

# Ipsen Group – 2020 Objectives

## FULFILL OUR BOLD PROMISE

### 1. Pipeline

Increase the value of our pipeline through the advancement of internal programs and sourcing of external assets.

### 2. Specialty Care

- Maximize the value of Somatuline® through its lifecycle.
- Bolster Oncology capabilities and accelerate the adoption of Onivyde® and Cabometyx®.
- Accelerate Neurosciences capabilities, competitiveness and growth of Dysport®.
- Anchor our presence in Rare Diseases, and maximize the value of palovarotene to serve the FOP patient community.
- Continue the transformation of our manufacturing footprint and organization to ensure supply of our key products.

### 3. Consumer Healthcare

Grow Consumer Healthcare as a sustainable autonomous business.

**Being a  
leading global  
biotech company  
focused on  
innovation and  
Specialty Care**

## DELIVER ON OUR COMMITMENTS

4. Deliver budget 2020 and foundation for long-term growth.
5. Build innovative business models and digital solutions to enhance operational effectiveness while championing a customer experience of simplicity and agility.
6. Increase productivity and efficiency gains to optimize our cost base and reinvest in future growth.

## LIVE OUR VALUES & CULTURE

7. Foster the One Ipsen Way of Being.
8. Embrace an innovation and biotech mindset, delivering patient focused solutions.
9. Attract, develop and retain talent, championing diversity and inclusion.
10. Promote and strive for excellence in each of the three pillars of our Company Social Responsibility strategy: Employment, Patients & Society, and Environment.

**Deliver our results and achieve our objectives in an ethical and compliant manner**

## FULFILL OUR BOLD PROMISE

- Be instrumental in **shaping IPSEN future** as business advisor and partner, **co-leading and delivering IPSEN Transformation projects** in all divisions.
- Develop and pilot our **strategic capability planning process** to anticipate mid-and long-term capability needs and translate them into concrete action plans.
- **Attract talents** by further strengthening and monitoring our Employer Value and our TA tools, refining our C&B strategy and introducing KPI dashboards.
- Develop our **pipeline of new talents** through our Talent Management processes and specific programmes (mentoring, fast-tracking talents).
- Maintain and **retain** highly-engaged talents, fostering the One Ipsen Way of Being and adapting our remuneration programs.
- **Fuel the Growth** through efficient headcount cost management and by providing our business leaders with the appropriate KPIs to drive their resources. their resources.

Enable leaders to  
build capabilities  
and workforce for  
IPSEN future  
business

## DELIVER ON OUR COMMITMENTS

- Make the **Ipsen leadership framework** resources available to all by completing the delivery of planned programmes and by reinforcing existing ones.
- Help all our employee find ways to **grow and learn every day** using on-the-job development opportunities.
- Drive CoE performance through the introduction of **SLAs and KPIs** and optimized HRIS

## LIVE OUR VALUES & CULTURE

- Strengthen employee **engagement**, building on the insights from the 2019 survey and exploring more agile and focused ways to obtain them in the future.
- Develop a roadmap to **promote diversity and inclusion** in all aspects of IPSEN business and ensure we are able to track tangible results via appropriate KPIs.
- **Reinforce and communicate our C&B principles** including through the introduction of worldwide minimum standards for key benefits, global guidance on incentive to foster business ethics and digital solutions.

Deliver our results and achieve our objectives in an ethical and compliant manner