

Cost Basis Adjustments

Dear Ralston Purina Shareholder:

We are pleased to inform you that the spin-off of Energizer Holdings, Inc. was accomplished on April 1, 2000. One share of Energizer Holdings, Inc. Common Stock ("Energizer Stock") was distributed for each three shares of the Company's \$.10 par value Ralston Purina Common Stock held by you on the close of business on March 31, 2000.

Enclosed is a check as payment in lieu of any fractional shares of Energizer Stock. You will receive or may already have received your Energizer Stock certificate shortly after April 1, 2000 from Continental Stock Transfer & Trust Company, the Transfer Agent for Energizer.

We have received a ruling from the IRS that the issuance of Energizer Stock as a result of the Spin-off is not taxable to shareholders for federal income tax purposes. Attached is a sample information statement regarding the April 1, 2000 tax-free distribution of shares of Common Stock of Energizer Holdings, Inc. This statement should be completed and filed with your 2000 federal income tax return as required by IRS regulations.

Federal income tax law requires the allocation of the tax basis of your Ralston Stock at the time of the Spin-off ("old Ralston basis") between your retained Ralston Stock and the new Energizer Stock in proportion to the relative fair market values of each. For this purpose, the fair market value of the Ralston Stock and the Energizer Stock may be based on the average of the closing prices for April 4 through April 17.

Based on the New York stock Exchange trading on April 4 through April 17, the fair market value for basis allocation purposes of a share of Ralston Stock is \$19.14 and of a share of Energizer Stock is \$22.26, or \$7.42 for 1/3 share of Energizer Stock. Accordingly, the percentage of old Ralston basis assigned to Ralston Stock is 72.06%, and the percentage assigned to Energizer Stock is 27.94%.

For example, assume your tax basis for 300 shares of Ralston Common Stock owned immediately before the Spin-off is \$3,000. Using the allocation percentages, your basis in the 300 shares of Ralston Stock would become \$2,161.80 (72.06% x \$3,000), and your basis in the 100 shares of Energizer Stock received as a result of the Spin-off with respect to such Ralston Stock would become \$838.20 (27.94% x \$3,000).

The cash you receive in lieu of any fractional shares of Energizer Stock is treated for federal income tax purposes as an amount realized on the sale of a fractional share, and the resulting gain or loss must be reported on your federal income tax return. The Transfer Agent sold all of the fractional shares over the period from April 4 through April 10, based on a \$21,5866 average price for an Energizer share. Your taxable gain or loss from such sale is the difference between the cash received and the basis of the fractional share computed by applying the above formula.

For example, if you held 301 shares of Ralston Stock immediately before the Spin-off, you receive 100 shares of Energizer Stock plus \$7.20 (1/3 of \$21,5866) in lieu of one-third of a share of Energizer Stock. Assuming your tax basis in the 301 shares of Ralston Stock was \$3,010, under the above described allocation formula your basis in 100 1/3 shares of Energizer Stock would be \$840.99 (27.94% x \$3,010), and your basis in the one-third share of

Energizer (converted cash) would be \$2.79. Your resulting gain in respect of the fractional shares would be \$4.41 (\$7.20 sales proceeds less \$2.79 tax basis).

For capital gains purposes, your holding period for Energizer Stock includes your holding period for the Ralston shares.

Please note that tax consequences different from those described above may apply to Ralston shareholders receiving Energizer Stock in the Spin-off with respect to employee awards of restricted Ralston Stock, and Ralston shareholders who are subject to the laws of any foreign jurisdiction.

Your tax advisor can provide further guidance and any additional information which you may need.