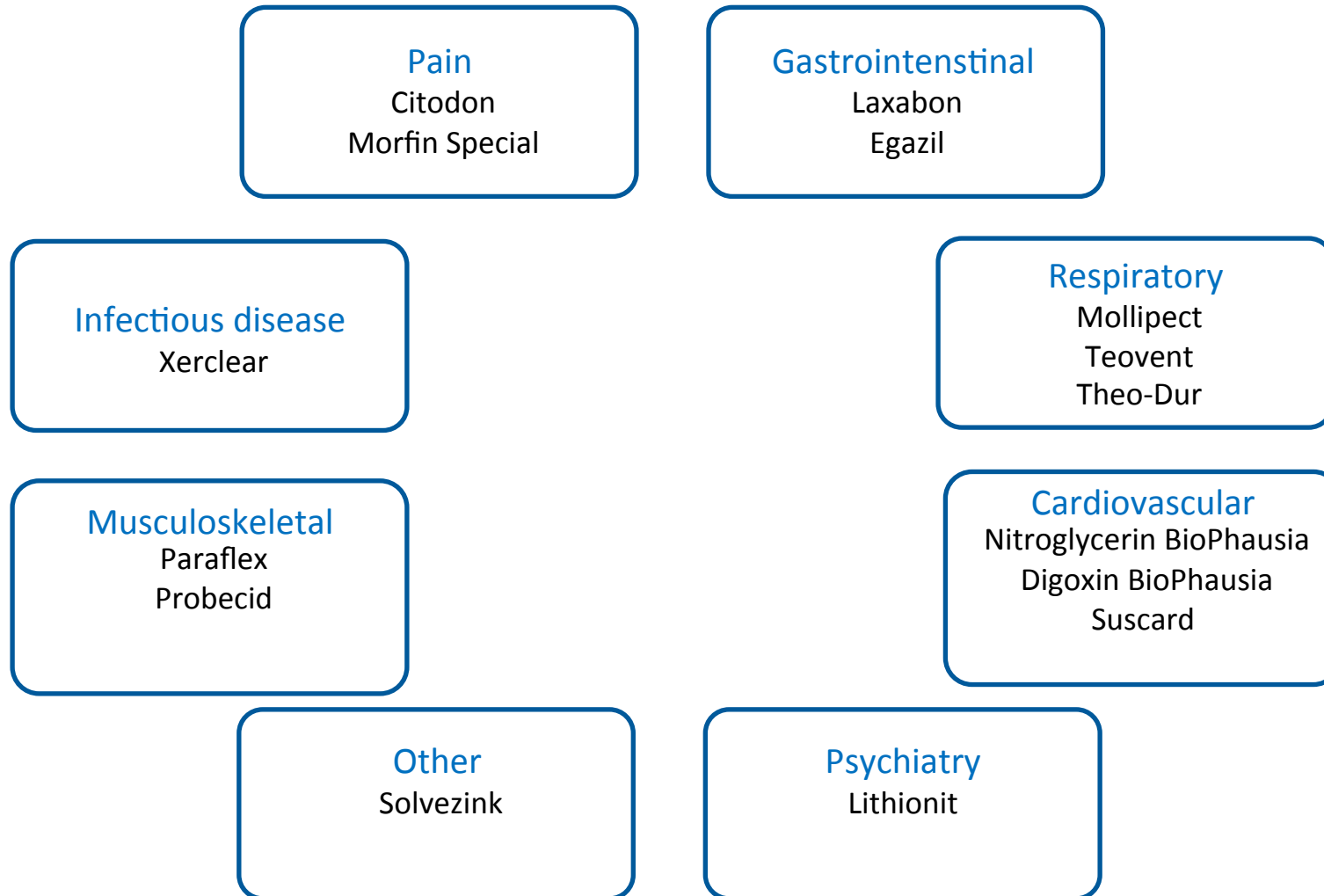




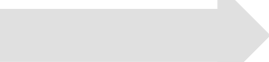
Commercial portfolio

Henrik Krook, EVP Commercial

Commercial infrastructure creates a solid foundation for further growth

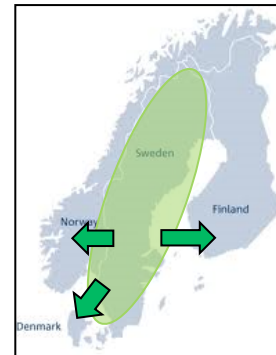


Solidifying geographic reach and shifting portfolio towards specialty drugs with strong growth prospects

2013  Future

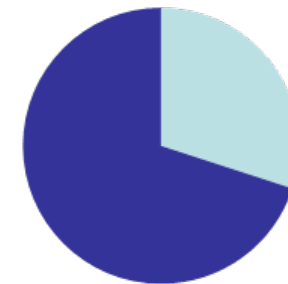
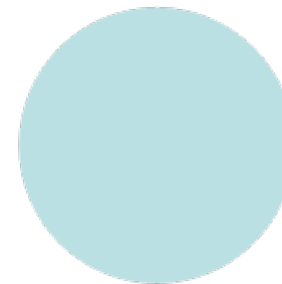
Geography

- Preparing Nordic organisation for simeprevir's launch
- Broader reach makes us a more attractive license partner



Products

- Increase leverage via strategic in-licensing to expand
- Sharpened focus on specialty products to drive sales growth



 Mature  Growth/Specialist Rx

Our key focus: specialty product launch excellence *-tools to secure success*

5 Specialty launch excellence elements

1. **Strategically aligned**, fast acting x-functional teams
2. Know the competition and **differentiate** in product value/service offering
3. **"Co-own"** peer-to-peer
4. High quality during, pro
5. **Debottlen** implement steps, taki

Launch KPIs systemized along key dimensions

Shaping Joint Medivir Strategy

Preparing for country specific launches

-12 months -6 months -3 months

A Patient, Customer and Market Understanding

B Strategy and Value Proposition

C Capabilities and Customer Facing Organization

D Real World Evidence and Stakeholder Engagement

E Commercialization

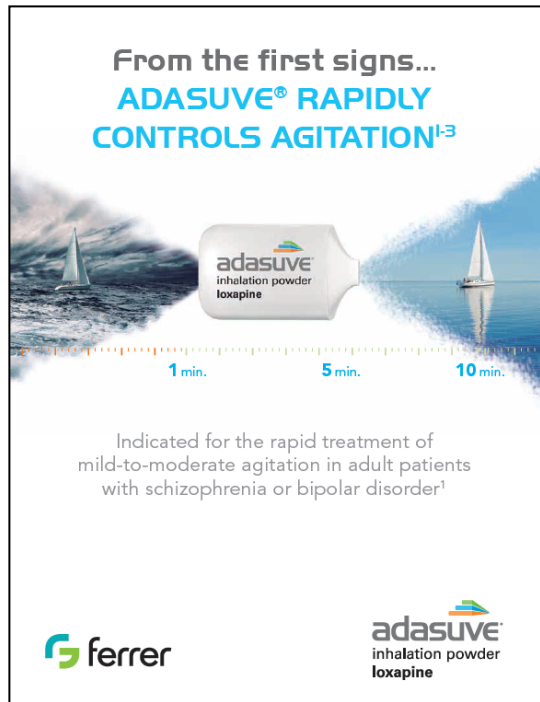
Medivir

10 Medivir



In-licensing: Adasuve as a case study

Sept. 2013 addition of innovative specialty product



Commercial track record and culture of innovation to attract in-licensing opportunities for future growth