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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



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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.



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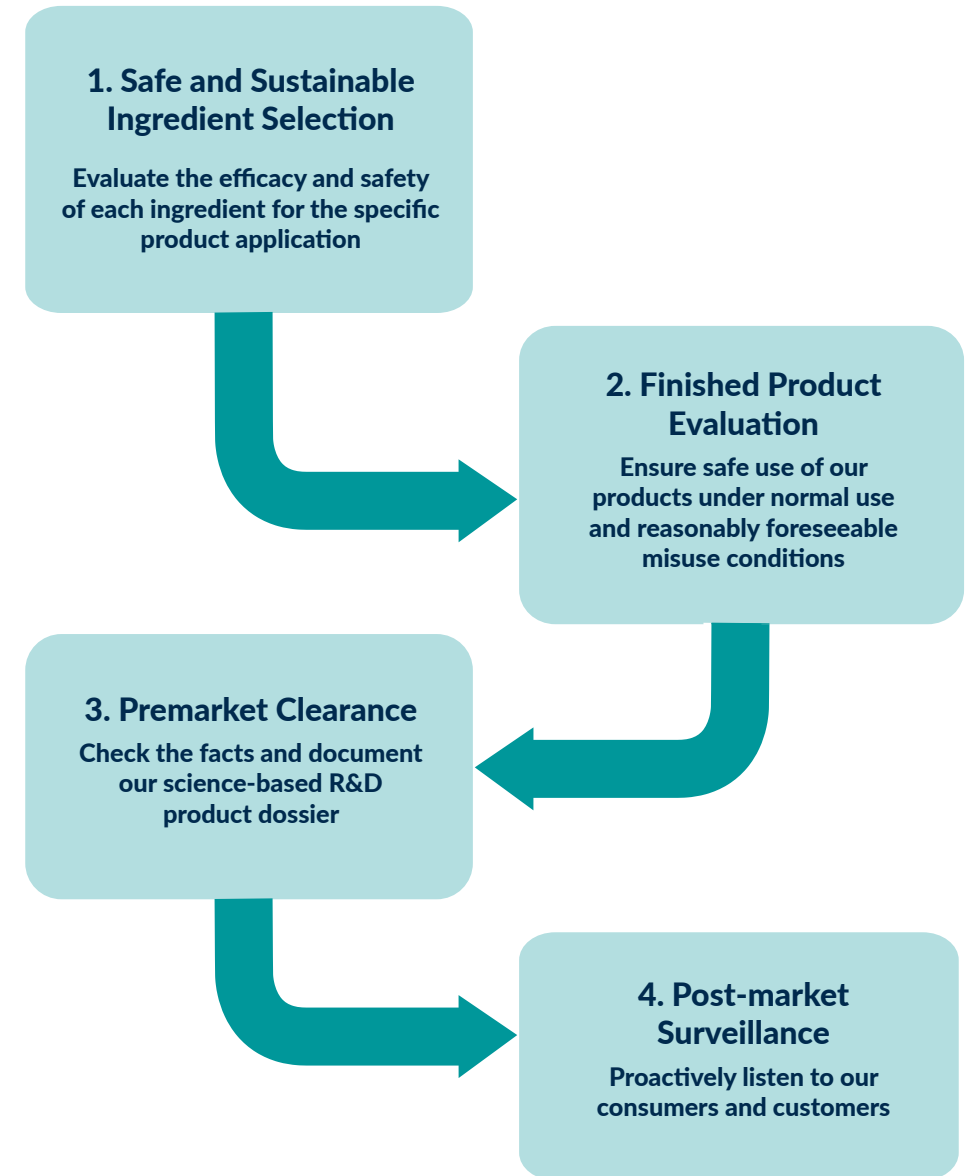


OUR 4-STEP EVALUATION PROCESS IS WELL ABOVE AND BEYOND REGULATORY COMPLIANCE AND INCLUDES:

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.





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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.





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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.





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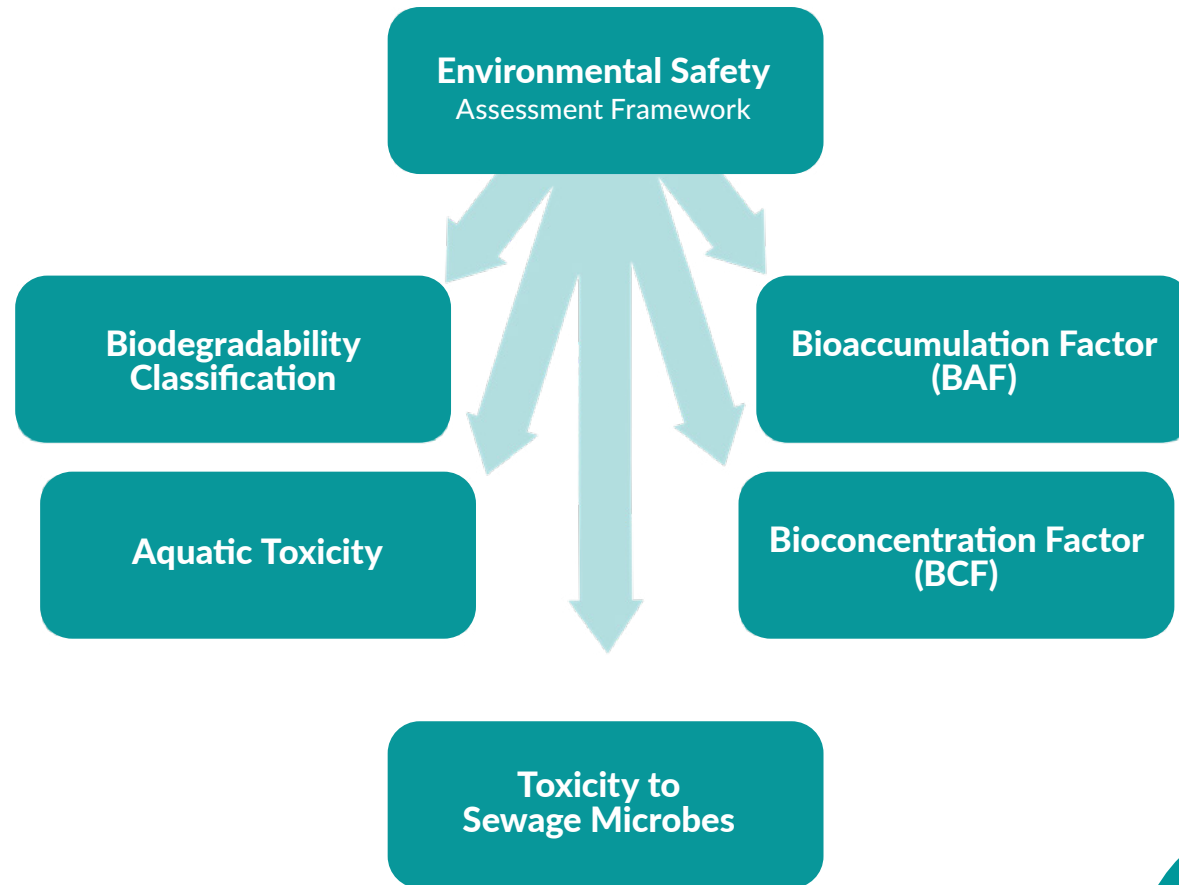
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Church & Dwight's Environmental Safety Assurance Process



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.



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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 CO₂ 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.

