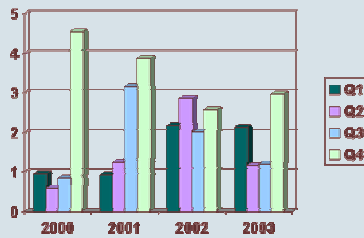




**Revenues per quarter  
(€ million, except net loss per share)**



Note that cash income differs from reported revenues due to US GAAP accounting treatment of income. A significant part is deferred to future years, since they are part of multi-year performance agreements.

key investor issues.

CQR: Some analysts question our ability to develop products. How would you respond to their skepticism?

RB: I understand why some analysts are skeptical. In the past we were an early technology company, and as yet we have not brought any products to market. However, we now have on board people who have brought many products to market at other companies. For example, Jean-Yves Guichoux, our Executive Vice President Development, brings a wealth of experience to Crucell gathered over many years at a diverse range of companies including Afforce Healthcare, Yamanouchi Europe and Wyeth-Ayerst. He is now responsible for Crucell's product development programs and will oversee each program from pre-clinical development, through to clinical trials and subsequent product registration.

CQR: What signs are there that Crucell is moving forward in its product development program?

RB: During the last quarter Crucell announced several deals around products in addition to technology licensing. Furthermore, Crucell has been gearing up its organization for product development over the last 12 months, allocating more resources and people to our four key product programs. I further believe that my appointment to the CEO role serves as another sign of the shift of focus toward serious product development.

CQR: What are your highest priorities as CEO in 2004?

RB: My highest priority is to ensure that Crucell sticks to the product development timelines we have communicated. If possible, I would like to see acceleration of the most important product timelines.

CQR: What do you want investors to know, now that you are CEO?

RB: I would like investors to know that this shift toward product development also will mean a shift toward more predictability. Investors should and can expect to see measurable progress. We aim to optimize transparency regarding what happens with investors' money. Another point I'd like to emphasize to shareholders is that this shift toward a product focus also will mean a gradual change in our risk profile. As we progress on our products, we will

be following a well-described route toward profitability. In the past, investors have had to believe in the prospects for our technology; now they will see products moving along a defined development roadmap and will understand how the value of Crucell grows with each step.

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### **Crucell product pipeline**

Since signing the cooperation agreement with Aventis Pasteur to co-develop vaccines against pandemic and epidemic influenza, Crucell has allocated more resources to these development efforts. We asked Jean-Yves Guichoux, Executive Vice President Development at Crucell to tell investors about what this means for our influenza product development.



CQR: What have been the biggest changes at Crucell so far since the deal was announced?

JYG: First of all, I am looking forward to applying my extensive product development background to Crucell's promising pipeline. Also, we've kicked off the Aventis Pasteur cooperation and we're putting together our joint influenza vaccine development program. Working with Aventis Pasteur frees up resources for our other in-house development programs.

CQR: What is the outlook for Crucell's influenza vaccine development now that the cooperation with Aventis-Pasteur is being implemented?

JYG: This partnership significantly changes the position of Crucell. The deal endorses our cell-based influenza product as a promising next generation vaccine and positions Crucell squarely as a player in the worldwide vaccine market. It also reduces the risk profile of the company. By combining Crucell's production technology with the manufacturing and marketing strength of Aventis Pasteur, a clear development path for a new and exciting influenza product is created.

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## **Biotech sector bounces back**

Biotech has made a strong recovery in 2003 with an increase of 32% in US market overall capitalization. What have been the key drivers of this success in 2003, and what is hot in 2004?

Investors chose for Biotech stocks last year because Biotech companies simply delivered new products and improved sales of existing ones. Leading examples of the Biotech industry's ability to deliver included Genentech with Xolair for asthma, Biogen with Amevive for psoriasis, and Amgen's expanded use of its arthritis drug Enbrel for other diseases. In its recent report Resilience: America's Biotechnology Report 2003, Ernst & Young's annual survey of the industry indicates more reasons for investors to prefer Biotech over Big Pharma firms: on average they earn more revenues per employee, spend twice as much per employee on R&D and spend a greater percentage of revenue on R&D than the pharmaceutical companies included in the study.

Steven Burrill of Burrill & Company, a US life sciences merchant bank, sees vaccines and antivirals, RNAi, cancer drugs, and treatments for central nervous system illnesses as the hottest prospects driving Biotech stock values in 2004. He expects more early-stage deals as biotech companies move even more upstream into the Big Pharma product development pipeline. ("Biotech: What's hot and what's not," S. Burrill, Scrippharma, January 9, 2004)

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## **Questions from the Quarter**

Here are a few selected questions from investors in the first quarter:

1) How does Crucell's PER.C6(tm) technology compare for vaccine production to other cell lines such as Vero and MDCK?

A: Currently, cell culture systems are being developed for influenza vaccine production based on African Green Monkey (VERO) cells and Madin Canine Kidney (MDCK) cells. These cell systems often need to be grown on microcarriers (little beads on which cells adhere during production), which makes the production

process more expensive and more difficult to scale. In contrast, PER.C6(tm) cells grow well in suspension and are easily scalable, potentially permitting the production of cost-efficient vaccines in large quantities. In addition, virus yields on VERO cells have been shown to be significantly lower than the yields grown on PER.C6(tm) cells. Crucell maintains a Biologics Master File for PER.C6(tm) at the U.S. Food and Drug Administration, which may facilitate the approval of any biopharmaceutical product that our licensees or we produce using the PER.C6(tm) technology.

2) Can you describe the development of an Ebola vaccine in collaboration with the US government? How does Crucell evaluate the potential worldwide market for such a product?  
A: Crucell is working in collaboration with the NIH to jointly develop an Ebola vaccine that could possibly benefit from an accelerated regulatory approval process under the FDA's "two-animal rule." Ebola has a high mortality rate of between 50 - 80% and is on the US Department of Defense's Category A list of bio-terror agents. As such, the government wants to stockpile it as part of Project BioShield. Under Project BioShield, it is estimated that around 3 million doses will be required at \$30 per dose, resulting in an estimated market value of \$90 million. Our Ebola vaccine product also is targeted toward travelers, government officials, military and healthcare personnel, and people living in Ebola endemic areas of Africa.

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### **Questions, Suggestions, Remarks? Please contact Crucell**

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