2020 Third Quarter Financial and Corporate Update

NOVEMBER 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 our business, operations and financial results, including expectations regarding effects on commercial operations, supply chain, regulatory timelines and clinical trials; our expectations with respect to the launches for Monjuvi and Pemazyre; whether the positive European opinion for baricitinib in atopic dermatitis will provide a future revenue source; our commercial plans for our dermatology program; whether the priority review voucher will lead to accelerated regulatory review for, and expectations regarding the timing of submission of an NDA for, ruxolitinib cream for atopic dermatitis; expectations regarding the receipt or presentation of clinical trial results for various of our and our collaborative partners' product candidates; expectations regarding the initiation or completion of clinical trials for various of our product candidates; expectations with respect to the potential for Monjuvi and the benefit it brings to eligible patients; the potential for acceleration of the vitiligo program and earlier submission of an sNDA for vitiligo; expectations regarding the market opportunities for our and our collaborative partners' product candidates; our updated 2020 financial 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, including unanticipated delays in the submission of the Company's NDA for ruxolitinib cream for atopic dermatitis; the actual time required by the FDA to review the Company's NDA for approval for ruxolitinib cream in atopic dermatitis, should such NDA be submitted, and the results of such review; 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 and the ability to enroll subjects in accordance with planned schedules; determinations made by the FDA and regulatory agencies outside of the United States; 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 and the products of our collaboration partners; the effects of announced or unexpected price regulation or limitations on reimbursement or coverage for our products and the products of our collaboration partners; sales, marketing, manufacturing and distribution requirements, including our and our collaboration partners' 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 quarterly report on Form 10-Q for the quarter ended June 30, 2020. We disclaim any intent or obligation to update these forward-looking statements.

THIRD QUARTER REVIEW

HERVÉ HOPPENOT – CEO

STRONG PERFORMANCE IN THIRD QUARTER

		Revenues	Y/Y Growth
Product revenues	Jakafi® ruxolitinib (tablets)	$488m	+13%
	ICLUSIG® (ponatinib) tablets	$26m	+28%
	Pemazyre® (pemigatinib) tablets	$8m	–
	MONJUVI® tafasitamab-cxix | 200mg for injection, for intravenous use	$5m[1]	–
Royalties	JAKAVI® ruxolitinib	$68m	+17%
	olumiant® (baricitinib) tablets	$29m	+32%
	TABRECTA™ (capmatinib) tablets 150 mg · 200 mg	$1m	–
Product & royalty revenues[2]		**$621m**	**+16%**

Commercial

- **Jakafi®:** Growth in all three indications
- **Monjuvi® & Pemazyre®:** Launches progressing well

Regulatory

- **tafasitamab:** MAA under review in r/r DLBCL
- **pemigatinib:** MAA and J-NDA now under review in CCA
- **baricitinib:** Approved in EU for atopic dermatitis (Lilly[3])

Clinical

- **baricitinib:** Positive Phase 2 data in alopecia areata (Lilly[3])
- **baricitinib:** ACTT-2 primary endpoint met in COVID-19 (NIAID & Lilly[3])
- **retifanlimab:** POD1UM-202 results in advanced SCAC
- **INCB54707:** Preliminary efficacy and safety in HS
- **ruxolitinib cream:** Pooled analysis from Phase 3 trials in AD

Jakavi (ruxolitinib) licensed to Novartis ex-US, Tabrecta (capmatiinib) licensed to Novartis worldwide, Olumiant (baricitinib) licensed to Lilly worldwide; these brands are trademarks of Novartis (Jakavi and Tabrecta) and Lilly (Olumiant).
Iclusig (ponatinib) is a registered trademark of ARIAD. Monjuvi (tafasitamab-cxix) is a registered trademark of MorphoSys.
AD = atopic dermatitis; HS = hidradenitis suppurativa; SCAC = squamous cell carcinoma of the anal canal; CCA = cholangiocarcinoma.

1. Monjuvi revenues as recognized by MorphoSys.
2. Totals may not add due to rounding.
3. Worldwide development and commercialization rights to baricitinib licensed to Eli Lilly.

INCYTE DERMATOLOGY

DEDICATED FRANCHISE ESTABLISHED IN THE U.S.

- **Discovery** expertise in immunology
- Bringing **innovative science** to medical dermatology
- Multiple **first-in-class** clinical candidates
- Experienced **global development** team
- Specialty **U.S. commercial** presence planned

	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*		Program discontinued
	once-a-day ruxolitinib *clinical pharmacology*		Initial BA/BE data (in-house 2020; presentation 2021)
T/T	**tafasitamab**[2] *DLBCL*	**MAA submission** ✓	**FDA decision** ✓
	pemigatinib *cholangiocarcinoma*	**FDA decision** ✓	
	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

T/T = targeted therapies; I/O = immunotherapies.

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.
4. retifanlimab previously known as INCMGA0012.

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Important updates to come

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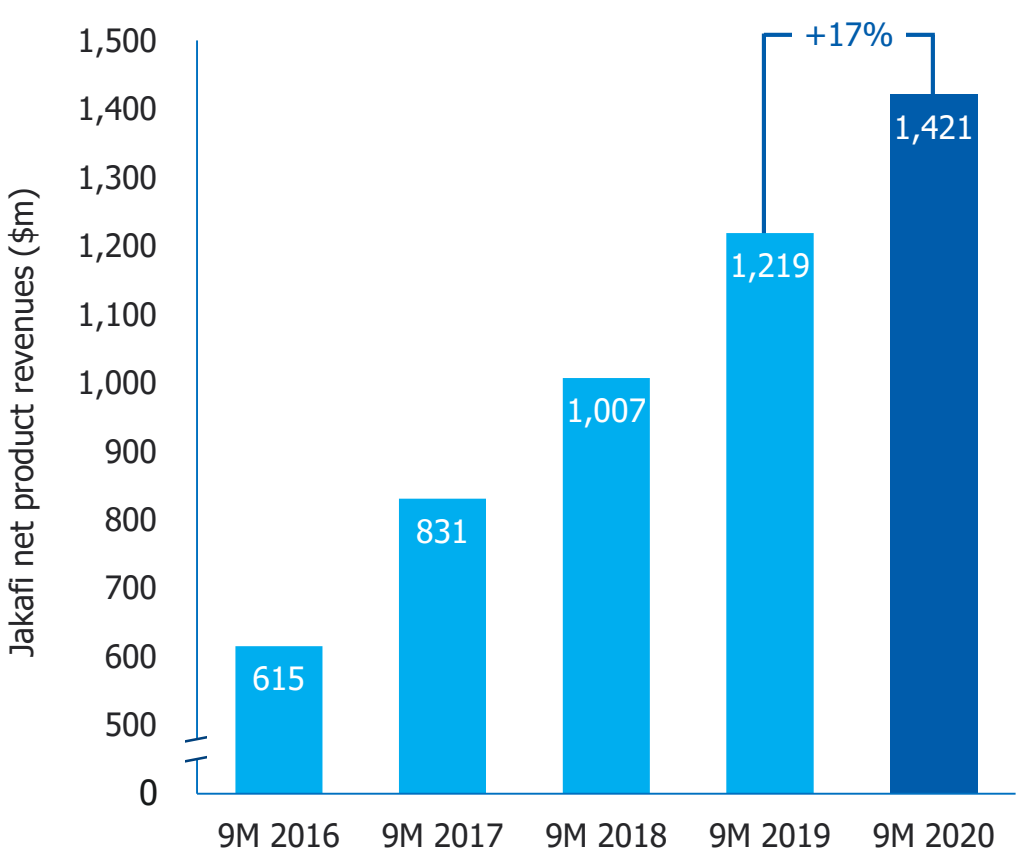
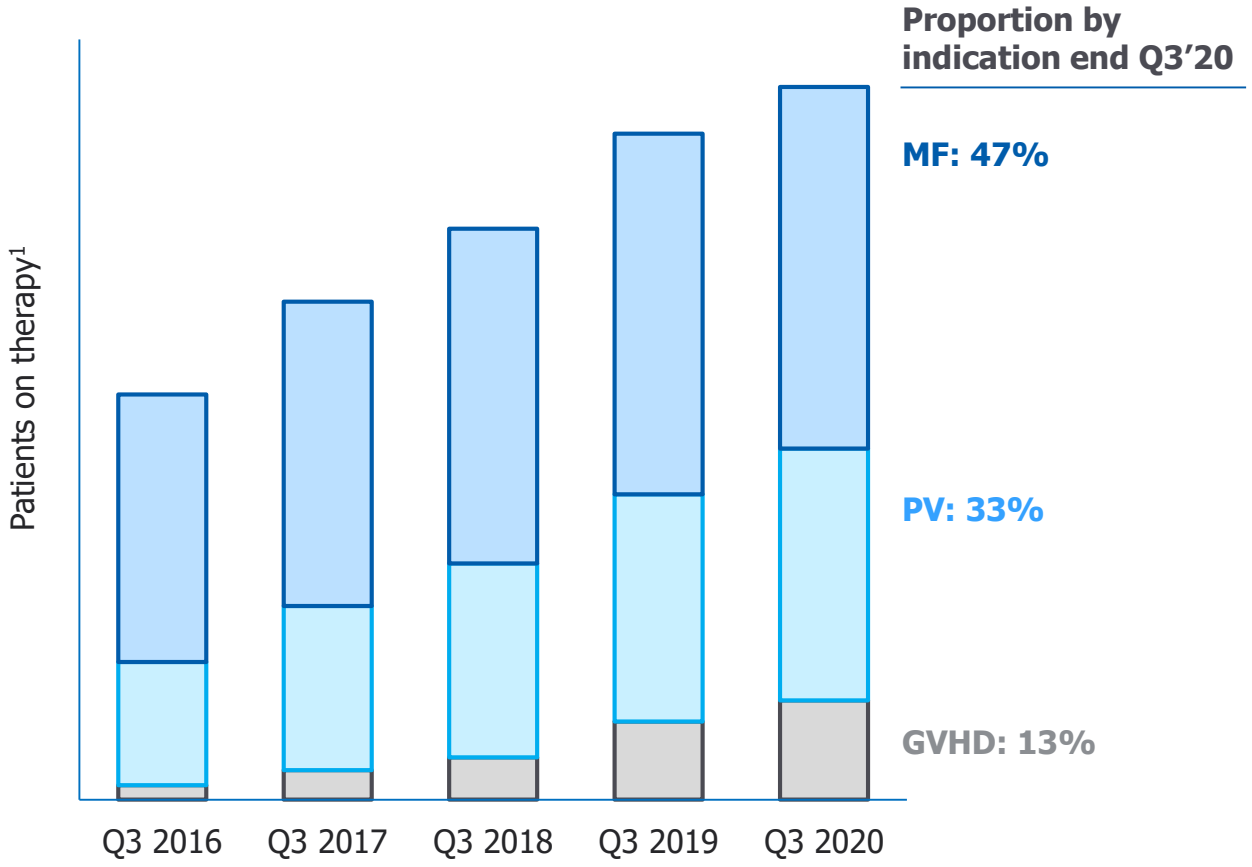
U.S. COMMERCIAL UPDATE

BARRY FLANNELLY – GENERAL MANAGER, NORTH AMERICA

JAKAFI®: STRONG SALES GROWTH YEAR TO DATE

UPDATED FULL YEAR 2020 GUIDANCE RANGE OF $1.910-1.940 BILLION

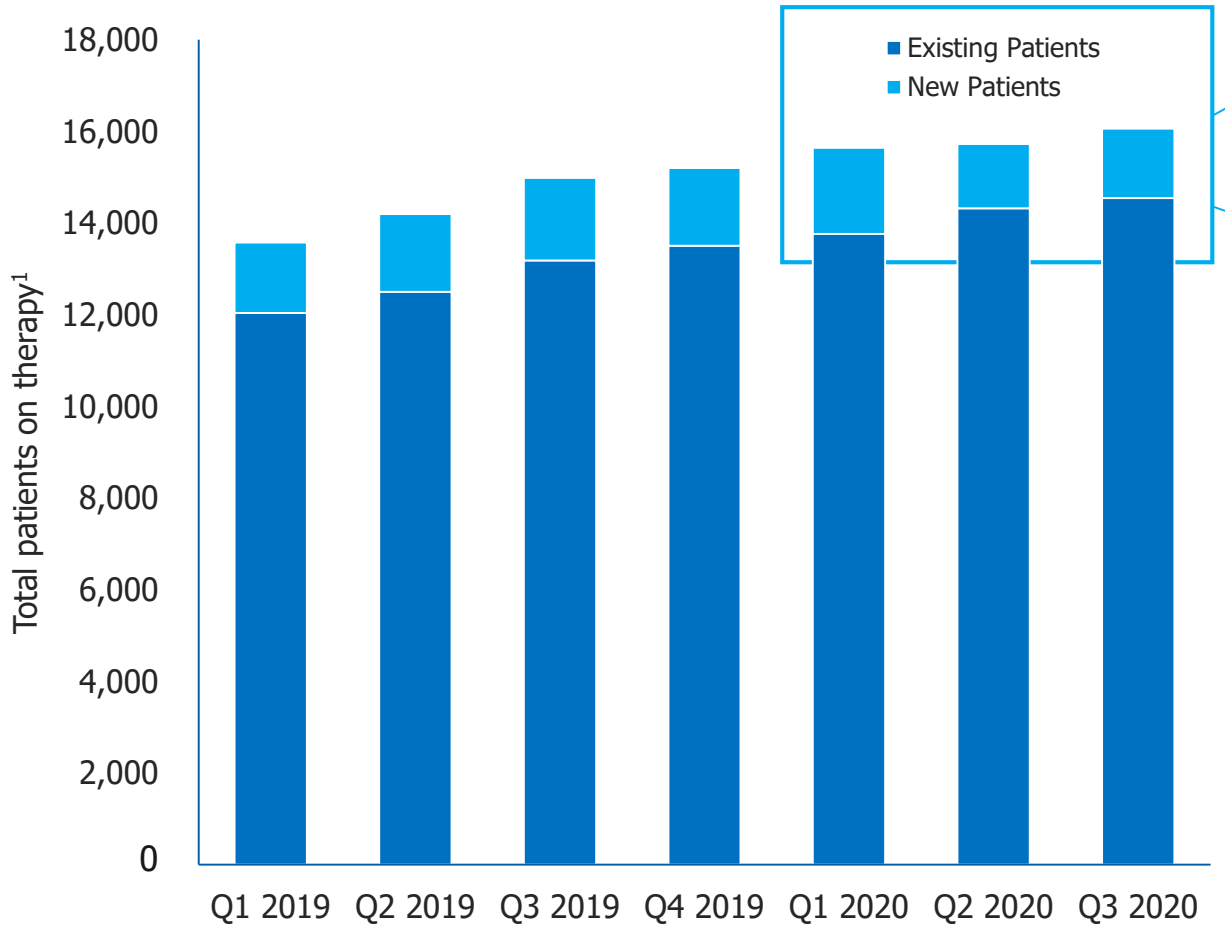


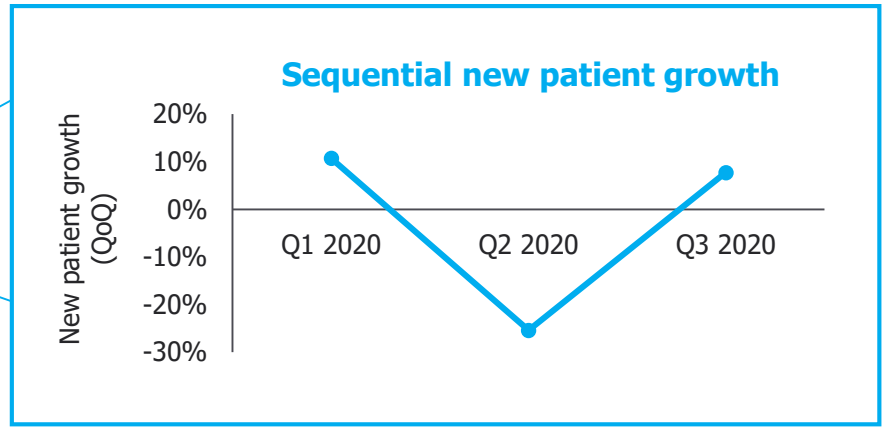


Jakafi (ruxolitinib) is approved by the FDA for treatment of adults with intermediate or high-risk myelofibrosis, for treatment of adults with polycythemia vera who have had an inadequate response to or are intolerant of hydroxyurea and for the treatment of steroid-refractory acute GVHD in adult and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

1. Numbers of patients on therapy for each indication (MF, PV, GVHD) at end of each period.

JAKAFI®: RECOVERY OF NEW PATIENT STARTS IN Q3





New patients

- <10% of total patients
- COVID-19 impact in Q2, partial recovery in Q3

Existing patients

- >90% of total patients
- Number of patients on therapy continues to grow

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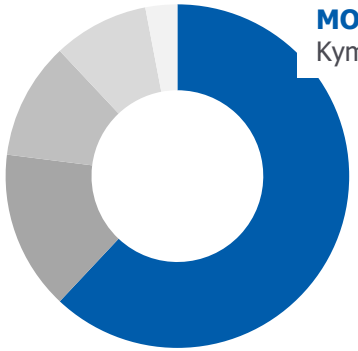
MONJUVI®: LAUNCH ON TRACK

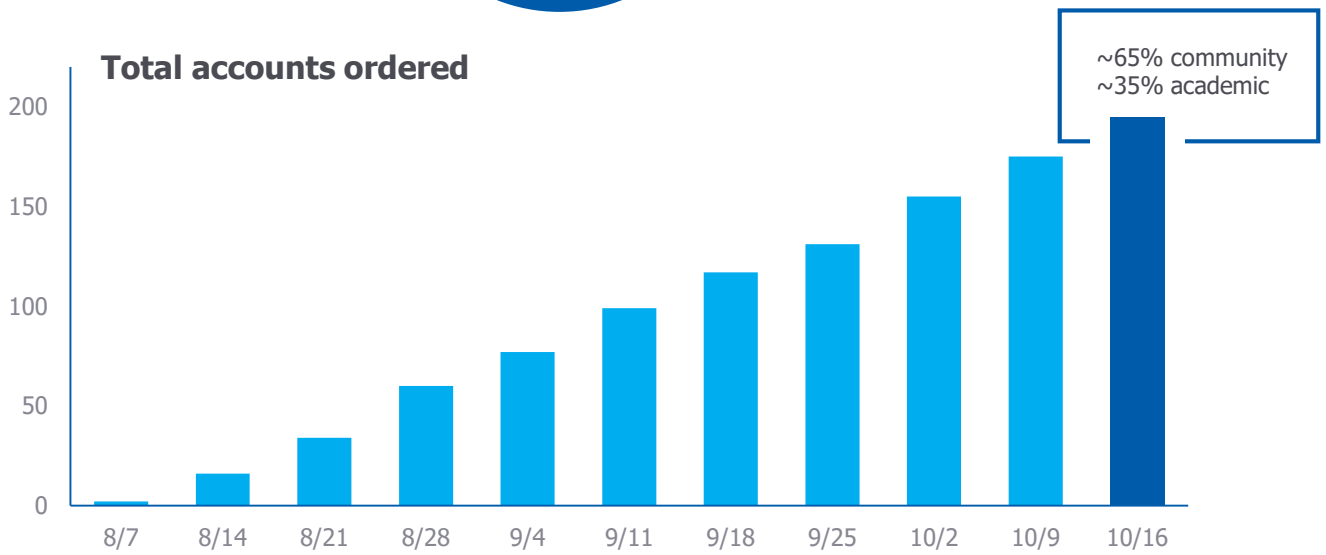
INCREASING AWARENESS DRIVING GOOD MOMENTUM

Share of voice*



MONJUVI® compared to:
Kymriah, Polivy, Xpovio, Yescarta

Total accounts ordered



Q3 2020 sales: $5 million

Increasing awareness levels

- Market-leading share of voice
- Inclusion in NCCN guidelines

Physician feedback

- Depth and duration of response appreciated
- Favorable safety / tolerability profile

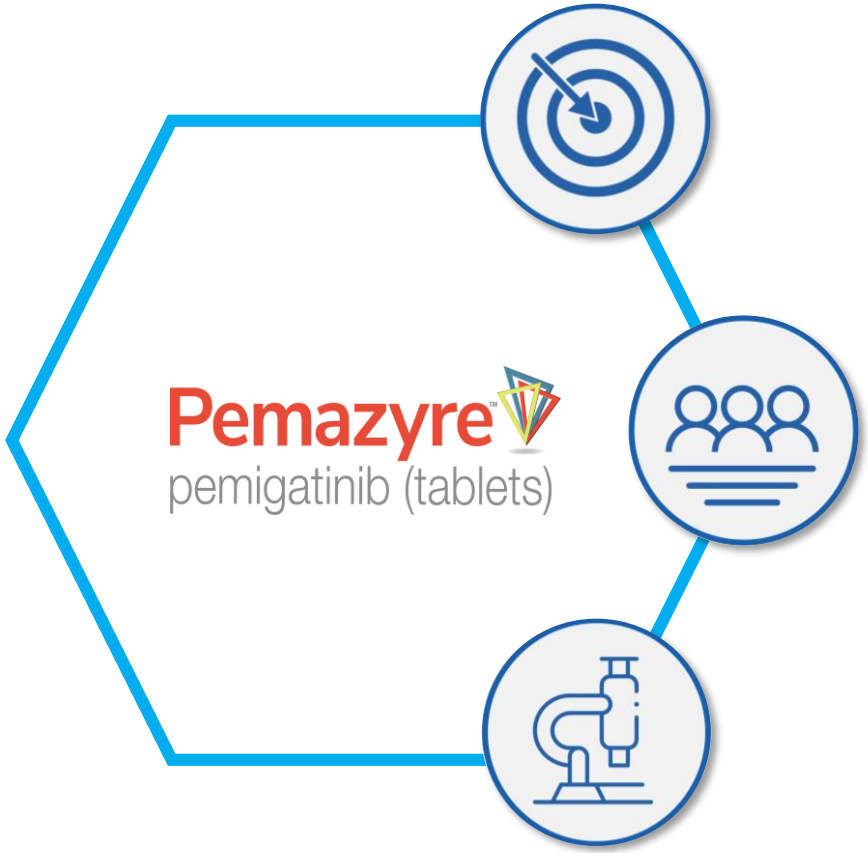
Positive initial reception

- >200 accounts have ordered
  - Majority of key accounts have ordered
  - 80% of accounts have re-ordered
  - Community accounts now ~65% of total
- ~90% formulary approvals in top 30 accounts

Development and U.S. commercialization of tafasitamab in collaboration with MorphoSys. Monjuvi (tafasitamab-cxix) is CD19-directed cytolytic antibody indicated in combination with lenalidomide for the treatment of adult patients with relapsed or refractory diffuse large B-cell lymphoma (DLBCL) not otherwise specified, including DLBCL arising from low grade lymphoma, and who are not eligible for autologous stem cell transplant (ASCT).
*Source: IQVIA BrandImpact Weekly Tracking; week ending October 16, 2020

PEMAZYRE®: RAPID ADOPTION

FGFR TESTING DRIVING IDENTIFICATION OF APPROPRIATE PATIENTS



Q3 2020 sales: $8 million

Effective HCP targeting

- Broad uptake nationally, with >200 prescribers
- >60% prescribers from community oncology centers

Rapid patient adoption

- ~200 patients treated since launch
- ~2/3 of dispenses are refills

Broad utilization of testing

- Testing for FGFR2+ alterations not a hindrance to use
- Appropriate patients being diagnosed

Pemazyre (pemigatinib) is 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.

CLINICAL DEVELOPMENT

STEVEN STEIN – CHIEF MEDICAL OFFICER

RUXOLITINIB CREAM: POOLED PHASE 3 DATA

CYTOKINE INHIBITION LEADS TO RAPID ITCH REDUCTION AND IMPROVED SLEEP QUALITY

Key pooled results

- Rapid, substantial and sustained itch reduction
- Notable improvements in quality of life measures
  - ✓ Sleep quality
  - ✓ Sleep depth
  - ✓ Restoration associated with sleep
- Well tolerated; no new safety signals observed

Next steps

- TRuE-AD1/-AD2 44-week long-term safety ongoing
- NDA submission expected at year end
  - ➢ Plan to use priority review voucher

	0.75% BID	1.5% BID	Vehicle
Primary endpoint			
IGA-TS, responders	n=483 44.7%*	n=481 52.6%*	n=244 11.5%
Key secondary endpoints			
EASI-75, responders	n=483 53.8%*	n=481 62.0%*	n=244 19.7%
Itch NRS, responders[1]	n=313 41.5%*	n=307 51.5%*	n=158 15.8%
PROMIS sleep disturbance (8b), responders[2]	n=446 20.9%**	n=449 23.8%**	n=226 14.2%

Source: Papp, K., et al, EADV 2020

IGA-TS: Investigator's Global Assessment (IGA)-Treatment Success defined as an IGA score of 0 (clear) or 1 (almost clear) with ≥2-point improvement from baseline at Week 8; BID: twice daily; EASI-75: ≥75% improvement from baseline at Week 8 in the Eczema Area and Severity Index (EASI) score; NRS: numerical rating scale; PROMIS: Patient-Reported Outcomes Measurement Information System

[1]Itch NRS responder defined as Itch NRS score of ≥4 point improvement; [2]PROMIS sleep disturbance (8b) responders = ≥6 point improvement in PROMIS.

*P<0.0001 vs. vehicle at Week 8; **P<0.05 vs. vehicle at Week 8

RUXOLITINIB CREAM: UPDATED TIMELINES

PRIORITY REVIEW VOUCHER EXPECTED TO ACCELERATE FDA DECISION

Atopic Dermatitis

Vitiligo

*sNDA submission timing contingent on ruxolitinib cream NDA approval for atopic dermatitis

INCB54707: INITIAL DATA IN HIDRADENITIS SUPPURATIVA

JAK1 INHIBITION SHOWS POTENTIAL IN PATIENTS WITH MODERATE-TO-SEVERE DISEASE

Phase 2, PBO-controlled, dose-escalation study

- INCB54707 or placebo for 8 weeks, 30-day safety follow-up
- Moderate-to-severe HS (Stage II/III) of ≥6m duration
- Total abscess and inflammatory nodule (AN) count of ≥3

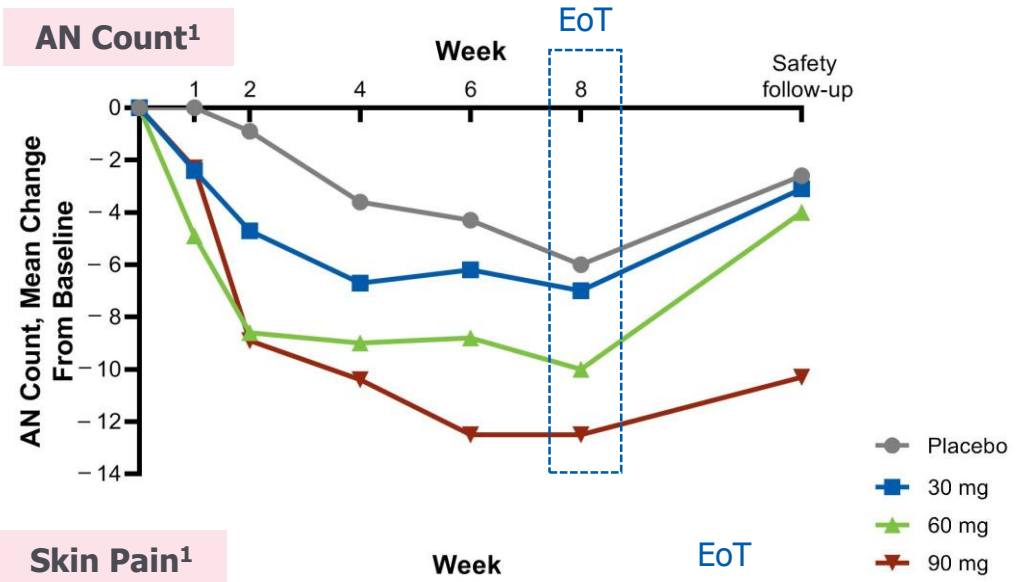
Results

- Preliminary efficacy and improved QoL demonstrated
- Well tolerated; no treatment discontinuations due to TEAEs

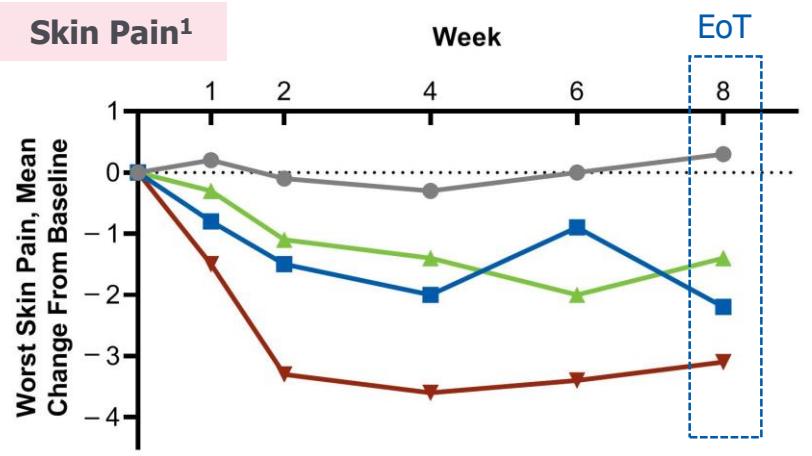
Already underway:

- Phase 2b (n=200) randomized, placebo-controlled trial
  - Primary endpoint: Median change in AN count (wk 16)

AN Count[1]



Skin Pain[1]



HS = hidradenitis suppurativa; EoT = end of treatment

1. Alavi, et al. SHSA 2020.

TAFASITAMAB: GLOBAL CLINICAL DEVELOPMENT

	Study	Arms	Status	PoC	Pivotal
r/r DLBCL	L-MIND (~80 pts)	+ lenalidomide	FDA approved in 2L+ DLBCL	Primary endpoint: ORR (2-year analysis presented at EHA 2020)	
r/r DLBCL	B-MIND (~450 pts)	+ bendamustine vs bendamustine + rituximab	Ongoing, data expected 2022	Primary endpoint: PFS (IDMC futility passed November 2019)	
1L DLBCL	First-MIND (~60 pts)	+ R-CHOP or + lenalidomide + R-CHOP	Primary completion expected 2020	Safety	
1L DLBCL	Front-MIND (~900 pts)	+ lenalidomide + R-CHOP vs R-CHOP	Trial initiation expected 2021	Primary endpoint: PFS	
Other r/r NHL	B-cell malignancies	+ parsaclisib	Final protocol in preparation		
Other r/r NHL	Follicular lymphoma (~500 pts)	+ lenalidomide + rituximab (R^2) vs R^2	Trial initiation expected 2021	Primary endpoint: PFS	

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CONTINUED PROGRESS IN PD-1 & PD-L1 PROGRAMS

MULTIPLE OPPORTUNITIES FOR RETIFANLIMAB; INITIAL '86550 DATA AT SITC

retifanlimab[1] (PD-1)

- **SCAC** — **Phase 2** (POD1UM-202); **Phase 3** (POD1UM-303) → **Phase 2 results at ESMO 2020**
  - DCR: 49%
  - Median DoR: 9.5 months
  - No unexpected safety signals
- **Merkel cell** — **Phase 2** (POD1UM-201) →
- **MSI-high endometrial** — **Phase 2** (POD1UM-204) →
- **NSCLC** — **Phase 3** (POD1UM-304) →

INCB86550 (PD-L1)

- **Solid tumors** — **Proof-of-concept** → **Clinical translational data to be presented at SITC**

1. retifanlimab licensed from MacroGenics

COVID-19 CLINICAL DEVELOPMENT

RUXCOVID TOPLINE RESULTS EXPECTED BY YEAR END

	Size, Age	On ventilation at recruitment	Arms	Status & Primary endpoint
RUXCOVID[1] (ruxolitinib)	n~400 12+ yrs	Not allowed	A: ruxolitinib 5mg BID + SoC B: SoC	**Fully recruited** Proportion of patients who die, develop respiratory failure, or require ICU care by Day 29
RUXCOVID-DEVENT[2] (ruxolitinib)	n~500 18+ yrs	Necessary	A: ruxolitinib 5mg BID + SoC B: ruxolitinib 15mg BID + SoC C: SoC	**Ongoing** Proportion of patients who have died due to any cause through Day 29
ACTT-2 (baricitinib)	n~1,000 18+ yrs	Allowed	A: baricitinib 4mg QD + remdesivir B: remdesivir	**Primary endpoint met** Time to recovery by Day 29[3]
COV-BARRIER (baricitinib)	n~400 12+ yrs	Not allowed	A: baricitinib 4mg QD + SoC B: SoC	**Ongoing** Proportion of patients who die or require non-invasive ventilation/high-flow oxygen or invasive mechanical ventilation by Day 28

SOC = standard of care; ACTT = Adaptive COVID-19 Treatment Trial

1. Co-sponsored by Incyte and Novartis (global trial)
2. Sponsored by Incyte (US)
3. Day of recovery is defined as the first day on which the subject satisfies one of the following three categories from the ordinal scale: 1) Not hospitalized, no limitations on activities; 2) Not hospitalized, limitation on activities and/or requiring home oxygen; 3) Hospitalized, not requiring supplemental oxygen and no longer requires ongoing medical care. https://clinicaltrials.gov/ct2/show/NCT04401579

FINANCIAL RESULTS

CHRISTIANA STAMOULIS – CFO

NON-GAAP ADJUSTMENTS

- Management has chosen to present financial highlights and operating income (loss) for the three and nine months ended September 30, 2020 and 2019 on both a GAAP and Non-GAAP basis in the belief that this Non-GAAP information is useful for investors.
- 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.

GAAP = U.S. Generally Accepted Accounting Principles.

FINANCIAL HIGHLIGHTS: THIRD QUARTER

$ millions	Three Months Ended Sep 30, 2020 GAAP	Three Months Ended Sep 30, 2019 GAAP	Three Months Ended Sep 30, 2020 Non-GAAP	Three Months Ended Sep 30, 2019 Non-GAAP	YoY Change
Net product revenues	**522**	**454**	**522**	**454**	***15%***
Jakafi	488	433	488	433	*13%*
Iclusig	26	21	26	21	*28%*
Pemazyre	8	-	8	-	
Royalties	**98**	**80**	**98**	**80**	***23%***
Jakavi	68	58	68	58	*17%*
Olumiant	29	22	29	22	*32%*
Tabrecta	1	-	1	-	
Total product and royalty revenues	**621**	**534**	**621**	**534**	***16%***
Milestones and contract revenues	-	18	-	18	
Total revenues	**621**	**552**	**621**	**552**	***13%***
Costs and expenses	**615**	**417**	**559**	**365**	***53%***
COGS[1]	34	30	29	24	*17%*
R&D[2]	438	281	409	251	*63%*
R&D – ongoing[2]	297	281	268	251	*7%*
% total revenues	*48%*	*51%*	*43%*	*45%*	
R&D – upfront and milestones	141	-	141	-	
SG&A[3]	121	103	106	90	*18%*
% total revenues	*19%*	*19%*	*17%*	*16%*	
Contingent consideration[4]	7	3	-	-	
Collaboration loss sharing	15	-	15	-	

Totals may not add due to rounding.

1. Non-GAAP excludes $5.4 million of amortization of acquired product rights and $0.2 million of stock-based compensation for the three months ended September 30, 2020 and 2019.
2. Non-GAAP excludes $29.0 million and $30.4 million of stock-based compensation for the three months ended September 30, 2020 and 2019, respectively.
3. Non-GAAP excludes $14.6 million and $12.8 million of stock-based compensation for the three months ended September 30, 2020 and 2019, respectively.
4. Non-GAAP excludes $7.1 million and $3.3 million of change in fair value of contingent consideration for the three months ended September 30, 2020 and 2019, respectively.

FINANCIAL GUIDANCE: FULL YEAR 2020

$ millions	FY 2020	
	Updated	Previous
Net product revenues		
Jakafi net product revenues	1,910 – 1,940	1,880 – 1,950
Iclusig net product revenues	100 – 105	Unchanged
Costs and expenses		
Cost of product revenues[1]	130 – 135	Unchanged
Research and development expenses (excl. MOR upfront cons. & PRV)[2]	1,210 – 1,280	Unchanged
Selling, general and administrative expenses[3]	505 – 535	Unchanged
Change in fair value of acquisition-related contingent consideration[4]	25 – 27	Unchanged

1. Excludes $23 million Non-GAAP adjustment for amortization of acquired product rights for Iclusig and stock-based compensation.
2. Excludes $131 million Non-GAAP adjustment for stock-based compensation and also excludes $805 million of upfront consideration paid under the MorphoSys collaboration and $120 million of expense related to the purchase of the FDA priority review voucher.
3. Excludes $58 million Non-GAAP adjustment for stock-based compensation.
4. Excludes $25 - $27 million Non-GAAP adjustment for the change in fair value of estimated future Iclusig royalties.

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FINANCIAL BACK-UP SLIDES

FINANCIAL HIGHLIGHTS: YEAR TO DATE

$ millions	Nine Months Ended Sep 30, 2020 GAAP	Nine Months Ended Sep 30, 2019 GAAP	Nine Months Ended Sep 30, 2020 Non-GAAP	Nine Months Ended Sep 30, 2019 Non-GAAP	YoY Change
Net product revenues	**1,509**	**1,284**	**1,509**	**1,284**	***18%***
Jakafi	1,421	1,219	1,421	1,219	*17%*
Iclusig	76	66	76	66	*16%*
Pemazyre	12	-	12	-	
Royalties	**273**	**218**	**273**	**218**	***25%***
Jakavi	191	161	191	161	*19%*
Olumiant	80	57	80	57	*41%*
Tabrecta	2	-	2	-	
Total product and royalty revenues	**1,782**	**1,502**	**1,782**	**1,502**	***19%***
Milestones and contract revenues	95	78	95	78	
Total revenues	**1,877**	**1,579**	**1,877**	**1,579**	***19%***
Costs and expenses	**2,305**	**1,272**	**2,137**	**1,116**	***92%***
COGS[1]	95	82	78	65	*20%*
R&D[2]	1,810	841	1,720	756	*128%*
R&D – ongoing[2]	860	816	770	731	*5%*
% total revenues	*46%*	*52%*	*41%*	*46%*	
R&D – upfront and milestones	950	25	950	25	
SG&A[3]	350	333	308	294	*5%*
% total revenues	*19%*	*21%*	*16%*	*19%*	
Contingent consideration[4]	20	17	-	-	
Collaboration loss sharing	30	-	30	-	

Totals may not add due to rounding.

1. Non-GAAP excludes $16.2 million of amortization of acquired product rights for nine months ended September 30, 2020 and 2019 and $0.7 million and $0.5 million of stock-based compensation for the for the nine months ended September 30, 2020 and 2019, respectively.
2. Non-GAAP excludes $90.2 million and $85.5 million of stock-based compensation for the nine months ended September 30, 2020 and 2019, respectively.
3. Non-GAAP excludes $41.7 million and $38.6 million of stock-based compensation for the nine months ended September 30, 2020 and 2019, respectively.
4. Non-GAAP excludes $19.8 million and $16.6 million of change in fair value of contingent consideration for the nine months ended September 30, 2020 and 2019, respectively.

2020 AND 2019 NON-GAAP RECONCILIATION

$ millions	Three Months Ended Sep 30, 2020	Three Months Ended Sep 30, 2019	Nine Months Ended Sep 30, 2020	Nine Months Ended Sep 30, 2019
GAAP operating income (loss)	**5**	**134**	**(428)**	**307**
Adjustments				
Non-cash stock compensation from equity awards	44	43	133	125
Amortization of acquired product rights	5	5	16	16
Change in fair value of contingent consideration	7	3	20	17
Non-GAAP operating income (loss)	**62**	**186**	**(259)**	**464**

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

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