



Results 2009 bioMérieux 2015

March 8, 2010



Disclaimer

This presentation contains information, assumptions and estimates that were used by the Company to determine its objectives on a reasonable basis. They are subject to change or modification due to economic, financial and competitive uncertainties in France or in other countries. Further information regarding these assumptions, risks and estimates are described in the documents registered with the Autorité des Marchés Financiers. The forward-looking statements contained in this presentation apply only up to the date of the presentation. Accordingly, the Company cannot give any assurance as to whether it will achieve the objectives described in this presentation, and makes no commitment or undertaking to update or otherwise revise such information.



Overview



▶ 2009 Performance

2009 Financial Results

2007-2009: Key Achievements

2015 Strategic Priorities

Objectives and Conclusion



2009: Solid growth and strong achievements

▶ Growth in sales and earnings

- ▼ Sales €1,223m + 7.7% like-for-like / + 10.4% including bus.dev.
- ▼ Operating income before non-recurring items €213m 17.4% of sales / + 14.1% vs. 2008

▶ Operational achievements

- ▼ Best customer service rate of the last 5 years
- ▼ Launch of the “Global ERP” deployment phase
- ▼ Production site optimization

▶ New talent hire

▶ Focus on innovation

- ▼ Strategic agreements - CEA, Institut Pasteur, GlaxoSmithKline
- ▼ 17 new products

3rd consecutive year of solid performance
despite the challenging economic environment

Overview

2009 Performance

▶ **2009 Financial Results**

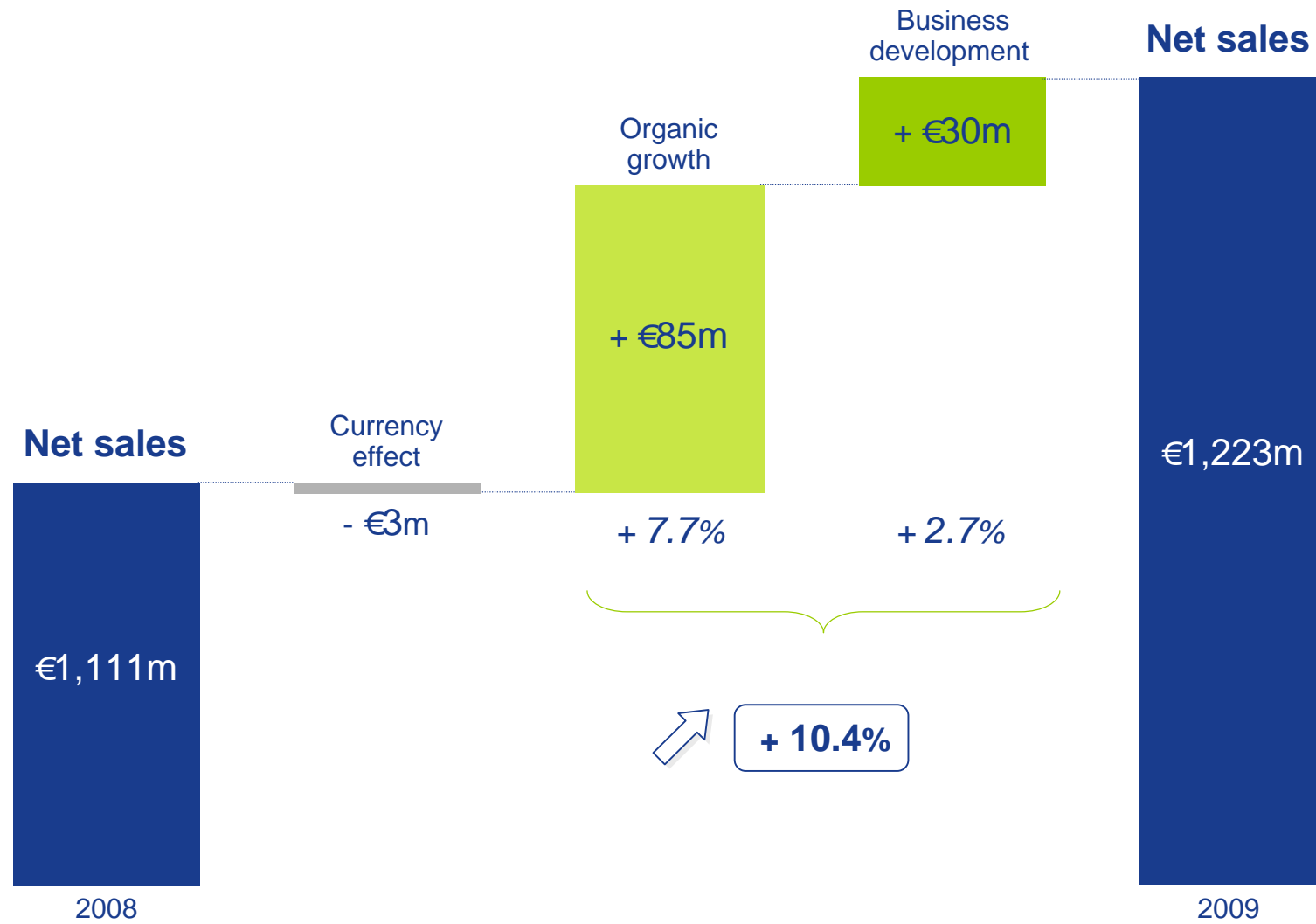
2007-2009: Key Achievements

2015 Strategic Priorities

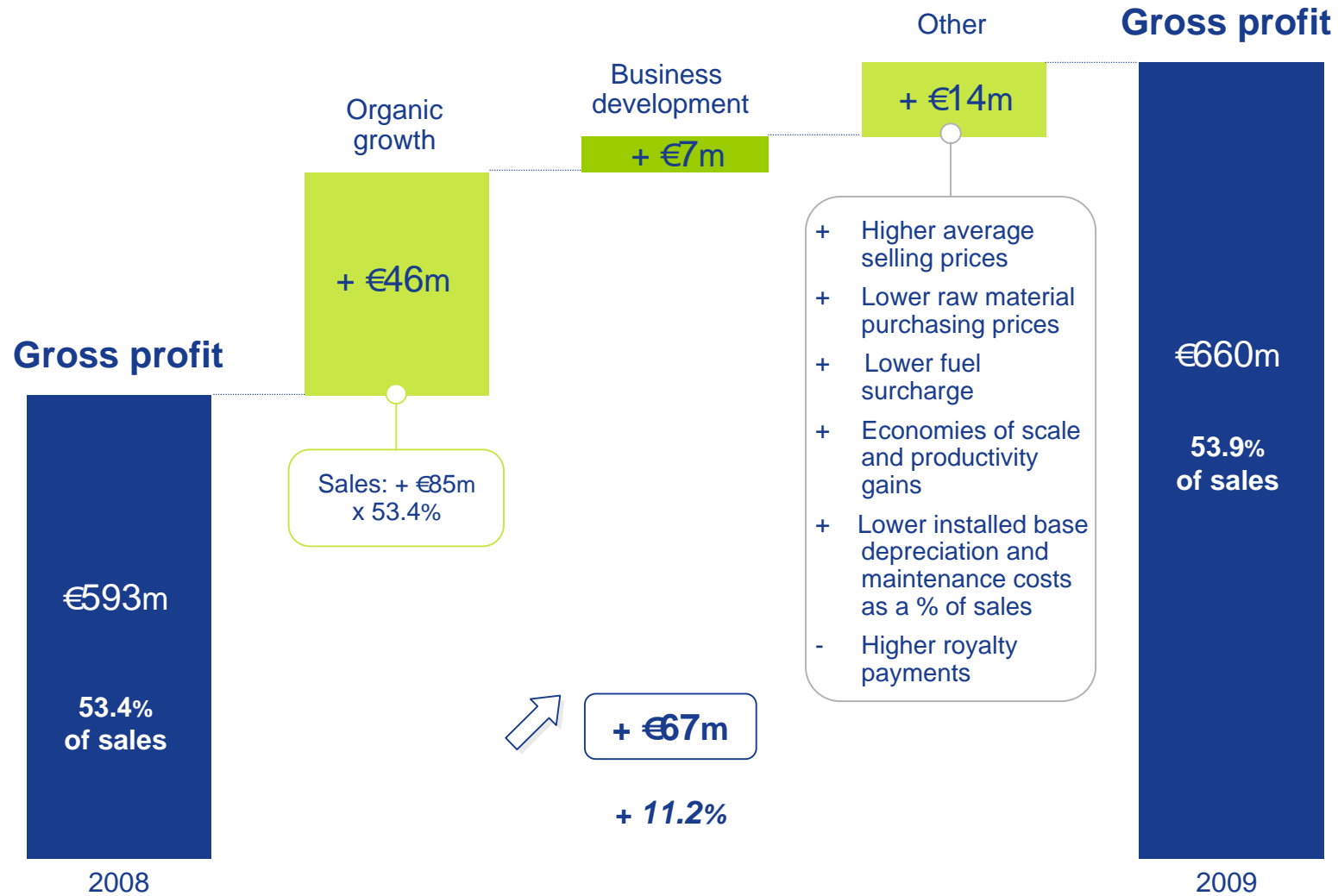
Objectives and Conclusion



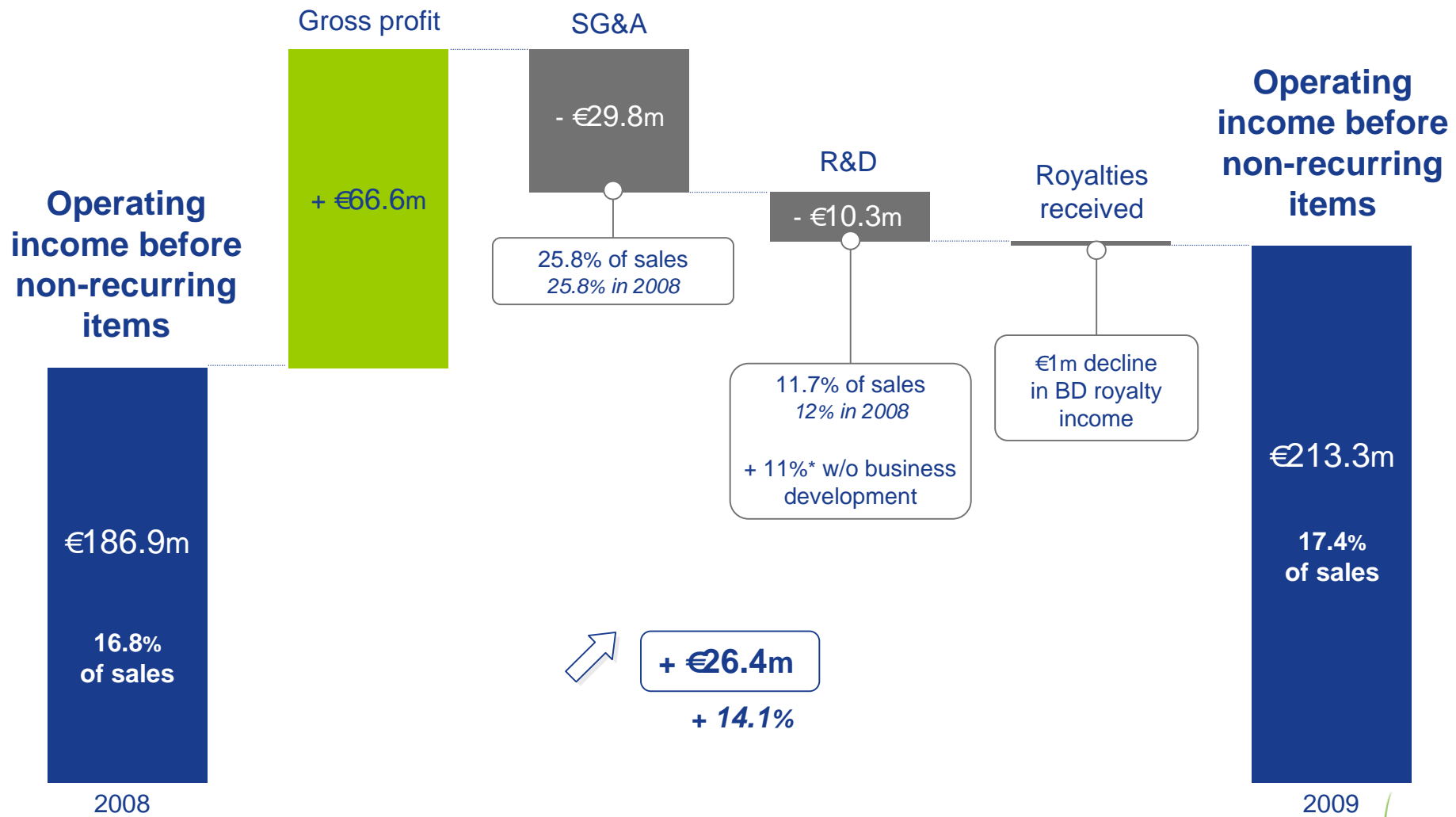
Net sales



Growth in gross profit

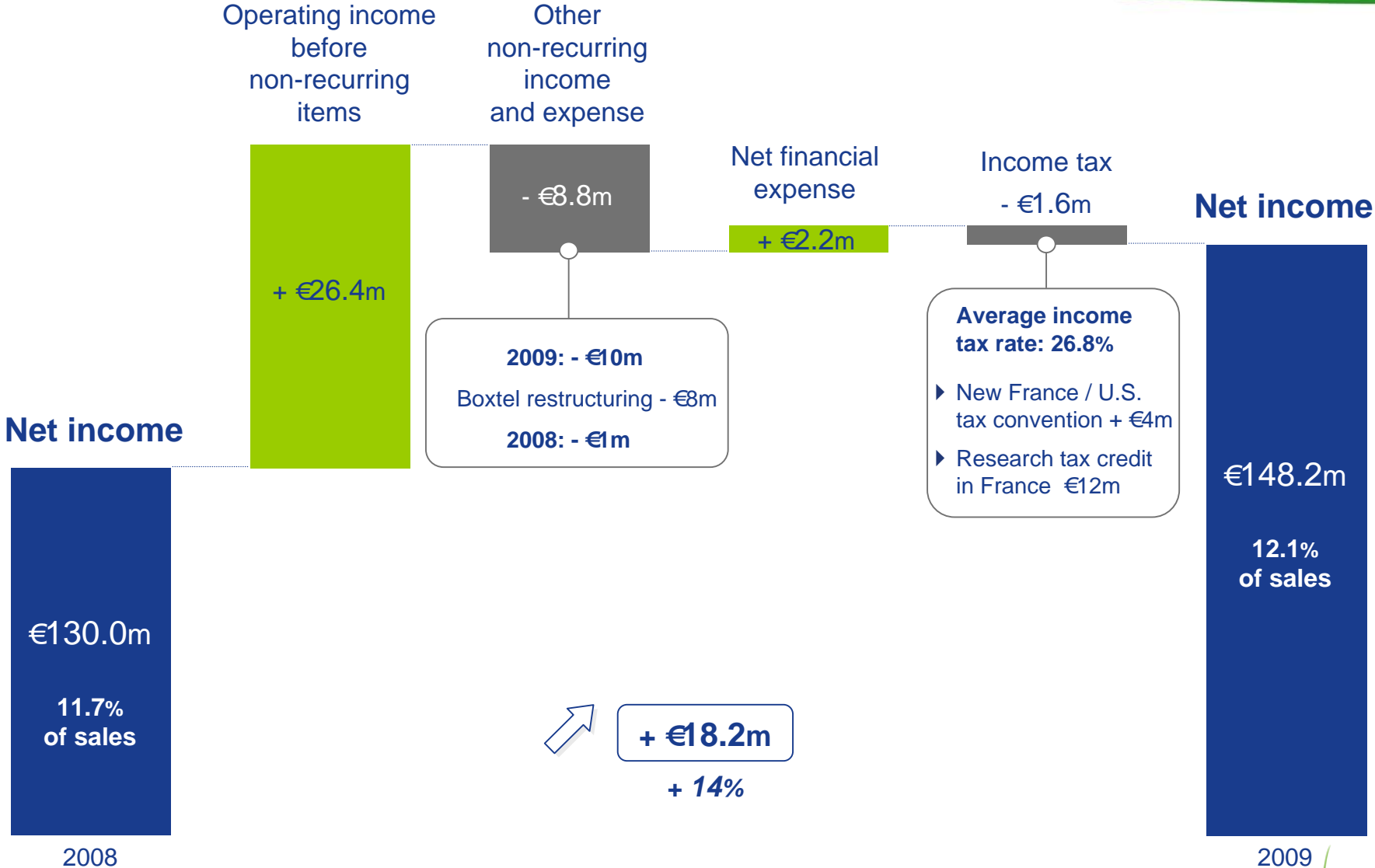


Growth in operating income before non-recurring items

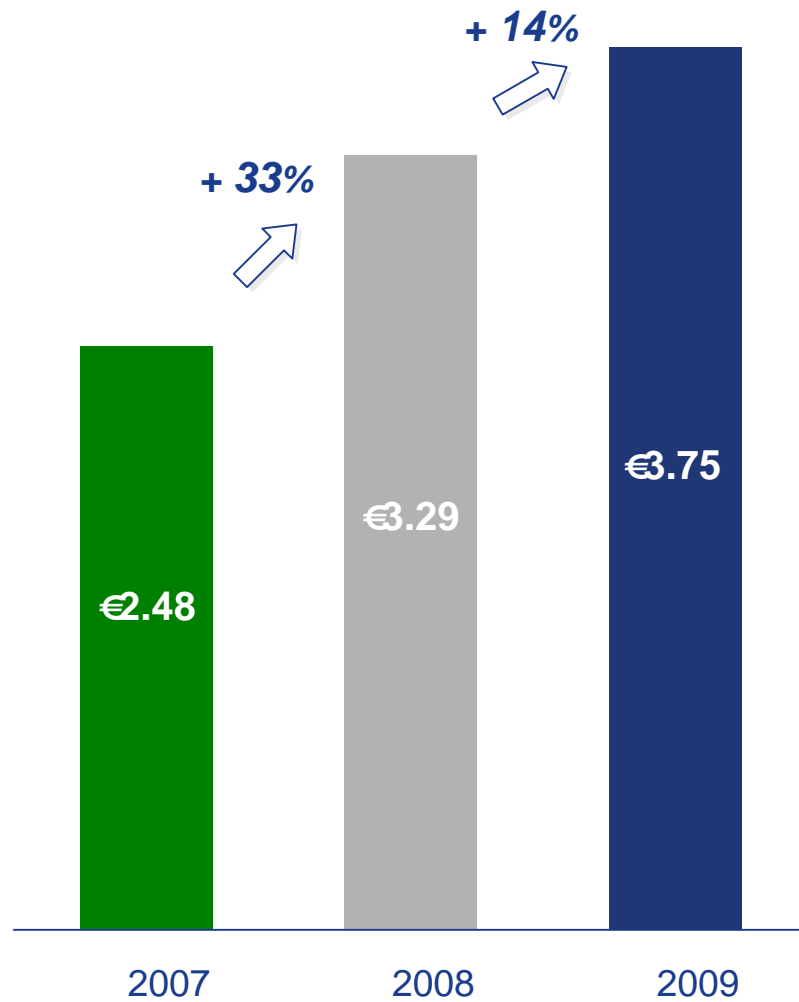


*At constant exchange rates

Growth in net income



Earnings per share



Recommended dividend
€0.92/share (€36m)

Cash flow statement

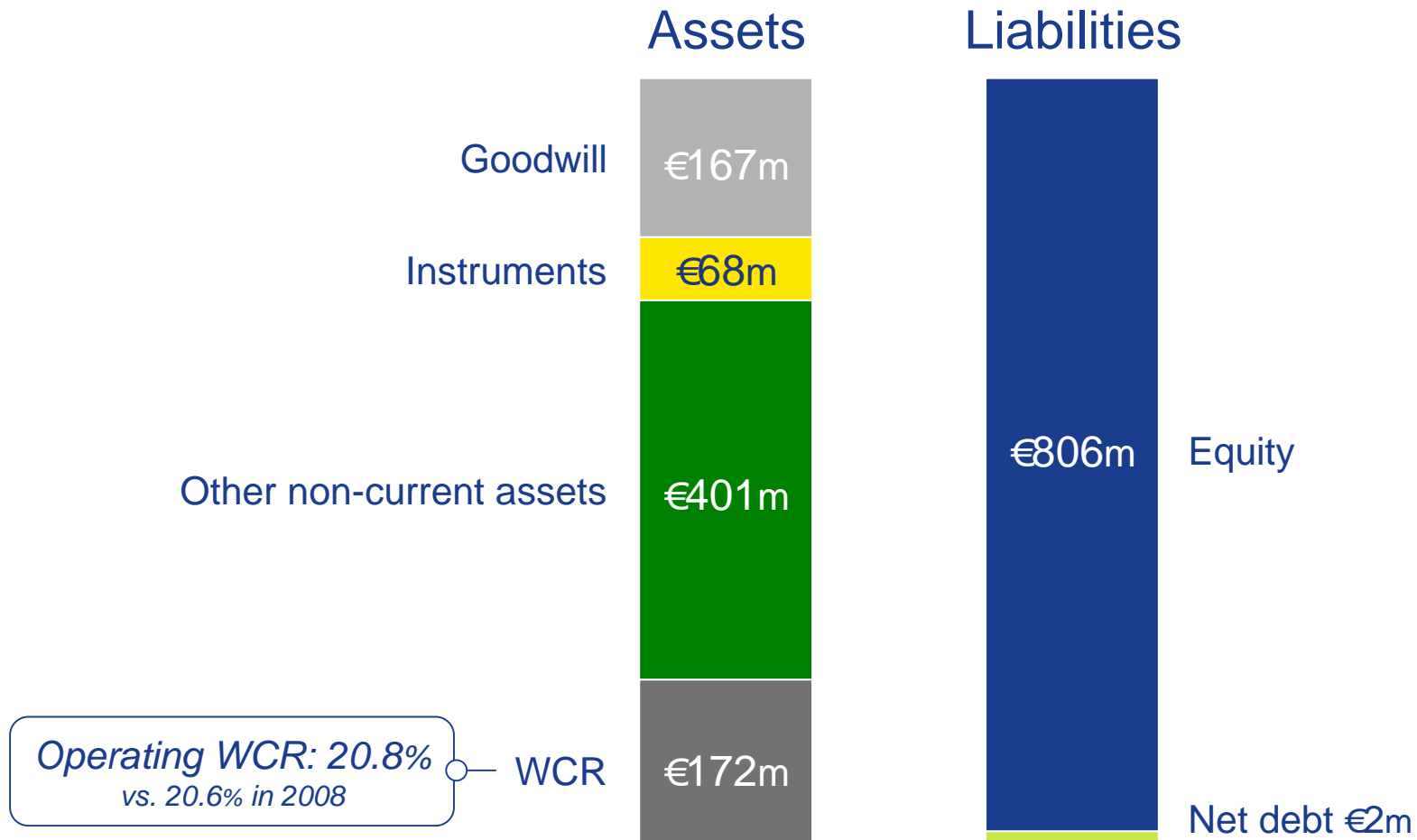
<i>In € millions</i>	2009	2008	Change
EBITDA ⁽¹⁾	286	262	+ 24
Income tax and financial expense	(60)	(60)	
Operating working capital requirements	(24)	(4)	(20)
Acquisition of PPE and intangible assets ⁽²⁾	(120)	(92)	(28)
Other	5	(6)	+ 11
Free Cash Flow	87	100	(13)
Acquisition of shares ⁽³⁾		(136)	+ 136
Hemostasis		2	(2)
Dividends	(32)	(30)	(2)
Net Cash Flow	55	(64)	+ 119

(1) Operating income before non-recurring items (2009: €213m and 2008: €187m), depreciation and amortization (2009: €73m and 2008: €75m)

(2) Capital expenditure outlays, including change in PPE payables

(3) Acquisition cost net of acquired cash at date of acquisition (2008: Omnimed, ABB, AviaraDx, PML, BBI)

Summarized balance sheet



Overview

2009 Performance

2009 Financial Results

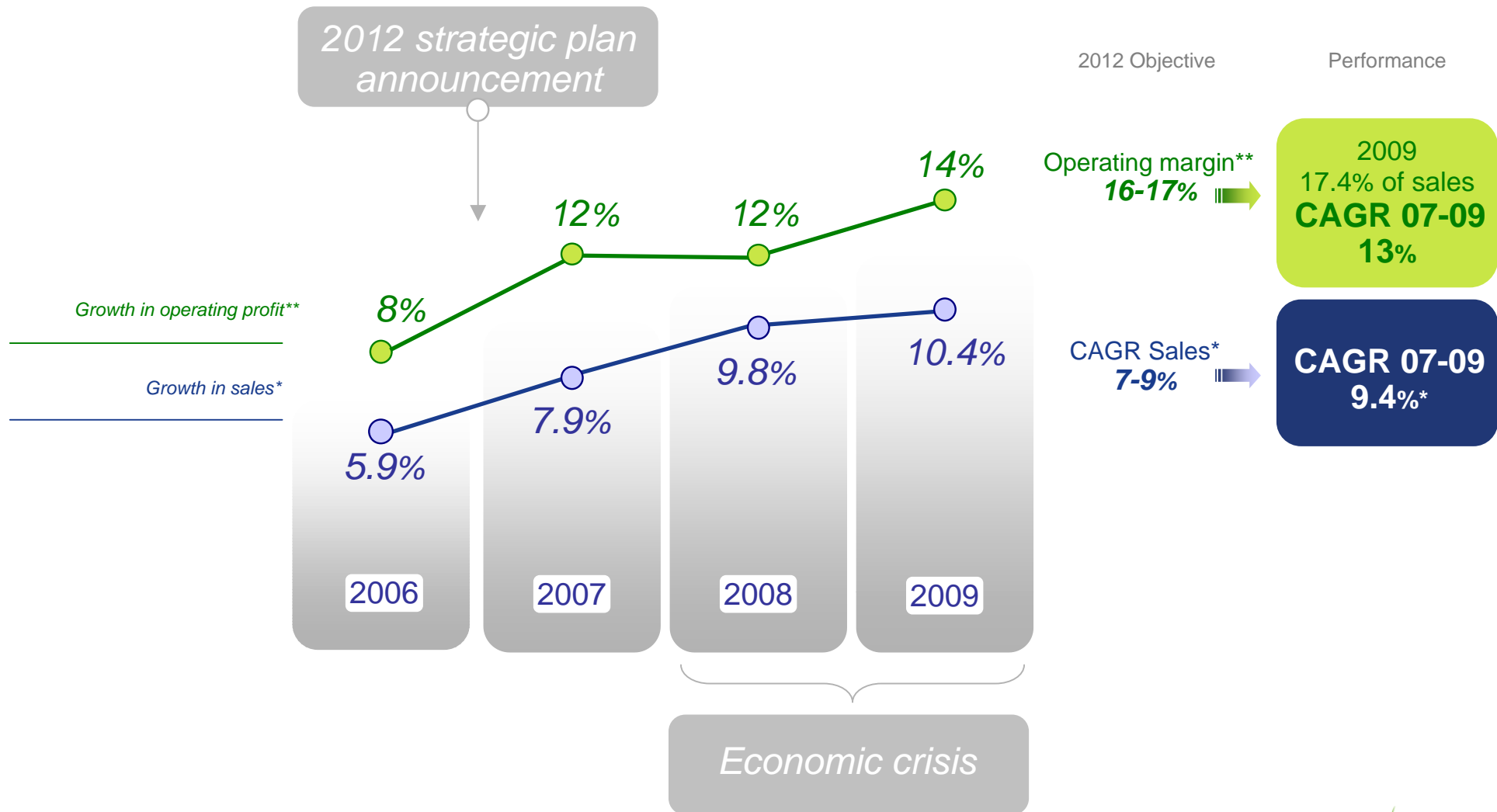
▶ **2007-2009: Key Achievements**

2015 Strategic Priorities

Objectives and Conclusion



Solid acceleration in sales and profitability

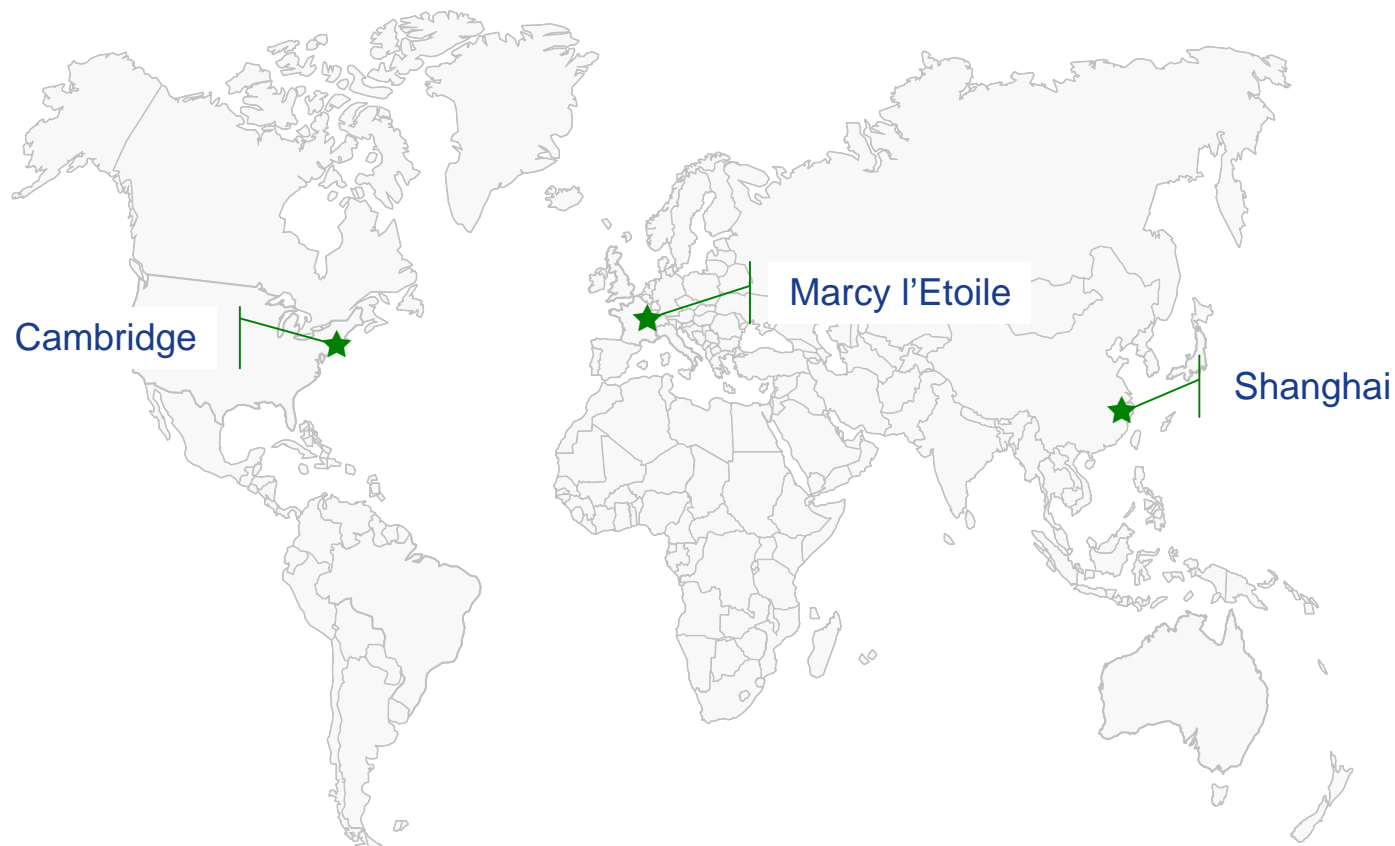


* Growth in sales at constant exchange rates, including business development

** Before non-recurring items

Business development accomplishments

- ▶ 6 acquisitions
- ▶ Globalization of headquarters, on 3 continents



2007-2009 Performance

- Microbiology: undisputed leadership
- VIDAS®: successful repositioning
- Enhanced commercial network
- Solid progress in manufacturing
- Strong financial performance
- New talents for key jobs
- Industrial Applications: 2 acquisitions in 3 years
- Molecular Biology:
CAGR 07-09 growth rate $\approx 23\%^*$, above market, but still limited market share
- Theranostics: 3 deals

Key strategic achievements,
strengthening long-term business

* Growth in sales at constant exchange rates and scope of consolidation



Overview

2009 Performance

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2007-2009: Key Achievements

▶ **2015 Strategic Priorities**

Objectives and Conclusion



OPPORTUNITIES

- ▼ Unmet medical & industrial needs in microbiology
- ▼ High growth emerging countries
- ▼ Molecular biology and POC* growing at about 10%
- ▼ New innovative biomarkers and emergence of theranostics

STRENGTHS

- ▼ Clinical and industrial microbiology leadership
- ▼ VIDAS® installed base
- ▼ Global commercial network

THREATS

- ▼ Price pressure due to customer consolidation
- ▼ Emergence of new technologies
- ▼ New entrants in IVD

WEAKNESSES

- ▼ Small market share in molecular biology
- ▼ Integration between Marketing and R&D not yet world-class
- ▼ More IT solutions needed

* POC: Point of Care

Focus on patient and disease management

Infectious disease management

- ▶ **Bacterial and fungal infections:** be the market innovator
 - ▼ Rapid microbiology program
 - ▼ Full Microbiology Lab Automation™
- ▶ **Viral infections:** investing selectively
 - ▼ Launch of VIDAS® NEW
 - ▼ Rapid testing
- ▶ **Industrial Applications:** reinforcing our global leadership

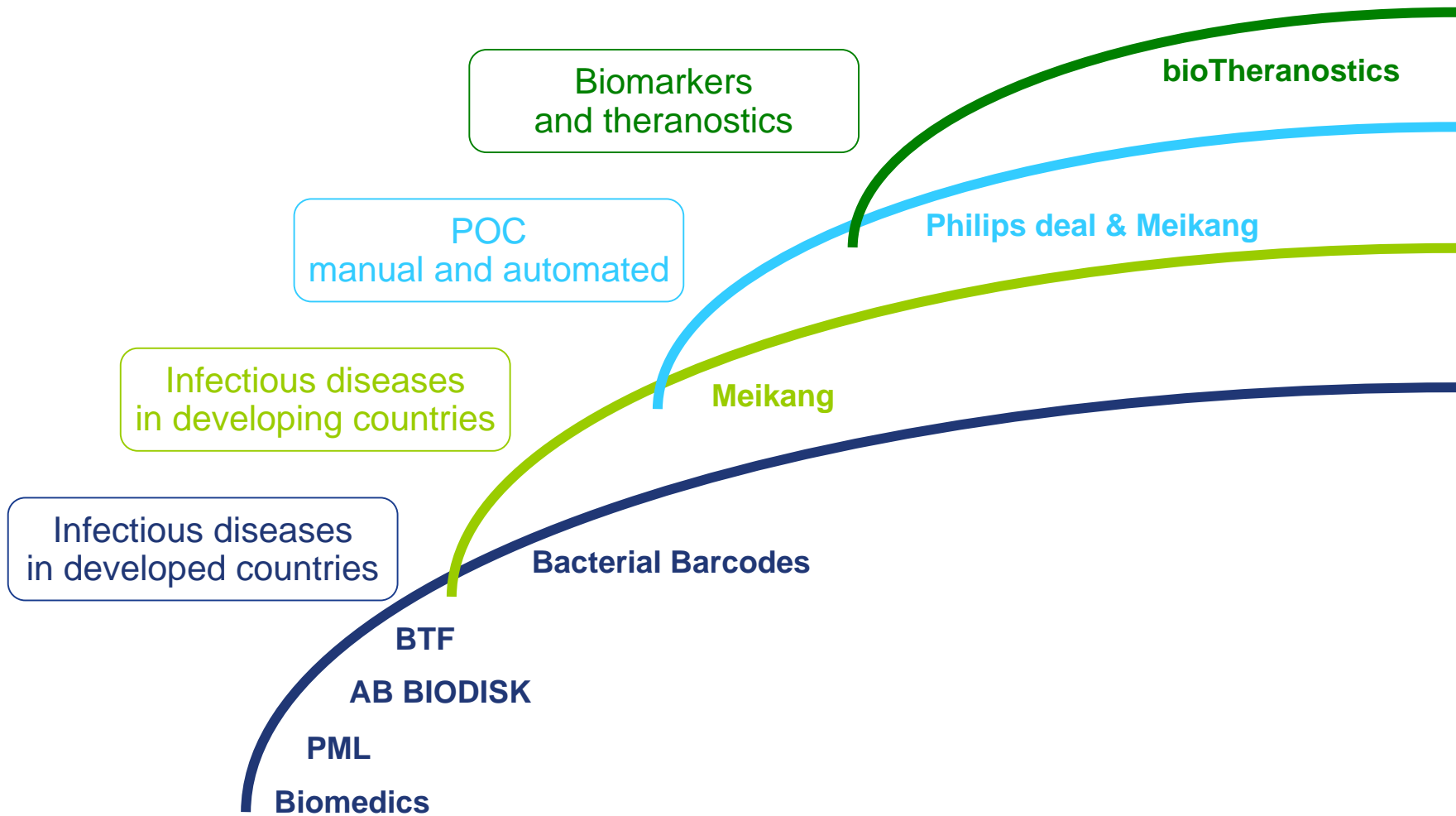
Oncology disease management

- ▶ High medical value tests and bioTheranostics' expertise

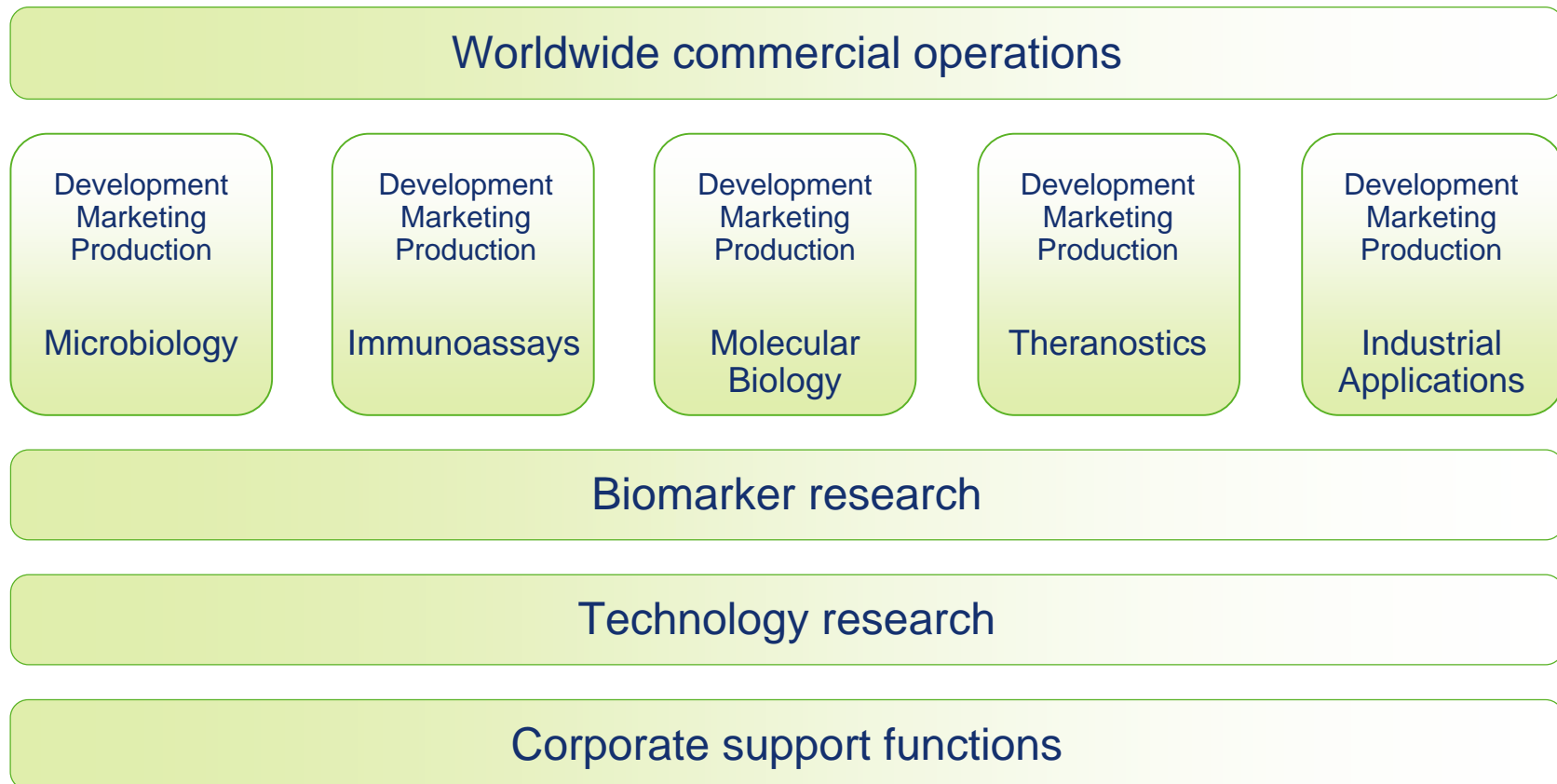
Cardiac disease management

- ▶ VIDAS® panel and POC with Philips

New sources of growth



A new, decentralized organization





Overview

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2007-2009: Key Achievements

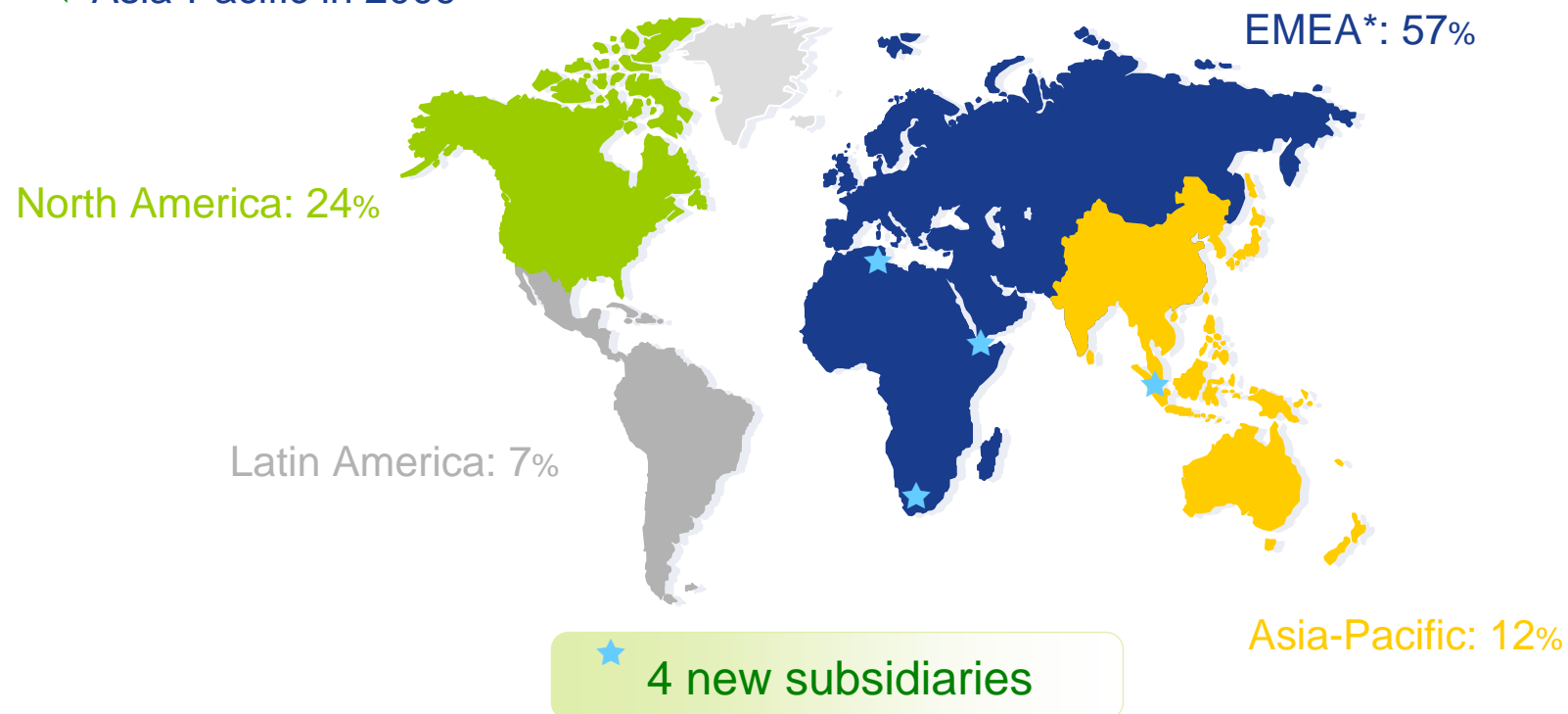
▶ **2015 Strategic Priorities**
Geographic strategy

Objectives and Conclusion



A strong international presence

- ▶ Expansion of the international sales network with 39 subsidiaries
- ▶ Strengthened sales and technical support teams
 - ▼ North America in 2008
 - ▼ Asia-Pacific in 2009



* EMEA: Europe, Middle East and Africa

Focus on greatest opportunities around the globe

- ▶ Reinforced presence in the **U.S.**
 - ▼ Still world's n°1 IVD market

- ▶ Greater focus on **emerging markets**
 - ▼ A tailored strategy for Emerging 7 countries*
 - Strong development opportunities

 - ▼ A fully integrated company in China
 - Among the top 3 subsidiaries in 2015

 - ▼ An optimized distributor network
 - Reinforced partnership to strengthen market positions
 - Opportunities to create subsidiaries

**E7: Brazil, China, India, Indonesia, Mexico, Turkey & Russia*

bioMérieux 2015

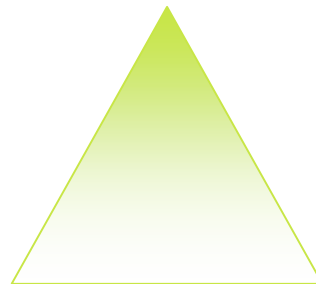
A customer-focused organization

Marketing capabilities

Optimization of product launches
New market analysis
Reinforced CRM
Comprehensive training courses

Sales capabilities

“Sales Force Automation”
Comprehensive training course
Key account management



Service capabilities

Expanded service offer
New service business model

A competitive organization
to capture growth opportunities for the long term



Overview

2009 Performance

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2007-2009: Key Achievements

▶ **2015 Strategic Priorities**
Technology strategies

Objectives and Conclusion



Microbiology: market environment

Opportunities

- ▶ Unmet medical needs (time to result, Healthcare-Associated Infections...)
- ▶ Growing need of automation due to loss of skilled employees
- ▶ New technologies (mass spectrometry, Raman spectrometry...)
- ▶ Consolidation of microbiology laboratories

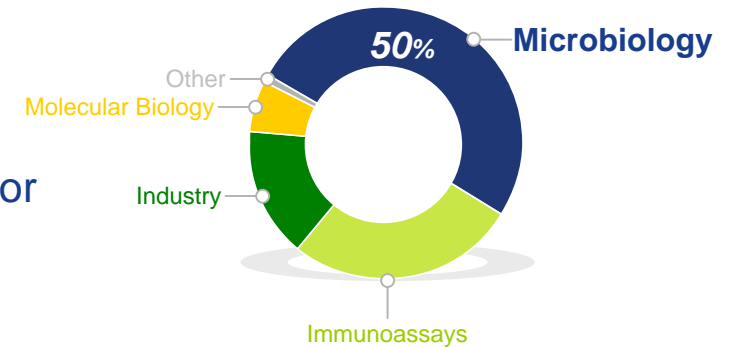
Challenges

- ▶ New technologies (mass spectrometry, Raman spectrometry...)
- ▶ New entrants
- ▶ Business uncertainties (product uptake, consolidation)
- ▶ Current economic environment

Microbiology: bioMérieux assets

▶ bioMérieux: the industry leader

- ▼ A complete line of manual and automated products for
 - Identification
 - Antibiotic susceptibility testing
 - Resistance mechanisms
- ▼ A unique concept: FMLA™ to fully automate the microbiology lab
- ▼ A recognized expertise across the value chain



▶ Genuine growth momentum

- ▼ 3 acquisitions since 2007: Biomedics, AB BIODISK, PML Microbiologicals
- ▼ Sharp increase in market share: 39-41%* in 2009 vs. 30%** in 2006

* Validated by a major U.S. independent diagnostics consulting firm

** bioMérieux estimates, based on Company reports, financial research and internal analyses

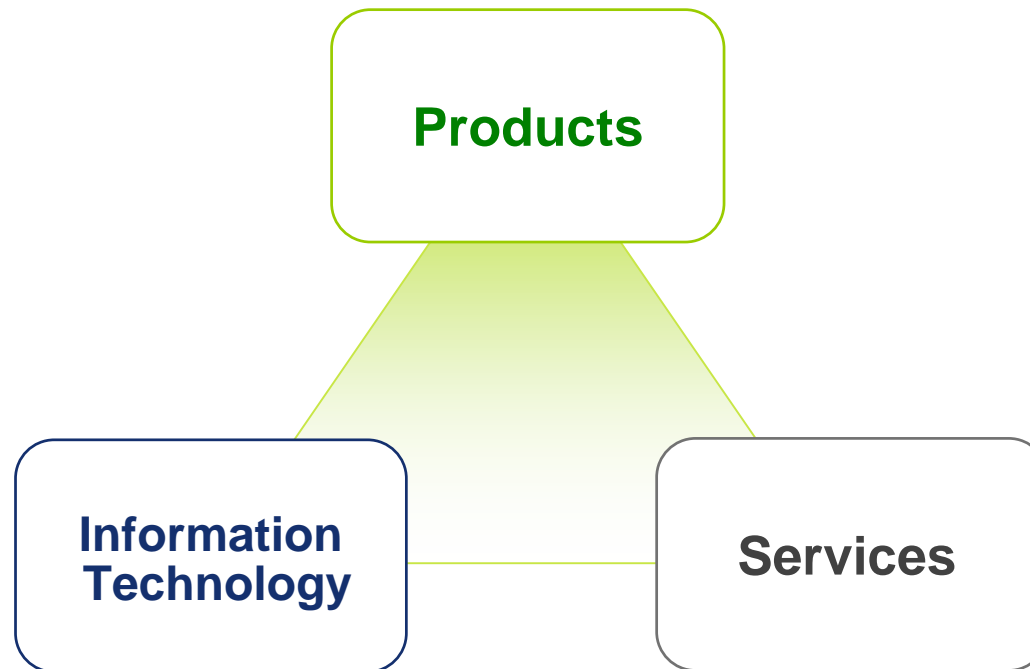
Lead the market with breakthrough innovation

- 1 Strengthening existing business in growth-based microbiology solutions
 - ▼ VITEK®: continuous menu expansion
 - ▼ BacT/ALERT®: a new platform under development
 - ▼ PPM: new innovative products and COGS reduction
- 2 Expanding the FMLA™ concept
 - ▼ New systems under assessment and/or development
 - ▼ Owning the microbiology laboratory IT “real estate”
- 3 Exploring “post growth-based” technologies: CTO’s n°1 priority
 - ▼ Fast microbiology



Microbiology: strategy 2015

From a company focused on products in the laboratory...



...To a company focused on patient care,
“from sample to clinician’s brain”

Immunoassays: market environment

Opportunities

- ▶ High growth in emerging countries
- ▶ Double-digit growth in near-patient testing demand (POC)
- ▶ Explosion of medical knowledge and discovery of innovative biomarkers

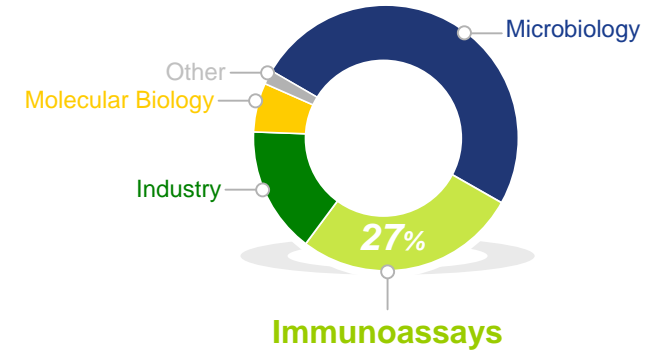
Challenges

- ▶ Laboratory consolidation, mainly in Southern Europe
- ▶ Aggressive competition in the routine test market
- ▶ More stringent regulations - Lab accreditation

Immunoassays: bioMérieux assets

▶ VIDAS®: a proven niche position

- ▼ The world's 2nd largest installed base with 23,000 clinical systems
- ▼ 91 clinical parameters
- ▼ Successful positioning

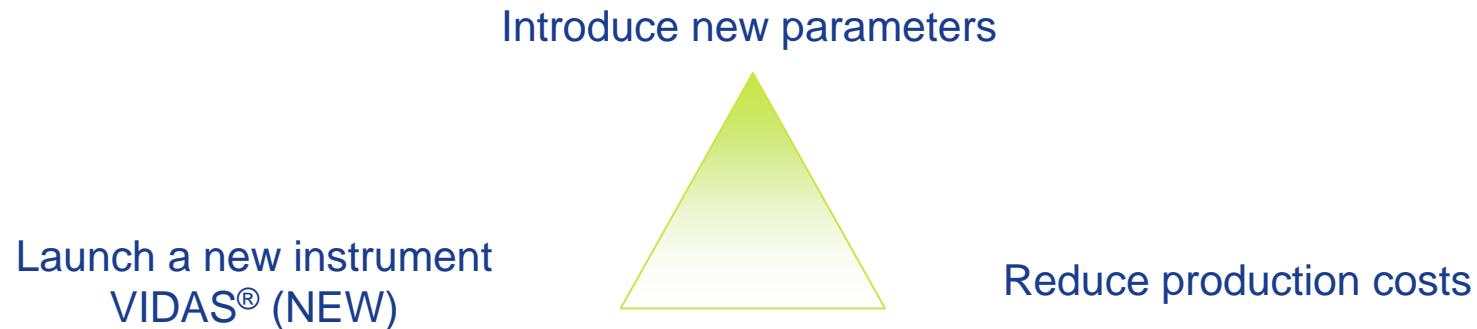


▶ Rapid tests

- ▼ Existing manual ranges: QuickVue® and VIKIA™
- ▼ January 2010: 2 significant steps in the POC market

Become a high medical value test company

1 Maximizing the VIDAS® franchise



2 Taking a strong position in the POC market

- ▼ Manual rapid tests: developing the menu - Meikang acquisition
- ▼ Launching a POC, fully automated handheld platform - Philips deal

Molecular Biology: market environment

Opportunities

- ▶ Rapid market growth ($\approx 10\%$)
- ▶ Booming demand for Healthcare-Associated Infection testing
- ▶ Explosion of medical knowledge, especially oncology biomarkers
- ▶ A more personalized approach to medicine

Challenges

- ▶ Leading players with dominant positions
- ▶ New fully automated platforms
- ▶ Biomarker selection

Molecular Biology: bioMérieux assets

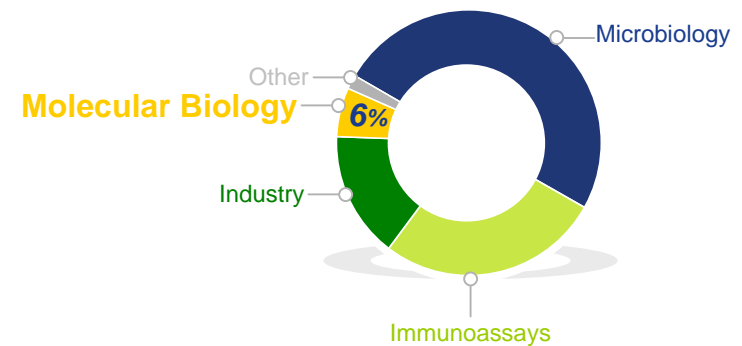
▶ Strong expertise in 2 technologies

- ▼ BOOM[®]: extraction
- ▼ NASBA[™]: amplification

▶ Innovation

- ▼ Biomarkers, especially in oncology and sepsis
- ▼ ADNA - Advanced Diagnostics for New Therapeutic Approaches
- ▼ Collaboration with Institut Pasteur: a long-term research partnership for infectious diseases

▶ Centre Christophe Mérieux in Grenoble (France)



Improve diagnostics and patient outcome through rapid microbiology and personalized medicine

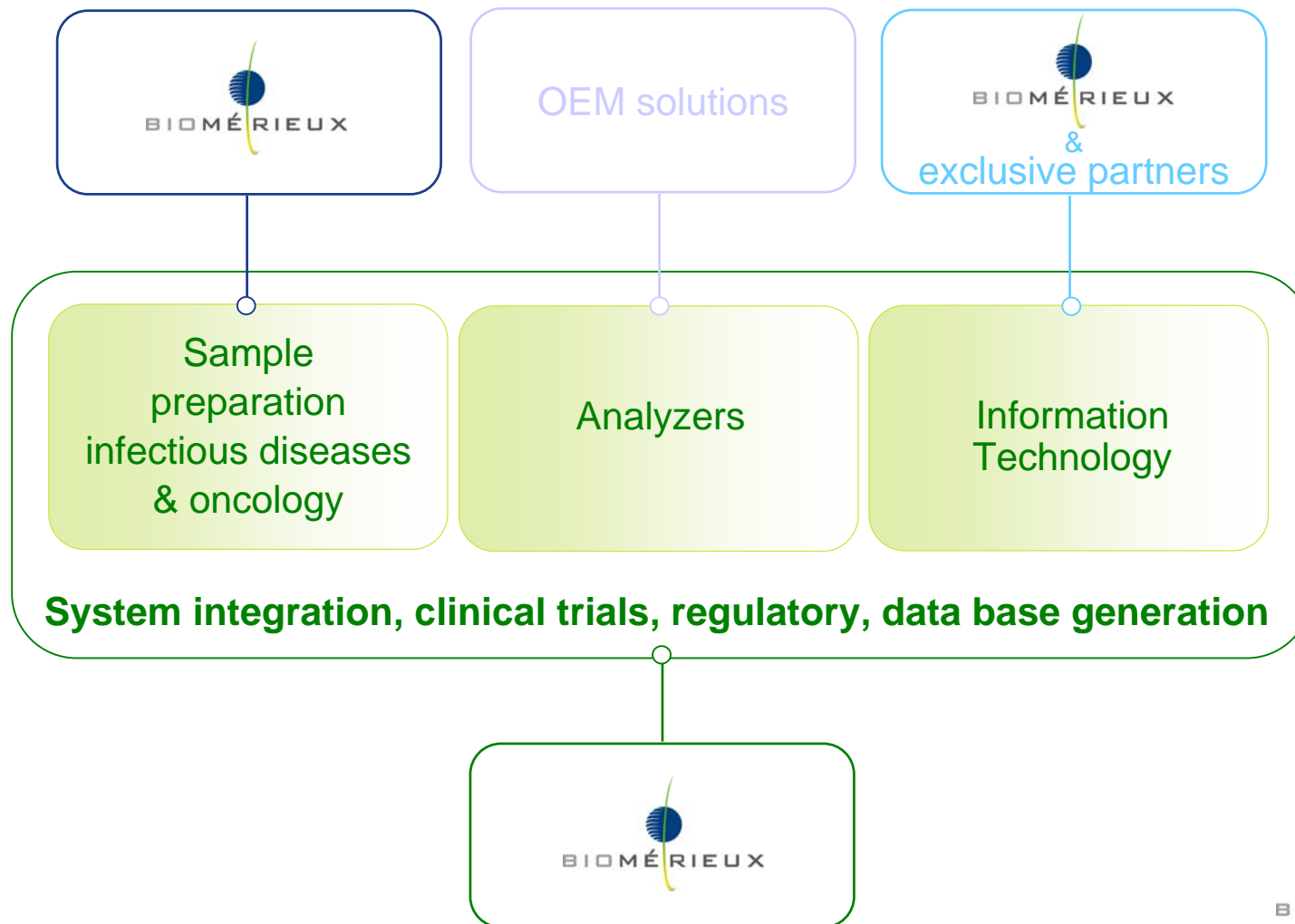
- 1 Maximizing our current franchises
 - ▼ Extraction
 - ▼ Viral loads

- 2 Expanding our business in fast-growing markets
 - ▼ Healthcare-Associated Infection testing: enhanced menu on NucliSENS[®]
 - ▼ Sepsis solutions
 - Focus on biomarkers, including host response, after termination of the Cepheid collaboration
 - ▼ Theranostics and oncology opportunities

- 3 Multiplex and sequencing

Molecular Biology: strategy 2015

Platform roadmap for multiplexing and sequencing



Theranostics: market environment

Opportunities

- ▶ Unmet medical needs and health economics call for personalized medicine
- ▶ Explosion of biomarkers
- ▶ Partnerships with pharmaceutical companies and other key stakeholders
- ▶ High valuation of innovative tests

Challenges

- ▶ Rapidly evolving market, with new competitors
- ▶ Many biomarkers, requiring more clinical evaluation
- ▶ Uncertainties in reimbursement
- ▶ Complex business model and business relationships

Theranostics: bioMérieux assets

- ▶ bioMérieux: one of the pioneers, with key assets
 - ▼ Experience through AST testing and HIV viral load
 - ▼ Recent acquisition of bioTheranostics (oncology and CLIA* service lab)
 - ▼ Large installed base, including 23,000 clinical VIDAS®
 - ▼ Independence from pharmaceutical companies

- ▶ Dedicated, fully integrated teams
 - ▼ R&D: U.S. (San Diego) and France (Lyon and Grenoble)
 - ▼ Sales and Marketing: bioTheranostics targeting U.S. oncologists and pathologists
 - ▼ Theranostics team: based in the U.S. (Boston)

*CLIA: *Clinical Laboratory Improvement Amendments*

Theranostics: strategy 2015

Be a partner of choice and bring innovative solutions to patients and doctors

- 1 Focusing on the right diseases with clear unmet medical needs
 - ▼ Infectious diseases, oncology and cardiovascular emergencies
 - ▼ Clinically validated biomarkers
 - ▼ Signature of new, flexible partnerships with pharmaceutical companies
- 2 Expanding bioTheranostics and new product launches
 - ▼ CancerTYPE ID[®]: new version
 - ▼ Breast cancer - Breast Cancer IndexSM
 - ▼ K-RAS mutation assay launch
 - ▼ Strong pipeline: Prostate Cancer Index, colon prognosis, B-RAF



Industrial Applications: market environment

Opportunities

- ▶ Food safety initiatives, especially in the U.S. and in China
- ▶ Rapid monitoring to release biopharmaceutical products sooner
- ▶ Nutrition / Health / Prevention

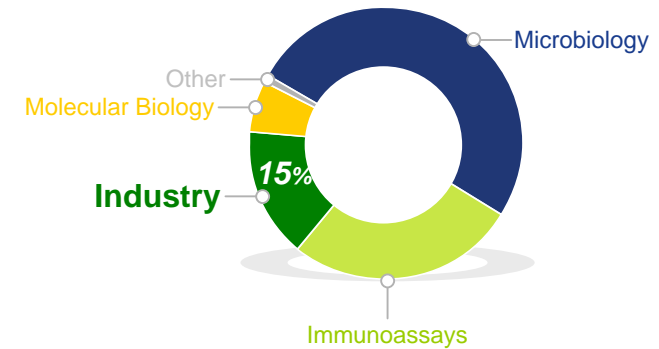
Challenges

- ▶ Difficult economic context and pharmaceutical business model
- ▶ Still a fragmented market
- ▶ Emergence of new technologies

Industrial Applications: bioMérieux assets

bioMérieux: the industry leader

- ▶ Food solutions
 - A complete range of validated solutions to equip food microbiology laboratories
 - ▼ Pathogen detection
 - ▼ Quality indicator enumeration
 - ▼ Connectivity approach
- ▶ Biopharmaceutical solutions
 - ▼ Sterility testing
 - ▼ Microorganism identification
 - ▼ Environmental control
- ▶ A worldwide commercial network, reinforced in the U.S.
 - ▼ Acquisition of PML Microbiologicals
 - ▼ Strengthened sales and technical support teams



Industrial Applications: strategy 2015

Reinforce global leadership through internal innovation and business development

- ① Accelerate sales growth, achieving higher penetration in new markets
 - ▼ E7 countries
 - ▼ Middle East, Africa and Central Europe
- ② Complete the pathogen testing portfolio
 - ▼ Foodborne pathogen testing: a major concern for food industries
- ③ Establish TEMPO® as the reference for automated quality indicator enumeration
- ④ Push rapid testing methods for pharmaceutical customers

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2015 Strategic Priorities

► Objectives and Conclusion



2015 Objectives

- ▶ 2010-2015 CAGR sales growth objective **7% to 9%** At constant exchange rates
Including business development
- ▶ 2015 operating margin* objective **18%-20%** With R&D expenditure
at about 12% of sales

* Before non-recurring items, at 2009 exchange rates

2010 Objectives

- ▶ 2010 organic* sales growth objective **Around 7%**

- ▶ 2010 operating margin** objective **17%-18%**

* *Growth in sales at constant exchange rates and scope of consolidation*
** *Before non-recurring items, at constant exchange rates*

- ▶ IVD market: one of the most promising healthcare markets
 - ▼ A key contribution to healthcare cost containment
 - ▼ Many growth opportunities
 - ▼ Theranostics

- ▶ bioMérieux: significant strengths
 - ▼ A long-term, innovation-focused vision
 - With Clinical and Industrial Microbiology leadership...
 - ...Building a strong franchise in oncology
 - ▼ A superb global presence with a long experience of emerging markets
 - ▼ Recurring revenues \approx 90%
 - ▼ Highly motivated employees and world class global leaders

More than ever, a solid and dynamic company
with a bright future



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