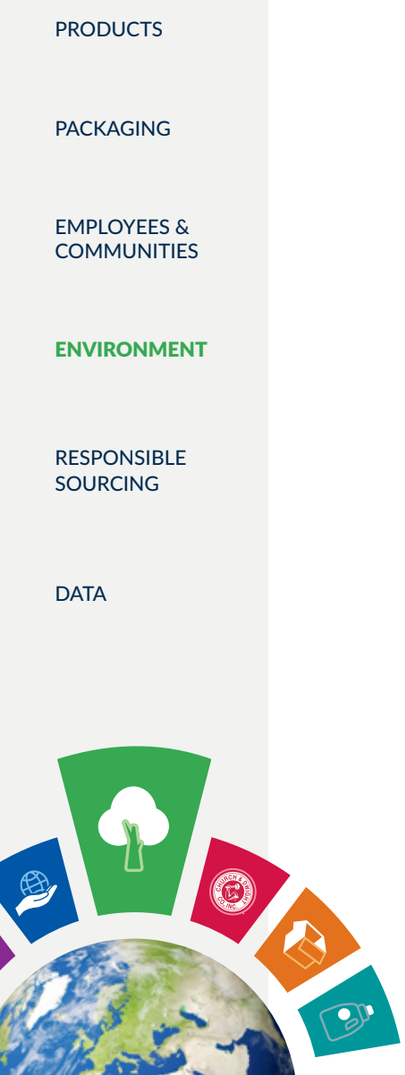
Minimize the Environmental Impact of Our Global Operations, with a focus on increasing renewable energy usage and reducing water consumption, greenhouse gas emissions, and solid waste to landfills.

ENVIRONMENT

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



MANAGING FOR ENVIRONMENTAL SUSTAINABILITY & SAFETY

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

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

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

2025 HIGHLIGHT: GREEN & LEAN

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

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

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

ENVIRONMENTAL PERFORMANCE

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

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

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

2025 ENVIRONMENTAL CITATIONS & PENALTIES SURCHARGES

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

SPILLS/RELEASES TO THE ENVIRONMENT

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

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

REMEDIATION

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

QGN, Feira de Santana, Brazil

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

QGN, Itapura, Brazil

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

WASTE

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

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

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

Annual Waste Generation Totals [metric tons]

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

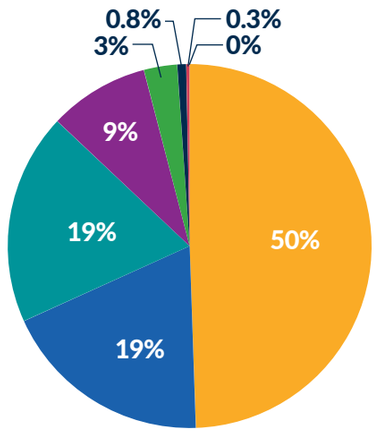
Waste Generated and Managed in 2025 [metric tons]

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

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

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

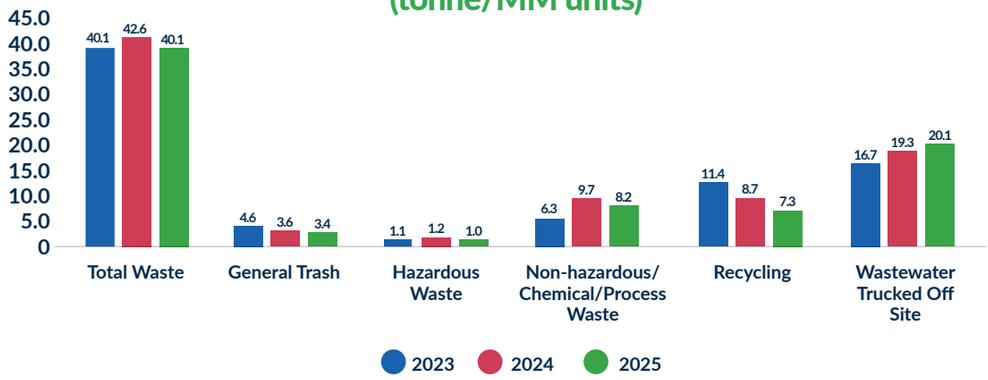
The following charts compare the waste disposal methods utilized in 2025 and the normalized waste generation quantities for the last three years. Overall, our waste generation normalized to million units of products shipped decreased by 3% in 2025 compared to 2024. In 2025, we launched our Lean waste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



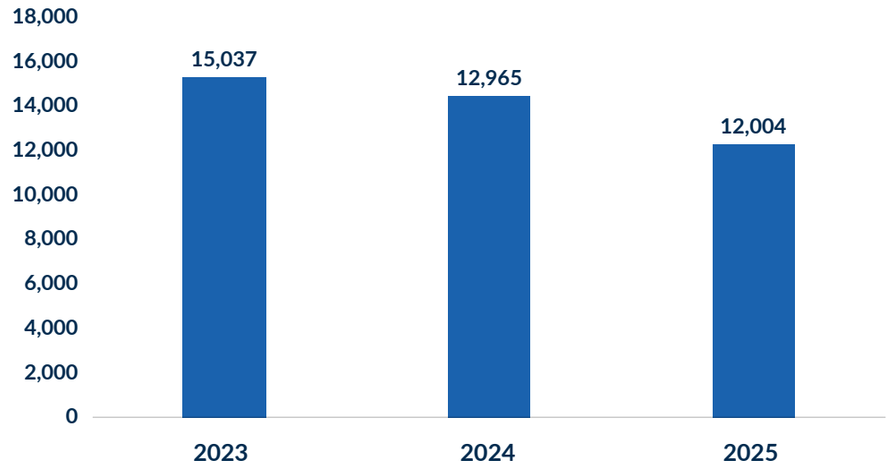
2025 Waste by Fate (%)

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

Waste Stream Per Product Delivered (tonne/MM units)



Landfill by Weight [Metric tons]



WASTE REDUCTION PROJECTS

Eliminate Waste to Landfill

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

Diversion of Liquid Laundry Detergent Waste

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

Product Reclaim and Waste Recovery

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

WATER

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

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

WATER-STRESS RISK

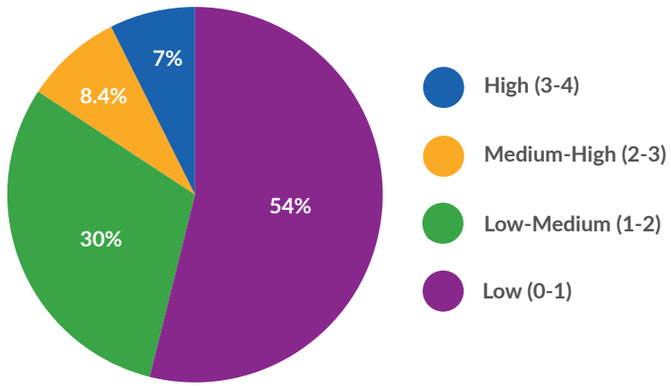
The World Resources Institute (WRI) water risk evaluation identifies areas with higher exposure to water-stress-related risks. It assesses exposure to physical quantity and quality risks, and regulatory and reputational risks at our operational sites. Our 2025 update of the overall water-stress risk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

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

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

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

Overall Water Risk Ranking (Withdrawal)

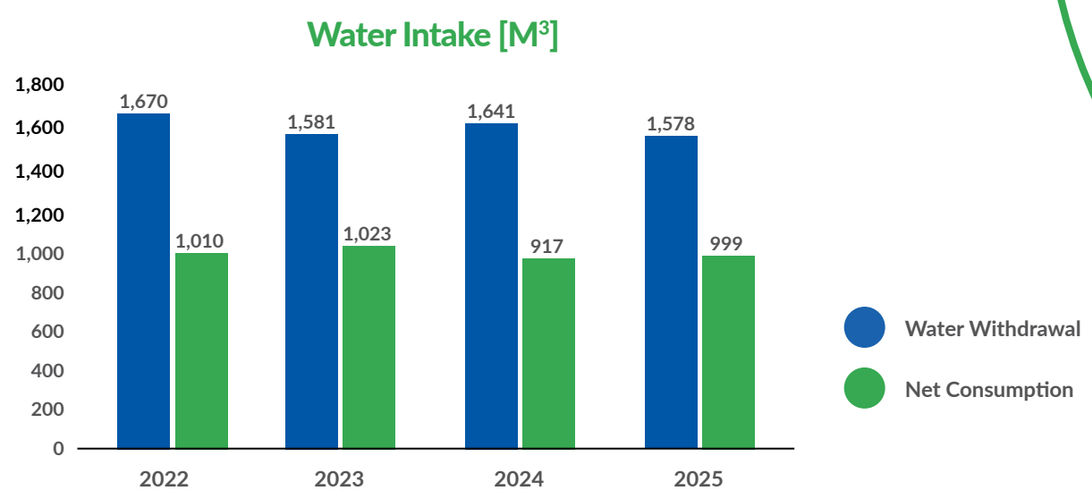


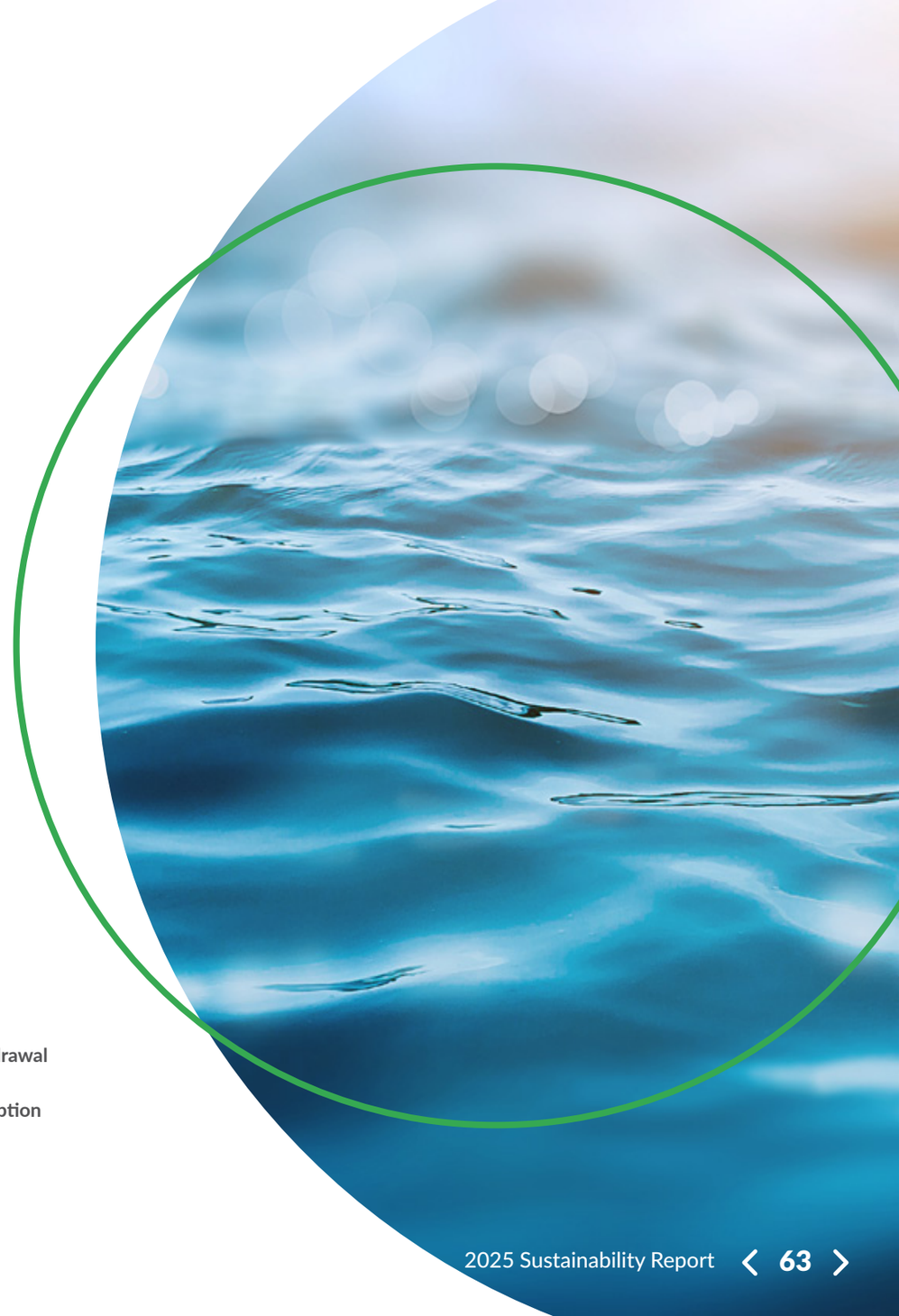
WATER INTAKE & CONSUMPTION

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

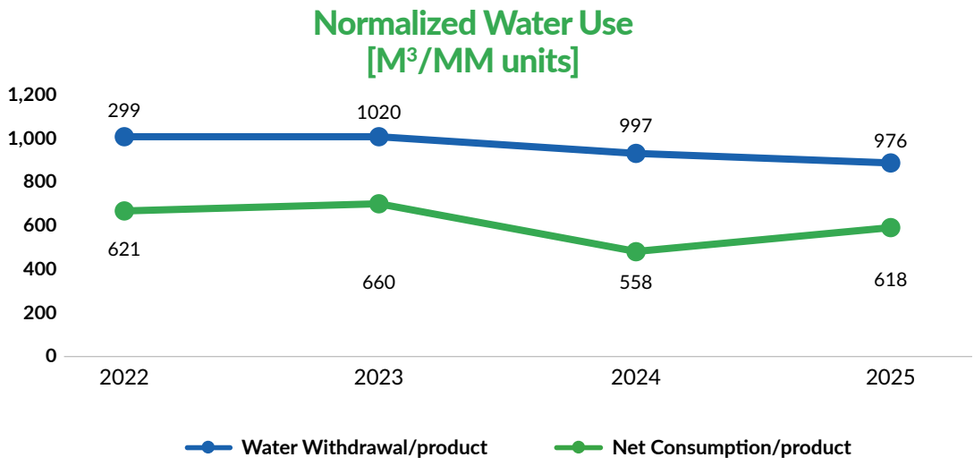
We define net water consumption as: Net consumption (M^3) = Total water intake (M^3) – Total water discharges/disposals (M^3).

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





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

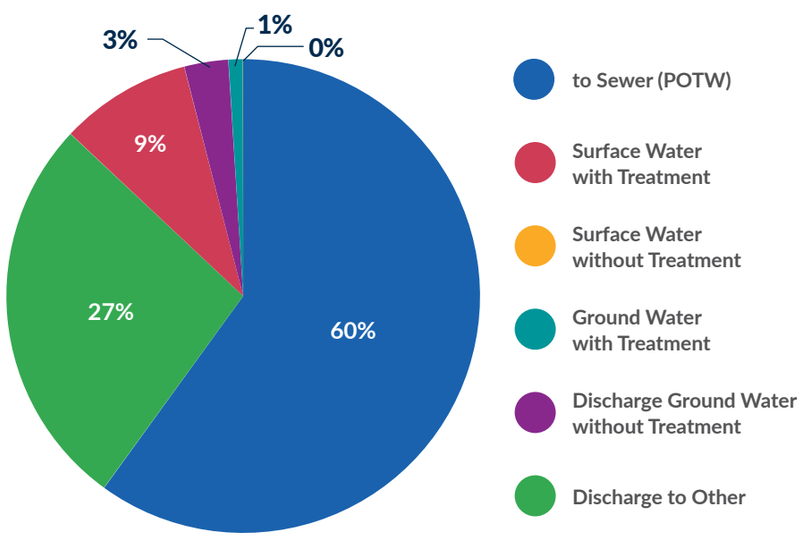


WASTEWATER DISCHARGES

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

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

2025 Wastewater Distribution [%]



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

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

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

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

WATER CONSERVATION PROJECTS

Water System Monitoring, Maintenance, and Repair

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

Condensate System Optimization

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

Modifying Water Use Practices

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

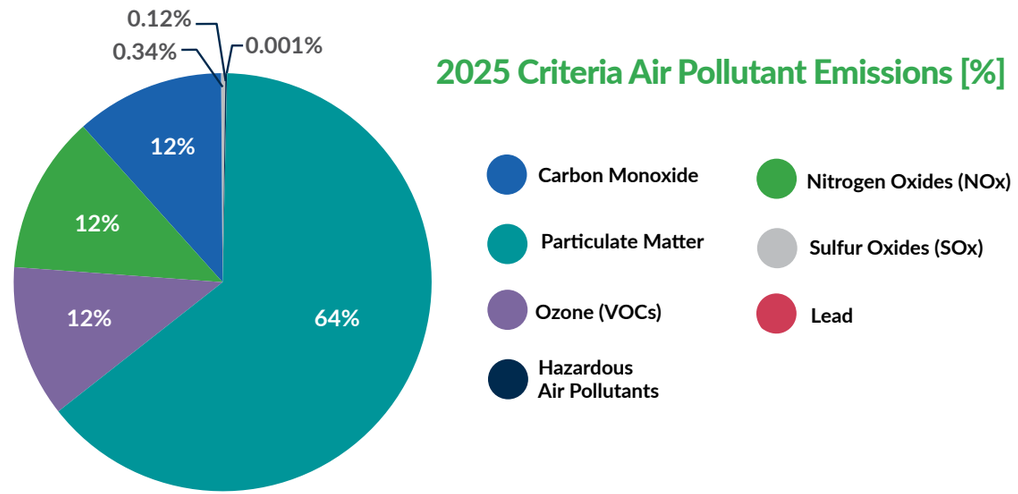
WASTEWATER RECOVERY

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

AIR EMISSIONS

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

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

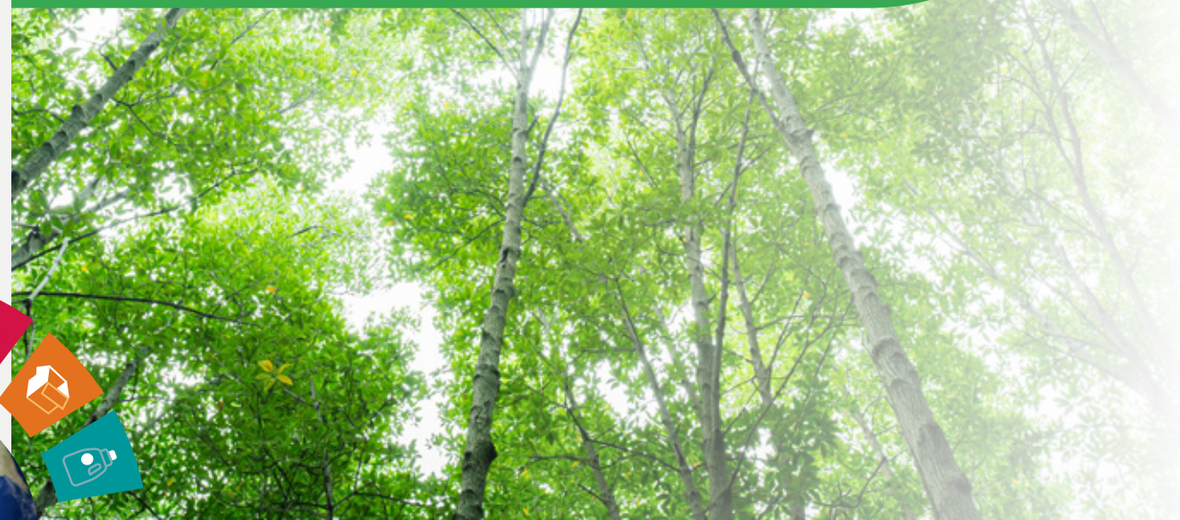


CDP

DRIVING SUSTAINABLE ECONOMIES

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

Visit website to learn more



CLIMATE Resilience

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

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

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

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

GOVERNANCE

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

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

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

STRATEGY

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

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

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

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

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

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

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

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

MITIGATING OUR OPERATIONAL EMISSIONS

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

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

ADDRESSING EMISSIONS IN OUR VALUE CHAIN

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

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

SCENARIO ANALYSIS

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

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

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

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

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

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

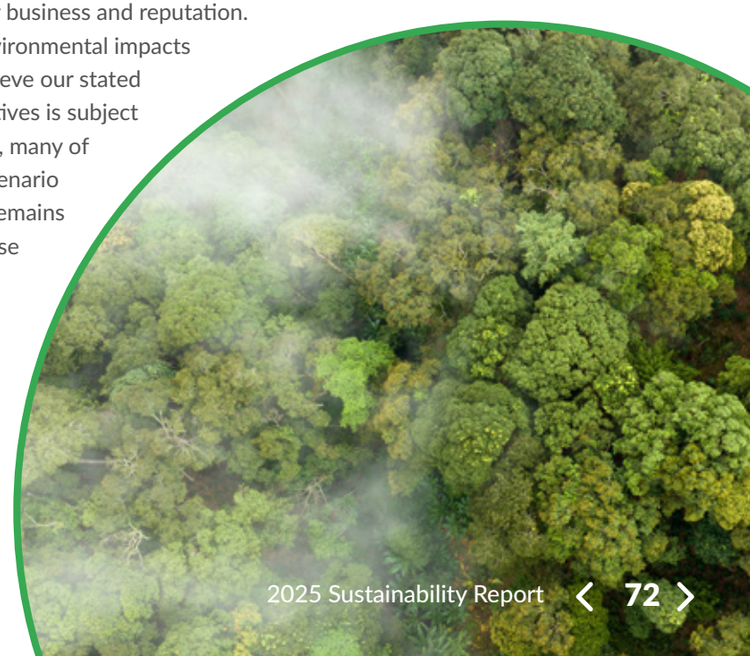
CLIMATE-RELATED RISKS AND OPPORTUNITIES

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

Transition Risks

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

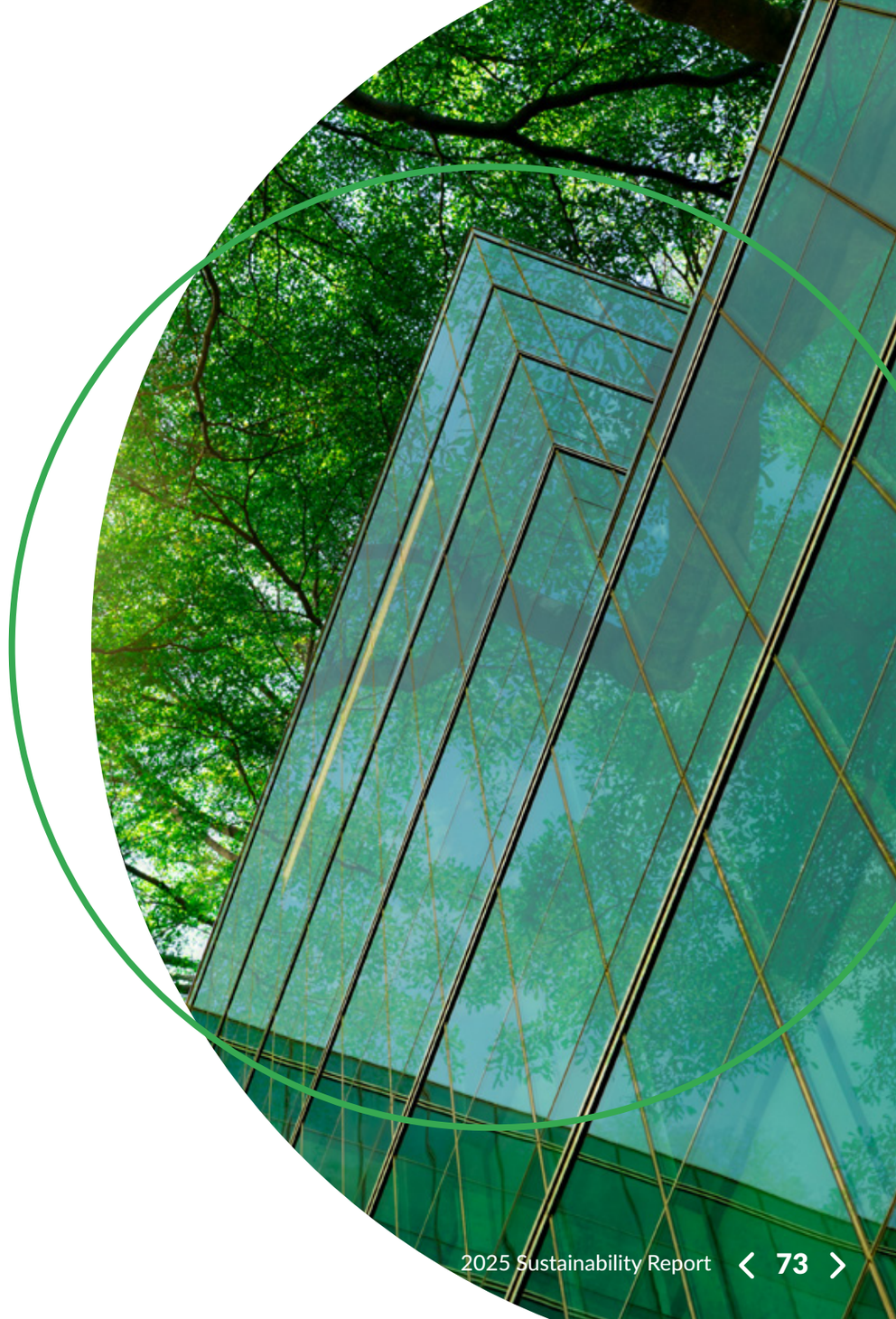
- **Policy and Legal:** To date, we have not identified any climate-related risks associated with actual or potential litigation against our Company. Sustainability-related legal and regulatory issues that could have a material impact on our business are evaluated through established governance processes,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



Physical Risks

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

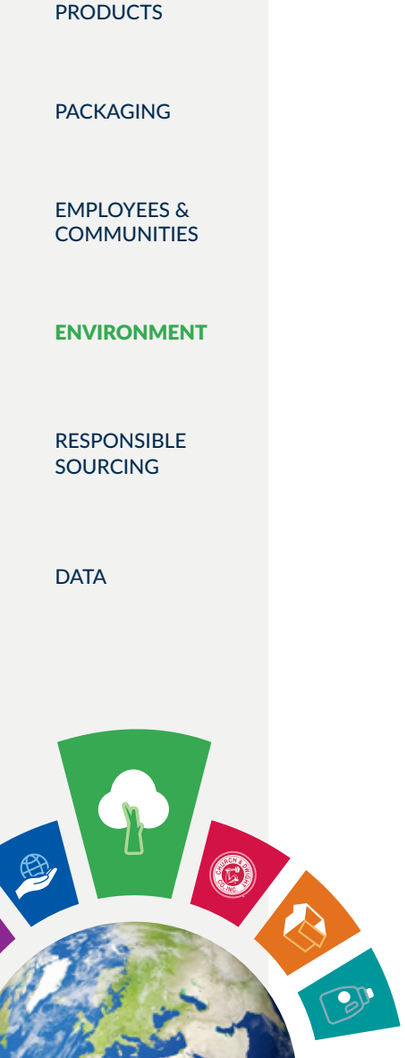
- **Acute:** We actively monitor climate-related hazards that could have acute impacts on our operations, such as severe weather events. Our climate scenario analysis indicates that pluvial flooding is projected to remain one of the most significant acute physical risks across many of our sites through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



Climate-Related Opportunities

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

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

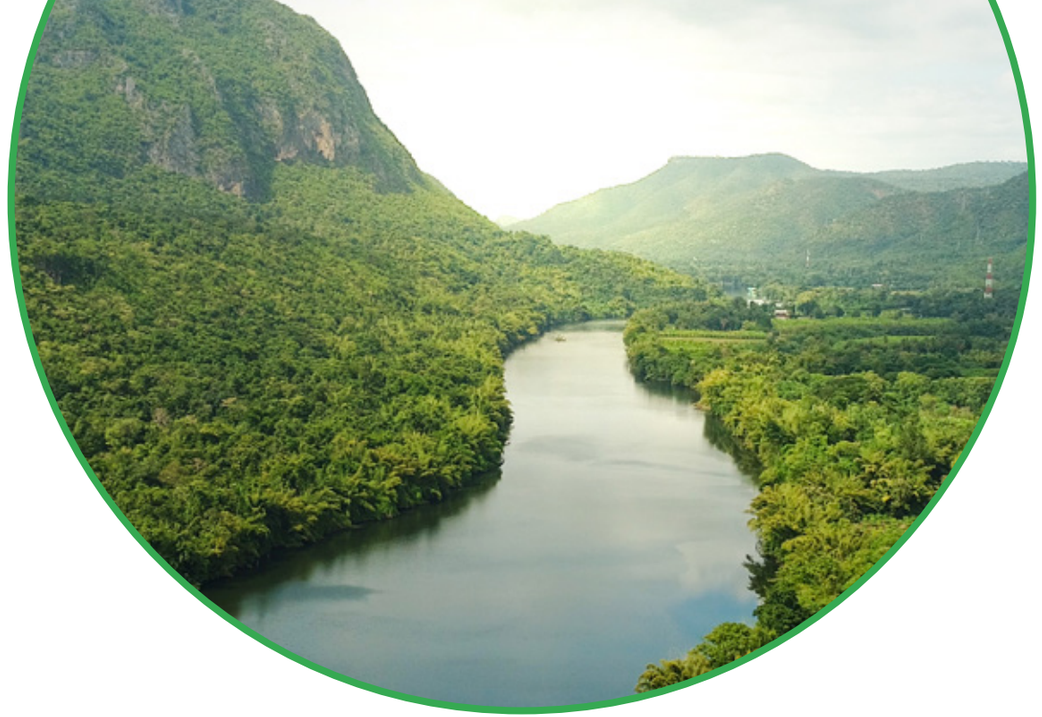


RISK MANAGEMENT

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

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

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



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

METRICS AND TARGETS

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

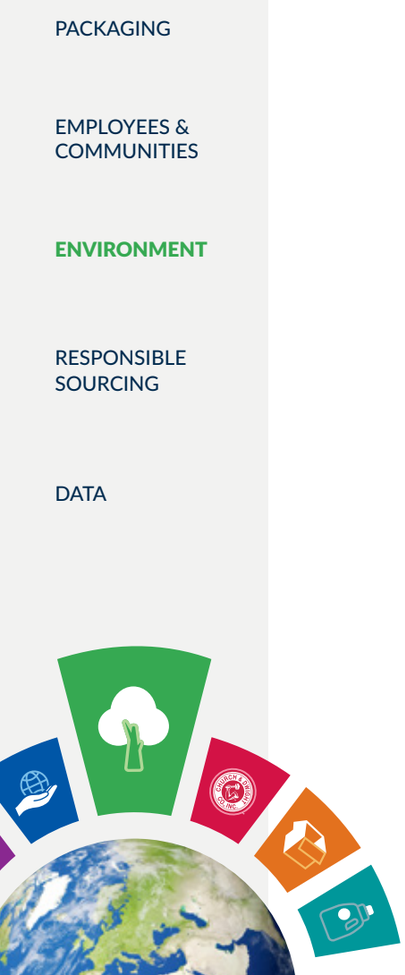
Our primary climate targets are our SBTs, which are supported by additional operational goals and performance metrics.

Science-Based Targets (SBTi-validated)

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

Supporting Operational Climate Goals

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



Emissions Inventory

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

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

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

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

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

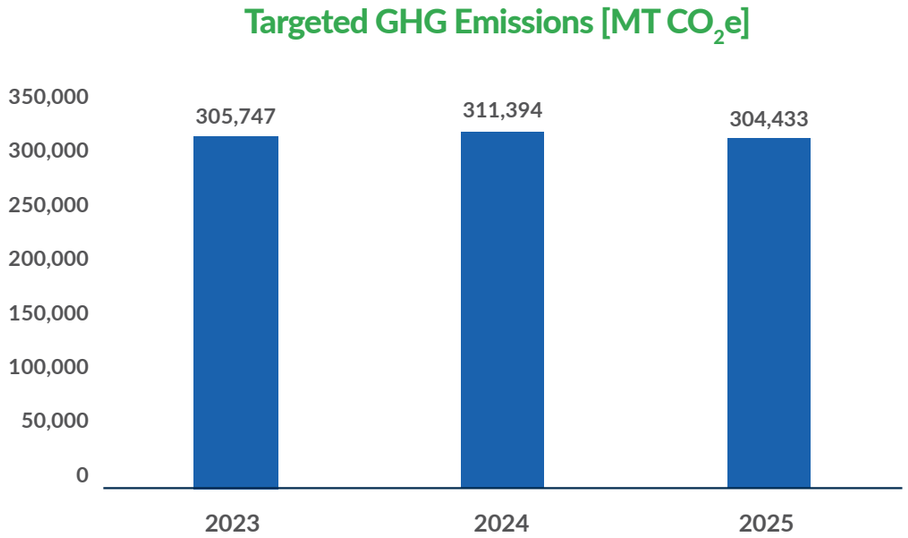
The table on this page provides the most recent three years of data for our Scope 1 and 2 GHG emissions, as well as the targeted Scope 3 emissions we have incorporated into our GHG metrics and targets.

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

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

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

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



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

PROGRESS

Supporting Operational Climate Goals

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

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

Science-Based Targets

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

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

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

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

Maintain 100% Renewable Electricity for Operations under our Control

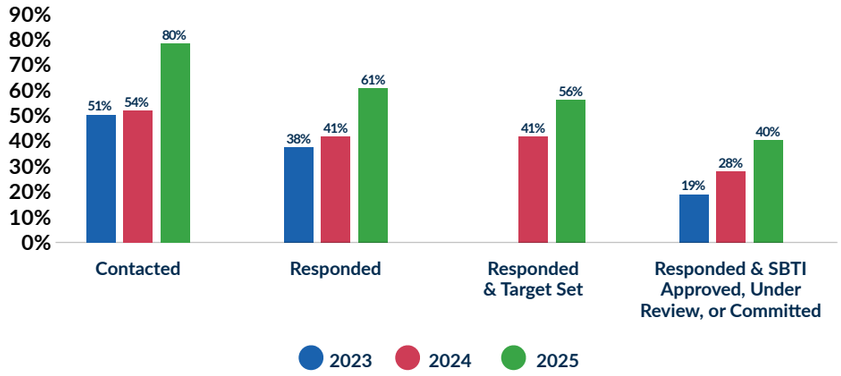
We used approximately 146,500 megawatt hours (MWh) of electricity in our operations in 2025. We generated approximately 475 MWh through on-site solar and purchased more than 157,000 MWh of RECs. We purchased sufficient RECs to ensure that 100% of our electricity came from renewable, low-emission sources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

Addressing Scope 3 Emissions in our Supply Chain

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

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

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



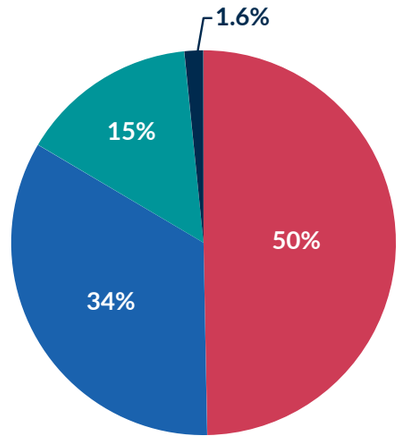
ENERGY USE

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

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

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

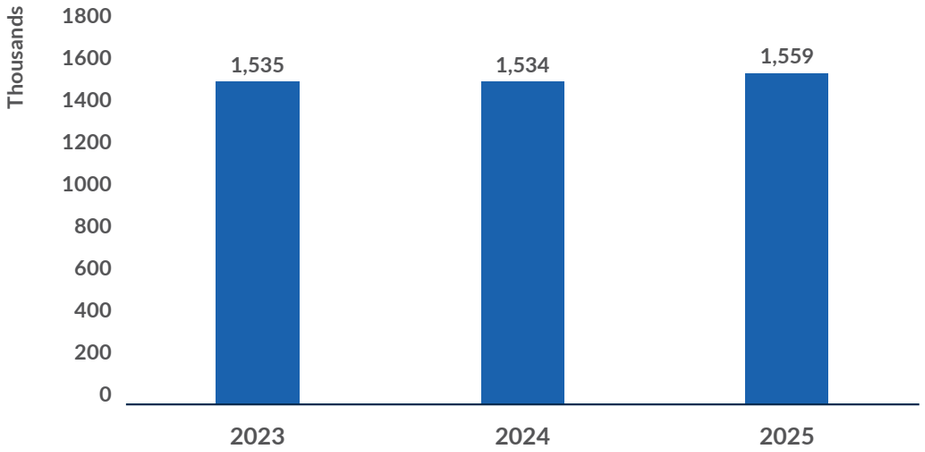
In 2025, total electricity use was down by 2% (including approximately 474,000 kWh of self-generated solar electricity), natural gas use was essentially flat (decreased by <1%), while purchased steam increased by 22% (based primarily on production). Implementation of several energy reduction projects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



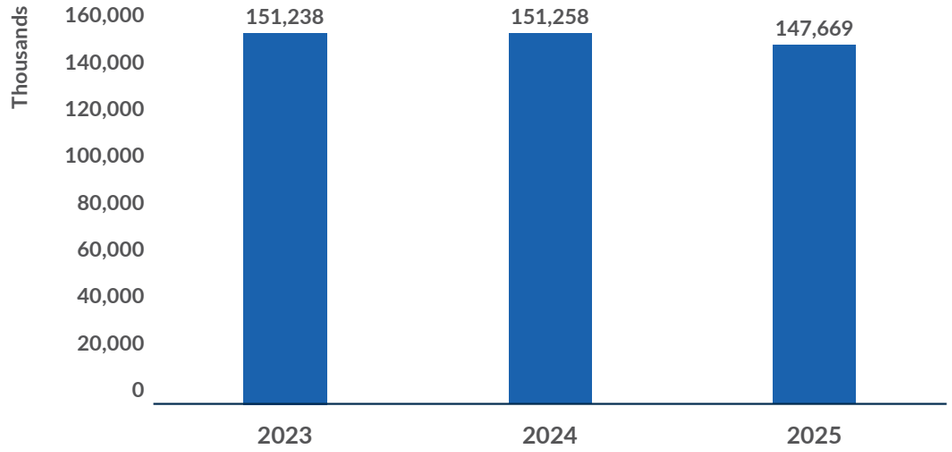
2025 Energy Use (%)

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

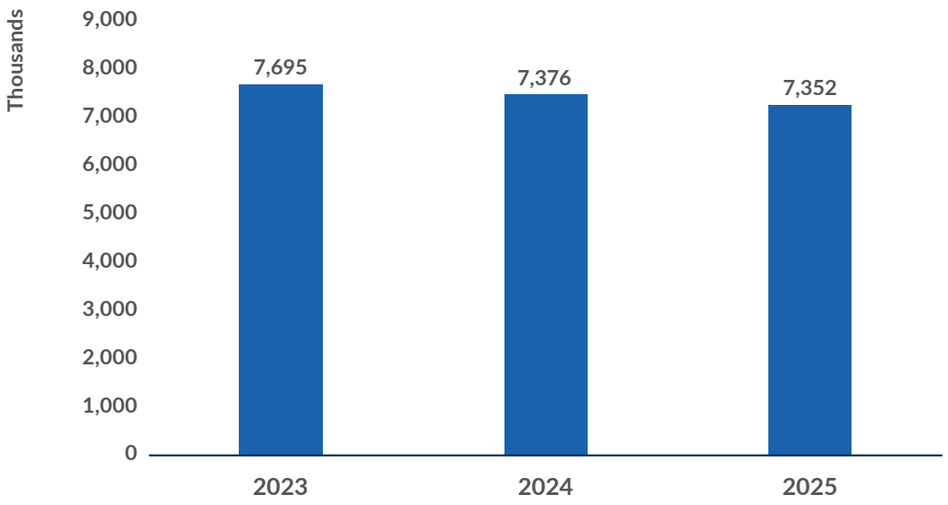
Energy Consumption [GJ]



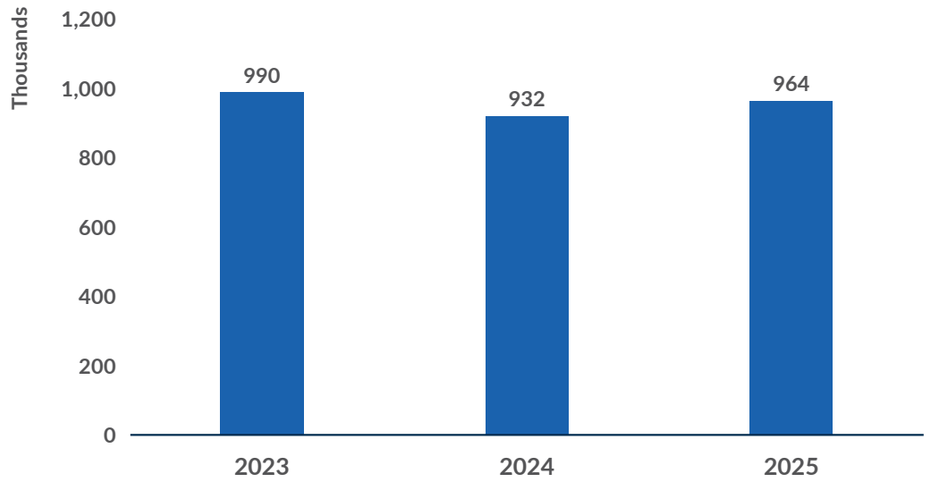
Total Electric [kWh]



Natural Gas [thm (U.S.)]



Normalized Energy [GJ/MM lb]



TRANSPORTATION

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

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

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

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

PROCESS CARBON DIOXIDE (CO_2) CAPTURE

Process Recovery and Reuse

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

Process Optimization

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

Operations & Maintenance

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

Updating Equipment

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

ENERGY AND GREENHOUSE GAS DATA VERIFICATION

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