

Perrigo®



First Quarter Calendar Year 2019 Financial Results
May 8, 2019

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 timing, amount and cost of any share repurchases; future impairment charges; the success of management transition; 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 Notice of Assessment (the “NoA”) issued by the Irish tax authority and the Notice of Proposed Assessment (“NOPA”) issued by the U.S. Internal Revenue Service and the impact that an adverse result in such proceedings would have on operating results, cash flows, and liquidity; 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 NoA and the NOPA; potential impacts of ongoing or future government investigations and regulatory initiatives; the impact of tax reform legislation and healthcare policy; general economic conditions; fluctuations in currency exchange rates and interest rates; the consummation of announced acquisitions or dispositions and the success of such transactions, 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. Statements regarding the separation of the RX business, including the expected benefits, anticipated timing, form of any such separation and whether the separation ultimately occurs, are all subject to various risks and uncertainties, including future financial and operating results, our ability to separate the business, the effect of existing interdependencies with our manufacturing and shared service operations, and the tax consequences of the planned separation to the Company or its shareholders. Furthermore, the Company may incur additional tax liabilities in respect of 2016 and prior years or be found to have breached certain provisions of Irish company law in connection with the Company’s restatement of previously-filed financial statements, which may result in additional expenses and penalties. These and other important factors, including those discussed under “Risk Factors” in the Company’s Form 10-K for the year ended December 31, 2018, 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 presentation 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.



First Quarter 2019 Financial Results⁽¹⁾

Consolidated Q1 Results

Net Sales **\$1.2B**

Adjusted Operating Income **~\$203M**

Adjusted Diluted EPS **\$1.07**

Q1 Business Highlights

Consumer Americas

- Private label **market share grew 1.4%** vs. national brand 0.1%⁽²⁾ driven primarily by the gastrointestinal, allergy and dermatological categories
- Reported net sales were 3.3% lower due primarily to a softer cold season versus last year, the exited infant foods product line, and loss of partnered product within the Animal Health business
- Net sales were **1.5% lower** (YoY/CC) excluding the animal health business and exited infant foods product line

Consumer International

- Market share remained stable in a growing European marketplace
- Net sales **increased 1.7%** (YoY/CC) driven by **new product sales of \$26M**
- Continued to A&P and R&D investments to drive future growth

RX

- **Net sales increased 2.4%** (YoY/CC) driven by **new product sales of \$22M**
- Easing of downward pricing pressure and strong new product launches

First quarter spend includes \$5M in new investments to transform Perrigo



Consolidated – Q1 2019 Summary

<i>(\$ in millions, except per share amounts)</i>	Q1 2019 Reported	Q1 2019 Adjusted ⁽¹⁾	Q1 2018 Reported	Q1 2018 Adjusted ⁽¹⁾	Reported Change YoY%	Non-GAAP Adjustments
Net Sales	\$1,175	NA	\$1,217	NA	(4%)	
Gross Profit	\$449	\$496	\$493	\$547	(9%)	Acquisition-related amortization expenses
R&D Expense	\$40	\$40	\$38	\$38	5%	Acquisition-related amortization expenses
Distribution, Selling & Administrative Expense (DSG&A)	\$297	\$253	\$294	\$255	1%	Acquisition-related amortization expenses; unusual litigation; separation and reorganization expense
Restructuring, Impairment Charges, and Other Operating Income (Loss)	\$9	\$0	\$4	\$0	112%	Restructuring charges and other termination benefits; acquisition and integration-related charges and contingent consideration adjustments; impairment charges and gain/loss on divestitures
Operating Income	\$102	\$203	\$156	\$253	(35%)	
Interest & Other Expense and Change in Financial Asset	\$21	\$26	\$46	\$32	(53%)	Change in financial assets; gain/loss on investment securities
Effective Tax Rate	21.1%	17.9%	26.9%	19.5%	(580 bps)	
Net Income	\$64	\$146	\$81	\$178	(21%)	
Diluted Earnings per Share	\$0.47	\$1.07	\$0.57	\$1.26	(18%)	

Net Sales Summary – Q1 2019

Net Sales (\$ in millions)	Q1 2019	Q1 2018	\$ Change	% Change	% Change (CC) ⁽¹⁾
Perrigo Consolidated	\$1,175	\$1,217	(\$42)	(4%)	(1%)
Worldwide Consumer Segments	\$933	\$979	(\$46)	(5%)	(1%)
RX	\$242	\$238	\$4	2%	2%

Business Highlights

- Performance in the quarter exceeded internal targets and included \$5 million in initial consumer transformation investments
- New product sales of \$55 million were more than offset by less favorable price/volume mix, discontinued products of \$23 million and a \$36 million unfavorable currency impact
- Worldwide Consumer segment market share remained stable in growing markets; self-care consumption trends remained positive

Adjusted Gross Profit Summary – Q1 2019⁽¹⁾

Adjusted Gross Profit (\$ in millions)	Q1 2019	Q1 2018	\$ Change	% Change
Perrigo Consolidated	\$496	\$547	(\$51)	(9%)
<i>% to consolidated net sales</i>	<i>42.3%</i>	<i>44.9%</i>		<i>(270) bps</i>
Worldwide Consumer Segments	\$379	\$425	(\$46)	(11%)
<i>% to consumer net sales</i>	<i>40.6%</i>	<i>43.4%</i>		<i>(280) bps</i>
RX	\$118	\$122	(\$4)	(3%)
<i>% to RX net sales</i>	<i>48.6%</i>	<i>51.2%</i>		<i>(260) bps</i>

Business Highlights

Worldwide Consumer Segments

- **CSC Americas:** Less favorable product mix, greater operating inefficiencies and higher input costs compared to prior year period
- **CSC International:** Unfavorable currency impact and less favorable product mix versus last year

RX

- Less favorable product mix versus last year



Adjusted Operating Expense Summary – Q1 2019⁽¹⁾

Growth Investments Increased in the Quarter on a Constant Currency Basis

Growth Investments (R&D and A&P) (\$ in millions)	Q1 2019	Q1 2018	\$ Change	% Change	% Change (CC)
Perrigo Consolidated	\$102	\$100	\$2	2%	8%

Worldwide Consumer Segments	\$88	\$87	\$1	1%	7%
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Adj. Distribution, Selling and Admin ⁽²⁾ (\$ in millions)	Q1 2019	Q1 2018	\$ Change	% Change	% Change (CC)
Perrigo Consolidated	\$191	\$193	(\$2)	(1%)	3%

Business Highlights

Growth investments increased 8% versus last year on a constant currency basis to drive long-term growth

- **Worldwide Consumer Segments:** Growth investments were 7% higher than the prior year on a constant currency basis to support innovation initiatives
- **RX:** Growth investments increased 13% versus last year

Adjusted Operating Income Summary – Q1 2019⁽¹⁾

Operating Income Impacted by Gross Profit Flow-Through and Growth Investments

Adjusted Operating Income (\$ in millions)	Q1 2019	Q1 2018	\$ Change	% Change
Perrigo Consolidated ⁽²⁾	\$203	\$253	(\$50)	(20%)
<i>% to consolidated net sales</i>	<i>17.3%</i>	<i>20.8%</i>		<i>(350) bps</i>
Worldwide Consumer Segments	\$160	\$200	(\$40)	(20%)
<i>% to consumer net sales</i>	<i>17.2%</i>	<i>20.4%</i>		<i>(320) bps</i>
RX	\$82	\$85	(\$3)	(4%)
<i>% to RX net sales</i>	<i>33.9%</i>	<i>35.8%</i>		<i>(190) bps</i>

Business Highlights

Worldwide Consumer Segments

- **CSC Americas:** Higher advertising and promotional investments versus last year were partially offset by lower distribution costs
- **CSC International:** Higher growth investments, as a percentage of net sales were partially offset by lower selling expenses

RX

- Increased R&D investments were partially offset by lower DSG&A expenses compared to prior year

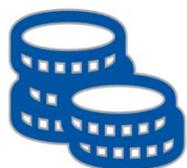


(1) See attached Appendix for reconciliation of Adjusted (Non-GAAP) to Reported (GAAP) amounts

(2) Includes corporate costs of \$39 million and \$32 million in Q1 2019 and Q1 2018, respectively

Balance Sheet Remains Strong

Total Cash



\$838M

as of
3/30/2019

Total Debt



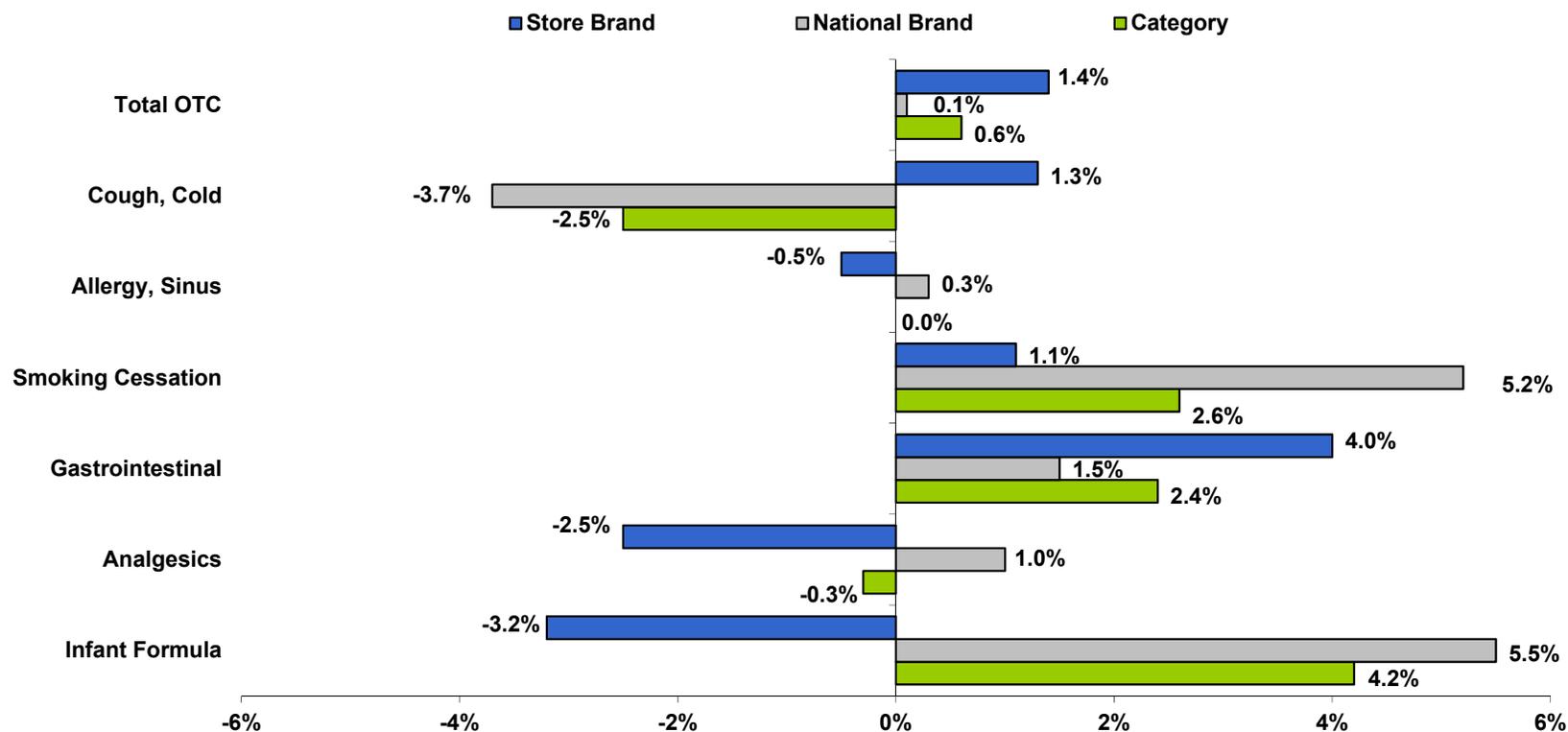
\$3.2B

as of
3/30/2019

Highlights

- Cash flow from operations was \$95M
- Committed to investment grade status

Total U.S. Store Brand OTC Growth Continued to Outpace National Brand



Source: IRI Total US MULO – 52 Weeks Ending 3/24/19
 OTC includes GI ex Probiotics, Cough Cold, Allergy, Smoking Cessation ex Patch, Analgesics & Topicals. Infant Formula excluding WIC products.



TABLE II
PERRIGO COMPANY PLC
RECONCILIATION OF NON-GAAP MEASURES
SELECTED SEGMENT INFORMATION
(in millions)
(unaudited)

	Three Months Ended March 30, 2019					Three Months Ended March 31, 2018				
	Net Sales	Gross Profit	R&D Expense	DSG&A Expense	Operating Income	Net Sales	Gross Profit	R&D Expense	DSG&A Expense	Operating Income
	Consumer Self-Care Americas									
Reported	\$ 581.8	\$ 184.0	\$ 15.6	\$ 73.3	\$ 94.2	\$ 601.6	\$ 205.9	\$ 15.2	\$ 71.5	\$ 118.6
As a % of reported net sales		31.6%	2.7%	12.6%	16.2%		34.2%	2.5%	11.9%	19.7%
<i>Adjustments:</i>										
Amortization expense primarily related to acquired intangible assets		\$ 5.4		\$ (4.7)	\$ 10.1		\$ 10.5		\$ (4.7)	\$ 15.2
Unusual litigation		—		(1.2)	1.2		—		—	—
Impairment charges		—		—	4.1		—		—	—
Restructuring charges and other termination benefits		—		—	0.8		—		—	0.4
Acquisition and integration-related charges and contingent consideration adjustments		—		—	(4.1)		—		—	0.1
Adjusted		\$ 189.4		\$ 67.4	\$ 106.3		\$ 216.4		\$ 66.8	\$ 134.3
As a % of reported net sales		32.5%		11.6%	18.3%		36.0%		11.1%	22.3%

	Three Months Ended March 30, 2019					Three Months Ended March 31, 2018				
	Net Sales	Gross Profit	R&D Expense	DSG&A Expense	Operating Income	Net Sales	Gross Profit	R&D Expense	DSG&A Expense	Operating Income
	Consumer Self-Care International									
Reported	\$ 350.8	\$ 168.4	\$ 10.3	\$ 149.4	\$ 8.1	\$ 377.8	\$ 185.9	\$ 10.6	\$ 162.4	\$ 12.3
As a % of reported net sales		48.0%	2.9%	42.6%	2.3%		49.2%	2.8%	43.0%	3.3%
<i>Adjustments:</i>										
Amortization expense primarily related to acquired intangible assets		\$ 20.8	\$ (0.1)	\$ (24.2)	\$ 45.1		\$ 22.5	\$ (0.3)	\$ (29.7)	\$ 52.5
Restructuring charges and other termination benefits		—	—	—	0.6		—	—	—	0.6
Unusual litigation		—	—	(0.3)	0.3		—	—	—	—
Adjusted		\$ 189.2	\$ 10.2	\$ 124.9	\$ 54.1		\$ 208.4	\$ 10.3	\$ 132.7	\$ 65.4
As a % of reported net sales		53.9%	2.9%	35.6%	15.4%		55.2%	2.7%	35.1%	17.3%



TABLE II (CONTINUED)
PERRIGO COMPANY PLC
RECONCILIATION OF NON-GAAP MEASURES
SELECTED SEGMENT INFORMATION
(in millions)
(unaudited)

	Three Months Ended March 30, 2019					Three Months Ended March 31, 2018				
	Net Sales	Gross Profit	R&D Expense	DSG&A Expense	Operating Income	Net Sales	Gross Profit	R&D Expense	DSG&A Expense	Operating Income
Prescription Pharmaceuticals										
Reported	\$ 241.9	\$ 96.4	\$ 14.3	\$ 21.6	\$ 60.6	\$ 237.6	\$ 100.9	\$ 12.6	\$ 24.1	\$ 61.2
As a % of reported net sales		39.9%	5.9%	8.9%	25.1%		42.5%	5.3%	10.1%	25.8%
<i>Adjustments:</i>										
Amortization expense primarily related to acquired intangible assets		\$ 21.2		\$ (0.1)	\$ 21.3		\$ 20.9			\$ 20.9
Gain/loss on divestitures		—		—	(1.3)		—			(1.2)
Restructuring charges and other termination benefits		—		—	—		—			0.2
Acquisition and integration-related charges and contingent consideration adjustments		—		—	1.3		—			4.0
Adjusted		\$ 117.6		\$ 21.5	\$ 81.9		\$ 121.8			\$ 85.1
As a % of reported net sales		48.6%		8.9%	33.9%		51.2%			35.8%

TABLE III
PERRIGO COMPANY PLC
RECONCILIATION OF NON-GAAP MEASURES
CONSTANT CURRENCY
(in millions)

	<u>Three Months Ended</u>		Total Change	FX Change	Constant Currency Change
	<u>March 30, 2019</u>	<u>March 31, 2018</u>			
Net sales					
Consolidated	\$ 1,174.5	\$ 1,217.0	(3.5)%	2.9%	(0.6)%
CSCA	\$ 581.8	\$ 601.6	(3.3)%	0.1%	(3.2)%
CSCI	\$ 350.8	\$ 377.8	(7.1)%	8.8%	1.7%
RX	\$ 241.9	\$ 237.6	1.8%	0.6%	2.4%
CSCA	\$ 581.8	\$ 601.6			
Less: animal health	(19.6)	(26.3)			
Less: infant foods	(5.3)	(9.0)			
	<u>\$ 556.9</u>	<u>\$ 566.3</u>	(1.7)%	0.2%	(1.5)%
Worldwide Consumer segments					
CSCA	\$ 581.8	\$ 601.6			
CSCI	350.8	377.8			
	<u>\$ 932.6</u>	<u>\$ 979.4</u>	(4.8)%	3.5%	(1.3)%
Adjusted R&D and A&P expense					
Consolidated	\$ 102.4	\$ 100.0	2.4%	5.8%	8.2%
Worldwide Consumer segments					
CSCA	\$ 26.1	\$ 24.2			
CSCI	61.5	62.9			
	<u>\$ 87.6</u>	<u>\$ 87.1</u>	0.6%	6.5%	7.1%
Adjusted DSG&A less A&P					
Consolidated	\$ 253.1	\$ 255.3			
Less: A&P	(62.3)	(61.8)			
Total	<u>\$ 190.8</u>	<u>\$ 193.5</u>	(1.3)%	4.0%	2.7%



TABLE IV
PERRIGO COMPANY PLC
RECONCILIATION OF NON-GAAP
MEASURES
(in millions)
(unaudited)

	Three Months Ended			
	March 30, 2019	March 31, 2018	\$ Change	Change
Worldwide Consumer segments adjusted gross profit				
CSCA	\$ 189.4	\$ 216.4		
CSCI	189.2	208.4		
Total	<u>\$ 378.6</u>	<u>\$ 424.8</u>	\$ (46.2)	(10.9)%
As a percent of worldwide consumer segments net sales	40.6%	43.4%		(280) bps
Worldwide Consumer segments adjusted R&D and A&P				
CSCA	\$ 26.1	\$ 24.2		
CSCI	61.5	62.9		
Total	<u>\$ 87.6</u>	<u>\$ 87.1</u>	\$ 0.5	0.6%
As a percent of worldwide consumer segments net sales	9.4%	8.9%		50 bps
Worldwide Consumer segments adjusted operating income				
CSCA	\$ 106.3	\$ 134.3		
CSCI	54.1	65.4		
Total	<u>\$ 160.4</u>	<u>\$ 199.7</u>	\$ (39.3)	(19.7)%
As a percent of worldwide consumer segments net sales	17.2%	20.4%		(320) bps

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

	Three Months Ended		
	March 30, 2019	March 31, 2018	Total Change
Consolidated adjusted operating income	\$ 203.0	\$ 253.2	(19.8)%
Consolidated adjusted net income	\$ 145.6	\$ 178.3	(18.3)%
Consolidated adjusted EPS	\$ 1.07	\$ 1.26	(15.2)%
Adjusted gross profit			
CSCA	\$ 189.4	\$ 216.4	(12.5)%
CSCI	\$ 189.2	\$ 208.4	(9.2)%
RX	\$ 117.6	\$ 121.8	(3.4)%
Adjusted gross margin			
CSCA	32.5%	36.0%	(350) bps
CSCI	53.9%	55.2%	(130) bps
RX	48.6%	51.2%	(260) bps
Adjusted operating income			
CSCA	\$ 106.3	\$ 134.3	(20.9)%
CSCI	\$ 54.1	\$ 65.4	(17.2)%
RX	\$ 81.9	\$ 85.1	(3.7)%
Adjusted operating margin			
CSCA	18.3%	22.3%	(400) bps
CSCI	15.4%	17.3%	(190) bps
RX	33.9%	35.8%	(190) bps