

# Prestige Consumer HEALTHCARE

## PROVEN STRATEGY DRIVING LONG-TERM SUCCESS

### 2026 Annual Report



**Prestige Consumer Healthcare Inc.** markets, sells, manufactures and distributes consumer healthcare products to retail outlets in the U.S., Canada, Australia and certain other international markets. We are a company of brand builders. We have grown organically and by acquiring well-recognized leading brands in niche categories. Our management provides our brands with the marketing expertise and investment necessary to grow the brands' market position, expand its distribution and successfully launch line extensions and new products, with the goal of continually enhancing consumer satisfaction.





# 2026 FACTS+FIGURES

---

At Prestige Consumer Healthcare, we focus on brand-building and product innovation in niche consumer healthcare categories to better improve the lives of our consumers. For generations, our trusted brands have helped consumers care for themselves and their loved ones. It is our mission to preserve this trust by continuing to provide products with their needs in mind.

## Consistent Long-Term Revenue Performance

Revenues of

# \$1,089 M

a 2.9% CAGR over the last five years

---

## Continued growth in Category-defining Brands

# Dramamine<sup>®</sup> Fleet<sup>®</sup>

drove the fifth year in a row of Gastrointestinal category growth

---

## Strong Cash Generation

Free Cash Flow of

# \$246 M

enabling the June 2026 acquisition of Breathe Right<sup>®</sup>

## Efficient Capital Allocation

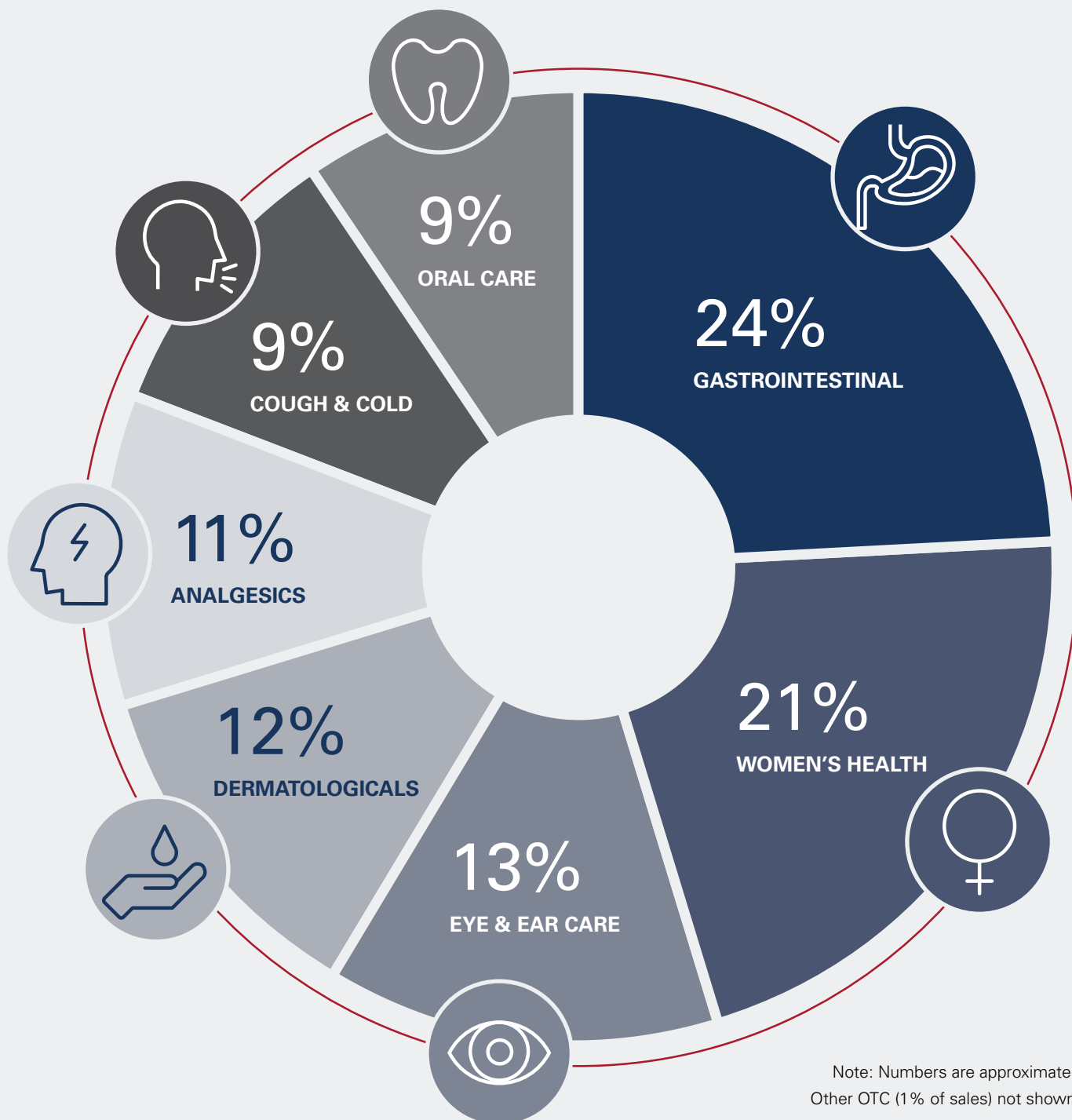
Leverage of

# 2.6x

at year-end, enabling capital deployment flexibility

# A DIVERSIFIED PORTFOLIO OF BRANDS

Category percentage of FY26 revenues



# FINANCIAL HIGHLIGHTS

(in thousands, except per share amounts)	Fiscal Year Ended March 31,				
	2026	2025	2024	2023	2022
Total Revenues	<b>\$ 1,088,705</b>	\$ 1,137,762	\$ 1,125,357	\$ 1,127,725	\$ 1,086,812
Adjusted EBITDA*	<b>\$ 353,770</b>	\$ 374,460	\$ 373,860	\$ 378,091	\$ 367,653
Net Income (Loss)	<b>\$ 190,301</b>	\$ 214,605	\$ 209,339	\$ (82,306)	\$ 205,381
Adjusted Net Income*	<b>\$ 213,344</b>	\$ 226,346	\$ 211,322	\$ 211,974	\$ 206,310
Earnings (Loss) Per Share-Diluted	<b>\$ 3.91</b>	\$ 4.29	\$ 4.17	\$ (1.63)	\$ 4.04
Adjusted Earnings Per Share-Diluted*	<b>\$ 4.38</b>	\$ 4.52	\$ 4.21	\$ 4.21	\$ 4.06
Weighted Average Shares Outstanding-Diluted	<b>48,720</b>	50,080	50,178	49,889	50,842
Net Cash Provided by Operating Activities	<b>\$ 257,627</b>	\$ 251,515	\$ 248,926	\$ 229,716	\$ 259,922
Capital Expenditures	<b>\$ (11,178)</b>	\$ (8,224)	\$ (9,550)	\$ (7,784)	\$ (9,642)
Free Cash Flow**	<b>\$ 246,449</b>	\$ 243,291	\$ 239,376	\$ 221,932	\$ 250,280
Adjusted Free Cash Flow**	<b>\$ 246,449</b>	\$ 243,291	\$ 239,376	\$ 221,932	\$ 253,745
Adjusted Free Cash Flow as a Percentage of Net Revenues	<b>22.6%</b>	21.4%	21.3%	19.7%	23.3%

## TOTAL REVENUES

(in millions)



## ADJUSTED EARNINGS PER SHARE-DILUTED\*



## ADJUSTED FREE CASH FLOW\*\*

(in millions)



\* Organic revenue growth, adjusted net income, adjusted diluted earnings per share, and adjusted EBITDA are non-GAAP financial measures and are reconciled to the reported GAAP figures in Exhibit 99.1 and 99.2 accompanying our earnings release filed with the Securities and Exchange Commission on May 13, 2026.

\*\* Free cash flow and adjusted free cash flow are non-GAAP financial measures. Management believes free cash flow is a commonly used measure of liquidity, indicative of cash available for capital allocation. Free cash flow and adjusted free cash flow are reconciled to GAAP Net Cash provided by operating activities in Exhibit 99.1 and 99.2 accompanying our earnings release filed with the Securities and Exchange Commission on May 13, 2026.

Management believes that these measures provide additional ways to view our operations and a more complete understanding of our business than could be obtained absent this disclosure, when considered with both our GAAP results and our reconciliation therewith.

# FELLOW SHAREHOLDERS

**Ron Lombardi**  
Chair, President, and Chief Executive Officer



Fiscal 2026 was a defining year for Prestige Consumer Healthcare—one that showcased both the resilience of our three-pillar strategy and our commitment to building long-term shareholder value. Against a backdrop of macroeconomic volatility, geopolitical uncertainty, and supply chain disruptions in our eye care business, we remained steadfast in our strategic priorities. We invested behind our brands, grew free cash flow, and executed the most significant capital deployment in our company's history with the acquisition of Breathe Right® and forthcoming acquisition of LaCorium Health—transactions that will meaningfully expand our platform and enhance our long-term growth trajectory.

These accomplishments reflect the discipline and consistency of our operating model, which is anchored by three core strategic priorities:

- Brand building and innovation
- Maintaining a strong financial profile
- Disciplined capital allocation

This three-pillar strategy has proven its effectiveness over the past 15 years, driving organic growth and creating a powerful compounding effect through disciplined capital allocation. Over this period, the combination of our organic growth engine and strategic M&A has delivered over 8% revenue and 12% adjusted diluted earnings per share CAGR\*—a track record that demonstrates how our consistent operating model translates strategic discipline into measurable shareholder value.

As we look ahead, we remain committed to these proven principles. With the same operational rigor and strategic focus that has driven our success, we expect to deliver strong growth of 10% revenue CAGR and over 8% adjusted earnings per share CAGR through 2029. This forecast reflects the same disciplined approach that has consistently created value for our shareholders.

\* Revenue and Adjusted Diluted EPS compare periods Fiscal 2011 and Fiscal 2026 and are reconciled in Exhibit 99.1 and 99.2 accompanying our earnings release filed with the Securities and Exchange Commission on May 12, 2011 and May 13, 2026.

# Investing for Growth with Our Proven Brand-Building Playbook

Our brand-building strategy is built on a simple but powerful foundation: consumer insights that drive effective marketing, relevant innovation that solves unmet needs, and broad distribution that ensures our products are available wherever consumers shop. In fiscal 2026, this playbook continued to generate results across much of the portfolio.

Our gastrointestinal franchise was a clear standout this year. Dramamine<sup>®</sup>, Fleet<sup>®</sup>, and Hydralite<sup>®</sup> each delivered growth, reflecting the ongoing strength of our category-building investments. In Fleet<sup>®</sup>, we expanded our already sizable market share position, driven by proven marketing and targeted innovation, including the launch of Fleet<sup>®</sup> Mini Enemas—a travel-friendly, fast-acting format designed to reach both new and existing laxative users.

Dramamine<sup>®</sup> extended its reach by accelerating penetration into the nausea category, including pediatric nausea, and by engaging GLP-1 users seeking relief from side effects through marketing efforts. These tactics exemplify how we grow categories, not just brands.

**Our Dramamine<sup>®</sup> and Fleet<sup>®</sup> brands continue to deliver strong growth, most recently by showcasing engaging content that helps GLP-1 users seeking relief from side-effects.**

The image displays three promotional graphics for OTC healthcare products:

- Fleet Liquid Glycerin Suppositories:** A green graphic titled "Fleet<sup>®</sup> Liquid Glycerin Suppositories May Provide Relief from GLP-1 Related Constipation". It features a box of Fleet liquid glycerin suppositories and a family of three. Text includes: "Fleet<sup>®</sup> is the #1 doctor-recommended brand of enemas<sup>1</sup> and suppositories<sup>2</sup>", "Provides fast, effective relief from occasional constipation and irregularity in 15 minutes to 1 hour", and "Works by attracting water into the colon, which hydrates the intestines to make it easier to have a bowel movement". A circular icon says "FAST RELIEF IN MINUTES".
- Advanced Herbas Dramamine Nausea:** A yellow graphic titled "GINGER CHEWS MAY PROVIDE NON-MEDICATED RELIEF FROM GLP-1 RELATED NAUSEA". It features a box of Dramamine Nausea GINGER CHEWS. Text includes: "CONTAINS A CLINICALLY TESTED DOSE OF GINGER<sup>®</sup>", "SAFE FOR FREQUENT USE", "GREAT-TASTING LEMON-HONEY-GINGER FLAVOR", and "MADE WITH NATURAL GINGER EXTRACT<sup>1\*</sup>". It also lists benefits: "✓ Soothe Nausea", "✓ Reduce Motion Sickness", "✓ Ease Stomach Discomfort", and "✓ Enhance Digestion".
- Advanced Herbas Dramamine Nausea (Woman):** A green graphic titled "GINGER CHEWS HELP RELIEVE NAUSEA CAUSED BY GLP-1 MEDICATIONS<sup>1</sup>". It features a woman sitting on a couch. Text includes: "Advanced Herbas Dramamine" and "FOR MORE INFORMATION, VISIT [WWW.DRAMAMINE.COM/HEALTHCARE/PROFESSIONALS](http://WWW.DRAMAMINE.COM/HEALTHCARE/PROFESSIONALS)".

In Women's Health, Summer's Eve<sup>®</sup> achieved a year of stabilization and remains positioned for future growth. Monistat<sup>®</sup> largely held share in the vaginal antifungal category—a notable result in an area that has experienced meaningful category-level headwinds over the past several years. In Dermatologicals, we launched Compound W<sup>®</sup> Skin Tag Remover, leveraging our nitro freeze technology leadership into an adjacent niche and further demonstrating the expansive potential of our brand-building toolkit.

Underlying these results is a structural advantage we have observed consistently over more than two decades in OTC healthcare: consumers treat trusted health brands as a necessity, not a discretionary purchase. Even as household budgets tightened and economic uncertainty persisted, our categories were among the last consumers looked to change—a hallmark attribute of our portfolio.

Our e-commerce sales continued to outpace the Company average, delivering double-digit consumption growth and reaching approximately 18% of total revenue this year. This reflects years of deliberate investment in content, channel development, and digital marketing. We are also evolving how we reach consumers, adapting to behavioral shifts driven by artificial intelligence, social media, and other emerging influences, enhancing seasonal relevance and brand page effectiveness to sustain our competitive position across e-commerce partners.

## Letter to Our Shareholders

In eye care, we acquired Pillar5 Pharma, our primary Clear Eyes® manufacturer, in December to gain direct control over our supply chain. Early progress includes a new high-speed production line, facility upgrades, and capacity expansion initiatives. Our “quality product on time” standards guide operations, with nearly all eye care supply undergoing recent regulatory review. Industry-wide quality disruptions among private label manufacturers have strengthened retailer preference for trusted, quality-focused brands, creating significant long-term share opportunities for Clear Eyes as our supply normalizes. We are positioning ourselves to capitalize on these opportunities and return Clear Eyes to growth.



## Superior Business Attributes Drive Strong Free Cash Flow

Our superior and sustainable free cash flow profile is the engine that drives everything we do. In fiscal 2026, we generated approximately \$246 million in free cash flow, up slightly versus the prior year and in line with the outlook we provided at the start of the year. This result reflects the durability of our model: a high proportion of externally manufactured product, low capital expenditure requirements, and the consistent demand characteristics of the OTC healthcare categories we serve.

Consumers rely on our products for their health, and the loyalty of our consumer base has proven remarkably consistent through tariff uncertainty, government disruption, inflation volatility, and geopolitical conflict alike. Together, these attributes consistently produce EBITDA margins in the low 30s and best-in-class free cash flow conversion.

This free cash flow profile gives us the financial flexibility to invest behind our brands, pursue strategic acquisitions, and return capital to shareholders, all in the same year. During fiscal 2026, we deployed capital across these priorities, including over \$150 million in share repurchases and approximately \$110 million invested in acquiring Pillar5 to enhance our long-term eye care manufacturing capabilities. Looking ahead, we anticipate strong free cash flow once again in fiscal 2027, which will support our debt reduction prioritization following the acquisitions of Breathe Right® and LaCorium Health.

## Disciplined Capital Deployment Drives Future Growth

Looking ahead, we are executing two acquisitions representing the largest capital deployment in the Company's history. The Breathe Right® portfolio is expected to generate approximately \$200 million in revenue annually, anchored by the category-defining Breathe Right® brand. Breathe Right® is an iconic #1 brand synonymous with the nasal strip category and represents our entry into a new category. Its drug-free nasal strips serve multiple consumer “better breathing” needs.

The brand is widely distributed throughout the United States, where it holds the leading position in the category, and is sold internationally, primarily in Europe, with further growth opportunity. It will become the largest brand in our portfolio, and on an annualized basis, the transaction is expected to be accretive.

The acquisition of Breathe Right® will expand our portfolio into a new category of better breathing, expand our presence in Europe, and become the company's largest brand.



LaCorium Health, an Australian therapeutic skincare business built around the fast-growing Dermal Therapy® brand, brings approximately \$40 million in expected annual revenue, proven double-digit revenue growth, and a strong fit with our Care Pharma infrastructure. Under Prestige, we will leverage our existing Australia distribution network to accelerate growth while integrating the business into our platform for cost synergies.

These acquisitions accelerate our international footprint toward 20% of total revenues, add complementary growth brands, and, combined with our organic growth initiatives, position Prestige for sustained value creation. We are confident that our proven approach to capital deployment—balancing strategic growth investments with prudent debt management—will drive enhanced shareholder returns while strengthening our competitive position.

# A Track Record That Endures, A Future That Is Compelling

It is worth stepping back from the near-term noise of fiscal 2026 to recognize what this business has built over time. Over the past two decades as a public company, disciplined portfolio management, focused consumer health M&A, and consistent reinvestment in marketing and innovation have created a diversified platform generating over \$1 billion in annual revenue, with trusted brands holding leading positions in categories that matter to consumers every day.

The most recent five years provide a useful lens: approximately 3% revenue CAGR and 6% adjusted diluted EPS\* CAGR, even including the challenges of fiscal 2026. This is the nature of what we have built—consistent, compounding value creation over time, through cycles and disruptions alike.

Looking ahead, we see multiple catalysts supporting a compelling multi-year outlook. The Breathe Right® and LaCorium acquisitions provide accretive growth and expanded international scale. Our eye care category represents meaningful upside, with capacity expanding as Pillar5 matures. And our broad, needs-based portfolio continues to demonstrate resilience.

Collectively, based on our current assumptions, we see a path to approximately 10% revenue CAGR and 8%+ EPS CAGR through fiscal 2029, while maintaining industry-leading low-to-mid-30s EBITDA margins. We anticipate cumulative free cash flow\* approaching \$900 million over the next three years, enabling rapid debt reduction and restoring capacity for future capital deployment.

The foundation of our confidence remains unchanged: trusted brands, a resilient consumer base, a durable financial model, and a management team with deep experience navigating volatility. Our guiding principles of Leadership, Trust, Change, and Execution continue to define how we operate.

On behalf of our management team and Board of Directors, I want to express my sincere appreciation for your continued confidence in Prestige. This has not been a simple year, and we do not take lightly the trust you place in our strategy and our team. We have built this business one deliberate decision at a time, always with a long-term perspective, and fiscal 2026 reflects that same approach.

We look forward to integration of our acquisitions, building momentum in our organic business, and providing updates to all of our stakeholders throughout the year. The opportunity ahead is clear, and I am confident in our ability to deliver.



**Ron Lombardi**

Chair, President and Chief Executive Officer

\* Adjusted Diluted EPS and Free Cash Flow are Non-GAAP financial measures and are reconciled to their most closely related GAAP financial measures in our earnings release dated May 13, 2026 in the “About Non-GAAP Financial Measures” section.

# Corporate Responsibility

Prestige Consumer Healthcare’s Board of Directors, management and employees all recognize the responsibility that comes with selling trusted consumer healthcare brands, and the importance of integrating corporate responsibility into our operations and culture for the benefit of future generations. We are committed to building environmental sustainability, social responsibility, and effective corporate governance into all aspects of our business. We view this as sound business strategy that drives resiliency and long-term value creation for the benefit of all stakeholders, including our consumers, customers, employees, investors, suppliers, regulators and the communities in which we live and operate.

Our 2025 sustainability report is available on our website, <https://www.prestigebrands.com/about-us/corporate-responsibility>. Our approach to Corporate Responsibility is based on credible frameworks and standards that create a foundation for identifying material topics, understanding our risks and opportunities, and informing our strategy.



## Our People

Our people are critical to our Company’s success. We trust them every day to maintain safety and performance excellence, uphold integrity in manufacturing and marketing, and adhere to our Company’s four guiding principles.



## Our Community & Consumers

Prestige’s commitment to responsible corporate citizenship extends beyond our employees and into the lives of our communities and consumers.



## Our Planet & Partners

In line with our goal to continuously innovate and provide quality products to our consumers, we aim to assess, reduce, and report on our environmental impacts.

# CORPORATE INFORMATION

## DIRECTORS

### Ronald M. Lombardi

Chair, President and Chief Executive Officer  
Prestige Consumer Healthcare Inc.

### John E. Byom

Chief Executive Officer  
Classic Provisions, Inc. (Retired)

### Celeste A. Clark, Ph.D.

Senior Vice President  
Kellogg Company (Retired)

### James C. D'Arecca

Executive Vice President, CFO  
Haemonetics Corporation

### Sheila A. Hopkins

President, Global Vision Care and Executive  
Vice President of Bausch + Lomb (Retired)

### John F. Kelly

Vice President, Quality Operations and  
Environment, Health & Safety  
Pfizer Inc. (Retired)

### Dawn M. Zier

Board Chair of The Hain Celestial Group, Inc.  
President and Chief Operating Officer  
Tivity Health, Inc. (Retired)

## EXECUTIVES

### Ronald M. Lombardi

Chair, President and Chief Executive Officer  
Prestige Consumer Healthcare Inc.

### Christine Sacco

Chief Financial Officer and Chief Operating Officer

### William P'Pool

Senior Vice President, General Counsel  
and Corporate Secretary

### Adel Mekhail

Executive Vice President—Sales and Marketing

### Jeff Zerillo

Senior Vice President—Operations

### Jose Rosado

Senior Vice President—Quality & Regulatory

### Jeff Thompson

Vice President—Manufacturing and Operations



UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

FORM 10-K

(Mark One)

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended March 31, 2026

or

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from \_\_\_\_\_ to \_\_\_\_\_

Commission file number: 001-32433

**Prestige Consumer**  
HEALTHCARE

**PRESTIGE CONSUMER HEALTHCARE INC.**

(Exact name of registrant as specified in its charter)

**Delaware**

(State or other jurisdiction of incorporation or organization)

**20-1297589**

(I.R.S. Employer Identification No.)

**660 White Plains Road**  
**Tarrytown, New York 10591**

(Address of principal executive offices) (Zip Code)

**(914) 524-6800**

(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
<b>Common stock, par value \$0.01 per share</b>	<b>PBH</b>	<b>New York Stock Exchange</b>

Securities registered pursuant to Section 12(g) of the Act: **None**

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes   
No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes  No

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§ 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	<input checked="" type="checkbox"/>	Accelerated filer	<input type="checkbox"/>
Non-accelerated filer	<input type="checkbox"/>	Smaller reporting company	<input type="checkbox"/>
		Emerging growth company	<input type="checkbox"/>

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report.

If securities are registered pursuant to Section 12(b) of the Act, indicate by check mark whether the financial statements of the registrant included in the filing reflect the correction of an error to previously issued financial statements.

Indicate by check mark whether any of those error corrections are restatements that required a recovery analysis of incentive-based compensation received by any of the registrant's executive officers during the relevant recovery period pursuant to § 240.10D-1(b).

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Act). Yes  No

The aggregate market value of voting and non-voting common equity held by non-affiliates computed by reference to the price at which the common equity was last sold, or the average bid and asked price of such common equity, as of the last business day of the registrant's most recently completed second fiscal quarter ended September 30, 2025 was \$2,970.2 million.

As of May 12, 2026, the registrant had 47,372,166 shares of common stock outstanding.

#### **DOCUMENTS INCORPORATED BY REFERENCE**

Portions of the registrant's Definitive Proxy Statement for the 2026 Annual Meeting of Stockholders (the "2026 Proxy Statement") are incorporated by reference into Part III of this Annual Report on Form 10-K to the extent described herein.

## TABLE OF CONTENTS

	<b>Page</b>
<b>Part I</b>	
Item 1. Business	2
Item 1A. Risk Factors	14
Item 1B. Unresolved Staff Comments	27
Item 1C. Cybersecurity	27
Item 2. Properties	29
Item 3. Legal Proceedings	30
Item 4. Mine Safety Disclosures	30
<b>Part II</b>	
Item 5. Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities	31
Item 6. (Reserved)	34
Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations	34
Item 7A. Quantitative and Qualitative Disclosures About Market Risk	45
Item 8. Financial Statements and Supplementary Data	46
Item 9. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure	85
Item 9A. Controls and Procedures	85
Item 9B. Other Information	85
Item 9C. Disclosure Regarding Foreign Jurisdictions That Prevent Inspections	85
<b>Part III</b>	
Item 10. Directors, Executive Officers and Corporate Governance	86
Item 11. Executive Compensation	86
Item 12. Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters	86
Item 13. Certain Relationships and Related Transactions, and Director Independence	86
Item 14. Principal Accounting Fees and Services	86
<b>Part IV</b>	
Item 15. Exhibits and Financial Statement Schedules	87
Item 16. Form 10-K Summary	90

### TRADEMARKS AND TRADENAMES

Trademarks and tradenames used in this Annual Report on Form 10-K are the property of Prestige Consumer Healthcare Inc. or its subsidiaries, as the case may be. We have italicized our trademarks or tradenames when they appear in this Annual Report on Form 10-K.

## Part I.

### CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

This Annual Report on Form 10-K contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995 (the “PSLRA”), including, without limitation, information within Management’s Discussion and Analysis of Financial Condition and Results of Operations. The following cautionary statements are being made pursuant to the provisions of the PSLRA and with the intention of obtaining the benefits of the “safe harbor” provisions of the PSLRA.

Forward-looking statements speak only as of the date of this Annual Report on Form 10-K. Except as required under federal securities laws and the rules and regulations of the SEC, we do not intend to update any forward-looking statements to reflect events or circumstances arising after the date of this Annual Report on Form 10-K, whether as a result of new information, future events or otherwise. As a result of the risks and uncertainties described below, readers are cautioned not to place undue reliance on forward-looking statements included in this Annual Report on Form 10-K or that may be made elsewhere from time to time by, or on behalf of, us. All forward-looking statements attributable to us are expressly qualified by these cautionary statements.

These forward-looking statements generally can be identified by the use of words or phrases such as "believe," "anticipate," "expect," "estimate," "plan," "project," "intend," "strategy," "goal," "objective," "future," "seek," "may," "might," "should," "would," "will," or other similar words and phrases. Forward-looking statements are based on current expectations and assumptions that are subject to a number of risks and uncertainties that could cause actual results to differ materially from those anticipated, including, without limitation:

- Disruptions of supply of sourced goods or components;
- Our dependence on third-party manufacturers to produce many of the products we sell and, if necessary due to a disruption, our ability to transfer production to our own facilities or other third-party suppliers;
- Price increases for raw materials, labor, energy and transportation costs and for other input costs;
- Regulatory or enforcement actions of government agencies in connection with our and our suppliers' manufacturing plants, products and advertising;
- The impact of geopolitical events and severe illness outbreaks on global economic conditions, consumer demand, retailer product availability and business operations, including manufacturing, supply chain and distribution;
- The high level of competition in our industry and markets, including additional store brand or branded competition;
- Limited success of new product introductions, line extensions, advertising and marketing support and other sales and marketing strategies;
- Our dependence on a limited number of customers for a large portion of our sales;
- Our inability to successfully identify, negotiate, complete and integrate suitable acquisition candidates and to obtain necessary financing;
- Changes by retailers in inventory management practices, delivery requirements and demands for marketing and promotional spending in order to retain or increase shelf space or online share;
- Limited growth of our international sales, including as a result of export or import restrictions or tariffs;
- General economic conditions, changing consumer trends, and incidence levels affecting sales of our products and their respective markets;
- Financial factors, such as increases in interest rates and currency exchange rate fluctuations;
- Our dependence on third-party logistics providers to distribute our products to customers;
- Disruptions in our distribution center or manufacturing facilities;
- Potential changes in export/import and trade laws, regulations and policies, including any increased trade restrictions or tariffs and changes in priorities of the current U.S. administration;
- Acquisitions, dispositions or other strategic transactions diverting managerial resources and creating additional liabilities;
- Product liability claims, product recalls and related negative publicity;
- Our inability to protect our intellectual property rights;
- Our dependence on third parties for intellectual property relating to some of the products we sell;
- Cybersecurity incidents and other disruptions to our information technology systems, or those of our customers, suppliers or other third parties;
- Our assets being comprised virtually entirely of goodwill and intangibles and possible changes in their value based on adverse operating results and/or changes in the discount rate used to value our brands;
- Our dependence on key personnel;

- The costs associated with any claims in litigation or arbitration and any adverse judgments rendered in such litigation or arbitration;
- Our level of indebtedness and any inability to service our debt or to obtain additional financing;
- The restrictions imposed by our financing agreements on our operations; and
- Changes in federal, state and other geographic tax laws.

For more information, see Part I, Item 1A. "Risk Factors" in our Annual Report on Form 10-K.

## **ITEM 1. BUSINESS**

### **Overview**

*Unless otherwise indicated by the context, all references in this Annual Report on Form 10-K to "we," "us," "our," the "Company" or "Prestige" refer to Prestige Consumer Healthcare Inc. and our subsidiaries. Prior to August 17, 2018, the Company's name was Prestige Brands Holdings, Inc. Reference to a year (e.g., "2026") refers to our fiscal year ended March 31 of that year.*

We formed as a Delaware corporation in 1996 and are engaged in the development, manufacturing, marketing, sales and distribution of well-recognized, brand name, over-the-counter ("OTC") health and personal care products to mass merchandisers, drug/drug wholesale, food, dollar, convenience and club stores and e-commerce channels in North America (the United States and Canada) and in Australia and certain other international markets. We use the strength of our brands, our established retail distribution network, a low-cost operating model and our experienced management team to our competitive advantage. Our ultimate success is dependent on several factors, including our ability to:

- Develop and execute effective sales, advertising and marketing programs to maintain or grow our market share versus competitors over time;
- Establish and maintain our internal and third-party manufacturing and distribution relationships to fulfill customer demands;
- Develop innovative new products;
- Continue to grow our presence in the United States and international markets through acquisitions and organic growth; and
- Allocate capital effectively.

We have grown our product portfolio both organically and through acquisitions. We develop our existing brands by investing in new product lines, brand extensions and strong advertising support. Acquisitions of consumer health and personal care brands have also been an important part of our growth strategy. We pursue this growth following an acquisition through spending on advertising and marketing support, new sales and marketing strategies, improved packaging and formulations and innovative development of brand extensions.

We conduct our operations in two reportable segments: North American OTC Healthcare and International OTC Healthcare.

Our business, business model, competitive strengths and growth strategy face various risks that are described in Part I, Item 1A. "Risk Factors" of this Annual Report on Form 10-K.

The following summarizes the percent of our net revenues by segment during each of the past three fiscal years:

	<b>March 31,</b>		
	<b>2026</b>	<b>2025</b>	<b>2024</b>
<b>Segment:</b>			
North American OTC Healthcare	83.9 %	84.4 %	85.2 %
International OTC Healthcare	16.1	15.6	14.8
Total	<u>100.0 %</u>	<u>100.0 %</u>	<u>100.0 %</u>

For additional information concerning our business segments, please refer to Part II, Item 7. “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and Note 19 to the Consolidated Financial Statements included elsewhere in this Annual Report on Form 10-K.

## Major Brands and Market Position

Our major brands, set forth in the table below, have strong levels of consumer awareness and retail distribution across all major channels. These brands accounted for approximately 83.5%, 83.0% and 83.3% of our total revenues for 2026, 2025, and 2024, respectively.

Major Brands	Product Group	Market Position <sup>(1)</sup>	Market Segment <sup>(2)</sup>	Brand Information
<b>North American OTC Healthcare: <sup>(3)</sup></b>				
<i>BC and Goody's</i>	Analgesics	#1	Analgesic Powders	Founded over 90 years ago, the BC and Goody's brands feature over-the-counter, fast-acting pain relief powder
<i>Boudreaux's Butt Paste</i>	Dermatologicals	#4	Baby Ointments	Products include various diaper rash treatments and skin protectants manufactured with high-quality ingredients
<i>Chloraseptic</i>	Cough & Cold	#1	Sore Throat Liquids and Lozenges (Medicated)	Products include sprays and lozenges to relieve sore throats and mouth pain
<i>Clear Eyes</i>	Eye & Ear Care	#3	Redness Relief	Effective line of eye drops that provide soothing comfort and multi-symptom relief from redness, dryness and itchiness
<i>Compound W</i>	Dermatologicals	#1	Wart Removal	Provides safe and effective at-home removal of common and plantar warts, skin tags and corns
<i>Debrox</i>	Eye & Ear Care	#1	Ear Wax Removal	Provides a safe and gentle way to remove excess ear wax or water from ear canal
<i>DenTek</i>	Oral Care	#4	PEG Oral Care	Products include dental guards, floss picks, interdental brushes, dental repair kits and tongue cleaners
<i>Dramamine</i>	Gastrointestinal	#1	Motion Sickness Relief	Includes original, less drowsy, non-drowsy and kids formulas
<i>Fleet</i>	Gastrointestinal	#1	Adult Enemas and Suppositories	Founded in 1869, products include enemas and other laxative products
<i>Gaviscon</i>	Gastrointestinal	#1	Upset Stomach Remedies	Creates a protective foam barrier to help block stomach acid from splashing up into the esophagus
<i>Luden's</i>	Cough & Cold	#4	Cough Drops (Non-Medicated)	Cough drop brand that is over 130 years old and includes a variety of flavors
<i>Monistat</i>	Women's Health	#1	Vaginal Anti-Fungal	Provides fast relief for yeast infections and is available in several different doses
<i>Nix</i>	Dermatologicals	#1	Lice and Parasite Treatments	Effective and safe lice and super lice treatments
<i>Summer's Eve</i>	Women's Health	#1	Feminine Hygiene	Offers a variety of feminine care products including washes, cloths, sprays and douches
<i>TheraTears</i>	Eye & Ear Care	#3	Dry Eye Relief	Doctor created and recommended brand for dry eye relief
<b>International OTC Healthcare:</b>				
<i>Fess</i>	Cough & Cold	#1	Nasal Saline Sprays and Washes	Helps relieve nasal and sinus congestion due to allergy, hay fever, colds and flu
<i>Hydralyte</i>	Gastrointestinal	#1	Oral Rehydration	Relieves symptoms of dehydration and helps replace water and electrolytes lost due to vomiting, diarrhea, heavy sweating, vigorous exercise and occasional hangovers

- (1) We have prepared the information included in this Annual Report on Form 10-K with regard to the market position for our brands based in part on data generated by Information Resources, Inc. ("IRI"), for the 52-week period ended March 22, 2026. International information was derived from several sources. *Fess* and *Hydralyte* data are for the Australian market.
- (2) "Market segment" is defined by us and is either a standard IRI category or a segment within a standard IRI category and is based on our product offerings and the categories in which we compete.
- (3) Some brands in the North American OTC Healthcare segment are also sold in the International OTC Healthcare segment.

Our products are sold through multiple channels, including mass merchandisers, drug/drug wholesale, food, dollar, convenience and club stores and e-commerce channels, which reduces our exposure to any single distribution channel.

## **Market Position**

During 2026, approximately 63.7% of our total revenues were from major brands with a number one market position, compared with approximately 61.5% and 58.6% of total revenues during 2025 and 2024, respectively. In 2026, these brands included *BC* and *Goody's*, *Chloraseptic*, *Compound W*, *Debrox*, *Dramamine*, *Fess*, *Fleet*, *Gaviscon*, *Hydralyte*, *Monistat*, *Nix* and *Summer's Eve*.

## **Competitive Strengths and Growth Strategy**

We believe that our product portfolio is positioned for long-term growth based on the following factors:

### ***Diversified Portfolio of Well-Recognized and Established Consumer Brands***

We own and market a diverse portfolio of well-recognized consumer brands, some of which were established over 100 years ago. Our diverse portfolio of products provides us with multiple sources of growth and minimizes our reliance on any one product or category. We provide significant marketing support to our portfolio, which is designed to enhance our sales growth and our long-term profitability across our major brands and other significant brands.

### ***Strong Competitor in Attractive Categories***

We compete in product categories that address recurring consumer needs. We believe we are well positioned in these categories due to the long history and consumer awareness of our brands, our strong market positions and our low-cost operating model. The markets in which we sell our products, however, are highly competitive and include numerous national and global manufacturers, distributors, marketers and retailers.

### ***Proven Ability to Develop and Introduce New Products***

We focus our marketing and product development efforts on the identification of under-served consumer needs, the design of products that directly address those needs and the ability to extend our highly recognizable brand names to other products. One of our strategies is to broaden the categories in which we participate and increase our market share within those categories through ongoing product innovation. As an example of this philosophy, in 2026, we launched a number of new products, including *Fleet* Mini Enema, *Compound W* Skin Tag treatment, and multiple *Hydralyte* Effervescent and Sachet flavor extensions. In 2025, we launched *Summer's Eve* Whole Body Deodorant Creams in three fragrances, *Goody's* Plus – Headache Pain + Mental Alertness and *Dramamine* Advanced Herbals For Kids. While there is always a risk that sales of our existing products may be reduced by our new product introductions, our goal is to grow the overall sales of our brands.

### ***Investments in Advertising and Marketing***

We invest in advertising and marketing to drive the growth of our brands. Our marketing strategy is focused primarily on consumer-oriented initiatives that target consumers via mass media, digital marketing, in-store programming and coupons. While the absolute level of marketing expenditures differs by brand and category, we have often increased the amount of investment in our brands after acquiring them.

### ***Increasing Distribution Across Multiple Channels***

Our broad distribution base attempts to ensure that our products are well positioned across all available channels and that we are able to participate in changing consumer retail trends. In an effort to ensure continued sales growth, we continue to focus on expanding our strategy of direct sales while reducing our reliance on brokers for our customers.

### ***Pursuing Strategic Acquisitions***

Acquisitions are a part of our overall strategy for growing revenue. We have a history of growth through acquisitions. In recent years, we have completed several acquisitions and strategic asset purchases, and we recently entered into a definitive agreement to acquire a portfolio of over-the-counter brands from Foundation Consumer Brands, LLC and its subsidiaries, including the *Breathe Right*® and *Dimetapp*® brands, among others. We anticipate this transaction will close in the first half of fiscal 2027. In 2026, we completed the acquisition of *Pillar5* Pharma Inc. ("Pillar5"), a leading sterile ophthalmic manufacturer and one of our current *Clear Eyes* suppliers, and in 2025 we acquired additional rights to *Hydralyte* intellectual property in all remaining jurisdictions with the exception of the United States. While we believe that there will continue to be a pipeline of acquisition candidates for us to investigate, the strategic fit, availability of capital and relative cost are of the utmost importance in our decision to pursue such opportunities. We believe our business model allows us to integrate acquisitions in an efficient manner, while also providing opportunities to realize significant cost savings.

### ***Growing Our International Business***

International sales beyond the borders of North America represented 16.1%, 15.6% and 14.8% of total revenues in 2026, 2025, and 2024, respectively. We have designed and developed both products and packaging for specific international markets and expect that our international revenues as a proportion of our total revenues will continue to grow over the long-term.

We seek to expand the number of brands sold through our existing international distribution network and continue to identify additional distribution partners for further expansion of our brands into other international markets.

### ***Efficient Operating Model***

To gain operating efficiencies, we oversee the production planning and quality control aspects of the manufacturing, warehousing and distribution of our products, while we primarily outsource the operating elements of these functions to well-established third-party providers. This approach allows us to benefit from their core competencies and maintain a highly variable cost structure with low overhead, limited working capital requirements and minimal investment in capital expenditures.

### ***Management Team with Proven Ability to Acquire, Integrate and Grow Brands***

Our business has grown through acquisition and expansion of the many brands we have purchased as a result of the efforts of our experienced management team. Our management team has significant experience in consumer product marketing, sales, legal and regulatory compliance, product development and customer service. We rely on experienced personnel to bear the substantial responsibility of brand management and to effectuate our growth strategy.

### **Marketing and Sales**

Our marketing objective is to increase sales and market share by developing innovative new products and line extensions and executing creative and cost-effective advertising and marketing programs. Our marketing strategy is further deployed through the acquisition and renovation of established consumer brands that possess what we believe to be significant brand value and unrealized potential and through growth of categories with existing brands where we have leading market positions. Our brand-building process involves the evaluation of the existing brand name, the development and introduction of innovative new products and the execution of marketing support programs. Brand priorities vary from year-to-year. Recognizing that financial resources are limited, we allocate our resources to focus on our strategic brands with the most impactful, consumer-relevant initiatives that we believe have the greatest opportunities for growth and financial success.

### **Customers**

Our senior management team and dedicated sales force strive to maintain long-standing relationships with our top customers. We also contract with third-party sales management enterprises that interface directly with many of our remaining customers and report directly to members of our sales management team. In an effort to ensure continued sales growth, we continue to focus on expanding our reliance on direct sales while reducing our reliance on brokers.

We enjoy broad distribution across each of the major retail channels, including mass merchandisers, drug/drug wholesale, food, dollar, convenience, and club stores and e-commerce channels. The following table sets forth the percentage of gross revenues for our U.S. customers across our six major distribution channels during each of the past three years ended March 31:

<b>Channel of Distribution</b>	<b>Percentage of Gross Revenues <sup>(1)</sup></b>		
	<b>2026</b>	<b>2025</b>	<b>2024</b>
<i>Mass</i>	35.0	34.2	34.6
<i>Drug/Drug Wholesale</i>	19.2	20.7	22.8
<i>Food</i>	12.6	12.9	12.9
<i>Dollar</i>	5.4	6.0	6.6
<i>Convenience</i>	3.1	3.1	3.2
<i>Club</i>	0.6	1.0	1.2
<i>Other<sup>(2)</sup></i>	24.1	22.1	18.7

(1) Includes estimates for some of our wholesale customers that service more than one distribution channel

(2) Includes e-commerce retailers such as Amazon

Due to the diversity of our product lines, we believe that each of these channels is important to our business, and we continue to seek opportunities for growth in each channel.

We believe that our emphasis on strong customer relationships, speed and flexibility and leading sales technology capabilities, combined with consistent marketing support programs and ongoing product innovation, will continue to maximize our competitiveness in the increasingly complex retail environment.

During 2026, 2025 and 2024, Walmart accounted for approximately 20%, 19% and 20%, respectively, of our gross revenues. During 2026, 2025 and 2024, Amazon accounted for approximately 15%, 14%, and 11%, respectively, of our gross revenues.

We expect that for future periods a significant portion of our net sales will continue to be derived from a small number of customers, including Walmart and Amazon.

## **Outsourcing and Manufacturing**

In order to maximize our competitiveness and efficiently allocate our resources, third-party manufacturers fulfill most of our manufacturing needs. We have found that contract manufacturing often maximizes our flexibility and responsiveness to industry and consumer trends while minimizing the need for capital expenditures. We select contract manufacturers based on their core competencies and our perception of the best overall value, including factors such as (i) depth of services, (ii) professionalism and integrity of the management team, (iii) manufacturing agility, quality and capacity, (iv) regulatory compliance and (v) competitive pricing. We require each of our suppliers, most of whom are based in the United States and Canada, to comply with our Supplier Code of Conduct, which sets forth the basic and minimal expectations that all suppliers must meet in order to do business with us. We also conduct thorough reviews of each potential manufacturer's facilities, quality standards, capacity and financial stability. We generally purchase only finished products from our manufacturers.

Our primary contract manufacturers provide comprehensive services from product development through the manufacturing of finished goods. This approach results in minimal capital expenditures and maximizes our cash flow, which allows us to reinvest to support our marketing initiatives, fund brand acquisitions and repay outstanding indebtedness.

At March 31, 2026, we had relationships with 95 third-party manufacturers. Of those, we had long-term contracts with 18 manufacturers that produced items that accounted for approximately 60% of gross sales for 2026, compared to 16 manufacturers with long-term contracts that accounted for approximately 58% of gross sales in 2025. One of our suppliers, a privately owned pharmaceutical manufacturer with whom we have a long-term supply agreement, produced products that accounted for more than 10% of our gross revenues during 2026, 2025 and 2024. This manufacturer accounted for approximately 21% of our gross revenues in each of 2026 and 2025 and 20% of our gross revenues in 2024, while we accounted for a significant portion of their gross revenues over that time period. No other single third-party supplier produces products that account for 10% or more of our gross revenues. Our long-term supply and manufacturing agreements explicitly outline the manufacturers' obligations and product specifications with respect to the brand or brands being produced, including allocation of product liability risk. Pursuant to the terms of these agreements, the purchase price of products is subject to change due to fluctuations in input costs such as raw material, energy costs, packaging components and labor costs.

Some of our other products are manufactured on a purchase order basis, which is generally based on batch sizes and results in no long-term obligations or commitments. As a result, these manufacturers could cease manufacturing our products at any time and for any reason or initiate arbitrary and costly price increases. Although we are continually in the process of negotiating long-term contracts with certain key manufacturers, we may not be able to reach a timely agreement. To the extent we rely on purchase orders, rather than supply and manufacturing agreements, to govern our commercial relationships with suppliers, we typically rely on implied warranties with respect to the products manufactured, and we do not have specifically negotiated allocation of risk with these third-party manufacturers. With regard to our products both manufactured under long-term agreements and purchase orders, in periods of high inflation we have experienced and may continue to experience frequent increases in prices of products due to fluctuations in input costs such as raw material, energy costs, packaging components and labor costs.

In addition to relying on contract manufacturers, we operate three manufacturing facilities in the United States, Canada and Australia, which collectively manufacture products representing approximately 21% of our gross revenues.

We believe that most of the raw materials and packaging components used to produce our products at our manufacturing facilities and at our third-party manufacturing facilities are generally available through multiple sources acquired on both a contract and purchase order basis but are also subject to inflationary pressure, production delays and shortages from time to time.

## **Warehousing and Distribution**

We manage product distribution in the continental United States through one facility, which is owned and operated by a third-party provider, since fiscal 2020. This facility provides warehouse services including storage, handling and shipping, as well as transportation services, with respect to our full line of products, including (i) complete management services, (ii) carrier claims administration, (iii) proof of delivery, (iv) procurement, (v) report generation and (vi) freight payment services.

## **Competition**

The business of selling brand name consumer products in the OTC health and personal care market is highly competitive. This market includes numerous national and global manufacturers, distributors, marketers and retailers that actively compete for consumers' business both in the United States and abroad. In addition, like most companies that market products in this category, we are experiencing continued competition from "private label" products introduced by major retail chains. While we believe that our branded products provide superior quality and benefits, we are unable to predict the extent to which consumers will purchase "private label" products as an alternative to branded products, although we expect that this could increase during an economic downturn or periods of high inflation.

Our branded competitors include, among others, AbbVie Inc., Alcon, Bausch + Lomb, Bayer AG, Combe, Compass Diversified, Haleon plc, Kenvue, Mondelez International, Reckitt Benckiser Group plc, Opella, Scholl's Wellness Company, Sunstar Group, The Procter & Gamble Company and Unilever.

We compete on the basis of numerous factors, including brand recognition, product quality, performance, value to customers, price and product availability at the retail and e-commerce level. Advertising, marketing, merchandising and packaging, the timing of new product introductions and line extensions also have a significant impact on customers' buying decisions and, as a result, on our sales. The structure and quality of our sales force, as well as sell-through of our products, affect in-store and online positioning, wall display space and inventory levels for retail sale. Our markets are also highly sensitive to the introduction of new products, which may rapidly capture a significant share of the market.

Many of the competitors noted above are larger and have substantially greater research and development and financial resources than we do, and may therefore have the ability to spend more aggressively and consistently on research and development, advertising and marketing, and may be able to respond more effectively to changing business and economic conditions. See "Competitive Strengths and Growth Strategy" above for additional information regarding our competitive strengths and Part I, Item 1A. "Risk Factors" below for additional information regarding competition in our industry.

## **Regulation**

### ***Product Regulation***

The formulation, manufacturing, packaging, labeling, distribution, importation, sale and storage of our products are subject to extensive regulation by various U.S. federal agencies (including the U.S. Food and Drug Administration ("FDA"), the Federal Trade Commission ("FTC"), the Consumer Product Safety Commission ("CPSC") and the Environmental Protection Agency ("EPA")) and various agencies of the states, localities and foreign countries in which our products are manufactured, marketed, distributed and sold. Our Regulatory and Quality team is guided by a senior member of management and staffed by individuals with appropriate quality and regulatory experience. Our Regulatory, Quality and Operations teams work closely with our third-party manufacturers and our own manufacturing operations on quality-related matters. We monitor our own manufacturing operations and our third-party manufacturers' compliance with FDA and relevant foreign regulations and perform periodic audits to assess compliance. This internal audit process is designed to assess our manufacturing processes and products against applicable regulatory and quality requirements.

If the FDA or a foreign governmental authority chooses to inspect a particular third-party manufacturing facility, our agreements generally require the third-party manufacturer to notify us and provide updates regarding the inspection, as permitted. If we or our manufacturers fail to comply with applicable regulations, we could receive inspectional observations or become subject to enforcement actions, which could lead to significant claims or penalties or require us to recall or discontinue the sale and/or manufacturing of the non-compliant products.

Most of our U.S. OTC drug products are regulated pursuant to the FDA's monograph framework, initially established in 1972. The monograph system establishes conditions, such as active ingredients, uses or indications, doses, routes of administration, labeling and testing, under which certain broad categories of U.S. OTC drug products are generally recognized as safe and effective for their intended use. The Coronavirus Aid, Relief, and Economic Security ("CARES") Act, signed into law on March 27, 2020, included the Over-the-Counter Monograph Safety, Innovation, and Reform Act, which revised the OTC monograph framework and provided the FDA with new authorities to update monographs. Products that comply with monograph requirements do not require pre-market approval from the FDA. OTC drug products fall under the requirements of the Federal Food Drug and Cosmetic Act ("FDCA"), as amended by the CARES Act, which includes the Over-the-Counter Monograph Safety, Innovation, and Reform Act. These new authorities authorize FDA to add, remove or change monographs, and therefore, OTC monograph requirements continue to be subject to further FDA rulemaking, administrative orders and guidance.

Certain of our U.S. OTC drug products require the submission and approval of a New Drug Application (“NDA”) or Abbreviated New Drug Application (“ANDA”). These specific OTC drug products cannot be marketed until FDA approves the NDA or ANDA, and, after approval, are manufactured and labeled in accordance with an FDA-approved submission. These products are subject to FDA post-marketing reporting, manufacturing, and labeling requirements in accordance with applicable regulations.

Certain of our U.S. OTC Healthcare products are medical devices regulated by the FDA through one of three classes of medical devices: Class I devices are low risk devices, Class II devices are intermediate risk devices and Class III are high risk devices. The class of the device determines, among other things, the type of pre-market submission/application required by FDA to market the device, and this system may involve pre-market clearance or approval. During the review process, the FDA evaluates the safety and effectiveness of the device, as well as the sufficiency of the label indications, directions, cautions and warnings for the medical device in question, as applicable.

Certain of our products are considered cosmetics regulated by the FDA through the FDC Act and the Fair Packaging and Labeling Act. The FDA does not require pre-market clearance for cosmetics, but manufacturers are responsible for ensuring that such products are not adulterated or misbranded. Furthermore, Congress passed the Modernization of Cosmetics Regulation Act of 2022 (“MoCRA”), which expands FDA authority to regulate cosmetics. MoCRA provides new FDA authorities related to records access, mandatory recalls, adverse event reporting, facility registration, product listing and safety substantiation of products.

In accordance with the FDC Act and FDA regulations, we and our third-party manufacturers of U.S. products must comply with the FDA’s current Good Manufacturing Practices (“cGMPs”). The FDA may periodically inspect our facilities and those of our third-party manufacturers to assess compliance with cGMP requirements. Even where we are not performing manufacturing activities in our own facilities, cGMP requirements include oversight responsibilities with respect to contract manufacturers.

Our dietary supplement products are governed by the Dietary Supplement Health and Education Act of 1994 (“DSHEA”), which defines and regulates dietary supplements. Under DSHEA, the FDA published a final rule that requires persons who manufacture, package, label or hold a dietary supplement to establish and follow cGMPs.

Certain of our products are regulated by the Consumer Product Safety Commission (“CPSC”) under the Federal Hazardous Substances Act (“FHSA”), the Poison Prevention Packaging Act of 1970 (“PPPA”) and the Consumer Product Safety Improvement Act of 2008 (“CPSIA”). In addition, certain products subject to the PPPA may only be legally marketed if they are packaged in child-resistant packaging or bear specific labeling for use in households where there are no children. The CPSIA requires us to make available certificates of compliance for products subject to applicable CPSC regulations.

Certain of our products are regulated as pesticides under the Federal Insecticide, Fungicide, and Rodenticide Act (“FIFRA”). Generally, substances intended for preventing, destroying, repelling or mitigating pests are considered pesticides under FIFRA. Products regulated under FIFRA are generally required to be registered with the U.S. Environmental Protection Agency (“EPA”) and to comply with applicable labeling and disclosure requirements. In addition, the contract manufacturers from which we source these products are required to maintain EPA registrations. EPA-registered products are also subject to applicable state and local regulations in the jurisdictions where they are sold. One of our products qualifies as a minimum risk pesticide that is exempt from federal EPA registration but is subject to state and District of Columbia registration requirements.

Our Australian, Canadian and other international businesses are also subject to product regulations by local regulatory authorities in the various countries where these businesses operate, including regulations regarding manufacturing, labeling, marketing, distribution, sale and storage. In Australia, the Therapeutic Goods Administration (“TGA”) regulates OTC medicines to ensure their safety, quality, and efficacy. OTC medicines are evaluated before they are sold to the public, and they must be registered on the Australian Register of Therapeutic Goods (“ARTG”) before being sold.

### ***Environmental, Health and Safety Regulations***

Our operations are subject to U.S. federal, state and local and foreign laws, rules and regulations relating to environmental concerns, including air emissions, wastewater discharges, solid and hazardous waste management activities and the safety of our employees. We endeavor to take actions necessary to comply with such regulations, including periodic environmental and health and safety audits of our facilities. The audits, conducted by independent firms with expertise in environmental, health and safety compliance, include site visits as well as a review of documentary information, to determine compliance with such U.S. federal, state and local and foreign laws, rules and regulations. We seek to ensure responsible sourcing of our products and to improve our suppliers’ environmental, labor, health and safety and ethical practices through our Supplier Code of Conduct. We seek to minimize our resource footprint at our locations with a focus on managing waste, water and energy consumption.

### **Other Regulations**

We are also subject to a variety of other regulations in the U.S. and various foreign markets, including regulations pertaining to import/export, antitrust and pharmacovigilance issues. To the extent we decide to commence or expand operations in additional countries, we may be required to obtain an approval, license or certification from the country's ministry of health or comparable agency. We must also comply with product labeling and packaging regulations that may vary from country to country. In addition, we are subject to FTC and state regulations, as well as foreign regulations, relating to our product claims and advertising.

### **Impact of Regulations**

Compliance with these various regulations has an impact on capital expenditures, earnings and our competitive position. Government regulations in both our U.S. and international markets can delay or prevent the introduction of some of our products. Our failure to comply with these regulations can also result in recalls or a product being removed from sale in a particular market, either temporarily or permanently. The adoption of new regulations or changes in the interpretation of existing governmental regulation has and in the future could also require reformulation of certain products to meet new standards, recalls or discontinuance of certain products not able to be reformulated, additional record-keeping requirements, increased documentation of the properties of certain products, additional or different labeling, additional scientific substantiation, expanded adverse event reporting or other new requirements. Those changes have and will continue to require capital investments in facilities and equipment to meet the requirements and require us to incur additional compliance costs, as well as additional product development, material and production costs. If we fail to comply with these regulations, we could be subject to enforcement actions and the imposition of penalties.

### **Intellectual Property**

We own a number of trademark registrations and applications in the United States, Canada and other foreign countries. The following are some of the most significant registered trademarks we own in the United States and/or Canada: *BC*, *Boudreaux's Butt Paste*, *Chloraseptic*, *Clear Eyes*, *Compound W*, *Debrox*, *DenTek*, *Dramamine*, *Fleet*, *Gaviscon*, *Goody's*, *Luden's*, *Monistat*, *Nix*, *Summer's Eve* and *TheraTears*.

Our trademarks and tradenames are how we convey that the products we sell are "brand name" products. Our ownership of these trademarks and tradenames is very important to our business, as it allows us to compete based on the value and goodwill associated with these marks. Additionally, we own or license patents on innovative and proprietary technology. The patents evidence the unique nature of our products, provide us with exclusivity and afford us protection from the encroachment of others. None of the patents that we own or license, however, is material to us on a consolidated basis. Enforcing our rights, or the rights of any of our licensors, represented by these trademarks, tradenames and patents is critical to our business and may require significant expense. If we are not able to effectively enforce our rights, others may be able to dilute our trademarks, tradenames and patents and diminish the value associated with our brands and technologies.

While our trademarks and tradenames generally have indefinite lives if well maintained, our patents have defined lives expiring between 2026 and 2044. We do not own all of the intellectual property rights applicable to our products. In those cases where our third-party manufacturers own patents that protect our products, we are dependent on them as a source of supply for our products. In addition, we rely on our suppliers for their enforcement of their intellectual property rights against infringing products.

### **Seasonality**

Our business is generally not seasonal due to our well-diversified portfolio of brands. Advertising and marketing spending to support brands can be high during a specific season, such as summer selling for *Compound W* and the early winter to influence sales of *Chloraseptic*, *Little Remedies* and *Luden's*. Given our agility in advertising and marketing support and product diversity, the quarterly timing of this advertising and marketing support and impact to earnings is difficult to predict.

### **Economic Environment**

There has been economic uncertainty in the United States and globally due to several factors, including evolving fiscal policy, global supply chain constraints, changes in interest rates, a high inflationary environment, geopolitical events, including conflicts in the Middle East, and evolving U.S. and international trade restrictions and tariffs. We expect economic conditions will continue to be highly volatile and uncertain, put pressure on prices and supply, and could affect demand for our products. We have continued to see changes in the purchasing patterns of our consumers, including a shift in many markets to purchasing our products online, and have and may continue to see changes in retailer purchasing patterns due to these consumer patterns and the volatile economic environment.

The volatile environment has impacted the supply of labor and raw materials and exacerbated rising input costs. We have and may continue to experience shortages, delays and backorders for certain ingredients and products, difficulty scheduling shipping for our products, as well as price increases from many of our suppliers for both shipping and product costs. We and our manufacturers are currently having, and have had in the past, difficulty meeting demand, which is and has caused shortages of some of our products, particularly eye care products. These shortages have negatively impacted our results of operations, and we expect further shortages will continue to have a negative impact on our sales. If conditions cause further disruption in the global supply chain, the availability of labor and materials or otherwise further increase costs, it may materially affect our operations and those of third parties on which we rely, including causing material disruptions in the supply and distribution of our products. The extent to which these conditions impact our results of operations and liquidity will depend on future developments, which are highly uncertain and cannot be predicted, including global supply chain constraints, inflation, tariffs, global conflicts and trade actions/disputes. These effects could have a material adverse impact on our business, liquidity, capital resources and results of operations and those of the third parties on which we rely.

## **Human Capital Management**

### ***Our Culture and Values***

Our mission is to deliver high-quality consumer health and personal care products that improve and enrich the lives of our consumers. Our culture is grounded in the principles of Leadership, Trust, Change and Execution. Trust is foundational to how we operate - trust in the safety, quality, and performance of our products; trust in the integrity of our manufacturing, marketing and business practices; and trust in the character and capabilities of our employees.

We believe our long-term success depends on fostering a workplace where employees are empowered to take ownership, demonstrate leadership, and contribute meaningfully to our business and the communities we serve. Employees who embody these principles are encouraged to lead initiatives and projects that positively impact our organization, stakeholders, and society. We are committed to maintaining a respectful, inclusive, and professional work environment. We value the diverse backgrounds, perspectives, skills, and experiences of our workforce and strive to create a culture where all employees feel valued, supported, and inspired to achieve their full potential. Our employment practices are designed to promote equal employment opportunity, merit-based advancement, and fair treatment, without regard to race, age, gender, gender identity, sexual orientation, or other legally protected characteristics. We regularly review our hiring, development, and workplace practices to support these objectives.

### ***Talent Attraction and Workforce Practices***

We seek to attract, retain, and develop a high-quality workforce aligned with our business strategy and values. With employees across the United States and internationally, we focus on recruiting qualified individuals with the skills, experience, and leadership capabilities needed to support our current operations and future growth. Our recruiting and advancement practices are intended to support internal mobility, leadership development, and succession planning across all levels of the organization. We invest in workforce planning and talent management practices designed to ensure continuity of leadership and critical capabilities. These efforts include identifying key roles, developing internal talent pipelines, and aligning workforce capabilities with evolving business needs.

### ***Ethics, Compliance, and Employee Relations***

We maintain a comprehensive Code of Conduct and Ethics that applies to all employees and is designed to promote ethical behavior, integrity, and accountability throughout the organization. We are committed to maintaining a workplace free from intimidation, harassment, discrimination, and violence.

Employees are encouraged to raise concerns or report potential violations of our Code of Conduct and Ethics, other company policies, or applicable laws. We provide multiple reporting channels, including a third-party reporting mechanism that allows for anonymity and confidentiality, where permitted by law. Reported concerns are reviewed and investigated in accordance with established procedures. Retaliation against an individual who raises a concern in good faith or participates in an investigation is strictly prohibited. Management believes that maintaining open communication, fair employment practices, and consistent application of policies supports positive employee relations and contributes to employee engagement and retention.

### ***Our Employees***

As of March 31, 2026, we had approximately 890 global employees. Approximately 57% of our workforce operates in the United States, 30% in Canada, 12% in Australia and Asia and 1% in Europe. Approximately 54% of our employees are salaried and 46% are paid hourly wages. We employ only a few part-time employees. Our workforce is 52% female and 48% male. None of our employees are a party to a collective bargaining agreement. Management believes that our relations with employees are good.

### ***Learning, Development, and Performance Management***

We believe that continuous learning and professional development are essential to both individual growth and organizational success and we encourage all employees to achieve their full potential by providing access to development opportunities, including on the job learning, mentorship, career development programs and Company-provided learning tools.

Our performance management process is designed to align individual objectives with business priorities while supporting employee development. Employees participate in regular performance reviews that assess results, behaviors, and competencies, and identify opportunities for skill development and career progression. Through these processes, we seek to promote accountability, support engagement, and encourage continuous improvement across the organization.

### ***Health, Safety, and Well Being***

The health, safety, and well-being of our employees are priorities for our organization. We are committed to providing a safe work environment and to complying with applicable occupational health and safety laws and regulations in the jurisdictions where we operate. We implement safety programs and training, particularly at our manufacturing and production facilities, to promote safety awareness, prevent workplace injuries, and reinforce a culture of safety and shared responsibility. We monitor workplace safety performance and seek to comply with reporting requirements established by the Occupational Safety and Health Administration (OSHA) in the United States, as well as applicable safety and health standards in all other countries in which we have employees, including Australia, the United Kingdom, Canada, and Singapore.

### ***Community Engagement and Corporate Responsibility***

We seek to operate as a responsible corporate citizen and to conduct our business in a manner that reflects our values. We encourage employees to engage with and support their local communities and provide flexibility for office locations to develop community engagement and volunteer initiatives that align with local needs.

Examples of these efforts include employee volunteer activities and community service events organized at various locations, including our corporate headquarters. We believe these initiatives strengthen our connection to the communities in which we operate and reinforce employee engagement and pride in our organization.

Additional information regarding our human capital development and sustainability initiatives are available on our website at <https://www.prestigebrands.com/about-us/corporate-responsibility>.

### **Available Information**

Our Internet address is [www.prestigebrands.com](http://www.prestigebrands.com). We make available free of charge on or through our Internet website our Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K and amendments to those reports, as well as the Proxy Statement for our annual stockholders' meetings, as soon as reasonably practicable after we electronically file such material with, or furnish it to, the Securities and Exchange Commission (the "SEC"). Information on our Internet website does not constitute a part of this Annual Report on Form 10-K and is not incorporated herein by reference, including through any general statement incorporating by reference this Annual Report on Form 10-K into any filing under the Securities Act of 1933, as amended (the "Securities Act"), or under the Securities Exchange Act of 1934, as amended (the "Exchange Act").

We have adopted a Code of Conduct and Ethics, Code of Ethics for Senior Financial Employees, Policy and Procedures for Complaints Regarding Accounting, Internal Controls and Auditing Matters, Corporate Governance Guidelines and Charters for our Audit, Compensation and Nominating and Corporate Governance Committees, as well as a Related Persons Transaction Policy, Stock Ownership Guidelines and a Clawback Policy. We will provide to any person without charge, upon request, a copy of the foregoing materials. Any requests for these documents from us should be made in writing to:

Prestige Consumer Healthcare Inc.  
660 White Plains Road  
Tarrytown, New York 10591  
Attention: Corporate Secretary

We also make copies of the following policies available on our Internet site at <https://ir.prestigebrands.com/corporate-governance/documents>:

- Corporate Governance Guidelines
- Supplier Code of Conduct
- Related Persons Transaction Policy
- Code of Conduct and Ethics

- Code of Ethics for Senior Financial Employees
- Clawback Policy
- Insider Trading Policy

We intend to disclose future amendments to these documents, policies and guidelines and any waivers of these documents, policies and guidelines, on our Internet website and/or through the filing of a Current Report on Form 8-K with the SEC, to the extent required under the Exchange Act.

## ITEM 1A. RISK FACTORS

### Risks Related to our Business and Industry

*We primarily depend on third-party manufacturers to produce the products we sell. If these third-party manufacturers are unable to produce our products in sufficient quantities to meet customer demand, our business and results of operations may be materially adversely impacted. In addition, if we are unable to maintain these manufacturing relationships or are unable to successfully transfer manufacturing to another third-party or our own manufacturing facility, we may be unable to meet customer demand, and our business and sales could suffer.*

Many of our products are produced by a limited number of third-party manufacturers. Our ability to retain our current manufacturing relationships or engage in and successfully transition to new relationships or to our own manufacturing facilities is critical to our ability to deliver quality products to our customers in a timely manner. Certain of the Company's manufacturers, including third party and our own facilities, are currently having, and have had in the past, difficulty meeting demand, which is and has caused shortages of our products, particularly eye care products. These shortages negatively impacted our results of operations in fiscal 2026 and 2025, and we expect further shortages may have a negative impact on our sales and customer relationships and result in loss of shelf space/digital rank and higher costs. In some cases, we have identified additional third-party manufacturing to supply us with quantities of the product for which we are experiencing shortages, but these additions may not manufacture product in time to fully supplement the long-term forecasted demand. In addition, any failure by our third-party manufacturers to comply with applicable regulatory requirements, including FDA or other governmental standards, could result in product quality issues, regulatory action, product recalls or reputational harm.

In the event that our primary third-party manufacturers are unable or unwilling to ship products to us in a timely manner, we would have to rely on secondary manufacturing relationships or, to the extent unavailable, identify and qualify new manufacturing relationships. Because of the unique manufacturing requirements of certain products, the Company may be unable to timely identify or qualify new suppliers or at the quantities, quality and price levels needed. In addition, identifying alternative manufacturers without adequate lead times may involve additional manufacturing expense or delay in production. In some instances, we may seek to transfer the manufacture of certain products to our own facilities, which may result in additional manufacturing expense, delay in production, additional regulatory requirements and other disruptions to our business. In general, the consequences of not securing adequate, high quality and timely supplies of merchandise has negatively impacted inventory levels, which has adversely impacted our sales, could damage our reputation and result in lost customers, and could have a material adverse effect on our financial condition and results of operations if such shortages continue.

Certain of our manufacturers who produce products for us have experienced cash flow shortages, and we have provided both prepayments and short-term loans to these suppliers to ensure continuous supply. Following the full transfer of product supply to other manufacturers, one supplier to which we extended a short-term loan discontinued operations and did not repay the loan. As a result, we wrote off the loan of approximately \$10.3 million in fiscal 2026. If any other suppliers cease operations or are otherwise unable to continue to supply products to us, or to repay their indebtedness, our results of operations and financial condition would be adversely impacted.

At March 31, 2026, we had relationships with 95 third-party manufacturers. Of those, we had long-term contracts with 18 manufacturers that produced items that accounted for approximately 60% of gross sales for 2026, compared to 16 manufacturers with long-term contracts that accounted for approximately 58% of gross sales in 2025. This level of concentration increases our exposure to operational, financial and strategic risks associated with such manufacturers. One of our suppliers, a privately owned pharmaceutical manufacturer with whom we have a long-term supply agreement, produced products that accounted for more than 10% of our gross revenues during 2026, 2025 and 2024. This manufacturer accounted for approximately 21%, respectively, of our gross revenues in 2026 and 2025 and 20% of our gross sales revenues in 2024, while we accounted for a significant portion of their gross revenues over that time period. No other single third-party supplier produces products that account for 10% or more of our gross revenues. The fact that we do not have long-term contracts with certain manufacturers also means that they could cease manufacturing our products at any time and for any reason or initiate costly price increases, which could have a material adverse effect on our business and results of operations. Although we are continually in the process of negotiating long-term contracts with certain key manufacturers, we may not be able to reach a timely agreement on acceptable terms, which could have a material adverse effect on our business and results of operations. In addition, even if we do enter into long-term contracts with certain manufacturers, our manufacturers may increase prices under the terms of our existing contracts if they experience increases in input costs, which could have a material adverse impact on our results of operations and financial condition.

***Price increases for raw materials, packaging, labor, energy and transportation costs, and other manufacturer, logistics provider or distributor demands, could continue to have an adverse impact on our margins.***

The costs to manufacture and distribute our products are subject to fluctuation based on a variety of factors. Volatility and increases in commodity raw material (e.g. resins) and packaging component prices, labor, energy and transportation costs, and other input costs, including as a result of supply chain issues, shortages or tariffs, could significantly affect our profit margin and could have a material adverse impact on our financial condition and results of operations if our raw material suppliers, third-party manufacturers, logistics providers or distributors pass along those costs to us. Certain product categories have been impacted by higher inflation due to, among other things, increased transportation costs due to the U.S. war with Iran, the continuing impacts of labor shortages, global supply chain disruptions and the uncertain economic and geopolitical environment, including tariffs, which has negatively impacted our gross margin. Although the impact of these increased costs has not had a material adverse effect on our results of operations or financial condition to date, further input cost increases could have such a material impact.

In this economic environment, the manufacturers we use have increased, and may continue to increase, the cost to us of many of the products we purchase, which has impacted and could continue to adversely affect our margins in the event we are unable to pass along these increased costs to our customers or identify and qualify new manufacturers. There may be a delay or inability to fully offset such cost increases through pricing actions due to competitive dynamics, customer resistance, or contractual limitations. If we are unable to increase the price for our products to our customers or achieve cost savings in a rising cost environment, any such cost increases would likely further reduce our gross margins and could have a material adverse effect on our financial condition and results of operations. If we increase the price of our products in order to maintain our current gross margins for our products, the increase may adversely affect demand for, and sales of, our products, especially if consumers shift to lower-priced alternatives or private label products in response to tariff-driven or inflationary price increases, which could have a material adverse effect on our financial condition and results of operations. We believe that certain of our products could have difficulty absorbing further near-term price increases without potentially impacting market share, which would have a related adverse impact on our revenues.

Volatility in or worsening of economic conditions from high inflation, economic policy, tariffs, increased unemployment, geopolitical conflicts, public health issues and other factors beyond our control could reduce consumer spending, which could adversely impact demand for our products and our results of operations and financial condition.

Our financial performance depends on the stability of conditions that impact consumer spending. Adverse conditions or volatility in financial markets or the economy, including high interest rates, inflation from rising costs, tariffs, unemployment, bank failures, reductions in government assistance and the lack of consumer financing, could adversely impact consumer confidence and reduce disposable income, resulting in reduced consumer spending on our products. Geopolitical developments, including conflicts in the Middle East, disruptions to global shipping routes, and related increases in fuel and transportation costs, may further exacerbate these pressures. Existing volatility in the global economy, including from geopolitical conflicts, supply chain issues and rising costs, has not materially impacted consumer spending on our products, but further worsening of these conditions could have a material adverse impact on our results of operations and financial condition.

The high level of competition in our industry, much of which comes from competitors with greater resources, could adversely affect our business, financial condition and results of operations.

The business of selling brand name consumer products in the OTC health and personal care market is highly competitive. This market includes numerous manufacturers, distributors, marketers and retailers that actively compete for consumers' business both in the United States and abroad. Many of these competitors are larger and have substantially greater resources than we do, and they may therefore have the ability to spend more aggressively on research and development and advertising and marketing, and may be able to respond more effectively to changing business and economic conditions, including in connection with inflation or recessionary conditions.

Certain of our product lines that account for a large percentage of our sales have a smaller market share relative to our competitors. In some cases, we may have a number one market position but still have a relatively small share of the overall market. Alternatively, we may hold a number two market position but have a substantially smaller share of the market versus the number one competitor. See "Part I, Item 1. Business - Major Brands" of this Annual Report on Form 10-K for information regarding market share.

We compete for consumers' attention based on a number of factors, including brand recognition, product quality, performance, value to consumers, price and product availability at the retail level. Advertising, marketing, merchandising and packaging and the timing of new product introductions and line extensions also have a significant impact on consumer buying decisions and, as a result, on our market share and our sales. Our markets are highly sensitive to the introduction of new products, which may

rapidly capture a significant share of the market. New product innovations by our competitors, or our failure to develop new products, the failure of a new product launch by the Company, or the obsolescence of one or more of our products, could have a material adverse effect on our business, financial condition and results of operations. If our advertising, marketing and promotional programs are not effective, our sales may decline.

The structure and quality of our sales force, as well as sell-through of our products, affect in-store and our e-commerce product position, wall display space and inventory levels for retail sale. If we are unable to maintain our current distribution network, product offerings for retail sale, inventory levels and in-store and online positioning of our products, our sales and operating results could be adversely affected.

In addition, competitors may attempt to gain market share by offering products at prices at or below those typically offered by us. The introduction or expansion of store brand products that compete with our products at a lower price point has and could impact our sales and results of operations. Some of our products compete directly with widely advertised, promoted and merchandised brands within each product category, as well as with retailers, including drugstores, convenience stores and specialty stores, that are increasingly offering private labels and generic non-branded products, which are typically sold at lower prices. Consumer demand for lower-cost alternatives could increase, particularly in response to macroeconomic pressures. These trends could be exacerbated by rising costs, including tariffs, trade restrictions, export controls and sanctions, as well as ongoing geopolitical tensions, including conflicts in the Middle East and other regions, and other economic conditions that shift consumer demand to lower-priced products, as well as supply chain issues that result in reduced availability for our products. Competitive pricing may require us to reduce prices, which may result in lost revenue or a reduction of our profit margins. Future price adjustments by our competitors or our inability to react with price adjustments of our own could result in a loss of market share, which could have a material adverse effect on our financial condition and results of operations.

***We depend on a limited number of customers with whom we have no long-term agreements for a large portion of our gross revenues, and the loss of one or more of these customers or changes in their strategies and policies could reduce our gross revenues and have a material adverse effect on our financial condition and results of operations.***

During 2026, Walmart and Amazon, which accounted for approximately 20% and 15%, respectively, of our gross revenues, were our only customers that accounted for more than 10% of our gross revenues. We expect that for future periods, our top ten customers, including Walmart and Amazon, in the aggregate, will continue to account for a large and potentially increasing portion of our sales. Our sales through e-commerce platforms are also subject to risks associated with platform policies, fee structures, fulfillment requirements, and algorithmic changes, which are outside of our control and may adversely impact our sales and margins. The loss of favorable positioning on these platforms could significantly reduce product visibility and sales. Many of our customers have sought to obtain lower pricing, better terms, additional trade spend, more strict logistics requirements or other changes to the customer-supplier relationship. If we are unable to effectively respond to the demands of our customers, these customers could reduce their purchases of our products and increase their purchases of products from competitors. Reductions in inventory by our customers, the loss of one or more of our top customers, including as a result of consolidation in the retail industry, or any significant decrease in sales to these customers based on changes in their strategies or policies, such as a reduction in the number of brands they carry, the amount of shelf space or positioning they dedicate to store brand products or to our particular products, or a significant reduction in our online positioning, could reduce our sales and have a material adverse effect on our financial condition and results of operations. In addition, many retailers have implemented inventory management strategies that include reductions in the amount of inventory they carry and related reductions in retail space and may continue such efforts in the future.

Our business is based primarily upon individual sales orders. We typically do not enter into long-term contracts with our customers. Accordingly, our customers could cease buying products or reduce the number of items they buy from us at any time and for any reason. The fact that we do not have long-term contracts with our customers means that we have no recourse in the event a customer no longer wants to purchase products from us or reduces the number of items purchased. If a significant number of our smaller customers, or any of our significant customers, elect not to purchase products from us or materially reduce the quantity of products they purchase from us, our financial condition and results of operations could be materially adversely affected.

***Disruption in our third-party distribution center or our manufacturing facilities may prevent us from meeting customer demand, and our sales and financial condition may materially suffer as a result.***

Our product distribution in the United States is managed by a third-party through one primary distribution center in Clayton, Indiana. We also operate three manufacturing facilities in the United States, Canada and Australia, which manufacture products representing 21% of our gross revenues. A natural disaster, such as tornado, earthquake, flood, or fire at our distribution center or our own or a third-party manufacturing facility could damage our inventory and/or materially impair our ability to distribute our products to customers in a timely manner or at a reasonable cost. In addition, a serious disruption caused by performance or

contractual issues with our third-party distribution manager, cybersecurity incidents affecting our logistics providers or systems, or labor shortages or contagious disease outbreaks or other public health emergencies at our distribution center or manufacturing facilities could also materially impact our product distribution. Any disruption could result in increased costs, expense and/or shipping times, and could harm our reputation and cause us to incur customer fees and penalties. We could also incur significantly higher costs and experience longer lead times should we be required to replace our distribution center, the third-party distribution manager or our manufacturing facilities. As part of our recent acquisition of our Arnprior Ontario, Canada facility from our primary *Clear Eyes* supplier, we have committed to a long-term investment including a number of plant enhancements and capital investments, which may at times negatively impact production in the short-term but improve production over time. As a result, any serious disruption could have a material adverse effect on our business, financial condition and results of operations.

***Any future outbreak of other highly infectious diseases or public health emergencies could have a material adverse impact on our results of operations and financial condition.***

Our sales are impacted by consumer spending levels, the availability of our products at retail stores or for online purchase and our ability to manufacture and distribute products to our customers and consumers in an effective and efficient manner. Our sales are also impacted by demand for our products depending on consumers' activities, lifestyles and financial resources.

We could experience adverse impacts from public health emergencies in a number of ways, including, but not limited to, the following:

- supply chain delays or disruptions due to closed supplier facilities or distribution centers, reduced workforces, scarcity of raw materials and scrutiny or embargoing of goods produced in infected areas;
- shutdown of our manufacturing facilities due to illness or government order;
- reduced consumer demand for certain of our products as a result of any related economic downturn or restrictions on in-person purchases;
- change in demand for or availability of our products as a result of retailers or distributors modifying their restocking, fulfillment, or shipping practices in reaction to public health emergencies;
- decrease in our ability to develop innovative products due to reprioritization of suppliers and/or retailers;
- increase in working capital needs and/or an increase in trade accounts receivable write-offs as a result of related increased financial pressures on our suppliers or customers;
- impairment in the carrying value of goodwill or intangible assets or a change in the useful life of finite-lived intangible assets from sustained related changes in consumer purchasing behaviors, government restrictions, or financial results;
- increase in raw material and other input costs resulting from related labor shortages, supply chain disruptions and market volatility; and
- fluctuation in foreign currency exchange rates or interest rates resulting from market uncertainties.

The extent to which a pandemic, and any related economic downturn, could affect our business, results of operations and financial condition depends on developments that are highly uncertain and cannot be predicted, including the severity and duration of any outbreak and recovery period, the availability, acceptance and efficacy of vaccines, future actions taken by governmental authorities and other third parties in response to a pandemic and the impact on our customers, employees and suppliers, distributors and other service providers. Moreover, the effects of a pandemic could exacerbate the other risks described in this "Risk Factors" section of this Annual Report on Form 10-K.

***Consumption trends for our products may not correlate to our results of operations.***

We regularly review and may disclose certain consumption levels to provide an indication of the strength of our expected results of operations. Total company consumption is based on U.S. domestic IRI multi-outlet + C-store retail sales for the relevant period, retail sales from other third parties for certain e-commerce sales in North America, Australia consumption based on IMS data and other international net revenues as a proxy for consumption. Our calculation of consumption levels may not accurately reflect actual retail consumption given limitations of tracked data, and consumption levels could significantly differ from reported revenues.

***Product liability claims and product recalls and related negative publicity could adversely affect our sales and operating results.***

We are dependent on consumers' perception of the safety and quality of our products. Negative consumer perception may arise from product liability claims and product recalls, regardless of whether such claims or recalls involve us or our products. The mere publication of information asserting concerns about the safety of our products or the ingredients used in our products could have a material adverse effect on our business and results of operations. We believe our products are safe and effective when used in accordance with label directions. However, adverse publicity about ingredients used in our products may discourage consumers from buying our products containing those ingredients, which would have an adverse impact on our sales.

From time to time we are subject to various product liability claims. Claims could be based on allegations that, among other things, our products contain contaminants, include inadequate instructions or warnings regarding their use, or include inadequate warnings concerning side effects and interactions with other substances. For example, we previously acquired a low sales volume talcum-based product as part of a larger acquisition, which was subsequently discontinued in 2017. The product has been identified in a small number of lawsuits along with other talcum-based products and their manufacturers alleging contamination of the products. To date, most claims against our discontinued product have been voluntarily dismissed and none have resulted in a material loss to the Company. Whether or not successful, product liability claims could result in negative publicity that could adversely affect the reputation of our brands and our sales and financial condition. Additionally, we may be required to pay for losses or injuries purportedly caused by our products, which could negatively impact our financial condition. We could also be required for a variety of reasons to initiate product recalls, which we have done on several occasions. Any product recalls could have a material adverse effect on our business, financial condition and results of operations.

Although we have supply and manufacturing agreements with certain of our third-party manufacturers, which explicitly outline the allocation of product liability risk with respect to the products these manufacturers produce, some of our other products are manufactured on a purchase order basis. To the extent we rely on purchase orders to govern our commercial relationships with suppliers, we have not specifically negotiated the allocation of risk for product liability obligations. Instead, we typically rely on implied warranties from the suppliers with respect to these products. We may have difficulty enforcing these implied warranties, and we may be required to bear all or a significant portion of any product liability obligations rather than transferring this risk to our third-party manufacturers.

In addition, although we maintain, and require our suppliers and third-party manufacturers to maintain, product liability insurance coverage, potential product liability claims may exceed the amount of insurance coverage or may be excluded under the terms of the policy, which could have a material adverse effect on our financial condition. In addition, in the future we may not be able to obtain adequate product liability insurance coverage or we may be required to pay higher premiums and accept higher deductibles in order to secure adequate product liability insurance coverage.

### **Risks Related to Acquisitions and Product Development**

***Our inability to successfully identify, negotiate, complete and integrate suitable acquisition candidates and to obtain necessary financing could have an adverse impact on our growth and our financial condition and results of operations.***

Achievement of our strategic objectives includes the acquisition, or potentially the disposition, of certain brands or product lines, and these acquisitions and dispositions may not be successful.

The majority of our historical growth has been driven by acquiring other brands and companies. At any given time, we may be engaged in discussions with respect to possible acquisitions that are intended to enhance our product portfolio, enable us to realize cost savings, and further diversify our category, customer and channel focus. Our ability to successfully grow through acquisitions depends on our ability to identify, negotiate, complete and integrate suitable acquisition candidates and to obtain any necessary financing. However, we may not be able to identify and successfully negotiate suitable strategic acquisitions at attractive valuations, obtain financing for future acquisitions on satisfactory terms, or otherwise complete future acquisitions. All acquisitions entail various risks such that after completing an acquisition, we may also experience:

- Difficulties in integrating any acquired companies, suppliers, personnel and products into our existing business;
- Difficulties in realizing the benefits of the acquired company or products, including expected returns, margins, synergies and profitability, which can also result in subsequent impairments to the book value of the acquired assets;
- Higher costs of integration than we anticipated;
- Exposure to unexpected liabilities of the acquired business;

- Difficulties in retaining key employees of the acquired business who are necessary to operate the business;
- Difficulties in maintaining uniform standards, controls, procedures and policies throughout our acquired companies; or
- Adverse customer or stockholder reaction to the acquisition and/or the associated debt.

As a result, any acquisitions we pursue or complete could adversely impact our financial condition and results from operations. In addition, any acquisition could adversely affect our operating results as a result of higher interest costs from any acquisition-related debt and higher amortization expenses related to the acquired intangible assets.

In the event that we decide to divest of a brand or product line, we may encounter difficulty finding, or be unable to find, a buyer on acceptable terms in a timely manner.

Additionally, the pursuit of acquisitions and divestitures could also divert management's attention from our business operations and result in a delay in our efforts to achieve our strategic objectives.

***If new products and product line extensions do not gain widespread customer acceptance or are otherwise discontinued, our financial performance could be impacted.***

The Company's future performance and growth depends on our ability to successfully develop and introduce new products and product line extensions. The successful development and introduction of new products involves substantial research, development, marketing and promotional expenditures, which the Company may not be able to recover if the new products do not gain widespread market acceptance. New product development and marketing efforts, including efforts to enter markets or product categories in which we have limited or no prior experience, have inherent risks. These risks include product development or launch delays, competitor actions, regulatory approval hurdles and the failure of new products and line extensions to achieve anticipated levels of market acceptance. A negative outcome in any of these risks could adversely impact our results of operations and financial condition.

## **Regulatory Risks**

***Regulatory matters governing our industry could have a significant negative effect on our sales and operating costs.***

In both the United States and in our foreign markets, our operations are affected by extensive laws, governmental regulations, administrative determinations, court decisions and similar constraints. Such laws, regulations and other constraints exist at the federal, state and local levels in the United States and at analogous levels of government in foreign jurisdictions.

In particular, the formulation, manufacturing, packaging, labeling, distribution, importation, marketing, sale and storage of our products are subject to extensive regulation by various U.S. federal agencies, including the FDA, FTC and CPSC, the EPA and by various agencies of the states, localities and foreign countries in which our products are manufactured, distributed, stored and sold. The FDC Act and FDA regulations require that the manufacturing processes of our facilities and third-party manufacturers of U.S. products must also comply with the FDA's cGMPs. The FDA inspects our facilities and those of our third-party manufacturers periodically to determine if we and our third-party manufacturers are complying with cGMPs. The health regulatory bodies of other countries have their own regulations and standards, which may impose additional requirements beyond the U.S. FDA cGMPs.

Heightened regulatory activity and expectations worldwide, particularly for sterile eye care products, have contributed to ongoing manufacturing disruptions and capacity constraints across the industry. These conditions have impacted, and we expect they will continue to impact for the foreseeable future, the availability of sterile eye care products, which has and may continue to adversely affect our net revenues, product mix, customer service levels, and our ability to fully meet demand in affected categories. While we continue to pursue alternate sources of supply where feasible, qualification, validation and regulatory readiness activities can require significant time and resources and may not fully mitigate near-term constraints. In fiscal 2026, we acquired a sterile eye care manufacturing facility and expect to make investments to enhance quality systems, expand capabilities and improve the consistency and reliability of supply over the long term. The timing and extent of any improvements will depend on the successful execution of these initiatives, including equipment upgrades, process improvements, staffing, and completion of required validations and regulatory activities. Accordingly, while we believe these investments position us to strengthen supply over time, achieving sustained improvements is expected to be a multi-step process and may not alleviate current or near-term supply limitations.

In addition, our and our suppliers' operations are subject to the oversight of the Occupational Safety and Health Administration and some suppliers by the National Labor Relations Board. Our activities are also regulated by various agencies of the states, localities and foreign countries in which our products and their constituent materials and components are manufactured and sold. We have successfully moved the manufacture of certain of our more highly regulated products to our own manufacturing facilities, which will subject our facility to increased regulatory requirements and scrutiny with respect to both our existing and new operations there.

If we or our third-party manufacturers or distributors fail to comply with applicable regulations, we could become subject to enforcement actions, significant penalties or claims, which could materially adversely affect our business, financial condition and results of operations. In addition, we or our third-party manufacturers or distributors could be required to:

- Suspend manufacturing operations;
- Modify product formulations or manufacturing processes;
- Suspend the sale or require a recall of non-compliant products; or
- Change product labeling, packaging, distribution, storage, marketing, or advertising, or take other corrective action.

The adoption of new regulations or changes in the interpretation of existing regulations may result in significant compliance costs or the cessation of product sales and may adversely affect the marketing of our products, which could have a material adverse effect on our financial condition and results of operations.

In addition, our or our third-party manufacturers' or distributors' failure to comply with FDA, FTC, EPA or any other federal and state regulations, or with similar regulations in foreign markets, that cover our product registrations, product claims or advertising, including direct claims and advertising by us, may result in enforcement actions and imposition of penalties, litigation by private parties, or otherwise materially adversely affect the distribution and sale of our products, which could have a material adverse effect on our business, financial condition and results of operations.

Regulatory authorities, including the Federal Trade Commission, have increasingly focused on the substantiation of marketing and advertising claims and have commenced enforcement actions against companies for failures to adequately substantiate such claims. As a result, we may face increased scrutiny of our marketing practices, and any determination that our claims are not adequately supported could result in enforcement actions, including fines, injunctions, product relabeling or other corrective measures, as well as increased risk of private litigation, which could adversely affect our business, financial condition and results of operations.

***We face risks associated with doing business internationally.***

Approximately 16% of our total 2026 revenues were attributable to our international business. We generally rely on brokers and distributors for the sale of our products in foreign countries. In addition, some of our third-party manufacturers are located outside the United States. Risks of doing business internationally include, but are not limited to, the following:

- Political instability or declining economic conditions in the countries or regions where we operate or rely on third-party manufacturers or suppliers, which could adversely affect sales of our products in these countries or regions or our ability to obtain adequate supply of our products;
- Geopolitical conflict that disrupts global trade routes and shipping;
- Currency controls that restrict or prohibit the payment of funds or the repatriation of earnings to the United States;
- Fluctuating foreign exchange rates and tariffs that result in unfavorable increases in the price of our products or cause increases in the cost of certain products purchased from our foreign third-party manufacturers;
- Requirements under laws and regulations concerning ethical business practices;
- Trade restrictions and exchange controls;
- Difficulties in staffing and managing international operations;

- Difficulty protecting our intellectual property rights and avoiding diversion of our products in these markets; and
- Increased costs of compliance with general business and tax regulations in these countries or regions.

Our operations are dependent on foreign distributors and sales agents for compliance and adherence to foreign laws and regulations that we may not be familiar with, and we cannot be certain that these distributors and sales agents will adhere to such laws and regulations or adhere to our business practices and policies. Any violation of laws and regulations by foreign distributors or sales agents or a failure of foreign distributors or sales agents to comply with applicable business practices and policies could result in legal or regulatory sanctions or potentially damage our reputation. Although we require by contract that our distributors maintain strict compliance with all applicable laws, and have the right to terminate those relationships should we determine a distributor is in material non-compliance, we cannot ensure that our foreign distributors and sales agents will steadfastly comply with all such laws. If we fail to manage these risks effectively, we may not be able to continue our international operations, and our business, financial condition and results of operations may be materially adversely affected.

***We are subject to increasing focus on environmental and sustainability issues.***

While we seek to maintain sustainable operations that are both operationally and financially beneficial to our business, and contribute to the health and wellness of the communities in which we operate, we may experience reduced demand for our products and loss of customers if we do not meet their expectations, which could result in a material adverse effect on our financial condition and results of operations. Land use, water use, carbon emissions, deforestation, recyclability or recoverability of packaging, plastic waste, ingredients and other sustainability concerns remain key topics with federal, state and local governments, non-governmental organizations, our customers, consumers and investors. These evolving priorities have resulted, and may continue to result, in new or more stringent laws, regulations and requirements, including emerging extended producer responsibility (“EPR”) regimes relating to the lifecycle management of packaging and certain product components. EPR requirements, which are being adopted in various jurisdictions in which we operate, generally shift responsibility for the collection, recycling, disposal and reporting of packaging materials to producers such as us. These requirements are evolving and vary by jurisdiction and may require us to join and fund producer responsibility organizations, implement new data tracking and reporting systems, modify packaging designs, or make changes to our supply chain and product offerings. Compliance with these and other sustainability-related regulations may result in increased costs, including fees, capital expenditures and administrative burdens, and may disrupt our operations. In addition, we could also lose revenue if our consumers change brands, our customers refuse to buy our products, or investors choose not to invest in our debt or common stock if we do not meet their sustainability expectations. For example, since 2020, some of our major customers requested that we respond to various questionnaires to evaluate our sustainability efforts. Efforts to meet these standards could impact our costs resulting in reduced profits, and failure to meet our customers’ expectations could impact our sales and business reputation.

**Risks Related to Intellectual Property**

***If we are unable to protect our intellectual property rights, our ability to compete effectively in the market for our products could be negatively impacted.***

The market for our products depends to a significant extent upon the goodwill associated with our trademarks, tradenames and patents. Our trademarks and tradenames convey that the products we sell are “brand name” products. We believe consumers ascribe value to our brands, some of which are over 100 years old. We own or exclusively license the material trademarks, tradenames and patents used in connection with the manufacturing, packaging, marketing and sale of our products. These rights prevent our competitors or new entrants to the market from using our valuable brand names and technologies. Therefore, trademark, tradename and patent protection is critical to our business. Although most of our material intellectual property is registered in the United States and in applicable foreign countries, we may not be successful in asserting protection of our intellectual property. In addition, third parties may assert claims against our intellectual property rights, and we may not be able to successfully resolve those claims, which would cause us to lose the right to use the intellectual property subject to those claims. If we were to lose the exclusive right to use one or more of our intellectual property rights, the loss of such exclusive right could have a material adverse effect on our financial condition and results of operations.

In addition, other parties may infringe our intellectual property rights, including through e-commerce channels, digital marketplaces or unauthorized online sales, which may be more difficult to monitor and enforce, and may thereby dilute the value of our brands in the marketplace. Brand dilution could cause confusion in the marketplace and adversely affect the value that consumers associate with our brands, which could negatively impact our business and sales. Furthermore, from time to time, we may be involved in litigation in which we are enforcing or defending our intellectual property rights, including proceedings involving trademark infringement, counterfeiting or unauthorized distribution, which could require us to incur substantial fees and expenses and have a material adverse effect on our financial condition and results of operations.

***We depend on third parties for intellectual property relating to some of the products we sell, and our inability to maintain or enter into future license agreements may result in our failure to meet customer demand, which would adversely affect our business, operating results and financial condition.***

We have licenses or manufacturing agreements with third parties that own intellectual property (e.g., formulae, copyrights, trademarks, trade dress, patents and other technology) used in the manufacture and sale of certain of our products. In the event that any such license or manufacturing agreement expires or is otherwise terminated, we will lose the right to use the intellectual property covered by such license or agreement. Similarly, our rights could be reduced if the applicable licensor or third-party manufacturer fails to maintain or protect the licensed intellectual property, because, in such event, our competitors could obtain the right to use the intellectual property without restriction. If either of these intellectual property losses were to occur, we might not be able to develop or obtain replacement intellectual property at all or in a timely or cost-effective manner. Additionally, any modified products may not be well-received by customers. The consequences of losing the right to use or having reduced rights to such intellectual property could negatively impact our business and sales due to our failure to meet consumer demand for the affected products or require us to incur costs for the development of new or different intellectual property, either of which could have a material adverse effect on our business, financial condition and results of operations. In addition, development of replacement products may be time-consuming and ultimately may not be feasible. Further, disputes with licensors or third-party manufacturers regarding intellectual property rights, including ownership or scope of use, could result in litigation or the loss of rights necessary to continue to market certain products.

***Virtually all of our assets consist of goodwill and intangible assets and are subject to impairment risk.***

As our financial statements indicate, the majority of our assets consist of goodwill and intangible assets, principally the trademarks, tradenames and patents that we have acquired. On an annual basis, and otherwise when there is evidence that events or changes in circumstances indicate that the carrying value of intangible assets might not be recoverable, we assess the potential impairment of our goodwill and other intangible assets. If any of our brands sustain significant or prolonged declines in revenues or profitability or performance not in line with our expectations, the carrying value may no longer be recoverable, in which case a non-cash impairment charge may be recorded. In addition, unfavorable changes in economic factors used to estimate fair value of certain brands (including the discount rate) could indicate that the fair value no longer exceeds the carrying value. For example, if the Company's brand performance is weaker than projections used in valuation calculations, the value of such brands may become impaired. In the event that such analysis would result in the fair value being lower than the carrying value, we would be required to record an impairment charge. A significant charge in our financial statements would negatively impact our financial condition and results of operations. We have recorded impairment charges resulting from changes in our long-term assumptions for certain brands, including the discount rate, future revenue growth, expected inflationary pressures and other long-term estimates. However, sustained or significant future declines in revenue, profitability, lost distribution, other adverse changes in expected operating results and/or unfavorable changes in economic factors used to estimate fair value of certain brands (including the discount rate) could indicate that the fair value no longer exceeds the carrying value, in which case a non-cash impairment charge may be recorded in future periods. Should the value of those assets or other assets become further impaired or our financial condition be materially adversely affected in any way, our intangible assets that could be sold to repay our liabilities would be reduced. As a result, our creditors and investors may not be able to recoup the amount of the indebtedness that they have extended to us or the amount they have invested in us.

### **Risks Related to Cybersecurity and Technology**

***We rely significantly on information technology. Any inadequacy, interruption, theft or loss of data, malicious attack, integration failure, failure to maintain the security, confidentiality or privacy of sensitive data residing on our systems or other security failure of that technology could harm our ability to effectively operate our business and damage the reputation of our brands.***

We rely extensively on our information technology systems, networks and digital platforms, many of which are managed by third-party service providers, to manage the data, communications and business processes for all of our functions, including our marketing, sales (including e-commerce), manufacturing, logistics, customer service, accounting and administrative functions. These systems include programs and processes relating to internal communications and communications with other parties, ordering and managing materials from suppliers, converting materials to finished products, marketing and selling products to customers (including through e-commerce channels), customer order entry and order fulfillment, shipping product to customers, billing customers and receiving and applying payment, processing transactions, summarizing and reporting results of operations, complying with regulatory, legal and tax requirements, collecting and storing customer, consumer, employee, investor and other stakeholder information and personal data and other processes necessary to manage the Company's business. As a result, we are exposed to cybersecurity risks both within our own systems and across our third-party ecosystem and supply chain.

We and certain of our suppliers and customers have faced, and likely will continue to face evolving cybersecurity threats, including ransomware, malware, denial-of-service attacks, credential theft, business email compromise, phishing, social engineering (including AI-enabled impersonation), supply chain attacks and other attempts to gain unauthorized access to our systems, networks, devices and data. These threats may be directed at our information technology environment or at third parties that provide technology or operational services to us, such as cloud service providers, ERP or other enterprise application providers, customer/retailer ordering interfaces, payment processors, marketing or data analytics vendors, contract manufacturers and third-party logistics providers. Because we rely on these third parties and data connections to operate key processes, a cybersecurity incident could also result from a compromise of, or disruption to, a third-party's systems even if our own systems are not directly compromised. A cybersecurity incident could, among other things, disrupt the availability of systems used for order processing, forecasting, manufacturing planning, distribution, invoicing, treasury operations or financial reporting; delay shipments; reduce product availability; result in chargebacks or penalties from customers; and cause us to incur significant costs related to containment, investigation, remediation, restoration of data and systems, and enhanced protective measures. While we do not believe prior incidents have had a material adverse impact on our business, future attacks including as a result of vulnerabilities in third-party systems or supply chain cyber risks, could result in a serious information security breach, related litigation and regulatory inquiries, reputational harm and diversion of management attention, any of which could have a material adverse impact on our business, results of operations or financial condition.

Increased information technology security threats and more sophisticated computer crime, including advanced persistent threats, pose a potential risk to the security of the information technology systems, networks and services of the Company, its customers and business partners, as well as the confidentiality, availability and integrity of the data of the Company, its customers and business partners. As a result, the Company's information technology systems, networks or service providers could be damaged or cease to function properly or the Company could suffer a loss or disclosure of business, personal or stakeholder information, due to any number of causes, including system disruptions, catastrophic events, power outages, cyber-attacks and security breaches. To help guard against these risks, the Company provides quarterly employee security training and maintains a compliance program with updated security policies to help evaluate and address potential threats and attacks. However, these measures may not be effective in preventing or mitigating all cybersecurity incidents.

In addition, to manage these risks, the Company has conducted regular security audits by an outside firm based on the National Institute of Standards and Technology ("NIST") standards to address any potential service interruptions or vulnerabilities. Management regularly reports to the Company's Board on information security risks and audit results. The Company has implemented a comprehensive Cybersecurity Incident Response Plan designed to promptly identify, assess, and respond to potential cybersecurity threats and incidents. This plan includes a structured escalation matrix that defines incident severity levels and corresponding response protocols. In accordance with the plan, material cybersecurity matters are escalated to the Audit Committee of the Board of Directors. Further, the Company has implemented continuity and recovery plans in the event of a disruption. However, if these plans do not provide effective protection, the Company may suffer interruptions in its ability to manage or conduct its operations, including in all of the Company's functions described above, which may adversely affect its business and results of operations. While we maintain cybersecurity insurance, such coverage may not be available on acceptable terms in the future, may not cover all types of losses, may be subject to deductibles, exclusions or coverage disputes, and may be insufficient to cover the full extent of costs, liabilities or business interruption losses. The Company may need to expend additional resources in the future to continue to protect against, or to address problems caused by, any business interruptions or data security breaches.

In addition, a cybersecurity incident could result in unauthorized access to, or disclosure of, confidential or proprietary information, including personal information relating to employees, customers or consumers, which could subject us to notification obligations, litigation (including putative class actions), contractual claims and regulatory enforcement under privacy, data protection and other laws. These events could give rise to unwanted media attention, damage our reputation, damage our customer, consumer or user relationships, and result in lost sales, fines, lawsuits, remediation costs, or otherwise adversely impact the Company's results of operations and financial condition. We may also be required to expend significant capital and other resources to protect against or respond to or alleviate problems caused by a security breach. We are also subject to evolving federal, state and international cybersecurity and privacy requirements and, a cybersecurity incident could require us to make public disclosures, including under SEC rules (such as reporting requirements for material cybersecurity incidents), which could increase the risk of litigation, regulatory scrutiny and reputational harm. For additional information regarding our cybersecurity risk management, strategy and governance, see Item 1C. "Cybersecurity."

## **Risks Related to Artificial Intelligence**

### ***The use of artificial intelligence technologies presents operational, legal and regulatory risks.***

The rapid evolution and growing adoption of artificial intelligence ("AI") and machine learning technologies present emerging risks to the security of our information, as well as the information of our customers and business partners. As with cybersecurity risks, the use of AI by our employees, or by our customers and business partners, could result in the loss or

unauthorized disclosure of sensitive information or the generation of inaccurate, biased or unintended outputs that could impact business decisions, customer interactions or regulatory compliance.

The legal, regulatory and ethical landscapes around the use of AI technologies, including generative AI, are rapidly evolving and uncertain, including in relation to the areas of intellectual property, cybersecurity and privacy and data protection. These developments may result in new or expanded legal and compliance obligations and could impose significant operational or compliance burdens on our business. In addition, the use of AI technologies may create risks relating to the ownership, protection or enforceability of our intellectual property, or result in claims that we have infringed the intellectual property rights of third parties.

In addition to our existing business continuity and incident response plans, which are designed to address cybersecurity incidents, the Company has implemented an internal AI policy. This policy restricts the use of AI technologies by requiring employees to obtain prior approval from the Company's AI Technology Governance Committee, in order to evaluate any potential security, compliance, or operational risks. Nonetheless, the use of AI by our employees, suppliers and customers could expose our confidential information or those of our stakeholders, which could have a material adverse impact on our business reputation, result in regulatory action or legal liability.

As we evaluate and potentially expand the use of AI technologies in our operations, including in tools used by employees or customer-facing applications, we may face additional risks, including those described above, as well as increased compliance costs and operational complexity.

### **Risks Related to Data Privacy**

***We are subject to complex and evolving data privacy, data protection and data security laws, and failure to comply could result in significant costs, liabilities and operational restrictions.***

As we conduct our operations, we move data across national borders, and consequently we are subject to a variety of continuously evolving and developing laws and regulations in the United States and abroad regarding privacy, data protection and data security. The scope of the laws that may be applicable to us is often uncertain and may be conflicting. Numerous local, municipal, state, federal and international law and regulations address privacy and security including but not limited to the California Online Privacy Protection Act, the Personal Information Protection and Electronic Documents Act, and the California Consumer Privacy Act.

These privacy and security laws and regulations change frequently, and new legislation continues to be introduced. As of January 1, 2026, comprehensive privacy laws are in effect in 20 U.S. states, complicating our privacy compliance obligations through the introduction of increasingly disparate privacy requirements across the various U.S. jurisdictions in which we operate. In Europe, the European Union's ("EU") General Data Protection Regulation (the "GDPR") greatly increases the jurisdictional reach of EU law and adds a broad array of requirements for handling personal data, including the public disclosure of significant data breaches. In addition, it is important to note that many countries are following the EU in producing a broad omnibus law in relation to privacy protection.

Compliance with these evolving requirements may necessitate significant operational changes and could impose substantial and increasing costs over time. Any failure to comply could result in regulatory investigations, significant fines, penalties or restrictions on our ability to process or transfer data across jurisdictions, and reputational harm.

### **Risks Related to our Financing**

***Our current indebtedness could adversely affect our financial condition and we may incur substantially more debt in the future.***

At March 31, 2026, our total indebtedness, including current maturities, was approximately \$1.0 billion and assuming the closing conditions are met related to our agreement to acquire certain brands in the first half of fiscal 2027, that total will increase to approximately \$2.2 billion.

Our indebtedness could:

- Increase our vulnerability to general adverse economic and industry conditions;

- Require us to dedicate a substantial portion of our cash flow from operations toward repayment of our indebtedness, thereby reducing the availability of our cash flow to fund working capital, capital expenditures, investments and other general corporate purposes;
- Limit our ability to fund additional acquisitions;
- Limit our flexibility in planning for, or reacting to, changes in our business and the markets in which we operate;
- Place us at a competitive disadvantage compared to our competitors that have less debt; and
- Limit, among other things, our ability to borrow additional funds on favorable terms or at all.

The terms of the indentures governing our 3.750% senior notes due April 1, 2031 (the "2021 Senior Notes") and our 5.125% senior unsecured notes due January 15, 2028 (the "2019 Senior Notes"), and the credit agreement governing our revolving credit facility, allow us to issue and incur additional debt only upon satisfaction of the conditions set forth in those respective agreements. If new debt is added to current debt levels, the related risks described above could increase.

At March 31, 2026, we had \$182.9 million of borrowing capacity available under our revolving credit facility to support our operating activities. We currently have no balance on our revolving credit facility, but future borrowings would be subject to variability in interest rates which could limit our ability to fund working capital, capital expenditures and acquisitions.

***Our capital structure and ability to engage in strategic transactions is limited in significant respects by the restrictive covenants in our revolving credit facility and the indentures governing our senior notes.***

Our revolving credit facility and the indentures governing our senior notes impose restrictions that could impede our ability to enter into certain corporate transactions, as well as increase our vulnerability to adverse economic and industry conditions, by limiting our flexibility in planning for, and reacting to, changes in our business and industry. These restrictions limit our ability to, among other things:

- Borrow money or issue guarantees;
- Pay dividends, repurchase stock from, or make other restricted payments to, stockholders;
- Make investments or acquisitions;
- Use assets as security in other transactions;
- Sell assets or merge with or into other companies;
- Enter into transactions with affiliates; and
- Sell stock in our subsidiaries.

Our ability to engage in these types of transactions is generally limited by the terms of the revolving credit facility and the indentures governing the senior notes, even if we believe that a specific transaction would positively contribute to our future growth, operating results or profitability.

In addition, our revolving credit facility requires us to maintain certain fixed charge ratios. Although we believe we can continue to meet and/or maintain the financial covenants contained in our credit agreement, our ability to do so may be affected by events outside our control. Covenants in our revolving credit facility also require us to use 100% of the proceeds we receive from non-permitted debt issuances or certain issuances of refinancing debt to repay outstanding borrowings under our senior credit facility. Any failure by us to comply with the terms and conditions of the credit agreement and the indentures governing the senior notes could result in an event of default, which may allow our creditors to accelerate our debt and therefore have a material adverse effect on our financial condition.

***The senior credit facility and the indentures governing the senior notes contain cross-default provisions that could result in the acceleration of all of our indebtedness.***

The revolving credit facility and the indentures governing the senior notes contain provisions that allow the respective creditors to declare all outstanding borrowings under one agreement to be immediately due and payable as a result of a default under another agreement. Failure to make a payment required by the indentures governing the senior notes may lead to an event of default under the indentures governing the senior notes and any outstanding balance under the revolving credit facility. If the debt under the revolving credit facility and indentures governing the senior notes were accelerated, the aggregate amount immediately due and payable as of March 31, 2026 would have been approximately \$1.0 billion. We presently do not have sufficient liquidity to repay these borrowings in the event they were to be accelerated, and we may not have sufficient liquidity in the future to do so. Additionally, we may not be able to borrow money from other lenders to enable us to refinance our indebtedness. At March 31, 2026, the book value of our current assets was \$431.5 million. Although the book value of our total assets was \$3,494.3 million, approximately \$2,880.7 million was in the form of intangible assets, including goodwill of \$581.1 million, a significant portion of which may not be available to satisfy our creditors in the event our debt is accelerated.

Any failure to comply with the restrictions of any of our current or subsequent financing agreements may result in an event of default. Such default may allow the creditors to accelerate the related debt, as well as any other debt to which the cross-acceleration or cross-default provisions apply. In addition, the lenders may be able to terminate any commitments they had made to supply us with additional funding. As a result, any default by us under our credit agreement, indentures governing the senior notes or any other financing agreement could have a material adverse effect on our financial condition.

## **General Risk Factors**

### ***Litigation may adversely affect our business, financial condition and results of operations.***

Our business is subject to the risk of, and from time to time in the ordinary course of business we are involved in, litigation by employees, customers, consumers, suppliers, competitors, regulators, stockholders or others through private actions, class actions, administrative proceedings, regulatory actions or other litigation. The outcome of litigation, particularly class action lawsuits and regulatory actions, is difficult to assess or quantify. Plaintiffs in these types of lawsuits may seek recovery of very large or indeterminate amounts, and the magnitude of the potential loss relating to such lawsuits may remain unknown for substantial periods of time. The cost to defend current and future litigation may be significant. There may also be adverse publicity associated with litigation that could decrease customer or consumer acceptance of our products, regardless of whether the allegations are valid or whether we are ultimately found liable. For example, although our marketing is evidence-based, consumers and competitors may challenge, and have in the past challenged, certain of our marketing claims by alleging, among other things, false and misleading advertising with respect to certain of our products. Such challenges could result in our having to pay monetary damages or limit our ability to maintain current marketing claims. Conversely, we have, and may be required in the future to, initiate litigation against others to protect the value of our intellectual property and the related goodwill or enforce an agreement or contract that has been breached. These matters may be time consuming and expensive, but may be necessary to protect our assets and realize the benefits of the agreements and contracts that we have negotiated. As a result, litigation may adversely affect our business, financial condition and results of operations.

### ***We depend on our key personnel, and the loss of the services provided by any of our executive officers or other key employees could harm our business and results of operations.***

Our success depends to a significant degree upon the continued contributions of our senior management. These employees may voluntarily terminate their employment with us at any time. We may not be able to successfully retain existing personnel or identify, hire and integrate new personnel. While we believe we have developed depth and experience among our key personnel, our business may be adversely affected if one or more of these key individuals were to leave or were to experience serious illness, become disabled, or pass away. We do not maintain any key-man or similar insurance policies covering any of our senior management or key personnel.

### ***Provisions in our amended and restated certificate of incorporation and Delaware law may discourage potential acquirers of our Company, which could adversely affect the value of our securities.***

Our amended and restated certificate of incorporation provides that our Board of Directors is authorized to issue from time to time, without further stockholder approval, up to five million shares of preferred stock in one or more series of preferred stock issuances. Our Board of Directors may establish the number of shares to be included in each series of preferred stock and determine, as applicable, the voting and other powers, designations, preferences, rights, qualifications, limitations and restrictions for such series of preferred stock. The shares of preferred stock could have preferences over our common stock with respect to dividends and liquidation rights. We may issue additional preferred stock in ways which may delay, defer or prevent a change in control of the Company without further action by our stockholders. The shares of preferred stock may be

issued with voting rights that may adversely affect the voting power of the holders of our common stock by increasing the number of outstanding shares having voting rights and by the creation of class or series voting rights.

Our amended and restated certificate of incorporation, as amended, contains additional provisions that may have the effect of making it more difficult for a third-party to acquire or attempt to acquire control of our Company. In addition, we are subject to certain provisions of Delaware law that limit, in some cases, our ability to engage in certain business combinations with significant stockholders.

These provisions, either alone, or in combination with each other, give our current directors and executive officers the ability to significantly influence the outcome of a proposed acquisition of the Company. These provisions would apply even if an acquisition or other significant corporate transaction was considered beneficial by some of our stockholders. If a change in control or change in management is delayed or prevented by these provisions, the market price of our outstanding securities could be adversely impacted.

***Changes in our provision for income taxes or adverse outcomes resulting from examination of our income tax returns or a determination of tax jurisdiction could adversely affect our results.***

Our provision for income taxes is subject to volatility and could be adversely affected by several factors, some of which are outside of our control, including:

- Changes in the income allocation methods for state taxes, and the determination of which states or countries have jurisdiction to tax our Company;
- An increase in non-deductible expenses for tax purposes, including certain stock-based compensation, executive compensation and impairment of goodwill;
- Transfer pricing adjustments;
- Tax assessments resulting from tax audits or any related tax interest or penalties that could significantly affect our income tax provision for the period in which the settlement takes place;
- Tax liabilities from acquired businesses;
- Changes in accounting principles; and
- Changes in tax laws or related interpretations, accounting standards, regulations and interpretations in multiple tax jurisdictions in which we operate.

Significant judgment is required to determine the recognition and measurement of the attributes prescribed in Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC") 740. As a multinational corporation, we conduct our business in several countries and are subject to taxation in many jurisdictions. The taxation of our business is subject to the application of multiple and sometimes conflicting tax laws and regulations as well as multinational tax conventions. Our effective tax rate is dependent upon the availability of tax credits and carryforwards. The application of tax laws and regulations is subject to legal and factual interpretation, judgment and uncertainty. Tax laws themselves are subject to change as a result of changes in fiscal policy, changes in legislation and the evolution of regulations and court rulings. Consequently, taxing authorities may impose tax assessments or judgments against us that could materially impact our tax liability and/or our effective income tax rate.

In addition, we may be subject to examination of our income tax returns by the Internal Revenue Service and other tax authorities. If tax authorities challenge the relative mix of our U.S., state and international income, or successfully assert the jurisdiction to tax our earnings, our future effective income tax rates could be adversely affected.

**ITEM 1B. UNRESOLVED STAFF COMMENTS**

None.

**ITEM 1C. CYBERSECURITY**

***Cybersecurity Risk Management and Strategy***

We recognize the importance of data privacy and security and are committed to safeguarding and protecting our own confidential information and other confidential information shared with us. We have developed and implemented a cybersecurity risk management program intended to protect the confidentiality, integrity and availability of all our critical systems and information, which is integrated into our overall risk management program. This cybersecurity risk management program involves the strategic planning, operation, implementation and monitoring of cybersecurity practices within our organization. Our cybersecurity program also includes a comprehensive incident response plan ("IRP") to respond to security breaches and cyberattacks.

In addition, our cybersecurity IRP is part of our overall Information Security Program, which is led by the Company's Information Technology ("IT") Vice President ("VP") and Chief Information Security Officer ("CISO") and is overseen by the Company's Chief Financial Officer & Chief Operating Officer ("CFO & COO").

The IRP is designed to protect and preserve the confidentiality, integrity and continued availability of all confidential information in the care of the Company and the information systems owned or used by the Company, as well as the Company's ability to operate. Our cybersecurity IRP includes controls and procedures for timely and accurate reporting of any cybersecurity incident. In accordance with the plan, material cybersecurity incidents are escalated to the Audit and Finance Committee of the Board of Directors. We design and assess our program based on the NIST Cybersecurity Framework.

Our cybersecurity risk management program includes the following:

- An ongoing process of identifying, evaluating and addressing our cybersecurity threats;
- A security team responsible for managing our cybersecurity risk, assessment processes, security controls and responses for security breaches and cyberattacks;
- The use of external service providers, where appropriate, to assess, perform tabletop exercises, or otherwise assist with aspects of our security controls designed to anticipate cyberattacks and respond to breaches. Procedures include annual internal vulnerability scans and external penetration tests;
- Regular cybersecurity awareness training for all employees to provide a better understanding of the issues and risks related to cybersecurity and data privacy. We realize that cybersecurity is not just the job of the IT security team; the Company and all employees play a critical role in managing the risk;
- Phishing and other exercises performed by our IT department periodically throughout the year to test our systems and reinforce the training provided to all personnel;
- A cybersecurity incident response plan managed by our VP of IT/CISO, which includes procedures for responding to cybersecurity incidents and is designed to protect and preserve the confidentiality, integrity and continued availability of information possessed by the Company;
- A third-party cybersecurity risk management process for service providers, suppliers and vendors performed throughout the year.

We have not identified any risks from known cybersecurity threats, including any prior cybersecurity incidents, that have materially affected or are reasonably likely to materially affect us, including our business strategy, results of operations, or financial condition. For a detailed discussion on the Company's cybersecurity related risks, see "Risk Factors" relating to information technology contained in Part 1, Item 1A of this Annual Report on Form 10-K.

### ***Cybersecurity Governance***

Our Board of Directors considers cybersecurity risk a part of its overall risk oversight function. The VP of IT/CISO reports to the CFO & COO, who regularly reports to the Board of Directors and Audit Committee regarding cybersecurity risks and our risk management program.

The Audit Committee oversees management's implementation of our cybersecurity risk management program, including reviewing risk assessments and policies with respect to the Company's IT systems, privacy, information governance and cybersecurity management. The Audit Committee meets with management at least annually, and as necessary, to review the Company's IT security program, compliance and controls with the CFO & COO and/or CISO, including the potential impact of data privacy risk exposures on the Company's business, financial results, operations and reputation, the steps management has taken to monitor and mitigate such exposures, and major legislative and regulatory developments that could materially impact the Company's data privacy risk exposure.

Our VP of IT/CISO and CFO & COO are responsible for assessing and managing our material risks from cybersecurity threats. The cyber security risk management team is led by our VP of IT/CISO, who has significant experience across digital innovation and technology-enabled growth, information security, infrastructure, operations and compliance. The team, which includes personnel with Certified Information Systems Security Professional ("CISSP") certification from the International Information System Security Certification Consortium, has primary responsibility for our overall cybersecurity risk management program and oversees both our internal cybersecurity personnel and our retained external cybersecurity consultants.

Members of our executive leadership team, including our CFO & COO and our Senior Vice President and General Counsel, as well as the other members as needed, supervise efforts to prevent, detect, mitigate and remediate cybersecurity risks and incidents through various means, which include briefings from internal security personnel, threat intelligence and other information obtained from governmental, public, or private sources, including external consultants engaged by us, alerts and reports produced by security tools deployed in the IT environment.

## **ITEM 2. PROPERTIES**

We lease our corporate headquarters located in Tarrytown, New York. Primary functions performed at the Tarrytown facility include marketing, sales, operations, quality control, regulatory affairs, finance, information technology and legal. The current lease expires on December 31, 2027. On October 16, 2025, we entered into an amendment to this lease that extends the term of the lease to December 31, 2037 and the commencement date is subject to certain conditions set forth in the lease.

Our logistics provider, GEODIS Logistics LLC ("GEODIS"), leases a warehouse on our behalf in Clayton, Indiana. This property serves as our primary warehouse. The lease expires on February 28, 2030.

We own an office and manufacturing facility in Lynchburg, Virginia. We also own and operate manufacturing facilities in Arnprior Ontario, Canada and Victoria, Australia.

These properties are utilized by both our North American OTC Healthcare segment and our International OTC Healthcare segment.

## **ITEM 3. LEGAL PROCEEDINGS**

We are involved from time to time in routine legal matters and other claims incidental to our business. We review outstanding claims and proceedings internally and with external counsel as necessary to assess probability and amount of potential loss. These assessments are re-evaluated at each reporting period and as new information becomes available to determine whether a reserve should be established or if any existing reserve should be adjusted. The actual cost of resolving a claim or proceeding ultimately may be substantially different than the amount of the recorded reserve. In addition, because it is not permissible under GAAP to establish a litigation reserve until the loss is both probable and estimable, in some cases there may be insufficient time to establish a reserve prior to the actual incurrence of the loss (upon verdict and judgment at trial, for example, or in the case of a quickly negotiated settlement). We believe the resolution of routine matters and other incidental claims, taking our reserves into account, will not have a material adverse effect on our business, financial condition or results of operations.

## **ITEM 4. MINE SAFETY DISCLOSURES**

None.

## Part II

### ITEM 5. MARKET FOR REGISTRANT'S COMMON EQUITY, RELATED STOCKHOLDER MATTERS AND ISSUER PURCHASES OF EQUITY SECURITIES

#### Market Information

Our common stock is listed on The New York Stock Exchange (“NYSE”) under the symbol “PBH.”

#### Holders

As of May 4, 2026, there were 14 holders of record of our common stock. The number of record holders does not include beneficial owners whose shares are held in the names of banks, brokers, nominees or other fiduciaries.

#### Dividend Policy

##### *Common Stock*

We have not in the past paid, and do not expect to pay, cash dividends on our common stock. Instead, we anticipate that all of our earnings in the foreseeable future will be used in our operations, to facilitate strategic acquisitions, to repurchase our common stock, or to pay down indebtedness. Any future determination to pay dividends will be at the discretion of our Board of Directors and will depend, among other factors, on our results of operations, financial condition, capital requirements and contractual restrictions limiting our ability to declare and pay cash dividends, including restrictions under the indentures governing our senior notes and any other considerations our Board of Directors deems relevant.

Additional information required to be disclosed by this Item will be contained in the Company’s 2026 Proxy Statement under the headings “Security Ownership of Certain Beneficial Owners and Management” and “Securities Authorized for Issuance Under Equity Compensation Plans”, which information is incorporated herein by reference.

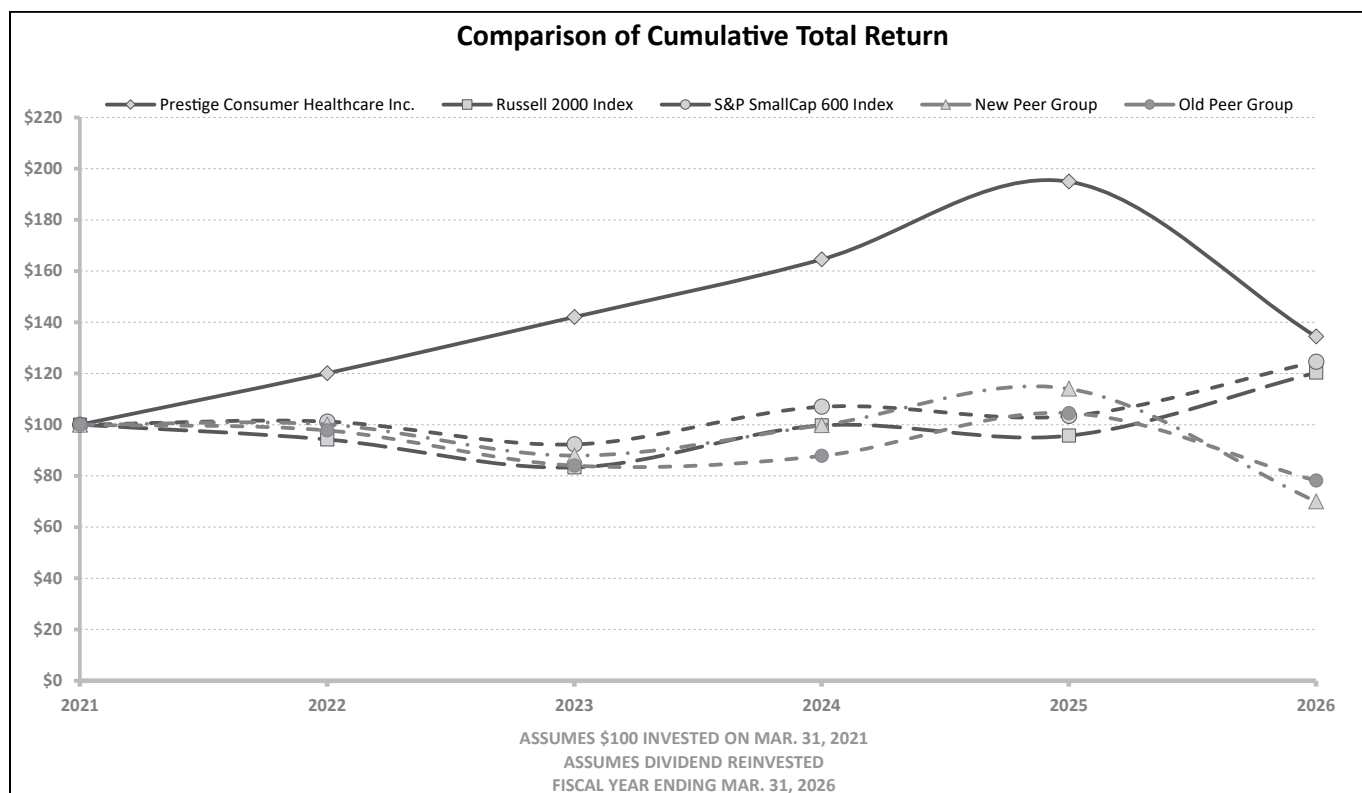
#### Issuer Purchases of Equity Securities

Period	Total Number of Shares Purchased (a)	Average Price Paid per Share	Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs	Approximate Dollar Value of Shares That May Yet Be Purchased Under the Plans or Programs
January 1 to January 31, 2026	—	\$ —	—	\$ 92,899
February 1 to February 28, 2026	463	\$ 66.79	—	\$ 92,899
March 1 to March 31, 2026	11,950	\$ 60.49	11,413	\$ 92,208
Total	<u>12,413</u>		<u>11,413</u>	

(a) 11,413 of these shares were purchased pursuant to our share repurchase program, which was announced in May 2024 and permits the repurchase of up to \$300.0 million of our common stock. The remaining repurchases (1,000 shares) were made pursuant to our 2005 Long-Term Equity Incentive Plan and our 2020 Long-Term Incentive Plan, which allow for the indirect purchase of shares through a net-settlement feature upon the vesting of shares in order to satisfy minimum statutory tax-withholding requirements.

## PERFORMANCE GRAPH

The following graph (“Performance Graph”) compares our cumulative total stockholder return since March 31, 2021, with the cumulative total stockholder return for the Russell 2000 Index, Standard & Poor's SmallCap 600 Index and our peer group indexes. The Company is included in each of the Standard & Poor's SmallCap 600 Index and the Russell 2000 Index. The Performance Graph assumes that the value of the investment in the Company's common stock and each index was \$100.00 on March 31, 2021. The Performance Graph was also prepared based on the assumption that all dividends paid, if any, were reinvested. The Peer Group Index is a self-constructed peer group consisting of companies in the consumer products industry with comparable revenues and market capitalization, from which the Company has been excluded. Jazz Pharmaceuticals PLC, Primo Brands and Revelyst, Inc., which were included in the Old Peer Group, were replaced in the New Peer Group as they ceased to be relevant peers because their financial profiles no longer provided meaningful comparables and Revelyst, Inc. was split and sold. BellRing Brands, Inc., The Simply Good Foods Company and Spectrum Brands Holdings were added as replacements based on their similar financial profiles.



Company/Market/Peer Group	March 31,					
	2021	2022	2023	2024	2025	2026
Prestige Consumer Healthcare Inc.	\$ 100.00	\$ 120.10	\$ 142.06	\$ 164.57	\$ 194.96	\$ 134.39
Russell 2000 Index	100.00	94.21	83.28	99.69	95.70	120.32
S&P SmallCap 600 Index	100.00	101.23	92.30	107.01	103.39	124.58
New Peer Group Index <sup>(1)</sup>	100.00	100.09	87.94	99.82	114.03	69.99
Old Peer Group Index <sup>(2)</sup>	100.00	97.76	84.03	87.82	104.52	78.16

<sup>(1)</sup> The New Peer Group index is comprised of: (i) B&G Food Holdings Corp., (ii) Hain Celestial Group, Inc., (iii) Church & Dwight Co., Inc., (iv) Helen of Troy, Ltd., (v) BellRing Brands, Inc., (vi) Utz Brands, Inc., (vii) Pacira BioSciences, Inc., (viii) The Simply Good Foods Company, (ix) Edgewell Personal Care Company, (x) Energizer Holdings, Inc., (xi) Calavo Growers, Inc., (xii) Spectrum Brands Holdings, (xiii) Amphastar Pharmaceuticals, Inc., (xiv) Usana Health Sciences, Inc., and (xv) Corcept Therapeutics Incorporated.

<sup>(2)</sup> The Old Peer Group index is comprised of: (i) B&G Food Holdings Corp., (ii) Hain Celestial Group, Inc., (iii) Church & Dwight Co., Inc., (iv) Helen of Troy, Ltd., (v) Utz Brands, Inc., (vi) Amphastar Pharmaceuticals, Inc., (vii) Pacira BioSciences, Inc., (viii) Jazz Pharmaceuticals PLC, (ix) Edgewell Personal Care Company, (x) Energizer Holdings, Inc., (xi) Calavo Growers, Inc., (xii) Primo Brands, (xiii) Revelyst, Inc., (xiv) Usana Health Sciences, Inc. and (xv) Corcept Therapeutics Incorporated.

The Performance Graph shall not be deemed incorporated by reference by any general statement incorporating by reference this Annual Report on Form 10-K into any filing under the Securities Act or the Exchange Act, except to the extent that we specifically incorporate this information by reference, and shall not otherwise be deemed filed under such Acts.

## ITEM 6. RESERVED

## ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion of our financial condition and results of operations should be read together with the Consolidated Financial Statements and related notes included elsewhere in this Annual Report on Form 10-K. This discussion and analysis may contain forward-looking statements that involve certain risks, assumptions and uncertainties that could cause actual results to differ materially from those implied or described by the forward-looking statements. Future results could differ materially from the discussion that follows for many reasons, including the factors described in Part I, Item 1A. "Risk Factors" in this Annual Report on Form 10-K, as well as those described in future reports filed with the SEC.

### General

We are engaged in the development, manufacturing, marketing, sales and distribution of well-recognized, brand name OTC health and personal care products to mass merchandisers, drug/drug wholesale, food, dollar, convenience and club stores and e-commerce channels in North America (the United States and Canada) and in Australia and certain other international markets. We use the strength of our brands, our established retail distribution network, a low-cost operating model and our experienced management team to create our competitive advantage.

We have grown our product portfolio both organically and through acquisitions. We develop our existing brands by investing in new product lines, brand extensions and strong advertising support. Acquisitions of consumer health and personal care brands have also been an important part of our growth strategy. We have acquired well-recognized brands from consumer products and pharmaceutical companies and private equity firms. While certain of these brands have long histories of brand development and investment, we believe that, at the time we acquired them, many were considered "non-strategic" by their previous owners. As a result, these acquired brands did not benefit from adequate management focus and marketing support during the period prior to their acquisition, which created opportunities for us to reinvigorate these brands and improve their performance post-acquisition. After adding a brand to our portfolio, we seek to increase its sales, market share and distribution in both existing and new channels through our established retail distribution network. We pursue this growth through increased spending on advertising and marketing support, new sales and marketing strategies, improved packaging and formulations and innovative development of brand extensions.

### Acquisitions

#### *Acquisition of Pillar5*

On December 18, 2025, we completed the acquisition of Pillar5, which was funded through a combination of cash on hand and our existing asset-based revolving credit facility.

Based in Arnprior Ontario, Canada, Pillar5 is a leading sterile ophthalmic manufacturer and one of our current *Clear Eyes* suppliers.

The pro-forma effect of this acquisition on revenues and earnings was not material.

The details of this acquisition are included in the notes to the Consolidated Financial Statements in Part II, Item 8, Note 2 of this Annual Report on Form 10-K.

#### *Pending Acquisition of Foundation Consumer Brands Product Portfolio*

On March 19, 2026, we entered into a definitive agreement to acquire certain assets and assume certain liabilities primarily related to a portfolio of over-the-counter consumer health products, including Breathe Right® and certain other brands from Foundation Consumer Brands, LLC. We anticipate the transaction to close in the first half of fiscal 2027.

### Economic Environment

There has been economic uncertainty in the United States and globally due to several factors, including evolving fiscal policy, global supply chain constraints, changes in interest rates, a high inflationary environment, geopolitical events, including conflicts in the Middle East, and evolving U.S. and international trade restrictions and tariffs. We expect economic conditions will continue to be highly volatile and uncertain, put pressure on prices and supply, and could affect demand for our products. We have continued to see changes in the purchasing patterns of our consumers, including a shift in many markets to purchasing our products online, and have and may continue to see changes in retailer purchasing patterns due to these consumer patterns and the volatile economic environment.

The volatile environment has impacted the supply of labor and raw materials and exacerbated rising input costs. We have and may continue to experience shortages, delays and backorders for certain ingredients and products, difficulty scheduling shipping for our products, as well as price increases from many of our suppliers for both shipping and product costs. We and our manufacturers are currently having, and have had in the past, difficulty meeting demand, which is and has caused shortages of some of our products, particularly eye care products. These shortages have negatively impacted our results of operations, and we expect further shortages will continue to have a negative impact on our sales. If conditions cause further disruption in the global supply chain, the availability of labor and materials or otherwise further increase costs, it may materially affect our operations and those of third parties on which we rely, including causing material disruptions in the supply and distribution of our products. The extent to which these conditions impact our results of operations and liquidity will depend on future developments, which are highly uncertain and cannot be predicted, including global supply chain constraints, inflation, tariffs, global conflicts and trade actions/disputes. These effects could have a material adverse impact on our business, liquidity, capital resources and results of operations and those of the third parties on which we rely.

### **Critical Accounting Estimates**

Our significant accounting policies are described in the notes to the Consolidated Financial Statements included elsewhere in this Annual Report on Form 10-K. While all significant accounting policies are important to our Consolidated Financial Statements, certain of these policies may be viewed as being critical. Such policies are those that are both most important to the portrayal of our financial condition and results of operations and require our most difficult, subjective and complex estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, expenses or the related disclosure of contingent assets and liabilities. These estimates are based on our historical experience and on various other assumptions that we believe to be reasonable under the circumstances. Actual results may differ materially from these estimates. The following are our most critical accounting estimates:

#### ***Revenue Recognition, Customer Programs and Variable Consideration***

Revenue is recognized when control of a promised good is transferred to a customer, in an amount that reflects the consideration that we expect to be entitled to receive in exchange for that good. This occurs either when finished goods are transferred to a common carrier for delivery to the customer or when product is picked up by the customer or the customer's carrier.

Once a product has transferred to the common carrier or been picked up by the customer, the customer is able to direct the use of, and obtain substantially all of the remaining benefits from, the product. It is at this point that we have a right to payment and the customer has legal title.

Provisions for certain rebates, customer promotional programs, product returns and discounts to customers are accounted for as variable consideration and recorded as a reduction in sales.

We record an estimate of future product returns, chargebacks and logistics deductions concurrent with recording sales, which is made using the most likely amount method that incorporates (i) historical return rates, (ii) current economic trends, (iii) changes in customer demand, (iv) product acceptance, (v) seasonality of our product offerings and (vi) the impact of changes in product formulation, packaging and advertising.

We participate in the promotional programs of our customers to enhance the sale of our products. These promotional programs consist of direct-to-consumer incentives, such as coupons and temporary price reductions, as well as incentives to our customers, such as allowances for new distribution including slotting fees, and cooperative advertising. The costs of such activities are recorded as a reduction to revenue when the related sale takes place. Estimates of the costs of these promotional programs are derived using the most likely amount method, which incorporates (i) historical sales experience, (ii) the current promotional offering, (iii) forecasted data, (iv) current market conditions and (v) communication with customer purchasing/marketing personnel. At the completion of the promotional program, the estimated amounts are adjusted to actual results.

#### ***Goodwill and Intangible Assets***

At March 31, 2026 and 2025, goodwill and intangible assets were apportioned among similar product groups within our operating segments as follows:

**March 31, 2026**

<i>(In thousands)</i>	<b>North American OTC Healthcare</b>	<b>International OTC Healthcare</b>	<b>Consolidated</b>
Goodwill	\$ 550,987	\$ 30,122	\$ 581,109
Intangible assets			
Indefinite-lived	2,068,752	74,923	2,143,675
Finite-lived	138,903	17,027	155,930
Intangible assets, net	2,207,655	91,950	2,299,605
Total	\$ 2,758,642	\$ 122,072	\$ 2,880,714

**March 31, 2025**

<i>(In thousands)</i>	<b>North American OTC Healthcare</b>	<b>International OTC Healthcare</b>	<b>Consolidated</b>
Goodwill	\$ 498,936	\$ 28,489	\$ 527,425
Intangible assets			
Indefinite-lived	2,068,752	68,234	2,136,986
Finite-lived	141,234	17,130	158,364
Intangible assets, net	2,209,986	85,364	2,295,350
Total	\$ 2,708,922	\$ 113,853	\$ 2,822,775

At March 31, 2026, the brands with the highest carrying value were *Monistat*, *BC/Goody's*, *Summer's Eve*, *TheraTears* and *Fleet*, comprising approximately 59% of our total intangible assets value.

Goodwill and intangible assets comprise the majority of all of our assets. Goodwill represents the excess of the purchase price over the fair value of assets acquired and liabilities assumed in a business combination. Intangible assets generally represent our tradenames, brand names and patents. When we acquire a brand, we are required to make judgments regarding the value assigned to the associated intangible assets, as well as their respective useful lives. Management considers many factors both prior to and after the acquisition of an intangible asset in determining the value, as well as the useful life, assigned to each intangible asset that we acquire or continue to own and promote.

The most significant factors are:

- **Brand History**  
A brand that has been in existence for a long period of time (e.g., 25, 50 or 100 years) generally warrants a higher valuation and longer life (sometimes indefinite) than a brand that has been in existence for a very short period of time. A brand that has been in existence for an extended period of time generally has been the subject of considerable investment by its previous owner(s) to support product innovation and advertising and marketing.
- **Market Position**  
Consumer products that rank number one or two in their respective market generally have greater name recognition and are known as quality product offerings, which warrant a higher valuation and longer life than products that lag in the marketplace.
- **Recent and Projected Sales Growth**  
Recent sales results present a snapshot as to how the brand has performed in the most recent time periods and represent another factor in the determination of brand value. In addition, projected sales growth provides information about the

strength and potential longevity of the brand. A brand that has both strong current and projected sales generally warrants a higher valuation and a longer life than a brand that has weak or declining sales. Similarly, consideration is given to the potential investment, in the form of advertising and marketing, required to reinvigorate a brand that has fallen from favor.

- ***History of and Potential for Product Extensions***

Consideration is given to the product innovation that has occurred during the brand's history and the potential for continued product innovation that will determine the brand's future. Brands that can be continually enhanced by new product offerings generally warrant a higher valuation and longer life than a brand that has always "followed the leader."

After consideration of the factors described above, as well as current economic conditions and changing consumer behavior, management prepares a determination of an intangible asset's value and useful life based on its analysis. Under accounting guidelines, goodwill is not amortized and must be tested for impairment annually, or more frequently if an event occurs or circumstances change that would more likely than not reduce the fair value of the reporting unit below the carrying amount. In a similar manner, indefinite-lived assets are not amortized. They are also subject to an annual impairment test or more frequently if events or changes in circumstances indicate that the asset may be impaired. Additionally, at each reporting period an evaluation must be made to determine whether events and circumstances continue to support an indefinite useful life. Intangible assets with finite lives are amortized over their respective estimated useful lives and must also be tested for impairment whenever events or changes in circumstances indicate that the carrying value of the asset may not be recoverable and exceeds its fair value.

On an annual basis, during the fourth fiscal quarter, concurrent with our annual strategic planning process, or more frequently if conditions indicate that the carrying value of the asset may not be recovered, management performs a review of both the values and, if applicable, useful lives assigned to intangible assets and tests for impairment.

We report goodwill and indefinite-lived intangible assets in two reportable segments: North American OTC Healthcare and International OTC Healthcare. We identify our reporting units in accordance with the FASB ASC Subtopic 280. The carrying value and fair value for intangible assets and goodwill for a reporting unit are calculated based on key assumptions and valuation methodologies. As a result, any material changes to these assumptions could require us to record additional impairment in the future.

We have experienced declines in revenues and profitability of certain brands in the North American OTC Healthcare segment, as discussed in "Results of Operations" below. Sustained or significant future declines in revenue, profitability, other adverse changes in expected operating results and/or unfavorable changes in other economic factors used to estimate fair values of certain brands could indicate that fair value no longer exceeds carrying value, in which case additional non-cash impairment charges may be recorded in future periods.

#### Goodwill

Goodwill is tested for impairment annually and whenever events and circumstances indicate that impairment may have occurred. As of February 28, 2026 (our annual impairment review date), we had 13 reporting units with goodwill. As part of our annual test for impairment of goodwill, management estimates the discounted cash flows of each reporting unit to estimate their respective fair values. In addition, we considered our market capitalization at February 28, 2026, as compared to the aggregate fair values of our reporting units, to assess the reasonableness of our estimates pursuant to the discounted cash flow methodology. An impairment charge is then recognized for the amount by which the carrying amount exceeds the reporting unit's fair value. In performing the discounted cash flow analysis, management considers current information and assumptions regarding future sales, gross margins and advertising and marketing expenses; the discount rate utilized in the analysis, as well as future cash flows, may be influenced by such factors as changes in interest rates and rates of inflation. Future events, such as competition, changing consumer needs, technological advances and changes in advertising support for our trademarks and tradenames, could cause subsequent evaluations to utilize different assumptions. Additionally, should the related fair value of goodwill be adversely affected as a result of declining sales or margins caused by competition, changing consumer needs or preferences, technological advances or changes in advertising and marketing expenses, we may be required to record additional impairment charges in the future.

At February 29, 2024, February 28, 2025 and February 28, 2026, in conjunction with the annual tests for goodwill impairment, which coincided with our annual strategic planning process, the estimated fair value exceeded the carrying value for all reporting units and accordingly, no impairment charge was taken in either period.

Our analysis at February 28, 2026 determined that all reporting units had a fair value that exceeded their carrying value by at least 10%. We performed a sensitivity analysis on our weighted average cost of capital, and we determined that a 50-basis point increase in the weighted average cost of capital would not have resulted in any of our reporting units' fair value being less than their carrying value. Additionally, a 50-basis point decrease in the terminal growth rate used for each reporting unit would not have resulted in any of our reporting units' fair value being less than their carrying value.

#### Indefinite-Lived Intangible Assets

Indefinite-lived intangibles are tested for impairment annually and whenever events and circumstances indicate that impairment may have occurred. We utilize the excess earnings method to estimate the fair value of our individual indefinite-lived intangible assets. The discount rate utilized in the analysis, as well as future cash flows, may be influenced by such factors as changes in interest rates and rates of inflation.

At each reporting period, management analyzes current events and circumstances to determine whether the indefinite life classification for a trademark or tradename continues to be valid. If circumstances warrant a change to a finite life, the carrying value of the intangible asset would then be amortized prospectively over the estimated remaining useful life.

Management tests the indefinite-lived intangible assets for impairment by comparing the carrying value of the intangible asset to its estimated fair value. Since quoted market prices are seldom available for trademarks and tradenames such as ours, we utilize present value techniques to estimate fair value. Accordingly, management's projections are utilized to assimilate all of the facts, circumstances and expectations related to the trademark or tradename and estimate the cash flows over its useful life. In a manner similar to goodwill, future events, such as competition, technological advances and changes in advertising support for our trademarks and tradenames, could cause subsequent evaluations to utilize different assumptions. Once that analysis is completed, a discount rate is applied to the cash flows to estimate fair value. In connection with this analysis, management:

- Reviews period-to-period sales and profitability by brand;
- Analyzes industry trends and projects brand growth rates;
- Prepares annual sales forecasts;
- Evaluates advertising effectiveness;
- Analyzes gross margins;
- Reviews contractual benefits or limitations;
- Monitors competitors' advertising spend and product innovation;
- Prepares projections to measure brand viability over the estimated useful life of the intangible asset; and
- Considers the regulatory environment, as well as industry litigation.

At February 29, 2024, in conjunction with the annual test for impairment of intangible assets, the estimated fair value exceeded the carrying value for all indefinite-lived intangible assets and accordingly, no impairment charge was taken.

As part of our annual impairment test conducted on February 28, 2025, we recognized impairment charges totaling \$6.6 million. These charges pertain to non-strategic indefinite-lived intangible assets, reflecting a deliberate shift in sales toward other strategic brands within our portfolio. Of the \$6.6 million impairment charge, \$4.1 million was associated with our North American OTC Healthcare segment, while \$2.4 million impacted our International OTC Healthcare segment.

At February 28, 2026, in conjunction with the annual test for impairment of intangible assets, the estimated fair value exceeded the carrying value for all indefinite-lived intangible assets and accordingly, no impairment charge was taken.

Our analysis as of February 28, 2026 confirmed that all indefinite-lived intangible assets had a fair value exceeding their carrying value by at least 10%, with the exception of *Monistat* within our North American Women's Health reporting unit. We performed a sensitivity analysis of our weighted average cost of capital, and we determined that a 50-basis point increase in the weighted average cost of capital used to value all of our indefinite-lived intangible assets would have resulted in an impairment charge of \$16.6 million. Additionally, a 50-basis point decrease in the terminal growth rate used for each of our indefinite-lived intangible assets would not have resulted in any of our indefinite-lived intangible assets' fair value being less than their carrying value.

#### Finite-Lived Intangible Assets

On an annual basis, or when events or changes in circumstances indicate the carrying value of the assets may not be recoverable, management performs a review similar to indefinite-lived intangible assets to ascertain the impact of events and circumstances on the estimated useful lives and carrying values of our trademarks and tradenames.

If the analysis warrants a change in the estimated useful life of the intangible asset, management will reduce the estimated useful life and amortize the carrying value prospectively over the shorter remaining useful life. Management's projections are utilized to assimilate all of the facts, circumstances and expectations related to the trademark or tradename and estimate the cash flows over its useful life. Future events, such as competition, technological advances and changes in advertising support for our trademarks and tradenames, could cause subsequent evaluations to utilize different assumptions. In the event that the long-term projections indicate that the carrying value is in excess of the undiscounted cash flows expected to result from the use of the intangible assets, management is required to record an impairment charge. The impairment charge is measured as the excess of the carrying amount of the intangible asset over its fair value.

At February 29, 2024, in conjunction with the annual test for impairment of finite-lived intangible assets, there were no indicators of impairment under the analysis and accordingly, no impairment charge was taken.

Our analysis at February 28, 2025 concluded that the fair value of several non-strategic finite-lived intangible assets did not exceed their carrying values, and as such, impairment charges of \$5.9 million were recorded. These charges relate to non-strategic finite-lived intangible assets, driven by a deliberate shift in sales toward other strategic brands within our portfolio. The impairments were predominantly associated with our North American OTC Healthcare segment.

At February 28, 2026, in conjunction with the annual test for impairment of finite-lived intangible assets, there were no indicators of impairment under the analysis and accordingly, no impairment charge was taken.

### ***Stock-Based Compensation***

The Compensation and Equity topic of the FASB ASC 718 requires us to measure the cost of services to be rendered based on the grant-date fair value of the equity award. For most of our awards, compensation expense is to be recognized over the period during which an employee is required to provide service in exchange for the award, generally referred to as the requisite service period. We also grant performance stock units, which are contingent on the attainment of certain goals of the Company. Information utilized in the determination of fair value includes the following:

- Type of instrument (i.e., restricted shares, stock options or performance shares);
- Strike price of the instrument;
- Market price of our common stock on the date of grant;
- Discount rates;
- Duration of the instrument; and
- Volatility of our common stock in the public market.

Additionally, management must estimate the expected attrition rate of the recipients to enable it to estimate the amount of non-cash compensation expense to be recorded in our financial statements. While management prepares various analyses to estimate the respective variables, a change in assumptions or market conditions, as well as changes in the anticipated or actual attrition rates, could have a significant impact on the future amounts recorded as non-cash compensation expense.

### ***Recent Accounting Pronouncements***

A description of recently issued and adopted accounting pronouncements is included in the notes to the Consolidated Financial Statements in Item 8, Note 1 of this Annual Report.

## Results of Operations

### 2026 compared to 2025

#### Total Segment Revenues

The following table represents total revenue by segment, including product groups, for each of the fiscal years ended March 31, 2026 and 2025.

<i>(In thousands)</i>	2026	%	2025	%	Increase (Decrease)	
					Amount	%
<b>North American OTC Healthcare</b>						
Analgesics	\$ 108,300	9.9	\$ 112,173	9.9	\$ (3,873)	(3.5)
Cough & Cold	76,878	7.1	82,533	7.3	(5,655)	(6.9)
Women's Health	205,053	18.8	216,335	18.9	(11,282)	(5.2)
Gastrointestinal	179,300	16.5	174,891	15.4	4,409	2.5
Eye & Ear Care	126,132	11.6	158,858	14.0	(32,726)	(20.6)
Dermatologicals	116,618	10.7	120,770	10.6	(4,152)	(3.4)
Oral Care	86,958	8.0	81,868	7.2	5,090	6.2
Other OTC	14,337	1.3	12,582	1.1	1,755	13.9
Total North American OTC Healthcare	<u>913,576</u>	83.9	<u>960,010</u>	84.4	<u>(46,434)</u>	(4.8)
<b>International OTC Healthcare</b>						
Analgesics	5,636	0.5	5,524	0.5	112	2.0
Cough & Cold	25,031	2.3	23,681	2.1	1,350	5.7
Women's Health	22,712	2.1	20,496	1.8	2,216	10.8
Gastrointestinal	80,488	7.5	81,052	7.1	(564)	(0.7)
Eye & Ear Care	16,807	1.5	24,464	2.2	(7,657)	(31.3)
Dermatologicals	9,313	0.9	8,177	0.7	1,136	13.9
Oral Care	14,093	1.3	13,162	1.2	931	7.1
Other OTC	1,049	—	1,196	—	(147)	(12.3)
Total International OTC Healthcare	<u>175,129</u>	16.1	<u>177,752</u>	15.6	<u>(2,623)</u>	(1.5)
Total Consolidated	<u>\$ 1,088,705</u>	100.0	<u>\$ 1,137,762</u>	100.0	<u>\$ (49,057)</u>	(4.3)

Total segment revenues for 2026 were \$1,088.7 million, a decrease of \$49.1 million, or 4.3%, versus 2025.

#### North American OTC Healthcare Segment

Revenues for the North American OTC Healthcare segment decreased \$46.4 million, or 4.8%, during 2026 versus 2025. The \$46.4 million decrease was primarily attributable to a decrease in sales in the Eye & Ear Care category, due to a limited ability to supply demand for *Clear Eyes*.

#### International OTC Healthcare Segment

Revenues for the International OTC Healthcare segment decreased \$2.6 million, or 1.5%, during 2026 versus 2025. The \$2.6 million decrease was mainly attributable to a decrease in sales in the Eye & Ear Care category, partly offset by an increase in sales in the Women's Health and Cough & Cold categories.

## Gross Profit

The following table represents our gross profit and gross profit as a percentage of total segment revenues, by segment for each of the fiscal years ended March 31, 2026 and 2025.

<u>(In thousands)</u>	<u>Increase (Decrease)</u>					
	2026		2025		Amount	%
<u>Gross Profit</u>		%		%		
North American OTC Healthcare	\$ 500,877	54.8	\$ 531,139	55.3	\$ (30,262)	(5.7)
International OTC Healthcare	94,701	54.1	103,324	58.1	(8,623)	(8.3)
	<u>\$ 595,578</u>	<u>54.7</u>	<u>\$ 634,463</u>	<u>55.8</u>	<u>\$ (38,885)</u>	<u>(6.1)</u>

Gross profit for 2026 decreased \$38.9 million, or 6.1%, versus 2025. As a percentage of total revenues, gross profit decreased to 54.7% in 2026 from 55.8% in 2025, primarily due to the decrease in revenue and costs related to the acquisition of our Canadian manufacturing facility.

### *North American OTC Healthcare Segment*

Gross profit for the North American OTC Healthcare segment decreased \$30.3 million, or 5.7%, during 2026 versus 2025. As a percentage of North American OTC Healthcare revenues, gross profit decreased to 54.8% during 2026 from 55.3% during 2025, primarily due to the decrease in revenue and costs related to the acquisition of our Canadian manufacturing facility.

### *International OTC Healthcare Segment*

Gross profit for the International OTC Healthcare segment decreased \$8.6 million, or 8.3%, during 2026 versus 2025. As a percentage of International OTC Healthcare revenues, gross profit decreased to 54.1% during 2026 from 58.1% during 2025, primarily due to increased inflation as well as channel and product mix.

## Contribution Margin

Contribution margin is our segment measure of profitability. It is defined as gross profit less advertising and marketing expenses.

The following table represents our contribution margin and contribution margin as a percentage of total segment revenues, by segment for each of the fiscal years ended March 31, 2026 and 2025.

<u>(In thousands)</u>	<u>Increase (Decrease)</u>					
	2026		2025		Amount	%
<u>Contribution Margin</u>		%		%		
North American OTC Healthcare	\$ 380,030	41.6	\$ 401,708	41.8	\$ (21,678)	(5.4)
International OTC Healthcare	66,766	38.1	77,032	43.3	(10,266)	(13.3)
	<u>\$ 446,796</u>	<u>41.0</u>	<u>\$ 478,740</u>	<u>42.1</u>	<u>\$ (31,944)</u>	<u>(6.7)</u>

### *North American OTC Healthcare Segment*

Contribution margin for the North American OTC Healthcare segment decreased \$21.7 million, or 5.4%, during 2026 versus 2025. As a percentage of North American OTC Healthcare revenues, contribution margin for the North American OTC Healthcare segment decreased to 41.6% during 2026 from 41.8% during 2025. The contribution margin decrease as a percentage of revenue was primarily due to the decrease in gross profit margin above, partly offset by a decrease in advertising and marketing spend.

### *International OTC Healthcare Segment*

Contribution margin for the International OTC Healthcare segment decreased \$10.3 million, or 13.3%, during 2026 versus 2025. As a percentage of International OTC Healthcare revenues, contribution margin for the International OTC Healthcare segment decreased to 38.1% during 2026 from 43.3% during 2025. The contribution margin decrease as a percentage of revenues was primarily due to the decrease in gross profit margin noted above.

## General and Administrative

General and administrative expenses were \$116.4 million for 2026 versus \$108.2 million for 2025. The increase in general and administrative expenses was primarily due to increases in compensation-related expenses, acquisition-related costs and an increase in our allowance for doubtful accounts pertaining to one specific customer.

## Depreciation and Amortization

Depreciation and amortization expense was \$20.9 million for 2026 versus \$21.3 million for 2025. The decrease in depreciation and amortization expenses was primarily related to a decrease in amortization expense due to impairment charges taken on certain finite-lived brands in fiscal 2025, as well as certain intangible assets being fully amortized during 2025.

## Other Expense, Net

During fiscal 2026, we wrote off a supplier loan of \$10.3 million, previously included in Accounts receivable, net.

## Tradename Impairment

In 2025, our annual impairment test resulted in total impairment charges of \$12.5 million. This included \$6.6 million related to non-strategic indefinite-lived intangible assets and \$5.9 million related to non-strategic finite-lived assets. The impairments primarily reflected the deliberate shift in sales toward other strategic brands within our portfolio. Of the total charges, \$10.0 million pertains to our North American OTC Healthcare segment, while \$2.5 million related to our International OTC Healthcare segment.

## Interest Expense, Net

Interest expense, net was \$42.3 million during 2026 versus \$47.6 million during 2025. The average cost of borrowing decreased to 4.5% for 2026 from 4.7% for 2025. The average indebtedness decreased to \$1.0 billion during 2026 from \$1.1 billion in 2025.

## Income Taxes

The provision for income taxes during 2026 was \$67.2 million versus \$69.6 million in 2025. The effective tax rate on income before income taxes was 26.1% during 2026 versus 24.5% during 2025. The increase in the effective tax rate in 2026 compared to 2025 was primarily due to the mix of earnings in the U.S. and foreign jurisdictions and establishing a taxable presence in a new state.

## Results of Operations

### 2025 compared to 2024

For a discussion of fiscal 2025 compared to 2024, please refer to Part II, Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations in our 2025 Annual Report on Form 10-K, filed with the SEC on May 9, 2025.

## Liquidity and Capital Resources

### Liquidity

Our primary source of cash comes from our cash flow from operations. In the past, we have supplemented this source of cash with various debt facilities, primarily in connection with acquisitions. We have financed our operations, and expect to continue to finance our operations over the next twelve months, with a combination of funds generated from operations and borrowings. In connection with the recently announced expected acquisition of a portfolio of brands, including Breathe Right®, we expect to fund the transaction through a combination of a new term loan facility and cash on hand. Our principal uses of cash are for operating expenses, debt service, capital expenditures, share repurchases and acquisitions. Based on our current levels of operations and anticipated growth, excluding acquisitions, we believe that our cash generated from operations and our existing credit facilities will be adequate to finance our working capital and capital expenditures through the next twelve months, although no assurance can be given in this regard. See "Economic Environment" above with respect to current uncertainties facing us from a liquidity perspective.

<i>(In thousands)</i>	Year Ended March 31,			\$ Change	
	2026	2025	2024	2026 vs. 2025	2025 vs. 2024
Net cash provided by (used in):					
Operating activities	\$ 257,627	\$ 251,515	\$ 248,926	\$ 6,112	\$ 2,589
Investing activities	(136,841)	(17,452)	(20,111)	(119,389)	2,659
Financing activities	(156,062)	(182,075)	(241,015)	26,013	58,940
Effects of exchange rate changes on cash and cash equivalents	1,260	(573)	180	1,833	(753)
Net change in cash and cash equivalents	<u>\$ (34,016)</u>	<u>\$ 51,415</u>	<u>\$ (12,020)</u>	<u>\$ (85,431)</u>	<u>\$ 63,435</u>

## ***2026 compared to 2025***

### ***Operating Activities***

Net cash provided by operating activities was \$257.6 million for 2026, compared to \$251.5 million for 2025. The \$6.1 million increase in net cash provided by operating activities was due to the timing of working capital, partially offset by a decrease in net income before non-cash items.

### ***Investing Activities***

Net cash used in investing activities was \$136.8 million for 2026, compared to \$17.5 million for 2025. The increase of \$119.4 million in net cash used in investing activities was primarily due to acquisitions during the current year.

### ***Financing Activities***

Net cash used in financing activities was \$156.1 million for 2026, compared to \$182.1 million for 2025. The decrease of \$26.0 million in net cash used in financing activities was primarily due to a decrease in net debt repayments of \$138.0 million, partly offset by an increase in the repurchase of shares of our common stock in conjunction with our share repurchase program of \$104.8 million and a decrease in proceeds from the exercise of stock options of \$10.5 million.

## ***2025 compared to 2024***

### ***Operating Activities***

Net cash provided by operating activities was \$251.5 million for 2025, compared to \$248.9 million for 2024. The \$2.6 million increase in net cash provided by operating activities was due to an increase in net income before non-cash items, partly offset by increased working capital.

### ***Investing Activities***

Net cash used in investing activities was \$17.5 million for 2025, compared to \$20.1 million for 2024. The decrease of \$2.7 million in net cash used in investing activities was primarily due to a decrease in capital expenditures of \$1.3 million and changes in a short-term loan receivable of \$1.2 million.

### ***Financing Activities***

Net cash used in financing activities was \$182.1 million for 2025, compared to \$241.0 million for 2024. The decrease of \$58.9 million was primarily due to a decrease in debt repayments of \$90.0 million, partly offset by an increase in the repurchase of shares of our common stock in conjunction with our share repurchase program of \$26.5 million and a decrease in proceeds from the exercise of stock options of \$3.3 million.

## **Capital Resources**

### ***2012 Term Loan and 2012 ABL Revolver:***

On January 31, 2012, Prestige Brands, Inc. (the "Borrower") entered into a senior secured credit facility, which originally consisted of (i) a \$660.0 million term loan with a 7-year maturity (the "2012 Term Loan") and (ii) a \$50.0 million asset-based revolving line of credit with a 5-year maturity (the "2012 ABL Revolver"). In subsequent years, we have utilized portions of our accordion feature to increase the amount of our borrowing capacity under the 2012 ABL Revolver to the current amount of \$200.0 million, reduced our borrowing rate on the 2012 ABL Revolver and made several other changes to the 2012 ABL Revolver. We have also amended the 2012 Term Loan several times.

On June 12, 2023, we entered Amendment No. 7 to the 2012 Term Loan ("Term Loan Amendment No. 7"), effective July 1, 2023. Term Loan Amendment No. 7 provided for the replacement of LIBOR with SOFR as our reference rate for the 2012 Term Loan.

On April 4, 2023, we entered into Amendment No. 8 ("ABL Amendment No. 8") to the 2012 ABL Revolver. ABL Amendment No. 8 provides for the replacement of LIBOR with SOFR as our reference rate for the 2012 ABL Revolver.

On December 8, 2023, we entered into Amendment No. 9 ("ABL Amendment No. 9") to the 2012 ABL Revolver. ABL Amendment No. 9 provides for (i) an increase in the aggregate revolving commitment of the facility from \$175.0 million to \$200.0 million, (ii) an extension of the maturity date of the 2012 ABL Revolver to December 8, 2028 and (iii) increased flexibility under the credit agreement governing the 2012 ABL Revolver, including increased flexibility related to restricted payments, debt incurrence and borrowing base calculations. There were no changes to interest terms as a result of this amendment.

**2019 Senior Notes:**

On December 2, 2019, the Borrower issued \$400.0 million aggregate principal amount of 5.125% senior notes due January 15, 2028 (the "2019 Senior Notes"), pursuant to an indenture dated December 2, 2019, among the Borrower, the guarantors party thereto (including the Company) and U.S. Bank National Association, as trustee. We used the net proceeds from the 2019 Senior Notes, together with cash on hand, to redeem all \$400.0 million of our then-outstanding senior notes issued on December 17, 2013 that were due in 2021, and to pay related fees and expenses.

**2021 Senior Notes:**

On March 1, 2021, the Borrower issued \$600.0 million aggregate principal amount of 3.750% senior notes due April 1, 2031 (the "2021 Senior Notes"), pursuant to an indenture dated March 1, 2021, among the Borrower, the guarantors party thereto (including the Company) and U.S. Bank National Association, as trustee. We used the net proceeds from the 2021 Senior Notes to redeem all \$600.0 million of our then-outstanding 2016 senior notes issued on February 19, 2016 and March 21, 2018, which were due in 2024, and to pay related fees and expenses.

**Interest, Redemptions and Restrictions:**

During fiscal 2025, we repaid the balance of our 2012 Term Loan and terminated all related commitments. For the year ended March 31, 2025, during the period it was outstanding, the average interest rate on the 2012 Term Loan was 7.1%. For the year ended March 31, 2026, the average interest rate on amounts borrowed under the 2012 ABL Revolver was 3.9%. There were no borrowings under the 2012 ABL Revolver at any time during 2025.

We have the option to redeem all or a portion of the 2019 Senior Notes at any time on or after January 15, 2023 at the redemption prices set forth in the indenture governing the 2019 Senior Notes, plus accrued and unpaid interest, if any. Subject to certain limitations, in the event of a change of control (as defined in the indenture governing the 2019 Senior Notes), the Borrower will be required to make an offer to purchase the 2019 Senior Notes at a price equal to 101% of the aggregate principal amount of the notes repurchased, plus accrued and unpaid interest, if any, to the date of repurchase.

We have the option to redeem all or a portion of the 2021 Senior Notes at any time on or after April 1, 2026 at the redemption prices set forth in the indenture governing the 2021 Senior Notes, plus accrued and unpaid interest, if any. Subject to certain limitations, in the event of a change of control (as defined in the indenture governing the 2021 Senior Notes), the Borrower will be required to make an offer to purchase the 2021 Senior Notes at a price equal to 101% of the aggregate principal amount of the notes repurchased, plus accrued and unpaid interest, if any, to the date of repurchase.

The credit agreement governing the 2012 ABL Revolver and the indentures governing the 2021 Senior Notes and the 2019 Senior Notes contain provisions that restrict us from undertaking specified corporate actions, such as asset dispositions, acquisitions, dividend payments, repurchases of common shares outstanding, changes of control, incurrences of indebtedness, issuance of equity, creation of liens, making of loans and transactions with affiliates. Additionally, the credit agreement governing the 2012 ABL Revolver and the indentures governing the 2021 Senior Notes and the 2019 Senior Notes contain cross-default provisions, whereby a default pursuant to the terms and conditions of certain indebtedness will cause a default on the remaining indebtedness under the credit agreement governing the 2012 ABL Revolver and the indentures governing the 2021 Senior Notes and the 2019 Senior Notes.

As of March 31, 2026, we had an aggregate of \$1.0 billion of outstanding indebtedness, which consisted of the following:

- \$400.0 million of 5.125% 2019 Senior Notes due January 15, 2028; and
- \$600.0 million of 3.750% 2021 Senior Notes due April 1, 2031.

As of March 31, 2026, we had no balance outstanding on the 2012 ABL Revolver and a borrowing capacity of \$182.9 million.

**Debt Covenants**

Our debt facilities contain various financial covenants, including provisions that require us to maintain certain fixed charge ratios. Specifically, we must:

- Have a fixed charge ratio of greater than 1.0 to 1.0 (defined as, with certain adjustments, the ratio of our consolidated EBITDA minus capital expenditures to our trailing twelve months consolidated interest paid, taxes paid and other specified payments). Our fixed charge requirement remains level throughout the term of the credit agreement.

At March 31, 2026, we were in compliance with the applicable financial and restrictive covenants under the credit agreement governing the 2012 ABL Revolver and the indentures governing the 2021 Senior Notes and the 2019 Senior Notes. Additionally, management anticipates that in the normal course of operations, we will continue to be in compliance with the financial and restrictive covenants during fiscal 2027.

### **Commitments**

Ongoing commitments under various contractual and commercial obligations have not materially changed since our 2025 Annual Report on Form 10-K.

We do not have any off-balance sheet arrangements or financing activities with special-purpose entities.

### **Inflation**

Inflationary factors such as increases in the costs of raw materials, packaging materials, purchased product, labor costs, transportation costs, tariffs and overhead may adversely affect our operating results and financial condition. Although we do not believe that inflation has had a material impact on our financial condition or results of operations for the three most recent fiscal years, supply and labor disruptions may have an inflationary impact on our costs and a high rate of inflation in the future could have a material adverse effect on our financial condition and results of operations. More volatility in crude oil prices may have an adverse impact on transportation costs, as well as certain petroleum based raw materials and packaging material. Although we make efforts to minimize the impact of inflationary factors, including by raising prices to our customers, a high rate of pricing volatility associated with crude oil supplies or other raw materials used in our products may have an adverse effect on our operating results.

## **ITEM 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK**

### **Interest Rate Risk**

We are exposed to interest rate risk because our 2012 ABL Revolver is variable rate debt. At March 31, 2026, the 2012 ABL had a zero balance and therefore none of our debt carried a variable rate of interest at March 31, 2026.

### **Foreign Currency Exchange Rate Risk**

During the years ended March 31, 2026 and 2025, approximately 16.1% and 15.7%, respectively, of our net revenues were denominated in currencies other than the U.S. Dollar. As such, we are exposed to transactions that are sensitive to foreign currency exchange rates, including insignificant foreign currency forward exchange agreements. These transactions are primarily with respect to the Canadian and Australian Dollar.

We performed a sensitivity analysis with respect to exchange rates for the year ended March 31, 2026 and 2025. Holding all other variables constant, and assuming a hypothetical 10.0% adverse change in foreign currency exchange rates, this analysis resulted in a 1.5% impact on pre-tax income of approximately \$4.0 million for the year ended March 31, 2026 and a 3.7% impact on pre-tax income of approximately \$10.6 million for the year ended March 31, 2025.

## ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA

The supplementary data required by this Item are described in Part IV, Item 15 of this Annual Report on Form 10-K and are presented beginning on page 87.

### INDEX TO CONSOLIDATED FINANCIAL STATEMENTS

**Prestige Consumer Healthcare Inc.**  
**Audited Financial Statements**  
**March 31, 2026**

Report of Independent Registered Public Accounting Firm PricewaterhouseCoopers LLP ID 238	47
Consolidated Statements of Income and Comprehensive Income for each of the three years in the period ended March 31, 2026	50
Consolidated Balance Sheets at March 31, 2026 and 2025	51
Consolidated Statements of Changes in Stockholders' Equity for each of the three years in the period ended March 31, 2026	52
Consolidated Statements of Cash Flows for each of the three years in the period ended March 31, 2026	53
Notes to Consolidated Financial Statements	54
Schedule II—Valuation and Qualifying Accounts for the years ended March 31, 2026, 2025 and 2024	84

#### Management's Annual Report on Internal Control over Financial Reporting

Management of the Company is responsible for establishing and maintaining adequate internal control over financial reporting (as defined in Rule 13a-15(f) of the Exchange Act). Internal control over financial reporting is a process designed by, or under the supervision of the Chief Executive Officer and Chief Financial Officer and effected by the Board of Directors, management and other personnel, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Therefore, even those systems determined to be effective can provide only reasonable, not absolute, assurance that the control objectives will be met. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies and procedures may deteriorate over time.

Management, with the participation of the Chief Executive Officer and Chief Financial Officer, has evaluated the effectiveness of the Company's internal control over financial reporting as of March 31, 2026. In making its evaluation, management has used the criteria established by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in *Internal Control - Integrated Framework* (2013 Framework).

Based on management's assessment utilizing the 2013 Framework, management concluded that the Company's internal control over financial reporting was effective as of March 31, 2026.

On December 18, 2025, the Company acquired Pillar5 Pharma Inc. ("Pillar5"). The Company has excluded Pillar5's internal control over financial reporting as of March 31, 2026 from its assessment of and conclusion on the effectiveness of its internal control over financial reporting. Pillar5 is a wholly-owned subsidiary whose total assets and total revenues represent approximately 2.0% and 0.2%, respectively, of the related consolidated financial statement amounts as of and for the year ended March 31, 2026.

PricewaterhouseCoopers LLP, an independent registered public accounting firm, has issued a report on the effectiveness of the Company's internal control over financial reporting as of March 31, 2026, which appears below.

Prestige Consumer Healthcare Inc.  
May 14, 2026

## Report of Independent Registered Public Accounting Firm

To the Board of Directors and Stockholders of  
Prestige Consumer Healthcare Inc.

### ***Opinions on the Financial Statements and Internal Control over Financial Reporting***

We have audited the accompanying consolidated balance sheets of Prestige Consumer Healthcare Inc. and its subsidiaries (the “Company”) as of March 31, 2026 and 2025, and the related consolidated statements of income and comprehensive income, of changes in stockholders’ equity and of cash flows for each of the three years in the period ended March 31, 2026, including the related notes and financial statement schedule listed in the accompanying index (collectively referred to as the “consolidated financial statements”). We also have audited the Company’s internal control over financial reporting as of March 31, 2026, based on criteria established in Internal Control - Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of March 31, 2026 and 2025, and the results of its operations and its cash flows for each of the three years in the period ended March 31, 2026 in conformity with accounting principles generally accepted in the United States of America. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of March 31, 2026, based on criteria established in Internal Control - Integrated Framework (2013) issued by the COSO.

### ***Basis for Opinions***

The Company’s management is responsible for these consolidated financial statements, for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in Management’s Report on Internal Control over Financial Reporting appearing under Item 8. Our responsibility is to express opinions on the Company’s consolidated financial statements and on the Company’s internal control over financial reporting based on our audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) (PCAOB) and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement, whether due to error or fraud, and whether effective internal control over financial reporting was maintained in all material respects.

Our audits of the consolidated financial statements included performing procedures to assess the risks of material misstatement of the consolidated financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. Our audit of internal control over financial reporting included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audits also included performing such other procedures as we considered necessary in the circumstances. We believe that our audits provide a reasonable basis for our opinions.

As described in Management’s Report on Internal Control over Financial Reporting, management has excluded Pillar5 Pharma Inc. (“Pillar5”) from its assessment of and conclusion on the effectiveness of its internal control over financial reporting as of March 31, 2026, because it was acquired by the Company in a purchase business combination during 2026. We have also excluded Pillar5 from our audit of internal control over financial reporting. Pillar5 is a wholly-owned subsidiary whose total assets and total revenues represent approximately 2% and 0.2%, respectively, of the related consolidated financial statement amounts as of and for the year ended March 31, 2026.

### ***Definition and Limitations of Internal Control over Financial Reporting***

A company’s internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally

accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

### ***Critical Audit Matters***

The critical audit matters communicated below are matters arising from the current period audit of the consolidated financial statements that were communicated or required to be communicated to the audit committee and that (i) relate to accounts or disclosures that are material to the consolidated financial statements and (ii) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matters below, providing separate opinions on the critical audit matters or on the accounts or disclosures to which they relate.

### ***Indefinite-Lived Tradename Impairment Assessments – Summer's Eve and Monistat***

As described in Notes 1 and 7 to the consolidated financial statements, the Company's consolidated indefinite-lived tradenames, net balance was \$2,144 million as of March 31, 2026, of which a portion relates to the carrying values for Summer's Eve and Monistat indefinite-lived tradenames. Indefinite-lived intangible assets are tested for impairment at the individual asset level at least annually in the fourth fiscal quarter of each year, or more frequently if events or changes in circumstances indicate that the asset may be impaired. An impairment loss is recognized if the carrying amount of the asset exceeds its fair value. Management utilized the excess earnings method to estimate the fair value of individual indefinite-lived intangible assets. The assumptions subject to significant uncertainties include the discount rate, as well as future sales, gross margins, and advertising and marketing expenses.

The principal considerations for our determination that performing procedures relating to the indefinite-lived tradename impairment assessments of the Summer's Eve and Monistat tradenames is a critical audit matter are (i) the significant judgment by management when developing the fair value of the Summer's Eve and Monistat indefinite-lived tradenames; (ii) a high degree of auditor judgment, subjectivity, and effort in performing procedures and evaluating management's significant assumptions related to the discount rate, future sales, gross margins, and advertising and marketing expenses; and (iii) the audit effort involved the use of professionals with specialized skill and knowledge.

Addressing the matter involved performing procedures and evaluating audit evidence in connection with forming our overall opinion on the consolidated financial statements. These procedures included testing the effectiveness of controls relating to management's indefinite-lived tradename impairment assessments, including controls over the valuation of the Summer's Eve and Monistat indefinite-lived tradenames. These procedures also included, among others (i) testing management's process for developing the fair value estimate of the Summer's Eve and Monistat indefinite-lived tradenames; (ii) evaluating the appropriateness of the excess earnings method used by management; (iii) testing the completeness and accuracy of underlying data used in the excess earnings method; and (iv) evaluating the reasonableness of the significant assumptions used by management related to the discount rate, future sales, gross margins, and advertising and marketing expenses. Evaluating management's assumptions related to future sales, gross margins, and advertising and marketing expenses involved evaluating whether the assumptions used by management were reasonable considering (i) the current and past performance of the brands; (ii) the consistency with external market and industry data; and (iii) whether the assumptions were consistent with evidence obtained in other areas of the audit. Professionals with specialized skill and knowledge were used to assist in evaluating (i) the appropriateness of the excess earnings method and (ii) the reasonableness of the discount rate assumption.

### ***Goodwill Impairment Assessment – North American Women's Health Reporting Unit***

As described in Notes 1 and 6 to the consolidated financial statements, the Company's consolidated goodwill balance was \$581.1 million as of March 31, 2026, of which a significant portion relates to the carrying value for the North American Women's Health reporting unit. Goodwill is tested for impairment at the reporting unit level, which is one level below the operating segment level. Goodwill is not amortized, although the carrying value is tested for impairment at least annually in the

fourth fiscal quarter of each year, or more frequently if events or changes in circumstances indicate that the asset may be impaired. An impairment loss is recognized if the carrying amount of the reporting unit exceeds its fair value. Management utilized the discounted cash flow method to estimate the fair value of its reporting units. The estimates and assumptions made in assessing the fair value of the reporting units are subject to significant uncertainties related to future sales, gross margins, advertising and marketing expenses, and the discount rate.

The principal considerations for our determination that performing procedures relating to the goodwill impairment assessment of the North American Women's Health reporting unit is a critical audit matter are (i) the significant judgment by management when developing the fair value estimate of the North American Women's Health reporting unit; (ii) a high degree of auditor judgment, subjectivity, and effort in performing procedures and evaluating management's significant assumptions related to future sales, gross margin, advertising and marketing expenses, and the discount rate; and (iii) the audit effort involved the use of professionals with specialized skill and knowledge.

Addressing the matter involved performing procedures and evaluating audit evidence in connection with forming our overall opinion on the consolidated financial statements. These procedures included testing the effectiveness of controls relating to management's goodwill impairment assessment, including controls over the valuation of the North American Women's Health reporting unit. These procedures also included, among others (i) testing management's process for developing the fair value estimate of the North American Women's Health reporting unit; (ii) evaluating the appropriateness of the discounted cash flow method used by management; (iii) testing the completeness and accuracy of underlying data used in the discounted cash flow method; and (iv) evaluating the reasonableness of the significant assumptions used by management related to future sales, gross margin, advertising and marketing expenses, and the discount rate. Evaluating management's assumptions related to future sales, gross margin, and advertising and marketing expenses involved evaluating whether the assumptions used by management were reasonable considering (i) the current and past performance of the North American Women's Health reporting unit; (ii) the consistency with external market and industry data; and (iii) whether the assumptions were consistent with evidence obtained in other areas of the audit. Professionals with specialized skill and knowledge were used to assist in evaluating (i) the appropriateness of the discounted cash flow method and (ii) the reasonableness of the discount rate assumption.

/s/ PricewaterhouseCoopers LLP  
Stamford, Connecticut  
May 14, 2026

We have served as the Company's auditor since at least 1999. We have not been able to determine the specific year we began serving as auditor of the Company.

**Prestige Consumer Healthcare Inc.**  
**Consolidated Statements of Income and Comprehensive Income**

<i>(In thousands, except per share data)</i>	Year Ended March 31,		
	2026	2025	2024
<b>Revenues</b>			
Net sales	\$ 1,084,744	\$ 1,136,581	\$ 1,125,046
Other revenues	3,961	1,181	311
Total revenues	1,088,705	1,137,762	1,125,357
<b>Cost of Sales</b>			
Cost of sales excluding depreciation	482,794	494,416	492,786
Cost of sales depreciation	10,333	8,883	8,123
Cost of sales	493,127	503,299	500,909
Gross profit	595,578	634,463	624,448
<b>Operating Expenses</b>			
Advertising and marketing	148,782	155,723	153,315
General and administrative	116,447	108,209	106,152
Depreciation and amortization	20,940	21,290	22,552
Goodwill and tradename impairment	—	12,466	—
Total operating expenses	286,169	297,688	282,019
Operating income	309,409	336,775	342,429
<b>Other expense (income)</b>			
Interest expense, net	42,339	47,632	67,160
Other expense (income), net	9,574	4,954	(756)
Total other expense, net	51,913	52,586	66,404
Income before income taxes	257,496	284,189	276,025
Provision for income taxes	67,195	69,584	66,686
Net income	\$ 190,301	\$ 214,605	\$ 209,339
Earnings per share:			
Basic	\$ 3.93	\$ 4.32	\$ 4.21
Diluted	\$ 3.91	\$ 4.29	\$ 4.17
Weighted average shares outstanding:			
Basic	48,456	49,697	49,757
Diluted	48,720	50,080	50,178
Comprehensive income, net of tax:			
Currency translation adjustments	9,387	(3,083)	(2,940)
Unrecognized net (loss) gain on pension plans	(96)	(81)	9
Total other comprehensive income (loss)	9,291	(3,164)	(2,931)
Comprehensive income	\$ 199,592	\$ 211,441	\$ 206,408

*See accompanying notes.*

**Prestige Consumer Healthcare Inc.**  
**Consolidated Balance Sheets**

*(In thousands)*

	<b>March 31,</b>	
	<b>2026</b>	<b>2025</b>
<b>Assets</b>		
Current assets		
Cash and cash equivalents	\$ 63,868	\$ 97,884
Accounts receivable, net of allowance of \$18,187 and \$16,314, respectively	191,920	194,293
Inventories	159,132	147,709
Prepaid expenses and other current assets	16,564	8,442
Total current assets	<u>431,484</u>	<u>448,328</u>
Property, plant and equipment, net	121,689	74,548
Operating lease right-of-use assets	27,780	28,238
Finance lease right-of-use assets, net	21,776	25,056
Goodwill	581,109	527,425
Intangible assets, net	2,299,605	2,295,350
Other long-term assets	10,870	3,273
Total Assets	<u><u>\$ 3,494,313</u></u>	<u><u>\$ 3,402,218</u></u>
<b>Liabilities and Stockholders' Equity</b>		
Current liabilities		
Accounts payable	\$ 22,791	\$ 18,925
Accrued interest payable	15,578	15,703
Operating lease liabilities, current portion	6,910	6,047
Finance lease liabilities, current portion	2,656	2,490
Other accrued liabilities	72,989	63,458
Total current liabilities	<u>120,924</u>	<u>106,623</u>
Long-term debt, net	993,953	992,357
Deferred income tax liabilities	447,417	419,594
Long-term operating lease liabilities, net of current portion	20,955	22,732
Long-term finance lease liabilities, net of current portion	17,968	20,624
Other long-term liabilities	5,580	5,391
Total Liabilities	<u>1,606,797</u>	<u>1,567,321</u>
<b>Commitments and Contingencies – Note 17</b>		
<b>Stockholders' Equity</b>		
Preferred stock – \$0.01 par value		
Authorized – 5,000 shares		
Issued and outstanding – None	—	—
Common stock – \$0.01 par value		
Authorized – 250,000 shares		
Issued – 56,211 shares at March 31, 2026 and 56,010 shares at March 31, 2025	562	560
Additional paid-in capital	608,520	593,402
Treasury stock, at cost – 8,892 shares at March 31, 2026 and 6,501 shares at March 31, 2025	(439,301)	(277,208)
Accumulated other comprehensive loss, net of tax	(28,368)	(37,659)
Retained earnings	1,746,103	1,555,802
Total Stockholders' Equity	<u>1,887,516</u>	<u>1,834,897</u>
Total Liabilities and Stockholders' Equity	<u><u>\$ 3,494,313</u></u>	<u><u>\$ 3,402,218</u></u>

See accompanying notes.

**Prestige Consumer Healthcare Inc.**  
**Consolidated Statements of Changes in Stockholders' Equity**

<i>(In thousands)</i>	<u>Common Stock</u>		Additional Paid-in Capital	<u>Treasury Stock</u>		Accumulated Other Comprehensive Income (Loss)	Retained Earnings	Total
	Shares	Par Value		Shares	Amount			
Balances at March 31, 2023	54,857	\$ 548	\$ 535,356	5,165	\$(189,114)	\$ (31,564)	\$ 1,131,858	\$ 1,447,084
Stock-based compensation	—	—	14,010	—	—	—	—	14,010
Exercise of stock options	441	5	18,084	—	—	—	—	18,089
Issuance of shares related to restricted stock	203	2	(2)	—	—	—	—	—
Treasury share repurchases	—	—	—	515	(30,507)	—	—	(30,507)
Net income	—	—	—	—	—	—	209,339	209,339
Other comprehensive loss	—	—	—	—	—	(2,931)	—	(2,931)
Balances at March 31, 2024	<u>55,501</u>	<u>\$ 555</u>	<u>\$ 567,448</u>	<u>5,680</u>	<u>\$(219,621)</u>	<u>\$ (34,495)</u>	<u>\$ 1,341,197</u>	<u>\$ 1,655,084</u>
Stock-based compensation	—	—	11,157	—	—	—	—	11,157
Exercise of stock options	303	3	14,799	—	—	—	—	14,802
Issuance of shares related to restricted stock	206	2	(2)	—	—	—	—	—
Treasury share repurchases	—	—	—	821	(57,587)	—	—	(57,587)
Net income	—	—	—	—	—	—	214,605	214,605
Other comprehensive loss	—	—	—	—	—	(3,164)	—	(3,164)
Balances at March 31, 2025	<u>56,010</u>	<u>\$ 560</u>	<u>\$ 593,402</u>	<u>6,501</u>	<u>\$(277,208)</u>	<u>\$ (37,659)</u>	<u>\$ 1,555,802</u>	<u>\$ 1,834,897</u>
Stock-based compensation	—	—	10,835	—	—	—	—	10,835
Exercise of stock options	80	1	4,284	—	—	—	—	4,285
Issuance of shares related to restricted stock	121	1	(1)	—	—	—	—	—
Treasury share repurchases	—	—	—	2,391	(162,093)	—	—	(162,093)
Net income	—	—	—	—	—	—	190,301	190,301
Other comprehensive income	—	—	—	—	—	9,291	—	9,291
Balances at March 31, 2026	<u>56,211</u>	<u>\$ 562</u>	<u>\$ 608,520</u>	<u>8,892</u>	<u>\$(439,301)</u>	<u>\$ (28,368)</u>	<u>\$ 1,746,103</u>	<u>\$ 1,887,516</u>

See accompanying notes.

**Prestige Consumer Healthcare Inc.**  
**Consolidated Statements of Cash Flows**

**Year Ended March 31,**

<i>(In thousands)</i>	<b>2026</b>	<b>2025</b>	<b>2024</b>
<b>Operating Activities</b>			
Net income	\$ 190,301	\$ 214,605	\$ 209,339
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	31,273	30,173	30,675
Loss on sale or disposal of property and equipment	165	234	274
Deferred and other income taxes	22,697	14,409	23,070
Amortization of debt origination costs	1,797	1,754	5,240
Stock-based compensation costs	10,835	11,157	14,010
Non-cash operating lease cost	7,850	7,247	6,149
Write-off of supplier loan	10,332	—	—
Impairment loss	—	12,466	—
Other	—	1,411	—
Changes in operating assets and liabilities, net of effects from acquisition:			
Accounts receivable	(3,685)	(16,327)	(6,322)
Inventories	(1,597)	(9,314)	24,439
Prepaid expenses and other current assets	(6,968)	4,655	(8,214)
Accounts payable	(151)	(19,411)	(24,971)
Accrued liabilities	2,527	6,984	(16,217)
Operating lease liabilities	(7,781)	(7,630)	(7,134)
Other	32	(898)	(1,412)
Net cash provided by operating activities	<u>257,627</u>	<u>251,515</u>	<u>248,926</u>
<b>Investing Activities</b>			
Purchases of property, plant and equipment	(11,178)	(8,224)	(9,550)
Acquisitions, net of cash acquired	(123,736)	(8,250)	(10,561)
Other	(1,927)	(978)	—
Net cash used in investing activities	<u>(136,841)</u>	<u>(17,452)</u>	<u>(20,111)</u>
<b>Financing Activities</b>			
Term Loan repayments	—	(135,000)	(225,000)
Borrowings under revolving credit agreement	40,000	—	—
Repayments under revolving credit agreement	(40,000)	—	—
Net increase in line of credit	2,986	—	—
Payment of debt costs	—	—	(769)
Payments of finance leases	(2,482)	(4,536)	(2,827)
Proceeds from exercise of stock options	4,285	14,802	18,089
Fair value of shares surrendered as payment of tax withholding	(4,322)	(5,832)	(5,508)
Repurchase of common stock	(156,283)	(51,509)	(25,000)
Other	(246)	—	—
Net cash used in financing activities	<u>(156,062)</u>	<u>(182,075)</u>	<u>(241,015)</u>
Effects of exchange rate changes on cash and cash equivalents	1,260	(573)	180
(Decrease) increase in cash and cash equivalents	<u>(34,016)</u>	<u>51,415</u>	<u>(12,020)</u>
Cash and cash equivalents - beginning of year	97,884	46,469	58,489
Cash and cash equivalents - end of year	<u>\$ 63,868</u>	<u>\$ 97,884</u>	<u>\$ 46,469</u>
Interest paid	<u>\$ 43,843</u>	<u>\$ 47,804</u>	<u>\$ 63,248</u>
Income taxes paid	<u>\$ 45,944</u>	<u>\$ 52,117</u>	<u>\$ 59,637</u>

See accompanying notes.

**Prestige Consumer Healthcare Inc.**  
**Notes to Consolidated Financial Statements**

**1. Business and Basis of Presentation**

***Nature of Business***

Prestige Consumer Healthcare Inc. (referred to herein as the “Company” or “we”, which reference shall, unless the context requires otherwise, be deemed to refer to Prestige Consumer Healthcare Inc. and all of its direct and indirect 100% owned subsidiaries on a consolidated basis) is engaged in the development, manufacturing, marketing, sales and distribution of over-the-counter (“OTC”) healthcare products to mass merchandisers, drug/drug wholesale, food, dollar, convenience and club stores and e-commerce channels in North America (the United States and Canada) and in Australia and certain other international markets. Prestige Consumer Healthcare Inc. is a holding company with no operations and is also the parent guarantor of the senior credit facility and the senior notes described in Note 10 to these Consolidated Financial Statements.

***Economic Environment***

There has been economic uncertainty in the United States and globally due to several factors, including evolving fiscal policy, global supply chain constraints, changes in interest rates, a high inflationary environment, geopolitical events, including conflicts in the Middle East, and evolving U.S. and international trade restrictions and tariffs. We expect economic conditions will continue to be highly volatile and uncertain, put pressure on prices and supply, and could affect demand for our products. We have continued to see changes in the purchasing patterns of our consumers, including a shift in many markets to purchasing our products online, and have and may continue to see changes in retailer purchasing patterns due to these consumer patterns and the volatile economic environment.

The volatile environment has impacted the supply of labor and raw materials and exacerbated rising input costs. We have and may continue to experience shortages, delays and backorders for certain ingredients and products, difficulty scheduling shipping for our products, as well as price increases from many of our suppliers for both shipping and product costs. We and our manufacturers are currently having, and have had in the past, difficulty meeting demand, which is and has caused shortages of some of our products, particularly eye care products. These shortages have negatively impacted our results of operations, and we expect further shortages will continue to have a negative impact on our sales. If conditions cause further disruption in the global supply chain, the availability of labor and materials or otherwise further increase costs, it may materially affect our operations and those of third parties on which we rely, including causing material disruptions in the supply and distribution of our products. The extent to which these conditions impact our results of operations and liquidity will depend on future developments, which are highly uncertain and cannot be predicted, including global supply chain constraints, inflation, tariffs, global conflicts and trade actions/disputes. These effects could have a material adverse impact on our business, liquidity, capital resources and results of operations and those of the third parties on which we rely.

***Basis of Presentation***

Our Consolidated Financial Statements are prepared in accordance with accounting principles generally accepted in the United States of America (“GAAP”). All significant intercompany transactions and balances have been eliminated in consolidation. Our fiscal year ends on March 31st of each year. References in these Consolidated Financial Statements or notes to a year (e.g., “2026”) mean our fiscal year ended on March 31st of that year.

***Use of Estimates***

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, as well as the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on our knowledge of current events and actions that we may undertake in the future, actual results could differ from those estimates. As discussed below, our most significant estimates include those made in connection with the valuation of intangible assets, stock-based compensation, fair value of debt, sales returns and allowances, trade promotional allowances, inventory obsolescence and accounting for income taxes and related uncertain tax positions.

### ***Cash and Cash Equivalents***

We consider all short-term deposits and investments with original maturities of three months or less to be cash equivalents. At March 31, 2026, approximately 18% of our cash is held by a bank in Australia and approximately 4% is held by a bank in Singapore. Substantially all of our remaining cash is held by a large U.S. domestic bank. We do not believe that, as a result of this concentration, we are subject to any unusual financial risk beyond the normal risk associated with commercial banking relationships. Substantially all of the Company's cash balances at March 31, 2026 are uninsured.

### ***Accounts Receivable***

We extend non-interest-bearing trade credit to our customers in the ordinary course of business. We maintain an allowance for credit losses based upon historical collection experience and expected collectability of the accounts receivable. In an effort to reduce credit risk, we (i) have established credit limits for all of our customer relationships, (ii) perform ongoing credit evaluations of customers' financial condition, (iii) monitor the payment history and aging of customers' receivables and (iv) monitor open orders against an individual customer's outstanding receivable balance.

### ***Inventories***

Inventories are stated at the lower of cost or net realizable value, where cost is determined by using the first-in, first-out method. We reduce inventories for the diminution in value resulting from product obsolescence, damage or other issues affecting marketability, equal to the difference between the cost of the inventory and its estimated net realizable value. Factors utilized in the determination of estimated net realizable value include (i) product expiration dates, (ii) current sales data and historical return rates, (iii) estimates of future demand, (iv) competitive pricing pressures, (v) new product introductions and (vi) component and packaging obsolescence.

### ***Property, Plant and Equipment***

Property, plant and equipment are stated at cost and are depreciated using the straight-line method based on the following estimated useful lives:

	<b>Years</b>
Building	5 to 40
Machinery	1 to 15
Computer equipment and software	1 to 6
Furniture and fixtures	6 to 10
Leasehold improvements	*

\*Leasehold improvements are amortized over the lesser of the lease term or the estimated useful life of the related assets.

Expenditures for maintenance and repairs are charged to expense as incurred. When an asset is sold or otherwise disposed of, we remove the cost and associated accumulated depreciation from the respective accounts and recognize the resulting gain or loss in the Consolidated Statements of Income and Comprehensive Income.

Property, plant and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of such assets may not be recoverable. An impairment loss is recognized if the carrying amount of the asset exceeds its fair value.

### ***Goodwill***

The excess of the purchase price over the fair market value of assets acquired and liabilities assumed in business combinations is classified as goodwill. Goodwill is not amortized, although the carrying value is tested for impairment at least annually in the fourth fiscal quarter of each year, or more frequently if events or changes in circumstances indicate that the asset may be impaired. Goodwill is tested for impairment at the reporting unit level, which is one level below the operating segment level. An impairment loss is recognized if the carrying amount of the reporting unit exceeds its fair value.

### ***Intangible Assets***

Intangible assets generally represent tradenames, brand names and patents and are stated at cost less accumulated amortization. For intangible assets with finite lives, amortization is computed using the straight-line method over estimated useful lives, typically ranging from 10 to 24 years.

Indefinite-lived intangible assets are tested for impairment at the individual asset level at least annually in the fourth fiscal quarter of each year, or more frequently if events or changes in circumstances indicate that the asset may be impaired. Intangible assets with finite lives are reviewed for impairment on an annual basis, or whenever events or changes in circumstances indicate that their carrying amount may exceed their fair values and may not be recoverable. An impairment loss is recognized if the carrying amount of the asset exceeds its fair value.

### ***Debt Origination Costs***

We have incurred debt origination costs in connection with the issuance of long-term debt. These costs are amortized over the term of the related debt, using the effective interest method for our senior notes and our term loan facility and the straight-line method for our revolving credit facility. Costs associated with our revolving credit facility are reported as a long-term asset and costs related to our senior notes and the term loan facility are recorded as a reduction of debt.

### ***Revenue Recognition***

#### Nature of Goods and Services

We recognize revenue from product sales. We primarily ship finished goods to our customers and operate in two segments: North American OTC Healthcare and International OTC Healthcare. The segments are based on differences in geographical area. The North American and International OTC Healthcare segments market a variety of personal care and OTC healthcare products in the following product groups: Analgesics, Cough & Cold, Women's Health, Gastrointestinal, Eye & Ear Care, Dermatologicals and Oral Care. Our products are distinct and separately identifiable on customer contracts or invoices, with each product sale representing a separate performance obligation.

We sell consumer products under a variety of brands through a broad distribution platform that includes mass merchandisers, drug/drug wholesale, food, dollar, convenience and club stores and e-commerce channels, all of which sell our products to consumers.

See Note 19 for disaggregated revenue information.

#### Satisfaction of Performance Obligations

Under Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC") 606, revenue is recognized when control of a promised good is transferred to a customer, in an amount that reflects the consideration that we expect to be entitled to receive in exchange for that good. This occurs either when finished goods are transferred to a common carrier for delivery to the customer or when product is picked up by the customer or the customer's carrier.

Once a product has transferred to the common carrier or been picked up by the customer, the customer is able to direct the use of, and obtain substantially all of the remaining benefits from, the product. It is at this point that we have a right to payment and the customer has legal title.

#### Variable Consideration

Provisions for certain rebates, customer promotional programs, product returns and discounts to customers are accounted for as variable consideration and recorded as a reduction in sales.

We record an estimate of future product returns, chargebacks and logistics deductions concurrent with recording sales, which is made using the most likely amount method, which incorporates (i) historical return rates, (ii) current economic trends, (iii) changes in customer demand, (iv) product acceptance, (v) seasonality of our product offerings and (vi) the impact of changes in product formulation, packaging and advertising.

We participate in the promotional programs of our customers to enhance the sale of our products. These promotional programs consist of direct-to-consumer incentives, such as coupons and temporary price reductions, as well as incentives to our customers, such as allowances for new distribution including slotting fees, and cooperative advertising. The costs of such activities are recorded as a reduction to revenue when the related sale takes place. Estimates of the costs of these promotional programs are derived using the most likely amount method, which incorporates (i) historical sales experience, (ii) the current promotional offering, (iii) forecasted data, (iv) current market conditions and (v) communication with customer purchasing/marketing personnel. At the completion of the promotional program, the estimated amounts are adjusted to actual results.

#### Practical Expedients

Due to the nature (short duration) of our contracts with customers, we apply the practical expedient related to the disclosure of remaining performance obligations. Remaining performance obligations relate to contracts with a duration of less than one year, in which we have the right to invoice the customer at the time the performance obligation is satisfied for the amount of revenue recognized at that time. Accordingly, we have elected the practical expedient available under ASC 606 not to disclose remaining performance obligations for our contracts. The period between when control of the promised products transfers to the customer and when the customer pays for the products is one year or less. As such, we do not adjust product consideration for the effects of a significant financing component. The amortization period of any asset resulting from incremental costs of obtaining a contract would be one year or less.

We expense incremental direct costs of obtaining a contract (broker commissions) when the related sale takes place.

We account for shipping and handling costs as fulfillment activities and therefore recognize them upon shipment of goods.

### ***Cost of Sales***

Cost of sales includes costs related to the manufacturing of our products, including raw materials, direct labor and indirect plant costs (including depreciation), warehousing costs, inbound and outbound shipping costs and handling and storage costs. Warehousing, shipping and handling and storage costs were \$68.3 million for 2026, \$62.3 million for 2025 and \$68.3 million for 2024.

### ***Advertising and Marketing Costs***

Advertising and marketing costs are expensed as incurred. Allowances for distribution costs associated with products, including slotting fees, are recognized as a reduction of sales.

### ***Stock-based Compensation***

We recognize stock-based compensation expense by measuring the cost of services to be rendered based on the grant-date fair value of the equity award. Compensation expense is recognized over the period a grantee is required to provide service in exchange for the award, generally referred to as the requisite service period.

### ***Pension Expense***

Certain employees of our Lynchburg manufacturing facility are covered by an unfunded non-qualified pension plan.

### ***Income Taxes***

Deferred tax assets and liabilities are determined based on the differences between the financial reporting and tax bases of assets and liabilities using the enacted tax rates and laws that will be in effect when the differences are expected to reverse. A valuation allowance is established when necessary to reduce deferred tax assets to the amounts expected to be realized.

The Income Taxes topic of the FASB ASC 740 prescribes a recognition threshold and measurement attributes for the financial statement recognition and measurement of a tax position taken or expected to be taken in a tax return. The guidance only allows the recognition of those tax benefits that have a greater than 50% likelihood of being sustained upon examination by the various taxing authorities. As a result, we have applied such guidance in determining our tax uncertainties.

We are subject to taxation in the United States and various state and foreign jurisdictions.

We classify penalties and interest related to unrecognized tax benefits as income tax expense in the Consolidated Statements of Income and Comprehensive Income.

### ***Earnings Per Share***

Basic earnings per share is computed based on income available to common stockholders and the weighted average number of shares of common stock outstanding during the period. Diluted earnings per share is computed based on income available to common stockholders and the weighted average number of shares of common stock outstanding plus the effect of potentially dilutive common shares outstanding during the period using the treasury stock method, which includes stock options and restricted stock units ("RSUs"). Potential common shares, composed of the incremental common shares issuable upon the exercise of outstanding stock options and unvested RSUs, are included in the diluted earnings per share calculation to the extent that they are dilutive. In loss periods, the assumed exercise of in-the-money stock options and RSUs has an antidilutive effect, and therefore these instruments are excluded from the computation of diluted earnings per share. The following table sets forth the computation of basic and diluted earnings per share:

<i>(In thousands, except per share data)</i>	<b>Year Ended March 31,</b>		
	<b>2026</b>	<b>2025</b>	<b>2024</b>
<b>Numerator</b>			
Net income	\$ 190,301	\$ 214,605	\$ 209,339
<b>Denominator</b>			
Denominator for basic earnings per share - weighted average shares outstanding	48,456	49,697	49,757
Dilutive effect of unvested restricted stock units and options issued to employees and directors	264	383	421
Denominator for diluted earnings per share	48,720	50,080	50,178
<b>Earnings per Common Share:</b>			
Basic net earnings per share	\$ 3.93	\$ 4.32	\$ 4.21
Diluted net earnings per share	\$ 3.91	\$ 4.29	\$ 4.17

For 2026, 2025 and 2024 there were 0.2 million, 0.1 million and 0.2 million shares, respectively, attributable to outstanding stock-based awards that were excluded from the calculation of diluted earnings per share because their inclusion would have been anti-dilutive.

### ***Leases***

We lease real estate and equipment for use in our operations. These leases have lease terms of 1 to 10 years, some of which include options to terminate or extend leases for up to 1 to 8 years or on a month-to-month basis. The exercise of lease renewal options is at our sole discretion and our lease right-of-use ("ROU") assets and liabilities reflect only the options we are reasonably certain that we will exercise.

We determine if an arrangement is or contains a lease at inception by assessing whether the arrangement contains an identified asset and whether we have the right to control the identified asset. ROU assets represent our right to use an underlying asset for the lease term, and lease liabilities represent our obligation to make lease payments arising from the lease. Lease liabilities are recognized at the lease commencement date based on the present value of future lease payments over the lease term. ROU assets are based on the measurement of the lease liability and also include any lease payments made prior to or on lease commencement and exclude lease incentives and initial direct costs incurred, as applicable.

Variable lease payments that do not vary based on an index or rate are excluded from the ROU asset and lease liability determination. Variable lease payments are typically usage-based and are recorded in the period in which the obligation for those payments is incurred. Our lease agreements do not contain any material residual value guarantees or material restrictive covenants.

As the implicit rate in our leases is unknown, we used our incremental borrowing rate based on the information available at the date of adoption for existing leases and at the lease commencement date for new leases in determining the present value of future lease payments. We give consideration to our credit risk, term of the lease, total lease payments and adjust for the impacts of collateral, as necessary, when calculating our incremental borrowing rates. Rent expense for our operating leases is recognized on a straight-line basis over the lease term.

For the measurement and classification of our lease agreements, we group lease and non-lease components into a single lease component for all underlying asset classes. We have also elected to exclude any leases within our existing classes of assets with a term of 12 months or less.

**Recently Adopted Accounting Pronouncements**

In December 2023, the FASB issued Accounting Standards Update ("ASU") ASU 2023-09, *Income Taxes (Topic 740): Improvements to Income Tax Disclosures*. The amendments in this update require that entities disclose, on an annual basis, specific categories in the rate reconciliation and provide additional information for reconciling items that meet a quantitative threshold. The amendments in this update also require disclosure, on an annual basis, of income taxes paid, disaggregated by federal, state and foreign taxes and disaggregated by individual jurisdictions in which income taxes paid are equal to or greater than 5% of total income taxes paid. In addition, the amendments in this update also require that income before income taxes be disaggregated between domestic and foreign and income tax expense be disaggregated by federal, state and foreign. This ASU is effective for annual periods beginning after December 15, 2024. We adopted this standard prospectively for our fiscal year ended March 31, 2026. The adoption of this ASU is reflected in our income tax disclosures in Note 15.

**Recently Issued Accounting Pronouncements**

In November 2024, the FASB issued ASU 2024-03, *Income Statement—Reporting Comprehensive Income—Expense Disaggregation Disclosures (Subtopic 220-40): Disaggregation of Income Statement Expenses*. This ASU requires entities to disclose, in the notes to financial statements, specified information about certain costs and expenses at each interim and annual reporting period. Required disclosures include, among other things, the amount of purchases of inventory, employee compensation, depreciation, and intangible asset amortization. In addition, entities will be required to disclose the total amount of selling expenses and, in annual reporting periods, their definition of selling expenses. This ASU is effective for entities for annual reporting periods beginning after December 15, 2026, and interim reporting periods beginning after December 15, 2027. We are currently evaluating the impact that this ASU may have on our Consolidated Financial Statement disclosures.

## 2. Acquisition

### *Pillar5*

On December 18, 2025, we completed the acquisition of Pillar5, which was funded through a combination of cash on hand and our existing asset-based revolving credit facility.

Based in Arnprior Ontario, Canada, Pillar5 is a leading sterile ophthalmic manufacturer and was one of our *Clear Eyes* suppliers.

This acquisition was accounted for in accordance with the Business Combinations topic of the FASB ASC 805, which requires that the total cost of an acquisition be allocated to the tangible and intangible assets acquired and liabilities assumed based upon their respective fair values at the date of acquisition.

We prepared a preliminary analysis of the fair values of the assets acquired and liabilities assumed as of the acquisition date. The following table summarizes our preliminary allocation of the fair value of assets acquired and liabilities assumed as of December 18, 2025. During the three months ended March 31, 2026, we recorded measurement period adjustments to the provisional fair values of certain assets acquired and liabilities assumed in connection with the Pillar5 acquisition. These adjustments were based on new information obtained about facts and circumstances that existed as of the acquisition date. The net impact of these changes was recorded as an adjustment to goodwill. This allocation continues to be provisional and reflects the information available to management as of the reporting date. The final allocation may differ materially from the amounts presented below as we complete our valuation procedures, primarily related to finalizing our assessment of identifiable assets.

#### (In thousands)

	<u>December 18, 2025</u>
Cash acquired	\$ 688
Accounts receivable	2,256
Inventories	8,434
Prepaid expenses and other current assets	1,179
Property, plant and equipment, net	46,132
Operating lease right-of-use assets	4,448
Goodwill	52,772
Other long-term assets	5,231
Total assets acquired	<u>121,140</u>
Accounts payable	4,047
Operating lease liabilities, current portion	534
Other accrued liabilities	3,254
Long-term operating lease liabilities, net of current portion	3,410
Total liabilities assumed	<u>11,245</u>
Net assets acquired	<u>\$ 109,895</u>

We recorded goodwill of \$52.8 million based on the amount by which the purchase price exceeded the preliminary fair value of the net assets acquired. Goodwill is not deductible for income tax purposes.

The pro-forma effect of this acquisition on revenues and earnings was not material.

### 3. Accounts Receivable

Accounts receivable consist of the following:

<i>(In thousands)</i>	March 31,	
	2026	2025
<b>Components of Accounts Receivable</b>		
Trade accounts receivable	\$ 208,569	\$ 202,043
Short-term loan receivable, including interest	—	7,796
Other receivables	1,538	768
	<u>210,107</u>	<u>210,607</u>
Less allowances for discounts, returns and uncollectible accounts	(18,187)	(16,314)
Accounts receivable, net	<u>\$ 191,920</u>	<u>\$ 194,293</u>

In 2026, we wrote off the supplier loan included in short-term loan receivable.

### 4. Inventories

Inventories consist of the following:

<i>(In thousands)</i>	March 31,	
	2026	2025
<b>Components of Inventories</b>		
Packaging and raw materials	\$ 22,853	\$ 26,562
Work in process	2,079	2,880
Finished goods	134,200	118,267
Inventories	<u>\$ 159,132</u>	<u>\$ 147,709</u>

Inventories are carried and depicted above at the lower of cost or net realizable value, which includes a reduction in inventory values of \$6.6 million and \$4.0 million at March 31, 2026 and 2025, respectively, related to obsolete and slow-moving inventory.

### 5. Property, Plant and Equipment

Property, plant and equipment, net consist of the following:

<i>(In thousands)</i>	March 31,	
	2026	2025
<b>Components of Property, Plant and Equipment</b>		
Land	\$ 2,136	\$ 550
Building	48,859	31,353
Machinery	83,751	74,621
Computer equipment	33,279	31,958
Furniture and fixtures	3,485	3,341
Leasehold improvements	10,806	10,610
Construction in progress	28,241	3,350
	<u>210,557</u>	<u>155,783</u>
Accumulated depreciation	(88,868)	(81,235)
Property, plant and equipment, net	<u>\$ 121,689</u>	<u>\$ 74,548</u>

We recorded depreciation expense of \$10.1 million, \$9.7 million and \$8.2 million for 2026, 2025 and 2024, respectively.

## 6. Goodwill

The following table summarizes the changes in the carrying value of goodwill by operating segment for each of 2024, 2025 and 2026:

<i>(In thousands)</i>	<b>North American OTC Healthcare</b>	<b>International OTC Healthcare</b>	<b>Consolidated</b>
<b>Balance – March 31, 2024</b>			
Goodwill	\$ 711,452	\$ 30,384	\$ 741,836
Accumulated impairment losses	(212,516)	(1,587)	(214,103)
<b>Balance - March 31, 2024</b>	<b>\$ 498,936</b>	<b>\$ 28,797</b>	<b>\$ 527,733</b>
Adjustment related to acquisition <sup>(a)</sup>	—	309	309
Effects of foreign currency exchange rates	—	(617)	(617)
<b>Balance – March 31, 2025</b>			
Goodwill	711,452	30,076	741,528
Accumulated impairment losses	(212,516)	(1,587)	(214,103)
<b>Balance - March 31, 2025</b>	<b>\$ 498,936</b>	<b>\$ 28,489</b>	<b>\$ 527,425</b>
Additions <sup>(b)</sup>	52,772	—	52,772
Effects of foreign currency exchange rates	(721)	1,633	912
<b>Balance – March 31, 2026</b>			
Goodwill	763,503	31,709	795,212
Accumulated impairment losses	(212,516)	(1,587)	(214,103)
<b>Balance - March 31, 2026</b>	<b>\$ 550,987</b>	<b>\$ 30,122</b>	<b>\$ 581,109</b>

<sup>(a)</sup> On January 8, 2024, our Australian subsidiary acquired one of its suppliers. In connection with this acquisition, we preliminarily allocated \$0.6 million to goodwill in fiscal 2024 and made an adjustment of \$0.3 million to the preliminary amount in fiscal 2025.

<sup>(b)</sup> As discussed in Note 2, on December 18, 2025, we acquired Pillar5, one of our *Clear Eyes* suppliers. In connection with this acquisition, we preliminarily allocated \$52.8 million to goodwill.

At February 29, 2024, February 28, 2025, and February 28, 2026, in conjunction with the annual tests for goodwill impairment, which coincided with our annual strategic planning process, the estimated fair value exceeded the carrying value for all reporting units and accordingly, no impairment charge was taken in either period.

We identify our reporting units in accordance with the FASB ASC Subtopic 280. The carrying value and fair value for intangible assets and goodwill for a reporting unit are calculated based on key assumptions and valuation methodologies. The discounted cash flow methodology is a widely accepted valuation technique utilized by market participants in the transaction evaluation process and has been applied consistently. We also considered our market capitalization at February 28, 2026, February 28, 2025 and February 29, 2024, as compared to the aggregate fair values of our reporting units, to assess the reasonableness of our estimates pursuant to the discounted cash flow methodology. The estimates and assumptions made in assessing the fair value of our reporting units and the valuation of the underlying assets and liabilities are inherently subject to significant uncertainties related to future sales, gross margins and advertising and marketing expenses, which can be impacted by increases in competition, changing consumer preferences, technical advances, supply chain constraints, labor shortages and inflation. The discount rate assumption may be influenced by such factors as changes in interest rates and rates of inflation, which can have an impact on the determination of fair value. If these assumptions are adversely affected, we may be required to record additional impairment charges in the future.

Our analysis at February 28, 2026 determined that all reporting units had a fair value that exceeded their carrying value by at least 10%. We performed a sensitivity analysis on our weighted average cost of capital, and we determined that a 50-basis point increase in the weighted average cost of capital would not have resulted in any of our reporting units' fair value being less than their carrying value. Additionally, a 50-basis point decrease in the terminal growth rate used for each reporting unit would not have resulted in any of our reporting units' fair value being less than their carrying value.

## 7. Intangible Assets

A reconciliation of the activity affecting intangible assets, net for each of 2026 and 2025 is as follows:

	<b>Year Ended March 31, 2026</b>		
	<b>Indefinite-Lived Tradenames</b>	<b>Finite-Lived Tradenames and Customer Relationships</b>	<b>Totals</b>
<i>(In thousands)</i>			
<b>Gross Carrying Amounts</b>			
Balance – March 31, 2025	\$ 2,136,986	\$ 434,500	\$ 2,571,486
Additions <sup>(a)</sup>	—	13,865	13,865
Effects of foreign currency exchange rates	6,689	1,765	8,454
Balance – March 31, 2026	<u>\$ 2,143,675</u>	<u>\$ 450,130</u>	<u>\$ 2,593,805</u>
<b>Accumulated Amortization</b>			
Balance – March 31, 2025	\$ —	\$ 276,136	\$ 276,136
Additions	—	17,919	17,919
Effects of foreign currency exchange rates	—	145	145
Balance – March 31, 2026	<u>\$ —</u>	<u>\$ 294,200</u>	<u>\$ 294,200</u>
<b>Intangible assets, net – March 31, 2026</b>	<u>\$ 2,143,675</u>	<u>\$ 155,930</u>	<u>\$ 2,299,605</u>
<b>Intangible Assets, net by Reportable Segment:</b>			
North American OTC Healthcare	\$ 2,068,752	\$ 138,903	\$ 2,207,655
International OTC Healthcare	74,923	17,027	91,950
<b>Intangible assets, net – March 31, 2026</b>	<u>\$ 2,143,675</u>	<u>\$ 155,930</u>	<u>\$ 2,299,605</u>

<sup>(a)</sup>On October 31, 2025, we completed the acquisition of *Feminax*. In connection with this asset acquisition, we allocated the entire purchase price of \$13.9 million to intangible assets.

**Year Ended March 31, 2025**

<i>(In thousands)</i>	<b>Indefinite-Lived Tradenames</b>	<b>Finite-Lived Tradenames and Customer Relationships</b>	<b>Totals</b>
<b>Gross Carrying Amounts</b>			
Balance – March 31, 2024	\$ 2,167,162	\$ 411,258	\$ 2,578,420
Additions <sup>(a)</sup>	6,850	1,400	8,250
Reclassifications <sup>(b)</sup>	(28,982)	28,982	—
Tradename impairment	(6,552)	(5,914)	(12,466)
Effects of foreign currency exchange rates	(1,492)	(1,226)	(2,718)
Balance – March 31, 2025	<u>\$ 2,136,986</u>	<u>\$ 434,500</u>	<u>\$ 2,571,486</u>
<b>Accumulated Amortization</b>			
Balance – March 31, 2024	\$ —	\$ 257,837	\$ 257,837
Additions	—	18,263	18,263
Effects of foreign currency exchange rates	—	36	36
Balance – March 31, 2025	<u>\$ —</u>	<u>\$ 276,136</u>	<u>\$ 276,136</u>
<b>Intangible assets, net – March 31, 2025</b>	<u>\$ 2,136,986</u>	<u>\$ 158,364</u>	<u>\$ 2,295,350</u>
<b>Intangible Assets, net by Reportable Segment:</b>			
North American OTC Healthcare	\$ 2,068,752	\$ 141,234	\$ 2,209,986
International OTC Healthcare	68,234	17,130	85,364
<b>Intangible assets, net – March 31, 2025</b>	<u>\$ 2,136,986</u>	<u>\$ 158,364</u>	<u>\$ 2,295,350</u>

<sup>(a)</sup> Amounts relate to our acquisition of *Hydralyte* intellectual property on October 1, 2024, giving us the rights to the *Hydralyte* intellectual property in all remaining jurisdictions with the exception of the United States.

<sup>(b)</sup> In connection with our annual impairment test at February 28, 2025, certain indefinite-lived intangible assets were moved to finite-lived to better reflect our long-term projections for these brands.

During the fourth quarter of each fiscal year, in conjunction with our strategic planning process, we perform our annual impairment analysis for intangible assets. We utilized the excess earnings method to estimate the fair value of our individual indefinite-lived intangible assets. The assumptions subject to significant uncertainties in the analysis include the discount rate, as well as future sales, gross margins and advertising and marketing expenses. The discount rate assumption may be influenced by such factors as changes in interest rates and rates of inflation, which can have an impact on the determination of fair value. Additionally, should the related fair values of intangible assets be adversely affected as a result of declining sales or margins caused by competition, changing consumer needs or preferences, technological advances, changes in advertising and marketing expenses, or the potential impacts of supply chain constraints, labor shortages, or inflation, we may be required to record additional impairment charges in the future.

At February 29, 2024, in conjunction with the annual test for impairment of intangible assets, the estimated fair value exceeded the carrying value for all intangible assets and accordingly, no impairment charge was taken.

As part of our annual impairment test conducted on February 28, 2025, we recognized impairment charges for indefinite-lived intangible assets totaling \$6.6 million. These charges pertain to non-strategic indefinite-lived intangible assets, reflecting a deliberate shift in sales toward other strategic brands within our portfolio. Of the \$6.6 million impairment, \$4.1 million was associated with our North American OTC Healthcare segment, while \$2.4 million impacted our International OTC Healthcare segment.

At February 28, 2026, in conjunction with the annual test for impairment of intangible assets, the estimated fair value exceeded the carrying value for all intangible assets and accordingly, no impairment charge was taken.

Our analysis as of February 28, 2026 confirmed that all indefinite-lived intangible assets had a fair value exceeding their carrying value by at least 10%, with the exception of *Monistat* within our North American Women's Health reporting unit. We performed a sensitivity analysis of our weighted average cost of capital, and we determined that a 50-basis point increase in the

weighted average cost of capital used to value all of our indefinite-lived intangible assets would have resulted in an impairment charge of \$16.6 million. Additionally, a 50-basis point decrease in the terminal growth rate used for each of our indefinite-lived intangible assets would have not have resulted in any of our indefinite-lived intangible assets' fair value being less than their carrying value.

The weighted average remaining life for finite-lived intangible assets at March 31, 2026 was approximately 9.0 years, and the amortization expense for the year ended March 31, 2026 was \$17.9 million. At March 31, 2026, finite-lived intangible assets are expected to be amortized over their estimated useful lives, which range from a period of 10 to 24 years, and the estimated amortization expense for each of the five succeeding years and periods thereafter is as follows (in thousands):

*(In thousands)*

<b>Year Ending March 31,</b>	<b>Amount</b>
2027	\$ 16,481
2028	14,157
2029	14,144
2030	14,005
2031	13,975
Thereafter	83,168
	<u>\$ 155,930</u>

## 8. Leases

The components of lease expense for the years ended March 31, 2026 and 2025 are as follows:

<i>(In thousands)</i>	<b>March 31,</b>	
	<b>2026</b>	<b>2025</b>
Finance lease cost:		
Amortization of right-of-use assets	\$ 3,279	\$ 2,230
Interest on lease liabilities	1,375	375
Operating lease cost	7,923	7,332
Short-term lease cost	140	139
Variable lease cost	19,387	55,399
Total net lease cost	<u>\$ 32,104</u>	<u>\$ 65,475</u>

As of March 31, 2026, the maturities of lease liabilities are as follows:

*(In thousands)*

<b>Year Ending March 31,</b>	<b>Operating Leases</b>	<b>Financing Leases</b>	<b>Total</b>
2027	\$ 8,340	\$ 3,875	\$ 12,215
2028	7,957	3,875	11,832
2029	6,687	3,869	10,556
2030	6,025	3,366	9,391
2031	1,123	2,664	3,787
Thereafter	1,619	7,993	9,612
Total undiscounted lease payments	31,751	25,642	57,393
Less amount of lease payments representing interest	(3,886)	(5,018)	(8,904)
Total present value of lease payments	<u>\$ 27,865</u>	<u>\$ 20,624</u>	<u>\$ 48,489</u>

The weighted average remaining lease term and weighted average discount rate are as follows:

	<b>March 31, 2026</b>
Weighted average remaining lease term (years)	
Operating leases	4.28
Financing leases	7.18
Weighted average discount rate	
Operating leases	6.42 %
Financing leases	6.31 %

On October 1, 2024, we entered into Amendments 3 and 4 extending the Master Logistics Services Agreement with GEODIS Logistics LLC ("GEODIS") as our third-party logistics provider. Under this agreement, we have extended our May 2019 agreement that authorized GEODIS to lease a facility and equipment for an additional 65 month term. The lease and non-lease components were recorded in our fiscal 2025 financial statements. The ROU asset and operating lease liability at lease commencement was \$23.0 million. The GEODIS amendments also included a new finance lease and the renewal of previous finance leases for assets purchased by GEODIS for our use under the Master Logistics Agreement. The ROU asset and finance lease liability at lease commencement was \$4.7 million.

## 9. Other Accrued Liabilities

Other accrued liabilities consist of the following:

<i>(In thousands)</i>	<b>March 31,</b>	
	<b>2026</b>	<b>2025</b>
Accrued marketing costs	\$ 31,631	\$ 26,324
Accrued compensation costs	12,127	14,205
Accrued broker commissions	1,476	1,462
Income taxes payable	733	830
Accrued professional fees	8,290	8,026
Accrued production costs	6,018	6,416
Line of credit	2,986	—
Other accrued liabilities	9,728	6,195
	<u>\$ 72,989</u>	<u>\$ 63,458</u>

## 10. Long-Term Debt

Long-term debt consists of the following, as of the dates indicated:

<i>(In thousands, except percentages)</i>	<b>March 31, 2026</b>	<b>March 31, 2025</b>
2021 Senior Notes bearing interest at 3.750%, with interest payable on April 1 and October 1 of each year. The 2021 Senior Notes mature on April 1, 2031.	\$ 600,000	\$ 600,000
2019 Senior Notes bearing interest at 5.125%, with interest payable on January 15 and July 15 of each year. The 2019 Senior Notes mature on January 15, 2028.	400,000	400,000
Long-term debt	1,000,000	1,000,000
Less: unamortized debt costs	(6,047)	(7,643)
Long-term debt, net	<u>\$ 993,953</u>	<u>\$ 992,357</u>

At March 31, 2026, we had no balance outstanding on the 2012 ABL Revolver and a borrowing capacity of \$182.9 million.

### **2012 Term Loan and 2012 ABL Revolver:**

On January 31, 2012, Prestige Brands, Inc. (the "Borrower") entered into a senior secured credit facility, which originally consisted of (i) a \$660.0 million term loan with a 7-year maturity (the "2012 Term Loan") and (ii) a \$50.0 million asset-based revolving line of credit with a 5-year maturity (the "2012 ABL Revolver"). In subsequent years, we have utilized portions of our accordion feature to increase the amount of our borrowing capacity under the 2012 ABL Revolver to the current amount of

\$200.0 million, reduced our borrowing rate on the 2012 ABL Revolver and made several other changes to the 2012 ABL Revolver. We have also amended the 2012 Term Loan several times.

On June 12, 2023, we entered Amendment No. 7 to the 2012 Term Loan ("Term Loan Amendment No. 7"), effective July 1, 2023. Term Loan Amendment No. 7 provided for the replacement of LIBOR with SOFR as our reference rate for the 2012 Term Loan.

On April 4, 2023, we entered into Amendment No. 8 ("ABL Amendment No. 8") to the 2012 ABL Revolver. ABL Amendment No. 8 provides for the replacement of LIBOR with SOFR as our reference rate for the 2012 ABL Revolver.

On December 8, 2023, we entered into Amendment No. 9 ("ABL Amendment No. 9") to the 2012 ABL Revolver. ABL Amendment No. 9 provides for (i) an increase in the aggregate revolving commitment of the facility from \$175.0 million to \$200.0 million, (ii) an extension of the maturity date of the 2012 ABL Revolver to December 8, 2028 and (iii) increased flexibility under the credit agreement governing the 2012 ABL Revolver, including increased flexibility related to restricted payments, debt incurrence and borrowing base calculations. There were no changes to interest terms as a result of this amendment.

***2019 Senior Notes:***

On December 2, 2019, the Borrower issued \$400.0 million aggregate principal amount of 5.125% senior notes due January 15, 2028 (the "2019 Senior Notes"), pursuant to an indenture dated December 2, 2019, among the Borrower, the guarantors party thereto (including the Company) and U.S. Bank National Association, as trustee. We used the net proceeds from the 2019 Senior Notes, together with cash on hand, to redeem all \$400.0 million of our then-outstanding senior notes issued on December 17, 2013 that were due in 2021, and to pay related fees and expenses.

***2021 Senior Notes:***

On March 1, 2021, the Borrower issued \$600.0 million aggregate principal amount of 3.750% senior notes due April 1, 2031 (the "2021 Senior Notes"), pursuant to an indenture dated March 1, 2021, among the Borrower, the guarantors party thereto (including the Company) and U.S. Bank National Association, as trustee. We used the net proceeds from the 2021 Senior Notes to redeem all \$600.0 million of our then-outstanding 2016 senior notes issued on February 19, 2016 and March 21, 2018, which were due in 2024, and to pay related fees and expenses.

***Interest, Redemptions and Restrictions:***

During fiscal 2025, we repaid the balance of our 2012 Term Loan and terminated all related commitments. For the year ended March 31, 2025, during the period it was outstanding, the average interest rate on the 2012 Term Loan was 7.1%. For the year ended March 31, 2026, the average interest rate on amounts borrowed under the 2012 ABL Revolver was 3.9%. There were no borrowings under the 2012 ABL Revolver at any time during 2025.

We have the option to redeem all or a portion of the 2019 Senior Notes at any time on or after January 15, 2023 at the redemption prices set forth in the indenture governing the 2019 Senior Notes, plus accrued and unpaid interest, if any. Subject to certain limitations, in the event of a change of control (as defined in the indenture governing the 2019 Senior Notes), the Borrower will be required to make an offer to purchase the 2019 Senior Notes at a price equal to 101% of the aggregate principal amount of the notes repurchased, plus accrued and unpaid interest, if any, to the date of repurchase.

We have the option to redeem all or a portion of the 2021 Senior Notes at any time on or after April 1, 2026 at the redemption prices set forth in the indenture governing the 2021 Senior Notes, plus accrued and unpaid interest, if any. Subject to certain limitations, in the event of a change of control (as defined in the indenture governing the 2021 Senior Notes), the Borrower will be required to make an offer to purchase the 2021 Senior Notes at a price equal to 101% of the aggregate principal amount of the notes repurchased, plus accrued and unpaid interest, if any, to the date of repurchase.

The credit agreement governing the 2012 ABL Revolver and the indentures governing the 2021 Senior Notes and the 2019 Senior Notes contain provisions that restrict us from undertaking specified corporate actions, such as asset dispositions, acquisitions, dividend payments, repurchases of common shares outstanding, changes of control, incurrences of indebtedness, issuance of equity, creation of liens, making of loans and transactions with affiliates. Additionally, the credit agreement governing the 2012 ABL Revolver and the indentures governing the 2021 Senior Notes and the 2019 Senior Notes contain cross-default provisions, whereby a default pursuant to the terms and conditions of certain indebtedness will cause a default on the remaining indebtedness under the credit agreement governing the 2012 ABL Revolver and the indentures governing the 2021 Senior Notes and the 2019 Senior Notes. At March 31, 2026, we were in compliance with the covenants under our long-term indebtedness.

As of March 31, 2026, aggregate future principal payments required in accordance with the terms of the indentures governing the 2021 Senior Notes and the 2019 Senior Notes are as follows:

*(In thousands)*

<b>Year Ending March 31,</b>	<b>Amount</b>
2027	\$ —
2028	400,000
2029	—
2030	—
2031	—
Thereafter	600,000
	<u>\$ 1,000,000</u>

## 11. Fair Value Measurements

For certain of our financial instruments, including cash, accounts receivable, accounts payable and other current liabilities, the carrying amounts approximate their respective fair values due to the relatively short maturity of these amounts.

The Fair Value Measurements and Disclosures topic of the FASB ASC 820 requires fair value to be determined based on the exchange price that would be received for an asset or paid to transfer a liability in the principal or most advantageous market assuming an orderly transaction between market participants. The Fair Value Measurements and Disclosures topic established market (observable inputs) as the preferred source of fair value, to be followed by the Company's assumptions of fair value based on hypothetical transactions (unobservable inputs) in the absence of observable market inputs. Based upon the above, the following fair value hierarchy was created:

Level 1 - Quoted market prices for identical instruments in active markets;

Level 2 - Quoted prices for similar instruments in active markets, as well as quoted prices for identical or similar instruments in markets that are not considered active; and

Level 3 - Unobservable inputs developed by the Company using estimates and assumptions reflective of those that would be utilized by a market participant.

The market values have been determined based on market values for similar instruments adjusted for certain factors. As such, the 2021 Senior Notes and the 2019 Senior Notes are measured in Level 2 of the above hierarchy (see summary below detailing the carrying amounts and estimated fair values of these instruments at March 31, 2026 and 2025).

<i>(In thousands)</i>	<b>March 31, 2026</b>		<b>March 31, 2025</b>	
	<b>Carrying Value</b>	<b>Fair Value</b>	<b>Carrying Value</b>	<b>Fair Value</b>
2019 Senior Notes	\$ 400,000	\$ 399,000	\$ 400,000	\$ 392,000
2021 Senior Notes	600,000	550,500	600,000	537,750

At March 31, 2026 and 2025, we did not have any assets or liabilities measured in Level 1 or 3. During 2026, 2025 and 2024, there were no transfers of assets or liabilities between Levels 1, 2 and 3.

## 12. Stockholders' Equity

The Company is authorized to issue 250.0 million shares of common stock, \$0.01 par value per share, and 5.0 million shares of preferred stock, \$0.01 par value per share. The Board of Directors may direct the issuance of the undesignated preferred stock in one or more series and determine preferences, privileges and restrictions thereof.

Each share of common stock has the right to one vote on all matters submitted to a vote of stockholders. The holders of common stock are also entitled to receive dividends whenever funds are legally available and when declared by the Board of Directors, subject to prior rights of holders of all classes of stock outstanding having priority rights as to dividends. No dividends have been declared or paid on the Company's common stock through March 31, 2026.

During the years ended March 31, 2026 and 2025, we repurchased shares of our common stock and recorded them as treasury stock. Our share repurchases consisted of the following:

	<b>Year Ended March 31,</b>	
	<b>2026</b>	<b>2025</b>
Shares repurchased pursuant to the provisions of the various employee restricted stock awards:		
Number of shares	52,425	83,124
Average price per share	\$82.45	\$70.16
Total amount repurchased	\$ 4.3 million	\$ 5.8 million
Shares repurchased in conjunction with our share repurchase program:		
Number of shares	2,338,547	737,672
Average price per share	\$66.83	\$69.83
Total amount repurchased	\$ 156.3 million	\$ 51.5 million

### 13. Share-Based Compensation

In connection with our initial public offering, the Board of Directors adopted the 2005 Long-Term Equity Incentive Plan (the "2005 Plan"), which provided for grants of up to a maximum of 5.0 million shares of restricted stock, stock options, RSUs and other equity-based awards. In June 2014, the Board of Directors approved, and in July 2014, our stockholders ratified, an increase of an additional 1.8 million shares of our common stock for issuance under the 2005 Plan, an increase of the maximum number of shares subject to stock options that could be awarded to any one participant under the 2005 Plan during any fiscal 12-month period from 1.0 million to 2.5 million shares, and an extension of the term of the 2005 Plan by ten years to February 2025. Directors, officers and other employees of the Company and its subsidiaries, as well as others performing services for the Company, were eligible for grants under the 2005 Plan.

On June 23, 2020, the Board of Directors adopted the Prestige Consumer Healthcare Inc. 2020 Long-Term Incentive Plan (the "2020 Plan"). The 2020 Plan became effective on August 4, 2020, upon the approval of the 2020 Plan by our stockholders. On June 23, 2020, a total of 2,827,210 shares were available for issuance under the 2020 Plan (comprised of 2,000,000 new shares plus 827,210 shares that were unissued under the 2005 Plan). All future equity awards will be made from the 2020 Plan, and the Company will not grant any additional awards under the 2005 Plan.

The following table provides information regarding our stock-based compensation:

<i>(In thousands)</i>	<b>March 31,</b>		
	<b>2026</b>	<b>2025</b>	<b>2024</b>
Pre-tax share-based compensation costs charged against income	\$ 10,835	\$ 11,157	\$ 14,010
Income tax benefit recognized on compensation costs	\$ 1,212	\$ 1,267	\$ 1,190
Total fair value of options and RSUs vested during the period	\$ 10,744	\$ 12,185	\$ 12,213
Cash received from the exercise of stock options	\$ 4,285	\$ 14,802	\$ 18,089
Tax benefits realized from tax deductions resulting from RSU issuances and stock option exercises	\$ 1,074	\$ 2,273	\$ 2,161

At March 31, 2026, there were \$2.4 million of unrecognized compensation costs related to unvested stock options under the 2020 Plan, excluding an estimate for forfeitures which may occur. We expect to recognize such costs over a weighted average period of 1.6 years. At March 31, 2026, there were \$11.7 million of unrecognized compensation costs related to unvested RSUs and performance-based stock units ("PSUs") under the 2020 Plan, excluding an estimate for forfeitures that may occur. We expect to recognize such costs over a weighted average period of 1.8 years.

At March 31, 2026, there were 1.4 million shares available for issuance under the 2020 Plan.

### Restricted Stock Units

RSUs granted to employees under the 2005 Plan and the 2020 Plan generally vest in three years, primarily upon the attainment of certain time vesting thresholds, and, in the case of PSUs, are also contingent on the attainment of certain performance goals of the Company, including revenue and earnings before interest, income taxes, depreciation and amortization targets. The RSUs provide for accelerated vesting if there is a change of control, as defined in the 2005 Plan and the 2020 Plan. The RSUs granted to employees generally vest either ratably over three years or in their entirety on the three-year anniversary of the date of the grant. Upon vesting, the units will be settled in shares of our common stock. Termination of employment prior to vesting will result in forfeiture of the RSUs, unless otherwise accelerated by the Compensation Committee or, in the case of RSUs granted in May 2017 and later, subject to pro-rata vesting in the event of death, disability or retirement. The RSUs granted to directors prior to fiscal 2020 vest immediately upon grant and will be settled by delivery to the director of one share of our common stock for each vested RSU promptly following the earliest of (i) the director's death, (ii) the director's disability or (iii) the six-month anniversary of the date on which the director's Board membership ceases for reasons other than death or disability. The RSUs granted to directors in fiscal 2020 through fiscal 2022 vest immediately upon grant and will be settled by delivery to the director of one share of our common stock for each vested RSU promptly following the earliest of (i) the director's death, (ii) the director's separation from service or (iii) a change in control of the Company. The RSUs granted to directors in fiscal 2023 through fiscal 2026 fully vest one year after receipt of the award, subject to the continued service of the director on such vesting date and will be settled by delivery to each director of one share of our common stock for each vested RSU either (a) at the election of the director prior to the grant date, immediately upon vesting, or (b) promptly following the earliest of (i) such director's death, (ii) such director's separation from service or (iii) a change in control of the Company.

The fair value of the RSUs is determined using the closing price of our common stock on the date of the grant.

A summary of the Company's RSUs granted under the 2005 Plan and 2020 Plan is presented below:

<b>RSUs</b>	<b>Shares (in thousands)</b>	<b>Weighted Average Grant Date Fair Value</b>
Unvested at March 31, 2023	409.0	\$ 47.17
Granted	157.1	62.06
Incremental performance shares	41.4	—
Vested	(205.0)	43.17
Forfeited	(10.6)	52.68
Unvested at March 31, 2024	391.9	54.43
Vested at March 31, 2024	110.2	38.77
Granted	166.8	70.31
Incremental performance shares	41.1	—
Vested	(192.7)	47.60
Forfeited	(4.9)	59.31
Unvested at March 31, 2025	402.2	63.20
Vested at March 31, 2025	97.6	39.90
Granted	138.1	80.66
Vested	(133.4)	57.76
Forfeited	(27.8)	65.00
Unvested at March 31, 2026	379.1	71.34
Vested at March 31, 2026	110.2	43.14

## Options

The 2005 Plan and the 2020 Plan provide that the exercise price of options granted shall be no less than the fair market value of the Company's common stock on the date the options are granted. Options granted have a term of no greater than ten years from the date of grant and vest in accordance with a schedule determined at the time the option is granted, generally three years. The option awards provide for accelerated vesting in the event of a change in control, as defined in the 2005 Plan and the 2020 Plan. Except in the case of death, disability or retirement, termination of employment prior to vesting will result in forfeiture of the unvested stock options. Vested stock options will remain exercisable by the employee after termination of employment, subject to the terms in the 2005 Plan and the 2020 Plan.

The fair value of each option award is estimated on the date of grant using the Black-Scholes Option Pricing Model that uses the assumptions noted in the table below. Expected volatilities are based on the historical volatility of our common stock and other factors, including the historical volatilities of comparable companies. We use appropriate historical data, as well as current data, to estimate option exercise and employee termination behaviors. Employees that are expected to exhibit similar exercise or termination behaviors are grouped together for the purposes of valuation. The expected terms of the options granted are derived from our historical experience, management's estimates and consideration of information derived from the public filings of companies similar to us, and represent the period of time that options granted are expected to be outstanding. The risk-free rate represents the yield on U.S. Treasury bonds with a maturity equal to the expected term of the granted options.

	Year Ended March 31,		
	2026	2025	2024
Expected volatility	28.4% - 30.1%	30.4% - 30.8%	30.2% to 31.6%
Expected dividends	—	—	—
Expected term in years	6.0 to 7.0	6.0 to 7.0	6.0 to 7.0
Risk-free rate	4.0% to 4.1%	4.5%	3.6% to 4.1%
Weighted average grant date fair value of options granted	\$30.52	\$27.97	\$23.79

A summary of option activity under the 2005 Plan and 2020 Plan is as follows:

Options	Shares (in thousands)	Weighted Average Exercise Price	Weighted Average Remaining Contractual Term	Aggregate Intrinsic Value (in thousands)
Outstanding at March 31, 2023	1,081.0	\$ 43.96		
Granted	131.1	61.81		
Exercised	(440.3)	41.08		
Forfeited	(41.0)	54.15		
Expired	(2.8)	54.47		
Outstanding at March 31, 2024	728.0	48.30		
Granted	109.7	69.94		
Exercised	(303.4)	48.77		
Forfeited	(15.6)	60.87		
Outstanding at March 31, 2025	518.7	52.22		
Granted	111.6	82.30		
Exercised	(80.3)	53.36		
Forfeited	(46.0)	76.62		
Expired	(3.7)	65.56		
Outstanding at March 31, 2026	500.3	56.40	6.0	\$ 4,342
Exercisable at March 31, 2026	335.8	47.44	4.8	\$ 4,342

The aggregate intrinsic value of options exercised during 2026, 2025 and 2024 was \$2.1 million, \$9.3 million and \$10.0 million, respectively.

#### 14. Accumulated Other Comprehensive Loss

The table below presents accumulated other comprehensive income (loss) (“AOCI”), which affects equity and results from recognized transactions and other economic events, other than transactions with owners in their capacity as owners.

AOCI consisted of the following at March 31, 2026 and 2025:

<i>(In thousands)</i>	March 31,	
	2026	2025
<b>Components of Accumulated Other Comprehensive Loss</b>		
Cumulative translation adjustment	\$ (28,916)	\$ (38,303)
Unrecognized net gain on pension plans, net of tax of \$(163) and \$(192), respectively	548	644
Accumulated other comprehensive loss, net of tax	\$ (28,368)	\$ (37,659)

## 15. Income Taxes

### *Recent U.S. tax legislation*

On July 4, 2025, the One Big Beautiful Bill Act (“OBBBA”) was enacted in the United States. The OBBBA makes permanent key elements of the Tax Cuts and Jobs Act, including 100% bonus depreciation, domestic research cost expensing, and the business interest expense limitation. We evaluated the provisions of the OBBBA effective during fiscal year ended March 31, 2026 and determined that there was no material impact on our estimated annual effective tax rate.

Income before income taxes consists of the following:

<i>(In thousands)</i>	Year Ended March 31,		
	2026	2025	2024
United States	\$ 237,057	\$ 249,803	\$ 239,405
Foreign	20,439	34,386	36,620
Total income before income taxes	<u>\$ 257,496</u>	<u>\$ 284,189</u>	<u>\$ 276,025</u>

The provision for income taxes consists of the following:

<i>(In thousands)</i>	Year Ended March 31,		
	2026	2025	2024
Current			
Federal	\$ 31,573	\$ 34,156	\$ 28,302
State	4,455	5,914	3,662
Foreign	8,614	11,092	11,652
Deferred			
Federal	17,297	12,237	20,582
State	8,004	5,210	3,034
Foreign	(2,748)	975	(546)
Total provision for income taxes	<u>\$ 67,195</u>	<u>\$ 69,584</u>	<u>\$ 66,686</u>

The principal components of our deferred tax balances are as follows:

<i>(In thousands)</i>	<b>March 31,</b>	
	<b>2026</b>	<b>2025</b>
<b>Deferred Tax Assets</b>		
Allowance for credit losses and sales returns	\$ 3,404	\$ 2,920
Inventory capitalization	1,941	2,069
Inventory reserves	2,432	1,221
Net operating loss carryforwards	9,225	—
State income taxes	11,759	9,631
Accrued liabilities	3,810	1,275
Accrued compensation	3,067	3,653
Stock compensation	3,746	3,506
Research and development	1,692	6,231
Lease liability	11,732	12,086
Unrealized foreign exchange loss	401	245
Other	8,705	11,268
Total deferred tax assets	<u>\$ 61,914</u>	<u>\$ 54,105</u>
<b>Deferred Tax Liabilities</b>		
Property, plant and equipment	\$ (11,692)	\$ (9,081)
Intangible assets	(476,973)	(451,368)
Right-of-use asset	(12,009)	(12,413)
Total deferred tax liabilities	<u>\$ (500,674)</u>	<u>\$ (472,862)</u>
Net deferred tax liability	<u>\$ (438,760)</u>	<u>\$ (418,757)</u>

The total net deferred tax liability shown above is net of \$8.7 million and \$0.8 million of deferred tax assets which are included in Other long-term assets on the Consolidated Balance Sheets as of March 31, 2026 and 2025, respectively.

We had no valuation allowance as of March 31, 2026 and March 31, 2025.

For the year ended March 31, 2026, we adopted ASU 2023-09 on a prospective basis. Differences between the provision for income taxes at the U.S. federal statutory income tax rate and the provision in the consolidated statements of operations are as follows:

<i>(In thousands)</i>	<b>Year Ended March 31,</b>	
	<b>2026</b>	
		%
<b>Income tax provision at statutory rate</b>	\$ 54,074	21.0 %
<b>State income taxes (net of Federal income tax benefit) <sup>(a)</sup></b>	11,526	4.5 %
<b>Foreign tax effects:</b>		
Australia:		
Statutory tax rate difference between Australia and the U.S.	2,457	1.0 %
Other foreign jurisdictions	(964)	(0.5)%
<b>Effect of cross-border tax laws:</b>		
Global intangible low taxed income	211	0.1 %
Foreign derived intangible income	(1,032)	(0.4)%
Subpart F	130	0.1 %
<b>Tax credits:</b>		
Research and Development	(736)	(0.3)%
<b>Nontaxable or nondeductible items:</b>		
Compensation limitations	1,229	0.5 %
Stock compensation	(149)	(0.1)%
<b>Changes in unrecognized tax liabilities</b>	241	0.1 %
<b>Other</b>	208	0.1 %
<b>Total provision for income taxes</b>	<u>\$ 67,195</u>	<u>26.1 %</u>

<sup>(a)</sup> During the year ended March 31, 2026, the state of California comprised more than 50% of the tax effect in this category.

Differences between the provision for income taxes at the U.S. federal statutory income tax rates and the provision prior to the adoption of ASU 2023-09 are as follows:

<i>(In thousands)</i>	<b>Year Ended March 31,</b>			
	<b>2025</b>		<b>2024</b>	
		%		%
Income tax provision at statutory rate	\$ 59,680	21.0	\$ 57,965	21.0
Foreign tax provision	4,691	1.7	3,164	1.1
State income taxes provision, net of federal income tax benefit	10,187	3.6	6,004	2.2
Research and development	(600)	(0.2)	(700)	(0.3)
Compensation limitations	1,312	0.5	1,910	0.7
Foreign tax credit	(622)	(0.2)	(889)	(0.3)
Uncertain tax positions	(3,694)	(1.3)	390	0.1
Other	(1,370)	(0.6)	(1,158)	(0.3)
<b>Total provision for income taxes</b>	<u>\$ 69,584</u>	<u>24.5</u>	<u>\$ 66,686</u>	<u>24.2</u>

The components of Income taxes paid, net of refunds received, consists of the following:

<i>(In thousands)</i>	<b>Year Ended March 31, 2026</b>
Federal	\$ 28,100
State	6,143
Foreign:	
Australia	10,512
Other foreign	1,189
Income taxes paid, net of refunds	<u>\$ 45,944</u>

Uncertain tax liability activity is as follows:

<i>(In thousands)</i>	<b>2026</b>	<b>2025</b>	<b>2024</b>
Balance – beginning of year	\$ 1,066	\$ 3,325	\$ 3,295
Reductions based on lapse of statute of limitations	(228)	(2,649)	(417)
Payments and other movements	428	390	447
Balance – end of year	<u>\$ 1,266</u>	<u>\$ 1,066</u>	<u>\$ 3,325</u>

We recognize interest and penalties related to uncertain tax positions as a component of income tax expense. We did not incur any material interest or penalties related to income taxes in 2026, 2025 or 2024. We are subject to taxation in the United States and various state and foreign jurisdictions, and we are generally open to examination from the year ended March 31, 2022 forward. We are currently under audit with the California state taxing authority for the years ended March 31, 2023 and 2024.

We have made the assessment that the undistributed after-tax earnings from our foreign subsidiaries through March 31, 2026 were not indefinitely reinvested and can be remitted to the U.S. parent in a tax-neutral transaction under either the subsidiary countries' relevant income tax treaties or their internal tax law. Accordingly, we have not recorded a deferred tax liability related to these undistributed earnings.

## **16. Employee Retirement Plans**

We have a defined contribution plan in which all U.S. full-time employees are eligible to participate. The participants may contribute from 1% to 70% of their compensation, as defined in the plan. We match 100% of the first 3%, plus 50% of the next 3%, of each participant's base compensation with full vesting immediately. We may also make additional contributions to the plan as determined by the Board of Directors. The total expense for the defined contribution plan was \$2.1 million, \$2.0 million and \$2.0 million for 2026, 2025 and 2024, respectively.

In connection with the acquisition of Pillar5 in December 2025, certain eligible employees in Canada participate in a defined contribution pension plan. The Company's obligation under this plan is limited to specified employer contributions in accordance with the plan's terms.

Certain employees of our Lynchburg manufacturing facility are covered by an unfunded non-qualified plan.

### ***Benefit Obligations and Plan Assets***

The following table summarizes the changes in the U.S. pension plan obligations and includes a statement of the plan's funded status as of March 31, 2026 and 2025:

<i>(In thousands)</i>	March 31,	
	2026	2025
<b>Change in benefit obligation:</b>		
Projected benefit obligation at beginning of period	\$ 3,232	\$ 3,381
Interest cost	141	155
Actuarial gain	89	66
Benefits paid	(370)	(370)
Projected benefit obligations at end of year	<u>\$ 3,092</u>	<u>\$ 3,232</u>
<b>Change in plan assets:</b>		
Fair value of plan assets at beginning of period	\$ —	\$ —
Employer contribution	370	370
Benefits paid	(370)	(370)
Settlements paid with termination of qualified plan	—	—
Fair value of plan assets at end of year	<u>\$ —</u>	<u>\$ —</u>
Funded status at end of year	<u>\$ (3,092)</u>	<u>\$ (3,232)</u>

Amounts recognized in the balance sheet at the end of the period consist of the following:

<i>(In thousands)</i>	March 31,	
	2026	2025
Current liability	\$ 361	\$ 362
Long-term liability	2,731	2,870
Total liabilities	<u>\$ 3,092</u>	<u>\$ 3,232</u>

The primary components of Net Periodic Benefit Cost consist of the following:

<i>(In thousands)</i>	Year Ended March 31,		
	2026	2025	2024
Interest cost	\$ 141	\$ 155	\$ 152
Net periodic benefit cost	<u>\$ 141</u>	<u>\$ 155</u>	<u>\$ 152</u>

The following table provides information regarding the accumulated benefit obligation of our pension plan:

<i>(In thousands)</i>	March 31,	
	2026	2025
Accumulated benefit obligation	\$ 3,092	\$ 3,232
Projected benefit obligations	\$ 3,092	\$ 3,232

The following table includes amounts that are expected to be contributed to the unfunded plan by the Company. It reflects benefit payments that are made directly from the Company's assets. The amounts in the table are actuarially determined and reflect the Company's best estimate given its current knowledge; actual amounts could be materially different.

<i>(In thousands)</i>	<u>Pension Benefits</u>	
<b>Employer contributions:</b>		
2027 (expectation) to participant benefits	\$	361
<b>Expected benefit payments year ending March 31,</b>		
2027	\$	361
2028		347
2029		332
2030		316
2031		301
2032-2035		1,260

Since our plan is unfunded, there were no plan assets as of March 31, 2025 or 2026.

The following tables show the unrecognized actuarial gain included in accumulated other comprehensive income (loss) at March 31, 2026, 2025 and 2024:

<i>(In thousands)</i>		
<b>Balances in accumulated other comprehensive loss as of March 31, 2024:</b>		
Unrecognized actuarial (gain)	\$	(942)
<b>Balances in accumulated other comprehensive loss as of March 31, 2025:</b>		
Unrecognized actuarial (gain)	\$	(836)
<b>Balances in accumulated other comprehensive loss as of March 31, 2026:</b>		
Unrecognized actuarial (gain)	\$	(711)

There was no unrecognized prior service credit for any of the periods presented.

Assumptions used in determining the actuarial present value of the net periodic benefit cost (income) for the fiscal years ended March 31, 2026, 2025 and 2024 were as follows:

	<b>March 31,</b>		
	<b>2026</b>	<b>2025</b>	<b>2024</b>
<b>Key assumptions:</b>			
Discount rate	5.02%	4.97%	4.88%

Assumptions used in determining the actuarial present value of the benefit obligation as of March 31, 2026 and 2025 were as follows:

	<b>March 31,</b>	
	<b>2026</b>	<b>2025</b>
<b>Key assumptions:</b>		
Discount rate	5.02%	4.97%

## 17. Commitments and Contingencies

We are involved from time to time in routine legal matters and other claims incidental to our business. We review outstanding claims and proceedings internally and with external counsel as necessary to assess probability and amount of potential loss. These assessments are re-evaluated at each reporting period and as new information becomes available to determine whether a reserve should be established or if any existing reserve should be adjusted. The actual cost of resolving a claim or proceeding ultimately may be substantially different than the amount of the recorded reserve. In addition, because it is not

permissible under GAAP to establish a litigation reserve until the loss is both probable and estimable, in some cases there may be insufficient time to establish a reserve prior to the actual incurrence of the loss (upon verdict and judgment at trial, for example, or in the case of a quickly negotiated settlement). We believe the resolution of routine legal matters and other claims incidental to our business, taking our reserves into account, will not be material to our financial condition or results of operations.

### ***Lease Commitments***

See Note 8 for a description of our operating and finance leases.

### ***Purchase Commitments***

We have supply agreements for the manufacture of some of our products. The following table shows the minimum amounts that we are committed to pay under these agreements:

***(In thousands)***

<b>Year Ending March 31,</b>	<b>Amount</b>
2027	\$ 6,135
2028	5,640
2029	3,164
2030	102
2031	—
Thereafter	—
	<u>\$ 15,041</u>

## **18. Concentrations of Risk**

Our revenues are concentrated in the area of OTC Healthcare. We sell our products to mass merchandisers, drug/drug wholesale, food, dollar, convenience and club stores and e-commerce channels. During 2026, 2025 and 2024, approximately 38%, 37% and 38%, respectively, of our gross revenues were derived from our five top selling brands. Two customers, Walmart and Amazon, accounted for more than 10% of our gross revenues during 2026. During 2026, 2025 and 2024, Walmart accounted for approximately 20%, 19% and 20%, respectively, of our gross revenues. During 2026, 2025 and 2024, Amazon accounted for approximately 15%, 14%, and 11% respectively, of our gross revenues. At March 31, 2026, approximately 18% of our accounts receivable were owed by Walmart and Amazon.

Our product distribution in the United States is managed by a third-party through one primary distribution center in Clayton, Indiana. We also operate three manufacturing facilities in the United States, Canada and Australia which manufacture products representing 21% of our gross revenues. A natural disaster, such as tornado, earthquake, flood, or fire at our distribution center or our own or a third-party manufacturing facility could damage our inventory and/or materially impair our ability to distribute our products to customers in a timely manner or at a reasonable cost. In addition, a serious disruption caused by performance or contractual issues with our third-party distribution manager, or labor shortages or contagious disease outbreaks or other public health emergencies at our distribution center or manufacturing facilities could also materially impact our product distribution. Any disruption could result in increased costs, expense and/or shipping times, and could harm our reputation and cause us to incur customer fees and penalties. We could also incur significantly higher costs and experience longer lead times should we be required to replace our distribution center, the third-party distribution manager or the manufacturing facilities. As a result, any serious disruption could have a material adverse effect on our business, financial condition and results of operations.

At March 31, 2026, we had relationships with 95 third-party manufacturers. Of those, we had long-term contracts with 18 manufacturers that produced items that accounted for approximately 60% of gross sales for 2026, compared to 16 manufacturers with long-term contracts that accounted for approximately 58% of gross sales in 2025. One of our suppliers, a privately owned pharmaceutical manufacturer with whom we have a long-term supply agreement, produced products that accounted for more than 10% of our gross revenues during 2026, 2025 and 2024. This manufacturer accounted for approximately 21% of our gross revenues in each of 2026 and 2025 and 20% of our gross revenues in 2024, while we accounted for a significant portion of their gross revenues over that time period. No other single third-party supplier produces products that account for 10% or more of our gross revenues. The fact that we do not have long-term contracts with certain manufacturers means that they could cease manufacturing our products at any time and for any reason or initiate arbitrary and costly price increases, which could have a material adverse effect on our business and results of operations. Although we are continually in the process of negotiating long-term contracts with certain key manufacturers, we may not be able to reach a timely agreement, which could have a material adverse effect on our business and results of operations.

## 19. Business Segments

Segment information has been prepared in accordance with the Segment Reporting topic of FASB ASC 280. Our reportable segments consist of (i) North American OTC Healthcare and (ii) International OTC Healthcare. The primary measure used by our chief operating decision maker ("CODM") to evaluate the performance of our operating segments and allocate resources to these segments is contribution margin, which we define as gross profit less advertising and marketing expenses. Information regarding total assets by operating segment is not provided to our CODM. Our CODM is our President and Chief Executive Officer.

The tables below summarize information about our operating and reportable segments.

<i>(In thousands)</i>	<b>Year Ended March 31, 2026</b>		
	<b>North American OTC Healthcare</b>	<b>International OTC Healthcare</b>	<b>Consolidated</b>
Total segment revenues*	\$ 913,576	\$ 175,129	\$ 1,088,705
Cost of sales	412,699	80,428	493,127
Gross profit	500,877	94,701	595,578
Advertising and marketing	120,847	27,935	148,782
Contribution margin	<u>\$ 380,030</u>	<u>\$ 66,766</u>	446,796
Other operating expenses			137,387
Operating income			<u>\$ 309,409</u>

\*Intersegment revenues of \$3.8 million were eliminated from the North American OTC Healthcare segment.

<i>(In thousands)</i>	<b>Year Ended March 31, 2025</b>		
	<b>North American OTC Healthcare</b>	<b>International OTC Healthcare</b>	<b>Consolidated</b>
Total segment revenues*	\$ 960,010	\$ 177,752	\$ 1,137,762
Cost of sales	428,871	74,428	503,299
Gross profit	531,139	103,324	634,463
Advertising and marketing	129,431	26,292	155,723
Contribution margin	<u>\$ 401,708</u>	<u>\$ 77,032</u>	478,740
Other operating expenses**			141,965
Operating income			<u>\$ 336,775</u>

\* Intersegment revenues of \$3.9 million were eliminated from the North American OTC Healthcare segment.

\*\*Other operating expenses for the year ended March 31, 2025 includes a tradename impairment charge of \$12.5 million

<i>(In thousands)</i>	<b>Year Ended March 31, 2024</b>		
	<b>North American OTC Healthcare</b>	<b>International OTC Healthcare</b>	<b>Consolidated</b>
Total segment revenues*	\$ 958,260	\$ 167,097	\$ 1,125,357
Cost of sales	429,361	71,548	500,909
Gross profit	528,899	95,549	624,448
Advertising and marketing	131,494	21,821	153,315
Contribution margin	<u>\$ 397,405</u>	<u>\$ 73,728</u>	471,133
Other operating expenses			128,704
Operating loss			<u>\$ 342,429</u>

\*Intersegment revenues of \$3.7 million were eliminated from the North American OTC Healthcare segment.

The tables below summarize information about our segment revenues from similar product groups.

**Year Ended March 31, 2026**

<i>(In thousands)</i>	<b>North American OTC Healthcare</b>	<b>International OTC Healthcare</b>	<b>Consolidated</b>
Analgesics	\$ 108,300	\$ 5,636	\$ 113,936
Cough & Cold	76,878	25,031	101,909
Women's Health	205,053	22,712	227,765
Gastrointestinal	179,300	80,488	259,788
Eye & Ear Care	126,132	16,807	142,939
Dermatologicals	116,618	9,313	125,931
Oral Care	86,958	14,093	101,051
Other OTC	14,337	1,049	15,386
Total segment revenues	<u>\$ 913,576</u>	<u>\$ 175,129</u>	<u>\$ 1,088,705</u>

**Year Ended March 31, 2025**

<i>(In thousands)</i>	<b>North American OTC Healthcare</b>	<b>International OTC Healthcare</b>	<b>Consolidated</b>
Analgesics	\$ 112,173	\$ 5,524	\$ 117,697
Cough & Cold	82,533	23,681	106,214
Women's Health	216,335	20,496	236,831
Gastrointestinal	174,891	81,052	255,943
Eye & Ear Care	158,858	24,464	183,322
Dermatologicals	120,770	8,177	128,947
Oral Care	81,868	13,162	95,030
Other OTC	12,582	1,196	13,778
Total segment revenues	<u>\$ 960,010</u>	<u>\$ 177,752</u>	<u>\$ 1,137,762</u>

**Year Ended March 31, 2024**

<i>(In thousands)</i>	<b>North American OTC Healthcare</b>	<b>International OTC Healthcare</b>	<b>Consolidated</b>
Analgesics	\$ 111,996	\$ 5,455	\$ 117,451
Cough & Cold	93,575	25,445	119,020
Women's Health	217,103	23,318	240,421
Gastrointestinal	160,889	70,721	231,610
Eye & Ear Care	156,553	22,870	179,423
Dermatologicals	123,288	5,814	129,102
Oral Care	83,212	13,093	96,305
Other OTC	11,644	381	12,025
Total segment revenues	<u>\$ 958,260</u>	<u>\$ 167,097</u>	<u>\$ 1,125,357</u>

Our total segment revenues by geographic area are as follows:

	<b>Year Ended March 31,</b>		
	<b>2026</b>	<b>2025</b>	<b>2024</b>
United States	\$ 850,414	\$ 897,540	\$ 886,470
Rest of world	238,291	240,222	238,887
Total	<u>\$ 1,088,705</u>	<u>\$ 1,137,762</u>	<u>\$ 1,125,357</u>

Our consolidated goodwill and intangible assets have been allocated to the reportable segments as follows:

<b>March 31, 2026</b> <b><i>(In thousands)</i></b>	<b>North</b>	<b>International</b>	<b>Consolidated</b>
	<b>American OTC Healthcare</b>	<b>OTC Healthcare</b>	
Goodwill	\$ 550,987	\$ 30,122	\$ 581,109
Intangible assets			
Indefinite-lived	2,068,752	74,923	2,143,675
Finite-lived	138,903	17,027	155,930
Intangible assets, net	2,207,655	91,950	2,299,605
Total	\$ 2,758,642	\$ 122,072	\$ 2,880,714
<b>March 31, 2025</b> <b><i>(In thousands)</i></b>	<b>North</b>	<b>International</b>	<b>Consolidated</b>
	<b>American OTC Healthcare</b>	<b>OTC Healthcare</b>	
Goodwill	\$ 498,936	\$ 28,489	\$ 527,425
Intangible assets			
Indefinite-lived	2,068,752	68,234	2,136,986
Finite-lived	141,234	17,130	158,364
Intangible assets, net	2,209,986	85,364	2,295,350
Total	\$ 2,708,922	\$ 113,853	\$ 2,822,775

Our goodwill and intangible assets by geographic area are as follows:

	<b>Year Ended March 31,</b>	
	<b>2026</b>	<b>2025</b>
United States	\$ 2,706,591	\$ 2,708,922
Rest of world	174,123	113,853
Total	\$ 2,880,714	\$ 2,822,775

## 20. Subsequent Event

### *Share Based Compensation*

On May 4, 2026, the Compensation Committee granted 101,022 PSUs, 94,112 time-based RSUs and stock options to acquire 179,093 shares of our common stock to certain executive officers and employees under the 2020 Plan. PSUs are earned based on achievement of the performance objectives set by the Compensation Committee and, if earned, vest in their entirety on the three-year anniversary of the date of grant. Time-based RSUs vest either 33.3% per year over three years or in their entirety on the three-year or four-year anniversary of the date of grant. Upon vesting, both PSUs and RSUs will be settled in shares of our common stock. Executives of the Company may elect to defer settlement of a self-defined percentage of vested shares to a specified date or six months after the executive is separated from service to the Company or on a change in control of the Company. The stock options will vest 33.3% per year over three years and are exercisable for up to ten years from the date of grant. These stock options were granted at an exercise price of \$55.31 per share, which is equal to the closing price for our common stock on the date of the grant. Except in cases of death, disability or retirement, termination of employment prior to vesting will result in forfeiture of the unvested PSUs, RSUs and the stock options. Vested stock options will remain exercisable by the employee after termination, subject to the terms of the 2020 Plan.

### *Acquisition of LaCorium Health*

We have entered into a definitive agreement to acquire LaCorium Health ("LaCorium") for approximately \$150.0 million. The transaction, subject to customary conditions, is expected to close in the second quarter of fiscal 2027. Founded in Australia and introduced in 1998, LaCorium is a leader in Australian therapeutic skin care designed to treat individual skin ailments. Products are sold under the Dermal Therapy®, Flexitol®, and Crampeze® brands in need-state categories such as lip care (cold sores), skin care (eczema & acne), foot care (heel balm, antifungal), hair & scalp (eczema), and more. Globally, products are sold in approximately 20 countries across North America, Asia, and the Middle East, under the Flexitol® and Crampeze® brand names.

**SCHEDULE II**

**VALUATION AND QUALIFYING ACCOUNTS**

<i>(In thousands)</i>	<b>Balance at Beginning of Year</b>	<b>Amounts Charged to Expense (Income)</b>	<b>Deductions</b>	<b>Other</b>	<b>Balance at End of Year</b>
<b><i>Year Ended March 31, 2026</i></b>					
Reserves for sales returns and allowance	\$ 10,835	\$ 73,132	\$ (73,768)	\$ —	\$ 10,199
Reserve for cash discounts	3,133	20,392	(20,439)	—	3,086
Allowance for credit losses	2,346	2,710	(154)	—	4,902
<b><i>Year Ended March 31, 2025</i></b>					
Reserves for sales returns and allowance	11,162	69,972	(70,299)	—	10,835
Reserve for cash discounts	2,869	21,804	(21,540)	—	3,133
Allowance for credit losses	2,346	9	(9)	—	2,346
<b><i>Year Ended March 31, 2024</i></b>					
Reserves for sales returns and allowance	15,382	58,094	(62,314)	—	11,162
Reserve for cash discounts	3,025	21,173	(21,329)	—	2,869
Allowance for credit losses	1,798	703	(155)	—	2,346

## **ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE**

None.

## **ITEM 9A. CONTROLS AND PROCEDURES**

### **Disclosure Controls and Procedures**

The Company's management, with the participation of its Chief Executive Officer and Chief Financial Officer, evaluated the effectiveness of the Company's disclosure controls and procedures, as defined in Rule 13a-15(e) of the Exchange Act, as of March 31, 2026. Based upon that evaluation, the Chief Executive Officer and Chief Financial Officer concluded that, as of March 31, 2026, the Company's disclosure controls and procedures were effective to ensure that information required to be disclosed by the Company in the reports the Company files or submits under the Exchange Act is recorded, processed, summarized and reported, within the time periods specified in the SEC's rules and forms and that such information is accumulated and communicated to the Company's management, including the Company's Chief Executive Officer and Chief Financial Officer, as appropriate to allow timely decisions regarding required disclosure.

### **Management's Annual Report on Internal Control over Financial Reporting**

The report of management on our internal control over financial reporting as of March 31, 2026 and the attestation report of our independent registered public accounting firm on our internal control over financial reporting are set forth in Part II, Item 8. "Financial Statements and Supplementary Data" beginning on page 46 of this Annual Report on Form 10-K.

### **Changes in Internal Control over Financial Reporting**

We have excluded Pillar5 from our assessment of internal controls over financial reporting as of March 31, 2026, because (i) Pillar5 was acquired by us during the third quarter of 2026 and (ii) Pillar5 is a wholly-owned subsidiary whose total assets and total revenue represent approximately 2.0% and 0.2%, respectively, of the related consolidated financial statement amounts as of the year ended March 31, 2026. We are currently in the process of evaluating Pillar5's historical internal control over financial reporting structure with ours. There have been no other changes in our internal control over financial reporting that occurred during the quarter ended March 31, 2026 that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

## **ITEM 9B. OTHER INFORMATION**

### **Rule 10b5-1 Trading Arrangements**

During the quarter ended March 31, 2026, no director or officer (as defined in Rule 16a-1(f) under the Exchange Act) of the Company adopted or terminated a "Rule 10b5-1 trading arrangement" or "non-Rule 10b5-1 trading arrangement," as each term is defined in Item 408(a) of Regulation S-K.

## **ITEM 9C. DISCLOSURE REGARDING FOREIGN JURISDICTIONS THAT PREVENT INSPECTIONS**

Not applicable.

## Part III

### **ITEM 10. DIRECTORS, EXECUTIVE OFFICERS AND CORPORATE GOVERNANCE**

Information required to be disclosed by this Item will be contained in the Company's 2026 Proxy Statement under the headings "Election of Directors," "Executive Compensation and Other Matters," "Delinquent Section 16(a) Reports" and "Governance of the Company", which information is incorporated herein by reference.

### **ITEM 11. EXECUTIVE COMPENSATION**

Information required to be disclosed by this Item will be contained in the Company's 2026 Proxy Statement under the headings "Executive Compensation and Other Matters", "Governance of the Company", "Compensation Discussion and Analysis", "Compensation and Talent Management Committee Report" and "Compensation and Talent Management Committee Interlocks and Insider Participation", which information is incorporated herein by reference.

### **ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT AND RELATED STOCKHOLDER MATTERS**

Information required to be disclosed by this Item will be contained in the Company's 2026 Proxy Statement under the headings "Security Ownership of Certain Beneficial Owners and Management" and "Securities Authorized for Issuance Under Equity Compensation Plans", which information is incorporated herein by reference.

### **ITEM 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS, AND DIRECTOR INDEPENDENCE**

Information required to be disclosed by this Item will be contained in the Company's 2026 Proxy Statement under the headings "Certain Relationships and Related Transactions", "Election of Directors" and "Governance of the Company", which information is incorporated herein by reference.

### **ITEM 14. PRINCIPAL ACCOUNTING FEES AND SERVICES**

Information required to be disclosed by this Item will be contained in the Company's 2026 Proxy Statement under the heading "Ratification of Appointment of the Independent Registered Public Accounting Firm", which information is incorporated herein by reference.

## Part IV

### ITEM 15. EXHIBITS AND FINANCIAL STATEMENT SCHEDULES

#### (a)(1) Financial Statements

The financial statements and financial statement schedules listed below are set forth under Part II, Item 8 (pages 46 through 84) of this Annual Report on Form 10-K, which are incorporated herein to this Item as if copied verbatim.

##### **Prestige Consumer Healthcare Inc.**

Report of Independent Registered Public Accounting Firm,  
PricewaterhouseCoopers LLP, Auditor Firm ID 238

Consolidated Statements of Income and Comprehensive Income for each of the three years in the period ended March 31, 2026

Consolidated Balance Sheets at March 31, 2026 and 2025

Consolidated Statements of Changes in Stockholders' Equity for each of the three years in the period ended March 31, 2026

Consolidated Statements of Cash Flows for each of the three years in the period ended March 31, 2026

Notes to Consolidated Financial Statements

Schedule II—Valuation and Qualifying Accounts for the years ended March 31, 2026, 2025 and 2024

#### (a)(2) Financial Statement Schedules

Schedule II - Valuation and Qualifying Accounts listed in (a)(1) above is incorporated herein by reference as if copied verbatim. Schedules other than those listed in the preceding sentence have been omitted as they are either not required, not applicable, or the information has otherwise been shown in the Consolidated Financial Statements or notes thereto.

#### (b) Exhibit Index

<b>Exhibit No.</b>	<b>Description</b>
2.1	Asset Purchase Agreement, dated May 27, 2021, by and between Medtech Products Inc. and Akorn Operating Company (filed as Exhibit 2.1 to the Company's Quarterly Report on Form 10-Q filed with the SEC on August 5, 2021).+ †
2.2	Share Purchase Agreement, dated August 4, 2025, between Anjac SAS, MedTech Pharma Holding Limited and MEDTECH Products Inc. (filed as Exhibit 2.1 to the Company's Quarterly Report on Form 10-Q filed with the SEC on November 6, 2025). +†
2.3	Asset Purchase Agreement, dated March 19, 2026, by and between Prestige Brands, Inc. and Foundation Consumer Brands, LLC. *†
3.1	Amended and Restated Certificate of Incorporation of Prestige Consumer Healthcare Inc. (filed as Exhibit 3.1 to the Company's Form S-1/A filed with the SEC on February 8, 2005).+
3.1.1	Amendment to Amended and Restated Certificate of Incorporation of Prestige Consumer Healthcare Inc. (filed as Exhibit 3.1 to the Company's Current Report on Form 8-K filed with the SEC on August 2, 2018).+
3.2	Amended and Restated Bylaws of Prestige Consumer Healthcare Inc. as amended, effective October 29, 2018 (filed as Exhibit 3.2 to the Company's Quarterly Report on form 10-Q filed with the SEC on November 1, 2018).+
3.3	Certificate of Designations of Series A Preferred Stock of Prestige Consumer Healthcare Inc. as filed with the Secretary of State of the State of Delaware on February 27, 2012 (filed as Exhibit 3.1 to the Company's Current Report on Form 8-K filed with the SEC on February 28, 2012).+
3.4	Amendment to Amended and Restated Certificate of Incorporation of Prestige Consumer Healthcare Inc. (filed as Exhibit 3.1.2 to the Company's Quarterly Report on Form 10-Q filed with the SEC on August 8, 2024).+
4.1	Form of stock certificate for common stock (filed as Exhibit 4.1 to the Company's Form S-1/A filed with the SEC on January 26, 2005).+
4.2	Indenture, dated December 2, 2019, among Prestige Brands, Inc., the guarantors party thereto and U.S. Bank National Association, as trustee (filed as Exhibit 4.1 to the Company's Current Report on Form 8-K filed with the SEC on December 2, 2019). +
4.3	Form of 5.125% Senior Notes due 2028 (filed as Exhibit 4.1 to the Company's Current Report on Form 8-K filed with the SEC on December 2, 2019). +

- 4.4 Description of Prestige Consumer Healthcare Inc. Securities (filed as Exhibit 4.9 to the Company's Annual Report on Form 10-K filed with the SEC on May 13, 2019). +
- 4.5 Indenture, dated March 1, 2021, among Prestige Brands, Inc., the guarantors party thereto and U.S. Bank National Association, as trustee (filed as Exhibit 4.1 to the Company's Current Report on Form 8-K filed with the SEC on March 1, 2021). +
- 4.6 Form of 3.750% Senior Notes due 2031 (filed as Exhibit 4.1 to the Company's Current Report on Form 8-K filed with the SEC on March 1, 2021). +
- 10.1 \$660,000,000 Term Loan Credit Agreement, dated as of January 31, 2012, among Prestige Brands Inc., the Company, and certain subsidiaries of the Company as guarantors, Citibank, N.A., Citigroup Global Markets Inc., Morgan Stanley Senior Funding, Inc. and RBC Capital Markets (filed as Exhibit 10.3 to the Company's Annual Report on Form 10-K filed with the SEC on May 18, 2012). +
- 10.2 Amendment No. 6 to the Term Loan Credit Agreement, dated as of July 1, 2021, among Prestige Consumer Healthcare Inc., Prestige Brands, Inc., the other guarantors from time to time party thereto, each lender from time to time party thereto and Barclays Bank PLC (as successor in interest to Citibank, N.A.), as administrative agent (filed as Exhibit 10.1 to the Company's Current Report on Form 8-K filed with the SEC on July 1, 2021). +
- 10.3 Amendment No. 7, dated as of June 12, 2023, to the Term Loan Credit Agreement, dated as of January 31, 2012, among the Company, Prestige Brands, Inc., the other guarantors from time to time party thereto and Barclays Bank PLC (as successor in interest to Citibank, N.A.), as administrative agent, and other agents named therein (filed as Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q filed with the SEC on August 3, 2023). +
- 10.4 \$50,000,000 ABL Credit Agreement, dated as of January 31, 2012, Among Prestige Brands, Inc., the Company, certain subsidiaries of the Company as guarantors, Citibank, N.A., Citigroup Global Markets Inc., Morgan Stanley Senior Funding, Inc. and RBC Capital Markets filed (filed as Exhibit 10.5 to the Company's Annual Report on Form 10-K filed with the SEC on May 18, 2012).+.
- 10.5 Amendment No. 7, dated as of December 11, 2019, to the ABL Credit Agreement, originally dated as of January 31, 2012, among the Company, Prestige Brands, Inc., the other guarantors from time to time party thereto, the lenders from time to time party thereto and Citibank, N.A., as administrative agent, L/C issue and swing line lender (filed as Exhibit 10.1 to the Company's Current Report on Form 8-K filed with the SEC on December 12, 2019). +
- 10.6 Amendment No. 8, dated as of April 4, 2023, to the ABL Credit Agreement, originally dated as of January 31, 2012, among the Company, Prestige Brands, Inc., the other guarantors from time to time party thereto, the lenders from time to time party thereto and Citibank, N.A., as administrative agent, L/C issue and swing line lender (filed as Exhibit 10.17 to the Company's Annual Report on Form 10-K filed with the SEC on May 5, 2023). +
- 10.7 Amendment No. 9, dated as of December 8, 2023, to the ABL Credit Agreement, originally dated as of January 31, 2012, among the Company, Prestige Brands, Inc., the other guarantors from time to time party thereto, the lenders from time to time party thereto and Citibank, N.A., as administrative agent, L/C issue and swing line lender (filed as Exhibit 10.1 to the Company's Current Report on Form 8-K filed with the SEC on December 13, 2023). +
- 10.8 Agreement of Lease between RA 660 White Plains Road LLC and Prestige Brands, Inc. (filed as Exhibit 10.2 to the Company's Quarterly Report on Form 10-Q filed with the SEC on August 9, 2012). +
- 10.9 Amendment to Agreement of Lease between RA 660 White Plains Road LLC and Prestige Brands, Inc. (filed as Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q filed with the SEC on August 7, 2014). +
- 10.10 Second Amendment to Lease between GHP 660 LLC and Prestige Brands, Inc. (filed as Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q filed with the SEC on November 2, 2017). +
- 10.11 Master Logistics Services Agreement, dated May 13, 2019, by and between the Company and GEODIS Logistics LLC (filed as Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q filed with the SEC on August 1, 2019). +†
- 10.12 Prestige Brands Holdings, Inc. 2005 Long-Term Equity Incentive Plan (filed as Exhibit 10.38 to the Company's Form S-1/A filed with the SEC on January 26, 2005).+##
- 10.13 Form of Restricted Stock Grant Agreement (filed as Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q filed with the SEC on August 9, 2005). +##
- 10.14 Form of Nonqualified Stock Option Agreement (filed as Exhibit 10.20 to the Company's Annual Report on Form 10-K filed with the SEC on May 19, 2014). +##
- 10.15 Form of Award Agreement for Restricted Stock Units (filed as Exhibit 10.21 to the Company's Annual Report on Form 10-K filed with the SEC on May 19, 2014). +##
- 10.16 Form of Nonqualified Stock Option Agreement for grants beginning Fiscal 2018 (filed as Exhibit 10.30 to the Company's Annual Report on Form 10-K filed with the SEC on May 17, 2017). +##

- 10.17 Form of Award Agreement for Restricted Stock Units for grants beginning Fiscal 2018 (filed as Exhibit 10.31 to the Company's Annual Report on Form 10-K filed with the SEC on May 17, 2017). +#
- 10.18 Form of Award Agreement for Performance Units for grants beginning Fiscal 2018 (filed as Exhibit 10.32 to the Company's Annual Report on Form 10-K filed with the SEC on May 17, 2017). +#
- 10.19 Form of Director Indemnification Agreement (filed as Exhibit 10.21 to the Company's Annual Report on Form 10-K filed with the SEC on May 17, 2013). +@
- 10.20 Form of Officer Indemnification Agreement (filed as Exhibit 10.22 to the Company's Annual Report on Form 10-K filed with the SEC on May 17, 2013). +@
- 10.21 Amended and Restated Executive Severance Plan, adopted as of October 29, 2018 (filed as Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q on November 1, 2018). +#
- 10.22 Prestige Brands Holdings, Inc. 2020 Long-Term Incentive Plan (filed as Appendix B to the Company's Proxy Statement on Schedule 14A filed on June 29, 2020). +#
- 10.23 Form of Award Agreement for Non-Employee Director Restricted Stock Units for grants beginning Fiscal 2023 (filed as Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q filed with the SEC on November 3, 2022). +#
- 10.24 Form of Award Agreement for Restricted Stock Units for grants beginning Fiscal 2025 (filed as Exhibit 10.26 to the Company's Annual Report on Form 10-K filed on May 15, 2024). +#
- 10.25 Form of Award Agreement for Performance Units for grants beginning Fiscal 2025 (filed as Exhibit 10.27 to the Company's Annual Report on Form 10-K filed on May 15, 2024). +#
- 10.26 GEODIS Master Logistics Services Amendment 1 to Statement of Work No. 1, dated August 10, 2021, by and between Prestige Brands Inc. and GEODIS Logistics LLC (filed as Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q filed with the SEC on November 7, 2024). +†
- 10.27 GEODIS Master Logistics Services Amendment 2 to Statement of Work No. 1, dated September 27, 2021, by and between Prestige Brands Inc. and GEODIS Logistics LLC (filed as Exhibit 10.2 to the Company's Quarterly Report on Form 10-Q filed with the SEC on November 7, 2024). +†
- 10.28 GEODIS Master Logistics Services Amendment 3 to Statement of Work No. 1, effective as of October 1, 2024, by and between Prestige Brands Inc. and GEODIS Logistics LLC (filed as Exhibit 10.3 to the Company's Quarterly Report on Form 10-Q filed with the SEC on November 7, 2024). +†
- 10.29 Third Amendment to Lease, dated October 16, 2025, by and between GHP 660 LLC and Prestige Brands, Inc. (filed as Exhibit 10.1 to the Company's Quarterly Report on Form 10-Q filed with the SEC on February 5, 2026). +
- 19.1 Prestige Consumer Healthcare Inc. Procedures and Guidelines Governing Insider Trading and Tipping, dated October 30, 2023 (filed as Exhibit 19.1 to the Company's Annual Report on Form 10-K filed on May 15, 2024). +
- 21.1 Subsidiaries of the Registrant.\*
- 23.1 Consent of PricewaterhouseCoopers LLP.\*
- 31.1 Certification of Principal Executive Officer of Prestige Consumer Healthcare Inc. pursuant to Rule 13a-14(a) of the Securities Exchange Act of 1934, as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.\*
- 31.2 Certification of Principal Financial Officer of Prestige Consumer Healthcare Inc. pursuant to Rule 13a-14(a) of the Securities Exchange Act of 1934, as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.\*
- 32.1 Certification of Principal Executive Officer of Prestige Consumer Healthcare Inc. pursuant to Rule 13a-14(b) of the Securities Exchange Act of 1934 and Section 1350 of Chapter 63 of Title 18 of the United States Code, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.\*
- 32.2 Certification of Principal Financial Officer of Prestige Consumer Healthcare Inc. pursuant to Rule 13a-14(b) of the Securities Exchange Act of 1934 and Section 1350 of Chapter 63 of Title 18 of the United States Code, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.\*
- 97.1 Prestige Consumer Healthcare Inc. Clawback Policy, dated October 2, 2023 (filed as Exhibit 97.1 to the Company's Annual Report on Form 10-K filed on May 15, 2024). +
- 101.INS Inline XBRL Instance Document - the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document.
- 101.SCH Inline XBRL Taxonomy Extension Schema Document
- 101.CAL Inline XBRL Taxonomy Extension Calculation Linkbase Document
- 101.DEF Inline XBRL Taxonomy Extension Definition Linkbase Document
- 101.LAB Inline XBRL Taxonomy Extension Label Linkbase Document
- 101.PRE Inline XBRL Taxonomy Extension Presentation Linkbase Document
- 104 Cover Page Interactive Data File (formatted in Inline XBRL and contained in Exhibit 101)

- \* Filed herewith.
- † Certain confidential portions have been omitted.
- + Incorporated herein by reference.
- @ Represents a management contract.
- # Represents a compensatory plan.

**ITEM 16. FORM 10-K SUMMARY**

None.

## SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

### Prestige Consumer Healthcare Inc.

By: /s/ Christine Sacco  
Name: Christine Sacco  
Title: Chief Financial Officer & Chief Operating Officer  
Date: May 14, 2026

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant and in the capacities and on the dates indicated.

<u>Signature</u>	<u>Title</u>	<u>Date</u>
<u>/s/ RONALD M. LOMBARDI</u> Ronald M. Lombardi	Director, President and Chief Executive Officer (Principal Executive Officer)	May 14, 2026
<u>/s/ CHRISTINE SACCO</u> Christine Sacco	Chief Financial Officer & Chief Operating Officer (Principal Financial Officer and Principal Accounting Officer)	May 14, 2026
<u>/s/ JOHN E. BYOM</u> John E. Byom	Director	May 14, 2026
<u>/s/ CELESTE A. CLARK</u> Celeste A. Clark	Director	May 14, 2026
<u>/s/ JAMES C. D' ARECCA</u> James C. D'Arecca	Director	May 14, 2026
<u>/s/ SHEILA A. HOPKINS</u> Sheila A. Hopkins	Director	May 14, 2026
<u>/s/ JOHN F. KELLY</u> John F. Kelly	Director	May 14, 2026
<u>/s/ DAWN M. ZIER</u> Dawn M. Zier	Director	May 14, 2026

# STOCKHOLDER INFORMATION

---



## TRANSFER AGENT AND REGISTRAR

Registered stockholders with questions regarding stock holdings, certificate replacement/transfer and address change should contact our Transfer Agent:

Equiniti Trust Company, LLC  
28 Liberty Street, Floor 53  
New York, NY 10005

## INDEPENDENT AUDITOR

PricewaterhouseCoopers LLP  
300 Atlantic Street  
Stamford, CT 06901

## COMMON STOCK LISTING

New York Stock Exchange (Symbol—PBH)

## INVESTOR INQUIRIES

Attn: Investor Relations  
Prestige Consumer Healthcare Inc.  
660 White Plains Road  
Tarrytown, NY 10591

Telephone: (914) 524-6800  
IRInquiries@PrestigeBrands.com

[www.PrestigeConsumerHealthcare.com](http://www.PrestigeConsumerHealthcare.com)

---

## CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

This annual report contains “forward-looking statements” within the meaning of the federal securities laws that are intended to qualify for the safe harbor from liability established by the Private Securities Litigation Reform Act of 1995. “Forward-looking statements” generally can be identified by the use of forward-looking terminology such as “guidance,” “outlook,” “look forward,” “projection,” “plan,” “positioned,” “may,” “will,” “would,” “expect,” “anticipate,” “believe,” “consistent,” “confidence,” “opportunity,” or “continue” (or the negative or other derivatives of each of these terms) or similar terminology. The “forward-looking statements” include, without limitation, statements regarding the Company’s future operating results, including revenues, free cash flow, organic growth and diluted earnings per share; the success of new product introductions; consumer demand; the successful completion and integration of acquisitions and the realization of expected benefits from such acquisitions; the Company’s intended uses of cash flow, including debt repayment and deleveraging, share repurchases, acquisitions and capital expenditures; the creation of shareholder value; and the Company’s ability to navigate a challenging environment. These statements are based on management’s estimates and assumptions with respect to future events and financial performance and are believed to be reasonable, though they are inherently uncertain and difficult to predict.

Actual results could differ materially from those expected as a result of a variety of factors, including the impact of the Company’s efforts to address supply chain constraints; the ability of the Company’s manufacturing operations and third-party manufacturers, logistics providers and suppliers to meet demand for its products and to avoid inflationary cost increases and disruption, including as a result of labor shortages; business and economic conditions, including evolving U.S. and international tariffs and trade actions, inflation and geopolitical instability; consumer trends; the impact of the Company’s advertising and marketing and new product development initiatives; customer inventory management initiatives; fluctuating foreign exchange rates; competitive pressures; the Company’s ability to successfully complete and integrate acquisitions and realize expected benefits from such acquisitions; and other risks and uncertainties. A discussion of other factors that could cause results to vary is included in the Company’s Annual Report on Form 10-K for the year ended March 31, 2026 and other periodic reports filed with the Securities and Exchange Commission.



**Prestige Consumer**  
HEALTHCARE  
[www.prestigebrands.com](http://www.prestigebrands.com)