ENVIRONMENT & CLIMATE CHANGE

Minimize Environmental Impact of Our Global Operations.

- 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 by 10% 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.

GHG Emission Reduction Goals

Church & Dwight is committed to our science-based targets (SBTs) to reduce our greenhouse gas (GHG) emissions. We are evaluating engineering projects to eliminate GHG emissions from our operations to achieve our 2031 goal to reduce Scope 1 and Scope 2 (market based) emissions to less than 47,000 metric tons. To maintain 100% renewable electricity for our operations, we utilize solar generation and renewable energy credits (RECs) while continuing to evaluate long-term renewable energy opportunities, including power purchase agreements (PPAs) and additional on-site solar and wind projects. Our 2024 targeted GHG emissions increased by 1% compared to 2023. In 2024, 100% of our targeted greenhouse gas emissions (Scope 1, Scope 2, and targeted Scope 3 transportation emissions) were either offset through carbon credits or reduced through renewable energy credits. For more information about our strategy for achieving these goals, refer to the Climate Change discussion beginning on page 69 of this Report.

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.

Environmental Performance

We strive to minimize the environmental impact of our expanding global operations and continuously manage our environmental footprint. We rely upon our employees' implementation of our sustainability initiatives, and we leverage lean management approaches to achieve our performance goals. We regularly assess our primary impact metrics, including regulatory compliance, waste generation, water consumption, and energy consumption, and take necessary actions across the company to optimize our operations. We set goals and monitor our progress against them.

In addition to our longer-term goals regarding carbon neutrality, water consumption, and waste to landfill, we have established annual reduction goals normalized to the amount of product shipped, including:

- **10% reduction in total energy at our operating facilities/million (MM) units of product shipped;**
- **10% reduction in water intake at our operating facilities/MM units of product shipped;**
- **10% reduction in waste at our operating facilities/MM units of product shipped; and**
- **10% reduction in targeted GHG emissions/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.**

2024 Environmental Citations & Penalties Surcharges

All facilities are subject to periodic, unannounced inspections by federal, state, and local environmental agencies. In 2024, there were 19 environmental regulatory agency inspections conducted at our operations, which resulted in three citations. Six additional citations were issued for self-reported compliance issues that were not associated with any on-site regulatory inspections. None of the citations (summarized below) were material. Corrective actions were identified and immediately implemented. One penalty was assessed for $2,000.

Media	Deficiency	Resolution	Penalty
Hazardous Materials/ Storage	Late tank inspection (conducted after plan schedule date)	Implement inspections per schedule	$2,000
Emergency Response	Failure to update plan and emergency contacts within designated timeframe	Plan review and emergency contacts updated	$0
Stormwater	Release from bulk storage area containment	Implement interim controls/upgrade containment	$0
Wastewater (2)	Exceed Ionic surfactant limit	Evaluate and implement improved control	$0
Wastewater	Low pH	Re-calibrate pH probe and increase calibration frequency	$0
Wastewater (2)	Exceed TSS limit	Repair plumbing connection that allowed excess product to drain	$0
Wastewater	Missed sampling parameter	Retrain responsible employee in sampling procedure and parameter	$0

Spills/Releases to the Environment

We continuously monitor spills and releases to the environment. In 2023, we implemented a new technology that reduced the level of ammonia released during manufacturing operations at our Colonial Heights, VA facility to below the release notification threshold. We estimate this process change eliminated over 80,000 pounds of ammonia emissions in 2024.

In 2024, we had a small number of minor spills that were contained on-site by existing unloading or storage engineered containment systems. We had one release requiring regulatory reporting where a leak from a bulk storage containment area at one of our plants was discovered that impacted the facility stormwater discharge. The local regulatory agency was notified, immediate response actions were implemented, including remediation of residuals in the adjoining creek, and interim containment measures were put in place. The agency was satisfied with our response actions and no penalty was issued. Final containment engineering upgrades and installation are expected to be completed in 2025.

Remediation

In 2024, 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 2024 was approximately $1.2 million 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 2024.

TRANSPORTATION

To improve fuel efficiency, we ship large portions of our freight via rail instead of 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, 91% of our U.S. domestic carrier partners ranked by the amounts we paid to them in 2024 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.

WASTE

Our current goal is to reduce total company waste sent to landfills to less than 5% by 2030. In 2024, approximately 19% of total company waste was directed to landfills, down from 24% in 2023.

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 2024, we generated and managed approximately 68,000 metric tons of waste as compared to 62,000 in 2023.

We continue to advance our efforts in sustainable packaging by minimizing plastic packaging and increasing package recyclability. See **Packaging** beginning on page 33 of this Report for more information.

In 2024, our total waste generation increased by 10% compared to 2023, primarily driven by increases in our non-hazardous chemical waste, wastewater trucked off-site, and recycle/reuse waste streams. The total weight of our waste that was either recycled and or reused material in 2024 increased by 4,200 metric tons (24%) driven mainly by diverting gummy/starch waste from our gummy vitamin processing plants to beneficial reuse as an animal feed supplement. We also increased our base recycling material by approximately 980 metric tons (MT) led by an increase in recycled wood/pallets (760 MT), metal/steel (340 MT), and plastics (200 MT). Total corrugate and paper recycling decreased by 280 MT (5%). The decrease in recycled corrugated cardboard was partly due to the continuation and expansion of programs working with some of our key suppliers to provide more efficient packaging for transportation of bottles and similar components that resulted in less packaging volume and multiple uses prior to recycling of the material. For example, when material received on corrugate slip sheets banded to a pallet is offloaded, the slip sheets are recovered and returned with the pallet to the supplier, using less corrugated material than boxes and resulting in multiple uses before recycling.

Our hazardous waste generation increased by 400 tons in 2024 and represented approximately 3% of all waste we 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 nonhazardous waste.

Annual Waste Generation Totals [short tons]

	2022	2023	2024
Total Waste Generation	54,147	62,174	68,171
General Trash	6,520	7,082	5,991
Hazardous Waste	1,062	1,652	2,032
Non-hazardous/Chemical/Process Waste	10,736	9,800	15,897
Wastewater Trucked Off-site	20,770	25,900	29,936
Recycled	15,058	17,741	14,315

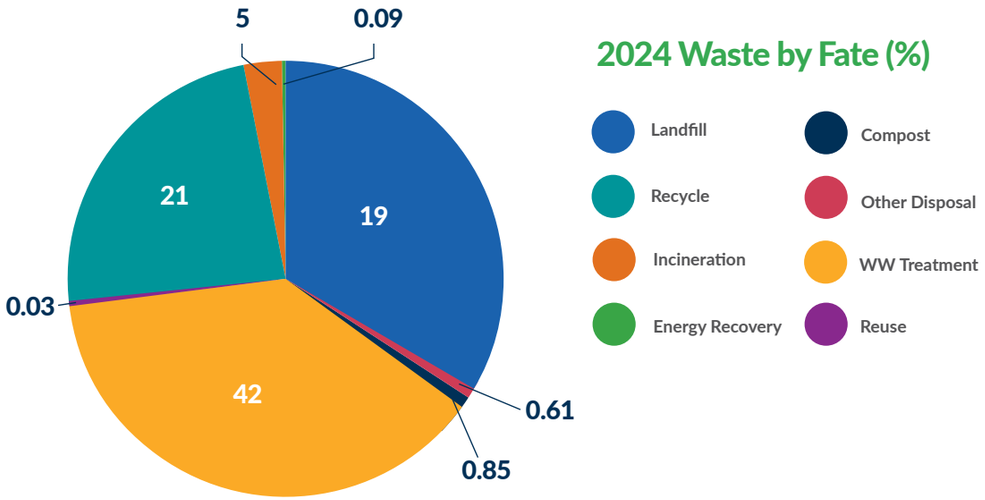
Waste Generated and Managed in 2024 [short tons]

	On-site	Off-site	Total
Hazardous Waste (tons)	0	2,032	2,032
Energy Recovery	0	1,522	1,522
Incineration	0	406	406
Other Disposal	0	101	101
Diverted from Disposal	0	3	3

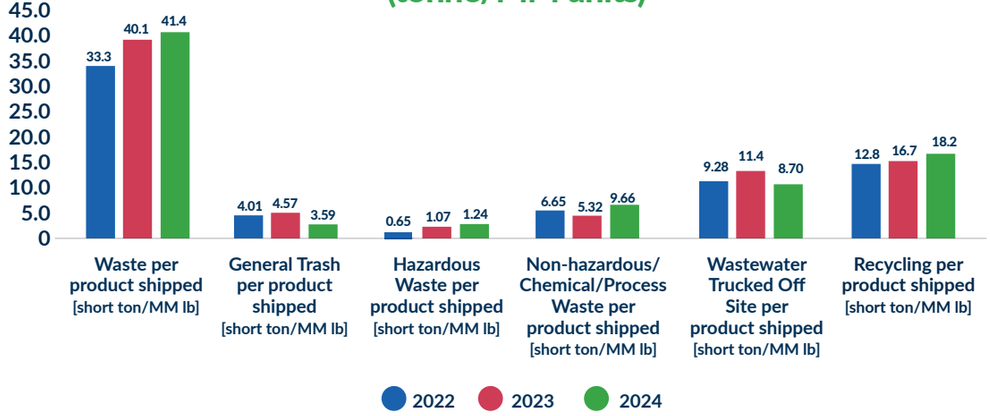
	On-site	Off-site	Total
Non-Hazardous Waste (tons)	1,515	64,624	66,139
Energy Recovery	0	7	7
Incineration	0	1,630	1,630
Other Disposal	1,515	40,780	42,295
Diverted from Disposal	0	22,207	22,207

Our goal in 2024 was to continue reducing our percentage of waste sent to landfills, moving us closer to achieving our goal of less than 5% waste to landfill by 2030. In 2024, our total waste to landfill was 19% by weight. We actively explore beneficial reuse, recycling, and waste-to-energy opportunities to divert waste from landfill disposal. We successfully re-directed several waste streams associated with our VITAFUSION/L'IL CRITTERS gummy vitamin manufacturing process to beneficial reuse. By partnering with third parties to incorporate suitable waste gummy, starch, and similar materials into animal feed products, we diverted over 8,000 MT of waste from landfills in 2024. Looking ahead to 2025, we plan to expand our focus on diverting general waste from landfill disposal at most of our operating locations. Additionally, we will work to solidify long-term beneficial reuse solutions identified in 2024 for specific waste streams, supporting our commitment to achieving less than 5% waste to landfill by 2030. We continue to assess all our waste streams to attempt to minimize waste generated and find viable, non-landfill disposal alternatives.

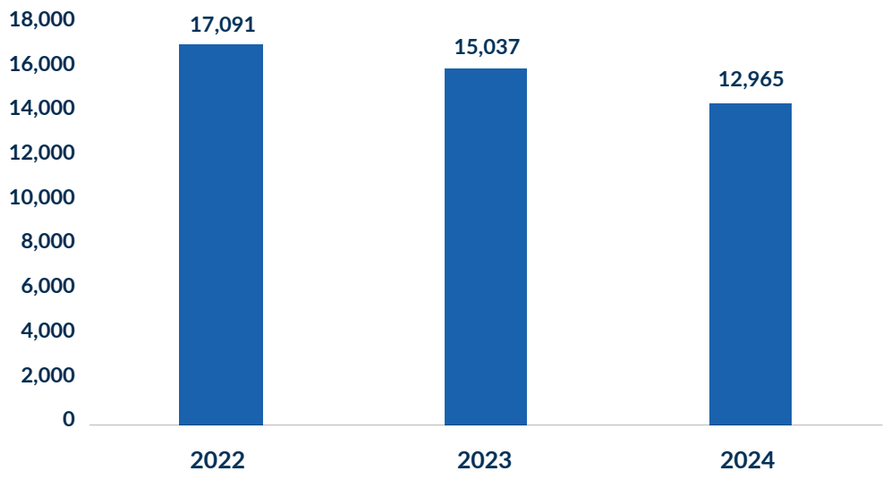
The following charts provide a comparison of the waste disposal methods utilized in 2024 and normalized waste generation quantities for the last three years. Overall, our waste generation normalized to million units of products shipped increased by 3% in 2024 compared to 2023 due in part to manufacturing challenges related to new product formulations. In 2025, we will leverage our LEAN waste management processes to reduce our waste volumes while continuing to strive for reduction in normalized waste per million units of product shipped.



Waste stream per product delivered (tonne/MM units)



Landfill by weight [metric ton]



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 2024 performance metrics detailed in this Report.

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 rather than landfills. We also seek beneficial reuse opportunities for various process waste streams. In 2024, these initiatives resulted in the diversion of an additional 3,000 metric tons of waste from landfill disposal compared to 2023.

Reduction in Corrugated Board Recycle

In 2024, we implemented several initiatives with our suppliers to minimize the volume of incoming corrugate, especially for packaging components. Replacing corrugate boxes (or "shippers") with packaging banded to pallets, using dividers (or "slip sheets") instead of full boxes, and working with suppliers to use shipping boxes that can be returned and reused or collected and sold for reuse, helped reduce the amount of corrugate waste we managed in 2024. In addition to corrugate, we worked with several other suppliers to shift raw material deliveries to reusable totes or bulk and semi-bulk formats, eliminating single-use packaging such as bags, supersacks, or drums.

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 off-specification product and manufacturing heels. Some waste streams, however, are not as simple to recover and reuse. In 2024, we focused specifically on residuals from our cat litter manufacturing processes and identified technology opportunities to reclaim what had previously been unusable process waste (such as fines and oversize materials). We are in the final stages of selecting and evaluating these opportunities at scale within our manufacturing plants. If successfully implemented, we anticipate we could reduce our cat litter wastes by more than 80%.

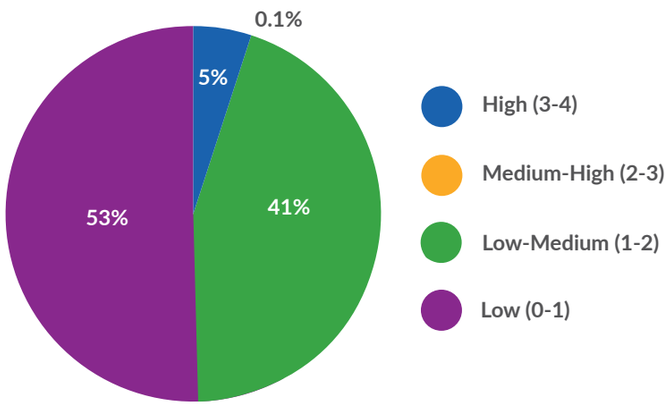
WATER

Water is a critical shared resource for the sustainable future of our business, the communities in which we operate, and the environment. At Church & Dwight, we recognize that responsible resource management to promote the availability of adequate water volume and quality is part of our contribution to the sustainable future of the communities in which we live and work. Water is a shared resource for all. As part of each water risk assessment and our new location selection strategy, we evaluate adequate water availability. We regularly work with our public water suppliers and regulatory authorities to support them and to understand the potential for 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 aspects of our operations as well. Water used for cooling, cleaning, processing, and sanitary purposes is managed according to regulatory requirements before being discharged back into the environment.

In 2024, our total water intake increased by 2%, while our water intake normalized per million units of product shipped decreased by 2%. We did not achieve our annual goal of 10% reduction in water intake per million units of product shipped due primarily to technical challenges that prevented full reuse of water reclaimed in 2024. We remain committed to reducing our water consumption. Additional information regarding our water use strategy and performance is provided below.

Overall Water Risk Ranking (Withdrawal)



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 risk at our operational sites. Our 2024 update of the overall baseline 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 (https://www.wri.org/aqueduct). This most recent review found that there was no change in the risk classifications for our locations compared to 2023.

None of our facilities are in areas classified with extremely high baseline 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 94% of our total water extraction is from locations classified as a low or low to medium overall water-stress risk. However, when considering only WRI physical quantity risk, approximately 47% 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. 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.

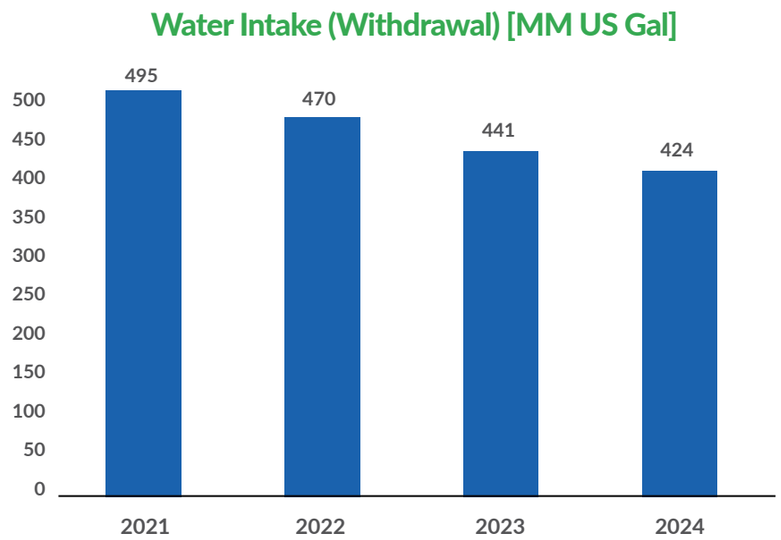
We have established a goal to evaluate facility water uses and are committed to reducing our water footprint in high water-stressed regions where we operate. At our two locations identified to be in high-risk regions in 2024, one is a small facility with mostly office, research, and minimal water consumption (less than 1% of total intake), and the second facility, our laundry detergent plant located in California, represents about 5% of total company intake. Water reduction initiatives at this location include installing new processing technology to reduce washdowns and cleaning water use, as well as exploring wastewater recovery and reuse technologies. In 2024, the plant had a 16% decrease in water withdrawal due to a combination of reduced production associated with new processing start-up and water conservation measures.

Water Intake & Consumption

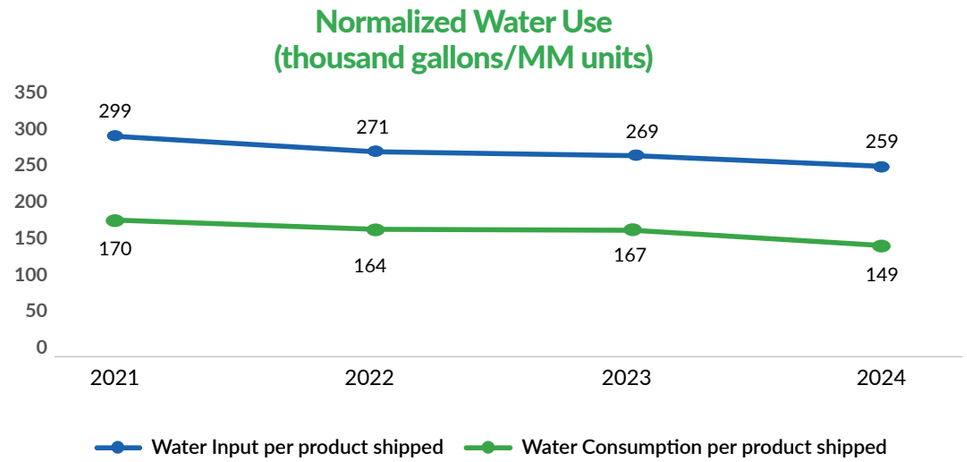
In 2024, approximately 81% of our total water intake was sourced from public water supply systems, while most of the remaining 19% was drawn from on-site groundwater wells, with a small fraction obtained from other sources, including purchased steam. We regularly engage with public water suppliers to evaluate our incoming water quality and quantity to confirm 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 (gal) = Total water intake (gal) – Total water discharges/disposals (gal)

During 2024, our operations required nearly 426 million gallons of freshwater intake, up 9 million gallons (2%) from 2023 due in part to increased production. Total water discharged increased by approximately 23 million gallons (15%) compared to 2023. As a result, total net water consumption decreased by approximately 5% in 2024. Of the water extracted in 2024, we consumed approximately 58% and discharged 42% back to the environment. The consumption estimate includes evaporative losses. A part of the increase in discharge and decrease in consumption is attributable to improved water metering and measurement. Our water use efficiency improved and can be seen in our normalized water metric (thousand gallons water intake/MM units of product shipped), which decreased by 4% from 2023. The charts show the absolute and normalized water intake and water consumption for 2021 through 2024.



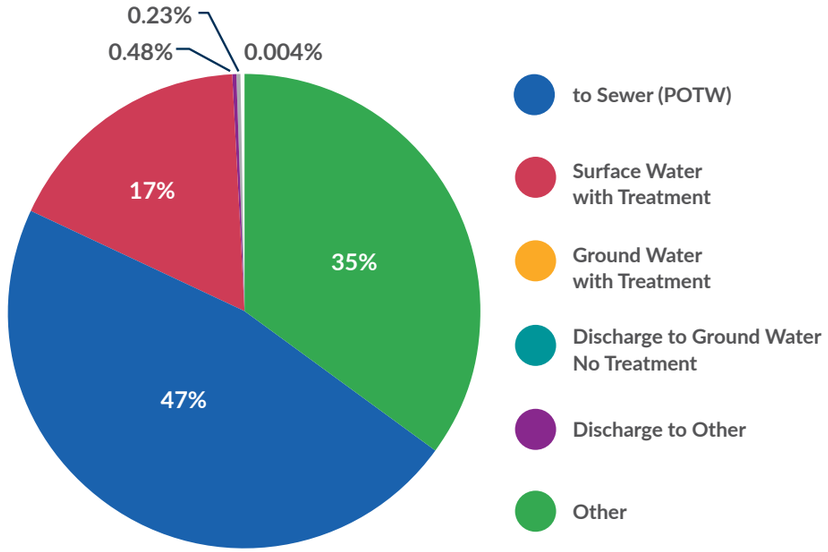
We remain committed to identifying and implementing water conservation projects across our operations. Key initiatives include eliminating single-use water consumption, optimizing water reclamation and recycling systems, and improving efficiency in our water handling and treatment equipment, particularly in high-consumption facilities. In 2024 our water minimization projects were less successful than in previous years partly due to challenges related to use of reclaimed water. One significant reclamation project with a potential 7-million-gallon savings was halted due to product quality concerns with use of reclaimed water. In 2025, we will evaluate further water treatment or alternate uses of reclaimed water to achieve further reduction. 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. Other efforts in 2024 include the implementation of improved operations and maintenance programs to minimize water leaks or valve failures, installation of smart meters to better monitor water consumption, and continued evaluation of other opportunities to reclaim or reuse wasted water. Not every effort has been successful, but they all help drive our culture of responsibility.



Wastewater Discharges

Our operations generate and discharge industrial and sanitary wastewater, which may impact water quality in receiving water bodies. More than 99% 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 1% consists of clean water discharge, including fire system water, condensate, or other uncontaminated water.

2024 Wastewater Discharge Distribution



Approximately 92% 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.

Process wastewater is managed according to 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-treatment may include pH adjustment, 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 other production. 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 wastes). The discharges are allowed under a permit issued 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 2024.

In 2024, the Old Fort facility discharged 31 million gallons of treated wastewater to the Sandusky River. The lower Sandusky River is classified as an Ohio Scenic River. In anticipation of plant expansion, we received permission in 2021 to expand and upgrade the wastewater treatment capacity allowed by our permit. In 2022, we worked with the regulatory agency and an outside engineer to design the proposed upgrade. The design was approved by the agency in 2023, was installed in 2024, and became operational in early 2025. We continue to collaborate with local regulatory authorities to ensure wastewater is appropriately managed before discharge, minimizing environmental impact to receiving water bodies.

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

A number of water system repairs and upgrades were performed in 2024 to address identified leaks from valves or other water-handling equipment deficiencies identified in our plants during the year. We believe that, before the respective conditions were identified and the repairs implemented, the identified losses partly contributed to our increased water intake in 2024. We estimate that as much as a six-million-gallon savings may be achieved in 2025. As part of our continuous improvement efforts, we are also implementing more detailed water use monitoring and metering to better understand our water uses and more quickly detect deviations due to leaks or other water system malfunctions and minimize these unnecessary losses.

Condensate System Optimization

At two of our operating facilities, we undertook projects to assess and optimize capture and return of condensate within our processes. Eliminating condensate flow to drain and optimizing recovery due to these projects is expected to result in savings of approximately 1.7 million gallons annually.

Wastewater Recovery

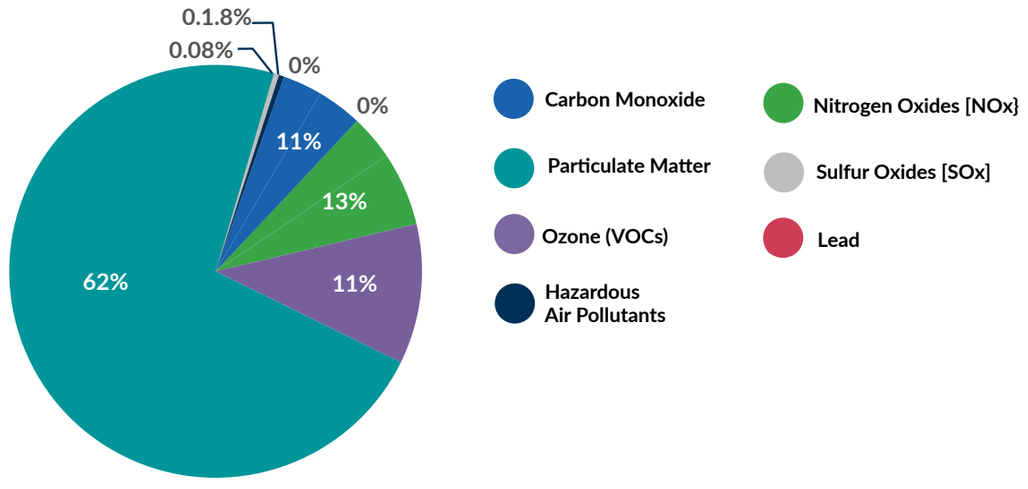
We continue to explore opportunities to recover wastewater streams. Many of our existing production processes incorporate water reclamation systems, such as in the manufacture of baking soda and laundry detergent. In 2023, we allocated resources to evaluate new solutions to reclaim other wastewater streams that are currently disposed of or discharged. Key initiatives include diverting “clean” non-contact water flow from wastewater discharge for capture and reuse, and installing a trial treatment system to capture, treat, and repurpose select wastewater streams. In 2024, pilot installations proved successful in diverting water for recovery, but we were unable to fully reclaim the recovered water volume due to the potential risk associated with product quality. We are developing engineering solutions to ensure recovered water meets quality standards for use or alternative non-product applications to maximize the reclaim benefits. We estimate these projects could save at least 10 million gallons of water if fully realized and optimized across multiple manufacturing facilities.

Air Emissions

Beyond GHG emissions, which are discussed in the “Climate Change” 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 2024, our total reported air emissions of criteria pollutants were approximately 305 tons with 62% being particulates.

2024 Criteria Air Pollutant Emissions



CLIMATE CHANGE

It is widely believed that continued GHG emissions drive planetary warming, leading to potentially severe environmental, economic, and social consequences, necessitating that we rethink how improve resource efficiencies. 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 change impacts. To support this, we align with the Task Force on Climate-Related Financial Disclosures (TCFD) and report with reference to the Global Reporting Initiative (GRI) Standards. We also respond to CDP Climate Change, Water, and Forests Questionnaires annually and routinely engage our stakeholders to address their sustainability and climate concerns.

More details on our climate change program can be found in our 2024 CDP Response, a copy of which is available on our website. In 2024, we received a B score from CDP for Climate, reflecting a reduction from our A- rating in the previous year. The revised questionnaire and scoring methodology used in 2024 were contributing factors, and we have evaluated opportunities to strengthen our response and strategy as we prepare for the next reporting cycle. 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 change priorities and expectations.

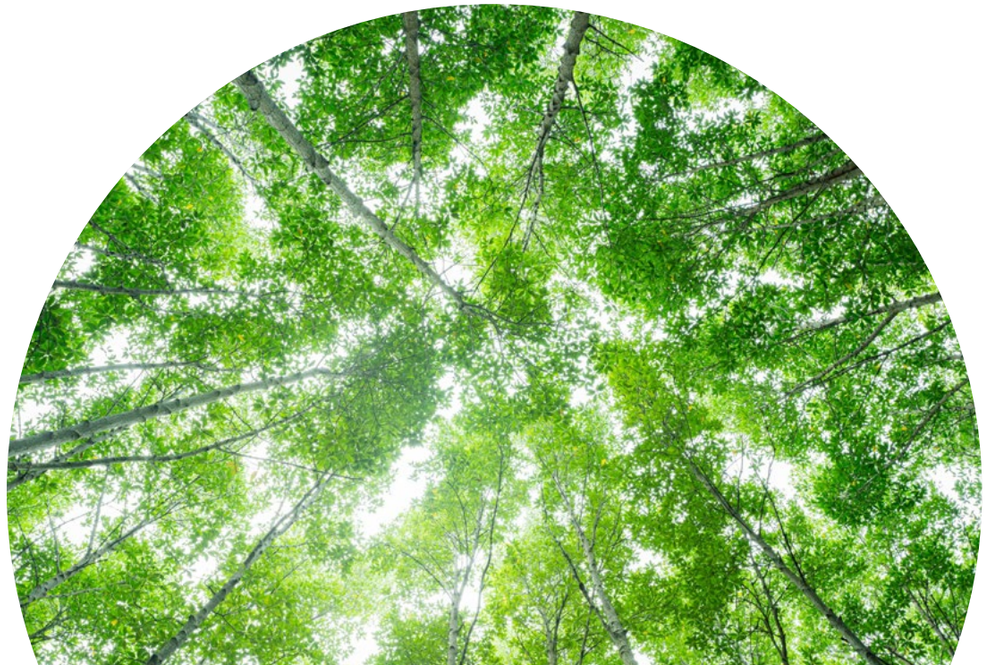
The following disclosures regarding governance, strategy, risk management, and metrics and targets are intended to align with TCFD's recommended disclosure framework. For more information on the specific TCFD disclosures, refer to the TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES – INDEX on page 99 of this Report.

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



Governance

Church & Dwight, we recognize the urgent need to reduce our carbon footprint by improving resource efficiency, increasing renewable energy use, and reducing carbon emissions. To meet this need, we incorporate climate change management 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 change strategies and initiatives. This framework for Board oversight is designed to facilitate the integration of sustainability risks and opportunities, including climate change, 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 11 of this Report for further details about our governance practices.

Strategy

Our climate transition strategy is informed in part through input from our stakeholders. We evaluate the management of our climate-related risks and opportunities through applicable climate frameworks, including the Global Reporting Initiative (GRI) Standards 300 Series, the Task Force on Climate-related Financial Disclosures (TCFD) as transitioned into the International Sustainability Standards Board (ISSB), and Science Based Targets Initiative, among others. We also closely track obligations under developing climate disclosure regulatory requirements such as the U.S. SEC Climate Disclosure Rule, the E.U. Corporate Sustainability Reporting Directive (CSRD), and California's SB 261 Greenhouse Gases: Climate-Related Financial Risk Act and SB 253 Climate Corporate Data Accountability Act. While many of these developing regulations have evolved or been deferred, our strategy is informed and guided by these frameworks to assess the carbon footprint of our business, identify and implement emissions reduction strategies, and transparently report our progress.

We address the potential impacts of climate change on our operations in our business and planning strategy and through product design. Extreme weather events, water and other resource availability, and increased temperature impacts on agricultural and other natural resource production can impact our operations. To prepare for potential climate change impacts, we develop products with improved carbon or water footprints, such as concentrated laundry detergent. We have established carbon neutral status for consumer baking soda sales, have committed to renewable energy and carbon credits for immediate carbon reduction, and are exploring decarbonatization engineering efforts for long-term carbon reductions.

Our strategy, directed by the Council, focuses on:

- Reducing and offsetting Scope 1 and Scope 2 carbon emissions associated with our operations
- Reducing Scope 3 carbon emissions associated with our value chain

Our science-based climate mitigation targets are validated by the SBTi and extend through 2030. In addition, we have committed to working with our supplier base representing 75% of our suppliers' emissions, covering purchased goods and services, capital goods, and upstream transportation and distribution, to develop associated science-based targets by 2026.

As we prioritize actions in support of our science-based targets (SBTs), we continue progress towards our near-term climate-related goal that our Scope 1 and 2 emissions related to the global operations owned and controlled by us will be carbon neutral by 2025. We also monitor our Scope 1, 2, and transportation-related Scope 3 emissions intensity (targeted emissions). It is our goal to reduce our targeted emissions normalized to million pounds shipped by 20% by 2025, as compared to our 2016 baseline. In 2024, our normalized targeted greenhouse gas emissions were 54.1 ton CO2e/MM pounds shipped, a decrease of 27% compared to our 2016 baseline. This is the second year in a row we have met this 2025 goal early and we will no longer track against it going forward as we focus on other more recent goals.

We aim to continually increase data coverage for our emissions inventory and to reflect our environmental footprint as our business changes. In 2025, we are planning to re-baseline our GHG emissions to enhance accuracy and transparency. Driven by methodology updates, acquisitions, and improvements to data quality, these anticipated adjustments should better align with GHG Protocol guidelines and SBTi requirements, reinforcing our commitment to credible, science-based reductions.

Mitigating Our Operational Emissions

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

As we strive to reduce carbon from our operations, we employ parallel strategies of seeking "bottom up" carbon reduction opportunities and efficiency projects developed and generated at the plant level. At the same time, we retain external decarbonization and engineering expertise to look at larger-scale projects that can reduce significant amounts of 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 2024, we invested in further assessment of carbon reduction opportunities. We completed engineering for a process to capture and reuse fugitive process emissions in our baking soda process at our Old Fort facility that will be installed and become operational in 2025. We also assessed carbon capture technologies from fuel combustion for steam generation. However, total cost and technical limitations proved this opportunity impractical for near term implementation. We continue to implement energy minimization projects at a plant level while assessing and developing engineering for additional larger projects to meet our SBTs.

Addressing Emissions In Our Value Chain

In 2020, we developed a more complete Scope 3 emissions inventory based on 2019 data to gain a broader understanding of our supply chain impact. This data was included in our Carbon Disclosure Project ("CDP") Climate Change Response in 2022. In 2022, we updated the inventory based on 2021 data. In 2024, we continued our cadence of updating our review of the components and quantities that comprise our Scope 3 emissions every other year based on 2023 data. With each review, we refine our source data, verify or expand our scope, and improve our methods to better understand and target these emissions. An inventory of our 2024 Scope 3 emissions is underway and is expected to be included in our CDP reporting for calendar year 2025. Data reported in this report is based on 2023 information. See further discussion of Scope 3 emissions and our science-based targets under "Metrics and Targets."

As we evaluate and strengthen our supply chain to minimize disruptions, we also seek opportunities to streamline our supply chain and enhance resiliency. These efforts are intended in part to reduce Scope 3 emissions by optimizing and minimizing total miles of material and product transportation. We also encourage our supply chain partners to develop and implement their own carbon reduction programs and goals. In early 2023, we joined CDP as a Supply Chain Member and engaged our primary suppliers (by spend) to encourage them to implement and disclose their carbon reduction targets and strategies to better track removal of carbon from our supply chain. In 2024, we expanded the number of suppliers and related Scope 3 emissions covered by our CDP Supply Chain request to include nearly $1 billion dollars in procurement spend and 54% of our SBT Scope 3 emissions target. We received responses to our CDP climate data request from 66% of the contacted suppliers, which represented 40% of our SBT targeted Scope 3 emissions in 2023. Suppliers representing 21% of our Scope 3 target emissions report already having an existing SBT of their own. 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.

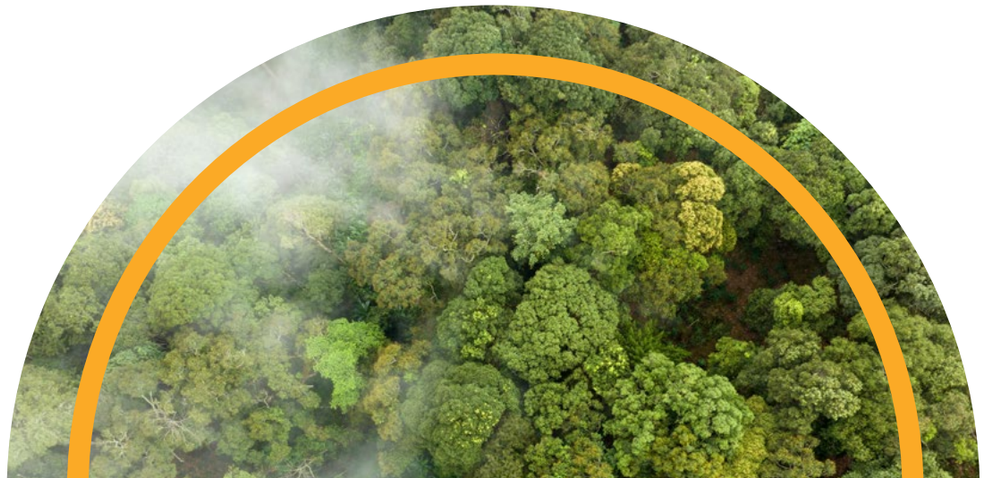
We invest in research and development for new products and packaging formulated to minimize water and energy requirements, reduce package weight, and increase recyclability of packaging – all of which help reduce our Scope 3 emissions by reducing resource use and consumer waste. Scope 3 emissions associated 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.

Our Approach To Climate Resilience

Our overall climate resilience strategy is designed to strengthen both our capacity to recover from and adapt to the physical impacts of climate change and our ability to respond to the impacts of policy and market shifts brought about in response to climate change. These efforts 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 climate impacts of our operations as we innovate for greater efficiency and value creation. To advance our climate resiliency, we plan to develop a transition plan within the next two years to outline risks and opportunities related to scenario analysis findings. Our climate resilience approach emphasizes both climate-related risks and opportunities, which are incorporated into our operations and business strategy at various levels.

Risks

Certain business activities, the production of some of the materials used in our products, including petroleum-based, agricultural, and forest materials, and the growing global demand for livestock products (the focus of our Animal and Food Production business), can contribute to deforestation, climate change, and reduction in biodiversity, while adversely impacting water quality and availability, people, and communities. In turn, climate change is a threat to each of those activities. While we strive to minimize the environmental impact of our global operations, a potential loss in business could result from reduced demand for our products and loss of customers if we do not meet their expectations related to our efforts towards sustainability and fighting climate change.



A few examples of our most significant climate-related risks are described in our Annual Report and summarized below:

- **Reduced availability of transportation or disruptions in our transportation network could adversely affect us.** We distribute our products and receive raw materials and packaging components primarily by truck, rail, and ship and through various ports of entry. Reduced availability of trucking, rail or shipping capacity due to labor shortages, adverse weather conditions, natural disasters, including climatic events (including any potential effect of climate change), allocation of assets to other industries or geographies or otherwise, work stoppages, closure of operations due to government restrictions or sick employees or other impacts of pandemics, strikes, or shutdowns of ports of entry or such transportation sources, could lead to inflationary cost pressures, cause us to incur unanticipated expenses, and impair our ability to distribute our products or receive our raw materials or packaging components in a timely manner, which could disrupt our operations and strain our customer relationships and competitive position.
- **Changing focus and sensitivity by governmental, non-governmental organizations, customers, consumers, and investors to sustainability issues, including those related to diversity and inclusion, climate change, plastic usage, and ingredients, could result in increased operating or manufacturing costs and compliance challenges, which could adversely affect our business.** As climate change and other sustainability issues became more prominent in recent years, so has scrutiny by federal, state, and local governments, non-governmental organizations and our customers, consumers, and investors. This has resulted in new regulatory requirements such as various state-level Extended Producer Responsibility programs, California's recently enacted climate reporting legislation, the European Union's ("EU") Corporate Sustainability Reporting Directive ("CSRD"), and customer and consumer standards. In addition, our stakeholders may continue to demand transparency regarding our diversity and inclusion efforts and they may receive scrutiny from U.S. regulators, investors, and policy groups in connection with the new presidential administration's priorities. Our efforts to mitigate our impacts on climate change, and to eliminate chemicals of concern and otherwise reduce or mitigate adverse effects on the environment, may also continue to be scrutinized. For example, some of our major customers have requested we respond to various questionnaires, including the CDP Climate Change, Water, and Forests Questionnaires, and use our responses and CDP scores to evaluate us. Compliance with these requirements, standards, and disclosure requests may be challenging and could cause disruptions in the manufacture of our products and/or result in increases in operating costs, and additional legal, compliance and regulatory risks and costs. We may also be required to contribute funds to support recycling and other waste management infrastructure, and/or incur costs associated with making necessary changes to our operations and controlling, assessing, and reporting on certain sustainability metrics. These disruptions and additional costs could make our products more costly and less competitive than other products, which would adversely affect our business.

- **Any failure to achieve our sustainability goals or to effectively respond to new or current legal, regulatory or stakeholder sustainability requirements could adversely affect our business and reputation.** While we strive to minimize adverse impacts of our global operations, our ability to achieve any stated sustainability goal, target, or objective is subject to numerous factors and conditions, many of which are outside of our control. We could lose revenue if our consumers change brands, major retailers delist our products or our retail customers move business from us because we have not effectively responded to regulatory requirements, complied with their sustainability requirements or met their expectations related to our sustainability efforts, including with respect climate change, plastic usage, or ingredients. In addition, our actual or perceived failure to achieve or make sufficient progress towards our stated sustainability goals or comply with sustainability related regulations could result in litigation, regulatory scrutiny or adverse publicity, which could damage our reputation, reduce consumer demand, and devalue our brand equity. Further, sustainability-conscious investors may choose not to invest in our securities if we do not comply with their expectations, and investment managers may not include our securities in sustainability-designated funds. These areas have become increasingly politicized, and our efforts to address the concerns of some stakeholders could cause adverse impact to our relationships with other stakeholders.

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. They are summarized below:

- **Current Regulations** – Our Environmental & Safety Operations Department maintains primary responsibility for evaluating the applicability of current climate change 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. More recently, we are planning for compliance obligations under the recently modified EU Corporate Sustainability Reporting Directive and the Commission's disclosure on climate change. The Law Department Regulatory Affairs evaluates impacts on a product level. Relevant risks are included on the agenda of the Council.
- **Emerging Regulations** – The evaluation of emerging climate change regulations to existing and new operations is the responsibility of our Law and Environmental & Safety Operations Departments, Regulatory Affairs, and the Council. Additionally, our Chemicals of Concern Committee monitors and tracks emerging data and trends for chemicals that are being reviewed for human and environmental impact. Each department has a responsibility to ensure that proposed relevant legislation and regulations are included on the agenda of the Council. For example, we are monitoring global regulatory trends regarding carbon pricing and tax frameworks or reporting. We may need to allocate additional staff or resources in the future if lower reporting thresholds for greenhouse gas emissions or specific reporting frameworks are enacted. We continue to perform tracking and review of upcoming frameworks, including International Sustainability Standards Board (ISSB) and Center for Sustainability Research & Practice (CSRP) protocols.
- **Legal** – Any sustainability-related legal issues that could have a material impact on us are evaluated and discussed by the Council. To date, we have not identified any climate-related risks associated with actual or potential litigation against us.
- **Acute Physical** – We actively monitor climate change issues that could have an acute effect on our operations, such as increased severity of weather-related events. For example, some of our coastal facilities may be subject to business interruption due to climate-related risk of storm damage or flooding. We have established business continuity plans for our operations 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.
- **Chronic Physical** – 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 product through inability to obtain necessary raw materials or having insufficient water available to operate our plants. We have publicly stated goals to reduce the impact of our operations and transportation by reducing our GHG emissions, to support the generation of renewable energy, and to commit to reducing our water consumption by 10% per year on a normalized basis. We have locations close to oceans, including our facilities in Folkestone, UK, and Lakewood, NJ, and we monitor chronic conditions such as sea level rise, temperature increases, and water quality and availability. We have products that are temperature-sensitive that may require reformulation or climate-controlled shipping if ambient shipping temperatures continue to rise.

Opportunities

We have also identified significant climate-related opportunities to improve our business performance, including the following examples:

Products and Services – We continue to identify opportunities for new products and packaging formulated to minimize water or energy requirements in manufacture 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.

Access to New Markets – We recognize that our customers and consumers are increasingly demanding transparency regarding our efforts to mitigate our impacts on climate change. 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 respond to customer and consumer concerns or perceptions regarding practices for packaging materials such as plastic packaging and their sustainability performance. In 2024, our continued efforts in key areas of sustainability 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.

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 operations owned and controlled by us to be carbon neutral by 2025 by mitigating our carbon emissions 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 minimum, remain energy neutral on a year-to-year basis. To achieve this, certain plants have implemented a variety of energy efficiency projects. These efforts will be accelerated through our commitment to science-based targets.

Technology – We have publicly stated GHG emission reduction goals. Various departments throughout the organization evaluate relevant technology that supports those goals. This includes lighting efficiency or process equipment improvements that will reduce energy consumption or new energy monitoring technologies that could create energy savings as well as direct decarbonization opportunities. We continue to evaluate new technologies and how they may be implemented in our processes. Examples include combined heat and power (CHP), carbon capture, process modifications, and heat recovery. Risks may be associated with cost-effective technology not being available to continue reducing our energy consumption or carbon reduction in the future. Emerging technologies may improve our ability to achieve our goals.

Supply Chain – To improve our understanding of climate change impacts in our supply chain, we have increased the level of engagement with contract manufacturers and suppliers. We track and update our Scope 3 emissions estimate associated with our supply chain regularly. In early 2023, we partnered with CDP to enhance our engagement and expanded the number of suppliers engaged in 2024. We are presently assessing the responses we received from suppliers and are refining our encouragement strategy with our key suppliers regarding verifiable carbon reduction goals.

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 associated with all aspects of our value chain, including our supply chain for raw materials production, raw material transportation to the point of manufacture, product distribution, and product use. To understand and control our emissions and climate impact, we track multiple metrics, including energy use in our operations, Scope 1 and Scope 2 emissions of greenhouse gases associated with our operations, and Scope 3 emissions from transportation and other activities associated with our operations. We maintain goals to minimize our GHG emissions at both the corporate and facility level. In 2022, our science-based targets were validated by the SBTi, an organization promoting best practice in emissions reductions in line with climate science. These targets align with SBTi's latest criteria for maintaining global temperature rise to 1.5 degrees Celsius for Scope 1 and Scope 2 emissions and well below 2 degrees Celsius for Scope 3.

- Church & Dwight is committed to reduce absolute Scope 1 and Scope 2 GHG emissions 46% below 2020 levels by 2031
- Church & Dwight pledges to reduce absolute Scope 3 emissions below 2019 levels through influencing our supply chain partners*
- Church & Dwight is committed to continuing our pledge to use 100% renewable electricity for operations under our control

*Our Scope 3 SBT goal is for our suppliers that represent 75% of our Scope 3 emissions to establish their own science-based targets by 2026. These suppliers include providers of purchased goods and services, capital goods and upstream transportation and distribution.

As we prioritize actions in support of our science-based targets, we continue our progress towards our primary near-term climate-related goal that all global operations owned and controlled by us be carbon neutral by 2025, by reducing and offsetting our carbon emissions through energy savings projects, renewable energy credits (RECs), purchase power agreements (PPAs), on-site solar projects, tree plantings, and similar carbon credit programs. Today, 100% of our operations' global electricity is procured from renewable sources, inclusive of RECs, while our Scope 1 and targeted Scope 3 emissions are offset by certified carbon credits obtained through projects from the Arbor Day Foundation®, Pachema, Inc., and Climate Impact Partners, LLC. In addition, we have an operational goal to reduce our normalized carbon emissions (targeted emissions in metric tons CO3e/product shipped) by 10% each year and have set a target to reduce total normalized energy use (GJ/product shipped) from our operations by 10% each year.

Emissions

The first step in this process is to understand our emissions. For our current 2025 carbon neutral goal for Scope 1 and Scope 2 emissions, our targeted GHG emissions inventory includes those emissions over which we have direct control. This includes Scope 1 direct emissions from our operated facilities and Scope 2 indirect emissions from our operated facilities (primarily electricity and steam purchases). We also include 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. We have quantified and tracked these categories of our Scope 3 inventory as part of our metrics and targets for several years, and we refer to them in this Report as targeted Scope 3 emissions. As we evaluate and strengthen our supply chain to minimize disruptions, we seek opportunities to shorten our supply chain and increase resiliency, which may provide opportunities to reduce Scope 3 emissions by optimizing and minimizing total miles of material and product transportation.

We continue to expand data coverage and enhance data quality for our emissions inventory to better assess our performance against our 2020 baseline. In 2025, we plan to update our baseline to account for recent acquisitions and improvements in calculation methodology, which will allow us to track and report our performance more accurately.

Since 2020/2021, we have expanded our analysis beyond our targeted Scope 3 emissions to include those resulting from operations in our supply chain not owned or controlled by us, as well as emissions from our products. The table shows the Scope 3 categories included in our updates 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 emission estimate based on previous year 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 change impacts in our supply chain, we have increased the level of engagement with contract manufacturers, including select direct engagements and joining CDP as a Supply Chain member. In 2024, we engaged suppliers representing 90% of our domestic direct spend 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 the supplier climate efforts, and developing our 2025 strategy to engage and encourage suppliers based on where they are on their corporate climate journey.

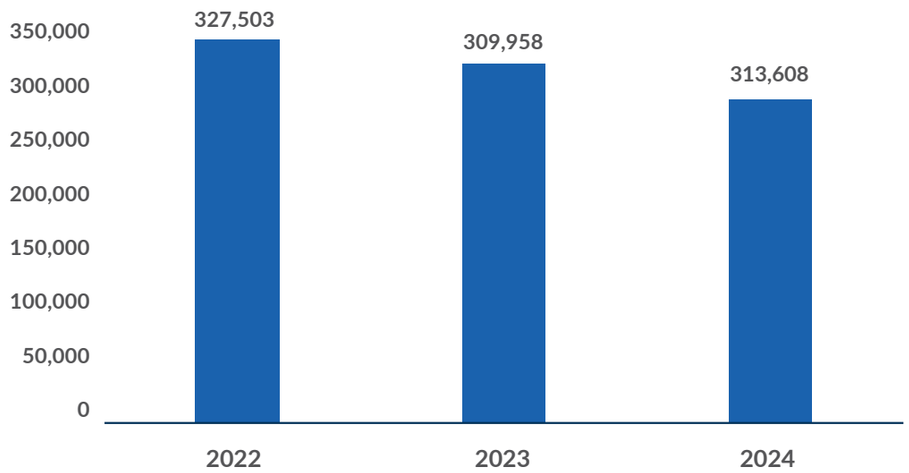
The table on this page provides the most recent three years of data for our Scope 1 and 2 GHG emissions, plus the targeted Scope 3 emissions that we have incorporated into our GHG metrics and targets.

We have also included the total Scope 3 emissions estimate calculated as defined in the GHG Protocol's Corporate Value Chain Accounting Standard. These emissions were calculated in 2024 based on supply chain activity for 2023, the most recent data available. We updated our Scope 3 emissions inventory again in 2025 based on 2024 data. These results will be included in our 2025 CDP response.

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

GHG Emissions	2022	2023	2024
Scope 1 [MT CO2e]	71,535	67,764	70,486
Scope 2, Location-based [MT CO2e]	59,530	62,269	65,444
Scope 2, Market-based [MT CO2e]	11,038	13,475	16,736
Scope 1 + 2 location based [MT CO2e]	131,065	130,033	135,930
Target Scope 3 North America Transportation Operations [MT CO2e]	196,439	179,926	177,679
Total Targeted Scope 1, Scope 2, and Scope 3 [MT CO2e]	327,504	309,959	313,609
Scope 3 [MT CO2e] (Excludes indirect emissions)	2,365,058	1,952,651	1,950,404
Total Scope 1 + 2 + 3 [MT CO2e] Location based (Excludes indirect emissions)	2,496,123	2,082,684	2,086,334
Target GHG per product [MT CO2e/MM units]	201.3	199.9	190.6
Target GHG per product [MT CO2e/MM lbs shipped]	57.1	54.2	53.7
Target GHG per product [MT CO2e/MM USD]	60.9	52.8	51.4
Scope 1 + 2 per product [Tonne CO2e/MM units]	80.6	83.9	82.6
Scope 1 + 2 GHG per product [tonnes CO2e/MM lbs shipped]	22.8	22.7	23.3
Scope 1 + 2 per product [Tonne CO2e/MM USD]	24.4	22.2	22.3

Targeted GHG Emissions [tonnes CO2e]



Several factors impacted our reported GHG emissions estimate in 2024, including:

- **Increased Emission Factor:** An updated site-specific emission factor was provided by our purchased steam supplier, which increased our prior CO2e emissions estimate by approximately 44% per ton of steam compared to the previous generic emission factor used.
- **Expanded Electricity and Natural Gas Scope:** In 2024, we expanded our reporting to include electricity and natural gas usage data from sales offices and smaller locations that previously did not report monthly electricity or natural gas use into our sustainability platform. This energy use was previously considered insignificant and, therefore, unreported. The current approach estimates usage based on the square footage of each location, and these estimates have been incorporated into our year-end totals. This report includes the estimated electricity and natural gas usage data sets.
- **Calculation Corrections and Adjustments:** Throughout 2024, we identified and corrected three significant historical errors in our GHG emission calculations, which have led to notable revisions in our past Scope 1 and Scope 2 emissions estimates. These corrections are applied to all data presented in this Report, including with respect to:
  - **Methane Emissions:** An error in the original calculation spreadsheet led to an overestimation of methane emissions from our on-site landfill. After correcting this, we found that actual methane emissions were approximately 10% of the previously reported figures. Consequently, the contribution to Scope 1 GHG emissions from landfill methane emissions has been significantly reduced in this Report.
  - **Purchased Steam Data:** Previously reported purchased steam data was likely underreported due to two factors. In June 2023, our steam supplier identified a meter performance issue and replaced the meter measuring our incoming steam. Post-replacement, the average metered steam usage was 50% higher compared to the 18 months before the replacement. Additionally, our supplier provided a site-specific CO2e emission factor for their steam generation, which is higher than the generic factor we had been using. This site-specific emission factor has now been applied to all current and historical purchased steam data in this Report. Due to the inability to accurately estimate the impact of the metering issue, an increase in usage is reflected in the new meter data. As a result, the contribution to Scope 2 GHG emissions from purchased steam has increased in this Report.
  - **Electricity Emission Factor for Montreal:** Historically, we used an IEA-published electricity emission factor for Canada to estimate Scope 2 emissions for electricity use at our Mississauga and Montreal sites. In 2024, we adopted a Montreal-specific emission factor published by Environment and Climate Change Canada, which better reflects the region's reliance on low-carbon hydroelectric power. This lower emission factor has been applied to all electricity use data for our Montreal site, resulting in a reduced contribution to Scope 2 GHG emissions from our Montreal site in this Report.
- **Non-Energy CO2e:** In 2024, two significant events related to "non-energy" GHG emissions affected our overall totals. These are:
  - **Process CO2:** Due to issues with our CO2 pipeline supplier, it was necessary for one of our baking soda facilities to utilize stored liquid CO2. As a result, we experienced an increase in process CO2 loss due to storage tank venting and the presence of a previously undetected leak in one of our transfer lines. These factors, along with slightly higher production levels, led to a 30% increase in process CO2 loss from the plant in 2024. Consequently, the process CO2 contribution to our Scope 1 GHG emissions increased.
  - **Refrigerant:** GHG emissions associated with refrigerant losses were significantly (3,700 metric tons) higher in 2024 compared to 2023.

Progress

In 2024, we continued our commitment to 100% renewable energy through renewable energy credits (RECs), and 100% of our targeted GHG emissions (Scope 1 + Scope 2 + targeted Scope 3) were either offset through carbon credits or reduced through RECs. We anticipate meeting our 100% neutral target again in 2025 utilizing RECs and carbon credits.

Our operational (Scope 1 + Scope 2) carbon emissions in 2024 increased by 5% compared to 2023 driven mostly by increased emissions from purchased steam, refrigerant losses, process CO2 losses, and other factors discussed above. Except for steam, our energy use was flat to down in 2024 (see Energy discussion below). These Scope 1 and Scope 2 increases more than off-set a slight reduction in our targeted Scope 3 transportation emissions such that our absolute targeted GHG emissions in 2024 (Scope 1 + Scope 2 + targeted Scope 3) increased by approximately 1% compared to 2023, failing to hit our target to hold these emissions flat.

Targeted Scope 3 emissions decreased by 1% in 2024 compared to 2023 due in part to our continued load optimization and use of intermodal transportation methods. Targeted GHG emissions normalized to million units of product shipped also was down by 5%. Additionally, Scope 1 + Scope 2 emissions normalized to million units of product shipped decreased by 1% compared to 2023. These decreased normalized metrics are a direct result of increased units shipped in 2024. The data demonstrates that we must continue our efforts to remove carbon from our operations and improve efficiency.

Science-Based Targets

Reduce Absolute Scope 1 and Scope 2 emissions by 46% versus 2020 base year

Our science-based targets were validated by SBTi in July 2022. Our 2024 progress is summarized below. Based on our 100% renewable electricity through RECs, we use our Scope 2 market-based emissions and Scope 1 emissions to track our SBT reduction progress.

While we reduced our Scope 1 emissions in 2024 by 2% versus our base year, our Scope 2 market-based emissions increased due to the steam metering issue discussed above.

Reference Year	Scope 1 Emissions (MT CO2e)	Scope 2 Emissions - market based (MT CO2e)	Total Emissions (MT CO2e)
2020	71,592	11,079	82,800
2024	70,486	16,736	87,222
Delta (%)	-2%	+51%	5%

In 2024, we continued our decarbonization engineering assessments and feasibility assessments to select specific, impactful decarbonization opportunities. Our long-term decarbonization roadmap to remove significant portions of our operational carbon emissions considered possible Combined Heat and Power (CHP), process heat recovery, alternative energy, and carbon capture opportunities in our operations. We are moving forward with a portion of the plant-level energy conservation measures identified through the energy audit programs. We also completed a formal design on process carbon dioxide recovery at one of our baking soda plants in 2024 which we expect to be operational in 2025. We invested in an assessment and evaluation of flue gas carbon capture technologies with the intention of implementing at one of our largest natural gas-burning locations. However, the project is cost prohibitive due to ancillary upgrades to power and other infrastructure required to execute at the selected location. We are currently re-evaluating our SBT strategy and expect to focus on multiple smaller projects to attain our goal. We maintain 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 151,000 megawatt hours (MWh) of electricity in our operations in 2024. We generated approximately 300 MWh through on-site solar and purchased more than 162,000 MWh of RECs. In early 2024, we purchased an additional 1,000 MWh of RECs to mitigate our emissions from energy “non-reporting” locations (such as sales offices) and to ensure that 100% of our electricity came from low-emission sources for every region in which we operate. The remaining market-based emissions included in this Report are primarily emissions associated with purchased steam for our Green River, WY manufacturing plant.

Absolute Scope 3 Emissions Below 2019 Levels through Influencing Certain of our Supply Chain Partners

As part of our science-based targets, we have committed to minimizing our Scope 3 emissions by influencing certain of 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 our targeted suppliers to begin reporting their carbon performance through CDP. We requested suppliers representing 90% of our domestic direct spend to respond to the 2024 CDP climate and water security questionnaires. We received climate responses from 66% of the suppliers contacted representing a little over 40% of our 2023 Scope 3 Category 1 Purchased Goods and Services emission estimate. We are evaluating the responses received to assess the climate program maturity of the suppliers who responded. Based on the 2024 responses, we are updating our engagement strategy to focus on those organizations that have not begun their carbon reduction journey as well as our approach to expand the scope of suppliers we are engaging to boost coverage to attain our 75% emissions engagement target. Preliminary 2024 responses suggest 38% of responding suppliers already have an established science-based target.

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 reduce 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 (50%) of total energy use in gigajoules followed by electricity (approximately 37%) and purchased steam (approximately 12%). The remaining fuel sources including diesel, gasoline, and propane represent less than 2% combined.

In 2024, our total energy use was approximately 1.5 million gigajoules, which was nearly flat compared to 2023. Normalized energy use was 952 gigajoules per million units shipped, which represents a 6% decrease over 2023. Total energy use in gigajoules was relatively flat in 2024 while the normalized metric of million units of product shipped was higher, resulting in the downward trend, but insufficient to meet our standing 10% normalized reduction goal.

In 2024, electricity use was flat (decreased by <1%), natural gas use decreased by 4%, while purchased steam increased by 24% (based primarily on a corrected metering issue for the full year as compared to 2023 and partly due to production). Implementation of several energy reduction projects has enabled us to minimize increases in our energy use.

Energy and CO2 Reduction Efforts

Process CO2 Recovery and Reuse

Our Old Fort, OH baking soda plant uses carbon dioxide (CO2) as a raw material in the manufacturing process. A portion of the CO2 is lost during processing. In 2023, we implemented a study to confirm the locations and concentrations of CO2 losses in the process. Based on the results, in 2024, we began construction on a system to recover and reuse over 7,000 metric tons of CO2 per year. This system will be operational by Q3 2025.

Renewable Solar Energy

In the second quarter of 2024, our Folkestone, UK, plant began generating solar electricity. We estimate that it will generate more than 470,000 kWh of green electricity annually, representing approximately 8% of the site total demand.

Process Optimization

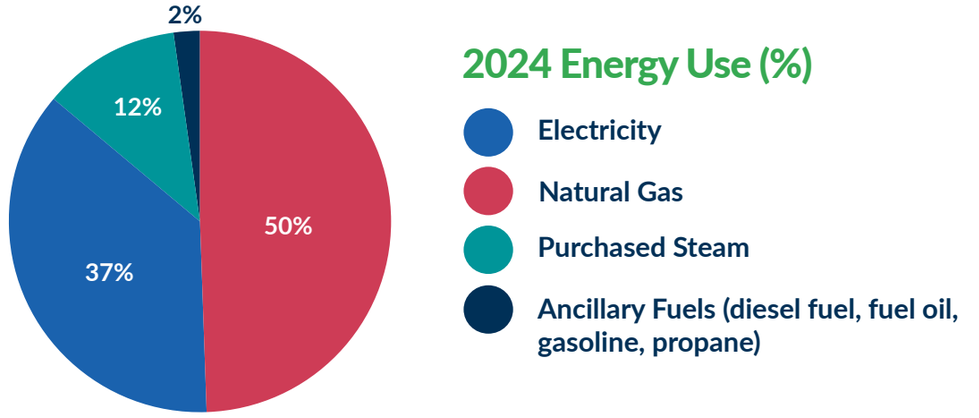
Several plants implemented process efficiency improvements, such as set point changes for air systems, reduced temperature range settings, programs to more efficiently shut on and off idle process equipment, and improved weighing processes to improve hitting production efficiency targets and minimize re-work. In total, we estimate these initiatives saved approximately 1 million kWh of energy use in 2024.

Operations & Maintenance

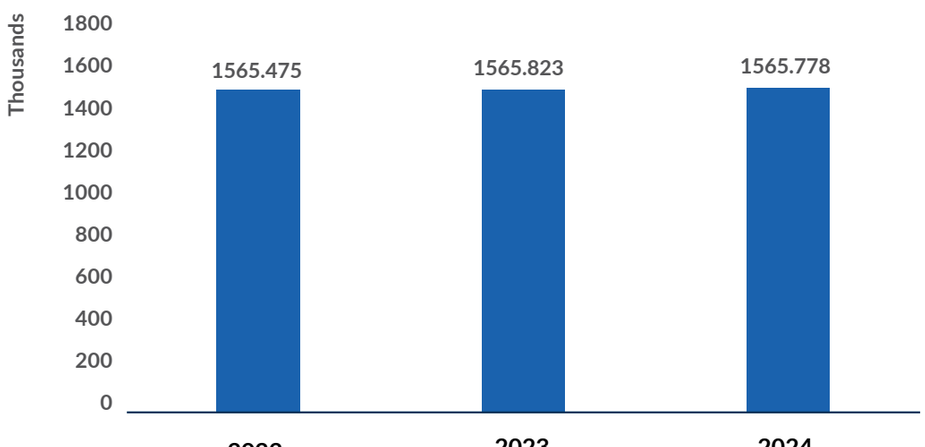
In 2024, we continued to improve our energy system operations and maintenance, specifically focusing on implementation of operations and maintenance programs around our compressed air and steam distribution systems. We have invested in equipment to survey and detect air or steam leaks in our distribution systems using sound, temperature, and established programs to prioritize work orders to address identified leaks. Based on the increased number of repairs and reduced energy loss, we estimate that we saved approximately 750,000 kWh across the organization in 2024.

Energy And Greenhouse Gas Data Verification

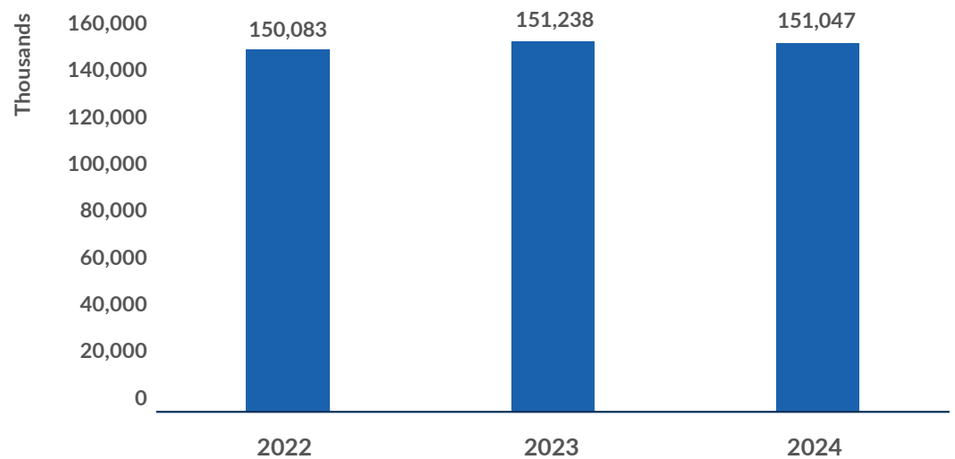
We have again contracted an independent third party, SGS North America, to evaluate and assure that our 2024 GHG and energy data collection process and emissions calculations are rigorous, inclusive, and accurate. The resulting verification statement will be included within our annual CDP Climate Change Response.



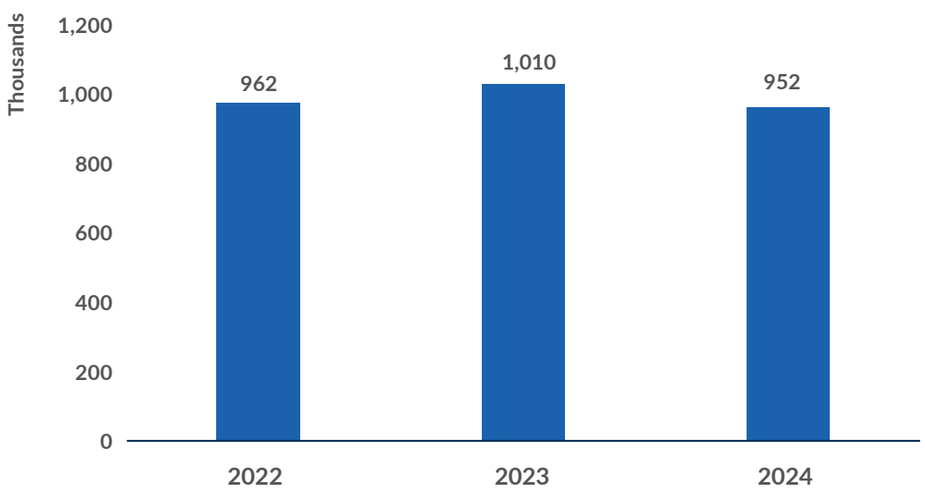
Energy Consumption [GJ]



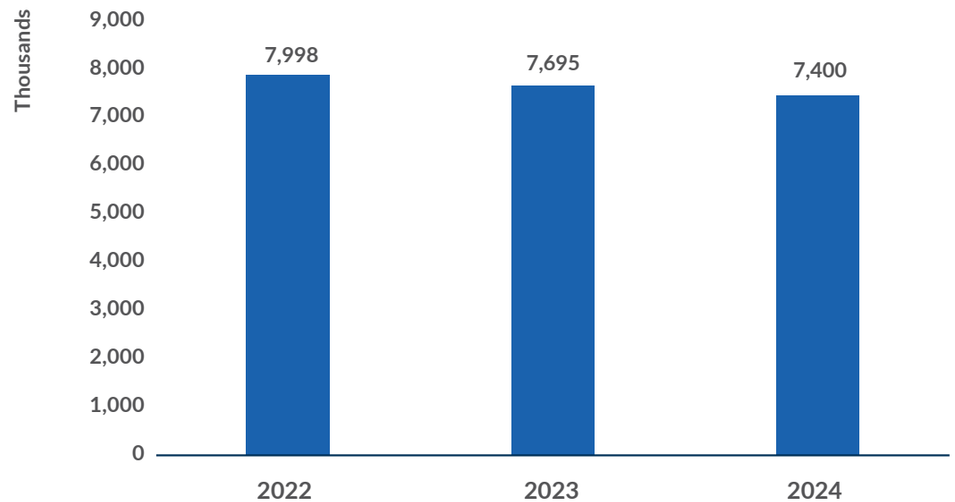
Total Electric [kWh]



Energy per Product Shipped [GJ/MM lb]



Natural Gas [thm (U.S.)]



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SUSTAINABILITY REPORT