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Alignment To Value SoCalBio HR Conference

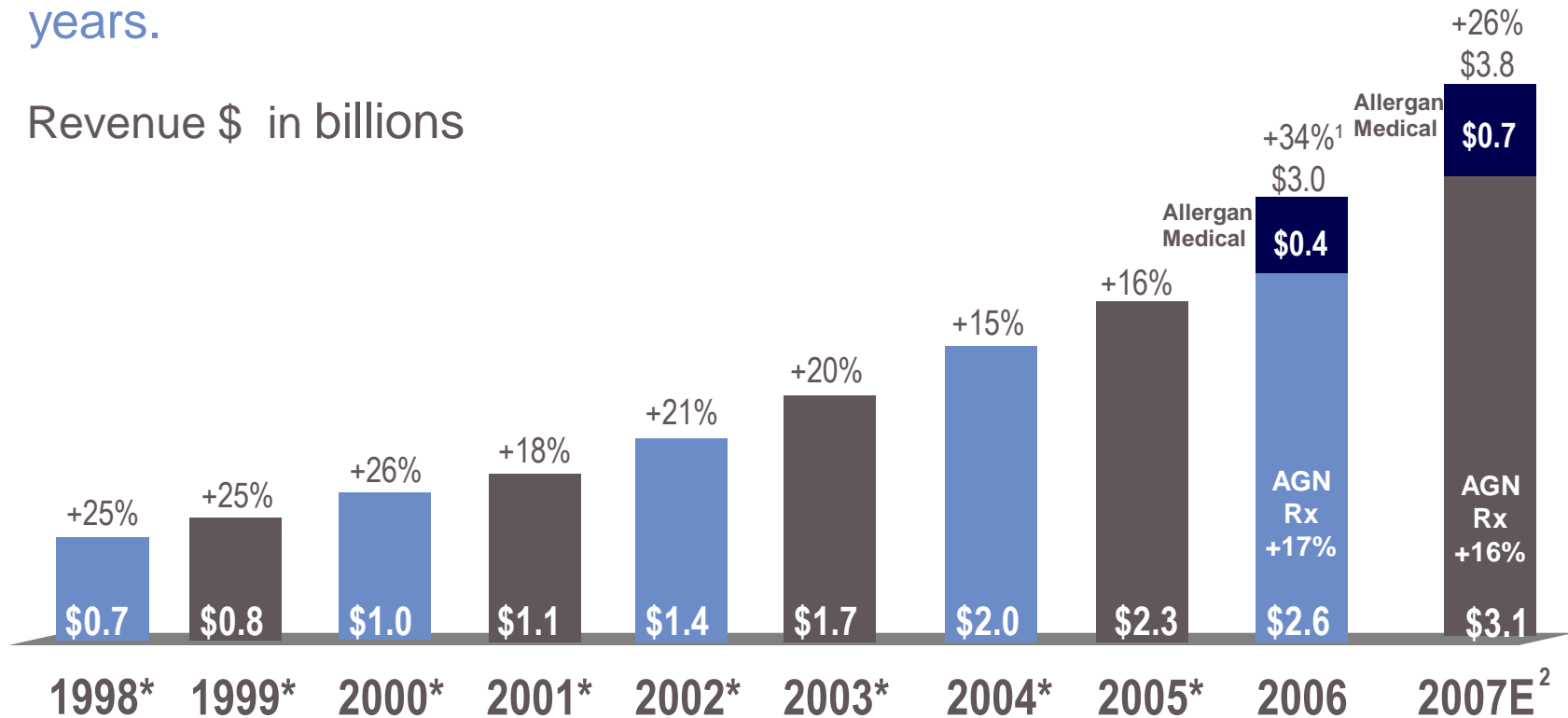
February 29, 2008



Allergan's Growth

Allergan has experienced consistent robust growth over the past ten years.

Revenue \$ in billions



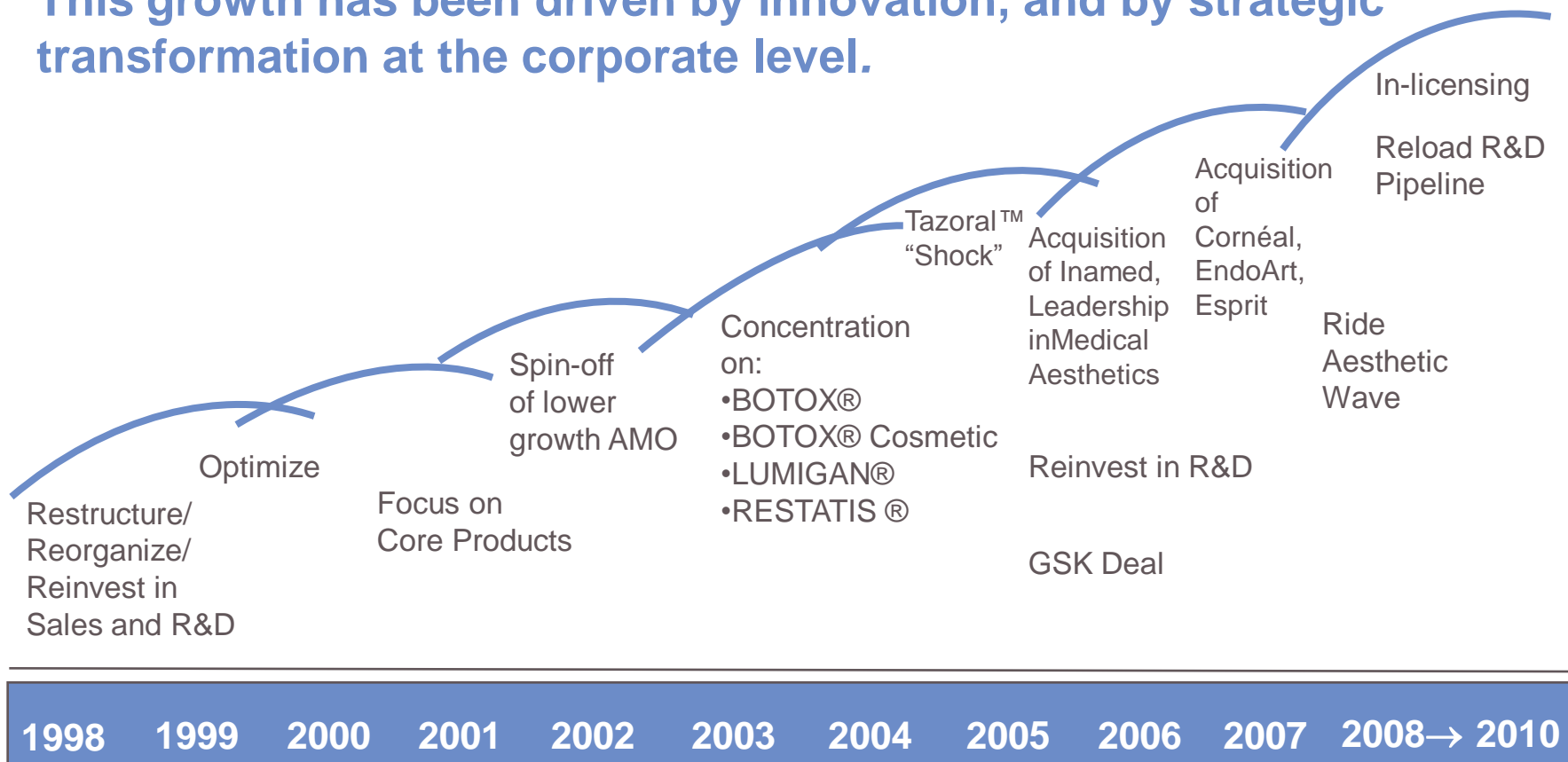
* Pharmaceutical only, in local currency excluding divested products

¹ Growth in local currency includes Allergan Medical, excluding BOTOX® Japan

² 2007E represents midpoint of guidance provided on November 6, 2007. Includes Allergan Medical, EndoArt, and Corneal

Value of Allergan

This growth has been driven by innovation, and by strategic transformation at the corporate level.



Time



Advanced Medical Optics (AMO)

In 2002, Allergan divested a portion of its business to form Advanced Medical Optics (AMO)

- > Allergan previously encompassed multiple business models, and determined that the best course for these businesses was to separate them and to focus on being a “pure play” specialty pharmaceutical company.
- > The OTC and ocular device businesses did not fit this model, and were not being funded to maximize their growth potential within the pharmaceutical business model.
- > A spinoff would enable AMO to get the right valuation from investors, the right focus from Wall Street, and the right type of investment for their business.
- > This has subsequently led to a major transformation and growth phase for AMO.



Transition for AMO

HR played a key role in ensuring a rapid and smooth transition for AMO

- > The spinoff was announced in early 2002 and was completed in July; within this six month period, the core functions were carved out and the IS, Finance and other functions that remained at Allergan were 90% staffed.
- > This resulted from a huge staffing initiative, achieved through third party assistance and the efforts of Allergan employees who participated in this initiative in addition to their “day jobs.”
- > Retention programs were established to retain the right people; they were rewarded for their heroic efforts in getting the deal completed smoothly and quickly.
- > Human Resources also played a role in ensuring morale remained high during this period of hard work.
- > Once it spun off, AMO was a different company and Allergan focused on building its core business.



The Inamed Acquisition

The Inamed acquisition further transformed the company

- > The deal was announced in 2005, and integration ensued in 2006.
- > Inamed was a large strategic transaction designed to fully leverage Allergan's existing skincare and aesthetics franchise.
- > This business provides a long-term change in the business model to one that includes a balance of traditional reimbursement with “cash pay” customers, thus providing increased cash flow for the increasingly expensive efforts in traditional pharmaceutical research, development and commercialization.



Post-Merger Integration of Inamed

Human Resources has played a key role in the post-merger integration of Inamed to become Allergan Medical

- > The merger required the integration of 1,200 staff globally.
- > Key initial efforts driven by the Human Resources organization included organizational design, retention of key individuals, process and systems integration, and compensation and benefits harmonization.
- > The organization has evolved over time to one of shared accountability in a number of key functional areas. This organizational model is more matrixed, thus requiring significant input and support from Human Resources regarding development of processes, and facilitation of clear lines of communication.
- > Human Resources continues to play a key role in employee relations and communications which are ongoing processes as the company continues to grow.