

# CEO Update

Geoffrey McDonough, President and CEO

Annual General Meeting

26 April 2012



# Geoffrey McDonough, MD



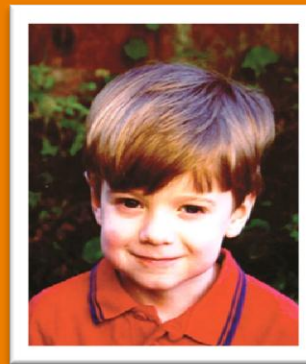
- Joined Sobi as CEO 15 August 2011
- Prior roles at Genzyme Corporation
  - President Europe, Middle East, Africa (\$1.5B)
  - President Personalized Genetic Health (\$2.2B)

## Initial Priorities

1. Unite the Organization with One Story
2. Operating Focus + Controls
3. Address Financial Condition
4. Improve Market Transparency
5. Advance Pipeline Projects

# United By Our Commitment

Sobi is a leading integrated biopharmaceutical company dedicated to bringing innovative therapies and services to improve the life of rare disease patients and their families.



# Our Value Proposition



Our operations are driven by a diversified and growth-oriented portfolio in niche and rare disease therapies.



We have a late-stage pipeline with substantial commercial potential.



We are a fully integrated partner with world-class capabilities in protein biochemistry and biologics manufacturing development, as well as commercialization for rare diseases.

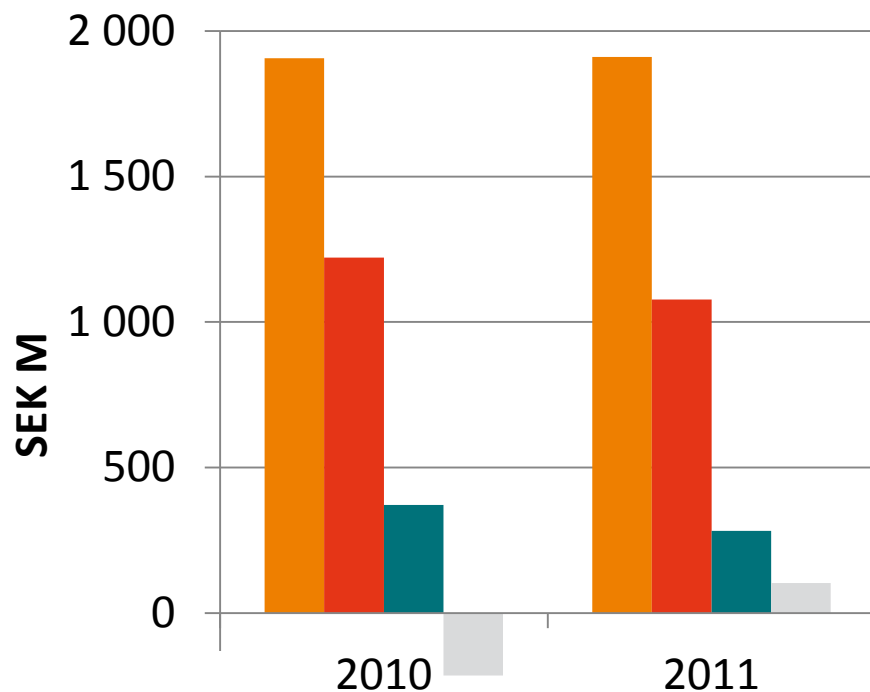
# Actions to Reach Our Goals

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We intend to earn our way into our future based on **operational performance**.

1. Revenue growth through focus on key products
  2. Gross Margin improvement
  3. Ongoing cost discipline
- ➔ Improving cash flow from operations and working capital

# FY 2011 Consolidated Results

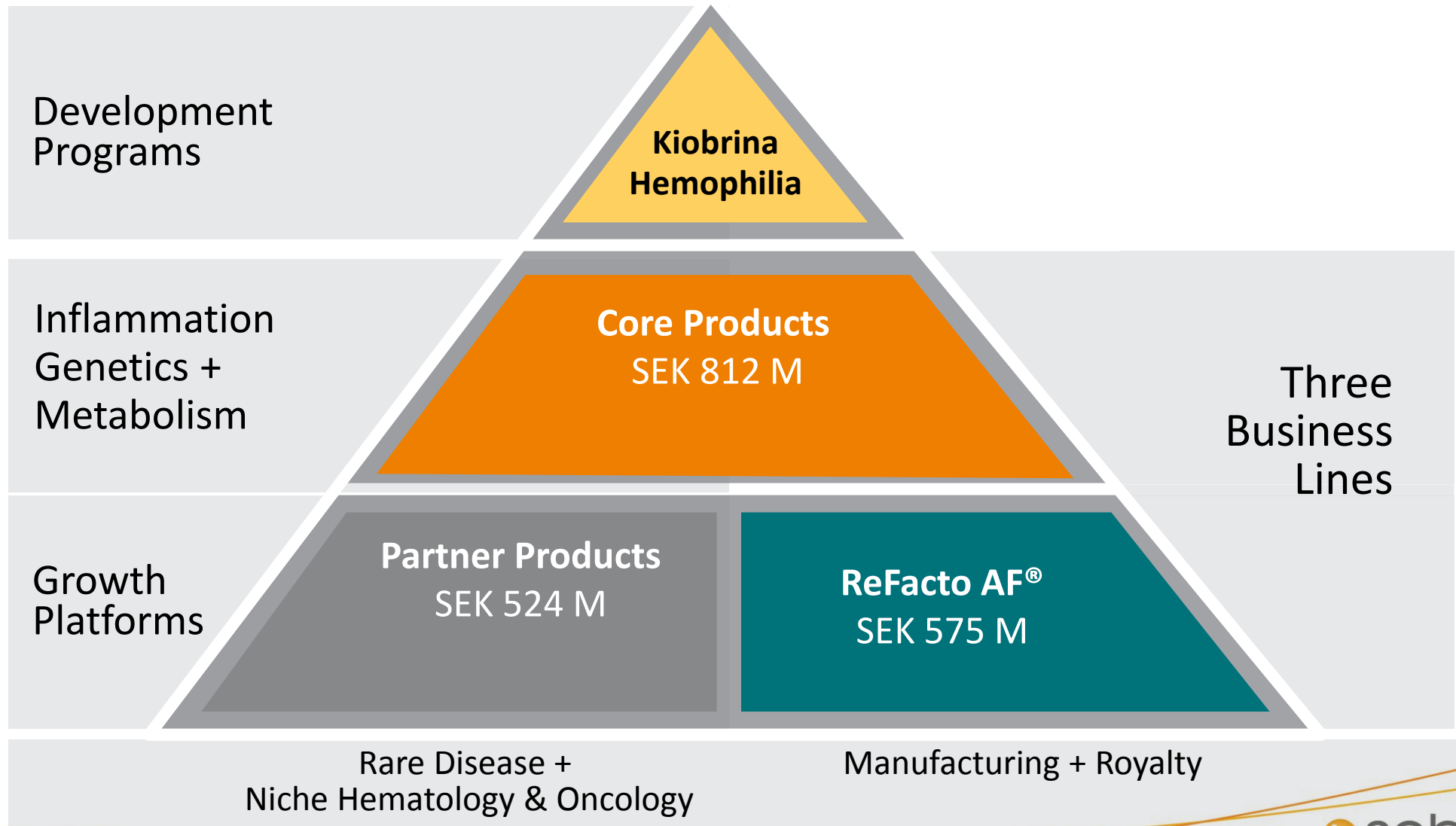


- Total revenues
- Gross profit \*
- EBITA before non-recurring items \*
- Cash flow from operating activities

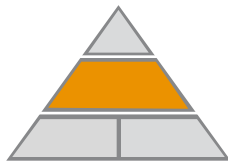
\*Adjusted for balance sheet write-downs in Q4-11.

- Total revenues were unchanged at SEK 1,910.8 M
  - Up 9% adjusted for FX and discontinued products
- Revenues from ReFacto increased by 16%
  - Delivery of validation batches
- Gross margin declined to 56.4% (64.0)
  - Lower manufacturing margin
  - Currency effects
- Operating expenses declined by 6% reflecting ongoing streamlining of operations
- Financial position strengthened through a rights issue of approx. SEK 600 M

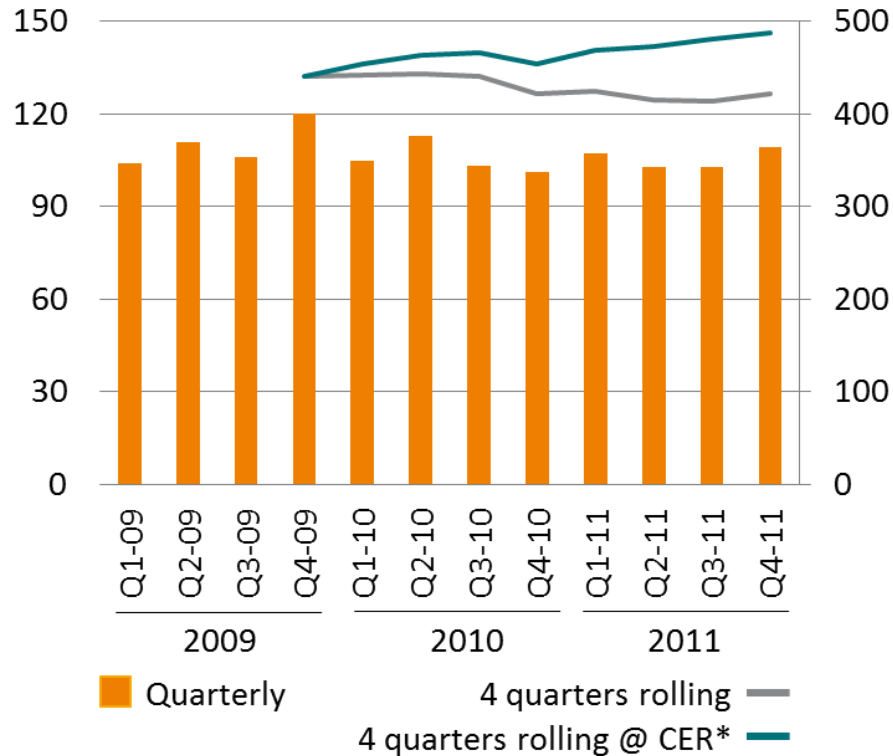
# Revenues by Business Lines 2011



# Kineret® + Orfadin®



Sales of Kineret, SEK M



Sales of Orfadin, SEK M



\* 4 quarters rolling using average exchange rates for 2009 as base.



# 2011 Revenues by Region

## North America

SEK 328 M

+8% @ CER

## Nordic/Baltic

SEK 428 M

-3% @ CER

+18% @ CER

excl. discontinued products

## Europe

SEK 541 M

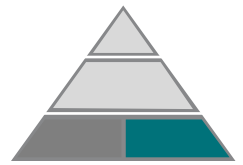
+3% @ CER

## Rest of World

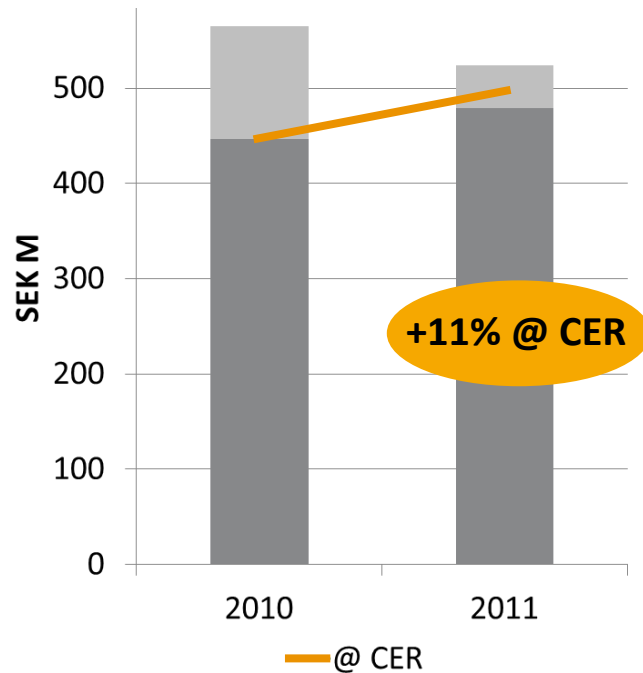
SEK 39 M

-7% @ CER

# Partner Products and ReFacto®

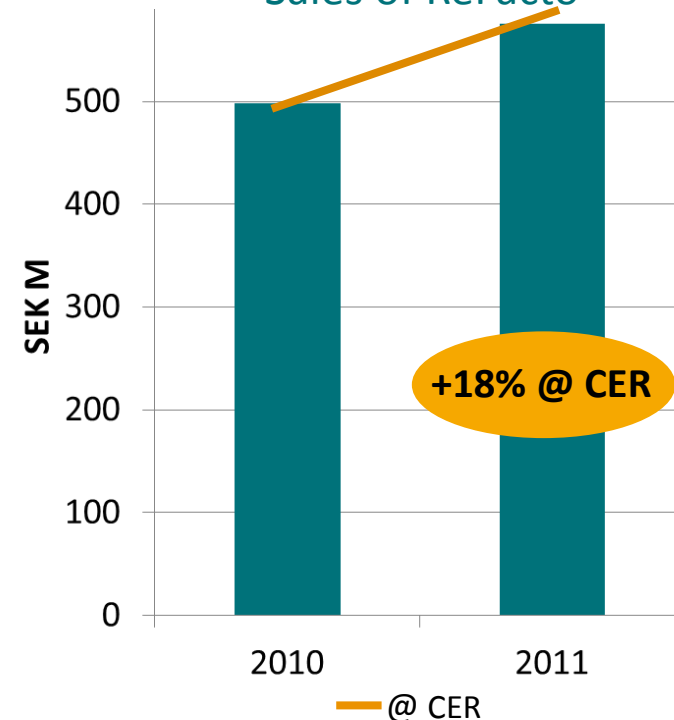


Sales of Partner Products



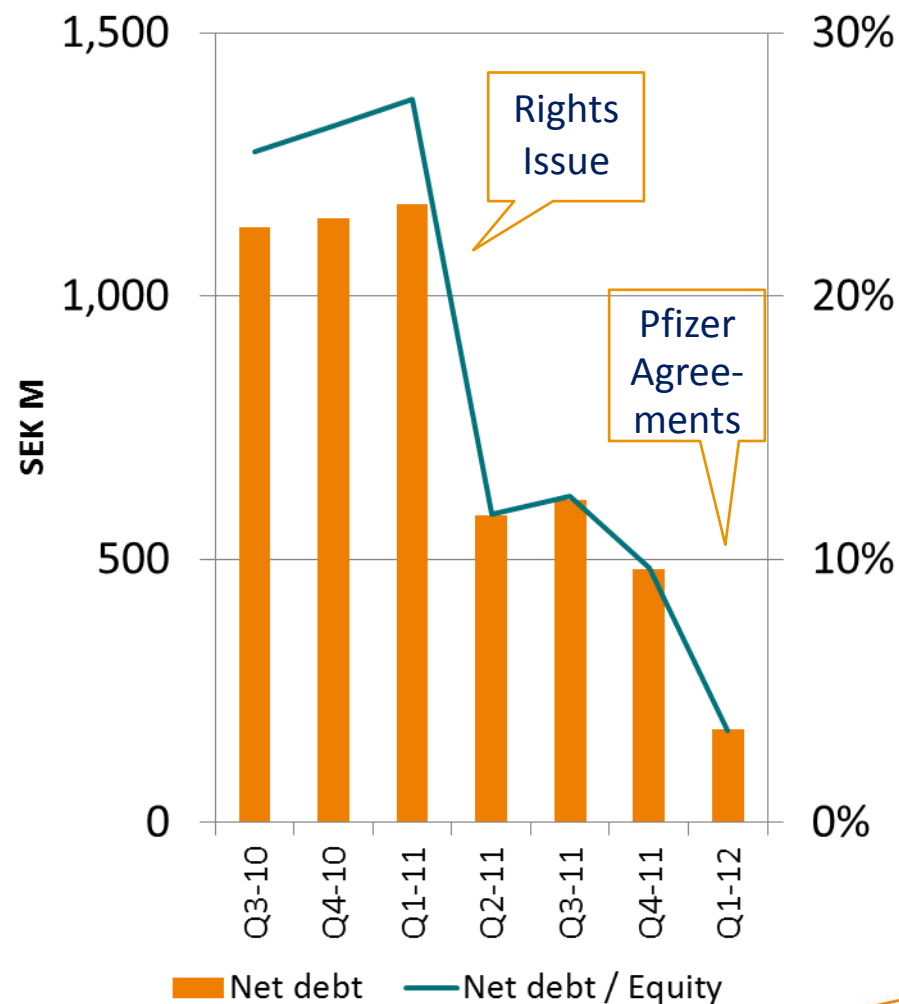
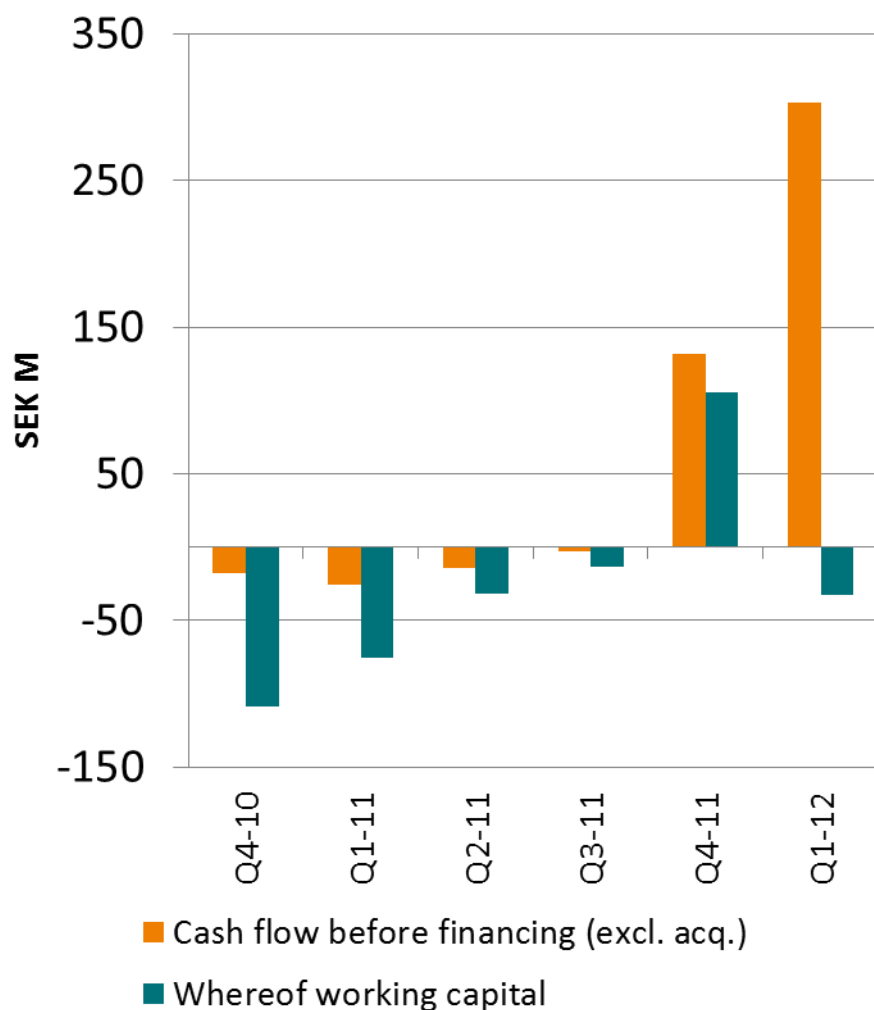
- Strong underlying growth
- Five discontinued products in 2011
- New agreement for Defibrotide

Sales of ReFacto



- Steady growth
- 2011 an exceptional year
- Supply agreement extended to 2020

# Financial Condition: Cash Flow and Net Debt



# Overall Compensation + Management Scheme

## 1. Performance Management Process

- Personal Development Plan
  - Objectives
  - Values and Behaviors
- Merit Assessment

## 2. Short Term Incentives

- Company Performance
  - Individual Stretch Objectives
- STI Assessment

## 3. Long Term Incentives

- Shares in Company Performance

## 4. Benefits



# Operational Performance Drives Short Term Incentives

Measure & Focus	Activities	Examples
<b>Gross Profit</b>	Stabilize gross profit	<ul style="list-style-type: none"><li>• Grow revenues</li><li>• Focus on high margin products</li><li>• Renegotiate/Improve agreements</li><li>• Reduce purchasing costs and distribution costs</li></ul>
<b>EBITA</b>	Focus on cost control and efficient use of resources	<ul style="list-style-type: none"><li>• Effective use of operating expenses, e.g. G&amp;A, sales and marketing, R&amp;D, travel etc</li></ul>
<b>Cash flow</b> (after working capital but before investments)	Generate positive operating cash flow	<ul style="list-style-type: none"><li>• Optimize inventory levels</li><li>• Effective management of accounts receivable and payable</li></ul>

# Upgrading Clarity in Market Communication

Capital  
Markets Day  
November 29

Q1 Results  
+ AGM  
April 26

Q2 Results  
July 19

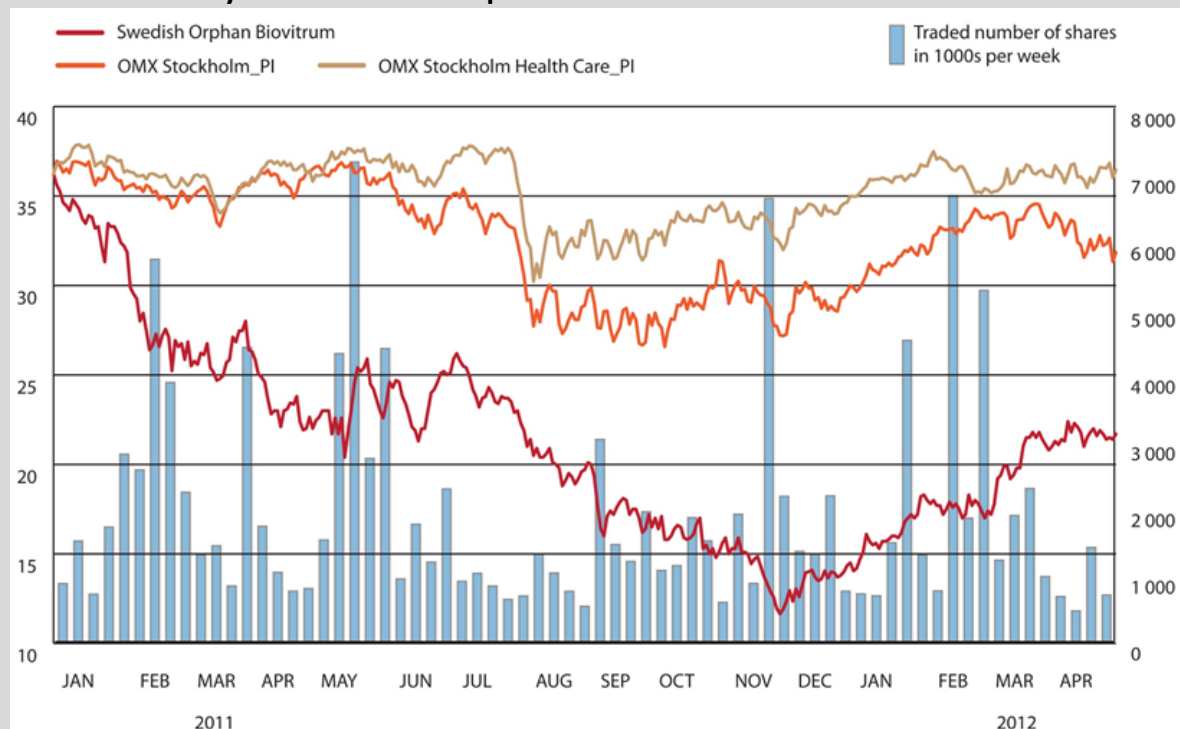
Top-Line Data  
Hemophilia  
Programs  
H2 2012

Kiobrina Complete  
EU Phase 3  
Enrollment  
YE 2012



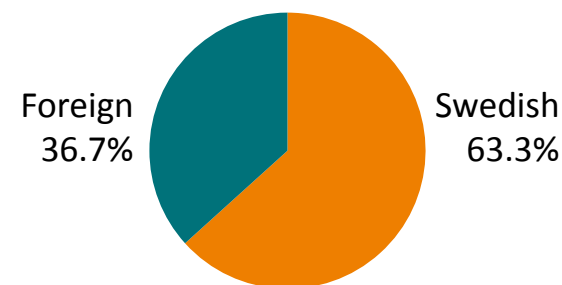
# Share Price and Ownership Structure

1 January 2011 – 24 April 2012



## Ownership

as of 31 March 2012



Shareholdings Top 5 countries	March 30 2012	Change YTD
Foreign owners	36.7%	+1.9%
USA	16.8%	+2.2%
UK	5.4%	+0.4%
Luxembourg	4.0%	-0.2%
Norway	3.4%	-3.2%

# Outlook 2012\*

## Revenues

Total revenues expected to be about SEK 100 M lower than 2011, reflecting the divestment of the co-promotion rights.

## Gross Margin

Gross margin expected to be in line with 2011 margin of 54% after adjustment for the balance sheet write-downs and the divestment of co-promotion rights.

## Operating Expenses

Costs related to the transfer of Kineret production are estimated at SEK 60 M impacting gross margin primarily in the first half of the year.

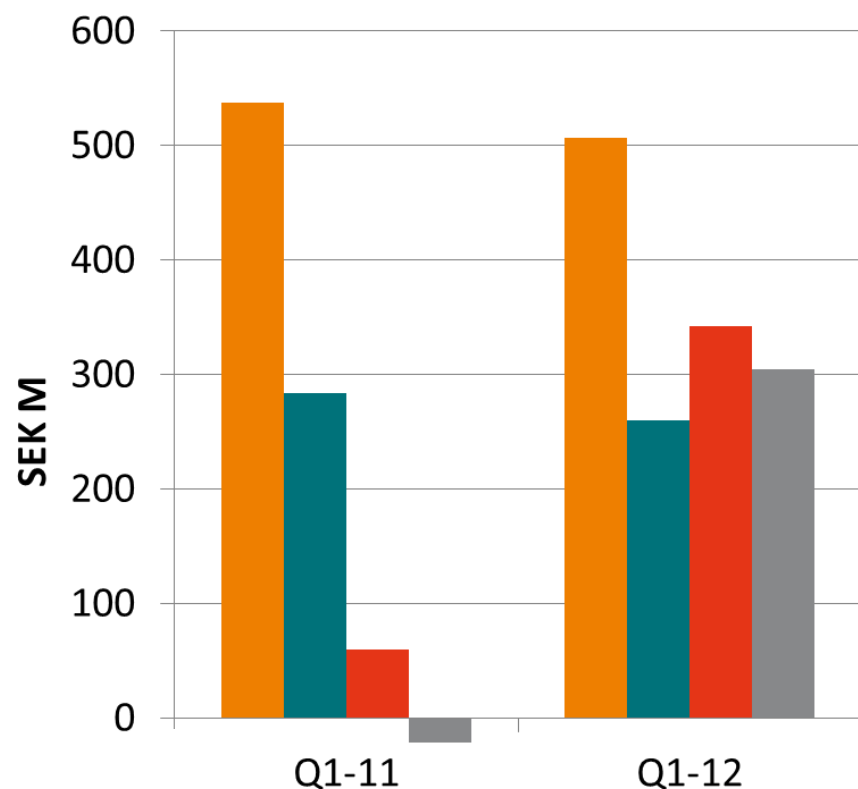
## Milestone Payment

Milestone payment to Amgen of USD 55 M expected in Q4 2012 or in Q1 2013.

\*The outlook was first published in the Q4 report on 23 February 2012.  
See the Q1 report for the full outlook 2012.



# 2012 Q1 Consolidated Results



- Total revenues
- Gross profit
- Operating profit before amortization and non-recurring items
- Cash-flow from operations

- Total revenues down 6% to SEK 506.7 M
  - Lower ReFacto manufacturing revenues and royalties vs strong Q1 2011
- Product revenues up 10% to SEK 365.6 M, and 16% adjusted for FX and discount. products
- Gross margin was 51% (53%)
  - Costs for transfer of Kineret production (SEK 31 M)
  - Divestment of ReFacto co-promotion rights
  - Gross margin was 56.3% adjusted for co-promotion and costs for production transfer
- EBITA was SEK 308.2 M (-10.3)
  - Incl. SEK 307.5 M from divestment of co-promotion rights

# YTD Highlights

- Pfizer transactions
  - Extension of supply agreement to 2020
  - Divestment of co-promotion rights
- Amended agreement with sellers of Arexis
  - Sobi has no remaining obligations, incl. future milestones for Kiobrina®
- New 10-year distribution agreement regarding Defibrotide for treatment of Veno-Occlusive Disease<sup>1</sup>
- Approval of PIP<sup>2</sup> for Kineret in new indications (CAPS and SJIA)
- Approval of PIP for Orfadin in liquid formulation
- New licensing agreement with O4CP
  - Reformulated Bumetanide for diuresis and seizures in neonates
- Phase III programs advancing according to plan

1) VOD is a serious and potentially fatal complication of hematopoietic stem-cell transplantation (HSCT)

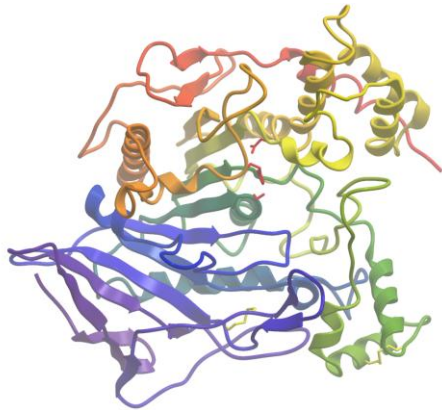
2) Pediatric Investigation Plan

# Kiobrina – Enzyme Replacement for Premature Infants



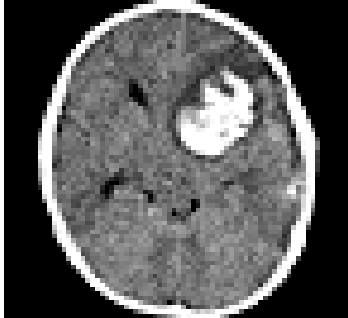
Kiobrina is an enzyme replacement therapy to improve growth in preterm infants who receive pasteurized breast milk or infant formula.

- Enrolment on track
- Last Patient Enrolled to pivotal study by end 2012
- To Market in Europe 2015

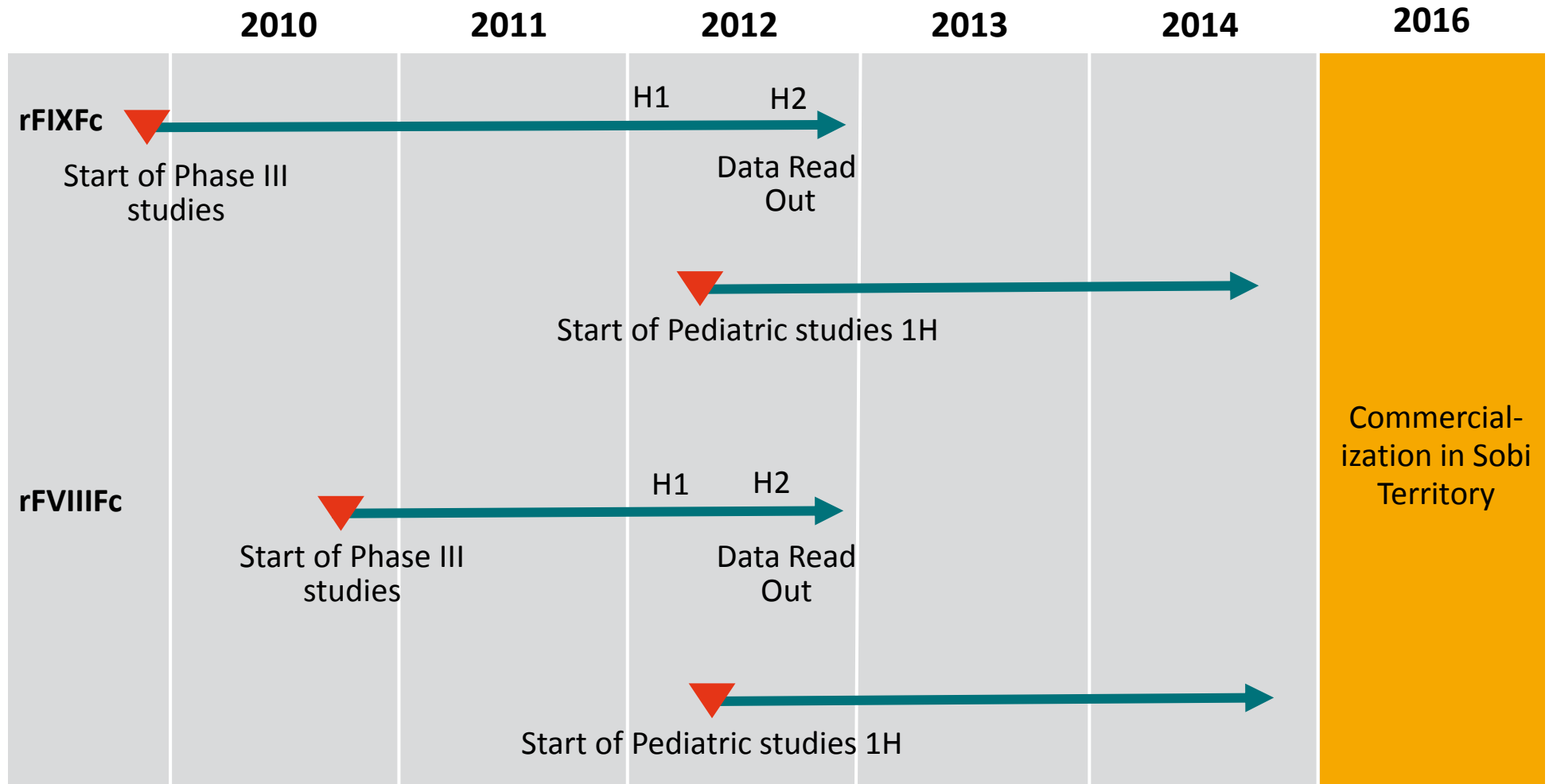




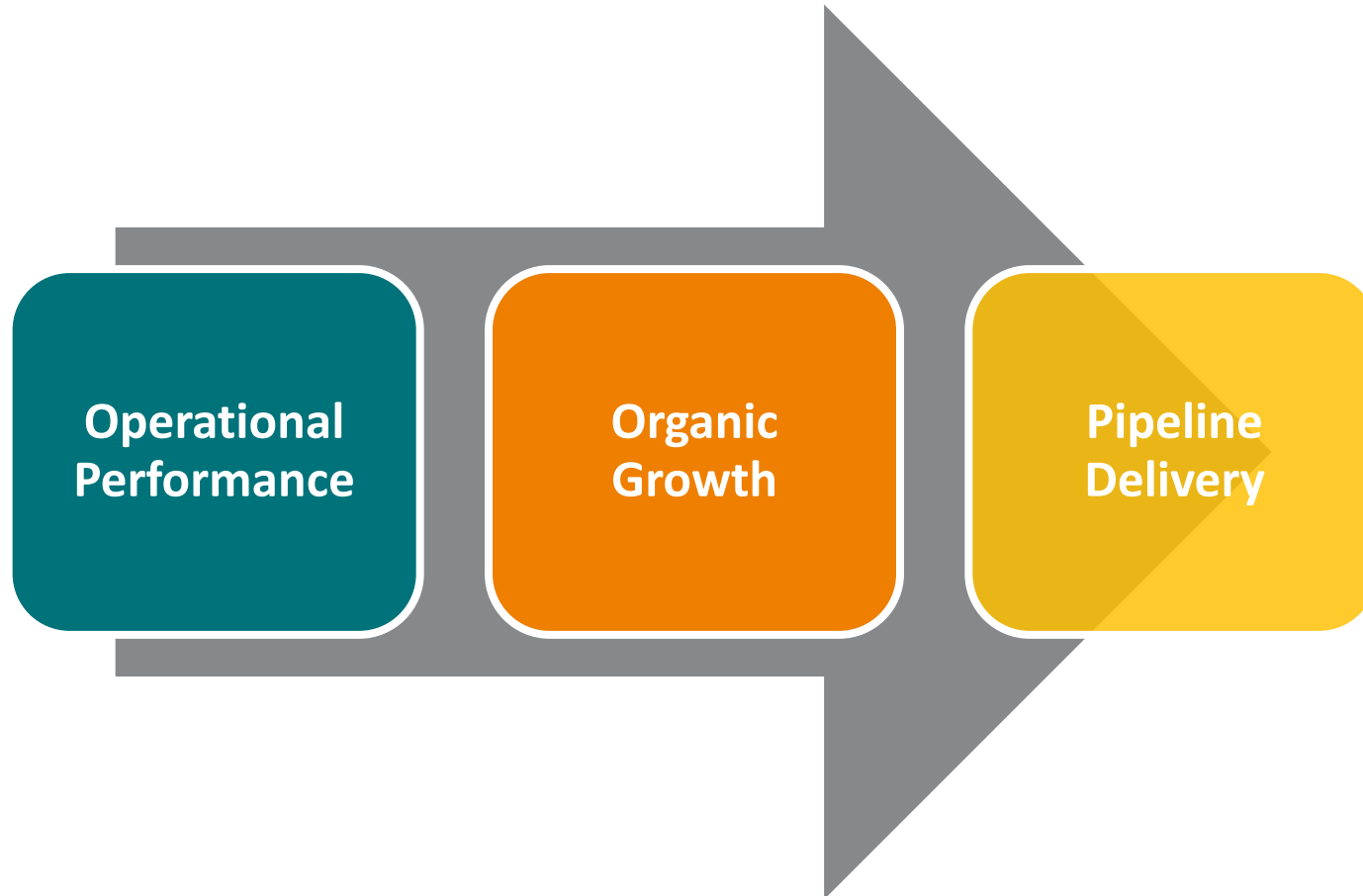
# Long-Acting Factor Programs: Hemophilia A + B



# Pivotal Program Timelines: Sobi Territories Follow US



# Strategic Priorities Short + Long Term



# Summary

1. Diversified commercial portfolio focused on **improving cash flow and profitability**
2. Working to efficiently commercialize **our proprietary innovative medicines** for rare disease patients globally
3. Business model oriented to **building value through partnerships** from global early stage biologics development to late stage specialty distribution in Europe.



Pioneer & Partner in Rare Diseases