2020 First Quarter Financial and Corporate Update

MAY 5, 2020

FORWARD-LOOKING STATEMENTS

Except for the historical information set forth herein, the matters set forth in this presentation contain predictions, estimates and other forward-looking statements, including without limitation statements regarding: the potential impacts of the COVID-19 pandemic and measures taken to address the pandemic on the Company's business, operations and financial results, including expectations regarding effects on commercial operations, supply chain, regulatory timelines and clinical trials, and the timing of return to work; the expected timing for submission of an NDA for ruxolitinib cream for atopic dermatitis and the expected timing of any FDA decision with respect thereto; plans and expectations with respect to clinical trials, including investigator-initiated trials, of ruxolitinib and baricitinib for patients with COVID-19; expectations regarding the potential for two new product approvals for 2020 (namely, capmatinib and tafasitamab) and additional sources of revenue growth; expectations with respect to Pemazyre providing an additional revenue stream; expectations with respect to the LIMBER program and the timing of initiation of LIMBER program clinical trials; expectations regarding the timing of the MAA submission for tafasitamab; expectations relating to Jakafi and the long-term outlook for Jakafi; expectations regarding the launch of Pemazyre and peak revenues for the current market for Pemazyre; expectations regarding the efficacy of ruxolitinib cream for atopic dermatitis and vitiligo; expectations regarding the timing of the receipt of clinical trial results for ruxolitinib cream for vitiligo; expectations regarding the receipt or presentation of clinical trial results for various of our and our collaborative partners' product candidates; expectations regarding the timing of FDA decisions for our and our collaborative partners' product candidates and related product launches of any approved product candidates; expectations regarding the commencement of clinical trials and completion of clinical trial enrollment for various of our and our collaborative partners' product candidates; expectations regarding our target discovery efforts and discovery of new targets; expectations regarding the market opportunities for our and our collaborative partners' product candidates; our reaffirmed 2020 GAAP and Non-GAAP guidance, and expectations underlying that guidance; and our expectations regarding 2020 newsflow items.

These forward-looking statements are based on our current expectations and are subject to risks and uncertainties that may cause actual results to differ materially, including unanticipated developments in and risks related to: unanticipated delays; the effects of the COVID-19 pandemic and measures to address the pandemic on our clinical trials, supply chain and other third-party providers, sales and marketing efforts, and business, development and discovery operations; further research and development and the results of clinical trials possibly being unsuccessful or insufficient to meet applicable regulatory standards or warrant continued development; the ability to enroll sufficient numbers of subjects in clinical trials; determinations made by the FDA; our dependence on relationships with and changes in the plans and expenditures of our collaboration partners; the efficacy or safety of our products and the products of our collaboration partners; the acceptance of our products and the products of our collaboration partners in the marketplace; market competition; unexpected variations in the demand for our products; unexpected price regulation or limitations on reimbursement or coverage for our products; sales, marketing, manufacturing and distribution requirements, including our ability to successfully commercialize and build commercial infrastructure for newly approved products and any additional new products that become approved; greater than expected expenses, including expenses relating to litigation or strategic activities; and other risks detailed from time to time in our reports filed with the U.S. Securities and Exchange Commission, including our annual report on Form 10-K for the year ended December 31, 2019. We disclaim any intent or obligation to update these forward-looking statements.

FIRST QUARTER REVIEW

HERVÉ HOPPENOT – CEO

BUSINESS UPDATE IN THE TIME OF COVID-19

PRIORITY IS TO ENSURE PATIENTS MAINTAIN ACCESS TO MEDICINES

Limited impact of COVID-19 to date

- Commercial & Supply
  - No impact to date
  - Manufacturing proceeding uninterrupted
- Clinical & Regulatory
  - No impact to date on key regulatory timelines
    - NDAs for tafasitamab[1] and capmatinib[2]
    - NDA submission for ruxolitinib cream
  - Potential for continued impact on clinical trials
    - Depending on disease state & severity, sites and geography
- Discovery
  - Gradual return to full lab work has begun

Clinical trials to address COVID-19

- ruxolitinib
  - Two randomized Phase 3 trials
    - Global: co-sponsored with Novartis (RUXCOVID)
    - US only: sponsored by Incyte (18424-369)
  - Emergency Expanded Access Program (EAP) in US
- baricitinib
  - Lilly agreement with the NIAID / NIH
  - US trial initially, expansion to include Europe and Asia

Multiple investigator-initiated trials for ruxolitinib and baricitinib as potential treatments for patients with COVID-19 are also ongoing and planned in US and RoW

1. Development and U.S. commercialization of tafasitamab in collaboration with MorphoSys.
2. Worldwide rights to capmatinib licensed to Novartis.

STRONG BUSINESS PERFORMANCE IN Q1

Robust top-line growth

	Q1 2020 Revenues	Q1 2020 Y/Y Growth
Jakafi® ruxolitinib (tablets)	$459M	+22%
JAKAVI® ruxolitinib	$56M	+24%
ICLUSIG® (ponatinib) tablets	$27M	+32%
olumiant® (baricitinib) tablets	$25M	+59%

Execution across key programs

- FDA approval of Pemazyre™ (pemigatinib) for cholangiocarcinoma[1]
  - MAA accepted for review by the EMA
- Positive Phase 3 data presentation at RAD[2] conference; NDA filing on track for end 2020
- MorphoSys collaboration effective; FDA granted Priority Review for tafasitamab[3] + lenalidomide in r/r DLBCL
- Capmatinib[4] granted Priority Review in metastatic NSCLC

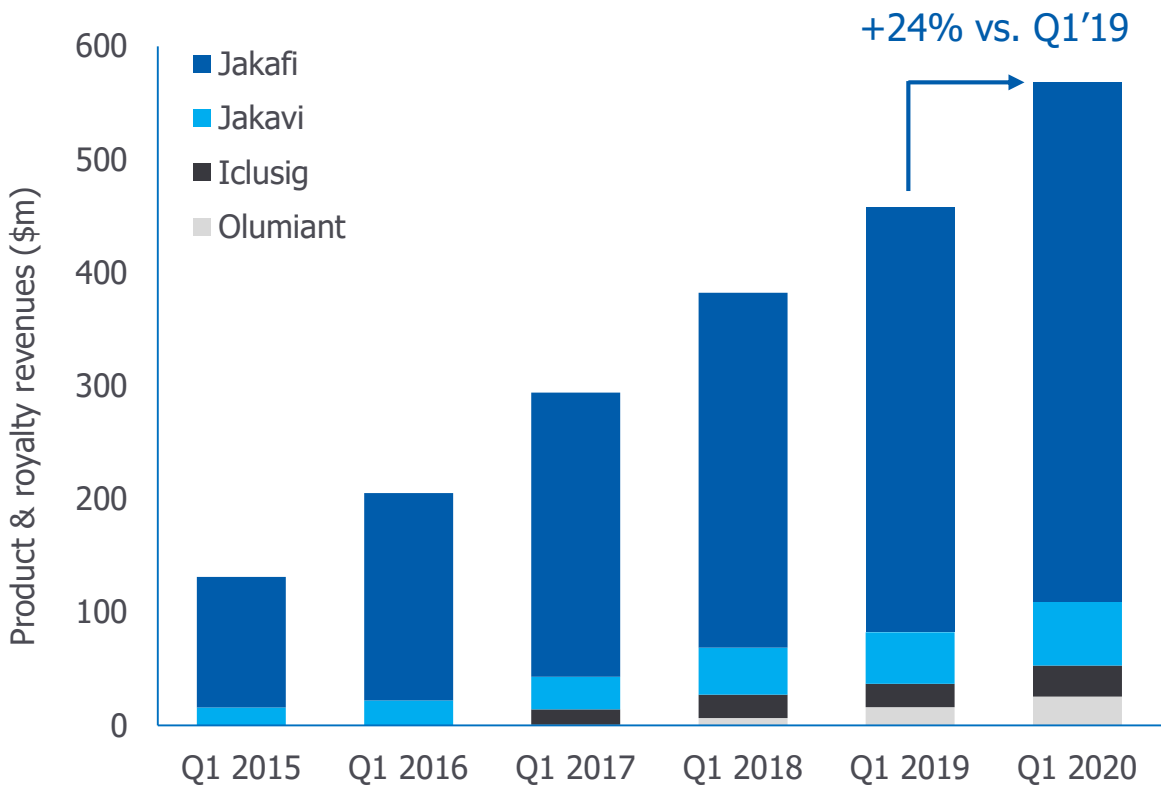
Strong financial position

- $1.3 billion in cash and equivalents at end Q1 2020
- No changes to revenue or expense guidance for FY 2020

1. Pemazyre™ (pemigatinib) approved by the FDA for the treatment of adults with previously treated, unresectable locally advanced or metastatic cholangiocarcinoma with a FGFR2 fusion or other rearrangement as detected by an FDA-approved test. 2. RAD = Revolutionizing Atopic Dermatitis. 3. Development and U.S. commercialization of tafasitamab in collaboration with MorphoSys. 4. Worldwide rights to capmatinib licensed to Novartis.

ONGOING REVENUE MOMENTUM

PEMAZYRE™ (pemigatinib) APPROVAL PROVIDES FIFTH SOURCE OF REVENUE



Key priorities for 2020

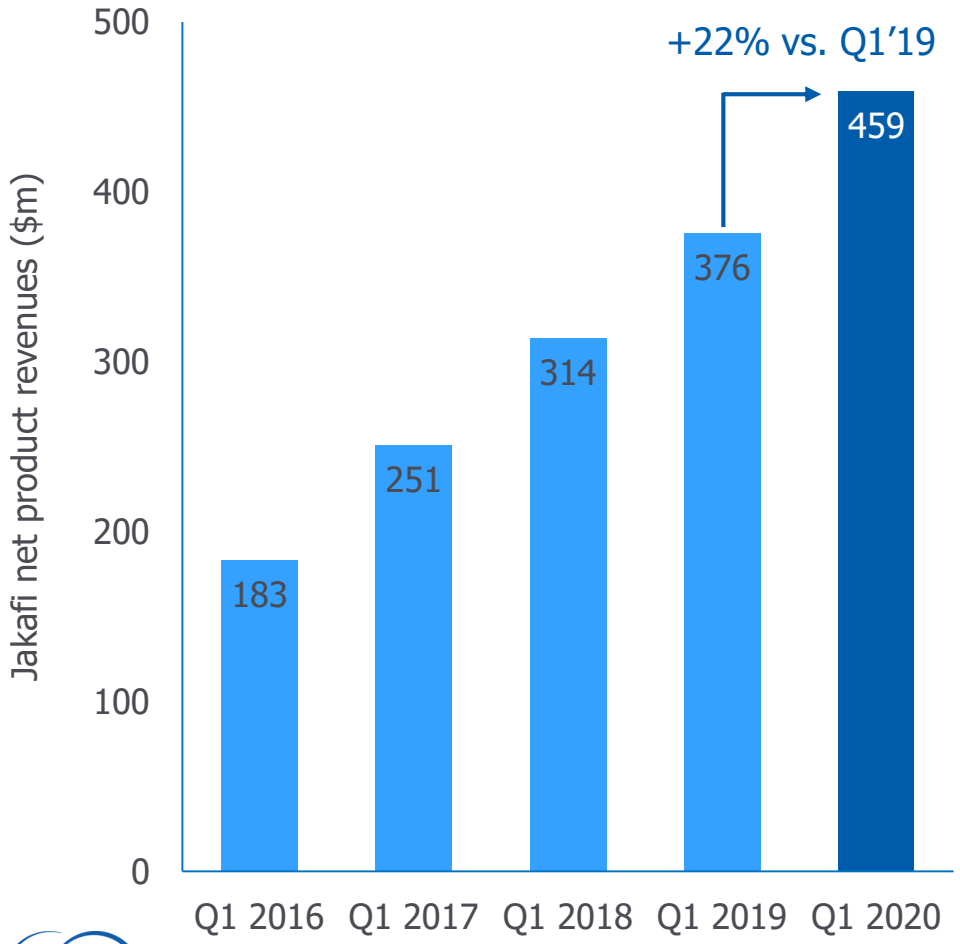
- Commercial priorities:
  - Maintain emphasis on Jakafi® in the U.S.
  - Execute successful launch of Pemazyre
- Potential for two additional new FDA approvals:
  - tafasitamab[1]
  - capmatinib[2]
- Two new regulatory submissions expected:
  - MAA for tafasitamab[1]
  - NDA for ruxolitinib cream
- Drive LIMBER development program

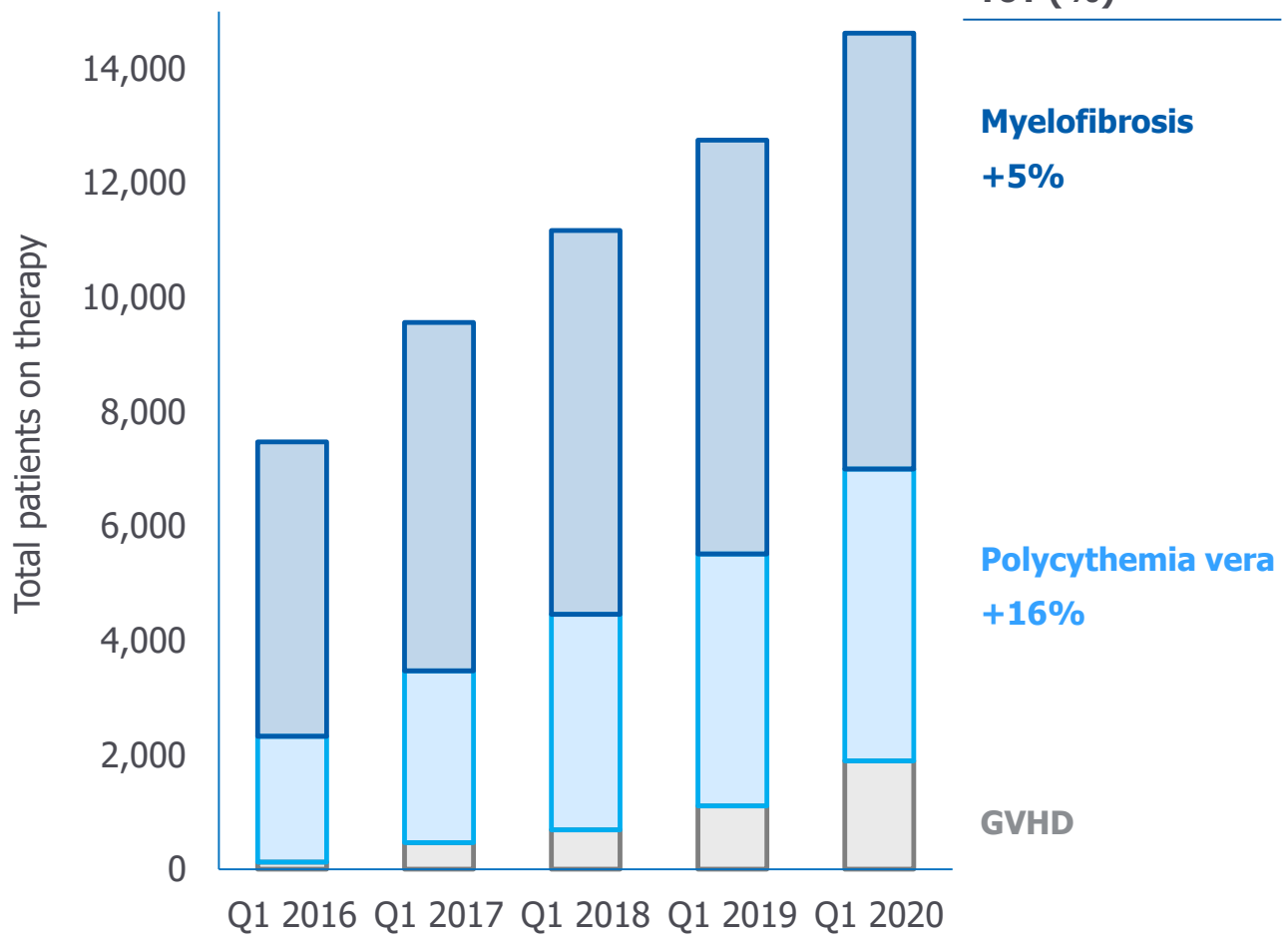
Jakavi (ruxolitinib) licensed to Novartis ex-US, Olumiant (baricitinib) licensed to Lilly worldwide; these brands are trademarks of Novartis (Jakavi) and Lilly (Olumiant). Iclusig (ponatinib) is a registered trademark of ARIAD.
1. Development and U.S. commercialization of tafasitamab in collaboration with MorphoSys. 2. Worldwide rights to capmatinib licensed to Novartis.

U.S. COMMERCIAL UPDATE

BARRY FLANNELLY – GENERAL MANAGER, NORTH AMERICA

STRONG GROWTH FROM JAKAFI® IN Q1 2020





Jakafi (ruxolitinib) is approved by the FDA for treatment of adults with intermediate or high-risk myelofibrosis, for treatment of adults with polycythemia vera who have had an inadequate response to or are intolerant of hydroxyurea and for the treatment of steroid-refractory acute GVHD in adult and pediatric patients 12 years and older.

1. Patient growth rates refer to total numbers of patients on therapy during Q1 2020 vs Q1 2019.

REACH2 PUBLISHED IN NEJM

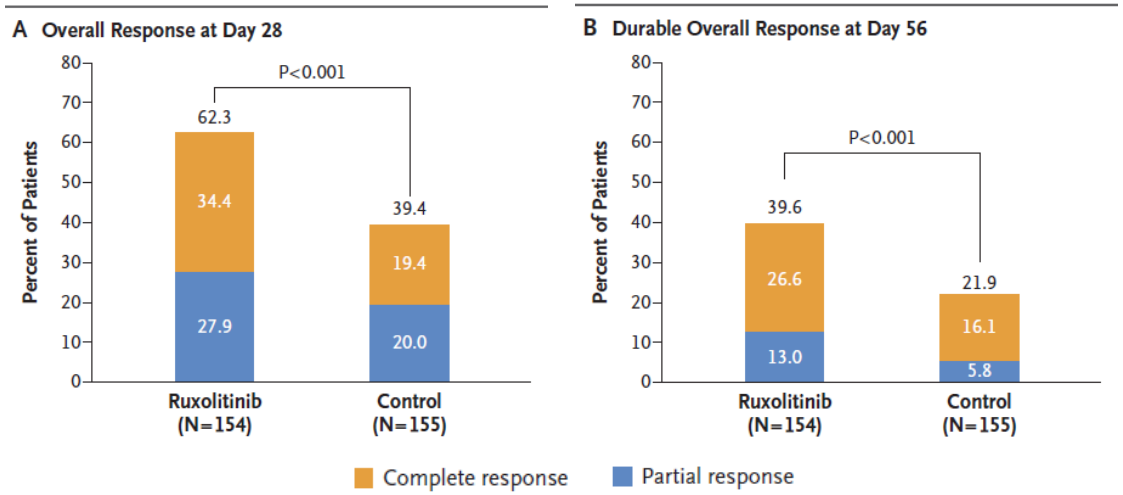
- Phase 3, multicenter, open-label, randomized trial of ruxolitinib (10mg BID) vs best available therapy (BAT)
  - 309 patients aged ≥12 years
  - Steroid-refractory acute GVHD after alloSCT
- Efficacy
  - ORR at Day 28:ruxolitinib 62% vs BAT 39%
  - ORR at Day 56: ruxolitinib 40% vs BAT 22%
  - Median OS: ruxolitinib 11.1 months vs BAT 6.5 months
- Safety
  - Consistent with that expected for ruxolitinib and patients with acute GVHD
  - Most common adverse events up to Day 28
    - Thrombocytopenia: ruxolitinib 33% vs BAT 18%
    - Anemia: ruxolitinib 30% vs BAT 28%
    - Cytomegalovirus infection: ruxolitinib 26% vs BAT 21%

EDITORIAL

Finally, a Successful Randomized Trial for GVHD

ORIGINAL ARTICLE

Ruxolitinib for Glucocorticoid-Refractory Acute Graft-versus-Host Disease



Chao, NEJM editorial, 2020 (2020DOI: 10.1056/NEJMe2003331); Zeiser et al, NEJM, 2020 (DOI: 10.1056/NEJMoa1917635)

Development of ruxolitinib in GVHD in collaboration with Novartis.

PEMAZYRE: LAUNCH ALREADY UNDERWAY

ESTABLISH FIRST-IN-CLASS THERAPY FOR CCA PATIENTS WITH FGFR2 ALTERATIONS

Targeting appropriate healthcare providers

- ~1,000 HCP targets; 2/3 are already Jakafi® prescribers
- Able to leverage existing relationships within oncology

Driving HCP education, promotion & action

- Building on virtual engagement and education programs
- Digital educational and promotional assets

First co-approval of product and companion diagnostic

- Rapid adoption of FGFR2 companion diagnostic (FMI)

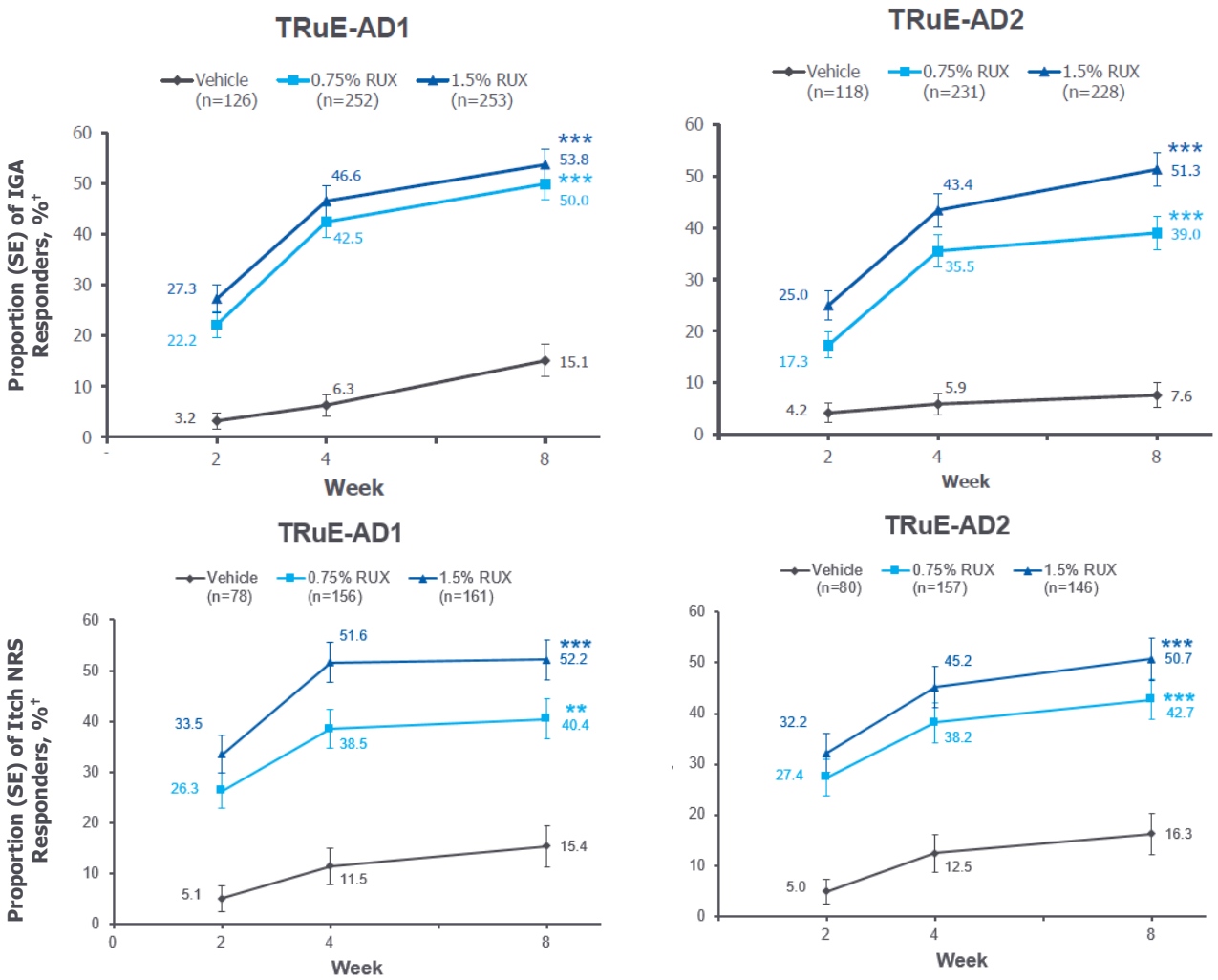
Pemazyre™
pemigatinib (tablets)

Pemazyre™ (pemigatinib) approved by the FDA for the treatment of adults with previously treated, unresectable locally advanced or metastatic cholangiocarcinoma with a FGFR2 fusion or other rearrangement as detected by an FDA-approved test.
CCA = cholangiocarcinoma.

CLINICAL DEVELOPMENT

STEVEN STEIN – CHIEF MEDICAL OFFICER

RUX CREAM: SUCCESSFUL PHASE 3 IN ATOPIC DERMATITIS



Efficacy

- Statistical significance achieved across primary and key secondary endpoints
  - IGA-TS at Week 8
  - Itch NRS4 at Week 8
  - EASI-75 at Week 8
- Rapid, substantial, and sustained reduction in itch
  - 1.5% dose within 12 hours of initiation of therapy

Safety

- No notable safety findings (either local or systemic) were associated with treatment, including on sensitive skin areas

SE, standard error. *** P<0.0001. ** P<0.001. † Defined as patients achieving an IGA score of 0 or 1 with an improvement of ≥2 points from baseline. † Patients in the analysis had an NRS score ≥4 at baseline.

TWO KEY RUXOLITINIB CREAM DEVELOPMENT PROGRAMS

NDA SUBMISSION ON TRACK FOR END 2020

Atopic dermatitis

True-AD
Topical Ruxolitinib Evaluation in Atopic Dermatitis

Phase 3 primary endpoints met; long-term extension ongoing

NDA expected late 2020

FDA decision expected late 2021

Vitiligo

True-V
Topical Ruxolitinib Evaluation in Vitiligo

Phase 3 recruitment ongoing

Results & data expected 2021

Incyte

PEMIGATINIB: FIRST-IN-CLASS FOR CHOLANGIOCARCINOMA

Efficacy

- Potent, selective oral inhibitor of FGFR isoforms 1/2/3
- Accelerated approval based on FIGHT-202 trial[1]
  - Overall response rate of 36%
  - Median duration of response of over 9 months

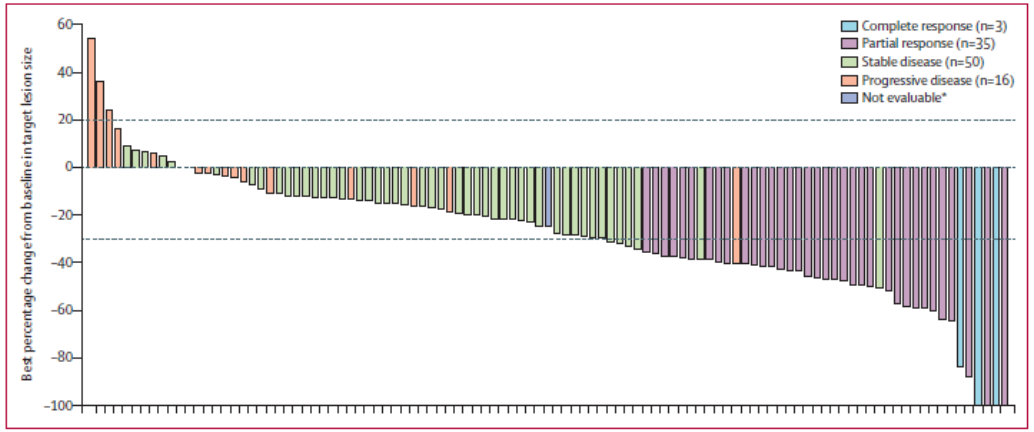
Safety

- Most common AE was hyperphosphatemia, of which most were low grade and manageable
- Other warnings include other known on-target effects of FGFR inhibition: risk of eye disorders and risks to pregnancy

THE LANCET Oncology

Pemigatinib for previously treated, locally advanced or metastatic cholangiocarcinoma: a multicentre, open-label, phase 2 study

Ghassan K Abou-Alfa, Vaibhav Sahai, Antoine Hollebecque, Gina Vaccaro, Davide Melisi, Raed Al-Rajabi, Andrew S Paulson, Mitesh J Borad, David Gallinson, Adrian G Murphy, Do-Youn Oh, Efrat Dotan, Daniel V Catenacci, Eric Van Cutsem, Tao Ji, Christine F Lihou, Huiling Zhen, Luis Féliz, Arndt Vogel



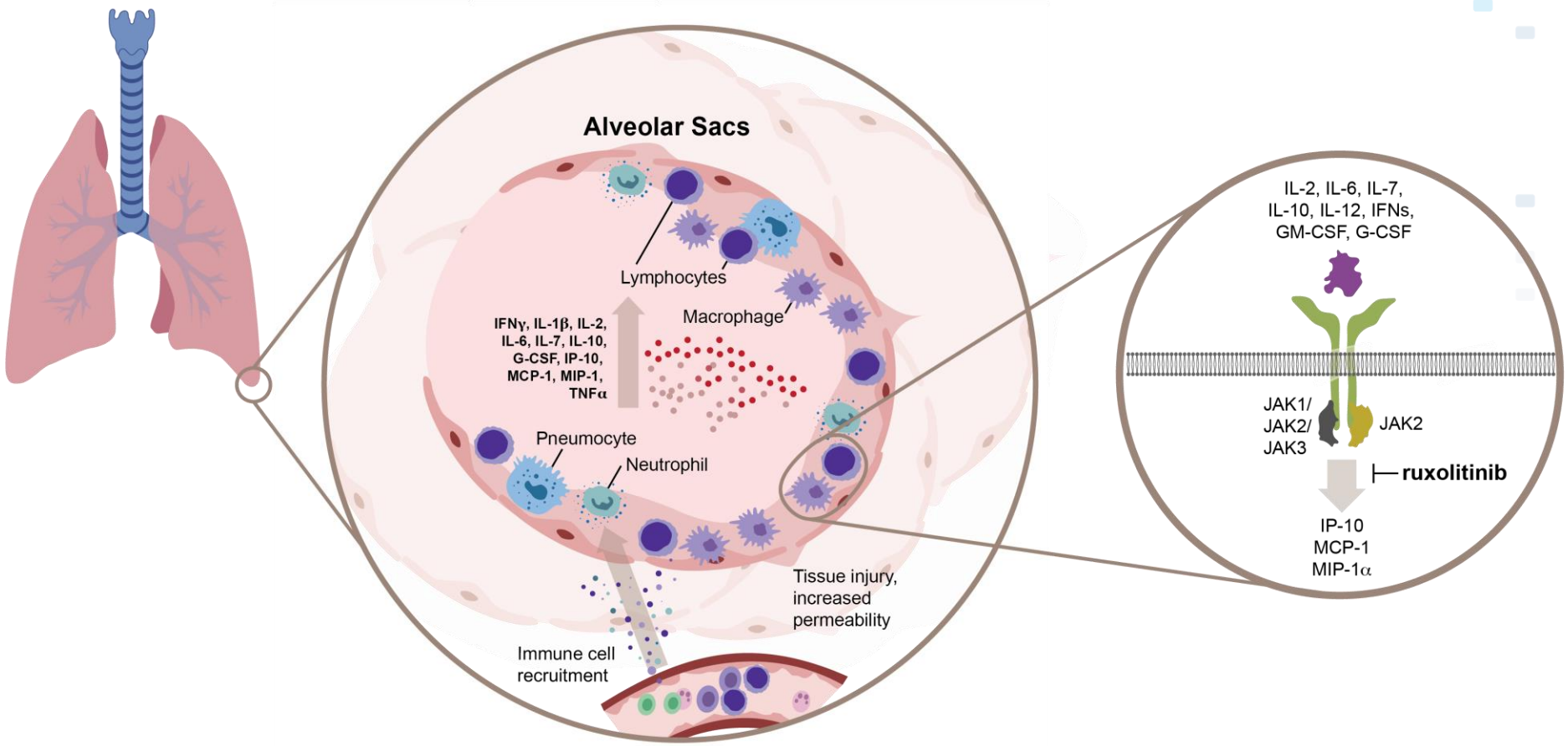
Best percentage change from baseline in target lesion size for individual patients with *FGFR2* fusions or rearrangements. Coloured bars indicate confirmed responses assessed by RECIST 1 · 1. FGFR=fibroblast growth factor receptor. RECIST 1.1=Response Evaluation Criteria in Solid Tumors version 1.1. *Patient had a decrease in target lesion size but was not evaluable for response using RECIST. [2]

Abou-Alfa et al, March 20, 2020 https://doi.org/10.1016/S1470-2045(20)30109-1

1. FIGHT-202 (Cohort A): patients with FGFR2 fusions or rearrangements.

JAK INHIBITION TO PREVENT CYTOKINE STORM

CYTOKINE STORM IS A SEVERE IMMUNE OVER-REACTION THAT CAN LEAD TO RESPIRATORY FAILURE IN COVID-19 PATIENTS



Adapted from McGonagle et al., 2020, Autoimmun Rev. 2020 Apr 3:102537. doi: 10.1016/j.autrev.2020.102537.

RUXOLITINIB EVALUATION IN COVID-19

Two randomized Phase 3 trials

- Co-sponsored by Incyte and Novartis (RUXCOVID)
  - Patients with COVID-19 associated cytokine storm
    - n≈400, aged 12+ years, not requiring mechanical ventilation
    - ruxolitinib 5mg BID + standard-of-care (SoC) versus SoC
  - Composite primary endpoint:
    - Proportion of patients who die, develop respiratory failure, or require ICU care by Day 29

- Sponsored by Incyte (18424-369)
  - Patients with COVID-19-associated ARDS[1] who require mechanical ventilation
    - n≈500, aged 18+ years
    - ruxolitinib 5mg BID or 15mg BID + SoC versus SoC
  - Primary endpoint:
    - Proportion of patients who have died due to any cause through Day 29

1. Acute respiratory distress syndrome (ARDS) is a type of respiratory failure characterized by rapid onset of widespread inflammation in the lungs.

		1H 2020	2H 2020
GVHD	**ruxolitinib**[1] *steroid-refractory cGVHD*		Phase 3 results (REACH3)
Derm	**ruxolitinib cream** *atopic dermatitis*	Phase 3 results (TRuE-AD1/AD2) ✓✓	**NDA submission**
LIMBER	**PI3Kδ+ruxolitinib** *myelofibrosis*	PoC data	Phase 3 initiation
	PIM+ruxolitinib *myelofibrosis*		PoC data
	once-a-day ruxolitinib *clinical pharmacology*		Initial BA/BE data
T/T	**tafasitamab**[2] *DLBCL*	**MAA submission**	**FDA decision** (PDUFA Aug 30)
	pemigatinib *cholangiocarcinoma*	**FDA decision** (PDUFA May 30) ✓	
	pemigatinib *bladder cancer*		Updated Phase 2 data (now 2021)
	capmatinib[3] *NSCLC*		**FDA decision**
	parsaclisib *NHL*		Updated Phase 2 data
I/O	**retifanlimab**[4] *solid tumors*		Phase 2 data (anal cancer)
	INCB86550 *solid tumors*		Initial clinical data

Expected newsflow throughout 2020

1. Development of ruxolitinib in GVHD in collaboration with Novartis. 2. Development and U.S. commercialization of tafasitamab in collaboration with MorphoSys. 3. Worldwide rights to capmatinib licensed to Novartis. T/T = targeted therapies; I/O = immunotherapies. 4. retifanlimab previously known as INCMGA0012.

FINANCIAL RESULTS

CHRISTIANA STAMOULIS – CFO

NON-GAAP ADJUSTMENTS

- The financial measures other than Non-GAAP operating income / (loss) presented in this presentation for the three months ended March 31, 2020 and 2019 have been prepared by the Company in accordance with U.S. Generally Accepted Accounting Principles ("GAAP").
- Management has chosen to present Non-GAAP operating income / (loss) for the three months ended March 31, 2020 and 2019 and to release both GAAP and Non-GAAP financial guidance for the year ending December 31, 2020 in the belief that this Non-GAAP information is useful for investors, when considered in conjunction with Incyte's GAAP financial guidance.
- Management uses such information internally and externally for establishing budgets, operating goals and financial planning purposes. These metrics are also used to manage the Company's business and monitor performance. The Company adjusts, where appropriate, for expenses in order to reflect the Company's core operations.
- The Company believes these adjustments are useful to investors by providing an enhanced understanding of the financial performance of the Company's core operations. The metrics have been adopted to align the Company with disclosures provided by industry peers.

MORPHOSYS COLLABORATION ACCOUNTING OVERVIEW

P&L Line Item	Accounting Treatment
Net product sales – tafasitamab[1]	• **U.S. product sales will be recorded by MorphoSys** • **Product sales outside of the U.S. will be recorded by Incyte**
COGS	• **COGS outside of the U.S. will be recorded by Incyte and will include royalties payable to MorphoSys on product sales outside of the U.S.**
R&D – ongoing	• **Our 55% share of tafasitamab co-development costs will be recorded in R&D expense**
R&D – upfront and milestones	• **Q1 2020 R&D expense includes upfront consideration of $805M** - $750M upfront payment and $55M stock purchase premium
SG&A	• **The cost of our commercialization activities outside of the U.S. will be recorded in SG&A expense** - SG&A expense will exclude the cost of our U.S. commercialization activities
Collaboration profit (loss) sharing	• **50% of the net U.S. commercialization profit or loss will be recorded as revenue (when a net profit) or as an operating expense (when a net loss)** - Includes 50% of the total cost of U.S. commercialization activities
Unrealized gain (loss) on long-term investment	• **Changes in the fair value of our equity investment in MorphoSys will be recorded as an unrealized gain or loss**

Incyte

1. Subject to regulatory approval.

FINANCIAL HIGHLIGHTS: FIRST QUARTER 2020

$ millions	Q1 2020 GAAP	Q1 2019 GAAP	Q1 2020 Non-GAAP[1]	Q1 2019 Non-GAAP[1]	*YoY Change Non-GAAP*
Net product revenues	**487**	**396**	**487**	**396**	***23%***
Jakafi	459	376	459	376	*22%*
Iclusig	27	21	27	21	*32%*
Royalties	**82**	**62**	**82**	**62**	***33%***
Jakavi	56	46	56	46	*24%*
Olumiant	25	16	25	16	*59%*
Total product and royalty revenues	**569**	**458**	**569**	**458**	***24%***
Milestones and contract revenues	-	40	-	40	
Total revenues	**569**	**498**	**569**	**498**	***14%***
Costs and expenses	**1,233**	**424**	**1,178**	**371**	***217%***
COGS	27	23	22	17	*26%*
R&D	1,085	271	1,057	243	*335%*
R&D – ongoing	279	271	251	243	*3%*
% total revenues	*49%*	*54%*	*44%*	*49%*	
R&D – upfront and milestones	806	-	806	-	
SG&A	111	124	98	111	*(12%)*
% total revenues	*20%*	*25%*	*17%*	*22%*	
Contingent consideration	7	7	-	-	
Collaboration loss sharing	2	-	2	-	
Operating income	**(664)**	**74**	**(609)**	**127**	**-**
% total revenues	-	*15%*	-	*25%*	

Totals may not add due to rounding

1. Non-GAAP costs and expenses exclude stock-based compensation and other expenses; a reconciliation from GAAP to Non-GAAP financial measures is provided on slide 25.

FINANCIAL GUIDANCE: FULL YEAR 2020

$ millions	FY 2020 GAAP	FY 2020 Non-GAAP[1]
Net product revenues		
Jakafi	1,880 – 1,950	1,880 – 1,950
Iclusig	100 – 105	100 – 105
Costs and expenses		
COGS	130 – 135	107 – 112
R&D[2]	1,210 – 1,280	1,079 – 1,149
SG&A	505 – 535	447 – 477
Change in fair value of contingent consideration	25 – 27	0

1. Non-GAAP costs and expenses exclude stock-based compensation and other expenses; a reconciliation from GAAP to Non-GAAP financial measures is provided on slide 26.
2. R&D financial guidance excludes $805 million of upfront consideration related to the MorphoSys collaboration.

		1H 2020	2H 2020
GVHD	**ruxolitinib**[1] *steroid-refractory cGVHD*		Phase 3 results (REACH3)
Derm	**ruxolitinib cream** *atopic dermatitis*	Phase 3 results (TRuE-AD1/AD2) ✓✓	**NDA submission**
LIMBER	**PI3Kδ+ruxolitinib** *myelofibrosis*	PoC data	Phase 3 initiation
	PIM+ruxolitinib *myelofibrosis*		PoC data
	once-a-day ruxolitinib *clinical pharmacology*		Initial BA/BE data
T/T	**tafasitamab**[2] *DLBCL*	**MAA submission**	**FDA decision** (PDUFA Aug 30)
	pemigatinib *cholangiocarcinoma*	**FDA decision** (PDUFA May 30) ✓	
	pemigatinib *bladder cancer*		Updated Phase 2 data (now 2021)
	capmatinib[3] *NSCLC*		**FDA decision**
	parsaclisib *NHL*		Updated Phase 2 data
I/O	**retifanlimab**[4] *solid tumors*		Phase 2 data (anal cancer)
	INCB86550 *solid tumors*		Initial clinical data

Expected newsflow throughout 2020

1. Development of ruxolitinib in GVHD in collaboration with Novartis. 2. Development and U.S. commercialization of tafasitamab in collaboration with MorphoSys. 3. Worldwide rights to capmatinib licensed to Novartis. T/T = targeted therapies; I/O = immunotherapies. 4. retifanlimab previously known as INCMGA0012.

FINANCIAL BACK-UP SLIDES

2020 AND 2019 NON-GAAP RECONCILIATION

$ millions	Three Months Ended Mar 31, 2020	Three Months Ended Mar 31, 2019
GAAP operating income	**(664)**	**74**
Adjustments		
Non-cash stock compensation from equity awards	43	41
Amortization of acquired product rights	5	5
Change in fair value of contingent consideration	7	7
Non-GAAP operating income	**(609)**	**127**

Totals may not add due to rounding
A full reconciliation of GAAP to Non-GAAP results is set forth in our first quarter 2020 financial results press release issued on May 5, 2020.

2020 FINANCIAL GUIDANCE NON-GAAP RECONCILIATION

$ millions	GAAP Guidance	Adjustments	Non-GAAP Guidance
Net product revenues			
Jakafi	1,880 – 1,950	-	1,880 – 1,950
Iclusig	100 – 105	-	100 – 105
Costs and expenses			
COGS	130 – 135	Amortization of acquired product rights for Iclusig and stock-based compensation (23)	107 – 112
R&D[1]	1,210 – 1,280	Stock-based compensation (131)	1,079 – 1,149
SG&A	505 – 535	Stock-based compensation (58)	447 – 477
Change in fair value of contingent consideration	25 – 27	Change in fair value of estimated future Iclusig royalties (25 – 27)	0

1. R&D financial guidance excludes $805 million of upfront consideration related to the MorphoSys collaboration.

ir@incyte.com

investor.incyte.com