

# Strategy Day Ipsen

June 9, 2011



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## ***Today's agenda***

***M. de Garidel***

***Chairman and Chief Executive Officer***



## Agenda for the day

<b>Introduction</b>	▶	Marc de Garidel	<b>13:30</b>
<b>Endocrinology/ Somatuline®</b>	▶	Christophe Jean	<b>14:00</b>
<b>Field of NET</b>	▶	Pr. Wouter de Herder	<b>14:20</b>
<b>Neurology/ Dysport®</b>	▶	Christophe Jean	<b>14:45</b>
<b>Field of toxins</b>	▶	Pr. Pierre Denys	<b>15:05</b>
<b>R&amp;D</b>	▶	Claude Bertrand	<b>15:25</b>
<b>Q&amp;A session</b>			<b>15:45</b>
<b>Break - 20 minutes</b>			<b>16:05</b>
<b>Uro-oncology/ Decapeptyl®</b>	▶	Christophe Jean	<b>16:25</b>
<b>Hemophilia</b>	▶	Marc de Garidel	<b>16:40</b>
<b>Field of Hemophilia</b>	▶	Pr. Claude Négrier	<b>16:50</b>
<b>USA</b>	▶	Christophe Jean	<b>17:10</b>
<b>China</b>	▶	Eric Bouteiller	<b>17:30</b>
<b>Primary care</b>	▶	Marc de Garidel	<b>17:50</b>
<b>Conclusion</b>	▶	Marc de Garidel	<b>18:00</b>
<b>Q&amp;A session</b>			<b>18:10</b>

## *Executive summary*

## Ipsen's 2020 aspiration: Become a global leader in targeted debilitating diseases

Increase Focus

Invest to Grow

Leverage Footprint

A market-oriented franchise model...

...driving an R&D patient centric organization focused on core platforms, peptides and toxins.

More than double revenues<sup>1</sup>

...and more than triple EBIT<sup>2</sup>



## ***Introduction***

***M. de Garidel***

***Chairman and Chief Executive Officer***



## *Quick overview of the pharma context*





## Over the past decade, the pharmaceutical environment has significantly toughened

### Cross industry topline pressure...

- Increased primary care pressure
- Intensifying competition in specialty care globally
- Patent cliff 2010-2014

### ...fewer NMEs and higher R&D costs...

- R&D spend more than doubled since 1997<sup>2</sup> with lower R&D productivity
- 50% less New Molecular Entities approved per year vs. 1997<sup>2</sup>
- Decrease to 50% from 70% of Ph III success rate<sup>1</sup>

### ...and more complex market access

- Overall pressure on new drug prices
- Increasing hurdles
- In EU, regional decision making, tenders...

*Increasing pressure across P&L*

## Growth potential lies in specialty care and global footprint

### Rise of specialty care

- High unmet medical needs addressed by Specialty Care provide growth:
  - Global 2010 growth of 6.3%<sup>1</sup> (vs. 2.3%<sup>1</sup> for global primary care growth)
- Lower exposure to substitutable generics

### Rise of emerging markets

- Steady development of emerging countries :
  - Improving healthcare coverage
  - Increasing drug purchasing power
- Pharmerging markets to grow ~15%<sup>1</sup> CAGR (2010-2015)

### US to remain N°1 market

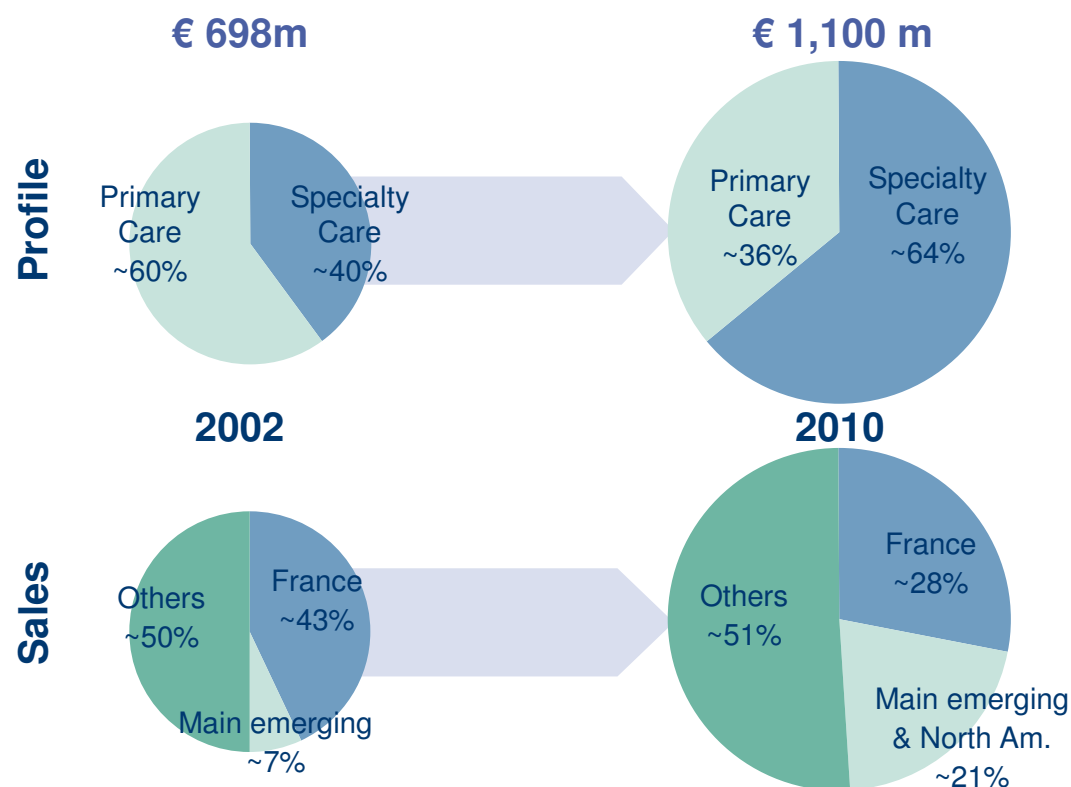
- US market to remain by far the largest market (with ~30%<sup>1</sup> of WW market in 2015)
- Expected contribution to global growth to remain important: 11%<sup>1</sup> between 2010 and 2015

## ***First assessment***



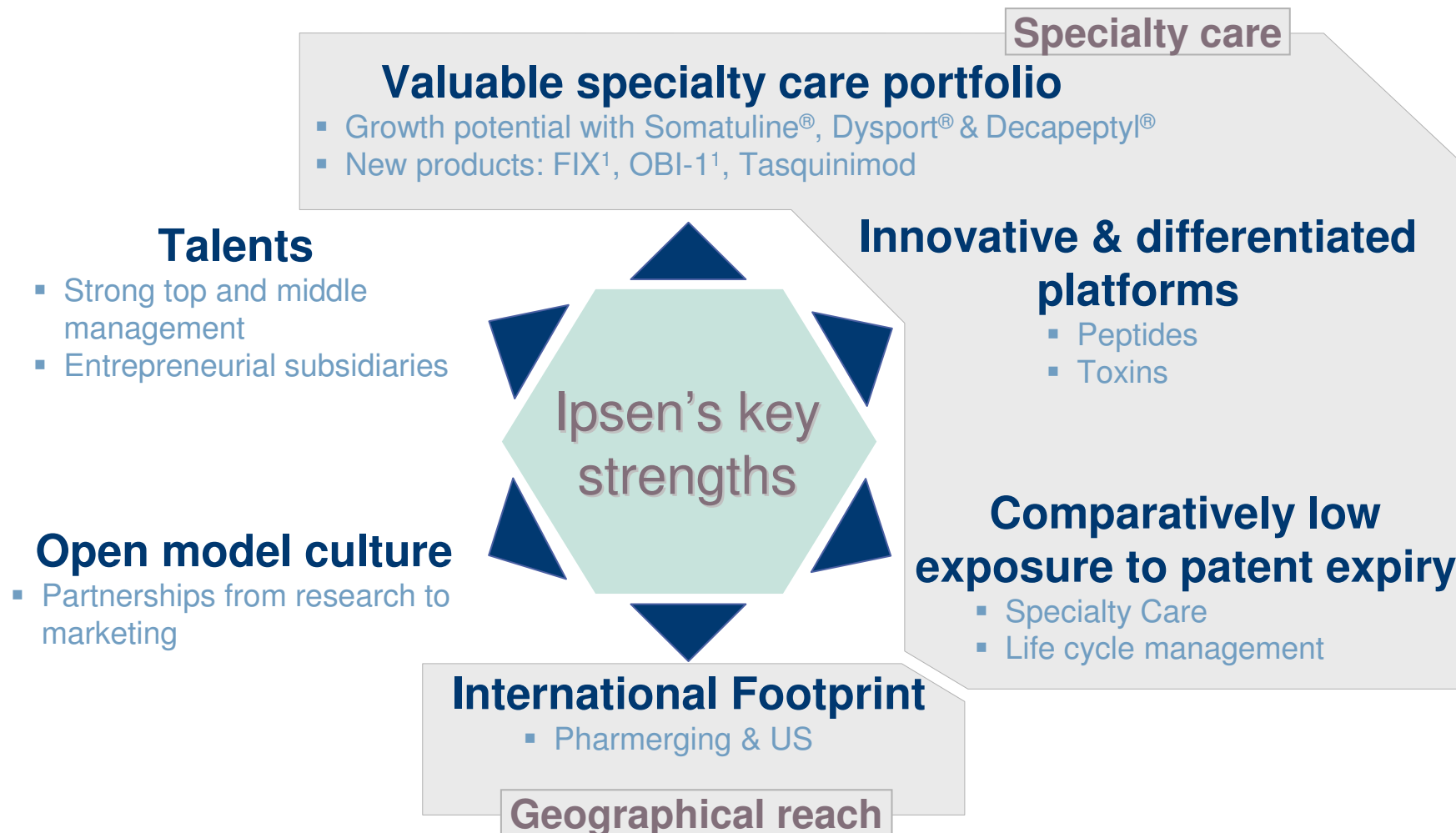
Over the last decade, Ipsen has succeeded in adapting to a fast changing environment...

### Evolution of Ipsen's sales profile



**Ipsen is ideally positioned to benefit from current market trends**

## ... building key assets, creating a unique profile in 2011



## During the strategic review, several key questions were identified...

Are we focused enough?

Have we fully leveraged our current portfolio's potential?

Is our early stage compound portfolio sufficient to sustain long term growth?

How do we improve return in the US?

How do we address the primary care situation?

## ... and answered

<b>FOCUS</b>	There is still significant scope to enhance focus
<b>FULL POTENTIAL</b>	We can further leverage the potential that lies in Dysport® and Somatuline®
<b>PIPELINE</b>	We need to replenish our early stage pipeline for the out years
<b>US</b>	Focus on our core products Dysport® and Somatuline®
<b>FRENCH PC</b>	All partnering opportunities are being assessed

## ***Long term Ambition***

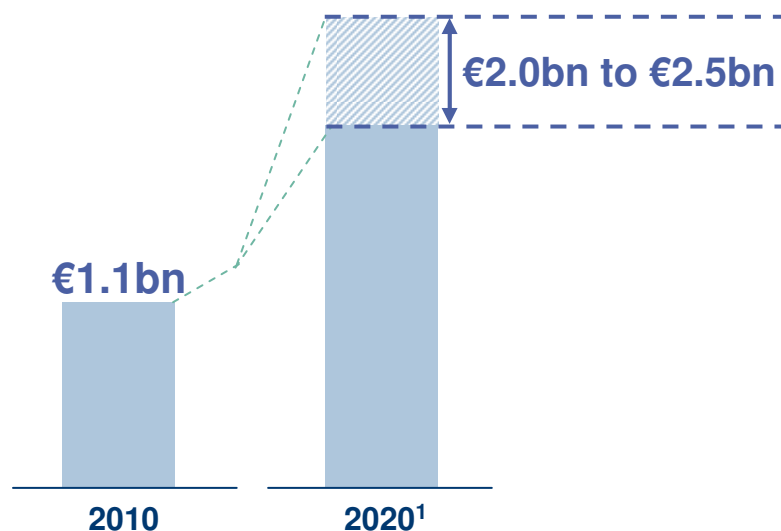
***“To become a global leader in targeted debilitating diseases”***



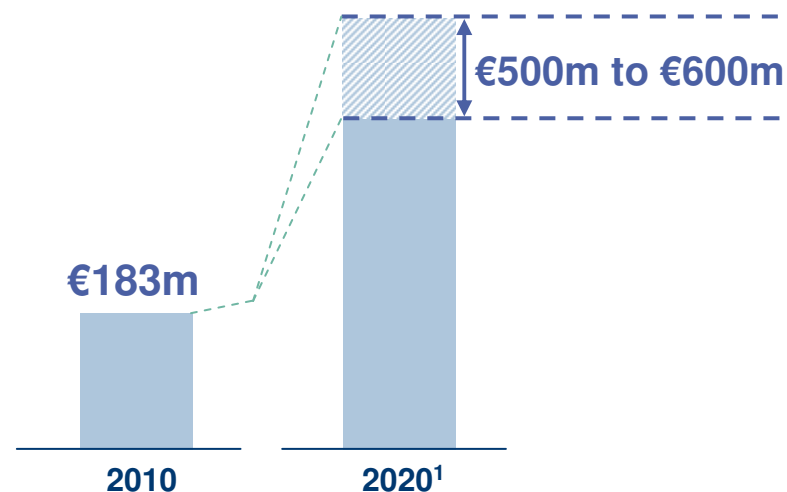


## Ipsen's 2020 ambitions

### More than double total revenues...



### ..and more than triple EBIT<sup>2</sup>...



### ... over 2 periods:



1

#### 2011 – 2015 Investment

- Label extension
- Leveraged geographies
- Increased commercial investments
- Inspiration option

2

#### 2016 – 2020 Solid growth

- Dysport® and Somatuline® on track for full potential
- New products: Inspiration option, tasquinimod, others...
- R&D productivity/ pipeline delivering
- US platform to materialize potential

## To achieve our ambition, we need to...

### ... Increase focus

- Capture Ipsen's assets full potential, on a limited number of:
  - technological platforms (R&D focus)
  - Disease areas (commercial focus)

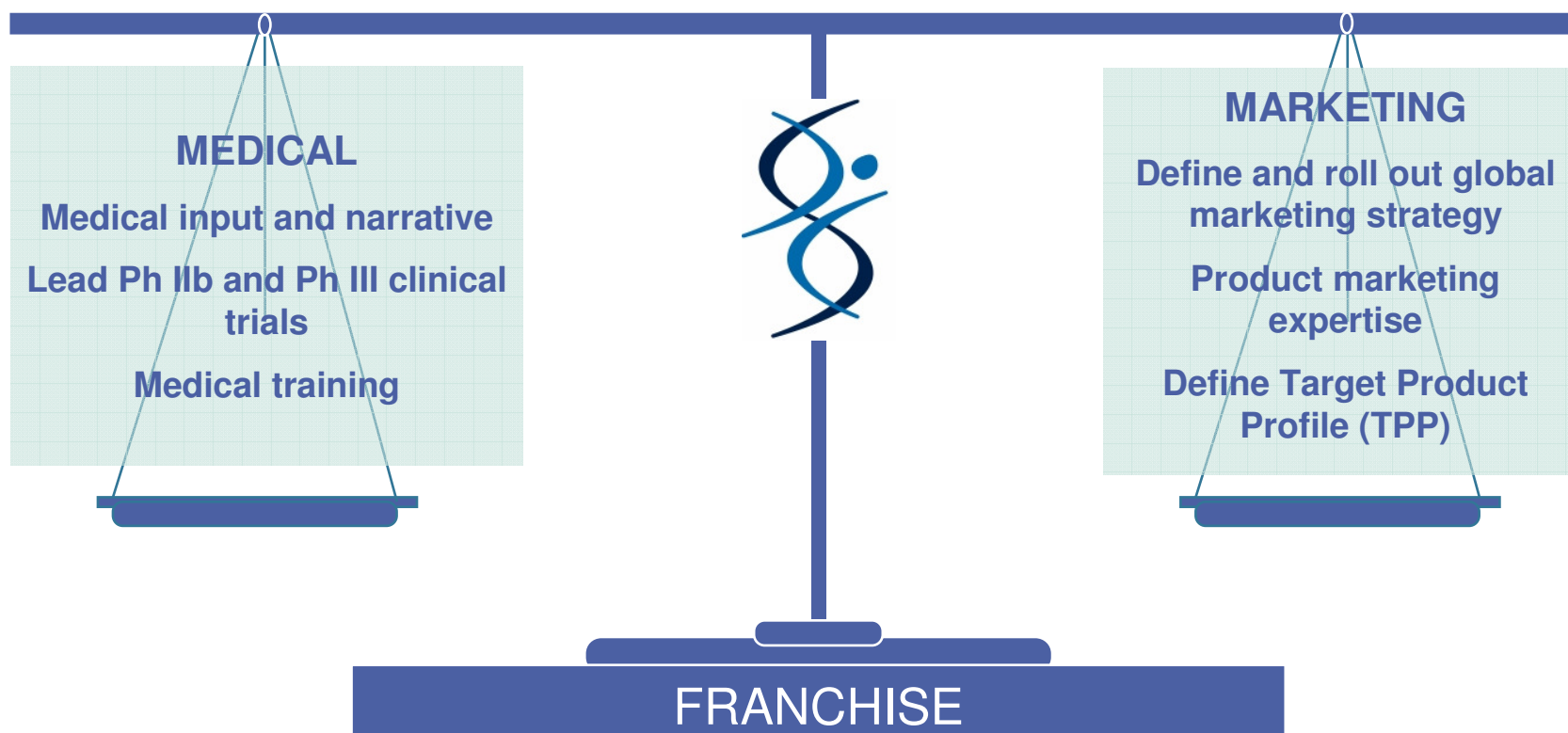
### ... Invest to grow

- Enhance leadership in technological platforms (R&D and manufacturing)
- Grow market share in selected disease areas
- Build pipeline
- R&D productivity

### ... Leverage footprint

- Leverage Ipsen's presence to broaden access to:
  - US specialty care growth reservoir
  - Accelerate Pharmerging market penetration in both primary and specialty care

## Franchise will bring commercial reality at the center of drug development



*Countries are responsible for P&L performance*

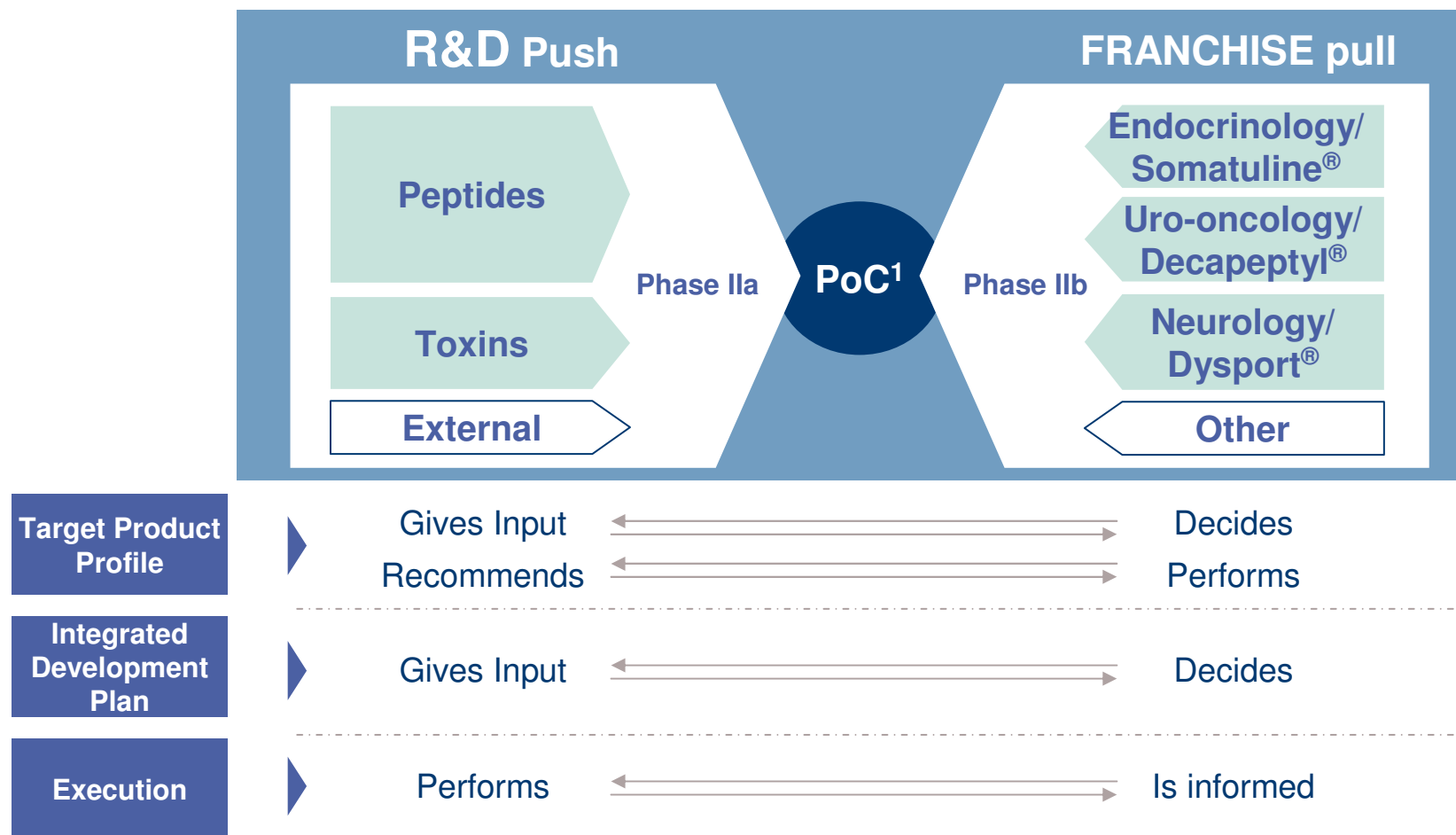


## Increase market focus on 4 franchises, driving innovation

	Research	Early dev. (end of PhIIa)	Late dev. (PhIIb & PhIV)	Manufacturing	Operations
Endocrinology/ Somatuline®	✓	✓	✓	✓	✓
Neurology/ Dysport®	✓	✓	✓	✓	✓
Uro-oncology/ Decapeptyl®	✓ Ipsen or Partner	✓ Ipsen or Partner	✓ Ipsen or Partner	✓ Ipsen or Partner	✓
Hemophilia	✓ Partner	✓ Partner	✓ Ipsen or Partner	✓ Ipsen or Partner	✓ Ipsen or Partner

*Primary care and Short Stature in a commercial optimization strategy*

## An integrated R&D “push-pull” model to fulfill patient/ commercial requirements





## Ipsen's path to **INCREASED FOCUS**

### Key projected priorities

#### Market- focused franchise model

- Implementation of four market-driven franchises:
  - 2 franchises covering full value chain supporting Somatuline® and Dysport®
  - 2 franchises primarily focused on late stage development and commercial performance around Decapeptyl® and Hemophilia

#### Market driven R&D

- Focus R&D on core platforms, peptides and toxins
- Merge “R” and “D” departments, increase productivity and improve time to market
- Streamline R&D footprint

### Projected deprioritizations

- Short Stature in commercial optimization perspective. Ipsen will explore all options to maximize value while meeting its obligations to patients and partners. It will be managed directly by regions and countries
- Proteins and small molecules
- Short Stature and non-prostate cancer oncology R&D programs are no longer in Ipsen's strategic priorities
- R&D activities at Barcelona site to close

## INVEST TO GROW : Ipsen's way forward

Invest to grow over 2011-2015

### Focused investment effort to further develop Somatuline® and Dysport®

- Dysport® Ph III in spasticity
- Dysport® Ph II in urology
- Dysport® Ph III Next Generation
- Somatuline® Ph III in NET
  - Functioning in the US
  - Non functioning WW

### Increase investment effort in growth markets: pharmerging, US

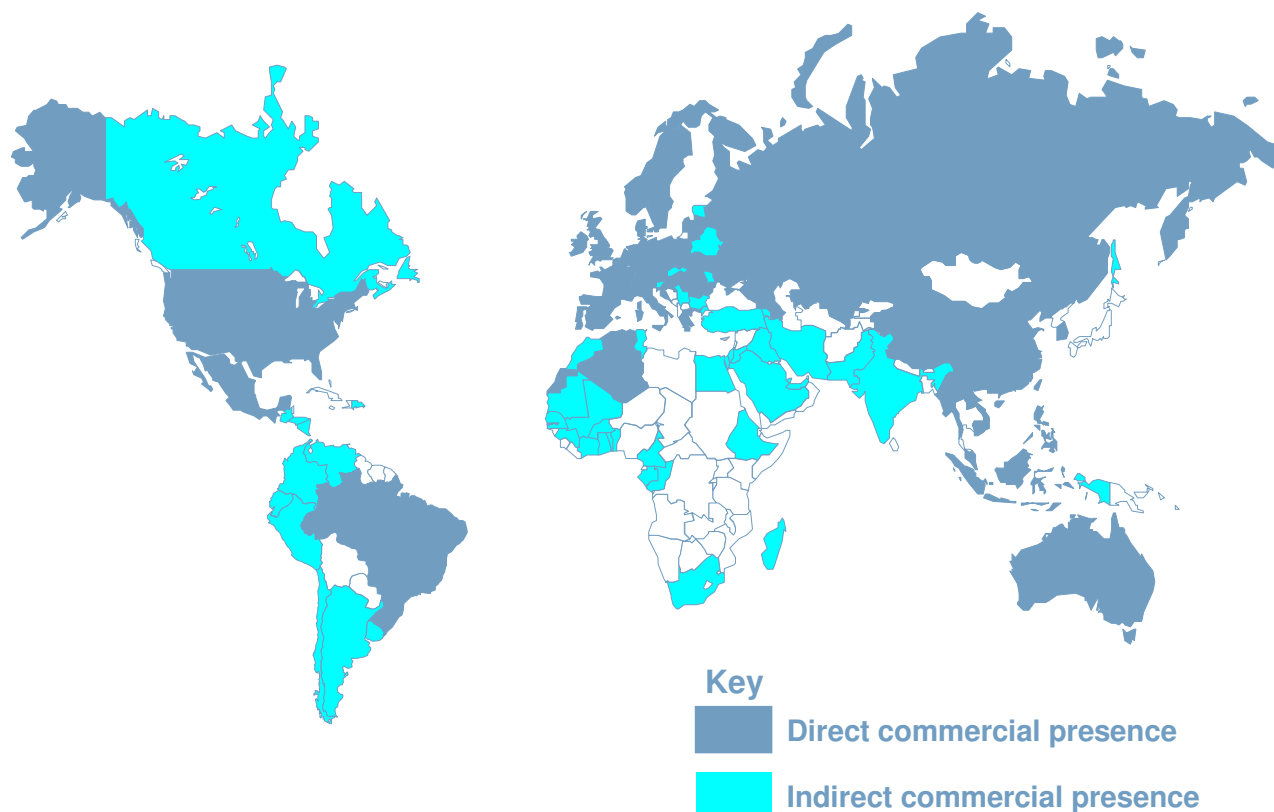
- Somatuline® and Dysport® full label in the US
  - Local/ regional partnering
- Decapeptyl® 6 month in the emerging markets
- Increase sales force in China to benefit from existing positions
- Reinforce GI portfolio around Smecta® in emerging markets

### Stronger commercial push on key products to catch up vs. competition

Allocate reprioritized R&D resources to support highly differentiated peptide and toxin technological platforms

*Enhance leadership in technological platforms*  
*Grow market share in selected disease areas*

## An already existing extensive commercial reach...

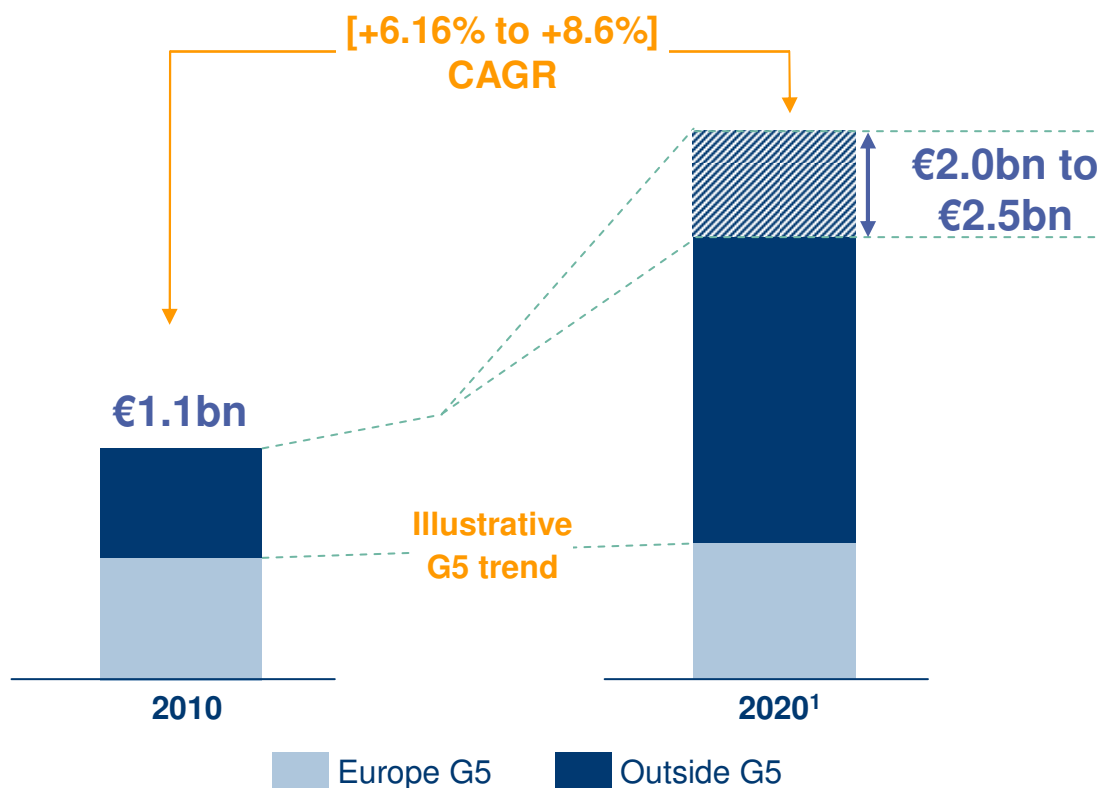


### Sales recorded in 115 countries:

- Direct commercial presence in 49 countries
- Commercial presence through partners in 66 countries

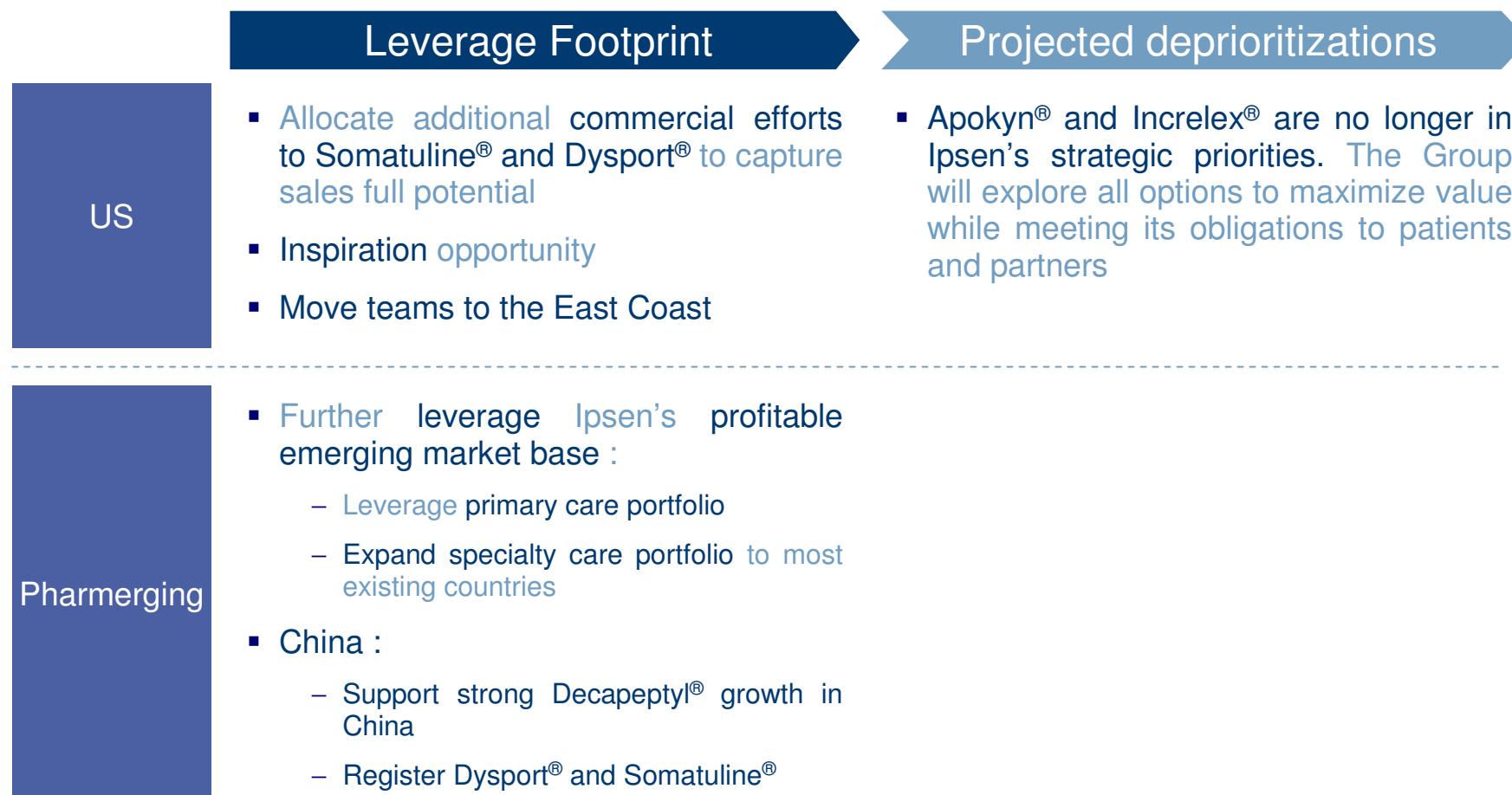


... that will provide most of the growth in the future



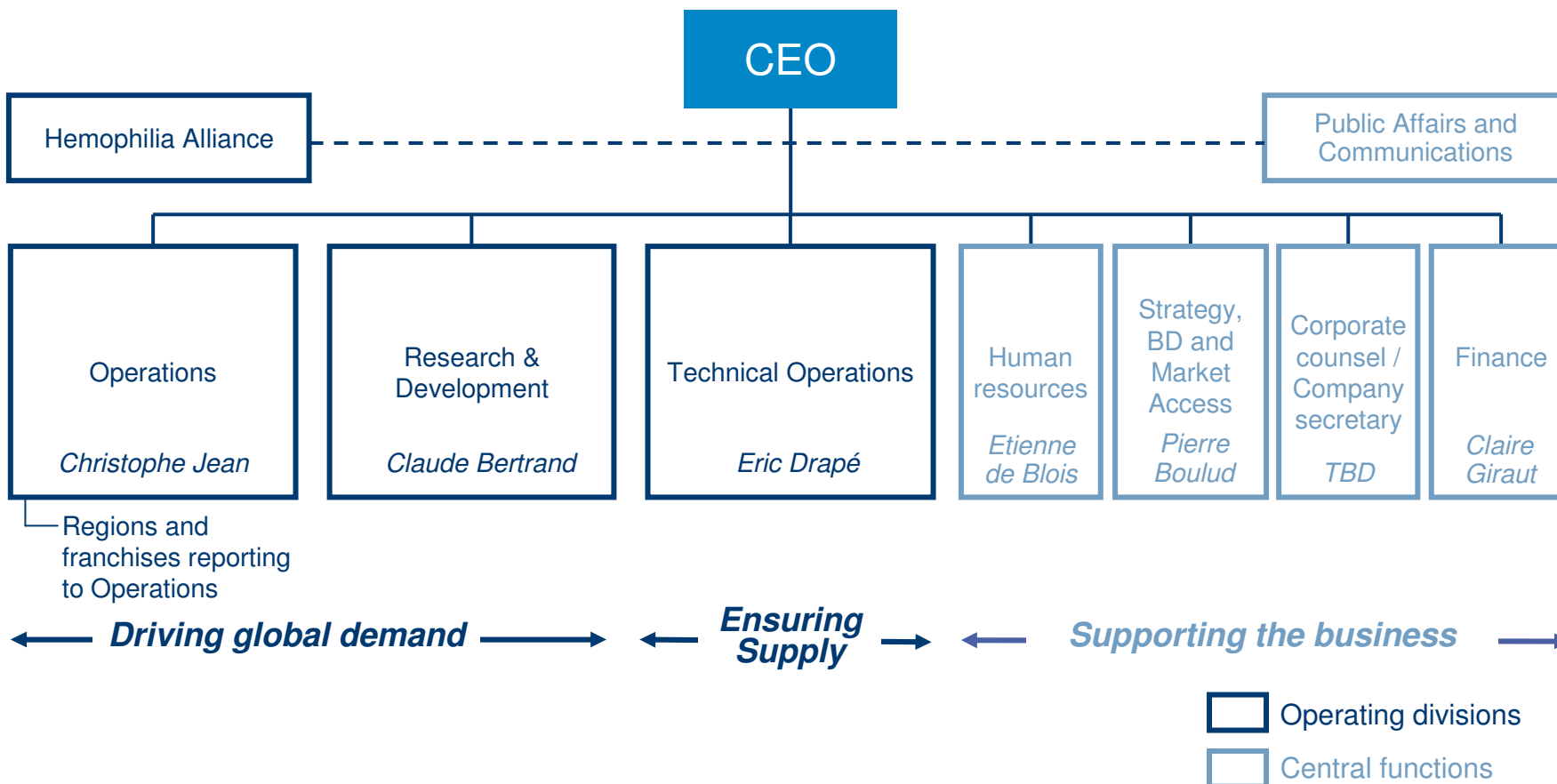
Evolution of Group sales outside G5

# LEVERAGE FOOTPRINT as a major growth driver



## Increase focus, Invest to grow, Leverage footprint...

...a renewed Executive Committee to serve our strategy



## Enhance Ipsen's corporate culture



*In short...*

## Become a global leader in targeted debilitating diseases

Increase Focus

Invest to Grow

Leverage Footprint

A market-oriented franchise model...

...driving an R&D patient centric organization focused on core platforms, peptides and toxins.

2020 ambition

More than double revenues<sup>1</sup>

...and more than triple EBIT<sup>2</sup>

## ***Endocrinology/ Somatuline®***

***C. Jean***

***EVP, Chief Operating Officer***



## Endocrinology/ Somatuline® franchise

### Acromegaly

- Pituitary disorder triggering excess GH secretion and leading to gigantism and growth of soft tissues
- Prevalence: 60 per 1 million
- 5-10 years less life expectancy <sup>1</sup>
- North America: ~15,000 patients
- Europe: ~15,000 patients
- Ipsen geographies: Europe, RoW and North America



### Neuro Endocrine Tumors (NET)

- Arise from cells with both neuronal and endocrine origins<sup>1</sup>
- Prevalence: 25 to 50 per 1 million
- Prevalence x5 in 30 years<sup>2</sup> in the US
- Can arise from almost any organ, most commonly GI tract, pancreas, and lung
- 5 years of survival for carcinoid tumors in 60% of cases<sup>3</sup>
- Ipsen geographies : Europe, RoW ex North America

**Franchise territory : Adult endocrinology, NET**

1. US Surveillance Epidemiology and End Results (SEER) 2008

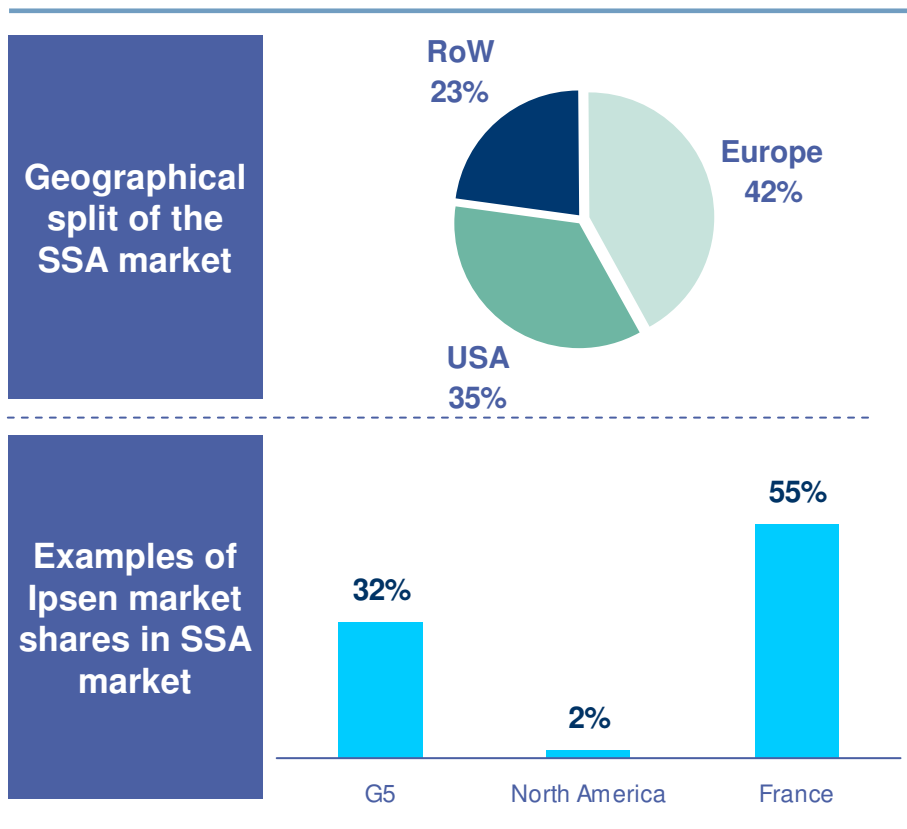
2. US Surveillance Epidemiology and End Results (SEER) 2008

3. Modlin and al, Lancet Vol 9, January 2008



## Global Somatostatin Analog (SSA) market in 2010 : ~ 1.1 billion euros...

### Q4, 2010 market figures

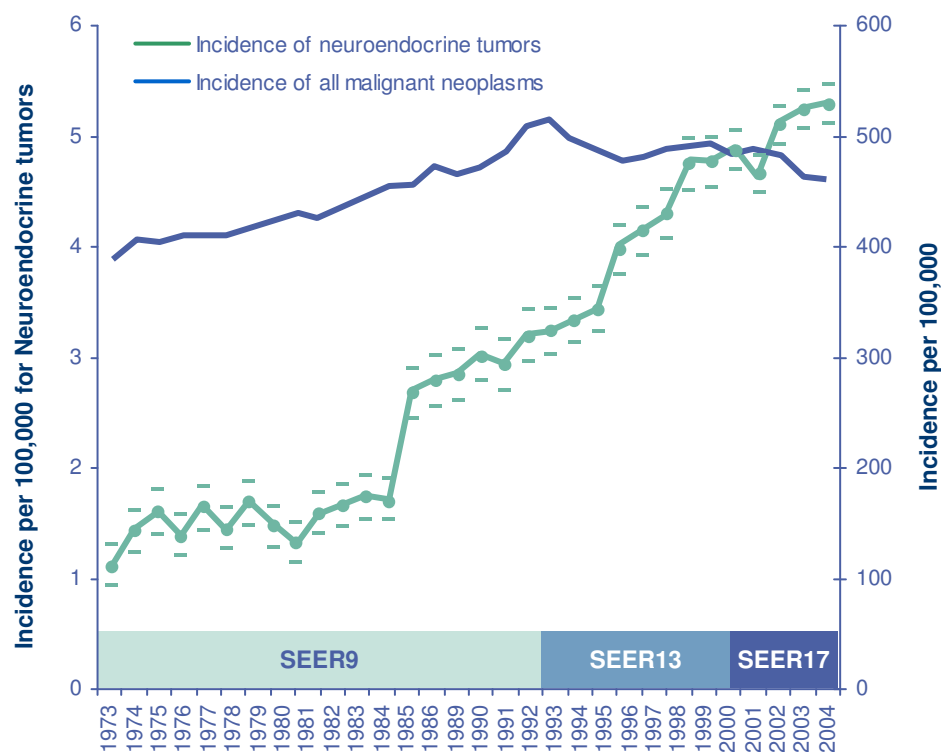


- 2010 SSA market: ~€ 1.1bn
- Solid SSA market growth (+9%<sup>1</sup> in 2009 and +18%<sup>1</sup> in 2010)
- A fairly balanced geographical split between Europe (42% of total sales), the US (35%) and the RoW (23%)
- Somatuline®, an established product in Europe both in Acromegaly and in NET with 55% SSA market share in France and 32% SSA market Share in G5
- Ramping up acromegaly sales in the US with only 2.4% SSA long acting market share in 2010

... exceeding 1.6 billion euros in 2020, driven by NET

## NET incidence over 30 years

Incidence per 100,000 for NET between 1973 - 2004<sup>2</sup>



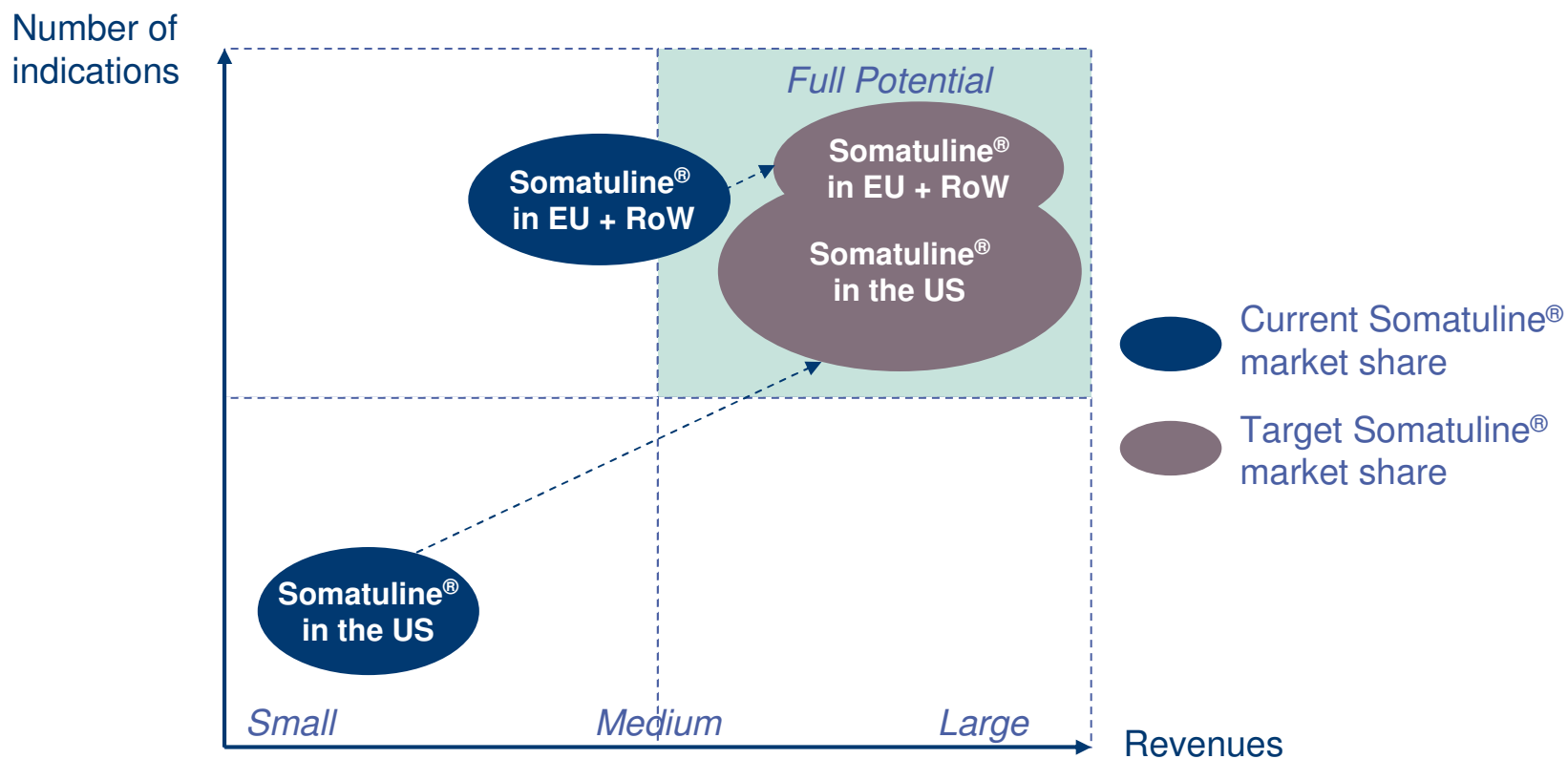
## Steady 3.8%<sup>1</sup> CAGR until 2020

- 2020 SSA market: ~€1.6bn<sup>1</sup> (+ 45% or 3.8% CAGR)

Growth in the SSA market mainly driven by:

- NET
  - Studies suggest that NET incidence has been growing rapidly over the past several decades, particularly in the US
  - Increased awareness of NETs results in a wider availability of improved diagnostic techniques
- The US
  - +4.6%<sup>1</sup> expected market growth in the US between 2010-2020 (world most solid growth)

## Great potential lies ahead for Somatuline®...



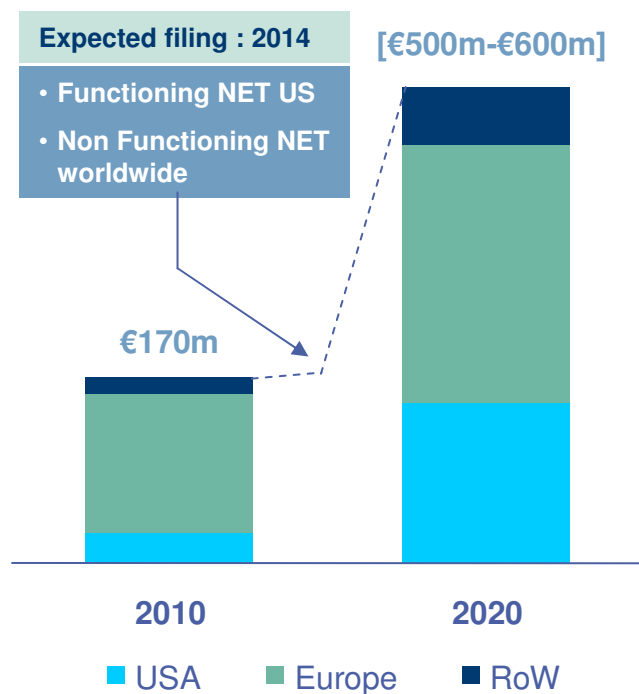
*... while SSA market is expected to grow 3.8% CAGR until 2020*

## Commitment across the full value chain

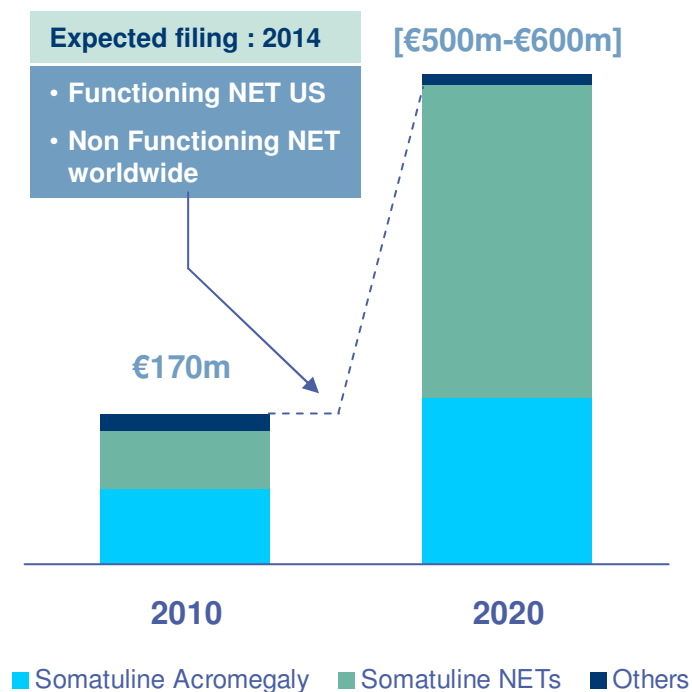
	Competitive landscape			
	-	=	+	
Technological platform			✓	Core: peptides
Barrier to entry			✓	High – pre filled syringe & long acting peptide
Competition			✓	Well characterized – 1 major competitor, targeted combo therapies emerging
Market size/ Growth			✓	Large/ Solid – 3.8% CAGR until 2020 (€1.59bn)
Market share			✓	Room to grow : Somatuline® 2nd player
Geographies			✓	US + Pharmerging potential – solid growth in Europe
Somatuline® competitive adv.			✓	Significant – elements of differentiation to be further enhanced
Somatuline® growth potential			✓	Strong - 2 ongoing PhIII in NET (non functioning WW + functioning US)...

## Somatuline® ambition: 10% to 15% CAGR\* until 2020

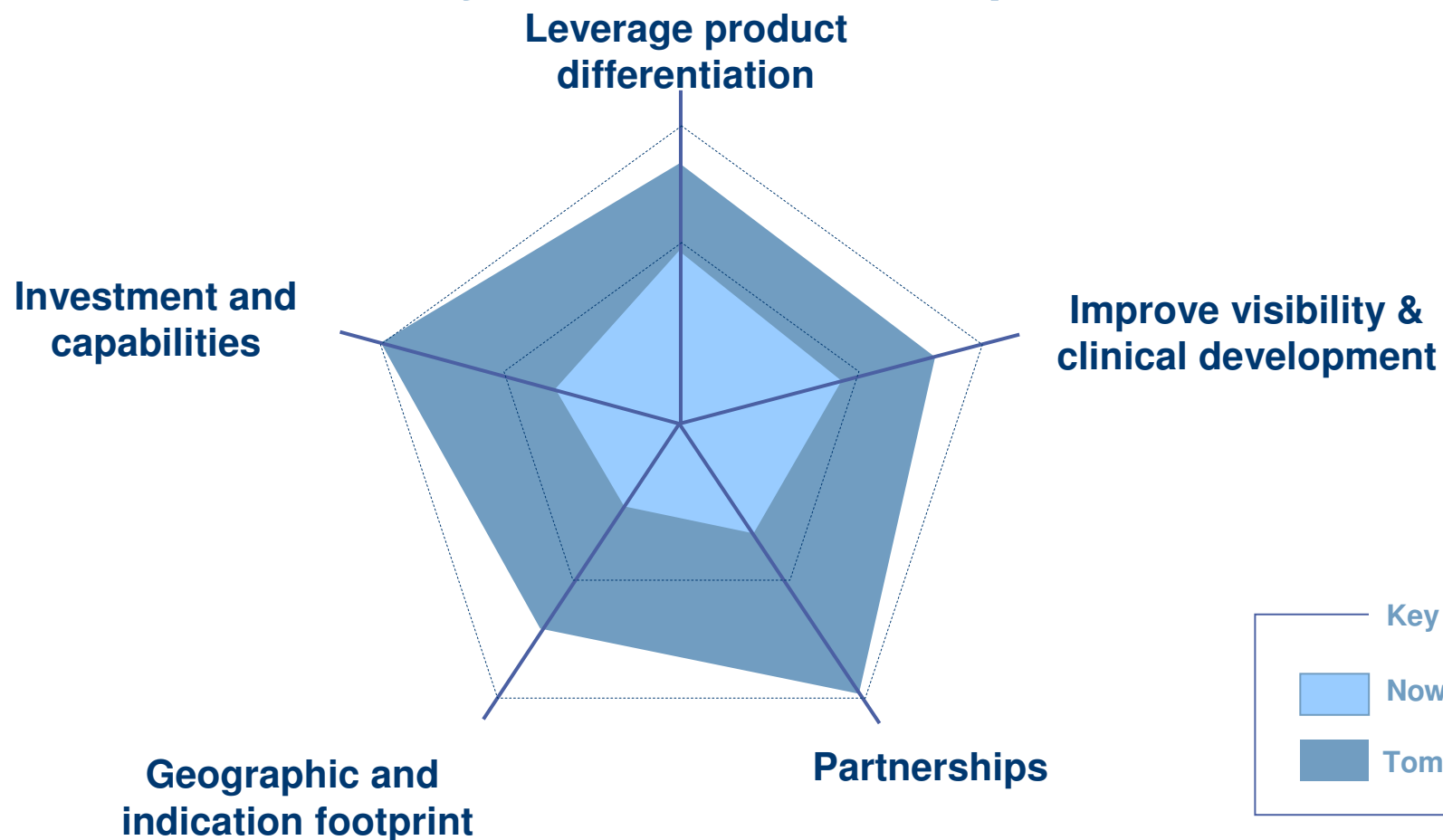
### Balanced geographical growth...



### ...driven by NET



## Ipsen to work on key levers to reach full potential



*NET and the US : two main growth drivers*

## New additional elements of differentiation

### Increased extended dosing interval worldwide

- Approved in the US in March 2011
- From one injection every 4 weeks (60-90mg) to every 6-8 weeks (120mg)
- Increased comfort for the patients
- Economic benefit

### New device

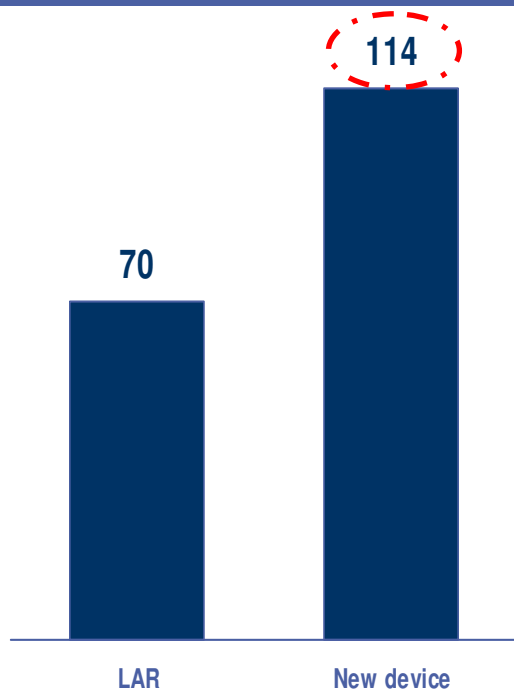
- Retractable needle to ensure full dose release
- Optimal safety for hospital care practitioners/ patients
- Health economic benefits related to absence of clogging and no need for reconstitution



# Somatuline® New Device : preferred by Nurses

Somatostatin Analog Nurse Preference Study - 1st publication

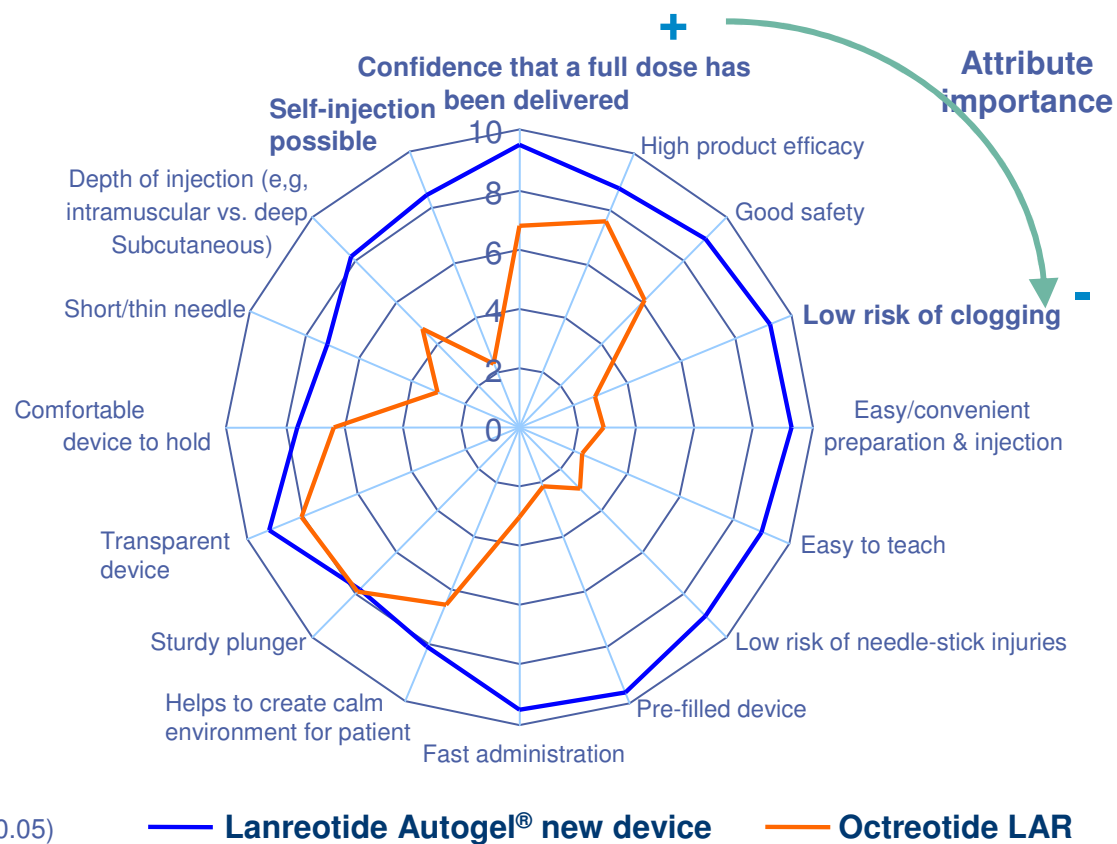
## Global preference score



**Global preference score = Added sum of each attribute's importance score/10 \* Product Evaluation score**

= significant difference compared to Octreotide LAR (p< 0.05)

## New device better on all attributes





## Improve share of voice & clinical development

Leverage clinical and  
safety data

Enhance differentiation  
elements

New campaign:  
“Start right, stay right”

Enhance collaborations  
with medical and  
scientific communities

Enhance services to  
physicians, nurses,  
patients and payers



## Partnerships to explore new treatment paradigm

**Innovative partnership with Pfizer Europe in Neuro Endocrine Tumors (NET)**

**Medical education initiative kicked off at ENETS  
(joint symposium on March 11th 2011 in Lisbon)**



***Build upon respective best-in-class position to develop medical education  
on gastro-entero-pancreatic NET (GEP NET) management***

***Drive guidance on patients profiles who would benefit most from both agents***

## Partnerships to increase penetration in emerging markets

### Promotion agreement with Sanofi in Latin America



**SANOFI**

#### Working together for patients

- Long term agreement between Sanofi and Ipsen in emerging markets focused on Latin America
- Started in January 2009
- Potential extension in other geographies

### Promotion agreement with Invida<sup>1</sup> in Asia



- New Geographical footprint for Ipsen's Specialty Care Portfolio in Endocrinology (and Oncology)
- Started in April 2010

▪ **Accelerates penetration of Ipsen's products**

▪ **Leaves Ipsen's options open for the future**

## New indications: Functioning NET in the US and Non Functioning NET worldwide

### Functioning NET for US label

- Recruitment target: 100 patients
- Global recruitment status on target for completion end of 2012
- Carcinoid syndrome initially slow to recruit due to trial design and ongoing competitive trials
- 12 countries planned (US + 11 ROW countries), 66 sites (56 Row + 10 US)

▪ USA	
▪ Brazil	▪ Russia
▪ Croatia	▪ Serbia
▪ Czech Rep.	▪ South Africa
▪ India	▪ Turkey
▪ Latvia	▪ Ukraine
▪ Poland	

### Non Functioning NET worldwide - CLARINET

- **RECRUITMENT COMPLETED** end of April 2011
- 200 patients accrued (45 centers in 14 countries)

▪ Austria	▪ Italy
▪ Belgium	▪ Poland
▪ Czech Rep.	▪ Slovakia
▪ Denmark	▪ Spain
▪ France	▪ Sweden
▪ Germany	▪ UK
▪ India	▪ US

***Somatuline<sup>®</sup>, potentially the only SSA with functioning and non-functioning NET label***

## Somatuline® Autogel 2010 footprint and indications

Geography/ Indication	Europe	US	China	Brazil	Russia
<b>Acromegaly</b>	✓	✓	—	✓ But no national reimbursement	✓ But no national reimbursement
<b>Functioning NET</b>	✓	—	—	✓ But no national reimbursement	✓ But no national reimbursement
<b>Non functioning NET</b>	—	—	—	—	—



Ipsen presence

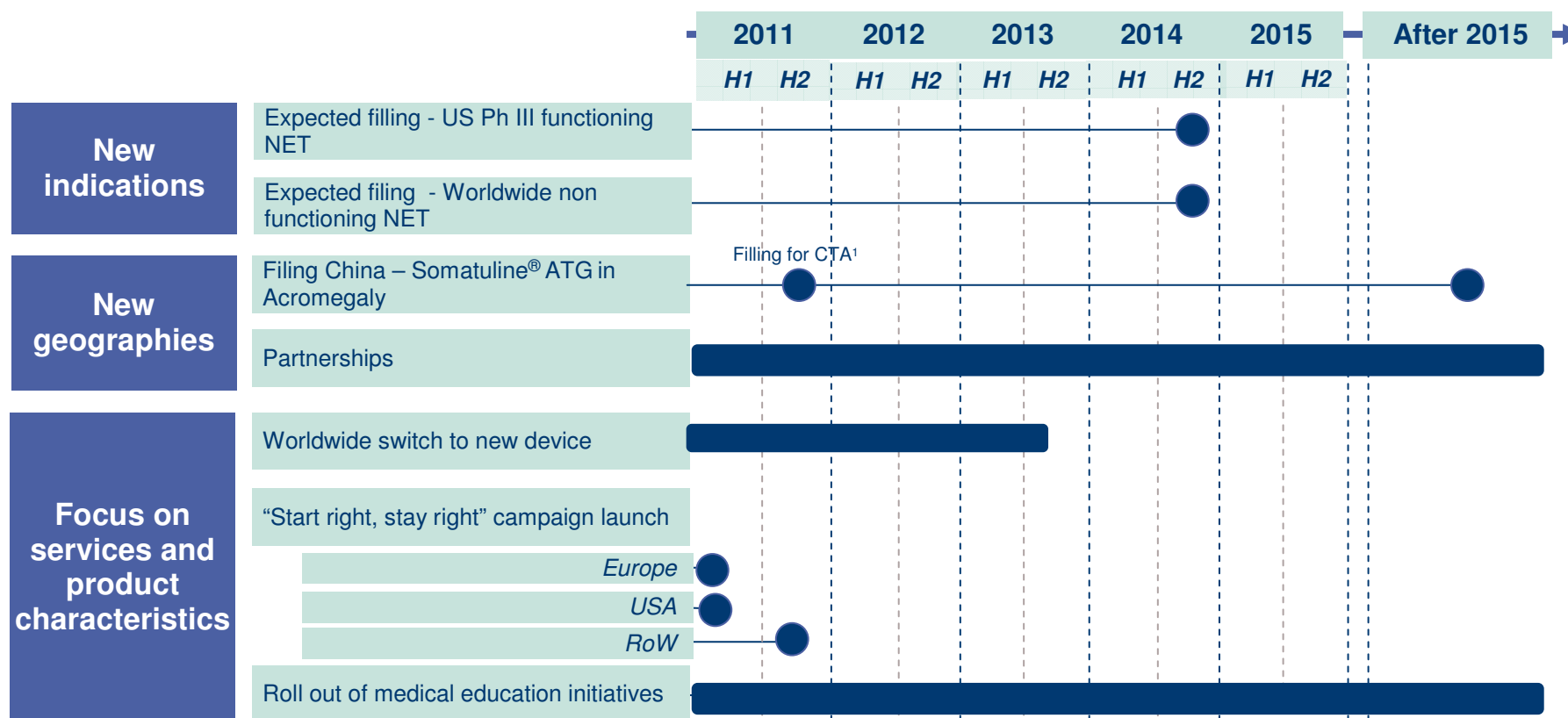
## Somatuline® Autogel 2020: a globalized reach

Geography/ Indication	Europe	US	China	Brazil	Russia
<b>Acromegaly</b>	✓	✓	✓	✓	✓
<b>Functioning NET</b>	✓	✓	-	✓	✓
<b>Non functioning NET</b>	✓	✓	-	✓	✓

✓ Ipsen presence

*LatAm and Asia covered through partnerships*

## Somatuline® milestones





***Professor Wouter de Herder***

***Professor of endocrine oncology at the Erasmus University, Rotterdam, Netherlands***

***Chairman and Vice-Chairman of ENETS (European Neuroendocrine Tumour Society)***

***Member of the advisory boards of ENETS and NANETS (North American Neuroendocrine Tumor Society)***





***Neurology/ Dysport®***

***C. Jean***

***EVP, Chief Operating Officer***

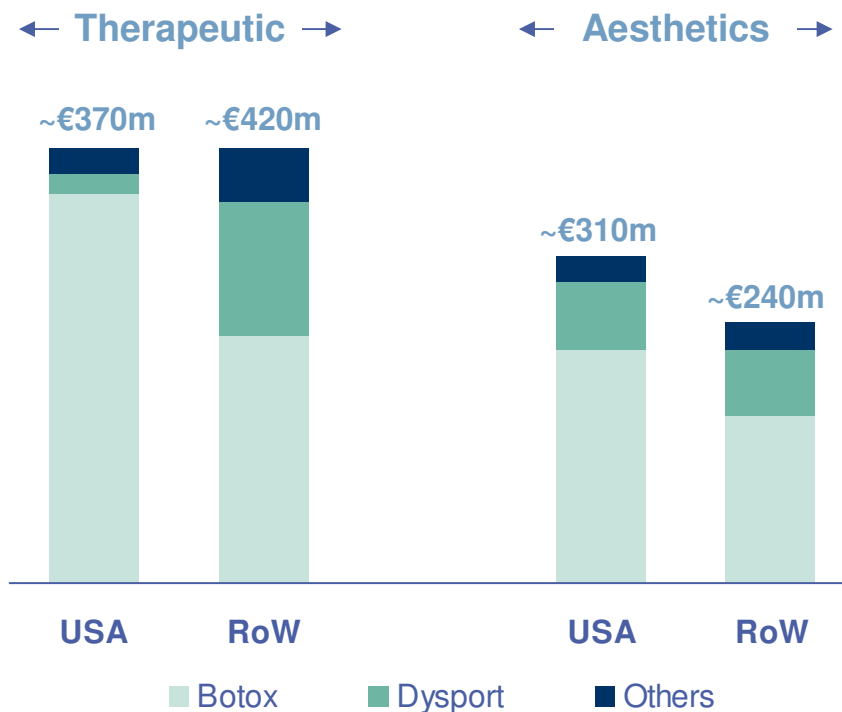


## A 2010 botulinum toxin market in excess of 1.3 billion euros

### Dysport® market metrics

- 2010 Botulinum toxin market : ~€1.35bn<sup>1</sup>
- The US represent north of 50% of the market
- Therapeutic indications represent 58% of the market
- Dysport®, a solid second player
- Dysport® recently launched by Ipsen in the USA (November 2009) with a single medical indication (cervical dystonia) and by Medecis in aesthetics (Glabellar lines)

### 2010 BonTA market figures

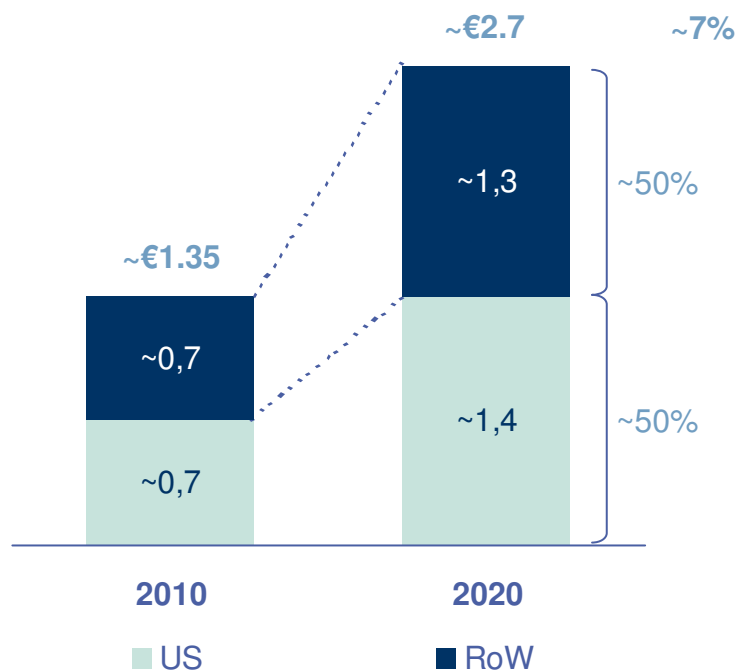


Note 1 : Internal company data

## Botulinum toxin market expected to grow by ~7% p.a. to 2.7 billion euros in ten years

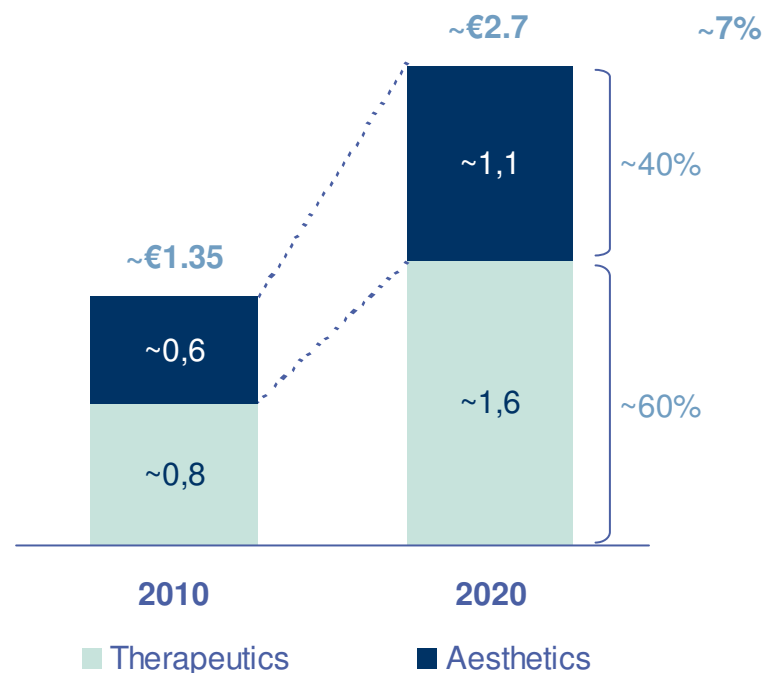
### US to remain half of 2020 WW market ...

Botulinum toxin A market by geography (€Bn) **CAGR (10E-20F)**

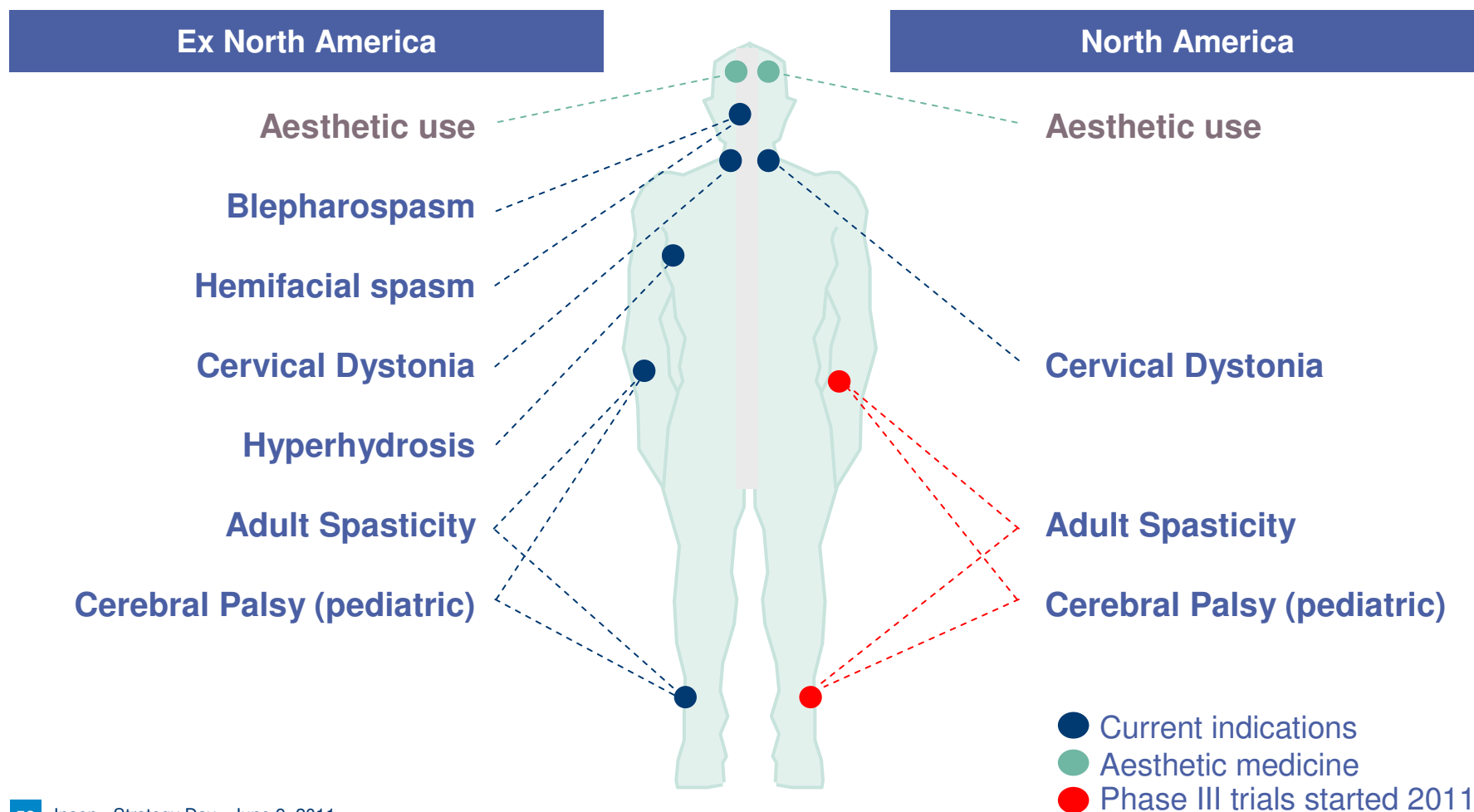


### ...with split between therapeutics and aesthetics remaining stable

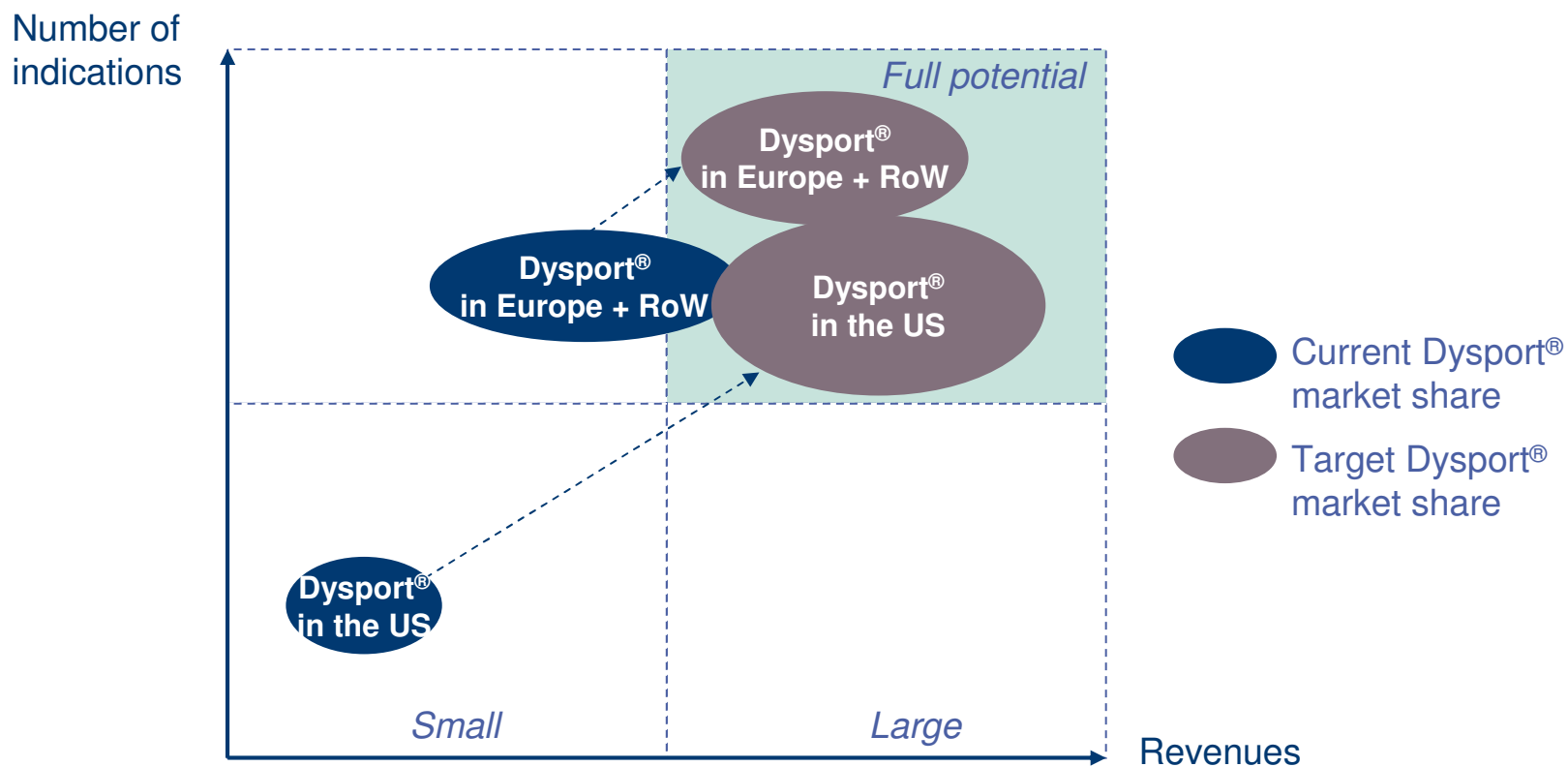
Botulinum toxin A market by use (€B) **CAGR (10E-20F)**



## Room for new indications in North America



## Full potential of Dysport® lies ahead...

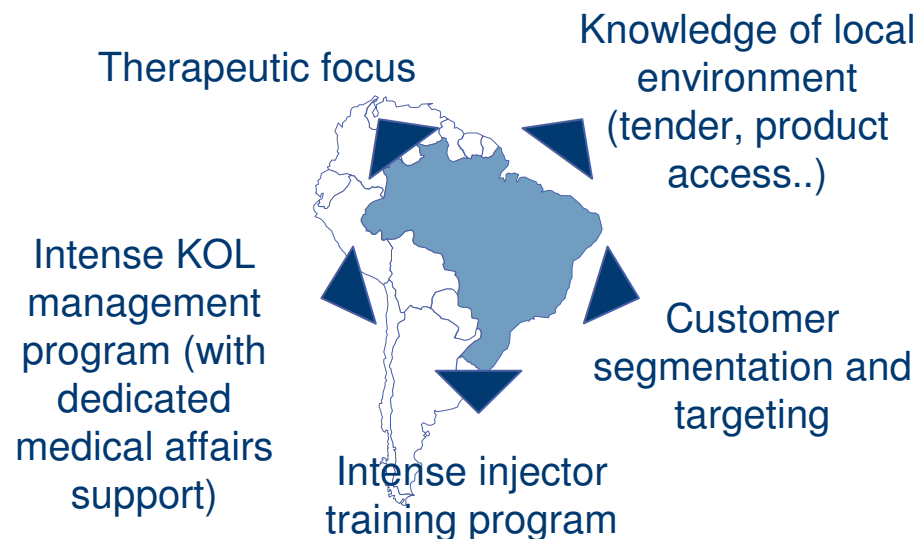


**... and BonTA market is expected to grow 7% CAGR until 2020**

## Brazil, success built on focus and strong selling fundamentals

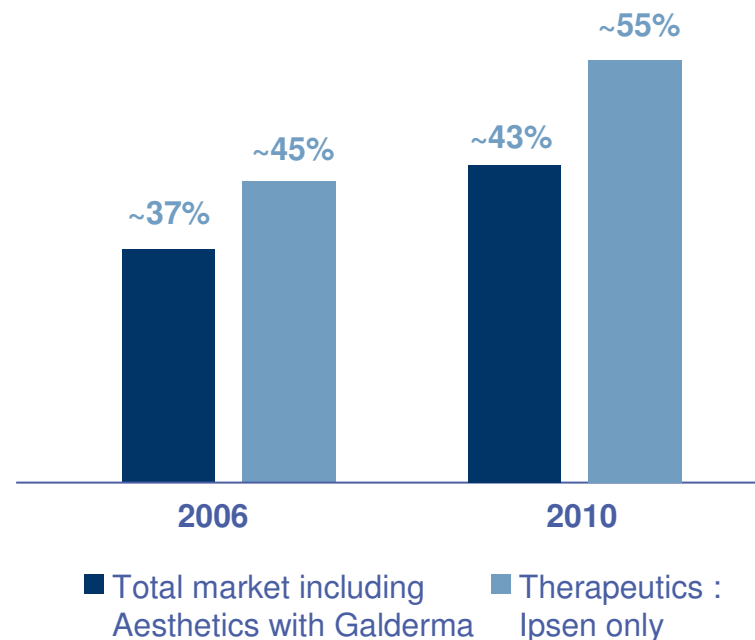
### Focus and strong selling fundamentals...

Dysport®: The Ipsen product in Brazil



### ... to become market leader

Dysport®'s market share in Brazil<sup>1</sup>



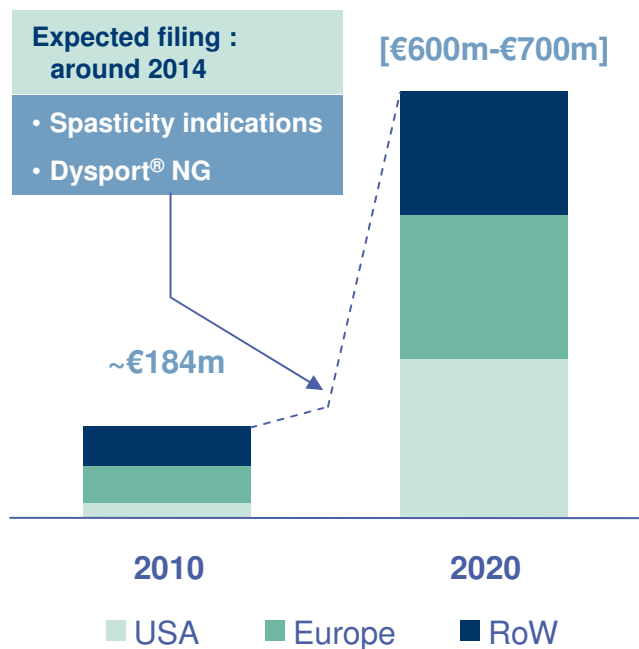
***In Brazil, Dysport® gains market share and expands the market with a 2006-10 CAGR of 13% vs. 10% for the market (Botox®, Xeomin® and Prosigne®)***

## Commitment across the full value chain

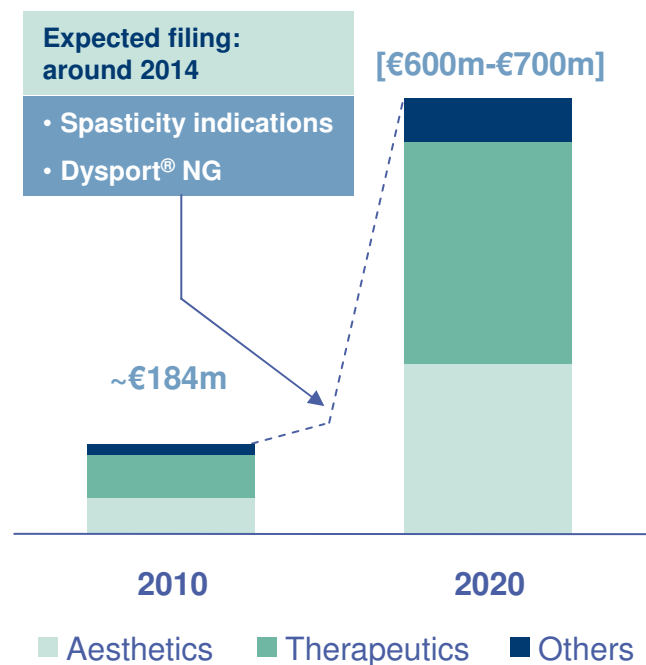
Competitive landscape				
	-	=	+	
Toxin Technological platform			✓	Core to Ipsen
Barrier to entry			✓	High
Competition			✓	Well characterized – 2 major competitors, more to come – strong Aesthetics alliances
Market size/ Growth			✓	Large/ Solid – 7% CAGR until 2020
Dysport® Market share			✓	2nd after Botox® – room to grow
Geographies			✓	US and emerging markets potential
Dysport® competitive adv.		✓		At par with competitors
Dysport® NG competitive adv.			✓	Further differentiation with Next Generation
Dysport® growth potential			✓	4 ongoing PhIII in spasticity...

## Dysport® ambition: 10% to 13% CAGR\* until 2020

Driven mainly by US...

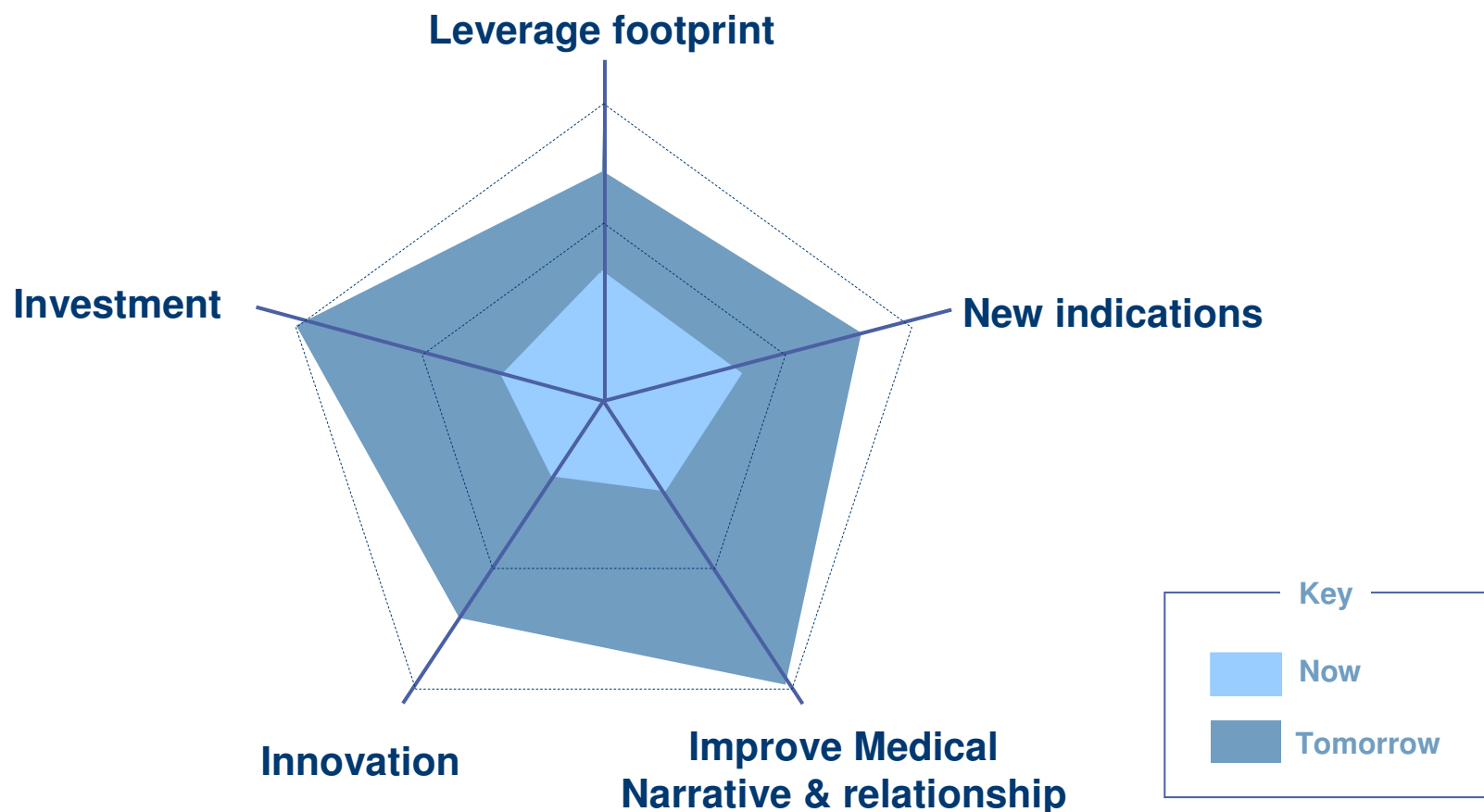


...and therapeutics





## Ipsen to work on key levers to reach full potential



*Spasticity and the US : two main growth drivers*

# Dysport® 2020 footprint aspiration : More geographies, more indications

Geography/ Therapeutic area	Europe	US	China	Brazil	Russia
<b>Therapeutic</b>	1.Cervical Dystonia 2.Adult arm spasticity 3.Blepharospasm 4.Hemifacialspasm 5.Paediatric per equinus spasticity (Cerebral palsy) 6.Adult leg spasticity (in three EU markets) 7.Hyperhidrosis 8. <b>Pediatric arm spasticity</b> 9. <b>Neurogenic Detrusor Over-activity</b>	1.Cervical Dystonia 2. <b>Adult Upper Limb</b> 3. <b>Adult Lower Limb</b> 4. <b>Pediatric Lower Limb</b> 5. <b>Pediatric Upper Limb</b> 6. <b>Neurogenic Detrusor Over-activity</b>	1. <b>Cervical Dystonia</b> 2. <b>Other indications under assessment</b>	1.Cervical Dystonia 2.Adult arm spasticity 3.Blepharospasm 4.Hemifacialspasm 5.Paediatric per equinus spasticity (Cerebral palsy) 6.Adult leg spasticity 7.Hyperhidrosis 8. <b>Pediatric Upper Limb</b> 9. <b>Neurogenic Detrusor Over-activity</b>	1.Cervical Dystonia 2.Adult arm spasticity 3.Blepharospasm 4.Hemifacial spasm 5.Paediatric per equinus spasticity (Cerebral palsy) 6.Hyperhidrosis 7. <b>Pediatric Lower Limb</b> 8. <b>Pediatric Upper Limb</b> 9. <b>Neurogenic Detrusor Over-activity</b>
<b>Aesthetic</b>	1.Glabellar Lines 2. <b>Canthal Lines</b>	1.Glabellar Lines 2. <b>Canthal Lines</b>	1. <b>Glabellar Lines</b>	1.Glabellar Lines	1.Glabellar Lines

## Dysport® in aesthetics

### Through partnerships...

- Rationale: access the aesthetic market potential with partners offering a range of aesthetics products
- Successful partnerships with :
  - **Medicis** in North America



- **Galderma** in Europe and other selected geographies (e.g. Brazil)



### ... or solely as Ipsen

- In geographies not covered by partnerships...
- ... when it makes business and economic sense

## New indications: Focus on spasticity and urology indications

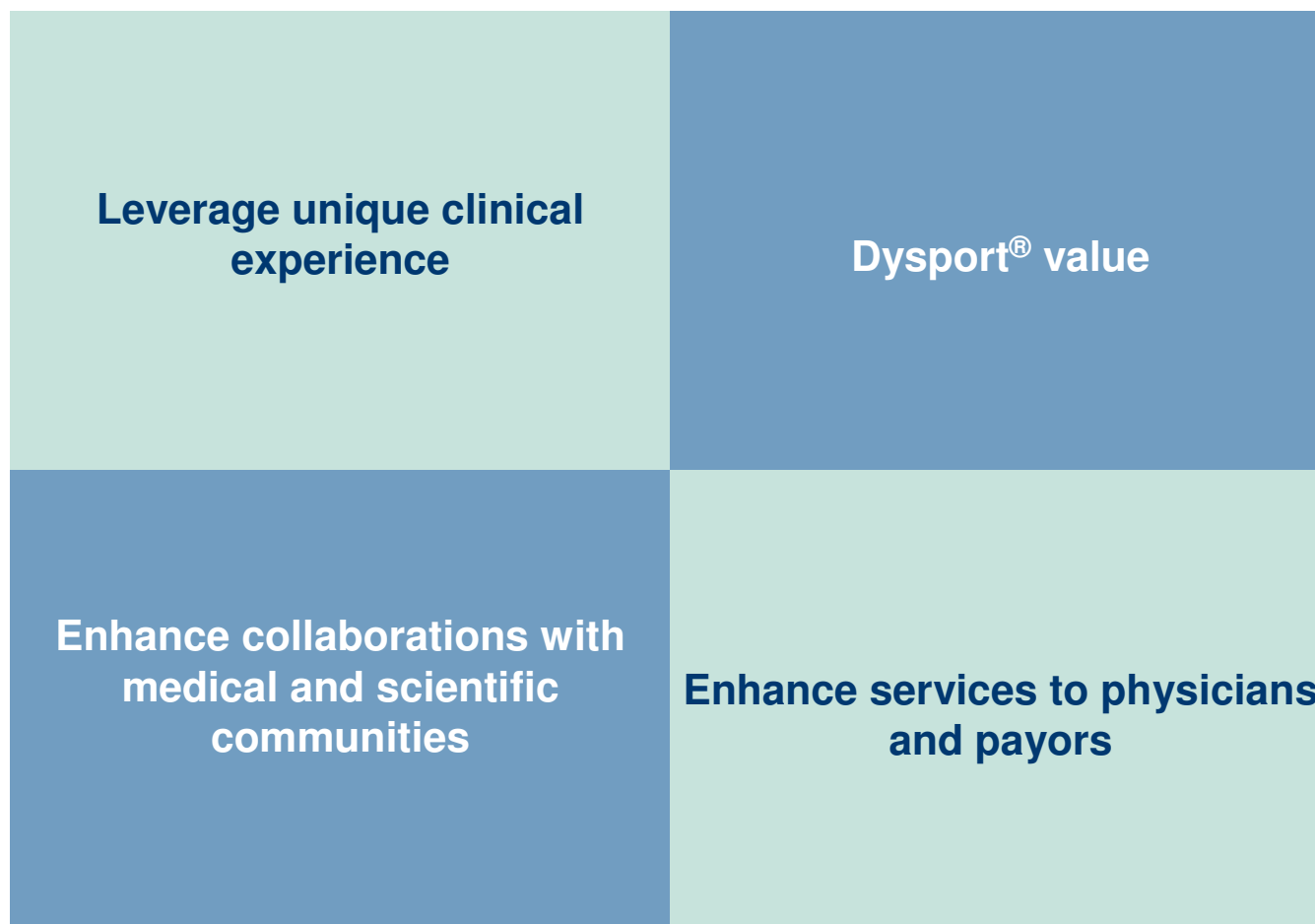
### Focus on spasticity in the short term...

- Current spasticity indications:
  - Adult upper (ex-US) and lower limb (limited markets)
  - Pediatric lower limb (ex-US)
- Spasticity, a major short-term growth opportunity:
  - Stroke : 15 million people worldwide every year. 5 million are left permanently disabled<sup>1</sup>
- World-wide Adult and Pediatric Ph III program (4 trials):
  - 4 new indications in the US
  - New and/ or Improved labeling ex-US

### ... and in urology in the longer term

- Leverage current access to prescriber base:
  - Clear synergies with Uro-oncology franchise in Europe
  - Clear WW synergies with neuro-rehabilitation environment
- Neurogenic Detrusor Overactivity: Ph IIa started (NCT01357980):
  - First patient screened in May 2011
  - Limited cost and high probability of success
- Urology indications, a significant mid term growth potential

## Ipsen to improve medical narrative and prescriber relationship



## Dysport® Next Generation: a potential new exciting opportunity

### The first ready-to-use toxin A...

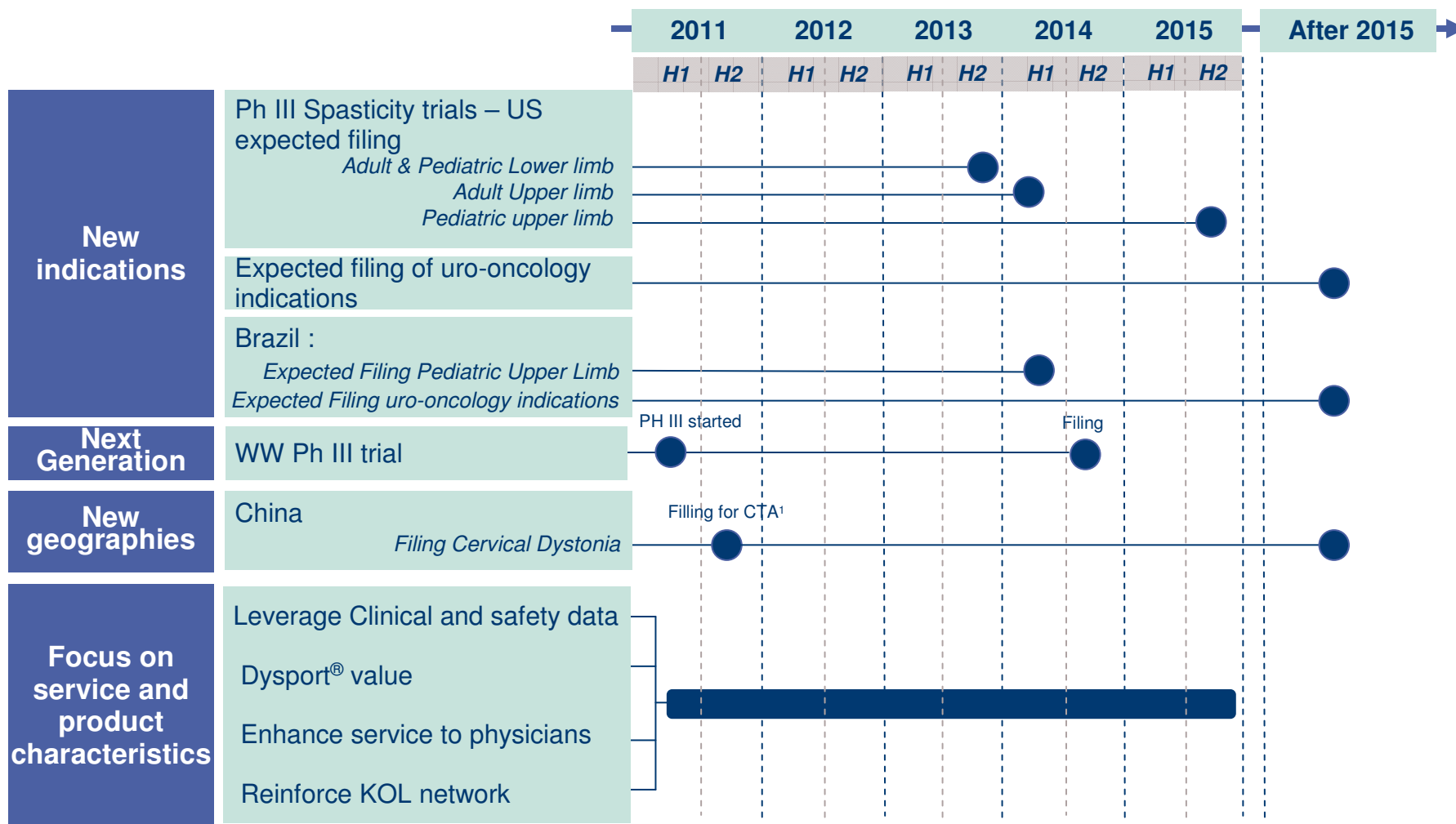
- ...is a breakthrough innovation bringing clear differentiation vs. competitors
- ...saves time by avoiding reconstitution
- ...improves safety (dilution/dosage, reconstitution, single use product ...)
- ...has very positive qualitative and quantitative market research results<sup>1</sup> (c. 500 participants) :
  - 83% of potential adopters on time saving and improved safety grounds

### A potentially transforming project

- A WW Ph III program to assess safety and efficacy:
  - Indication : Cervical Dystonia
  - 350 patients
  - 71 sites (42 in Europe, 29 in the US)
  - First patients recruited in Europe
  - **US recruitment pending feedback from FDA in Q3 2011**
- **A complex manufacturing process with technical hurdles to be addressed**
- Ipsen team fully mobilized to bring R&D project to fruition

*Potentially, a major change in market paradigm*

## Dysport® milestones:





***Professor Pierre Denys***

***Professor of Physical Medicine and Rehabilitation at the  
Medicine University, Paris West, France***

***Hospital Physician in the Neuro-Urology Unit, Raymond Poincaré Hospital,  
Garches, France***





## ***Research & Development***

***C. Bertrand***  
***EVP, Chief Scientific Officer***



## A changing environment that calls for a dramatic change in the way of doing R&D

### Tougher times for the Pharma Industry...

- **Increased competition**
- **Generic/hybrid entry**
- **Persistent attrition rate**
- **Pressure of payers**

### ... calls for

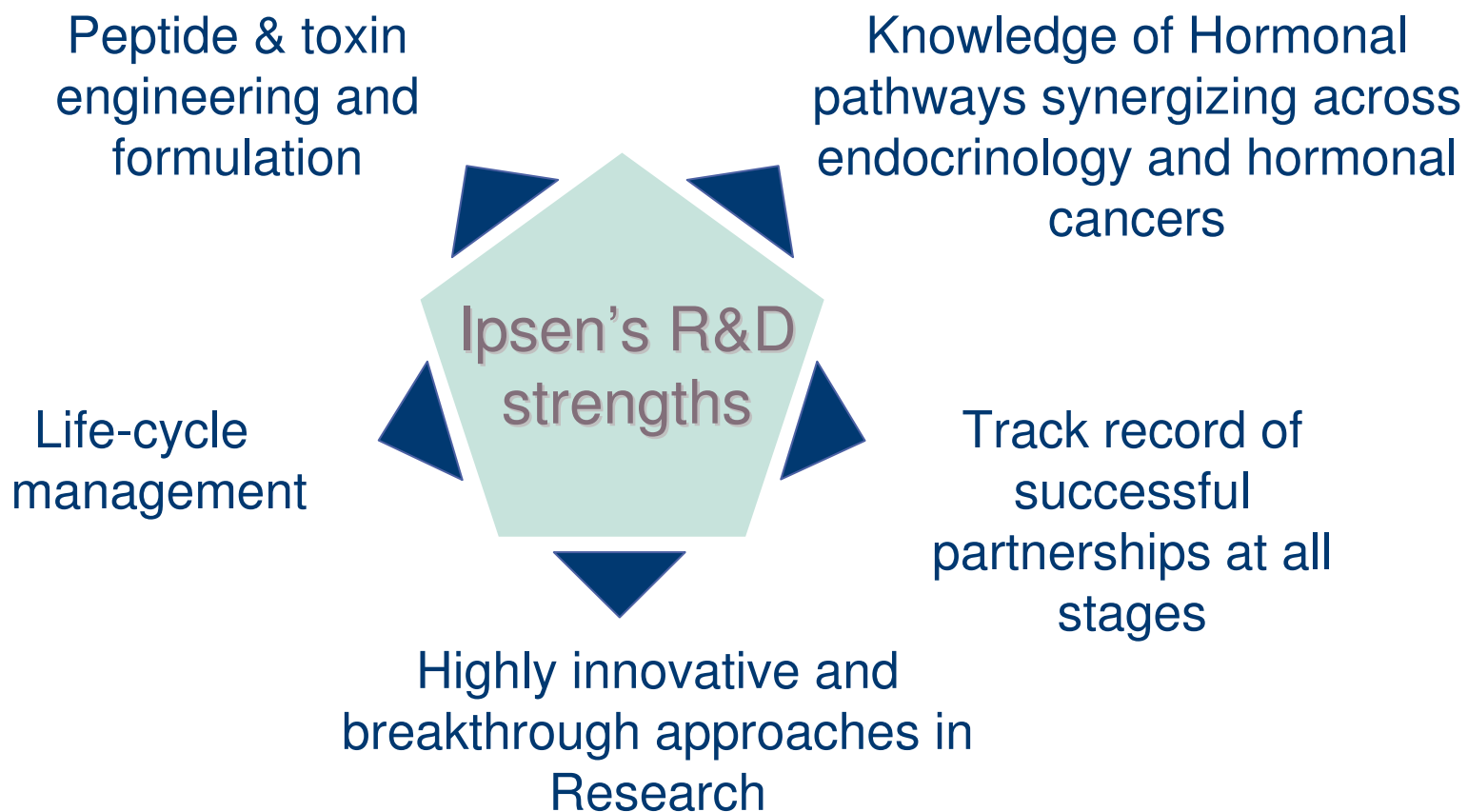
Scientific & medical  
excellence

Focus on patients  
(Patient centric)

Speed of execution  
across the value chain

Collaborative innovation

## Ipsen's R&D has recognized strengths...



## ... but still has room for improvement...

### Ipsen's R&D has experienced setbacks...

- **BIM23A760 (Phase IIb)**
- **Taspoglutide (Late Phase III)<sup>1</sup>**
- **Difficulties to properly position GH-IGF-1 combo program in short stature**
- **Difficulty to derive value out of promising research compounds (CDC25, diflomotecan, elomotecan, angiomate...)**
- **Irosustat in monotherapy (Phase IIa)**

### ... push for greater focus across R&D

- **Increase alignment between science & business analysis**
- **Focus resources on key projects and technological platforms**
- **Increase alignment in decision making**
- **Implement culture of decision and speed of execution**

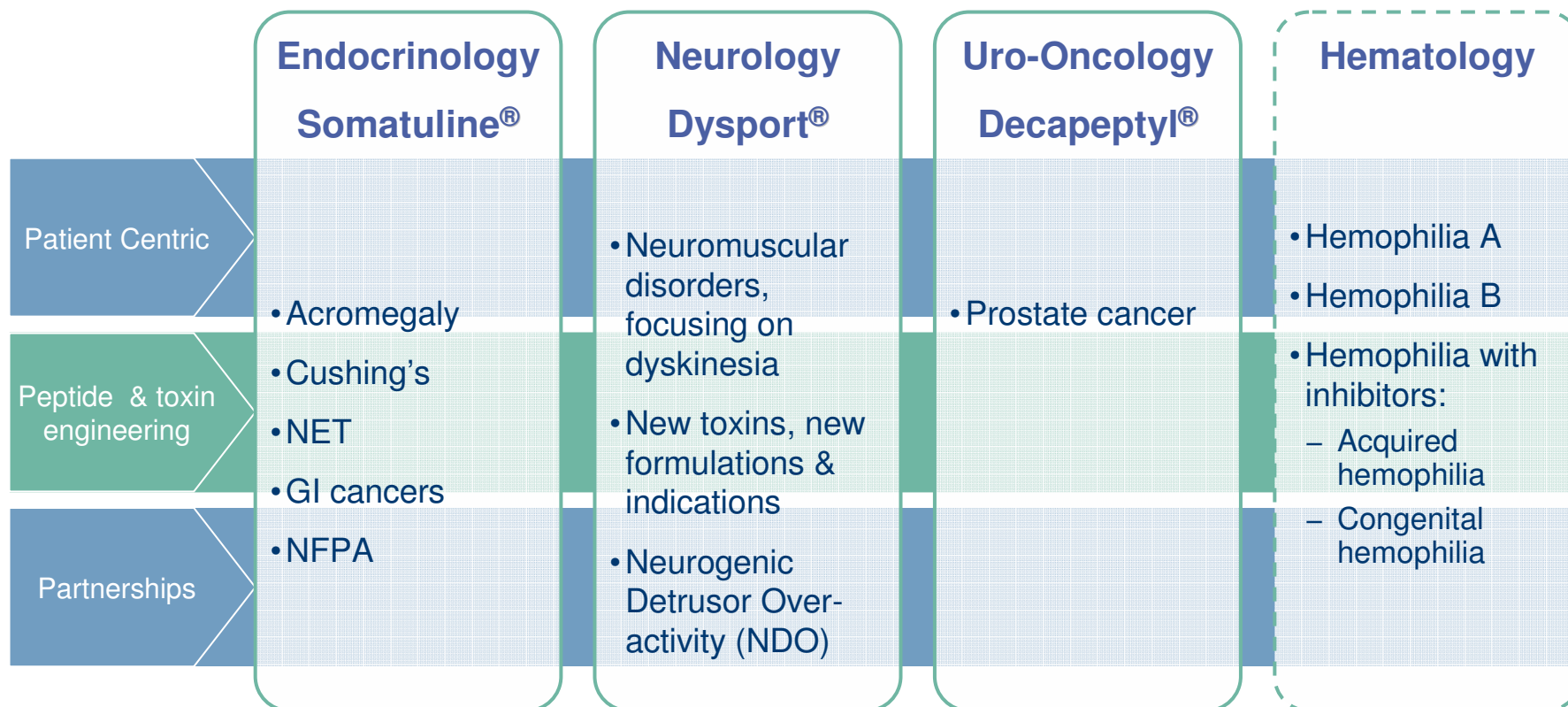
## ... calling for an overhaul of our R&D engine...



**R&D to focus on short, medium and long term deliveries**



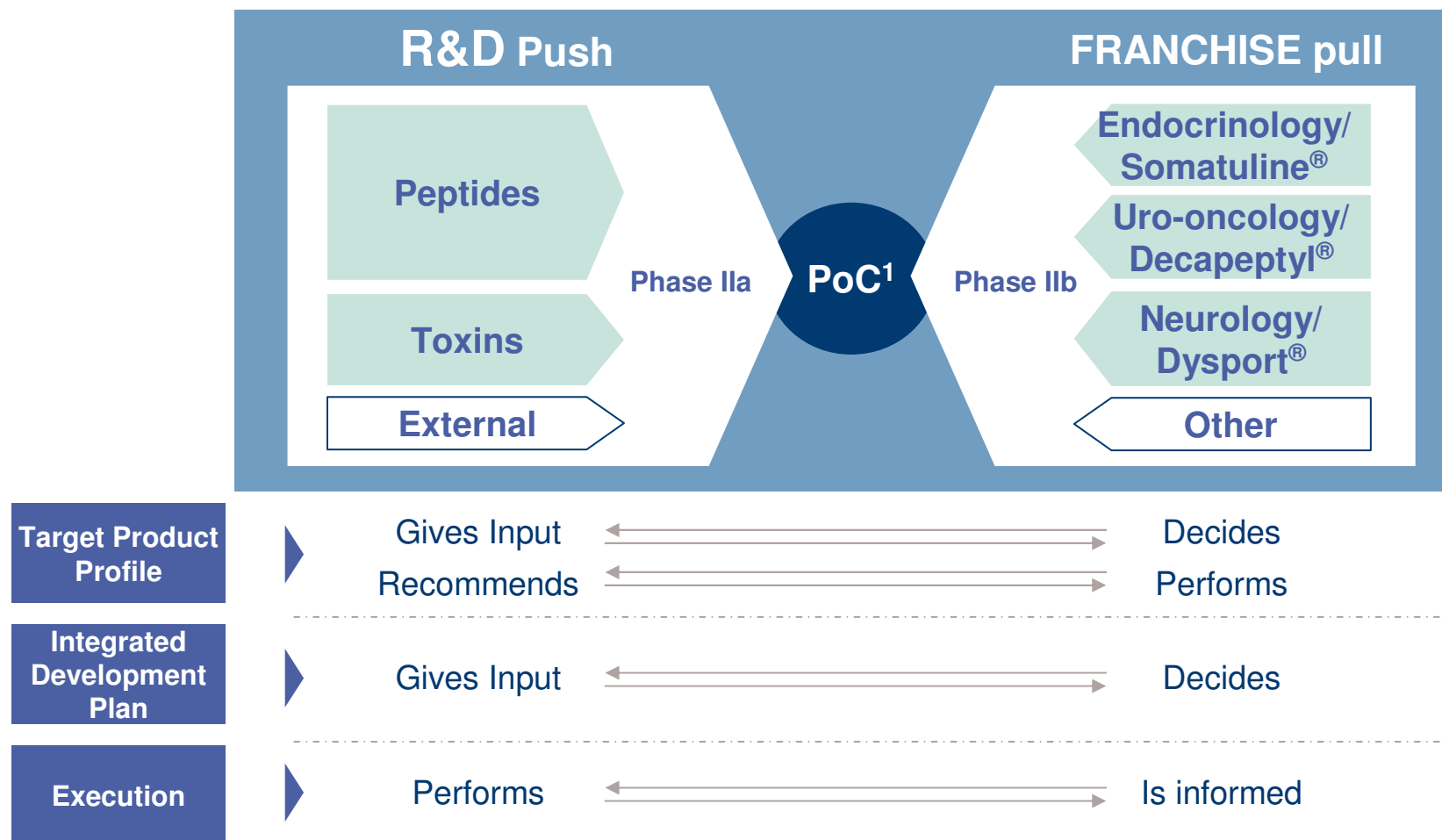
## ... applied to well defined disease areas and indications



**Focused. Aligned. Synergies across therapeutic areas**

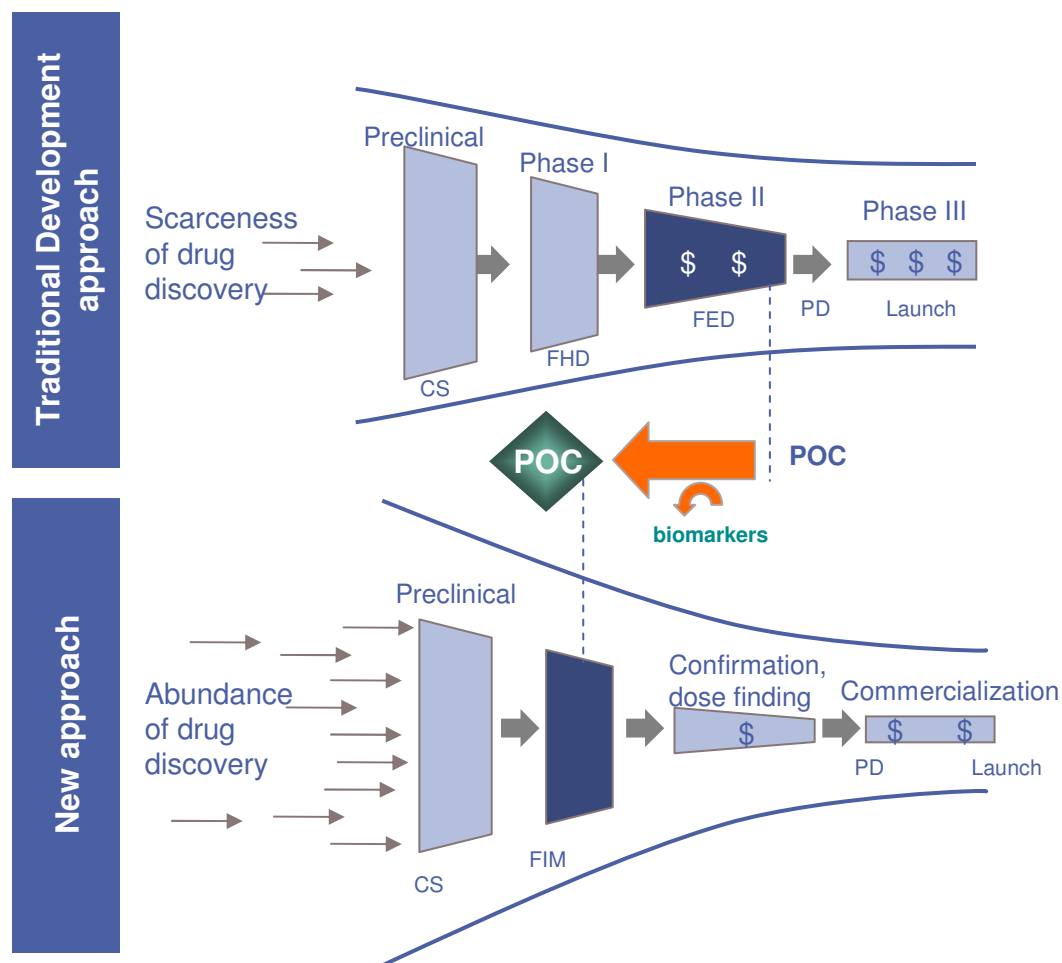


## An integrated R&D “push-pull” model to fulfill patient/ commercial requirements





## Biomarkers help compounds move to POC quicker while reducing failure rate in late development stages



### Benefits from the new approach

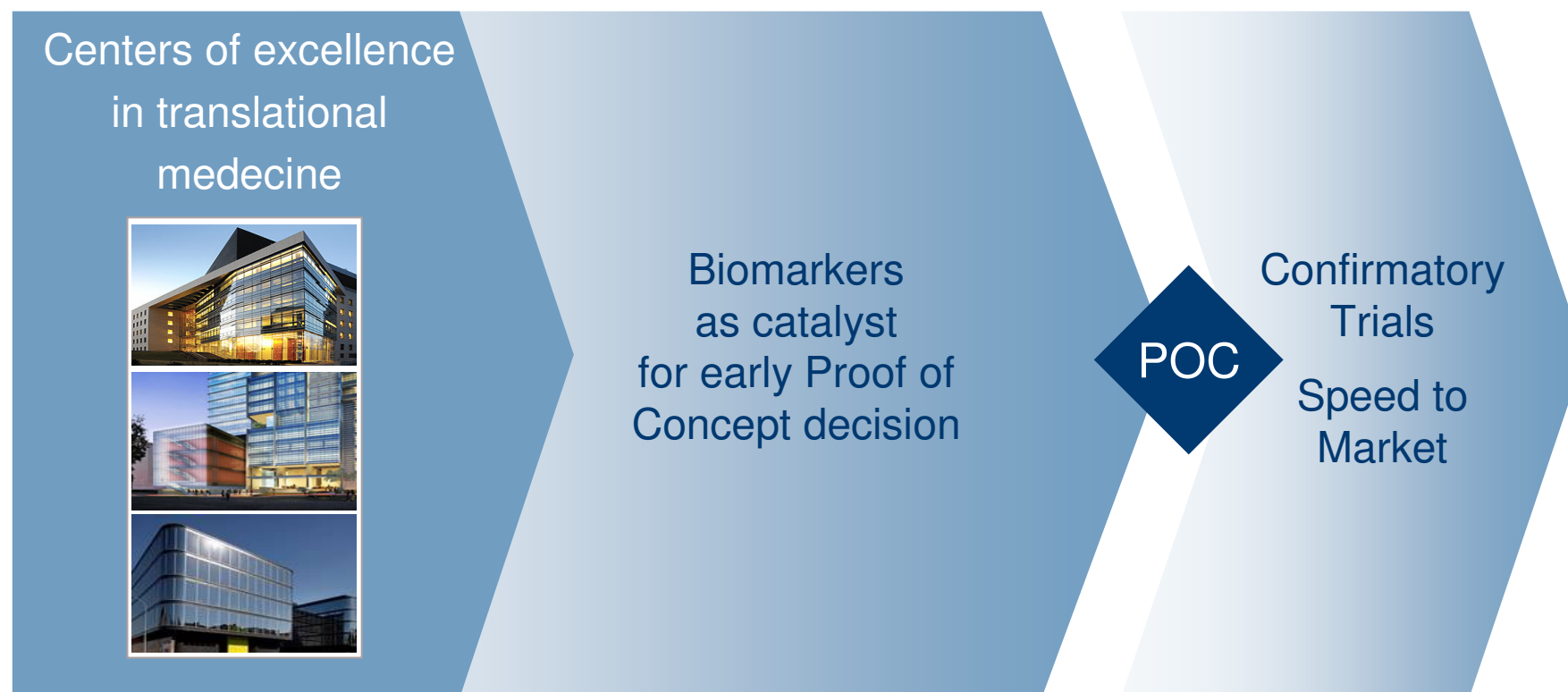
- Anticipation of Clinical plan at early Research stage
- Early recycling for some projects
- Higher Probability of Success for projects entering Phase II-b

Project killing

CS : Candidate Selection  
FED : First efficacy dose  
FIM : First in Man  
PD : Product decision  
POC: Proof of Concept



## Ipsen partnerships in personalized medicine



**Current partnerships : Centers of Translational Medicine & BioMérieux**



## Ipsen has built a state-of-the-art peptide engineering platform...

State-of-the-art scientific expertise and technology

Enhance **potency & efficacy**

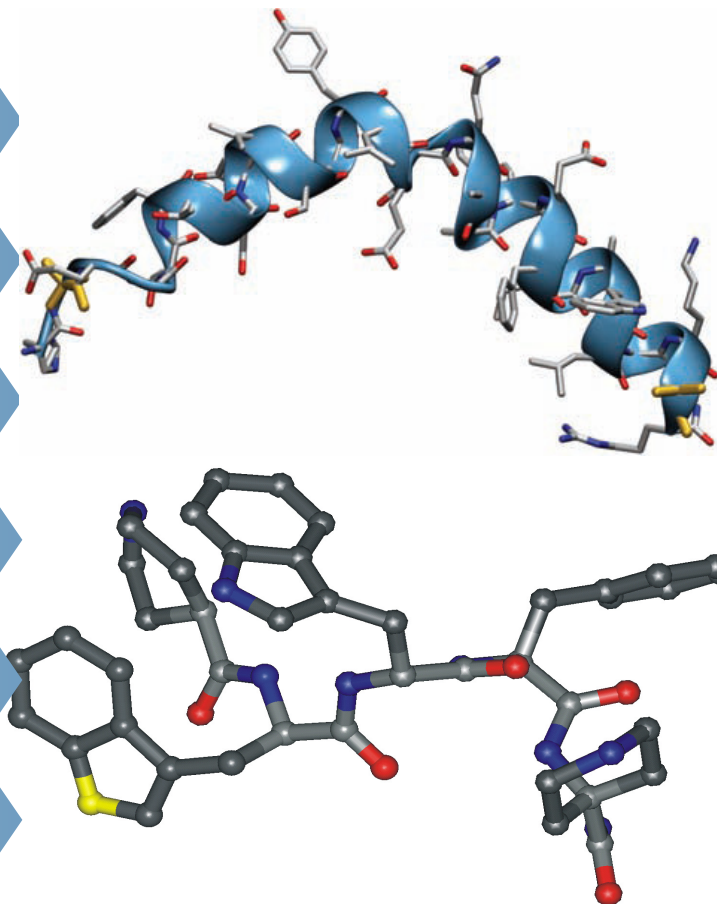
Improve **target selectivity**

Increase **enzymatic stability** and **prolong duration of action**

**Target** specific tissues, cells and tumors

Synergize activities at multiple targets with **chimeric peptides**

Combine **sustained release expertise with chemical engineering** to enhance compatibility with novel formulations



*Ipsen has a proven peptide track record with marketed drugs and drug candidates*



## ... and will continue to invest in emerging technologies

Current  
state-of-the-  
art peptide  
platform

**Emerging peptide-based technologies have potential to further expand applications of peptide-based agents**

- Cell-penetrating peptides, “stapled” peptides
- Peptides used as targeting agents to deliver therapeutic “war heads”
- Oral delivery technologies
- Chimeric peptides
- Phage display technology
- Cytotoxic-peptide and toxin-peptide conjugates, peptide-siRNA chimeras
- Peptide toxins & protein mimetics, inhibiting protein-protein interactions

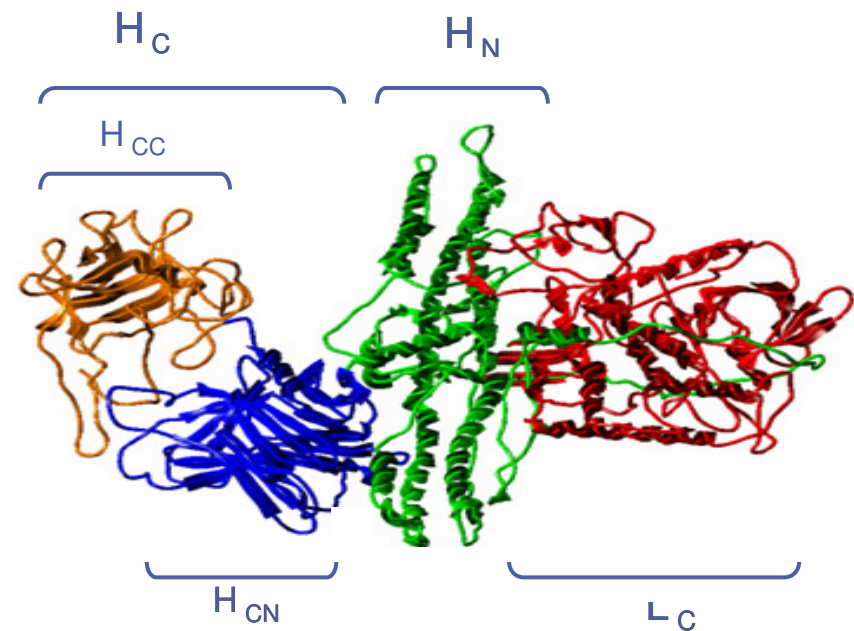
***Ipsen to expand and reinforce its peptide platform, in-house and with selected partners***



## Botulinum toxin: Recombinant technology offers promise of development well beyond current marketed products

### New opportunities with recombinant technology

- Design of novel targeted toxins
- Design of toxins with different characteristics (onset of action, duration)
- Platform versatility based on feasible modification(s) of the functional domains of native Botulinum toxin :
  - Binding domain
  - Translocation domain
  - SNARE cleavage domain
- Possibilities to improve the properties of the current available toxin formulation
- Clear and measurable clinical effects





## Ipsen is ideally placed to become a key player in “the toxin of the future”

**Track record expertise in botulinum toxin with Dysport®**

**Pharmacological, preclinical and clinical expertise in Botulinum Toxin in neuromuscular diseases**

**State-of-the-art facilities: research, scale up, development and manufacturing**

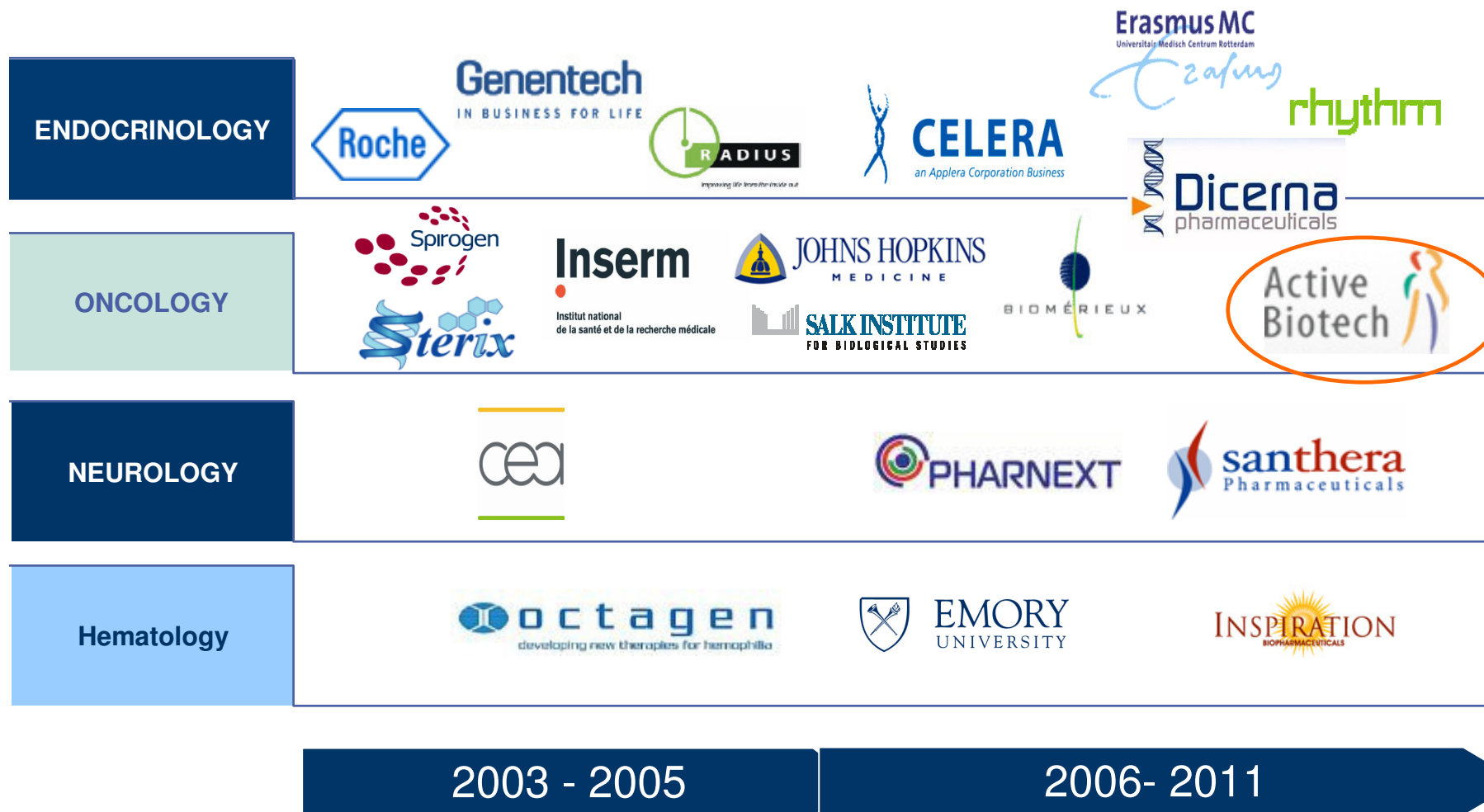
**Valuable partnerships synergize with Ipsen**

**Established network of Toxin experts**





## Partnerships at the Heart of Ipsen's Innovation



## Our key drivers entail major decisions

### Summary of major R&D decisions

- **Merge** Research and Development departments
- **Close** R&D activities at Barcelona site
- **Stop** internal non toxin and non peptide research\*
- **Build** project management excellence

## Key decisions on Ipsen's Ph II pipeline

**Assets no  
longer in  
strategic  
focus**

### **Oncology**

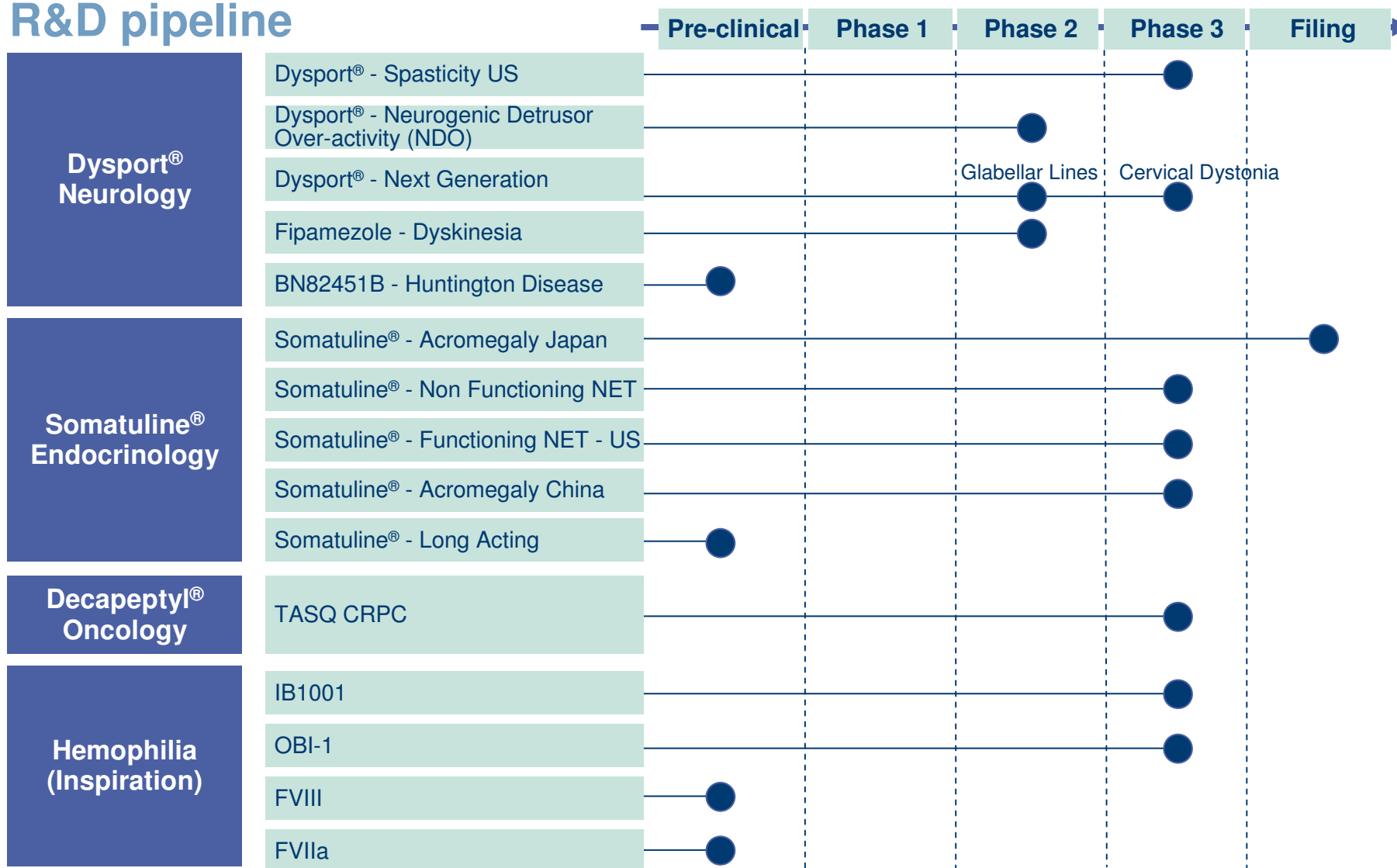
- Discontinuation of the development of Irosustat as a single agent (monotherapy) in all indications
- Seeking partnership

### **Endocrinology**

- GH- IGF-1 Combo and all IGF-1 programs are deprioritized  
Ipsen to explore all options to maximize value while meeting its obligations to patients and partners



## R&D pipeline



## Ipsen “new” R&D ambition

*5 novel pre-clinical candidates...*

*...out of which 3 will reach POC decision by end of 2015...*

*...while all life cycle initiatives are achieved on time*

**Q&A**



***Break***

***Presentation resumes in 20 minutes***



***Uro-Oncology/ Decapeptyl®***

***C. Jean***

***EVP, Chief Operating Officer***



## A franchise with renewed growth opportunities

**Tasquinimod**

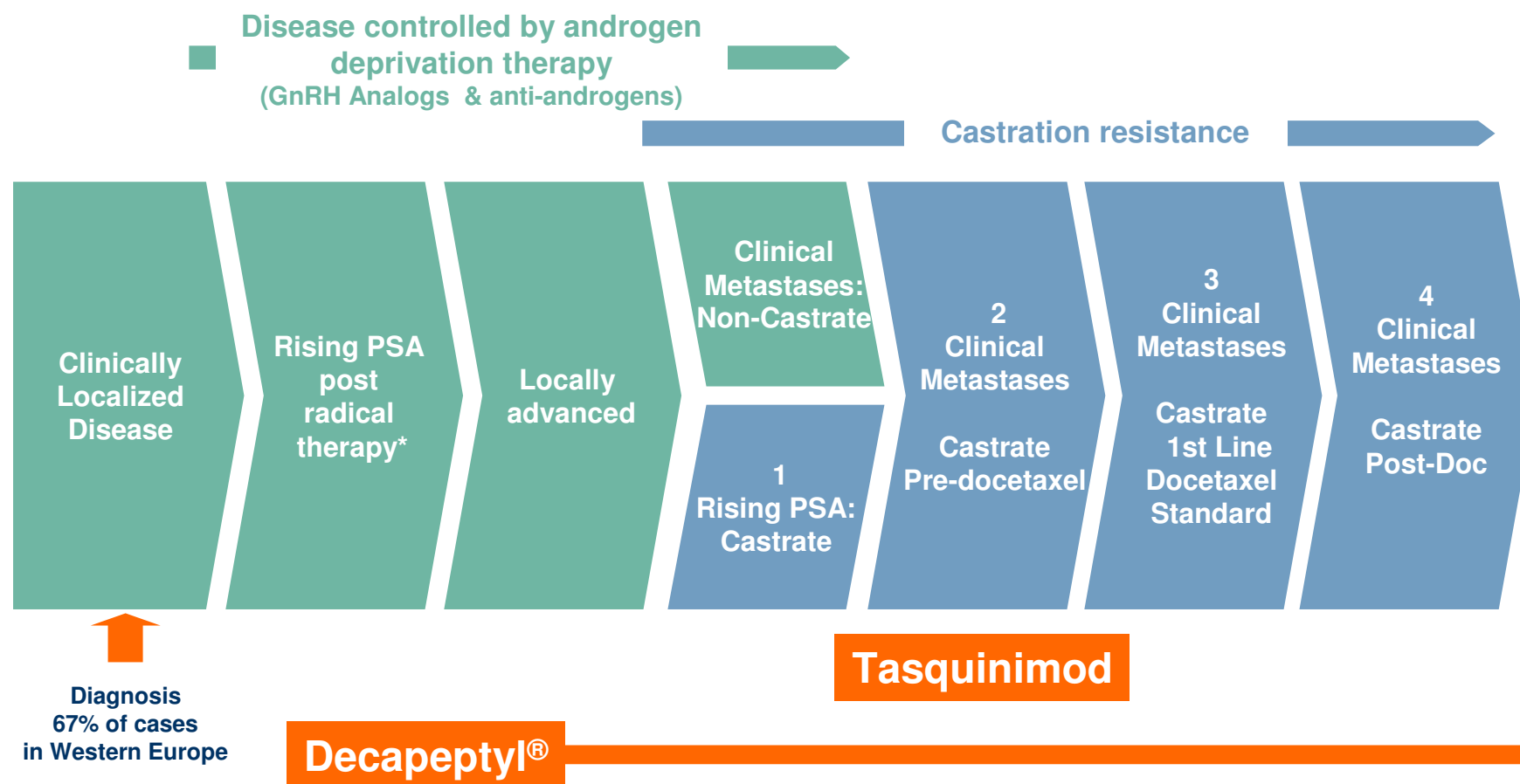
**for castrate resistant tumors**

Once a day oral formulation in PhIII

**Decapeptyl®**

**for hormone-sensitive tumors**

## Prostate cancer: disease evolution towards castration resistance



## Decapeptyl®: a solid basis to develop a Uro-Oncology franchise

### A 20-year growth story...

- Marketed in over 60 countries (Excl. the Americas and Japan)
- Indications:
  - Prostate Cancer (more than 70% of sales)
  - Gynaecology
  - Precocious puberty
  - IVF
- Formulations: Daily, 1 month, 3 months and 6 months
- No true generics of GnRH analogs anticipated

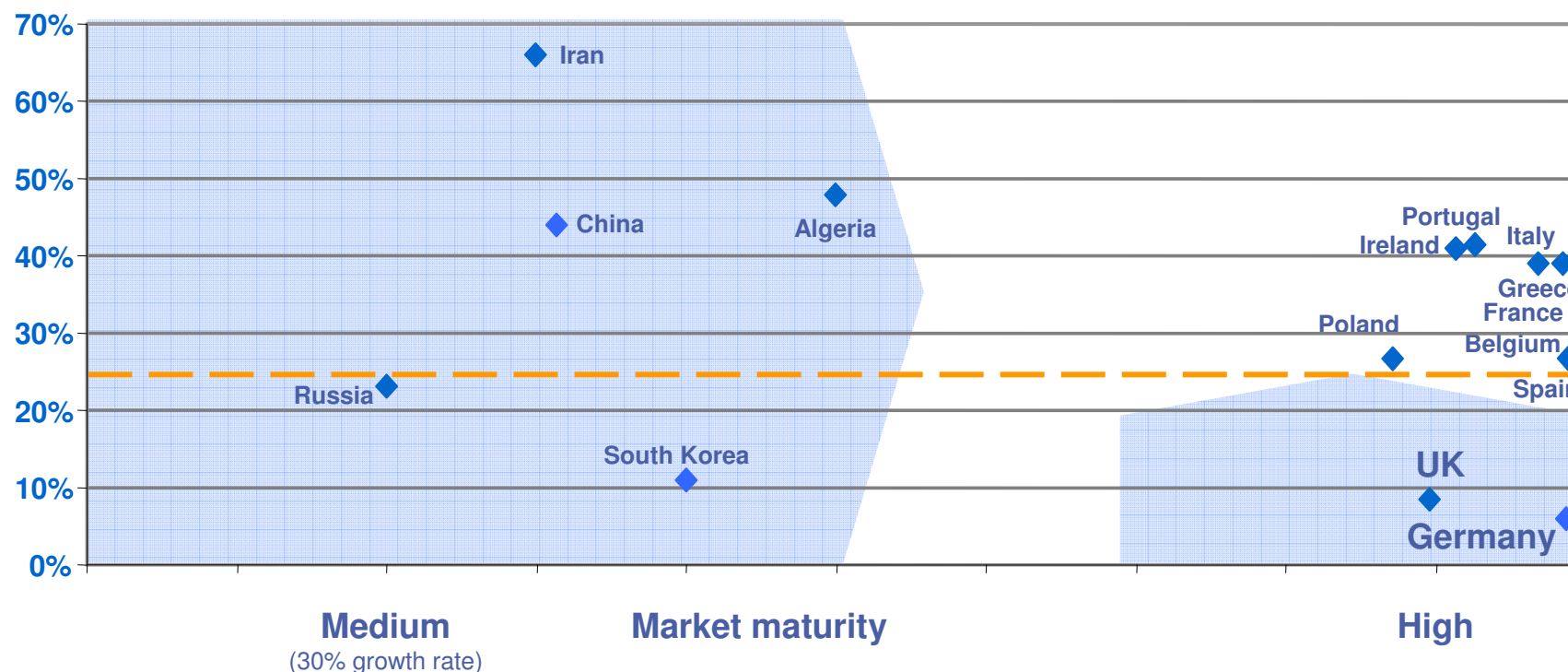
### ... and still poised to grow

- GnRH analogs remain mainstay of first line hormonal manipulation in PCa
- 6 month formulation enables market share gain in key EU countries
- Emerging countries, and in particular China, provide a long term growth
  - In 2010, emerging markets contributed to ~65% of Decapeptyl®'s growth
- European sales affected by increased competition and price pressure



## Decapeptyl®: strong market shares throughout the world, and room to grow

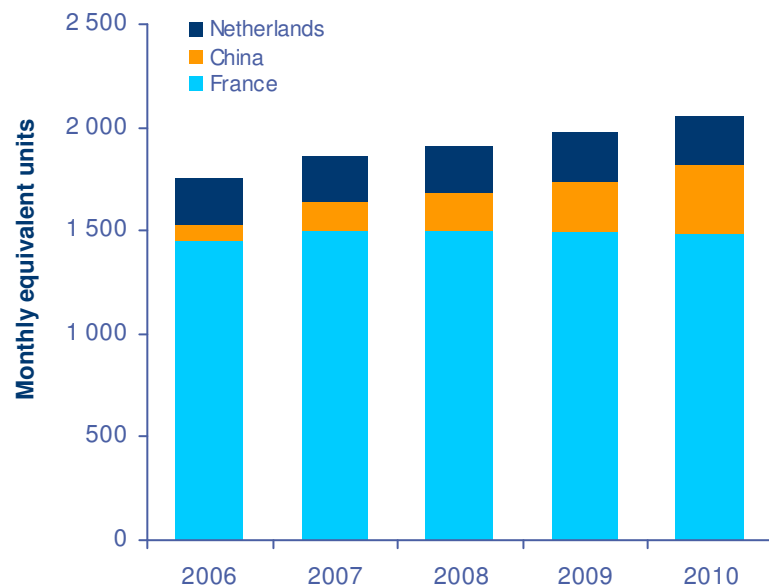
Current market share (in units)



**Market share in the UK and Germany (~40% of G5 GnRH Analogs sales) has doubled in the past 3 years**

## Emerging countries, and in particular China, as growth engine

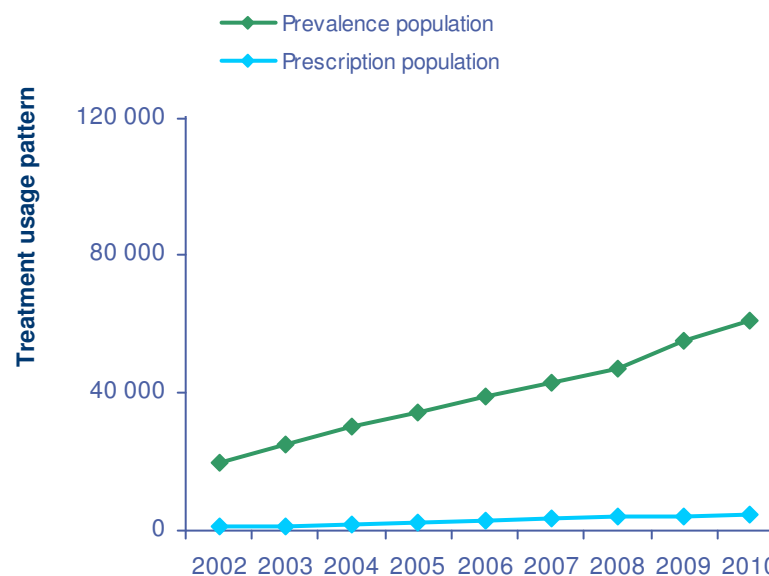
### China, limited GnRh analog market but poised to grow (2006-2010)



Source : IMS health

### Increasing access of patients to medicines (2002-2017)

#### Prostate cancer China: treatment usage pattern



Source : GBI research 2010

**China expected to become 2nd country in terms of Decapeptyl® sales in 2011**

## Decapeptyl® 6 month formulation: a differentiated product profile, enabling market share gain

### Decapeptyl 6 month formulation

#### Efficacy

- Sustained low level of testosterone, without breakthrough\*
- Similar efficacy on PSA control and Testosterone across all formulations\*\*

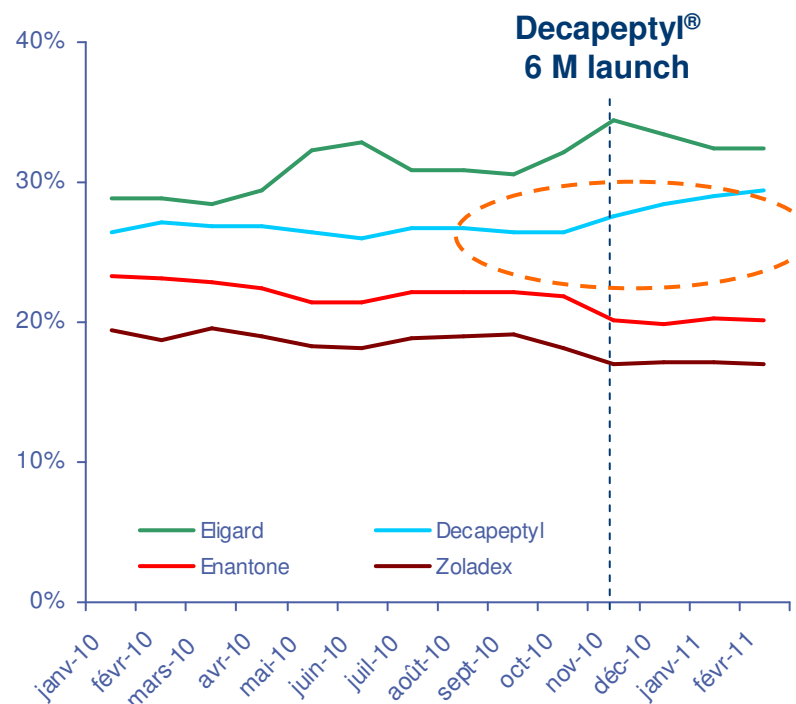
#### Local Tolerance

- Limited local side effects (6.7% of patients )
- No nodule or abscess at site of injection

#### Formulation reconstitution

- Lyophilized slow release formulation
- Easy to reconstitute with no product loss

### e.g. Impact on market shares in Spain



Source: IMS sales data

\*Lundstrom E & Al, , *ClunDrug Invest* 2009; 29(12):757-765

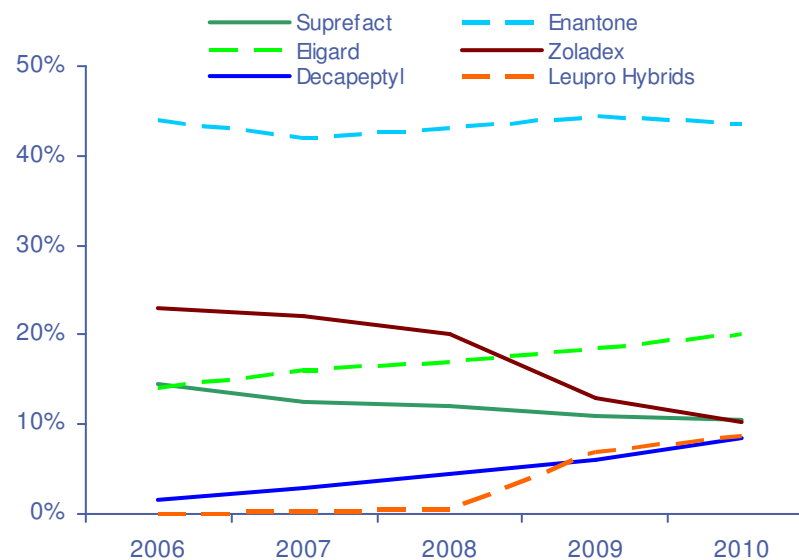
\*\*Mounedji N & al, *J clin Oncol* 29: 2011 (suppl 7; abstr 162)

## No true generics of GnRH analogs anticipated, only Hybrids

### Hybrids rather than true generics

- Risk of true long acting GnRH analogs generics entry expected to be low
- Only hybrids of leuprorelin are available today<sup>1</sup>
- Hybrids are currently not substitutable and priced 20-25% below original products
- In Germany, the 2 leuprorelin hybrids have reached less than 10% MS in 3 years<sup>2</sup> with no impact on class price yet

### Impact of hybrids on market shares MEU (\*) in Germany

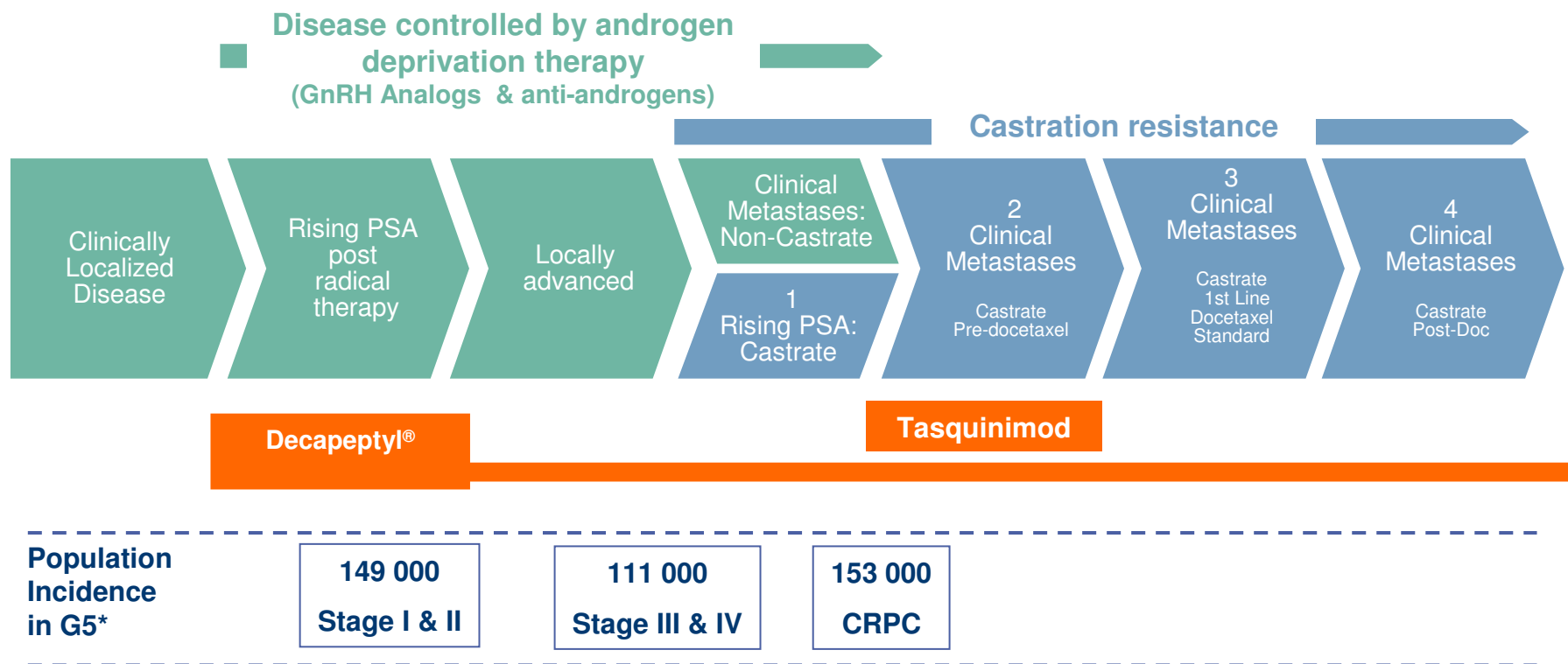


(\*) MEU = Monthly equivalent units

Source: Insight Health, OdV data - Germany

### Hybrids represent a moderate threat to GnRHa established brands compared to true generics

## Tasquinimod: a perfect strategic fit



- Leverage the Group's current leadership position in prostate cancer
- Expand to medical oncology
- Access to significant sales potential
- Beyond prostate, tasquinimod has potential in other cancers (such as GI)

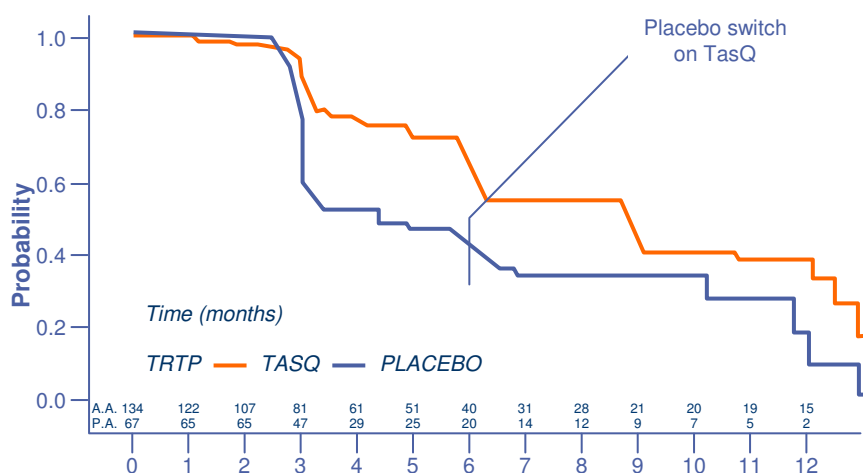
## Tasquinimod, promising phase II results

**Safety and efficacy analysis\* of Phase II study of Tasquinimod in chemotherapy naïve patients with asymptomatic metastatic castrate-resistant prostate cancer (CRPC) (n=201)**

### Primary end point

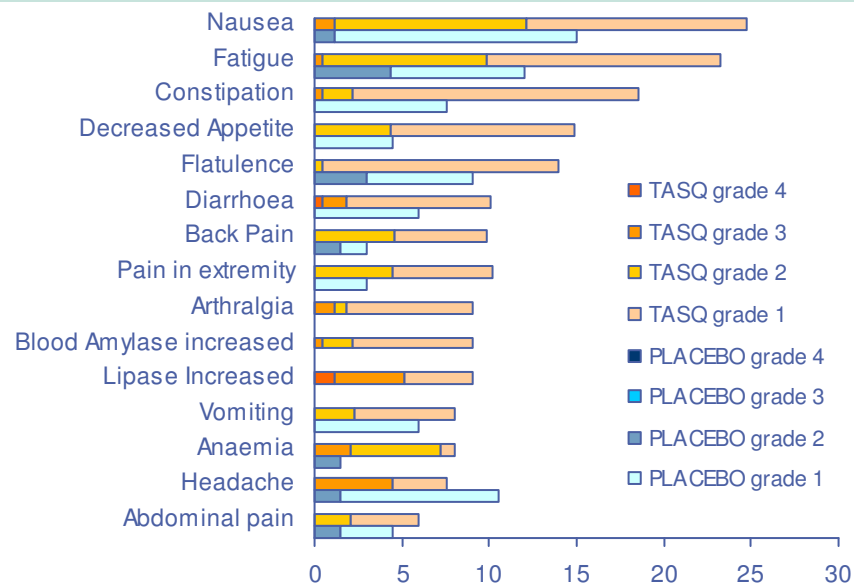
Proportion of patients with progression at 6 months:  
**n=134/67** 31% in Tasquinimod group vs. 66% in placebo group

### Radiographic



**Tasquinimod improves Radiographic Progression Free survival vs. placebo (8.8 months vs. 4.4 months)**

### Most common AE-s and percent of patients with grade 1-4 in Double-blind phase



**Side effects are manageable**

\* ASCO-GU, 2011, J. Armstrong<sup>1</sup>, M. Haggman<sup>2</sup>, W. M. Stadler<sup>3</sup>, J. R. Gingrich<sup>4</sup>, V. J. Assikis<sup>5</sup>, O. Nordle<sup>6</sup>, G. Forsberg<sup>6</sup>, M. A. Carducci<sup>7</sup>, R. Pili<sup>8</sup>



## Tasquinimod, Phase III program ongoing

**A Phase III randomized, double-blind, placebo-controlled study of Tasquinimod in men with asymptomatic/mildly asymptomatic Metastatic Castrate Resistant Prostate Cancer**

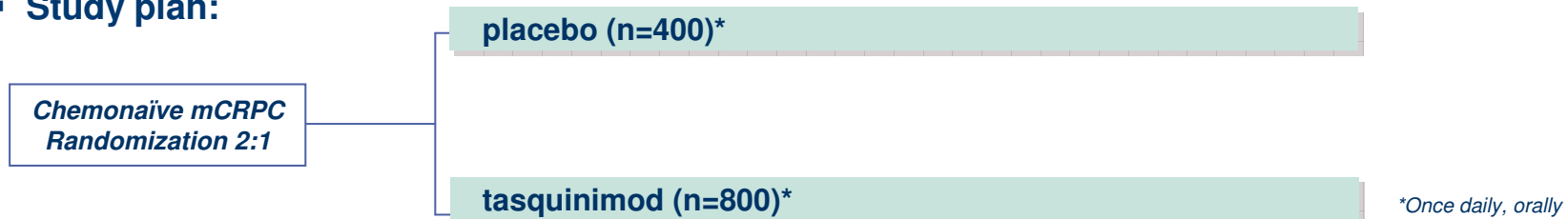
- **Objectives**

- TASQ in chemo-naïve patients with metastatic castrate-resistant prostate cancer
- Effect of Tasquinimod on delaying disease progression compared with placebo

- **Endpoints**

- Primary: Radiological progression-free survival (PFS)
- Secondary Endpoint: Overall Survival (OS) – Study powered for OS

- **Study plan:**



- **Principal investigators:**

- America : Michael A Carducci, Johns Hopkins Kimmel Cancer Center, Baltimore, USA
- Europe : Cora N Sternberg, San Camillo and Forlanini Hospitals – Rome, Italy

***International Pivotal Phase III opened 1Q 2011...***

***... filing expected in 2014***

## Tasquinimod, deal terms for Ipsen

### Geographies

- World excluding Japan and the Americas

### Execution

- Active Biotech: Pivotal registration PhIII
- Ipsen: Supportive study

### Financials

- Milestones :
  - Upfront payment of €25 million
  - Additional payments of €175 million contingent upon progress/ achievement of clinical, regulatory and commercial milestones
- Royalty rate: progressive on the level of sales starting in the low teens

**Expected peak sales: in excess of €250m**



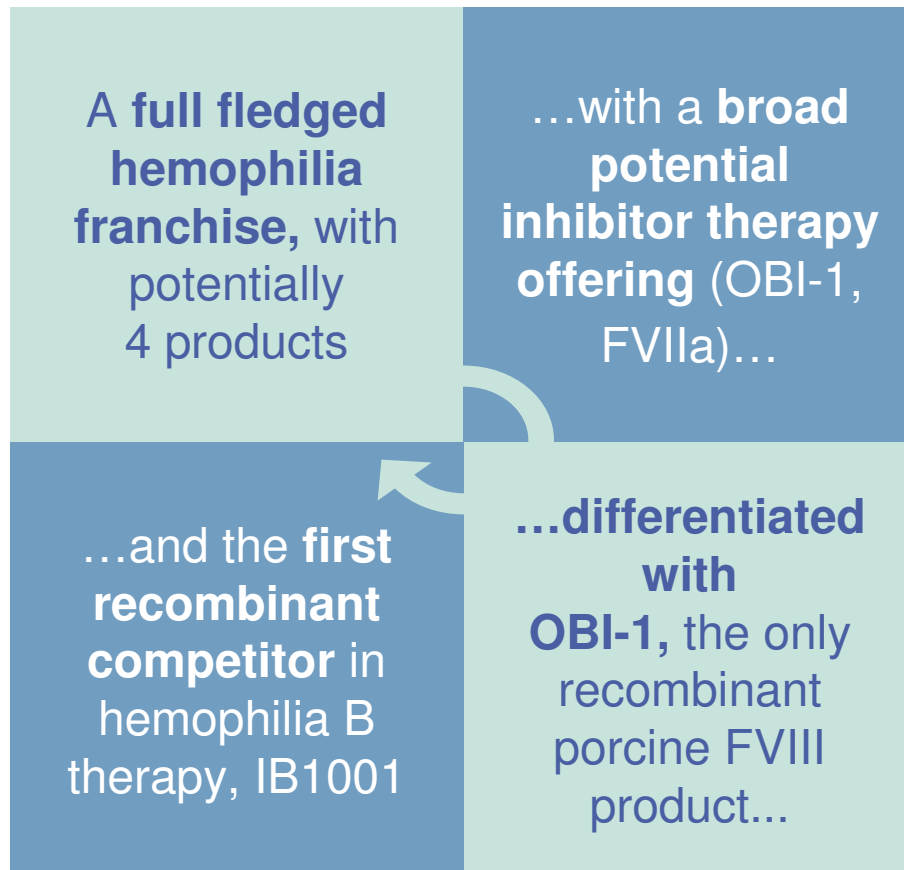
## ***Hemophilia***

***M. de Garidel***

***Chairman and Chief Executive Officer***



## Ipsen and Inspiration are aiming at all levels of the coagulation cascade for the treatment of hemophilia



- ➔ An \$8bn market
- ➔ A high margin market
- ➔ 2 products in Ph III:
  - OBI-1: a highly innovative porcine recombinant Factor VIII (orphan drug)
  - IB1001: first rFIX biosimilar in an underserved, fast growing market

## Growing Market Opportunity in Hemophilia B

### Current market

- FIX market overlooked – primary focus FVIII
- 90% recombinant in developed markets
- 40% recombinant and growing in underserved markets

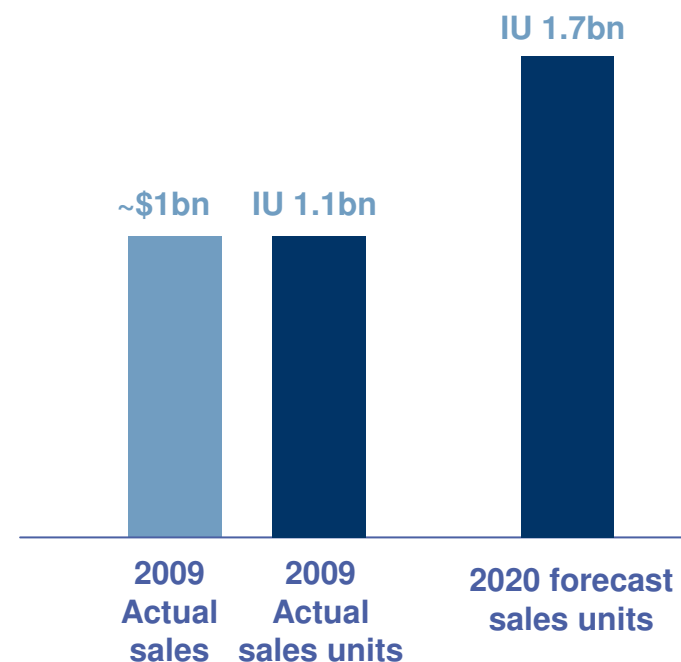
### Long-term growth prospects

- 2% to 6% CAGR until 2020
- Broadening access to care grows overall market :
  - Driven by prophylaxis in developed markets
  - Driven by more patients treated in underserved markets

### Critical unmet medical need: access to treatment for more patients

- Hemophilia B market potential of 6.5 billion International units (IU), based on population

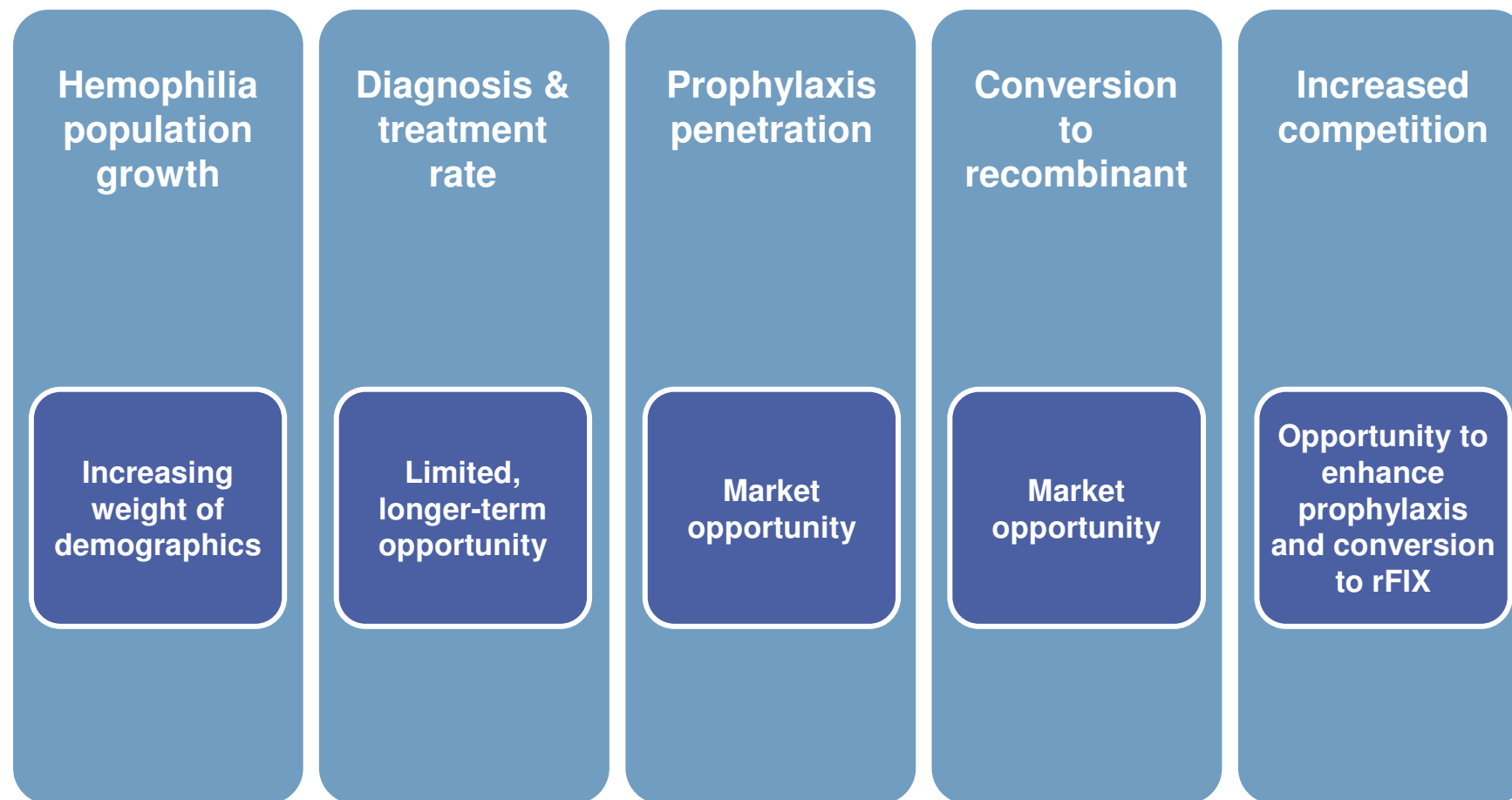
### Factor IX



*Recombinant FIX sales of \$700m in 2009; plasma sales of \$300 million*

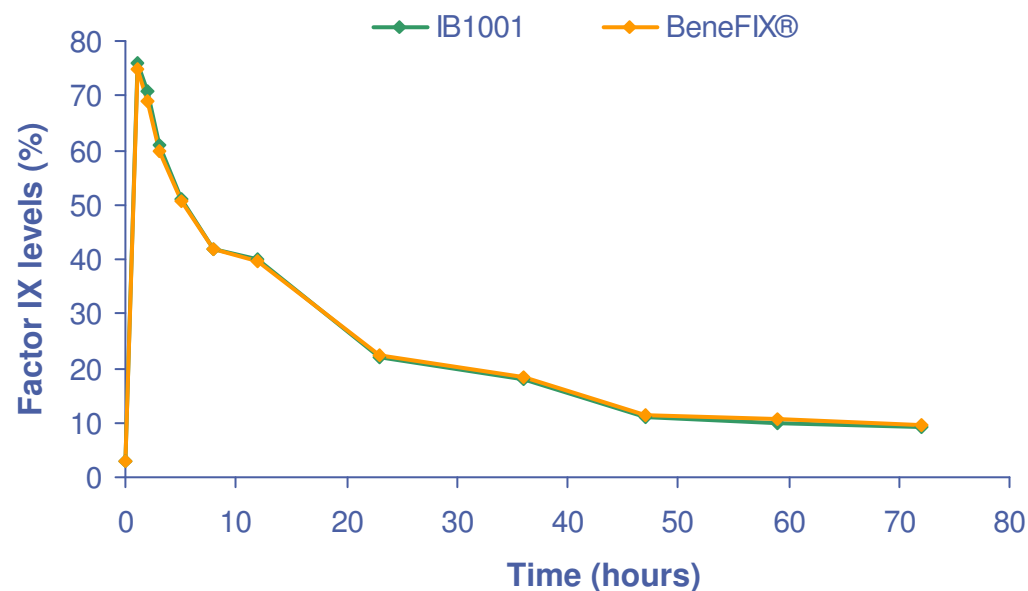
***Significant market opportunity for IB1001, a recombinant FIX currently in Phase III***

## Historical and projected hemophilia market growth drivers



## IB 1001 demonstrated non-inferiority to BeneFIX®

### Mean FIX activity by time and treatment



The preliminary safety data collected during the PK study phase indicate that IB1001 has an acceptable safety profile and is well tolerated

Study IB1001-01 is ongoing and further analyses on safety and efficacy will be available in 2011.

## Growing Market for More Effective Inhibitor Treatments

### Current market

- 1/3 of hemophilia A patients will require inhibitor therapy during their lifetime:
  - Inhibitor therapy (IT) 70% recombinant in developed markets
  - IT <10% recombinant in underserved markets
  - Current therapies are FVIIa bypassing agents

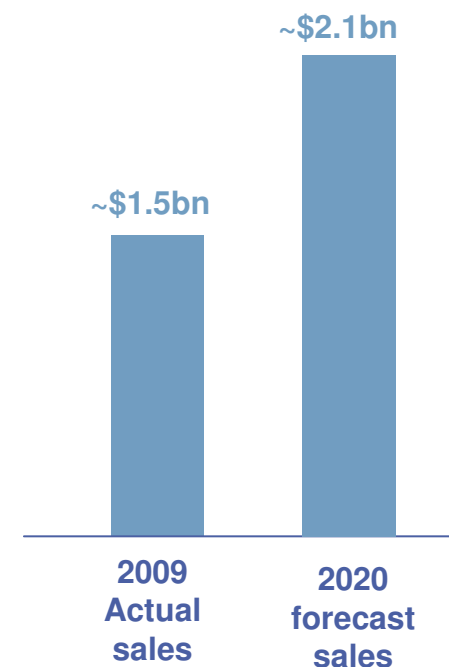
### Long-term growth prospects

- 3% to 6% CAGR until 2016, 0-1% thereafter (due to increased competition, downward pricing pressure):
  - Driven by prophylaxis in developed markets
  - Driven by more patients treated in underserved markets
- Opportunities in treating inhibitors to human FVIII and acquired hemophilia

### Most important unmet need: Additional inhibitor therapy options

- Current inhibitor therapies are expensive; not always effective
- Lack of biomarkers to predict efficacy

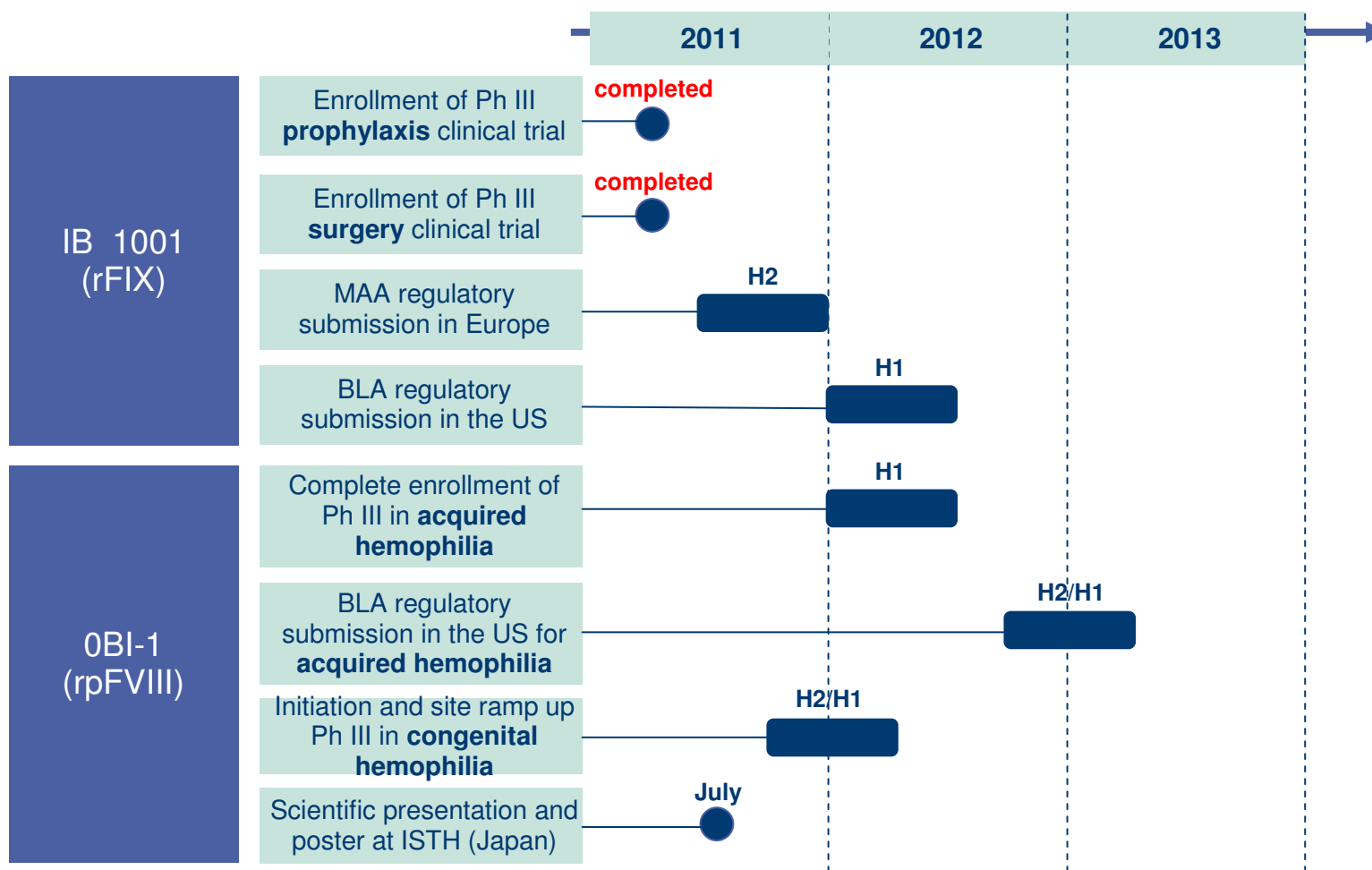
### Inhibitor Therapy



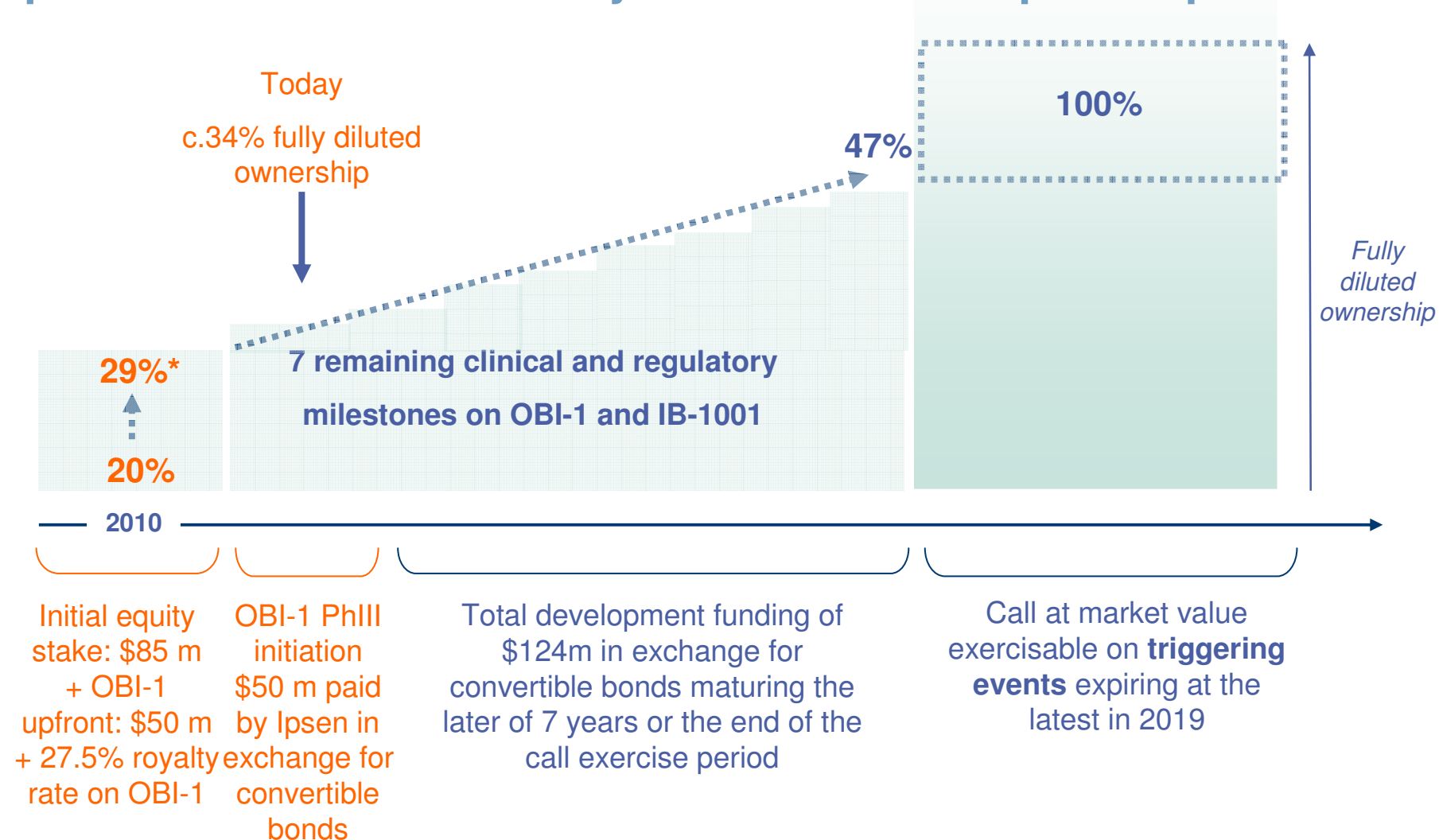
*Recombinant FVIIa sales of \$1.1bn in 2009; plasma sales of \$400m*

**Unique positioning for OBI-1, a differentiated porcine recombinant FVIII currently in Phase III**

## Inspiration hemophilia product portfolio – short term timeline



## Ipsen now has ~34% of fully diluted ownership of Inspiration







***Professor Claude Négrier***

***Head of the Hematology Department at Edouard Herriot  
University Hospital in Lyon, France***

***Professor of Hematology at the Lyon School of Medicine,  
France***

***Adjunct Professor in the Division of Hematology at the  
University of North Carolina, Chapel Hill, USA***



***US platform***

***C. Jean***

***EVP, Chief Operating Officer***



## Ipsen has completed a comprehensive assessment of global operations and reaffirms its commitment to the US market

Significant upside potential for new indications for  
Dysport® and Somatuline Depot®

Significant market opportunity for hemophilia portfolio

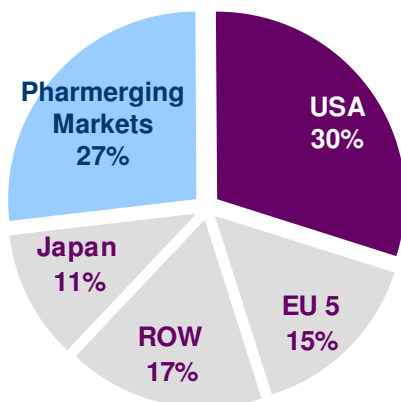
Significant value in further developing Ipsen's presence  
and insight into the US market



## The U.S. will continue to lead the global marketplace and remains an important pillar in Ipsen's global strategy

**In 2015, the U.S. market will represent ~30% of the global pharmaceutical market...**

2015 Global Pharmaceutical Market Share (Sales)<sup>1</sup>



The US will contribute to 11%<sup>1</sup> of the 2010-15 global pharma market growth and specialty products are anticipated to grow faster than the overall market...

**...with significant opportunity for Dysport® and Somatuline®**

**Dysport®**

- Global therapeutic botulinum toxin market expected to grow at 7.4%<sup>2</sup> CAGR to €1.6bn in 2020
- US botulinum toxin market to grow at 7.4%<sup>2</sup> CAGR to €1.4bn in 2020 (50% of total market)

**Somatuline®**

- Global SSA<sup>3</sup> market expected to grow at 3.8% CAGR to ~€1.6bn<sup>2</sup>
- World most solid growth in the US with a SSA<sup>3</sup> market expected market growth 4.6%<sup>2</sup> CACG in the US

SOURCE: (1) IMS Health 2011

(2) Company estimates

(3) SSA: Somatostatin Analogs



## To ensure we maximize the opportunity, there will be four key changes to the U.S. Organization

**Focus investment and resources to drive Dysport® and Somatuline Depot® growth in current and future indications**

**Restructure the US organization to increase focus and align US operations with the new global franchise structure**

**Better integrate the US business with the global organization and move US commercial operations to the East Coast**

**Allocate internal effort to activities that drive differentiation and focus and form outsourcing partnerships to support other activities**



## U.S. growth also will be fueled by life-cycle management and new products

8 on-going phase IIIs in the US

4 Dysport® (Spasticity)

- Adult upper limb spasticity
- Adult lower limb spasticity
- Pediatric upper limb spasticity
- Pediatric lower limb spasticity

Expected filing 2014 - 15

2 Somatuline® (NET)

- Functioning NET
- Non Functioning NET

Expected filing 2014

2 Hemophilia (Inspiration)

- IB 1001 (rFIX)
- OBI-1 (rpFVIII)

Expected filing H1 2012 for IB1001  
Expected filings 2012/ 2013

*Opportunistic Business Development will be considered*



## A two-phased US strategy supports short- and long-term growth objectives

— 2011 ————— 2014 - 2015 ————— 2020 →

- Invest in current indications for Dysport® and Somatuline® Depot to gain share in cervical dystonia and acromegaly markets respectively
- Invest in clinical trials to support life cycle management of Dysport® and Somatuline® Depot
  - Dysport® : 4 Ph III in spasticity
  - Somatuline® : 2 PhIII in functioning and non functioning NET
- Prepare the organization for the launch of new indications

Assess the  
option to  
enter US  
hemophilia  
market

- Launch and grow Dysport® in spasticity and Somatuline® Depot in NET
- Hemophilia franchise option
- Become a significant sales and profit contributor to the Ipsen Group

## A new President and General Manager for Ipsen North America

### Sean McKercher

- **30 years of experience** in the healthcare industry, working in many different locations including **Canada, Asia, Africa, US and most recently Europe.**
- **Joined Ipsen in 2007:** instrumental in the 2008 acquisitions of Vernalis US, Tercica and the product OBI-1.
- Since 2009, **head of Ipsen's business development and alliance management organization** completing over 20 different transactions including the creative relationship with Inspiration.
- In 2010, named the **Business Development Executive of the Year by the UK Pharmaceutical Licensing Group.**
- Recently named **President and General Manager for Ipsen North America**





***China focus:***

***Invest to accelerate value growth to harvest the full benefit of 20 years experience***

***E. Bouteiller***

***General Manager, China***

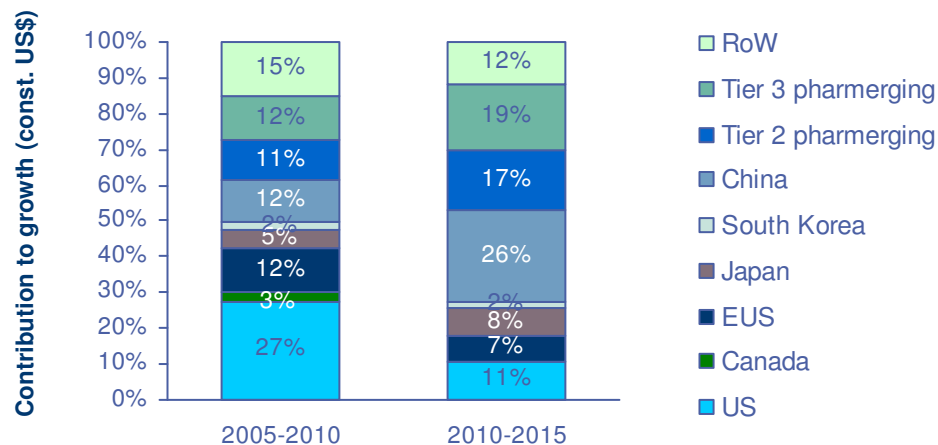




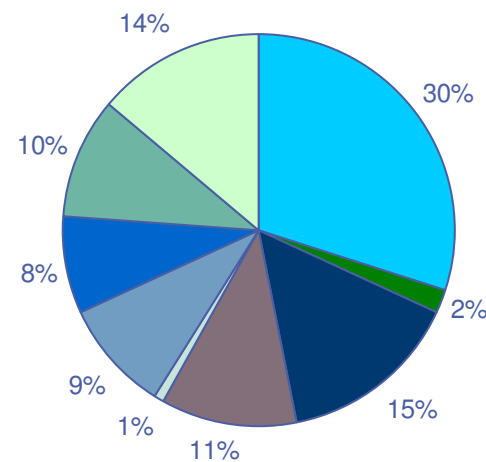
## China amongst top pharma markets...

2010 rank			2015 rank			2016 rank		
1	United States		1	United States		1	United States	
2	Japan		2	Japan		2	China	
3	China		3	China		3	Japan	

### Region contribution to global growth



### Region market share of global sales 2015



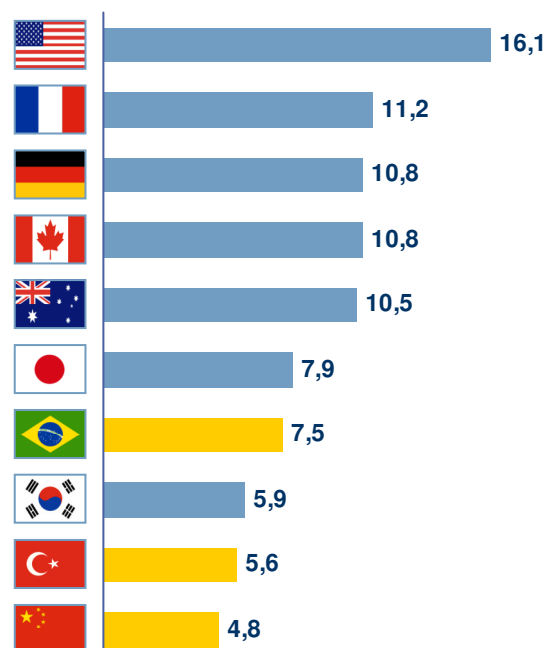
\* 2015 sales estimated using 2011-2014 CAGR sept. 2010 for Egypt & Ukraine in Tier 3 and RoW  
Source : IMS Health Market Prognosis, March 2011

***In 2010, China became the world's second largest economy ahead of Japan***



## ...and more Healthcare potential to come

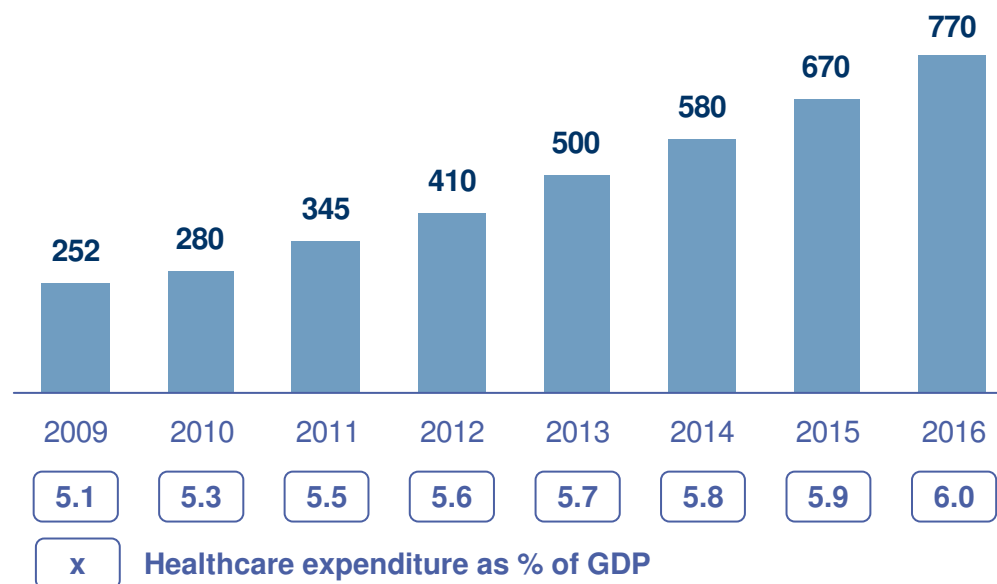
Healthcare expenditure as percent of GDP [percent, 2008]



Developing countries

Based on announced additional government input

China healthcare expenditure – projected spend [USD billions]



**A US\$ 600 billion market by 2015, trending towards \$1 trillion by 2020**



## China a bursting market place

### Competitors

- **International competitors:** “Arms race” on coverage, investment, products, talents, etc...
- **Local competitors:** strong development & ambitions, with strong cash reserves (subsidies for State-owned enterprises, IPO for private companies...) that start to venture abroad

### Patients

- Looking for quality
- Paying out of pocket
- Better informed

## Chinese Healthcare

### Authorities

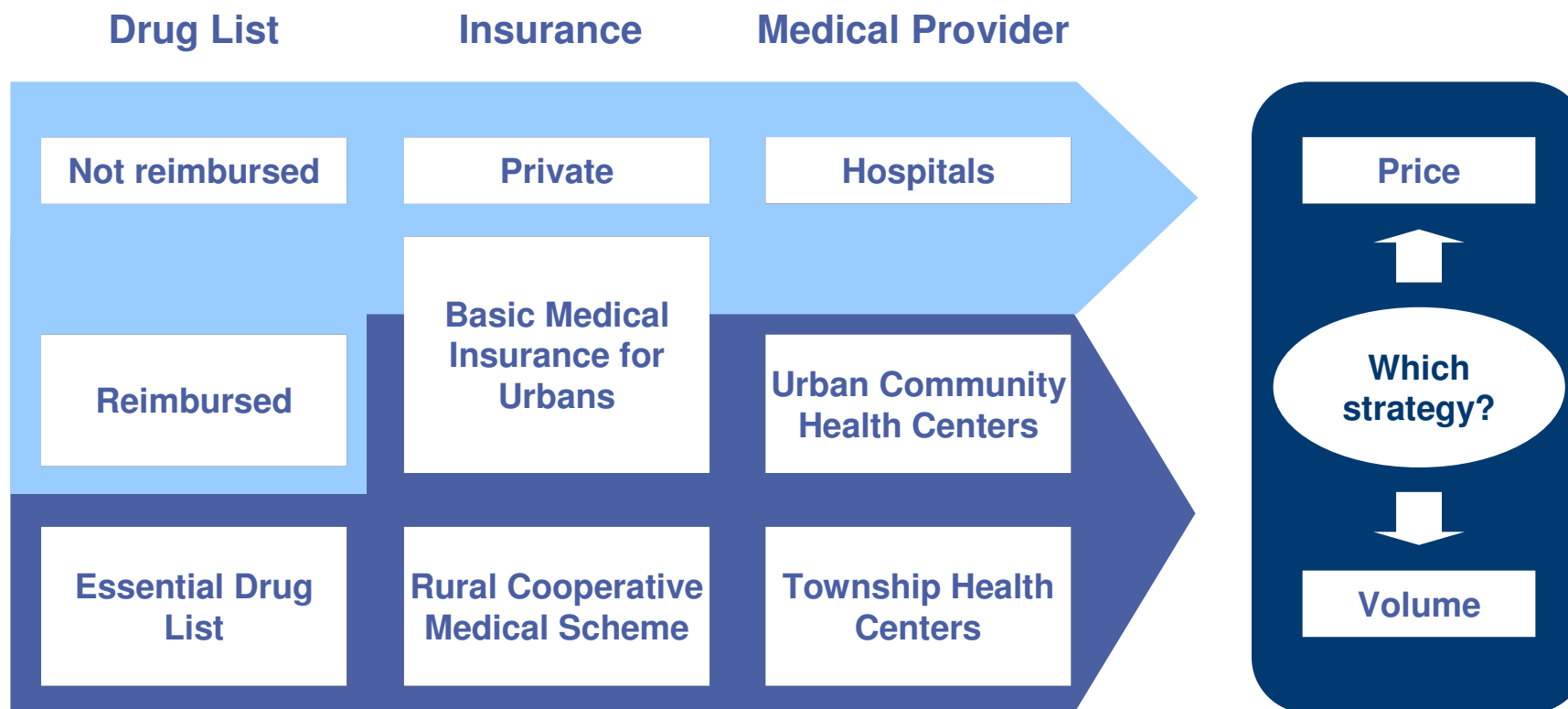
- More balanced development
- Support national champions
- **Healthcare as a political challenge**

### Healthcare Reforms:

- Expand basic medical insurance programs
- Establish national essential drug system
- Develop primary healthcare services system
- Provide equal access to urban and rural residents
- Accelerate public hospital reform



## Essential Drug System may reconfigure Chinese healthcare modus operandi

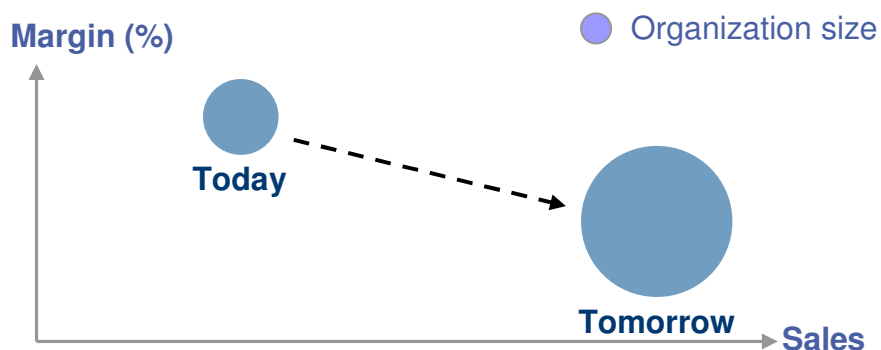


➡ x 31 provinces



## China today, a tougher place for new comers...

### Increasing cost of doing business



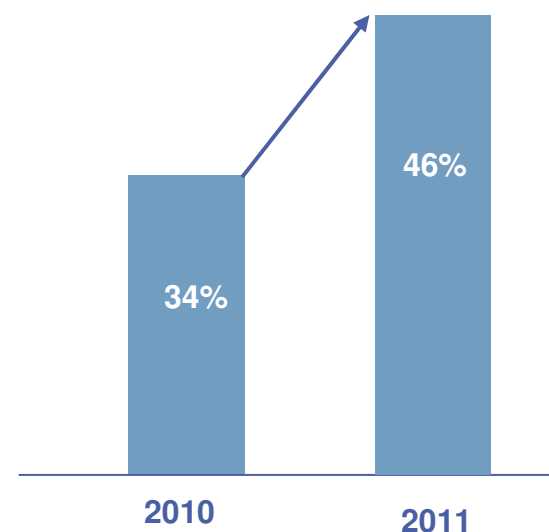
#### China is more and more costly:

- + Salaries
  - + Taxes and employer contributions
  - + Regulatory requirements
  - + Inflation
- 
- x Strong headcounts increase for better coverage
- 
- = **Decreased overall profitability**

*with price cuts*

### China is increasingly discriminant

*Perception of governmental policies as discriminating against Foreign-Invested Companies for the next 2 years*



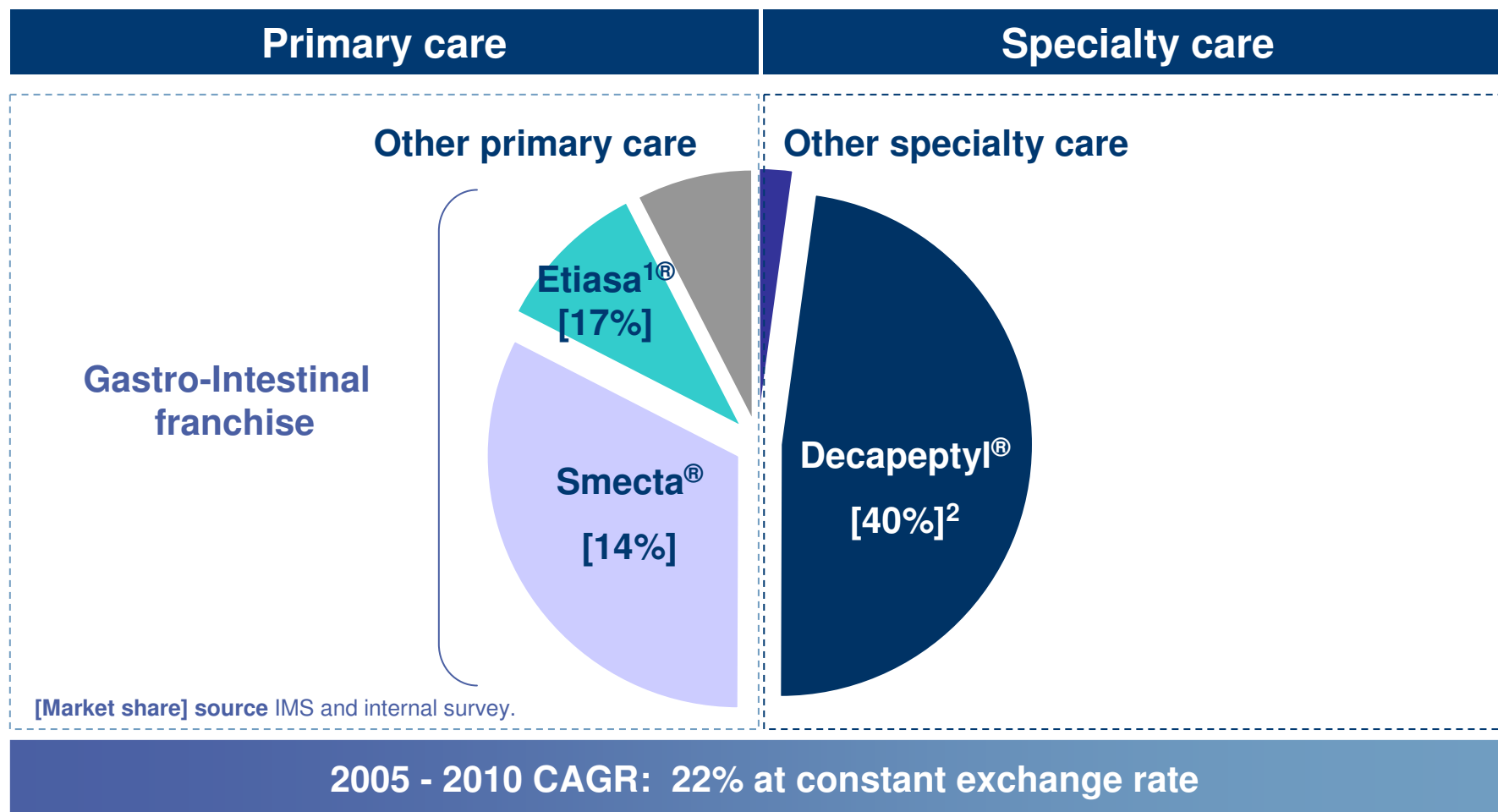
Source : European Union Chamber of Commerce,  
Business Confidence Survey, May 2011

## Ipsen benefits from a longstanding presence in China, now its 2nd affiliate

- Established in **1992**
  - HQ in Tianjin. Total staff of ~ **500 employees**
  - ~**€90m 2010 sales**
  - **A truly Chinese organisation** with a local JV partner and 2 expatriates
- 
- **Regional sales force teams** focused on key coastal cities, now spreading towards the west into lower tier cities
  - Excellent **National & Provincial market access team** (patent, pricing, reimbursement, bidding ,etc.)
  - Experienced **medico-regulatory team** to conduct **local clinical and registration trials**
  - World class **manufacturing site** since 2000

**Proven track record of building brand value  
and leadership in targeted therapeutic areas**

## Solidly anchored on two pillars, with three market leader products







## Strengthening our Gastro Intestinal Franchise

### Currently promoted portfolio

- Smecta®
- Etiasa®
- Fortrans®
- Forlax®
- Meteospasmyl®
- Tanakan®

### Strong Alliance Management

- Currently: 2 in-licensed products : Etiasa® in 1999; Meteospasmyl® in 2011
- Continuing local business development efforts

### Life Cycle Management

2020  
ambition

### Current coverage and sales force

- 180 cities
- 250 Medical and Trade representatives

### Expand coverage

- Cover more than 400 cities by 2020
- Double sales force team by 2020

### Assess EDL opportunity regularly

2020  
ambition



## Developing our Specialty care franchise

### Currently promoted portfolio

Decapeptyl® with a complete range of formulations:

- Prostate Cancer
- Gynecology
- ...

- Consolidate gynecology leadership position while developing prostate cancer indication with launch 3M formulation
- Prostate Cancer extension
  - Tasquinimod
  - Additional licensing projects under discussion
- Introduction of 2 major Ipsen products
  - Somatuline® CTA<sup>1</sup> filing 2011; regulatory approval expected in 2016
  - Dysport® in Cervical Dystonia and aesthetic indications: CTA<sup>1</sup> filing 2011; regulatory approval expected in 2016 and 2017 respectively

2020  
ambition

### Current coverage and sales force

- 120 cities
- 120 Medical and Trade representatives
- Highly focused and trained teams

- Increase medicalization :
  - Already ongoing with 4 studies in 60 centers and more than 1500 patients in 2011 (against none in 2009)
  - 2012: Creation of a Clinical trial platform in Beijing
- Extend and deepen coverage
  - Triple sales force team by 2020

2020  
ambition

## Focusing to secure long term growth

### Shorten time-to-market

- Strengthen medical development capabilities
- Creation of a clinical trial platform in Beijing in 2012
- Earlier integration of China in global product development

### Anticipate healthcare reform and implementation

- Constantly adapt to the changing market conditions
- In every province: Local Government Affairs to be close to local decisions makers

### Execute the plan

- High turnover in whole pharmaceutical industry with new competitors local / state companies
- Recruit / retain / develop in a talent war context



## In summary, Ipsen in China is...

**...well  
positioned for  
its size...**

...in this market of unique magnitude and growth opportunities, with a solid portfolio and a highly competitive infrastructure

**...well aware  
and vigilant...**

...about market fragmentation, dynamics and complexity and has become a “market mover” in its selected therapeutic areas

**...committed...**

...with a professional and motivated team dedicated to gaining market share and delivering sales and profit growth

***Primary Care France***

***M. de Garidel***

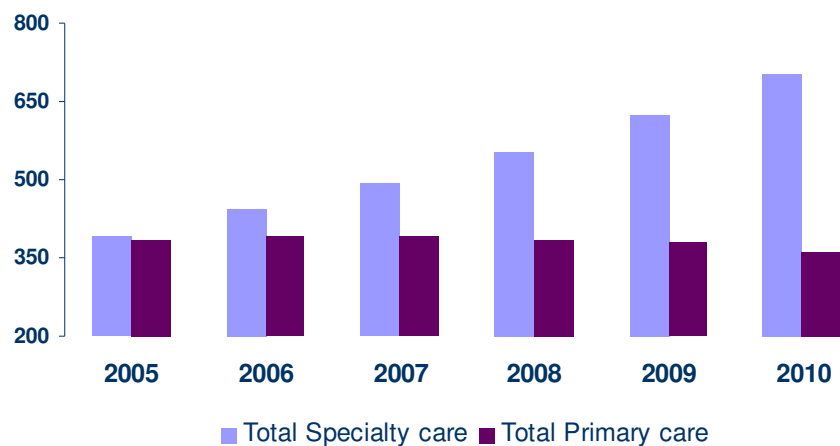
***Chairman and Chief Executive Officer***



## Contrasted primary care dynamics

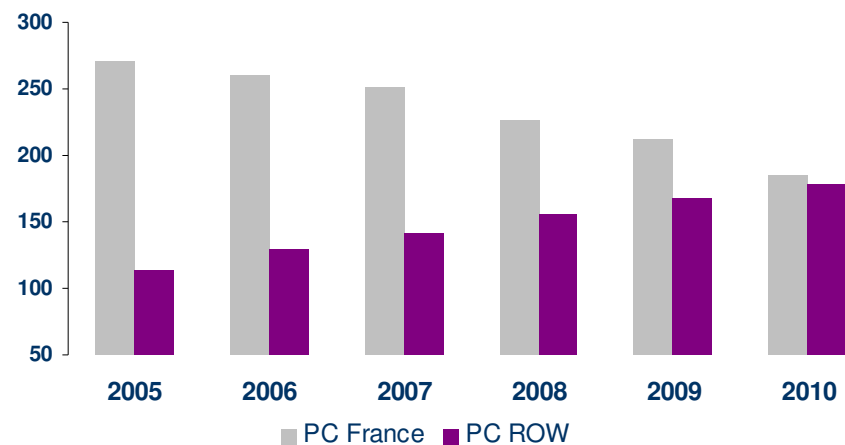
### Total primary care vs. specialty care sales

In €m



### French vs. RoW primary care sales

In €m



### Pressure on Ipsen's French primary care

## A European-wide pharmaceutical industry situation

### Large, mid and small Pharma situation in Europe

Average price for daily treatment cost has declined and will continue to decline

R&D productivity lower in GP products

Increased restriction on promotion

Mature products are still responsive to promotion but may not justify a large dedicated sales network

*Potential solutions : add products and/or work the cost base*

## Ipsen's French PC remains an efficient platform ready for further commercial leverage

**A growth  
potential to  
materialize**

Adenuric<sup>®</sup>,  
Exforge<sup>®</sup> and  
perspectives

A potential leverage  
in the OTX market  
with established  
brands

**Solid  
foundations**

An established portfolio of  
primary care products


A recognized and  
respected sales and  
marketing organization



## Today, optimization is no longer sufficient for French PC

Straight forward co-marketing and co-promotion optimization deals  
will not remain sufficiently financially attractive

We need to explore more engaging partnership models

- 
- Enlarge the portfolio of promoted products :
    - Usual co-promotion and co-marketing in-licensing agreement
    - Combine Ipsen's portfolio with other companies' primary care products, including "mature" products
  - Have access to OTC/ OTX know-how and capabilities, including pharmacy sales force
  - Mutually optimize the cost bases

## Primary care France – Manufacturing

### A well established manufacturing facility in Dreux...

- Drug manufacturing and packaging activity for finished products including Smecta<sup>®</sup>, Forlax<sup>®</sup>, Tanakan<sup>®</sup>
- Specific expertise and high volumes in Sachet manufacturing
- While French related volumes are expected to decline, international activity will provide a favorable basis for partnering discussions

Other industry actors like CMOs...

...could ensure a sustainable future and add value to Dreux manufacturing site...

...better than Ipsen

## ***Conclusion***

***M. de Garidel***

***Chairman and Chief Executive Officer***



## Become a global leader in targeted debilitating diseases

Increase Focus

Invest to Grow

Leverage Footprint

A market-oriented franchise model...

...driving an R&D patient centric organization focused on core platforms, peptides and toxins

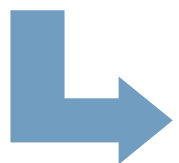
2020 ambition

More than double revenues<sup>1</sup>

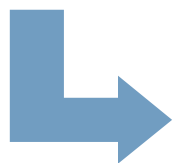
...and more than triple EBIT<sup>2</sup>

## One-off costs associated with the new organization

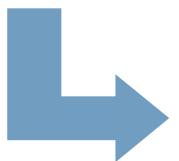
**Expected one-off costs of 80 to 100 million euros  
before tax over 2011 and 2012**



- USA transfer costs to east coast

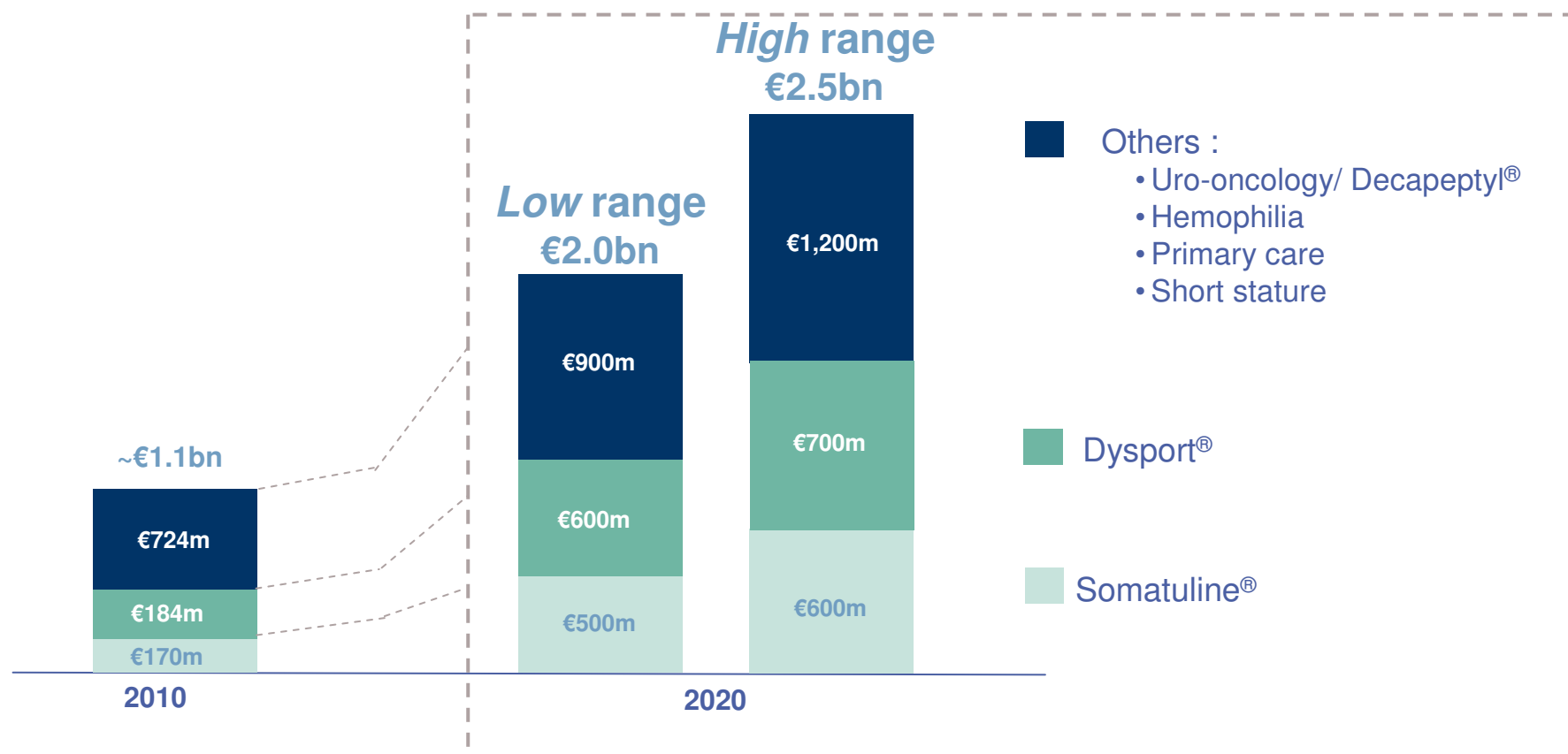


- Closing of R&D activities of Barcelona site



- Other one-off costs related to the implementation of the strategy and of new organization

## A significant contribution of Dysport® and Somatuline® to 2020 sales aspiration



## Requiring an initial investment phase

**1**

### 2011 – 2015 Invest to grow

#### Clinical trials:

- Dysport® in spasticity
- Dysport® in urology
- Dysport® Next Generation
- Somatuline® in NET:
  - Functioning
  - Non functioning

#### Leveraged geographies:

- New geographies for Dysport® and Somatuline®
- New geographies for Decapeptyl® 6 months

#### Overall efforts

- Stronger commercial push on key products

**2**

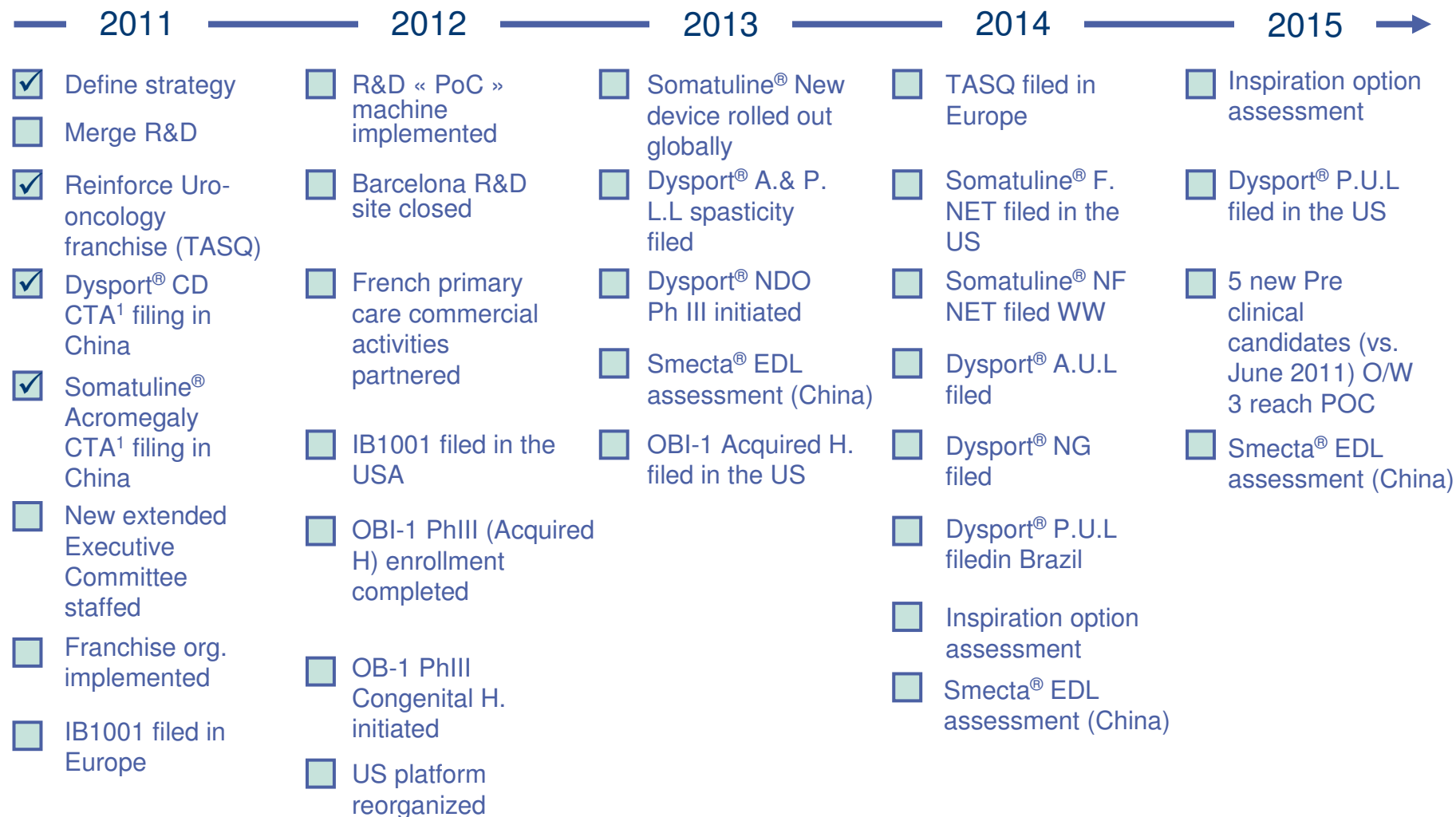
### 2016 – 2020 Solid growth

Dysport® and Somatuline® on track for full potential:

- US
- Launch in China/ Russia/ Brazil
- Dysport® Next Generation

Global Decapeptyl 6 month supported by tasquinimod

## Implementation: main milestones to success





*Thank you*

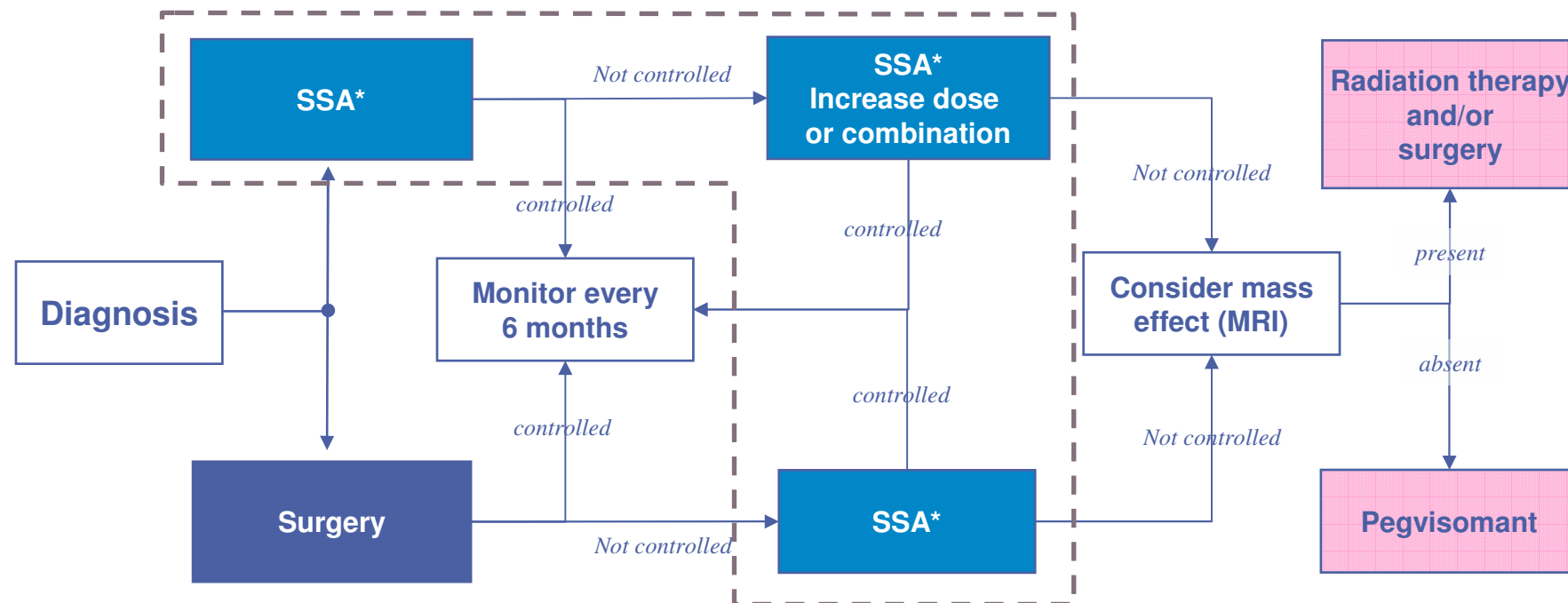


**Q&A**

# ***Appendices***



## Acromegaly: current therapy algorithm



**\*SSA = Somatostatin Analogs**

## Neuro Endocrine tumors (NET): Current Therapy Algorithm

