



Ipsen Oddo BHF Forum 2018

January 12, 2018

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The implementation of the strategy has to be submitted to the relevant staff representation authorities in each country concerned, in compliance with the specific procedures, terms and conditions set forth by each national legislation.

The Group operates in certain geographical regions whose governmental finances, local currencies or inflation rates could be affected by the current crisis, which could in turn erode the local competitiveness of the Group's products relative to competitors operating in local currency, and/or could be detrimental to the Group's margins in those regions where the Group's drugs are billed in local currencies.

In a number of countries, the Group markets its drugs via distributors or agents: some of these partners' financial strength could be impacted by the crisis, potentially subjecting the Group to difficulties in recovering its receivables. Furthermore, in certain countries whose financial equilibrium is threatened by the crisis and where the Group sells its drugs directly to hospitals, the Group could be forced to lengthen its payment terms or could experience difficulties in recovering its receivables in full.

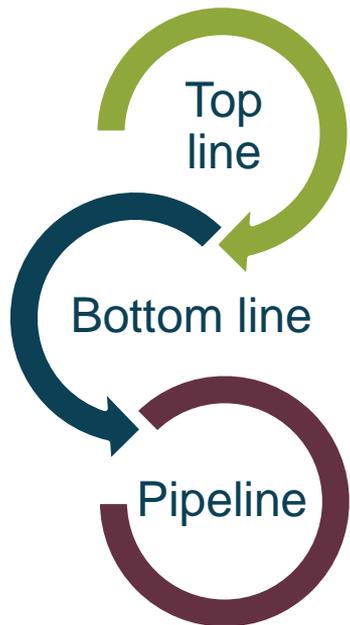
Finally, in those countries in which public or private health cover is provided, the impact of the financial crisis could cause medical insurance agencies to place added pressure on drug prices, increase financial contributions by patients or adopt a more selective approach to reimbursement criteria.

All of the above risks could affect the Group's future ability to achieve its financial targets, which were set assuming reasonable macroeconomic conditions based on the information available today.

Compelling investment thesis

Growth story

Vision: To be a leading global biopharmaceutical company focused on Innovation and Specialty Care

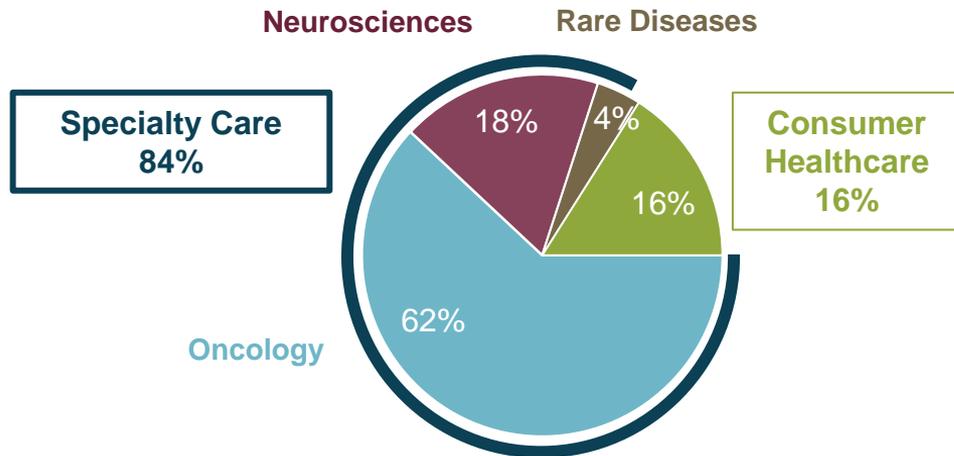


- Established and fast growing Specialty Care franchise
- Launch of two major Oncology products
- Synergies in the U.S. market with Oncology commercial infrastructure
- Profitability enhancement through new products sales ramp
- External sourcing of new innovative assets to build a sustainable pipeline
- Mid to late-stage portfolio readouts over next 24 months
- Ongoing business development efforts

Momentum fueled by high Specialty Care growth and the U.S.

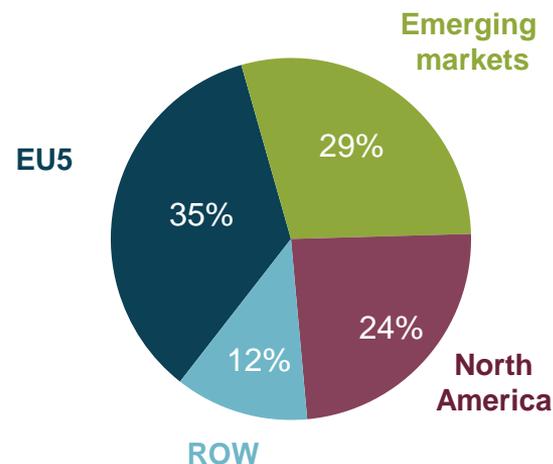
Specialty Care led business

Q3 YTD 2017 sales by therapeutic area



U.S. fast growing and representing 24% of sales

Q3 YTD 2017 sales by geographical area



Execution against 2017 objectives

Financial Performance

Specialty Care
growth
+24.3%¹

Consumer
Healthcare
growth
+2.5%¹

Business Execution

Somatuline[®]
Market share
expansion

Launches of
Cabometyx[®]
and Onivyde[®]

Advancement
of pipeline

Consumer
Healthcare
back to
growth

IPSEN Transformation

R&D
External
innovation

Leadership
Culture

Focus on three key therapeutic areas in Specialty Care

Oncology



Neurosciences



Rare diseases



- Establish leadership position in specialty therapeutic areas
- Leverage expertise from development to commercialization
- Provide innovative solutions along entire treatment paradigm

Oncology business over 60% of sales, on track to exceed €1bn in 2017

Prostate
Cancer

Established
and growing
legacy
Oncology
product in EU
and China

 **Decapeptyl® SR**
triptorelin

Neuroendocrine
Tumors (NET)

Best-in-class
somatostatin
analog with
market
leadership
position

 **Somatuline autogel**

Renal Cell
Carcinoma (RCC)

Ongoing EU
launch in 2L
RCC
supported by
best-in-class
clinical profile

 **CABOMETYX™**
(cabozantinib) tablets
80 mg | 40 mg | 20 mg

Pancreatic
Cancer

Ongoing U.S.
launch for
differentiated
product with
OS benefit

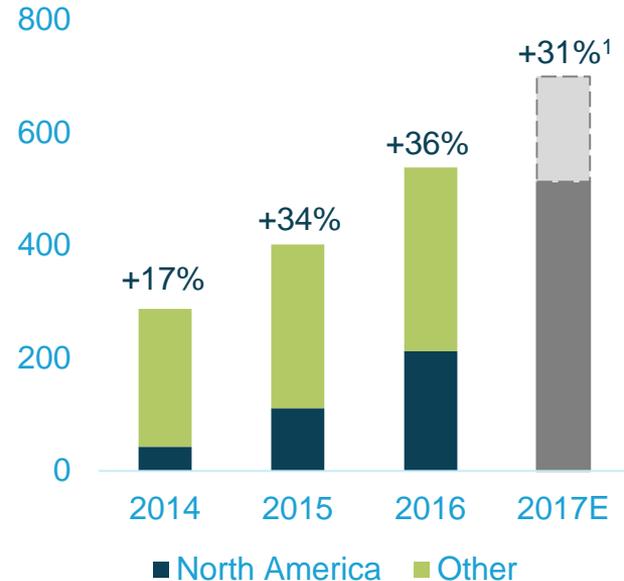
 **onivyde™**
(irinotecan liposome injection)

Somatuline[®] building leadership position in Neuroendocrine Tumor market

Key product for Ipsen

- Largest and most profitable global product
- SSAs to remain standard of care for NET
- Long duration of therapy
- IP protection: March 2020 (acromegaly), Dec 2021 (NET)
- Product differentiation – strong clinical profile, broadest label, superior device
- Franchise extension
 - Xermelo[®] launch in EU in 2018
 - Peptide receptor radionuclide therapy (PRRT) program in development
 - Somatuline[®] lifecycle management (3-month formulation, improved device, lung NET)

Strong business momentum



Cabometyx[®] franchise expanding in potential

Maximizing global value

- Differentiated clinical profile in Renal Cell Carcinoma
 - First-and-only 2L treatment with benefits in OS, PFS, ORR
 - Superiority over standard of care (Sutent[®]) in 1L RCC
- Other opportunities
 - Investigator-sponsored trials (ISTs) – NET trial to start in 2018
 - Expansion into China

2L
RCC

Ex-US launch gaining traction and growing market share

1L
RCC

EU regulatory submission Sept. 2017

2L
HCC

CELESTIAL Phase 3 positive top-line results, filing in H1 2018

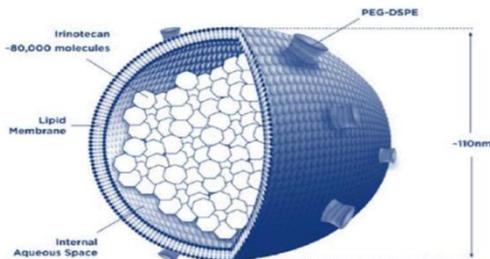
IO

Combination trials with IO ongoing

Onivyde[®] serving unmet medical need in pancreatic cancer

Differentiated product

- First and only FDA-approved therapy in post-gemcitabine patients
- Novel encapsulation of irinotecan with superior PK profile and selective accumulation at tumor site
- Category 1 evidence in NCCN guidelines



Launch progress and market expansion

- Launch update
 - Increase in demand growth, number of unique ordering accounts, awareness among oncologists
 - Significant synergies achieved through U.S. oncology infrastructure
 - Sales expected to ramp significantly in 2018
- Market expansion opportunities
 - Phase 2 trial in 1L metastatic pancreatic cancer
 - Phase 2 trial in 2L SCLC

Building world-class Neurosciences franchise

Established position with **Dysport®** in attractive neurotoxin market

Therapeutics:
Grow share of **Dysport®** in spasticity, expand into select indications

Aesthetics:
Continue successful partnership with Galderma

Development of **next-generation toxins**

25+ years in neurotoxin market
Neurotoxin market growth: 10%+ CAGR through 2020

**Dysport®**
BOTULINUM TOXIN TYPE A

Expanding capabilities in Rare Diseases

Current portfolio/ Ambition

- Build on established Rare Disease assets: Somatuline® in acromegaly and Neuroendocrine Tumors, Xermelo® in carcinoid syndrome, Dysport® in pediatric spasticity, Nutropin® for growth failure and Increlex® in severe primary IGF-1 deficiency
- Expand Rare Diseases portfolio via targeted Business Development



Capabilities/ Factors for success

- Business model highly patient-centric (patient finding, advocacy groups, reimbursement assistance)
- Specialized, non-traditional skill-set in clinical/regulatory
- Agile and attractive global partner now with significant U.S. presence



Establishing a sustainable and growing Consumer Healthcare business



Transforming the R&D model

R esearch investment with selective focus

- Ongoing intensive review and prioritization of R&D pipeline
- Build sustainable pipeline via external innovation model

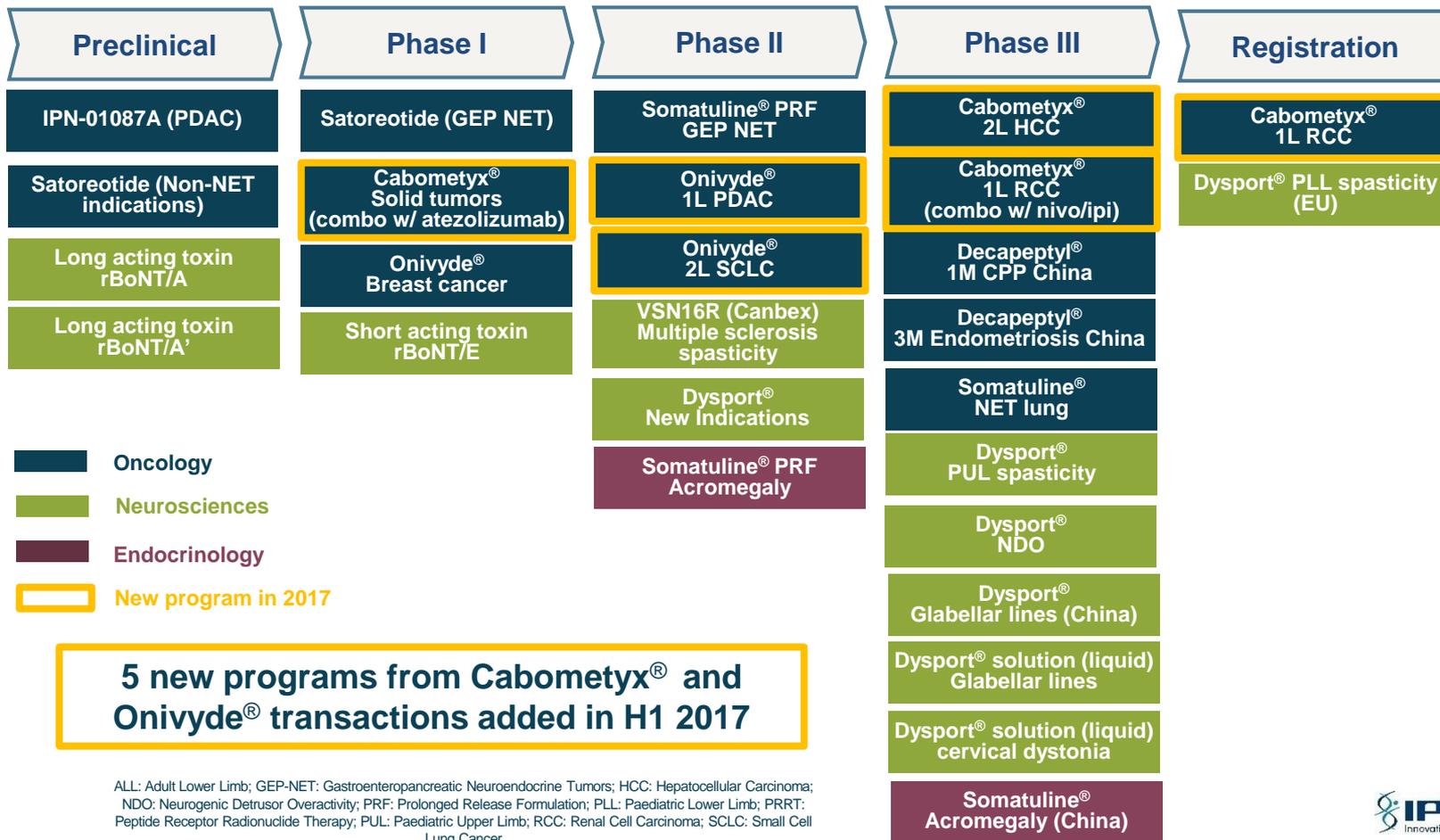
D evelopment powerhouse

- Launch a new drug or indication/registration every year
- Improve product governance to accelerate innovative programs

C ommercial powerhouse in Specialty Care

- Focus on Oncology to increase market share for Somatuline[®], competitive execution on Cabometyx[®] and Onivyde[®] launches
- Develop competitive capability to execute sustained high-quality launches

Building sustainable R&D Pipeline



Active business development efforts



Strong balance sheet and cash flow generation with significant firepower >€1.0 billion

Transaction criteria

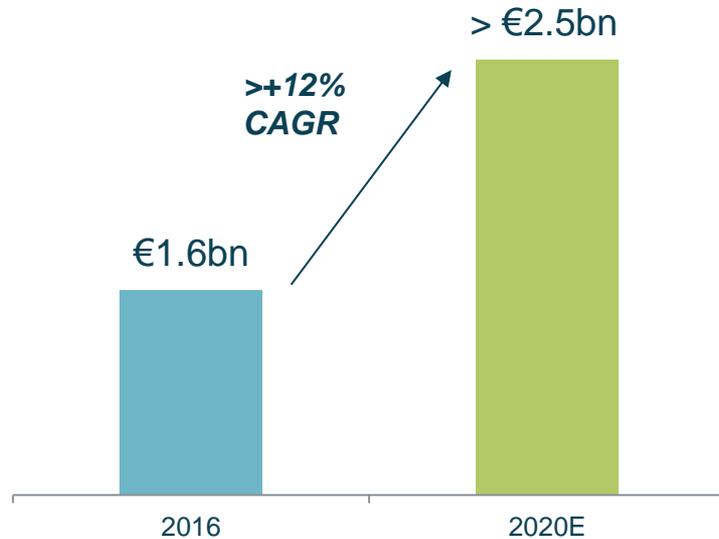
- Strategically aligned
- Financially viable
- Ability to integrate / synergies

Longer-term targets

- Earlier/ innovative best-in-class assets
- De-risked late-stage assets

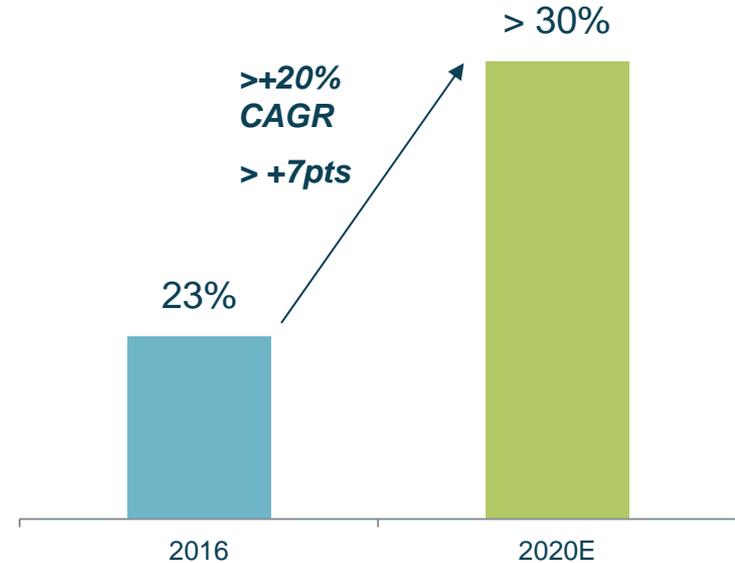
Well on track to meet 2020 financial objectives⁽¹⁾

Group sales



Core Operating Income margin

In percentage of net sales



Ipsen priorities

- Deliver accelerated sales growth and significant improved profitability
- Execute successful commercial launches of Cabometyx[®] and Onivyde[®]
- Accelerate development of expanded pipeline and external innovation model
- Sustain growth of Consumer Healthcare business
- Continue to drive transformation through leadership, people and culture

Deliver superior value to patients and shareholders

MERCI