

## Chairman's review



Susan Kilsby  
Chairman

At Shire we focus on people. Those that work for us, partner with us, invest in our strategy and, above all, those who depend on the medicines we make every day. Our purpose is to help people with life-altering conditions lead better lives. We ask the questions that are raised by rare and specialty diseases and pursue new possibilities through thoughtful and innovative science.

### Creating exceptional value

When we do what is good, we believe good follows. Value is created not just for the patients, but for physicians, caregivers, employees, communities, payers, policymakers, and shareholders—for anyone or any institution that our global company can touch. And value, we were reminded this year, can be created—and recognized—in so many ways.

### Extraordinary results

We had an eventful year in 2014. We had unprecedented financial results as you'll see in the pages to come. We completed our acquisition of ViroPharma and successfully integrated this organization, serving new patients with the product CINRYZE<sup>®</sup>, a medicine for the inflammatory condition known as Hereditary Angioedema. At the same time, we acquired two rare diseases entities—Lumena and Fibrotech. We fortified our presence in established therapies and opened doors to new ones, including Ophthalmics. We moved into our new International Operational Headquarters in Zug, Switzerland and reinvigorated our presence in Europe, Asia and Latin America. We continued to streamline operations and to put the right people into the right jobs to complement the immediate impact of mergers and acquisitions with our focus on continuing organic growth. On behalf of adults with Binge Eating Disorder, we filed in the US for a supplemental new drug application for VYVANSE<sup>®</sup> which the Food and Drug Administration ("FDA") approved on January 30, 2015 as the first and only medication for the treatment for this disorder. And, most recently, we acquired NPS Pharma bringing two exciting rare disease therapies into our product portfolio.

We were again recognized as a constituent of the FTSE4Good Index Series, a leading responsibility investment index, and also earned the distinction from Corporate Knights in their ranking of the 2015 Global 100 Most Sustainable Corporations in the World.

We accomplished all this while responding to AbbVie as it considered the role that Shire might play within its own strategic framework. We never lost sight of the company that Shire is throughout the process.

We have a strong, independent future. And we're passionate about building it.

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### Executing our strategy

Our plan moving forward is to emerge as a leading global biotech focused on rare diseases and other speciality conditions. To get there, we'll continue our investment in our four key strategic drivers: growth, innovation, efficiency, and people. Under the leadership of our Chief Executive Officer, Dr. Flemming Ornskov, we'll strengthen—and sustain—our platform through our focused approach to mergers and acquisitions, pipeline advancement, and cash management. We'll rely on the people who make Shire what it is—a diversified team representing many skills and broad experiences.

### Outstanding contributions

Our Board of Directors made significant contributions to Shire throughout 2014—going far above and beyond expectations to render opinions and weigh choices. I have the distinct pleasure of working with Board members who bring the full complement of scientific, medical, financial, organizational and commercial insights to bear on complex opportunities.

In closing, I would like to extend my gratitude to the people of Shire who remained focused on what mattered most throughout the year—our patients. The world is a healthier place, thanks to Shire. Our people are the reason.

### Susan Kilsby

Chairman