



NEWS RELEASE

Church & Dwight to Acquire the Touchland® Brand for \$700 million Plus Earn-out

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EWING, N.J.--(BUSINESS WIRE)-- Church & Dwight Co., Inc. (NYSE:CHD) has signed a definitive agreement to acquire the Touchland® brand for \$700 million at closing, consisting of cash and Church & Dwight restricted stock, and a payment up to \$180 million contingent on the achievement of Touchland's 2025 net sales for a total purchase price of up to \$880 million. Touchland is the fastest growing brand in the hand sanitizer category in the United States and is the #2 hand sanitizer in the category. The transaction, which is subject to customary closing conditions, is expected to close in the second quarter.

Touchland's net sales for the trailing twelve months through March 31, 2025 were approximately \$130 million. The products are currently marketed in the U.S. and Canada and recently launched in the Middle East with Sephora.

"We are thrilled to add Touchland as our 8th power brand to our portfolio of market leading brands. Further, we're excited to welcome the Touchland team to Church & Dwight and partner with its founders, Andrea Lisbona & Ruggero Grammatico to drive the next stage of growth for the brand," said Rick Dierker, Church & Dwight's Chief Executive Officer.

"Touchland has built a loyal consumer base through its differentiated consumer proposition and is driving growth in the hand sanitizer category. The brand skews towards younger consumers and already has a high level of brand loyalty and repeat purchase in line with category leaders."

Touchland's trailing twelve months EBITDA as of March 31, 2025 was approximately \$55 million.

"We are excited to partner with Andrea, Ruggero and the team to innovate and build a premium personal care brand which consumers love." Mr. Dierker continued, "Recently, Touchland has expanded into Canada and the Middle East and we plan to leverage our capabilities to accelerate the growth of Touchland in select international markets. Touchland's founders are expected to remain and continue to run the business while leveraging Church & Dwight's scale and capabilities. We intend to maintain the Miami location and retain Touchland's employees. Touchland is nimble and asset light and should be an excellent fit at Church & Dwight."

Mr. Dierker continued, "This acquisition meets our long-standing acquisition criteria: (1) #1 or #2 brand in a category; (2) asset-light; (3) a growing brand; and (4) gross margin accretive to the Company. Acquisitions have been a key driver of Church & Dwight's consistently strong shareholder returns.

Touchland's founder is thrilled about the partnership with Church & Dwight. "My vision is to have a Touchland product in the hands of every consumer. I am confident this vision will be accelerated by leveraging Church & Dwight's expertise and scale to introduce Touchland to more consumers globally. Our journey is still in the early innings and Church & Dwight is the right partner to take Touchland through its next stage of growth," said Andrea Lisbona, Founder/CEO, Touchland.

"The acquisition is expected to be neutral to the Company's 2025 EPS, inclusive of transition costs, acquisition-related expenses, foregone interest income, intangible amortization expense, and incremental marketing. In addition, adjusted earnings in 2025 and future years will exclude the impact of restricted stock which will be treated as compensation.

"Touchland's net sales are expected to grow double digits in both 2025 and 2026. In 2026, the acquisition is expected to be 3% accretive to cash earnings. With this acquisition announced, our strong balance sheet continues to give us the flexibility to pursue additional accretive acquisitions."

Church & Dwight will host a webcast to discuss the acquisition on May 12 at 8:00 a.m. (ET). The webcast can be accessed at investor.churchdwight.com/investors/news-events.

Proskauer Rose LLP acted as legal advisor to Church & Dwight. Touchland was advised by Vicente & Partners as exclusive financial advisor and Cooley LLP as legal advisor.

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®, SPINBRUSH®, FIRST RESPONSE®, NAIR®, ORAJEL®, XTRA®, L'IL CRITTERS® and VITAFUSION®, BATISTE®, WATERPIK®, ZICAM®, THERABREATH® and HERO®. For more information, visit the Company's website.

This press release contains forward-looking statements, including, among others, statements relating to the impact of the Touchland acquisition, net sales and earnings growth; 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 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 changes in regulatory priorities of the new U.S. presidential administration; transition to, and shifting economic policies in the United States; potential changes in export/import and trade laws, regulations and policies of the United States and other countries, including any increased trade restrictions or tariffs; 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 increased 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, increased 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 risk that the closing of the Touchland acquisition will not be successful or, after the acquisition, that Touchland will not be integrated successfully; the risk that the cost savings from the Touchland acquisition will not be fully realized or will take longer to realize than expected; 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 press release 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.

EBITDA

This press release presents Touchland's EBITDA which is a non-GAAP financial measure and represents earnings before interest, taxes, depreciation and amortization, as adjusted.

Management believes the presentation of EBITDA provides useful additional information to investors about trends in Touchland's operations.

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Source: Church & Dwight Co., Inc.