



Guerbet | 

2021
Half-year results

September 23, 2021



WELCOME



JÉRÔME ESTAMPES
*Senior Vice President Business
Development & Licensing &
Chief Financial Officer*



DAVID HALE
Chief Executive Officer



JEAN-FRANÇOIS BLANC
*Senior Vice President
Interventional Imaging*



TREND DRIVER

DIAGNOSTIC
IMAGING

90%

of 2020 sales

A comprehensive offer to our customers, providing a portfolio of interconnected solutions to enhance the customers decision-making at each point of the patient journey, in **contrast media, injection solutions and technical services & digital solutions**

X-RAY



Optiray®



Xenetix®



OptiVantage®



Consumables

MRI



Dotarem®



Artirem®



OptiStar®



Consumables

TECHNICAL SERVICES &
DIGITAL SOLUTIONS

OptiProtect^{3S}



Your needs. Your performance.
Our Smart Service Solutions.

Dose&Care®

Contrast&Care®

 **DISRUPTING CHALLENGER**

INTERVENTIONAL

10%
of 2020 sales

Increase use of **minimally invasive** image guided procedures which progressively replace or complement surgical acts

INTERVENTIONAL
ONCOLOGY
& EMBOLIZATION



Lipiodol® Ultra-Fluid

WOMEN'S HEALTH



Lipiodol® Ultra-Fluid for HSG⁽¹⁾



Patent Blue V

DELIVERY
SOLUTIONS



Microcatheters SeQure® and DraKon™



Vectorio®

1: HSG = Hysterosalpingography



PIONEER

DIGITAL & AI

Digital solutions: a complete offer tailored for practitioners

Use tremendous power of data to bring a new type of digital solutions to help practitioners in their diagnosis

AI SOLUTIONS: DIAGNOSTIC CONFIDENCE

1

Distribution Partnership

icomatrix ▶ icobrain

IBM Watson Health. ▶ IBM Watson Imaging Patient Synopsis

2

Co-developments

IBM Watson Health.

Solutions to be marketed soon

AI solution for LIVER

AI solution for PROSTATE

3

Projects Internal Research

PANCREATIC CANCER

BONE METASTASIS

OPERATIONAL EFFICIENCY FOR DIAGNOSTIC IMAGING

Dose&Care®

Contrast&Care®

Three businesses in Guerbet to drive the development of the Group underpinned by our Corporate Social Responsibility Pillars

DIAGNOSTIC IMAGING

Products → solutions
Launch gadopichlenol
Actively manage costs
Expand Asia Pacific
Adapt our go-to-market

GENERATE CASH

INTERVENTIONAL

Open new markets
Expand Indications
Add inorganic bolt-ons
Built dedicated commercial teams

DRIVE GROWTH

DIGITAL & AI

Grow our IT skill sets...
Sales, Marketing, Development
Drive service operational & commercial excellence

BUILD A BUSINESS



4 CORPORATE SOCIAL RESPONSIBILITY PILLARS

A CONSISTENT IMPROVEMENT APPROACH



Gaïa Index:

1st Healthcare company

13th in 2020 Gaïa ranking of 230 SMEs and mid-cap companies (vs 14th in 2019)



CDP rating A⁻ leadership level

Guerbet ranked “B” for its 1st participation in 2019



CAHPP Green A⁺⁺ index

Guerbet maintained in 2020 a score of 87.5 out of 100

In its reference category, “pharmaceuticals”, the average score for companies is 38 out of 100

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CSR commitment recognized by external rating organizations

H2 2021 CSR

IMPROVE GENDER EQUALITY & DIVERSITY

- **Target 2022:** 40% of women on the Executive Committee; 40% already at end 2021
- **Target 2023:** 40% of women in leadership positions; 39% already at end 2021

SUPPORT OUR PEOPLE GROWTH

- **Global Leadership Development program:** 600 leaders trained by end of 2023

REINFORCE OUR CLIMATE CHANGE & CARBON STRATEGY

- Set long-term greenhouse gas emissions reduction targets. These objectives, scientifically calculated and aligned on a trajectory of limiting **the rise in temperature to 1.5°C**, in accordance with the Science Based Targets (SBTi) initiative;
- Analyze Climate change risk and opportunities to integrate actions in our CSR roadmap

**AT GUERBET,
WE BUILD LASTING RELATIONSHIPS
SO THAT WE ENABLE PEOPLE
TO LIVE BETTER**

*By focusing
on patient outcomes*

By daring to make bold choices

By caring for people

*By continuously providing
innovative solutions*

*By advancing through
knowledge-sharing*

THIS IS OUR PURPOSE



Guerbet | 

01

Key highlights H1 2021

• | 02 Financial results | 03 Outlook | 04 Ambitions | 05 Calendar

Strong rebound on Q2



H1 SALES @ CER on a like-for-like basis*: €380.3m ; +9.6%

- Excellent dynamics on all segments on Q2
- Customer adapting to COVID crisis management

H1 EBITDA high: €62.3m ; 17.1% of 2021 sales

- Return to a pre-crisis level of activity on Q2
- Milestones achieved in savings plan as committed

H1 Activity: Guerbet executing programs as planned

- Portfolio: Gadopichlenol & AI development on track
- Geographic expansion in Asia
- CSR further advance on key points

** Excluding sales to Cardinal Health (€16.6m in 2020)*

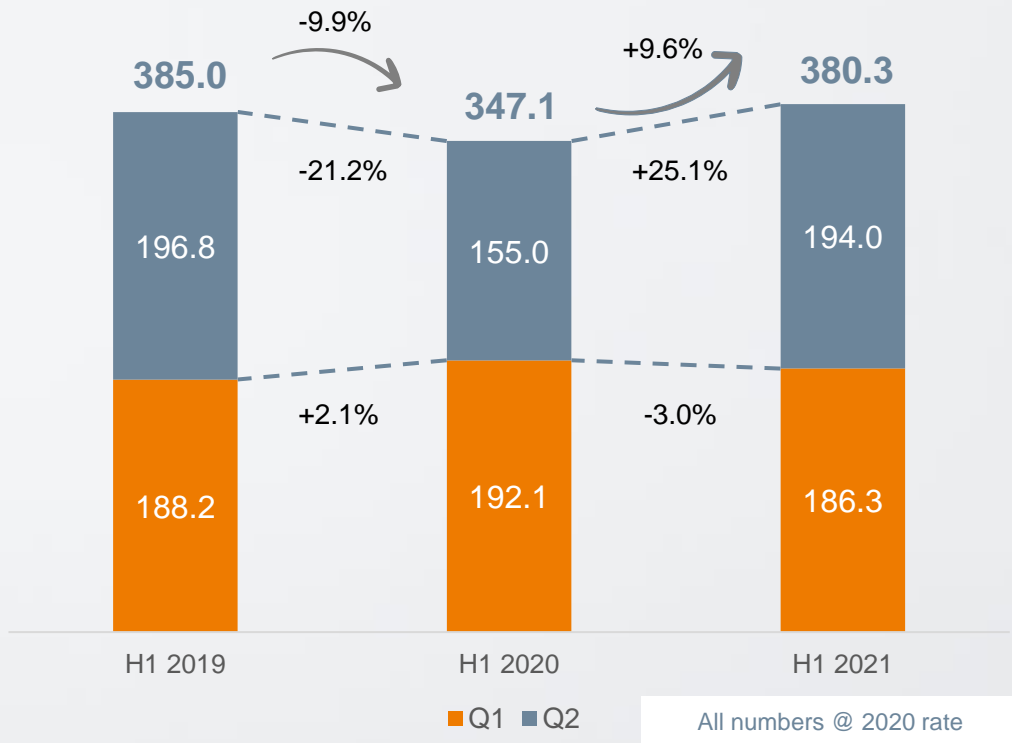
Excellent sales momentum

Return to a pre-crisis level of activity on Q2 with a favorable base effect



Quarterly change in revenue at constant exchange rates
(At CER on a like-for-like basis* - in millions of euros)

H1 2021 vs H1 2019: -1.2%



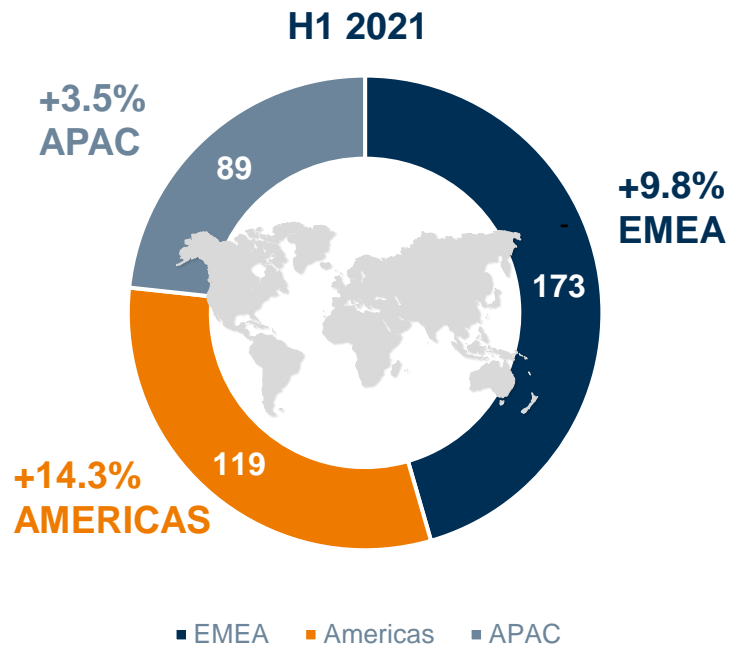
H1 2021 sales evolution

- €363.1m as published and €380.3m at CER (2020 FX rate).
- On a like-for-like basis*:
 - +9.6% vs. H1 2020
 - -1.2% vs. H1 2019
- Customers adapting to new protocols and extending working hours
- Diagnostic & follow-up activities recovery
- Restocking in line with market projections on 1st semester

* Excluding sales to Cardinal Health (€16.6m in 2020) @ CER

Growth of all geographic areas

Split of sales & evolution by zone
(in % and M Euros at CER & excl. 3rd parties)



APAC: +3,5% in H1 2021 (strong growth in H1 2020 at +9% at CER)

- Good performance in China

EMEA: Growth back in most countries

- Significant positive volume effects / slight fall in prices

Americas: Strong progression at CER

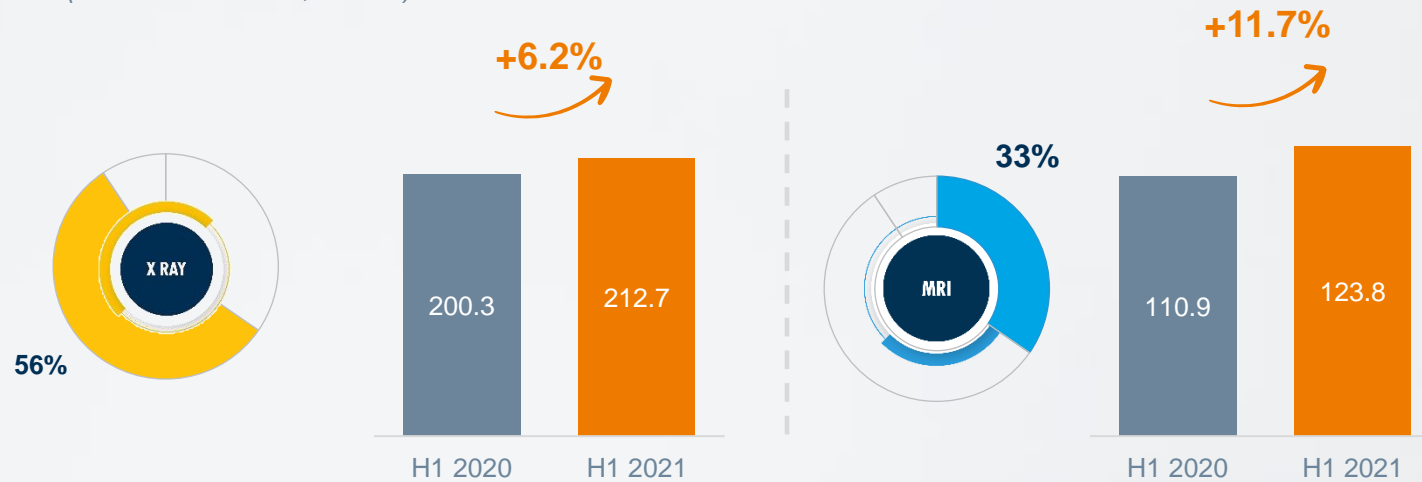
- North America: rebound of imaging procedures in H1 2021 (+10% at CER) or (-6% in Q1; +32% in Q2)
- High level of Dotarem[®] sales despite Generic
- Positive volume effect compared to precedent year / slight rise in prices



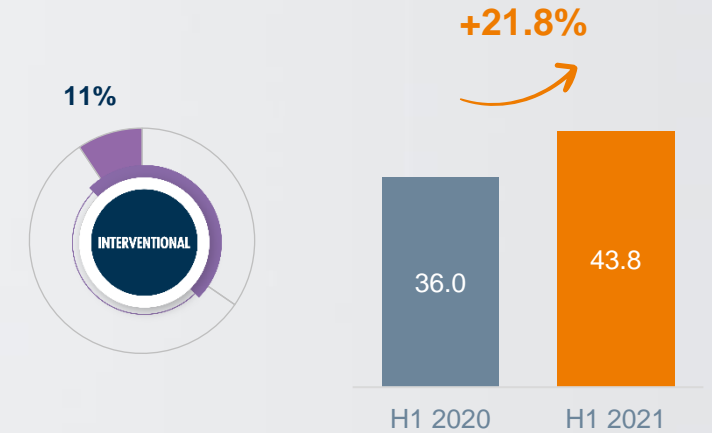
Sales H1 2021 :

€380.3m ; +9.6% at CER on a like-for-like basis¹

DIAGNOSTIC IMAGING (DI)² (€336.5m At CER ; +8.2%)



INTERVENTIONAL IMAGING (II) (At CER)



Excellent sales in X-rays and MRI

- Good performance of Optiray[®] & Xenetix[®]
- Strong positive volume effect on Dotarem[®] on Q2 (+39.0% vs Q2 2020)
- High Injection solutions³ sales (+14,2% vs N-1)
- Overall limited unfavorable price effect

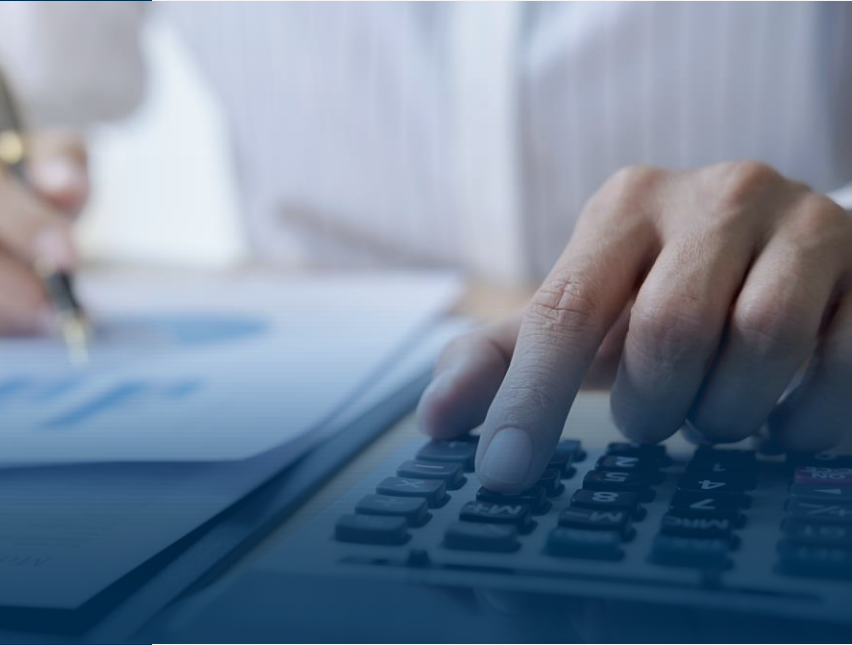
- Lipiodol[®] Sales particularly high on the 1st semester

¹: Revenues from 3rd parties : €16.6m in 2020

²: Including X-Ray, Digital solutions, Japan Iodine, Other DI and MRI

³: Injectors, consumables, technical services & digital solutions

Continuation of savings programs



 **OPTIMIZATION OF CONTRACT
MANUFACTURING ORGANIZATIONS**

 **FIXED COST REDUCTION**

**ON TRACK TO HIT THE
SAVINGS WE COMMITTED**

**- €15m
VS
H1 2019**



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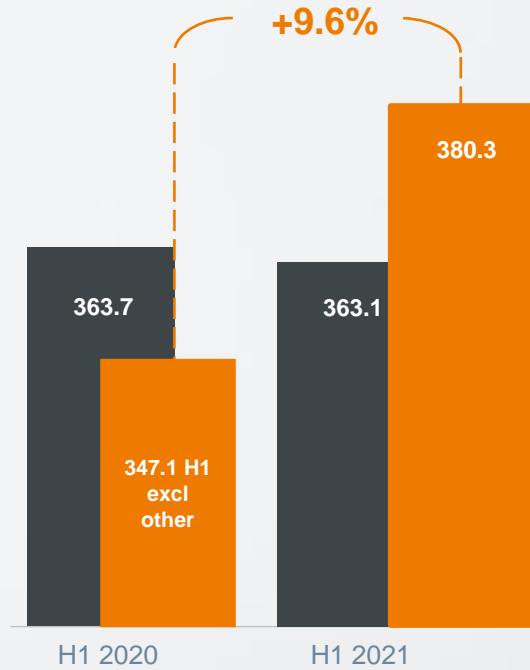
02 Financial results

01 H1 2021 key highlights | • | 03 Outlook | 04 Ambitions | 05 Calendar

Strong rebound of sales



Sales evolution (in €m)



■ At Current FX (published)

■ At CER on a like for like basis (excl. Sales to Cardinal Health)

H1 2021 sales evolution with

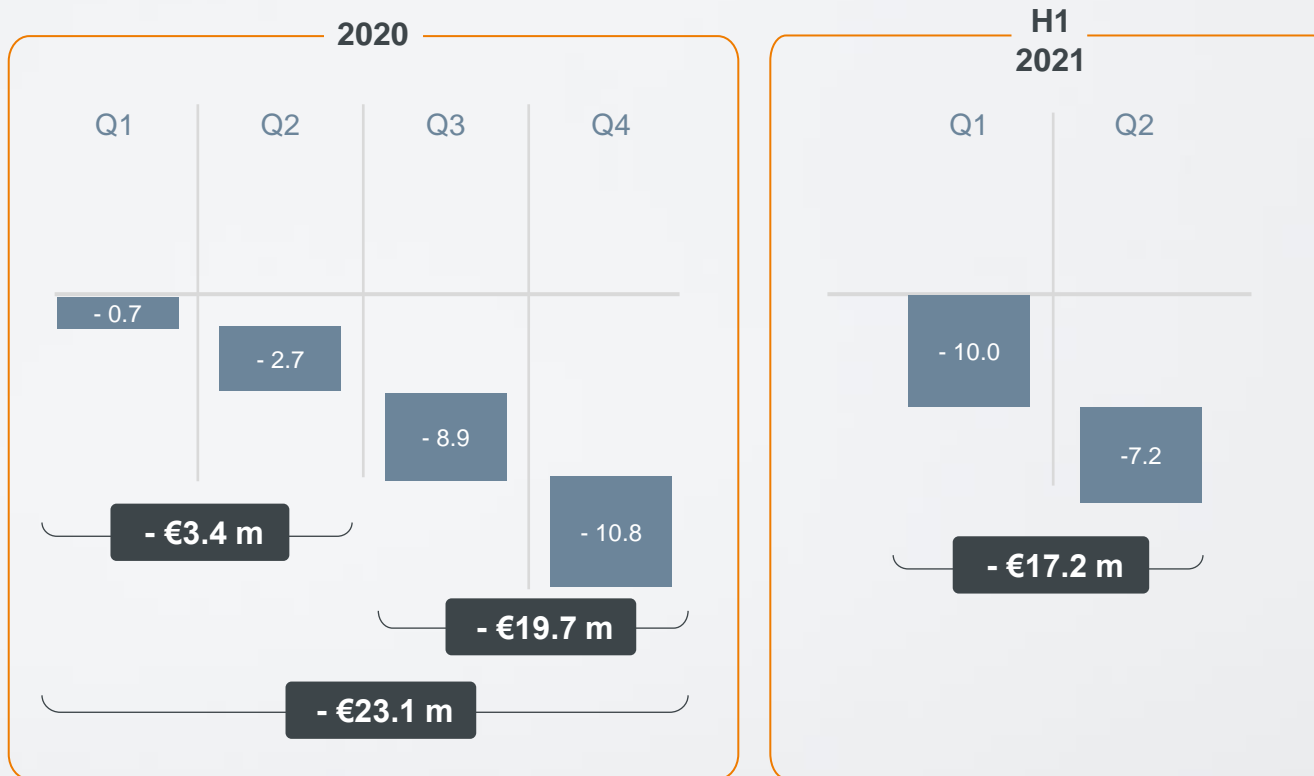
Strong recovery on Q2 across all activities

Perimeter effect following Cardinal Health sale in July 2020 (€16.6m on H1 2020)

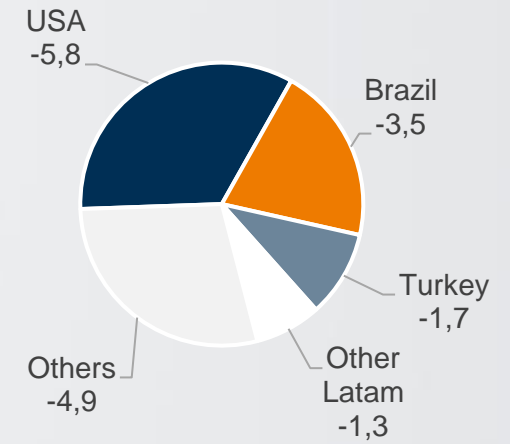
Unfavorable FX impact: -€17.2 m

Focus on FX change

Focus on Currency FX evolution
(in €m)



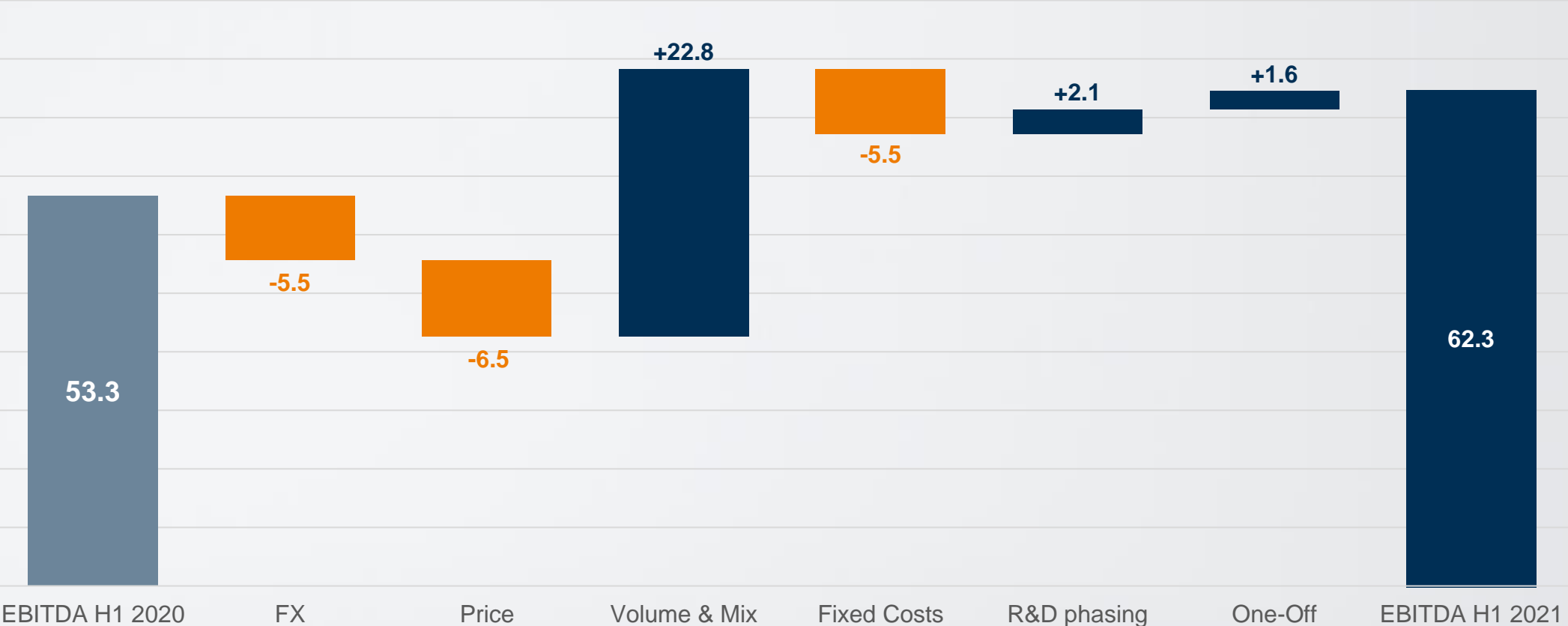
FX impact on H1 2021 sales
(in €m)



EBITDA

| IFRS €m | H1 2020 As published | % revenue | H1 2021 As published | % revenue |
|-------------------------------------|-------------------------|--------------|-------------------------|--------------|
| Net sales | 363.7 | 100.0% | 363.1 | 100.0% |
| Other revenue | 5.3 | 1.5% | 1.5 | 0.4% |
| Supplies used in operations | (85.7) | (23.6)% | (90.2) | (24.9)% |
| Staff costs | (123.9) | (34.1)% | (117.5) | (32.4)% |
| External expenses | (100.3) | (27.6)% | (88.4) | (24.4)% |
| Taxes other than on income | (9.9) | (2.7)% | (6.7) | (1.9)% |
| Other operating income and expenses | 4.0 | 1.1% | 0.6 | 0,2% |
| EBITDA | 53.3 | 14.7% | 62.3 | 17.1% |

EBITDA Evolution



Operating Income

| IFRS €m | H1 2020 As published | % revenue | H1 2021 As published | % revenue | Var |
|------------------------------------|-------------------------|-----------|-------------------------|-----------|-------|
| EBITDA | 53.3 | 14.7% | 62.3 | 17.1% | 9.0 |
| Allowances for depreciation | (30.7) | (8.4)% | (27.4) | (7.5)% | 3.4 |
| Provisions | 2.8 | 0.8% | (0.1) | 0.0% | (3.0) |
| Operating Income | 25.4 | 7.0% | 34.8 | 9.6% | 9.4 |

Net Income

| IFRS €m | H1 2020 As published | % revenue | H1 2021 As published | % revenue | Var. |
|--|-------------------------|-------------|-------------------------|-------------|-------------|
| Operating Income | 25.4 | 7.0% | 34.8 | 9.6% | 9.4 |
| Net interest expense | (4.4) | (1.2)% | (4.4) | (1.2)% | 0.0 |
| Net currency gains/losses & Other Financial income/loss | (10.0) | (2.7)% | (1.8) | (0.5)% | 8.2 |
| Income tax | (2.8) | (0.8)% | (5.1) | (1.4)% | (2.3) |
| Net Income | 8.2 | 2.3% | 23.4 | 6.4% | 15.2 |

Net Currency gains/losses & Other Financial income / loss include:

- in 2020: the negative impact of FX exchange for -€5.4m and the write down of the Canadian subsidiary assets following the divestment of Guerbet Canada branch for -€4.4m
- In 2021: the negative impact of FX exchange for -€1,2m

Balance sheet

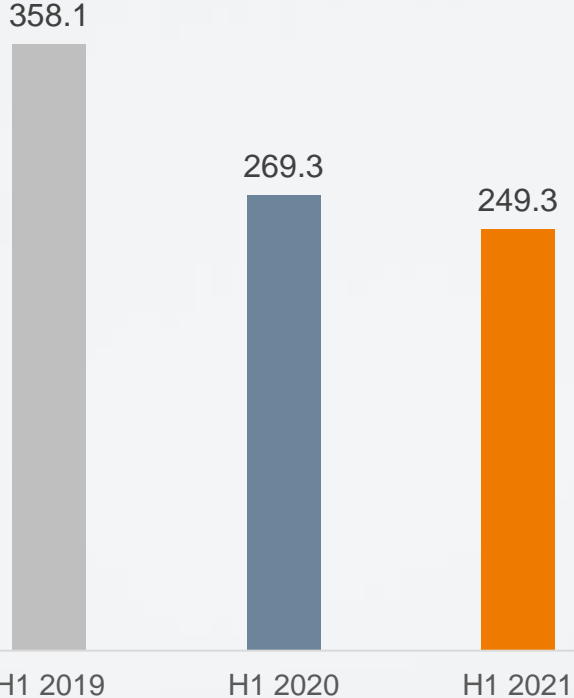
| ASSETS | December 31, 2020 As published | June 30, 2021 As published | EQUITY & LIABILITIES | December 31, 2020 As published | June 30, 2021 As published |
|------------------------------|--------------------------------------|----------------------------------|----------------------------------|--------------------------------------|----------------------------------|
| Non-current assets | 477 | 482 | Shareholders' equity | 364 | 387 |
| <i>of which fixed assets</i> | <i>450</i> | <i>451</i> | Non-current liabilities | 381 | 361 |
| Inventories | 205 | 211 | <i>of which financial debt</i> | <i>318</i> | <i>299</i> |
| Trade receivables | 111 | 131 | Trade payables | 64 | 68 |
| Other current assets | 153 | 136 | Other current liabilities | 136 | 144 |
| <i>of which CCE</i> | <i>97</i> | <i>82</i> | <i>of which financial debt</i> | <i>35</i> | <i>33</i> |
| Total Balance sheet | 946 | 960 | Total Balance sheet | 946 | 960 |

Free cash-flow

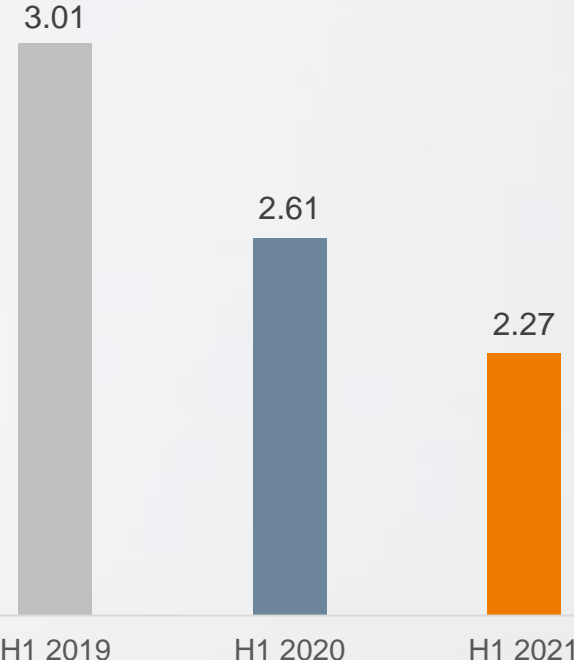
| IFRS in €m.2 | H1 2020 As published | H1 2021 As published |
|----------------------------------|-------------------------|-------------------------|
| Cash-flow from operations | 45.9 | 63.3 |
| Change in WCR | 12.4 | (25.8) |
| Net capital expenditure | (27.8) | (31.2) |
| Dividends | 0.0 | 0.1 |
| Capital Increase | 0.1 | 0.1 |
| Interests paid | (1.8) | (5.3) |
| Income tax paid | 1.7 | 2,9 |
| Exchange | (2.9) | 3.2 |
| Other Inflows (outflows) of cash | (0.3) | 0.0 |
| Free cash flow | 27.2 | 7.2 |

Net debt evolution

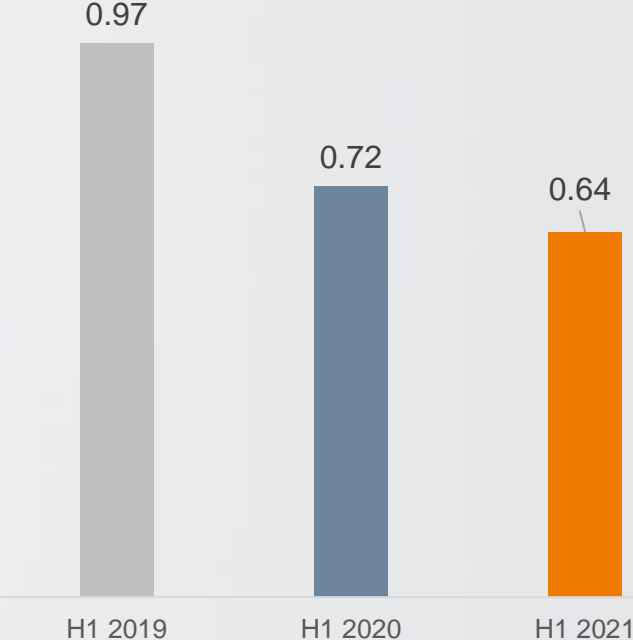
Net debt



Net debt / EBITDA



Net debt / Shareholder Equity



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03

Outlook

01 H1 2021 key highlights | 02 Financial results | • | 04 Ambitions | 05 Calendar

Main focus areas

On 2nd semester

Maintain savings efforts,
Fuel future growth



1 Direct distribution in China



2 Prepare launch of AI products



3 New product launches

1 Go-Direct in China in 2022



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MILESTONES

- 2020: Granted a Medical Device License
- 2021: Granted a Pharmaceutical License
- 2022: Go-Direct

ACTIONS

- Sales leadership team currently on board & recruiting commercial resources
- Leverage cTACE Indications & commercial platform to accelerate Lipiodol® sales

OBJECTIVES

- Increase market sales in Diagnostic Imaging with the integrated offer (Contrast Media + injectors + services)
- Double sales in 3 - 4 years time

2 Digital & AI solutions: upcoming launch



On track to hit the market !

- Engineering**  Technical integration of the co-developed solution to allow Guerbet to commercialize its branded solution
- Clinical**  Multicentric pivotal study being finalized, statistical analysis in progress
- Regulatory**  FDA submission planned by the end of the year
- Key opinion leaders**  Initial cases presented by Pr. Lee (SNUH, Korea) during ECR
On boarding of Excellence Centers Worldwide in validation studies (3 started, 5 collaborations in progress)
- Commercial**  Building global commercial capabilities
Market Launch preparation for US, Europe to follow

Launch of AI solution for liver starts with USA on H1 2022, submission of the CE dossier for launch in Europe will follow

3 Accurate microcatheters (DraKon™, SeQure®):

New sizes & range



Q4 2021 & H1 2022

4 NEW PRODUCTS (20 SKUs) WITH PREMIUM FEATURES



Ultra-Low profile microcatheter to access challenging anatomies & perform super selective embolization
(incl super selective TACE w. Lipiodol®)



Ultra Hi-Flow microcatheter designed to optimize imaging quality and treatment delivery



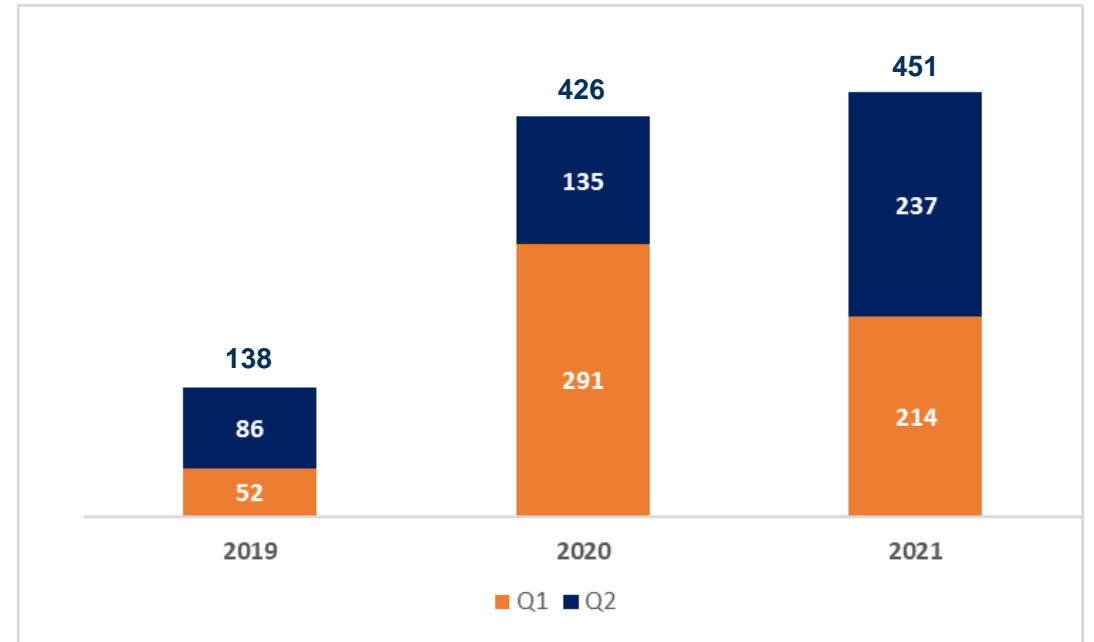
SeQure® extra small beads microcatheter to inject small microspheres including TARE microspheres to provide more precise treatment delivery



Microguidewire to offer a complete solution from accessing to delivering our therapies and **respond to large tenders**

An extra 40% of market shares adressable

H1 Sales history
In €K



Comments

- Direct Sales progressing well: +120% vs H1 2020 with first tenders and recurring orders in Europe & US
- COVID continues to limit access to Cath-Lab for product demos
- US Sales team ramp-up planned for Q4 2021

Interventional Imaging: A strong growth opportunity ...

What is Interventional Imaging?

- Buoyant field at the forefront of medical technology & innovation
- Quicker & less invasive than surgery with day procedure vs. long stay
- Patient-friendly alternative to surgery with quicker back-to-work period
- Favored by health authorities thanks to reduced care cost & less post procedure complications
- Best-known therapies:
 - Stenotic arteries vascular dilatation
 - Vascular anomalies embolization (aneurysms or varices)
 - Tumors embolization and ablation

Example of liver tumor

Liver tumor

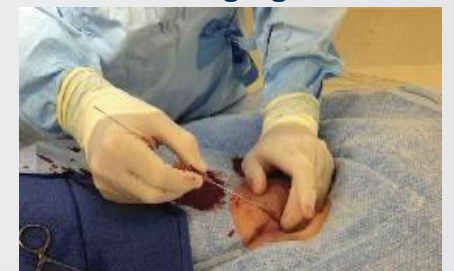


Therapeutic Options

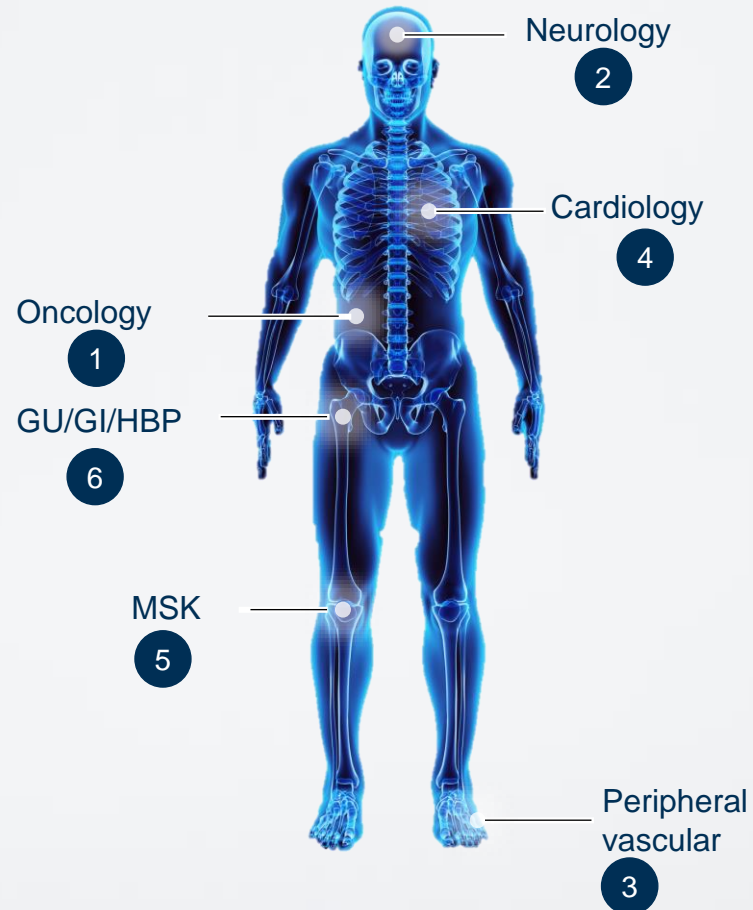
Resection / surgery



Destruction / Interventional Imaging

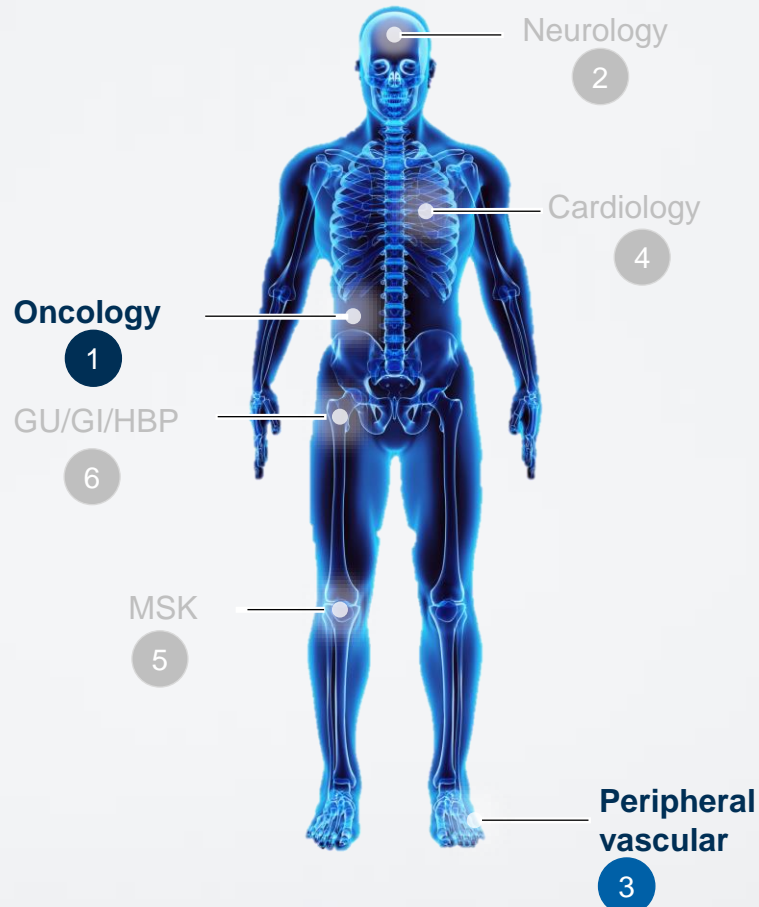


... spanning a large range of therapeutic areas where this specialty offers a variety of minimally invasive procedures ...



| Therapeutic areas | Procedures |
|--|---|
| 1 Oncology | Image guided Ablation, ultrasound ablation, TAE/Bland, TACE (DEB- TACE, c-TACE), Radio-embolization, etc. |
| 2 Neurology | Thrombectomy, aneurysm coiling, aneurysm flow diverters, Neuro glue embolization, etc. |
| 3 Peripheral vascular | Angioplasty, stenting, thrombolysis, thrombectomy, venous access, embolization, IVC filters, etc. |
| 4 Cardiology | Coronary Cath., heart valve replacement, stenting, etc. |
| 5 Musculo-Skeleton | Joint and local injections, chronic pelvic pain, nerve ablations/blocks, vertebroplasty, sarcoplasty etc. |
| 6 Others (Genitourinary, biliary, gastrointestinal) | Biliary stenting, nephrostomies, ureteric stenting, etc. |

We are currently positioned on Interventional Oncology & Peripheral Embolization where we offer solutions to a number of key procedures.



Guerbet Interventional Imaging today

- ✓ **Liver cancer** cTace¹ (Lipiodol/DraKon/Vectorio), DEBTace² (SeQure), TARE³ (SeQure XSB to be launched)
- ✓ **Breast cancer** Patent Blue V
- ✓ **Prostate benign hyperplasia / Uterine fibroid** SeQure microcatheter family, Microspheres (in development)
- ✓ **Peripheral arteriovenous malformation, Hemorrhage and Varicose veins** Lipiodol (used with Glues), Vectorio, DraKon microcatheter family
- ✓ **Lymphatic fistulas or leakage** Lipiodol, DraKon microcatheter family
- ✓ **Women infertility diagnostic (HSG⁴)** Lipiodol, specific catheter (partnership in development)

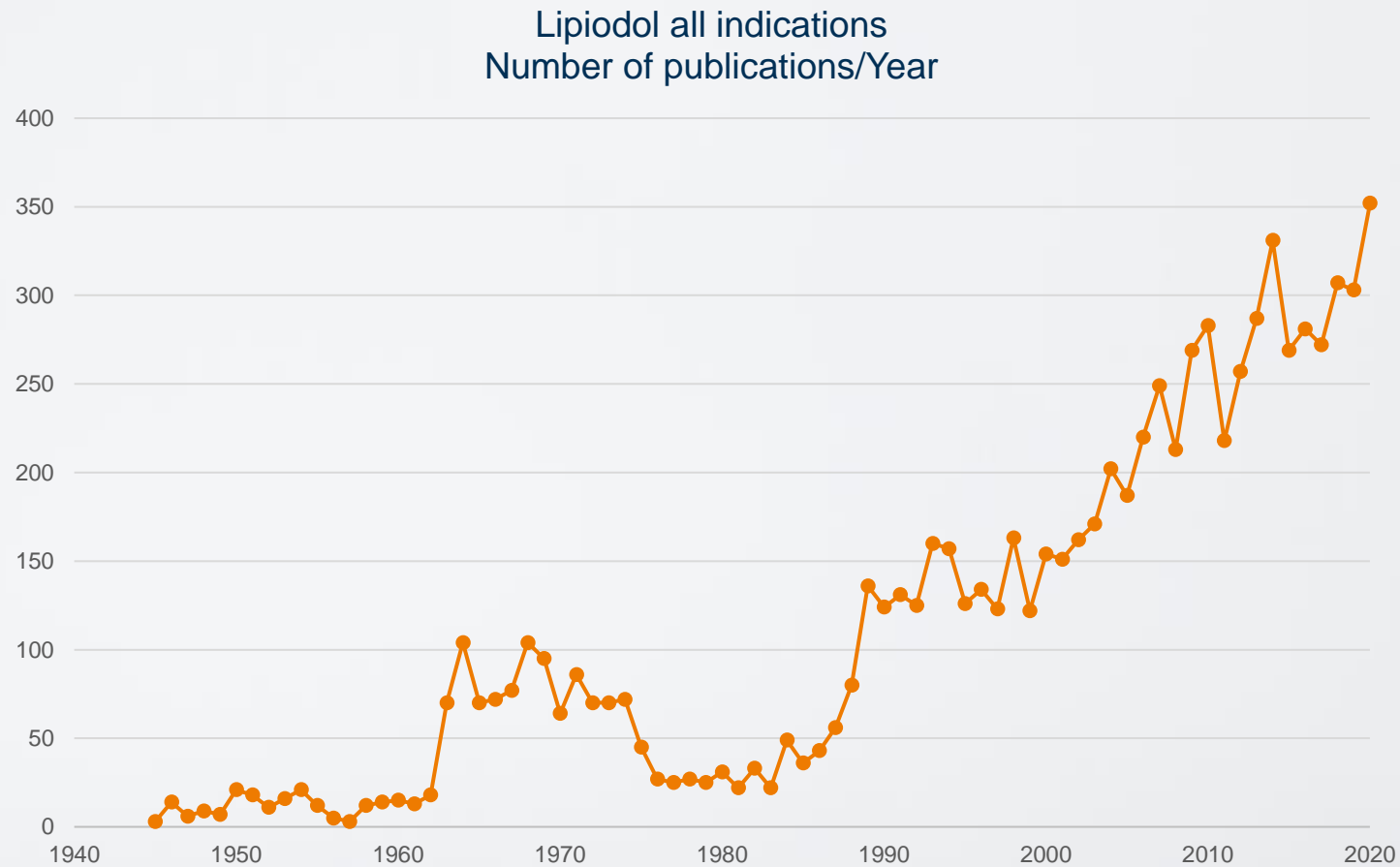


Notes

- 1 Conventional transarterial chemoembolization
- 2 Drug eluting beads / Drug eluting beads transarterial chemoembolization
- 3 Transarterial radioembolization
- 4 Hysterosalpingography

4

The expansion of Lipiodol-based indications and solutions, building on the proven versatility of this product.



Key takeaways

- Since the 1980s, the number of publications on Lipiodol, across all procedures has been increasing from low 10s to c.350
- Physicians developed different treatments with Lipiodol :
 - Injected with drugs for liver cancer
 - Injected with glues for embolization procedures
 - Injected as contrast for women fertility diagnostic
- On-going studies (not Guerbet-sponsored) combining Lipiodol with new therapeutic solutions

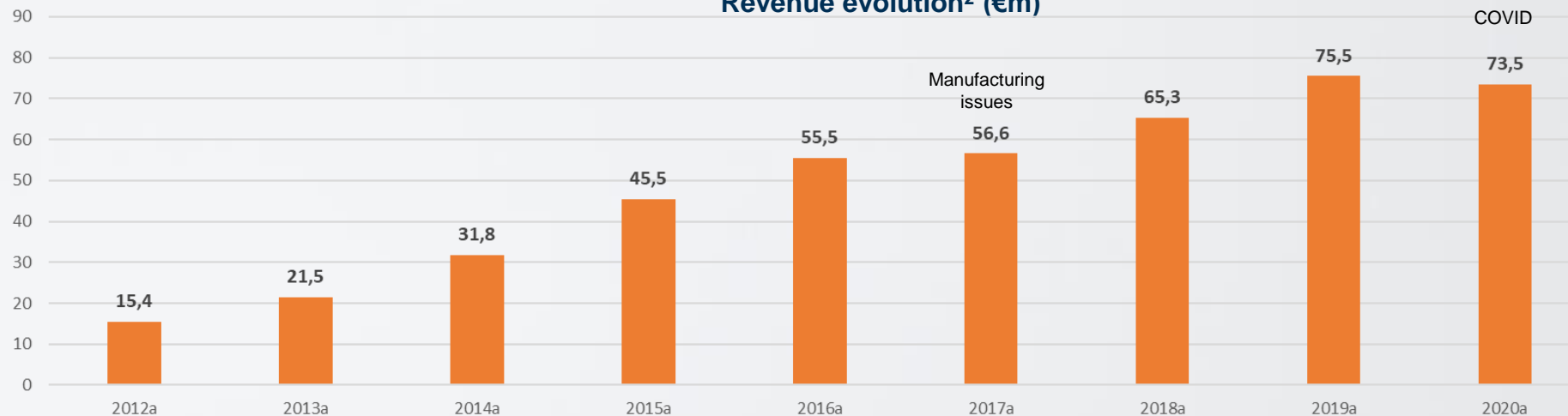
Data source: 2020 DRG data /
Guerbet internal source

Growing business in II for the past 10 years - in line with ambitions

Guerbet Interventional Imaging

Revenue CAGR 2012-2019¹: **+25.5%**

Revenue evolution² (€m)



**Lipiodol®
Ultra-Fluid**



**Patent
Blue V**



**Microcatheters SeQure®
and DraKon™**

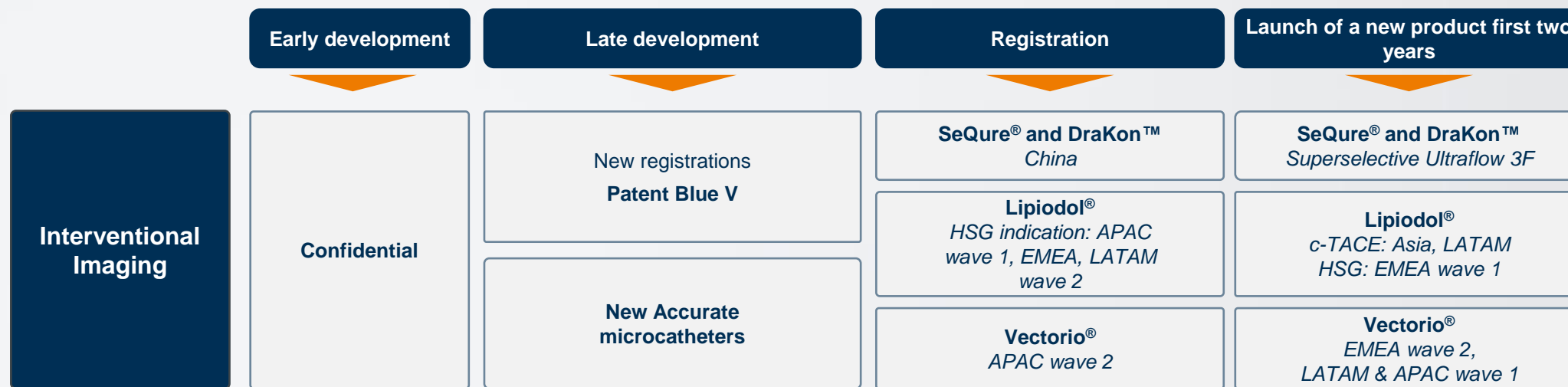


Vectorio®

Notes

- 1 Unfavorable volume effect in 2020 directly related to the health crisis; CAGR 2012-2020: + 22%
- 2 Current exchange rates

Recap on our R&D pipeline that includes both drug pharma developments and medical devices – A unique mix in our markets.



Unlocking value

1

Organic growth / Business development

Geographical & existing products expansion

Asia in DI + Lipiodol in II

Cost savings

Leading industrial & operational plan efficiency + smart spending

Commercial

Invest for successful launches

2

M&A

Digital AI / Software / Injection systems

Direct acquisition / distribution deal /

Technology acquisition

Opportunistic approach

Bolt-on acquisitions





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04 Ambitions

01 H1 2021 key highlights | 02 Financial results | 03 Outlook | ● | 05 Calendar

Key points of sales & EBITDA evolution

INTERNAL

- Expansion in Asia: expenses linked to establishment of a Guerbet affiliate in China
- Marketing expenses linked to return of some live / onsite seminars & radiology congresses
- Launch of new products

CONTEXT

- Anticipated unfavorable price effects on Dotarem® in US due to generics
- Inflation of logistic / procurement & distribution costs
- Inflationist environment to be taken into account in product pricing

2021 ambitions upwards

SALES

Moderate growth of published sales at actual exchange rate, i.e 6 to 8% increase on a like-for-like basis and constant exchange rate

EBITDA

Short term, a growing EBITDA in 2021, with a minimum rate EBITDA / SALES equal to 2020 (14.1%)

Medium term, an improving EBITDA / SALES rate, ensuring strong, lasting growth for the Group



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05 Calendar

01 Key highlights 2020 | 02 Financial results | 03 Short & Medium term development boosts | 04 Ambitions | ● |



Financial communication calendar

Revenue at 3rd quarter 2021

*September 22nd, 2021
after trading*

Full-year 2021 revenue

*February 10th, 2022
after trading*

Full-year 2021 results

*March 23rd, 2022
after trading*

Performance of the Guerbet share

■ At September 17th, 2021

- Price € 38.5
- Capitalization € 485 m
- High since January, 2021 € 38.8
- Low since January, 2021 € 27.8
- Perf. since January, 2021 +13.9 %

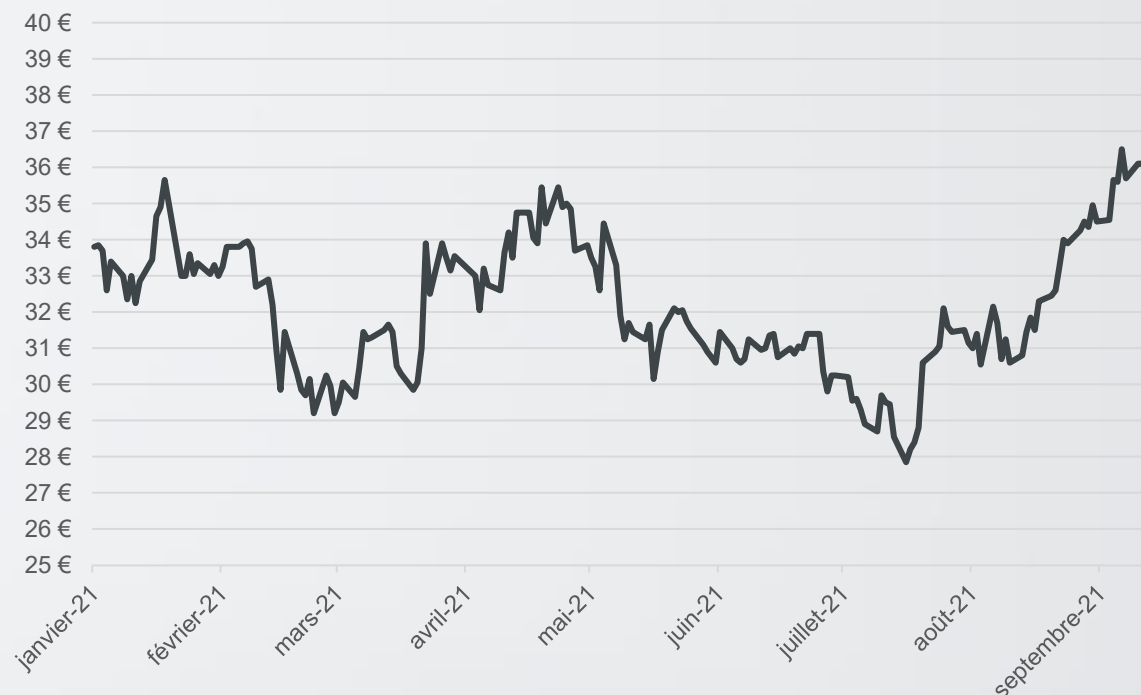
■ Indexes

- CAC Mid & Small, CAC All-Shares

■ Securities trading info

- Code ISIN FR0000032526
- Symbol GBT
- Reuters Code GRBT.PA
- Bloomberg Code GBT:FP
- Number of shares 12 612 868
- Market segment Euronext B

Historical performance since January 2021



Questions & answers

