



FY 2021 Results Presentation

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01

Strategic Overview

Peter Butterfield, CEO

Our Strategy

Solid organic growth

- Investing in marketing excellence and Innovation and Development (I&D) to drive growth in major Consumer Healthcare brands
- Stable, cash generative prescription medicine business provides synergy through in-house regulatory knowledge and supports growth

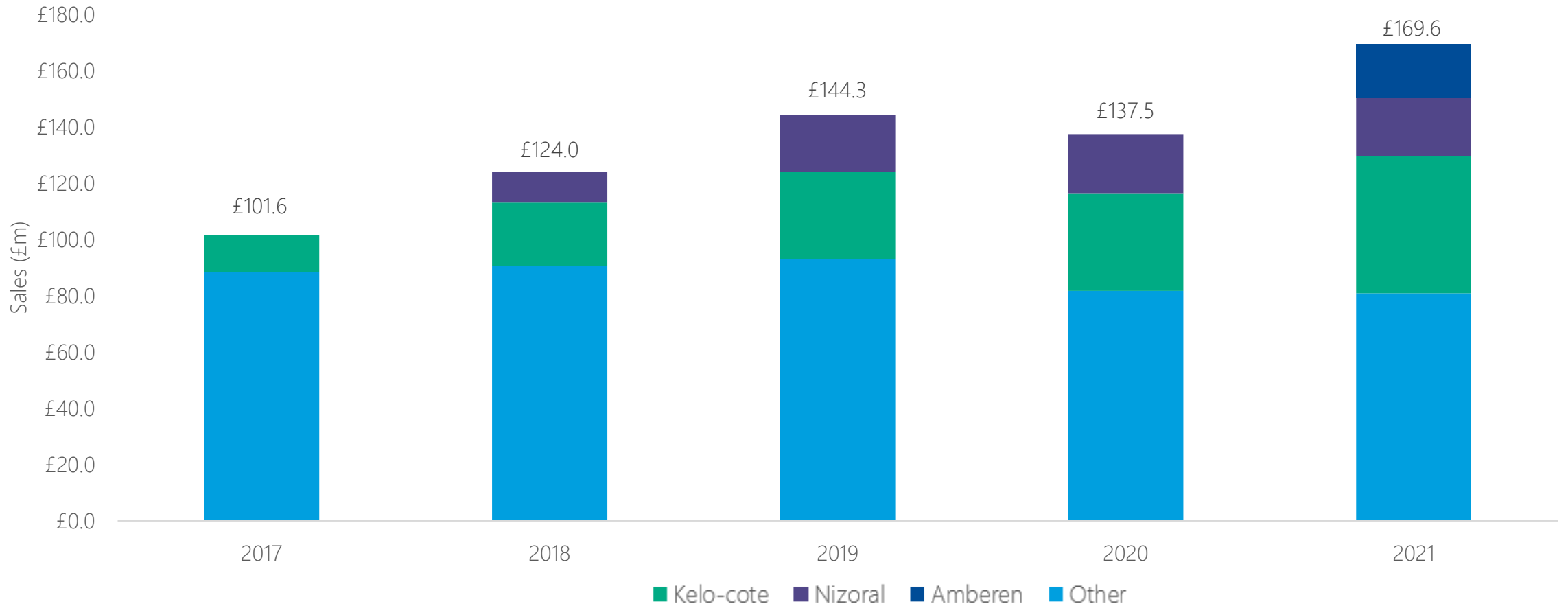
Selective, complementary M&A

- Focus on Consumer Healthcare
- Leveraging global platform
- Strong balance sheet means we are increasingly well placed to participate in complementary acquisitions

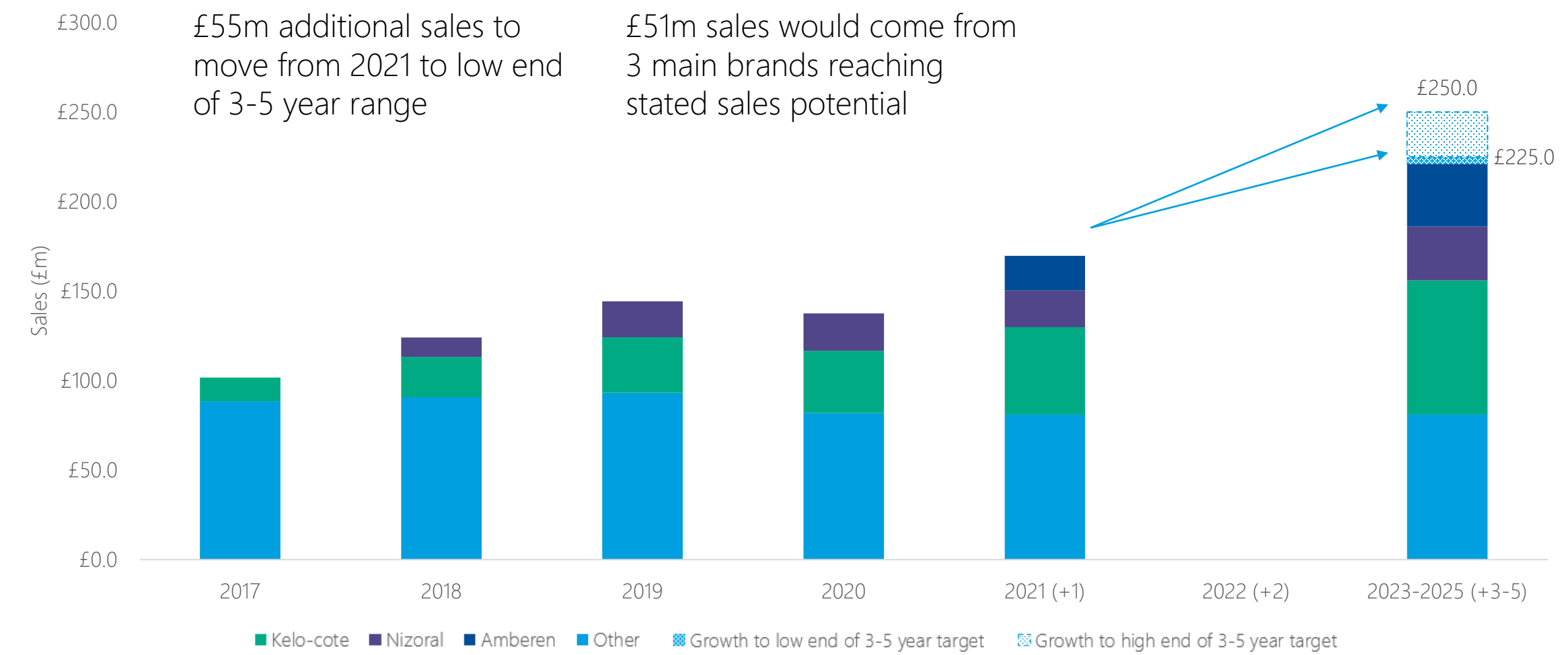
Underpinned by our investment in people & sustainable business strategy

Improving the lives of consumers and patients through making available a range of clinically valuable healthcare products

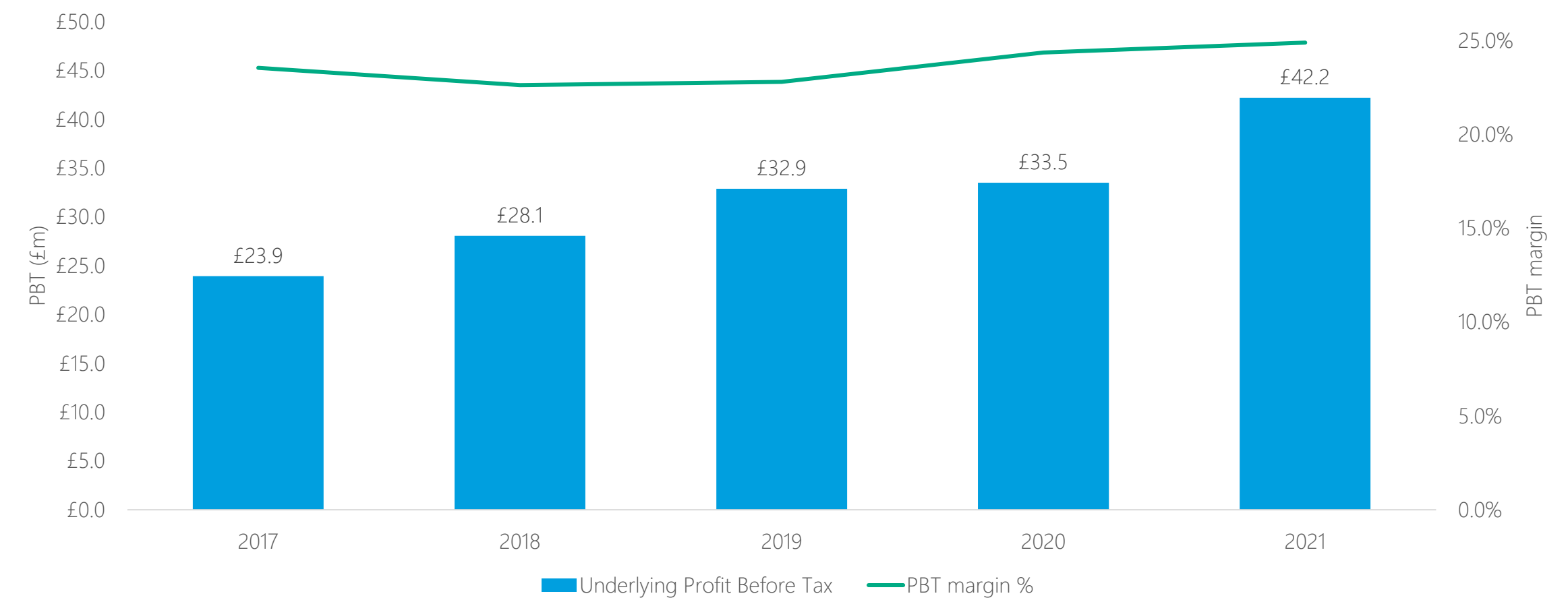
14% revenue CAGR 2017-2021



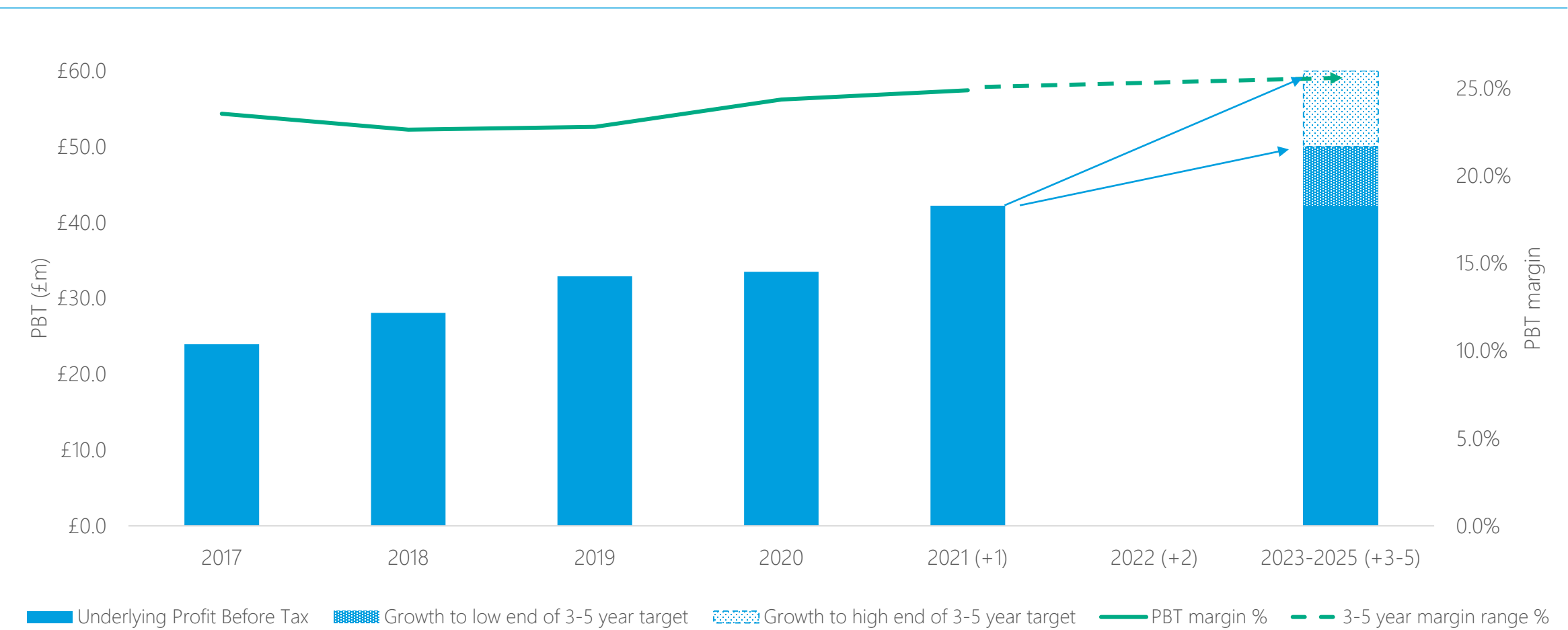
On track to meet 3-5 year revenue target (£225m-£250m)



Business mix and efficiency driving 15% PBT CAGR 2017-2021



On track to meet 3-5 year PBT target (£50m-£60m, 22%-25% margin)



Drivers of organic growth – Marketing excellence

In-house expertise

- Leverage distributor networks
- Refresh packaging
- Improve marketing materials
- Access new markets
- E-commerce optimisation



Images taken from recent Nizoral consumer advertising campaign in South Korea

Drivers of organic growth – Marketing excellence

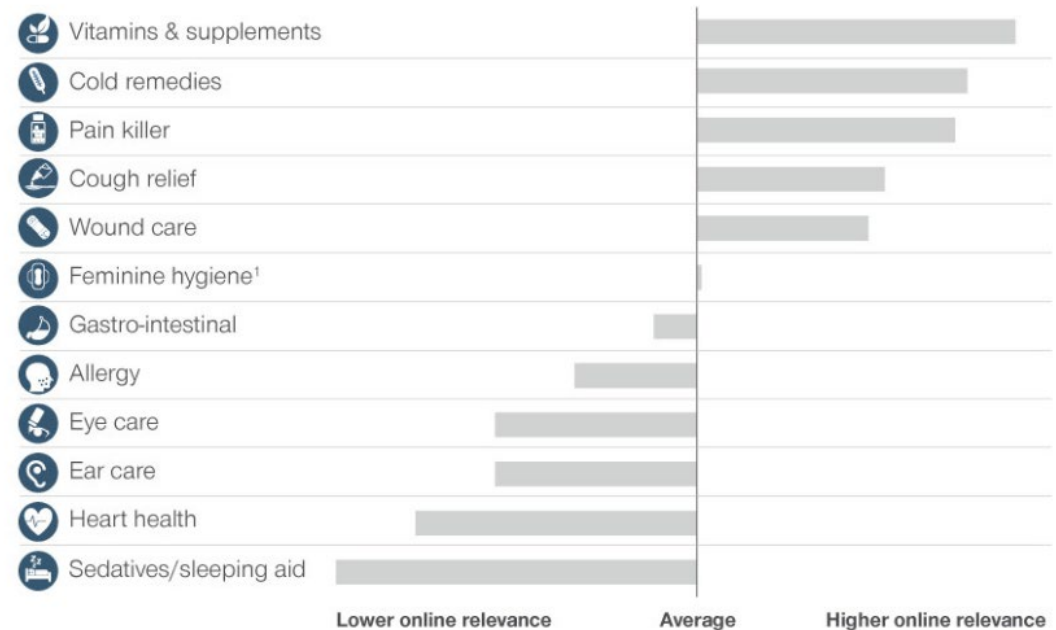
E-commerce opportunity

- Consumer E-commerce market worth \$260bn
- Fastest growth in China (30%) and US (23%)
- Increasing use of digital resources for health issues
- Online highly relevant to Alliance's key brands

E-commerce expansion

- Partner with leading e-tailers
- Launched Kelo-cote flagship e-store in China in September 2021
- Learnings from Kelo-cote applied to other brands and territories

Relevance of the online channel per CHC product category *



Drivers of organic growth – Innovation and Development

Embedding recent innovation

- Ashton & Parsons teething gel launched late 2018
- MacuShield Chewable launched in 2019

15.6% revenue
CAGR 2017-2021



7.6% revenue
CAGR 2017-2021

Driving future innovation

- Kelo-cote kids – first launch from new I&D platform
- Further launches expected





02

FY 2021 Overview

FY 2021 Overview

In 2021 we consolidated our global platform to support future growth

Excellent organic* growth

- +12% organic group revenue growth CER**
- +14% in Consumer CER
 - Kelo-cote had another excellent year
- +8% in Prescription Medicines

Embedded recent M&A

- First FY of Amberen
- Rollout of strategic brand plan for Nizoral now well underway

Key brand overview

Kelo-cote

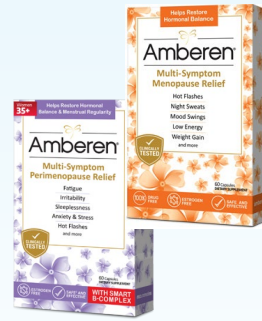
Scar prevention & treatment



- Flagship brand
- 2021 sales £48.8m, +47% CER
- E-commerce driving growth
- New CBEC distribution agreement (China)
- Significant future growth potential – particularly in APAC
- 2025 sales potential £75m+

Amberen

Relief of menopause symptoms



- First FY of ownership
- 2021 sales £19.2m, +3% CER*
- Integration complete
- Ready to realise revenue growth in 2022
- I&D pipeline in development to drive longer-term growth
- 2025 sales potential £35m+

Nizoral

Medicated anti-dandruff shampoo



- Strong heritage brand
- 2021 sales £20.6m**, +1% CER
- Challenging trading conditions in 2021; outlook improving
- Brand plan rollout underway across multiple territories
- Taking full control of SC in 2022
- 2025 sales potential £30m+

FY 2021 Overview

Whilst ensuring our business remains sustainable for the longer term

Operational developments

- Invested in ERP system
- Focus on efficiency – right resources in right territory
 - Trebled size of US business
 - Right sized the European business
 - Optimised CBEC partner
- Key personnel appointments to access expertise
- Great Place To Work® certifications
 - now for Singapore as well as UK and China

Increased focus on sustainability

- Sustainability Framework in place; increased engagement across the business
- Work underway to progress our environmental strategy
 - Scope 1 & 2 well understood and controlled
 - Achieve carbon neutrality in 2022 (for 2021 Scope 1 & 2)
 - Scope 3 quantified and work underway to understand potential to reduce – main area of focus is Supply Chain & Logistics
- Sustainable packaging strategy in development
- Supply Chain management / business ethics remains a focus



03

FY 2021 Results

Andrew Franklin, CFO

2021 Results

P&L Headlines

See-through Revenue*

£169.6m

+23%

See-through Gross Margin*

64.5%

(2020: 60.2%)

Underlying EBITDA**

£48.6m

+26%

Underlying Profit Before Tax**

£42.2m

+26%

Underlying Basic EPS**

6.39p

+25%

Final Dividend

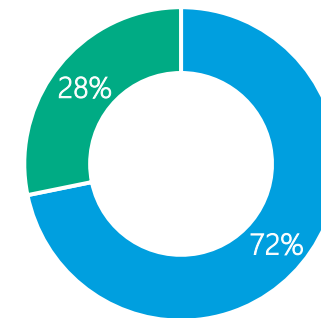
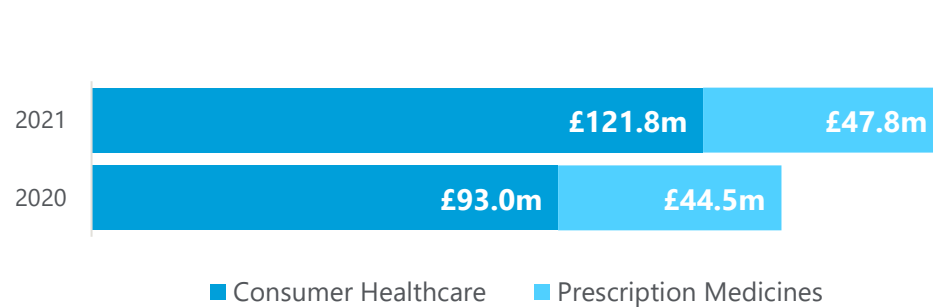
1.128p

+5%

Revenue in more detail

Brand performance in 2021

Year ended 31 December		2021 £m	2020 £m	Change £m	Movement %
Consumer Healthcare					
Kelo-cote	Scar prevention and treatment	48.8	34.7	14.1	41%
Amberen	Relief of menopause symptoms	19.2	-	19.2	-
Nizoral*	Medicated anti-dandruff shampoo	20.6	21.0	(0.4)	(2%)
Other consumer brands		33.2	37.3	(4.1)	(11%)
		121.8	93.0	28.8	31%
Prescription Medicines		47.8	44.5	3.5	8%
Total revenue (see-through basis)*		169.6	137.5	32.1	23%



■ Consumer Healthcare ■ Prescription Medicines

2021 Results

Non-underlying items

Impairments

£6.2m

(2020: £12.1m)

Restructuring costs

£2.4m

(2020: £nil)

CMA provision

£7.9m

(2020: N/A)

Amortisation of acquired intangibles

£7.2m

(2020: £7.2m)

2021 Results

Balance sheet and cash flow headlines

Free Cash Flow

£30.2m

(2020: £34.1m)

Net bank debt

£87.0m

(31 Dec 2020: £109.4m)

Leverage at

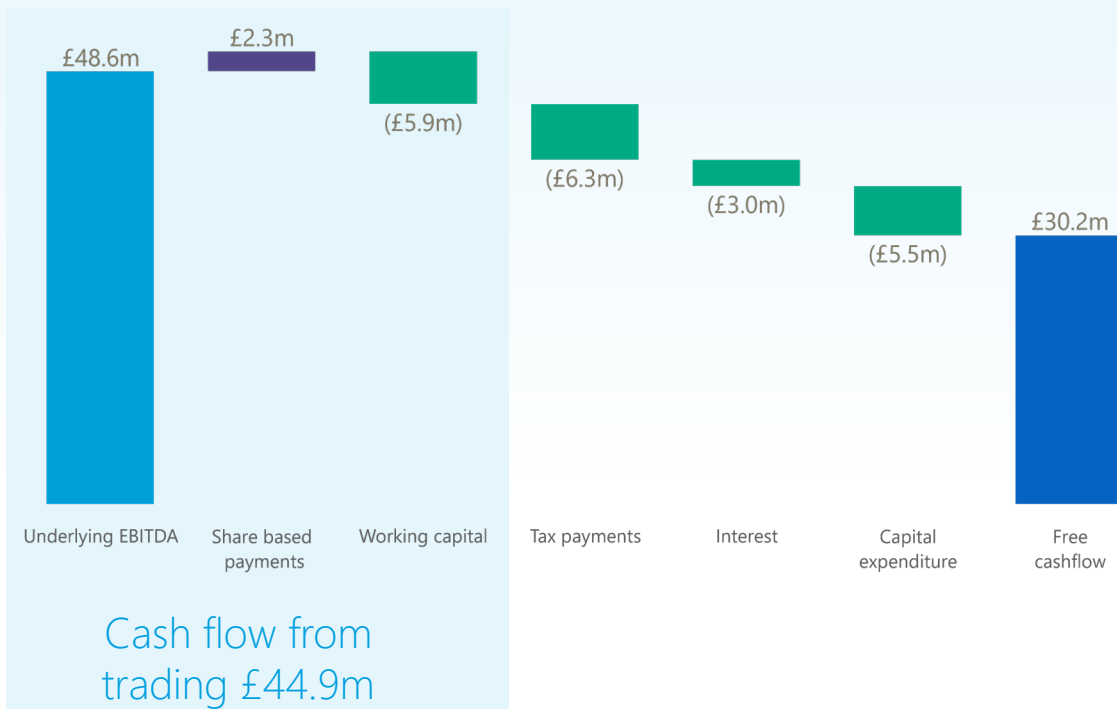
1.7x

Adjusted net debt to EBITDA ratio

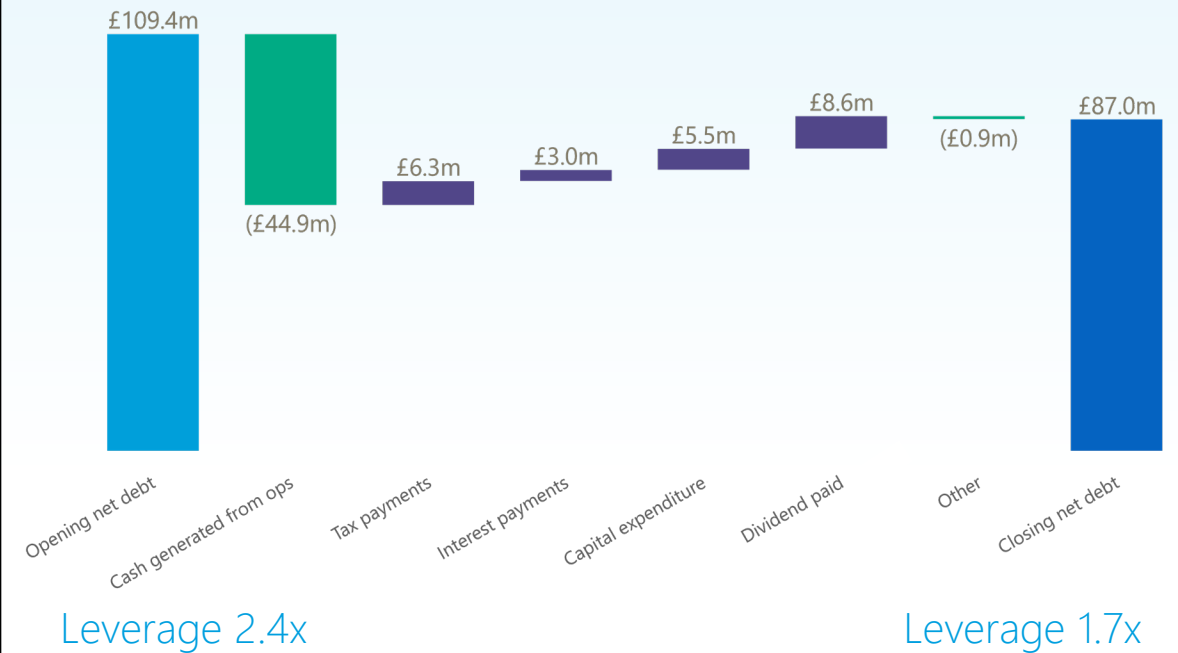
2021 Results

Cash Flow, Net Debt & Leverage

Cash flow movements



Net debt movements



Leverage 2.4x

Leverage 1.7x



04

Summary & Outlook

Summary and Outlook

On track to deliver mid-term ambitions

Summary

- Delivered double digit organic growth despite COVID environment
- Significant in-house expertise to drive further organic growth
- Optimised global footprint to maximise efficiency
- Partnering with leading players to grow E-commerce
- Strong cash generation and reduced leverage leaves us well placed to participate in M&A

Outlook

- On track to meet mid-term ambitions
- In 2022 anticipate financial performance in line with market expectations



Thank you

A photograph of a man and a woman in a professional setting. The man, on the left, is wearing a dark suit and a light blue shirt, looking towards the woman. The woman, on the right, has long dark hair and is wearing a black top, smiling at the camera. They are sitting at a table with a laptop. In the background, another person is blurred. A blue square with the number '05' is in the top right corner of the image.

05

Appendices

2021 Results

Summary Income Statement (underlying)

Year ended 31 December	2021	2020	Movement
Underlying results	£m	£m	%
See-through revenue*	169.6	137.5	23%
Gross profit	109.5	82.8	32%
Gross profit %	64.5%	60.2%	4.3%
Operating expenses	(58.6)	(42.8)	37%
Share-based payments	(2.3)	(1.4)	64%
EBITDA	48.6	38.6	26%
EBITDA %	28.6%	28.1%	0.6%
Depreciation & underlying amortisation	(2.9)	(1.8)	68%
EBIT	45.6	36.8	24%
Financing costs	(3.4)	(3.3)	4%
Profit Before Tax	42.2	33.5	26%
PBT %	24.9%	24.4%	0.5%
Profit After Tax	34.1	27.2	26%
Basic EPS	6.39p	5.11p	25%
Diluted EPS	6.30p	5.05p	25%

* Non-IFRS alternative performance measures. See-through revenue includes sales from Nizoral in full.
For statutory accounting purposes the product margin on Nizoral sales is included within Revenue, in line with IFRS 15.

2021 Results

Reconciliation of underlying PAT to reported PAT

Year ended 31 December	2021	2020	Movement
	£m	£m	%
Underlying Profit Before Tax	42.2	33.5	25.9%
Tax	(8.0)	(6.4)	
<i>Effective tax rate</i>	<i>19.0%</i>	<i>19.0%</i>	
Underlying Profit After Tax	34.2	27.2	25.9%
Non-underlying items:			
Amortisation of acquired intangible	(7.2)	(7.2)	
Impairment of intangible assets and goodwill	(6.2)	(12.1)	
Acquisition costs - Biogix Inc	-	(1.3)	
CMA provision	(7.9)	-	
Restructuring charges	(2.4)	-	
Other	(0.4)		
	(24.1)	(20.5)	
Tax	(2.8)	1.4	
	(26.9)	(19.1)	
Reported Profit After Tax	7.3	8.0	(8.8%)
Reported Profit Before Tax	18.2	13.0	39.5%
Reported Tax	(10.8)	(5.0)	
<i>Effective tax rate</i>	<i>(59.7%)</i>	<i>(38.3%)</i>	
Reported Profit After Tax	7.3	8.0	(8.8%)

2021 Results

Summarised Balance Sheet

As at:	31-Dec-21	31-Dec-20	Movement
	£m	£m	£m
Goodwill and Intangibles	413.7	412.9	0.8
Working capital	22.0	19.3	2.7
Corporation tax	(1.2)	(1.4)	0.2
Deferred tax (net)	(58.2)	(54.0)	(4.2)
Provisions	(9.5)	-	(9.5)
Other net assets	2.7	13.7	(11.0)
	369.5	390.4	(20.9)
Net debt	(87.0)	(109.4)	22.4
Net assets	282.5	281.0	1.5

Technical guidance - 2022

- Share based payments - c. £2-3m
- Depreciation and underlying amortisation - c. £3-4m
- Net financing costs - c. £3-4m
- Tax – effective corporation tax rate of 20% versus 19% in 2021
- Capex – c. £3-4m
- Net bank debt – c. £55-65m

Alliance Pharma plc - Top 20 shareholders

As at 1 March 2022

	Shares	% holding
1 Fidelity Investments (Boston)	53,913,307	10.01
2 Slater Investments (London)	49,692,096	9.23
3 Kempen Capital Mgt (Amsterdam)	41,381,250	7.68
4 BlackRock Investment Mgt (London)	28,044,486	5.21
5 Investec Wealth & Investment (RS) (London)	24,825,908	4.61
6 Rathbone Investment Mgt (London)	20,626,281	3.83
7 Polar Capital (London)	19,096,921	3.55
8 Mr John Dawson (UK)	15,876,402	2.95
9 RBC Global Asset Mgt (London)	15,382,102	2.86
10 Highclere International Investors (London)	13,666,695	2.54
11 Chelverton Asset Mgt (Bath)	13,500,000	2.51
12 Artemis Investment Mgt (London)	12,272,212	2.28
13 Brooks Macdonald Asset Mgt (London)	11,990,857	2.23
14 Janus Henderson Investors (London)	10,936,744	2.03
15 Hargreaves Lansdown Asset Mgt (Bristol)	10,757,893	2.00
16 River & Mercantile Asset Mgt (London)	10,455,000	1.94
17 Brown Shipley (London)	9,367,972	1.74
18 Interactive Investor (Glasgow)	7,845,768	1.46
19 Canaccord Genuity Wealth Mgt (Jersey)	7,136,843	1.32
20 Canaccord Genuity Wealth Mgt (London)	6,846,318	1.27
	383,615,055	71.22

Senior Leadership Team



**Peter
Butterfield**

Chief Executive
Officer

Joined 2010



**Andrew
Franklin**

Chief Financial
Officer

Joined 2015



**Alex
Duggan**

Chief Commercial
Officer

Joined 2014



**Janice
Timberlake**

Chief People &
Infrastructure Officer

Joined 2011



**Stephen
Kidner**

Chief Scientific
affairs &
Operations Officer

Joined 2013



**Chris
Chrysanthou**

General Counsel

Joined 2017

Board of Directors



David Cook

Independent
Non-Executive
Chairman

Joined 2014



**Peter
Butterfield**

Chief Executive
Officer

Joined 2010



**Andrew
Franklin**

Chief Financial
Officer

Joined 2015



**Jo
LeCouilliard**

Independent
Non-Executive
Director

Joined 2019



**Richard
Jones**

Independent
Non-Executive
Director

Joined 2019



**Kristof
Neiryndck**

Independent
Non-executive
Director

Joined 2021