

INFORMATION MEETING

September 10, 2020



Your health deserves the greatest respect

HIGHLIGHTS OF THE FIRST SEMESTER 2020 (1/2)

COVID-19 CRISIS

- General lockdown in the country of our subsidiaries.
- The continuity of our operations was ensured.
- COVID-19 crisis' impacts on our operating income are not material.

INTERNATIONAL

- Increase in sales in the United-States: +€20M.
- Completion of the sale of UNDA's site on January 1, 2020 for which employments were saved.
- Creation of a new subsidiary in Hong-Kong on March 19, 2020 to support BOIRON group's growth in Asia via a distribution subsidiary in China.

FRANCE

- Transition of the reimbursement rate for homeopathic medicines from 30% to 15% in France on January 1st, 2020.
- The two appeals before the French Conseil d'Etat filed by BOIRON and LEHNING are still ongoing.
- Announcement of a major reorganisation project.
- Implementation of a new organisation, around a Business Unit France, a Scientific and Medical department and new missions were assigned to the Group Marketing department.
- Decline in sales: -€25M.

HIGHLIGHTS OF THE FIRST SEMESTER 2020 (2/2)

PRODUCTS LAUNCHES

- New range of plant extracts in France and Italy



- New OTC specialty in France, Italy and Spain: Mag'Nuit®



MAJOR REORGANISATION PROJECT IN FRANCE (1/2)

- On March 11, 2020, Laboratoires Boiron announced a major reorganisation project in France.
- For the past two years, virulent, unjustified and repeated attacks against homeopathy in France.
- Brutal decision of the Ministry of Solidarity and Health to delist homeopathic medicines as of January 1, 2021.
- We have announced the following reorganisation project :
 - The closure of the Montrichard production site near Tours,
 - The closure of 12 preparation-distribution establishments out of the 27 we have in France : Avignon, Belfort, Brest, Grenoble, Limoges, Niort, Paris-Bois d'Arcy, Paris-Ivry, Pau, Rouen, Strasbourg and Toulon,
 - The resizing of the production and preparation-distribution teams on the retained sites,
 - The reorganisation of the sales teams.
- This plan would result in the elimination of 646 positions and the creation of 134 positions.

MAJOR REORGANISATION PROJECT IN FRANCE (2/2)

- We will do our utmost to limit the social impact of this reorganization project while respecting our social heritage.
- Based on data available to date, the cost of the reorganisation project is estimated to €59,000 thousand, of which €55,432 thousand have been provisioned as at June 30, 2020 accordingly to applicable accounting rules:
 - €45,014 thousand are related to compensation measures for job cuts,
 - €5,033 thousand of territorial revitalization contributions,
 - €4,900 thousand for external support measures.

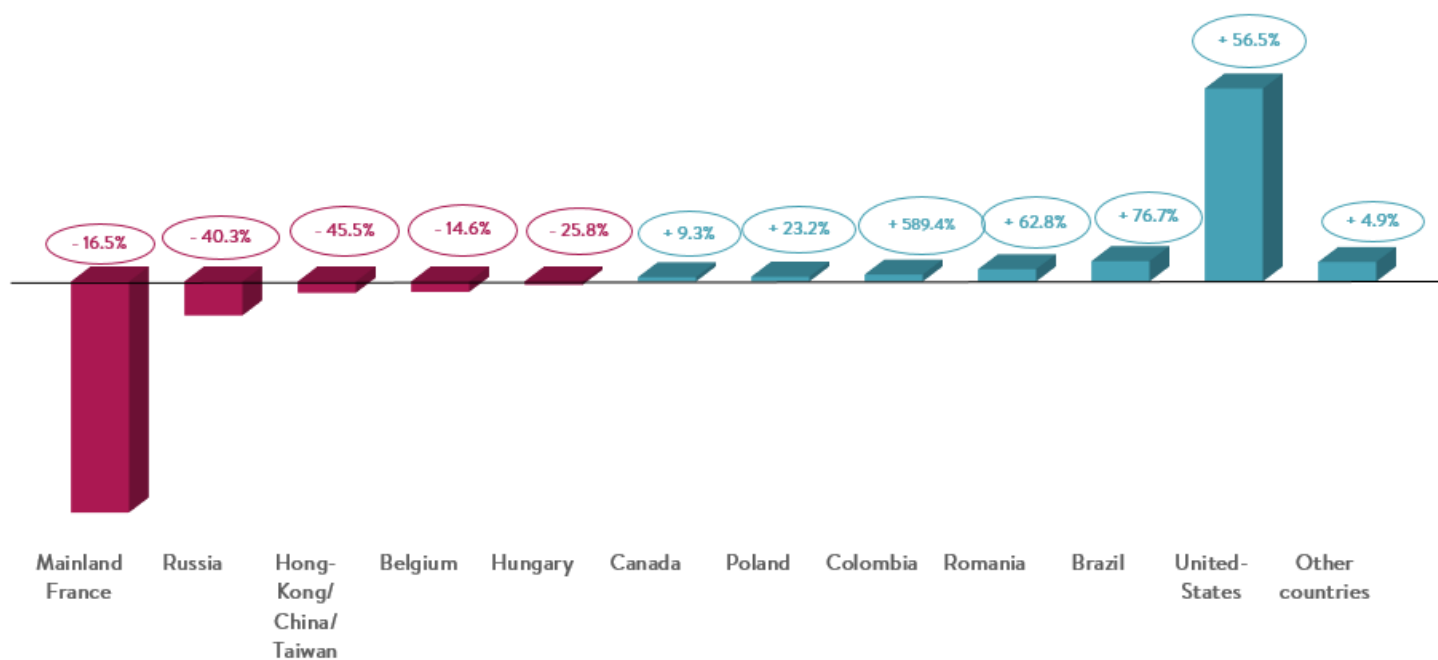
These estimates are subject to change depending on ongoing negotiations, which will continue until October 14, 2020.

At the same time, we have booked a reversal of provision for €27,741 thousand in respect of the reduction in employee benefit obligations resulting from this reorganisation.



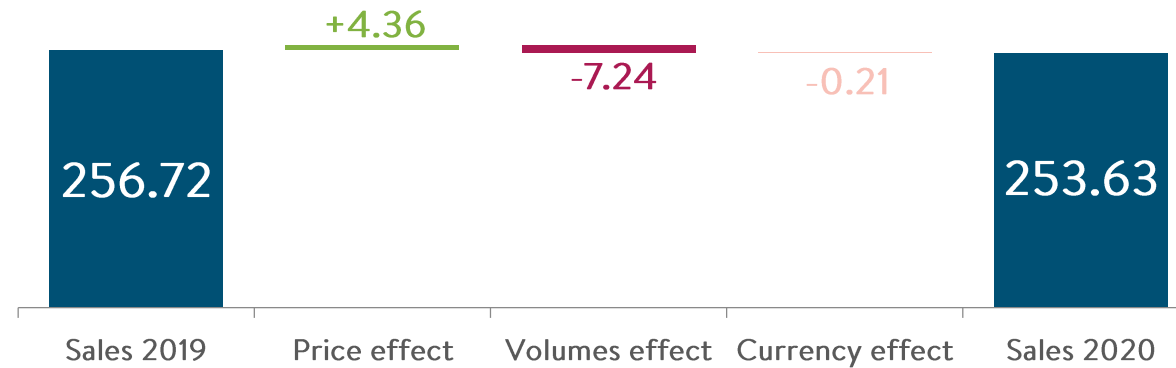
CONSOLIDATED FINANCIAL STATEMENTS JUNE 30, 2020

DIFFICULTIES IN FRANCE MITIGATED BY PERFORMANCES IN THE US

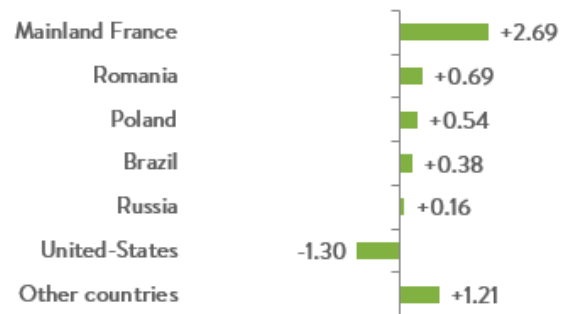


	2020	2019	Var. at current exchange rate 2020/2019	Var. at constant exchange rate 2020/2019
France	126.32	151.36	-16.5%	-16.5%
Europe (excluding France)	54.49	55.33	-1.5%	-0.8%
North America	61.37	40.66	+50.9%	+47.4%
Other countries	11.45	9.37	+22.3%	+35.6%
Group total	253.63	256.72	-1.2%	-1.1%

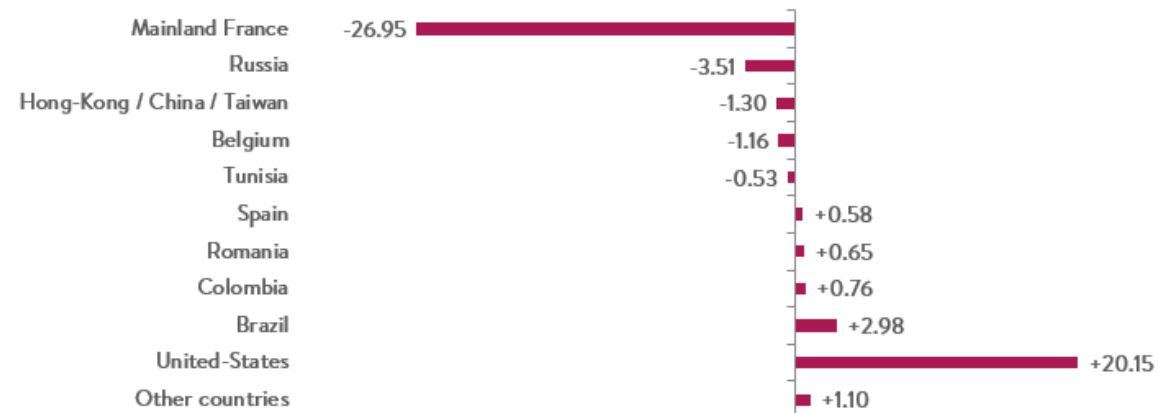
A DECREASE RELATED TO VOLUMES MITIGATED BY PRICE EFFECT



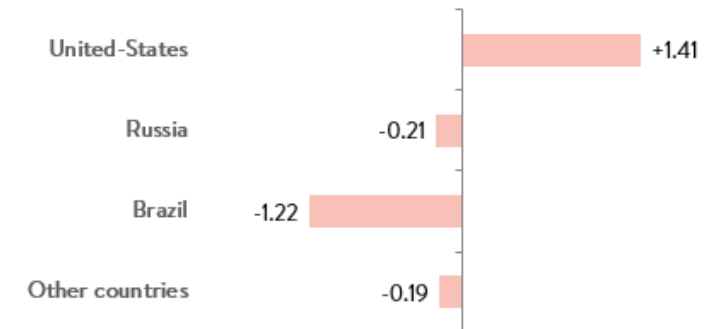
Price effect



Volumes effect



Currency effect

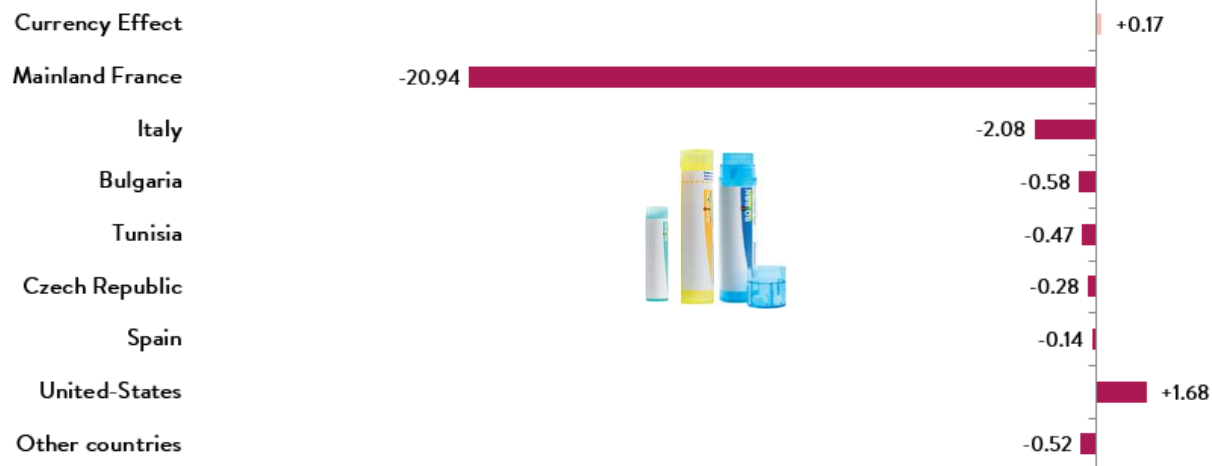


DECLINE IN NON-PROPRIETARY HOMEOPATHIC MEDICINES IN FRANCE AND AN INCREASE IN OTC SPECIALTIES IN THE US

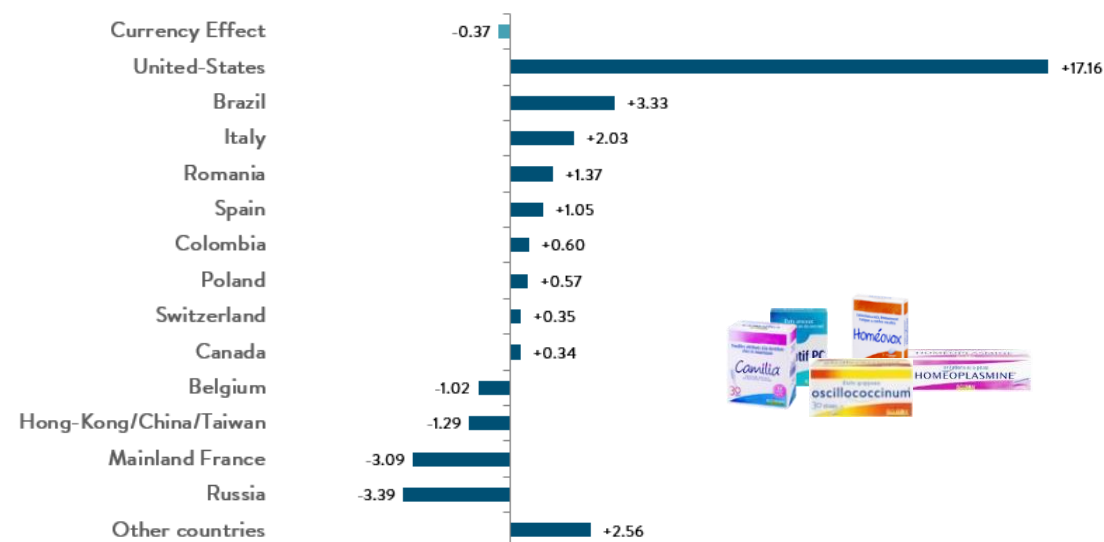
	2020	2019	Variation	
			in M€	in %
Non-proprietary homeopathic medicines	110.06	133.21	-23.15	-17.4%
OTC specialties	142.92	122.72	20.20	+16.5%
Other	0.65	0.79	-0.14	-17.7%
TOTAL	253.63	256.72	-3.09	-1.2%



Non-proprietary homeopathic medicines main variations by country



OTC specialties main variations by country



PRODUCTS MAIN TRENDS

Main products increase



United-States, Brazil, Italy, Romania, Spain and Mainland France



United-States



United-States



Mainland France and Italy



Mainland France, Italy and Spain



United-States



Mains products decrease



Mainland France et Italy



Russia and Mainland France



Hong-Kong, China



Mainland France and United-States



Mainland France and Brazil



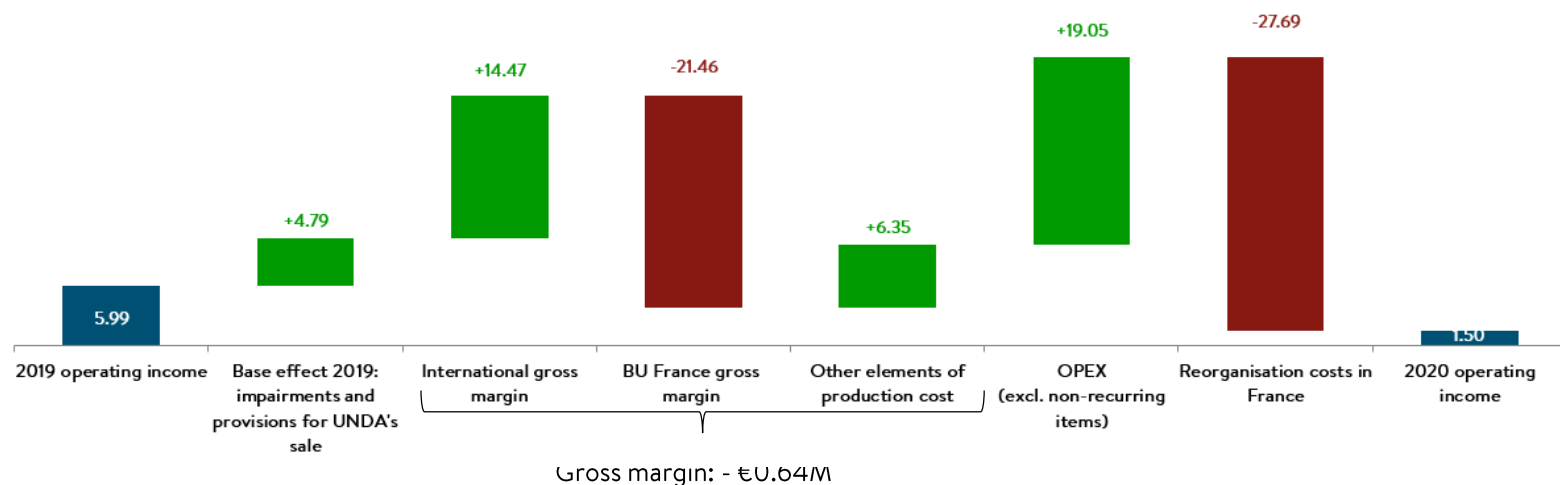
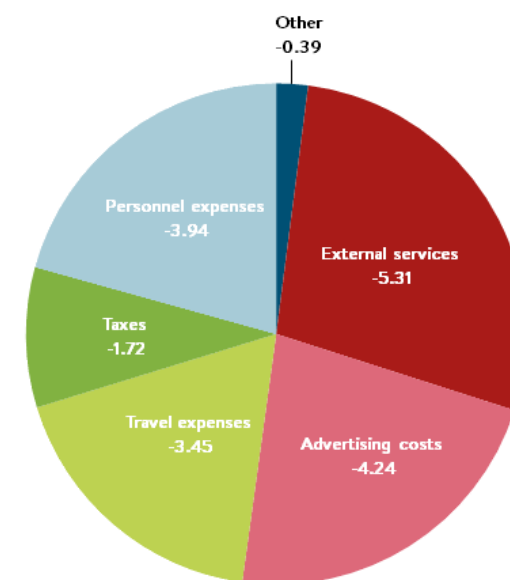
Mainland France



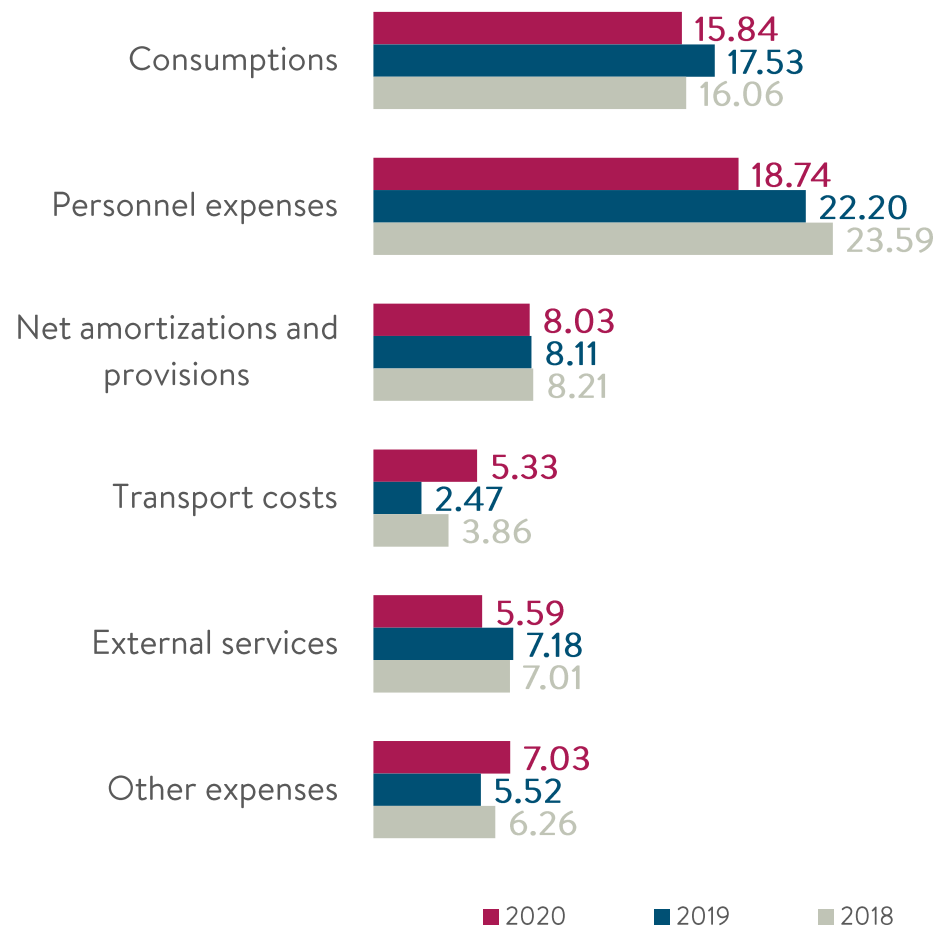
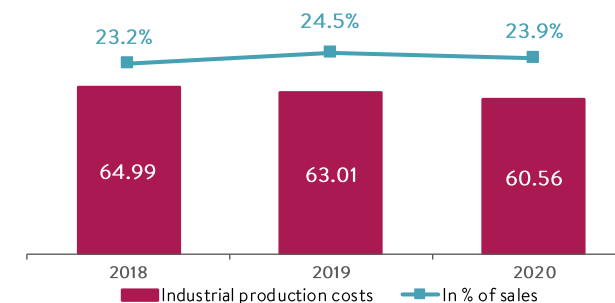
DECREASE IN OPERATING INCOME BY €4.5M

	2020	2019	Variation 2020 / 2019		2018
			in M€	in %	
Sales	253.63	256.72	-3.09	-1.2%	280.53
Industrial production costs	-60.56	-63.01	+2.45	-3.9%	-64.99
Gross margin	193.07	193.71	-0.64	-0.3%	215.54
Preparation and distribution costs	-57.00	-61.84	+4.84	-7.8%	-64.88
Promotion costs	-65.37	-78.70	+13.33	-16.9%	-76.84
Research costs	-1.58	-1.50	-0.08	+5.3%	-1.83
Regulatory affairs costs	-5.83	-5.32	-0.51	+9.6%	-5.27
Support function costs	-33.79	-36.11	+2.32	-6.4%	-39.89
Other	-28.00	-4.25	-23.75	+558.8%	8.55
Operating income	1.50	5.99	-4.49	-75.0%	35.38

OPEX – €19M of savings versus June 30, 2019

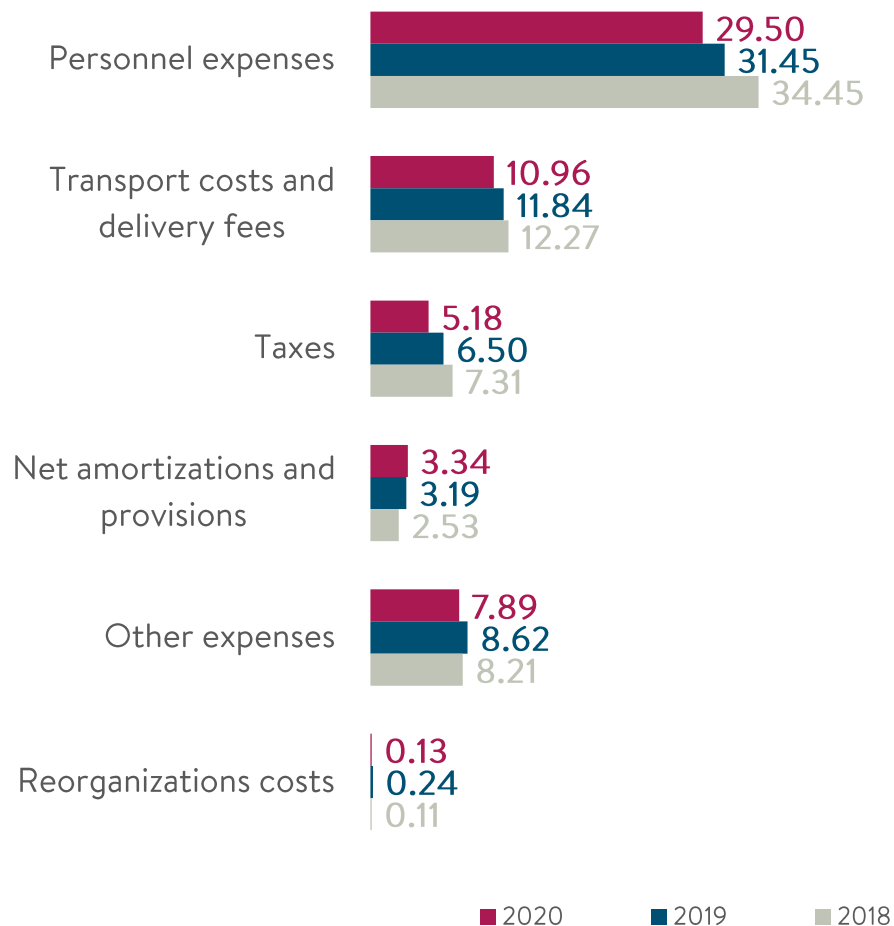
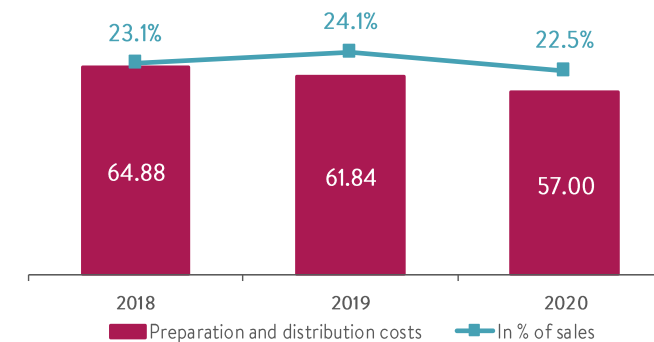


INDUSTRIAL PRODUCTION COSTS: -3.9%



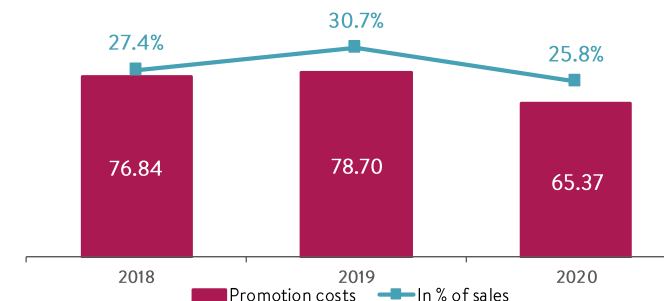
- Decrease in **consumptions** related to the fall in sales and destructions
- Drop in **personnel expenses**:
 - In France: staff reduction and non-attendance mitigated by the payment of the PEPA bonus,
 - In Belgium (UNDA): staff transfer to the new buyer San'Up on January 1, 2020.
- Decline in **net amortizations and provisions**:
 - Amortization of tangible and intangible production assets comes to an end in France,
 - Increase in provisions for returned goods in the United-States (strong activity in the first half-year 2020),
 - Fall in inventories impairments in France (base effect 2019).
- Rise in **transport costs**: increase of shipped volumes and air shipments to the United-States.
- Decrease in **external services**:
 - Repair and maintenance costs on Sainte-Foy-Lès-Lyon and Messimy sites,
 - Base effect 2019 on fees for insurance and quality control at the site of Messimy,
 - End of external storage with the setting up of the logistics platform in Les Olmes.
- Increase in **other expenses** related to the growing sales (excluding France).

PREPARATION AND DISTRIBUTION COSTS: -7.8%



- Decrease in personnel expenses:
 - Decrease in France: decrease in staff (retirement not replaced) and savings related to the health crisis (sick leave and short-time working diminished by the payment of the PEPA bonus for employees who have worked on site),
 - Increase in the United-States: resort to temporary employees during the high activity.
- Savings on transports costs and delivery fees linked to the activity of various countries:
 - Decrease in France,
 - Increase in the United-States and Brazil.
- Savings on taxes related to sales in France.
- The decrease in other expenses is explained by:
 - A decrease in maintenance costs on sites in France,
 - Savings on travel expenses (related to the COVID-19 health crisis),
 - A decrease of sales-based expenses in France.

PROMOTION COSTS: -16.9%



■ 2020 ■ 2019 ■ 2018

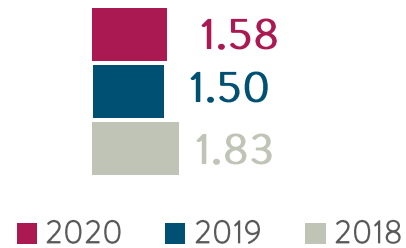
- Decrease in **personnel expenses**:
 - Decrease in staff in France, Russia and Spain,
 - Reduction of sales force bonuses especially in France and Russia,
 - Absences related to health crisis especially in France and Spain.

- Decrease in **advertising costs**, in particular:
 - In France: savings on advertisements especially for Sédatif PC®, Homéoplasmine®, Sporténine® et Arnocrème® offset by an increase for Oscilloccinum® and Coryzalia®,
 - In Poland: no TV advertising for Stodal®,
 - Cancellation or postpone of advertising campaigns in Russia, Belgium, Spain, and Italy due to the COVID-19 health crisis.

- Decrease in **external services**:
 - Due to the base effect on the mobilization campaign MonHoméoMonChoix in France,
 - Cancellation of promotional events related to the health crisis especially in Italy, Russia and Spain,
 - Decrease in others expenses linked to the crisis and generating cancellation of many trips in all subsidiaries, also a decrease in fuel expenses.

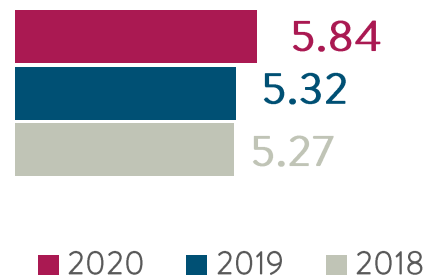
RESEARCH AND REGULATORY AFFAIRS COSTS

RESEARCH



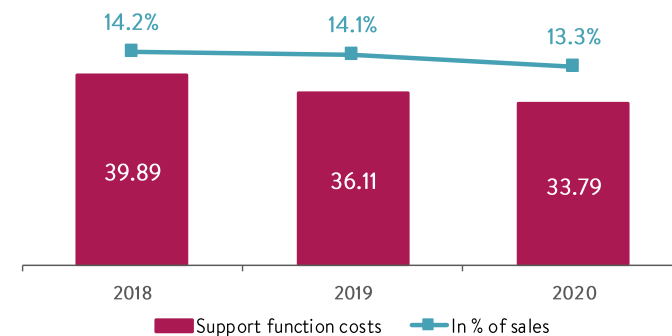
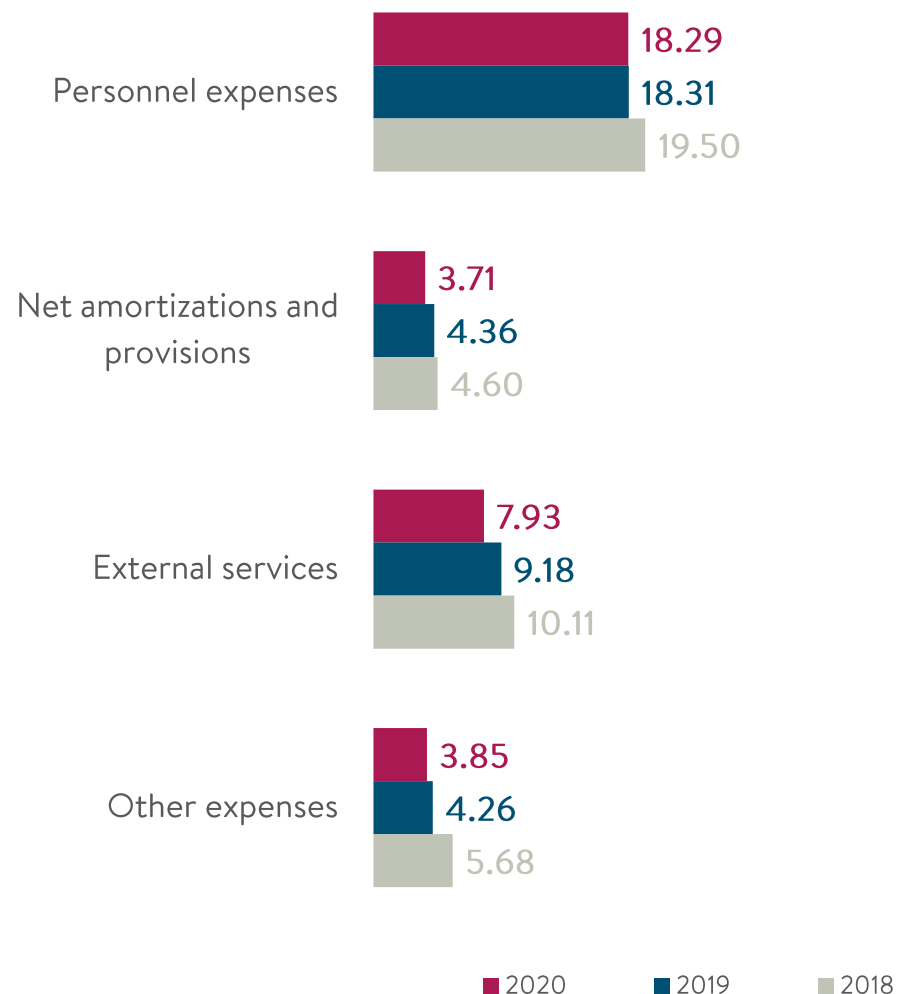
- Stable staffing levels and continued activities with our partners in the areas of airway infection and supportive care in oncology.

REGULATORY AFFAIRS



- Increase mainly related to reinforcement of teams.

SUPPORT FUNCTION COSTS: -6.4%



- Decline in net amortizations and provisions:
 - Amortization of Accord and X3 software as well as office buildings at Messimy comes to an end.
- Savings on external services:
 - Base effect on the set up of JDE in Italy and Canada in 2019, the pharmacy implementation in Colombia and the deployment of collaborative tools and IT infrastructures for the group,
 - Decline in IT maintenance expenses.
- Fall in other expenses related to the savings on travel expenses due to the lock-down in many countries all around the world.

OTHER OPERATING REVENUE AND EXPENSES

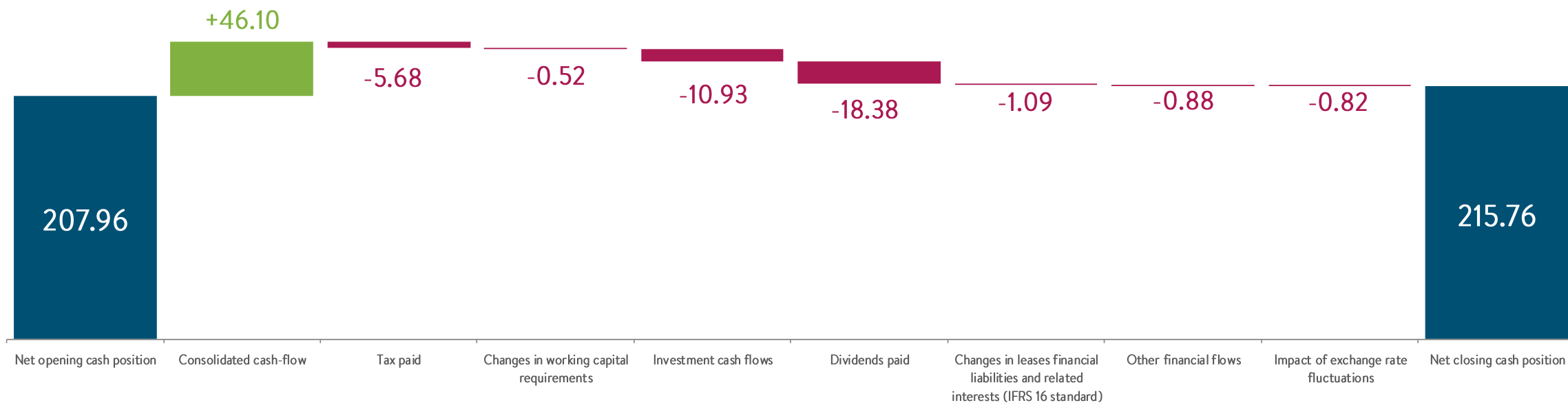
	2020	2019	Variation	2018
Other operating revenue and expenses	-28.00	-4.25	-23.75	8.55
Depreciations and provisions in Belgium (UNDA)		-4.79	+4.79	
Reorganisation in France - provisions and impairments charges	-55.43		-55.43	
Reorganisation in France - reversal of provisions for social benefits	27.74		+27.74	
Foreign exchange rate	-0.69	0.04	-0.73	0.10
Other tax credits (included tax credits research)	0.50	0.60	-0.10	0.62
Capital-gain on the sale of Levallois-Perret site				6.21
Tax credit for competitiveness and employment (CICE)				1.55
Other	-0.12	-0.10	-0.02	0.07

- Reorganisation net impacts in France (-€27.69M),
- Base effect 2019 on impairments and provisions for UNDA related to the sale of businesses and the provisional sale agreement for real estate assets,
- Foreign exchange losses due to the devaluation of the ruble and the Brazilian real, and the evolution of the American dollar.


NET INCOME

	2020	2019	Variation	2018
Operating income	1.50	5.99	-4.49	35.38
<i>% of sales</i>	0.6%	2.3%		12.6%
Financing expenses and cash revenue	0.56	0.29	+0.27	0.20
Other financial revenue and expenses	-0.61	-1.68	+1.07	-1.26
Corporate income tax	-2.42	-5.03	+2.61	-12.72
Minority interests	-0.01	0.04	-0.05	0.01
Net income - group share	-0.98	-0.39	-0.59	21.61
<i>% of sales</i>	-0.4%	-0.2%		7.7%

€216M OF CASH FLOWS AT JUNE 30, 2020



REMINDER OF OUR STRATEGIC ISSUES



GIVE
HOMEOPATHY
CREDIBILITY AND
DEVELOPING THE
BOIRON
PREFERENCE



MAKE IT
THROUGH
IN
FRANCE



DEVELOPING
OUR
INTERNATIONAL
SALES



DEVELOPING
OUR
CAPACITY TO
INNOVATE

AMBITIOUS PLAN

AROUND 3 KEY MOMENTS

KEY MOMENT 1
SEPT 2020

KEY MOMENT 2
NOV 2020

KEY MOMENT 3
Q1 - 2021

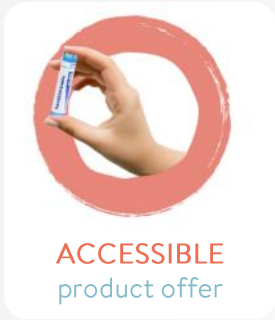


AMBITIOUS PLAN

AROUND 3 FOUNDATIONS



LAUNCH OF KEY MOMENT 1
SEPTEMBER 2020



ACCESSIBLE
product offer



FACILITATED ADVICE
thanks to exclusive
services



VISIBILITY
for the patient

PRODUCT OFFER
FOCUS ON
TUBES AND
DOSES

ADVICE TO PATIENT VIA
TURNKEY KITS
(blue box, tubes and instructions)

HOMÉOComptoirs
*6000 BEFORE THE END OF 2020

Objective
3,000 pharmacies



STRENGTHEN ITS DEFENSES

MANAGE YOUR STRESS

SMOKING WITHDRAWAL

PREVENTING ALLERGIES

HERPES LABIAL

SYMPTOMS OF VARICELLA



FOCUS ON
INDICATIONS WITH
POTENTIAL
for consulting alone or
in partnership



Homeopathic medicine

Made from two natural origin active

For everyone, including pregnant women and children from 6 years old



1 or 2 spraying, 3 to 6 times a day

COCYNTAL



Cocyntal, **THE ONLY ONE MEDICINE** against infant and newborn colic

- Complete formula for a global treatment of all symptoms
- **Single doses:** ideal for newborns!
- 100% safe

NEW



A COMPLETE
RANGE
of dietary supplements

To restore balance to your
**INTESTINAL
FLORA**

- ✓ Digestive process
- ✓ Digestive comfort

OUR NEXT MEETING

October 22, 2020

Publication of the sales and the quarterly financial
information as of September 30, 2020

Person responsible for financial information

Valérie Lorentz-Poinsot

Contact for financial information

Fabrice Rey

Relations actionnaires : +33(0)4.78.45.63.43

E-mail : boironfinances@boiron.fr

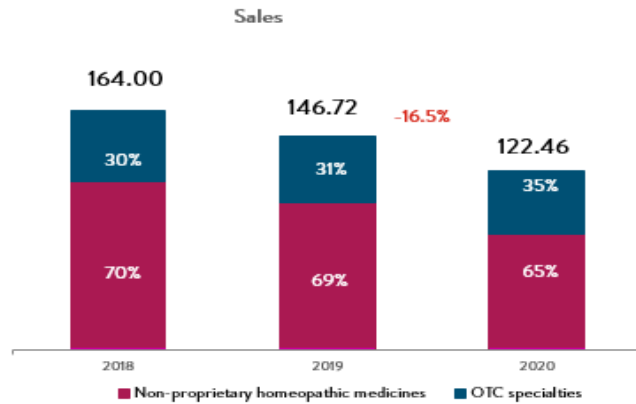
Code ISIN : FR0000061129 (BOI)

Bloomberg : BOI FP – Reuters : BOIR.PA



REVIEW OF THE GROUP'S MAIN SUBSIDIARIES

BOIRON PARENT COMPANY – MAINLAND FRANCE



In Mainland France, unwarranted and discriminatory attacks against homeopathy for two years :

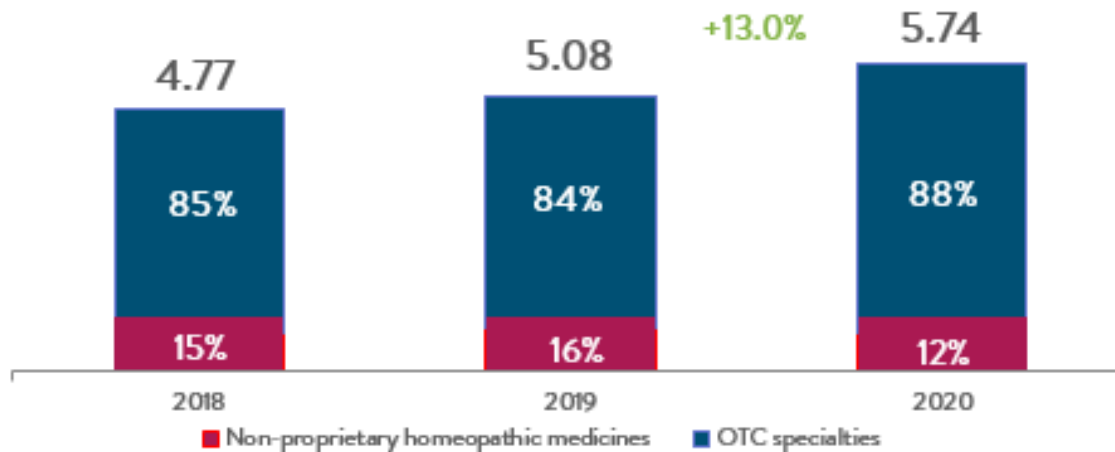
- Decrease in non-proprietary homeopathic medicines (-€20.94M in volumes).
- Decrease in OTC specialties (-€3.09M in volumes), mainly on Arnica range, Sédatif PC® and Camilia®.
- Launch of Mag'nuit® (+€0.62M) and plant Extracts (+€0.92M).
- Favorable price effect (€2.69M) due to a price increase and 2020 new commerciales conditions.

- Slight increase in distribution costs: increase in consumptions and air shipments to the United-States offset by a decrease in personnel expenses (staff decrease) and external services.
- Decline in preparation and distribution costs (-€6.87M): decrease in taxes related to pharmaceutical activity, external services and personnel expenses (staff decrease).
- Decrease in promotion costs (-€5.55M): advertisement reduction, travel expenses and promotionnal events, personnel expenses and 2019 base effect due to the mobilization campaign MonHoméoMonChoix.
- Savings on support function costs (-€3.23M) : decrease in external services, end of depreciation and amortization of tangible and intangible assets offset by an increase in personnel expenses mainly related to IT department.
- Following the announcement of the reorganisation in France, a provision has been booked. The reorganisation has a net impact on the first half-year operating income amounts to €27.69M, classed as other operating revenue and expenses (-€55.43M consisting mainly of support measures for the employees concerned and +€27.74M as reversals of provisions for social commitments provisioned in the past).



BOIRON PARENT COMPANY – EXPORT

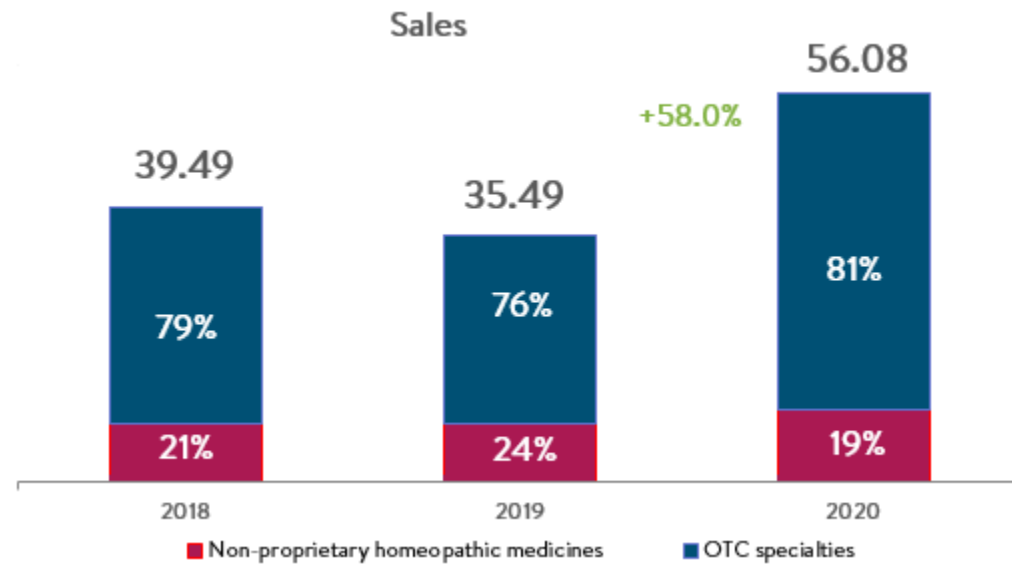
Sales - Export
(excluding sales to subsidiaries)



- Decrease in non-proprietary homeopathic medicines (-€0.10M).
- Sales decline in Hong-Kong, China and Taiwan (-€1.28M) on Calendula cream, Homéoplasmine® and Cicaderma®.
- Mitigated by the increase in sales in Colombia (+€0,59M) and Netherlands (+€0.42M) mainly on Oscillococcinum®.



UNITED-STATES

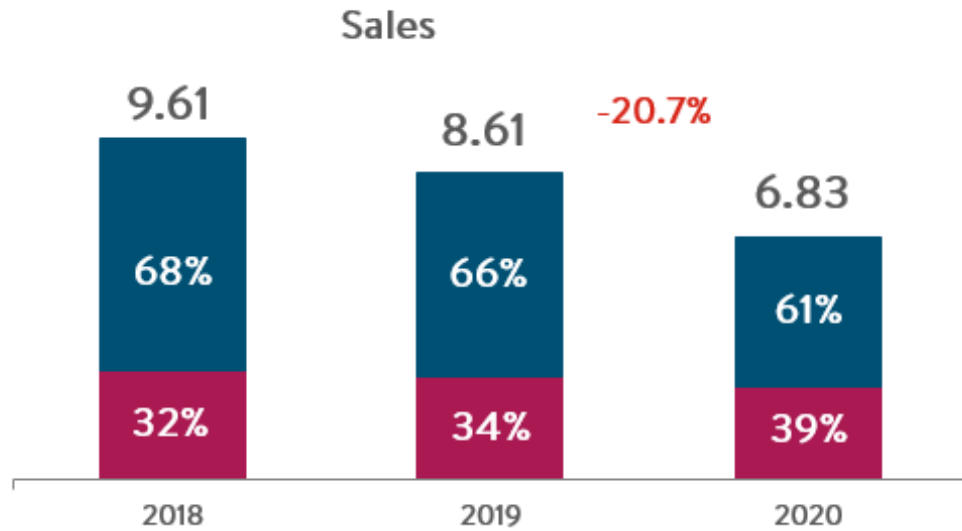


- Increase in activity accentuated by a positive effect of the dollar's evolution (+€1.41M). At constant exchange rate, increase in activity by +54.1 %.
- Increase mainly on Oscillococcinum® (+€16.77M) linked to a high influenza pathology.
- Sales increase in non-proprietary homeopathic medicines (+€2.02M) and Coryzalia® (+€1.13M).

- Increase in **distribution costs** (+€0.99M at constant exchange rate) mainly on transport costs and order processing costs linked to the activity increase.
- Decline in **promotion costs** (-€0.39M at constant exchange rate) particularly external services (-€0.10M) and travel expenses (-€0.37M) related to the cancellation or deferment of promotional events and trainings. Advertising costs decrease (-€0.17M) linked to campaigns shift effect.
- Increase in **support function costs** (+€0.27M at constant exchange rate) mainly on legal fees (+€0.16M) and the increase in personnel expenses (+€0.12M).



BELGIUM (BOIRON + UNDA)

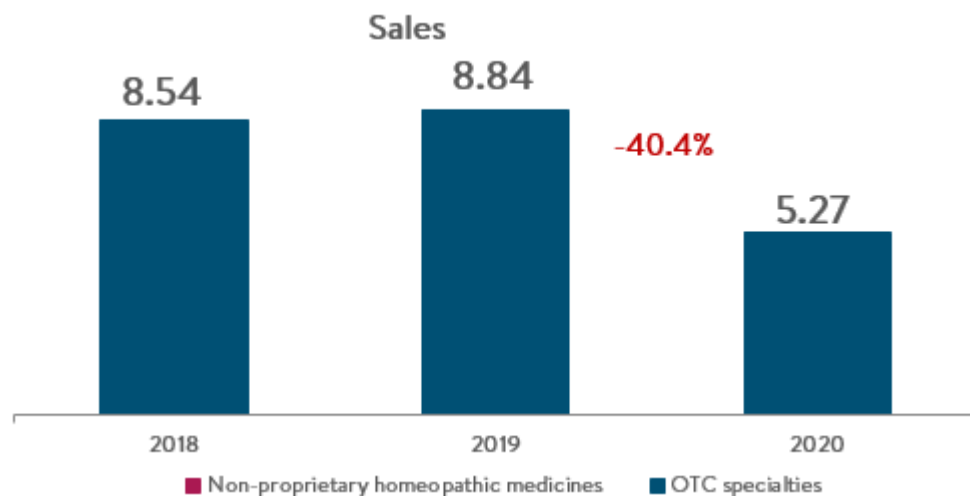


- Savings on **promotion costs** (-€0.90M) lack of TV advertising on Oscillococcinum®, the deferment of digitals campaigns in connection to the crisis context and the commercial network reorganisation.
- Decrease in **support function costs** (-€0.19M) related to the sale of UNDA's business and the transfer of staff to the San'Up buyer on January 1st, 2020.

- Slight drop in non-proprietary homeopathic medicines (-€0.27M).
- Increase in OTC specialties (-€1.52M) mainly on UNDA's specialties, related to the selling of UNDA's business on January 1st, 2020 (-€0.8 M), as well on Vanocomplex® (-€0.3M), Euphralia® (-€0.15M) and Calendula cream (-€0.13M).
- Increase in Oscillococcinum® (+€0.59M).



RUSSIA



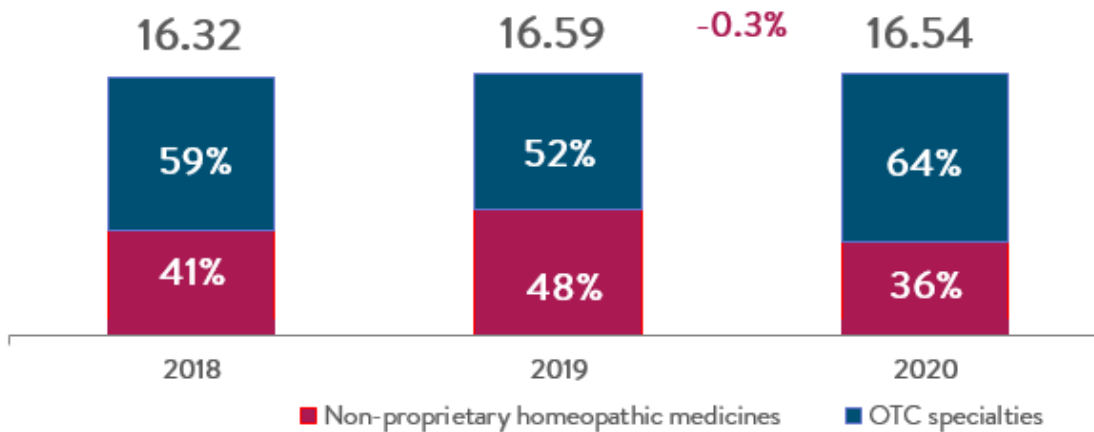
- Sharp decline in activity (-40.4%) accentuated by a negative change impact (-€0.21M). At constant exchange rate, decrease of activity by -37.9 %.
- Sales decrease on **Camilia®** (-€2.27M) due to regulatory constraints.
- Decrease on **Homéovox®** (-€0.63M) and **Oscillococcinum®** (-€0.44M) as a result of the health crisis and wholesalers' storage at the end of 2019.

- Savings on **promotion costs** (-€1.47M at constant exchange rate) mainly on advertising costs (lack of TV campaigns on Camilia®), external services and travel expenses related to the COVID-19 crisis. Decrease in personnel expenses related to the staff reduction.
- Increase in **research and regulatory affairs costs** (+€0.40M at constant exchange rate), related to GMP certification expenses (Good Manufacturing Practices).



ITALY

Sales



- Decline in non-proprietary homeopathic medicines (-€2.08M).
- Increase on Oscillococcinum® (+€1.5M).
- Launch of Mag'nuit® and plant Extracts.



Launch



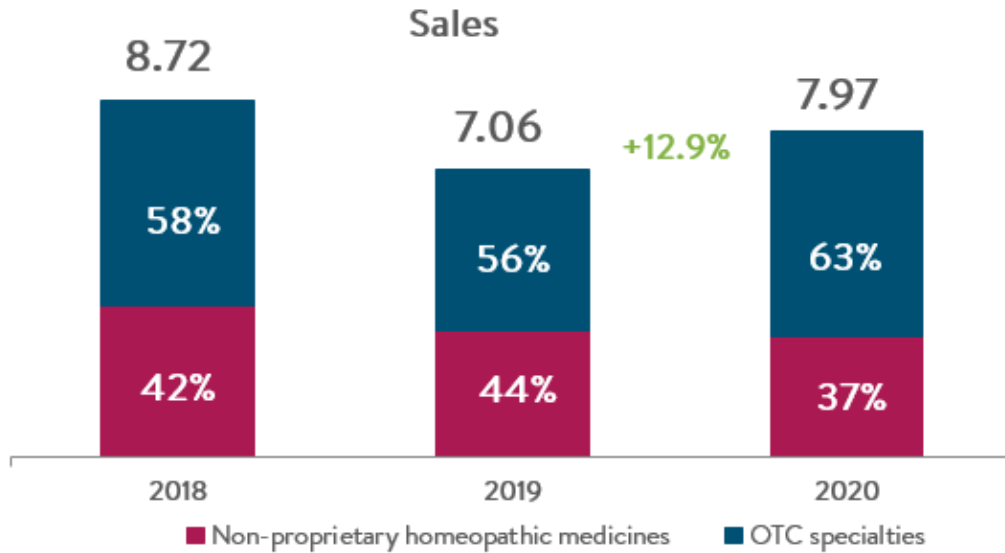
-26.1%



+165.4%

- Savings on **promotion costs** (+€1.13M) with a significant decline in actions linked to the COVID-19 context: decrease in external services, travel expenses and advertising costs related to the cancellation or postponement of events with healthcare professionals and advertising campaigns.
- Savings on **support function costs** (-€0.40M) related to the staff decrease and savings on IT expenses.

SPAIN



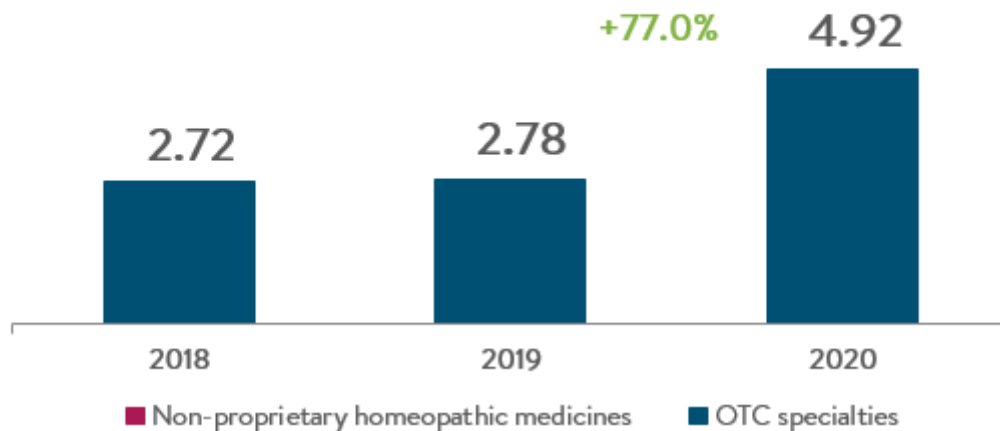
- Increase in activity (+12.9%) mainly on Oscillococcinum® (+€1.20M).
- Launch of Mag’Nuit® (+€0.11M).
- Slight decline in non-proprietary homeopathic medicines (-€0.14M).



- Savings on **distribution costs** (-€0.10M) related to the 2019 closure of the Barcelona site.
- Decline in **promotion costs** (-€1.15M): savings initiated in 2019 continue and are combined with a deferral effect of some expenses due to the health crisis COVID-19. Thus, advertising cost, travel expenses and personnel expenses (-20 FTE) decrease.

BRAZIL

Sales



- Progression in OTC specialties (+€2.13M) : increase on Oscillococcinum® (+€2.4M), offset by a reduction on Stodal® (-€0.22M) and Sédatif PC® (-€0.22M).
- Negative impact of Brazilian real evolution (-€1.22M). At constant exchange rate, activity increase by 120.5%.



+148.4%

- Stable operating expenses level (+€0.3M at constant exchange rate).
- Increase in **distribution costs** (+€0.14M) related to the impact of health instructions in particular.
- Increase in **promotion costs** (+€0.07M) mainly on personnel expenses (+3 FTE).



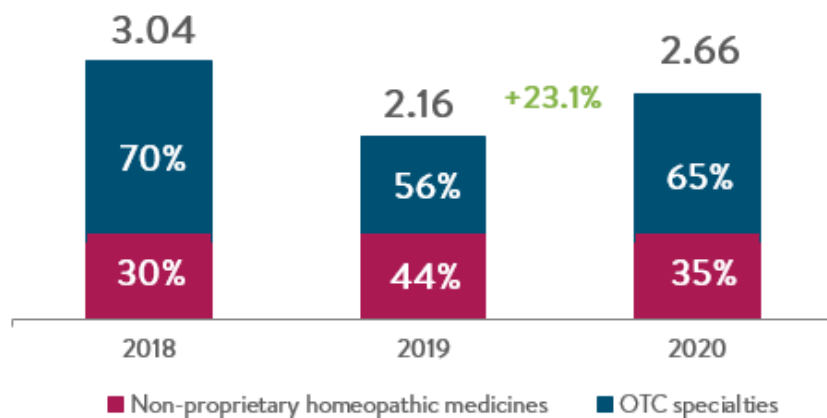
-42.4%



-41.2%

POLAND

Sales



- Increase in OTC specialties (+€0.52M): mainly on **Oscillococcinum**[®] (+ €0.53M) and **Stodal**[®] (+€0.18M).
- A negative context for product not linked to influenza pathologies such as **Arnigel**[®] (-€0.09M), **Dapis**[®] (-€0.08M) and **Camilia**[®] (-€0.06M).

- Decrease in promotion expenses (-€0.90M): especially in lack of TV and internet advertising on **Stodal**[®] and **Arnigel**[®] and to the staff decrease (-4 FTE).
- Stable other operating expenses level in 2020 first half-year.



+811.3%



+193.3%



-54.5%



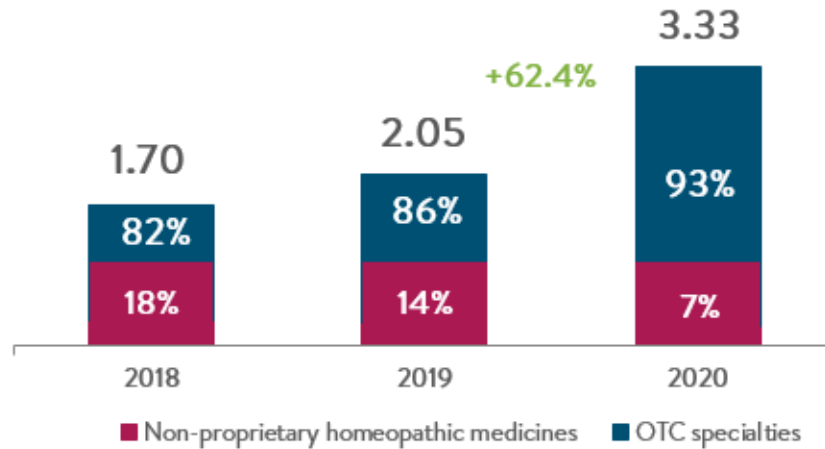
-67.6%



-11.1%

ROMANIA

Sales



- Stable operating expenses level in 2020 first half-year.

- Increase in OTC specialties (+€1.33M) mainly on Oscilloccinum® (+€1.21 M) and Stodal® (+€0.29M) linked to the increase in volumes in a context of strong pathology in the 2020 first quarter.
- Slight drop in non-proprietary homeopathic medicines (-€0.04M).

