

Hospira, Inc.

***Advancing Wellness™
through the right people and
the right products***

***Merrill Lynch
Global Pharmaceutical,
Biotechnology and Medical Device
Conference
February 10, 2005***



Safe Harbor

This material may contain forward-looking statements regarding Hospira, Inc., a Delaware company, within the meaning of the federal securities laws. We intend these forward-looking statements to be covered by the safe harbor provisions for forward-looking statements in the federal securities laws. In some cases, you can identify these statements by our use of forward-looking words such as “may,” “will,” “should,” “anticipate,” “estimate,” “expect,” “plan,” “believe,” “predict,” “potential,” “project,” “intend,” “could” or similar expressions. In particular, statements regarding projected growth in our industries and markets as well as statements regarding our plans, strategies, prospects and expectations regarding our business as an independent public company are forward-looking statements. You should be aware that these statements and any other forward-looking statements in this document only reflect our expectations and are not guarantees of performance. These statements involve risks, uncertainties and assumptions. Many of these risks, uncertainties and assumptions are beyond our control, and may cause actual results and performance to differ materially from our expectations. Important factors that could cause our actual results to be materially different from our expectations include the risks and uncertainties set forth in the information statement under the heading “Risk Factors” in the registration statement on Form 10 filed with the Securities and Exchange Commission, which are incorporated herein by reference. Accordingly, you should not place undue reliance on the forward-looking statements contained in this material. These forward-looking statements speak only as of the date on which the statements were made. We undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise.

Hospira Overview

Building on a Distinguished History

- One of the largest global specialty pharmaceutical and medication delivery companies serving the hospital
- 70 years of service to the hospital industry providing innovative, safe and cost-effective products
- #1 or #2 positions in each of its major product markets
- Long-term contracts with the major GPOs and IDNs



90% of Products #1 or #2 in the U.S.

\$2.6 Billion in 2003 Sales



Specialty Injectable Pharmaceuticals

- More than 130 injectable generic drugs in more than 600 dosages and formulations
- Major therapeutic areas: pain, cardiovascular, infectious disease and anesthesia

Medication Delivery Systems

- Medication management systems, including electronic pumps for intravenous (I.V.) drug delivery and patient-controlled analgesia for pain management (PCA)
- Infusion therapy, including pre-mixed drug solutions and nutritionals for I.V. infusion, and I.V. solutions and supplies

Injectable Pharmaceutical Contract Mfg. Services

- Formulation, filling and finishing on a contract basis for many of the world's leading pharmaceutical and biotechnology companies
- Includes sales to Abbott in the U.S.

International

- Reflects sales of Hospira's products and services to nearly 70 countries
- Includes sales to Abbott outside the U.S.

Other

- Primarily reflects sales through Alternate Site channel and sales of Critical Care Devices



Business Strategy

Invest for Growth

- Increase R&D investment
- Expand international presence

Improve Margins and Cash Flow

- Improve product mix
- Increase manufacturing productivity
- Streamline administrative systems/processes
- Reduce net debt

2005 Projections

- Sales of approximately \$2.5 billion
- Adjusted* diluted earnings per share of \$1.53 to \$1.60
 - Assumes a full year of ongoing, incremental cost of being an independent, public company
 - Additional spending for International, and Research & Development as we invest for growth

* Adjusted earnings per share exclude non-recurring transition expenses of \$0.21 to \$0.25 per share. For a reconciliation to the GAAP projection, please refer to the press release dated January 31, 2005, which is available on Hospira.com. The projection also does not include any effect of the accounting standards recently issued by the Financial Accounting Standards Board (FASB) related to expensing stock options or the effect of any future decision to repatriate foreign earnings under the Jobs Creation Act of 2004.



Financial Goals

	Historical Performance	Long-Term Goals
Sales Growth	Flat	Mid-single digits
Gross Margin	Declining	Mid 30s %
R & D (% of Sales)	3 – 4%	Increasing
Earnings Growth	Declining	Low double digits
Debt/Capital	N/A	Mid 30s %



Hospira, Inc.

***Advancing Wellness™
through the right people and
the right products***

