October 29, 2020

Third Quarter 2020 Earnings Call

Monika living with gMG

Q3 EARNINGS CALL AGENDA

INTRODUCTION	Chris Stevo, Head of Investor Relations
CEO OPENING REMARKS	Ludwig Hantson, Ph.D., Chief Executive Officer
FINANCIAL UPDATE & OUTLOOK	Aradhana Sarin, M.D., Chief Financial Officer
R&D HIGHLIGHTS	John Orloff, M.D., Global Head of R&D
COMMERCIAL HIGHLIGHTS	Brian Goff, Chief Commercial & Global Operations Officer
CEO CLOSING	Ludwig Hantson, Ph.D., Chief Executive Officer
Q&A	All Participants

FORWARD LOOKING STATEMENTS

This presentation contains forward-looking statements, including statements related to: anticipated financial results (including short-term guidance and long-range financial guidance), increases to the revenue guidance for 2020, revenue and non-GAAP operating margin by 2025, our cumulative average growth rate through 2025, and peak revenue from our current pipeline beyond 2025 (and all of the assumptions, judgments and estimates related to such anticipated future results); expectation of multiple pivotal clinical results over the next 12 months; ambition to quadruple the number of neurology patients in the US by 2025; ambition for 10 product launches by 2023; ambition for 5 INDs by 2025; anticipated future product launches (and the timing of those launches); ambition for conversion of patients from SOLIRIS to ULTOMIRIS; the Company's capital allocation strategy and plans concerning the repurchase of Alexion shares; the anticipated amount and timing of future share repurchases by the Company; plans to make regulatory filings for approval of certain products and product candidates, the expected timing of such filings as well as the expected timing of the receipt of certain regulatory approvals to market a product; the ability of our pipeline and existing products to provide long-term sustainable growth for shareholders; Company's plans for future clinical trials and studies, the timing for the commencement and conclusion of future clinical trials and the expected timing of the receipt of results of clinical trials and studies; the anticipated number of patients that may be treated with the Company's products; the Company's strategy for long-term value creation (including the following: establishing ULTOMIRIS as the new standard of care in PNH, aHUS and Neurology, plans to launch our next generation C5 formulations, plans to expand our presence in Neurology, focus ULTOMIRIS expansion on direct to phase 3 rapid proof of concept, grow acute care presence with ANDEXXA and execute novel asset development to expand our rare disease focus); plans to further diversify our assets and establish novel platforms and the benefits of those plans; plans to establish 7 blockbuster franchises and the targeted indications in each franchise; potential peak sales of our pipeline assets; ability of identified key growth drivers for 2020-2025 to increase our business; the upcoming catalysts for our pipeline; plans for additional formulations of ULTOMIRIS (high concentration and subcutaneous) and the timing for regulatory submissions and approval and potential benefits of such formulations; potential launches of ULTOMIRIS for additional indications and in additional countries, including for ALS; anticipated clinical trials for our pipeline including the start and end times for such trials; the anticipated events that support the three pillars of Alexion's value creation strategy, including regulatory approval for ULTOMIRIS high concentration and subcutaneous formulations and the initiation of certain clinical trials; Alexion's ambitions for its portfolio of assets; the anticipated pricing of ULTOMIRIS in PNH and aHUS; the affected patient populations in the indications we are pursuing; and the estimated addressable patient populations for our current and pipeline products. Forward-looking statements are subject to factors that may cause Alexion's results and plans to differ materially from those forward-looking statements, including for example: our dependence on sales from our C5 products (SOLIRIS and ULTOMIRIS); delays (expected or unexpected) in the time it takes regulatory agencies to review and make determinations on applications for the marketing approval of our products; Alexion's inability to timely submit (or failure to submit) future applications for regulatory approval for our products and product candidates; payer, physician and patient acceptance of ULTOMIRIS as an alternative to SOLIRIS; appropriate pricing for ULTOMIRIS; future competition from biosimilars and novel products; inability to timely initiate (or failure to initiate) and complete future clinical trials due to safety issues, IRB decisions, CMC-related issues, expense or unfavorable results from earlier trials (among other reasons); the number of patients that will use our products and product candidates in the future; decisions of regulatory authorities regarding the adequacy of our research, marketing approval or material limitations on the marketing of our products; delays or failure of product candidates to obtain regulatory approval; delays or the inability to launch product candidates due to regulatory restrictions, anticipated expense or other matters; interruptions or failures in the manufacture and supply of our products and our product candidates; failure to satisfactorily address matters raised by the FDA and other regulatory agencies; results in early stage clinical trials may not be indicative of full results or results from later stage or larger clinical trials (or broader patient populations) and do not ensure regulatory approval; the possibility that results of clinical trials are not predictive of safety and efficacy and potency of our products (or we fail to adequately operate or manage our clinical trials) which could cause us to halt trials, delay or prevent us from making regulatory approval filings or result in denial of regulatory approval of our product candidates; unexpected delays in clinical trials; unexpected concerns that may arise from additional data or analysis obtained during clinical trials; future product improvements may not be realized due to expense or feasibility or other factors; uncertainty of long-term success in developing, licensing or acquiring other product candidates or additional indications for existing products; inability to complete acquisitions due to failure of regulatory approval or material changes in target or otherwise; inability to complete acquisitions and investments due to increased competition for technology; the possibility that current rates of adoption of our products are not sustained (or anticipated adoption rates are not realized); internal development efforts do not result in commercialization of additional products; the adequacy of our pharmacovigilance and drug safety reporting processes; failure to protect and enforce our data, intellectual property and proprietary rights and the risks and uncertainties relating to intellectual property claims, lawsuits and challenges against us (including intellectual property lawsuits relating to products brought by third parties against Alexion); the risk that third party payors (including governmental agencies) will not reimburse or continue to reimburse for the use of our products at acceptable rates or at all; failure to realize the benefits and potential of investments, collaborations, licenses and acquisitions; failure by regulatory authorities to approve transactions; the possibility that expected tax benefits will not be realized or that tax liabilities exceed current expectations; assessment of impact of recent accounting pronouncements; potential declines in sovereign credit ratings or sovereign defaults in countries where we sell our products; delay of collection or reduction in reimbursement due to adverse economic conditions or changes in government and private insurer regulations and approaches to reimbursement; uncertainties surrounding legal proceedings, company investigations and government investigations; the risk that estimates regarding the number of patients with PNH, aHUS, gMG, NMOSD, HPP and LAL-D and other future indications we are pursuing are inaccurate; the risks of changing foreign exchange rates; risks relating to the potential effects of the Company's restructuring; risks related to the acquisition of companies and co-development and collaboration efforts; and a variety of other risks set forth from time to time in Alexion's filings with the SEC, including but not limited to the risks discussed in Alexion's Quarterly Report on Form 10-Q for the period ended June 30, 2020 and in our other filings with the SEC. Alexion disclaims any obligation to update any of these forward-looking statements to reflect events or circumstances after the date hereof, except when a duty arises under law.

In addition to financial information prepared in accordance with GAAP, this press release also contains non-GAAP financial measures that Alexion believes, when considered together with the GAAP information, provide investors and management with supplemental information relating to performance, trends and prospects that promote a more complete understanding of our operating results and financial position during different periods. Alexion also uses these non-GAAP financial measures to establish budgets, set operational goals and to evaluate the performance of the business. The non-GAAP results, determined in accordance with our internal policies, exclude the impact of the following GAAP items (see reconciliation tables below for additional information): share-based compensation expense, fair value adjustment of inventory acquired, amortization of purchased intangible assets, changes in fair value of contingent consideration, restructuring and related expenses, upfront payments related to licenses and other strategic agreements, acquired in-process research and development, impairment of purchased intangible assets, gains and losses related to strategic equity investments, litigation charges, gain or loss on sale of a business or asset, gain or loss related to purchase options, contingent milestone payments associated with acquisitions of legal entities accounted for as asset acquisitions, acquisition related costs and certain adjustments to income tax expense. These non-GAAP financial measures are not intended to be considered in isolation or as a substitute for, or superior to, the financial measures prepared and presented in accordance with GAAP and should be reviewed in conjunction with the relevant GAAP financial measures. Please refer to the attached Reconciliations of GAAP to non-GAAP Financial Results and GAAP to non-GAAP 2020 Financial Guidance for explanations of the amounts adjusted to arrive at non-GAAP net income and non-GAAP earnings per share amounts for the three and nine month periods ended September 30, 2020 and 2019 and projected twelve months ending December 31, 2020. Amounts may not foot due to rounding.

CEO Opening Remarks

Ludwig Hantson, Ph.D.
Chief Executive Officer

COMMITTED TO OUR MISSION


Sumaira living with NMOSD


Albie living with LAL-D


Jesse living with gMG


Bunny living with PNH


Aira living with HPP


Justice living with aHUS

Our Mission:

Transform the lives of people affected by rare diseases and devastating conditions by continuously innovating and creating meaningful value in all we do

3RD QUARTER 2020 KEY HIGHLIGHTS

Strong Financial Performance

Q3 Revenues

$1.59B

+26% YoY

Increasing Full Year Revenue Guidance

$5.90 to $5.95B

+19% YoY

Returning Capital To Shareholders

4.3M Shares Repurchased YTD for >$430M

Resilient Commercial Execution

Achieved Best In Class PNH Conversion

>70% ULTOMIRIS conversion in US, DE, JP in less than two years of launch ***achieved***

aHUS Conversion On Track

>70% ULTOMIRIS conversion ambition in US, DE, JP within two years of launch

ANDEXXA/ONDEXXYA Advancement[1]

Meaningful progress driving depth & increasing access first quarter in house

Advancing Our Pipeline

Regulatory Approvals

ULTOMIRIS aHUS
Japan Approval

ULTOMIRIS 100mg/ml
US Approval
Positive CHMP Opinion

Pipeline Advancement

CAEL-101
Phase 3 Program Initiated

ULTOMIRIS gMG
>90% Enrollment Complete

[1]ANDEXXA in US and ONDEXXYA in Europe; will be here after referred to as ANDEXXA for purposes of Investor Materials

EXECUTING AGAINST OUR VALUE CREATION STRATEGY

LEAD AND *EXPAND* IN COMPLEMENT

DIVERSIFY INTO NEW GROWTH AREAS

LEAD

- Establish ULTOMIRIS as the new standard of care
  - PNH
  - aHUS
  - Neurology in 2022/2023
- Develop and launch next-generation innovative C5 formulations

EXPAND

- Expand presence in Neurology
- Focus new ULTOMIRIS expansion opportunities on direct-to-Phase 3, rapid Proof of Concept

DIVERSIFY

- Execute novel asset development to expand rare disease focus
- Grow acute care presence with ANDEXXA

Secure and grow our base business ***Drive new growth opportunities outside C5***

INVESTOR DAY 2020 KEY TAKEAWAYS

- Sustainable growth in portfolio **targeting $9-10B in revenue in 2025**[1] (current consensus estimate ~$7.5B[2]) while maintaining >50% non-GAAP operating margins
- **Current pipeline expected to contribute >$10B in peak sales potential beyond 2025**
- Differentiated as a **biotech focused in rare disease** with resourcing capacity to reinvest in our pipeline and commercial capabilities; ambition for >5 INDs by 2025
- Robust pipeline with **terminal complement, Factor D and anti-FcRn Platforms** and **novel rare disease assets** contributing to 7 potential blockbuster franchises; multiple pivotal results in next 12+ months

[1] 2025 $9-10B target is at constant currencies (9/30/20 levels); [2] Consensus estimate as of Alexion Investor Day on October 6, 2020
Investor Day 2020 Materials & Webcast Replay Available on Alexion's Investor Relations Webpage

Financial Update

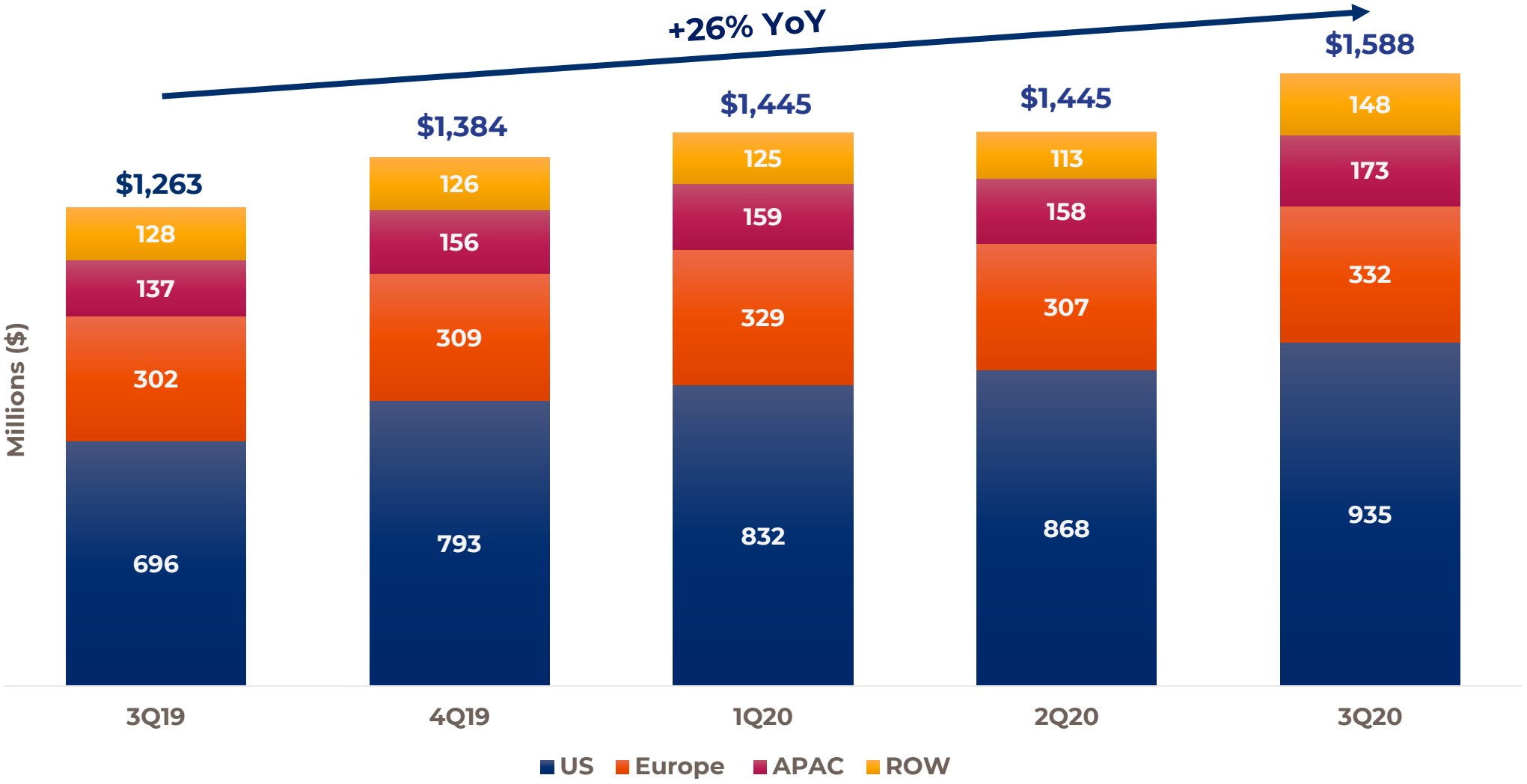
Aradhana Sarin, M.D.
Chief Financial Officer

THIRD QUARTER 2020 KEY PERFORMANCE METRICS

Total Revenues	**$1.589B**	↑ **+26%**	**vs 3Q19**	▪ C5 (SOLIRIS + ULTOMIRIS) sales grew 23% YoY driven by growth in Neurology & continued strength in the PNH and atypical HUS businesses ▪ Metabolic sales grew 19% YoY driven by increase in volume ▪ ANDEXXA sales contributed $39M in 3Q20[2]
GAAP[1] Operating Margin	**43%**	↑ **+115 bps**	**vs 3Q19**	▪ GAAP operating margin driven by topline growth; partially offset by restructuring and acquisition related costs
Non-GAAP[1] Operating Margin	**56%**	↓ **-147 bps**	**vs 3Q19**	▪ Non-GAAP operating margin strength continued in 3Q20; decrease driven by anticipated Portola dilution
GAAP[1] EPS	**$2.62**	↑ **+26%**	**vs 3Q19**	▪ GAAP and Non-GAAP EPS primarily driven by topline strength YoY and reduction in share count YoY
Non-GAAP[1] EPS	**$3.24**	↑ **+16%**	**vs 3Q19**	

[1]A reconciliation of GAAP to non-GAAP financial results is provided in the appendix and is available at www.alexion.com.
[2]ANDEXXA refers to both ANDEXXA and ONDEXXYA revenues in the US and EU
Provided October 29, 2020, as part of an oral presentation and is qualified by such, contains forward-looking statements, actual results may vary materially; Alexion disclaims any duty to update.

NET PRODUCT SALES BY GEOGRAPHY[1]



[1] Net Product Revenues only, excluding other revenues

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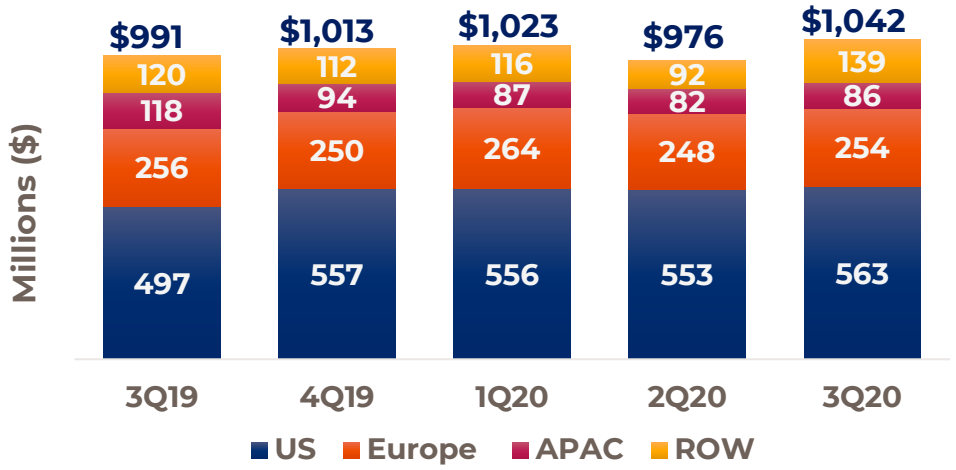
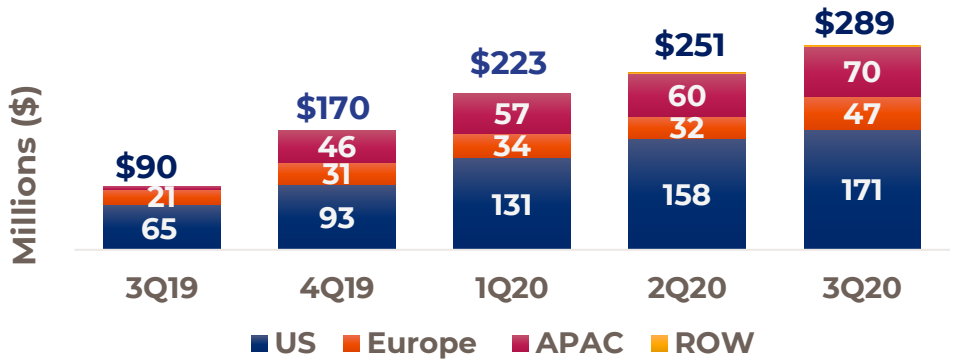
SOLIRIS® AND ULTOMIRIS® NET PRODUCT SALES

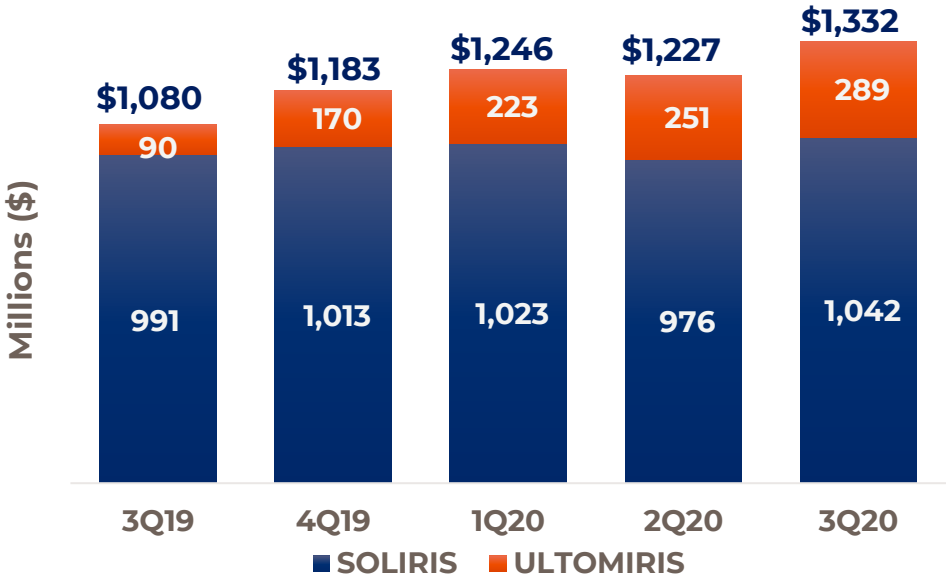
SOLIRIS Net Product Sales



ULTOMIRIS Net Product Sales



Total C5 Franchise Net Product Sales

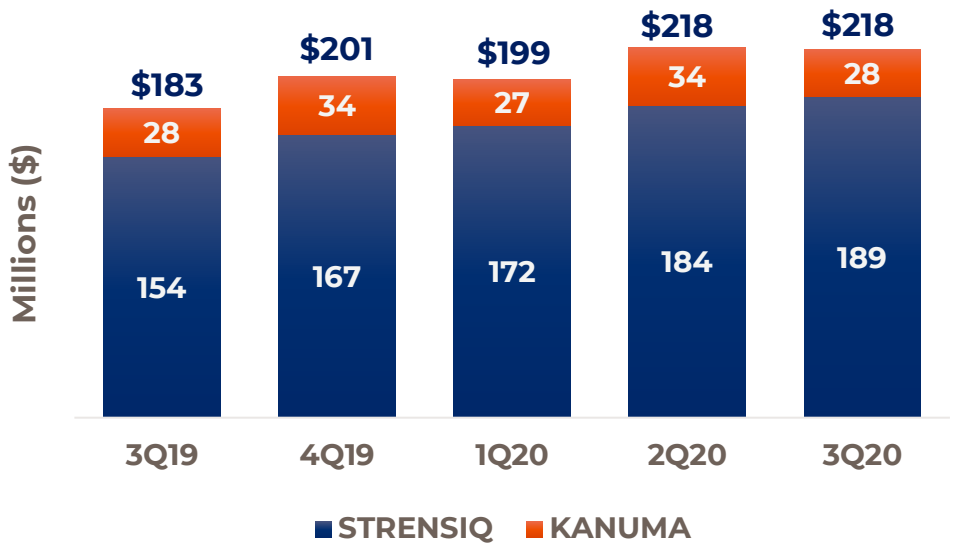


SOLIRIS: YoY revenue growth driven by Neurology, offset by ULTOMIRIS conversion in PNH and atypical HUS; QoQ and YoY revenue positively impacted by timing of ROW tender market orders

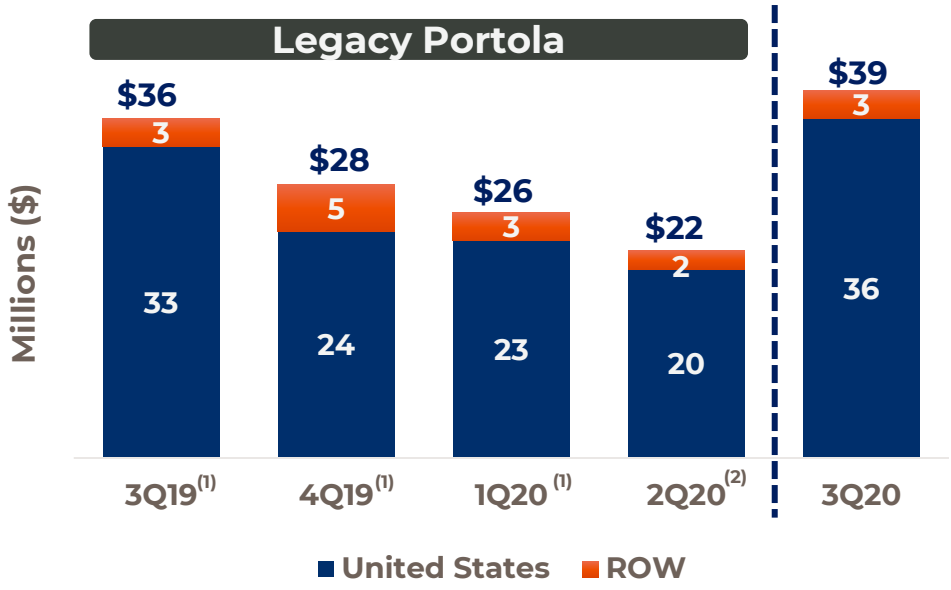
ULTOMIRIS: Continued strength driven by conversion from SOLIRIS in PNH and atypical HUS; **>70% PNH conversion ambition in three largest markets achieved**

METABOLIC & ANDEXXA NET PRODUCT SALES

Metabolic Net Product Sales



ANDEXXA Net Product Sales



Metabolics:

- +19% YoY revenue growth; driven by volume

ANDEXXA:

- Performance in the quarter driven by return of hospital demand and some additional benefit from normalization of stocking activities

(1) Net product revenues as previously reported by Portola

(2) Net product revenues recognized by Portola in 2Q20 have not been adjusted for consistency with Alexion accounting policies and are not included in Alexion's 2Q 2020 quarterly results. Alexion has relied upon the amounts as publicly reported by Portola for all periods prior to the acquisition and, with respect to the second quarter of 2020 upon information that was made available to Alexion in the accounting records of Portola.

3Q 2020 FINANCIAL PERFORMANCE – YoY COMPARISON

	3Q '20		3Q '19		
$ Millions, Except EPS	**GAAP [1]**	**Non-GAAP [1]**	**GAAP [1]**	**Non-GAAP [1]**	**Δ Non-GAAP [1]**
Total Revenue	$1,589	$1,589	$1,263	$1,263	+23%
SOLIRIS® Revenue	$1,042	$1,042	$991	$991	+5%
ULTOMIRIS® Revenue	$289	$289	$90	$90	+222%
STRENSIQ® Revenue	$189	$189	$154	$154	+23%
KANUMA® Revenue	$28	$28	$28	$28	-
ANDEXXA® Revenue	$39	$39	-	-	-
COGS *% of Total Revenue*	$145 9%	$130 8%	$95 8%	$92 7%	+90 bps
R&D *% of Total Revenue*	$286 18%	$269 17%	$233 18%	$186 15%	+222 bps
SG&A *% of Total Revenue*	$334 21%	$301 19%	$299 24%	$260 21%	-165 bps
Operating Income	$685	$888	$530	$725	+22%
Operating Margin	43%	56%	42%	57%	-147 bps
Effective Tax Rate	13%	16%	13%	11%	+418 bps
Earnings (Loss) Per Share	$2.62	$3.24	$2.08	$2.79	+16%

$ Millions	3Q YTD 2020	3Q YTD 2019	Δ
Free Cash Flows [2]	$2,133	$1,443	+48%

[1] A reconciliation of GAAP to non-GAAP financial results is provided in the appendix and is available at www.alexion.com.
[2] Free Cash Flow (FCF) defined as cash flow from operations less purchases of property, plant and equipment
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UPDATING FY20 OUTLOOK TO REFLECT THE STRENGTH OF THE BUSINESS

$ Millions, Except EPS	Previous Guidance	Updated Guidance[1]	YoY Growth
Total Revenue	$5,550 to $5,600	$5,900 to $5,950	19%
SOLIRIS®/ULTOMIRIS®	$4,725 to $4,755	$5,000 to $5,035	17%
Metabolic	$785 to $800	$835 to $845	19%
ANDEXXA®	$40 to $45	$65 to $70	N/A
R&D *(% of Total Revenue)*[2]			
GAAP	18.1% to 19.2%	17.2% to 18.3%	-
Non-GAAP	16.5% to 17.5%	16.0% to 17.0%	+206 bps
SG&A *(% of Total Revenue)*[2]			
GAAP	24.5% to 25.7%	22.6% to 23.8%	-207 bps
Non-GAAP	21.0% to 22.0%	19.5% to 20.5%	-204 bps
Operating Margin[2]			
GAAP	3.8% to 5.4%	7.2% to 8.8%	NM*
Non-GAAP	53.0% to 54.0%	54.5% to 55.5%	-90 bps
Earnings Per Share[2]			
GAAP	$0.96 to $1.30	$1.78 to $2.13	-82%
Non-GAAP	$10.65 to $10.95	$11.70 to $12.00	13%

Adjusted 2020 Guidance – Key Assumptions

Increased Revenue Guidance Reflects Business Strength & Durability

- Revenue guidance raised by $350M vs. prior guidance
- Strong compliance rates continue across indications
- Continued strong ULTOMIRIS conversion, particularly in aHUS (recall we expect revenue impact due to lower average annual treatment cost)
- Increased demand for ANDEXXA in the 2H20

Continuing Factors to Monitor

- New patient initiation queue build is slower compared to pre-pandemic levels
- Payer mix & institutional budget impact not yet seen; continuing to monitor
- 4Q guidance reflects ~$70M less of forecasted tender and certain international market revenue vs. 3Q

Continued Best-In-Class Margins Driven By Top Line Strength

- Strong, best-in-class margins maintained despite COVID & Portola integration
- Disciplined OPEX management continues

[1] Alexion's financial guidance is based on current foreign exchange rates net of hedging activities and does not include the effect of acquisitions, license and other strategic agreements, intangible asset impairments, litigation charges, changes in fair value of contingent consideration, gains or losses related to strategic equity investments or restructuring and related activity outside the previously announced activities that may occur after the issuance of this presentation.
[2] A reconciliation of GAAP to non-GAAP financial guidance is provided in the appendix and is available at www.alexion.com.
*Percentage not meaningful

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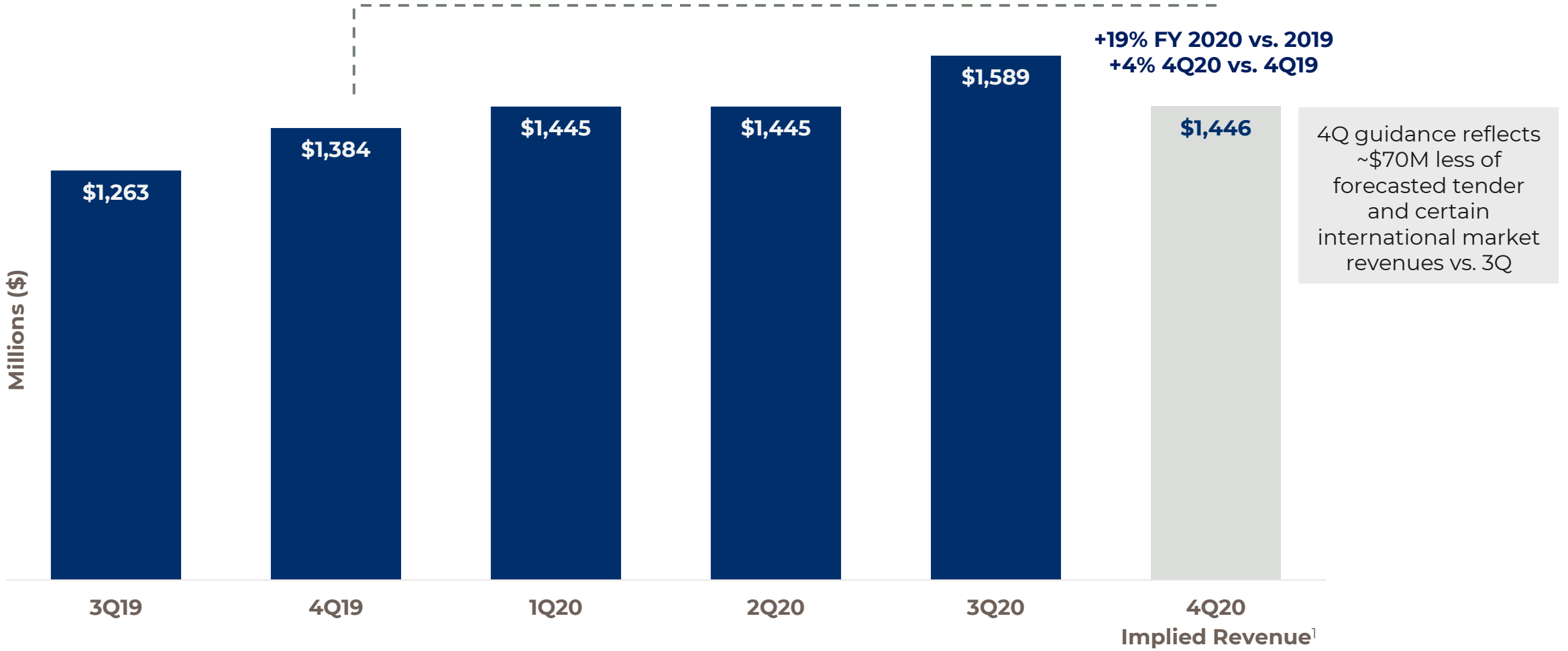
STRONG YEAR ON YEAR DOUBLE DIGIT GROWTH

Total Revenues

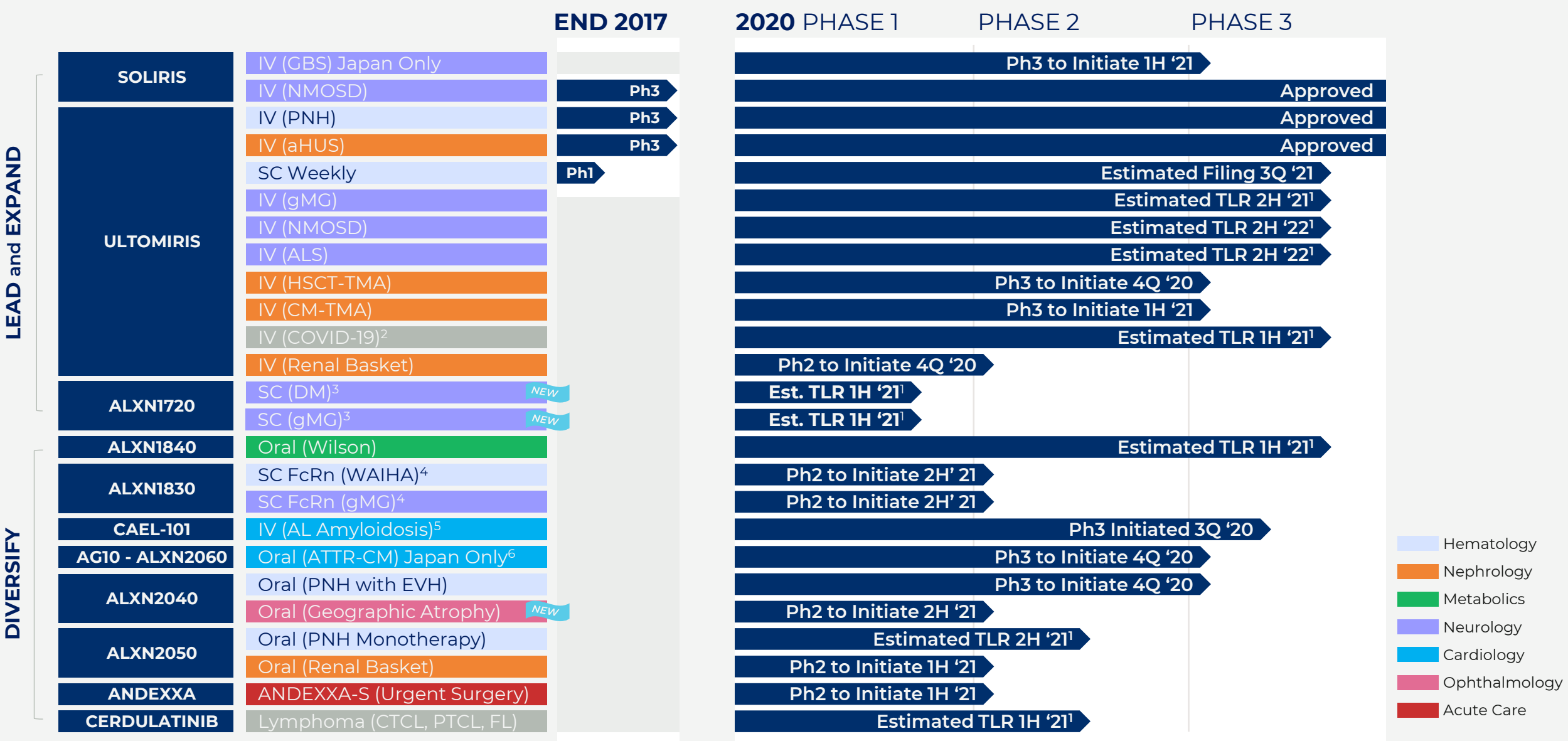


(1) Implied 4Q global revenue based on mid point of guidance ($5,900-$5,950) issued 10/29/20

R&D Highlights

John Orloff, M.D.
Head of R&D

VALUE-CREATING PIPELINE CONTINUES TO EXPAND

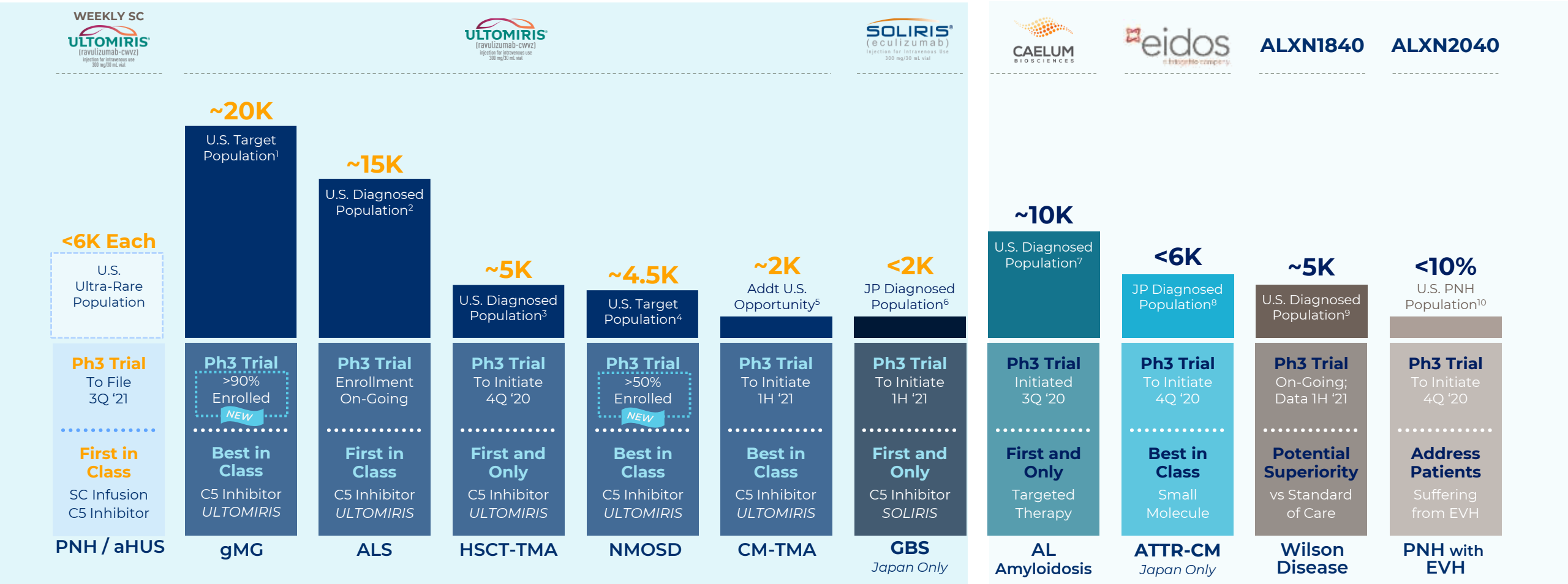


[1]TLR: Topline readout; [2]Adults with COVID-19 who are hospitalized with severe pneumonia or acute respiratory distress syndrome (ARDS); [3]1720 currently in HV Ph1 with topline readout estimated 1H '21 and subsequent DM and gMG trials to begin after that; [4]1830 Ph1 HV program to reinitiate for SC formulation with WAIHA and gMG Ph2 programs to follow in 2021; [5]Structured as option to acquire Caelum; [6]Exclusive license to develop & commercialize in Japan

ON TRACK TO 10 LAUNCHES BY 2023

LEAD AND *EXPAND* IN COMPLEMENT

DIVERSIFY INTO NEW GROWTH AREAS



1. Commercial estimate 2. Prevalence of ALS-United States, 2015 MMWR Morb Mortal Wkly Rep. 2018 Nov 23; 67(46): 1285-1289 3. Jodele S, Davies SM, Lane A, et al. Diagnostic and risk criteria for HSCT-associated thrombotic microangiopathy: a study in children and young adults. Blood. 2014;124(4):645–653. 4. Aligned with our Phase 3 PREVENT criteria 5.Alexion estimated market opportunity incremental to existing aHUS market 6. Saito T, Arimura K, No M. Result report of the National Epidemiology Survey secondary questionnaire survey on Guillain-Barré syndrome, Ministry of Health, Labour and Welfare specific disease, Immunologic neurological disease investigation sub-group Year 2000 Research Report, 2000;83-84. 7. Quock, T. P., et al. Epidemiology of AL amyloidosis: a real-world study using US claims data. *Blood Adv.* 2018; 2(10):1046-1053 8. Eidos Therapeutics 9. Poujois, A., et al. Characteristics and prevalence of Wilson's disease: A 2013 observational population-based study in France. Clin Res Hepatol Gastroenterol. 2018 Feb;42(1):57-6 10. Risitano AM, et al. *Blood.*2009;113(17):4094-4100

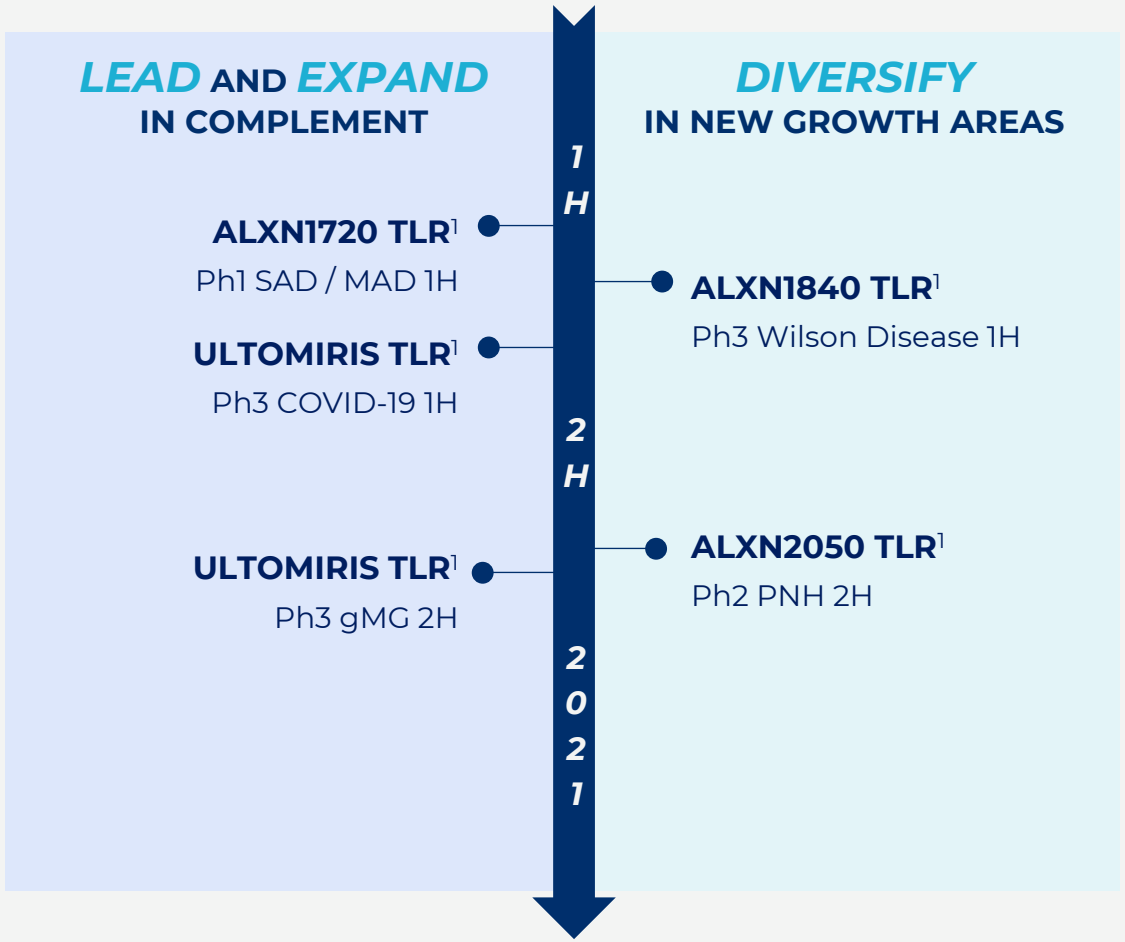
KEY PROGRESS & UPCOMING MILESTONES

Strong Progress Thus Far in 2020

- ✓ ULTOMIRIS **ALS** Ph3 Trial Initiation
- ✓ ULTOMIRIS **PNH Subcutaneous** Ph3 Topline Data (PK)
- ✓ ULTOMIRIS **aHUS** EU Approval
- ✓ CAEL-101 **AL Amyloidosis** Ph3 Trial Initiation
- ✓ ULTOMIRIS **aHUS** Japan Approval
- ✓ ULTOMIRIS **100mg/ml Formulation** US Approval

- ○ ULTOMIRIS **HSCT-TMA** Ph3 to Initiate
- ○ ULTOMIRIS **gMG** Ph3 Completion of Enrollment
- ○ ULTOMIRIS **Renal Basket** Ph2 to Initiate
- ○ ANDEXXA **Label Expansion** US sBLA (edoxaban / enoxaparin)
- ○ ALXN2060[2] **ATTR-CM** Ph3 (Japan only) to Initiate
- ○ ALXN2040 **PNH with EVH** Ph3 to Initiate
- ○ ALXN1820 and ALXN1850 **INDs** to be Filed

Robust Pipeline Driving 2021 Catalysts



[1]TLR: Topline Readout; [2]ALXN2060: AG10

Commercial Highlights

Brian Goff
Chief Commercial & Global Operations Officer

ULTOMIRIS IN PNH IS THE NEW STANDARD FOR BEST-IN-CLASS CONVERSION

ULTOMIRIS Global Launch Continues

PNH Market Leader

Achieved >70% ULTOMIRIS Conversion Across Top Three Markets

~2/3 of Global Revenues

aHUS Conversion Progressing

On Track to >70%[1]

Approved Sept 2020

Continuing to Innovate for Patients

ULTOMIRIS 100mg/mL High Concentration

Reduces Average Annual Infusion Time by ~60%

Approved Oct 2020

Positive CHMP Sept 2020

ULTOMIRIS Once Weekly SC Formulation

Rapid, Patient Friendly Device with Potential to be First SC Option for Both PNH & aHUS

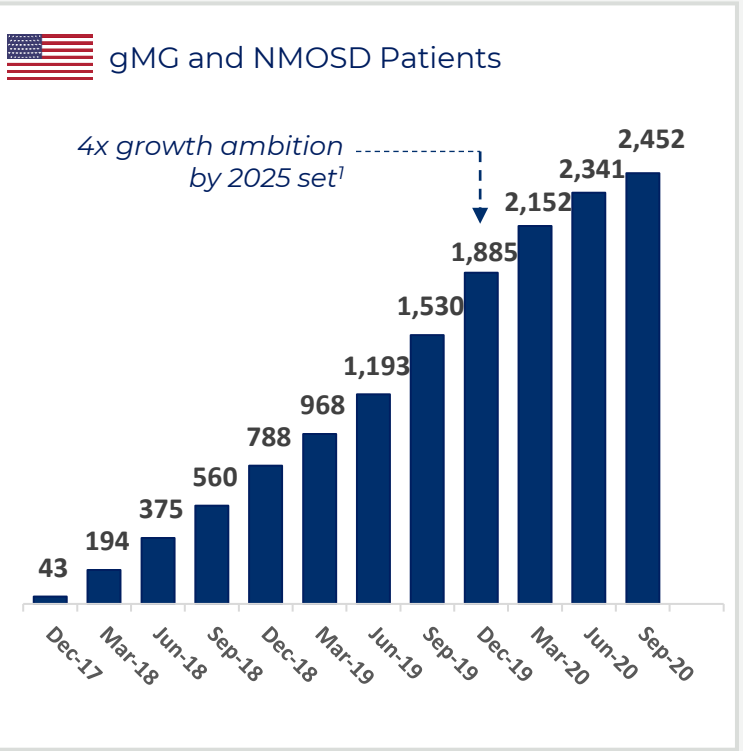
On Track for 3Q 2021 Filing

ULTOMIRIS Value Proposition And Conversion Progress Supports A Sustainable C5 Franchise

[1]aHUS ambition of 70% of total patients on ULTOMIRIS within 2 years of launch

NEUROLOGY GROWTH CONTINUES

US Neurology Growth Continues Amidst COVID-19



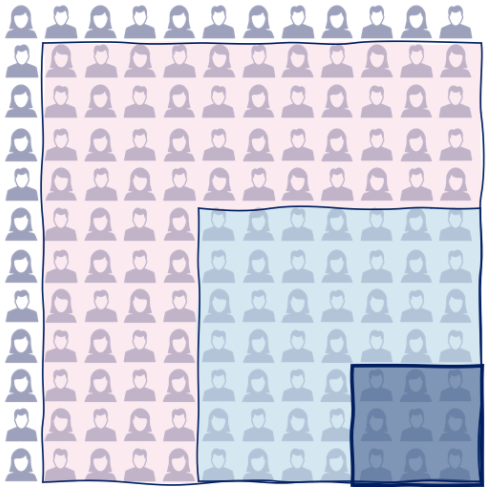
Sustainable Growth Profile Despite COVID-19 Headwinds

- Balanced growth in gMG and NMOSD
- 3Q slowing due to COVID impact and more limited promotional access
- Making continued progress to enhance growth trajectory of both indications
  - Virtual effectiveness
  - AI-guided HCP targeting efficiency
  - Trusted and consistent patient support
  - Continued focus on depth vs. breadth

Remain Committed to Long-Term Growth Ambition

Opportunity to Expand Addressable Population in gMG

60-80K Total US gMG Patients



ALXN1720	ULTOMIRIS (ravulizumab-cwvz)	SOLIRIS (eculizumab)
Majority of gMG Patients Addressable	*20K Patients*	*6-8K Patients*

Estimated ULTOMIRIS launch in gMG 2H 2022

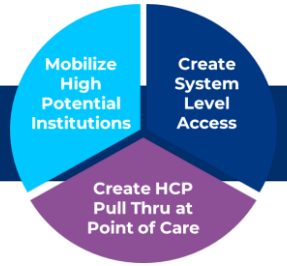
Confident in Neurology Growth Trajectory Through 2025

[1]Ambition Baseline - 12/31/19 1,885 patients

MEANINGFUL PROGRESS WITH ANDEXXA

Key Progress in 3Q

- Integration efforts kicked off after deal close in July
- Acceleration of demand to pre-COVID levels in the US
- NICE reimbursement achieved in UK for GI related bleeds
- Expanded cross-functional teams deployed against target accounts



Executing Against Re-Powered Launch Strategy

Integration and Re-Allocation of Commercial Efforts

Shift field teams to focus towards access and champion mobilization

In Progress

Expand Geographic Reach and Label of ANDEXXA

Seek reimbursement in new markets and pursue development for broader label
(edoxaban/enoxaparin & urgent surgery)

Initiated

Focus On Optimizing New and Existing Top Tier Accounts

Access Criteria

- Formulary
- Bleeding Protocol
- EMR Buildout[1]
- DUR Conducted2

Initiated

Awareness / Advocacy

- Clinical Champions
- NTAP Pull-Through
- Clinical & Economic Value Education

Initiated

Demand Generation

- Network Center Adoption & Utilization
- Affiliated Center "Treat & Transfer"

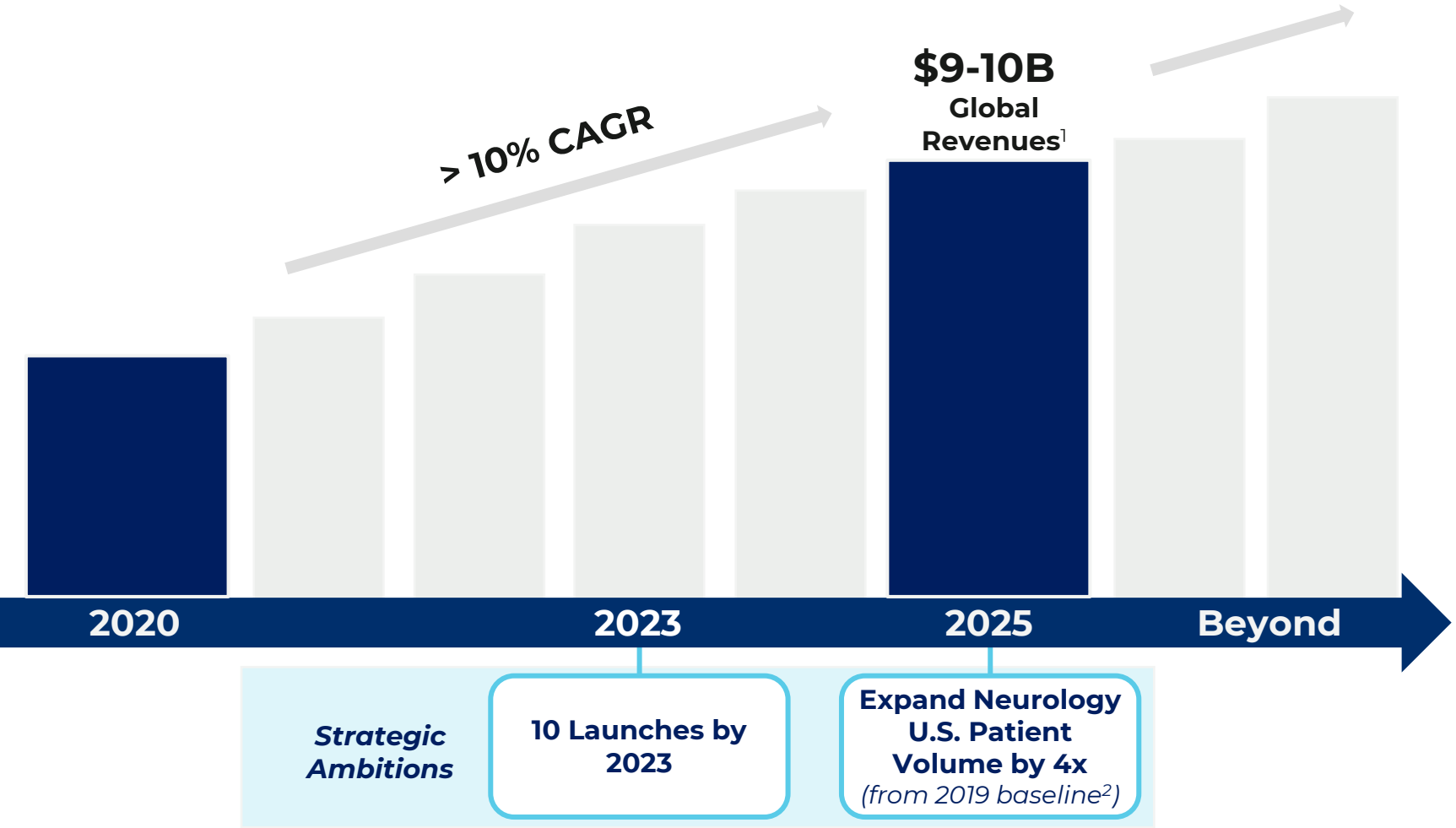
On Going

[1]EMR: Electronic Medical Record; [2]DUR: Drug Use Review

Closing Remarks

Ludwig Hantson, Ph.D.
Chief Executive Officer

DRIVING SHAREHOLDER VALUE



Key Growth Drivers from 2020 to 2025 to Achieve $9-10B in Global Revenues

- Organic SOLIRIS/ULTOMIRIS C5 Neurology portfolio growth
- Metabolic (STRENSIQ, KANUMA) volume growth
- ANDEXXA utilization expansion

Operational Execution and Capital Allocation

- Initial revenue contribution from 10 anticipated launches by 2023
- Maintain >50% non-GAAP operating margins
- Dedicate at least 1/3 of FCF toward share repurchases[4]

Beyond 2025

- Robust pipeline maximizing existing assets with >$10B+ in peak sales potential
- Continued financial execution and strong FCF generation allows for reinvestment

SHARE BUYBACK PROGRAM (~10% REDUCTION IN O/S) WITHOUT INCREASING LEVERAGE (~1.0X)[4]

[1]2025 $9-10B target is at constant currencies (9/30/20 levels); [2]Ambition Baseline - 12/31/19 1,885 patients; [3]Free Cash Flow (FCF) defined as cash flow from operations less purchases of property, plant and equipment; FCF conversion defined as FCF divided by net income; [4]Relative to 12/31/19 share count, excluding impact of new issuances

Q&A

Jesse living with gMG

Appendix

Significant Progress Since 2017 Allows an Updated and More Flexible Approach

- Alexion constantly evaluates our capital allocation approach
- R&D portfolio has grown substantially since 2017
  - 20 total programs
  - confidence in potential of 10 launches by 2023 enabling capital return
- Free cash flow generation has improved over the last three years, with high FCF conversion[1]
- Allows Alexion to be more flexible on capital allocation strategy

Funding Expanding R&D Portfolio

↓

Capital Allocation Priorities

↓

Share Repurchase ⟷ **Balance Sheet (Reduce Net Debt)** ⟷ **Disciplined BD**

Committing to **$500 – $550M of repurchases** in 2020; increasing to **at least 1/3 of FCF** on average annually from 2021 - 2023

No near-term plan to pay a dividend given life-cycle

Near-term focus on successful Portola integration

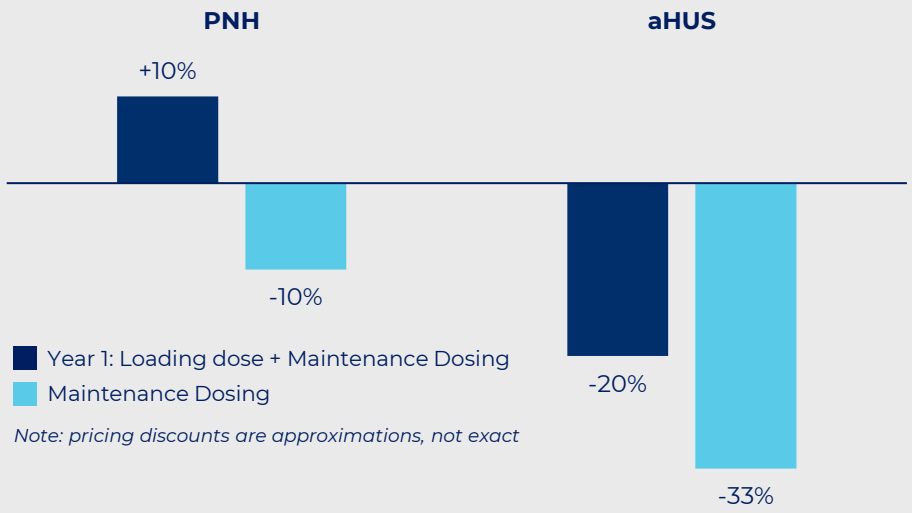
Remain **open to future BD** that meet criteria for value creation and strategic fit

[1]Free Cash Flow (FCF) defined as cash flow from operations less purchases of property, plant and equipment; FCF conversion defined as FCF divided by net income

ULTOMIRIS CONVERSION: TWO KEY CONSIDERATIONS

Conversion Loading Dose Dynamic

ULTOMIRIS vs. SOLIRIS U.S. Annual Cost Per Patient



- SOLIRIS indication-specific dosing: aHUS, gMG, NMOSD labeled dose higher than PNH
  - *Drives indication-specific pricing differences when comparing SOLIRIS vs. ULTOMIRIS pricing*
- ULTOMIRIS weight-based dosing

Quarter-on-quarter (QoQ) Variability

Infusion Timing Drives QoQ Variability

Patient Sample 1: Loading dose + 2 Maintenance Infusions

Patient Sample 2: Loading dose + 1 Maintenance Infusion

- ULTOMIRIS every 8 week infusion schedule drives variability in quarterly patient treatment costs
- Expect quarterly variability to be negligible on year-over-year (YoY) revenue comparisons

LATE STAGE PIPELINE TIMELINES

Identifier	MOA	ROA	Indication	Phase	Study Start	Study End
SOLIRIS	Anti-C5	Q2W IV	Guillain Barre Syndrome	Ph3	Initiating 1H '21	Not yet disclosed
ULTOMIRIS (ravulizumab)	Anti-C5	Q1W SC	Paroxysmal Nocturnal Hemoglobinuria (PNH) Atypical Hemolytic Uremic Syndrome (aHUS)	Ph3	Initiated 1Q '19	TLR 2Q '20 Filing 3Q '21
		Q8W IV	Generalized Myasthenia Gravis (gMG)	Ph3	Initiated 1Q '19	TLR 2H '21
			Neuromyelitis Optica Spectrum Disorder (NMOSD)	Ph3	Initiated 4Q '19	TLR 2H '22
			Amyotrophic Lateral Sclerosis (ALS)	Ph3	Initiated 1Q '20	TLR 2H '22
			Hematopoetic Stem Cell Transplant Thrombotic Microangiopathy (HSCT-TMA)	Ph3	Initiating 4Q '20	Not yet disclosed
			Complement Mediated Thrombotic Microangiopathy (CM-TMA)	Ph3	Initiating 1H '21	Not yet disclosed
			Adults with COVID-19 who are hospitalized with severe pneumonia or ARDS	Ph3	Initiated 2Q '20	TLR 1H '21
			Renal Basket Study	Ph2	Initiating 4Q '20	Not yet disclosed
ALXN1720	Anti-C5 Bi-Specific	SC	Generalized Myasthenia Gravis (gMG)[1]	Ph1 HV	Reinitiated 3Q '20	TLR 1H '21
			Dermatomyositis (DM)[1]			
ALXN1840	Copper chelator	Oral	Wilson Disease	Ph3	Initiated 1Q '18	TLR 1H '21
ALXN1830	Anti-FcRn	SC	Warm Autoimmune Hemolytic Anemia (WAIHA)[2]	Ph1 HV	Reinitiating 1H '21	TLR 1H '21
			Generalized Myasthenia Gravis (gMG)[2]			
CAEL-101	ALκ/ALλ fibril reactive antibody	IV	Amyloid Light-Chain (AL) Amyloidosis	Ph3	Initiated 3Q '20	TLR 2H '22
AG10/ALXN2060	TTR tetramers stabilizer (small molecule)	Oral	Transthyretin Amyloid Cardiomyopathy (ATTR-CM)	Ph3	Initiating 4Q '20	TLR 2H '22
ALXN2040	Factor D inhibitor (small molecule)	TID Oral	PNH with Extravascular Hemolysis (PNH w/ EVH)	Ph3	Initiating 4Q '20	TLR 2H '22
		TBD	Geographic Atrophy	Ph2	Initiating 2H '21	Not yet disclosed
ALXN2050	Factor D inhibitor (small molecule)	BID Oral	Paroxysmal Nocturnal Hemoglobinuria (PNH)	Ph2	Initiated 4Q '19	TLR 2H '21
			Renal Basket Study	Ph2	Initiating 1H '21	Not yet disclosed
ANDEXXA	Factor Xa Reversal	IV	Urgent Surgery	Ph2	Initiating 1H '21	Not yet disclosed
CERDULATINIB	SYK/JAK kinase inhibitor	Oral	Lymphoma (CTCL, PTCL, FL)	Ph2	PTLA Acquisition	TLR 1H '21

[1]1720 currently in HV Ph1 with topline readout estimated 1H '21 and subsequent DM and gMG trials to begin after that; [2]1830 Ph1 HV program to reinitiate for SC formulation with WAIHA and gMG Ph2 programs to follow in 2021

NEAR-TERM EVENTS SUPPORT ALL THREE PILLARS OF ALEXION'S VALUE CREATION STRATEGY

LEAD		
US IPR Settlement (Soliris Patents)	2Q 2020	☑
ULTOMIRIS PNH Subcutaneous Ph3 Topline Data (PK)	2Q 2020	☑
ULTOMIRIS aHUS EMA Approval by EC	Mid 2020	☑
ULTOMIRIS 100mg/ml Formulation FDA Approval	2H 2020	☑
ULTOMIRIS Subcutaneous PNH/aHUS Launch	Mid 2022	☐
EXPAND		
ULTOMIRIS HSCT-TMA Ph3 Trial Initiation	4Q 2020	☐
ULTOMIRIS Ph2 Renal Basket Trial Initiation	4Q 2020	☐
ULTOMIRIS COVID-19 Ph3 Data	1H 2021	☐
ULTOMIRIS gMG Ph3 Top Line Results	2H 2021	☐
ULTOMIRIS ALS Ph3 Top Line Results	2H 2022	☐
ULTOMIRIS NMOSD Ph3 Top Line Results	2H 2022	☐
DIVERSIFY		
Portola Acquisition Close	3Q 2020	☑
ALXN2040 C3G Ph2 Data	Mid 2020	☑
ALXN2060 (AG10) Japan Ph3 Initiation	4Q 2020	☐
CAEL-101 Ph3 Trial Initiation	2H 2020	☑
ALXN1840 Wilson Ph3 Topline Data	1H 2021	☐
ALXN2050 PNH Ph2 Topline Data	2H 2021	☐
ALXN2040 GA Ph2 Initiation	2H 2021	☐
ALXN2060 (AG10) Japan Ph3 Top Line Results	2H 2022	☐
ALXN1840 Wilson Launch	2H 2022	☐

ALEXION CURRENT INDICATIONS

	Indication	Description	Links
PNH	Paroxysmal Nocturnal Hemoglobinuria	Chronic, debilitating, and potentially life-threatening ultra-rare blood disorder, with an average age of onset in the early 30s	more info
aHUS	atypical Hemolytic Uremic Syndrome	Ultra-rare, genetic, chronic, potentially life-threatening disease. Chronic uncontrolled complement activation results in thrombotic microangiopathy (TMA)	more info
gMG	Generalized Myasthenia Gravis	Debilitating, chronic, and progressive autoimmune neuromuscular disease.	more info
NMOSD	Neuromyelitis Optica Spectrum Disorder	Rare, devastating, complement-mediated disorder of the central nervous system characterized by relapses where each individual attack results in cumulative disability including blindness and paralysis, and sometimes premature death (primarily affects women)	more info
HPP	Hypophosphatemia	Inherited, progressive, ultra-rare metabolic disease in which patients experience devastating effects on multiple systems of the body, and face debilitating or life-threatening complications	more info
LAL-D	Liposomal Acid Lipase Deficiency	Genetic, chronic, and progressive ultra-rare metabolic disease in which infants, children, and adults experience continuous, uncontrolled accumulation of cholesteryl esters (CEs) and triglycerides (TGs) that may lead to multi-organ damage and premature death	more info
ANDEXXA	Coagulation factor Xa reversal (recombinant)	Reversal agent for life-threatening bleeds induced by factor Xa inhibitors	more info

ALEXION PIPELINE INDICATIONS

	Indication	Description	Links
WD	Wilson Disease	Rare, chronic, genetic, and potentially life-threatening liver disorder of impaired copper transport. The disorder is characterized by build-up of intra-cellular hepatic copper. Untreated, Wilson disease leads to various combinations and severity of hepatic, neurologic, and psychiatric symptoms, and can be fatal.	
ALA	AL (Light-chain) Amyloidosis	A protein misfolding disorder in which B-cells produce incomplete λ and κ light chain antibodies which clump in certain organs / tissues (including heart, lungs, kidneys, nervous system, and liver, eventually causing organ damage and death.	more info
PNH-EVH	Paroxysmal Nocturnal Hemoglobinuria with Extravascular Hemolysis	Chronic, debilitating, and potentially life-threatening ultra-rare blood disorder, with an average age of onset in the early 30s. EVH occurs when C3 opsonization of red blood cells causes macrophages to destroy those cells in tissue.	
DM	Dermatomyositis	Progressive autoimmune condition that causes skin changes and muscle weakness. Symptoms can include a red skin rash around the eyelids, red bumps around the joints, and muscle weakness in the arms and legs. Dermatomyositis is most common in adults between ages 40 and 60, or in children between ages 5 and 15.	more info
HSCT-TMA	Hematopoetic Stem Cell Transplant Thrombotic Micro-Angiopathy	A significant and often lethal complication of HSCT. The condition is a systemic, multifactorial disorder caused by endothelial cell damage induced by conditioning regimens, immunosuppressant therapies, infection, graft versus host disease (GVHD), and other factors associated with HSCT. HSCT-TMA prognosis is poor, with overall mortality reported as high as ~80-90%.	

ALEXION PIPELINE INDICATIONS

	Indication	Description	Links
CM-TMA	Complement-Mediated Thrombotic Micro-Angiopathy	Caused by abnormalities of regulation of the alternative pathway of complement activation. The indication describes a group of severe and chronic ultra-rare diseases that can cause progressive injury to vital organs— via damage to the walls of blood vessels and blood clots—potentially leading to organ failure and premature death. CM-TMA affects both adults and children and represents the population of patients with aHUS with or without triggers.	
COVID-19	Severe Acute Respiratory Distress Syndrome in COVID-19 patients	Patients with severe illness include those who are hospitalized with severe pneumonia or acute respiratory distress syndrome. Evidence suggests that acute lung injury associated with COVID-19 may be mediated in part by complement pathway whereby elevated C5 ultimately leads to severe pneumonia, blood clots and multi-organ dysfunction in many advanced COVID patients.	
WAIHA	Warm Auto-Immune Hemolytic Anemia	Rare autoimmune disorder caused by pathogenic Immunoglobulin G (IgG) antibodies that react with and cause the premature destruction of red blood cells at normal body temperature. The disease is often characterized by profound, and potentially life-threatening anemia and other acute complications.	
ATTR-CM	Transthyretin Amyloidosis (ATTR) with Cardiomyopathy (ATTR-CM)	A progressive, fatal disease caused by the accumulation of misfolded tetrameric transthyretin (TTR) amyloid in the heart. Caused by the destabilization of TTR due to inherited mutations or aging, symptoms usually manifest later in life (age 50+), with median survival of three to five years from diagnosis.	

ALEXION PIPELINE INDICATIONS

	Indication	Description	Links
LN	Lupus Nephritis	An inflammatory renal disease that is a severe complication of systemic lupus erythematosus (SLE), in which deposits of immune complexes (e.g., IgG and complement) accumulate in the kidney and lead to injury. Approximately 30% SLE patients develop LN, and up to 30% of patients are refractory to treatment and progress to end stage renal disease requiring dialysis/transplant within 15 years . There are no FDA approved therapies for LN.	
PMN	Primary Membranous Nephropathy	Rare autoimmune disease characterized by autoantibodies to the podocyte membrane antigens PLA2R (~85%) and THSD7A (~5%) that causes nephrotic syndrome and chronic kidney disease. Approximately 30% of patients will progress to end stage renal disease within 10 years of diagnosis.	
IgAN	IgA Nephropathy (IgAN)	A heterogenous disease in terms of clinical manifestations and progression and is the most common cause of primary glomerulonephritis. In IgAN, locally deposited immune complexes lead to activation of the complement cascade & downstream endothelial organ damage. The Lectin and Alternative Pathways are believed to be the main driver of disease progression, which includes end stage renal disease and need for dialysis or transplant.	
C3G	Complement 3 Glomerulopathy	Ultra-rare, heterogenous renal disease characterized by uncontrolled continued activation of fluid and/or solid phase alternative pathway causing C3 deposition and inflammation, leading to kidney damage .	
ALS	Amyotrophic lateral sclerosis	A rare neurological disorder of progressive deterioration of nerve cells (motor neurons) in the brain and the spinal cord that control muscles throughout the body. Loss of motor neurons and muscle strength leads to loss of independence, paralysis and death, typically due to respiratory insufficiency.	

ALEXION PHARMACEUTICALS, INC.
TABLE 1: CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS
(in millions, except per share amounts)
(unaudited)

	Three months ended September 30,		Nine months ended September 30,	
	2020	2019	2020	2019
Net product sales	$ 1,588.3	$ 1,263.1	$ 4,477.4	$ 3,605.8
Other revenue	0.4	—	0.7	1.0
Total revenues	1,588.7	1,263.1	4,478.1	3,606.8
Costs and expenses:				
Cost of sales (exclusive of amortization of purchased intangible assets)	144.7	95.2	401.3	280.2
Research and development	285.9	232.9	707.9	616.4
Selling, general and administrative	334.2	299.3	955.5	880.1
Acquired in-process research and development	—	—	—	(4.1)
Acquisition-related costs	63.0	—	105.7	—
Restructuring expenses	14.3	0.3	13.5	11.9
Change in fair value of contingent consideration	23.4	29.8	45.0	7.2
Amortization of purchased intangible assets	53.1	75.6	200.5	235.7
Impairment of intangible assets	—	—	2,053.3	—
Gain on sale of asset	(14.8)	—	(14.8)	—
Total costs and expenses	903.8	733.1	4,467.9	2,027.4
Operating income	684.9	530.0	10.2	1,579.4
Other income and expense:				
Investment income, net	11.5	23.0	47.8	50.6
Interest expense	(27.6)	(17.9)	(77.0)	(56.1)
Other income and (expense)	(1.9)	0.4	(2.6)	2.9
Income (loss) before income taxes	666.9	535.5	(21.6)	1,576.8
Income tax expense (benefit)	88.8	67.9	(89.2)	61.5
Net income	$ 578.1	$ 467.6	$ 67.6	$ 1,515.3
Earnings per common share				
Basic	$ 2.64	$ 2.09	$ 0.31	$ 6.77
Diluted	$ 2.62	$ 2.08	$ 0.30	$ 6.72
Shares used in computing earnings per common share				
Basic	219.1	223.3	220.4	223.8
Diluted	220.6	224.5	221.9	225.4

ALEXION PHARMACEUTICALS, INC.
TABLE 2: RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL RESULTS
(in millions, except per share amounts)
(unaudited)

	Three months ended September 30,		Nine months ended September 30,	
	2020	2019	2020	2019
GAAP net income	$ 578.1	$ 467.6	$ 67.6	$ 1,515.3
Before tax adjustments:				
Cost of sales:				
Share-based compensation	3.1	3.4	9.3	10.7
Fair value adjustment in inventory acquired [1]	11.8	—	11.8	—
Research and development expense:				
Share-based compensation	15.9	16.7	47.6	45.9
Upfront payments related to licenses and other strategic agreements [2]	—	30.1	—	76.3
Fair value adjustment in inventory acquired [1]	0.7		0.7	
Selling, general and administrative expense:				
Share-based compensation	32.8	38.9	119.9	120.1
Litigation charges [3]	0.1	—	21.6	0.1
Acquired in-process research and development	—	—	—	(4.1)
Amortization of purchased intangible assets	53.1	75.6	200.5	235.7
Change in fair value of contingent consideration [4]	23.4	29.8	45.0	7.2
Acquisition-related costs [5]	63.0	—	105.7	—
Restructuring expenses [6]	14.3	0.3	13.5	11.9
Impairment of intangible assets [7]	—	—	2,053.3	—
Gain on sale of asset [8]	(14.8)	—	(14.8)	—
Investment income (expense):				
(Gains) and losses related to strategic equity investments	(8.4)	(12.0)	(34.2)	(20.6)
Adjustments to income tax expense [9]	(46.3)	(14.6)	(491.0)	(212.1)
Non-GAAP net income	$ 726.8	$ 635.8	$ 2,156.5	$ 1,786.4
GAAP earnings per common share - diluted	$ 2.62	$ 2.08	$ 0.30	$ 6.72
Non-GAAP earnings per common share - diluted	$ 3.24	$ 2.79	$ 9.56	$ 7.83
Shares used in computing diluted earnings per common share (GAAP)	220.6	224.5	221.9	225.4
Shares used in computing diluted earnings per common share (non-GAAP)	224.5	227.7	225.5	228.2

(1) During the three and nine months ended September 30, 2020, we recorded $11.8 million and $0.7 million within cost of sales and research and development expense, respectively, related to the amortization of the excess fair value of ANDEXXA inventory over the estimated historical cost basis of the inventory, recognized in connection with the acquisition of Portola Pharmaceuticals, Inc.

(2) During the three months ended September 30, 2019, we recorded expense of $30.1 million in connection with an upfront payment on a strategic agreement that we entered into with Eidos Therapeutics, Inc. (Eidos). During the nine months ended September 30, 2019, we recorded expense of $76.3 million in connection with upfront payments on strategic agreements that we entered into with Eidos, Affibody AB and Zealand Pharma A/S.

(3) During the nine months ended September 30, 2020, we recorded $21.6 million in litigation charges in connection with legal proceedings.

(4) Changes in the fair value of contingent consideration expense for the three and nine months ended September 30, 2020 reflect changes in the expected timing and probability of achieving contingent milestone payments, and the interest component of contingent consideration related to the passage of time. Changes in fair value of contingent consideration expense for the three and nine months ended September 30, 2019 reflect changes in the expected timing of achieving contingent milestone payments and the interest component of contingent consideration related to the passage of time.

(5) For the three and nine months ended September 30, 2020, we recorded $63.0 million and $105.7 million, respectively, of acquisition-related costs in connection with the Achillion Pharmaceuticals, Inc. and Portola Pharmaceuticals, Inc. acquisitions. Acquisition-related costs primarily consist of transaction costs, costs associated with the accelerated vesting of equity awards previously granted to employees and employee separation costs.

(6) During the three and nine months ended September 30, 2020, we recorded $14.3 million of restructuring expenses relating to restructuring activities initiated during the third quarter 2020 primarily within our commercial organization.

(7) In the second quarter 2020, we recognized impairment charges of $2,053.3 million, primarily related to our KANUMA intangible asset.

(8) In July 2020, we sold certain intellectual property rights and assets to Inozyme Pharma in exchange for $14.8 million of Inozyme common stock. As a result, we recognized a gain on the sale during the three and nine months ended September 30, 2020.

(9) Alexion's non-GAAP income tax expense for the three and nine months ended September 30, 2020 and 2019 excludes the tax effect of pre-tax adjustments to GAAP profit. Non-GAAP income tax expense for the nine months ended September 30, 2019 also excludes certain one-time tax benefits of $95.7 million and $30.3 million associated with a tax election made with respect to intellectual property of Wilson and a release of an existing valuation allowance, respectively.

ALEXION PHARMACEUTICALS, INC.
TABLE 3: RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL GUIDANCE
(in millions, except per share amounts and percentages)
(unaudited)

	Twelve months ending December 31, 2020	
	Low	High
GAAP net income	$ 395	$ 473
Before tax adjustments:		
Share-based compensation	258	244
Fair value adjustment of inventory acquired	23	25
Impairment of intangible assets	2,053	2,053
Amortization of purchased intangible assets	254	254
Acquisition-related costs	120	120
Change in fair value of contingent consideration	51	51
Restructuring expenses	25	25
(Gains) and losses related to strategic equity investments	(34)	(34)
Litigation charges	22	22
Gain on sale of asset	(15)	(15)
Adjustments to income tax expense	(519)	(518)
Non-GAAP net income	$ 2,633	$ 2,700
Diluted GAAP earnings per common share	$ 1.78	$ 2.13
Diluted non-GAAP earnings per common share	$ 11.70	$ 12.00
Costs and expenses and margin (% total revenues)		
GAAP research and development expense	18.3 %	17.2 %
Share-based compensation	1.3 %	1.2 %
Fair value adjustment in inventory acquired	0.0 %	0.0 %
Non-GAAP research and development expense	17.0 %	16.0 %
GAAP selling, general and administrative expense	23.8 %	22.6 %
Share-based compensation	2.9 %	2.7 %
Litigation charges	0.4 %	0.4 %
Non-GAAP selling, general and administrative expense	20.5 %	19.5 %
GAAP operating margin	7.2 %	8.8 %
Share-based compensation	4.4 %	4.1 %
Fair value adjustment in inventory acquired	0.4 %	0.4 %
Litigation charges	0.4 %	0.4 %
Gain on sale of asset	(0.3)%	(0.3)%
Impairment of intangible assets	34.8 %	34.5 %
Amortization of purchased intangible assets	4.3 %	4.3 %
Acquisition-related costs	2.0 %	2.0 %
Change in fair value of contingent consideration	0.9 %	0.9 %
Restructuring expenses	0.4 %	0.4 %
Non-GAAP operating margin	54.5 %	55.5 %
Income tax expense (% of income before income taxes)		
GAAP income tax expense (benefit)	(4.5)%	(5.0)%
Tax effect of pre-tax adjustments to GAAP net income	20.5 %	20.5 %
Non-GAAP income tax expense	16.0 %	15.5 %

Amounts may not foot due to rounding.

ALEXION PHARMACEUTICALS, INC.
TABLE 4: NET PRODUCT SALES BY GEOGRAPHY
(in millions)
(unaudited)

	Three months ended September 30,		Nine months ended September 30,	
	2020	2019	2020	2019
SOLIRIS				
United States	$ 562.8	$ 496.8	$ 1,672.3	$ 1,456.8
Europe	254.3	255.5	765.7	800.2
Asia Pacific	86.0	118.0	255.5	329.2
Rest of World	139.2	120.2	347.2	347.1
Total SOLIRIS	$ 1,042.3	$ 990.5	$ 3,040.7	$ 2,933.3
ULTOMIRIS				
United States	$ 170.7	$ 65.1	$ 460.3	$ 143.9
Europe	46.6	21.1	112.4	21.1
Asia Pacific	69.6	3.7	186.3	3.7
Rest of World	2.4	—	4.2	—
Total ULTOMIRIS	$ 289.3	$ 89.9	$ 763.2	$ 168.7
STRENSIQ				
United States	$ 149.3	$ 118.0	$ 418.1	$ 323.7
Europe	19.3	19.0	61.6	56.0
Asia Pacific	16.1	14.0	44.7	36.0
Rest of World	4.7	3.3	21.5	10.0
Total STRENSIQ	$ 189.4	$ 154.3	$ 545.9	$ 425.7
KANUMA				
United States	$ 15.8	$ 16.0	$ 47.6	$ 45.1
Europe	9.5	6.3	25.4	19.4
Asia Pacific	1.1	1.3	2.9	3.4
Rest of World	2.0	4.8	12.8	10.2
Total KANUMA	$ 28.4	$ 28.4	$ 88.7	$ 78.1
ANDEXXA				
United States	$ 36.2	$ —	$ 36.2	$ —
Europe	2.7	—	2.7	—
Asia Pacific	—	—	—	—
Rest of World	—	—	—	—
Total ANDEXXA	$ 38.9	$ —	$ 38.9	$ —
Net Product Sales				
United States	$ 934.8	$ 695.9	$ 2,634.5	$ 1,969.5
Europe	332.4	301.9	967.8	896.7
Asia Pacific	172.8	137.0	489.4	372.3
Rest of World	148.3	128.3	385.7	367.3
Total Net Product Sales	$ 1,588.3	$ 1,263.1	$ 4,477.4	$ 3,605.8

ALEXION PHARMACEUTICALS, INC.
TABLE 5: CONDENSED CONSOLIDATED BALANCE SHEETS
(in millions)
(unaudited)

	September 30, 2020	December 31, 2019
Cash and cash equivalents	$ 2,268.0	$ 2,685.5
Marketable securities	28.9	64.0
Trade accounts receivable, net	1,437.1	1,243.2
Inventories	729.0	627.6
Prepaid expenses and other current assets	604.8	456.1
Property, plant and equipment, net	1,214.5	1,163.3
Intangible assets, net	3,056.6	3,344.3
Goodwill	5,100.7	5,037.4
Right of use operating assets	220.1	204.0
Deferred tax assets	2,270.5	2,290.2
Other assets	618.2	429.0
Total assets	$ 17,548.4	$ 17,544.6
Accounts payable and accrued expenses	$ 1,067.6	$ 966.7
Current portion of long-term debt	138.6	126.7
Other current liabilities	124.8	100.9
Total current liabilities	1,331.0	1,194.3
Long-term debt, less current portion	2,453.3	2,375.0
Contingent consideration	398.1	192.4
Deferred tax liabilities	1,818.2	2,081.4
Noncurrent operating lease liabilities	175.8	164.1
Other liabilities	297.1	265.6
Total liabilities	6,473.5	6,272.8
Total stockholders' equity	11,074.9	11,271.8
Total liabilities and stockholders' equity	$ 17,548.4	$ 17,544.6

ALEXION PHARMACEUTICALS, INC.
TABLE 6: CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS
(in millions)
(unaudited)

	Nine months ended September 30,	
	2020	2019
Cash flows from operating activities:		
Net income	$ 67.6	$ 1,515.3
Adjustments to reconcile net income to net cash flows from operating activities:		
Depreciation and amortization	254.3	286.2
Change in fair value of contingent consideration	45.0	7.2
Payments of contingent consideration	—	(100.0)
Share-based compensation expense	195.6	176.8
Deferred taxes (benefit)	(174.2)	(136.1)
Unrealized foreign currency loss (gain)	0.9	(3.3)
Unrealized gain on forward contracts	(3.9)	(15.3)
Unrealized gain on strategic equity investments	(4.6)	(20.6)
Gain on sale of asset	(14.8)	—
Gain on derecognition of Portola strategic equity investment	(29.7)	—
Inventory obsolescence charge	24.6	—
Impairment of intangible assets	2,053.3	—
Other	10.7	(2.3)
Changes in operating assets and liabilities, excluding the effect of acquisitions:		
Accounts receivable	(183.5)	(199.1)
Inventories	(10.3)	(105.9)
Prepaid expenses, right of use operating assets and other assets	(92.3)	(42.2)
Accounts payable, accrued expenses, lease liabilities and other liabilities	23.7	207.1
Net cash provided by operating activities	2,162.4	1,567.8
Cash flows from investing activities:		
Purchases of available-for-sale debt securities	(19.4)	(51.2)
Proceeds from maturity or sale of available-for-sale debt securities	184.2	211.0
Purchases of mutual funds related to nonqualified deferred compensation plan	(14.1)	(13.4)
Proceeds from sale of mutual funds related to nonqualified deferred compensation plan	9.6	11.4
Purchases of strategic equity investments and options	(38.1)	(63.7)
Purchase of intangible assets	—	(16.0)
Purchases of property, plant and equipment	(29.2)	(124.7)
Payment for acquisition of businesses, net of cash and restricted cash acquired	(2,111.9)	—
Net cash used in investing activities	(2,018.9)	(46.6)
Cash flows from financing activities:		
Payments on revolving credit facility	—	(250.0)
Payments on term loan	(97.9)	(65.4)
Repurchases of common stock	(434.3)	(383.5)
Net proceeds from issuance of common stock under share-based compensation arrangements	22.1	23.2
Other	(28.0)	(3.7)
Net cash used in financing activities	(538.1)	(679.4)
Effect of exchange rate changes on cash and cash equivalents and restricted cash	(0.5)	(6.1)
Net change in cash and cash equivalents and restricted cash	(395.1)	835.7
Cash and cash equivalents and restricted cash at beginning of period	2,723.6	1,367.4
Cash and cash equivalents and restricted cash at end of period	2,328.5	2,203.1

FREE CASH FLOW

	3Q YTD		Full Year		
	2020	2019	2019	2018	2017
Net cash provided by operating activities	$ 2,162.4	$ 1,567.8	$ 2,084.9	$ 426.0	$ 1,115.6
Purchases of property, plant, and equipment	(29.2)	(124.7)	(154.7)	(213.0)	(357.3)
Free cash flow	$ 2,133.2	$ 1,443.1	$ 1,930.2	$ 213.0	$ 758.3