

# PrestigeBrands



Chloraseptic

Goody's

Clear  
eyes

LITTLE  
REMEDIES

beano

MONISTAT

LUDEN'S

BC

Debrox

Efferdent

Pedia  
Care

Gaviscon

Dramamine

Compound W  
WART REMOVER

Nix

FESS

Hydralyte

The Doctor's

## Investor Presentation

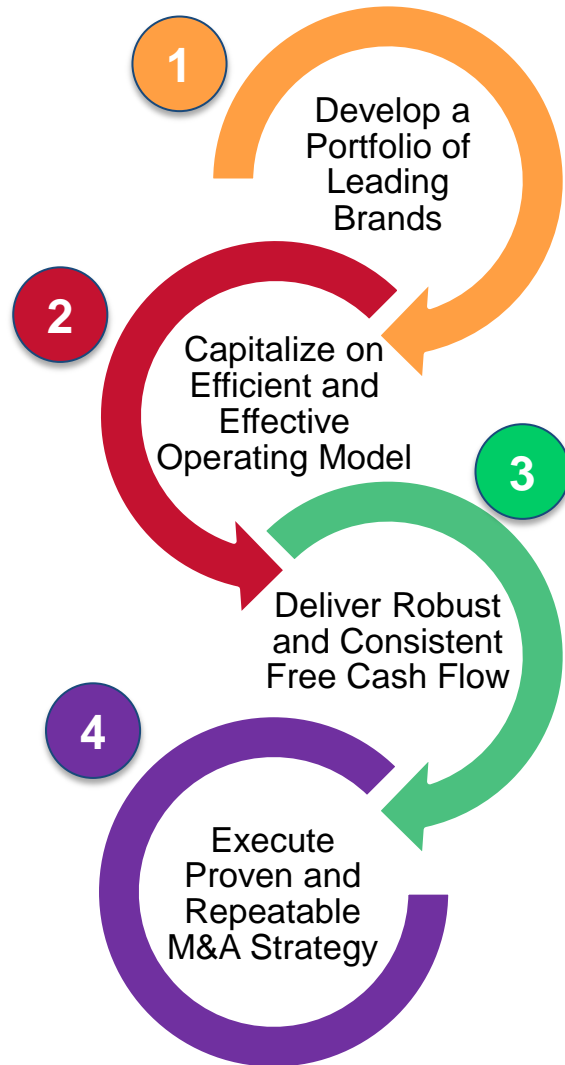
December 2014

# Safe Harbor Disclosure

This presentation contains certain “forward-looking” statements within the meaning of the Private Securities Litigation Reform Act of 1995, such as statements about the Company’s product introductions, investments in brand building, debt reduction, integration of the Insight acquisition, consumption growth and market position of the Company’s brands, M&A market activity, and the Company’s future financial performance. Words such as “continue,” “will,” “expect,” “project,” “anticipate,” “likely,” “estimate,” “may,” “should,” “could,” “would,” and similar expressions identify forward-looking statements. Such forward-looking statements represent the Company’s expectations and beliefs and involve a number of known and unknown risks, uncertainties and other factors that may cause actual results to differ materially from those expressed or implied by such forward-looking statements. These factors include, among others, the failure to successfully integrate the Insight or Hydralyte businesses or future acquisitions, the failure to successfully commercialize new products, the severity of the cold and flu season, general economic and business conditions, competitive pressures, the effectiveness of the Company’s brand building investments, fluctuating foreign exchange rates, and other risks set forth in Part I, Item 1A. Risk Factors in the Company’s Annual Report on Form 10-K for the year ended March 31, 2014 and in Part II, Item 1A. Risk Factors in the Company’s Quarterly Report on Form 10-Q for the quarter ended September 30, 2014. You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. Except to the extent required by applicable law, the Company undertakes no obligation to update any forward-looking statement contained in this presentation, whether as a result of new information, future events, or otherwise.

# Benefits of an Expanded Portfolio for Sustained Value Creation

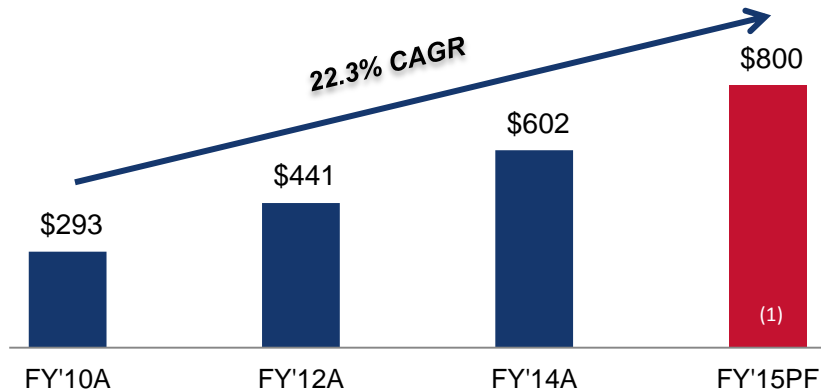
# Key Drivers of Long-Term Shareholder Value



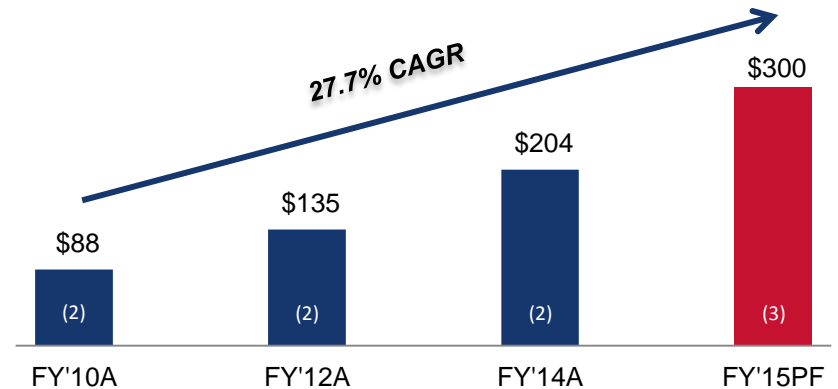
- Portfolio of recognizable brands in attractive consumer health industry
  - Established expertise in brand building and product innovation
  - Demonstrated ability to gain market share long-term
  - Target revenue contribution from Core OTC and International brands from ~77% to ~85%
- 
- Efficient asset-lite model with best-in-class outsourced manufacturing and distribution partners
  - Scalable operating platform key to revenue expansion from \$300MM to \$800MM and beyond
  - Business model enables gross margin expansion and G&A absorption
  - Continued cost efficiencies expected with GM targeted at 60% and savings reinvested in A&P
- 
- Strong and consistent cash flow driven by industry leading EBITDA margins, capital-lite business model and significant deferred tax assets
  - Rapid deleveraging allows for expanded acquisition capacity and continued investment in brand building
  - Non-core brands' role contributes to cash flow
  - Debt repayment reduces cash interest expense and adds to E.P.S.
- 
- Demonstrated track record of 6 acquisitions during the past 5 years
  - Effective consolidation platform positioned for consistent pipeline of opportunities
  - Proven ability to source from varied sellers
  - Fragmented industry and recent wave of acquisitions creates a robust pipeline

# Strategy Has Delivered Consistently Strong Financial Performance

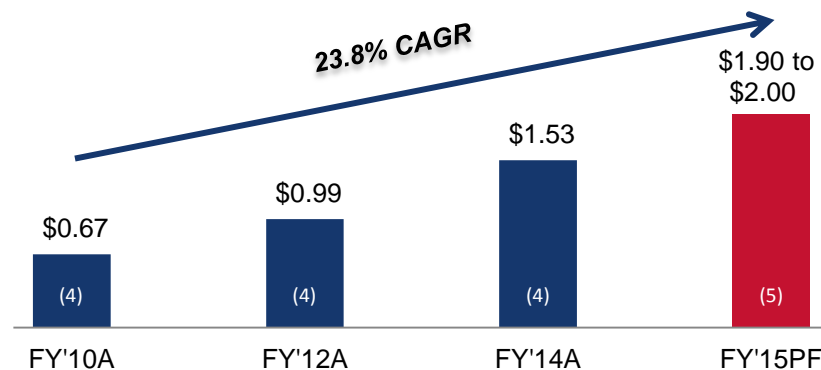
## Net Sales



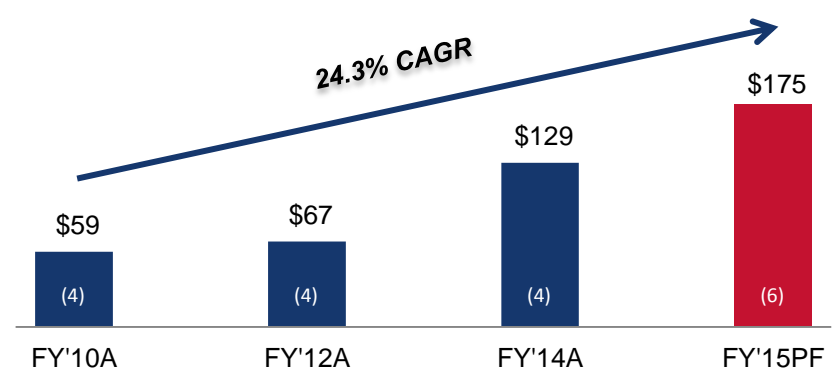
## Adjusted EBITDA



## Adjusted EPS



## Adjusted Free Cash Flow



# 1 Develop a Portfolio of Leading Brands

1

# Recognizable Brands with Leading Market Positions

## #1 and #2 Market Position Brands

The logo for Chloraseptic, featuring the word "Chloraseptic" in white on a blue rounded rectangular background, with "FAST ACTING" in small yellow text above it.The logo for Compound W, featuring the words "Compound W" in a stylized yellow font with a blue outline, and "WART REMOVER" in small blue text below it.The logo for Debrox, featuring the word "Debrox" in a green, italicized, sans-serif font.The logo for MONISTAT, featuring the word "MONISTAT" in a blue, sans-serif font with a registered trademark symbol.The logo for beano, featuring the word "beano" in a green, lowercase, sans-serif font with a registered trademark symbol.The logo for Dramamine, featuring the word "Dramamine" in a bold, black, sans-serif font with a registered trademark symbol.The logo for BC Goody's, featuring the letters "BC" in white inside a blue oval, followed by the word "Goody's" in a blue, italicized, sans-serif font.The logo for Ecotrin, featuring the word "Ecotrin" in a bold, black, sans-serif font with a registered trademark symbol.The logo for Gaviscon, featuring the word "Gaviscon" in a blue, italicized, sans-serif font with a registered trademark symbol.The logo for Murine, featuring the word "Murine" in a bold, blue, sans-serif font with a registered trademark symbol.The logo for Clear eyes, featuring a stylized blue and red eye icon above the words "Clear eyes" in a blue, sans-serif font with a registered trademark symbol.The logo for Nix, featuring the word "Nix" in a bold, black, sans-serif font with a registered trademark symbol.The logo for The Doctor's, featuring the words "The Doctor's" in white on a red rectangular background with a registered trademark symbol.The logo for Efferdent, featuring the word "Efferdent" in white on a purple rectangular background, with "ANTI-BACTERIAL DENTURE CLEANSER" in small white text below it.The logo for new-skin, featuring the words "new-skin" in white on a blue rectangular background with a registered trademark symbol.



1

# Demonstrated Ability to Build Brands



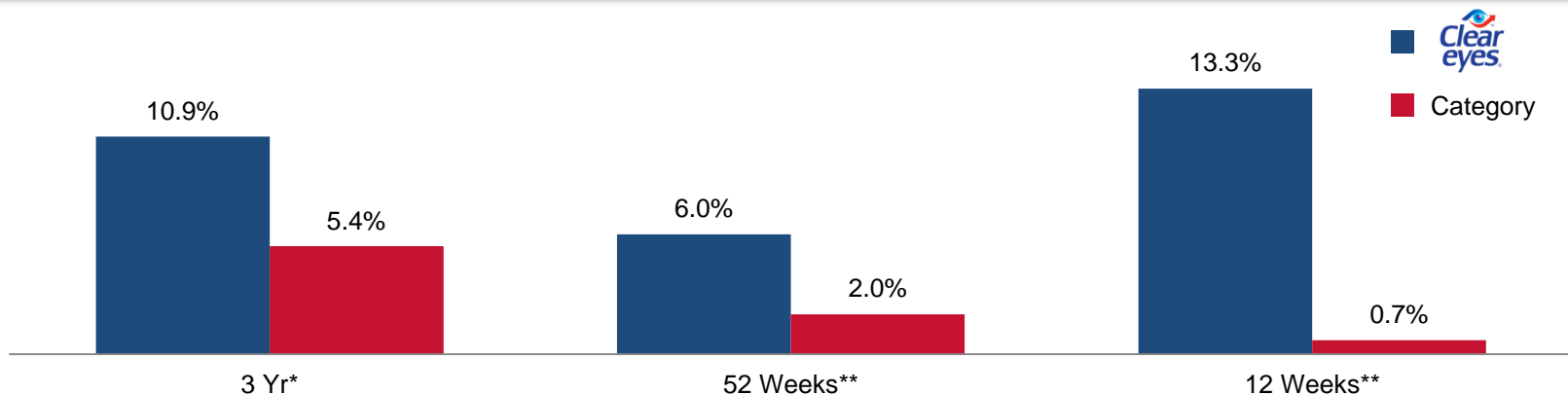
## Product Innovation



## A&P Investment



## Consumption Change



Source: IRI multi-outlet retail dollar sales growth for relevant period.  
 \* Represents change over 3 most recently reported Fiscal Years  
 \*\* Represent change over period ended 10/5/14



1

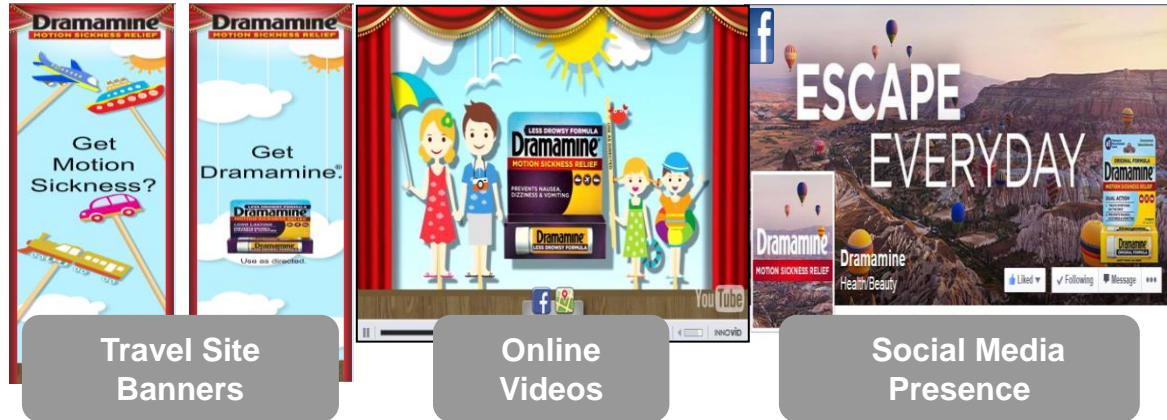
# Demonstrated Ability to Build Brands

**Dramamine**  
MOTION SICKNESS RELIEF

## Product Innovation



## A&P Investment

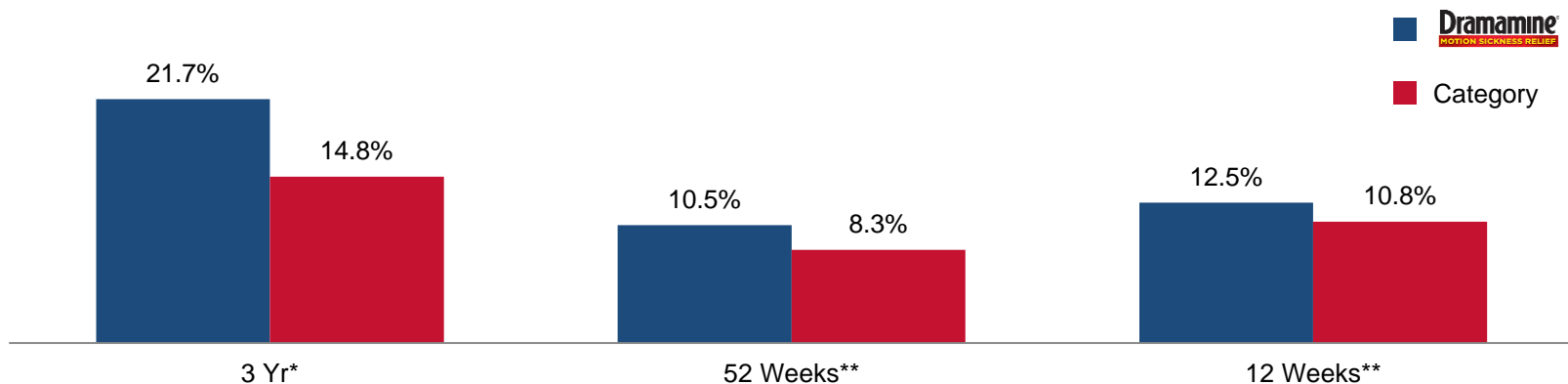


Travel Site  
Banners

Online  
Videos

Social Media  
Presence

## Consumption Change



Source: IRI multi-outlet retail dollar sales growth for relevant period.  
 \* Represents change over 3 most recently reported Fiscal Years  
 \*\* Represent change over period ended 10/5/14

1

# Demonstrated Ability to Build Brands



## Product Innovation

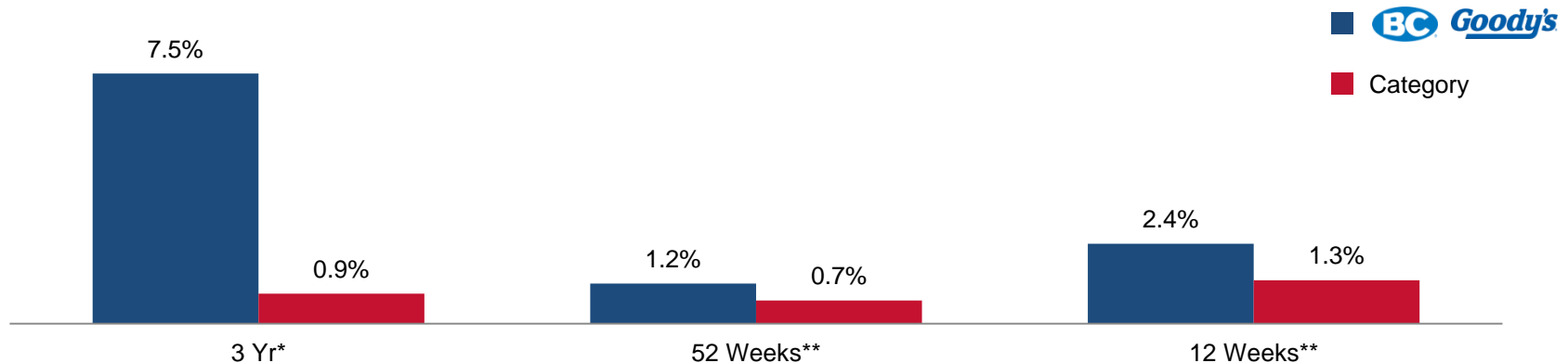


## A&P Investment

Multi-year agreement with Dale Earnhardt, Jr. for the NASCAR XFINITY Series



## Consumption Change

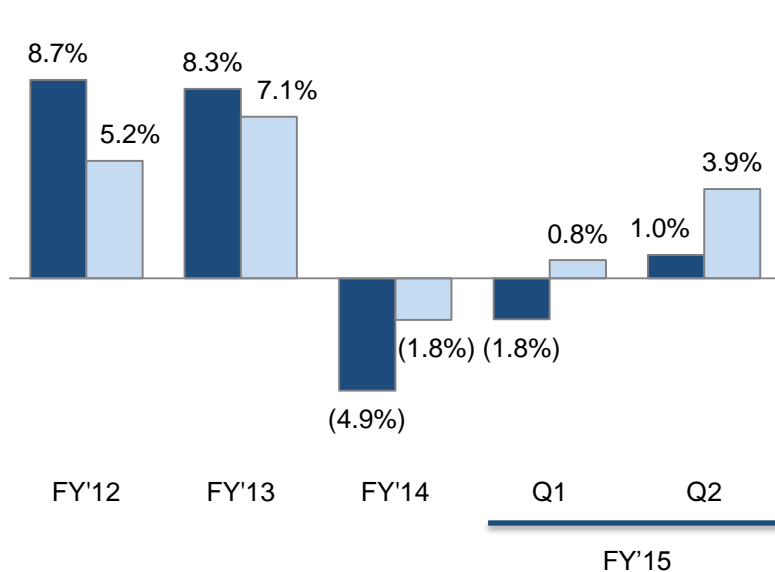


Source: IRI multi-outlet retail dollar sales growth for relevant period.  
 \* Represents change over 3 most recently reported Fiscal Years  
 \*\* Represent change over period ended 10/5/14

1

# Momentum in Consumption Has Resulted in Share Gains

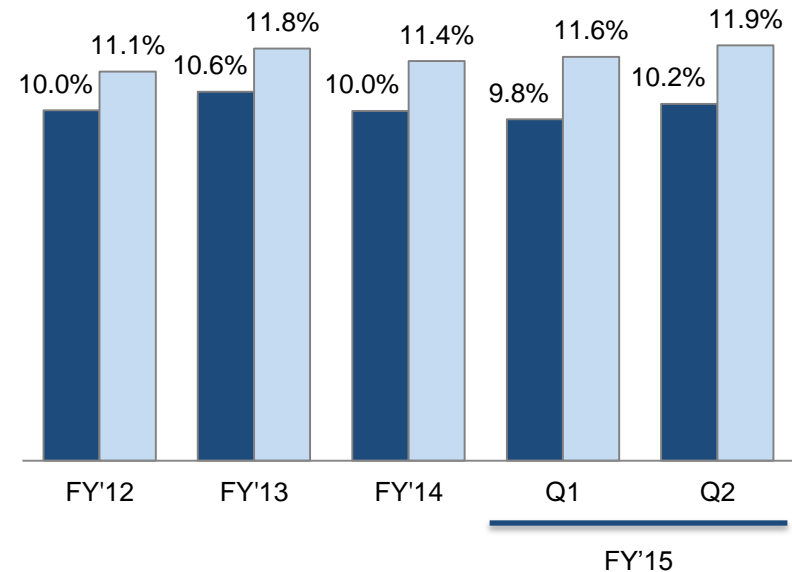
## Core OTC Consumption Growth



■ Excluding PediaCare

**Consumption Growth Over Time,  
Accelerating Again**

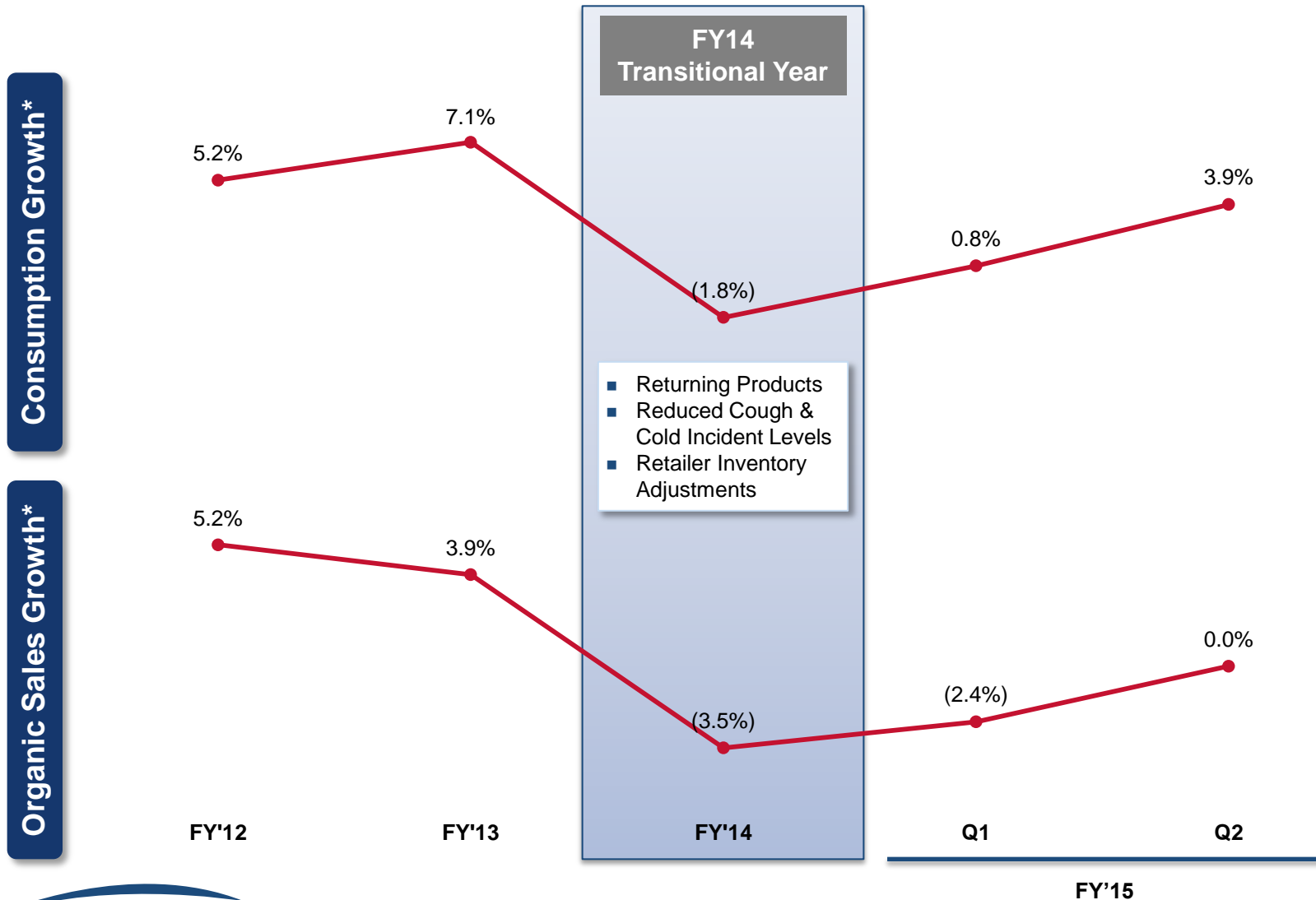
## Core OTC Market Share



**Brand Building Leading to Share Gains**

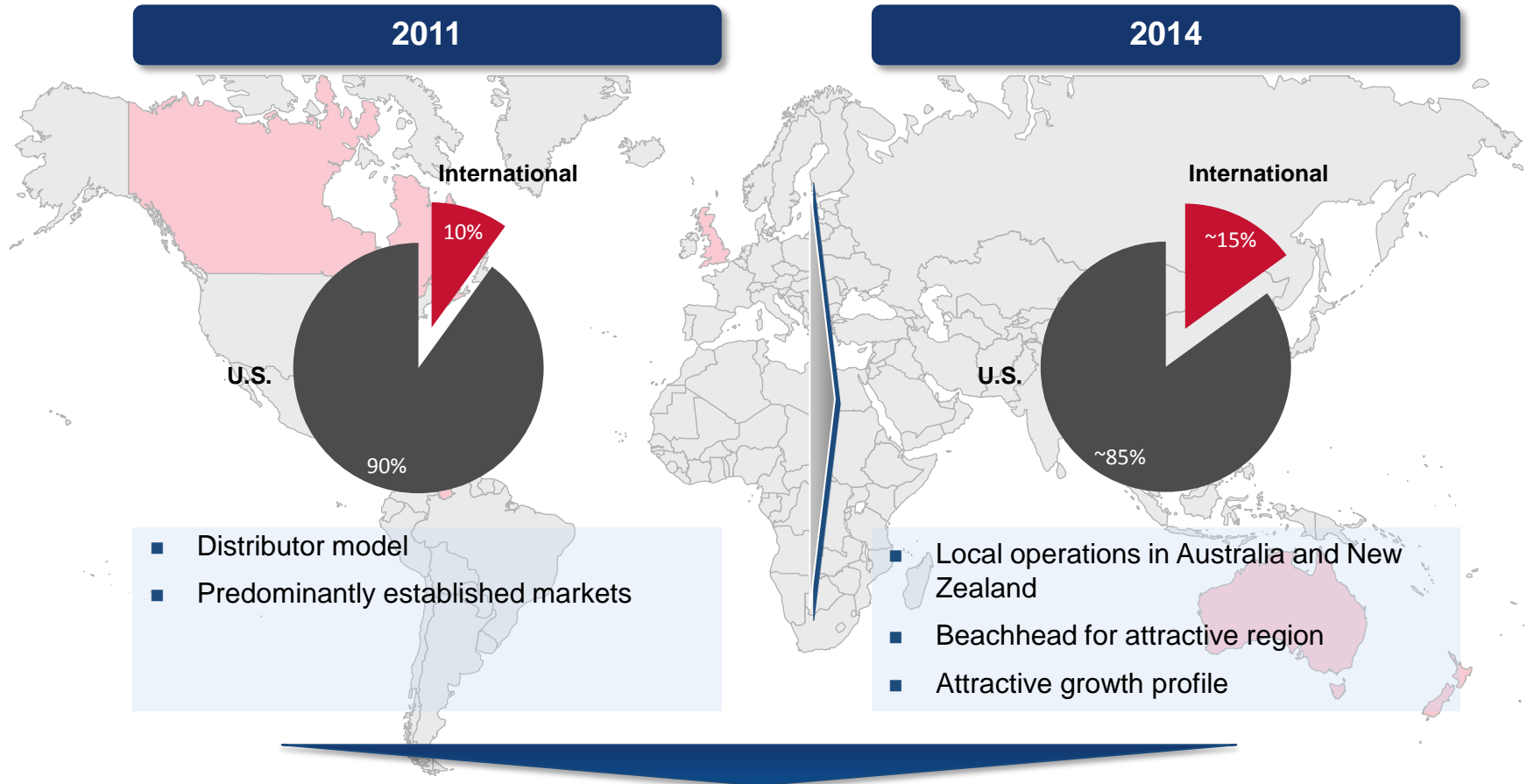
1

# Recent Trends and Underlying Growth



1

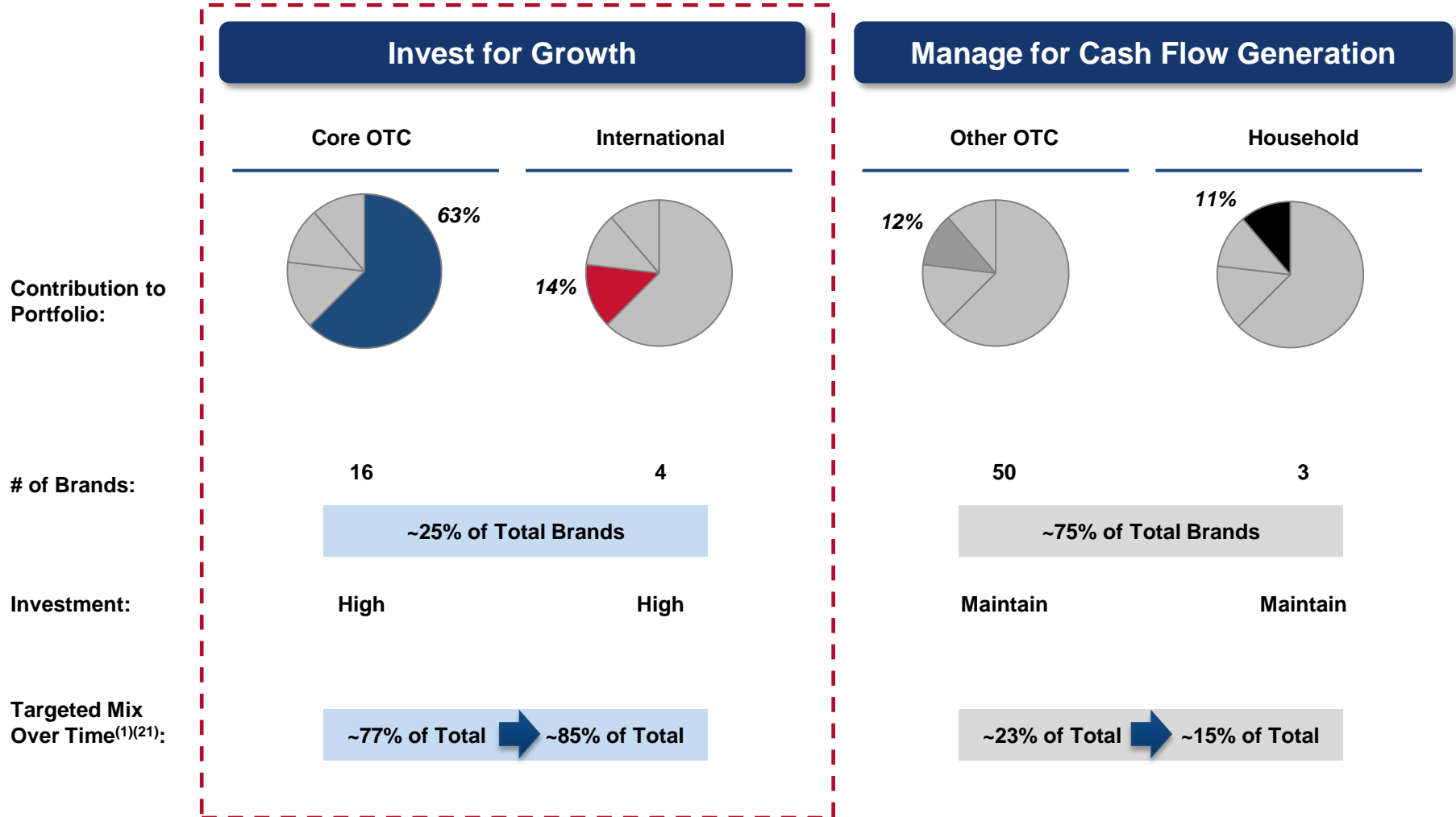
# International Markets Gaining Importance



International Business Has Grown from ~\$35MM to ~\$110MM<sup>(1)</sup> in Last Three Years

1

# Disciplined Portfolio Management Strategy





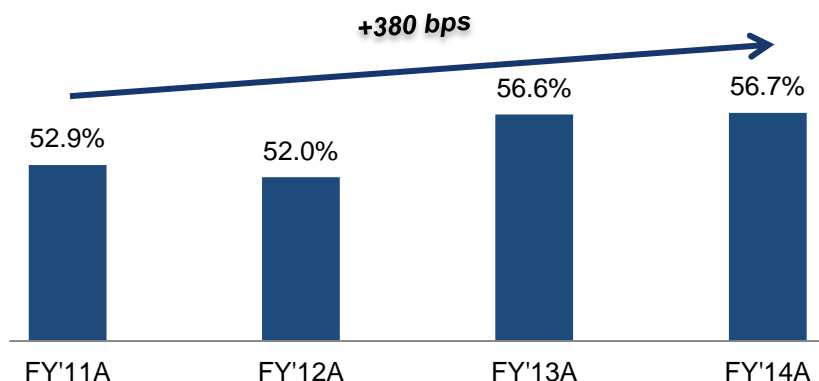
## Capitalize on Efficient and Effective Operating Model



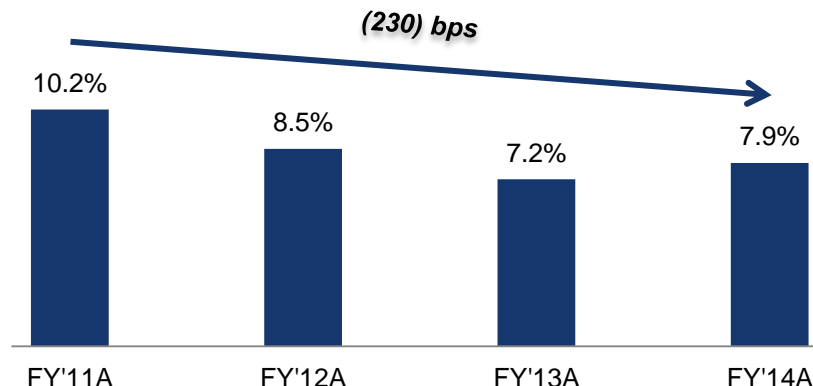
2

# Margin Expansion and Efficiency Gains Allows for Increased A&P Investment

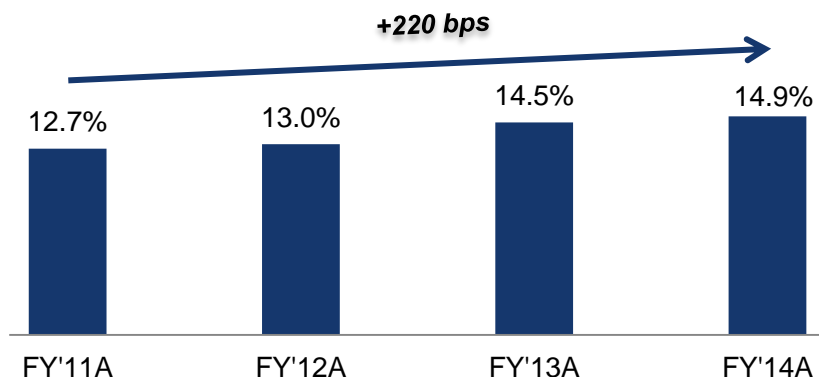
## Adjusted Gross Margin<sup>(7)</sup>



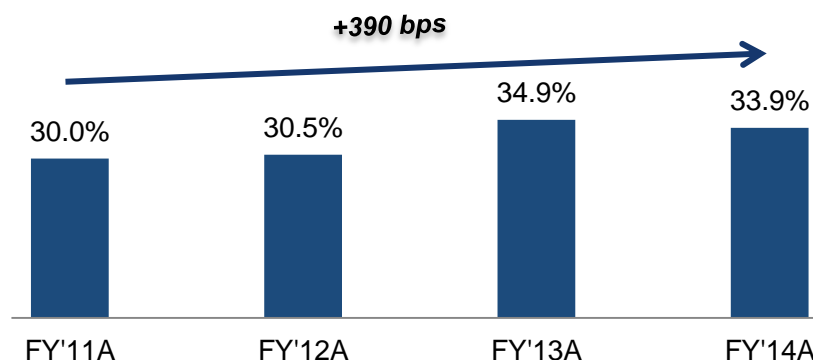
## Adjusted G&A % Net Sales<sup>(7)</sup>



## A&P % Net Sales



## Adjusted EBITDA Margin<sup>(8)</sup>



## 2 Prestige Operating Model

Leverage Internal and External Resources as One Integrated System



- Focus on Brand Building
- Specialized Skills and Knowledge
- Economies of Scale

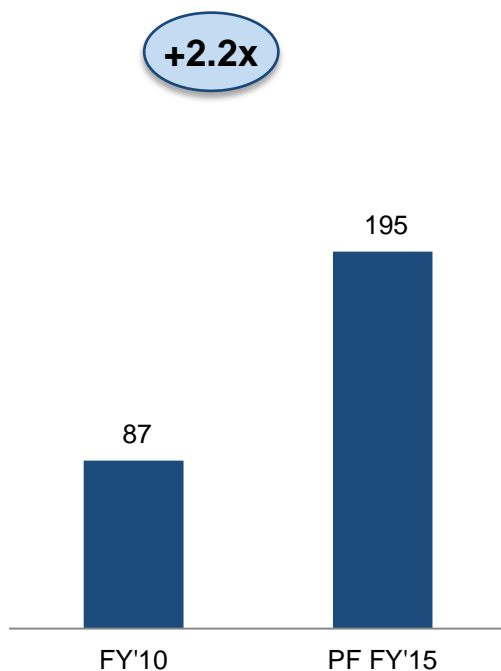
# Key Benefits of Our Operating Model

- Ensures Organizational Focus on **Brand Building**
- Provides Access to Additional Technical Resources for **New Product Development**
- Broad Base of Manufacturer's **Industry Knowledge**
- Efficient, Scalable and **Flexible Model**
- State-of-the-Art Manufacturing with **Minimal Capital Outlays**
- Results in **Superior Margins** and **Free Cash Flow Conversion**

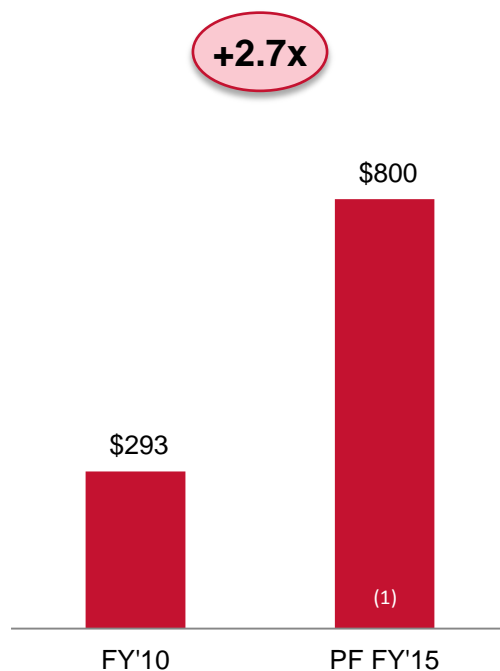
2

# Efficient Organizational Structure Supports Next Phase of Growth

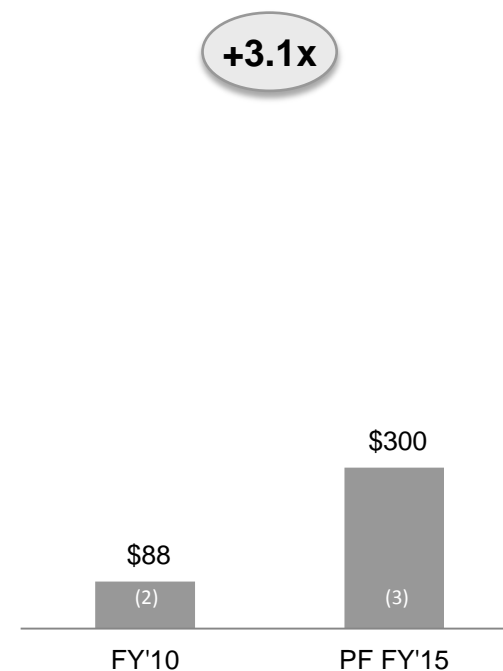
## Employees

**+2.2x**

## Revenue

**+2.7x**

## Adjusted EBITDA

**+3.1x**

- Efficiencies allow organization to build new competencies
- Increased investment focused on sales, marketing, and new product development

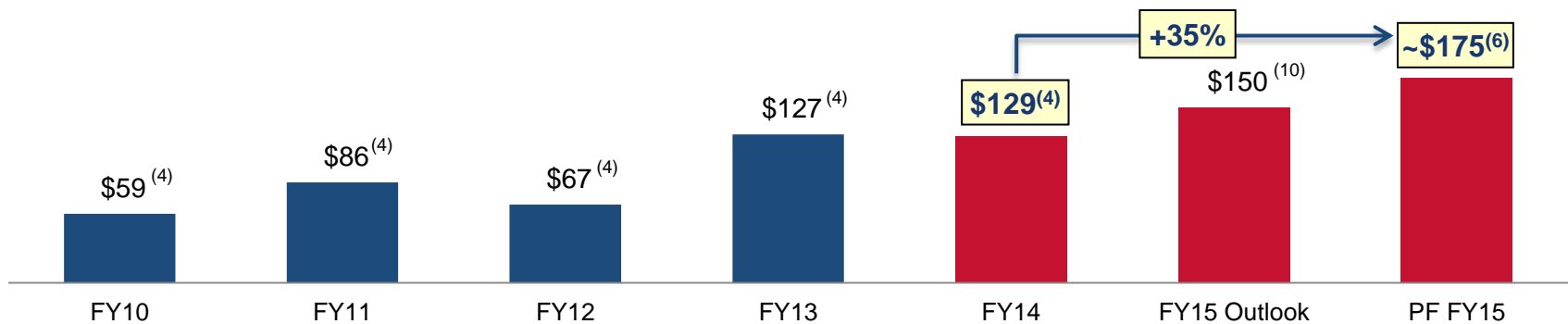


## Deliver Robust and Consistent Free Cash Flow

### 3 Drivers of Free Cash Flow

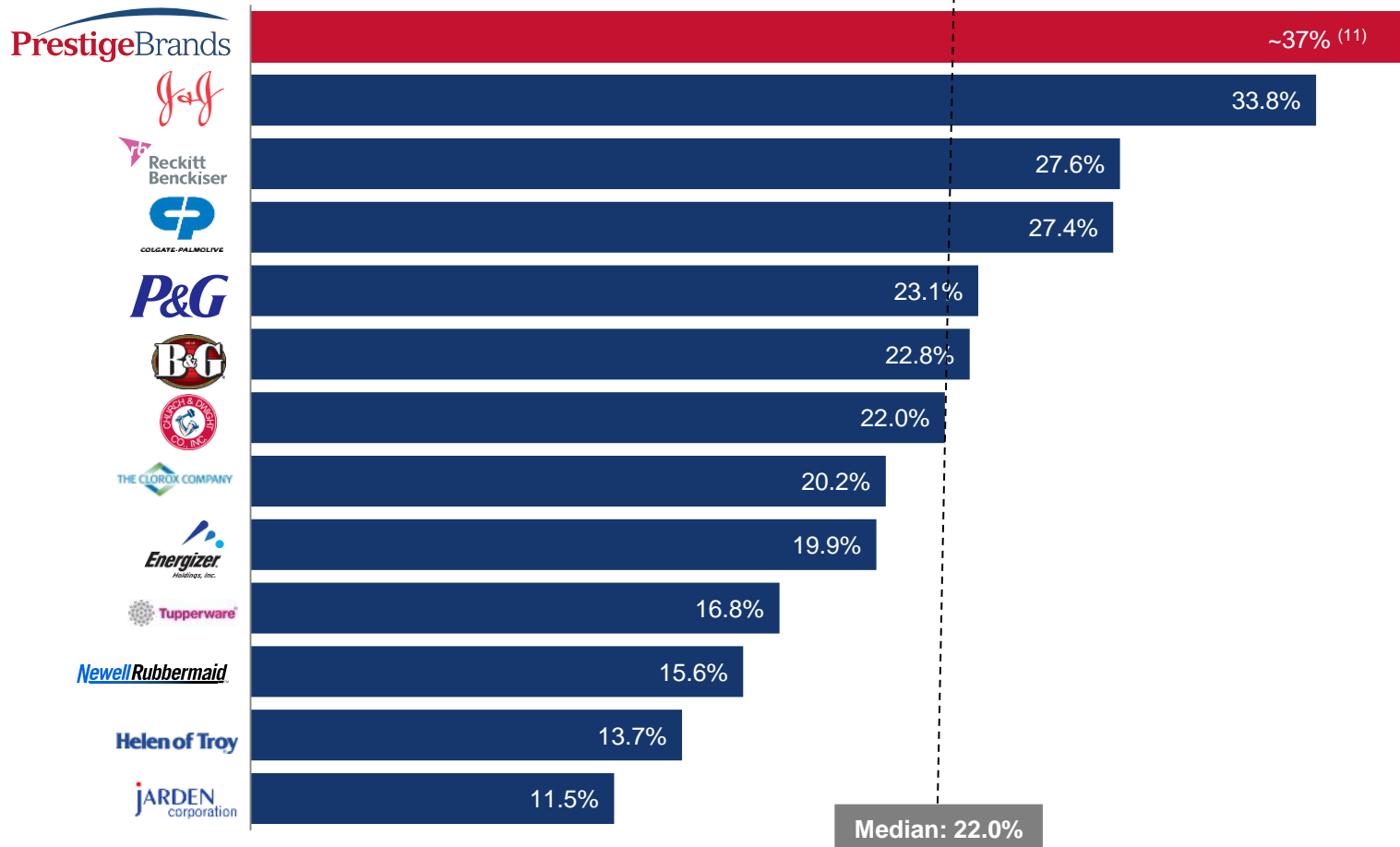
- Superior EBITDA margin profile
- Outsourced manufacturing with minimal capital outlays
- Disciplined acquisition strategy with proven integration synergies and structured in a highly tax-efficient manner
- Low cash tax rate from significant long-term tax attributes

#### Adjusted Free Cash Flow<sup>(4)</sup>



# Industry Leading EBITDA Margins

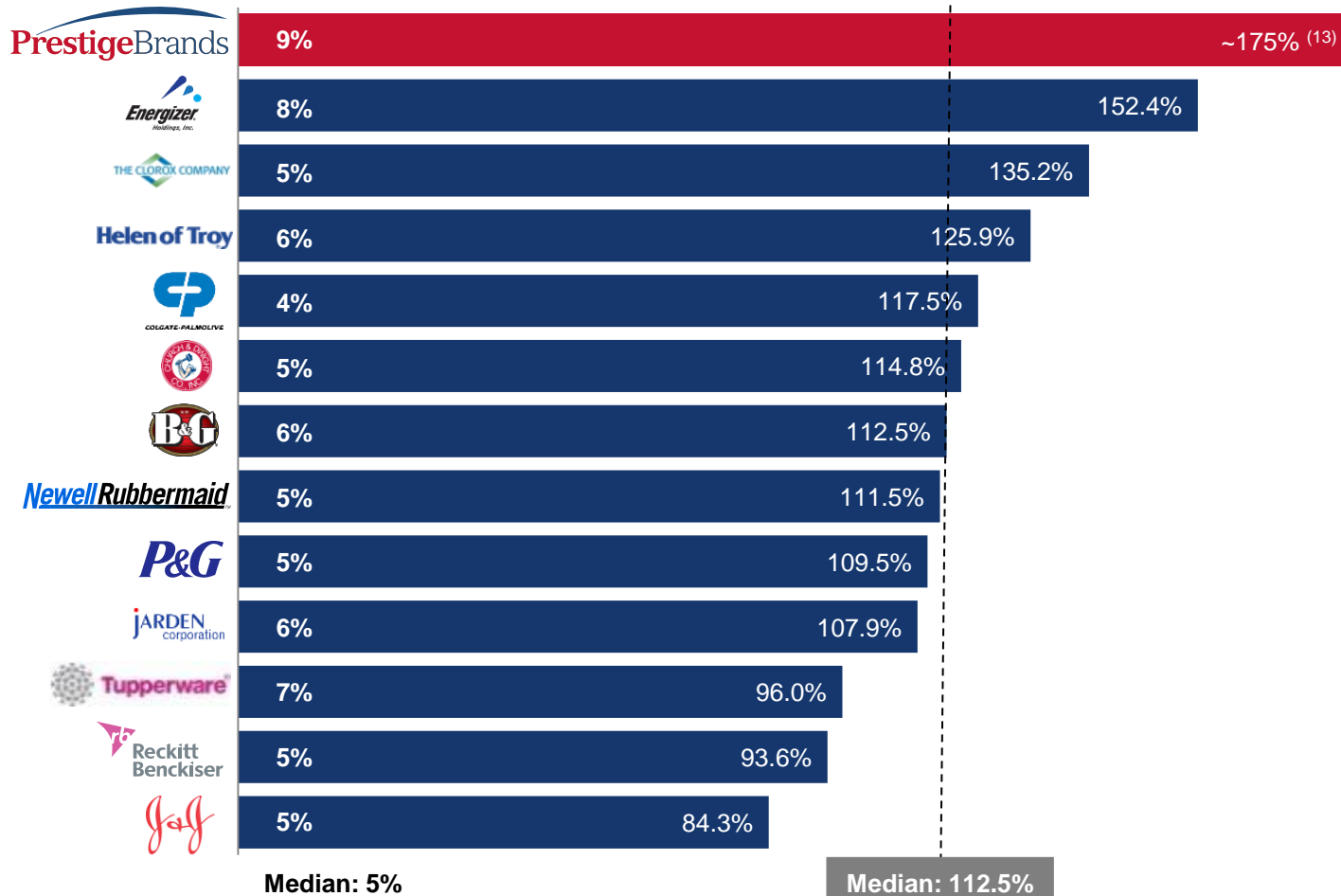
## Adjusted EBITDA Margins





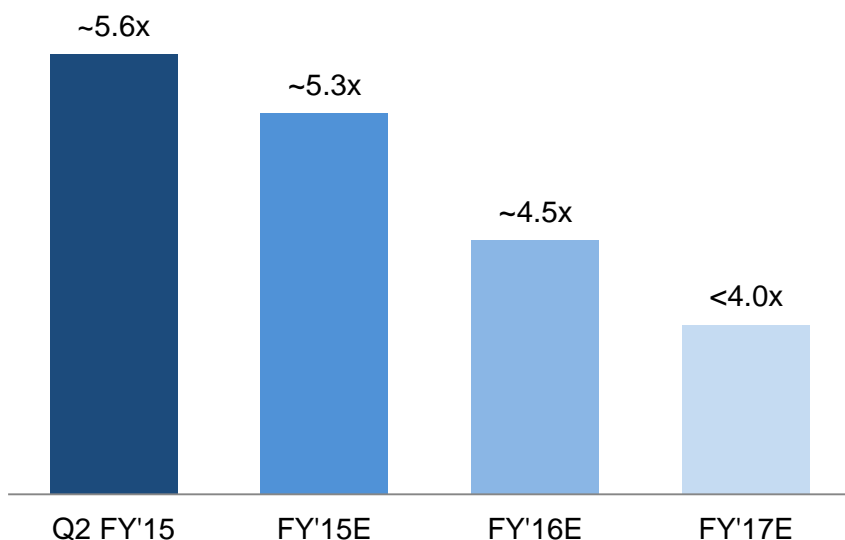
# Superior Free Cash Flow Conversion

## Adjusted Yield<sup>(12)</sup> and FCF Conversion<sup>(9)</sup>



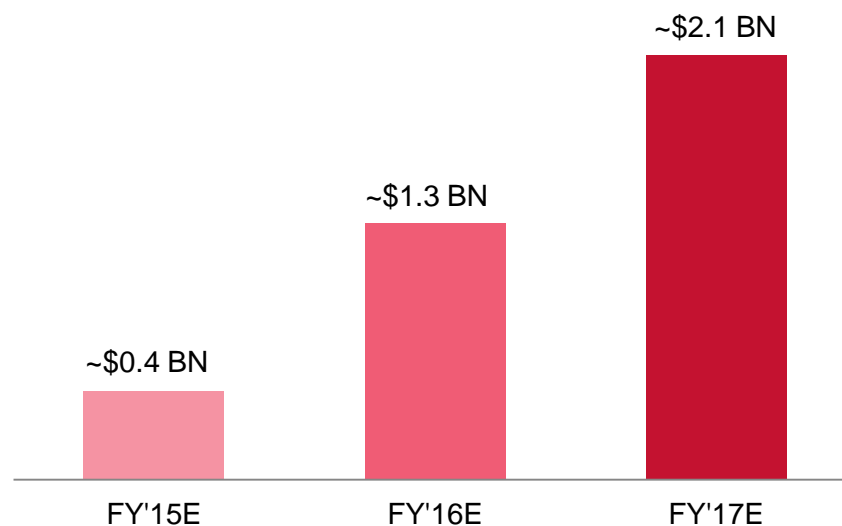
# Rapid De-Leveraging Builds Acquisition Capacity

## Leverage Ratio<sup>(14)</sup>



- High free cash flow conversion is expected to lead to continued rapid de-leveraging
- One full EBITDA multiple turn reduction expected by end of next fiscal year

## Illustrative Financing Capacity<sup>(15)</sup>



- Existing financing arrangements and rapid deleveraging ability create expanded acquisition capacity
- Maintain flexibility to employ alternative forms of financing



## Execute Proven and Repeatable M&A Strategy

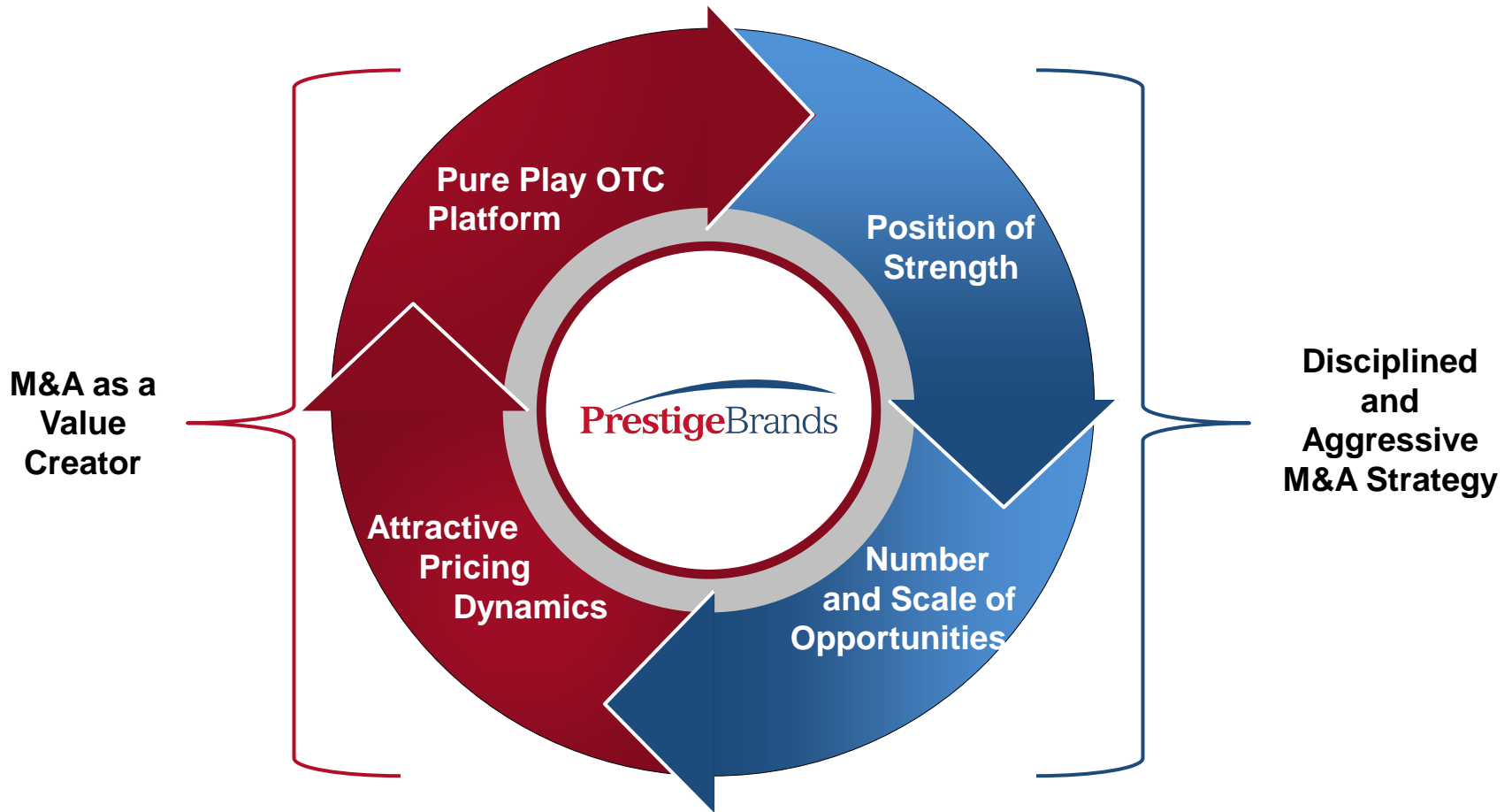
4

# Recurring Flow of Quality Opportunities in OTC Over Time



4

# M&A Strategy has Delivered Shareholder Value



4

## Proven Ability to Source from Varied Sellers



4

# Recent Acquisitions Have Transformed Our Business



Six Acquisitions Completed in Past Five Years Have More Than Tripled Prestige's OTC Business

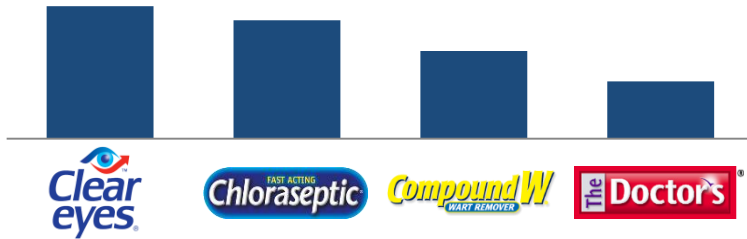


## 4

# Strengthening Brand Scale in OTC

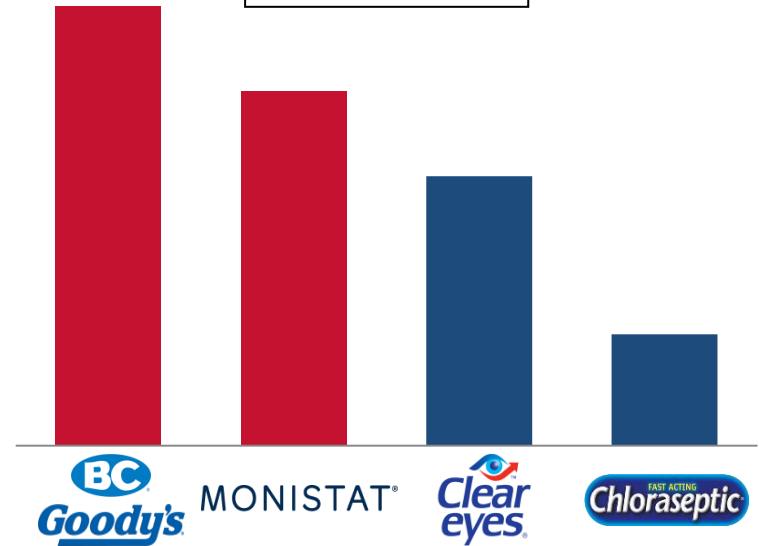
FY2010<sup>(16)</sup>

Average: \$38MM\*



FY2015<sup>(17)</sup>

Average: \$113MM\*



Brand Scale in Top 4 OTC Brands

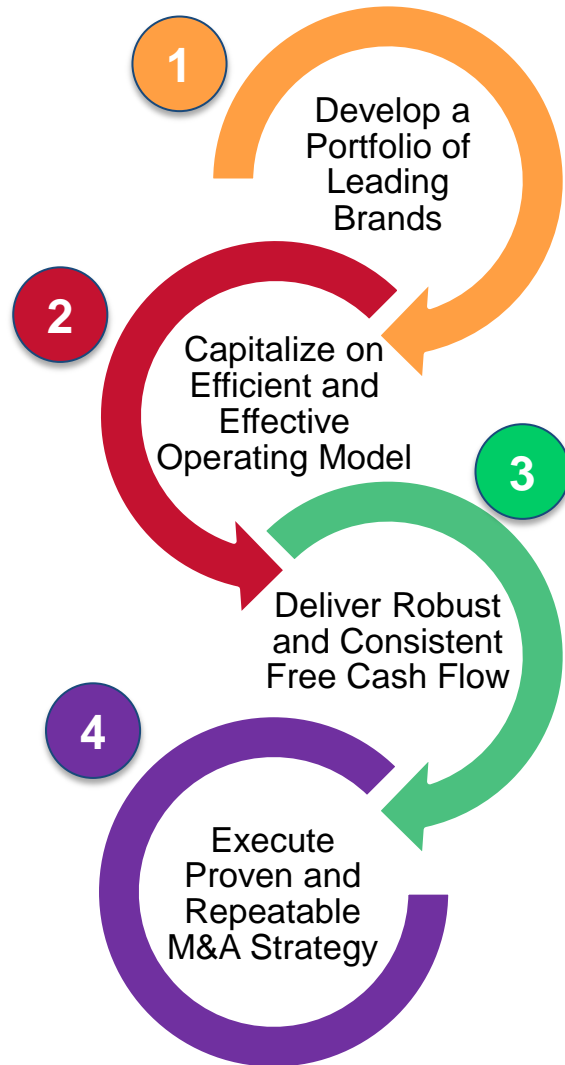
+3.0x

# Q2 Performance Highlights

# Q2 Performance Highlights

- Q2 consolidated Total Revenue of \$181.3 million, up 8.6% versus the prior year corresponding quarter
- Adjusted E.P.S. of \$0.50<sup>(18)</sup>, up 6.4% versus the prior year corresponding quarter
- Strong Adjusted Free Cash Flow of \$36.5<sup>(18)</sup> million, up 14.7% versus the prior year corresponding quarter
- Core OTC consumption growth of 4.9% (excluding products impacted by pediatric and GI category dynamics)
- Continued investment in brand building efforts
- Closed acquisition of Insight Pharmaceuticals in September. Integration well underway
- On track to continue to deliver strong financial performance in FY2015
  - Full year sales growth +15% – 18%
  - Adjusted E.P.S. \$1.75 – \$1.85<sup>(19)</sup>
  - Adjusted Free Cash Flow ~\$150 million<sup>(10)</sup>

# Key Drivers of Long-Term Shareholder Value



- Portfolio of recognizable brands in attractive consumer health industry
  - Established expertise in brand building and product innovation
  - Demonstrated ability to gain market share long-term
  - Target revenue contribution from Core OTC and International brands from ~77% to ~85%
- 
- Efficient asset-lite model with best-in-class outsourced manufacturing and distribution partners
  - Scalable operating platform key to revenue expansion from \$300MM to \$800MM and beyond
  - Business model enables gross margin expansion and G&A absorption
  - Continued cost efficiencies expected with GM targeted at 60% and savings reinvested in A&P
- 
- Strong and consistent cash flow driven by industry leading EBITDA margins, capital-lite business model and significant deferred tax assets
  - Rapid deleveraging allows for expanded acquisition capacity and continued investment in brand building
  - Non-core brands' role contributes to cash flow
  - Debt repayment reduces cash interest expense and adds to E.P.S.
- 
- Demonstrated track record of 6 acquisitions during the past 5 years
  - Effective consolidation platform positioned for consistent pipeline of opportunities
  - Proven ability to source from varied sellers
  - Fragmented industry and recent wave of acquisitions creates a robust pipeline

# Q&A

# Appendix

- (1) Pro forma Net Sales is projected for FY15 as if Insight and Hydralyte were acquired on April 1, 2014.
- (2) Adjusted EBITDA is a Non-GAAP financial measure and may be found in our earnings releases for each respective year ended March 31 and is reconciled to GAAP Net Income in Exhibit 99.2 to our Form 8-K filed with the SEC on December 12, 2014.
- (3) Pro Forma Adjusted EBITDA is a projected Non-GAAP financial measure and is arrived at by taking Pro Forma projected Net Income of \$89 million and adding back projected depreciation and amortization of \$31 million, projected interest expense of \$103 million, projected income taxes of \$52 million and projected transition, integration and purchase accounting items of \$25 million to arrive at \$300 million.
- (4) Adjusted Free Cash Flow and Adjusted EPS are Non-GAAP financial measures and may be found in the Financial Highlights section of our Annual Report for the year ended March 31, 2014 and are reconciled to GAAP Net Cash Provided by Operating activities and GAAP EPS in Exhibit 99.2 to our Form 8-K filed with the SEC on December 12, 2014.
- (5) Pro forma Adjusted EPS is a projected Non-GAAP financial measure as if Insight and Hydralyte were acquired on April 1, 2014 and is calculated based on projected Pro Forma GAAP EPS of \$1.60 to \$1.70 plus \$0.30 of projected acquisition related items totaling \$1.90 to \$2.00.
- (6) Pro forma Adjusted Free Cash Flow is a projected Non-GAAP financial measure as if Insight and Hydralyte were acquired on April 1, 2014 and is calculated based on an projected GAAP Net Cash Provided by Operating Activities of approximately \$182 million less projected Capital Expenditures of approximately \$7 million.
- (7) Adjusted Gross Margin and Adjusted G&A % Net Sales are Non-GAAP financial measures and are reconciled to GAAP Gross Margin and GAAP G&A, respectively in Exhibit 99.2 to our Form 8-K filed with the SEC on December 12, 2014.
- (8) Adjusted EBITDA Margin is a Non-GAAP financial measure and is based on Non-GAAP Adjusted EBITDA, which may be found in our earnings releases for each respective year ended March 31 and is reconciled to GAAP Net Income in Exhibit 99.2 to our Form 8-K filed with the SEC on December 12, 2014.
- (9) Adjusted Free Cash Flow Conversion is a Non-GAAP financial measure, is defined as Adjusted Free Cash Flow over Adjusted Net Income.
- (10) Adjusted Free Cash Flow for FY15 is a projected Non-GAAP financial measure, is reconciled to projected GAAP Net Cash Provided by Operating Activities in our earnings release in the “About Non-GAAP Financial Measures” section for Q2 FY’15 and is calculated based on projected Net Cash Provided by Operating Activities of \$136 million, plus projected integration costs of \$20 million less projected capital expenditures of \$6 million.



# Appendix (cont.)

- (11) Pro Forma Adjusted EBITDA margin is a Non-GAAP financial measure and is arrived at by taking Pro Forma Adjusted EBITDA of \$300 million divided by Pro Forma Net Sales of \$800 million. Pro Forma Adjusted EBITDA is a projected Non-GAAP financial measure and is arrived at by taking Pro Forma projected Net Income of \$89 million and adding back projected depreciation and amortization of \$31 million, projected interest expense of \$103 million, projected income taxes of \$52 million and projected transition, integration and purchase accounting items of \$25 million to arrive at \$300 million.
- (12) Adjusted Free Cash Flow yield is calculated as Non-GAAP Pro Forma Adjusted Free Cash Flow over the Company's market capitalization as of November 14, 2014. Source: Company filings and Capital IQ. Notes: For the latest twelve month period as of November 14, 2014
- (13) Adjusted Free Cash Flow Conversion for the Latest 12 Months ended September 30, 2014 is calculated as Non-GAAP Adjusted Free Cash Flow over Non-GAAP Adjusted Net Income. These Non-GAAP financial measures are reconciled to their most closely related GAAP financial measures in Exhibit 99.2 to our Form 8-K filed with the SEC on November 18, 2014.
- (14) Leverage ratio reflects net debt / covenant defined EBITDA.
- (15) Assumes max leverage of 5.75x and average EBITDA acquisition multiple consistent with previous acquisitions.
- (16) IRI MULO + C-Store data, reflects retail dollar sales.
- (17) Based on company estimates of retail sales for FY2015.
- (18) Adjusted EPS and Adjusted Free Cash Flow are Non-GAAP financial measures and are reconciled to their most closely related GAAP financial measures in our earnings release in the "About Non-GAAP Financial Measures" section for Q2 FY'15 and are also included in Exhibit 99.2 to our Form 8-K filed with the SEC on December 12, 2014.
- (19) Adjusted EPS for FY15 is a projected Non-GAAP financial measure, and is calculated based on projected GAAP EPS of \$1.28 to \$1.38 plus \$0.47 of projected acquisition related items totaling \$1.75 to \$1.85.
- (20) Core OTC organic revenue growth rates are calculated using the Core Brands of Chloraseptic, Clear Eyes, Compound W, Little Remedies, The Doctors, Efferdent, Pediacare, Luden's, Dramamine, BC, Goody's, Beano, Debrox and Gaviscon and exclude the effect of acquisitions, if such brand is not included in each of the respective periods. Source: IRI multi-outlet retail dollar sales growth for relevant period. Excludes Insight Pharmaceuticals Data reflects retail dollar sales percentage growth versus prior period.
- (21) Based on Company's organic long-term plan. Source: Company data.