Ipsen
JP Morgan Healthcare Conference
David Meek, Chief Executive Officer
January 9, 2019
Disclaimer & Safe Harbor

This presentation includes only summary information and does not purport to be comprehensive. Forward-looking statements, targets and estimates contained herein are for illustrative purposes only and are based on management’s current views and assumptions. Such statements involve known and unknown risks and uncertainties that may cause actual results, performance or events to differ materially from those anticipated in the summary information. Actual results may depart significantly from these targets given the occurrence of certain risks and uncertainties, notably given that a new product can appear to be promising at a preparatory stage of development or after clinical trials but never be launched on the market or be launched on the market but fail to sell notably for regulatory or competitive reasons. The Group must deal with or may have to deal with competition from generic that may result in market share losses, which could affect its current level of growth in sales or profitability. The Company expressly disclaims any obligation or undertaking to update or revise any forward-looking statements, targets or estimates contained in this presentation to reflect any change in events, conditions, assumptions or circumstances on which any such statements are based unless so required by applicable law.
All product names listed in this document are either licensed to the Ipsen Group or are registered trademarks of the Ipsen Group or its partners.
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

Top line
- High double-digit back-to-back annual sales growth fueled by global Specialty Care
- #1 or #2 leadership position in key Specialty Care markets

Bottom line
- Significant margin expansion through gross margin and commercial leverage
- Synergies achieved in the U.S. and European markets with Oncology launches

Pipeline
- Strongest pipeline to date and advancement of key internal pipeline programs
- Focus on successful execution of additional Business Development transactions

Being a leading global biopharmaceutical company focused on innovation and Specialty Care
Execution against 2018 objectives

Financial Performance

- Excellent performance Q3 YTD
- On track to deliver 2018 guidance
- Confident to deliver 2020 financial targets

Business Execution

- Somatuline® market share growth
- Cabometyx® & Onivyde® launches
- Advancement of internal R&D pipeline
- Consumer Healthcare OTx model

Ipsen Transformation

- Commercial & Development powerhouse
- External Innovation Model
- Leadership & Culture
## Transformation of Ipsen through acquisitions and U.S. expansion

### Outstanding Financials (2014-2018)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2018</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>€1.3bn</td>
<td>&gt;€2.2bn(^1)</td>
<td>+15%</td>
</tr>
<tr>
<td>Core Operating Income</td>
<td>€260mn</td>
<td>~€640m(^1)</td>
<td>+25%</td>
</tr>
<tr>
<td>COI Margin</td>
<td>20%</td>
<td>~29(^1)</td>
<td></td>
</tr>
</tbody>
</table>

### Growth from oncology and U.S. expansion

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2018(^3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oncology</td>
<td>26(^2)</td>
<td>67%</td>
</tr>
<tr>
<td>North America</td>
<td>6%</td>
<td>27%</td>
</tr>
</tbody>
</table>

Market capitalization exceeding $10bn (~3x since 2014)

---

(1) Based on company guidance confirmed 25 October 2018; (2) Based on Uro-oncology segment for 2014; (3) Q3 2018 year-to-date
High-performing executive management team

Proven management team
200 cumulative years of experience in the pharma industry
100 cumulative years of experience in Oncology
Significant international, launch and entrepreneurial experience
Focus on three key therapeutic areas in Specialty Care

- Oncology
- Neuroscience
- Rare Diseases

- Expand leadership position in specialty therapeutic areas
- Leverage expertise from development to commercialization
- Provide innovative solutions along entire treatment paradigm
Oncology strategy for leadership in specialty niche markets

Rapidly-growing Oncology franchise

- Best-in-class differentiated products in specialized markets gaining market share against established market leaders in solid tumors
- Sales >€1bn, representing ~two-thirds of Ipsen's total sales
- Top 15 Oncology company globally by sales, top 5 in growth\(^1\)

Strategy

- Develop best-in-class, differentiated products including systemic radiation therapy programs
- Active lifecycle management to maximize value of existing assets and leverage current global commercial infrastructure
- External sourcing of new innovative assets

\(^1\) Source: Evaluate Pharma
Somatuline® momentum strong; approaching blockbuster status

Attractive SSA market dynamics

- SSAs to remain standard of care, first-line and backbone therapy for NET and Acromegaly
- Long duration of treatment (chronic disease)

Leadership in NET market

- Product differentiation – strong clinical profile, broadest label, superior device
- IP protection: March 2020 (acromegaly), Dec 2021 (NET)
- NET Franchise extension
  - Somatuline® new delivery system approved in EU
  - Satoreotide Phase 2 program advancing
  - Xermelo® companion product launch in EU in 2018

U.S.: Momentum driven by continuing patients and growing new patient share

IP: Intellectual Property; NET: Neuroendocrine Tumors; SSA: somatostatin analog
Cabometyx® franchise expanding in potential

Clinical development programs
- CheckMate 9ER – Registrational trial in 1L RCC in combination with nivolumab
- COSMIC 312 – Registrational trial in 1L HCC in combination with atezolizumab
- COSMIC 021 – Ph 1 basket trial in combination with atezolizumab

Other opportunities
- 44 ongoing investigator-sponsored trials (ISTs)
- Expansion into China with COSMIC 312

IO: Immuno-Oncology; HCC: Hepatocellular Carcinoma; RCC: Renal Cell Carcinoma
Cabometyx® securing solid position along RCC treatment paradigm

Cabometyx in RCC

1L RCC
• Approved May 2018 in EU
• EU approval based on superiority over sunitinib
• Included in U.S. and EU treatment guidelines
• First IO combination received positive CHMP opinion in November 2018

2L RCC
• Emerging as TKI of choice
• Strong clinical data (PFS, OS, ORR)
• Included in U.S. and EU treatment guidelines
• Data showing efficacy post-IO therapy

Evolving sequencing of RCC market

1L
IO combinations

2L
Cabometyx
Other targeted therapies

New treatments that have demonstrated superiority over standard of care

Significant 2L market share gains expected for Cabometyx as IO combinations move into 1L
Onivyde® achieving significant synergies in U.S. Oncology market

Differentiated product

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

Increasing leverage

- Synergies with U.S. Oncology commercial team
  - Substantial overlap with physicians also treating NET (Somatuline)
  - Increase in demand growth, awareness among oncologists
  - Moving into earlier lines of treatment with longer treatment duration
- Ongoing clinical development programs
  - Phase 2 in 1L metastatic pancreatic cancer
  - Phase 2 in 2L small cell lung cancer
  - Additional promising indications under evaluation (11 ongoing ISTs using Onivyde)

FDA: Food and Drug Administration; IST: Investigator-Sponsored Trials; NET: Neuroendocrine Tumors; NCCN: National Comprehensive Cancer Network PK: Pharmacokinetics
Developing leading systemic radiation therapy program

**Systemic Radiation Therapy (SRT)**

Site-directed targeted therapeutic strategy using radiolabeled peptides or other molecules to deliver radiation to cancer cells which overexpress specific receptors

**Ipsen’s commitment to SRT**
- Developing radiolabeled diagnostics and therapeutics for enhanced care through precision medicine and a theranostic strategy
- Strengthened team with new talent and expertise

**Early-stage theranostic programs**

**Satoreotide (SRT for NET) – Phase 1/2 development**
- Potential best-in-class theranostic radiopharmaceutical for NET
- SSA antagonist with potential superior efficacy and benefit/risk vs. SSA agonist
- Platform technology to target multiple indications

**IPN1087 (SRT for PDAC) – Phase 1 development**
- Radiopharmaceutical theranostic targeting tumors expressing NTSR1
- Lead indication: PDAC with other potential indications to follow
- Established a formal partnership with the Pancreatic Cancer Action Network (PanCAN) to leverage its scientific and medical expertise
Building world-class Neuroscience franchise

25+ years in neurotoxin market
Leveraging research, development, commercial expertise
Neurotoxin market growth: 10%+ CAGR through 2020

Established position with Dysport® in attractive neurotoxin market
Therapeutics: Grow Dysport share in spasticity, expand into new indications
Aesthetics: Continue successful partnership with Galderma
Development of next-generation toxins

Neurotoxin market growth: 10%+ CAGR through 2020
Expanding Neurotoxin pipeline

Dysport mid-stage programs

New therapeutic indications to target unmet medical needs with no current therapeutic treatment options:

Hallux valgus (bunions) – Phase 2 development
- Chronic foot deformity - lateral deviation of the big toe causing changes in the appearance of the foot, debilitating foot pain, impairments in gait and balance

Vulvodynia – Phase 2 development
- Painful gynecological disorder characterized by chronic vulvar pain, without a clear identifiable cause

Additional indications under evaluation

Early-stage recombinant neurotoxins

Next-generation benefits
- Better control, robustness, quality and process manufacturing
- Leverages research, development, manufacturing and commercial expertise

Ongoing programs
- Fast-acting neurotoxin is first published recombinant toxin study in humans – completed Phase 1
- Longer-acting neurotoxin in pre-clinical development
### Building sustainable R&D pipeline

<table>
<thead>
<tr>
<th>Preclinical</th>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
<th>Registration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Longer-acting toxin mrBoNT/A</strong></td>
<td><strong>177Lu-IPN-01072 (Satoreotide Tetraxetan)</strong> GEP-NET and non NET</td>
<td><strong>68Ga-IPN-01070 (Satoreotide Trizoxetan)</strong> GEP-NET and breast cancer imaging</td>
<td><strong>Cabometyx® RCC 1L combination with nivolumab</strong></td>
<td><strong>Dysport® Glabellar lines (China)</strong></td>
</tr>
<tr>
<td><strong>Longer-acting toxin mrBoNT/A</strong></td>
<td><strong>177Lu-IPN-01087 NTSR1 solid tumors</strong></td>
<td><strong>Onivyde® PDAC 1L</strong></td>
<td><strong>Cabometyx® HCC 1L combination with atezolizumab</strong></td>
<td><strong>Somatuline® Acromegaly (China)</strong></td>
</tr>
<tr>
<td><strong>IPN60090 (MD Anderson)</strong></td>
<td><strong>Cabometyx® Solid tumors combination with atezolizumab</strong></td>
<td><strong>Onivyde® SCLC 2L</strong></td>
<td><strong>Decapeptyl® 3M Endometriosis (China)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Cabometyx® 1L HCC combination with nivolumab</strong></td>
<td><strong>Dysport® Hallux valgus</strong></td>
<td><strong>Dysport® Vulvodynia</strong></td>
<td><strong>Dysport® PUL spasticity</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Onivyde® Breast cancer</strong></td>
<td><strong>Fast-acting toxin rBoNT/E</strong></td>
<td><strong>Dysport® solution Glabellar lines</strong></td>
<td><strong>Dysport® solution Glabellar lines</strong></td>
<td></td>
</tr>
</tbody>
</table>

**GEP-NET**: Gastroenteropancreatic Neuroendocrine Tumors; **HCC**: Hepatocellular Carcinoma; **PDAC**: Pancreatic ductal adenocarcinoma; **PUL**: Pediatric Upper Limb; **rBoNT/A**: recombinant Botulinum Toxin Type A; **rBoNT/E**: recombinant Botulinum Toxin Type E; **RCC**: Renal Cell Carcinoma; **SCLC**: Small Cell Lung Cancer; **1L**: First line; **2L**: Second line; **3M**: 3-month

---

**Oncology**

**Neuroscience**

**Rare Diseases**
Ambition

▪ Build innovative and sustainable pipeline in all phases of clinical development
▪ Deliver at least one new molecular entity/meaningful indication every year
  ▪ Optimize portfolio management and accelerate priority programs
▪ Focus on Specialty Oncology, Neuroscience, Rare Diseases

Strategy

▪ Focused internal business development efforts + collaborations with venture capital funds and incubators

Significant firepower for Business Development >€1bn supported by strong balance sheet and cash flow generation
2019 objectives

- Maximize growth and market share gains worldwide for differentiated best-in-class established Specialty Care products
- Increase value of the pipeline by accelerating key internal R&D programs
- Identify, execute and integrate successful business development transactions to build an innovative and sustainable pipeline
- Continue Consumer Healthcare sales growth and OTx transformation
- Drive further transformation through leadership and people

Deliver superior value to patients and shareholders
MERCI