

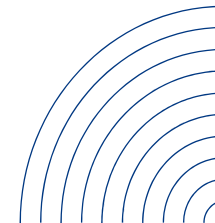
Ipsen

2012 Exane

Healthcare conference

Zoom on emerging Markets

Marc de Garidel
President and CEO



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

Safe Harbor

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

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

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

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

Objectives for today

1

Ipsen's strategy

2

2012, an important year in Ipsen's transition

3

Zoom on emerging markets presence

4

Outlook

In June 2011, Ipsen announced and started to implement its new strategy



- Defined 2020 strategy*
- Renewed Executive Committee*
- Franchise based organization implemented*
- R&D merged*
- Uro-Oncology franchise reinforced*
- IB1001 filed in Europe and in the US*
- US platform reorganization initiated*

2012, an important year in Ipsen's transformation to fulfill its 2020 ambition

Partner primary care France as
profitability deteriorates

Maintain high single digit
specialty care growth and
double digit emerging
markets growth

Progress rich late
stage pipeline



Relaunch US
operations to increase
profitability

Accompany
Inspiration's
success

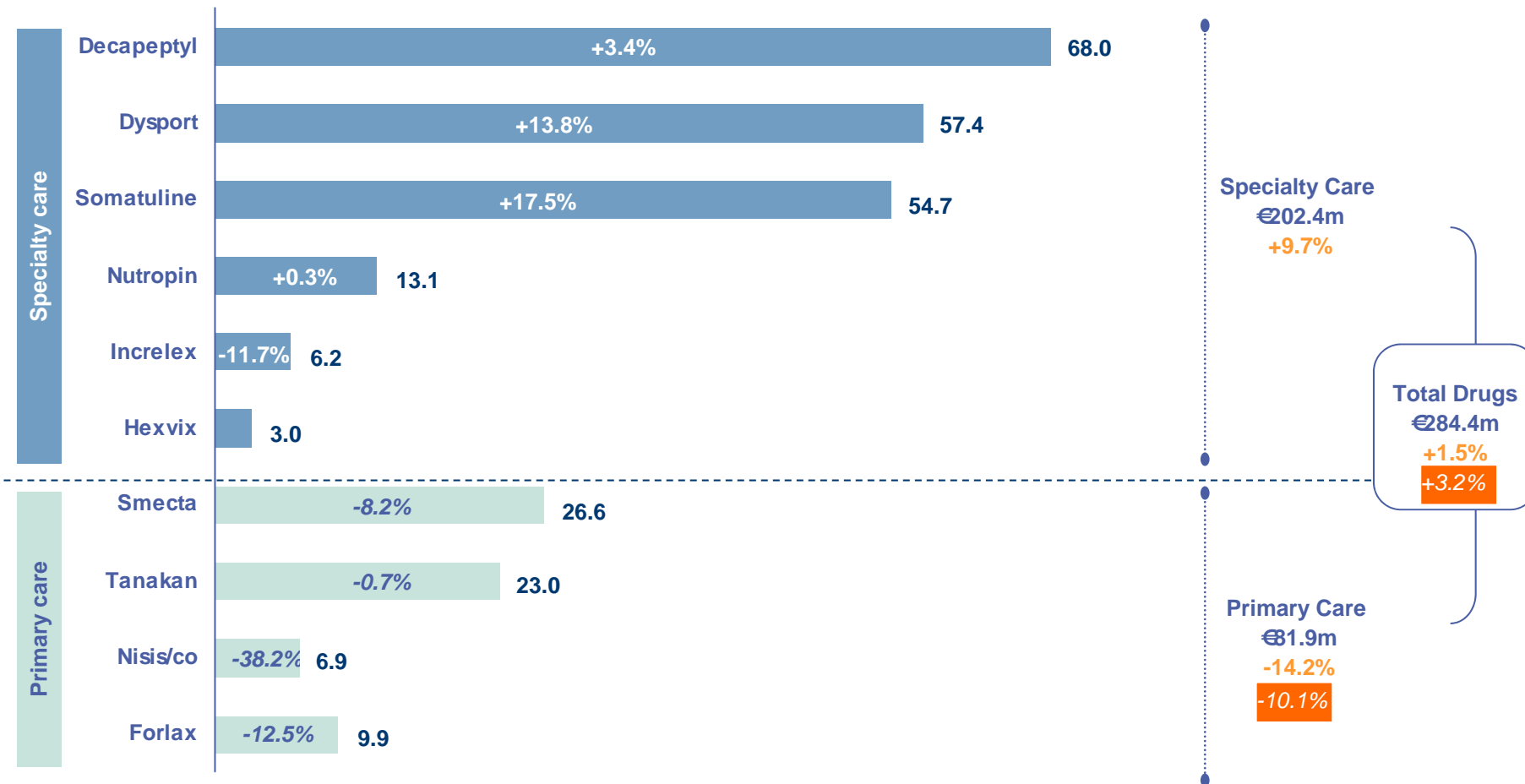
A - Find a partner for primary care France as profitability deteriorates

Ipsen	Potential partner
Reach critical mass to be positioned among market leaders	
Maximize brand equity with complementary product range	
Leverage dedicated sales force on Rx and OTx segments	
Manage mature product life cycle	
Share cost base	
Create a platform that can in-license products , sign partnerships...	
<ul style="list-style-type: none"> • Align company profile with strategy • Focus Management time and effort on Specialty care • Access OTC – OTX network and know how 	<ul style="list-style-type: none"> • Increase share-of-voice • Reinforce product range

Organize Ipsen to better address the 2012 French primary care operating profit loss (approximately impacting Ipsen's recurring adjusted⁽¹⁾ operating margin by 300bp to 400bp)

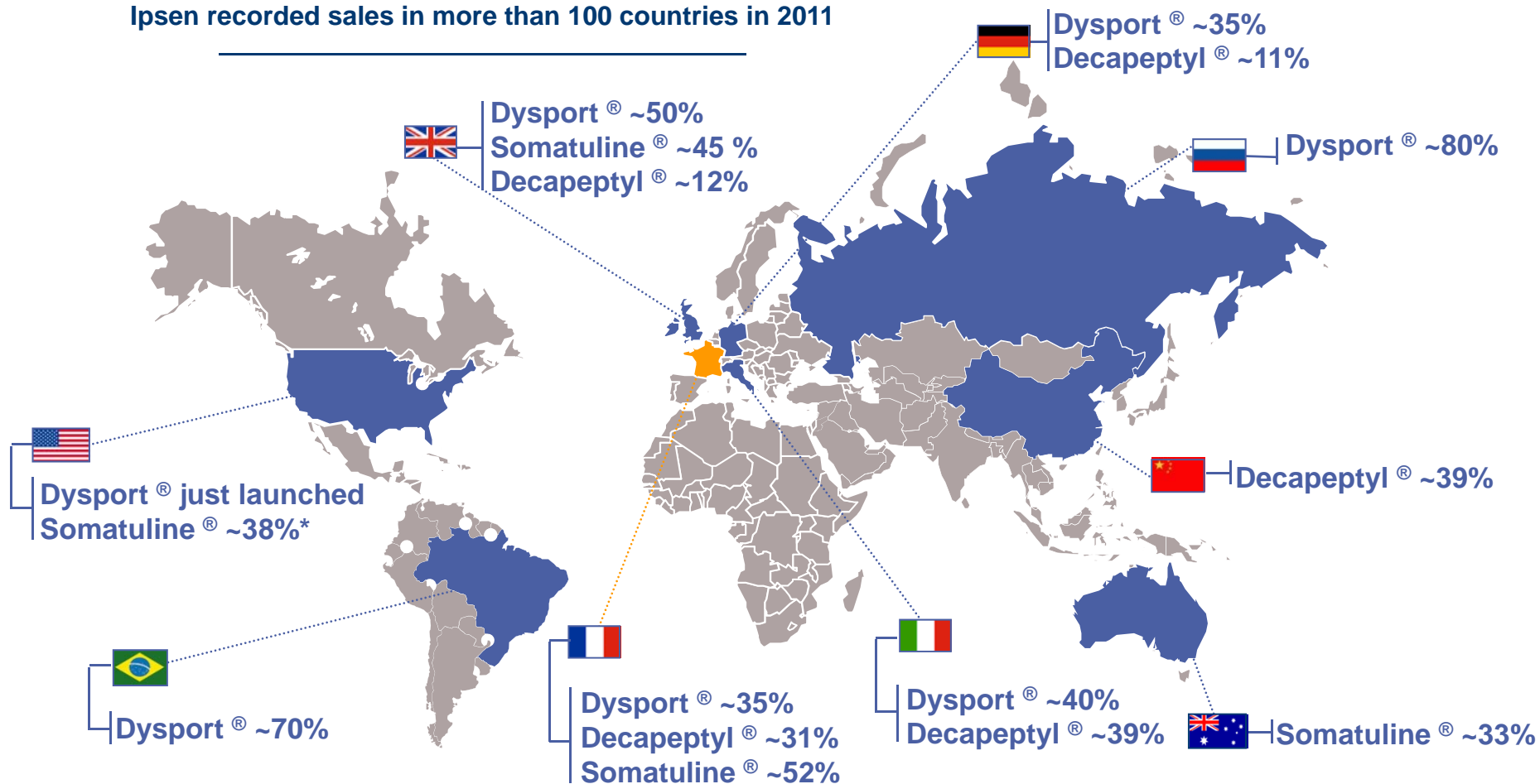
B – Maintain high specialty care growth – 12Q1 sales...

(in million euros, growth at constant exchange rate)



...while leveraging strong geographical reach...

Ipsen recorded sales in more than 100 countries in 2011

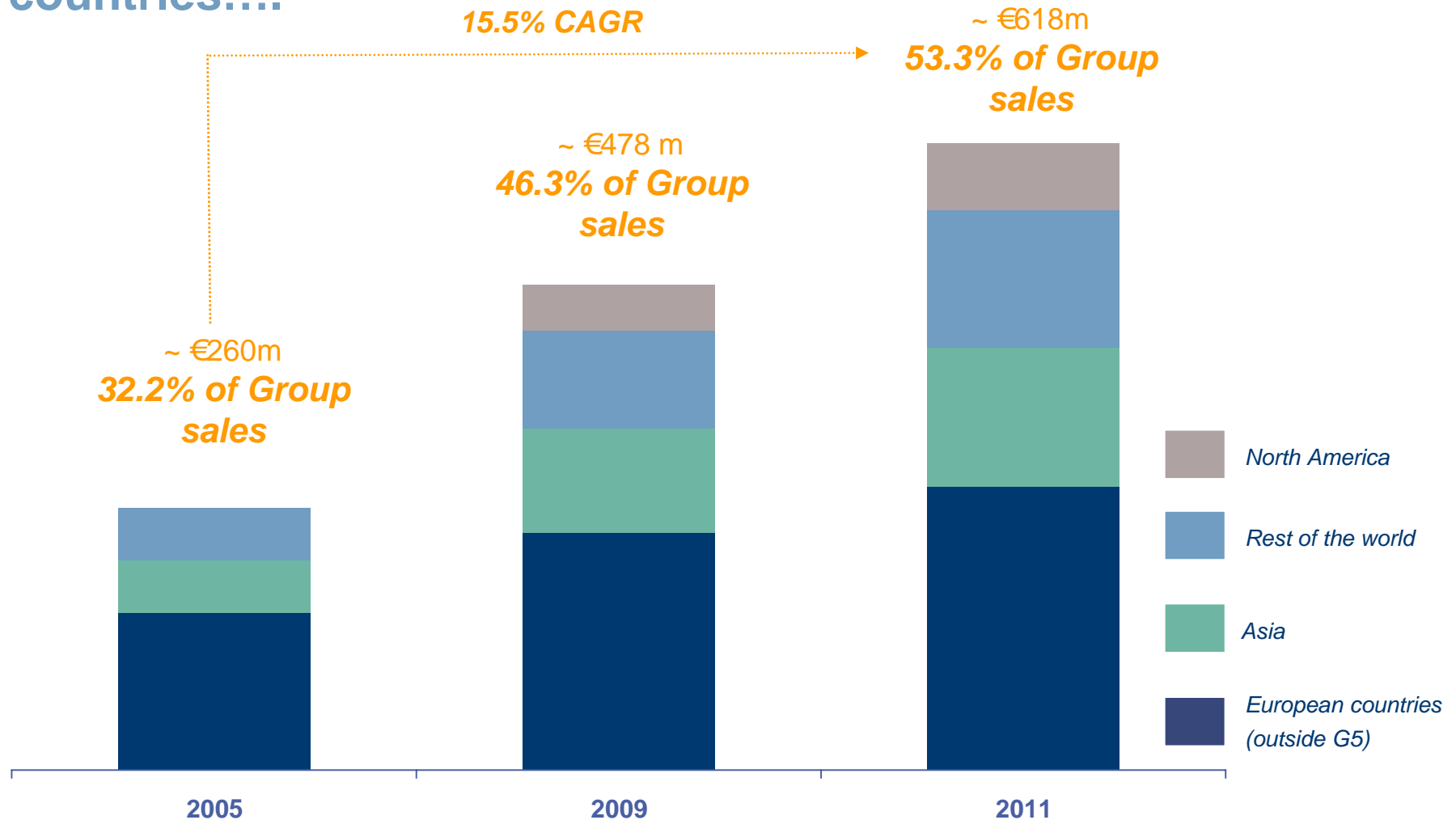


Rounded Market shares at Q3/2011

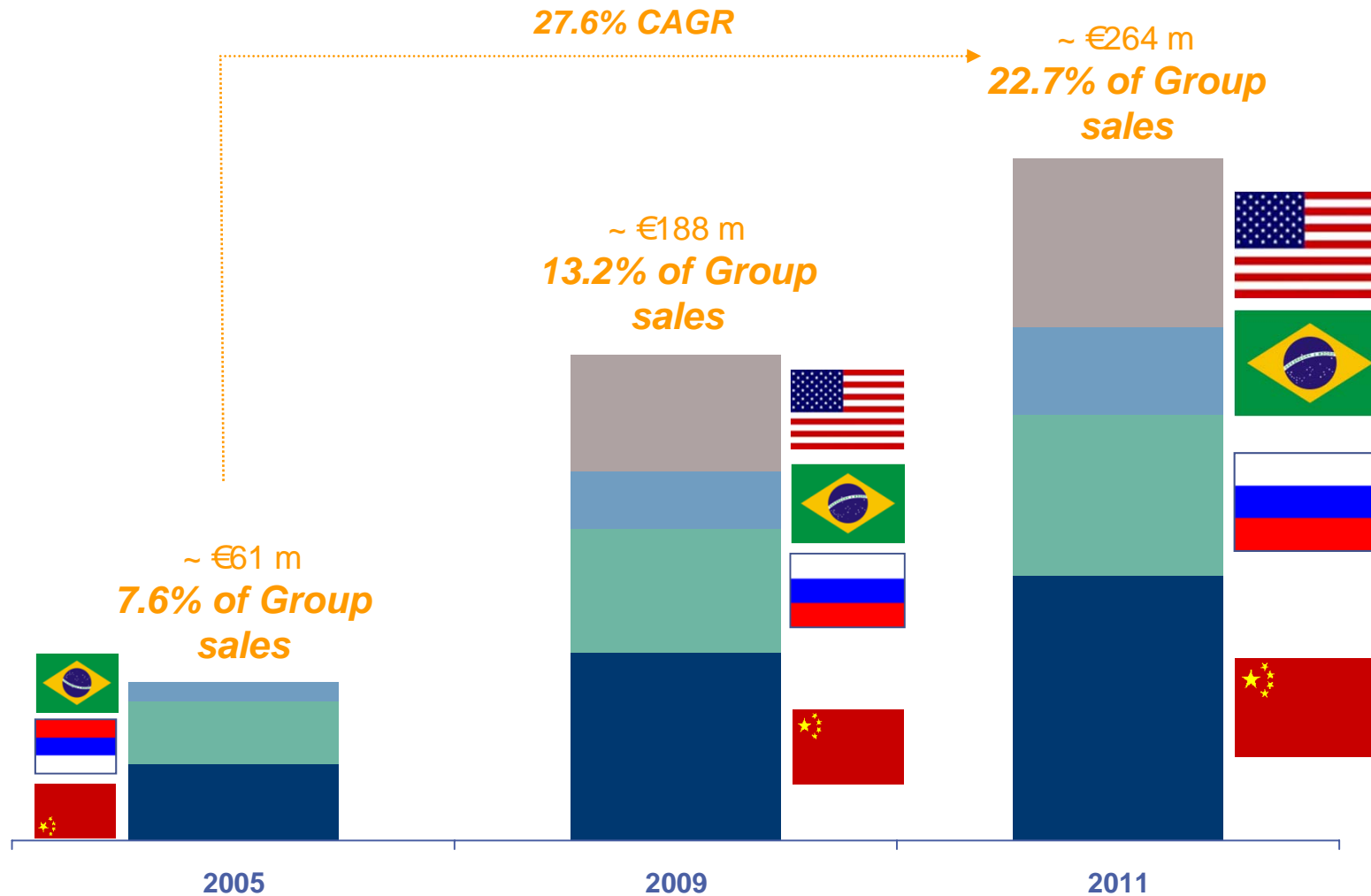
Market shares are for (i) Dysport® in medical indications only, in value expressed in local currency (ii) Decapeptyl in units (iii) Somatuline in units.

*Market of the Somatostatin analogs (SSA) in acromegaly only

... translating into solid growth generated outside Europe G5 countries....

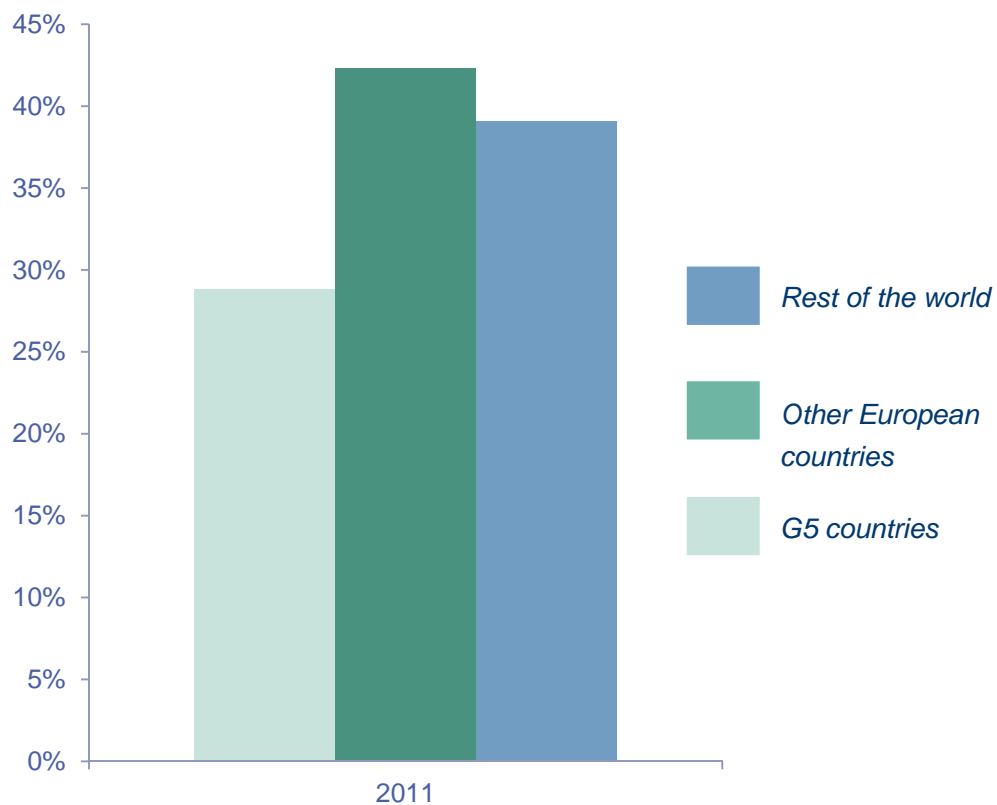


... mainly driven by four key countries



Emerging countries are Ipsen's most profitable geographies

Operating margin per operating segment¹



▶ *Profitability in emerging markets higher than in G5 countries*

▶ *Ipsen's profitability in emerging markets among the highest of the industry*

Improve the US profitability: Group priority



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

- *Established in 1992*
- *~€104.5m 2011 sales*
- *A truly Chinese organisation ~ 500 employees of which 3 expatriates*
- *China to become first affiliate if French primary care activity is spun off (JV)*
- *Investment territory – triple sales force by 2020*

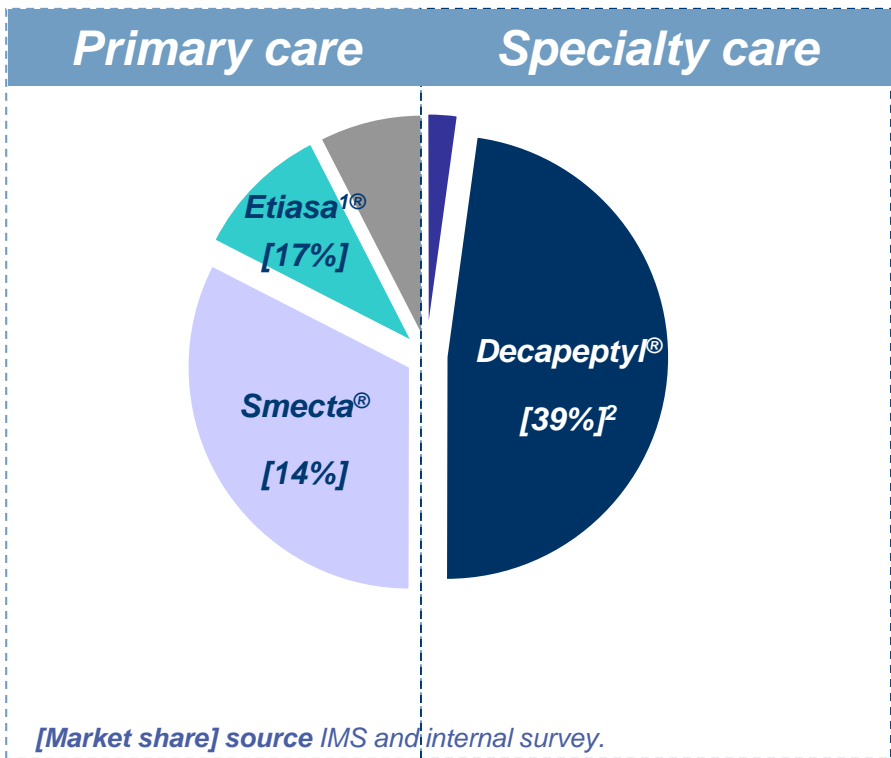


*China is Ipsen's second affiliate**



Ipsen to grow through expansion of current portfolio and geographical coverage

Current portfolio



Growth drivers

- ▶ *Décapeptyl[®] in prostate cancer indication*
- ▶ *Expansion of geographic coverage towards tier-3 cities*
- ▶ *Business development to strengthen current portfolio*
- ▶ *Register Dysport[®] and Somatuline ATG[®] to capture further growth*

2005 - 2011 CAGR: 23% at constant exchange rate

NOTE 1: Etiasa[®] in-licensed from Ethypharm
 NOTE 2 : Q4 2011 - 39% market share in volume (MOT) for SR formulations covering all indications excl.IVF (Gynecology, prostate cancer,...)

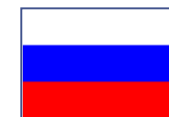


A strong presence in Russia, the fastest growing Eastern European market

- *Presence since 1993*
- *>200 employees*
- *~€62m 2011 sales*
- *Commercial presence in 30+ major cities*
- *Investment territory – double sales force by 2020*

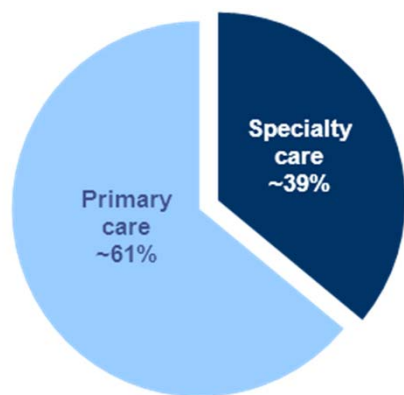


*Russia is Ipsen's fourth affiliate**



Ipsen to leverage its well-established portfolio in Russia

Current portfolio



2011 sales split, %

Growth drivers

Primary care



~ 10% market share



Specialty care



- Leader in neurology indications (69%MS)
- ~47% market share in the aesthetic market



~15%¹ market share in both prostate cancer and endometriosis

2005 - 2011 CAGR: ~17.5% at constant exchange rate



Brazil, success built on strong Specialty care focus

Specialty care portfolio¹

New launch

Historical product

Somatuline²[®]

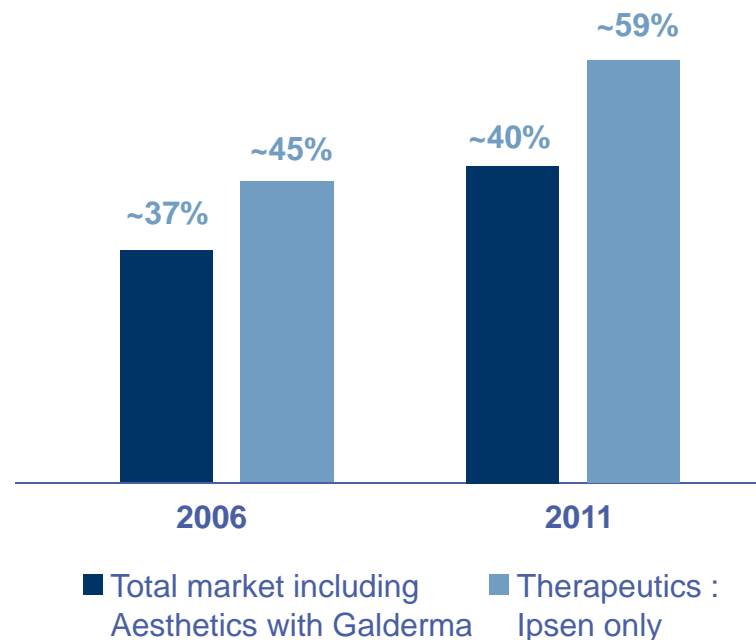


Dysport[®]
aesthetics through
a partner

Dysport[®]
therapeutics

Market leader in botulinum toxin market

Dysport[®]'s market share in Brazil³



2005 - 2011 CAGR: 29% at constant exchange rate



Relaunch our US operations...

New Organization

- **New HQ opened in NJ (April 2012)**
- **Implementation well under way :**
 - Full leadership team hired
 - 175 FTEs hired and active; 30 open positions
- **Business Unit focus**
 - Somatuline[®]
 - Dysport[®]

US organization: a corporate priority

Dysport[®]

- **Sales force excellence:**
 - Major overhaul with renewal of 40% of sales force
- **Back to basics marketing**
- **Physician training**

Ensure Dysport[®] growth



...fueled by Life-Cycle Management and new Products

Seven ongoing phase IIIs in the US

3 Dysport® (Spasticity)

- Adult upper limb spasticity
- Adult lower limb spasticity
- Pediatric upper limb spasticity (pending FDA)
- Pediatric lower limb spasticity

Filings expected to commence
in 2014 - 15

2 Somatuline® (NET)

- Functioning NET
- Non Functioning NET

Filings expected to commence
in 2014

2 Hemophilia (Inspiration)

- OBI-1 (rpFVIII) Hemophilia A with inhibitors
 - Congenital
 - Acquired

IB1001 BLA submitted in the US
Filings of OBI-1 expected to
commence in 2012 / 2013

D - Accompany Inspiration's success

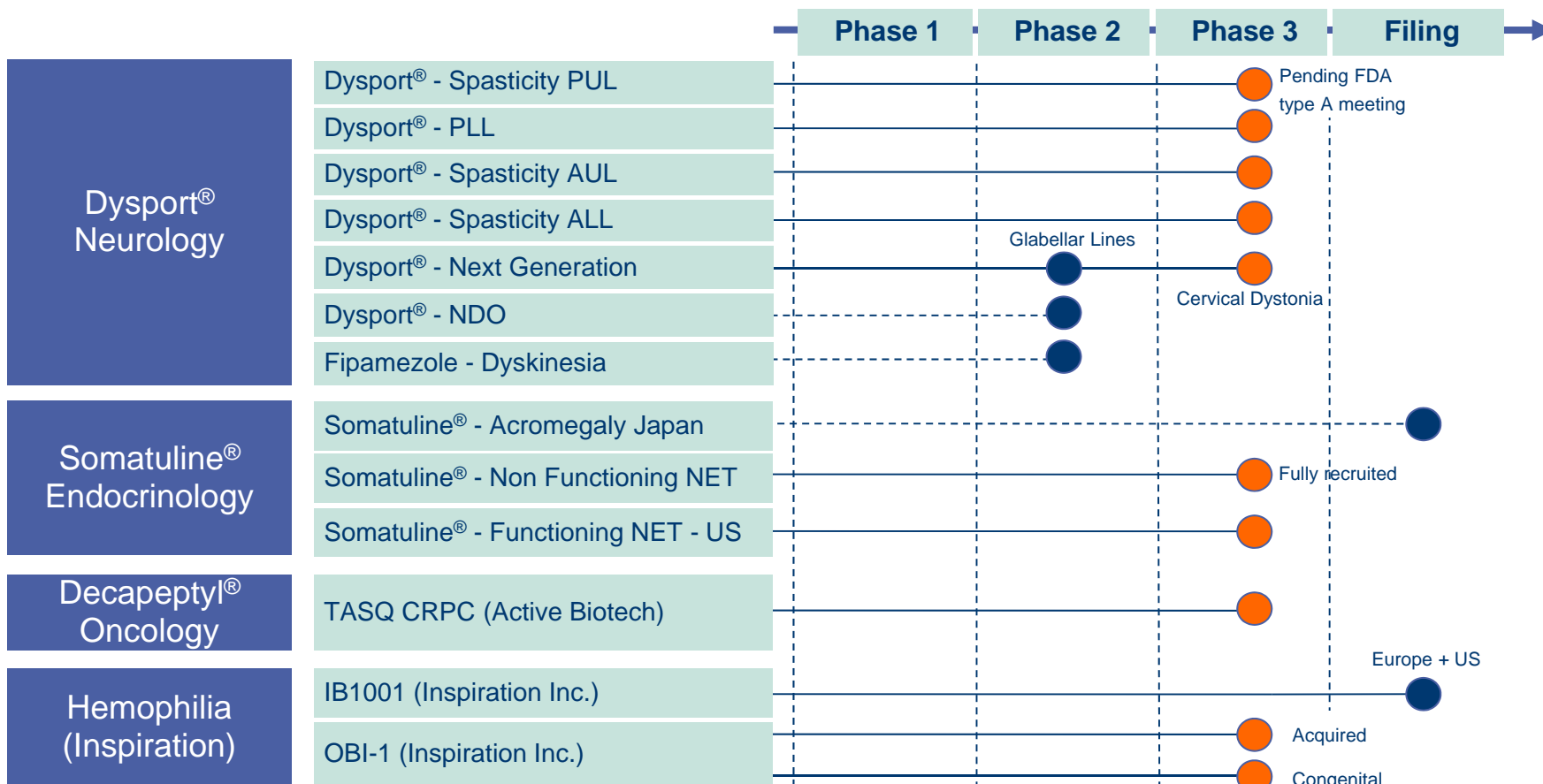
Get ready for IB1001's launch in Europe in early 2013 and in the US early 2014

Progress both OBI-1 phase IIIs.

Address Inspiration's financing needs

A win-win partnership

E - Invest to grow: a rich Ph III program



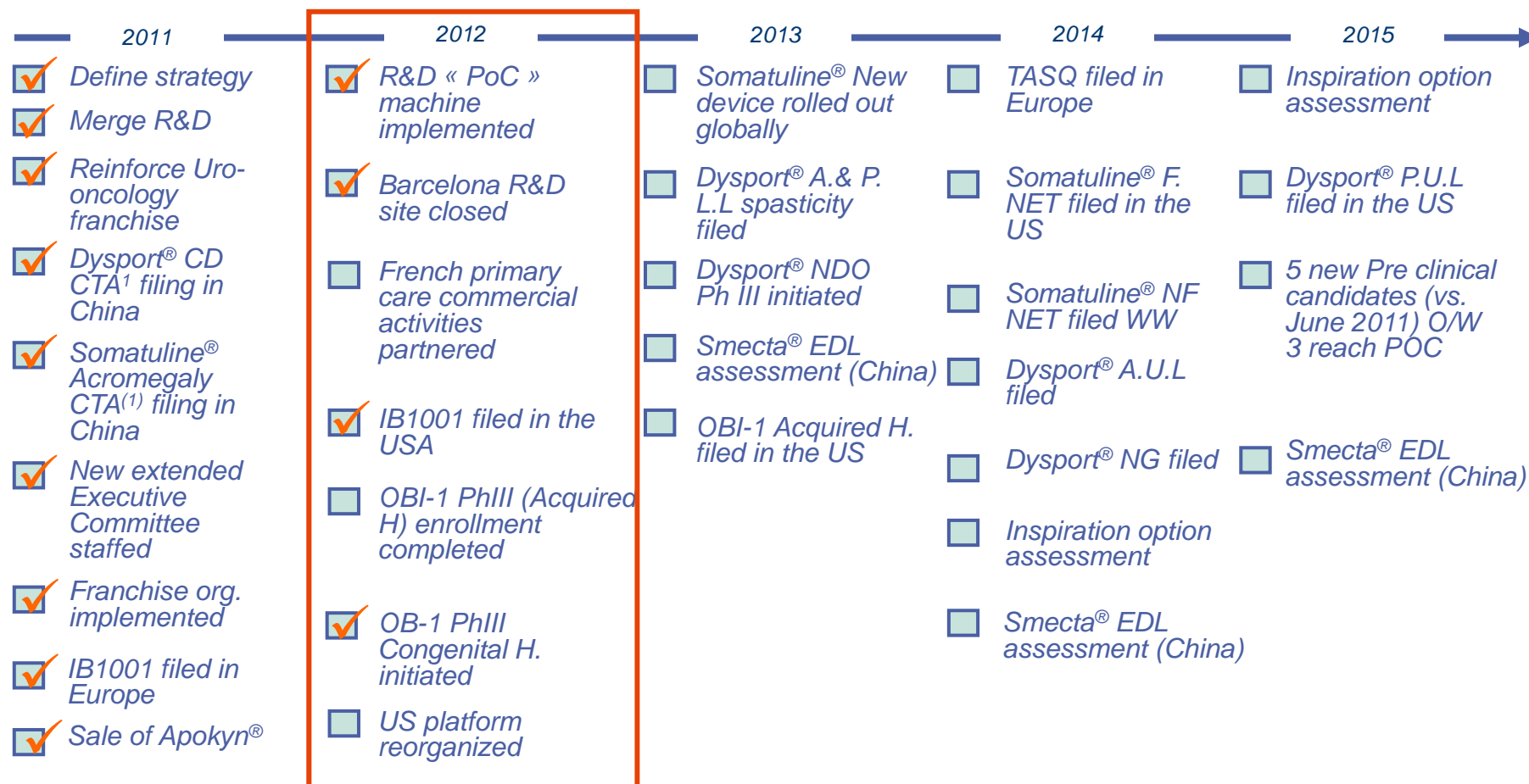
9 on-going phase IIIs, 3 for NMEs, 6 for life cycle management

Concluding remarks and 2012 Outlook

Marc de Garidel

Chairman and CEO

Transformation is progressing well, as planned



Transformation to continue in 2012

2012 Objectives

<p><i>Specialty Care - Drug sales</i></p>	<p><i>Growth of +8.0% to +10.0%, year-on-year</i></p>
<p><i>Primary Care - Drug sales</i></p>	<p><i>Decrease of approximately 15.0%, year-on-year</i></p>
<p><i>Recurring Adjusted* operating margin</i></p>	<p><i>approximately 15.0% of sales</i></p> <p><i>This objective includes declining profitability of primary care in France, in particular as a result of the delisting of Tanakan® (effective as of 1 March 2012) and enforced price cuts. The impact of this decline on the Group's 2012 recurring adjusted operating margin is estimated at approximately 300 to 400 basis points.</i></p>

The above objectives are set at constant currency and perimeter

Thank you.

Q&A.