



## Third quarter financial results

Analyst presentation 10 November 2006



Robert Wessman, President & CEO  
Mark Keatley, CFO  
Sigurdur Oli Olafsson, President of North America sales



## Forward looking statement

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## Today's speakers



Robert Wessman  
President & CEO



Mark Keatley  
Executive CFO



Sigurdur O Olafsson  
President of N-America Sales



## Agenda

1. Third quarter highlights
2. Financial highlights
3. Sales performance
  - Own-label
    - Central, Eastern Europe & Asia (CEEA)
    - West Europe, Middle East and Africa (WEMEA)
    - North America
  - Third-party sales
4. Outlook and path forward
5. Q&A



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## Quarterly highlights

Thousands of Euro	Three Months ended 30 September		
	3Q 2006	3Q 2005	% change
Total revenue.....	323,806	160,938	101.2%
Total expenses.....	(277,261)	(124,385)	122.9%
EBITDA.....	65,702	48,302	36.0%
EBITDA/revenue.....	20.3%	30.0%	(9.7%)
Underlying net income.....	28,878	23,204	24.5%
Net Pliva effect (after tax).....	(20,675)	-	N/A
Net income.....	8,203	23,204	(64.6%)
Underlying diluted earnings per share.....	0.00561	0.00679	(17.4%)
Diluted earnings per share.....	(0.00072)	0.00679	(110.6%)

- EBITDA margin and profits in line with management expectations
- Revenues in line with management expectation
  - Strong performance CEEA divisions
  - Sales as expected in North America
  - Continued pricing pressure in Germany, impacting sales in WEMEA and Third Party division
- 65 product and market launches in 3Q and 262 in 9M
- 20.8% stake in PLIVA divested on 20 October, EUR20.7 million net impact after tax

• Calculation of diluted EPS is in euros and takes full account of preferred shares and their dividend payments.

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## Distribution outsourced to UPS in the US

- The Central Distribution Centre in Baltimore (CDC) will be closed as of April 2007
- All US distribution outsourced to UPS Supply Chain Solutions
- Customers will experience improved processing times and more rapid deliveries
  - Impacts 80 employees
  - Delivering cost savings of approx EUR2 million on annual basis

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## Well placed in key markets

EUR976.3 million in 9M

Region	Percentage
North America	35%
Other	12%
Bulgaria (incl. Higia)	10%
Germany	8%
Turkey	8%
Nordic region	8%
United Kingdom	7%
Russia, Ukraine & CIS	6%
Netherlands	3%
Central Europe	3%

- Breakdown of sales includes sales and distribution of finished goods
- Revenues in Bulgaria include the distribution business of Higia, acquired in 2005

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## Financial highlights 9M

EUR1029.7million

9M 2005	Revenue by segments	9M 2006
Third-party Sales 10%		Third-party Sales 1%
WEMEA 23%		WEMEA 20%
North America 32%		North America 32%
CEEA 35%		CEEA 37%
Other 1%		Other 1%

For the first nine months in 2005, pro forma comparison includes sales from acquired businesses  
Segment split is based on total revenues

API: Active pharmaceutical ingredients  
Other: Revenues from Lotus, India  
Third-party: Includes sales of finished products and intellectual property

WEMEA: Western Europe, Middle East and Africa  
CEEA: Central Eastern Europe and Asia

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## Cooperation solution for independent pharmacies



Pharma EXPERT® - cooperation solution for independent pharmacies

Description



- Actavis has developed a know-how for implementation of an effective and mutually beneficial strategic cooperation alliance between Actavis-Higia and the independent pharmacies in Bulgaria, which represent ca.60-70% of the pharmacy segment
- Pharmacies are offered a package of services, business tools and commercial incentives aimed to increase their competitiveness and improve the quality of the services offered to customers
- Pharmacies receive the whole package under the franchised brand Pharma EXPERT®
- 81 Pharmacies - launched - Sep 15

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## API development

### New Set Up - India

- Actavis API Research Center in Bangalore
  - Will be fully operational in 4Q 2006
- Staff of 50 people
  - 30 organic chemists
  - 10 analytical chemists
  - 10 support and administration
- Analytical, QC and stability support from Lotus laboratories

## Financial highlights

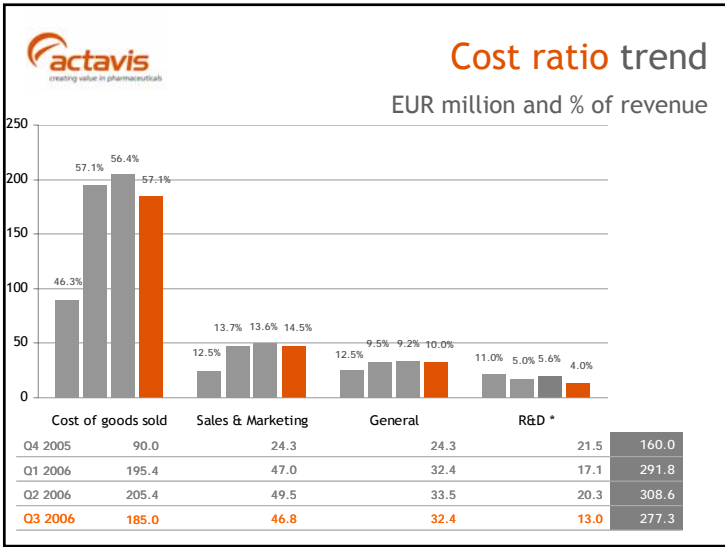
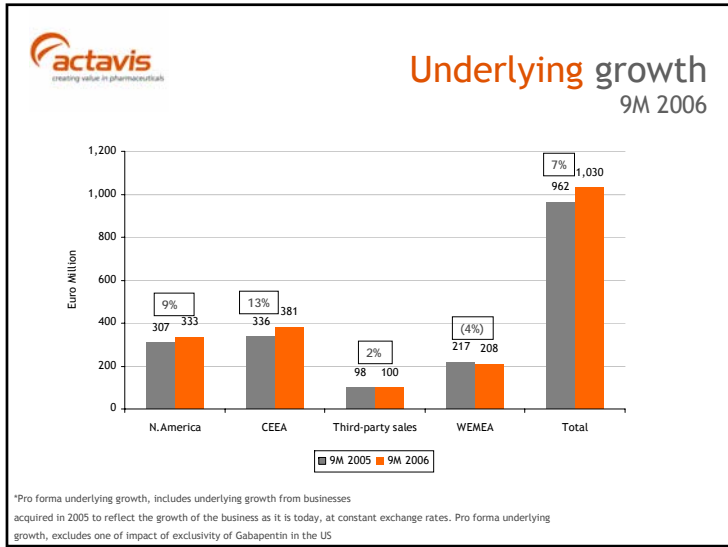
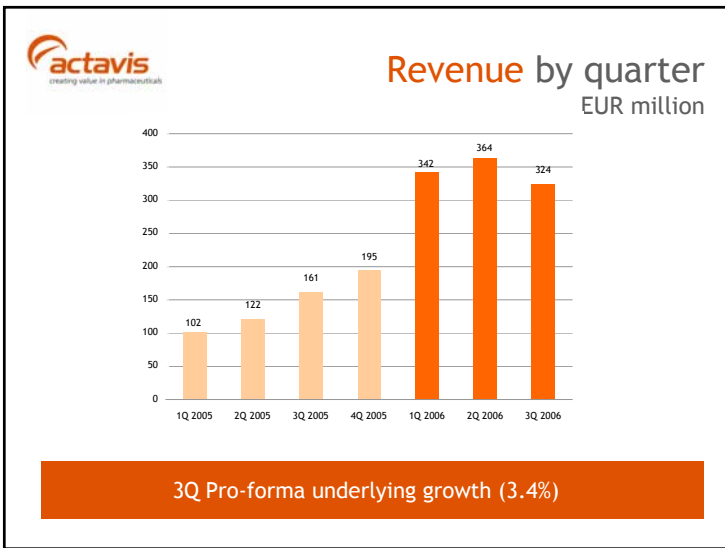
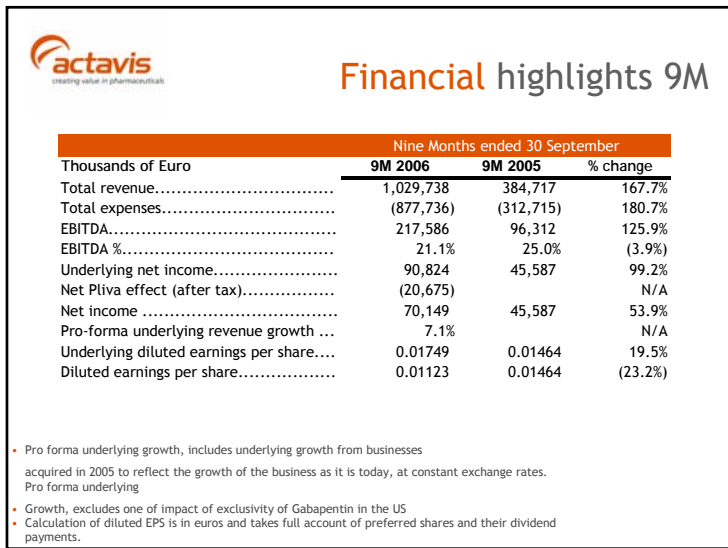


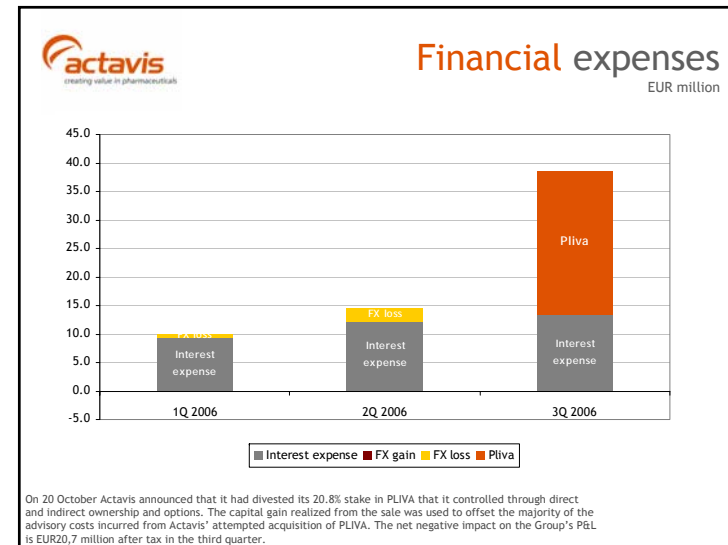
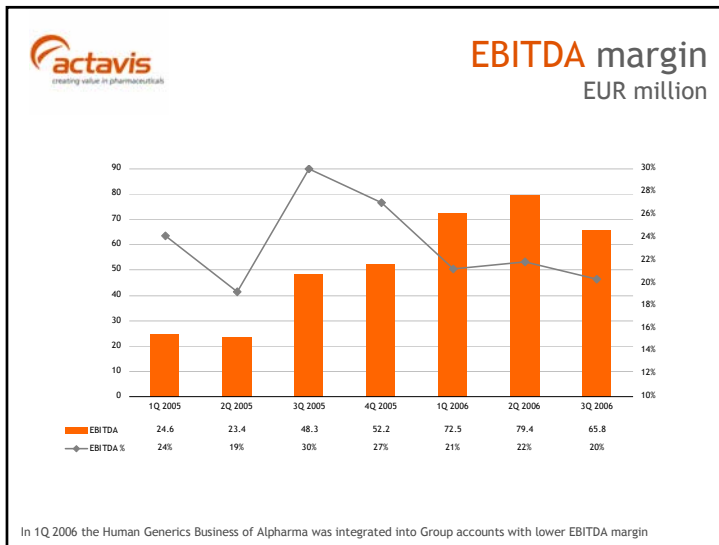
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## Financial highlights 3Q

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EBITDA.....	65,702	48,302	36.0%
EBITDA %.....	20.3%	30.0%	(9.7%)
Underlying net income.....	28,878	23,204	24.5%
Net Pliva effect (after tax).....	(20,675)		N/A
Net income .....	8,203	23,204	(64.6%)
Pro-forma underlying revenue growth ...	(3.4%)		N/A
Underlying diluted earnings per share....	0.00561	0.00679	(17.4%)
Diluted earnings per share.....	(0.00072)	0.00679	(110.6%)

- Pro forma underlying growth, includes underlying growth from businesses acquired in 2005 to reflect the growth of the business as it is today, at constant exchange rates.
- Pro forma underlying growth, excludes one of impact of exclusivity of Gabapentin in the US
- Calculation of diluted EPS is in euros and takes full account of preferred shares and their dividend payments.





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### Research and development

Euro million

*Profit and loss charge*

	1H 2006	3Q 2006	9M 2006
Total spending.....	38.5	20.0	58.5
Capitalised.....	(19.0)	(13.30)	(32.3)
Expensed.....	19.5	6.7	26.2
Amortisation of internal intangibles.....	3.2	2.1	5.3
Amortisation of purchased intangibles.....	14.7	4.2	18.9
Total P&L.....	37.4	13.0	50.4

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### CAPEX

Euro million

**9M 2006 Actual**

Sites	
US.....	22.0
Malta.....	5.5
Iceland.....	12.9
Eastern Europe.....	17.5
India.....	2.2
Other.....	3.9
	<u>64.0</u>

Capital expenditure is expected to reach EUR90 million for full year

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### Sources of cash flow

Euro million

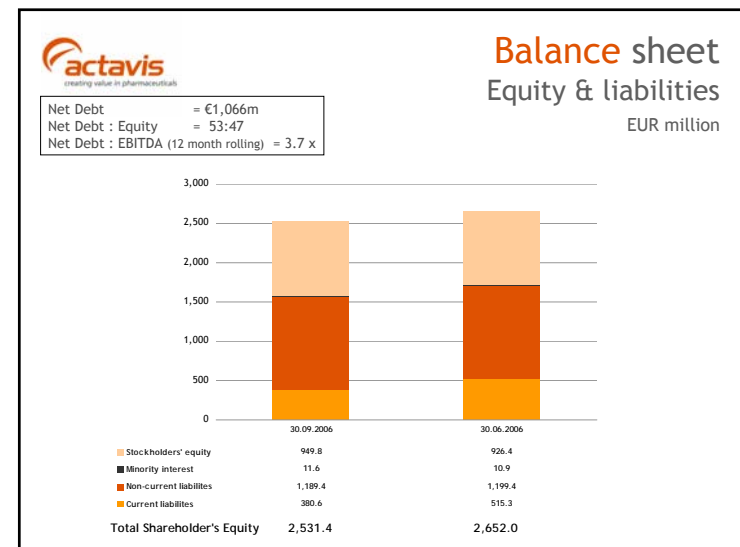
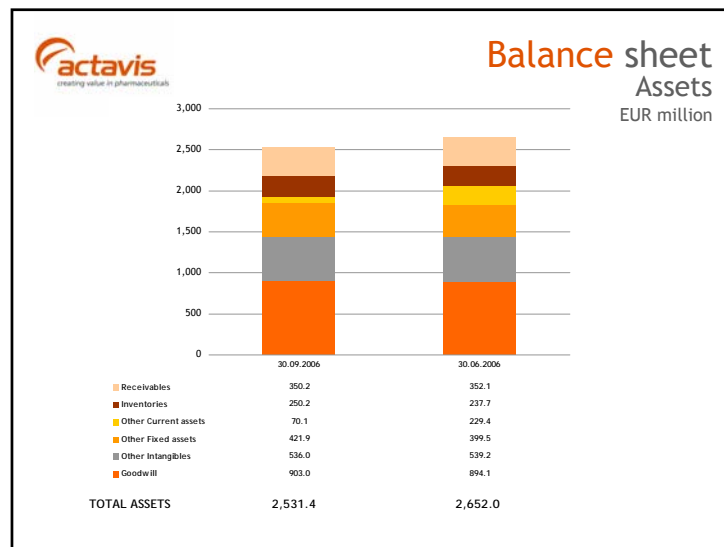
	1Q 2006	2Q 2006	3Q 2006	9M 2006
Profit for the period.....	31.9	30.0	8.2	70.1
Depreciation and amortisation.....	22.4	24.0	19.2	65.6
Other adjustments.....	(2.2)	(14.1)	29.1	12.8
<b>Working capital from operating activities.....</b>	<b>52.1</b>	<b>39.9</b>	<b>56.5</b>	<b>148.5</b>
Changes in operating assets and liabilities.....				
Receivables.....	(38.2)	(30.4)	18.1	(50.5)
Inventories.....	(9.1)	(6.2)	(6.4)	(21.7)
Payables.....	(9.5)	30.9	(15.2)	6.2
<b>Net change in operating assets and liabilities.....</b>	<b>(56.8)</b>	<b>(5.7)</b>	<b>(3.5)</b>	<b>(66.0)</b>
<b>Net Cash provided by operating activities.....</b>	<b>(4.7)</b>	<b>34.2</b>	<b>53.0</b>	<b>82.5</b>

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### Uses of cash flow

Euro million

	1Q 2006	2Q 2006	3Q 2006	9M 2006
<b>Net Cash provided by operating activities.....</b>	<b>(4.7)</b>	<b>34.2</b>	<b>53.0</b>	<b>82.5</b>
Investment in property, plant and equipment	(20.2)	(20.3)	(23.6)	(64.1)
Increase in intangibles	(12.3)	(11.5)	(13.4)	(37.2)
<b>Net free cash flow.....</b>	<b>(37.2)</b>	<b>2.4</b>	<b>16.0</b>	<b>(18.8)</b>
Acquisitions.....	(147.7)	5.8	(43.0)	(184.9)
<b>Net cash used.....</b>	<b>(180.2)</b>	<b>(26.0)</b>	<b>(80.0)</b>	<b>(286.2)</b>
Changes in net debt.....	212.9	(46.8)	16.3	182.4
Changes in capital stock.....	14.4	(23.5)	0.0	(9.1)
<b>Net financing.....</b>	<b>227.3</b>	<b>(70.3)</b>	<b>16.3</b>	<b>173.3</b>
<b>Net change in cash and cash equivalents.....</b>	<b>42.4</b>	<b>(62.1)</b>	<b>(10.7)</b>	<b>(30.4)</b>
Effects of foreign exchange adjustments.....	(1.5)	(1.6)	1.9	(1.2)
Cash and cash equivalents at beginning of period.	99.3	140.2	76.5	99.3
<b>Cash and cash equivalents at end of period.....</b>	<b>140.2</b>	<b>76.5</b>	<b>67.7</b>	<b>67.7</b>





## Financial guidance

- Management expecting to meet EUR1,39 billion in revenues for full year
- EBITDA margin expected to be in the range of 20-21% for full year, according to current guidance
- Fourth quarter:
  - Continued strong growth expected in N-America and CEEA division
  - Continued market pressure in Germany impacting WEMA and Third-party division in 4Q

## Sales performance



## Divisional overview

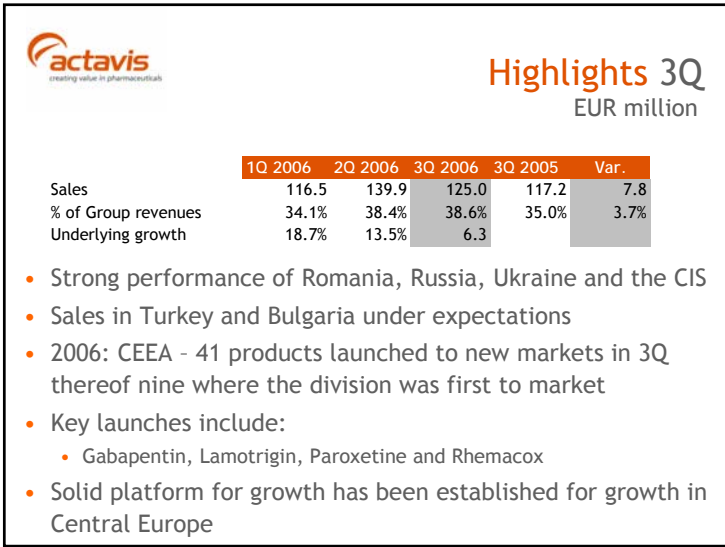
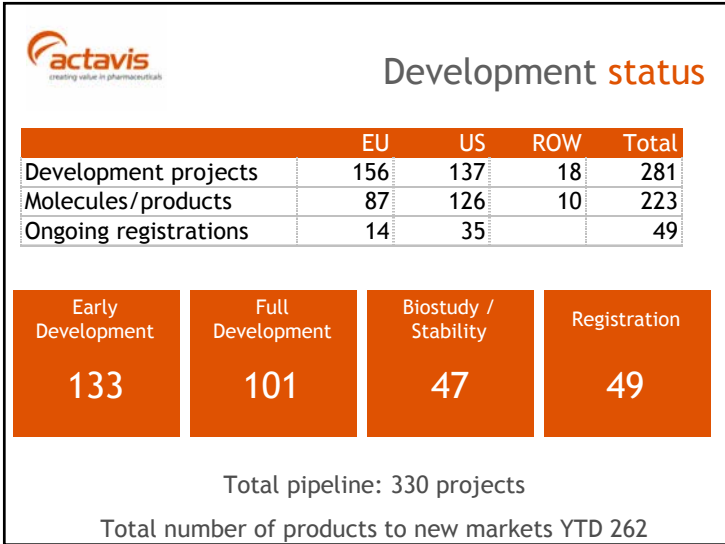
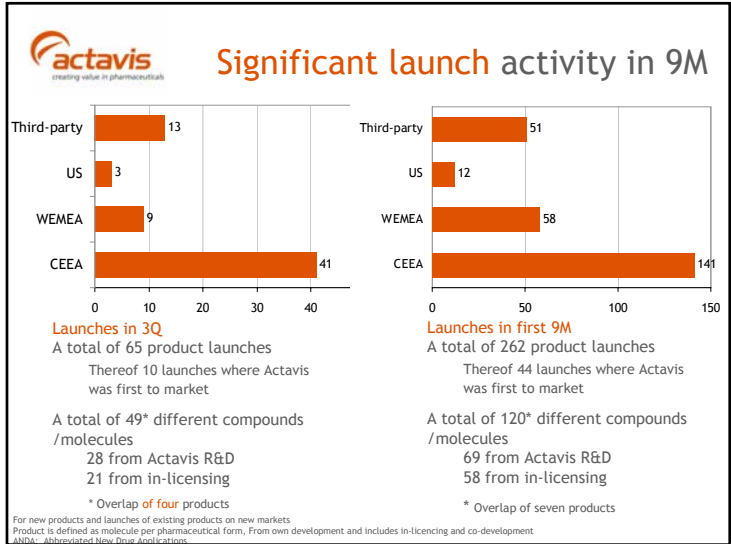
- **Sales & marketing, international (Own-label)**
  - Own-label products either developed by Actavis or in-licensed from other companies
  - Key markets include Turkey, Bulgaria, Russia, Serbia and Scandinavia
  - Acquisition of Alpharma included as of 19 December
- **Sales & marketing, Third-party global**
  - Sales of products developed by Actavis to third parties
  - Key markets include Germany, Austria, the Netherlands, Spain and France
- **North America division**
  - Presence established in the market following acquisitions of Amide Pharmaceuticals and the Human Generics Business of Alpharma in 2005
  - Sales of Own-label products

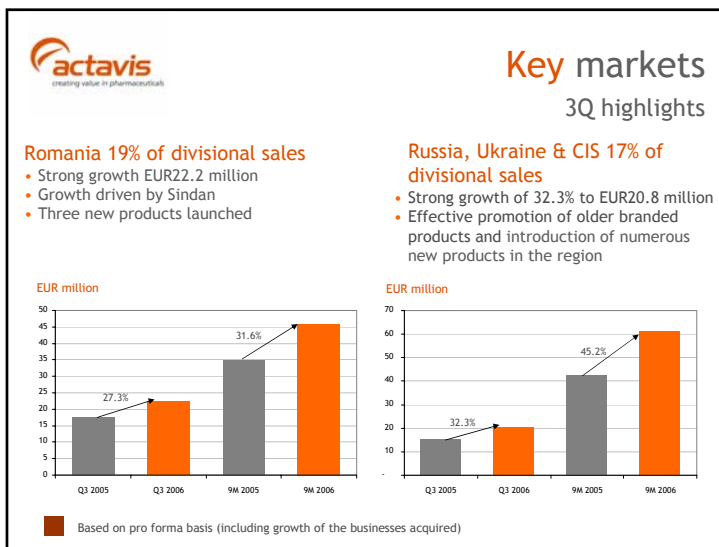
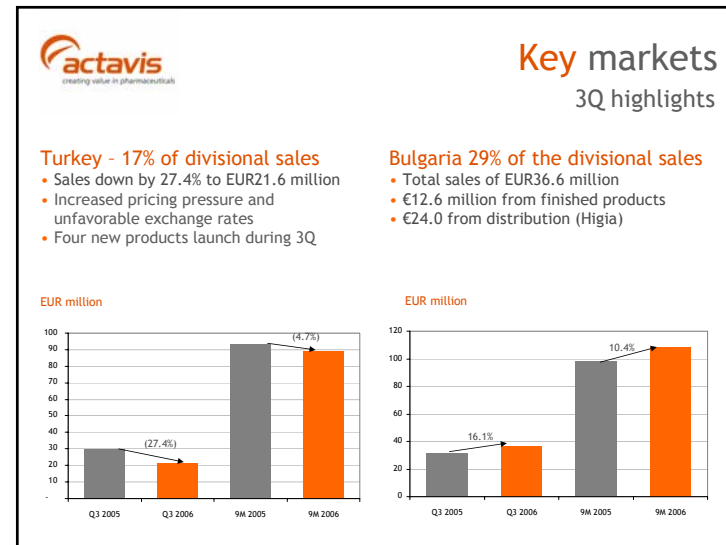
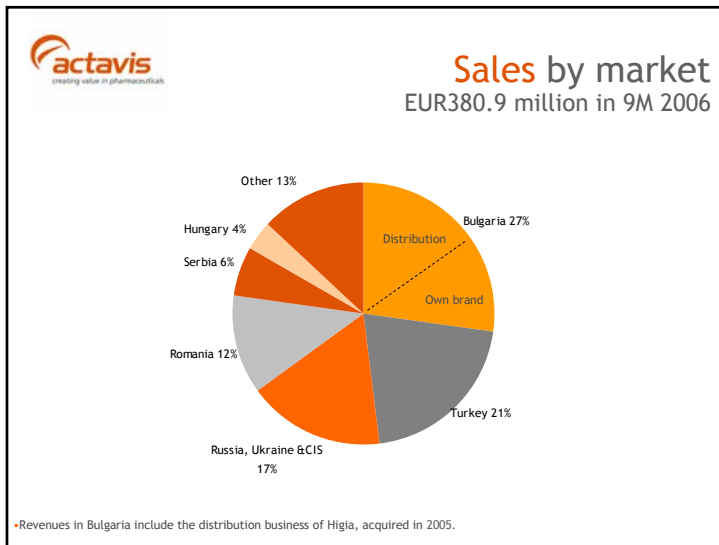


## Highest selling products in 3Q & 9M

€ million

Product name	Originator (Company)	Therapeutic group	Division	Sales in 3Q	Sales in 9M 2006
Gabapentin	Neurontin (Pfizer)	CNS	N-America	12.0	39.5
Diltiazem	Cardizem (Biovail)	Cardiovascular	N-America	8.5	35.6
Oxycodone	Roxicodone (Xanodyne)	CNS	N-America	6.8	30.7
Ramipril	Altace (Aventis)	Cardiovascular	T-party & WEMEA	7.5	18.2
Cravit® (levofloxacin)	Tavanic (Sanofi Aventis)	Anti-infective	CEEA	6.5	17.5
Pentalong®	Pentaeritryl tetranitrate	Cardiovascular	WEMEA	5.6	15.3
Lovastatin	Mevacor (Merck)	Cardiovascular	N-America	5.0	15.1
Citalopram	Celexa (Lundbeck)	CNS	T-party & WEMEA	5.0	14.4
Troxevasin®	Troxevasin (Balkanpharma)	Cardiovascular	CEEA	4.7	12.6
Quinaretic	Accuretic (Pfizer)	Cardiovascular	N-America	4.2	12.4
Top 10 as a percentage of total revenue for 9M					23.2%







## North America sales

EUR333.2 million in 9M

	1Q 2006	2Q 2006	3Q 2006	3Q 2005	Var.
Sales	113.0	117.4	102.8	109.3	(6.6)
% of Group revenues	33.1%	32.3%	31.7%	32.6%	(0.9%)
Underlying growth	14.0%	20.3%	(6.0%)		

### Highlights

- Strong performance with sales of EUR103 million in 3Q and EUR333 million in 9M
- Underlying growth on pro-forma basis -6% in 3Q and 9% in 9M
- Strong contribution from core products, incl. Diltiazem, Gabapentin, Quinapril HCT and Lovastatin



## Western Europe, Middle East & Africa sales



## Highlights 3Q

	1Q 2006	2Q 2006	3Q 2006	3Q 2005	Var.
Sales	71.9	70.3	65.5	68.5	(2.9)
% of Group revenues	21.0%	19.3%	20.2%	20.4%	(0.2%)
Underlying growth	2.4%	(9.7%)	(4.3%)		

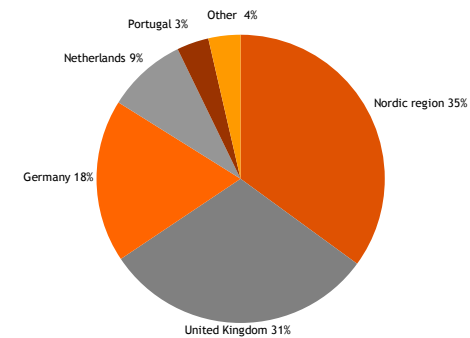
- Negative underlying growth of (4%) in 3Q and (4%) for 9M
- Performance influenced by government price capping in Germany and general price erosion above expectations in UK & Nordic
- Nine new products launched including Epirubicin in UK, Sumatriptan in the Netherlands and Fosinopril in the Netherlands.

Pro forma sales include sales from the European business of Alpharma in addition to Actavis' sales prior to the combination of the businesses in the end of December 2005 in Denmark and Sweden

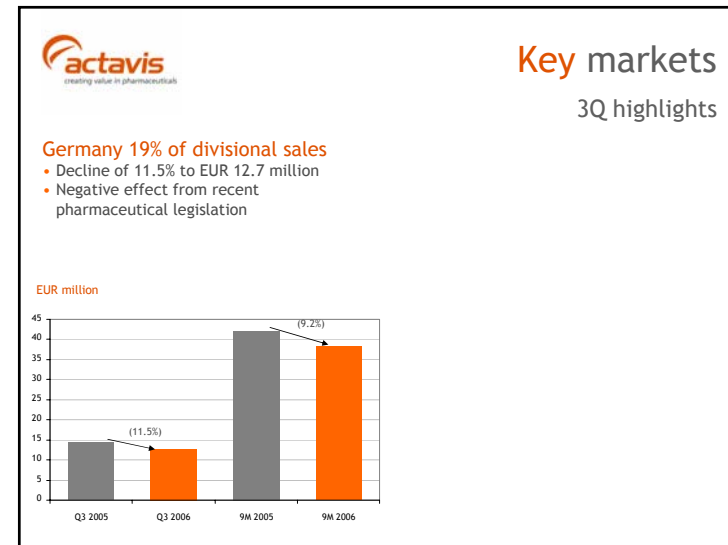
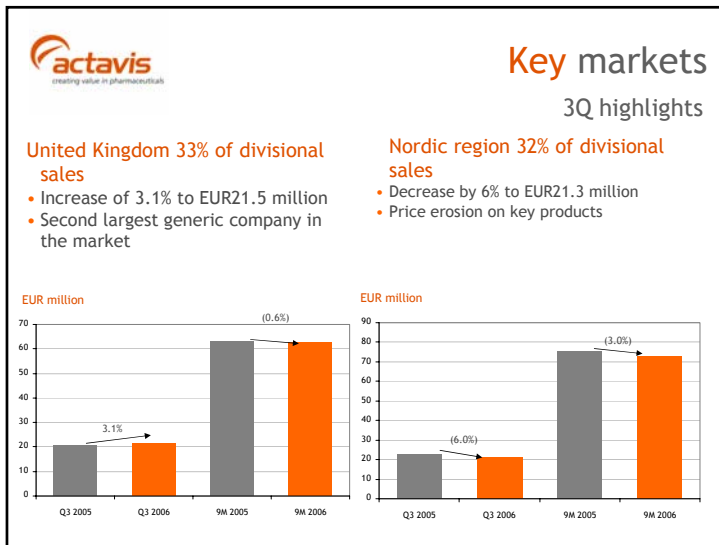


## Sales by market

EUR207.7 million in 9M 2006



Revenue split is based on sales of finished products

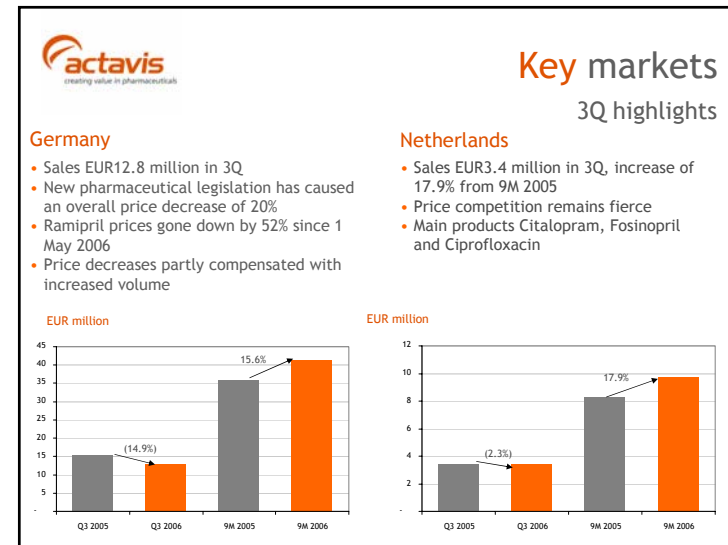
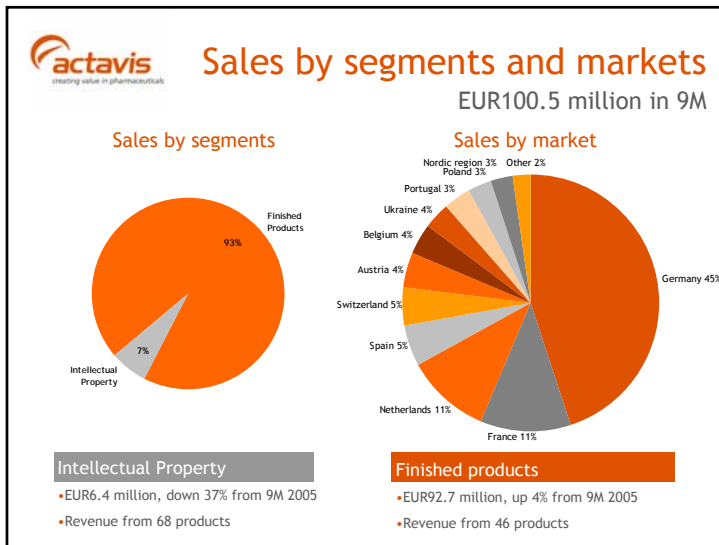


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## Highlights 3Q

	1Q 2006	2Q 2006	3Q 2006	3Q 2005	Var.
Sales	38.9	33.0	28.6	42.6	(14.0)
% of Group revenues	11.4%	9.1%	8.8%	12.7%	(3.9%)
Underlying growth	48.6%	(0.7%)	(32.9%)		

- 3Q considerably lower than 2005 but up 2.4% for 9M
- Performance in line with management expectations
- Highest contribution from Ramipril, Citalopram and Ciprofloxacin
- Germany, Netherlands and France biggest markets
- Continued price pressure in Germany
- Two new products launched in 3Q, Losartan and Venlafaxin Retard, both in Portugal



- actavis** **Our view on the industry**  
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- Continued consolidation
    - Industry controlled by 5-7 global generic players
  - US market trend towards commodity market
    - Low profitability from block busters
    - Fewer areas of niches going forward
  - West European trend towards commodity market
    - Low profitability
    - Wholesalers gaining strength
  - Key growth drivers for CEE markets
    - Product branding important for the coming years
    - Trend towards commodity markets in the long term
    - Further consolidation on retail and distribution level



## Key to success in the competitive marketplace..

### ..is to have...

- Strong pipeline
- Well diverse product portfolio, covering all key therapeutic areas
- Low cost production and infrastructure
- Strong alliances with the wholesalers-retailers
- At least top 5 position in all key markets



## Defined and focused M&A strategy

Achieve critical mass



- Build top-5 position in all key markets
- Balanced presence across major markets (US, Western Europe, Eastern Europe)

Extend our geographical reach



- Maximize leverage on broad product portfolio and R&D efforts
- Strengthen our position in current markets and enter into South Europe and Asia

Enter attractive market segments



- High-value products, e.g. oncology
- Sindan acquisition—basis for global oncology franchise

Backward integration to secure lower-cost manufacturing



- Reduce production cost with own API development
- Improve strategic control



### Investor & Media Relations:

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## Thank you

