

LYON POLE BOURSE ROADSHOW

September 29, 2021



Your health deserves the greatest respect

HIGHLIGHTS OF THE 2021 FIRST HALF-YEAR

In France:

- Delisting of homeopathic medicines in France that has led to the implementation of a major job protection plan (French PSE) and the overhaul of Laboratoires BOIRON's sales policy.
- Creation of a national network of twenty-five Homeopathy Development Managers.
- Publicity campaign to assert our specificity and the unique role homeopathy plays in the daily lives of French people.
- Laboratoires BOIRON is selected as part of a French medical cannabis trial coordinated by ANSM (*Agence Nationale de Sécurité du Médicament et des produits de santé*).
- Signing of a telework agreement in France.
- Launch of "Homéo & Sport " program that aims to campaign in favor of physical exercise and sports.
- Renewal of our AEO certification (Authorized Economic Operator).
- Publication of section "Our CSR approach" on the Laboratoires BOIRON intranet.

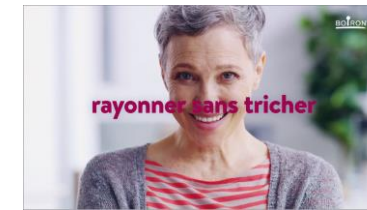
At group level:

- Relocation of BOIRON Spain to new offices and entry into new markets.
- Partnership with specialists to offer rapid antigen tests using a nasal swab.
- Business structuring in China after the opening of a subsidiary in Hangzhou in December 2020.

PUBLICITY CAMPAIGN IN FRANCE

- A hallmark: Boiron, your health deserves the greatest respect
- A publicity campaign in the form of videos (<https://www.boiron.fr/soigner-sans-nuire>) in order to assert our specificity and the unique role homeopathy plays in the daily lives of French people by talking about 3 topics:

- « C'est quoi être senior aujourd'hui ? »



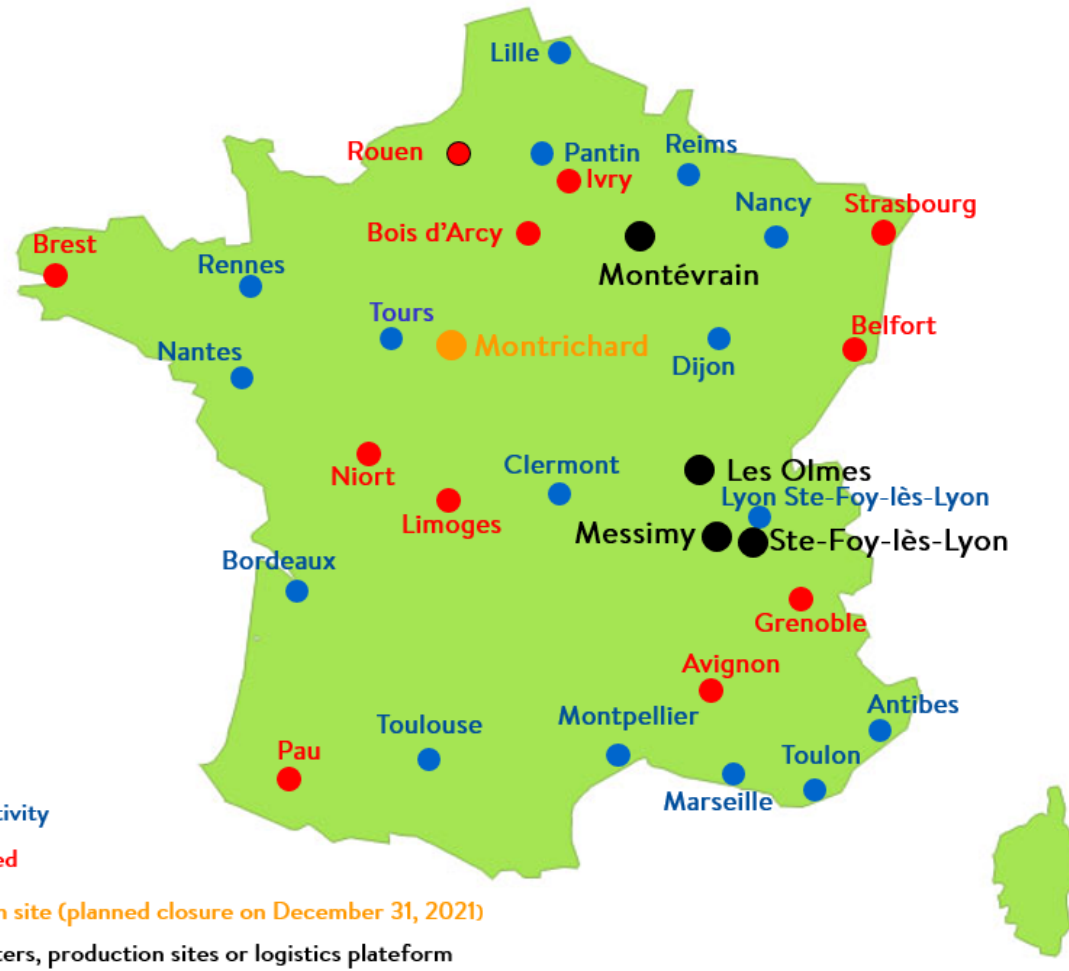
- « C'est quoi être parent aujourd'hui ? »



- « C'est quoi être responsable aujourd'hui ? »



IMPLEMENTATION OF THE REORGANIZATION PLAN IN FRANCE



- 12 preparation and distribution sites closed their doors in the 2021 first half-year.
- Of the 442 job cuts announced, 318 people had left the company by June 30 and 124 are expected to leave in the second half of the year.
- A €6,218 thousand expense was recorded in the first half of 2021, €4,810 thousand of which was provisioned in 2020, under applicable accounting standards.
- The impact of this reorganization on first half operating income: -€971 thousand.
- First savings observed in the first half-year, on the payroll.
- Sites put up for sale: Brest site sold in June.

PRODUCT LAUNCHES: €15M SALES IN THE 2021 FIRST HALF-YEAR



HOMÉOTHÉRAPIE
SE SOIGNER PAR L'HOMÉOPATHIE



Les
Extraits
de plantes

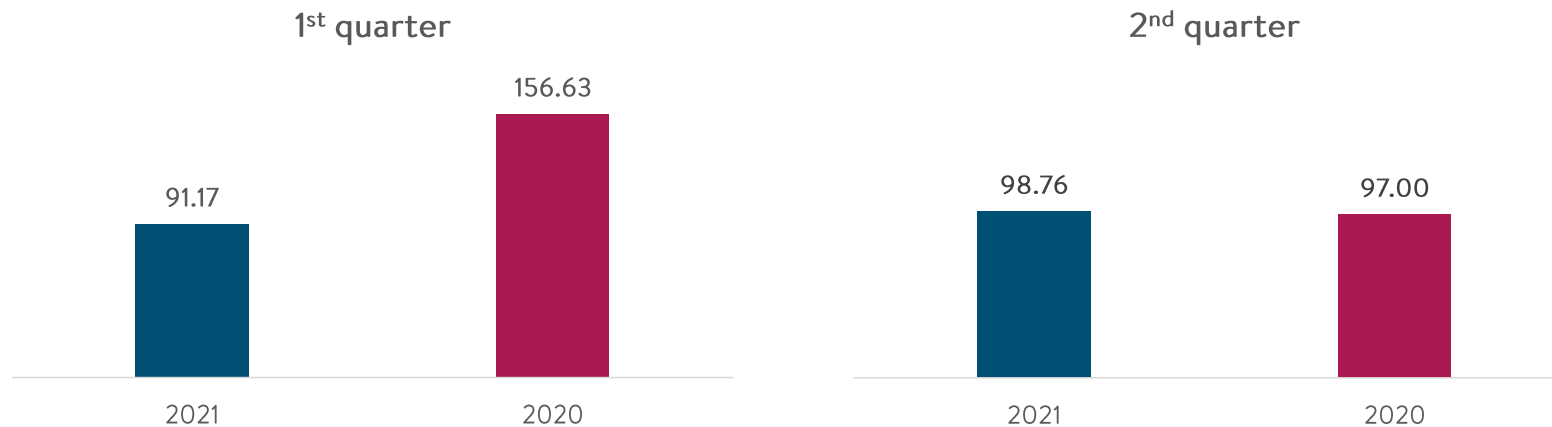
10 références incontournables
pour prendre soin de soi





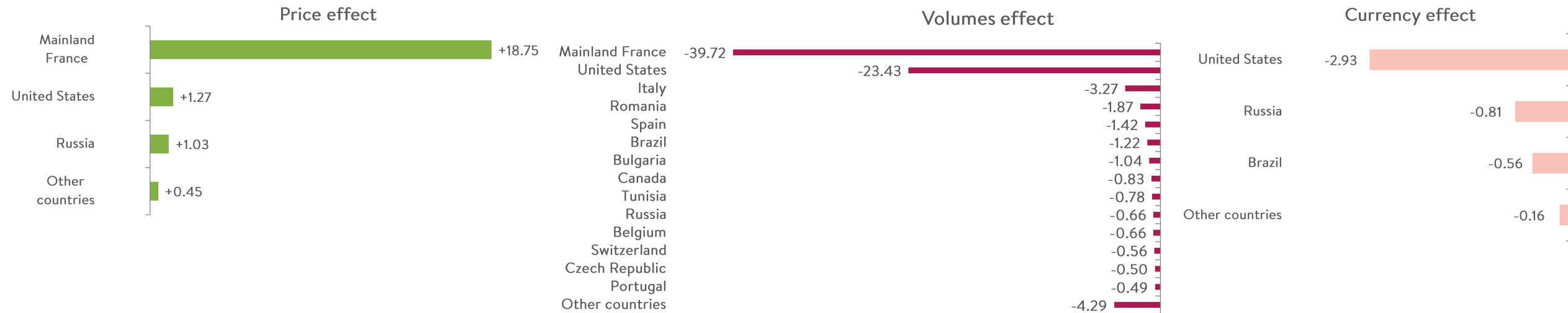
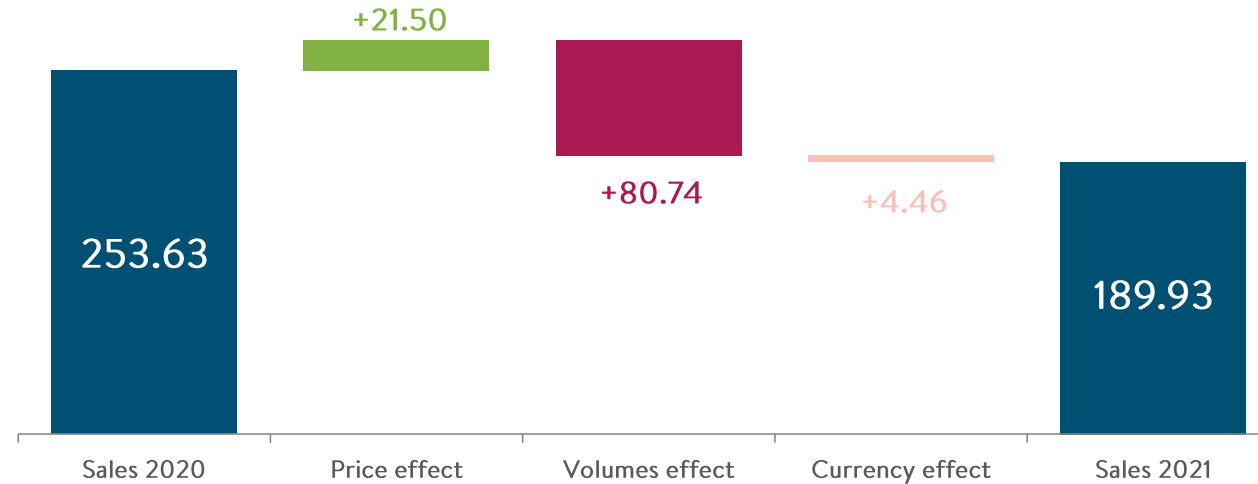
CONSOLIDATED FINANCIAL STATEMENTS JUNE 30, 2021

A CLEAR DECLINE IN SALES IN THE FIRST QUARTER



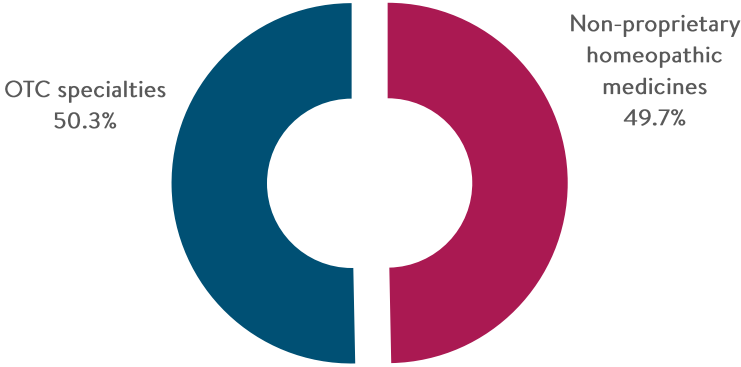
<i>In thousands of euros</i>	1 st quarter			2 nd quarter		
	2021	2020	Var.	2021	2020	Var.
France	51,518	72,820	-29.3%	53,412	53,503	-0.2%
Europe (excluding France)	20,039	37,581	-46.7%	22,194	16,904	+31.3%
North America	17,657	40,272	-56.2%	17,723	21,094	-16.0%
Other countries	1,958	5,960	-67.2%	5,430	5,500	-1.3%
Group total	91,172	156,633	-41.8%	98,759	97,000	+1.8%

A DECREASE RELATED TO VOLUMES MITIGATED BY PRICE EFFECT



DECLINE IN OTC SPECIALTIES AND NON-PROPRIETARY HOMEOPATHIC MEDICINES IN FRANCE

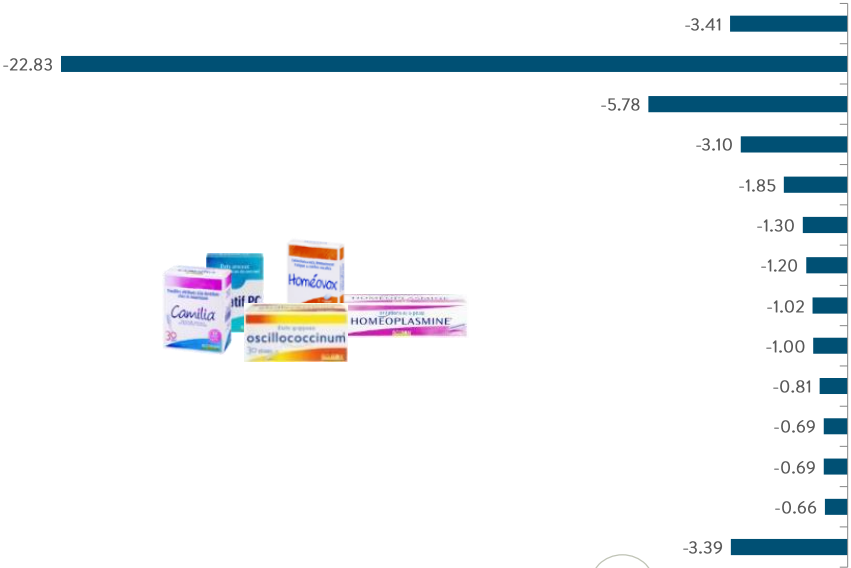
	2021	2020	Variation in M€	Variation in %
Non-proprietary homeopathic medicines	93.99	110.06	- 16.07	-14.6%
OTC specialties	95.19	142.92	- 47.73	-33.4%
Other	0.75	0.66	+ 0.09	+13.6%
TOTAL	189.93	253.63	- 63.71	-25.1%



Non-proprietary homeopathic medicines main variations by country



OTC specialties main variations by country



NEW SALES POLICY IN FRANCE

THE SITUATION IN 2020:
REGULATED PRICING...



January 1, 2021: free pricing

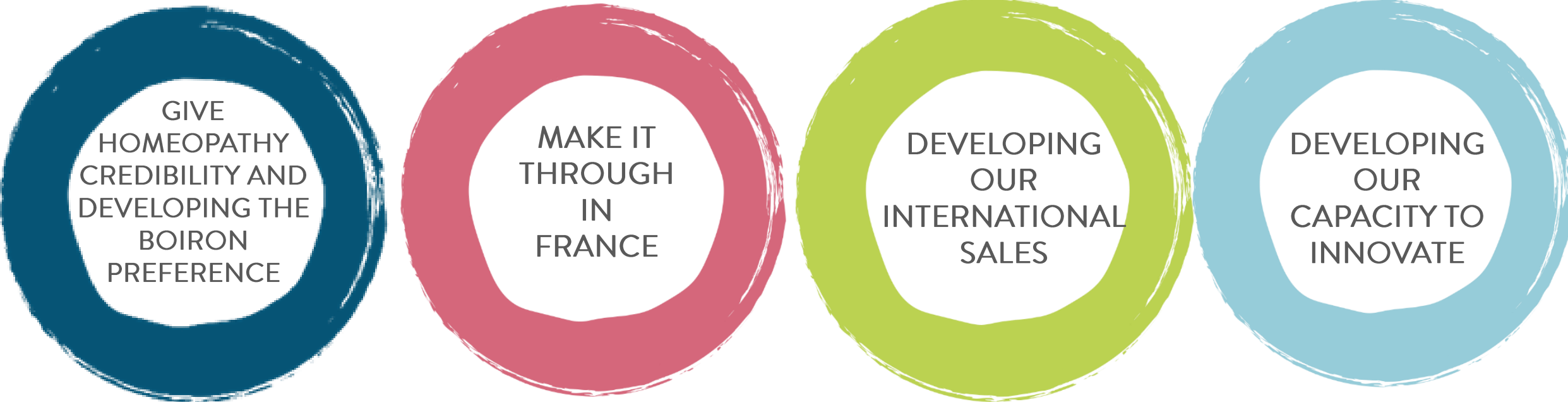
95% of French pharmacies have aligned to the proposed prices



- ➔ Maintain the **range of products & quality of service**
- ➔ Continue to **support training** and **follow-up for PoS**
- ➔ **Create a simple, clear and motivating sales policy** for pharmacists
- ➔ Introduce a **widely-accepted patient price level**
- ➔ Intensify point-of-sale actions (**annual homeotherapy program**)
- ➔ Tri-packs for **enhanced accessibility**

Source: Open Health PANEL
Average prices in week 7 of 2021

REMINDER OF OUR STRATEGIC ISSUES



GIVE
HOMEOPATHY
CREDIBILITY AND
DEVELOPING THE
BOIRON
PREFERENCE

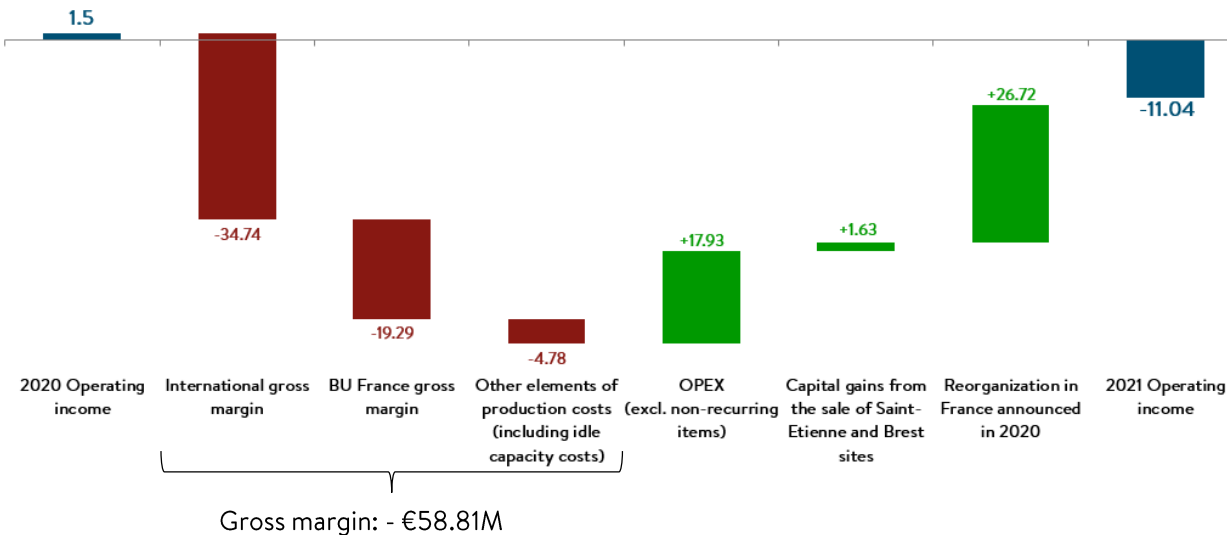
MAKE IT
THROUGH
IN
FRANCE

DEVELOPING
OUR
INTERNATIONAL
SALES

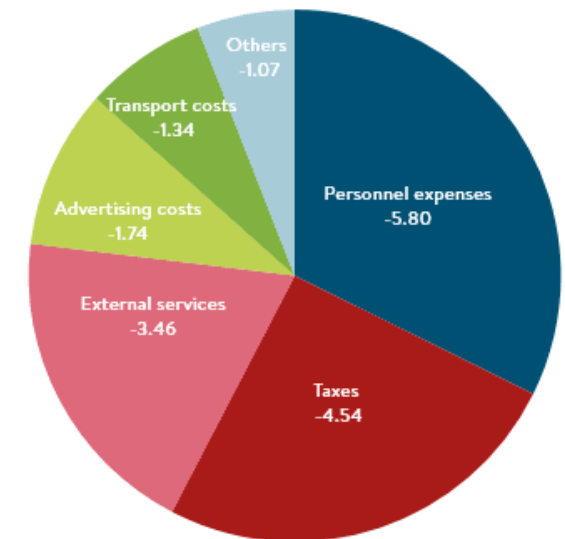
DEVELOPING
OUR
CAPACITY TO
INNOVATE

DECREASE IN OPERATING INCOME BY €12.54M

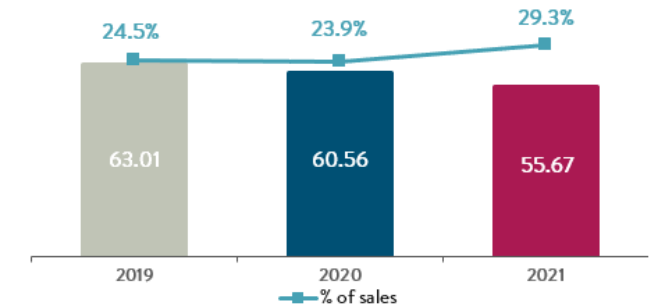
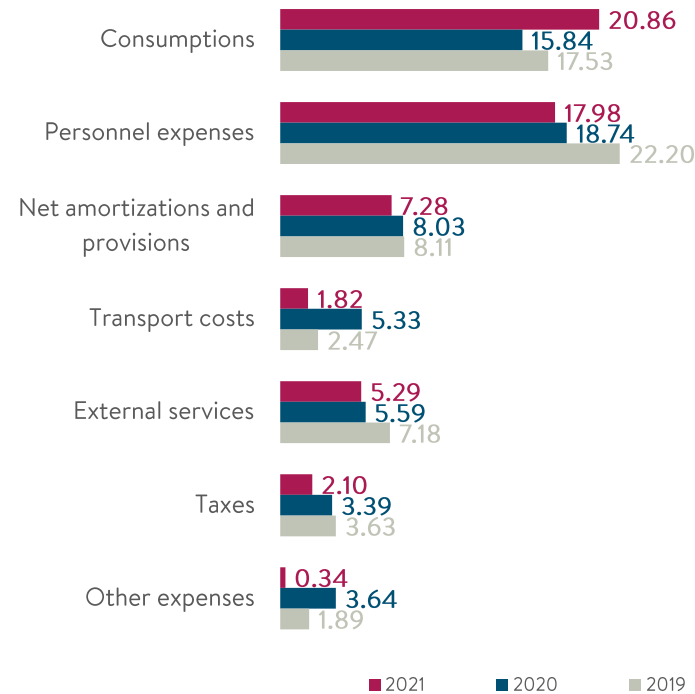
	2021	2020	Variation 2021 / 2020		2019
Sales	189.93	253.63	- 63.70	- 25.1%	256.72
Industrial production costs	- 55.67	- 60.56	+ 4.89	- 8.1%	- 63.01
Gross margin	134.26	193.07	- 58.81	- 30.5%	193.71
Preparation and distribution costs	- 45.52	- 57.00	+ 11.48	- 20.1%	- 61.84
Promotion costs	- 62.38	- 65.37	+ 2.99	- 4.6%	- 78.70
Research costs	- 1.30	- 1.58	+ 0.28	- 17.7%	- 1.50
Regulatory affairs costs	- 5.58	- 5.83	+ 0.25	- 4.3%	- 5.32
Support function costs	- 31.76	- 33.79	+ 2.03	- 6.0%	- 36.11
Other	1.24	- 28.00	+ 29.24		- 4.25
Operating income	- 11.04	1.50	- 12.54		5.99
% of sales	-5.8%	0.6%			2.3%



OPEX – €17.93M of savings versus June 30, 2020



INDUSTRIAL PRODUCTION COSTS: -8.1%

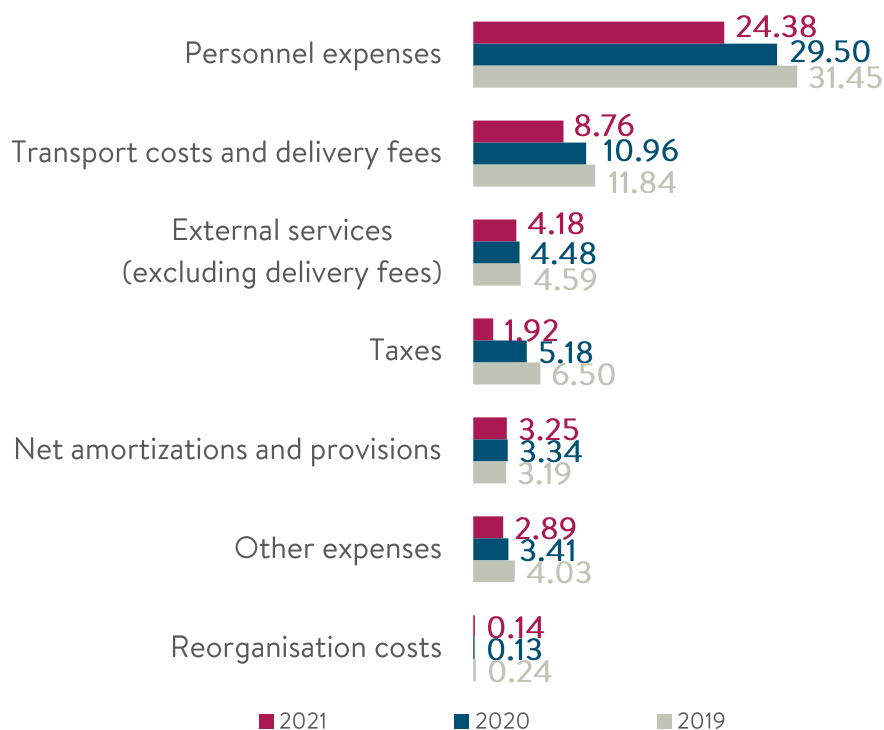


- **Consumptions:** increase related to changes in finished products inventories.
- **Personnel expenses:** decrease in France linked with staff reduction (-33 people) and temporary staff.
- **Transport costs:** decline in shipped volumes and air shipments to the United-States (base effect of the strong business activity in the 2020 first half-year).
- **Taxes:** decrease in France related to the budget financing law for 2021 (change in the calculation of the French taxes: CVAE and property tax).
- Decline in **other expenses** related to the drop in sales.

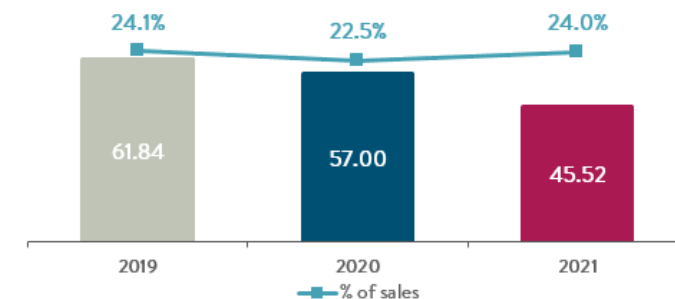


Highly-qualified growers - Plants certified GMO free
 Actions to protect biodiversity
 Direct distribution and preferred eco-friendly materials
 Conventional sorting and waste recovery
 Eco-design approach, where possible
 Consumption monitoring and energy improvement system

PREPARATION AND DISTRIBUTION COSTS: -20.1%

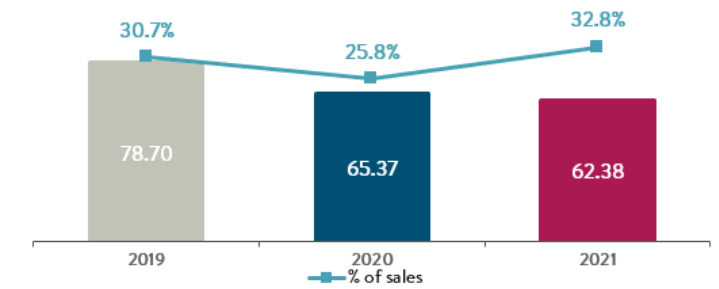
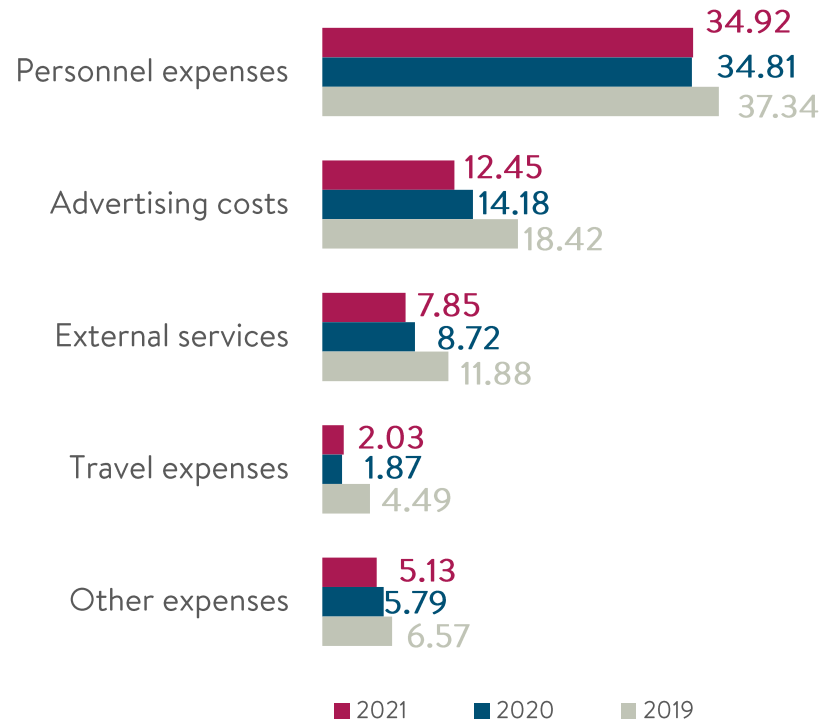


Optimisation of delivery flows



- Decrease in personnel expenses in France related to sites that closed down in 2021.
- Savings on transports costs and delivery fees linked to the decline in business activity, mainly in France and in the United-States.
- Decline in taxes following the loss of health insurance status in France for homeopathic medicines.
- The decrease in other expenses is explained by the drop in sales in France.

PROMOTION COSTS: -4.6%



- Decrease in **personnel expenses** in Russia and France in particular.
- Decline in **advertising costs**:
 - Cancellation or postpone of advertising campaigns in the United-States, France, Portugal and Hungary,
 - In Russia: increase for Camilia[®], Stodal[®] and Oscilloccocinum[®],
 - Launch of corporate publicity campaign in France as well as an increase in the promotion of the brand BOIRON in the United-States.
- Decrease in **external services**:
 - Savings on promotional events, now provided online, in particular in France and in the United-States,
 - Decline in commissions with intermediaries in the United-States related to the drop in business activity.
- Fall in **others expenses**, in particular amortizations and taxes in France.

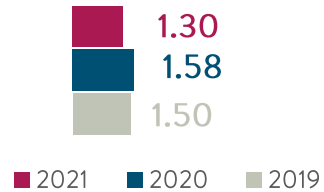


100% of hybrid vehicles in France

Effort on POS advertising material's reduction

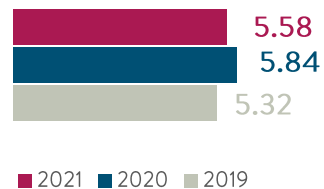
RESEARCH AND REGULATORY AFFAIRS COSTS

RESEARCH



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

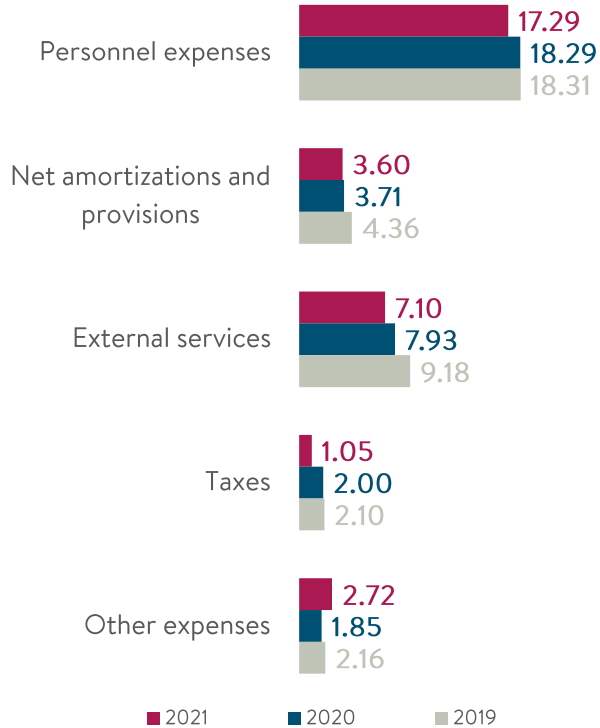
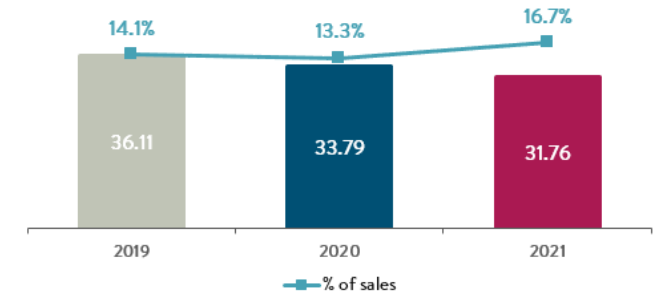
REGULATORY AFFAIRS



- Decrease mainly related to the drop in external services in France and Russia, as well as the number of marketing authorization deposit, offset by an increase in personnel expenses (rise in the number of workforce in France).

Activites with laboratories authorised by the National Consultative Ethics Committee

SUPPORT FUNCTION COSTS: -6.0%



- Decline in **personnel expense** in France and Russia.
- Savings on **external services**, in particular on legal fees in France, the United-States and Canada.
- Decrease in **taxes** mainly in France related to local taxes reform (the French taxes: CVAE and property tax).
- Increase in **other expenses**:
 - Rise in IT rent expenses,
 - Decline in self-constructed assets in France following the implementation of several IT projects in 2020.



Centralization of supplies

Centralisation of waste

Use of mugs (strong limitation of plastic cups)

OTHER OPERATING REVENUE AND EXPENSES

	2021	2020	Variation 2021 /	2019
Other operating revenue and expenses	+1.23	- 28.00	+ 29.23	-4.25
Reorganisation in France - net costs (exclusing employee benefits)	- 1.37	-55.43	+ 54.07	
Reorganisation in France - reversal of provisions for employee benefits	0.39	27.74	- 27.35	
Capital-gain on the sale of Saint-Etienne site	0.76		+ 0.76	
Capital-gain on the sale of Brest site	0.87		+ 0.87	
Foreign exchange rate	-0.01	-0.69	+ 0.68	0.04
Other tax credits (included tax credits research)	0.50	0.50	+ 0.00	0.60
Depreciations and provisions in Belgium (UNDA)				-4.79
Other	0.09	-0.12	+ 0.21	-0.10

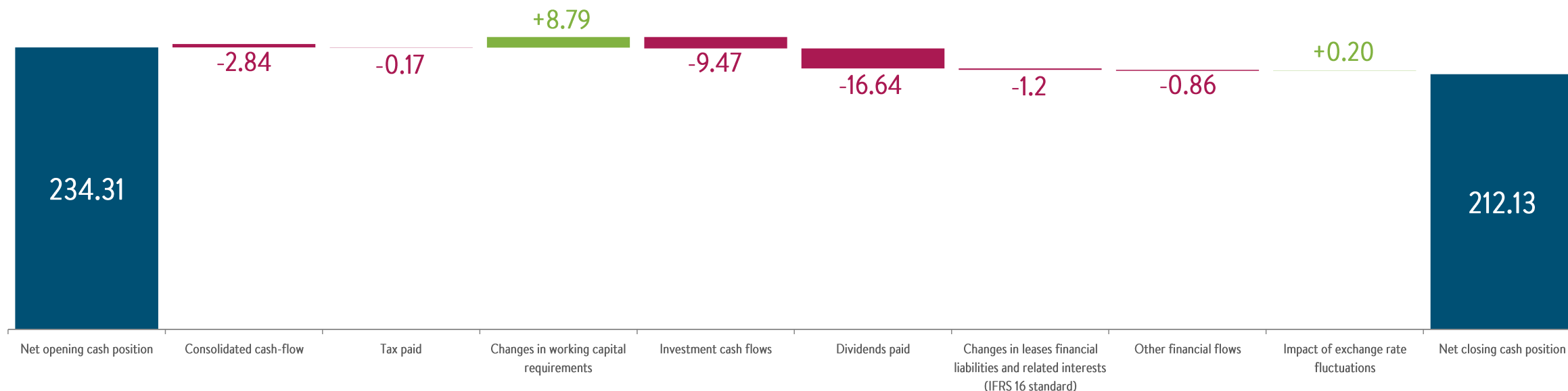
- 2021 net impact of the reorganization in France started in 2020: -€0.97M primarily relating to internal redeployment charges and other expenses that could not be provisioned in 2020 under applicable accounting standards. As a reminder, net impact of the reorganization as of June 30, 2020 was -€27.69M,
- Capital-gains on the sale of two sites in France (Saint-Etienne and Brest) for €1.63M,
- Foreign exchange income (+€0.68M): base effect due to the devaluation of the ruble, the Brazilian real, and the American dollar in 2020 exacerbated by the low level of invoicing in foreign currencies in 2021.

NET INCOME

	2021	2020	Variation 2021 / 2020	2019
Operating income	- 11.04	1.50	- 12.54	5.99
<i>% of sales</i>	-5.8%	0.6%		2.3%
Financing expenses and cash revenue	0.10	0.56	- 0.46	0.29
Other financial revenue and expenses	- 0.79	- 0.61	- 0.18	- 1.68
Corporate income tax	2.22	- 2.42	+ 4.64	- 5.03
Minority interests	0.00	-0.01	+ 0.01	0.04
Net income - group share	- 9.51	-0.98	- 8.53	-0.39
<i>% of sales</i>	- 5.0%	- 0.4%		-0.2%

Positive impact of corporate income tax (+€4.64M): decline in profitability and 2020 base effect.

€212M OF CASH FLOWS AT JUNE 30, 2021



The costs incurred in the 2021 first half-year related to the reorganization in France amount to approximately €6M, impacting cash flow from operating activities.

OUTLOOK

We expect to see a further decline in sales of non-proprietary medicines in the second half of the year versus 2020, following the delisting of homeopathic medicines in France.

Specialty sales are forecast to improve, although this will depend on the duration and extent of the health crisis.

We expect to see a significant decline in revenues over the year.

Full-year operating income will benefit from the comparison effect of the reorganization in France provisioned in 2020, as well as initial savings generated by the reorganization and continued savings on operating expenses.

It will also be boosted by the positive contribution of new product sales.

As such, we expect to post positive annual operating income, however down compared to 2020.

We continue to do our utmost to maintain access to homeopathic medicines for all patients and to promote homeopathy around the world.

OUR NEXT MEETING

October 21, 2021

Publication of the sales and the quarterly financial information
as of September 30, 2021

Person responsible for financial information

Valérie Lorentz-Poinsot

Contact for financial information

Fabrice Rey

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E-mail : boironfinances@boiron.fr

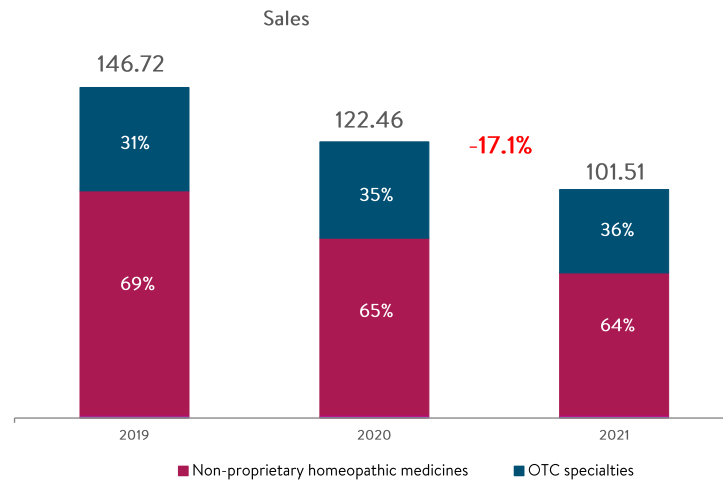
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Bloomberg : BOI FP – Reuters : BOIR.PA



REVIEW OF THE GROUP'S MAIN SUBSIDIARIES

BOIRON PARENT COMPANY – MAINLAND FRANCE



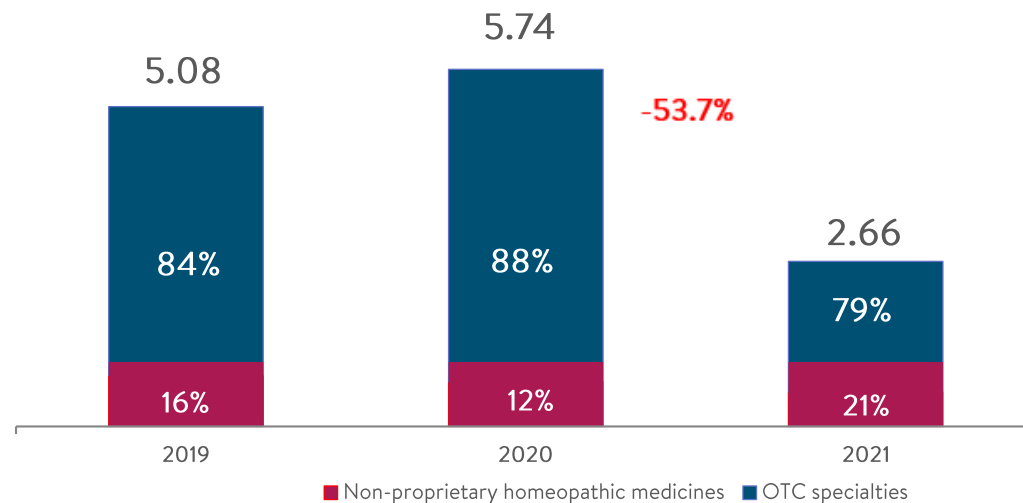
- Decline in **production costs** (-€11.35M): fall in air shipments to the United-States, in taxes (budget financing reform law for 2021) and in personnel expenses (staff reduction).
- Decrease in **preparation and distribution costs** (-€9.43M): decrease in taxes (loss of health insurance status in France for homeopathic medicines), in personnel expenses (staff reduction related to the reorganization), in external services and transport costs.
- Savings on **support function costs** (-€1.28M): decrease in taxes (budget financing reform law for 2021), in external services (mainly fees), in personnel expenses and self-constructed assets, offset by an increase in IT rent expenses.
- Drop in other operating revenue and expenses (-€29.12M): decline related to the base effect of the reorganization provision. In 2021, the net cost of the reorganization is -€0.97M versus -€27.69M in 2020. Capital-gains on the sale of two sites in 2021: Brest (€0.87M) and Saint-Etienne (€0.76M).

- Decrease in **non-proprietary homeopathic medicines** (-€15.32M of which -€33.60 in volumes offset by +€18.28M of price effect).
- Decrease in **OTC specialties** (-€5.78M in volumes), mainly on **Oscillocoquinum®** range (-€4.83M), **Stodal®** (-€1.05M), **Cocculine®** (-€1.14M), **plant Extracts** (-€0.78M) and **Sporténine®** (-€0.57M).
- Launch of **COVID tests** (+€3.47M) and **Arnithrosium®** (+€0.92M).



BOIRON PARENT COMPANY – EXPORT

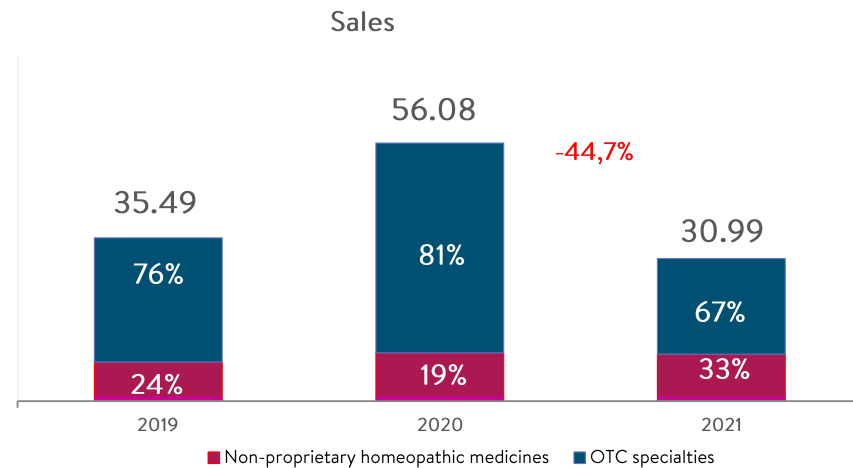
Sales - Export
(excluding sales to subsidiaries)



- Decrease in non-proprietary homeopathic medicines (-€0.16M).
- Decline in OTC specialties sales in Asia (-€0.57M) in particular on Boiron's pediatrics range, **Dapis®** and **Oscillococcinum®**.
- Drop in **Oscillococcinum®** sales, mainly in Colombia (-€0,53M), Netherlands (-€0.42M), Lithuania (-€0.32M), Equator (-€0.26M) and South Africa (-€0.25M).



UNITED STATES

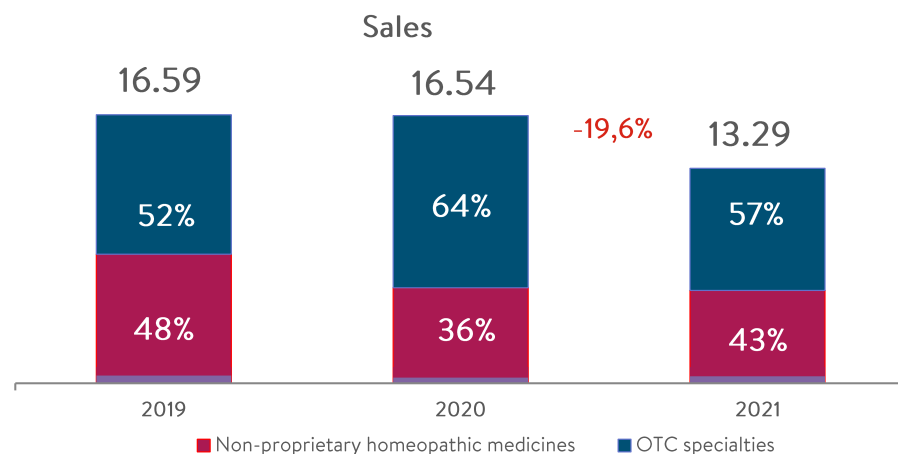


- Fall in activity due to the decline in winter illnesses and a challenging basis for comparison, in light of strong business level in the 2020 first half-year.
- Negative impact of the evolution of the American dollar (-€2.93M). At constant exchange rate, the decline in activity is 39.5%.
- Decrease in OTC specialties sales mainly on **Oscillococcinum®** (-€22.61M), **Coryzalia®** (-€2.20M) and **Stodal®** (-€1.04M). On the contrary, increase in sales of the **Arnica** range (+€1.73M).
- Sales slight increase in non-proprietary homeopathic medicines (+€0.68M).

- Decrease in **distribution costs** (-€0.80M at constant exchange rate) in particular for transportation and outsourcing costs related to the drop in business (-€0.50M), as well as on personnel expenses (-€0.26M ; base effect of bonuses and overtime paid in 2020, and temporary staff expenses related to the strong activity in the 2020 first half-year).
- Decline in **promotion costs** (-€0.72M at constant exchange rate) particularly intermediaries' commissions related to the drop in business (-€0.10M) and personnel expenses (-€0.04M). Savings on advertising costs (-€0.56M) linked to the decline in online ads for **Oscillococcinum®** and **Coryzalia®** as well as a base effect on advertising agency fees paid in 2020.



ITALY

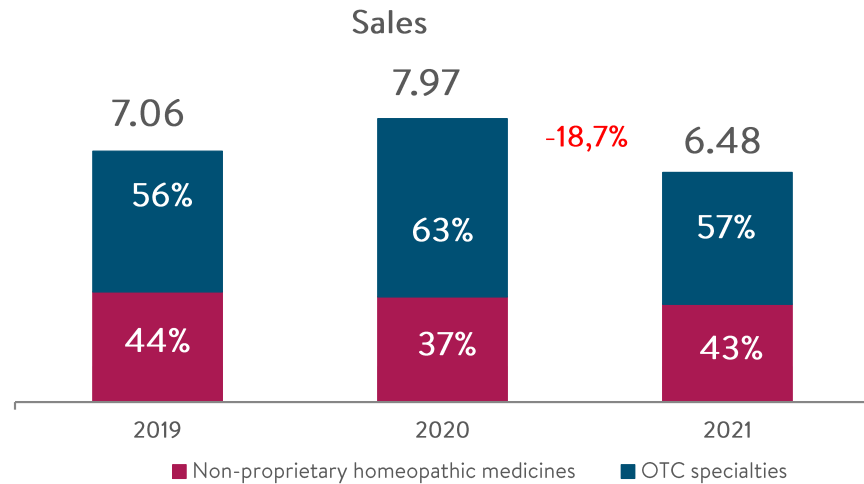


- Savings on distribution costs (-€0.13M) related to the decrease in personnel expenses and external services.
- Increase in **promotion costs** (+€0.34M) in external services and travel expenses related to the resumption of promotional events with healthcare professionals offset by the decrease in advertising costs mainly on Euphrasia®.
- Rise in **support function costs** (+€0.10M) related to external services mainly for employees' training and IT maintenance.

- Decline in non-proprietary homeopathic medicines (-€0.16M).
- Decrease in OTC specialties, in particular Oscillococcinum® (-€1.59M), Euphrasia® (-€0.62M), Stodal® (-€0.35M) and HoméoptiC® (-€0.34M) offset by the increase in Osmobiotic® (+€0.29M) launched at the end of 2020.



SPAIN

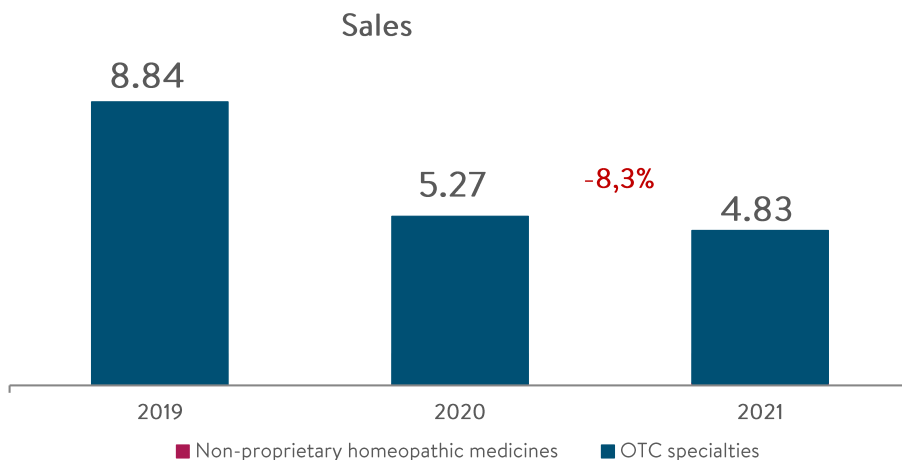


- Sharp decline in activity (-18.7%) mainly on **Oscillococcinum®** (-€1.32M) because of lack of winter pathology as well as high level of sales in 2020.
- Launch of **Iprad®** range (+€0.51M): Saforelle, Physioflor and Mucogyne.
- Slight decline in non-proprietary homeopathic medicines (-€0.21M).

- Increase in **promotion costs** (+€0.25M) in particular:
 - Increase in travel expenses of sales forces (+€0.11M) and personnel expenses (+€0.07M) related to 2020 savings related to the health crisis (short-time working and lockdowns).
 - Rise in fees (+€0.08M) related to the help provided by an external network and the Iprad® products range launch seminar.
 - On the contrary, decline in advertising costs (-€0.06M) related to the cancellation of Arnigel® campaign offset by the expenses for Iprad® products range launch.
- Other operating expenses are stable (-€0.01M).



RUSSIA



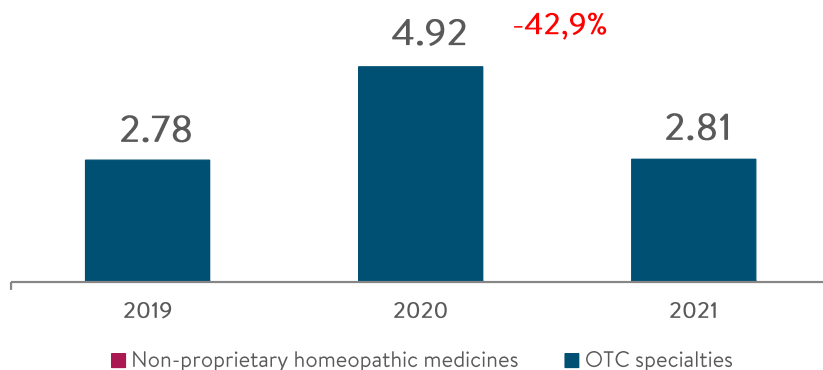
- Increase in **promotion costs** (+€0.47M at constant exchange rate) in particular on advertising costs (+€1.07M) related to TV campaign for Stodal® (no TV ad in 2020) and Camilia® (postpone to Q3 in 2020) as well as radio campaign for Oscillococcinum® (postpone to Q4 in 2020). Decrease in personnel expenses (-€0.46M) related to the staff and sales force bonus reduction.
- Decline in **research and regulatory affairs costs** (-€0.33M at constant exchange rate), related to clinical research for Homéovox® as well as 2020 expenses for GMP certification (Good Manufacturing Practices).

- Decline in activity by 8.3% at current exchange rate whereas at constant exchange rate, business is increasing by 7.0% (negative change impact of -€0.81M).
- Sales increase on **Camilia®** (+€1.65M ; no sales in 2020 due to regulatory constraints) and **Homéovox®** (+€1.16M).
- Decrease on **Oscillococcinum®** (-€1.82M) and **Stodal®** (-€0.63M) as a result of wholesalers' storage at the end of 2020 and health crisis.



BRAZIL

Sales



- Decrease in **distribution costs** (-€0.05M at constant exchange rate) related to the external services and transport costs.
- Decline in **promotion costs** (-€0.05M at constant exchange rate) in particular on advertising costs, external services and personnel expenses.

- Negative impact of Brazilian real evolution (-€0.56M). At constant exchange rate, activity decrease by 31.6%.
- Decline in OTC specialties (+€1.56M): decrease on **Oscillococcinum®** (-€2.06M) and **Stodal®** (-€0.20M), offset by the increase on **Camilia®** (+€0.36M) and **Sédatif PC®** (+€0.29M).



+ 338.7%



+98.1%



-51.4%



-64.4%