

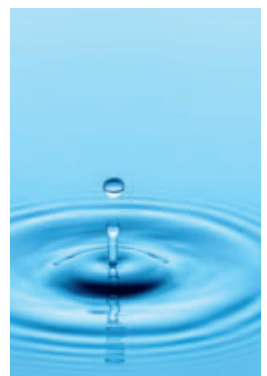
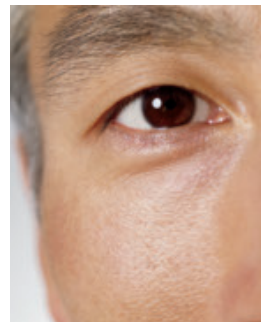
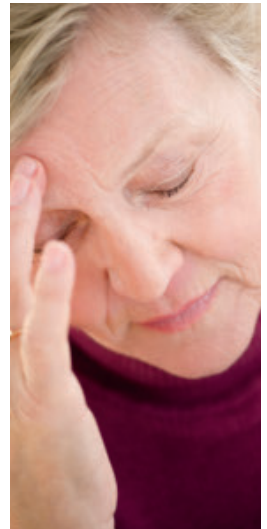
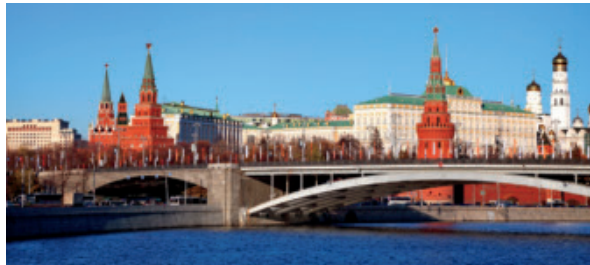
# the world of allergan



 **ALLERGAN**  
2011 ANNUAL REPORT

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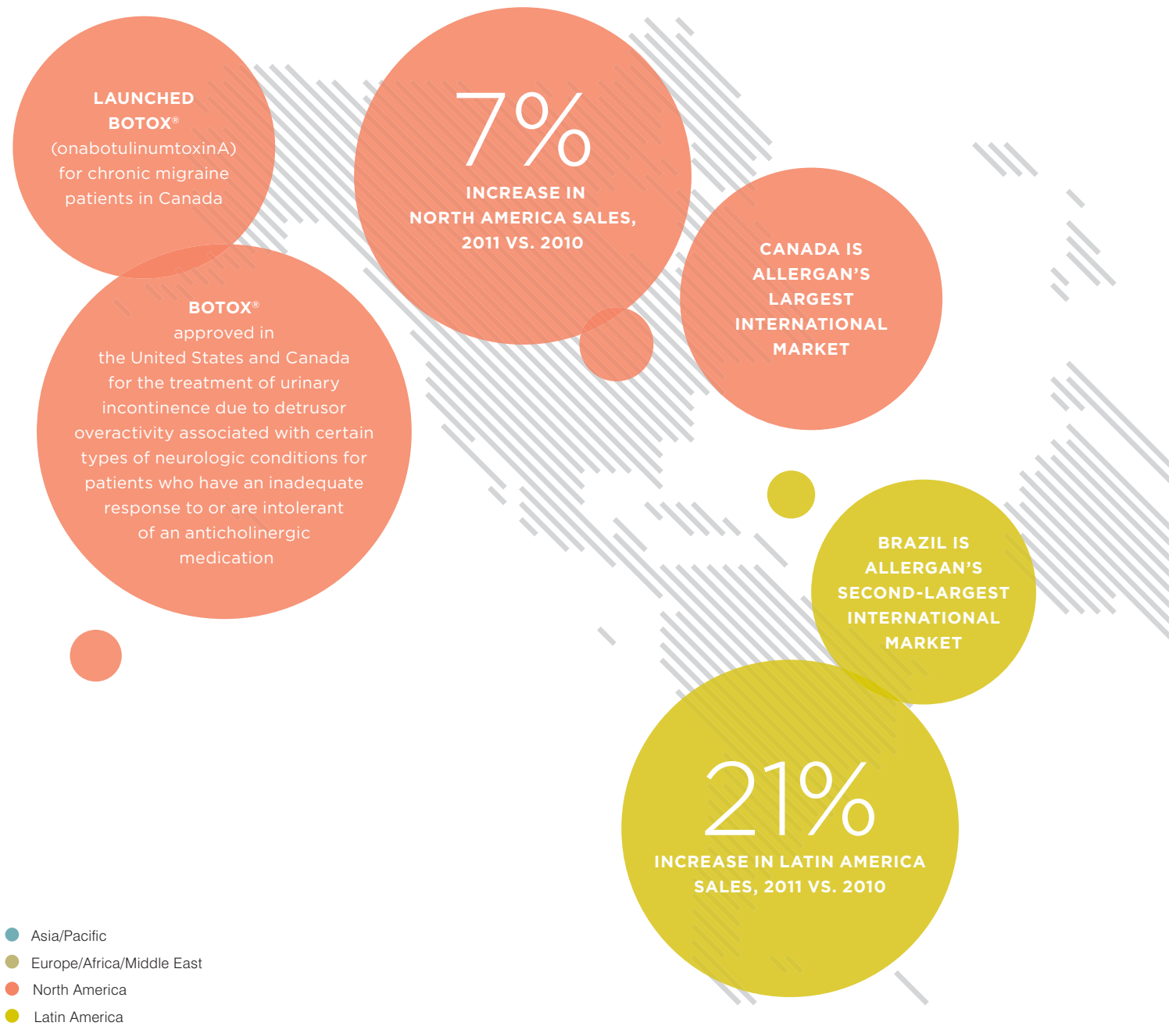
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# Allergan's Global Presence



40%

of Allergan's sales come from international markets. In 2011 sales in emerging markets increased 25 percent and represented 17 percent of Allergan's sales.

100+

Number of countries where Allergan products are sold.

17%

**INCREASE IN EUROPE,  
AFRICA AND MIDDLE EAST  
(EAME) SALES,  
2011 VS. 2010**

**ESTABLISHED  
DIRECT OPERATIONS**  
in South Africa and  
direct ophthalmic  
operations in Russia

22%

**INCREASE IN ASIA/PACIFIC  
SALES, 2011 VS. 2010**

**BOTOX®** approved  
in 12 European countries  
for the management  
of urinary incontinence in  
adults with neurogenic detrusor  
overactivity resulting from  
neurogenic bladder due  
to stable sub-cervical spinal  
cord injury or  
multiple sclerosis<sup>1</sup>

**ESTABLISHED  
DIRECT  
OPERATIONS**  
in the Philippines

**BOTOX®** approved  
in nine countries  
in the EAME  
region for symptom relief  
in adults with chronic migraine  
who have responded  
inadequately to or are  
intolerant of prophylactic  
migraine medications<sup>1</sup>

51%  
of Allergan's  
workforce is  
based outside the  
United States

**NO.1**  
**OPHTHALMIC**  
company in India<sup>2</sup> and  
South Korea<sup>3</sup>

<sup>(1)</sup> Specific indication verbiage varies by country, and statement reflects approvals 2011 through Feb. 22, 2012.

<sup>(2)</sup> IMS India (New Sell-Out) Pharmacy, Hospital and Clinic currency sales data at ex-factory price levels for four quarters ending September 2011.

<sup>(3)</sup> IMS Plus/Monthly December 2011, excluding retina.

1,600

Allergan was granted nearly 1,600 patents worldwide from 2007 to 2011. The Patent Board recently ranked Allergan tenth in the global pharmaceutical industry based on patents granted, scientific strength, innovation cycle time, industry impact, technology strength and research intensity.

19%

increase in number of countries where Allergan has direct sales operations from 2009 to 2011.

**Global Presence. Global Strategy. Global Results.** What does it mean to be a global company? Providing your products to customers around the world. Having operations in key markets. Taking an international perspective and tailoring it to individual market needs. These are ingredients that make a company truly global. But at Allergan, we go further.

It's not just about physically being in a market, it's about having a *presence* in that market. Allergan builds a deep understanding of the local market needs in our specialties—the needs of patients, of physicians, of payors and insurers, and of regulators. From that knowledge, we develop products that fulfill unmet needs in a meaningful way. We have a direct presence in 38 countries and, supplemented by distributors, operate in more than 100 countries around the world. More than half of our more than 10,000 employees are based outside of the United States, constantly deepening our experience within individual markets. This is the World of Allergan.

At Allergan we amplify our operations in local markets by leveraging our centralized global capabilities. We manage the functional components of our business—such as Research & Development, Manufacturing, and Compliance—from a global perspective and apply these resources to support locally-developed strategic plans and accelerate our entrance into new markets as well as to expand our presence in existing markets. This is the World of Allergan.

Our approach drives compelling results. In recent years, we have extended our leadership position in our specialties throughout the world. In 2011 we delivered continued quality results in developed markets in North America and Western Europe, despite challenges in those economies throughout the year. At the same time, our fastest growth occurred in emerging markets in Asia, Latin America and Eastern Europe. Our path is clear, and our opportunities are significant. Our focused approach prepares us well for these opportunities and challenges; our success around the world shows a positive picture for our future.

**This is the World of Allergan.**

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