

Perrigo®

J.P. Morgan Healthcare
Conference
January 12, 2022



Forward-Looking Statements

Certain statements in this presentation are "forward-looking statements." These statements relate to future events or the Company's future financial performance and involve known and unknown risks, uncertainties and other factors that may cause the actual results, levels of activity, performance or achievements of the Company or its industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements can be identified by terminology such as "may," "will," "could," "would," "should," "expect," "forecast," "plan," "anticipate," "intend," "believe," "estimate," "predict," "potential" or the negative of those terms or other comparable terminology. The Company has based these forward-looking statements on its current expectations, assumptions, estimates and projections. While the Company believes these expectations, assumptions, estimates and projections are reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which are beyond the Company's control, including: the effect of the novel coronavirus (COVID-19) pandemic and the associated supply chain impacts on the Company's business; general economic, credit, and market conditions; future impairment charges; customer acceptance of new products; competition from other industry participants, some of whom have greater marketing resources or larger market shares in certain product categories than the Company does; pricing pressures from customers and consumers; resolution of uncertain tax positions, including the Company's appeal of the draft and final Notices of Proposed Assessment ("NOPAs") issued by the U.S. Internal Revenue Service and the impact that an adverse result in any such proceedings would have on operating results, cash flows, and liquidity; pending and potential third-party claims and litigation, including litigation relating to the Company's restatement of previously-filed financial information, and litigation relating to uncertain tax positions, including the NOPAs; potential impacts of ongoing or future government investigations and regulatory initiatives; potential costs and reputational impact of product recalls or sales halts; the impact of tax reform legislation and healthcare policy; the timing, amount and cost of any share repurchases; fluctuations in currency exchange rates and interest rates; the Company's ability to achieve the benefits expected from the sale of its Rx business, the risk that potential costs or liabilities incurred or retained in connection with that transaction may exceed the Company's estimates or adversely affect the Company's business or operations; the consummation and success of the proposed acquisition of HRA and the ability to achieve the expected benefits thereof, including the risk that the parties fail to obtain the required regulatory approvals or to fulfill the other conditions to closing on the expected timeframe or at all, the occurrence of any other event, change or circumstance that could delay the transaction or result in the termination of the securities sale agreement or the risks that the Company's synergy estimates are inaccurate or that the Company faces higher than anticipated integration or other costs in connection with the proposed acquisition; the consummation and success of other announced and unannounced acquisitions or dispositions, and the Company's ability to realize the desired benefits thereof; and the Company's ability to execute and achieve the desired benefits of announced cost-reduction efforts and strategic and other initiatives. An adverse result with respect to the Company's appeal of any material outstanding tax assessments or pending litigation, including securities or drug pricing matters, could ultimately require the use of corporate assets to pay such assessments, damages from third-party claims, and related interest and/or penalties, and any such use of corporate assets would limit the assets available for other corporate purposes. These and other important factors, including those discussed under "Risk Factors" in the Company's Form 10-K for the year ended December 31, 2020, as well as the Company's subsequent filings with the United States Securities and Exchange Commission, may cause actual results, performance or achievements to differ materially from those expressed or implied by these forward-looking statements. The forward-looking statements in this press release are made only as of the date hereof, and unless otherwise required by applicable securities laws, the Company disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Non-GAAP Measures: This presentation contains Non-GAAP measures. The reconciliation of those measures to the most comparable GAAP measures are included at the end of this presentation.

Perrigo Recently Completed a Massive 3-Year Strategic Transformation to Re-Position the Company to Consumer Self-Care



Portfolio Reconfigured

- Sold Generic Rx
 - Selling Latin America Ops.
 - Sold Rosemont Rx
 - Sold Animal Health
 - Closed India R&D
-
- Buying HRA Pharma
 - Bought Ranir Oral Care
 - Bought Dr. Fresh
 - Bought Steripod®
 - Bought Prevacid®
 - Bought E. Europe Skin-Care Products
 - Bought Dextsil® Brand in EU
 - Invested in Kazmira (CBD)



Businesses Revitalized & Returned to Growth

- Built \$500MM New Product Pipeline
- Launched >\$300M in Total Consumer NP's in '19 & '20
- Invested \$130M+ in IT & Infrastructure
- Mgmt team significantly strengthened
- Delivering \$100M Cost Savings
- Improved Service from 70% to 90%+ before disruption
- Built Strong e-Comm Platform
- Installed Business Intelligence Capabilities
- Delivered 2018-2020 Net Sales¹ CAGR of +7.2% compared to 2015-2018 CAGR of +0.5%



Uncertainty Reduced

- Irish Tax NOA favorably settled
- Athena IRS case to M.A.P.
- Strengthened Cyber Security
- Divested Most Volatile Businesses
- Strengthened Governance – ESG, D&I
- Awarded ~\$400M from sellers of Omega Pharma
- Proven ability to adapt to COVID-era challenges



Poised to Build Value

- Perrigo is a Focused Self-Care CPG Company
- Major Overhang Eliminated
- 3/5/7 Growth Commitment Benchmarks to Top Tier CPG Companies
- Best-in-class Partner for Traditional and Ecommerce Retailers
- Unique Combination of Science and Consumer Insights
- Steady Stream of Innovation
- HRA Acquisition to Add Scale And Significantly Advance Self-Care Leadership Position

Perrigo Has Emerged as a Leading Global CPG Self-Care Company

Perrigo is uniquely positioned with brand/value and store brand offerings on multiple continents, with the pending HRA Pharma acquisition bolstering global scale and growth opportunities

	Brand Offerings	Store Brand Offerings	HRA Brand Offerings (expected close in 1H:2022)
Competitive Position	Extensive regulatory, distribution & sales infrastructure to drive well-known local brands across Europe and value brands in North America	Global leader on curation & growth of customer's own-brand self-care portfolios; Regulatory strength supports "First-to-File" goal	Leading consumer OTC brands with #1 market positions with sizable line extension and geographic expansion opportunities
Sales by Geography¹	70% Europe 30% North America	95% North America 5% Europe	Primarily Europe & North America
Sample Product Offerings			
Market Position	Leading regional brands across Europe; uniquely positioned brands in North America	Leading provider of self-care products sold to consumers via store brands	Leading and growing brands in blister, scare care and women's emergency contraception



While Maintaining a Healthy Financial Position

+7.2%

2018-2020 Net
Sales CAGR¹

2.4%

Current Dividend Yield²

*18 consecutive years of
dividend increases*

103%

Cash flow conversion
2017 – 2020



See attached Appendix for reconciliation of Adjusted (Non-GAAP) to Reported (GAAP) amounts.

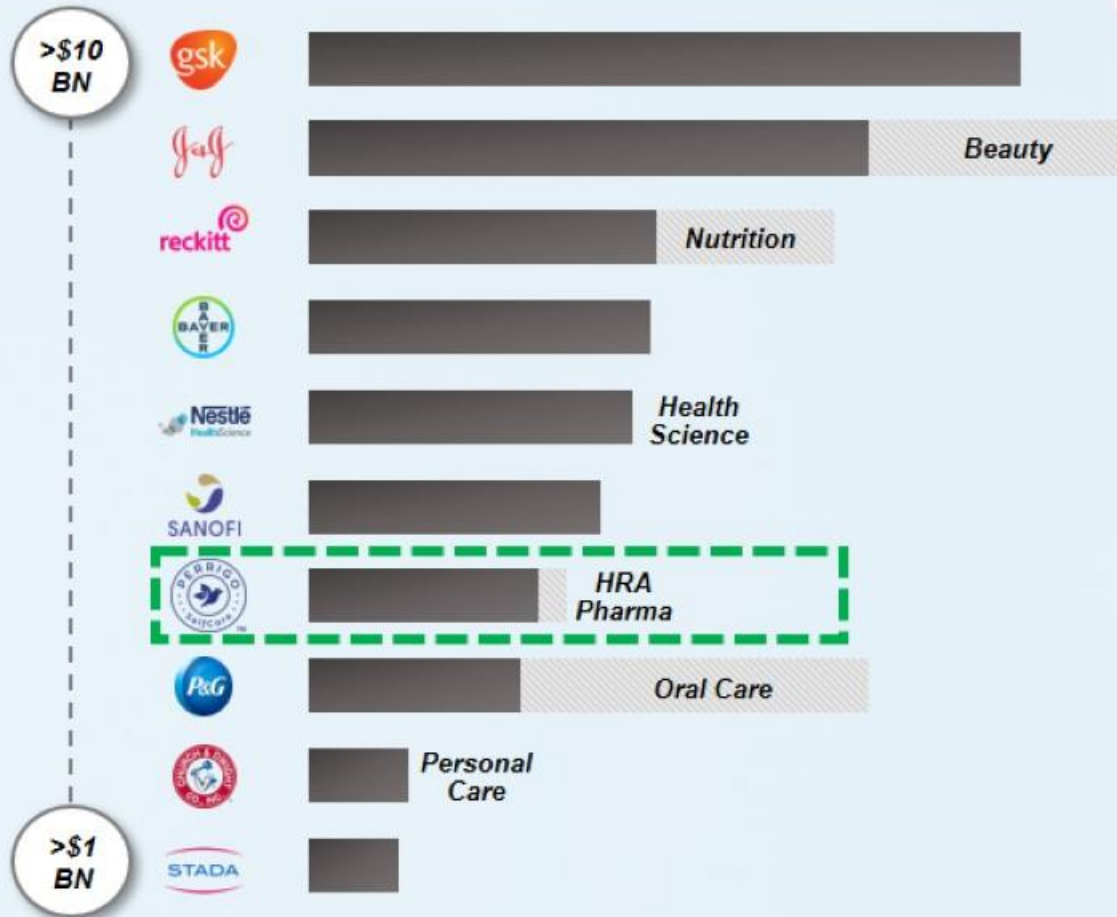
1. Net sales excluding divested businesses and currency.

2. Dividend yield based upon Perrigo (PRGO) U.S. equity price as of close on January 7, 2022.

And is a Top Player in the Global Self-Care Industry, Amidst a New Backdrop of Public Consumer Peers

Top Global Consumer Health Marketers

Consumer Health Revenues (\$ Billion)



Potential New Independent Consumer Companies

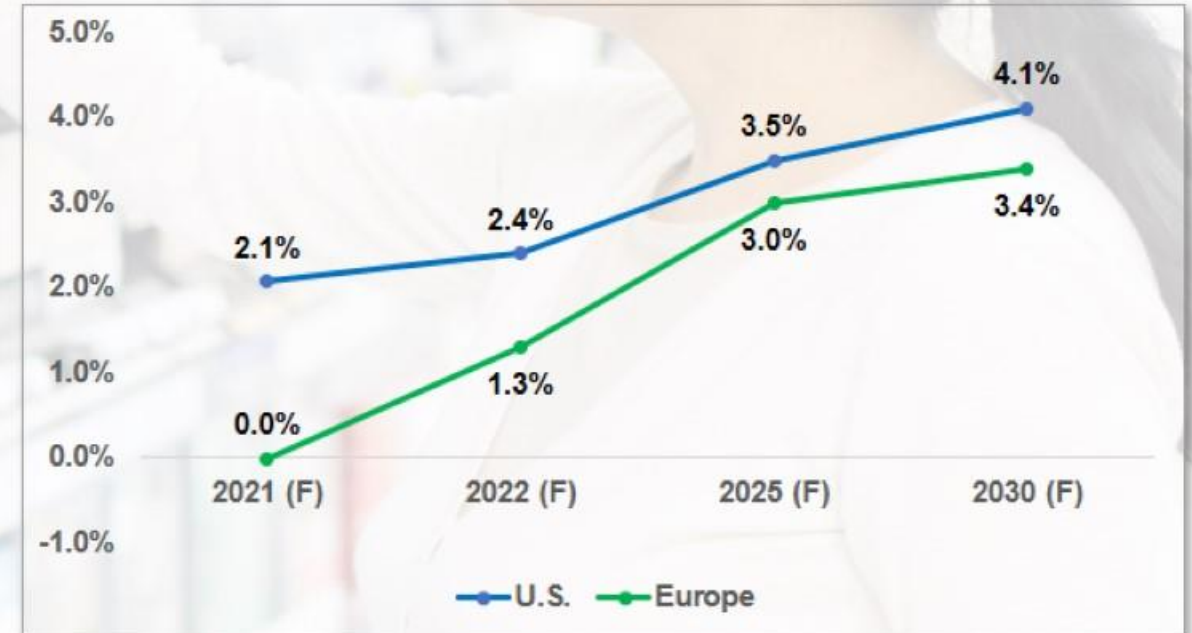


Self-Care is a Massive Market with Strong Forecasted Growth, Including in Our Core OTC Markets...

Total Addressable Self-Care Market¹

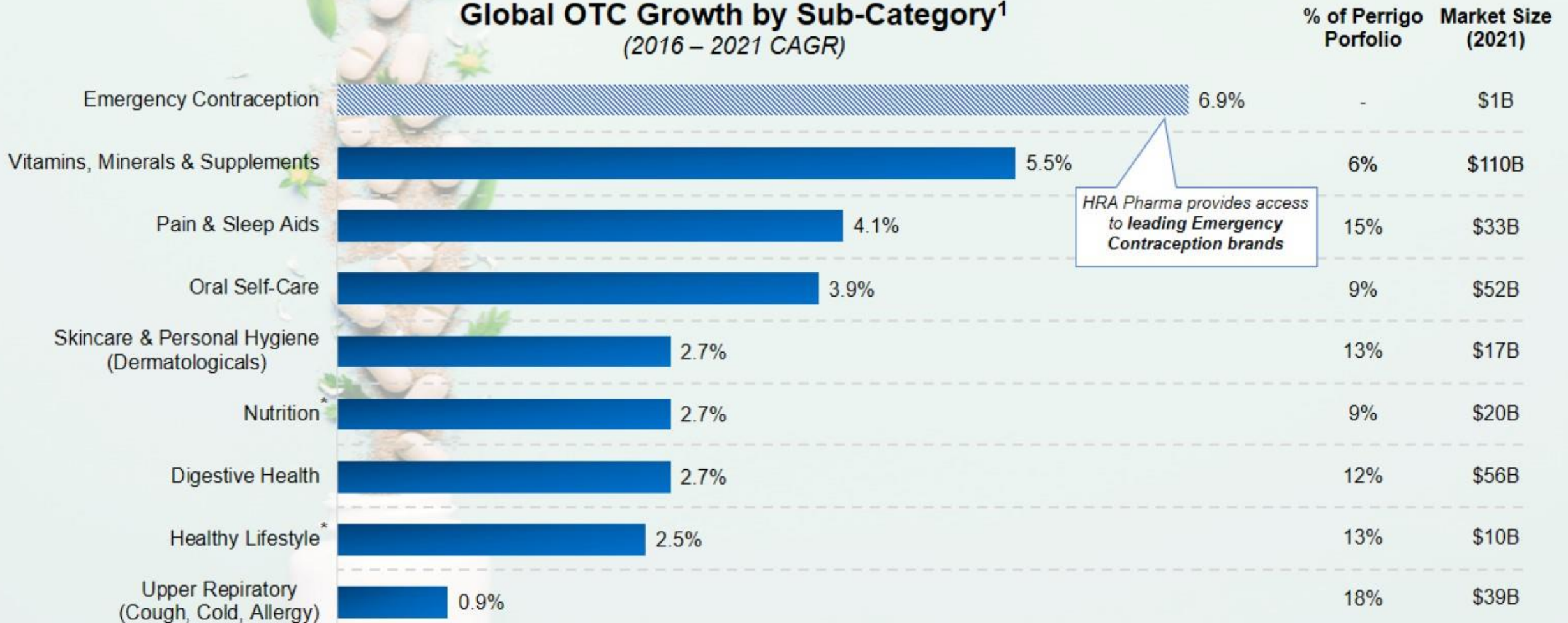


Forecasted U.S. and E.U. Total OTC Market Growth (CAGR)²



...Where Perrigo has a Meaningful Presence in Sizable and Growing Global Categories...

Global OTC Growth by Sub-Category¹
(2016 – 2021 CAGR)

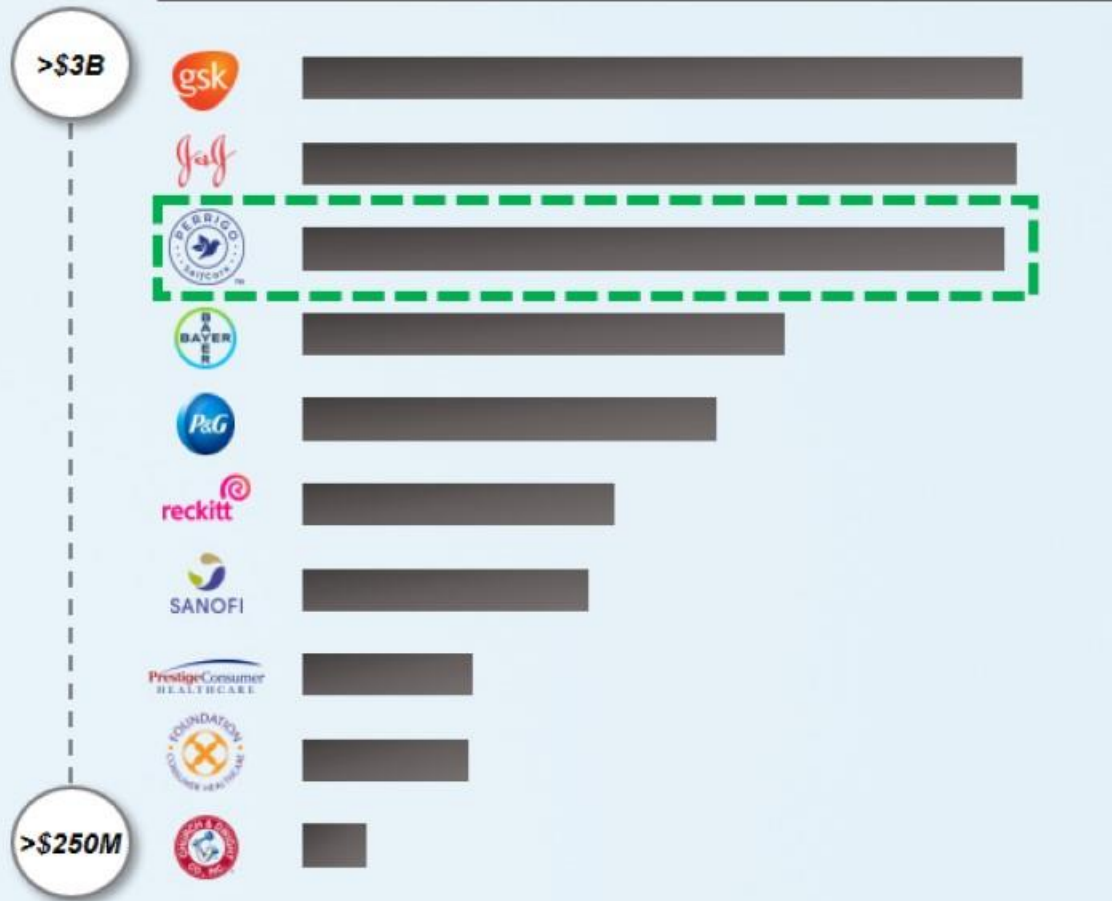


1. Source: Euromonitor. Percent of Perrigo portfolio calculated using CY 2020 results.

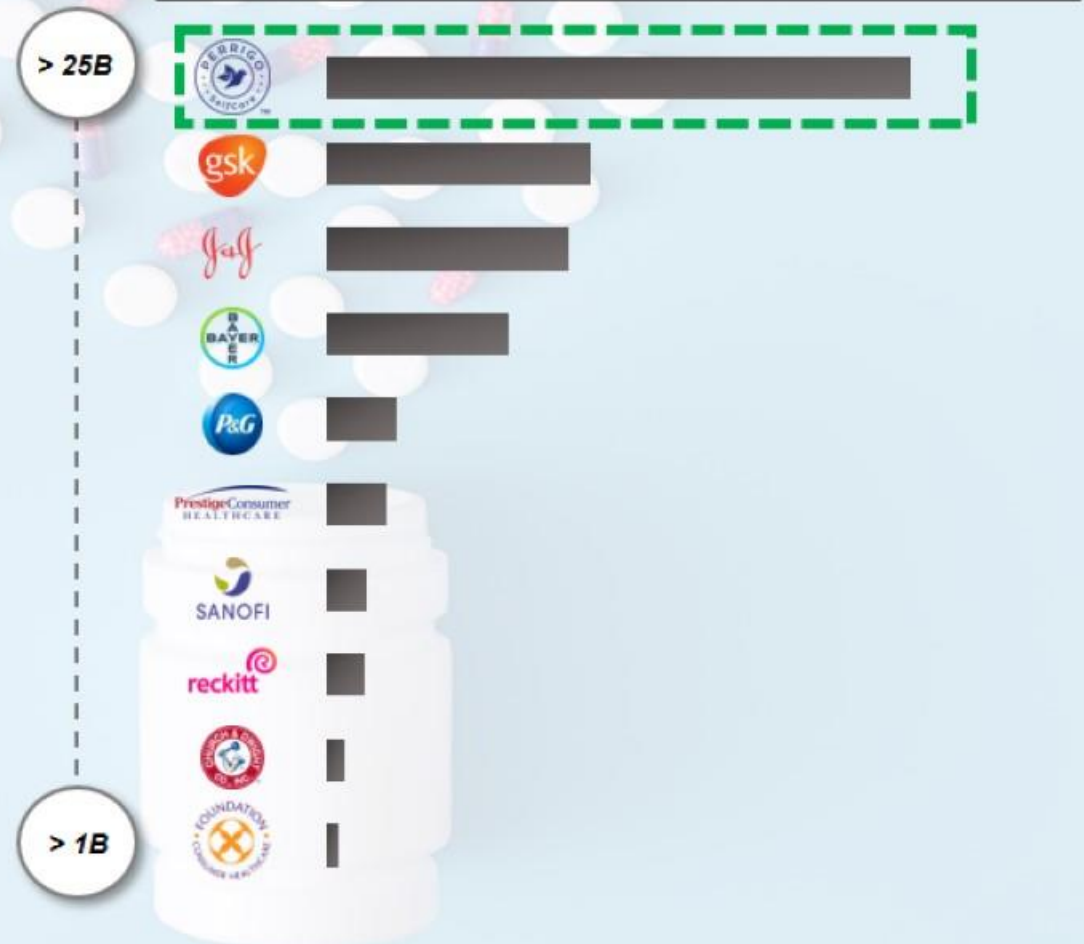
* Note: Healthy Lifestyle includes Smoking Cessation Aids, Weight Loss Supplements and Slimming Teas; Nutrition includes Milk Formula and Supplement Nutrition Drinks

...And is an Established Leader, Particularly in the U.S.

U.S. OTC Market Share Leaders¹ (Retail Revenue; \$ Billions)



U.S. OTC Volume Share Leaders¹ (Sales Volume; Units in Billions)



1. Source: IRI U.S. - Multi Outlet, 52-weeks ending 11-28-21; OTC includes Cough, Cold, Allergy, Total Pain, Digestive Health, NRT, Skin Personal Wellness, Sleep/Stimulants.

Growth Will Continue to Come From Our 5 Core Self-Care Platforms, Representing \$2.3B in Revenue Opportunities

		Core OTC ¹	Oral Care ²	Nutrition ³	NRT	Science-Based Naturals
Current Category Share	CSCA ⁴	30%	15%	15%	63% ^{NRT} 0.7% ^{Total Tobacco}	<1%
	CSCI ⁵	2%	5%	13%	10%	10%
Value of Each Share Point to Perrigo ⁵		\$346M	\$72M	\$32M	\$16M ^{NRT} \$900M ^{Total Tobacco}	\$6M
Commentary		Adjacent Expansion into Major White Space Gaps	Geographic Expansion and Market Penetration	Growth Through Adjacent Expansion	Growth Through Innovation with Broader Appeal to Smokers	Geographic Expansion and Innovation in Europe and New Categories in the U.S.

1. Core OTC includes Cough, Cold, Allergy, Total Pain, Digestive Health, NRT, Skin Personal Wellness, Sleep/Stimulants.

2. Oral care excludes mouth wash and adult toothpaste.

3. Nutrition includes non-WIC infant formula and oral electrolyte solutions.

4. Source: IRI U.S. - Multi Outlet, 52-weeks ending 11-28-21.

5. CSCI from internal estimates; CSCI value of each share point translated at \$1.13/€1.

Driven by Innovation Across All 5 Platforms



And Providing Society with Self-Care Products that are Accessible, Affordable, Reliable and Sustainable

ACCESSIBILITY



Our OTC Medicines provides **expanded access to 27 million** U.S. consumers and millions more in the E.U.

AFFORDABILITY



Each \$1 spent on OTC medicines **saves more than \$7** for the U.S. healthcare system.

While each €1 spent on OTC medicines **saves nearly €7** for the E.U. healthcare system.

RELIABILITY



Our relentless focus on quality allows for **OTC Medicines that are safe and effective** in treating many ailments.

SUSTAINABILITY



Our OTC Medicines are made with acknowledging that **carbon emissions and climate change continue to be one of human kind's greatest concerns.**

While also Prioritizing Diversity, Equity & Inclusion and Community Engagement Where We Work and Live

Diversity, Equity & Inclusion

Our Strategy Focuses on Three Key Areas:

- Education & awareness
- Talent practices
- Governance & metrics

Community Engagement & Giving

Perrigo Foundation focused on three strategic areas:

- Healthcare
- Education
- Supporting the underserved



49%
Female
Representation



51%
Female
Hires



35
Countries



22%
U.S. People of Color
Representation



24%
U.S. People of Color
Hires



40%
Board of Directors are
Women or People of Color

\$252K

Associate
Donation
Matching

\$1.8M

Healthcare and
COVID-19 Donations

\$3.3M

Cash Donations

\$1.05M

Education Cash
Donations

\$2.9M

Product Donations

\$305K

Scholarships

316

Number of Grants



Perrigo is Delivering on Our ESG and Sustainability Goals

Sustainable Operations

2026 Operational Goals:

- 100% renewable electricity
- 15% reduction in CO² emissions
- 10% reduction in energy, water & waste (2020 baseline)

UN Sustainable Development Goals Committed to:

- Goal 12 – responsible production
- Goal 13 – climate impact

ESG Reporting Frameworks:

- CDP, DJSI, SASB and TCFD

Packaging & Product Sustainability

2025 Packaging Goals:

- 80-100% recyclable, reusable or compostable
- 20-30% PCR (where regulations allow)
- Removal of PVC from all packaging
- All paper pkg to come from a certified sustainable source
- Annual reduction in packaging material weight, notably plastic

Partnerships & Aligned Standards

- The Ellen MacArthur Foundation
- UN SDG – Goal 12 & 13
- How2Recycle, Supply Shift & THESIS

Responsible Supply Chain

Supply Chain Programs and Goals:

- Ethical & social compliance auditing & zero tolerance for human rights abuse
- 100% certified sustainable palm oil
- Supplier engagement and scorecards

Transformation Investments Delivered Topline Growth Objectives, Despite COVID-19 Headwinds in 2021 (Cough/Cold & Supply Chain)

Investments in Business

Manufacturing
Capacity

Business
Intelligence

Research &
Development

E-commerce
Platform

Enhanced
Service Levels

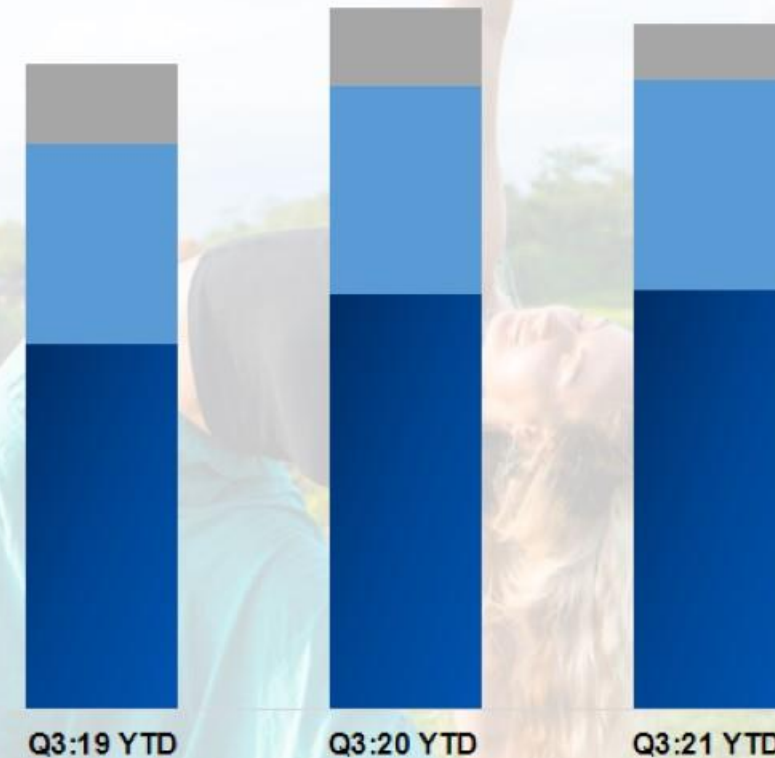
IT
Infrastructure

Sustainability

Talent
Management

Perrigo Net Sales Q3 YTD 2019-2021

(ex. currency)



CAGR 2019-2021

Cough/Cold -16%

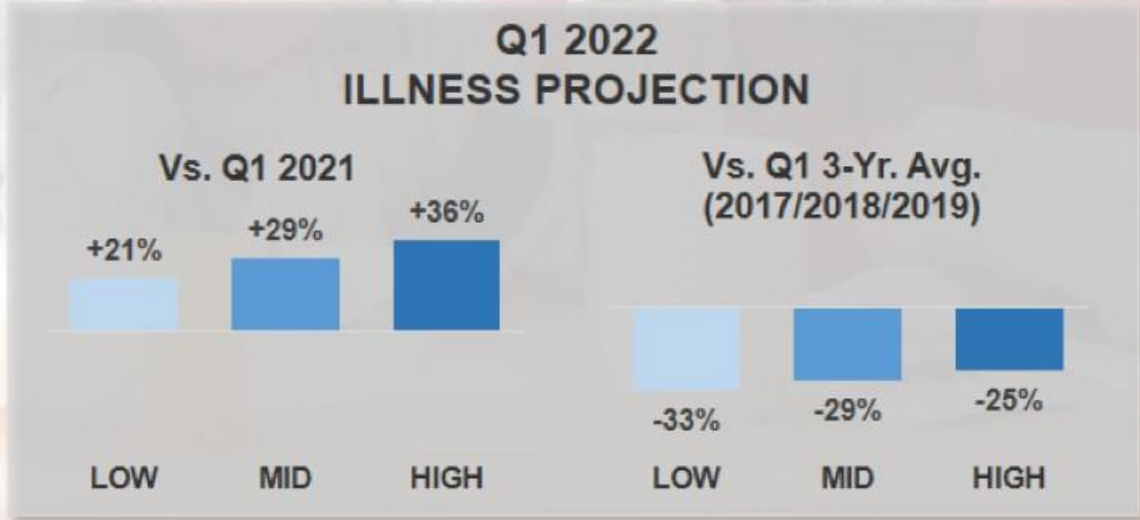
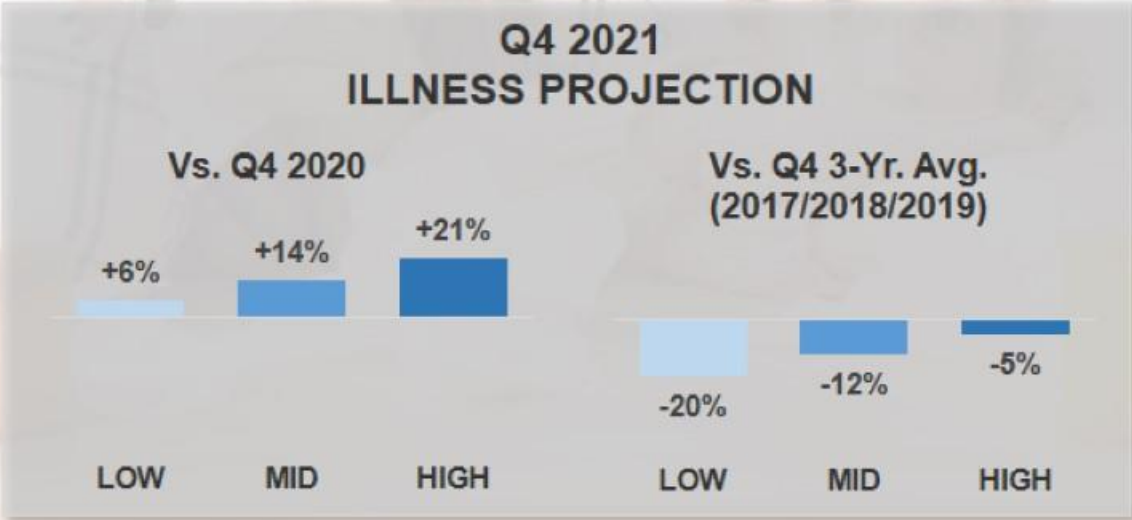
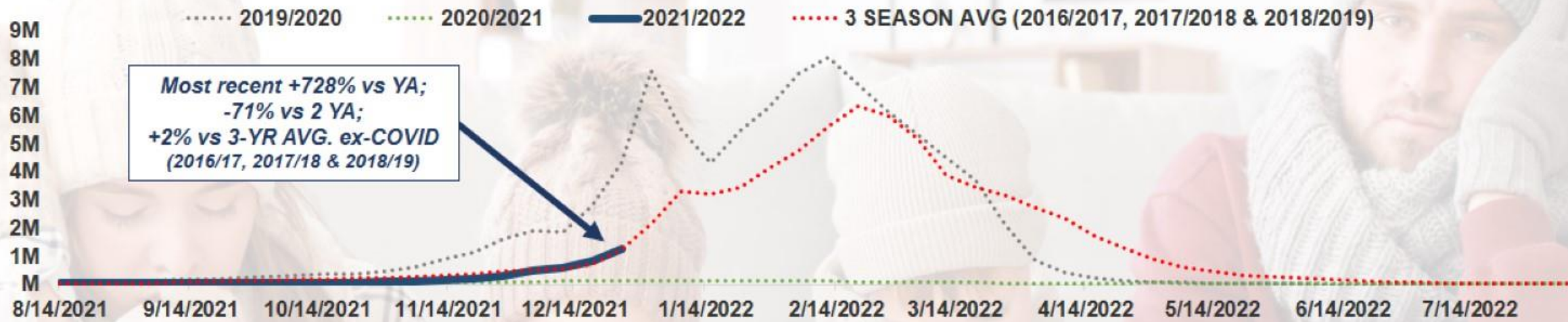
CSCI +2%

CSCA +7%

Total Perrigo +3%

Importantly, Cough/Cold is Rebounding and Q4:21/Q1:22 Illness is Projected to Be Well Above Prior Year Levels

Weekly U.S. Total Influenza Like Illness Incidence*



* Source: IQVIA FAN data ending 12/25/21 – adult & child; IQVIA FAN projections.

And Corrective Supply Chain Actions in CSCA Increased Q4 2021 Daily Shipment Average, Albeit at a Higher Cost

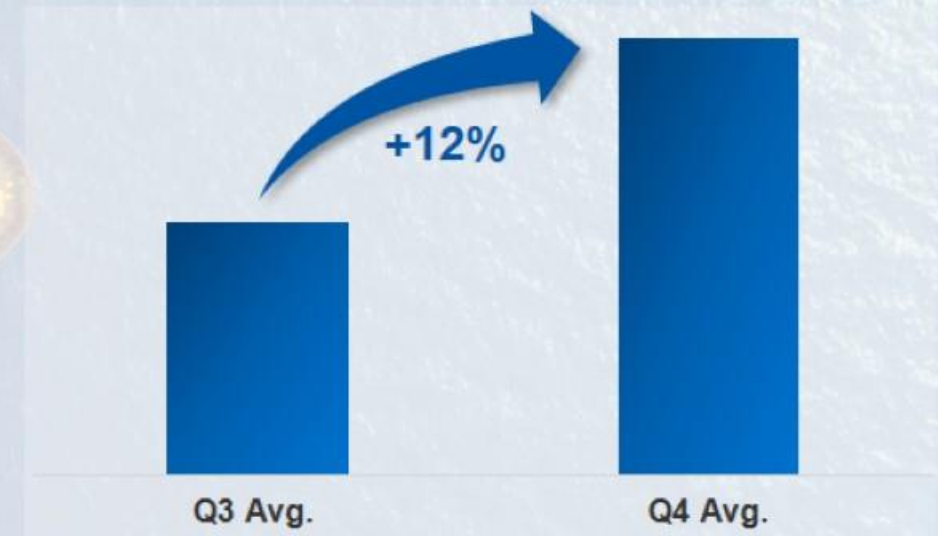
**Outsourced specific product
lines to a third-party provider**

**Added regional carriers for
challenging shipping lanes**

**Hired additional distribution
personnel**









**Lengthened Material Purchasing
Lead-Times**

CSCA Average Daily Shipments Q3/Q4 2021



Notably, the Acquisition of HRA Pharma Would be Immediately & Significantly Accretive; Deal Remains On-Track for 1H:2022 Close

HRA Pharma Acquisition Highlights¹

Leading Brands in Growing Categories	Augments Scale & Growth	Large Operating Synergies
Wound Care  #1 in foot care on blister treatments and #2 in cold sore in Europe	<ul style="list-style-type: none"> Compeed® & ellaOne® will be #1 & #3 Perrigo Brands in Europe 	<ul style="list-style-type: none"> Expect greater than €30M in Synergies by 2023
Women's Health   Undisputed category leader in emergency contraception in Europe	<ul style="list-style-type: none"> Significant Geographic Expansion & Rx-to-OTC Switch Opportunities 	<ul style="list-style-type: none"> Based on Optimized Overlapping Fixed Cost Infrastructure
Scar Care  #1 Doctor & Pharmacist recommended brand in the U.S.	<ul style="list-style-type: none"> Consistent Double-Digit Topline Growth 	
Rare Disease    Focus on Cushing syndrome and adrenocortical carcinoma	<ul style="list-style-type: none"> Expected to Add ~\$1.00 in Adj. EPS in 2023; ~50% Accretion to Expected 2021 Adj. EPS² 	

1. As provided in September 8, 2021 HRA Pharma acquisition press release.

2. Based on guidance range of \$2.00 - \$2.10 provided on 11/10/2021.

CSCA Adjusted Gross Margin Outlook As We See it Today; Headwinds Expected to Ease in 2H:2022

CSCA Adjusted Gross Margin Drivers

	1H:2022 vs. 1H:2021	2H:2022 vs. 2H:2021	
Base Volume/Mix & Pricing	↑	↑	Continued execution on Self-Care strategy & gradual supply chain recovery
Sales Accounting to Divested Rx Business	↓	No Impact	Structural change, will lap impact in 2H:2022
Productivity	↓	↑	Rebound in cough/cold season will improve productivity
Input Costs	↓	↑	Pricing actions in place to offset material & freight inflation; supply chain showing improvement
HRA Acquisition	No Impact	↑	Acquisition expected to close in 1H:2022

**2022 Adj. GM
Expected to be
Relatively Flat to
2021 with 2H>1H,
excluding HRA**

The Path Ahead is Clear...

We are excited about the opportunities over the next few years, while planning pragmatically given the challenges in the current environment

Key Drivers for 2022/23

Continued
Execution
on Self-Care
Strategy

Cough/Cold
Market
Recovery

CSCA
Margin
Recovery

Continued
Supply
Chain
Remediation

Highly
Accretive
HRA Pharma
Acquisition

Deliver
Guidance

Risks

External

- ✓ Logistics/supply chain recovery
- ✓ Labor shortages and wage increases
- ✓ Material and freight inflation
- ✓ FX

Internal

- ✓ NPD launch delays
- ✓ Loss of market share due to pricing

Opportunities

External

- ✓ Quicker cough/cold recovery
- ✓ Material/freight cost reductions

Internal

- ✓ Pricing actions
- ✓ Productivity improvements
- ✓ Increase in market share from competitive takeaway

The Future is Bright!

- ✓ Focused, Pure-Play Consumer Self-Care Company in Growing Categories
- ✓ COVID-19 and Supply Chain-Related Impacts are Temporary
- ✓ Margins Expected to Improve in 2H:2022
- ✓ On-Track to Close Highly Accretive HRA Transaction by 1H:2022, Accelerating Growth, Margins and Earnings
- ✓ Best-in-Class Partner for Traditional and Online Retailers





TABLE I
PERRIGO COMPANY PLC
RECONCILIATION OF NON-GAAP MEASURES
ADJUSTED NET SALES GROWTH - SELECTED
SEGMENTS
(in millions)
(unaudited)

	Adjusted Net Sales - Constant Currency Twelve Months Ended				2015-2018 Change	Adjusted Constant Currency 2015-2018 CAGR
	December 31, 2015	December 31, 2016	December 31, 2017	December 31, 2018		
Consolidated Continuing Operations						
Reported Net Sales	\$ 3,845	\$ 4,087	\$ 3,836	\$ 3,811	\$ (34)	(0.3)%
Sales related to VMS business	(162)	(110)	—	—		
Sales related to CSCI exited businesses ⁽¹⁾	(229)	(242)	(32)	—		
Pro-forma Omega ⁽¹⁾⁽²⁾	260	—	—	—		
Pro-forma other acquisition ⁽¹⁾⁽³⁾	86	—	—	—		
Sales related to Animal Health	(154)	(144)	(141)	(94)		
Sales related to Infant foods	(29)	(34)	(32)	(34)		
Sales related to Rosemont Pharmaceuticals business ⁽¹⁾	(64)	(66)	(60)	(57)		
Sales related to Nordics ⁽¹⁾	(11)	(11)	(13)	(15)		
FX impact ⁽¹⁾	19	39	31	—		
Adjusted Net Sales - Constant Currency	\$ 3,561	\$ 3,519	\$ 3,589	\$ 3,611	\$ 50	0.5%

(1) Converted 2015-2017 and adjustments made in currencies other than USD at 2018 average FX rate for comparable presentation to 2018.

(2) Omega acquired 3/31/2015; annualized 2015 for comparable presentation to 2018.

(3) Includes GlaxoSmithKline Consumer Healthcare product portfolio and Naturwohl Pharma GmbH acquired in September 2015; annualized 2015 for comparable presentation to 2018.

	Adjusted Net Sales - Constant Currency Twelve Months Ended			2018-2020 Change	Adjusted Constant Currency 2018-2020 CAGR
	December 31, 2018	December 31, 2019	December 31, 2020		
Consolidated Continuing Operations					
Reported Net Sales	\$ 3,811	\$ 3,870	\$ 4,088	\$ 277	3.6%
Sales related to Animal Health	(94)	(44)	—		
Sales related to Infant foods	(34)	(6)	—		
Sales related to Rosemont Pharmaceuticals business ⁽¹⁾	(57)	(53)	(29)		
Sales related to Nordics ⁽¹⁾	(15)	(13)	—		
FX impact ⁽¹⁾	—	84	90		
Adjusted Net Sales - Constant Currency	\$ 3,611	\$ 3,838	\$ 4,149	\$ 538	7.2%

(1) Converted 2019-2020 and adjustments made in currencies other than USD at 2018 average FX rate for comparable presentation to 2018.

APPENDIX

TABLE II
PERRIGO COMPANY PLC
RECONCILIATION OF NON-GAAP MEASURES
ADJUSTED CASH CONVERSION
(in millions)
(unaudited)

	Twelve Months Ended				Total
	December 31, 2017	December 31, 2018	December 31, 2019	December 31, 2020	
Operating Cash Flow	\$ 698.9	\$ 593.0	\$ 387.8	\$ 636.2	\$ 2,315.9
Less: One time tax payments	74.2	—	—	—	74.2
Less: Restructuring	59.6	—	—	—	59.6
Less: Nasonex payment	—	50.0	—	—	50.0
Adjusted Operating Cash Flow	\$ 832.7	\$ 643.0	\$ 387.8	\$ 636.2	\$ 2,499.7
Adjusted net income	\$ 702.7	\$ 628.9	\$ 549.5	\$ 552.2	\$ 2,433.3
Adjusted conversion	119 %	102 %	71 %	115 %	103 %

APPENDIX

TABLE III
PERRIGO COMPANY PLC
RECONCILIATION OF NON-GAAP MEASURES
ADJUSTED NET SALES CAGR
(in millions)
(unaudited)

	Nine Months Ended			CAGR 2019 - 2021
	October 2, 2021	September 26, 2020	September 28, 2019	
Consumer Healthcare Americas reported net sales	\$ 1,957.0	\$ 1,992.2	\$ 1,777.2	
Less: Currency	4.4	8.2	—	
Less: Cough Cold	(132.5)	(195.4)	(194.2)	
Net sales less Cough Cold and Currency	\$ 1,828.9	\$ 1,805.0	\$ 1,583.0	7 %
Consumer Healthcare International reported net sales	\$ 1,076.8	\$ 1,042.8	\$ 1,025.8	
Less: Currency	(52.9)	13.6	—	
Less: Cough Cold	(111.0)	(151.0)	(153.0)	
Net sales less Cough Cold and Currency	\$ 912.9	\$ 905.4	\$ 872.8	2 %
Cough/Cold reported net sales	\$ 243.5	\$ 346.4	\$ 347.2	(16)%
Consolidated reported net sales	\$ 3,033.8	\$ 3,035.0	\$ 2,803.0	
Less: Currency	(48.5)	21.8	—	
Net sales less Currency	\$ 2,985.3	\$ 3,056.8	\$ 2,803.0	3 %

APPENDIX

TABLE IV
PERRIGO COMPANY PLC
RECONCILIATION OF NON-GAAP MEASURES
SELECTED CONSOLIDATED INFORMATION
(in millions, except per share amounts)
(unaudited)

Twelve Months Ended December 31, 2020

	Net Sales	Gross Profit	R&D Expense	DSG&A Expense	Restructuring, Impairment Charges, and Other Operating Income	Operating Income	Interest, Other, and Change in Financial Assets	Income Tax Expense	Net Income (Loss)**	Diluted Earnings (Loss) per Share**
Consolidated										
Reported	\$ 5,063.3	\$ 1,815.2	\$ 177.7	\$ 1,175.5	\$ 346.6	\$ 115.4	\$ 264.8	\$ 13.2	\$ (162.6)	\$ (1.19)
As a % of reported net sales		35.9 %	3.5 %	23.2 %	6.8 %	2.3 %	5.2 %	0.3 %	(3.2)%	
Effective tax rate								(8.8)%		
<i>Pre-tax adjustments:</i>										
Amortization expense related primarily to acquired intangible assets		\$ 172.2	\$ (1.5)	\$ (121.3)	\$ —	\$ 295.0	\$ —	\$ —	\$ 295.0	\$ 2.15
Acquisition and integration-related charges and contingent consideration adjustments		2.8	—	(9.8)	(1.3)	13.9	—	—	13.9	0.10
Restructuring charges and other termination benefits		—	—	(0.1)	(3.5)	3.6	—	—	3.6	0.03
(Gain) loss on divestitures		—	—	(0.8)	0.6	0.2	(20.8)	—	21.0	0.15
Change in financial assets		—	—	—	—	—	(95.3)	—	95.3	0.69
Unusual litigation		—	—	(24.2)	4.4	19.8	—	—	19.8	0.14
Separation and reorganization expense		—	—	(1.1)	—	1.1	—	—	1.1	0.01
Impairment charges		—	—	—	(346.8)	346.8	—	—	346.8	2.53
Loss on early debt extinguishment		—	—	—	—	—	(20.0)	—	20.0	0.15
(Gain) Loss on investment securities		—	—	—	—	—	(4.2)	—	4.2	0.03
Non-GAAP tax adjustments*		—	—	—	—	—	—	105.9	(105.9)	(0.77)
Adjusted	\$1,990.2	\$ 176.2	\$ 1,018.2	\$ —	\$ 795.8	\$ 124.5	\$ 119.1	\$ 552.2	\$ 4.02	
As a % of reported net sales		39.3 %	3.5 %	20.1 %		15.7 %	2.5 %	2.4 %	10.9 %	
Adjusted effective tax rate								17.7 %		

Diluted weighted average shares outstanding

Reported	136.1
Effect of dilution as reported amount was a loss, while adjusted amount was income***	1.1
Adjusted	137.2

*The non-GAAP tax adjustments of \$105.9 million are primarily due to: (1) \$55.4 million of additional tax expense related to pre-tax non-GAAP adjustments calculated based upon the applicable jurisdictions of the pre-tax items, (2) removal of \$51.5 million tax benefit related to valuation allowance releases in the U.S. recorded in the fourth quarter of 2020, (3) removal of \$15.9 million tax benefit related to U.S. CARES Act retroactive adjustments to the 2018 and 2019 tax years recorded in the first quarter of 2020 and (4) removal of \$18.1 million tax expense related to Base Erosion and Anti-Abuse Tax (BEAT) expense resulting from the adoption of Section 163(j) interest expense limitation regulations recorded in the third quarter of 2020.

**Individual pre-tax line item adjustments have not been tax effected, as tax expense on these items are aggregated in the "Non-GAAP tax adjustments" line item.

***In the period of a net loss, reported diluted shares outstanding equal basic shares outstanding.

APPENDIX

TABLE V
PERRIGO COMPANY PLC
RECONCILIATION OF NON-GAAP MEASURES
SELECTED CONSOLIDATED INFORMATION
(in millions, except per share amounts)
(unaudited)

Twelve Months Ended December 31, 2019										
Consolidated	Net Sales	Gross Profit	R&D Expense	DSG&A Expense	Restructuring, Impairment Charges, and Other Operating Income	Operating Income	Interest, Other, and Change in Financial Assets	Income Tax Expense	Net Income****	Diluted Earnings per Share****
Reported	\$ 4,837.4	\$ 1,773.3	\$ 187.4	\$ 1,166.1	\$ 215.0	\$ 204.8	\$ 33.8	\$ 24.9	\$ 146.1	\$ 1.07
As a % of reported net sales		36.7 %	3.9 %	24.1 %	4.4 %	4.2 %	0.7 %	0.5 %	3.0 %	
Effective tax rate								14.6 %		
<i>Pre-tax adjustments:</i>										
Amortization expense primarily related to acquired intangible assets	\$ —	\$ 191.9	\$ (0.4)	\$ (119.0)	\$ —	\$ 311.3	\$ —	\$ —	\$ 311.3	\$ 2.29
Acquisition and integration-related charges and contingent consideration adjustments	—	5.7	—	(14.6)	1.3	19.0	—	—	19.0	0.14
Operating results attributable to held-for-sale business*	(24.1)	(12.1)	(0.5)	(9.4)	—	(2.2)	—	—	(2.2)	(0.02)
Separation and reorganization expense	—	—	—	(17.9)	—	17.9	—	—	17.9	0.13
Asset Abandonment	—	—	—	—	(7.1)	7.1	—	—	7.1	0.05
Impairment charges	—	—	—	—	(184.5)	184.5	—	—	184.5	1.35
Unusual litigation	—	—	—	(27.2)	—	27.2	—	—	27.2	0.20
(Gain) Loss on investment securities	—	—	—	—	—	—	(4.7)	—	4.7	0.04
Restructuring charges and other termination benefits	—	—	—	—	(26.3)	26.3	—	—	26.3	0.19
(Gain) loss on divestitures	—	—	—	3.5	1.6	(5.1)	70.9	—	(76.0)	(0.56)
Change in financial assets	—	—	—	—	—	—	22.1	—	(22.1)	(0.16)
Loss on early debt extinguishment	—	—	—	—	—	—	(0.2)	—	0.2	—
Ranitidine market withdrawal**	9.2	18.4	—	—	—	18.4	—	—	18.4	0.14
Non-GAAP tax adjustments***	—	—	—	—	—	—	—	112.9	(112.9)	(0.83)
Adjusted	\$ 4,822.5	\$ 1,977.2	\$ 186.5	\$ 981.5	\$ —	\$ 809.2	\$ 121.9	\$ 137.8	\$ 549.5	\$ 4.03
As a % of adjusted net sales		41.0 %	3.9 %	20.4 %		16.8 %	2.5 %	2.9 %	11.4 %	
Adjusted effective tax rate								20.0 %		

Diluted weighted average shares outstanding

Reported

136.5

*Held-for-sale business includes our now divested animal health business.

**Ranitidine market withdrawal includes reversal of recorded returns and inventory write-downs.

***The non-GAAP tax adjustments are primarily due to: (1) \$67.5 million tax effects of pretax non-GAAP adjustments that are calculated based upon the specific rate of the applicable jurisdiction of the pretax items and (2) \$43.8 million of valuation allowance releases in the U.S. and Australia.

****Individual pre-tax line item adjustments have not been tax effected, as tax expense on these items are aggregated in the "Non-GAAP tax adjustments" line item.

APPENDIX

TABLE VI
PERRIGO COMPANY PLC
RECONCILIATION OF NON-GAAP MEASURES
SELECTED CONSOLIDATED INFORMATION
(in millions, except per share amounts)
(unaudited)

Twelve Months Ended December 31, 2018										
	Net Sales	Gross Profit	R&D Expense	DSG&A Expense	Restructuring, Impairment Charges, and Other Operating Income	Operating Income	Interest, Other, and Change in Financial Assets	Income Tax Expense	Net Income	Diluted Earnings per Share
Consolidated										
Reported	\$ 4,731.7	\$ 1,831.5	\$ 218.6	\$ 1,125.8	\$ 250.6	\$ 236.5	\$ (54.1)	\$ 159.6	\$ 131.0	\$ 0.95
As a % of reported net sales		38.7%	4.6%	23.8%		5.0%	(1.1)%	3.4%	2.8%	
Effective tax rate								54.9%		
<i>Adjustments:</i>										
Amortization expense related primarily to acquired intangible assets		\$ 206.7	\$ (1.0)	\$ (130.9)	\$ —	\$ 338.6	\$ —	\$ —	\$ 338.6	\$ 2.44
Acquisition and integration-related charges and contingent consideration adjustments		—	(50.0)	—	(6.6)	56.6	—	—	56.6	0.41
Restructuring charges and other termination benefits		—	—	(7.4)	(21.0)	28.4	—	—	28.4	0.21
Gain/Loss on divestitures		—	—	3.6	1.4	(5.0)	(2.7)	—	(2.3)	(0.02)
Milestone income related to royalty rights		—	—	—	—	—	3.0	—	(3.0)	(0.02)
Change in financial assets		—	—	—	—	—	188.7	—	(188.7)	(1.36)
Unusual litigation		—	—	(3.2)	—	3.2	—	—	3.2	0.02
Separation and reorganization expense		—	—	(13.9)	—	13.9	—	—	13.9	0.10
Impairment charges		—	—	—	(224.4)	224.4	—	—	224.4	1.62
Losses on investment securities		—	—	—	—	—	(9.3)	—	9.3	0.07
Non-GAAP tax adjustments*		—	—	—	—	—	—	(17.5)	17.5	0.13
Adjusted	\$ 2,038.2	\$ 167.6	\$ 167.6	\$ 974.0	\$ —	\$ 896.6	\$ 125.6	\$ 142.1	\$ 628.9	\$ 4.55
As a % of reported net sales		43.1%	3.5%	20.6%		18.9%	2.7%	3.0%	13.3%	
Effective tax rate								18.4%		

Diluted weighted average shares outstanding

Reported

138.3

*The non-GAAP tax adjustments include the following: (1) \$(42.5) million net impact related to valuation allowances on deferred tax assets commensurate with non-GAAP pre-tax measures and (2) \$25.0 million of tax effects of pretax non-GAAP adjustments.

APPENDIX

TABLE VII
PERRIGO COMPANY PLC
RECONCILIATION OF NON-GAAP MEASURES
SELECTED CONSOLIDATED INFORMATION
(in millions, except per share amounts)
(unaudited)

Twelve Months Ended December 31, 2017

	Net Sales	Gross Profit	R&D Expense	DSG&A Expense	Restructuring, Impairment Charges, and Other Operating Income	Operating Income	Interest, Other, and Change in Financial Assets	Income Tax Expense	Net Income	Diluted Earnings per Share
Consolidated Reported	\$ 4,946.2	\$ 1,979.5	\$ 167.7	\$ 1,146.5	\$ 67.1	\$ 598.2	\$ 318.1	\$ 160.5	\$ 119.6	\$ 0.84
As a % of reported net sales		40.0%	3.4%	23.2%		12.1%	6.4%	3.2%	2.4%	
Effective tax rate								57.3%		
Adjustments:										
Amortization expense primarily related to acquired intangible assets	\$ —	\$ 221.8	\$ (1.2)	\$ (132.5)	\$ —	\$ 355.5	\$ —	\$ —	\$ 355.5	\$ 2.49
Acquisition and integration-related charges and contingent consideration adjustments	—	(0.1)	—	0.7	18.1	(18.9)	—	—	(18.9)	(0.13)
Operating results for held-for-sale businesses*	(20.7)	(11.5)	(4.1)	(5.6)	—	(1.8)	1.3	—	(3.1)	(0.02)
Milestone income related to royalty rights	—	—	—	—	—	—	10.0	—	(10.0)	(0.07)
Impairment charges	—	—	—	—	(47.5)	47.5	—	—	47.5	0.33
Unusual litigation	—	—	—	9.0	—	(9.0)	—	—	(9.0)	(0.06)
Restructuring charges and other termination benefits	—	—	—	—	(61.0)	61.0	—	—	61.0	0.43
Gain/loss on divestitures	—	—	—	(0.2)	23.3	(23.1)	1.7	—	(24.8)	(0.17)
Change in financial assets	—	—	—	—	—	—	(24.9)	—	24.9	0.17
Loss on early debt extinguishment	—	—	—	—	—	—	(135.2)	—	135.2	0.95
Loss on hedges related to debt tender	—	—	—	—	—	—	(5.9)	—	5.9	0.04
Non-GAAP tax adjustments**	—	—	—	—	—	—	—	(18.9)	18.9	0.13
Adjusted	\$ 4,925.5	\$ 2,189.7	\$ 162.4	\$ 1,017.9	\$ —	\$ 1,009.4	\$ 165.1	\$ 141.6	\$ 702.7	\$ 4.93
As a % of adjusted net sales		44.5%	3.3%	20.7%		20.5%	3.4%	2.9%	14.3%	
Effective tax rate								16.8%		
For Comparative Purposes***	Net Sales						Diluted weighted average shares outstanding			
Adjusted	\$ 4,925.5						Reported		142.6	
Operating results attributable to held-for-sale businesses Q1 and Q2	(34.9)									
Adjusted	\$ 4,890.6									

*Held-for-sale businesses include the European sports brand as well as the India and Israel API businesses.

**The non-GAAP tax adjustments include the following: (1) \$(97.2) million net impact related to valuation allowances on deferred tax assets commensurate with non-GAAP pre-tax measures; (2) \$(2.8) million of tax effect related to audit settlements and other discrete items; (3) \$78.0 million of tax effects of pretax non-GAAP adjustments, including the sale of assets and; (4) \$3.1 million of tax adjustments related to tax reform.

***YTD 2017 adjusted net sales adjustment made for Q1 and Q2 2017 made for YTD 2017 adjusted net sales are for comparison purposes only and does not change any other prior year since the API business was not held-for-sale during Q1 and Q2 of 2017.