

# Final Results

For the year ended 31 March 2013



Because people depend on us

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# Forward-looking statements



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# Agenda



Highlights | Louise Makin, CEO

Financial results | Rolf Soderstrom, CFO

Operating review | Louise Makin

# Executing our growth strategy

## Creating a sustainably profitable business

- Revenue has grown over 3 years from £98.5m to £233.7m
- Underlying operating profit<sup>1</sup> has grown over 3 years from £10.8m to £69.0m

## Delivering key operational goals

- Varisolve<sup>®</sup> PEM NDA accepted for review by FDA
- Voraxaze<sup>®</sup> launched in the US
- Beads progressing towards US HDEs

## Building our capabilities

- Platform for growth: new hires in commercial, quality, development, technical
- £60m RCF in place (undrawn)

## Investing to build future value

- PEM commercial build
- Beads studies to support indication expansion
- Acquisition/in-licensing activities

<sup>1</sup>Operating profit excluding acquisition adjustments and reorganisation costs

# Financial Results

Rolf Soderstrom



# Strong financial performance

- Revenue 19% higher at £233.7m (2011/12: £197.0m)
- Underlying operating profit<sup>1</sup> 28% higher at £69.0m (2011/12: £54.0m)
- Profit after tax 12% higher at £16.4m (2011/12: £14.6m)
- Cash and equivalents of £158.7m at 31/3/13 (£111.9m at 31/3/12)

# 35% growth in recurring revenues



		2012/13 £m	2011/12 £m	Change (%)
<b>Specialty Pharmaceuticals</b>	CroFab®	62.7	55.8	+12
	DigiFab®	23.8	16.3	+46
	Voraxaze®/other	10.7	4.6	+133
<b>Interventional Medicine</b>	Beads	28.8	20.3	+42
	Brachytherapy products	7.3	8.4	-13
<b>Licensing &amp; Biotechnology</b>	Zytiga®	49.9	18.6	+168
	Two-part hip cup	13.3	13.0	+2
	Other recurring	14.6	19.5	-25
	BeneFIX®	14.0	29.4	-52
	Milestones/one-offs	8.6	11.1	-23
<b>Total</b>		<b>233.7</b>	<b>197.0</b>	<b>+19</b>
Recurring revenues		211.1	156.5	+35
Non-recurring revenues (BeneFIX®, milestones/one-offs)		22.6	40.5	-44

# Increased pre-R&D contribution

2012/13	Specialty Pharmaceuticals £m	Interventional Medicine £m	Licensing & Biotechnology £m	2012/13 Total £m	2011/12 Total £m
Revenue	97.2	36.1	100.4	233.7	197.0
Cost of sales	(21.6)	(5.6)	(40.0)	(67.2)	(56.3)
<b>Gross profit</b>	<b>75.6</b>	<b>30.5</b>	<b>60.4</b>	<b>166.5</b>	140.7
<i>Gross margin</i>	78%	84%	60%	71%	71%
SG&A	(20.2)	(17.5)	(20.3)	(58.0)	(48.9)
<b>Contribution</b>	<b>55.4</b>	<b>13.0</b>	<b>40.1</b>	<b>108.5</b>	91.8
<i>Contribution margin</i>	57%	36%	40%	46%	47%

- Overall revenue growth driving increased pre-R&D profit contribution
- Blended gross margin remained stable at 71% despite loss of BeneFIX<sup>®</sup> from H2 13
- Pre-R&D contribution margin of 46% to reduce slightly due to PEM commercial build



# Specialty Pharmaceuticals

Margin growth reflects operating leverage



	2012/13 £m	2011/12 £m
Revenue	97.2	76.7
Cost of sales	(21.6)	(18.7)
<b>Gross profit</b>	<b>75.6</b>	<b>58.0</b>
<i>Gross margin</i>	78%	76%
SG&A	(20.2)	(18.6)
<b>Contribution</b>	<b>55.4</b>	<b>39.4</b>
<i>Contribution margin</i>	57%	51%

- Revenue increase reflects successful US launch of Voraxaze<sup>®</sup>, strong performances by CroFab<sup>®</sup> and DigiFab<sup>®</sup>, FX benefit
- Margin increase reflects operational leverage

# Interventional Medicine



US direct sales driving higher revenues and margins BTG

	2012/13 £m	2011/12 £m
Revenue	36.1	28.7
Cost of sales	(5.6)	(8.6)
<b>Gross profit</b>	<b>30.5</b>	<b>20.1</b>
<i>Gross margin</i>	84%	70%
SG&A	(17.5)	(13.3)
<b>Contribution</b>	<b>13.0</b>	<b>6.8</b>
<i>Contribution margin</i>	36%	24%

- Switch to direct sales in the US has driven increased revenue, gross margin and contribution margin
- SG&A increase results from US direct sales of beads and PEM commercial build

# Licensing & Biotechnology

Top-line growth driven by Zytiga<sup>®</sup> performance



	2012/13 £m	2011/12 £m
Revenue	100.4	91.6
Cost of sales	(40.0)	(29.0)
<b>Gross profit</b>	<b>60.4</b>	<b>62.6</b>
<i>Gross margin</i>	60%	68%
SG&A	(20.3)	(17.0)
<b>Contribution</b>	<b>40.1</b>	<b>45.6</b>
<i>Contribution margin</i>	40%	50%

- Revenue increase driven by Zytiga<sup>®</sup> growth, offsetting loss of BeneFIX<sup>®</sup> from H2 13
- Revenue includes £8.6m from CytoFab<sup>®</sup>
- Lower gross margin reflects loss of BeneFIX<sup>®</sup> revenues from H2 13 as per guidance

# Strong growth in underlying operating profit

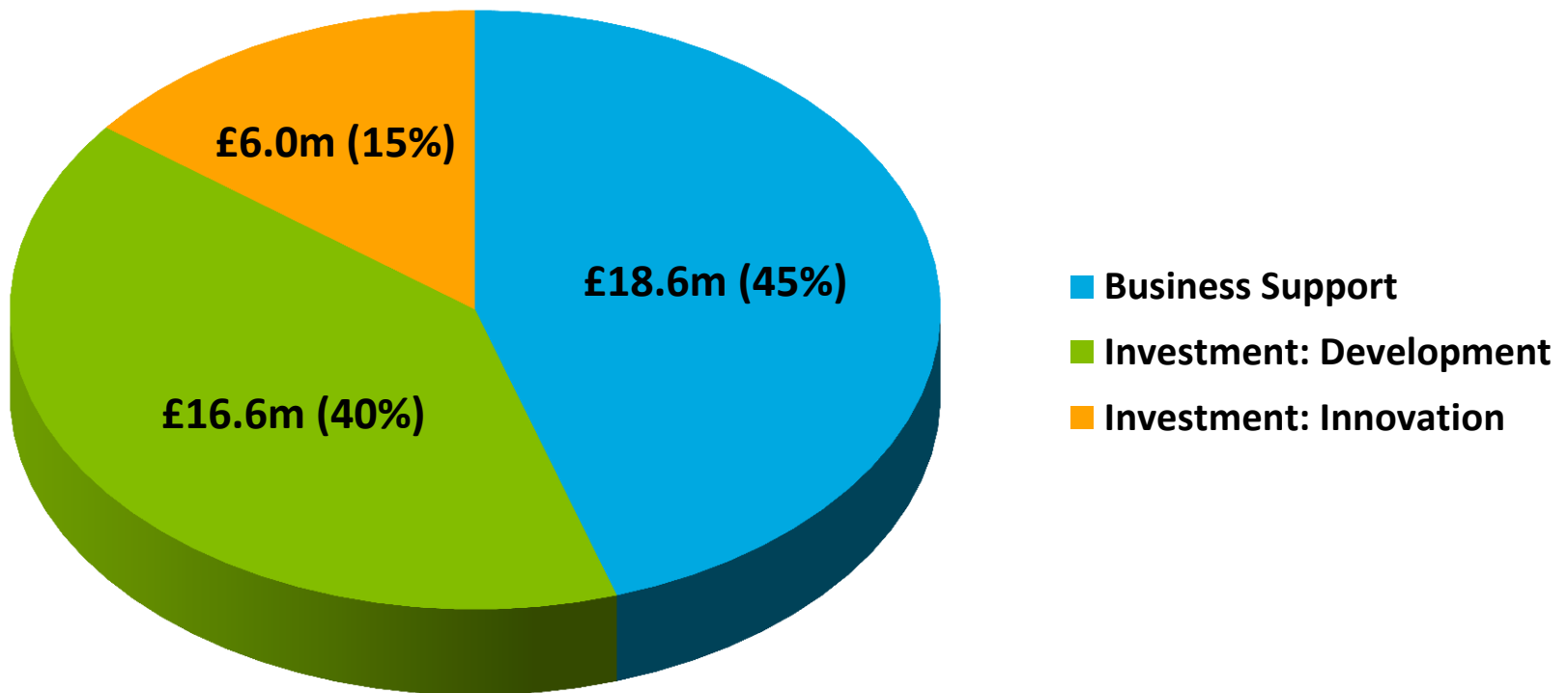


	2012/13 £m	2011/12 £m
<b>Contribution</b>	<b>108.5</b>	91.8
R&D	(41.2)	(39.7)
Others	1.7	1.9
<b>Operating profit before acquisition adjustments</b>	<b>69.0</b>	54.0
Amortisation/impairment of acquired intangibles	(43.4)	(30.7)
Others	0.1	(3.4)
<b>Operating profit</b>	<b>25.7</b>	19.9
<b>Profit before tax</b>	<b>24.1</b>	23.0
<b>Tax</b>	<b>(7.7)</b>	(8.4)
<b>Profit after tax</b>	<b>16.4</b>	14.6
<b>EPS – basic</b>	<b>5.0p</b>	4.5p
<b>EPS<sup>1</sup> – adjusted</b>	<b>14.5p</b>	11.4p

<sup>1</sup>EPS excluding acquisition adjustments and reorganisation costs

# Research and development

Investing to support the products and pipeline



# Strong cash generation

	2012/13 £m	2011/12 £m	
<b>Operating profit</b>	<b>25.7</b>	19.9	Includes intangible amortisation and impairments of £45.1m, fixed asset write-offs and depreciation
Non-cash profit items	54.6	40.7	
Working capital	(14.7)	(7.5)	Primarily reflects timing of Zytiga® and other royalty streams
Tax and pensions	(10.1)	(5.9)	
<b>Operating cash flow</b>	<b>55.5</b>	47.2	Tax payments of £5.5m made in the year
Investing activities	(9.5)	(3.9)	PEM and Beads manufacturing facility and EU rights to uridine triacetate
Other	0.8	(0.2)	
<b>Net change in cash</b>	<b>46.8</b>	43.1	
<b>Closing cash and deposits</b>	<b>158.7</b>	111.9	

# Financial outlook



2012/13 to 2013/14 Direction	Comment
<b>Revenues</b>	
Specialty Pharmaceuticals	↑ Underlying mid-high single digit growth
Interventional Medicine	↑ Modest double-digit growth
Licensing & Biotechnology	↓ Zytiga® growth offset by loss of BeneFIX® and no expected milestones / one-offs; potential Lemtrada™ approvals in H2 13
Gross margin	= Blended margin stable
SG&A	↑ Commercial build for PEM; capability and capacity growth
R&D	= Ongoing investment to support growth
Cash flow	↑ Cash generative
Capex	↑ From £7.6m to ~£10m; ongoing investment in Beads and PEM
Effective Tax Rate	↓ 32%; falling to ~30% owing to use of tax losses, Patent Box

**Revenue guidance for 2013/14: £235m to £245m**

# Operating Review

Louise Makin



BTG



# Specialty Pharmaceuticals

Customer-focused leadership strategy delivering



- Enhance customer relationships by delivering added value
- Facilitate appropriate stocking and usage
- Guidance: mid-high single digit growth

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**CROFab**

crotalidae polyvalent immune fab (ovine)

For treating bites from North American crotalid snakes

- Approved in the US
- c. 5,500 treated envenomations per annum in the US

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**DIGIFab**

digoxin immune fab (ovine)

For treating patients with life-threatening, or potentially life-threatening, digoxin toxicity or overdose

- Approved in the US, Canada, UK, Switzerland; additional submissions planned
- Around 16m digoxin prescriptions per annum globally
- 1%-4% of patients experience toxicity

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**VORAXAZE**  
(glucarpidase)

1000 units/vial for intravenous injection

For treating patients with toxic plasma methotrexate concentrations with delayed methotrexate clearance due to impaired renal function

- Strong US launch (April 2011); also available in other territories on a named patient basis
- c. 200-300 patients each year in the US experience potentially life-threatening toxicity
- Global peak sales potential c.\$25m

# Interventional Medicine

## Building a platform for growth

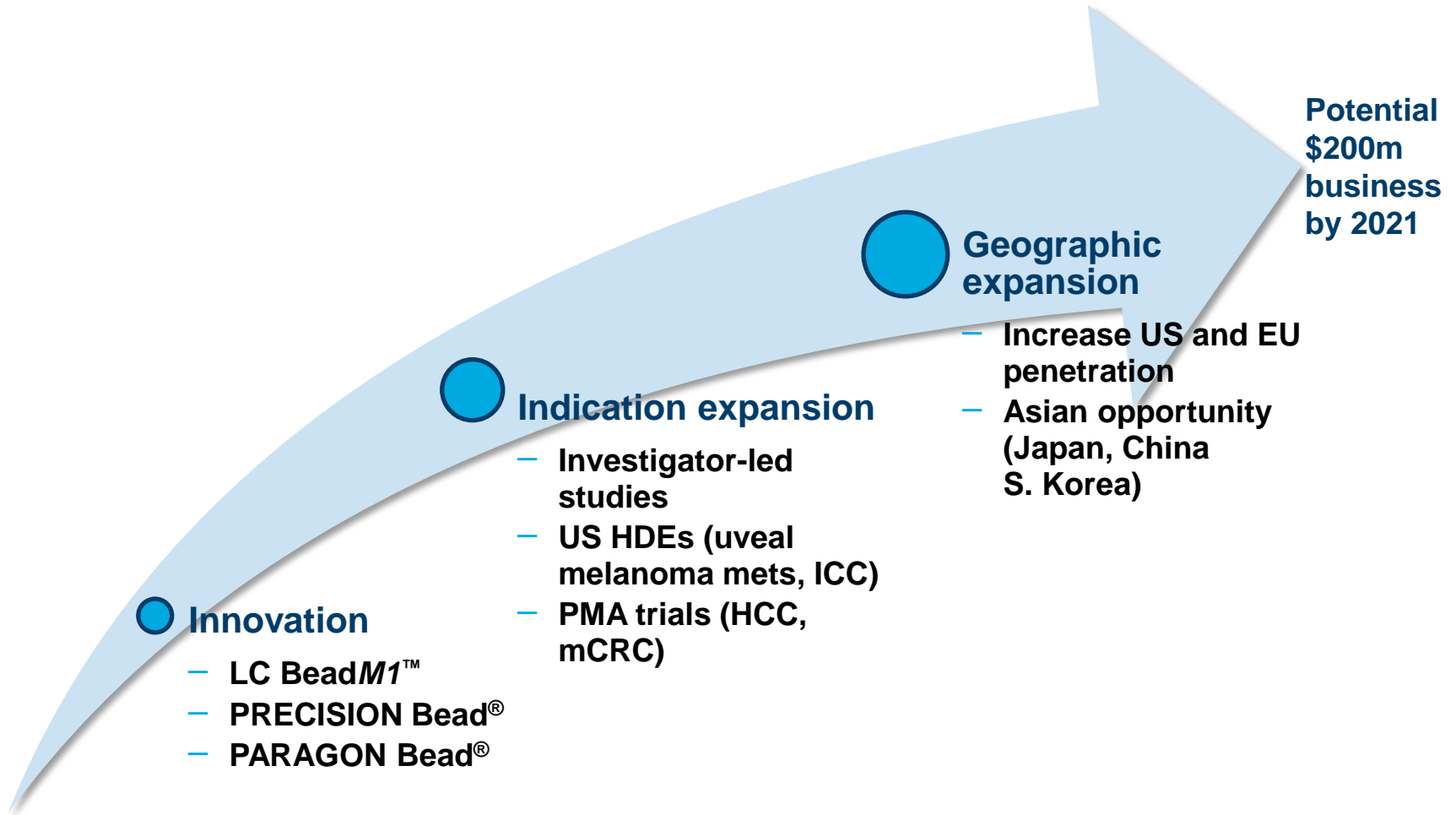
- **Interventional oncology products**
  - Transition to direct US sales of LC Bead™ fully executed
  - Beads indication and geographic expansion strategy in place
- **Varisolve® (polidocanol endovenous microfoam (PEM))**
  - NDA accepted for full review by US FDA in April 2013
  - Commercial build under way



BTG

# Interventional Medicine

## Three major growth drivers for Beads



# Interventional Medicine

## Beads innovation and indication expansion update



- PRECISION Bead®
  - HUD granted and HDE submission for uveal melanoma metastases anticipated H2 13
  - Applied for HUD and discussing HDE study to support HCC bridge to transplant with FDA
  - Study to support use in advanced HCC patients alongside sorafenib anticipated H1 14
- PARAGON Bead®
  - HDE submission for ICC (bile duct cancer) anticipated H2 13
  - Study to support use in mCRC in combination with systemic chemotherapy anticipated H1 14 (subject to Paragon-Louisville data)

# Interventional Medicine

## Accessing the Beads Asian opportunity

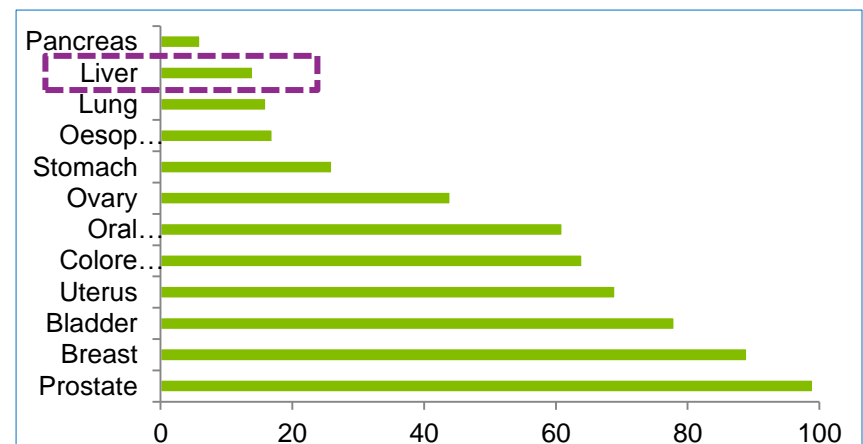


- Japan: DC Bead<sup>®</sup> approved April 2013 for embolisation
  - Reimbursement approval to follow
- China: file under review
- South Korea: working with local distributor, with support from KOLs, to seek wider reimbursement coverage for DC Bead<sup>®</sup>

Incidence of liver cancer globally

	Primary liver cancer <sup>1</sup>	Secondary liver cancer due to CRC <sup>1,2</sup>
US	21,374	61,552
EU 27	48,219	133,637
Asia 5 <sup>3,4</sup>	67,894	57,162
China	402,208	88,525
ROW	209,305	152,724
Total	749,000	493,600
	1,242,600	

5-year survival rate, US (%)



# Interventional Medicine

Varisolve<sup>®</sup> addresses a classic specialist market

- Prevalence: > 40 million people in the US have symptomatic, moderate to severe varicose veins
- Incidence: > 1 million pa
- Estimated number of procedures in 2012: 600,000
  - 15%-20% annual growth since 2005\*
  - 1.8 million annual procedures estimated by 2021\*
- Average current total reimbursed cost per leg c. \$3,000\*
- Around 80% of patients are treated in c. 1,000 private vein clinics
- Addressable with a c. 40 person field force
- Potential \$250m peak sales opportunity in US reimbursed sector

# Interventional Medicine

## Varisolve® profile supports US market growth



- Comprehensive treatment for GSV incompetence - symptomatic varicose veins and visible varicosities
  - FDA reviewing file: PDUFA date 4/12/13
- Reduces number of modalities needed to treat entire GSV system
  - Potential to increase practice efficiency
- Patient-friendly treatment
  - Non-surgical; no sedation or tumescent anaesthesia; well-tolerated
- Attractive for physicians
  - Clinically meaningful reduction in symptoms across a wide range of vein diameters (up to 2cm); accesses new patients; supported by comprehensive data package



Before & 1 yr after treatment with  
Varisolve® PEM

# Interventional Medicine

## Varisolve® US launch planning well advanced

- Senior commercial team in place
- Ongoing pricing and reimbursement, market positioning research
- 40-person dedicated sales team to be recruited
  - Full year run rate c. \$12m; additional marketing spend c. \$13m
- US approval and launch anticipated H1 2014
  - Anticipate steady sales build in years 1 and 2, accelerating from year 3 following physician training and issue of dedicated reimbursement code
- Planning for US self-pay and RoW market opportunities
  - Combined peak sales potential of c. \$250m
  - To follow launch in US reimbursed sector



# Licensing & Biotechnology

Zytiga<sup>®</sup> performance will drive top line

- **Zytiga<sup>®</sup>** (abiraterone acetate)
  - Approved in c. 75 countries for post-chemo mCRPC patients and also approved in the EU and US for use in chemo-naïve patients
  - Johnson & Johnson reported Q1 2013 sales of \$344M (US: \$161M, RoW: \$183M)
- **Lemtrada<sup>™</sup>** (alemtuzumab)
  - Under review in the EU and US as a treatment for multiple sclerosis
    - Decisions anticipated in H2 2013

# Anticipated newsflow



- Submission and potential approval of PRECISION Bead<sup>®</sup> HDE in metastatic uveal melanoma
- Submission and potential of PARAGON Bead<sup>®</sup> HDE in cholangiocarcinoma
- Initiation of one Beads study in HCC or mCRC
- Potential EU/US approval of Lemtrada<sup>™</sup> in multiple sclerosis
- Potential US approval and launch of PEM
- Uridine triacetate NDA submission

# Summary



- Strong financial results reflect sustainably cash-generative business
- On track with operating goals
  - PEM NDA under review in US and commercial build progressing
  - Beads HDEs and clinical study preparations progressing
  - Continuing to assess external opportunities
- Clear strategy to continue to build shareholder value

# | Q&A



# | Appendices



# Income statement



	Year ended 31 March 2013			Year ended 31 March 2012		
	Results before acquisition adjustments and reorganisation costs	Acquisition adjustments and reorganisation costs	Total	Results before acquisition adjustments and reorganisation costs	Acquisition adjustments and reorganisation costs	Total
	£m	£m	£m	£m	£m	£m
<b>Revenue</b>	233.7	-	233.7	197.2	(0.2)	197.0
Cost of sales	(67.2)	-	(67.2)	(54.2)	(2.1)	(56.3)
<b>Gross profit</b>	166.5	-	166.5	143.0	(2.3)	140.7
<i>Operating expenses:</i>						
Amortisation and impairment of acquired intangible assets	-	(43.4)	(43.4)	-	(30.7)	(30.7)
Foreign exchange gains	3.1	-	3.1	2.6	-	2.6
Selling, general and administrative expenses	(58.0)	-	(58.0)	(48.9)	-	(48.9)
Operating expenses: total	(54.9)	(43.4)	(98.3)	(46.3)	(30.7)	(77.0)
Research and development	(41.2)	-	(41.2)	(39.7)	-	(39.7)
Profit on disposal of intangible assets and investments	0.4	-	0.4	0.2	-	0.2
Amounts written off property, plant and equipment	(1.8)	-	(1.8)	(3.0)	-	(3.0)
Acquisition and reorganisation costs	-	0.1	0.1	-	(1.1)	(1.1)
Amounts written off investments	-	-	-	(0.2)	-	(0.2)
<b>Operating profit/(loss)</b>	69.0	(43.3)	25.7	54.0	(34.1)	19.9
Financial income	1.1	-	1.1	3.6	1.1	4.7
Financial expense	(2.7)	-	(2.7)	(1.6)	-	(1.6)
<b>Profit/(loss) before tax</b>			24.1			23.0
Tax			(7.7)			(8.4)
<b>Profit for the period</b>			16.4			14.6
<b>Basic earnings per share</b>			5.0p			4.5p
<b>Diluted earnings per share</b>			5.0p			4.4p

All activity arose from continuing operations

# Amortisation and impairment of acquired intangible assets



	2012/13 £m	2011/12 £m
<b>Underlying amortisation charge</b>	<b>14.4</b>	<b>18.3</b>
<b>CytoFab™ impairment</b>	<b>22.5</b>	<b>-</b>
<b>Other impairments</b>	<b><u>6.5</u></b>	<b><u>12.4</u></b>
	<b>43.4</b>	<b>30.7</b>