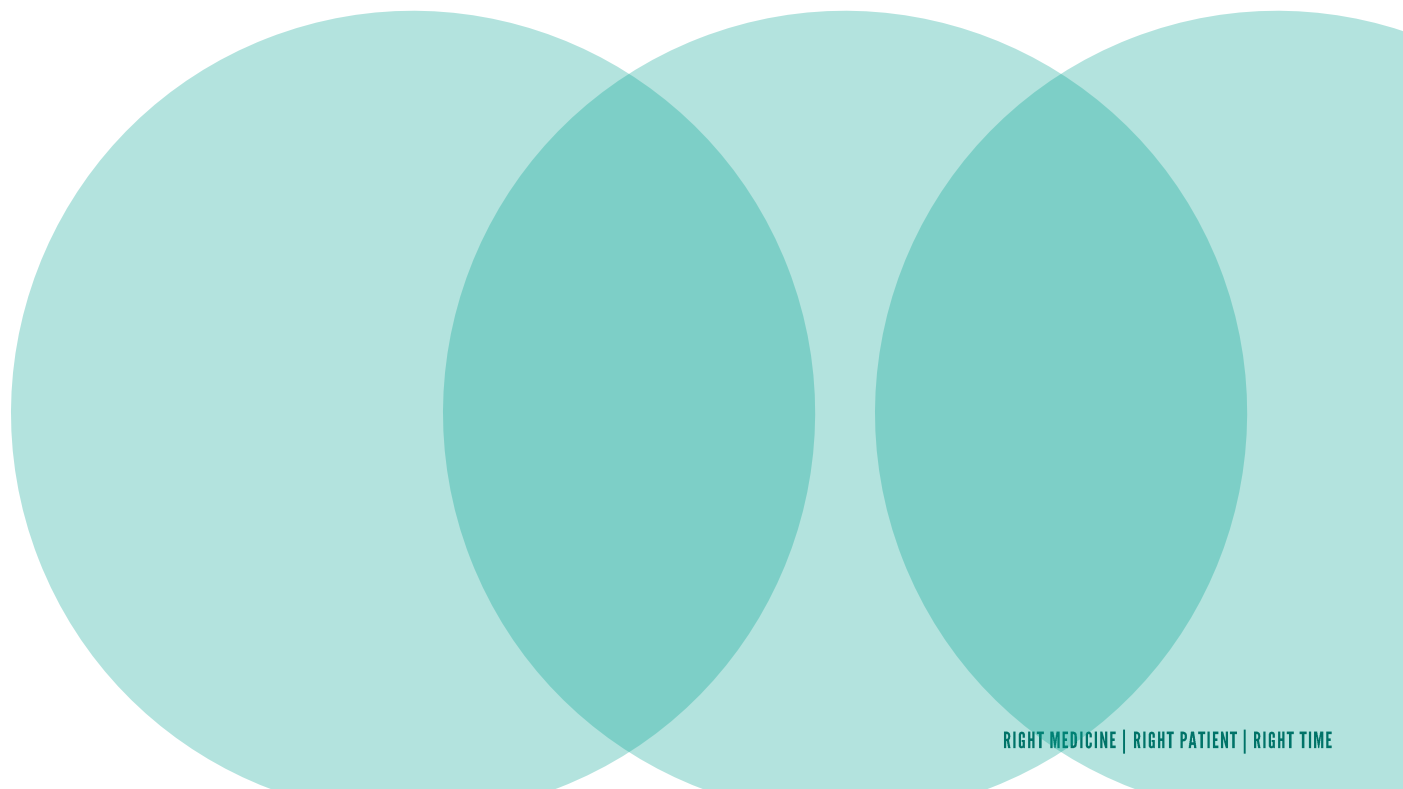


# DOUBLE DIGIT ORGANIC EBITDA GROWTH DELIVERED PLATFORM IN PLACE FOR ACCELERATED GROWTH

17 SEPTEMBER 2020



# CAUTIONARY STATEMENT

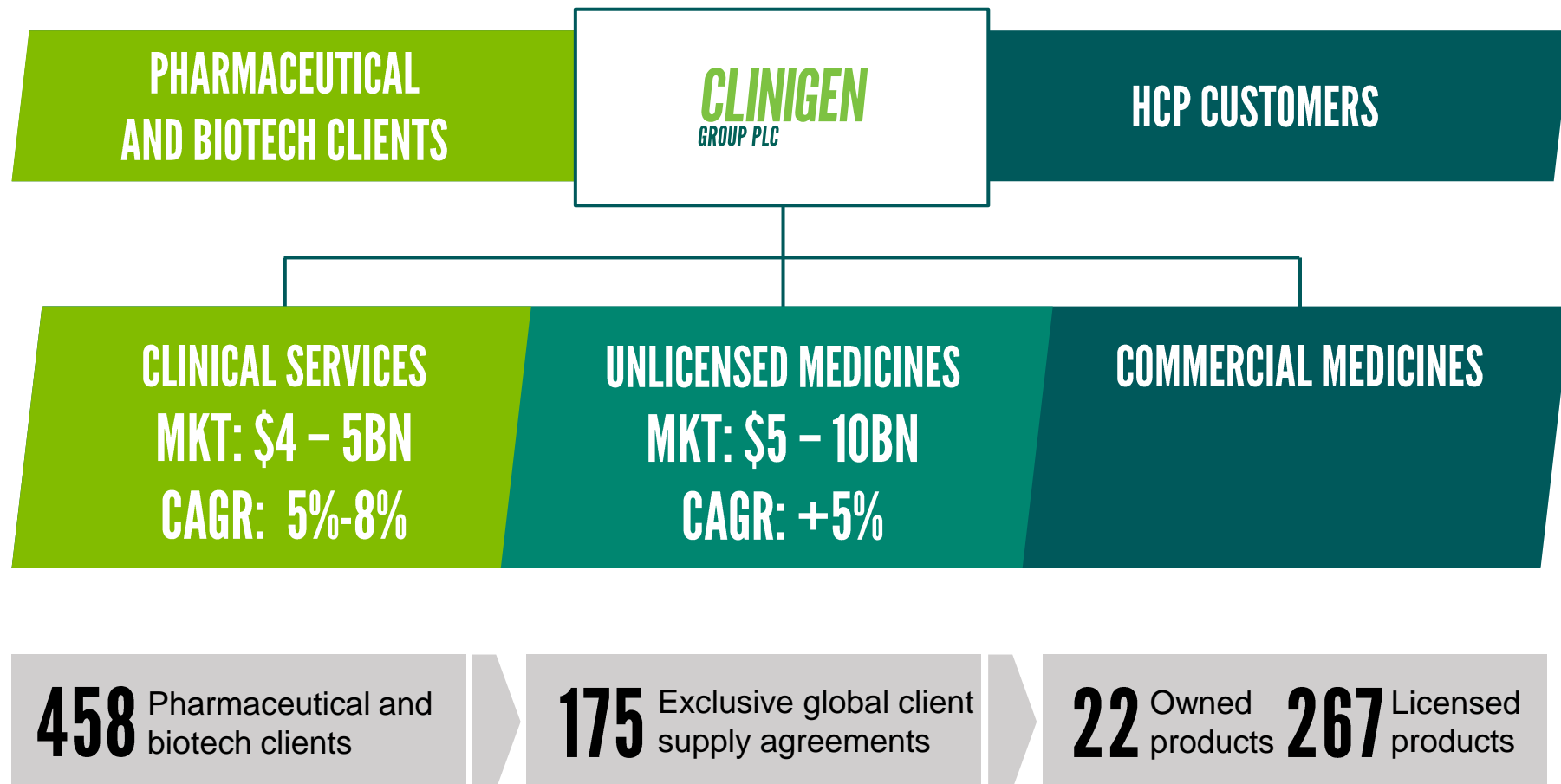
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# SCALABLE PLATFORM TAPPING INTO UNDERSERVED MARKETS

Supporting delivery of sustainable growth



'HCPs' are Healthcare Professionals. Number of pharmaceutical and biotech clients for year ended 30 June 2020. Market size is addressable market.

# GLOBAL REACH & SCALE

**CLINIGEN**

## FACILITIES IN 11 COUNTRIES

Australia, Belgium, Germany, Hong Kong, Japan, New Zealand, Switzerland, South Africa, Singapore, Malaysia, USA

1,100+ EMPLOYEES

130+ COUNTRIES SUPPLIED

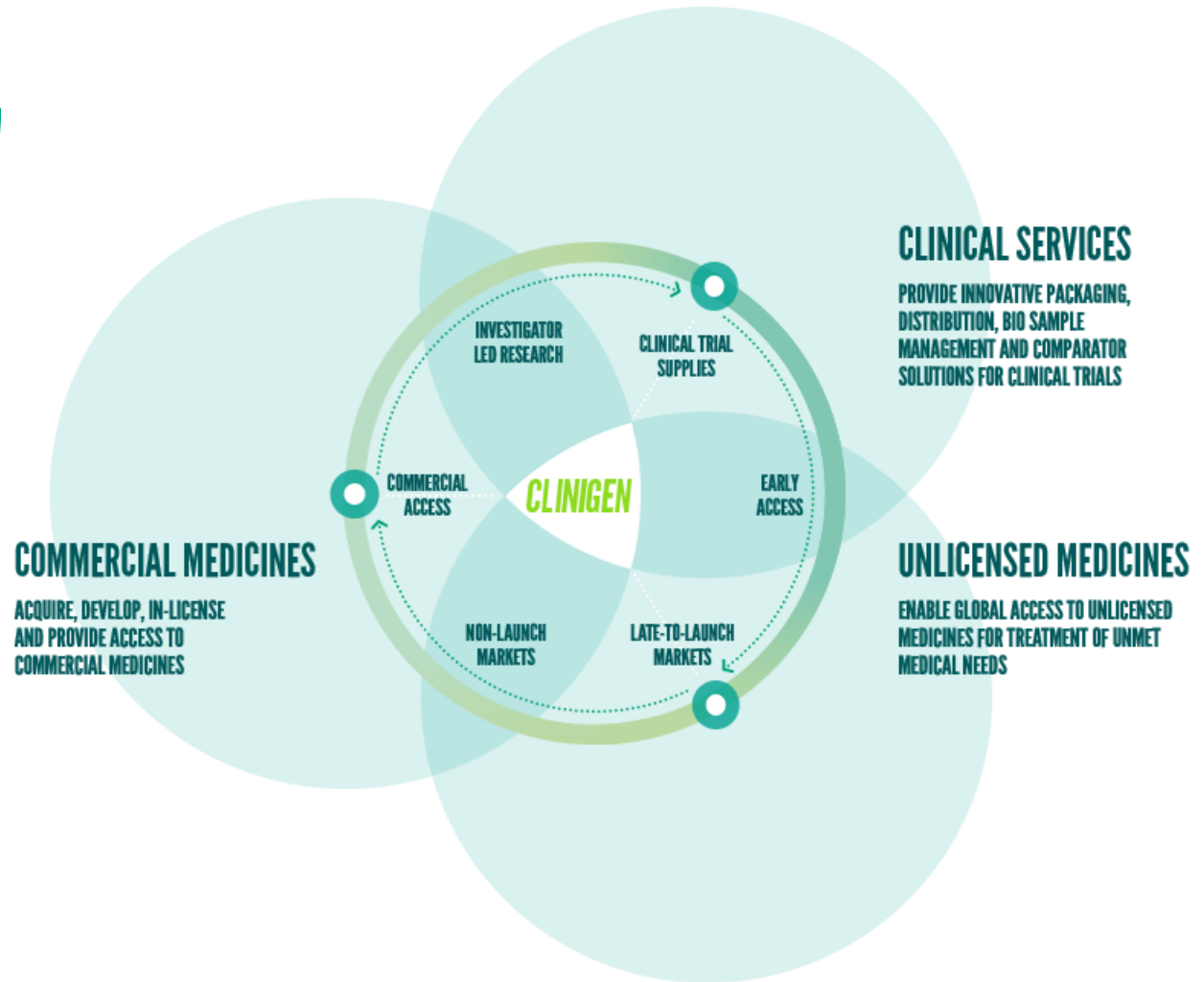


CLINIGEN FACILITY

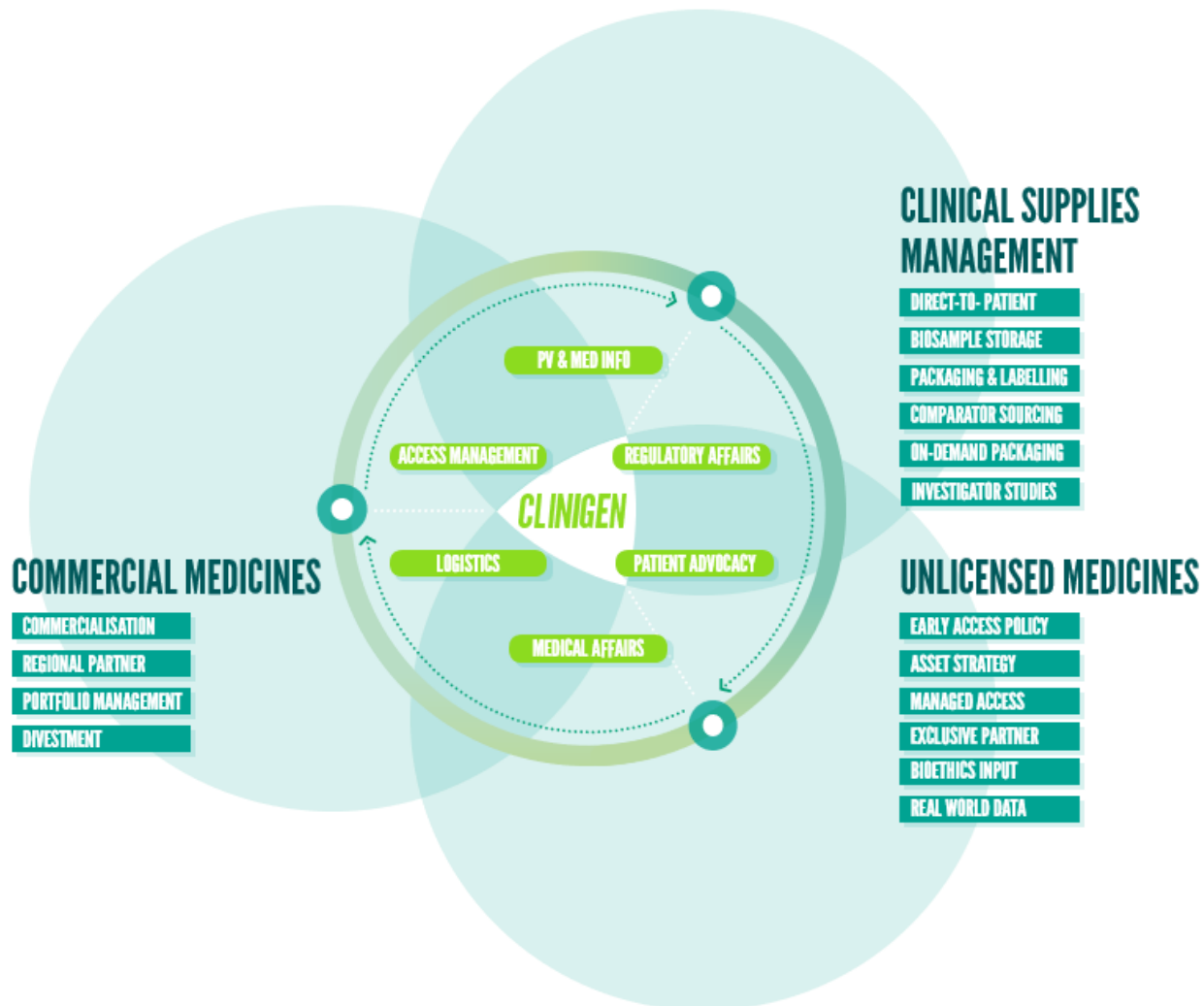


PARTNER FACILITIES

**BUSINESS MODEL THAT ENABLES CLINIGEN TO 'FOLLOW-THE-MOLECULE' AND PROVIDE VALUE AT MULTIPLE PHASES THROUGHOUT A MEDICINES LIFECYCLE NO MATTER THE REGULATORY STATUS**



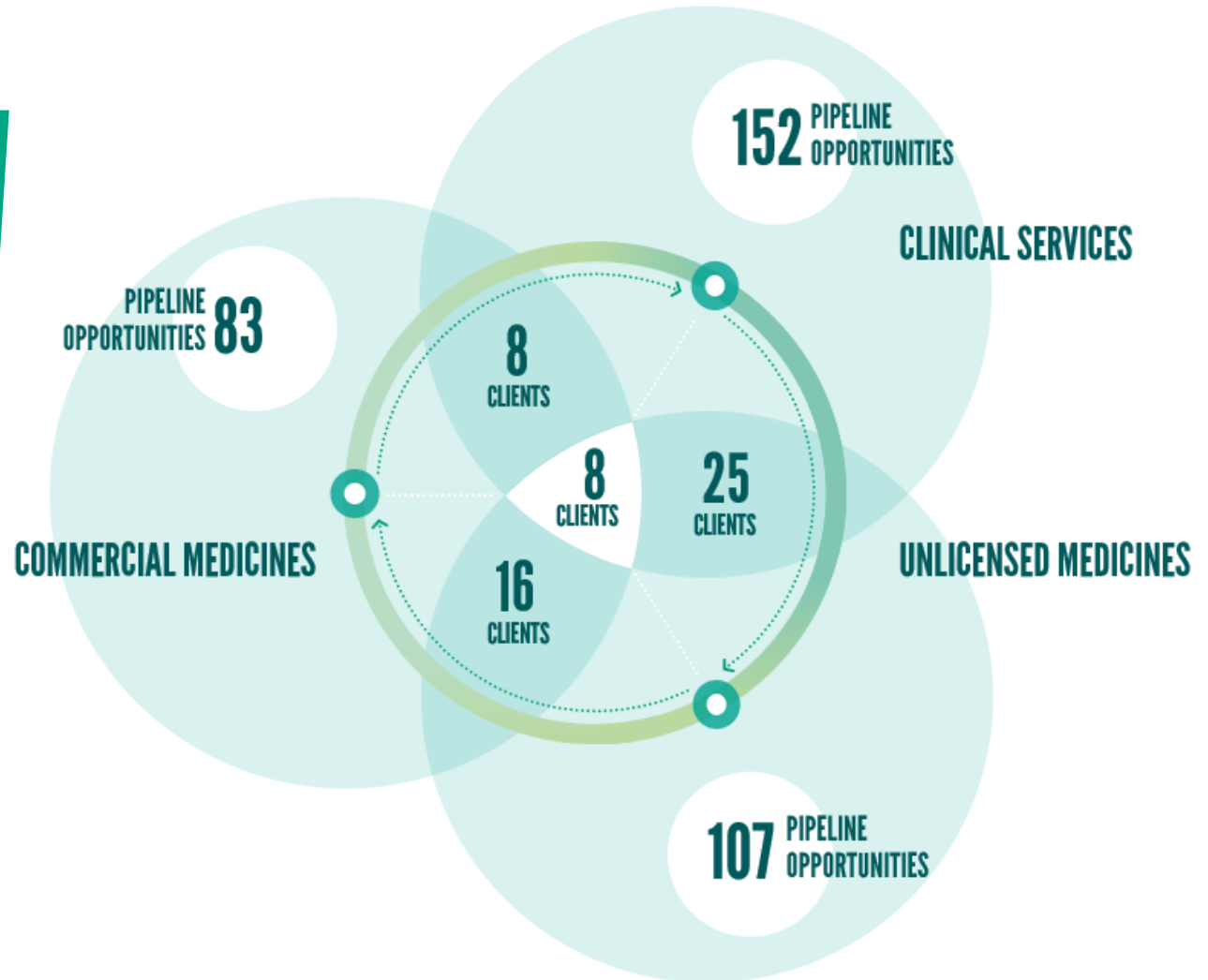
FULL SERVICE PROVISION  
ENABLES CLINIGEN TO OFFER  
MULTIPLE SERVICE OPTIONS TO  
LARGE AND SMALL PHARMA  
CLIENTS ACROSS OF RANGE OF  
DIFFERENT MOLECULE TYPES



# JOINING THE DOTS

**CLINIGEN**

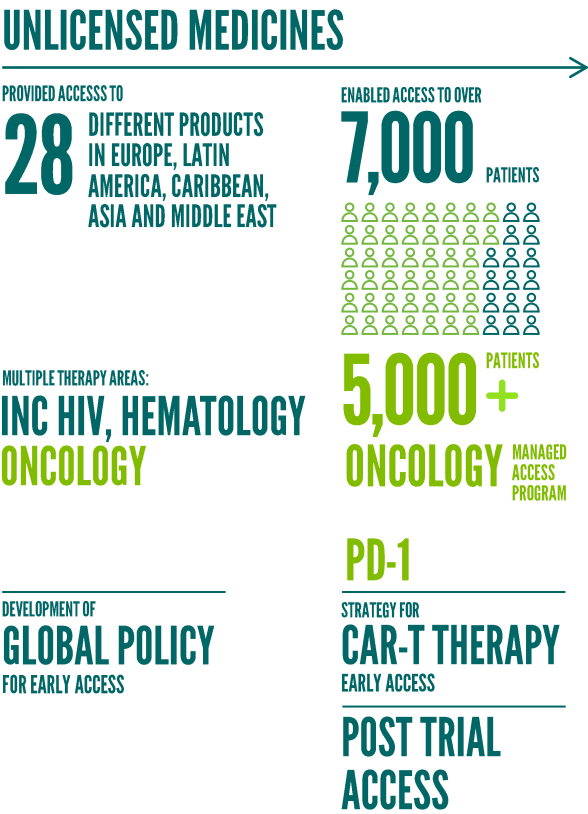
**FOCUS ON JOINING-THE-DOTS  
DEMONSTRATING THAT PHARMA  
CLIENTS BENEFIT FROM MULTIPLE  
OFFERINGS ACROSS MORE THAN  
ONE BUSINESS UNIT – BACKED  
UP BY A STRONG PIPELINE**



Note: Pipeline opportunities = Assets

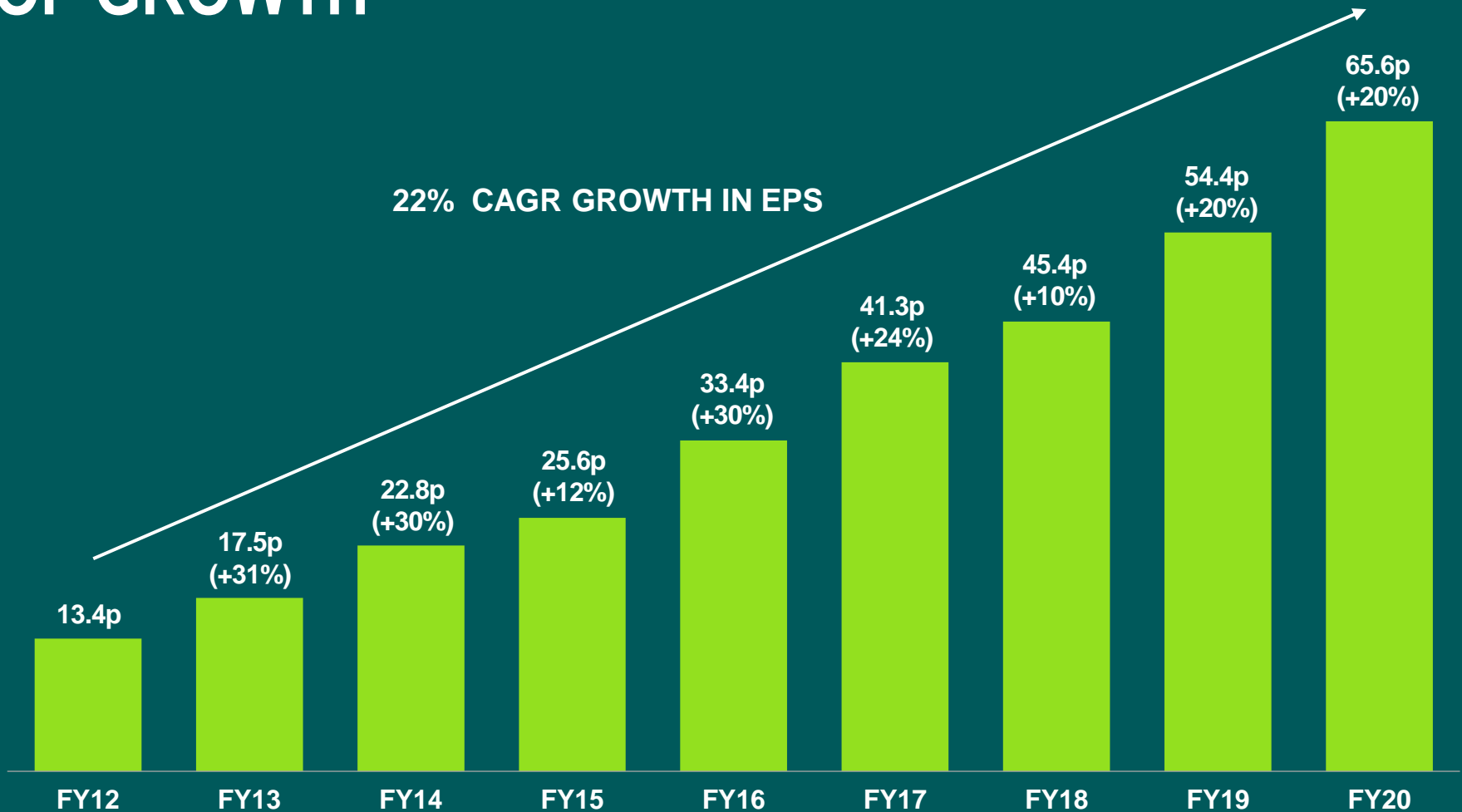
# 'JOINING-THE-DOTS' IN PRACTICE

## PHARMA COMPANY PARTNERSHIP





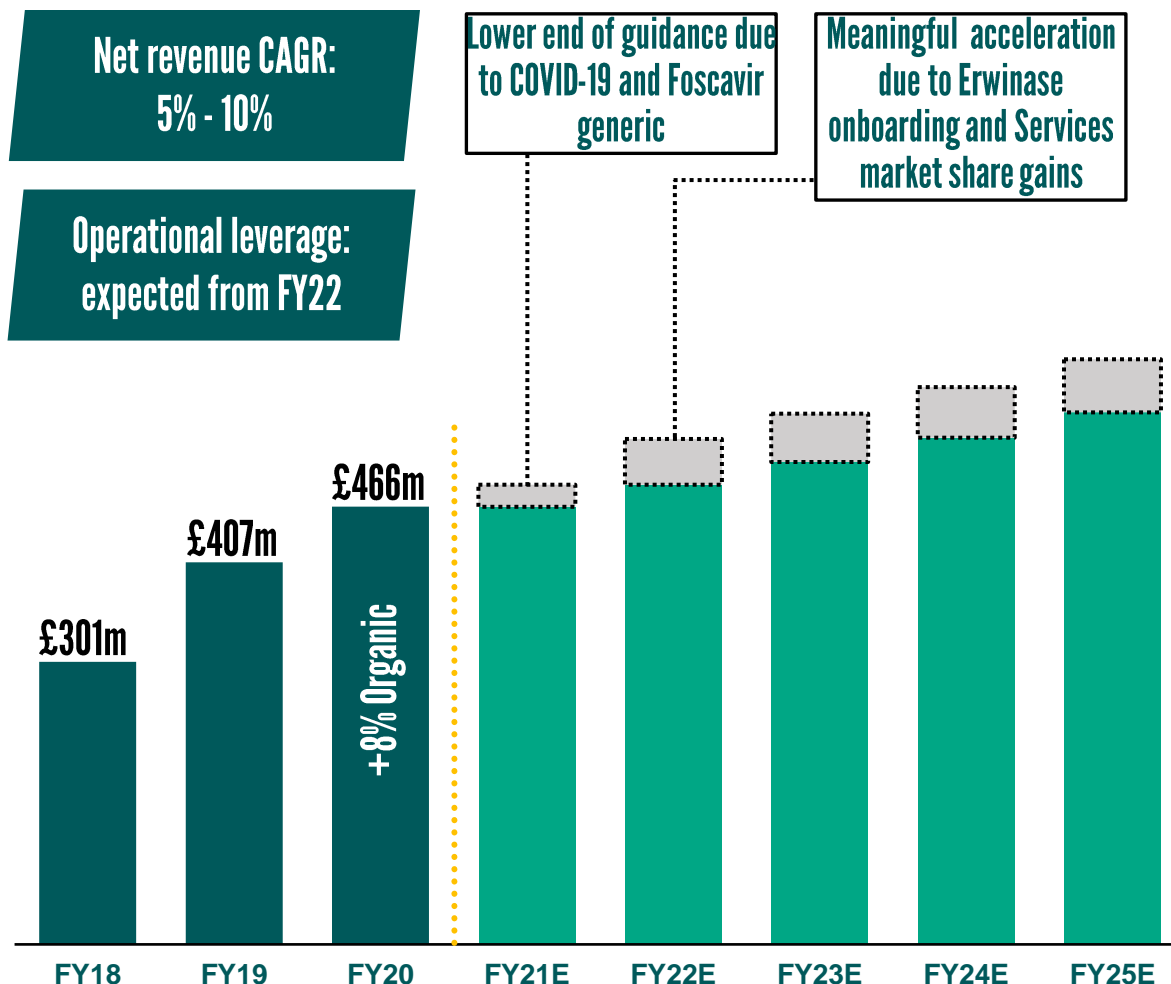
# CONTINUING STRONG TRACK RECORD OF GROWTH



CAGR growth covers the eight year period between IPO in FY12 and FY20.

# ORGANIC NET REVENUE GROWTH GUIDANCE AND ASSUMPTIONS

Net revenue (£m)



## Assumptions

- Proleukin revitalisation within new indications would lead to above upper end growth guidance achieved
- Onboarding of Erwinase commencing in FY21 with revenues from FY22**
- Revenue synergies across the Group leading to top-end growth expectations
- Continued revitalisation of Acquired Products portfolio
- Further 'program' to 'partner' and regional partner agreements signed
- Underlying market dynamics remaining positive – **some impact from COVID-19 but expected to be short term**
- Continued delivery from Developed Products pipeline
- Modest expectations for lower revenue visibility businesses
- Modest decline in UK Specials market
- Material decline to Foscavir following generic approval in EU and expected approval in US

Organic growth is a measure of growth on a constant currency basis, excluding the impact of business and product acquisitions. The outlook in the graph above is for indicative purposes only.

RIGHT MEDICINE | RIGHT PATIENT | RIGHT TIME

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# FY20 FINANCIAL RESULTS

# ADAPTED STRATEGIES TO MITIGATE COVID-19 RISK

**OUR AIM: Protect staff and ensure continuity of supply for patients**

**Pre-COVID-19**

Proleukin demand  
stabilised

Trading ahead of  
guidance at gross profit

Investing in the platform for  
further market share gains

**COVID-19  
impact and  
mitigants**

Clinical trial activity  
paused, hospital demand  
slowed (esp oncology)

Supply chain & logistic  
challenges. Delayed  
client contracting

Pivot to help clients  
focused on COVID-19. Increase  
digital & BD activity

**FY21  
COVID-19  
impact**

Clinical trial activity  
and hospital demand  
recovering, but still low

Continued supply chain  
challenges. Improved Client  
contracting with exclusive  
win rate up

Material contract wins  
(incl COVID-19) and taking  
share from peers

**Financial impact in FY20: c.5% to 7% Group EBITDA with revenue impact offset partially by good cost control**

# FULL DIGITISATION: A CRITICAL STRATEGIC FOCUS

Clinigen's journey to full digitisation focusses on two core areas:

- 1** | Internal-facing platform focussed on making our business scalable, efficient and ready to support external-facing platforms
- 2** | External-facing platform focussed on differentiating our services through a superior customer/client experience

**STRONG FOUNDATIONS IN PLACE**

**TIER 1 ERP EMBEDDED**

**GLOBAL BUILDING BLOCKS IN PLACE  
ACROSS QUALITY, FINANCE AND HR**

**TODAY**

**REGIONALLY BASED CUSTOMER SERVICES**

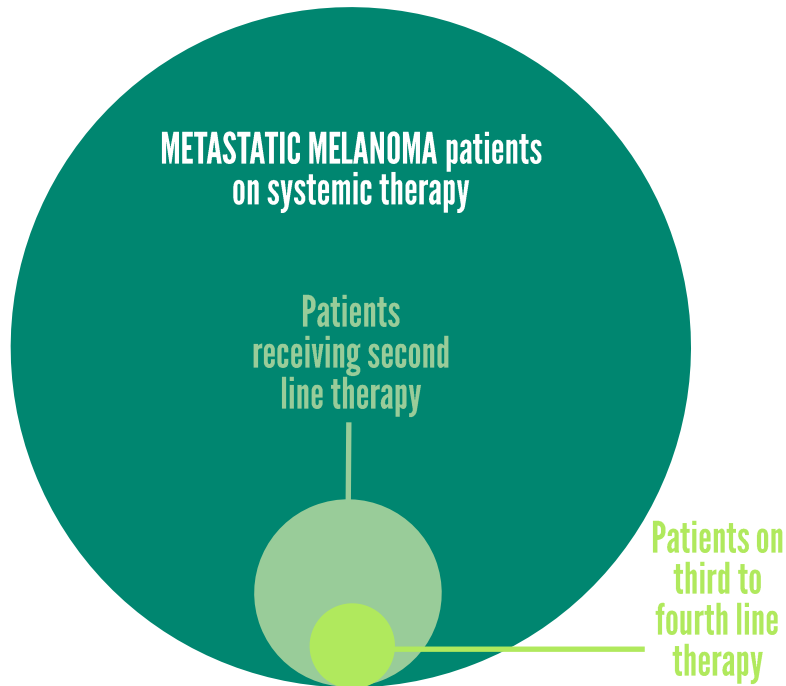
**ENHANCED GLOBAL ON LINE ORDERING  
PLATFORM**

**DATA WAREHOUSE/ENHANCED DATA  
CAPABILITIES**

**DIGITAL INTEGRATION OF WAREHOUSES**

**FY21**

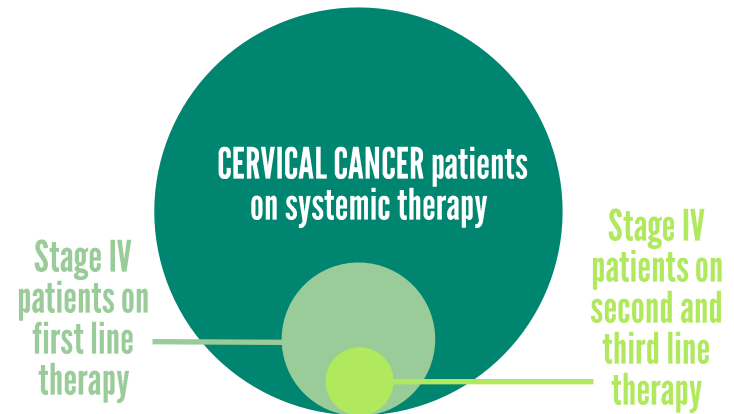
# PROLEUKIN: POTENTIAL OPPORTUNITIES



Metastatic Melanoma (mM)	c.20k patients
mM second line pop <sup>n</sup>	c.5-6k patients
mM third and fourth line pop <sup>n</sup>	c.2-3k patients

**Initial US market opportunity: c.7k patients**

Patient numbers refer to 2019 in the US. Source: Kantar CancerMPact data and management information.



Cervical cancer	c.12k patients
Cervical stage I-III pop <sup>n</sup>	c.6-7k patients
Cervical stage IV first line pop <sup>n</sup>	c.4-5k patients
Cervical stage IV second & third line pop <sup>n</sup>	c.2k patients

**Initial US market opportunity to be evaluated**

# ERWINASE: MAXIMISING POTENTIAL

- Indicated for paediatric patients with Acute Lymphoblastic leukaemia (ALL) who have developed hypersensitivity to E. coli-derived asparaginase
- Estimated population of ALL patients eligible for Erwinase treatment of 3,500 (c.1,000 in US)
- Established commercial product with 2019 sales of \$177m



# FINANCIAL HIGHLIGHTS

Year ended 30 June			% Growth		
<i>Adjusted results<sup>1</sup></i>	<b>2020 (£m)</b>	2019 (£m)	Reported	Constant currency <sup>5</sup>	<b>Organic<sup>6</sup></b>
Gross revenue	<b>504.3</b>	456.9	10%	10%	<b>4%</b>
<b>Net revenue<sup>2</sup></b>	<b>466.2</b>	<b>407.0</b>	<b>15%</b>	<b>15%</b>	<b>8%</b>
<b>Gross profit<sup>3</sup></b>	<b>220.0</b>	<b>182.3</b>	<b>21%</b>	<b>21%</b>	<b>10%</b>
<b>EBITDA<sup>4</sup></b>	<b>131.0</b>	<b>100.8</b>	<b>30%</b>	<b>31%</b>	<b>13%</b>
<i>EBITDA<sup>4</sup> as % of net revenue</i>	<b>28.1%</b>	24.8%	+330bps		
Profit before tax	<b>108.5</b>	88.3	23%		
<b>Earnings per share</b>	<b>65.6p</b>	<b>54.4p</b>	<b>20%</b>		
Dividend per share	<b>7.61p</b>	6.7p	14%		
Operating cash flow <sup>7</sup>	<b>94.8</b>	89.8	6%		
<b>Net debt</b>	<b>311.9</b>	<b>252.4</b>			

Footnotes are provided in the appendices.



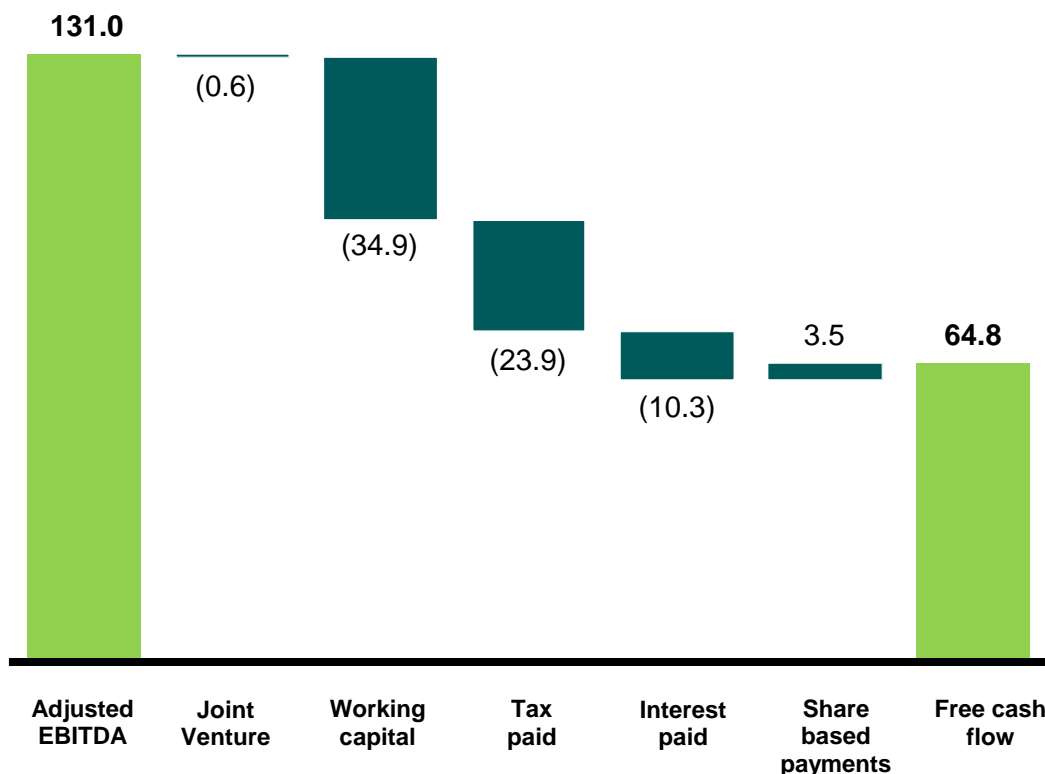
# DIVISIONAL ANALYSIS

Year ended 30 June 2020 (£m)

<i>Adjusted results<sup>1</sup></i>	Commercial Medicines	Unlicensed Medicines	Clinical Services	Central	<b>Group</b>
<b>Gross revenue</b>	<b>156.7</b>	<b>197.0</b>	<b>162.2</b>	<b>(11.6)</b>	<b>504.3</b>
<i>Growth %</i>	42%	(4)%	15%		10%
<b>Net revenue<sup>2</sup></b>	<b>156.7</b>	<b>158.9</b>	<b>162.2</b>	<b>(11.6)</b>	<b>466.2</b>
<i>Reported growth %</i>	42%	2%	15%		15%
<i>Organic<sup>6</sup> growth %</i>	29%	3%	1%		8%
<b>Gross profit<sup>3</sup></b>	<b>116.5</b>	<b>66.7</b>	<b>39.2</b>	<b>(2.4)</b>	<b>220.0</b>
<i>Reported growth %</i>	47%	(4)%	18%		21%
<i>Organic<sup>6</sup> growth %</i>	29%	(3)%	(4)%		10%
<i>Gross profit % of net revenue</i>	74%	42%	24%		47%
<b>Administrative expenses</b>	<b>(32.2)</b>	<b>(32.3)</b>	<b>(16.6)</b>	<b>(7.9)</b>	<b>(89.0)</b>
<i>Administrative expenses % of net revenue</i>	21%	20%	10%		19%
<b>EBITDA<sup>4</sup></b>	<b>84.3</b>	<b>34.4</b>	<b>22.6</b>	<b>(10.3)</b>	<b>131.0</b>
<i>Reported growth %</i>	55%	(2)%	14%	(23)%	30%
<i>Organic<sup>6</sup> growth %</i>	34%	(5)%	(12)%	(16)%	13%
<i>EBITDA<sup>4</sup> % of net revenue</i>	54%	22%	14%		28%

Footnotes are provided in the appendices.

# CASH FLOW MATERIALLY IMPROVED IN H2



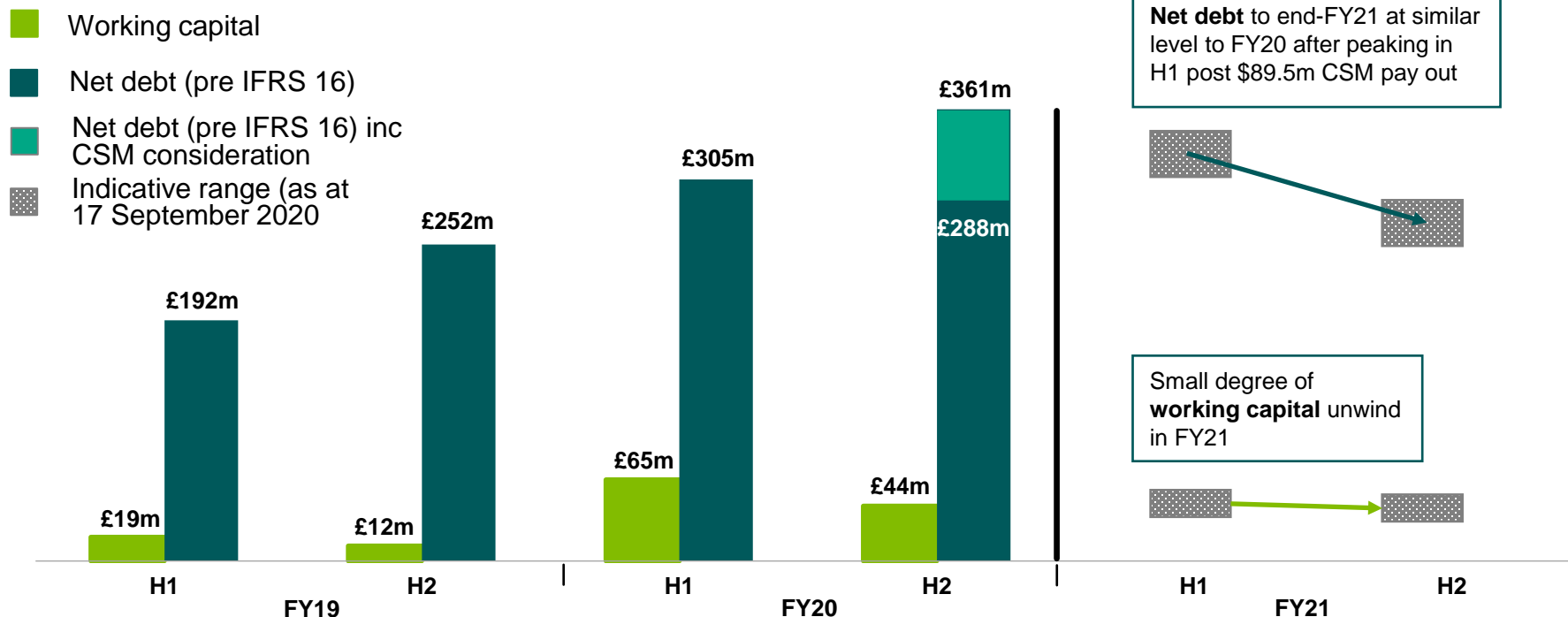
## Uses of cash flow

	£m
Product acquisitions	58.4
Capex	23.0
Dividend	9.2
Acquisition & restructuring costs	4.3
Other	(0.1)
<b>Total</b>	<b>94.8</b>
<i>Financed by:</i>	
Free cash flow	64.8
Increase in net debt	30.0
<b>Total</b>	<b>94.8</b>

- FY20 operating cash flow conversion of 72% following substantially improved performance in H2 (123%) up from 16% in H1 as headwinds normalised
- Cash flows funded increased dividend payment, enhanced capex levels for long term organic growth and the Proleukin deferred considerations
- Net debt as at 30 June 2020 of £311.9m, (£288.4m excl. IFRS 16 adjustment) representing leverage of 2.3x (2.8x including CSM consideration of US\$89.5m, as CY19 CSM EBITDA exceeded \$16m)

Adjusted EBITDA excludes non-underlying items and includes the Group's share of EBITDA from its joint venture. \*Leverage is calculated by dividing adjusted EBITDA of the Group for the last 12 months by net debt at the year end. Adjusted EBITDA includes the EBITDA from the businesses and assets acquired during the last 12 months, including on a pro forma basis the period prior to it becoming a member of the Group.

# HEALTHY LIQUIDITY, FOCUSED ON DEBT PAYDOWN



- Net debt expected to increase temporarily in H1 FY21 before reducing to be broadly similar to FY20 by end-FY21. Leverage expected to peak in H1 FY21 between 2.5x – 3.0x before reducing thereafter, with target leverage of 1.0x – 2.0x expected within 12-18 months
- At the outbreak of COVID-19 management obtained enhanced 3.5x leverage covenant for June period (up from 3.0x) for prudence, with the banking syndicate supportive on a repeat of this for the next testing date
- Liquidity remains at healthy levels and cash flows now focused upon debt paydown post CSM and Proleukin deferred consideration payments

Adjusted EBITDA excludes non-underlying items and includes the Group's share of EBITDA from its joint venture. \*Leverage is calculated by dividing adjusted EBITDA of the Group for the last 12 months by net debt at the year end. Adjusted EBITDA includes the EBITDA from the businesses and assets acquired during the last 12 months, including on a pro forma basis the period prior to it becoming a member of the Group.

# FY21 GUIDANCE

## Organic net revenue growth

- Lower end of medium term target range of 5% – 10% due to COVID-19 and Foscavir generic. Growth expected to be H2 weighted given COVID-19 impact and timing of new programs and product shipments

## H1 impact of COVID-19 and other timings

- Clinical Services outlook improved with H1 trending well
- Unlicensed Medicines H1 to be behind prior period given COVID-19 impact on hospital demand
- Commercial Medicines H1 to be behind prior period due to COVID-19, Ethyol disruption and Proleukin shipments

## Operational leverage

- Operational leverage to soften in FY21 before improving in FY22
- Investment in infrastructure set to continue to support growth opportunities for both Unlicensed Medicines and Commercial Medicines, Erwinase in particular

## Capex and deferred consideration

- Capex expected to increase to c£20m-25m; increased spend on Proleukin product development, UL2L developments, Clinical Services footprint expansion and online services roll out
- Deferred payment made for CSM in H1 FY21 of \$89.5m, representing 14.2x CY19 EBITDA

## Cash flow and net debt

- Positive cash generation characteristic of Group unchanged. Temporary working capital headwinds seen in H1 FY20 continuing to unwind
- Net debt expected to increase temporarily in H1 due to deferred consideration payment for CSM before reducing thereafter to end FY21 broadly similar to FY20

## Foreign exchange

- 1% strengthening in GBP/USD FY20 average rate would decrease FY21 EBITDA by c. £1.3m
- 1% strengthening in GBP/EUR FY20 average rate would decrease FY21 EBITDA by c. £1.2m
- Current spot rates estimated to have a negligible (0%-2%) negative impact on adjusted EBITDA

Organic growth is a measure of growth on a constant currency basis, excluding the impact of business and product acquisitions.

# DOUBLE DIGIT DELIVERY; PLATFORM IN PLACE FOR ACCELERATED GROWTH

- Good execution leading to strong organic growth, in spite of COVID-19
- Current trading in line with market expectations
- Strong pipeline of opportunities in Clinical Services and Unlicensed Medicines
- Moving further to broaden online services capability
- Onboarding of Erwinase and revitalisation of Proleukin set to propel long term, sustainable growth

RIGHT MEDICINE | RIGHT PATIENT | RIGHT TIME

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# DIVISIONAL FY20 DETAIL

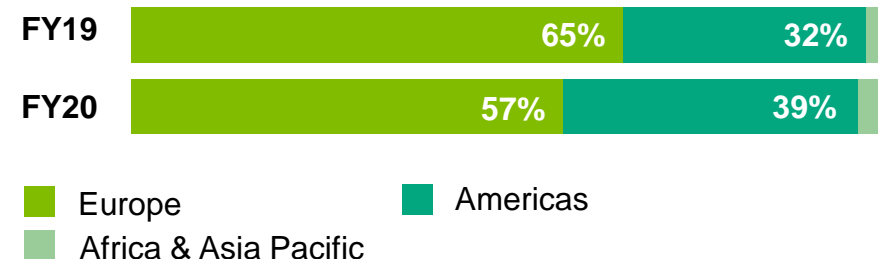
# CLINICAL SERVICES: CONTINUED INVESTMENT FOR FUTURE PERFORMANCE

## FY20 Highlights

- New EVP appointed, further steps on integration post earnout
- Direct-to-patient model in CSM a key differentiator leading to notable large contract wins
- Major multi-year CTS contract win achieved in April 2020 with further notable client MSAs signed
- Investment in digital and facility footprint (EU and US) underway to support contract wins
- CSM Projects in phase 1: c.25% / phase 2: c.45% / phase 3/4: c.30%
- 23 introductions made to Unlicensed Medicines
- CSM consideration of US\$89.5m paid in H1 FY21 (representing 14.2x EBITDA)
- *COVID-19 Q4 lowered organic gross profit by 3%-5%. Performance materially improved from June*

£m	2020	2019	Reported	Organic
Net revenue	162.2	141.7	15%	1%
Gross profit	39.2	33.2	18%	(4)%
EBITDA	22.6	19.8	14%	(12)%

## Net revenue by region



Year-on-year comparisons referred to as 'organic' are a measure of growth on a constant currency basis, excluding the impact of business and product acquisitions. Acquisitions completed in the previous financial year are included on a like-for-like basis including the results for the acquisition where it is included in the comparable historical period. Organic growth is presented to aid the reader's understanding of the underlying performance of the business.

# UNLICENSED MEDICINES: FOCUS ON BD PIPELINE AND DIGITISATION

## FY20 Highlights

- Excellent growth in GA. Clinigen EU to maximise GA 'on-demand' opportunity established
- Organic net revenue and GP growth ex-Specials of 14% and 7% respectively
- Material wins within MA & GA supporting near-term outlook:
  - 25 MAPs signed (net 13 since Dec): 131 MAPs. Nine of top 10 programs in oncology
  - 57 exclusive products (2019: 54), with 15 agreements signed post year end
- Pipeline remains healthy to support medium term outlook
  - MAP pipeline of 70 products (2019: 52)
  - Pipeline of 47 exclusive products (2019: 22), albeit some rotation from existing portfolio
- Clinigen Direct visitors from 174 countries with > 2,600 products. Cliport registered users 18,625 (FY19: 15,580). Broader online service offering in FY21 to maximise structural growth opportunity
- *COVID-19 Q4 lowered organic gross profit by 1%-3% with impact continuing into new financial year*

£m	2020	2019	Reported	Organic
Net revenue	158.9	156.0	2%	3%
Gross profit	66.7	69.7	(4)%	(3)%
EBITDA	34.4	35.0	(2)%	(5)%

## Net revenue by region



'MAPs' are Managed Access Programs. Year-on-year comparisons referred to as 'organic' are a measure of growth on a constant currency basis, excluding the impact of business and product acquisitions. Acquisitions completed in the previous financial year are included on a like-for-like basis including the results for the acquisition where it is included in the comparable historical period. Organic growth is presented to aid the reader's understanding of the underlying performance of the business.



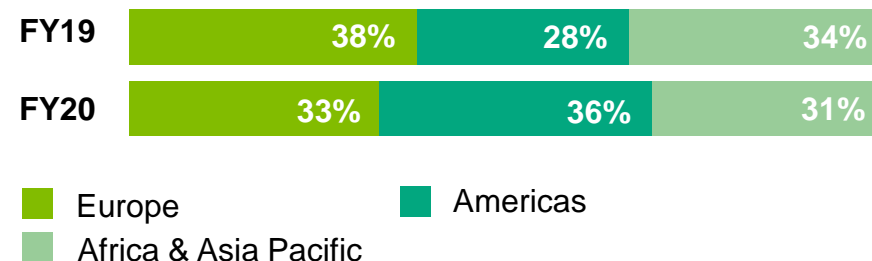
# COMMERCIAL MEDICINES: DIVERSIFIED PORTFOLIO MITIGATING RISK

## FY20 Highlights

- Proleukin on-label usage stabilised Q3 before COVID-19 impact. Improved performance from June
- Proleukin development ongoing with revitalisation opportunities beginning to materialise
- Glyco and Melatonin key drivers of organic growth
- Development pipeline refilled with c. £39m revenue opportunity to support short-medium term outlook
- Licenses increased to 267 (FY19: 241) with significant Erwinase agreement signed. Hunterase NDA submission in Japan
- Good growth across the Acquired Products portfolio with Foscavir stable
- Foscavir generic approved in EU, mitigation strategy enacted. Ethyol supply disruption in the US expected FY21. Impact of both captured within guidance
- COVID-19 Q4 lowered organic gross profit by 7%-9% with impact continuing in FY21, albeit performance improving*

£m	2020	2019	Reported	Organic
Net revenue	156.7	110.3	42%	29%
Gross profit	116.5	79.3	47%	29%
EBITDA	84.3	54.4	55%	34%

## Net revenue by region



Year-on-year comparisons referred to as 'organic' are a measure of growth on a constant currency basis, excluding the impact of business and product acquisitions. Acquisitions completed in the previous financial year are included on a like-for-like basis including the results for the acquisition where it is included in the comparable historical period. Organic growth is presented to aid the reader's understanding of the underlying performance of the business. 'Glyco' is Glycopyrronium Bromide Oral Solution 1mg/5ml.

RIGHT MEDICINE | RIGHT PATIENT | RIGHT TIME

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# APPENDICES

# FOOTNOTES

Adjusted results exclude amortisation of acquired intangibles and products, and other non-underlying items relating to acquisitions. Results are for the year ended 30 June.

1. Adjusted results exclude amortisation of acquired intangibles and products, and other non-underlying items relating to acquisitions.
2. Adjusted net revenue excludes Managed Access pass through revenue which varies each period dependent on the mix of programs. Adjusted net revenue is a new alternative performance measure of top line performance which is now used to manage the business as it eliminates volatility in reported revenue which can arise as a result of the mix of Managed Access Programs. Adjusted net revenue of £466.2m excludes £11.6m of intercompany sales.
3. Adjusted gross profit excludes the impact of exceptional charges from write down of inventories. Adjusted gross profit of £220.0m excludes £2.4m of gross profit related to intercompany sales.
4. Adjusted EBITDA includes the Group's share of EBITDA from its joint venture and is now shown after the adoption of IFRS 16. The Group implemented IFRS 16 'Leases' for the first time in FY20 using the modified retrospective approach. Comparatives have not been restated and therefore are not comparable to the prior year. Organic growth has been calculated excluding the impact of IFRS 16.
5. Constant currency growth is derived by applying the prior period's actual exchange rate to this period's result.
6. Year-on-year comparisons referred to as 'organic' are a measure of growth on a constant currency basis, excluding the impact of business and product acquisitions. Acquisitions completed in the previous financial year are included on a like-for-like basis including the results for the acquisition where it is included in the comparable historical period. Organic growth is presented to aid the reader's understanding of the underlying performance of the business. In previous reports, organic growth was calculated on a pro forma basis with the comparative period results before acquisition based on the vendors' previously reported results. The like-for-like basis now used has been necessary due to the limited reported financial information available for the products' results prior to acquisition by Clinigen. On a pro forma basis, the best estimate for organic adjusted EBITDA growth for the year ended 30 June 2020 is 12%.
7. Operating cash flow is net cash flow from operating activities before income taxes and interest.

# THE INVESTMENT CASE

## UNIQUE & DIVERSE BUSINESS MODEL

BALANCED PORTFOLIO OF SERVICES AND PRODUCTS

## DISCIPLINED CORPORATE & PRODUCT ACQUISITIONS

BOTH CONTRIBUTING TOWARDS DOUBLE DIGIT EPS GROWTH SINCE IPO

## GLOBAL CAPABILITY

SUPPLYING INTO OVER 100 COUNTRIES

## EXPERIENCED MANAGEMENT TEAM

DIVERSE GROUP AND REGIONAL MANAGEMENT

## MARKET LEADING POSITIONS

#1 IN CTS AND MANAGED ACCESS

## BROAD CLIENT & CUSTOMER BASE

DEEP WELL ESTABLISHED RELATOINSHIPS WITH PHARMA AND HCPS

## SIGNIFICANT LONG-TERM GROWTH POTENTIAL

ORGANIC & ACQUISITIONAL GROWTH OPPORTUNITY IN EMERGING MARKETS

## HIGHLY CASH GENERATIVE

WITH STRONG CREDIT CONTROL AND WORKING CAPITAL MANAGEMENT

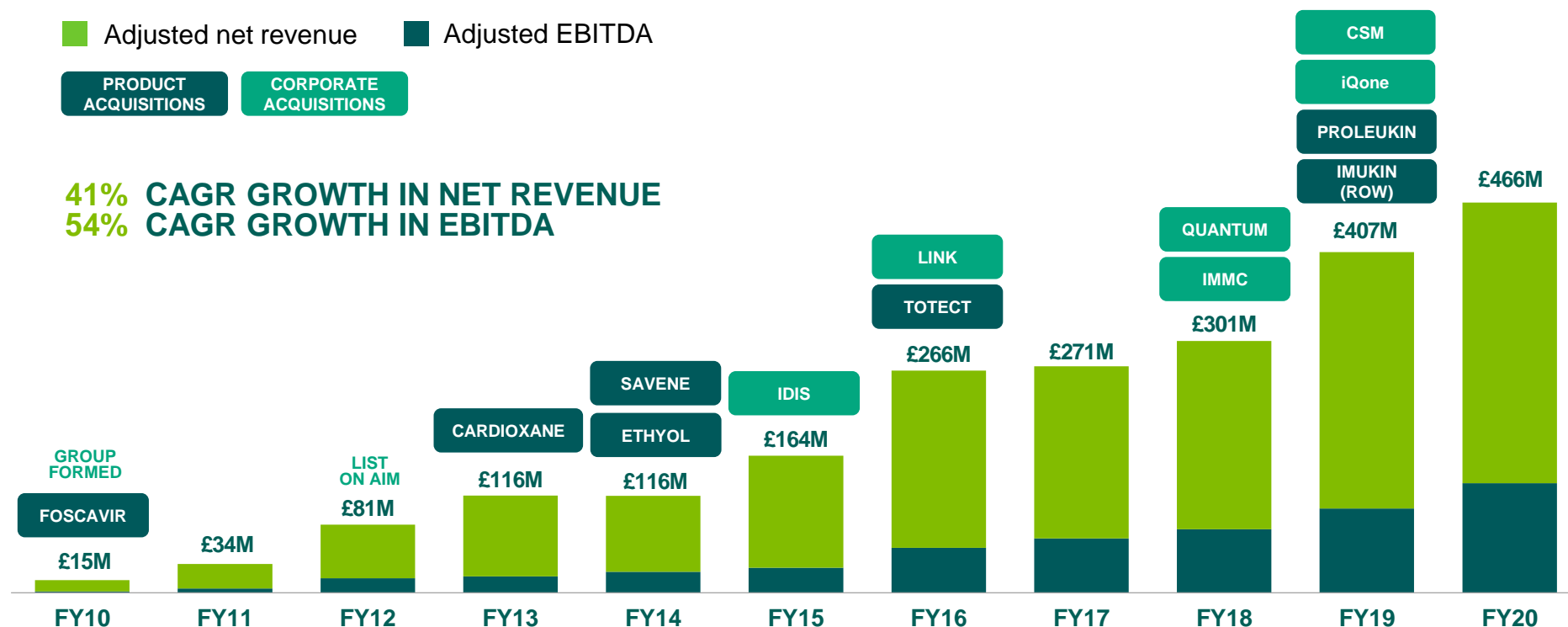
# STRONG TRACK RECORD OF GROWTH

■ Adjusted net revenue ■ Adjusted EBITDA

PRODUCT  
ACQUISITIONS

CORPORATE  
ACQUISITIONS

**41% CAGR GROWTH IN NET REVENUE**  
**54% CAGR GROWTH IN EBITDA**



**PHASE 1: 2010 – 14**

**PHASE 2: 2015 – 18**

**PHASE 3: 2018 onwards**

Consolidation of initial business,  
acquisition of additional products

Build infrastructure,  
development of global vision

Global positioning, differentiation  
of businesses, genuine lifecycle  
partnership

Footnotes are provided in the appendices. CAGR growth covers the ten year period between FY10 and FY20.

# ORGANIC SUMMARY

## Net revenue by operation

Year ended 30 June	2019 £m	FX impact £m	Acquisitions £m	Organic £m	2020 £m	Reported	Constant currency	Organic
Commercial Medicines	110.3	(0.9)	15.2	32.1	156.7	42%	42%	29%
Unlicensed Medicines	156.0	(1.1)	0.0	4.0	158.9	2%	3%	3%
Clinical Services	141.7	1.1	18.7	0.7	162.2	15%	14%	1%
Eliminations	(1.0)	(0.2)	(4.1)	(6.3)	(11.6)			
	407.0	(1.1)	29.8	30.5	466.2	15%	15%	8%

## EBITDA by operation

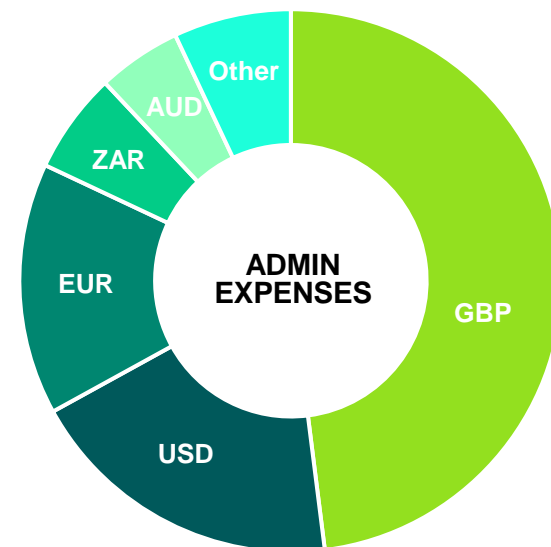
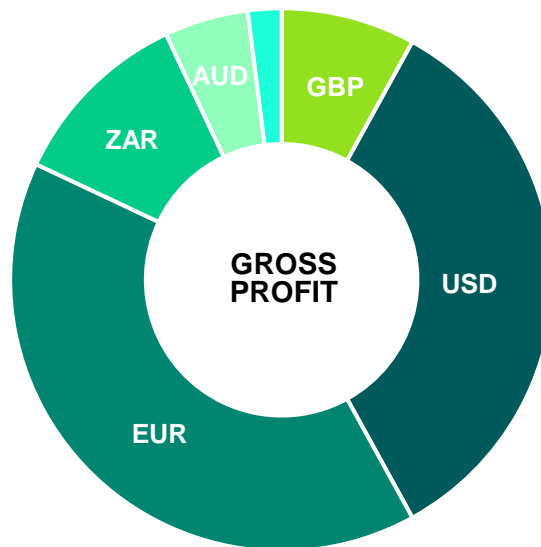
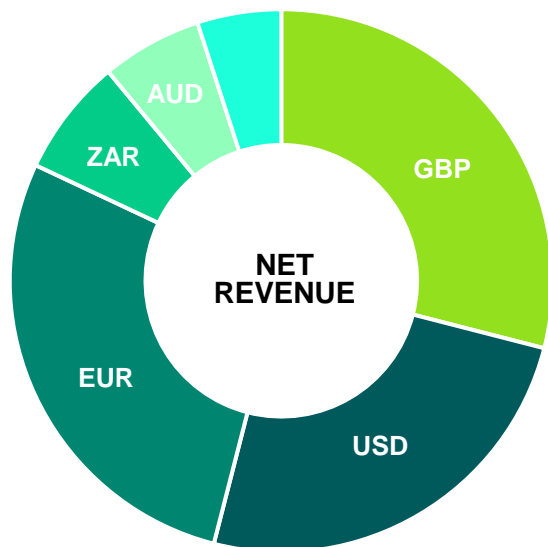
Year ended 30 June	2019 £m	FX impact £m	Acquisitions / IFRS 16 £m	Organic £m	2020 £m	Reported	Constant currency	Organic
Commercial Medicines	54.4	0.1	11.6	18.2	84.3	55%	55%	34%
Unlicensed Medicines	35.0	(0.5)	1.7	(1.8)	34.4	(2)%	1%	(5)%
Clinical Services	19.8	0.4	4.7	(2.3)	22.6	14%	13%	(12)%
Central costs	(8.4)	(0.6)	-	(1.3)	(10.3)	(23)%	(23)%	(16)%
	100.8	(0.6)	18.0	12.8	131.0	30%	31%	13%

Adjusted results exclude amortisation of acquired intangibles and products, and other non-underlying items relating to acquisitions. Adjusted net revenue excludes Managed Access pass through revenue which varies each period dependent on the mix of programs. Adjusted net revenue is a new alternative performance measure of top line performance which is now used to manage the business as it eliminates volatility in reported revenue which can arise as a result of the mix of Managed Access Programs. Adjusted net revenue of £466.2m excludes £11.6m of intercompany sales. Adjusted EBITDA includes the Group's share of EBITDA from its joint venture and is now shown after the adoption of IFRS 16. The Group implemented IFRS 16 'Leases' for the first time in FY20 using the modified retrospective approach. Comparatives have not been restated and therefore are not comparable to the prior year. Organic growth has been calculated excluding the impact of IFRS 16. Constant currency growth is derived by applying the prior period's actual exchange rate to this period's result. Year-on-year comparisons referred to as 'organic' are a measure of growth on a constant currency basis, excluding the impact of business and product acquisitions. Acquisitions completed in the previous financial year are included on a like-for-like basis including the results for the acquisition where it is included in the comparable historical period. Organic growth is presented to aid the reader's understanding of the underlying performance of the business. In previous reports, organic growth was calculated on a pro forma basis with the comparative period results before acquisition based on the vendors' previously reported results. The like-for-like basis now used has been necessary due to the limited reported financial information available for the products' results prior to acquisition by Clinigen. On a pro forma basis, the best estimate for organic adjusted EBITDA growth for the year ended 30 June 2020 is 12%.

# FOREIGN CURRENCY ANALYSIS

## Split by currency

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# FOREIGN CURRENCY RATES DURING THE YEAR

## FX rates

FX Rates	30 June		
	2019	2020	Change
USD / GBP	1.27	1.23	(3)%
EUR / GBP	1.12	1.10	(2)%
ZAR / GBP	17.83	21.37	20%
AUD / GBP	1.81	1.79	(1)%

FX Rates	Average		
	2019	2020	Change
USD / GBP	1.29	1.26	(3)%
EUR / GBP	1.13	1.14	1%
ZAR / GBP	18.34	19.74	8%
AUD / GBP	1.81	1.88	4%



# ADJUSTMENTS TO PROFIT RELATE TO AMORTISATION AND ACQUISITIONS

## Reconciliation of adjusted PBT to reported PBT

Year ended 30 June	2020	2019	
	£m	£m	
<b>Adjusted profit before tax</b>	<b>108.5</b>	88.3	
<i>Adjustments</i>			
Amortisation of acquired intangibles and products	(45.4)	(37.8)	<b>AMORTISATION</b> Relating to acquired intangibles (£30.4m) and product licenses (£15.0m)
Acquisition costs	(0.5)	(5.4)	<b>RESTRUCTURING COSTS</b> Relating to redundancies as well as preparation for Brexit
Restructuring costs	(2.8)	(6.4)	
Increase in the fair value of contingent consideration	(11.8)	(21.4)	<b>CONTINGENT CONSIDERATION</b> Relating to CSM
Impairment of assets related to acquired products	(9.1)	(21.4)	
Impairment of investment in Joint Venture	(5.9)	(21.4)	<b>IMPAIRMENT OF ASSETS</b> Relating to Totect IP and inventory and excess Foscavir API
FX revaluation on deferred consideration	(2.0)	(0.4)	
Unwind of discount on deferred consideration	(8.1)	(4.2)	<b>IMPAIRMENT OF JV</b> Relating to JV in South Africa following assessment of likely future profitability
Tax on joint venture in South Africa	(0.3)	(0.4)	
<b>Total adjustments</b>	<b>(85.9)</b>	(76.0)	
<b>Reported profit before tax</b>	<b>22.6</b>	12.3	

# EFFECTIVE TAX RATE OF 19.8%

## Taxation

Year ended 30 June £m	2020		2019	
	Reported £m	Adjusted £m	Reported £m	Adjusted £m
Profit before tax	22.6	108.5	12.3	88.3
Taxation	(8.9)	(21.5)	(7.1)	(17.7)
<b>Profit after taxation</b>	<b>13.7</b>	<b>87.0</b>	<b>5.2</b>	<b>70.6</b>
Effective tax rate		19.8%		20.0%

Given the increasing proportion of ex-UK activity, the Group expects the ETR to increase c. 50-100bps in FY21

# ADJUSTED EARNINGS PER SHARE UP 20%

## Basic earnings per share

Year ended 30 June	2020	2019	Change
Adjusted earnings	£87.0m	£70.6m	23%
Weighted average number of shares	132.7m	129.8m	2%
Adjusted basic earnings per share	65.6p	54.4p	20%
Reported basic earnings per share	10.3p	4.0p	

## ***Memo***

*Shares in issue at 30 June 2020* 132.9m

Adjusted results exclude amortisation of acquired intangibles and products, and other non-underlying items relating to acquisitions.

# DIVIDEND

Year ended 30 June	2020	2019	Change
Interim dividend	2.15p	1.95p	10%
Final dividend	5.46p	4.75p	15%
Total dividend	7.61p	6.7p	14%
Represents cash payment of	£10.1m	£8.9m	

The final dividend will be payable on 2 December 2020 to shareholders on the register on 6 November 2020

# NET DEBT AT £311.9M (2.3X ADJUSTED EBITDA)

## Balance sheet analysis

	30 Jun 2020 £m	30 Jun 2019 £m
Goodwill & intangibles	788.3	811.9
Property, plant & equipment	33.8	13.6
Investment in joint venture	-	6.5
Net deferred tax liability	(26.4)	(38.3)
Net working capital	46.7	12.2
Corporation tax	(3.7)	(7.3)
Deferred consideration	(81.1)	(109.6)
Derivative financial instruments	(0.1)	1.8
	757.5	690.8
Net debt	(311.9)	(252.4)
<b>Net assets</b>	<b>445.6</b>	<b>438.4</b>

### GOODWILL & INTANGIBLES

£376.1m relates to goodwill, £208.4m to products, £172.5m relates to acquisitions and £24.6m to software

### INVESTMENT IN JOINT VENTURE

Acquired as part of the Link Healthcare acquisition ('Novagen'). Fully impaired during the year.

### NET WORKING CAPITAL

Increase due to purchase and supply of Proleukin, investment in inventories in AAA and temporary working capital headwinds as a result of the ERP implementation

### DEFERRED CONSIDERATION

CSM (£72.6m), iQone (£6.9m) and QM Specials (£1.6m)

### NET DEBT

Increase due to spend on acquisitions. Bank facilities extended by £55m to £430m in February 2020

# AMORTISATION

Year ended 30 June	2020	2019	Change
Software	£4.2m	£1.1m	>100%
Internally developed product licenses	£0.5m	£0.4m	25%
<b>Amortisation included in adjusted results</b>	<b>£4.7m</b>	£1.5m	>100%
Acquired intangibles on business combinations	£30.4m	£31.1m	(2)%
Acquired product licenses	£15.0m	£6.7m	>100%
<b>Total amortisation</b>	<b>£50.1m</b>	£39.3m	27%

Adjusted results include amortisation on software and internally developed IP.

## Estimated impact on P&L

£m	FY19	FY20	FY21	FY22
Administrative expenses	3.7	4.0	3.9	3.7
<b>EBITDA</b>	<b>3.7</b>	<b>4.0</b>	<b>3.9</b>	<b>3.7</b>
Depreciation	(3.2)	(3.4)	(3.8)	(3.5)
<b>Operating profit</b>	<b>0.5</b>	<b>0.6</b>	<b>0.1</b>	<b>0.2</b>
Finance costs	(0.5)	(0.6)	(0.7)	(0.6)
<b>Profit before tax</b>	<b>0.0</b>	<b>0.0</b>	<b>(0.6)</b>	<b>(0.4)</b>

## Estimated impact on balance sheet

£m	FY19	FY20	FY21	FY22
Total assets	18.3	21.2	16.9	13.0
Total liabilities	(20.5)	(23.5)	(19.9)	(16.5)
<b>Net assets</b>	<b>(2.2)</b>	<b>(2.3)</b>	<b>(3.0)</b>	<b>(3.5)</b>

# CAPITAL ALLOCATION FRAMEWORK

**Formalisation of capital allocation policy**

Reinvest for organic growth

Maintain a progressive dividend policy

**Aim to prioritise use of cash and maximise shareholder value**

**Maintain strong balance sheet whilst building global scale and capabilities**

**Four principles within the framework**

To paydown and maintain net debt within a range of 1-2.0x EBITDA on an ordinary basis

Maintain acquisitions in line with the Group's strategy with a disciplined approach to valuation



# STRATEGY FOR GROWTH

## CLINICAL SERVICES

Global market leader in specialist supply, labelling, packaging, distribution and management of quality-assured comparator medicines and services to clinical trials and Investigator Initiated Trials (IITs)

Three strategic pillars:

1. Establish Clinigen with customer compounds earlier in lifecycle (phase I/II)
2. Improve visibility and quality of profit generation through diversification of customer base, longer term contracts and exclusive supply arrangements
3. Present product opportunities to the Unlicensed Medicines division

## UNLICENSED MEDICINES

Global leader in ethically sourcing and supplying unlicensed medicines to HCPs through Managed Access Programs (MAPs) or via Global Access

Three strategic pillars:

1. Prioritise and develop a deep, rich pipeline based on industry trends and innovation
2. Deliver a world class customer service to enable patients to get hard to access medicines
3. Convert Managed Access Programs (MAPs) to Global Access (GA) exclusive programs

## COMMERCIAL MEDICINES

Revitalisation of acquired medicines. Drive regional licensing agreements. Launch developed medicines from UL2L pipeline

Three strategic pillars:

1. Acquire and revitalise niche hospital-only and critical care products through our own infrastructure or with partners
2. Be the licensing partner of choice for Pharma in core and non-core territories through geographic expansion
3. Develop and launch licensed products from unlicensed product opportunities