

# GENOMMA LAB INTERNACIONAL

GENOMMA DAY 2014

NOVEMBER 7TH



**Genomma Lab**<sup>®</sup>  
Internacional



## AGENDA

- **20/20 Vision**
- **Company Update**
- **New Commercial Strategy**
- **Status per Country**
- **Financial Outlook**

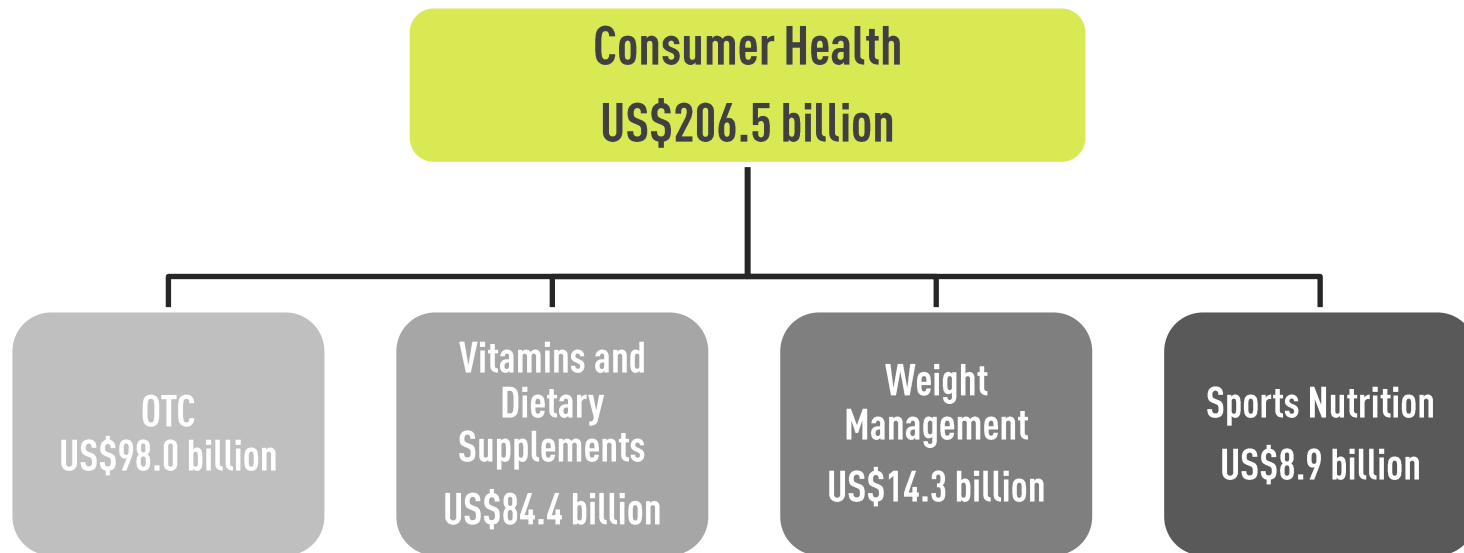


**20/20  
VISION**



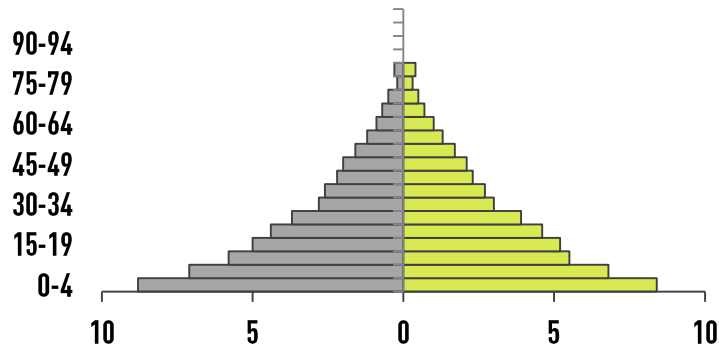
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# GLOBAL OTC MARKET SIZE

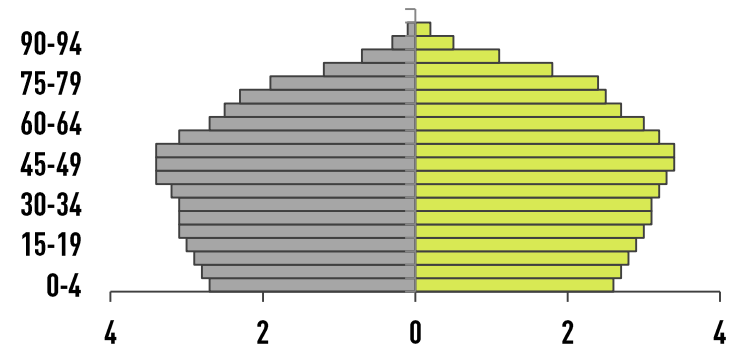


# POPULATION PYRAMID OF MEXICO

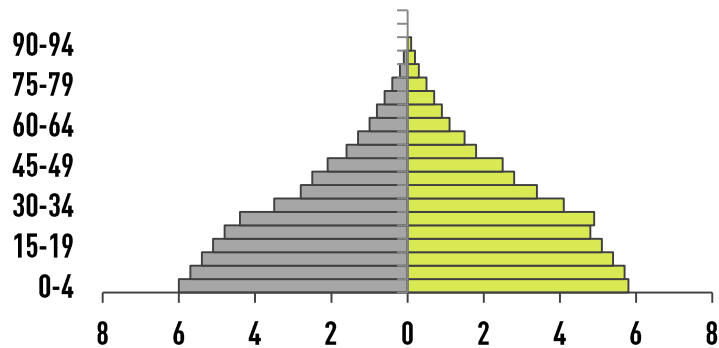
**1950:**  
Population 28,295,000



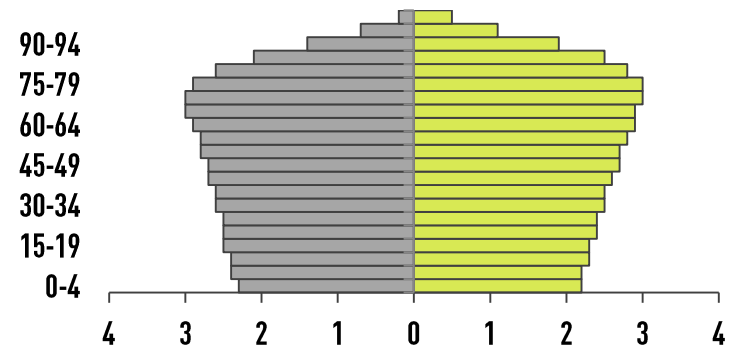
**2050:**  
Population 156,101,000



**2000:**  
Population 103,873,000



**2100:**  
Population 139,794,000

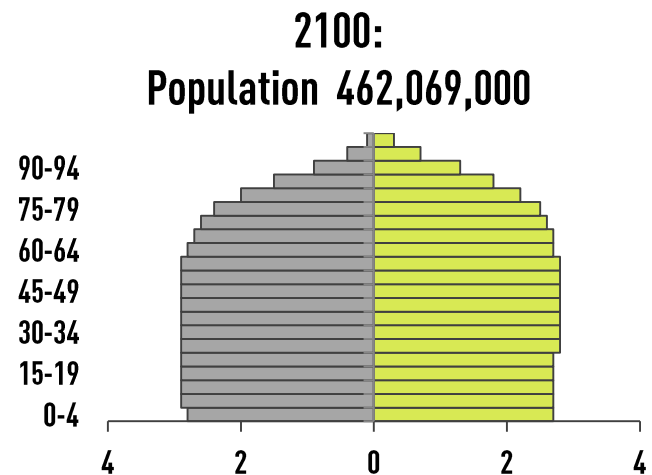
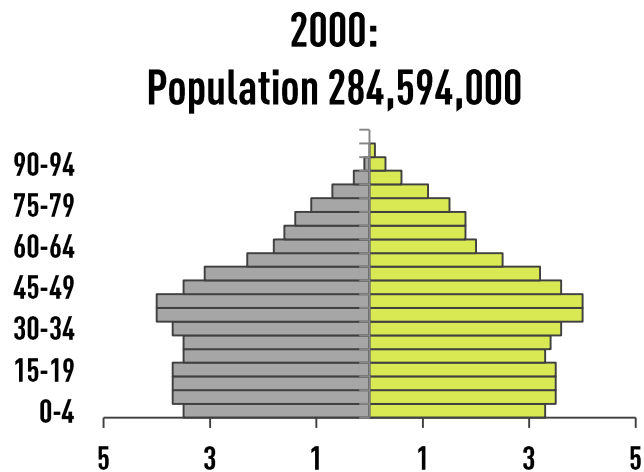
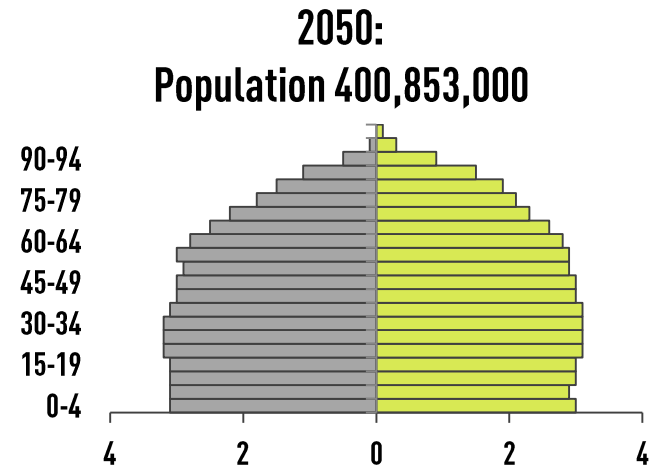
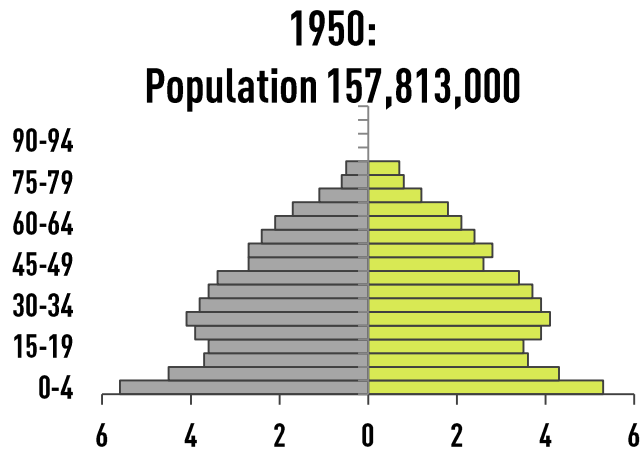


● MALE

● FEMALE

# POPULATION PYRAMID

## OF USA

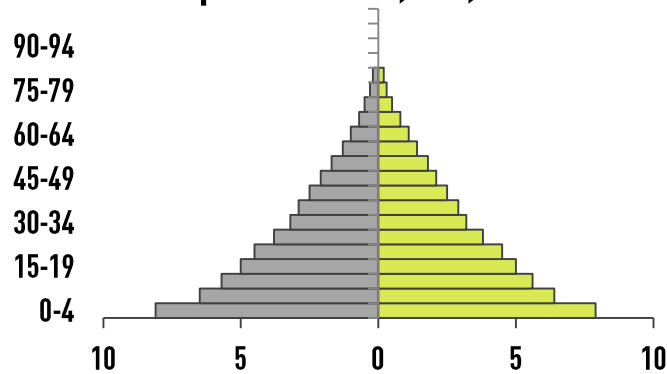


● MALE

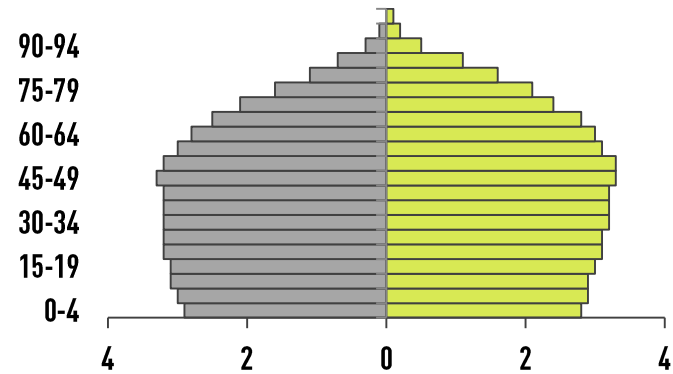
● FEMALE

# POPULATION PYRAMID OF LATAM

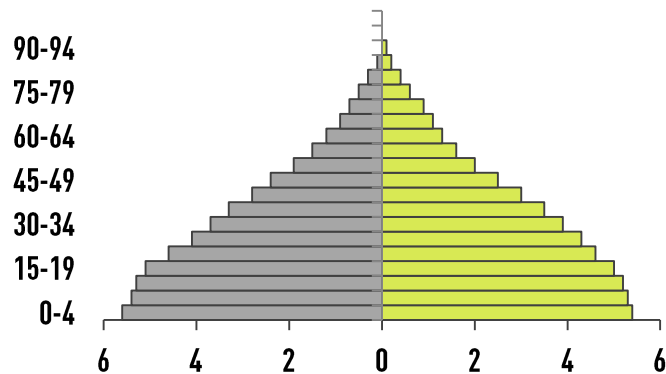
**1950:**  
Population 167,869,000



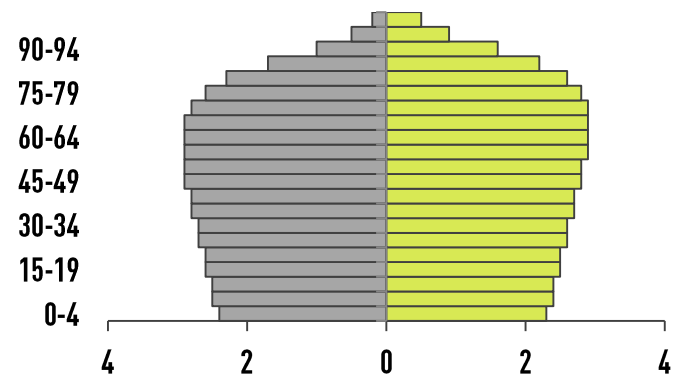
**2050:**  
Population 781,566,000



**2000:**  
Population 526,278,000



**2100:**  
Population 736,228,000



● MALE

● FEMALE

# HEALTH CARE ENVIRONMENT OVER THE NEXT 10 YEARS

## In the past...

Health care system leaves many uninsured

Fee-for-service physician models

Rising chronic disease prevalence

Brand-to-generic shift to a digital society

Start of transition to a digital society

## In the future...

- Newly-insured lives & new funding sources

- Providers as critical players in new ways

- Focus on low-cost, high-quality solutions

- Specialty pharmacy growth accelerates

- New tech-driven delivery methods



# KEY TRANSITIONS IMPACTING HEALTH & WELLNESS ALREADY SEEN IN STORES

## Prevention & Maintenance vs. Acute Treatment



Whole Foods, Chicago

## Healthcare Reform



Duane Reade, New York

## Automation in Diagnostics



Rite Aid, Waltham

## Delivery Methods



Walgreens Mobile



# THE FOUNDATION FOR INNOVATION IN CONSUMER HEALTH

## Driving Forces

- Consumer Trends
- Demographics
- Retail Landscape
- Economic Conditions
- Regulations



## Creative Sources

- Formulation
- Delivery Mechanism
- Packaging
- Labelling
- Positioning
- Pricing



## New Product Development



# OVERVIEW OF THE KEY FORCES

## THAT DRIVE INNOVATION

### Consumer Trends

- Fast-paced lifestyles
- Awareness of health and wellness
- Preventive health concerns
- Greater health literacy
- Focus on physical appearance
- Overindulgence in unhealthy habits

### Demographics

- Ageing of global population
- Increased incidence of chronic illnesses
- Heightened awareness of physiological differences by demographic

### Retail Landscape

- Market maturity
- Expanding international reach of branded products
- Increased popularity of private label and generic drugs
- Growing non-store retailing channel sales

### Economic Conditions

- Economic volatility by region and country
- Increase in disposable income and middle-class populations
- Income inequality, unemployment and poverty rates

### Regulations

- OTC switches
- Packaging and labelling requirements
- Modern scientific studies and findings
- Price controls



## NORTH AMERICA

### INNOVATION TRENDS

- The increasingly competitive retail environment has producers exploring more niche and specialised markets.
- Consumer-centric innovation drives enjoyable formats, value-added formulations and convenient packaging.
- A move from energy supplements to study and focus aids is exemplified by Alleradd and Study Buddy.



#### Culterelle Probiotic Chewables

- Company: i-Health Inc
- Market: US
- Description: An orange-flavoured chewable probiotic supplement that helps with digestive discomfort.



#### Alleradd

- Company: Alleradd
- Market: US
- Description: A combination dietary supplement that boosts energy, enhances memory and increases focus.



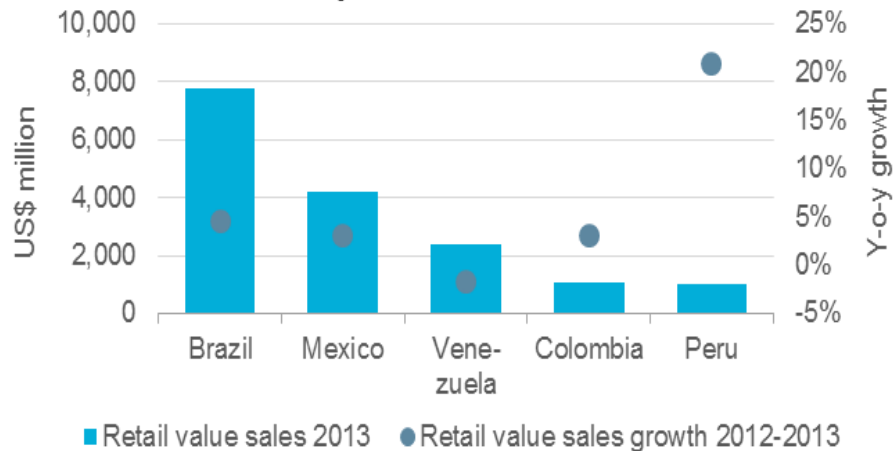
#### Nutraliquids

- Company: EHouse Global Inc
- Market: US
- Description: A line of 16 different nutritional supplements in liquid sachets made with natural and gluten-free ingredients.

# LATIN AMERICA

## INNOVATION TRENDS

Top Latin American Consumer Health Markets by Retail Value Sales 2013



Source: Euromonitor



### Redoxitos

- Company: Bayer AG
- Market: Brazil
- Description: The first chewable vitamin C tablet marketed specifically for children.



### NewEra Movility

- Company: Nutrisa SA de CV
- Market: Mexico
- Description: A combination dietary supplement for women with collagen, as well as ginger for a boost of energy.



### Total Magnesiano Stress

- Company: Eurostaga SA
- Market: Ecuador
- Description: A mineral supplement with magnesium and vitamin B in single-dose sachets that promotes stress relief.

## Rx-to-OTC SWITCHES

- OTC switches are an important part of new product development in consumer health as they expand OTC access to new APIs and therapeutic areas.
- While it varies by geography, many regulatory agencies are increasingly receptive to switches as a way to increase access to medications and shift expenses to consumers to reduce healthcare costs.



### Nasonex

- Company: Merck & Co
- Market: Norway
- Mometasone furoate monohydrate 5mcg
- Description: An allergy treatment in a nasal spray format that provides 24-hour relief from symptoms.



### Oxytrol for Women

- Company: Actavis Inc
- Market: US
- Oxybutynin 3.9mg
- Description: An incontinence treatment for overactive bladder that comes in a transdermal patch.



### Nasacort Allergy 24hr

- Company: Sanofi
- Market: US
- Triamcinolone Acetone 55mcg
- Description: An allergy treatment in a nasal spray format that provides 24-hour relief from symptoms.



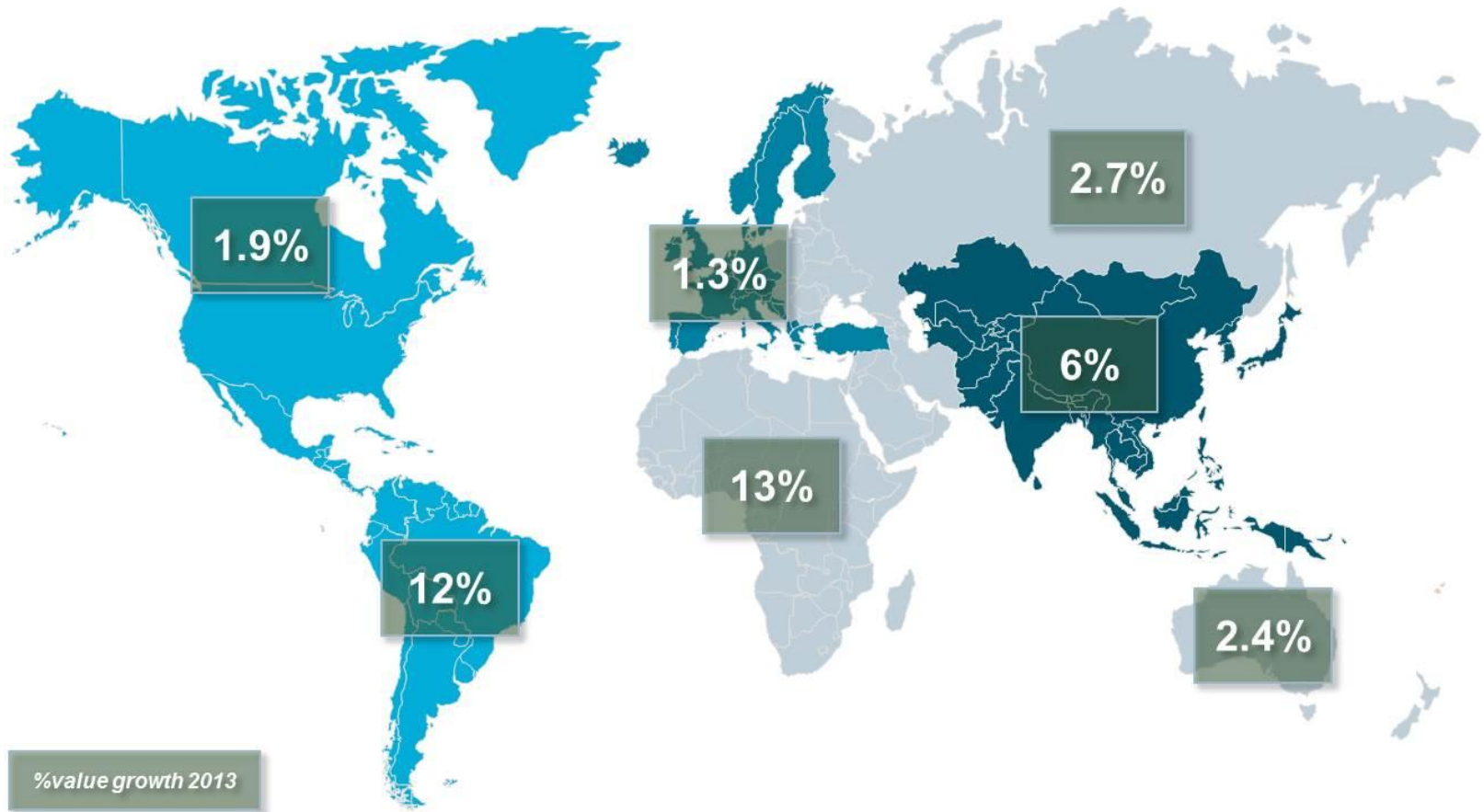
### Nexium Control

- Company: Pfizer Inc
- Market: EU
- Esomeprazole 20mg
- Description: A proton pump inhibitor that provides relief from indigestion and acid-related conditions.

Top Global OTC Switches in 2013

# GLOBAL PC

## MARKET GROWTH



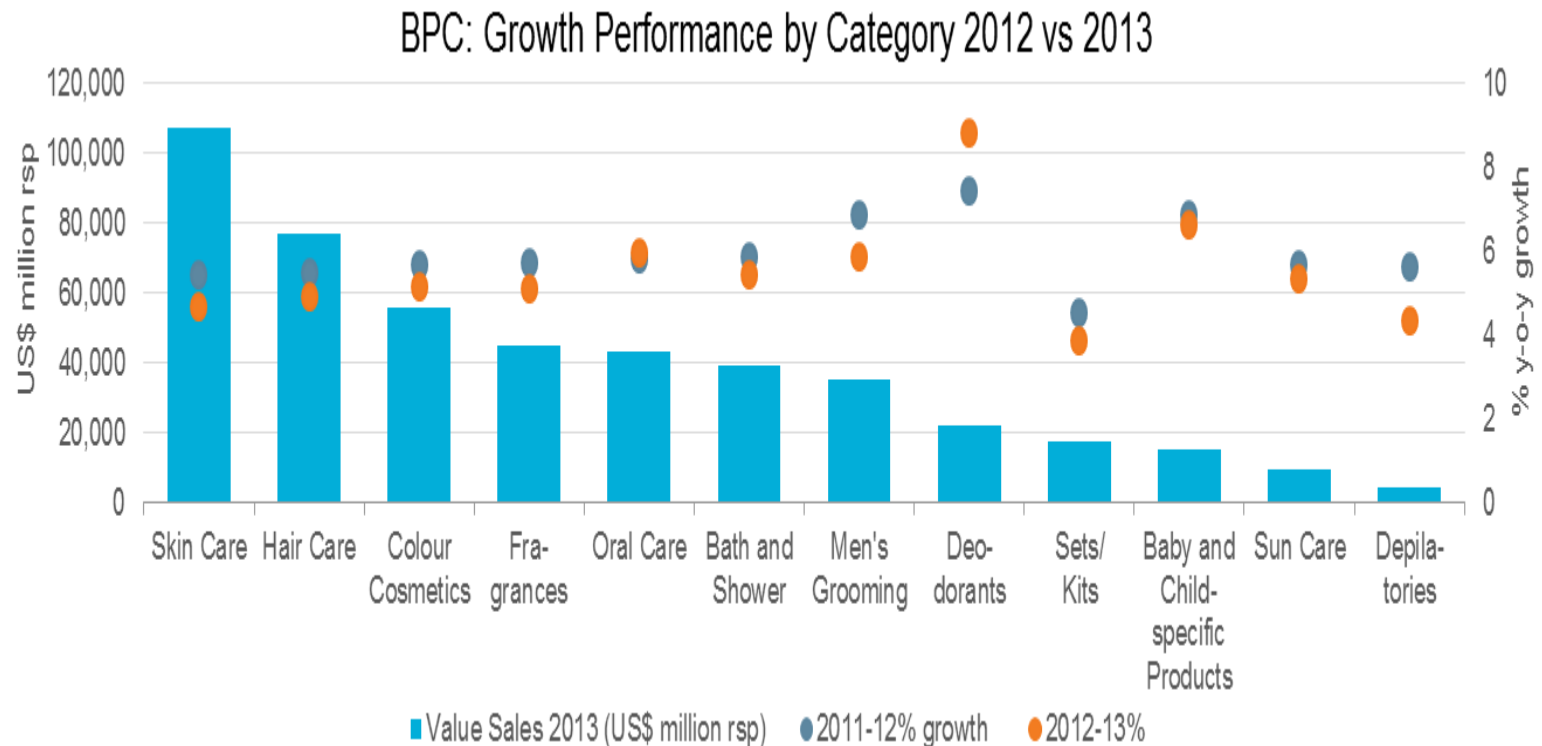
%value growth 2013

|                  |                  |                    |                   |
|------------------|------------------|--------------------|-------------------|
| US\$ 129 Billion | US\$ 102 Billion | US\$ 70-80 Billion | US\$ 5-30 Billion |
|------------------|------------------|--------------------|-------------------|

## MOST CATEGORIES SEE

## WEAKER PERFORMANCE IN 2013

In terms of categories in 2013, deodorants was the strongest performer followed by oral care, while all other categories' growth rates were fairly subdued compared to the previous year.

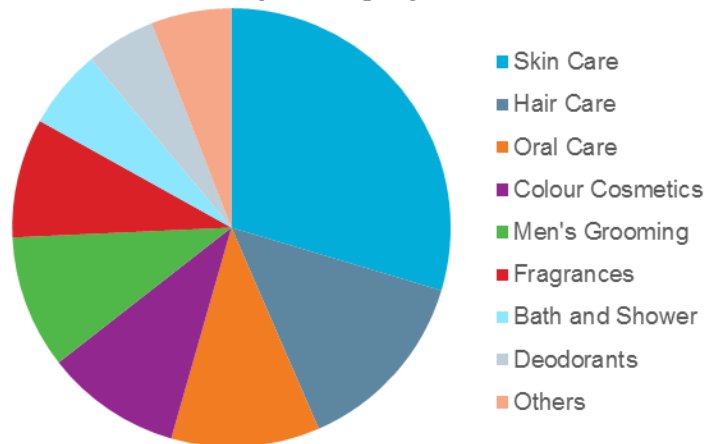




# BRAZIL AND CHINA

## KEY REVENUE GENERATORS

BPC: Absolute Global Market Value  
Growth by Category 2013/2018



Top Eight BPC Market Growth Prospects 2013/2018

|               | US\$ million rsp |
|---------------|------------------|
| China         | 20,787.7         |
| <b>Brazil</b> | <b>16,066.1</b>  |
| <b>US</b>     | <b>6,239.8</b>   |
| India         | 3,688.5          |
| Indonesia     | 2,066.9          |
| South Korea   | 2,054.6          |
| Saudi Arabia  | 1,853.5          |
| <b>Mexico</b> | <b>1,314.5</b>   |
| Others        | 15,278.8         |

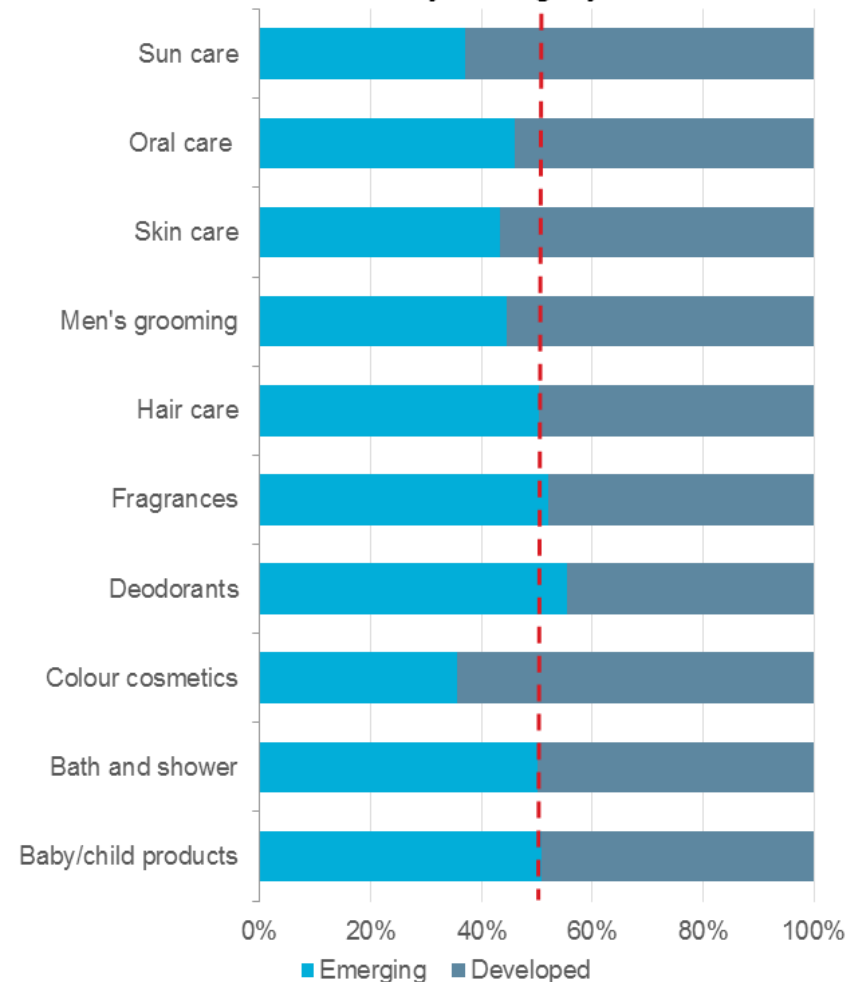
- China and Brazil combined will contribute some 53% of global BPC market value growth over the 2013-2018 period.
- Hair care will receive a strong growth boost from Brazil. It will account for 32% of global hair care growth over 2013-2018.
- In the US, growth in premium BPC will outpace mass significantly and will be the stronger contributor to absolute market value growth with US\$2.8 billion over 2013-2018



## KEY OPPORTUNITIES FOR FURTHER PENETRATION IN EMERGING MARKETS

- Brazil and China's proportional weight in hair care and skin care, respectively, is indicative of category growth prospects. In the context of overall emerging markets, category opportunities differ in terms of potential for further penetration.
- While some products, eg deodorants and fragrances are already generating over 50% of global sales in emerging markets, others have room to expand much further, such as colour cosmetics and sun care.
- Deodorants' deep penetration in emerging markets is also largely the result of the widespread availability and popularity of such products in Brazil (accounting for 23% of global category sales in 2013). Over 2013-2018, the top five most attractive growth markets for deodorants also include Venezuela, Argentina and India.

Emerging vs Developed Market BPC:  
Value Sales by Category 2013



# COMPANY UPDATE

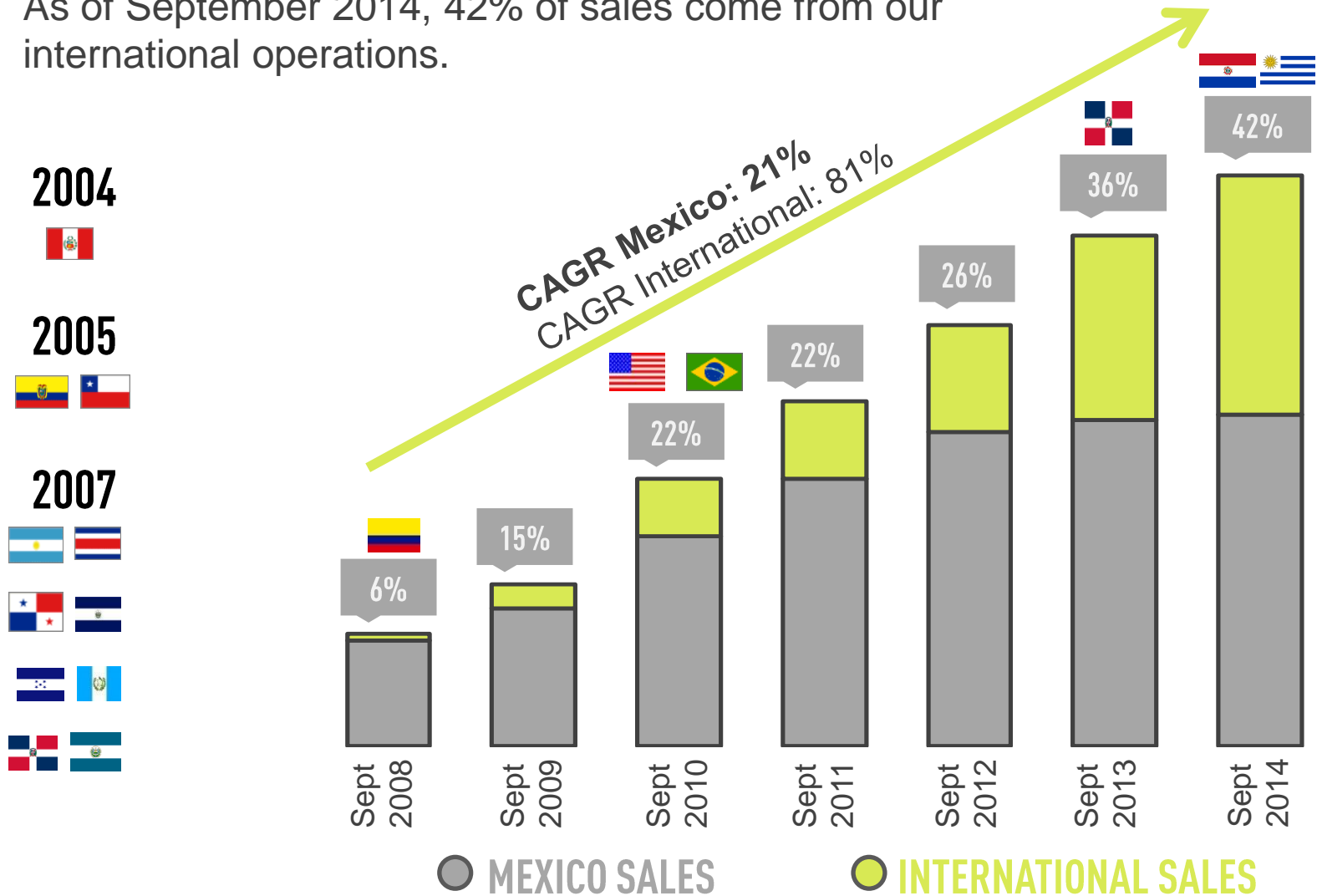


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# GENOMMA LAB'S UPDATE

- As of September 2014, 42% of sales come from our international operations.

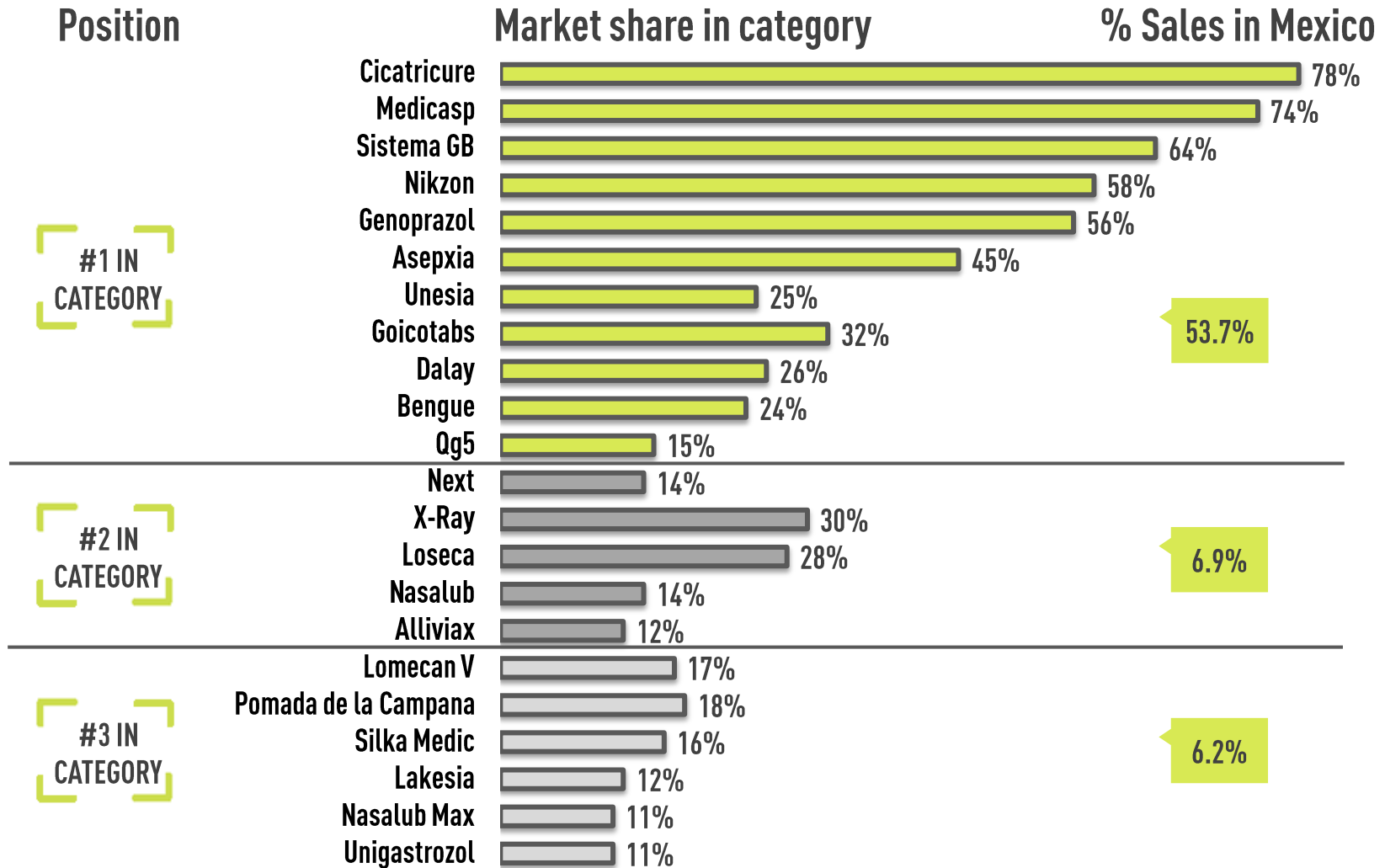


CAGR: Compound Annual Growth Rate 2008-2014. Information in a LTM basis.

# LEADING BRANDS

## IN MEXICO

In Mexico, the Company has a portfolio of 91 brands, many of which have reached leading positions in their categories.



Source: Company data and IMS Health.

# LEADING BRANDS IN THE INTERNATIONAL OPERATIONS

The following table shows the brands that are positioned in the Top 3 spots in their categories by country.

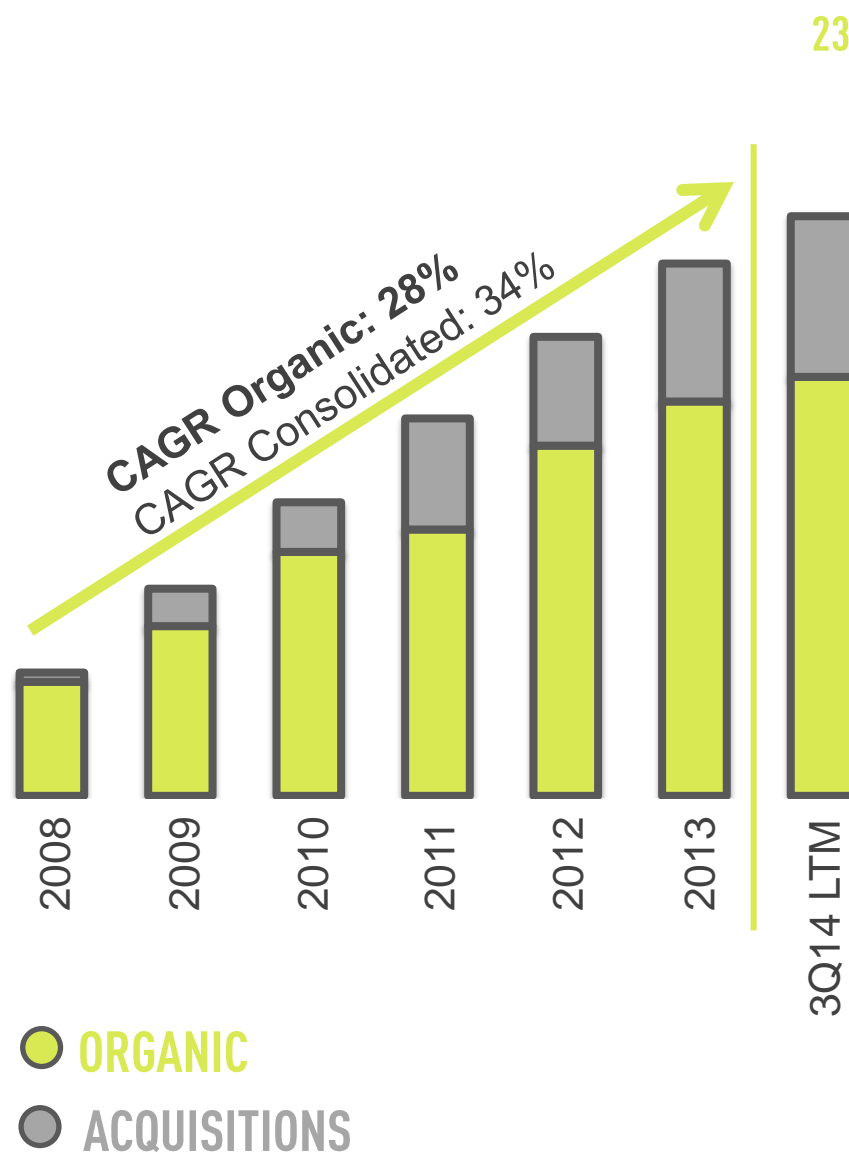
| COUNTRY OR REGION   | TOP BRANDS | TOTAL BRANDS | BRANDS   |
|---------------------|------------|--------------|--|
| CENTRAL AMERICA     | 17         | 24           |        <br>        |
| ARGENTINA           | 9          | 25           |      <br>    |
| ECUADOR             | 8          | 16           |           |
| PERU                | 10         | 13           |             |
| COLOMBIA            | 6          | 13           |         |
| BRAZIL              | 7          | 12           |          |
| USA HISPANIC MARKET | 7          | 19           |         |

Source: Company data and IMS Health..

# SUSTAINED ORGANIC

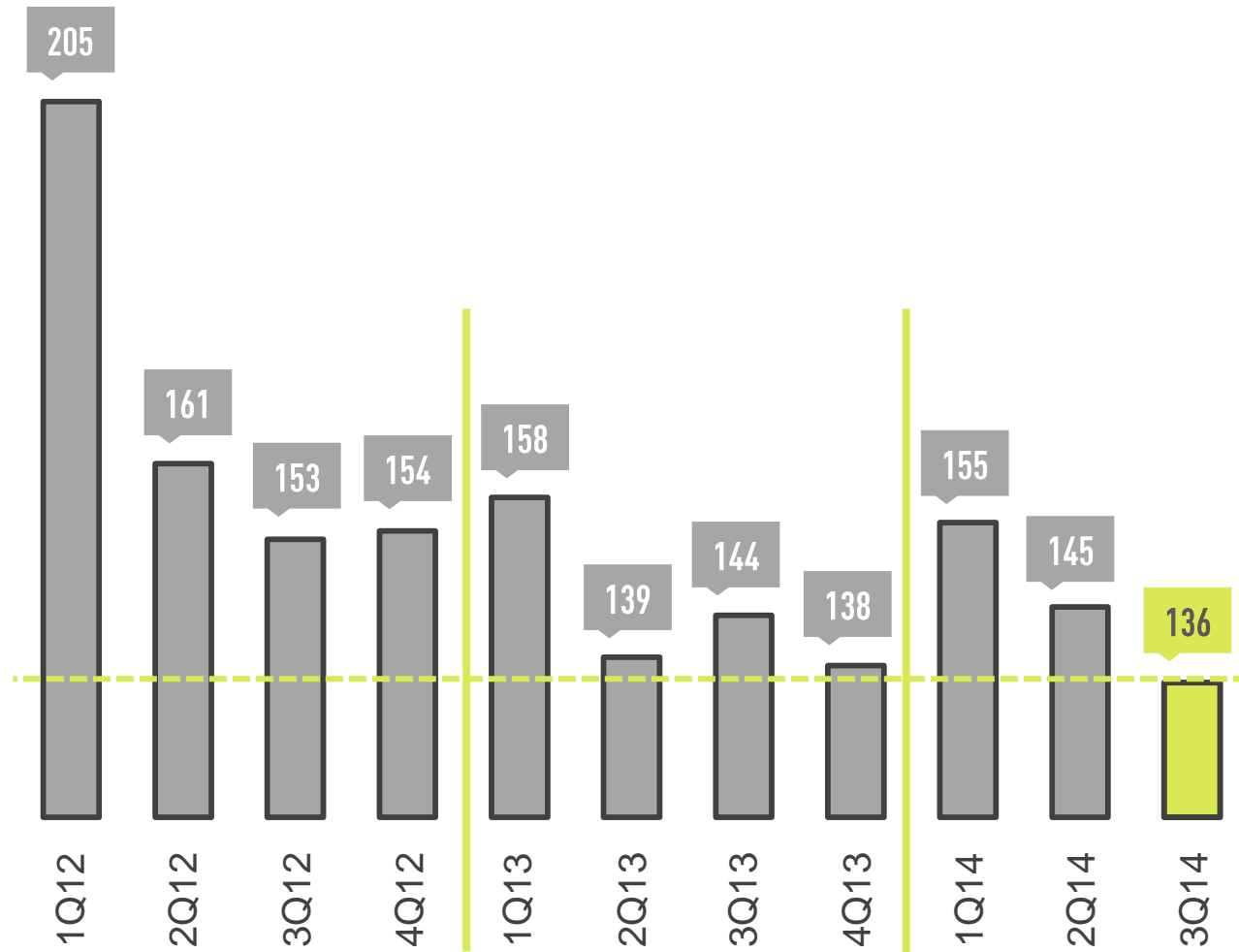
# GROWTH

The Company's growth is based on innovation and development, and acquisitions help to accelerate it.



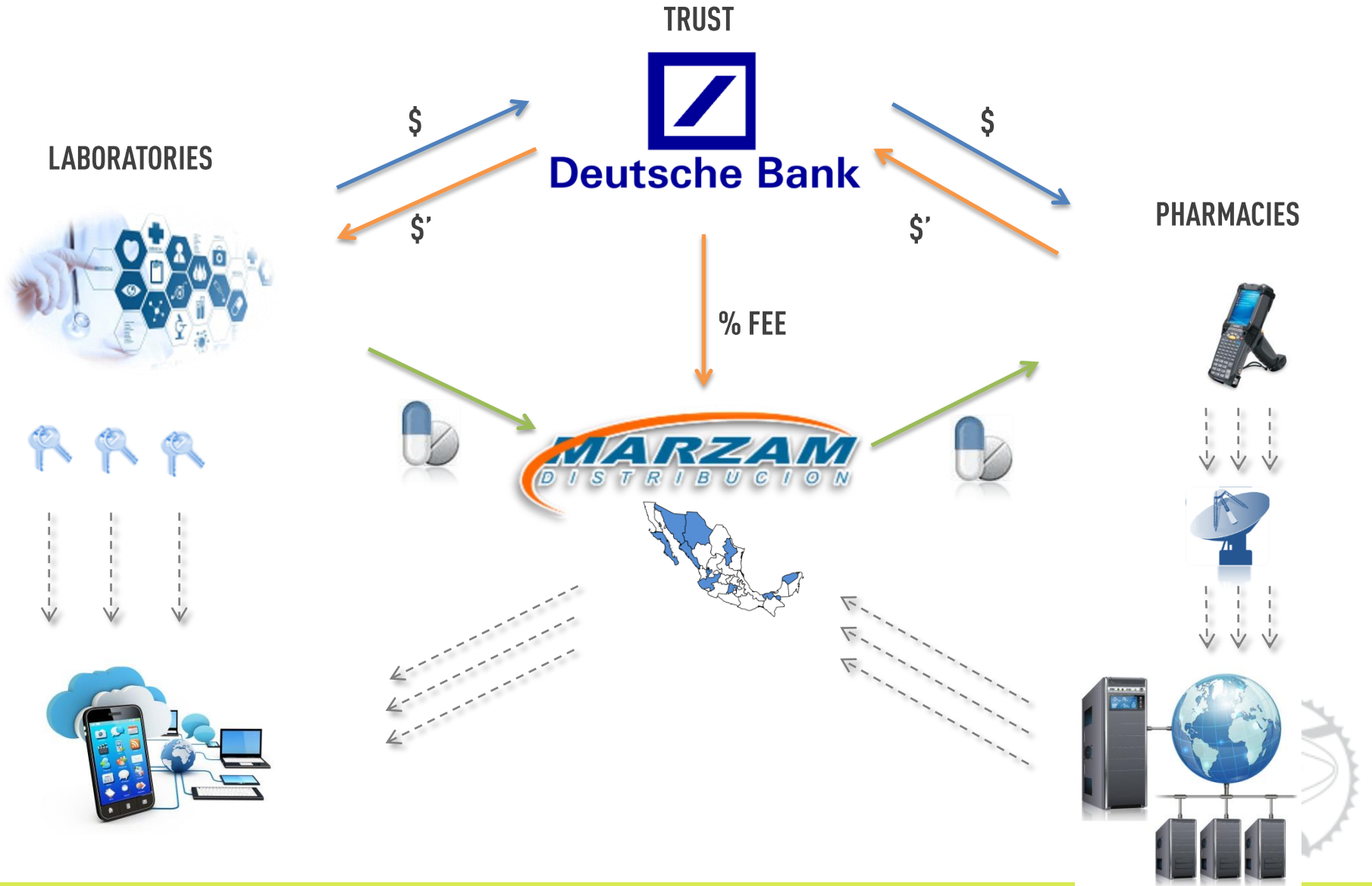
# CASH CONVERSION CYCLE

SINCE 1Q12 (DAYS)



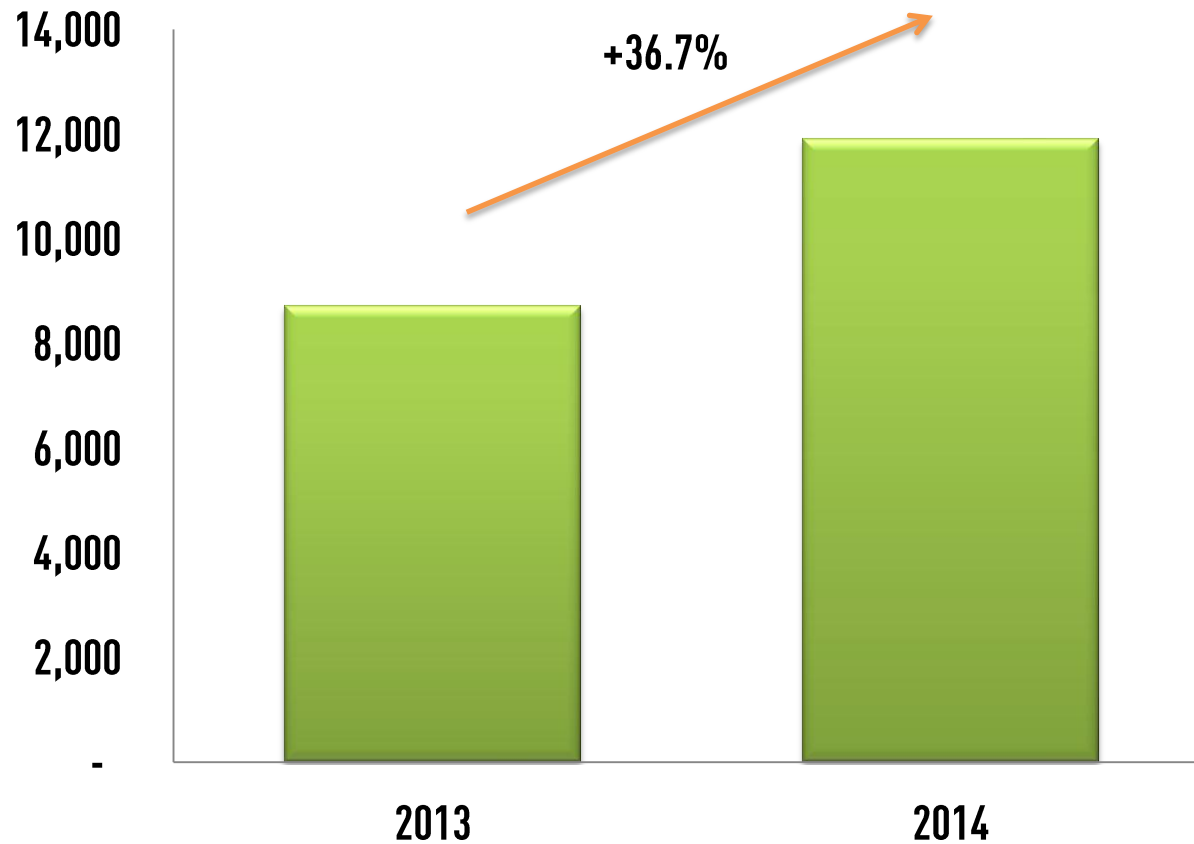


# MARZAM ACQUISITION



## MARZAM'S GROWTH

Marzam's year over year growth based on Casa Saba's situation.



*Genomma's products sold at Marzam increased 150% during the last quarter.*

# NEW COMMERCIAL STRATEGY



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# POINT OF SALE



# SHOPPER, CONSUMER & CHANNEL UNDERSTANDING



1



Insights Assessment



Shopper Reactio

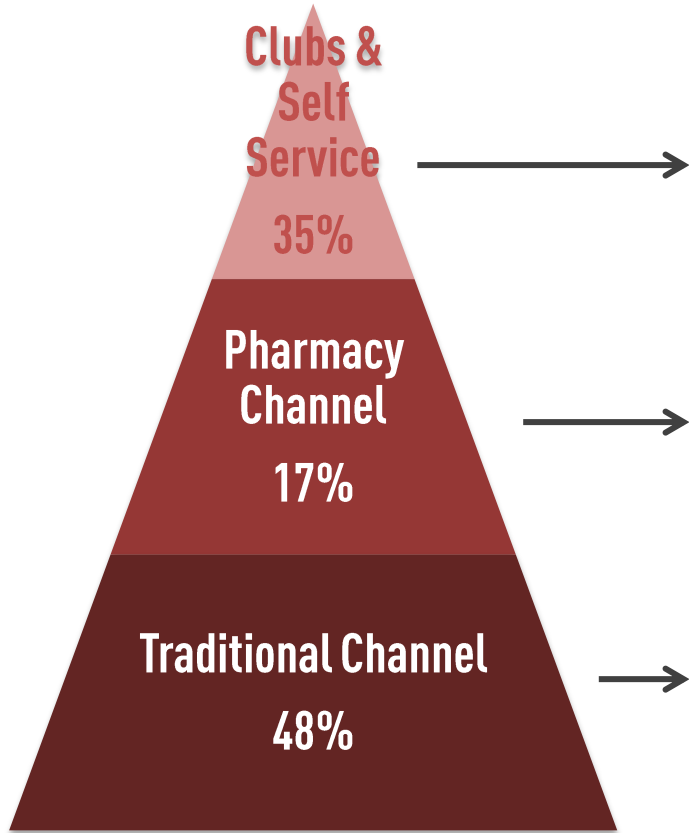


Eye Trackin

# IN-STORE VISION & CATEGORY STRATEGY



# ROUTE TO MARKET DESIGN



LatAm Channel Segmentation

| Clubs & Self Service | ✗ | ✗ | + | ✗ | ✗ |
|----------------------|---|---|---|---|---|
| Pharmacy Channel     | ✓ | ✓ | ✓ | ✓ | ✓ |
| Traditional Channel  | ✗ | ✗ | ✗ | ✗ | ✗ |

✗ *Not developed*

+

*To Exploit*

✓ *Mature*



# STRATEGIC ALLIANCES

## CREATION



*Walgreens*  
AT THE CORNER OF HAPPY & HEALTHY®





# POINT OF SALES

# EXECUTION



**COMMERCIAL  
INNOVATION**

**Open Exhibition Project**



# STATUS PER COUNTRY



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# CHALLENGES AND OPPORTUNITIES



Growth potential in the international operations OTC LATAM and US Hispanic Market size: \$160.5 billion pesos\*



\*In the countries where we participate  
 \*\*Genomma Lab is the #1 Hispanic Company in Walgreen's  
 Source: IMS Health

# CHALLENGES AND OPPORTUNITIES

Growth potential in the international operations  
 OTC LATAM and US  
 Hispanic Market size: \$160.5 billion pesos\*

**COUNTRIES IN LATAM IN WHICH GENOMMA LAB IS NOT PRESENT:**  
 Cuba  
 Haiti  
 Venezuela  
 Belice



\*In the countries where we participate  
 Source: Company Data.

# PORTFOLIO EXPANSION



# MEXICO OUTLOOK



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# MEXICAN SNAPSHOT

## TOP BRANDS:



GOICOTABS



Demographics:  
Pop.: 120.3mm  
GDP: MXP 1.3t  
GDP per Capita:  
\$15,600 USD

LTM Sales  
Segmentation:  
OTC 62%, PC  
38%



OTC Market:  
19.3 billion MXN

Points of Sale:  
44,000

Ranking OTC:  
#1

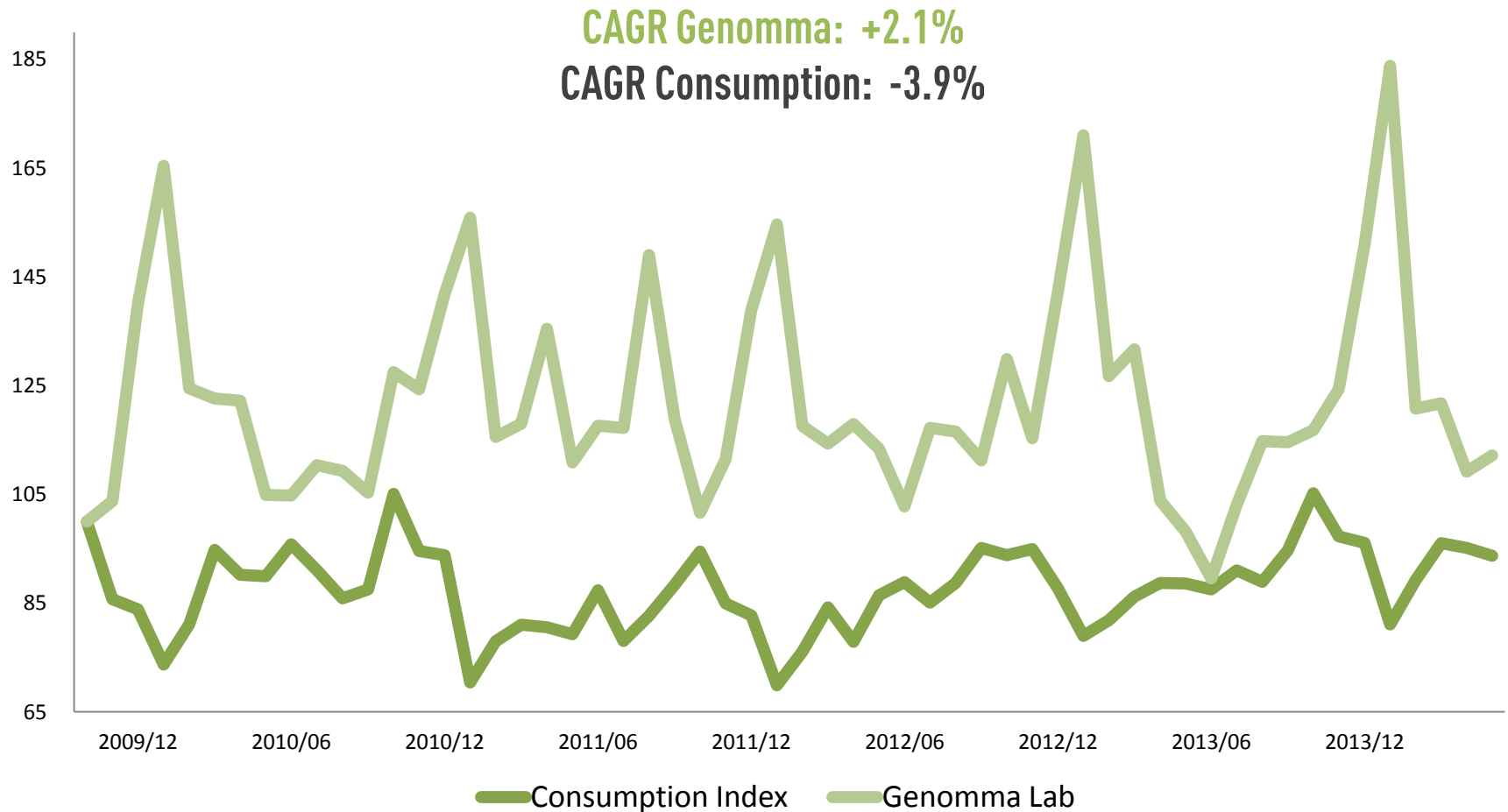
## TOP CLIENTS





# WEAK CONSUMPTION

## IN MEXICO



Base 100 october 2009. Source: INEGI.

CAGR: Compound Annual Growth Rate 2009.-2013, in real value in Mexico.

# OTC MARKET

- Market size in Mexico: **\$19.3 billion pesos**
- Genomma Lab's market share: **13.2%**

**#1 in the OTC Market**

**2014 - 13.2% Market Share**

**2011 - 12.3% Market Share**

**2008 - 4.2% Market Share**

Genomma Lab has presence in **15** of the **top 20** categories in this market.



| Rank | Top Categories                                      |
|------|---|
| 1    | Non-narcotics and antipyretics                      |
| 2    | Cold and cough preparations without anti-infectives |
| 3    | Oral electrolyte substitutes                        |
| 4    | Emollients and Protectors                           |
| 5    | Multivitamins with minerals                         |
| 6    | Antimicrotics, topical dermatological               |
| 7    | <i>Milk for Children</i>                            |
| 8    | Other dermatological preparations                   |
| 9    | Anticough combinations                              |
| 10   | Expectorants  |
| 11   | Other tonics  |
| 12   | Non-steroidal antirheumatics, simple                |
| 13   | Topical antirheumatics and analgesics               |
| 14   | <i>Emetics</i>                                      |
| 15   | Gynecological antiseptics                           |
| 16   | Pharyngeal Decongestant                             |
| 17   | <i>Anti-acids with anti-fatulents</i>               |
| 18   | <i>Anti-helminthics</i>                             |
| 19   | Gynecological anti-microtics                        |
| 20   | <i>Dental</i>                                       |

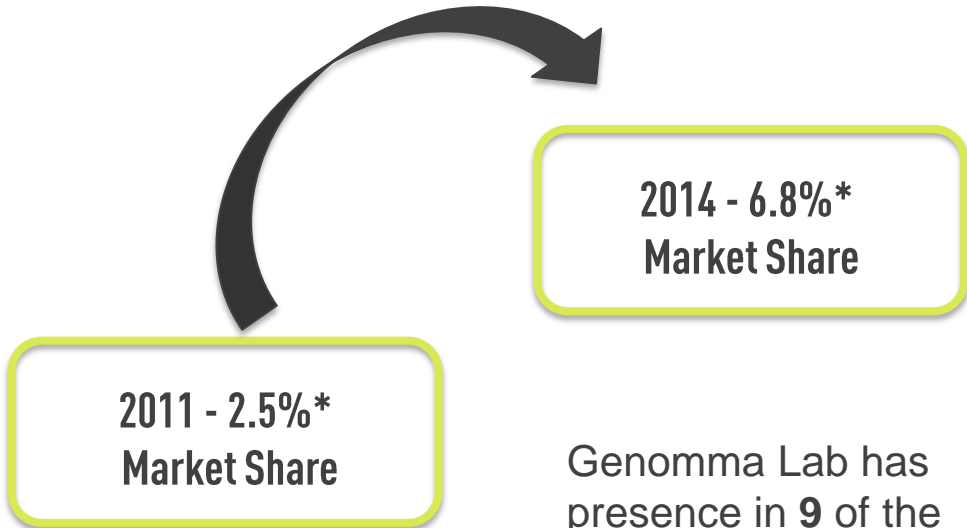
\*Source: IMS Health, as of July 2014.

# PERSONAL CARE MARKET



- Market size in Mexico: **\$130.9 billion pesos**
- Genomma Lab's market share: **6.8%\***

**#5 in the PC Market**



Genomma Lab has presence in **9** of the **top 15** categories in this market.

| Rank | Top Categories                    |
|------|-----------------------------------|
| 1    | Mass Cosmetics                    |
| 2    | Hair Care                         |
| 3    | Skin Care                         |
| 4    | Fragrances                        |
| 5    | Colour Cosmetics                  |
| 6    | Oral Care                         |
| 7    | Oral Care Excl Power Toothbrushes |
| 8    | Men's Grooming                    |
| 9    | Premium Cosmetics                 |
| 10   | Bath and Shower                   |
| 11   | Deodorants                        |
| 12   | Baby and Child-Specific Products  |
| 13   | Sets/Kits                         |
| 14   | Sun Care                          |
| 15   | Depilatories                      |

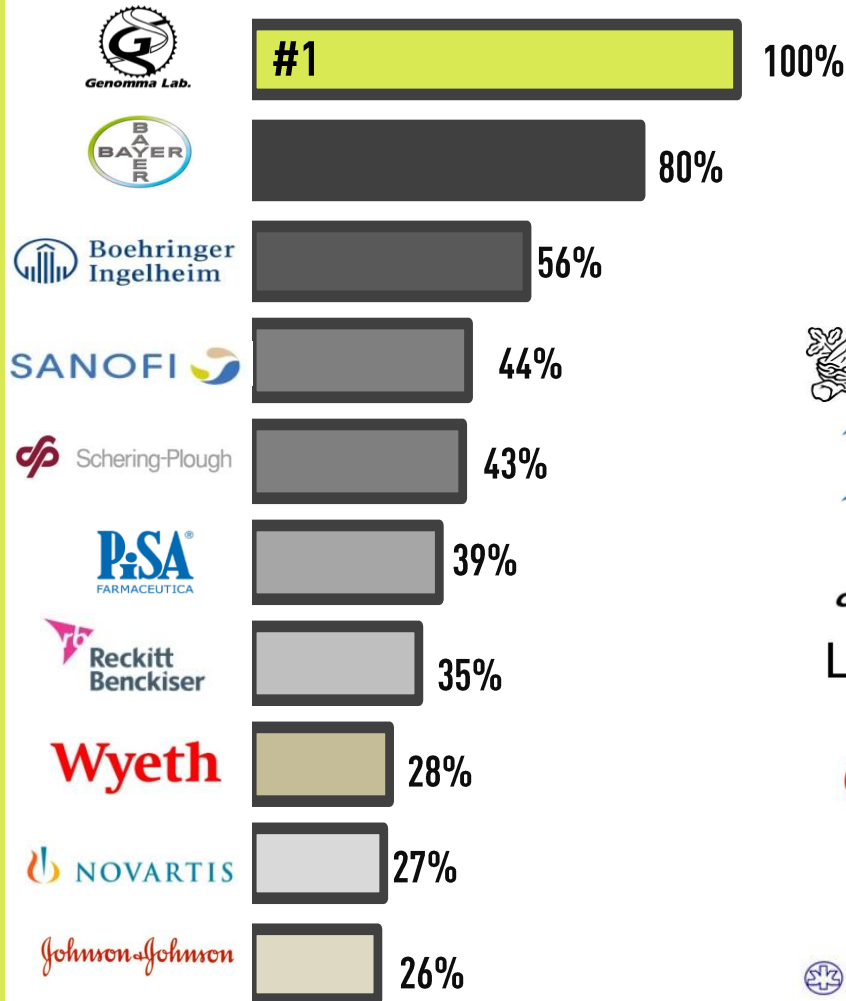
\*In the categories where we participate.

\*\*Source: Company estimates.

# MEXICO OUTLOOK

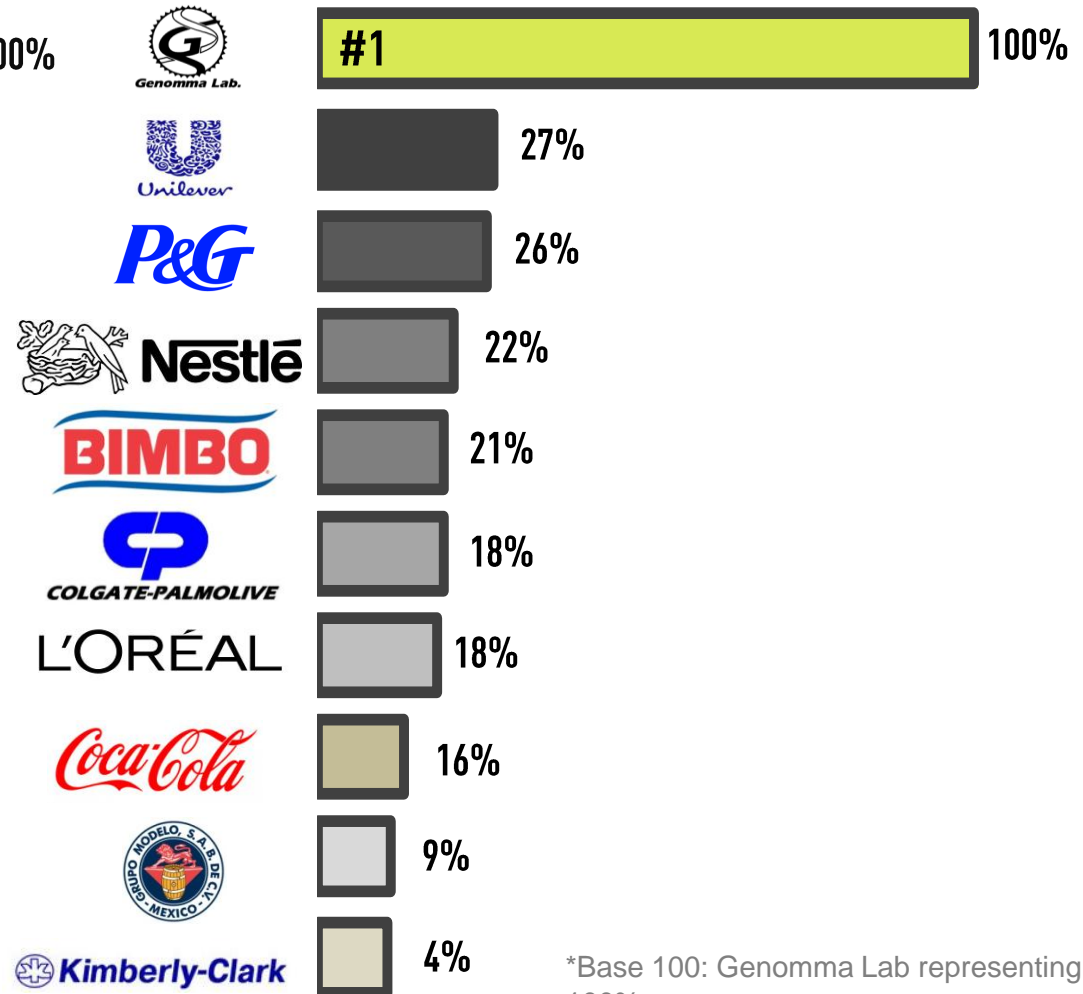
## Top 10 OTC Labs

(As of June 2014, in million USD. Source: IMS Health)



## Top 10 Advertisers

(As of July 2014. Source: Public Rates)



\*Base 100: Genomma Lab representing 100%.

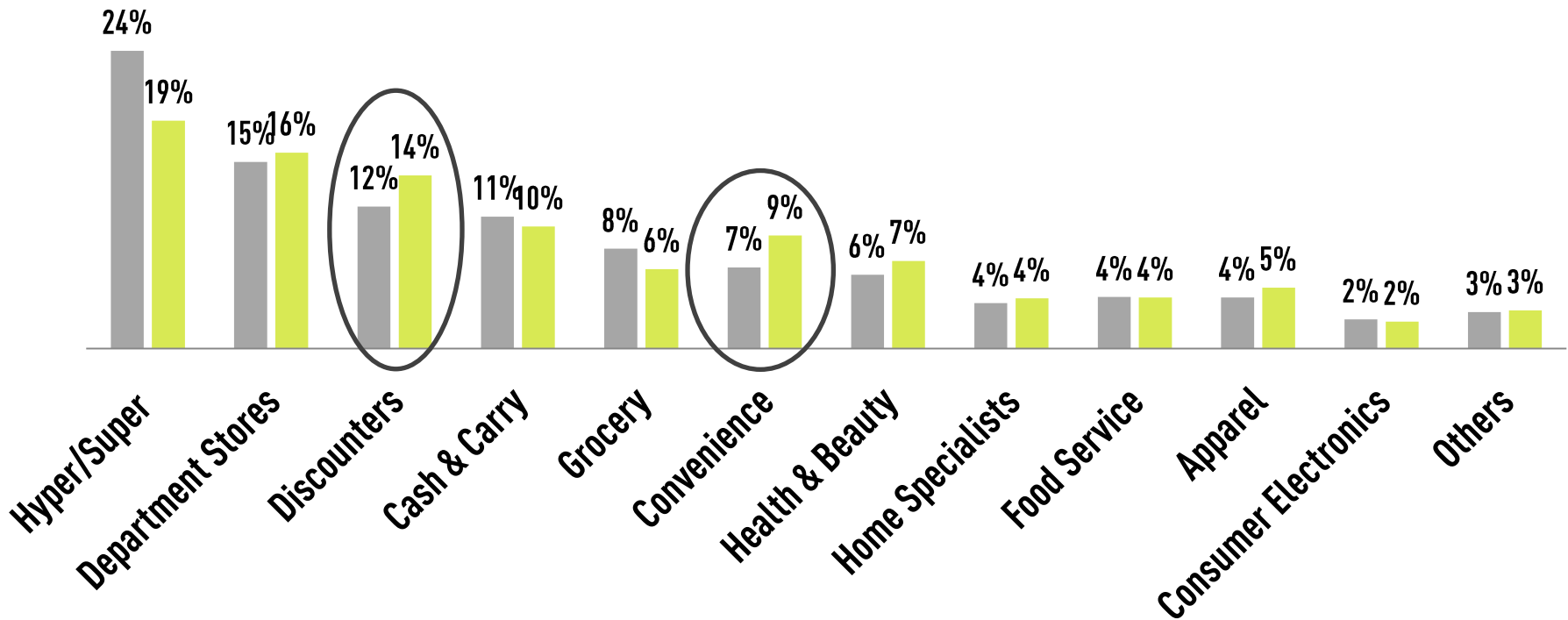
# KEY SUCCESS DRIVERS



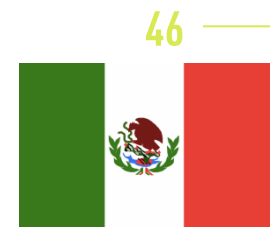
- Opening of new modern and traditional channels:

## Mexico Channel Development

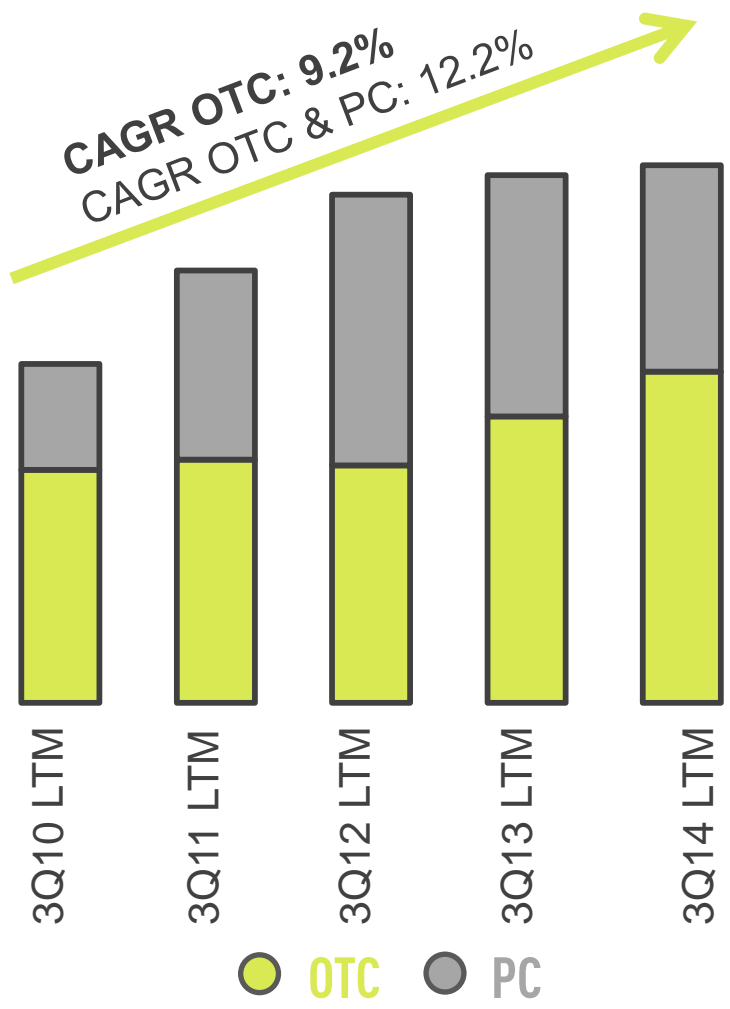
■ % of Sales '06   ■ % of Sales '14



# GENOMMA LAB'S CORE BUSINESS IN MEXICO



CAGR OTC: 9.2%  
CAGR OTC & PC: 12.2%



The Company's core business has showed sustained growth over the years with higher growth rates than the industry.



# BRAZIL OUTLOOK



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# BRAZILIAN SNAPSHOT

## BRANDS:



GOICOECHEA

dermaglós



Top Clients:  
Panpharma, D  
Center, Santa  
Cruz, Profarma,  
Nazaria

Demographics:  
Pop.: 200.4mm  
GDP: MXP 29,340  
bn  
GDP per Capita:  
146

OTC Market:  
17.85 BR



Local  
Manufacturing:  
33% of total  
brands

Ranking OTC: #8

LTM Sales  
Segmentation:  
OTC 20%, PC 80%

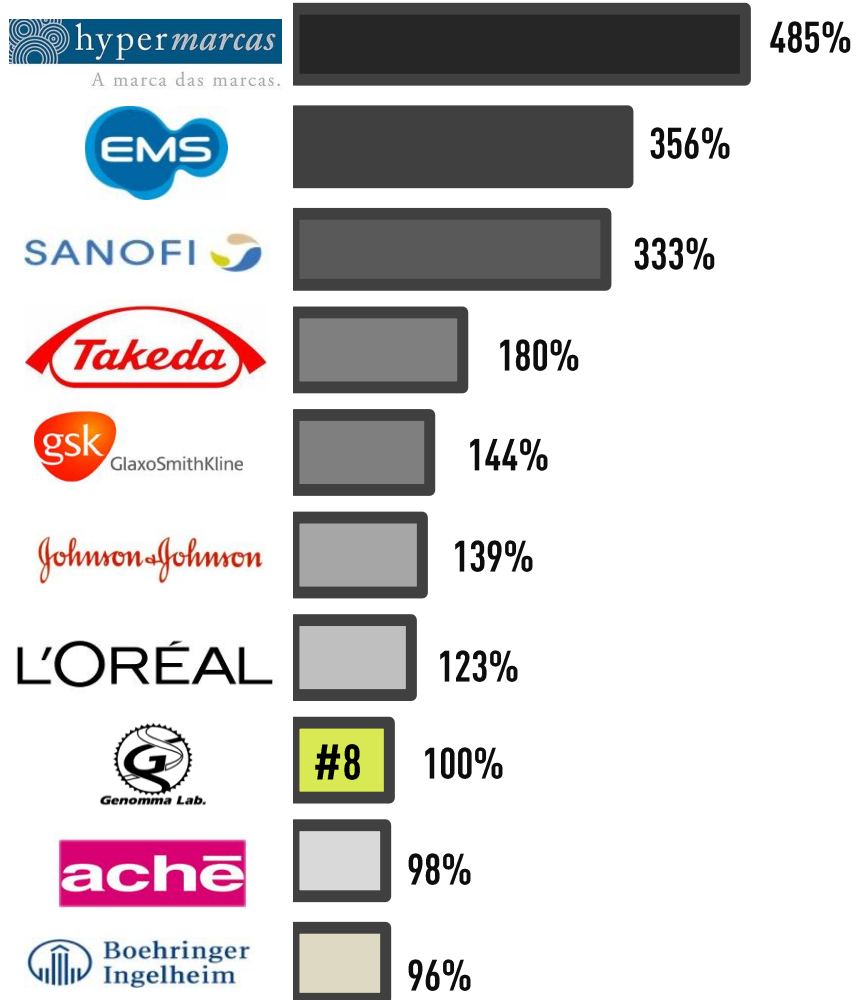
Points of Sale:  
69,037



# BRAZILIAN OUTLOOK

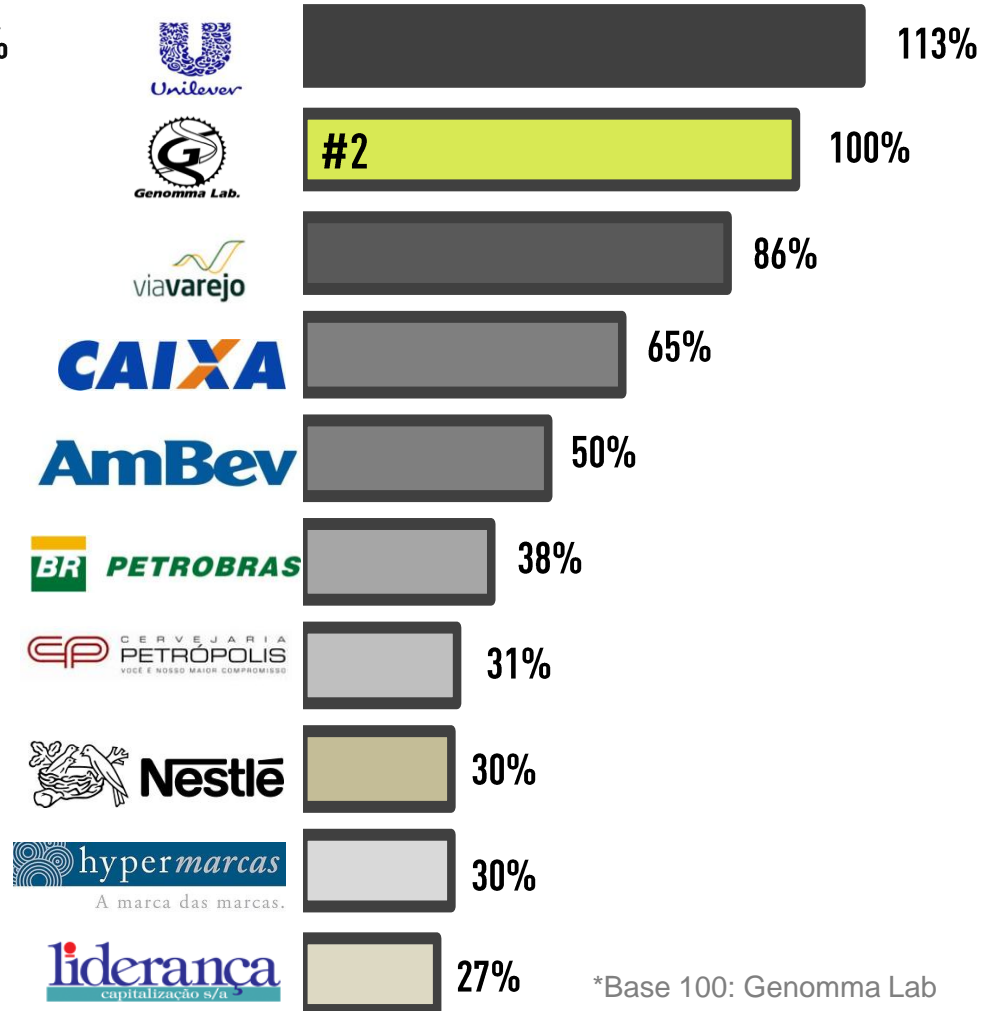
## Top 10 OTC Labs

(As of June 2014. Source: IMS Health)



## Top 10 Advertisers

(As of July 2014. Source: Public Rates)



\*Base 100: Genomma Lab representing 100%.

# ARGENTINA OUTLOOK



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# ARGENTINIAN SNAPSHOT

## TOP BRANDS:

**Picidex**  
Elimina los hongos muy rápido.

**Asepxia**

**Tafirol**

GOICOECHEA

**Cicatricure**

**UNESIA**  
informatol

**NEXT**

**Pointts**

**BENGUE**

Top Clients:  
Drogueria del  
Sud, Suizo  
Argentina,  
Farmcity, Monroe  
Americana

Demographics:  
Pop.: 41.4 mm  
GDP: MXP 7,993  
bn  
GDP per Capita:  
193

OTC Market: 4.5  
bn ARS



Local  
Manufacturing:  
68% of total  
brands

Ranking OTC: #1

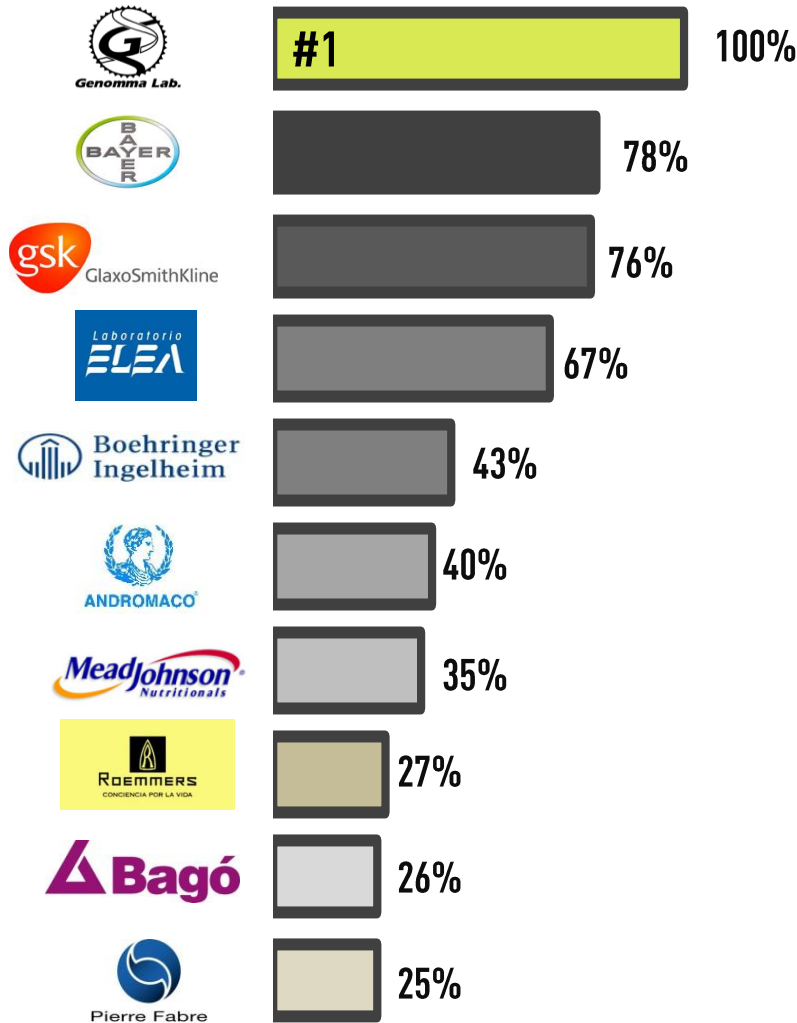
LTM Sales  
Segmentation:  
OTC 29%, PC 71%

Points of Sale:  
14,300

# ARGENTINA OUTLOOK

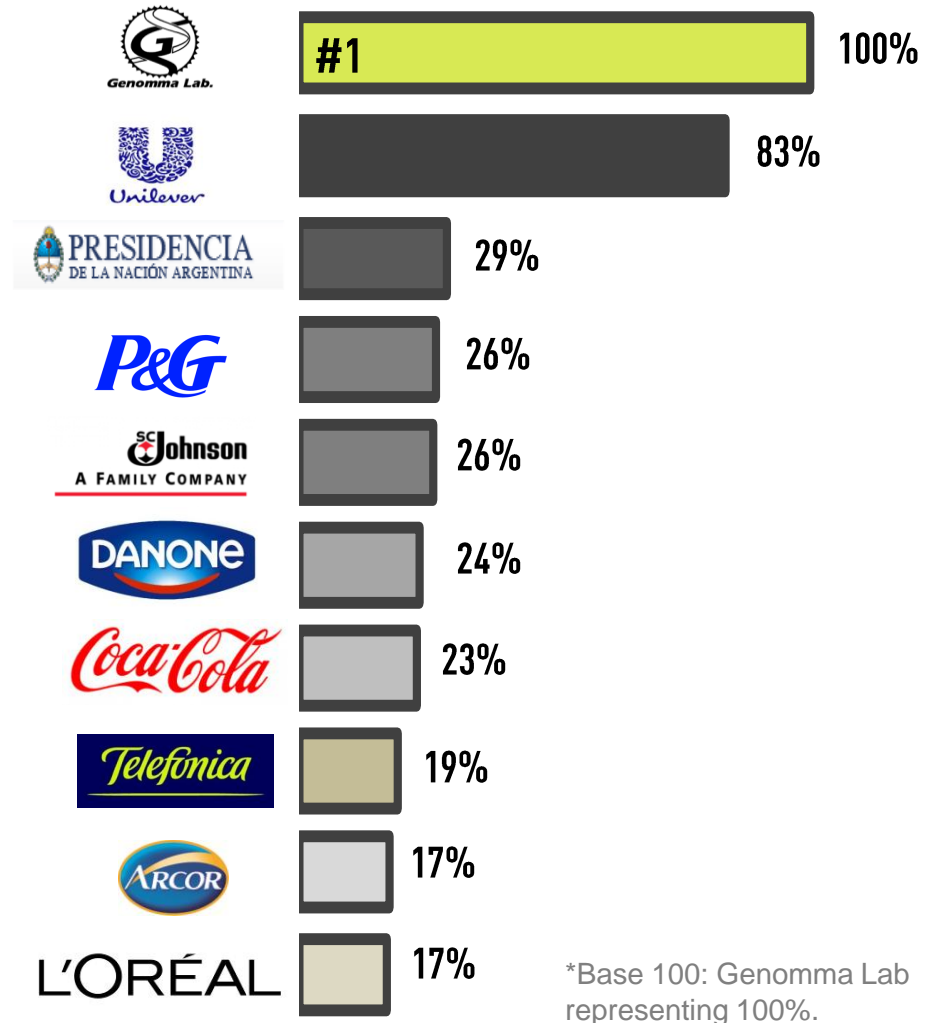
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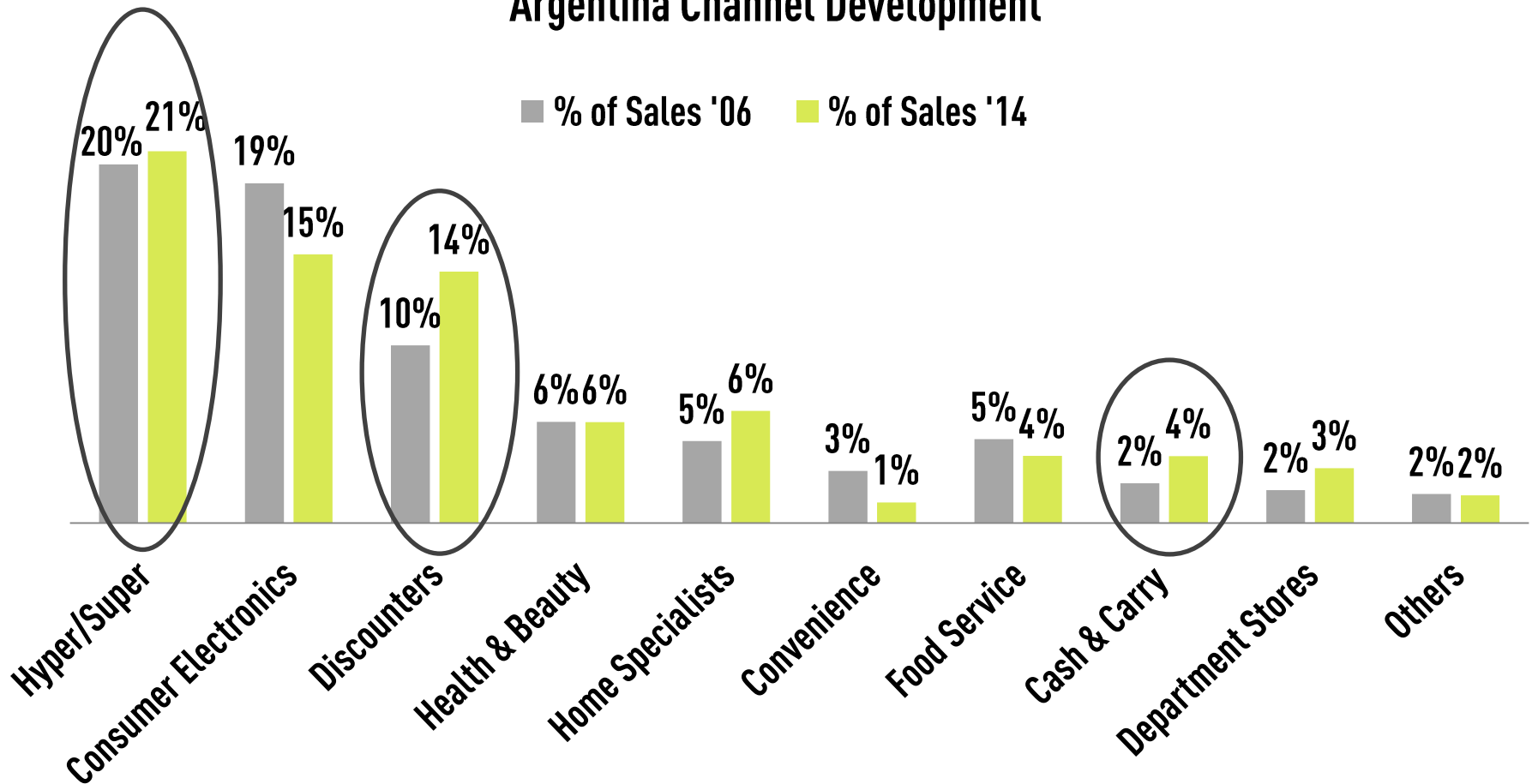
# KEY SUCCESS DRIVERS

- Opening of new modern and traditional channels:



## Argentina Channel Development

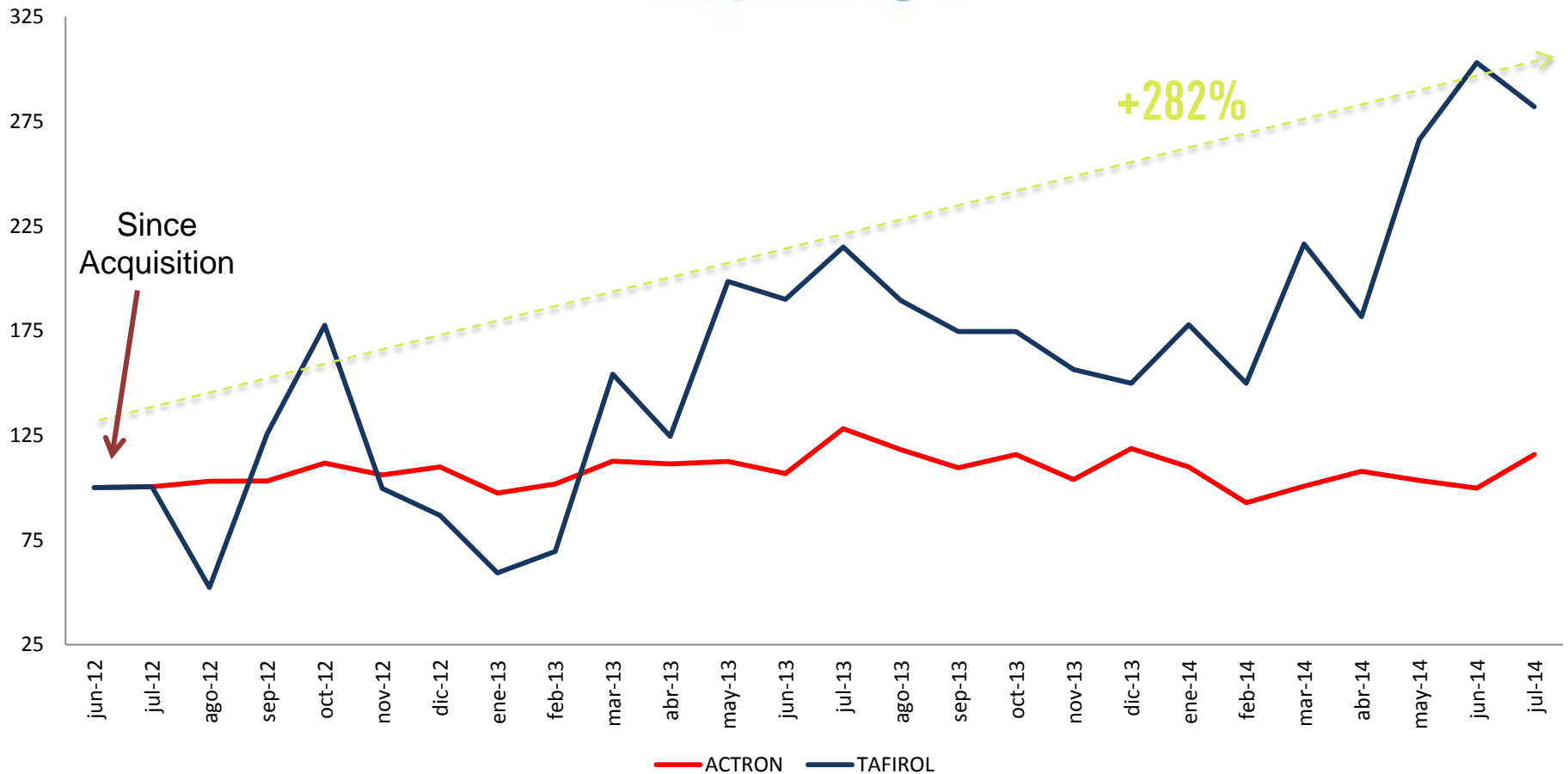
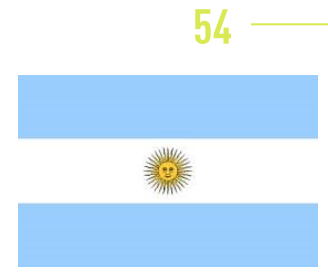
■ % of Sales '06    ■ % of Sales '14



# KEY SUCCESS DRIVERS

- Successful M&A:

# Tafirol



**USA**

**OUTLOOK**



**Genomma Lab<sup>®</sup>**  
Internacional



# U.S.A. SNAPSHOT

## BRANDS:



Demographics:  
Pop.: 316.1 mm  
GDP: MXP  
219,495 bn  
GDP per Capita:  
694

Top Clients:  
Walgreens,  
Walmart

OTC Market: 39.4  
bn



Local  
Manufacturing:  
79% of total  
brands

Ranking OTC: #1  
in Hispanic  
market

LTM Sales  
Segmentation:  
OTC 20%, PC 80%

Points of Sale:  
19,900



## HISPANIC POPULATION OVERVIEW

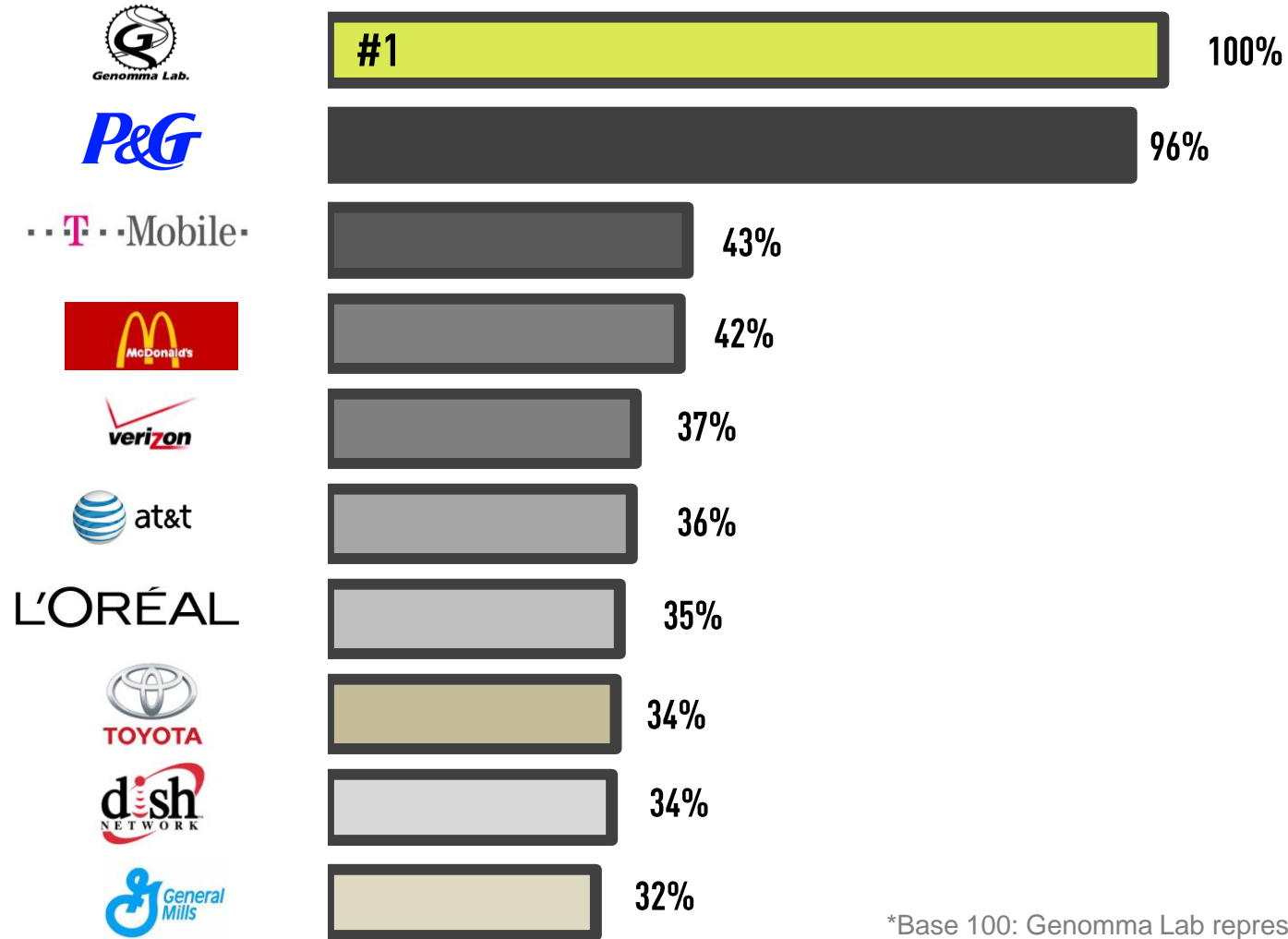
- **50+** million people
- **17%** of the US population
- **\$1.3** Trillion ( \$15.6 Trillion USA)
- **8%** of the U.S. GDP = 8% of the budget
- **2nd** largest Spanish speaking population in the **WORLD!**



# US HISPANIC MARKET OUTLOOK

## Top 10 Advertisers

(As of July 2014. Source: Public Rates)



\*Base 100: Genomma Lab representing 100%.

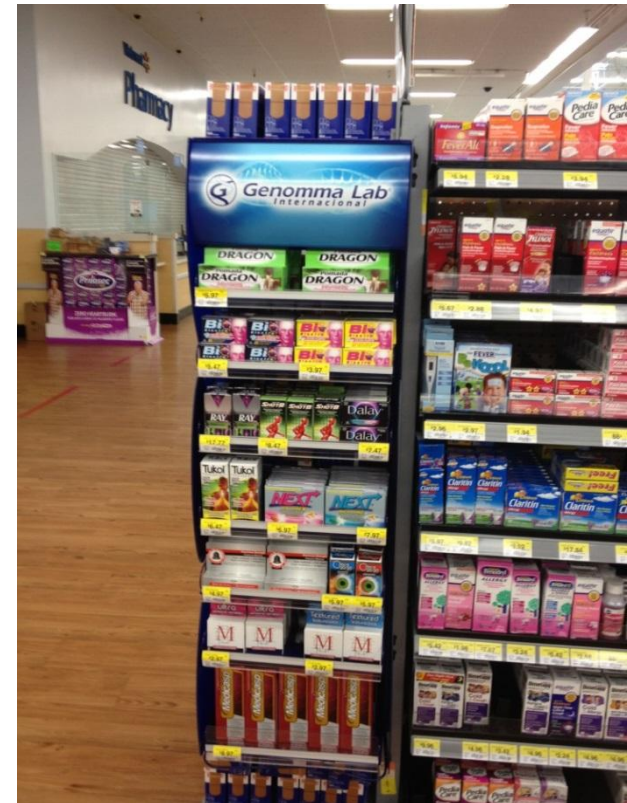
## KEY SUCCESS DRIVERS

- Long term agreements with clients.
- Successful business model driving traffic to stores

*Walgreens*



Walmart 



# REST OF LATAM OUTLOOK



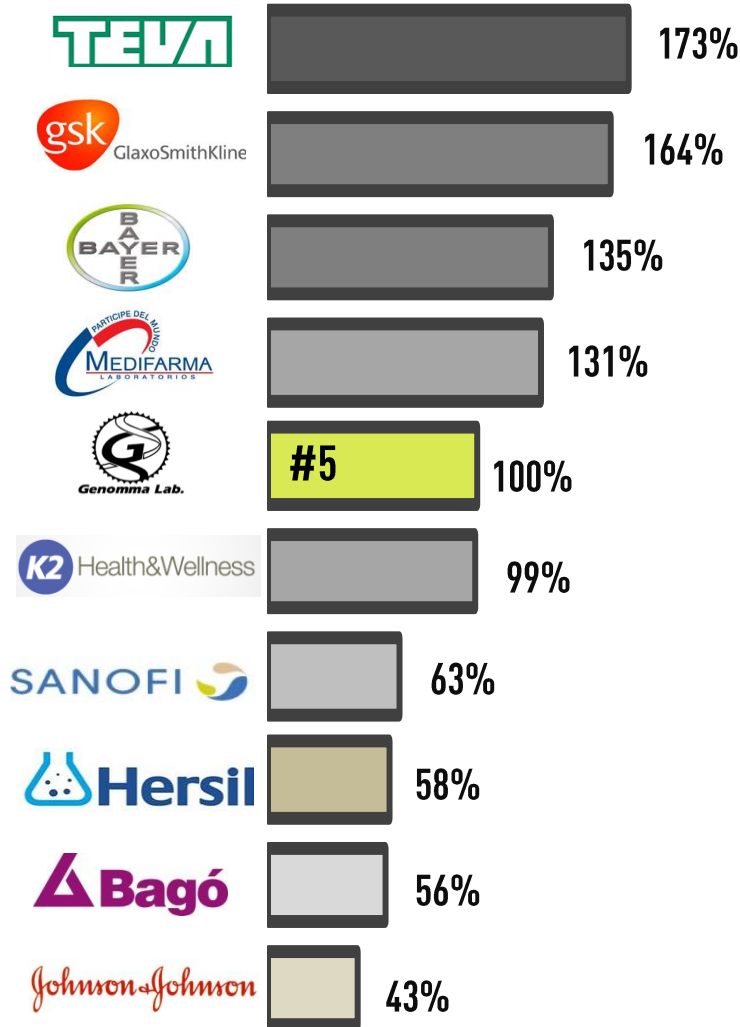
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# PERU OUTLOOK

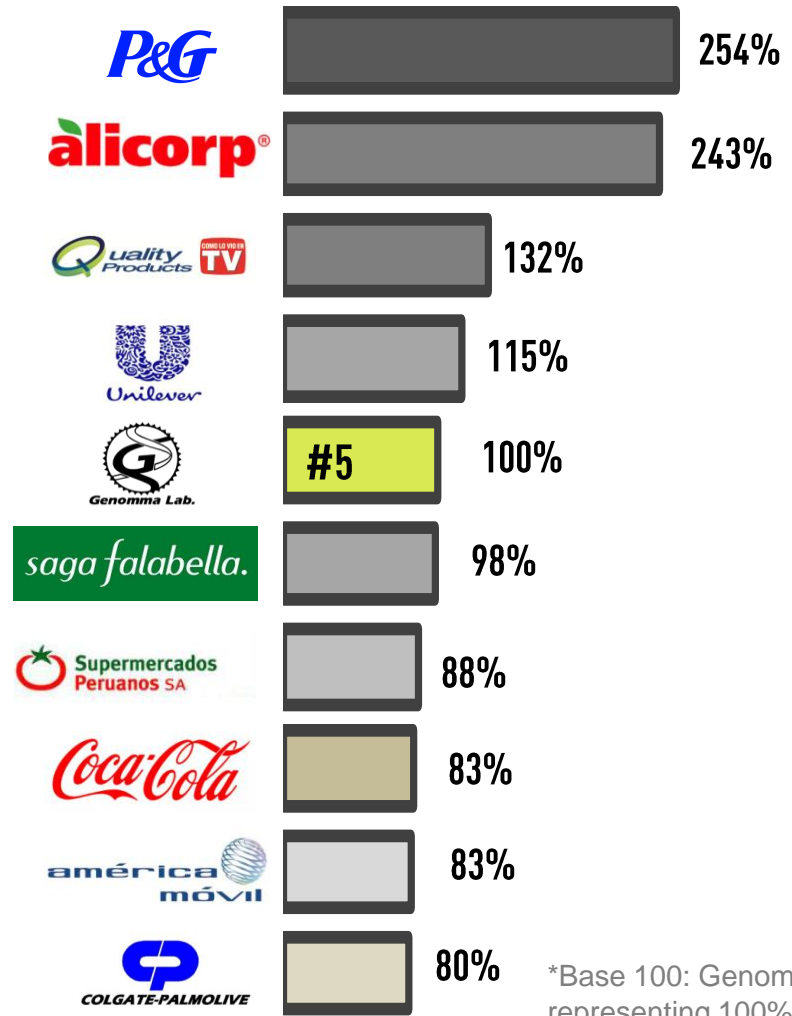
## Top 10 OTC Labs

(As of June 2014. Source: IMS Health)



## Top 10 Advertisers

(As of July 2014. Source: Public Rates)

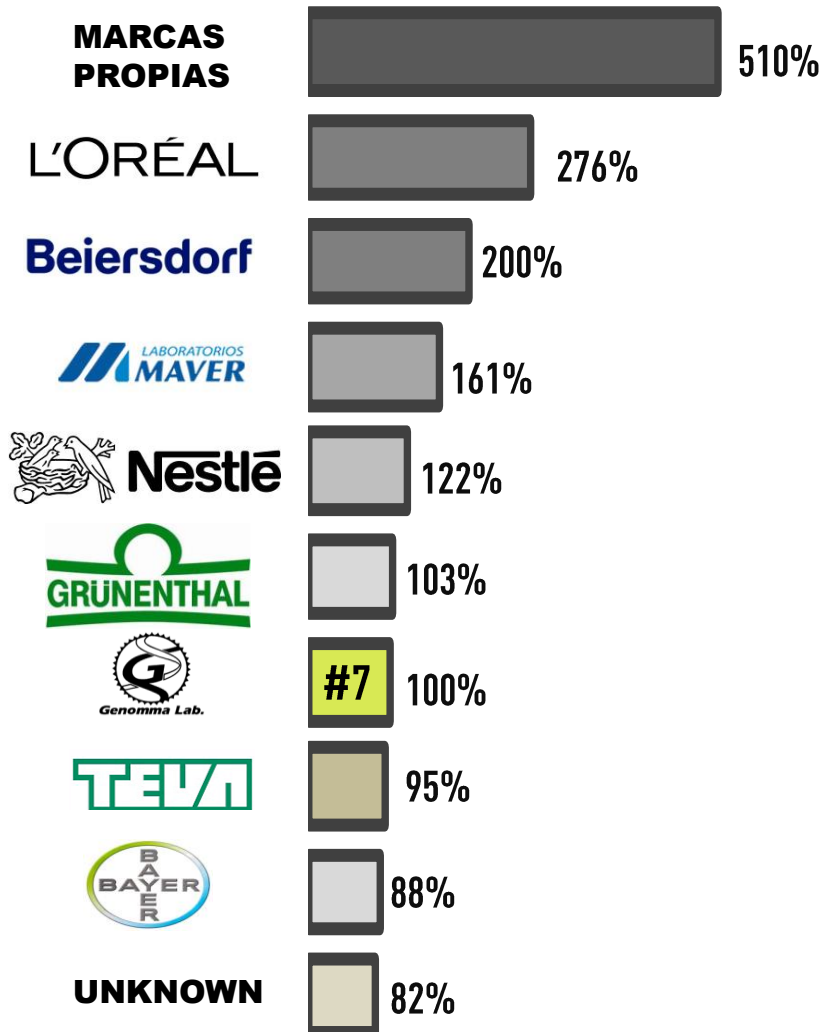


\*Base 100: Genomma Lab representing 100%.

# CHILE OUTLOOK

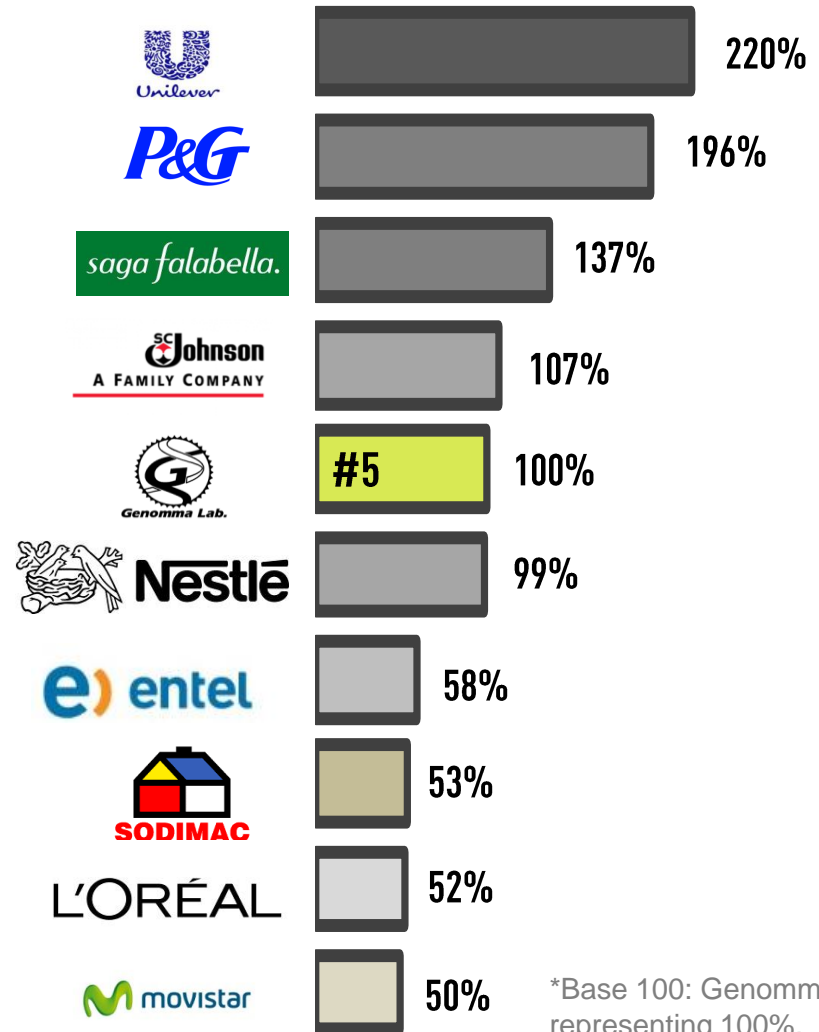
## Top 10 OTC Labs

(As of June 2014. Source: IMS Health)



## Top 10 Advertisers

(As of July 2014. Source: Public Rates)

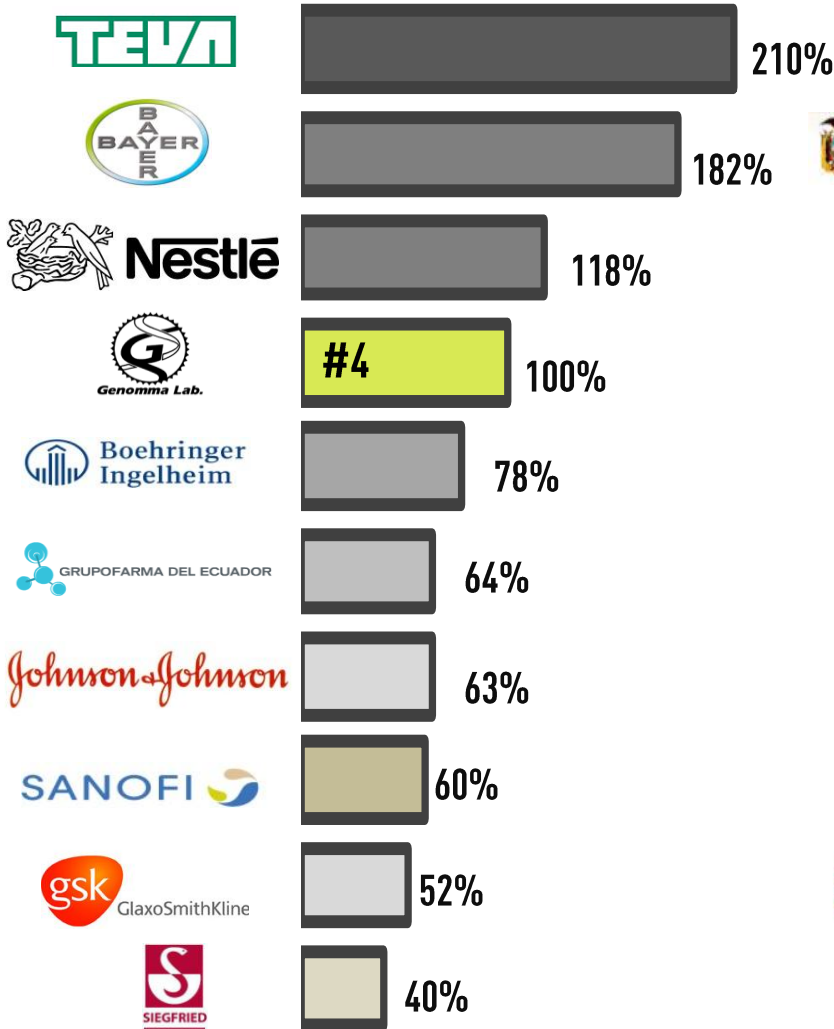


\*Base 100: Genomma Lab representing 100%.

# ECUADOR OUTLOOK

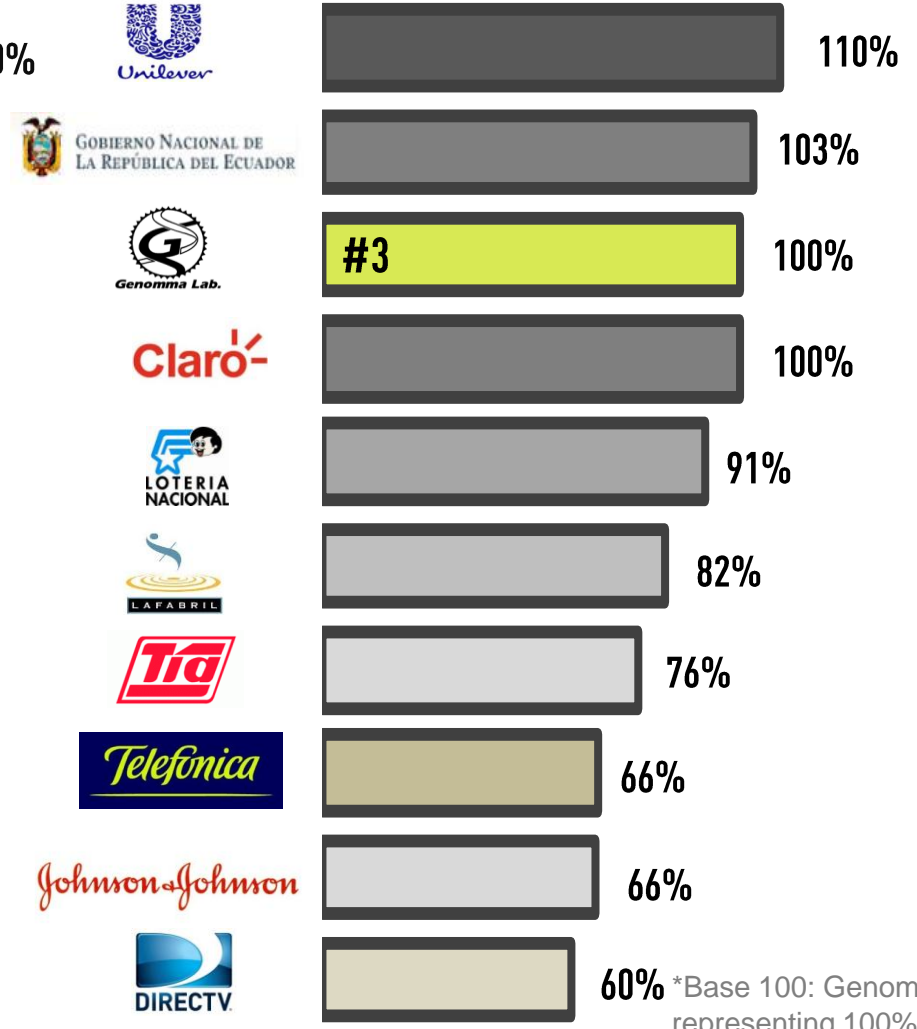
## Top 10 OTC Labs

(As of June 2014. Source: IMS Health)



## Top 10 Advertisers

(As of July 2014. Source: Public Rates)

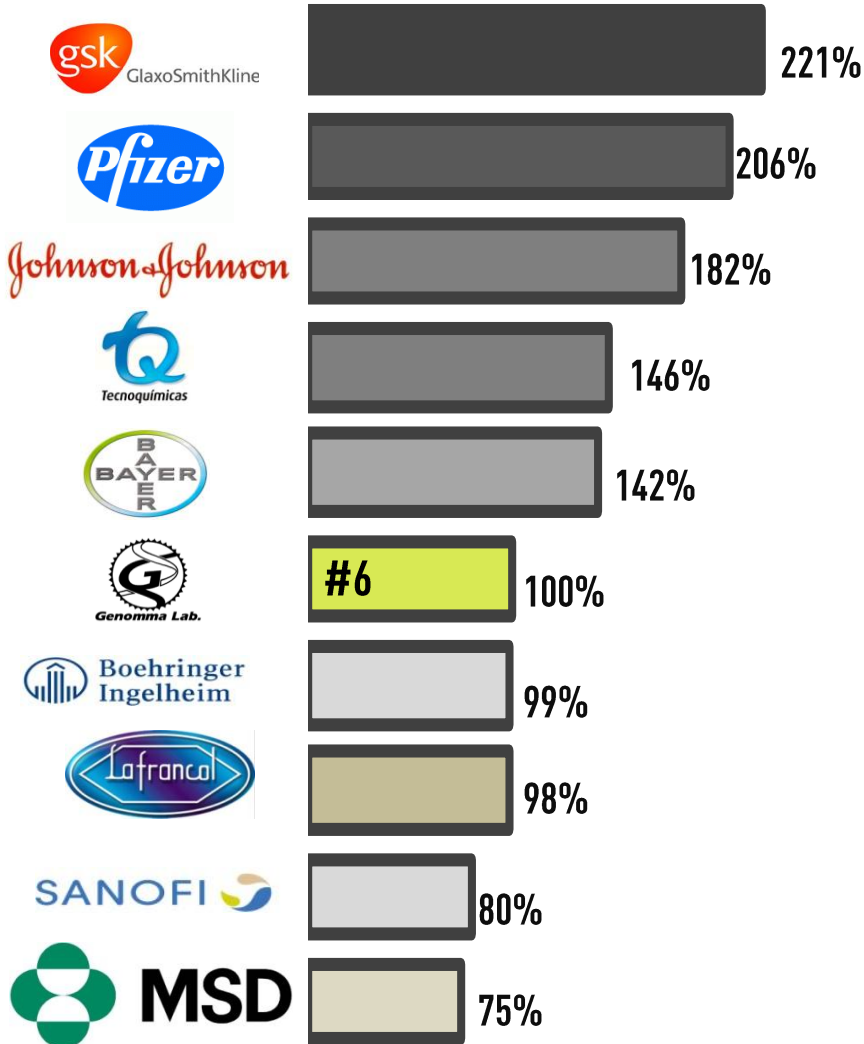


\*Base 100: Genomma Lab representing 100%.

# COLOMBIA OUTLOOK

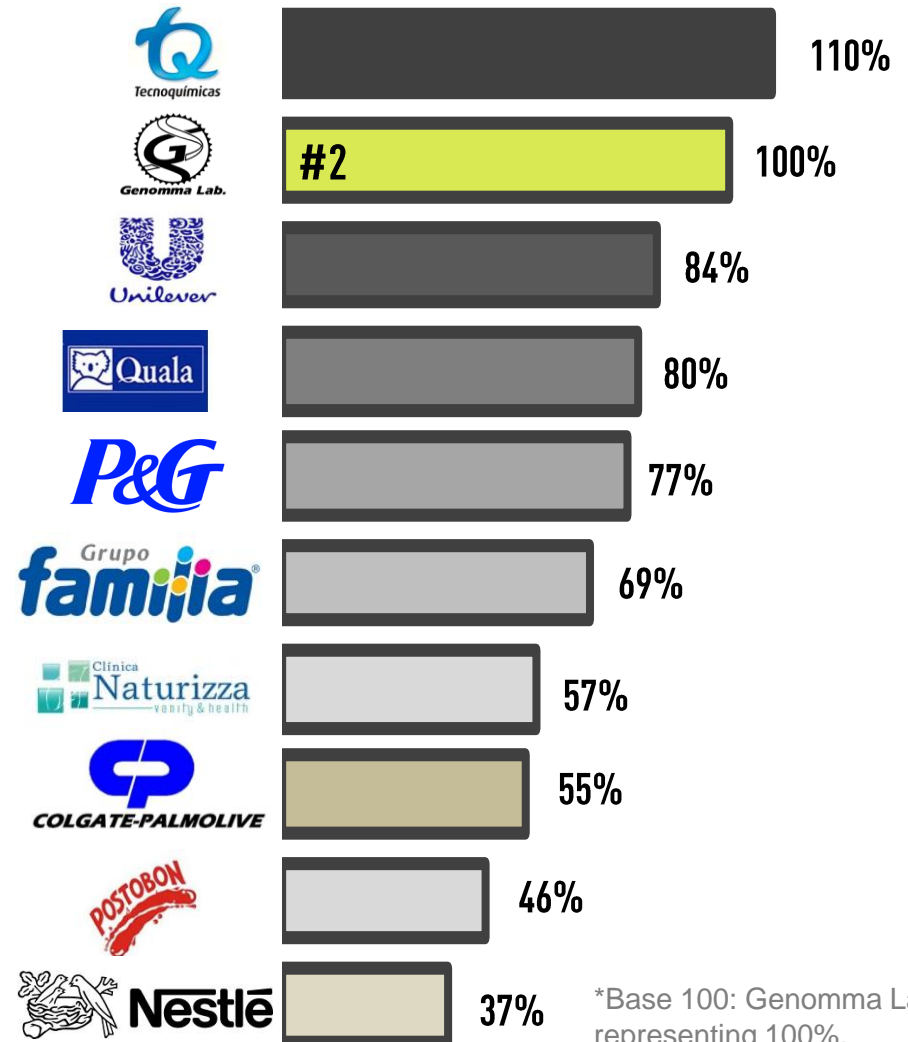
## Top 10 OTC Labs

(As of June 2014. Source: IMS Health)



## Top 10 Advertisers

(As of July 2014. Source: Public Rates)



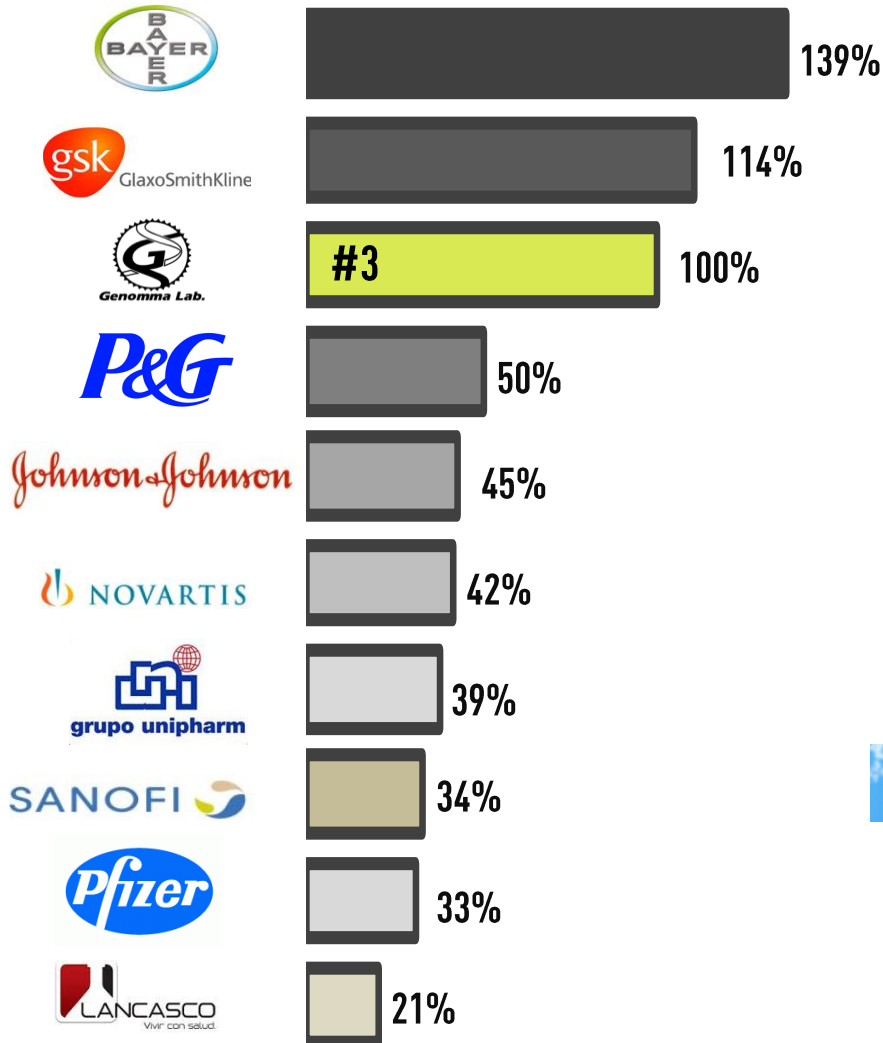
\*Base 100: Genomma Lab representing 100%.



# CENTRAL AMERICA OUTLOOK

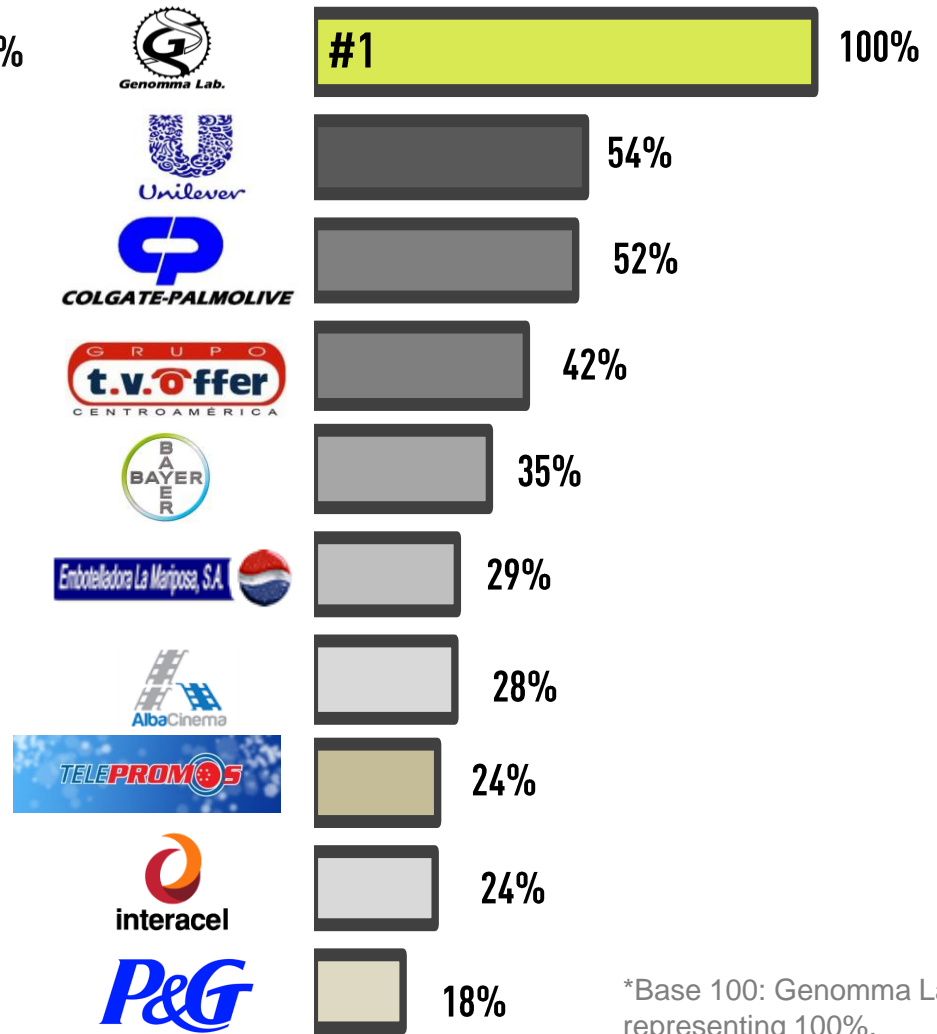
## Top 10 OTC Labs

(As of June 2014. Source: IMS Health)



## Top 10 Advertisers

(As of July 2014. Source: Public Rates)



\*Base 100: Genomma Lab representing 100%.

# FINANCIAL OUTLOOK



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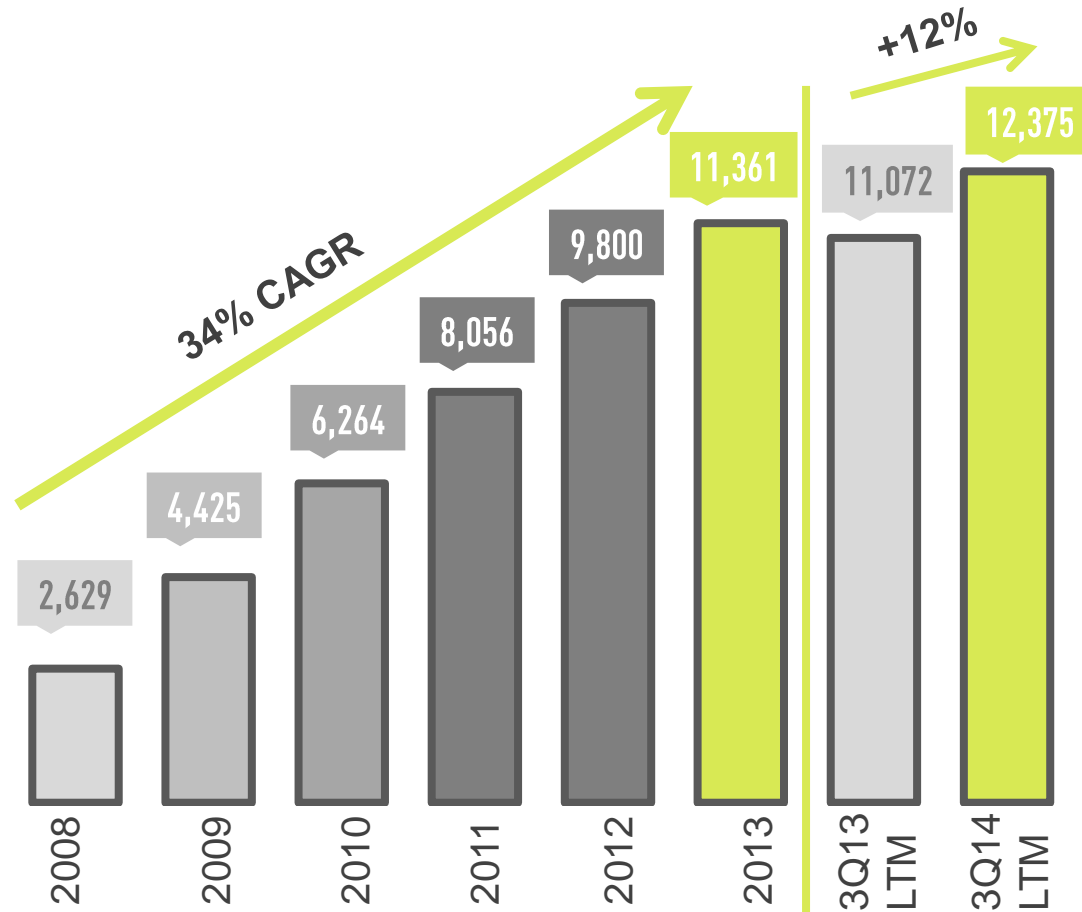
## FOCUS ON VALUE

## GENERATION

|                              | <u>2011</u> | <u>2012</u> | <u>2013</u> | <u>3Q14</u> |                       |
|------------------------------|-------------|-------------|-------------|-------------|-----------------------|
| Days of Trade Receivables    | 156         | 176         | 159         | 167         |                       |
|                              | +           | +           | +           | +           |                       |
| Days of Inventories          | 161         | 121         | 152         | 111         |                       |
|                              | =           | =           | =           | =           |                       |
| Days of Suppliers            | 184         | 143         | 173         | 142         |                       |
|                              | =           | =           | =           | =           |                       |
| <u>Cash Conversion Cycle</u> | 133         | 154         | 138         | 136         | → <u>2014e</u><br>145 |

# NET SALES

(MILLION PESOS)

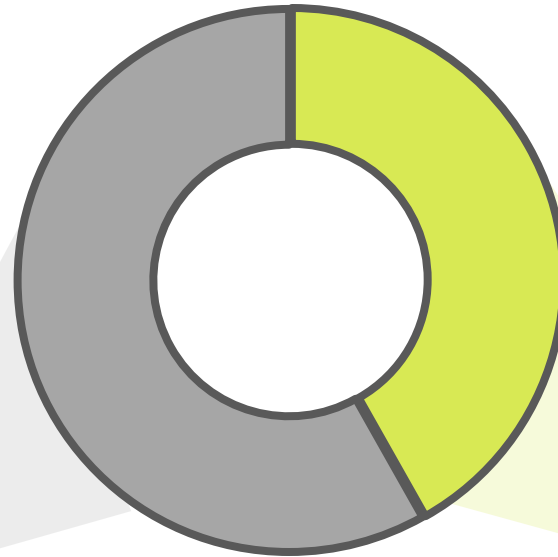


|               | 3Q14           |                |                | 3Q13           |                |                | %Var        |
|---------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------|
|               | Pharma*        | PC             | Total 3Q14     | Pharma*        | PC             | Total 3Q13     |             |
| Mexico        | 1,339.0        | 675.6          | 2,014.6        | 1,197.7        | 819.4          | 2,017.1        | -0.1%       |
| International | 379.0          | 966.0          | 1,344.9        | 240.2          | 809.4          | 1,049.6        | 28.1%       |
| <b>TOTAL</b>  | <b>1,718.0</b> | <b>1,641.5</b> | <b>3,359.5</b> | <b>1,437.9</b> | <b>1,628.8</b> | <b>3,066.8</b> | <b>9.5%</b> |

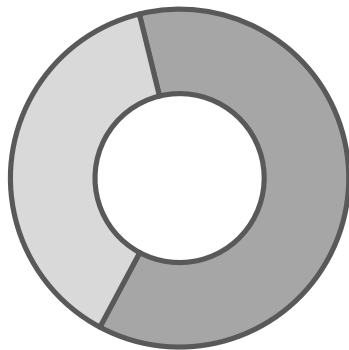
# 3Q14 LTM SEGMENTATION

● MEXICO 58%  
#1 IN THE OTC  
MARKET IN MEXICO\*

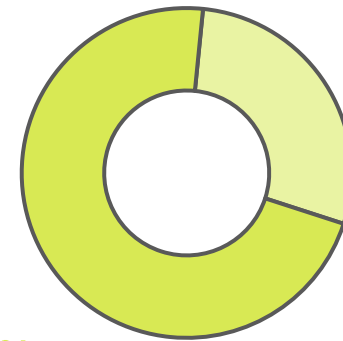
● INTERNATIONAL 42%



OTC – Over the Counter  
Pharma – OTC and Generics  
PC – Personal Care



● PHARMA 62%  
● PC 38%



● PC 72%  
● OTC 28%

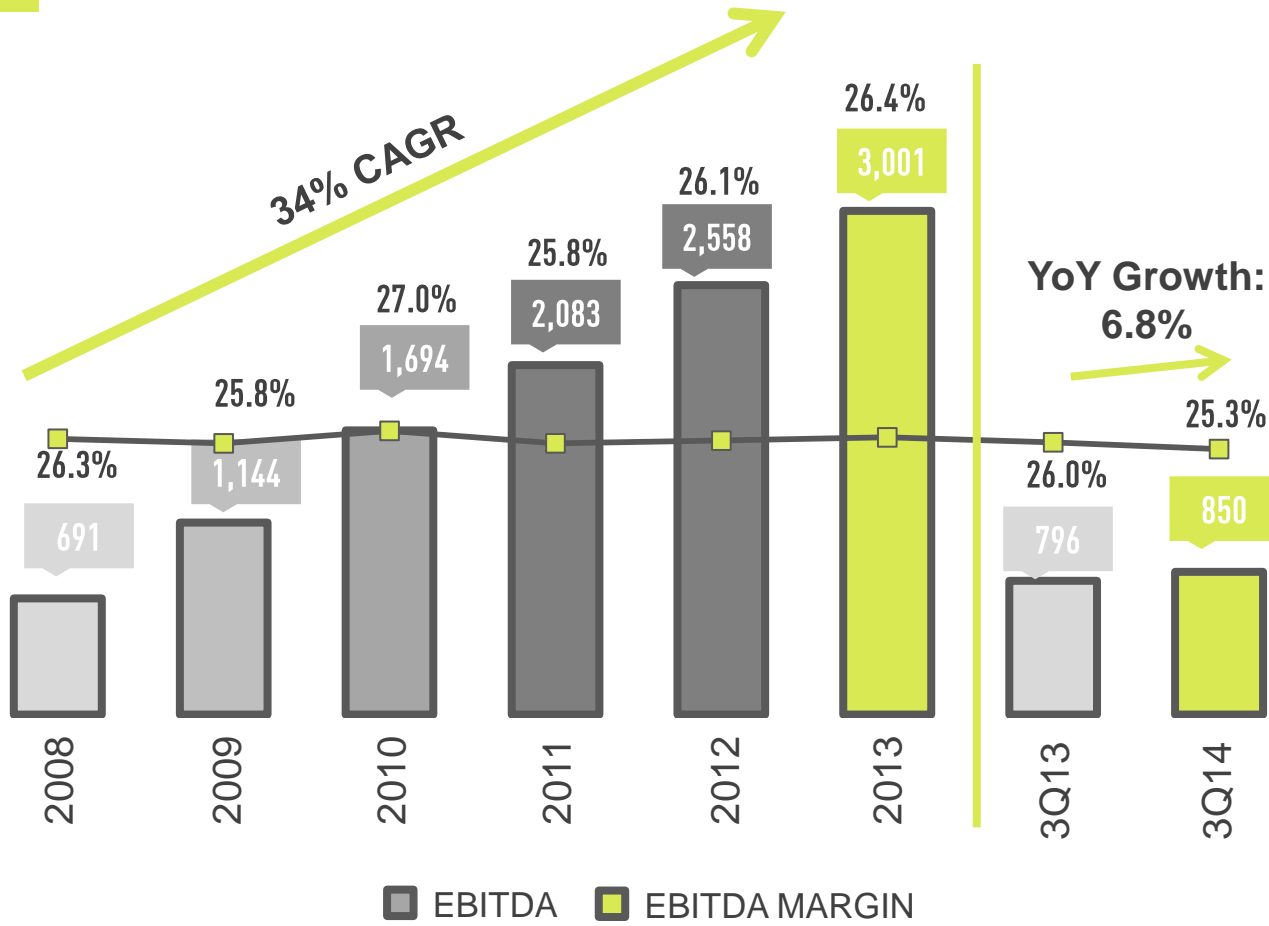
## TOP INTERNATIONAL COUNTRIES

1. Brazil
2. Argentina
3. USA
4. Colombia
5. Chile
6. Peru
7. Ecuador

\*According to IMS.

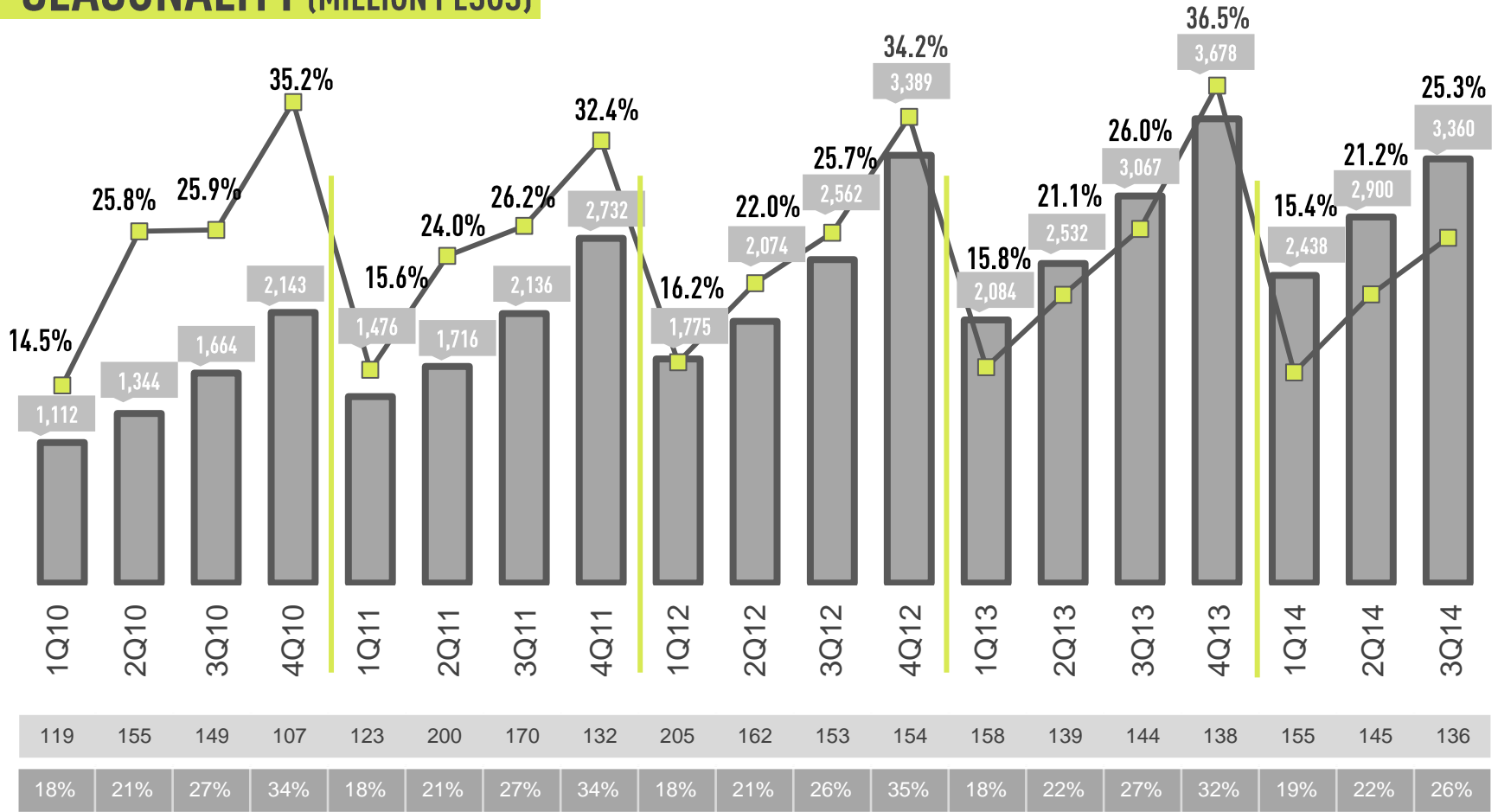
# EBITDA

(MILLION PESOS)



# NET SALES & EBITDA MARGIN

## SEASONALITY (MILLION PESOS)



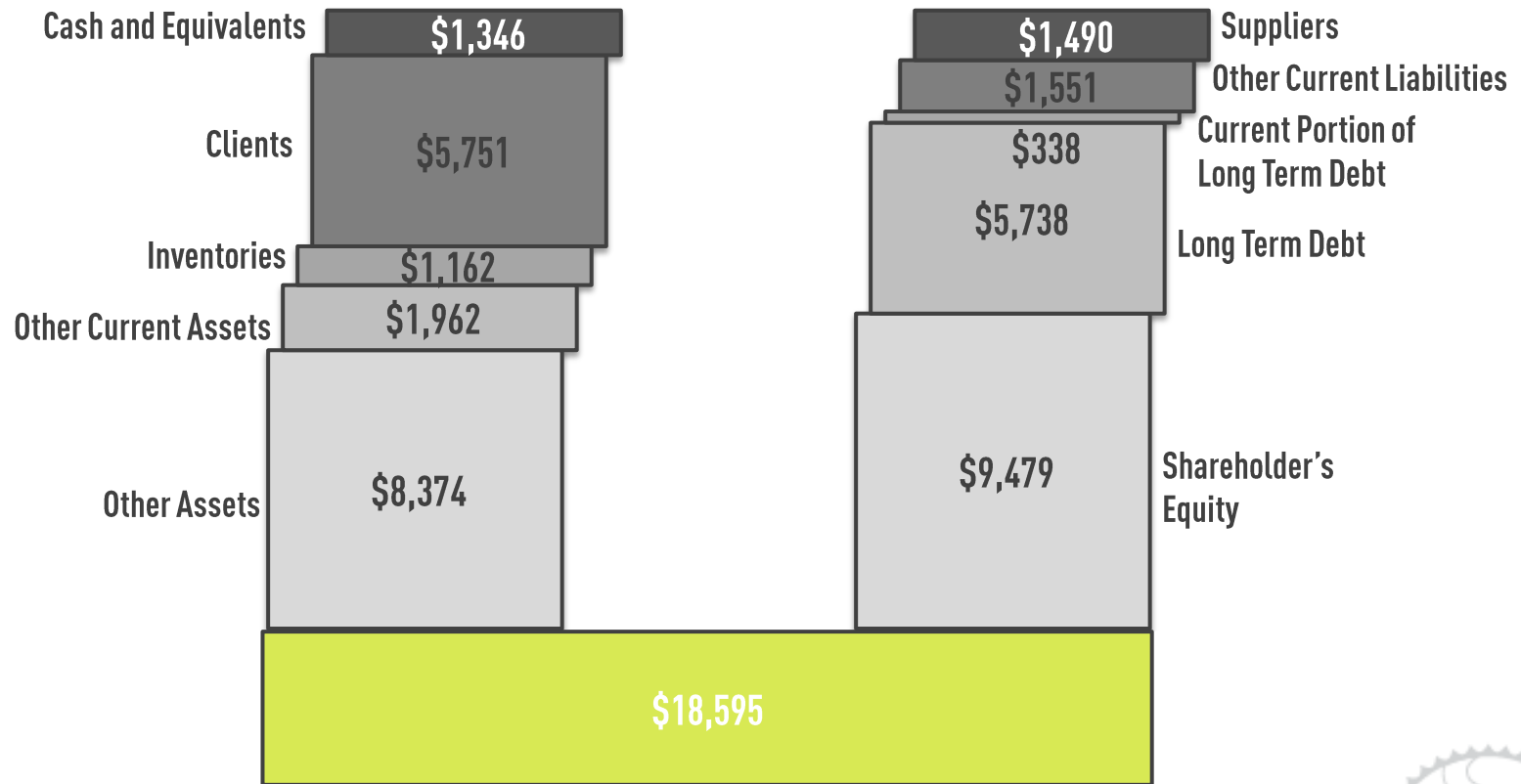
Cash Conversion Cycle

% of Total Year Sales

■ EBITDA   ■ EBITDA MARGIN

# BALANCE SHEET SUMMARY

AS OF 3Q14 (MILLION PESOS)



As of 3Q14, Ps. 6.08 billion in financial debt, representing a **1.49x** Net Debt/EBITDA ratio.

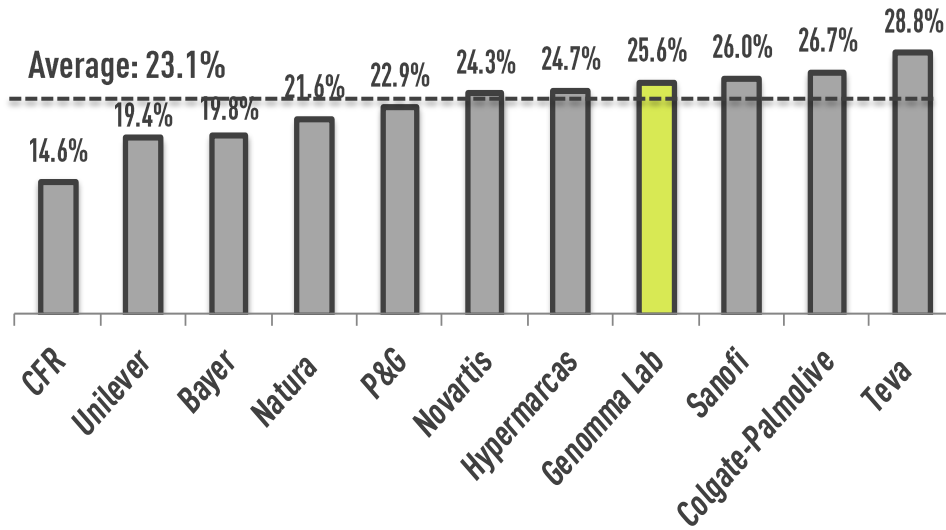




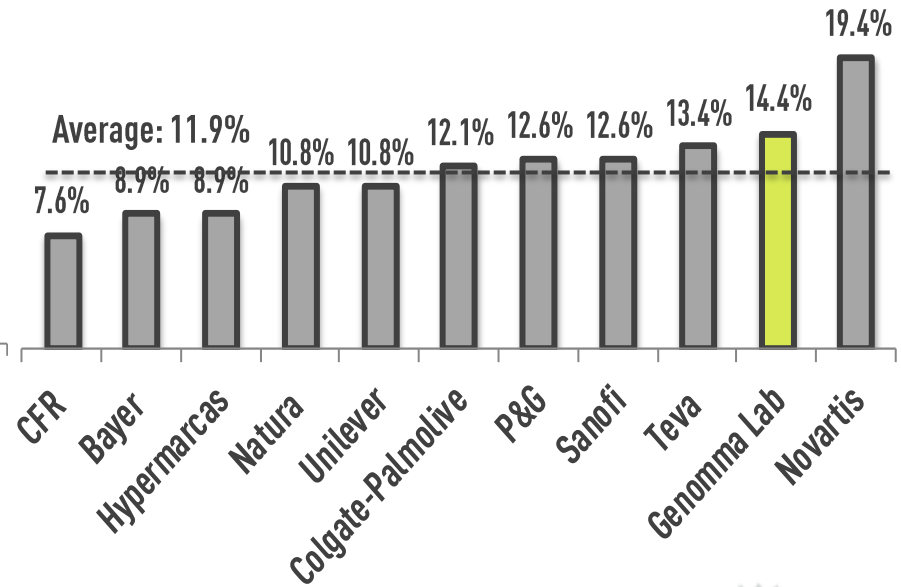
# STRONG FINANCIAL METRICS

AS OF 3Q14

EBITDA Margin



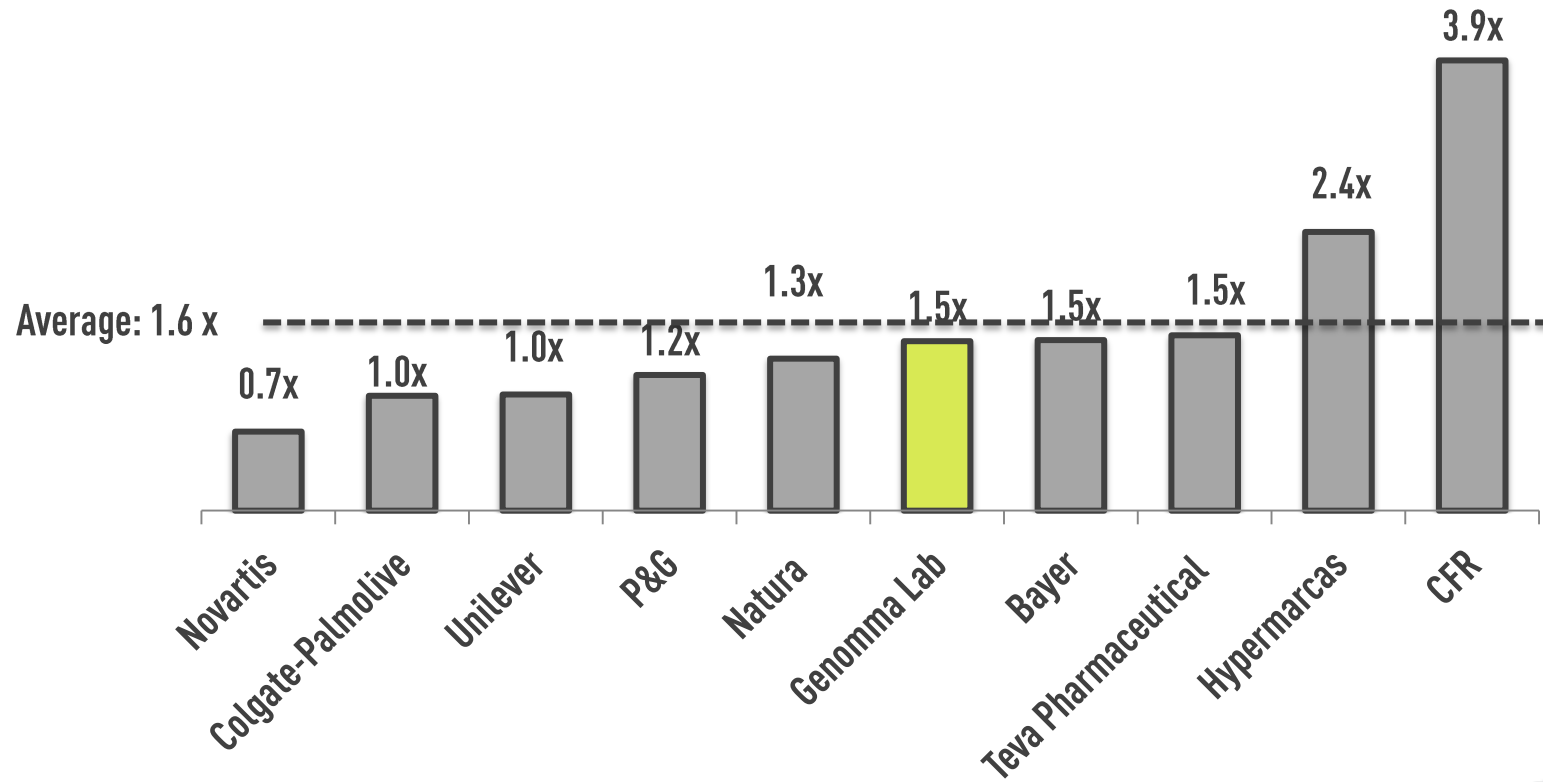
Net Income Margin



# STRONG FINANCIAL METRICS

AS OF 3Q14

## Net Debt / EBITDA





Genomma Lab.®



## Final Remarks

- 1. Genomma Lab will be expanding its operations to Europe in the coming years. For this matter, we will be starting business in Spain in the short term. Rodrigo Herrera, CEO, will be leading the initiation process personally.**
- 2. The new commercial strategy, focused on improving our products' presence at the point of sale to increase revenues, margins and cash flow generation, will be implemented throughout 2015 and will start posting results**
- 3. As part of our new commercial strategy and with the objective of improving profitability and cash flow generation, the Company has decided to rationalize its portfolio of brands, to focus on those that represent the largest percentage of its Nets Sales and have healthier margins and a better cash conversion cycle. The rest of the brands will be licensed to a third party.**



**Investor Relation's Contact:**

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**Ana María Ybarra – Investor Relations**

**[inversion@genommalab.com](mailto:inversion@genommalab.com)**

**Tel. (55) 5081-0000 ext. 5106**



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**[www.genommalab.com/inversionistas](http://www.genommalab.com/inversionistas)**