



Analyst Day

January 30, 2026



SAFE HARBOR STATEMENT

This presentation contains forward-looking statements, including, among others, statements relating to net sales and earnings growth; gross margin changes; trade, marketing, and SG&A spending inflation; sufficiency of cash flows from operations; earnings per share; cost savings programs; consumer demand and spending; the effects of competition; the effect of product mix; volume growth, including the effects of new product launches into new and existing categories; the impact of acquisitions; and capital expenditures. Other forward-looking statements in this release may be identified by the use of such terms as “may,” “could,” “expect,” “intend,” “believe,” “plan,” “estimate,” “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; market volatility and impact on the economy (including contributions to recessionary conditions); the impact of new regulations and legislation and change in regulatory priorities; 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 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 press release 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 Will Be Presenting Today



Rick Dierker
President and Chief
Executive Officer



Lee McChesney
EVP, Chief Financial
Officer



Chuck Raup
EVP, President U.S.
Domestic Division



Andrea Lisbona
Chief Executive Officer,
Touchland



Carlos Linares
EVP, Chief Technology
Officer and Global New
Products Innovation



Surabhi Pokhriyal
EVP, Chief Digital
Growth Officer



Michael Read
EVP, President Consumer
International & Specialty
Products Division

Agenda

1. **Welcome**
2. **A Winning Formula** **Rick Dierker**
3. **Growth Initiatives**
4. **2025 Financials & 2026 Outlook** **Lee McChesney**
5. **Categories and Brands** **Chuck Raup**
6. **Touchland** **Andrea Lisbona**
7. **New Product Innovation** **Carlos Linares**
8. **Digital and AI** **Surabhi Pokhriyal**
9. **International and SPD** **Mike Read**
10. **How We Operate** **Rick Dierker**

1.

WELCOME

Rick Dierker
President & Chief Executive Officer



A Look back at 2025

- ✓ Grew faster than categories across all three divisions
- ✓ 4 of 8 power brands increased their market share
- ✓ Hero and TheraBreath growing double digits globally
- ✓ Strong Innovation and Marketing Spend (> 11% of Net Sales) supporting growth
- ✓ Acquisition of Touchland



2025 Choices Positions the Company for the Future

- ✓ Tariff response and mitigation
- ✓ Portfolio changes executed - Divested Spinbrush and Vitamins and shutdown Flawless and Showerheads
- ✓ Strong Balance Sheet 1.6x leverage ratio and Cash Generation enable additional growth

Strategic Changes Have Strengthened our Portfolio

Church & Dwight had **1%** consumption growth in 2025.

Excluding the brands we made portfolio choices on....Consumption growth in 2025 would have been **3.5%**.



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 | |
| EPS Growth | +8% | |



Strong TSR Performance Among Peers



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



2.

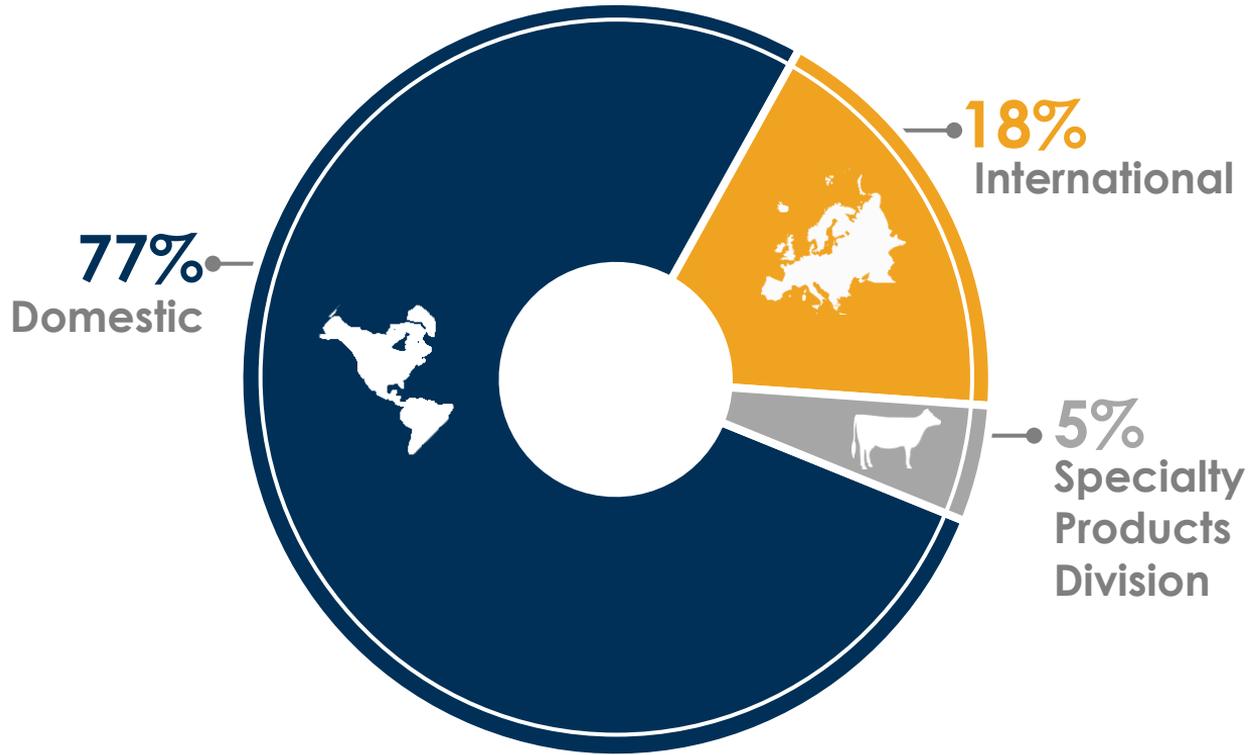
A WINNING FORMULA



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

Church & Dwight's Business Segments



2025
Total Company
Net Sales:
\$6.2B



TheraBreath.

Hero.
touchland



waterpik

Batiste

Oxi
CLEAN

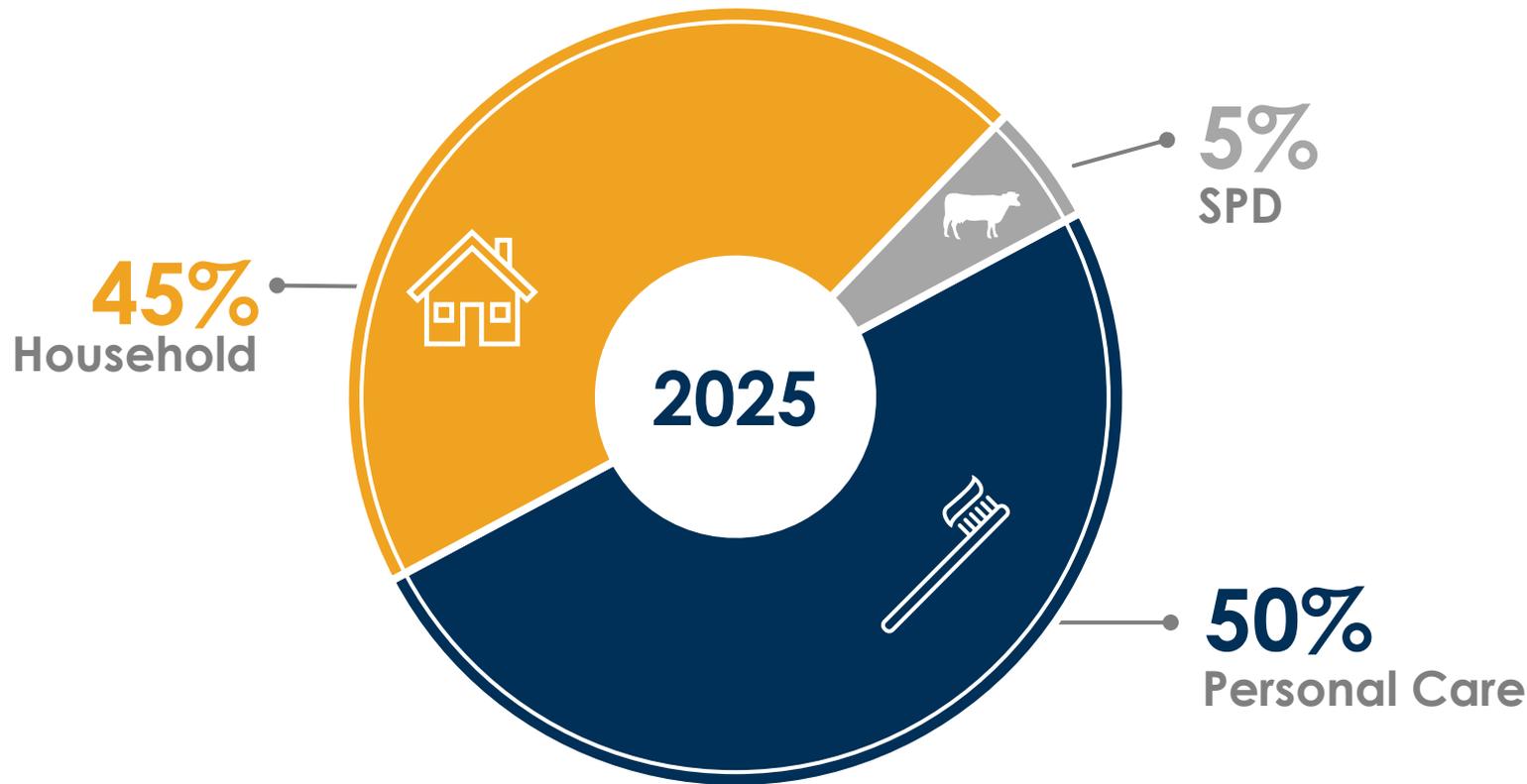
POWER BRANDS

more than
75%

of sales & profits are
represented by these

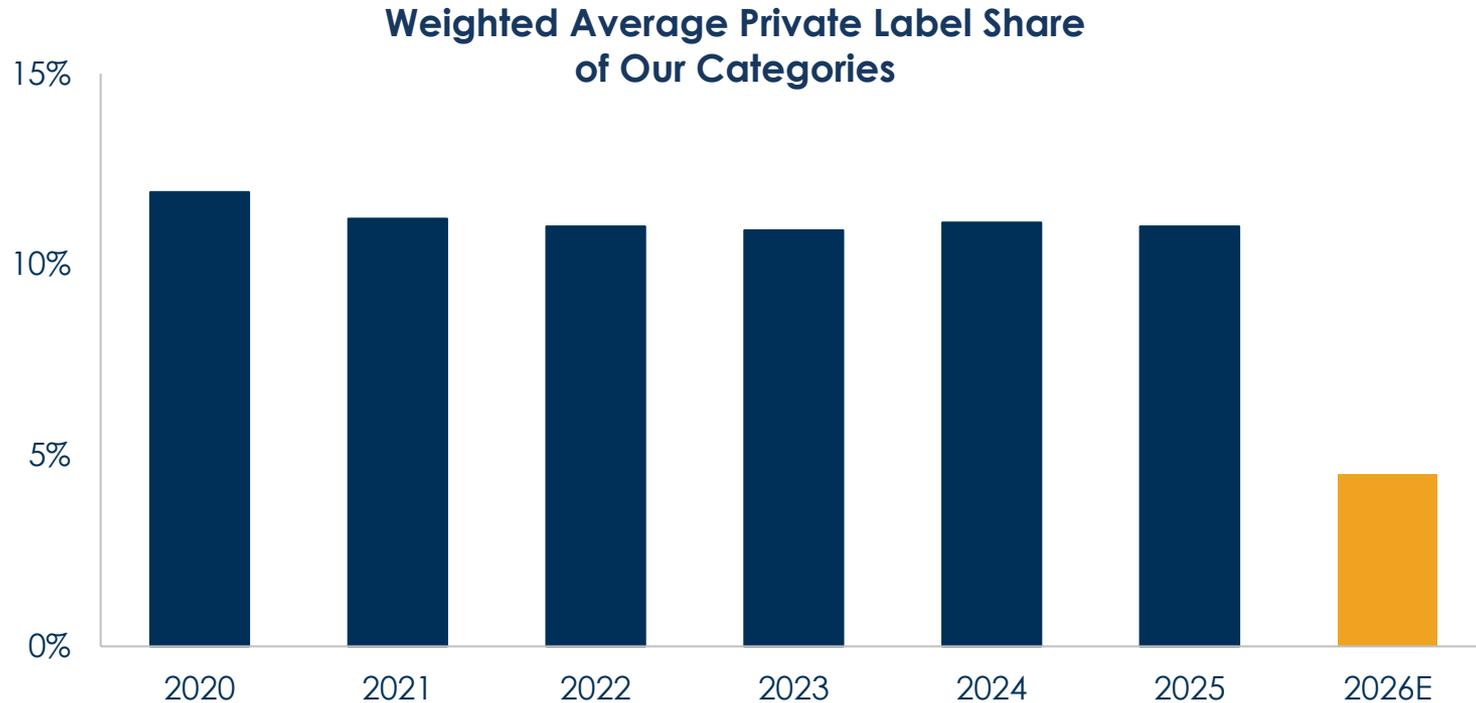
7 POWER BRANDS

1 A Balanced and Diversified Portfolio



Product Portfolio of Both Value and Premium Products





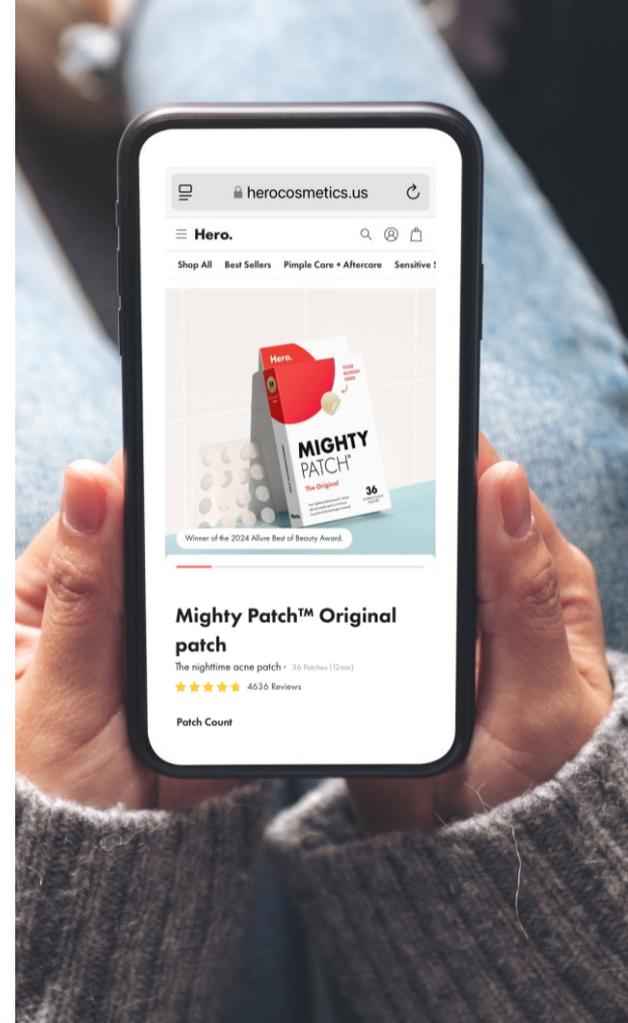
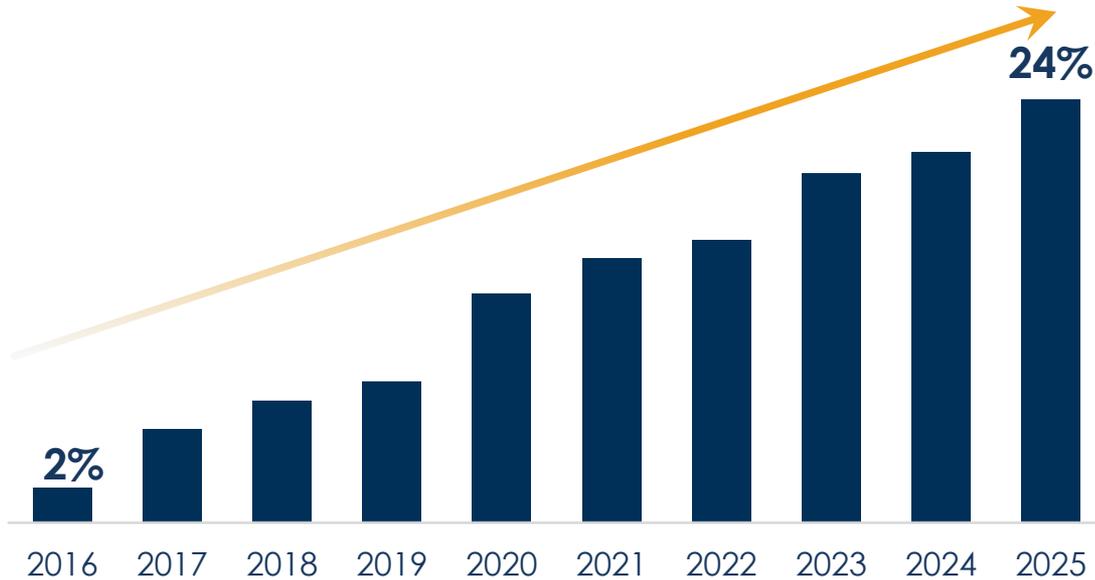
Source: Circana; Total US – MULO+.



3 Online Success

eCommerce continues to accelerate for our brands

% of Global Church & Dwight Consumer Net Sales



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



We Have Clear Acquisition Criteria



**Primarily
#1 or #2 share
brands**



**High growth and
high margin
brands that are
fast moving
consumables**



Asset light



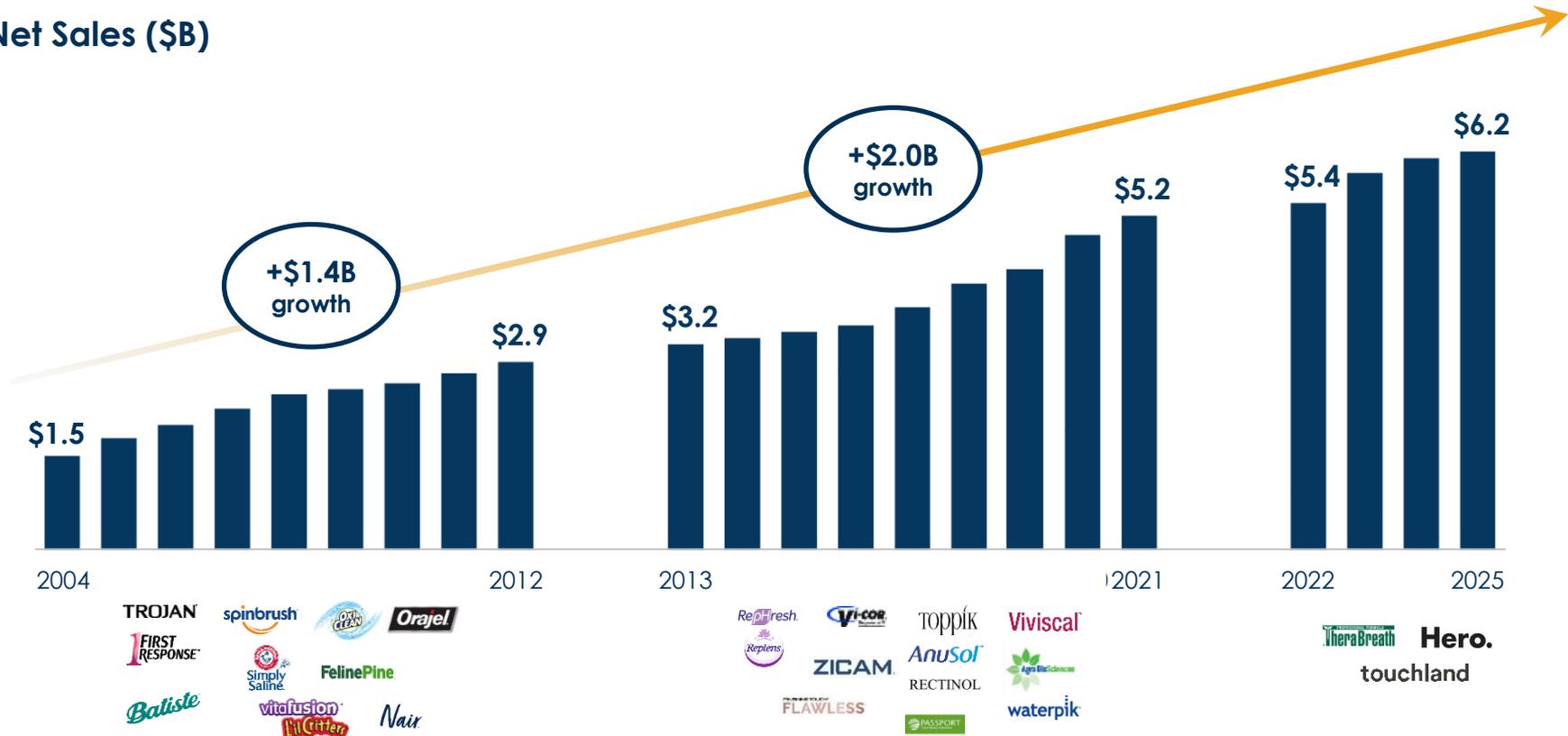
**Leverage
C&D manufacturing,
logistics and
purchasing**



**Deliver
sustainable
competitive
advantage**

Long History of Growth Through Acquisitions

Net Sales (\$B)



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



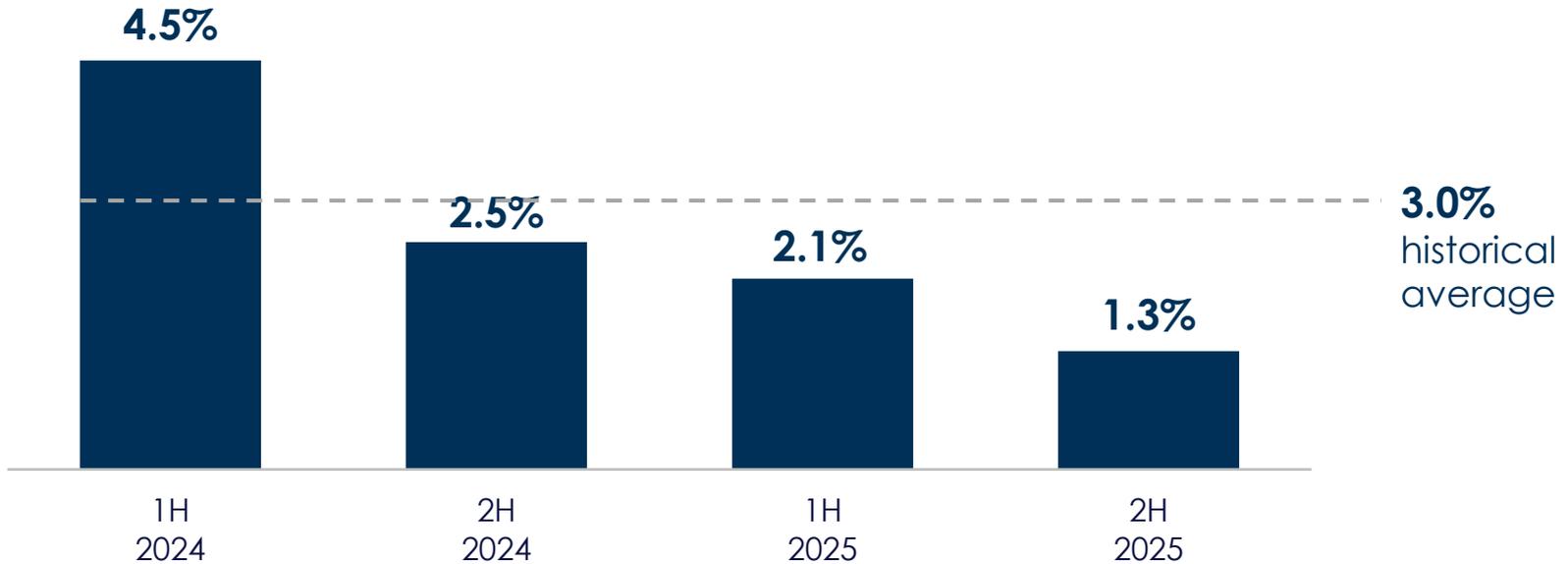
3.

GROWTH INITIATIVES



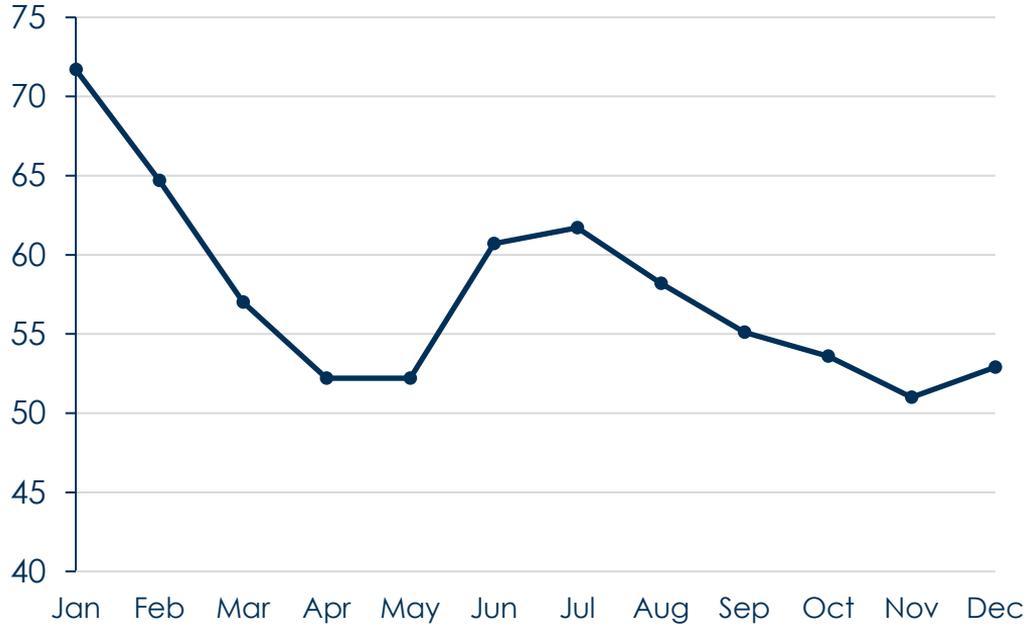
Category Growth Continues to Decelerate

CHD Category Growth



Consumer Sentiment Continues to Be Weak

Michigan Consumer Sentiment Index



- One of the lowest scores in the last five years
- Tariffs and inflation fears have caused the consumer sentiment to weaken

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

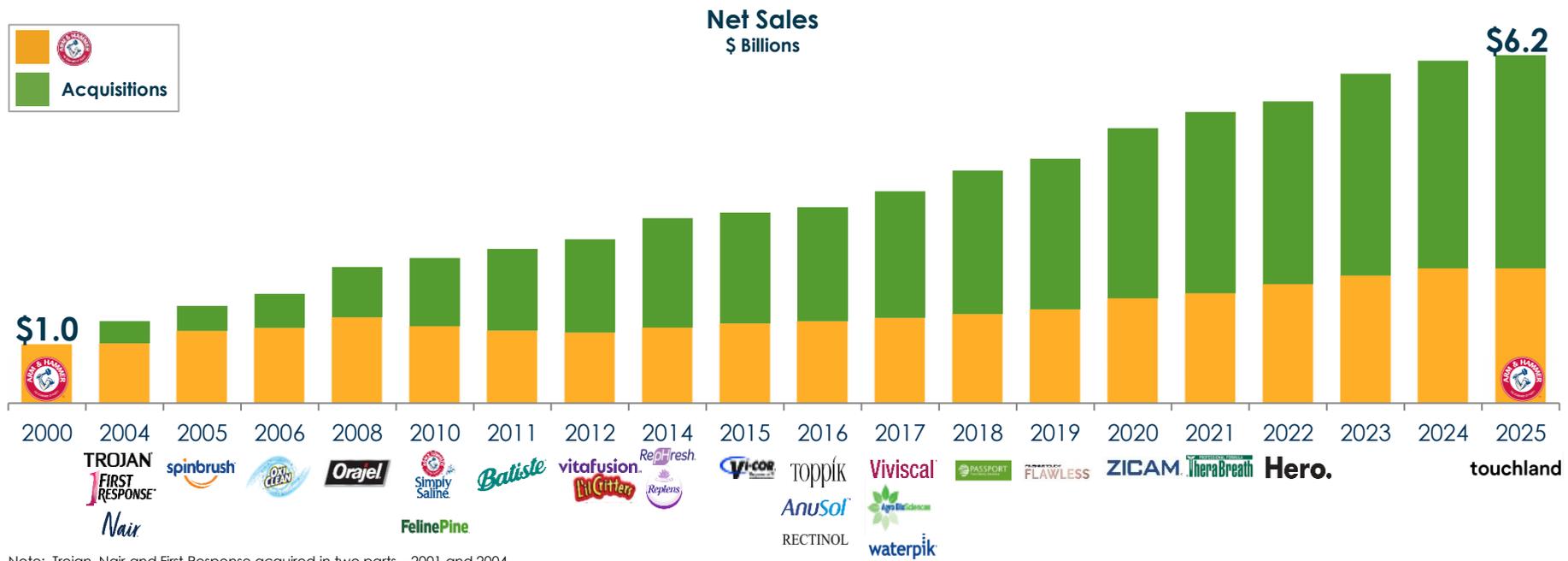


Scale **International** Business & Invest to Drive
Accelerated Growth with **Focus on M&A** from \$1B
to \$2B



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

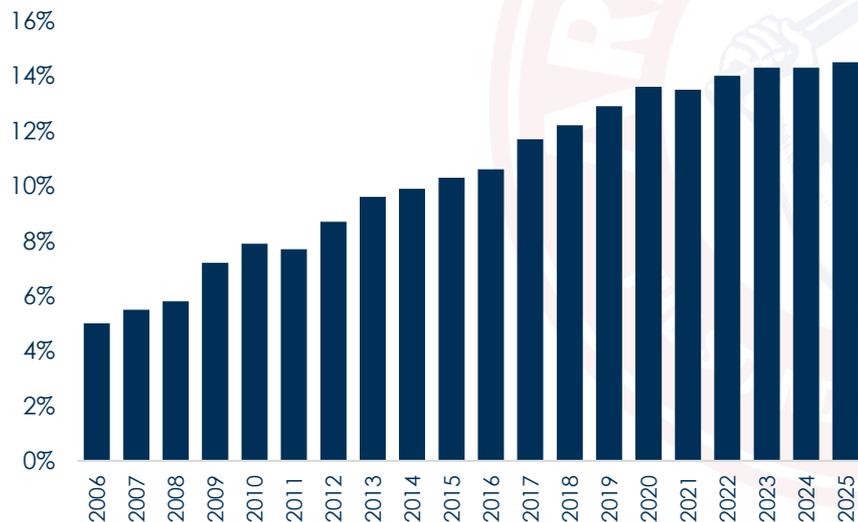
Arm & Hammer has Grown from \$1B to ~\$2B Due to Expansion of Laundry & Litter Core



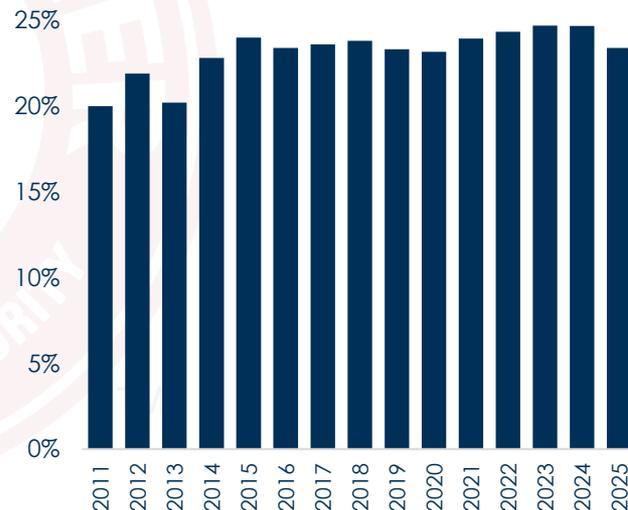
How We Can Grow Arm & Hammer from \$2B to \$3B of Net Sales

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

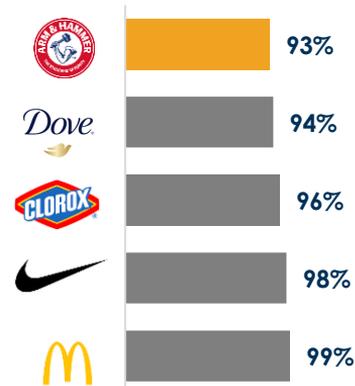
A&H Category Size (\$MM)



Source: Circana Mulo+ L52W as of 12.28.25.

A&H Masterbrand has Strong Equity with Consumers

Brand Awareness



A&H Advertising Halo Effect



A box of Arm & Hammer Baking Soda is the central focus, with a spoon containing white powder in the foreground. The background is a light, neutral color.

cleaning

**pet
deodorization**

**cooking &
baking**

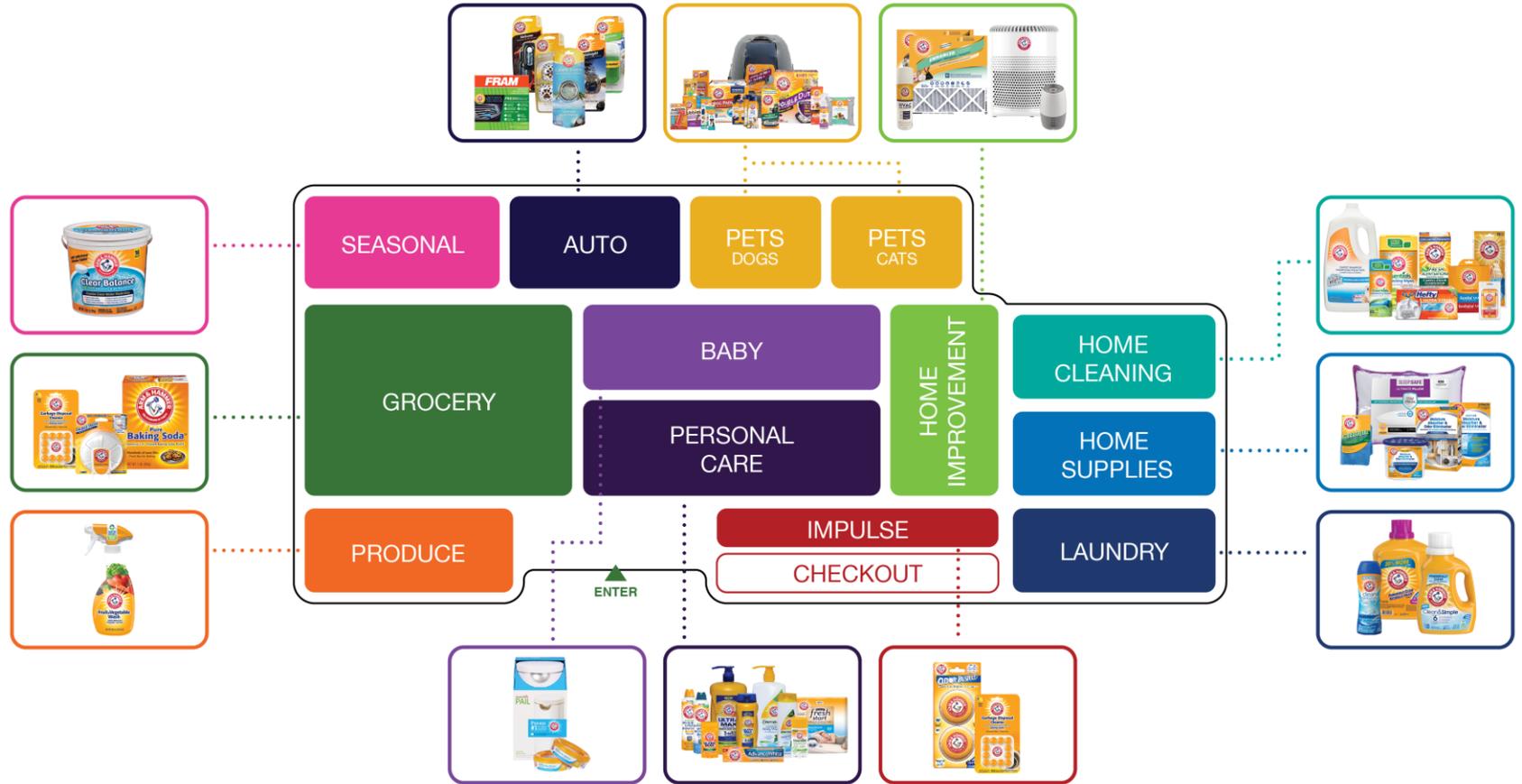
**deodorizing &
refreshing**

laundry

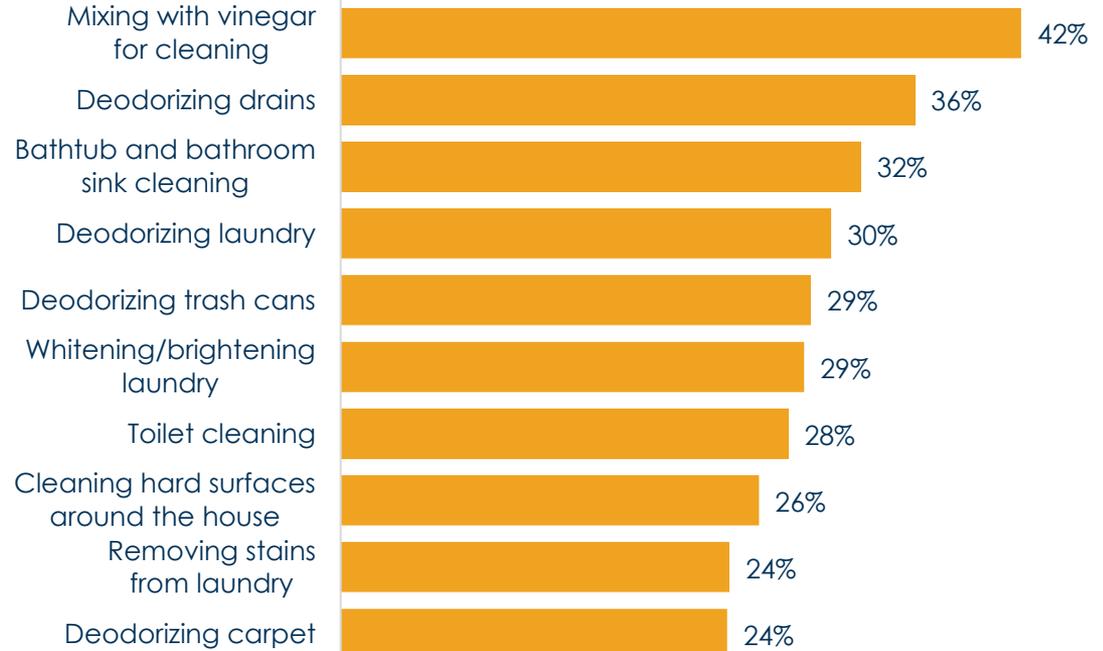
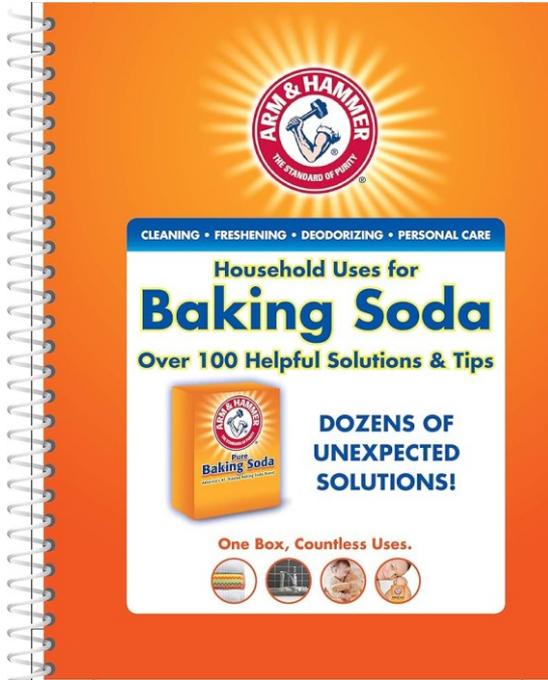
**health & home
remedies**

**personal
care**

Arm & Hammer Is Uniquely Extendable



The Most Common Uses of Baking Soda



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

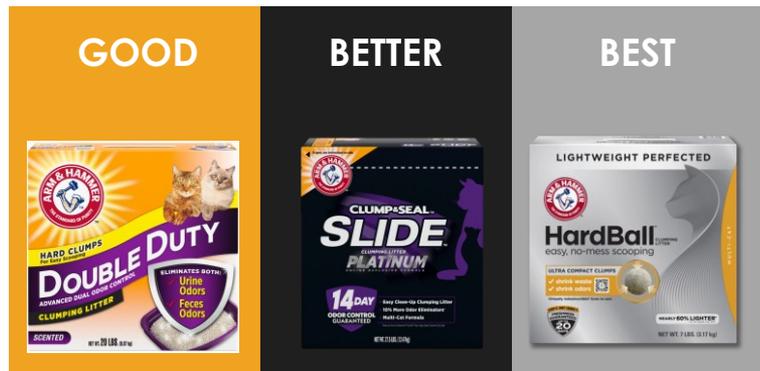


4. In-House Licensed Brands

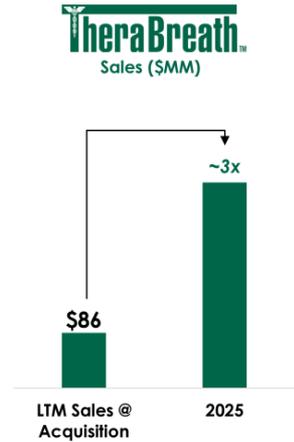
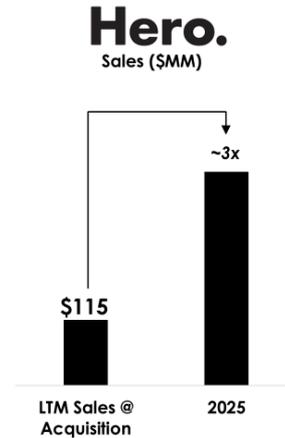
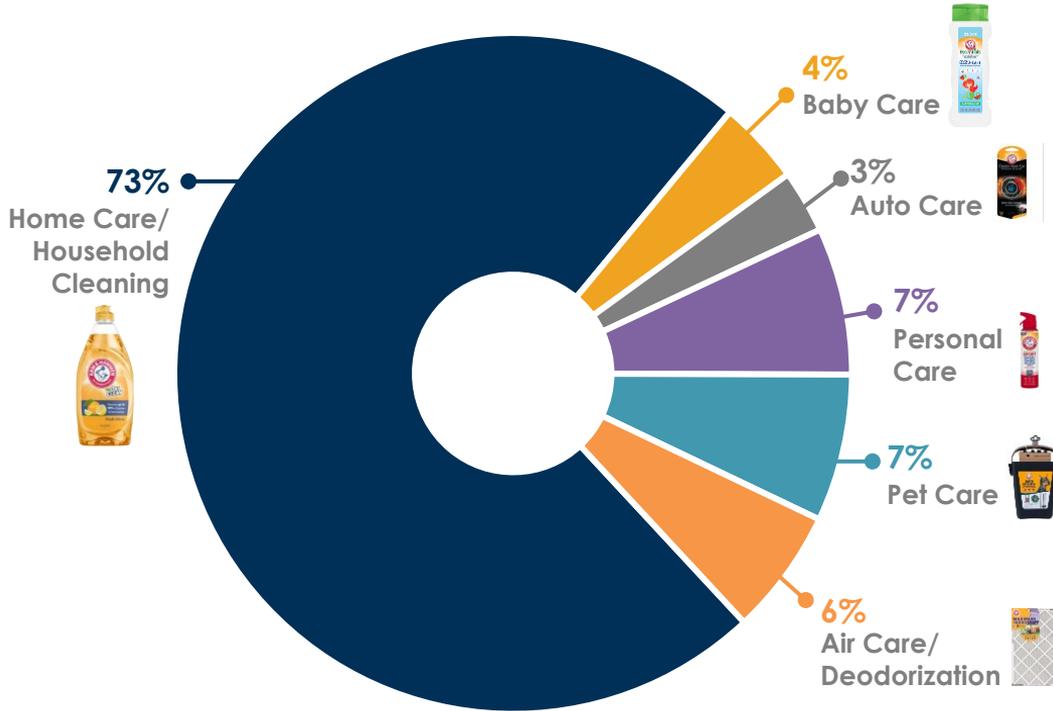


How We Can Grow Arm & Hammer from \$2B to \$3B of Net Sales

Implement Good · Better · Best to Expand Across Categories



Licensing Drives \$825MM in Arm & Hammer Retail Sales Across Vast Categories



**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)

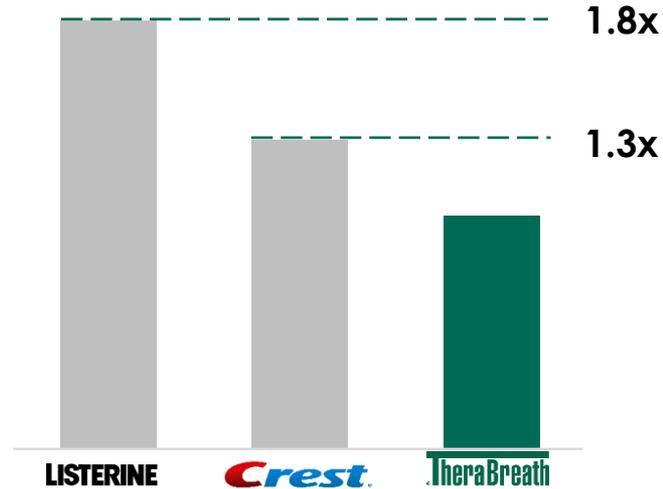


Source: Circana Mulo+ L52W as of 12.28.25.



Room To Run In Rinse

Average Weekly TDP



Average Weekly TPD % 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% |

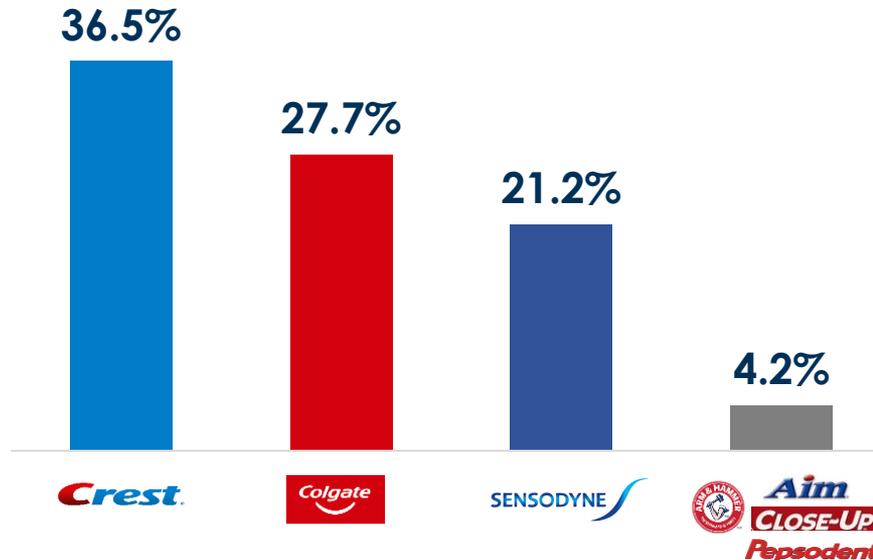
Sources: L: Circana; Total US – Multi Outlet+ YTD WE 12.21.25; R: Numerator Insights; *12ME 11.30.25, Rolling



Drive TheraBreath Oral Care Expansion

Expand into Toothpaste (\$3.8B Category)

Toothpaste Market Share

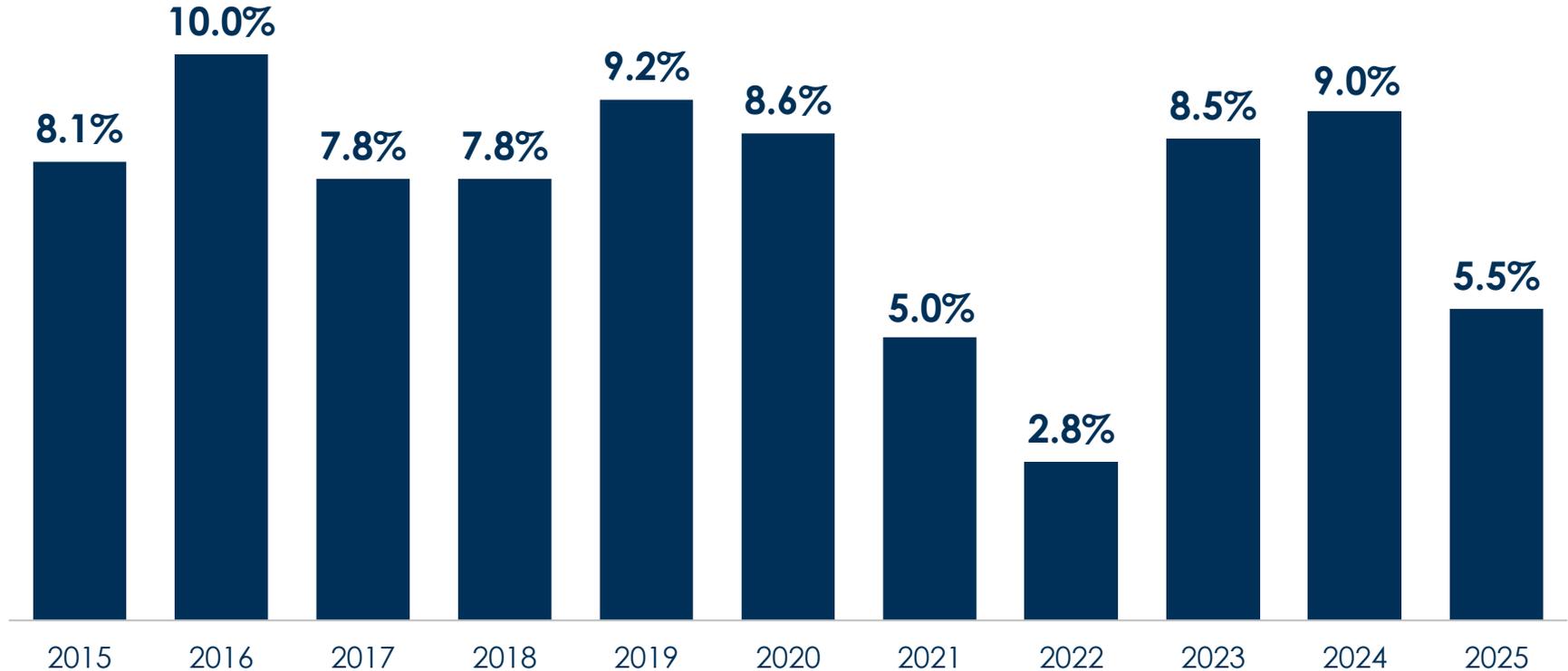


Drive TheraBreath Oral Care Expansion into Toothpaste



International Growth with Focus on M&A

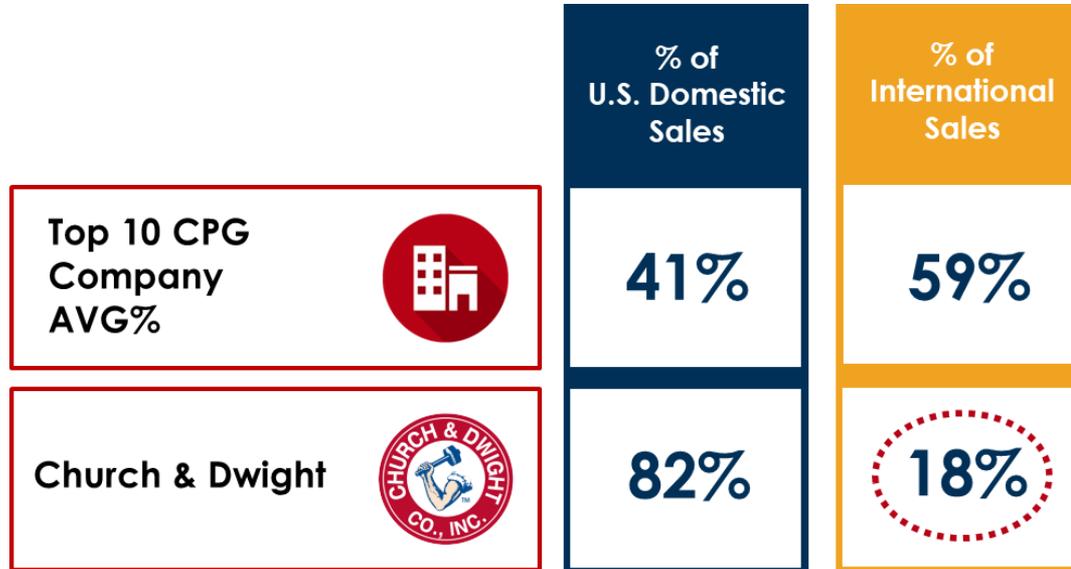
International Consumer Organic Sales



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



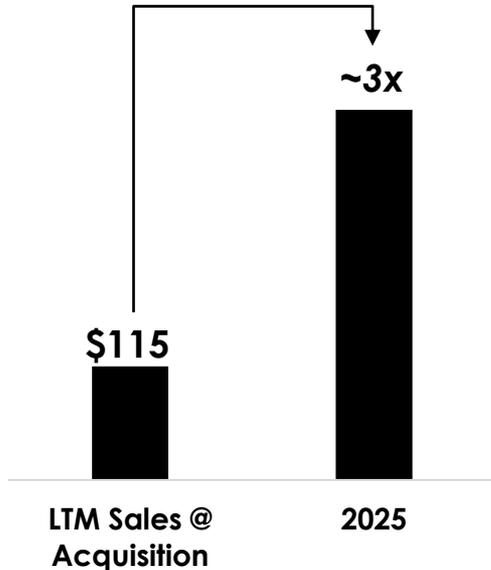
Geographic Expansion...International Runway Ahead



Track Record of Success Growing Acquired Brands

Hero.

Sales (\$MM)



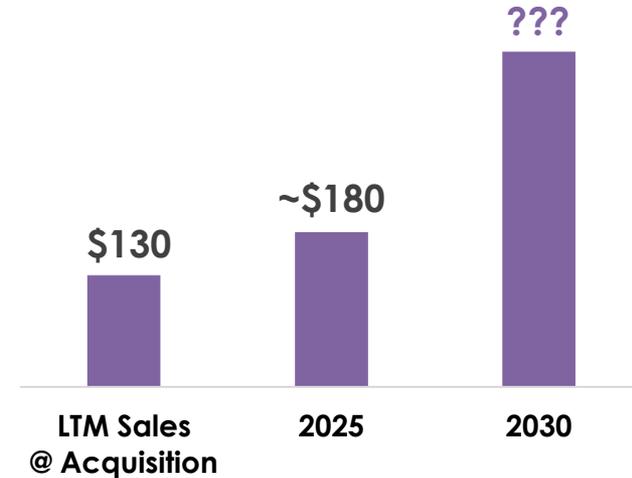
TheraBreath™

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**



4.

2025 FINANCIALS & 2026 OUTLOOK

Lee McChesney
Chief Financial Officer



CHURCH & DWIGHT CO., INC.

2025 FINANCIAL PERFORMANCE

Q4 2025 Financial Highlights

| | Q4 OUTLOOK (as of October 31) | ACTUALS |
|-----------------------|----------------------------------|--|
| Net Sales Growth | +3.5% | +3.9% |
| Organic Sales | +1.5% | +0.7% Domestic: -0.1% International: 3.6% SPD: 2.8% |
| Adjusted Gross Margin | (50) bps | +90 bps |
| Marketing | 11.0%+ | 12.9% |
| Adjusted EPS | \$0.83 +8% | \$0.86 +12% |

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



FY 2025 Financial Highlights

| | FY OUTLOOK (as of October 31) | ACTUALS |
|-----------------------|----------------------------------|--|
| Net Sales Growth | +1.5% | +1.6% |
| Organic Sales | +1.0% | +0.7% } Domestic: -0.5% International: 5.5% SPD: 2.6% |
| Adjusted Gross Margin | (40) bps | Flat |
| Marketing | 11.0%+ | 11.4% |
| Adjusted EPS | \$3.49, +1.5% | \$3.53, +2.6% |
| Cash from Operations | ~\$1.2B | \$1.2B |

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



FY 2025 Summary

Despite A Mixed Environment, We Acted Often and Early To Ensure Strong Business Results

- ✓ 4 of 8 Power Brands Grew Share
- ✓ Our brand exits position our **portfolio for a higher rate of organic growth**
- ✓ We delivered record levels of **G2G productivity** and fully offset inflation
- ✓ We quickly assessed the tariff scenarios and **significantly reduced our tariff exposure**
- ✓ Our sales and margin improvements enabled incremental **marketing investments** in our brands
- ✓ We delivered a record **\$1.2B Cash From Operations** to further strengthen our balance sheet
- ✓ We acquired our newest Power Brand **Touchland** in July
- ✓ We **repurchased \$900M** of shares

Our Results Accelerated On All Fronts In 2H25... Positioning Us Well For 2026



CHURCH & DWIGHT CO., INC.

2026 OUTLOOK

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 | |
| EPS Growth | +8% | |

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



FY 2026 Financial Outlook

| | | |
|--------------------------------|-----------------|--|
| Net Sales Growth | - 1.5% to -0.5% | } Domestic: 2% to 3% International: 7% to 8% SPD: 5% |
| Organic Sales Growth | 3% to +4% | |
| Adjusted Gross Margin | ~100 bps | |
| Marketing % | ~11%+ | |
| Adjusted SG&A | higher | |
| Operating Margin Profit | ~ 80 to 100 bps | |
| Other Expense | ~ \$75M | |
| Effective Tax Rate | ~21.5% | |
| Adjusted EPS Growth | +5% to +8% | |
| Cash from Operations | ~1.15B | |

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



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

Headwinds

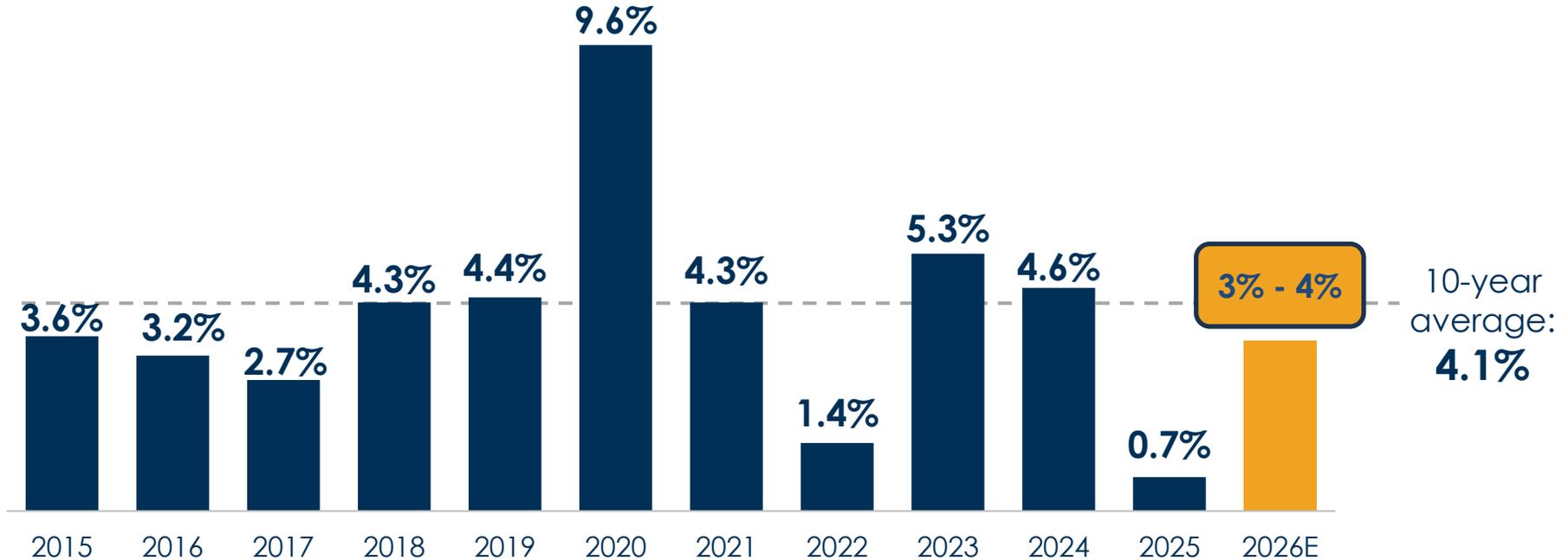
- Slower US Category Growth
- Stranded Costs From \$400M of Business Exits
- Continued Inflation & 1H26 Tariff Headwinds
- Growth Investments
- Lower Interest Income

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



2026 Organic Sales Growth Outlook

Evergreen Target: 4.0%



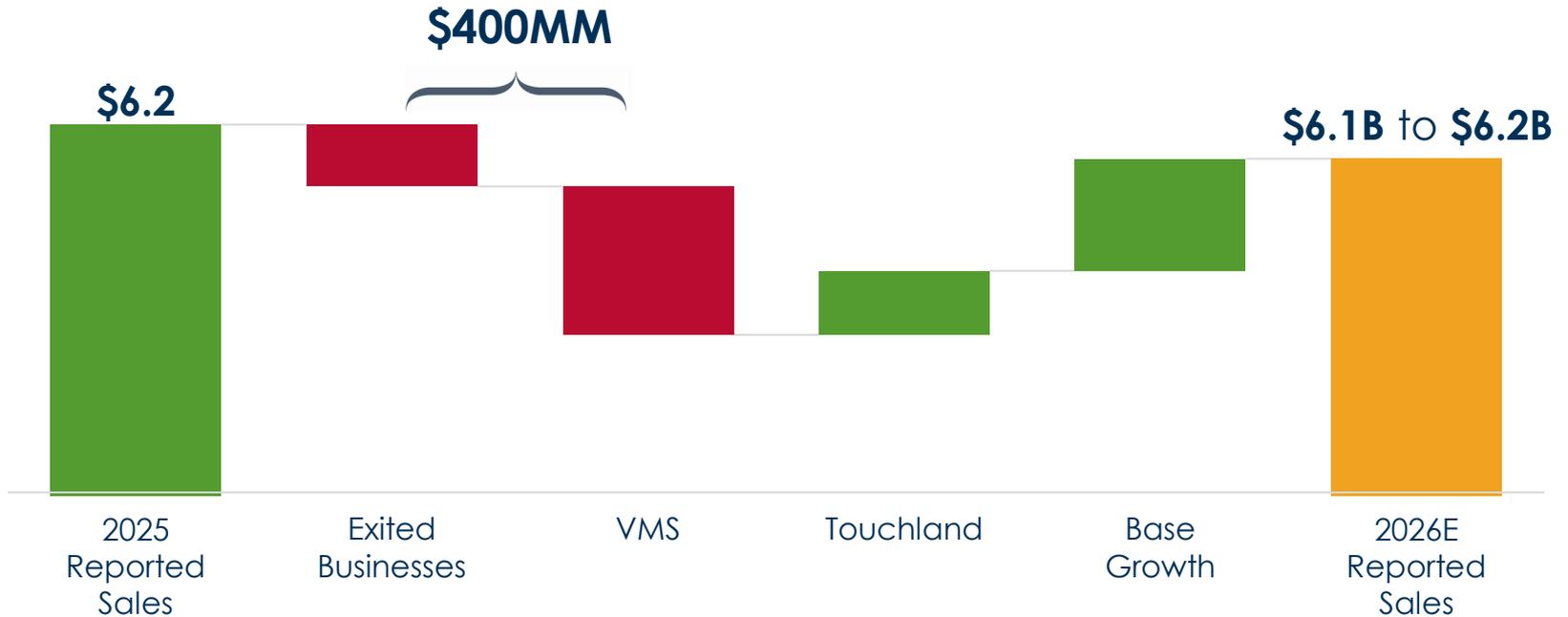
Organic sales is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most directly comparable GAAP measures.



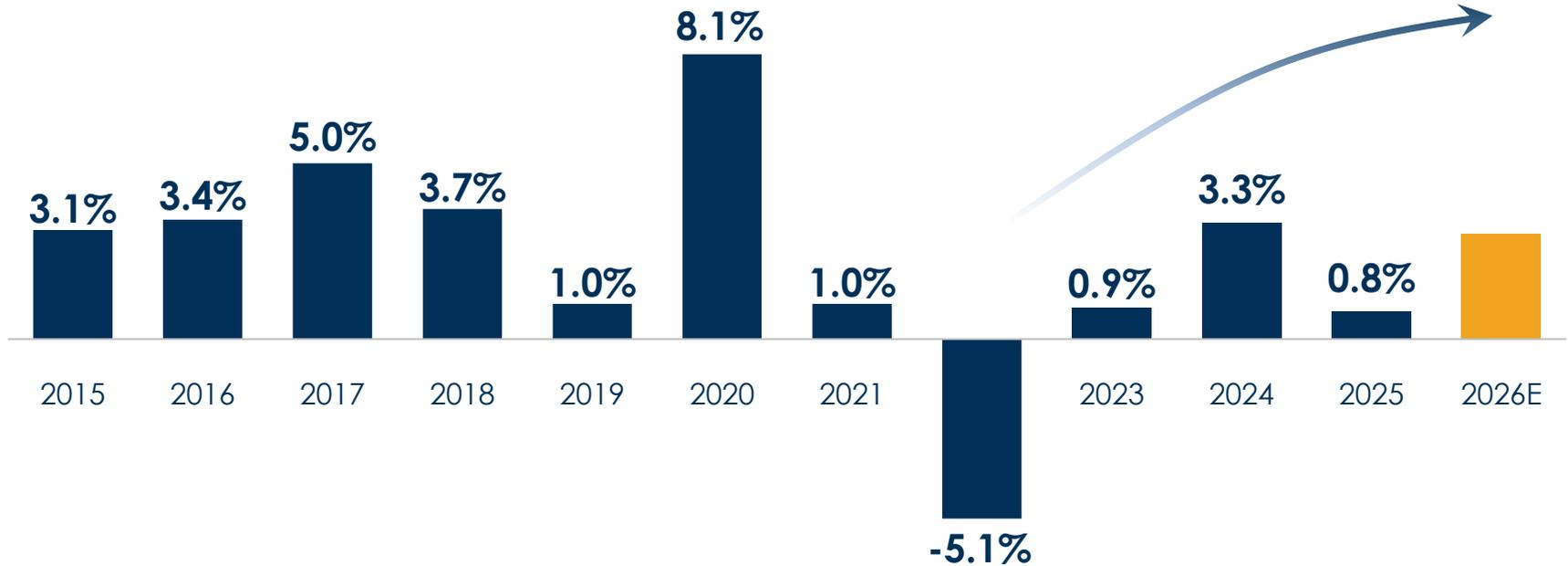
2026 Reported Sales Outlook

Reported: -1.5% to -0.5%

Organic: 3% - 4%



Volume Sales Growth: Our Trend Should Continue In 2026

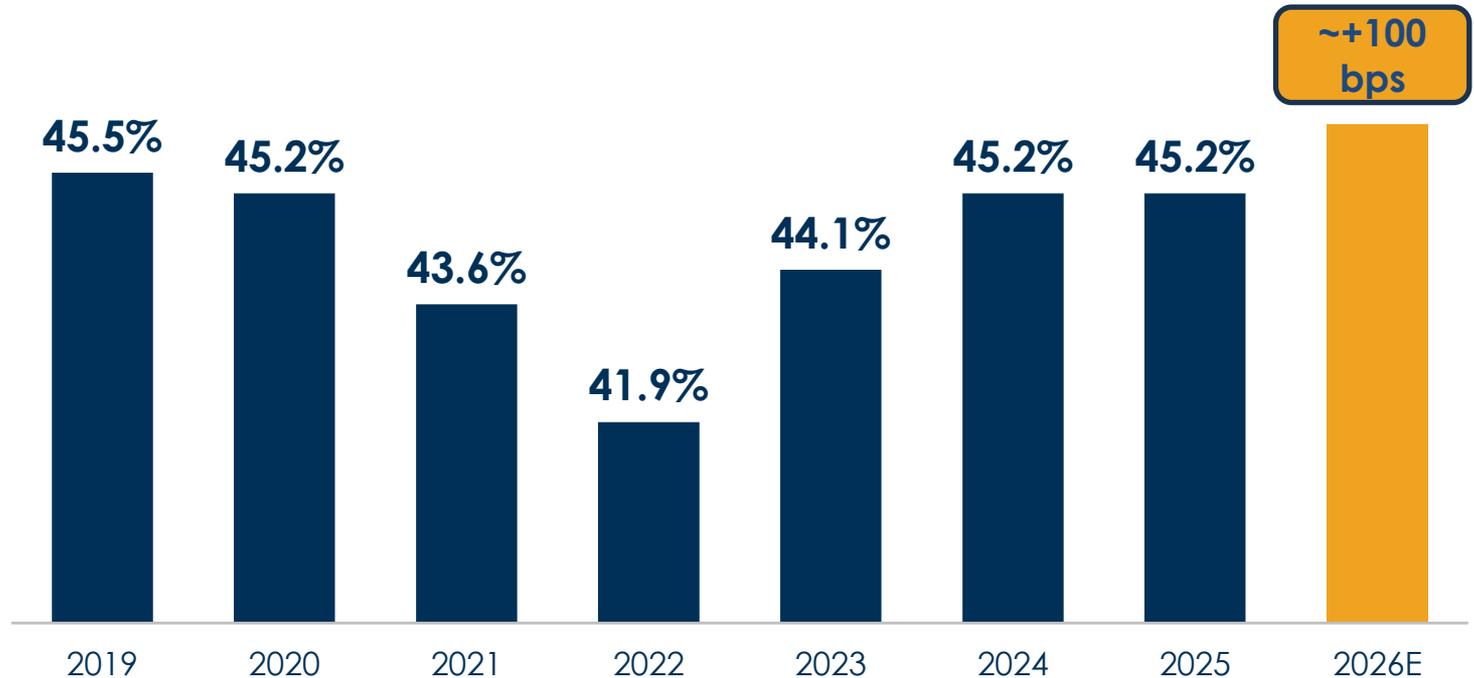


Outlook as of January 30, 2026



2026 Adjusted Gross Margin Outlook

Evergreen Target: +25 to +50 bps



Outlook as of January 30, 2026. Adjusted gross margin is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most directly comparable GAAP measures.



Key Gross Margin Growth Drivers



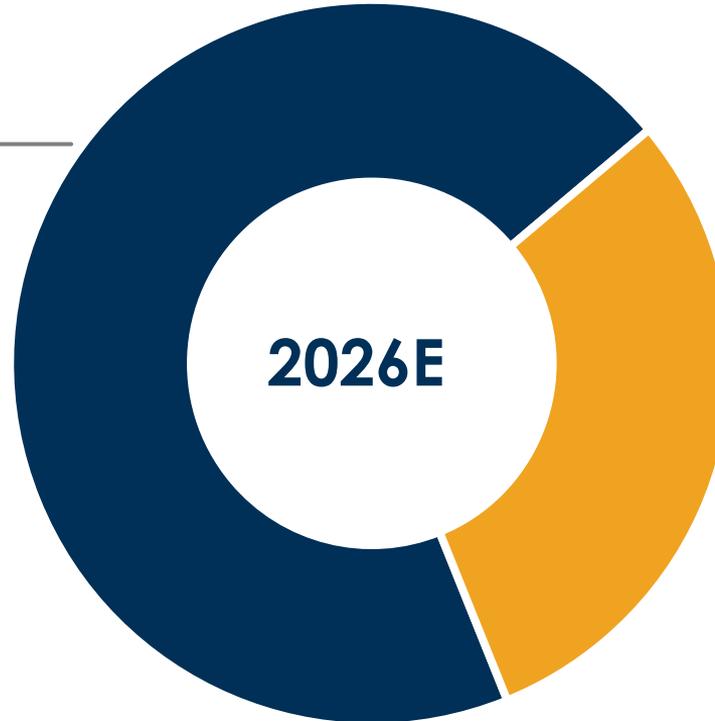
25–50 bps of Evergreen Gross Margin + Portfolio Change = ~100 bps of Improvement

2026 Manufacturing Cost Inflation

Manufacturing Cost Inflation of 160 bps Continues...
Good-to-Great Productivity Offsets Impact

Other Manufacturing Costs

- Higher distribution costs
- Higher 3rd party manufacturing costs
- Labor costs
- Tariffs
- Depreciation

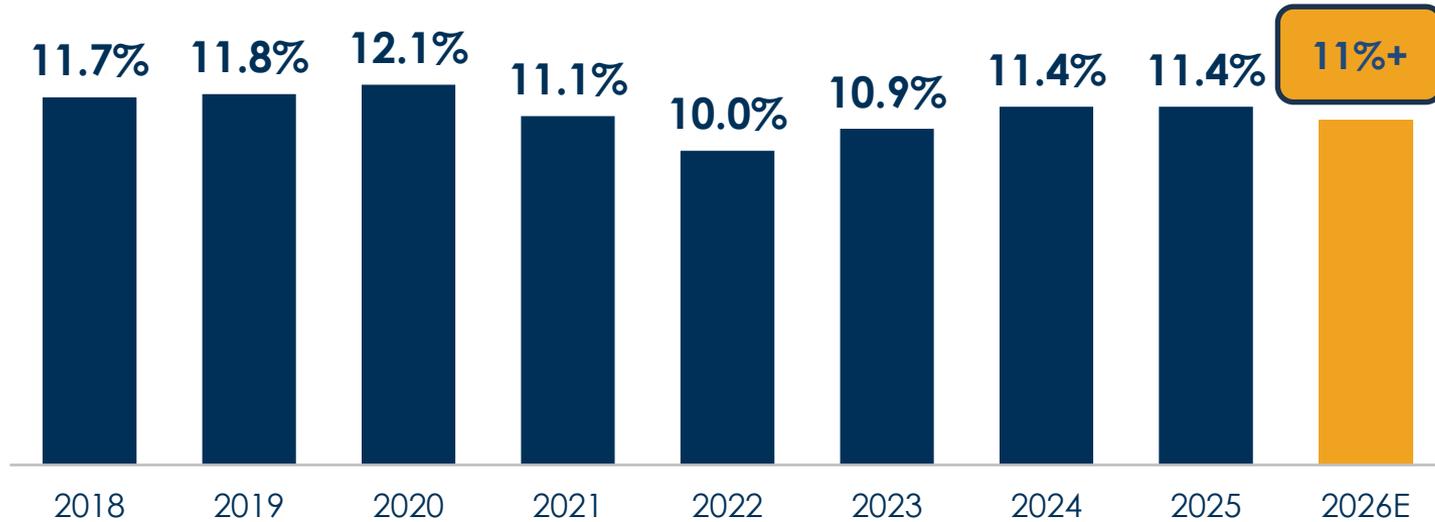


Commodities

- ↓ Oil
- ↑ Natural Gas
- ↑ Ethylene
- ↑ HDPE
- PCR
- ↓ Diesel
- ↑ Linerboard
- Cartons

2026 Marketing Spend Target

Evergreen Target: ~11%

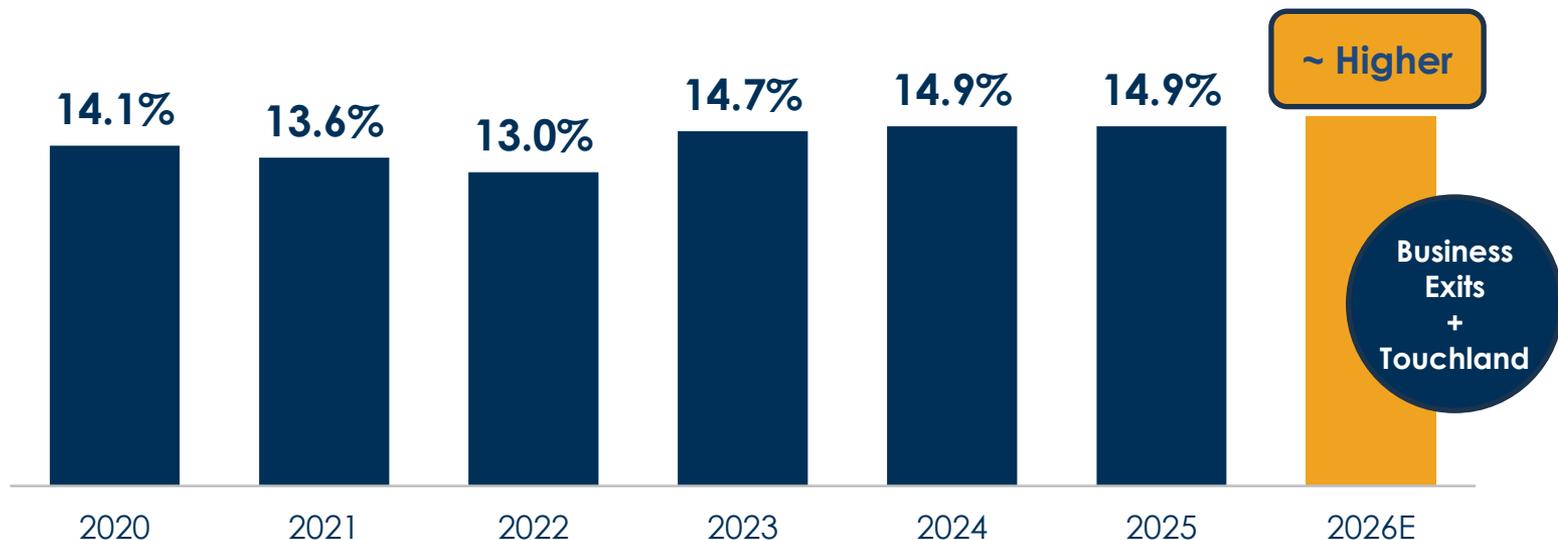


Outlook as of January 30, 2026



2026 Adjusted SG&A Outlook

Evergreen Target: -25 to 0 bps



Note: Adjusted SG&A is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most comparable GAAP measures.



2026 Adjusted EPS Growth Outlook

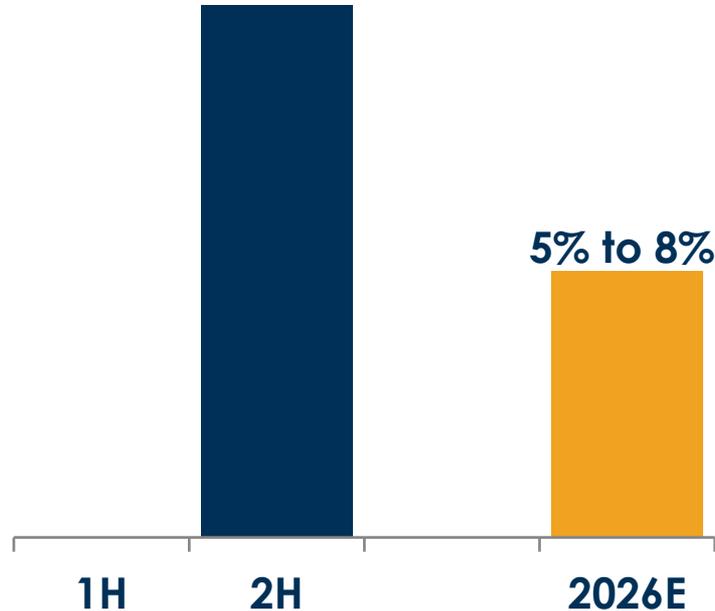
Evergreen Target: +8%



Note: Adjusted EPS growth is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most comparable GAAP measures.



2026 EPS Growth



First Half / Second Half EPS Impacted By:

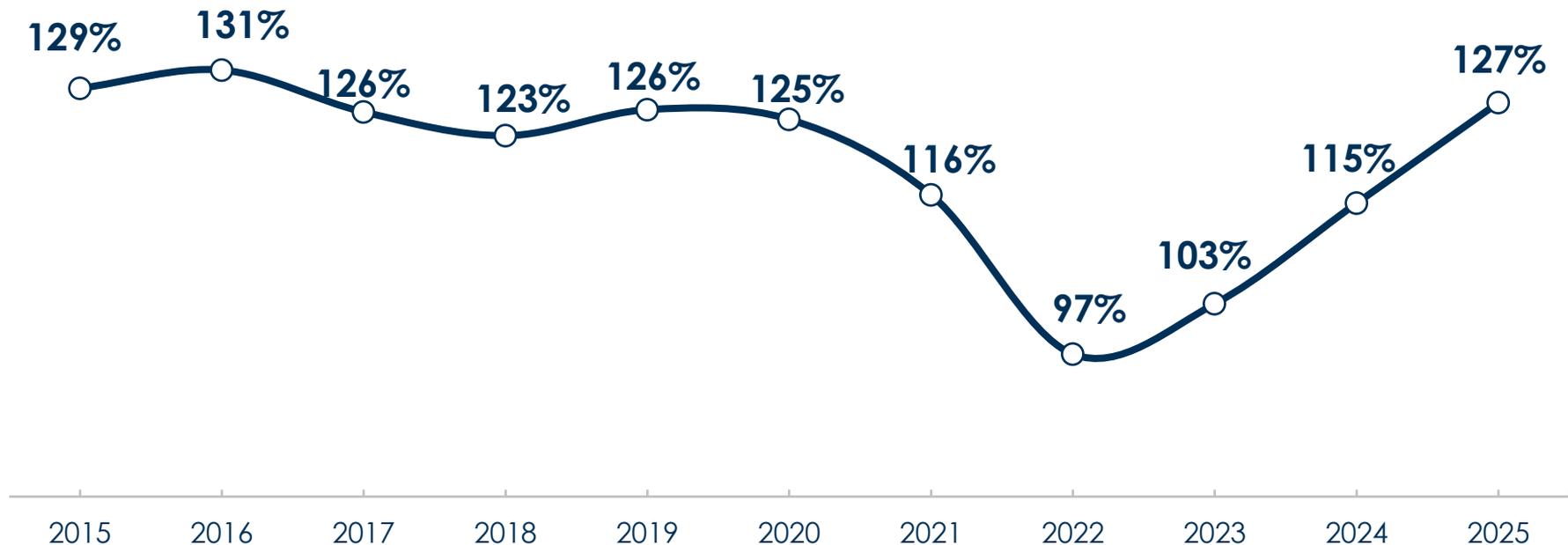
- Higher marketing during the first half of the year
- Higher 1H SG&A due to the impact of the TOUCHLAND amortization and SG&A

Outlook as of January 30, 2026



Our “Best In Class” FCF Conversion Continued In 2025

10 Year Average: 119%



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



Our Strong Balance Sheet Provides Us Tremendous Flexibility

Total Debt/Bank EBITDA



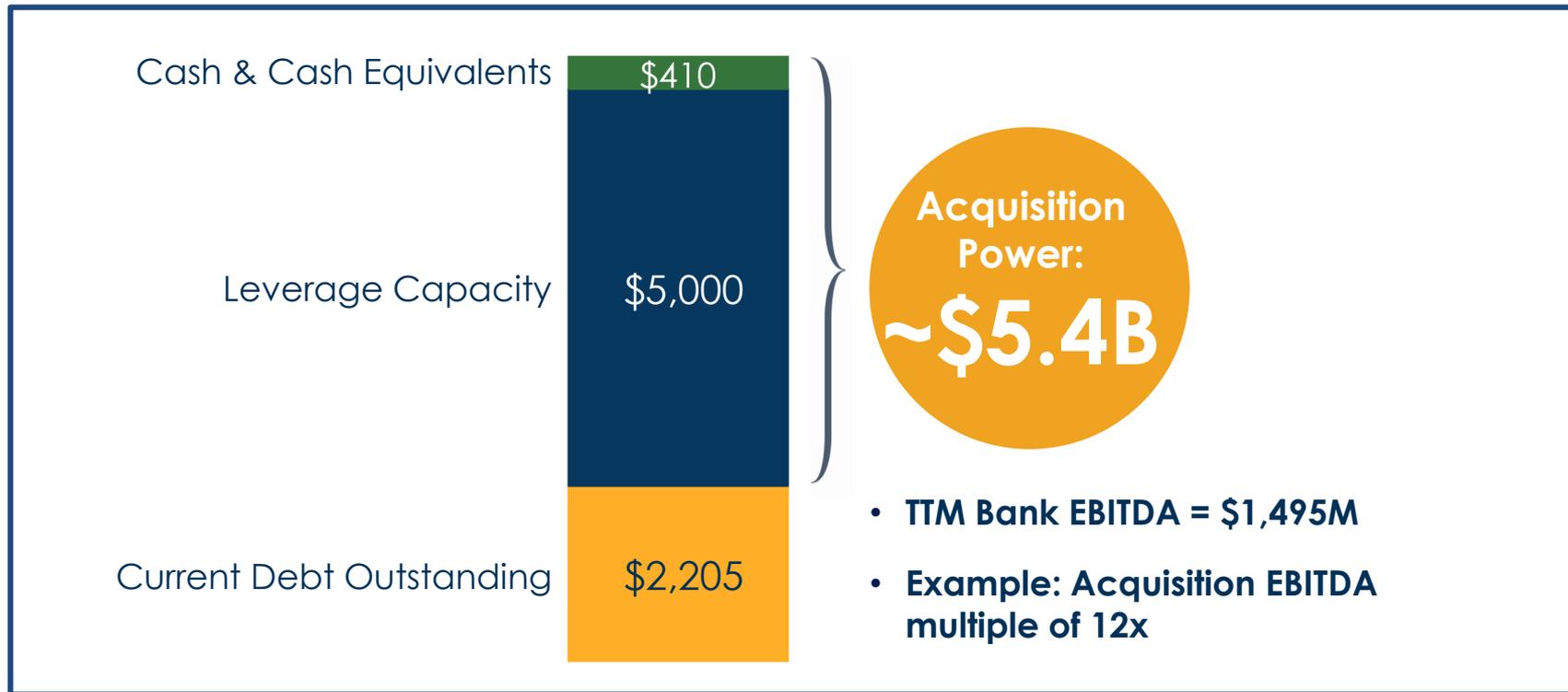
Credit Rating:
A2 | BBB+
 Moody's | S&P

Note: Total debt/EBITA is a non-GAAP measure. Refer to the Appendix for a reconciliation to the most comparable GAAP measures.



Church & Dwight Financial Capacity

(\$MM)



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



CHD Declared a 4.2% Dividend Increase for 2026

125th
consecutive
year of
dividends

30th
consecutive
year of
increases



* Annualized based on dividend declared in Q1 2026



We Enter 2026 With Confidence In Our Future



Our **brand portfolio** enters 2026 even stronger



We are **driving share gains** that will be now be enhanced with our **Growth Initiatives**



TOUCHLAND is delivering strong growth



The **online channel** is experiencing **steady growth**



Innovation remains a key **driver of success**



Our **international business continues to grow** and represents a large opportunity



Our **balance sheet** provides us tremendous capital allocation flexibility



We are **confident** about the fundamentals of our **evergreen model**

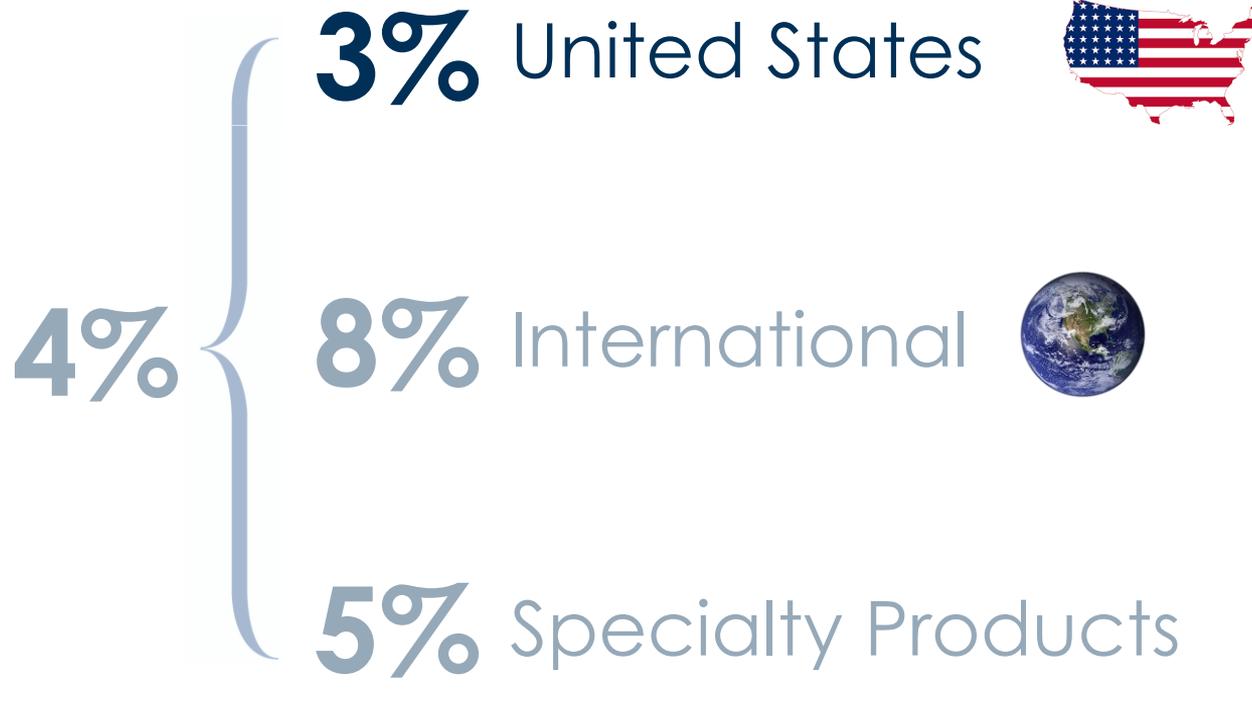
5.

CATEGORIES AND BRANDS

Chuck Raup
U.S. Domestic President



US Domestic Sales Evergreen Target: +3%



Our 7 Power Brands Fuel Our Growth



TheraBreath.

touchland

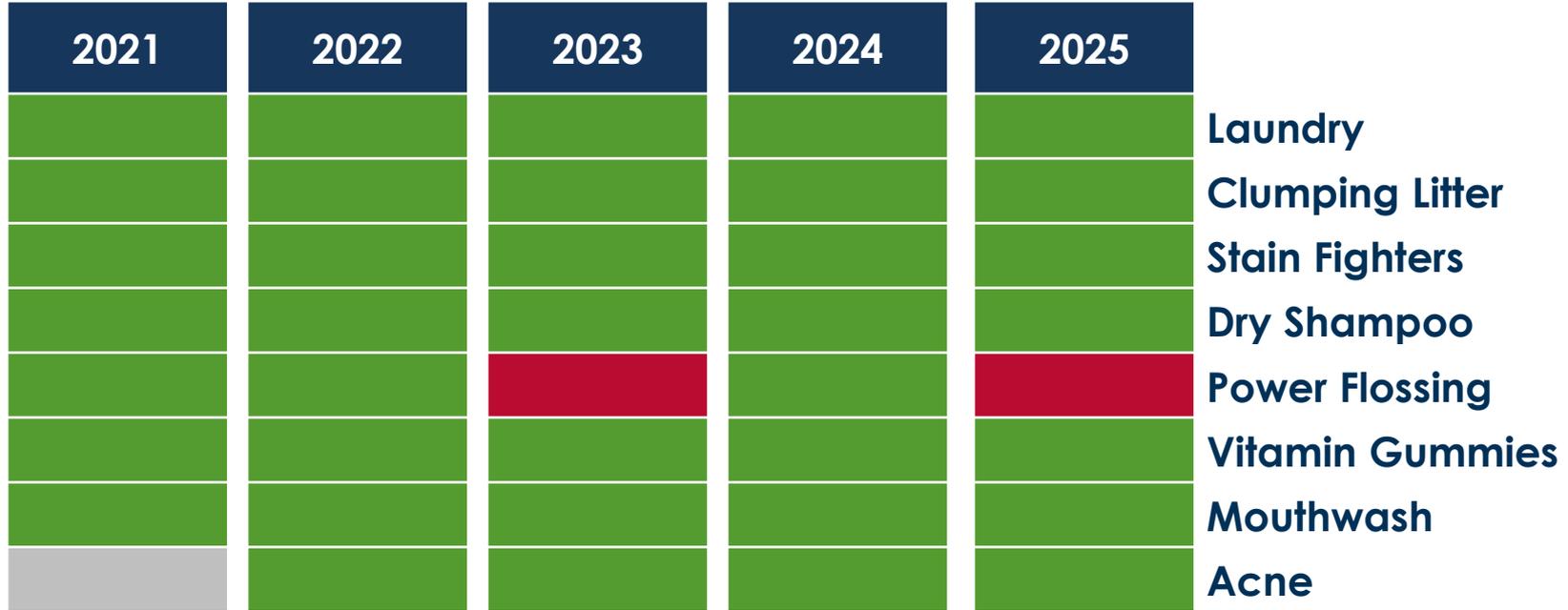


Batiste

Hero.

waterpik

We Play in Healthy, Growing Categories



2025
Weighted
Average:
1.8%

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



Brand Scorecard 4 of 8 Gaining Share in 2025



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

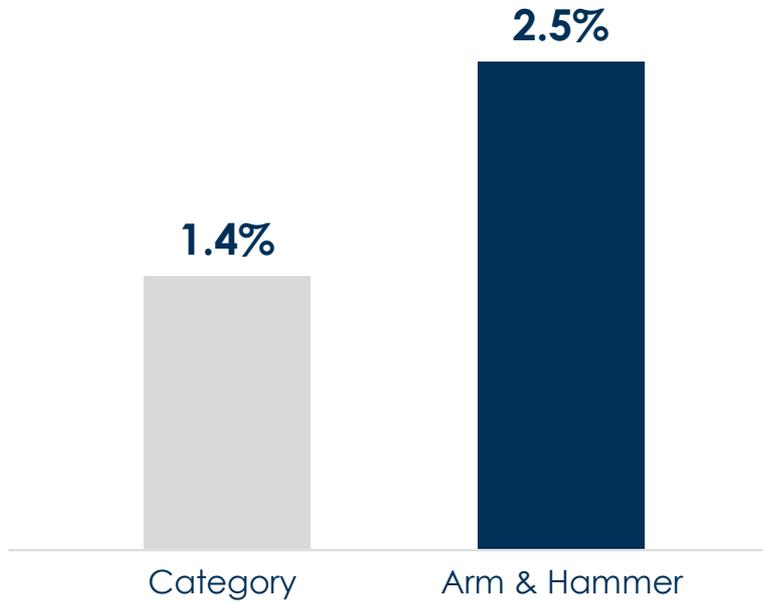




FABRIC CARE

Liquid Laundry Detergent

\$ Consumption Change vs. YAG 2025



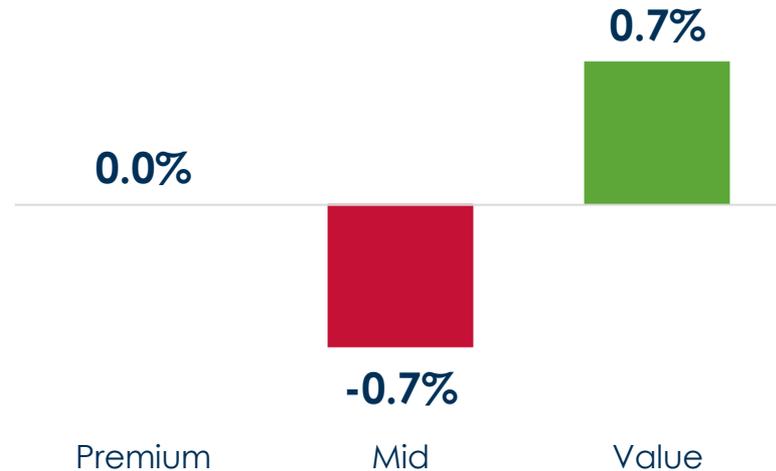
Source: Circana: Total US – Multi Outlet+; Building Calendar Year 2025 Ending 12-21-25





Value Tier is Winning

Dollar Sales Share Change vs.
YAG by Price Tier
Q4 2025

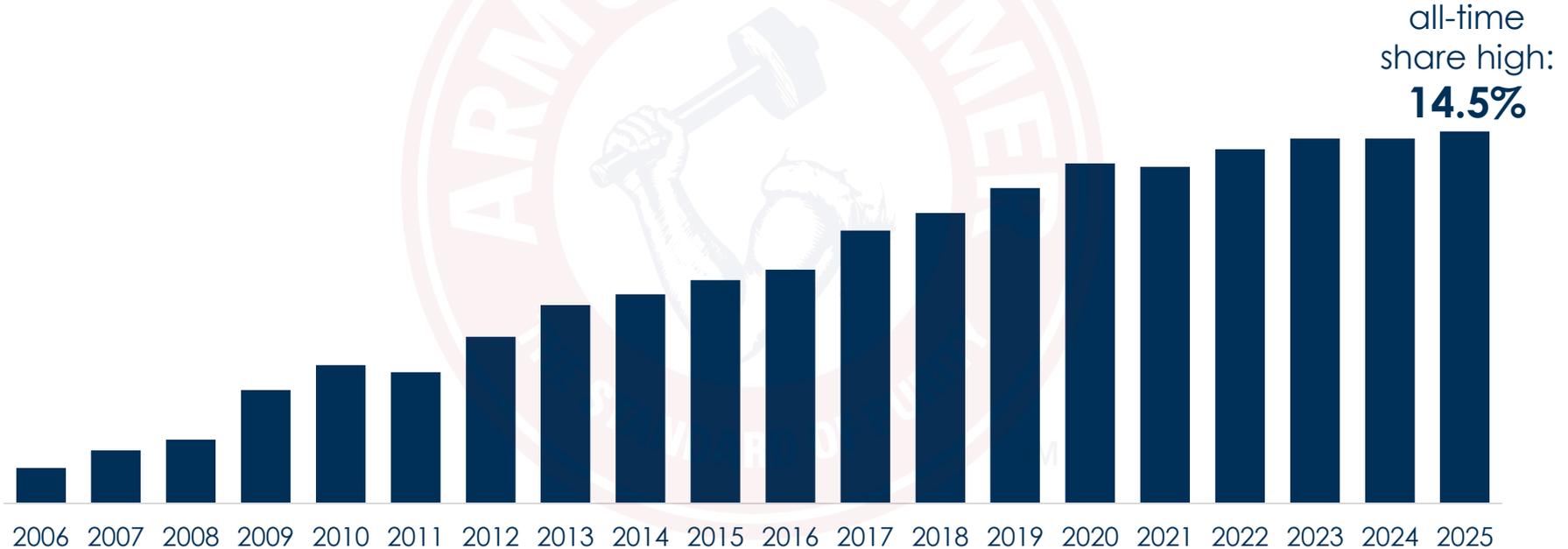


Source: Circana MULO+, Laundry Detergent, 52WE 12/28/25



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

Liquid Laundry Dollar Share
2006 - 2025

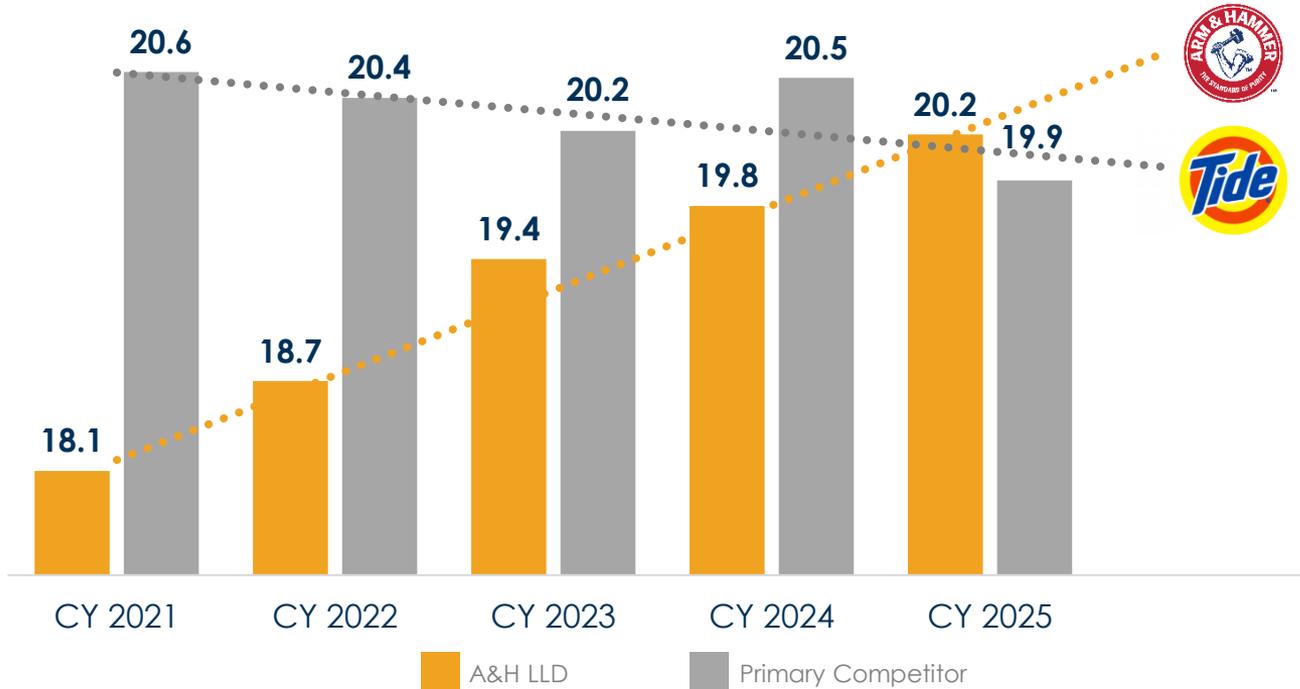


Source: 2020-2025: Circana: Total US – Multi Outlet+; A&H Liquid Laundry. 2025 Dollar Share as of 12.21.2025; Prior years from Circana MULO and/or Nielsen



Arm & Hammer is Now #1 in Washloads

Annual Washload Volume Share



Source: Circana Scan Data, MULO+, CY2021-2025, WASHLOAD Volume Sales original Tide



Arm & Hammer Laundry Architecture: Good · Better · Best



Good



Better



Best



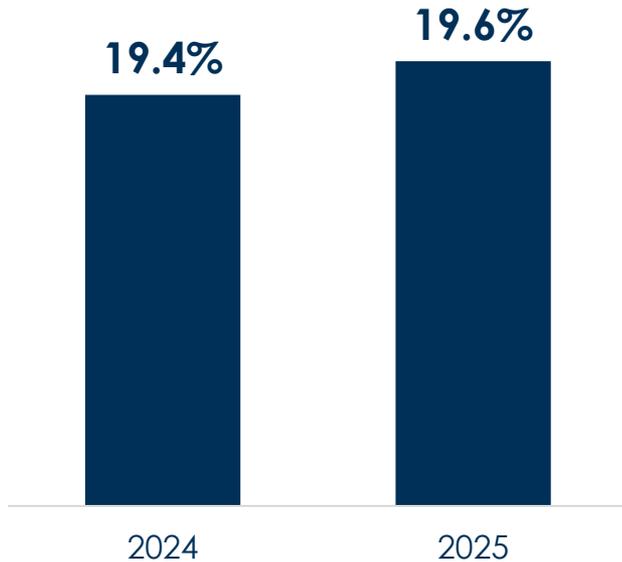


CAT LITTER

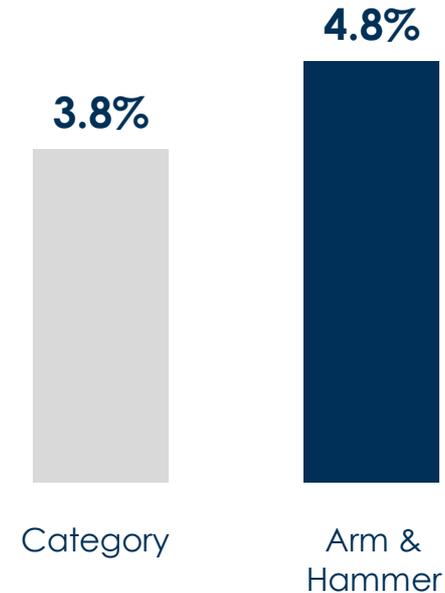
A&H Litter: Strong Growth in a Competitive Environment



Cat Litter Dollar Share



\$ Consumption Change vs. YAG



Source: Circana Total US – Multi Outle+ Inc Pet; A&H Cat Litter. 2025 Dollar Share as of 12.21.2025

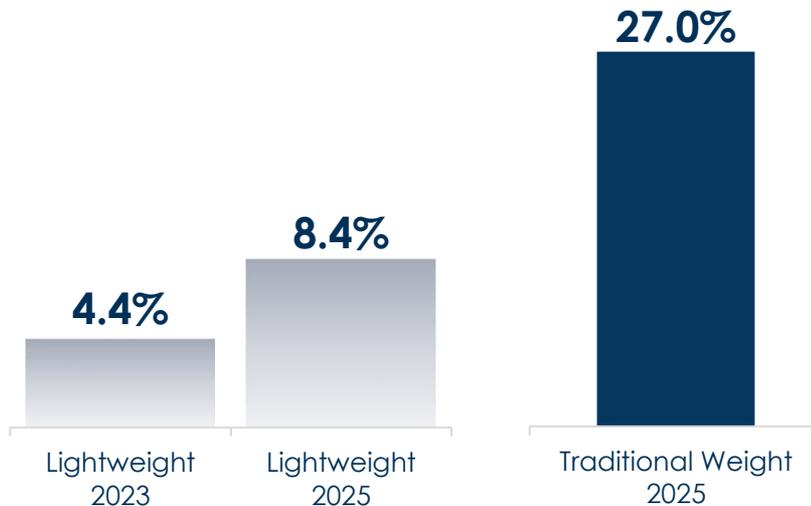


Lightweight Fair Share is a \$100MM Significant Opportunity

A&H HardBall has a 48% repeat rate, 14pp higher vs category average



A&H Share Of Clumping Litter Segment



Source: Circana: Total US – Multi Outlet + (Inc Pet) as of 12.21.2025



A box of Arm & Hammer Baking Soda is the central focus, with a spoon containing white powder in the foreground. The background is a light, neutral color.

cleaning

**pet
deodorization**

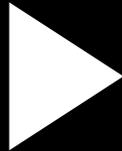
**cooking &
baking**

**deodorizing &
refreshing**

laundry

**health & home
remedies**

**personal
care**



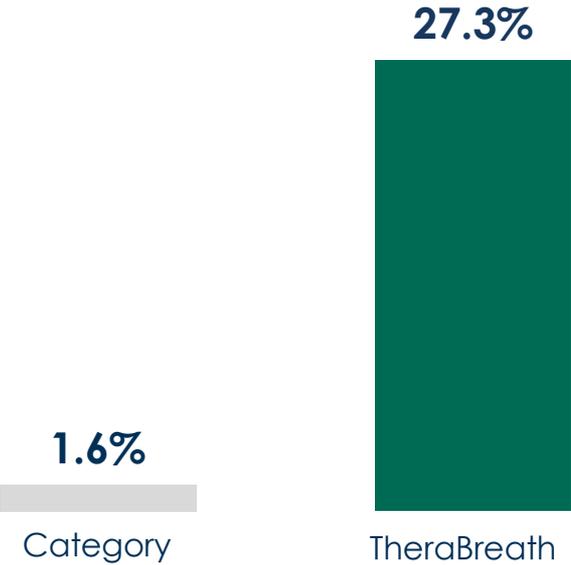


TheraBreath™

MOUTHWASH &
TOOTHPASTE

TheraBreath is Strongly Outpacing Category

\$ Consumption Change vs. YAG
2025



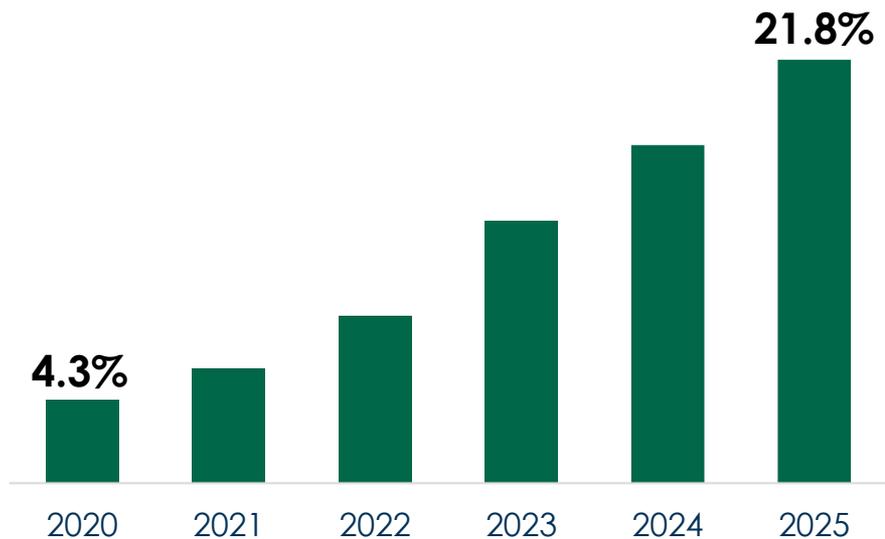
Source: Circana; Total US – Multi Outlet+; YTD 12.21.25





All Time Share High Achieved in 2025

Total Mouthwash Dollar Share 2020 - 2025

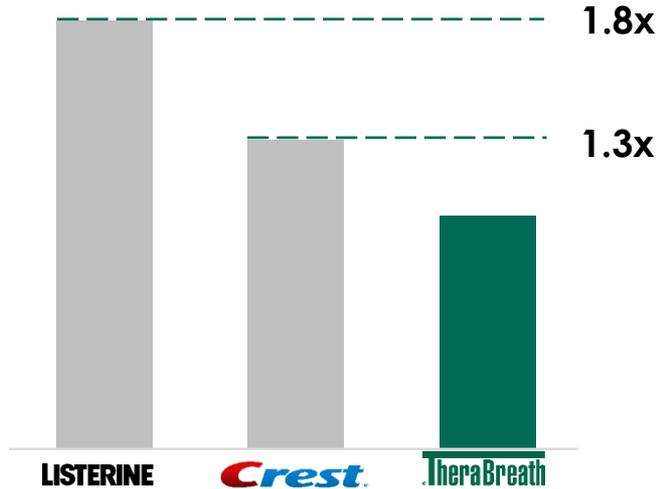


Source: Circana: Total US - Multi Outlet+; Total Mouthwash, 2025 Dollar Share as of 12.21.2025



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



Growth Space In Paste

Category

\$4B

Third largest category in which CHD competes

69%

Consumers investing more in premium oral care



Brand



+27%

Brand Sales Growth

89%

TheraBreath buyers interested in purchase

A Strong Proposition

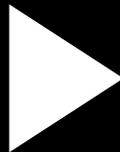


Expands Brand with
loyal rinse users

8 Clinical Studies
supporting efficacy

Signature taste experience –
freshens without overpowering

National in 2026



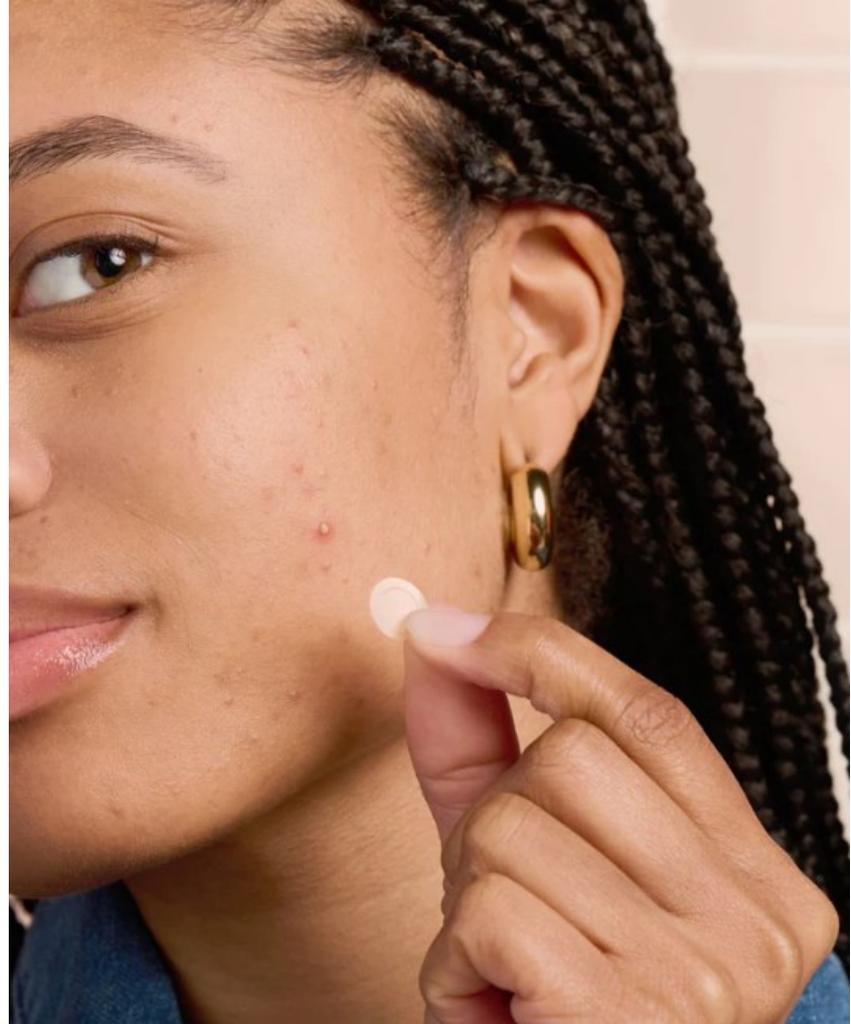
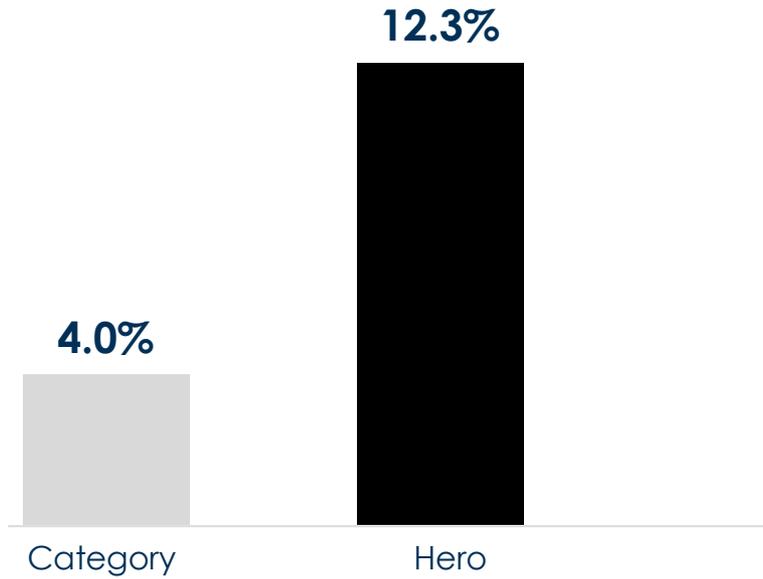


Hero.

ACNE

Total Acne

\$ Consumption Change vs. YAG 2025



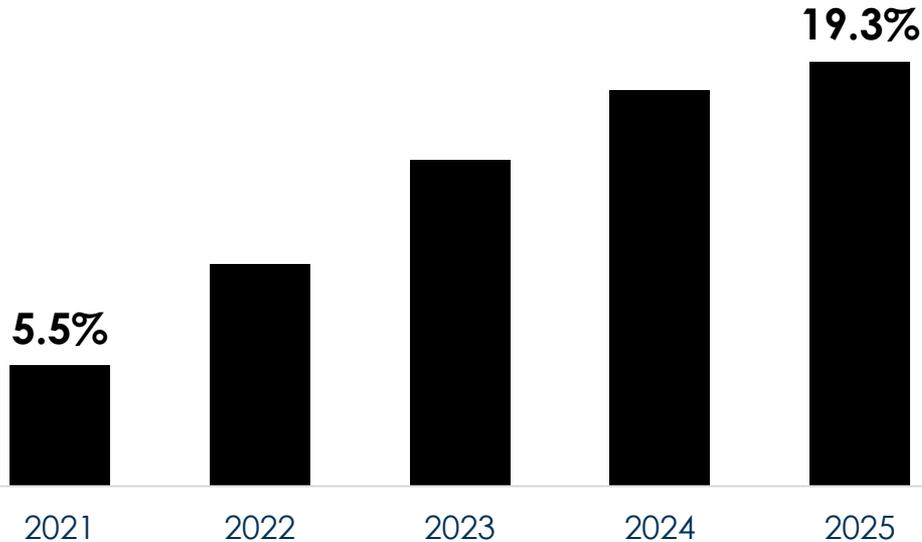
Source: Circana: Total US – Multi Outlet+; L52 WE 12.21.25



Hero.

All Time Share High Achieved in 2025

Total Acne Dollar Share
2021 - 2025

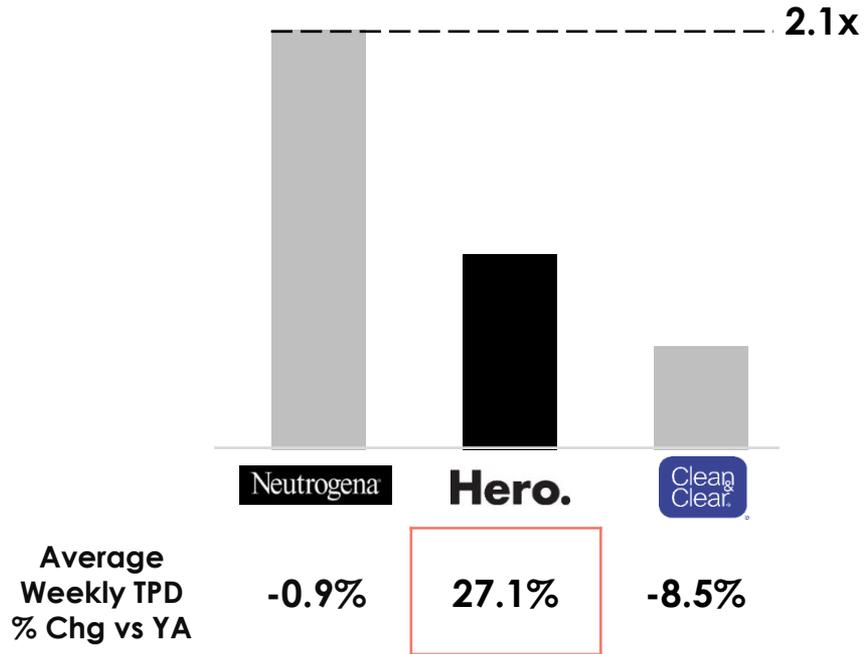


Source: Circana: Total US - Multi Outlet+ Total Acne. 2025 Dollar Share as of 12.21.25



Hero Still Has A Lot Of Room To Run

Average Weekly TDP



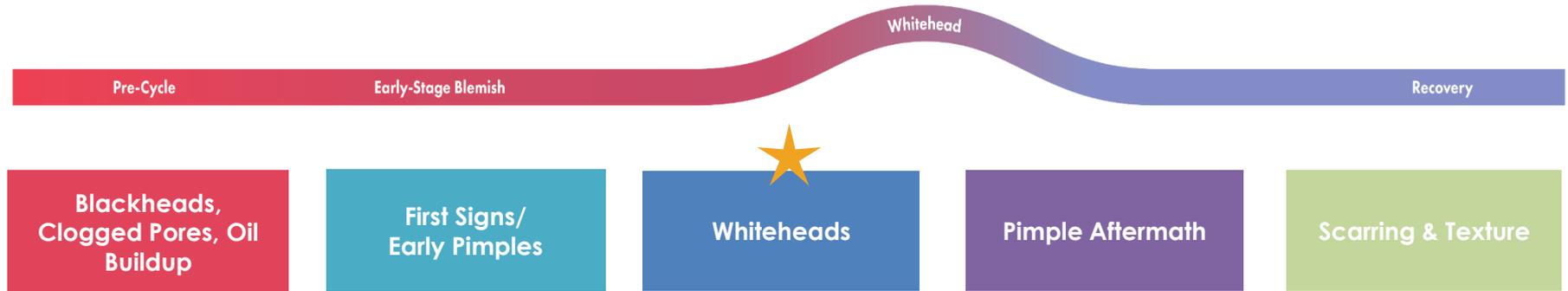
Household Penetration

| | 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



The image features a teal background with a large white semi-circle in the lower half. Two dotted white lines form an arc above the semi-circle, framing the text. The brand name 'Batiste' is written in a teal, cursive font with a trademark symbol, and 'DRY SHAMPOO' is written in a teal, sans-serif font below it.

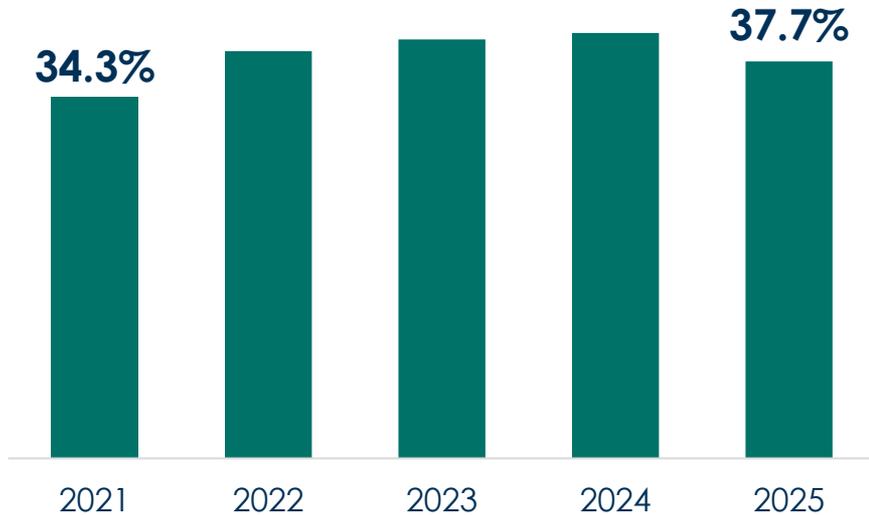
*Batiste*TM

DRY SHAMPOO

Batiste™

#1 Dry Shampoo Brand and #1 in Category Loyalty

Dry Shampoo Dollar Share
2021 - 2025

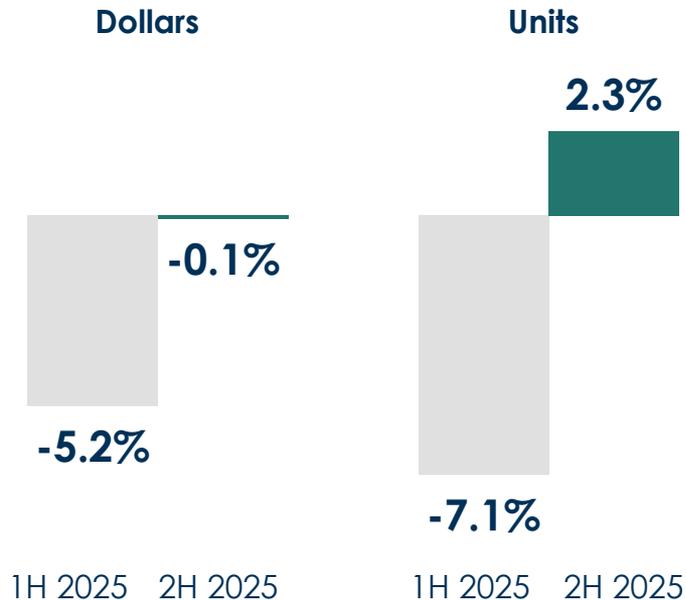


Source: Circana: Total US – Multi Outlet+; Dry Shampoo. 2025 Dollar Share as of 12.21.2025



Consumption Steady Improvement

Change vs. YAG 2025



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



Strong Plans For 2026

Consumer Relevant Innovation



Customer Exclusives



Colors Refresh, Extension



Fragrance Free



Powders

Price Pack Architecture



Mini / Travel Size



Value Size(s)

Brand Recharge

Graphics upgrade

Media investment, equity campaign



Intersection of Beauty and Personal Care Requires a Different Playbook



New "Pod" Structure Enables Insight and Agility

1 Dedicate consumer and customer facing resources

2 Gain better, faster insights

3 Create and refresh consumer content with agility

4 Quickly launch innovation based on emerging trends

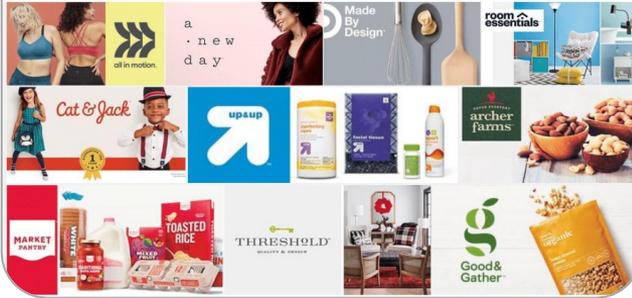
5 Attract Beauty/Personal Care talent



Sustaining Share Growth

Competition Continues to Rise

Billion Dollar Brands



Consumer Value Must Grow

- 1 Media centered on driving awareness, engagement, penetration
- 2 Equity campaigns focused on storytelling, emotional benefits
- 3 Insight-driven innovation
- 4 Price Pack Architecture
- 5 Omnichannel mindset

6.

TOUCLAND

Andrea Lisbona
Chief Executive Officer,
Touchland



ABOUT TOUCHLAND

2

Categories

Hand Sanitizer
Body Mist

#2

Product in sales in
Sephora.com 2025

TIME100

2025 TIME100 Most
Influential Companies

1.2M+

Followers



3

Markets

USA, Canada,
Middle East

4,800+
Doors

3

Premium Retail
Beauty Partners

SEPHORA
KOHL'S + SEPHORA
ULTA

15+

Awards



TOUCLAND VISION

Leading the future of on-the-go sensorial essentials, reinventing the staples of modern life.

Building the next global lifestyle brand born from design, fragrance, and innovation.

Expanding beyond categories to create a movement of micro-joys, embraced by every generation.



We intentionally chose to start our journey in the hand sanitizer category because we believed transforming the most commoditized and utilitarian of products into one that embodies joy, delight and self-expression would serve as the strongest validation of our ability to:

**ELEVATE THE ORDINARY INTO
THE EXTRAORDINARY**



APPROACH TO INNOVATION

Our innovation framework is grounded in **four core pillars** that define both where and how we innovate. These principles keep us disciplined, ensuring we bring only the most thoughtful, high-impact products to market—ones that seamlessly fit into daily life and elevate everyday moments.



01
DESIGNED FOR LIFE ON
THE MOVE



02
SLEEK, ERGONOMIC
DESIGN & DISTINCT
FORM FACTOR



03
BREAKTHROUGH
FORMULAS WITH
ADVANCED SKINCARE
INGREDIENTS



04
IMMERSIVE SENSORIAL
EXPERIENCES

REINVENTING THE HAND SANITIZER EXPERIENCE

The only brand that has driven premiumization at scale in the hand sanitizer category.

INDUSTRY STANDARD



SMELL

- Non-Premium Scent

DESIGN

- Boring
- Overdone
- Not Spill Proof

FORMULA

- Sticky
- Drying

APPLICATION

- Squeeze Tube
- Excessive Output

VS

touchland



- Non-Alcohol Smell
- Premium fragrances



- Non-sticky
- Hydrating



- Sleek, Modern Design



- Micro mist
- Even application

ON-THE-GO ESSENTIALS PORTFOLIO

CATEGORY #1: HAND SANITIZER MIST

POWER MIST (HAND)



PREMIUM MIST (HAND)



SEASONALS



CATEGORY #2: BODY & HAIR FRAGRANCE MIST

POWER ESSENCE (BODY)



ACCESSORIES



COLLABS



ACCESSORIES



COLLABORATIONS

Bring a playful twist to your everyday with the Touchland Limited Edition collaborations. Touchland collaborations are designed to spark excitement, amplify brand buzz, and connect with new audiences.



HAND MIST & BODY MIST CASES

The perfect accessory for your Touchland hand sanitizer and body mist, this stylish rubber-silicone mist case offers durable protection against wear and tear. The case features a convenient metal keyring, ensuring your Touchland hand mist is always within reach and easy to access.



01

Vibrant colors

Choose from 8 shades for the ultimate fashion accessory.

02

Rubber silicone

Provides protection against wear and tear.

03

Metal key ring

Keeps your Touchland hand sanitizer always within easy reach.

04

Compatible

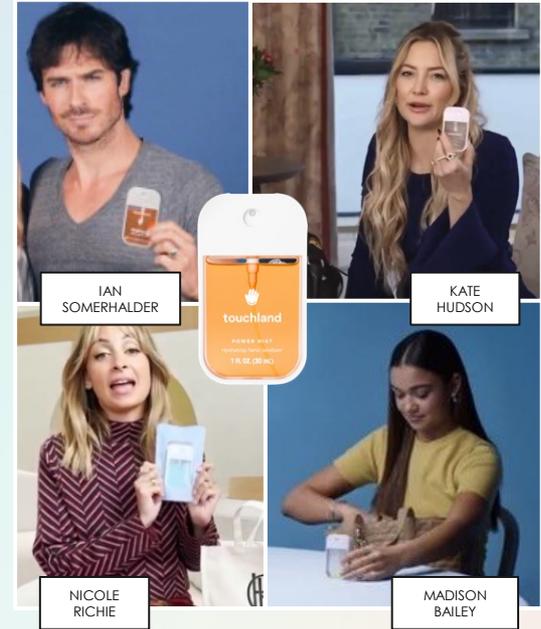
Compatible with Touchland hand sanitizer 1 FL. OZ. (30mL)

SEPHORA

KOHL'S + SEPHORA



TOUCHLAND'S CULTURAL INFLUENCE: ORGANICALLY EMBRACED BY CELEBRITIES & TASTEMAKERS



BRAND BUILDING PARTNERS

SEPHORA

KOHL'S
+ SEPHORA

ULTA[®]
BEAUTY

DUTY FREE
DFA
AMERICAS

amazon

TikTok Shop

TOUCHLAND IN THE WILD



GROWTH DRIVERS



**INVEST IN MARKETING TO INCREASE BRAND AWARENESS
AND HOUSEHOLD PENETRATION**



SELECT DISTRIBUTION OPPORTUNITIES IN THE US



**INTERNATIONAL EXPANSION – CURRENTLY IN CANADA
AND MIDDLE EAST**



**INNOVATION & CONTINUE TO BRING UNEXPECTED
DELIGHT TO EVERYDAY MOMENTS OF CARE**

I literally LOVE you brand and use your products every day. My favorites are the beach coco and vanilla blossom!
Touchland > All other brands

♡ Lovissa ♡

teachers love the container and how good they all smell. I recommended you to all of my friends and teachers. You are one of my favorite brands. 😊

Thank you!!

they are amazing, I'm completely obsessed!
Thank you for consistently delivering such high quality and thoughtfully crafted products. I always recommend Touchland to my friends and family ~~because~~ because your hand sanitizers are unmatched in both performance and scent! I'm excited to see what new scents you release in the future, and I'll definitely be stocking up on more!



7.

NEW PRODUCT INNOVATION

Carlos Linares
Chief Technology Officer and
Global New Products

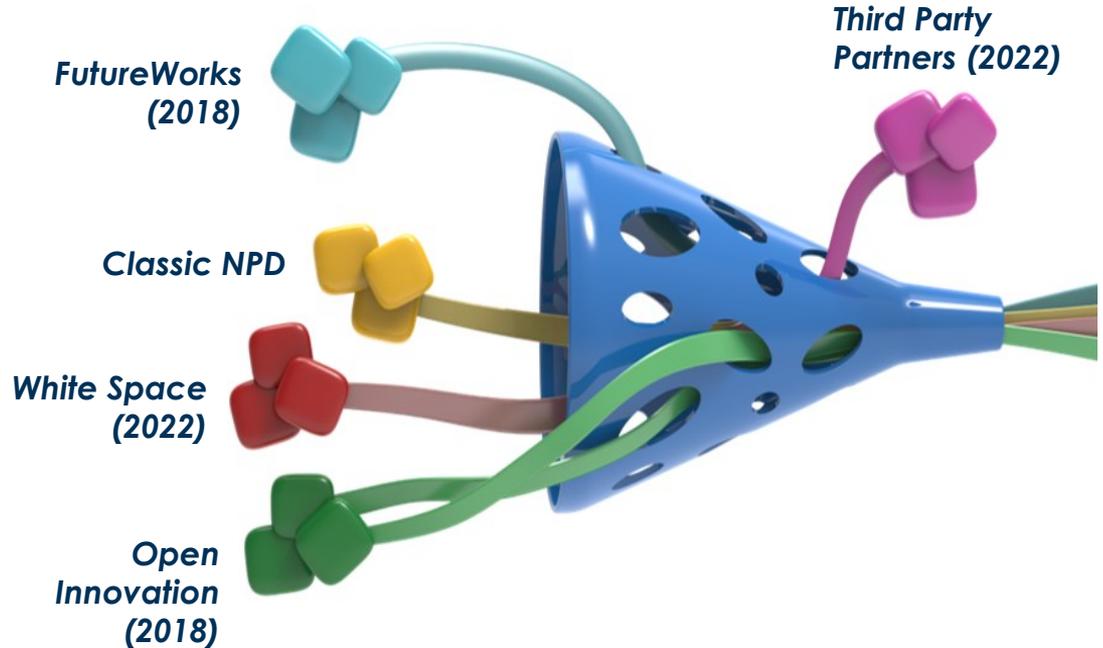


Continued New Product Success from our UNIQUE, Integrated Innovation Source Strategies

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

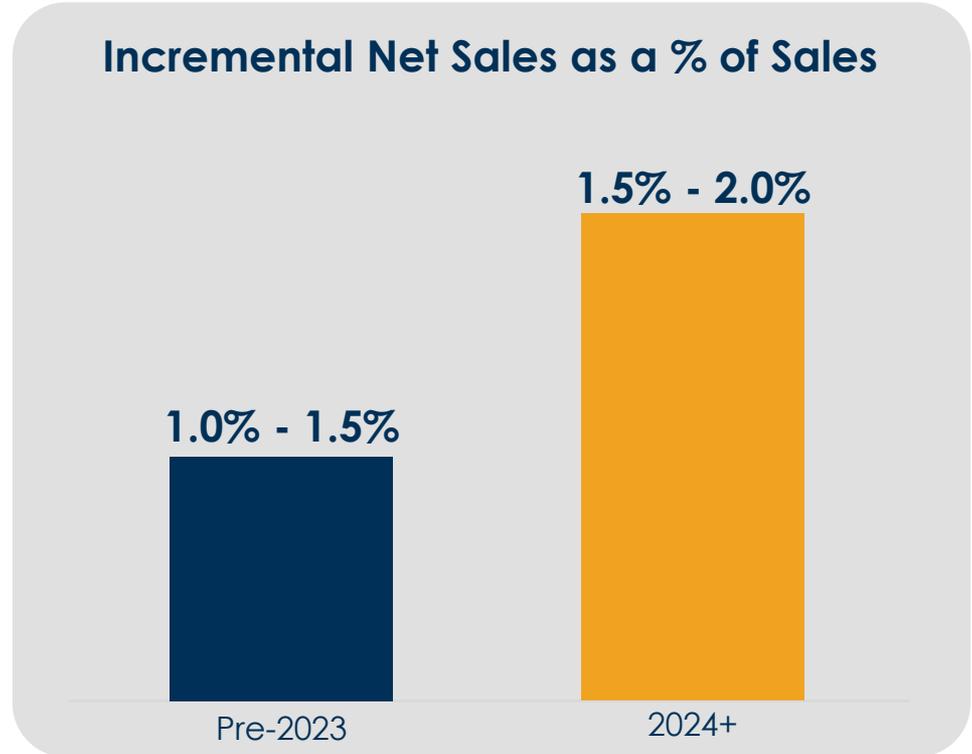
1.5% - 2.0%

(historically 1.0% - 1.5%)

3.7 X

in incremental dollars

50% of organic growth



THERABREATH TOOTHPASTE



Long Lasting for Epic Freshness!

Expands Brand with loyal rinse users

8 Clinical Studies supporting efficacy

Signature taste experience – freshens without overpowering

4.7 average star rating

National in 2026



HERO MIGHTY SHIELD

Invisible Liquid Patch

Protects pimples from dirt,
bacteria & makeup

Smooth **under makeup &
invisible** on skin

Apply like a **liquid**;
Peel it off like a **patch**

Launching in 2026

Building the Acne Care Regimen: Hero Cleansers



A Hero Cleanser for Every Acne Need

Designed to fight acne **without fighting your skin**

Effective OTC formulas, yet gentle, non-stripping on skin

3-cleanser line to address specific consumer needs

Launching in 2H 2026

TROJAN G.O.A.T. NON-LATEX CONDOMS



Our Softest & Most Flexible Condom Ever!

Made with **Ultra Flex Non-Latex** –
our first new-to-world
material in 20 years!

**Designed for
Next-Level Intimacy**

4.7 Stars on Amazon!
Our #1-rated Trojan™
branded condom

Launched Nationally 3Q 2025

Innovating Across all A&H LAUNDRY Tiers of Good · Better · Best!



GOOD



BETTER



BEST

GOOD

ARM & HAMMER BAKING SODA FRESH LAUNDRY DETERGENT



The Trusted Cleaning Power of Baking Soda that only ARM & HAMMER can provide

10x more Baking Soda

Whitens and Brightens

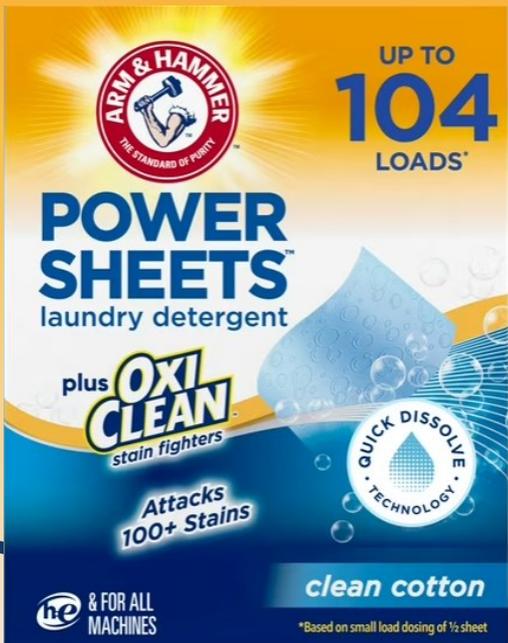
Sparkling Fresh, Lasting Freshness

Launching in 2026

*vs our original formula

BETTER

ARM & HAMMER POWER SHEETS PLUS OXICLEAN LAUNDRY DETERGENT SHEETS



Power of OxiClean stain-fighters now in detergent sheets

ARM & HAMMER is the **#1 detergent sheets brand** in the US

A&H Plus OxiClean attacks 100+ stains

Enhanced Cleaning Power and
Premium Sheet texture

Quick Dissolve Technology leaves no
residue behind

Launching in 2026

BETTER

ARM & HAMMER ODOR BLASTERS DEEP RINSE & REVITALIZE



ARM & HAMMER'S first launch in the growing rinse category!

5x odor fighting ingredients* to
eliminate odors deep in fibers

Rinses away clean with no residue

Fresh Burst and Fresh Escape
fragrances leave laundry smelling
revitalized

Expanding in 2026

*vs leading value detergent

OXICLEAN MAX FORCE

OxiClean Expands Best Performing Max Force with New Forms

OxiClean's **Best Stain Efficacy** now in **Powder, Liquid and Power Pak**



2X Stain Fighters
5-in-1 Power

Removes Stains, Whitens, Brightens, Cleans in Cold Water, all with a Fresh Scent

Expanding in 2026

ARM & HAMMER DUAL DEFENSE WITH MICROBAN CLUMPING LITTER



A Revolutionary Litter That Delivers Two Layers of Powerful Protection:



ARM & HAMMER™ superior odor control

Microban® Antimicrobial Product Protection

Excluding Launch in 2026

8.

DIGITAL AND AI

Surabhi Pokhriyal
Chief Digital Growth Officer



10 Years of Transformative eCommerce Growth!

**% Of Global Church & Dwight
Consumer Net Sales**



Driving Scaled Impact

eCommerce as a Growth Engine

OMNI CHANNEL



+14%



Hero.

TheraBreath™

INTERNATIONAL



+10%



Hero.

TheraBreath™

EMERGING



waterpik

touchland

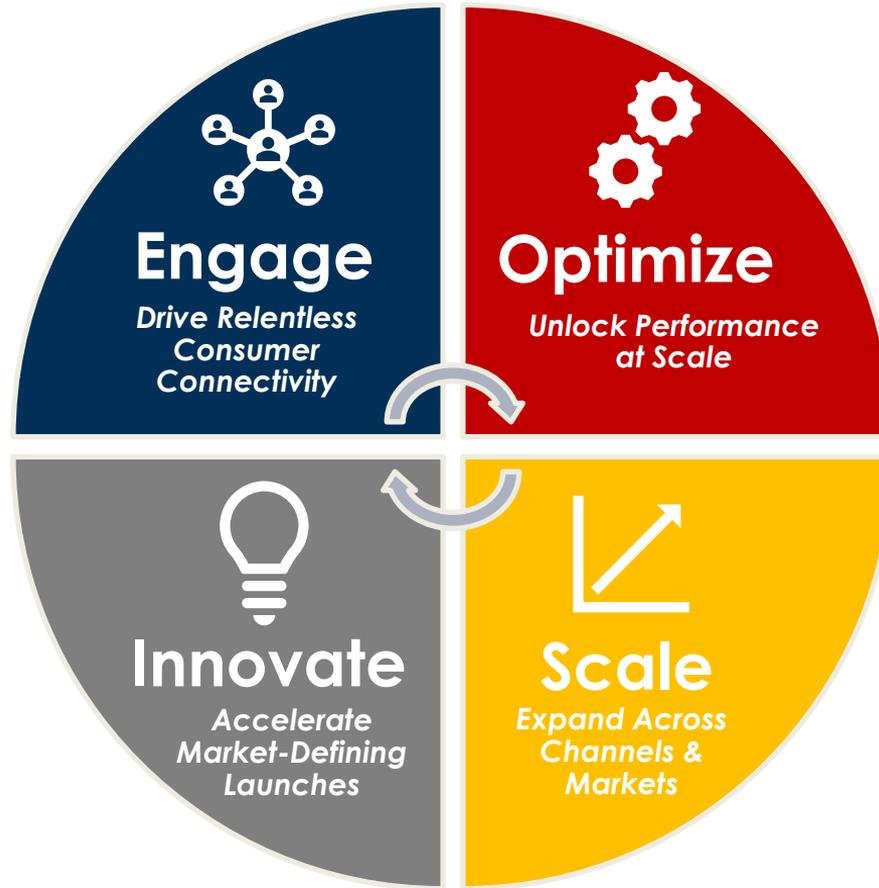
TheraBreath™

Hero.

Viviscal™



Our Growth Mindset & Operating Model- What Sets Us Apart



Content at Speed: GenAI for Production & Localization



Fast Cycle AI Generated Content



amazon ads



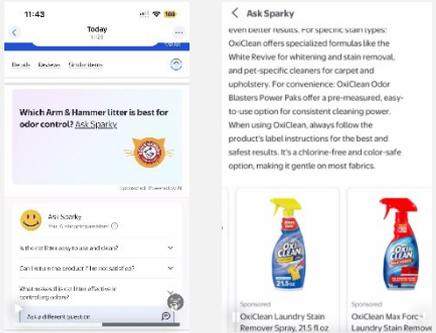
Market Ready Content in Minutes



Precision Targeting & Measurable Impact

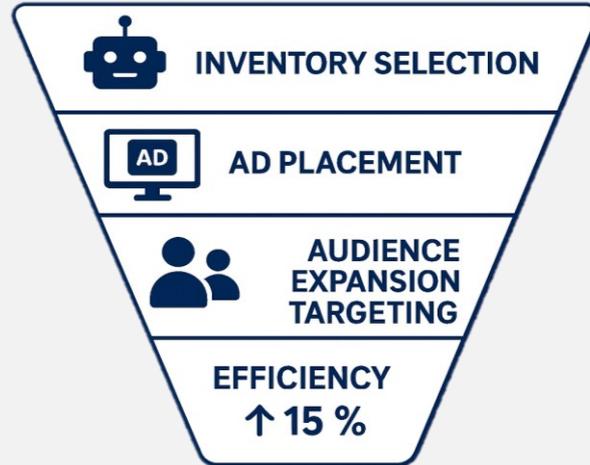


Built for AI Discovery



Tech Powered Precision → Smarter Spend

Ad Buying on Social Media



Paid Search on Mass Retailer.com



6X

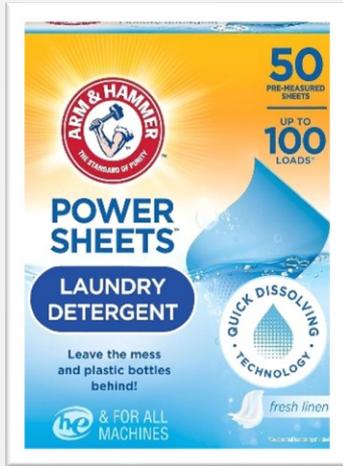
Industry Norms



Insight to Launch: Digital-First Launches Winning Faster



#2 SKU in Category
in 5 Months



2023

4.6 ★★★★★

#1 SKU In Category
in 3 Months



2024

4.8 ★★★★★

Topped Our Past Category
Launch in <1 Month



2025

4.7 ★★★★★



Capabilities to Move Fast & Win Faster

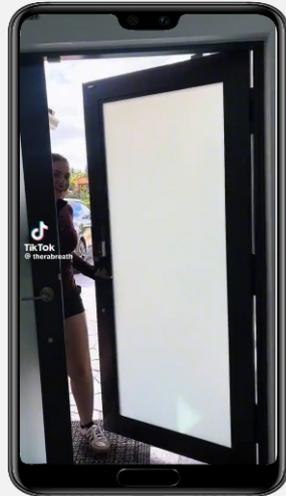


Turnkey, Sticky Content That Attracts

Authentic & On- Brand Creators



34MM
Video Views



15.7%
Engagement Rate

Global Digital & eCommerce Trendspotting Intelligence

Consumer Pulse In Real Time



Surfacing Sentiment, Motivations
& Emerging Needs

Turning Online Signals Into Insight—
and Insight Into Connection

Market Foresight for M&A

GLOBAL SCALE
ACROSS KEY
GROWTH MARKETS



DEEP
CATEGORY
INSIGHTS



Spot Emerging Acquisition Targets

Pinpoint High-Value Categories

Shape Market Entry

Fuel M&A Pipeline

Future-Proofing ~~Digital~~ Growth

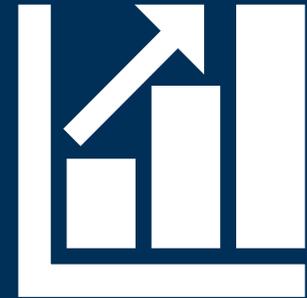
**Ready to be Found:
*Everywhere***



**Move Fast, Win Fast:
*Scale/Scrap at Speed***



**ROI Driving Capabilities:
*Expertise at Scale***



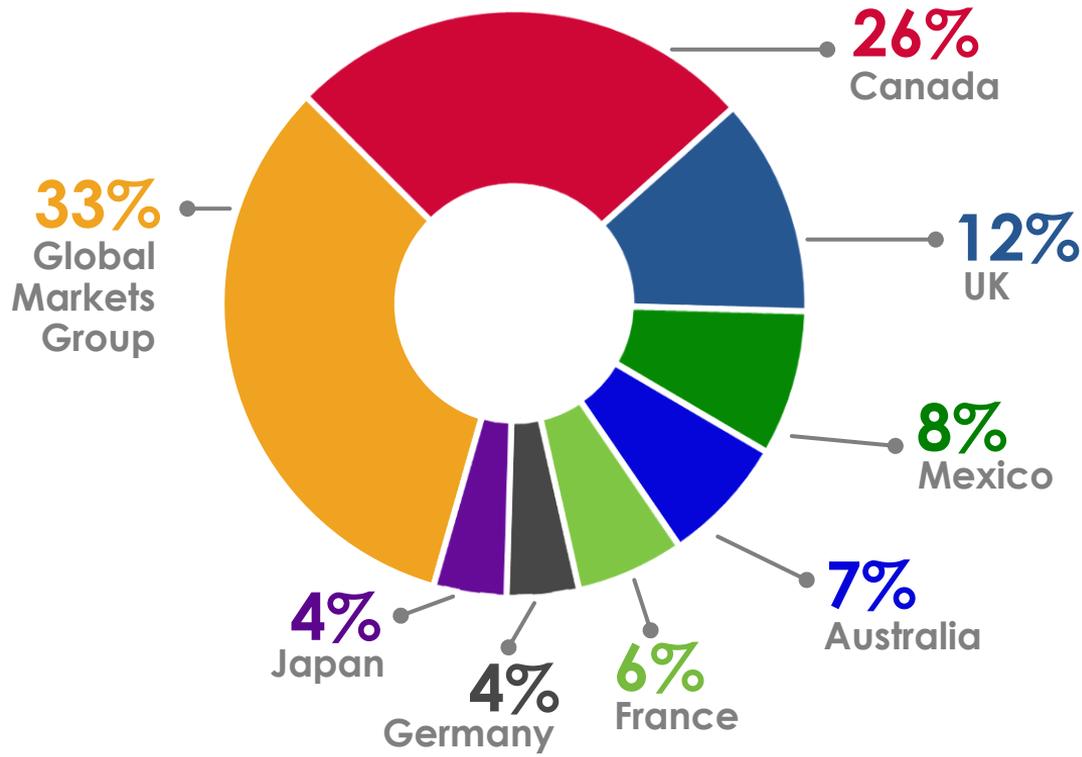
9.

INTERNATIONAL AND SPD

Mike Read
President Consumer International
& Specialty Products Division



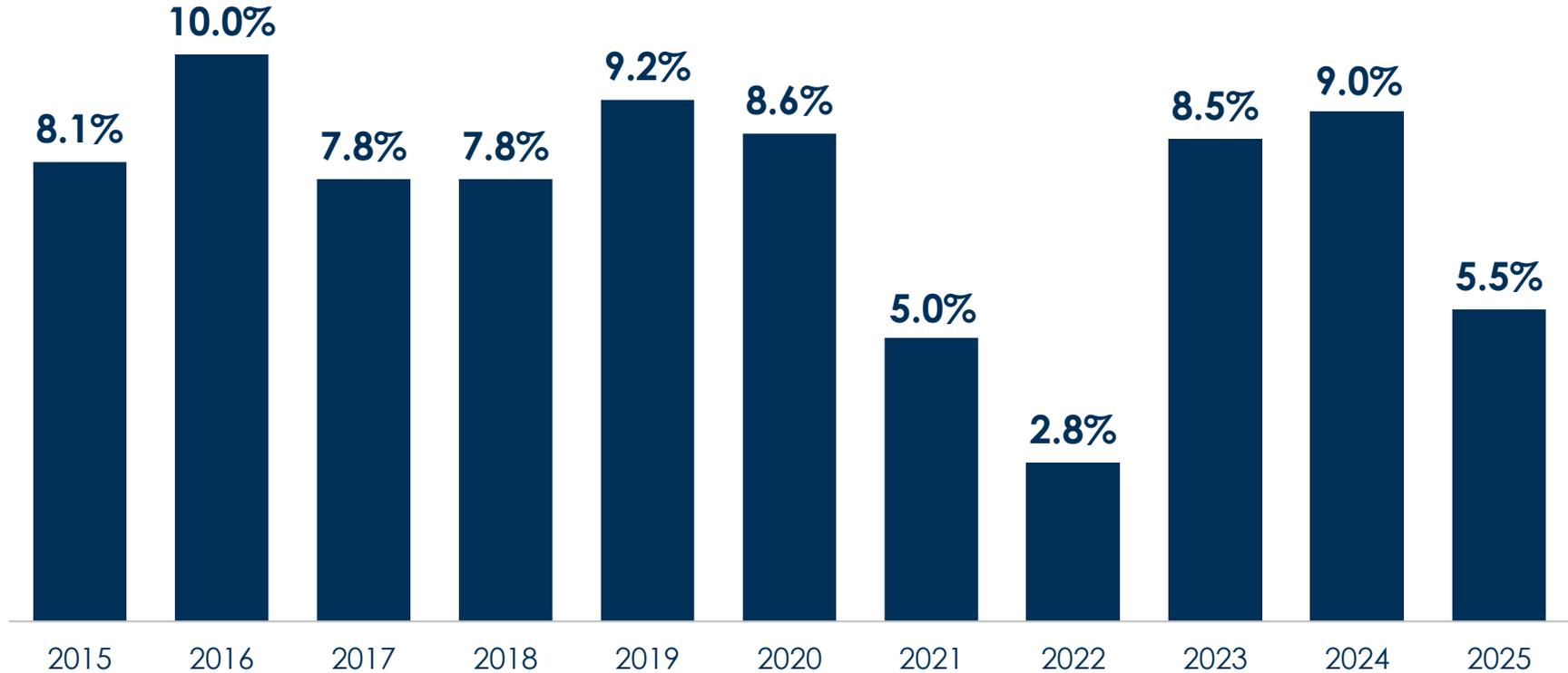
International Sales Mix



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.



Brands Consumers Love that Travel the Globe



U.S. Brand and
Leveraging
NPD



International
OTC &
Personal Care



Acquisition
Rapid Global
Expansion



Brands are Healthy and Driving Market Share Growth

The logo for Batiste, featuring the brand name in a green, cursive script font with a trademark symbol.The logo for Hero., featuring the brand name in a bold, black, sans-serif font.The logo for TheraBreath, featuring a green horizontal bar with a white caduceus symbol on the left, and the brand name in a green, bold, sans-serif font below it.The logo for OXI CLEAN, featuring the brand name in a yellow, bold, sans-serif font with a blue outline, set against a blue circular background with white bubbles.The logo for STÉRIMAR, featuring a blue silhouette of a dolphin jumping over a blue circular background, with the brand name in a blue, bold, sans-serif font below it.The logos for vitafusion and Lil Critters. vitafusion is in a purple, bold, sans-serif font, and Lil Critters is in a yellow, bold, sans-serif font with a red outline.

6 of **7**

Power Brands grew market share in 2025 within tracked subsidiaries

Hero.

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





Distributed in more than 50 countries in 2025



- Fastest growing retail mouthwash brand in Canada, Mexico, UK, and Australia
- #1 online market share positions in multiple geographies
- #1 oral care brand at Olive Young in South Korea



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 🇦🇹🇩🇪

Reply



victoriiaeans 1w

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

Reply



skibidialicia 22w

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

Reply



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.



Japan...Our Newest Subsidiary Market Since Q3, 2024



※ 2024年1月～2024年12月「酸素系漂白剤（粉末タイプ）」カテゴリにおけるブランド別総売上金額（ドラッグストア）※ True Data を基にした自社調べ。「酸素系漂白剤（粉末タイプ）」とは、自社独自の認定カテゴリ。



Successfully launched our #1 OxiClean Powder Stain Remover into the Liquid

Post our acquisition, now expanding our Portfolio of Brands

Batiste[™]
The Breath Co.[®]

Hero.



Focused on International M&A

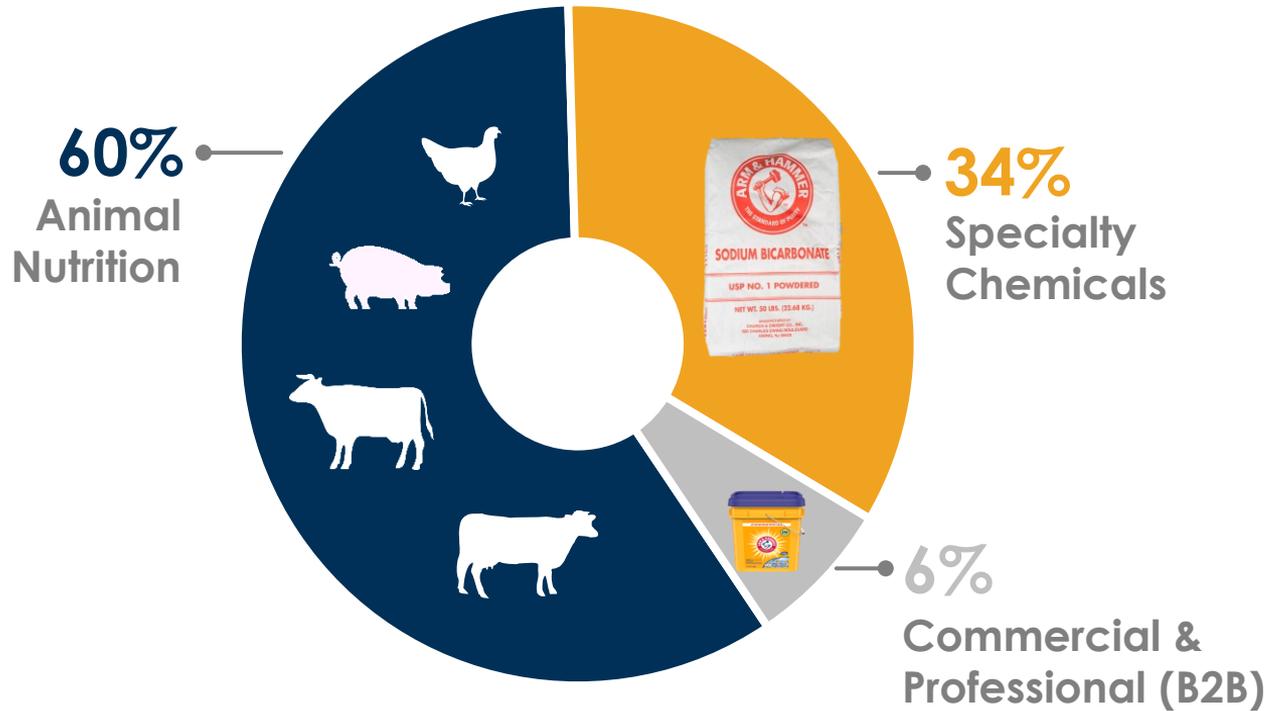
Putting resource and commitment around International acquisition to help scale key markets and enter newly desirable geographies.



CHURCH & DWIGHT CO., INC.

SPECIALTY PRODUCTS

Specialty Products Division (SPD)



2025
SPD Net Sales:
\$300MM



1. Animal Nutrition: Prebiotics, Probiotics & Supplements



① Growing International Presence – 30% of Sales 

② Driving Innovation   

③ Investing in Customer Relationship Management



2. Bakery, Water Treatment, & Hemodialysis




Performance
Products Group



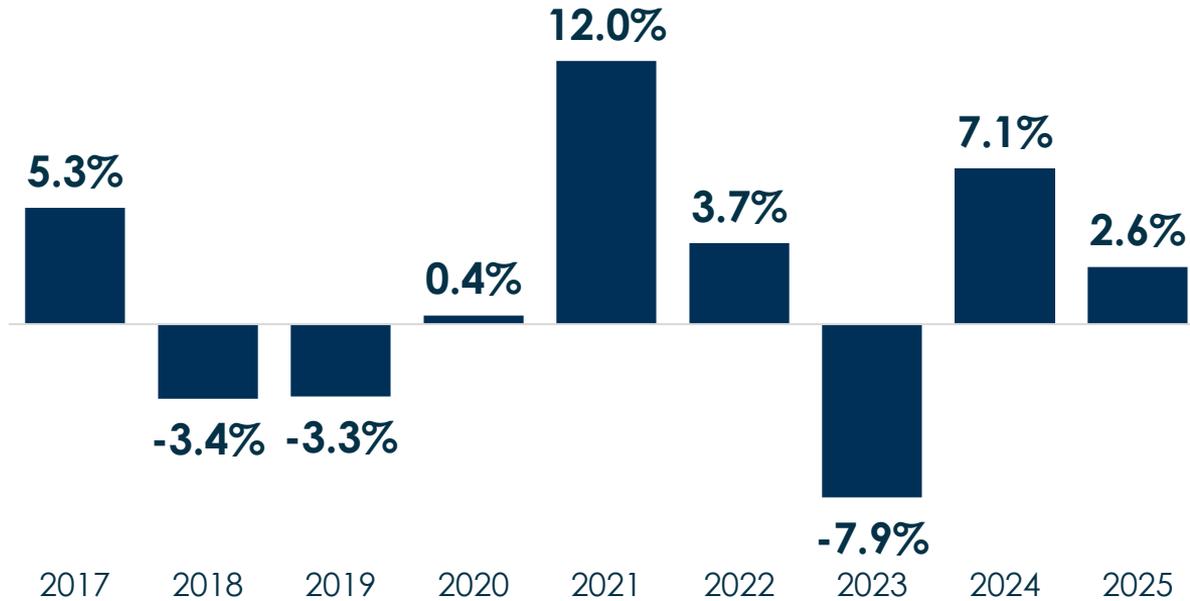
Performance Products

3. Hospitality, Foodservices, Janitorial & Sanitation



B2B

SPD Organic Sales



Portfolio Strategy



Global Expansion



Marketing & Innovation

10.

HOW WE OPERATE



We Have Five Operating Principles

1



Leverage Brands

Brands consumers love around the world

2



Friend of the Environment

Long history of being a friend to the environment

3



Leverage People

Highly productive people in a place where people matter

4



Leverage Assets

We strive to be asset light

5



Leverage Acquisitions

Good shareholder returns become **great** shareholder returns

We Have Five Operating Principles

1



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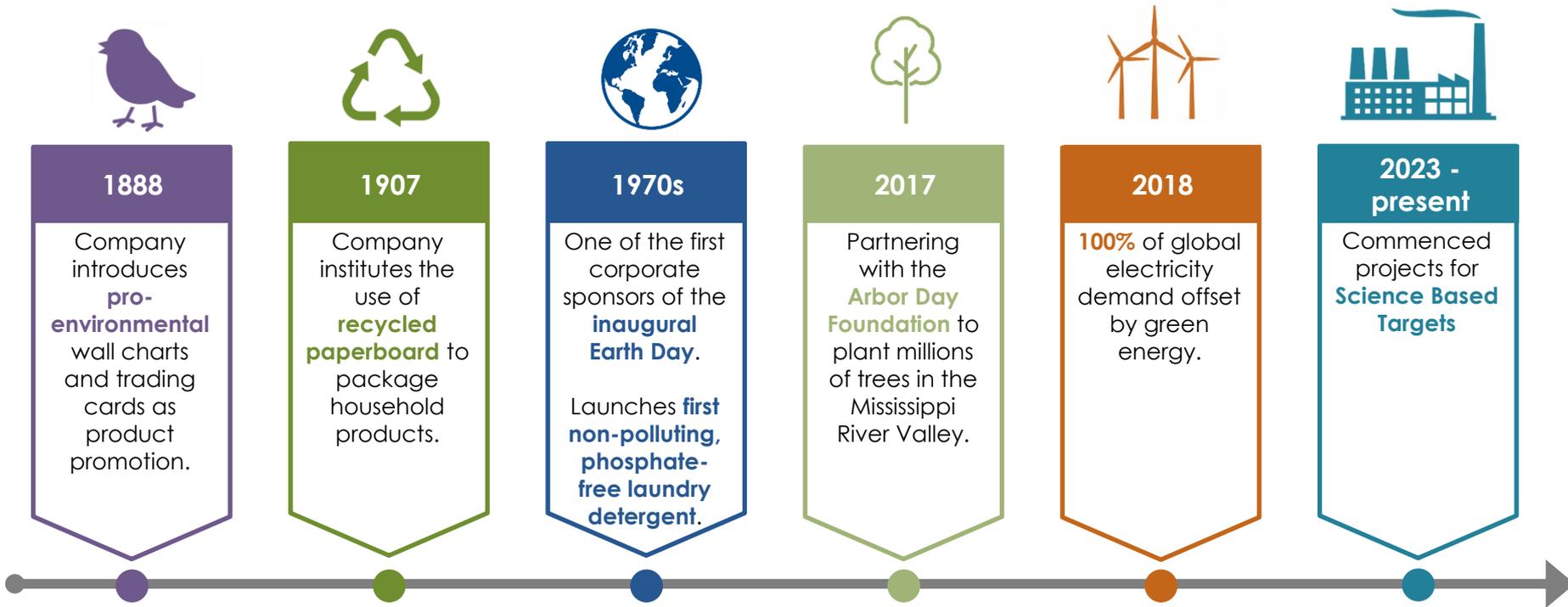
5



Leverage Acquisitions

Good shareholder returns become **great** shareholder returns

Church & Dwight's Environmental Heritage



High Rating Maintained for 4 Consecutive Years

MSCI
ESG RATINGS



We Have Five Operating Principles

1



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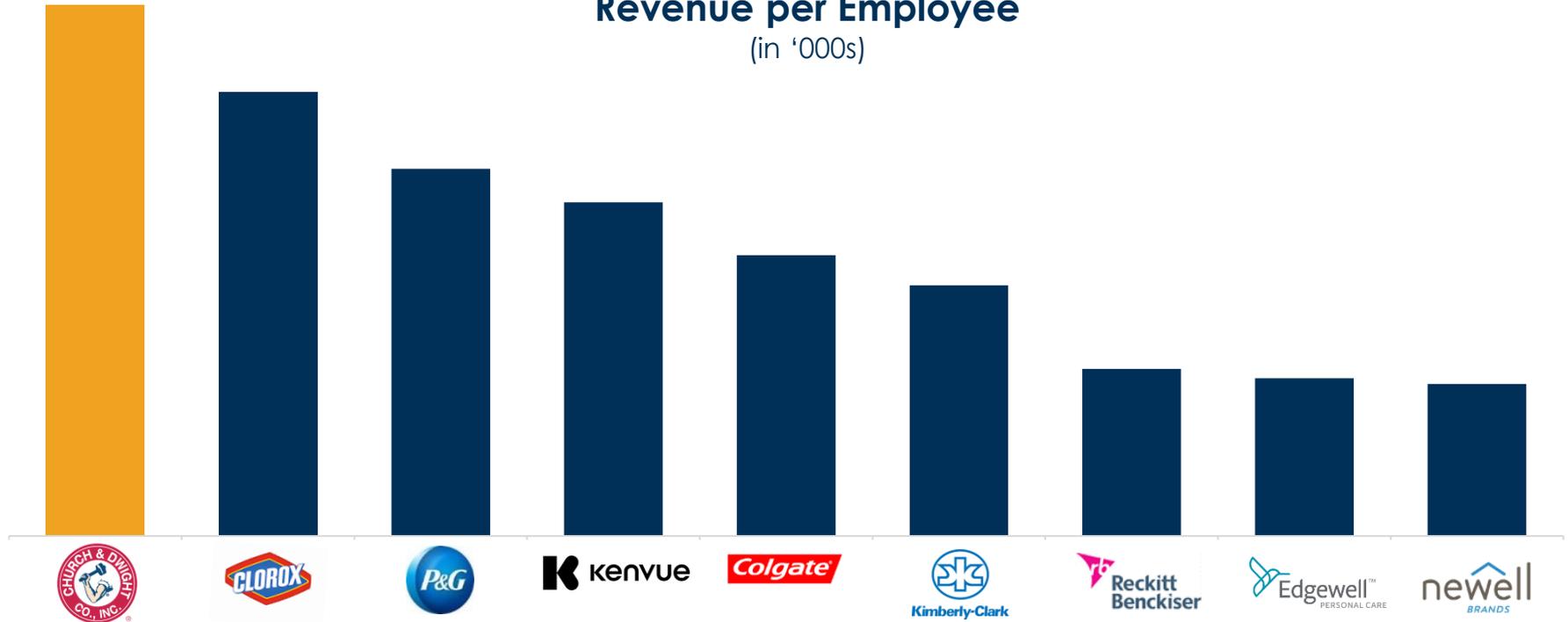
Leverage Acquisitions

Good shareholder returns become **great** shareholder returns

Industry Leading Revenue Per Employee

\$1,118

Revenue per Employee
(in '000s)



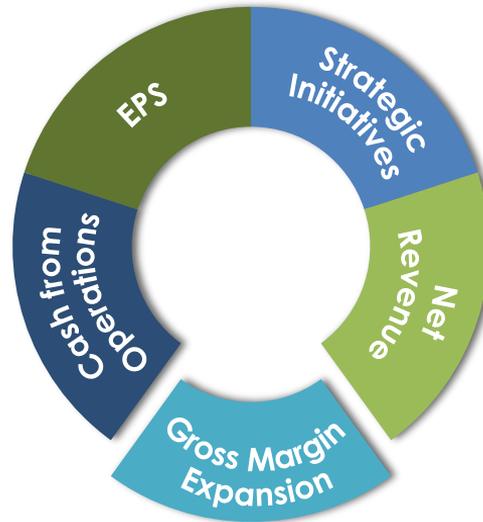
Source: Most recent SEC filings



Simple Compensation Structure

Bonuses are tied **100%** to **business results**.

Management is required to be **heavily invested** in **company stock**.



Gross margin is **20%** of all employees' annual **bonus**.

We Have Five Operating Principles

1



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Brands consumers love around the world

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Highly productive people in a place where people matter

4



Leverage Assets

We strive to be asset light

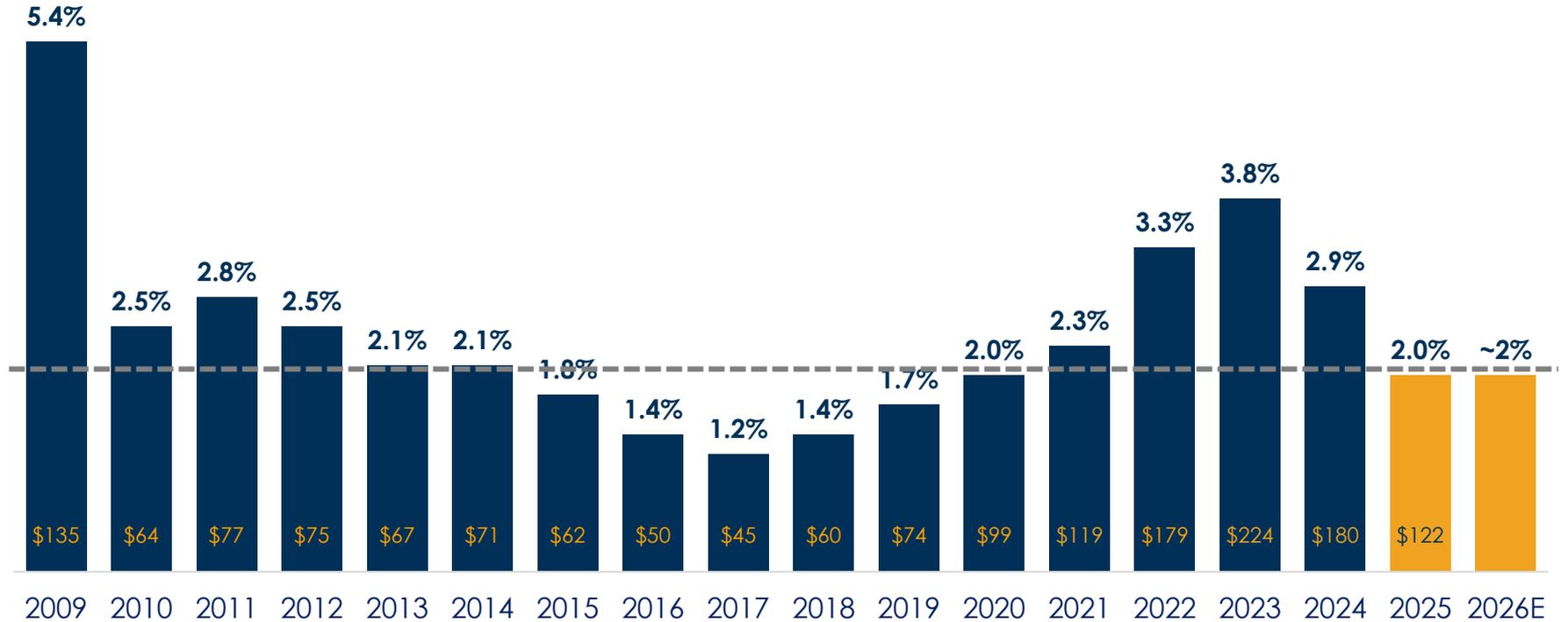
5



Leverage Acquisitions

Good shareholder returns become **great** shareholder returns

Minimal Capital Investment Capital Expenditures as a % of Sales



Outlook as of January 30, 2026



We Have Five Operating Principles

1



Leverage Brands

Brands consumers love around the world

2



Friend of the Environment

Long history of being a friend to the environment

3



Leverage People

Highly productive people in a place where people matter

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Leverage Assets

We strive to be asset light

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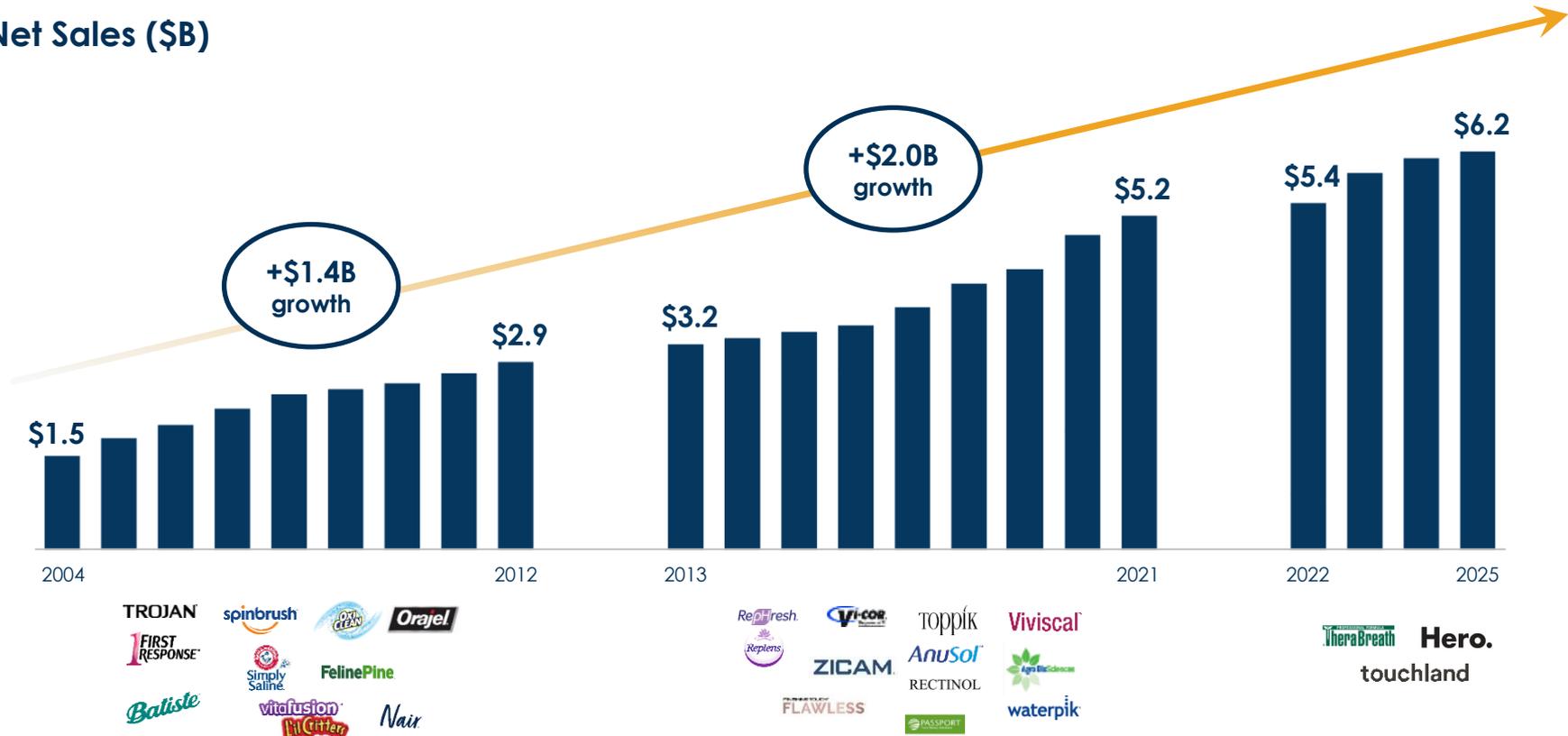


Leverage Acquisitions

Good shareholder returns become **great** shareholder returns

Long History of Growth Through Acquisitions

Net Sales (\$B)



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



We have **confidence** in our future.



**Portfolio changes
and growth
initiatives**
support a healthy
Evergreen model



Expanding
household
penetration in
the U.S.



Sustainable high
International
growth rate



Consistent
innovation



Digitally
savvy



Focus on
domestic and
international
M&A

Who from **Management** is with us Today?



Rick Dierker
President and Chief Executive Officer



Lee McChesney
EVP, Chief Financial Officer



Ray Bajaj
EVP, Chief Technology
and Analytics Officer



Brian Buchert
EVP, Strategy, M&A and
Business Partnerships



Patrick de Maynadier
EVP, General Counsel
and Secretary



Rene Hemsey
EVP, Chief Human
Resources Officer



Carlos Linares
EVP, Chief Technology Officer &
Global New Products Innovation



Andrea Lisbona
Chief Executive
Officer, Touchland



Mark Magazine
EVP & Chief
Commercial Officer



Surabhi POKHRIYAL
EVP, Chief Digital
Growth Officer



Chuck Raup
EVP, President U.S.
Domestic Division



Michael Read
EVP, President Consumer
International & SPD



Carlos Ruiz
EVP, Chief Supply
Chain Officer



Reconciliation of Non-GAAP Measures

Church & Dwight Co., Inc.'s Reconciliation of Non-GAAP Measures:

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

The non-GAAP measures provided are (1) Organic Sales Growth, (2) Adjusted SG&A, (3) Adjusted EPS, (4) Free Cash Flow and Free Cash Flow Conversion, and (5) 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, | | | | | |
|--|----------------------------------|--------------|--------------|--------------|--------------|--------------|
| | 2025 | 2024 | 2023 | 2022 | 2021 | 2000 |
| 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) |
| 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.



Reconciliation of Non-GAAP Measures (Q4 & FY 2025)

Organic Sales

| | Three Months Ended 12/31/2025 | | | | |
|-----------------------------|--------------------------------|--------------------|-------------------|------------------------|--------------------|
| | Total Company | Worldwide Consumer | Consumer Domestic | Consumer International | Specialty Products |
| Reported Sales Growth | 3.9% | 4.0% | 3.7% | 5.2% | 2.8% |
| Less: | | | | | |
| Acquisitions | 4.2% | 4.5% | 5.3% | 1.3% | 0.0% |
| Add: | | | | | |
| FX / Other | -0.4% | -0.4% | 0.0% | -2.2% | 0.0% |
| Divestitures | 1.4% | 1.5% | 1.5% | 1.9% | 0.0% |
| Organic Sales Growth | 0.7% | 0.6% | -0.1% | 3.6% | 2.8% |
| | Twelve Months Ended 12/31/2025 | | | | |
| | Total Company | Worldwide Consumer | Consumer Domestic | Consumer International | Specialty Products |
| Reported Sales Growth | 1.6% | 1.7% | 0.9% | 5.4% | -1.4% |
| Less: | | | | | |
| Acquisitions | 1.9% | 1.9% | 2.2% | 1.0% | 0.0% |
| Add: | | | | | |
| FX / Other | 0.0% | 0.0% | 0.0% | 0.2% | -0.3% |
| Divestitures | 1.0% | 0.8% | 0.8% | 0.9% | 4.3% |
| Organic Sales Growth | 0.7% | 0.6% | -0.5% | 5.5% | 2.6% |



Reconciliation of Non-GAAP Measures (Q4 2025)

Adjusted Gross Margin

| | Three Months Ended | | | | Change |
|--|--------------------|----------------|-----------------|----------------|---------------|
| | 12/31/2025 | | 12/31/2024 | | |
| | | <u>% of NS</u> | | <u>% of NS</u> | |
| Gross Margin - Reported | \$ 753.8 | 45.8% | \$ 707.9 | 44.7% | 110 bps |
| Tariff Ruling | - | - | \$ (2.4) | -0.1% | - |
| Business Exit Related Impairments | <u>\$ (5.4)</u> | <u>-0.3%</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Diluted Earnings Per Share - Adjusted (non-GAAP) | <u>\$ 748.4</u> | <u>45.5%</u> | <u>\$ 705.5</u> | <u>44.6%</u> | <u>90 bps</u> |



Reconciliation of Non-GAAP Measures (Q4 2025)

(Dollars in millions, except per share data)

Three 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 | \$ 1,644.2 | \$ 62.2 | \$ 0.0 | \$ 0.0 | \$ 0.0 | \$ 0.0 | \$ 0.0 | \$ 0.0 | \$ 0.0 | \$ 1,644.2 | \$ 62.2 |
| Cost of sales | 890.4 | 16.3 | 5.4 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 895.8 | 19.3 |
| Gross Profit | 753.8 | 45.9 | (5.4) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 748.4 | 42.9 |
| <i>Gross Margin</i> | 45.8% | 1.1% | | | | | | | | 45.5% | 0.9% |
| Marketing expenses | 212.3 | 4.4 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 212.3 | 4.4 |
| <i>Percent of Net Sales</i> | 12.9% | -0.2% | | | | | | | | 12.9% | -0.2% |
| SG&A | 275.5 | 32.2 | 0.0 | (3.2) | 0.0 | 0.0 | (6.3) | (12.0) | 0.0 | 254.0 | 13.8 |
| <i>Percent of Net Sales</i> | 16.8% | 1.4% | | | | | | | | 15.4% | 0.2% |
| VMS Trade name and other asset impairments | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Percent of Net Sales</i> | 0.0% | 0.0% | | | | | | | | 0.0% | 0.0% |
| Income from Operations | 266.0 | 9.3 | (5.4) | 3.2 | 0.0 | 0.0 | 6.3 | 12.0 | 0.0 | 282.1 | 24.7 |
| <i>Operating Margin</i> | 16.2% | 0.0% | | | | | | | | 17.2% | 0.9% |
| Equity in earnings of affiliates | 1.3 | (0.6) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1.3 | (0.6) |
| Other income (expense), net | (79.2) | (73.7) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 58.5 | (20.7) | (15.0) |
| Income before Income Taxes | 188.1 | (65.0) | (5.4) | 3.2 | 0.0 | 0.0 | 6.3 | 12.0 | 58.5 | 262.7 | 9.1 |
| Income taxes | 44.6 | (19.3) | (1.3) | 0.8 | 0.0 | 0.0 | 0.0 | 0.0 | 12.9 | 57.0 | (6.1) |
| Net Income | \$ 143.5 | \$ (45.7) | \$ (4.1) | \$ 2.4 | \$ 0.0 | \$ 0.0 | \$ 6.3 | \$ 12.0 | \$ 45.6 | \$ 205.7 | \$ 15.2 |
| Net Income per share - Diluted | \$ 0.60 | \$ -21.1% | \$ (0.01) | \$ 0.01 | \$ 0.0 | \$ 0.0 | \$ 0.03 | \$ 0.05 | \$ 0.18 | \$ 0.86 | \$ 11.7% |

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> | 44.7% | -1.0% | | | | | | | | 45.2% | 0.0% |
| 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> | 11.4% | 0.0% | | | | | | | | 11.4% | 0.0% |
| 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> | 15.9% | 0.7% | | | | | | | | 14.9% | 0.0% |
| 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> | 0.0% | -5.8% | | | | | | | | 0.0% | 0.0% |
| 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> | 17.4% | 4.1% | | | | | | | | 18.9% | 0.0% |
| 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



Reconciliation of Non-GAAP Measures (Q4 2024)

(Dollars in millions, except per share data)

Three 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 | \$ 1,582.0 | \$ 54.0 | \$ 0.0 | \$ 0.0 | \$ 0.0 | \$ 1,582.0 | \$ 54.0 |
| Cost of sales | 874.1 | 27.4 | 2.4 | 0.0 | 0.0 | 876.5 | 29.8 |
| Gross Profit | 707.9 | 26.6 | (2.4) | 0.0 | 0.0 | 705.5 | 24.2 |
| Gross Margin | 44.7% | 0.1% | | | | 44.6% | 0.0% |
| Marketing expenses | 207.9 | (11.1) | 0.0 | 0.0 | 0.0 | 207.9 | (11.1) |
| Percent of Net Sales | 13.1% | -1.2% | | | | 13.1% | -1.2% |
| SG&A | 243.3 | (2.9) | 0.0 | (3.1) | 0.0 | 240.2 | 1.3 |
| Percent of Net Sales | 15.4% | -0.7% | | | | 15.2% | -0.4% |
| VMS Trade name and other asset impairments | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Percent of Net Sales | 0.0% | 0.0% | | | | 0.0% | 0.0% |
| Income from Operations | 256.7 | 40.6 | (2.4) | 3.1 | 0.0 | 257.4 | 34.0 |
| Operating Margin | 16.2% | 2.0% | | | | 16.3% | 1.6% |
| Equity in earnings of affiliates | 1.9 | 1.3 | 0.0 | 0.0 | 0.0 | 1.9 | 1.3 |
| Other income (expense), net | (5.5) | 16.0 | (0.2) | 0.0 | 0.0 | (5.7) | 15.8 |
| Income before Income Taxes | 253.1 | 57.9 | (2.6) | 3.1 | 0.0 | 253.6 | 51.1 |
| Income taxes | 63.9 | 22.4 | (0.8) | 0.0 | 0.0 | 63.1 | 21.6 |
| Net Income | \$ 189.2 | \$ 35.5 | \$ (1.8) | \$ 3.1 | \$ 0.0 | \$ 190.5 | \$ 29.5 |
| Net Income per share - Diluted | \$ 0.76 | 22.6% | \$ 0.0 | \$ 0.01 | \$ 0.0 | \$ 0.77 | 18.5% |

Amounts may not add due to rounding



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 |
| <i>Gross Margin</i> | 45.7% | 1.6% | | | | 45.2% | 1.1% |
| Marketing expenses | 698.1 | 56.8 | 0.0 | 0.0 | 0.0 | 698.1 | 56.8 |
| <i>Percent of Net Sales</i> | 11.4% | 0.5% | | | | 11.4% | 0.5% |
| SG&A | 927.8 | 38.0 | 0.0 | (20.4) | 0.0 | 907.4 | 46.8 |
| <i>Percent of Net Sales</i> | 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 |
| <i>Percent of Net Sales</i> | 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 |
| <i>Operating Margin</i> | 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

