





INVESTOR RELATIONS

CORPORATE PRESENTATION



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This presentation may contain certain forward-looking statements and information relating to the Company that reflect the current views and/or expectations of the Company and its management with respect to its performance, business and future events. Forward looking statements include, without limitation, any statement that may predict, forecast, indicate or imply future results, performance or achievements, and may contain words like "believe," "anticipate," "expect," "envisages," "will likely result," or any other words or phrases of similar meaning. Such statements are subject to a number of risks, uncertainties and assumptions. We caution you that a number of important factors could cause actual results to differ materially from the plans, objectives, expectations, estimates and intentions expressed in this presentation and in oral statements made by authorized officers of the Company. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of their dates. Risks and uncertainties include, but are not limited to: risks related to the impact of the COVID-19 global pandemic, such as the scope and duration of the outbreak, government actions and restrictive measures implemented in response, material delays, supply chain disruptions and other impacts to the business, or on the Company's ability to execute business continuity plans as a result of the COVID-19 pandemic, economic factors, such as interest rate and currency exchange rate fluctuations; competition, including technological advances, new products attained by competitors; challenges inherent in new product development; the ability of the Company to successfully execute strategic plans; the impact of business combinations and divestitures; manufacturing difficulties or delays, internally or within the supply chain; significant adverse litigation or government action, including related to product liability claims; changes to applicable laws and regulations, including tax laws; changes in behavior and spending patterns of purchasers of products and services; financial instability of international economies and legal systems and sovereign risk. A further list and descriptions of these risks, uncertainties and other factors can be found within the Company's related filings with the Bolsa Mexicana de Valores. Any forward-looking statement made in this release speaks only as of the date of this release. The Company undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.



Agenda

- 1 WHO WE ARE: OUR FOOTPRINT
- 2 NEW GROWTH STRATEGY
- NEW INDUSTRIAL CLUSTER
- 4 FINANCIAL HIGHLIGHTS



WHO WE ARE: OUR FOOTPRINT





WHO WE ARE: OUR FOOTPRINT



LatAm **49%** of net sales



Points of Sale *400,000+*





Mexico **43%** of net sales



Countries 18



USA 8% of net sales



Industrial Cluster 7



Brands 50+



1,300+ employees



September 2021 | 6 As of June, 2021



OVER THE COUNTER PRODUCTS (OTC):

50.3% OF TOTAL SALES









Pain Relief

Cough & Cold

Gastro & Anti-Hemorrhoids

Anti-Flu



Anti-mycotics & Sexual Health



Isotonic **Beverages**



Antibacterial



Infant Formula



New categories



PERSONAL CARE PRODUCTS (PC):

49.7% OF TOTAL SALES



Shampoo



Hair Care



Beauty Creams



Skin Care & Micellar water



Anti-Acne & Cosmetics

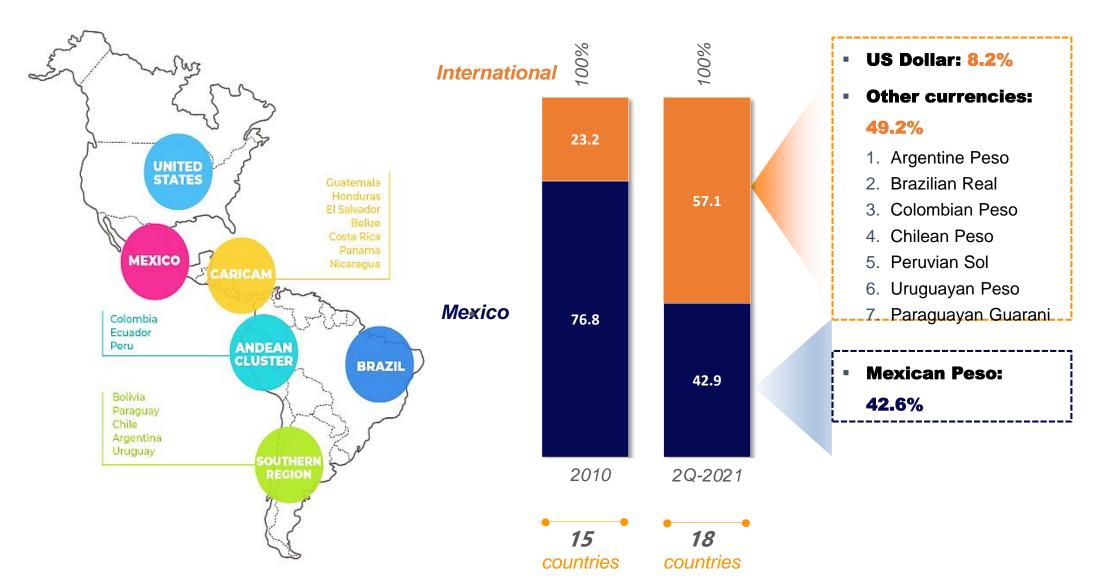


Razors





WELL DIVERSIFIED BY REGION & CURRENCIES





OTC MARKET SHARE BY COUNTRY

Top Two Countries

As a percentage of sales









Highly Fragmented

By category penetration





CHILE position 7th.

ECUADOR position 4th.

PERU position 6th.

COLOMBIA position 7th.

CAM (1) 5.5% position 4th.



MANAGEMENT TEAM

JORGE LUIS BRAKE CEO



SEPTEMBER 2018

Prior Experience:

- Senior Vice President at Laureate Education Inc.
- CEO of P&G's Latin America división
- 30+ years of experience in consumer goods

ANTONIO ZAMORA *CFO*



DECEMBER 2015

Prior Experience:

- CCO Cydsa
- CFO Grupo LALA
- Strategic & Financial Planning PEPSICO
- McKinsey & Co

MARCO SPARVIERI COO



APRIL 2014

Prior Experience:

- EVP Sales P&G
- 20+ years of experience in consumer goods



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2 NEW GROWTH STRATEGY





Product Innovation & Portfolio optimization

Best-in-class Go-to-Market

World-class
Manufacturing & Supply
Chain

Corporate Culture



Product Innovation & Portfolio optimization







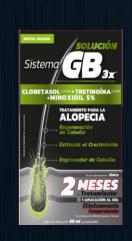




Sustainable Growth Strategy

NewProducts & SKU's















PRODUCT INNOVATION



GROMEN 500





New category with **growth potential** for Mexico & LatAm

PC (Exclusivity agreement)

Market Value opportunity of >100mm USD





PRODUCT INNOVATION





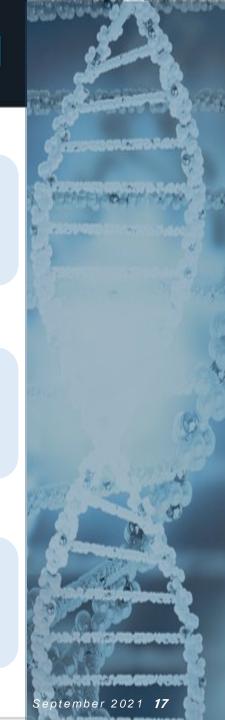
Manufactured by
UP International
(Exclusivity agreement)





Exclusivity in LatAm ex. Brazil

Market Value opportunity of >80mm USD





INNOVATION: DRIVER OF GROWTH

SOLID RESULTS 2021

NET SALES(1)

2Q: +6.3%

EBITDA(1)

2Q: +2.9%

NET INCOME(1)

2Q: **+5.1**%

Cost and Expense Control

Organization **Commitment**

Optimal level of Operations

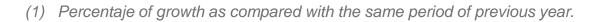
SAP S/4 HANA

Strong balance position

New Categories and Product Innovation

E-commerce Initiatives

amazon





Product Innovation & Portfolio optimization

Best-in-class Go-to-Market

World-class
Manufacturing & Supply
Chain

Corporate Culture



Wellness Center

Best-in-class Go-to-Market

















BEST-IN-CLASS GO-TO-MARKET

Traditional Channel

- **+400,000** Points of Sale
- New Commercial Agreements in Brazil
- Traditional Channel Expansion for CAM & Andine Region







Customer reviews



Ranking Increase from #3 to #2 across Amazon



Online Customer Approval



Product Innovation & Portfolio optimization

Best-in-class Go-to-Market

World-class
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Corporate Culture





World-class
Manufacturing & Supply
Chain

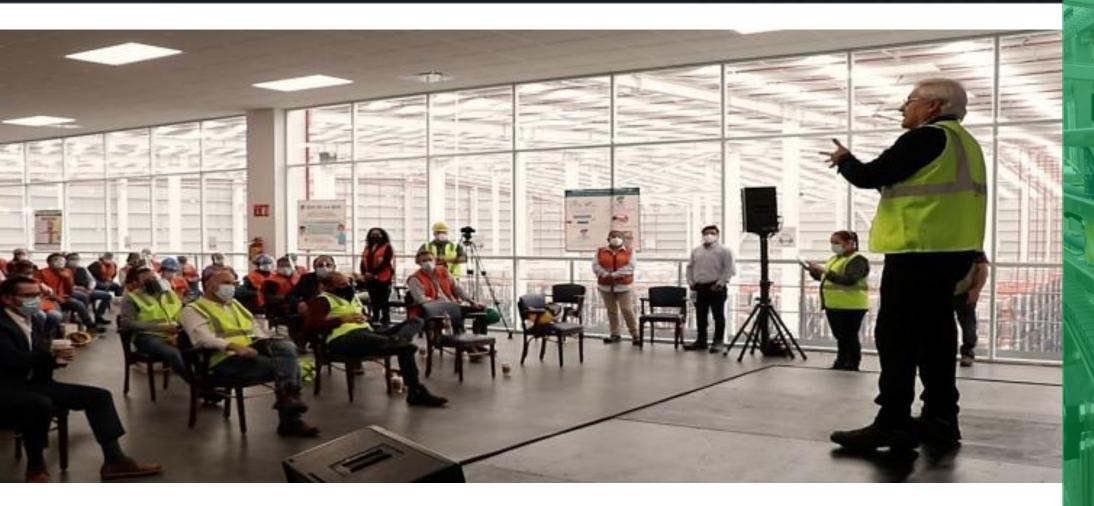
2 out of 3 components started operations (PC & Warehouse)

- Successful relocation of the Finished Products Warehouse
- Isotonic Beverage Line started operations
- Commissioning of four additional lines
 (Shampoo, Ointments, Skin Care Line & Medical Devices)



WORLD-CLASS MANUFACTURING

& SUPPLY CHAIN





New Manufacturing Facility video



WORLD-CLASS MANUFACTURING







New Warehouse

- Increased Warehouse capacity
- Speed & Accuracy in case picking
- Ensures product rotation.





WORLD-CLASS MANUFACTURING & SUPPLY CHAIN

Extrema - Minas Gerais

- One of the main logistics hubs in Brazil
- Improved level of costumer service
- Reduced transit time in +5 days
- Logistics cost reduction
- + 6,000 pallets positions
- +50% increase of capacity.



Product Innovation & Portfolio optimization

Best-in-class Go-to-Market

World-class
Manufacturing & Supply
Chain

Corporate Culture





NOW WE KNOW IT IS IN OUR GENES

SOMOS L

Corporate Culture





CORPORATE CULTURE

Social Responsibility

GLQBAL COMMITTEE ON DIVERSITY, INCLUSION AND GENDER EQUALITY





WE ARE GEN PEOPLE WITH TALENT

Breaking Down Barriers





Equal opportunity





SUSTANTIBILITY AGENDA 2025





OUR SUSTAINABILITY 2025

A commitment to the future







SUSTANTIBILITY AGENDA 2025

Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA



Part of the S&P/BMV Total Mexico ESG Index for 2nd consecutive year.

Recognized as one of the leading companies in ESG practices.





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- 3 NEW INDUSTRIAL CLUSTER
- (4) FINANCIAL HIGHLIGHTS





3 NEW INDUSTRIAL CLUSTER





INDUSTRIAL CLUSTER





INVESTMENT RATIONALE





Enhanced Value Equation

Higher Gross Margin

Superior Product Quality

Reliable Product Supply

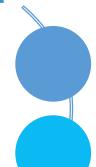


LONG-TERM FINANCING & RATINGS

Long-term financing provided by:







~100MM USD

Loan Term: 8 years

Rating Agencies



Short-Term: F1+(mex)

Long-Term: AA(mex)

> **Outlook: Stable**



Short-Term: HR+1

Long-Term: HR AA

> **Outlook: Positive**



INVESTMENT PROFILE

Benefit from economies of scale and efficient production capabilities



EBITDA
Synergies
~ 700 bps⁽¹⁾







Market Expansion:

Genomma Lab will reinvest between 350 - 300 bps for growth

(1) Genomma Lab estimation. September 2021 38



IMPROVING EFFICENCY IN EXPORT LOGISTICS





Strategically Located

Manufacturing Plant (79 Acres)

"Puerta México"

(Most important train port in Mexico)

Distance between Plant & Puerta México: 1.5 mi

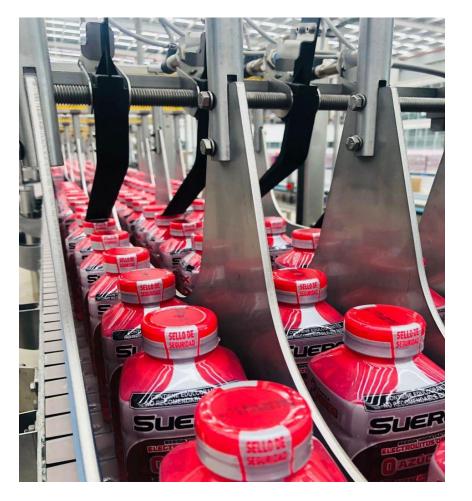




+5,000,000 bottles produced in June-21







Personal Care Plant at San Cayetano State of Mexico (Isotonic Beverage Line)







Personal Care Plant at San Cayetano State of Mexico (Isotonic Beverage Line)







Personal Care Plant at San Cayetano State of Mexico (Isotonic Beverage Line)







Personal Care Plant at San Cayetano State of Mexico (Shampoo Line)





Personal Care Plant at San Cayetano State of Mexico (Skin Care Line)







Personal Care Plant at San Cayetano State of Mexico (Skin Care Line)





Personal Care Plant at San Cayetano State of Mexico (Skin Care Line)







State-of-the-art equipment





OTC Plant Manufacturing Equipment







State-of-the-art equipment



Blister machine for OTC pills





Tube filling equipment for semisolid production line

Tanks system for liquid OTC production

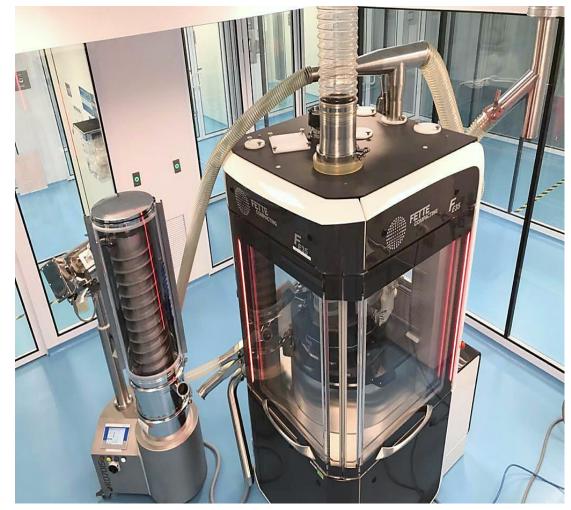
Water chiller system for OTC Plant







Semi-solid production line



State-of-the-art equipment







ECONOMIES OF SCALE AND SCOPE DRIVING HIGHER GROSS MARGINS

Opportunity areas

Outsourcing

Producing



Raw Materials and Packaging

Buying finished products

Fragmented raw material procurement

Direct control in all COGS components

Economies of scale



Labor Cost

Low scale, labor intensive processes

Un-synchronized Supply Chain Network State-of-the-art fully automated lines

Vertically integrated Supply Chain Network



Process

High setup times for changeovers

Highly efficient and flexible processes



ECONOMIES OF SCALE AND SCOPE DRIVING HIGHER GROSS MARGINS

Opportunity
areas

Outsourcing

Producing



Suppliers

Higher COGS due to co-packers profit margin

Eliminate co-packers profit margin



Logistics

Suppliers scattered throughout the country

Inefficient inbound and outbound truck-based logistics

Integration of suppliers to industrial park

Leverage freight consolidation and low-cost train logistics for exports



Inventories

Higher inventories due to multiple warehouse network

Lower safety stocks required for raw materials and finished products



EXAMPLE OF REMOVING INEFFICIENCIES





PROFITABILITY THROUGH COGS REDUCTION









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- **NEW INDUSTRIAL CLUSTER**
- **FINANCIAL HIGHLIGHTS**











FINANCIAL RESULTS

Ps. million

Income Statement	2Q-2021	%	2Q-2020	%	Var %
Net Sales	\$3,865.4	100.0%	\$3,547.7	100.0%	+6.3%
Gross Profit	\$2,351.6	60.8%	\$2,178.4	59.9%	+8.0%
Operating Income	\$742.0	19.2%	\$714.9	19.7%	+3.8%
EBITDA ⁽¹⁾	\$776.5	20.1%	\$754.9	20.8%	+2.9%
Net Income	\$379.2	9.8%	\$360.8	9.9%	+5.1%



LatAm **49%** of net sales for Q2-2021



Mexico **43%** of net sales for Q2-2021



USA 8% of net sales for Q2-2021



FINANCIAL POSITION

Ps. million	As	As of Dec 31,	
Financial Position	2021	2020	2020
Cash and Equivalents	\$1,409.0	\$1,209.5	\$2,103.9
Total Assets	\$22,869.8	\$21,101.8	\$22,132.6
Total Liabilities	\$12,734.9	\$12,162.5	\$12,498.4
Stockholders Equity	\$10,134.9	\$8,939.3	\$9,634.2

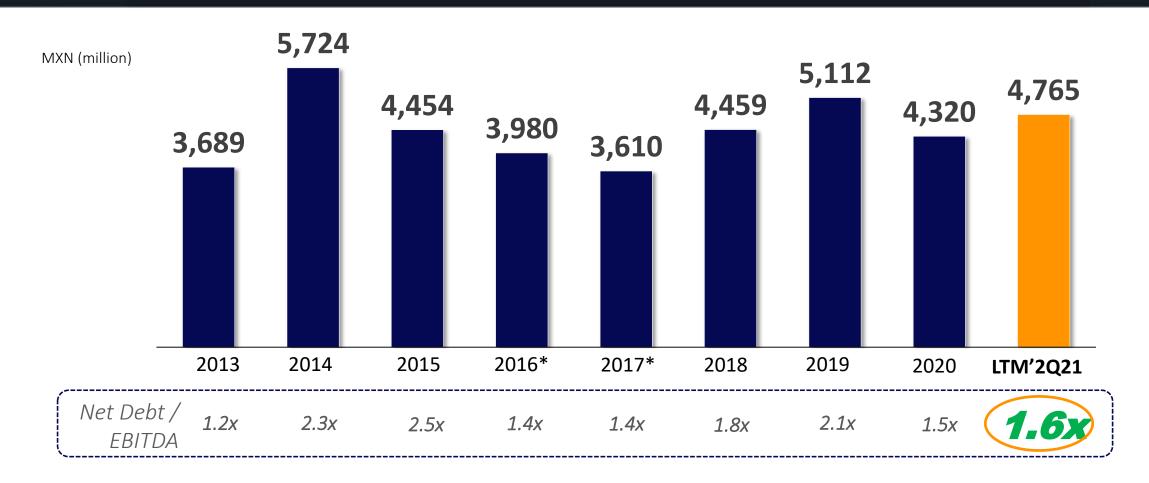


CASH CONVERSION CYCLE (1)





NET DEBT PROFILE

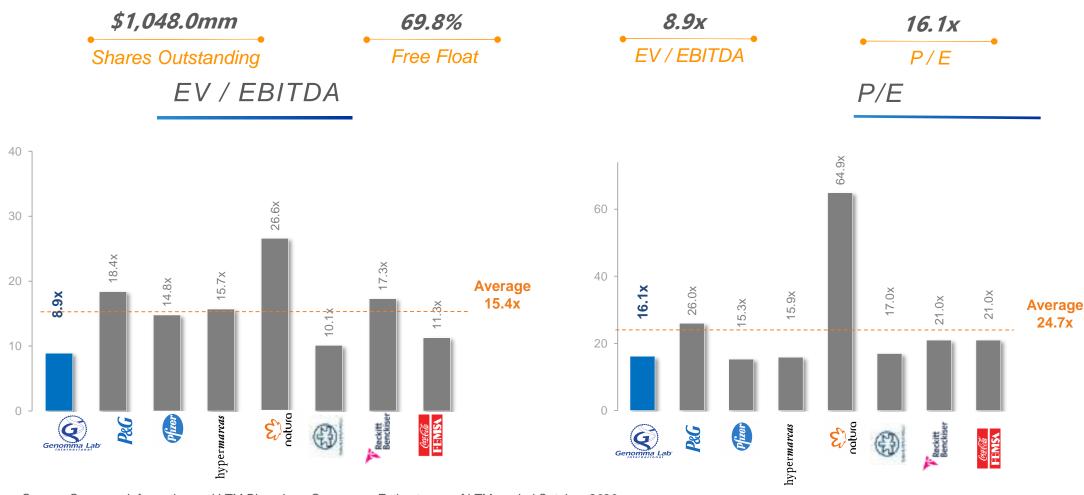


^{*}Adjusted EBITDA for 2015 and 2016 due to change in Genomma Lab's financial policies



KEY VALUATION METRICS

Historical data do not reflect **potential upside** from new manufacturing plant

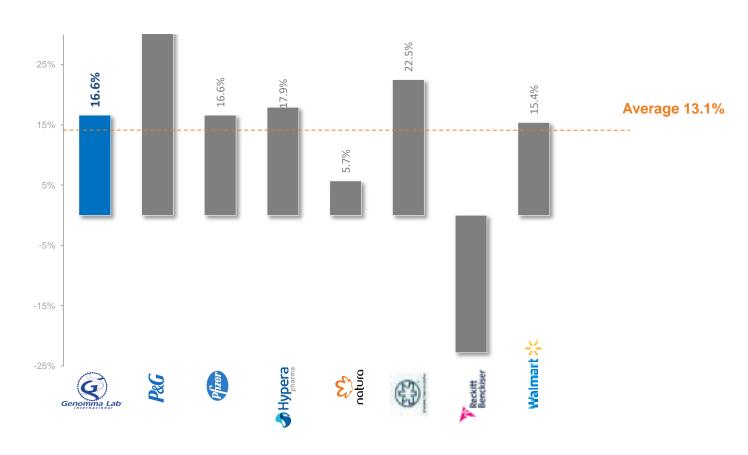




KEY VALUATION METRICS

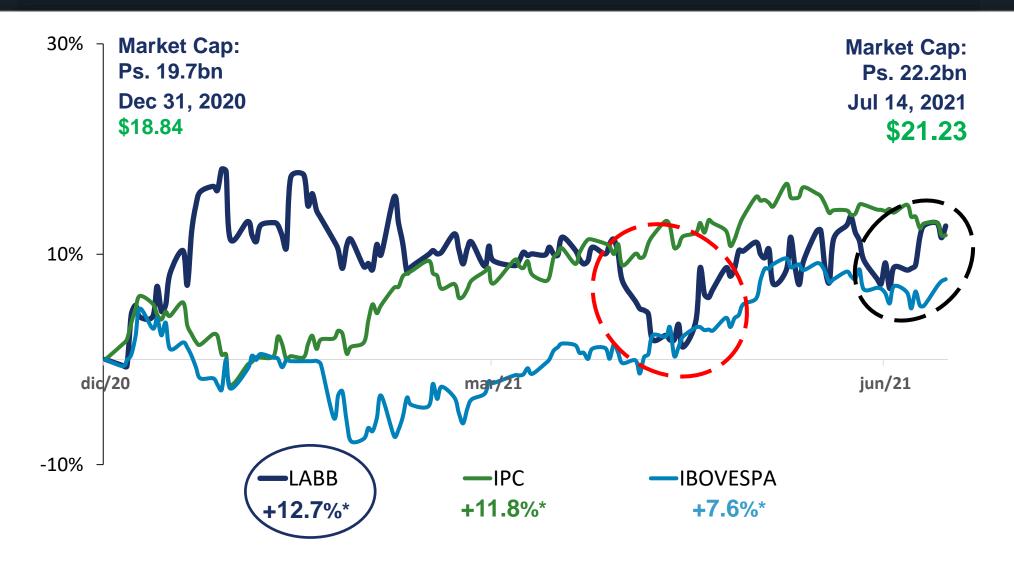
ROIC including Intangibles

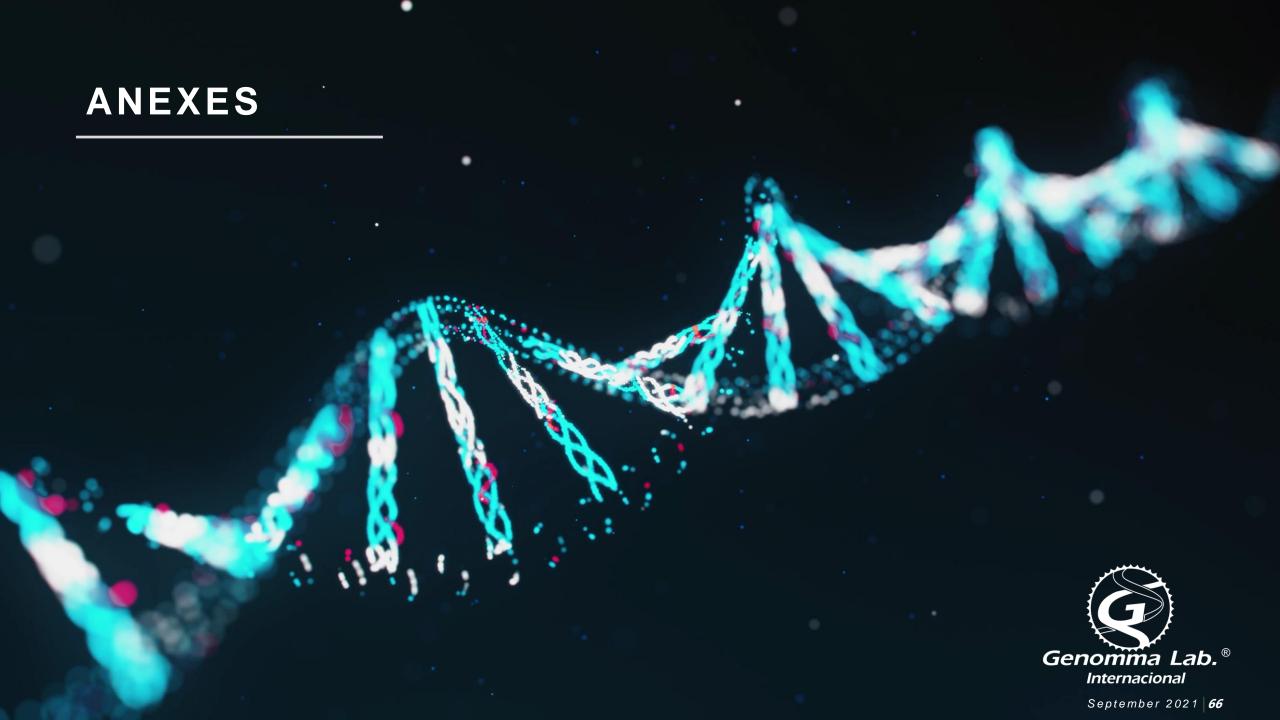






LABB STOCK & IPC YTD PERFORMANCE







VIDEO LINKS



BUFFERIN























SOCIAL RESPONSIBILITY