NEWS RELEASE

Church & Dwight Announces Strategic Investment in BALI CURLS™ and BALI GENTS™

2026-11-16

EWING, N.J.--(BUSINESS WIRE)-- Church & Dwight Co., Inc. (NYSE: CHD) has signed a definitive agreement to acquire 45% of the shares of BALI Treatment GmbH, a rapidly growing hair care and styling company in Europe that includes the BALI CURLS™ and BALI GENTS™ brands, for approximately $225 million. The brands have established market leading positions in Germany and Austria with expansion across Europe now underway.

The company reported net sales for the twelve months ended October 31, 2026, of approximately $100 million. Church & Dwight will have the option to acquire the remaining 55% of the company's shares beginning two years after closing, subject to the terms of the agreement.

The Bali Care business was founded in 2022 by Hendrik Genotte to create high-quality hair care and styling products designed around the needs of consumers with curly and textured hair. BALI CURLS™ has built a strong following through clean, vegan and cruelty-free formulations, while BALI GENTS™ extends the company's consumer-led approach to men's grooming. The brands combine an authentic, creator-led model with innovative, relevant products that build strong connections with consumers. The company's leading products include its Hydrating Curl Cream, Curl Defining Gel, Moisturizing Conditioner and Nourishing Shampoo.

Hendrik Genotte, Bali Care Founder, commented "BALI CARE grew from my own experience with curly hair and a desire to create products that help people embrace their natural curls. We are excited to partner with Church &

Dwight, whose global capabilities and shared passion for innovation and consumer-focused solutions will help us bring our products and community to even more people around the world."

Rick Dierker, Chief Executive Officer of Church & Dwight, commented, "Our investment in BALI CARE represents an important step in our strategy to accelerate international growth through high-performing, asset-light consumer brands with strong category leadership. BALI CARE has built distinctive brands with strong consumer loyalty and significant growth potential. With distribution today concentrated in a limited number of European markets, we are poised to leverage Church & Dwight's global capabilities to expand the brands' reach and support their next phase of growth.

"The BALI CARE investment squarely fits into our acquisition criteria that focuses on (1) #1 or #2 brand in a category; (2) asset-light; (3) expected to be growth accretive to the Company; and (4) expected to be gross margin accretive to the Company," said Dierker. "Our strong balance sheet will continue to provide the flexibility to add additional high-quality acquisition and investment opportunities. This capability has been a key driver of Church & Dwight's consistently strong shareholder returns."

The transaction is expected to close in the first quarter of 2027, subject to customary closing conditions and regulatory clearance. The investment is expected to be accretive to cash earnings in 2027, inclusive of acquisition-related expenses and interest expense.

About Church & Dwight Co., Inc.

Church & Dwight Co., Inc. (NYSE: CHD) founded in 1846, is the leading U.S. producer of sodium bicarbonate, popularly known as baking soda. The Company manufactures and markets a wide range of personal care, household, and specialty products under recognized brand names such as ARM & HAMMER®, TROJAN®, OXICLEAN®, FIRST RESPONSE®, NAIR®, ORAJEL®, XTRA®, BATISTE®, WATERPIK®, ZICAM®, THERABREATH®, HERO®, TOUCHLAND® and MISS MOUTH'S. For more information, visit the Company's website.

Church & Dwight has a longstanding heritage of commitment to people and the planet. In the early 1900's, we began using recycled paperboard for all packaging of household products. Today, virtually all our paperboard packaging is from certified, sustainable sources. In 1970, the ARM & HAMMER™ brand introduced the first nationally distributed, phosphate-free detergent. That same year, Church & Dwight was honored to be one of a few corporate sponsors of the first annual Earth Day. Most recently in 2024 and 2025, our ongoing progress earned continued public recognition, including Time Magazine's Ranking of the World's Most Sustainable Companies, Newsweek Magazine's Americas Most Responsible Companies, USA Today's Ranking of America's Climate Leaders, EPA's Safer Choice Partner of the Year, FTSE4Good Index Series, amongst others. For more information, see the **Church & Dwight 2025 Sustainability Report** on the Company's website.

This press release contains forward-looking statements, including, among others, statements relating to the proposed acquisition of the shares of BALI Treatment GmbH, the expected timing, the option to acquire additional shares, future business prospects and growth opportunities of Bali Treatment, and its potential impact on our financial results. Other forward-looking statements in this release 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 and Bali Treatment’s control and could cause actual results to differ materially from such forward-looking statements. Factors that could cause such differences include failure to complete the transaction on the anticipated terms or timing; the Company’s ability to direct Bali Treatment’s operations as a minority investor; dependence on Bali Treatment’s founder, management team and key retail relationships; failure to realize anticipated growth opportunities or financial benefits; and risks relating to any future acquisition of the remaining shares of Bali treatment; 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; potential changes in export/import and trade laws, regulations and policies, including any increased trade restrictions or tariffs; increased or changing regulation regarding the Company’s or Bali Treatment’s products and its suppliers in the where they or their 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 or Bali Treatment's assets; 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; 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 divestitures 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.

Lee McChesney
Chief Financial Officer
609-806-1900

Source: Church & Dwight Co., Inc.