









7 June 2010

# Acquisition of Talecris Biotherapeutics: Creating a world leading integrated plasma company

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### Agenda

- 1. Transaction highlights
- 2. Strategic rationale
- 3. Transaction impact
- 4. Conclusion

# 1. Transaction highlights

### **Transaction summary**

### ◆ Agreement to acquire 100% of Talecris for a combination of cash and newly issued Grifols non-voting shares

- \$19.00 in cash plus 0.641 Grifols non-voting shares per Talecris share
- Implied offer price of \$26.16<sup>(1)</sup> per Talecris share, representing a premium of 53% to the average Talecris closing share price over the last 30 days
- Implied Offer Value of \$3.4bn and Enterprise Value of \$4.0bn

#### Strong transaction rationale

- Fully complementary business models with clear industrial and commercial logic, and R&D optimisation opportunities
- Perfect geographic fit, with enhanced US presence

### Strong financial logic for shareholders

- Meaningful operating synergies of c.\$230m per annum
- Immediate EPS accretion, reaching over 30% by year two
- Fully committed financing arranged by Deutsche Bank, Nomura, BBVA, BNP Paribas,
   HSBC and Morgan Stanley
- ◆ Transaction effected through a one-step merger structure
- Closing subject to shareholder approvals and regulatory review



rs. Using Grifols' ordinary shares closing stock price of €9.267 as of 4 June 2010 and \$/€ exchange rate of 1.2060 as of 4 June 2010 as published by the ECB.

### **Transaction benefits**

Increased availability of plasma therapies

- Increase in combined utilisation of fractionation capacity
- Combined protein purification capacity increase
- Capex rationalization
- Plasma procurement optimization
- Protein yield improvement
- Complementary testing labs
- Inventories rationalization

Enhanced marketplace stability

- Broader portfolio of products
- Excellent geographical fit
- Increased availability of products
- Complementary R&D projects
- Powerful regulatory functions
- Enhanced pipeline
- Recombinant opportunities

### **Expected timetable**

#### **Timing**

Q2 2010

H<sub>2</sub> 2010

Q1 2011

#### **Key milestones**

- Deal announcement
- ◆ Filing HSR statements, merger proxy and F-4 with SEC
- Filing folleto for non-voting shares with CNMV (Spain)
- Regulatory approval (assuming no 2<sup>nd</sup> request)
- Proxy submission to Talecris shareholders
- Talecris Shareholder vote to approve merger
- Grifols shareholder vote to issue new shares
- Regulatory approval (assuming 2<sup>nd</sup> request)
- Closing

# 2. Strategic rationale

### Plasma industry fundamentals

# Strong underlying plasma market

- ♦ Global plasma industry estimated to be US\$12bn<sup>(1)</sup> in 2009
- Some core markets still under diagnosed and under supplied
- Unmet need in emerging markets

# Long term demand drivers are in place

- Continued R&D for use in new indications
- ♦ Continued R&D for new proteins
- Established safety and quality record

#### **Supply dynamics**

- Improved plasma availability and utilization
- Investment in new capacity to address the growing demand
- Manufacturing efficiencies enhance supply

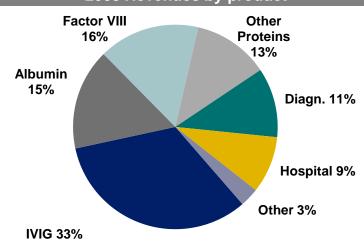
### **Grifols at a glance**

#### **Company overview**

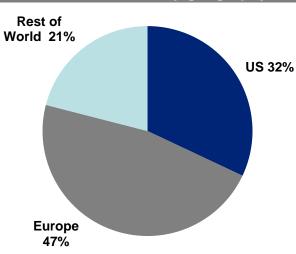
- Founded in 1940 in Barcelona, listed on the Spanish Stock Exchange since 2006. An IBEX 35 company
- Fully integrated business model:
  - Bioscience (c. 77%<sup>(1)</sup>): plasma and its derivatives
  - Diagnostic (c. 11%<sup>(1)</sup>): equipment, instrumentation and reagents for IVD and Blood Typing, as well as blood collection bags
  - Hospital (c. 9%<sup>(1)</sup>): pharmaceutical products (IV solutions, nutrition products etc), software and devices for hospitals
- Dedicated Engineering Company for biologic process systems
- Well established infrastructure:
  - Source plasma self sufficiency
  - Fractionation capacity: 4.3m litres across two FDAapproved manufacturing sites (Barcelona, Spain; Los Angeles, US)
  - Product registrations and sales in more than 90 countries
- 2009 revenues of €913m and EBITDA of €266m
- Over 6,000 employees

### Business overview





#### 2009 Revenues by geography



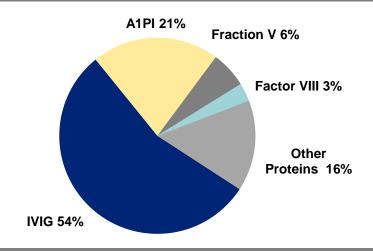
### Talecris at a glance

#### **Company overview**

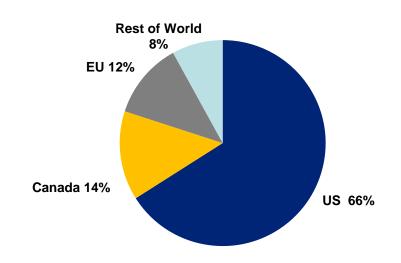
- One of the five largest players in the sector
- Established in 2005 through the acquisition of Bayer BP's assets and the additional fractionation capacity and contract manufacturing services of PS
- Premium products in key segments
  - Gamunex: strongly branded, exclusive neurological indication
  - Prolastin: first A1PI approved and premiere global therapy
- Well established infrastructure:
  - Developing source plasma self sufficiency
  - Fractionation capacity of 4.2m litres across two US manufacturing sites (Clayton, NC; Melville, NY)
- ♦ 2009 revenues \$1.5bn, adjusted EBITDA of \$372m
- Approximately 5,000 employees
- Headquartered in North Carolina, with regional headquarters in Canada and Germany

#### **Business overview**

#### 2009 Revenues by product



#### 2009 Revenues by geography



### Strategic rationale







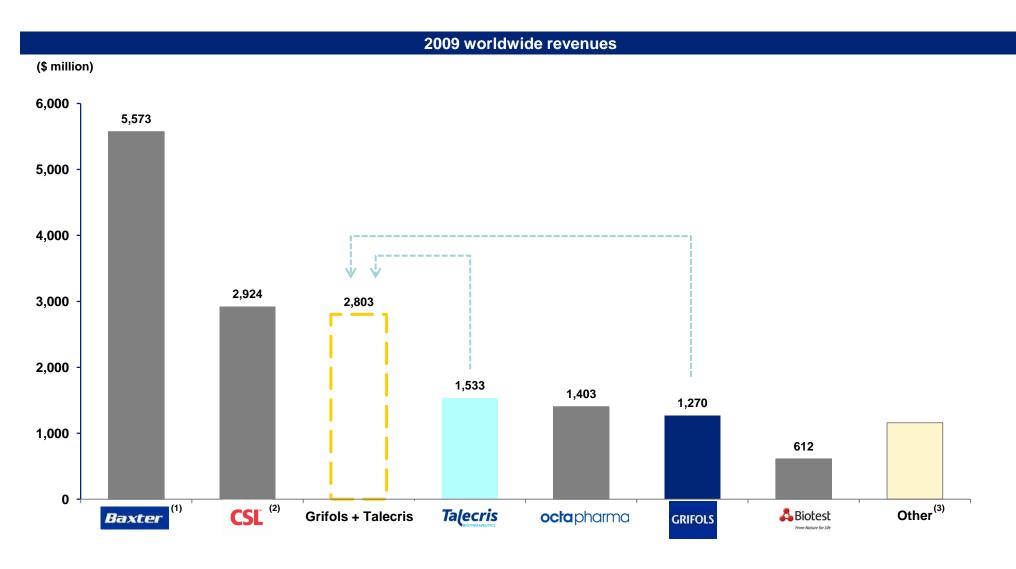
- US market leader in IVIG 5% solution
- Existing and available FDA licensed manufacturing capacity
- Extensive international sales, marketing and logistics network
- Well established, premiere source plasma collection operation
- Serological testing laboratory with additional capacity coming on-line
- Dedicated engineering company for biologic facility design and construction

- Well established IVIG 10% and A1PI brand recognition in the United States
- Manufacturing capacity constraints for near to mid term
- Strong native clinical research program including subcutaneous IG and recombinant plasmin
- Developing source plasma collection operation not-yet self sufficient
- Broad portfolio of hyperimmune and specialty immune globulin therapies

- Number 3 ranked vertically integrated plasma derivatives producer
- Expanded plasma collection and fractionation capabilities
- Only company to offer 5% and 10% IVIG solution
- **♦** Enhanced US presence and global footprint
- Complementary R&D pipeline
- Significant synergies expected



### Number 3 ranked vertically integrated plasma derivatives producer



Note: Figures converted to USD with an average 2009 USD/€ exchange rate of 1.3906 and average 2009 AUD/USD exchange rate of 1.3368 (for FY end June 2009). Source: public filings.

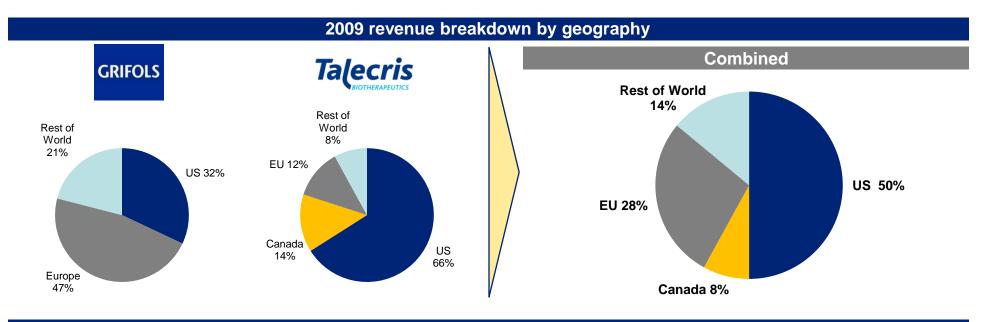
<sup>3.</sup> Other companies include: LFB, Kedrion, BPL, Kamada and Omrix.



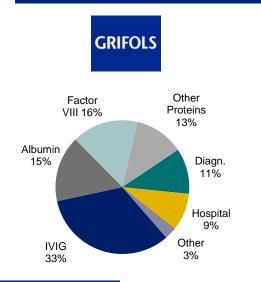
<sup>1.</sup> Baxter financials refer to Bioscience division.

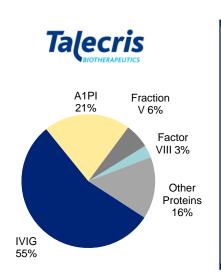
<sup>2.</sup>CSL financials refer to CSL Behring division.

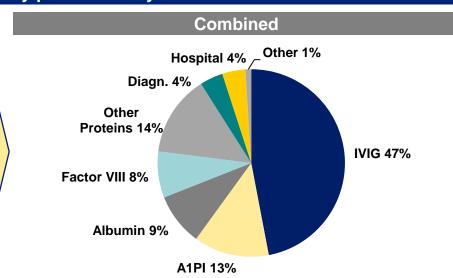
### Balanced and diversified product portfolio



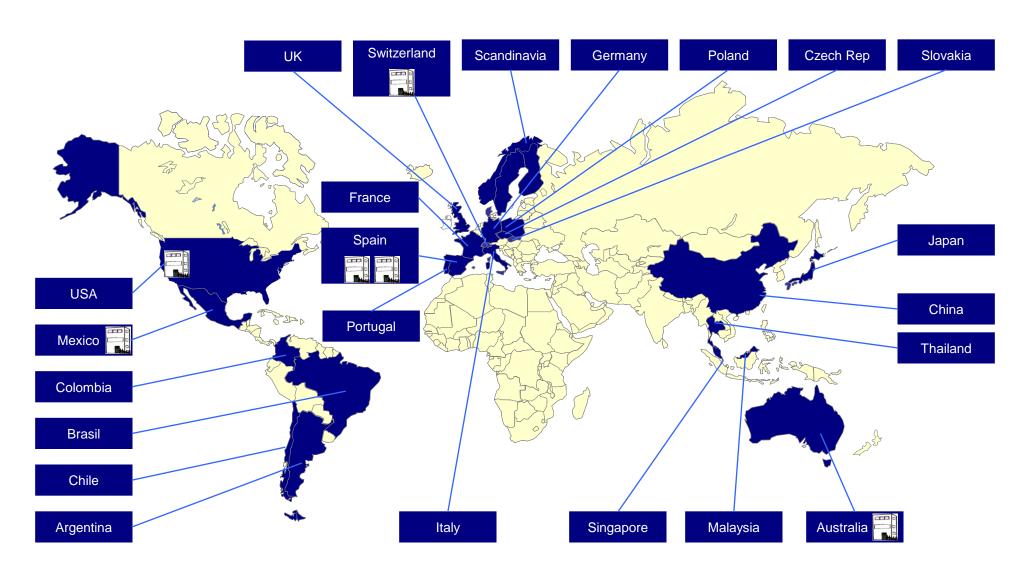
#### 2009 revenue breakdown by product family







### **Grifols worldwide presence**





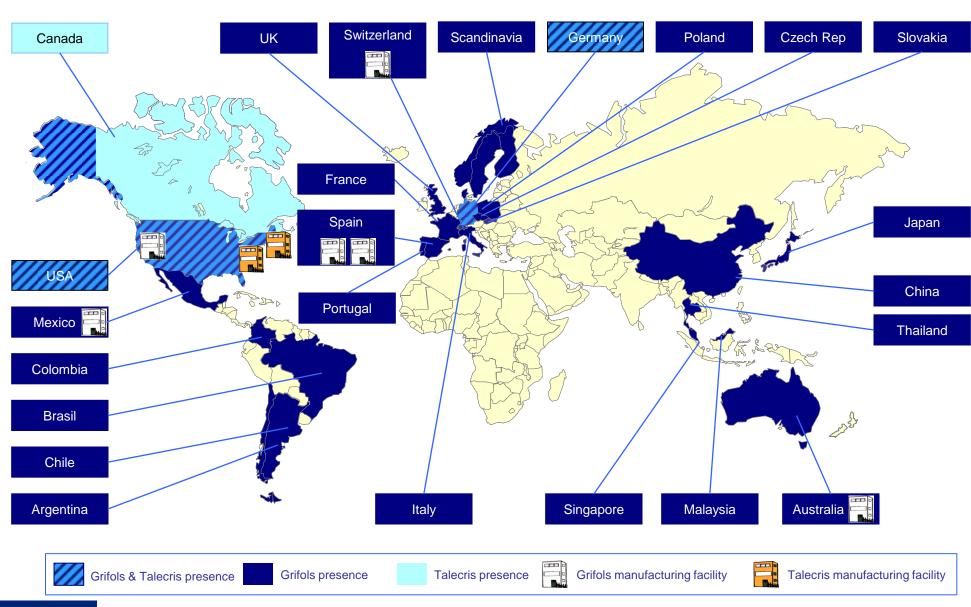


### **Talecris worldwide presence**

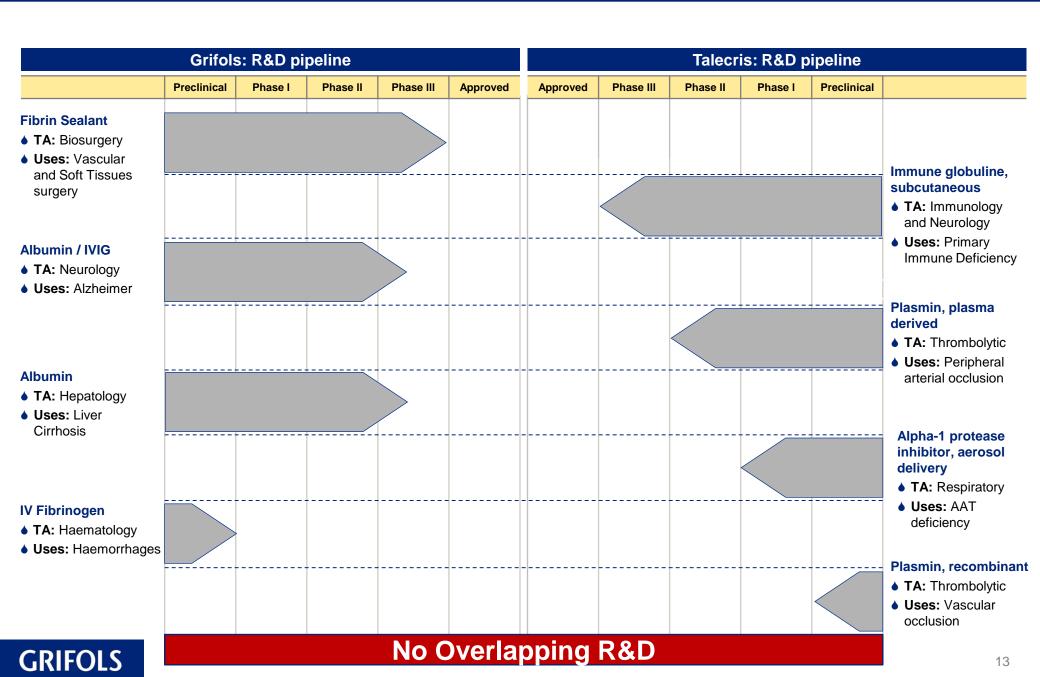




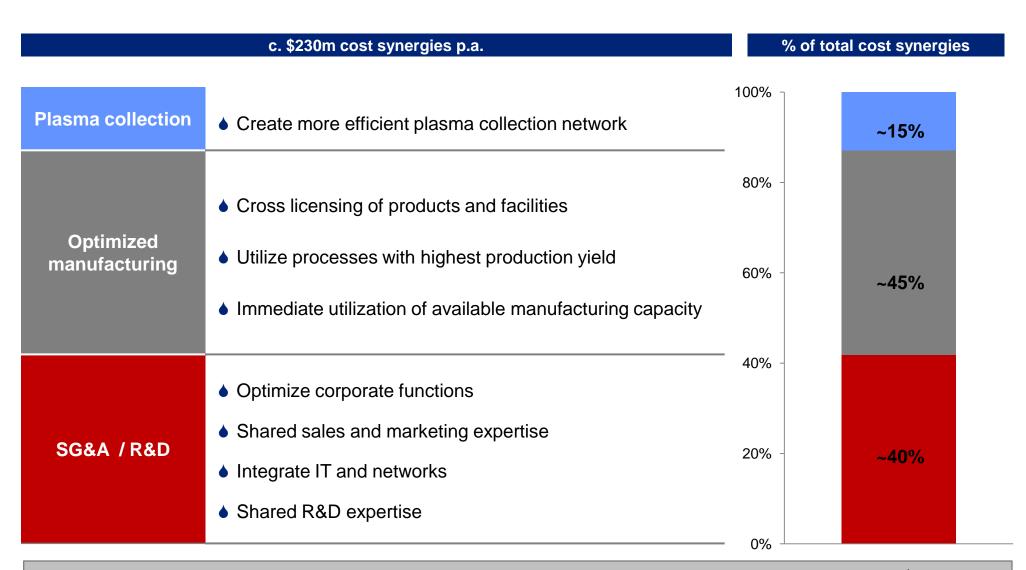
### **Enhanced US presence and global footprint**



### **Complementary R&D pipeline**



### Significant synergies expected



Synergies expected to be realized progressively over 4 years with one off costs estimated at \$100m

### **Additional synergies**

### **Key actions** Sizing Optimize capex plan by eliminating duplication Capex c. \$300m over 2010-2014 Optimize plasma utilization and efficiencies Optimize use and development of inventories Working capital \$40-70m p.a. Transfer Grifols source plasma to Talecris Increased customer with access to Potential upside revenue broad product range Revenues synergies not factored in Increased product availability

### Integration planning

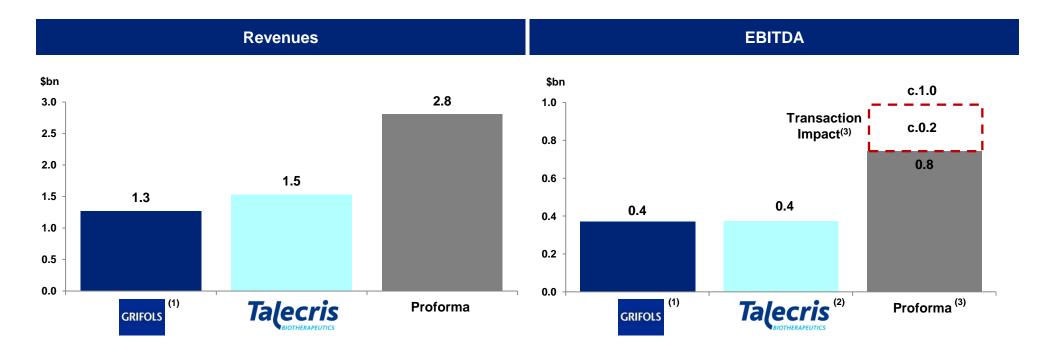
Immediate
action plan
ready to be
launched after
announcement

- Application for cross manufacturing of intermediates of both companies submitted for FDA approval
- Conformance lots for validation purposes
- Grifols to provide technical support in order to optimize capex related to Talecris new fractionation and purification facilities
- Grifols to apply "best practice" found in the combined group across all operating business functions
- Focus on synergy realization
- Seamless integration from the client and consumer point of view
- Combined management team dedicated to integration process

Medium-term integration plan (after closing)

# 3. Transaction impact

### **Proforma impact on Grifols - 2009**



- Balanced business profile
- Synergies of approximately \$230m p.a. Realised progressively over 2-4 years from closing
- Immediate EPS accretion, growing to over 30% by year 2 driven by increasing realization of synergies
- Rapidly deleveraging profile through significant cash flow generation

Assumes an average 2009. \$/€ exchange rate of 1.3906.

<sup>2009</sup> Adjusted EBITDA excluding merger termination fee

Run-rate synergies estimate of \$230m.

### Transaction financing

#### Offer consideration

Cash (\$ 2.5bn)

Grifols nonvoting shares (\$ 0.9bn)<sup>(1)</sup>

#### **Key considerations**

- Cash portion of the consideration (\$2.5bn), together with backstop of existing debt of Grifols and Talecris (if required) financed through
  - Cash at hand
  - Committed 5/6 year term loan facilities arranged by Deutsche
     Bank, Nomura, BBVA, BNP Paribas, HSBC and Morgan Stanley
  - Committed bridge to long-term bond financing arranged by Deutsche Bank, Nomura, BBVA, BNP Paribas, HSBC and Morgan Stanley
- Acquisition facility provides permanent financing structure and is quickly repaid through internal cash flow generation
  - Initial pro-forma 2010 Net Debt / EBITDA of ~5x
  - Net Debt / EBITDA decreasing to ~3x by 2012 and below 2x by
     2014
- Grifols is firmly committed to retaining a robust and flexible capital structure

### Grifols non-voting shares to be issued

#### Offer consideration

### Key considerations

Cash (\$ 2.5bn)

- Stock portion of the consideration to be paid in the form of newly issued Grifols non-voting shares
  - 0.641 Grifols non-voting shares for each Talecris share
  - Represents an aggregate of approximately 84 million newly issued Grifols non-voting shares
- Key characteristics of the non-voting shares
  - Do not carry any voting rights
  - Entitled to the same dividend and other economic rights attributable to the existing Grifols ordinary shares<sup>(2)</sup>
  - Preferential liquidation order vs. Grifols ordinary voting shares
  - Listed on NASDAQ and Mercado Continuo (Spanish stock exchange)

Grifols nonvoting shares (\$ 0.9bn)<sup>(1)</sup>



Using Grifols' ordinary shares closing stock price of €9.267 as of 4 June 2010 and \$/€ exchange rate of 1.2060 as of 4 June 2010 as published by the ECB.

## 4. Conclusions

### **Conclusions**

- Clear strategic rationale
- Significant run-rate synergy potential of c.\$230 million per annum
- ◆ Immediate EPS accretion, becoming over 30% by year two
- Opportunity for Talecris shareholders to realise value and share the upside from the combined group
- Committed medium-term acquisition financing
- Manageable initial leverage and rapid deleveraging
- Committed combined management team to effect a seamless combination
- Strengthened competitive environment benefitting patients