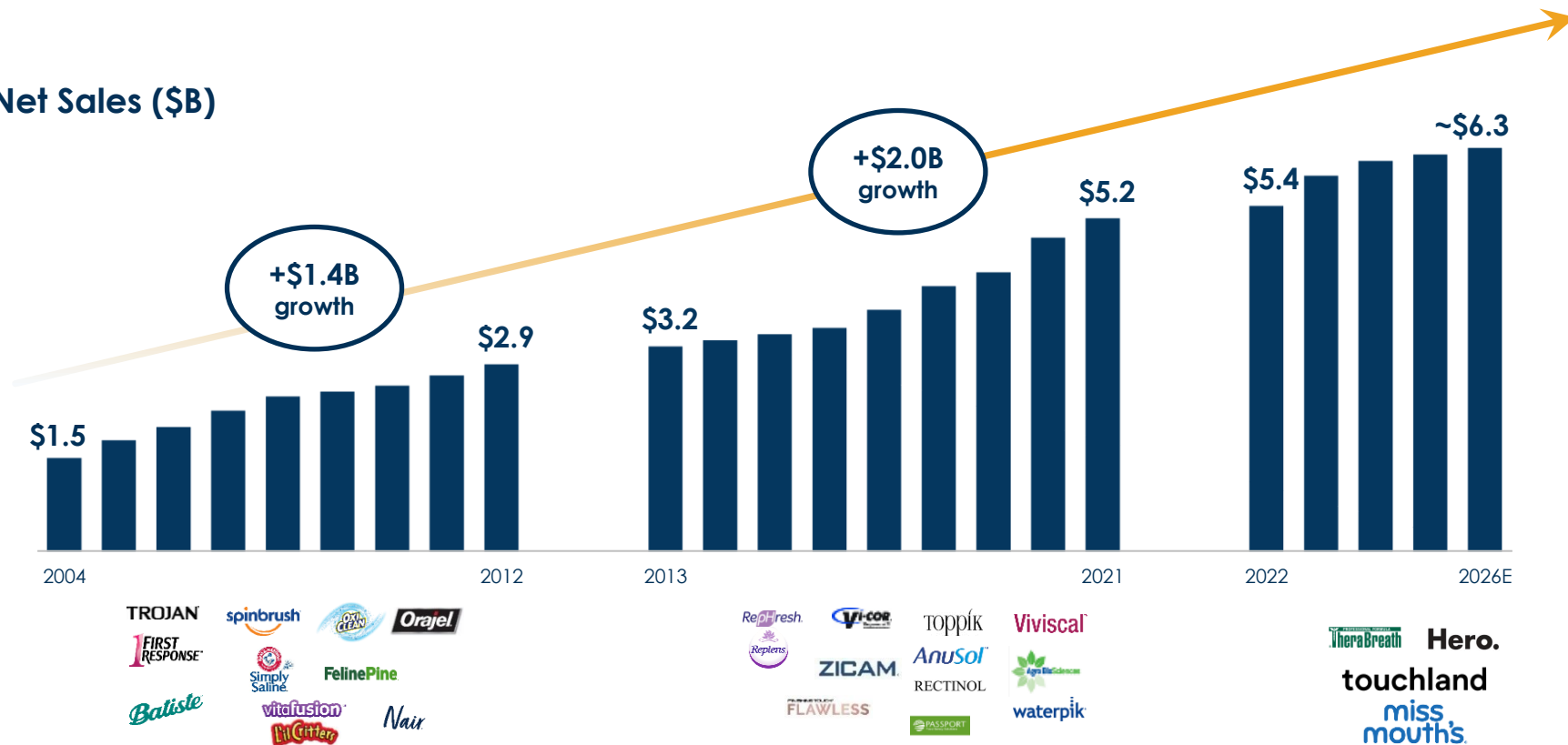


Deliver
sustainable
competitive
advantage

We Have Clear Acquisition Criteria

Long History of Growth Through Acquisitions

Net Sales (\$B)



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

Acquisition Update

CHURCH & DWIGHT CO., INC.

miss mouth's™



miss mouth's product portfolio



Spray



Refills



Pens



Wipes



Shoe
Cleaner

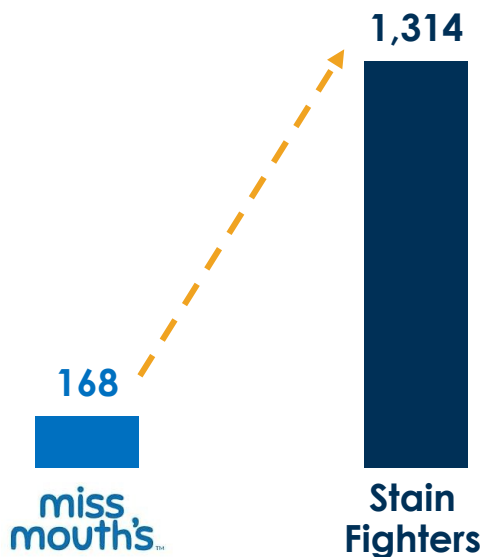


Laundry
Detergent

Miss Mouth's Safer Choice™ Certification, Efficacy, and Convenient Formats Resonate with Modern Consumers

Miss Mouth's Has Significant Room to Grow

Total Points of Distribution



% Chg v YA

+528.1%

+20.1%

Household Penetration

	Stain Fighters		miss mouth's
2022	44.6%	22%	0.5%
2023	45.5%	21.1%	0.9%
2024	48.1%	23.3%	1.3%
2025	49.5%	23.8%	1.9%
2026	50.1%	24.3%	2.5%

Category is Growing, Miss Mouth's is Exploding

\$ Consumption Chg vs. YAG

2026 YTD

STAIN FIGHTERS
CATEGORY

miss
mouth's

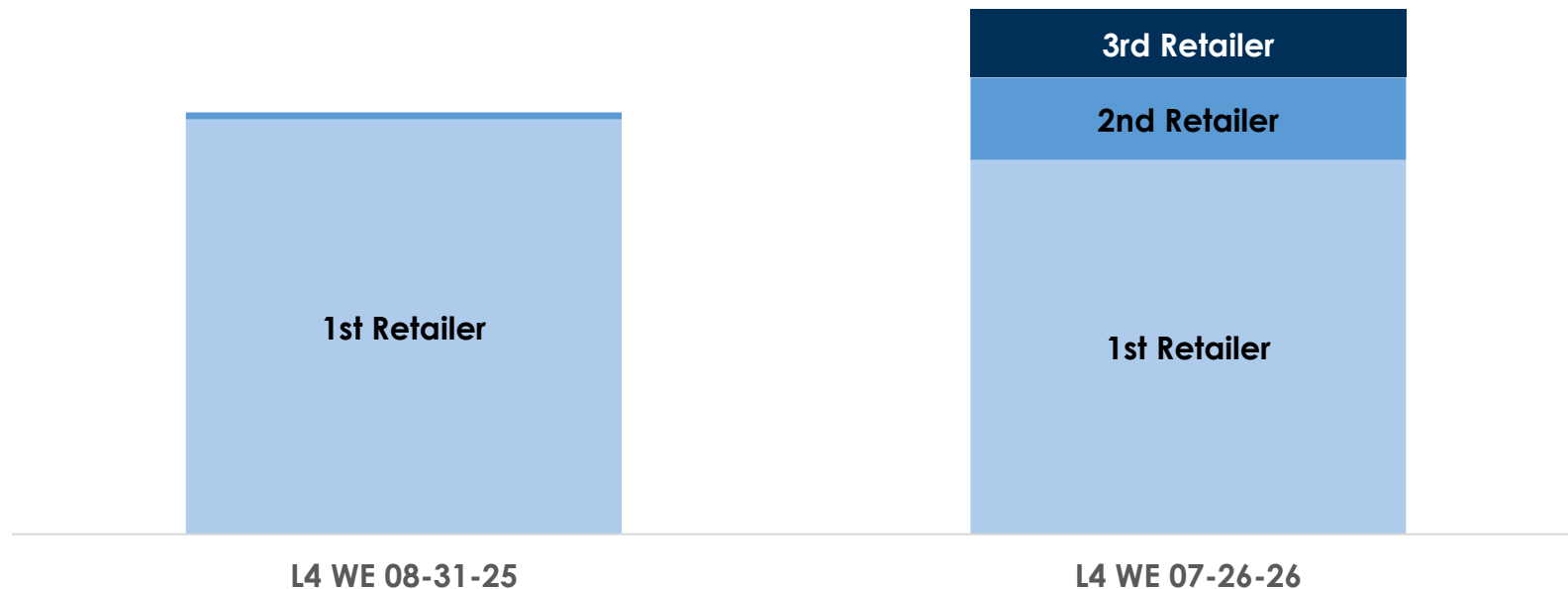
9.8%

51.4%

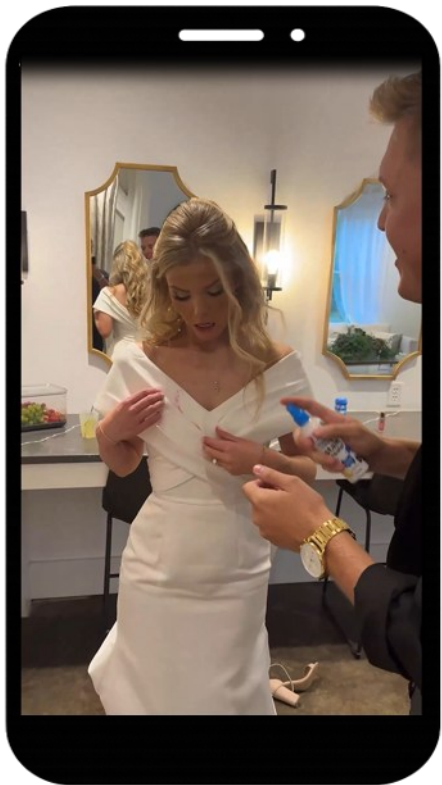
Source: Circana: Total US – Multi Outlet+; 26 we 6/28/2026



Miss Mouth Has Been Highly Incremental Since Entering Brick & Mortar



The Hype is Real: Consumers & Creators Love Miss Mouth's



VIDEO

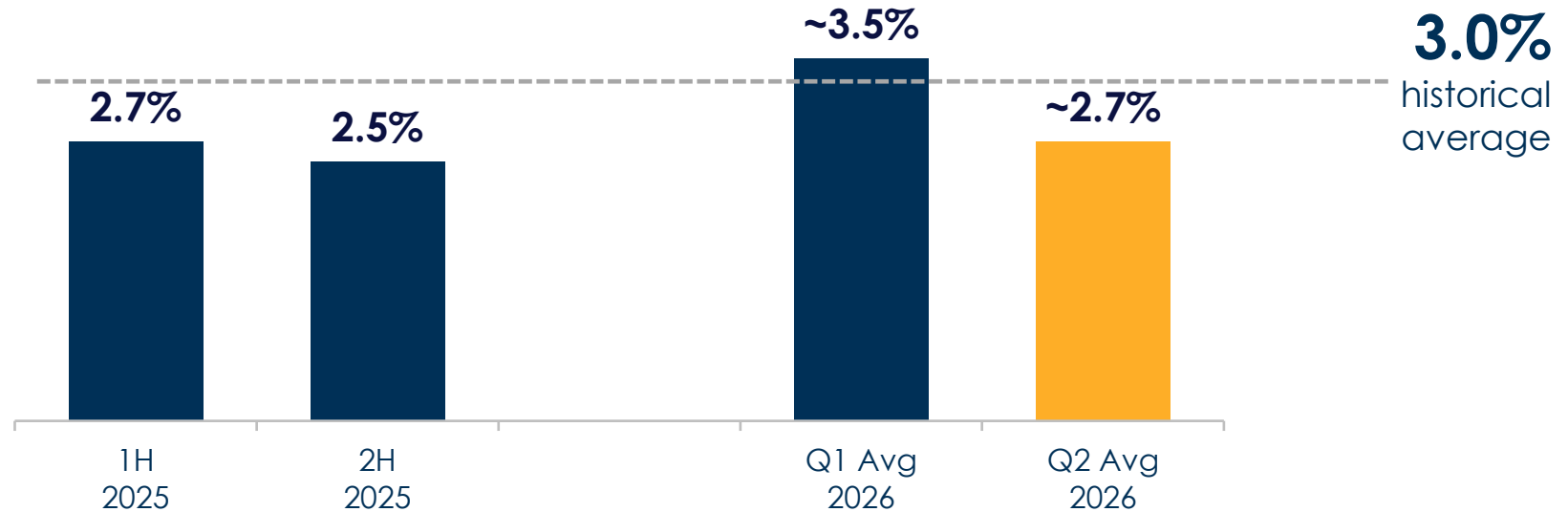
Miss Mouth's social media clip

Growth Initiatives

CHURCH & DWIGHT CO., INC.

Q2 2026 US Category Growth Trends

CHD U.S. Measured Channel Category Growth Slowed In 2025



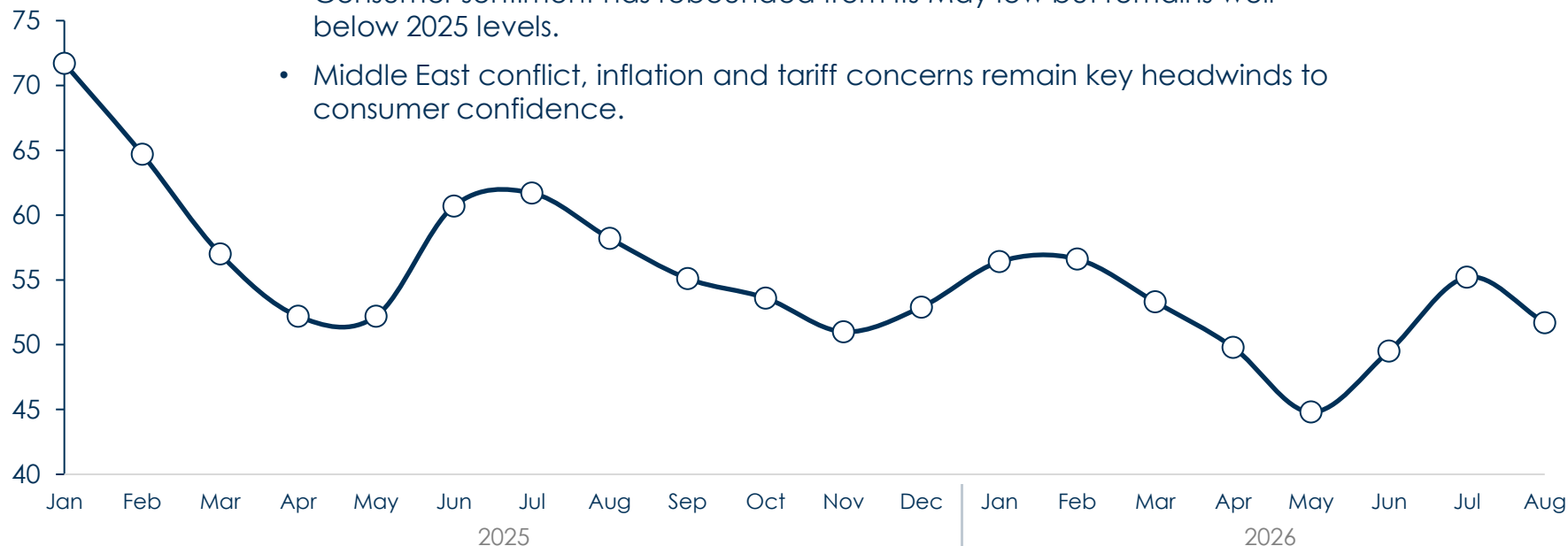
Source: Circana; Total US – MULO+ 6.28.26

2026 Consumer Sentiment Continues to Be Weak

Michigan Consumer Sentiment Index

(Jan 2025 – present)

- Consumer sentiment has rebounded from its May low but remains well below 2025 levels.
- Middle East conflict, inflation and tariff concerns remain key headwinds to consumer confidence.



We Are Focused on Our 2030 Growth Initiatives



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

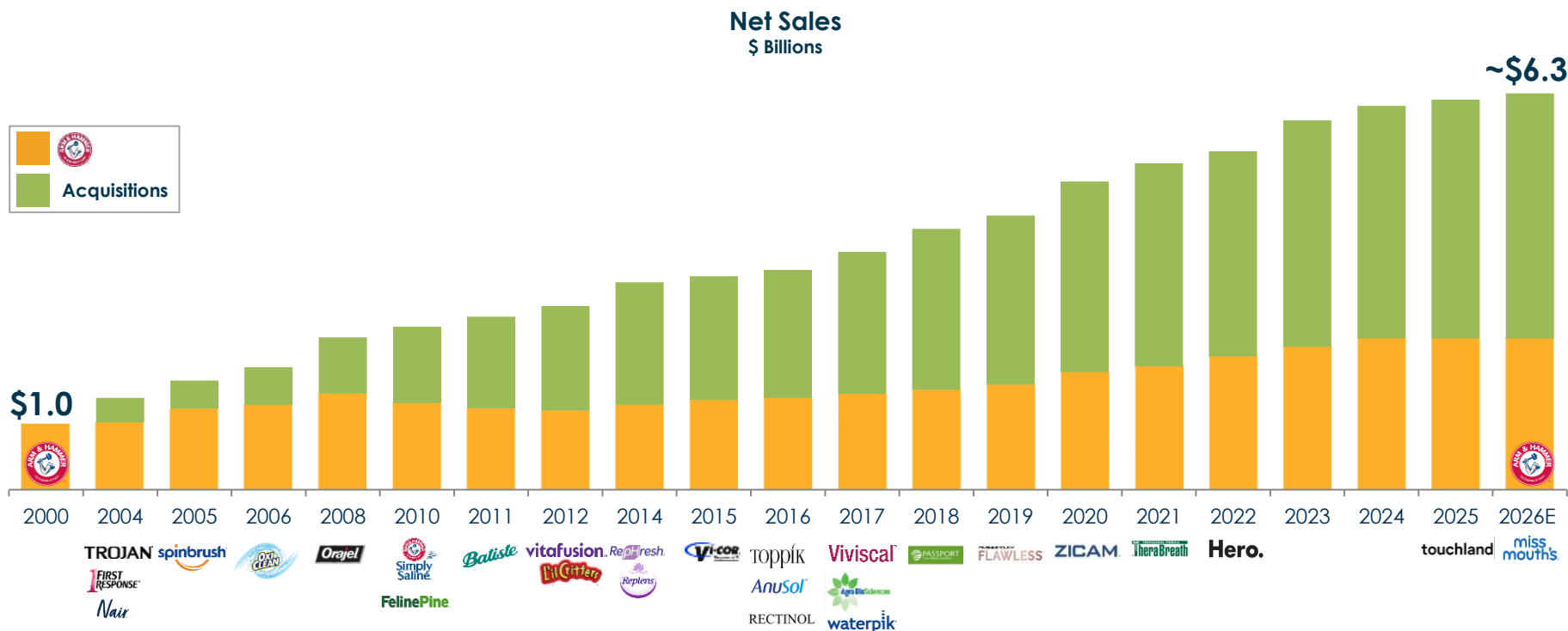


Drive **Oral Care Expansion** Through TheraBreath
from \$1.0B to \$1.5B



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

A Proven Track Record — and Room to Grow the Core



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

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

Arm & Hammer Brings Many Reasons to Believe

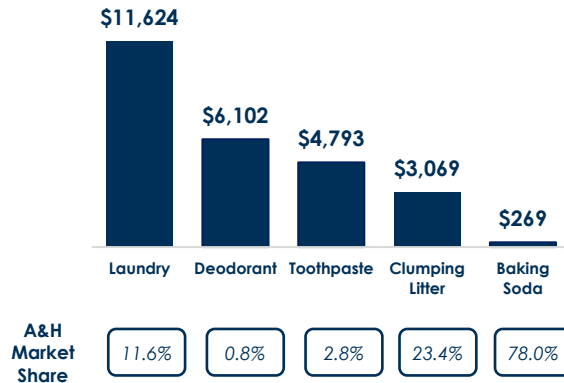
Proven that the A&H Equity can go Across Categories



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

Proven Ability to Win in Large Categories

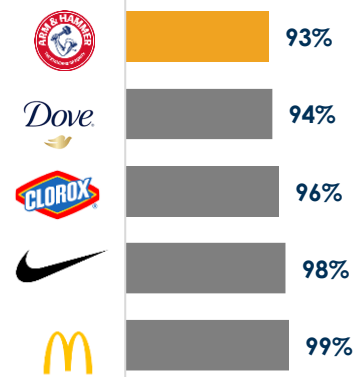
A&H Category Size (\$MM)



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

Progress Underway Across All Four Opportunity Areas

1. Grow the Core



2. Good · Better · Best

	Good	Better	Best
Laundry LLD	☒	☒	☒
Laundry UD	☒	☒	☒
Sheets	☒	☒	☐
Scent Booster	☐	☒	☐
Laundry Rinse	☐	☒	☐
Clumping Litter	☒	☒	☐
Cat Additives	☒	☒	☒
Carpet Deo	☒	☒	☐
Baking Soda	☒	☒	☐
Toothpaste	☐	☒	☒

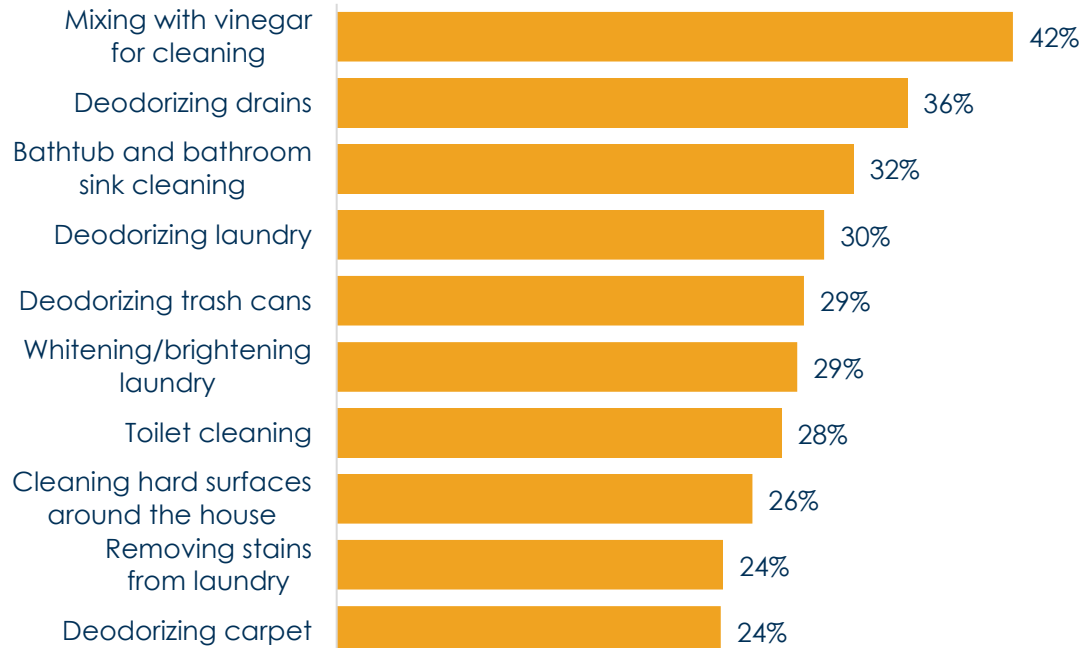
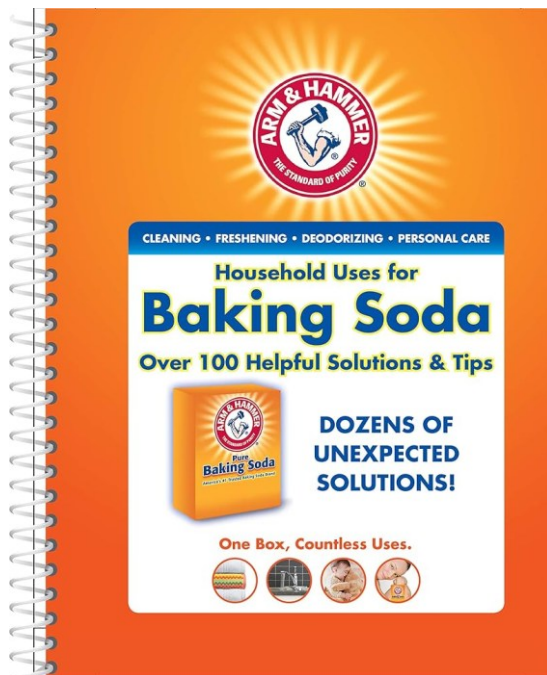
3. New Categories



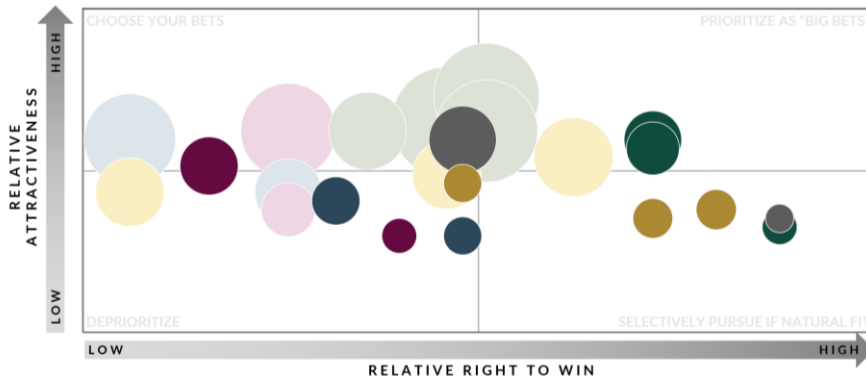
4. In-House Licensed Brands



The Most Common Uses of Baking Soda



Emerging View of A&H Overall Demand Space Opportunities



Source: A&H consumer cleaning / odor survey, February 2026, N=4,002; A&H personal hygiene survey, February 2026, N=3,918

3

independent analyses
with **one** question:

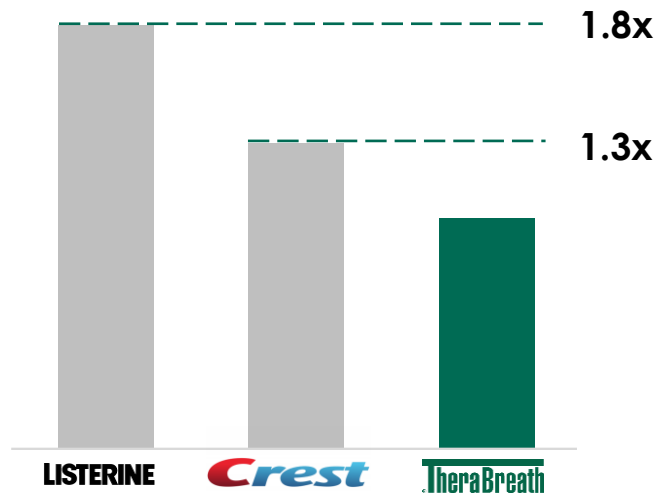
Where do we play next?

Drive Oral Care Expansion Through TheraBreath



Room To Run In Rinse

Average Weekly TDP



Average
Weekly TDP%
Chg vs YA

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

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

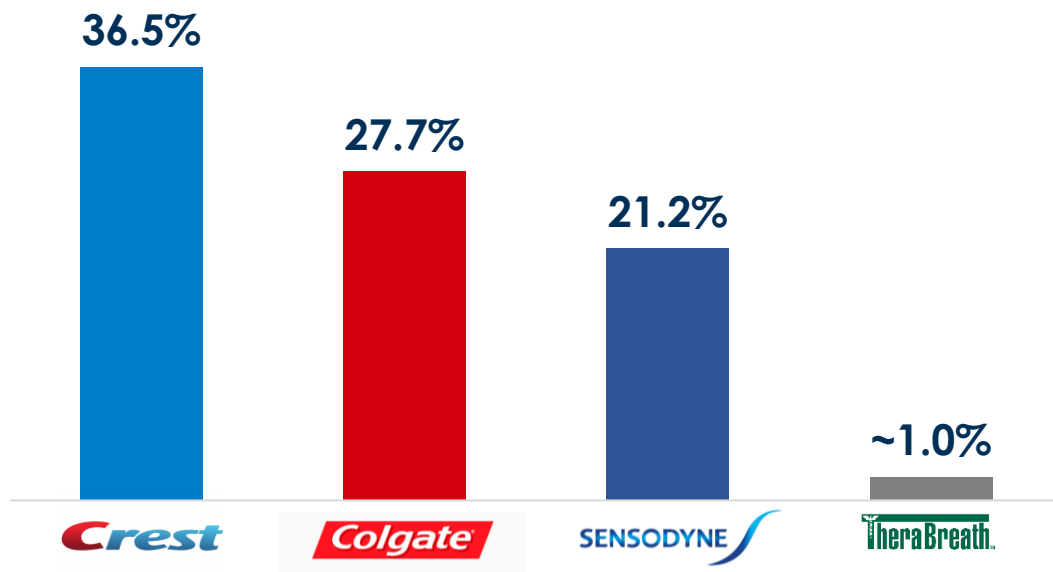
Power Brand Category Size (\$MM)



Source: Circana Mulo+ L52W as of 12.28.25.

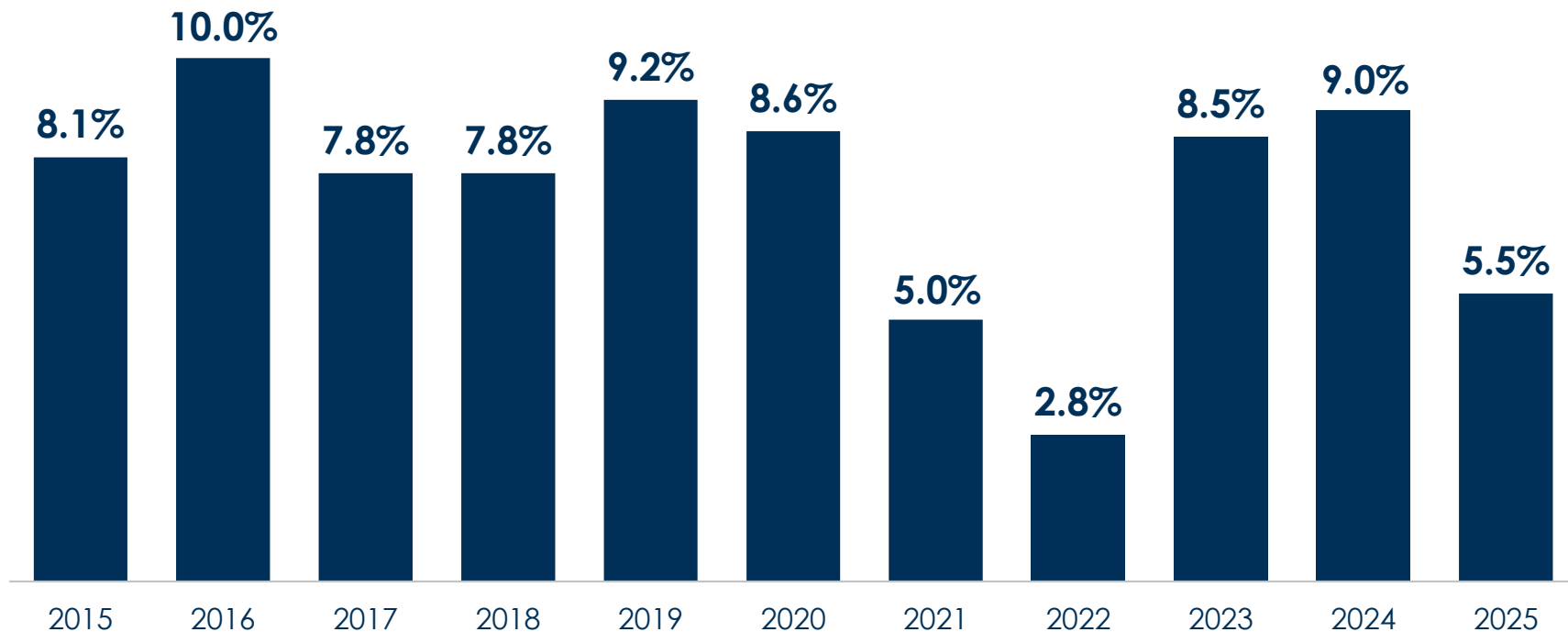
Drive TheraBreath Oral Care Expansion by Expanding into Toothpaste (\$4.8B Category)

Toothpaste Market Share



International Growth with Focus on M&A

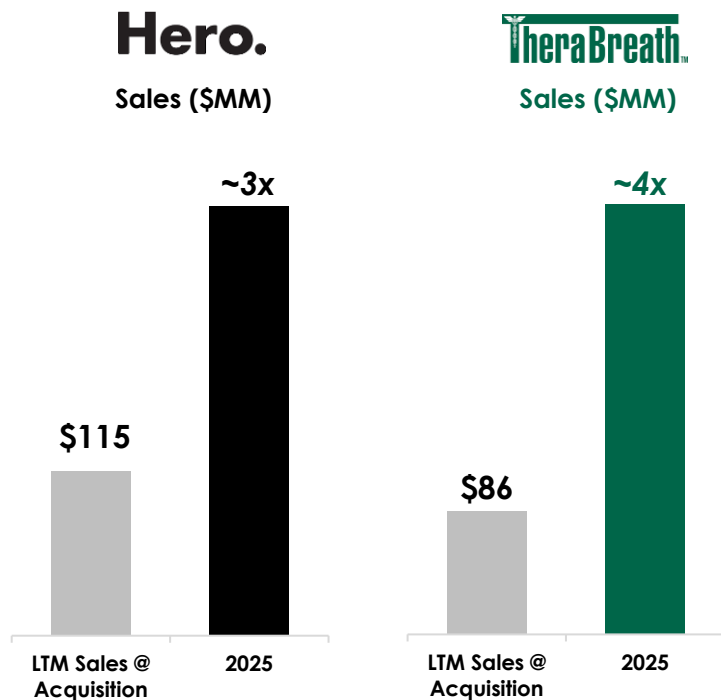
International Consumer Organic Sales



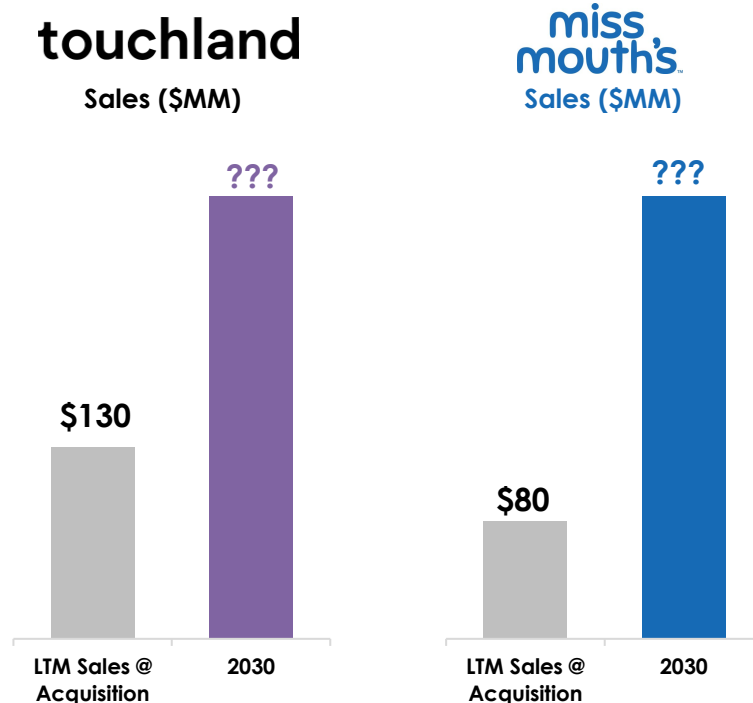
Organic sales growth is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most directly comparable GAAP measure.

Track Record of Success Growing Acquired Brands

PROVEN TRACK RECORD



NEXT GROWTH OPPORTUNITIES



International M&A Pipeline is Strong; Management is Engaged

Reviewed **120+** businesses
across Europe & Asia

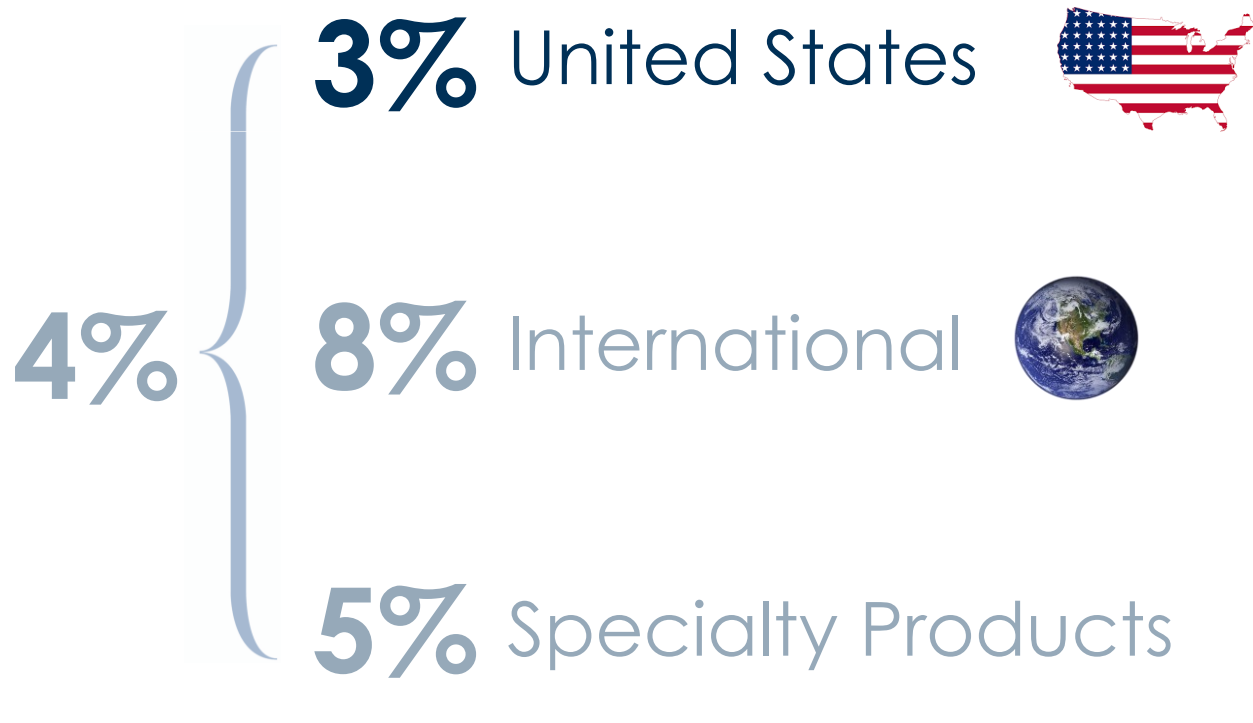


- Search for international M&A targets is proactive
- End to end process owned by Management team

Categories & Brands

CHURCH & DWIGHT CO., INC.

US Domestic Sales Evergreen Target: +3%



Our **Seven** Power Brands Fuel Our Growth



touchland

Hero.

More than **75%** of net sales and profits

We Play in Healthy, Growing Categories

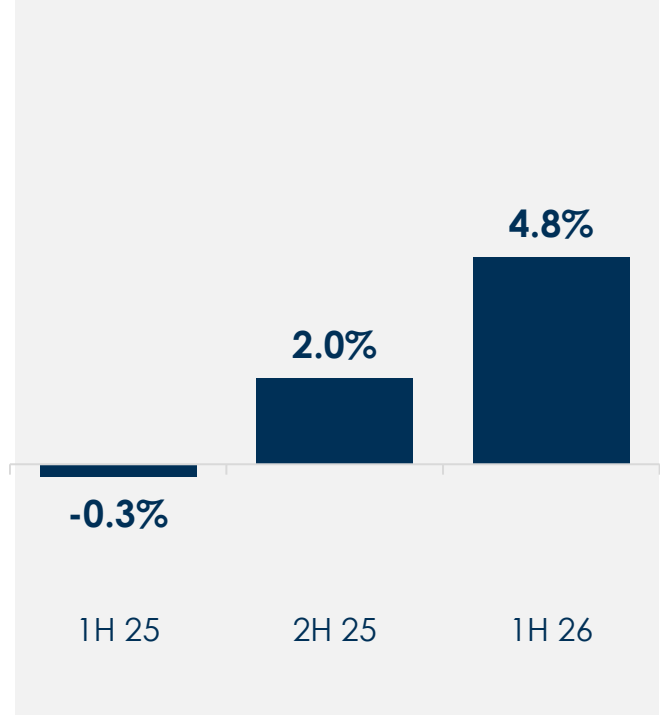
2021	2022	2023	2024	2025	2026 YTD	
						Laundry
						Clumping Litter
						Stain Fighters
						Dry Shampoo
						Power Flossing
						Mouthwash
						Acne

2026 YTD
weighted
average:
~3.0%

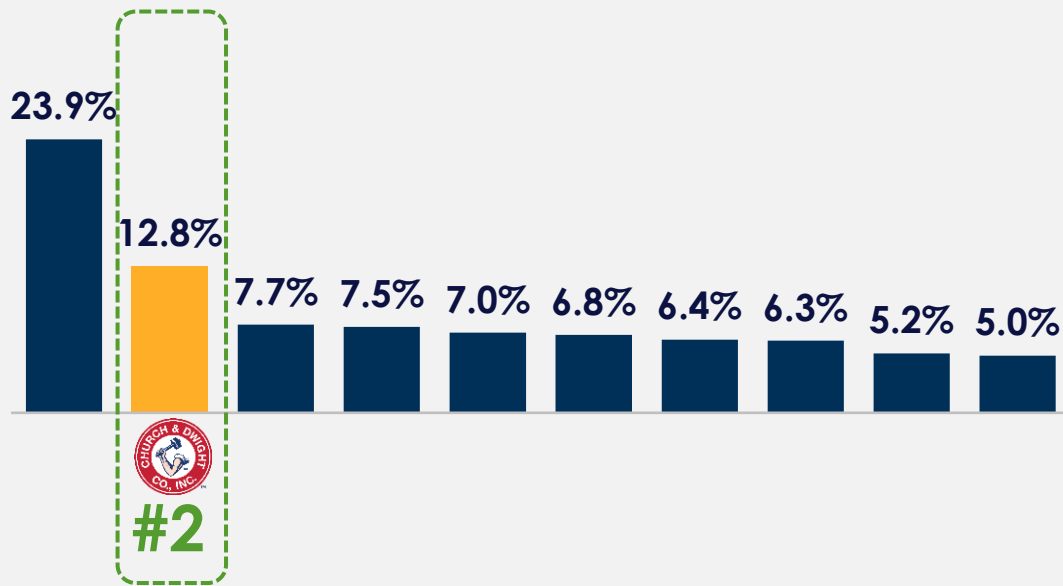
Source: Circana; Total US – MUO+; YTD 2026 data through 6.28.26

Building on 2025 Momentum: Growing Volume, Winning The Shelf

Volume Growth Trend



YTD TDP Growth (CHD vs. Peers)



Circana, Total US MULO +, L26W ending 6/28/26
*Top CPG Companies Ranker Data Report

We are Growing Sales at 19 of our Top 20 Customers

19 / **20**

of our top customers are flat or
growing versus a year ago

95% posting flat-to-positive sales



★ Growing vs. year ago

★ Flat / below year ago

**Customer Profitability, YTD thru June*



Fabric Care

Total Laundry Detergent

\$ % Chg vs. YAG

1H 2026

LAUNDRY
CATEGORY



2.4%

1H 2026

2.5%

1H 2026

Source: Circana; Total US – Multi Outlet+; 1H 2026 = L26WE 06.28.26

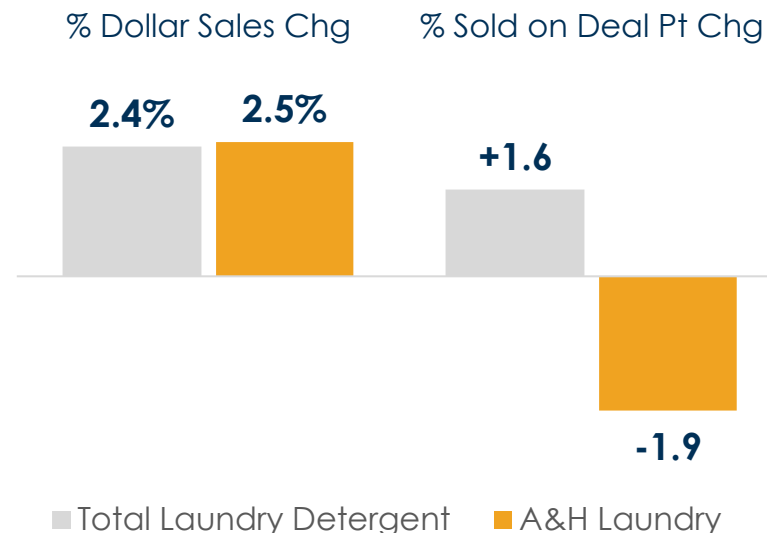




A&H Laundry Winning Despite Heavy Competitive Promo

Dollar Sales % Change vs. % Sold on Deal Change

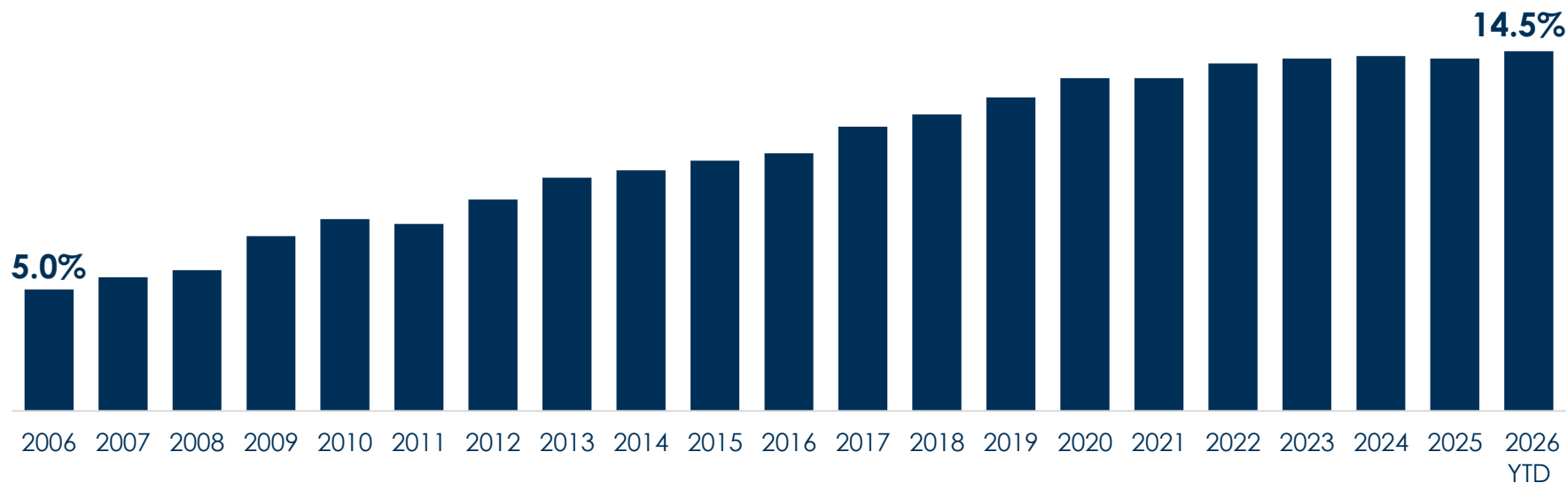
1H 2026



Source: Circana MULO+, Laundry Detergent, 26WE 6/28/2026

Arm & Hammer Laundry: Converting and Retaining Consumers Over the Long Term

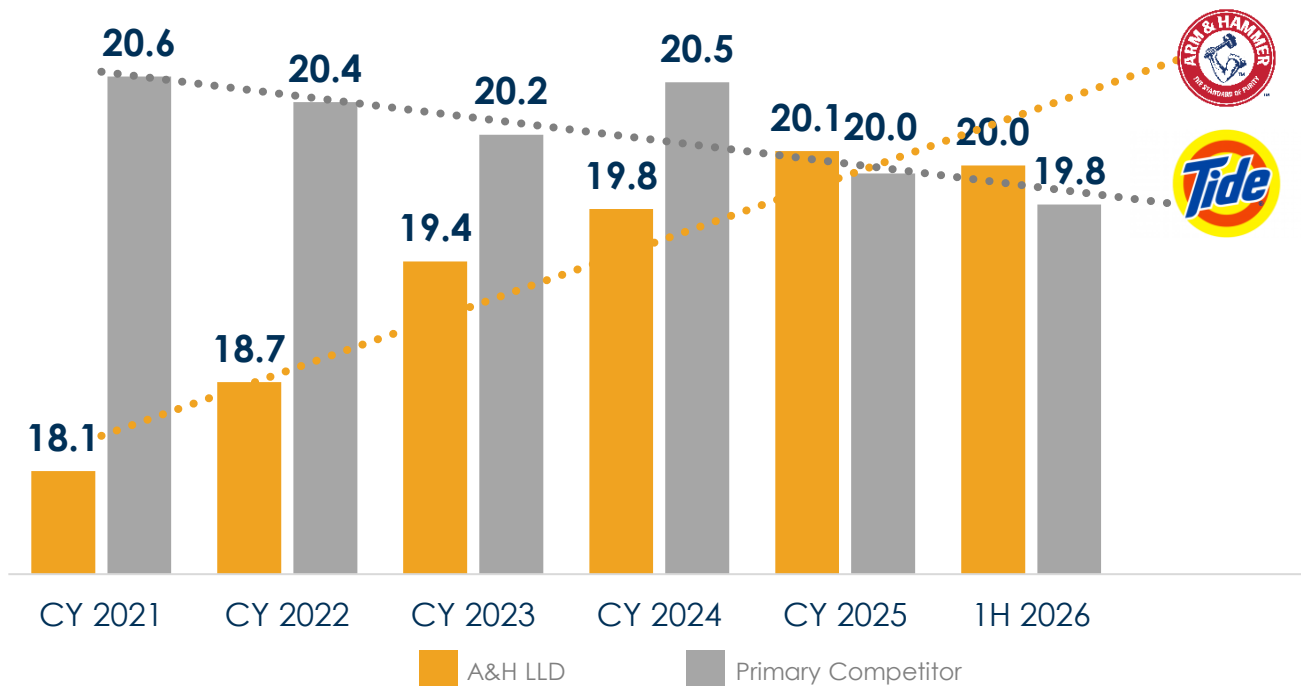
Liquid Laundry Dollar Share
2006 – YTD 2026



Source: Circana: Total US – Multi Outlet; 2026 = L26WE 06.28.26

Arm & Hammer remains #1 in Washloads

Annual Washload Volume Share



Source: Circana Scan Data, MULO+, CY2021-2025 + 26 WE 6/28/2026, WASHLOAD Volume Sales original Tide



Arm & Hammer Laundry Architecture

Good, Better, Best



Good



Better



Best



Cat Litter

Clumping Litter

\$ % Chg vs. YAG

2026

LITTER CATEGORY



4.8%

1H 2026

7.2%

1H 2026

Source: Circana; Total US – Multi Outlet+

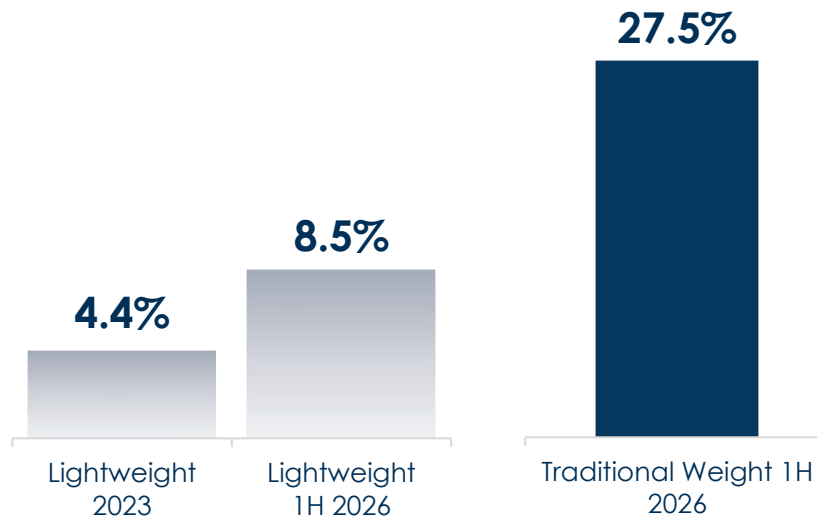


Lightweight Fair Share is a \$75MM Significant Opportunity

A&H HardBall has a 49% repeat rate, 15pp higher
vs category average



A&H Share Of Clumping Litter Segment



Source: Numerator, Circana: Total US – Multi Outlet + (Inc Pet) 26 WE 6/28/2026





 **Thera Breath™**

TheraBreath is Strongly Outpacing Category

\$ Consumption Chg vs. YAG

1H 2026

MOUTHWASH
CATEGORY

TheraBreath™

20.8%

1.3%

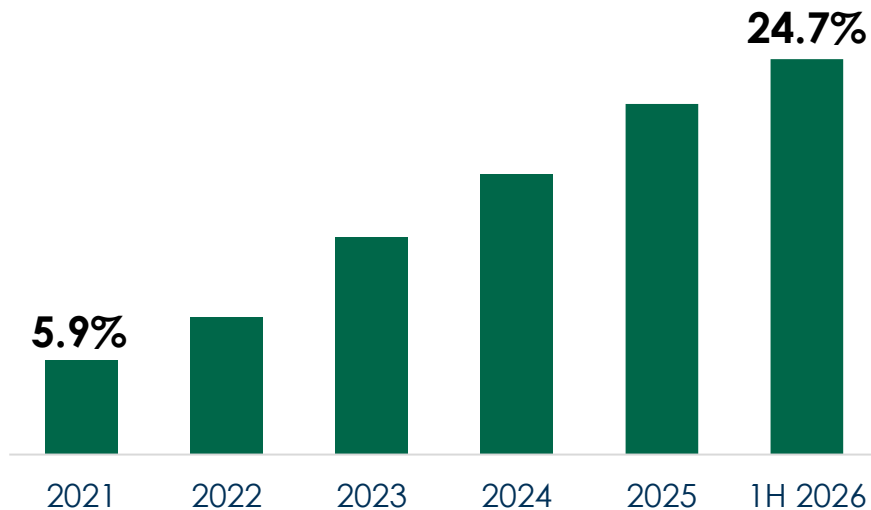
Source: Circana; Total US – Multi Outlet+; 26 we 6/28/2026





All Time Share High Achieved in 2026

Total Mouthwash Dollar Share
2021 – 1H 2026



Source: Circana: Total US – Multi Outlet+; Total Mouthwash. 1H 2026 = 26 we 6/28/2026



TheraBreath Toothpaste: A Breakout Launch

Broad retailer acceptance, share gains, and category-leading consumer ratings

65%

of Category growth is
driven by TheraBreath

#10

Brand rank in toothpaste

Out of 71 brands tracked by
Circana

4.6 / 5

Average consumer rating

vs. 4.5 category benchmark





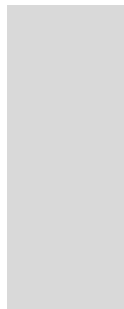
Hero.

Total Acne Care Is Growing, Driven by Patches

\$ Consumption Chg vs. YAG

1H 2026

5.1%



ACNE
CATEGORY

4.8%

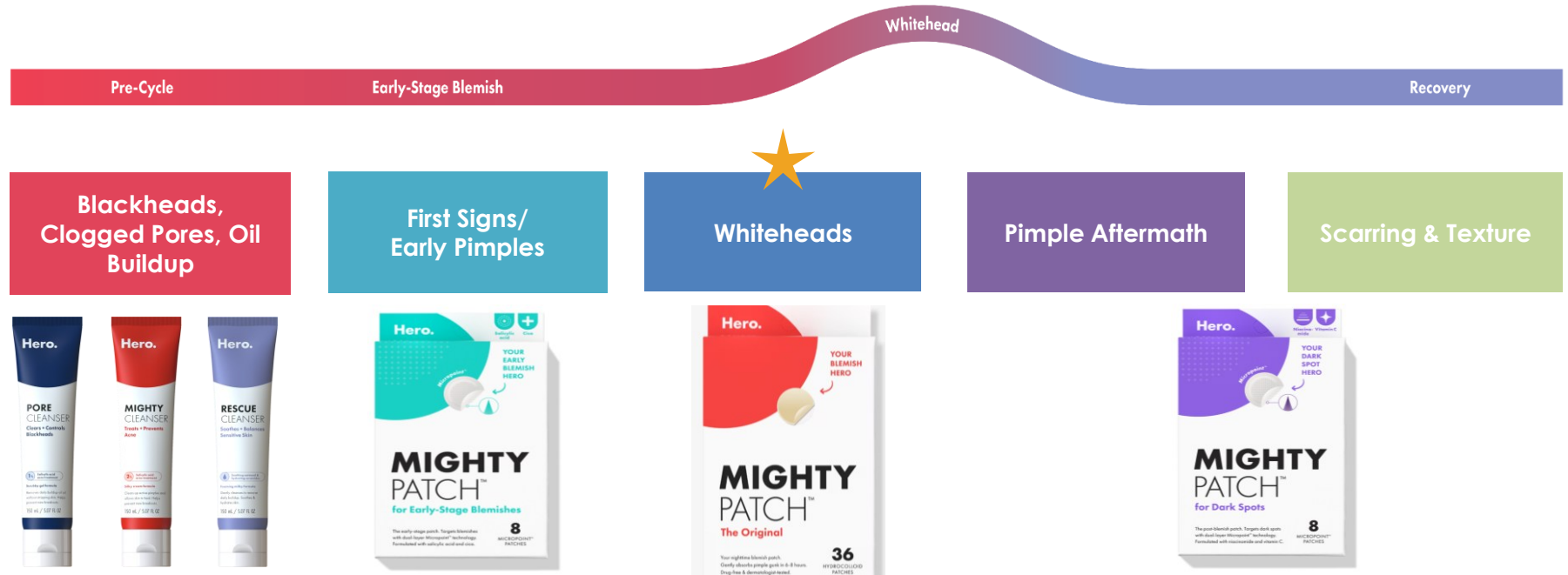


Hero.

Source: Circana: Total US – Multi Outlet+; 26 wks 6/28/2026

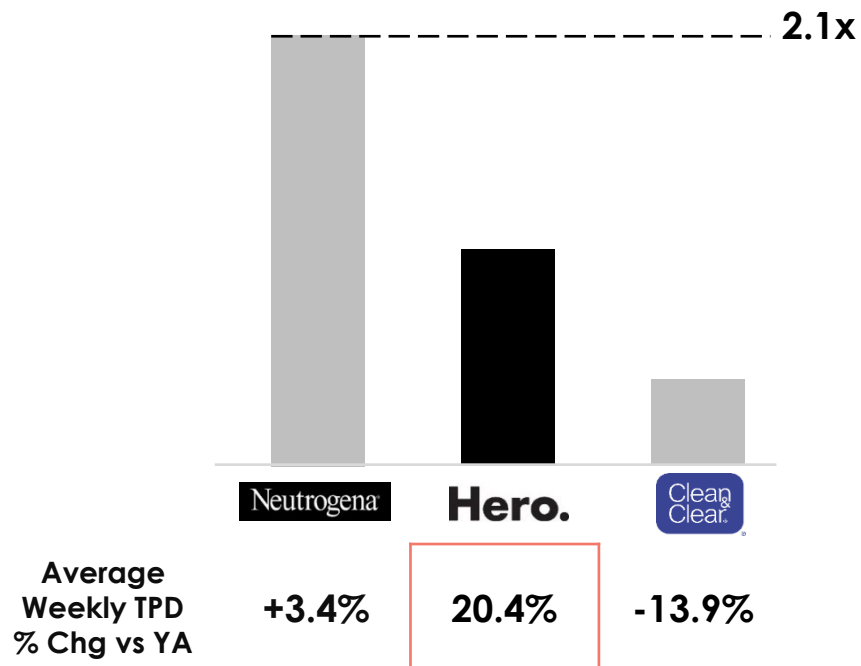


Growth Potential Across The Acne Life Cycle



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%
2026*	29.8%	9.9%

Sources: L: Circana: Total US – Multi Outlet+ L26 WE 6/28/2026; Numerator Insights; *12ME 8/1/2026 Rolling



touchland

Touchland Runway Is Significant

Building a premium global brand — significant U.S. runway plus rapid international rollout

U.S. GROWTH RUNWAY

#1	Premium hand sanitizer brand	6.1%	Household penetration vs. 45.8% category
23%	Aided brand awareness	+41.7%	TDP growth

- Significant awareness and household penetration headroom, supported by rapid distribution expansion

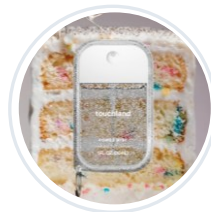
GLOBAL EXPANSION

- **TODAY** **Canada & UAE**
Successfully launched

- **2026** **UK · China · Australia**
Launches underway

- **EARLY 2027** **20+ countries**
Global premium rollout

PREMIUM INNOVATION & CULTURALLY-RELEVANT COLLABORATIONS



New Product Innovation

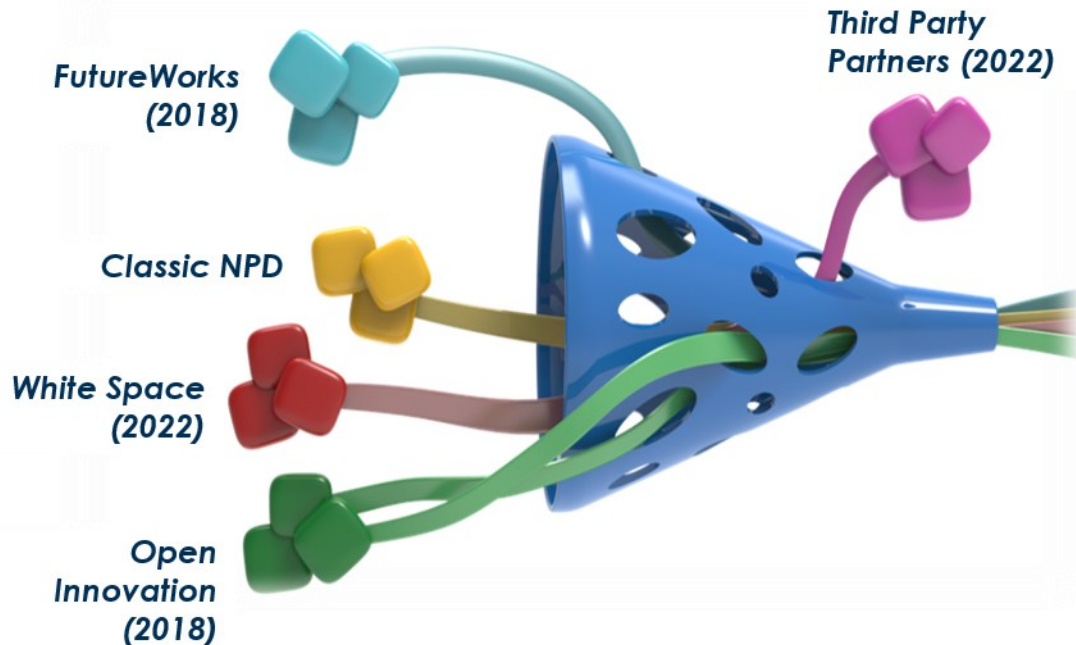
CHURCH & DWIGHT CO., INC.

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

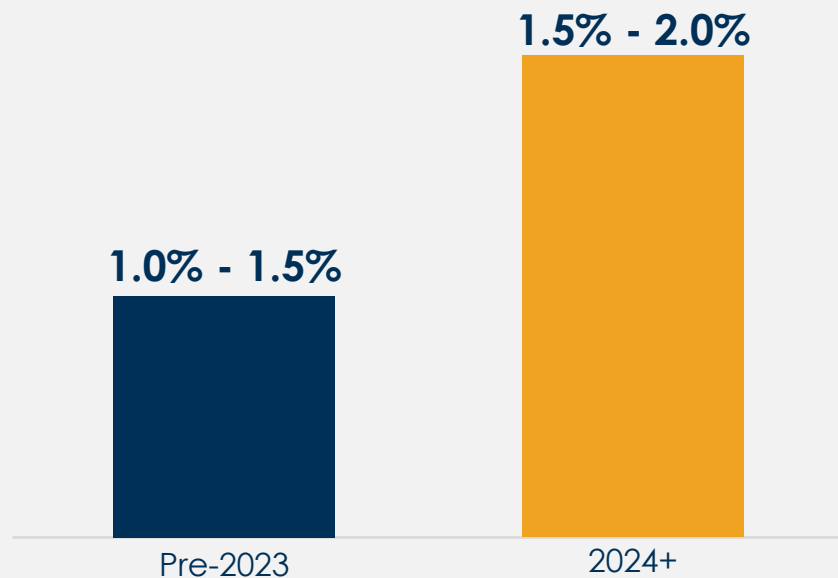
Accelerating INS

1.5% - 2.0%

(historically 1.0% - 1.5%)

50% of organic growth

Incremental Net Sales as a % of Sales



New Product Innovation



TheraBreath
Toothpaste



Hero
Invisible Liquid
Patch



Hero
Cleansers



Trojan
G.O.A.T.



A&H
Baking Soda
Fresh Laundry
Detergent



A&H
Odor Blasters
Deep Rinse &
Revitalize



A&H
Power sheets
plus OxiClean



OxiClean
Max Force



A&H
Dual Defense

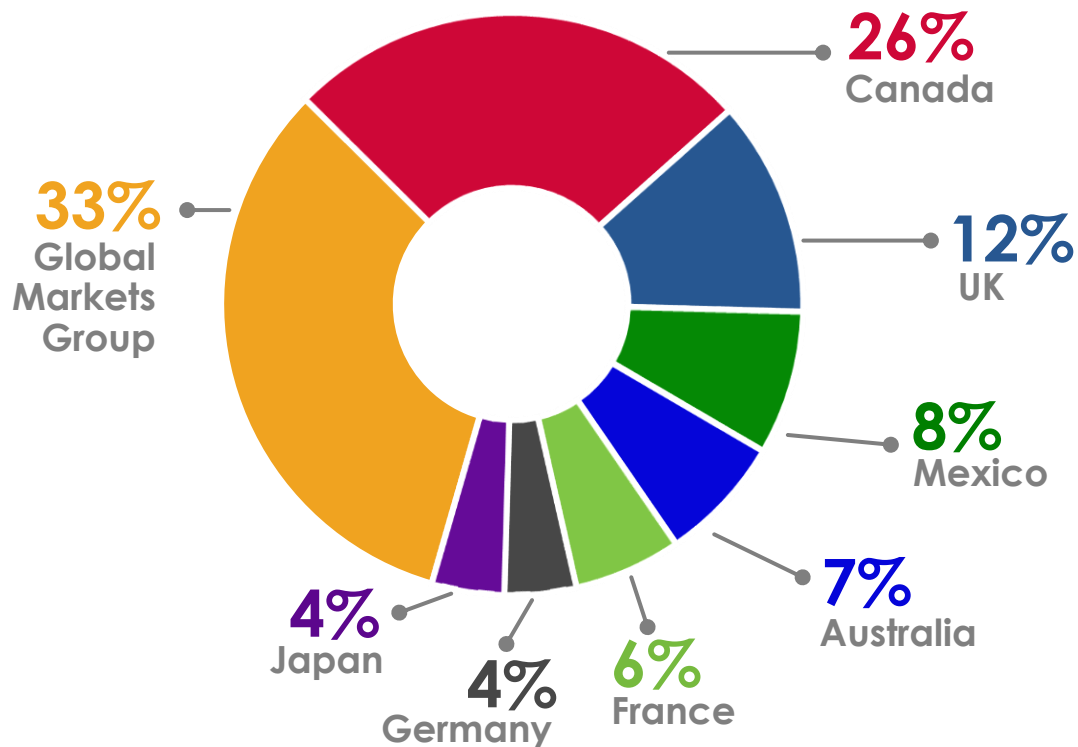
International & SPD

CHURCH & DWIGHT CO., INC.

International Organic Sales Evergreen Target: +8%



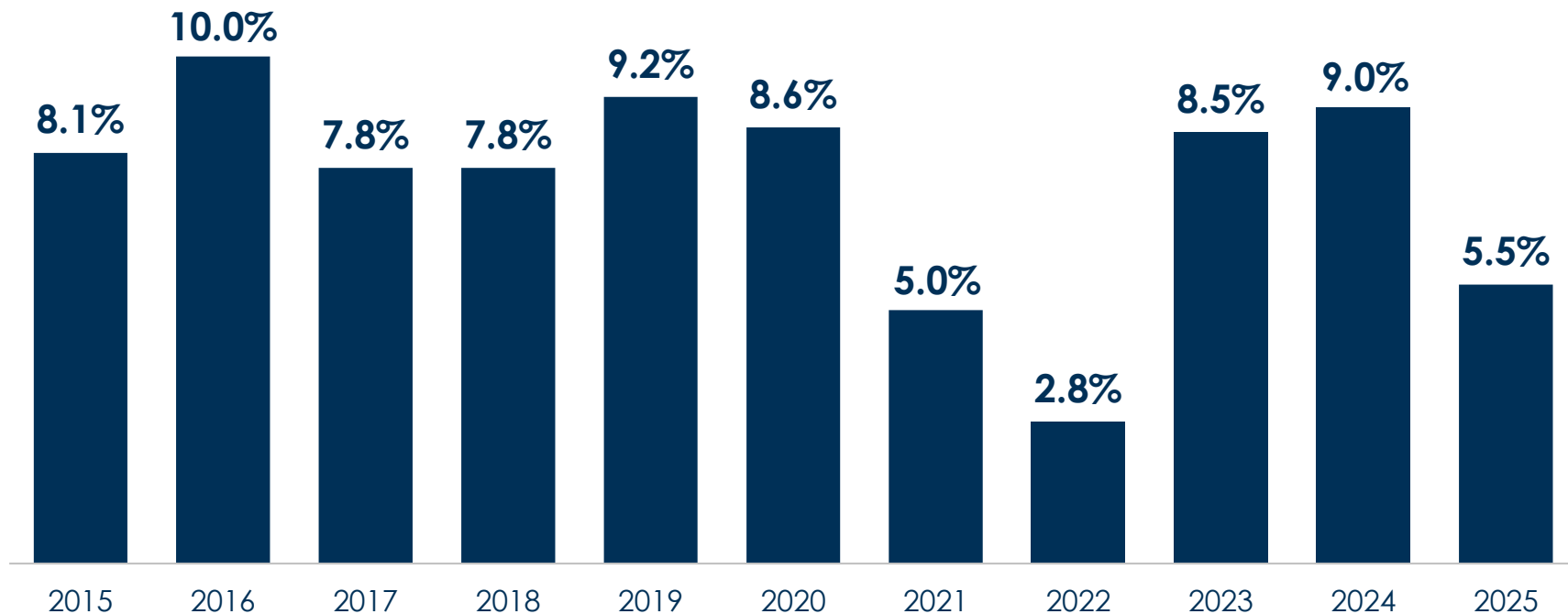
International Sales Mix



2025
International
Net Sales:
\$1.1B

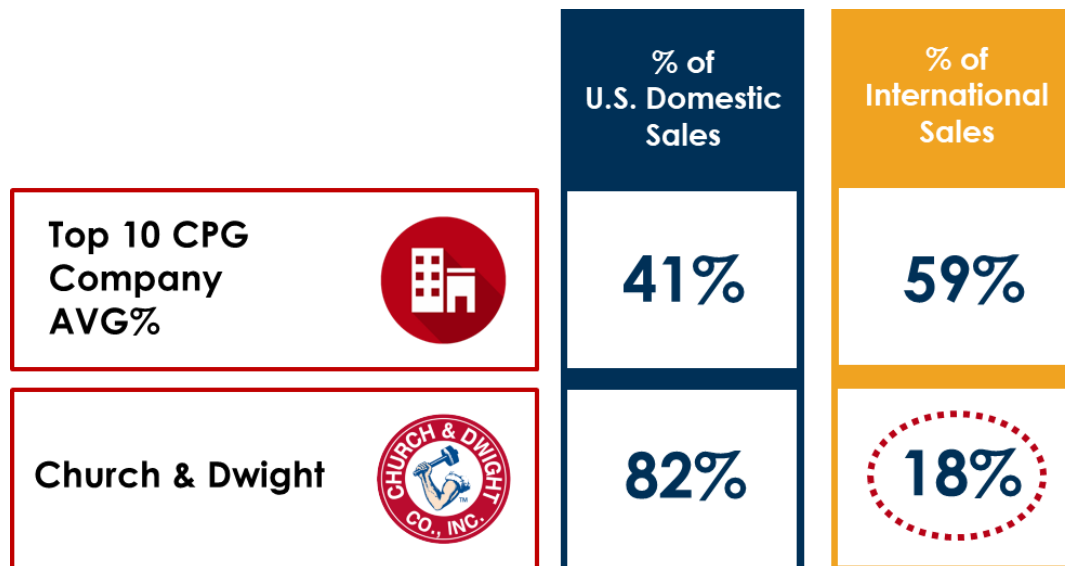
- 7 core subsidiaries
- ~400 distributors
- 100+ countries
- 5 regional offices

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



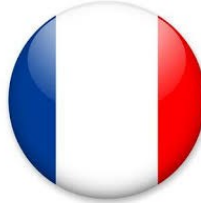
International
OTC &
Personal Care



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 BEGGING 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.

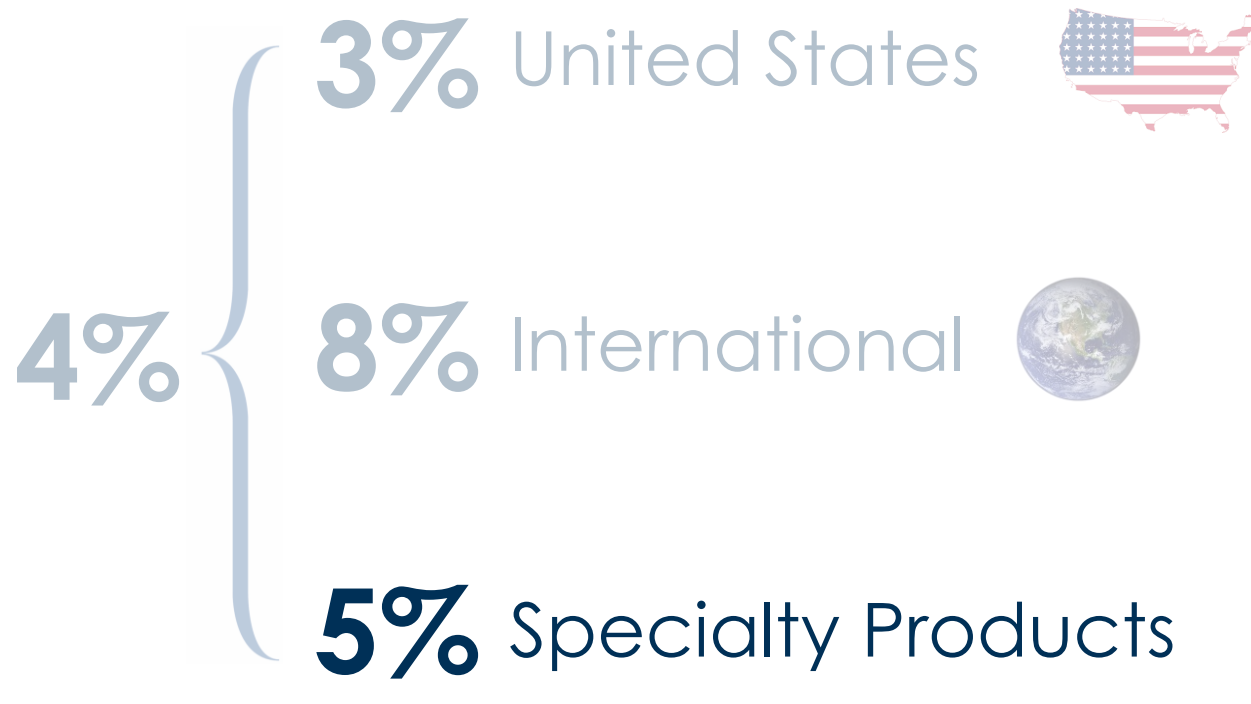
Batiste™



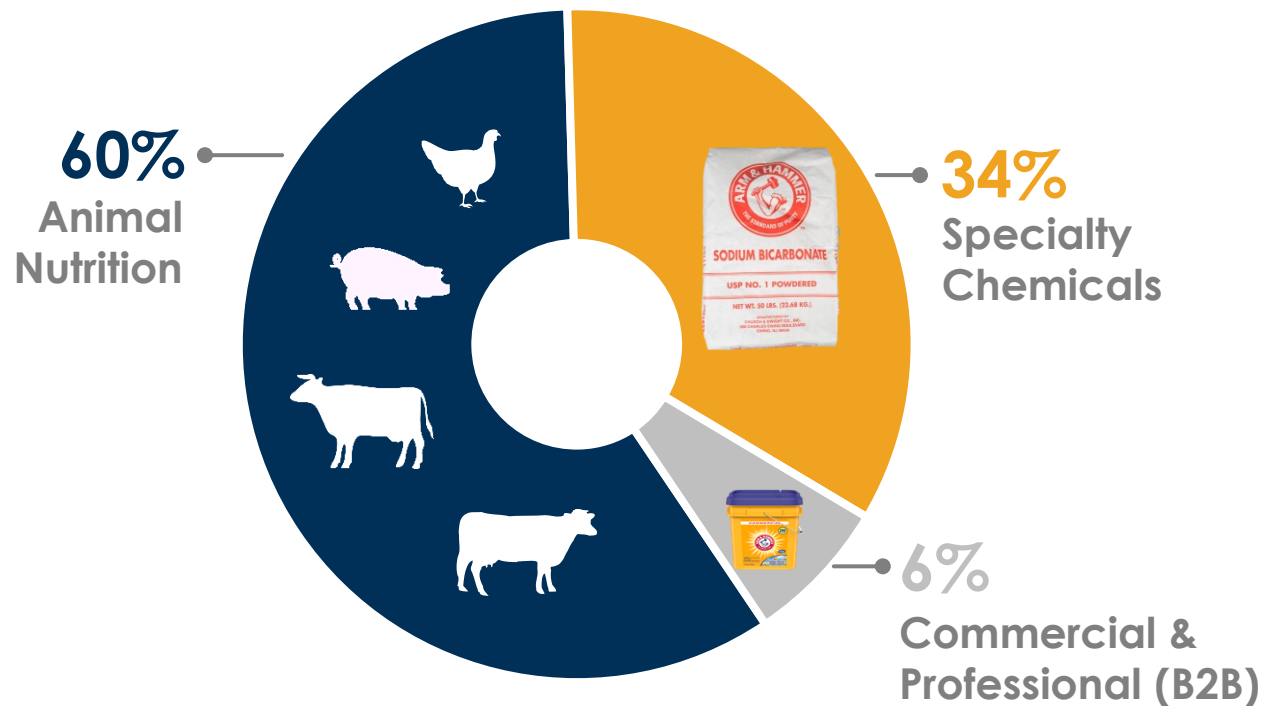
JAPAN: New Liquid formulation and formats launched in 2024 and will extend to other liquid focused markets.



SPD Organic Sales Evergreen Target: +5%



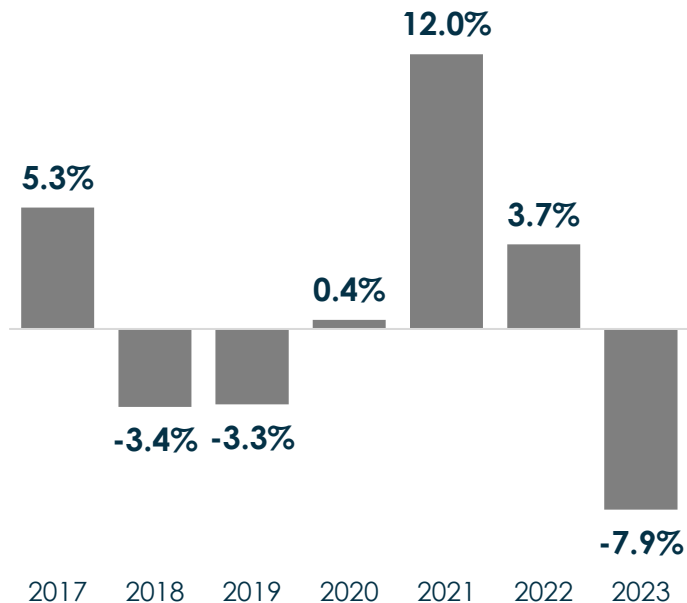
Specialty Products Division (SPD)



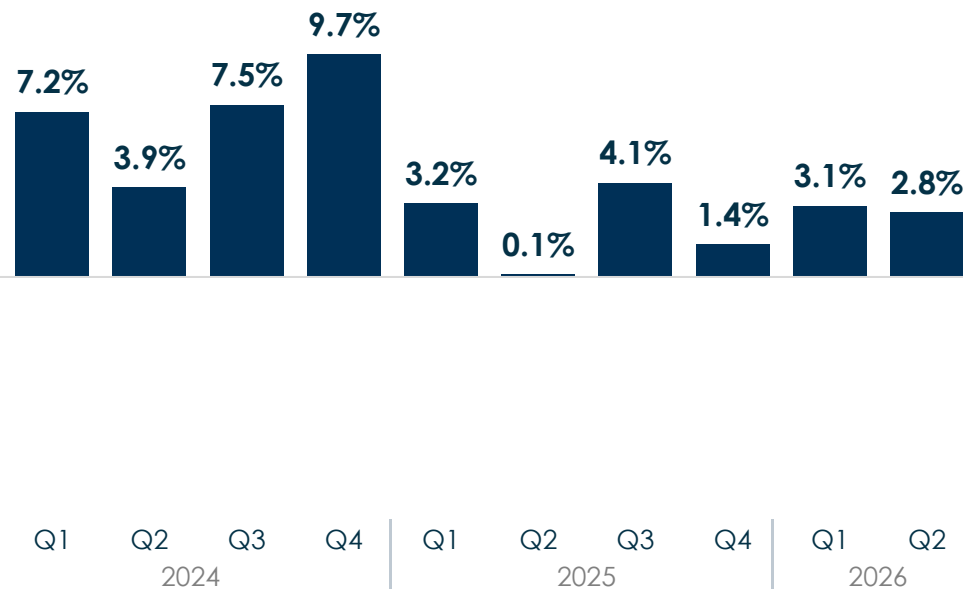
2025
SPD Net Sales:
\$300MM

SPD Organic Sales

CYCLICAL



10 QUARTERS OF GROWTH



How We Operate

CHURCH & DWIGHT CO., INC.

We Have Five Operating Principles



Leverage Brands

Brands consumers love around the world



Friend of the Environment

Long history of being a friend to the environment



Leverage People

Highly productive people in a place where people matter



Leverage Assets

We strive to be asset light



Leverage Acquisitions

Good shareholder returns become **great** shareholder returns

Enabled with AI

Digital Ability & Agility – AI Value Creation

Training Our Global Team



Formal Training
Premium Tool
Access for All

**Capability
Building**

Revenue Growth Management



Latest Model
Algorithms
Faster & Better
Insights

Growth & Margins

Marketing Creation



Rapid Content
Creation
Enhanced Brand
Support

Creativity & Scale

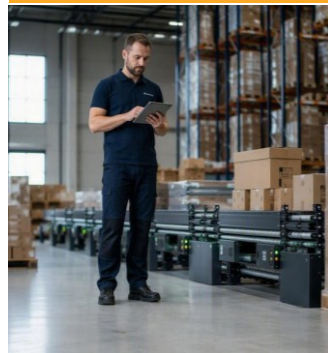
Research & Development



Our Ability to
Deliver Faster
Solutions to the
Consumer

Speed

Operations & Supply Chain



Automation
Enhanced
Planning
Capability

Cost & Service

Financials

CHURCH & DWIGHT CO., INC.



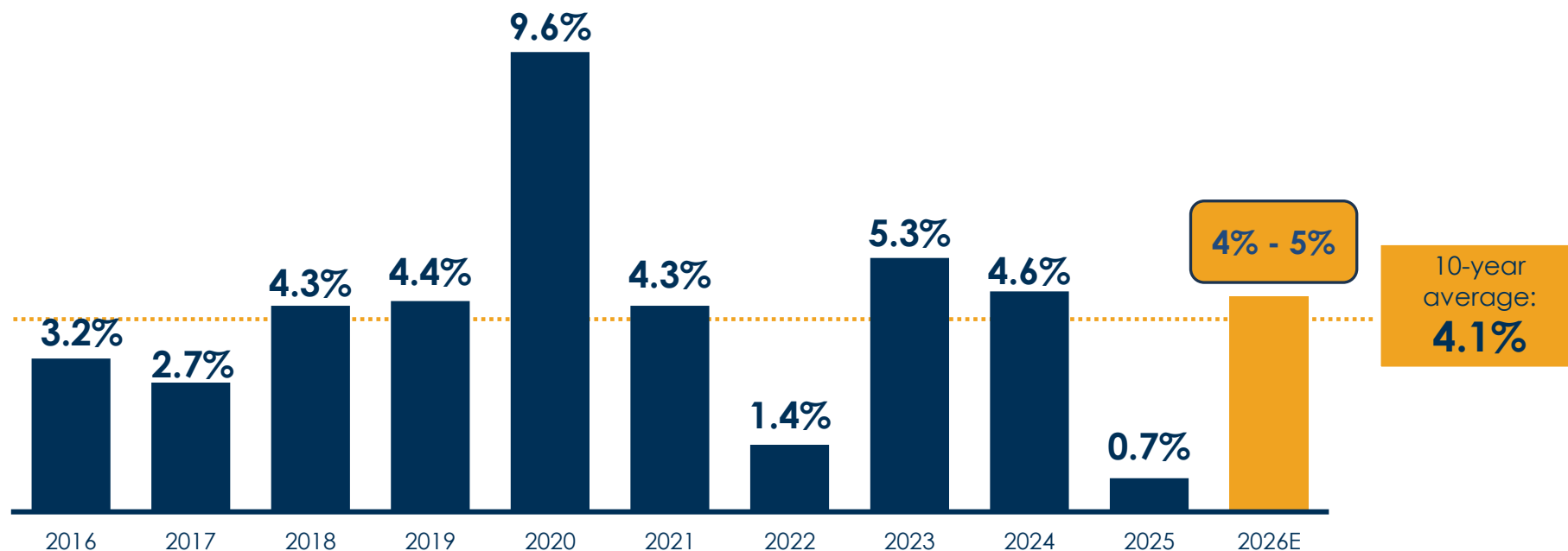
Evergreen Model

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

Organic Sales Growth Results & 2026 Outlook

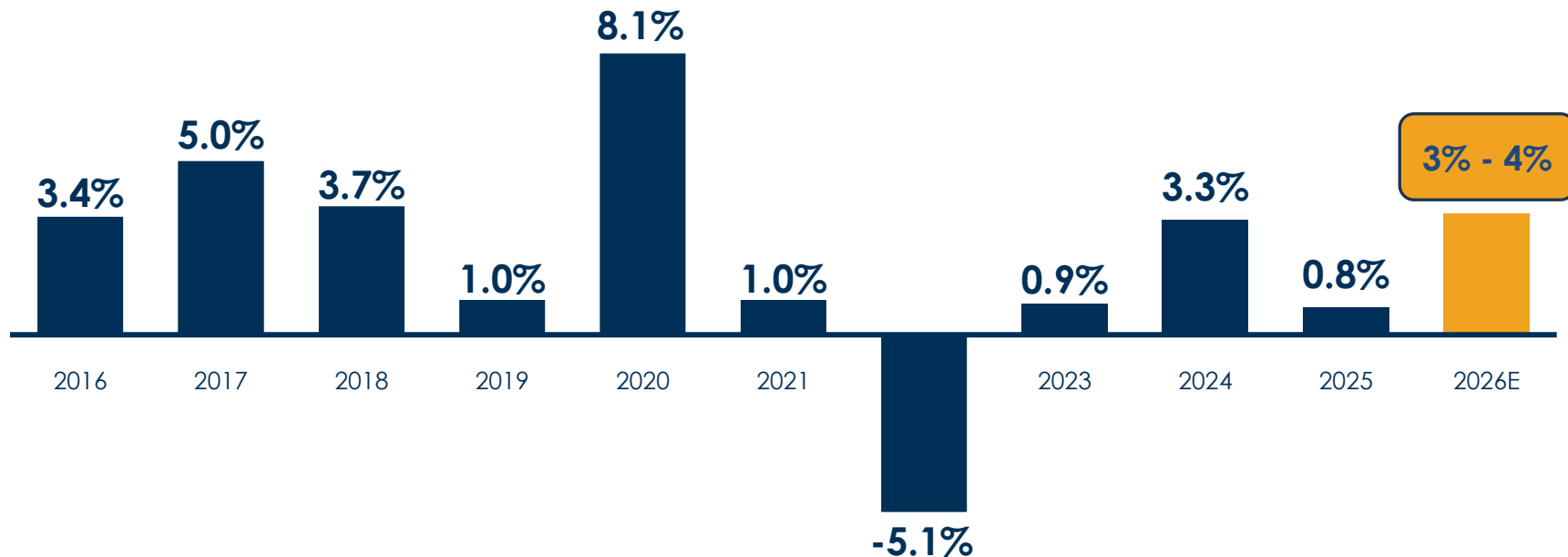
Evergreen Target: 4.0%



Our 10-Year Organic Growth Scorecard Reflects Sustained Evergreen Execution

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

Volume Sales Growth Results & 2026 Outlook

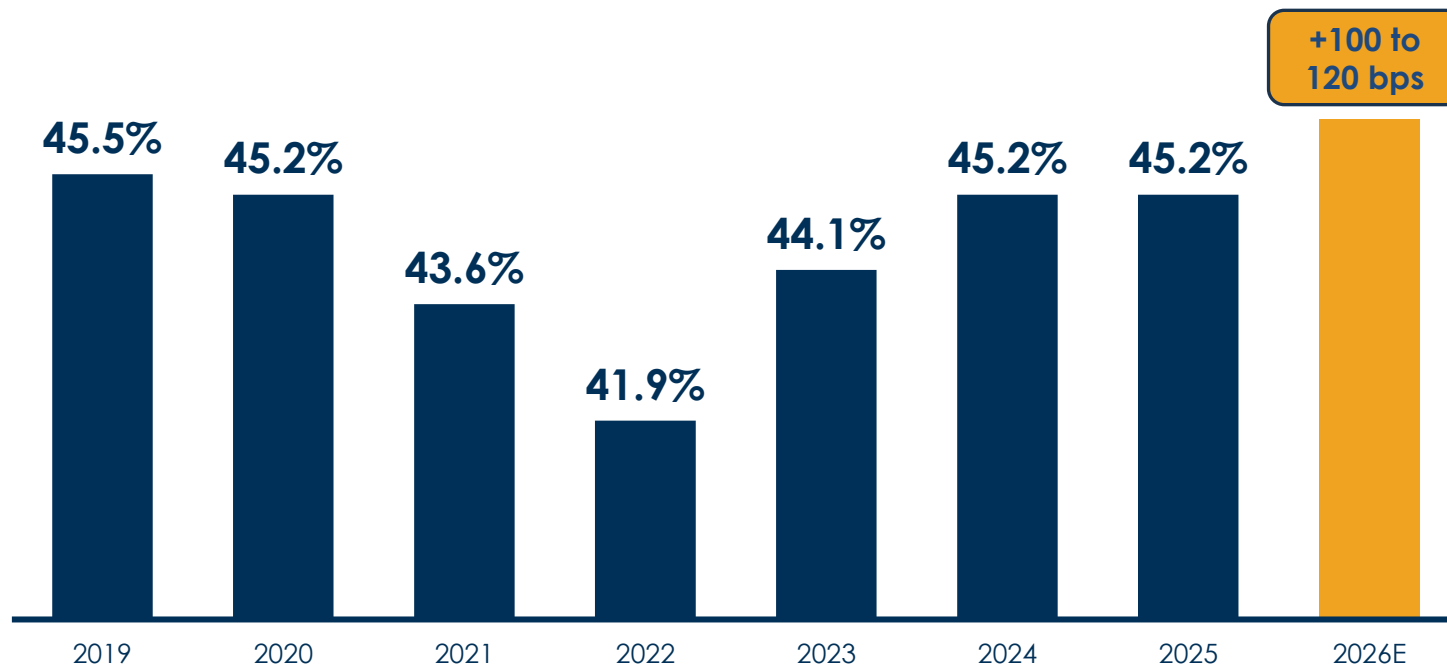


Our 10-Year Organic Growth Performance is Fueled By Volume Growth

Outlook as of July 31, 2026

Adjusted Gross Margin Results & 2026 Outlook

Evergreen Target: +25 to +50 bps



Our Evergreen Focus On Gross Margins Has Protected/Expanded Margins

Outlook as of July 31, 2026



Gross Margin Growth Drivers

**Evergreen
Target**

**+25 to +50
bps**

Good to Great Productivity & Supply Chain Optimization

New Product Innovation

Acquisition Growth & Synergies

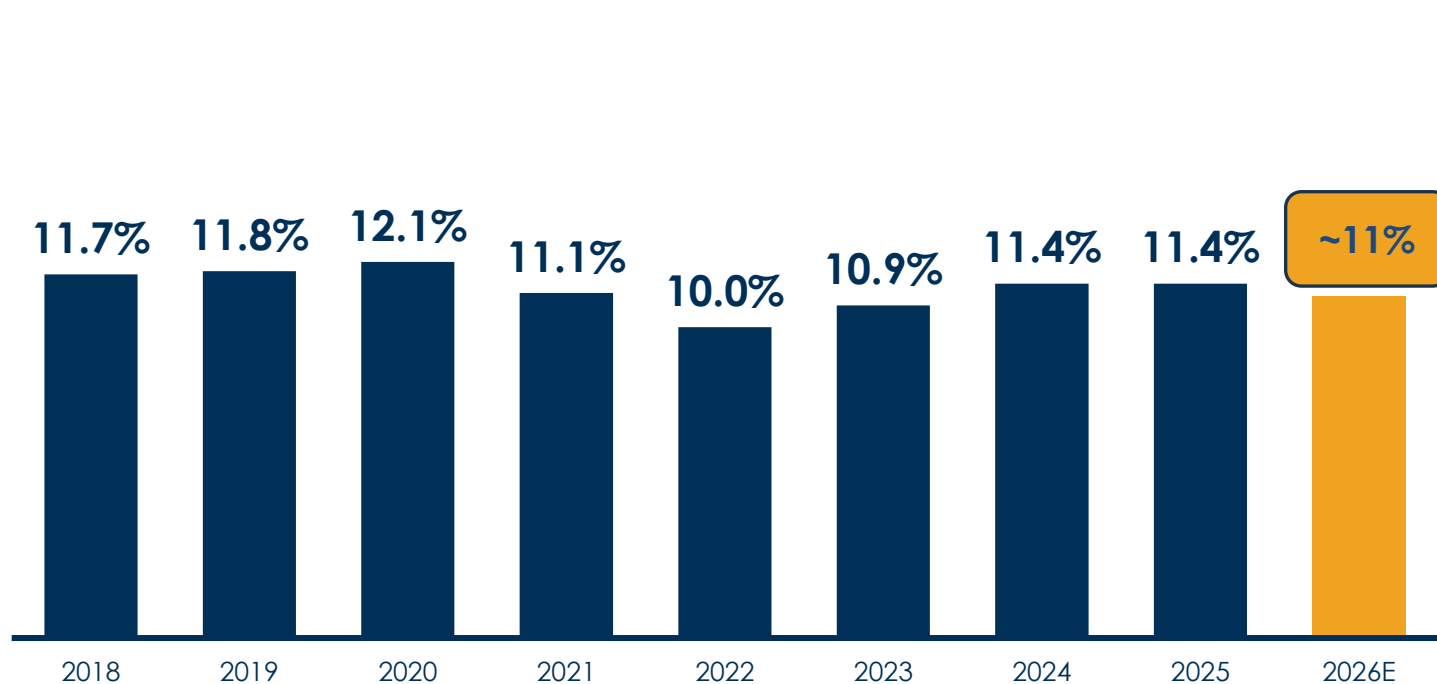
Revenue Growth Management

Incentive Plans

A Cross-Functional Focus on Delivering Evergreen Gross Margin Expansion

Marketing Investment Summary & 2026 Outlook

Evergreen Target: ~11%



Growing Categories

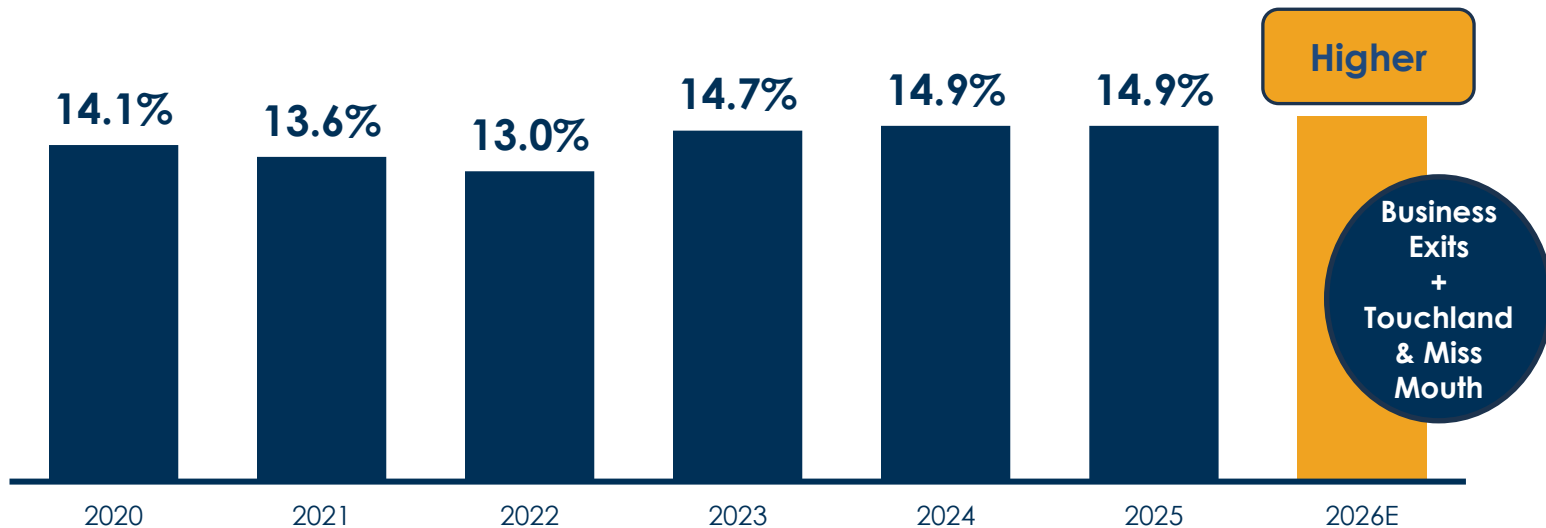
2026 YTD

- Laundry
- Clumping Litter
- Stain Fighters
- Dry Shampoo
- Power Flossing
- Mouthwash
- Acne

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

SG&A Investment Summary & 2026 Outlook

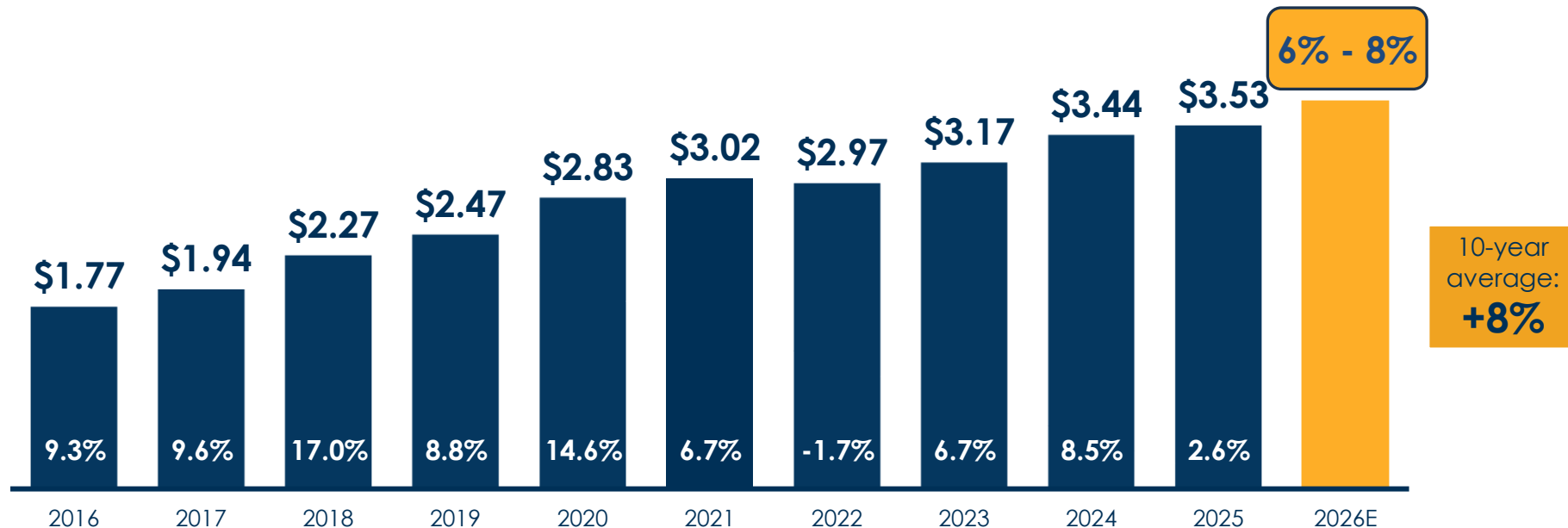
Evergreen Target: -25 to 0 bps



We Continue To Invest In Growth & Drive Leverage Opportunities

Adjusted EPS Results & 2026 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 July 31, 2026.

2026 Financial Outlook

as of July 31, 2026

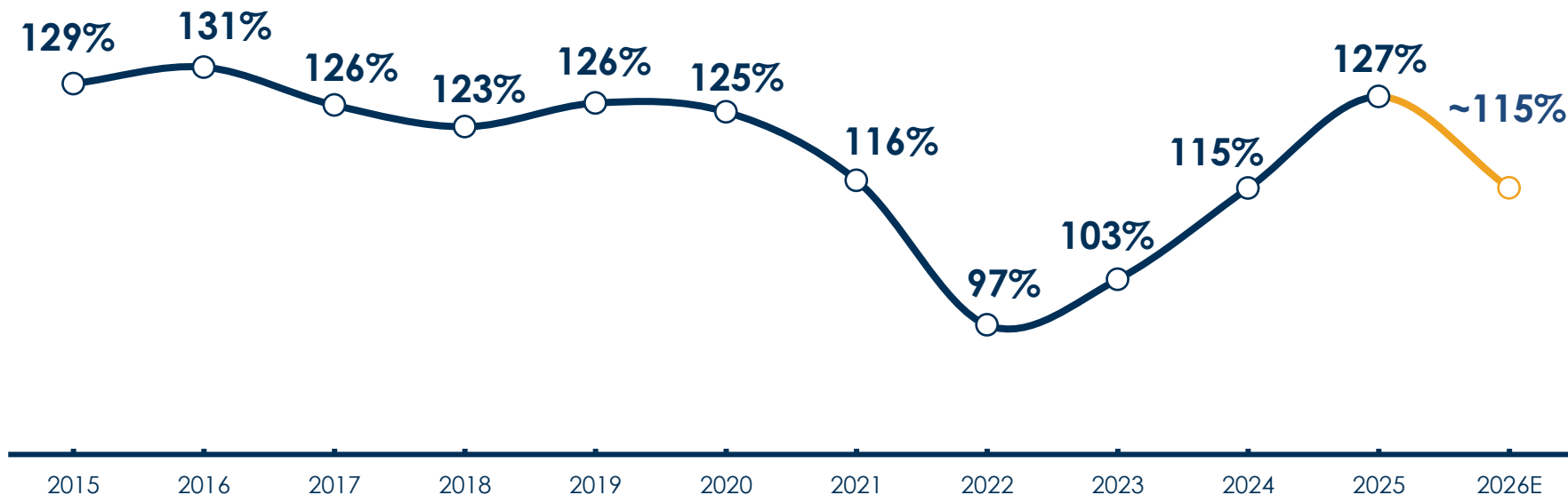
Organic Sales Growth	+4% to +5%
Adjusted Gross Margin	+100 to 120 bps
Marketing %	~11%
Adjusted SG&A	Higher
Effective Tax Rate	~21.0%
Adjusted EPS Growth	+6% to +8%
Cash from Operations	~1.175B

2026 Financial Outlook of ~4% to 5% Organic Growth & 6% to 8% Adjusted EPS Growth

Outlook as of July 31, 2026



Free Cash Flow Conversion Summary & 2026 Outlook



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

Refer to the Appendix for a reconciliation to the most directly comparable GAAP measures.

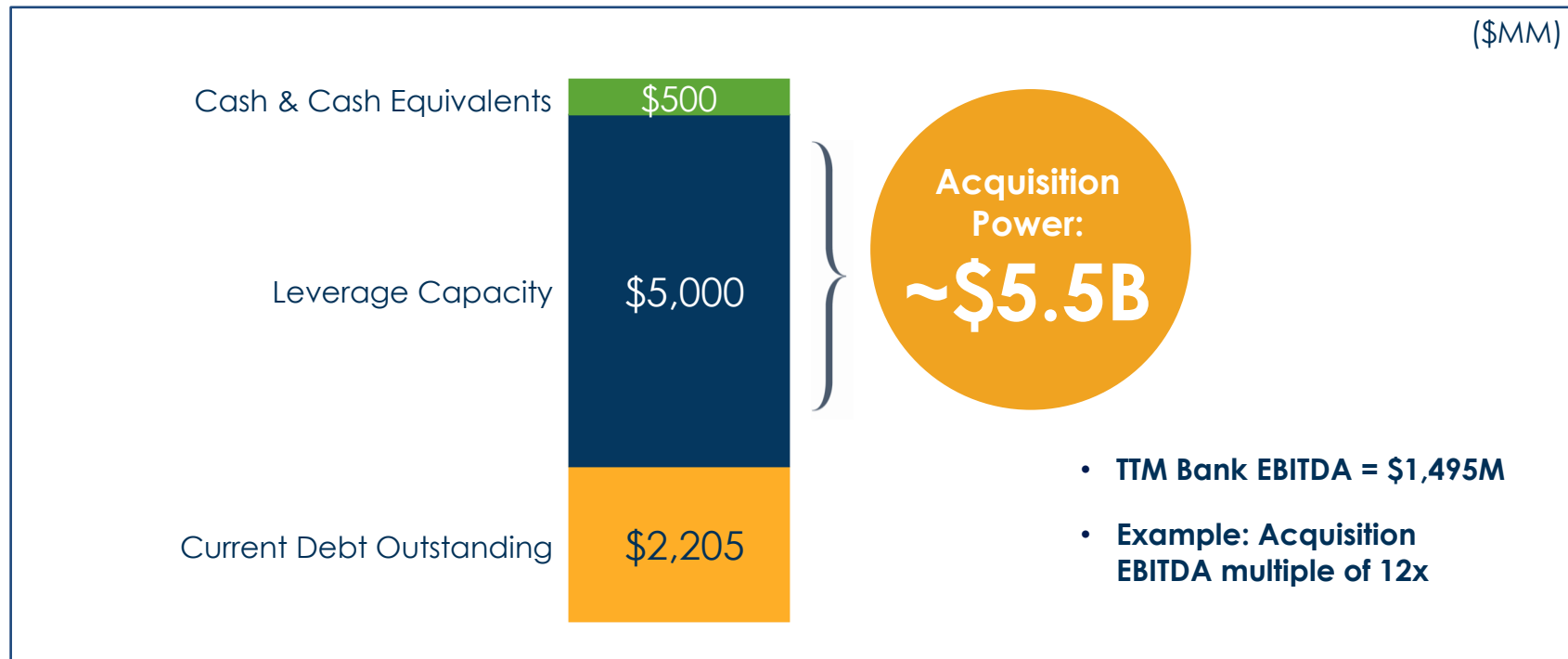
Total Debt/Bank EBITDA Summary & 2026 Outlook

Our Strong Balance Sheet Provides Us Tremendous Flexibility





Financial Capacity Summary



As We Look Forward, We Have Extensive Financial Capacity



Prioritized Uses of Free Cash Flow

- 1 Invest in TSR Accretive M&A
- 2 Business Capex for Organic Growth & G2G Productivity
- 3 New Product Development
- 4 Debt Reduction
- 5 Return of Cash to Shareholders



Dividend Track Record Summary



125

Consecutive years of dividends



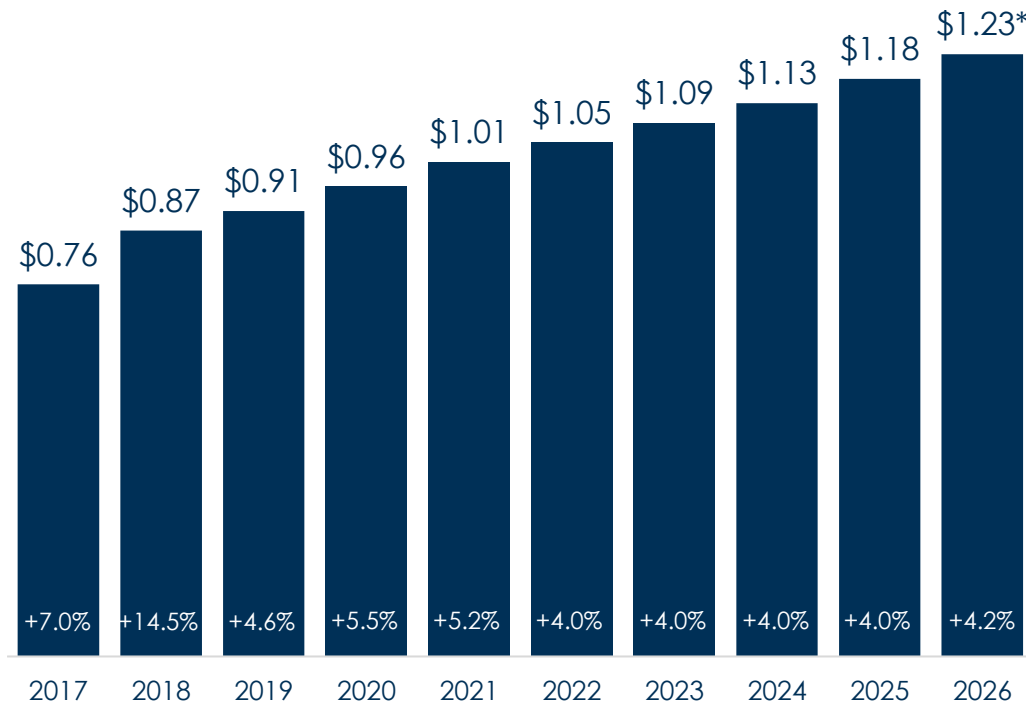
30

Consecutive years of increases



+4.2%

2026 dividend increase



* Annualized based on dividend declared in Q1 2026

We Continue to Have Confidence In Our Future

 A Strong & Growing **Brand portfolio** in a Proven Set of **Categories**

 **Steady, Sustained Share Gains** Now Enhanced by Growth Initiatives

 **Therabreath, Hero, Touchland & Miss Mouth** Continue to Enhance Growth

 **Online Channel** Delivering Steady Growth Globally

 **Our Innovation** Engine Remains a Key Driver of Success

 The **International Business** Continues to Grow and Represents a Large Opportunity

 **Balance Sheet** Provides Tremendous Capital Allocation Flexibility

 Our Strategy Provides Us the Confidence to Deliver **Evergreen Model** Results



Batiste

TheraBreath

Hero.

touchland

waterpik



Q&A

CHURCH & DWIGHT CO., INC.



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 – Total Company

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.

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%

Reconciliation of Non-GAAP Measures

Organic Sales Growth – Total Company, Continued

Year	Reported	FX	Acquisitions & Divestitures	Organic
2016	2.9%	1.2%	-0.9%	3.2%
2015	2.9%	2.7%	-2.0%	3.6%
2014	3.2%	0.5%	-0.2%	3.5%
2013	9.3%	0.5%	-7.6%	2.2%
2012	6.3%	0.8%	-3.1%	4.0%
2011	6.2%	-1.0%	-1.2%	4.0%
2010	2.7%	-1.1%	0.5%	2.1%
2009	4.1%	2.0%	-1.2%	4.9%
2008	9.1%	-0.2%	-1.6%	7.3%
2007	14.0%	-1.0%	-8.0%	5.0%

Reported & Adjusted Non-GAAP Reconciliations

Adjusted SG&A

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.

	For the year ending December 31,					
	2025	2024	2023	2022	2021	2020
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)	14.9%	14.9%	14.7%	13.0%	13.6%	14.1%

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)
Tradename 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, continued

	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.

Reconciliation of Non-GAAP Measures (2024)

(Dollars in millions, except per share data)

Twelve Months Ended December 31, 2024							
	As Reported (US GAAP)	Year-over-year GAAP Change	Tariff Ruling	Hero Restricted Stock	VMS Trade name and other asset impairments	Adjusted (non-GAAP)	Year-over-year Non-GAAP Change
Net Sales	\$ 6,107.1	\$ 239.2	\$ 0.0	\$ 0.0	\$ 0.0	\$ 6,107.1	\$ 239.2
Cost of sales	3,317.0	37.6	31.7	0.0	0.0	3,348.7	69.3
Gross Profit	2,790.1	201.6	(31.7)	0.0	0.0	2,758.4	169.9
Gross Margin	45.7%	1.6%				45.2%	1.1%
Marketing expenses	698.1	56.8	0.0	0.0	0.0	698.1	56.8
Percent of Net Sales	11.4%	0.5%				11.4%	0.5%
SG&A	927.8	38.0	0.0	(20.4)	0.0	907.4	46.8
Percent of Net Sales	15.2%	0.0%				14.9%	0.2%
VMS Trade name and other asset impairments	357.1	357.1	0.0	0.0	(357.1)	0.0	0.0
Percent of Net Sales	5.8%	5.8%				0.0%	0.0%
Income from Operations	807.1	(250.3)	(31.7)	20.4	357.1	1,152.9	66.3
Operating Margin	13.3%	-4.7%				18.9%	0.4%
Equity in earnings of affiliates	9.1	0.4	0.0	0.0	0.0	9.1	0.4
Other income (expense), net	(59.9)	38.8	(4.8)	0.0	0.0	(64.7)	34.0
Income before Income Taxes	756.3	(211.1)	(36.5)	20.4	357.1	1,097.3	100.7
Income taxes	171.0	(40.8)	(9.1)	0.0	87.0	248.9	37.1
Net Income	\$ 585.3	\$ (170.3)	\$ (27.4)	\$ 20.4	\$ 270.1	\$ 848.4	\$ 63.6
Net Income per share - Diluted	\$ 2.37	-22.3%	\$ (0.11)	\$ 0.08	\$ 1.10	\$ 3.44	8.5%

Amounts may not add due to rounding

Reconciliation of Non-GAAP Measures (2025)

(Dollars in millions, except per share data)

Twelve Months Ended December 31, 2025

	As Reported (US GAAP)	Year-over- year GAAP Change	Business exit related impairments	ERP Project Costs	Waterpik Restructuring	Hero Restricted Stock	Touchland Restricted Stock	Touchland Earnout	VMS Divestiture	Adjusted (non-GAAP)	Year-over- year Non- GAAP Change
Net Sales	\$ 6,203.2	\$ 96.1	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 6,203.2	\$ 96.1
Cost of sales	\$ 3,428.4	111.4	(25.0)	0.0	(1.9)	0.0	0.0	0.0	0.0	3,401.5	52.8
Gross Profit	2,774.8	(15.3)	25.0	0.0	1.9	0.0	0.0	0.0	0.0	2,801.7	43.3
<i>Gross Margin</i>	<i>44.7%</i>	<i>-1.0%</i>								<i>45.2%</i>	<i>0.0%</i>
Marketing expenses	708.9	10.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	708.9	10.8
<i>Percent of Net Sales</i>	<i>11.4%</i>	<i>0.0%</i>								<i>11.4%</i>	<i>0.0%</i>
SG&A	988.3	60.5	(20.6)	(8.2)	(1.5)	(5.8)	(11.5)	(19.0)	0.0	921.7	14.3
<i>Percent of Net Sales</i>	<i>15.9%</i>	<i>0.7%</i>								<i>14.9%</i>	<i>0.0%</i>
VMS Trade name and other asset impairments	0.0	(357.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Percent of Net Sales</i>	<i>0.0%</i>	<i>-5.8%</i>								<i>0.0%</i>	<i>0.0%</i>
Income from Operations	1,077.6	270.5	45.6	8.2	3.4	5.8	11.5	19.0	0.0	1,171.1	18.2
<i>Operating Margin</i>	<i>17.4%</i>	<i>4.1%</i>								<i>18.9%</i>	<i>0.0%</i>
Equity in earnings of affiliates	7.9	(1.2)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	7.9	(1.2)
Other income (expense), net	(128.6)	(68.7)	0.0	0.0	0.0	0.0	0.0	0.0	58.5	(70.1)	(5.4)
Income before Income Taxes	956.9	200.6	45.6	8.2	3.4	5.8	11.5	19.0	58.5	1,108.9	11.6
Income taxes	220.1	49.1	11.1	2.1	0.8	0.0	0.0	0.0	12.9	247.0	(1.9)
Net Income	\$ 736.8	\$ 151.5	\$ 34.5	\$ 6.1	\$ 2.6	\$ 5.8	\$ 11.5	\$ 19.0	\$ 45.6	\$ 861.9	\$ 13.5
Net Income per share - Diluted	\$ 3.02	-21.1%	\$ 0.14	\$ 0.02	\$ 0.01	\$ 0.03	\$ 0.05	\$ 0.08	\$ 0.18	\$ 3.53	2.6%

Amounts may not add due to rounding