



INVESTOR & ANALYST PRESENTATION

Winter 2016



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2015: A transformational year

Restructuring programme well on track

- FTEs reduced to 5,257 compared to a planned expansion to ~6,000

Key products deliver on their potential

- Key products grew 171% (135% in local currencies) to DKK 3,647m
- Represents 25% of total revenue in 2015
- Rexulti added to the portfolio from August

Satisfactory revenue development in Q4

- Revenue reached DKK 3,733m – up 15% (7% in local currencies)
- Continued solid growth in the US – up 56% (36% in local currency)

Profitability still an issue, but it is improving

- Reported and Core EBIT significantly improved compared to Q4 2014

2016 guidance, new strategic objectives and long-term financial targets

2016 guidance

- Lundbeck expects revenue of around DKK 13.8-14.2 billion
- Reported EBIT is expected to reach DKK 1.0-1.2 billion

New strategic objectives

- Sharpened therapeutic focus within CNS
- In-house and organic development
- Invest in growth markets such as the US, China and Japan

Long-term financial targets

- Long-term financial targets consisting of EBIT-margin, ROIC and a cash-to-earnings ratio



**We strive for global leadership
in psychiatry and neurology by
improving the lives of patients**



Our principles...



We are focused

on innovating treatments for depression, schizophrenia, Parkinson's disease and Alzheimer's disease while creating value for all our stakeholders

We are passionate

about helping patients and communities affected by psychiatric and neurological disorders

We are responsible

and overcome challenges by demonstrating respect, open-mindedness and integrity

Our strategic objectives...



Four disease areas

We will strive for leadership in the treatment of depression, schizophrenia, Parkinson's disease and Alzheimer's disease

Innovation

We will develop innovative treatments that address unmet patient needs

Globalization

We will expand and optimize our global organization

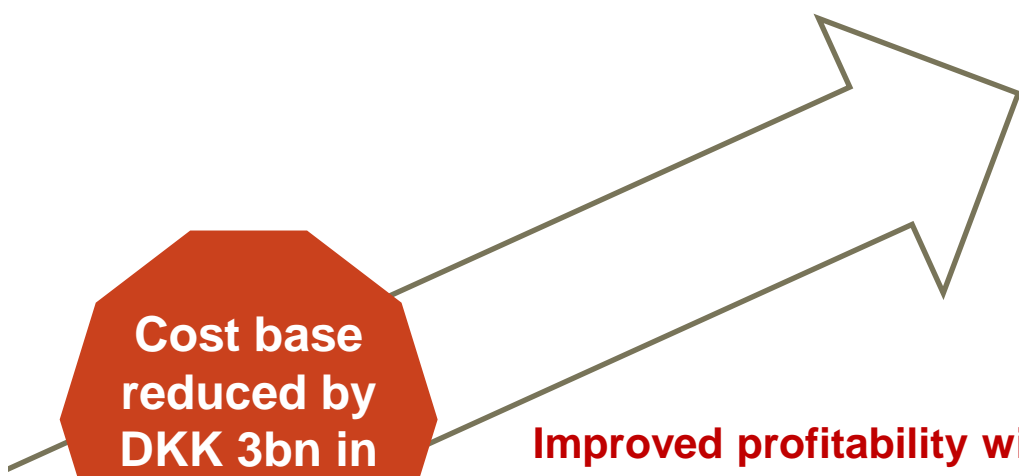
Profitability

We will grow our business with a strong focus on profitability

Organization

We will be a specialized company with strong cross-functional collaboration

Strategic objective: *We will grow our business with a strong focus on profitability*



**Cost base
reduced by
DKK 3bn in
2017**

Improved profitability will enable us to:

- ★ Continue investing in growth opportunities
- ★ Continue to develop potentially innovative products
- ★ Absorb fluctuations

Restructuring program announced in August revisited

- ★ Reduce cost base by DKK 3 billion in 2017
- ★ One-off charges of DKK ~6.5 billion before tax in 2015
 - ★ Global workforce to be reduced by ~1,000 employees
 - ★ Reclassification of product rights to R&D costs (Q2.15)
 - ★ Provision for severance and restructuring: DKK ~1.1bn (Q3.15)
 - ★ Impairments and write-downs: DKK ~0.7bn (Q3.15)

Progress:

- ★ ~80% of planned headcount reductions carried out
- ★ All workers consultations are finalized
- ★ Research activities at Paramus, NJ, closed
- ★ Non-core projects are being divested
- ★ Optimization of partnerships



Our chosen therapeutic categories all have large potentials

High unmet medical needs



<50% has satisfactory treatment outcome

Large market segments



- Antipsychotics: USD 23.9bn
- Depression: USD 15.8bn
- Alzheimer's: USD 6.1bn
- Parkinson's: USD 4.4bn

Substantial growth opportunities



Lundbeck's revenue represents ~5% value share

1) In 2014, IMS Health Analytics Link 2015.

Our path to category leadership

Current products

Pipeline

Depression



Research projects

Schizophrenia



Lu AF35700

Research projects

Alzheimer's



Rexulti

Idalopirdine

Lu AF20513

Research projects

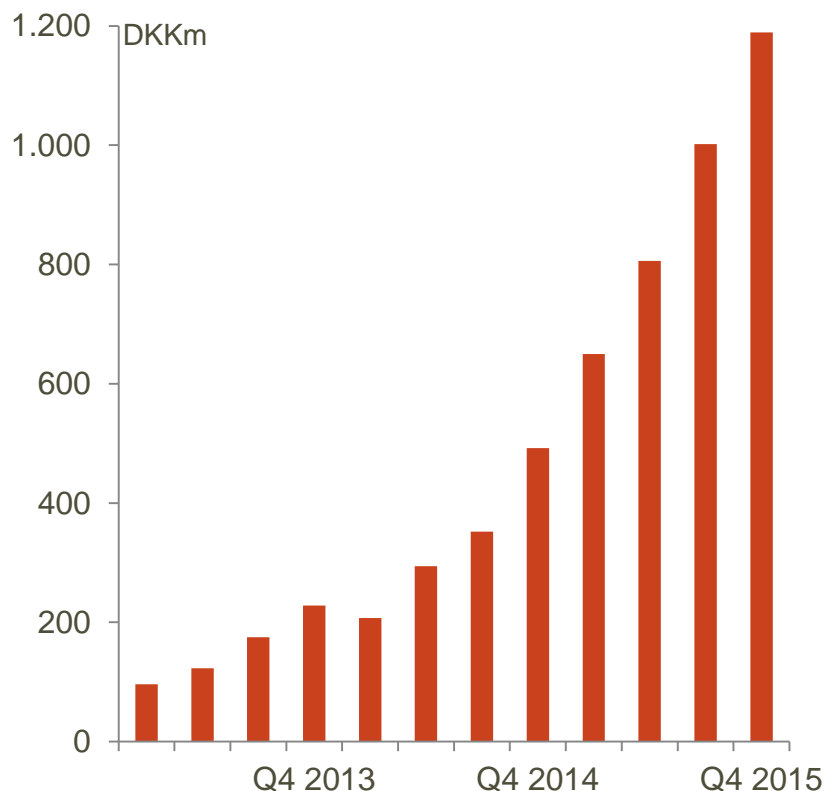
Parkinson's



Research projects

Early clinical projects

Key products* continue growth momentum



- ★ Key products:*
 - Approx. 32% of Q4 revenue
 - 142% growth in Q4
 - Accelerated growth
-
- ★ Rexulti launched on 3 August 2015 in the US

NEW
Abilify
400mg ONCE-MONTHLY
Abilify Maintena

Brintellix
vortioxetine

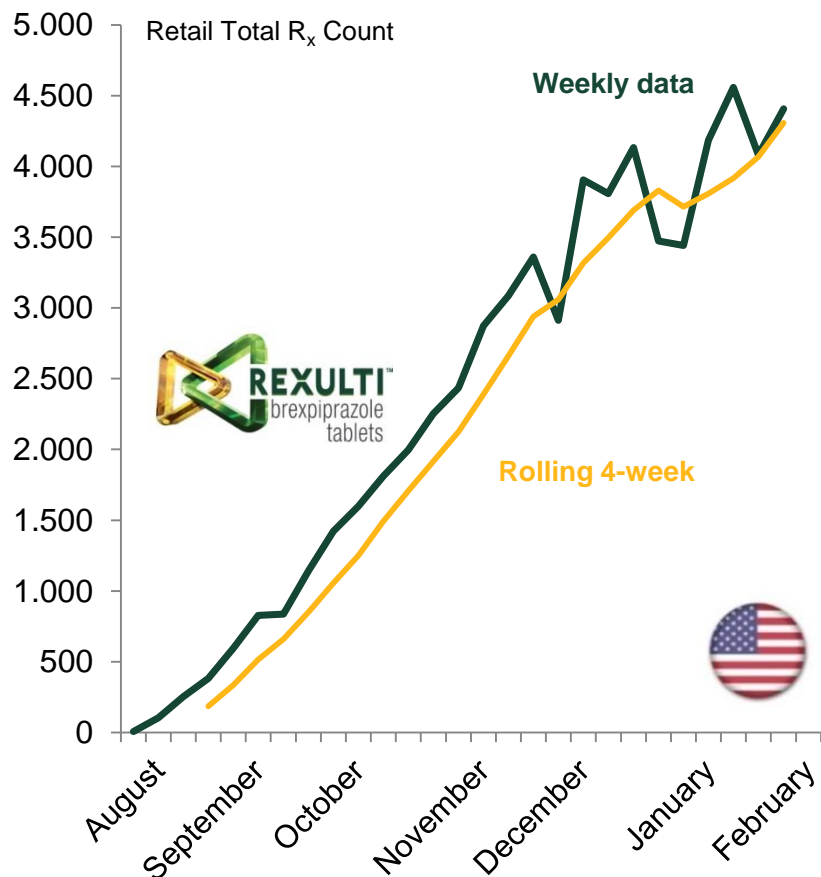
Onfi
(clobazam)[®]
5, 10, and 20 mg Tablets

Northera[™]
(droxidopa) capsules
100 mg, 200 mg, 300 mg

REXULTI[™]
brexpiprazole
tablets

*Abilify Maintena, Brintellix, Northera, Onfi, Rexulti included from August 2015

Rexulti launched in August 2015 and reached DKK 117 million in 2015 for Lundbeck

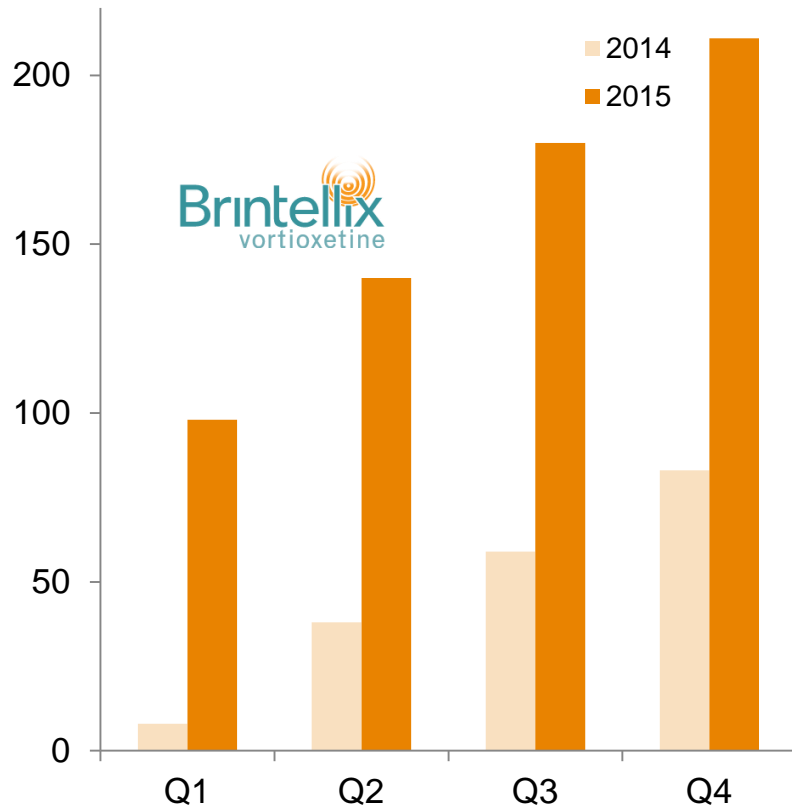


Source: Bloomberg

- ★ ~4.5% branded TR_x market share and ~6% branded NR_x market share
- ★ FDA accepts for review Lundbeck's sNDA filing for labeling update to include maintenance treatment
- ★ The PDUFA date is 23 September 2016
- ★ A 52-week trial was terminated early because maintenance of efficacy had been demonstrated ($p < 0.0001$, final analysis)

Strong Brintellix growth continues

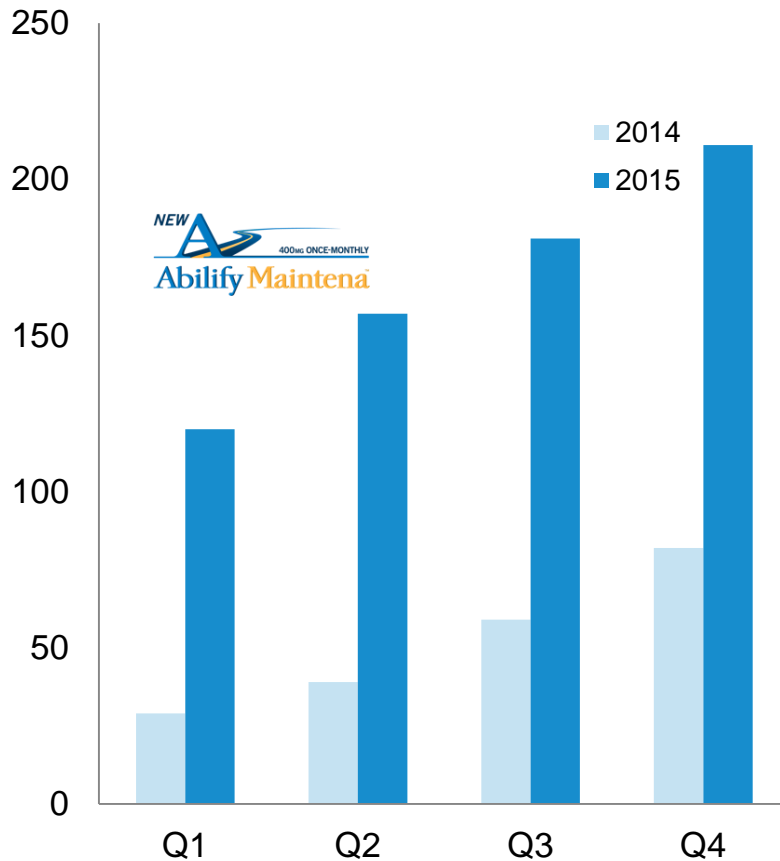
Brintellix total sales (DKKm)



- ★ Sales of DKK 211m – up 157% reported or 136% in local currencies
- ★ US represents close to 59% of sales
- ★ Value market share ranges from 1-8% in countries outside the US
- ★ Best country performance are countries such as Denmark and Slovakia

Abilify Maintena continues its solid traction

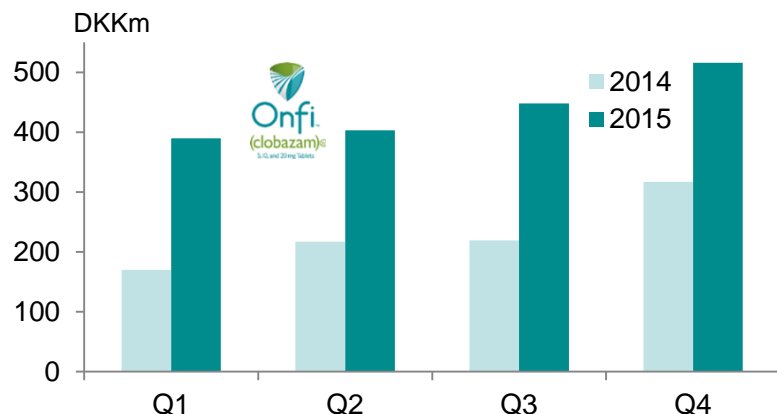
Abilify Maintena total sales (DKKm)



- ★ Sales of DKK 211m – up 155% or 138% in local currencies
- ★ US constitutes close to 44% of sales
- ★ 10-15% value market share in most markets
- ★ Continued solid growth momentum

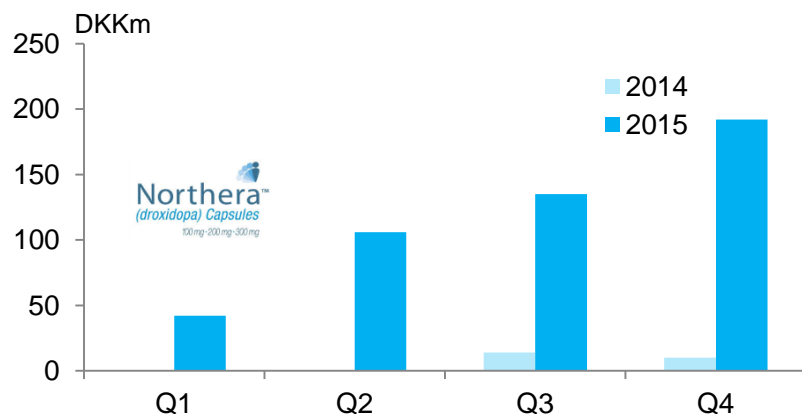


Onfi and Northera – two fast-growing US products



Onfi:

- ★ Continued increased demand driven by increase in mg/R_x and higher TR_x volume
- ★ Launched in January 2012



Northera:

- ★ Growth driven by favorable demand due to higher enrollees and conversion to standard R_x
- ★ Launched in September 2014

Lundbeck invests to develop late-stage pipeline

Lundbeck sponsored or co-sponsored open clinical studies

Project	No. of active studies and no. of patients to be recruited	Status
Brintellix* - MDD	4 (678 pts)	Launched
Brintellix - ADHD	1 (225 pts)	Phase II
Abilify Maintena – bipolar I	1 (755 pts)	Launched
Selincro	2 (1,060 pts)	Launched
Rexulti – adjunctive MDD	2 (2,403 pts)	FDA approved
Rexulti – schizophrenia	2 (76 pts)	FDA approved
Rexulti – Alzheimer's	2 (650 pts)	Phase III
Idalopirdine (Alzheimer's)	4 (2,522 pts)	Phase III

**) Additionally Takeda has two studies ongoing including approx. 1,500 patients in Japan
Source: Clinicaltrials.gov. As per 4 February 2016*

FDA Advisory Committee supports the effectiveness of Brintellix

- ★ The committee also discussed that cognitive dysfunction in MDD represents an appropriate drug development target
- ★ The Committee voted 8 to 2 supporting that there are substantial evidence to demonstrate the effectiveness for treating certain aspects of cognitive dysfunction in adults with depression
- ★ The FDA is expected to make a decision by 28 March 2016 (PDUFA)
- ★ The FDA is not bound by the Committee's guidance
- ★ Additional studies to finalize during 2016¹⁾

1) NCT02279953; NCT02272517; NCT02279966

Depression does not only effect your mood: It may also effect your cognitive functioning

ATTENTION, CONCENTRATION
Do you...
 • Lose track of conversations, TV programmes or reading?
 • Find it difficult to do two things at once?
 • Require many breaks while doing tasks?
 • Struggle to talk on a cell phone while there is activity around you?

EXECUTIVE FUNCTIONING/ INDECISIVENESS
Do you...
 • Have difficulty planning tasks or reaching goals?
 • Have difficulty in predicting obstacles in a situation?
 • Find it difficult to motivate yourself to start or complete tasks?
 • Struggle to make decisions or plans?

MEMORY
Do you...
 • Forget details after hearing them?
 • Struggle to remember?
 • Ask people to repeat what they said?
 • Struggle to do familiar tasks?

SPEED OF PROCESSING
Do you...
 • Have to take things slowly and complete each step very carefully?
 • Panic if you have to rush familiar tasks?
 • Feel that your speech is slower?
 • Feel that your responses are slower?

THIS PART GETS FOLDED OVER

Brintellix
A New Way of Thinking about Antidepressants

SIMPLE DOSING

EXCELLENT TOLERABILITY

NEW Brintellix vortioxetine

Brintellix: Taking care of more than mood

RECOMMENDED NICE¹⁾

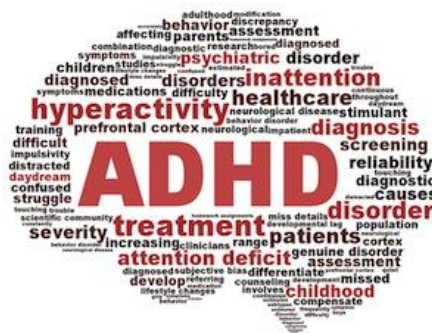
Brintellix vortioxetine

Brintellix – PoC study in adult patients with ADHD

- ★ ~4% of the US adult population, or ~8 million adults suffer from ADHD¹⁾
- ★ Adults with ADHD may have:
 - ★ difficulty following directions, remembering information, concentrating, organizing tasks,...
 - ★ ...which can cause associated behavioural, emotional, social, vocational, and academic problems
- ★ Preclinical data supports the effects of Brintellix on attention and executive function
- ★ Clinical studies in MDD demonstrate positive effects on executive function and other domains of cognitive functions in patients with cognitive symptoms

Study design²⁾:

- ★ N = 225 (18-55 years)
- ★ Two active arms (10+20mg) and placebo, 12 weeks
- ★ Primary endpoint: AISRS (Adult ADHD Investigator Symptom Rating Scale)
- ★ Study completion by H2 2016



Brintellix
vortioxetine

1) <http://www.webmd.com/add-adhd/guide/adhd-adults#2>. 2) NCT02327013

Abilify Maintena for the maintenance treatment of bipolar I disorder

- ★ One of the most common causes of relapse in bipolar disorder is poor treatment adherence
- ★ ~50% of patients being partially adherent or non-adherent to their treatment regimens
- ★ Bipolar I disorder affects ~1% of the population in the US



Bipolar I programme*

- ★ ~730 patients in placebo-controlled phase III 52-week study has finalized recruiting
- ★ Primary efficacy endpoint of this trial is time to recurrence of any mood episode
- ★ An open-label safety study (ATLAS) is ongoing recruiting ~755 patients
- ★ Study expected to finalize in H2 2016

*) NCT01567527 (Start: Aug. 2012); NCT01710709 (Start: Nov. 2012)

Rexulti for agitation in Alzheimer's

The condition

- ★ Agitation/aggression is a core feature of Alzheimer's Disease
- ★ >20% of individuals in a community setting and >50% of nursing home residents with dementia have agitation
- ★ >1.5 million dementia patients in the US with agitation/aggression
- ★ No drugs approved for this indication and it remains a high unmet need



Clinical programme

- ★ Target population: Institutionalized or non-institutionalized setting
- ★ Primary outcome: Change in the Cohen-Mansfield Agitation Inventory (CMAI) total score

Study #1 (12 weeks) (NCT01922258)

~230 patients

0.5-2mg (flexible dose)

Study start: June 2013

Study #2 (12 weeks) (NCT01862640)

~420 patients

1mg and 2 mg

Study start July 2013



Phase III data: H1 2018

Idalopirdine addresses medical need for additional improvements in cognitive function in Alzheimer's

Differentiated profile

- ★ Additive/synergistic effect with donepezil
- ★ Blockade of the 5-HT₆ receptor improves cognition through several pathways: stimulation of acetylcholine and glutamate activity, while reducing GABA activity
- ★ Effect and benign tolerability profile established in phase II
- ★ Potentially first NCE to be approved for Alzheimer's since 2003

Clinical programme

Phase III program ongoing

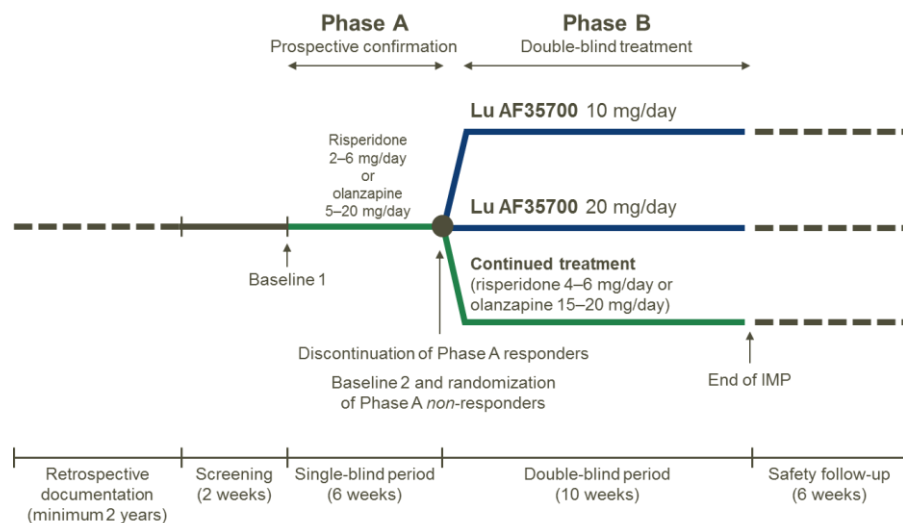
- ★ >2,500 mild-to-moderate Alzheimer's patients
- ★ 3/4 of the patients in the programme recruited
- ★ Clinical study endpoints agreed with FDA and EMA
- ★ Receptor occupancy data supports once-daily dosing and dose-range¹⁾



Phase III data: Q1 2017

1) Schmidt et al. A clinical positron emission tomography (PET) study investigating occupancy at the 5-HT₆ receptor after multiple oral doses of Lu AE58054 in healthy men. Poster at AAIC July 2014

Lu AF35700 clinical phase III in Treatment Resistant Schizophrenia (TRS) to commence in Spring 2016



- ★ Oral, once daily
- ★ Approximately 1,000 patients
- ★ Expected completion by 2018

Primary endpoint

- ★ Change in PANSS total score

Secondary endpoints

- ★ Clinical Global Impression Severity scale (CGI-S)
- ★ Personal and Social Performance (PSP) total score

Lundbeck has a long history of conducting R&D programmes in all four therapeutic focus areas

Examples of Lundbeck's R&D core

- MDD / SSRI accomplishments
- Monoaminergic / psychiatry
- Psychiatry novel target id. (CNVs)
- Established and novel CNS pharmacology models (e.g. new schizophrenia mouse)
- Kinase targets for neurological disorders
- Protein / antibody therapeutics to vaccines for neurological disorders (AD/PD)

Lundbeck's capabilities

Integrated translational capabilities from biological targets to disease manifestation within CNS

Selected external research collaborations



**Core capabilities enhanced by strategic collaborations –
Lundbeck has ~50 early-stage partnerships**

Q4 and FY 2015 financial performance

DKK m	Q4 2015	Q4 2014	Δ%
Revenue	3,733	3,247	15%
EBIT	(432)	(838)	
Net profit	(448)	(633)	
EPS	(2.27)	(3.22)	
Core EBIT	73	(238)	
Free Cash Flow	655	361	81%

★ Continued strong currency tailwind

★ Impact from generics mitigated by growth in key products

★ EBIT (Q4) positively impacted by effects from restructuring...

DKK m	FY 2015	FY 2014	Δ%
Revenue	14,594	13,468	8%
EBIT	(6,816)	99	
Net profit	(5,694)	(153)	
EPS	(28.98)	(0.78)	
Core EBIT	847	1,228	(31%)
Free Cash Flow	(2,645)	(1,786)	

★ ...EBIT (FY) negatively impacted by costs related to the restructuring

★ Free Cash flow (FY) impacted by milestone payments to Otsuka, but...

★ ...strongly improved in Q4

2016 financial guidance

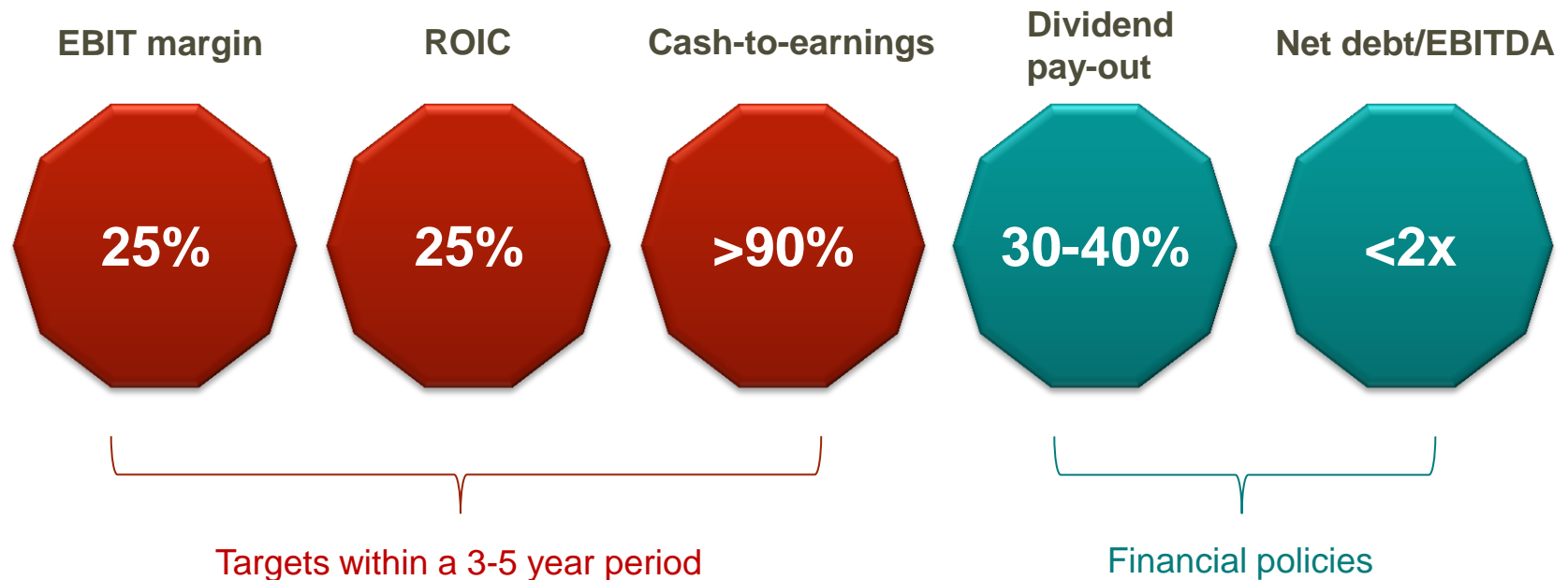
Financial guidance 2016 – constant exchange rates

	2016 guidance	2015 - Actual
Revenue	DKK 13.8-14.2bn	DKK 14,594m
Reported EBIT	DKK 1.0-1.2bn	DKK (6,816)m

Revenue and profit drivers

- ★ Accelerated growth in key products
- ★ Substantial investments in sales and promotion
- ★ Cost savings from restructuring initiatives
- ★ No new acquisitions, milestones or up-front payments included in our 2016 targets

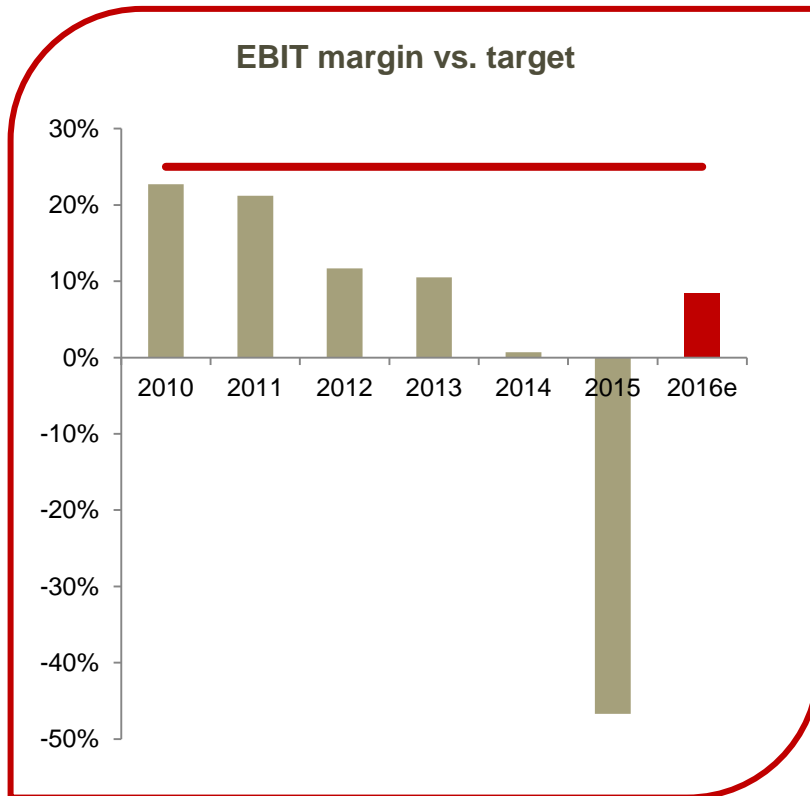
Long-term financial targets



ROIC: EBIT after tax as a percentage of average invested capital.

Cash-to-earnings: Free cash flow as a percentage of net profits

Transformation of Lundbeck on the way



- ★ Strong improvement in margins in H2 2015 vs. H1 2015 and H2 2014
- ★ Margin benefits are coming faster than expected
- ★ 2016 financial guidance further improved EBIT margin

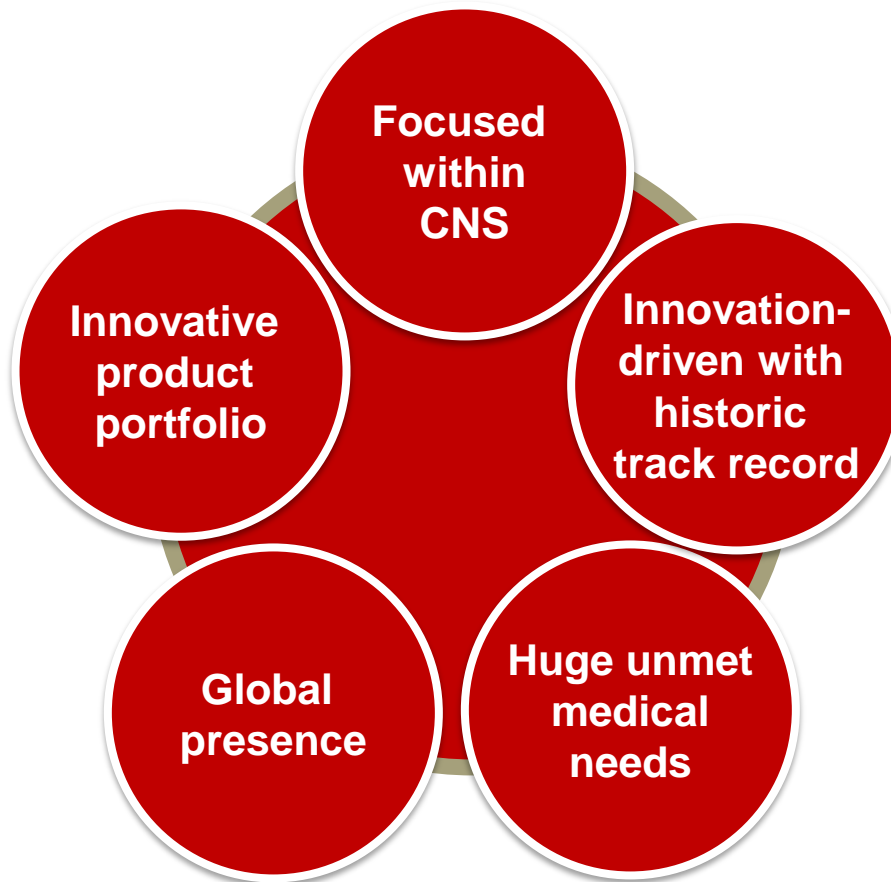
Continued margin improvements:

- ★ Effects from restructuring programme
- ★ Growth in key products with higher margins
- ★ Erosion of low-margin products such as Azilect and Xenazine

PATIENTS
FOCUSED
PASSIONATE
RESPONSIBLE
INNOVATION
LEADERSHIP
PROFITABILITY ORGANIZATION

DEPRESSION
ALZHEIMER'S
SCHIZOPHRENIA
PARKINSON'S
GLOBAL

Our path to category leadership



Focus - focus - focus



Depression



Psychotic disorders¹⁾



Parkinson's disease

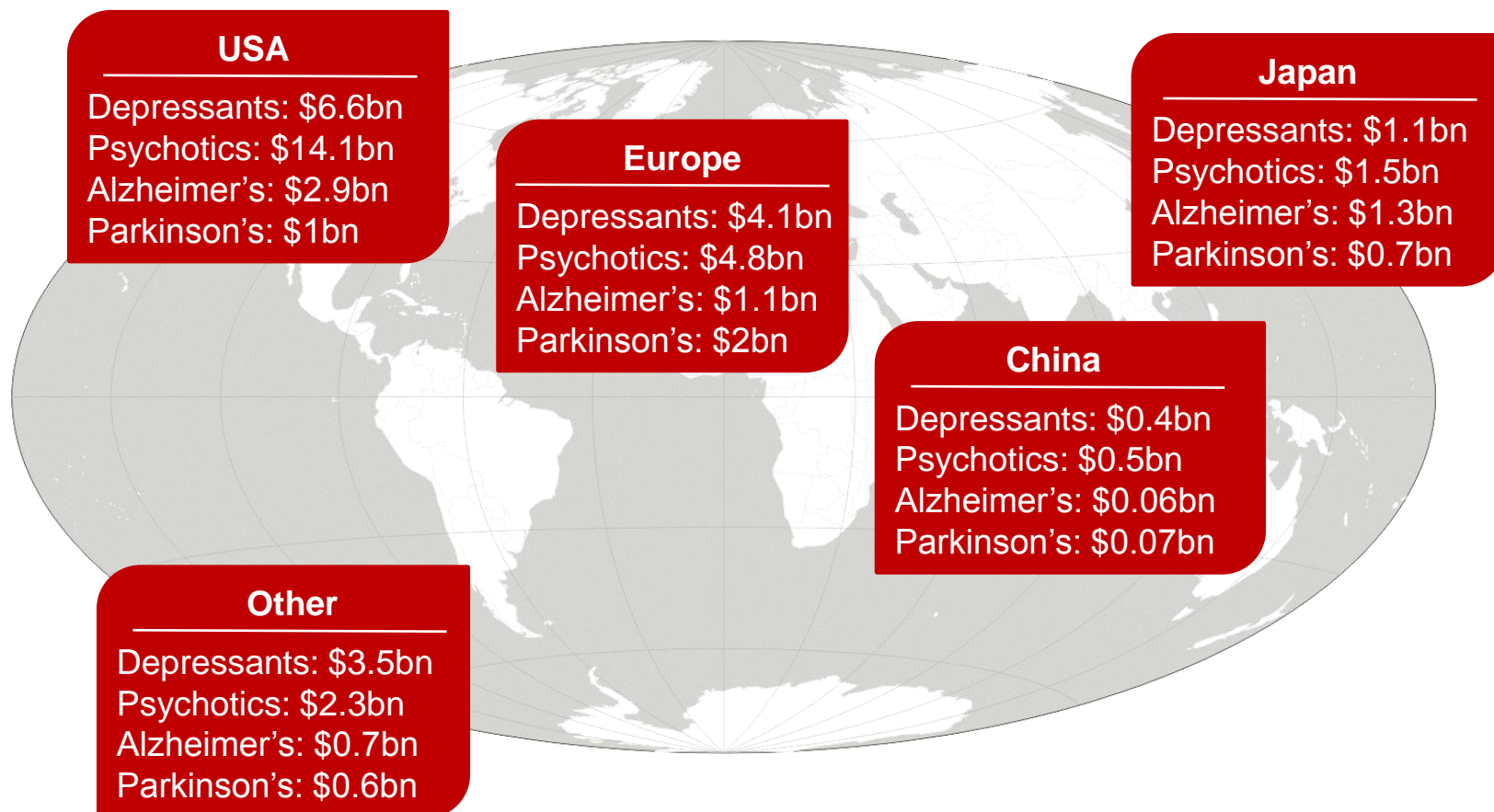


Alzheimer's disease

- ★ Increased therapeutic focus within CNS
 - ★ Organic development and global brands
 - ★ Country specific optimization in Europe
 - ★ Expand in regions of growth
- 
- ★ Profitability, cash generation and cash reallocation

1) While the Artist Louis Wain was developing a psychotic disorder, his perceptions of reality changed, at first subtly, and then more severely

Market sizes of our four core therapeutic areas



Source: IMS Health Analytics Link 2015 (Audited sales)

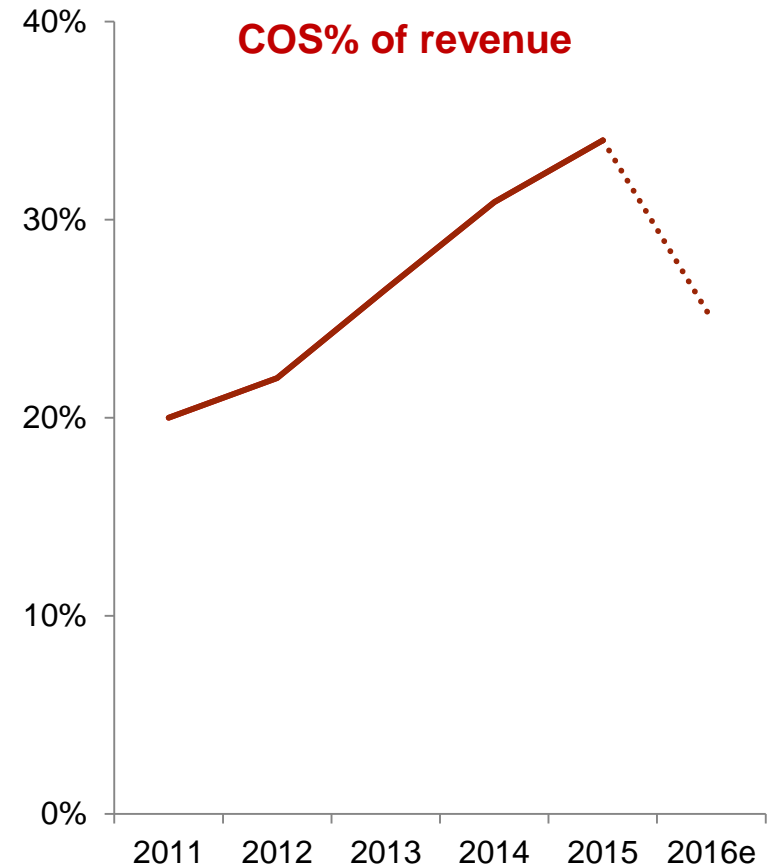
Supply operations



Cost of sales expected to peak in 2015

COS% drivers:

- ★ Product amortizations and royalties
- ★ New products with limited scale
- ★ Loss of exclusivity on Cipralex

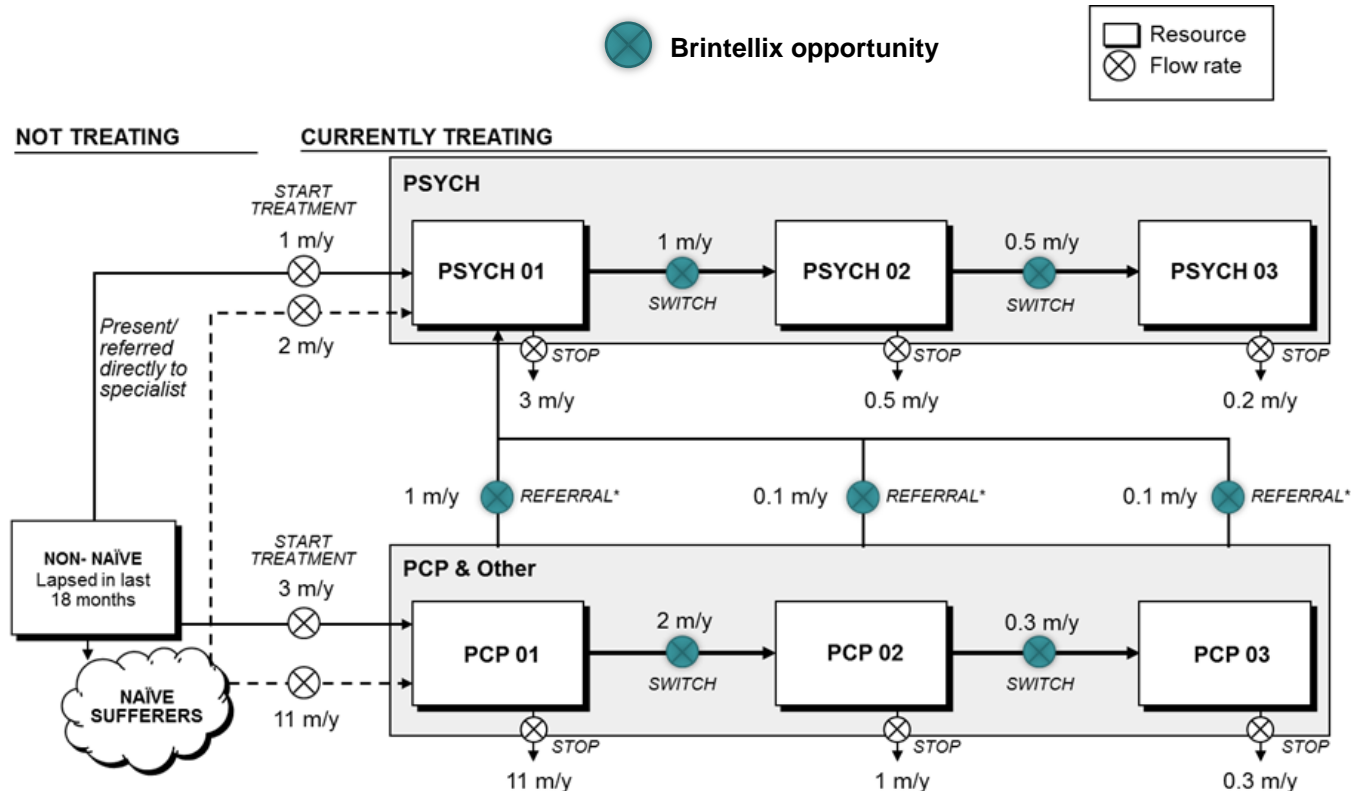


Brintellix (vortioxetine, Lu AA21004)



The antidepressant market is characterized by significant patient “churn”

Patient flow in US antidepressant market

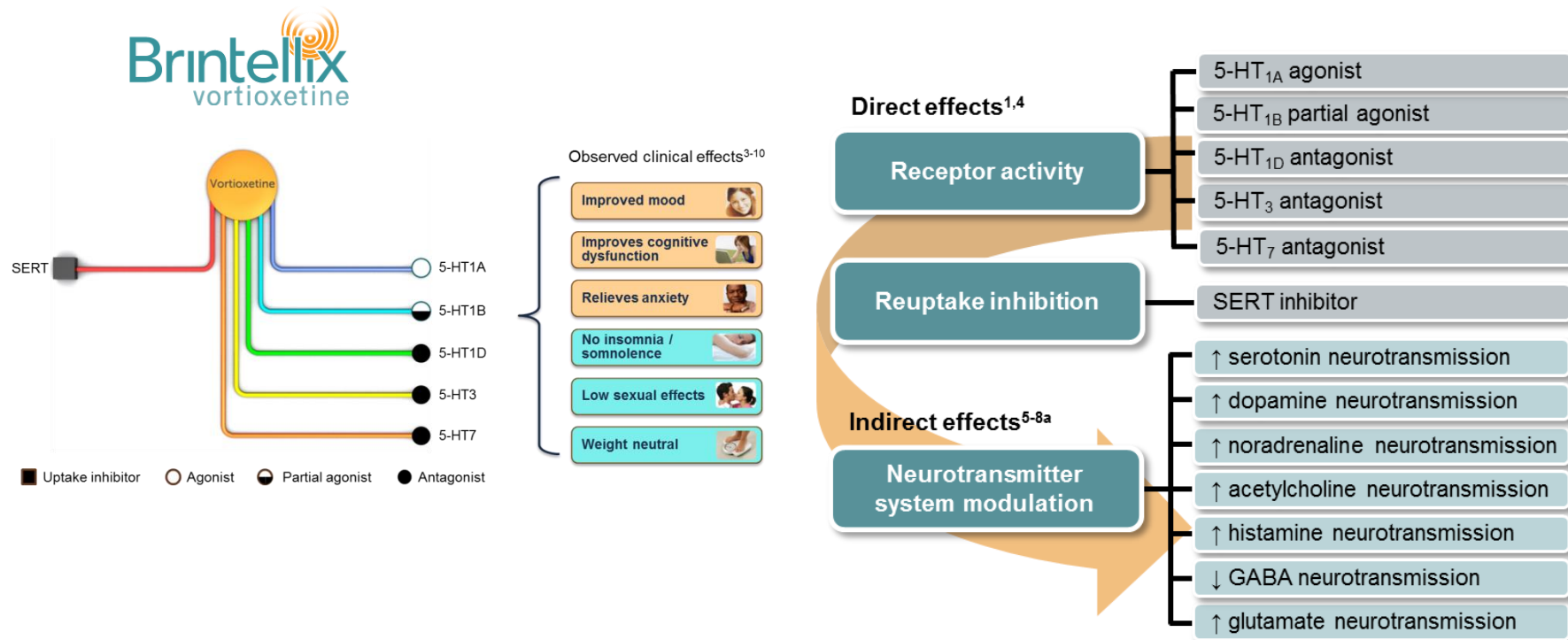


Brintellix
vortioxetine

In contrast to many other markets, even a 3rd or 4th line antidepressant position is commercially attractive

*First Psych Rx Intervention (Switch, Continuing, Add-on, Continuing Add).
Source: Lundbeck & Vanguard analysis

Brintellix has a distinct pharmacological profile



1. Bang-Anderson 2011; 2. Mørk 2012; 3. H. Lundbeck A/S 4. Alvarez 2012;
5. Katona 2012; 6. Baldwin 2012; 7. Heningsberg 2012; 8. Boulenger 2012; 9. Vortioxetine SPC; 10. Bidzan 2012

FDA AdCom supports the effectiveness of Brintellix for treating certain aspects of cognitive dysfunction in MDD

- ★ Four clinical studies support our application for Brintellix in cognitive function associated with major depression
- ★ **Study in elderly MDD patients** (published in International Clinical Psychopharmacology, May 2012)¹⁾
- ★ **FOCUS** (published in International Journal of Neuropsychopharmacology, May 2014)³⁾
- ★ **CONNECT** (published in Neuropsychopharmacology, June 2015)⁴⁾
- ★ **TAK-316** (presented at ECNP2013)²⁾
- ★ Brintellix improves self-reported cognitive function as well as objective performance-based functioning (UPSA*)



*) UPSA: University of San Diego Performance-Based Skills Assessment

1) NCT00811252. 2) M. Fava, S. Lophaven, C.K. Olsen: "Effects of Vortioxetine on Cognitive Symptoms of Major Depressive Disorder"; NCT01163266. 3) NCT01422213.

4) NCT01564862.

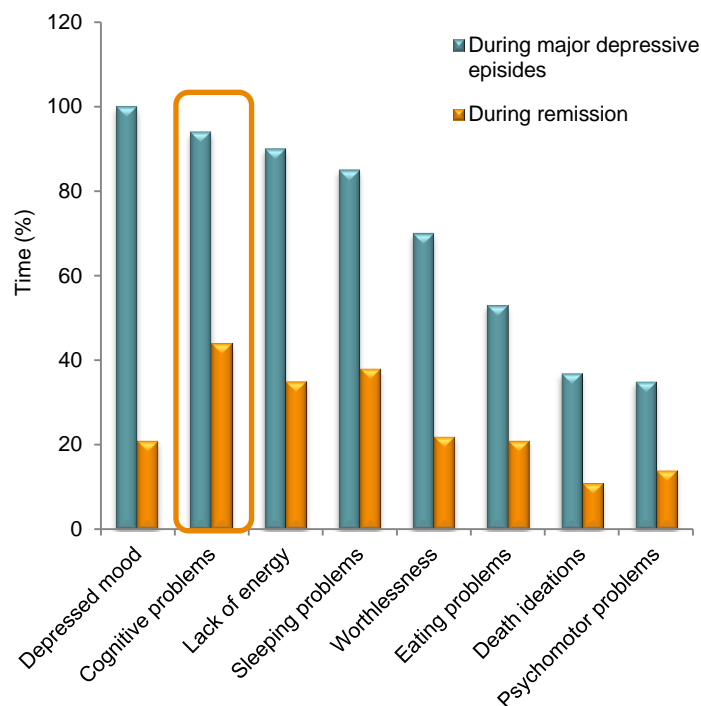
With Brintellix our vision is to advance the treatment of depression so that patients not only feel but think and do better



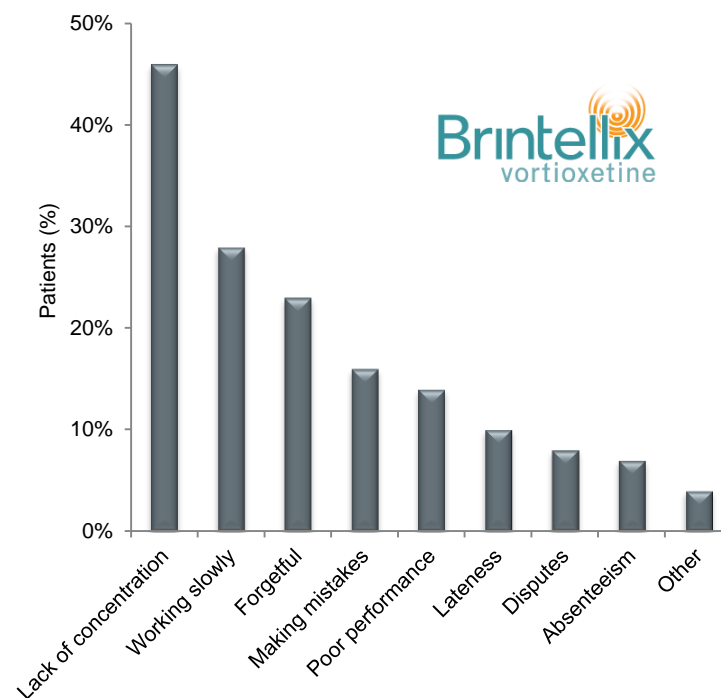
- ★ Efficacy in cognitive symptoms of depression
 - 3 studies with objective measures
 - **European SmPC update to include clinical data on cognitive dysfunction in patients with depression** **NEW**
 - **AdCom recommendation** **NEW**
- ★ Superior efficacy in patients with inadequate response to SSRIs / SNRIs vs. agomelatine
- ★ Superior sexual dysfunction data vs. escitalopram
- ★ Unique pharmacology supports unique clinical profile

Cognitive symptoms of depression are frequent and affect work productivity

- ★ Cognitive symptoms (difficulty concentrating, planning, decision making and forgetfulness) are very prevalent and have a direct impact at the workplace¹⁾



- ★ Percentage of patients with MDD experiencing work-related cognitive dysfunction²⁾



1. Conradi HJ et al. Psychol Med 2011;41:1165-1174;

2. Adelphi Neurosis DSP VIII, 2009

Assessing effect on cognitive dysfunction of depression and functional capacity by objective and subjective measurements

Cognitive domains impaired in MDD

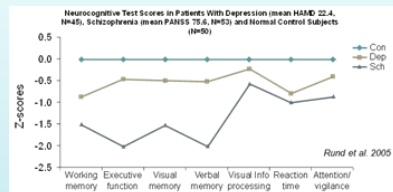
Executive function

Speed of Processing

Attention

Memory

Objective Neuropsychological Tests



Digit Symbol Substitution Test (DSST)

1	2	3	4	5	6	7	8	9
—	⊥	□	⊏	⊐	○	△	X	=
2	1	4	3	2	1	4		

Subjective Patient-reported Symptoms

"I didn't realize the traffic light turned red until it was too late"

"I can't figure out what I need from the supermarket right now to make dinner tonight?"



During the past 4 weeks, how often did you...	(0) Never	(1) Rarely	(2) Sometimes	(3) Often	(4) Almost always
1. lose your train of thought when speaking?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. have difficulty remembering the names of people, even ones you have met several times?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. forget what you came into the room for?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. have trouble getting things organized?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Perceived Deficit Questionnaire (PDQ) - 20-items assessing self-perceived cognitive difficulties within 4 dimensions

Objective Assessment of Functional Capacity in Basic Living Skills

1 Financial skills

- Counting money and making bills
- Paying bills



2 Communication

- Telephone use
- Medical appointment

3 Household chores

- Preparing shopping list

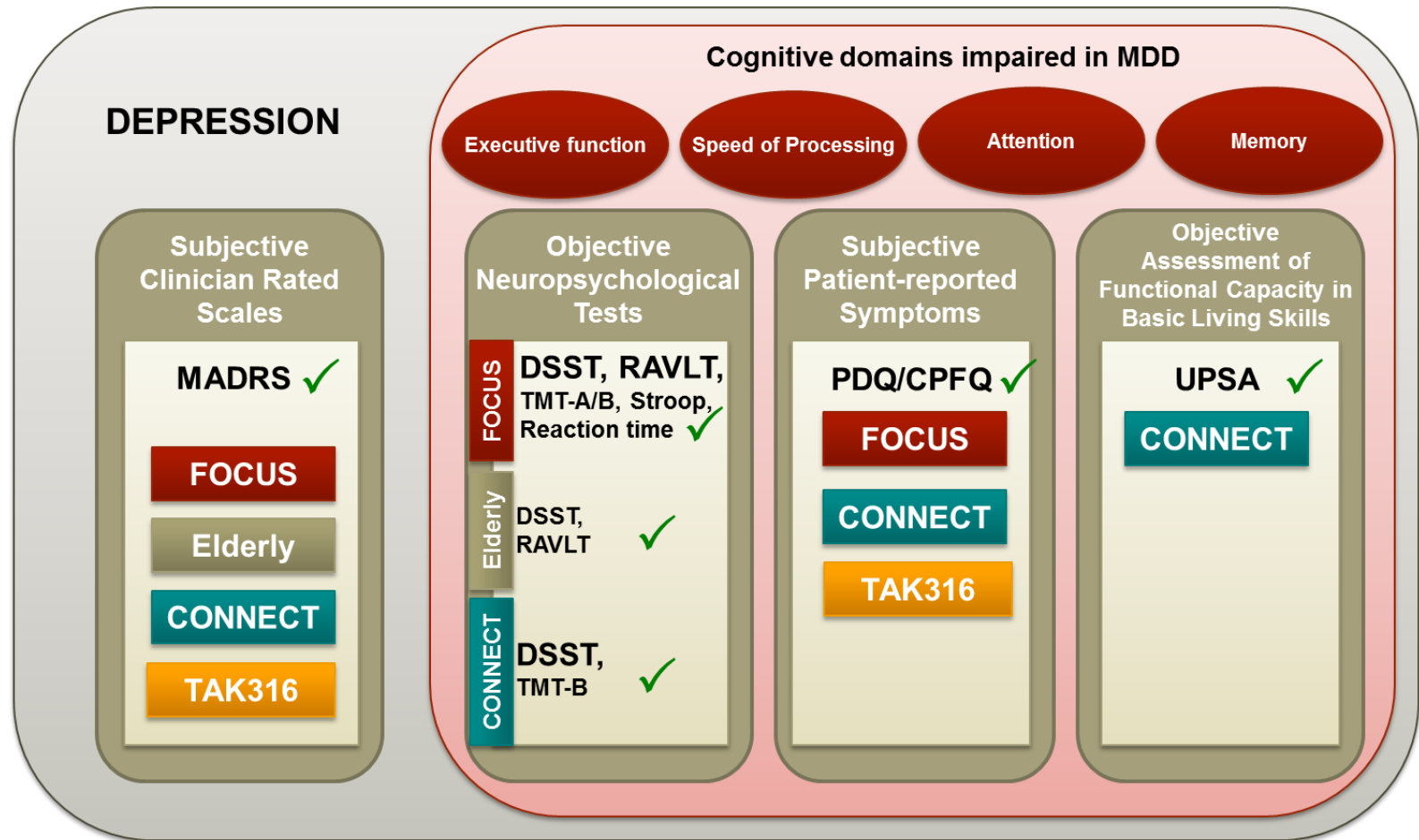
4 Transportation

- Public bus system

5 Planning recreational activities

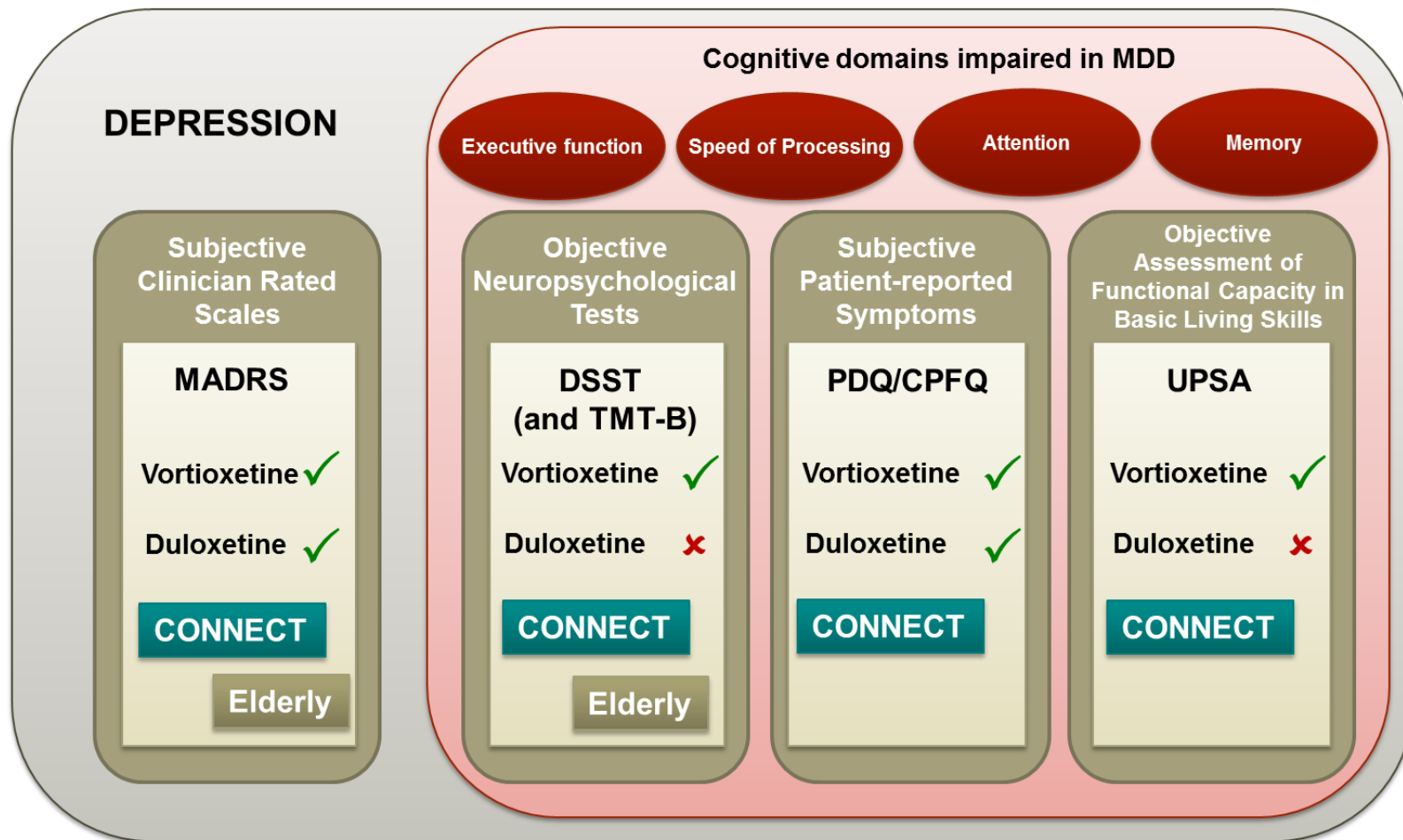
- Preparing for a trip to a waterpark

Brintellix improves cognitive dysfunction in depression – superior to placebo



✓ Brintellix significant vs. placebo

Brintellix improves cognitive dysfunction in depression – a distinct profile in two active-referenced studies



Significant vs. placebo



NOT significant vs. placebo

Newer products

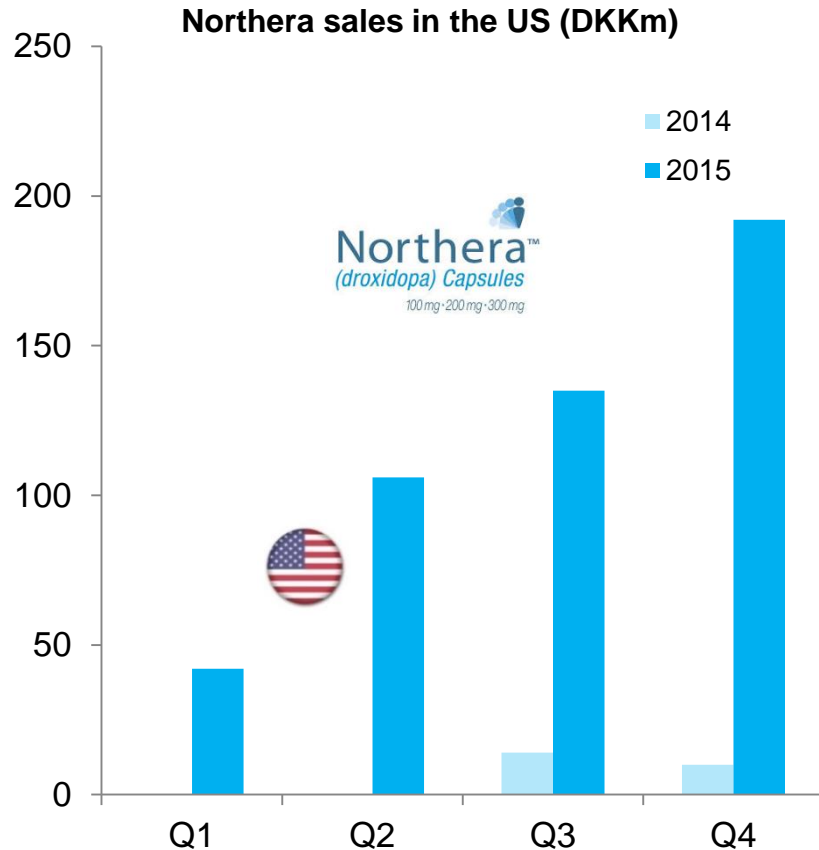
Northera[™]
(droxidopa) Capsules
100 mg • 200 mg • 300 mg


Onfi[™]
(clobazam)[®]
5, 10, and 20 mg Tablets

 **Sabril**[®]
vigabatrin
500 mg tablet
500 mg powder for oral solution

Selincro 
nalmefene

Northera launched in the US end-September 2014



- ★ Only chronic oral therapy treating root cause of symptomatic nOH¹
- ★ Well documented safety and efficacy; marketed in Japan since 1989
- ★ Good synergies with exciting neurology franchise
- ★ Differentiated product label
- ★ 80,000-150,000 nOH patients in the US (MSA, PAF, PD only)²

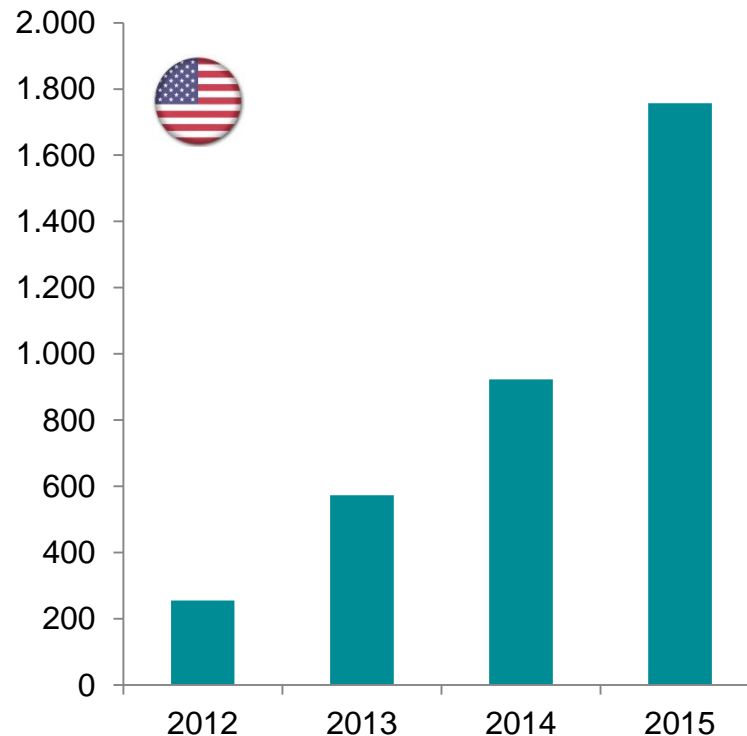
1) Neurogenic Orthostatic Hypotension; 2) MSA=Multiple System Atrophy; PAF=Pure Autonomic Failure; PD=Parkinson's Disease

Onfi continues to exceed expectations

- ★ Launched in the US in January 2012
- ★ Adjunctive treatment of seizures related to Lennox-Gastaut Syndrome (LGS)
- ★ LGS is one of the most severe forms of epilepsy and there is a clear need for new treatment options
- ★ Most patients experience ongoing cognitive impairment and refractory epilepsy
- ★ Orphan drug status



Onfi sales in the US (DKKm)



Sabril – launched in Q3 2009 and addresses high unmet needs

Infantile spasms (IS):

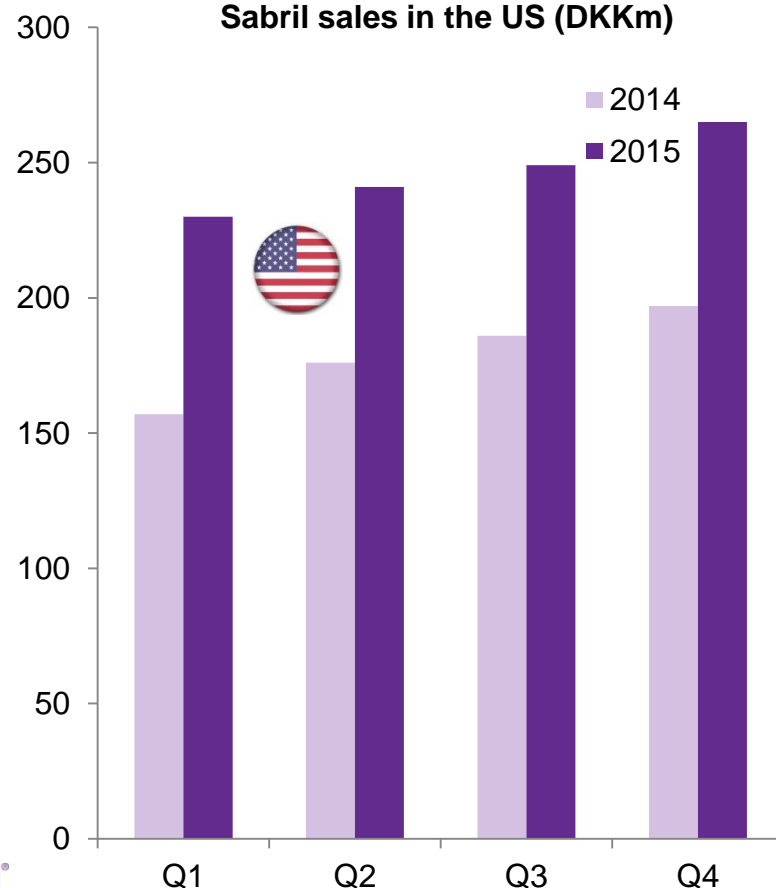
- ★ ~2,500 patients/year in the US with IS
- ★ Serious disease with substantial unmet medical need
 - ★ 70-90% suffers from mental retardation, mortality of around 5%

Refractory complex partial seizures (rCPS):

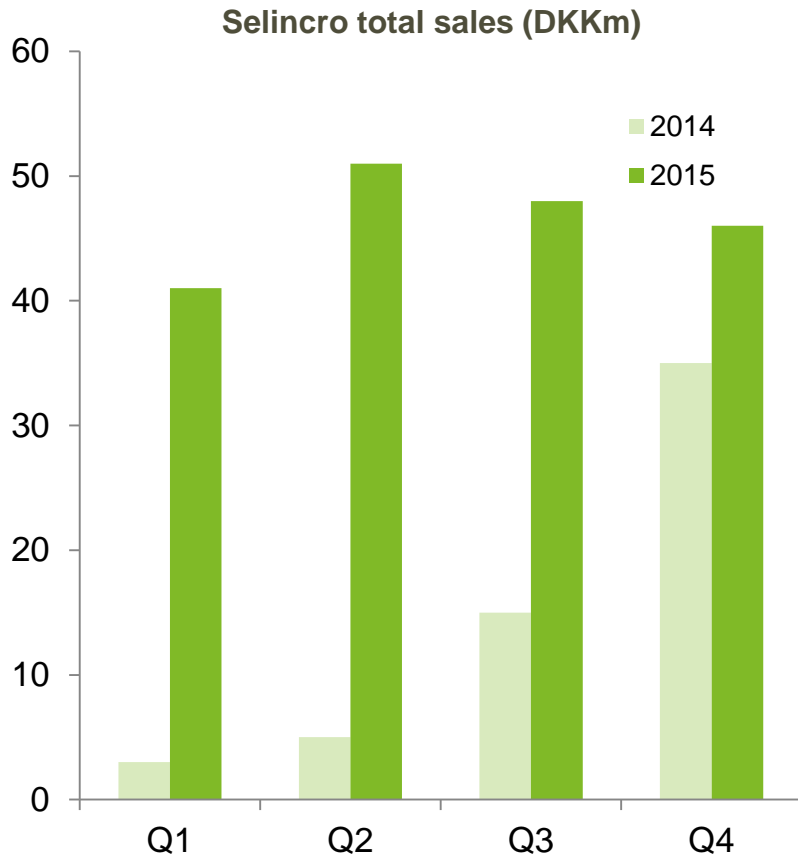
- ★ ~1 million patients in the US suffer from CPS
 - ★ 30-36% of patients are refractory
- ★ Poorly controlled by current therapies
- ★ Uncontrolled seizures has ~40x higher risk of inflicting mortality



Sabril sales in the US (DKKm)



Selincro sales performance driven by France



- ★ Sales of DKK 46m in Q4
- ★ France is the most important market
- ★ UK – slow local implementation of NICE recommendation
- ★ Spain – focus on regional market access



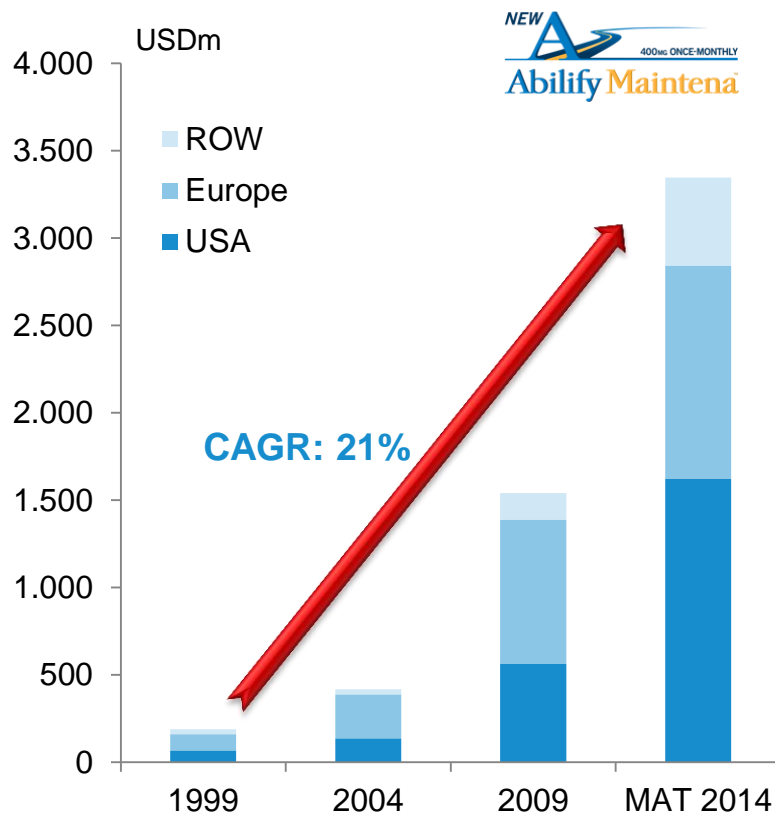
Selincro®
nalmeфene



Abilify Maintena (aripiprazole once monthly)



Global market for long-acting injectable antipsychotics shows fast growth and exceeds USD 3bn



*) LAI = Long-acting injectable antipsychotics

- ★ Substantial amount of outcome data and increased confidence in LAIs*
- ★ More entrants with common message
- ★ Increased focus on total cost to society
- ★ Gradually reduced noise from promotion of oral atypical antipsychotics

CNS Spectrums (2014), 19, 3-5 © Cambridge University Press 2014
doi:10.1017/S1092852913001016

BRAINSTORMS—Clinical Neuroscience Update

**Long-acting injectable antipsychotics:
shall the last be first?**

Stephen M. Stahl

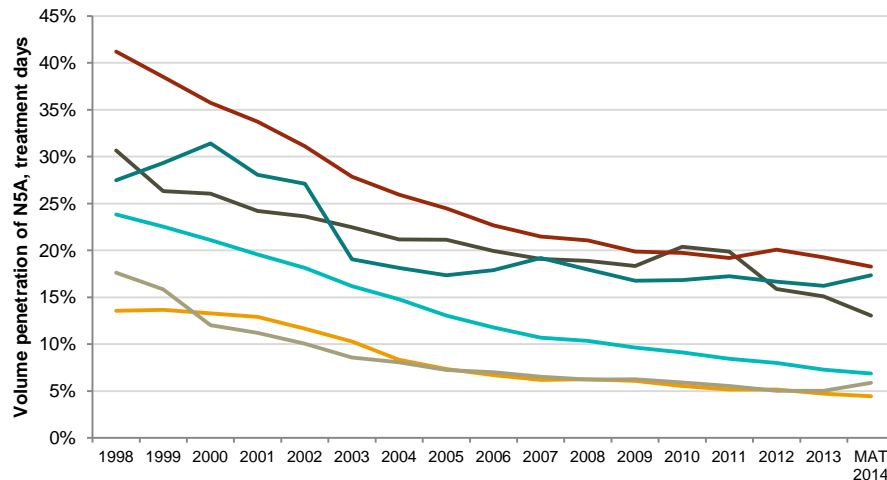
ISSUE: _____

A paradigm shift is afoot in which the "last shall be first," namely, use of long-acting injectable (LAI) antipsychotics, rather than being reserved for use only at the last stages of schizophrenia, may be shifting to first-line treatment of early episodes of this illness.

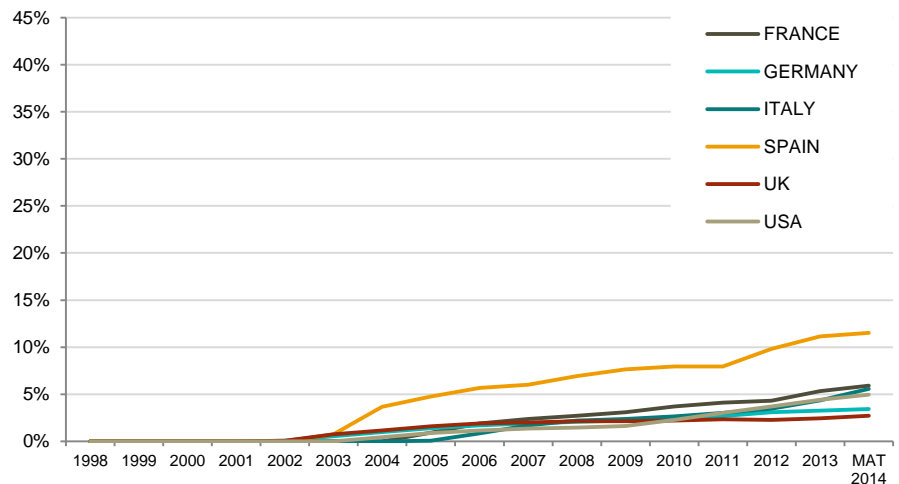
Only ~15 years ago, long-acting therapies were considered “standard of care” in several key markets



Typical depot penetration



Atypical depot penetration



LAI = long acting injectable
Source: IMS

MAT=Moving annual total Q3 2014

With only limited product options the atypical LAI market remains underdeveloped

Otsuka collaborations (Rexulti and idalopirdine)



Financial terms and territory structure of the Otsuka alliance

- ★ Co-development and co-commercialization agreements with Otsuka in November 2011
- ★ Idalopirdine added to the alliance in March 2013
- ★ Selincro for Japan added to the alliance in October 2013

Milestone payments

Payment to:



	Abilify Maintena	Rexulti	Idalopirdine	Selincro
Development milestones/upfront	USD 200m	USD 600m ³⁾	USD 150m	EUR 105m*
Approval milestones	USD 275m ¹⁾	USD 300m ²⁾	USD 300m	Un-disclosed
Sales milestones	Up to USD 425m depending on sales development		Up to USD 375m depending	Un-disclosed

1) USD 100m upon US approval, USD 75m upon EU approval in schizophrenia, and USD 50m US and EU for a second indication. 2) USD 100m (US) and USD 50m (EU) for each of the two first indications
 3) Development milestones of up to USD 600m after which shared development costs between parties

Lundbeck's share of revenue and costs

	Abilify Maintena	Rexulti	Idalopirdine	Selincro
USA	20%	45%	55%	-
EU-5, Nordic and Canada	50%	50%	50%	-
Other Lundbeck territories	65%**	65%**	~50%***	Un-disclosed

* Includes sales milestones

** All regions except Asia, Turkey and Egypt

*** All regions except Thailand and Vietnam

The balance of Rexulti - a real opportunity to differentiate from existing treatments



Mechanism of action: Novel D₂/D₃ receptor partial agonist; 5-HT_{1A} partial agonist; 5-HT_{2A} antagonist

ACTIVATING SIDE EFFECTS:

- ★ Hyper-dopaminergic state
- ★ Akathisia, agitation, anxiety, insomnia
- ★ Aripiprazole – 25% akathisia¹⁾

SEDATING SIDE EFFECTS:

- ★ Hypo-dopaminergic state
- ★ Sedation, somnolence, fatigue, lethargy
- ★ Quetiapine fumarate – 37% somnolence²⁾

In the US, two antipsychotics are approved for adjunctive therapy in MDD

1) Abilify prescribing information. 2) Seroquel XR prescribing information

Rexulti launched – a major milestone for patients and physicians in the US

- ★ Rexulti launched early August 2015
- ★ Approved dose-range provides flexibility
- ★ Programmes in place to support broad patient access in the US
- ★ There are approximately 15m adults in the US with MDD and 2.4m adults with schizophrenia who still struggle to find effective, well-tolerated treatments

Indication statement

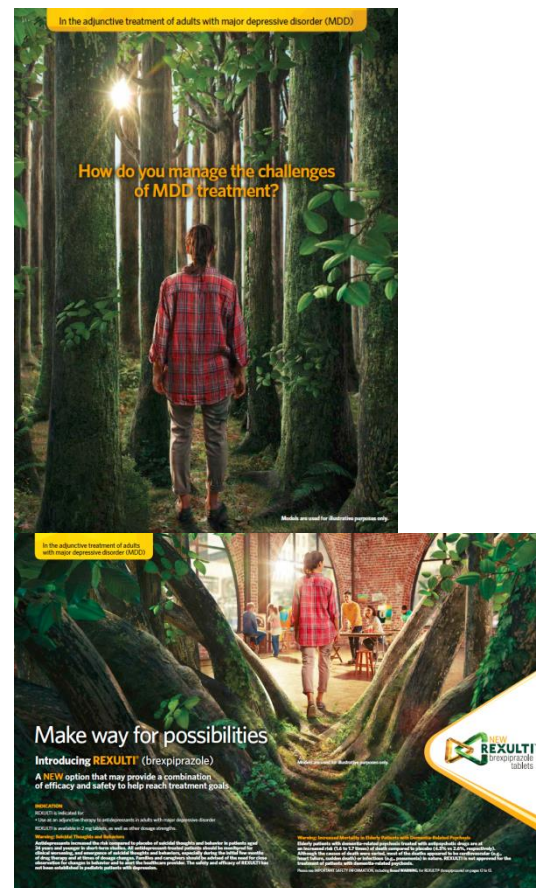
Rexulti is an atypical antipsychotic indicated for:

- Use as an adjunctive therapy to antidepressants for the treatment of major depressive disorder (MDD)
- Treatment of schizophrenia
- Tablets: 0.25 mg, 0.5 mg, 1 mg, 2 mg, 3 mg and 4 mg



Through its favourable benefit/risk profile Rexulti offers improved value in depression and schizophrenia

- ★ Rexulti is a **rationally designed** serotonin-dopamine activity modulator (SDAM) ¹⁾
- ★ Rexulti **significantly improves** symptoms of depression and schizophrenia
- ★ Rexulti has low levels of side effects that can impair patients' **functioning**
- ★ Rexulti has an excellent and **predictable** tolerability and safety profile



1) Kenji Maeda et al: "In Vitro Pharmacological Profile of Brexpiprazole, a Novel Serotonin-Dopamine Activity Modulator (APA 2014 Poster)

Through its favourable benefit/risk profile adjunctive Rexulti offers improved value in depression

- ★ Early optimization of treatment is critical in case of inadequate response to treatment
- ★ Adjunctive Rexulti significantly improves symptoms of depression
- ★ Currently available antipsychotics are associated with tolerability concerns
- ★ Rexulti has low levels of side effects that can impair patients' functioning



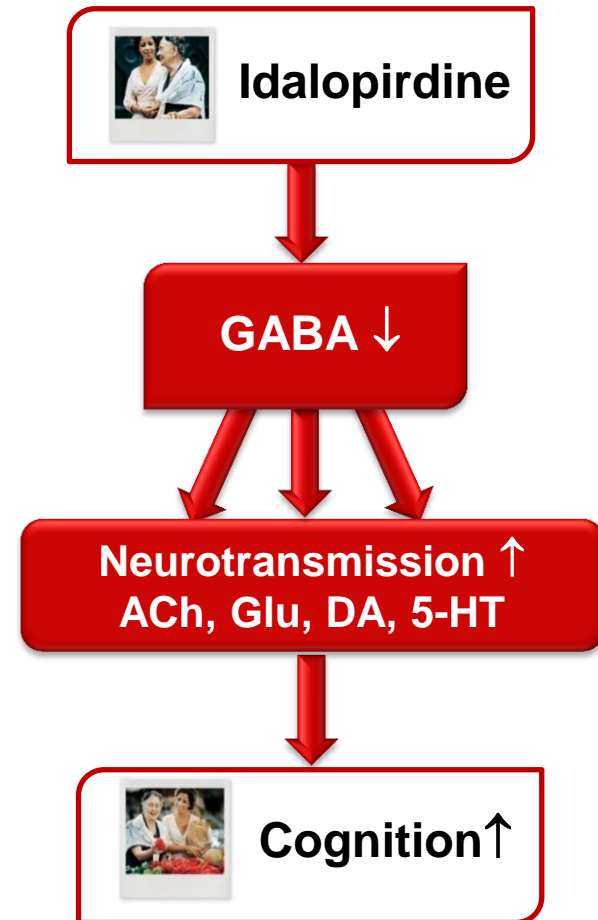
Through its favourable benefit/risk profile adjunctive Rexulti offers improved value in schizophrenia

- ★ Second-generation antipsychotics have tolerability and safety issues
- ★ Rexulti has efficacy in positive, negative and other functionally-impairing symptoms
- ★ Symptom control without tolerability issues is required to maintain meaningful social interaction
- ★ Rexulti has an excellent and predictable tolerability profile



Why could idalopirdine be a valuable new treatment in Alzheimer's?

- ★ Through blockade of 5-HT₆ receptors idalopirdine has a **different mode of action** compared to existing symptomatic treatments
- ★ Blocking this particular kind of serotonin receptors (**5-HT₆ receptors**) has beneficial effects on several neurotransmitter systems in the brain
- ★ Idalopirdine has demonstrated beneficial effects on **cognition** in animal models
- ★ Idalopirdine has demonstrated beneficial effects on cognition in **AD patients** on stable donepezil treatment



The clinical phase III program on idalopirdine

		Design	Idalopirdine (mg/day)	Donepezil (mg/day)	Primary Endpoint Scale	No. of patients
NCT01955161 (<i>STARSHINE</i>)	24 weeks	Randomized, DB, PBO, parallel- group, fixed-dose	30 and 60mg (QID)	10	ADAS-cog (#)	~930 (Study start: 10/2013)
NCT02006641 (<i>STARBEAM</i>)	24 weeks	adjunctive treatment to donepezil	10 and 30mg (QID)	10	ADAS-cog (#)	~850 (Study start: 02/2014)
NCT02006654 (<i>STARBRIGHT</i>)	24 weeks	AChEIs	60 (or 30mg)	-	ADAS-cog (#)	~720 (Study start: 03/2014)
NCT02079246 * (<i>STAR Extension</i>)	32 weeks	Adj. to donepezil	60 (or 30mg) (QID)	10		1,770 (Study start: 04/2014)
NCT01019421 (phase II)	24 weeks	Adj. to donepezil	90mg (TID)	10	ADAS-cog	278 (Study start: 12/2009)
NCT00810667 (phase II)	12 weeks	Adj. to risperidone	120mg (BID)	-	PANSS	124 (schizophrenia) (Study start: 11/2008) (Study comp.: 02/2010)

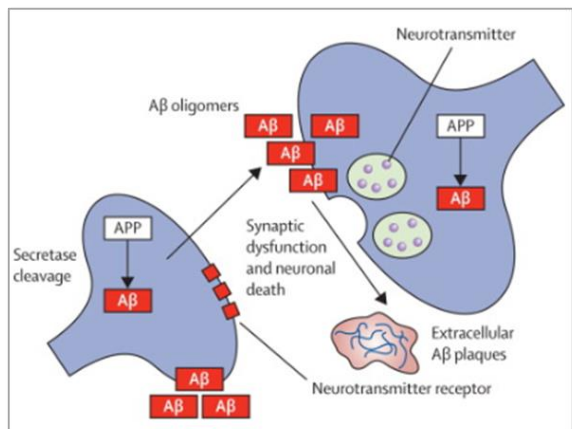
DB: double-blind; PBO: placebo-controlled

* Patients that conclude *STARSHINE* or *STARBEAM* can be included in a long-term open label study - NCT02079246. # Both Activities of Daily Living Inventory (ADCS-ADL23) total score and Clinical Global Impression of Change (ADCS-CGIC) score included as secondary endpoints

Lu AF20513 – Anti-A β active vaccine concept; getting beyond symptomatic treatment

Phase I study¹⁾

- ★ 35 patients from centres in Europe
- ★ Patients with mild AD (MMSE 19-26)
- ★ Four injections of Lu AF20513
- ★ Purpose:
 - ★ Evaluate safety and tolerability
 - ★ Measure A β -specific antibody titer



Wanted from study

- ★ Safe and tolerable:
 - ★ Low level of ARIA-E and ARIA-H²⁾
 - ★ No meningo-encephalitis
 - ★ High antibody responder rate
 - ★ Fast antibody response (< 6 months)
 - ★ High affinity A β specific antibodies (for CNS clearance)

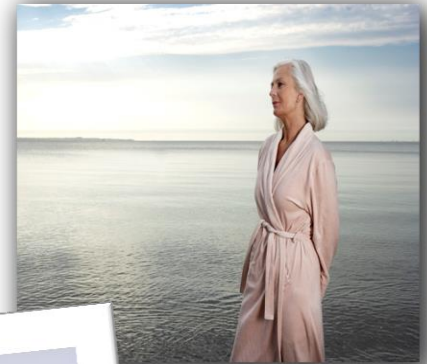
Not wanted from study

- ★ A β specific T-cells
- ★ High IgM over IgG ratio
- ★ Very low responder rate

- 1) NCT02388152
- 2) Amyloid Related Imaging Abnormalities (ARIA). ARIA-E refers to the MR signal alterations thought to represent VE and related extravasated fluid phenomena. ARIA-H refers to the MR signal alterations attributable to mH and hemosiderosis

Broad-based Alzheimer's pipeline

- ★ **Idalopirdine** demonstrated positive phase II results as add-on to donepezil in moderate Alzheimer's
 - ★ Phase III commenced in October 2013
- ★ **Rexulti** in patients with agitation associated with dementia of the Alzheimer's type
 - ★ Phase III commenced in July 2013
- ★ **Lu AF20513** to be the next generation active vaccination with potential to modify disease progression
 - ★ An active anti-A β vaccine candidate
 - ★ Phase I commenced in Q1 2015



Lu AF35700 phase III ready in Treatment Resistant Schizophrenia (TRS)

- ★ Unique mode of action. In contrast to current treatment, antipsychotic effect at low D₂ blockade
- ★ 5-HT₆ blockade may improve cognitive function
- ★ Combined D₁/D₂ and 5-HT₆ profile gives good antipsychotic activity combined with a benign tolerability profile
- ★ Very long half-life leads to significantly reduced risk of relapse on per oral therapy
- ★ Four clinical studies have been conducted, three studies in healthy people and one in patients with schizophrenia*)
- ★ Psychiatrists readily recognize the term '**Treatment Resistant Schizophrenia**'
- ★ They define TRS as an **inability to control symptoms** of schizophrenia after a full round of two to three antipsychotics



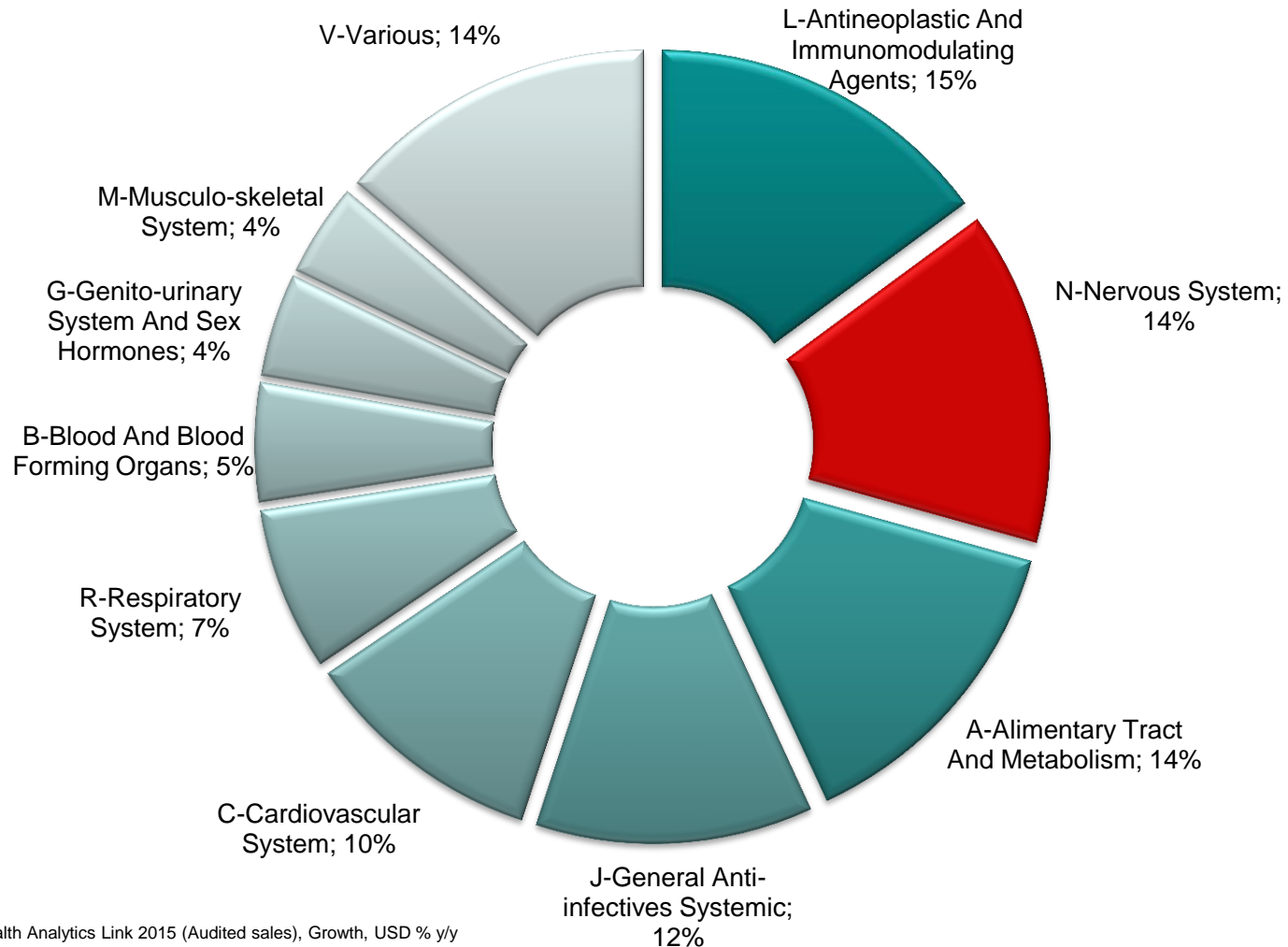
Majority of psychiatrists consider a third of their schizophrenia patients as treatment resistant



*) Clinicaltrials.gov identifier: NCT02202226

2014 - Worldwide pharmaceutical market

USD 927 billion (+6,4%)



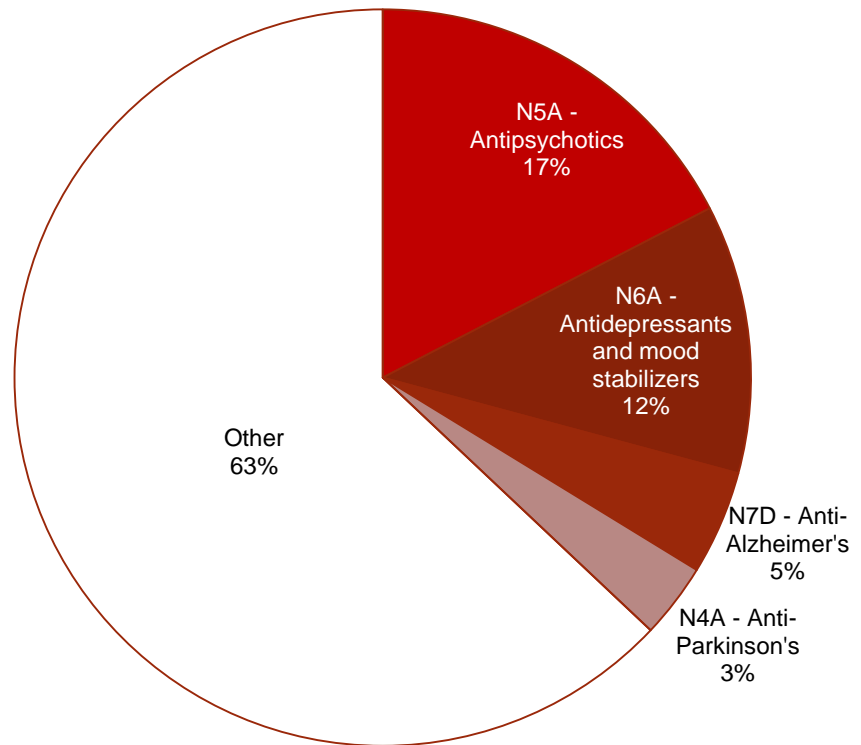
Source: IMS Health Analytics Link 2015 (Audited sales), Growth, USD % y/y

The CNS market 2014 – USD 134 billion (+3,8% y/y)

The largest pharmaceutical category

★ The CNS market represents 14% of the total pharmaceutical market

Lundbeck's therapeutic focus areas
(Share of total CNS market)



Source: IMS Health Analytics Link 2015 (Audited sales), Growth, USD % y/y

2014 - CNS market size

	Total market		USA		Europe		Int. Markets	
	Value (USDbn)	Growth	Share	Growth	Share	Growth	Share	Growth
Total pharma	927	6%	41%	13%	24%	4%	36%	6%
Total CNS	134	4%	48%	7%	24%	2%	28%	-1%
Anti-Alzheimer's	6.1	-4%	48%	9%	18%	-21%	34%	-9%
Anti-depressants	15.8	-13%	42%	-25%	26%	-1%	32%	-1%
Anti-Parkinson's	4.4	2%	23%	7%	45%	1%	32%	6%
Anti-psychotics	23.9	9%	59%	18%	20%	0%	21%	14%

Source: IMS Health Analytics Link 2015 (Audited sales), Growth, USD % y/y

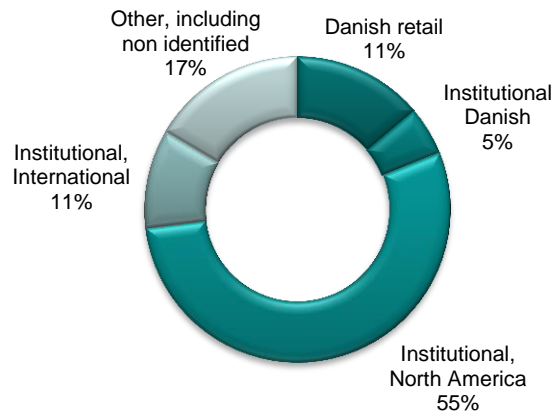
2014 - CNS market overview

	Market size (2014)				Unmet medical needs	Market leaders (2014)	
	Value (USDbn)	Value Growth	Volume Growth	# of patients*		Compound	Share value
Total pharma	927	+6%	+2%	-	-	-	-
Total CNS	134	+4%	+2%	-	-	-	-
Anti-Alzheimer's (N7D)	6.1	-4%	+2%	>7 million ²	<ul style="list-style-type: none"> • Disease modifying treatment • Disease slowing agents • Improved symptomatic treatments • Longer lasting symptomatic treatments 	1. Memantine 2. Rivastigmine 3. Donepezil 4. Galantamine	50% 22% 21% 7%
Anti-depressants (N6A)	15.8	-13%	+4%	~40 million ²	<ul style="list-style-type: none"> • Drugs with higher remission rates • Increased onset of action • Current therapies are relatively well-tolerated but still room for improvement especially on sexual side effects 	1. Duloxetine 2. Escitalopram 3. Venlafaxine 4. Bupropion	25% 11% 8% 8%
Anti-Parkinson's (N4A)	4.4	+2%	+1%	>3 million ²	<ul style="list-style-type: none"> • Therapies that provide neuroprotection and/or neurorestoration • An optimal trial design for demonstrating neuroprotection and/or neurorestoration • Control of levodopa-induced motor response complications 	1. Levodopa 2. Pramipexole 3. Rasagiline 4. Stalevo 5. Ropinirole	20% 16% 15% 10% 9%
Anti-psychotics (N5A)	23.9	+9%	+3%	Approx 1% of global population	<ul style="list-style-type: none"> • Improved treatment of cognitive dysfunction • Improved treatment of negative symptoms • Improved treatment of co-morbid depression and anxiety • Early stage, definitive diagnostics 	1. Aripiprazole 2. Quetiapine 3. Risperidone 4. Olanzapine	40% 14% 9% 9%

Source: IMS Health Analytics Link 2015 (Audited sales), Growth, USD % y/y

Ownership and the Lundbeck Foundation

Composition of free float ownership (end 2015)



- ★ Free float is 30%
- ★ Free float of approximately 60m shares is traded approximately once over annually

LUNDBECKFONDEN

- ★ Commercial foundation established in 1954 by Grete Lundbeck, widow of the founder
- ★ The main objective is to
 - ★ Maintain and expand the activities of the Lundbeck Group
 - ★ Provide financial support for research of the highest quality in biomedical and natural sciences
- ★ Ownership and value (2014):
 - ★ **Lundbeck** (70%): DKK 16.9bn
 - ★ **ALK-Abello** (42%/69%): DKK 2.7bn
 - ★ **Falck** (57%): DKK 5.1bn
 - ★ **LundbeckFond Invest**: DKK 13.7bn
 - ★ **Ventures & Emerge**: DKK 1.5bn

Sponsored ADR program

- ★ In May 2012, Lundbeck established a sponsored Level I ADR program in the US. The ADRs trade on the premier tier of Over-The-Counter (“OTC”) market in the US. Details are as follows:

Ticker Symbol	HLUYY
CUSIP	40422M206
Ratio	1 ADR : 1 ordinary share
ADR depositary	Deutsche Bank



Deutsche Bank

- ★ Please contact Deutsche Bank’s dedicated ADR broker desks:

New York Tel: +1 212 250 9100

London Tel: +44 20 7547 6500

Email: adr@db.com

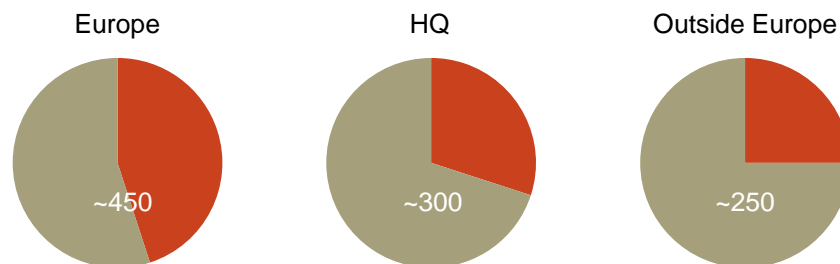


Restructuring programme well on track

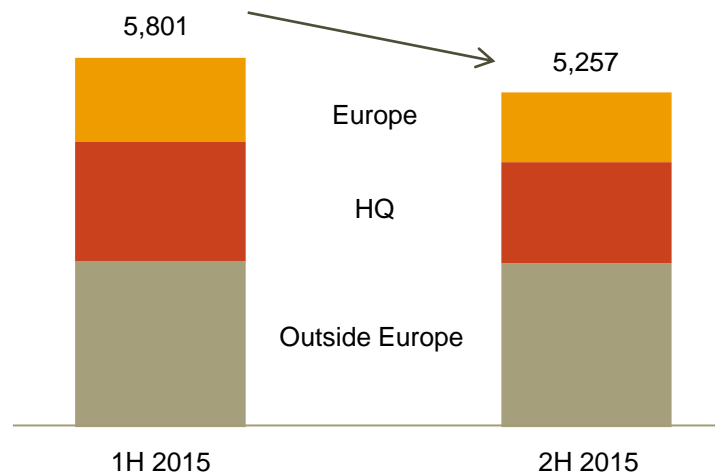
Return to profitability in 2016:

- ★ ~85% of planned headcount reductions carried out
- ★ Restructure of all headquarter functions
- ★ Further minimize G&A functions at affiliates
- ★ Closure of Lundbeck's US research site in Paramus
- ★ Closure of selected early-stage projects in R&D

Share of gross reductions of around 1.000

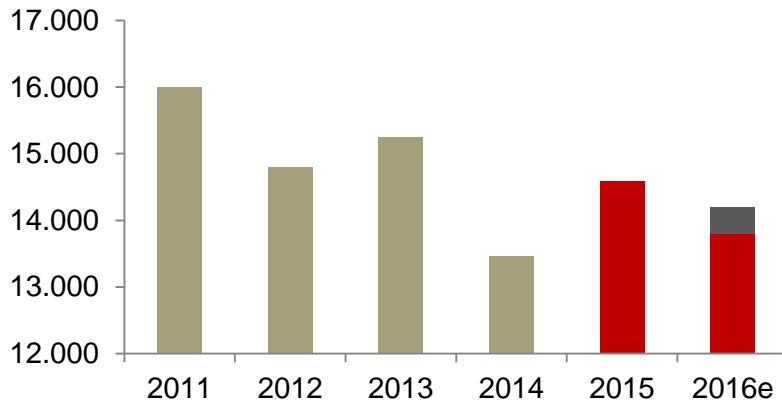


FTE Development



Transformation of Lundbeck on the way

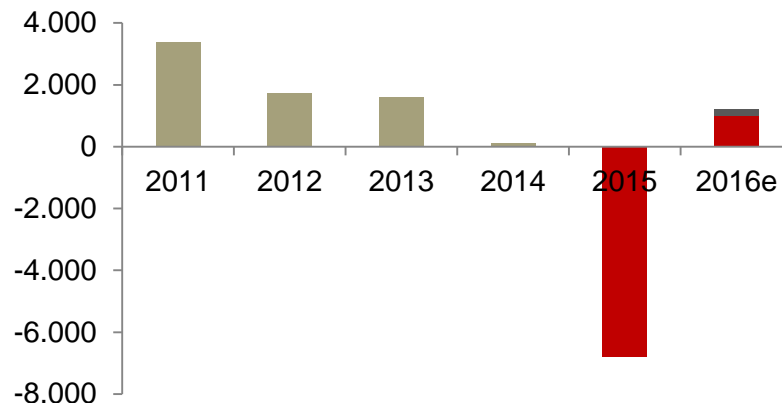
Revenue (DKKbn)



Revenue drivers in 2015

- ★ Positive currency development
- ★ Strong positive momentum for key products
- ★ Strong growth in US franchise
- ★ Negative impact from generic erosion

EBIT (DKKbn)



Operating profit (EBIT)

- ★ Restructuring programme impacts with DKK 7bn in 2015
- ★ Substantial investments in launch programme and late-stage pipeline

Q4 2015 - Geographic distribution of revenue - 1

DKKm	FY 2015	Q4 2015	Q4 2014	Growth	Growth in local currencies
EUROPE:					
Abilify Maintena	281	96	23	311%	290%
Azilect	1,282	314	349	(10%)	(11%)
Brintellix	105	46	3	1,735%	1,733%
Cipralex	893	196	290	(32%)	(33%)
Selincro	184	46	36	32%	30%
Other pharmaceuticals	1,151	274	302	(10%)	(10%)
Total revenue	3,896	972	1,003	(3%)	(4%)
INTERNATIONAL MARKETS:					
Abilify Maintena	64	23	3	669%	705%
Azilect	175	45	29	60%	60%
Brintellix	121	40	5	775%	801%
Cipralex/Lexapro	1,698	376	513	(27%)	(28%)
Ebixa	576	128	90	43%	33%
Other pharmaceuticals	1,193	242	275	(13%)	(11%)
Total revenue	3,827	854	915	(7%)	(7%)

Q4 2015 - Geographic distribution of revenue - 2

DKK m	FY 2015	Q4 2015	Q4 2014	Growth	Growth in local currency
USA:					
Abilify Maintena	324	92	56	62%	41%
Brintellix	403	125	75	66%	42%
Northera	475	192	10	1,804%	1,555%
Onfi	1,757	516	317	63%	44%
Rexulti	117	59	-	-	-
Sabril	985	265	197	35%	17%
Xenazine	2,182	539	482	12%	(2%)
Other pharmaceuticals	110	15	18	(19%)	(28%)
Total revenue	6,353	1,803	1,155	56%	36%

Q4 2015 - Cash generation

DKKm	Q4 2015	Q4 2014	FY 2015
Cash flows from operating activities	763	538	197
Cash flows from investing activities	(108)	(177)	(2,842)
Cash flows from operating and investing activities	655	361	(2,645)
Cash flows from financing activities	(486)	1,195	501
Net cash flow for the period	169	1,556	(2,144)
Cash and bank balances, end of period	1,504	3,651	1,504
Securities	17	18	17
Interest-bearing debt	(3,770)	(3,343)	(3,770)
Interest-bearing net cash and cash equivalents, end of year	(2,249)	326	(2,249)

Q4 2015 - Balance sheet

DKKm	31.12.15	31.12.14
Intangible assets	9,794	12,670
Other non-current assets	3,871	3,581
Current assets	7,660	9,386
Assets	21,325	25,637
Equity	8,785	13,526
Non-current liabilities	4,792	4,909
Current liabilities	7,748	7,202
Equity & liabilities	21,325	25,637
Cash and bank balances	1,504	3,651
Securities	17	18
Interest-bearing debt	(3,770)	(3,343)
Interest-bearing net cash and cash equivalents	(2,249)	326

Costs - yearly figures

DKKm	Growth, Y/Y, %				
	2015	2014	2013	2015	2014
Revenue	14,594	13,468	15,258	8%	(12%)
Cost of sales	5,395	4,160	4,038 ³⁾	30%	3%
Sales and distribution costs	6,706	5,164	4,530	30%	14%
Administrative expenses	1,160	1,134	2,140 ⁴⁾	2%	(47%)
R&D	8,149	2,911 ²⁾	2,951	180%	(1%)
Total costs	21,410¹⁾	13,369	13,659	60%	
EBIT	(6,816)	99	1,599	-	(94%)
Core EBIT	847	1,228	2,282	(31%)	(46%)
<i>Cost of sales</i>	37%	31%	26%		
<i>Sales and distribution costs</i>	46%	38%	31%		
<i>Administrative expenses</i>	8%	8%	14%		
<i>R&D</i>	56%	22%	19%		
<i>EBIT-margin</i>	(47%)	1%	10%		

Included are 1) Restructuring costs of DKK 7bn. 2) writedown of desmoteplase of DKK 309m; 3) writedown of Sycrest of DKK 210m; 4) EU fine of DKK 700m and restructuring charge of DKK 200m

For more information please contact Investor Relations

Share information

Lundbeck's shares are listed on the stock exchange in Copenhagen under the symbol "LUN".

Lundbeck has a sponsored Level 1 ADR programme listed in the US (OTC) under the symbol "HLUYY".

For additional company information, please visit Lundbeck at: www.lundbeck.com

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Thank you!

Lundbeck

