



2021 Interims presentation

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01

Financial Highlights – H1 2021

2021 Interim Results

Overview

See-through Revenue*

£80.9m

+24%

See-through Gross Margin*

63.8%

(H1 2020: 59.1%)

Underlying Profit Before Tax

£20.1m

+24%

Free Cash Flow*

£6.5m

(H1 2020: £10.5m)

Leverage at

2.21x

Adjusted net debt
to EBITDA ratio

Interim Dividend

0.563p

+5%

Strong growth continues, with both revenue and pre-tax profits up 24% - despite FX headwinds and further lockdowns in response to COVID-19



02

Our Business

Our Business

Overview

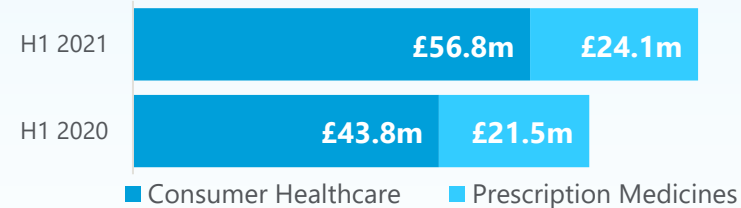
- We are a growing international healthcare group, with a portfolio of clinically valuable products
- Our core business is Consumer Healthcare – this accounts for 70% of our revenues and drives our growth
- We also have a well-established Prescription Medicines business, sharing the same strong regulatory platform
- Our commercial operations extend across EMEA, AMER and APAC and support a mix of direct, distributor and e-commerce sales
- We outsource all our manufacturing & logistics activities – reducing operational CAPEX requirements and allowing us to focus on maximising the value of our brands
- We're highly profitable and cash generative and have an annualised turnover of more than £160m

Our Vision

... is to be a leading international healthcare business, built around products that are clinically valuable to patients.

We will be both the partner and employer of choice.

Revenues by product type



Key metrics (H1 2021)

Underlying EBITDA margin:
28%

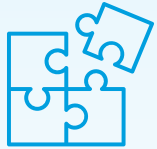
Underlying PBT margin:
25%

Free cash flow:
£6.5m



Our Business

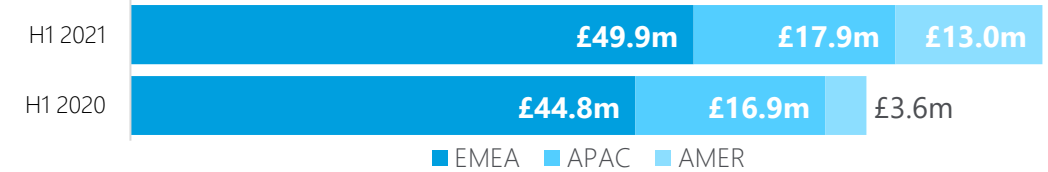
A platform for continued growth



The platform we've created enables us to drive growth of our existing brands and to acquire and integrate new assets with ease

	EMEA	APAC	AMER
Offices	7 (UK x 2, Dublin, Paris, Dusseldorf, Milan, Madrid)	2 (Singapore, Shanghai)	2 (Cary, Los Angeles)
Local capabilities	General mgt, sales, marketing, supply chain, regulatory, finance	General mgt, sales, marketing, supply chain, regulatory, finance	General mgt, sales, marketing, supply chain, regulatory, finance
Product focus	Consumer, Pharma	Consumer	Consumer
Route to market	Direct, distributor	Distributor	Direct
Lead brands	Kelo-cote, MacuShield, Hydromol, Forceval, Flammazine, Aloclair	Kelo-cote, Nizoral	Amberen, Vamousse
H1 2021 revenues	£50m	£18m	£13m
Global support functions	Marketing, sourcing, supply chain, medical & regulatory, technical, quality Finance & legal, IT, facilities, HR, corporate development		

Revenues by geography



Our Business

Leveraging our platform to maximise the value of our brands



Global marketing

- Ensures **consistency of promotion** for each of our lead brands - **global strategy** with local implementation
- Marketing excellence programme provides training for all marketers in delivering **insight-led campaigns**, with tailored messaging to key customer groups



Distributor network

- Relationships with an **extensive network of distributors** around the world
- **Sales specialists** located in key territories with responsibility for **managing key accounts** and partnering with distributors on e-commerce initiatives



E-commerce capability

- Accounts for **30%+** of our **consumer healthcare revenues**
- **Dedicated in-house resource** with external domain expertise supporting interface with key online retailers – Tmall / Alibaba, JD.com, Amazon
- **Brand protection** activities support



Innovation & Dev capability

- **Dedicated in-house resource** and emerging team supporting lead brands in the **development of new line extensions**



Regulatory expertise

- **Global in-house capability** with **deep domain expertise** across all categories of licensed medicinal products
- Proven ability to **register products in new territories** and handle **registration transfers** and other complex regulatory projects



Medical / claims expertise

- Key to supporting our focus on **clinically valuable products** & essential to supporting **licensed medicines**
- Able to generate data to **support core claims** in key markets and for the **development of new claims**
- Also carry out **horizon scanning** of the evolving regulatory landscape



Supply chain management

- **Global sourcing and supply chain capability** built up over 20 years – mix of local and centralised resource
- Excellent relationships with **c. 75 CMOs**; effective performance management and **ongoing programmes to drive efficiency** through COGS reduction

The key capabilities, expertise and relationships that enable us to drive value creation

Our Business

Progressing our ESG agenda to deliver sustainable long-term growth

Working together to deliver on our commitment to sustainable business growth

Strengthening our Governance

- [ESG Board Committee](#) in place to oversee delivery of our ESG strategy – 2 meetings held 2021 YTD
- [New NED appointment](#) Kristof Neirynck with effect from 1 Dec 2021 – increasing specialist expertise in complex omni-channel business models, direct-to-consumer strategies and CBEC sales into China

Empowering our people

- [New hybrid working model](#) rolled out in July 2021 – enabling employees to benefit from more flexible working arrangements; ‘testing and refining’ for remainder of 2021

Improving our working environment

- Further substantial [upgrading and refurbishment of our UK HQ](#), improving the building’s environmental credentials & reconfiguring space to better meet post-pandemic working requirements
- New, larger office premises acquired in Cary, to accommodate growing US team

Engaging with our stakeholders

- [ESG-focused investor engagement](#) programme undertaken Q2 2021 to better understand our key investors’ requirements and approach to ESG – to inform strategy development
- Increased [engagement with employees](#) around sustainable business initiatives

Increasing our ESG disclosures

- External consultants engaged to review [ESG disclosures](#) – actively working to address gaps through:
- Inclusion of additional content on our website – including [Business Principles & Policies](#)
- Collation of a broad suite of [metrics & disclosures](#) based on [SASB standards](#)

Understanding our environmental impact

- [Scope 3 carbon balance sheet](#) created – as a precursor to developing a [carbon action plan](#) for the business / developing the environmental aspects of our ESG strategy & targets

Developing our ESG strategy

- [Balanced scorecard](#) created identifying KPIs in the key areas considered material to our business
- Work underway to ensure these areas are reflected in our [risk management](#) processes

Our Business

Our medium-term ambition

Where are we looking to take the business in the next 3 - 5 years?

Based on revenue potential from Kelo-cote, Amberen, Nizoral and existing base business

Assuming:

- high single digit growth from other Consumer Healthcare brands and low single digit growth from Prescription Medicines

→ Opportunity to enhance revenue and PBT growth through further acquisitions

3 - 5 year revenue target

£225m - £250m

3 - 5 year underlying PBT target

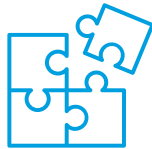
£50m - £60m

PBT margin: 22% - 25%



Our Business

Enhancing our growth through acquisitions



We are a selective acquiror, seeking assets we can integrate into our platform and apply our skills and know-how to generate strong returns

Acquisition criteria

Balanced scorecard used to rate potential opportunities
16 evaluation criteria, covering:

- **Regulatory considerations, including strength of clinical data & claims**

Preference: strong USP; recognised registered brand with good, defensible territory rights; strong data, differentiated claim set, defensible point of difference

- **Channel, competitive positioning, A&P spend**

Preference: OTC, niche category, A&P spend <20% of sales

- **Financial assessment (sales, margins, growth profile etc)**

Preference: sales £5m - £50m; EBITDA % / EPS accretive to base P&L; GM%>60%; growth – current & future

- **Investment metrics; asset vs corporate**

Preference: high near-term ROIC (> APH WACC (c.7.5%) by Y2-Y3)

- **Lifecycle stage**

Preference: marketed and established 5 years +

- **Manufacturing arrangements**

Preference: outsourced to CMO

- **Ease of integration & operating / sales synergies**

Preference: simple integration; channel / operating synergies



03

2021 Interim Results

2021 Interim Results

Overview

See-through Revenue*

£80.9m

+24%

Underlying Profit Before Tax

£20.1m

+24%

Free Cash Flow*

£6.5m

(H1 2020: £10.5m)

See-through Gross Margin*

63.8%

(H1 2020: 59.1%)

Underlying Basic EPS*

2.99p

+22%

Net Bank Debt*

£105.4m

(31 Dec 2020: £109.4m)

Underlying EBITDA*

£22.8m

+26%

Interim Dividend

0.563p

+5%

Leverage at

2.21x

Adjusted net debt
to EBITDA ratio

Strong revenue growth continues, with see-through revenues up 24% to £80.9m, bolstered by £9.5m contribution from Amberen

Revenues impacted by £2.4m FX headwind (primarily £:US\$) – CCY growth 28%; impact on profits much smaller due to non £ costs. LFL revenue growth +12%

Strong performance from Consumer Healthcare brands, with see-through revenues* up 30% to £56.8m

- Led by Kelo-cote™ – revenues up 54% to £21.9m
- LFL revenues ex. Amberen™ up 8% to £47.3m
- Amberen trading in line with management expectations

Prescription Medicines revenues up 12% to £24.1m

Operating margins maintained with underlying EBITDA up 26% to £22.8m and underlying PBT up 24% to £20.1m

Interim dividend of 0.564p proposed

Free cash flow suppressed by timing of sales on WC

Leverage reducing and expected to be below 2.0x by December 2021

2021 Interim Results

Summary Income Statement (underlying)

Six months ended 30 June	2021	2020	Movement
Underlying results	£m	£m	%
See-through revenue*	80.9	65.3	23.9%
Gross profit	51.6	38.6	33.7%
Gross profit %	63.8%	59.1%	4.7%
Operating costs	(27.3)	(19.9)	(37.4%)
Share-based payments	(1.5)	(0.6)	(148.1%)
EBITDA	22.8	18.1	25.9%
EBITDA %	28.1%	27.7%	0.6%
Depreciation	(1.1)	(0.8)	(32.4%)
EBIT	21.7	17.2	25.7%
Financing costs	(1.6)	(1.0)	(57.8%)
Profit Before Tax	20.1	16.3	23.8%
PBT %	24.9%	24.9%	(0.0%)
Profit After Tax	16.0	13.0	23.1%
Basic EPS	2.99p	2.45p	22.0%
Diluted EPS	2.94p	2.42p	21.5%

Gross profit % – increase reflects changes in mix (greater contribution from higher margin Consumer brands)

OPEX – increase primarily reflects inclusion of Amberen cost base

OPEX increased from 30.5% to 34% of sales – reflecting increasing focus on our growing Consumer brands (now including Amberen) and impact of COVID-related spend constraints in H1 20

Financing costs – increase reflects increased borrowings to finance Amberen acquisition (£0.3m), coupled with a reduction in FX gains

Robust underlying performance – pre-tax profits up 24%, with PBT margin maintained at 25%

2021 Interim Results

Cash Flow, Net Debt & Leverage

Working capital movement

Primarily due to increase in receivables (+£8.5m) reflecting timing of sales in H1 2021 vs H2 2020

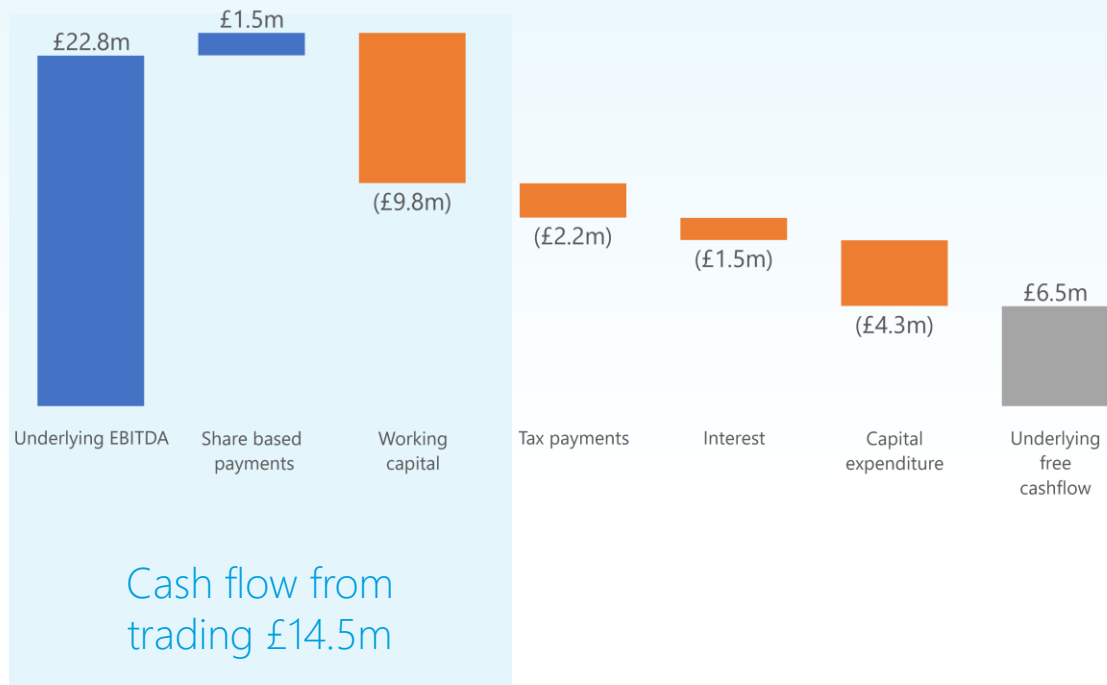
Debt reduction from trading

Net debt reduced by £4.0m in H1 2021

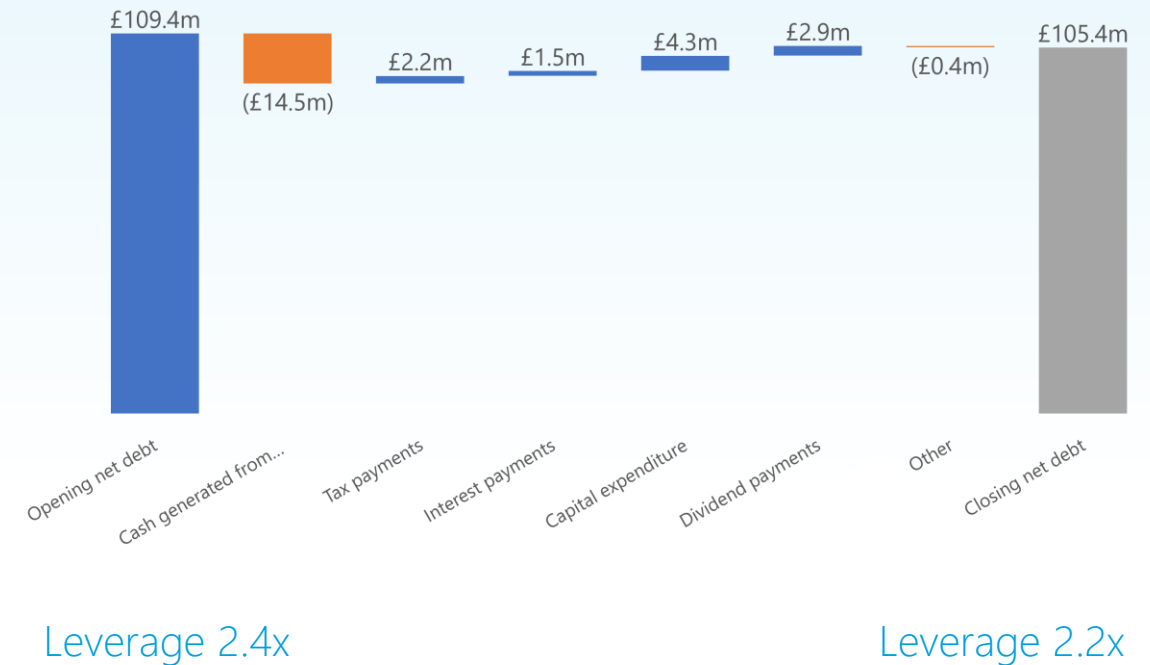
Facility headroom

£32m of £165m RCF facility currently undrawn

Cash flow movements



Net debt movements



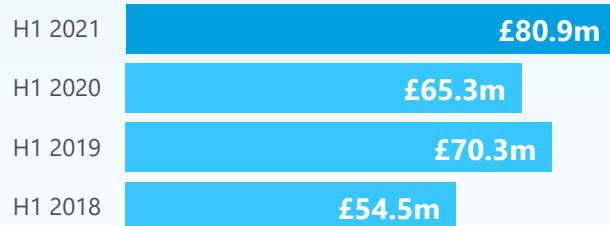
Leverage 2.4x

Leverage 2.2x

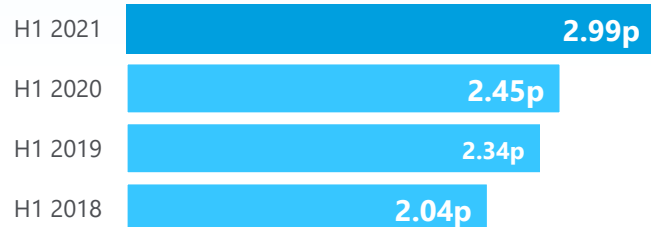
2021 Interim Results

Key Financial Metrics

See-through Revenue* (3 year CAGR 14%)



Underlying Basic EPS* (3 year CAGR 14%)



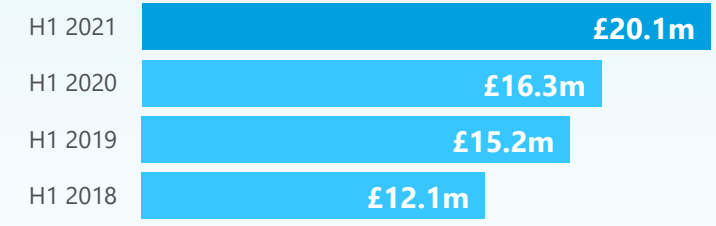
Underlying EBITDA* (3 year CAGR 17%)



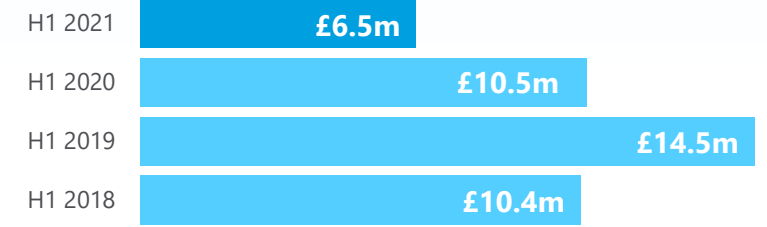
Interim Dividend Per Share (3 year CAGR 5%)



Underlying Profit Before Tax (3 year CAGR 18%)



Free Cash Flow* (3 year CAGR -14%)



04

Our Brands

Our Brands

What characterises our leading brands?



Clinical value / claims

- All these brands have a strong claim set and good clinical utility, and deliver real value to users

Size

- Kelo-cote, Amberen and Nizoral are all sizeable consumer health brands with revenues of £20M p.a. +

Growing demographic

- Kelo-cote, Amberen and Nizoral all target demographics which are growing in their respective core geographic markets

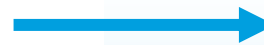
Digital marketing / e-commerce potential

- Target demographic / core markets means these brands all have good digital marketing and e-commerce potential

Innovation opportunities

- All offer good opportunities to innovate and extend the reach of the brand through brand extensions (new formulations, targeting related sub-sectors, or new presentations)

Brand characteristics + platform
+ expertise & relationships



Opportunity to drive double digit growth from these brands and enhance ROIC

Brand Overview - Kelo-cote

Scar prevention and treatment

Our flagship brand, offering significant future growth potential, particularly in Asia

China: 2020 – 25 CAGR estimated at 17.9%; market is currently estimated to be worth c.£80m

Largest market currently for Kelo-cote – brand is very well established, with high brand awareness and usage

Direct & cross-border e-commerce (CBEC) sales continue to be primary growth driver in 2021 - reflects increasing propensity of Chinese consumers to buy more of the brand and their healthcare needs online

Strong performance from Hong Kong & South Korea; elsewhere sales in South America and a number of European countries also saw good growth

Accelerating near-term growth of CBEC sales to China

New CBEC distribution agreement for Kelo-cote put in place in August 2021, which gets us closer to the customer and gives us further control of our distribution chain



2020 sales

£34.7m

+12%

H1 2021 sales

£21.9m

+54%

Potential sales in 2025:

£75m+

5-year CAGR: 17%



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Brand Overview - Amberen

Relief of menopause symptoms

Amberen Menopause is the #1 menopause relief supplement SKU in the category in the US

OTC VMS (Vitamin Mineral Supplement) menopause sub-category estimated to be worth c.\$130m

Future growth expected to be ahead of VMS (VMS projected category growth: 4.6% CAGR 2020 – 2025**)

- Segment is immature and can be fuelled by greater awareness - offering significant potential and limited competition

In the 26 weeks ended July 11, 2021, the OTC menopause relief category has continued to grow at +11% value and +7% volume as Amberen and lead competitor, Estroven continue to spend on consumer advertising to grow awareness of OTC options.

Progress since acquisition (Dec 2020):

Integration now complete; new senior hires made to strengthen operating capabilities in the US and new US HQ opened

Perimenopause treatment (launched Jun 2020), now has a 7% market share, double that at acquisition, and is now the #5 SKU in the category by value*

Full year sales expectations continue to be weighted towards H2, reflecting expected impacts of advertising campaigns initiated in H1



2020 (pre-acquisition) sales

£20.0m

+17%

H1 2021 sales

£9.5m

+10% CCY vs H2 2020

Potential sales in 2025:

£35m+

5-year CAGR: 14%



Brand overview - Nizoral

Medicated anti-dandruff shampoo

A great brand, with heritage, trust and proven efficacy. Healthy hair and scalp is an important element of personal appearance and perception by others, particular in Asian culture

China & India represent a significant growth opportunity for Nizoral – fuelled by increasing awareness and disposable incomes

Growth strategy focused on:

- Driving relevance and awareness with consumers – through new marketing campaigns, with increased use of social media, targeting consumers and influencers
- Encouraging HCP recommendation
- Exploiting the growth of e-commerce – and the acceleration brought about by the pandemic
- Focusing on I&D – to revitalise packaging and increase the range of Nizoral-branded products

Performance held back in H1 2021 by phasing of distributor orders, supply constraints, and COVID-19 resurgence in many APAC countries

2020 see-through sales*

£21.0m

+4%

Potential sales in 2025:

£30m+

5-year CAGR: 7%

H1 2021 see-through sales*

£9.0m

-8%

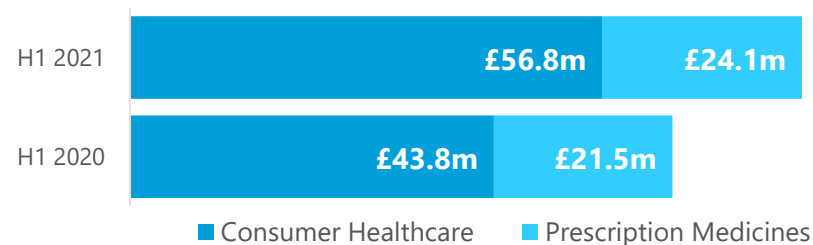


Consumer activation taking place in H2 2021 in China, South Korea, Thailand, Australia, Taiwan and the Philippines

Our Brands

Brand performance H1 2021

Six months ended 30 June		2021 £m	2020 £m	Change £m	Movement %
Consumer Healthcare					
Kelo-cote	Treatment for scar reduction	21.9	14.2	7.7	54%
Amberen	Relief of menopause symptoms	9.5	-	9.5	-
Nizoral*	Medicated anti-dandruff shampoo	9.0	9.8	(0.8)	(8%)
Other consumer brands		16.4	19.8	(3.4)	(17%)
		56.8	43.8	13.0	30%
Prescription Medicines		24.1	21.5	2.6	12%
Total revenue (see-through basis)*		80.9	65.3	15.6	24%



Our core business is Consumer Healthcare: this now accounts for 70% of our revenues and is the primary driver of our growth

Solid performance from key Consumer Healthcare brands:

- Kelo-cote – revenues up 54% (+62% CCY), reflecting continued strong demand from China
- Amberen – H1 revenues £9.5m (FX impact: £0.8m); trading in line with management's expectations; particularly encouraging performance in H1 from newer Perimenopause SKU; new marketing initiatives expected to further bolster overall brand performance in H2
- Nizoral – revenues down 8% (-7% CCY), primarily due to phasing of distributor orders

Other Consumer Healthcare brands performance more mixed:

- MacuShield – H1 revenues up 54% at £4.4m, reflecting recovery of UK retail sales adversely affected in H1 2020 by COVID-19, and normalisation of distributor stocking post Brexit
- Vamousse – H1 revenues down 28% (-22% CCY) at £2.3m, reflecting ongoing trading challenges due to COVID-19; category has now returned to growth & Vamousse is tracking ahead of category performance with 1.6% share gain in 52 weeks to 19 Jun 2021, vs previous 52 week period**
- Aloclair & Oxyplastine continue to be adversely affected by COVID-19 and the knock-on impact of the pandemic on distributor stocking / order phasing

Prescription Medicines revenues up 12%

- Reflecting a partial return to the delivery of routine treatments / normalisation of daily life vs the early stages of the COVID-19 pandemic

Our Brands

Broader portfolio of other Consumer Healthcare brands offering additional growth potential

MacuShield *(eye health supplement)*

- With sales having stabilised following COVID-19 and Brexit, MacuShield is set to deliver further good growth in H2 2021 and beyond, through increased distributor sales and e-commerce opportunities. Plans are underway for a significant new territory launch in 2022

Vamousse *(prevention and treatment of head lice)*

- Category has now returned to growth, following COVID disruption & Vamousse is tracking ahead of category performance with 1.6% share gain in 52 weeks to 19 Jun 2021.
- New packaging has been developed for the brand (currently being rolled out), together with new marketing collateral & a new website, with two new products in development for release in 2022, to drive further growth

Ashton & Parsons *(teething powders / gel)*

- Following the launch of the new gel presentation in 2019, Ashton & Parsons has grown to become the number 1 teething brand in the UK



These brands typically generate revenues of £1.5m - £8m p.a.

Platform support

- All are supported by the platform that underpins our leading brands

Promotional support

- Currently focusing marketing support on 8 of these brands to drive growth

Brand characteristics

- 26 OTC brands treating a variety of common conditions
- Includes brands such as MacuShield, Vamousse, Aloclair, Ashton & Parsons, Anbesol, Oxyplastine

Innovation opportunities

- I&D activity tends to be focused on larger brands e.g., MacuShield, Vamousse, Ashton & Parsons, with higher growth opportunities

Our Brands

Prescription Medicines portfolio

Provides stability, cash generation, and leverages our operating platform

Prescription Medicines are an important but smaller part of our overall business; they operate from the same support platform that underpins our Consumer brands



Platform support

- Our platform supports all our products, including our consumer brands and licensed medicines, with a common need for clinical claims, licensed manufacture and regulatory maintenance

Portfolio characteristics

- 46 medicines available on prescription, to treat multiple conditions in a wide variety of therapy areas
- Sold predominantly in the UK and EU

Promotional support

- These products are embedded in clinical practice and occupy their own niches so require minimal promotional resource; they continue to provide a good return

Innovation opportunities

- Maintaining / improving formulations, to ensure these continue to meet patient needs

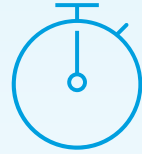


05

Summary & Outlook

Summary & Outlook

September 2021



Our business today

- Scalable platform in place across EMEA, APAC & US
- Clear focus on core Consumer Healthcare business, supported by a well-defined value maximisation strategy
- Strong H1 performance; 2021 FY trading in line with market expectations
- Amberen integration complete, balancing our consumer portfolio around the globe, and providing a clear pathway for growth
- New systems implemented, UK HQ upgraded and Board strengthened with the appointment of Kristof Nierynck as new independent NED, effective 1 Dec 2021



Looking ahead...

- Established global platform and proven ability to extract value from our key consumer brands leave us well placed to realise our mid-term growth ambitions
- Platform enables us to acquire and integrate new assets with ease – continuing to evaluate opportunities which meet our selective acquisition criteria





Thank you



Appendices

2021 Interim Results

Underlying vs Reported Profit After Tax

Six months ended 30 June	2021 £m	2020 £m	Movement %
Underlying Profit Before Tax	20.1	16.3	23.6%
Tax	(4.1)	(3.3)	
Effective tax rate	(20.5%)	(20.0%)	
Underlying Profit After Tax	16.0	13.0	22.8%
Non-underlying items:			
Amortisation of intangible assets	(3.6)	(3.6)	
Impairment of intangible assets and goodwill	-	(12.1)	
	(3.6)	(15.6)	
Tax	(4.1)	0.9	
	(7.7)	(14.8)	
Reported Profit After Tax	8.2	(1.8)	(566.1%)
 Reported Profit Before Tax	 16.5	 0.6	 2525.6%
Reported Tax	(8.3)	(2.4)	
Effective tax rate	(50.1%)	(381.1%)	
Reported Profit After Tax	8.2	(1.8)	(566.1%)

Non-underlying items:

Amortisation

Relates to Prescription Medicines - assumed to have finite useful lives of up to 20 years

- Annual amortisation charge of £7.2m

Impairments (H1 2020)

Non-cash impairments arising as a result of impairment reviews and change in useful life assumption for Prescription Medicines

Tax

H1 2021: Tax credit on amortisation items (£0.9m credit), net of change in UK tax rate from 19% to 25% (£5.0m charge)

H1 2020: Tax credit on amortisation & impairment items (£2.3m credit), net of change in UK tax rate from 17% to 19% (£1.4m charge)

2021 Interim Results

Summarised Balance Sheet

As at:	30-Jun-21	31-Dec-20	Movement
	£m	£m	£m
Goodwill and Intangibles	407.2	412.9	(5.7)
Working capital	27.7	19.3	8.4
Corporation tax	(3.6)	(1.4)	(2.2)
Deferred tax (net)	(57.4)	(54.0)	(3.3)
Other net assets	11.7	13.6	(1.9)
	385.6	390.4	(4.8)
Net debt	(105.4)	(109.4)	4.0
Net assets	280.2	281.0	(0.8)

Intangibles

- **Amortisation (-£3.6m)**
- **FX and other (-£2.1m)**

Working capital

- Inventory (+£0.3m)
- Receivables (+£8.5m)
- Payables (+£0.4m)

Net debt

- Reduction due to underlying cash generation

Our Business

Alliance Pharma plc - Top 20 shareholders

Shareholders

	As at 3 September 2021	Shares	% holding
1	Fidelity Investments (Boston)	53,500,543	9.98
2	Slater Investments (London)	48,906,041	9.12
3	Kempen Capital Mgt (Amsterdam)	34,928,684	6.52
4	BlackRock Investment Mgt (London)	28,888,126	5.39
5	Investec Wealth & Investment (RS) (London)	22,717,485	4.24
6	Polar Capital (London)	20,230,270	3.77
7	Mr John Dawson (UK)	19,983,284	3.73
8	Rathbone Investment Mgt (London)	19,276,679	3.60
9	RBC Global Asset Mgt (London)	15,382,102	2.87
10	Artemis Investment Mgt (London)	14,366,037	2.68
11	Highclere International Investors (London)	13,666,695	2.55
12	Chelverton Asset Mgt (Bath)	13,500,000	2.52
13	Brooks Macdonald Asset Mgt (London)	11,776,648	2.20
14	Janus Henderson Investors (London)	10,836,767	2.02
15	Hargreaves Lansdown Asset Mgt (Bristol)	10,503,577	1.96
16	River & Mercantile Asset Mgt (London)	10,500,000	1.96
17	Brown Shipley (London)	9,865,326	1.84
18	Interactive Investor (Glasgow)	7,977,541	1.49
19	Gresham House (London)	6,780,520	1.27
20	Coutts & Co (London)	6,377,451	1.19
		379,963,776	70.89

Our Business

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



**Dan
Thomas**

Chief Corporate
Development Officer

Joined 2006



**Chris
Chrysanthou**

General Counsel

Joined 2017

Our Business

Alliance Pharma plc – Board of Directors



David Cook
Independent Non-executive Chairman

Board member since 2014
Chairman since April 2018

Committee memberships

- Audit & Risk Committee
- Remuneration Committee
- Nomination Committee

Areas of expertise

- Finance
- Pharma / Life Sciences
- International
- Growth
- Financial Markets
- Strategic M&A



Peter Butterfield
Chief Executive Officer

Board member since 2010
CEO since May 2018

- Pharma / Life Sciences
- International
- Sales & Marketing
- Growth
- Financial Markets
- Strategic M&A



Andrew Franklin
Chief Financial Officer

Board member since 2015

- Finance
- Pharma / Life Sciences
- International
- Financial Markets
- Strategic M&A



Jo LeCouilliard
Independent Non-executive Director

Board member since January 2019

- Audit & Risk Committee
- Remuneration Committee
- Nomination Committee

- Finance
- Pharma / Life Sciences
- International
- Sales & Marketing
- Growth
- Strategic M&A



Richard Jones
Independent Non-executive Director

Board member since January 2019

- Audit & Risk Committee
- Nomination Committee

- Finance
- International
- Growth
- Financial Markets
- Strategic M&A



Kristof Nierynck
Independent Non-executive Director

Board member with effect from 1 December 2021

- Consumer Healthcare
- International
- Sales & Marketing
- Digital & E-commerce
- Product Innovation
- Growth