

**FOCUS.  
TOGETHER.  
FOR PATIENTS  
& SOCIETY.**



**BRING**  
the full potential of  
our innovative medicines  
to patients



**BUILD**  
a high-value  
sustainable pipeline



**BOOST**  
a culture of collaboration  
& excellence



**DELIVER**  
efficiencies to enable  
targeted investment & growth



**FY 2021 results**

11 February 2022

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- 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 medicine 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. Ipsen must deal with or may have to deal with competition from generic medicines that may result in market-share losses, which could affect its 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.
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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.
- In those countries in which public or private-health cover is provided, Ipsen is dependent on prices set for medicines, pricing and reimbursement-regime reforms and is vulnerable to the potential withdrawal of certain medicines from the list of reimbursable medicines by governments, and the relevant regulatory authorities in its locations. In light of the economic impact caused by the COVID-19 pandemic, there could be increased pressure on the pharmaceutical industry to lower medicine prices.
- Ipsen operates in certain geographical regions whose governmental finances, local currencies or inflation rates could erode the local competitiveness of Ipsen's medicines relative to competitors operating in local currency, and/or could be detrimental to Ipsen's margins in those regions where Ipsen's sales are billed in local currencies.
- In a number of countries, Ipsen markets its medicines via distributors or agents; some of these partners' financial strengths could be impacted by changing economic or market conditions, including impacts of the COVID-19 pandemic, potentially subjecting Ipsen to difficulties in recovering its receivables. Furthermore, in certain countries whose financial equilibrium is threatened by changing economic or market conditions, including impacts of the COVID-19 pandemic, and where Ipsen sells its medicines directly to hospitals, Ipsen could be forced to lengthen its payment terms or could experience difficulties in recovering its receivables in full.
- Ipsen also faces various risks and uncertainties inherent to its activities identified under the caption 'Risk Factors' in the Company's Universal Registration Document.
- All of the above risks could affect Ipsen's future ability to achieve its financial targets, which were set assuming reasonable macroeconomic conditions based on the information available today.

# Speakers



**David Loew**  
Chief Executive Officer



**Aymeric Le Chatelier**  
Chief Financial Officer



**Howard Mayer**  
Head of Research and Development  
(for Q&A)

# Agenda

**1** FY 2021 business overview

**2** FY 2021 financial performance  
Guidance and outlook

**3** Conclusion

**4** Questions

# FY 2021 business overview

David Loew

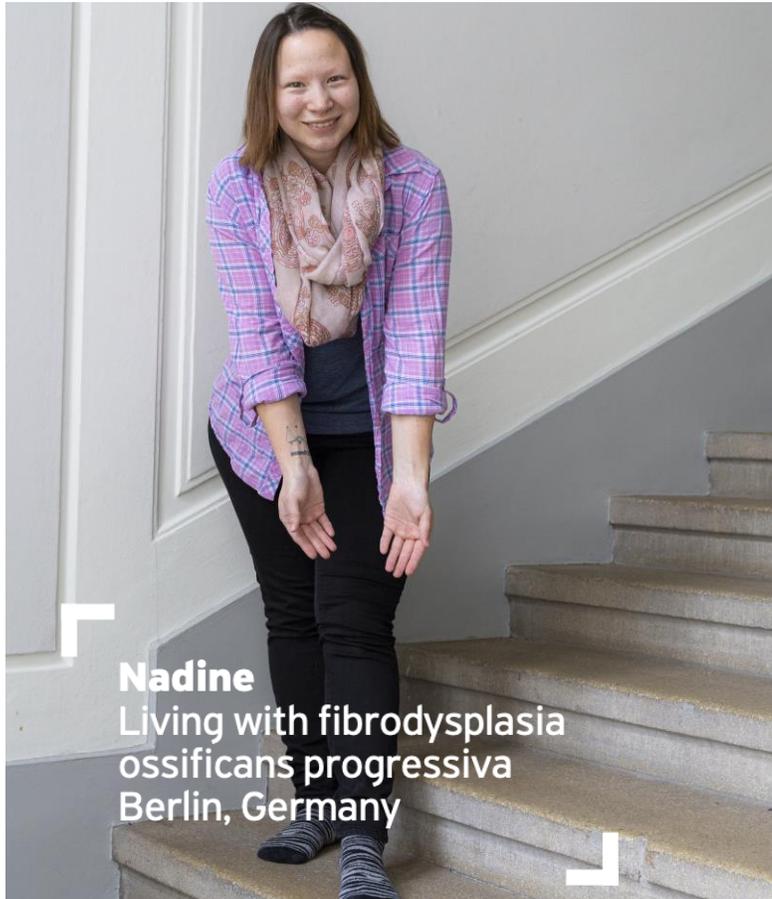
**Misha**

Living with pediatric spasticity  
Tula, Russia



# Clear focus on three therapeutic areas

*A future built on Specialty Care*



**Nadine**  
Living with fibrodysplasia  
ossificans progressiva  
Berlin, Germany

## Our vision

To be a leading global mid-sized biopharmaceutical company with a focus on transformative medicines in Oncology, Rare Disease and Neuroscience



**Oncology**

**Strengthening  
the position**



**Rare Disease**

**Expanding  
the scope**



**Neuroscience**

**Excelling and  
accelerating**

Consumer Healthcare: exclusive negotiations with Mayoly Spindler

# FY 2021: headlines

## *Executing the strategy*

***MAXIMIZE***  
our brands

Total sales growth of +12.3% to €2,869m,  
driven by Specialty Care growth of +12.7%

***STRENGTHEN***  
the pipeline

Seven external-innovation agreements  
across every therapeutic area

***DRIVE***  
efficiencies

A record core operating margin of 35.2%

***FOCUS***  
on culture

A stronger leadership team driving Ipsen's growth

# FY 2021: Oncology sales highlights



## Somatuline



- Continued attractive NET market growth recovering from the pandemic
- Expanding market share further with a limited impact from generic SSAs in 2021

Global SSA market growth (volume in MEU):  
rolling three months



## 2022 expectations

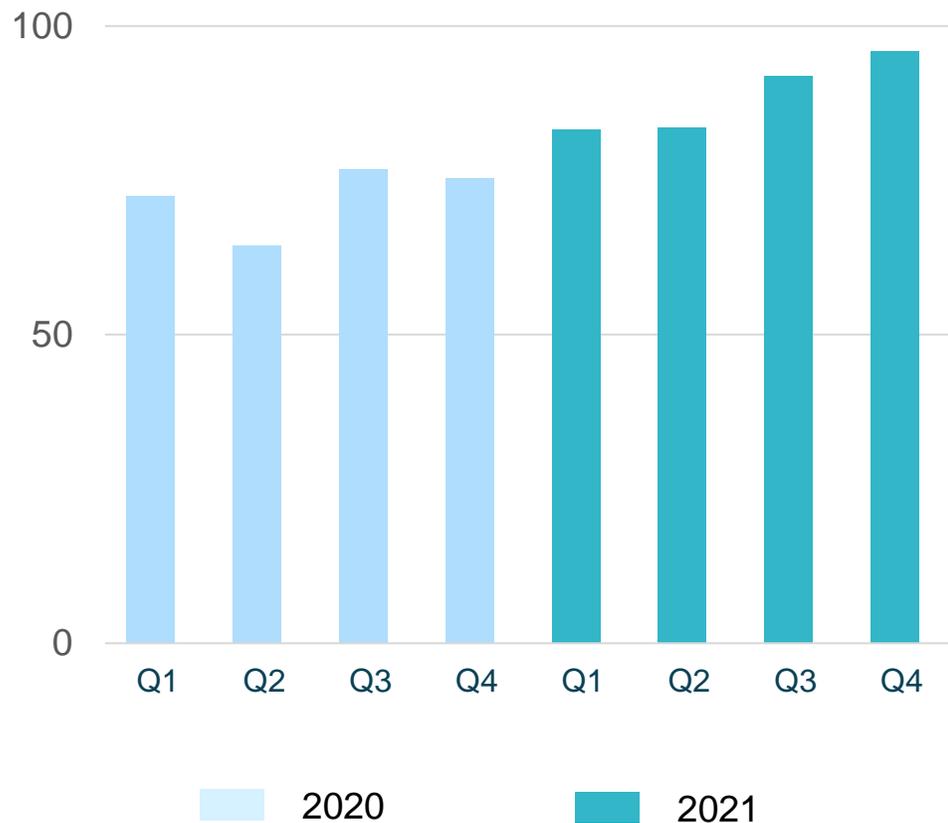
- Further launches of generic lanreotide in other countries in the E.U., as well as increased competition in the U.S.

# FY 2021: Oncology sales highlights



## Cabometyx

€m sales



**FY 2021: +22.8%**

- Strong volumes across most geographies
- TKI of choice in 2L RCC
- Combination in 1L RCC launched in Germany. Cabometyx 1L new-patient exit share now at 18%
- Reimbursement and launches in 1L RCC expected in other key E.U. countries in 2022

# FY 2021: Oncology sales highlights



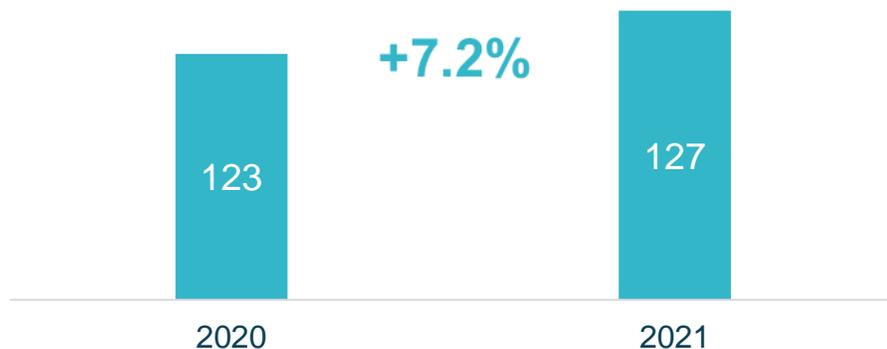
## *Decapeptyl and Onivyde*

€m sales



- Excellent performance driven by recovery in China
- Further market-share gains elsewhere

€m sales



- Higher sales to ex-U.S. partner and strong volume growth in the U.S.
- Continued impact from the pandemic on rates of diagnosis

# FY 2021: Neuroscience sales highlights



## *Dysport*



### ***Aesthetics***

- Strong performance across all key Ipsen and Galderma markets
- Full recovery from the pandemic
- Market growth driven by favorable consumer dynamics

### ***Therapeutics***

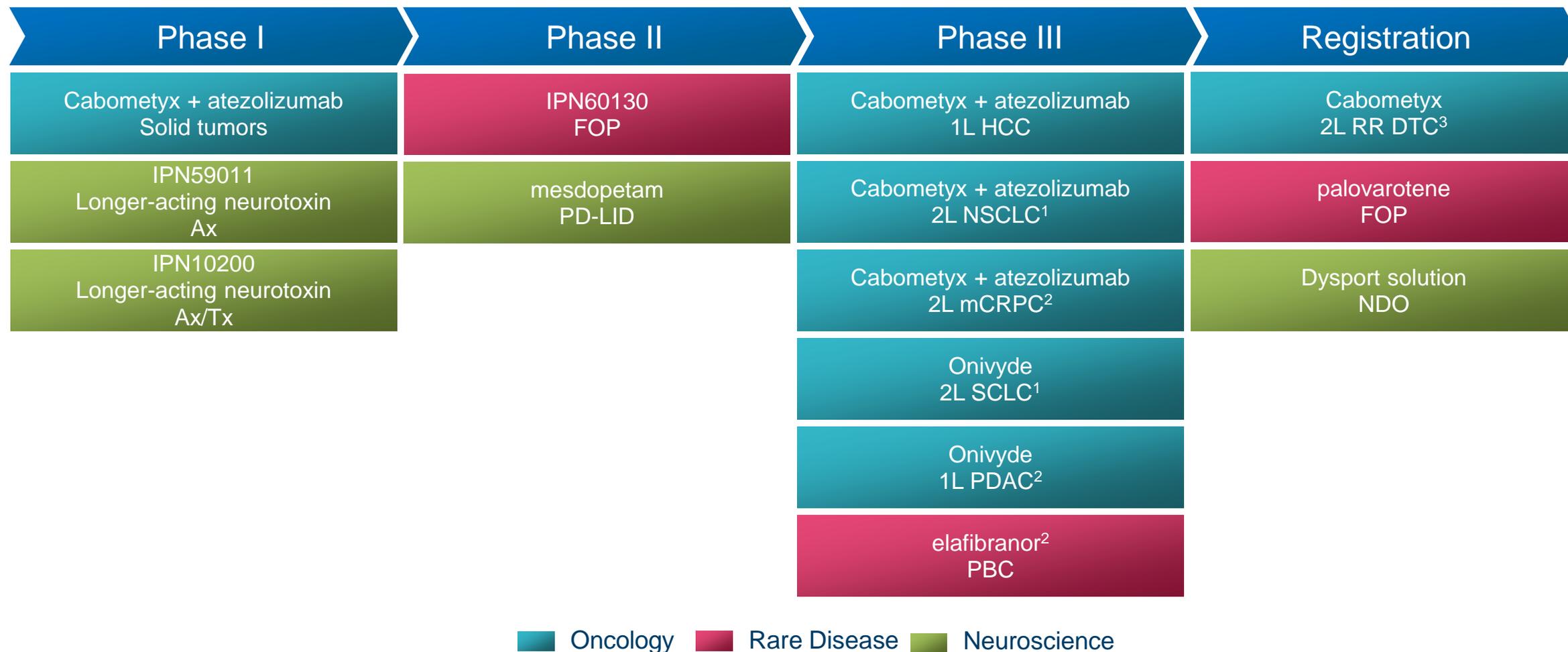
- Strong performance supported by solid market growth
- Numbers of injections recovering towards pre-pandemic level
- Ipsen's focus on spasticity indications and the penetration of neurotoxins to address the significant unmet medical need

# Strong execution of the external-innovation strategy

*Seven transactions completed in 2021 across the three therapeutic areas*

<b>Oncology</b>	 <b>Accent Therapeutics</b> METTL3	<b>BAKX Therapeutics</b> BKX-001	<b>Queen's University</b> FLIP-inhibitor program
	Preclinical	Preclinical	Preclinical
<b>Rare Disease</b>	 <b>GENFIT</b> elafibranor		
	Phase III		
<b>Neuroscience</b>	 <b>IRLAB</b> mesdopetam	<b>Excicure</b> Spherical Nucleic Acids	<b>BCH/UOS</b> BoNT/X
	Phase IIb	Preclinical	Preclinical

# Building a high-value sustainable pipeline



Information shown as at the end of 2021. 1. Data readout anticipated in H2 2022. 2. Data readout anticipated in 2023. 3. Regulatory decision (EU) anticipated in H1 2022. **Ax**: aesthetics; **Tx**: therapeutics; **FOP**: fibrodysplasia ossificans progressiva; **PD-LID**: Parkinson's disease - levodopa-induced dyskinesia; **HCC**: hepatocellular carcinoma; **NSCLC**: non-small cell lung cancer; **mCRPC**: metastatic castration-resistant prostate cancer; **SCLC**: small-cell lung cancer; **PDAC**: pancreatic ductal adenocarcinoma; **PBC**: primary biliary cholangitis; **RR DTC**: radio-refractory differentiated thyroid cancer; **NDO**: neurogenic detrusor overactivity.

# Company social responsibility: highlights



## Employees

Females: comprised 42% of the GLT in 2021 - on track to reach gender balance by 2024

Employers' recognition through external and independent awards: 19 countries



## Communities

Continued support of International Health Partners

Ipsen in Motion: support of patient associations

Ipsen Community Day



## Environment

Halving absolute greenhouse-gas emissions<sup>1</sup> by 2030

Working closely with partners to reduce science-based Scope 3 emissions by 2030

# FY 2021 financial performance

## Guidance and outlook

Aymeric Le Chatelier

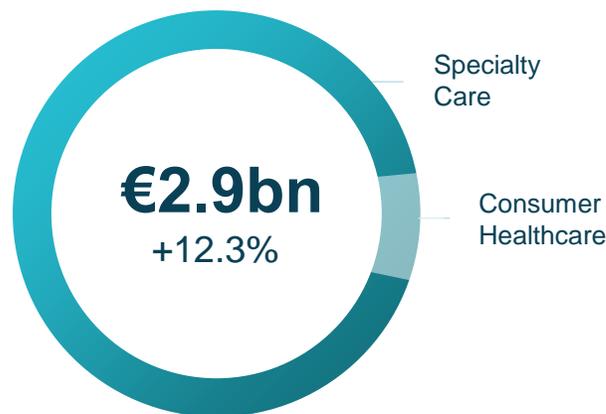
Meeting  
Boulogne, France



# FY 2021 financial highlights

*Operating leverage driving margin growth and strong cash generation*

## Total sales



Specialty Care +12.7%

Consumer Healthcare +8.1%

## Core operating margin



Focus on efficiency

Continued investment in R&D

## Free cash flow



**€807m**  
+24.9%<sup>1</sup>

Strong EBITDA growth of 20.2%<sup>1</sup>

Net debt at €126m

Proposed<sup>2</sup> 2021 dividend per share of €1.20

# Core P&L: leveraging strong sales growth

	FY 2021 €m	FY 2020 €m	Change
<b>Total Sales</b>	<b>2,868.9</b>	<b>2,591.6</b>	<b>10.7%</b>
Other revenue	130.2	94.5	37.8%
Cost of goods sold	(538.0)	(490.6)	9.6%
<b>Gross profit</b>	<b>2,461.2</b>	<b>2,195.6</b>	<b>12.1%</b>
<i>% of total sales</i>	<i>85.8%</i>	<i>84.7%</i>	<i>+1.1% pts</i>
R&D expenses	(428.4)	(405.6)	5.6%
<i>% of total sales</i>	<i>14.9%</i>	<i>15.6%</i>	<i>-0.7% pts</i>
Selling expenses	(835.7)	(784.0)	6.6%
<i>% of total sales</i>	<i>29.1%</i>	<i>30.3%</i>	<i>-1.1% pts</i>
G&A expenses	(199.6)	(187.8)	6.3%
<i>% of total sales</i>	<i>7.0%</i>	<i>7.2%</i>	<i>-0.3% pts</i>
Other operating income and expenses	13.8	11.2	23.6%
<b>Core Operating Income</b>	<b>1,011.3</b>	<b>829.3</b>	<b>21.9%</b>
<i>% of total sales</i>	<i>35.2%</i>	<i>32.0%</i>	<i>+3.2% pts</i>

**Other revenue:** growth in royalties paid by partners

**Gross profit margin ratio:** +1.1% pts from favorable mix; improved volumes impacting manufacturing variances

**Research and development expenses ratio:** 14.9%, supporting investment in lifecycle management and new molecules

**SG&A expenses ratio:** efficiencies improving the ratio by 1.4% pts to 36.1%

# Delivering efficiencies

*Improving the ratio of SG&A costs to total sales to 36.1%*



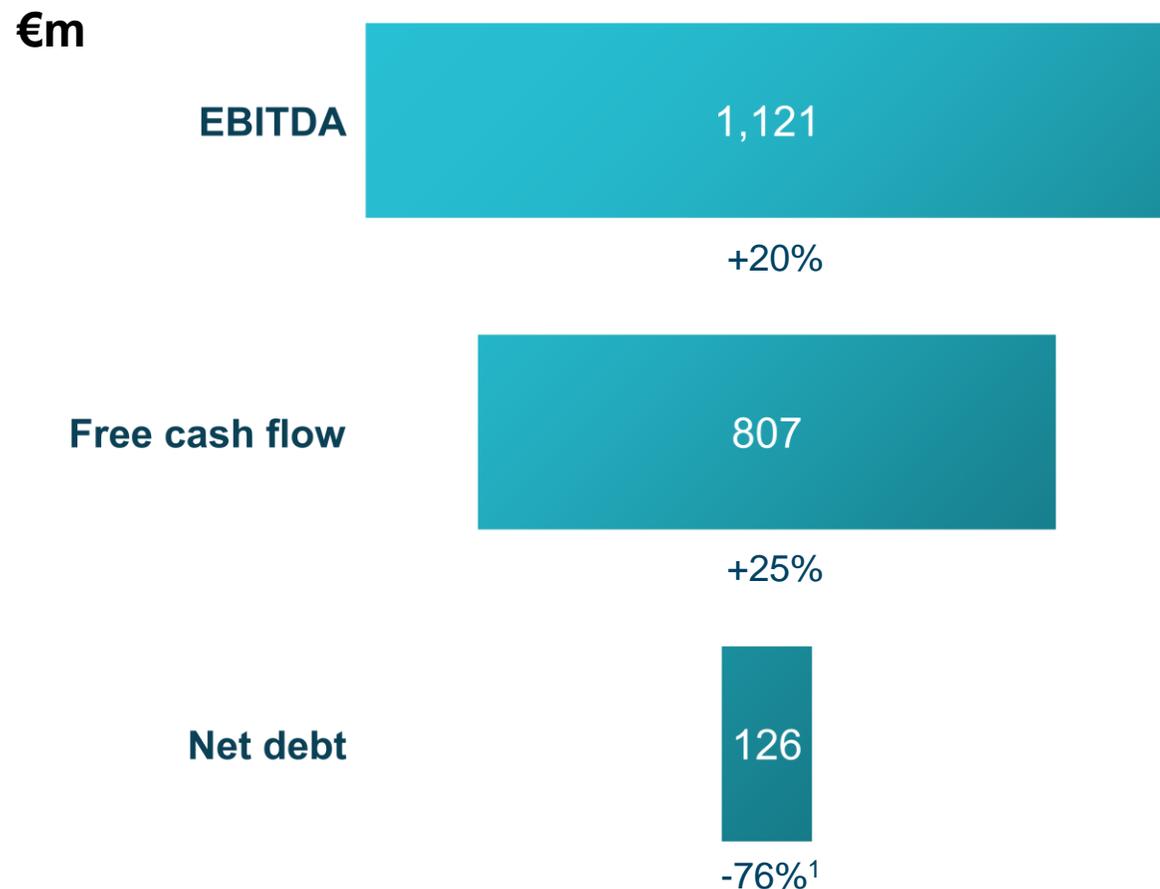
**Reducing the ratio** by 3.5% pts since 2019, driven by:

- Efficiency gains from procurement savings, project prioritization, restructuring and digital initiatives
- Spending smart, simpler operations, accelerating transformation
- Reduced T&E and medical & marketing activities due to the pandemic

**Further efficiencies expected in 2022**  
to offset anticipated normalization  
and investment for growth

# Strong balance sheet and further cash generation

*Funding significant potential external innovation*



Net debt to EBITDA of 0.1x

Capital allocation prioritized to external innovation

Firepower<sup>2</sup> for external innovation of €2.1bn at the end of FY 2021

# Consumer Healthcare

*Exclusive negotiations with Mayoly Spindler*



## Delivering on the strategic roadmap

€350m on an enterprise-value basis,  
including an earnout contingent payment of €50m

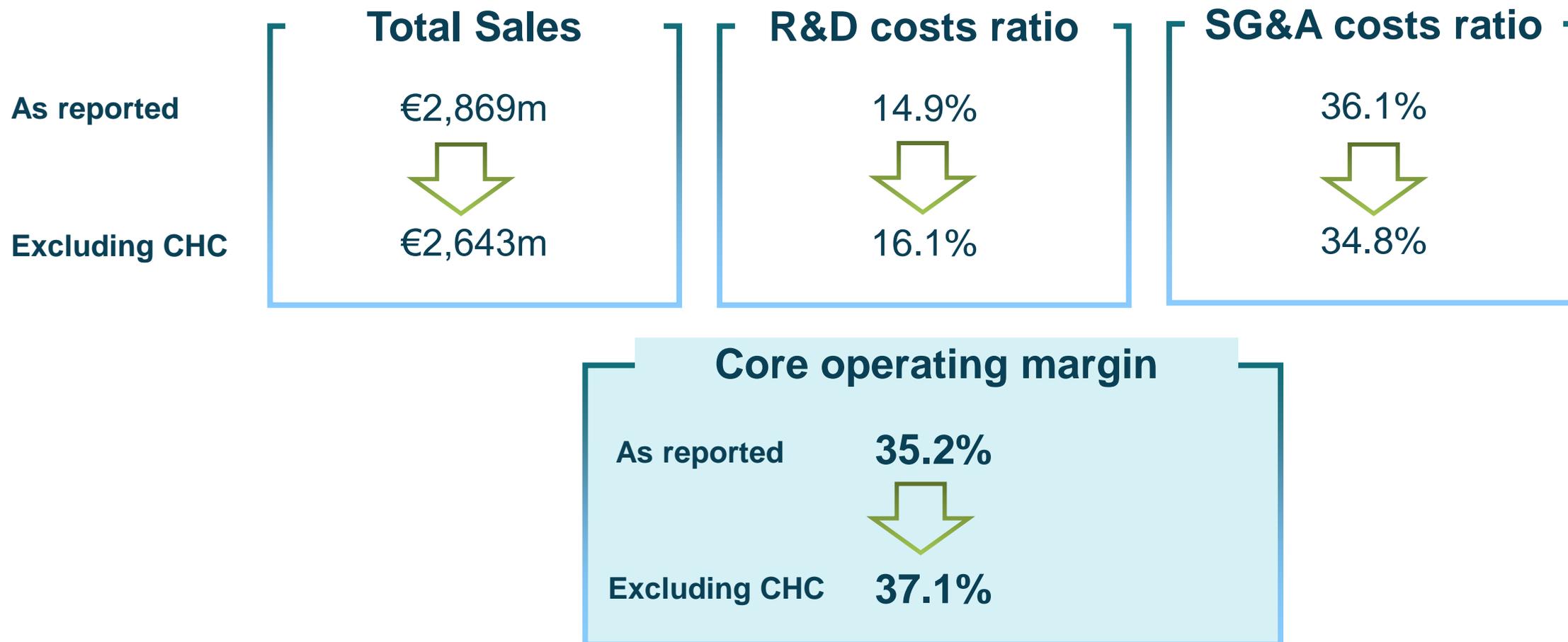
Expected to complete by the end of Q3 2022

Creation of a global consumer-healthcare platform

Supports strategic focus on Specialty Care

# Core 2021 financials excluding CHC

*An improvement in the core operating profit margin to 37.1%*



# FY 2022 guidance, excluding CHC

*Continued top-line growth and a robust core operating margin*



**Total-sales growth greater than 2.0% at constant exchange rates**

Expected favorable impact of around 2% from currencies based on the level of exchange rates in January 2022



**Core operating margin greater than 35.0% of total sales**

Excludes any potential impact of incremental investments from external-innovation transactions

## *Guidance assumptions*

Further generic-lanreotide launches in other countries in the E.U., as well as increased competition in the U.S.  
An ongoing global return to normal healthcare systems

Assumes application of discontinued operations (Consumer Healthcare) from 1 January 2022 and compares to the FY 2021 operating performance excluding the contribution from the Consumer Healthcare business.

# Update of mid-term 2020-24 outlook

*Financial outlook reflects Specialty Care only<sup>1</sup>*



**Total sales  
CAGR between  
+4% & +6%<sup>2</sup>**

At constant exchange rates  
and scope

Assumes potential risk-adjusted  
additional indications



**Commitment to invest in  
R&D supported by SG&A  
efficiencies**

Higher R&D costs  
as a % of total sales  
driven by external innovation

Reduced SG&A costs  
as a % of total sales  
driven by further efficiencies



**€3.5bn cumulative  
remaining firepower by 2024  
for external innovation**

Based on net debt below  
2.0x EBITDA

Includes proceeds from the sale  
of the Consumer Healthcare  
business

1. Assumes application of discontinued operations (Consumer Healthcare) from 1 January 2022 and compares to the FY 2020 operating performance excluding the contribution from the Consumer Healthcare business.

2. Prior outlook, outlined in 2020, included a total-sales 2020-24 CAGR of 2% to 5% at constant exchange rates.

# Conclusion

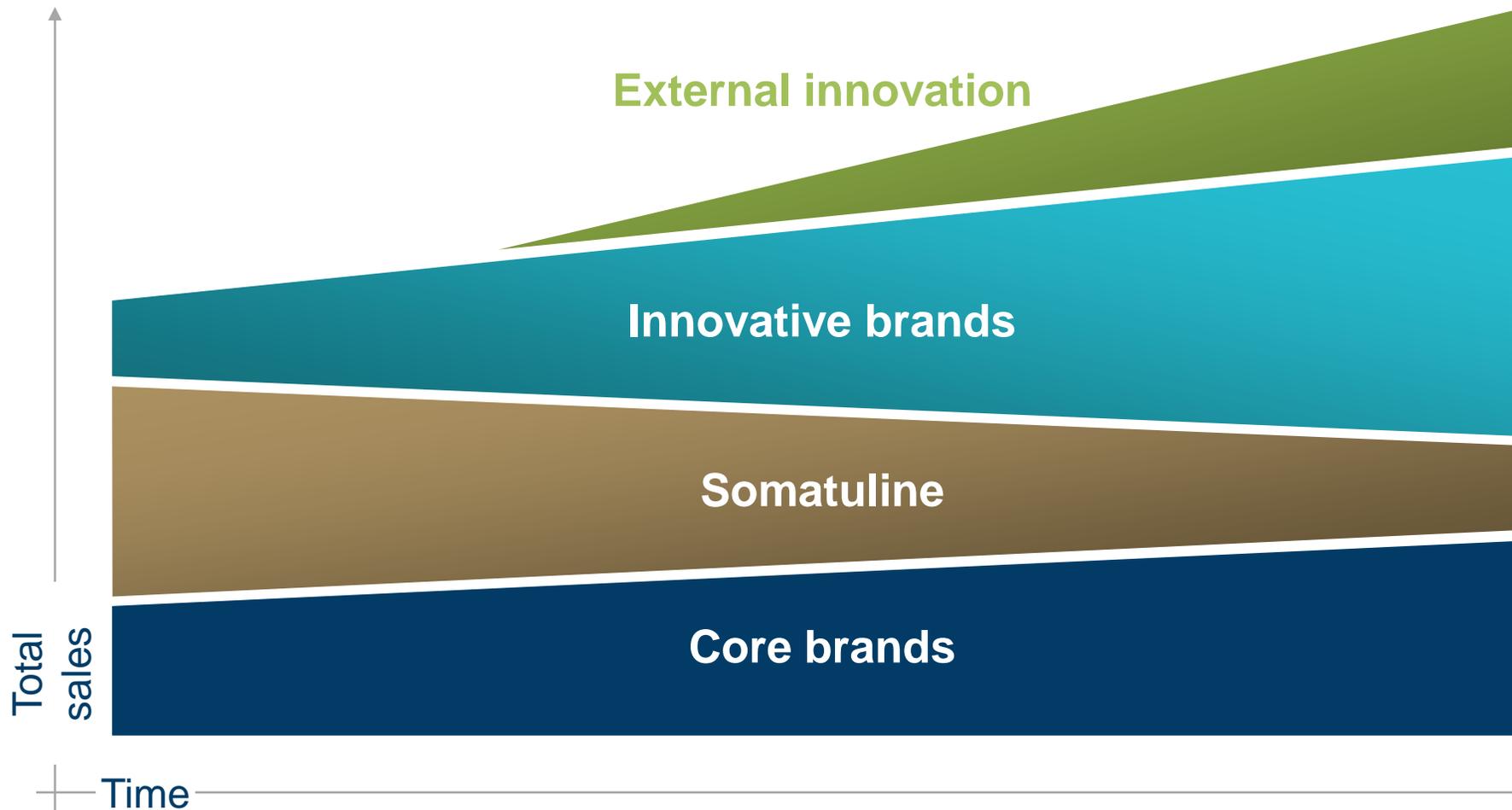
David Loew

**Diana**

Living with post-stroke spasticity  
Sintra, Portugal



# A strong platform for sustainable growth



**Transition**  
post-SSA  
competition entry

**Drive growth**  
of core & innovative  
brands

**Accelerate growth**  
with external  
innovation

# Conclusion

*Executing in line with our strategy*



## Delivery

of strong 2021 results

Top-line growth across all core and innovative brands

An expanded core operating margin

Sound financial structure and strong cash generation



## Clinical

development milestones

Cabometyx + atezolizumab:  
2L NSCLC Phase III data readout

Onivyde: 2L SCLC  
Phase III data readout

Palovarotene: FOP  
regulatory resubmission

Mesdopetam: PD-L1D  
Phase IIb data readout



## Business

development opportunities

Seven transactions in 2021

External innovation:  
the primary capital-allocation  
priority, underpinned by a  
strong financial position

Across the three  
therapeutic areas

Strengthened capacity and  
firepower to execute further

# Questions

**Ronny**  
Living with a  
NET/neuroendocrine tumor  
Tennessee, USA



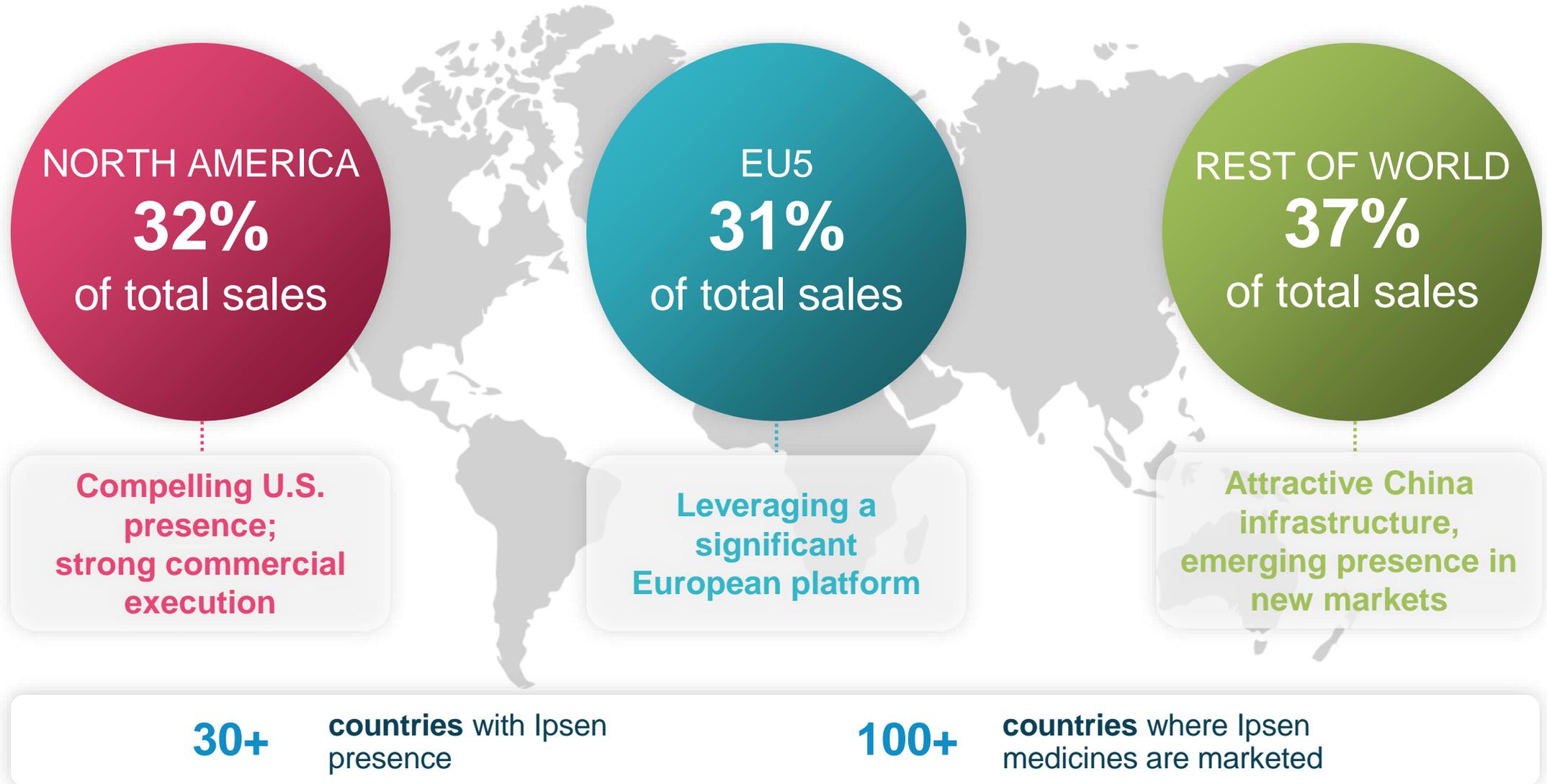
# Appendix

**Janice**

Living with cervical dystonia  
Tennessee, USA



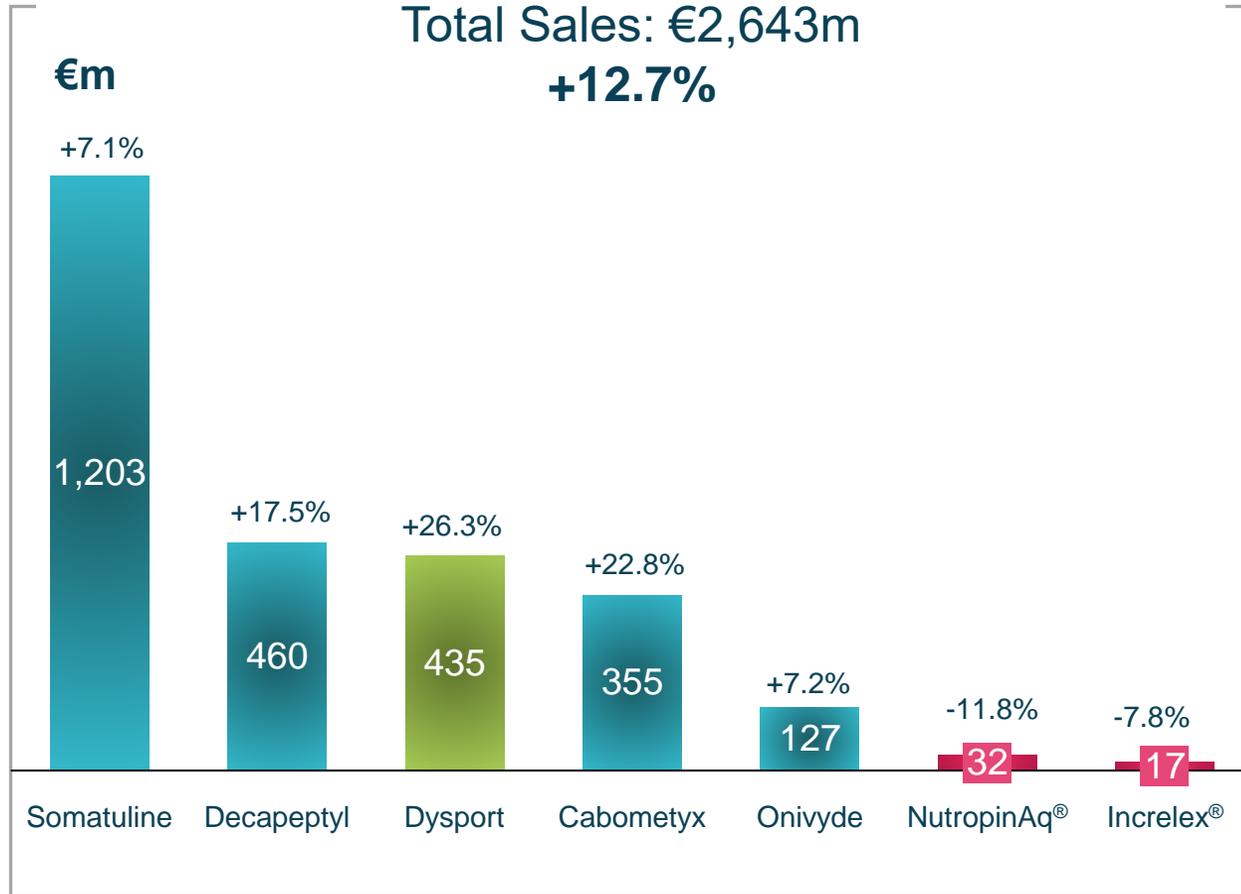
# A strong and expanding global footprint



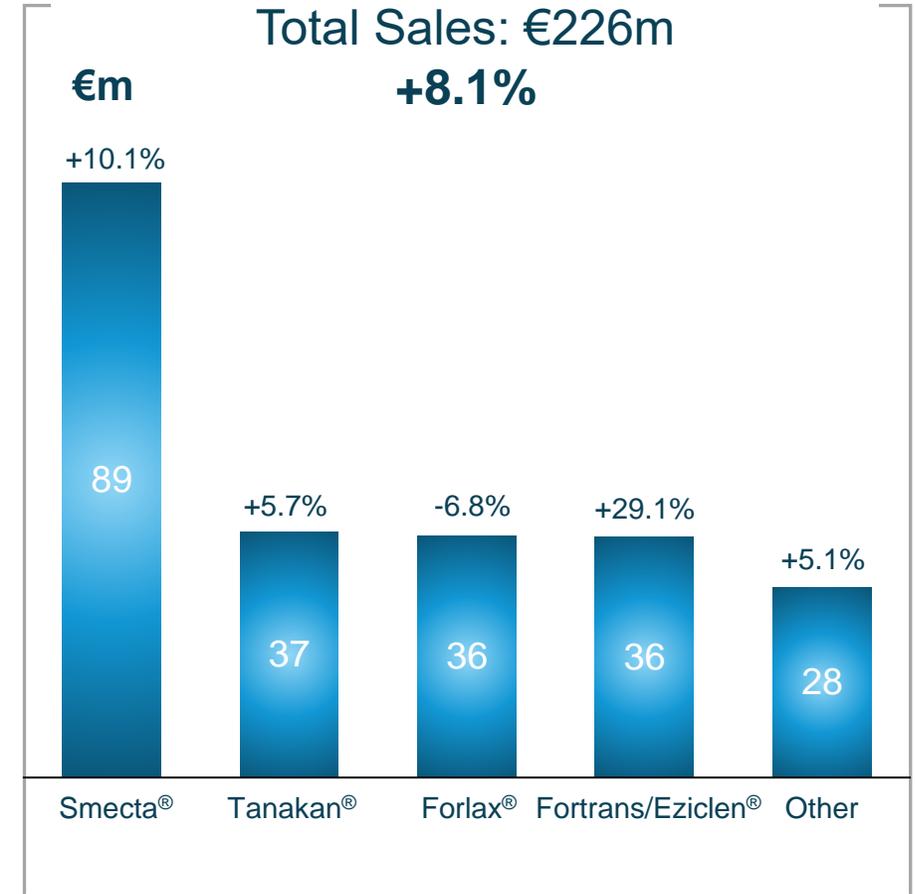
Based on FY 2021 total sales. **EU5**: the U.K. France, Germany, Spain and Italy

# FY 2021: sales by brand

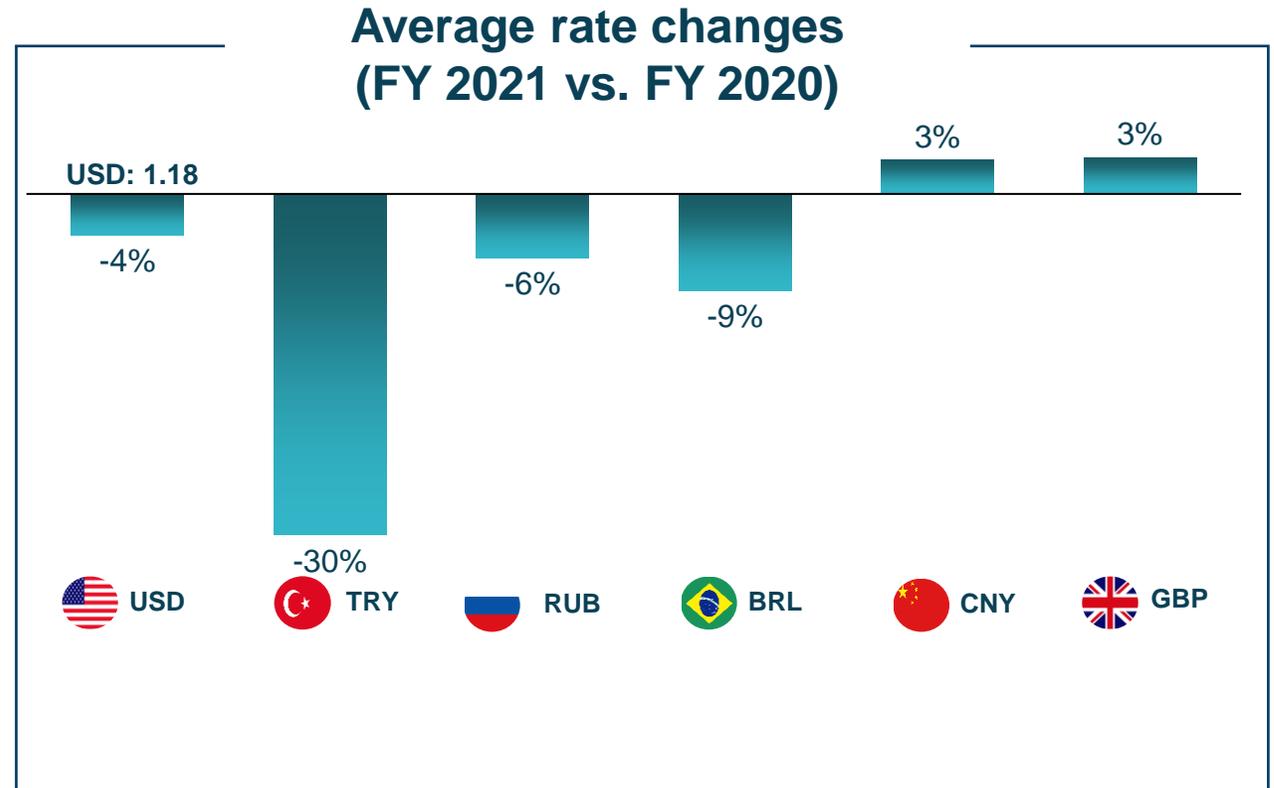
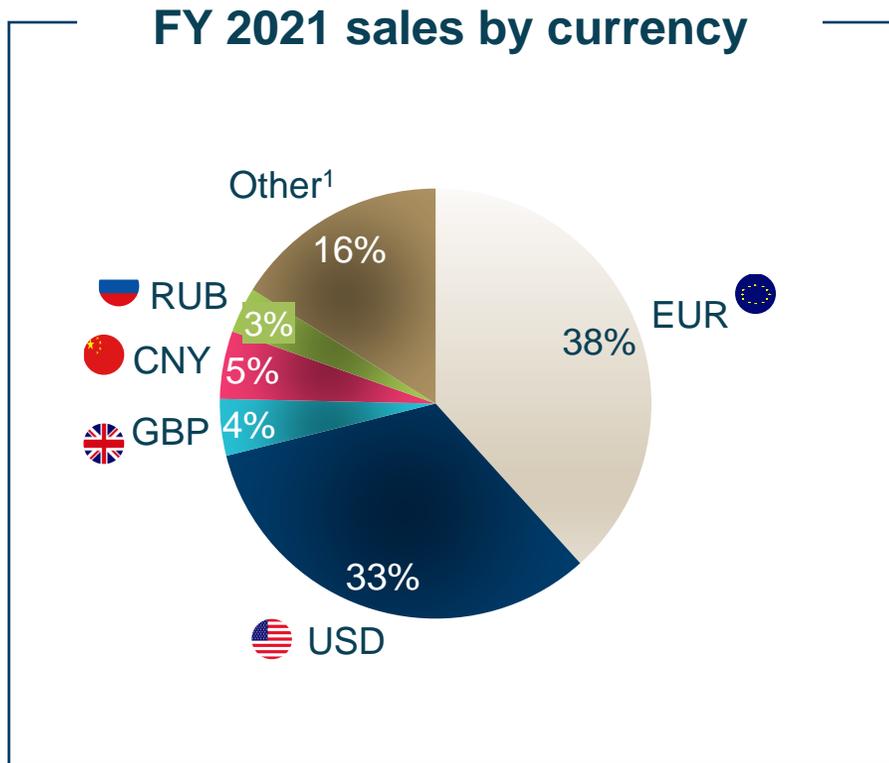
## Specialty Care Total Sales: €2,643m +12.7%



## Consumer Healthcare Total Sales: €226m +8.1%



# FY 2021 total sales: adverse impact of fx rates



**Adverse 1.6% impact: lower USD, TRY, RUB and BRL**

# Core 2021 financials excluding CHC

FY 2021	As reported €m	CHC €m	Excluding CHC €m
<b>Total Sales</b>	<b>2,868.9</b>	<b>225.6</b>	<b>2,643.3</b>
Other revenue	130.2	24.9	105.4
Cost of goods sold	(538.0)	(98.4)	(439.6)
Gross profit	2,461.2	152.1	2,309.1
<i>% of total sales</i>	85.8%	67.4%	87.4%
R&D expenses	(428.4)	(3.7)	(424.7)
<i>% of total sales</i>	14.9%	1.7%	16.1%
Selling expenses	(835.7)	(105.9)	(729.8)
<i>% of total sales</i>	29.1%	46.9%	27.6%
G&A expenses	(199.6)	(10.8)	(188.8)
<i>% of total sales</i>	7.0%	4.8%	7.1%
Other operating income and expenses	13.8	0.0	13.8
<b>Core Operating Income</b>	<b>1,011.3</b>	<b>31.7</b>	<b>979.5</b>
<i>% of total sales</i>	35.2%	14.1%	37.1%

# Oncology

## Key ongoing clinical-trial highlights

Trial	Population	Patients	Design	Endpoints	Status
Cabometyx COSMIC-312 Phase III NCT03755791	1L HCC	740	Sorafenib or Cabometyx + atezolizumab or Cabometyx	Primary: PFS, OS Secondary: PFS single- agent Cabometyx arm	PFS primary endpoint met. Interim OS primary endpoint not met  Final OS data readout expected H1 2022
Cabometyx COSMIC-311 Phase III NCT03690388	2L RR DTC	300	Placebo or Cabometyx	Primary: PFS, ORR	PFS primary endpoint met. ORR primary endpoint not met  EU regulatory decision anticipated H1 2022
Cabometyx CONTACT-01 Phase III NCT04471428	2L NSCLC	350	Docetaxel or Cabometyx + atezolizumab	Primary: OS Secondary: PFS, ORR, DoR	Data readout anticipated H2 2022

# Oncology

## Key ongoing clinical-trial highlights

Trial	Population	Patients	Design	Endpoints	Status
Cabometyx CONTACT-02 Phase III NCT04446117	2L CRPC	580	Second novel hormonal therapy (abiraterone and prednisone or enzalutamide) or Cabometyx + atezolizumab	Primary: OS, PFS Additional endpoints: ORR, prostate-specific antigen response rate and duration of response	Data anticipated 2023
Cabometyx Phase Ib NCT03170960	Solid tumors	1,732	Cabometyx + atezolizumab	Primary: maximum tolerated dose / recommended dose, ORR Secondary: safety	Recruiting
Onivyde NAPOLI-3 Phase III NCT04083235	1L PDAC	750	Nab-paclitaxel + gemcitabine or Onivyde + 5-FU/LV + oxaliplatin	Primary: OS Secondary: PFS, ORR, safety	Data anticipated 2023
Onivyde RESILIENT Phase III NCT03088813	2L SCLC	461	Topotecan or Onivyde	Primary: OS Secondary: PFS, ORR, safety	Data anticipated H2 2022

# Rare Disease

## Key ongoing clinical-trial highlights

Trial	Population	Patients	Design	Endpoints	Status
Palovarotene MOVE Phase III NCT03312634	FOP (chronic)	107	Palovarotene - 5mg QD and upon flare-up, 20mg QD for 28 days, followed by 10mg for 56 days	Primary: annualized change in new HO volume Secondary: subjects with new HO, number of body regions with HO, subjects with flare-ups, rate of flare-ups, safety	H1 2022 regulatory resubmission (US)  H1 2022 'clock-stop' expiry (EU)
IPN60130 FALKON Phase II NCT05039515	FOP (chronic)	~90	Placebo or two dosing regimens of IPN60130	Primary: annualized change in new HO volume and safety Secondary: change in HO volume in new HO lesions, number of new HO lesions, rate and number of flare-up days, number of body regions with HO, pain intensity	First patient commenced dosing Q1 2022
Elafibranor ELATIVE Phase III NCT04526665	PBC	150	Placebo or elafibranor	Response to treatment defined as ALP < 1.67 x ULN and total bilirubin ≤ ULN and ALP decrease ≥ 15 percent	Data anticipated 2023

# Neuroscience

## Key ongoing clinical-trial highlights

Trial	Population	Patients	Design	Endpoints	Status
Mesdopetam Phase IIb NCT04435431	Levodopa-induced dyskinesia in Parkinson's disease	140	Mesdopetam or placebo	Change in average daily hours of ON-time <sup>1</sup> without troublesome dyskinesia	Data anticipated H2 2022
IPN59011 Ax LONG-SET Phase I/II NCT04736745	Moderate to severe upper facial lines	424	Dose escalation and dose finding versus Dysport or placebo	Primary: Safety Secondary: Efficacy	Recruiting
IPN10200 Ax LANTIC Phase I/II NCT04821089	Moderate to severe upper facial lines	424	Dose escalation and dose finding versus Dysport or placebo	Primary: Safety Secondary: Efficacy	Recruiting
IPN10200 Tx LANTIMA Phase I/II NCT04752774	Adult patients with upper limb spasticity	209	Dose escalation and dose finding versus Dysport or placebo	Primary: Safety Secondary: Efficacy	Recruiting

THANK YOU



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