



# Barclays Capital Global Healthcare Conference

*Miami, FL  
March 16, 2011*



Quality, Affordable Healthcare Products



# Forward Looking Statements

Certain statements in this presentation are forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, and are subject to the safe harbor created thereby. 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," "plan," "anticipate," "intend," "believe," "estimate," "predict," "potential" 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. These and other important factors, including those discussed under "Risk Factors" in the Company's Form 10-K for the year ended June 26, 2010, as well as the Company's subsequent filings with the 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.

# A Diversified, Integrated, Healthcare Company



## CHC

Global leader  
in store brand  
OTC products

Percent of Total  
Revenue: ~ 61%



## Nutritionals

Global leader in  
store brand infant  
formula

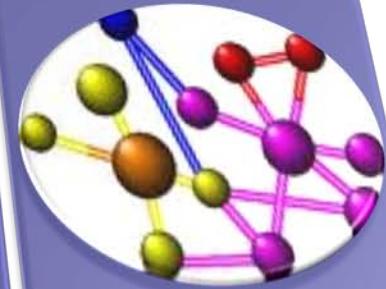
Percent of Total  
Revenue: ~ 19%



## Rx

Global leader in  
generic extended  
topical products

Percent of Total  
Revenue: ~ 12%



## API

Focused on  
complex and  
vertically  
integrated APIs

Percent of Total  
Revenue: ~ 5%

### Global Capabilities

Quality & Compliance, R&D, Manufacturing, Legal, Regulatory, IT

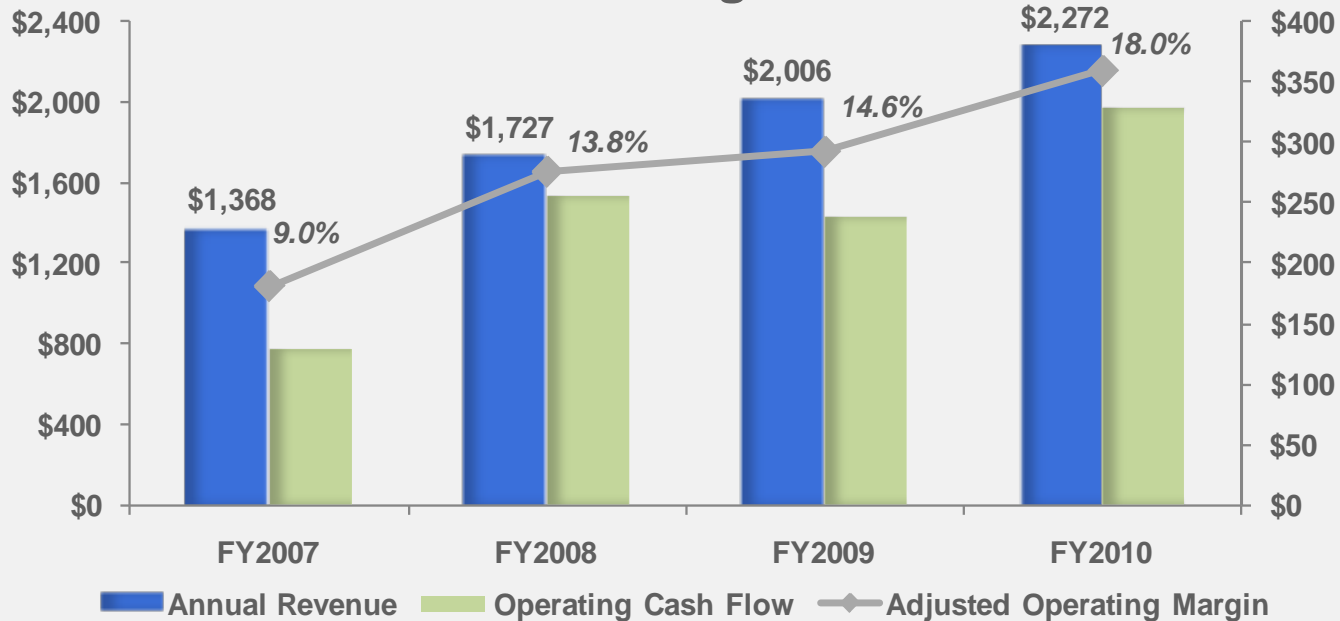
Consumer store brand products  
~ 80% of total revenues



# Perrigo Financial Performance

## Revenue, Cash Flow & Adjusted Operating Margin

in millions



**3 Year Revenue CAGR of 18%**

**3 Year Adj. Income from Cont. Ops. CAGR of 47%**

**3 Year Operating Cash Flow CAGR of 37%**

## Growth Drivers

- Store brand share growth
- Over 50 new products during FY2011
- \$180M+ in new product sales
- Possible product launch of generic Allegra®
- Acquisitions of PBM & Orion

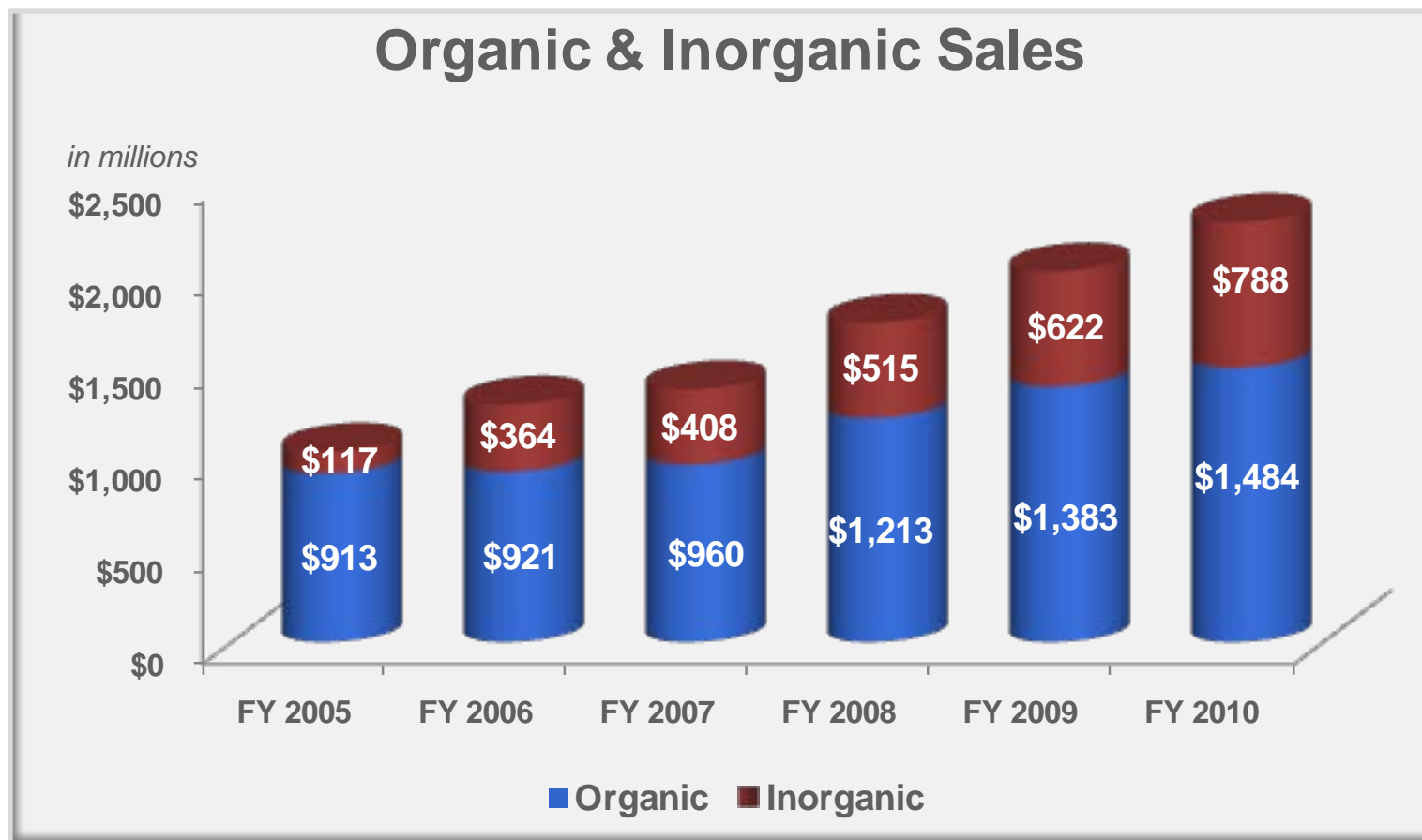


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# Focused on Both Organic and Inorganic Growth\*

Starting with Fiscal 2005 as the base year



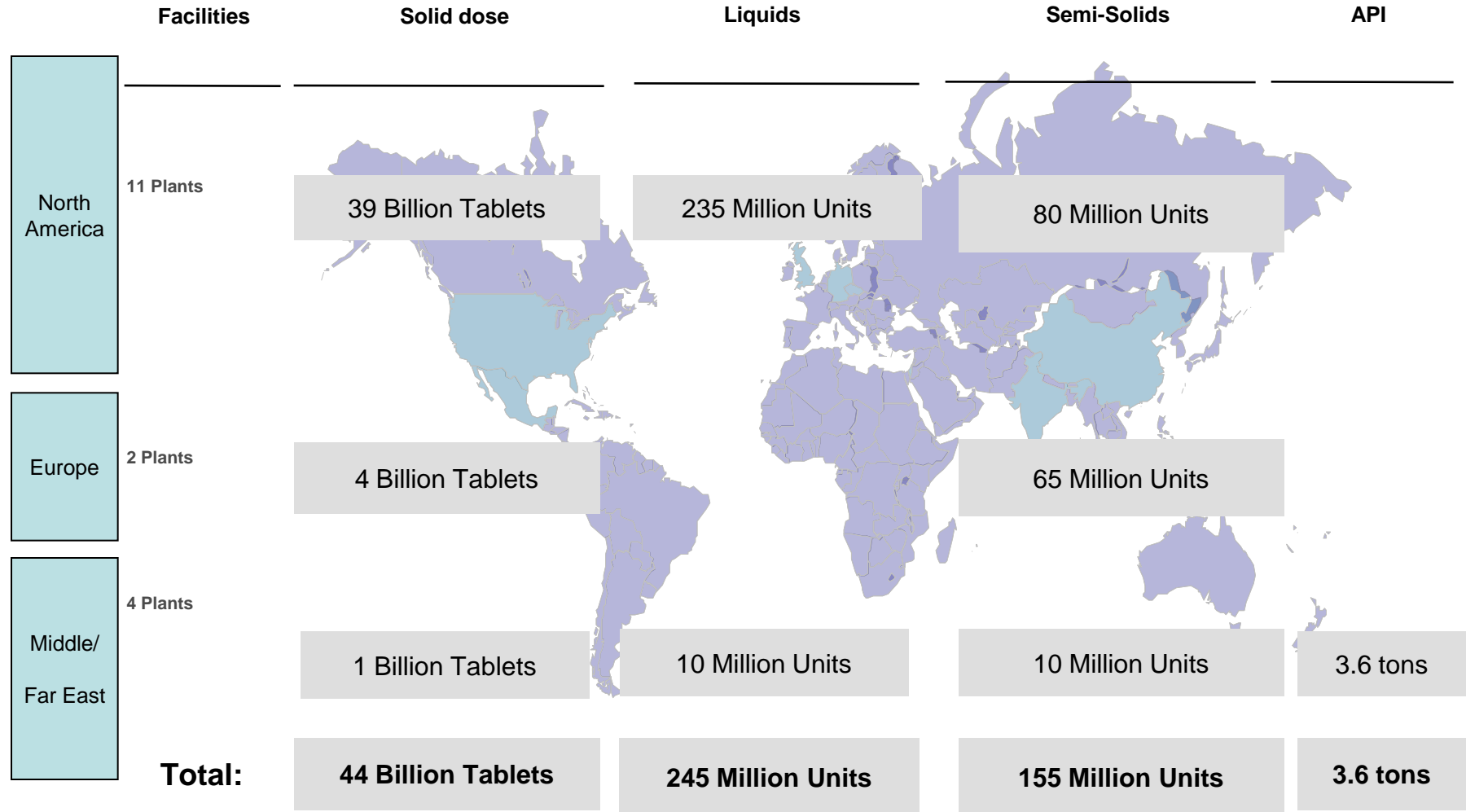
➤ 5 Year Organic CAGR of 10%

➤ 5 Year Inorganic CAGR of 47%

\*Organic sales exclude the effects of acquisitions. Acquisitions and their subsequent growth remain in inorganic sales in years following the acquisition.



# Broad Manufacturing Scale



Perrigo is one of the 5 largest Pharmaceutical companies in the world

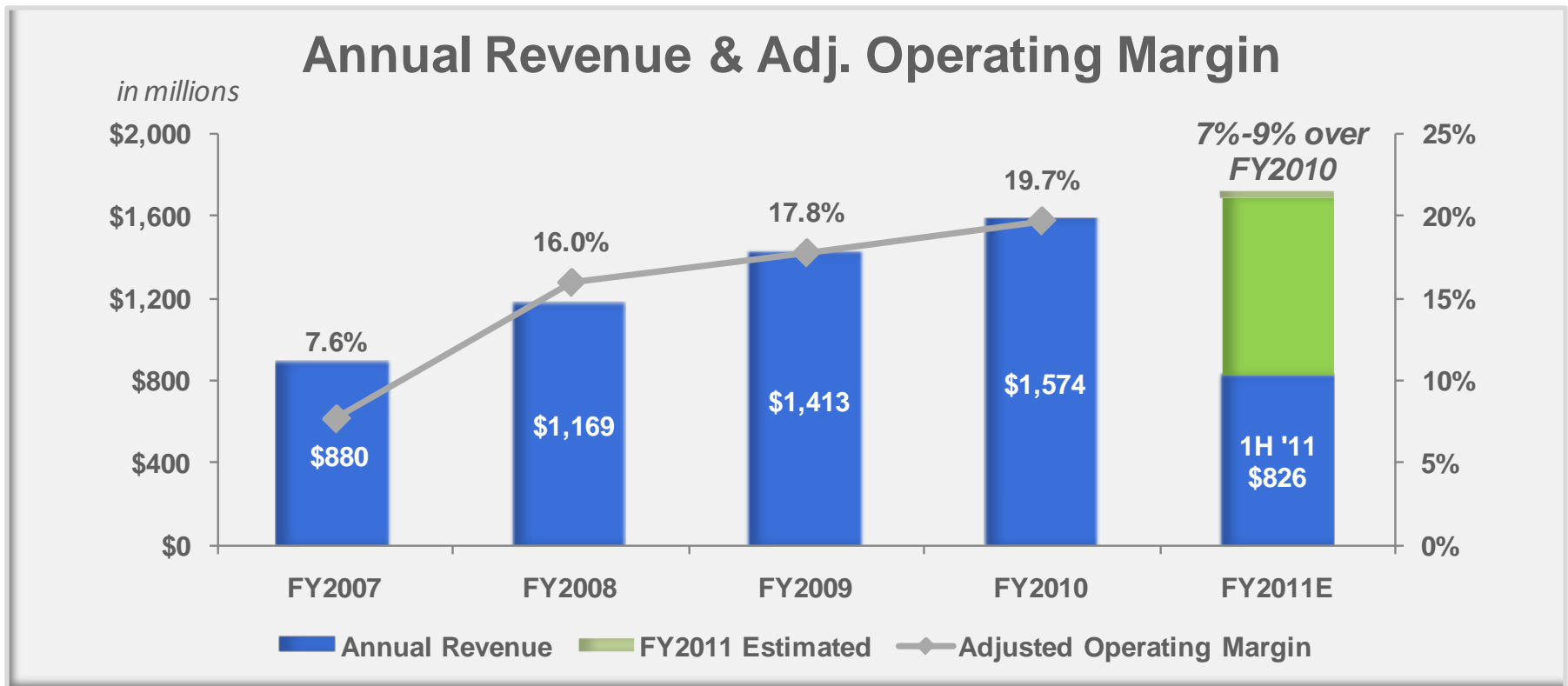


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# Consumer Healthcare Segment

The Leader in Rx to OTC switches



## Key Growth Drivers

- Accelerating use of store brands
- New Product Launches
  - Store brand Allegra®
  - Store brand Aleve® Liquid Gels
  - Plus others
- 15 ANDAs in pipeline
- Competitor manufacturing issues
- Generic Monistat® 1 – approved, shipping and >30% store brand share



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# The Magic of Store Brands...



\$57.27

\$71.59

\$14.32

20%

Consumer Savings

Cost

Retail Price

\$ Profit

% Profit



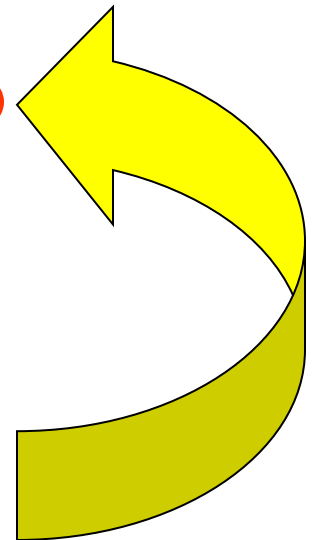
\$23.50

\$52.99

\$29.49

56%

26%



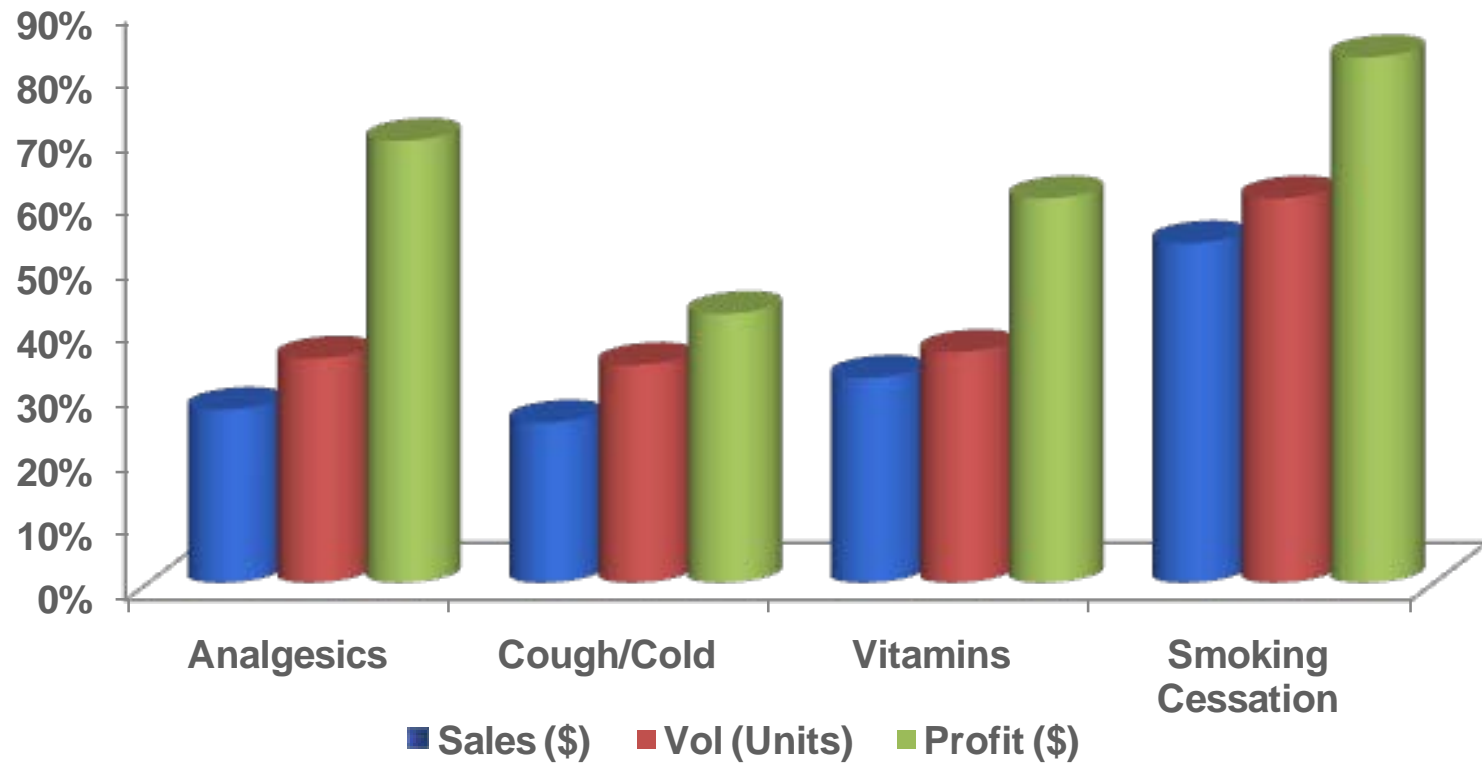
## Big Dollar Profits and Margin for Retailers

Reason for large investments by retailers in their store brands

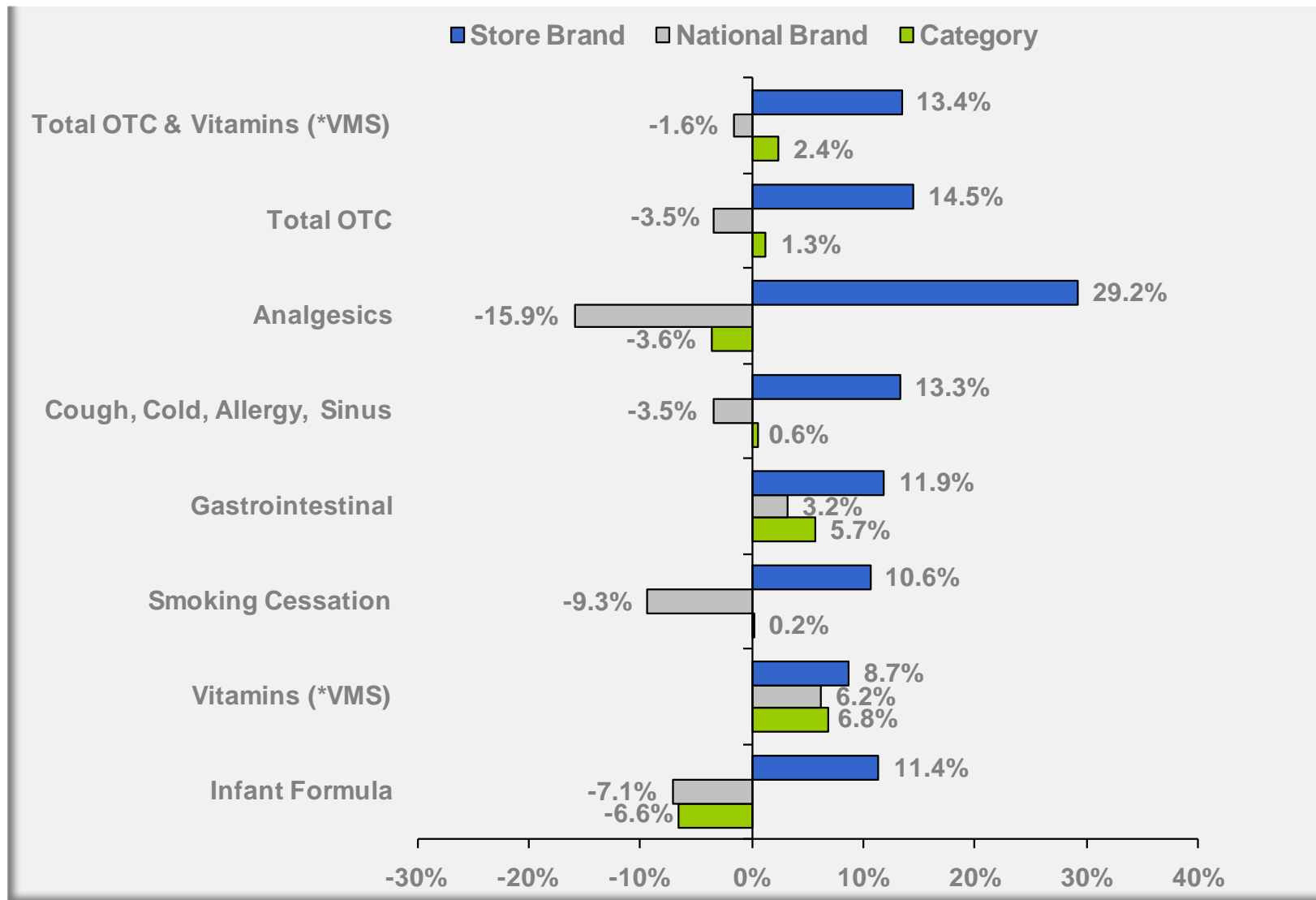


# Store Brands Drive Retailer Profit

*Contribution of Store Brand to a Retailer's Total Category*



# All Category Update – 52 Weeks



Source: IRI 52 Week Data Ending February 13, 2011; FDM

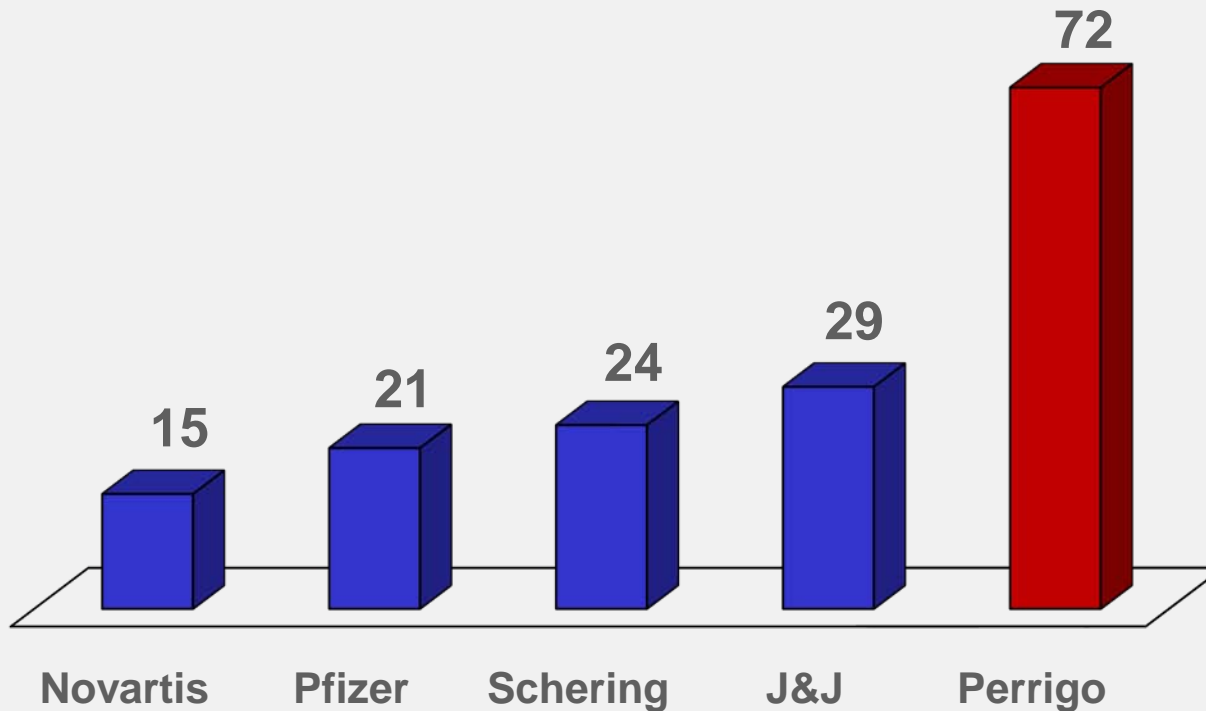
\*Vitamins, minerals, and supplements



# Strategic Focus on Rx-to-OTC Switches

We continue to invest in the future of store brand growth through our focus on potential Rx-to-OTC switch opportunities.

## More ANDAs Than Any Other OTC Company

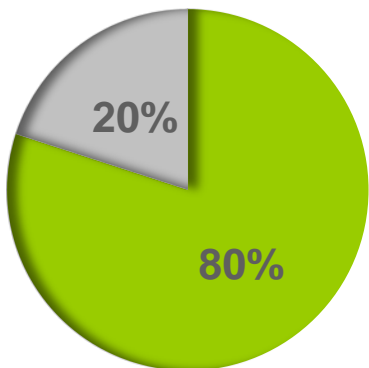


# Power of Perrigo – New Product Launches

## Cetirizine



With over 7 OTC approvals, Perrigo has 80% Store Brand Market Share



■ Perrigo ■ Other

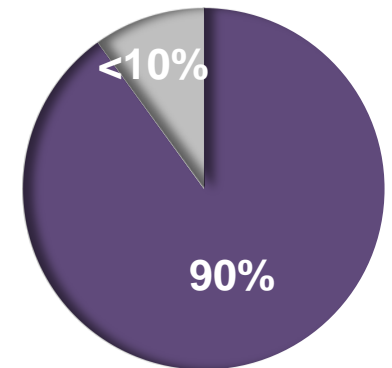
## Omeprazole



## Store Brand MiraLax®



With 5 OTC approvals, Perrigo has >90% Store Brand Market Share



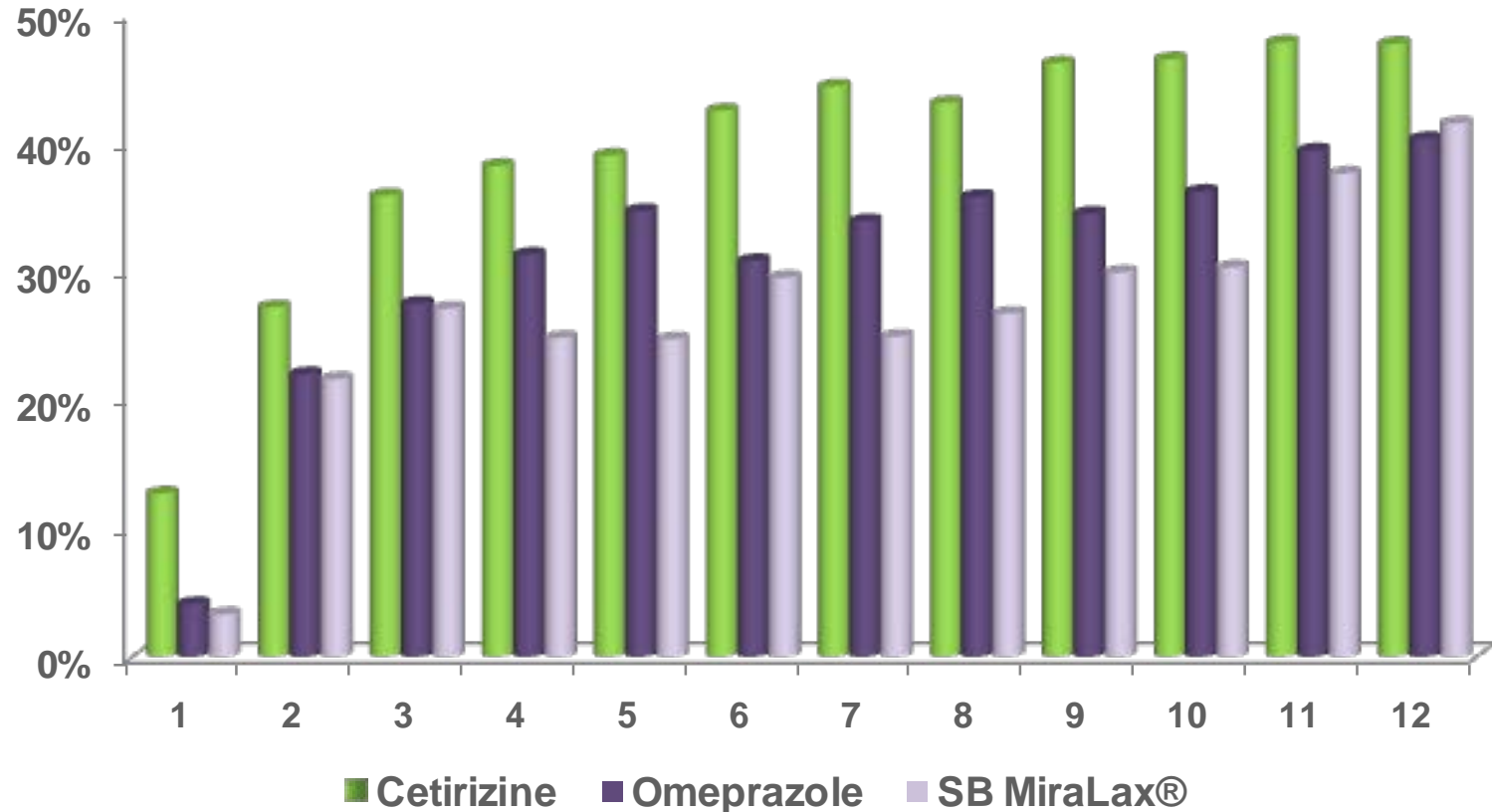
■ Perrigo ■ Other



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# Store Brand Penetration – First Year of Product Launch



- Store brand Cetirizine increased to 48% penetration
- Store brand Omeprazole increased to 40% penetration
- Store brand MiraLax® increased to 42% penetration



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# New Product Innovation

Publicly disclosed products



allegra  
fexofenadine HCl



Q3 FY2008  
Cetirizine &  
Omeprazole

Q1 FY2009  
Famotidine  
Complete

Q3 FY2009  
Ibuprofen  
PM

FY2010  
Polyethylene  
Glycol 3350

Generic version  
of Zaditor®

Generic version  
of Monistat-1®

FY2011 Pipeline  
Generic version of Allegra®

Generic version of Zantac® 150

Generic version of Mucinex®

Generic version of Aleve® Liquid Gels

Nicotine coated gum (new flavor)

Plus, many additional new products

\$5 Billion in potential branded sales with new SB ANDA products in the next 3 years

Over \$10 Billion in potential branded sales from Rx to OTC Switches in the next 5 years

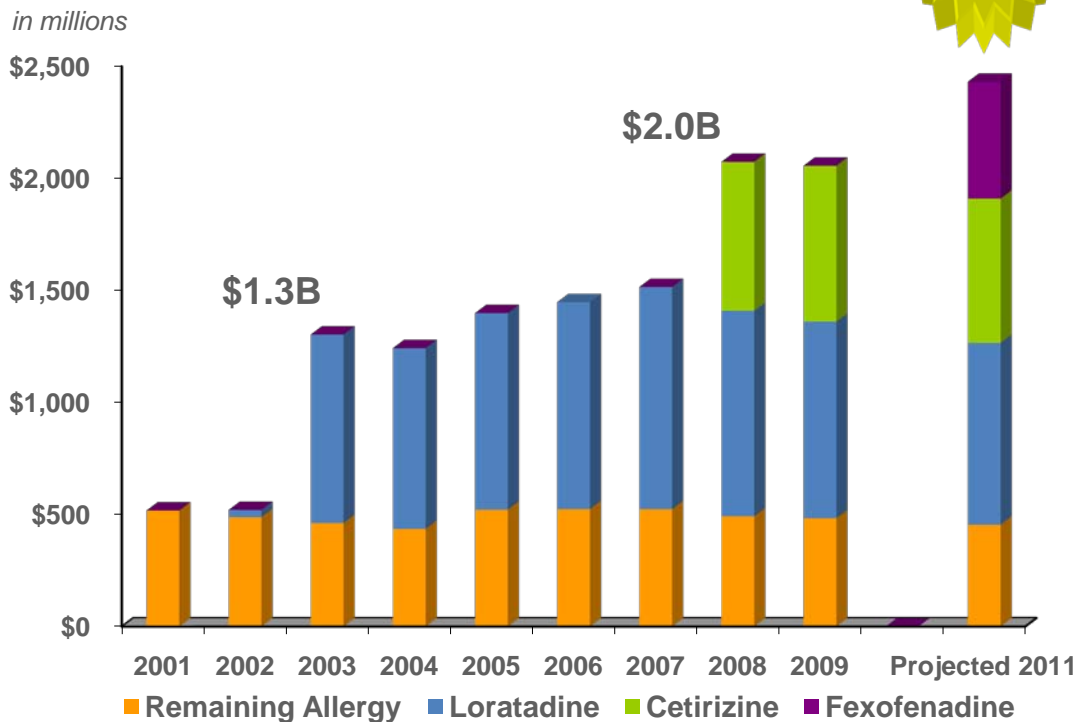


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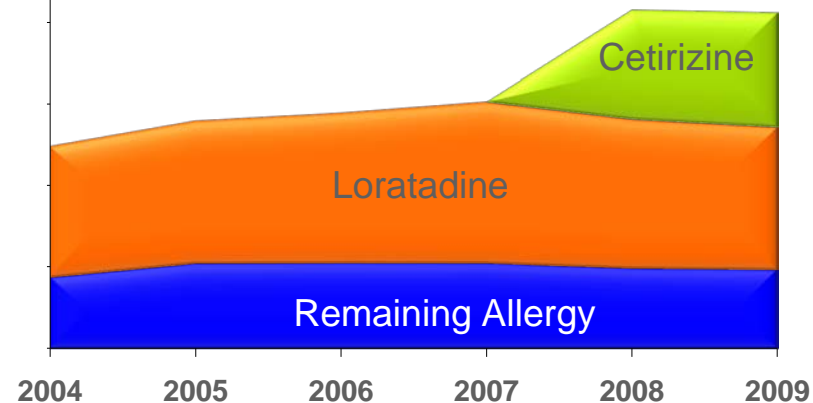
# Store Brand Allegra® - The Switch From Rx to OTC

The switch of Allegra® from Rx to OTC we expect will increase the size of the category while having minimal impact to other NSA products

*Every major NSA switch increased the OTC Allergy market over 50%!*



## OTC \$\$ Market



- Fexofenadine to contribute near 70% of incremental dollars to the OTC Allergy market
- When Loratadine launched in 2003, nearly 97% of the dollars were incremental to the OTC market & Cetirizine brought over 84%

# Managing Complexity – A Perrigo Competitive Advantage

## Ibuprofen Example

- 1 Advil® SKU becomes 476 unique Perrigo Ibuprofen tablet items



51 customers



17 case pack combinations



10 sizes

- 20, 24, 50, 65, 100, 120...



45 promotional configurations



**PERRIGO**

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# Beyond FY 2011 – OTC Future Product Pipeline

Future Pipeline		Brand Sales (\$B)	Potential Switch Products/Categories	Brand Sales (\$B)
Nexium ®	Esomeprazole (Rx)	\$ 8.5	Statins	\$ 17.0
Protonix ®	Pantoprazole (Rx)	3.2	Singulair ®	4.8
Prevacid ®	Lansoprazole	2.8	Prostate	3.6
Aciphex ®	Rabeprazole (Rx)	1.4	Erectile Dysfunction	2.9
Allegra ®	Fexofenadine IR (Rx)	1.2	Nasal Allergy	2.5
Allegra ® D 12	Fexofenadine D12 (Rx)	0.3	Overactive Bladder	2.2
Advil ® LG	Ibuprofen LG	0.3	Ophthalmic-Allergy/Dry Eye	1.3
Clarinet ®	Desloratadine (Rx)	0.3	Acne	0.6
Allegra ® D 24	Fexofenadine D24 (Rx)	0.2	Migraine	0.6
Mucinex ® RS	Guaifenesin 600MG ER	0.2	<b>Total</b>	<b>\$ 35.5</b>
Alli ®	Weight Loss	0.2		
Voltaren ®	Diclofenac Topical Gel	0.2		
Delsym ®	Dextromethorphan ER Suspension	0.1		
<b>Total</b>		<b>\$ 18.7</b>		

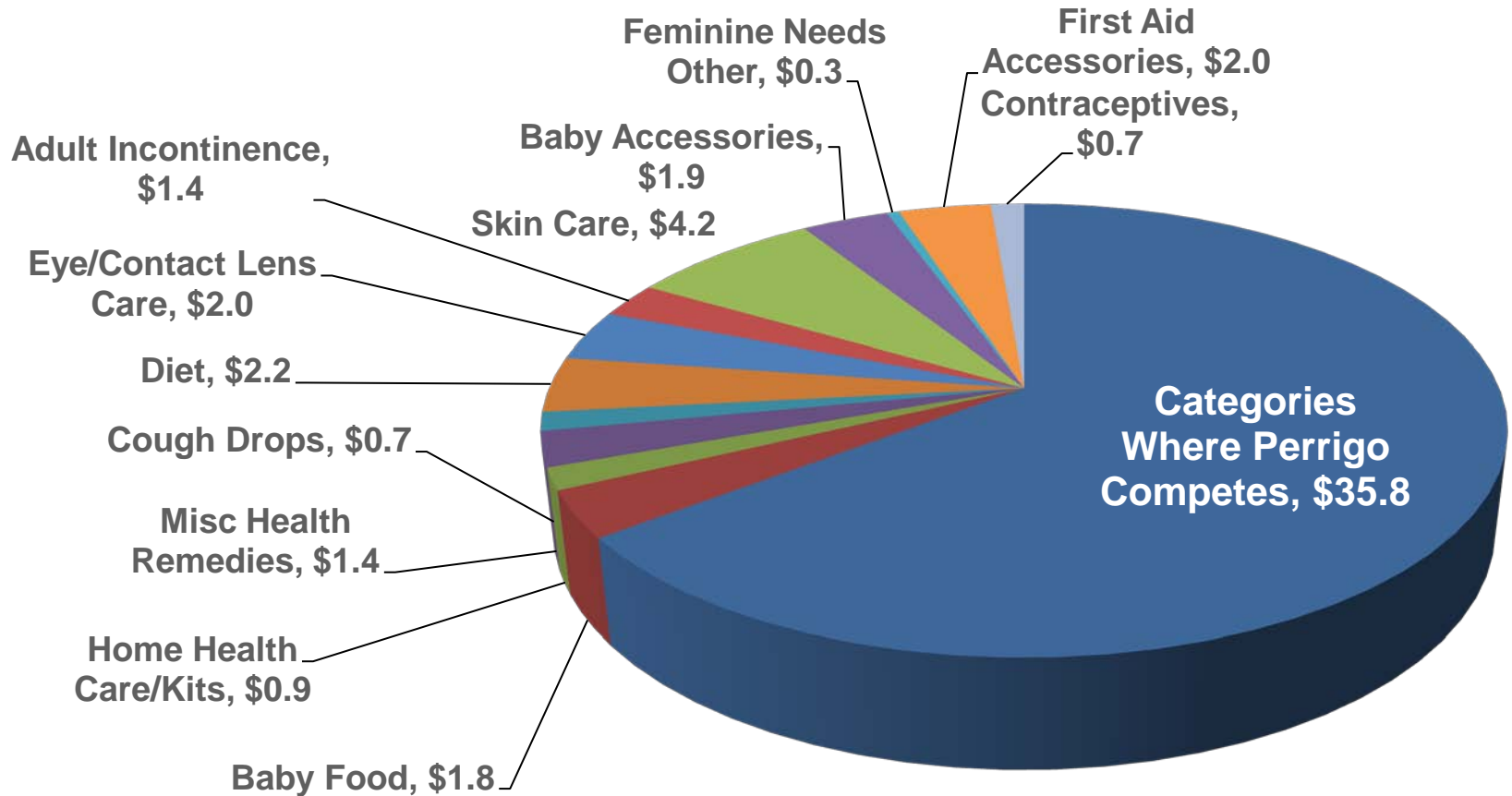




# Store Brand Home Healthcare Market

\$ in billions

## Adjacent Categories (\$20B) = Future Opportunities

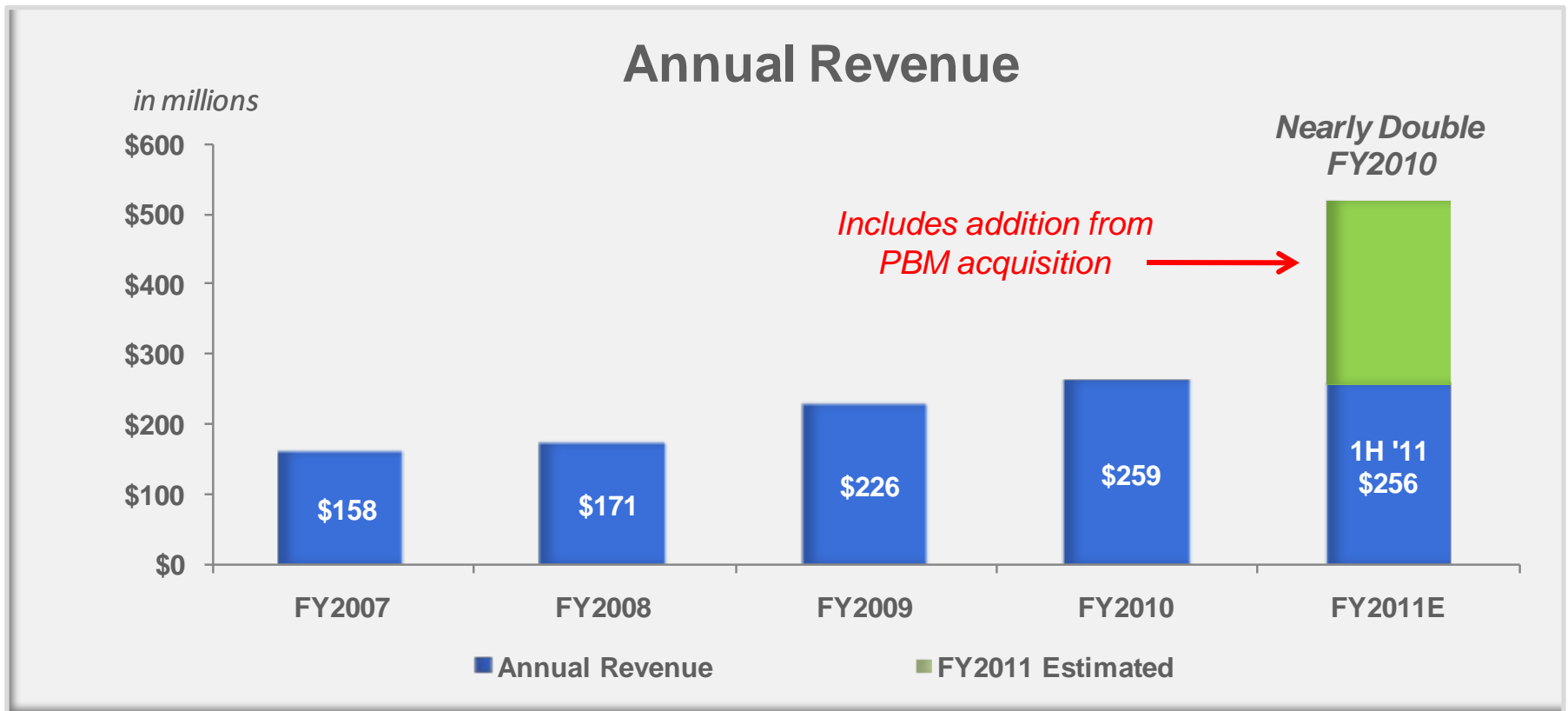


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# Nutritionals Segment

*Includes Vitamins, Minerals, & Supplements and Infant Formula and Nutrition*



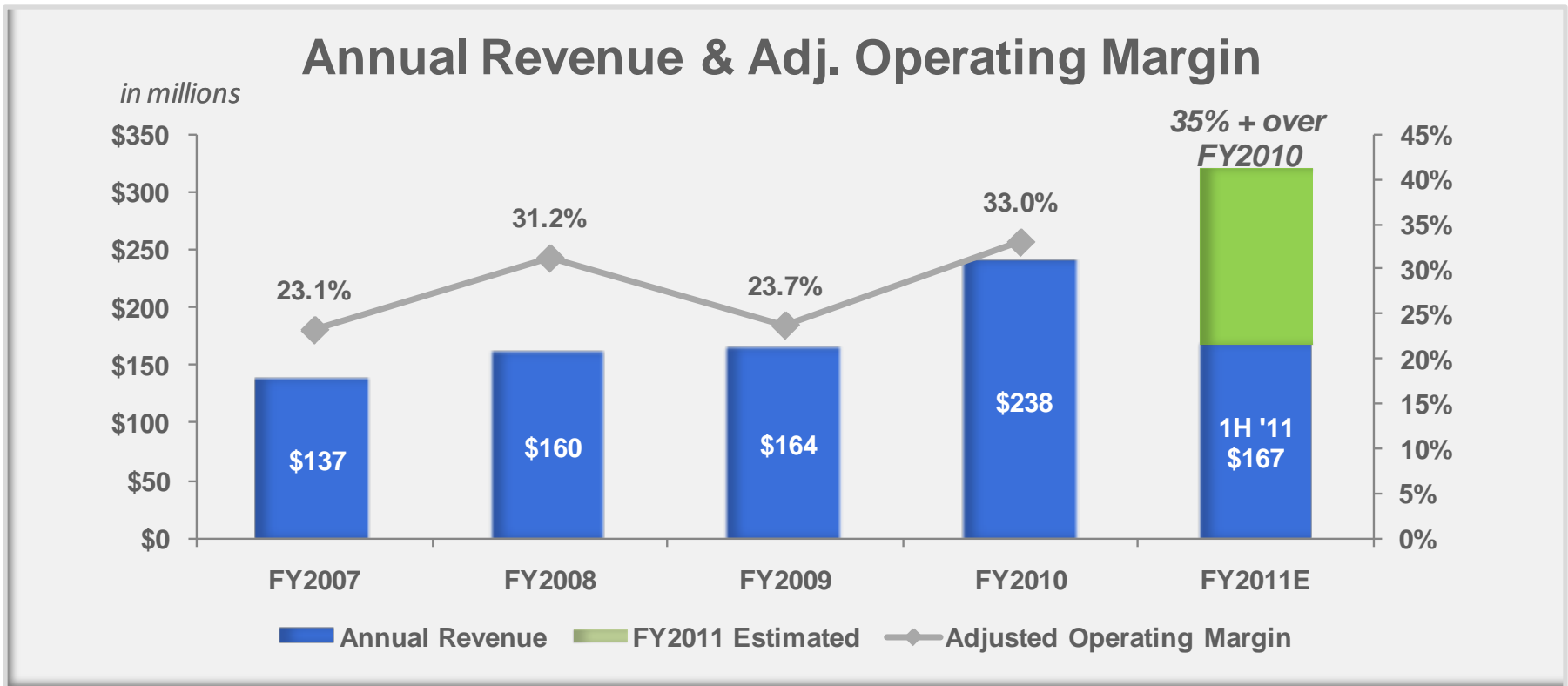
## Growth Drivers

- New products
- International growth in infant nutrition
- Increased store brand penetration
- Improved operating performance in vitamins, minerals and supplements



# Rx Pharmaceuticals Segment

Leader of the Generic Topical Market



## Growth Drivers

### ➤ Key new products

- **Generic Nasacort®**, 2011 launch
- **Generic Evoclin®**, October 2010 re-launch
- **Aldara®** authorized generic, now shipping Perrigo vertically integrated product
- **Anticipated launch of Plan B®**

### ➤ High barrier to entry – clinical endpoints

- 20 ANDAs filed, 8 confirmed first-to-file, on products representing \$2.5B in annual sales



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<sup>20</sup>\*See attached financial schedule for reconciliation to GAAP numbers.



# Rx New Product Innovation

*Publicly disclosed products*



Q3 FY2010

Ichthammol Ointment

Mesalamine Enema Kit

Ciclopirox Shampoo 1%

Q4 FY2010

Aldara®  
Cream, 5% AG

Analpram  
HC® Cream  
AG

FY2011

Analpram E® Cream AG      Generic Nasacort®  
Generic Evoclin® Foam 1%      Generic Xyzal® Tablets  
Adapalene Cream, 0.1%      HalfLyteLy®  
Generic Aldara® Cream, 5%  
(Vertically Integrated)

2 to 3 potential other



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# Generic OTCs Drive 'ORx<sup>®</sup>'

## What is ORx<sup>®</sup>?

### OTC DRUGS DISPENSED BY PRESCRIPTION

Product Name	Prescriptions Written (Previous 12 MO)	Volume Dispensed at Pharmacy (Previous 12 MO)
LORATADINE	9,421,573	385,429,474
CETIRIZINE HCL	3,048,618	167,170,810
PRILOSEC OTC	2,706,987	113,177,577
OMEPRAZOLE OTC	838,885	33,247,031

SOURCE: WOLTER KLUWER HEALTH PHAST PREVIOUS 12 MONTHS ENDING 07/10



### Perrigo's ORx<sup>®</sup> Strategy

- Set-up and register generic OTCs for reimbursement through public and private health plans
- Leverage portfolio and pipeline of OTC products for generic substitution when appropriate

### Perrigo Execution-to-Date

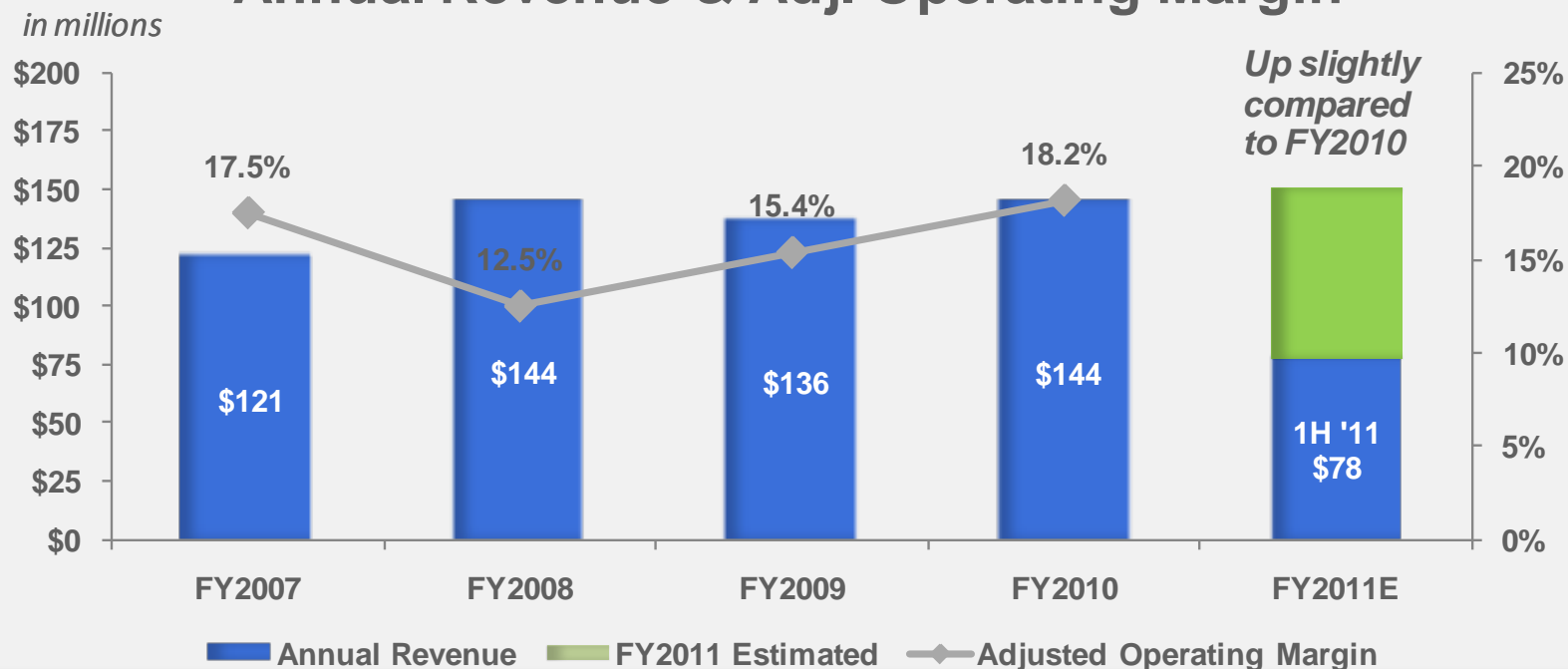
- All Perrigo OTCs are registered for reimbursement
- Sales efforts commenced in FY 09
- FY 09 sales over \$25M
- FY 10 sales of approximately \$40M



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# Active Pharmaceutical Ingredients Segment

## Annual Revenue & Adj. Operating Margin



## Growth Drivers

### ➤ Focus on complex, differentiated APIs

- **Generic Temodar® - Currently exclusive manufacturer in the EU**
- **Generic Nimbex®**

### ➤ Increasing Vertical Integration

- **Generic Aldara®**
- **Generic Vagistat® 1**
- **Temozolomide Dossier**



# Perrigo FY11 Revised Guidance\*

*From Continuing Operations*

<b>Consolidated Revenue Growth</b>	<b>20% to 23% from Fiscal 2010</b>
<b>Adj. Consolidated Gross Margin</b>	<b>35% to 36% of Net Sales</b>
<b>Adj. Consolidated Operating Margin</b>	<b>19% to 20% of Net Sales</b>
<b>Adjusted Diluted EPS</b>	<b>\$3.75 to \$3.90 (24% to 29% Y/Y Growth**)</b>
<b>Cash Flow from Operations</b>	<b>\$350M to \$380M</b>
<b>Estimated Effective Worldwide Tax Rate</b>	<b>Approximately 27%</b>

\*See attached financial schedule for reconciliation to GAAP numbers.

\*\*Growth as compared to fiscal 2010 adjusted diluted EPS from continuing operations



# Appendix

**PERRIGO**

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# Table I

**Table I**  
**PERRIGO COMPANY**  
**RECONCILIATION OF NON-GAAP MEASURES**  
(in thousands)  
(unaudited)

	<u>FY 2007*</u>	<u>FY 2008*</u>	<u>FY 2009*</u>	<u>FY 2010*</u>
<b>Consolidated</b>				
Net sales	\$1,367,717	\$1,727,480	\$2,005,590	\$ 2,271,904
Reported operating income	\$ 93,859	\$ 192,759	\$ 249,488	\$ 335,899
Acquisition costs	-	-	-	8,189
Deal-related amortization <sup>(1)</sup>	13,858	24,218	23,595	25,127
Impairment of note receivable	2,034	-	-	-
Impairment of fixed assets	-	-	1,600	-
Impairment of intangible asset	-	10,346	-	-
Inventory step-ups	4,573	5,756	2,923	10,904
Loss on asset exchange	-	-	639	-
Restructuring charges	879	2,312	14,647	9,523
Write-offs of in-process R&D	8,252	2,786	279	19,000
Adjusted operating income	<u>\$ 123,455</u>	<u>\$ 238,177</u>	<u>\$ 293,171</u>	<u>\$ 408,642</u>
Adjusted operating income %	9.0%	13.8%	14.6%	18.0%
<b>Consumer Healthcare</b>				
Net sales	\$ 880,354	\$1,169,131	\$1,412,550	\$ 1,573,749
Reported operating income	\$ 61,270	\$ 173,114	\$ 240,047	\$ 303,676
Deal-related amortization <sup>(1)</sup>	3,158	5,314	6,643	5,898
Impairment of note receivable	2,034	-	-	-
Impairment of fixed assets	-	-	1,600	-
Inventory step-ups	-	5,756	1,864	471
Loss on asset exchange	-	-	639	-
Restructuring charges	879	2,312	-	-
Adjusted operating income	<u>\$ 67,341</u>	<u>\$ 186,496</u>	<u>\$ 250,793</u>	<u>\$ 310,045</u>
Adjusted operating income %	7.6%	16.0%	17.8%	19.7%

(1) Amortization of acquired intangible assets related to business combinations and asset acquisitions

\*All information based on continuing operations.



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# Table I (Continued)

**Table I (Continued)**  
**PERRIGO COMPANY**  
**RECONCILIATION OF NON-GAAP MEASURES**  
(in thousands)  
(unaudited)

	<u>FY 2007*</u>	<u>FY 2008*</u>	<u>FY 2009*</u>	<u>FY 2010*</u>
<b>Rx Pharmaceuticals</b>				
Net sales	\$ 137,279	\$ 159,576	\$ 163,947	\$ 237,569
Reported operating income	\$ 19,279	\$ 23,428	\$ 27,590	\$ 48,502
Deal-related amortization <sup>(1)</sup>	7,902	15,967	11,186	10,800
Impairment of intangible asset	-	10,346	-	-
Inventory step-ups	4,573	-	-	-
Write-offs of in-process R&D	-	-	-	19,000
Adjusted operating income	<u>\$ 31,754</u>	<u>\$ 49,741</u>	<u>\$ 38,776</u>	<u>\$ 78,302</u>
Adjusted operating income %	23.1%	31.2%	23.7%	33.0%
<b>API</b>				
Net sales	\$ 120,631	\$ 144,444	\$ 135,731	\$ 143,734
Reported operating income	\$ 19,216	\$ 15,831	\$ 4,039	\$ 15,314
Deal-related amortization <sup>(1)</sup>	1,893	2,260	2,188	1,966
Restructuring charges	-	-	14,647	8,824
Adjusted operating income	<u>\$ 21,109</u>	<u>\$ 18,091</u>	<u>\$ 20,874</u>	<u>\$ 26,104</u>
Adjusted operating income %	17.5%	12.5%	15.4%	18.2%

(1) Amortization of acquired intangible assets related to business combinations and asset acquisitions

\*All information based on continuing operations.



# Table II

**Table II**  
**FY 2011 GUIDANCE AND FY 2010 EPS**  
**RECONCILIATION OF NON-GAAP MEASURES**  
(unaudited)

	<b>Full Year Fiscal 2011 Guidance*</b>
Reported consolidated gross margin range	33.5% - 34.5%
Deal-related amortization <sup>(1,2)</sup>	1.2%
Inventory step-up <sup>(2)</sup>	0.3%
Adjusted consolidated gross margin range	<u>35.0% - 36.0%</u>
Reported consolidated operating margin range	16.6% - 17.6%
Deal-related amortization <sup>(1)</sup>	1.8%
Acquisition costs <sup>(2)</sup>	0.3%
Inventory step-up <sup>(2)</sup>	0.3%
Adjusted consolidated operating margin range	<u>19.0% - 20.0%</u>
FY11 reported diluted EPS from continuing operations range	\$3.28 - \$3.43
Deal-related amortization <sup>(1,2)</sup>	0.355
Charges associated with acquisition costs <sup>(2)</sup>	0.061
Charge associated with inventory step-up <sup>(2)</sup>	0.054
FY11 adjusted diluted EPS from continuing operations range	<u>\$3.75 - \$3.90</u>
	<b>Fiscal 2010*</b>
FY10 reported diluted EPS from continuing operations	\$2.42
Deal-related amortization <sup>(1)</sup>	0.195
Charges associated with acquisition costs	0.083
Charges associated with inventory step-ups	0.075
Charges associated with restructuring	0.100
Charges associated with acquired research and development	0.157
FY10 adjusted diluted EPS from continuing operations	<u>\$3.03</u>

(1) Amortization of acquired intangible assets related to business combinations and asset acquisitions

(2) Assumes a mid-fourth fiscal quarter close of the Paddock Laboratories acquisition

*\*All information based on continuing operations.*



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