1. 2011 results
   Jean-François Le Martret, Chief Financial & Administrative Officer

2. Outlook
   Dr. Yves L’Epine, Chief Executive Officer

3. Questions
Strong and steady growth driven by Dotarem® and Lipiodol®

- Growth momentum for consolidated revenue remained strong in 2011 (+7.2%) to reach €377.8 million
- Dotarem® reinforcing its position as the leading MRI product:
  - +12.8% in value sales
  - +20.6% in volume sales
  - 46% market share in Europe
- Lipiodol® develops a strong position in theranostics with a surge of 56.4% in value
- Xenetix® remains a solid contributor with steady and strong growth (+5% in value)
- A balance geographical sales mix:
  - 45% within Europe
  - 55% outside Europe
Worldwide growth: +7.2%

North America +47.5 %
Europe +4.5 %
Latin America +8.2 %
Asia +26.3 %
Other markets +14.0 %
Dotarem® and Xenetix® performances worldwide

(€m)  △11 / 10

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EUROPE</strong></td>
<td></td>
</tr>
<tr>
<td>DOTAREM</td>
<td>+12.3%</td>
</tr>
<tr>
<td>XENETIX</td>
<td>(2.5)%</td>
</tr>
<tr>
<td><strong>OUTSIDE EUROPE</strong></td>
<td></td>
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<tr>
<td>DOTAREM</td>
<td>+14.9%</td>
</tr>
<tr>
<td>XENETIX</td>
<td>+22.1%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
</tr>
<tr>
<td>DOTAREM</td>
<td>+12.8%</td>
</tr>
<tr>
<td>XENETIX</td>
<td>+5.0%</td>
</tr>
</tbody>
</table>
### Sales by imaging technology segment

<table>
<thead>
<tr>
<th>(€m)</th>
<th>2011</th>
<th>%</th>
<th>2010</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>MRI</td>
<td>147.3</td>
<td>39.0%</td>
<td>131.0</td>
<td>37.2%</td>
</tr>
<tr>
<td>X-ray</td>
<td>193.0</td>
<td>51.1%</td>
<td>190.8</td>
<td>54.1%</td>
</tr>
<tr>
<td>OTHER</td>
<td>37.5</td>
<td>9.9%</td>
<td>30.8</td>
<td>8.7%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>377.8</td>
<td>100.0%</td>
<td>352.6</td>
<td>100.0%</td>
</tr>
<tr>
<td>IFRS (€m)</td>
<td>2011</td>
<td>% of sales</td>
<td>2010</td>
<td>% of sales</td>
</tr>
<tr>
<td>----------------------------</td>
<td>------</td>
<td>------------</td>
<td>-------</td>
<td>------------</td>
</tr>
<tr>
<td>REVENUE</td>
<td>377.8</td>
<td>100.0</td>
<td>352.6</td>
<td>100.0</td>
</tr>
<tr>
<td>ROYALTIES</td>
<td>3.6</td>
<td>0.9</td>
<td>6.2</td>
<td>1.7</td>
</tr>
<tr>
<td>SUPPLIES</td>
<td>(97.8)</td>
<td>(25.9)</td>
<td>(98.8)</td>
<td>(28.0)</td>
</tr>
<tr>
<td>STAFF COSTS</td>
<td>(100.6)</td>
<td>(26.6)</td>
<td>(93.4)</td>
<td>(26.5)</td>
</tr>
<tr>
<td>EXTERNAL CHARGES</td>
<td>(126.9)</td>
<td>(33.6)</td>
<td>(116.2)</td>
<td>(32.9)</td>
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<tr>
<td>TAXES OTHER THAN ON INCOME</td>
<td>(11.8)</td>
<td>(3.1)</td>
<td>(11.7)</td>
<td>(3.3)</td>
</tr>
<tr>
<td>OTHER OPERATING EXPENSES</td>
<td>(1.6 )</td>
<td>(0.4)</td>
<td>(1.7 )</td>
<td>(0.5)</td>
</tr>
<tr>
<td>EBITDA</td>
<td>42.7</td>
<td>11.3</td>
<td>37.0</td>
<td>10.5</td>
</tr>
</tbody>
</table>

<p>| R&amp;D EXPENDITURES           | 42.4 | 11.2       | 38.4  | 10.9       |</p>
<table>
<thead>
<tr>
<th>IFRS (€m)</th>
<th>2011</th>
<th>% of sales</th>
<th>2010</th>
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</tr>
</thead>
<tbody>
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<td>37.0</td>
<td>10.5</td>
</tr>
<tr>
<td>ALLOWANCES FOR DEPRECIATION</td>
<td>(20.4)</td>
<td>(5.4)</td>
<td>(20.1)</td>
<td>(5.7)</td>
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<td>PROVISIONS</td>
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<td>0.1</td>
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<td>(1.6)</td>
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<tr>
<td>CURRENT OPERATING INCOME</td>
<td>22.6</td>
<td>6.0</td>
<td>11.2</td>
<td>3.2</td>
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<tr>
<td>ANALYSIS OF CHANGES</td>
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<td></td>
<td></td>
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<tr>
<td>----------------------------------------</td>
<td>-----</td>
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<td></td>
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<tr>
<td>ROYALTIES &amp; OTHER INCOME</td>
<td>(2.3)</td>
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<td></td>
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</tr>
<tr>
<td>GROSS MARGIN</td>
<td>23.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EVOLUTION OF REVENUE</strong></td>
<td>21.4</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>SELLING EXPENSES</td>
<td>(5.8)</td>
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<td></td>
<td></td>
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<tr>
<td>OVERHEAD EXPENSES</td>
<td>(0.3)</td>
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<td></td>
<td></td>
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<tr>
<td>R&amp;D EXPENDITURES</td>
<td>(4.0)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>EVOLUTION OF EXPENSES</strong></td>
<td>(10.1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CURRENT OPERATING INCOME</td>
<td>11.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IFRS (€m)</td>
<td>2011</td>
<td>% of sales</td>
<td>2010</td>
<td>% of sales</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>------</td>
<td>------------</td>
<td>------</td>
<td>------------</td>
</tr>
<tr>
<td>CURRENT OPERATING INCOME</td>
<td>22.6</td>
<td>6.0</td>
<td>11.2</td>
<td>3.2</td>
</tr>
<tr>
<td>OTHER OP. EXPENSES &amp; INCOME</td>
<td>(0.0)</td>
<td>(0.0)</td>
<td>(2.9)</td>
<td>(0.8)</td>
</tr>
<tr>
<td>NET FINANCIAL EXPENSE</td>
<td>(4.2)</td>
<td>(1.1)</td>
<td>(2.6)</td>
<td>(0.7)</td>
</tr>
<tr>
<td>CURRENCY GAINS/(LOSSES)</td>
<td>(0.5)</td>
<td>(0.2)</td>
<td>(0.6)</td>
<td>(0.2)</td>
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<tr>
<td>TAX EXPENSE</td>
<td>(3.5)</td>
<td>(0.9)</td>
<td>0.8</td>
<td>0.2</td>
</tr>
<tr>
<td>NET INCOME</td>
<td>14.4</td>
<td>3.8</td>
<td>5.9</td>
<td>1.7</td>
</tr>
</tbody>
</table>

Income tax rate

19.7%  
(14.6)%
<table>
<thead>
<tr>
<th>IFRS (€m)</th>
<th>H1 2011</th>
<th>H1 2010</th>
<th>H2 2011</th>
<th>H2 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td>193.6</td>
<td>178.9</td>
<td>184.2</td>
<td>173.7</td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>93.5</td>
<td>85.5</td>
<td>88.1</td>
<td>72.4</td>
</tr>
<tr>
<td>% of sales</td>
<td>48.3%</td>
<td>47.8%</td>
<td>47.8%</td>
<td>41.7%</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>22.4</td>
<td>21.9</td>
<td>20.3</td>
<td>15.1</td>
</tr>
<tr>
<td>% of sales</td>
<td>11.6%</td>
<td>12.2%</td>
<td>11.0%</td>
<td>8.7%</td>
</tr>
<tr>
<td><strong>CURRENT OPERATING INCOME</strong></td>
<td>13.5</td>
<td>12.1</td>
<td>9.1</td>
<td>(0.9)</td>
</tr>
<tr>
<td>% of sales</td>
<td>7.0%</td>
<td>6.8%</td>
<td>4.9%</td>
<td>(0.5)%</td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td>8.2</td>
<td>8.6</td>
<td>6.2</td>
<td>(2.7)</td>
</tr>
<tr>
<td>% of sales</td>
<td>4.2%</td>
<td>4.8%</td>
<td>3.4%</td>
<td>(1.5)%</td>
</tr>
</tbody>
</table>
## Balance sheet highlights

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>31/12/2011</th>
<th>31/12/2010</th>
<th>EQUITY &amp; LIABILITIES</th>
<th>31/12/2011</th>
<th>31/12/2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-current assets</td>
<td>237.4</td>
<td>214.2</td>
<td>Shareholders’ equity</td>
<td>214.8</td>
<td>210.5</td>
</tr>
<tr>
<td>(of which fixed assets)</td>
<td>(218.9)</td>
<td>(200.4)</td>
<td>Non-current liabilities</td>
<td>103.2</td>
<td>105.2</td>
</tr>
<tr>
<td>Inventories</td>
<td>104.5</td>
<td>91.1</td>
<td>(of which short-term debt)</td>
<td>(79.5)</td>
<td>(85.5)</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>85.2</td>
<td>85.9</td>
<td>Trade payables</td>
<td>48.4</td>
<td>39.5</td>
</tr>
<tr>
<td>Other current assets</td>
<td>22.6</td>
<td>30.8</td>
<td>Other current liabilities</td>
<td>83.3</td>
<td>66.8</td>
</tr>
<tr>
<td>(of which CCE)</td>
<td>(7.9)</td>
<td>(9.2)</td>
<td>(of which short-term debt)</td>
<td>(28.4)</td>
<td>(13.3)</td>
</tr>
<tr>
<td>TOTAL BALANCE SHEET</td>
<td>449.7</td>
<td>422.0</td>
<td></td>
<td>449.7</td>
<td>422.0</td>
</tr>
</tbody>
</table>
### Cash flow and debt

<table>
<thead>
<tr>
<th>IFRS (€m)</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH FLOW</strong></td>
<td>34.2</td>
<td>32.9</td>
</tr>
<tr>
<td><strong>Change in WCR</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o.w. change in inventories</td>
<td>(13.4)</td>
<td>(2.1)</td>
</tr>
<tr>
<td>o.w. change in trade receivables</td>
<td>0.5</td>
<td>(5.0)</td>
</tr>
<tr>
<td>o.w. change in trade payables</td>
<td>9.0</td>
<td>9.2</td>
</tr>
<tr>
<td>o.w. change in other assets and liabilities</td>
<td>7.6</td>
<td>1.3</td>
</tr>
<tr>
<td>Capital expenditures</td>
<td>(40.0)</td>
<td>(40.8)</td>
</tr>
<tr>
<td>Dividend</td>
<td>(5.5)</td>
<td>(6.8)</td>
</tr>
<tr>
<td>Other</td>
<td>(2.8)</td>
<td>0.5</td>
</tr>
<tr>
<td><strong>FREE CASH FLOW</strong></td>
<td>(10.4)</td>
<td>(10.8)</td>
</tr>
<tr>
<td><strong>FINAL NET DEBT</strong></td>
<td>100.0</td>
<td>89.7</td>
</tr>
</tbody>
</table>
## 2011 financial highlights

<table>
<thead>
<tr>
<th>IFRS (€m)</th>
<th>2011</th>
<th>2010</th>
<th>△ 11 / 10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td>377.8</td>
<td>352.6</td>
<td>+7.2%</td>
</tr>
<tr>
<td><strong>GROSS MARGIN</strong></td>
<td>181.6</td>
<td>157.9</td>
<td>+15.0%</td>
</tr>
<tr>
<td>% of sales</td>
<td>48.1%</td>
<td>44.8%</td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>42.7</td>
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<tr>
<td>% of sales</td>
<td>11.3%</td>
<td>10.5%</td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT OPERATING INCOME</strong></td>
<td>22.6</td>
<td>11.2</td>
<td>+101.0%</td>
</tr>
<tr>
<td>% of sales</td>
<td>6.0%</td>
<td>3.2%</td>
<td></td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td>14.4</td>
<td>5.9</td>
<td>+145.4%</td>
</tr>
<tr>
<td>% of sales</td>
<td>3.8%</td>
<td>1.7%</td>
<td></td>
</tr>
<tr>
<td><strong>NET DEBT</strong></td>
<td>100.0</td>
<td>89.7</td>
<td>+11.5%</td>
</tr>
<tr>
<td><strong>CAPITAL EXPENDITURES</strong></td>
<td>40.0</td>
<td>40.8</td>
<td>(2.0%)</td>
</tr>
</tbody>
</table>
2012 Outlook

- Revenue growth of around 5%
- A stable gross margin in relative value terms
  - Improvements in manufacturing processes
  - A favourable product mix (weighting of Dotarem and Lipiodol)
  - Impact of iodine price increases at end of 2011 (inventory effect)
- R&D expenditures at 11% of sales
- Tight controls imposed on operating expenses
- Growth in operating profit
- Additional funds raised to supplement existing financing resources
General Meeting of 25 May 2012

Proposal to distribute a dividend of €1.80 per share, or a dividend yield of 2.85% in 2011, up from 2.74% in 2010
Dividend payments: 2004-2011

- Dividend/Earnings per share (Dividend yield)
- Dividend/Share price (Net yield)
1 2011 results
Jean-François Le Martret, Chief Financial & Administrative Officer

2 Outlook
Dr. Yves L’Epine, Chief Executive Officer

3 Questions
Medical imaging market fundamentals

Favourable factors

- **Growth** in the worldwide population
- **Aging** of the population, particularly in developed countries, accompanied by age-related pathologies
- **Rapid expansion** of customised medical care (screening, early diagnosis, monitoring therapeutic efficacy)
- **Evolution** of Nuclear Medicine and functional imaging
- **Growing** use of interventional radiology in a field midway between medical equipment manufacturers and big pharmaceutical groups: significant potential for Guerbet
- **Barriers to entry**, low penetration by generics

Unfavourable factors

- **X-ray**: technological evolutions of scanners making it possible to inject a smaller amount of contrast products. Strong pressure on prices and margins for contrast products.
- **Financial crisis**, solvency of certain Countries / Regions / Hospitals
- **Rising raw material costs**: iodine, gadolinium, energy, etc.
- **Registering** new contrast products has become very difficult
### Markets overall are growing

Average annual growth rate in 2011 (in volume)

<table>
<thead>
<tr>
<th>Region</th>
<th>X-ray</th>
<th>MRI</th>
<th>Nuclear medicine (SPECT+PET)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>World</strong></td>
<td>2%-3%</td>
<td>5%-6%</td>
<td></td>
</tr>
<tr>
<td><strong>US</strong></td>
<td>1%-2%</td>
<td>3%-4%</td>
<td>4%-5%</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>1%-2%</td>
<td>3%-4%</td>
<td>9%-10%</td>
</tr>
</tbody>
</table>
| **Japan**     | -2%-1%| 1%-2% |                             | Fukushima accident
| **Other Markets** | 2%-3% | 10%-11% |                         |

Source: Guerbet 2011
The market for contrast products represented nearly €6.5bn in 2011.

BREAKDOWN BY TYPE OF MEDICAL IMAGING

MARKET of contrast products and radiopharmaceuticals

BREAKDOWN BY GEOGRAPHICAL REGION

- US 39%
- Europe 27%
- Japan 16%
- Rest of the World 18%

Source: Guerbet 2011
Publication of 2011 annual sales

MARKET of contrast products and radiopharmaceuticals and **Guerbet's worldwide REVENUE**

€6.5bn

€378m

**BREAKDOWN BY TYPE OF MEDICAL IMAGING**

- **World**
  - X-ray: 50%
  - MRI: 13%
  - Nuclear medicine: 33%
  - Ultrasound: >5%
  - Other: 10%

- **Guerbet**
  - X-ray: 51%
  - MRI: 39%

**BREAKDOWN BY GEOGRAPHICAL REGION**

- **World**
  - US: 39%
  - Europe: 70%
  - Japan: 13%
  - Rest of the World: 18%

- **Guerbet**
  - US: 2%
  - Europe: 27%
  - Japan: 3%
  - Rest of the World: 25%

Source: Guerbet 2011
Guerbet revenue by imaging segment: 2011 vs. 2007

**2007 (%)**
- X-ray: 62
- MRI: 29
- Other: 9

**Total: 306**

**2011 (%)**
- X-ray: 51
- MRI: 39
- Other: 10

**Total: 378**
Guerbet revenue by region: 2011 vs. 2007

2007 (%):
- USA: 1%
- Europe: 19%
- Japan: 2%
- ROW: 78%
- TOTAL: 78%

2011 (%):
- USA: 2%
- Europe: 25%
- Japan: 3%
- ROW: 70%
- TOTAL: 378%
Diagnostics in Guerbet's three main businesses

Three traditional segments:
- X-ray: mature market, contrast products perceived as commodities, limited differentiation, price pressures;
- MRI: robust growth with better margins. Dotarem very well-positioned;
- Nuclear medicine: segment with interesting potential, sustained by the expansion of personalized medical treatment and functional imaging.

A new segment: Interventional radiology and Theranostics
- Applications with high value added, particularly in Oncology. Pharmaceutical, Bio-imaging and/or Bio-markers, Drug Delivery Partnerships;
- Lipiodol as the bridging product.
Diagnostics: 4 highlights in relation to a traditional pharmaceutical company

- **Complexity of synthesizing active ingredients**
  - Supply-chain disruptions more frequent than in the traditional pharmaceutical industry

- **Overall margins rather weak (especially in the X-ray segment), requiring a high degree of budgetary discipline**

- **Strategy:**
  - Commercial: optimising the positioning by products / markets / country
  - R&D: high-level research with a very good coverage (Public-Private Partnerships), efforts required in setting priorities

- **Organisation and HR:**
  - High-level expertise, potential sources of productivity by simplifying governance and main processes of main operating functions
  - Strategic alignment between departments (cross-functional approach), 4S culture (Speed, Simple, Self responsibility, Team Spirit)
Guerbet's 4 priorities

Adapting our x-ray and MRI business model to our environment for maximum impact on the operating margin

Analysing new products / concepts with high therapeutic value: theranostics, interventional medicine

Reducing production and operating costs

Build a "Best-in-Class "organisation
Guerbet's 4 priorities

Adapting our x-ray and MRI business model to our environment for maximum impact on the operating margin

Analysing new products / concepts with high therapeutic value: theranostics, interventional medicine

Reducing production and operating costs

Build a "Best-in-Class" organisation
Three traditional segments:
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- Applications with high value added, particularly in Oncology. Pharmaceutical, Bio-imaging and/or Bio-markers, Drug Delivery Partnerships;
- Lipiodol as the bridging product.

Our strategy:
- Optimisation of the margin
- Leader
- R&D and/or commercial partnerships for products with value added (discontinuation Jubilant Draximage cooperation)

Guerbet is ideally positioned in this segment
- Partnerships and In-House Development
Adapting our business model to our environment

- **Guerbet, Leader in MRI imaging**
  - Dotarem®, best ratio of imaging efficacy / safety of its class, has become the leader for Guerbet's European subsidiaries;
  - Strategy of leader:
    - geographical expansion (US launch) and efforts focusing on developing market share in Europe and RoW;
    - develop a follow-up compound: accelerate the development of P3277 as the future "best-in-class" product.

- **Guerbet, Challenger in X-ray imaging**
  - Increase the reliability of our manufacturing, set priorities for identifying new processes, more economic and environmentally friendly;
  - Concentration in certain growth markets, financially solvent and profitable, no intention to expand as long as prices do not factor in the increase in raw material costs;
  - Optimization of the product-country mix to improve margins;
  - Develop the Medex product range, injectors and medical devices, pioneering a double innovation (Scanbag, more ecological and economical, and the hydraulic pressure injector).
Indicated for both adults (including older subjects) and children (including newborns)
Detection of lesions (full body), angiography (visualisation of vessels)

- 6 million exams per year, launched in 1989
- Available in more than 70 countries
- 46% market share in Europe

Guerbet Subsidiaries scope
Dotarem®, classified as a "low risk" product since December 2007 by the EMA

The risk of developing Nephrogenic Systemic Fibrosis (FSN) depends on the type of gadolinium chelate used, with the active ingredients classified by the European Medicines Agency (EMA) according to three risk categories.

The 2011 cumulative review by the EMA of potential adverse reactions confirmed the product's classification as "low risk".

<table>
<thead>
<tr>
<th>Low risk</th>
<th>Medium risk</th>
<th>High risk</th>
</tr>
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<tbody>
<tr>
<td>Dotarem®</td>
<td>Primovist®</td>
<td>Omniscan®</td>
</tr>
<tr>
<td>ProHance®</td>
<td>Vasovist®</td>
<td>Optimark®</td>
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<tr>
<td>Gadovist®</td>
<td>MultiHance®</td>
<td>Magnevist®</td>
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</table>
Dotarem® USA: 2 indications targeted

- **Imaging** of the **central nervous system**
  - Marketing authorization application submitted end of September 2012
  - Launch planned for 1 year later
  - Represents 55% of contrast agent injections in the US
  - Go to market strategy still under evaluation

- **Cervical angiography**
  - Marketing authorization application approved for 1st indication
  - Represents 15% of contrast agent injections in the US
Dotarem® USA in SNC
1st indication: visualisation of brain tumours

Pre-injection

Post-injection
Dotarem® USA in SNC
2nd indication: cervical angiography
Accelerate the development of a 3rd generation MRI product

P 3277 high efficacy Gadolinium (Gd) Chelate

- A very high efficacy product: providing an improved correlation of images with the histopathology and a lower dose of product injected

- Stage of progress: free clinical trials in the process of finalization, phase 1 in 2013
Guerbet's 4 priorities

Adapting our x-ray and MRI business model to our environment for maximum impact on the operating margin

Analysing new products / concepts with high therapeutic value: theranostics, interventional medicine

Reducing production and operating costs

Build a "Best-in-Class "organisation
Product initially used for:
- the examination of lymphatic vessels and the visualisation of cavities (uterography, bronchography, etc.)
- Treatment of iodine deficiencies (on the List of Essential Medicines of the World Health Organization)

Today it is mainly used in interventional radiology for:
- Visualization of hepatic tumours. Remarkable property: Lipiodol attaches to the tumour but not too healthy cells.
- Visualisation of arteriovenous malformations (congenital or acquired, potentially fatal). Used as an embolization agent for arteriovenous malformations.
Lipiodol®, example of chemical embolization in a hepatocellular carcinoma (prognosis < 12 months)

Collection of Prof. Kaufman, Portland, USA

May 2007

Interventional procedure
Lipiodol®, monitoring treatment response

May 2007
Conventional scanner, just before the procedure

August 2007
3 months post-Lipiodol

December 2010

Collection of Prof. Kaufman, Portland, USA
Lipiodol® USA:

- Temporary import authorisation granted for the US
  - The Simafex site (synthesis of the active ingredient) was granted FDA approval in October 2011
  - Certification in progress for the pharmaceutical site

- Discussions in progress with the FDA for extending Lipiodol's indications in interventional radiology
Guerbet's 4 priorities

Adapting our X-ray and MRI business model to our environment for maximum impact on the operating margin

Analysing new products / concepts with high therapeutic value: theranostics, interventional medicine

Reducing production and operating costs

Build a "Best-in-Class" organisation
Reducing production and operating costs within a 5-year timeline

- **Budgetary discipline**
  - Reduce COGS by 3 points
  - Reduce selling expenses by 3 points (excluding the US during the launch phase)
  - Reduce R&D expenses by 1.5 points
  - Reduce G&A by 1.5 points

- **Raise the Operating Margin to a minimum of 14% of sales above the 2008 level (the performance "benchmark" year)**

- **Sales:** approximately +5%/year excluding the US, or ~ 30% over 5 years

- **Operating Margin:** approximately +200% over 5 years
100% of our production for chemicals and 70% for pharmaceuticals is in France

- **€145 million** invested in our manufacturing sites in France (2006-2011)
- **€31 million** in capital expenditures budgeted for France in 2012
- The level of capital expenditures to be reduced starting in 2013. Maintenance CAPEX of approximately €15 million/year
€31 million invested in our manufacturing sites in France in 2012

- **Aulnay-sous-Bois (Seine-Saint-Denis-150 employees):** a new pharmaceutical filling unit to double our capacity for cGMP quality standard production. Commissioning of the production line in October 2012;

- **Lanester (Morbihan-220 employees):** adoption of more economical and ecological solutions for the synthesis of Xenetix's active ingredient (X-ray scanner imaging). Recycling of iodine, new facility for the treatment of effluents, new processes less dependent on solvents, etc.;

- **Marans (Charente Maritime-100 employees):** a new production facility compliant with FDA standards for the active ingredient of Dotarem (MRI) and Lipiodol
Conclusion

- **The strategy is in place**
  - Repositioning Guerbet in its businesses with a specific goal for each: leader for MRI, profitability for the X-ray segment, innovation in theranostics, alliances in Nuclear Medicine
  - Optimisation of the product-country mix to improve margins;
  - Geographical growth: US as a priority market
  - Alignment of the development portfolio
  - Discipline in containing production and operating costs

- **2011 has demonstrated the expected improvements**

- **Guerbet is ideally positioned to deliver good growth in sales and operating margins over 2012-2017**