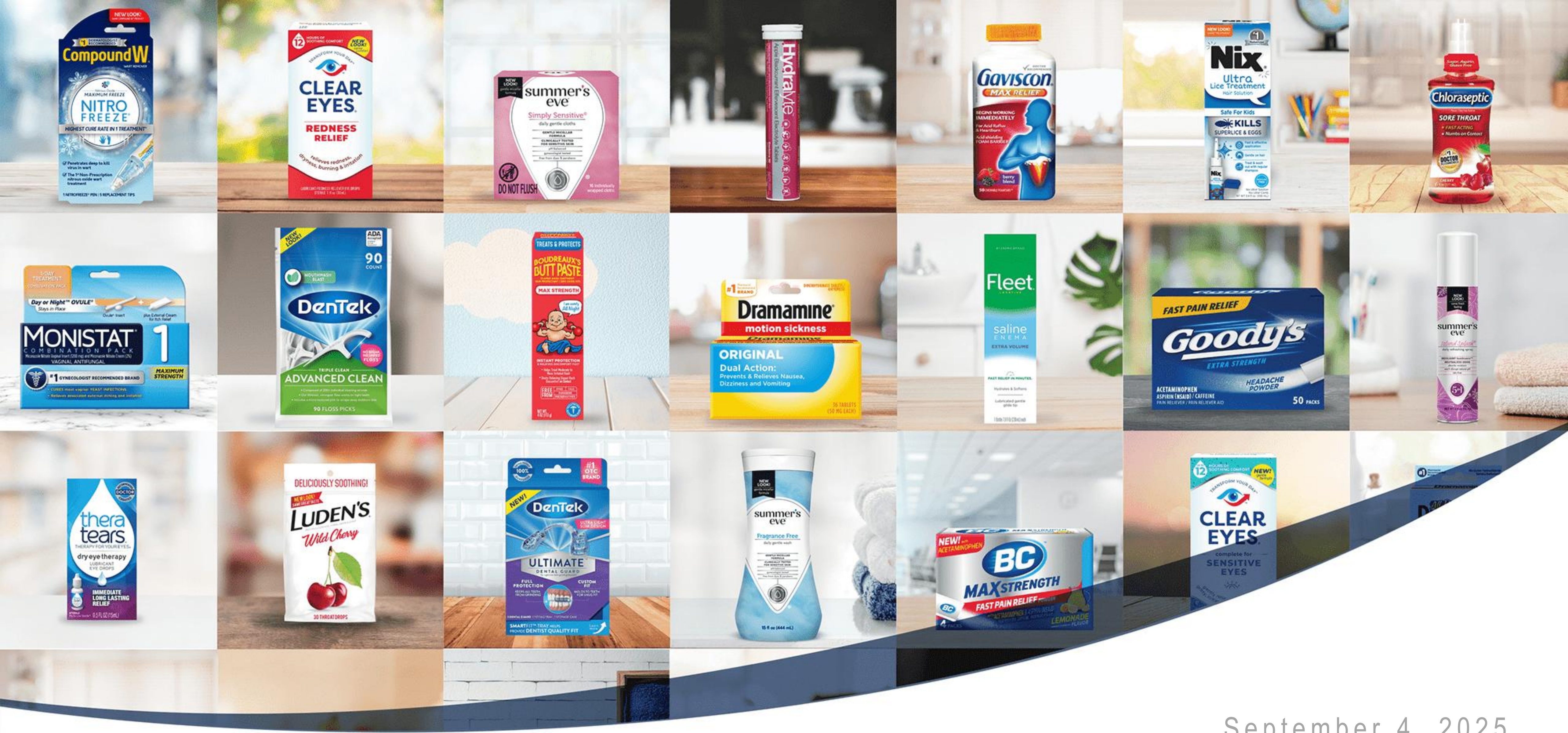


September 4, 2025

Prestige Consumer HEALTHCARE

Barclays Global Consumer Staples Conference

Safe Harbor Disclosure

This presentation contains certain "forward-looking" statements within the meaning of the Private Securities Litigation Reform Act of 1995, such as statements regarding the Company's expected financial performance, including revenues, organic revenue growth, diluted EPS, and free cash flow; the Company's reinvestment in Clear Eyes as supply increases; the Company's ability to execute on its brand-building strategy and to drive free cash flow and maximize shareholder value; e-commerce growth; the Company's capital allocation strategy and optionality, including its pursuit of M&A and share buybacks; and the impact of economic uncertainty, inflation and tariffs on the Company's results of operations. Words such as "continue," "positioned," "expect," "anticipate," "potential," "assumption," "pursue," "further," "proven," "outlook," "can," "will," "may," "should," "could," "would," and similar expressions identify forward-looking statements. Such forward-looking statements represent the Company's expectations and beliefs and involve a number of known and unknown risks, uncertainties and other factors that may cause actual results to differ materially from those expressed or implied by such forward-looking statements. These factors include, among others, the ability of the Company's manufacturing operations and third party manufacturers and logistics providers and suppliers to meet demand for its products and to avoid inflationary cost increases and disruption as a result of labor shortages; the impact of economic and business conditions; consumer trends; competitive pressures; the impact of the Company's advertising and promotional and new product development initiatives; customer inventory management initiatives; the ability to pass along rising costs to customers without impacting sales; fluctuating foreign exchange rates; evolving U.S. and international tariffs; and other risks set forth in Part I, Item 1A. Risk Factors in the Company's Annual Report on Form 10-K for the year ended March 31, 2025. You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date this presentation. Except to the extent required by applicable law, the Company undertakes no obligation to update any forward-looking statement contained in this presentation, whether as a result of new information, future events, or otherwise.

All adjusted GAAP numbers presented are footnoted and reconciled to their closest GAAP measurement in the attached reconciliation schedule or in our May 8, 2025 and August 7, 2025 earnings releases in the "About Non-GAAP Financial Measures" section.

Contents Overview

I. Introduction to Prestige Consumer Healthcare

Who We Are: Helping Consumers Care for Themselves

12+ Billion eye drops per year

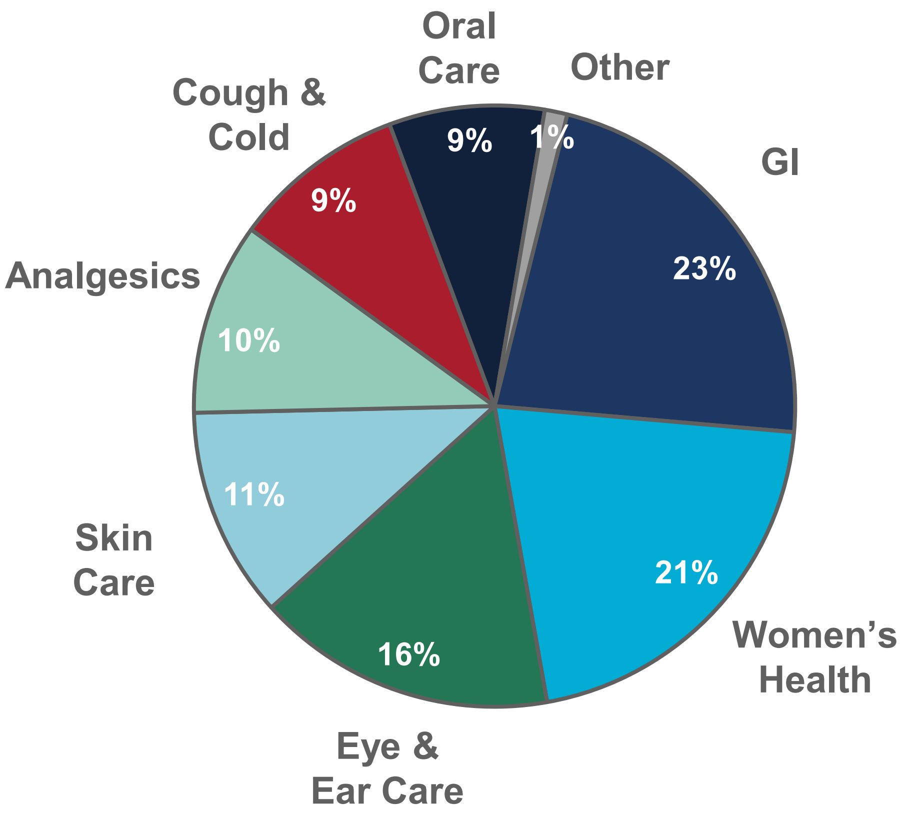
650+ Million throat drops for every cold season

17+ Million doses of pain relief per week

8+ Million infections treated annually

Diversified Portfolio of Leading Consumer Healthcare Brands

Total Sales by Category



FY 25 Revenues

Diverse Portfolio of Market-Leading Brands

Motion Sickness Constipation Rehydration	Dramamine, Fleet, Hydralyte
Feminine Hygiene Vaginal Anti-Fungal	Monistat, Summer's Eve
Allergy & Redness Relief Dry Eye Relief Treatment	Clear Eyes, TheraTears
Wart Removal Lice/Parasite Treatment	Compound W, Nix
Powdered Analgesic	BC, Goody's
Sore Throat Liquids/Lozenge	Luden's, Chloraseptic

Proven Strategy Delivers Long-Term Performance

Proven Ability to Execute Value Creation Strategy

1. Investing for Growth with Proven Brand-Building Playbook
2. Superior Business Attributes Drive Strong Free Cash Flow
3. Scalable & Efficient Platform Enables Capital Allocation Optionality

Revenue	Organic Revenue[1]	Adj. EPS[2]
+3.4% 5-Yr CAGR	**+2.4%** 5-Yr CAGR	**+8.8%** 5-Yr CAGR

II. Brand-Building Playbook

Brand-Building Focus Positions Us for Long-Term Growth

1. Understanding Consumer Insights and Opportunity
2. Flexible & Agile Brand Strategies in a Dynamic Environment
3. Expanding Consumer Reach and Growth Through E-Commerce Expansion
4. Consumer-Driven New Product Development

Resulting Long-Term Success Across Channels & Categories

Dramamine: Thinking Beyond Motion Sickness

Broadened Motion Sickness Offering

2011

New Forms
& Flavors

#1 Brand* in Motion Sickness

Expanding an Iconic Brand into Nausea & Beyond

Robust Digital Campaigns Supporting Brand

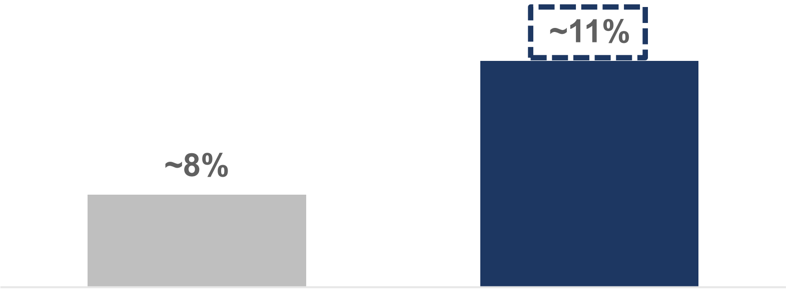
Leading brand* in Nausea/Motion Sickness

Successful Brand-building Resulting in Double-digit CAGR* Over Last Four Years, Ahead of Category

* Market Share and CAGR rate reflects U.S. IRI MULO + C store for the 52 weeks ended 5-18-25

Portfolio Diversity Enables Agile Marketing Strategy

Agility in Action ...



FY 25 Category Growth*

thera tears Debrox Stye

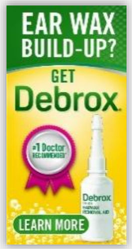
Limited FY 25 *Clear Eyes* marketing opportunities due to supply constraints

Rapidly identified & executed on adjacent opportunities in Eye & Ear portfolio

**MULO+ Conv 52 weeks ending 3/23/25*

... Supported by Brand-Building Playbook

Engaging Campaigns & Content



Insight Driven Innovation

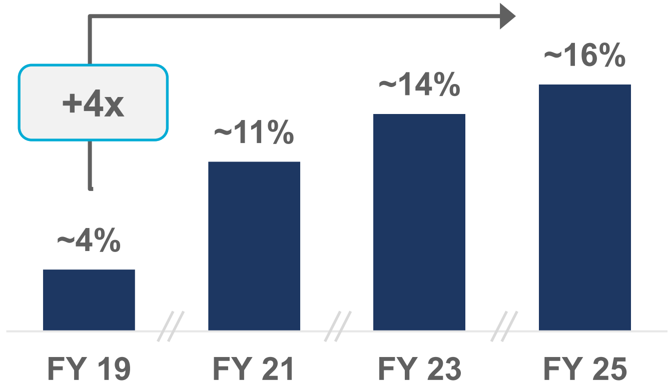
Impactful claims

Expanded consumer need states

- Wide-ranging efficacious offerings across consumer eye & ear needs
- Marketing tactics include engaging content and innovation
- Can quickly reinvest in *Clear Eyes* as supply grows

Continue to Drive Strong E-Commerce Growth

E-Commerce as a % of Net Sales*



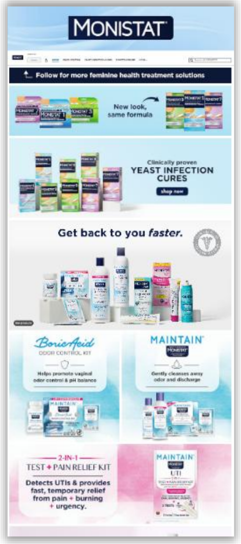
Continued strong performance across E-Commerce business in FY '25

amazon
Walmart eCommerce
TARGET .com
instacart

*MULO+ Retail sales data and International assumptions as of 3/23/25

Engaging Content Driving Traffic & Conversion

Continually Upgrading User Experience



Innovation Playbook Wide-Ranging to Address Consumer Needs

	Dramamine	Summer's Eve	Goody's	Fleet	Hydralyte	MONISTAT
Product Development Initiatives						
Extend Brand Through Better Consumer Experience or Claims	✓	✓	✓	✓	✓	✓
Innovate Through Technology or Forms	✓	✓		✓		
New Categories Expansion	Pediatric Nausea		Mental Alertness	Oral Stool Softener		

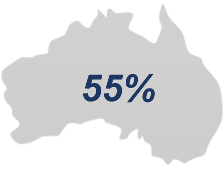
Prestige Consumer HEALTHCARE

Attractive International Business

Broad Geographic Reach

*% Int'l Revenue** | *Key Brands*

Australia



55%

Hydralyte, FESS, ZADITEN, MURINE, CLEAR EYES

Asia

20%

DenTek, Fleet, Little Remedies, summer's eve

Europe

10%

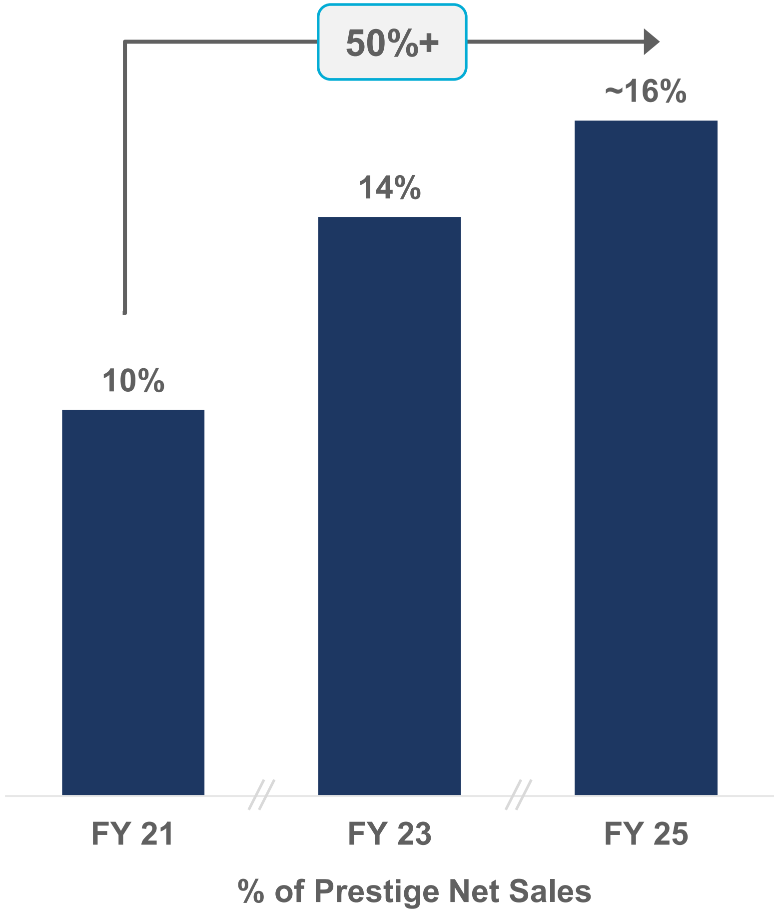
DenTek, MURINE, thera tears, Ultra Chloraseptic

Latin America

15%

CLEAR EYES, Fleet, MONISTAT, summer's eve

Growing International Presence



Proven Revenue Growth Playbook

Broad Innovation

Digital & Retail Marketing

Strategic Geographic Expansion

- Strategic collaboration with long-term broker partners
- Actively adding countries to Hydralyte global footprint

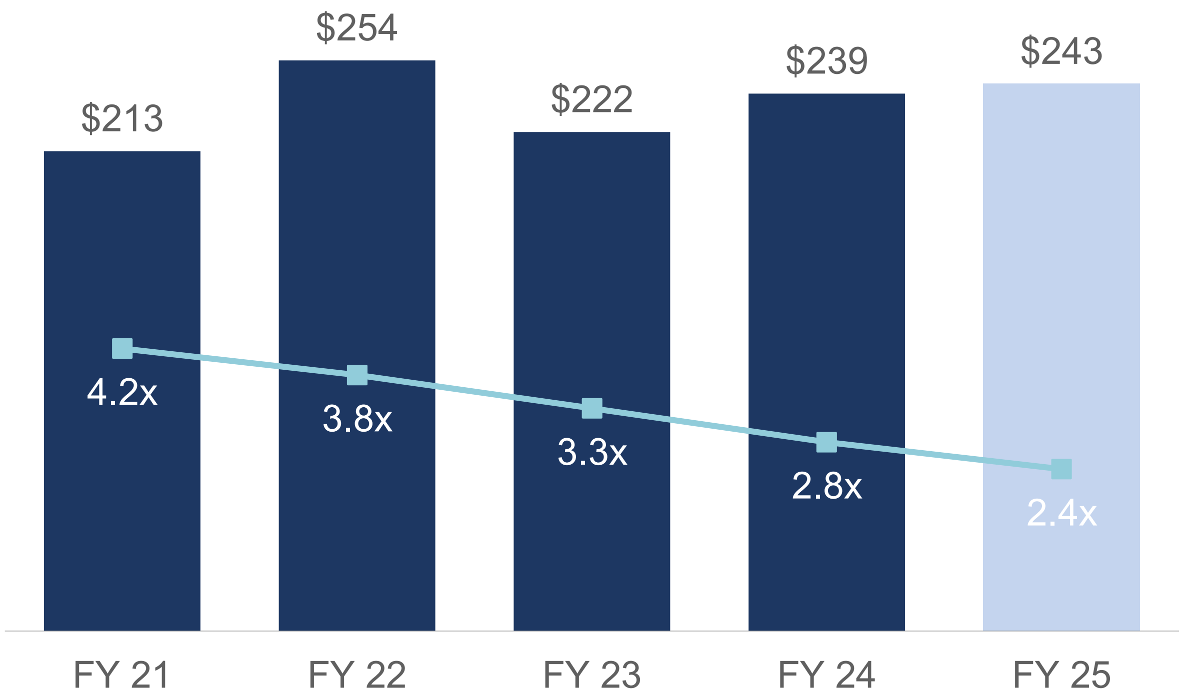
Long-term 5%+ Growth Target

*Percents are Approximations; Excludes currency effect

III. Financial Strategy & Capital Allocation

Robust Free Cash Flow Supports Value-Enhancing Capital Allocation

Adj. FY Free Cash Flow[2] & Net Leverage[3]



Dollar values in millions

Capital Allocation Highlights

- ***Significant debt reduction to 2.4x Net Leverage[3]***
- ***$52 million in share repurchases in FY25***
- ***Building cash balance in advance of future inorganic opportunities***
- ***Strong and Consistent Free Cash Flow growth thanks to key business attributes***

Free Cash Flow Generation Enables Flexible Capital Allocation Strategy

Disciplined Capital Allocation Priorities Unchanged

Organic Long-Term Algorithm…

1 **Invest in Current Brands to Drive Organic Growth**

Anticipate approximately **$1 billion total** Free Cash Flow(2) over the next four years enhancing shareholder value

2 **Pursue M&A That is Attractive to Shareholders**
Ample Capacity to Pursue Brands & Portfolios of Scale

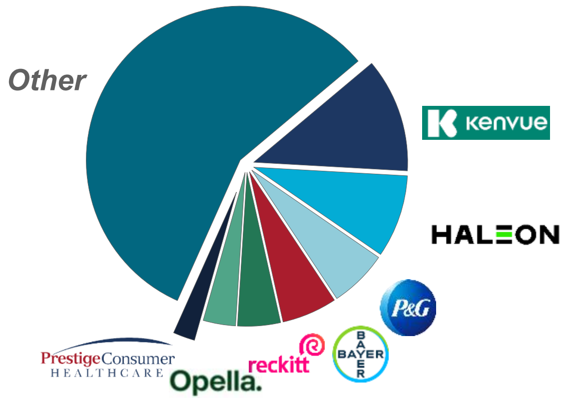
3 **Strategic Share Repurchases**
Opportunistic Share Repurchases Available with $200M+ Available Authorization

4 **Further Net Deleveraging to Enhance Optionality**
Near-term Cash Build to Enhance Future Capital Deployment Flexibility

M&A: Significant Capacity Supports Continued Opportunity

Consumer Healthcare is Fragmented

U.S. OTC Market Share Fragmentation Creates Opportunity[1]



Global Consumer Healthcare Categories are Less Consolidated than Broader CPG[2]

27% *Average Market Share of Top 3 CH Brands*

vs.

35% *Average Market Share of Top 3 CPG Brands*

Plentiful M&A Debt Capacity*

2.4x Net Leverage(3)

$1B+ Acquisition Capacity

1 Source IRI MULO ended 5/7/23; $ values in millions; Includes: OTC-related branded consumer healthcare products
2 Source: Euromonitor International 2024, BCG

* Assumes 12x EBITDA transaction and less than 4x max net leverage

IV. The Road Ahead

FY 26 Outlook

Top Line Trends

- Expected revenue decline due largely to eye care supply constraints in first half
- Continue to benefit from well-diversified portfolio and brand-building playbook
- Revenues of $1,100 to $1,115 million
  - Expected organic revenue down approximately (1.5%) to (3.0%)
  - Assumes *Clear Eyes* shipment improvements in 2H via strategic actions discussed on August earnings call

EPS

- Diluted EPS of $4.50 to $4.58
- Expect earnings growth to reaccelerate as revenue improves

Free Cash Flow & Allocation

- Free Cash Flow[(4)] of $245 million or more
- Capital allocation decisions focused on maximizing shareholder value

Robust Long-term Growth Algorithm Unchanged

Organic Long-Term Algorithm

Organic Growth[1] of 2.0% to 3.0%

+

High Free Cash Flow[2] Generation

Proven & Repeatable M&A Strategy

6.0% to 8.0% EPS Growth

Upside Potential

Current Leverage Supports Additional Value Creating Capital Allocation Optionality

Proven Value Creation Strategy

Portfolio & Strategy Well-Positioned for Long-Term Value Creation

1. Diversified Portfolio of Leading, Trusted Brands
2. Established Organic Growth Brand-Building Playbook
3. Superior Financial Profile Generating Consistent Free Cash Flow
4. Scalable Platform
5. Organic Growth Reinforced by Proven & Repeatable M&A Strategy

Prestige's Business Attributes & Execution Drive Superior Shareholder Value Creation

Appendix / Q&A

Appendix

(1) Organic Revenue is a Non-GAAP financial measure and is reconciled to the most closely related GAAP financial measures in the attached Reconciliation Schedules and / or our earnings release dated May 8, 2025 in the “About Non-GAAP Financial Measures” section.

(2) EBITDA & EBITDA Margin, Adjusted Diluted EPS, Free Cash Flow, and Net Debt are Non-GAAP financial measures and are reconciled to their most closely related GAAP financial measures in the attached Reconciliation Schedules and / or in our earnings release dated May 8, 2025 in the “About Non GAAP Financial Measures” section.

(3) Leverage ratio reflects net debt / covenant-defined EBITDA.

(4) Free Cash Flow for FY 26 is a projected Non-GAAP financial measure, is reconciled to projected GAAP Net Cash Provided by Operating Activities in the attached Reconciliation Schedules and / or in our earnings release dated August 7, 2025 in the “About Non-GAAP Financial Measures” section and is calculated based on projected Net Cash Provided by Operating Activities less projected capital expenditures.

Reconciliation Schedules

Organic Revenue

	Year Ended March 31,	
	2025	2020
(In Millions)		
GAAP Total Revenues	$ 1,137.8	$ 963.1
Revenue Change CAGR	3.4%	
Adjustments:		
Impact of foreign currency exchange rates	(0.1%)	
Impact of acquisitions & divestitures[(a)]	(0.9%)	
Total Adjustments	**(1.0%)**	
Non-GAAP Organic Revenue CAGR	**2.4%**	

a) Removes the effects of our Akorn acquisition and strategic exit of certain private label business

Reconciliation Schedules (Continued)

Adjusted Net Income & Adjusted EPS

	Year Ended March 31,			
	2025		2020	
	Net Income	Adjusted EPS	Net Income	Adjusted EPS
(In Thousands, except per share data)				
GAAP Net Income (Loss) and Diluted EPS	$ 214,605	$ 4.29	$ 142,281	$ 2.78
Adjustments:				
Transition & other costs associated with new warehouse and divestiture in Cost of Goods Sold[(a)]			9,170	0.18
Loss on disposal of assets			382	0.01
Loss on extinguishment of debt			2,155	0.04
Tradename impairment	12,466	0.25	-	-
Tax impact of adjustments[(b)]	(2,961)	(0.06)	(2,974)	(0.06)
Normalized tax rate adjustment[(c)]	2,236	0.04	318	0.01
Total Adjustments	**11,741**	**0.23**	**9,051**	**0.18**
Non-GAAP Adjusted Net Income and Adjusted EPS	**$ 226,346**	**$ 4.52**	**$ 151,332**	**$ 2.96**

a) Items related to new warehouse represent costs to transition to the new warehouse and duplicate costs incurred during the transition. Items related to divestiture represent costs related to divesting of assets sold.

b) Income tax effect of above adjustments using the normalized tax rate.

c) Income tax adjustment to adjust for discrete income tax items.

Note: Amounts may not add due to rounding

Reconciliation Schedules (Continued)

Adjusted Free Cash Flow

	2021	2022	2023	2024	2025
(In Thousands)					
GAAP Net Income	$ 164,682	$ 205,381	$ (82,306)	$ 209,339	$ 214,605
Adjustments					
Adjustments to reconcile net income (loss) to net cash provided by operating activities as shown in the Statement of Cash Flows	76,523	65,487	365,877	79,418	78,851
Changes in operating assets and liabilities, net of effects from acquisitions as shown in the Statement of Cash Flows	(5,598)	(10,946)	(53,855)	(39,831)	(41,941)
Total adjustments	70,925	54,541	312,022	39,587	36,910
GAAP Net cash provided by operating activities	**235,607**	**259,922**	**229,716**	**248,926**	**251,515**
Purchases of property and equipment	(22,243)	(9,642)	(7,784)	(9,550)	(8,224)
Non-GAAP Free Cash Flow	**213,364**	**250,280**	**221,932**	**239,376**	**243,291**
Integration, transition and other payments associated with acquisitions/divestitures	-	3,465	-	-	-
Total adjustments	-	3,465	-	-	-
Non-GAAP Adjusted Free Cash Flow	**$ 213,364**	**$ 253,745**	**$ 221,932**	**$ 239,376**	**$ 243,291**

Projected Free Cash Flow

(In millions)	
Projected FY'26 GAAP Net Cash provided by operating activities	$ 255
Additions to property and equipment for cash	(10)
Projected FY'26 Non-GAAP Free Cash Flow	$ 245

PrestigeConsumer HEALTHCARE