

The Look
of BRAVE

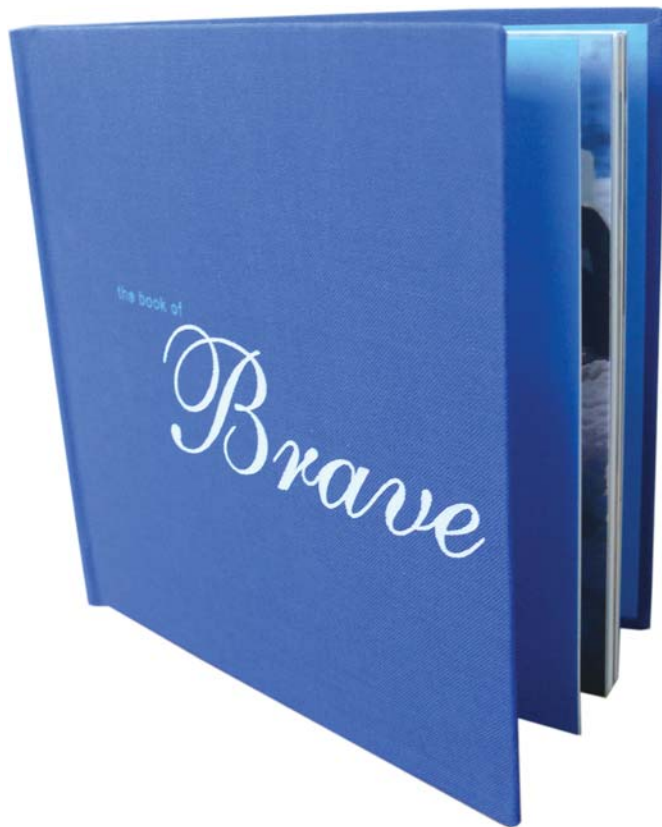
The Book of BRAVE describes Shire's personality. It expresses the values and characteristics that drive how we think and act as a company—the values and characteristics that make us different and special.

But how do we communicate those values and characteristics to the people we regularly talk to:

- the specialist physicians we work with
- our employees
- our business partners
- the communities in which we operate
- new hires
- the medical community
- and many others

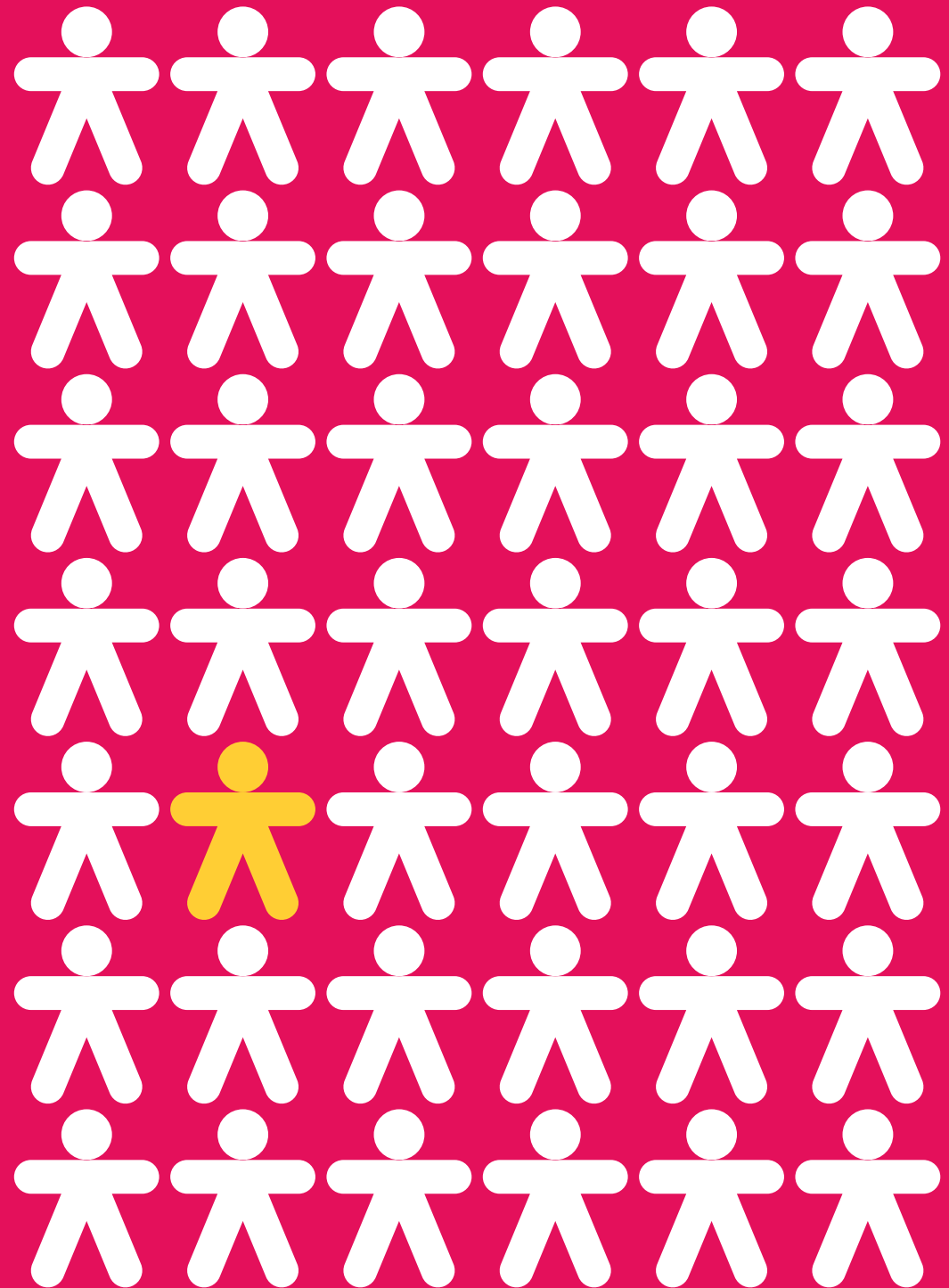
What does our BRAVE personality look like?

That's where this guide comes in. The Look of Brave will help you make Shire live up to its brand promise in the way we look—and hopefully, it'll help you to have fun in creating that look, too.



Be Bold

Bold means standing out from the crowd by being distinctive and creative in how we present ourselves.



Bold means getting noticed by being distinctive. Eye-catching graphic design, vibrant colors, clear fonts and dynamic layouts have a part to play. But bold means more than how we 'look'.

It means being clear about how we're communicating. It means expressing ourselves in a simple, clear and appropriate way,

Bold means that we need to think hard and be creative in every part of our communication. So rather than just relying on traditional brochures, we should first ask ourselves if there are more powerful, creative ways to get the messages across, for example, a blog, a DVD, a short rolling PowerPoint presentation, a set of presentation panels, an HTML email, or a letter. And if a brochure is the best way to go, what format has the most impact?

Bold can have an element of the unexpected. An edginess where what we say and how we say it come together in ways people haven't seen before, and with the power to attract attention and stick in the memory.

BOLD is not... Loud, Irreverent, Irrelevant, Anarchic, Arrogant, Aggressive, In your face.

Always Real

To be real is to capture and reflect people's own realities. This involves demonstrating that we aim to be as brave as the people we help and to be respectful, honest and accessible in all our communications.



Patients rely on Shire for their treatments. Their conditions pose real challenges for them and their families. We should recognize their bravery in overcoming those challenges.

We should respect their plights and demonstrate how we focus all our intelligence, creativity and resources on helping people with life-altering conditions to lead better, healthier, fuller lives.

If our communication is about real people, we should show real lives in real pictures—not models posing in pre-planned photo shoots. It means allowing people to speak for themselves. An honest, straightforward conversational style, will get across the real connection we have with people. It will show our respect for them.

Our communications need to look as real as the content. So, using a visual approach that catches a moment in time is more real than setting up and choreographing a posed situation. Consider using alternative media such as blogs, podcasts and social networking sites as ways to engage more directly with your audience.

REAL is not... Models, Perfect-looking people, Raw, Shocking, Sensationalist, Showing people in pain.

Make it Approachable

Being approachable means tailoring what we say, and how we say it, to the people we're talking to. Doing so demonstrates that we care about our audience and want them to interact with us.



Good communicators adjust what they say and how they say it to suit the audience they're aiming at. They make you feel they are talking only to you. Being approachable is all about tailoring our communications to our audiences. We think about what they want to hear (rather than just what we want to tell them). We put ourselves in their shoes, then distil our message down to simple words that can be expressed succinctly and clearly.

We use everyday language whenever possible and avoid jargon. Formality puts a barrier between people, so we use an informal tone of voice, although we recognize that we sometimes need to adapt it to different audiences and cultures. We use 'I' and 'we' rather than always talking about an impersonal 'Shire'. We like to talk directly to people, so we use 'you'. We personalize our communications as much as possible.

This informality extends to how we look. We don't always wear suits at work, so we don't have to wear them in photographs either. We're individuals, we're open and unstuffy and we don't hide behind a corporate uniform.

APPROACHABLE is not... Flowery, Over-familiar, Chatty, Creepy, Status-ridden, Unprofessional.

Get Vocal

We're not afraid to be vocal. We develop clear points of view based on knowledge, then express them in a way that's honest, genuine and balanced.

hello

Hi

CIAO

hola

やあ。

hallo

ola!

In all our communications we need to be seen, heard and understood. This means making sure we have a clear point of view based on our knowledge and expertise, supported by facts and real stories.

All good communication is a two-way process. So by being clear and open, we will encourage people to engage in debate and add their voice and point of view to ours. Brevity is key to being vocal. Remember that it's not about the number of words we use it's about the number of messages. So we don't use unnecessary long sentences, ambiguous language or jargon. And we avoid clichés like the plague!

When words are used as a smoke-screen they become a barrier to good communication.

VOCAL is not... Shouting, Hectoring, Sermonising, Lecturing, Condescending, Patronising.



Feel Exciting

Being exciting as a business means exhibiting energy and momentum in everything we do. We combine the emotional and the intellectual and express ourselves with flair.

Exciting communications sparkle. They express an energy and drive, creating a sense of momentum, and of things happening. Often they snag our attention with an element of the unexpected. A surprise that intrigues and stimulates people to really want to engage with what we're saying.

They're visually exciting, with the power to create emotional exhilaration as well as an intellectual interest. They're individual, brave and bold.

We can get across this sense of excitement by putting the qualities that make working at Shire so exciting into our communications. We can mirror our pioneering side by approaching things differently or exploring themes of discovery. Or we can celebrate our achievements in terms of improving the quality of life for patients.

We can also create excitement by communicating in ways that others haven't thought of using. These might be new online media, but they could equally be other media channels like the TVs in our lobby areas, meeting rooms, even the walls of our office corridor.

EXCITING is not... Reckless, Superficial, Boastful, Domineering, Distracting.

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1.0

Basic Elements

- 1.1 Our Logo
- 1.2 Logo Exclusion Zone
- 1.3 Our Brandline
- 1.4 How Our Logo and Brandline Work Together
- 1.5 Logo and Brandline Exclusion Zone
- 1.6 Our Color Palette
- 1.7 Using Tints of Color
- 1.8 Our New Logo Colors
- 1.9 Incorrect Usage
- 1.10 Our Fonts
- 1.11 Using Other Fonts

1.1 Our Logo

The image shows the Shire logo in a large, bold, black font. The letter 'S' is highly stylized, featuring a thick, curved stroke that loops around the top and left side of the letter. The remaining letters 'h', 'i', 'r', 'e' are in a clean, sans-serif typeface. The entire logo is centered horizontally on the page.

The Shire logo is in a letter form and is a unique design. It should only be reproduced from original artwork—this ensures that the logo is always of consistent style and format.

The stylised 'S' is a unique letter style and should not be recreated from any computer typeface. It should never be used alone without being accompanied by the full Shire logo.

Logo positioning

As a general rule the logo should be placed in the most prominent position as the individual situation allows.

Obtaining the logo

There are several digital file formats for the Shire logo. Depending on the usage, please seek advice from the Corporate Communications team before selecting your file.

1.2 *Logo Exclusion Zone*

There should always be sufficient clear space around the logo for it to be prominent. This exclusion zone is shown below.



1.3 Our Brandline

To be as
brave as
the people
we help.

Our brandline captures the special character of the Shire culture in its aspiration 'To be as BRAVE as the people we help'. The brandline can be used with the logo in a specially designed lock-up illustrated in the next section. It can also be used as a standalone element.

Purpose statement

Shire's purpose statement, 'We enable people with life-altering conditions to lead better lives', focusses quite deliberately on the patients and carers who rely on Shire's treatments. There is no lock-up for the purpose statement.

Mission statement

By 2015, Shire will be the most valuable specialty biopharmaceutical company in the world; we will achieve this by exceeding our competitors' growth in \$ EBITDA, EBITDA profit margin % (on product sales) and return on invested capital.

We will:

- attain the #1 or #2 position in each of our chosen therapeutic areas, as measured by global market share
- grow sales by 15% year-on-year on average over the course of 2009 through 2015
- have 50% of sales come from outside of the USA and 25% of sales be from outside of the USA, Germany, Italy, Spain, UK, France and Canada.

We will achieve our goals by nurturing and strengthening our brave and collaborative culture, which differentiates us from 'Big Pharma' and allows all our people to impact and shape our business.

We will encourage trust and openness in tackling business challenges. We will avoid complacency and foster innovation by taking measured risks, actively experimenting, learning from both success and failure and moving opportunistically into areas that grow our business.

1.4 *How Our Logo and Brandline Work Together*

There will be occasions when the use of the Shire brandline is appropriate. There are a number of lock-ups available depending on the application.

The preferred logo and brandline lock-up is the centred version. However, ranged left and right versions are also available depending on the placement of the logo.



To be as brave as the people we help.



To be as brave as the people we help.



To be as brave as the people we help.

1.5 Logo and Brandline Exclusion Zone

There should always be sufficient clear space around the logo and brandline for it to be prominent. This exclusion zone is shown below.



1.6 Our Color Palette

The colors we have chosen are to represent our diversity and attitude to Brave. They range from cooler to warmer colors which work well together. Care should be taken to select the appropriate color for the message and audience.

Use red when you want to attract attention, or create a sense of security. Use the blues when you want to look authoritative, inspire trust or play safe. Green to emphasize your environmental credentials or create a sense of calm. Orange to inspire optimism or feel funky and young. Yellow to make a quick impression, feel bright and optimistic.

Use Purple to represent insight, wisdom and to stand out of the crowd and pink to draw attention or demonstrate warmth.

For applications using the four color process, the Shire color palette can be reproduced using the CMYK breakdown shown.

Additional colors may be used to differentiate between parts of a presentation or website or to add vibrancy to corporate documents.

<p>PANTONE® 3005 EC</p> <p>C 100% R 41 M 34% G 149 Y 0% B 210 K 0% #2995d2</p>	<p>PANTONE® 255 EC</p> <p>C 56% R 119 M 96% G 27 Y 6% B 117 K 25% #771b75</p>	<p>PANTONE® 369 EC</p> <p>C 73% R 85 M 0% G 162 Y 100% B 32 K 0% #55a220</p>	<p>PANTONE® 320 EC</p> <p>C 100% R 0 M 0% G 153 Y 30% B 153 K 2% #009999</p>
<p>PANTONE® 123 EC</p> <p>C 0% R 245 M 23% G 160 Y 89% B 31 K 0% #f5a01f</p>	<p>PANTONE® 206 EC</p> <p>C 0% R 204 M 100% G 0 Y 48% B 51 K 0% #cc0033</p>	<p>PANTONE® 158 EC</p> <p>C 0% R 255 M 65% G 102 Y 95% B 0 K 0% #ff6600</p>	<p>PANTONE® 239 EC</p> <p>C 17% R 230 M 80% G 41 Y 0% B 102 K 0% #e62966</p>

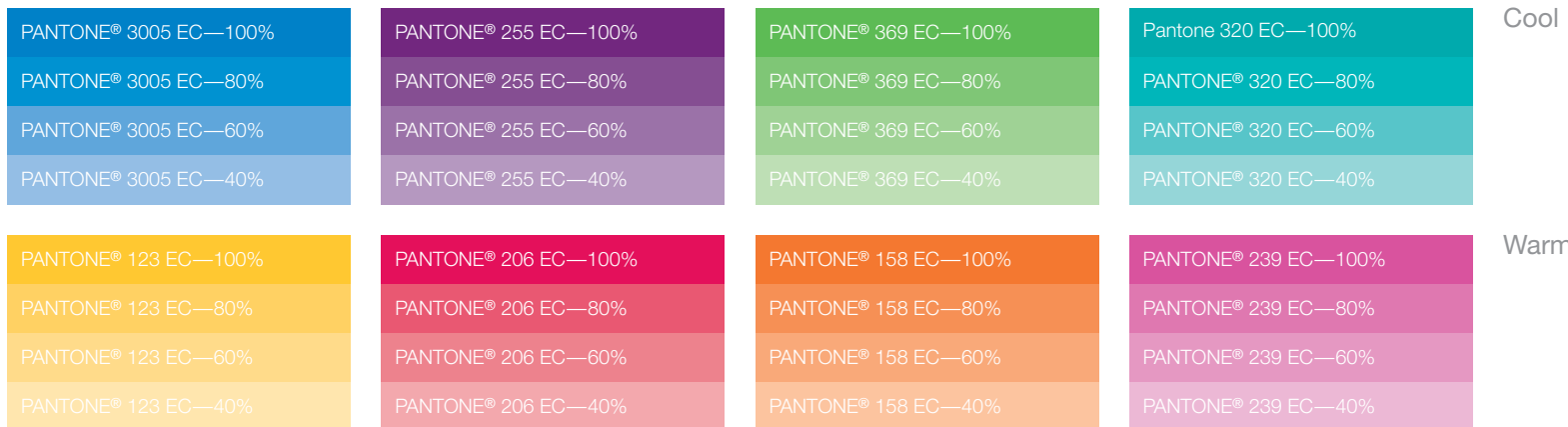
Cool

Warm

1.7 Using Tints of Color

There may be times when it is appropriate to use tints of our colors. These can be useful for navigation and in PowerPoint for charts, graphs and tables.

We recommend the following percentage tints: 100%, 80%, 60% and 40%.



1.8

Our New Logo Colors

The Shire logo is a single element and must be reproduced in a single color. The Shire color palette is illustrated in sections 1.6 and 1.7 and uses the PANTONE COLOR BRIDGE™ MATCHING SYSTEM®.

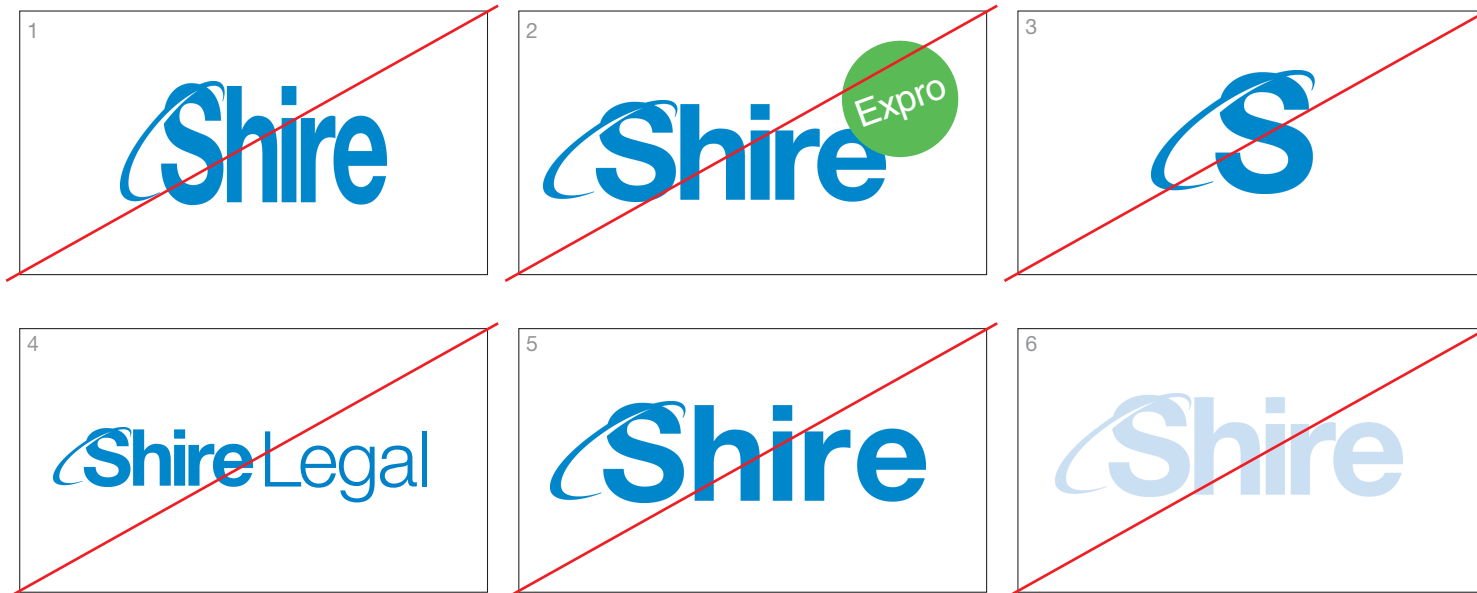
Our logo may be reproduced in any of the Shire corporate colors. Where there are print or cost restrictions the black logo may be used. The logo can also be reproduced reversed white out of a color or image provided it is a strong enough contrast to hold the logo.



1.9 Incorrect Usage

The Shire logo must never be reproduced from any other artworks than those supplied by the Corporate Communications team. The Shire logo must only be reproduced in the corporate colors (see sections 1.6 and 1.7).

- Illustrated examples show incorrect applications:
- 1 the proportions of the logo must not be distorted
 - 2 the addition of elements to the logo is not allowed
 - 3 individual elements of the logo should never be used independently
 - 4 the logo must not be used as part of a sentence or sub-brand
 - 5 the individual letters of the logo must not be re-spaced
 - 6 the logo must not be reproduced in tints



1.10

Our Fonts

Helvetica Neue 35 Thin

abcdefghijklmnopqrstuvwxyz
1234567890!"£\$@%&*/(?)

Helvetica Neue 45 Light

abcdefghijklmnopqrstuvwxyz
1234567890!"£\$@%&*/(?)

Helvetica Neue 55 Roman

abcdefghijklmnopqrstuvwxyz
1234567890!"£\$@%&*/(?)

Helvetica Neue 65 Medium

abcdefghijklmnopqrstuvwxyz
1234567890!"£\$@%&*/(?)

Helvetica Neue 75 Bold

abcdefghijklmnopqrstuvwxyz
1234567890!"£\$@%&*/(?)

Helvetica Neue 85 Heavy

abcdefghijklmnopqrstuvwxyz
1234567890!"£\$@%&*/(?)

Internal

Arial is the approved font to be used in all correspondence and presentations created within Shire. Arial has been selected as it is widely available on all computers. All stationery items available in template form are set up in Arial. Arial should also be used for online use.

External

Helvetica Neue has been selected for use on external facing material. This font should be used for all brochures, advertising and signage.

Arial Regular

abcdefghijklmnopqrstuvwxyz
1234567890!"£\$@%&*/(?)

Arial Bold

abcdefghijklmnopqrstuvwxyz
1234567890!"£\$@%&*/(?)

1.11 Using Other Fonts

The use of illustrative fonts is encouraged where appropriate. For example, you might want to use a number of different fonts when producing a poster with quotes from diverse people. Another example may be to use a computer print-out style font when introducing the launch of a web or online-based communication. This approach is in keeping with the BRAVE brand and allows us to be creative.

A B C C̣ E F G H I J K L M N
O P Q R S T U V W X Y Z

2.0

Using Photography and Illustrations

- 2.1 *Using Photography*
- 2.2 *Examples*
- 2.3 *More Examples*
- 2.4 *Using Illustration*

2.1 Using Photography

Photography is an important element of our visual style. It reinforces our brand values and helps to make the Shire personality visible.

The principles set out in the front of these guidelines should be part of every photographic brief:

- be bold
- always real
- make it approachable
- get vocal
- feel exciting

This applies even if you are looking to use stock photography. Some principles will be more relevant than others depending on the context.

Here are some more specific points to keep in mind:

- patients should be shown in a natural way, looking happy and healthy, leading better lives
- use a reportage 'capturing the moment' style as they go about their daily activity
- Shire people, physicians and other specialists should also be shown in reportage style in a setting relevant to their role
- diversity of race, age and gender should also be kept in mind

Where to go and who to ask for help

We have a growing library of images that you can access, or if you want some advice contact the Corporate Communications team.

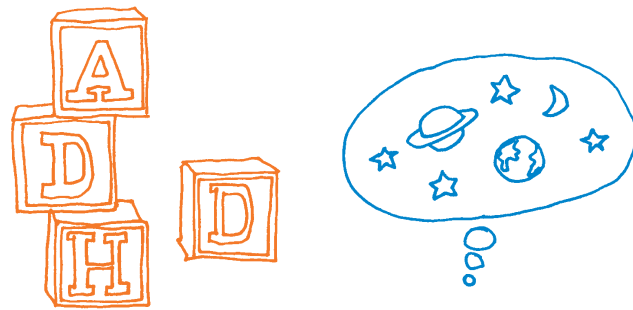
2.2 Examples



2.3 *More Examples*



2.4 Using Illustration



By using illustration (where appropriate), we can add personality to a piece of communication and help to make it distinctively Shire by bringing to life communications in memorable ways.

Illustrated below are some examples of Shire illustration styles.

Our passion for helping children with Attention Deficit and Hyperactivity Disorder (ADHD) goes beyond building a portfolio of leading treatments. We donated £121,000 to The Kids Company charity to fund research and we funded a playground for children in Harlem, New York.

MYTH:
ADHD ISN'T A REAL CONDITION.

REALITY:
ADHD is a persistent pattern of inattention and/or hyperactive-impulsive behaviour that is more frequent and severe than is typically seen in individuals at a comparable level of development. It's a very real psychiatric behavioural disorder and a very real problem for those affected.

ADHD Awareness Day – 18 September 2008 (FOR INTERNAL USE ONLY)

We are all... @work

...ears!

The 2008 Shire@Work Survey is launching in early November. To prepare for the launch, we are pleased to invite you to attend one of the **Shire@Work Kick-Off Orientation Sessions!**

The Shire@Work survey is an important tool for gathering open and honest feedback from our employees. Your input is critical to help us understand the engagement of our workforce, what we do well and where we can do better. Bottom line, a more engaged workforce positively impacts our business results and helps us to continuously improve as a company.

Did you take the survey last year and say to yourself "Why do we need to know if you have a best friend at work" and how does this question relate to engagement and Shire overall?" This and many other questions will be answered during the Kick-Off Orientation Sessions. Here are some details:

- Each session will be facilitated by Oella Consulting, and will be offered as either face to face meetings or webinars during October, (please see specific dates and times below).
- The sessions will last no longer than 60 minutes, and will allow time to review the purpose of the survey, the confidentiality of responses, the questions we will be asking and why.
- **Refreshments will be provided.**
- We will review the timing of the survey (November 2-16) and the timing and process for results distribution (during first quarter 2009) as well as next steps and expectations.

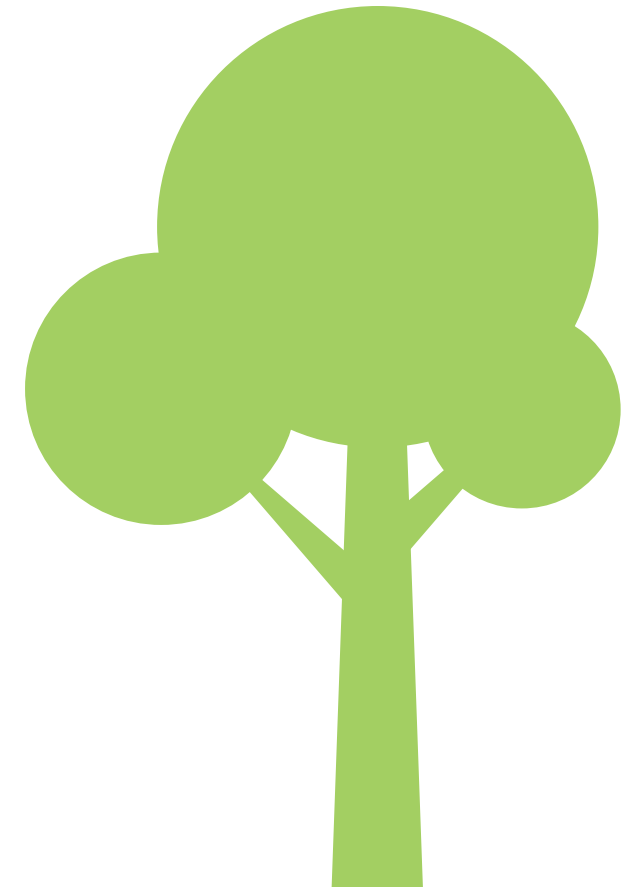
We need you! With your input and involvement we can significantly impact our levels of engagement across Shire globally and ensure that Shire remains a great place to work.

@work

When are the sessions?

October 2008 Basingstoke Orientation Sessions: Calendar Dates		
9	WEBINAR	07:30am-9:30am
12	WEBINAR	11:00am-12:00pm 4:00pm-5:00pm
16	WEBINAR	1:00pm-2:00pm
19	BASINGSTOKE	Restaurant Main Building 0:30am-0:30am 2:30pm-3:30pm
20	BASINGSTOKE	Restaurant Main Building 0:30am-0:30am 2:30pm-3:30pm
23	WEBINAR	07:30am-9:30am

Using the voting buttons above please select the session you are available to attend. If you are unable to attend a session in person, please select "webinar" and you will be sent an invitation to



3.0 *Stationery Templates*

- 3.1 *Color Business Cards*
- 3.2 *Business Cards*
- 3.3 *Letterhead*
- 3.4 *Message Slip*
- 3.5 *Envelope*
- 3.6 *Label*
- 3.7 *Folder*

3.1 Color Business Cards

Examples of Shire's business cards are shown below.

Business cards may be reproduced in any of the Shire corporate colors. See section 1.6.

Ensure that the color of the logo and the reverse of the card match.

See section 3.2 for the business card artwork specification.

Everyone should have a set of business cards in the full range of colors. Don't just choose one color.

FRONT



BACK



3.2 Business Cards

Illustrated are Shire's business cards.

Orange is shown in this example but make sure you print a set that has cards in each color.

Ensure that the color of the logo and the reverse of the card match.

Dimensions

Rest of World—85mm x 55mm
US—3½" x 2"

FRONT

Logo

In the business cards shown, the logo prints PANTONE® 158 EC and appears at a width of 40mm (1.57"). However, any color from the Shire color palette may be used, see section 1.6.

Company details

Helvetica Neue 45 Light.
8pt on 8.5pt. Company address and contact details print Black.

Name

Helvetica Neue 45 Light.
10pt on 17pt and prints Black.

Job title and department

Helvetica Neue 45 Light.
8pt on 8.5pt. Job title and department (optional) print Black.

BACK

The back of the card illustrated prints PANTONE® 158 EC. However, any color from the Shire color palette may be used, see section 1.6.

(Country name) Office and contact numbers

Helvetica Neue 45 Light.
8pt on 8.5pt reversed-out white.

Brandline

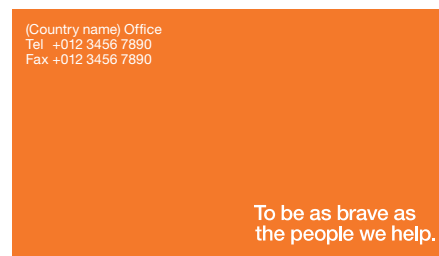
Use master artwork 'Brandline 2 lines.eps' at 36.75mm wide.

Paper stock

Conqueror CX22, Diamond White 350gsm (118.34lb writing Conqueror).



Rest of World
85mm x 55mm
Units in millimeters



North American
3½" x 2"
Units in inches

3.3 Letterhead



Dimensions

Rest of World A4—210mm x 297mm
US letter—8½" x 11"

Logo

The logo prints PANTONE® 3005 EC and appears at a width of 40mm (1.57").

Company details

Helvetica Neue 45 Light.
9pt on 9.5pt. Company address and contact details print PANTONE® 3005 EC.

Company name/registered number/registered office/directors

Helvetica Neue 45 Light.
7pt on 7.5pt positioned as indicated, prints PANTONE® 3005 EC. The legal content is subject to local requirements which must be confirmed locally. This should appear at the foot of the letterhead as shown.

Fold mark

0.35pt line weight printing
PANTONE® 3005 EC.

Paper stock

Conqueror Brilliant White Wove
100gsm (26.6lb writing Conqueror).

North America paper size 8½" x 11"
Units in inches

European paper size 210mm x 297mm
Units in millimeters

3.5 Envelope

Dimensions

Rest of World DL—220mm x 110mm
US—9½" x 4⅛"

Logo

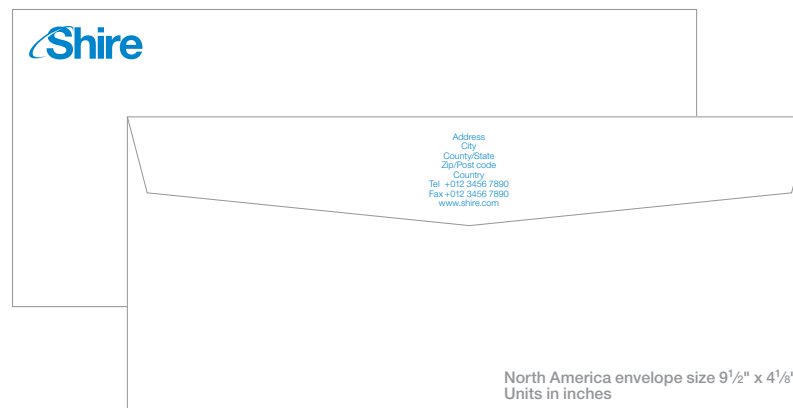
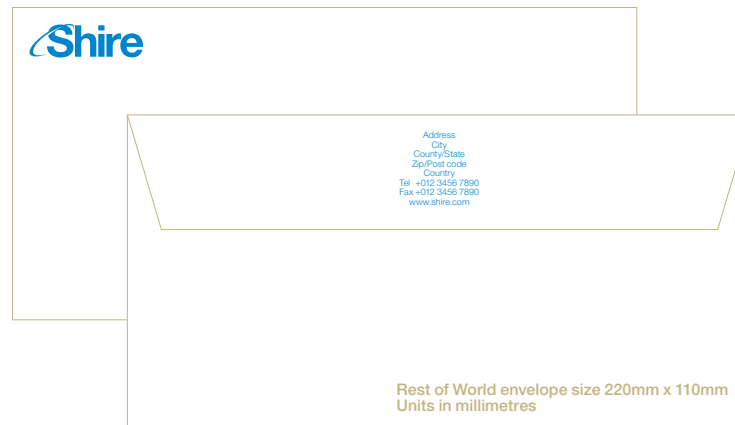
The logo prints PANTONE® 3005 EC and appears at a width of 40mm (1.57").

Company details

Helvetica Neue 45 Light.
9pt on 9.5pt Company address
and contact details print PANTONE®
3005 EC centred on flap as shown.

Paper stock

Conqueror Brilliant White Wove
DL envelope 150gsm.



3.6 Label

Dimensions

Rest of World—150mm x 98mm

US—6" x 3½"

Logo

The logo prints PANTONE® 3005 EC and appears at a width of 40mm (1.57").

Company details

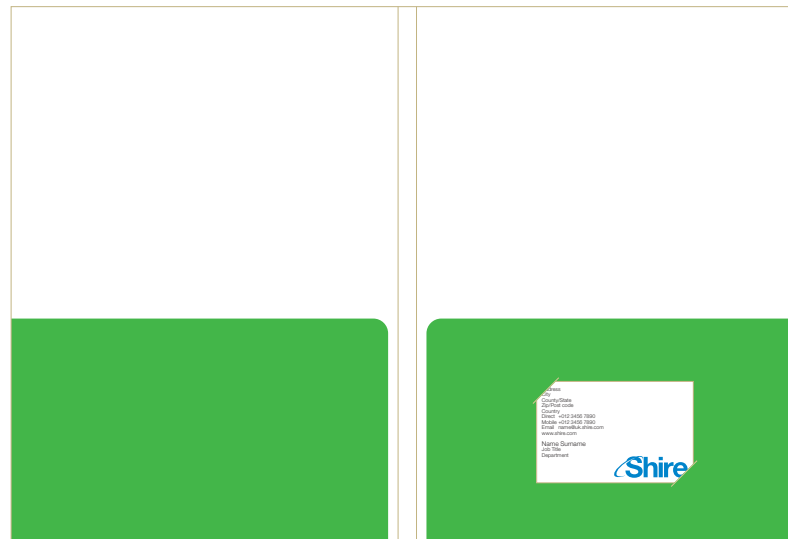
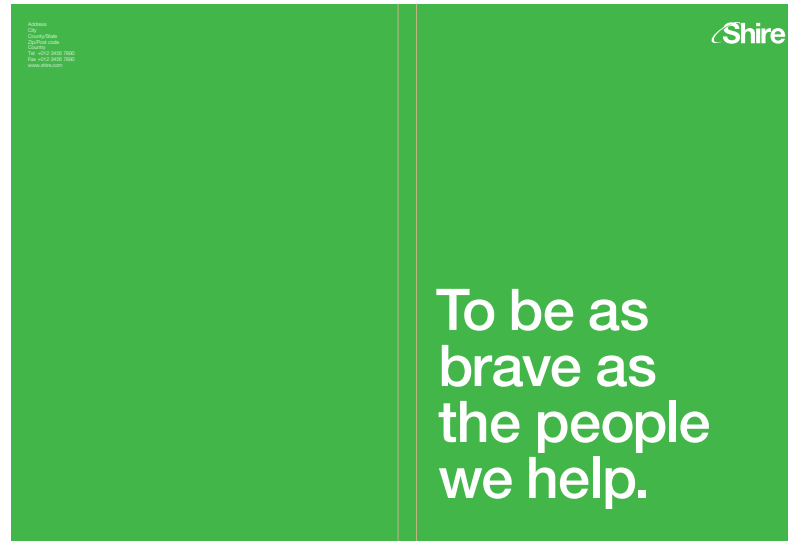
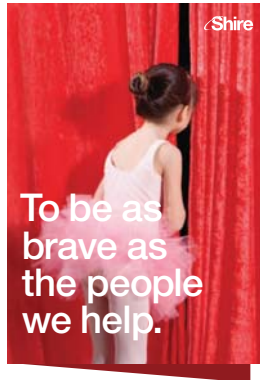
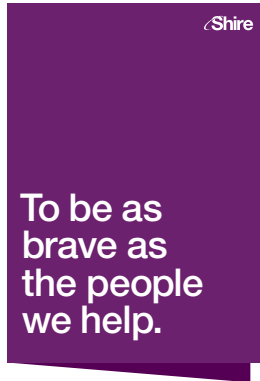
Helvetica Neue 45 Light.
8pt on 8.5pt. Company address and contact details print PANTONE® 3005 EC.

Paper stock

Uncoated brilliant white crackback self adhesive paper.



3.7 Folder



Example of the Shire folder is shown below.

Dimensions

Rest of World—215mm x 302mm
US—8¾" x 11¼"

Logo

The logo appears at a width of 40mm (1.57").

Paper stock

Conqueror CX22, Diamond White 350gsm (118.34lb writing Conqueror). A matt laminate is recommended for durability.

Note

The folder Illustrated here uses the green from the color palette. Any color from the Shire color palette may be used alternatively photography or illustration may be used where appropriate.

4.0

Digital Templates

- 4.1 Letter Template
- 4.2 Email Sign Off
- 4.3 Fax Template
- 4.4 Memo Template
- 4.5 PowerPoint Slides

4.1 Letter Template

Address
City
County/State
Zip/Post code
Country
Tel: +012 3456 7890
Fax: +012 3456 7890
www.shire.com



Name Surname
Company Name
00 Street Name
City 00 00

00 August 2005
Ref: Letter template

Dear Name,

Lorem ipsum dolor sit amet consectetur autend unanc sunt isti julla inura autend unanc su.
Et tamen in busdad nepecun mned libiding gen epular religuard quas nulla praid im umdnat
Improb pary minuti potius inflammat ut.

Improb pary minuti potius inflammat ut coercend mad eantur invaratio bene santos ad
iustitiami ctetur adipscing elit sed diam aequitaded fidem. Endium caritat praesert cum
omning null siy caus peccand quaerer cupidat a natura proficis. Lorem ipsum dolor sit
etur ased diam nonnumy eiusmod tempor incidunt ut labore et dolore magna aliquam erat
volupat adipscing elit, sed diam aequitaded fidem.

Kind regards,

Name Surname

Shire plc Registered in England 0000000 Registered Office as above

Microsoft® Word template documents have been created and are installed on all Shire computers.

Shire templates are available in both Rest of World and North American formats, depending on office location.

Shire's standard letter format is Arial 11pt and the layout should follow the example shown although consideration should be given to the length of the content within the letter.

Pre-printed stationery is available in all Shire locations.

4.2

Email Sign Off

For consistency, please ensure your Email messages are set at Arial 10pt, your sign off signature corresponds with the example shown, and the screen has a plain white background.

Your signature can be set via:
Outlook Tools > Options > Mail Format > Signatures.

There is an option to automatically include your signature in all messages or to insert only in new messages by using 'Insert' from the tool bar.

Standard sign off
All text is Arial 10pt.
Color: should be black (unless otherwise noted).
Upper and lower case.

Name Surname
Job Title: *Optional*
Department

Shire: *Arial Bold 10pt. Any color from the Shire color palette, see section 1.8.*
Address
City
County/State
Post code/Zipcode
Telephone number
Mobile or Cell Number: *Optional*
Fax number: *Optional*
Email Address: *Optional*
Assistant's name: *Optional*
Web address (www.shire.com)

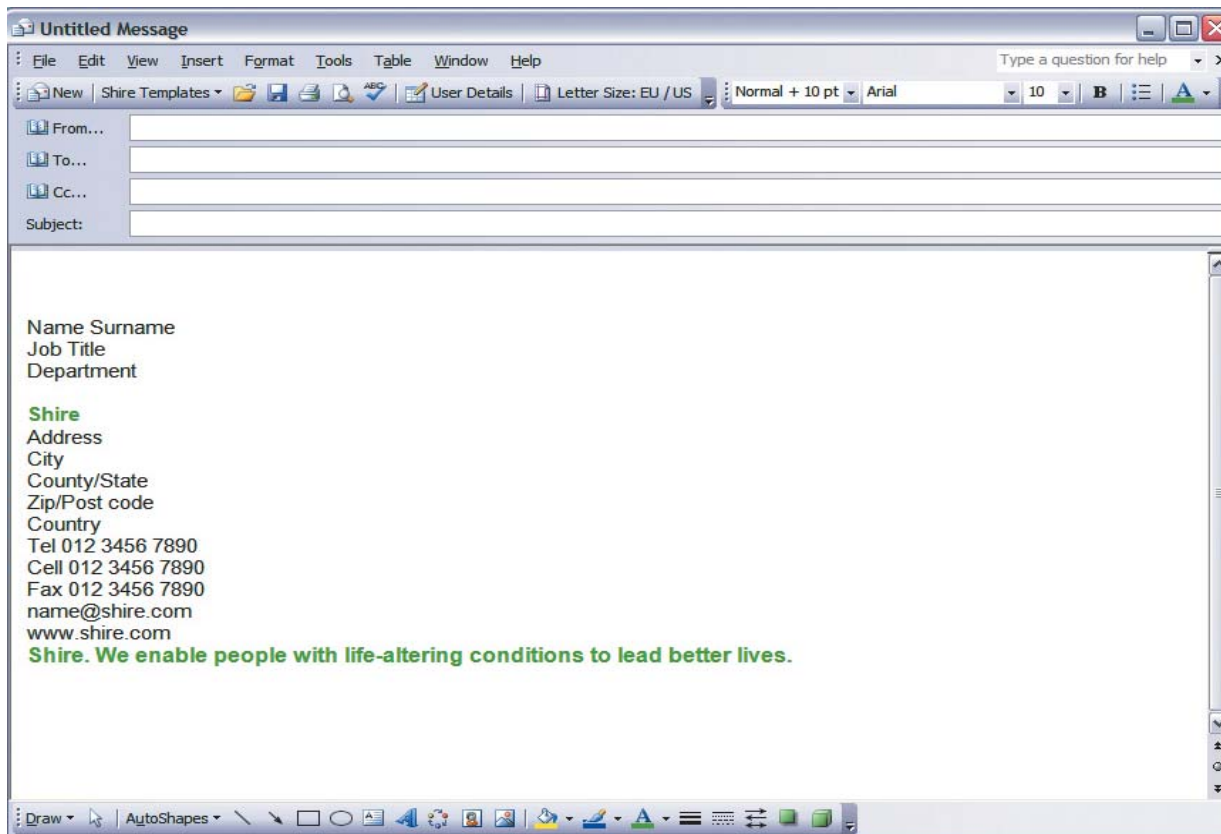
Shire Purpose Statement—*Optional*—*Arial Bold Italic 10pt. Chosen color from the Shire color palette.*

Notes

Only a plain white background should be used in the body of your Email.
Do not insert any background images.

Additional information should not be added to an Email signature template.

Graphics should not be inserted into an Email signature (including the Shire logo).




4.3 Fax Template

Microsoft® Word template documents have been created and are installed on all Shire computers.

Shire templates are available in both Rest of World and North American formats, depending on office location.

Shire's standard fax format is Arial 11pt for body text and the layout should follow the example shown.

Pre-printed stationery is available in all Shire locations.

Address City County/State Zip/Post code Country Tel +012 3456 7890 Fax +012 3456 7890 www.shire.com	
Fax	
To: Name Surname	
Company: Company Name	Fax No: 000 0000 0000
From: Name Surname	Fax No: 000 0000 0000
Date: 00 August 2005	Tel No: 000 0000 0000
Pages: 01	Email: Name@shire.com
Subject: Lorem ipsum dolor	

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This message and any accompanying documents are intended only for the use of the individual or entity to which they are addressed and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If the receiver of this message is not the intended recipient or the employee or the agent responsible for delivering the message to the intended recipient, you are hereby warned that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please contact us by telephone so we can arrange for its return. Thank you.

4.4 Memo Template

Address City County/State Zip/Post code Country Tel: +012 3456 7890 Fax: +012 3456 7890 www.shire.com	
Memo	
To: Name Surname	
Company: Company Name	Fax No: 000 0000 0000
From: Name Surname	Fax No: 000 0000 0000
Date: 00 August 2005	Tel No: 000 0000 0000
Subject: Lorem ipsum dolor	Email: Name@shire.com

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Microsoft® Word template documents have been created and are installed on all Shire computers.

Shire templates are available in both Rest of World and North American formats, depending on office location.

Shire's standard fax format is Arial 11pt for body text and the layout should follow the example shown.

Pre-printed stationery is available in all Shire locations.

4.5 PowerPoint Slides

A Microsoft® PowerPoint template document has been created and is installed on all Shire computers.

The template is available in one color, as illustrated.

They have a clean and simple style, designed to be easy and economical to use both in projected and printed formats.

The basic slides will provide a good overall presentation guide which includes typographic style, graph modules and color palette.

This is the only template that should be used for any internal or external presentation using PowerPoint.

First Quarter Results to March 31, 2009

Shire plc
April 30, 2009

Angus Russell
Chief Executive Officer

Graham Hetherington
Chief Financial Officer

Shire For patients. We enable people with life-altering conditions to lead better lives.

Strong first quarter earnings

- Product sales up 20% to \$756 million
 - Product sales excluding ADDERALL XR up 24% to \$480 million
- Total revenues up 16% to \$818 million
- Effective cost control
- Non GAAP earnings per ADS up 73% to \$1.28
- \$184 million cash provided by operating activities
 - Financial flexibility

Shire To be as brave as the people we help

2009 Q1 Performance summary

	Q1 2009 \$m	Q1 2008 \$m	Reported Growth	Like for Like Growth ⁽¹⁾
Total Revenues	818	702	+16%	+21%
Product Sales	756	632	+20%	+24%
EBITDA ⁽²⁾	349	208	+68%	
EPS - ADS (diluted) ⁽¹⁾	\$1.28	\$0.74	+73%	
Cash generation ⁽¹⁾	234	123	+90%	

(1) These are non-GAAP financial measures. See appendix for a list of items excluded from the GAAP equivalent to calculate these measures.
(2) Like for Like Growth sales into account movements in average exchange rates, and is calculated after restating Q1 2008 results using Q1 2008 average foreign exchange rates.

Shire To be as brave as the people we help

2009 Q1 Cash flow

Millions of USD

Item	Value
Cash generation	234
Payment for EQUASYM	(812)
Tax and interest payments	(81)
Payments for fixed assets	(44)
Payment for Jaxx shares	(1)
Proceeds from Vivuschem sale	119
Net Cash Inflow	184

Item	Value
Cash at Mar 31, 2009	327
Convertible Debt	(1,100)
Net debt at Mar 31, 2009	(773)

Shire's balance of cash and cash equivalents at March 31, 2009 includes \$30m of restricted cash. Shire has a revolving credit facility of \$1.2bn which was undrawn at March 31, 2009.

Shire To be as brave as the people we help

2009 Key events

H1-09 → H2-09

- idursulfase-IT Phase 1 initiation
- EQUASYM acquisition
- INTUNIV launch
- DAYTRANA adolescent sNDA filing
- Additional Carrierwave programs initiated
- velaglucerase alfa submission US/EU
- FIRAZYR Phase 3 initiation in US
- MLD Phase 2/3 initiation
- AMIGAL Phase 3 initiation
- PLICERA Phase 2 data
- SPD550 Phase 2 data

Shire To be as brave as the people we help

5.0 *Trademarks*

5.1 *Use of Trademarks*

5.1

Use of Trademarks

Guidelines for the use of ® and ™ in Shire Publications

Trademarks owned by Shire

When using the symbols ® or ™ the relevant symbol should appear in superscript after the first reference to the trademark in the document (preferably in the heading), followed by the generic name of the product. Subsequent references to the trademark should be in upper case only.

For example, 'ELAPRASE® (idursulfase)' and then 'ELAPRASE.'

The symbol ® must only be used with 'registered' trademarks. The symbol ® must not be used with trademark applications or unregistered trademarks. However, if the document is:

- designed for global release, the symbol ® may be used if the relevant mark is registered in the US, the EU (as a community trademark) or the UK (Principal Territories); or
- specific to a particular country, the symbol ® must only be used if the relevant mark is registered in that country, and if not, the symbol ™ must be used instead.

For example, in a UK specific document relating to FOSRENOL, the first reference to the mark will be 'FOSRENOL® (lanthanum carbonate)' and then 'FOSRENOL' as the mark is registered in the UK. If the mark was not registered in the UK or was still a pending UK application, the first reference to the mark would be 'FOSRENOL™ (lanthanum carbonate)' and then 'FOSRENOL.'

The symbol ™ must only be used in connection with:

- unregistered trademarks, including pending trademark applications; and
- trademarks not registered in the Principal Territories, where the relevant document is global.

Trademarks licensed to Shire and Third party Trademarks

As a general rule, trademarks licensed to Shire from third parties, and third party trademarks identified in Shire documents intended for external publication should be referenced in accordance with these guidelines, however, specific trademark obligations under any relevant licence should be investigated and considered.

Annual Reports and other Shire documents filed with Companies House or the SEC should contain a glossary of trademarks cited at the end of the document. The glossary of trademarks should be divided between Shire's trademarks and third party marks.

Similarly, third party owners of product trademarks referenced in Shire press releases should be identified at the end of, or as a footnote to, Shire press releases.

If you have any trademark questions or queries please contact the appropriate Legal Services department (depending on the country) on the Email addresses below:

legalservicesUS@shire.com,
legalservicesUK@shire.com or
legalservicesCA@shire.com.