



Corporate Overview

2020 Intellisight Conference

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Forward-looking statements / Non-GAAP financial measures / trademarks



Safe-Harbor Statement

This presentation includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Any statements, other than statements of historical fact, including, without limitation, our financial forecast and guidance, statements regarding our continued success, becoming a Fortune 500 company, our sustainable business model and competitive advantages, building on scalable capabilities, statements about consistent, diversified growth, profitability, doubling revenues and achieving target adjusted EBITDA margin, covering a larger portion of the public health threat market, growth through M&A, strengthening our R&D portfolio, the ability to advance potential solutions to combat the novel strain of coronavirus [SARS-CoV-2] causing COVID-19 disease; statements regarding related future large-scale manufacturing dose capacity; the negotiation of a future long-term commercial supply agreement with Johnson & Johnson; the results of clinical trials; the pursuit of Emergency Use Authorization; tailwinds in our CDMO business; as well as our ability to sustain momentum in the current uncertain economic environment and other key growth areas and related future market opportunities and any other statements containing the words "will," "believes," "expects," "anticipates," "intends" "plans," "targets," "forecasts," "estimates" and similar expressions in conjunction with, among other things, discussions of the Company's outlook, financial performance or financial condition, financial and operation goals, strategic goals, growth strategy, product sales, government development or procurement contracts or awards, government appropriations, manufacturing capabilities, and the timing of certain regulatory approvals or expenditures are forward-looking statements. These forward-looking statements are based on our current intentions, beliefs and expectations regarding future events. We cannot guarantee that any forward-looking statement will be accurate. Investors should realize that if underlying assumptions prove inaccurate or unknown risks or uncertainties materialize, actual results could differ materially from our expectations. Investors are, therefore, cautioned not to place undue reliance on any forward-looking statement. Any forward-looking statements speak only as of the date of this presentation, and, except as required by law, we do not undertake to update any forward-looking statement to reflect new information, events or circumstances.

There are a number of important factors that could cause the Company's actual results to differ materially from those indicated by such forward-looking statements, including the availability of funding and the exercise of options under our anthrax vaccine contracts; appropriations for the procurement of our products; our ability to continue deliveries of AV7909, ACAM and VIGIV to the SNS; our ability to secure Emergency Use Authorization designation and eventual licensure of AV7909 from the FDA within the anticipated timeframe, if at all; availability of funding for our U.S. government grants and contracts; our ability to successfully integrate and develop the operations, products or product candidates, programs, and personnel of any entities, businesses or products that we acquire, including our acquisitions of PaxVax and Adapt Pharma; our ability to complete expected deliveries of anthrax vaccines, BAT and raxibacumab; our ability to establish a multi-year follow-on contract for raxibacumab; our ability to identify and acquire or in-license products or product candidates that satisfy our selection criteria; our ability and the ability of our collaborators to defend underlying patents from infringement by generic naloxone entrants; whether anticipated synergies and benefits from an acquisition or in-license will be realized within expected time periods, if at all; our ability to utilize our manufacturing facilities and expand our capabilities; our ability and the ability of our contractors and suppliers to maintain compliance with Current Good Manufacturing Practices and other regulatory obligations; the results of regulatory inspections; the success of our ongoing and planned development programs; the timing and results of clinical trials; the timing of and our ability to obtain and maintain regulatory approvals for our product candidates; and our commercialization, marketing and manufacturing capabilities and strategy. The foregoing sets forth many, but not all, of the factors that could cause actual results to differ from our expectations in any forward-looking statement. Investors should consider this cautionary statement as well as the risk factors identified in our periodic reports filed with the Securities and Exchange Commission when evaluating our forward-looking statements.

Non-GAAP Financial Measures

This presentation contains five financial measures (Adjusted Net Income, Adjusted Net Income margin, Adjusted EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) and Adjusted EBITDA margin) that are considered "non-GAAP" financial measures under applicable Securities and Exchange Commission rules and regulations. These non-GAAP financial measures should be considered supplemental to and not a substitute for financial information prepared in accordance with generally accepted accounting principles. The Company's definition of these non-GAAP measures may differ from similarly titled measures used by others. Adjusted Net Income adjusts for specified items that can be highly variable or difficult to predict or reflect the non-cash impact of charges resulting from purchase accounting. Adjusted Net Income margin is defined as Adjusted Net Income divided by total revenues. Adjusted EBITDA reflects net income excluding the impact of depreciation, amortization, interest expense and provision for income taxes as well as specified items that can be highly variable and the non-cash impact of certain purchase accounting adjustments (which are tax effected utilizing the statutory tax rate for the US). Adjusted EBITDA margin is defined as Adjusted EBITDA divided by total revenues. The Company views these non-GAAP financial measures as a means to facilitate management's financial and operational decision-making, including evaluation of the Company's historical operating results and comparison to competitors' operating results. These non-GAAP financial measures reflect an additional way of viewing aspects of the Company's operations that, when viewed with GAAP results and the reconciliations to the corresponding GAAP financial measure, may provide a more complete understanding of factors and trends affecting the Company's business. The determination of the amounts that are excluded from these non-GAAP financial measures are a matter of management judgment and depend upon, among other factors, the nature of the underlying expense or income amounts. Because non-GAAP financial measures exclude the effect of items that will increase or decrease the Company's reported results of operations, management strongly encourages investors to review the Company's consolidated financial statements and publicly filed reports in their entirety. For additional on the non-GAAP financial measures noted here, please refer to the Reconciliation Tables provided in the Appendix to this presentation.

Trademarks

BioThrax® (Anthrax Vaccine Adsorbed), RSD1® (Reactive Skin Decontamination Lotion Kit), BAT® [Botulism Antitoxin Heptavalent (A,B,C,D,E,F,G)-(Equine)], Anthrasil® (Anthrax Immune Globulin Intravenous [human]), CNJ-016® [Vaccinia Immune Globulin Intravenous (Human)], Trobigrad® (atropine sulfate, obidoxime chloride), ACAM2000®, [Smallpox (Vaccinia) Vaccine, Live], Vivotif® (Typhoid Vaccine Live Oral Ty21a), Vaxchora® (Cholera Vaccine, Live, Oral), NARCAN® (naloxone HCl) Nasal Spray and any and all Emergent BioSolutions Inc. brands, products, services and feature names, logos and slogans are trademarks or registered trademarks of Emergent BioSolutions Inc. or its subsidiaries in the United States or other countries. All other brands, products, services and feature names or trademarks are the property of their respective owners.



Who We Are

What We Do

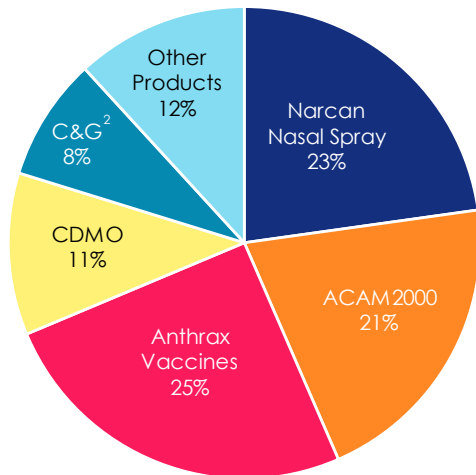
Emergent delivers
PEACE OF MIND
in an uncertain world

Who we are today

LTM 6/30/20 Revenue Breakdown

\$1,259MM LTM 6/30/20 Total Revenue

\$455MM¹ LTM 6/30/20 Adjusted EBITDA



¹ Adj. EBITDA definition excludes stock-based compensation expense

² C&G refers to Contracts & Grants

³ As of 8/10/20

* AV7909 and Tobigard are not approved by the FDA or any other health regulatory agency but are procured by certain authorized government agencies under special circumstances

Note: Please refer to the Appendix for non-GAAP reconciliation and definition

Business Description

Emergent is a global life sciences company focused on providing **specialty pharmaceutical products and solutions** and **contract development and manufacturing (CDMO) services** that address several categories of **public health threats**

- **10** marketed products and **2** product candidates procured by governments and commercial entities*
- **9** CDMO sites serving **50+** customers across the pharma/biopharma industry and U.S. government (USG)
- **15+** pipeline products
- **~2,000** employees across **19** global locations
- **\$6.8B** market capitalization³

Our marketed and specially-procured products

Product types



Vaccines
(liquid, oral)



Therapeutics
(hyperimmune/mAb)



Medical devices
(device, drug-device
combination product)

Anthrax

Anthraxil®
[Anthrax Immune
Globulin Intravenous
(human)]

AV7909¹
[Anthrax Vaccine
Adsorbed (AVA),
Adjuvanted]

BioThrax®
(Anthrax Vaccine
Adsorbed)

**raxibacumab
injection**
A fully human
monoclonal antibody

Smallpox

ACAM2000®
(Smallpox (Vaccinia)
Vaccine, Live)

VIGIV CNJ-016®
[Vaccinia Immune
Globulin Intravenous
(Human)]

Travel Health

Vaxchora®
(Cholera Vaccine,
Live, Oral)

Vivotif®
(Typhoid Vaccine
Live Oral Ty21a)

Opioids

NARCAN®
(naloxone HCl)
Nasal Spray

Chemical

RSDL®
(Reactive Skin
Decontamination
Lotion Kit)

Trobigard®¹
(atropine sulfate,
obidoxime chloride
auto-injector)

Botulism

BAT®
[Botulism Antitoxin
Heptavalent
(A, B, C, D, E, F, G) -
(Equine)]



**>\$30B Market
Opportunity**

1. AV7909 and Trobigard® are not approved by the FDA or any other health regulatory agency but are procured by certain authorized government agencies under special circumstances.

Our key solutions

Anthrax

- **BioThrax®**: Vaccine against anthrax disease
- **AV7909***: Next generation vaccine candidate against anthrax disease
- **Anthraxisil®**: Therapeutic for inhalational anthrax
- **Raxibacumab**: Therapeutic for inhalational anthrax



BioThrax®



AV7909*



Anthraxisil®



Raxibacumab
injection

Smallpox

- **ACAM2000®**: Vaccine for smallpox
- **VIGIV CNJ-016®**: Therapeutic for smallpox vaccine complications



ACAM2000®



VIGIV CNJ-016®

Opioids

- **NARCAN® Nasal Spray**: Drug/device combination for treatment of opioid overdose



NARCAN® Nasal Spray

Key Highlights

- ✓ **Sole supplier** to US government of medical countermeasures for anthrax vaccination
- ✓ Initial vaccine contract awarded in 1997 and 7 consecutive renewal cycles

- ✓ ACAM2000® and VIGIV are the **cornerstone smallpox products** in the USG stockpile
- ✓ Secured a **10-year contract** with the USG **valued at \$2B** for ACAM2000®
- ✓ Government plan to protect entire U.S. population from smallpox

- ✓ **First and only** FDA-approved intranasal form of naloxone in market
- ✓ **Market leader** in public and retail segments
- ✓ **97% of insured lives have coverage**

* AV7909 is not approved by the FDA or any other health regulatory agency but is procured by certain authorized government agencies under special circumstances

Our key solutions

Travel Health

- **Vaxchora®**: Vaccine for cholera (oral)
- **Vivotif®**: Vaccine for typhoid (oral)



Vaxchora®

Vivotif®

Chemical

- **RSDL®**: Device to neutralize/remove chemical warfare agents from skin
- **Trobigard®***: Product candidate for nerve agent poisoning



RSDL®

Botulism

- **BAT®**: Therapeutic that treats botulism



BAT®

Key Highlights

- ✓ Vaxchora® is the **first and only** FDA-approved cholera vaccine
- ✓ Vivotif® is the **only oral typhoid vaccine**

- ✓ RSDL® is the **only FDA-cleared decontaminant** for its product indication
- ✓ Currently pursuing approval for Trobigard in Belgium

- ✓ **Only product to treat all seven types of botulism** licensed by the FDA

* Trobigard is not approved by the FDA or any other health regulatory agency but is procured by certain authorized government agencies under special circumstances

Our CDMO overview

Molecule-to-market CDMO offerings



Development services
[DVS]



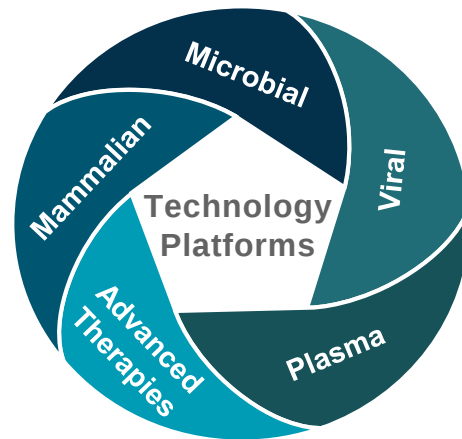
Drug substance
[DS]



Drug product &
packaging
[DP]

Sustainable competitive advantages

- Foundational market approach
- Science and technology
- Industry-leading track record
- Speed and flexibility to market
- Tailored, individualized and integrated offerings
- 9 Global development & manufacturing sites
- Center for Innovation in Advanced Development and Manufacturing (CIADM)



**\$20B Market
Opportunity**

Our CDMO services, capabilities and sites

Site	Technologies	Capability				Acquisition	Development, Manufacturing and Compliance Excellence	CDMO	
		DVS	DS	DP	CIADM				
Baltimore, MD (Bayview)	Mammalian, Microbial, Viral, BSL2		●		●				Single-use technology, 1 of 3 CIADM facilities in the U.S.
Baltimore, MD (Camden)	Small molecule, Mammalian, Microbial, Viral			●	●				New flex-fill line expected to be on-line in Q1 2021, doubling of capacity
Lansing, MI	Microbial, BSL2/3		●		●				New BSL3 dedicated suite for small-to mid-volume products
Winnipeg, Manitoba, Canada	Plasma	●	●	●					Molecule-to-market offering for plasma
Gaithersburg, MD	Mammalian, Microbial, Viral, BSL2	●			●				CoE for process, formulation and analytical development
Rockville, MD	Viral, BSL2			●	●				State-of-the-art fill line expansion under assessment
Bern, Switzerland	Mammalian, Microbial, Viral		●						EU launch platform, molecule-to-market expansion under assessment
Canton, MA	Viral, BSL2		●		●				State-of-the-art DS expansion under assessment
Hattiesburg, MS	Packaging			●					Customized offering under assessment

● Development Services ● Drug Substance ● Drug Product ● Center for Innovation in Advanced Development and Manufacturing (CIADM) ● Potential CIADM

~\$200M of investments in capabilities and capacities: ~\$50M Camden; \$85.5M Rockville; ~\$75M Canton

Our development pipeline – vaccines

Development Candidate	Threat	Partner	Priority Review Voucher Eligible*	Clinical Phase				
				Pre-Clinical	I	II	III	IV/LCM**
Vaxchora® - pediatric (Cholera vaccine, live, oral)	Travel Health	-	-					
AV7909 [Anthrax vaccine adsorbed (AVA), adjuvanted]	CBRNE	HHS-BARDA	-					
CHIKV VLP*** Chikungunya virus VLP vaccine)	Travel Health	-	✓					
Shigella-ETEC (Live, attenuated Shigella vaccine expressing ETEC antigens)	Travel Health	-	-					
EBS-LASV (Vector vaccine for Lassa fever)	EID	CEPI	-					
UNI-FLU (Universal influenza vaccine)	EID	-	-					
rVSV-Marburg (Vector vaccine for treatment of Marburg virus disease)	EID	-	-					
rVSV-Sudan (Vector vaccine for treatment of Sudan virus disease)	EID	-	-					

* Priority Review Program authorizes FDA to award a voucher for priority review of an application to the sponsor/manufacture of a new drug or biologic targeting a neglected tropical disease, rare pediatric disease, or certain medical countermeasures for biological, chemical, radiological, or nuclear threats.

** Life cycle management

*** Granted Fast Track Designation in December 2017 by the U.S. Food and Drug Administration

**** Target for First Subject enrollment.

Our development pipeline – therapeutics

Development Candidate	Threat	Partner	Priority Review Voucher Eligible*	Pre-Clinical	Clinical Phase		
					I	II	III
FLU-IGIV <i>(Seasonal influenza A therapeutic)</i>	Acute care	-	-				2021**
ZIKV-IG <i>(Zika virus therapeutic)</i>	EID	-	✓				
COVID-HIG*** <i>(Human polyclonal hyperimmune with antibodies to SARS-CoV-2)</i>	EID	-	-			2020**	
COVID-EIG*** <i>(Equine-derived polyclonal hyperimmune with antibodies to SARS-CoV-2)</i>	EID	-	-			2020**	
DAT <i>(Diphtheria antitoxin)</i>	Acute care	-	-				
Ricin-IG <i>(Ricin antitoxin)</i>	CBRNE	-	✓				
Pan-Ebola <i>(Ebola/Sudan monoclonal)</i>	EID	PHAC	✓				

* Priority Review Program authorizes FDA to award a voucher for priority review of an application to the sponsor/manufacturer of a new drug or biologic targeting a neglected tropical disease, rare pediatric disease, or certain medical countermeasures for biological, chemical, radiological, or nuclear threats.

** Target for First Subject enrollment.

*** Pandemic use.

Our development pipeline – devices

Development Candidate	Threat	Funding Partner	Priority Review Voucher Eligible*	Early Stage			Late Stage	
				Concept	Feasibility	Development	Transition	Launch
Medical Countermeasures								
Trobigard** # <i>(Atropine sulfate, obidoxime chloride auto-injector)</i>	CBRNE	-	-					
D4 <i>(2PAM/atropine)</i>	CBRNE	DoD - MCS	-					
PC2A <i>(Diazepam)</i>	CBRNE	DoD - MCS	-					
SIAN <i>(Stabilized isoamyl nitrite)</i>	CBRNE	HHS - BARDA	-					
Opioid Crisis								
AP004 <i>(Naloxone prefilled syringe)</i>	Opioid Overdose Reversal	-	-					
AP003 <i>(Naloxone multidose nasal spray)</i>	Opioid Overdose Reversal	-	-					
AP007 <i>(Sustained-release nalmefene injectable)</i>	Opioid Use Disorder	NIDA	-					

* Priority Review Program authorizes FDA to award a voucher for priority review of an application to the sponsor/manufacturer of a new drug or biologic targeting a neglected tropical disease, rare pediatric disease, or certain medical countermeasures for biological, chemical, radiological, or nuclear threats.

** Trobigard is not approved by FDA or by any other regulatory agency but is procured by certain authorized government agencies under special circumstances. # Application submitted to a regulatory health authority in the European Union.

Strong track record of M&A

2013

RSDL 
Reactive Skin
Decontamination Lotion Kit



Hattiesburg, MS

2014

Anthrasil 
Anthrax Immune Globulin
Intravenous (human)

BAT 
Botulism Antitoxin Heptavalent
(A, B, C, D, E, F, G) - (Equine)

VIGIV
[Vaccinia Immune Globulin
Intravenous (Human)]



Winnipeg,
Canada



Baltimore, MD
(Camden)

2015

Auto-injector platform

2017

ACAM2000 
(Smallpox (Vaccinia) Vaccine, Live)



Canton,
MA



Rockville,
MD

raxibacumab injection
A fully human monoclonal antibody

2018

 **Vivotif**
Typhoid Vaccine Live Oral Ty21a

 **Vaxchora**
(Cholera Vaccine, Live, Oral)



Bern,
Switzerland

 **NARCAN**® (naloxone HCl)
NASAL SPRAY

Added \$600M in annual revenue through acquisitions since 2017



2024 Growth Strategy

2024 strategic goals

- Double revenue to **>\$2B**
- Grow in disciplined, profitable way; achieve adjusted EBITDA margin of **27%-30%**¹
- Expand and build scalable leadership positions in current and new public health threat (PHT) markets
- Invest in capabilities, innovation and operational excellence

1. Defined as Adjusted EBITDA divided by total revenue.

EMERGENT

Core strategies driving the next five years

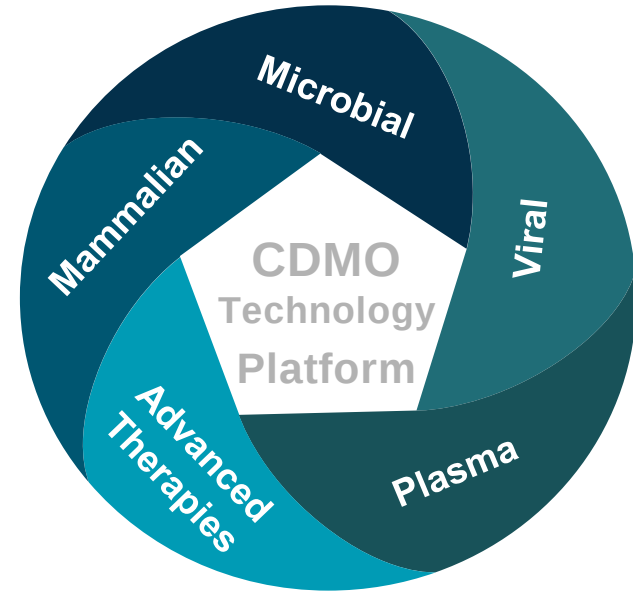


EMERGENT
2024

2020-2024 corporate growth strategy targets large addressable market opportunities



>\$30B Market Opportunity



\$20B Market Opportunity

M&A growth driven by a disciplined approach



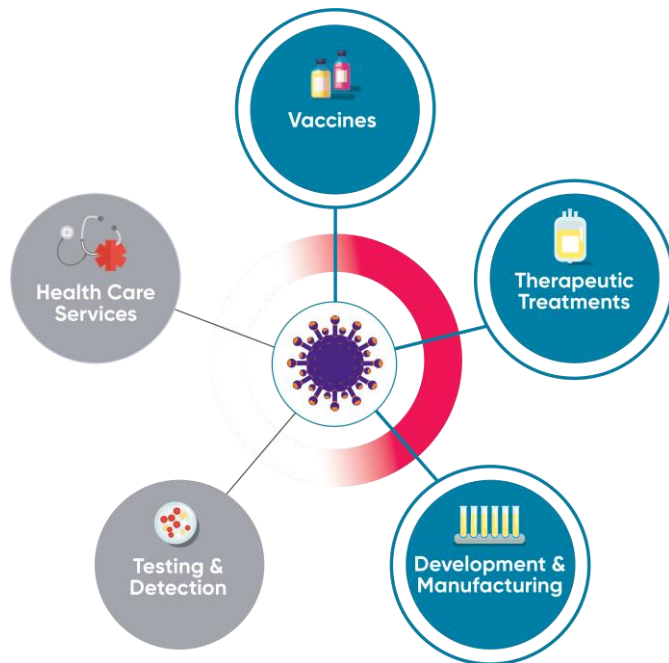
Criteria

- Strategic fit
- Preference for products accretive in less than 24 months
- Ability to generate risk-adjusted returns

COVID-19 Response

COVID-19 update

COVID-19 Universal Response



EBS Opportunity

New CDMO Wins Across Government and Non-Government Customers...



Johnson & Johnson

AstraZeneca



NOVAVAX
Creating Tomorrow's Vaccines Today

...Representing >\$1.5B of contracted revenue signed within the last 4 months

COVID-19 CDMO partnerships overview



Johnson & Johnson

AstraZeneca

VAXART

NOVAVAX

SERVICE OFFERINGS			
Development Services	Drug Substance	Drug Product	
SITES			
Gaithersburg, MD	Baltimore, MD (Bayview)	Baltimore, MD (Camden)	Rockville, MD
PARTNERSHIP ACTIVITIES			
			
			
			
			
			

New COVID-19 CDMO partnerships

New CDMO Partnerships with Government & Non-Government Customers for COVID-19 Vaccine Candidates

- Announced collaborations with Johnson & Johnson, AstraZeneca, Novavax and Vaxart to develop and manufacture COVID-19 vaccine candidates
- Expanded existing partnership with the USG under “Operation Warp Speed” to accelerate efforts for COVID-19 investigational vaccines, including:
 - **\$543MM** to provide CDMO services and commit manufacturing capacity
 - **\$85MM** to expand viral and non-viral CDMO drug product fill/finish capacity

Announced COVID-19 Related CDMO Contracts				
Contract Party	Announced	Value	Start Date	Duration
BARDA	6/1	\$628MM	2020	1+ year
Johnson & Johnson	7/6	\$480MM ¹	2021	5 years
	4/23	\$135MM	2020	1+ year
AstraZeneca	7/27	\$174MM ²	2020	3 years
	6/11	\$87MM	2020	1 year
Novavax	3/10	Not Disclosed	2020	Not Disclosed
Vaxart	3/18	Not Disclosed	2020	Not Disclosed

¹ Reflects value in years 1 and 2, combined

² Reflects value in year 1

**>\$1.5B of contracted CDMO revenue
signed since March**

Development of potential COVID-19 therapeutics

Two COVID-19 Treatment Candidates in Development Under Collaboration with Government & Non-Government Partners

- In March, announced the development of two product candidates for COVID-19 treatment: COVID-HIG and COVID-EIG
- In April, awarded contract from the USG to provide funding and support development of COVID-HIG
 - Contract with BARDA valued at up to **\$15MM**
 - NIH to include COVID-HIG in a clinical study
 - Collaborating with FDA to expedite development process
- In July, announced partnership with Mount Sinai Health System and ImmunoTek Bio Centers to develop, manufacture, and conduct clinical trials to evaluate COVID-HIG
 - Includes up to **\$35MM** in funding from the U.S. DOD
 - Anticipate entering Phase 2 of clinical studies late summer with potential data by year-end

Announced COVID-19 Related Development Contracts			
Contract Party	Announced	Value	Start Date
U.S. DoD	7/8	\$35MM	2020
BARDA	4/2	\$15MM	2020

~\$50MM of development funding signed since March

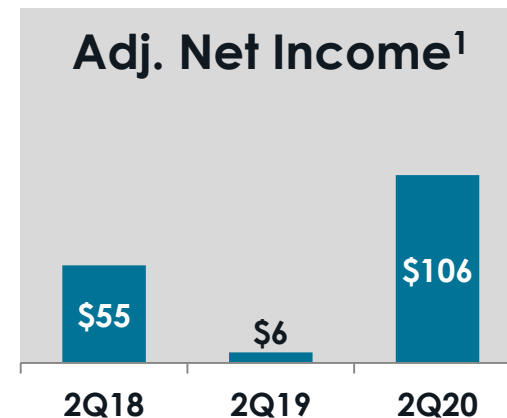
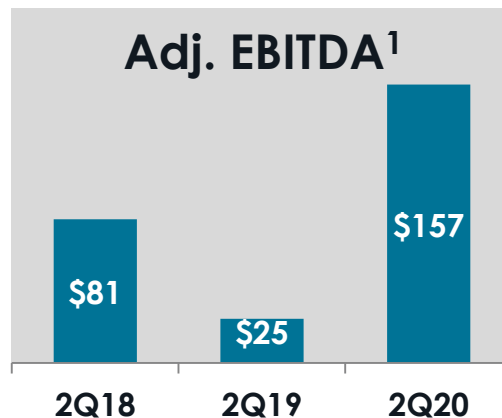
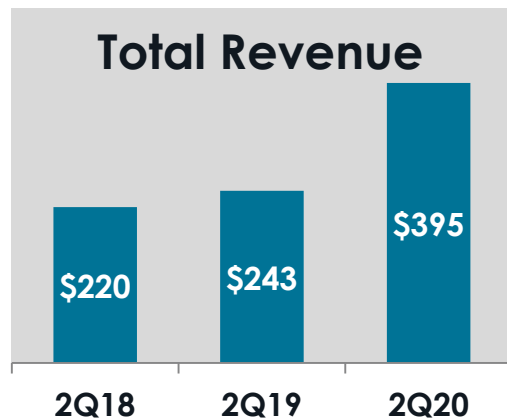
HIG Update

Anticipate initiation of Phase 3 trial August 2020

Financial Highlights

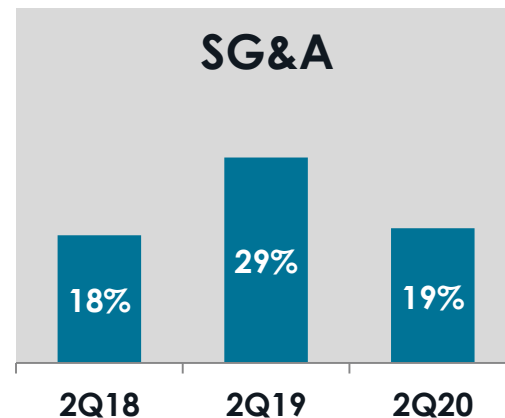
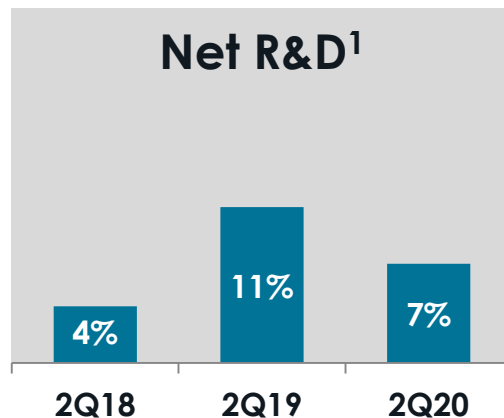
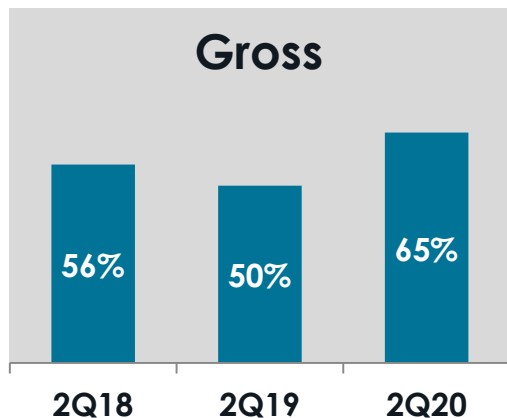
Primary financial metrics – 2Q

[\$M]



1. See the Appendix for a definition of non-GAAP terms and reconciliation tables.

Key margins – 2Q



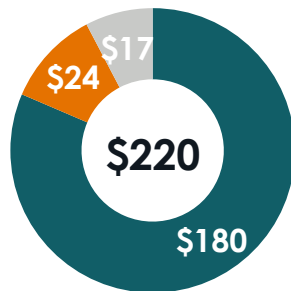
1. Net R&D is calculated as gross R&D less contracts & grants revenue; net R&D margin is calculated as net R&D as a function of adjusted revenue, which is calculated as total revenue less contracts & grants revenue.

Total revenue mix – 2Q

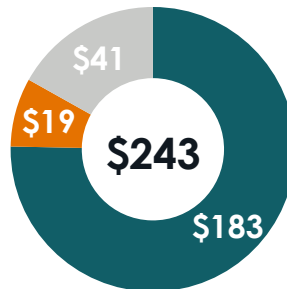
- Product Sales
- Contract Manufacturing
- C&G

[\$M]

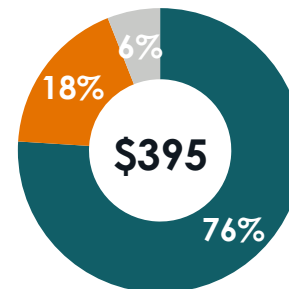
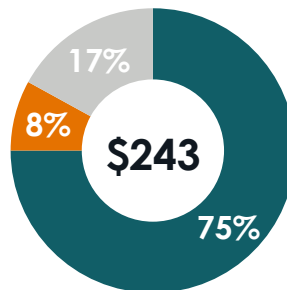
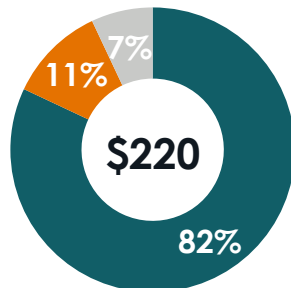
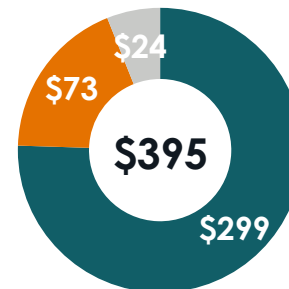
2Q18



2Q19



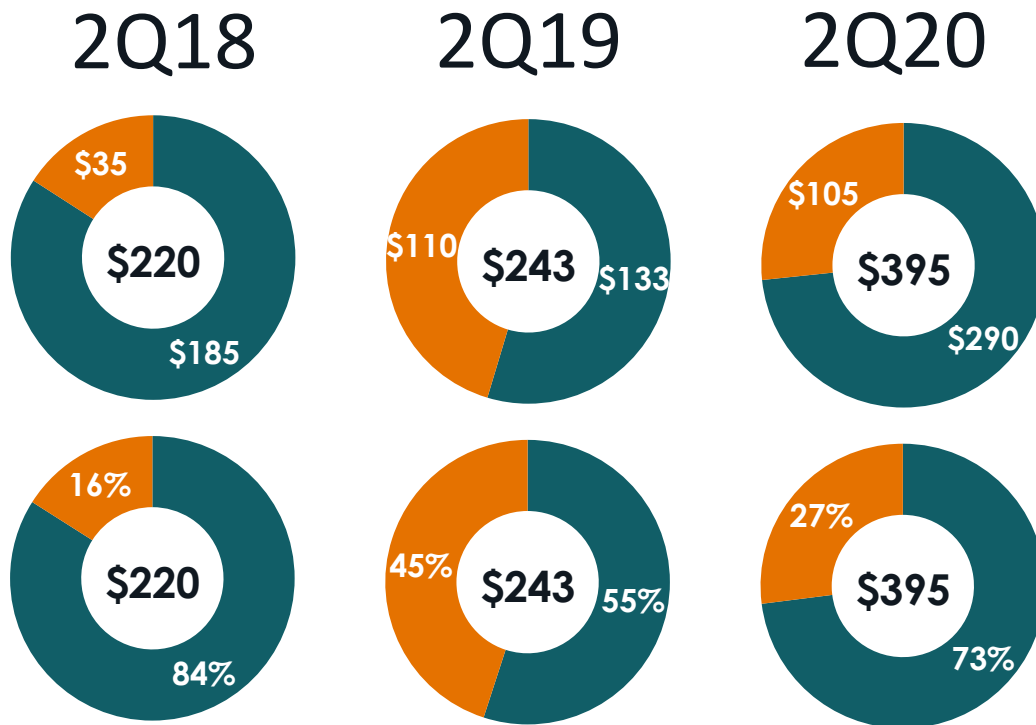
2Q20



Total revenue – Sources mix – 2Q

■ US Government Revenues
■ Non-US Government Revenues

[\$M]

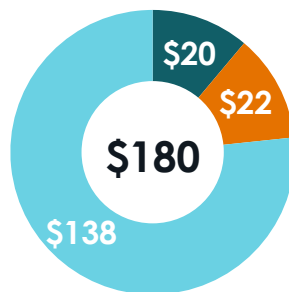


Product sales mix – 2Q

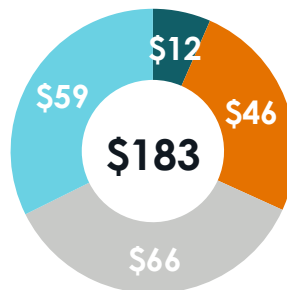
- Anthrax vaccines
- ACAM2000
- NARCAN Nasal Spray
- Other products

[\$M]

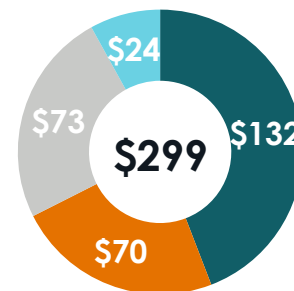
2Q18



2Q19

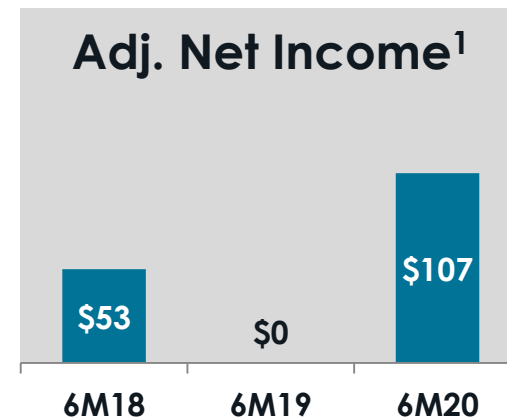
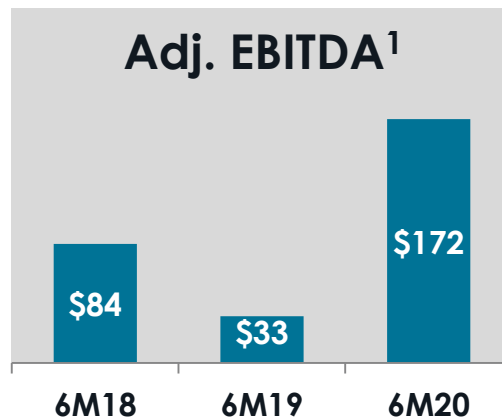
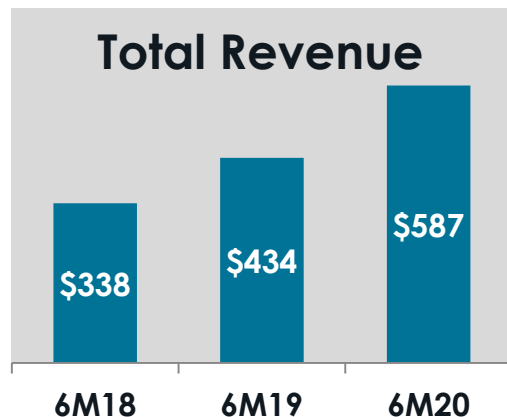


2Q20



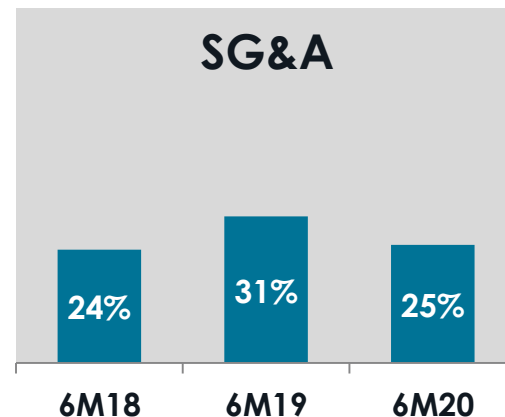
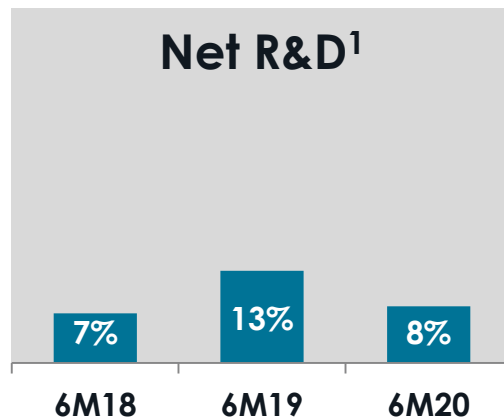
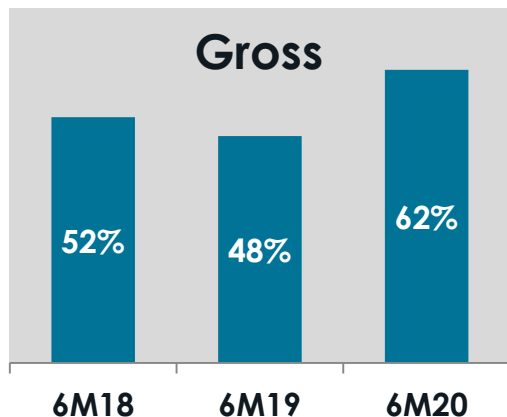
Primary financial metrics – YTD

[\$M]



1. See the Appendix for a definition of non-GAAP terms and reconciliation tables.

Key margins – YTD



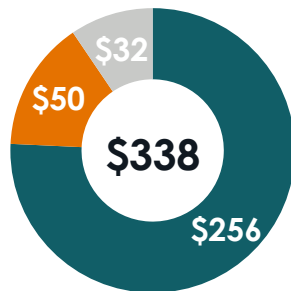
1. Net R&D is calculated as gross R&D less contracts & grants revenue; net R&D margin is calculated as net R&D as a function of adjusted revenue, which is calculated as total revenue less contracts & grants revenue.

Total revenue mix – YTD

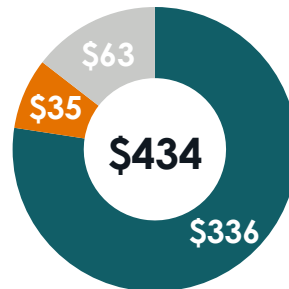
- Product Sales
- Contract Manufacturing
- C&G

[\$M]

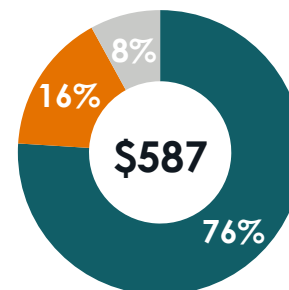
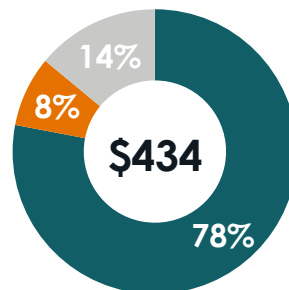
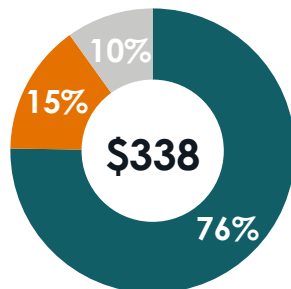
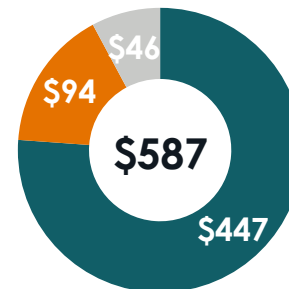
6M18



6M19



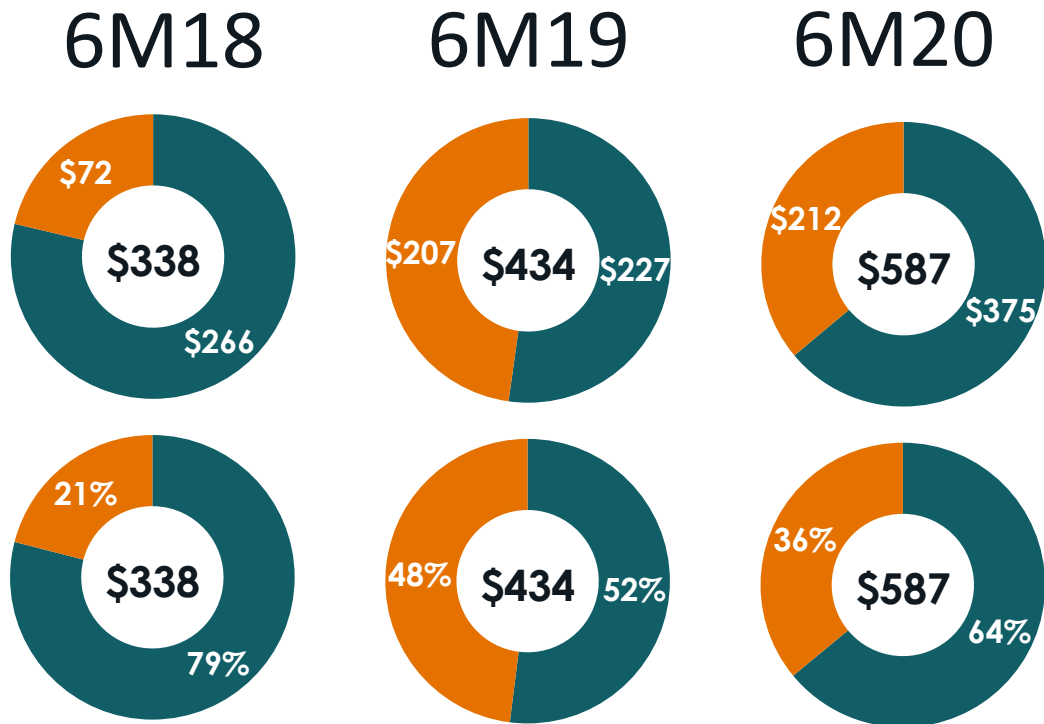
6M20



Total revenue – Sources mix – YTD

■ US Government Revenues
■ Non-US Government Revenues

[\$M]

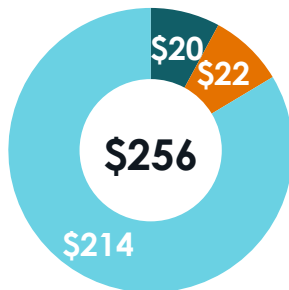


Product sales mix – YTD

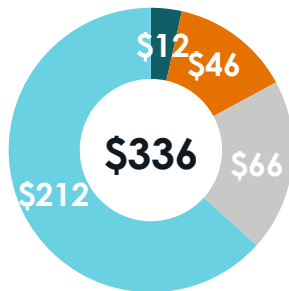
- Anthrax vaccines
- ACAM2000
- NARCAN Nasal Spray
- Other products

[\$M]

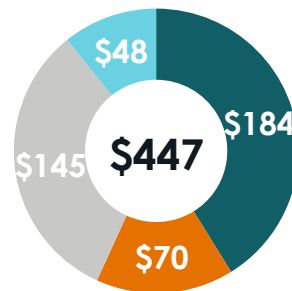
6M18



6M19



6M20



Strong capital structure and ample liquidity

(As of 06/30/2020)

Cash **\$269M**

Accounts receivable **\$259M**

Undrawn revolver **\$244M**

08/07

**Closed on
\$450M 3.875%
Senior
Unsecured
Notes Due 2028**

- \$353M repaid existing borrowings
- Remainder to cash

2020 financial guidance – significant upward revision; 3Q20 total revenue established¹



Metric	Revised Reaffirmed	Previous
Total Revenue -- Anthrax Vaccines -- ACAM2000 -- NARCAN Nasal Spray -- CDMO	\$1,500M – \$1,600M -- \$320M – \$350M -- \$180M – \$200M -- \$285M – \$315M -- \$440M – \$460M	\$1,175M – \$1,275M -- \$270M – \$300M -- \$180M – \$200M -- \$285M – \$315M -- \$125M – \$145M
Adjusted Net Income²	\$340M – \$390M	\$160M – \$210M
Adjusted EBITDA²	\$535M – \$600M	\$300M – \$360M

3Q20 Total Revenue: **\$420M – \$450M**

Note: 2020 financial forecast does not include impact of M&A.

1. Based upon the ranges provided in the press release issued by the Company on July 30, 2020.

2. See the Appendix for a definition of non-GAAP terms and a reconciliation tables.

Key Takeaways

Summary takeaways

Proven track record – build from history of profitable, diversified revenue growth

Scalable and sustainable business model – deliver expanding offering of specialty products and services addressing global preparedness and response

Established leader – continue to build and scale leadership positions in select PHT markets where we have competitive advantages

Strong financial foundation – employ a disciplined capital deployment approach to support strategic objectives and drive shareholder value

EMERGENT 2024

Reconciliation Tables

Reconciliation of Net Income to Adjusted EBITDA

– 2Q20, 2Q19, 2Q18

(\$ in millions)	Three Months Ended June 30,		
	2020	2019	2018
Net Income (Loss)	\$92.7	(\$9.5)	\$50.1
Adjustments:			
+ Depreciation & Amortization	28.6	27.2	12.2
+ Total Interest Expense, net	6.3	8.8	1.0
+ Provision (Benefit) for (from) Income Taxes	28.0	(5.6)	15.7
+ Changes in fair value of contingent consideration	0.5	3.9	--
+ Acquisition-related costs (transaction & integration)	--	3.5	1.4
+ Impact of purchase accounting on inventory step-up	--	1.1	--
Total Additional Adjustments	63.4	38.9	30.3
Adjusted EBITDA	\$156.1	\$29.4	\$80.4

Reconciliation of Net Income to Adjusted EBITDA

– 6M20, 6M19, 6M18

(\$ in millions)	Six Months Ended June 30,		
	2020	2019	2018
Net Income (Loss)	\$80.2	(\$35.6)	\$45.2
Adjustments:			
+ Depreciation & Amortization	56.8	53.8	24.5
+ Total Interest Expense, net	14.1	17.8	1.2
+ Provision (Benefit) for (from) Income Taxes	19.2	(17.4)	11.2
+ Changes in fair value of contingent consideration	1.1	5.5	--
+ Acquisition-related costs (transaction & integration)	--	7.4	1.6
+ Impact of purchase accounting on inventory step-up	--	6.1	--
Total Additional Adjustments	91.2	73.2	38.5
Adjusted EBITDA	\$171.4	\$37.6	\$83.7

Reconciliation of Net Income to Adjusted EBITDA

– 2020 Guidance

(\$ in millions)	REVISED 2020 Full Year Forecast
	2020F
Net Income	\$290 - \$340
Adjustments:	
+ Depreciation & Amortization	115
+ Total Interest Expense, net	30
+ Provision for Income Taxes	98 - 113
+ Changes in fair value of contingent consideration	2
+ Acquisition-related costs (transaction & integration)	--
+ Impact of purchase accounting on inventory step-up	--
Total Additional Adjustments	245 - 260
Adjusted EBITDA	\$535 - \$600

Reconciliation of Net Income to Adjusted Net Income

– 2Q20, 2Q19, 2Q18

(\$ in millions)	Three Months Ended June 30,			Source
	2020	2019	2018	
Net Income (Loss)	\$92.7	(\$9.5)	\$50.1	NA
Adjustments:				
+ Non-cash amortization charges	15.8	15.4	4.0	SG&A, Other Income
+ Change in fair value of contingent consideration	0.5	3.9	--	SG&A
+ Acquisition-related costs (transaction & integration)	--	3.5	1.4	SG&A
+ Exit and disposal costs	--	--	0.4	SG&A
+ Impact of purchase accounting on inventory step-up	--	1.1	--	COGS
Tax effect	(3.3)	(4.2)	(1.2)	NA
Total Adjustments	13.0	19.7	4.6	NA
Adjusted Net Income	\$105.7	\$10.2	\$54.7	NA

Reconciliation of Net Income to Adjusted Net Income

– 6M20, 6M19, 6M18

(\$ in millions)	Six Months Ended June 30,			Source
	2020	2019	2018	
Net Income (Loss)	\$80.2	(\$35.6)	\$45.2	NA
Adjustments:				
+ Non-cash amortization charges	31.3	30.7	8.0	SG&A, Other Income
+ Change in fair value of contingent consideration	1.1	5.5	--	SG&A
+ Acquisition-related costs (transaction & integration)	--	7.4	1.6	SG&A
+ Exit and disposal costs	--	--	0.4	SG&A
+ Impact of purchase accounting on inventory step-up	--	6.1	--	COGS
Tax effect	(6.6)	(9.3)	(2.1)	NA
Total Adjustments	25.8	40.4	7.9	NA
Adjusted Net Income	\$106.0	\$4.8	\$53.1	NA

Reconciliation of Net Income to Adjusted Net Income

– 2020 Guidance

(\$ in millions)	REVISED 2020 Full Year Forecast	
	2020F	Source
Net Income	\$290 - \$340	NA
Adjustments:		
+ Non-cash amortization charges	62	IA Amort.; Other Income
+ Change in fair value of contingent consideration	2	SG&A
+ Acquisition-related costs (transaction & integration)	--	SG&A
+ Exit and disposal costs	--	SG&A
+ Impact of purchase accounting on inventory step-up	--	COGS
Tax effect	(14)	NA
Total Adjustments	50	NA
Adjusted Net Income	\$340 - \$390	NA

Reconciliation of Net R&D Expense

– 2Q20, 2Q19, 2Q18

(\$ in millions)	Three Months Ended June 30,		
	2020	2019	2018
Research and Development Expenses	\$47.9	\$63.9	\$24.7
Adjustments:			
- Contracts and Grants revenue	\$23.6	41.0	16.5
Net Research and Development Expenses	\$24.3	\$22.9	\$8.2
Adjusted Revenue (Total Revenue Less Contracts & Grants Revenue)	\$371.1	\$202.2	\$203.7
Net R&D Margin (Net Research and Development Expenses as % of Adjusted Revenue)	7%	11%	4%

Reconciliation of Net R&D Expense

– 6M20, 6M19, 6M18

(\$ in millions)	Six Months Ended June 30,		
	2020	2019	2018
Research and Development Expenses	\$90.6	\$110.0	\$53.8
Adjustments:			
- Contracts and Grants revenue	46.2	\$62.8	32.4
Net Research and Development Expenses	\$44.4	\$47.2	\$21.4
Adjusted Revenue (Total Revenue Less Contracts & Grants Revenue)	\$541.0	\$371.1	\$305.6
Net R&D Margin (Net Research and Development Expenses as % of Adjusted Revenue)	8%	13%	7%

Appendix

Glossary of terms

Term	Definition
ANVISA	National Health Surveillance Agency Brazil
BARDA	Biomedical Advanced Research and Development Authority
BMGS	Federal Ministry of Health Germany
BSL3	A biosafety level of biocontainment precautions required to isolate dangerous agents in an enclosed laboratory facility
CAGR	Compound annual growth rate
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosives
CDC	Centers for Disease Control and Prevention
CDMO	Contract development and manufacturing organization
CEPI	Coalition for Epidemic Preparedness Innovations
cGMP	Certified Good Manufacturing Practices
DHS	U.S. Department of Homeland Security
DoD	U.S. Department of Defense
DOS	U.S. Department of State
DTRA	U.S. Defense Threat Reduction Agency
EBITDA	Earnings before interest, tax, depreciation and amortization
EID	Emerging Infectious Disease

Glossary of terms

Term	Definition
EMA	European Medicines Agency
EUA	Emergency Use Authorization
FDA	U.S. Food and Drug Administration
GAAP	U.S. Generally Accepted Accounting Principles
HHS	U.S. Department of Health and Human Services
M&A	Mergers and acquisitions
MCS	Medical Countermeasure Systems
MCMs	Medical countermeasures
MHRA	Medicines and Healthcare Products Regulatory Agency U.K.
MRMC	United States Army Medical Research and Materiel Command
NGOs	Non-governmental organizations
PHAC	Public Health Agency Canada
PMDA	Pharmaceuticals and Medical Devices Agency
SwRI	Southwest Research Institute
USG	United States Government