



Safe Harbor Disclosure

This presentation contains certain “forward-looking” statements within the meaning of the Private Securities Litigation Reform Act of 1995, such as statements regarding the Company’s expected financial performance, including revenues, diluted EPS, EBITDA, free cash flow, and organic revenue growth; the impact of branded POS on the market share of Hydralyte; the Company’s ability to execute on its brand-building strategy, including through new product development; the Company’s ability to address rising costs with pricing strategies; the expected market share and consumption trends for the Company’s brands; and the Company’s ability to execute on its disciplined capital allocation strategy, including debt reduction. Words such as “trend,” “continue,” “will,” “expect,” “project,” “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 impact of the COVID-19 pandemic and geopolitical instability, including on economic and business conditions, consumer trends, retail management initiatives, and disruptions to the manufacturing, distribution and supply chain and related price increases; labor shortages; competitive pressures; the impact of the Company’s advertising and promotional and new product development initiatives; customer inventory management initiatives; the ability to pass along rising costs to customers without impacting sales; fluctuating foreign exchange rates; 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, 2022. You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date this presentation. Except to the extent required by applicable law, the Company undertakes no obligation to update any forward-looking statement contained in this presentation, whether as a result of new information, future events, or otherwise.

All adjusted GAAP numbers presented are footnoted and reconciled to their closest GAAP measurement in the attached reconciliation schedule or in our August 4, 2022 earnings release in the “About Non-GAAP Financial Measures” section.

Agenda for Today's Discussion

I. Performance Update

II. Financial Overview

III. FY 23 Outlook



I. Performance Update

Business Momentum Continued in First Quarter FY 23

Q1 FY 23 Sales Drivers

- Solid quarterly Revenue of \$277.1 million, up 2.9% vs. PY
- Consistent consumer behavior as they continue to seek trusted brands
- Strong growth led by international portfolio

Superior Earnings and FCF

- Gross Margin as expected in dynamic supply chain environment
- Revenues translated into consistent EBITDA⁽²⁾ margin
- Solid financial profile and resulting Free Cash Flow⁽²⁾ generation

Disciplined Capital Allocation

- Continued focus on disciplined capital allocation resulting in leverage of 3.8x⁽³⁾
- Repurchased ~700k shares in Q1
- Debt reduction remains a key part of capital allocation strategy

Continued Momentum Building on Hydralyte's History of Success

Q1 Sales Growth



Hydralyte Turns 20!

In-Store



Online



Omnichannel Campaign Celebrating 20 Years of Hydralyte

Household Penetration of 8.9%*, with Branded POS Driving Future Share Growth

*TTM as of 05/22/22

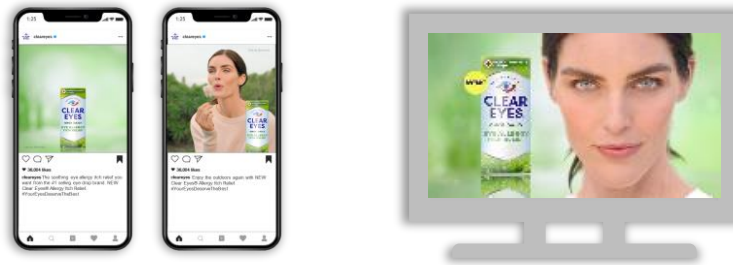
New Product Development: An Important Brand-Building Pillar



Summer's Eve Spa



Clear Eyes Allergy



Product Extensions that Grow Share & Market Opportunity

Provide Consumers with Superior Experience

Proven Omnichannel Marketing Strategy Drives Awareness & Long-Term Success

Expanded Offerings Across Portfolio Lead to Increased Usage Occasions



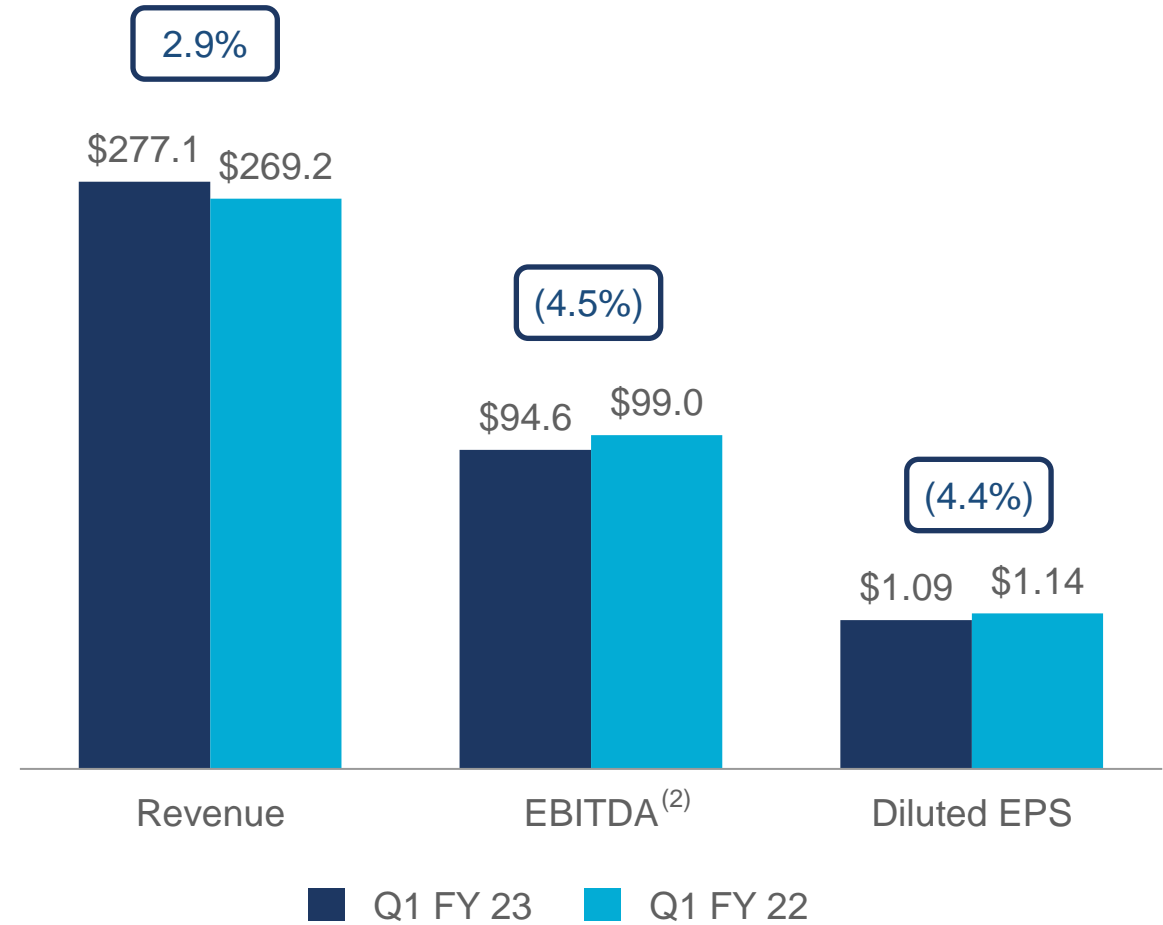
II. Financial Overview

Q1 FY 23 Performance Highlights

Revenue of \$277.1 million, up 2.9% vs. PY

EBITDA⁽²⁾ of \$94.6 million, down 4.5% vs. PY

Diluted EPS of \$1.09, down 4.4% vs. PY



Dollar values in millions, except per share data.

FY 23 First Quarter Consolidated Financial Summary

3 Months Ended

| | Q1 FY 23 | Q1 FY 22 | % Chg |
|-----------------------------|-----------------|-----------------|---------------|
| Total Revenue | \$ 277.1 | \$ 269.2 | 2.9% |
| Gross Profit | 160.1 | 159.0 | 0.7% |
| <i>% Gross Margin</i> | 57.8% | 59.1% | |
| A&M | 40.0 | 39.4 | 1.3% |
| <i>% Total Revenue</i> | 14.4% | 14.7% | |
| G&A | 26.7 | 22.5 | 18.9% |
| <i>% Total Revenue</i> | 9.6% | 8.3% | |
| D&A (excl. COGS) | 6.4 | 5.8 | 11.8% |
| Operating Income | \$ 87.0 | \$ 91.3 | (4.7%) |
| <i>% Margin</i> | 31.4% | 33.9% | |
| Diluted EPS | \$ 1.09 | \$ 1.14 | (4.4%) |
| EBITDA⁽²⁾ | \$ 94.6 | \$ 99.0 | (4.5%) |
| <i>% Margin</i> | 34.1% | 36.8% | |

Dollar values in millions, except per share data

Comments

- Organic Revenue⁽¹⁾ down slightly vs. PY
- Gross Margin of 57.8%, as expected due to timing
 - Anticipate ~56% for remainder of FY 23
 - Continue to successfully implement pricing to offset cost inflation
- A&M of 14.4% of Revenue
- G&A of 9.6% of Revenue
- Diluted EPS of \$1.09

Industry Leading Free Cash Flow Trends

Free Cash Flow

■ Q1 FY 23 ■ Q1 FY 22

(15.6%)

\$57.2

\$67.8

Free Cash Flow⁽²⁾

Dollar values in millions

Comments

- Q1 Free Cash Flow⁽²⁾ of \$57.2 million down vs. PY, affected by timing
 - Maintaining full-year outlook
- Net Debt at June 30 of \$1.5 billion⁽²⁾; leverage ratio⁽³⁾ of 3.8x at end of Q1
 - Executed \$38mm of the \$50mm authorized share repurchase program



III. FY 23 Outlook

Outlook: Staying the Strategic Course to Create Value

Top Line Trends

- Strategy delivering with growing and well-positioned business
- Agile brand-building enables portfolio for further market share gains
- Revenue outlook of \$1,120 Million to \$1,130 Million (~3% to 4% growth)
 - Organic growth of 2% to 3%

EPS

- EBITDA dollars expected to grow in-line with Revenue
- Anticipate FY 23 Diluted EPS of \$4.18 to \$4.23

Free Cash Flow & Allocation

- Anticipate FY 23 Free Cash Flow⁽⁴⁾ of \$260 or more
- Continue to execute disciplined capital allocation strategy
- Anticipate leverage⁽³⁾ below 3.5x at year-end FY23



Q&A

Appendix

- (1) Organic Revenue is a Non-GAAP financial measure and is reconciled to the most closely related GAAP financial measure in the attached Reconciliation Schedules and / or our earnings release dated August 4, 2022 in the “About Non-GAAP Financial Measures” section.
- (2) EBITDA & EBITDA Margin, Free Cash Flow, and Net Debt are Non GAAP financial measures and are reconciled to their most closely related GAAP financial measures in the attached Reconciliation Schedules and / or in our earnings release dated August 4, 2022 in the “About Non GAAP Financial Measures” section.
- (3) Leverage ratio reflects Net Debt / covenant defined EBITDA.
- (4) Free Cash Flow for FY 23 is a projected Non-GAAP financial measure, is reconciled to projected GAAP Net Cash Provided by Operating Activities in the attached Reconciliation Schedules and / or in our earnings release in the “About Non-GAAP Financial Measures” section and is calculated based on projected Net Cash Provided by Operating Activities less projected capital expenditures plus cash payments associated with discrete items.

Reconciliation Schedules

Organic Revenue Change

| <i>(In Thousands)</i> | Three Months Ended June 30, | |
|---|-----------------------------|------------|
| | 2022 | 2021 |
| GAAP Total Revenues | \$ 277,059 | \$ 269,181 |
| Revenue Change | 2.9% | |
| Adjustments: | | |
| Revenues associated with acquisition ^(a) | (12,624) | - |
| Impact of foreign currency exchange rates | - | (1,563) |
| Total adjustments | \$ (12,624) | \$ (1,563) |
| Non-GAAP Organic Revenues | \$ 264,435 | \$ 267,618 |
| Non-GAAP Organic Revenue Change | (1.2%) | |

a) Revenues of our Akorn acquisition are excluded for purposes of calculating Non-GAAP organic revenues.

EBITDA Margin

| <i>(In Thousands)</i> | Three Months Ended June 30, | |
|-------------------------------|-----------------------------|-----------|
| | 2022 | 2021 |
| GAAP Net Income | \$ 55,272 | \$ 57,755 |
| Interest expense, net | 15,292 | 15,077 |
| Provision for income taxes | 15,625 | 18,615 |
| Depreciation and amortization | 8,384 | 7,594 |
| Non-GAAP EBITDA | \$ 94,573 | \$ 99,041 |
| Non-GAAP EBITDA Margin | 34.1% | 36.8% |

Reconciliation Schedules (Continued)

Free Cash Flow

| | Three Months Ended June 30, | |
|--|-----------------------------|-----------|
| | 2022 | 2021 |
| <i>(In Thousands)</i> | | |
| GAAP Net Income | \$ 55,272 | \$ 57,755 |
| Adjustments: | | |
| Adjustments to reconcile net income to net cash provided by operating activities as shown in the Statement of Cash Flows | 16,234 | 17,824 |
| Changes in operating assets and liabilities as shown in the Statement of Cash Flows | (13,259) | (6,274) |
| Total adjustments | 2,975 | 11,550 |
| GAAP Net cash provided by operating activities | 58,247 | 69,305 |
| Purchase of property and equipment | (1,047) | (1,500) |
| Non-GAAP Free Cash Flow | \$ 57,200 | \$ 67,805 |

Projected Free Cash Flow

| | | |
|--|----|------|
| <i>(In millions)</i> | | |
| Projected FY'23 GAAP Net Cash provided by operating activities | \$ | 270 |
| Additions to property and equipment for cash | | (10) |
| Projected Non-GAAP Free Cash Flow | \$ | 260 |