

# 2025 SUSTAINABILITY REPORT

ENTER →

# Table of CONTENTS

2 INTRODUCTION
3 A MESSAGE FROM OUR CEO
4 2025 AT A GLANCE
5 CHURCH & DWIGHT AT A GLANCE
10 OUR SUSTAINABILITY STRATEGY
19 PILLAR 1 – OUR BRANDS
32 PILLAR 2 – PRODUCTS
39 PILLAR 3 – PACKAGING
45 PILLAR 4 – EMPLOYEES & COMMUNITIES
56 PILLAR 5 – ENVIRONMENT
85 PILLAR 6 – RESPONSIBLE SOURCING
88 DATA
88 ABOUT THIS REPORT
89 SUSTAINABILITY PERFORMANCE DATA
92 GRI INDEX
99 SASB INDEX
101 TCFD INDEX



INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

# A MESSAGE from our CEO

We began in 1846 as a baking soda business. Today, we are a top-tier consumer products company with a large portfolio of brands consumers trust and love, especially ARM & HAMMER®. Since 2022, we have invested more than $700 million in U.S. capital expenditures, primarily to increase manufacturing capacity. Major projects, including new production lines, advanced automation systems, and expanded warehouse capacities, have significantly enhanced operational efficiency and created new jobs. These strategic investments highlight our commitment to the sustainable expansion of U.S.-based manufacturing operations.

We have a rich heritage of commitment to people and have long regarded ourselves as a friend of the environment. Over 100 years ago, we began using recycled materials in our cartons. We were the first U.S. manufacturer to remove phosphates from laundry detergent, and one of the first corporate sponsors of the inaugural Earth Day in 1970.

Church & Dwighters are goal-oriented. To guide our Sustainability Program, we have established goals to improve the sustainability profile of our operations and products to benefit our employees, customers, consumers, and communities in which we operate, while supporting strong financial and operational performance. Our priorities include delighting consumers through our brands; delivering safe, effective products; optimizing packaging to reduce costs and improve recyclability; lowering energy and water use to expand margins; minimizing waste and disposal expenses; strengthening ethical, reliable, high-quality supply through our suppliers; and fostering an inclusive culture and responsible citizenship.



We are actively working to increase renewable energy use at our facilities; reduce water consumption, greenhouse gas emissions, and solid waste to landfills; use environmentally responsible packaging; and improve our suppliers' sustainability practices. In 2025, we continued to procure 100% of the electricity used in our operations globally from renewable sources, including renewable energy credits.

The Science Based Targets Initiative approved our application in 2022. In 2025, our absolute direct emissions from our operated facilities (Scope 1), indirect emissions from our purchased electricity and steam (Scope 2), and targeted Scope 3 emissions, including transportation of finished products to the first point of customer contact in the U.S. and Canada and corporate business travel, decreased by 2% compared to 2024.

We are committed to providing consumers worldwide with high-quality products and ingredients that comply with all safety and regulatory requirements. We have developed a master list of Chemicals of Concern derived from global regulations, scientific reviews by authoritative bodies, and retailer restricted substance lists, and we continuously review product formulations against that list.

We continue to pursue our strategy to minimize our environmental impact by reducing plastic in our packaging wherever practical, consistent with product standards and customer expectations. Our approach includes incorporating non-plastic alternatives, reducing plastic weight, improving recyclability, and increasing the amount of post-consumer recycled (PCR) plastic in our packaging. Our goal is to increase the use of PCR plastic over time. In 2025, rising material costs reduced the availability and increased the cost of PCR materials, resulting in average PCR usage of 20.73% in our plastic packaging, down from 22.9% in 2024. Although we did not meet our 2025 goal, our efforts added 28.5 million pounds of recycled plastic content annually to our packaging.

With more than 5,500 employees across more than 50 locations worldwide, the safety and wellness of our employees remains a top priority. We are also dedicated to maintaining a culture of belonging at Church & Dwight. We support several Employee Resource Groups (ERGs), open to all employees, where all our employees feel connected, valued, and inspired. We embrace diversity in all its dimensions and aspire to build a more inclusive and engaged workforce to support our long-term performance. We are an equal employment opportunity employer and remain committed to fair treatment, access, opportunity, and advancement for all employees based on merit.

We take great pride in fostering an enduring culture of doing well by doing good. We matched, dollar for dollar, donations our employees made to the Church & Dwight Employee Giving Fund (EGF), an employee-run giving program that primarily supports charitable organizations where our employees work and live. In 2025, the EGF supported our communities by providing approximately $1.3 million to 224 community organizations through annual grants, disaster relief, and other monetary support. Additionally, the Church & Dwight Philanthropic Foundation (the "Foundation") granted $1.1 million in aggregate to 10 organizations. Established in 2020, the Foundation is administered by our employees and focuses on creating educational and employment opportunities and advancing environmental preservation.

In 2025, we received public recognition for our sustainability efforts, including listings in Time Magazine's Rankings of the World's Best Companies and the World's Most Sustainable Companies, Newsweek's Rankings of America's Greenest Companies and America's Most Responsible Companies, the Wall Street Journal/ Druker Institute's ranking of America's Best Managed Companies, and USA Today's Ranking of America's Climate Leaders, among others.

We have made—and will continue to make—meaningful progress on sustainability by prioritizing initiatives that both reduce costs and deliver positive environmental outcomes. As we look ahead, we will remain committed to continuous improvement. Our roadmap is designed to support a stronger, more resilient, and more sustainable company.

Please read this Report to see the progress we have made over the past year to make Church & Dwight an even better company.

Rick Dierker

Rick Dierker
President and Chief Executive Officer

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

# 2025 at a GLANCE

## OUR BRANDS

- Supported ODYSSEY OF THE MIND, a science, technology, engineering, art, and math (STEAM) competition for students from kindergarten to college, which encourages inventive problem-solving using baking soda
- Sponsored the Dress for Success® Virtual Power Walk, which supported the mission of empowering women to achieve economic independence

## EMPLOYEES & COMMUNITIES

- Contributed approximately $2.4 million to our communities through donations and grants from our employee-led giving program and employee-administered foundation
- Scored above the average Peakon benchmark for participation and engagement in our annual engagement survey to assess our workplace experience, and established work teams to address opportunities
- Conducted 2,860 Lean activities that yielded $18.2 million in efficiency savings as part of our Good to Great program

## PRODUCTS

- Launched ARM & HAMMER Power Sheets Laundry Detergent Sheets in retail, which reduced plastic usage, saved water, and decreased greenhouse gas emissions compared to traditional detergent bottles and caps
- Completed our multi-year formula liquid laundry concentration efforts that reduced water and plastic usage per wash load and resulted in a reduction of carbon dioxide emissions in transportation

## ENVIRONMENT

- Offset through carbon credits or reduced through renewable energy credits 100% of our targeted greenhouse gas emissions
- Reduced our absolute direct emissions from our operated facilities (Scope 1), indirect emissions from our purchased electricity and steam (Scope 2), and targeted Scope 3 emissions, including transportation of finished products to the first point of customer contact in the U.S. and Canada and corporate business travel, by 2% compared to 2024
- Achieved less than 20% solid waste-to-landfill, advancing toward our goal of less than 5% by 2030
- Progressed against our Scope 1 + Scope 2 (market-based) emissions science-based targets goal

## PACKAGING

- Increased use of post-consumer recycled plastic to an average of approximately 21% across all global plastic packaging
- Reduced use of virgin plastic across our global packaging portfolio by almost 30% compared to our original baseline level

## RESPONSIBLE SOURCING

- Assessed 100% of at-risk suppliers against safety, labor, environmental, and ethical standards
- Sourced 100% RSPO Certified Mass Balance palm oil ingredients

INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

# CHURCH & DWIGHT
# at a glance

## Our Company

At Church & Dwight, we are focused on creating an inclusive, stronger, more resilient company while contributing to a better, more sustainable world.

- Delaware corporation
- Founded in 1846
- Headquartered in Ewing, NJ
- Employees in more than 50 locations around the world
- 2025 Net Sales of $6,203.2 million
- Publicly traded on the New York Stock Exchange (CHD)



INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

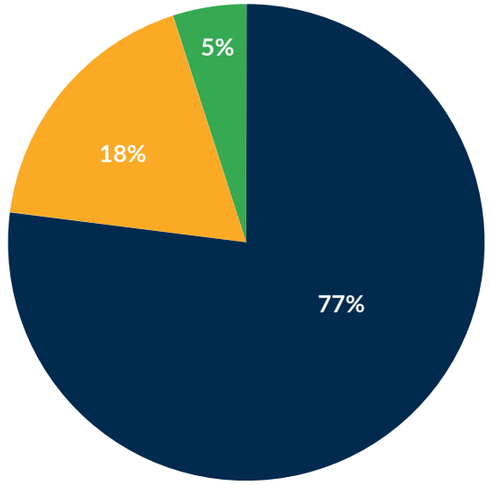
# Recent Acquisitions & Divestitures

On July 16, 2025, we completed the acquisition of Touchland Holding Corp., the developer of TOUCHLAND® hand sanitizer products.

On December 9, 2025, we concluded our strategic review of our vitamin, minerals, and supplement ("VMS") business and announced a definitive agreement to sell the VITAFUSION® and L'IL CRITTERS® brands to Piping Rock Health Products, Inc. The sale was completed on December 31, 2025, and included the VITAFUSION and L'IL CRITTERS brands, relevant trademarks and licenses, and our manufacturing and distribution facilities in Vancouver and Ridgefield, Washington.



## Percentage of 2025 Net Sales by Division




## OUR THREE DIVISIONS

| Consumer Domestic | Consumer International | Specialty Products |
|---|---|---|
| Household and personal care products for the U.S. market | Primarily personal care products for international markets | Animal nutrition, specialty chemical, and commercial and professional products |
| Our Consumer Domestic segment products are marketed primarily through a broad distribution platform that includes supermarkets, mass merchandisers, wholesale clubs, drugstores, convenience stores, home stores, dollar and other discount stores, pet and other specialty stores, and websites and other ecommerce channels, all of which sell our products to consumers. The Consumer Domestic segment employs a regional sales force throughout the U.S., along with the services of independent brokers, who represent our products in the food, mass, pet, dollar, club, and numerous other classes of trade. | Our Consumer International segment markets a variety of personal care, household, and over-the-counter products in international subsidiary markets, including Australia, Canada, France, Germany, Japan, Mexico, China, and the United Kingdom. We also export to over 130 markets worldwide, including China and Korea, through our global markets group, which uses a broad network of third-party distributors. | Our SPD segment markets sodium bicarbonate and other chemicals to industrial and agricultural customers primarily throughout the U.S. and Canada. Distribution is handled by a dedicated sales force supplemented by manufacturers' representatives and independent distributors. |

Read more about our three principal segments in our **Annual Report on Form 10-K** for the fiscal year ended December 31, 2025.

INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

# Our Brands

We develop, manufacture, and market a broad range of consumer household, personal care, and specialty products. Our well-recognized brands include ARM & HAMMER® baking soda, cat litter, laundry detergent, carpet deodorizer, and other baking soda-based products; OXICLEAN® stain removers, cleaning solutions, laundry detergents, and bleach alternatives; BATISTE® dry shampoo; WATERPIK® water flossers; THERABREATH® oral care products; HERO® acne treatment products; TOUCHLAND® hand sanitizers; TROJAN® condoms, lubricants, and vibrators; FIRST RESPONSE® home pregnancy and ovulation test kits; NAIR® depilatories; ORAJEL® oral analgesic; XTRA® laundry detergent; and ZICAM® cold shortening and relief products. Seven of those brands are designated as "power brands" because they compete in large categories, and we believe they have the potential for significant global expansion. Those seven brands are ARM & HAMMER®; OXICLEAN®; BATISTE®; WATERPIK®; THERABREATH®; HERO®; and TOUCHLAND®, and represent approximately 70% of our net sales and profits. Prior to the sale of our VMS business at the end of 2025, we included VMS as an eighth "power brand."

## POWER BRANDS

ARM & HAMMER
OXICLEAN
Batiste
waterpik
TheraBreath
Hero.
touchland



INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

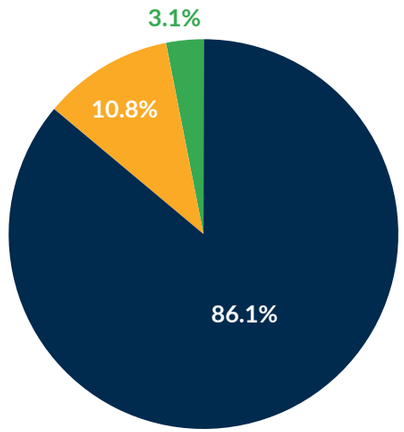
# Our People

Our employees embody our commitments to integrity, quality, and innovation, and, in doing so, they directly contribute to our long-standing character and reputation.

- → **5,553 Employees (Globally) in Over 50 Locations**
- → **$1.117 Million Revenue Per Employee**

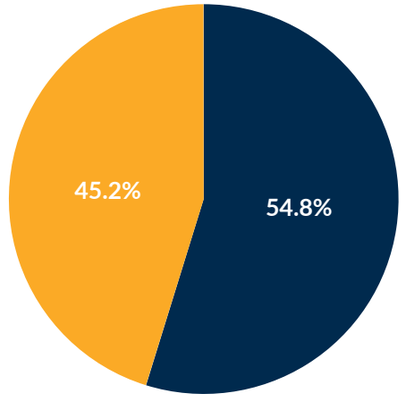


## Location



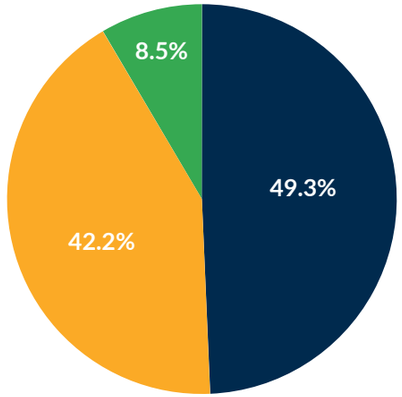

- Americas
- EMEA
- APAC

## Hourly vs. Salaried




- Salaried
- Hourly

## 2025 Turnover
(16.71% Total)




- Involuntary
- Voluntary
- Retirement

2025 Turnover numbers do not include the transition of employees resulting from the divestiture of our VMS business.
For more information on our employee metrics, see **Employees & Communities** starting on Page 45.

INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

# Our SUSTAINABILITY STRATEGY

We believe that sustainability is critical to the health of the communities in which we operate, contributes to a better world, and benefits our business both financially and operationally.

## Environmental

We strive to minimize the impact of our expanding global operations and to manage our environmental footprint, while supporting strong financial and operational performance. Our environmental priorities include providing effective products that are safe for consumers, the animals they care for, and the environment; using consumer-friendly and environmentally responsible packaging; reducing greenhouse gas (GHG) emissions and water consumption; reducing and recycling solid waste; and improving our suppliers' sustainability practices.

We have established both science-based emissions reduction targets, which the Science Based Targets Initiative (SBTi) approved in 2022, and operational climate goals that support progress toward those targets.

Our science-based targets focus on reducing absolute GHG emissions across our operations and value chain through 2030. Separately, we committed to achieving carbon neutrality for our owned and controlled global operations, covering Scope 1, Scope 2, and targeted Scope 3 transportation emissions, by 2025 through a combination of GHG reduction programs, renewable electricity credits (RECs), and verified carbon credits. We met this goal in 2024, one year ahead of schedule, and achieved it again in 2025. We anticipate maintaining carbon neutrality across these emissions in 2026.

In addition, we improved overall recyclability across our broad product portfolio, with global recyclability increasing from 71% to 88.33% since 2018. Almost all of our paper and board packaging is sourced from sustainably managed forests. By the end of 2025, our use of Post-Consumer Recycled plastic averaged approximately 21% across our plastic packaging.

Our operations are subject to federal, state, local, and foreign laws, rules, and regulations governing environmental matters, including air emissions, wastewater discharges, solid and hazardous waste management activities, and employee safety. We endeavor to take the necessary actions to comply with such regulations. These steps include periodic environmental, health, and safety audits of our facilities. Independent firms with expertise in environmental, health, and safety compliance conduct these audits, which include site visits at each location and a review of documentation to determine compliance with such federal, state, local, and foreign laws, rules, and regulations.

Please see **Products**, **Packaging**, **Environment**, and **Responsible Sourcing** for further details and highlights regarding our sustainability efforts.



INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA



# Social

Our Social focus is driven by our goals of delighting consumers with our brands through our contributions toward a more sustainable world; improving our suppliers' labor, health and safety, environmental, and ethical practices; and supporting our employees and communities—all to create a stronger, more resilient company.

Employee safety and wellness remain two of our highest priorities. We administer company-wide policies designed to protect the safety of each employee and maintain compliance with OSHA and local safety standards. We embrace our employees' diversity across all dimensions and believe an inclusive workforce fosters innovation and promotes an environment of unique perspectives, talents, and experiences. Diversity comes in many forms, including diversity of thought and experience. We strive to cultivate a culture and processes that support and enhance our ability to recruit, hire, develop, and retain talent at every level based on merit. We do not discriminate in recruiting, hiring, or promotion based on protected class characteristics or conditions.

We encourage our employees to become involved in their communities through our Employee Giving Fund (EGF) and The Church & Dwight Philanthropic Foundation, which are described elsewhere in this Report. We place high priority on operating in a responsible, respectful, and ethical manner. The Church & Dwight Code of Conduct (the "Code of Conduct") provides guidance on a broad array of business ethics and legal compliance topics. Among other things, the Code of Conduct is designed to deter wrongdoing and to promote honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships; promote full, fair, accurate, timely, and understandable disclosures in periodic reports we are required to file; promote compliance with applicable laws, regulations, and policies; and promote a harassment-free work environment. The Code of Conduct requires prompt internal reporting and investigation of any potential or actual violations, and includes provisions regarding accountability for adherence to the Code of Conduct. Additional expectations for our Board members are set forth in our Corporate Governance Guidelines.

In addition, our Global Operations Guiding Principles (the "Principles"), which are significantly aligned with the United Nations Declaration on Human Rights, address business ethics and compliance, anti-corruption, fair labor conditions, health and safety, and environmental protection. These Principles reflect our commitment to internationally recognized standards and our support and respect for internationally proclaimed human rights.

The Code of Conduct and Principles set out the minimum standards we require for ourselves and our suppliers. We encourage employees to report violations or concerns related to our Code of Conduct or Principles to a designated representative or via our third-party administered Ethics Hotline. Employees can report concerns anonymously and without fear of retaliation. Our Ethics Committee oversees investigations and reports outcomes to our Board's Audit Committee. For more information, please see copies of our Code of Conduct and Principles available on our website (www.churchdwight.com).

Please see **Our Brands**, **Employees & Communities** and **Responsible Sourcing** for further details and highlights regarding our Social efforts.

INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

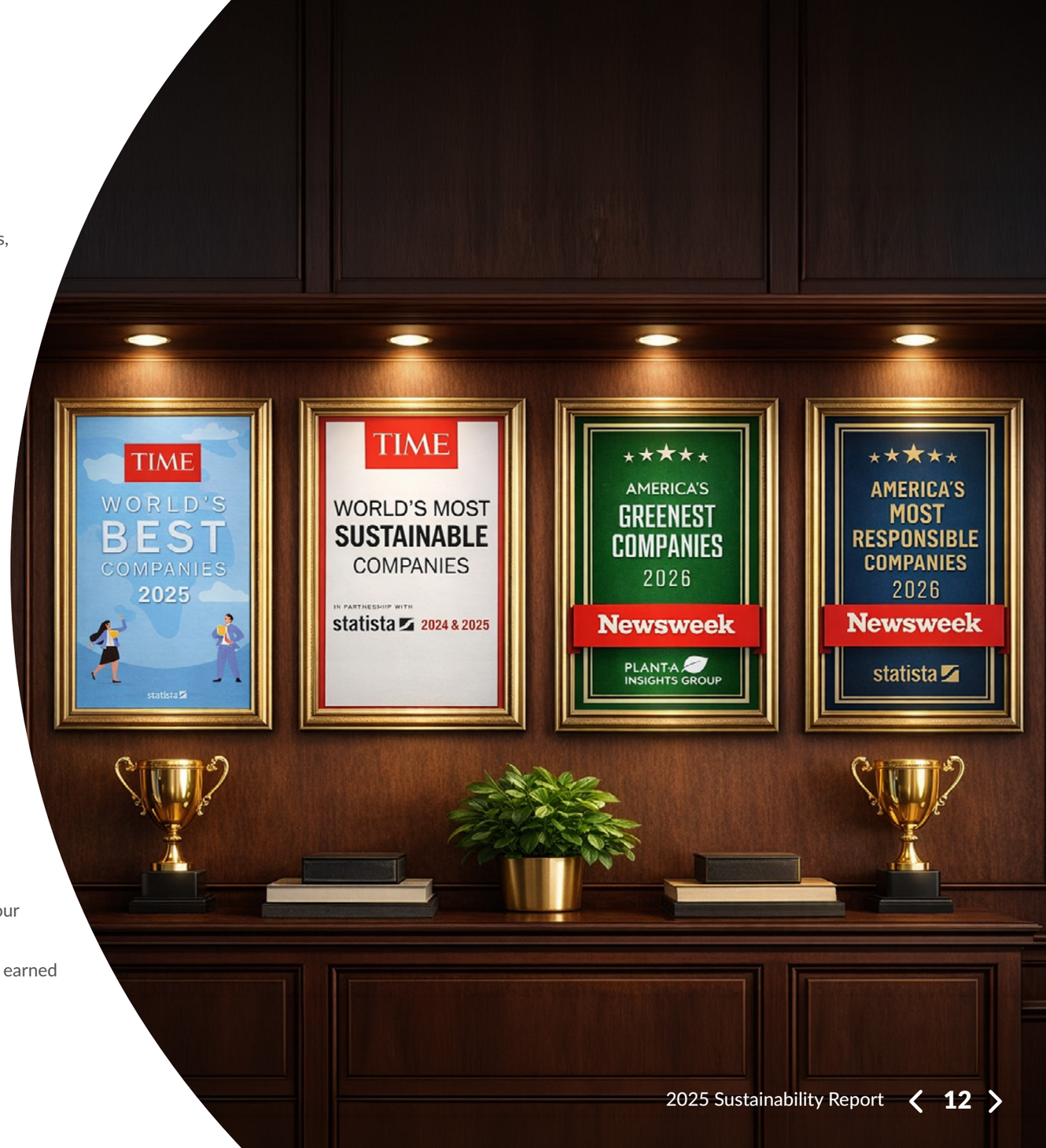
# Governance

We describe our sustainability governance focus, which includes the processes, rules, resources, and systems in support of our operational and sustainability efforts, in our Proxy Statement for our Annual Meeting of Stockholders under the caption "Sustainability Strategy."

Our Corporate Issues Council (the "Council"), comprised of senior executives representing all our key functional areas, guides the integration of sustainability within all parts of our business and drives continuous improvement in our Sustainability Program. The Council takes the lead in defining and implementing our sustainability strategy across six pillars. Its duties include allocating resources to address sustainability issues effectively; reporting on our progress to drive continuous improvement in our sustainability approach and performance; and monitoring, prioritizing, and addressing evolving standards and stakeholder requirements.

Our Board of Directors, acting principally through its Governance, Nominating & Corporate Responsibility Committee, oversees our Sustainability Program and efforts. The Governance, Nominating & Corporate Responsibility Committee focuses on governance, brands, products, packaging, responsible sourcing, environmental, and all other areas of our Sustainability Program not otherwise overseen by the Compensation & Human Capital Committee and the Audit Committee. Our Compensation & Human Capital Committee focuses on issues related to our people. Our Audit Committee oversees our compliance and ethics program. The Chairman of the Board is responsible for ensuring that stockholder requests, recommendations, and proposals are evaluated by the Governance, Nominating & Corporate Responsibility Committee, by additional committees of the Board as appropriate, and then by the Board of Directors, if needed. Our Board also reviews the results of our annual employee engagement surveys and oversees our planned response strategy.

As described in this Report, our continued progress in key areas of sustainability has earned recognition from various third parties.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



# 6 CORE PILLARS of Sustainability

Our global sustainability strategy is derived from our heritage and organizational values. The following six pillars are the core focus of our Environmental and Social efforts. Each is supported by our Governance practices, which are intended to maintain a system of rules and procedures that determine how we operate and align with our stakeholders' interests, supporting ethical business practices and financial success.

**OUR BRANDS** — Delight consumers with our brands and contribute toward a more sustainable world.

**PRODUCTS** — Provide safe and effective products for consumers and the environment.

**PACKAGING** — Utilize consumer-friendly and environmentally responsible packaging.

**EMPLOYEES & COMMUNITIES** — Embrace a mindset of inclusivity for all, good corporate citizenship, and social responsibility within our communities.

**ENVIRONMENT** — Minimize the environmental impact of our global operations, with a focus on increasing renewable energy use, and reducing water consumption, greenhouse gas emissions, and solid waste to landfills.

**RESPONSIBLE SOURCING** — Improve our suppliers' environmental, labor, health & safety, and ethical practices.

Our goals for each sustainability pillar are discussed later in this Report.

# How We Assess Material Issues

We use the standards and guidelines of the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB) industry-specific standards, and the Task Force on Climate-related Financial Disclosures (TCFD) to inform our sustainability disclosures. These disclosures are included in our Annual Report on Form 10-K for the fiscal year ended December 31, 2025 (the "Annual Report"), our Proxy Statement for our Annual Meeting of Stockholders, and this Sustainability Report (this "Report").

The "materiality" thresholds in these frameworks may differ from the definition of "materiality" under U.S. federal securities laws. Accordingly, the inclusion of sustainability disclosures in this Report and in our filings with the Securities and Exchange Commission (the "Commission") does not necessarily indicate that they are material for purposes of those laws or related disclosure requirements.

Oversight of our material issues identification process is led by the Council, which established the six pillars of our Sustainability Program based on the priorities identified by internal and external stakeholders. The Council evaluates and ranks sustainability-related risks and opportunities based on their relative impact and likelihood, and assigns accountability to the appropriate internal functions. Our most material issues are presented in the table to the right, along with an indication of whether each issue relates to our operations, upstream supply chain impacts, or our downstream impacts on customers and consumers.

Risk factors identified as potentially material for us under U.S. federal securities laws, including those related to environmental matters and reputational risk, are disclosed in our Annual Report. See **Environment** for additional discussion.

| Topic | Where do the impacts occur? | | |
|---|---|---|---|
| | Upstream* | Operations | Downstream* |
| **Our Brands**<br>Engaging with customers and consumers; integrating sustainability | | | ✓ |
| **Products**<br>Safe ingredients; disclosure | ✓ | ✓ | ✓ |
| **Packaging**<br>Consumer-friendly and environmentally responsible | ✓ | ✓ | ✓ |
| **Employees & Communities**<br>Diversity & Inclusion, gender equality and employee health;<br>Community-enhancing philanthropy and outreach | | ✓ | ✓ |
| **Environment**<br>Energy and GHGs; Water & Waste | ✓ | ✓ | ✓ |
| **Responsible Sourcing**<br>Suppliers' environmental, labor, health & safety, and ethical practices<br>Palm Oil Derivatives | ✓ | | |

**Upstream refers to the material inputs needed for production and impacts associated with those inputs and resources, and Downstream refers to impacts that occur where products are distributed and used.*

INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

# How We Engage Stakeholders

We regularly receive communications and inquiries from our stakeholders regarding our sustainability practices. Stakeholder issues are included on the agenda for each Council meeting, and sustainability-related issues raised by investors and other stakeholders are reviewed with the Board's Governance, Nominating & Corporate Responsibility Committee at each of its meetings.

Our customers continue to express interest in our performance on climate impacts and mitigation efforts, palm oil supply chain management, water consumption, and social impacts in the supply chain. We respond to these requests by sharing information through our responses to the CDP (formerly known as the Carbon Disclosure Project) integrated corporate questionnaires and regularly responding to other stakeholder inquiries and surveys. The **Packaging**, **Environment**, and **Responsible Sourcing** sections of this Report include more detail about our management of these topics.

We also work with our local communities to address concerns relating to our operations. This engagement takes place through multiple channels, including this Report, our filings with the Commission, our corporate website, and one-on-ones.



| Stakeholder | Method of Engagement | | Material Topics of Greatest Interest |
|---|---|---|---|
| **Our Employees** | • Employee engagement survey<br>• Corporate Town Halls broadcast globally<br>• Quarterly CEO video message<br>• Digital signage and plant postings<br>• Plant meetings<br>• Culture Connects learning series | • Plant management production walk throughs<br>• Intranet site<br>• Newsletters and leadership email blasts<br>• Social media postings<br>• Direct mailings<br>• New Hire Orientation and onboarding programs | **Brands –** Customer Engagement; Integrating Sustainability<br>**Products –** Safe Ingredients<br>**Packaging**<br>**Employees & Communities**<br>**Environment**<br>**Culture** |
| **Our Consumers** | • Consumer inquiries<br>• Consumer surveys<br>• Label claims, eco-logos, ingredient listing | • Social media postings<br>• Postings on company website | **Brands –** Customer Engagement; Integrating Sustainability<br>**Products –** Safe Ingredients; Disclosure<br>**Packaging** |
| **Our Retail Customers and Partners** | • Trade partner supplier expectations<br>• Commercial partner inquiries or surveys<br>• Meetings, conferences, presentations | | **Brands –** Customer Engagement; Integrating Sustainability<br>**Products –** Disclosure<br>**Packaging**<br>**Responsible Sourcing**<br>**Environment** |
| **Our Peers and Suppliers** | • Peer benchmarking<br>• Supplier meetings | • Assessments and disclosure requests<br>• Trade meetings, conferences or presentations | **Products –** Ingredient Disclosure<br>**Packaging** |
| **Shareholders and Investor Groups** | • Direct inquiries and feedback<br>• Face-to-face meetings<br>• Investor conferences<br>• Individual communications (written, telephone or web-based) | | **Brands –** Customer Engagement<br>**Products –** Safe Ingredients; Disclosure<br>**Packaging**<br>**Employees –** D&I; Health & Safety<br>**Environment –** Energy and GHGs |
| **Government and Regulatory Bodies** | • Monitoring of regulatory activity<br>• Face-to-face meetings<br>• Inspections and surveys | | **Products –** Safe Ingredients; Disclosure<br>**Employees –** Health & Safety<br>**Environment –** Regulatory Compliance |
| **Non-Governmental Organizations (NGOs)** | • Direct inquiries and feedback<br>• Face-to-face meetings<br>• Reporting and disclosure expectations | | **Products –** Safe Ingredients; Disclosure<br>**Packaging**<br>**Responsible Sourcing –** Palm Oil<br>**Environment** |
| **Local Communities and Community Groups** | • Direct inquiries and feedback<br>• Face-to-face meetings | • Charitable donations<br>• Sharing of best practices | **Brands –** Customer Engagement<br>**Community Outreach** |
| **Media** | • Direct inquiries and feedback<br>• Communications (written, telephone or web-based) | | **Brands –** Customer Engagement<br>**Community Outreach** |

INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

# Trade Associations

In addition to the methods already outlined above, we also engage with stakeholders through ongoing interactions with organizations such as industry groups, trade associations, nonprofits, and coalitions, including those listed in our GRI Index. Our membership in trade associations enables us to collaborate with other similarly affected companies on a wide range of important issues to us, such as responsible sourcing, sustainable packaging, products, and nutrition. We do not necessarily agree with each association's position on every issue. If we identified a misalignment on certain policy issues, we would communicate directly with the association or organization and, if necessary, reevaluate our future participation and support.

In all cases, our position on a matter of public policy is the prevailing company position, irrespective of any trade association position. We are consistent in the positions we share with external stakeholders and in our engagements with trade associations. Participation in trade organizations or associations is limited to information sharing and research.

# Political Advocacy

Occasionally, we meet with legislative representatives, regulators, and other policymakers on issues that impact our business. In addition, a portion of the membership fees we pay to certain trade associations and other tax-exempt organizations identified later in this Report is aggregated with fees contributed by all other members and used for that association/ organization's lobbying efforts. We regularly evaluate our membership in these associations to verify that their actions align with our values and that we are obtaining commensurate business value.

As set forth in our Code of Conduct and our Political Contributions Policy, we have a longstanding policy against making direct or indirect contributions to any political party or candidate. In addition, each year, we request that U.S. trade associations to which we pay in excess of $25,000 annually confirm their compliance with our policy. The Political Contributions Policy is available on our website on the "Investors" page.



# Cybersecurity, Data Privacy, and Security

Increased information technology security threats and more sophisticated computer crime, including ransomware, denial-of-service and phishing attacks, and advanced persistent threats, pose a potential risk to the security of our information technology systems, networks, and services, and those of our customers and other business partners. These threats may affect the confidentiality, availability, and integrity of our data, and that of our customers and other business partners. Accordingly, we prioritize cybersecurity, data privacy, and information security as critical components of our risk management and governance frameworks.

## Cybersecurity

### INFORMATION SECURITY PROGRAM

We rely extensively on information technology systems, some of which are managed by third-party service providers, to conduct our business operations. If we or our service providers, suppliers, or customers experience system failure, their businesses could be disrupted or otherwise negatively affected, which may result in disruptions to our supply chain or reduced customer orders or other business operations.

To reduce the likelihood of external cyberattacks impacting our business, we have developed an Information Security Program designed to protect and preserve confidentiality, integrity, and continued availability of all information owned by us or in our care, and our ability to operate. This program, led by our Vice President, Global Chief Information Security Officer (CISO) and overseen by our Executive Vice President, Chief Technology and Analytics Officer (CTAO), includes, among other elements:

- Risk assessments.
- Cybersecurity awareness training for our employees, contractors, incident response personnel, and senior management.
- Periodic phishing and other security exercises to both test our system's defenses and reinforce the training of our personnel.
- A cybersecurity incident response plan managed by our CISO.
- A third-party risk management process for service providers, suppliers, and vendors.

We have not identified risks from known cybersecurity threats, including those arising from any prior cybersecurity incidents, which have materially affected or are reasonably likely to materially affect us, including our operations, business strategy, results of operations, or cash flows.

### PROGRAM GOVERNANCE

Our Board of Directors considers cybersecurity risk as part of its risk oversight function, and has delegated to its Audit Committee oversight of cybersecurity and other information technology risks. Each member of the Audit Committee is independent within the meaning of the NYSE listing standards and meets the additional independence requirements of the NYSE listing standards applicable to audit committee members. The Audit Committee oversees management's implementation of our cybersecurity risk management program, including reviewing risk assessments from management with respect to our information technology systems and procedures, and overseeing our cybersecurity risk management processes. The Audit Committee, which is tasked with oversight of certain risk areas, including cybersecurity, receives reports from the CTAO and CISO each quarter.

At least annually, the Board and the Audit Committee also receive updates on the results of exercises and response-readiness assessments led by outside advisors, who provide a third-party, independent assessment of our technical cybersecurity program and our internal response preparedness. The Audit Committee, CISO, and CTAO regularly brief the full Board on these matters, and the full Board also receives periodic briefings on our Information Security Program and cyber threats, including those faced by our peers, in order to enhance our directors' literacy on cyber issues. In addition, management updates the Audit Committee as necessary regarding any cybersecurity incidents that we may experience.

Our management team, including our CTAO, is responsible for assessing and managing our material risks from cybersecurity threats. The team has primary responsibility for our overall cybersecurity risk management program and oversees both our internal cybersecurity personnel and our retained external cybersecurity consultants. Our management team's cybersecurity risk management is led by our CISO, who has significant experience across digital innovation and technology-enabled growth, information security, infrastructure, operations, and compliance. Our management team supervises efforts to prevent, detect, mitigate, and remediate cybersecurity risks and incidents through various means, which include briefings from internal security personnel; threat intelligence and other information obtained from government, public, or private sources, including external consultants engaged by us; and alerts and reports produced by security tools deployed in the IT environment.

INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA



## Data Privacy & Security

We collect, use, and store personal information from our employees, customers, and other third parties in the ordinary course of business operations. In addition, we sell certain of our products directly to consumers online and through websites, mobile apps, and connected devices, and we offer promotions, rebates, loyalty, and other programs through which our data systems may receive personal information.

We recognize the importance of data privacy and security and are committed to safeguarding and protecting our information and any other information entrusted to us. To date, we have not paid any penalties or settlements related to an information security breach.

We are required to comply with increasingly complex and evolving global data privacy and security laws and regulations that apply to the collection, storage, use, transmission, and protection of personal information and other consumer and employee data, including the transfer of personal data between or among countries. We have systems in place to monitor compliance with applicable privacy laws and regulations, and with our own policies.

INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA













# OUR BRANDS

## Delight Consumers with Our Brands & Contribute Toward a More Sustainable World

- Integrate sustainability into our brands and marketing efforts.
- Utilize our brands to drive awareness and engagement around sustainability.

Our brand teams strive to provide our customers and consumers with high-quality, affordable products and to continuously deliver in the area of social and environmental responsibility.

In 2025, our brand teams expanded the positive impact we have on our communities and the planet by supporting meaningful social and environmental causes.

INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

# Impact Examples

## THE ARM & HAMMER BRAND TEAM SPONSORED ODYSSEY OF THE MIND™

In 2025, we continued our partnership with Odyssey of the Mind™, an international science, technology, engineering, arts, and mathematics (STEAM) competition in which students in kindergarten through college work together to solve creative problems at the regional, state, and global levels.

For over 175 years, we have been committed to encouraging inventive problem-solving from the kitchen to the outdoors, to the classroom, empowering millions of consumers to dream up countless versatile uses for ARM & HAMMER baking soda. In 2025, our ARM & HAMMER brand team's continued support of Odyssey of the Mind and STEAM education included:

- Sponsoring a problem where teams will use ARM & HAMMER baking soda as a key element in their solution and performance.
- Providing $100,000 in sponsorship to support STEAM.
- Sharing virtual content at Odyssey of the Mind™ World Finals in May 2025 at Michigan State to provide edutainment to the thousands of teams and families in attendance. This partnership will help us to advance our mission of championing innovative thinking, and we are excited to see the creative solutions these powerful young minds come up with as we continue our support in 2026.




## THE ARM & HAMMER BAKING SODA BRAND TEAM PROUDLY LAUNCHED THE 2ND ANNUAL ARM & HAMMER BAKING SODA ROCKET DAY

In October, we celebrated the second ARM & HAMMER Baking Soda Rocket Day, and it was a phenomenal success! Over 200,000 students across more than 278 schools nationwide participated in this historic day, launching more than 6,540 baking soda rockets. It was an unforgettable day filled with smiles and inspiration. The kids and teachers had an absolute blast! Seeing their faces light up with curiosity and excitement was truly priceless.

The ARM & HAMMER Baking Soda Rocket Day was more than just fun; it was about inspiring curiosity and imagination in young minds and sparking a lifelong passion for STEAM. Everyone who participated made this day so special. Their enthusiasm and engagement were the fuel that made this event soar.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA







## THE ARM & HAMMER BAKING SODA BRAND TEAM PROUDLY SUPPORTED BAKING SODA SWAPS

### Just a helping of ARM & HAMMER Baking Soda helps reduce the number of products in your cabinet and the number of products you send to the landfill.

Our ARM & HAMMER Baking Soda Swaps campaign focuses on simple, eco-friendly swaps using ARM & HAMMER Baking Soda. Our aim is to empower everyone to reduce waste and feel good about their impact on the planet. The campaign generated over 444 million impressions in 2025 and will continue in 2026.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA




MORE POWER TO YOU™

YOURHOUR HERPOWER

## THE ARM & HAMMER LAUNDRY TEAM PROUDLY SUPPORTED DRESS FOR SUCCESS FOR A FIFTH CONSECUTIVE YEAR

To enhance brand affinity, the ARM & HAMMER Laundry team continued its partnership with Dress for Success to support women's empowerment, donating $100,000 in total in 2025. The Laundry team sponsored the "Power Hitter Fireside Chat" campaign in March and sponsored Dress for Success' "Women Who Inspire Luncheon" in September, featuring keynote speaker, makeup artist, and founder of Jones Road Beauty, Bobbi Brown.

Dress for Success is an international nonprofit organization dedicated to celebrating and supporting women, many of whom face underemployment, chronic unemployment, or economic hardship. For these women, Dress for Success provides the resources to succeed during this unprecedented time.



INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA



## POWER HITTERS FIRESIDE CHAT

In celebration of Women's History Month, in March, Dress for Success and the ARM & HAMMER Laundry team hosted a fireside chat at our headquarters in Ewing, NJ, focused on advancing women's equality and empowerment in the workplace.

The discussion featured Melissa Martin, our VP of Marketing, Fabric Care, and Michele Meyer-Shipp, CEO of Dress for Success, who shared their leadership journeys and the impact of the Women Who Inspire campaign. The conversation highlighted our commitment to gender equity, professional development, and career advocacy, followed by a Q&A on gender bias and workplace dynamics.

As part of the Women Who Inspire campaign, the ARM & HAMMER Laundry team also sponsored a social post honoring Deneane Stanley, a Dress for Success alumna who has since risen to a C-suite leadership role.

## WOMEN WHO INSPIRE LUNCHEON

In September, the ARM & HAMMER Laundry team deepened its partnership with Dress for Success Worldwide as the presenting sponsor during its annual Women Who Inspire Luncheon for the fifth year.

Founder and CEO of Jones Road Cosmetics, Bobbi Brown, and PIX11 anchor Tamsen Fadal, engaged in a fireside chat where Bobbi shared her story, her role on the board of Dress for Success, and how to feel empowered as a woman in business.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

## LAUNDRY DETERGENT

### THE ARM & HAMMER LAUNDRY TEAM CELEBRATED ITS FOURTH YEAR AS A SKINSAFE™ TRUSTED CHOICE LEADER: LEADING THE WAY IN PROVIDING SAFE AND EFFECTIVE LAUNDRY SOLUTIONS FOR PEOPLE WITH SENSITIVE SKIN

The ARM & HAMMER Laundry team continued to pioneer the laundry category as a SkinSAFE™ Trusted Choice brand, marking its fourth year of certification in 2025. SkinSAFE™, in partnership with the Mayo Clinic, uses over 25 years of clinical skin testing data to help consumers with sensitive skin make safer product decisions. Receiving the SkinSAFE™ Trusted Choice Seal requires the brand's formulas to pass rigorous data review processes, including skin patch testing, clinical and home use testing on sensitive skin, limited or total absence of common fragrance allergens, heavy metals, and ingredient assessments.

The ARM & HAMMER Laundry team proudly featured the SkinSAFE™ seal on our Sensitive Free & Clear, Sensitive Plus Scent, and Deep Clean Free & Clear liquid laundry and Unit Dose packaging, underscoring the team's commitment to rigorous standards to deliver products that consumers with sensitive skin can trust and use with confidence.



INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA




## OUR ARM & HAMMER BABY LIQUID LAUNDRY DETERGENT FEATURES THE SAFER CHOICE SEAL ON PACK

The Safer Choice program assesses every ingredient in a product for safety in addition to reviewing pH, performance, and packaging. The ARM & HAMMER brand was recognized for utilizing safer ingredients without sacrificing quality or performance, while furthering the EPA's commitment to making Safer Choice products more affordable and accessible to all. To drive awareness of EPA Safer Choice options, our ARM & HAMMER Baby Hypoallergenic Liquid Laundry Detergent prominently features the Safer Choice logo on pack because it is made with ingredients that meet EPA Safer Choice product standards, which means it is safer for people, pets and the planet. The ARM & HAMMER Laundry team is committed to providing consumers with products that contain everything they need and nothing they don't.

## OXICLEAN GELSTICK REDESIGNED FOR SUSTAINABILITY AND SUPERIOR CONSUMER EXPERIENCE

In 2025, we redesigned our OXICLEAN Gel stick stain-fighter applicator to improve sustainability and user experience. The new design replaces non-recyclable components and uses 52% less plastic. It features a 100% recyclable HDPE bottle that contains 30% post-consumer recycled content, and its improved ergonomics ensure controlled, precise gel application. Consumer-driven updates—such as improved scrubbing textures, refined dispensing, and modernized graphics—help the product remain both intuitive and recognizable. This innovative redesign was honored with the Good Design Award 2025 for Packaging, underscoring the brand's commitment to responsible, forward-thinking product development.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

FIRST RESPONSE™

## OUR FIRST RESPONSE BRAND TEAM EMPOWERED WOMEN'S MATERNAL HEALTH JOURNEYS WITH DIVERSE STORY-TELLING AND CAUSE AWARENESS CAMPAIGNS

As the manufacturer and distributor of FIRST RESPONSE pregnancy test kits, we are committed to empowering women's maternal health journeys through education and awareness through reputable cause marketing partnerships.

In 2025, we enhanced brand affinity through reputable cause marketing partnerships. For example, we:

- Supported National Infertility Awareness Week (NIAW) with RESOLVE: In April, the FIRST RESPONSE brand team continued a decades-long partnership with NIAW by sponsoring its National Infertility Awareness Week.
- Continued our commitment to addressing maternal health inequities with the support of a new cause partner, BirthFUND: The FIRST RESPONSE brand team Sponsored BirthFUND's Mother's Day Event to raise funds to expand access to holistic perinatal care and midwifery birth support for women. Additionally, the FIRST RESPONSE brand team joined with BirthFUND for a Giving Tuesday Match Campaign, in which the team matched $50,000 in donations to BirthFUND, helping to close critical gaps in maternal health in the United States.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

# TROJAN® CONDOMS

As the leading condom brand and a leader in Sexual Wellness, the TROJAN brand team is committed to promoting sexual health through education and increasing awareness among young adults in the U.S. about the risks of unprotected sex—notably unintended pregnancies and sexually transmitted diseases (STDs)—while enhancing brand affinity. We do this through various partnerships, including Advocates for Youth's Condom Collective, generous donations to Public Health organizations across the country, and active involvement in the LGBTQ+ community.

In 2025, we:

- Continued our partnership with Advocates for Youth's Condom Collective – a youth-led grassroots movement to make the U.S. a sexually healthy nation – to donate condoms to student-run safe sites in a peer-to-peer program on college campuses. The Condom Collective focuses on 1) providing condom distribution resources to make condoms available to every student who needs them, 2) educating young adults on the value of condoms as a contraceptive, and 3) ensuring access to contraceptives is a right for all.
- Continued our long-standing partnership with the National Coalition of STD Directors (NCSD) by donating 1 million condoms to public health organizations across the country. Together, we refocus attention, resources, and consumer education on condoms as a highly effective form of STD and unintended pregnancy prevention. Through this partnership, we also continue to support the "Condom Connect" Initiative, a partnership between NCSD and the TROJAN Condoms brand team since 2014, that provides free condoms to member health departments and partners to increase access and normalize usage.
- Sponsored a booth experience at Cincinnati Magazine's annual Pride Party, a high-energy, event held the Friday of Cincinnati Pride weekend with live music and giveaways, the TROJAN booth was very welcoming, with a fun bedroom setup (that served as the perfect backdrop for photos!) and giveaways, including free samples of Bareskin Raw™ condoms to prepare attendees for a weekend of safe fun.
- Supported Callen-Lorde, a NYC-based global non-profit leader in LGBTQ+ healthcare, through a donation and attendance at the 2025 Community Health Awards ceremony, as an extension of our Bushwig sponsorship and in honor of Bushwig co-founder Simone. Bushwig is an annual community-created and run festival in Bushwick, NYC that celebrates LGBTQ+ music, art, and culture. The TROJAN brand team had the honor of being Bushwig's only corporate partner and encouraged festivalgoers to embrace their boldness. In addition, in honor of Callen-Lorde's 25th anniversary, the team made a special donation of 25,000 condoms for Callen-Lorde to distribute through their clinic network, helping keep the LGBTQ+ community safe and protected from STDs while enhancing brand affinity.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

FELINE GENEROUS™ by ARM & HAMMER™ Cat Litter

## THE ARM & HAMMER PET CARE TEAM REMAINS DEEPLY COMMITTED TO SUPPORTING PET ADOPTION AND IMPROVING THE LIVES OF SHELTER ANIMALS

In 2025, the team advanced its mission to champion providing shelter cats with safe, lifelong homes through its ongoing partnership with the ASPCA and animal shelters nationwide, driving greater awareness for pets in need of loving homes.

Through the Feline Generous program, we reinforced our commitment to rescue organizations by contributing $145,500 in donations alongside product and material donations, supporting care and adoption efforts for cats across the country.

In June, we celebrated our 5th annual partnership with the ASPCA during National Adopt a Shelter Cat Month. The ARM & HAMMER Cat Litter brand team triple-matched donor gifts dollar for dollar, up to $75,000, helping provide essential supplies for foster caregivers, food for animals in care, rescue support, and lifesaving veterinary treatment. This initiative successfully enabled the adoption of 333 cats and kittens, exceeding the program goal of 325.

We also continued our 7-year partnership with Morris Animal Refuge, a pioneer in animal welfare dedicated to adoption, education, and compassionate care. Our $15,000 donation and ongoing Pet of the Week features supported their ongoing efforts to serve as a safe haven for pets and raised awareness of available pets for adoption.

In November, the ARM & HAMMER Pet Care team honored the National Animal Shelter Appreciation Week with a social media giveaway on Instagram, where over 1,000 shelters were nominated by consumers. Ultimately, 3 winning shelters received $10,000 grants each, for a total of $30,000 donated to support all their efforts in animal welfare and adoption.



INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA




Batiste™ Viviscal™
TOPPIK Nair TheraBreath™

## CHURCH & DWIGHT BRAND TEAMS PARTNER WITH CONSCIOUS BEAUTY AT ULTA BEAUTY™

Conscious Beauty at Ulta Beauty™ empowers consumers with transparency and choice to be able to identify clean ingredients, cruelty-free, vegan, and sustainably packaged brands and products. It also highlights brands that give back to our communities and planet.

Several of our brands met the qualifications for the pillars below:

- BATISTE - Clean Ingredients, Vegan*
- VIVISCAL - Clean Ingredients, Sustainable Packaging*
- TOPPIK - Clean Ingredients*
- NAIR - Clean Ingredients*
- THERABREATH – Clean Ingredients, Vegan

**sku specific*




## EXPANDED PARTNERSHIP WITH TERRACYCLE®

In 2025, we continued our partnership with TerraCycle® to recycle plastic pouches, recycling 271,051 ARM & HAMMER and OXICLEAN product pouches since 2018. We also expanded the program in 2021 to include toothpaste tubes, diverting 55,313 tubes from landfill and incineration through our TerraCycle® recycling program.

ARM & HAMMER™ THE STANDARD OF PURITY™

**LAUNDRY DETERGENT**

OXICLEAN™

TERRACYCLE®

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA




# Hero.

## THE HERO BRAND TEAM CONTINUED TO ADVANCE ITS SUSTAINABILITY AGENDA WITH A FOCUS ON PACKAGING, RECYCLABILITY, AND CORPORATE SOCIAL RESPONSIBILITY (CSR)

We adopted the How2Recycle (H2R) labeling system across our existing packaging, with plans to apply the labeling consistently to all new product launches. We also maintained Forest Stewardship Council (FSC) certification for all cartons and continue to actively explore opportunities to further improve the recyclability of our packaging portfolio.

In addition, the HERO brand team reinforced its commitment to social responsibility and enhanced brand affinity by delivering seven culturally relevant campaigns aligned with key cultural moments throughout the year. These included Black History Month, Asian American and Pacific Islander Heritage Month, Pride Month, Juneteenth, Hispanic/Latinx Heritage Month, World Mental Health Day, and Giving Tuesday. Each campaign was supported by donations to relevant nonprofit organizations.

We are proud of the progress made in 2025 and remain committed to building on these efforts as part of our ongoing sustainability and CSR strategy.




TheraBreath™

## THE THERABREATH BRAND TEAM REMAINS COMMITTED TO MEETING THE DIVERSE NEEDS OF OUR CONSUMERS

Our line of THERABREATH brand products caters to a personalized approach to oral hygiene, with each product offering specific benefits for a consumer's individual needs. As we innovate, including THERABREATH brand toothpaste in 2025, we remain true to our values, launching three variants that address consumers' top oral care needs, including Healthy Gums, Deep Clean, and Whitening. Our oral care rinses and now our new toothpastes are certified as gluten free, vegan, kosher, and halal to meet the needs of our diverse consumers. We are committed to inclusivity, ensuring that our products are accessible and beneficial to everyone, regardless of their background or dietary restrictions.

## CHURCH & DWIGHT ORAL CARE HYGIENE SQUAD PROUDLY EDUCATES CHILDREN IN UNDERSERVED COMMUNITIES

The Church & Dwight Oral Care Hygiene Squad—consisting of THERABREATH, ARM & HAMMER Toothpaste, ORAJEL, and WATERPIK brand teams—believes that everyone deserves a healthy mouth. For the second consecutive year, the Church & Dwight Hygiene Squad led by the brand teams and dental hygienist educators visited Pre-K and elementary schools in underserved communities to teach young children about the fundamentals of good oral hygiene through fun and interactive activities. In 2025, we reached more than 430 children at five locations with our oral care education program and provided samples of THERABREATH Kids Rinse and ORAJEL Kids Toothpaste for the kids to take home.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA





## Provide Safe & Effective Products for Consumers & the Environment

# PRODUCTS

- Develop effective products that are safe for our consumers, the animals they care for, and the environment worldwide
- Provide informed choices to consumers across the globe through ingredient transparency and disclosure

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA





# SAFE & EFFECTIVE Products

## OUR GLOBAL R&D ORGANIZATION

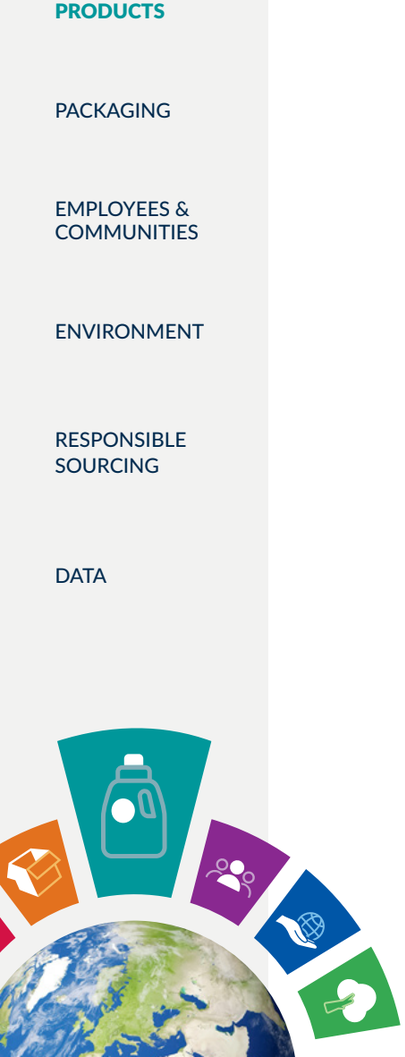
Our global R&D employs a wide variety of scientists with specialties in product development, packaging and process engineering, toxicology, regulatory, quality, and sustainability. We have a strong external network of technical experts that enables our primary R&D center in Princeton, NJ, to interconnect with our facilities in Canada, Europe, and China. This global R&D network enables us to provide the world's consumers with high-quality ingredients and products in compliance with all safety and regulatory requirements.

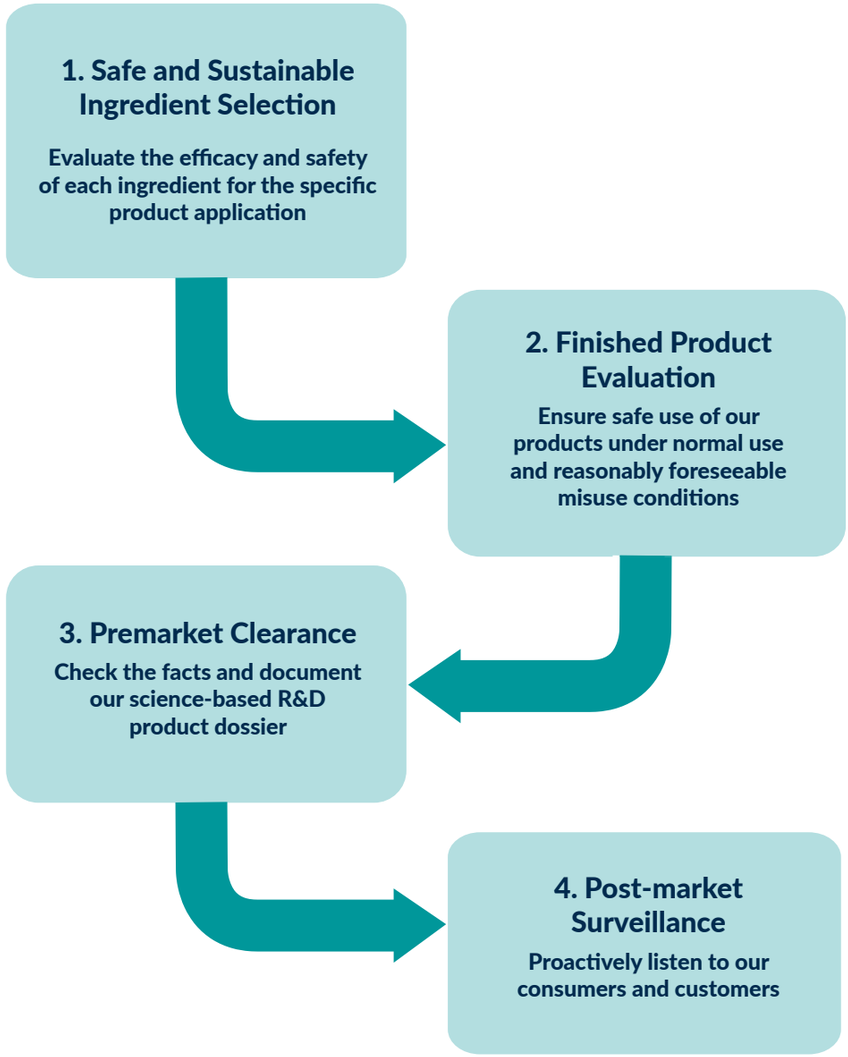
# OUR 4-STEP EVALUATION PROCESS IS WELL ABOVE AND BEYOND REGULATORY COMPLIANCE AND INCLUDES:

## Step 1. Safe and Sustainable Ingredient Selection

Each ingredient undergoes a rigorous safety evaluation for the specific product application. Specifically we:

- Continuously review ingredients in our product formulations against our "Chemicals of Concern" master list.
    - o *Our master list, developed by our Chemicals of Concern Committee, is derived from global regulations and scientific reviews by authoritative bodies such as California's Proposition 65, the International Agency for Research on Cancer (IARC), the U.S. National Toxicology Program, the U.S. Food and Drug Administration, and the European Union list of Endocrine Disrupting Chemicals, and aligns with the International Fragrance Association Code of Practice. It also addresses hundreds of chemicals on Retailer Restricted Substance Lists (RSLs), among others. Our Chemicals of Concern Committee regularly reviews current and emerging issues to determine whether additional chemical(s) should be added to our master list, removed from it, or included on our Watch List for continued monitoring or early action.*
- Review extensive data sources for all traditional endpoints of toxicity — acute and chronic human, animal, and environmental hazards.
- Strive to select safer chemicals that perform the same function.
- Develop a comprehensive exposure assessment of the ingredient in the product to establish a range of concentrations that can be safely used in the product.
- Conduct a risk assessment to determine if we should use the ingredient. If safety cannot be confirmed, the ingredient is not allowed in the product, and we explore alternative ingredients.





INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA



## Step 2. Finished Product Evaluation

Our global mission is to ensure the safety of our products worldwide under both expected use and reasonably foreseeable misuse conditions.

- An overall product health exposure and risk assessment is conducted. If there are any data gaps, a safety program consistent with our commitment to animal-alternative research is developed.
- A toxicologist and regulatory and legal counsel provide proper use instructions and ingredient and safety-related statements on the package label and on the product website.
- Product Development and Quality Compliance teams verify that finished products meet all specifications, such as formulation verification, stability, shelf life, and preservative efficacy.

## Step 3. Pre-market Clearance

- Prior to the manufacture and shipment release of every product, R&D develops a pre-market dossier.
- Using our quality management systems (QMS), our Quality Department reviews the pre-market dossier to confirm the ingredients and products meet our corporate and industry standards for safety, performance, and stability, regulatory requirements, and sustainability. Our QMS is designed to meet the highest industry standards, reflecting global regulatory requirements and International Harmonized Standards.

## Step 4. Consumer Feedback, Vigilance, and Post-market Surveillance

We monitor any insights from our consumers and customers on products within the market, reflected by significant investments and process updates in this area during 2025:

- Building on the 2024 investment in a new complaint-handling system, we have continued to optimize the platform to better meet business needs. Enhanced Power BI dashboards and reporting tools now deliver more robust, faster insights—ensuring consumer voices are captured, analyzed, and acted on.
- The Complaint Vigilance team is piloting AI-driven signal detection with internal data experts to accelerate identification of emerging product-quality issues, reducing time-to-detection from weeks/months to days. The tool is expected to be fully operational in 2026, with human reviewers retained to validate alerts and guide investigations.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

## OUR COMMITMENT TO ANIMAL-ALTERNATIVE RESEARCH

**We do not conduct, nor do we request that our raw material suppliers conduct, any animal studies unless absolutely required to comply with law or regulations.** Our animal-alternative methods of safety and efficacy evaluation include publicly available toxicology and clinical safety data, computer (in silico) and human-simulated modeling, and in vitro and clinical testing.

While many in vitro methodologies are validated for single ingredients, they are not fully validated for ingredient mixtures such as finished products. Therefore, we continue to invest in vitro testing validation and collaborate with industry, regulatory agencies, and special interest groups to validate in vitro testing for chemical mixtures. As an example, in collaboration with a consortium of personal lubricant manufacturers and an in vitro testing company, we have joined a project co-organized by the PETA Science Consortium International to demonstrate that a human cell-based test system can be used for regulatory decision-making. This project is organized through the FDA's Medical Device Development Tools (MDDT) program, a recently restructured approach to involving the FDA in the development of modern animal-free product-testing methods.

For more information, see our Animal Testing Policy on our website.





INTRODUCTION

OUR BRANDS

PRODUCTS

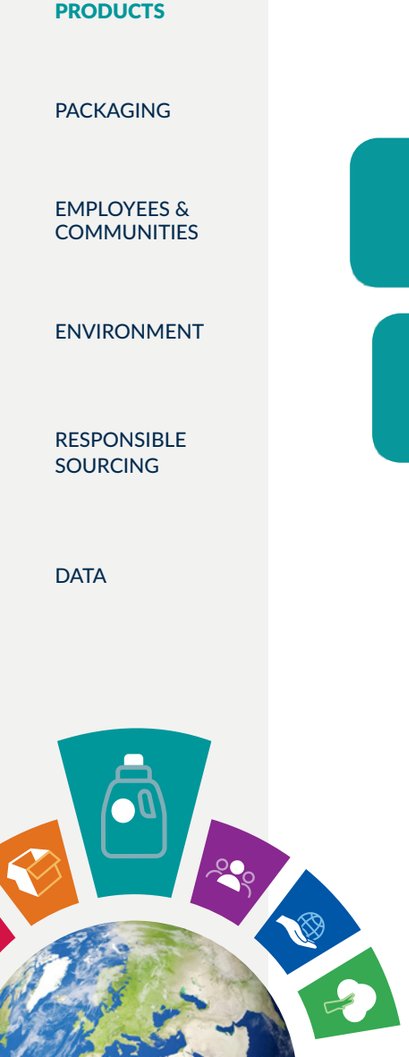
PACKAGING

EMPLOYEES & COMMUNITIES

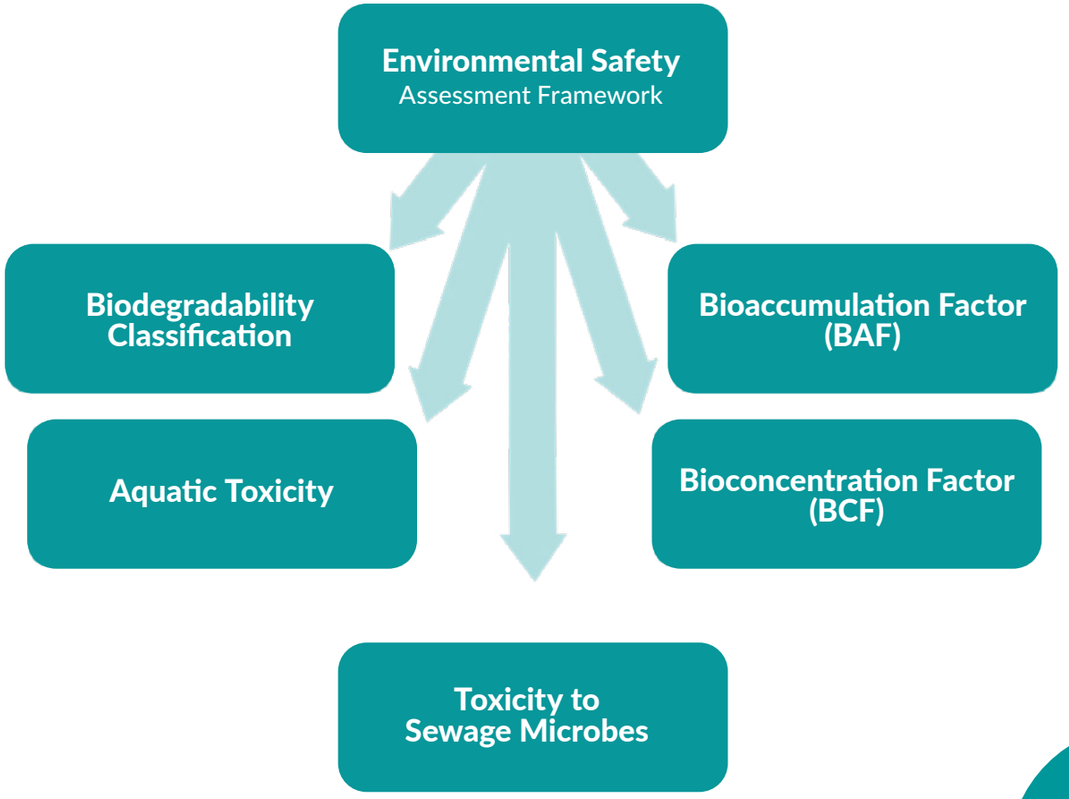
ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## Church & Dwight's Environmental Safety Assurance Process




## ENVIRONMENTAL SAFETY ASSURANCE PROCESS

Environmental safety has been one of our high priority considerations in ingredient selection and product development. In 2023, we initiated a Corporate Environmental Safety Assessment Framework, adopting a more robust approach to further enhance our environmental safety assessments for ingredients and products consistent with our respective sustainability goals. Within this framework, each chemical in a specific formulation is evaluated against five endpoints in environmental toxicity. We have successfully completed environmental safety assessments for fabric care and certain personal care products.

## SUSTAINABILITY & INNOVATION

Sustainability is now a fundamental aspect of our innovation teams' ethos, guiding our new product development. We're actively pursuing innovations that reduce water and energy use in both manufacturing and end-user phases, and are working to reduce transportation impacts and enhance packaging recyclability. We understand that sustainability is a key component of the consumer experience. To create products that resonate with consumers, we're heavily focused on understanding their needs and preferences, which helps us craft sustainable solutions with the consumer at heart.

Our approach includes integrating tools derived from leading Design for Sustainability practices. These are embedded in our Integrated Design Thinking (IDT) methodologies and factored into our new product Stage Gate assessments. We also continue to create and refine curated sustainability tools and adaptable processes, empowering our scientists, designers, and developers to embed sustainability throughout every phase of innovation and development.

## INGREDIENT DISCLOSURE

Ingredients included in our product formulations are disclosed online and/or on the packaging. We devote significant attention and care to transparently disclose ingredients and safety information for our products. Safety Data Sheets for our products are available on our website, and we disclose ingredients for all our products in accordance with applicable federal, state, and local requirements.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

## HIGHLIGHTS OF 2025 PRODUCT INNOVATION

- We expanded our laundry detergent sheet portfolio nationally to include a fragrance-free offering ideal for users with sensitive skin, free of dyes and perfumes. Additionally, we launched a detergent sheet that offers enhanced efficacy and stain-fighting with the inclusion of OXICLEAN Stain Fighters, online in Q4 '25, and we will launch nationally in 2026. Continuing our expansion rollout of sheets in 2025, we have now reduced the equivalent of 383 tons (766,600 pounds) of plastic bottle usage, saved 1,177,900 gallons of water, and decreased greenhouse gas emissions by 1,178 metric tons of $CO_2$ equivalent. This continues our approach to reducing plastic use in line with our corporate goals through moving to paper-based packaging. This product continues to come in recyclable packaging for consumers.
- We introduced a powder-format dry shampoo to the BATISTE portfolio. Unlike traditional aerosol dry shampoos, which require hydrocarbon propellants and alcohol solvents, the powder format eliminates the need for these components. This shift results in a net positive environmental impact by reducing the use of volatile chemicals.
- The fragrance-free BATISTE variant was launched globally to provide consumers with an alternative formulation aligned with "clean" product preferences. By removing fragrance components, this product offers consumers more choice for simplified formulations while maintaining product performance.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA




## Utilize Consumer-Friendly and Environmentally Responsible Packaging

# PACKAGING

**OUR GOALS FOR 2025:**

- Ensure greater than 95% of global product packaging is recyclable by the end of 2025.
- Ensure all non-pharma product packaging is free of Polyvinyl chloride (PVC), including the timely elimination from newly acquired products.
- Increase Post-Consumer Recycled (PCR) plastic to a minimum of 25% average across all global plastic packaging by the end of 2025.
- Reduce the amount of virgin (petroleum-based) plastic packaging used globally by more than 30% versus the 2017 baseline data by the end of 2025.
- Source all paper and board packaging from recycled material and/or sustainably managed forests, ensuring compliance for all future product acquisitions.

While we did not fully achieve every element of our 2025 packaging goals, we made meaningful progress in areas where solutions were technically feasible, commercially viable, and aligned with product performance and consumer expectations. We remain committed to developing and manufacturing packaging solutions that meet consumer needs while optimizing packaging to reduce costs and improve recyclability across our global brand portfolio. The following pages describe our progress against our 2025 packaging goals and outline our new goals for 2030.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

## PACKAGING CIRCULARITY AND PLASTIC REDUCTION

In alignment with our broader sustainability goals, and in recognition of the global plastic packaging challenges, we are progressing with our Plastic Packaging Strategy, which aims to reduce the environmental impact of our plastic packaging while maintaining product quality and supporting the ability to derive additional value from materials at the end of a product's life. Our strategy focuses on three main priorities:

1. **Material reduction and substitution:** We seek opportunities to reduce the use of plastic in our packaging or transition to non-plastic alternatives, wherever it is practical and appropriate based on product requirements. Where plastic remains necessary for product protection, safety, and containment, we evaluate opportunities to reduce material weight without compromising performance.
2. **Recyclability and consumer engagement:** To enhance plastic recyclability, we aim to simplify plastic packaging components and provide consumers with clear information to support proper disposal. During product and packaging development, we work to design plastic packaging free of contaminants that could hinder recycling, including, where feasible, transitioning from multi-material structures to single material solutions and eliminating metal components from plastic packaging.
3. **Circularity and recycled content:** We also seek to improve circularity by increasing the use of post-consumer recycled (PCR) plastic in our packaging and by selecting materials that are more compatible with recovery systems and the incorporation of recycled content.

Church & Dwight evaluates packaging materials on a product-by-product basis, considering consumer safety, product performance, cost, and environmental impact. Packaging changes are implemented only where they meet our internal performance standards and consumer expectations. We assess opportunities to increase recyclability and reduce material use where feasible, recognizing that packaging solutions vary by product, market, and available infrastructure.





## PACKAGING RECYCLABILITY

2025 presented significant challenges, as changes to material classification frameworks set by industry regulators led to the reclassification of some materials previously verified as recyclable, causing a 2.5% reduction in the overall recyclability of our packaging portfolio. Despite these headwinds, we continued to pursue initiatives to improve recyclability across our global product portfolio, raising overall packaging recyclability from 71% in 2018 to 88.33% in 2025. While we did not achieve our 2025 goal, we aim to continuously improve the recyclability of our packaging going forward.

Delays related to some of our planned major capital infrastructure investments and sourcing constraints also affected progress during the year; however, we included these initiatives in our 2026 plan and expect that they will provide an additional 3.4% improvement toward our commitments. Key drivers include packaging improvements across our THERABREATH and ORAJEL rinse products, as well as trigger bottles in our Laundry and Household Cleaners portfolio.

In 2025, we used approximately 374 million pounds of packaging materials worldwide, a reduction of 23 million pounds from 2024. As a result of improvements achieved through our packaging sustainability project initiatives, approximately 330 million pounds of packaging were designed to be recyclable and to support material recovery within a circular economy.

## INCREASED USE OF PCR

Our goal was to increase the use of post-consumer recycled (PCR) plastic to a minimum average of 25% across all global plastic packaging by the end of 2025. This goal aimed to reduce our dependence on virgin plastic and to improve the carbon footprint of our packaging by increasing material circularity at the end of life. However, in 2025, rising material costs reduced the availability and increased the cost of PCR materials, leading to lower PCR content levels during the reporting period. Despite these factors, we achieved an average PCR usage of over 20.73% in our plastic packaging. Although we fell short of our 2025 goal, our efforts added 28.5 million pounds of recycled plastic content annually to our packaging.




### Highlights of 2025 Accomplishments

- We increased the level of PCR in caps used in the BATISTE Dry Shampoo core range of products sold in the UK and Europe by 35%, aligning with future Packaging and Packaging Waste Regulations (PPWR) requirements in Europe.
- Prior to the divesture of our VMS business, we increased the use of PCR in the packaging for our VITAFUSION and L'IL CRITTERS products by 20% through the inclusion of food-grade rPET across all SKUs in the portfolio. This increased our use of PCR in the packaging for these products by 1.4 million pounds.
- We phased out the use of non-recyclable acrylonitrile butadiene styrene (ABS) and high-impact polystyrene (HIPS) polymers in packaging for our TOPPIK products in favor of recyclable high-density polyethylene (HDPE) bottles with polypropylene caps. With this change we achieved a 50% reduction in plastic weight and added 30% PCR to all components, which made 128,000 pounds of plastic recyclable and included 38,500 pounds of PCR.



INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

## REDUCTION IN VIRGIN PLASTIC

Our goal was to reduce the use of virgin (petroleum-based) plastic packaging in our global product portfolios by over 30% by the end of 2025, using the 2017 baseline data as a reference. We achieved a reduction of 29.9% by the end of 2025 compared to our baseline. This was achieved through increased recycled content, weight reduction, removal of unnecessary material, and packaging redesign.

Since 2017, our business grew from $3.49 billion to $6.2 billion in gross sales (a 1.78-fold increase) and we acquired nine new businesses. Despite that significant growth, these sustainable packaging efforts have allowed us to also cut the total absolute weight of virgin plastic by 13.65 million pounds compared to the 2017 baseline.




## Highlights of 2025 Accomplishments

- We continued our HDPE bottle program utilizing the AccuStrength® technology, which is designed for sustainability by reducing bottle weight through controlling plastic thickness where necessary for strength. Initially introduced with our 105oz bottles in 2024, this program has been expanded to more bottle sizes throughout 2025, resulting in a savings of 1.47 million pounds of plastic.
- We expanded our laundry detergent sheet portfolio nationwide, which reduced plastic bottle equivalent usage by 383 tons (766,600 pounds), saved 1,177,900 gallons of water, and cut greenhouse gas emissions by 1,178 metric tons of $CO_2$ equivalent over traditional detergent bottles and caps. This aligns with our goal to reduce plastic usage by shifting to paper-based packaging. The laundry detergent sheets come in fully recyclable packaging.
- The packaging for our TOPPIK hair fiber products was redesigned for sustainability. The new recyclable packaging reduced plastic use by 128,000 pounds, eliminating 50% of the packaging weight.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

## ELIMINATION OF PVC

Our goal is to ensure that all non-pharma product packaging is free from polyvinyl chloride (PVC), including timely elimination from newly acquired products. In 2025, we eliminated PVC from all of packaging for our non-pharma/over-the-counter (OTC) products.

### Highlights of 2025 Accomplishments

- Alternatives to PVC have now been qualified and introduced for all packaging formats outside of our OTC products, including all recently acquired brands.
- We qualified PET neckbands to replace PVC neckbands on the packaging for our Gravol™ and Ovol™ brand products.
- We transitioned the packaging of our 8oz and 16oz ORAJEL Rinse bottles from PVC to PET.

## PAPERBOARD SOURCING

Our goal is to source all paper and paperboard packaging from certified sustainably managed forests and/or 100% recycled content materials, including all future product acquisitions.

We maintained our use of certified sustainable board in 2025, and nearly all global paperboard packaging comes from sustainably grown forests. We plan to continue this standard practice across all packaging worldwide. As we acquire new businesses, we will ensure all new supply chain partners are directed to comply with our certified paperboard objectives.

### Highlights of 2025 Accomplishments

- We transitioned the packaging for all our WATERPIK brand dental flossing products sold within Europe and the United Kingdom to sustainably sourced paperboard in 2025. This further closed the gaps towards 100% compliance with our paperboard sourcing goal.





INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

## NEW GLOBAL END-PRODUCT RESPONSIBILITY REGULATIONS

In 2025, global Extended Producer Responsibility (EPR) requirements for packaging advanced considerably, increasing brand owners' financial and operational responsibilities across the entire packaging lifecycle. To comply with these requirements, we improved our data quality and consistency by using streamlined specification templates and harmonized business rules. As a result, over 850 packaging specifications were updated in 2025, supporting precise and defensible EPR reporting, lowering compliance risks, and allowing a greater focus on key sustainability opportunities.

## CONSUMER EDUCATION ON PACKAGE RECYCLING

In 2025, we continued using How2Recycle® (H2R) labeling through our partnership with the Sustainable Packaging Coalition. Adoption expanded with the addition of H2R labeling on our ZICAM brand products, leading to the application of over 3,400 How2Recycle® labels across our North American packaging portfolio since joining the program. The ongoing use of How2Recycle labeling remains a top priority for all future product acquisitions to educate consumers on recycling their packaging after product use.

In 2025, we also continued using the "On Pack Recycle Label" program for all products sold in the United Kingdom and continued using recycling labels across our European portfolio. These labeling initiatives support consumer education, promote proper disposal behaviors, and contribute to improved material recovery, thereby advancing the circular economy.

### Highlights of 2025 Accomplishments

- Prior to the divesture of our VMS business, we converted all of the polyethylene terephthalate glycol (PETG) shrink sleeves on the bottles for our L'IL CRITTERS and VITAFUSION brand products to crystallized polyethylene terephthalate (cPET) sleeves with wash-off inks. This change reclassified all of these products from Not Recyclable to Widely Recyclable, resulting in an additional 8.7 million pounds of recyclable material during the year.
- Our ARM & HAMMER Clump & Seal Microban cat litter optimized our 14-pound cartons by removing the PET lamination on the pack, creating a widely recyclable material format. This resulted in 39,000 pounds of recyclable cartonboard in 2025. Additional SKUs are targeted for transition in early 2026 for another 1.2 million pounds.



## GOAL SETTING FOR THE END OF 2030

As part of the review of our goals, we evaluated our product portfolio against realistic deliverables for the next five years and set new goals accordingly. These are:

1. **Improve packaging design across all existing and acquired packaging to enhance recyclability, support material recovery, and reduce material use where feasible, advancing circularity across the global packaging portfolio (excluding companies acquired after the 2028 deadline).**
   Packaging improvements will be implemented while maintaining consumer safety, product performance, quality standards, and regulatory compliance.
2. **Design new packaging for sustainability, reuse, and recyclability at scale, to ensure that more than 95% of global product packaging is recyclable by the end of 2030.**
   We are maintaining the same 95% goal target, which we were unable to achieve by the original 2025 goal date due to the changing status of materials classified as "Widely Recyclable." The additional time will allow for the investment in operational equipment required to run the new recyclable packaging formats.
3. **Reduce the level of virgin (petroleum-based) plastic packaging used globally by at least 35% and include Post-Consumer Recycled (PCR) plastic at a minimum of 20% average across all global plastic packaging by the end of 2030 compared to baseline 2017 data, excluding companies acquired after the 2028 deadline.**
   The goal will deliver virgin plastic by increasing PCR, using lightweight technology, eliminating plastic, and exploring alternative material solutions. This goal builds on our 2025 goal to reduce virgin plastic by 30% by increasing our plastic reduction by a further 5% across our global portfolio.
4. **Continue to ensure all non-pharma product packaging is free of polyvinyl chloride (PVC), including the timely elimination from newly acquired products.**
5. **Continue to source paper and board packaging from recycled material and/or certified sustainably managed forests, targeting 100% and ensuring compliance for all future product acquisitions.**

These goals support our strategy to design for sustainability and compliance with global regulations, thereby improving overall company-wide profitability (e.g., by reducing potential Extended Producer Responsibility (EPR) fees and compliance penalties).

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA





**Embrace a mindset of inclusivity for all, good corporate citizenship, and social responsibility within our communities.**

# EMPLOYEES & COMMUNITIES

- Maintain our corporate social responsibility program around inclusivity, and health and well-being.
- Demonstrate our commitment to an environment of inclusion for all.
- Focus on identifying qualified candidates from all communities for open positions.
- Expand community-enhancing, philanthropic programs and initiatives at our global operating sites.

We are focused on contributing toward a better, more sustainable world by supporting our employees and our communities.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## WE HAVE A COLLECTIVE ENERGY AND AMBITION

Church & Dwight is a place where each employee can make a real difference. Together, we've spent more than a century building iconic brands and providing affordable, high-quality consumer products for everyday life. We are proud of our long, rich legacy, and we continue to build upon that foundation.

We work together to share ideas and contribute to collective goals. We share a passion for hard work, innovation, and pushing boundaries of what is possible. We leverage our relatively small size and legacy culture to our advantage. With this culture, employees gain unrivaled exposure to senior executives, opportunities for career growth, and the chance to make an impact on the business, all supported by cross-functional teams. Relationships matter in our culture. We are grounded in a shared sense of purpose that guides major decisions about our business and our people. We believe we all have something to contribute and something to gain from working together.

We continually invest to improve our employee experience. Since 2023, we have continued to look for ways to further enhance the experience for frontline workers and use digital tools to engage and inform them. For example, in 2025, we began broadcasting the CEO's quarterly town halls globally. Globally, employees can hear directly from the CEO, with real-time translations in 6 languages. We also continue to expand AskHR, a digital service delivery center. Piloted in 2021, the robust self-serve (or direct access) knowledge base is available to employees at all U.S. sites, providing a one-stop technology platform for answering their HR questions. In 2025, we expanded AskHR to Mexico and plan to expand it further, making it available in Canada and the United Kingdom.

We also continue to adapt our modern workplace efforts to empower and better equip our digitally savvy workforce. Our workforce now includes people who work full-time on-site, in a hybrid arrangement, or fully remote. The hybrid nature of work today for non-plant workers makes digital capabilities even more important, as they require flexibility and connectivity whether working from the office or home. We offer a flexible, modern, and digitally enabled work experience, and use AI-powered tools to accelerate work, analyze data, and support creative brainstorming.

## WE INVEST IN OUR PEOPLE WITH:

- **Personal Time Off (PTO):** In the U.S., people start with ten PTO days and five floating holidays. PTO increases over time based on certain tenure milestones.
- **Paid time for sick leave:** At our U.S. plants, employees get 40 hours of paid sick leave. In non-plant office settings, there is no limit, though short-term disability starts after seven consecutive days.
- **Paid Parental Leave (PPL):** PPL is offered to both the primary and secondary caregivers, demonstrating parity in parental leave. For both births and adoptions, new parents have the opportunity to have dedicated time to welcome new children to their family. Full-time U.S. employees with at least one year of employment with Church & Dwight and who have worked at least 1,250 hours are eligible for PPL and have the opportunity to take up to six weeks of paid leave.
- **Employee Engagement Surveys:** We invest time and resources in listening to our employees so we can continually assess their engagement, understand our strengths, and look for opportunities to improve. Our annual You Matter survey is conducted each year and includes all employees. In 2025, we scored above the Peakon benchmark for manufacturing companies with respect to both participation and engagement.
- **Anti-Harassment Training:** Employees receive training on anti-harassment, among other topics, to promote a harassment-free work environment and reinforce our policies.
- **Development:** We continue to develop people at all levels of the organization, creating opportunities for them to advance. In 2025, our internal hiring rate decreased to 15.74% of open roles, compared to 21.4% in 2024.



## ACCOUNTABLE TO EACH OTHER

**Angelique Muggelberg**
*Production Planner, Green River*

"We're so willing to help everyone. We hold each other accountable, and we're here to make the best product possible – doing it as safely as possible."

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## EFFECTIVE WORKPLACE WITH A STRONG SENSE OF BELONGING

Our vision is to foster an environment of belonging where we can each do our best work. A workplace filled with many unique perspectives drives profitable and sustainable success.

We embrace our employees across all dimensions and our efforts aspire to help us achieve a workforce with a strong sense of belonging that supports equal opportunity based on merit and optimizes our long-term performance. We also strive to cultivate a culture and processes that support and enhance our ability to recruit, develop and retain talent at every level. As a company, we remain committed to fair treatment, access, opportunity, and advancement for all employees based on merit.

Our Diversity & Inclusion Council (the "D&I Council") members provide feedback on our strategy and initiatives. Led by our Chief Executive Officer and our Director, Talent Management & Diversity & Inclusion, the D&I Council includes employees from many levels and functions around the world. Our Board of Directors, acting principally through its Compensation & Human Capital Committee, oversees these efforts.

In 2023, we launched three Employee Resource Groups (ERGs). These company-supported, employee-run groups, which all employees are welcome to join, contribute to our goal of building and maintaining an inclusive workplace. In addition to the three existing ERGs - VALOR (veterans), BOLD (black employees) and WAVE (female employees) - we launched our fourth ERG (HOPE), which focuses on Hispanic employees, in September 2025. Membership in ERGs is open to all employees, regardless of gender or background, and they are intended to create safe, inclusive environments where all global employees feel connected, valued, and inspired to build customer value and contribute to our company's success.

## WE HAVE A CLEAR COMMITMENT TO ACHIEVING AN INCLUSIVE ENVIRONMENT THROUGH OUR DIVERSITY & INCLUSION STATEMENT:

We win when we respect every employee for who they are – regardless of their characteristics & conditions. We believe our employees' contributions are richer collectively because of their diversity. We aim to be a diverse and inclusive company and are determined to build a culture where people have the power to win together.

We focus on identifying qualified candidates from all communities for open positions. We are committed in policy and practice to complying with all federal, state, and local employment laws and regulations, and we base hiring and promotion decisions on merit, skills, and qualifications. We do not hire, promote, or in any way discriminate based on protected class characteristics or conditions. Our commitment to maintaining an inclusive environment will continue. Together, we have the power to win.

## CULTURE OF CAN DO

**Marita Alegre**
*Sr. Director, Product Development, Discovery House*

"We are very open-minded and agile; we have a can-do attitude and help out."





## OUR D&I STRATEGY INCLUDES FOUR FOCUS AREAS:

1. **Career:** Attract, retain, and develop a diverse and highly skilled workforce.
2. **Community:** Engage with the communities we serve through partnerships and philanthropy.
3. **Culture:** Create an environment that centers around inclusivity for all. This includes close alignment and engagement of our hourly employees.
4. **Commerce:** Foster an inclusive mindset in our consumer communications, business practices, and partnerships with customers, vendors, and suppliers.

We want the best and brightest of our communities to know Church & Dwight as a great company, an equal opportunity employer, and a place where people truly matter.



### CULTURE MEANS CARING

**Kim Gooden**
*HR Business Partner, Victorville*

"Culture means caring about our employees, being available to them, and delivering a high-quality product to our consumers."



INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA

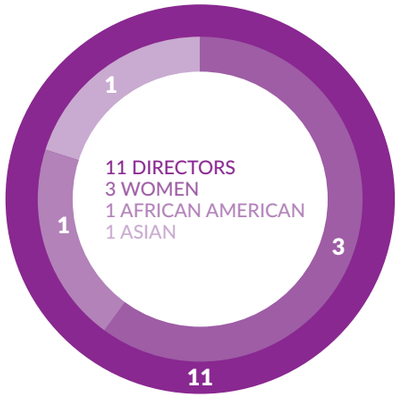


## OUR BOARD OF DIRECTORS VALUES INCLUSIVITY AND RECOGNIZES THE IMPORTANCE OF HAVING UNIQUE AND COMPLEMENTARY BACKGROUNDS AND PERSPECTIVES IN THE BOARDROOM.

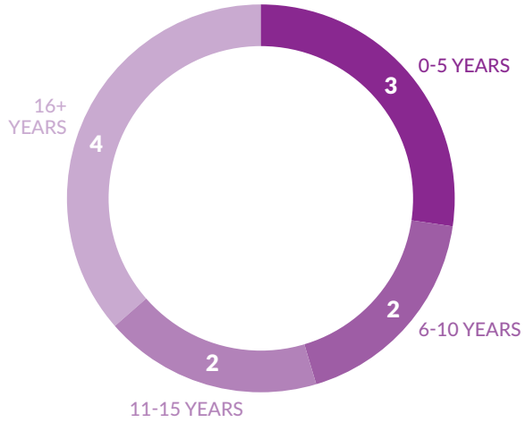
The Board endeavors to include diverse skills, professional experience, and perspectives that reflect our consumer and investor base, and to guide us in a way that reflects the best interests of all our stockholders. Our Corporate Governance Guidelines require directors to retire upon reaching age 75. In line with the practices of the majority of its peers and most S&P 500 companies, we believe maintaining continuity and the valuable experience of our independent Board members is best achieved through a case-by-case assessment rather than by imposing a fixed limit on director tenure. Accordingly, on December 4, 2025, the Board approved an amendment to the Corporate Governance Guidelines to eliminate limits on the number of years a director may serve on the Board. The Board also believes that tenure diversity should be considered in order to achieve an appropriate balance among the detailed knowledge of our company, the wisdom that comes with many years of service as a director, and the fresh perspective of newer Board members. We believe that our current Board has an appropriate balance of experienced and newer directors and a consistent practice of regularly adding new Board members.

For more information regarding the Board's diversity of backgrounds, skills, and experience, as well as Board refreshment, see our Proxy Statement for our Annual Meeting of Stockholders under the caption "Skills and Qualifications of our Board of Directors" and the charts below.

**Board Composition**




**Board Tenure**




Our executive leadership team continues to support and participate in roundtable and panel discussions, including recognizing World Mental Health Day, Veterans Day, Employee Appreciation Day, and International Women's Day, among others. The participation of our leadership promotes our most valuable qualities of empathy, transparency, and authenticity across our organization.



### PASSION FOR WHAT WE DO

**Matt Riggs**
*Line Technician, Harrisonville*

"I love everything about my job, from the people to the product that we make. Any time I go out, I just love to see our product on the shelves."

## COMPENSATION & BENEFITS

Attracting and retaining top talent is a priority. To support this, we offer competitive pay and a range of benefits to promote the well-being of our diverse workforce. In developing our compensation and benefits programs, we review trends and offerings in the local markets where we operate.

## TALENT & DEVELOPMENT

Our talent strategy focuses on attracting the best talent and recognizing and rewarding performance, while continually developing, engaging, and retaining a strong employee base.

We foster an environment of continuous learning centered on skill-building by leveraging technology and investing in professional development and growth to improve employee performance and retention. This includes management training, professional training and development opportunities, targeted leadership development courses, tuition reimbursement, onboarding efforts, job-specific programs for our employees, and more.

In 2025, employees in our succession pipeline participated in our High Potential development program (IMPACT). As part of IMPACT, cross-functional leaders from two continents collaborated to turn challenges into real business opportunities, while developing leadership capabilities through formal learning. We also offered instructor-guided leadership training for two key management levels and remain committed to providing opportunities, tools, and resources to support employee and career growth. Our employees gain valuable experience in their roles and have opportunities to learn new skills through broad responsibilities and experiences, often from collaborative cross-functional projects. We promote a culture of feedback through our annual performance management cycle, where managers and employees discuss goals, track progress, and have meaningful development conversations.

### IT MATTERS TO OUR PEOPLE

**Katelynn Ryan**
*Environmental Program Coordinator, Lakewood*

"Sustainability is an important factor here at Church & Dwight — in Lakewood and across the whole company."





INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## RECRUITING

We offer opportunities in our corporate locations to empower and nurture new hires. Our program aims to attract, develop, and retain newly hired professionals, providing them with valuable learning opportunities and real-world experiences within our organization. By investing in the development of our people, we foster a culture of learning and growth while building a pipeline of future leaders who are equipped to drive positive change within our organization and in the wider community.

We recruit talent through a variety of channels. Participants engage in seasonal internships and co-ops across our corporate and research and development functions. Through this program, we focus on equipping individuals with the necessary skills, knowledge, and support to thrive in their chosen fields. By offering mentorship, training, and cross-functional exposure, we strive to cultivate a diverse and inclusive workforce that embraces innovation, collaboration, and sustainability.

## CHARITABLE GIVING

It's important to support the communities where we operate and live, and we encourage employees to become involved in their communities through the Church & Dwight Employee Giving Fund (EGF) and The Church & Dwight Philanthropic Foundation (the "Foundation").



### RESPECT AND HUMILITY

**Aicha Assad**
*Montreal, Canada*

"When I think about culture, I think about treating people with respect and leading with humility. These are the two most important aspects of a culture to me."



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## EMPLOYEE GIVING FUND

Established in 2005, the EGF is a workplace giving program that supports charitable organizations where our employees work and live. While it began with a focus in New Jersey and Pennsylvania, the efforts of this organization are continuing to expand to include other states where we have locations, including Colorado, Wyoming, Minnesota, Wisconsin, Iowa, and Arkansas. In addition, similar programs exist at our locations in Mexico and Australia.

Each year, we invite our employees to dedicate a portion of their paychecks to the EGF. We encourage employee donations by offering employees additional time off based on their level of giving, and by matching all employee contributions dollar for dollar, with no cap. Over the past 21 years since its inception, the EGF has become a cherished part of our culture, and has awarded over 3,300 grants totaling over $19 million to charitable organizations in the U.S. in a variety of areas, including animal rescue, disadvantaged youth, domestic violence support, education, physical healthcare, homelessness, hunger relief, mental health awareness, military services, environmental conservation, senior services, social equality, and programs for the arts. Employees are encouraged to sponsor their favorite charities in the annual grant application process, and funding preference is given to those organizations with an employee sponsor. In 2025, the EGF supported our communities by providing approximately $1.3 million in employee and corporate contributions to 224 community organizations through annual grants, disaster relief, and other monetary support.

In addition, in 2025, the EGF continued employee volunteer events, during which employees took time to give back to their communities.

Various volunteer activities included garden cleanup, organizing food pantries, cleaning second-hand toys, making lunches for a local soup kitchen, and many more. Employees also contributed by purchasing back-to-school supplies to support disadvantaged youth, donating clothes and non-perishable items for clothing and food drives, and providing supplies for a summer camp and holiday dinner for families in need at HomeFront NJ, a local nonprofit that provides services for homeless youth and families in Central New Jersey, and one of EGF's signature partners. In total, 156 employees donated 555 hours of volunteer service throughout the year.

## CHURCH & DWIGHT PHILANTHROPIC FOUNDATION

Established in 2020, the Foundation is administered by our employees with a focus on helping to create inclusive opportunities and advancing environmental preservation. In 2025, 10 organizations that foster these principles were selected and received grants totaling approximately $1.1 million in aggregate.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

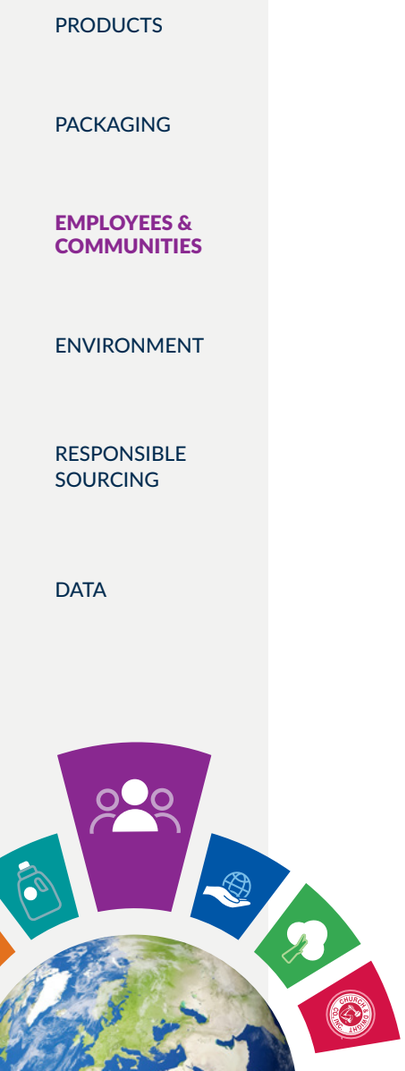
RESPONSIBLE SOURCING

DATA

## WORKPLACE SAFETY & HEALTH

### Our commitment to employee, contractor, and visitor safety and health is integral to everything we do within our organization.

We comply with regulatory agencies' requirements and build our standards to meet or exceed them. We continue to build systems and processes to reduce injuries within our manufacturing facilities. We use continuous improvement, paired with our Lean program, to grow our safety systems and culture. We have safety committees at our manufacturing sites, comprised of hourly employees and leadership, working together to improve safety. We use industrial hygiene monitoring to collect data on the effectiveness of our controls. Through our global Root Cause Analysis program, we eliminate hazards by replicating countermeasures across facilities. Driven by employee training, injury case management, near-miss recognition, and robust standardized programs, we continue our work toward our goal of eliminating injuries. Our injury rates are consistently lower than the statistics in our manufacturing categories reported by the U.S. Bureau of Labor Statistics. While we are proud of our advances in workplace safety, we acknowledge that our work to prevent injuries cannot stop. We are continuing our journey to build a safer culture by developing emotional connections among our employees through open communication and continuous feedback. Taking care of ourselves and each other is vital to our success.





INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

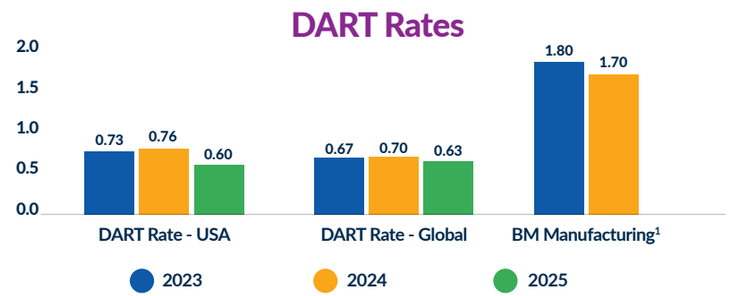
RESPONSIBLE SOURCING

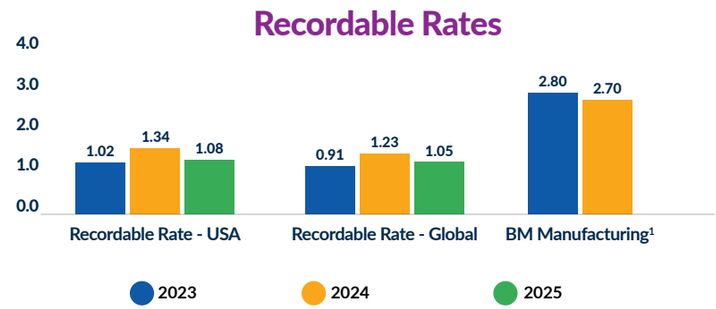
DATA




## WORKPLACE SAFETY DATA

We track Days Away, Restricted, or Transferred (DART) rate and Total Recordable Injury Rate (TRIR) as our historical safety performance indicators, consistent with U.S. Occupational Safety and Health Administration definitions. We also utilize leading indicators that represent our proactive safety measures taken to prevent injuries and incidents within our company. The charts below provide our DART and recordable rates for the past three years, and associated injuries for our U.S. and global operations. Both metrics are well below the relevant industry benchmark (BM Manufacturing).[1]




[1] The U.S. Bureau of Labor Statistics defines Benchmark Manufacturing as: food; beverage and tobacco product; textile mills; textile product mills; apparel; leather and applied product; wood product; paper; printing and related support activities; petroleum and coal products; chemical; plastics and rubber products; nonmetallic mineral product; primary metal; fabricated metal product; machinery; computer and electronic product; electrical equipment, appliance, and component; transportation equipment; furniture and related product; miscellaneous.

## WORKPLACE "NEAR-MISS" IDENTIFICATION AND CORRECTION

One of our focus areas has been to identify and correct near misses within the workplace before they become a larger hazard or injury.

We have extensive descriptions for near misses, and we encourage all our employees to report conditions and behaviors that could cause injuries. Our employees are empowered to correct unsafe conditions, and when needed escalate to gain additional help to eliminate the hazard. Our sites use electronic reporting to capture round-the-clock data that allows us to prioritize and eliminate near-miss conditions. With the efficiency of reporting, many of our sites have significantly increased their number of near misses reported, which supports our work of making our sites safer.

## ROOT CAUSE ANALYSIS

Root cause analysis (RCA) is a critical process in our injury reduction initiative because it systematically identifies the underlying causes of incidents rather than just addressing their immediate symptoms. This allows us to implement more effective and long-lasting solutions to prevent recurrence. We conduct RCAs in a team setting to help us uncover conditions and systemic issues that contribute to unsafe environments, such as inadequate training or flawed procedures. Ultimately, RCAs lead us to a more comprehensive understanding of risks, promoting continuous improvement in safety management and significantly reducing the likelihood of injuries in the workplace.

## SAFETY-RELATED REGULATORY ACTION

Like other companies, we are subject to regulatory inspection and review. In 2025, we received five regulatory inquiries (letters, phone calls, planned and unplanned visits) to our global operations sites. As a result of the five regulatory inquiries, there were zero penalties issued.

## GLOBAL INTEGRATED OPERATIONAL EXCELLENCE

We continue to advance toward our objective of certifying all internal manufacturing sites against our Lean GOLD standard. Sites in Folkstone, UK, and Harrisonville, MO, are leading the way with strong best practices and performance. Overall, our Lean initiatives are reducing waste, improving equipment effectiveness, and strengthening employee engagement. In 2025, teams conducted 2,860 Lean activities involving more than 6,000 employees, delivering $18.2 million in efficiency savings as part of our Good to Great program. After six years of building the foundation for Lean and TPM—establishing standard practices, strengthening culture, and embedding continuous improvement across our manufacturing network—we launched our integrated Operational Excellence program across the global end-to-end supply chain. We named this program "iOpex" to reflect the integration of Lean and TPM with Servant Leadership behaviors, which guide how we lead within our operations. We have also broadened our focus to identify opportunities throughout the entire supply chain. Though still early in its implementation, the program is already driving accelerated efficiency gains, deeper workforce engagement, and higher productivity.



INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA





**Minimize the Environmental Impact of Our Global Operations, with a focus on increasing renewable energy usage and reducing water consumption, greenhouse gas emissions, and solid waste to landfills.**

# ENVIRONMENT

- Achieve carbon-neutral status for our owned and controlled global operations by the end of 2025.
- Achieve the approved science-based targets to reduce our greenhouse gas emissions by 2031.
- Reduce global process water and/or wastewater annually, normalized to production.
- Evaluate reductions in our water footprint in high water-stressed regions.
- Achieve less than 5% solid waste-to-landfill by 2030.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## MANAGING FOR ENVIRONMENTAL SUSTAINABILITY & SAFETY

We are committed to producing high-quality products in facilities with robust environmental, health, and safety performance.

We work toward this high-performance culture by adhering to well-established principles defined in our Environmental and Safety Policies. These policies guide our environmental and safety practices and expectations, and they are implemented across our operations through the following approach:

- **Accountability:** Each of our facilities has a designated on-site environmental and safety manager responsible for monitoring and managing environmental and safety issues affecting their facility. These environmental and safety managers are closely networked to enable peer mentorship and best practice sharing across facilities.
- **Audits and Inspections:** Each of our facilities undergoes a third-party environmental audit at least once every two years. All facilities are subject to periodic, unannounced inspections by federal, state, and local environmental agencies.
- **Awareness:** We provide regular training programs for all our manufacturing employees to promote awareness of environmental and safety practices and procedures. This includes an annual Environmental and Safety Conference for facility environmental and safety managers. Additionally, we have systems in place to share our key performance indicators on action plan progress and sustainability performance at both a site and corporate level.
- **Awards:** Each year we recognize one of our global operations for exemplary environmental safety and sustainability performance. An award is presented to a representative of the operation at a company-wide Town Hall event.



## 2025 HIGHLIGHT: GREEN & LEAN

This year, we implemented our Green and Lean program across our manufacturing sites to improve our sustainability management and progress. The Green & Lean program establishes a uniform, consistent sustainability practice across the company. Its intent is to ensure more personnel are directly engaged in our sustainability journey through planning and communications, and align sustainability efforts with our existing continuous improvement and Lean manufacturing culture. The program, implemented at a plant level, focuses on six major elements:

- **Sustainability Measurement:** Measuring, metering, recording, and reporting of key sustainability metrics
- **Sustainability Planning:** Understanding factors and identifying opportunities
- **Sustainability Pipeline:** Developing a project pipeline across identified energy, water, and waste opportunities
- **Sustainability Implementation & Communication:** Tracking and communicating progress at site and corporate levels
- **Sustainability Effectiveness:** Evaluating program implementation and project impact on company goals

Individual site program implementation is scored against the program criteria and scores and score progression is reported and monitored by corporate management. Through planning and deliberate execution through our Green & Lean program we expect to better integrate sustainability into our culture, improve our overall sustainability results, and ensure alignment with corporate targets, goals, and objectives.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## ENVIRONMENTAL PERFORMANCE

We strive to minimize the environmental impact of our expanding global operations and continuously manage our environmental footprint. We rely on our employees to implement our sustainability initiatives, and we leverage Lean management approaches to achieve our performance goals. We regularly assess our primary performance metrics, including regulatory compliance, waste generation, water consumption, and energy use, and take necessary actions across the company to optimize our operations. In addition to our longer-term goals regarding carbon neutrality, water consumption, and waste to landfill, we have established intensity-based operational goals normalized to the amount of product shipped, including:

- **Reduce energy use at our operating facilities per/million (MM) units of product shipped;**
- **Reduce water intake at our operating facilities per/MM units of product shipped;**
- **Reduce waste generated at our operating facilities per/MM units of product shipped; and**
- **Reduce GHG emissions per MM units of product shipped within our targeted GHG scope, which includes Scope 1 + Scope 2 + Scope 3 finished goods transportation and business travel in North America.**

We continue to explore and implement new opportunities to improve energy efficiency, reduce water consumption, and minimize waste as we scale production. Our operating facilities regularly develop targeted waste minimization initiatives. While these efforts may not achieve their intended outcomes, the overall results are reflected in our 2025 performance metrics detailed in this Report. This past year, we reassessed our annual environmental performance targets to better align with our growth initiatives, operational realities, and current practices. Following this review, we adjusted our annual reduction goals from 10% for each category to a general reduction in energy, water, waste, and targeted GHG emissions relevant to products shipped. This update reflects a commitment to setting goals that are both meaningful and achievable while continuing to drive year-over-year improvements.

## 2025 ENVIRONMENTAL CITATIONS & PENALTIES SURCHARGES

All facilities are subject to periodic, unannounced inspections by federal, state, and local environmental agencies. In 2025, there were 15 environmental regulatory agency inspections conducted at our operations, which resulted in no citations. We received three citations for self-reported compliance issues that were not associated with any on-site regulatory inspections. All three were for minor excursions of site wastewater discharge limits. None of the citations were considered material. Corrective actions were identified and immediately implemented.

## SPILLS/RELEASES TO THE ENVIRONMENT

We continuously monitor for spills and releases to the environment. In 2025, we had a small number of minor spills that were contained on-site by existing unloading or storage engineered containment systems. We had three releases requiring regulatory reporting.

In June of 2025, we discovered a failure in a chemical offloading containment structure that allowed contaminated stormwater to leak from the containment; in October of 2025, at a second facility we discovered a void in the floor of a processing area that allowed release of contaminated process wash water to the subsurface; and in November 2025, one of our facilities had a processing upset resulting in a material discharge to the local sewer. In each instance, we notified the local regulatory agency and implemented immediate response actions, including assessment and remediation of a limited area of potentially impacted soil and groundwater. The agencies involved were satisfied with our response actions, the release cases were closed, and no penalty was issued. Costs associated with the 2025 response actions totaled approximately $174,000.

## REMEDIATION

In 2025, there was limited environmental remediation activity company wide, with the most significant activity occurring in connection with the closure and remediation activity at sites in Brazil maintained by our wholly owned subsidiary Química Geral do Nordeste Ltda. (QGN). The closure and remediation activities are summarized below.

*QGN, Feira de Santana, Brazil*

There are ongoing remediation efforts at the closed facility of QGN in Brazil. The remediation efforts include the control and capture of contaminated groundwater through an interceptor trench drainage system, stabilization of an existing landfill, and the installation of additional monitoring wells for the site characterization. Remediation spending in 2025 was approximately $406,000 at FSA.

*QGN, Itapura, Brazil*

The mining operations that supported the inorganic salt manufacturing operation for QGN are undergoing closure activity. There were no material remediation efforts required, or costs incurred, in 2025.

## WASTE

Our current goal is to reduce total company waste sent to landfills to less than 5% by 2030. In 2025, approximately 18% of total company waste was directed to landfills, down from 19% in 2024. As part of our environmental management system, we have established procedures to responsibly manage and dispose of waste generated in our manufacturing operations. We partner with licensed contractors to transport and dispose of waste from our facilities. Waste volumes are recorded monthly in our centralized environmental data system. In 2025, we generated and managed approximately 65,000 metric tons of waste, down from 70,000 in 2024.

For more information on plastic packaging and recyclability, see **Packaging** beginning on page 39 of this Report for more information.

In 2025, our total waste generation decreased by 8% compared to 2024, primarily due to declines in our general trash, hazardous waste, non-hazardous chemical waste, and recycle/reuse waste streams. Recycling decreased by 2,500 metric tons (17%) due to a combination of factors across sites, including lower production, which reduced plastic and wood recycling volumes; improved product quality, generating less plastic waste; and the diversion of certain plastics to a waste-to-energy facility. In addition, a large one-time recycling event at our Green River, WY site in 2024 led to a decrease in metal recycling.



**Annual Waste Generation Totals [metric tons]**

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Total Waste Generation | 62,174 | 70,058 | 64,793 |
| General Trash | 7,082 | 5,991 | 5,460 |
| Hazardous Waste | 1,652 | 2,032 | 1,659 |
| Non-hazardous/Chemical/Process Waste | 9,800 | 15,897 | 13,282 |
| Wastewater Trucked Off-site | 25,900 | 31,808 | 32,544 |
| Recycled | 17,741 | 14,331 | 11,847 |

**Waste Generated and Managed in 2025 [metric tons]**

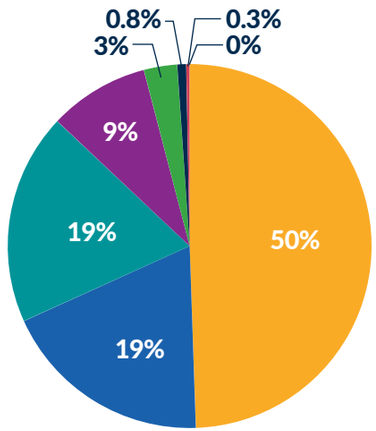
| | On-site | Off-site | Total |
|---|---|---|---|
| Hazardous Waste (tons) | 0 | 1,659 | 1,659 |
| Energy Recovery | 0 | 854 | 854 |
| Incineration | 0 | 29 | 29 |
| Other Disposal | 0 | 7 | 7 |
| Diverted from Disposal | 0 | 0 | 0 |
| Non-Hazardous Waste (tons) | 1,682 | 61,452 | 63,134 |
| Energy Recovery | 0 | 1,164 | 1,1647 |
| Incineration | 0 | 160 | 160 |
| Other Disposal | 1,682 | 42,397 | 44,079 |
| Diverted from Disposal | 0 | 17,731 | 17,731 |



**Our hazardous waste generation decreased by 400 tons in 2025, representing approximately 3% of all waste generated.** Most of our facilities are classified as small-quantity generators of hazardous waste. No hazardous waste is treated on-site. All hazardous waste is transported off-site by licensed vendors to appropriate treatment, storage, or disposal facilities in compliance with applicable regulations. All non-hazardous solid waste is also transported off-site and properly disposed of at licensed facilities, except for our facility in Wyoming, which operates an on-site non-hazardous waste landfill. We have no international shipments of hazardous or non-hazardous waste.

Our goal in 2025 was to continue reducing the percentage of waste sent to landfills, moving us closer to achieving our goal of less than 5% waste to landfill by 2030. In 2025, our total waste to landfill was 18% by weight. We actively explore beneficial reuse, recycling, and waste-to-energy opportunities to divert waste from landfill disposal. We continued to re-direct several waste streams associated with our VMS manufacturing process to beneficial reuse and began doing so for some of our liquid laundry detergent waste. Steps were also taken in 2025 to allow us to begin diverting some of our cat litter waste from landfills in 2026. We anticipate the divestiture of the VMS business to have a considerable impact, reducing our total waste volume but increasing the percentage of our waste to landfill. We will evaluate the actual impact as the year progresses.

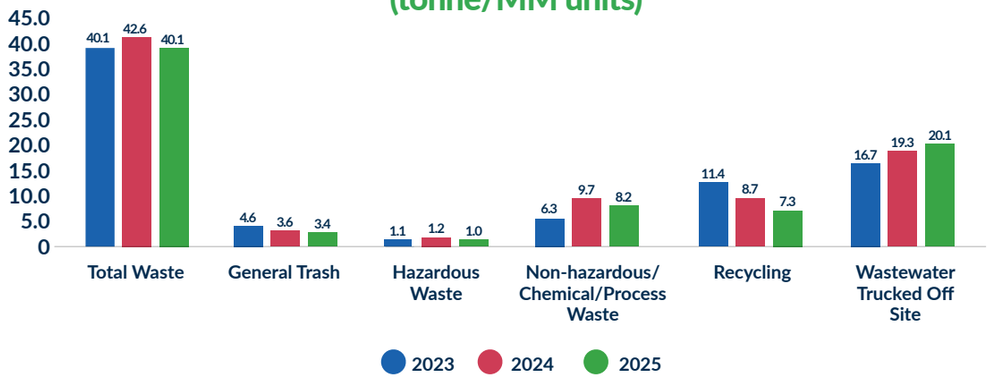
The following charts compare the waste disposal methods utilized in 2025 and the normalized waste generation quantities for the last three years. Overall, our waste generation normalized to million units of products shipped decreased by 3% in 2025 compared to 2024. In 2025, we launched our Lean waste management processes with site self-assessments conducted against the given criteria, and Corporate assessments will begin in 2026.



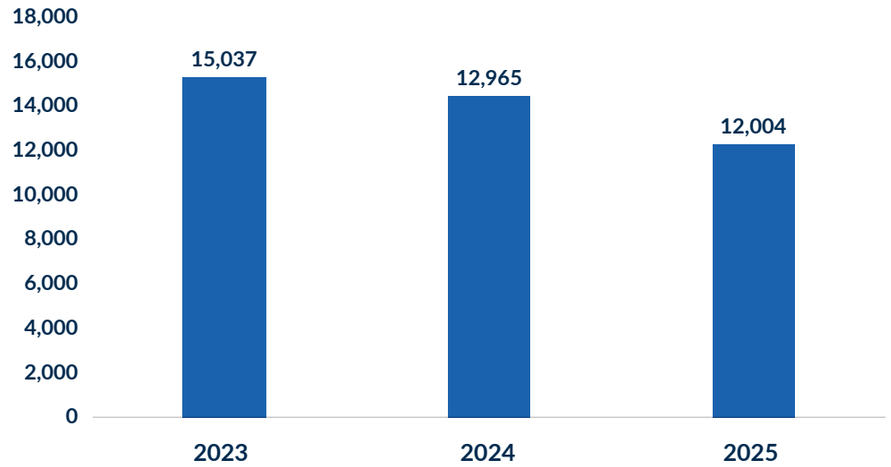

## 2025 Waste by Fate (%)

- Landfill
- Compost
- Recycle
- Other Disposal
- Incineration
- Wastewater Treatment
- Energy Recovery
- Reuse

## Waste Stream Per Product Delivered (tonne/MM units)




## Landfill by Weight [Metric tons]



## WASTE REDUCTION PROJECTS

### Eliminate Waste to Landfill

We continue to focus on finding alternatives to landfill disposal. For example, expired and damaged finished products within our distribution network are now directed to waste-to-energy facilities where possible, rather than landfills. Our Montreal, Canada site also began diverting its waste to a waste-to-energy facility. We seek beneficial reuse opportunities for various process waste streams. As mentioned above, in addition to diverting VMS waste to landfill, work was conducted this year to allow us to divert a sizable portion of our current cat litter waste in 2026.

### Diversion of Liquid Laundry Detergent Waste

In 2025, we worked with a third-party vendor to identify a beneficial reuse for waste generated at our York, PA site in our liquid laundry detergent process, diverting 574 metric tons that would have been hauled offsite for treatment.

### Product Reclaim and Waste Recovery

Many of our operations have product reclamation loops as an integral part of the manufacturing process to ensure recovery of usable product that does not meet one or more of its approved specifications (off-specification product) and residual material left behind in manufacturing equipment (manufacturing heels). Some waste streams, however, are not as simple to recover and reuse. We have been evaluating residuals from our cat litter manufacturing processes and have identified technology options to reclaim previously unusable process waste. Trials were conducted in 2025 to evaluate the scaling of these technologies within our manufacturing plants. Based on the trials, the opportunity we will pursue has been identified, and steps are being taken to implement it in 2026.



## WATER

At Church & Dwight, we recognize that water is a critical shared resource for long-term environmental, societal, and operational resilience. We are committed to responsible water management that supports sustainable water availability and quality in the communities where we operate. We assess water availability as part of every site-specific water risk assessment and regularly engage with our public water suppliers and regulatory authorities to support them and to understand potential local water resource constraints, the needs of other users, and potential impacts on our business and the locations where we operate. Water quality and quantity are critical to our operations. Water used for cooling, cleaning, processing, and sanitary purposes is managed in accordance with regulatory requirements before being discharged back into the environment.

In 2025, our total water intake decreased by 4%, while our water intake normalized per million units of product shipped decreased by 2%. We remain committed to reducing our water consumption. Additional information regarding our water use strategy and performance is provided below. Our water consumption and use in 2026 will be impacted by the divestiture of our VMS business in December 2025. This Report includes the full year 2025 water data associated with that operation.







## WATER-STRESS RISK

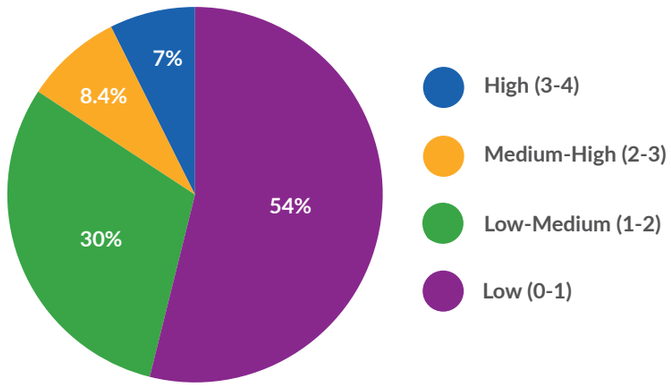
The World Resources Institute (WRI) water risk evaluation identifies areas with higher exposure to water-stress-related risks. It assesses exposure to physical quantity and quality risks, and regulatory and reputational risks at our operational sites. Our 2025 update of the overall water-stress risk associated with our operating locations used the most recent version of the Aqueduct 4.0 Water Risk Atlas, Global Maps Data found on the WRI website. This most recent review found that there was no change in the overall water risk classifications for our locations compared to 2024. One location's quantity physical risk ranking increased from medium-high to high, but the overall risk ranking did not change.

None of our facilities are in areas classified with extremely high overall water-stress risk. Two North American locations are classified as high baseline overall water-stress risk as identified by the WRI, and two of our other North American locations are in medium to high water-stress risk areas. The majority of our locations are in low to medium risk or low risk areas as defined by the WRI framework. Approximately 84% of our total water extraction is from locations classified as a low or low to medium overall water-stress risk, down from 94% in 2024. When considering only WRI physical quantity risk, approximately 50% of our water extraction is from sites located in areas of medium to high, high, or extremely high-water risk for physical quantity. These are mainly in developed areas with significant water use and demand on regional water resources.

We continue to periodically assess our water risk through the WRI classification and conduct public water and ground water supply assessments, focused on our high volume or critical water quality locations. Water supply issues are often part of our business interruption risk planning and exercises. Water-related risks and opportunities were specifically examined as part of the physical risk assessment in our 2025 climate risk scenario analysis which is further discussed in the Climate Resiliency section of this Report. We have not experienced any business disruptions related to water availability or quality and have not identified any imminent water supply concerns that would affect our operations or the locations where we operate.

We have established a goal to evaluate facility water uses and are committed to reducing our water footprint in high water-stress regions where we operate. At our two locations identified to be in high-risk regions in 2025, one is a small facility with mostly office, research, and minimal water consumption (less than 1% of total company intake), and the second facility, our laundry detergent plant located in Victorville, CA, represents about 7% of total company intake. Water reduction initiatives at the Victorville facility include installing new processing technology to reduce washdowns and cleaning water use, as well as exploring wastewater recovery and reuse technologies. In 2025, there was a 1% increase in water intake at that facility with a corresponding 9% increase in product output exhibiting a 7% decrease in water intake per unit production due to a combination of a full year of a new processing methodology and water conservation measures.

### Overall Water Risk Ranking (Withdrawal)

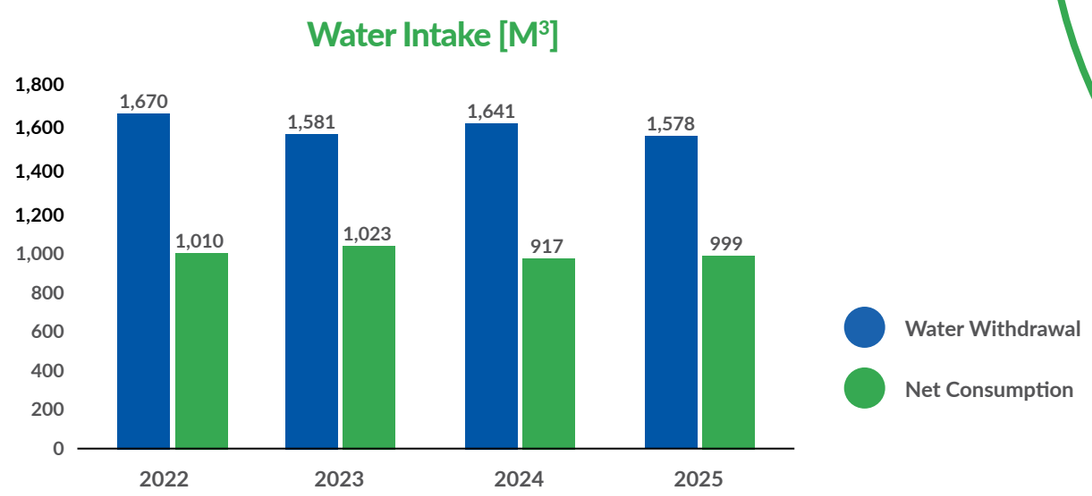


## WATER INTAKE & CONSUMPTION

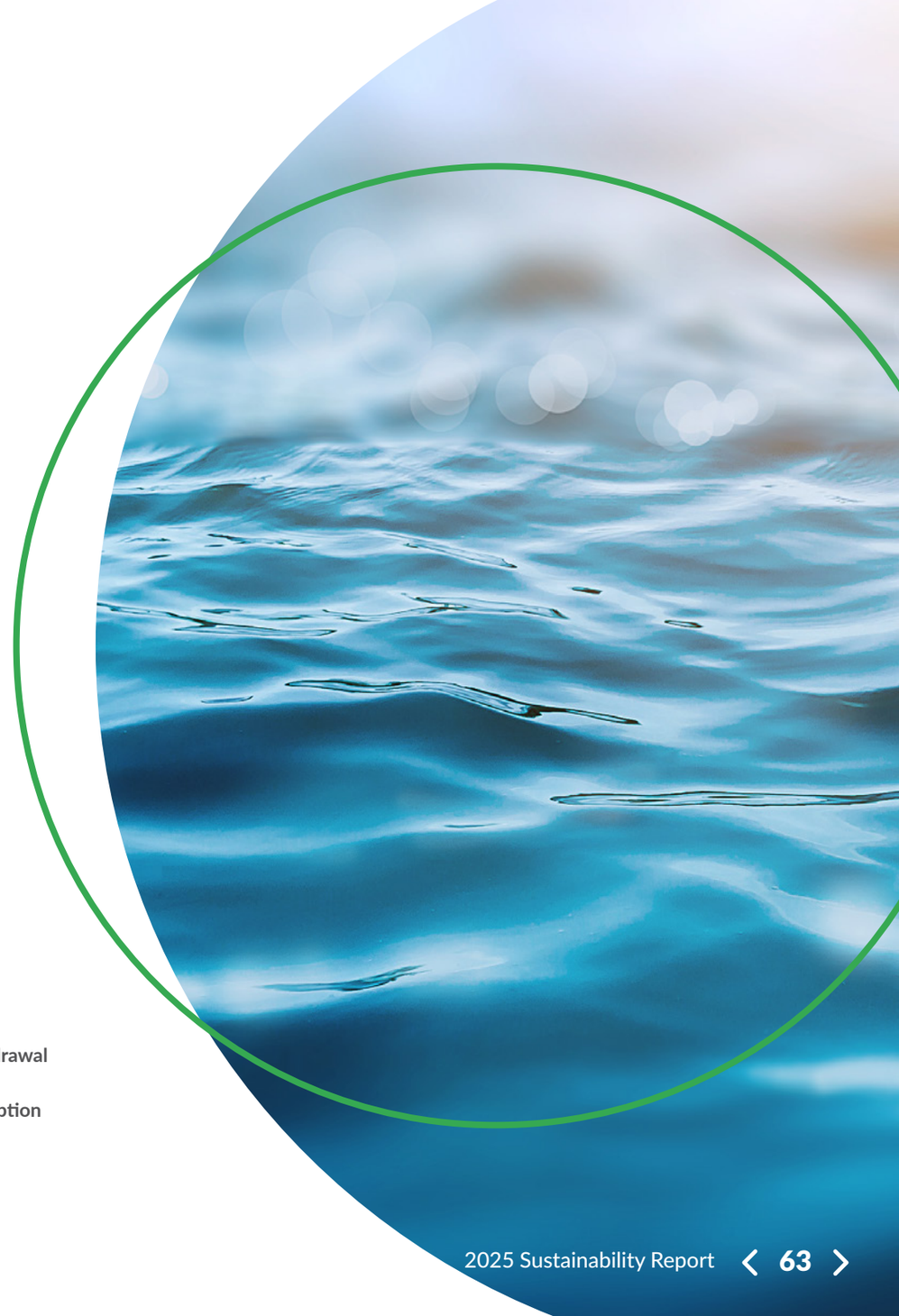
In 2025, approximately 83% of our total water intake was sourced from public water supply systems, while most of the remaining 17% was drawn from on-site groundwater wells, with a small fraction obtained from other sources, including purchased steam. We regularly engage with public water suppliers to evaluate the quality and quantity of our incoming water to confirm that it meets drinking water quality standards and aligns with our operational requirements. For on-site groundwater wells, we conduct routine water quality testing to verify compliance with the company and regulatory quality standards. Most of our facilities apply tertiary water treatment processes to further enhance water quality for production operations, even when incoming water meets drinking water quality standards.

We define net water consumption as: Net consumption ($M^3$) = Total water intake ($M^3$) – Total water discharges/disposals ($M^3$).

During 2025, our operations required nearly 1.58 million cubic meters ($M^3$) of freshwater intake, down 62,292 $M^3$ (4%) from 2024. Total water discharged decreased by approximately 150,000 $M^3$ (20%) compared to 2024. Total net water consumption increased by approximately 9% in 2025. Of the water extracted in 2025, we consumed approximately 63% and discharged 37% back to the environment. The consumption estimate includes evaporative losses. Our decrease in total withdrawals, decrease in total discharges, and increase in net consumption speak to improved overall water-use efficiency. Our water use efficiency is seen in our normalized water metric (water intake/MM units of product shipped), which decreased by 2% from 2024. The charts show the absolute and normalized water intake and water consumption for 2022 through 2025.





INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

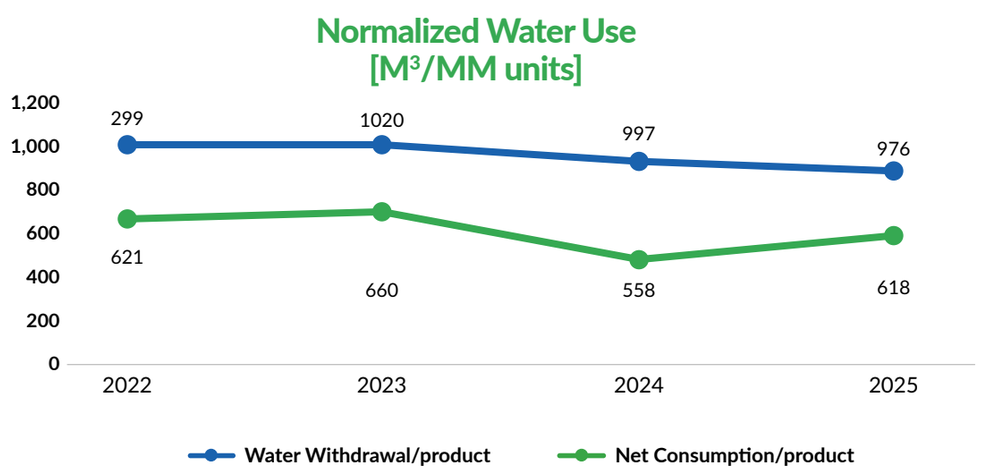
ENVIRONMENT

RESPONSIBLE SOURCING

DATA



We remain committed to identifying and implementing water conservation projects across our operations. Key initiatives include optimizing water reclamation and recycling systems and improving efficiency in our water-handling and treatment equipment, particularly in high-consumption facilities. In 2025, we implemented water management programs to minimize leaks and related water waste, as well as focused on maximizing water efficiency and reclaim initiatives. We continue to explore projects that will significantly reduce overall water consumption while also implementing smaller site-level improvements that contribute to our ongoing water-minimization efforts. However, we also realize that to maintain product quality and meet regulatory wastewater discharge limits, there is a limit to how much water we can remove from our operations. In 2026, we plan to evaluate other water goals apart from simple use reduction.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

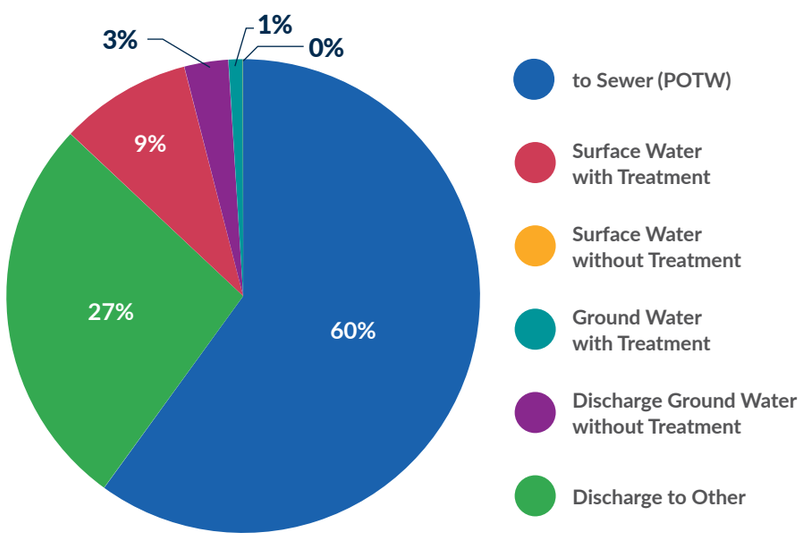


## WASTEWATER DISCHARGES

Our operations generate and discharge industrial and sanitary wastewater, which may impact water quality in receiving water bodies. More than 97% of our wastewater is discharged to local municipal wastewater treatment plants, transported off-site for appropriate disposal, or treated on-site before being discharged. The remaining 3% consists of clean water discharge, including fire system water, landscape irrigation, condensate, or other uncontaminated water.

Approximately 87% of our wastewater is treated off-site by third parties by being discharged directly to a public treatment works facility for further treatment, hauled to an off-site facility for further treatment prior to discharge, or discharged to off-site evaporation ponds with no direct discharge.

### 2025 Wastewater Distribution [%]




Process wastewater is managed in accordance with permits issued by the appropriate local jurisdiction and treatment authorities. At about one quarter of our locations, specific wastewater streams, such as high-strength biochemical oxygen demand or surfactant streams, are segregated, collected, and transported off-site to an appropriate treatment facility when the local wastewater authority is unable to receive the discharges. Priority treatment (or pre-treatment) of our wastewater varies by facility, process, and local regulation. Common pre-treatments may include pH adjustments, solids removal, metals removal, and organics reduction.

Our Old Fort, OH, facility is our only facility with a direct industrial wastewater discharge (i.e., wastewater is discharged directly into a stream or other receiving body). This facility manufactures sodium bicarbonate and other products. Under the USEPA Clean Water Act, Categorical Pre-Treatment regulations, the sodium bicarbonate manufacturing process is considered a “zero discharge” process. All wastewater impacted by sodium bicarbonate is recovered and reused in the sodium bicarbonate process or in other productions. The Old Fort facility treats and discharges sanitary and general wastewater (e.g., from mechanical systems, non-contact cooling, and other non-sodium bicarbonate processes). Treatment processes include filtration, settling, pH adjustment, and microbial disinfection (for sanitary waste). The discharges are permitted by the state environmental regulatory authority and include regular monitoring of wastewater parameters for compliance with established limits. Parameters include flow, color, dissolved oxygen, solids, nitrogen, fecal coliform, chlorine residual, chemical and biological oxygen demand, oil and grease, and pH. No permit excursions occurred in 2025.

In 2025, the Old Fort facility discharged 53,443 $M^3$ of treated wastewater to the Sandusky River. The lower Sandusky River is classified as an Ohio Scenic River. Our updated facility discharge permit issued in 2023 includes certain new more restrictive discharge limits that must be met by 2027. We are currently studying options to ensure we are able to meet those criteria before the compliance date.

As a result of on-site treatment, pre-treatment, and off-site treatment of our wastewater, discharges from our operations do not significantly affect water quality in any receiving bodies of water.

# WATER CONSERVATION PROJECTS

## Water System Monitoring, Maintenance, and Repair

Several water system repairs and upgrades were performed in 2025 to address leaks from valves and other water-handling equipment deficiencies identified in our plants. We believe that continuing to bring specific focus to these programs to eliminate unnecessary water loss contributed to our decreased water intake in 2025. We estimate that as much as 15,000 $M^3$ savings may have been achieved in 2025. As part of our continuous improvement efforts under our Green & Lean program, we are implementing more detailed water use monitoring and metering to better understand our water use and more quickly detect deviations due to leaks or other water system malfunctions, thereby minimizing unnecessary losses.

## Condensate System Optimization

We continued to undertake projects to assess and optimize steam condensate within our processes. Minimizing condensate flow to the drain and optimizing recovery due to these projects is expected to result in additional savings of approximately 7,000 $M^3$ annually as well as improve boiler energy efficiency.

## Modifying Water Use Practices

We continue to examine and improve our overall water use practices and efficiency. These actions include scheduling production in batches to reduce cleaning and changeovers, modifying cleaning practices to require less de-ionized water (resulting in less frequent system cycling and reject water), and finding alternate uses for “clean” wastewater.



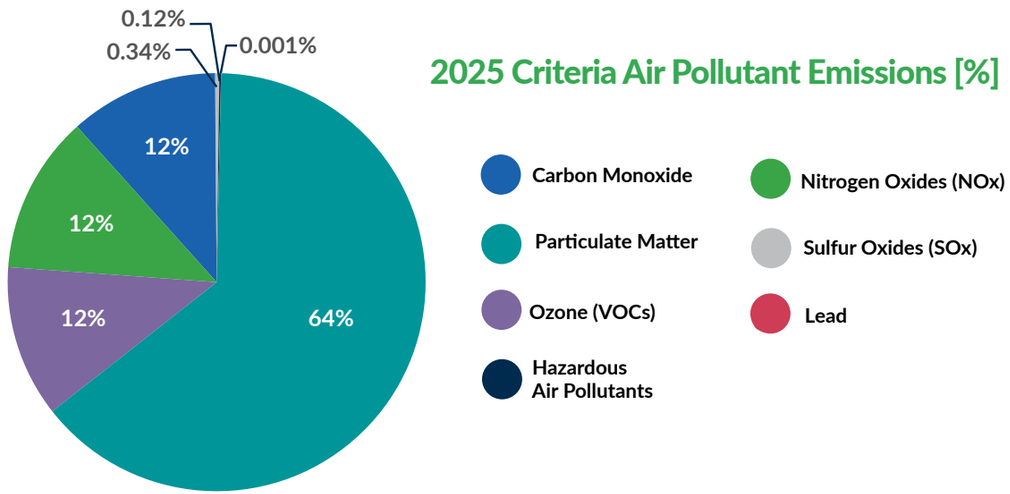
# WASTEWATER RECOVERY

We continue to explore opportunities to recover wastewater streams. Many of our existing production processes incorporate water reclamation systems, such as in the manufacture of baking soda and laundry detergent. We have had some small-scale successes in 2025, but business changes, product quality concerns, and technical issues with wastewater reclaim treatment have prevented identification of additional large-scale water reclaim implementation in 2025. We continue to evaluate these and similar options in 2026.

# AIR EMISSIONS

Beyond GHG emissions, which are discussed in the **Climate Resilience** section, several of our facilities are required to monitor and report on specific air emissions in compliance with facility air permits and regulatory requirements.

The chart below represents the breakdown of Criteria Air Pollutant emissions as defined by the USEPA for those facilities that are required to track or report air emissions. In 2025, our total reported air emissions of criteria pollutants were approximately 307 tons with 64% being particulates.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



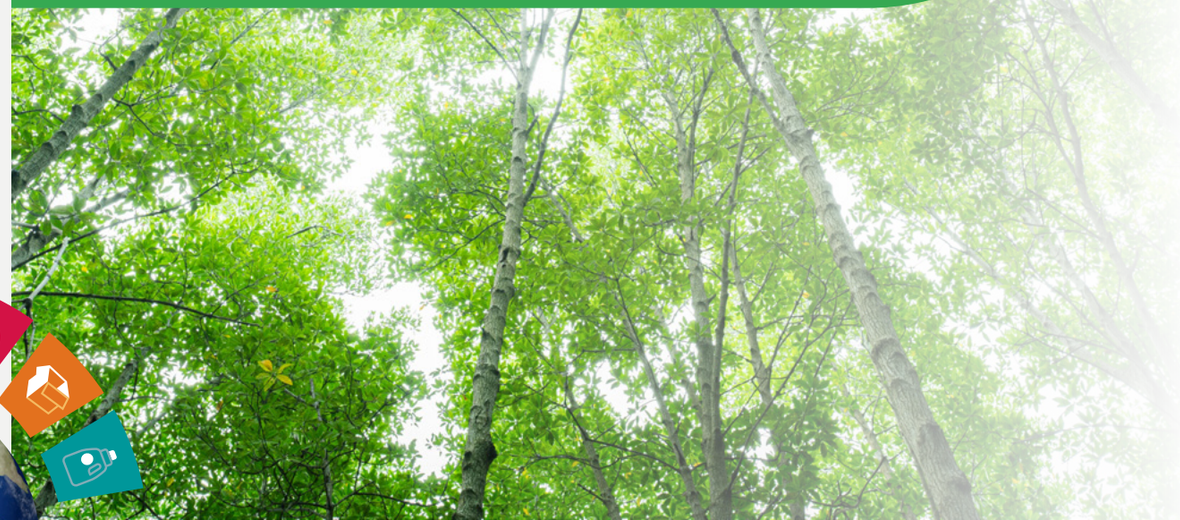


CDP

DRIVING SUSTAINABLE ECONOMIES

CDP is a nonprofit organization that operates a global disclosure system to provide consistent reporting of key environmental impacts.

Visit website to learn more



# CLIMATE Resilience

Scientific assessments indicate that greenhouse gas emissions may contribute to increased environmental and economic risks. We evaluate these potential risks and opportunities to guide improvements in resource efficiency and operational performance. We actively monitor climate-related risks and opportunities, including emerging regulations, extreme weather events, and shifting market dynamics. Additionally, we engage with our stakeholders to understand and align with their sustainability expectations, including those related to climate.

Many of our stakeholders are becoming increasingly attuned to these issues. Our customers and consumers are demanding greater transparency regarding our efforts to mitigate climate-related impacts. To support this, we align with the Task Force on Climate-Related Financial Disclosures (TCFD) framework and report with reference to the Global Reporting Initiative (GRI) Standards. We also respond annually to CDP Climate Change, Water, and Forests Questionnaires, and routinely engage our stakeholders to address their sustainability and climate concerns.

More details on our climate program are available in our 2025 CDP Response, a copy of which is available on our website. In 2025, we received an A- climate score from CDP. We conduct a thorough year-over-year analysis to identify our strengths and areas for improvement to enhance our program and reporting. Moving forward, we will continue refining our climate strategy to drive continuous improvement and align with CDP's climate-related priorities and expectations.

The following disclosures regarding governance, strategy, risk management, and metrics and targets are intended to align with TCFD's recommended disclosure framework. For more information on the specific TCFD disclosures, refer to the Task Force On Climate-Related Financial Disclosures – Index on page 101 of this Report.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



# GOVERNANCE

At Church & Dwight, we recognize the importance of improving resource efficiency, increasing renewable energy use, and reducing carbon emissions. To meet this need, we incorporate the management of climate-related risks and opportunities into our business strategy to drive continuous improvement of our sustainability approach and performance.

- **Our Board of Directors**, acting principally through its Governance, Nominating & Corporate Responsibility Committee, oversees our Sustainability Program and efforts, including our climate-related strategies and initiatives. This framework for Board oversight is designed to facilitate the integration of sustainability risks and opportunities, including those related to climate, into our overall strategic processes.
- **The Governance, Nominating & Corporate Responsibility Committee** meets at least quarterly and reviews the performance of our Sustainability Program.
- **Our Corporate Issues Council** (the "Council"), comprised of senior executives representing all our key functional areas, meets regularly throughout the year, guides the integration of sustainability with all parts of our business, and drives continuous improvement in our sustainability approach and performance. The Council takes the lead in defining and implementing our sustainability strategies across the six pillars.
- **Our Environmental & Safety Operations Department** monitors climate-related issues, such as emerging regulations, extreme weather events, business continuity, and shifting market dynamics on an ongoing basis, and raises any significant issues and risks with the Council. The Council in turn evaluates and discusses the most significant sustainability issues, risks, and opportunities we face (including climate-related issues) and the functions within the company that should be accountable for them.
- **Stakeholder issues** are included on the agenda for each of the Council's meetings. Sustainability issues raised by investors and other stakeholders are reviewed with the Governance, Nominating & Corporate Responsibility Committee at each of its meetings.
- **The Executive Vice President and General Counsel**, who is a member of the Council, meets regularly with the Governance, Nominating & Corporate Responsibility Committee, together with subject matter experts from the Council, to review the performance of our Sustainability Program, opportunities for improvement, and the status of execution against program priorities.

Through our executive-level management and Board oversight approach to sustainability and performance, our understanding of our full carbon footprint continues to improve as we develop more robust governance processes and build upon our engagement opportunities throughout our operations. Please see **Governance** on page 12 of this Report for further details about our governance practices.



## STRATEGY

Stakeholder input and recognized climate and sustainability frameworks continue to guide our climate resilience strategy. We evaluate the management of our climate-related risks and opportunities using frameworks such as the Global Reporting Initiative (GRI) Standards, the Task Force on Climate-related Financial Disclosures (TCFD), and the Science Based Targets Initiative. Our approach is also informed by evolving climate-related regulatory requirements, such as the E.U. Corporate Sustainability Reporting Directive (CSRD), and California's SB 261 and SB 253 climate disclosure laws. While the timing and scope of certain regulations continue to evolve, these frameworks collectively inform how we assess our GHG emissions, identify decarbonization opportunities, and transparently report progress.

Our climate strategy is aligned with our science-based targets, validated by the SBTi in 2022, which defines our long-term emissions reduction pathway. These targets are complemented by operational initiatives and interim goals designed to support near-term emissions management and progress toward decarbonization. Together, these efforts guide how we prioritize investments, evaluate operational changes, and engage our value chain.

We address the potential impacts of long-term environmental and weather-related risks on our business through strategic planning, operational risk management, and product design. Physical climate risks, such as extreme weather events, water scarcity, and increased temperatures, may impact our operations, supply chain, and the availability of agricultural and other natural resources. To enhance resilience, we develop products with improved carbon or water footprints, such as concentrated laundry detergents, and continue to evaluate opportunities to reduce the environmental impacts associated with product use.

Our operational decarbonization approach includes a combination of emissions reduction initiatives, renewable electricity procurement, and the use of verified carbon credits to address remaining emissions in the near term, while continuing to evaluate decarbonization engineering efforts for long-term carbon reductions.



The Council oversees our climate resilience strategy, which focuses on:

- Reducing and offsetting Scope 1 and Scope 2 carbon emissions associated with our owned and controlled operations; and
- Reducing Scope 3 carbon emissions associated with our value chain through supplier engagement and collaboration.

As part of our science-based targets (SBTs), we have committed to engaging suppliers representing 75% of our Scope 3 emissions, covering purchased goods and services, capital goods, and upstream transportation and distribution, to encourage the establishment of supplier science-based targets by 2026.

For information about the ongoing implementation of our climate strategy, see the **Progress** section.



## MITIGATING OUR OPERATIONAL EMISSIONS

To achieve our climate-related goals and improve our operations, we reduce our carbon emissions through energy efficiency and carbon reduction projects, renewable energy credits, and on-site solar/renewable energy projects. We also offset our emissions through initiatives such as tree planting projects and similar verified carbon credit programs.

As we strive to mitigate the emissions from our operations, we employ parallel strategies, including seeking "bottom-up" carbon-reduction opportunities and efficiency projects developed and implemented at the plant level. At the same time, we retain external decarbonization and engineering expertise to assess larger-scale projects that can reduce significant carbon emissions, such as carbon process intensity improvements, energy/heat recovery, use of alternate fuels, or carbon capture. We maintain our focus on our larger GHG-emitting operations. In 2025, we completed the installation of the capture and reuse fugitive process emissions in our baking soda manufacturing at our Old Fort, OH, facility. We continue to implement energy minimization projects at the plant level while assessing engineering opportunities for additional projects to meet our SBTs, where feasible, subject to any cost and/or technical limitations that may prove some solutions impractical for near-term implementation.

## ADDRESSING EMISSIONS IN OUR VALUE CHAIN

As we evaluate and strengthen our supply chain to minimize disruptions, we also seek opportunities to streamline it and enhance resiliency. These efforts aim to reduce Scope 3 emissions by optimizing and minimizing the total distance traveled for material and product transportation. We also encourage our supply chain partners to develop and implement their own carbon reduction programs and goals. As a Supply Chain Member of CDP, we engage our primary suppliers (by spend) to encourage them to set and disclose carbon reduction targets and strategies, enabling better tracking of carbon removal in our supply chain.

We invest in research and development for new products and packaging formulated to minimize water and energy use, reduce package weight, and increase packaging recyclability — all of which help reduce our Scope 3 emissions by reducing resource use and consumer waste. Scope 3 emissions associated with our products are the result of activities from assets not owned or controlled by us, but that our organization indirectly impacts either in the upstream supply of materials and resources or in the downstream distribution and use of our products (i.e., our "value chain"). Product innovation efforts include seeking non-plastic alternatives and reducing plastic weight, where possible; increasing plastic recyclability and circularity through plastic component simplification and consumer education; and increasing the amount of Post-Consumer Recycled (PCR) plastic in our packaging. Additional information regarding these and similar product initiatives is discussed in the **Packaging**, **Products**, and **Our Brands** sections of this Report.





INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## SCENARIO ANALYSIS

Our overall resilience strategy is designed to identify, assess, and respond to climate-related risks and opportunities, enhancing our capacity to recover from and adapt to physical environmental and weather-related impacts, and to respond effectively to related policy and market developments. Using climate scenario analysis, we evaluate how these factors could affect our business under a range of plausible future conditions. These insights influence many of the topics discussed in this Report, including responsible water stewardship, reducing packaging waste, encouraging suppliers to produce ingredients more sustainably, and addressing the impacts of our operations as we innovate for greater efficiency and value creation. Our approach emphasizes both climate-related risks and opportunities, which are incorporated into our operations and business strategy at various levels.

In 2025, we conducted our first scenario analysis, facilitated by an independent external consultant, to identify and evaluate climate-related risks and opportunities most likely to have a material financial impact on our business. The assessment considered climate-related physical risks, as well as climate-related transition risks and opportunities, and leveraged industry-accepted methodologies across multiple time horizons in alignment with the TCFD framework. We evaluated our key manufacturing sites, including critical logistics and value chain locations that could have a significant impact on our business if there are long-term disruptions. The use of scenarios allows us to assess how these risks and opportunities may evolve in a future with uncertain climate and policy conditions.

To assess resilience under a range of plausible climate futures, the analysis incorporated both lower- and higher-emission pathways, including Shared Socioeconomic Pathways (SSPs) established by the Intergovernmental Panel on Climate Change (IPCC) and scenarios developed by the International Energy Agency (IEA). The scenario analysis also assessed potential impacts across short-, medium-, and long-term time horizons.

- **Physical:** We evaluated SSP1-2.6, which represents an optimistic scenario that results in approximately 1.5–2°C temperature warming by 2100, as well as SSP3-7.0, which reflects a higher warming increase over 3.5°C by 2100 based on business-as-usual conditions that may have significant impacts from physical risks. We considered exposure to extreme weather events, water availability and quality, and other climate-related hazards that could affect operations and supply chains.
- **Transition:** We utilized IEA Stated Policies Scenario (STEPS), which incorporates current and announced policy measures to reflect warming levels associated with business-as-usual conditions, and the IEA Net Zero Emissions by 2050 (NZE) scenario, which represents an accelerated global transition to a low-carbon economy and aims to limit the temperature increase to 1.5°C. The evaluation of transition risks and opportunities covered evolving regulatory requirements, market and consumer shifts, decarbonization trends, and changes in energy systems.

Water-related risks and opportunities were specifically examined as part of the physical risk assessment. We annually review water risk exposure at our facilities using WRI Aqueduct location rankings to assess water capacity, availability, and quality, including consideration of other significant users supplied by our water sources or discharging to shared receiving waters. Outcomes from these assessments are used to prioritize location-level risks and inform water management initiatives, including the consideration of technologies to improve efficiency and stewardship.

The risks and opportunities identified through the scenario analysis aligned closely with those previously identified through our internal risk management processes. We plan to refresh our climate scenario analysis regularly to incorporate any changes to site locations and to reflect evolving climate science, regulatory developments, and business strategy.

# CLIMATE-RELATED RISKS AND OPPORTUNITIES

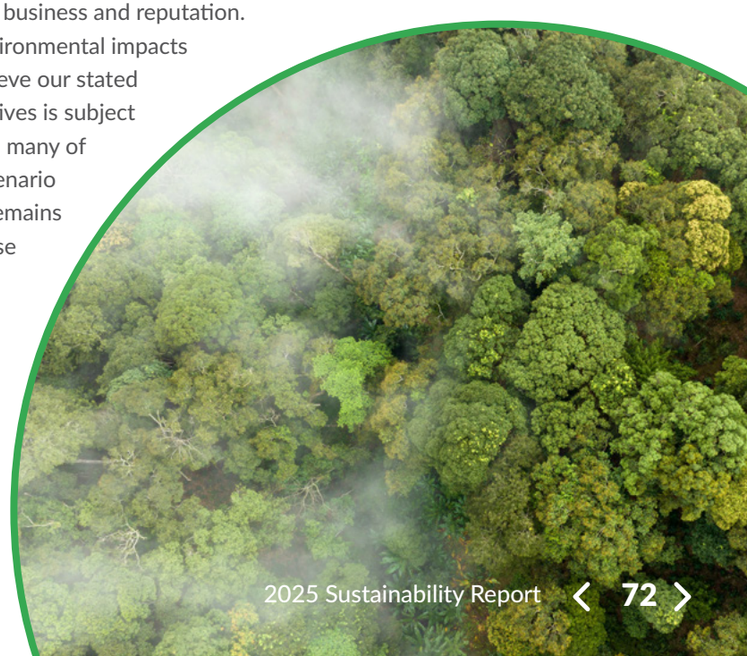
We identify, assess, and manage climate-related risks and opportunities through our enterprise risk management processes, which are informed by our climate scenario analysis. The results of our scenario analysis indicate that the climate-related risks facing our business are largely consistent with the environmental and operational risks disclosed in our Annual Report on Form 10K. Additional climate-related risks relevant to our business, as well as our management of these risks over the short, medium, and long term, are also discussed in our CDP report. This section highlights how those risks and related opportunities are expected to evolve over time under different climate transition and physical risk scenarios.

## Transition Risks

Under a business-as-usual pathway (IEA STEPS), transition risks are expected to remain limited through 2050. Under an accelerated transition (IEA Net Zero Emissions by 2050), transition risks become more pronounced — particularly from policy, market, and reputation factors — while also creating material opportunities for differentiation.

- **Policy and Legal:** To date, we have not identified any climate-related risks associated with actual or potential litigation against our Company. Sustainability-related legal and regulatory issues that could have a material impact on our business are evaluated through established governance processes, including review by the Council and involvement of the Law, Regulatory Affairs, and Environmental & Safety Operations departments.
    - **Current Regulations:** Our Environmental & Safety Operations Department maintains primary responsibility for evaluating the applicability of current climate-related regulations to our existing operations. For example, we track the applicability of GHG emissions reporting requirements at all our locations in the U.S. and elsewhere. All our U.S.-based operations are currently below the EPA 25,000 metric tons per facility GHG reporting threshold. The Law Department and Regulatory Affairs team evaluate impacts on a product level.
    - **Emerging Regulations:** Under an accelerated transition scenario, broader adoption of carbon pricing, enhanced disclosure requirements (e.g., CSRD-aligned reporting), and extended producer responsibility programs could increase compliance costs and operational complexity by the medium to long term (2030–2050). Scenario analysis indicates these risks are low under STEPS but moderate to high under NZE, particularly as regulatory coverage expands across jurisdictions.
- **Technology and Market:** Changes in technology, consumer preferences, and retailer expectations related to climate resilience could affect demand for certain products over time. Under a business-as-usual scenario, these impacts are expected to remain modest. Under an accelerated transition scenario, heightened focus on product carbon footprints and lifecycle impacts could create increased competitive pressure by 2030, particularly if lower-carbon alternatives gain market share more quickly.
- **Reputation:** Any failure to achieve our sustainability goals or to effectively respond to current and evolving legal, regulatory, or stakeholder expectations and requirements related to climate resilience could adversely affect our business and reputation. While we strive to minimize the environmental impacts of our operations, our ability to achieve our stated sustainability goal, targets, or objectives is subject to numerous factors and conditions, many of which are outside of our control. Scenario analysis suggests reputational risk remains low in the near term but may increase under an accelerated transition scenario as climate performance becomes a more important factor for customers, consumers, and sustainability-focused investors.





INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

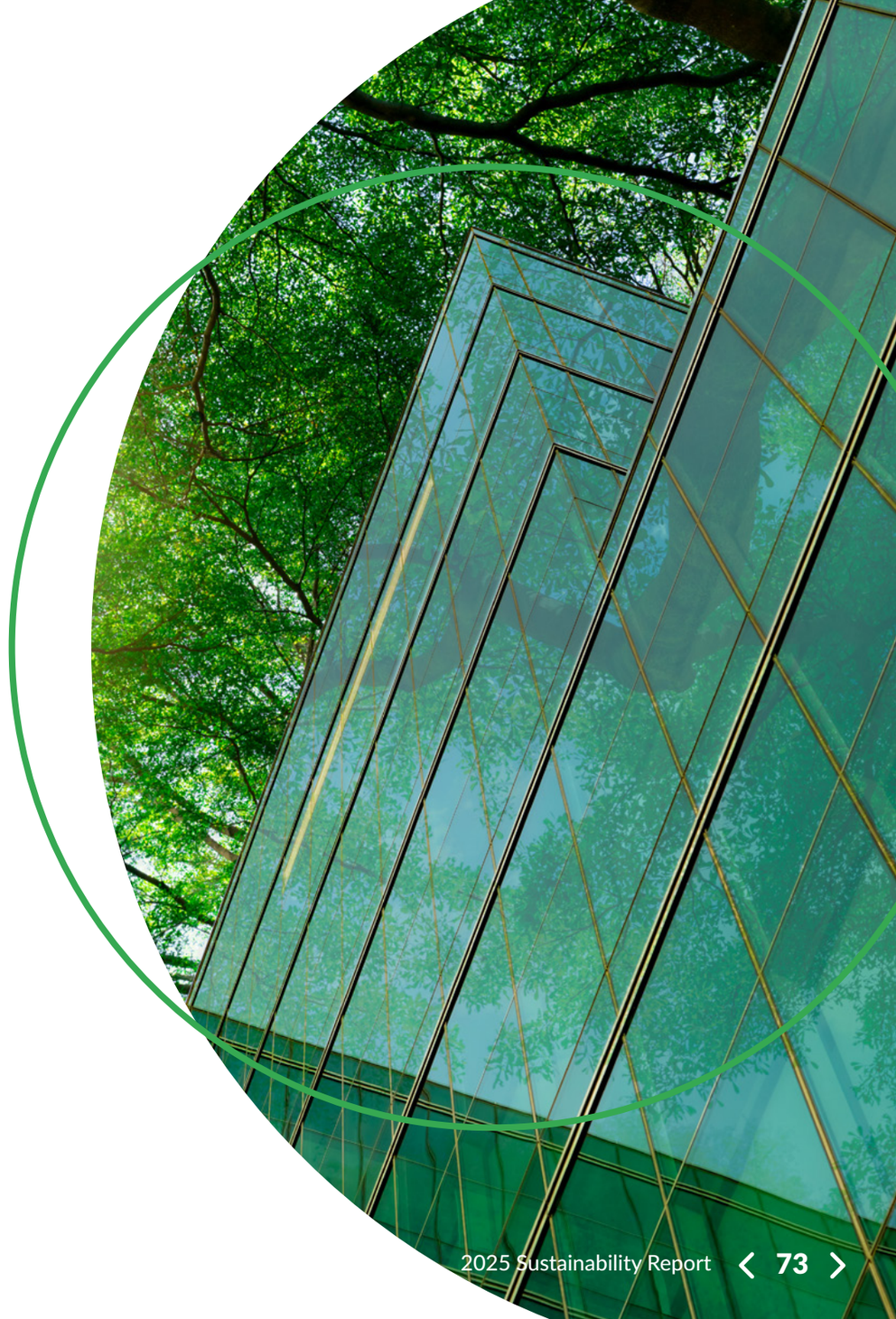
DATA

## Physical Risks

Physical climate risks are expected to intensify over time regardless of the transition pathway, with the most significant impacts emerging by 2050.

- **Acute:** We actively monitor climate-related hazards that could have acute impacts on our operations, such as severe weather events. Our climate scenario analysis indicates that pluvial flooding is projected to remain one of the most significant acute physical risks across many of our sites through 2050, with wildfire weather, extreme wind, and extreme heat emerging or intensifying at certain locations. These hazards could result in higher operating costs, asset damage, and supply chain disruptions. We maintain business continuity plans designed to be implemented in the event of a natural or man-made event. These plans are customized to address relevant concerns at each location. In addition, our supply chain relies upon the availability of shipping facilities to bring raw materials and intermediate goods into the U.S. In recent years, hurricanes and tropical storms have affected port operations, while severe weather and flooding in the central U.S. have disrupted rail service and chemical production. Such events pose potential business risks in the form of interruption to our raw material availability and ability to transport products. Reduced transportation or disruptions in our transportation network could adversely affect us.
- **Chronic:** Water availability is a significant factor for some of our manufacturing sites. Some of our products, such as laundry detergent and other cleaning products, contain water as an ingredient or require water for processing. Future water scarcity could result in increased operating costs for manufacturing these products or directly affect our ability to manufacture them, due to the inability to obtain necessary raw materials or insufficient water to operate our plants. Our climate scenario analysis indicated that water stress is projected to increase in certain regions by 2050 and may become one of the most significant long-term physical climate risks across portions of our asset base, potentially leading to higher utility costs or supply interruptions. Increased temperatures may also affect energy use, logistics, and certain temperature sensitive products.





## Climate-Related Opportunities

Our scenario analysis also identified opportunities that could enhance business performance, particularly under accelerated transition conditions.

- **Products and Services:** We continue to identify opportunities for new products and packaging formulated to minimize water or energy requirements in manufacturing or consumer use and increase recyclability of packaging. Examples of product improvements already implemented include concentration of laundry products and greater recyclability of our product packaging through How2Recycle® labeling. Our scenario analysis further indicates that evolving market expectations and increased demand for lower-carbon products may create additional long-term opportunities to innovate in packaging and manufacturing processes, particularly as low-carbon technologies mature and renewable energy availability expands.
- **Access to New Markets:** We recognize that our customers and consumers are increasingly demanding transparency regarding our efforts to mitigate our impact on the environment. For instance, many major retailers that sell our products request that their suppliers demonstrate GHG reduction initiatives, and we are responsive to their objective of reducing the carbon intensity of their supply chains. We discuss climate-related issues with our customers directly and through industry association reporting initiatives. We continuously strive to address customer and consumer concerns and perceptions about packaging materials, such as plastic packaging and its sustainability performance. In 2025, our continued efforts in key sustainability areas earned recognition from various third parties, as noted in this Report. Activities that help establish and improve this reputation enable us to maintain existing markets and expand into other markets and consumer segments where these ideals are valued. Our scenario analysis suggests that under more accelerated transition conditions, heightened retailer and consumer expectations regarding product carbon footprints may create additional competitive differentiation opportunities for companies that proactively reduce emissions and enhance transparency.
- **Resource Efficiency:** Reducing energy use reduces the costs associated with procuring and managing energy, materials, and water. Our near-term climate-related goal is for our operations to be carbon-neutral by 2025, achieved through energy savings projects, renewable energy credits, on-site green energy projects, and purchased carbon offsets. As part of this goal, our collective facility-level objectives are designed to reduce total energy consumption or, at a minimum, remain energy neutral on a year-to-year basis. To achieve this, certain plants have implemented a range of energy-efficiency projects. These efforts will be accelerated through our commitment to science-based targets. Our scenario analysis also identified moderate-to-significant long-term opportunities to further reduce energy use and carbon emissions in manufacturing and transportation, which may help mitigate potential exposure to future carbon pricing mechanisms and energy cost volatility.
- **Technology:** We have publicly stated GHG emission reduction goals. Various departments throughout the organization evaluate technologies that support those goals. This includes lighting efficiency or process equipment improvements that can reduce energy consumption, new energy-monitoring technologies that could create energy savings, and direct decarbonization opportunities. We continue to evaluate new technologies and their potential implementation in our processes. Examples include combined heat and power (CHP), carbon capture, process modifications, and heat recovery. Risks may arise if cost-effective technology is not available to continue reducing our energy consumption or carbon emissions in the future. Emerging technologies may improve our ability to achieve our goals. Scenario analysis indicates that continued advancement and broader deployment of low-carbon technologies may enhance our ability to decarbonize operations over time and support long-term operational resilience.
- **Supply Chain:** To improve our understanding of climate-related impacts in our supply chain, we have increased the level of engagement with contract manufacturers and suppliers. We regularly track and update our Scope 3 emissions estimate associated with our supply chain. We have partnered with CDP to enhance our engagement and expand the number of suppliers engaged in 2025. We are currently assessing responses from suppliers and refining our encouragement strategy with key suppliers on verifiable carbon-reduction goals. Our scenario analysis also indicates that collaboration with suppliers to reduce emissions may present long-term value creation opportunities, particularly as supply chain decarbonization becomes increasingly important to retailers, consumers, and other stakeholders.



INTRODUCTION

OUR BRANDS

PRODUCTS

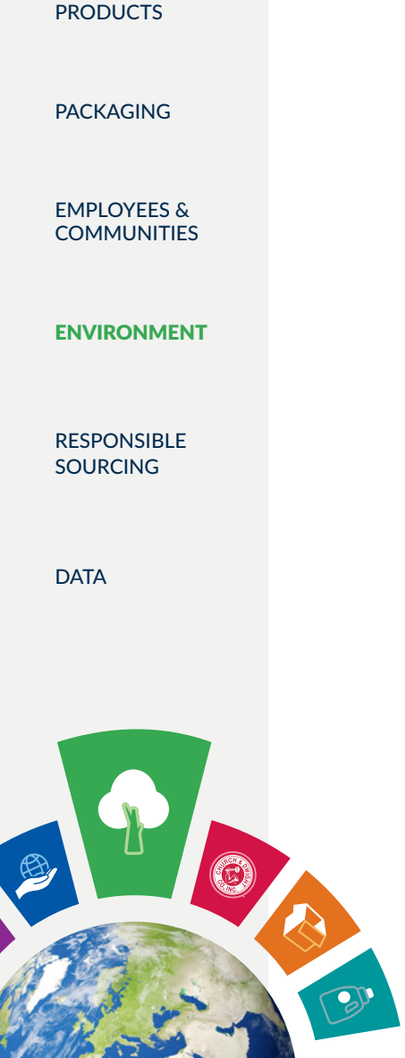
PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## RISK MANAGEMENT

At Church & Dwight, our Board-level committees oversee risk assessment and risk management responsibilities, with our Board of Directors overseeing the implementation of processes and findings. The Board's Audit Committee oversees our enterprise risk assessment program and our ethics and compliance program, which are both supported by our Internal Audit department. The Council oversees the assessment results and management efforts to incorporate risks into our business strategy.

Through our risk oversight teams, we manage alignment of climate-related risks and opportunities as part of our climate resilience strategy by assessing climate risks and reviewing our material issues. Our Internal Audit department administers an annual detailed Enterprise Risk Management assessment with management to identify and rank the most significant risks that affect us as a company, including consideration of many risks associated with companies in the consumer products industry. Formal alignment of the most significant risks occurs between the Board and executive management every other year and as changes in the risk environment necessitate. As a result of our risk assessment, our Internal Audit department annually prepares an Internal Audit project plan, which reviews activities directed to mitigate business and financial-related risks. This plan is subject to Audit Committee approval. Our Internal Audit Director meets quarterly with our executive officers to assess any changes in the magnitude of identified risks and the status of mitigation activities regarding the most significant risks. The Internal Audit Director reports directly to the Audit Committee of the Board of Directors.

To further track our risks and opportunities, we continually monitor stakeholders' perspectives to assess our material issues. Defining our material climate-related issues is an ongoing process influenced by the standards and guidelines of GRI, SASB, TCFD, ISSB, and our stakeholders. The Council facilitates the review of our material climate-related issues, identifies stakeholders' sustainability concerns, and prioritizes related risks and opportunities relative to impact and likelihood. Stakeholder sustainability issues are included on the agendas for Council meetings as they arise, and sustainability issues raised by investors and other stakeholders are reviewed with the Board's Governance, Nominating, & Corporate Responsibility Committee at all meetings.



On an asset level, facility managers are responsible for understanding and addressing site-specific risks such as extreme weather event frequency, supply disruptions, or changing water/wastewater utility limitations or requirements. Facility managers also ensure that plans and procedures are in place to mitigate such risks through both a documented site business disruption continuity plan and long-term strategic business plan. Facilities can access corporate-level assistance and resources for support as needed.

# METRICS AND TARGETS

GHG emissions are generated across our value chain, including raw materials production, transportation, product distribution, and product use. We track a range of emissions and energy metrics to measure progress against our SBTs and to manage operational performance across our facilities. This includes energy use and Scope 1 and Scope 2 GHG emissions associated with our operations, as well as Scope 3 emissions from transportation and other activities.

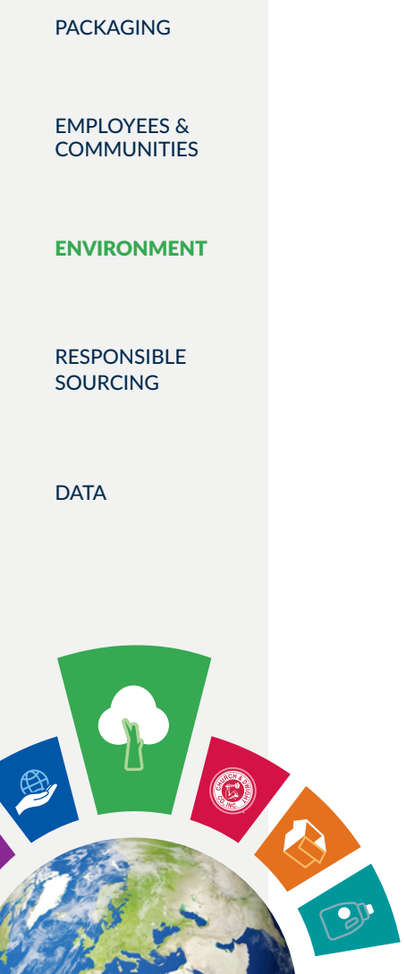
Our primary climate targets are our SBTs, which are supported by additional operational goals and performance metrics.

## Science-Based Targets (SBTi-validated)

- Reduce absolute Scope 1 and Scope 2 GHG emissions 46% by 2031 from a 2020 baseline
- Continue to annually source 100% renewable electricity for operations under our control through 2030
- Engage suppliers representing 75% of Scope 3 emissions, covering purchased goods and services, capital goods, and upstream transportation and distribution, to establish their own SBTs by 2026

## Supporting Operational Climate Goals

- Maintain carbon-neutral operations for owned and controlled global operations through a combination of emissions reductions, renewable electricity procurement, and the use of verified carbon credits for residual emissions within our targeted GHG emissions scope. This scope includes Scope 1, Scope 2, and selected Scope 3 categories — specifically, finished goods transportation and business travel in North America.
- Continuously improve energy efficiency and emissions intensity by reducing normalized performance metrics, including an annual reduction in targeted GHG emissions per million units of product shipped. Normalized metrics are used internally to assess efficiency trends and operational improvements, but are not part of our SBTi-validated targets.







## Emissions Inventory

Our targeted GHG emissions inventory includes those emissions over which we have direct control. This includes:

- Scope 1 direct emissions from our operated facilities
- Scope 2 indirect emissions from our operated facilities (primarily electricity and steam purchases)
- Scope 3 emissions associated with the transport of our finished products to our first point of customer contact in the U.S. and Canada and corporate business travel (referred to as our “targeted Scope 3 emissions”)

We also quantify and track additional Scope 3 categories in our inventory, including emissions from operations in our supply chain not owned or controlled by us and emissions from our products. The table to the right shows the Scope 3 categories included in our analysis and if they are considered relevant (>1% of total):



| Category | Status |
|---|---|
| 1) Purchased goods and services | Relevant, calculated |
| 2) Capital goods | Not relevant, included in Cat 1 above |
| 3) Fuel and energy-related activities | Relevant, calculated |
| 4) Upstream transportation and distribution | Relevant, calculated |
| 5) Waste generated in operations | Not relevant, calculated |
| 6) Business travel | Not relevant, calculated |
| 7) Employee commuting | Not relevant, calculated |
| 8) Upstream leased assets | Not relevant, not applicable |
| 9) Downstream transportation and distribution | Relevant, calculated |
| 10) Processing of sold products | Relevant, calculated |
| 11) Use of sold products | Relevant, calculated |
| 12) End-of-life treatment of sold products | Relevant, calculated |
| 13) Downstream leased assets | Not relevant, not applicable |
| 14) Franchises | Not relevant, not applicable |
| 15) Investment | Not relevant, calculated |
| Other (upstream) | Not relevant, not applicable |
| Other (downstream) | Not relevant, not applicable |

We update our Scope 3 emissions estimate based on the previous year's calendar data, and our most recent CDP Climate Change Response with this inventory can be found on our website. To improve our understanding of climate-related impacts in our supply chain, we have increased engagement with contract manufacturers, including select direct engagements and joining CDP as a Supply Chain member. In 2025, we engaged suppliers representing 80% of our Scope 3 Purchased Goods and Services emissions (based on 2024 estimate) through CDP to respond to both the CDP climate questionnaire and the water security questionnaire. We are currently reviewing the responses, evaluating the maturity of suppliers' climate efforts, and developing our 2026 strategy to engage and encourage suppliers based on relevance to the business.

The table on this page provides the most recent three years of data for our Scope 1 and 2 GHG emissions, as well as the targeted Scope 3 emissions we have incorporated into our GHG metrics and targets.

We have also included the total Scope 3 emissions estimate, calculated in accordance with the GHG Protocol's Corporate Value Chain Accounting Standard. These emissions were calculated in 2025 using 2024 supply chain activity data, the most recent available. We are in the process of updating our Scope 3 emissions inventory again in 2026 based on 2025 data. These results will be included in our 2026 CDP response.

The following chart provides our absolute and normalized GHG emissions. The normalized results provide an indication of GHG emissions relative to the production and shipping of products.



| GHG Emissions[1] | 2023 | 2024 | 2025 |
|---|---|---|---|
| Scope 1 [MT $CO_2e$] | 67,807 | 71,089 | 66,135 |
| Scope 2, Location-based [MT $CO_2e$] | 59,473 | 62,627 | 65,170 |
| Scope 2, Market-based [MT $CO_2e$] | 13,456 | 16,758 | 20,482 |
| Scope 1 + 2 (location-based) [MT $CO_2e$] | 127,280 | 133,716 | 131,305 |
| Targeted Scope 3 (North America transportation operations and air travel only) [MT $CO_2e$] | 178,467 | 177,679 | 173,128 |
| Total Scope 1, Scope 2 (location-based), and Targeted Scope 3 [MT $CO_2e$] | 305,747 | 311,394 | 304,433 |
| Scope 3 [MT $CO_2e$] (Excludes indirect emissions) | 2,107,123 | 2,030,075 | —[2] |
| Total Scope 1 + 2 + 3 [MT $CO_2e$] (location-based) (Excludes indirect emissions) | 2,234,403 | 2,163,791 | —[2] |
| Target GHG per product [MT $CO_2e$/MM units] | 197 | 189 | 188 |
| Target GHG per product [MT $CO_2e$/MM lbs shipped] | 53 | 53 | 54 |
| Target GHG per product [MT $CO_2e$/MM USD] | 52 | 51 | 49 |
| Scope 1 + 2 per product [Tonne $CO_2e$/MM units] | 82 | 81 | 81 |
| Scope 1 + 2 GHG per product [tonnes $CO_2e$/MM lbs shipped] | 22 | 23 | 23 |
| Scope 1 + 2 per product [Tonne $CO_2e$/MM USD] | 22 | 22 | 21 |

[1] Note that the reported GHG emissions for 2023 and 2024 have been adjusted to account for data corrections and updated emission-factor multipliers as described in our 2024 Sustainability Report.
[2] Total Scope 3 emissions for the reporting year are calculated after the date of publication and will be included in our 2026 CDP disclosure and the following year's Report. Scope 3 emissions are expected to be similar in magnitude to calendar year 2024.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

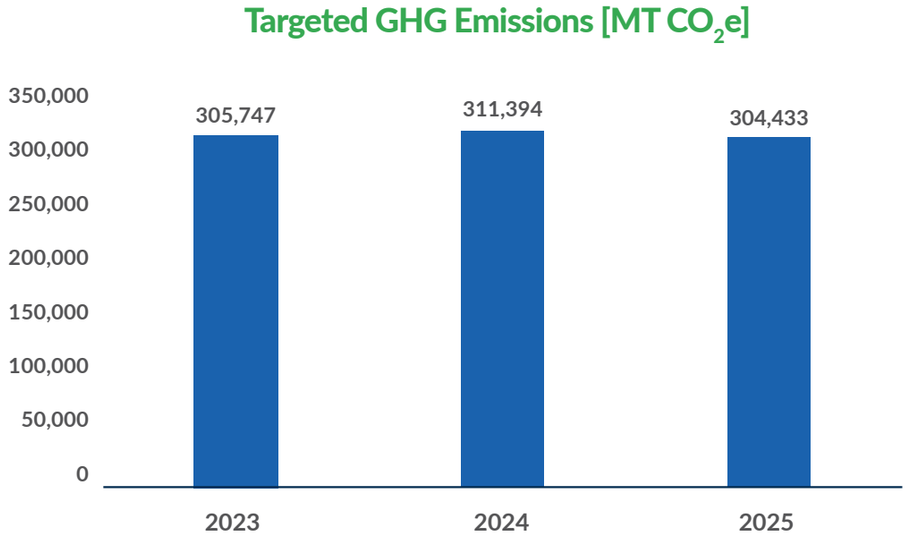
EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA






We aim to continually refine and expand data coverage for our GHG emissions inventory to accurately reflect our carbon footprint as our business evolves. In 2025, we initiated a re-baselining of our GHG emissions to account for methodology updates, acquisitions, and improvements in data quality. These changes help to enhance the accuracy of our inventory and better align it with GHG Protocol guidelines and SBTi standards. Following the recent divestment of the VMS group, we are continuing this re-baselining process.

# PROGRESS

## Supporting Operational Climate Goals

In 2025, 100% of our targeted GHG emissions (Scope 1, Scope 2, and targeted Scope 3) were either addressed through a combination of emissions reductions, renewable electricity (via RECs), and verified carbon credits for residual emissions. We continue our commitment to carbon-neutral operations for owned and controlled global operations, including 100% renewable electricity for operations under our control, while evaluating additional opportunities to further reduce our targeted GHG emissions.

Targeted GHG emissions normalized to million units of product shipped were also down by 1%. Additionally, Scope 1 + Scope 2 emissions normalized to million units of product shipped was flat compared to 2024. The data demonstrates that we are making limited progress, but we continue our efforts to remove carbon from our operations and improve efficiency.

## Science-Based Targets

Our science-based targets (SBTs) were validated by SBTi in July 2022. Based on our 100% renewable electricity through RECs, we use our Scope 2 market-based emissions and Scope 1 emissions to track our progress toward our Scope 1 and 2 SBTi-aligned target.

| Reference Year | Scope 1 Emissions (MT $CO_2e$) | Scope 2 Emissions - market based (MT $CO_2e$) | Total Emissions (MT $CO_2e$) |
|---|---|---|---|
| **2020** | 71,592 | 11,079 | 82,800 |
| **2025** | 66,135 | 20,482 | 86,611 |
| **Delta (%)** | -7.6% | +84.94% | 4.6% |



In 2025, we achieved an overall 2% reduction in our Scope 1 + Scope 2 (location based) greenhouse gas emissions compared to 2024. This was driven primarily by a 7% reduction in Scope 1 emissions, mostly due to reduced refrigerant losses, lower process $CO_2$ losses, and a slight overall reduction from fuel sources. Our Scope 2 market-based emissions increased by 4% year-over-year. This increase was attributable to higher purchased steam emissions, which were largely driven by production. These increases were partially offset by a 3% reduction in electricity-related emissions. Excluding purchased steam, overall energy remained flat to declining in 2025 (see Energy discussion below). In response to increased steam consumption, we are evaluating opportunities to improve steam-use efficiency to mitigate and minimize future emissions growth. Our targeted Scope 3 emissions were reduced by 3%. Our total targeted GHG emissions in 2025 (Scope 1 + Scope 2 + targeted Scope 3) decreased by approximately 3% compared to 2024, meeting our operational target to decrease or hold these emissions flat as part of the above described carbon-neutral target.

Our long-term decarbonization roadmap to reduce significant portions of our operational carbon emissions considers opportunities for Combined Heat and Power (CHP), process heat recovery, alternative energy, and carbon capture opportunities in our operations. In 2025, we completed the installation of a process to capture and reuse fugitive $CO_2$ emissions from our baking soda manufacturing process at our Old Fort, OH, facility. We are also moving forward with a portion of the plant-level energy conservation measures identified through our energy audit programs. However, implementation of other carbon-reduction projects has faced economic limitations and technological challenges, among other barriers. We are currently re-evaluating our SBT strategy, including re-baselining following the divestiture of our VMS product line in 2025. We expect to focus on multiple smaller projects to continue toward our reduction goals while we re-examine and redefine our decarbonization roadmap. We maintain a dedicated capital budget for local projects for energy and sustainability improvements to enhance our efficiency and reduce the energy intensity of our manufacturing programs.

## Maintain 100% Renewable Electricity for Operations under our Control

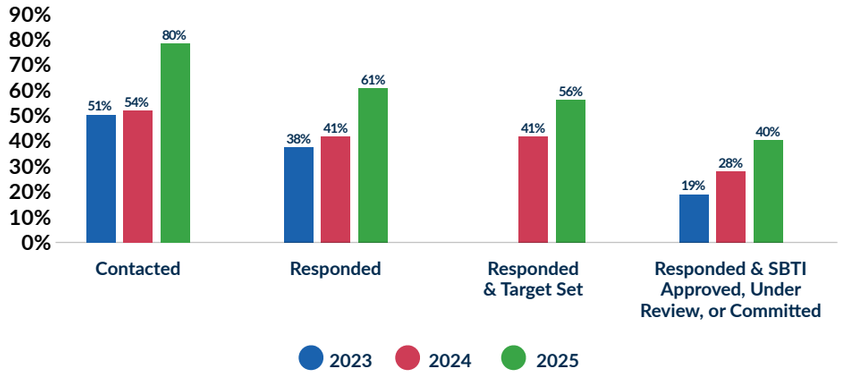
We used approximately 146,500 megawatt hours (MWh) of electricity in our operations in 2025. We generated approximately 475 MWh through on-site solar and purchased more than 157,000 MWh of RECs. We purchased sufficient RECs to ensure that 100% of our electricity came from renewable, low-emission sources in every region where we operate. The remaining market-based emissions included in this Report are emissions associated with purchased steam for our Green River manufacturing plant.

## Addressing Scope 3 Emissions in our Supply Chain

As part of our science-based targets, we have committed to addressing our Scope 3 emissions by engaging our supply chain partners to establish carbon reduction targets of their own by 2026. We identified suppliers that represent 75% of our Scope 3 in the purchased goods and services, capital goods, and upstream transportation and distribution categories. In 2023, we joined CDP as a Supply Chain member and encouraged 50 targeted suppliers to begin reporting their carbon performance through CDP. We expanded the number of suppliers engaged (and the total GHG emissions they represent) in both 2024 and 2025.

In 2025, we expanded the number of suppliers and related Scope 3 emissions covered by our CDP Supply Chain request to include nearly 200 suppliers and 80% of our Scope 3 Purchased Goods and Services emissions. We received responses to our CDP climate data request from 56% of the suppliers we contacted, representing 61% of our SBT-targeted Scope 3 emissions in 2024. Suppliers representing 56% of our Scope 3 target emissions report already having an existing GHG reduction target, with 40% SBT approved. We are presently reviewing those responses in detail to assess maturity of supplier climate efforts and planning ways to expand this engagement to more suppliers and encourage climate action in accordance with our SBT goal.

### % of Total Scope 3 Cat 1 & 2 Emissions Covered by CDP Engagement



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

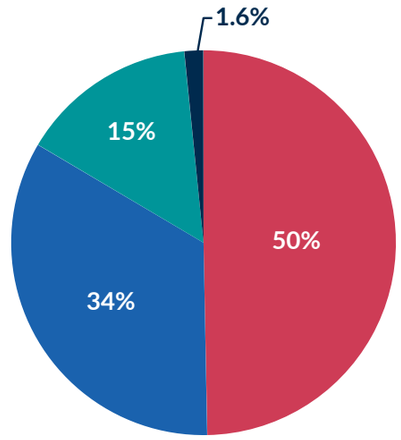
## ENERGY USE

Energy used in our operations is a direct contributor to carbon emissions. Energy is required in all phases of our operations from lighting offices, to burning fuels for heat or steam for processing, to charging electric fork trucks in our warehouses. We use both direct (on-site fuel combustion) and indirect (off-site electric or steam generation) energy sources in our business. Energy is also used outside our operations by third parties (not directly under our control) who provide raw materials and/or contract manufactured products. We currently track energy use within our operations from all of our company-controlled locations, including corporate administrative offices, research and development operations, manufacturing plants, and warehouse and distribution locations. We track energy consumption in terms of specific fuels, total energy (gigajoules equivalent for all fuel and electricity use), and our normalized energy consumption in gigajoules per million units of product shipped. Efforts to reduce energy usage, specifically natural gas, are a key element of our science-based target commitment to reducing GHG emissions. In accordance with our SBT commitment, 100% of our electricity is sourced through renewable sources by direct solar or RECs.

Natural gas is our primary energy source, consisting of 50% of total energy use in gigajoules, followed by electricity (approximately 34%) and purchased steam (approximately 15%). The remaining fuel sources including diesel, gasoline, and propane represent less than 2% combined.

In 2025, our total energy use was approximately 1.6 million gigajoules, which was up 2% compared to 2024, while normalized energy use was 961 gigajoules per million units shipped, which represents a 3% increase since 2024. Total energy use in gigajoules was up slightly in 2025 while the normalized metric of million units of product shipped was slightly lower, resulting in the increase trend, failing to meet our normalized reduction goal.

In 2025, total electricity use was down by 2% (including approximately 474,000 kWh of self-generated solar electricity), natural gas use was essentially flat (decreased by <1%), while purchased steam increased by 22% (based primarily on production). Implementation of several energy reduction projects has enabled us to minimize increases in our energy use.



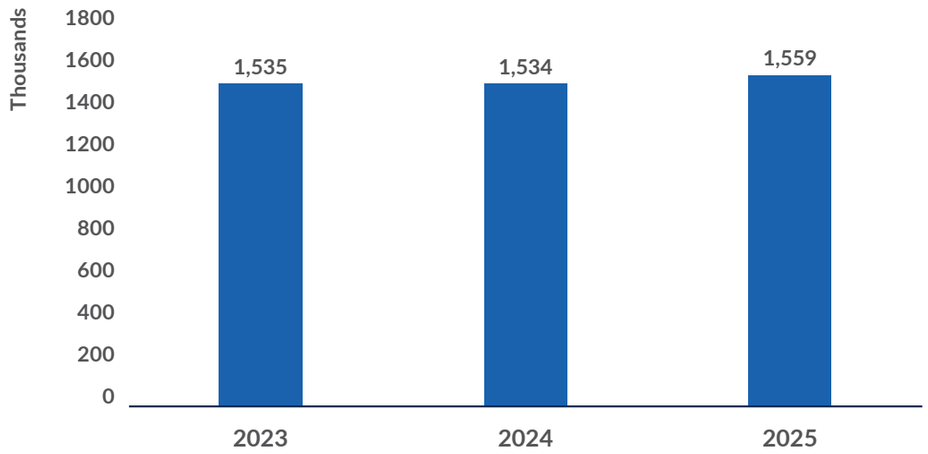

**2025 Energy Use (%)**

- Electricity
- Natural Gas
- Purchased Steam
- Ancillary Fuels (diesel fuel, fuel oil, gasoline, propane)

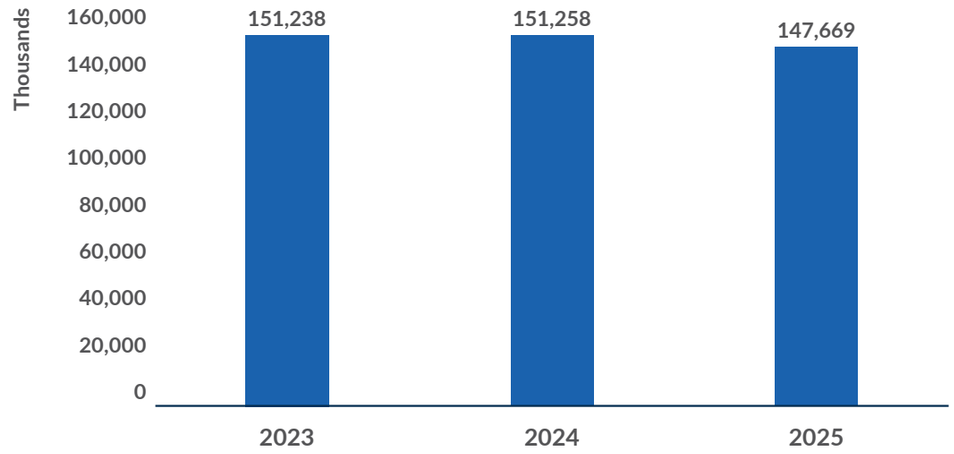
INTRODUCTION
OUR BRANDS
PRODUCTS
PACKAGING
EMPLOYEES & COMMUNITIES
ENVIRONMENT
RESPONSIBLE SOURCING
DATA



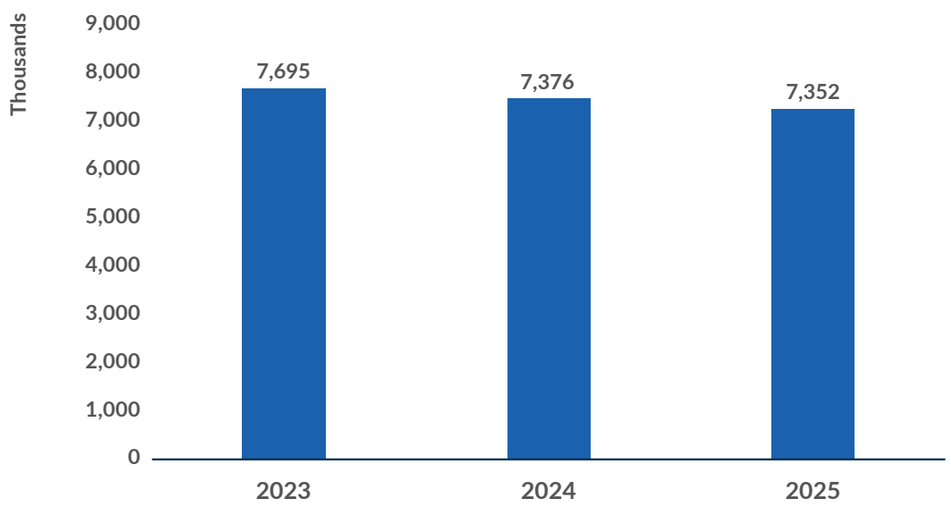
## Energy Consumption [GJ]



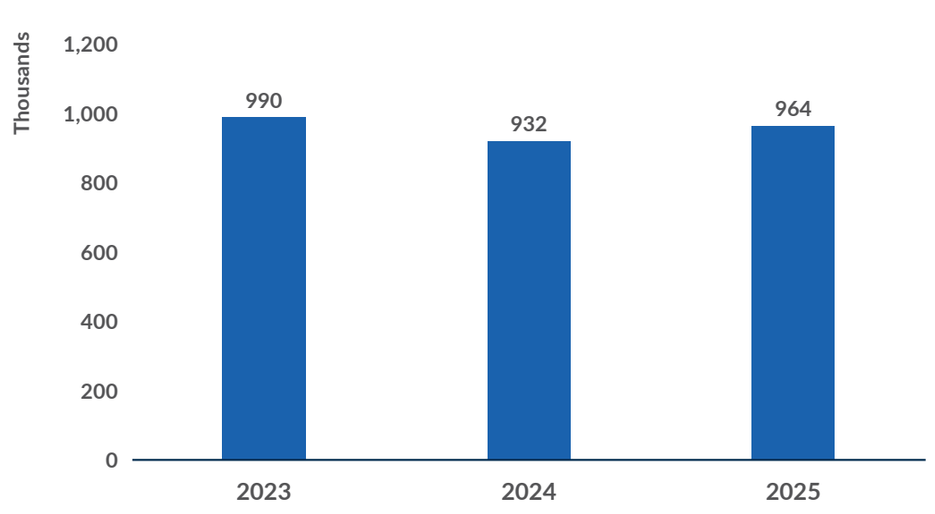

## Total Electric [kWh]




## Natural Gas [thm (U.S.)]




## Normalized Energy [GJ/MM lb]



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## TRANSPORTATION

To improve fuel efficiency, we ship a large portion of our freight by rail rather than trucks. When truck transportation is necessary, we partner with core transportation suppliers that actively implement various strategies and technologies to reduce their carbon footprint.

For example, more than 80% of our freight is transported by carrier(s) that have engaged (or have plans to engage) in one or more of the following:

- Expanded use of Zero-Emissions vehicles, including battery electric and hydrogen fuel cell technology;
- Deployment of advanced idle reduction technologies;
- Utilization of next generation clean diesel engines;
- Active partnership with EPA's SmartWay Program;
- Testing of Climate Battery Powered Auxiliary Power Units (APU), with expected improvements in reduced idle time, lower fuel consumption, and higher efficiency meeting thermal demands of the cab environment;
- Reduced maximum speeds of tractors by two miles per hour, which lowers wind resistance and emissions output;
- Field testing of new axle technology that disengages one of the two drive axles at highway speeds which results in lower torque and power requirements, allowing the engine to burn less fuel; and/or
- Implementing next generation tractor and trailer aerodynamic solutions.

In addition, 94% of our U.S. domestic carrier partners ranked by the amounts we paid to them in 2025 were certified members of the U.S. Environmental Protection Agency's SmartWay program, which helps companies advance supply chain sustainability by measuring, benchmarking, and improving freight transportation efficiency. We continue to explore opportunities to optimize transportation operations and encourage carriers to adopt zero and low emission technologies.



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



# PROCESS CARBON DIOXIDE ($CO_2$) CAPTURE

## Process Recovery and Reuse

Our Old Fort, OH, facility uses carbon dioxide as a raw material in the manufacturing process. A portion of the $CO_2$ is lost during processing. In 2023, we implemented a study to confirm the locations and concentrations of $CO_2$ losses in the process. The resulting process to capture a large portion of these fugitive $CO_2$ emissions became operational in October 2025. This process, plus other efficiency efforts, contributed to a 1,800 MT reduction in fugitive process $CO_2$ emissions in 2025. We expect a reduction of approximately 7,000 MT when operated for the full 2026 production year.

## Process Optimization

Several plants implemented process efficiency improvements, such as set-point changes for air systems, reduced temperature range settings, programs to more efficiently shut on and off idle process equipment, and improved weighing processes to hit production efficiency targets and minimize re-work. In total, we estimate these initiatives saved approximately 500,000 kWh in 2025.

## Operations & Maintenance

In 2025, we continue to improve our energy system operations and maintenance (O&M), specifically focusing on the implementation of operations and maintenance programs for our compressed air and steam distribution systems. We have expanded our investment in equipment to survey and detect air or steam leaks in our distribution systems using sound, temperature, and established programs to prioritize work orders to address identified leaks. In addition to O&M improvement, we made upgrades to our steam trap monitoring and condensate return systems at three plants. Based on system improvements, the increased number of repairs and reduced energy loss, we estimate that we saved approximately 5 million kWh across the organization in 2025.

## Updating Equipment

Several plants replaced older, obsolete equipment as part of our normal end-of-life replacement cycle. These included installing a new more efficient natural gas-fired boiler to replace an older dual natural gas/fuel oil-fired boiler, elimination of a steam chiller, and replacement of air compressors at several plants. These replacements saved an estimated 1.6 million kWh of energy in 2025.

# ENERGY AND GREENHOUSE GAS DATA VERIFICATION

We have again contracted an independent third party, SGS North America, to evaluate and assure that our 2025 GHG and energy data collection process and emissions calculations are rigorous, inclusive, and accurate. The resulting verification statement will be included within our annual CDP Climate Change Response.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA





## Committed to Improving our Supply Chain's Environmental, Social, and Ethical Practices

# RESPONSIBLE SOURCING

- Assess 100% of at-risk suppliers.
- Source 100% RSPO Certified Mass Balance palm oil ingredients by the end of 2025.
- Continue to purchase at least 97% of palm oil ingredients traceable to mills.
- Continue to manage our operations in a responsible and sustainable manner.

By upholding high ethical standards, continually evaluating our environmental impact, creating a safe workplace, and vigilantly maintaining our commitment to responsible sourcing, we have held our position as a trusted provider of household, personal care, and specialty products for over 170 years.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## Our supply chain is a significant part of our business, and more than half of our employees support its day-to-day operations.

We source from over 500 suppliers and contract manufacturers, the majority of which are located in North America. All of our employees and suppliers are expected to comply with our Global Operations Guiding Principles (the “Principles”), which are incorporated by reference into most of our supplier agreements.

The Principles address business ethics and compliance, anti-corruption measures, fair labor conditions, health and safety, and environmental stewardship, and reflect our commitment to internationally recognized standards and our support and respect for internationally proclaimed human rights. They are significantly aligned with the United Nations Declaration on Human Rights; the International Labor Organization’s 1998 Declaration on Fundamental Principles and Rights at Work; and the Labor Principles of the United Nations Global Compact.

The Principles are also significantly aligned with the Ethical Trading Initiative Base Code, the California Transparency in Supply Chains Act of 2010, the UK Modern Slavery Act of 2015, and the methodology and guidance documents provided by SEDEX, which provide a universally recognizable and common framework.

In 2025, we further educated our employees responsible for relationships with suppliers and contract manufacturers on potential Human Rights challenges in the supply chain and our Responsible Sourcing Program. We continued our relationship with AIM-PROGRESS, a forum of manufacturers and suppliers that promotes responsible sourcing practices, to help benchmark and provide industry guidance in support of our responsible sourcing journey. We worked with our supply base to onboard participating factories in at-risk geographies on the SEDEX platform.

We support the Transparency in Supply Chains Act of 2010 and the UK Modern Slavery Act of 2015. We conducted risk-based supplier audits against ISO Quality Standards and Food Safety Standards. Audits are conducted by our Quality Department and supplemented, as needed, by independent third parties. Suppliers found to be in violation of our Principles are subject to corrective actions, which may include follow-up audits and termination of business relationships.

We have Code of Conduct training that applies to all employees and directors. Any violation of applicable laws, our Code of Conduct, or our Principles by a Church & Dwight employee or supplier may result in disciplinary action, including termination of employment or business relationships. In 2025, we met our target and assessed 100% of our at-risk suppliers against safety, labor, environmental, and ethical standards.

Sedex®

SEDEX is one of the world’s leading ethical trade service providers, working to improve working conditions in global supply chains. It provides practical tools, services, and a community network to help companies improve their responsible and sustainable business practices, and source responsibly. Working with SEDEX enables companies to work together to better manage their social and environmental performance and protect people working in the supply chain.

Visit website to learn more

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA



## RESPONSIBLY SOURCING PALM OIL

While we do not directly buy or use palm oil or palm kernel oil in our products, some of our products — including animal feed, liquid laundry detergents, oral care, and feminine care products — incorporate palm oil derivatives. Although our use of palm oil derivatives is relatively low, approximately less than 1% of total direct materials spend, we recognize the palm oil industry has a significant impact on biodiversity, people, and communities. Accordingly, we strive to responsibly source palm oil derivatives in a manner that does not contribute to deforestation of high conservation value, high carbon stock forest and peatlands, or exploitation of people and local communities.

In 2025, we continued our membership with the Roundtable on Sustainable Palm Oil (RSPO) and completed our fifth Annual Communication of Progress (for 2024 results). We purchased approximately 4,600 tons of palm oil derivative raw material in 2025, a decrease from 6,900 tons purchased in 2024. While we are not RSPO Supply Chain Certified, nearly all of the palm oil derivative raw material volume we purchased in 2025 originated from one RSPO member supplier, which reported that this material is over 97% traceable to the mill level. Our supplier has also represented to us that all such palm oil derivatives have been produced in conformance with its "No Deforestation, No Peat, No Exploitation Policy." 100% of our palm oil derivative raw material volume was purchased in mass balance material, compared to 96% in 2024.

Due to the complexity of the palm oil derivative supply chain, the process of achieving traceability involves a number of companies at many tiers. Because our greatest opportunity to influence the supply chain is through our partnerships with our suppliers, our objective of surpassing 97% traceability to the mills is subject to change based on the progress of our suppliers. In addition to full traceability to mills, we support and encourage suppliers to achieve as much traceability to the plantations as possible and to comply with RSPO standards as they evolve.

### Beyond traceability, our more comprehensive Palm Oil Sustainable Sourcing Commitment expands the scope of our responsibility to help address the following specific sourcing practices:

- Ending our contributions to deforestation by conserving and protecting primary and secondary forests, High Carbon Stock[1] and High Conservation Value[2] forests across all supplier landholdings.
- Ending new development on peatlands, regardless of depth.
- Leveraging best management practices[3] for existing palm oil plantations on peat soils.
- Prohibiting the use of fire for preparation or clearing of land areas.
- Reducing greenhouse gas emissions from deforestation and existing operations.
- Complying with existing RSPO Principles and Criteria or other equivalent standards.
- Ending any exploitation of the rights of Indigenous peoples and local communities.

To accomplish these goals, we require our primary supplier to meet or exceed the standards set forth in its No Deforestation, No Peat, No Exploitation Policy, provide quarterly reports regarding its supply chain mapping, provide progress reports against the commitments set forth in its policy and meet or exceed RSPO standards for RSPO certification. From time to time, we may also further investigate various other approaches and tools that may be available to help us assess our supply chain.

## CONFLICT MINERALS

We are committed to preventing our products from including conflict minerals that have funded armed groups in the Democratic Republic of the Congo or an adjoining country. Any supplier found to be in violation of our policies is subject to corrective action, which may include termination of business.

## SUPPLIER DIVERSIFICATION

Established in 2019, our U.S.-based Supplier Diversity Program is intended to identify and competitively source from a variety of suppliers with the goal of expanding and diversifying our supplier base to increase competition for our business and strengthen our supply chains. Through the program, we engage in an inclusive selection process that includes, among other things, informing potential suppliers about opportunities to contract with Church & Dwight, providing broader access to suppliers to compete for our business, and hiring small and local businesses when they meet the needs of our business. All selection decisions are based on legitimate, non-discriminatory business justifications, such as total cost, quality, and service levels. In 2025, we continued to educate and collaborate with stakeholders throughout the organization on our Supplier Diversity Program.

[1] High Carbon Stock (HCS) forests as defined by the HCS Steering Group
[2] High Conservation Value (HCV) as defined by the HCV network: https://www.hcvnetwork.org/hcv-approach
[3] Best management practices covered by the "RSPO Manual on Best Management Practices (BMPs) for existing oil palm cultivation on peat"

INTRODUCTION

OUR BRANDS

PRODUCTS

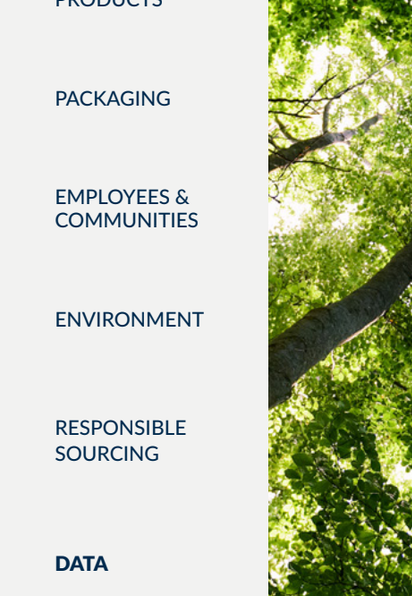
PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA





# ABOUT THIS REPORT

## This Report continues our commitment to transparently communicate our sustainability efforts.

This Report reflects our performance for the year ended December 31, 2025, along with prior data and information on changes to our operations, plants, and data collection process, where relevant. This Report also references 2025 initiatives planned at the time of publishing the Report. To lead the collection of information and the report preparation process, we assembled a team representing Environmental, Health & Safety, Finance, Human Resources, Law, Marketing, Operations, Procurement and R&D. Our executive leadership team has reviewed this Report and approved the material issues and other disclosures contained herein. For our 2025 energy and greenhouse gas (GHG) data, we have contracted with an independent third party, SGS North America, to evaluate and assure that our energy data collection process and emissions calculations are rigorous, inclusive and accurate. The resulting verification statement will be included with our annual CDP Climate Change Response.

The Report includes disclosures recommended by the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD), and the Global Reporting Initiative (GRI).

Employment and Environmental, Health, and Safety indicators include all our operated manufacturing and distribution facilities, our R&D Corporate Technical Center, and our corporate headquarters, with select smaller scale operations excluded. For more information on our company, joint ventures, and subsidiaries worldwide, please see our Annual Report on Form 10-K for the fiscal year ended December 31, 2025, on our corporate website (link below).

We welcome input from all stakeholders, including customers, consumers, shareholders, investors, nonprofit organizations, non-governmental organizations, neighbors, and employees, who seek to help us improve our business and Sustainability performance. Please send questions or comments about this Report to **sustainability@churchdwight.com**.

For all other inquiries, please visit **www.churchdwight.com**.

INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

**DATA**



# SUSTAINABILITY PERFORMANCE DATA

| INDICATOR | UNIT | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | GRI |
|---|---|---|---|---|---|---|---|---|
| **ENVIRONMENTAL** | | | | | | | | |
| Total Energy Use | Thousand GJ | 1,559 | 1,534 | 1,535 | 1,565 | 1,527 | 1,570 | 302-1 |
| Electricity | Thousand KWH | 147,669 | 151,258 | 151,238 | 150,083 | 152,743 | 154,506 | 302-1 |
| Natural Gas | DecaTherms (U.S.) | 735,169 | 737,574 | 769,474 | 799,805 | 794,320 | 823,036 | 302-1 |
| Propane | Pounds | 325,196 | 357,989 | 423,595 | 404,669 | 362,919 | 349,826 | 302-1 |
| Gasoline | Gallons | 2,851 | 3,240 | 4,291 | 3,327 | 2,975 | 3,861 | 302-1 |
| Diesel | Gallons | 114,836 | 113,357 | 121,227 | 126,729 | 86,262 | 101,784 | 302-1 |
| Purchased Steam | Short Tons | 88,931 | 72,760 | 58,505 | 47,924 | 46,917 | 48,102 | 302-1 |
| Energy Intensity | GJ/MM LBS SHP | 275 | 262 | 268 | 272 | 254 | 257 | 302-3 |
| Scope 1 (Direct) GHG Emissions | Metric Tons $CO_2e$ | 66,135 | 71,089 | 67,807 | 71,535 | 71,816 | 71,592 | 305-1 |
| Scope 2 (Energy indirect) [location-based] GHG Emissions | Metric Tons $CO_2e$ | 65,170 | 62,627 | 59,473 | 59,530 | 62,556 | 60,971 | 305-2 |
| Scope 2 (Energy indirect) [market-based] GHG Emissions | Metric Tons $CO_2e$ | 20,482 | 16,758 | 13,456 | 11,038 | 10,810 | 11,208 | 305-2 |
| Total (Scope 1 and location-based Scope 2) GHG Emissions | Metric Tons $CO_2e$ | 131,305 | 133,716 | 127,280 | 131,065 | 134,372 | 132,563 | |
| Targeted Scope 3 GHG Emissions (North America transportation operations and air travel only) | Metric Tons $CO_2e$ | 173,128 | 177,679 | 178,467 | 196,439 | 211,662 | 225,956 | 305-3 |
| Scope 3 GHG Emissions (Excludes indirect emissions) | Metric Tons $CO_2e$ | —[1] | 2,030,075 | 2,107,123 | 2,365,058 | 2,391,210 | 2,233,202 | 305-3 |
| Total Targeted GHG Emissions (Scope 1 + 2 [location-based] + 3 [North America transportation operations and air travel]) | Metric Tons $CO_2e$ | 304,433 | 311,394 | 305,747 | 327,504 | 346,034 | 358,518 | |
| Total GHG Emissions (Scope 1 + 2 [location-based] + 3 [Excludes indirect emissions]) | Metric Tons $CO_2e$ | —[1] | 2,163,791 | 2,234,403 | 2,496,123 | 2,525,582 | 2,365,765 | |
| Scope 1 + 2 GHG Emissions Intensity /product shipped | Metric Tons $CO_2e$/ MM LBS SHP | 23.1 | 22.9 | 22.2 | 22.8 | 22.4 | 21.8 | 305-4 |
| Scope 1 + 2 Total GHG Emissions Intensity /product shipped | Metric Tons $CO_2e$/ MM UNITS SHP | 81.2 | 81.3 | 82.1 | 80.6 | 85.3 | N/A | 305-4 |
| Total Targeted GHG Emissions Intensity (Scope 1 + 2 + 3)/product shipped | Metric Tons $CO_2e$/ MM LBS SHP | 53.6 | 53.2 | 53.3 | 57.1 | 57.6 | 58.8 | 305-4 |

[1] Total Scope 3 emissions for the reporting year are calculated after the date of publication and will be included in our 2026 CDP disclosure and the following year's Report. Scope 3 emissions are expected to be similar in magnitude to calendar year 2024.

# SUSTAINABILITY PERFORMANCE DATA (continued)

| INDICATOR | UNIT | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | GRI |
|---|---|---|---|---|---|---|---|---|
| ENVIRONMENTAL | | | | | | | | |
| Total Targeted GHG Emissions Intensity (Scope 1 + 2 + 3)/product shipped | Metric Tons $CO_2e$/MM UNITS SHP | 188 | 189 | 197 | 201 | 220 | N/A | 305-4 |
| Total Targeted GHG Emissions Intensity (Scope 1 + 2 + 3)/sales | Metric Tons $CO_2e$/MM U.S.$ Sales | 49.1 | 51.0 | 52.1 | 60.9 | 66.7 | 73.7 | 305-4 |
| Net Water Consumption | Thousand Gallons | 263,981 | 242,299 | 270,365 | 266,903 | 267,962 | 298,350 | 303-5 |
| Water Intake (Withdrawal) | Thousand Gallons | 416,921 | 433,377 | 417,696 | 441,231 | 470,304 | 495,187 | 303-3 |
| Water Effluent (Discharge) | Thousand Gallons | 152,940 | 191,078 | 147,331 | 174,328 | 202,342 | 196,837 | 303-4 |
| Water Intake Intensity/product shipped | Thousand Gallons/MM LBS SHP | 67.2 | 71.0 | 71.2 | 76.8 | 78.1 | 81.1 | 303-3 |
| Water Intake Intensity/product shipped | Thousand Gallons/MM UNITS SHP | 257.9 | 263.4 | 269.4 | 271.2 | 298.7 | N/A | 303-3 |
| Water Intake Intensity/sales | Thousand Gallons/MM U.S. $ sales | 67.2 | 71.0 | 71.2 | 82.1 | 90.6 | 101 | 303-3 |
| Total Waste Produced | Tons | 71,422 | 77,226 | 68,535 | 59,687 | 62,423 | 59,888 | 306-2 |
| Hazardous Waste Produced | Tons | 1,829 | 2,240 | 1,821 | 1,171 | 453 | 411 | 306-2 |
| Non-hazardous Solid Waste Produced | Tons | 20,660 | 24,127 | 18,608 | 19,022 | 19,663 | 17,763 | 306-2 |
| Wastewater Trucked for Off-site Disposal | Tons | 35,349 | 33,795 | 28,549 | 22,895 | 26,351 | 25,322 | 306-1 |
| Recycled Non-hazardous Waste Produced | Tons | 13,280 | 15,930 | 19,556 | 16,599 | 15,956 | 16,392 | 306-2 |
| Waste Produced Intensity/product shipped | Tons/MM LBS SHP | 12.6 | 13.2 | 11.9 | 10.4 | 10.4 | 9.8 | |
| Waste Produced Intensity/product shipped | Tons/MM UNITS SHP | 44.2 | 46.9 | 44.2 | 36.7 | 39.6 | N/A | |
| Waste Produced Intensity/sales | Tons/MM U.S. $ sales | 11.5 | 12.6 | 11.7 | 11.1 | 12 | 12.2 | |
| Environmental Penalties | U.S. $ | $0 | $2,000 | $750 | $0 | $1,000 | $3,375 | 2-27 |
| Total Reported Releases | Total | 3 | 0 | 0 | 2 | 1 | 1 | |
| Accidental Releases | Total | 3 | 0 | 0 | 1 | 0 | 0 | |
| Continuous Releases | Total | 0 | 0 | 0 | 1 | 1 | 1 | |



# SUSTAINABILITY PERFORMANCE DATA (continued)

| INDICATOR | UNIT | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | GRI |
|---|---|---|---|---|---|---|---|---|
| **ENVIRONMENTAL** | | | | | | | | |
| Total Employees | Total | 5,553 | 5,754 | 5,564 | 5,271 | 5,138 | 5,108 | 2-7 |
| Employees – Domestic (Within U.S.) | Total | 4,222 | 4,416 | 4,373 | 4,185 | 4,101 | 4,098 | 2-7 |
| Employees – International (Outside of U.S.) | Total | 1331 | 1,338 | 1,191 | 1,086 | 1,037 | 1,010 | 2-7 |
| Total Female Employees | Percent | 42 | 43 | 42 | 41 | 41 | 41 | 405-1 |
| Total Male Employees | Percent | 58 | 57 | 58 | 59 | 59 | 59 | 405-1 |
| Days Away, Restricted, or Transferred (DART) Rate (Global) | Recordable Incidents/100 FTE | 0.6 | 0.7 | 0.7 | 0.9 | 0.7 | 1.0 | 403-9 |
| **ECONOMIC** | | | | | | | | |
| Net Sales | Billions | $6.20 | $6.11 | $5.87 | $5.38 | $5.19 | $4.90 | 2-6 |
| Consumer Domestic Sales | Millions | $4,774.8 | $4,732.3 | $4,571.2 | $4,131.0 | $3,941.9 | $3,767.6 | 2-6 |
| Consumer International Sales | Millions | $1,129.4 | $1,071.5 | $975.7 | $896.1 | $912.2 | $828.2 | 2-6 |
| Specialty Products Sales | Millions | $299.0 | $303.3 | $321.0 | $348.5 | $336.0 | $300 | 2-6 |
| Employee Giving Fund Distributions | Millions | $1.3 | $1.3 | $1.3 | $1.2 | $1.2 | $1.1 | |
| Philanthropic Foundation Distributions | Millions | $1.1 | $1.3 | $.875 | $.915 | $1.0 | -- | |



# GRI INDEX

We align our sustainability reporting with the Global Reporting Initiative (GRI) Standards, an internationally recognized guidance for transparency in sustainability performance. The Index either includes the information directly or provides a reference to the relevant section(s) within this Report. We affirm through our "statement of use" that we have reported the information cited in this GRI content index for the period of January 1, 2025, through December 31, 2025, with reference to the GRI Standards. We used GRI 1: Foundation 2021, with no sector guidelines currently applying to the organization.

| GRI STANDARD | | SECTION (OR DIRECT INFORMATION) |
|---|---|---|
| GENERAL DISCLOSURES | | |
| THE ORGANIZATION AND ITS REPORTING PRACTICES | | |
| 2-1 | Organizational details | Church & Dwight at a Glance<br>HQ: Ewing, NJ, US |
| 2-2 | Entities included in the organization's sustainability reporting | Our data includes all operations under Church & Dwight control. A joint venture, Armand Products Company, is not included because we do not have operational control. See pg. 60 of our Annual Report (available at investor.churchdwight.com) |
| 2-3 | Reporting period, frequency and contact point | About This Report Frequency: Annual |
| 2-4 | Restatements of information | Historical data presented in this report, such as emissions data, has been restated relative to prior Company disclosures to reflect further refinement in data collection and data sources.<br>Climate Resilience – Metrics and Targets<br>Sustainability Performance Data |
| 2-5 | External assurance | About This Report |
| ACTIVITIES AND WORKERS | | |
| 2-6 | Activities, value chain and other business relationships | Church & Dwight at a Glance<br>Responsible Sourcing<br>Annual Report (available at investor.churchdwight.com) |
| 2-7 | Employees | Church & Dwight at a Glance<br>Employees & Communities<br>Sustainability Performance Data |
| 2-8 | Workers who are not employees | Employees & Communities<br>Sustainability Performance Data |



# GRI INDEX (continued)

| GRI STANDARD | | SECTION (OR DIRECT INFORMATION) |
|---|---|---|
| GOVERNANCE | | |
| 2-9 | Governance structure and composition | Governance<br>See the Corporate Governance section of our website<br>2026 Proxy Statement, pages 22-26 |
| 2-10 | Nomination and selection of the highest governance body | See our 2026 Proxy Statement, pages 30-32 |
| 2-11 | Chair of the highest governance body | Governance |
| 2-12 | Role of the highest governance body in overseeing the management of impacts | How we assess material issues |
| 2-13 | Delegation of responsibility for managing impacts | Governance |
| 2-14 | Role of the highest governance body in sustainability reporting | Church & Dwight at a Glance Responsible Sourcing<br>About This Report |
| 2-15 | Conflicts of interest | Social<br>See the Corporate Governance section of our website<br>See our Corporate Governance Guidelines |
| 2-16 | Communication of critical concerns | Social |
| 2-17 | Collective knowledge of the highest governance body | See our 2026 Proxy Statement, pages 9-21, 23 |
| 2-18 | Evaluation of the performance of the highest governance body | Governance<br>See the Corporate Governance section of our website<br>See our 2026 Proxy Statement, pages 9-12 |
| 2-19 | Remuneration policies | Governance<br>See the Corporate Governance section of our website<br>See our 2026 Proxy Statement, pages 51-74 |
| 2-20 | Process to determine remuneration | Governance<br>See the Corporate Governance section of our website<br>See our 2026 Proxy Statement, pages 51-74 |
| 2-21 | Annual total compensation ratio | Governance<br>See the Corporate Governance section of our website<br>See our 2026 Proxy Statement, page 89 |



# GRI INDEX (continued)

| GRI STANDARD | | SECTION (OR DIRECT INFORMATION) |
|---|---|---|
| STRATEGY, POLICIES, AND PRACTICES | | |
| 2-22 | Statement on sustainable development strategy | A Message from Our CEO<br>Our Sustainability Strategy |
| 2-23 | Policy commitments | Social<br>Responsible Sourcing<br>Safe & Effective Products<br>See our Anti-Human Trafficking & Slavery Disclosure Statement on our website |
| 2-24 | Embedding policy commitments | Governance |
| 2-26 | Mechanisms for seeking advice and raising concerns | Social |
| 2-27 | Compliance with laws and regulations | 2025 Environmental Citations & Penalties Surcharges<br>Sustainability Performance Data |
| 2-28 | Membership associations | Below is a list of the industry groups, trade associations, nonprofits and coalitions to which we paid in excess of $25,000 in 2025.<br><br>Household and Commercial Products Association (HCPA)<br>The Recycling Partnership (TRP)<br>Consumer Brands Association (CBA)<br>American Cleaning Institute (ACI)<br>Council For Responsible Nutrition (CRN)<br>Personal Care Products Council (PCPC)<br>The Sustainability Consortium (TSC)<br>The National Association of Manufacturers (NAM)<br>Research Institute for Fragrance Materials (RIFM)<br>Sorptive Minerals Institute (SMI)<br>FMI (Food Marketing Institute), the Food Industry Association<br>US Plastics Pact (USPP) |



# GRI INDEX (continued)

| GRI STANDARD | | SECTION (OR DIRECT INFORMATION) |
|---|---|---|
| STAKEHOLDER ENGAGEMENT | | |
| 2-29 | Approach to stakeholder engagement | About This Report<br>How We Assess Material Issues<br>How We Engage Stakeholders |
| 2-30 | Collective bargaining agreements | Internationally, we employ union employees in France, Mexico, and New Zealand.<br>Employees covered by collective bargaining agreements represent less than 1% of our total workforce. We believe our relations with both our union and non-union employees are satisfactory. |
| MATERIAL TOPICS | | |
| 3-1 | Process to determine material topics | How We Assess Material Issues |
| 3-2 | List of material topics | How We Assess Material Issues<br>There were no significant changes in the topics and boundaries of our reporting for 2025. |
| TOPIC-SPECIFIC DISCLOSURES | | |
| MATERIALS | | |
| 3-3 | Management of material topics | How We Engage Stakeholders<br>Packaging |
| 301-2 | Recycled input materials used | Packaging |



# GRI INDEX (continued)

| GRI STANDARD | | SECTION (OR DIRECT INFORMATION) |
|---|---|---|
| WATER AND EFFLUENTS | | |
| 3-3 | Management of material topics | How We Engage Stakeholders<br>Water |
| 303-1 | Interactions with water as a shared resource | Water |
| 303-2 | Management of water discharge-related impacts | Water |
| 303-3 | Water withdrawal | Water<br>Sustainability Performance Data<br>Water Intake & Consumption |
| 303-4 | Water discharge | Water<br>Sustainability Performance Data<br>Wastewater Discharges |
| 303-5 | Water consumption | Water Intake & Consumption<br>Water-Stress Risk<br>Sustainability Performance Data |
| WATER AND EFFLUENTS | | |
| 3-3 | Management of material topics | How We Engage Stakeholders<br>Climate Resilience<br>Environment |
| 305-1 | Direct (Scope 1) GHG emissions | Climate Resilience – Metrics and Targets<br>Sustainability Performance Data |
| 305-2 | Energy indirect (Scope 2) GHG emissions | Climate Resilience – Metrics and Targets<br>Sustainability Performance Data |
| 305-3 | Other indirect (Scope 3) GHG emissions | Climate Resilience – Metrics and Targets<br>Sustainability Performance Data |
| 305-4 | GHG emissions intensity | Climate Resilience – Metrics and Targets<br>Sustainability Performance Data |
| 305-5 | Reduction of GHG emissions | Climate Resilience – Metrics and Targets |
| 305-7 | Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions | Air Emissions |



# GRI INDEX (continued)

| GRI STANDARD | | SECTION (OR DIRECT INFORMATION) |
|---|---|---|
| **WASTE** | | |
| 3-3 | Management of material topics | How We Engage Stakeholders<br>Waste |
| 306-1 | Waste generation and significant waste-related impacts | Waste |
| 306-2 | Management of significant waste-related impacts | Waste |
| 306-3 | Waste generated | Waste<br>Sustainability Performance Data |
| 306-4 | Waste diverted from disposal | Waste |
| 306-5 | Waste directed to disposal | Waste<br>Sustainability Performance Data |
| **EMPLOYMENT** | | |
| 3-3 | Management of material topics | How We Engage Stakeholders<br>Employees & Communities |
| 401-1 | New employee hires and employee turnover | Employees & Communities |
| **DIVERSITY AND EQUAL OPPORTUNITY** | | |
| 3-3 | Management of material topics | How We Engage Stakeholders<br>Workplace Inclusivity |
| 405-1 | Diversity of governance bodies and employees | Workplace Inclusivity |
| **LOCAL COMMUNITIES** | | |
| 3-3 | Management of material topics | How We Engage Stakeholders<br>Employees & Communities |
| 413-1 | Operations with local community engagement, impact assessments, and development programs | Our Brands<br>Employees & Communities |



# GRI INDEX (continued)

| GRI STANDARD | | SECTION (OR DIRECT INFORMATION) |
|---|---|---|
| SOCIAL SUPPLIER ASSESSMENT | | |
| 3-3 | Management of material topics | How We Engage Stakeholders<br>Responsible Sourcing |
| 414-1 | New suppliers that were screened using social criteria | Responsible Sourcing |
| 414-2 | Negative social impacts in the supply chain and actions taken | Responsible Sourcing |
| MARKET AND LABELING | | |
| 3-3 | Management of material topics | How We Engage Stakeholders<br>Responsible Sourcing |
| 417-2 | Incidents of non-compliance concerning product and service information and labeling | Product Safety |
| 417-3 | Incidents of non-compliance concerning marketing communications | Church & Dwight experienced no incidents of material non-compliance with regulations or voluntary codes regarding marketing communications in 2025. |



# SASB INDEX

This Report references the Sustainability Accounting Standards Board (SASB) industry-specific sustainability accounting standards covering financially material issues. The table below summarizes our disclosures related to the SASB indicators for the Household and Personal Care Products category.

Many of these issues have been included in our CDP Responses and in previous years' Reports. The table below provides company-wide quantitative data where available, as well as references to those Report sections where we address relevant sustainability topics. We are working to improve our systems to allow greater transparency around products and packaging data in the future.

| SASB CODE | METRIC | SECTION (OR DIRECT INFORMATION) |
|---|---|---|
| WATER MANAGEMENT | | |
| CG-HP-140a.1 | Total water withdrawn | 1,578 thousand $m^3$ |
| CG-HP-140a.1 | Total water consumed | 999 thousand $m^3$ |
| CG-HP-140a.1 | Percentage of each in regions with High or Extremely High Baseline Water Stress | Total withdrawn: 7%<br>Total consumed: 9% |
| CG-HP-140a.2 | Description of water management risks and discussion of strategies and practices to mitigate those risks | Water, Water-Stress |
| PRODUCT, ENVIRONMENTAL, HEALTH AND SAFETY PERFORMANCE | | |
| CG-HP-250a.1 | Revenue from products that contain substances of high concern | Data not currently collected. |
| CG-HP-250a.3 | Discussion of process to identify and manage emerging materials and chemicals of concern | Products |
| CG-HP-250a.4 | Revenue from products designed with green chemistry principles | We embrace many of the principles of green chemistry across our product innovation/development and processing efforts and continue to make progress. Further information and insights on these areas can be found in the Products section of this Report. |
| PACKAGING LIFECYCLE MANAGEMENT | | |
| CG-HP-410a.1 | Total weight of packaging | Approximately 180,076 metric tons |
| CG-HP-410a.1 | Percentage made from recycled or renewable materials | 45% |
| CG-HP-410a.1 | Percentage that is recyclable, reusable or compostable | 88.3% |
| CG-HP-410a.2 | Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle | Packaging |



# SASB INDEX (continued)

| SASB CODE | METRIC | SECTION (OR DIRECT INFORMATION) |
|---|---|---|
| ENVIRONMENTAL & SOCIAL IMPACTS OF PALM OIL SUPPLY CHAIN | | |
| CG-HP-430a.1 | Amount of palm oil sourced | 4,600 metric tons |
| CG-HP-430a.1 | Percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance or (d) Book & Claim | 100% Mass Balance<br>See also Palm Oil section |
| ACTIVITY METRICS | | |
| CG-HP-000.A | Units of products sold | 1,616 million |
| CG-HP-000.A | Total weight of products sold | Approximately 2,573,983.22 metric tons |
| CG-HP-000.B | Number of manufacturing facilities | 19 |



# TCFD INDEX

| TCFD REPORTING | | SECTION REFERENCED | |
|---|---|---|---|
| Governance | (a) Describe the board's oversight of climate-related risks and opportunities. | Climate Change: Governance | CDP 4.1.1 |
| | (b) Describe management's role in assessing and managing climate-related risks and opportunities. | Climate Change: Governance | CDP 4.3 |
| Strategy | (a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long-term. | Climate Change: Strategy | CDP 2.2.2, 3.1 |
| | (b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. | Climate Change: Strategy | CDP 3.1, 3.6 |
| | (c) Describe the resilience of the organization's strategy, taking into consideration different climate scenarios, including a 2-degree C or lower scenario. | Climate Change: Strategy | CDP 5.1 |
| Risk Management | (a) Describe the organization's processes for identifying and assessing climate-related risks. | Climate Change: Risk Management | CDP 2.2.2 |
| | b) Describe the organization's processes for managing climate-related risks. | Climate Change: Risk Management | CDP 2.2.2 |
| | (c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management. | Climate Change: Risk Management | CDP 4.1.1,. 2.2.2 |
| Metrics and Targets | (a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. | Climate Change: Metrics and Targets | CDP 7.53, 7.54 |
| | (b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks. | Climate Change: Metrics and Targets | CDP 7.6, 7.7, 7.8 2.2.2, 3.1 |
| | (c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. | Climate Change: Metrics and Targets | CDP 7.53, 7.54 |



INTRODUCTION

OUR BRANDS

PRODUCTS

PACKAGING

EMPLOYEES & COMMUNITIES

ENVIRONMENT

RESPONSIBLE SOURCING

DATA

# 2025 SUSTAINABILITY REPORT