

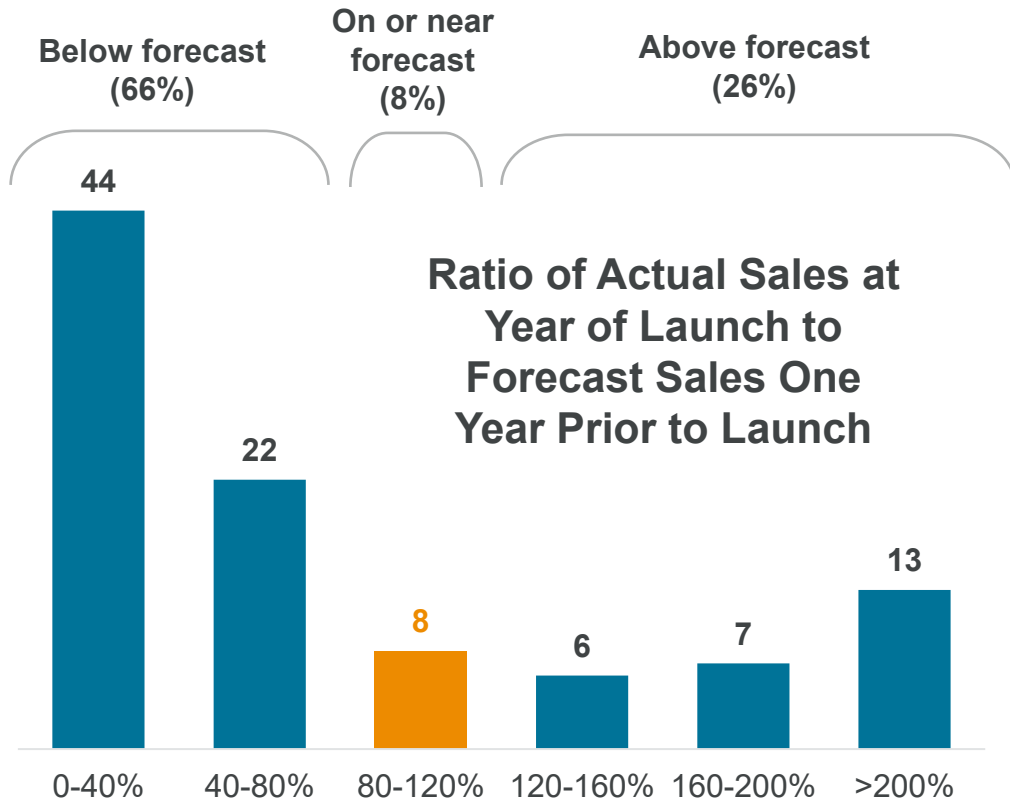
Biopharma Historical Launch Performance



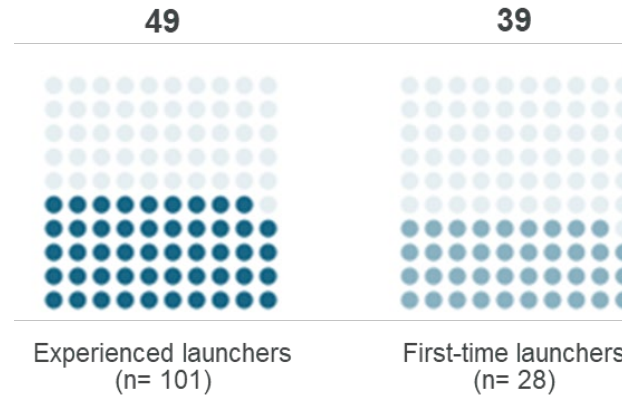
Majority of Launches Do Not Hit Their First-Year Forecast



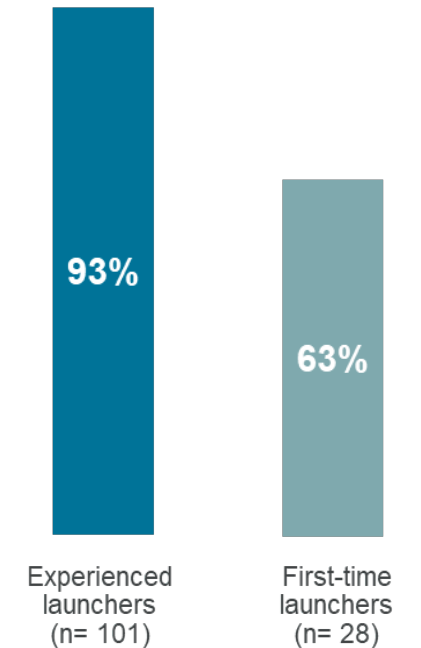
First-time launchers meet forecast 63% of the time vs. experienced launchers



Successful launches that exceed analysts' prelaunch forecasts, %



Median achievement of expected forecasts, %



Sources: Ten years on: Measuring the return from pharmaceutical innovation 2019. Deloitte Center for Health Solutions. Beyond the storm: Launch excellence in the new normal, McKinsey & Company

*Source: McKinsey Pharmaceuticals & Medical Products Practice Report, February 2021: "First-time launchers in the pharmaceutical industry"