

## Perrigo 2010 Third Quarter Conference Call April 29, 2010

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## Store Brands Gain 10 Share Points After Tylenol Recall

Store Brand APAP Share Growth in FDMx - Volume Share
+9.7 share points


Ave Share Prior to Tylenol Recall
Ave Share Since Tylenol Recall

## Polyethylene Glycol 3350 (MiraLax ${ }^{\text {® }}$ )

- Leveraging our best-in-class marketing capabilities, Perrigo has been able to secure $>90 \%$ of the store brand market


Store Brand Volume Share - FDMx


With 5 OTC approvals,
Perrigo has >90\% Store


ClearLax
Polyethylene Glycol 3350
Powder for - Cowder for Solution, Laste-Free, - Works Gently witt-free, Grit-Fioe
 - Soltens stool

- Dissones Completely in Your Favorite - Compare to the active ingredient in
 Your Brand ClearLax
 Brand Market Share

$\square$ Perrigo $\square$ Other


## All Category Update



## GAAP Financials - From Continuing Operations

## Perrigo Consolidated

(\$ in millions, except per share amounts)
Net Sales
-
Gross Profit 186
Distribution
SG\&A
$\boldsymbol{R \& D}$

| Restructuring | 7 |  | - |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Operating Income |  | 87 |  | 72 | 21\% |
| Income from Continuing Ops | \$ | 60 | \$ | 46 | 29\% |
| Diluted EPS from Continuing Ops | \$ | 0.65 | \$ | 0.50 | 30\% |

Margin Analysis

| Gross Margin |  |  |
| :---: | :---: | :---: |
| Q3 2010 | Q3 2009 | Change |
| $\mathbf{3 4 . 5 \%}$ | $\mathbf{2 9 . 6 \%}$ | $+\mathbf{4 9 0}$ bps |
| Operating Margin |  |  |
| Q3 2010 | Q3 2009 | Change |
| $\mathbf{1 6 . 2 \%}$ | $\mathbf{1 4 . 2 \%}$ | $+\mathbf{2 0 0}$ bps |

Gross Margin Q3'08-Q3'10 Operating Margin Q3'08-Q3'10


## Adjusted Financials* - From Continuing Operations

| (\$ in millions, except per share data) | Q3 2010 |  | Q3 2009 |  | $\begin{gathered} \text { \% Change } \\ \text { Y/Y } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Net Sales | \$ | 538.3 | \$ | 505.9 | 6\% |
| Reported Gross Profit Inventory step-ups | \$ | $\begin{array}{r} 185.9 \\ 0.3 \\ \hline \end{array}$ | \$ | $\begin{array}{r} 149.6 \\ 0.7 \end{array}$ | 24\% |
| Adjusted Gross Profit | \$ | 186.2 | \$ | 150.3 | 24\% |
| Reported Operating Expenses <br> Restructuring charges <br> Acquisition costs | \$ | $\begin{aligned} & 98.6 \\ & (7.5) \\ & (3.1) \\ & \hline \end{aligned}$ | \$ | 77.7 - | 27\% |
| Adjusted Operating Expenses | \$ | 88.0 | \$ | 77.7 | 13\% |
| Reported Operating Income <br> Inventory step-ups <br> Restructuring charges <br> Acquisition costs | \$ | $\begin{array}{r} 87.3 \\ 0.3 \\ 7.5 \\ 3.1 \end{array}$ | \$ | 71.9 0.7 | 21\% |
| Adjusted Operating Income | \$ | 98.2 | \$ | 72.6 | 35\% |
| Reported Income from Continuing Operations <br> Inventory step-ups (1) <br> Restructuring charges - Germany (2) <br> Acquisition costs - Orion (2) <br> Acquisition costs - PBM (1) <br> Restructuring charges - Florida (1) | \$ | $\begin{array}{r} 60.1 \\ 0.2 \\ 6.8 \\ 0.6 \\ 2.0 \\ 0.4 \\ \hline \end{array}$ | \$ | 46.5 0.5 | 29\% |
| Adjusted Income from Continuing Ops | \$ | 70.2 | \$ | 47.0 | 49\% |
| Adjusted Diluted EPS from Continuing Ops | \$ | 0.76 | \$ | 0.50 | 52\% |
| Diluted weighted average shares outstanding <br> Adjusted gross margin <br> Adjusted operating margin |  | 92.6 |  | 93.2 |  |
|  |  | $\begin{aligned} & 34.6 \% \\ & 18.2 \% \end{aligned}$ |  | $\begin{aligned} & 29.7 \% \\ & 14.4 \% \end{aligned}$ | $\begin{aligned} & +490 b p s \\ & +380 b p s \end{aligned}$ |
| (1) Net of taxes |  |  |  |  |  |
| hed financial schedule for full reconciliation to |  |  |  |  |  |

## Adjusted Financials* - From Continuing Operations

## Perrigo Consolidated

| (\$ in millions, except per share amounts) | Q3 2010 |  | Q3 2009 |  | $\begin{gathered} \text { \% Change } \\ \text { Y/Y } \end{gathered}$ | Change as <br> a \% to sales |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Net Sales | \$ | 538 | \$ | 506 | 6\% |  |
| Adjusted Cost of Sales |  | 352 |  | 356 | -1\% |  |
| Adjusted Gross Profit |  | 186 |  | 150 | 24\% | +490 bps |
| Distribution |  | 8 |  | 6 | 29\% |  |
| Adjusted SG\&A |  | 63 |  | 54 | 17\% |  |
| R\&D |  | 17 |  | 18 | -2\% |  |
| Adjusted Operating Income |  | 98 |  | 73 | 35\% | +380 bps |
| Adjusted Income from Continuing Ops | \$ | 70 | \$ | 47 | 49\% | +370 bps |
| Adjusted Diluted EPS from Continuing Ops | \$ | 0.76 | \$ | 0.50 | 52\% |  |

Margin Analysis

| Adjusted Gross Margin |  |  |
| :---: | :---: | :---: |
| Q3 2010 | Q3 2009 | Change |
| $\mathbf{3 4 . 6 \%}$ | $\mathbf{2 9 . 7 \%}$ | +490 bps |
| Adjusted Operating Margin |  |  |
| Q3 2010 | Q3 2009 | Change |
| $\mathbf{1 8 . 2 \%}$ | $\mathbf{1 4 . 4 \%}$ | +380 bps |

## Adjusted Segment Financials* - From Continuing Operations

## Consumer Healthcare

(\$ in millions)
Net Sales
Adjusted Cost of Sales
Adjusted Gross Profit
Adjusted Operating Expenses
Adjusted Operating Income
Margin AnalysíS

| Adjusted Gross Margin |  |  |
| :---: | :---: | :---: |
| Q3 2010 | Q3 2009 | Change |
| $\mathbf{3 1 . 7 \%}$ | $\mathbf{2 7 . 9 \%}$ | $+\mathbf{3 8 0}$ bps |
| Adjusted Operating Margin |  |  |
| Q3 2010 | Q3 2009 | Change |
| $\mathbf{1 8 . 1 \%}$ | $\mathbf{1 5 . 0 \%}$ | $+\mathbf{3 1 0}$ bps |

Positive Impacts

- Improved plant efficiency
- Favorable product mix
- New product sales
- Strong gross profit

Partial Negative Offsets

- Competition in smoking cessation
- Increased legal expenses


## Segment Financials - From Continuing Operations

## Rx Pharmaceuticals

(\$ in millions)
Net Sales
Cost of Sales
Gross Profit
Operating Expenses
Operating Income
Margin Analysis

| Gross Margin |  |  |
| :---: | :---: | :---: |
| Q3 2010 | Q3 2009 | Change |
| $\mathbf{5 3 . 3} \%$ | $\mathbf{3 8 . 7 \%}$ | +1460 bps |
| Operating Margin |  |  |
| Q3 2010 | Q3 2009 | Change |
| $\mathbf{3 3 . 1 \%}$ | $\mathbf{1 9 . 1 \%}$ | $+\mathbf{1 4 0 0}$ bps |$\}$

## Positive Impacts

- Non-product revenue
- Product mix
- Favorable pricing
- Manufacturing efficiencies
- SG\&A leverage on increased product sales


## Adjusted Segment Financials* - From Continuing Operations

| $A P$ |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (\$ in millions) | Q3 2010 |  | Q3 2009 |  | $\begin{gathered} \% \text { Change } \\ Y / Y \end{gathered}$ | Change as a \% to sales |
| Net Sales | \$ | 34 | \$ | 31 | 11\% |  |
| Cost of Sales |  | 20 |  | 20 | 5\% |  |
| Gross Profit |  | 14 |  | 11 | 21\% | +340 bps |
| Adjusted Operating Expenses |  | 8 |  | 7 | 19\% |  |
| Adjusted Operating Income | \$ | 5 | \$ | 4 | 25\% | +180 bps |

Margin Analysis

| Gross Margin |  |  |
| :---: | :---: | :---: |
| Q3 2010 | Q3 2009 | Change |
| $\mathbf{4 0 . 2 \%}$ | $\mathbf{3 6 . 8 \%}$ | $+\mathbf{3 4 0}$ bps |
| Adjusted Operating Margin |  |  |
| Q3 2010 | Q3 2009 | Change |
| $\mathbf{1 5 . 8 \%}$ | $\mathbf{1 4 . 0 \%}$ | $+\mathbf{1 8 0} \mathbf{b p s}$ |$\rangle$

## Positive Impacts

- Dossier sales
- Product mix
- Improved plant efficiencies
- Strong gross margin improvement



## Adjusted Segment Financials* - From Continuing Operations

Other
(\$ in millions)
Net Sales

| Q3 2010 |  | Q3 2009 |  | \% Change Y/Y | Change as a \% to sales |
| :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 17 | \$ | 14 | 21\% |  |
|  | 10 |  | 8 | 22\% |  |
|  | 7 |  | 6 | 19\% | -60 bps |
|  | 5 |  | 3 | 61\% |  |
| \$ | 2 | \$ | 3 | -31\% | -830 bps |

## Margin Analysis

| Adjusted Gross Margin |  |  |
| :---: | :---: | :---: |
| Q3 2010 | Q3 2009 | Change |
| 42.1\% | $\mathbf{4 2 . 7 \%}$ | -60 bps |
| Adjusted Operating Margin |  |  |
| Q3 2010 | Q3 2009 | Change |
| 11.1\% | $\mathbf{1 9 . 4 \%}$ | -830 bps |

## Cash Flow \& Working Capital



## Perrigo FY10 Feb. Guidance Tracking Year-to-Date

- From Continuing Operations



## Perrigo FY10 Revised Guidance* - From Continuing Operations

## Consolidated Revenue Growth

12\% to 13\% from Fiscal 2009

## Consumer Healthcare <br> Revenue Growth

8\% to 10\% from Fiscal 2009

> Adj. Consolidated
> Operating Margin

## $16 \%$ to $17 \%$ of Net Sales

Adj. EPS from Continuing Operations
\$2.75 to \$2.85
(47\% to 52\% Y/Y Growth**)

Cash Flow from Operations

## Estimated Effective <br> Worldwide Tax Rate

## \$270M to \$300M

Approximately 28\%


## Appendix

## Table I

## Table I

PERRIGO COMPANY

## SEGMENT INFORMATION

(in thousands)
(unaudited)

*All information based on continuing operations.

## PERRIGO COMPANY

## RECONCILIATION OF NON-GAAP MEASURES

(in thousands, except per share amounts)
(unaudited)


## Table II Continued

|  | Third Quarter* |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2010 |  | 2009 |  | \% Change |
| Consumer Healthcare |  |  |  |  |  |
| Net sales | \$ | 436,259 | \$ | 419,148 | 4\% |
| Reported gross profit | \$ | 138,196 | \$ | 116,068 | 19\% |
| Inventory step-ups |  | - |  | 736 |  |
| Adjusted gross profit | \$ | 138,196 | \$ | 116,804 | 18\% |
| Adjusted gross profit \% |  | 31.7\% |  | 27.9\% |  |
| Reported operating expenses | \$ | 60,115 | \$ | 53,790 | 12\% |
| Restructuring charges - Florida |  | (699) |  | - |  |
| Adjusted operating expenses | \$ | 59,416 | \$ | 53,790 | 10\% |
| Adjusted operating expense \% |  | 13.6\% |  | 12.8\% |  |
| Reported operating income | \$ | 78,081 | \$ | 62,278 | 25\% |
| Restructuring charges - Florida |  | 699 |  | - |  |
| Inventory step-ups |  | - |  | 736 |  |
| Adjusted operating income | \$ | 78,780 | \$ | 63,014 | 25\% |
| Adjusted operating income \% |  | 18.1\% |  | 15.0\% |  |

## Table II Continued

## RECONCILIATION OF NON-GAAP MEASURES

Third Quarter*

| 2010 |  | 2009 |  | \% Change |
| :---: | :---: | :---: | :---: | :---: |
| \$ | 34,251 | \$ | 30,953 | 11\% |
| \$ | 15,125 | \$ | 7,043 | 115\% |
|  | $(6,775)$ |  | - |  |
| \$ | 8,350 | \$ | 7,043 | 19\% |
|  | 24.4\% |  | 22.8\% |  |
| \$ | $(1,350)$ | \$ | 4,344 | -131\% |
|  | 6,775 |  | - |  |
| \$ | 5,425 | \$ | 4,344 | 25\% |
|  | 15.8\% |  | 14.0\% |  |
| \$ | 16,958 | \$ | 14,054 | 21\% |
| \$ | 6,814 | \$ | 5,999 | 14\% |
|  | 322 |  | - |  |
| \$ | 7,136 | \$ | 5,999 | 19\% |
|  | 42.1\% |  | 42.7\% |  |
| \$ | 1,556 | \$ | 2,726 | -43\% |
|  | 322 |  | - |  |
| \$ | 1,878 | \$ | 2,726 | -31\% |
|  | 11.1\% |  | 19.4\% |  |

## Table III

|  | Third Quarter* Reported Cost of Sales |  |  |  | Adjustment - <br> Inventory Step-Up |  |  |  | Third Quarter* <br> Adjusted Cost of Sales |  | \% Change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2010 |  | 2009 |  | 2010 |  | 2009 |  | 2010 | 2009 |  |
| Segments |  |  |  |  |  |  |  |  |  |  |  |
| Consumer Healthcare | \$ | 298,062 | \$ | 303,081 | \$ | - | \$ | (736) | \$ 298, 062 | \$ 302,345 | -1\% |
| Rx Pharmaceuticals |  | 23,758 |  | 25,608 |  | - |  | - | 23,758 | 25,608 | -7\% |
| API |  | 20,476 |  | 19,566 |  | - |  | - | 20,476 | 19,566 | 5\% |
| Other |  | 10,144 |  | 8,055 |  | (322) |  | - | 9,822 | 8,055 | 22\% |
| Total | \$ | 352,440 | \$ | 356,310 | \$ | (322) |  | (736) | \$352,118 | \$355,574 | -1\% |

## Table IV

## FY 2010 GUIDANCE AND FY 2009 EPS

## RECONCILIATION OF NON-GAAP MEASURES

## Consolidated

Reported consolidated gross margin range
Charges associated with inventory step-ups
Adjusted consolidated gross margin range
Reported operating expenses, excluding R\&D
Charges associated with acquisition costs
Adjusted operating expenses, excluding R\&D
Reported consolidated operating margin range
Charges associated with inventory step-ups
Charge associated with acquired research and development
Charges associated with acquisition costs
Charges associated with restructuring
Adjusted consolidated operating margin range
FY10 reported diluted earnings per share from continuing operations range Charges associated with inventory step-ups
Charge associated with acquired research and development
Charges associated with acquisition costs
Charges associated with restructuring
FY10 adjusted diluted earnings per share from continuing operations range

## Full Year* <br> Fiscal 2010 Guidance

| $32.2 \%-33.2 \%$ |
| :---: |
| $0.30 \%$ |
| $32.5 \%-33.5 \%$ |
| $12.53 \%$ |
| $0.47 \%$ |
| $13 \%$ |
| $14.28 \%-15.28 \%$ |
| $0.30 \%$ |
| $0.62 \%$ |
| $0.47 \%$ |
| $0.33 \%$ |
| $16 \%-17 \%$ |
| $\$ 2.42-\$ 2.52$ |
| 0.050 |
| 0.123 |
| 0.081 |
| 0.078 |
| $\$ 2.75-\$ 2.85$ |

